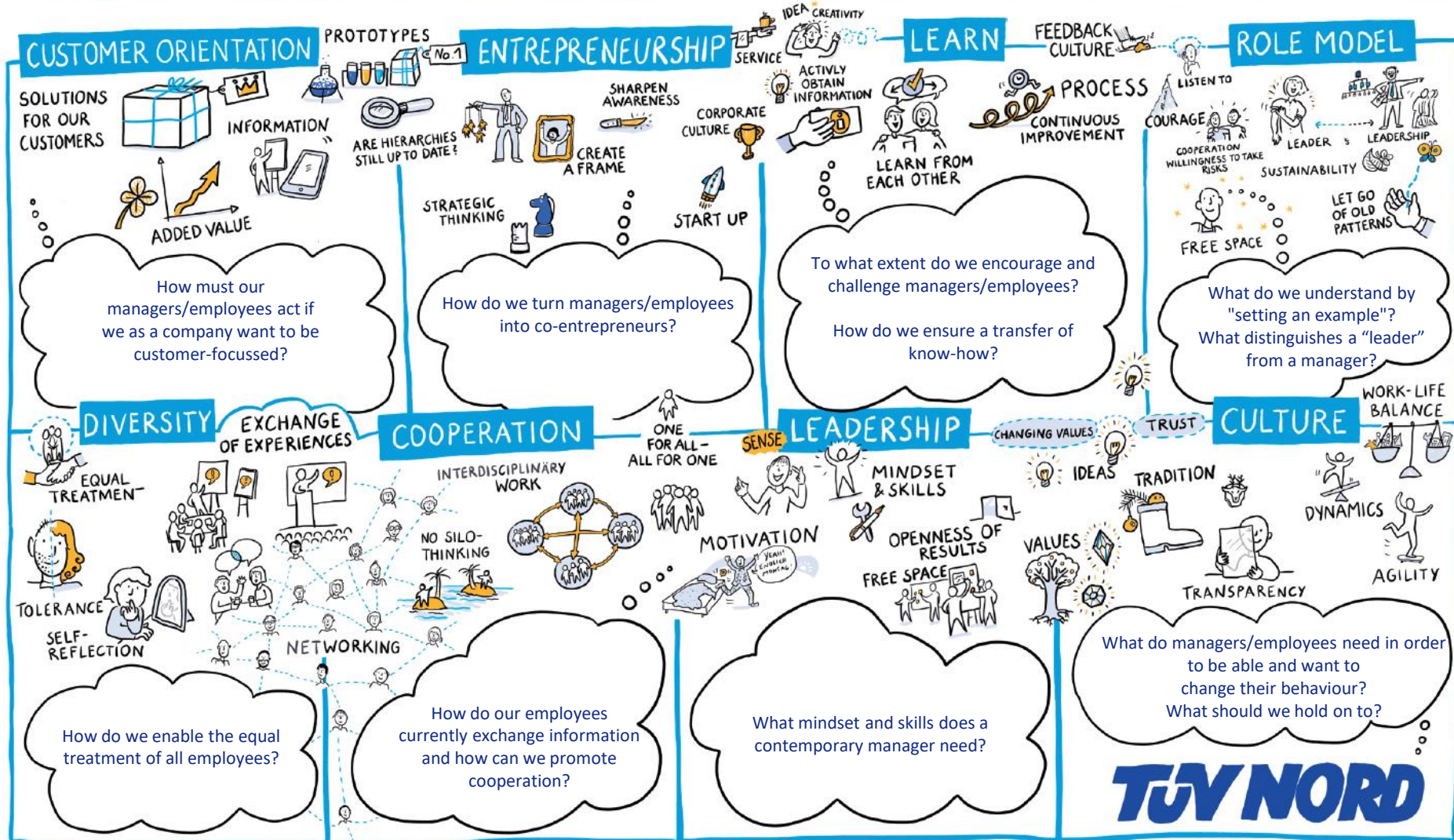


# SUSTAINABLE SELF-EMPOWERMENT

# LEADERSHIP GUIDELINES

## TRANSLATION INTO EIGHT FIELDS OF ACTIVITY

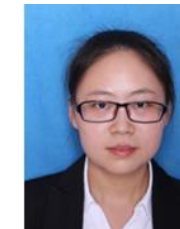


# PRESENTING THE BEST PRACTICE APPROACH

<p><b>TITLE</b> Give your best practice approach a concise title (name, slogan, ...)</p>	<p>Sustainable Self-Empowerment (Nachhaltige Selbstbefähigung)</p>
<p><b>CHARACTERISATION</b> Describe the best practice approach in more detail here. You may also submit supporting documents, image material or videos.</p>	<p>In 2017, our ERC2 team started with a new OBS structure (Bold Move) and a new group leader (PC leader), thus laying the foundation for increased team development. We started in the "forming" phase and gradually went through the team development phases "storming" and "norming" (according to Bruce Tuckman). Now we are clearly in the final phase of "Performing". This becomes clear through the following points, among others:</p> <ul style="list-style-type: none"><li>the team is largely self-directing</li><li>open interaction</li><li>high communication density</li><li>intensive exchange</li><li>collegial case consultation</li><li>open feedback culture</li><li>reflection of joint action</li></ul> <p>A prerequisite for these developments was and is intensive team building in order to establish relationships and trust and to build on them.</p>

# THE TEAM

<b>MANAGER</b>	Bülk, Morten
<b>TEAM MEMBERS</b> (direct reports, persons involved in the best practice approach, ...)	Ewald, Gunnar Götz, Katja Goetzke, Marvin Hinkel, Julia Kaczynski, Tim Kägeler, Nils Klüppel, Lennart Konkel, Konstantin Messer, Federica Scharlaug, Nadine Smith-Nebe, Volker Wiedemann, Simon Zacher, Thomas Fang, Frank (TN China) Hu, Jane (TN China)
<b>CREATORS OF THE APPLICATION</b> (Persons involved in creating the description of the best practice approach)	Konkel, Konstantin



# TEAM BUILDING



# 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.

A friendly atmosphere is created in which everyone in the team is supported in building competencies and taking independent responsibility.

## IMPACT

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

The team is very well positioned professionally and organisationally and works together in such close exchange that neither the cross-location distribution of team members nor very demanding projects at times or phases of high workload or poor availability of colleagues can become a real problem for the work individually and the work in the community.

## ADDED VALUE

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

The team often works as a nucleus or lighthouse for innovative ideas and new processes, as it has learned to work out and implement changes from within itself and has already often experienced the positive benefits of improved processes and structures.

# CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

## WHICH MANAGEMENT GUIDELINES DOES YOUR BEST PRACTICE APPROACH SPECIFICALLY REFLECT?

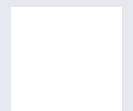
Please mark one or more guidelines.



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?	In the past, there was no central contact person for technical issues and no collection point for technical information and strategies. For our experts in the field of Loads & Safety, the role of the client officer was introduced. Two client representatives were assigned to each client.
What practical things do you do to implement the management guideline in your everyday work?	The role of the client manager has not only been developed and introduced in the team, but is also lived by the team. By defining the role, the associated powers, providing the necessary time and equipment, and raising awareness of the importance and benefits of these actions, the customer focus has been implemented.
What positive effects result from this?	The customer managers take care of agreeing on strategies, collecting, distributing and documenting important information (Sharepoint Wiki, Customer Portal), building intensive personal relationships through regular video telephony or face-to-face meetings or greetings on holidays (e.g. German, Chinese or Indian holidays), and holding semi-annual and annual meetings. This series of points leads holistically to higher customer satisfaction and loyalty through intensive personal contact and the optimisation of cooperation. Also within the team, each expert now knows who to contact for questions on technical issues of a particular client. This also avoids unnecessary queries with the client. In particular, the development of personal relationships and the holistic monitoring of the developments of a particular client lead to greater satisfaction and motivation through the direct reference to the daily project work. There is now a "face" behind the projects and not just a deadline.



# CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

<b>MANAGEMENT GUIDELINE</b>	<b>OUR EMPLOYEES ARE THE KEY TO SUCCESS</b> <b>A LEADER:</b> <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>Competence: For our experts in the area of Loads &amp; Safety, a responsibility structure and a competence matrix were introduced, which assigns topics to individual employees or teams of two (redundancy). For example, the topics of project planning, IT support (general and tool-specific), guideline competences, technical topics and special topics are assigned.                      In the absence of the PC leader, we live a rotating holiday replacement where each team member is given the opportunity to take responsibility.                      When restructuring work processes and instructions, all regulations are defined by the team itself and recorded in work instructions and process descriptions.                      Team spirit: Even before the pandemic, weekly team meetings were held across locations (Hamburg, Essen, China) with video conferencing systems to increase the exchange and team spirit between the locations.                      Further training events and team building were combined in 2-day excursion events.                      Despite very dynamic and demanding project business, a flexible organisation and open communication on all topics such as work-life balance, flexible working hours and location, etc. is maintained.                      Even in times of pandemic and location-flexible working, the team has participated in many joint events (virtual improvisation theatre, PME family service, online games).</p>
<p>What practical things do you do to implement the management guideline in your everyday work?</p>	<p>Competence: Competences and topics are distributed within the team or continuously handed over to the experts, with support from the manager gradually decreasing until competence and responsibility have been almost completely taken over. Regular Jour-Fix and annual orientation meetings identify development perspectives and future fields of competence.                      Team spirit: Opportunities and offers for close, cross-location exchange and meetings are utilised and promoted as much as possible. For example, organising excursions, convening regular cross-location video conferences, providing appropriate hardware. Employees are given the greatest possible leeway and trust in the organisation of working time and place.</p>
<p>What positive effects result from this?</p>	<p>Competence: All colleagues are aware of who is responsible for which topic and who can help with certain issues. One not only assumes responsibility, but is also given the corresponding scope for decision-making and authority to act independently.                      Responsibilities are distributed across the entire team. On the one hand, this ensures a good distribution of knowledge and utilisation, but on the other hand, it also enables us to work on new and innovative ideas in all subject areas. It motivates to take on responsible tasks and to represent them internally and externally.                      Team:                      The team works together in a very friendly and relaxed atmosphere and is thus able to cope much better with difficult times (workload, further development, setbacks).</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> 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?	
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

<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?	
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

<b>MANAGEMENT GUIDELINE</b>	<b>OUR CULTURE OF INNOVATION POINTS TO THE FUTURE</b>
<p>How does the best practice approach make the management guideline tangible in real terms?</p>	<p>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> </p> <p>The team is given a lot of space to try out new ways or to further develop them. Thus, many new and innovative topics and processes have emerged from our team and then spilled over to other teams. The participation and chairing of technical committees, the development of a cross-competence interface list and the use of the OKR method are aspects that have already been implemented in our team and have served as a beacon for other groups. Currently, among other things, the innovation project Artificial Intelligence in Load Analysis is being started and a customer survey to determine customer satisfaction is being introduced internally and externally.</p>
<p>What practical things do you do to implement the management guideline in your everyday work?</p>	<p>Our team cultivates an open mentality for change, innovation but also for setbacks that have to be expected when working on new and innovative topics. We are always trying out new things, such as OKR as an agile management method at the moment.</p>
<p>What positive effects result from this?</p>	<p>An atmosphere has been created in the team in which the generation of new ideas is highly desired and supported. Other organisational units outside the team often benefit from the development and advancement of new topics and processes. This also has a positive effect on cross-team communication and cooperation.</p>



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