WE CAN BE HEROES

Description of a best practice approach

LEADERSHIP GUIDELINES
TRANSLATION INTO EIGHT FIELDS OF ACTIVITY

CUSTOMER ORIENTATION
SOLUTIONS FOR OUR CUSTOMERS
INFORMATION
ADDED VALUE

How must our managers/employees act if we as a company want to be customer-focussed?

PROTOTYPES No.1
ENTREPRENEURSHIP
SERVICE
SHARPEN AWARENESS
CORPORATE CULTURE
ARE HIERARCHIES STILL UP TO DATE?
CREATE A FRAME
STRATEGIC THINKING
START UP

How do we turn managers/employees into co-entrepreneurs?

IDEA CREATIVITY
LEARN
ACTIVELY OBTAIN INFORMATION
PROCESS
CONTINUOUS IMPROVEMENT
LEARN FROM EACH OTHER

To what extent do we encourage and challenge managers/employees?

How do we ensure a transfer of know-how?

FEEDBACK CULTURE
ROLE MODEL
LISTEN TO
COURAGE
COOPERATION WILLINGNESS TO TAKE RISKS
LEADER
LEADERSHIP
SUSTAINABILITY
FREE SPACE
LET GO OF OLD PATTERNS

What do we understand by "setting an example"?
What distinguishes a "leader" from a manager?

DIVERSITY
EXCHANGE OF EXPERIENCES
EQUAL TREATMENT
TOLERANCE
SELF-REFLECTION
NETWORKING

How do we enable the equal treatment of all employees?

COOPERATION
INTERDISCIPLINARY WORK
NO SILO-THINKING
ONE FOR ALL – ALL FOR ONE

How do our employees currently exchange information and how can we promote cooperation?

SENSE **LEADERSHIP**
MOTIVATION
MINDSET & SKILLS
OPENNESS OF RESULTS
FREE SPACE

What mindset and skills does a contemporary manager need?

CHANGING VALUES
TRUST
CULTURE
WORK-LIFE BALANCE
IDEAS
TRADITION
DYNAMICS
VALUES
TRANSPARENCY
AGILITY

What do managers/employees need in order to be able and want to change their behaviour?
What should we hold on to?

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PRESENTING THE BEST PRACTICE APPROACH

TITLE Give your best practice approach a concise title (name, slogan, ...)	**WE CAN BE HEROES** A team of passionate and open-minded individuals in pursuit of a common purpose can achieve anything. Our team thrives on mutual respect, distinct can-do attitude and a strong sense of ownership.

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

Impressions:
- Digital Leadership Convention
- Digital Expert Pitch Event
- Smart Region

We believe in a few principles:
- Judge people by attitude, not by qualification or title
- Delegate responsibility instead of delegating tasks
- Focus on people's strengths, not their weaknesses
- Actively listen to people with different opinions from yours
- Don't rely on asking your team members for forgiveness, but rather ask them for their permission first
- Clarify & confirm your understanding before you move on
- First seek to understand, not to be understood
- When something goes wrong, ask "what have we learned?"

We encourage 3 types of contributions:
1. Individual accomplishments contributing to overall results
2. Contributions to the success of others
3. Results that build on ideas or work of others
[Inspired by Microsoft @ the network event in 2019]

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THE TEAM

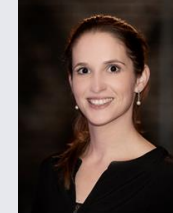| MANAGER	Schlößer, Dietmar, dcschloesser@tuev-nord.de, Director Innovation & Digitalization, TÜV NORD AG
TEAM MEMBERS (direct reports, persons involved in the best practice approach, …)	 Irina Fiegenbaum Ramin Dahbashi Fabrícia Beltramini Dietmar Schlößer Ellen Rettig Marcel Tran Matthias Vaterrodt
CREATORS OF THE APPLICATION (Persons involved in creating the description of the best practice approach)	Surname, forename, email, position, company Fiegenbaum, Irina, ifiegenbaum@tuev-nord.de , Senior Manager Digitalization & Innovation, TÜV NORD AG Dahbashi, Ramin, rdahbashi@tuev-nord.de , Manager Digitalization & Innovation, TÜV NORD AG Beltramini, Fabricia, fbeltramini@tuev-nord.de , Senior Manager Digitalization & Innovation, TÜV NORD AG Schlößer, Dietmar, dcschloesser@tuev-nord.de , Director Digitalization & Innovation, TÜV NORD AG Rettig, Ellen, erettig@tuev-nord.de , Head of Digital Academy, TÜV NORD AG Tran, Marcel, mtran@tuev-nord.de , Manager Digital Academy, TÜV NORD Mobility Vaterrodt, Matthias, mvaterrodt@tuev-nord.de , Manager Digital Academy, TÜV NORD AG

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.
	Two things have helped the team to grow significantly:
	1. Winning external customers
	   "Practice what you preach" – it took many attempts, meetings and also pivoting our offer before we won our first external customer. Going through this pain welded the team together.
	2. Managing the pandemic
	   We redesigned the current DE training in March/April 2020 on the fly and embraced the pandemic as a unique chance to drive digital transformation @TNG

IMPACT What noticeable positive difference does this make in how the team works together, and/or in the cross-team cooperation?	• The challenges we mastered together created an even stronger team spirit • The team has become even more result-driven • No pet projects anymore – either something works, or we let go • This is the way #GoNORD has been designed: we pilot all new measures first • The pandemic made us reinvent the team – we challenged our way of working and came up with new ways of working. Today, every team member can work from anywhere.
ADDED VALUE What benefit results from this for TÜV NORD and for our customers as a whole?	• We developed a truly digital format of the DE training with higher NPS scores and more participants from BUs. We stopped the downward trend in participation and turned it around. • We helped BUs in their digitalization efforts (example: introduction of online exam for TNA) • We supported ServE with the M365 rollout (MS Teams) by covering user adoption • We helped Avacon to achieve <u>measurable</u> improvement in digital maturity • We created new formats paid by external customers that we integrated into TNG leadership programs (Middle Management, Jump)

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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!

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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?	• Winning and serving external customers helped establish a clear focus on customers. Customers are only willing to pay if they see added value. We managed to win 2 external customers so far. • We apply the same principle internally: we tailor offerings to the needs of BUs and charge for it. BUs will only pay as long as they see added value. The Digital Academy would be discontinued if there was no more demand from internal (and external) customers. The team is aware of this.
What practical things do you do to implement the management guideline in your everyday work?	• We measure Net Promoter Score (NPS) consistently for all modules and derive improvement plans • Our mission is to take things from idea to prototype. Once proven, we hand successful projects over to the corresponding operational unit (example: online exam, Masterplan) • We actively participate in co-creation programmes (example: Growify) • We regularly use (remote) design sprints to develop solutions based on customer input
What positive effects result from this?	• Being constantly challenged by customers helped us develop new modules / offerings • Modules that we develop with and for external customers (billable) are being reapplied internally • We see a positive NPS trend especially for DE training. When we started using NPS, we often were in the positive single digit range. The average today is clearly double digit. • Increase in demand (DE Training)

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CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

MANAGEMENT GUIDELINE	OUR EMPLOYEES ARE THE KEY TO SUCCESS A LEADER: - 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?	• Regular discussions in the team about the corporate and divisional strategy in order to derive what we can do to achieve the overarching corporate goals • Information is not power - we share all information within the team as well as across the group • Deploy employees in the areas in which they have their strengths and where their passion lies
What practical things do you do to implement the management guideline in your everyday work?	• After successful workshops or larger programs, we congratulate each other and are proud of our performance. • Team spirit is very important to us and that is why we held (virtual) team meetings on a regular basis, even during Corona times • For us, Jour-Fixes are not only about which tasks are currently pending but above all about the well-being of the employee (example satisfaction, problems)
What positive effects result from this?	• Satisfied employees who do not have to be drilled to be successful, but enjoy doing their work because they feel valued and know why and what they are doing it for • Colleagues sometimes take on a task that normally does not belong to their core area of responsibility, because they are basically satisfied and know that this is not the rule (keyword: give and take)

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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?	• You cannot teach values, you can only exemplify them: Dietmar lives exactly what he expects from us. This makes him authentic and credible to everyone • He does not allow himself to be influenced by other constellations of people, but always remains true to his values and views
What practical things do you do to implement the management guideline in your everyday work?	• Open and honest communication and feedback-culture • Dietmar has a lot of understanding and gives us flexibility so that we can find a good balance between work and private obligations even in difficult living circumstances (such as childcare during corona times) • We can trust his word and also trust each other in our word.
What positive effects result from this?	• We always have a very good, clear communication and a very good atmosphere in the team • There is no confusion about our values and behaviors • We know that Dietmar is always behind us even if something goes wrong • If there is a mistake, nobody is pilloried but we talk openly together about how this could happen and how we can prevent it the next time

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CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

MANAGEMENT GUIDELINE	**OUR DIVERSITY OPENS UP NEW OPPORTUNITIES**
	A LEADER: - 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?	• We are convinced that the mix of different people leads to greater company / project success • We see ourselves as an international group and it is very important for us that international employees do not feel excluded • For us, every employee is equal regardless of cultural background, gender, beliefs or any other characteristics.
What practical things do you do to implement the management guideline in your everyday work?	• We are not just talking about diversity, but are living it in different areas (example: female-rate 43%, Fabricia and one of our working students are from abroad, team language is English) • Digital Academy is the only central function who is consistently providing presentations in English e.g. for the GEC since one of its members is from abroad • All our programs are offered to ALL employees worldwide and we do a lot of communications to reach the international colleagues (e.g. International Mini Kickbox Event with participants from 7 different countries)
What positive effects result from this?	• Due to our strong international focus we established an international network with program participants worldwide • As a relatively small team, we manage to make a lot of things happen

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CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

MANAGEMENT GUIDELINE	OUR CULTURE OF INNOVATION POINTS TO THE FUTURE A LEADER: - 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?	• Every day we strive for having new ideas for greater innovation at TNG, and we want to evaluate and implement them quickly • We are convinced that good programs alone are not enough, because every employee needs a certain amount of freedom within their core work to innovate, to learn and to change – that is why we focus on objectives ("what") and leave it to the individual to find the right way ("how")
What practical things do you do to implement the management guideline in your everyday work?	• We regularly pilot new formats and, if this pilot phase is successful, we pass them on to another area for consolidation. If not, the question is "what have we learned", not "whose fault was it?". • We established the Innovation Award, Innovation Council, Meet the Innovators and created empowerment programs like Digital Expert training and #GoNORD • We present current innovation activities in spotlights and celebrate these achievements
What positive effects result from this?	• Successful implementation of masterplan, which was seen very critical by management before testing phase and now offers employees the opportunity to receive further training in a wide variety of topics whenever and wherever they want. • We supported ServE and contributed significantly to the successful roll-out of M365 (MS Teams) by establishing the Teams Champion concept to help new users and increase user adoption

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