



Hermann Butting (right) and Thomas Schüller are happy about a corporate culture that supports creativity and exceptional performance

Editorial by Hermann Butting

Vulnerability

A few months ago, I discovered Dr Brené Brown's talk "The power of vulnerability" on YouTube. During years of research she worked on the question of **why some people have good, stable relationships and lives**, and others don't. She found out that **the key for good relationships is "vulnerability"**. Daring to show what you are really like. Dr Brown says that people can be divided roughly into two groups:

- People who always wonder: "Am I good enough?"
People who feel unloved and don't feel they belong also believe that they don't deserve to be loved. They don't feel valuable enough to have a relationship. "I'm not good enough/slim enough/clever enough..."
- People who feel valuable. People who feel loved and feel they belong also think that they deserve it. They feel they deserve a relationship.

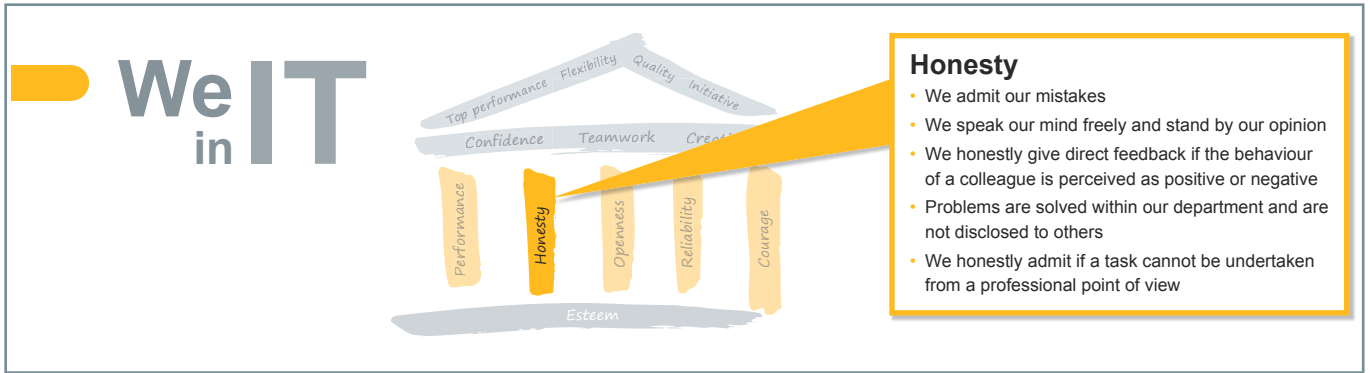
What distinguishes the people who feel worthy? Partly their readiness to make themselves vulnerable. These people have "fully embraced" and accepted vulnerability. They believe that what makes them vulnerable also makes them beautiful and unique. These people regard vulnerability as neither pleasant nor terrible, but as necessary. They are ready to make a leap of faith and be the first to say "I value you" or "I'd like to be with you". They have the courage to approach the other person,

without any guarantee of success or a positive result. They invest in a relationship without knowing how it will turn out. According to Dr Brené Brown, vulnerability lies at the core of shame, fear and our struggle "to be valuable". But at the same time it seems that vulnerability is the birthplace of joy, love and a sense of belonging.

Mission statement

Just imagine that we all reflected back to one another "You are valuable!" Imagine we showed other people that we value what they bring to our collaboration. That we gave up the arrogant behaviour of the boss or the condescension of the buyer. Imagine we all began to be genuine and encourage each other to show who we really are. We would make ourselves vulnerable.

A vision that we've been following at BUTTING for a long time. We want good relationships with our customers, suppliers and within the BUTTING family. In this issue we have followed up the editorial by printing our mission statement once again. The values that we want to live and breathe at BUTTING, our "House of Cooperation", are based on treating one another with respect. Honesty, openness and courage are three of



An example from the IT employees in Knesebeck of how they aim to put the BUTTING mission statement into practice

our five pillars that also play an important role in the research results of Dr Brené Brown about building good relationships. It is good and important for us as the BUTTING family to keep an eye on these values and on our mission statement and to base our everyday work on them. For that reason we have begun to develop department-specific “codes of conduct”. An extract from the results of our IT department can be seen in the above diagram. That's how the values become real and are put into practice in everyday work.

Fear of change

Maybe vulnerability is also one of the reasons that so many people, at BUTTING as well, are afraid of change. I feel secure in my accustomed comfort zone. I have a lot of experience and I'm pretty sure of what I'm going to face tomorrow. But change takes away my sense of security. I have to risk new things, adapt to other colleagues and perhaps also admit sometimes that there's something I can't do or don't know yet. New things have to be learned. Is that such a bad thing? Not really, if we learn to make ourselves vulnerable, if we treat one another with respect and vulnerability is not exploited. We should encourage one another in this process. Take the courage to try something new and be vulnerable. Willingness to change and the personal expertise of all employees to cope with the necessary changes is becoming more and more important for the future progress of a company.

Sosta stainless pipes

In 2017 we had the opportunity and the pleasure of integrating the new Sosta stainless pipes GmbH into our family company. A pipe manufacturer with a second 12 m production line for pipes made from plate and additional coil production facilities

strengthens our company group. We are certain that we will now be able to satisfy the requirements of our customers even better and above all, more reliably. We have gained Dr Jochem Beißel, a very experienced “pipe man”, as Managing Director, and he is looking forward to implementing our mission statement in his management activities. Our new employees at Sosta are already demonstrating their capacity for change. We are very happy with Sosta's start in the BUTTING family. Here too I would like to thank all those involved.

Good news

Good news for other companies in our region: the BUTTING Academy is now offering its study support programme to those who have completed their apprenticeship in other companies. Thus smaller companies in the Knesebeck region will have the opportunity to access staff development for specialists and executives with a university degree in a sustainable way. Our motto is: shaping the future together! Another good news item is our GluBi® pipe. Managing Director Thomas Schüller reports on the current state of qualification and our investments in producing this invention on an industrial scale from page 14 onwards. We thank our customers for the encouragement to continue our progress courageously and invest millions before the first pipe could find a buyer. Courage in facing vulnerability!?

Kind regards,

Hermann Butting