

# Bechtle Leadership Principles.

Your strong IT partner.  
Today and tomorrow.



# Leading at Bechtle.

Continuously changes define our everyday working life. We see hierarchies becoming flatter and departmental lines blur. Power based on position meets rejection (which is good) and knowledge not shared is even less acceptable than ignorance. We see a mix of generations with an array of different expectations, and we've learned that diversity provides better results. Collaboration and team agility have become prevalent. Exciting developments to which we, as leaders with a keen sense of responsibility, are adapting.

At Bechtle, we all inhabit a position located between the tradition of an incredible success story of one entrepreneur turned into a billion-euro enterprise and the ambition of our Vision 2030. A vision that puts our customers' success front and centre, underpinned by our passion for IT and our core aspirations of profitable growth and market leadership.

Against a challenging backdrop like ours, leadership is key.

So how do we, in our capacity as leaders, foster a successful, healthy and motivating environment that allows employees to work with passion and purpose towards a common goal and truly be connected with their company?

We set a clear goal and prepare the ground for it to be achieved. We make it possible for people to perform well with enthusiasm and maximum autonomy.

Our five Leadership Principles give us direction as we progress, and remind us to be fair, respectful and professional. Follow these principles, engage with your colleagues – and take the lead every day.



Dr. Thomas Olemotz



Michael Guschlbauer



Jürgen Schäfer

Care for your team.  4

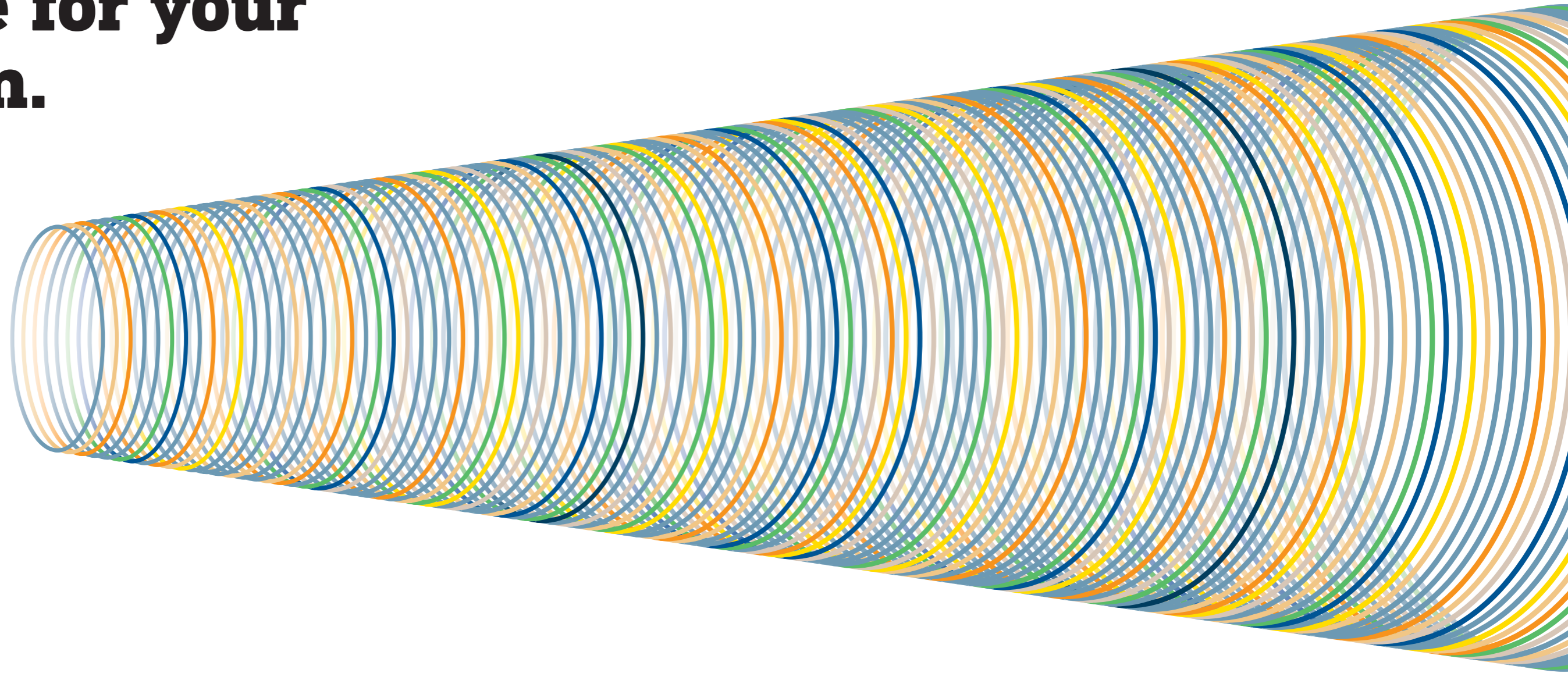
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# Care for your team.



Training opportunities at Bechtle: Academy Portal and iLEARN

Values and corporate culture: Bechtle Corporate Philosophy

## Set a positive scene.

It is up to us as leaders to set a scene in which everyone at Bechtle feels at home in a constructive team environment. We are aware that it is the blend of diverse personalities, skills and strengths that allows us to find the best solutions.

## Take time for dialogue.

We make the time to engage with our employees. This is our fundamental principle, as time is the cornerstone of mutual appreciation. It allows us to listen with a friendly ear and an open mind. We have to be on the ground with our colleagues in order to enable true dialogue.

## Enable development and personal growth.

It is in our own best interests to see our employees grow. To value and appreciate is not enough. We also have to create opportunities for people to become better through training and create clear development paths. Together with each employee, we uncover their particular strengths and find the role in which they can shine the brightest, with the express goal to see each and every one outgrow their limits.

## Keep a steady hand, whatever the situation.

Earning the trust of our team and each and every employee is part and parcel of showing that we care. Reliability is one of our core values at Bechtle, and an axiomatic quality of leadership. Our team relies on us to resolve even the most complex situations together.



# Offer direction.

## Create purpose.

Everyone needs a reason for what they do. After all, purpose goes a long way towards creating a sense of happiness. But employees also want to understand the purpose of our business, too. This is laid down in our Bechtle Vision 2030. To communicate and inspire this purpose in our employees is a key task of leadership – perhaps the most important one, as it lays the groundwork for motivation, loyalty, and ultimately, long-term success.

## Set attainable goals.

Goals set the direction. They show us where we're headed, and they reassure and motivate us. To have such a positive impact, goals may be ambitious, but must also be perceived as attainable. They are the spark we use to ignite passion in others.

## Be a Bechtle ambassador.

As leaders, we have to instil the Bechtle Vision into our teams and communicate our goals as entrepreneurs. We represent the Bechtle brand, culture and values, making sure our employees understand their meaning and impact, and aligning our teams to a common goal.

## Give feedback – respectful and in a timely manner.

We agree on clear targets with our employees and pay close attention to their expectations. This also means that we give them regular, open and honest feedback on how they perform, and always do so respectfully and fairly.



Bechtle Vision 2030:  
[bechtle.com/vision2030](https://bechtle.com/vision2030)



Performance Review  
Guidelines:  
Intranet/InfoCenter

**Be a role model.**

Whatever we do as leaders, our employees are always watching. We realise that our duty is also that of a role model. That's why we communicate our values, expectations and demands to employees with both consistency and reason. It is our job to ensure that everybody is clear about what is expected from them. To that end, we cultivate dialogue and a culture that allows people to ask questions and encourages mutual, active feedback.

**Be open to change.**

We encourage our employees to bring their own ideas to the table. We welcome everyone's input with an open mind and take up the threads of ideas and weave them into a vibrant tapestry.

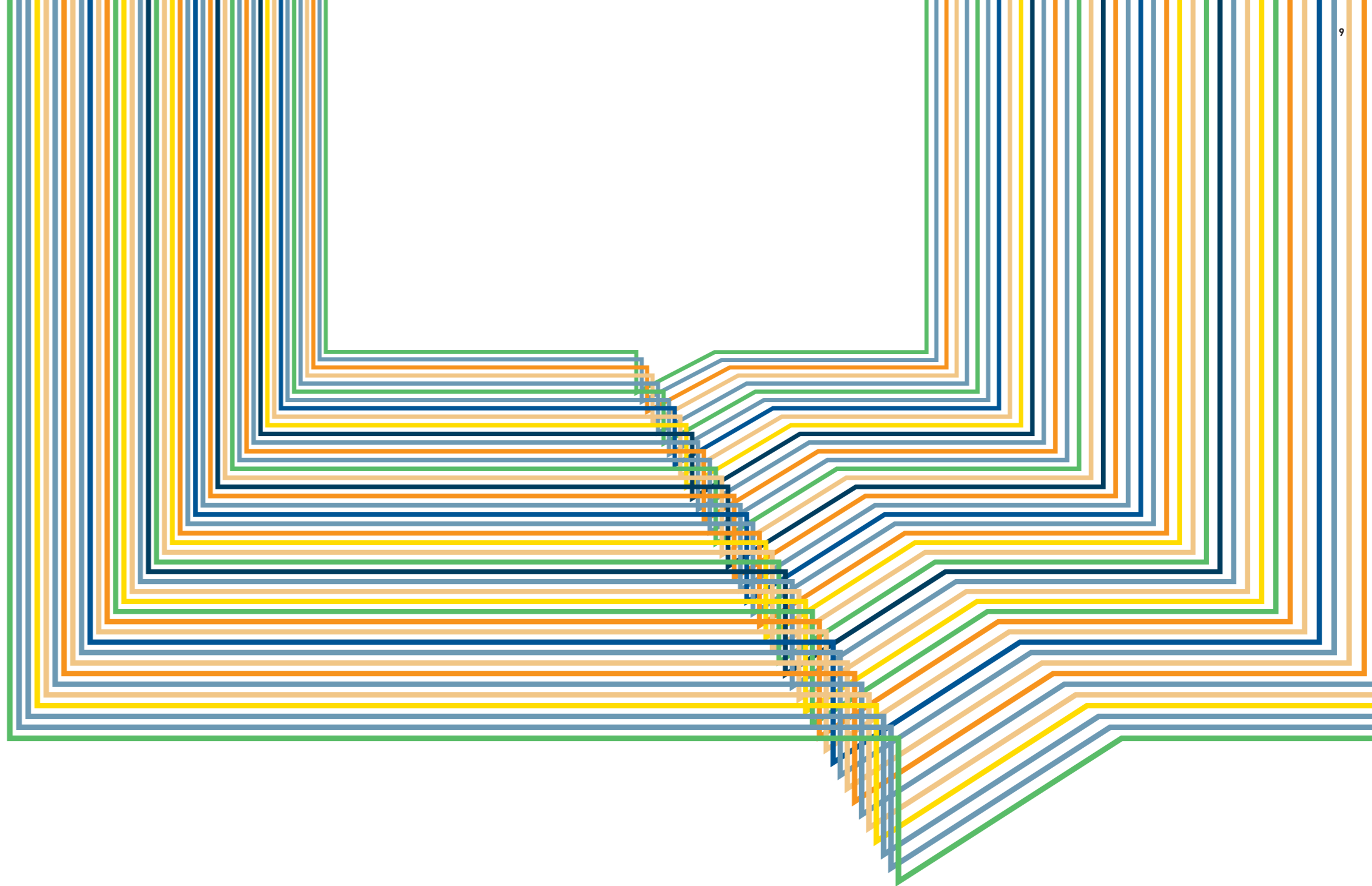
**Use diversity.**

An open mind also includes consciously working to ensure that diversity is a natural principle in the composition of our teams. We believe in healthy diversity across age, gender, qualifications and background.



Compliance at Bechtle:  
Code of Conduct

Diversity:  
Sustainability Report



**Be open  
minded.**

# Trust and give responsibility.

## Provide the freedom needed to make decisions and demonstrate trust.

We all pull in the same direction as we work towards ambitious but realistic goals. We encourage employees to assume responsibility and give them the freedom to live up to it their way. Above all, we believe in our employees so they can believe in themselves and excel at what they do.

## Involve employees.

The way we communicate is embedded into our attitude and exudes reliability and a sense of identity. That's why we include employees in important decisions that impact the entire team or unit.

## Delegate.

By judiciously delegating tasks and responsibilities and enabling people to improve their skills, we also foster autonomy, professional development and personal growth among our employees. This allows both sides to enjoy their work and underpins our success.

## Allow errors.

There's always a risk things won't work out the way we want them, and we are wise to accept that. What's important is that we learn our lessons and make it better next time.



Brand Manual:  
"Connected"  
at the core of  
our brand.

# Be an entrepreneur.

## Be an entrepreneur.

Entrepreneurial spirit has shaped Bechtle since the very beginning. Our business model builds in no small part on the principle of entrepreneurial self-responsibility. And this doesn't just apply to the upper tiers of hierarchy in Bechtle's over 100 individual organisations, but to all of us. An entrepreneurial mindset is the duty of every one of our employees. It is everyone's responsibility to bolster the performance of each company of the Bechtle Group, maximise the impact of our central units, and to improve every day.

## Live connected decentralization.

Thinking outside our own location's box is how we succeed. We make decisions with the big Bechtle picture in mind. To this end, we take advantage of

the tight network within our company and create opportunities for our employees to connect and collaborate with their colleagues across locations and departments. This "connected decentralization" requires transparency, openness and honesty.

## Tackle changes head on.

We encourage our employees not to default to a textbook approach but to explore and pursue new, creative ways of thinking and working. Changes are positive to shape the future. We learn by doing, not by avoiding. The courage to make the right decisions at the right time, to tackle change with an open mind and to take on responsibility is a key quality of the entrepreneur.



Brand Manual:  
"Entrepreneurial"  
at the core  
of our brand.

# Leadership is how we succeed as a dynamic, future-facing business.

With these Leadership Principles we are setting out a framework in which leading (and not managing) should take place at Bechtle. They tie in with our Code of Conduct, Corporate Philosophy, Brand, Vision and Values.

In 2019, the Bechtle Leadership Principles received a complete makeover – a logical and modern polish of the guidelines that were first published in 2012. They are steeped in tradition and deeply rooted in a culture that bears the distinct mark of Bechtle’s founders. But they are also a reflection of our company’s striking dynamic development against the backdrop of an evolving society.

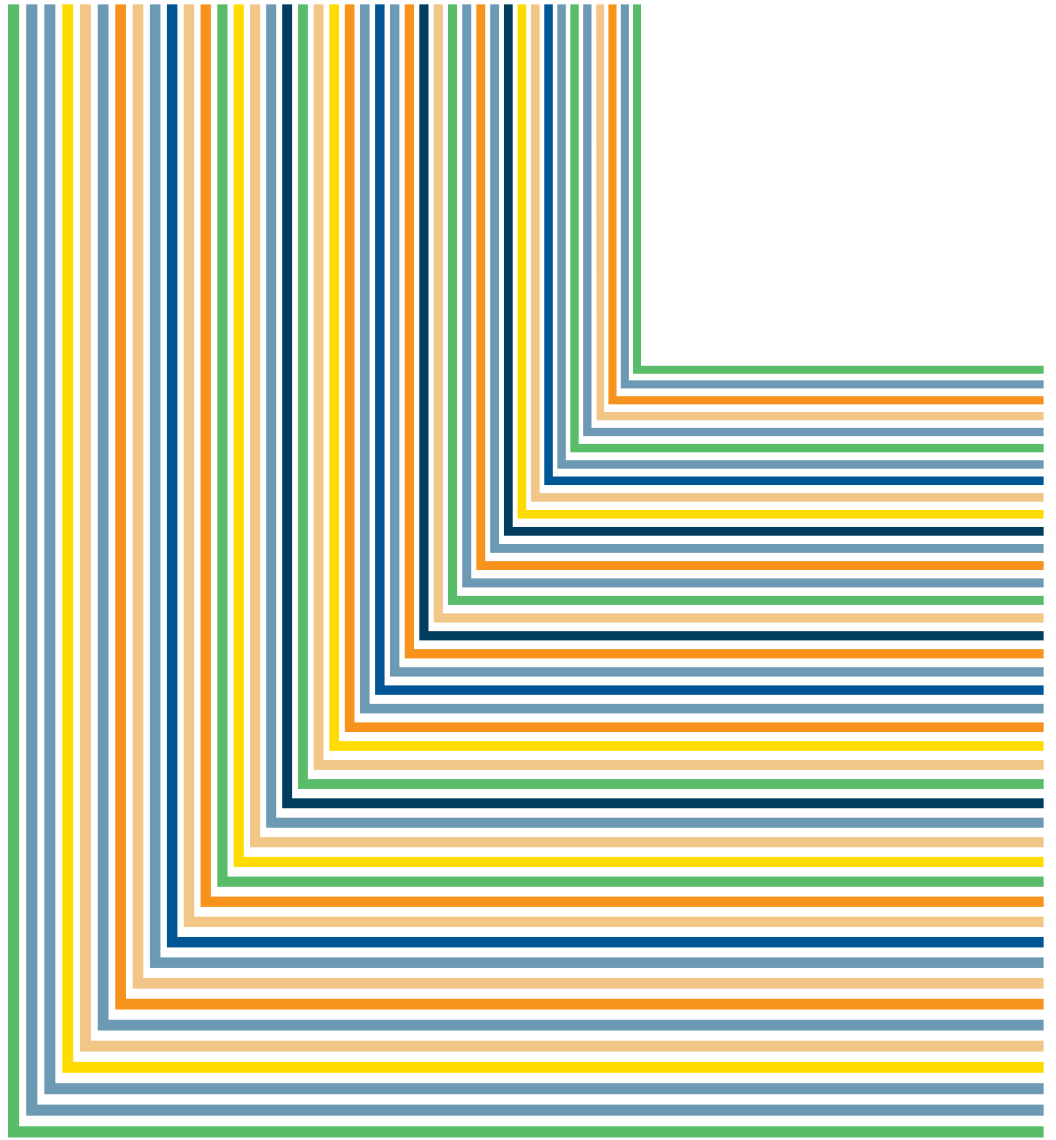
Our organisation offers unique entrepreneurial freedom like no other. We have cultivated the perfect environment for people who are determined to move forward at a brisk pace and with a level head. For people who think business and want to take on responsibility, people who pursue their goals with fervour and have a keen eye for the big picture that is our shared ambition. Our culture has been crafted with care to attract strong characters, and it must be combined with equally strong leadership underpinned by a shared set of principles.

In a highly devolved organisation like ours, a living corporate culture, ambitious goals and a transparent vision are just as important as values and principles. They are the glue of our multifarious structure that ensures we can function and succeed together.

United by our goals and values, we abide by our rules we’ve set ourselves to lead our company into the future, generate the tremendous momentum that allows Bechtle to rise above the rest and strive towards even greater, unimagined success.

**Be Bechtle. Architect the future.**





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