

The Challenge

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Karina, Mechanical Engineer, 33 years, 10 years of experience in the utilities area, MBA in Project Management, enters the company WorldTrend, which makes cellular components in the role of Utilities Supervisor (boilers, cooling and air conditioning system, ice water, compressed air, etc.). She is fluent English and Spanish and experienced in team management.

Your new role will report to the maintenance manager and lead 20 employees in the 50-year age group, some of them retired. She has 5 colleagues (pairs) of various ages who also report to the same manager, who had also applied for the same position and were not selected.

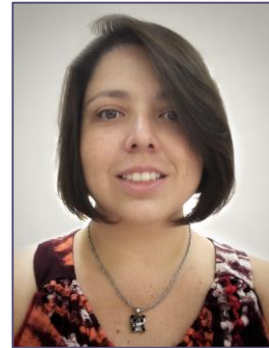
During the first few days of her work she heard some negative comments about her technical and managerial capabilities through shopfloor conversations and is having difficulties in communicating with her team and especially with engineers who have not been through the selection process.

Knowing that the company contains a low-used diversity complex, that most of its team is male, even if there are women in other sectors, how would you advise Karina to be able to connect with this team to transform its environment?

Winner – First Place

“First of all, I would say to Karina to keep her mind open and calm. Since the company has a diversity complex and other women, I would advise you to exchange experiences with this group (ref. similar experiences, company culture). Finally, I would suggest 1:1 conversations with team members, to answer questions, set expectations, eliminate "misunderstandings", and bring the team along with you.”

Adriana Melges - Kyndryl



Winner – Second Place

“Build confidence bridges: check 1:1's frequently with each one, show some of your vulnerabilities, be willing to listen, create a trusted environment that they can also raise their doubts and vulnerabilities, and ask them about your villages when needed. In your day-to-day life, show through the example and application in projects that you have been hired for your technical capability. Taboos will be broken slowly.”

Flávia Oliveira - Whirlpool



Winner – Third Place

“Karina, connect with your essence and be honest with your team using nonviolent communication, being ‘vulnerable’ and exposing your feelings. That will make them empathize and start seeing you really as a great professional and also the great person you are.”

Julia Spohr Mattiazzi – John Deere

