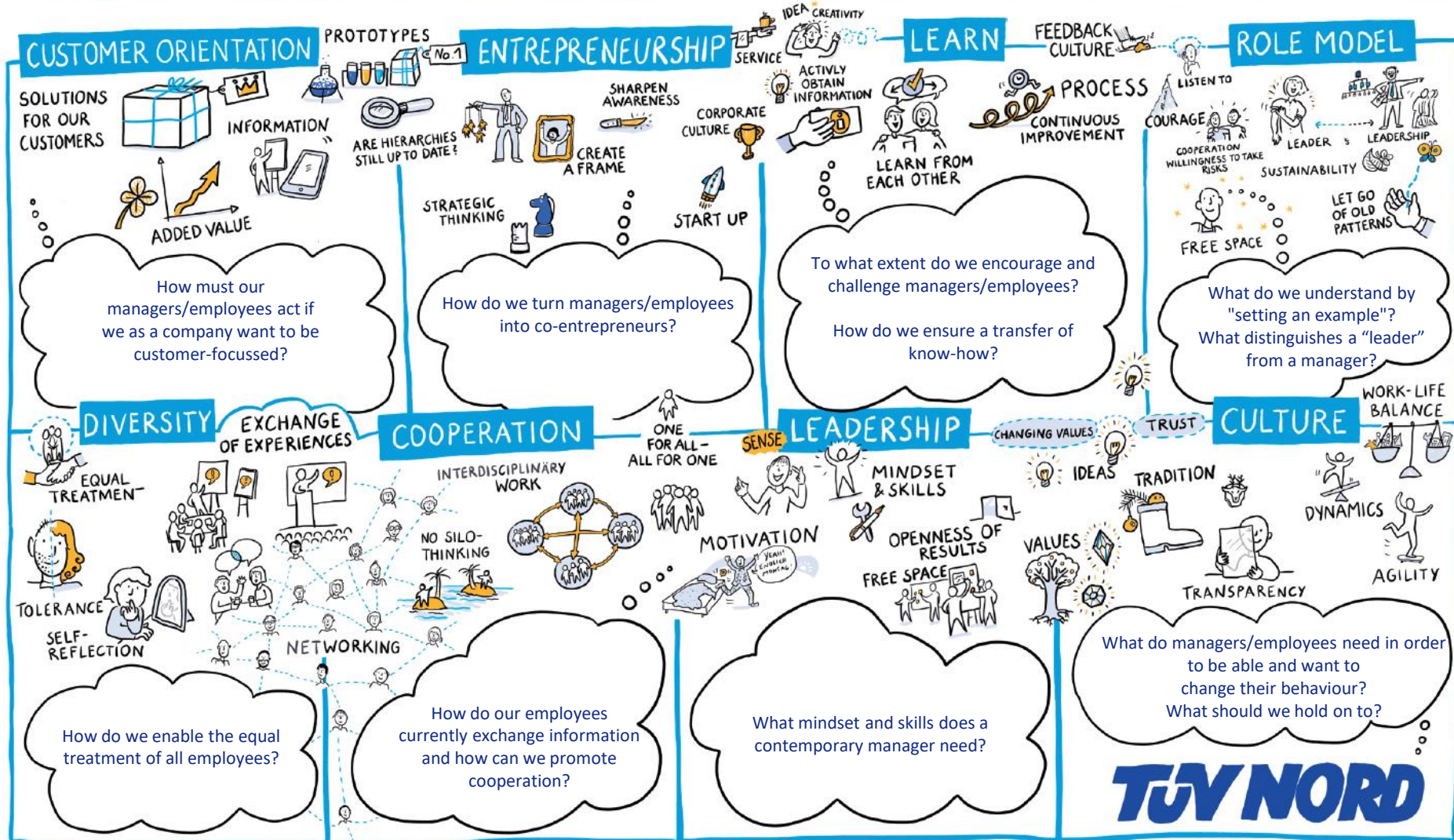


Seize the opportunity!
In every crisis there is an opportunity.

LEADERSHIP GUIDELINES

TRANSLATION INTO EIGHT FIELDS OF ACTIVITY



PRESENTING THE BEST PRACTICE APPROACH

TITLE

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

Seize the opportunity!
In every crisis there is an opportunity.

CHARACTERISATION

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

Due to the Corona pandemic, the continuation of courses was not possible. In order to continue offering MPU preparation to the client, NK switched its portfolio to online services within a very short period of time, which was only possible due to a quick and courageous decision by the GF to secure jobs and the existence of the company. Discussions and usual test phases were omitted, so that the customers' needs could be met in the shortest possible time.

OFA was not common at NK before the Corona crisis. <10% have taken advantage of it. From now on (until today), all NK MAs were enabled to have OFA. It has shown that presence in the office does not equate to productivity in work performance.

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

THE TEAM

MANAGER	Schepmann, Jan jschepmann@tuev-nord.de Geschäftsführung, Nord-Kurs GmbH & Co. KG
TEAM MEMBERS (direct reports, persons involved in the best practice approach, ...)	Alle Mitarbeitenden von Nord-Kurs Le-Pirna, Truong Bernhardt, Klaus Brokfeld, Malin Düvel, Merlin Gilchenok, Elena Guldzynski, Birgit Heinrich, Anja Stuzmann, Petra Jürgens, Heide Kroll, Jennifer Zernitz, Fiona Lopez, Isabel Maindok, Tanja Nikou, Despina Olbrich, Christine Saalbach, Dominique Stolte, Melanie Voigtsberger, Larysa Hofmann, Denise Schoerer, Stefan Bogus, Michael Brüggemann, Andreas Jörling, Pia Kothe, Christian Lenk, Melanie Arslan, Nurcan Siefert, Stefanie
CREATORS OF THE APPLICATION (Persons involved in creating the description of the best practice approach)	Arslan, Nurcan – nuarslan@nord-kurs.de , Assistentin Geschäftsführung, Nord-Kurs GmbH & Co. KG Siefert, Stefanie – ssiefert@nord-kurs.de , Qualitätsmanagement- und Prozesssteuerung, Nord-Kurs GmbH & Co. KG

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 technical management, with the support of area managers, modelled all course models so that they could take place online within 1 week. At the same time, the NK team created instructions for the Webex tool to support clients and course leaders, at the same time trainings for course leaders (online) took place, in the first sessions MAs were available to support so that all clients (without much PC knowledge) could participate. This required a lot of nerves and perseverance. All staff were given the necessary technology to be able to use OFA and reduce contacts to get a grip on the pandemic.

Within a very short time, many online meetings took place with all employees, centrally initiated by the CEO. Communication was always sent to all employees by meeting or email. The teams implemented all necessary measures independently. Pragmatic action, fixation on customer benefits, short decision-making processes and learning by doing were the motto. The willingness to make mistakes was openly communicated and it was clear from the beginning: we have to see how it works. The biggest fear, that no group dynamics could be created online, did not come true.

IMPACT

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

Existential fears were removed from MA as it quickly became apparent that our clients wanted to use this online service. In some cases, the demand was so high that additional course instructors had to be trained in online tools to meet the demand. We took the opportunity to push digitalisation a big step forward. The "questioning" was completely eliminated and everyone pulled together to meet client needs and secure their own jobs.

OFA eliminates commuting, which contributes to lower CO2 emissions; moreover, the time saved leads to more free time and a better work-life balance.

Everyone had to deal with many different challenges. All NC MAs received a support offer "Resilience Support & Collegial Exchange" through the NC GF; 2 appointments were available for this.

ADDED VALUE

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

MorThe ability to conduct our services online brings many advantages to our clients and course instructors, e.g. saving time by not having to travel to/from the event room, lower CO2 emissions and facilitating the personal organisation of other obligations (including childcare). In addition, despite contact restrictions, we support our clients in regaining their driving licence, which is also necessary, for example, to keep their jobs.

Advantage for NK: less travel costs for cooperation partners, low CO2 emissions, possibly less room costs in the future if little-used rooms can be cancelled. All costs could be covered by the conversion to online offers or the year could be closed with a positive result.

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?	The client's ultimate goal is to pass the MPU. NK enables the preparation for the MPU, which is very important for them, through the online DL. This is one of the most important quality features and the customer's requirement. Even with the introduction of the new online services, customer satisfaction and quality of services are the top priority. With the introduction of a new course concept, an online customer satisfaction survey was also conducted. This is sent to the customers in the follow-up and reviewed regularly.
What practical things do you do to implement the management guideline in your everyday work?	The range of services for our customers is maintained & availability was ensured despite short-time work during service hours. Conducting customer surveys and deriving/implementing measures ensures quality assurance. Where possible, customer requests for appointments are met, e.g. in the evenings and at weekends.
What positive effects result from this?	The client gets his/her driving licence back and thus secures his/her livelihood if necessary. The core business could be continued and about 70% of the planned turnover could be secured through the conversion to online offers. This ensures the security of all jobs.

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?	Through regular and open communication, the HR conveys trust in the employees; this is done in an appreciative manner and at eye level. The availability of the FK/GF was and is present.
What practical things do you do to implement the management guideline in your everyday work?	Working groups have been set up to further develop existing products/processes and to optimise and develop them. There is a monthly online team meeting and, if the situation allows, an annual 2-day team event to strengthen cohesion and further training. There is open communication in the meetings. The CEO signals to all employees that he is ready to talk at any time. At Nord-Kurs there is a very friendly way of dealing with each other. There are rarely any grudges.
What positive effects result from this?	Satisfaction of the employees, less stress/anxiety. Sense of security. Open culture of discussion. Employees have the opportunity to actively participate in projects and processes.

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?	In communication, attention is paid to the following points, among others: Mistakes are perfectly OK, openness, communication at eye level, professionalism. Opportunities are highlighted. There is a lot of emphasis at NK on not highlighting all the reasons why something doesn't work, but on: "What do we have to do to make it work?". Everyone has freedom to think out of the box. You also learn from mistakes.
What practical things do you do to implement the management guideline in your everyday work?	Direct and open communication ensures that all employees have the same level of knowledge. The spirit of using opportunities is radiated and practised
What positive effects result from this?	Mutual trust. Opportunities to try out new things in an uncomplicated way. Maintaining productivity. Creativity

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?	GF is willing to change in crisis situations, makes quick decisions even with new ideas without lengthy tapping of possible problems in order to be able to continue to offer services.
What practical things do you do to implement the management guideline in your everyday work?	Decisions are implemented in the shortest possible time and, if necessary, in uncomplicated coordination with the works council (e.g. due to short-time work), always with a focus on the employees and customers in a very goal-oriented manner. NK continuously modifies the online product with the involvement of course leaders, area managers and technical competence. Regular communication with explanation of background in online meetings, so that fears could be taken away and challenges such as constantly new ordinances with different regulations in the federal states (specification of what is allowed/what is not) could be clarified in a short official channel and all necessary measures could be initiated.
What positive effects result from this?	NK was able to implement an optimal online service offer in a very short time. The success shows: Be open for new things, even for something that might be classified as impossible with many challenges at the time of its creation. This makes it fun to introduce new ideas and weigh up possibilities.