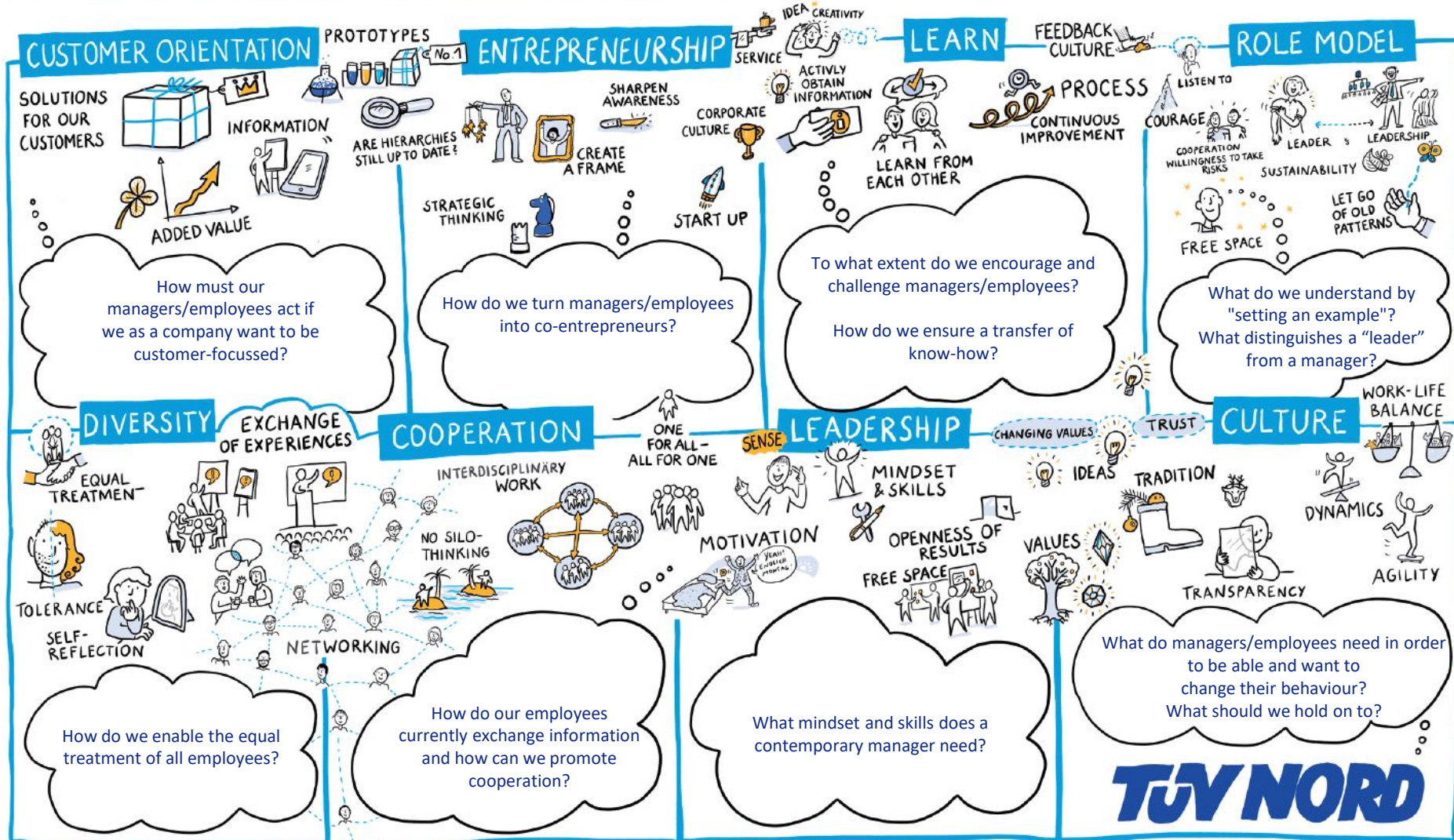


**LIVING AND WORKING DIGITALLY WITH
LEADERSHIP GUIDELINES:
ACHIEVING GOALS TOGETHER: LEADERSHIP, TRUST
AND FUN IN THE DIGITAL ENVIRONMENT.**

TUV NORD GROUP
Expertise for your Success

LEADERSHIP GUIDELINES

TRANSLATION INTO EIGHT FIELDS OF ACTIVITY



PRESENTING THE BEST PRACTICE APPROACH

TITLE

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

Living and working digitally with leadership guidelines:

Achieving goals together: Leadership, trust and fun in the digital environment.

CHARACTERISATION

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

In an innovative area like sales and marketing, which thrives on communication, it is important to enable an exchange between employees, both professionally and personally. The area is characterised by an inspiring culture of trust with clear rules and many degrees of freedom. We give and demand feedback, have an appetite for new things, are extraordinarily successful and have a lot of fun at work. We live the leadership guidelines intuitively, even in digital times. We wanted to maintain the good cooperation during the Corona period or save it:

During the Corona crisis, the MVM management team also relied on digital, communicative channels. With the introduction of a lunch roulette, the entire department was invited to a virtual lunch. The software randomly divided the people into smaller groups. This allowed new groups to be formed and enabled an exchange with new perspectives. Especially for new employees, it was important to get to know colleagues with interests other than professional ones. The lunch roulette was offered twice a month with a time slot of 45 minutes.

Professionally, the managers work with collaboration software.

In marketing, the team relied on DevOps and an organisation in 14-day sprints. Working in sprints involves dividing tasks into small "bites" and breaking them down into task packages. The employees present their completed tasks at the end of a sprint. This gives every team member the opportunity to see everyone's tasks at any time, which creates transparency, and to "celebrate" completed tasks with everyone.

THE TEAM

MANAGER	Helmold, Dirk, dhelmold@tuev-nord.de , Leiter Corporate Vertrieb und Marketing, TÜV NORD Mobilität
TEAM MEMBERS (direct reports, persons involved in the best practice approach, ...)	Tenbrock, Herbert + Team Gleichmann, Matthias + Team, Kuhn, Matthias + Team, Sintzel, Thorsten + Team, Heinrich, Carolin + Team
CREATORS OF THE APPLICATION (Persons involved in creating the description of the best practice approach)	Tenbrock, Herbert, htenbrock@tuev-nord , Teamleiter Marketing B2C, TÜV NORD Mobilität Gleichmann, Matthias, mgleichmann@tuev-nord , Teamleiter Vertrieb, TÜV NORD Mobilität Kuhn, Matthias, makuhn@tuev-nord.de , Teamleiter VertriebsSupport und Analytics, TÜV NORD Mobilität Sintzel, Thorsten, tsintzel@tuev-nord.de , Abteilungsleiter Telefoncenter, TÜV NORD Mobilität Heinrich, Carolin, cheinrich@tuev-nord.de , Teamleiterin Marketing B2B, TÜV NORD Mobilität

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 common lunch time in the canteen was an important part for the employees from MVM in Hanover or Hamburg before Corona to promote the exchange also outside the professional one. This was no longer possible with the outbreak of Corona. In addition, a solution was sought to include the Germany-wide sales team in these "lunch meetings". The result was the digital "Lunch Roulette". Once every 14 days, the teams come together digitally in freely formed groups and spend a lunch break. DevOps complements the control of the topics in a digital way, so that transparency and results were made possible from any location. Other innovative working methods have also been well received.

IMPACT

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

Linking teams with each other
Getting to know the interests of the other employees
Relaxed communication in a relaxed atmosphere
Transferring or maintaining the previous, good culture via presence into a digital time with Corona

ADDED VALUE

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

Transparency creates "knowledge" for colleagues. It is precisely the topics that are currently on the minds and concerns of the employees that can be addressed at Lunch Roulette. This strengthens the team and creates a bond. DevOps complements at the structured detailed level.

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?	For our internal customers (i.e. TNM employees), we attach great importance to the feedback from management surveys. From this we draw conclusions and develop measures. We offer our external customers innovative services, are in constant exchange with them, hold discussions, work actively on customer surveys and studies, give them freedom and allow for creativity (example: Sell From Home - close cooperation with the customer).
What practical things do you do to implement the management guideline in your everyday work?	Internally: We motivate our teams, allow freedom within a framework and take them with us. Externally: We always make our decisions objectively and customer-oriented and are never know-it-all or arrogant. We listen very carefully and are keen to learn new things.
What positive effects result from this?	We have our ear to the customer. Products are developed to suit the customer. In this way, we position ourselves in the market, are modern, courageous and offer many interesting topics.

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?	In times of Corona, we have increasingly used Lunch Roulette, as well as DevOps The possibility of location-flexible working requires a certain leap of faith and was well accepted by the employees The balance between work and private life is very important to us
What practical things do you do to implement the management guideline in your everyday work?	After-work meetings are offered and used (across departments) Flowers as a "welcome greeting" (open welcome culture) Appreciative Christmas and New Year 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 a detailed induction plan.
What positive effects result from this?	We maintain an overview of the tasks being worked on and keep the work result transparent. We feel great satisfaction in the team, strong team cohesion and experience mutual support. We do not experience any churn We live an open discussion culture and work intrinsically Private get-togethers take place within the team on a voluntary basis We experience a low error rate, but still live an open error culture - we communicate errors without "losing face". Attentiveness, fun and cordiality at work is very important to us.

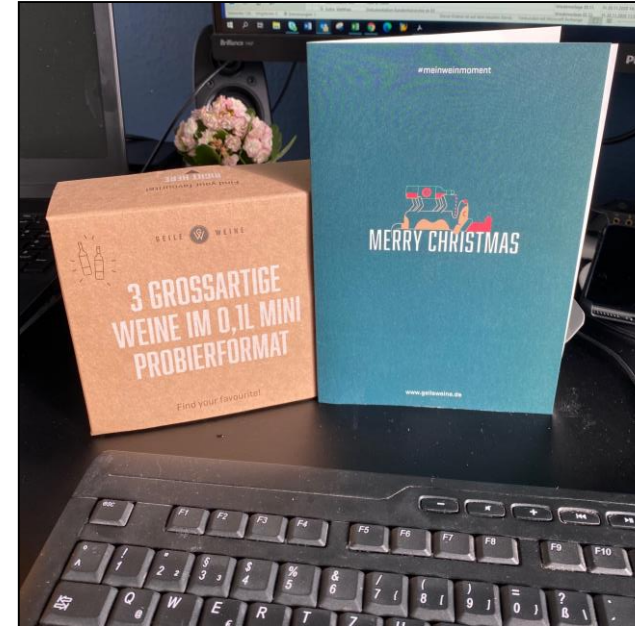
OUR EMPLOYEES ARE THE KEY TO SUCCESS



*Führungskräftegruß im Lockdown 2021



*Bereichsübergreifendes After Work Spargelessen vor Corona



*Weihnachtsgruß der Führungskräfte 2020

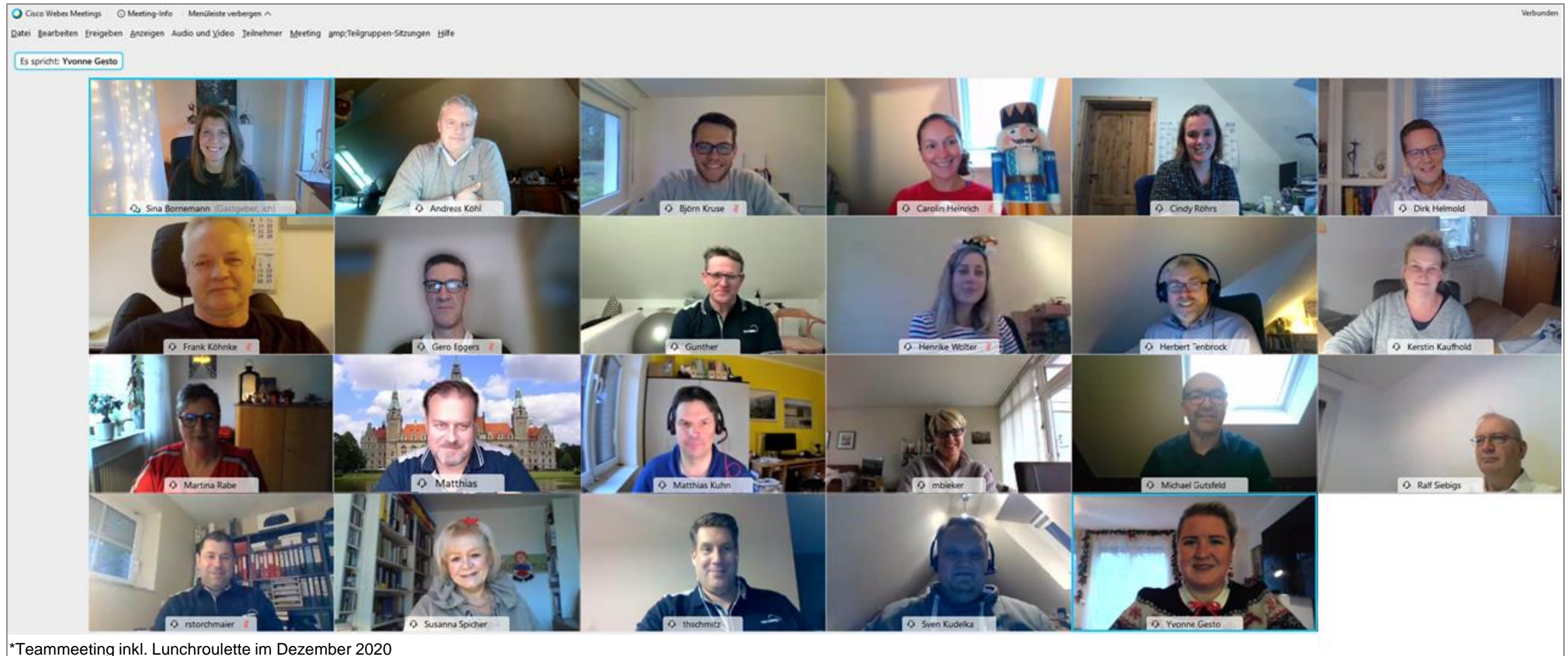


*Willkommensblumenstrauß eines neuen MA

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?	All managers participate in Lunch Roulette, show strong interest and presence BLs & TLs are available as contact persons around the clock and are "always there". We live an open "Duz culture" to reduce the distance and strengthen the togetherness Giving feedback is very important to us in order to learn from mistakes and become better We experience great openness within the team, which creates trust and connects people. We make decisions together and create transparency
What practical things do you do to implement the management guideline in your everyday work?	In our team, work-life balance is also exemplified by our managers; the employees experience that this topic is important to us. Ideas and opinions can be openly addressed at any time, are actively asked for and are always welcome.
What positive effects result from this?	Our employees are strongly connected both professionally and privately. Through the trust of our managers, the reliability and the "delivery" of our employees, we create a balance between self-management and "fear-free" work. Regular self-reflection meetings between managers and employees are an important part of this process.

OUR INTEGRITY IS THE BASIS OF ALL WE DO



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?	We lead interdisciplinary teams, i.e. we employ people with an affinity for technology, business people, internationally experienced and partly very creative employees. There is a balanced mix of male, female, young and old. We regularly employ interns/hospitaliers and are always people-oriented
What practical things do you do to implement the management guideline in your everyday work?	New employees receive a warm welcome 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 organisation of the award also takes place "voluntarily" in the MVM team. We have a cross-business exchange After Work is partly inter-business
What positive effects result from this?	We promote creativity and increase motivation Employee retention is particularly important to us at this point

OUR DIVERSITY OPENS UP NEW OPPORTUNITIES



*Vorabend Bereichsbesprechung 2017



*Bereichsübergreifendes After Work auf dem Schützenfest Hannover 2018

OUR DIVERSITY OPENS UP NEW OPPORTUNITIES



*Freiwilliges After Work im GOSCH Hannover Markthalle August 2021

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?	There are 3 trained digital experts in our team. We live by the motto "learning from others" (transparency, promoting and implementing ideas) We use modern tools like: DevOps, editorial software, video tutorials We educate our employees via webinars and personally tailored coachings by accompaniment (4 trained sales coaches)
What practical things do you do to implement the management guideline in your everyday work?	It is important to us that our employees understand and can comprehend structural changes We have developed innovative tools ourselves (e.g. chatbot, quiz app, sales cooperation, internal blog, SAP marketing, innovative product portfolio, sprint planning)
What positive effects result from this?	We design innovative products and processes with high efficiency and high customer benefit ourselves. We work flexibly, adapt to changes and are Up2Date We have excellent internal and external references and a corresponding positioning