

Together we succeed - Successful together!

Executive	Roman Krähling	Brief characterization We are convinced that every colleague can contribute his or her best if given freedom and trust. Our understanding of leadership is based on providing the necessary framework as well as resources to achieve the goals and actively supporting the learning process of colleagues. We implemented our empowering leadership approach by introducing a team matrix structure and decentralizing decision-making. This was underpinned by disclosing information and decisions in a knowledge database. As a result, employee engagement and our processes have improved. The disproportionately successful participation in innovation and cross-selling projects is impressive evidence of this.
Team size	38	
Creator	Fk + Team	
TÜV NORD Region	Germany	
TÜV NORD unit	DMT GmbH & Co KG	

One-pager: contributions to the management guidelines

Customer Focus	- 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 TNG to maximize customer benefits
Employees as Key to Success	- Trust in employees and transfer of responsibility - Disclosure of decision-making processes - Open discussion culture - Regular feedback to support goal achievement and learning - Transparency initiative with knowledge database and knowledge transfer - Redesign of workplaces, meeting and common rooms - Team building measures
Integrity as Basis	<Best practice example is not related to this guideline>.
New Opportunities by Diversity	<Best practice example is not related to this guideline>.
Innovation Culture towards Future	- Clear communication of goals and framework conditions, - Creation of free spaces for exchange and creativity Competition of the best ideas - Establishment of an innovation and improvement process. - Involving all employees in the innovation process by establishing idea competitions - Introducing budgets for R&D and project ideas