Executive	Christina Bogari	Brief characterization	
Team size	10	We consider that the best approach is to use a participative and motivational leadership in a way that the team gets COMMITTED TO SUCCESS! Leadership is about action, not position and it has the power to create bonds with the team, directing it to do everything necessary to achieve the results, voluntarily committing each one to the success and targeting the common goals together! The work environment has become light, without fear and TRUST motivates us to give our best, developing closer personal relationships and getting personally committed to success. Emotional management, empathy, respect, joy, sense of unity are some of the important points described by the team as significant features of our success. We celebrate together each of our accomplishments!	
Creator	Fk & Team		
TÜV NORD Region	Brazil		
TÜV NORD uni	<sup>t</sup> TÜV North Brazil		
One-pager: contributions to the management guidelines			

Customer Focu	Providing participative management, personal commitment naturally happens and opens a line of creativity, exchange of experiences and new solutions to achieve client's requirements. A culture focused on the customer is the basis for achieving their needs. Training our team to offer an excellent customer experience is the key. Offering a personalized service, treating the customer with empathy, not taking long to answer client's requests, suggesting solutions to the problems faced certainly will lead to loyalty.
Employees as Key to Success	- The participative leadership enables the team to get involved in all business activities Listening to the team with transparency, respecting their opinion, learning together, motivating and encouraging new ideas, stablishing common targets, monitoring the results and identifying technical gaps in order to provide proper recycling and training Trust, created from the interaction, is a key element to maintain a cohesive team Motivated employees are more innovative, problem solving and ensuring success.
Integrity as Basis	- We believe that a real leader acts with integrity, optimism, hope and respect, giving the example and practicing what he preaches. This behavior impacts on others - Being open and learning with the team, showing empathy and honesty, being part of the team, not only giving the directions Showing vision, courage and integrity. Feedback and encouragement are important tools in this process.
New Opportunities by Diversity	- We add respect and appreciation of unique and individual characteristics The work environment is welcoming, opening up for everyone to express their points of view, cultivating creativity and innovation This inclusive way of leading, values diversity, once it provides new creative and original ideas We have all kinds of profiles working together and learning from each other.
Innovation Culture toward Future	- To make our innovative culture happen, free space is given, to motivate and inspire co-workers to develop and implement innovations Once they get more self-confident and more willing to take risks, also get more motivated to approach an innovation Appreciation of the efforts, persistence and commitment accelerate innovation

## **TÜV NORD GROUP**