

# CASE STUDY

Described for the project: "The Hexagonal Leader"

## Name of the organization

Iskratel, d.o.o.

## Website of the organization

<https://www.iskratel.com/si/>

## 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

Telecommunications

## Brief description of the organization

ISKRATEL is the leading European provider of solutions for the digital transformation of telecommunications, transport, public safety and energy, and the provision of production services. With its own development and production centers, more than 900 employees and a local presence in more than 30 countries, it combines experience and expertise with creativity and innovation. They

strive to create value, ensure safety, increase efficiency, and improve the quality of life. They create new value, provide safety, and improve the overall quality of life. They create solutions for telecom operators and service providers, for the digitalisation of transport, public safety, energy industries, and in the field of electronic manufacturing services.

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

In line with the company's HR strategy, which strongly supports the business one, they started activities to transform the organizational culture, with the aim of establishing t. i. CONNECTing culture.

In 2017, they identified very low employee engagement and unsatisfactory achievement of business results (failure to implement the business strategy). To address this, they connected people, human resources processes (established new tools), as well as two business areas - human resources and public relations, in order to prepare more effective measures in relation to the transformation of culture.

### Suggested solutions (added pros and cons)

Company was well aware that change would only have an effect if it started at the highest level. Department responsible for the project, the Human Resources Department, prepared an intense personnel strategy, with which it placed itself alongside the management and was given a strategic advisory function. At the highest level, they committed to agility and managed to connect and update all key personnel processes (new projects) and began to communicate them differently in the internal environment; using "new language" and communication channels, in order to attract and involve employees in the change. They approached the development of leadership in an important way, because in their opinion, leadership has the highest influence and determines the organizational culture. They found that in order to achieve the desired changes in culture, it is necessary to change communication, especially within the organization / company. They started with the values and strategy of the company and involved all employees in it.

### Chosen solution

They opted for a comprehensive and top-down approach, which included a number of activities in several areas, especially the already mentioned human resources and communication.

The activities for the development of their CONNECTING culture, emphasizing that it is a continuous process, were summarized in three areas: Leadership, Energy, Trust, whose initials form the word LET, namely:

- **Leadership:** development of targeted leadership through the Iskratel Dialogue (ID) application, which was this year directly connected to financial remuneration of employees, planned development of leadership and leadership competencies and employee competencies (workshops, training...) and establishing links with business strategy through clear, continuous and transparent communication with employees.

- **Energy:** interconnection of all generations (employees, their children, retired colleagues, pupils and

students, labour market candidates, local community) through various activities and projects, activities to increase commitment (praise, non-monetary rewards, recognition, and promotion of achievements) and the promotion and management of an innovative culture as part of a CONNECTING culture.

- **Trust:** establishing links between management, employees, HR and employee representatives (introduction of changes according to the top-down approach, employee involvement, empowerment of managers and transparent communication for mutual trust).

### Rationale of the decision taken

The company believes that organizational culture strongly influences business performance. They follow P. Drucker's statement very well, which says, "Organizational culture eats the organizational strategy for breakfast." Changing culture is certainly one of the biggest challenges, and it is important to be aware that it is a long-term process. At *Iskratel*, they have chosen a comprehensive approach, with the key being the connecting functions at the strategic level and the support of management and commitment to change. These do not happen overnight, so it is necessary to persevere and constantly adapt and develop activities according to the circumstances - comprehensive change management.

### Solution implemented in practice

All listed activities and approaches showed results. Ever since 2017, they have been annually recording an increase in employee engagement and a link to business results. The visibility of the Iskratel brand is also increasing, also as an employer. Leadership performance is more visible.

### Lesson learned

The results show that they have tackled the transformation in the right way. The fact is, however, that transformation is not the ultimate goal, but a continuous process. Depending on the internal and external circumstances, they adjust the company's business strategy and thus also the strategy of support areas. Today, their connecting culture is reflected at all levels and they are constantly developing it with new and additional activities and projects. In 2019, they thus aired their values, which are also reflected in the new word CET. These are Curiosity, Energy and Trust and they are defined in relation to employees as well as to external partners and customers.

Values are also the foundation of their Code, adopted last year, which combines three areas - Values, Ethics and Legislation. It commits them to standards of conduct, illuminates their mission and vision, and highlights five basic principles of operation: leadership, interpersonal relationships, a safe and healthy work environment, sustainable development, and compliance and business practices.

The way they work has shown that employee involvement is a necessity. With successful change, it is not enough to just support the leadership, but their example and presence in change. Planned communication, with clear messages and with all stakeholders is extremely important. In fact, they cannot point out anything that would change, because they are constantly changing and upgrading.

### Connection to the six skills depicted in the project

- Mindset and Values
- Feedback
- Decision making

The example of the case study described above suggests that company management is aware of the importance of employee satisfaction and loyalty, as this ultimately affects the company's success and efficiency in the marketplace. The transformations were tackled strategically and with a clear goal. They also included employees, as they are of the opinion that the inclusion of the latter also increases their employee loyalty.

In addition, Iskratel gives great importance to communication within the company as one of the key elements of success. Communication can be linked to feedback as one of the key skills / abilities of a successful leader.

The modern business environment requires flexibility and dynamic from companies. The participation of all employees is required, as important information is present everywhere in the company. With the active involvement of all employees, the basic conditions for the creation of "meaning" communication are created.

In work environments, it is therefore necessary to strive to ensure that communication is concrete at all levels - concrete issues, concrete goal, concrete circumstances. Leaders in companies carry out management, organization and planning through communication. The result of communication is the achievement of goals and also the creation of a good atmosphere. The success of an organization largely depends on communication between employees.