



APPLICATION to „LEADING by Example“

Best Practice by SCQ – Dr. Robert Wernicke



BEST PRACTICE BEI SCQ
OUT OF THE BOX
WHY CAN WE WORK "SO WELL"?

BEST PRACTICE BEI SCQ

TITLE

OUT OF THE BOX

CHARACTERISATION



SCQ is an internal service provider. In the department we live this role, because our leader, Robert, exemplifies the holistic service idea: Our team thinking is cross-societal and open. Due to the nature of our task, silo thinking is not an option. Robert motivates and encourages us again and again to cultivate our interfaces. This promotes cross-cutting project ideas, thinking "out of the box" and the social orientation of TNS / GB IS / TNG.

Robert is reflective, down-to-earth and open with us, he doesn't paint anything pretty. Because work isn't always pretty: "We don't always do things that are fun here, we do groundwork here, we take care of certifications, of documents, data and analyses and updating them." Through his reflective approach to our tasks and responsibilities in the department, he motivates us to look positively and holistically at our work. Because it has good and, above all, meaningful sides: It is the basis for TÜV's work externally with the customer. Without the multitude of certifications and accreditations, we would not be as efficient as we are today.

We create the foundations so that our colleagues can do their job safely and well equipped. By sharing successes and passing on praise that is brought to him, Robert also constantly directs our gaze to the successes of our work, so for us he is not only the boss but also an internal advisor.

We see our boss as a role model for honesty (yes, work can be annoying; feedback can be constructive), authenticity ("Everyone has a bad day and I had one yesterday - sorry!") and openness (everyone needs a different management style, tasks are primarily assigned according to talent). We as a team try to adopt his values and carry them further to our internal customers - our colleagues.

Best Practice bei SCQ

Team Robert

Navigation:
The art of finding out and
planning where you are and
where you are going.



SCQ

Video



We consider leadership to be the decisive factor when it comes to teamwork and successful work. is at stake. Every employee is different - only exceptionally good leaders can form a good form a good working team.

We regard Robert as "our captain", unobtrusively showing and supporting the way. The ship's crew (our team) does the necessary work on board. In the process, everyone has to scrub the deck once. We are allowed to have a say, to help plan, to "come up with ideas".

Best Practice bei SCQ



THE TEAM

MANAGER

Dr. Robert Wernicke, rwernicke@tuev-nord.de,
Abteilungsleiter Integriertes Managementsystem
(SCQ), TN Systems

TEAM MEMBERS

(direct reports, persons involved in the
best practice approach, ...)

Olaf Abbé
Klaus Berndt
Ralf Dederichs
Sarah Fink
Jens Klunkat
Barbara Oestreich
Oliver Siems
Kerstin Trzeczak



CREATORS OF THE APPLICATION

(Persons involved in creating the
description of the best practice
approach)

Dederichs, Ralf, rdederichs@tuev-nord.de, Auditor, Sifa, TNS
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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.

Working together in this team means for us every day, requirements into sensible, manageable instructions and asking ourselves and to ask ourselves what the employee and the management can do to management can do with them in order to become better and better.



IMPACT

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

Somewhat jokingly, our area of responsibility is introduced as "all the topics that nobody likes ... but everyone needs". Networking these topics in the company, involving employees and taking the step from instruction writer and controller to a living system creates a high level of acceptance and contributes to corporate success.

With some pride, we as a team register a radiant force (OUT OF THE BOX) that this approach exerts on the entire company and also on subsidiaries in the business area.

ADDED VALUE

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

Two topics shape our self-image:

The integrated management system forms the basis of many of our recognitions/accreditations, without which our business model would not function. However, we also see this as a systemic approach to the entrepreneurial development of TÜV NORD.

The safety and health of all employees at work is close to our hearts; this motivates us every day. Our goal is to create the basis for all employees to be able to carry out their demanding activities under safe conditions.



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



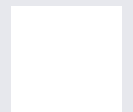
Our employees are the key to success



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 |
|---|--|
| <p>How does the best practice approach make the management guideline tangible in real terms?</p> | <p>Our internal customers are the employees of the company, they ensure our value creation. They should be and remain healthy, well informed and motivated. This requires an overall package, and we try to put this together together for the area of the integrated management system (QM, UM, occupational safety).</p> <div data-bbox="484 532 1136 743" style="background-color: #ADD8E6; padding: 5px; margin-bottom: 10px;"> <p>The pandemic period was and still is an essential task of the past 1.5 years. A superordinate support was ensured within the GB, the employees were picked up and the external customer support was thus secured.</p> </div> <div data-bbox="1161 532 1785 711" style="background-color: #ADD8E6; padding: 5px; margin-bottom: 10px;"> <p>Immediate response to questions from colleagues on the topics of management system, data protection and occupational safety (stakeholder analysis)</p> </div> <div data-bbox="1810 532 2434 672" style="background-color: #ADD8E6; padding: 5px;"> <p>Project work (Determining mental stress, Age- and ageing-appropriate work - an assessment of the situation in TNS)</p> </div> |
| <p>What practical things do you do to implement the management guideline in your everyday work?</p> | <ul style="list-style-type: none"> ➤ Be prepared! Based on a prepared pandemic plan, a step-by-step plan was developed in March 2020 to protect the MA from infection and to maintain business operations. To date, we have received positive feedback from the workforce. For the past 1.5 years, we have been available to all colleagues as a contact person and worry phone for Corona issues and provide support. ➤ The goal of keeping all employees healthy was taken up in a project entitled "Age- and age-appropriate working". The project is managed by SCQ |
| <p>What positive effects result from this?</p> | <p>Basis for action for management, executives and all employees. Clear orientation for our team to answer the many questions in connection with Corona in a practical way. Click here to go from the box to the entire AR.</p> |

CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

| | |
|---|---|
| <p>MANAGEMENT GUIDELINE</p> | <p>OUR EMPLOYEES ARE THE KEY TO SUCCESS</p> <p>A LEADER:</p> <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 |
| <p>How does the best practice approach make the management guideline tangible in real terms?</p> | <p>"Trust is the beginning of everything"</p> <p>These are the demands we make on ourselves and on our leadership. This means that we can address problems openly and honestly and always find an "open door" on all matters. The working atmosphere is important. Not all tasks are always fun (who likes to write procedural instructions), but there is a goal where we want to go and a mix of tasks that always lets us tackle things positively.</p> |
| <p>What practical things do you do to implement the management guideline in your everyday work?</p> | <p>"People work for people!"</p> <p>Connected to this in every task is the question of the strengths of each individual and who needs what support at which point. A manager should not "know better" everything, but he or she should know what is needed to achieve the best results and decisions, because everyone wants to be successful for the company.</p> |
| <p>What positive effects result from this?</p> | <p>"Visions and goals"</p> <p>The mission statement, the culture and the values of the company are transported and lived. The team is motivated, the qualifications for the growing tasks are kept in view for all. Further training - also unconventional, e.g. in the form of supervision (OUT OF THE BOX) - is a matter of course.</p> |

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? | <p>Robert communicates on 3 levels:</p> <p>Level 1: Factual reporting on situations and facts. He gives us the chance to assess and evaluate ourselves.</p> <p>2nd level: Classification of the situation and facts on the basis of one's own values and experiences. It challenges us to see situations/issues with different eyes (OUT OF THE BOX), but without influencing us. After all, we have already been able to form our opinion.</p> <p>3rd level: He asks us for our classification. And shows himself ready to deviate from his assessment.</p> |
| What practical things do you do to implement the management guideline in your everyday work? | Always question the credibility of one's own actions and also recognise and address one's own mistakes or wrong decisions. |
| What positive effects result from this? | <p><i>Ralf:</i> "The integrity exemplified by Robert gives us courage to be authentic ourselves in our work environment and also to model authenticity to our internal clients."</p> <p><i>Kerstin:</i> "By exemplifying authenticity and also promoting integrity in our team, we live and work in the best working role for us. This results in high team efficiency because we focus on our work personally and in our strengths. Not on pretending to play a role or doing tasks we are not at all comfortable with."</p> |



OUT OF THE BOX
Cast off
for our boat with team
leadership we
deserve

