

# Creating a winning culture together

How the Culture Movement is helping us to  
make the new values a daily reality and work  
together to take GF forward



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How does the Culture Movement work? See the details in an infographic.

## Our values

**Top performance, teamwork, agility, and a willingness to learn are key to success in today's fast changing world.**

That is why we have defined new values that will bring the Culture Movement to life. The goal is for our employees to become familiar with our values and make them an active part of their daily work. They are:

### Performance is about speed and excellence

How can you deliver on it?

### Learning is about having an open mind

What will you change?

### Caring is about being part of a team

How can you make it win?



## Pushing the limits of what is possible

Dear colleagues,

I have seen many projects flourish and succeed in transforming the company into the great place it is today in my 26 years at GF. I've seen strategy rollouts, corporate initiatives, design thinking projects... yet, the Culture Movement is special in our history. It starts from the ground up. It's a mission to empower our people to become the drivers of their own ideas, as well as role models who live our values every day at work.

Everyone at GF, from our colleagues working in production and logistics to those in the office, can demonstrate ownership and advocate for their ideas and aspirations. Change the status quo, promote better ways, and pursue what matters. You'll always find a partner in me, someone whose number one job is to put you in a position to succeed.

We want to create a winning culture – one where our people are playing to win – with the launch of our Strategy 2025 and new values at GF. To do so, we need to work together as a team, inspire and learn from each other, even if things don't always go in the right direction.

The Culture Movement, to which this supplement of Globe is dedicated, aims to do exactly that: Foster collaboration and push the limits of what is possible – together. Let's continue to become better every day!

Andreas Müller  
CEO of GF



What motivates us to perform at our best?  
**It is our company purpose:**

**Becoming better every day – since 1802**



# How GF colleagues experience the Culture Movement

The Culture Movement's goal is to make the new GF values come to life, helping all employees embedding them in their everyday lives. So what do GF colleagues think about this?

"At the central kick-off event last November, it became clear that psychological safety is crucial to a good learning environment because mistakes are something quite normal. Taking ownership of your idea and of the work you do is essential. I hope that the Culture Movement really becomes a bottom-up approach, a very powerful and natural way for a company to progress in the long run. I look forward to seeing more colleagues – including myself – becoming more creative and innovative and, most importantly, contributing their own ideas."

**Tom Chung**  
Sales Engineer – Advanced Manufacturing  
GF Machining Solutions  
Shanghai (China)



"The hackathons were for me a unique and dynamic experience. They showed that we all face the same challenges, regardless of our locations or roles. In these workshops, I found great openness, smooth communication and an interest in finding solutions together. I think the best way to bring the new GF values to life is to practice them in our daily work, which I am sure will improve the performance of my team and will inspire colleagues from other departments, too. The more Change Agents we have, the more alive and visible the GF values will be."

**Anca Pascu**  
Assistant Manager and Change Agent  
GF Casting Solutions  
Arad (Romania)



"I like the fact that we are continuing to develop our GF culture. I see in my job how all our values are interrelated. By listening to and caring about our customers and the challenges they face, I keep developing and learning every day. By sharing this knowledge, I can add value to my team and improve my performance. I like the focus on teamwork, and the efforts to improve how we share knowledge throughout GF."

**Oliver Vazquez**  
Inside Sales Representative  
GF Piping Systems  
Apodaca (Mexico)





"It is motivating to be part of and contribute to the Culture Movement myself. My team and I are excited about the upcoming 'team experiments' that we are planning. I will do my best as a Change Agent to assist, motivate and guide my colleagues. I hope that the Culture Movement is going to help all GF colleagues to better understand our new values and what they mean, and discover that they make sense for each of us."

**David Beat Iseli**  
Development Spindle Engineer and Change Agent  
GF Machining Solutions  
Biel (Switzerland)



"I am excited to be a Change Agent and part of a movement that will bring a cultural shift across GF. Being involved in the early stages of such a project is fun, exciting, and ultimately a privilege. I will work to foster relationships among my colleagues, find out what motivates them and keep them informed about the process while we go through this journey together. My goal is to help colleagues learn how their behaviors fit together with the new GF values, which helps them to understand the 'why' behind the Culture Movement."

**Tawanda Lighty**  
HR Generalist and Change Agent  
GF Piping Systems  
Easton, PA (US)

"Culture is what makes us who we are. As part of the project team, I learned a lot – especially in my first hackathon. I was impressed by the energy and ideas that we generated at this fun meeting. Creating a culture where each of us feels safe to evolve and learn will help unleash our full potential. This will result in a new energy that will drive the future of GF - I'm looking forward to experiencing that. As with all changes, it will be a challenge to turn the new behaviors into habits, and not be discouraged by setbacks. I am convinced that we will succeed!"

**Iris Schlüter**  
Head of Talent Management & Learning  
GF Casting Solutions  
Schaffhausen (Switzerland)



## "We want to unleash the potential of all employees"

The Culture Movement will make all employees part of GF's new journey. Peter Ziswiler, Head of Corporate HR, and Henk Mannen, Project Leader Culture Movement, discuss how this is done.

**You are responsible for launching the Culture Movement. How do the new values connect to it?**

**Henk Mannen:** Our three new values were chosen in a way that would enable each and every employee to easily identify with them. And I identify with them, too. I particularly like the value, "Caring is about being part of a team," for example. Encouraging constructive discussions and giving candid feedback is important, regardless of the division or the country you work in. All employees need to be involved to really bring new values and a new culture to life. And this is where the Culture Movement comes into the picture – to support this effort.

**Peter Ziswiler:** Our culture already has a solid foundation, but we want to develop it even further to incorporate Learning and Performance as well. In this way, we want to achieve our Strategy 2025 goals and realize our vision. But employees' expectations and visions of a corporate culture also change over time. We want to take this into account with the Culture Movement.

**What exactly does GF want to achieve with the Culture Movement?**

**PZ:** We want to bring about real change and establish a winning culture at GF around the world. Our company has to compete in the

Above: Peter Ziswiler (left) and Henk Mannen discussing the Culture Movement at GF.

global market. A decisive factor for our success in the future is our employees, who live our values in their everyday lives. We have to be open to change if we want to be an agile organization that can keep up with the rapid changes in the markets. This also means that, as a GF employee, you can go down new paths and dare to try something.

**Isn't it true that new paths always come with certain risks?**

**PZ:** Yes, new ideas and paths always involve a certain risk. Of course, it can also happen that a new approach doesn't work out. Then it's important that we learn quickly from our mistakes and share the expertise with others. To normalize this process, we need to feel safe and trust that we will have support from colleagues and supervisors, no matter what.

**HM:** I wholeheartedly agree. After all, employee satisfaction is part of a company's success. We conducted a survey in 2020 and asked many GF employees worldwide about our current corporate culture. This gave us some key indicators about where to start with the new values.

**And where exactly is that?**

**HM:** The survey showed that the value related to Caring is already very well anchored in our culture. However, establishing a winning culture is one thing we have to foster in the future. There is potential for improvement almost everywhere. For example, in the area of Performance, the aim is to ensure that every employee at GF can develop to their full potential. In Learning, which Peter already touched on, we should try to be even more courageous in exploring new avenues. For me, this is where the potential is the greatest. I would like it if we were to see trying out new things and learning from failures as a positive thing.

**Speaking of learning, is there anything you learned from the rollout of the new values in 2021 that has now been applied to the Culture Movement?**

**PZ:** It quickly became clear to us that if we had a campaign that was merely informing others about the new values, it would fall far short of our objectives and would not effect any real change. We can only really anchor our new values and culture by getting our employees and managers on board and transforming them into important role models for the new

culture and drivers of the Culture Movement. In this way, they will disseminate our values at all levels of the organization.

**That sounds like quite a challenge with 15'000 employees worldwide. How can you make it work?**

**HM:** Our Change Agents are a central element of the Culture Movement. We brought together the first 75 Change Agents, employees from all three divisions and from various locations around the world, in November 2021. They worked together at virtual hackathons to develop ideas on how to transform the three values into concrete behavior. They then tried out these ideas with their teams in the field over a period of several weeks.

**What's the next step for 2022?**

**HM:** We'll see what works well and what doesn't after the first cycle. Based on what we learn, another set of Change Agents will then start their own experiments in their teams. In this manner, we will add more and more Change Agents and concrete expertise over time, taking advantage of the snowball effect.

**When will this process be completed?**

**PZ:** Embedding new values and a new culture will take a long time. We're not talking months



**Peter Ziswiler**

**Position:**

Head of  
Corporate HR

**Company:**

Georg Fischer AG

**Location:**

Schaffhausen  
(Switzerland)

**Joined GF in:**

2013



**"A decisive factor for our success in the future is our employees"**

**Peter Ziswiler**

**"Employee satisfaction is part of a company's success."**

**Henk Mannen**



here, it will be more like years. The important thing is to find the point where the process runs automatically. But there is still a long way to go until we reach that point.

**HM:** We will find out how well the values are lived by each employee through one-on-one meetings and surveys. We can adjust the actual program based on these insights. Here, too, it is important to learn together and to remain open to new ideas, concepts, and methods.

**GF has locations across the world. Is it possible to communicate the same values everywhere?**

**PZ:** Of course, national cultures and behaviors do play an important role in our different companies. But there needs to be a certain basic understanding that is consistent across them. For this reason, we have deliberately not made any regional adjustments to the values. They are the same worldwide.

**HM:** It is our declared goal to train Change Agents at all GF locations. We will certainly learn that some ideas are well received at one location, but less so in another. The way you live a value can be different, even if the basic understanding is the same.

**Does that mean that employees should live the values however they feel most comfortable doing?**

**PZ:** Yes, provided that there is a whole set of behaviors for each value. Some colleagues already live by these values. Yet for others it is very important to be shown again clearly the ideas behind each value. The same applies to everyone: We want to strengthen and achieve a culture in which employees feel appreciated. The Culture Movement is intended to unleash the potential of each and every employee.

**How can employees specifically participate in the Culture Movement?**

**HM:** By applying to be a Change Agent. But even if you're not a Change Agent or part of a team experiment, you can live our values without formally applying. It is about our shared culture – one that connects us all and that we all live. The Change Agents and Culture Movement are just helping us to spread it further across the organization. My wish is that at some point we will no longer need Change Agents because each and every employee will have internalized and started to live by our values on their own.



**Henk Mannen**

**Position:**

Project Leader  
Culture  
Movement

**Company:**

Georg Fischer AG

**Location:**

Schaffhausen  
(Switzerland)

**Joined GF in:**

January 2017;  
back again  
since June 2021,  
following a short  
break

# How we are bringing the Culture Movement to life

We want to create a winning culture based on the new values at GF. Hackathons, Team Experiments, Change Agents... How does it all come together? The infographic shows the details.

### The launch

**Change Agents** are a central element of the **Culture Movement**. These are GF employees who work with their teams to bring the values to life. The first cycle began at the end of 2021 and included 75 Change Agents from all divisions and from GF sites around the world. The Culture Movement will grow even bigger this year.

### Developing ideas

Change Agents from the different regions meet at **Hackathons**, where they work together to develop ideas and concrete actions through which the new values can be practiced and established in our daily work.

### Experimenting in teams

The next step is for all Change Agents to implement the ideas from the Hackathons in **Team Experiments**. Colleagues will try out different methods over the course of several weeks to see which ones are best at helping us make our values an active part of our daily work. The findings will be shared with the other Change Agents.

**Learning**  
is about having an open mind

**Performance**  
is about speed and excellence

**Caring**  
is about being part of a team



### Achieving our goal together

The values connect all GF employees. The Culture Movement shows how we can practice them in our daily lives. This is how we work together to transform our GF culture into a winning culture. We will celebrate our success together!

### The movement is growing

Over time, all Change Agents will test ideas with their teams. The Culture Movement will spread gradually at GF, and more and more employees will discover the new values.

## Glossary

### Culture Movement

Through the Culture Movement, GF employees from all over the world motivate and enable others to live according to the new values.

### Change Agent

Change Agents drive forward the Culture Movement by conducting team experiments in which they live according to the values and act as role models.

### Hackathon

A Hackathon is an event where Change Agents develop specific ideas on how to establish the new values and live according to them.

### Team Experiment

Specific behaviors are tested within the teams to determine how the values can be practiced in daily life.

More information on the GF Culture Movement





# “Not a day without a line drawn.”

Personal motto of Johann Conrad Fischer

Johann Conrad Fischer (1773–1854) lived by this saying for his entire life. Some 220 years ago, he laid the foundation for today’s GF Corporation. The phrase was originally coined by Roman author Pliny the Elder in the 1st century AD. No day should pass in which one does not practice one’s craft. This statement, which had a profound impact on Johann Conrad Fischer, remains relevant: **Becoming better every day – since 1802** is our purpose at GF today.

More information on the  
**GF Culture Movement**



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