



Leibniz-Informationszentrum
Wirtschaft
Leibniz Information Centre
for Economics

THE VALUES OF THE ZBW

A handout for employees

Preamble

In all its areas of activity, the ZBW makes a significant contribution to the sustainable development of the knowledge society. This contribution is based on a clear commitment to the principles of Open Science. In order to be able to fulfil this claim in the long term, it is helpful to have a clear framework of values that unites all employees in their actions.

These values should be the basis for strategic decisions, for weighing up difficult issues, for management as well as for day-to-day actions. Above all, they describe the how of internal (co-operation) work, not the what and not the external appearance of the ZBW. They therefore represent an important addition to the strategy.

Context of the value process

The ZBW values presented here are the result of a process involving numerous employees from all areas and levels, including the management. They reflect the current state of the discussion and may change or shift in importance over the course of time. It is therefore sensible and necessary to review this document regularly to ensure that it is up to date.

We are aware that these values are not yet fully practised everywhere. This is precisely why this canon of values is useful as a target image and to provide guidance for all employees and managers in particular in their daily work.

The values and their descriptions do not yet contain concrete instructions for action. In future, all employees and teams will be required to define their own specific contribution in order to live these values themselves and carry them further into the organisation.

Working on values is not an additional task, but should be an integral part of daily activities. It therefore does not have the character of a project (except for special measures) and is therefore never completely finished.

Our value pairs at a glance

Appreciation & Acceptance



Focus on results & Sustainability

Equal opportunities & Sense of community



Lightness & Courage



APPRECIATION & ACCEPTANCE

Trust and openness are the basis of our collaboration.

- We always assume that others have good intentions behind their statements and actions. If we cannot recognise this intention, we ask before we judge.
- As a team, we not only talk about the content of our tasks, but also regularly discuss the way we work together.
- We live a culture in which everyone is encouraged to take responsibility for their own actions and the scope of action is as great as possible.

We recognise and take into account the diversity of people in all their dimensions.

- We live a culture of togetherness regardless of gender, origin, skin color, age, education, religious affiliation, ideology and other personal characteristics.
- We endeavour to change our perspective even and especially when it is difficult to empathise with others and their situation.
- We try to utilise employees' individual skills wherever possible within the scope of their work.
- We take our duty of care seriously even if it means leaving our comfort zone.

We communicate respectfully.

- We talk to people, not about them.
- If something about the behaviour of others bothers us, we address it openly with an „I“ message.
- We endeavour to distinguish between facts and our personal feelings when communicating.
- Difficult personal issues or complex questions are best clarified in a personal meeting, alternatively in a video call or telephone call, but not by e-mail.
- We regularly give and demand constructive feedback.

We act in a transparent and participatory manner.

- As far as possible, we involve all those affected by a decision in the decision-making process in advance, either by letting them (co-) decide or by obtaining their input on the decision.
- When decisions are made, we attach importance to a rationale that also explains the context of the decision.
- Our internal ZBW wiki is our most important tool for communicating information transparently to all or specific target groups.
- Important management decisions are communicated directly to the employees.



EQUAL OPPORTUNITIES & SENSE OF COMMUNITY

We are committed to equal opportunities and create the framework conditions for this.

- We expect and recognise performance in line with the individual capabilities of our employees.
- In internal or external application processes, we consider candidates regardless of age, nationality, ethnic and social origin, gender characteristics, gender expression and gender identity, sexual orientation, religion and ideology.
- We create framework conditions for barrier-free and inclusive participation.
- We take individual lifestyles and time and space constraints into account by offering opportunities for part-time work, flexible working hours and teleworking if the job allows.

We identify with the shared mission and values of the ZBW as the basis for our cooperation.

- We know the mission of the ZBW, understand its importance and see our own responsibility in the fulfilment of this mission.
- We accept and represent the postulated values of the ZBW.
- If we experience that these values are being violated in individual cases, we address this within the appropriate framework and endeavour to clarify our shared understanding of values.
- We regularly review the values, adjust them if necessary and look for ways to bring them to life in our day-to-day work.

A lively community strengthens our cooperation and our community spirit.

- We leave time and space for encounters, even beyond the pure work content.
- We actively promote shared experiences that encourage interdepartmental dialogue, such as a summer party, a Christmas party or a team event.
- We design and utilise our communal meeting spaces.
- We are also interested in people, not just in their role as colleagues.
- We sometimes put our own interests aside in favour of the team.
- We support each other on the job and keep an eye on the needs of other colleagues.



FOCUS ON RESULTS & SUSTAINABILITY

We work in a target group-orientated manner and set ourselves measurable goals.

- We regularly review how our work can better serve our internal and external target groups.
- We use the SMART formula to formulate concrete goals.
- We use process targets where result targets are difficult to describe.
- We regularly review target achievement and adjust targets where necessary.
- We prefer to develop goals together as a team, e. g. in a goal workshop.

We are continuously developing our expertise.

- We see lifelong learning as a basic requirement for our work and are open to new approaches, ideas and solutions.
- We are ready to leave our comfort zone and try out new things to promote personal development.
- We see ourselves as responsible for our own personal development and actively use the opportunities offered by the ZBW, such as further training and coaching.

Excellent work results and efficiency are our personal standards.

- We regularly review the quality of our work and develop it further.
- In our internal work, we find the balance between a sufficient and an excellent work result.
- We feel responsible for the results of our work.
- We reduce administrative work to the necessary.
- We regularly review processes for their effectiveness and efficiency and adapt them where necessary.
- We evaluate results primarily on the basis of personal possibilities and competencies.

We work independently, think in terms of solutions and work creatively as a team.

- We take full responsibility for our tasks and our actions.
- We do not stop at just describing the problem but take responsibility and offer solutions.
- We make independent, informed decisions in our scope of responsibility.
- We use brainstorming and other creativity techniques as a team to develop new ideas and solutions.
- If necessary, we also involve employees from other teams or external parties to integrate new perspectives and find good solutions

We act sustainably.

- We are aware of the UN's 17 Sustainable Development Goals and take them into account in our daily work and strive to make our contribution to them as an organisation and as individuals.
- We take care to conserve resources (energy, materials, human resources).
- When making important decisions, we always consider their possible side effects and long-term consequences.



LIGHTNESS & COURAGE

We value the open, constructive exchange of opinions as enriching for our work.

- We listen to others, let them finish and ask questions if we don't understand something.
- We first try to understand our counterpart and then we try to be understood.
- We have the courage to express our own opinions, seek to find common ground in controversial discussions and are open to other ideas.
- In discussions, the most technically appropriate solution should prevail, not the one that is most vociferously put forward or hierarchically supported.

We take responsibility and actively address conflicts and grievances.

- We address conflicts openly and look for a joint solution.
- If we notice any shortcomings in the organisation, we take solution-oriented steps to eliminate them permanently.
- As managers, we support employees when they address grievances.

We have the courage and curiosity to explore the unknown. We understand that mistakes can be part of this process.

- We try out new things and take calculated, manageable risks.
- We do not always take the familiar route, but also look for new paths.
- We admit to making mistakes, deal with them openly and learn from them.

We value easy and positive interaction with one another and actively contribute to a relaxed and pleasant working atmosphere.

- We value humour as the basis for a positive climate.
- We create meeting spaces for informal dialogue.
- We understand that work should also be fun.
- We promote freedom for personal exchange and actively encourage this, especially in a hybrid-working environment.

Imprint

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