

# MOVINGMINDS

*International Partners for Leadership & Change*



Moving Minds  
Case Studies:  
Understand root  
causes of  
dissatisfaction at  
work place and  
derive measures

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# Understand root causes of dissatisfaction at work place and derive measures

## Project Description

The union workplace representatives in one business unit of the customer's company supposed many employees to be dissatisfied with their current working environment. Nevertheless, they were not able to explain it. In alignment with management and works council, it was decided to understand the root causes. A project has been set up.

Moving Minds was asked to analyze the situation and to define measures to improve it. A Pulse Check consisting of 21 deep interviews was conducted to explore the mind-set and possible issues of employees. The results were verified in three separate workshops and summarized in an ECHO Report. This report was the basis for starting a broad cultural change process within the business unit.

### Project Facts

**Company Size:**

> 80.000 employees

**Industry:**

Chemicals

**Project Focus:**

Productive Workculture

## Project Objectives

The first objective of the project was to understand the root causes of employees' dissatisfaction: What are the reasons? What hinders motivation? How can it be improved? What is to be, by whom? These were the leading topics of the Pulse Check. The second objective was to develop specific change measures in a joint discussion with employees.

As the initiative was started by the union workplace representatives, there was a management buy-in needed. The additional requirement was to run the project in a close alignment with the union workplace representatives.

## Approach

The project was structured in different phases:

- 1. Pre-Phase:** *Collect and analyze data (October 2010 - January 2011)*  
21 deep interviews were conducted with selected employees. The interview results were verified in three workshops and summarized in the ECHO Report.
- 2. Execution Phase 1:** *Verify data and discuss results with project owners (April 2011)*  
To get a broader view on the situation, additional interviews with the management were conducted. The results were verified in a workshop with the management and mapped against the ECHO Report.  
All insights were prepared for the next steps of discussion with the union workplace representatives.

- 3. Execution Phase 2: *Engage middle management and employees (June - August 2011)***  
In order to engage employees at different levels and to get their buy-in, an additional workshop with the middle management was set up. This workshop aligned the views of employees, top and middle management. The results were presented to the employees in an informative meeting.
- 4. Execution Phase 3: *Develop specific change measures (September - December 2011)***  
In this phase the cultural change management process with specific measures was defined. It started with an interactive communication meeting between management and middle management aiming to address frictions between the two levels and clean up the air for the next step. Furthermore, the representatives of the middle management were appointed and educated to lead a workshop with employees. In workshops employees developed a wide range of specific measures to improve their working environment. They were prioritized and agreed on a number to be completed.
- 5. Execution Phase 4: *Apply measures (December 2011 – October 2012)***  
A project owner per measure was assigned to be responsible for the execution of the respective measure.
- 6. Follow-up Phase: *Measure success (approx. March 2013)***  
To measure success of the change management process it was agreed to run a second Pulse Check and compare the results.

The approach integrated two important aspects. First, employees had to understand that the project primary served their desire to increase their satisfaction at the workplace instead of a project driven by management requirements. It was ensured by close alignment with the union workplace representatives and management in a sponsor role without any direct influence. Second, employees identified themselves with the developed measures. They jointly developed their own measures in workshops, instead of taking our ready-to-use tools.

### **Measures and Tools**

**In-depth interviews:** One powerful tool used in this project was the Pulse Check. It contained 21 deep interviews to collect root causes of employees' dissatisfaction. We use such interviews to get information that is not obvious. Due to the semi-structured format, interviewers ask questions within different fields of information, and are also able to deepen the topic if necessary. Thereby, we additionally receive important information on the atmosphere at the work environment and the personal situation of the interviewee. The questionnaire was structured in 9 main questions with underlying questions to deepen the topic. Interviews were conducted between October and December 2011 with an approximately length of 90 minutes.

**Target Scenario:** The results of the interviews were verified in 3 employee workshops. The aim was to understand if Moving Minds had analyzed the situation correctly, determine the target scenario and develop suggestions to increase satisfaction at the work place.

**Echo Report:** The final results were summarized in the ECHO Report, containing the overview of drivers and inhibitors of satisfaction at the workplace. It was the basis for all further planning and execution of the project.

**Employee participation workshops:** Workshops during the process were not only used to get results but also to increase the awareness of employees of different aspects such as the importance of respect, collaboration etc.

## **Results**

In this project we were able to identify the root causes of dissatisfaction. Thus it was possible to develop a specific approach for the situation of the customer. This led to an improved way of working within the business unit, which was already proved by a study within the company. People changed their way of looking and acting with regards to respect, collaboration and further aspects. Nevertheless, the final results still have to be verified in the second Pulse Check.

# Imprint

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