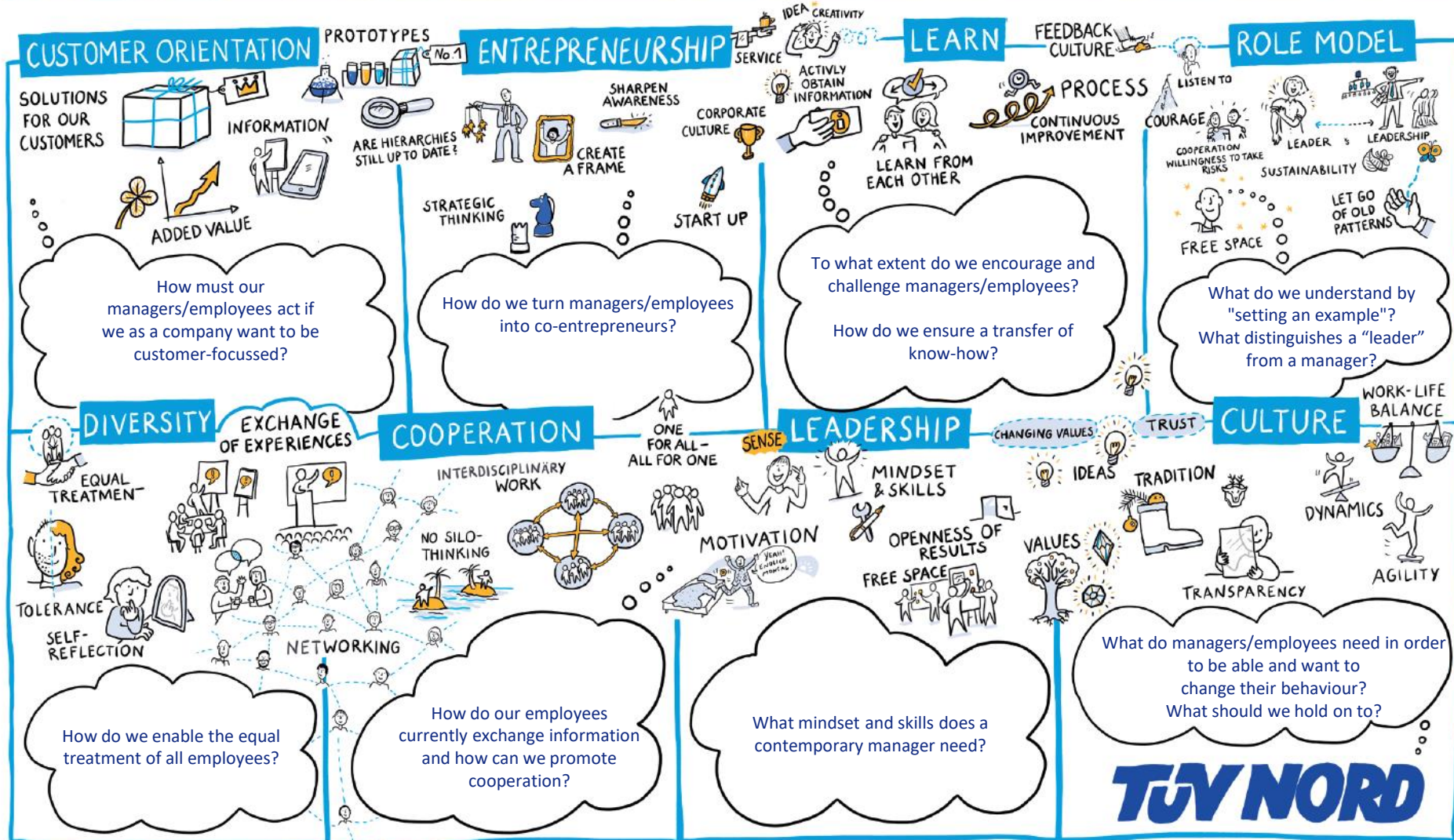


# PRAGMATIC AMBIDEXTERITY

# LEADERSHIP GUIDELINES

## TRANSLATION INTO EIGHT FIELDS OF ACTIVITY



# PRESENTING THE BEST PRACTICE APPROACH

## TITLE

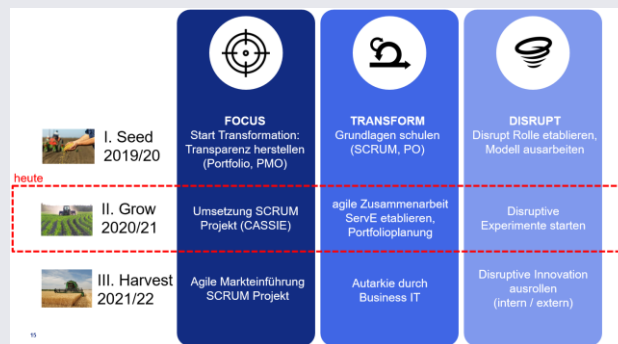
Give your best practice approach a concise title (name, slogan, ...)

Pragmatic Ambidextry - Targeted implementation of digital innovations in the area of conflict between customer-oriented development of radically new services and agile, sustainable digitisation of existing offerings

## CHARACTERISATION

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

How do we, as a traditional TIC Group in the Mobility Division, manage the balancing act between the necessary digitalisation of existing services and processes and the targeted development of potentially disruptive new offerings? This question is at the heart of the development of the IT & Digitalisation unit in the Mobility Division. To this end, we have set up the S.C.A.L.E. project: In the three fields



"Focus" (on the core topics, prioritisation of requirements, establishment of agile requirements management),  
"Transform" (agile project management, methodological knowledge, new forms of collaboration and new work) and  
"Disrupt" (launch experiments to enable and implement potentially disruptive spin-offs).

activities were launched to become an agile, customer-focused organisation in each of the three phases "Seed", "Grow", "Harvest", enabling existing and new services, relying primarily on existing values, talents and know-how of the organisation.

# THE TEAM

<b>MANAGER</b>	Meier-Andrae, Roman, <a href="mailto:rmeierandrae@tuev-nord.de">rmeierandrae@tuev-nord.de</a> , Bereichsleiter IT & Digitalisierung, TÜV NORD Mobilität GmbH
<b>TEAM MEMBERS</b> (direct reports, persons involved in the best practice approach, ...)	M-ITD: Baasch, Sabine Blinde, Philip Hölscher, Marcus Kamke, Yvonne Rohling, Christian  Westenberg, Annette (K-PE)
<b>CREATORS OF THE APPLICATION</b> (Persons involved in creating the description of the best practice approach)	Meier-Andrae, Roman, <a href="mailto:rmeierandrae@tuev-nord.de">rmeierandrae@tuev-nord.de</a> , Bereichsleiter IT & Digitalisierung, TÜV NORD Mobilität GmbH

# 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.

Handing over responsibility, focusing on problem definition first, trust, openness, no silo thinking, values of integrity, allowing vulnerability & failure & encouraging courage/providing protection

## IMPACT

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

Significantly more information exchange and mutual challenging & helping, strengthening of intrinsic motivation, disclosure of mistakes/retrospectives are obligatory and lead to iterative solution finding (build-measure-learn-loop), open approach, measurability is established before implementation .

## ADDED VALUE

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

Customer feedback is desired and leads to improved products and faster reaction to customer wishes through continuous exchange, sustainable products, transparency of the value contribution to the customer can be quantified, new opportunities for products/services, business models and employer branding.

# 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?	Our customers - both internal and external - are a fundamental part of what we do. They are involved from the very beginning as input providers, accompany the developments as test users and ultimately decide on the introduction as feedback providers.
What practical things do you do to implement the management guideline in your everyday work?	Through the consistent implementation of transformational development approaches such as user story mapping, design sprints and customer journey maps, the customer is not only the feedback provider at the end of a development project, but also always at the beginning as the most important source of concept ideas.
What positive effects result from this?	We can verify and concretise perceived or assumed customer needs at a very early stage in order to develop even more customer-oriented products and serve actual customer needs.

# CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

<b>MANAGEMENT GUIDELINE</b>	<b>OUR EMPLOYEES ARE THE KEY TO SUCCESS</b> A LEADER: <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>
How does the best practice approach make the management guideline tangible in real terms?	Employees are given greater responsibility for their own decisions through increased transparency of individual activities, and at the same time a culture of open exchange about mistakes and opportunities for improvement is established.
What practical things do you do to implement the management guideline in your everyday work?	Microsoft Azure DevOps creates a high level of transparency for all employees in the department, as well as for important key stakeholders in the company. Clear and documented responsibilities for each work element allow for extensive autonomy in the implementation and prioritisation of one's own area of expertise, regular "retrospectives" at project, team and division level allow for the exchange of improvement potentials and learning from mistakes.
What positive effects result from this?	Increased intrinsic motivation, through own responsibility for work results, enabling learning loops, through open sharing of unsuccessful experiments and collaborative development and implementation of improvement potentials.



# 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> 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?	By openly communicating one's own mistakes and ignorance, building trust by creating safe spaces where people can speak openly
What practical things do you do to implement the management guideline in your everyday work?	Be vulnerable yourself, openly address your own mistakes, actively ask for critical feedback, no "told you so" when something doesn't work out.
What positive effects result from this?	Successive trust building to enable mutual improvement, experimentation and learning loops (try - evaluate - learn) in the first place

# 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?	The breadth of the ambidextrous approach (exploit the core, explore new opportunities) is reflected in the division's team, projects are regularly launched across GBs
What practical things do you do to implement the management guideline in your everyday work?	Recruiting diverse, complementary talent - Traditional expertise and start-up founders, launching joint innovative projects with other business units, e.g. in the area of blockchain or speech synthesis and AI-assisted inspections
What positive effects result from this?	All participants can think "outside the box" and learn to understand and respect other perspectives. The added value of diverse perspectives can be experienced directly at the working level, commonalities - also with other GBs - come to light.

# 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?	Bringing both sides of innovation to life: Improvements in the core business by means of digital technologies (Exploit) and new, disruptive start-ups that transfer the values of TÜV to the digital world.
What practical things do you do to implement the management guideline in your everyday work?	Numerous experiments with innovative technologies such as machine vision, AI, deep-neural networks, edge computing, etc. to improve existing processes, as well as initiation and spin-off of disruptive start-ups.
What positive effects result from this?	Open experiments can be launched with an open mind and - depending on their success - become new features, products or entire companies.