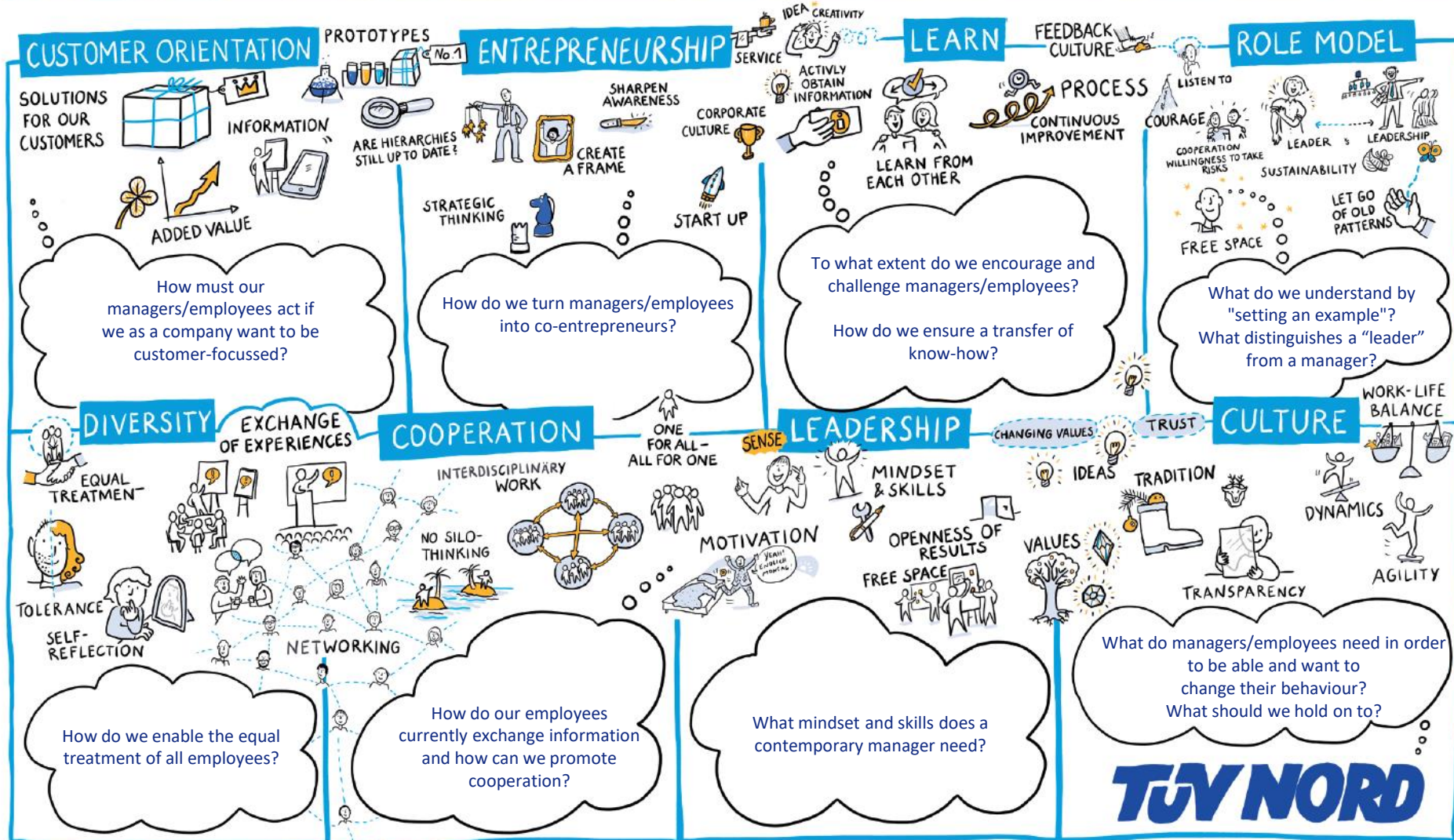


Leadership means trusting each other.

LEADERSHIP GUIDELINES

TRANSLATION INTO EIGHT FIELDS OF ACTIVITY



PRESENTING THE BEST PRACTICE APPROACH

TITLE

Give your best practice approach a concise title (name, slogan, ...)

Leadership means trusting each other.

CHARACTERISATION

Describe the best practice approach in more detail here. You may also submit supporting documents, image material or videos.

There are situations in life where you need support. A leader does not have to be there when support is needed. It takes a lot of trust, honesty and empathy on the part of the leader to be allowed to support an employee. Not only words of praise are necessary but also actions that give an employee an awareness of his or her leader. Transparency and boundaries are opposites at first sight; but they are related to each other and the manager is responsible for the balance with each employee.
Through active conversations, take up the ideas and wishes of the employees and evaluate them with other colleagues.

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

THE TEAM

MANAGER	Volkman, Markus, Mavolkmann@tuev-nord.de , PC –Leiter Immobilien Hamburg TÜV Nord Systems GmbH &CO KG
TEAM MEMBERS (direct reports, persons involved in the best practice approach, ...)	Jonas Blau André Kaufmann Patrick Schröder Gordon Grasenack André Häring Julian Valentiner Jörg Hampf Jürgen Voigt Peter Häusler Christian Joswich Alexander Fath
CREATORS OF THE APPLICATION (Persons involved in creating the description of the best practice approach)	Markus Volkman , TÜV Nord Systems GmbH &CO KG Schröder Patrick, Sachverständiger TÜV Nord Systems GmbH &CO KG (SV in Ausbildung) Blau Jonas, Sachverständiger TÜV Nord Systems GmbH &CO KG (ehem. Dualer Student) Kaufmann André, Sachverständiger TÜV Nord Systems GmbH &CO KG (Rückkehrer vom Wettbewerber)

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.

The travel times of the experts are not only used for professional topics on the phone. For Markus, the focus is on the person on the phone. He not only considers the employee as a worker, but also uses his time for close communication: be it of a professional or private nature. A trusting basis for our cooperation is very important to him and conveys to us that we are taken seriously by him and that we will work together with him. His working methods and answers are resilient. Trust has grown between him and his experts and he bases his management style on this.

IMPACT

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

It is clear to everyone who the superior is, but communication is at eye level. Everyone in the team knows that Markus has their back, even when mistakes are made. This reputation also precedes him in the company. This leads to a trusting and honest cooperation that goes beyond the business environment. You can rely on Markus 100% (unless he has to pick up his children from daycare again...then 99%).

ADDED VALUE

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

A large part of the value creation of our department is the knowledge and work of us employees. Through the best practice approach, we are much more motivated because our work is valued and we feel comfortable. This is then also reflected in customer care and loyalty; also in our own loyalty to the company. Honest and intensive communication within creates the basis for an optimised and quick solution finding for the customer. The customer also notices this trust.

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?	
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 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?	By knowing the skills of the employees and their workload, it is possible to hand over responsibility to you. Handing over challenging tasks/projects to the MAs, who work on them independently, recognising and promoting skills, giving motivation and room for further development.
What practical things do you do to implement the management guideline in your everyday work?	Show interest, offer to talk, use your own experience to prepare the employee in the best possible way for his or her tasks, Create space for the employee to take on his or her own responsibility
What positive effects result from this?	Independent, responsible employees who think and act in a solution-oriented manner. Strong condition to the company through great team spirit.

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?	Without the best practice approach, personal exchange would not be possible. The approach promotes collegial interaction. The working environment of the employees is created through the value consciousness and the actions of the manager.
What practical things do you do to implement the management guideline in your everyday work?	Honesty, authenticity and empathy not only for your own staff but also for situations with clients. Address weaknesses openly but confidently and still show possibilities for support.
What positive effects result from this?	No bullying ;-), standing up for colleagues, support among colleagues through support from the manager. Honest dealings with each other and an open atmosphere in the team.

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?	
What practical things do you do to implement the management guideline in your everyday work?	
What positive effects result from this?	