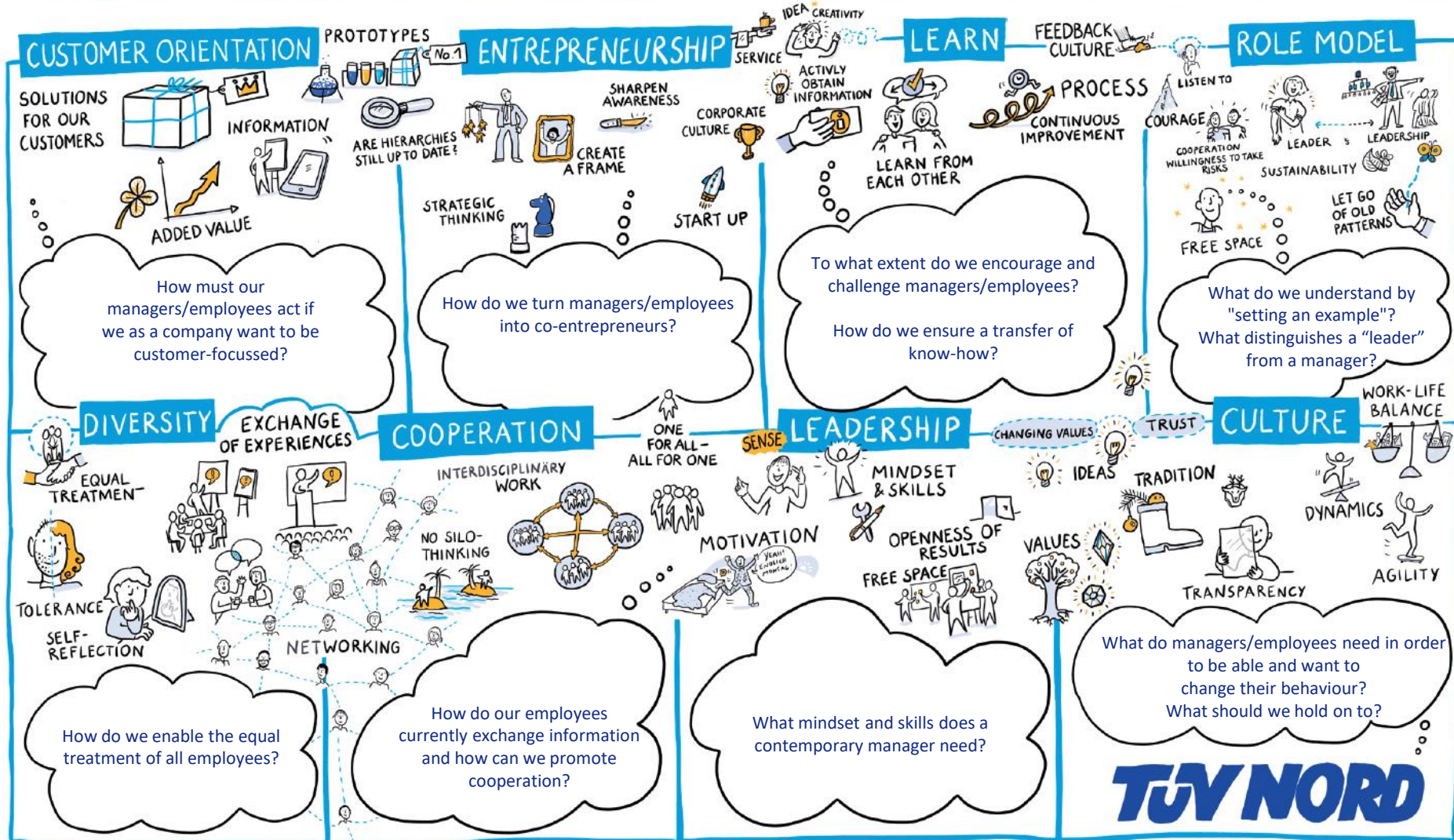


Don't hesitate to innovate!

LEADERSHIP GUIDELINES

TRANSLATION INTO EIGHT FIELDS OF ACTIVITY



PRESENTING THE BEST PRACTICE APPROACH

<p>TITLE Give your best practice approach a concise title (name, slogan, ...)</p>	<p>Don't Hesitate To Innovate!</p>
<p>CHARACTERISATION Describe the best practice approach in more detail here. You may also submit supporting documents, image material or videos.</p>	<p>We create space for innovations alongside the operative business. Only in this way can ideas for new services emerge and internal optimisations be driven forward. The aim is always to generate added value for the customer, to become more efficient and to contribute to the future security of TÜV NORD.</p> <p>We rely on: Workshops for the internal exchange of know-how (bi-weekly) a living faiLEARN culture trying things out according to the "2:10 principle" (if only 2 out of 10 ideas are successful, then that is still a win) Further education beyond the horizon e.g. master plan, podcasts, spreading topics via MS Teams Active use of idea management Networking with our Innocenter 2 digital experts in training</p> <p>No creativity without freedom</p>

At a later stage during the award process, your presentation will be published in our internal communication.

THE TEAM

MANAGER	Jongschlager, Ingo, ijongschlager@tuev-nord.de , Head of Tower, Foundation & Offshore Structures (VP), TÜV NORD EnSys GmbH & Co. KG
TEAM MEMBERS (direct reports, persons involved in the best practice approach, ...)	Name, Vorname Krause, Thomas; Möller, Sven; Chamoun, Ninib; Diewald, Roman; Dottai, Evgenij; Fischer, Claas; Franck, Stephanie; Gröning, Corvin; Grove, Eric; Hellwig, Steffen; Ladisic, Tomislav; Lingslebe, Uwe; Roycroft, Patrick; Rutkowski, Tim; Schmitt, Markus; Staal, Tina; Wojcieszek, Dawid
CREATORS OF THE APPLICATION (Persons involved in creating the description of the best practice approach)	Name, Vorname, E-Mail, Position, Gesellschaft Jongschlager, Ingo, ijongschlager@tuev-nord.de , PC-Leiter, TÜV NORD EnSys GmbH & Co. KG Roycroft, Patrick, proycroft@tuev-nord.de , Sachverständiger, TÜV NORD EnSys GmbH & Co. KG Franck, Stephanie, sfranck@tuev-nord.de , Sachverständige, TÜV NORD EnSys GmbH & Co. KG Schmitt, Markus, maschmitt@tuev-nord.de , Sachverständiger, TÜV NORD EnSys GmbH & Co. KG Rutkowski, Tim, trutkowski@tuev-nord.de , Sachverständiger, TÜV NORD EnSys GmbH & Co. KG Grove, Eric, egrove@tuev-nord.de , Sachverständiger, TÜV NORD EnSys GmbH & Co. KG Hellwig, Steffen, shellwig@tuev-nord.de , Sachverständiger, TÜV NORD EnSys GmbH & Co. KG Dottai, Evgenij, edottai@tuev-nord.de , Sachverständiger, TÜV NORD EnSys GmbH & Co. KG Wojcieszek, Dawid, dwojcieczek@tuev-nord.de , Sachverständiger, TÜV NORD EnSys GmbH & Co. KG Lingslebe, Uwe, ulingslebe@tuev-nord.de , Sachverständiger, TÜV NORD EnSys GmbH & Co. KG Chamoun, Ninib, nchamoun@tuev-nord.de , Sachverständiger, TÜV NORD EnSys GmbH & Co. KG

CONTRIBUTION OF THE BEST PRACTICE APPROACH AS A WHOLE

IMPLEMENTATION

Please describe how the best practice approach was introduced and implemented in your everyday work.

There are different formats for exchanging ideas:

Workshops with the whole team - topics are always there.

4/30 4 eyes (team leader + staff) for 30 min. Often it is the exchange with/among others that brings out the potential of ideas/improvement proposals. In the 4-eye discussion, the possibility is created for quieter employees to contribute and then help shape the process.

Blocked 30-minute group talks once a week, also without a boss, are installed during Corona.

Welcome Week: Monday morning 30 min. Aim: Exchange where each employee stands, what is on the agenda for the week, where support is needed, who can give support.

Cross-group use of experts

Cross-group pain points and friction losses are identified and communicated

MAAs have the freedom to generate and implement their own ideas in addition to the operational business

Team events also during Corona in digital form

IMPACT

What noticeable positive difference does this make in how the team works together, and/or in the cross-team cooperation?

Networking and recognition (internal & external) beyond OBS level.

Digitisation support from other departments:

Digital stamps for NUC

tuevsearch

TWIPSY further development

OfferTool

Customer Portal via SharePoint

Central interface for information exchange

Knowledge transfer and exchange of experience among each other

Reduction of errors

Improvement of cooperation

ADDED VALUE

What benefit results from this for TÜV NORD and for our customers as a whole?

More time for further development through increased efficiency

Customer loyalty Customer portals

Strengthening the cluster

New products/services e.g. inspections of wind turbines via UAV (drone)

Standardisation of internal processes and centralised information flow

CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

WHICH MANAGEMENT GUIDELINES DOES YOUR BEST PRACTICE APPROACH SPECIFICALLY REFLECT?

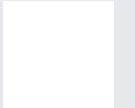
Please mark one or more guidelines.



The focus is on our customers



Our employees are the key to success



Our integrity is the basis of all we do



Our diversity opens up new opportunities



Our culture of innovation points to the future

Note:

The evaluation will only take the marked guidelines into consideration.

The number of guidelines selected brings no advantages or disadvantages.

In the following, please write one profile each describing the contribution of the best practice approach to the *selected* guidelines!

CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

MANAGEMENT GUIDELINE	THE FOCUS IS ON OUR CUSTOMERS A LEADER ensures the focus is on the customer, and consistently acts in the interests of customers and their requirements
How does the best practice approach make the management guideline tangible in real terms?	Keeping an eye on the topics & products of our customers Solution-oriented action Cooperation at eye level with the client (we are not the audit police) Professional exchange
What practical things do you do to implement the management guideline in your everyday work?	Regular team coordination on ongoing projects (welcome week) in order to make efficient use of testing time that has become available at short notice. Bi-weekly Jour Fixe to address general, technical and operational client issues in the team - elaboration of solutions in the appropriate circle of experts
What positive effects result from this?	Customer problems remain in focus Distances between customer and TN are reduced (Contractual) partnership cooperation is strengthened Example: Customer GE feedback in GE week (cross-trade exchange) Same level of knowledge among experts involved

CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

MANAGEMENT GUIDELINE	OUR EMPLOYEES ARE THE KEY TO SUCCESS A LEADER: <ul style="list-style-type: none"> - gets employees engaged and generates enthusiasm for forthcoming tasks - ensures employees understand their personal contribution to the success of the team and the company - takes responsibility for the image of TÜV NORD GROUP as an employer
How does the best practice approach make the management guideline tangible in real terms?	Trust is placed in the team and leadership tasks are also handed over to interested employees. The focus is on learning from mistakes. Employees are supported in difficult situations. The team is involved in project planning on its own responsibility and each person is deployed according to his or her own strengths.
What practical things do you do to implement the management guideline in your everyday work?	We rely on: Workshops for internal know-how exchange (bi-weekly) a living faiLEARN culture trial and error according to the "2:10 principle" (if only 2 out of 10 ideas are successful, that's still a win) Further education beyond the horizon e.g. master plan, podcasts, spreading topics via MS Teams Active use of idea management Networking with the Innocenter 2 digital experts in training No creativity without freedom
What positive effects result from this?	Positive internal feedback on implemented digital optimisations Increasing degree of networking beyond own OBS Positive customer feedback, e.g. on the idea of a customer portal to track projects centrally Motivated employees who act in a forward-looking and solution-oriented manner

CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

MANAGEMENT GUIDELINE	OUR INTEGRITY IS THE BASIS OF ALL WE DO A LEADER leads the way as a role model, and acts with personal authenticity and integrity
How does the best practice approach make the management guideline tangible in real terms?	
What practical things do you do to implement the management guideline in your everyday work?	
What positive effects result from this?	

CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

MANAGEMENT GUIDELINE	OUR DIVERSITY OPENS UP NEW OPPORTUNITIES A LEADER: <ul style="list-style-type: none">- promotes diversity and utilises the opportunities that result- sees internationalisation of the TÜV NORD GROUP as an enhancement,- and promotes communication between different countries and divisions
How does the best practice approach make the management guideline tangible in real terms?	
What practical things do you do to implement the management guideline in your everyday work?	
What positive effects result from this?	

CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

MANAGEMENT GUIDELINE	OUR CULTURE OF INNOVATION POINTS TO THE FUTURE A LEADER: <ul style="list-style-type: none"> - is willing to change, creating space for and encouraging innovation - communicates to employees the background and objectives of forthcoming changes - makes decisions, acts in a goal-oriented manner, and generates high added value
How does the best practice approach make the management guideline tangible in real terms?	<p>"Doing is like wanting, only crasser!"</p> <p>We try out innovations in a concrete way and advance each individual employee, the team and the entire cluster through innovations.</p>
What practical things do you do to implement the management guideline in your everyday work?	<p>Outline problems in the team</p> <p>Collect ideas collectively</p> <p>Find people to take care of things</p> <p>Create space for innovation alongside business operations</p> <p>Step-by-step testing and evaluation</p>
What positive effects result from this?	<p>Positive feedback internally & externally</p> <p>Increased quality and efficiency</p> <p>Knowledge and experience development beyond core competence</p> <p>Employees can broaden their horizons</p> <p>Staff retention</p>