

# Value-Driven Leadership and Healthy Corporate Culture

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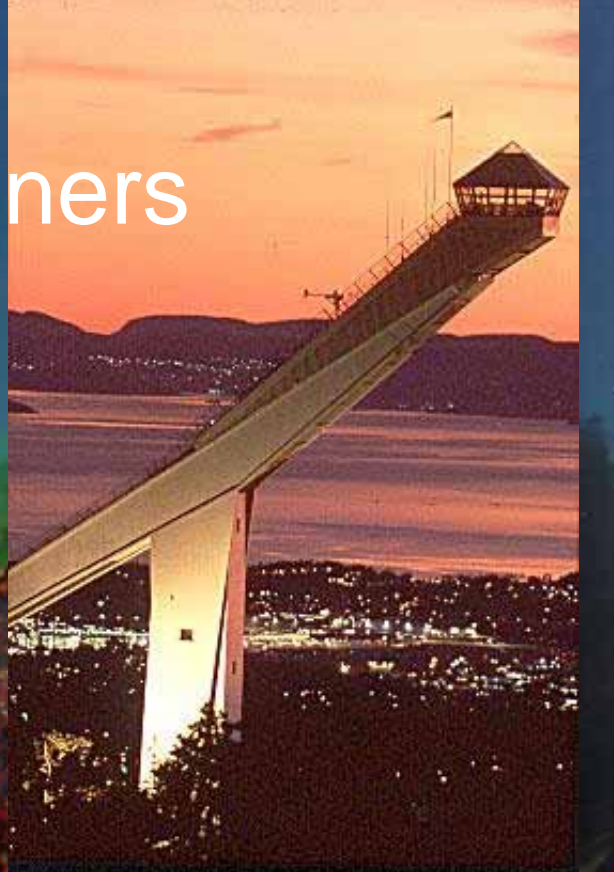
Vice President Product Development

# What increases our performance?



the **HAG** movement

Transformed losers into winners



# Essentials in creating a winning culture

- Pride
- Respect
- Appraisal
- Good fun

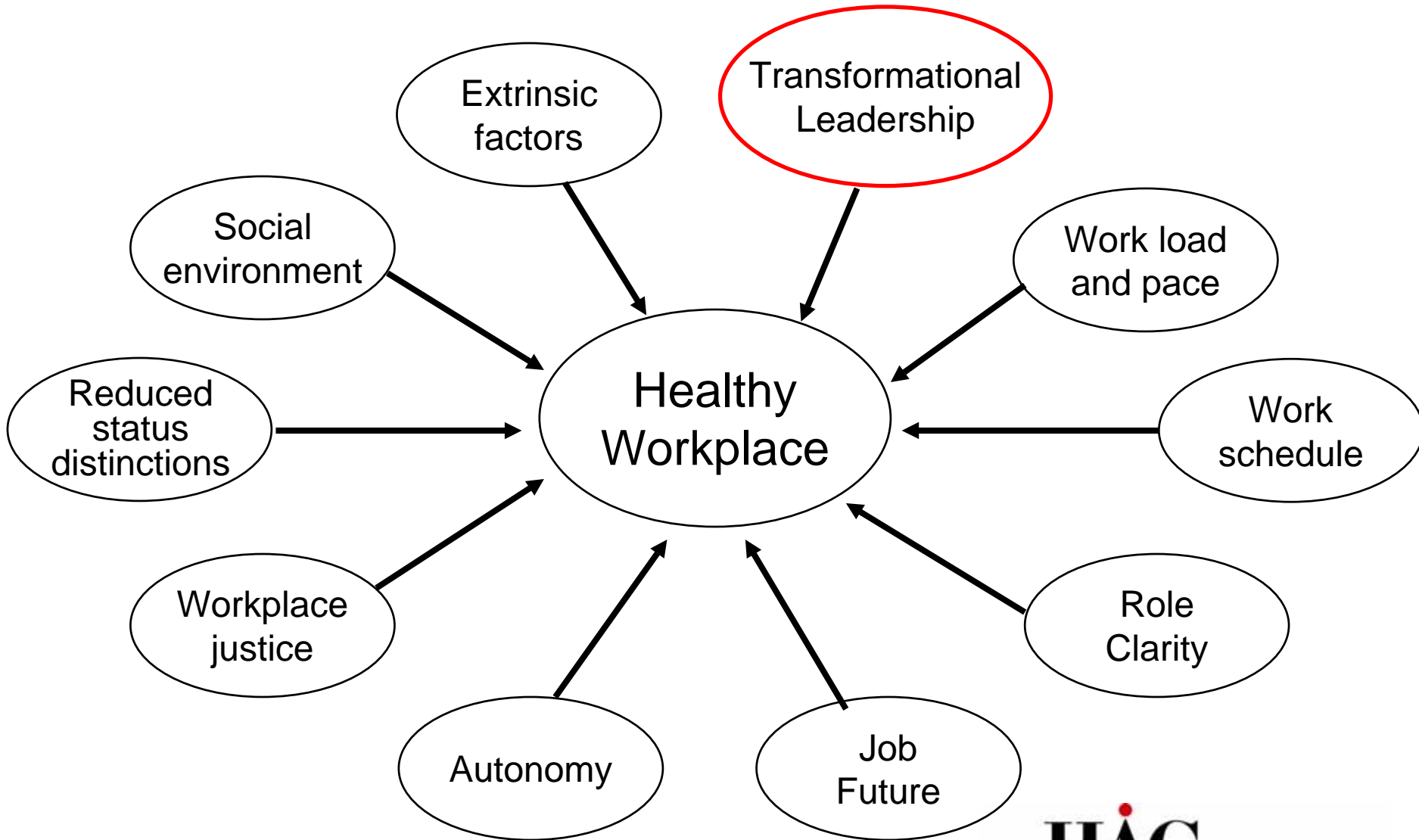


# Happy, healthy workers - higher profit margins

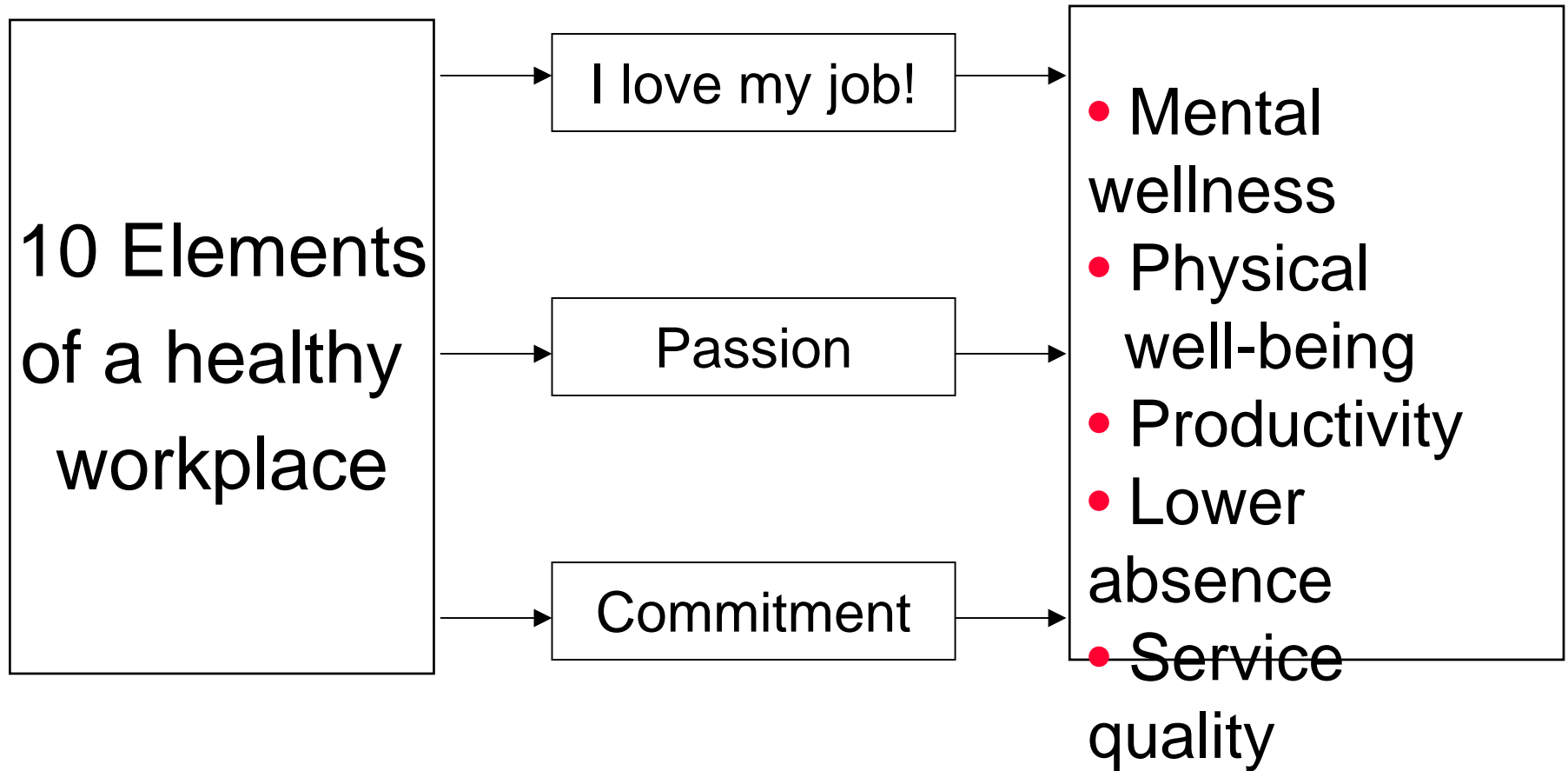


the **HAG** movement

# The Ten Elements of a Health Workplace



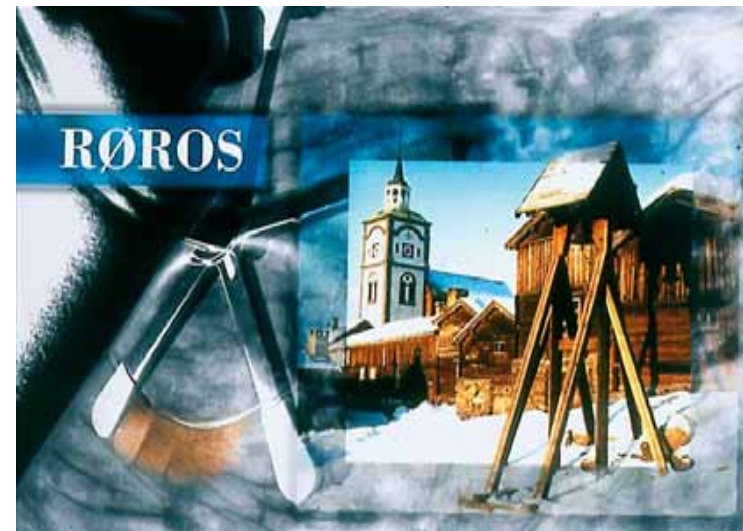
# How do the ten elements exert their effects?



# HAG a.s.a.

Established in 1943

Headquarter and production unit in Norway  
450 employees Subsidiaries in 6 countries  
Importers in 30 other countries  
Market leader in Norway. Major player in Europe



the **HAG** movement

# Huge financial problems – initiated a Movement



the **HAG** movement

Develops sitting solutions for the active working human being



the **HÅG** movement

refurnish the world and make it a better place to sit



the **HAG** movement

# The HÅG movement

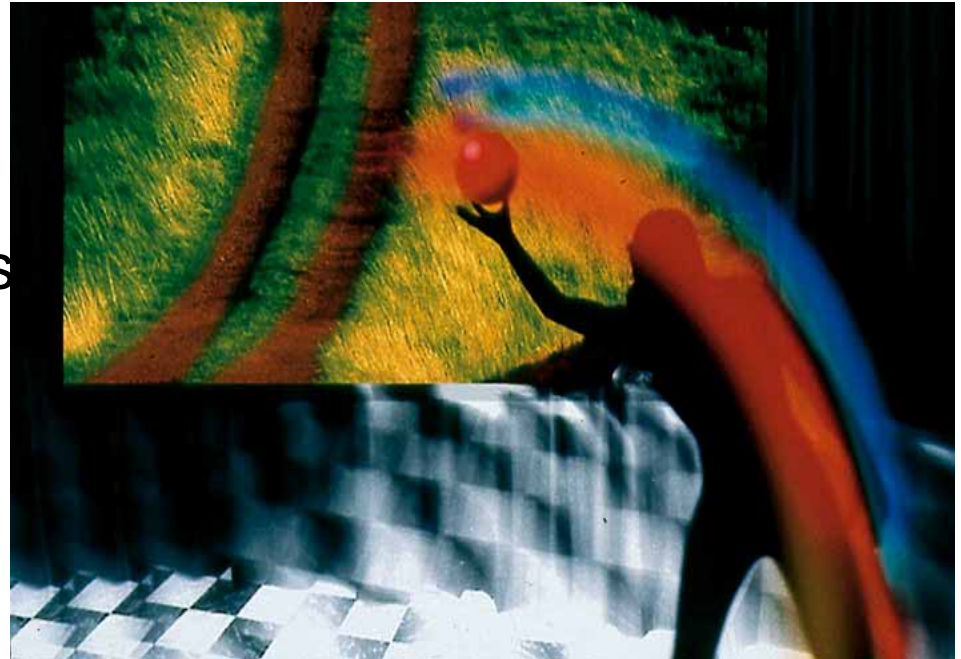
- Identity
- Team spirit
- Commitment
- Passion



the **HÅG** movement

# The HÅG movement - A strong culture

- Creative
- Untraditional
- Extremely generous
- Demanding
- Lots of fun



A photograph showing a stone staircase on the right side, ascending towards the top right. To the left of the stairs is a wall made of large, rectangular stone blocks. The text "A STAIRCASE MUST BE WASHED FROM ABOVE" is overlaid in bold black letters across the middle of the image.

**A STAIRCASE MUST BE WASHED FROM ABOVE**

**HAG**

# The HÅG movement was spread



the **HÅG** movement

# Core Values

Security & Care  
Innovation  
Customer Focus  
Responsibility & Loyalty  
Initiative & Commitment



# Work Climate Analysis

introduction

**NEW YEAR - NEW POSITION**

We will begin in January of 1998, and our efforts will be organized over the next three years:

**Value zones:**

- Innovation** (Lightbulb icon): Departmental work on the value "Innovation" in June and July.
- Responsibility and Loyalty** (Scales icon): Departmental work on the value "Responsibility and Loyalty" in April and May.
- Security and Care** (Heart icon): Departmental work on the value "Security and Care" in February and March.
- Initiative and Commitment** (Flower icon): Departmental work on the value "Initiative and Commitment" in November and December.
- Customer Focus** (Handshake icon): Departmental work on the value "Customer Focus" in September and October.
- Half-year evaluation** (Lightbulb icon): Half-year evaluation in August. Changes, if any, next year's schedule.

**Evaluation in January**

**HAG**

## The manager's role:

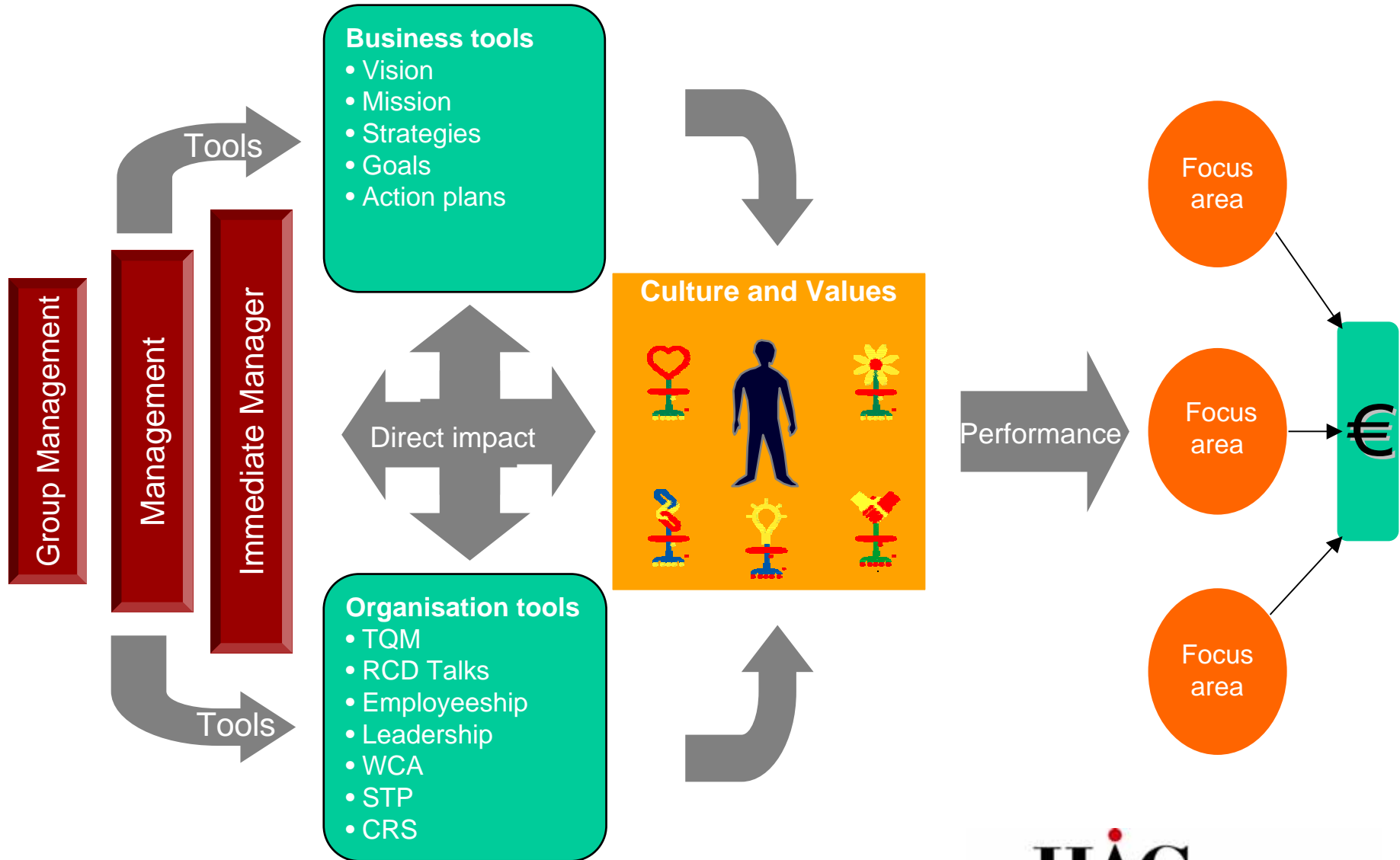
All managers will be familiarized with the management principles. Each manager will determine what it will emphasize to do to create an even better concrete examples, but it is also of how the department can...

## The employee:

The purpose of the... values to create... be positive... colleagues... to be... to be...

**HAG**

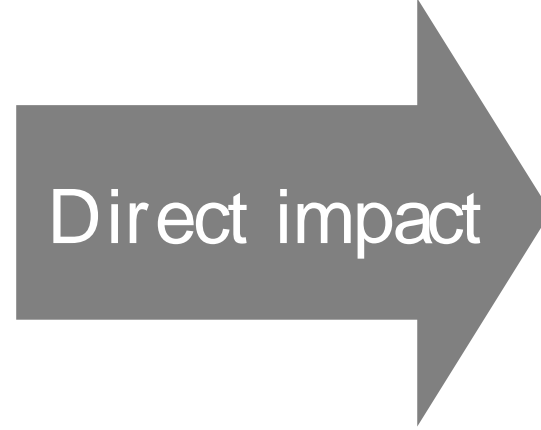
# HAG Performance Model

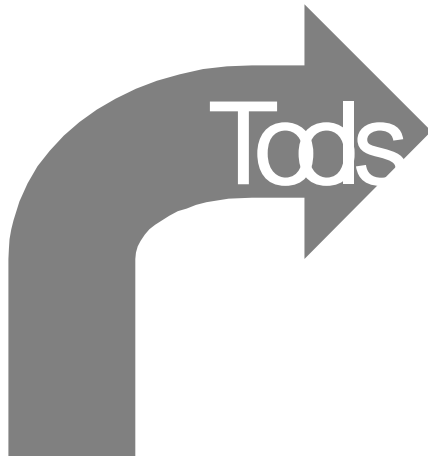


Group Management

Management

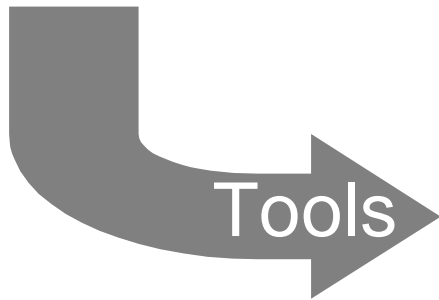
Immediate Manager





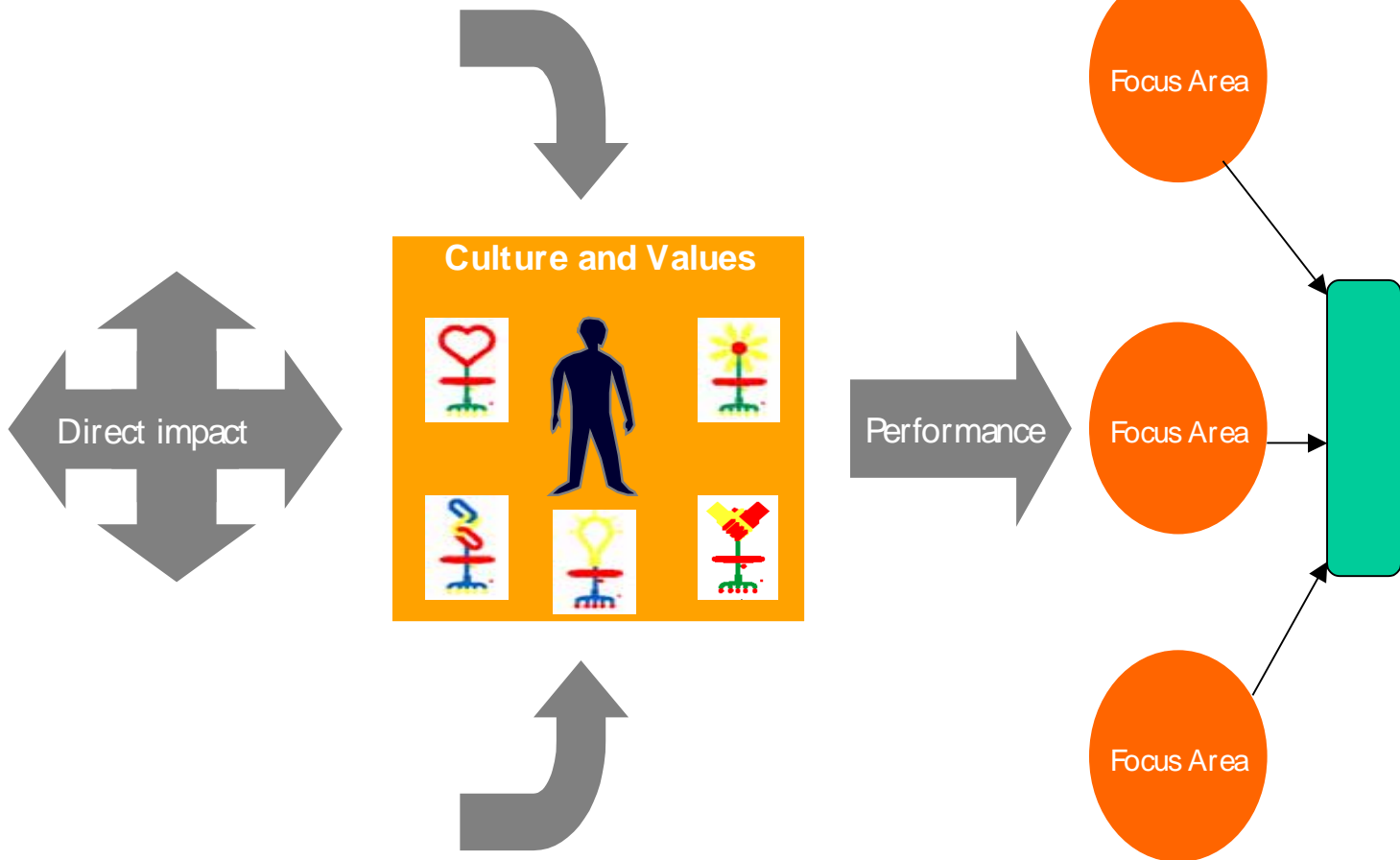
## Business tools

- Vision
- Mission
- Strategies
- Goals
- Action plans



### **Organisation tools**

- TQM (Total Quality Management)
- RCD Talks ( Result-Competence-Development)
- Employeeship
- Leadership
- WCA (Work Climate Analysis)
- STP (Sales Training Program)
- CRS (Customer Relation



# Leadership theory

Individualised consideration

Idealised influence

Inspirational motivation

Intellectual stimulation



# Leadership essentials; Integrity, clarity, fairness, good example

Create sense of belonging

Create Commitment

Show respect and consideration

Give Appraisal

Give Recognition

Inspire and motivate





**All I really need to know about how to live and how to be, I learned in nursery school.**

The wisdom was not found at the university, but in the sandbox in nursery school. This is what I learned:

- Share with others
- Be fair
- Don't hit
- Put things back where you found them
- Tidy up your own mess
- Don't take things that are not yours
- Apologize, if you have offended someone
- Wash your hands before eating
- Flush the toilet after use
- Warm biscuits and cold milk are good for you
- Live a balanced life – learn a little and think a little and draw and paint and sing and dance and play and work a little every day
- Take a little nap each afternoon
- When you go out in the world, watch out for the traffic, hold hands and keep together



Take any of these rules and extrapolate them to sophisticated adult ideas and use them in family life or work or government or the world, and they will prove to be true and clear and solid. Imagine what a better world we would have, if we all the whole world – had biscuits and milk around three o'clock each afternoon and we lay down with our blanket and took a nap. Or if all authorities had as a basic principle, always to put the things back where they found them and tidy up their own mess.

And it is still true, no matter how old you are – when you go out in the world, it is better to hold hands and keep together.



From Robert Fuglum's book "All I really need to know"

the **HAG** movement

# Commitment through participation

Integral part of workplace health promotion



# Competencies of employees the Competitive edge

Knowledge,  
Ability  
Identity  
Creativity



# Healthy Leadership creates;

- Healthy Organisations
- Healthy Employees

# Thank you!

