

AMBIDEXTROUS DIGITIZATION IN PRACTICE

Executive	Roman Meier-Andrae	Brief characterization
Team size	6	<p>Ambidexterity in this context describes the implementation of radically new (so-called "disruptive") innovations on the one hand and the agile digitization of existing offerings on the other. In this context, we focus on activities in three fields:</p> <ul style="list-style-type: none"> - "Focus" (on the core topics, summarizing, evaluating and prioritizing all IT requirements of the business unit), - "Transform" (establishing agile project management, hands-on experience and learning of new methods, new forms of collaboration and new work) and - "Disrupt" (launch data-driven technology experiments to enable and implement potentially disruptive spin-offs). <p>Basic principles of leadership: sharing responsibility, focusing on problem rather than solution, trust, openness, no silo thinking, values of integrity, allowing vulnerability & failure & encouraging courage/providing protection, creating trust through open communication about mistakes and open questions in a safe environment.</p>
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One-pager: contributions to the management guidelines

Customer Focus	Our customers - internal as well as external - are a fundamental part of what we do. They are involved from the beginning as input providers, accompany the developments as test users and ultimately decide on an introduction as feedback providers.
Employees as Key to Success	- Employees are given greater responsibility for their own decisions through increased transparency of individual activities; at the same time, a culture of open exchange about errors and opportunities for improvement is established. - Increased intrinsic motivation, through own responsibility for work results,
Integrity as Basis	- By openly communicating one's own mistakes and ignorance, building trust by creating safe spaces to speak openly: - Being vulnerable oneself, openly addressing one's own mistakes, actively asking for critical feedback, no "told you so" when something doesn't work out - Successively building trust to allow for mutual improvement, experimentation and learning loops (try - evaluate - learn) in the first place.
New Opportunities by Diversity	- The breadth of the ambidextrous approach (exploit the core, explore new opportunities) is reflected in the division's team, projects are regularly launched across GBs - Recruiting of diverse, complementary talent
Innovation Culture towards Future	- Bringing both sides of innovation to life: Improvements in the core business by means of digital technologies (exploit) and new, disruptive startups that transfer the values of TÜV to the digital world. - Numerous experiments with innovative technologies such as machine vision, AI, deep-neural networks, edge computing, etc. to improve existing processes, as well as initiation and spin-off of disruptive startups.