



Handout 6

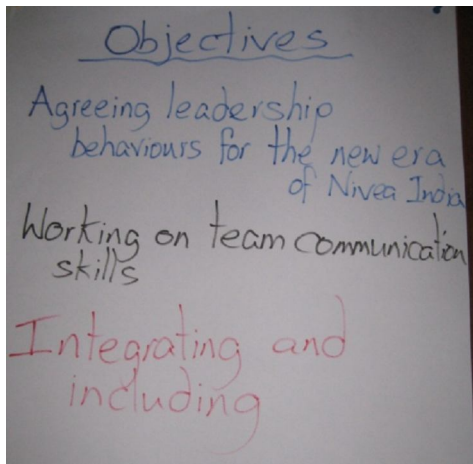
The Blue Behaviours

Handout 6

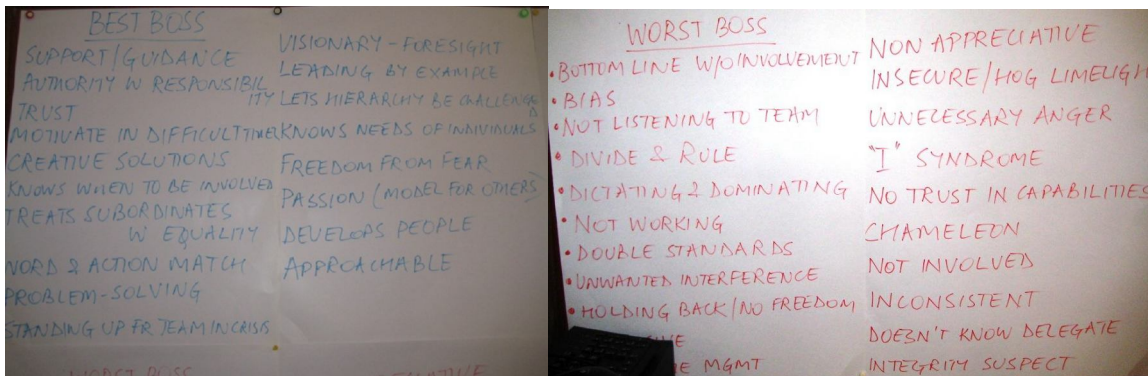
How the Blue Behaviours were created

During a three-day workshop run by Kai Bendix, Nigel Ewington, Maria Jicheva, and Vijay Bhat, the management team created behaviours (observable actions and words) which they wanted to see and hear everyday from NIVEA team members. Red behaviours would illustrate the flipside of what these behaviours would look like.

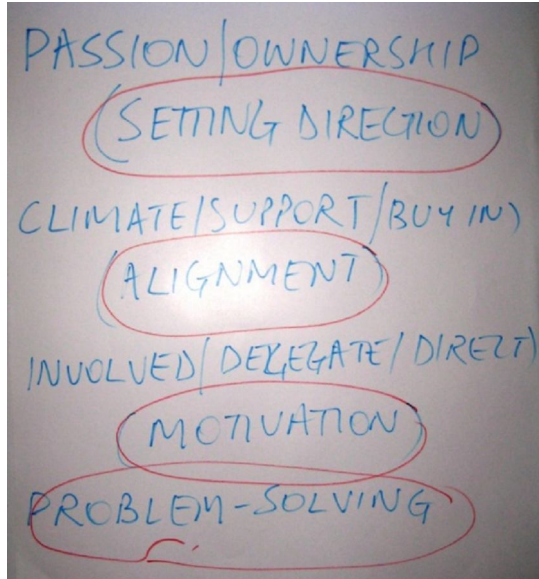
Objectives of the 3-Day Program



Leadership Challenges



In essence, Leadership for the team seemed to be about:

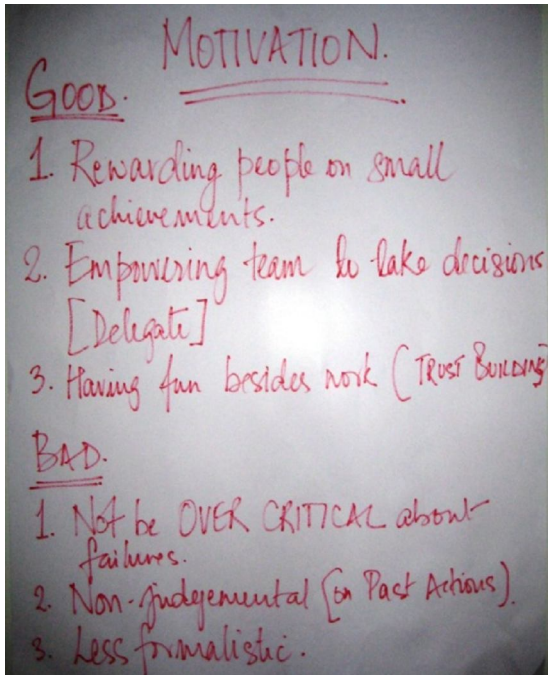


1. **Setting Direction:** passion/ownership, The quality of human contact & trust
2. **Alignment:** climate/culture/support/buy-in/making the team aligned and stay aligned – the 'Shepherd'
3. **Motivation:** involved/delegate/intervene
4. **Problem-solving:** functional expertise & experience

Then the team elaborated the Leadership Behaviours into rough outlines linked to Beiersdorf's values to form the basis for behaviour in Beiersdorf India. Below is one example from the area of Motivation.

Motivation

Positive Behaviours	Negative Behaviours
<ul style="list-style-type: none"> • Rewarding people for small achievements • Empowering team to take decisions (delegation) • Having fun besides work (building trust) 	<ul style="list-style-type: none"> • Not to be over-critical about mistakes • Non-judgemental (bias based on past actions) • Less formalistic approach



This was then converted into a definitive blue and red behaviours statement which matched Beiersdorf’s values to expected and (unwelcome) behaviours for Beiersdorf India. Here is one example for the Beiersdorf value Care for Culture which started off as this:

Care for Culture	<ul style="list-style-type: none"> • Positive vibes & collaborative atmosphere: Location, seating in the office, rituals (birthday cakes), celebrations • Getting the tasks done without breaking relations: “Kiss & punch”, “Let’s have this conflict over a coffee” • Respecting each one: “I would not have thought of this”, “That’s a fresh perspective” • Diversity is an asset: “Have we explored all possibilities?”, “Did we ask everyone, who could contribute?”
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To finally become this:

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Blue Behaviours – Care for Culture

Blue Behaviour	Blue Expressions	Explanation
Get tasks done, without breaking Relations	„How do we resolve this?” “Let me understand your constraints.”	<ul style="list-style-type: none"> • Seek a solution for the problem at hand by discussing the topic, not the person. • Put yourself into the others shoes to understand better.
Keep your work/life-Balance	“Reserve time for yourself and your family.” “Avoid last minute requests.”	<ul style="list-style-type: none"> • Take time to relax with your family – it recharges you. • Unplanned requests create extra-hours – avoid it! • The workaholic is not a hero – he lacks a real life.
Appreciate each other	“Thanks, well done.” “I really appreciate your contribution/help.”	<ul style="list-style-type: none"> • Thank somebody for a good job being done. • It costs you nothing and motivates like nothing else.



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Red Behaviours – Care for Culture

Red Behaviour	Red Expressions	Turning Red into Blue
Showcasing long work-hours	“Krishna was here till 2 a.m. – what a hero”	<ul style="list-style-type: none"> • Nobody can produce quality output for 10+ hours without taking a break. • Long work-hours might rather signify an inefficient work-style.
Ignoring achievements & blowing up negatives	“What you did was anyway just your job.” “You did this quite ok, but this and this (and this) was really bad.”	<ul style="list-style-type: none"> • People mostly concentrate on mistakes, neglecting all the positives. • Many jobs only take the limelight, when a mistake happened. Appreciate even a smooth job being done.



Then, Kai developed a *blue behaviour of the month*. Here is a typical email he would send out to all employees...with a picture attached on the next page.

From: Bendix, Kai-Boris /NIVEA BOM
TO: All employees

Subject: Blue Behaviour of the Month: Getting to Results

Dear Colleagues,



One of your colleagues, let's call him Ramesh, recently got quite upset about a purchase order expiring and thus NIVEA losing sales for purely internal reasons.

There was a clear demand for NIVEA products from the market (the PO), but due to his colleagues not treating the problem with urgency, business was lost.

Ramesh was very frustrated, particularly since it was not the first time, that this had happened. On a regular basis purchase orders would not be serviced due to prices not being maintained in SAP, ordered NARTs not being available or any other reason.

"We are here to DO sales", Ramesh thought to himself, "not to AVOID sales. Why don't we all work towards this instead of hiding behind processes or simply saying 'This is not my job'?"

Think about it: What could Ramesh do?? What would YOU do??

The great management-guru Peter Drucker said: "It is only results that make a difference".

He suggested asking yourself the following questions, when faced with a challenge:

- * What does the situation require?
- * How could I make the greatest contribution - with my strengths, my way of performing, my values, to what needs to be done?
- * What results have to be achieved to make a difference?

When answering these three questions you will be able to conclude your actions:

- * what to do,
- * where to start,
- * what goals to aim for,
- * what deadlines to set.

Do not wait for somebody - your boss or your colleague - to take action. Take charge yourself - everytime and every day without any exception.

Our Blue Behaviour says: Get tasks done - without breaking relations.

Inaction neither gets you results, nor will it preserve a good relationship.

Enjoy the power of BEHAVING BLUE,

Kai

Most recently, Kai developed the Blue Dollars concept. The idea was to make as explicit as possible the focus on social acceptability for Blue Behaviours in action and on a day-to-day basis.

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■ Our Blue Mission POSSIBLE

turn

unpleasant
 stressful
 negative impact
 inefficiency
 low morale

red behaviour

into

respect & trust
 efficiency
 teamwork
 appreciation
 positive results

blue behaviour

BLUE BEHAVIOUR AT NIVEA
earn your BLUE DOLLARS



Rewarding Blue Behaviours - How it works

- On the **1st day** of each month, every HO employee receives **10 NIVEA Blue Dollar notes**
- During the month, you may **use this amount to appreciate any Blue Behaviour** shown by any colleague.
- You just hand over the amount and say **'Thank you for behaving Blue'**.
- You may **shell out any amount of Blue Dollars you like** at your own discretion, depending on your level of appreciation, e.g.:
 - *10 Blue Dollars* for an exceptional case of Blue Behaviour
 - *1 Blue Dollar* for a nice, but less significant Blue Behaviour

Blue Dollar Note:

1
BLUE BEHAVIOUR AT NIVEA

I PROMISE
TO PAY THE BEARER
THE SUM OF
ONE BLUE DOLLAR
FOR BLUE BEHAVIOUR



1

FRONT

1
BLUE BEHAVIOUR AT NIVEA

turn  into 

- ◊ Be customer/colleague-oriented
- ◊ Have a planning mindset
- ◊ Extract the best out of our talents
- ◊ Get better by learning
- ◊ Take decisions & own them
- ◊ Escalate only as a last resort
- ◊ Practise an open culture
- ◊ Admit mistakes & put them on the table
- ◊ Get tasks done, without breaking relations
- ◊ Keep your work/life-balance
- ◊ Appreciate each other.

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BACK

Some Blue Dollar campaign excerpts

we must have a meeting to decide when to have a meeting to discuss this.

I will take the decision and own it.

turn into

BLUE BEHAVIOUR AT NIVEA

earn your BLUE DOLLARS

This is not my job. Why are you asking me anyway?

I Love my NIVEA and I will solve this.

turn into

BLUE BEHAVIOUR AT NIVEA

earn your BLUE DOLLARS



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Behaving Blue simply pays off

Respect earns you Rewards



Blue Behaviours for Better Business