



Case study

Kállfo Nonprofit Ltd., Nagykálló

Communication and cooperation at the workplace

Kállfo Nonprofit Ltd. is operating at Nagykálló, a town with 10.000 inhabitants. It has started its activity more than 20 years ago, and with its more than 260 employees is accounted for a major employer and tax contributor of the place. The company maintains 5 sites for its numerous activities which include ski-boot sewing, woodworks, carpet weave, fabric production, shoe manufacturing and duvet sewing.

The company

Employees

Most of Kállfo employees have been working for the company for many years, sometimes decades. Many of them (app. 170 people) are partially disabled. They are dominantly semiskilled workers without qualification and perform work processes which are adapted to their abilities and work experience. This is mostly physical work for which discipline, persistence and high monotony tolerance is required. Partially disabled workers do not work full time and have the opportunity to shift between work processes when they get tired.

Challenges at the company

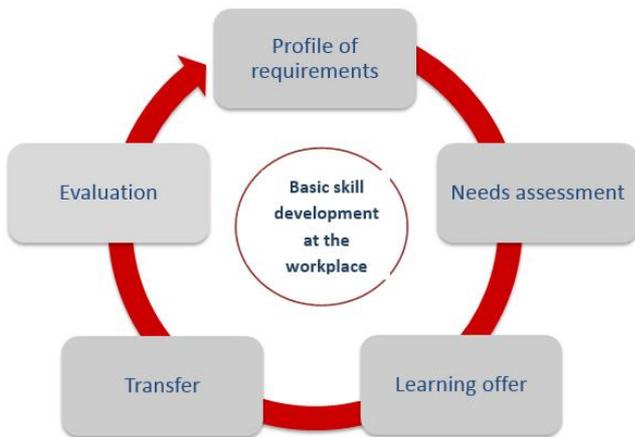
Employees working on the sewing line have to keep pace with and check upon each other's work and their work rhythm has an impact on the whole process. In these cases cooperating attitude, teamwork and proper communication skills are a must to ensure efficiency at the workplace. Also, as an attribute to semiskilled work or changing work processes workers need to be able to understand and eventually transmit verbal instructions. They also need to be able to raise questions if instructions are unclear or not understood.

Corporate commitment towards employees

The company has been providing work opportunity to local disabled people for several decades. Trust and faith are key terms that determine employer-employee relationship here. The management is devoted to not only the workplace performance but also to the quality of private life of their employees.



The GO process



The GO development process has been carried out with the employees of the ski-boot sewing factory. Based on the analysis of the work process we were able to identify what elements of social skills contribute to successful work performance. Following a discussion with the company manager we decided to focus the development process to the following areas:

- recognition of own responsibility for the company and the worker's own job
- proper understanding of work related situations, views and standpoints
- coordination and cooperation in interdependent activities
- improvement of communication among workers
- experience gathering in conflict management



Assessment of individual development needs

Before the elaboration of the learning program we carried out individual development need assessment in form of individual (10 people) and group interviews (2x4 people) at the workplace. It confirmed that workers mostly need social skill, verbal communication and literacy training.



Tailored development program

Altogether 9 employees attended the development program which was named: „Help to solve “tricky situations” in work and private life”. Major blocks of the program covered issues such as how to ask for help, conflict management, giving and receiving feedback, own standpoint and compromises. Each content block was embedded into ordinary and typical work situations.

Evaluation

As a result of the program communication among workers improved significantly, they now manage eventual conflicts much better and their commitment towards the employer has also strengthened. The manager definitely approved the process for which workers gave the following feedback: „It was worth undertaking it, we have experienced many things useful for both our private and work life”.