



# WORKING TOGETHER

PRINCIPLES OF OUR COOPERATION



LEIBNIZ CENTRE FOR  
**AGRICULTURAL LANDSCAPE**  
RESEARCH (ZALF)





# ORGANIZATIONAL POLICY

## DEAR ZALF EMPLOYEES,

As an international research organization, we want to offer all our employees a working environment that promotes ideas and creativity, enables professional exchange and excellence, and combines motivation with appreciation - regardless of origin, religion, gender, or position. Our teamwork is characterized by a willingness to learn, adaptability, respect, and tolerance for diversity. We work and communicate in a solution-oriented and clear manner. Sustainability and environmental awareness are our guiding principles in science and administration. Our success depends largely on our own organizational culture and a shared understanding of who we are, what we stand for and what we can achieve together.

### PRINCIPLES OF OUR COLLABORATION AND HOW WE LIVE THEM

The following principles represent the current self-understanding of our cooperation and at the same time serve as an orientation for the future development of ZALF. Internally, they fulfil the function of a compass, showing not only our current self-image, but also what is expected of us and our organization. Externally, our principles make transparent what we at ZALF stand for and what kind of cooperation others can expect. They also serve as a guideline for decision-making and form the basis of our personnel development concept.

### WHAT ARE THESE PRINCIPLES NOT?

An organization's policies can and should be regularly adapted to meet new challenges. That is why we will continue to evolve our principles.

Our principles are not a set of fixed rules. They are a flexible reflection of what is important to our employees. As needs and people change, our principles can and will be adapted, reshaped, or expanded. It remains important to us that any changes to our principles be made through a process in which everyone can participate and contribute to a successful collaboration. The principles do not include the basic values that are taken for granted at ZALF, such as tolerance, environmental awareness, equality, or diversity. These values are our cornerstones and cannot be compromised.

Cordial,

**Martin Jank**  
*Administrative  
Director*

**Prof. Dr. Frank Ewert**  
*Scientific  
Director*





# **1. PROCESS TRANSPARENCY IS IMPORTANT FOR UNDERSTANDING DECISIONS. WE MAKE THIS TRANSPARENCY VISIBLE IN ALL RELEVANT AREAS.**

Transparent decisions and processes promote understanding of the rules. We strive to make processes transparent so that everyone involved can understand them. By involving stakeholders, decisions can be made with mutual appreciation and understanding.



## **2. WE RESPECT INDIVIDUAL WAYS OF WORKING AND WORK TOGETHER AMICABLY**

Everyone is different in their own particular way, and these differences are reflected in the way we work. We support each other in our daily work by communicating openly about how we work and by treating the way others work with respect and tolerance.



### **3. WE PROVIDE INFORMATION AND KNOWLEDGE TO SUPPORT EACH OTHER.**

We prepare our information and knowledge in a way that is easy to understand, and we make sure that it is easily accessible for others at any time. This form of mutual support is both a service to us and a way of making the results of our work visible. In this exchange, mutual appreciation is very important to us, especially in personal interaction.

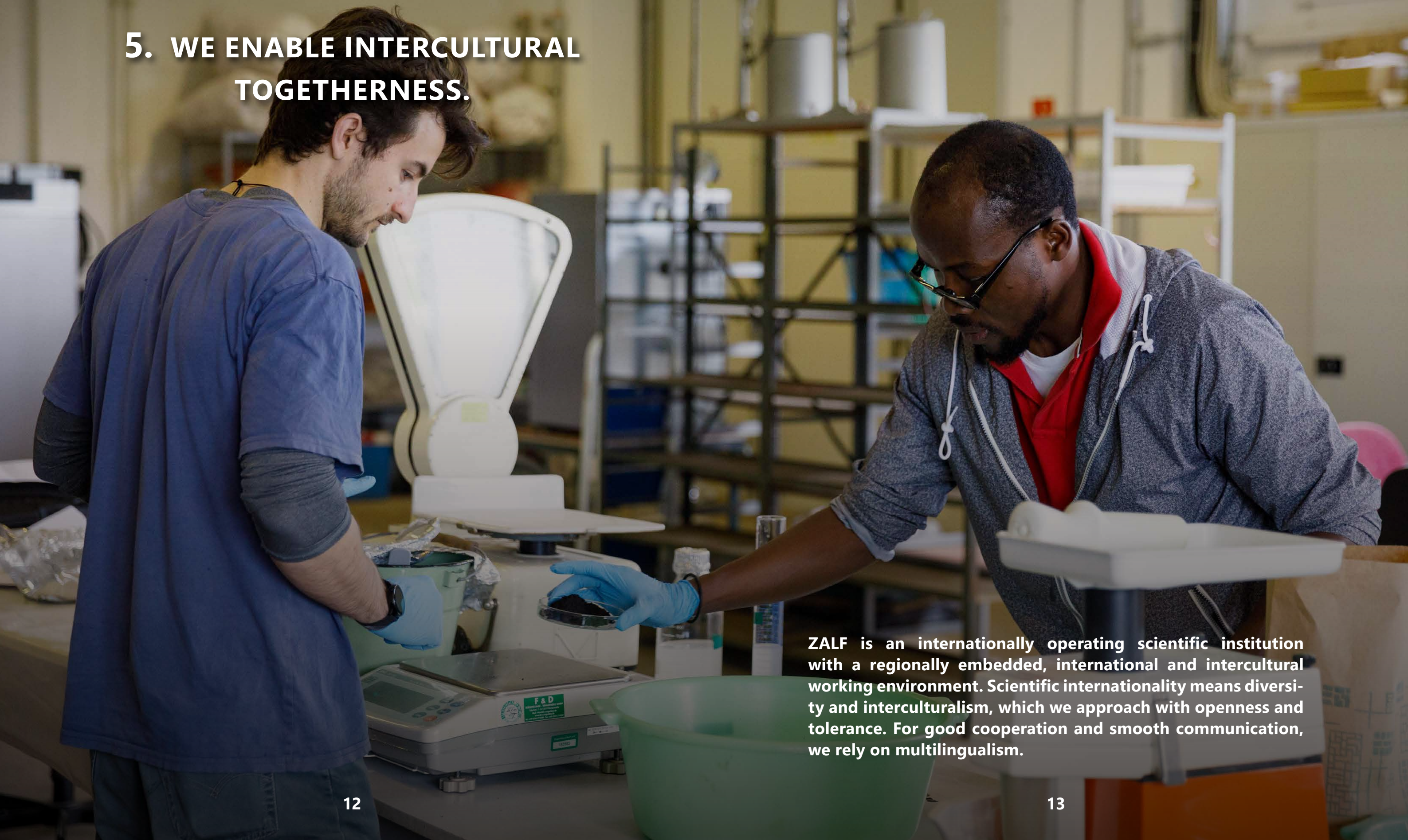


## 4. OUR INTERDISCIPLINARY COOPERATION HELPS TO FIND SOLUTIONS TO CURRENT SOCIAL PROBLEMS.

Interdisciplinary cooperation is a way of life at ZALF, because each individual discipline is a central building block for finding solutions to current societal problems. Interdisciplinarity in particular gives us an important advantage in the competition with other research institutions, which we are continuously expanding. Our interdisciplinary exchange is based on mutual respect and interest in the other disciplines.



## 5. WE ENABLE INTERCULTURAL TOGETHERNESS.



ZALF is an internationally operating scientific institution with a regionally embedded, international and intercultural working environment. Scientific internationality means diversity and interculturalism, which we approach with openness and tolerance. For good cooperation and smooth communication, we rely on multilingualism.



A photograph of three people in a modern office environment. On the left, a man with grey hair and a white t-shirt sits on a green armchair, smiling while looking at a laptop on a small wooden table. In the center, a woman with red hair and glasses sits on a grey ottoman, smiling and looking at a laptop. On the right, a woman with long brown hair and glasses sits on a green armchair, looking at a laptop. A large, colorful, segmented ball sits in the foreground. A large window in the background shows green foliage. A floor lamp with a black shade stands on the right. The floor is covered with a patterned rug.

## **6. THE WORKING WORLD OF THE FUTURE IS HIGHLY FLEXIBLE. WE USE NEW SPACES FOR MEETING AND WORKING.**

Our location is unique for our work, being both regionally embedded and close to one of Europe's largest cities. To take advantage of this unique combination of rural and urban areas for our work, ZALF offers opportunities for flexible working hours and locations, which are constantly being further developed. We treat the resources provided with care.



## 7. WE HAVE A POSITIVE ERROR CULTURE. THIS MEANS THAT MISTAKES ARE ALWAYS AN OPPORTUNITY FOR US TO LEARN.

With a fundamental trust in everyone's good work, we have a culture of constructive feedback and a solution-oriented approach to mistakes. The focus is always on „How can we do this better in the future?“ rather than on „Who is to blame?“ In this way, we create a culture of trust and can always find a way to learn from our mistakes.



## **8. WE FOCUS ON DIGITAL TRANSFORMATION WHILE KEEPING AN EYE ON PERSONAL INTERACTION.**

We are willing to constantly evolve and to engage in change processes proactively and constructively. At ZALF, digital change is not a question of if, but of how. It is important to us to shape the digital transformation together, without losing sight of the personal togetherness.



# IMPRINT

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Together with the company FELICICON, employees of the Leibniz Centre for Agricultural Landscape Research (ZALF) developed the basic principles for cooperation at ZALF in 2022 and summarized them in this guideline.

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