

Leadership means trusting one another.

Executive	Markus Volkmann	Brief characterization There are situations in life when you need support. A manager does not have to be there when support is needed. It takes a lot of trust, honesty and empathy on the part of the manager to be allowed to support an employee. Not only words of praise are necessary but also actions that give an employee an awareness of his or her leader. Transparency and boundaries are opposites at first sight; but they are related to each other and the manager is responsible for the balance with each employee. Through active conversations, take the ideas and wishes of the employees and evaluate them with other colleagues.
Team size	12	
Creator	Fk & Team	
TÜV NORD Region	Germany	
TÜV NORD unit	PC Real Estate Hamburg	

One-pager: contributions to the management guidelines

Customer Focus	<Best practice example is not related to this guideline>.
Employees as Key to Success	- Knowing the skills of the employees and their workload, it is possible to hand over responsibility to you. - Handing over demanding tasks/projects to the MA, who will work on them independently, recognizing and promoting abilities, giving motivation and room for further development. - Show interest, give opportunities for discussion, use own experiences to prepare the employee optimally for his tasks - create free space for the employee to take over own responsibility
Integrity as Basis	The working environment of the employees is created by the value consciousness and the actions of the manager: - Honesty, authenticity and empathy not only for own MA but also for situations with customers. - Addressing weaknesses openly but confidently and still pointing out possibilities for support.
New Opportunities by Diversity	<Best practice example is not related to this guideline>.
Innovation Culture towards Future	<Best practice example is not related to this guideline>.