

*Innovation in Motion*



Leadership. Development. Advancement.  
Miba Leadership Development



# Foreword



Managers play a key role at Miba. Not only are they responsible for achieving the corporate goals, but also for leadership and human capital development. To equip them for the task at hand, we developed our Leadership Principles, which create the basis for professional management at Miba.

The Management Board is fully aware of the executives' responsibility and therefore asked the Human Capital department to develop tools for helping Miba managers to tackle the challenges they are faced with every day. I am proud to present you with this brochure detailing the HC services available for executives. They range from development programs, such as the Miba Leadership Academy, and tools like the Management Development Dialog to tailored solutions.

Miba is set for growth in highly competitive markets. What we need is qualified and motivated people to achieve our ambitious vision of "No motor vehicle without Miba technology". I therefore invite you to use these broad HC services and hone your skills as a company executive.

A handwritten signature in blue ink that reads "Peter Mitterbauer".

**Peter Mitterbauer**  
CEO Miba Group

Together we're building our future, which means that you invest your knowledge, ideas and commitment in the company. In return, the company offers you exciting challenges in an international environment. We provide you with wide-ranging opportunities for learning and development – and above all – we give you a professional home. This investment and our responsibility form the basis for the human capital management idea.

It is up to you as a company executive to ensure that this investment is profitable for both sides – the employee and Miba. The Human Capital department will support you here with tools, ideas, experience and expertise.

This brochure describes our services in the area of management development. Your Human Capital Operations Manager, the Human Capital Development team and I, hope you will make good use of them.

A handwritten signature in blue ink that reads "Bernhard Reisner".

**Bernhard Reisner**  
Vice President Human Capital

# Our Services for You

Professional Leadership	Proactive Development	Individual Advancement
Employee Review (ER)	Miba Management Academy (MMA)	Training Courses and Workshops
Management by Objectives (MbO)	Miba Leadership Academy (MLA)	Coaching
Management Development Dialog (MDD)	Group and Plant-Specific Programs	Event Design and Moderation
Employee Survey		Knowledge Transfer

Our aim in the area of human capital development is to support you as a manager and your employees in achieving your goals with tailored personal development. You are actually the human capital developer: it is you who sets an example to your employees and leads them according to our Miba Values and Miba Leadership Principles.

We will support you – both in developing your employees and in concrete everyday leadership. Part of our commitment is to develop and implement leadership tools, such as the Employee Review or the Management Development Dialog. They help you to take a professional

approach to your leadership responsibilities. In addition, we create and organize development programs, such as the Miba Leadership Academy. They give you the unique opportunity to look at the subject of leadership in more depth. Furthermore, you and your team can build on our experience from various other projects and our methodical knowledge. Together with you, we will find a suitable tailored solution for your needs.



**Karin Reiter**  
**HC Development Manager**  
*"Leadership is important – we all know that. And we also know that it sometimes gets short shrift in everyday business. I believe that one of the core tasks of our Human Capital Development is to help ensure you don't lose sight of this important topic."*

# Miba and the Leadership Principles



4

## **No Motor Vehicle Without Miba Technology.**

We are a successful independent company headquartered in Austria with a presence in the world's major economic centers. As one of the leading strategic partners to the international engine and automotive industry, we're close to achieving our goal of "No motor vehicle without Miba technology."

## **That Is Our Vision.**

It provides us with orientation.

How do we achieve it?

Our ongoing technological progress enables us to strengthen our position as market leader in our three core business segments – sintered components, bearings and friction materials. An additional business area will account for ten percent of total sales over the medium term. We also intend to be among the most attractive employers.

## **That Is Our Strategy.**

It shows us how to achieve our vision.

Who will implement it?

Employees are one of the mainstays of our success. Their strengths include an international outlook, cultural flexibility, and willingness to learn new skillsets. Every employee is a member of the Miba family, and adheres to the values

- Technology Leadership
- Entrepreneurship
- Passion for Success
- Life-Long Learning

## **These Are Our Values.**

They are the basis on which all employees act.

Miba will only achieve its goals over the long term if we jointly uphold these values.

What support do we provide for our employees to help them accomplish this?

## **Together We're Building Our Future!**

That means our employees invest their know-how, their ideas and their commitment in the company. And we invest in training and developing our employees, and provide challenging tasks in an international environment.



### That Is Our People's Mission.

It shows us how to work jointly towards a secure future. What role does management play?

As a manager, you have special responsibilities. Your task is to set an example to your employees. At the same time, you have to put the corporate philosophy into practice, and ensure your employees are given the development opportunities and professional leadership to which they are entitled. To meet these responsibilities, Miba managers act according to the following principles:

- Performance Commitment
- Execution
- Integrity
- Delegating Responsibility
- Respect
- Courage
- The Miba Spirit

**Performance Commitment** means showing dedication and having the vision and strategic ability to bring about positive changes, as described in the Miba Charter.

**Execution** means looking ahead, communicating goals clearly, establishing priorities, and getting the right things done.

**Integrity** means being forthright, expressing your opinion openly, communicating clearly and transparently, and addressing problems head on.

**Delegating Responsibility** means being able to let go, giving trust, and providing scope for alternative ideas and creativity.

**Respect** is the foundation on which we deal with other people, the environment, differing opinions, different cultures and countries, and colleagues' and employees' contributions.

**Courage** is the power to address difficult topics, take on risk for the company's benefit, and pursue different avenues.

**The Miba Spirit** is what makes us unique: It means being a member of the Miba family, and performing your tasks with commitment as part of an efficiently functioning team.

### These Are Our Leadership Principles.

They constitute requirements to be met by our managers. Building a future together is all about pulling together as a team.





### MDD – Management Development Dialog

Further development of leadership and management skills is a key focus for Miba's future. The MDD creates a sound basis to build on. Using defined criteria that are derived from the Leadership Principles, you as a manager can evaluate your employees in relation to their leadership behavior. You can then give them feedback and together define suitable action to take.

What is special on MDD is that it focuses explicitly on the issues of leadership and management. As a manager, your core tasks include giving a clear assessment of your employees' behavior and potential, communicating expectations, and promoting further development. Human Capital will support you as a sparring partner throughout the entire process.

### MbO – Management by Objectives

Management by Objectives means agreeing on specific goals. It gives you and your employees the opportunity to

discuss strategic corporate goals and define the personal role you can play in achieving them. During MbO discussions, firstly feedback is given on the results achieved and clarity established regarding the relationships with and dependency on higher-ranking objectives. Secondly, individual goals for the coming year can be discussed and agreed on the basis of a well-structured form.

The variable salary component also means that each individual will benefit from Miba's overall success. In addition, there are financial rewards for target-oriented work and employees are encouraged to meet goals consistently.

### Employee Survey

First-hand feedback forms the basis for our company's future development. Our employees' knowledge, experience and creativity secure Miba's success in the long term. The Employee Survey, which Human Capital carries out worldwide every two years, identifies potential and room for improvement in the areas of organization, leadership, and communication. In addition to carrying out the survey, we support you above all in the subsequent step of jointly planning and implementing improvement and development initiatives.



**Gerhard Fartaschek**  
Procurement Manager  
Miba Friction Group

*"MDD is an excellent leadership tool for systematic human capital development and identifying people's strengths and potential. What is important to me apart from the assessment is reflecting on my own management behavior. After all, it ultimately affects employees' development."*

# Proactive Development



8

## **Fit for Your Career**

At Miba, we have been attaching great importance to international and national leadership and management development programs for years. Not least for this reason we can fill the majority of our management and leadership positions from our own ranks.

In intensive block training sessions you are given tools and methods to support you both in your current functions and possible future activities. These courses are not only aimed at providing practical knowledge for our core business, management and leadership, but also self-reflection and feedback. The programs are modular, which means they are extremely practice-oriented and can easily be applied to everyday business life. In addition, networking is given high priority. The contacts that you make here are of use to you over and above the training itself. That is what we mean by the Miba Spirit.

## **MMA – Miba Management Academy**

The MMA focuses on the development of entrepreneurship. During a business simulation lasting several days, you learn how to identify economic relationships and thus to control operating profit proactively. It requires an in-depth understanding of key performance indicators and controlling. Furthermore, training is given in basic leadership tools.

The MMA's aim is for you to leverage the information given in your everyday business life, thus enabling you to make a personal contribution to Miba's overall result.



### **MLA – Miba Leadership Academy**

The MLA gives you the unique opportunity to study the subject of leadership in more detail. In several modules the focus is on corporate governance, for example developing business plans and leadership, including self-leadership. Together with internal and external coaches and experts, you can find out more about the current trends and developments, learn to use the latest methods and tools, and analyze your own leadership personality. Apart from the training courses, you are required to deal with concrete Miba tasks in a business case.

The MLA's goal is to develop a common understanding of leadership throughout the company. As a manager, you are being equipped to meet your future challenges in the Miba Group. The Management Board is responsible for nominating the participants – both in the MLA and the MMA.

### **Group and Plant-Specific Programs**

Miba's Group and Plant-Specific Programs are tailored to meet individual needs. It is the Management that requests a program. Training focuses on Miba's core business or management and leadership issues, depending on the specific requirements.

If you are an advanced or application engineer, for example, you can currently broaden your knowledge of engine bearing use and technology at the Bearing Engineering Academy, thus contributing to proactive product leadership in the Bearing Group. Coaches at Frictec also have the opportunity to strengthen their leadership expertise in Pronto Competence Training courses. A hands-on approach is taken to dealing with the individual topics. The aim is to support you as a manager and your employees in meeting your specific responsibilities in day-to-day business.



**Christian Döller**  
**Tool Shop Manager**  
**Miba Sinter Group**

*"What I learned at the MLA about leadership is a huge help to me in my responsibility as a tool shop manager with Miba Sinter Group. Knowing more about our Leadership Principles makes it fun to manage employees of different nationalities and cultural groups."*

# Individual Advancement



10

## Our Offer Especially For You

The development of the organization and our people is only really successful if it is focused, tailored to individual needs, and embedded in Miba's overall system. Whether it is a case of your own development or for your employees and teams, we can provide input with our experience from countless projects and methodical knowledge. Together with you, we will find a suitable solution.

## Training Courses and Workshops

When it comes to tailored development measures, we are happy to provide you and your team with advice. Together with you, we will identify your specific needs, develop a training course or workshop program and select suitable coaches. A priority for us is ensuring that the participants can work on concrete cases relating to their business lives and focus on implementation in practice.

## Coaching

In recent years, coaching has increasingly been proving a suitable method of management development. Together with your chosen coach, you will find answers to your individual questions and topics relevant to your specific work situation. The aim here is to promote self-reflection and perception so that you can strengthen your own problem-solving skills.

We would be happy to provide you with further information on applications and find you a coach from our expert pool.

## Event Design and Moderation

We will support you both in advance – at the planning and designing stages – and during the event itself with our solution-oriented moderation skills. If required, we can also work with external moderators.



**Clemens Honeder**  
Chief Operating Officer  
Miba Bearing Group

*"Customized measures for improving employee involvement and organizational development are very important for us. I think it's amazing that we have in-house moderation skills for such activities – that need not shy external comparison!"*

# Your Human Capital Development Team



11

## Knowledge Transfer

People come, go or take on new challenges in the company. When they move on, the expertise that is essential for Miba also goes with them.

To make these transitions as efficient and structured as possible, we provide support for knowledge transfer. Together with everyone involved, we analyze the information to be passed on, support and document the handover process as well as showing other appropriate ways of sharing and transferring knowledge.

## We Are Dedicated to Your Success

Our joint concern is to make Miba even more successful on the market. Your Human Capital Operations Manager (HCOM) supports you at your location. He or she manages and assists with all personnel matters. Furthermore, you can draw on our HC network where specialists will advise you both across the Group and individually on various subjects, and work out solutions together with you.

Human Capital Development is part of this HC network. Whatever you need to know about leadership and human capital development, we are the people to contact. We will provide you with proven tools for retaining, developing, evaluating and motivating your employees. Not only we will design tailored development programs, but also advise and support you during change processes.

Do you have a particular concern and want to support individual employees or your entire team in development? Or do you want to invest in your own personal development and perfect your leadership skills? Then contact your HCOM or the Human Capital Development team – from the left in the picture:

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