MOST OF OUR EMPLOYEES ARE HIGHLY ENGAGED
EMPLOYEES ARE FREE TO DECIDE WHERE AND WHEN THEY WORK
TEAMS SELECT THEIR OWN MANAGERS
OUR EMPLOYEES SET THEIR OWN SALARY
ENGAGEMENT AT WORK

WORLD

- Actively Disengaged: 18%
- Engaged: 15%
- Disengaged: 67%

SWITZERLAND

- Actively Disengaged: 12%
- Engaged: 13%
- Disengaged: 76%

Source: Gallup
Engagement affects key business outcomes

- Productivity: +22%
- Profit: +21%
- Absenteeism: -37%
- Accidents: -48%
- Defects: -41%

Source: Gallup
## TRENDS

<table>
<thead>
<tr>
<th></th>
<th>Purpose &amp; Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Profit</td>
<td></td>
</tr>
<tr>
<td>2. Hierarchical Pyramid</td>
<td>Network of Teams</td>
</tr>
<tr>
<td>3. Directive Leadership</td>
<td>Supportive Leadership</td>
</tr>
<tr>
<td>4. Plan &amp; Predict</td>
<td>Experiment &amp; Adapt</td>
</tr>
<tr>
<td>5. Rules &amp; Control</td>
<td>Freedom &amp; Trust</td>
</tr>
<tr>
<td>6. Centralized Authority</td>
<td>Distributed Authority</td>
</tr>
<tr>
<td>7. Secrecy</td>
<td>Radical Transparency</td>
</tr>
<tr>
<td>8. Job Descriptions</td>
<td>Talents &amp; Mastery</td>
</tr>
</tbody>
</table>
Haier Management Model Evolution

1984 - 2018

- Pyramid
- Matrix
- Satellite
- ‘Inverted’
- Platform
Haier 2012 – now

- 4,000 micro-enterprises
- 70,000 employees
- ‘Owners’ & ‘Entrepreneurs’

Platform organization
SUPPORTIVE LEADERSHIP
1. Be aware of HIPPO’S
2. Destroy the ivory tower, get rid of status symbols
3. Evaluate your manager
4. Split managers in coaches and specialists
5. Select your manager
LET'S REBEL