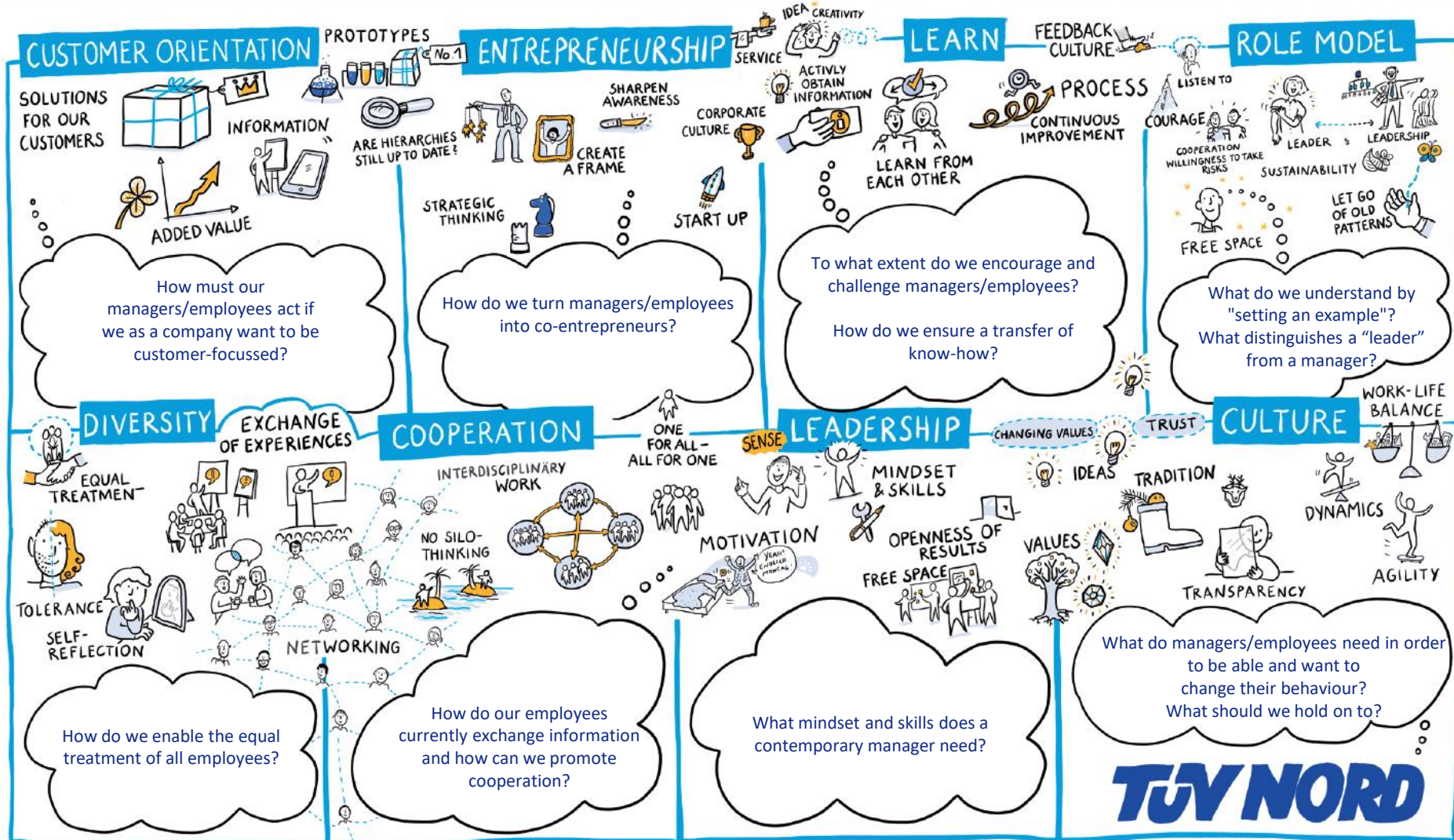


TOGETHER WE SUCCEED

TÜV NORD GROUP
Expertise for your Success

LEADERSHIP GUIDELINES

TRANSLATION INTO EIGHT FIELDS OF ACTIVITY



PRESENTING THE BEST PRACTICE APPROACH

<p>TITLE Give your best practice approach a concise title (name, slogan, ...)</p>	<p>Together we succeed – Gemeinsam erfolgreich!</p>
<p>CHARACTERISATION Describe the best practice approach in more detail here. You may also submit supporting documents, image material or videos.</p>	<p>We are convinced that every colleague can contribute his or her best if given freedom and trust. Our understanding of leadership is therefore based on providing the necessary framework and resources to achieve the goals, while actively supporting the learning process of colleagues.</p> <p>We have implemented our empowering leadership approach by introducing a team matrix structure and decentralising decision-making. This was underpinned by disclosing information and decisions to all staff in a knowledge database. As a result, staff engagement and our processes have improved. The disproportionately successful participation in innovation and cross-selling projects is impressive evidence of this</p>

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

THE TEAM

MANAGER	Krähling, Roman Cecil, roman.kraehling@dm-group.com , DMT GmbH & Co. KG
TEAM MEMBERS (direct reports, persons involved in the best practice approach, ...)	Teamleiter <ul style="list-style-type: none">• Klippel, Olaf• Widera, Konrad• Schweitzer, Jens +35 MA in den Teams
CREATORS OF THE APPLICATION (Persons involved in creating the description of the best practice approach)	Name, Vorname, E-Mail, Position, Gesellschaft Krähling, Roman Cecil, roman.kraehling@dm-group.com , Segmentleiter, DMT GmbH & Co. KG Klippel, Olaf, olaf.klippel@dm-group.com , Teamleiter Hardware, DMT GmbH & Co. KG Widera, Konrad, widera.konrad@dm-group.com , Teamleiter Software, DMT GmbH & Co. KG Schweitzer, Jens, jens.schweitzer@dm-group.com , Teamleiter Fertigung, DMT 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.

Introduction of team matrix structure
Decentralisation of decisions
Empowerment of staff for changing tasks
Transparency initiative and development of knowledge database

IMPACT

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

Increase communication/motivation/ownership/commitment
Improved cooperation
Increased innovation
Stronger market/customer orientation

ADDED VALUE

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

Increased productivity
Introduction of new products and technologies
Strong driver towards a data-driven company
Holistic support for customers in the area of digitalisation
Focus on creating added value for the customer through data

CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

WHICH MANAGEMENT GUIDELINES DOES YOUR BEST PRACTICE APPROACH SPECIFICALLY REFLECT?

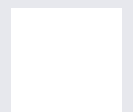
Please mark one or more guidelines.



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 new team matrix structure enables us to better pool necessary resources and thus respond faster and better to customer needs
What practical things do you do to implement the management guideline in your everyday work?	Involvement of customers in the product development process, through joint ideation workshops and development cooperations Consistent implementation of customer surveys Intensive participation in cooperations and cross-selling in the TNG to maximise customer benefits
What positive effects result from this?	Improving products and increasing customer satisfaction Opening up new customers and markets for TNG Increasing turnover

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?	Trust in employees and delegation of responsibility Disclosure of decision-making processes Open discussion culture
What practical things do you do to implement the management guideline in your everyday work?	Regular feedback to support goal achievement and learning Transparency initiative with knowledge database and knowledge transfer Redesign of workplaces, meeting and common spaces Team building measures (agile project work, stand-up meetings, social events, ...)
What positive effects result from this?	Employees gain security and independence Increase in innovative strength and commitment Significant increase in the flexibility of the employees

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?	
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 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?	Clear communication of goals and framework conditions Creating space for exchange and creativity Competition of the best ideas
What practical things do you do to implement the management guideline in your everyday work?	Establishment of an innovation and improvement process Involve all employees in the innovation process by establishing idea competitions Introduction of budgets for R&D and project ideas
What positive effects result from this?	Increased development of new products and technologies Drivers in the TNG towards the data-based group