

**Personal and Confidential**

**2012 UPWARD FEEDBACK SURVEY**

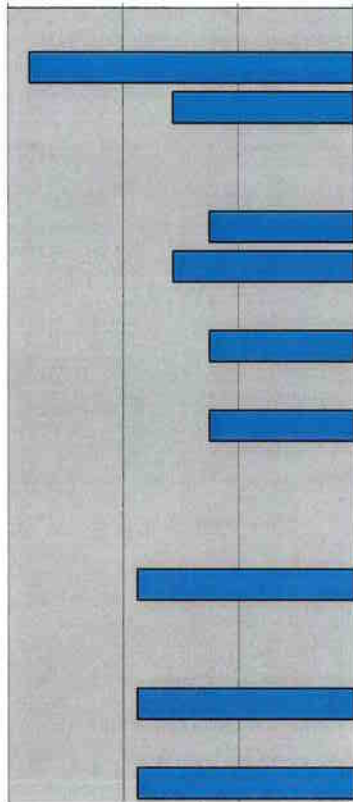
**OUTPUT SUMMARY**  
for  
***Juergen Lauber***

**AREAS OF STRENGTH AND FOR IMPROVEMENT**  
Based on 16 Respondents

**Clear Strengths\***

Percentage of "Strongly Agree" received

60%      40%      20%      0%

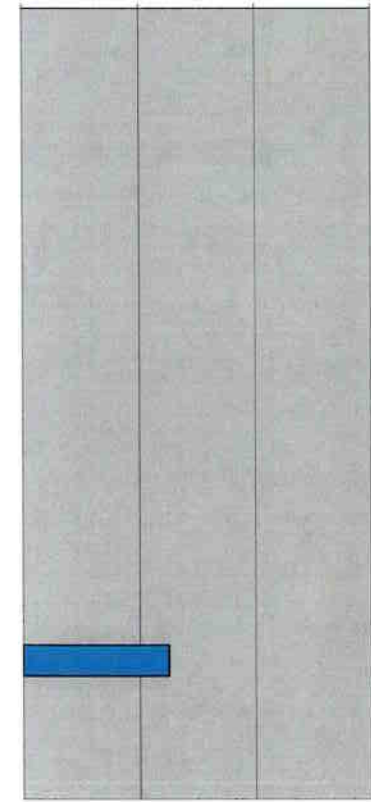


<b>1. LEADERSHIP - Strategy, Organization and Direction</b>
a) This person has a credible and insightful strategy for profitably growing the business
b) This person sets expectations consistent with the strategy
c) This person provides his/her direct reports with clear directions
d) This person assigns work properly, considering the timeframe, resources and results expected
e) This person monitors progress and intervenes appropriately to ensure proper direction and results
f) Problems are anticipated and contingencies developed, preventing avoidable last minute crises
<b>2. LEADERSHIP - Staff Supervision, Development and Feedback</b>
a) This person invests in good staff management and development
b) I received an appropriate balance of delegation and control
c) I received clear, fair and constructive feedback concerning my role and performance
d) This person pays attention to and follows up on my developmental needs
<b>3. ROLE MODEL - Teamwork, Communications and Values</b>
a) This person fosters a sense of teamwork
b) This person encourages people to give their best
c) This person appreciates and gives credit to others' contributions
d) This person is a good listener and is receptive to feedback/suggestions
e) This person is an effective communicator both internally and externally
f) This person is unselfish, tolerant and fair
g) This person demonstrates uncompromising integrity

**Areas for Improvement\***

Percentage of "Strongly Disagree" or "Disagree" received

0%      20%      40%      60%



\* Note: A blue Bar is only shown on chart if a statement/question received a response rate greater than 20% of total responses

## Lauber, Juergen

Each percentage represents the number of responses received in that rating category divided by the total number of responses received

### YOUR SURVEY RESPONSE SUMMARY

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Number of Responses
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#### 1. LEADERSHIP - Strategy, Structure and Direction

- a) This person has a credible and insightful strategy for profitably growing the business
- b) This person sets expectations consistent with the strategy
- c) This person provides his/her direct reports with clear directions
- d) This person assigns work properly, considering the timeframe, resources and results expected
- e) This person monitors progress and intervenes appropriately to ensure proper direction and results
- f) Problems are anticipated and contingencies developed, preventing avoidable last minute crises

56%	44%	0%	0%	0%	16
31%	63%	6%	0%	0%	16
19%	50%	13%	19%	0%	16
13%	56%	19%	6%	6%	16
25%	69%	6%	0%	0%	16
31%	50%	19%	0%	0%	16

#### 2. LEADERSHIP - Staff Supervision, Development and Feedback

- a) This person invests in good staff management and development
- b) I received an appropriate balance of delegation and control
- c) I received clear, fair and constructive feedback concerning my role and performance
- d) This person pays attention to and follows up on my developmental needs

25%	63%	13%	0%	0%	16
0%	69%	31%	0%	0%	16
25%	44%	19%	6%	6%	16
13%	63%	19%	0%	6%	16

#### 3. ROLE MODEL - Teamwork, Communications and Values

- a) This person fosters a sense of teamwork
- b) This person encourages people to give their best
- c) This person appreciates and gives credit to others' contributions
- d) This person is a good listener and is receptive to feedback/suggestions
- e) This person is an effective communicator both internally and externally
- f) This person is unselfish, tolerant and fair
- g) This person demonstrates uncompromising integrity

13%	31%	50%	6%	0%	16
38%	44%	13%	6%	0%	16
19%	56%	6%	19%	0%	16
6%	44%	25%	19%	6%	16
38%	56%	0%	6%	0%	16
13%	44%	38%	6%	0%	16
38%	38%	25%	0%	0%	16

**Lauber, Juergen**

## **CLEAR STRENGTHS**

**Comment on the Strengths of this Person**

*All respondents' comments have been listed here in their entirety. They are listed in no particular order.*

### **Comments**

- Marketing and developing the sales
- Driven with enthusiasm by his clear strategic vision of the future of the company, he is very able to transfer this vision to all his collaborators and to the company's culture and image. He is able to catch new ideas from everywhere and everyone and to contextualize them in the company trying to obtain from them what could be the good for the company. He is good at leading by example. He spends effort also in tutoring and helping his collaborators to improve their professional skills
- He can effectively filter out views/arguments from persons who are not in line with his strategy. This can be an advantage and disadvantage.
- He is enthusiastic in everything he is doing and this motivates all persons working for him
- Juergen is an extremely creative manager with unusual strong energy for the business and a certain talent to make quickly a good impression
- Intelligent person able to work a lot. Full engaged for Controls and as Director very interested in the details. This person has a vision for the company. He is also able to understand very very quickly something new and see directly a lot of relations... Also strong in terms of Marketing & Sales. He read all documents and emails and give always critical and valuable feedbacks
- Mr. Lauber is always full of power and ideas. He is very goal-oriented, forceful and consistent in implementing defined objectives. The LEAN management is pursued through all Controls areas and processes. Thus a major improvement potential could be detected and utilized by applying the LEAN methods.
- I appreciate the high dynamism and enthusiasm of this person. His optimistic vision can motivate most employees to give their best in the direction shown by this person.
- Strong and active; putting technical and sales organisation development centrally with him the leading person and motivator.
- Jürgen Lauber is outwardly an excellent communicator. He sells the values of Saia-Burgess Controls with great enthusiasm and conviction. He can convince people. He has also a clear strategy for company development. And he is able to convert this strategy into good results.
- Jürgen works very hard and has a lot of ideas, which permit to develop Saia-Burgess Controls.
- JL is full of energy, knowledge and network to push the business forward. JL is a very positive/optimistic personality. He is very present in all fields of Controls business.

**Lauber, Juergen**

## **AREAS FOR DEVELOPMENT / IMPROVEMENT**

**Comment on the Areas for Development for this Person**

*All respondents' comments have been listed here in their entirety. They are listed in no particular order.*

### **Comments**

- Set target definitions do sometimes change during the implementation of the project which may lead to confusion and frustration of the persons working for it
- He tries to do too much by himself without taking care about the opinions of the department managers and hierarchies inside of the company.  
If it continues like this the success will not be sustainable.
- Assuming, maybe sometimes too much, an active role in coordinating all kind of activities, he leaves little autonomy to his first level of collaborators reducing their leadership and authority spaces. Sometimes some changes in his decisions, priorities or focus generate confusion and contradictory directives, especially for collaborators that are not in daily contact with him. Pressure given by him is sometimes too high to be managed without generating overstress
- Learn to create a climate of confidence and trust to let people express their criticism / concerns as well as their creativity with their own self motivation and enthusiasm.  
This would be profitable for the company as there would be more than only one motor to move ahead.
- Very Strong for visions, a little bit less in proposing strategies and the necessary organisation needed in the praxis. Delegation is not his favourite word. He is also more able to give hard criticism to an employee than compliments. Always too impatient, as example communications (Marketing) about news is often 2 years too early. Can be a strategy but also source for troubles.
- His quick and distinctive thinking can overstrain the opposite person. In this regard however, Mr. Lauber has improved in the last year. Once he is convinced of something, then it is difficult to discuss with him about other opinion or point view!
- Jürgen Lauber is well organized and pursues his goals with great discipline. His feedback to employees is very direct, sometimes hard.
- His strength is at the same time an area of development for Jürgen. He expects all people to work in the same way he does. But not all follow him and perhaps Jürgen should also understand this
- JL is a better listener than some years ago. JL can still be very clear in pronouncing his meaning but he has also a better feeling for the employee than some years ago.

**Lauber, Juergen**

<b>OTHER COMMENTS</b> <b>Any Other Additional Comments on this Person</b>
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*All respondents' comments have been listed here in their entirety. They are listed in no particular order.*

**Comments**

- He tends to take over positions if he feels that the person in charge is not doing how it should be done. But it seems to me that the amount of such "taken over" positions is piling up with the risk that one cannot handle all in parallel.
- A balance of pros and cons, it is for me a rich experience to work with him: sometimes not easy and really demanding but always interesting and useful, sometime exciting, never monotone.
- He has sometime brilliant ideas, but also lots of flops which he tries to impose until he changes to the next idea
- Mr. Lauber is a dominant person, direct in term of communication and will be the Number 1 in all situations. This is sometimes good and sometimes not so appreciated. I'm working with him since 10 years, for me it is not a problem. Of course as you can see in the survey table an average of 2 is good or very good. Better scores cannot be reached by working more but instead by using more active networks and delegating much more. This is a completed different approach.
- Mr. Lauber is my senior who demands and challenges. At the same time he encourages and supports me. He is someone from whom one can learn a lot about business.
- I would appreciate, that this person invests more time to know and try to understand what are the views of individuals. There is mostly no place for the individuals to express themselves. Over time this leads to a feeling of resignation. No doubts this Management Style is 'naturally' copied by other managers; what surely has effect on the general climate.
- Increasing the management organisation in Murten might generate more business opportunities. Growth is felt to be in line with the scope of activities of Juergen. Marketing and sales positions in Murten could generate more growth and strengthen the strategic development. Also to ensure continuity over the longer term.
- Jürgen Lauber is very dominant, he realizes his goals regardless of the impact on colleagues. But it's that success that has proved him right. As a result he enjoys a lot of respect. We have the flattest hierarchy of a company: Jürgen Lauber and then all others...
- JL is the right person to bring Controls forward. I hope working for years with him. I had different managers in last 20 year, JL is definitively the best I had.