



One Lindab

One Leadership



Reflection.

Lean back, sit in a comfortable way and close your eyes.

Think back to someone you have looked up to, admired and in whose company you felt comfortable. This person treated you in a good way and was a person that helped you in your development. Someone you had confidence in.

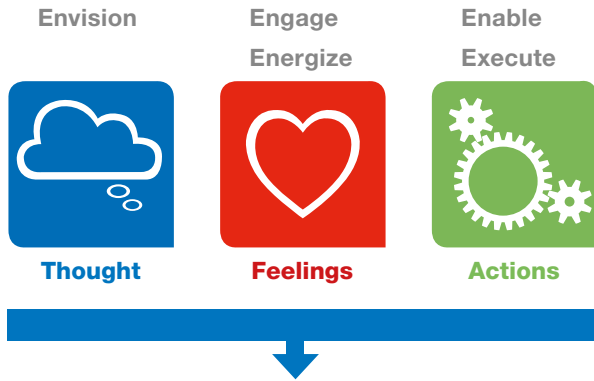
For example it could be a former teacher, a manager, a sportscoach, a parent or a grandparent.

What did that person do, how did the person treat you, how did that person behave?

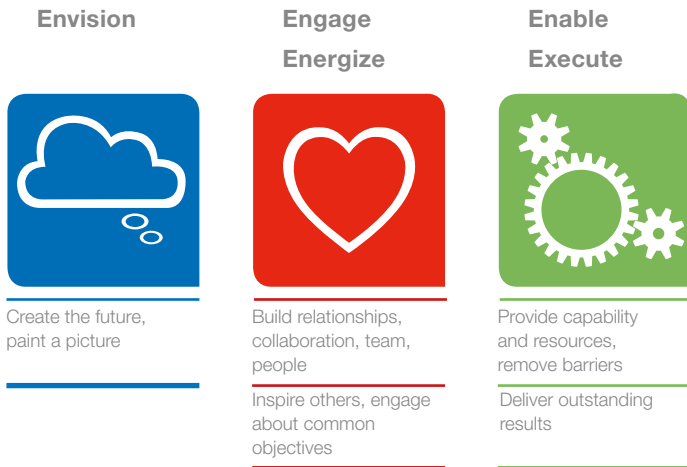
Please write it down below:

These are some of the qualities that Lindab looks for in a leader.

If we ask your co-workers the same question, hopefully they think of you!



The quality of leadership is vital for our future.
 The purpose is to create an environment where all our employees constantly develop in order to contribute as much value as possible. We want engaged, excited and motivated co-workers with a positive attitude.





Envision



More:

- Goals that will develop and challenge the co-worker and the business
- Set goals in the performance and development talk
- Direction of continuous development

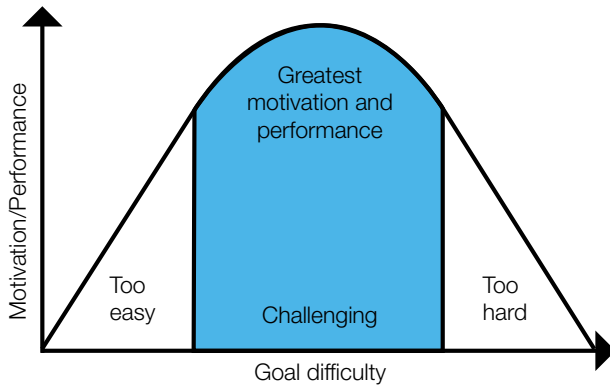


Less:

- Controls that are perceived as stressful and negative
- Lack of goals

Goals

Set challenging goals together with your co-workers. If you develop the targets together the ownership and acceptance will increase and so will the motivation to achieve them.



In order to maximize the potential to succeed, ensure that you follow-up on the goals you have set. By following-up you can find out if the targets have been reached whilst at the same time identifying any need for support. Always in a positive spirit.

“The most important thing with goals is having one.”

Geoffrey F. Albert



Engage



More:

- Leaders who are present among their co-workers
- Leaders who are and feel responsible for their co-workers and their business
- Neatness and order in everything we do

Less:

- Messy offices and disorder in general
- Stressed leaders

Role model

Always strive to be a role model and set a good example. Be the kind of leader that you would follow, and lead by example.

Show good judgement and common sense, comply with laws, agreements and rules. Stay calm and act naturally. Be a good ambassador for yourself and what Lindab represents.

Act in a way so that both your manager and your co-workers have confidence in you.

Safe work environment is our highest priority. Make sure that you and your co-workers use the specified safety equipment and follow procedures.

Act according to Lindab policies, show good moral and ethics in your actions and dare to speak up and take responsibility. If you act calmly it will affect the co-workers' level of stress in a positive way. Be yourself and you will be seen as trustworthy.

“What you do has far greater impact than what you say.”

Stephen Covey



Engage

More:

- Leaders who develop themselves and continue to grow
- Leaders who think or consider a leadership perspective before they act

Less:

- Leaders who believe they know and understand everything
- Leaders who aren't open and want to learn new things

Take care of and develop yourself

Make sure you develop yourself. Set goals, educate, reflect and evaluate yourself and your leadership.

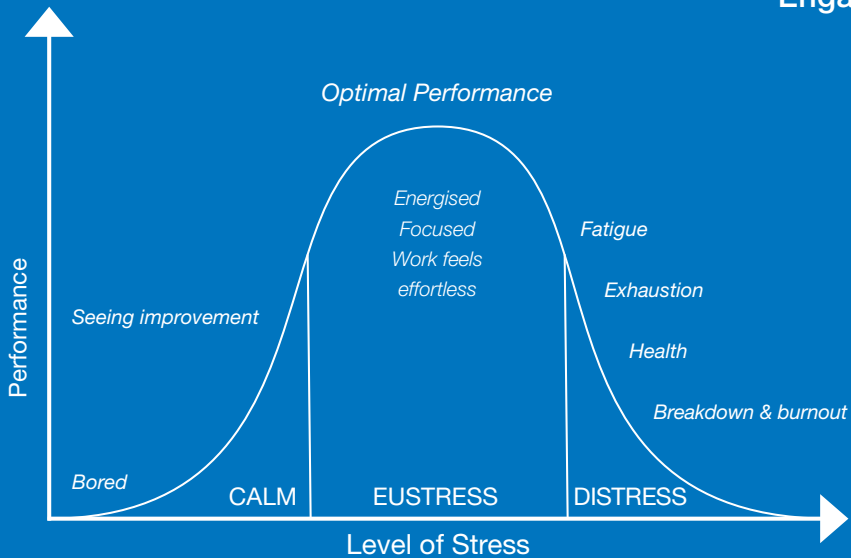
Reflect over your leadership and your way to respond to your co-workers. The way you respond to your co-workers creates the foundation for the team's development.

*“Before you are leader, success is all about growing yourself.
When you become a leader, success is all about
growing others.”*

Jack Welsh



Engage



The model shows in what state co-workers are in optimal performance.



More:

- Show engagement in your co-workers, build relationships
- Leaders who are and perceived as a support for the co-workers
- Develop co-workers, give more responsibilities and authorities gradually



Less:

- Not conducting PDT
- Unclear roles and goals for the co-worker

Take care of and develop your co-workers

Make sure your co-workers maintain a high level of competence necessary for the work.

If your co-workers have a high level of competence you will have confidence in them and their ability to take good decisions of their own.

Spend time with your co-workers, for example during lunch and breaks in order to get to know them.

Act as support and show care and compassion. Motivate and inspire your co-workers. Be sincerely interested in your co-workers' professional and private lives. Seek opportunities to motivate and inspire your co-workers.

Be supportive.

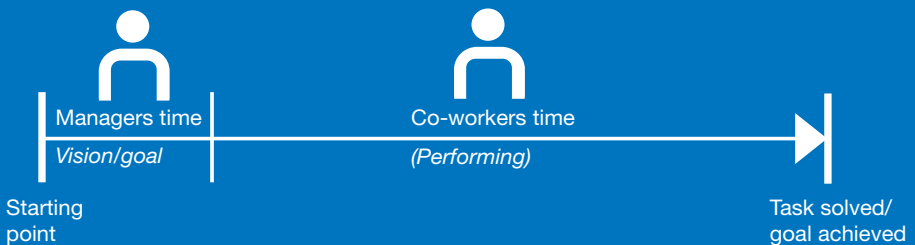
Recognize accomplishments.

*"Leaders become great, not because of their power,
but because of their ability to empower others."*

John Maxwell



Engage



As a leader you make sure that the majority of the time until a task should be done, is at the co-workers disposal. In other words, give your co-workers the goal/task as soon as possible and don't wait. It may cause lack of time for those who are supposed to do the work.



More:

- Afterthought before reply
- Be kind and helpful
- Listen to people



Less:

- Do not waste your or other people's time
- Do not hurt people's feelings

The Golden rule

Do to others what you want them to do to you.

There is a high value of showing respect and caring attitude for one another. Focus on your own behaviour and attitude.

Be the kind of leader that you, yourself, would follow.

“Treat people like they make a difference and they will.”

James Goodnight



Energize



More:

- Leaders who actively think about which leadership is the most appropriate based on the needs of the co-workers and not their own needs
- Leadership adjusted to the circumstances



Less:

- Leaders who always use the same management style

Flexibility

Adapt your leadership according to the need of the actual situation and your co-workers.

Use situational leadership. It is the need of the co-workers in the specific situation that will decide what type of leadership that is required.

Directing – Coaching – Supporting – Delegating

There are times when it is the leader's responsibility to make the tough calls without the input of others and to take full responsibility for the results of those decisions.

*"Stay committed to your decisions
but stay flexible in your approach. "*

Anthony Robbins



Energize



More:

- Leaders who spread satisfaction and a positive spirit
- Leaders who celebrate successes together with their co-workers
- Leaders who believe in the potential of their co-workers



Less:

- Negative thoughts
- Predetermined opinions

Be positive

Have a positive attitude towards people, to the future and our professional challenges.

A leader at Lindab should have a positive attitude towards people and have confidence in their co-workers. Co-workers at Lindab seek and will take responsibility, reach targets and desires to develop.

As a leader you will have a decisive impact on the well-being at Lindab. Our workplace should be characterised by positivity, it will make our co-workers enjoy being at work and perform optimally.

"Whether you think you can or you can't, you're right."

Henry Ford



Enable



More:

- Celebration and feedback
- Listening
- Continuous and early information
- Praise good work and effort



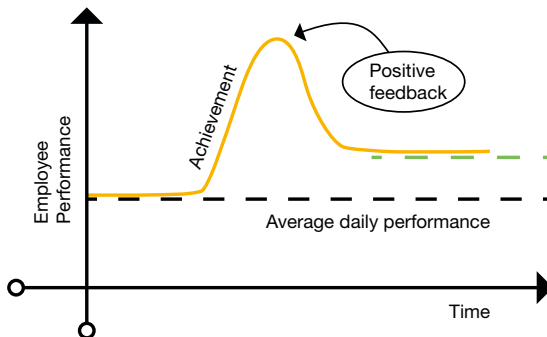
Less:

- Criticism
- Co-workers who lack information

Communication

Ask for feedback and give feedback.

The purpose of feedback is to help both you and your co-worker to develop. You should focus on what is positive since it strengthens the co-workers self-confidence. The behaviour you get praised for has a tendency to be repeated.



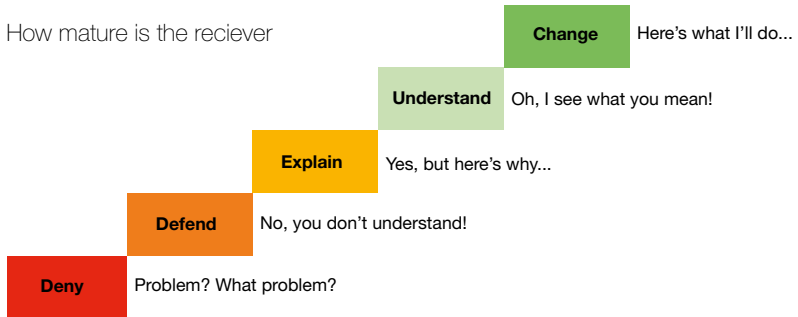
How to give Feedback

- Do it immediately
- Use "I" (my personal truth)
- Describe behaviour, that can be changed
- Face to face - possibility to ask questions
- Place – somewhere you can talk undisturbed
- Keep focus on the important feedback

How to receive Feedback

Feedback staircase

How mature is the receiver




Always strive to keep your co-workers well informed. To be able to contribute with ideas and initiatives, it requires good knowledge about Lindab's business, strategy and targets.

Give your co-workers the possibility to get involved and ability to influence.

"Speak in such a way that others loves to listen to you. Listen in such a way that others love to speak to you."

You have the self-confidence and self-awareness to recognize the value of others opinions without feeling threatened. It means that you are willing to admit you could be wrong.

Listen! On which level are you?

- 
- 1 Just hearing without paying attention; maybe daydreaming or planning what you were going to do later that day?
 - 2 Just hearing what the other party said, but impatient for your turn to speak?
 - 3 Listening and responding without fully understanding what the other person meant to say?
 - 4 Listening attentively, trying to understand what it means to you? Or how it will impact you?
 - 5 Listening with all your emotions and trying to understand what it means to the speaker?

Make the most out of good ideas.

*"When you talk, you are only repeating what you already know,
but when you listen, you learn something new."*

Dalai Lama



Enable



More:

- Give confidence to your co-workers
- Delegate – free up your time for higher level tasks



Less:

- Micromanagement! If you want to have motivated co-workers, taking initiative, avoid micromanagement

Mission command

Give your co-workers tasks and resources, describe what should be done, instead of how.

This requires mutual confidence and that you as a leader accept different solutions than your own. It is important that the purpose of the task or goal is clear.

To lead with mission command means that you give your co-workers guidelines and resources to independently decide how to solve the task.

Unless the work is routine the employees freedom to choose the best solution should only in exceptional circumstances be limited.

Avoid micromanagement, i.e. avoid the management style whereby managers closely observe and control the work of the co-worker.

“Don’t tell people how to do things, tell them what to do and they will surprise you with the result.”

George S. Patton



Execute



More:

- Questions like: Do you have a solution to propose
- Co-workers that present a problem, but at the same time come up with a solution or even better you are informed afterwards about the problem and how it has been solved

Less:

- Leaders who answer and solve the co-worker's problem immediately

Power of initiative

Take initiative and encourage your co-workers at all levels to take action and deliver results.

Encourage co-workers to come with up solutions instead of problems. Create an environment where the co-workers' initiatives are encouraged and supported. Always strive to develop independent co-workers with the ambition to contribute to the Lindab team with skill, competence and integrity.

"Initiative is doing the right thing without being told."

Victor Hugo

The quality of leadership is vital for our future. The purpose is to create an environment where all our employees constantly develop in order to contribute as much value as possible. We want engaged, excited and motivated co-workers with a positive attitude.

The Lindab Spirit and the company's continued success is built on people who truly share our values but also who have the desire and possibility to take initiative, influence and make a positive difference.

We expect all managers and employees to be good ambassadors as we believe that actions speak louder than words.



Customer success

We believe that customer success drives our success. By simplifying construction we make our customers more efficient. This is realized by leading, not following, the development of solutions in our core segments.

Down to earth

We strive for long-lasting relations built on an uncomplicated, humble and trustworthy approach. An important part is effective and quick decision making, avoiding bureaucracy as well as being cost-conscious.

Neatness & Order

Neatness and order throughout the company positively affects efficiency as well as the overall impression and contributes to a sense of pride when presenting the company.

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Learn more...

Theories:

FIRO – Will Schutz

Situational leadership theory – Paul Hersey & Ken Blanchard

Theory X & Y – Douglas McGregor

2 – Factor of motivation – Frederick Herzberg

Hierarchy of needs – Abraham Maslow

Managerial Grid - Robert R Blake & Jane Mouton

Johari Window – Joseph Luft & Harrington Ingham

Theory of moral development – Lawrence Kohlberg

Books:

The 7 Good Habits - Steven Covey

Whale Done! - Ken Blanchard

The Situational Leader - Paul Hersey

THE -The Human Element - Will Schutz

Full Range leadership Development - John J Sosik

Memoirs & biographies written by/about successful leaders:

Nelson Mandela, Winston Churchill, Alex Ferguson, George S Patton,

Norman Schwarzkopf, Ingvar Kamprad, Bernhard Montgomery

"You manage things; you lead people."

Rear Admiral Grace Murray Hopper

"Leadership is unlocking people's potential to become better."

Bill Bradley



Good Thinking

At Lindab, good thinking is a philosophy that guides us in everything we do. We have made it our mission to create a healthy indoor climate – and to simplify the construction of sustainable buildings. We do that by designing innovative products and solutions that are easy to use, as well as offering efficient availability and logistics. We are also working on ways to reduce our impact on our environment and climate. We do that by developing methods to produce our solutions using a minimum of energy and natural resources, and by reducing negative effects on the environment. We use steel in our products. It's one of few materials that can be recycled an infinite number of times without losing any of its properties. That means less carbon emissions in nature and less energy wasted.

We simplify construction