

CASE STUDY

Described for the project: "The Hexagonal Leader"

Name of the organization

Heuresis Sp. z o.o.

Website of the organization

www.heuresis.pl

Logotype of the organization



Type of organization

- Business organization
 Public administration
 NGO's
 Others (what kind?)

Size of the organization

- Small
 Medium
 Large

Economic sector

Consulting, training, software implementation

Brief description of the organization

Heuresis has been operating since 2001. Currently, after many changes, it employs 6 permanent staff and a dozen or so cooperating people.

The main scope of activity is comprehensive support for clients in solving organizational problems

related to people management. The current team has developed over the last 2 years.

Case study description (situation / the problem they are facing) [max 2000 characters]

The main problems of the company caused by the company's re-profiling and personnel changes in the company:

1. The need to implement mechanisms for the rapid introduction of employees to work and achieving high performance
2. Problem with maintaining high employee involvement
3. Challenged with the lack of independence

Suggested solutions (added pros and cons)

1. Using the services of an external consulting company that would take care of the process of introducing new employees to the implementation of corporate tasks and employee evaluation
2. Resignation from the formal introduction of new employees to the workplace and the resignation from making formal assessments, in favor of informal conversations with employees and subjective evaluation of their work
3. Adaptation of the employee competency assessment tool used in Heuresis - SmartManager to the needs of introducing new employees to work and making employee assessment. Preparation of guidelines and teaching materials supporting the process of introducing new employees to a given position. Encouraging employees to be independent by using the resources (SmartManager tools) available to the company.

Chosen solution

Solution 3 was selected, thanks to which it would be possible to implement the necessary changes (in response to the diagnosed problems of the company) using the SmartManager tool owned by the company. This was combined with formal procedures of assessment and individual coaching for these employees.

Rationale of the decision taken

The implementation of changes based on the use of the SmartManager platform together with a description of procedures for the introduction of new employees turned out to be cheaper and faster than using the help of an external consulting company. It also brought added value in the form of extending the functionality of the SmartManager tool. At the same time, the idea of formalized periodic employee assessment was not abandoned.

Solution implemented in practice

We decided to carry out a systematic monthly task performance and competency assessment using the SmartManager tool. Thanks to this, we solved the problems related to the reluctance to act independently. Team members began to strive to complete the tasks on their own, as it increased their sense of competence. The number of errors related to performing simple tasks has significantly decreased.

At the same time, we have built sets of materials helping on-boarding and implementation to work (in the SmartManager e- tool and on the e-learning platform). We developed guidelines and teaching materials supporting the process of introducing new employees to a given position. We combine it with individual coaching for these employees.

This significantly improved the implementation of new team members and associates to work. The quality and efficiency of work have clearly increased. The atmosphere in the team is very good and we really work as a team and with full commitment

Lesson learned

We delayed the implementation of the SmartManager tool in our company, fearing the team's reaction. However, the introduction of very clear work rules, success criteria and the introduction of regular evaluation meetings led to the expected changes in the organization of work and greatly improved our operations

In addition, the assessment of our company has increased in the eyes of our associates, who have access to all documents organizing their work and related to the performance of tasks for us

We no longer have problems related to the lack of clear communication and terms of cooperation. This experience strengthened our belief that despite the fact that the implementation of management and organizational solutions takes time, it ultimately leads to the solution of problems that inhibited our development until its implementation

Connection to the six skills depicted in the project

Making the right managerial decisions in a company that has to face problems is always associated with leadership dilemmas.

The manager / owner is faced with the choice of various alternatives and has to make a decision, taking into account the financial resources, time and knowledge about the competences and maturity of the team of employees.

Deciding to use an already used tool (platform), developing it with new functionalities, combining it with a set of guidelines and teaching materials, and adjusting individual coaching processes to it, is a difficult task, but as you can see, it brings the expected results.

Thanks to the combination of these elements and the deliberate and systematic introduction of changes, there is a chance that the solutions will be durable and will serve in the company for many years.