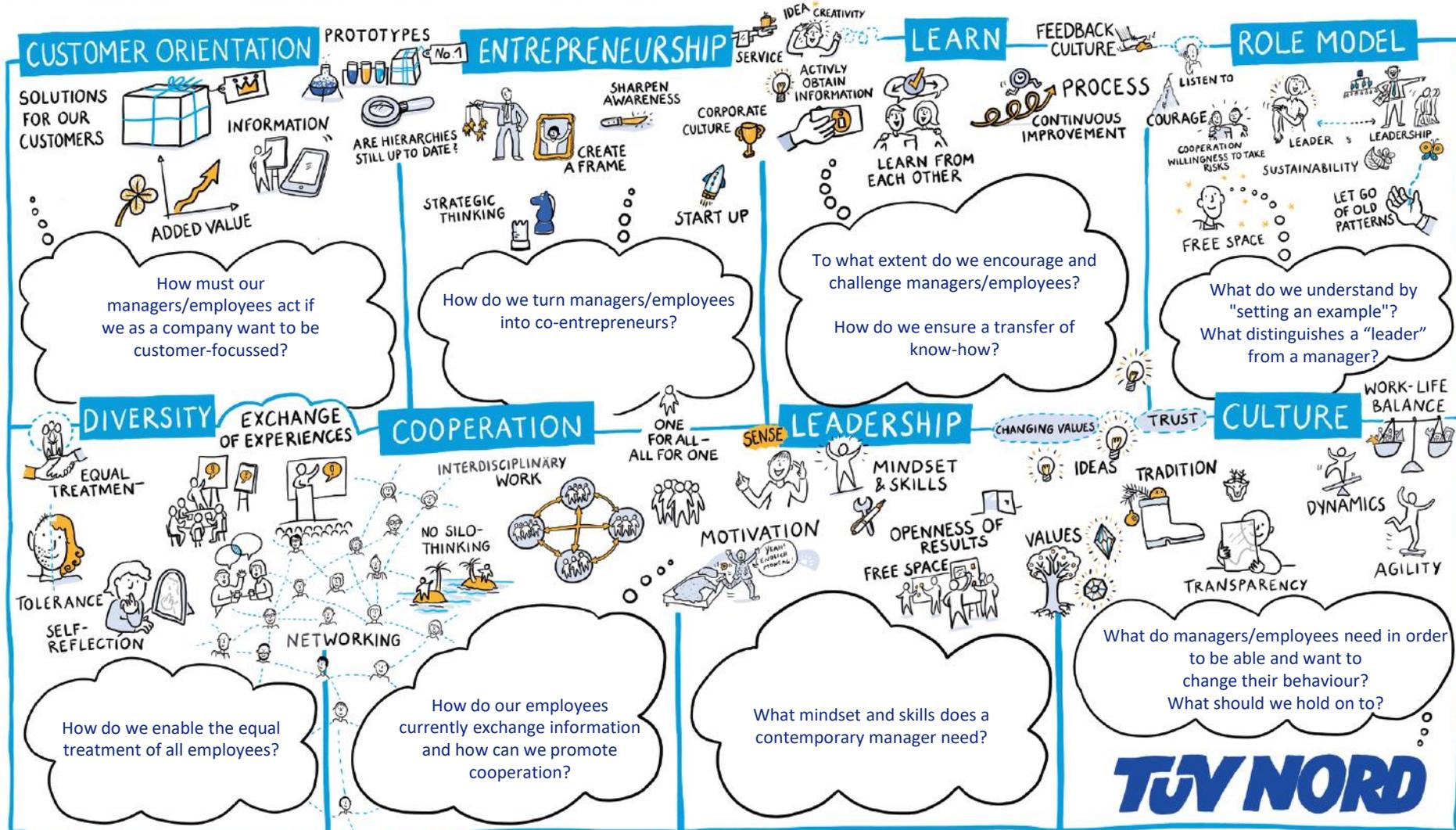


# VALUE-ADDED LEADERSHIP THROUGH TRUE INTEREST IN EMPLOYEES & BUSINESS

**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, ...)

Value-added leadership through true interest in employees & business

## CHARACTERISATION

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

Mr Meyer-Himstedt's unique management style is characterised by a high degree of employee centricity, situational authenticity and a progressive mindset. He sees us, his employees, as experts, makes individual achievements visible at relevant points and maintains the balance between encouraging and challenging. He masters the interplay of closeness and distance and exemplifies sincere emotion and relationship management. His forward-looking view is equally directed towards the further development of his employees and that of the business. He is open to change, encourages people to proactively shape the digital transformation, acts with foresight with regard to succession planning and enables & promotes 'part-time leadership'.

# THE TEAM

<b>MANAGER</b>	Meyer-Himstedt, Alexander, <a href="mailto:ameyer-himstedt@tuev-nord.de">ameyer-himstedt@tuev-nord.de</a> , Bereichsleiter Personal, GB IS
<b>TEAM MEMBERS</b> (direct reports, persons involved in the best practice approach, ...)	Das gesamte Team SP bestehend aus: <ul style="list-style-type: none"><li>▪ Sabine Eckert (Assistenz)</li><li>▪ Personal International SPI (Gruppenleiterin Laura Stelzer)</li><li>▪ Personal Operativ SPO (Gruppenleiterin Diana Wulf)</li><li>▪ Personal Projekte &amp; Wissen SPP (Gruppenleiterin Juliane Weiher)</li></ul>
<b>CREATORS OF THE APPLICATION</b> (Persons involved in creating the description of the best practice approach)	<b>Name, Vorname, E-Mail, Position, Gesellschaft</b> Die Bewerbung wird <b>gesamthaft</b> vom Bereich Personal eingereicht, der Input wurde jeweils in den Teams zusammengetragen. Die finale Bearbeitung und Einreichung der Bewerbung erfolgt durch:  Eckert, Sabine, <a href="mailto:saeckert@tuev-nord.de">saeckert@tuev-nord.de</a> , Assistenz, GB IS Jaspersen, Melina, <a href="mailto:mjaspersen@tuev-nord.de">mjaspersen@tuev-nord.de</a> , Referentin Aus- und Weiterbildung, GB IS

# 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.

Alexander Meyer-Himstedt lives the leadership guidelines in theory & practice par excellence. He justifies and explains his actions (as a leader) as well as his individual attitude to the topic of leadership and also sheds light on associated positive and negative aspects. At the same time, he always invites critical feedback and encourages dialogue. This transparent approach enables us as a team to understand processes and decisions and establishes trust and closeness to him as a person and leader.

## IMPACT

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

Alexander Meyer-Himstedt's leadership lays the foundation for cooperative, trusting and empathetic cooperation. These factors ensure productive, constructive and motivating cooperation at the professional and human level. There is a remarkably pronounced willingness to help and a sense of cohesion in the team, which can be seen, among other things, in the low staff turnover.

## ADDED VALUE

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

The high level of employee satisfaction results in excellent service quality, which means that customer needs are comprehensively met. At the same time, the commitment to the employer contributes to a positive image of TÜV NORD (both as a brand and as an employer) through word of mouth in external circles. Alexander Meyer-Himstedt's anticipatory mindset proactively addresses issues such as the 'retirement wave' and the 'brain drain'.

# 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

<b>MANAGEMENT GUIDELINE</b>	<b>THE FOCUS IS ON OUR CUSTOMERS</b> 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?	Alexander Meyer-Himstedt is always closely oriented to the business, recognises the needs of the business, picks up on these and positions the area for the future. In this way, he shows his employees clear, business-oriented goals and sketches a clear picture of what requirements this has or will have for the employees in the future. He supports his employees in building up and expanding their competences in order to be able to meet these requirements and thus helps them to see change as an opportunity and further development.
What practical things do you do to implement the management guideline in your everyday work?	See above
What positive effects result from this?	The employees in the HR department remain professionally up-to-date and can act as real business PARTNERS for the operational units. For the customer, HR becomes recognisable as an added value, which leads to appreciation of the HR work and motivation of the employees.

# CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

<p><b>MANAGEMENT GUIDELINE</b></p>	<p><b>OUR EMPLOYEES ARE THE KEY TO SUCCESS</b></p> <p>A LEADER:</p> <ul style="list-style-type: none"> <li>- gets employees engaged and generates enthusiasm for forthcoming tasks</li> <li>- ensures employees understand their personal contribution to the success of the team and the company</li> <li>- takes responsibility for the image of TÜV NORD GROUP as an employer</li> </ul>
<p>How does the best practice approach make the management guideline tangible in real terms?</p>	<p>Alexander Meyer-Himstedt makes the individual performance of employees visible at relevant points and gives credit to those who have 'delivered'. However, when criticising/reproving, he acts according to the 'I got your back' principle and puts himself in front of his employees. He maintains open communication and has high confidence in the team to handle sensitive information adequately. He does not have a narrow style of leadership, but has confidence in the individuals to know and use their own abilities, skills and competences. His motto is: "Only intervene as a leader when employees cannot do it themselves." Alexander Meyer-Himstedt conveys that he sees his employees as "experts". Encourage, challenge - but do not overtax, that is his credo.</p>
<p>What practical things do you do to implement the management guideline in your everyday work?</p>	<p>See above</p>
<p>What positive effects result from this?</p>	<p>Employees are encouraged in their abilities, receive a motivational boost and are encouraged to go the extra mile. On the way from the comfort zone to the growth zone, you are not left alone and this 'theoretical backing' gives you the strength to develop your potential. Furthermore, no one has to be afraid of making mistakes, let alone communicating them openly.</p>

# CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

<b>MANAGEMENT GUIDELINE</b>	<b>OUR INTEGRITY IS THE BASIS OF ALL WE DO</b> <i>A LEADER leads the way as a role model, and acts with personal authenticity and integrity</i>
How does the best practice approach make the management guideline tangible in real terms?	Alexander Meyer-Himstedt is able to strike the right balance between distance and closeness as a leader and creates closeness through personal anecdotes and honest communication of ups and downs. AMH' is himself - a credible, authentic original. There is always an open door policy both in presence and virtually. Particularly noteworthy are his appreciative morning greetings in the office, his virtual team lunches and the 'Corona parents' meetings'.
What practical things do you do to implement the management guideline in your everyday work?	See above
What positive effects result from this?	Alexander Meyer-Himstedt not only shows his sincere interest in his employees through words - both on a professional and personal level - but he manifests this above all through actions. This empathic openness leads to employees being able to share concerns and mistakes with him without fear. Furthermore, he gives you the feeling that you are not only seen as a 'human resource' with your work performance, but also as a person with an individual personality.

# CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

<b>MANAGEMENT GUIDELINE</b>	<b>OUR DIVERSITY OPENS UP NEW OPPORTUNITIES</b> A LEADER: <ul style="list-style-type: none"> <li>- promotes diversity and utilises the opportunities that result</li> <li>- sees internationalisation of the TÜV NORD GROUP as an enhancement,</li> <li>- and promotes communication between different countries and divisions</li> </ul>
How does the best practice approach make the management guideline tangible in real terms?	Alexander Meyer-Himstedt recognises the potential of his diverse staff and promotes them in their areas of expertise. This also applies to international cooperation and cross-BU projects. The topic of diversity was anchored in introductory events for new managers in TN Systems and TN EnSys. Furthermore, leadership as a part-time employee is enabled and encouraged.
What practical things do you do to implement the management guideline in your everyday work?	See above
What positive effects result from this?	International and cross-BU project collaboration makes a significant contribution to enabling (especially new) employees to comprehensively contextualise processes, topics, etc., to network at relevant points and thus to perform their work more efficiently and effectively. In addition, this strengthens the sense of belonging and commitment to the employer. The 'part-time management' model enables employees to reconcile family and work and takes into account the requirements of individual life situations.

# CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

<b>MANAGEMENT GUIDELINE</b>	<b>OUR CULTURE OF INNOVATION POINTS TO THE FUTURE</b> A LEADER: <ul style="list-style-type: none"><li>- is willing to change, creating space for and encouraging innovation</li><li>- communicates to employees the background and objectives of forthcoming changes</li><li>- makes decisions, acts in a goal-oriented manner, and generates high added value</li></ul>
How does the best practice approach make the management guideline tangible in real terms?	Alexander Meyer-Himstedt sees the relevance and urgency of topics relevant to the future (e.g. digitalisation, retirement wave, importance of education and training or lifelong learning) and implements follow-up processes for implementation. He promotes the personal development of each individual and plans successions in good time. He always listens to the ideas of his employees regarding changes, digitalisation, etc. and supports them in their implementation wherever possible.
What practical things do you do to implement the management guideline in your everyday work?	See above
What positive effects result from this?	Seine ‚Aufbruchsbereitschaft‘ ist ansteckend und das steigert nicht nur die eigene Motivation, sondern auch den Mut etwas zu wagen. Zu wissen, dass eine Führungskraft nicht nur im Hier & Jetzt verankert ist, sondern den Blick auch das Morgen lenkt, bewirkt eine positive Dynamik im eigenen Arbeitsumfeld. Mit seinen Handlungen die Welt von morgen mitzugestalten - wenn auch in Fragmenten - hat einen enormen Einfluss auf das Engagement und die (insb. Job-bezogene) Zufriedenheit.