



Case Study

Creating efficient communication

The relations that people create in the workplace are influenced by a series of factors among which the most important seem to be:

- The nature of the business
- Organizational culture
- The manager's personal touch

Although it may seem trivial, reality has shown us that this element – the relations people build in the workplace, the way people get along and interact- is not something companies see as very important. That's why, when a company becomes aware of the potential challenges that the nature of the business or even organizational culture create in this area – employee relations- it becomes an example well worth exploring.

Context:

The IT division of a big international group. German top management. Naturally, the 3 elements I mentioned earlier - nature of the business, the manager's personal touch and organizational culture- engage employees in very well structured stable and efficient internal processes. However these three elements also lead to a slightly rigid atmosphere between company employees, formal and formalized relations, low communication and interaction. As a result what we had was a sum of expert individuals as opposed to linked and welded teams, that have more in common that the fact that they work in the same company.

Human Invest solution:

Together with the HR team and top management we introduced two distinct communication courses in terms of approach and content:

1. Efficient communication – using DiSC.

DiSC is an internationally licensed instrument from Inscape Publishing. Widely used in Western Europe and the United States, DiSC is an instrument that identifies a series of preferences – behavior and communication wise- specific to each and every individual. Under the influence of both natural factors as well as work related pressure, each of the 4 styles of behavior (Dominance, Influence, Stability and Consciousness) intertwine in a unique way in every individual and create our personal style.

Knowing traits, preferences, specific needs of every style, can allow us to adapt our behavior and communication style in order to create a working atmosphere that enhances communication as well as effective collaboration.

1. Keep cool! – Debate session.

The second communication course is a more exotic one, different from the everyday solutions we find on the market. The idea behind this program was based on the need to shorten the gap between a communication style similar to the one used by top management – formal, sober, calculated, the kind that analyses twice before stating anything- and a more personal style that most of the employees had – snappy, direct, less formal or analytical.



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The purpose of this course was to establish a series of habits such as that of initial “pro and con” analysis and the need for arguments when supporting a decision or a position on a certain subject (instead of simple statements). Moreover, the course moves participants away from their comfort zone and challenges them to debate a series of subjects that are “hot news” within the company. Therefore a series of reasoning and presentation abilities are also encouraged and developed.

Results:

Feedback was given by the HR department of the company. Slowly but surely a more communicative atmosphere started to emerge. It was more friendlier, with more personal relations, less formal, with increased initiative, less tension, a decrease in statements being made without arguments and a lot more friendships. A success in our vision.