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SUCCESSFUL LEADERS

IN THE TIC INDUSTRY

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CAN YOU TELL US ABOUT YOUR BACKGROUND AND HOW YOU GOT STARTED IN THE TIC SECTOR?

Uncharted Paths to TIC Success and from a small company to PE backed entity

My path into the TIC sector is characterized by coincidence and one right decision. I studied business administration and didn't want to write a purely literature-based thesis, so encountered my company by coincidence. An offer came quickly, but there was another large company that also wanted me. I opted for the small one - my gut decided, but the feeling that this could have been a serious mistake remained for some time.

Everything was required of me, whilst still a student - reporting, shareholder reports, profitability analysis, liquidity planning. After graduating, I started as Finance Director, but was quickly given responsibility for an operational area with the aim of making it more profitable.

Other projects came and I quickly became familiar with the world of validation of reprocessing processes, qualification of operating rooms, clean room qualification, microbiological laboratory tests. I gained valuable experience in these early years.

Eventually the company was sold, and I became Managing Director at 32. A new chapter opened as we transitioned from an owner-managed company to a part of a group on a private equity basis. I was then responsible for almost 100 employees. Wow, I was nervous!



EMBRACING LEADERSHIP - THE SHIFT IN MANAGEMENT STYLE DEMANDED A STRATEGIC AND PEOPLE-CENTRIC APPROACH, WHICH BECAME A CORNERSTONE OF MY TENURE.

CAN YOU SHARE WITH US A SPECIFIC PROJECT OR ACCOMPLISHMENT THAT YOU ARE PARTICULARLY PROUD OF AND WHY?

A Pivotal Moment: Leading a Pandemic Response

It is above all team achievements that fill me with pride. For example, there was a shortage of respiratory masks in Germany during the pandemic, which led to many new masks coming onto the market with uncertain quality.

We quickly developed a test procedure to test the quality and identify fakes.

I became part of an expert group, including university professors and members of the Federal Agency for Medical Devices and Drugs of Germany. We brought out reprocessing instructions for respiratory masks to everyone. It was exciting time with many hours of conversations, all characterized by a lot of inventiveness and sincere gratitude.

WHAT IS YOUR APPROACH TO LEADERSHIP AND TEAM MANAGEMENT?

Leadership Philosophy: Empowerment and Understanding

Understanding and supporting each individual which not only makes for respectful interaction, but also leads to fewer misunderstandings. Content can be communicated more easily and accurately, and praise and criticism become clearer.

Good leadership and team management creates a positive work environment. A high level of personal responsibility is also very important. Engaged employees often go above and beyond their job description. They may offer to mentor newer team members, volunteer to take on a special task or simply be a great role model for other team members.

WHAT DO YOU THINK IS THE BIGGEST FACTOR AFFECTING THE TIC INDUSTRY AT THE MOMENT?

The TIC Landscape: Navigating Personnel, Costs and Regulation

Clearly, personnel is a big issue. But this can also be seen as an opportunity. We are being forced to rethink jobs and make them as attractive as possible. This also reveals internal inefficiencies that can then be addressed.

In general, personnel, bureaucracy and our services are subject to more and more regulation. Cost increases are clear consequences, but it also reduces the number of market participants and providers. More regulations also mean that less of them can be checked. Traceability, expertise, and lack of personnel are just some of the consequences.



THE ESSENCE OF ENGAGEMENT - I PROMOTE A CULTURE WHERE EMPLOYEES FEEL EMPOWERED TO CONTRIBUTE MEANINGFULLY, LEADING BY EXAMPLE AND MENTORING OTHERS.

HOW DO YOU SPEND TIME OUTSIDE OF WORK?

Prioritizing Life Beyond Work

Family. Family. Family. I have two wonderful daughters and an outstanding wife. I try to do sport regularly to balance things out. This ranges from jogging to bouldering, squash, and my former passion of soccer. I also invest time in cultivating and enjoying friendships.

HOW DO YOU PRIORITIZE AND MANAGE YOUR WORKLOAD TO ENSURE SUCCESS?

Balancing Creativity and Coordination: My Approach to Time Management

I try to have a plan in my calendar. Of course, this doesn't always work. Every Tuesday is a day without meetings, reserved for working through things and being creative. I only keep to-do lists when things get stressful.

It's also important to communicate my workload with my team. This helps me avoid being overloaded and ensures that everyone is on the same page.

IN THREE WORDS ONLY, WHAT IS THE SECRET TO YOUR SUCCESS?

MISTAKES, SELF-REFLECTION, PEOPLE

CAN YOU SPEAK TO THE BIGGEST CHALLENGES YOU HAVE FACED IN YOUR CAREER AND HOW YOU OVERCAME THEM?

Rising Above Industry Stereotypes

In my industry, companies are generally managed by specialists, which I am not. Even though I have learned a lot in the last 10 years and have attended many training courses, my biggest counter argument to the critics is "I know that I know nothing".

I have a wonderful team. My entire company is brimming with expertise. I may not know the industry inside out, but I know its drivers and I also have people around me who have more than enough specialist knowledge. I say the sum of the different parts adds up to more.



I HAVE A WONDERFUL TEAM. MY ENTIRE COMPANY IS BRIMMING WITH EXPERTISE. I MAY NOT KNOW THE INDUSTRY INSIDE OUT, BUT I KNOW ITS DRIVERS AND I LEAN ON MY EXCEPTIONAL TEAM. I BELIEVE OUR COLLECTIVE INTELLIGENCE FAR OUTWEIGHS THE INDIVIDUAL.