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ABOUT MYSELF

If you had a chance to read volume 1 – Emotional Intelligence & job interviews, you already know a little about me, but in case you missed it, let me introduce myself.

I am an Engineer Manager with more than 15 years' experience in the Automotive and Aerospace industries. Worked and lived in multiple countries. I also possess several management degrees that allow me to be a better leader, better professional, and person.

My passion is to lead multicultural teams to achieve success. I can tell you there is usually a better, smarter way to do things, to be assertive and go beyond your expectations if you believe in yourself, trust your instincts, let go of the fear of failure, be open to learning new things, and don't let others push you back.

I will share the knowledge and tools I used by working in several countries and corporations as an engineer and manager. I intend to be as forthcoming as possible, crude, to say things as they really are and how they worked for

me. I gathered valuable information from my experience and from research to lay it here down for you in a simple, down to earth manner. You will be able to apply it starting day one. I worked with all kinds of people in different positions in a company, from the shop floor to CEOs/Company owners, with different cultures, from different countries and different generations. I failed as much as I succeeded.

I made mistakes, made breakthroughs, embraced both, and learned with both. I am here to help you. My goal is to empower you to have a new perspective, become smarter, see the signs in front of you, and grab the opportunities. I had some help during my work life, and now that I am in my 40s, I decided it is time to share my knowledge with others.

Continuing to evolve in my career, always learning and open to new experiences and challenges. Workplaces are complex and in movement, not static places where one rule applies to all. Come and learn how to navigate through rough water to get to your desired goal.

Remember, never stop trying. Move forward for what you believe, for what you want. Don't be afraid of making

mistakes or getting hurt in the process. The wounds heal with time, but the opportunities, if you don't grab them, they tend to disappear.

My goal with this book is to help you become a better leader, a real leader, someone whose team members can look at with admiration. Someone they feel they can trust no matter what adversities, who is on the same boat with them, roaming together in the same direction towards success.

In this book, I am going to focus only on corporate professionals. What I am going to mention here can be used in other kinds of teams, but my experience is on corporate companies and especially in Engineer professionals.



Chapter 1

THE TEAM

INTRODUCTION

What is a team? What defines a team? Why do we even need to have teams in the workplace working for the same goal? And Why is a manager necessary to get a team to row the boat in the same direction?

I met managers that think and act like a team is just a group of professionals in the same place with the same objective that you just need to give instructions or assign a goal for the job to appear done on time and with quality. Others think a team to work together needs to be micromanaged. You need to be on top of them every minute, push them, and tell them what to do from the beginning to the end.

What differentiates people and the way they are in society and the workplace? First genetics, right? A genetic mix has a part in defining who we are. We also have the way we were raised, the culture we belong, our religion, our experiences growing up, the country we were born, and many other things. We are not clones of each other, and we are all different. We have entirely different hobbies,

different things we like to do, different things we love doing for fun or work. Some of us wake up earlier in the morning and are very optimistic. Others don't like that at all and are pessimists, always seeing the negative side of life.

Some of us have prominent families, and others do not. Some have family problems, health problems, debts, etc.

Where I am trying to get is we all become very different, and deal with situations like stress and schedules very differently.

How do you get all these kinds of professionals to be on the same boat and take direction from you? Understand your instructions and roam in the same direction, motivated, pushing hard, and feel fulfilled in the end?

BUILD THE PERFECT TEAM



Figure 1 - Photo courtesy of rawpixel.com

Is not very often you can build your team from scratch. If that is your case, then you should probably prepare yourself how to choose the best candidates and excel in your job interview skills. I am not going to talk about those cases in this book because I already do in the book “Unlock your potential in the workplace – Volume 1 - Emotional intelligence & job interviews”.

If you have the chance to build your great team, don't lose the opportunity to have a great team because you are not prepared to grab the best candidates. Creating your team is a chance for you to have the perfect group but also a greater responsibility to your management.

In most cases, you inherit an existing team, and you have to do your best to know them and make them work together as a team.

Having already a team does not mean you are stuck with it for life. If someone is not performing, it can be layoff or send to another department, and you can fill the opening with a more suitable employee. Layoffs are the last thing you want to do. It impacts an employee's life. It costs money to the company and will influence others morally.

There is a lot you can do before firing someone as you can find one this book, from training, PIP – Performance improvement plan, and other methods, tools.

Let me show you ways to empower you as a leader, unite your team and make them one force like a group of pistons in a combustion engine.

KNOW YOUR EMPLOYEES



Figure 2 - Photo courtesy of rawpixel.com

I have managed many teams, international teams, different generations, and races. Do you think people working together as a team has to like each other? Many think so. I don't.

What I learned all these years leading teams is, for a team to work, they have to respect and trust each other and their manager. They need to feel they all are part of the team. If one fails, all fail if one wins all win. I remember in

one of my jobs as an engineer working with the shop floor to get a prototype built, and I never forget the advice from the production manager.

I treated shop floor people with respect and was very polite, and in return, they would help me a lot and engage in conversations that create bonds of trust. There are always those who try to take advantage of you being friendly and respectful to start disrespectfully treating you and abuse your trust. Those usually are not the majority, and you can make sure you are respected, as I will show you further in this book.

I am getting ahead, so let's go back to the advice from the production manager. His advice was for me to be ruff and treat people like I am the boss looking upon them, to give orders, and talk rudely. If I didn't do that, they would take advantage of me and not respect me. He was not able to manage his team correctly. He was not their leader. He was a boss, a dictator, giving blunt orders that had to be followed without question. He disregarded their experience of many years on the job and the valuable input they could offer.