

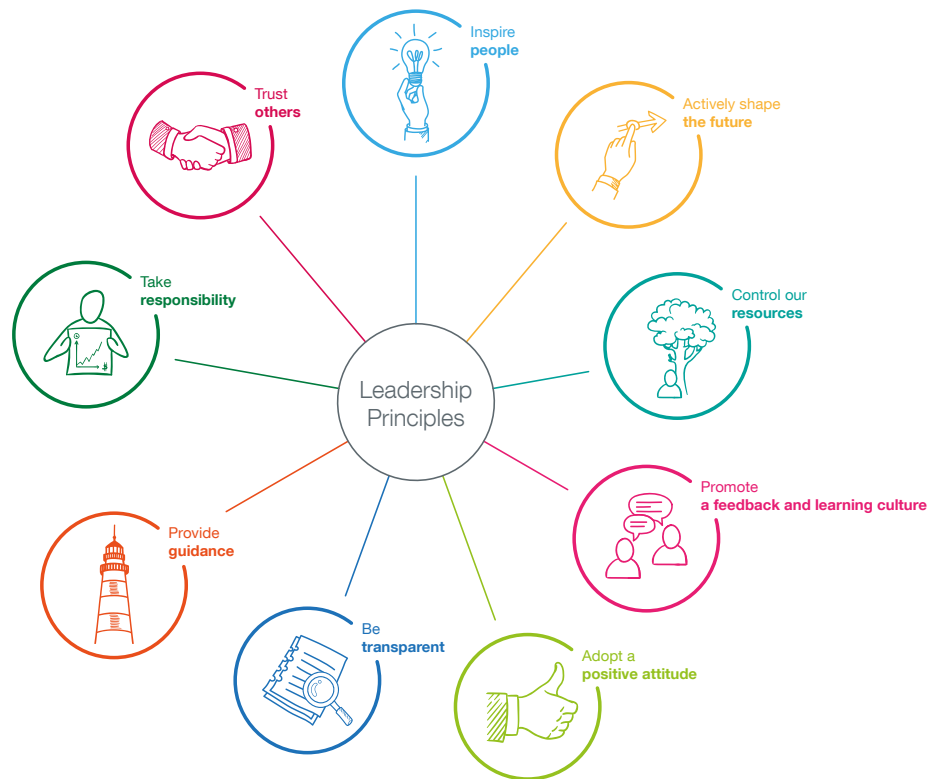


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# By us – for us

Be guided by the following principles



# Leadership Principles

We are leaders

The world is evolving all the time. There is huge potential for the future associated with the digital transformation to be brought about by Industry 4.0. The times we live in are characterised by greater flexibility, change and uncertainty. This is often discussed in reference to the new **VUCA** world.

This can be described using the following four terms:

**V**olatility – **U**ncertainty – **C**omplexity – **A**mbiguity

Securiton is also making its move in this digital world with all of its smart products and new business models. In order to continue enjoying success, it is essential that we continue to evolve and take an active approach in facing up to the future. As traditional organisations, working concepts and leadership models have reached their limits, we here at Securiton wish to develop our collaboration and understanding of leadership further and adapt to the new circumstances we face.

Leadership in a VUCA world is all about agile collaboration. Only companies that place sufficient trust in their employees and give them enough room for manoeuvre have the required level of flexibility and speed to be able to respond to unexpected and complex requirements. This means individual employees are given a greater share of responsibility and make their own decisions.

We want to capitalise on this huge potential energy from all of our employees and embrace the concept of joint leadership here at Securiton. All of our employees at Securiton are leaders.



The greater the inspiration is,  
the more we will want to make  
it a reality.

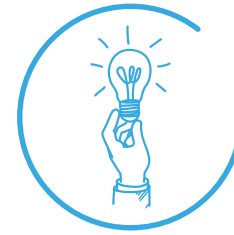
Leo, Regional Manager

Inspire  
**people**

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# Inspire people



## In brief

- Inspiration is the product of curiosity, spontaneous ideas, dreams, openness and fantasy that every single one of us possesses. So go with the flow and use your inspiration.
- In order to inspire ourselves and others and provide stimuli and suggestions, we need the space to develop and have freedom. We need to show who we are, trust ourselves and share our knowledge. Be attentive and engage constructively with others, showing interest in what they have to say.
- New ideas are absolutely essential in finding solutions to the challenges of today and tomorrow, as well as to follow new paths. We need your inspiration in order to be successful in the future as well.

## Some thoughts

We should come to work every day with our eyes wide open and our hearts open to new things, not only to get inspired but also to inspire others too. It often starts with a spontaneous idea or a small dream, which suddenly transforms into something huge and wonderful.

We can gain inspiration from a lot of things. Inspiration often comes from other people who are a little more advanced than we are, or perhaps have the courage to do something that we have not yet dared to. These are people who have already achieved their goals.

Let's flip it round here by looking at the following: Where are we more courageous, better, quicker and more successful? Who can we inspire, and how can we inspire others?

Implementation is key to any form of inspiration. The greater the inspiration is, the more we will want to and indeed be able to implement. This results in ideas that lead to innovative developments.

## Have you asked the following questions?

- Do you give yourself the space to let yourself be inspired? What or who inspires you?
- When do you inspire others? Who feels inspired by you?
- How creative do you view yourself, your team or the people around you?
- What response do uncomfortable questions, sources of inspiration or lateral thinkers trigger in you?
- How open or closed are you perceived as by those around you?

## How to succeed

- Be open and curious, show an interest, be humble and respectful. Don't just focus on what you are doing yourself.
- Trust yourself. Get involved. Actively look for new solutions. Show your feelings and ideas to others. Take the feelings and ideas of others on board. Engage with other people. Take other people and their needs seriously. Speak graciously and respectfully about others, emphasising their strengths. Be confident in your attitude.
- Seek potential for development. Take care to ensure that you and other people grow into the task in question. Help people to help themselves. Support new ideas and innovation.



Provide stimuli, show  
interest and think  
outside the box.

Thomas, Software Development Engineer

Actively shape  
**the future**

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# Actively shape the future

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## In brief

- It is not enough for us to wait until something drops into our laps from above. We need everyone to be committed; it needs every single person to get involved. You are needed here.
- Our future is based on creativity, ideas, inspirations and stimuli from those around us. Show interest and think outside the box.
- Come up with creative, original ideas and solutions that are easy to implement, share them with others, influence and persuade others. You can do it and we have faith in you.

## Some thoughts

Previous success is no guarantee that we will also be successful in the future too. To make sure we don't just stand still, we need to draw the right conclusions from the past in order to shape the future.

The best way we can be creative and come up with a range of ideas is when we feel comfortable and find ourselves in an inspiring working atmosphere without fear. Creating an atmosphere like this is a key task and involves us all.

We allow ourselves to express our dreams and ideas. We welcome creative and abstract thinking and also allow for unusual questions. We do this in order to come up with original ideas and solutions together that are easy to implement.

## Have you asked the following questions?

- In what kind of atmosphere do you feel encouraged to put forward your ideas and dreams?
- How do you act when employees, colleagues or business partners tell you their ideas?
- What contribution do you make to a creative and inspiring working atmosphere without fear?
- Do you think in terms of the limitations involved (known as "Gärtli" thinking) or do you consider cross-departmental opportunities?

## How to succeed

- Present your position, ideas and thoughts in an open way. Put your point of view and concerns across in a powerful and passionate way. Argue your case clearly, convincingly and precisely using a nuanced and well-founded approach.
- Make others get excited about something. Encourage other people. Motivate and captivate. Provide stimuli.
- Try something new. Be open to change. Discover new aspects of things you know. Approach new ideas in a constructive way. Develop and initiate creative new solutions.
- Set yourself challenging targets. Tackle them with enthusiasm. Pursue them in a consistent way. Persevere and do not give up. Do not get distracted. Change tack if you need to. Exceed in your performance. Look for success.



We watch our energy levels and know our limits.

Alexandre, Team Leader Customer service

## Control our resources

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# Control our resources



## In brief

- We watch our energy balance and know our stress limits. You are precious and need to take care of yourself.
- Discover the things that drain you and find out how you can build up your reserves again.
- If you have reached your limits, make the most of this opportunity and learn from your experiences.

## Some thoughts

Personal resources refer to all of the knowledge, abilities, skills and personality traits that an individual can access as potential. Understanding, managing and, where required, correctly using your own resources is key to responding to the ever increasing demands in both your professional and private life.

The demands and expectations as well as the associated stresses in your professional life are constantly increasing. Individuals want to achieve, but they have a dangerous tendency to overexert themselves. This is particularly the case in challenging times and high pressure situations where you need to balance your awareness of your own sources of strength and energy over and over again.

If there is an imbalance between your own resources and the demands placed on us, you will be overloaded. We feel as though others are pushing us through life and feel like victims. In these sort of situations, it is essential to take care of your own resources and recognise your own limits.

Things that drain you include a lack of personal discipline, a lack of support from those around you, 24/7 availability, illness, lack of plans or ideas, unresolved conflicts or different expectations.

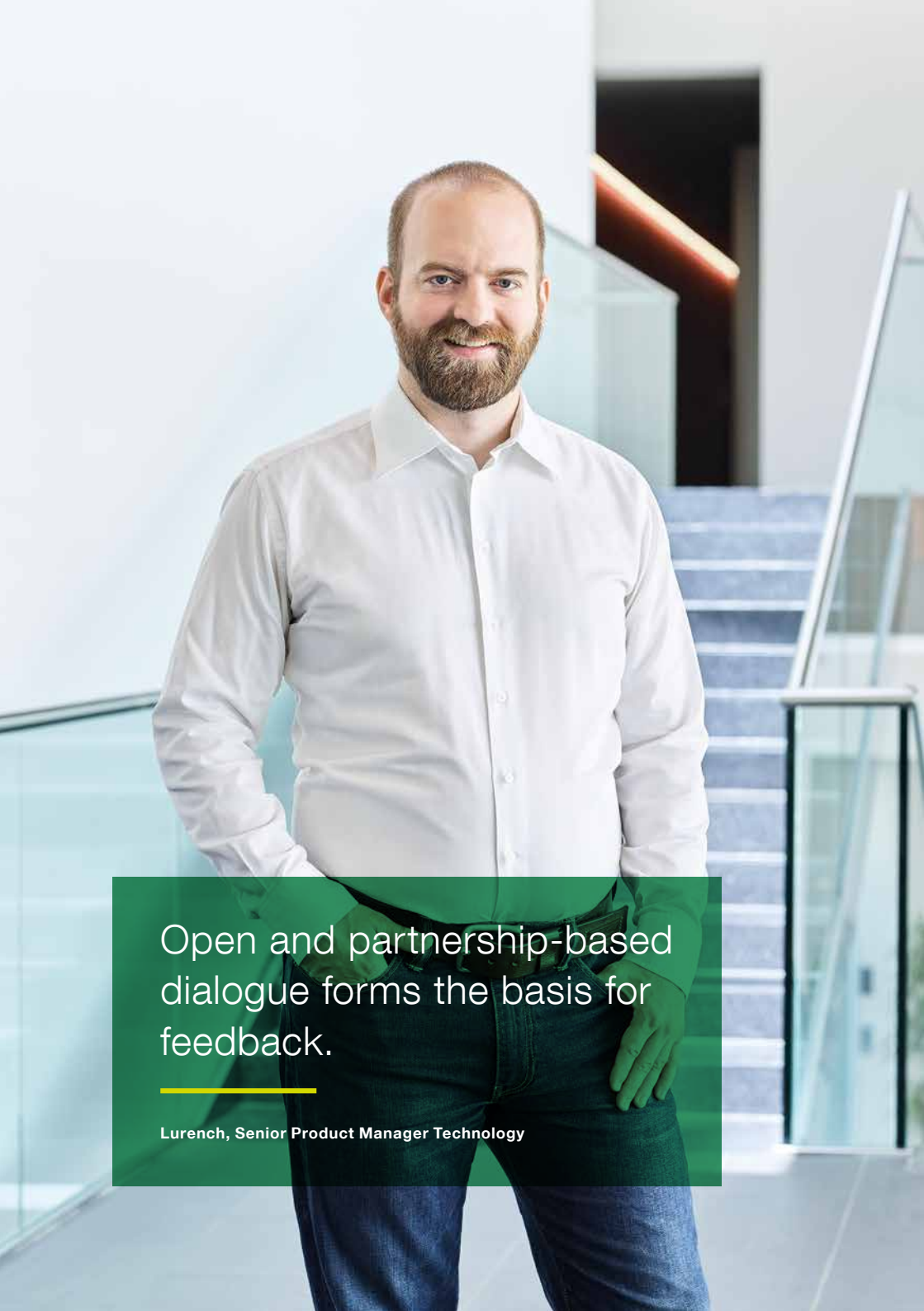
Examples of strategies include enhancing your existing resources, activating unused resources or developing new resources. This also means that we are open to support and assistance, whether this comes from within our own team, within the company or even outside it.

## Have you asked the following questions?

- How are you? What drains your energy level? How do you spot the fact you are no longer balanced? How do you restore your balance?
- Which resources could you enhance, activate or develop?
- What did you learn from the last time you reached your limits?

## How to succeed

- Go out of your comfort zone, but not beyond your limits. Be focused and do not waste time on trivial things. Do not take too much on.
- Accept the things you cannot change. Do not allow yourself to be put under pressure by high stress levels and expectations within your surroundings. Do not feel ashamed to ask for help.
- Get to know your personal limits. Spread your strength and energy out. Organise things effectively. Set deadlines and stick to them. Use your own time efficiently and systematically.
- Constantly develop yourself. Search for new methods. Be open to learning experiences. Take poor feedback or criticism on board as an opportunity to learn.
- Be active in taking time for yourself. Live a healthy balance between demands at work and at home.



Open and partnership-based dialogue forms the basis for feedback.

Lurench, Senior Product Manager Technology

## Promote a feedback and learning culture

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# Promote a feedback and learning culture



## In brief

- For us, feedback is all about giving and receiving responses.
- It is hard for us to be able to learn from our own actions; we need to have a light shone on them along with the perspectives of others. Be prepared to learn from feedback and develop yourself further.
- There is no culture of learning without feedback or tolerance of mistakes. Feedback does not just mean criticising, it also involves recognising and appreciating things.

## Some thoughts

Open and partnership-based dialogue forms the basis for feedback. Being able to give and receive feedback is a key sign of transparency and a culture of learning where mistakes are tolerated. Open, honest and respectful feedback builds trust and creates a healthy working environment without fear.

Anyone venturing into new territory or creating something new will make a mistake or fail sooner or later. This is in the nature of things and we can learn from it. We emerge stronger from difficult situations. This is the opportunity to advance our ideas.

In order for feedback to be successful, it is important to apply the following 3-step method:

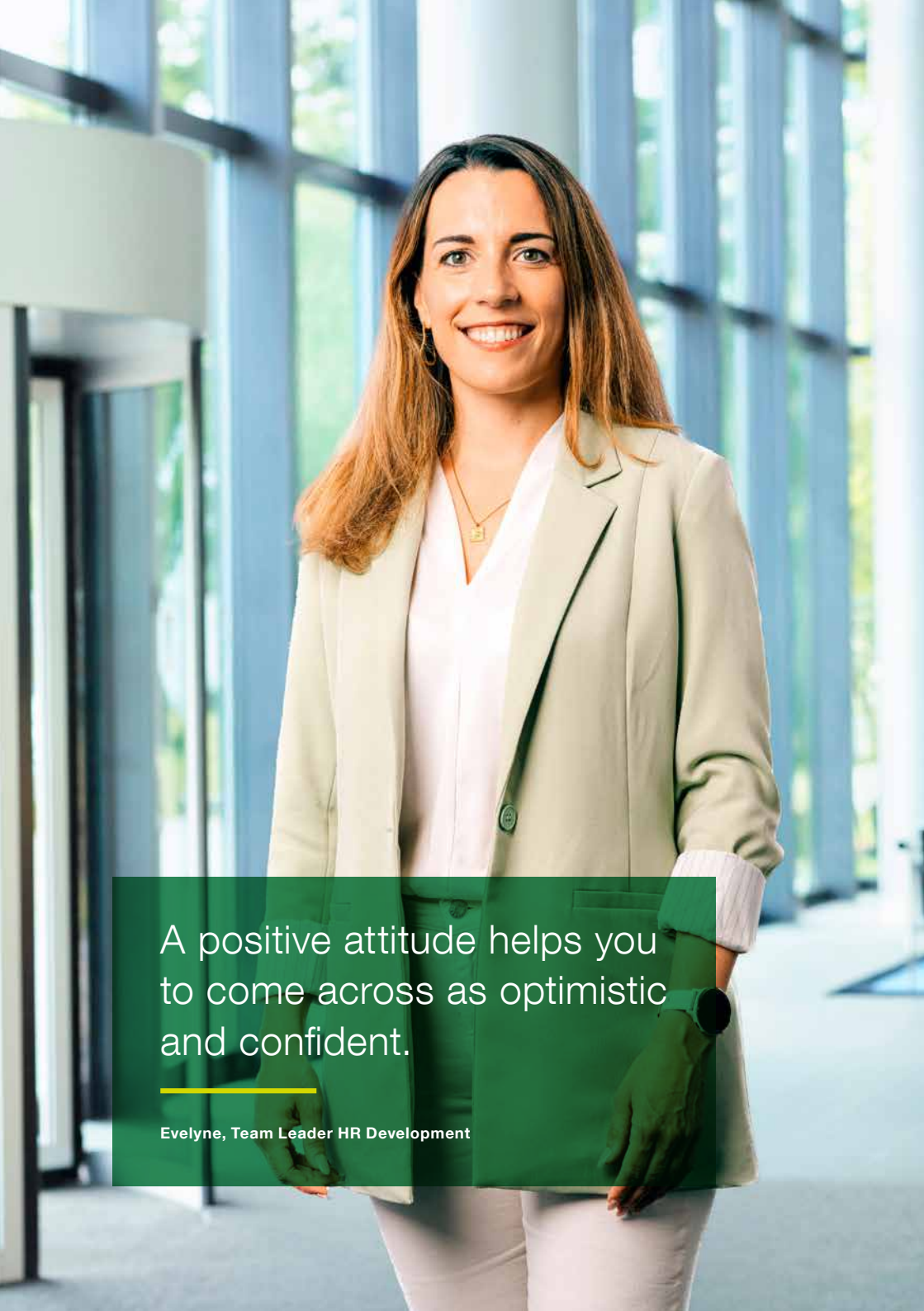
1. Express your thoughts in a non-judgmental way.
2. Explain your own response (effect/impact on me).
3. State your requirements or needs.

## Have you asked the following questions?

- How well are you able to give and receive feedback?
- How do you deal with success and failure? Are you able to communicate them?
- What fosters or hinders a culture of learning within your surroundings?
- Where should we have greater scope for feedback and learning? So what are you waiting for? Let's go!

## How to succeed

- Be curious, open-minded and agile, as well as observing things in a non-judgemental way. Give direct and constructive feedback. Encourage direct discussion. Pay attention to any responses. Address any sensitive matters and inappropriate behaviour in a prompt and personal way.
- Actively request feedback and expectations from other people. Respond to feedback from other people. Take criticism on board as an opportunity to learn. Question your own perspectives.
- Utilise your experiences in a targeted way. Implement any new findings in practical situations. Learn from any success or failure. Be prepared to experiment. Be ready to learn.
- Actively respond to changes. Adapt to any new circumstances. Think outside the box and improvise. Constantly develop yourself. Recognise opportunities. Be open to learning experiences. Continue to learn on a regular basis.



## Adopt a **positive attitude**

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A positive attitude helps you to come across as optimistic and confident.

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Evelyne, Team Leader HR Development

# Adopt a positive attitude



## In brief

- We spend a lot of time at our workplace. Having a positive attitude makes work more fun! Help create a positive environment and maintain it.
- We can shape a lot of things we do at work. Take personal responsibility and use your initiative. Set yourself achievable and exciting targets and see what sort of positive impact this will have on your life.
- Previous success or failure will not necessarily be repeated in the future. Forget about the past and focus your positive energy on the present and the future.

## Some thoughts

What matters is your personal attitude. Are you more of a pessimistic person, or are you someone with a passionate and pro-active mind who is happy to try something new and learn new things? Optimism is an acquired trait. What that means is that it is never too late to change the way in which we look at the world and the circumstances we face.

People who are constantly keeping an eye on their personal attitude and recognise the positive even in difficult situations enjoy an easier path through life. A positive attitude helps you to come across as optimistic and confident.

It helps you deal with stress and pressure better as you are able to respond to them in a calmer fashion. Instead of looking at the bad side of a given situation, you listen, assist and look to find a creative solution. This attitude is a tremendous plus in a professional context and will have an infectious effect on those around you.

## Have you asked the following questions?

- How do you perceive those around you, and what could you do to have a positive impact on them?
- Do you tend to be a glass half-full or half-empty person?
- Are you thinking more about the problem or the solution?
- How do you approach things you cannot change? Do you accept them, or do you waste an unnecessary amount of energy condemning them?
- What do you do to make sure both you and the people around you are getting on fine?

## How to succeed

- Focus your positive energy on the present and the future. Use positive words that give strength, such as “I can”, “I will” and “Yes, it is possible”. Smile.
- Approach other people, talk to them, actively seek out contact, ask personal questions and look to make conversation.
- Win over other people with your positive and friendly attitude. Make it clear what the reasons are behind your actions. Make other people feel good. Have an appreciative attitude. Give praise and recognition. Have an infectious impact with your sense of humour. Introduce a level of energy that can be passed on to others.
- Do not allow yourself to be influenced negatively. Ignore any comments by chronic pessimists. Surround yourself with people who are also positive thinkers.
- Take time to clear your mind if you have negative thoughts or bad feelings. Bring together your considerations and feelings.

# Be transparent

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We understand transparency to mean openness and consider this to be a desirable thing to have.

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Olivia, Team Leader Backoffice

# Be transparent



## In brief

- Recognise when you do not have enough information and obtain it as required.
- We are transparent if we communicate the relevant information, evaluations and feelings in a comprehensible and appropriate manner without being prompted to do so.
- Share your knowledge; transparency in the sense of openness helps create a basis for trust.

## Some thoughts

Transparency promotes an understanding of decisions and helps to ensure they can be traced. This in turn requires open communication between all parties involved at all hierarchical levels, along with collaboration by all parties.

We understand transparency to mean openness and consider this to be a desirable thing to have. Relevant information on targets, strategies, procedures, circumstances and decision-making paths ensure smooth processes, agility and trustworthy collaboration. We believe we are obliged to obtain information that is relevant to us.

At a personal level, you can make your own contribution to transparency and ensure greater levels of trust and motivation by openly and honestly sharing with other people your experiences, successes and setbacks, evaluations and feelings and, on the flip side, by encouraging others to do the same.

We can and indeed should demonstrate moral courage and be able to pose key questions. It is only by doing this that we can correctly understand the facts and question the existing train of thought. The ensuing discussion will ensure better results.

## Have you asked the following questions?

- Are you transparent? If not, why not? Who might wish for greater transparency from you?
- Where do you expect transparency? Who could be clearer, more open or more honest with you?
- What important information are you missing?
- Where are your own natural limits in terms of openness and honesty? What are you prepared to share or not to share?

## How to succeed

- Take action if you are lacking in transparency. Recognise at an early stage when you do not have enough information and rectify this situation. Obtain any necessary information.
- Be generous in sharing your knowledge, experiences and information. Make your contribution to ensuring a smooth flow of information, be proactive in finding out information and pass on information without being prompted to do so. Express yourself in a way that is easy to understand, give clear and unambiguous information appropriate to the target audience and set your focal points.
- Maintain open dialogue. Adapt to different partners (from a social or hierarchical perspective). Be brave and show moral courage, show all the rough edges, convey your personal convictions and feelings. Communicate facts in an open way, stand by your own mistakes or omissions.

Provide  
**guidance**

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Applied values, such as commitment, innovation and partnership, are key to success.

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Martin, CEO Securiton AG

# Provide guidance

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## In brief

- Guidance gives meaning to your work and creates security, particularly during rapidly changing times.
- Be guided by the vision, mission, strategy and values here at Securiton. Work out what this means for your own area of work. This increases clarity over the current starting point and the direction required.
- Actively guide the people around you in terms of your targets, plans and ideas, ask questions and foster discussions.

## Some thoughts

The world of work is becoming ever more complex, unpredictable and fast-paced. With all these changes going on, we need benchmarks to be able to guide ourselves. Our common vision together with our values, strategies and targets help us to do this.

Guidance also means being conscious in recognising developments within the market and using these developments to derive benefits for the company. As employees here at Securiton, we make ourselves aware of the importance of our vision and mission to our daily duties, integrating these overarching topics into our own area of responsibility.

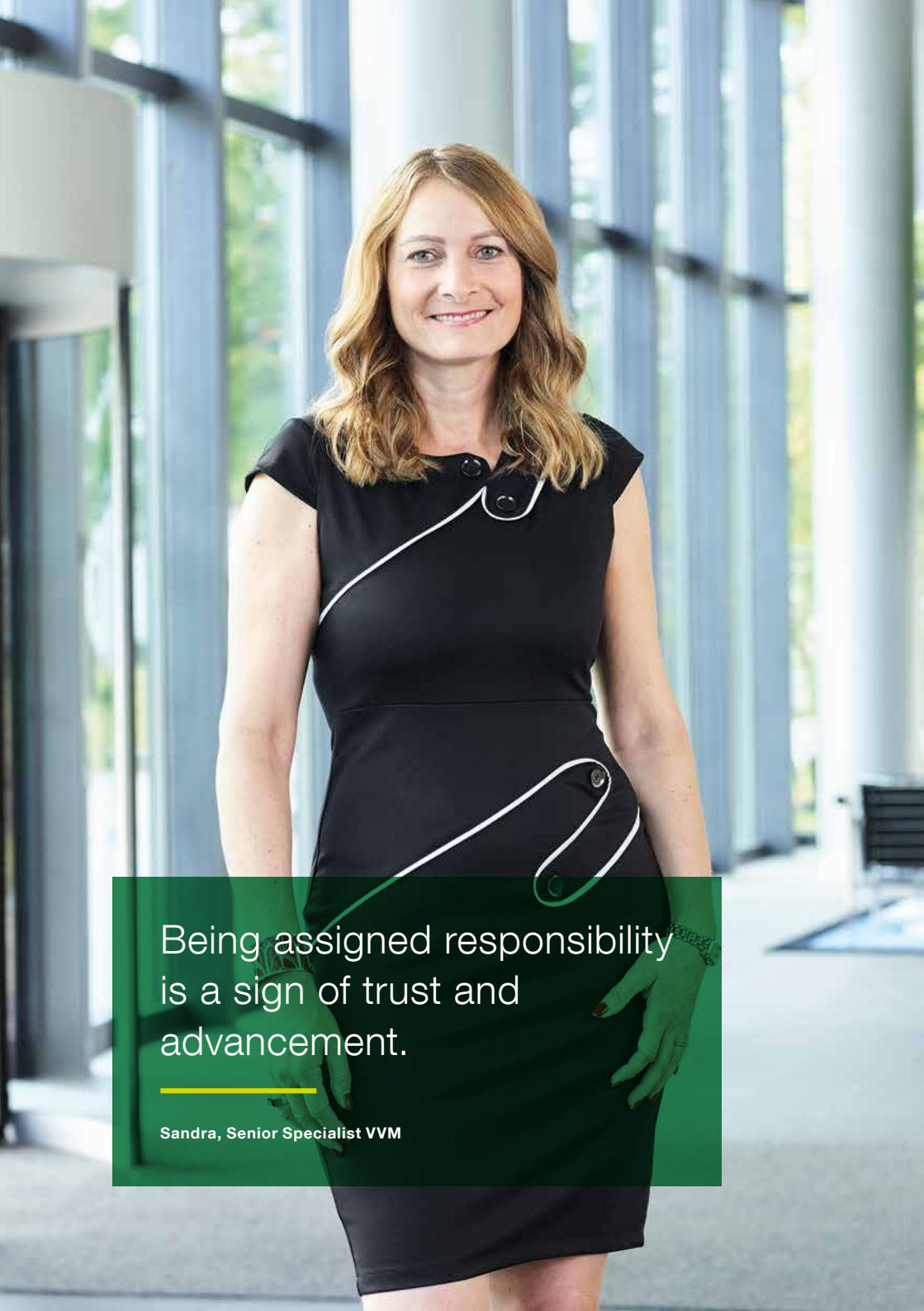
We actively think about, question and prioritise our future actions and actively exchange our ideas with other people.

## Have you asked the following questions?

- What do you use to guide yourself in your everyday duties at work?
- How do you engage with Securiton's vision, mission, strategy and values, as well as your own targets?
- What impact do these overarching elements have on your area of work? Have you worked out specific measures from these elements that you wish to implement?
- How do you recognise your own personal contribution to the overall effort?
- What questions about guidance do your employees, colleagues, business partners and managers have?

## How to succeed

- Continue to show an interest despite the many changes involved. Engage with those around you. Look at the bigger picture. Think in bigger terms. Include longer-term prospects.
- Think about where and what you can be guided by. Get to know the company's vision and strategy. Bring them down to the level of your own working environment. Understand the strengths and weaknesses as well as the opportunities and dangers for your working environment. Recognise influences and their impact. Recognise your key contribution to the overall picture.
- Communicate and encourage discussion. Do not stick to your own perspective. Set yourself meaningful targets.



Being assigned responsibility is a sign of trust and advancement.

Sandra, Senior Specialist VVM

## Take responsibility

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# Take responsibility



## In brief

- Taking responsibility means making decisions and bearing the consequences of them. The more freedom we have, the greater our responsibility is. So ask for this freedom and take responsibility as we are right behind you.
- Encourage the people around you. Being assigned responsibility is a sign of trust. People who are given responsibility will grow into the tasks involved.
- If we share responsibility and thoughts, personal decisions turn into joint decisions taken by the team.

## Some thoughts

Taking responsibility means having courage and making decisions. We are ready to bear the associated potentially positive or negative consequences.

Assuming responsibility means personal freedoms and privileges associated with the tasks or the position. However, there is the risk that a project fails. This is why taking responsibility requires courage. We support this and are prepared to accept errors and learn from them.

It is often the case in critical situations that the error is made of taking decisions too quickly. Make sure you take enough time to make your decisions.

Nobody expects you to carry all of your worries and fears alone. Communicate your thoughts and transform your personal decisions into decisions taken by the team. Empower your team so that they can empower you.

## Have you asked the following questions?

- Do you take responsibility and address an issue if you see there is a need to act, or do you think your manager or someone else should deal with it?
- Where could you assume or assign greater responsibility?
- How do you act if you have made a mistake in your work? Are you open about it or do you try and hide it?

## How to succeed

- Feel a sense of responsibility. Stand by your work, actions and results. Do not hide away, rather be confident and brave. Be reliable.
- Stand up for your company and your colleagues. Fight for your cause in order to achieve a breakthrough. Repeat your own perspective if required.
- Ensure clarity. Present your positions, ideas and thoughts in an open way. Put your concerns across in a powerful and passionate way. Argue your case clearly and accurately using a well-founded approach.
- Recognise the need to act along with seeing opportunities for improvement. Define measures, next steps and stages. Define control and review points. Contribute to achieving top quality results.



Trust is the basis here. It is only by working together that we can achieve great things.

Thomas, Team Leader Customer service

## Trust others

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# Trust others

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## In brief

- Trust is the basis for good relationships, as it is only by working together that we can achieve great things.
- Individuals who trust themselves and others demonstrate appreciation and enhance their self-esteem. It is well worth it.
- We approach other people (and cultures) with openness, show interest and display a positive attitude and acceptance. This is the recipe for success in ensuring good relationships in the world of work.

## Some thoughts

What is better than a relationship full of trust? Information flows, people make concessions and customers make their purchases on the basis of trust. Trusting yourself and other people forms the basis of good relationships, including in the world of work.

We trust our colleagues, employees, managers and business partners. We cannot expect trust without displaying trust ourselves. If you trust yourself and others, this will help to establish a positive atmosphere. If you place an element of trust in other people, you will avoid the need for excessive control. We feel at ease, flourish and work independently. We become more productive, more flexible and more motivated. This results in more efficient work, a capacity for innovation and improved results.

It is extremely helpful if you show interest in the personal views of others without judging them. Active listening, a positive view and a good level of self-awareness are useful tools for this purpose.

## Have you asked the following questions?

- What requirements do you have for trusting yourself and other people?
- How do you know if there is a relationship of trust there?
- How do you act if someone gives their opinion to you and it does not correspond to your own
- Are you often too controlling towards other people?

## How to succeed

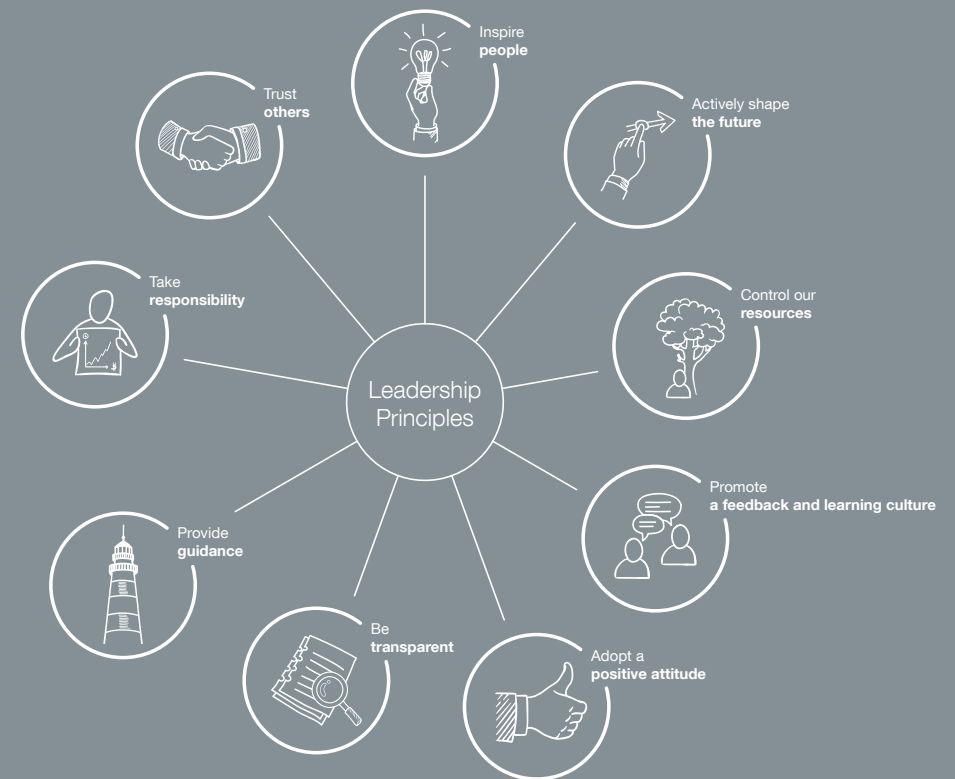
- Remain impartial. Come across as friendly, accommodating and natural. Be fair.
- Show an interest in dialogue. Approach other people. Talk to other people. Actively seek out contact. Take the initiative. Ask personal questions. Seek dialogue and value diverse contacts.
- Act in a natural and independent way. Ensure you have polite manners. Discover acceptance. Remain predictable for other people.
- Make other people feel good. Have an appreciative attitude. Give people space. Do not engage in micro-management.



Every single one of our employees is a leader – we are leaders.

Leadership Principles

# By us for us





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