



Case study

Tarján Steel Ltd., Salgótarján

Communication in work and private life situations

Tarján Steel Ltd. with its history over a decade produces and distributes grape and fruit trellis and wild animal nets. Raw materials (wire) differ in thickness, hardness, galvanizing, mesh density and also in height which results in a portfolio above 150 different kind of products.

The company

Employees

A company employs 16 people as machine operators, warehouse workers or drivers. Low-skilled employees mostly work on the production line and perform heavy manual labour every day.

Challenges at the company

Company managers estimate that daily difficulties, eventual errors and waste production are mostly due to deficiencies in workers' communication skills and the lack of cooperation between shifts. They felt that *„there are far too many disputes and they remain unsolved”*.

Corporate commitment towards employees

Company managers consider continuous learning and development important both for themselves and also for their employees. They also recognised that in addition to actual professional experience and skills other competences (such as efficient communication, proper understanding of instructions, conflict management skills, adaptation in social situations, demanding attitude towards itself and the environment etc.) are also required for successful work (and private) life performance. Also lower skilled workers might need stronger support to improve these competences. They considered the GO process as a complementary opportunity to vocational training that they couldn't afford otherwise.

The GO process



The discussions with the management helped to identify those areas where development is most urgently needed. The process focused on such specific work situations in which these areas could be observed:

- communication and collaboration between shifts
- conflicts related to unequal working abilities
- communication, tolerance, prejudices, teamwork within shifts
- responsibility for the work environment



Assessment of individual development needs

Prior to the elaboration of the development program the individual development needs of employees were assessed through individual interviews. These discussions confirmed that there are conflicts within and between shifts that are fundamentally due to lacking social skills of

individual employees. It seems typically be difficult for employees to realize which is the moment when a problem becomes too large to be solved by an employee on its own, but can have unfavourable impact on the whole company if it remains unsolved.yes



Tailored development program

Five machine operators attended the course (a total of 7 times, altogether 20 hours). During learning sessions they analyzed and worked on specific workplace situations, and this made possible the significant improvement of their peer communication. As a result of the program there has been less confrontation within and between the shifts, and formerly messy work environment has also improved.

Evaluation

Both managers and participants appreciated the program. Participants confirmed: their improved skills can also be very useful in their private life. All in all participants got better acquainted with each other and became more tolerant towards their peers.