

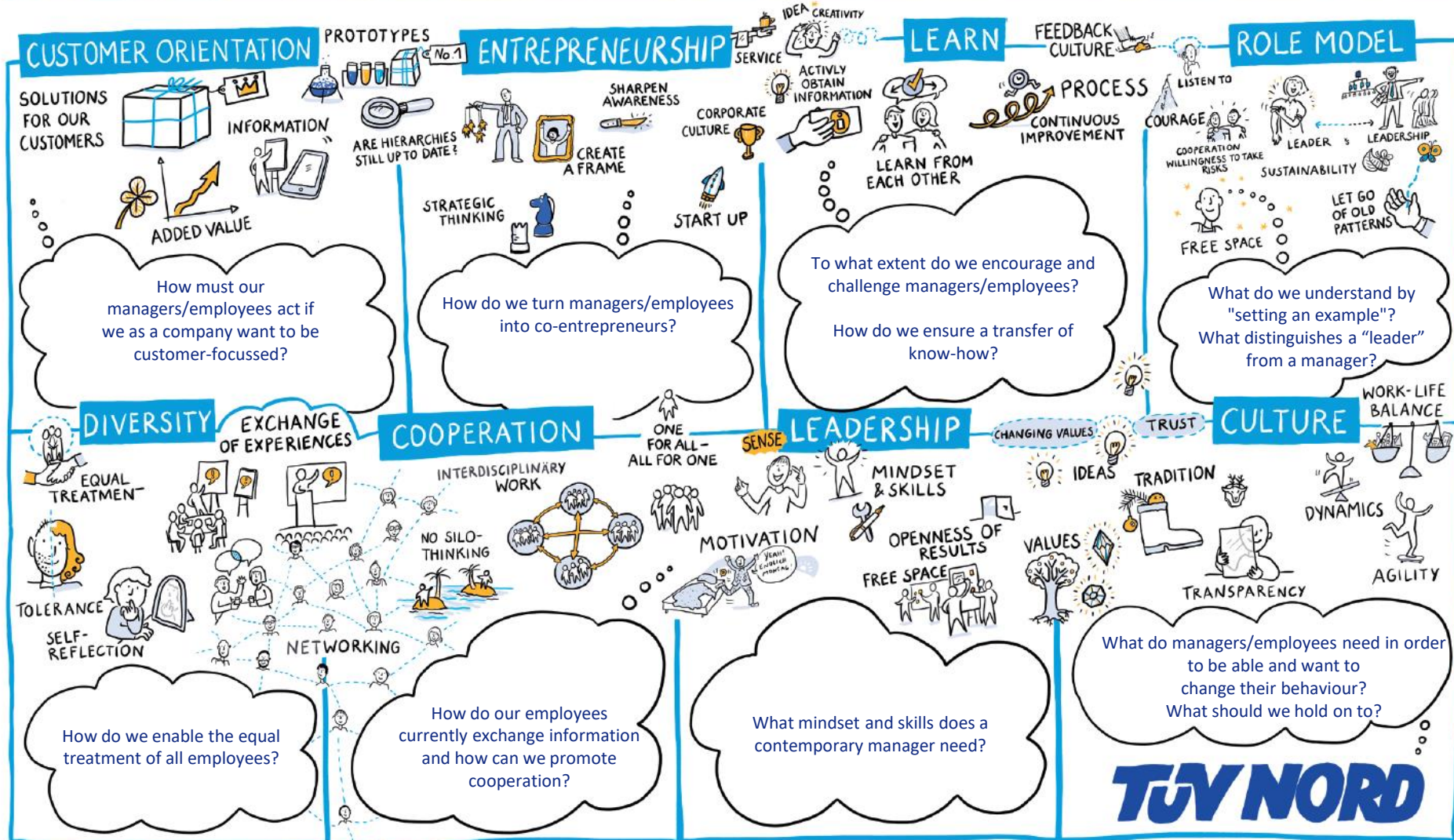


APPLICATION LEADING by Example“

Commitment to success!

LEADERSHIP GUIDELINES

TRANSLATION INTO EIGHT FIELDS OF ACTIVITY



PRESENTING THE BEST PRACTICE APPROACH

<p>TITLE Give your best practice approach a concise title (name, slogan, ...)</p>	<p>Commitment to success!</p>
<p>CHARACTERISATION Describe the best practice approach in more detail here. You may also submit supporting documents, image material or videos.</p>	<p>We consider that the best approach is to use a participative and motivational leadership in a way that the team gets COMMITTED TO SUCCESS!</p> <p>We believe that being assertive and motivational is about how each individual behaves, deals with problems and defends their opinions. 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!</p> <p>So the leader influences the team by making it comfortable to actively participate with new ideas and strategies to reach common goals. This individual collaboration brings each person a sense of importance and added value, bringing a personal commitment to each task performed.</p> <p>We participate together in every decision-making, learning from each other and developing creative possibilities together to overcome obstacles and delight the customer.</p> <p>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.</p> <p>Emotional management, empathy, respect, joy, sense of unity are some of the important points described by the team as significant features of our success.</p> <p>We celebrate together each of our accomplishments!</p>

THE TEAM

MANAGER

Bogari, Christina , cbogari@tuev-nord.de, Operations manager, TÜV Nord Brazil

TEAM MEMBERS

(direct reports, persons involved in the best practice approach, ...)

Viana, Patrícia
Guimarães, Ariany
Godoy, Rebecca
Negreiros, Pamela
Santos, Aldi
Leite, Pamela
Barbosa, José Carlos
Silva, Isabelle
Dantas, Karina
Lima, Isabella

CREATORS OF THE APPLICATION

(Persons involved in creating the description of the best practice approach)

Bogari Christina, cbogari@tuev-nord.de, Operations manager, TÜV Nord Brazil with collaboration of all team:
Viana, Patrícia
Guimarães, Ariany
Godoy, Rebecca
Negreiros, Pamela
Santos, Aldi
Leite, Pamela
Barbosa, José Carlos
Silva, Isabelle
Dantas, Karina
Lima, Isabella

CONTRIBUTION OF THE BEST PRACTICE APPROACH AS A WHOLE

IMPLEMENTATION

Please describe how the best practice approach was introduced and implemented in your everyday work.

We understand that the leadership is an influence process, in the sense of mobilizing their individual talents and efforts, guided by a clear and comprehensive vision with the perspective of continuous improvement, resulting in synergy and delivery.

-The **horizontal communication** has been the way to develop and strengthen trusting relationships, facilitating the interaction and exchange of experience.

-The **team started to be involved** in the process of creating strategies, problem solving and decision making, becoming a high performance team. We discuss and decide together the best way to reach the goals. Never judging the problems, but aiming the solutions.

-**Emphasis on the objective** is given towards specific results, providing enthusiasm to carry out the work, overcoming obstacles together and bringing personal commitment to targets.

IMPACT

What noticeable positive difference does this make in how the team works together, and/or in the cross-team cooperation?

Soon the team that was unmotivated, demonstrated a level of personal engagement in each task, in order to perform its best and achieve surprising results. The communication has remarkably improved, providing more agility in solving deviations and achieving results.

ADDED VALUE

What benefit results from this for TÜV NORD and for our customers as a whole?

We have immediate results such as motivated teams, excellent workplace environment, internal and external efficient communication and above all the customer satisfaction.

Our project demonstrates that if the leadership is participative and efficient, the goals can be accomplished together.

CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

WHICH MANAGEMENT GUIDELINES DOES YOUR BEST PRACTICE APPROACH SPECIFICALLY REFLECT?

Please mark one or more guidelines.



The focus is on our customers



Our employees are the key to success



Our integrity is the basis of all we do



Our diversity opens up new opportunities



Our culture of innovation points to the future

Note:

The evaluation will only take the marked guidelines into consideration.

The number of guidelines selected brings no advantages or disadvantages.

In the following, please write one profile each describing the contribution of the best practice approach to the *selected* guidelines!

CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

MANAGEMENT GUIDELINE	THE FOCUS IS ON OUR CUSTOMERS <small>A LEADER ensures the focus is on the customer, and consistently acts in the interests of customers and their requirements</small>
How does the best practice approach make the management guideline tangible in real terms?	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 strategic planning aimed at a culture focused on the customer is the basis for achieving their needs.
What practical things do you do to implement the management guideline in your everyday work?	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. Obtaining customer feedback is essential, so we apply satisfaction surveys to improve the weaknesses suggested by our clients, encouraging improvements systematically .
What positive effects result from this?	Resulting from this practices, our client's satisfaction is guaranteed and we develop a motivated and self committed team. Our working targets are optimized: We have 3.359 clients, scheduling around 700 mandays/month and issuing 300 certificates/month.

CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

MANAGEMENT GUIDELINE	OUR EMPLOYEES ARE THE KEY TO SUCCESS A LEADER: <ul style="list-style-type: none"> - gets employees engaged and generates enthusiasm for forthcoming tasks - ensures employees understand their personal contribution to the success of the team and the company - takes responsibility for the image of TÜV NORD GROUP as an employer
How does the best practice approach make the management guideline tangible in real terms?	The participative leadership enables the team to get involved in problem solving and decision making, developing new strategies and voluntarily committing to success. Trust, created from the interaction, is a key element to maintain a cohesive team, as it facilitates communication, enabling the achievement of targets and promoting the conditions for the organization's success. Motivated employees are more innovative, developing and implementing solutions to the problems and ensuring success.
What practical things do you do to implement the management guideline in your everyday work?	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.
What positive effects result from this?	We have motivated teams with remarkable results, an excellent work environment, empathy, proactivity, personal commitment with targets and joy.

CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

MANAGEMENT GUIDELINE	OUR INTEGRITY IS THE BASIS OF ALL WE DO A LEADER leads the way as a role model, and acts with personal authenticity and integrity
How does the best practice approach make the management guideline tangible in real terms?	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, building respect and trust, not fear. Therefore integrity is the base where co-workers build relationships and trust.
What practical things do you do to implement the management guideline in your everyday work?	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.
What positive effects result from this?	We have an engaged team with a high performance workplace environment grounded in integrity.

CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

MANAGEMENT GUIDELINE

OUR DIVERSITY OPENS UP NEW OPPORTUNITIES

- A LEADER:
- promotes diversity and utilises the opportunities that result
 - sees internationalisation of the TÜV NORD GROUP as an enhancement,
 - and promotes communication between different countries and divisions

How does the best practice approach make the management guideline tangible in real terms?

Diversity represents a great competitive differential as it raises the organization's human capital, providing different points of view for innovative solutions. Therefore a participative leadership values the inclusive behavior.

What practical things do you do to implement the management guideline in your everyday work?

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.

What positive effects result from this?

As a result, we have contact with totally different individuals, we develop greater empathy, flexibility, understanding, deconstructing prejudices and expanding communication. The diversity provides us with different ways of thinking and it helps us to solve new challenges to please our customers. We believe that companies that value diversity and social responsibility tend to be more valued by consumers.

CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

MANAGEMENT GUIDELINE	OUR CULTURE OF INNOVATION POINTS TO THE FUTURE A LEADER: <ul style="list-style-type: none"> - is willing to change, creating space for and encouraging innovation - communicates to employees the background and objectives of forthcoming changes - makes decisions, acts in a goal-oriented manner, and generates high added value
How does the best practice approach make the management guideline tangible in real terms?	Culture of innovation involves allowing new ideas, encouraging change and creativity. Participative leadership that creates personal commitment with the results, consider learning with the failure and listening, mentoring, trusting and empowering the team to provide value in new ideas.
What practical things do you do to implement the management guideline in your everyday work?	To make that 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.
What positive effects result from this?	We have obtained advantages such as engaged employees, improvement of internal processes, increasing professional satisfaction, and enabling faster solutions for our clients.



"I am part of a team. So when I win, it's not just me who wins."

Patrícia Viana
Scheduling Leader



"Good leaders are fulfilled by orchestrating the work of their team, forming new leaders and positively electrifying the work environment."

Carlos Costa Jr
Technical Center Leader



"Commitment, teamwork and continuous improvement are keys to achieve excellence in quality and customer satisfaction and that's why we work as a team".

Pamela Negreiros
Work Order Opening Analyst



"We are all important pieces in teamwork, each one represents a small part of the final result, when one fails, everyone must unite, for its reconstruction."

Ariany Guimarães
Scheduling Analyst



"To work as a team we need empathy, transparency, solidarity and loyalty, these ingredients are necessary for group success."

Isabelle Duarte
Technical Center Trainee



"For me, leadership is doing what's right when no one is looking."

Pamela Leite
Technical Center Analyst



"Our unity, cohesion and willpower that make us a winning team."

Aldi Santos
Technical Center Analyst



"The best work is teamwork. The best family is the united family. Having that, the rest is nothing."

Rebecca Godoy
Scheduling Trainee



"It is not the position you occupy that matters, but the involvement and commitment you have."

Karina Dantas
Trainee

COMMITMENT TO SUCCESS!



Watch our vídeo using the link below or playing the next slide

<https://drive.google.com/file/d/17eftS1F1UATL2IvuVA-HjH0vEDBbbWpI/view?usp=sharing>