

Living and working digitally with leadership guidelines -> Achieving goals together: Leadership, trust and fun in the digital environment.

Executive	Dirk Helmold	Brief characterization The Sales and Marketing division is characterized by an inspiring culture of trust with clear rules and many degrees of freedom. We give and demand feedback, are keen to learn new things, are extraordinarily successful and have a lot of fun at work. We live the management guidelines intuitively, even in digital times. We wanted to maintain the good cooperation during the Corona period or save it for the Corona period: introduction of a lunch roulette*. On the technical side, the managers work with collaboration software. In the area of marketing, the team relied on DevOps and an organization in 14-day sprints. *All 23 employees are invited once a month to an MS Teams meeting, where we discuss general topics together before the system randomly switched them to team rooms of 3-4 employees. There we have lunch together in an informal way. In this way, you get to talk to other colleagues and get to know them much better. New employees in particular benefited greatly from this.
Team size	23	
Creator	Team	
TÜV NORD Region	Germany	
TÜV NORD unit	Corporate Sales and Marketing, TÜV NORD Mobility	

One-pager: contributions to the management guidelines

Customer Focus	We motivate our teams, leave room for maneuver within a framework, and take them with us. We draw conclusions from feedback from management surveys. With our external customers, we are in constant exchange, hold discussions, work actively on customer surveys and studies, give freedom and allow creativity. We are customer-oriented, never know-it-all or arrogant. We listen very carefully and are keen to learn new things.
Employees as Key to Success	- After-work meetings are offered and used (across divisions) - Flowers as a "welcome greeting" (open welcome culture) - Appreciative Christmas and New Year's greetings (financed by managers) - New employees are warmly integrated into the team, trusting interaction without hierarchical thinking (personal conversations on a reciprocal basis) as well as detailed induction plan
Integrity as Basis	- BL & TLs are available as contact persons around the clock - We live an open "Duz culture" to reduce the distance and to strengthen the togetherness - Giving feedback is very important to us to learn from mistakes and to become better - We experience great openness within the team, which creates trust and connects people - We make decisions together and create transparency
New Opportunities by Diversity	- We manage interdisciplinary teams, i.e. we employ people with an affinity for technology, business people, internationally experienced and, in part, very creative employees - There is a balanced mix of male, female, young and old employees - New employees are warmly welcomed by us and are trained and integrated into the team over a period of weeks on the basis of a detailed induction plan - The topic of "CrossSelling" is regularly promoted in the team in order to offer cross-business services to the customer. The organization of the award also takes place "voluntarily" in the MVM team - We have a cross-business exchange - After Work is partly cross-business
Innovation Culture towards Future	- There are 3 trained Digital Experts in our team - We live by the motto "learn from others" (transparency, promote and implement ideas) - We use modern tools like: DevOps, editorial software, video tutorials - We train our employees - We have developed innovative tools ourselves (e.g. chatbot, quiz app, sales cooperation, internal blog, SAP marketing, innovative product portfolio, sprint planning).