



# Values handbook





# Dear LINAK employee

## **What is a Values Handbook?**

To LINAK it is an attempt to gather our attitudes and the values on which they are based.

The results we have achieved together throughout the years were created in the belief in certain attitudes and values.

Therefore, it is important that we are all familiar with what LINAK stands for. It is also upon these values we must build our future. Surely, you already know most of it, but we have a steady flow of new employees so the handbook is also an introduction to get to know LINAK.

The Values Handbook has a handy format, which is easily hidden – but we hope not forgotten. It is our hope that the handbook will become an active tool in our steadily growing organisation to navigate our common efforts so that we all push in the same direction. This has brought LINAK to its present position – and it can bring us much further and still be a good workplace.

Best regards

Bent Jensen  
Himself









# LINAK mission and vision

LINAK values are closely related to our mission and vision.

**The mission** expresses what we do in our daily work, and what our customers and other partners can expect from us.

LINAK purpose and mission:

**We provide innovative actuation solutions that improve people's quality of life and working environment.**

**The vision** expresses what we want to achieve. That means our primary business objective.

LINAK vision:

**We will be the global leader in innovative electric actuator systems within our core segments.**

# LINAK values

LINAK values are more than just words on a sheet of paper.

They are deeply rooted in the organisation because the management and the employees agree to them. LINAK values

encourage certain actions in the entire company.

These actions start from the behaviour that a diverse group of employees has defined for each value. Therefore, on the





following pages you will first read what we understand by the individual value and hereafter the behaviour to which it encourages

**We, as a company, value:**

- Customer orientation
- Creativity
- The will to change
- Loyalty, openness, and honesty
- Enthusiasm and individual efficiency
- Job satisfaction and helpfulness







# Customer orientation

## **By customer orientation we mean:**

- All LINAK employees understand how we create value for our customers and how we contribute as individuals
- Stay in close contact with our customers and colleagues to understand their needs, now and in the future, and react accordingly
- Be superior to competition and meet our customers' expectations

## **Our behaviour:**

- We understand our customers' and colleagues needs and expectations
- We are quality conscious in what we do
- We keep our promises to our customers and colleagues
- We bring value to our customers
- We understand how our personal contribution creates customer satisfaction





# Creativity

## **By creativity we mean:**

- The desire to create many innovative ideas
- A culture where there is encouragement for imagination, creativity and ambitious thoughts

## **Our behaviour:**

- We want to introduce new ideas
- We question status quo by asking "what if..."
- We share ideas across the organisation
- We respect each others' ideas





# The will to change

## **By the will to change we mean:**

- Be positive and open to changes in products, processes and organisation
- Take the lead and not just follow others. Impact the surroundings instead of reacting to it

## **Our behaviour:**

- We pursue personal development and education
- We are flexible in regard to working time and/or assignments
- We implement relevant changes
- We implement improvements to products and methods
- We follow up on ideas





# Loyalty, openness and honesty

## **By loyalty, openness and honesty we mean:**

- Treat others in an open, honest and respectful manner
- Be loyal to the company, what it symbolises and what it does

## **Our behaviour:**

- We think and act in accordance with what is best for LINAK as a whole
- We share our candid opinions
- We recognise accomplishments
- We provide constructive feedback



**LINAK**  
WE IMPROVE YOUR LIFE

## MACHINE SHOP TASK

Equipment	Step	Date Scheduled	Date Done	In Stock	Notes
Grinder Brio	1.000	4/10	4/10	●	Machine 1.000 has been sold to the client
CITIZEN	MS	11/12	4/11	●	Machine 1.000 has been sold to the client
Walter Brio	1.000	4/10	4/10	●	Machine 1.000 has been sold to the client
Brio	1.000	4/10	4/10	●	Machine 1.000 has been sold to the client
AKEA	1.000	4/10	4/10	●	Machine 1.000 has been sold to the client
Brio	1.000	4/10	4/10	●	Machine 1.000 has been sold to the client

# Enthusiasm and individual efficiency

## **By enthusiasm and individual efficiency we mean:**

- Do our best with a wholehearted approach to the task
- Have a flexible approach and do what is necessary
- Implement methods that improve personal performance

## **Our behaviour:**

- We know our goals
- We are motivated by our job
- We do our best
- We take personal responsibility





# Job satisfaction and helpfulness

## **By job satisfaction and helpfulness we mean:**

- A workplace where the employees are motivated by their tasks, support each other and are proud of what they achieve together

## **Our behaviour:**

- We take pride in what we produce
- We care about each others' welfare
- We help and encourage each other
- We seek to be heard and influence decisions
- We communicate effectively with each other
- We treat each other as we would like to be treated ourselves





# Leadership values and behaviour

Our leaders have a special responsibility to ensure our values live. So we have set our expectations for a good LINAK leader in these leadership values.

## **Goal-oriented**

- sets individual goals together with each employee
- makes LINAK goals visible and understandable
- works together with the employees to achieve our goals

## **Follow-up**

- uses understandable methods to follow up
- follows up and finishes open tasks
- respects agreements and deadlines
- responds to questions
- provides constructive feedback on tasks

## **Drive**

- prioritises, makes decisions and sees them through to completion
- takes action when the situation deviates from the goal
- stays loyal to agreed direction
- initiates necessary changes





# Leadership values and behaviour

## **Holistic approach**

- ensures cooperation between departments
- ensures that our department acts in a manner that benefits the company as a whole
- considers a broad perspective before we act
- includes our customers' perspective in all that we do

## **Respect our employees**

- supports and values the employees
- respects the diversity of the employees
- shows confidence in the employees
- respects and stays loyal to agreements

## **Employee development**

- provides recognition
- provides feedback on behavior and results
- supports personal and professional development of employees
- takes time to listen actively to employees
- promotes employees' customer focus

## **Communicating**

- shares relevant information
- communicates in an honest and open way
- communicates in a respectful manner
- is true to his/her word
- shares customers' stories, both positive and negative



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Innovation is in our core. We take the lead and have the courage to make it real.



We are responsible in what we do – towards customers, employees and environment. Creating trust is a natural part of who we are.



From global presence to local understanding. We believe in world-wide support and being close to our customers.