



msg group

# leadership compass





Since its founding in 1980, msg has been writing an exceptional success story. An extraordinary story characterized by continuous development and the achievement of ambitious goals. In an environment full of opportunities and high momentum, we want to further expand our economic success and our attractiveness as an employer. These goals drive us.

msg is a people business; people are our most important success factor. Shaping our leadership culture is thus of paramount importance. As people who take on leadership roles at msg, we are responsible for defining the requirements for the long-term success of the group of companies. We understand leadership as special and continuous task - disciplinary, functional and project-related. It requires sensitivity to the potential and needs of all employees. Leadership at msg includes clear goal agreements and support for employees as well as the establishment of a culture that makes differentiated feedback a rule. Our common goals are always in the foreground. We create the foundations for all employees to play their best possible part in achieving these goals.

This leadership compass provides the framework for the way we interact with each other in order to motivate people and teams to achieve extraordinary performance, to strengthen the organization in its strengths, and to achieve sustainable success. As binding guidelines, they bring the leadership culture at msg to life and are in line with the general corporate values or the code of conduct.

Only if we preserve the special "msg spirit", we will successfully shape the future.

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Our day-to-day work is volatile, uncertain and complex. This makes it all the more important to shape certain constants in this environment. In leadership at msg, we act as role models and provide orientation. Not only through our actions, but especially through our attitude.





### Attitude is decisive

### We put people first

People are at the center in our group of companies.

As part of our leadership role, we show respect and appreciation for the contributions all people make to the success of the company and take their needs into account when making decisions.

- How do I acknowledge the contributions of my team members?
- Do I also systematically look at issues through "people first" glasses?

#### Lived values

Our central corporate values of respect, team spirit, collegiality, sustainability, creative freedom and credibility serve as our compass. We align our actions with these values, bringing them to life day after day.

- Am I aware of these values and their importance?
- Do I implement the values in my actions?
- Do I communicate the value orientation to my employees?
- How do I deal with value conflicts?

### The joy of success

We are characterized by an exceptional willingness to perform and expect the same from our employees.

We are driven by the joy of success. We lead by example and are committed to our goals.

- How do I recognize an extraordinary willingness to perform among my employees?
- How do I demand performance from all employees?
- How do I manage underperformance?
- How do I celebrate success? How do I value successes?

#### Be a role model

As people who lead, we are always aware of our responsibility to msg, our employees and ourselves, and we fulfill this role with pride and humility.

- What responsibility do I have towards my employees?
- What responsibility do I have to myself?
- What am I proud of?
- What does humility mean to me?
- Am I aware of my special role?

### Agile mindset

We are open to changes and opportunities and are prepared to take calculated risks. In doing so, we accept that mistakes can happen. By correcting them, we use them as learning opportunities and incentives for the future.

- How do I communicate changes to my team?
- How do I deal constructively with mistakes made by my employees?
- Do I also admit to mistakes myself?



### Managing Self: Leadership starts with self management

#### Focus on the essentials

We have a clear view of the goals we want to achieve with our team, distinguish the essential from the non-essential and act efficiently.

- How do I prioritize topics and tasks?
- How do I inspire my team to achieve common goals?
- How do I help my employees prioritize their tasks?

### **Decisiveness**

We make clear decisions and are prepared to take responsibility for them and their consequences.

- How do I make sure that my decision is understandable for everyone?
- Do I also admit to wrong decisions?
- Do I stand up for my decisions?
- Am I clear about my scope for decision-making?

### Self-reflectiveness and mindfulness

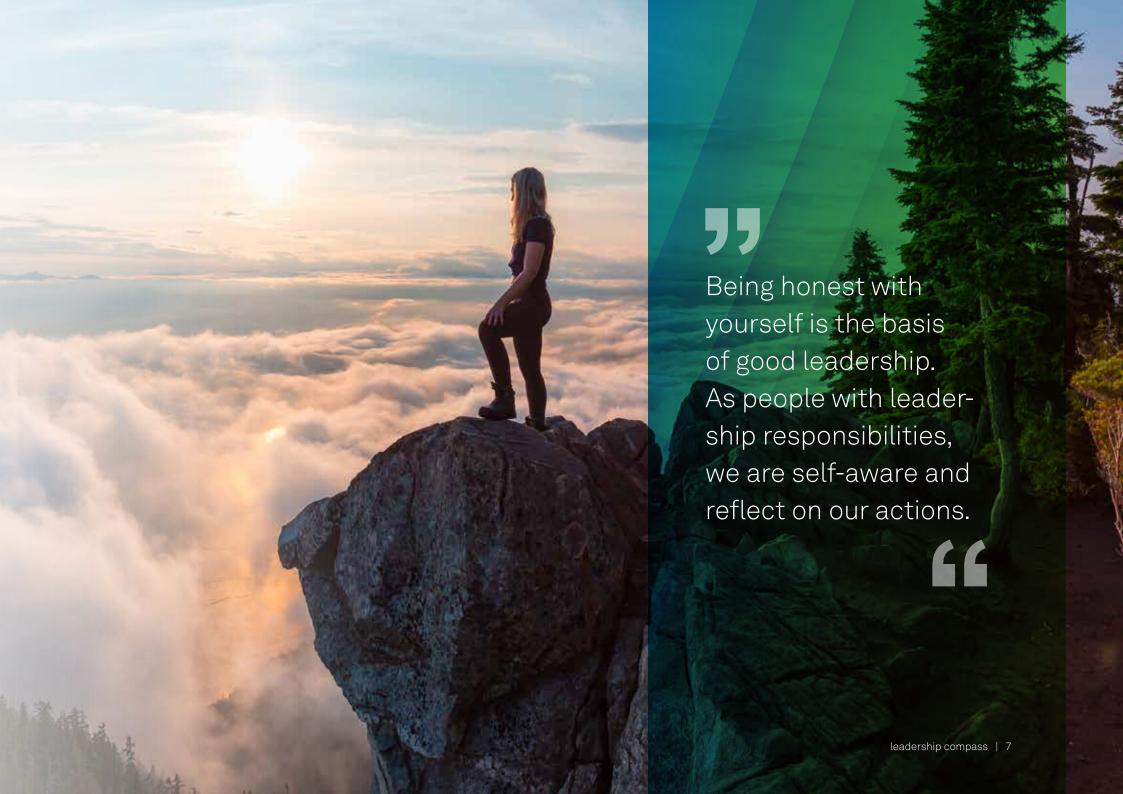
We reflect on ourselves and also take the different perspectives of those around us into account. In doing so, we are just as mindful of ourselves as we are of our employees.

- Am I able to step back sufficiently to reflect and to look at myself and my actions from a meta-perspective?
- Do I regularly take time to reflect?
- What does mindfulness mean to me?
- How do I regularly create a balance to my tasks?

### Leadership that reflects us

With all the necessary flexibility, we remain true to ourselves. We learn from each other without pretending. Our authenticity makes us credible leaders.

- What sets me apart?
- What are my strengths and weaknesses in leadership?



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Once the goal has been reached, the finish line becomes the start line.
Only by constantly setting ourselves ambitious and achievable goals we will be sustainably successful as a group of companies. Our corporate vision provides the framework for this.

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### Managing Business: Corporate success by good leadership

### Keeping an eye on the big picture

We make a valuable contribution to the corporate vision. Our work is always guided by the goal of achieving the greatest long-term success for the group. We never lose sight of this, even when making decisions in our own area of responsibility.

- How do I break down the corporate vision to my area of responsibility?
- Do I always evaluate my actions in terms of the consequences for the msg group?
- Do I consistently subordinate my individual goals to the msg group goal?

### Entrepreneurial thinking and acting

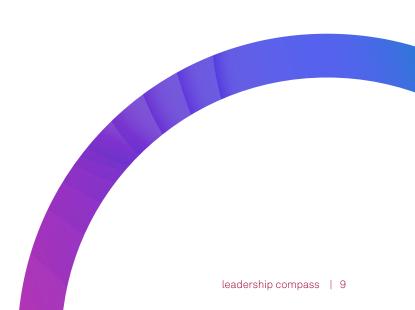
We contribute to msg's business success with forward-looking planning, determined action and smart decisions. We promote innovation by thinking outside of the box.

- Do I keep an eye on the development of my KPIs?
- Would I make the same decisions if it were my own company?

### Sustainable corporate development

With our responsible actions, we make a valuable contribution to sustainability – economically, ecologically and socially.

- Do I evaluate my actions from a CSR perspective?
- Do I encourage my employees to submit suggestions for improvement?



### Leading people: Encourage and demand the best

### Strengthening strengths

We pave the way for our employees to develop in line with their individual strengths and staff areas of responsibility accordingly wherever possible.

- What are the individual strengths of my employees?
- How intensively do I take this aspect into account when assigning tasks?
- Have I created individual, strengths-based development plans with my employees?

### Productive working climate

We create a respectful working atmosphere in which everyone enjoys playing a committed role in shaping msg's success.

- Do I also create space for interpersonal relationships in my team's day-to-day work?
- How do I praise my employees?
- How do I acknowledge successes?

### Freedom through trust

We trust in the professional and personal excellence of our employees, lead in a results-oriented manner and give new ideas the space they need to develop.

- Am I micro-managing?
- Do I reflect the maturity level of my employees in my leadership?
- Am I aware that the maturity level of my employees can vary depending on the task?

#### Value-driven communication

Our communication is characterized by fairness and respect in our dealings with each other – regardless of hierarchical levels and areas of responsibility. We convey our messages clearly and in a way that is appropriate to the situation.

- Am I clear about what I want to convey and how?
- How do I reassure myself that what I want to convey has been understood?

### Sovereign conflict management

Differing opinions and interests are part of everyday work.

We always get to the bottom of conflicts and work with our team members to find the best way to resolve them.

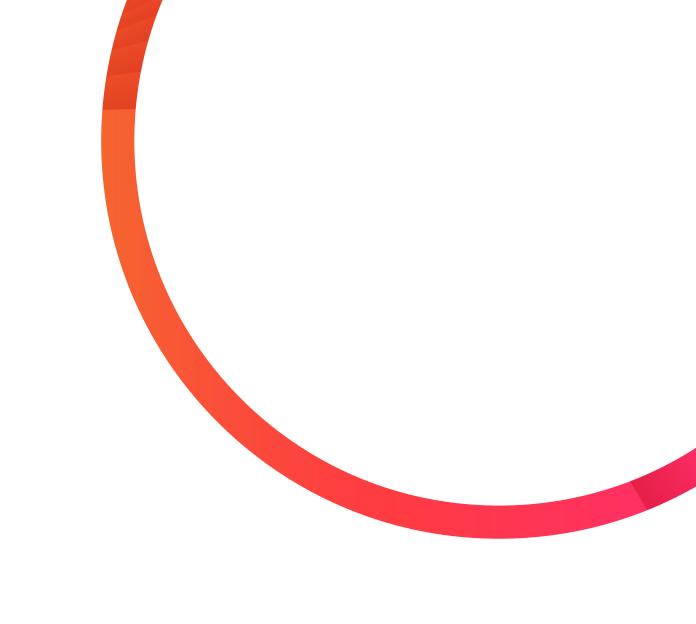
- What needs of the parties to the conflict were not met?
- Do I know the possible (de)escalation paths?
- Do I also encourage my employees to resolve conflicts themselves?

### Gaining with diversity

Age, gender, people with disabilities, ethnic origin and nationality, religion and ideology, sexual orientation – the individual diversity of employees provides differentiated perspectives from which we can benefit.

- Can I look at an issue from different perspectives?
- Do I recognize the benefits that come from the diversity of people?
- Do I know the employee structure in terms of diversity?





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