



TÜV SÜD Five Leadership Commitments

to **accelerate** Strategy Execution

**Add value.
Inspire trust.**

The Next Level. Together.



**Execute for
Commercial
Success Together**



**Focus on
Inclusiveness and
People Growth
Globally**



**Shape Tomorrow's
Business
Innovatively**



**Create Customer
Value as
one TÜV SÜD**



**Drive Operational
Excellence
Collaboratively**



Act intrapreneurial,
and drive for short-
term and long-term
commercial success
in own area and for
the whole group.

Execute for Commercial Success Together



Leaders Role-Model:

- **Accountability:** Leaders make smart commercial decisions and deliver their promises. They execute thoroughly even when conditions are challenging.
- **Intrapreneurship:** Leaders think strategically about potential commercial initiatives while focusing on maximizing profitability.
- **Ambidexterity:** Leaders balance short-term financial targets with the long-term success of the company (e.g., by making smart investments and dedicating resources with focus).

For their Teams:

- Leaders set ambitious performance goals that lead to cross organization success beyond own area.
- Leaders recognize good performance promptly and provide extra support for performance gaps.



Empower, coach, give feedback and inspire people.

Build a culture that enables everyone to thrive and contribute globally.

Focus on Inclusiveness and People Growth Globally



Leaders Role-Model:

- **Empowerment:** Leaders motivate people to take accountability by building the skills and mindsets required.
- **Feedback:** Leaders collect feedback and develop themselves, inspire the team to embrace feedback and develop.
- **Inclusivity:** Leaders create an inclusive work environment where all ideas are heard, with equal opportunities for all.

For their Teams:

- Leaders coach, give feedback and enable people's continuous development across organization.
- Leaders create trust within their team, and lead with inclusion, safety (physical and psychological) and integrity.



Lead the implementation and commercialization of new technologies, products and processes with focus.

Manage change proactively.

Shape Tomorrow's Business Innovatively



Leaders Role-Model:

- **Future-fitness:** Leaders think strategically, anticipate trends (new technologies, customer needs, business models etc.) in the market and promote the growth of related expertise.
- **Courageous decisions:** Leaders decisively move forward in uncertainty. They encourage trying new things, accept manageable risks and learn from failure.
- **Drive change:** Leaders implement and commercialize innovative ideas. They lead change management professionally and systematically.

For their Teams:

- Leaders create an open culture that promotes creativity and learning from failure, in which best ideas get implemented with drive, focus and speed.
- Leaders build diverse teams that can implement innovation and build smart processes that support innovation.



Anticipate market opportunities, partner to co-create the best services, and put the customer at the heart of business processes and decisions.

Create Customer Value as one TÜV SÜD



Leaders Role-Model:

- **Customer centricity:** Leaders have a thorough understanding of their customers' needs, consider customer in every business decision and effectively organize business processes to bring customer value.
- **Market-fitness:** Leaders anticipate market developments, address growth markets and capture new customer opportunities.
- **Co-creation:** Leaders act on behalf of TÜV SÜD and collaborate with their customers and colleagues to co-create the best possible solutions.

For their Teams:

- Leaders equip their teams with the mindset, capabilities and systematic planning to be able to think “What does the customer need” instead of “This is what we offer”.
- Leaders connect people within their network and motivate their team to reach out to other teams and collaborate to deliver to customer as one global team.



Optimize processes continuously and use internal standards across the organization.

Drive Operational Excellence Collaboratively



Leaders Role-Model:

- **Continuous improvement:** Leaders proactively share knowledge and best practices. They collaborate to achieve efficiency improvements.
- **Build on others' success:** Leaders look beyond the boundaries of their own area, make use of market and internal existing experiences for effective processes.
- **Simplicity:** Leaders design simple and customer centric processes and find lean ways of getting results.

For their Teams:

- Leaders create clear accountability for their teams towards efficiency improvements.
- Leaders encourage sharing best practices and learning from others.

My Leadership Commitment @ TÜV SÜD

Add value. Inspire trust.

