

103. EMOTIONS FOR SUCCESS

*Case Studies on Emotional
Management*



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

VAEV, AUSTRIA



Erste Group Bank AG



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** Erste Group Bank AGt
- **COUNTRY** Austria
- **ECONOMIC SECTOR** Banking
- **TYPE OF ORGANIZATION** Business company
- **SIZE OF ORGANIZATION** Large

• **BRIEF DESCRIPTION OF THE ORGANIZATION**

Erste Bank der oesterreichischen Sparkassen AG (Erste Bank Oesterreich) together with the Sparkassen (engl.: savings banks) represents one of the largest banking groups in Austria. In its core business – deposit and loan banking – it focuses on private customers, companies and the public sector

• **SHORT DESCRIPTION OF THE CASE STUDY**

Employees benefit from a rather wide range of advantages offered by Erste Bank that seem to target three main areas: work-life balance, learning and development and personal well-being. Trust-based working hours, paternity leave, home office as well as a company kindergarten support employees in managing their work-life balance. The second aspect is targeted by means of workshops, seminars and e-learning, which are either provided directly by the company or funded by Erste Bank. Lastly, a Leisure- and Sports Club offering more than 20 types of sports and activities as well as a selection of restaurants supplying healthy nutrition allow employees to foster their wellbeing.

1. Best Practice Profile



• DETAILED DESCRIPTION

The company's strategy reflects the need to engender a working environment that promotes and support its employees in different segments of their career. These encompass not merely activities strictly related to their workplace, but those incorporated in their personal life as well. Therefore, the company's management strategy seems to be a positive one, e.g. enabling workers to organize their own working hours by means of a trust-based system, or providing services such as the company's kindergarten. This particular aspect mirrors an approach that can be described as „horizontal flexibility“, meaning that it functions as an enabler for employees by taking into consideration their personal lives as well. A more „vertical“ approach that offers flexibility to self-management is providing funding for career-related workshops and trainings. This prompts workers to manage their own career development as well as their responsibility for it, thus fostering self-control. Lastly, to promote people management skills as well as a more close-knit, empathetic working environment, Erste Bank AG offers common leisure activities on campus.

• RATIONALE

The strategy outlined above hints at the fact that the company's effort to promote self-management, emotional intelligence and generally improve the overall quality of the workplace mirrors various motives, the crucial ones being: performance quality, image and attractivity. Those policies, indeed, supposedly bring greater performance outcomes, better the bank's image and shape it as a family-friendly, value-oriented organization and lastly make it more appealing for talented future employees.

• GOALS

The goals identified can be summarized as follows:

- improving the overall quality of the work environment to better employees' performance and autonomy;
- promoting the company's value-oriented image to recruit employees while ensuring a positive reception among clients and the general population;
- trading strict staff management to enhance workers' performance

• IMPACT

While no significant negative outcomes have been reported, the short-term results seem to be satisfactory for Erste Bank; with high rankings among big employers in Austria as well as the awards such as the Austrian ‚familyfriendly company‘ (familienfreundliches Unternehmen).

A potential negative side effect of this strategy can be that shifting most of the responsibility on employees might strip the company off their burden as decision-makers and employers.

2. Best Practices Profile



• CONNECTION WITH THE SKILLS DEPICTED IN IO1

The approaches and strategies outlined above promote the following skills:

- EMOTIONAL INTELLIGENCE
- EMPATHY
- JUDGEMENT AND DECISION MAKING
- PEOPLE MANAGEMENT
- SELF-CONTROL
- MANAGING RESISTANCE TO CHANGE

• LESSONS LEARNED

The essential take-aways from the above-mentioned best practice are that managing employees' in terms of enabling factors that allow for flexibility and self-regulation instead of specifically policing and regulating their working hours, focussing strictly on their workplace performance, allows them to improve:

- career development;
- self-control;
- emotional intelligence;
- performance;
- work-life balance;
- quality of life;
- decision-making;
- innovation.

• ADDITIONAL MATERIAL



2. Best Practices Profile



• REFERENCES

- Erste Group Bank AG. (opened: 10.08.2022) Responsibility. from <https://www.erstegroup.com/en/career/commitment> Erste Group Bank AG. (opened: 10.08.2022)
- Service for our Employees from <https://www.erstegroup.com/en/career/benefits> Erste Group Bank AG (opened: 17.08.2022)
- Sparkasse Bregenz ist familienfreundlich <https://www.sparkasse.at/bregenz/news/Presseaussendungen/2022/03/02/familienfreundlicherbetrieb2022>

VAEV, AUSTRIA



Peer-to-Peer Mentoring



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** University of Vienna
- **COUNTRY** Austria
- **ECONOMIC SECTOR** Education
- **TYPE OF ORGANIZATION** Other
- **SIZE OF ORGANIZATION** Large

- **BRIEF DESCRIPTION OF THE ORGANIZATION**

The University of Vienna is a public research university located in Vienna, Austria. It was founded by Duke Rudolph IV in 1365 and is the oldest university in the German-speaking world. With its long and rich history, the university has developed into one of the largest universities in Europe, and also one of the most renowned, especially in the Humanities. It is associated with 21 Nobel prize winners and has been the academic home to many scholars of historical as well as of academic importance.

- **SHORT DESCRIPTION OF THE CASE STUDY**

Mentoring at the University of Vienna is a support program in which experienced students accompany first-year students in their first semester. As a rule, a group consists of ten to twenty participants who meet regularly, once a week or every two weeks. During said period, mentors implement several activities targeting teambuilding as well as the emotional awareness and well-being of freshmen, designing group activities that are inclusive and effective in the aspects mentioned.

2. Best Practice Profile



• DETAILED DESCRIPTION

The case study covers two crucial aspects of the mentoring activities relevant for this project: those deployed to form mentors and those that purport to support mentees, as both are exemplifications of undertakings that address emotional intelligence. Mentors are trained as a team of 3-4 students that need to coordinate closely and quickly develop an empathetic working relationship to involve both themselves and the mentees. In order to accomplish this, all mentors sit together and focus on fomenting a safe space to share ideas as well as identities. Therefore, a crucial component of creating a good team capable of leading others is making acceptance a paramount premise of the activities that will unfold. This is pursued by means of group activities, games and socials that promote sharing fun as well as deeper personal experiences. The diverse background of the mentors pushes the boundaries of acceptance further and challenges personal as well as social patterns. On top of that, mentors enjoy great flexibility in planning their activities, frequency of mentoring sessions and specific goals. This equips them on one hand with greater personal responsibility, which, supported by activities that promote creativity and interpersonal cohesion, should bear a wide range of approaches to mentoring as an outcome, with the chance to compare them at the end of the activity. As for the peer-to-peer activities, these also foster social cohesion, acceptance and performance by merging tutoring activities with socials in similar ways as the project leader-mentors.

• RATIONALE

The paramount motives that lie behind this activity are twofold: on one hand, it supports the build-up of interpersonal connections among students while attempting to enhance their performance. On the other, it offers mentors possibility to expand their career paths, as this activity is credited as an internship, with final grading and letter of recommendation.

• GOALS

The activities aim at:

- creating a safe space and acceptance in order to better develop leadership styles, team cohesion as well as innovative leadership approaches;
- equipping students with support and personal responsibility;
- improve self-control and time management strategies;
- promoting students' careers.

2. Best Practices Profile



• *IMPACT*

While the short-term outcomes seemed positive and to follow suit with the overall goals, the long-term results that put more pressure on the mentors' own responsibilities and self-management did not always shed a bright light. Indeed, while the majority of teams successfully trained mentees for their exams and managed to form long-lasting personal connections, some groups did not seem to be able to form supportive activities and failed to meet regularly. When asked what the main obstacle was, participants replied that the lack of a strong bond to start with, as well as decreasing levels of interest, were to blame for the poor outcome. Therefore, creating better personal connections as well as maintaining attentiveness and commitment to the project seem to be the main long-term issues that impact the quality of the results.

• *CONNECTION WITH THE SKILLS DEPICTED IN IO1*

This best practice targets:

- EMOTIONAL INTELLIGENCE
- EMPATHY
- PROBLEM SOLVING
- ASSERTIVENESS
- JUDGEMENT AND DECISION MAKING
- COMMUNICATION AND NEGOTIATION SKILLS
- PEOPLE MANAGEMENT
- SELF-CONTROL
- MANAGING RESISTANCE TO CHANGE

• *LESSONS LEARNED*

A key lesson from this practice is that flexibility might not be as effective or even counterproductive when it comes to close-knit teamwork, if the bond between the team members is not strong enough and these are not able to keep up with their motivation. However, if these elements are strengthened and supported throughout the process, the results can be incredibly satisfactory on a personal, performance- and innovation-based level.

2. Best Practices Profile



- **ADDITIONAL MATERIAL**

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[Click here](#) to visit the page.

- **REFERENCES**

- Universität Wien; (opened: 10.08.2022) Steop Mentoring from <https://ctl.univie.ac.at/angebote-fuer-studierende/im-ersten-semester/steopmentoring/>

VAEV, AUSTRIA



Innovation Center



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** Merck
- **COUNTRY** Austria and Germany
- **ECONOMIC SECTOR** Science and Technology
- **TYPE OF ORGANIZATION** Business company
- **SIZE OF ORGANIZATION** Large

- **BRIEF DESCRIPTION OF THE ORGANIZATION**

Merck is a leading science and technology company and is represented in Austria by its healthcare, life science and electronics divisions. The Austrian branch, with more than 80 employees, develops and markets high-quality drugs, innovative products for the biotech and pharmaceutical industry and for academic research, as well as chemicals for specialized applications.

- **SHORT DESCRIPTION OF THE CASE STUDY**

Based on the Enabling Space approach, Merck Innovation Center represents an example of an innovation eco-system supported by architectural spaces that underpin and foster the cognitive aspects related to innovation. The interdisciplinary, cross-unit Innovation Center offers employees and outside practitioners a structured safe space / free space where they can pursue their individual, innovative projects. Furthermore, it allows entrepreneurs to develop new, socially relevant concepts. A key challenge faced was uprooting existing structures and processes to create a safe ecosystem within the company structure.

2. Best Practice Profile



• DETAILED DESCRIPTION

The strategy pursued by Merck Innovation deploys concepts related to innovation, knowledge as well as space architecture. Specifically, the crucial idea implemented to create the Innovation Center is that of 'Enabling Spaces'. This rests upon the premise that space is not merely a passive area that surrounds us, but rather an extension of our mind that influences our thought processes; these, in turn, impact and mould our surroundings as well. Therefore, space can become an enabler of innovative thinking, as long as it is designed to foster creativity. A crucial aspect of this approach is to consider space as entailing a physical dimension, a subject, a given social context, a cognitive layer and, lastly, knowledge. Concretely speaking, the building includes:

- a co-creation area;
- a highly flexible project space which enables various degrees of teamwork by re-arranging the space according to the teams' needs. The space can be of immediate physical nature, or virtual.

• RATIONALE

The strategy outlined above was elaborated based on academic research on innovation strategies and cognitive processes on one hand, and talks with the company on the other. Hereby, the paramount motive was to establish a long-lasting strategy to prompt disruptive innovation while kick-starting the company's shift from the pharmaceutical to the science and technology sector

• GOALS

The specific goals are twofold: generating new technologies and businesses that extend beyond the company's previous procedural activities and products; and supporting an innovation-oriented culture by setting up spaces for rethinking, testing and promoting ideas, instead of managing them.

• IMPACT

The reception of the innovation center has been overwhelmingly positive. It has been awarded several innovation prizes, including: - German Stevie Award 2019; - Most innovative company of the year (2019); - XING New Work Prize. On top of that, it has borne several innovative technologies and solutions that prompt its ongoing expansion on the market.

2. Best Practices Profile



• CONNECTION WITH THE SKILLS DEPICTED IN IO1

This best practice targets:

- EMOTIONAL INTELLIGENCE
- CRITICAL THINKING
- PROBLEM SOLVING
- COMMUNICATION AND NEGOTIATION SKILLS
- PEOPLE MANAGEMENT
- SELF-CONTROL
- MANAGING RESISTANCE TO CHANGE

• LESSONS LEARNED

A building alone cannot generate creativity, free thought, collaboration and, ultimately, innovation. It takes a holistic concept to change a mindset: strategic innovation fields; in-house programs and strong networks with startups / external innovators to generate ideas; an upscaling approach for quickly advancing projects; training programs for nurturing innovation potential. This principle enables innovation rather than manage it.

• ADDITIONAL MATERIAL



2. Best Practices Profile



• REFERENCES

- Merck Österreich; (opened: 10.08.2022); About Us ; from [https:// www.merckgroup.com/at-de/company/who-we-are.html](https://www.merckgroup.com/at-de/company/who-we-are.html)
- The Living Core; (opened: 10.08.2022);Merck Innovation Center as Enabling Space, from <https://www.thelivingcore.com/en/merck-innovation-center-as-enabling-space/>
- Merck Innovation Center (opened: 19.08.2022); Press Kit <https://www.merckgroup.com/research/innovation-center/de/presskitinnovationcenter-de.pdf>[https://www.merckgroup.com/research/innovationcenter-de.pdf](https://www.merckgroup.com/research/innovationcenter/de/presskit-innovationcenter-de.pdf)
- Merck Innovation Center (opened: 19.08.2022) https://e.videocdn.net/video?video-id=8aZTbXAx3tE_suKX9CTmEE&playerid=7jPDDWTmNHfztFY_TBp181&TB_iframe=true&height=490&width=815

VAEV, AUSTRIA



A1 - Innovation Days



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** mobilkom Austria / A1
- **COUNTRY** Austria
- **ECONOMIC SECTOR** Telecommunications
- **TYPE OF ORGANIZATION** Business company
- **SIZE OF ORGANIZATION** Large

- **BRIEF DESCRIPTION OF THE ORGANIZATION**

A1 Telekom Austria is the leading fixed and mobile network operator in Austria, with 5.4 million mobile and 2.3 million fixed-line customers. The product portfolio includes Fixed line and mobile telephony, internet, IT services, IPTV, wholesale services as well as mobile payment services.

- **SHORT DESCRIPTION OF THE CASE STUDY**

A1-InnovationDays was an initiative kicked off by mobilkom Austria/A1. It was realised as an innovation ecosystem for digital natives following the enabling space approach: a well orchestrated set of activities, process innovations, technologies, social interventions, as well as physical and virtual locations was applied in order to explore potentialities that build on the technologies of the mobile carrier. It turned out that for the design of the enabling space social, epistemological and physical spaces are paramount; therefore, the initiative was not primarily about technology itself, but rather about the design processes and their intertwinings with cognitive enabling spaces.

2. Best Practice Profile



- **DETAILED DESCRIPTION**

The strategy pursued by the company was to set up a space that prompts dynamics of collaborative knowledge creation and innovation; therefore, rather than directly managing innovation and its cognitive-emotional components, these are enabled by means of physical surroundings that comprise mental and emotional processes, social, organisational and epistemological dimensions. In short, the goal is to design a place that fosters social cooperation in a competitive setting. The design process of such a space consists of three steps:

1. Research and sense-making 2. Concept creation 3. Designing, planning and realising and is implemented by an interdisciplinary team with backgrounds in ICT, sociology, cognitive study, philosophy and other relevant disciplines. Specifically, the 'A1-InnovationDays' organized by mobilkom Austria are described as an open innovation process in the context of an international innovation and software developer competition. During the first phase, the teams conducted in-depth qualitative interviews with stakeholders to increase the level of trust between the latter and the company. The information collected during said process is then integrated in a sense-making model that purports to establish relationships and patterns among the different results. The outcome is then combined with the design of the enabling space. For instance, if developers seemed to feel like appreciation was one of the main drivers of innovation, the company provided adequate staying, mentoring as well as welcoming from top managers, special initiatives, special working space in a monastery. Thus, the feature is implemented in the emotional, architectural and social dimensions. The collaboration between team members was prioritized over competitiveness, meaning that relationships of trust and coherence underpinned the core ethical values, which, if infringed, would cause the exclusion from the team.

- **RATIONALE**

The motives behind the strategy outlined above are to find the best ways to support innovation processes, as well as engendering a relationships between digital natives, stakeholders and the company

- **GOALS**

By pursuing said strategy, mobilkom A1 purported to find effective innovation processes to create ways to integrate different means of communication (phone, e-mail, instant messaging) on various levels

2. Best Practices Profile



• *IMPACT*

A survey conducted during the A1- InnovationDays revealed that

- 75% of the developers thought the contest was excellent;
- close to 100% of the people surveyed reported that they would highly recommend this format for innovation and creation processes;

The feedback also highlighted the strong ties created between digital natives and the company, the high degrees of learning on a technological as well as social level. On top of that, products and service improvements were also registered as output.

• *CONNECTION WITH THE SKILLS DEPICTED IN IO1*

The following skills have been linked to this practice:

EMOTIONAL INTELLIGENCE
EMPATHY
CRITICAL THINKING
PROBLEM SOLVING
ASSERTIVENESS
JUDGEMENT AND DECISION MAKING
COMMUNICATION AND NEGOTIATION SKILLS
PEOPLE MANAGEMENT
SELF-CONTROL
MANAGING RESISTANCE TO CHANGE

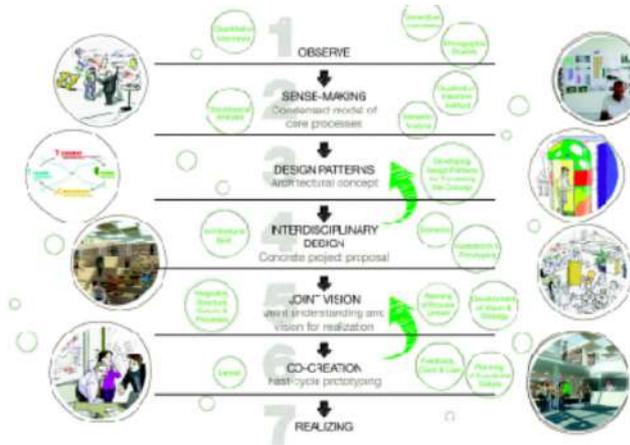
• *LESSONS LEARNED*

It is crucial for effective innovation and creation processes to consider space as an entanglement of the mind, therefore highlighting its emotional, cognitive, social and physical dimensions. These must be integrated into a design that kindles the qualities relevant to the employees (or contestants in this case). Furthermore, while competitiveness is an essential boost for innovation, the paramount relevance goes to interpersonal dimensions of trust and coherence. The social and emotional role played by ethical values and the well-being that comes with it, is mirrored in the quality of the outcome.

2. Best Practices Profile



- **ADDITIONAL MATERIAL**



- **REFERENCES**

- Peschl, M.F. and Fundneider, T. (2014) 'Why space matters for collaborative innovation networks: on designing enabling spaces for collaborative knowledge creation', Int. J. Organisational Design and Engineering, Vol. 3, Nos. 3/4, pp.358–391

VAEV, AUSTRIA



Billa Ag



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** BILLA AG
- **COUNTRY** Austria
- **ECONOMIC SECTOR** Supermarket Chain
- **TYPE OF ORGANIZATION** Business company
- **SIZE OF ORGANIZATION** Large

- **BRIEF DESCRIPTION OF THE ORGANIZATION**

BILLA, an Austrian supermarket chain, is committed to finding solutions with the goal of enabling everyone to live a fulfilling life. With over 30,000 employees, including around 1,500 apprentices, BILLA is one of Austria's largest employers, counting more than a thousand locations throughout the whole country.

- **SHORT DESCRIPTION OF THE CASE STUDY**

BILLA promotes the well-being of their employees by ensuring a wide range of benefits, including shoes designed specifically for the retail sector, company's doctors, 'fate fund' for employees confronted with unexpected financial emergencies, Employee Assistance Programs (EPA) that purport to support staff with anonymous, free counselling. On top of that, BILLA offers holiday apartments dedicated exclusively to their personnel. BILLA also provides families of newborns with baby care packages and supply parents with special offers for kids camps.

2. Best Practice Profile



• DETAILED DESCRIPTION

Given the long amount of time employees spend standing and the physical pressure that puts on their feet, BILLA AG commissioned specific shoes designed specifically to relieve and prevent employees' aches. This should improve the quality of their working hours. On top of that, the supermarket chain offers support for employees throughout their lives by setting up emergency financial funds, providing company-sponsored healthcare and supplying their families with activities to facilitate a positive work-life balance. This strategy purports to attract potential employees, as well as ameliorate the company's image among customers. The attractiveness of the workplace is also boosted by services of anonymous counselling, which aim at creating the feeling of a safe, all-encompassing- yet not overbearing environment, where employees enjoy an emotional space on top of a physical one.

• RATIONALE

The rationale underpinning the strategy is to improve the company's image, while equipping employees with the conditions necessary to perform their job in an environment that provides emotional, financial as well as familyfriendly support.

• GOALS

As briefly mentioned above, by creating an all-round supportive environment, the company aims at:

- improving working conditions and life quality of their employees;
- ameliorating their image among customers to boost sales and get them to choose BILLA AG over its competitors by means of a value-based decision, instead of a purely commercial one;
- improve workers' performance by setting up forms of emotional and practical support.

Said goals benefit both the employees and the employer, thereby creating positive outcomes relevant to the fields mentioned above.

• IMPACT

BILLA AG enjoys a relatively broad support among its customers in Austria. However, its reputation among former and current employees is not as positive as one would expect. These point out at the gap between the publicity and image BILLA AG promotes and the actual working conditions, which are sometimes the opposite of what the company claims to advance. Non-flexible working hours and low wages are among the biggest complaints and obstacles to a family-friendly, work-life balance. Poor internal communication also hampers the benefits offered by the supermarket chain.

2. Best Practices Profile



• CONNECTION WITH THE SKILLS DEPICTED IN IO1

This best practice targets:

EMOTIONAL INTELLIGENCE

EMPATHY

COMMUNICATION AND NEGOTIATION SKILLS

PEOPLE MANAGEMENT

• LESSONS LEARNED

Overall, the lessons extrapolated from this practice are that ideas for a better working environment need to be implemented and harmonized with the remaining workplace-related policies as well, especially those securing fundamental needs, such as a decent living wage. Indeed, from a strategical point of view, it seems to be even more damaging to advertize several benefits that do not correspond to the reality of the working place, creating a wide-spread feeling of invisibility, unimportance and resentment among employees that only worsens their well-being and performance. However, the practices outlined in the description do correspond to the employees' wishes and needs. They are simply not implemented and overshadowed by bigger issues.

• ADDITIONAL MATERIAL



• REFERENCES

- BILLA AG; (opened: 10.08.2022); About Us <https://karriere.billa.at/ueberuns>
- BILLA AG; (opened: 10.08.2022); Family and Job <https://karriere.billa.at/ueber-uns/familie-und-beruf>
- BILLA AG; (opened: 10.08.2022); Employers' benefits <https://karriere.billa.at/ueber-uns/ihre-vorteile>

CPIP, ROMANIA



Diana Supermarket



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** Diana Supermarket
- **COUNTRY** Romania
- **ECONOMIC SECTOR** Groceries
- **TYPE OF ORGANIZATION** Other
- **SIZE OF ORGANIZATION** Large

- **BRIEF DESCRIPTION OF THE ORGANIZATION**

Diana is one of the most independent retailers on the Romanian market. DIANA stores are a Romanian network of stores, present in the top Local Key Accounts in Romania and with over 30 years of experience in retail. With over 1300 employees, the DIANA network includes 65 stores in the counties: Vâlcea, Gorj, Dolj, Argeş, Olt and Dâmboviţa. Diana & Diana Supermarket is a 100% Romanian business, launched in the early 90s. The DIANA chain of stores encourages local production.

- **SHORT DESCRIPTION OF THE CASE STUDY**

With a varied assortment that covers all the daily needs of consumers, but also with an extensive range of DIANA meat products and preparations, the DIANA store network aims to become top of mind for customers in the areas where it operates, offering prices correct and a pleasant shopping experience. During the pandemic, but also after DIANA, extended the collaboration with other store chains to support the citizens of southern Romania with advantageous prices.

The retailer has a diverse mix of customers, and among the largest are the supermarket chains Kaufland, Mega Image and Carrefour. Diana products also reach the European markets, currently less than in recent years. The retailer's strategy is to focus on the domestic market, where there is a high demand, but there are also plans for international expansion.

2. Best Practice Profile



• DETAILED DESCRIPTION

All strategies and decisions taken by the Diana were to improve the working environment especially as a reaction to the limitations of the pandemic period. To support customers and employees, the mission of Diana (Supermarket) is to obtain the best prices from manufacturers to provide an optimal quality-price ratio. The business model they practice is that of retail of proximity.

Trust of customers and employees and frequency of purchase have led Diana to create human and close relationships with the customers. The Diana store network, which was established in Vâlcea county, today reached 60 units in five counties in the country.

To support the positive working atmosphere and provide safe working conditions, in addition to the store division, the Crăciunescu family also has factories for meat production and processing.

Adina Crăciunescu, marketing director and shareholder of the Diana chain of stores: "Despite the pandemic, we opened three new stores in 2020, and by the end of the year we will inaugurate two more. There is room for 100 units under the Diana brand."

The marketing director of the chain of stores, who is also a minority shareholder, mentioned that in the last 3-4 years there has been a fairly good business dynamic, and for the future the representatives of the Crăciunescu family have proposed the same thing. In the last two years, the group invested in two major directions in retail, on the one hand in opening new stores, and on the other hand in refurbishing the stores built in previous years. All of these as part of the strategic "movement" for the working environment.

• RATIONALE

The problems faced by Diana were related to the long work schedule but also to the working conditions in the places where the meat is processed. The employees often complained about the cold in the rooms where the meat was stored, but also about the high volume of work. Critical thinking and problem solving skills were crucial in thinking, taking and applying measures.

There were many stores but few employees, so Diana had to find solutions. The working atmosphere was no longer friendly, especially during the pandemic when the number of people present in the stores exceeded the allocated space.

Prices have also risen as an effect of the pandemic.

There was also a great need for technology as a result of the expansion. The main rationale behind the Diana brand is: "There are customers who choose us for services, for products, because we are a 100% Romanian business, because we have Romanian meat products. I think that for some customers all these aspects matter, but I tend to think that the price of the products matters more", stated Adina Crăciunescu.

To answer the identified problems, increase the trust of employees and customers, but also "survive" during and after the pandemic, the following strategies and measures were implemented:

- vacancies were made public, and more jobs were available
- increased the number of employees both in stores and in logistics and meat processing warehouses
- protective panels in the cash register area, gloves, masks
- reducing the work schedule etc.

2. Best Practices Profile



• GOALS

By implementing these measures, the aim was to avoid the collapse of the working atmosphere and the loss of work capacity.

"The uncertainty and changes that occur from day to day make us make decisions on the fly. In this period the plans and strategies made at the beginning of the year are no longer safe, but we are confident that we will make the best decisions." said representatives of Diana.

The main goal is proven by the questions asked by the press to find out the level of emotional intelligence at the workplace. One of the questions was: "What measures has your company taken to support employees since the outbreak of the coronavirus epidemic?"

The answer was part of the strategy of measures taken: "Being a company with over 1300 employees, the measures and prevention were diverse, depending on the specifics of the activity. In the production unit, we constantly monitor the state of health of all our employees, whose temperature is checked upon access to the factory/slaughterhouse/sections/warehouses; we constantly monitor personnel who travel to risk areas and impose self-isolation on them if necessary; I limited the contact of employees with people from outside the company, restricting access to the unit; we reorganized the shifts so as to minimise the interaction and contact between employees; we increased the sanitization and disinfection procedures of both the production spaces and our colleagues..."

Empathy was the key to this answer balancing the actions and measures taken both personally and professionally.

• IMPACT

The negative outcomes for the short-term and long-term impact on the organisation work atmosphere and team satisfaction were:

- exhaustion due to high workload
- tensions and conflicts at work
- the overcrowding of the workplace during the pandemic and the limitation of the number of customers inside due to social distancing
- increased costs with sanitary equipment and protection against Covid 19
- the burnout phenomenon
- the lack of empathy between colleagues at work etc.

The positive outcomes for the short-term and long-term impact on the organisation work atmosphere and team satisfaction were:

- donated 2,000 COVID-19 tests and 200 gowns to Râmnicu Vâlcea County Emergency Hospital
- supported with products for over 2500 packages for people in isolation
- making decisions only in relation to the number of existing employees
- supplementing with new employees to bring back the pleasant working atmosphere
- offering "appreciation packages" to support the degree of empathy between employees (vouchers, etc.)
- offering discounts on a multitude of products from stores, especially meat etc.

2. Best Practices Profile



• CONNECTION WITH THE SKILLS DEPICTED IN IO1

This best practice case can be linked to:

EMPATHY

CRITICAL THINKING

PROBLEM SOLVING

PEOPLE MANAGEMENT

• LESSONS LEARNED

- Never give up no matter how difficult the road of entrepreneurship may seem
- Empathy towards those around you is the key to success
- Employees are sometimes harder to find than customers, so they must be provided with favorable working conditions

• ADDITIONAL MATERIAL



• REFERENCES

- DIANA. (n.d.). DIANA • La masă în familie. [online] Available at: <https://www.diana.com.ro/> [Accessed 22 Sep. 2022].
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CPIP, ROMANIA



Annabela Retail



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** Annabellat
- **COUNTRY** Romania
- **ECONOMIC SECTOR** Groceries
- **TYPE OF ORGANIZATION** Other
- **SIZE OF ORGANIZATION** Large
- **BRIEF DESCRIPTION OF THE ORGANIZATION**

A 100% ROMANIAN COMPANY

The story of the Annabella brand began four years after the Revolution, with a shop selling fruit and vegetables and two people with big ambitions.

So, after an exhausting journey through the thickets of the capitalist world, no less than 93 stores spread throughout Vâlcea county and beyond operate under the Annabella name.

In 1994, the first Annabella store opens its doors to the public, selling vegetables and fruits, bringing freshness close to home to the people of Vâlcea county. 2000 is the year Annabella started in modern retail. That's when the first Annabella self-service store came into existence in Râmnicu Vâlcea. Annabella dedicated 75% of its space to the food segment, the rest being occupied by non-food products.

- **SHORT DESCRIPTION OF THE CASE STUDY**

Before the pandemic, the expansion continued and the Annabella Concept Store was born, a store where the range of products is very diversified, carefully selected, the categories are well defined, and the differentiating strengths of this concept are the gastro area and the Râureni corner. This brought multiple benefits during the pandemic when stores were left without stock and merchandise.

To support customers, Annabella has also included the "Home Shopping" service, where you call, give the list, and the staff brings them to your home. This good practice was also adopted during the pandemic and is kept even now.

2. Best Practice Profile



• DETAILED DESCRIPTION

In 1994, the first Annabella store opened its doors to the public, selling vegetables and fruits, bringing freshness close to home to the people from Valcea. The year 2000 is the year Annabella started in modern retail. That is when the first Annabella self-service store came into existence in Râmnicu Vâlcea. Annabella dedicated 75% of its space to the food segment, the rest being occupied by non-food products.

The Annabela brand is one that dedicates a large part of its available resources to creating a pleasant atmosphere at the workplace. Like most local and national companies, Annabela had to think of a series of strategies and actions to support stressed employees. Related to the decisions made for the "good" of the company/store: "A difficult period, the most difficult in our company's activity for over 25 years", said Dorina Mutu, co-founder of Annabella Retail. She pointed out that "the element that made the pandemic period so difficult was - unknown to this virus -, it was not known exactly how it is transmitted, which are the most vulnerable age groups, and to all this was added the economic component itself: no one had a procedure, a system of rules to facilitate the business activity."

• RATIONALE

"It was a tough time from a manager's point of view because you had to make decisions on the spot, you were not given time to think. And you had to take them hour by hour because the context data kept changing. The first decision that we made quickly was to reduce the number of working hours. We sent the most vulnerable people home to protect them, those aged between 63-65, but we did this not by using technical unemployment, but by a formality by which we paid them their full salary. I did not send anyone to unemployment, and it is the decision that makes me very fulfilled at this moment", explained Dorina Mutu.

It was an equally difficult time for all 1,500 employees of the company, because, according to managers, they had to adapt to spontaneous changes in customer behavior. "For example, we had to manage well that two-hour period when the elderly was doing their shopping, because they did not have enough time to complete it. So, we decided to build on the home commerce platform we have. In the meantime, we were organising all sorts of actions by which we tried to reduce the panic of our colleagues and customers, because the effects of the information that appeared in the media at that time was affecting retail".

2. Best Practices Profile



• GOALS

By implementing these measures such as reducing working hours and sending employees home – those aged 63-65 (but paying them full salary), Annabela Retail managed to survive during the pandemic period, but also supported other citizens and ensured the continuity of the salaries of the employees who came to work every day.

There was a major need for empathy and critical thinking to face the difficult moments of the pandemic. The co-founder of Annabella Retail shared one personal idea with other entrepreneurs: the coronavirus pandemic has not only come with uncertainties and difficult situations to manage, but also with some lessons. And the lesson the Annabella Retail manager learned from this period was that “you always have to be prepared because the market can surprise you at any moment. You have to take care of your employees, their well-being but also their health.”

Regarding consumer trends, Dorina Mutu said that during the pandemic, consumer behavior has changed, and an increased number of customers have started to move towards the purchase of premium products, belonging to established brands. "Consumers during this period focused on the purchase of staple foods, so choosing to consume less, they turned to higher quality products. After the relaxation measures were decreed, many opted for those from the organic category, they chose healthier products". The need pushed Annabela Retail to support their employees and customers and by supplementing the telephone lines, in order to take more orders, supplementing the logistics part to cope with the requests. All in a very short time.

• IMPACT

The negative outcomes for the short-term and long-term impact on the organisation work atmosphere and team satisfaction were:

- the overcrowding of the workplace during the pandemic and the limitation of the number of customers inside due to social distancing
- increased costs with sanitary equipment and protection against Covid 19

The positive outcomes for the short-term and long-term impact on the organisation work atmosphere and team satisfaction were:

- online orders were integrated into the Annabela's business line
- supplementing the telephone lines
- supplementing the logistics
- reducing the work hours
- sending home people aged 63-65 but paying them full salary etc.

2. Best Practices Profile



• CONNECTION WITH THE SKILLS DEPICTED IN IO1

This best practice case can be linked to:

EMPATHY

CRITICAL THINKING

PEOPLE MANAGEMENT

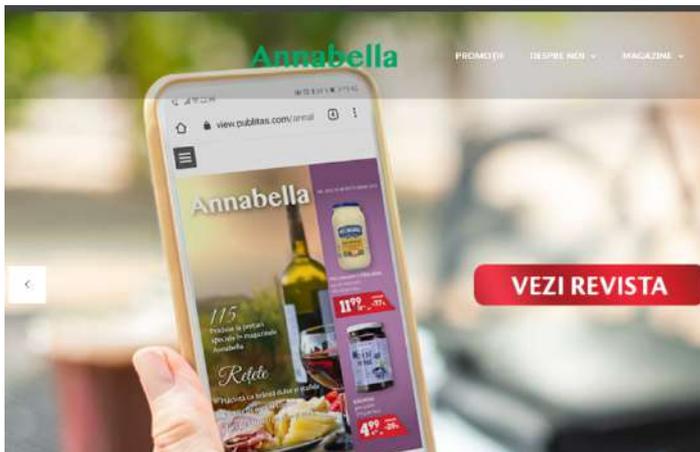
SELF-CONTROL

MANAGING RESISTANCE TO CHANGE

• LESSONS LEARNED

- Consider atmosphere at work before your profit to benefit from advantages
- Always be prepared for unexpected situations
- Always think of your employees even if they are old

• ADDITIONAL MATERIAL



2. Best Practice Profile



• REFERENCES

- Cioba, L.-G. (2020). Dorina Mutu (Annabella Retail): 'Pandemia a schimbat comportamentul consumatorului. Mulți s-au îndreptat către branduri consacrate de produse' - Forbes.ro. [online] Forbes Romania. Available at: <https://www.forbes.ro/dorina-mutu-annabella-retail-pandemia-schimbata-comportamentul-consumatorului-multi-s-au-indreptat-catre-branduri-consacrate-de-produse-175101> [Accessed 22 Sep. 2022].
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CPIP, ROMANIA



Annabela Retail



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** Annabella
- **COUNTRY** Romania
- **ECONOMIC SECTOR** Groceries
- **TYPE OF ORGANIZATION** Other
- **SIZE OF ORGANIZATION** Large

• **BRIEF DESCRIPTION OF THE ORGANIZATION**

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2. Best Practice Profile



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• RATIONALE

"It was a tough time from a manager's point of view because you had to make decisions on the spot, you were not given time to think. And you had to take them hour by hour because the context data kept changing. The first decision that we made quickly was to reduce the number of working hours. We sent the most vulnerable people home to protect them, those aged between 63-65, but we did this not by using technical unemployment, but by a formality by which we paid them their full salary. I did not send anyone to unemployment, and it is the decision that makes me very fulfilled at this moment", explained Dorina Mutu.

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2. Best Practices Profile



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- supplementing the logistics
- reducing the work hours
- sending home people aged 63-65 but paying them full salary etc.

2. Best Practices Profile



• CONNECTION WITH THE SKILLS DEPICTED IN IO1

This best practice case can be linked to:

EMPATHY

CRITICAL THINKING

PEOPLE MANAGEMENT

SELF-CONTROL

MANAGING RESISTANCE TO CHANGE

• LESSONS LEARNED

- Consider atmosphere at work before your profit to benefit from advantages
- Always be prepared for unexpected situations
- Always think of your employees even if they are old

• ADDITIONAL MATERIAL



2. Best Practice Profile



• REFERENCES

- Cioba, L.-G. (2020). Dorina Mutu (Annabella Retail): 'Pandemia a schimbat comportamentul consumatorului. Mulți s-au îndreptat către branduri consacrate de produse' - Forbes.ro. [online] Forbes Romania. Available at: <https://www.forbes.ro/dorina-mutu-annabella-retail-pandemia-schimbata-comportamentul-consumatorului-multi-s-au-indreptat-catre-branduri-consacrate-de-produse-175101> [Accessed 22 Sep. 2022].
- Anon, (n.d.). Annabella – Rețeaua de magazine 100% românească. [online] Available at: <https://annabella.ro/> [Accessed 22 Sep. 2022].

CPIP, ROMANIA



Profi



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** Profi
- **COUNTRY** Romania
- **ECONOMIC SECTOR** Groceries
- **TYPE OF ORGANIZATION** Other
- **SIZE OF ORGANIZATION** Large

- **BRIEF DESCRIPTION OF THE ORGANIZATION**

Profi is the Romanian modern retail company with the largest expansion in the territory and with a growth rate still unmatched in the country. In May 2019, it became the first network with more than 1000 stores located in almost 500 localities from all counties and the municipality of Bucharest and in December 2021 it exceeded 1500 stores. In 2021, the recommendation made to the Royal Family by the Special Committee of Experts and the deliveries made to the Royal House for more than a year made the PROFI Rom Food network to be awarded the status of Supplier of the Royal House of Romania, for food products and non-nutrition.

Superbrand status confirms the recognition of a brand in a market, adds prestige and reassures consumers or business partners that their choice is correct from the perspective of an impeccable reputation, constantly and creatively built.

- **SHORT DESCRIPTION OF THE CASE STUDY**

The Profi network proves to be extremely flexible and innovative, operating with its own and partner stores in Super, City, GO and Loco formats. Through the Loco format, Profi has become the first retailer in Romania that consistently addresses areas outside large urban agglomerations. In 2021, approximately 1 million customers stepped through the threshold of Profi stores every day to enjoy the up to 6000 products they find here at some of the best prices on the market.

Profi encourages local production, around 80% of the range being produced in Romania. The network's success is also due to the increasing number of own brands, which tend to approach 20% of the total products.

2. Best Practice Profile



• DETAILED DESCRIPTION

The Covid-19 pandemic brought retailers higher sales, especially for food, personal care and home goods, but also additional expenses. More precisely, merchants have each invested several hundred thousand or even millions of euros in disinfectant, protective panels at the cash registers, masks and gloves for employees or in markings on the floor so that customers can keep the right distance from each other.

Profi, for example, has budgeted investments of 3 million euros in the course of three months in such products. Expenses for disinfecting stores or protective equipment are expected to continue for a long time to come. The company has about 1,250 stores and 20,000 employees.

• RATIONALE

"Profi: "Unplanned investments during the Covid-19 pandemic amount to 3 million euros for three months. The money went to products for disinfecting stores, to protective equipment for employees, but also to equipping supermarkets with markings or protective panels at cash registers."

Profi went and goes on "Well-being starts with you". To ensure well-being at the workplace but also to show concern for employees, Profi has adopted a series of measures. The representatives of Profi said that: "Out of concern for our colleagues, we have made available a free telephone line for psychological counseling, dedicated exclusively to Profi employees, at the end of which, the psychologist Oana Tache awaits them with advice and recommendations on how to overcome the professional situations generated by the pandemic period - fears, stress, misunderstandings, or communication problems."

• GOALS

By implementing these measures Profi became one of the few companies that made available to employees a helpline in times of crisis.

The representatives of Profi testified that the year 2021 was one with many wonderful projects made. "All colleagues in the stores, warehouses and Profi headquarters are involved and contribute year after year to the Profi story. 2022 will bring new projects and surprises, and with them more generosity, kindness, and fulfillment."

Profi is an example of the pleasant climate at work, but also for the chance it gives to young people in terms of available jobs.

2. Best Practices Profile



• **IMPACT**

The negative outcomes for the short-term and long-term impact on the organisation work atmosphere and team satisfaction were:

- stressed and doubtful employees
- employees with fear of the unknown
- the lack of protective measures and the fear of losing one's job

The positive outcomes for the short-term and long-term impact on the organisation work atmosphere and team satisfaction were:

- made available a free telephone line for psychological counseling, dedicated exclusively to Profi employees
- supplementing the logistics
- buying a large number of protective materials for employees

• **CONNECTION WITH THE SKILLS DEPICTED IN IOI**

This best practice case can be linked to:

EMPATHY

PEOPLE MANAGEMENT

SELF-CONTROL.

• **LESSONS LEARNED**

- The well-being of the employees is in the foreground
- Counseling is welcome in times of crisis
- Always think of your employees

• **ADDITIONAL MATERIAL**



2. Best Practices Profile



• REFERENCES

- Supermarket Profi Romania. (n.d.). Supermarket PROFI Romania. [online] Available at: <https://www.profi.ro/> [Accessed 30 Sep. 2022].
- ZF.ro. (n.d.). Profi: Investițiile neplanificate în perioada pandemiei de Covid-19 se ridică la 3 mil. euro pentru trei luni. Bani au mers și merg către produse pentru dezinfectarea magazinelor, către echipamente de protecție pentru salariați, dar și către dotarea supermarketurilor cu marcaje sau cu panouri de protecție la casele de marcat. [online] Available at: <https://www.zf.ro/zf-24/profi-investitiile-neplanificate-perioada-pandemiei-covid-19-ridica-19104625> [Accessed 26 Sep. 2022].

CPIP, ROMANIA

Dedeman



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** Dedeman
- **COUNTRY** Romania
- **ECONOMIC SECTOR** Construction, furniture, sanitary
- **TYPE OF ORGANIZATION** Other
- **SIZE OF ORGANIZATION** Large

- **BRIEF DESCRIPTION OF THE ORGANIZATION**

Dedeman is the successful business of two Romanian entrepreneurs who, starting in 1992, developed the retail chain of construction materials and products for Do-It-Yourself (DIY) interior design, intended for those who want to build and to furnish his home. In Dedeman stores, the customers can find articles intended for thermal, sanitary, electrical, sewage and gas installations, basic construction materials, materials for interior design, tools and accessories, tools and machinery, protective equipment, articles for the garden, furniture , electronics and appliances.

The range of products sold is extremely generous, exceeding 60,000 products in Dedeman stores and 85,000 products available online, on the website and in the application, of which approximately 85% come from national producers or from imports (from countries such as France, Italy, Spain, Poland, Slovakia, Germany and China).

- **SHORT DESCRIPTION OF THE CASE STUDY**

The company has expanded at a constant and sustained pace, but besides numbers and calculations, the most important capital of the Dedeman business model is the human one. The employees who work in the 57 stores of our retail chain form a dynamic family, pragmatic and always attentive to the plans, demands and needs of our customers and partners. In 1994, Dedeman had only 11 employees. In 2002, the team already consisted of 245 people. And today, at Dedeman, more than 12,000 colleagues are available to our clients, dedicated to their plans.

2. Best Practice Profile



• DETAILED DESCRIPTION

Dedeman also means quality services that accompany and complement the purchases that customers make in the stores. In addition to advice and consultancy, the logistics and assistance services turn a visit to Dedeman into an invitation to return at any time in a friendly and flexible environment, dedicated to the plans of the industrious and enterprising.

Beyond commercial activities, the Dedeman company is also aware of the importance of CSR (Corporate Social Responsibility) actions, constantly investing in sports, culture, education and community plans, all of which are now summed up under the umbrella of the "Good Plans" project.

"Dedicate to your plans" is not just a slogan, it is a guarantee of the fact that the services that bear the imprint of Dedeman, the national leader in the retail of construction materials and interior design, are complete. Every plan of the colleagues, customers and partners is transformed in a motivation and a promise: to make it a reality.

• RATIONALE

Dedeman is a partner who understands success as the result of attention, honesty and perseverance. The range of products sold in the Dedeman network is extremely generous, covering the demand both for construction materials and for interior fittings, furniture or decorations that emphasize details and good taste.

But Dedeman does not only mean arranged and numbered products on the shelves of the stores, but also a wide range of services that can make any plan of the customers one step closer to realisation. Beyond economic development, Dedeman has made an ongoing commitment to contribute to improving the lives of the community as a part of and in which it operates. Over time, the Dedeman company has invested in sports, education, culture and in plans for the community and the environment, all of which are now summed up under the umbrella of the "Planuri de bine" project. Dedeman employees are in the first place in the management's vision and benefit from training events and adaptation to the workplace.

• GOALS

By implementing these measures Dedeman became much better known both nationally and internationally, being appreciated for the strategies they adopt for the benefit of their employees at work. Even if the employees work with and among large tonnage materials, they have special equipment and benefit from a large and open space at the workplace.

2. Best Practices Profile



• **IMPACT**

The negative outcomes for the short-term and long-term impact on the organisation work atmosphere and team satisfaction were:

- decrease in construction materials sales due to the lack of demand during the pandemic
- employees with fear of the unknown and hours with “zero activity” on certain days

The positive outcomes for the short-term and long-term impact on the organisation work atmosphere and team satisfaction were:

- supplementing the logistics
 - arranging the spaces in a clearer way to wait for the clients with a new arrangement
 - employee involvement in environmental and community projects
- donating books and other products for the education of disadvantaged children

• **CONNECTION WITH THE SKILLS DEPICTED IN IOI**

This best practice case can be linked to:

EMPATHY

PEOPLE MANAGEMENT

CRITICAL THINKING

• **LESSONS LEARNED**

- Fight even if it seems there is no chance
- Never neglect your employees
- Offer your employees what you would like to have at work

• **ADDITIONAL MATERIAL**



• **REFERENCES**

Dedeman. (n.d.). Dedeman Compania - Dedicat planurilor tale. [online] Available at: <https://www.dedeman.ro/ro/compania.html> [Accessed 22 Sep. 2022].

CPIP, ROMANIA

Fares



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** Fares
- **COUNTRY** Romania
- **ECONOMIC SECTOR** Herbal teas and remedies
- **TYPE OF ORGANIZATION** Other
- **SIZE OF ORGANIZATION** Small

- **BRIEF DESCRIPTION OF THE ORGANIZATION**

In 1929, more than eight decades ago, a beautiful journey began that brought together traditions and innovation, to obtain teas and remedies from medicinal plants, winning the trust of Romanians everywhere.

Andrei Farago had the first company for the cultivation of medicinal plants. In fact, the Dacian traditions took shape even earlier, in Orăștie, with the establishment of the first pharmacy "La Leul de Aur", recorded in 1697. Two centuries later, the destiny of the small pharmacy would change with Andrei Farago, the pharmacist who passed popular wisdom under the sign of science, by founding, in 1929, the company "Digitalis, the First Romanian Company for the Cultivation of Medicinal Plants", which today his name is Fares.

- **SHORT DESCRIPTION OF THE CASE STUDY**

All the products reveal the "fruit" of the daily work of people who work together out of faith for the same things: Authenticity – "We are at the foot of Sarmizegetusa, the heart of Dacia. We preserve the centuries-old tradition of using medicinal plants on these lands. We continue the work of Andrei Farago, the pioneer of phytotherapy in Romania, for over 90 years.

We are looking for the solutions that people need. First, we talk to people and understand them, then we create the products. That's why we continuously innovate and continuously improve, listening carefully."

2. Best Practice Profile



• DETAILED DESCRIPTION

Fares has a tradition of over eight decades in Romania, becoming a leader in the local market of teas and natural remedies. The success of this business built right at the foot of Sarmizegetusa, in the heart of Dacia, was based on preserving the centuries-old tradition of using medicinal plants and discovering new recipes and technologies for their processing.

Immediately after the fall of the communist regime, the work of the pharmacist Farago broke away from the imposed form of organization, becoming the private company with 100% Romanian capital "Fares", number 1 on the market of teas and herbal remedies.

"We offer people, every day, effective and healthy remedies from medicinal plants. We can do this because, over the years, we have learned from tradition and discovered through science. We want to do this so that humanity does not forget its beneficial and ancestral connection with plants." - Fares

• RATIONALE

Fares produces and markets teas, oils, syrups, herbal powders, creams, capsules, or tablets, being in the first place among the brands on the local tea market, a field on which it competes both with local brands such as Plafar and with brands of giants such as Unilever.

To help people during the pandemic (but also to have occupation and keep their jobs) Fares brought to the fore a natural remedy "Distonoplant".

The concern for emotional and mental health shown by the Fares researchers can be easily observed by the Romanians who tested the new Distonoplant.

A 100% natural preparation that contributes to establishing a state of tranquility and emotional balance. The period of the pandemic, characterized by uncertainty, fear and extreme measures, led to an increase in anxiety and panic attacks among the population. If before these phenomena were predominant among the elderly, now they also affect a large part of young people and even school children.

In order to more easily overcome the states of restlessness, irritability, anxiety, loneliness and helplessness manifested in this period of insecurity, the Fares specialists brought together medicinal plants with special properties and created Distonoplant, a range of natural products that bring back peace and emotional balance.

• GOALS

By implementing these measures Fares managed to keep the jobs of the employees but also to offer them activity during the pandemic period, thus increasing the profit.

Fares products were in great demand during the pandemic period, being natural and offering a state of well-being and peace in tense situations. The employees not only kept their jobs but also processed and made pills and teas to help millions of other people during the pandemic and after.

2. Best Practices Profile



• IMPACT

The negative outcomes for the short-term and long-term impact on the organisation work atmosphere and team satisfaction were:

- extended working time
- high demand for teas and products with a calming effect and "removing" depression

The positive outcomes for the short-term and long-term impact on the organisation work atmosphere and team satisfaction were:

- increased online orders
- supplementing the logistics
- laboratories Fares Bio Vital have increased the number of employees

• CONNECTION WITH THE SKILLS DEPICTED IN IOI

This best practice case can be linked to:

EMPATHY

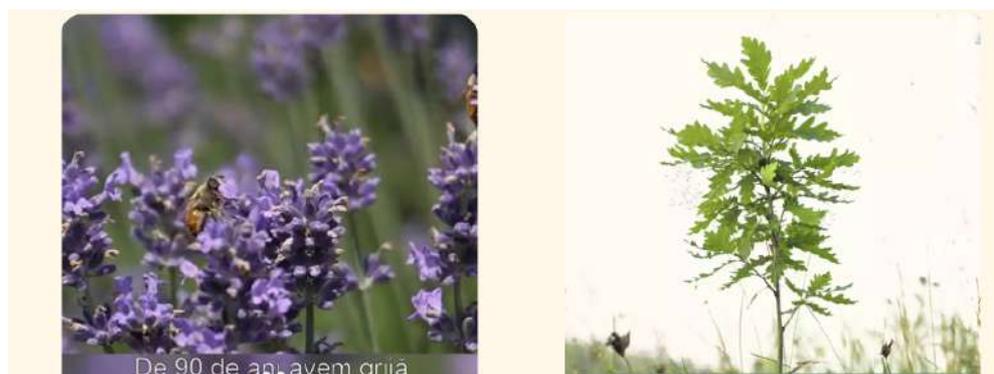
SELF-CONTROL

MANAGING RESISTANCE TO CHANGE

• LESSONS LEARNED

- Nature gives us a sense of well-being even in the tensest situations
- Nature in harmony with the employees give happiness to those around
- Science and nature help you fight and win even the hardest internal "battles"

• ADDITIONAL MATERIAL



2. Best Practices Profile



• REFERENCES

- Anon, (n.d.). Noua prezentare Distonoplant de la Fares – eMedic.ro. [online] Available at: <https://emedic.ro/noua-prezentare-distonoplant-de-la-fares> [Accessed 21 Sep. 2022].
- Fares.ro. (2016). Fares.ro | Sănătate din inima Daciei! [online] Available at: <https://fares.ro/> [Accessed 28 Sep. 2022].

GROWTHCOOP, SPAIN



CLARITAS STUDY. *Critical
Thinking in the tourism
crisis*



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION**

CLÁRITAS
Experiencias Turísticas y Actividades Culturales en
Almería, Granada y Jaén

- **COUNTRY**

Spain

- **ECONOMIC SECTOR**

Horeca

- **TYPE OF ORGANIZATION**

Business Company

- **SIZE OF ORGANIZATION**

Small

- **BRIEF DESCRIPTION OF THE ORGANIZATION**

Cláritas Turismo was born from a group of young art historians, experts in heritage, archaeologists and official tourist guides, lovers of history, art and culture. We like to teach people the reason of history, the traces of ancient civilizations, the convulsive and epic history that has been lived.

At Cláritas Turismo we want to transmit their knowledge in a dynamic, entertaining and fun way, creating a cultural experience in our guided tours. We organise guided tours in the cities of Jaén, Granada and Almeria with the aim of making the history and heritage of these Andalusian cities.

- **SHORT DESCRIPTION OF THE CASE STUDY**

Like many young people who finish their degree in these specialities, they were a group of young people who ended up working in activities that had nothing to do with our degree. Each of the team members has experienced what it is like to work in something they were not motivated to do, to work in companies where the working environment made going to work a nightmare every day. Some of them suffered from burnout syndrome, and other bad experiences related to an unfavourable working environment. After the experience in different jobs where the working environment, lack of motivation and other factors of the working environment were not satisfactory, they decided to leave the companies where they worked and set up the company. As we can see in this experience, we can see how they are able to overcome a problem in which they were involved (problem solving) and on the other hand they are able to manage resistance to change. They had what was fundamental for setting up the company, which was the personal motivation of each one of them to dedicate themselves to what they were passionate about and they were also clear about what they did not want in the company, based on the bad professional experiences of each one of them. On the basis of this they decided to start with the creation of the company Claritas Turismo.

2. General Description



They organise guided tours in the cities of Jaén, Granada and Almeria with the aim of making the history and heritage of these Andalusian cities known in a dynamic, entertaining and fun way, creating a cultural experience.

Cláritas Turismo values its team. For the Cláritas Turismo team, jobs are no longer just jobs. Now they can grow professionally and personally, and feel fulfilled at work. The Cláritas Turismo team are happy with what they do and enjoy their work activities. At Cláritas Turismo they value what they call "Little Big Rewards" that make it worthwhile to continue working in that job and that, in short, motivate them to continue giving the best of themselves.

Cláritas Turismo is a company affected by the situation that the pandemic is causing in the tourism sector, but the company's team is also clear that to thrive and make the best of this new situation and turn it into an opportunity requires employees to stand together and rise to the challenge. Crises provide opportunities for organisations to recognise and explore what their value is as an organisation and to identify what is important to their leaders and employees.

2. Best Practice Profile



• DETAILED DESCRIPTION

Detailed description of the strategies and decisions taken by the company to improve the working environment.

In these times of crisis that are being experienced due to the pandemic and that affect the tourism sector more acutely, they asked themselves the following question: what could they do to maintain the motivation of the team, taking into account the crisis in which the company finds itself?

To thrive and make the best of this new situation and turn it into an opportunity they need the team to stick together and rise to the challenge.

The crisis also offers them the opportunity to recognise and explore what their value is as a company and to identify what is important to their employees.

The most important resource of Cláritas turismo was the commitment of all the workers. From the very beginning, all the staff of the company have felt part of a group and an organisation that offered much more than just stability and money.

Cláritas turismo is a company that contributes to the personal purpose of growth and development of each member of the staff.

Cláritas tourism gives the possibility to have freedom in a work context, where the employee feels respected, valued and considered competent.

Cláritas tourism gives the opportunity at work to experience pleasure and fun and to have relaxed, respectful, trusting and authentic social interactions.

From the very beginning of the creation of the company, a sense of connection with the team and the company was created. The feeling of being recognised, appreciated, valued and identified at work.

There is no doubt that the current situation is difficult for business. These are difficult times and they are facing significant challenges. But this situation also serves to make them more aware of those other non-financial benefits that the company brings to the team and that keeps the Cláritas tourism team united and working hard in this situation despite the challenges they face. At Cláritas Turismo we are convinced that they will not only survive, but will be more likely to thrive.

The feedback with the workers of Cláritas turismo is fundamental, the opinion of each one of them is taken into account at all times to look for alternatives to be able to continue developing the activities to which the company is dedicated in these times of crisis.

2. Best Practice Profile



• RATIONALE

As explained before, the Cláritas tourism team had had bad experiences in previous jobs, many of those bad experiences were related to lack of motivation, bad working environment etc.... for this reason they were clear that the strategy of Cláritas Turismo was that all the staff felt part of the team. Cláritas Turismo had as a strategy the valuation of the whole team.

In Cláritas Turismo they value what they call "Small Big Rewards" that make it worthwhile to continue working in that job and that, in short, motivate them to continue giving the best of themselves, even in difficult times like the ones that tourism companies are going through due to the situation with Covid 19.

Another of the benefits is the possibility to grow professionally and personally, and to feel fulfilled at work. The Cláritas Turismo team is happy with what they do and enjoys their work activities. All these measures favor the strengthening of the company's staff as a team, creating a favorable work environment even in difficult moments such as those that the company is facing at the moment due to the crisis that the Coronavirus crisis is causing for companies in the tourism sector.

A positive work environment contributes to a better predisposition of the company's employees to face challenges in times of crisis. The recognition of a critical situation due to the way the crisis caused by Covid 19 is affecting tourism companies, the communication of the difficult situation to the employees and the motivation of the employees to look for alternatives that will help to continue the development of the company.

• GOALS

Specify what organization aimed to achieve by implementing these measures and strategies the organization intends that the previous experience in professional terms, lived by the components of the team will be used to create a company where team building, respect among workers, recognition of the team's work will be fostered. The objective of Cláritas Turismo is to create a whole series of variables that do not require an investment of money, but that certainly have an impact on both productivity and job satisfaction. Among those aspects that the company is concerned to take into account are the following:

- Encouraging team building. Activities outside the company's premises will reinforce the idea of teamwork.
- Organization of work, honesty in decision making, effective internal communication, defence of values, participation in the decision-making process, relationship between colleagues.
- That the whole team has a good perception of the company, in which workers can feel professionally fulfilled and that all this has a positive impact on the company.
- To contribute to the personal purpose of growth and development of each member of the staff.
- Training programs to provide employees with the necessary tools to achieve their professional development while performing their functions in the organization.

2. *Best Practice Profile*



- **IMPACT**

Short-term and long-term impact on the organization work atmosphere and team satisfaction (positive and negative outcomes)

Cláritas Turismo allows workers to participate in important decisions, involving them directly and taking their opinion into account. This is essential in the difficult situation we are going through as a tourism company. The construction of corporate strategies in which the workers actively participate in the decision-making process on how to face the difficult times we are going through in the tourism industry due to Covid 19.

This has allowed us to start new ideas, such as activities with schools in the cities where we work. Or with certain associations of elderly people with whom we organize cultural routes and gastronomic experiences, always complying with the regulations to do it safely.

A work environment that has the characteristics described above in another section is the right place to design the best projects, execute the work successfully, work harmoniously as a team and support human talent to exploit their full potential and develop their professional career, recognizing their achievements and promoting them internally. But all this also contributes to involve more staff to face difficult situations such as the one that the tourism sector is currently experiencing.

TripAdvisor has awarded us with the Travellers' Choice 2020 Award. It marks us as one of the best companies in the world providing the service of guided tours. An award that is only given to 10% of the guided tour companies in the world, as a result of the excellent opinions and evaluations of our travellers.

- **CONNECTION WITH THE SKILLS DEPICTED IN IO1**

CRITICAL THINKING

PROBLEM SOLVING

MANAGING RESISTANCE TO CHANGE

PEOPLE MANAGEMENT

As we see from the experience of the Claritas case study, it would be unthinkable to have emerged from the situation without a focus on the above areas.

2. Best Practice Profile



• LESSONS LEARNED

With all the information gathered so far, we have enough arguments to identify some lessons on emotional management that can be extrapolated to any EU company.

The Cláritas Turismo team has learned that the work environment in an organization must always be responsible, respectful and professional, without preventing a relaxed atmosphere that allows humour and fun, which is ideal to foster good relationships, well-being and satisfaction of employees.

Another lesson that all Cláritas Turismo employees have learned is that the entire team is allowed to participate in decision making, involving them directly and taking into account the opinion of the entire team. The active participation of all the staff in the new challenges and commitments is a way of acting of the company.

We have all learned how important it is to be empathetic, assertive and that there is good communication within our company to find solutions in the difficult times that our company and all companies in the tourism sector are facing due to the pandemic situation. In these difficult times it is even more necessary to have critical thinking and on the other hand to know how to manage the work environment by creating a positive atmosphere in which everyone feels part of a team.

We have learned that it is essential that workers' achievements are recognised, that the group feels that their efforts are valued. This makes them motivated to meet their objectives more effectively.

• ADDITIONAL MATERIAL



GROWTHCOOP, SPAIN



"The value of green products"



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION**



- **COUNTRY**

Spain

- **ECONOMIC SECTOR**

Hairdressing and hair care

- **TYPE OF ORGANIZATION**

Business Company

- **SIZE OF ORGANIZATION**

Small

- **BRIEF DESCRIPTION OF THE ORGANIZATION**

GOA is small company

Goa organics is a young company that offers products for individuals and professional hairdressers. Its philosophy is to sell organic and natural products

Goa is the effort and synergy of two entrepreneurs who 4 years ago detected the need to create quality hair products with a high added value consisting of care and respect for health and the environment.

<https://goaorganics.es/>

<https://www.facebook.com/goaorganics>

- **SHORT DESCRIPTION OF THE CASE STUDY**

The added value of this practice within the context of our project is that of a young creative company in which all the partners are committed to the environment and the synergy that should be generated by work committed to respecting it.

Among its employees it promotes as an emotional salary the knowledge that they are acting positively on the impact of the planet and in turn on its health, it is a good way to manage human resources and at the same time it always tries to have empathy and put itself in the place of the workers.

The added value of this practice in the context of our project is that of a young and creative company in which all partners are committed to the environment and the synergy that must be generated by work committed to its respect.

Among its employees it promotes that they are part of a team committed to social values; knowing that they are acting positively on the impact of the planet and in turn on their health, is a good way to manage human resources and at the same time always try to have empathy and put themselves in the place of the workers, in short; a company empathetic with our planet and its care.

2. General Description



For this reason, the management offers employees

- flexible working
- hours.
- Autonomy
- Involvement in strategic directions
- Financial incentives for achieving a company goal, rather than personal incentives.

The partners and owners of the company have constant feedback with the employees, making sure that they never feel alone and making GOA a small family.

In this sense, they try to interact with their employees by holding small meetings and company meals and giving them gifts to make them feel that the company cares about them.

During the pandemic period, they have worked from home, teleworking with complete autonomy.

In summary, in this case study we will see how the management of workers and their motivation; empathy and communication with workers is a fundamental part. Putting ourselves in their role as we think of the planet, in order to achieve our objectives.

At GOA they are aware that intrinsic motivation exists when employees believe in what they do and extrinsic motivation is manifested in motivation from the company in the form of bonuses and gifts. The best way to manage a company is to put yourself in the employees' shoes and work on empathy and assertiveness for a commitment to the company.

At GOA they believe that "Success in any job is to love what you do, to know that what you do satisfies people".

2. Best Practice Profile



• DETAILED DESCRIPTION

Detailed description of the strategies and decisions taken by the company to improve the working environment.

Detailed description of the strategies and decisions taken by the company to improve the working environment.

In the case of Goa organics, the birth of Goa was the result of a market study and the realisation by the founders Alejandro Guiote and Mar Girol that there was no similar product on the market, all existing products for keratin treatments had environmentally harmful compounds and did not respect the concept of ecology in terms of respect for the environment.

The growth of the company has been done in the sense that the sale of the product is made to hairdressers who understand the sense of dealing with a natural and ecological product.

In this sense, we are working with an intangible asset, the prestige that the use of organic and natural components gives to our clients.

We understand that within the DISAWORK project we focus on knowing that the work done is environmentally friendly and this is an added value of our products, putting ourselves in the place of the consumer committed to the environment and making empathy a basic pillar of our strategic planning as a company.

Our employees and our network of clients are aware of this and this makes being an ambassador of our brand more important from the point of view of the prestige it gives to the hairdresser than from an economic point of view.

Our aim and mission is to make hairdressers see that the health of their clients is in their hands and to promote the health of their clients in that sense, providing not only an aesthetic improvement but a general improvement in the health of the person.

The steps and the birth of this way of working are consubstantial to the vision of the founders.

There are many products but very few that have an impact on the health of the hair, as most of them use chemical components.

The concept of ecological hairdressing has a positive effect on the health of the hair and the person through natural products.

This is the focus of our project that started as an idea more than two years ago.

In this sense the whole company understands the sense of what is done and why it is done and the fundamental steps have been the training of all hairdressers (brand ambassadors) so that they understand the difference of our product compared to the rest.

It is very important for us to create an ecological community, where respect for the earth is an added value, a form of emotional salary for our ambassadors within the "GOA" sense of life.



2. Best Practice Profile



• RATIONALE

We understand as we have pointed out above that our fundamental objective is to offer a different and innovative product that has a positive impact on the health of hair and the health of people. One of the challenges we have encountered in this growth process has been to train and explain to our ambassadors why we must be aware of the products they work with in their salons and the positive impact it generates.

In this sense our contribution is in the form of an intangible, **it is an emotional salary that the worker perceives when they understand that they are doing things in a way that is beneficial for the health of others and for the health of the planet.**

Goa products are free of:

- Parabens
- Parafine
- Dead-tea-mea
- Petrolatum
- phthalates
- Palm-Oil
- Mineral Oils
- silicones
- Formol



Goa products are composed of:

- Vitamins
- Antioxidants
- Butters
- Natural oils
- Fruits
- Vegan proteins
- Amino acids
- Flower extracts
- Plants



The never ending list of NO's		The never ending list of NO's		The Yes List		The Yes List		The Yes List		The Yes List	
Parabens	Silicones			Vitamins	Extractos florales						
Petrolatos	Distiramco			Aceites Naturales	Mantecas						
Acidul Mineral	Acidul Palma			Aminoácidos	Proteínas Veganas						
Parafinas	Formol			Antioxidantes	Plantas						
Phthalatos				Frutas							

2. Best Practice Profile



- **GOALS**

Specify what organization aimed to achieve by implementing these measures and strategies

At the business level we find it important within our objectives:

Free of lies

Honesty is one of our fundamental pillars. We do not use a long list of ingredients, not because of their toxicity, but because we consider that they only beautify the hair without repairing it, only one product in our range contains silicones for an essential need: Free of make up!

The image shows a webpage section with a light purple background. At the top, there are three tabs: 'Vegan', 'Sustainables', and 'Cruelty Free'. The main heading is 'Free of lies'. Below it is a paragraph of Spanish text: 'La honestidad es otro de nuestros pilares fundamentales. Nuestro claim jamás será libre de tóxicos, ya que ningún producto cosmético comercializado en la UE lleva tóxicos. Absolutamente todos los cosméticos en una parte incorporan ingredientes sintéticos, que no son lo mismo que tóxicos. Nosotros no usamos un largo listado de ingredientes no por su toxicidad, si no porque consideramos que únicamente embellecen el cabello sin repararlo, sólo un producto de nuestra gama contiene siliconas por una esencial necesidad. ¡Free of make-up! Porque creemos que obsesionarse no es bueno.' To the right of the text is a square image of a smiling woman with long dark hair, wearing a red top, with her hands near her face.

- **Loving Animals**

We do not test on animals, we do not use ingredients of animal origin, and we reject raw materials that have been tested on animals. Our products are vegan.

On an internal level and leaving aside the business objectives and the value we give to environmental care, we have that according to DISAWORK objectives we work on:

Internal communication within the company in relation with people management

Communication is the key to success in any relationship, a communication that must flow in several directions. Building channels to collect suggestions for improvement, such as satisfaction surveys, and trying to put them into practice will strengthen ties. Strengthening bonds through listening is practising happiness.

2. Best Practice Profile



- **IMPACT**

At "Goa organics" We try to make the worker feel part of the team. In this sense, Victor, one of our workers, tells us that the trust and delegation of responsibilities towards him has been great, making him feel part of the project.

In addition, Goa organics counts on all its workers to consult them about marketing strategies and allows them to respect their working hours.

GOA hopes that the measures implemented will help our company to grow and that our employees will continue to work as they have done in the past.

It is very important to us that the growth of our company is based on trust and mutual respect.

Among the negative characteristics, we would like to point out that giving the employee independence and self-management requires a good recruitment procedure.

Without a good selection process, trust in the employee can turn into a lack of responsibility as he/she feels that nobody is controlling him/her.

GOA believes that the road to success is based on trust and they will not change their approach to employees.

Mar Girol comments: "The workers are autonomous in their work and know what they have to do, so it doesn't matter if one day they don't arrive on time for their working hours, as on other days they make up for it with more hours".

At the same time, as an extra-institutional motivation practice, GOA organics provides BONUS for reaching the objectives that have been set as a company. These bonuses do not depend on the work of a single employee but on the work of the whole company and the aim is to encourage cohesion and good teamwork.

GOA hopes that the measures implemented will help our company to grow and that our employees will continue to work as they have done in the past.

It is very important to us that the growth of our company is based on trust and mutual respect.

Among the negative characteristics, we would like to point out that giving the employee independence and self-management requires a good recruitment procedure.

Without a good selection process, trust in the employee can turn into a lack of responsibility as he/she feels that nobody is controlling him/her.

GOA believes that the road to success is based on trust and they will not change their approach to employees.

2. Best Practice Profile



• CONNECTION WITH THE SKILLS DEPICTED IN IO1

EMPATHY
ASSERTIVENESS
PEOPLE MANAGEMENT

• LESSONS LEARNED

With all the information gathered so far, we have enough arguments to identify some lessons on emotional people management that can be extrapolated to any EU company.

We consider emotional pay and intrinsic motivation, internal motivation for personal fulfilment and not only for work, to be more important in GOA.

We consider intrinsic or internal motivation to be more important than purely economic extrinsic motivation.

Therefore, we consider intrinsic motivation to be a driving force at work.

Moreover, in this case study we can observe that the worker considers it is right to promote his happiness through:

- Autonomy: We seek to be the directors of our own life.

- Good relationships: We seek to relate, to be connected and to care for others.

Therefore, to motivate others to do their best, rather than trying to motivate them directly, we need to create the right environment for them to fulfil these natural needs.

- Work flexibility: At Goa we realise that time is only a means to an end. According to reports such as 2010 Workplace Flexibility in the U.S., flexible work - allowing employees to work when, how and where they choose - increases employee engagement. In fact, 60% of those with high access to these measures are very satisfied with their work,

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GROWTHCOOP, SPAIN



*Strategic planning balanced
by emotional intelligence*



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** POD (Programming, Organization and Developing)
- **COUNTRY** Spain
- **ECONOMIC SECTOR** Building Sector
- **TYPE OF ORGANIZATION** Business Company
- **SIZE OF ORGANIZATION** Small
- **BRIEF DESCRIPTION OF THE ORGANIZATION**

POD is a small company working in the building sector in Andalusia based in Granada.

The main activities of POD are;

Design new buildings for residential purposes (houses or apartment blocks)

Design new buildings for public facilities (bus stations, train station, commercial malls etc)

Renovation of old building for new uses.

Construction of building in collaboration with other small companies from the sector.

Renovation of apartments together with decoration for tourist sector orientation.

Construction of social funding apartments. (focus in people with low economic level)

POD is small company that implement and develop all projects in collaboration with different specialised companies from the sector. POD provide a very personal service based in detail previous studies according to the need of the clients focusing always in a high professional standard. POD have a good reputation in the sector as always looks for the best economic, environmental and social solution

2. General Description



- **SHORT DESCRIPTION OF THE CASE STUDY**

After 10 years of experience as technical architect on the building sector, he started his own business in 2010, during the economic recession in Spain. He started this new project motivated in order to satisfy their desire for self-realisation and personal growth.

Javier decided to start his own business at a time of economic recession and in a sector such as building construction where the crisis was stronger than other sectors in Spain. When Javier Gil decides to create his own company he puts many things at risk, from his money to his family relationships. He was familiar with this business since he had previous experience in the sector having been working in different construction companies, he also knew that market and the crisis situation in which was the building sector. His beginnings in the company were mainly in the refurbishment and rehabilitation of buildings, so with the economic situation recovery and start to build new buildings. He saw a niche market in the refurbishment of buildings, which would allow him to stay in the construction sector until it will be recover again.

2. Best Practice Profile



• DETAILED DESCRIPTION

Javier Gil told us that the first thing you must understand is that to establish a business mean to take risks that you will have to deal with all the time. There will always be unexpected events or situations beyond your control that you will have to learn how to solve them. But as I said before, he decided to go into business at the worst time and in the most affected sector in order to satisfy his desire for self-realisation and personal growth. For Javier Gil, it was a motivation to have more corporate responsibility, not to earn more money, but to improve his aspirations for professional and personal fulfilment. Javier Gil saw the start-up of his company as an opportunity to take on more important functions, which implied greater responsibility, which in turn meant extracting the best out of himself, and trying to bring out his maximum talent. Javier Gil tried to turn the situation around even though external factors were not favourable due to the economic and construction sector crisis. In order to do so, an analysis of where we wanted to go in the current situation became extremely important, critical thinking in order to be able to solve problems was crucial. And being able to make a cohesive team that was able to understand the situation.

For the success of our company, the lines of action were based on:

- Enhancing achievements. POD tried to boost intrinsic motivation by reminding employees of their positive achievements through a publication in the company newsletter stating that the achievement was the merit of the whole team. In short, to get the most out of the intrinsic motivation of each employee, it tried to achieve the connection and balance between the satisfaction of the personal needs of each employee with the general or common benefit of the company.

- Personal recognition. Javier Gil always tried to make his team feel that they were recognised as a valuable resource of the company, which also awakened that intrinsic motivation in them, as it was not about giving them material recognition, but congratulations for the recognition of a job well done

- Giving more responsibility. According to Javier Gil, it is also positive for the team to offer them the opportunity to take on more important functions, which imply greater responsibility, which improves their aspirations for professional and personal fulfilment. this in turn inspires them to get the best out of themselves and their talent. It is not about having more responsibility within the company, in order to earn more money, but to enhance their aspirations for professional and personal fulfilment

- Javier Gil was trying to apply a change of perspective in the work team, trying to move from "I have to" to "I want to". Javier Gil told us that it was also very positive to try to get his team to replace "I have to do and I must do" with "I want to do". When this "I have to do" is replaced by "we want to do", the team's need for autonomy and self-determination is satisfied. What I was trying to do is to make the team feel that they have contributed something positive, that they feel satisfied with the effort I have made.

- Javier Gil as manager of POD has always tried to promote a participative management style because he knows that it produces better effects on the employees and in turn has a positive impact on the company.

2. Best Practice Profile



- **RATIONALE**

Javier Gil had experience as an engineer and technical architect in the construction sector companies in which he had worked and with some not very positive experiences in terms of the working environment. Javier Gil is aware that, despite his self-motivation for personal growth and self-realisation, his experience in other companies in the construction sector has made him see that a balance is needed between self-motivation and being aware of analysing reality in an analytical way.

Sometimes self-motivation makes us not see reality as it is and that is often dangerous.

Not everything is good and possible. The planning of our strategic growth must be done on a real basis. On the other hand, the company must be empathetic and assertive. If the company's policy does not care about the well-being of its employees, about creating a good working environment, about recognising its employees, it all ends up negatively influencing even the most self-motivated worker. These experiences helped him to know what he did not want to create in his company on the basis of unrealistic planning and on the other hand he had to try to avoid the negative effects and the negative impact that the lack of employee motivation could have on the company. Javier Gil told us that the first thing to understand is that establishing a team in which the workers feel self-motivated is fundamental for the correct functioning of the company and that for this it is essential to know how to manage teams.

This is something that Javier has personally experienced in some of the companies in the sector in which he has worked. In some of them, the poor management of the company, with the lack of motivation of the workers, created an unbearable working environment in which even the workers left the company as soon as possible. Therefore, Javier Gil is clear that the success of a company is directly related to good strategic planning and, on the other hand, a high level of employee motivation. Javier Gil tries to value his employees more and more, because he is aware that they are his main resource to achieve his goals.

2. Best Practice Profile



• GOALS

Specify what organization aimed to achieve by implementing these measures and strategies
Try not to make the same mistakes that were made in the companies in which he worked and which had a negative impact on workers' productivity and the work climate.

What POD wanted was for the company to be not only a desire for self-realisation and personal growth for Javier Gil, but also for the whole team to be a motive for self-realisation and personal growth.

That is why Javier Gil tried at all times to improve the commitment and involvement of employees in the company. When POD employees feel that the company cares about their well-being, their commitment to the company and their involvement improve. This, in turn, encourages them to want to achieve their goals and to comply with a strategy of which they feel a fundamental part.

Javier Gil has always tried to make the worker feel that he is an active part of the company, communicating with the workers, giving feedback, informing them of his needs, etcetera. Doing so encourages the birth of new strategies and favours communication in the broadest sense of the word. It is in these environments that the most creative ideas are born.

Creating a good working environment. From his past experience, Javier knows that it is essential to be able to promote the motivation and performance of the company's team.



• IMPACT

Javier Gil has tried to create a balance between strategic planning carried out in a critical and realistic way and knowing how to manage human resources by increasing the self-motivation of each employee to grow and fulfil themselves. For Javier Gil, the experience has made it clear to him that human resources and the treatment of employees is one of the fundamental pillars of the company, and that this has an impact on the company's objectives.

·Workers will put in more effort when they see that the company's management is interested in their welfare.

·When an employee develops a sense of belonging within the company and feels motivated at work, he or she will perform better.

·Positive work climate where the worker finds comfort

·The employee will create a sense of belonging to the company

·Encourages the employees to want to achieve their goals and to comply with a strategy of which they feel a fundamental part.

2. Best Practice Profile



- **CONNECTION WITH THE SKILLS DEPICTED IN IO1**

Although we have probably already mentioned them during the development of the case study, at this point we will point out more explicitly to which of the 10 areas described in IO1 (probably it can be more than one) this best practice case can be linked:

EMOTIONAL INTELLIGENCE

EMPATHY

CRITICAL THINKING

PROBLEM SOLVING

ASSERTIVENESS

COMMUNICATION AND NEGOTIATION SKILLS

PEOPLE MANAGEMENT

- **LESSONS LEARNED**

Javier Gil learned that organisational motivation plays a fundamental role because it allows to increase the potential of each worker, allowing to satisfy their personal goals and at the same time that of the company.

When there is no good motivation, it can be reflected in the behaviour of workers, causing in some cases work stress, which in turn affects the company itself, leading to poor work performance and affecting the goals of the organisation. On the other hand, if there is good motivation, there will be more positive results, better labour relations, greater efficiency, among other positive effects. That is why POD is committed to the motivation of its employees, which together with the personal motivation of each employee has a great impact on the creation of a work environment that is favourable to the personal goals of each employee and of the company.

A favourable working environment means higher productivity, less sick leave, more empathy and, therefore, cooperation and teamwork, etc. This is a lesson Javier Gil has learned throughout his work experience.

Another of the lessons he has learned and tries to apply in POD is to encourage Teambuilding: Javier tries to recognise his employees, thank each one of them for their effort, their dedication, and look for a positive space for everyone, and, in the case of confrontations between colleagues, he deals with the case by isolating it from the rest of the staff, trying not to infect or involve anyone else.

2. Best Practice Profile



- *ADDITIONAL MATERIAL*



GROWTHCOOP, SPAIN



Sports as a way of life



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** AEA
- **COUNTRY** Spain
- **ECONOMIC SECTOR** Training
- **TYPE OF ORGANIZATION** Non-profit organization
- **SIZE OF ORGANIZATION** Small
- **BRIEF DESCRIPTION OF THE ORGANIZATION**

The Asociación de Estudios Almerienses (AEA) is a state-wide non-profit organisation, founded on 27 August 2010, which dedicates its efforts to the integral help and support of people, through social intervention and labour integration. Its main purposes are to carry out all kinds of activities related to education and training, as well as complementary or accessory operations to these purposes for the full development of employment and training.

<https://estudiosalmerienses.com/quienes-somos/>

Nuestro equipo

 Darío Salguero Director de proyectos	 Milagros Padilla Presidencia	 Oscar Salguero Tesorero	 Conchi Cánovas Secretaría	 Juan Pedro Santiago Técnico
"Si buscas resultados diferentes no hagas siempre lo mismo."	"La alegría es la mejor inversión que existe."	"Mira al frente, no pases más."	"Las cosas no cambian, cambiamos nosotros."	"No basta con soñar, tienes que hacerlo."
				

2. General Description



• *SHORT DESCRIPTION OF THE CASE STUDY*

In this case study we are going to see how the Asociación de Estudios Almerienses (AEA) has managed to overcome the existing crisis in the underlying training of the structural crisis that Spain was suffering. Estudios Almerienses offers an alternative with courses in which the social benefit is more important than the economic benefit and this has allowed it to survive and remain in the training sector, not as a company but as an association.

Its added value comes precisely from there, from the empathy between the group of workers and the way of working in a communicative way that has a lot to do with the ideal way of working that we want to promote from the DISAWORK project with emotional intelligence as the basis of everything.

To better understand the association's point of view, it is necessary to analyse its mission, vision and values

Mission:

We are a space for initiatives and the generation of socio-occupational proposals whose priority is to make people's socio-occupational insertion a reality through training.

Vision:

To be an entity of reference in the generation of social value, providing quality services in favour of the integral development of people in situations of exclusion through the acquisition and improvement of their personal autonomy and the social and labour skills necessary for their full integration.

Our values:

Professionalism, development of the work with seriousness, efficiency and honesty.

Teamwork, multidisciplinary team with a common goal.

Transparency, responsibility and honesty in daily work.

Personalisation, individualised service to the socio-labour needs.

Integration, commitment to the development of social and personal autonomy skills.

In short, the work of the Asociación de Estudios Almerienses (AEA) is to provide the population with fewer resources with the possibility of training and joining the labour market, in this sense its entire mission, vision and values are summarised in Intrinsic Motivation. We know that what we do has a positive impact on society and therefore there is a committed and empathetic work to give something positive back to society by all the students with whom we work and train and of course by our team.

Many of our students find themselves in a work environment in which they are not comfortable.

Currently it is not very popular in Spain and it is not known how to be a coach of a sport discipline, most people think that you can only be a university student of physical education of sport

Currently there are certificates of professionalism that allow you to work without having to have a university degree, so our company works with highly motivated people, who have sometimes felt frustrated in their work and want to change their lives.

2. Best Practice Profile



• DETAILED DESCRIPTION

In this case study we will see how an association works in a committed way so that on the one hand it fulfils its social purpose, which is to provide training and opportunities for the most vulnerable and hard to re-qualify people on the labour market.

This is what motivates them on a personal and professional level and they understand that the aim of a non-profit association must be to leave an impact on society and that there is no greater satisfaction than this, above and beyond the economic.

To ensure that the team is happy with what they do and are motivated with a motivation that goes beyond the material, the association follows a series of DISAWORK guidelines.

Asociación de Estudios Almerienses (AEA) is very committed to its social goals and therefore we try to be supportive in our efforts to be happy at work. Its secret: following these practices:

1. Flexible working hours: It is important to understand that work does not understand timetables. Flexibility makes it possible to combine professional and personal life. Each member of the team manages their time according to their needs, what matters is that in the end everyone meets their objectives.

2. Retreats: team getaways. Twice a year they hold a professional and personal "retreat" to disconnect from work and connect with each other. It is about spending time with the team to get to know each other better and define the priorities for the next quarter.

3. Teleworking: We often associate teleworking with working from home but this is not always the case. If the team is well coordinated, you can be connected from anywhere in the world. In the last 12 months part of the Asociación de Estudios Almerienses (AEA) team has worked in collaboration with other parts of Spain, England, Poland.

4. Weekly lunch: Every Friday, after the weekly meeting, the Asociación de Estudios Almerienses (AEA) team have lunch together. The association makes a typical paella! During the meal they share good news or issues that concern them and talk about the values of the company.

5. Be polite. A "good morning" or a "hello" makes everyone's day. Greeting your team when you arrive and saying goodbye when you leave is important, it shows concern, interest and personalisation. It costs nothing to be polite.

6. Be grateful. A smile and a thank you opens many doors and you value what others do and you show that they have helped you. As Rhonda Byrne, author of *The Secret*, said, "Gratitude is one of the most powerful feelings you can use to attract abundance and well-being into your life". So in Asociación de Estudios Almerienses (AEA), many sentences and emails end with a "thank you".

7. Partnership: think about other, the details make the difference and where you don't reach the other reaches. This is the philosophy of the organization so they often organise surprise anniversary dinners, bring some food after a trip or reorganise the work to free up those teams that need it.

2. Best Practice Profile



• RATIONALE

After having worked in various organisations, the team that makes up Asociación de Estudios Almerienses (AEA) believes that the difference between an entity that wants to remain in the labour market lies in its professionalism.

That professionalism in the objectives is marked by being committed to what you do more than in the salary. We are talking about intrinsic motivation fundamentally

The guidelines of our mission; To be a space for initiatives and the generation of socio-labour proposals whose priority is to make the socio-labour insertion of people through training a reality, makes this clear.

We want to be an entity of reference in the generation of social value, providing quality services in favour of the integral development of people in situations of exclusion through the acquisition and improvement of their personal autonomy and the social and labour skills necessary for their full integration.

That is why we believe that the driving force of our organisation is undoubtedly intrinsic motivation, as well as valuing and feeling proud of what we do.

Of all the above practices to be happy in our work we understand that the most difficult to manage are those that have to do with: Empowerment of workers, before hiring a new employee, we review their work and academic background carefully and make sure that they are qualified to fill a certain position. Giving your employees some decision-making power is positive because it will generate a greater sense of well-being and will allow them to feel that their skills and their work within the organisation are valued, but on the other hand, COMMUNICATION must be constant in order to realise if there is any deviation in the achievement of the objectives and that the worker is self-motivated.

We understand that of course, financial incentives can be encouraging for workers, but what really motivates them to keep contributing goes far beyond bonuses. It is about not simply being stuck in the office, but having the tools to build new opportunities



2. Best Practice Profile



• GOALS

For this goal, we will check again the vision of the organization

Vision:

To be an entity of reference in the generation of social value, providing quality services in favour of the integral development of people in situations of exclusion through the acquisition and improvement of their personal autonomy and the social and labour skills necessary for their full integration

Asociación de Estudios Almerienses (AEA) aims to be a place of recognised prestige for our professionalism and values.

We intend our association to be a model for other associations to follow and to generate positive synergies in the generation of quality employment for people who are really vulnerable.

That is the reason why our practices within the association are perceived by the workers as highly motivating and can even be assimilated to a kind of emotional salary in terms of the worker's perception of the work carried out.

PEOPLE MANAGEMENT

Being part of the company's decision-making process

Facilitates work-life balance

Facilitates job promotion

**(SSGS0208) ATENCIÓN SOCIOSANITARIA A PERSONAS
DEPENDIENTES EN INSTITUCIONES SOCIALES - 450 Horas**
Fecha de Inicio: 16 MARZO de 2018



**CERTIFICADO DE
PROFESIONALIDAD COMPLETO
ACREDITADO POR EL SEPE**



PROGRAMA

- APOYO EN LA ORGANIZACIÓN DE INTERVENCIONES EN EL ÁMBITO INSTITUCIONAL (150 HORAS).
- APOYO PSICOSOCIAL, ATENCIÓN RELACIONAL Y COMUNITARIA EN INSTITUCIONES (130 HORAS).
- INTERVENCIÓN EN LA ATENCIÓN HIGIÉNICO-ALIMENTARIA EN INSTITUCIONES (70 HORAS).
- INTERVENCIÓN EN LA ATENCIÓN SOCIOSANITARIA EN INSTITUCIONES (70 HORAS).
- MÓDULO DE PRÁCTICAS PROFESIONALES NO LABORALES (30 HORAS).

OBJETIVOS:
Preparar y apoyar las intervenciones de atención a las personas y a su entorno en el ámbito institucional influidas por el equipo interdisciplinar.
Desarrollar intervenciones de atención técnica, socioasistencial y psicopedagógica dirigidas a personas dependientes en el ámbito institucional.

Metodología:
Curso en teleformación con talleres presenciales y online.

Lugar de impartición de la parte presencial:
Residencia SAN RAFAEL
URBANIZACIÓN TORRE DEL CAMPO, S/N - 94100 - NJAR (ALMERÍA)



PARA MÁS INFORMACIÓN: 950181724
ASOCIACIÓN DE ESTUDIOS ALMERIENSES - cirsoc@estuosalmerienses.com
www.estuosalmerienses.com

• IMPACT

Among the measures of happiness at work, there is a diversity of constructs, the most widely used of which is job satisfaction, and others such as individual commitment, organisational commitment, work involvement, intrinsic motivation, drive and courage, affection at work and resilience (Fisher, 2010). None of them has the capacity to measure happiness at work on its own, so it is most appropriate to take into account all of them together to approximate the final concept of happiness at work (Fisher, 2010).

Therefore, in order to measure the effectiveness of the measures adopted, we should take into consideration that it is better to speak of all of them as a whole.

As impact markers we can have for example the lack of sick leave for psychological reasons, the stabilisation of the work team and the low economic benefits of workers. In short, the permanence of a solid and compact team.

2. Best Practice Profile



• CONNECTION WITH THE SKILLS DEPICTED IN IO1

Although we have probably already mentioned them during the development of the case study, at this point we will point out more explicitly to which of the 10 areas described in IO1 (probably it can be more than one) this best practice case can be linked:

EMOTIONAL INTELLIGENCE
EMPATHY
ASSERTIVENESS
COMMUNICATION AND NEGOTIATION SKILLS
PEOPLE MANAGEMENT

• LESSONS LEARNED

.In this case study we have looked at the competencies that are associated with intrinsic motivation and, to some extent, emotional pay, all in relation to an empathetic way of managing the company.

- Being part of the company's decision-making process
- Facilitates work-life balance
- Facilitates job promotion

Within these previous competences we see a series of specific skills that must be implemented within the company and at the level of the worker.

For the company

- Flexibility. Create flat structures to streamline decision-making. Generate empowerment and autonomy to encourage initiative.
- Optimism. Recruitment focused on incorporating optimistic people. Establish motivating, structured and achievable objectives.
- Trust. Management quality focused on making trust a corporate value through example.
- Commitment. Favouring a suitable working environment that increases people's involvement through the development of specific action plans.
- Enjoyment. Formal celebration of successes to savour and delight in the reward for the effort made.
- Learning. Training and capacity building for the development of knowledge and skills.
- Finding meaning. Corporate social responsibility and design of ethical codes. Transparent communication to foster the value of honesty and identification with the company.

2. Best Practice Profile



For the workers

- Be flexible. Open your mind, changing your mind does not make you weak. Change is not an option; it is the only option.
- Be optimistic. Face difficulties with good cheer and perseverance. Believing that something will work out helps to increase the chances that it will.
- Be confident. Confidence is a magnet for opportunities, saves energy and multiplies team productivity. It pays off.
- Be committed. When you are committed you believe, when you believe you participate and get involved. Engaged increases your capacity.
- Enjoy and have fun. A sense of humour and laughter increases quality of life and a sense of well-being.
- Learning. You can turn mistakes into opportunities to learn. Attitude is the key. Adversity is a learning environment.
- Find meaning. The important thing is not to do what you love, but to love what you do

• ADDITIONAL MATERIAL



Mission, vision and goals

Misión, visión y valores

Misión:
Generar riqueza de calidad y a la generación de proyectos sostenibles que permitan mejorar la calidad de vida de las personas a través de la formación.

Visión:
Ser una entidad de referencia en la generación de valor social sustentable gracias a la calidad de los servicios que ofrecemos en situaciones de exclusión a través de la educación y empleo de los adultos con discapacidad intelectual y de las habilidades sociales y laborales necesarias para mejorar la calidad de vida.

Valores:
Profesionalidad, honestidad, del trabajo con seriedad, eficiencia y honestidad.
Tolerancia, respeto, equidad, colaboración y solidaridad.
Transparencia, responsabilidad e honestidad en el trabajo diario.
Perseverancia, servicio al cliente, calidad, innovación y sostenibilidad.
Respeto, compromiso de excelencia en los servicios y en el desarrollo social y personal.



Our team in radio show

GROWTHCOOP, SPAIN



Balakook and teamwork



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** Balakook)
- **COUNTRY** Spain
- **ECONOMIC SECTOR** Sport Sector
- **TYPE OF ORGANIZATION** Business Company
- **SIZE OF ORGANIZATION** Small
- **BRIEF DESCRIPTION OF THE ORGANIZATION**

BALAKOOK is a small company working in the Sport sector in Andalusia based in Granada. Imagine a place where you can meet and talk about bikes, have a drink, listen to music or watch the best bike videos and all this surrounded by the best atmosphere. This is our dream and now it is a reality. We have taken action and we present you the shop you were waiting for. Balakook has more than 350 square meters of surface where you can find bicycles and accessories exhibition, as well as extensive facilities dedicated to assembly and repair of bicycles. In Balakook we are users of the bike world and we know the importance of maintenance and repair of bicycles.

The main activities of BALAKOOK are;

- sports equipment purchase and sale
- specialised advice in competition
- Specifically our sector is the bicycle

Balakook is a young company dedicated to sport, mainly two-wheeled sports in relation to cycling. Road cycling, mountain biking, touring bikes for all ages and profiles.

We also offer advice on biomechanics and bicycle mechanics

We are passionate about bicycles.

Our team is made up of 5 people dedicated body and soul to our passion, the bicycle.

2. Best Practice Profile



• SHORT DESCRIPTION OF THE CASE STUDY

Balakook was born 9 years ago with the intention of dedicating ourselves to what we are most passionate about, which is the world of two wheels.

From a hobby was born a way to make a living and we believe that there is nothing more rewarding than working on what you love.

Our original base was in Maracena and we moved 2 years ago to our current location, close to nature, to be able to offer support and assistance to all those who are about to do a road or mountain route.

In Balakook we offer the following services:

- Shop
- Workshop
- Car wash
- Auto workshop
- Changing room
- Bike storage
- Rental
- Bikefitting
- Physiotherapist
- Chiromassage
- Biomechanical studies

In this case study we want to add value to extrinsic motivation and emotional pay.

We have to take into account that Babadook's situation at the beginning of the pandemic was quite complicated.

A new business premises with a new investment, moving from the village of Maracena to the city of Granada, and it was in this context that the Covid 19 pandemic hit us.

We had to close to the public and we focused mainly on the workshop and telephone sales.

From this uncertainty we focused on making our business more visible so that people would be aware of how important outdoor sports are in the fight against the virus.

From a situation of weakness and uncertainty we found an opportunity that was made possible because we love what we do and we love the sport of two wheels.

It is easy to spread our passion because we are passionate about the sport.

As soon as we started to sell a lot of bikes and had almost no stock, people started to use bikes not only as a leisure vehicle, but also as a means of transport.

People became aware of the fact that it is a virus-safe, environmentally friendly and accessible to everyone.

We should not forget that in a situation like the current one, fear and uncertainty took hold of all of us, fearing for the health of our loved ones and job uncertainty.

2. Best Practice Profile



• DETAILED DESCRIPTION

Its manager and owner Santi G. shows us that managing this situation as an entrepreneur has not been easy, and that the entrepreneur must know that he will have to assume risks that he will have to deal with all the time. In this sense, as we have seen, there will always be unforeseen events or situations beyond his control that he will have to learn to deal with.

The uncertainty created with COVID-19 is one of them, but our motivation for the work and the love we have for the sport of two wheels has allowed us to grow as a company and to be able to provide travel and sports solutions to hundreds of people. In the words of Cristian Jiménez, manager of the shop, it has been a great motivation to feel happy at work, to be aware that we were making other people happy with the same passion as us; it is not so much the money that is earned as the feeling of creating a community united by those we love and, in this way, improving our aspirations to fulfil ourselves professionally and personally.

As we have indicated above, the key act that has enabled us to overcome the vicissitudes has been resilience and critical thinking.

From the moment all non-essential trade was closed, we had faith in the belief that through cycling we could create a safe environment for commuting. And on that belief we based our communication on social media, we had to let our customers know that we were there for them and that we were there for them. we took all the necessary safety measures to make our shop a free-Covid place.

- **Teamwork.** Santi and Cristian Jiménez explain to us the change in perspective in teamwork, we have had to be more precise and optimize time. It has been very positive that we were all able to carry out all the tasks, from picking up the telephone, attending a buyer, riding a bicycle or helping in the workshop. What has been tried to do is that the team feels that they have contributed something positive, that they feel satisfied with the effort that I have made.

- **Personal recognition.** The team has always felt very united and they have always been recognized as a valuable resource of the company, which also aroused that intrinsic motivation in them, since it was not a matter of giving them material recognition, but congratulations on the recognition of a job well done.

- **Promote achievements.** BalaKook tried to increase intrinsic motivation by reminding employees of their positive achievements through Facebook posts and doing joint activities, such as bike rides with the whole team. In short, to make the most of the intrinsic motivation of each employee, we tried to achieve the connection and balance between satisfying the personal needs of each employee with the general or common benefit of the company.

- **Delegate and give more responsibility.** According to Santi, the owner of Balakook, it is positive for the team to offer them the opportunity to assume more important functions, which imply greater responsibility, make them participate in strategic decisions and consult them since they also have an interest in the improvement of the company; this, in turn, inspires them to bring out the best in themselves and their talents. It is not about having more responsibility within the company, in order to earn more money, but about enhancing your aspirations for professional and personal fulfilment.

2. Best Practice Profile



• RATIONALE

The Babadook team together with their manager Santi had experience as sales advisors and consultants within the two-wheeler sector, and so far everything had been positive. But the situation resulting from COVID-19 left us with a reality of uncertainty, in which the only way to deal with it was to be aware that our job was to provide people with happiness in their free time. In this sense we are not sellers of bicycles, we are sellers of moments of happiness together with a bicycle; and that is priceless. The lesson we would like to show is that it is easier to get out of a bad situation when you love the work you do. And in this sense the manager must promote that all the workers feel part of the team, besides the self-motivation and the emotional salary of each worker. The company must make them participate and be part of the team. That is why we have highlighted this competence above. This requires that the company cares about the employee: if the company's policy does not care about the well-being of its employees, about creating a good working environment, about recognising its employees, all of this ends up having a negative influence on even the most self-motivated worker. During the whole time of the pandemic, our team has been a hand in hand, helping each other and being present and attentive to the lives and families of all employees, including our customers.

There are many bicycle companies and service providers, but our employees are at the disposal of our customers and in many cases, there is a friendly relationship. This is because we care about the customer's happiness, because it is part of our happiness.

The immediate situation of COVID-19 was a challenge for us, we had to make people see how important outdoor sport is, and that despite the difficulties, life goes on. In this environment we all have to help each other and promote local commerce.

That has been the success of our work and of our company, teamwork, job recognition and emotional salary as well as intrinsic motivation.

• GOALS

Balakook company and organisation aimed to get out of the existing situation during the period of confinement with the guarantee of being able to keep the jobs of our employees and to avoid bankruptcy of the company.

The success of our company after the pandemic confinement is mainly based on the following pillars:

- Teamwork
- Safety measures
- Promotion of unity among the employees by involving them in the situation.
- Flexible working environment
- Promotion of social networks; all our employees have been working as "Community Managers" publishing excursions and routes and making visible the leisure of the two wheels...

All this is based on improving the commitment and involvement of employees in the company. .

Creating a good working environment for employees is the key to boosting the motivation and performance of the company's team.

2. Best Practice Profile



• *IMPACT*

Santiago has tried to create a balance between the self-motivation of each employee to grow and fulfil themselves and the support of the company by creating a team to counteract the external factors that can most negatively influence the reinforcement of this motivation, such as the uncertainty of the pandemic with the lockdown period.

It is therefore a key example of how emotional intelligence can be used to better manage a team, creating the synergies necessary for success.

To this end, the key factors we found were:

- Employees work harder when they see that the company's management is interested in their well-being and team building.
- When an employee is given responsibility and decision-making, they develop a sense of belonging to the company and feel motivated at work, they will perform better.
- A "family" work environment so that the employee feels at ease
- Encouragement for employees to want to achieve their development goals and to comply with a strategy in which they feel involved.
- Self-realisation and personal growth of employees at BALAKOOK.

• *CONNECTION WITH THE SKILL DEPICTED IN IO1*

Although we have probably already mentioned them during the development of the case study, at this point we will point out more explicitly to which of the 10 areas described in IO1 (probably it can be more than one) this best practice case can be linked:

EMOTIONAL INTELLIGENCE

EMPATHY

CRITICAL THINKING

PROBLEM SOLVING

PEOPLE MANAGEMENT

SELF-CONTROL

MANAGING RESISTANCE TO CHANGE

2. Best Practice Profile



• *LESSONS LEARNED*

With all the information gathered so far, we have enough arguments to identify some lessons on emotional management that can be extrapolated to any EU company.

Santi G learned that organisational motivation plays a fundamental role because it allows to increase the potential of each worker, allowing to satisfy their personal goals and at the same time those of the company.

When there is a lack of good motivation, this can be reflected in the behaviour of workers, in some cases causing work-related stress, which in turn affects the company itself, leading to poor work performance and affecting the company's objectives.

From all of COVID-19's experience, it is clear that motivation within the company plays a fundamental role because it allows not only to increase the potential of each worker, allowing them to satisfy their personal objectives and at the same time those of the company, but also to be able to fight against adverse elements such as those we have encountered with the closure of the company. A lot of empathy and high doses of emotional intelligence as well as team management skills are therefore necessary.

When there is no good management, any difficulty is a world, especially if there is job uncertainty, on the other hand if the worker's motivation is not only economic, but is produced by his or her emotional salary, it is easier for the worker to endure more uncertain situations. This can be reflected in the behaviour of workers, causing in some cases work-related stress, which in turn affects the company itself, causing poor work performance and affecting the organization's objectives. On the other hand, with great management and strategic planning, there will be more positive results, better labour relations, greater efficiency, among other positive effects. Therefore, BALAKOOK is committed to the empathic management of its employees, which together with the personal motivation of each one of them has a great impact on the creation of a work environment favorable to the personal objectives of each employee and the company.

Another lesson he has learned and which he tries to apply at BALAKOOK is to encourage teambuilding.

• *CONNECTION WITH THE SKILL DEPICTED IN IO1*

Although we have probably already mentioned them during the development of the case study, at this point we will point out more explicitly to which of the 10 areas described in IO1 (probably it can be more than one) this best practice case can be linked:

EMOTIONAL INTELLIGENCE

EMPATHY

CRITICAL THINKING

PROBLEM SOLVING

PEOPLE MANAGEMENT

SELF-CONTROL

MANAGING RESISTANCE TO CHANGE

2. Best Practice Profile



- **ADDITIONAL MATERIAL**



INTERMEDIAKT, GREECE



Dialectica



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** Dialectica
- **COUNTRY** Greece
- **ECONOMIC SECTOR** Business Management Consultant
- **TYPE OF ORGANIZATION** Business Company
- **SIZE OF ORGANIZATION** Large
- **BRIEF DESCRIPTION OF THE ORGANIZATION**

Dialectica is an information services company that shapes better business decision making worldwide. It helps institutional investors, private equity funds and large advisory firms to source information and evaluate multi-million dollar investment deals through discussions with experts in the markets they care about. They partner with the world's leading investment and consulting companies, enabling them to collect real-time information and market insights from industry experts across markets, industries, and regions. Guided by their mission to achieve unparalleled customer recognition, they are building the most trusted and innovative knowledge-sharing platform in the world. They were funded in 2015 and they have are based in Athens, London, New York, Montreal and Vancouver. It was declared one of the companies with the best working environment in the Best Workplaces 2020, while in the midst of a pandemic it designed and implemented the "Covid Stress-free" programme with the aim of strengthening teamwork and positive psychology in the context of remote work.

- **SHORT DESCRIPTION OF THE CASE STUDY**

One of their practices with particular interest is the "Growth Pathway", which is a HR development process with a dual focus: on the one hand, it cultivates the talents and leadership skills of employees, and on the other hand, it provides opportunities that accelerate the promotion of employees in Greece and abroad.

1. Best Practice Profile



• DETAILED DESCRIPTION

At Dialectica, client service is handled by three categories of employees. A new recruit joins the team of Associates, who are responsible for keeping the network of clients around the world "warm" and constantly providing their knowledge with calls, for 15 to 24 months. They are then promoted to people manager, where they become responsible for the development of team members, budgeting and customer service strategy, developing leadership skills, but above all, development and efficiency of their subordinates. During this time, they join an intensive skills development programme, which includes the management of small groups of employees (2-3 people) and lasts 15 months. Depending on the size of the accounts and the team managed by the people manager, they can be associate manager, senior manager or simply ...Manager. People Managers are responsible for recruiting, supervising, training and developing new associates into managers, managing projects, accounts and strategies that will yield the best possible results. Of course, if an associate does not wish to become a manager, Dialectica offers alternative possibilities for moving to people operations, finance, etc. But where is this whole process of evolution and progress based? Initially, the Growth Pathway includes a process of evaluating each employee's performance, conducted three times by managers with the aim of helping them to better fit their corporate role. Secondly, a predefined learning and skills map in different phases, which helps the employee to highlight their talents and knowledge, but also new roles. Every time an employee takes on a new responsibility, they are trained for it. When he is upgraded, he goes through a 'bootcamp' about his new responsibilities and how they will meet them.

• RATIONALE

In Dialectica they believe that diversity of life experiences enables us to achieve our goals, deliver unprecedented value to our community and create unlimited opportunities for all. Therefore they try to ensure that as they expand to new geographies and new business and client segments they all grow together in an inclusive environment where everyone feels empowered to bring their full, authentic selves to work. The reason it is considered one of the best case studies of our country is that even in a year full of challenges, it did not stop investing in the skills and abilities of its employees.

• GOALS

The development of the company is directly linked to the development of its employees. After all, it is a strategic choice and an integral part of Dialectica's DNA to invest in its people, providing an ideal environment for them to unfold, safely, their talent and creativity, even in the midst of a pandemic. It chooses to fill all positions of administrative responsibility exclusively internally, through promotions of talented employees. The goal of the programme is to accelerate employee career development, provide fair and transparent advancement opportunities, performance-related incentives, and support systems that guide and enhance each employee's progress.

1. Best Practice Profile



- **IMPACT**

This practice creates a culture of achievement satisfaction. It gives many, different opportunities for professional growth. They can constantly learn and develop skills such as project and time management, task prioritisation and effective communication. By mastering these skills, they gain useful knowledge that we can apply to every aspect of our lives. These transferable skills can enable them to grow as a person and smoothly transition into new environments. Experimenting with their career is a lot easier due the major increase in hybrid and remote work opportunities that came out of the pandemic, which creates more access when deciding for their future professional endeavors.

- **CONNECTION WITH THE SKILLS DEPICTED IN IO1**

The skills that we can see mostly connected with the practice above are:

EMOTIONAL INTELLIGENCE

EMPATHY

CRITICAL THINKING

PROBLEM SOLVING

JUDGEMENT AND DECISION MAKING

COMMUNICATION AND NEGOTIATION SKILLS

MANAGING RESISTANCE TO CHANGE

- **LESSONS LEARNED**

Empathy and emotional intelligence are both keys to generating business success. There is a high correlation between job satisfaction, growth and emotional compatibility with the job someone is doing. Giving opportunities for experimentation in their career and giving agency to the employees for their future professional success is crucial for the self motivation, strength and stabilization that employees feel. Therefore decision-makers in the companies should understand that emotional intelligence plays a key role in feeling safe, relaxed, excited and hopeful in the workplace.

1. Best Practice Profile



- *ADDITIONAL MATERIAL*



On a weekly basis, group members are waiting for surprises such as ice creams, fruit or croissants, delicacies from different parts of the world such as Japanese mochi. Now Mondays are called Healthy Mondays and the fridges are filled with fresh fruit and fruit salads.



1. Best Practice Profile



- *ADDITIONAL MATERIAL*



The company's rooftop is a meeting point for the Dialectica staff, and a place to host activities such as summer movie screenings, parties, fitness and dance classes, as well as wellbeing sessions among others.

1. Best Practice Profile



• REFERENCES

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INTERMEDIAKT, GREECE



V. Kafkas AE



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** V. Kafkas AE
- **COUNTRY** Greece
- **ECONOMIC SECTOR** Electrical equipment, lighting, building technology items and energy management solutions
- **TYPE OF ORGANIZATION** Business Company
- **SIZE OF ORGANIZATION** Large
- **BRIEF DESCRIPTION OF THE ORGANIZATION**

Kafkas holds the leading position in the field of electrical equipment, lighting, building technology items and energy management solutions in the Greek market, while at the same time it is one of the most dynamic and rapidly growing Greek companies in recent years. The first steps towards the creation of Kafkas were taken in 1975 by Vassilis Kafkas, with the opening of the first store in Markopoulos, starting from the then developing market of Eastern Attica. After 44 years, the company has managed to emerge as a leader in its sector, having many years of experience with its participation in numerous projects involving new facilities as well as renovations/upgrades of residences, business premises and infrastructure. 2004 is a milestone year, as Kafkas becomes the first company in sales of electrical equipment in Greece, with a turnover of 33.2 million euros, rapidly developing the network of stores in major cities, reaching 15 points. The main competitive advantage of the Kafkas is its human resources. The company consistently invests in the professional and personal development of its executives, with continuous training programmes that help develop their knowledge, talents and skills. And they, in turn, provide added value and innovative solutions to its customers, contributing decisively to the development and evolution of the company. A proof of our commitment to creating an excellent working environment is their award for the 8th time in the Best Workplaces institution, in Greece as well as on a pan-European level.

1. General Description



- **SHORT DESCRIPTION OF THE CASE STUDY**

The company B. KAFKAS S.A. recognises the rapid technological evolution, the needs of the industry and the challenges faced by professionals in the field. For this reason, in 2012 he created the KAVKAS Institute of Education & Development. This Institute designs and implements trainings covering a wide range of topics. The purpose of the Institute is to enrich the knowledge of professionals so that they can respond to the growing needs of their clients.

1. Best Practice Profile

- **DETAILED DESCRIPTION**

The establishment of the Institute by KAFKAS is an innovation and pioneering action to provide continuous training and development. The aim is to offer not only innovative solutions, know-how for new products and technology systems, but to invest in people. Understanding that the initial training of employees is not enough for the active adaptation of employees to the social and professional environment, the company proceeds with continuous retraining. Thus, it tries to satisfy the needs of the modern labor market, which require additional knowledge and skills from employees who, for their part, wish to improve or maintain their position. Regarding the educational programme, it offers seminars in 4 thematic sections: Technology & Products, Standards & Certifications, Management & Business and Studies & Applications. Essentially, in this way, the company utilizes the know-how it possesses, as a leading company in its field. In addition to in-house trainings, until 2018 they had conducted over 3,300 training hours throughout Greece to more than 7,200 participants. It is a certified Lifelong Learning Level organisation by the National Organisation for Certification of Qualifications & Vocational Guidance and other private and international organisations and has 10 training rooms nationwide, fully equipped with modern logistical infrastructure and the necessary educational tools. Other actions of the company that stand out are:

1. Best Practice Profile



- The monthly "Extra Mile Champion" institution highlights and rewards the efforts of employees who, through their initiatives and actions, managed to bring added value to the company, promoting its values and always based on the principles of executive excellence of the organisation.
- The "employees' day": Every year, on 2/11, the date of the death of the company's founder B. Kavkas, all receipts from retail sales are shared equally among all employees, regardless of position, hierarchical level, etc. .etc
- The Managing Director Listening Sessions (MDLS) is an open dialogue initiative, enabling Management and non-executive staff to come together and share ideas, opinions and best practices in a climate that promotes creativity and cooperation.
- The "Ideas collector" action, all employees are encouraged to submit suggestions and ideas to an internal social networking platform on topics such as Operations Excellence, Marketing, Human Resource Management and Corporate Social Responsibility. In this way, creative thinking and initiative are encouraged.

From September 2018, a new institution was created, the "Best Practice of the Month", which applies mainly to the (small or large) actions that the store network implements in its daily life. Its purpose is to highlight and pass on the best practices that bring optimization to the company's operations and the services provided.

• *RATIONALE*

The actions above demonstrate the social sensitivity of the company and the high sense of solidarity that distinguishes it. The four main that support the company are: expertise, infrastructure, values, human resources. The human-centered philosophy, inspired by the principles of business excellence, constantly seeks to strengthen the company with competent professionals. They support the development of their people by providing them with all the means to strengthen their professional skills and talents.

1. Best Practice Profile



• GOALS

B. KAFKAS S.A., recognising the rapid development of technology and having listened to the needs of the sector and the challenges faced by professionals in the field, created the KAFKAS Institute of Education & Development in 2012. Its ultimate goal is, through the educational programs implemented by the Kafkas Institute, to open new perspectives to the participants who are active in the sector, contributing to the expansion of their activities, the development of their clientele and, in general, their strengthening in the field. At the same time, it also addresses the general public in order to provide opportunities for professional development, through the acquisition of knowledge and information about all the new trends and developments of the market in which we operate. A consequence of this idea, which gives added value to the Kafkas Institute, is to be a meeting point for the exchange of opinions and ideas between professionals, students and people interested in their professional development.

• IMPACT

Education to a very large extent provided knowledge and skills for work, for their personal development, for improving their administrative abilities and increasing their prestige and financial earnings. Human resource development affected employee productivity, performance, efficiency and organisational performance as well as company profitability.

• CONNECTION WITH THE SKILLS DEPICTED IN 101

This best practice case can be linked with the following skills:

EMOTIONAL INTELLIGENCE
EMPATHY
CRITICAL THINKING
PROBLEM SOLVING
COMMUNICATION AND NEGOTIATION SKILLS
PEOPLE MANAGEMENT
MANAGING RESISTANCE TO CHANGE

1. Best Practice Profile



- **LESSONS LEARNED**

Employee training and development can lead to positively impacting organisational results. Efforts to train and develop employees reveal that businesses are not only leveraging high-potential employees but also individuals who can commit to achieving a higher level of responsibility. Continuous learning can develop EI, and education in combination with EI strengthens employee commitment to the job. To the extent possible, organisations are to listen to individual learning needs and fulfill them, contextually fitting to the corporate mission, as doing so may result in great benefit to both the individual and the organization.

- **ADDITIONAL MATERIAL**



1. Best Practice Profile



- **REFERENCES**

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- <https://hellanicus.lib.aegean.gr/handle/11610/24118>
- <https://www.kafkasinstitute.gr/>

INTERMEDIAKT, GREECE



Pyllones Hellas



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** Pylones Hellas
- **COUNTRY** Greece
- **ECONOMIC SECTOR** IT systems & Security Integrator
- **TYPE OF ORGANIZATION** Business Company
- **SIZE OF ORGANIZATION** Medium
- **BRIEF DESCRIPTION OF THE ORGANIZATION**

Pylones provides Information Technology Infrastructure, Network and Security Integration solutions focused around four core pillars: Robustness. Resilience. Speed. Safety. They design, implement and manage bespoke cutting-edge solutions to protect your data throughout its journey. They deliver data security and storage, whether on-premises or cloud, and guarantee frictionless, optimized data transfer that maximises efficiency at every step of the process. That means your data can efficiently interact with other data, generating ever more useful data sets that add value to your company and increase your competitive advantage. Pylones Hellas has been certified for 2 consecutive years with the "Cybersecurity made in Europe" quality assurance recognition by the European Cyber Security Organization (ECSO). It has also been awarded twice in a row with HR Awards and more specifically in the category "Most Innovative Work-From-Home Plan".

- **SHORT DESCRIPTION OF THE CASE STUDY**

We were all called to face a new and dangerous reality through different and unprecedented conditions, created by the advent of the Covid-19 pandemic. Pylones Hellas realised very quickly the new situation and proceeded consciously and consistently with the necessary measures to protect employees against the spread of coronavirus in the workplace with the "we make IT safe" programme.

1. Best Practice Profile



- **DETAILED DESCRIPTION**

Pylones Hellas realized in time that "remote" work was here to stay, managed to ensure that all employees have all the necessary means, tools and motivation to work remotely! The company defined the corresponding procedures and policies which focused on creating an efficient working environment that quickly adapting to the new situation, maintaining team spirit, as well as taking and implementing initiatives through the "we make IT remotely" action plan will be in focus. In this context, a special prevention and information team was set up in order to communicate with the competent authorities to be informed about the developments and new measures to be taken and at the same time to launch and coordinate the respective actions within the company. In this way, a complete plan for 100% remote work of the employees as a whole was organized and implemented, ensuring them the safe infrastructure and the necessary equipment to work as if they were in the workplace.

- **RATIONALE**

Their purpose was and is to include and activate all the people of the company to face collectively, even if at a non-physical distance, the issues that concerned them, the team, the organisation. In addition to the appropriate working conditions through infrastructure and equipment, having in mind the difficulty of conditions and the unprecedented everyday life, the company focused on creating and strengthening a positive climate during distance working. No action was consciously taken that would disturb the form and conditions of work agreed upon with each employee, measures such as suspension of work, modification of hours, etc. and at the same time special attention was paid to the individual needs of each employee to maintain personal and family balance. With "remote" work as a driving force, Pylones Hellas already employs staff with a full remote employment relationship from various regions of Greece.

- **GOALS**

The aim was to create conditions aimed at suppressing tension and providing security and calm. Having as a compass and reference point the human factor, they proceeded to a series of actions whose main concern was to create a climate of security and optimism within the company. Priority and emphasis was given to the people of the company in order to maintain balance and prosperity in the company.

1. Best Practice Profile



- **IMPACT**

The main employees concern during the pandemic was anxiety, which leads to reducing job satisfaction, negatively affecting interpersonal relationships with colleagues, and decreasing work performance. Having a clear communication with information about developments and new measures brings benefits to employees well-being and productivity. This also helps employees to manage their resistance to change. The most important long-term positive effect that this practice has for the company is that they have build trust. Employees are able to rely on their managers to give them the necessary tools and resources for the job, and managers are able to trust employees to work without constant supervision and micromanagement.

- **CONNECTION WITH THE SKILLS DEPICTED IN IOI**

The skills that could be connected to this practice are:

EMOTIONAL INTELLIGENCE
EMPATHY
PROBLEM SOLVING
COMMUNICATION AND NEGOTIATION SKILLS
PEOPLE MANAGEMENT
MANAGING RESISTANCE TO CHANGE

- **LESSONS LEARNED**

Remote and hybrid work environments have become almost a norm for organisations and companies after the pandemic outbreak. As more and more companies and employees embrace remote work, leaders and managers will need to re-learn and re-think some of the old ways of doing things. The number one way to effectively manage remote teams is to prioritise effective communication and make sure you have clear processes in place for how and when your team will communicate with each other. This will streamline your workflows, build trust, and ensure accountability. Businesses that welcome and support open communication establish better relationships with their employees and experience greater productivity.

1. Best Practice Profile



- **ADDITIONAL MATERIAL**



- **REFERENCES**

- <https://www.pylones.gr/who-we-are/>
- <https://www.epixeiro.gr/article/305667>
- <https://www.pylones.gr/hr-awards-2020/>

INTERMEDIAKT, GREECE



Skroutz SA



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** Skroutz SA
- **COUNTRY** Greece
- **ECONOMIC SECTOR** E-commerce platforms
- **TYPE OF ORGANIZATION** Business Company
- **SIZE OF ORGANIZATION** Large
- **BRIEF DESCRIPTION OF THE ORGANIZATION**

Skroutz SA was founded in 2005 and is active in the development of innovative technology services, creating innovative e-commerce platforms and high-performance websites.

Based in Athens, Skroutz SA, is the leading digital brand behind the creation and development of the innovative search and price and product comparison engine www.skroutz.gr. The company provides a range of user-centric software solutions and e-commerce platforms leveraging new technologies and methodologies, which highlight the passion of its human resources.

Benchmarking and cutting edge technology are in their DNA and they fully understand that the challenges in this market are constant. Driven by their ambition for distinction and achieving excellence in everything they do, their mission is to:

To combine deep knowledge and specialization of the subject.

To provide quality services and excellent results.

To play a leading role in Greece and abroad.

To constantly seek new opportunities in our industry.

To utilize the passion and talent of our team.

To apply quick decision-making processes.

To implement the projects precisely.

1. General Description



- **SHORT DESCRIPTION OF THE CASE STUDY**

HR experts and other pundits point out how important the work environment is in creating a good climate, on employee productivity, on whether and to what extent the work environment is affected during a recession, and on whether and how much the efficiency of the executives of a business that operates in crisis conditions changes. So let's start with the assumptions:

Assumption 1 Yes, it is important to have a good working environment!

Assumption 2 Yes, the work environment is affected during a recession!

Assumption 3 Yes, the efficiency of a company's executives changes in times of crisis!

Assumption 4 No, the end of the world has not come!

2. Best Practice Profile

- **DETAILED DESCRIPTION**

The members of Skroutz team are pleased to say with confidence that the environment they work in is exceptional. This has not been certified by any research or organization. However, they all attest to this every day in every moment of their lives within Skroutz. There is no secret to success or recipe or any other similar cliché. There are only moments and details that make us all feel beautiful during the hours we spend in the office, or even outside the office. Here are some examples:

Skroutz SA is the first Greek company to implement the four-day working day for all employees during the summer months. Four days of work, three days of rest.

Workplace. We have been in new offices for a while now. To be honest we haven't fully realized where we are yet. Sometimes we feel like we're in Palo Alto or London, but we're actually in Nea Ionia. We are in the most amazing offices we have ever seen (more to be revealed soon)! Open space, plenty of light, comfortable common areas, balcony-jungle, impressive lighting, sketches and designs on the walls that make you want to smile all day long.

Food (not just) for thought. Somehow we manage in this company and we deal with food all day. Especially on Fridays... every Friday our favorite conversation is what we are going to order to eat next week, since Friday is the day when the catering that supplies the company sends us the menu with its delicious suggestions for the whole week. Favorite time of the day, too, is when we go to our large dining room to eat. Either on our balcony or at our large wooden table, meal time is a time of relaxation and fun for all of us.

1. Best Practice Profile



Morning stand-ups on our balcony. The team of each Skroutz department holds small 10-minute coordination meetings "on foot" in the morning. There we report on the day's work, discuss any issues or pending issues and lay out our ambitious plans. When the weather spoils us, our kitchen and living room areas are equally welcoming.

Fun is in our blood. Words are unnecessary here... ping-pong, nerf guns EVERYWHERE, board games, books for all, pranks and non-stop teasing. (Skroutz hint: Do not leave your PC unlocked!)

BBQ... and fun again. Every now and then, simply, spontaneously (or not so much), we gather on our balcony and the grill catches fire! Some give a hand in the grilling, others give instructions because they don't want to get dirty and smell like chicken, others grab the blah-blah and others immediately devour what comes off the grill.

Also every year they go on a two-day excursion, where the whole company participates.

Life at Skroutz is not like five days or like a camp. Life at Skroutz is simply designed to make us feel good about what we do and happy about our daily lives. Do you really need a lot more to feel good and be creative and productive in your work environment?

• RATIONALE

It is not easy for a business to reverse the situation of our time. A company, therefore, must have as its goal, and not as an end in itself, the provision of the best possible working environment, always given the conditions and possibilities.

When can an employee in a company say that the environment in which he works is of a high standard? According to people in Skroutz SA, when:

- He trusts the leadership of the business,
- He takes pride in his work,
- He enjoys working with his colleagues.

• GOALS

All this are implemented in the context of the company's general philosophy: to make the employees happy.

1. Best Practice Profile



- **IMPACT**

As George Hatzigeorgiou, one of its founders, says "What you gain when you show a good character as an employer is that in difficult times the employees will stand by you more. In a company that has a very bad attitude towards people, they will run away in difficult times".

All these have only positive outcomes for the employees and the company. The employees are satisfied and happy and they are more efficient.

- **CONNECTION WITH THE SKILLS DEPICTED IN IO1**

Although we have probably already mentioned them during the development of the case study, at this point we will point out more explicitly to which of the 10 areas described in IO1 (probably it can be more than one) this best practice case can be linked:

EMOTIONAL INTELLIGENCE

EMPATHY

PEOPLE MANAGEMENT

CRITICAL THINKING

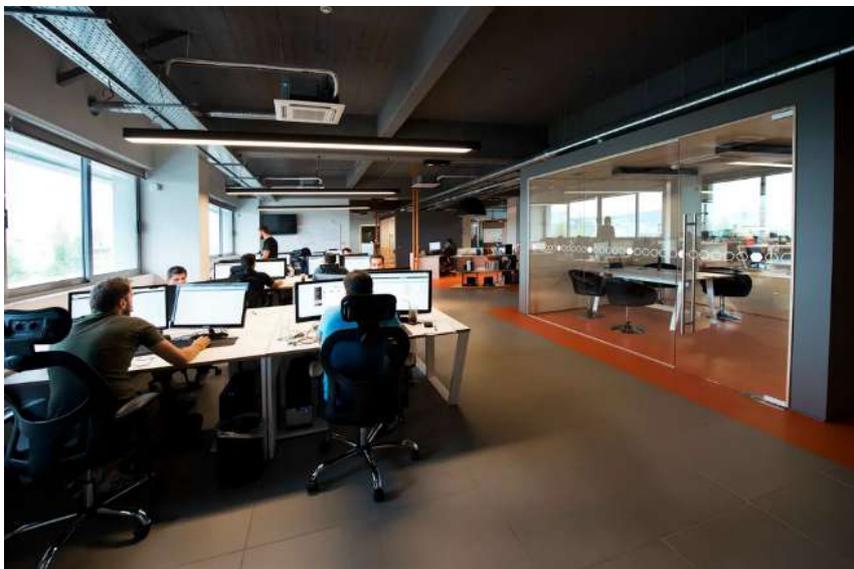
PROBLEM SOLVING

ASSERTIVENESS

JUDGEMENT AND DECISION MAKING

COMMUNICATION AND NEGOTIATION SKILLS

- **ADDITIONAL MATERIAL**



1. Best Practice Profile



• REFERENCES

- <https://www.skrouz.gr/blog/posts/144-ti-simainei-exairetika-ergasiako-perivallon-douleyontas-sto-skrouz>
- https://www.huffingtonpost.gr/entry/proino-mesemeriano-ekdromes-kai-4emere-eryasia-to-kalokairi-yiati-to-skrouz-thelei-charoemenoes-eryazomenoes_gr_5bec156ae4b0783e0a1e6b84?ncid=tweetlnkgrhpmg00000001

INTERMEDIAKT, GREECE



Convert Group



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** Convert Group
- **COUNTRY** Greece
- **ECONOMIC SECTOR** Data Analytics & e-Commerce
- **TYPE OF ORGANIZATION** Business Company
- **SIZE OF ORGANIZATION** Mediu
- **BRIEF DESCRIPTION OF THE ORGANIZATION**

Their mission is to be the Global Currency of e-Commerce Success for Brands and Retailers, at the crossroads of Data & Analytics, Enterprise SaaS, eCommerce and Health Tech. According to their CEO, Andreas Petropoulos “We are revolutionising the way Retailers & Suppliers collaborate, enabling data driven decision-making”. They operate in 16 countries.

- **SHORT DESCRIPTION OF THE CASE STUDY**

Convert Group is the first Greek Tech Company to be Recognized for 5 Years as a Best Workplace in the Small and Medium-Sized Firms Categories.

Convert Group is the first Greek tech company to be included 5 times in the country's top 25 Workplaces in the small and medium sized firms categories. This recognition comes from the Great Place to Work® International Institute which this year counts its 20th year in Greece. In 2021, Convert Group was awarded as the 4th Best Workplace in Europe in the small and medium sized categories.

1. Best practice profile



• DETAILED DESCRIPTION

Since its foundation in 2014, Convert Group has been in the forefront of creating a workplace where fairness, credibility, pride, camaraderie and respect create a healthy environment for employees to thrive at a global level. Furthermore, over the years the company has established practices and initiatives such as:

- Established unlimited work from home and flexible working hours.
- 20% more time off than law requires, plus an extra occasions' leave (birthdays, rest days, etc).
- Early Friday during the summer period where the company closes at 2pm.
- Free lunch every day at the office.
- €1.000 minimum gross salary policy (41% higher than the Greek National minimum salary)
- Financially supporting employees marriages, newborns, college graduations and family member losses.
- Private health insurance with extra benefits and a 50% insurance subsidy for dependent family members with coverage in Greece and abroad.
- Kids & pets friendly workspace.
- Energy and home office allowance.
- Free fruits, snacks, coffee on a daily basis.
- Weekly, monthly and quarterly all-hands meetings with complete transparency on strategy, wins & challenges, financials and ask-the-CEO-anything sessions.
- Transparent feedback processes from CEO to interns, events and initiatives.
- Performance management process and 360 feedback assessment for employees at all levels.
- Social responsibility activities, where Converters can spend part of their working time to support schools, orphanages and other institutions, without making social media posts.

• RATIONALE

The main motive behind all these measures is to make the company a great place to work.

1. Best practice profile



- **IMPACT**

Katerina Tseva, Convert Group's HR Director, commented: "Everyone at Convert Group contributes equally to make the company a great place to work. We've succeeded in improving our overall work environment so that every Converter has the best chance to learn and thrive. We are honored to receive this recognition from the Great Place to Work® International Institute and want to continue being a great workplace for the greatest people in the business, our Converters."

- **CONNECTION WITH THE SKILLS DEPICTED IN IO1**

Although we have probably already mentioned them during the development of the case study, at this point we will point out more explicitly to which of the 10 areas described in IO1 (probably it can be more than one) this best practice case can be linked:

- EMOTIONAL INTELLIGENCE
- EMPATHY
- CRITICAL THINKING
- PROBLEM SOLVING
- ASSERTIVENESS
- JUDGEMENT AND DECISION MAKING



- **REFERENCES**

- https://convertgroup.com/news_posts/best-workplace-in-greece-for-2022/
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**CENTRO PER LO
SVILUPPO CREATIVO
DANILO DOLCI, ITALIA**



MC DONALD'S ITALIA



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** McDonald's Italia
- **COUNTRY** Italia
- **ECONOMIC SECTOR** Food
- **TYPE OF ORGANIZATION** Business Company
- **SIZE OF ORGANIZATION** Large
- **BRIEF DESCRIPTION OF THE ORGANIZATION**

McDonald's Italia is the national branch of McDonald's franchises , founded in 1955 in the USA and landed in italy in 1996 with the initial name of Burghy. It is the world's largest restaurant chain for revenues, present in over 40.000 outlets in 2021.

- **SHORT DESCRIPTION OF THE CASE STUDY**

During Italy's lockdown for fighting the spread of Covid – 19 in 2020, the board of McDonald's Italy has decided to invest in the mental well-being of employees through a training on Emotional Intelligence skills with the aim of focusing on the people behind the professional roles: over 100 employee have been involved in a course on "Emotional Intelligence in the Family".

The course, held online by a tutor of the division of EQ Biz, ran for four meetings and focused on daily pattern that can lead to challenges in the relationship with others. Especially during the lockdown people have been forced to spend the majority of their time in close contact with family or flatmates and this led to an increase level of stress in most cases.

McDonald's for this reason offered support to employees for reflecting and talking about the situation outside the restaurants, and especially within the families that are the core of the mental and emotional wellbeing of workers.

Source: https://eqbiz.it/esperienza_mcdonalds/

1. Best practice profile



- **RATIONALE**

Lockdown period in Italy and around the globe has forced people to live a different and more difficult life where personal space was not guaranteed or that forced others to spend too much time alone.

Difficult balance that for some had to be recreated in the forced coexistence between all the members of the family, in search of their own spaces, in the management of children at home from school, in the closest coexistence with their partner emerged as a topic that was fundamental to address, and McDonald's managers decided to opt on one hand for psychological support that they made available to employees, and on the other with a view to developing skills. It is in this second approach, therefore, that the "Emotional Intelligence in the Family" project was developed.

- **GOALS**

Specify what organization aimed to achieve by implementing these measures and strategies

- **IMPACT**

Reactions of participants have been enthusiastic, as they recognized the course as the answer to an actual need. Also, participants after the course expressed the will to continue learning about emotional intelligence and wellbeing, which needs more study than few meetings.

- **CONNECTION WITH THE SKILLS DEPICTED IN IO1**

EMOTIONAL INTELLIGENCE

EMPATHY

PEOPLE MANAGEMENT

SELF-CONTROL

MANAGING RESISTANCE TO CHANGE

1. Best practice profile



- *ADDITIONAL MATERIAL*



- *REFERENCES*

- L'Intelligenza Emotiva per lo sviluppo della Persona: l'esperienza di McDonald's:
https://eqbiz.it/esperienza_mcdonalds/

**GENTRO PER LO
SVILUPPO CREATIVO
DANILO DOLGI, ITALIA**

LIDL ITALY



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** Lidl Italy
- **COUNTRY** Italia
- **ECONOMIC SECTOR** Retail
- **TYPE OF ORGANIZATION** Business Company
- **SIZE OF ORGANIZATION** Large
- **BRIEF DESCRIPTION OF THE ORGANIZATION**

Lidl Italia is the national branch of Lidl, German international discount retailer chain that counts more than 11 thousands shops across Europe and USA. The company belongs to the Schwarz Group, which is also the fifth largest retailer in the world.

- **SHORT DESCRIPTION OF THE CASE STUDY**

Lidl Italia organized an online event to promote Emotional Intelligence as a skill to increase the professional future of participants. Lidl recruiters indeed look for this skill and related ones in future employees and for this reason the event intended to be focused on why it is a valuable skill and how it can be exercised in a work context.

Sources: <https://www.tutored.me/it/experiences/15997/>

1. Best Practice Profile



• DETAILED DESCRIPTION

The event took place on the 23rd of June 2022 and consisted on:

- what is Emotional Intelligence and why it is an important skill at work;
- how to recognize other people's behaviour and how to behave toward others at work;
- concrete examples;
- role plays;
- Q&A.

The event targeted students and newly graduated. It involved 190 people.

Speaker

Gianluca Cama: Training & Recruiting Manager @LIDL Italia

Marianna Corino: Recruiter @LIDL Italia

• RATIONALE

Lidl Italy has a great recruitment service that also provides the so-called Graduate programme (<https://lavoro.lidl.it/qual-e-il-tuo-profilo/neolaureato>) for recently graduated people who are interested in beginning a career in the field and don't know how to start it. Graduate programs are proper work experience with a training, mentored by senior colleagues. In this context, also Emotional Intelligence has become part of the training.

• GOALS

To introduce the topic of Emotional Intelligence in the workplace and to make a

1. Best Practice Profile



• CONEXION WITH THE SKILLS DEPITED IN 101

EMOTIONAL INTELLIGENCE
CRITICAL THINKING
PROBLEM SOLVING
ASSERTIVENESS
JUDGEMENT AND DECISION MAKING
COMMUNICATION AND NEGOTIATION SKILLS
PEOPLE MANAGEMENT
SELF-CONTROL

• ADDITIONAL MATERIAL



Partecipanti: **191**



Chiara

Università degli Studi di Messina



Noemi

Università degli Studi di Salerno



Nicolo

LUISS Guido Carli



Angelica

Università degli Studi di Ferrara



Giuseppe

Università degli Studi di Parma



paolo

Politecnico Bari



Salvatore

Università degli Studi di Messina



Alvaro

LUISS Guido Carli



Condividi

Invita un amico

• CONEXION WITH THE SKILLS DEPITED IN 101

• Link to the online meeting presentation:
<https://www.tutored.me/it/experiences/15997/>

• Link to the recording:
https://www.youtube.com/watch?v=44S_XBZr5r4

**CENTRO PER LO
SVILUPPO CREATIVO
DANILO DOLCI, ITALIA**



CESIE



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** CESIE
- **COUNTRY** Italia
- **ECONOMIC SECTOR** Third Sector
- **TYPE OF ORGANIZATION** NGO
- **SIZE OF ORGANIZATION** Medium
- **BRIEF DESCRIPTION OF THE ORGANIZATION**

CESIE is a European centre of studies and initiatives established in 2001, inspired by the work and theories of sociologist Danilo Dolci (1924-1997). Its mission is to promote educational innovation, participation and growth. Cesie works internationally with a broad network of partners and civil society organizations, universities, schools and public authorities among others. It is located in Palermo, Italy.

- **SHORT DESCRIPTION OF THE CASE STUDY**

The project "Women Entrepreneurs: Inspire Us!" is a European project, funded by the Erasmus + Key Action 2, Strategic partnership for Adult Education. The aim of the project was to empower future women entrepreneurs helping them to develop their aptitude toward entrepreneurship through the acquisition of key competences and through the creation of tools for self awareness and business creation.

1. Best Practice Profile



• DETAILED DESCRIPTION

The project Women Entrepreneurs: Inspire Us! Aims to help women become entrepreneurs by introducing women to the “winner” mindset: the project intends to help women to become powerful “agents” of change in order to achieve gender equality as it promotes self-employment and entrepreneurship among women. Through a set of different tests, tools and knowledge expertise, the project wants to create a new force within this target group and help women to achieve their objectives as creative, talented, driven and skilled workers. Among these tools, also Emotional Intelligence has a big role as it is included as one of the important skill for the business world.

Specific objectives of the project were also to investigate the psychological factors that can contribute or obstacle the entering of women in the entrepreneurial world and the creation of tools for self-awareness.

The activities through which the objectives have been reached were:

- The development of a Competencies Matrix and Policy Recommendations Report, after collecting in-depth interviews and online questionnaires
- Development of INSPIRE US! entrepreneurship training programme
- Development of Women Entrepreneurial Enhancement Web platform for the exchange of ideas, best practices, knowledge among women entrepreneurs
- Identification of obstacles, difficulties and problems the target group is facing
- Exchange of knowledge and experience among future women entrepreneurs, successful women entrepreneurs and relevant stakeholders across Europe

PARTNERS

- GRANTXPRT CONSULTING LIMITED, Cyprus
- STORYTELLME, Portugal
- FOUR ELEMENTS, Greece
- CESIE, Italy
- PIA Velenje, Slovenia
- ISOB GMBH, Germany

1. Best Practice Profile



- **RATIONALE**

The Entrepreneurial Programme (<http://elearningprojects.eu/home/index.php>) with its learning modules are the results of a research that has been conducted at a European level and on entrepreneurs' needs, also based on surveys targeting women entrepreneurs. The results of the research can be found here: <https://cesie.org/en/resources/inspireus-competencies-policy-report/>

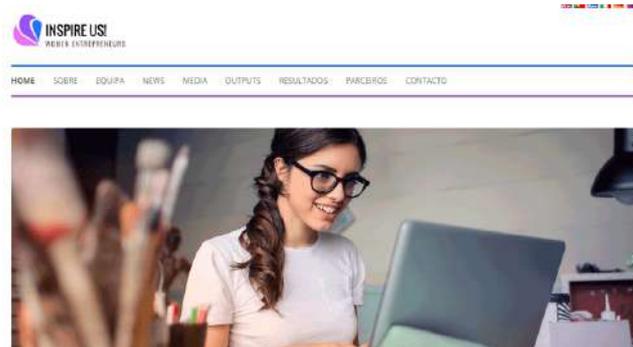
- **IMPACT**

Short-term and long-term impact on the organization work atmosphere and team satisfaction (positive and negative outcomes)

- **CONNECTION WITH THE SKILLS DEPICTED IN IO1**

EMOTIONAL INTELLIGENCE

- **ADDITIONAL MATERIAL**



- **REFERENCES**

Cesie webpage on the project: <https://cesie.org/en/project/inspireus/>
Project website: <http://inspireus.eu/it/home-3/>

Outputs of the projects: <http://inspireus.eu/pt/intellectual-outputs/>

**GENTRO PER LO
SVILUPPO CREATIVO
DANILO DOLGI, ITALIA**



FEDEX



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** Fedex Express
- **COUNTRY** Italia
- **ECONOMIC SECTOR** Shipments and logistics
- **TYPE OF ORGANIZATION** Business Company
- **SIZE OF ORGANIZATION** Large
- **BRIEF DESCRIPTION OF THE ORGANIZATION**

FedEx is an international shipping business, specialized in express shipments by land, air and logistic services. The name stands for Federal Express. It is based in the USA but it is present globally. Their philosophy is so called "PSP" which means "People – Service – Profit".

- **SHORT DESCRIPTION OF THE CASE STUDY**

In the company's "Global Learning Institute", evaluation and developments of competences related to emotional intelligence have been introduced, as part of a 6 months training targeting managers around the world. Since 2005 the training program for managers has the aim of forming good leaders and the company Six Seconds, leader on Emotional intelligence, has been asked to develop the modules on Legacy and EI. According to the words of Jeff Kinley (, MD Learning & Development) they chose the sixseconds modules for it being the only coaching experience where people had to evaluate themselves.

1. Best Practice Profile



• DETAILED DESCRIPTION

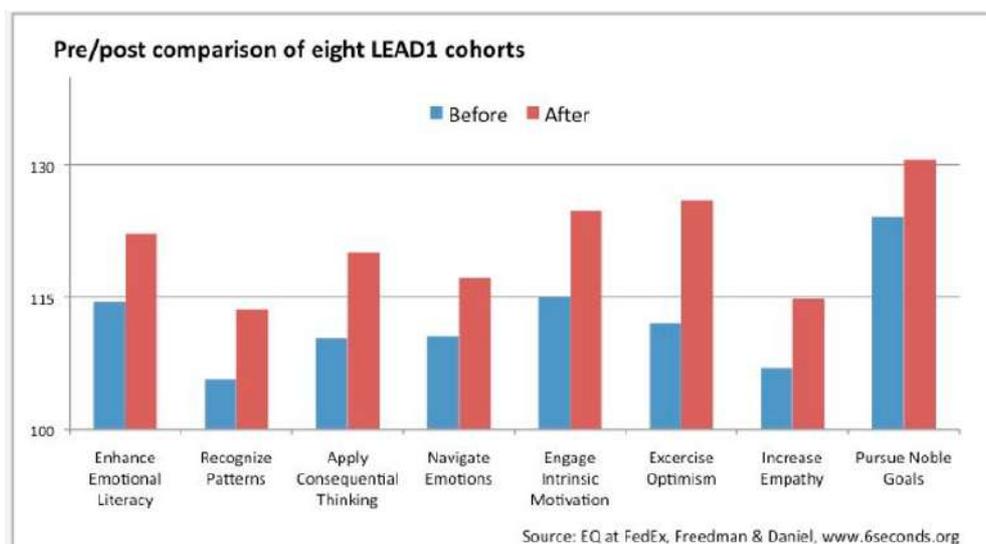
The training modules is a pathway that focuses on the implementation of the EI on a daily basis. It is built on 3 steps:

1. Know yourself – be aware of yourself and of your emotions and reactions
2. Choose yourself – change your reactions from unconscious to intentional
3. Give yourself – focus on empathy and take decisions based on the context in a wider vision

The training run for 5 days with a 6-months follow up coaching process. During the 5 days, each manager focuses on personal, specific competences to improve and decides which objectives to achieve.

• RATIONALE

The program has driven an 8-11% increase in key leadership competencies, with more than half of the participants experiencing very large improvements (10-50%) in some key emotional skills as well as leadership outcomes: 72% of program participants showed very large improvements in decision making; 60% in quality of life and 58% showed greater improvements in the ability to influence others.



Taken from the 6seconds case study, here: <https://italia.6seconds.org/2018/02/case-study-intelligenza-emotiva-people-first-leadership-alla-fedex-express/>

1. Best Practice Profile



- **CONNECTION WITH THE SKILLS DEPICTED IN IOI**

EMOTIONAL INTELLIGENCE
ASSERTIVENESS
JUDGEMENT AND DECISION MAKING
COMMUNICATION AND NEGOTIATION SKILLS
PEOPLE MANAGEMENT
SELF-CONTROL

- **ADDITIONAL MATERIAL**



“Leadership means forming a connection between people at an emotional level.”

- **REFERENCES**

- Youtube: <https://www.youtube.com/watch?v=3mbfmBmSeNQ>
- <https://italia.6seconds.org/2018/02/case-study-intelligenza-emotiva-people-first-leadership-alla-fedex-express/>

**CENTRO PER LO
SVILUPPO CREATIVO
DANILO DOLCI, ITALIA**



UCB BIOPHARMACEUTICAL



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** UCB Biopharmaceutical
- **COUNTRY** Italia
- **ECONOMIC SECTOR** Medical furnitures
- **TYPE OF ORGANIZATION** Business Company
- **SIZE OF ORGANIZATION** Large

- **BRIEF DESCRIPTION OF THE ORGANIZATION**

UCB is a multinational pharmaceutical company based in Belgium, in Brussels. It focuses on research and development on diseases such as epilepsy, Chron's disease and Parkinson's disease. It promote neuroscience research. It has a division in Italy, in Milan.

- **SHORT DESCRIPTION OF THE CASE STUDY**

IUCB managers decided to adopt a different approach based on Emotional Intelligence as a key to success.

1. Best Practice Profile



- **DETAILED DESCRIPTION**

Ucb has faced several challenges in the last years given by uncertainty and complexity of the business world. Instead than focusing on the classic approach of training managers, the team in Italy has identified in EI the key to success: the project has been articulated in two phases where the first targeted the core of management while the second the field employees. They used a mix of self evaluation, of group work, workshops.

More specifically the aim was to give more tools to medical representatives that would facilitate the dialogue with possible buyers.

The first phase focused on project design to reach the company's objectives, on the identifications of KPIs and feedbacks on the course. The second phase added the analysis of the results over the testing months and the final evidence after two years of work on Emotional Intelligence.

- **GOALS**

To increase the efficacy of the selling and of the communication by shifting the attention from the products to the relationships with the interlocutors.

- **IMPACT**

98% of participants stated that the quality of relationships with stakeholders has improved; 695 of participants stated that after 3 months all the interpersonal exchanges improved.

- **CONNECTION WITH THE SKILLS DEPICTED IN IO1**

EMOTIONAL INTELLIGENCE

EMPATHY

COMMUNICATION AND NEGOTIATION SKILLS

PEOPLE MANAGEMENT

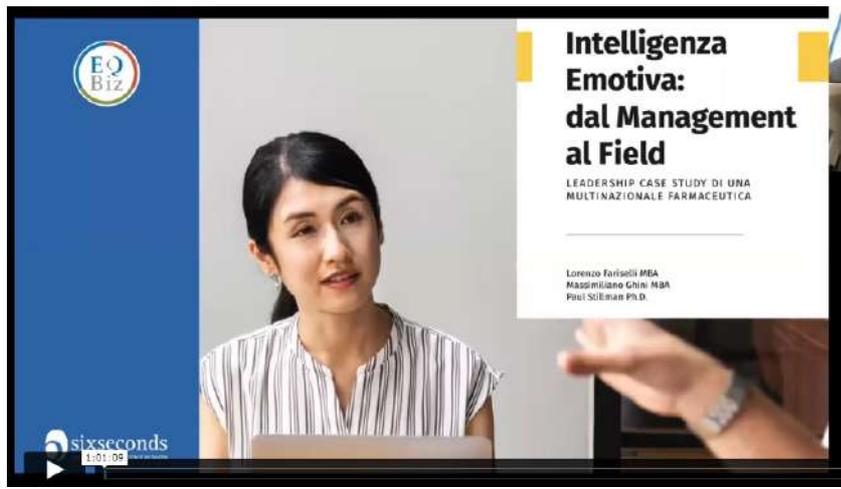
1. Best Practice Profile



- **ADDITIONAL MATERIAL**

Webinar 1: <https://vimeo.com/421087051>

Webinar 2: <https://vimeo.com/423318399>



- **REFERENCES**

<https://italia.6seconds.org/2020/05/caso-studio-ucb/>

**CENTRO PER LO
SVILUPPO CREATIVO
DANILO DOLCI, ITALIA**



**AMNESTIA ITALIA
AMNESTY INTERNATIONAL**



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** Amnesty International
- **COUNTRY** Italia and worldwide
- **ECONOMIC SECTOR** Third sector
- **TYPE OF ORGANIZATION** NGO
- **SIZE OF ORGANIZATION** Large
- **BRIEF DESCRIPTION OF THE ORGANIZATION**

Amnesty International is an international Non governmental organization, whose headquarter is in the UK. It has ten million members and supporter around the world and has offices in 50 Countries.

It was founded in London in 1961. Its aims is to draw attention on human rights abuses, campaigning against violation of human rights and for improving international laws and standards.

- **SHORT DESCRIPTION OF THE CASE STUDY**

On an international level, Amnesty conducted an assessment called “Staff Wellbeing Review” in which an external evaluation team collected, on a big scale, key findings for recommendations for better supporting the wellbeing of staff. Among the findings, it says:

“Enlist, equip, and better support managers to improve wellbeing: Seek to help managers improve their relational and communication skills, emotional intelligence, and conflict management skills. Encourage managers to lead by example in terms of prioritizing wellbeing, and support them in their management efforts with structural adjustments to workloads.”

In order to achieve this objective, they have implemented a comprehensive leadership development program focusing on developing transformational leadership and management skills.

The programme focused on areas including emotional intelligence.

It lasted 6 months between workshops in person and coaching, from remote. More than 100 people attended.

1. General Description



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1. Best Practice Profile

- **GOALS**

On the international level the goal is to create a healthier work environment, since Amnesty is considered a fast paced and emotionally heavy work place. On the Italian level instead the goal was to create a nicer and more sustainable activism model that could stimulate the active participation of each person involved

- **IMPACT**

According to the final assessment questionnaire in Italy, participants have enjoyed the training, because it let them express their thoughts.

1. General Description



- **CONNECTION WITH THE SKILLS DEPICTED IN IO1**

EMOTIONAL INTELLIGENCE
EMPATHY
CRITICAL THINKING
PROBLEM SOLVING
ASSERTIVENESS
JUDGEMENT AND DECISION MAKING
COMMUNICATION AND NEGOTIATION SKILLS
PEOPLE MANAGEMENT
SELF-CONTROL
MANAGING RESISTANCE TO CHANGE

- **ADDITIONAL MATERIAL**



AMNESTY INTERNATIONAL Staff Wellbeing Review



- **REFERENCES**

<https://www.amnesty.org/en/countries/>
<https://www.amnesty.org/en/wp-content/uploads/2021/05/ORG6097632019ENGLISH.pdf>
<https://www.indual.it/news/rendere-sostenibile-lattivismo-la-nostra-formazione-per-amnesty/>

INDEPGIE, SPAIN



EGOEMBES



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** ECOEMBES
- **COUNTRY** Spain
- **ECONOMIC SECTOR** ENERGY, ENVIRONMENT AND RAW MATERIALS.
- **TYPE OF ORGANIZATION** NGO
- **SIZE OF ORGANIZATION** Large
- **BRIEF DESCRIPTION OF THE ORGANIZATION**

Ecoembes is a non-profit organisation that coordinates the recycling of light household packaging in Spain and helps companies to integrate eco-design in the manufacture of their packaging to promote the reduction of waste generation. They have been working since 1996 to help raise environmental awareness and make recycling a daily habit for Spaniards. They work together with citizens, public entities and companies to make household packaging recycling a reality in Spain.

In order to carry out this work, they have a management model based on public-private collaboration, based on the principles of efficiency, transparency and technological innovation to achieve the most ambitious recycling objectives.

It has its headquarters in Madrid and offices in Barcelona, Seville, Santiago de Compostela and Logroño.

1. General Description



- **SHORT DESCRIPTION OF THE CASE STUDY**

According to Ecoembes, behind its activity based on caring for the environment, there is a great team of people who make recycling a reality in Spain. To this end, Ecoembes promotes leadership and talent within the team in the development of its activities, so that everyone feels involved and listened to in the common mission of working to make the circular economy a reality in our society.

Ecoembes has been named for the ninth consecutive year as one of the 50 best companies to work for in Spain, according to the Great Place to Work consultancy.

Ecoembes also fully supports work-life balance, recognised as a Family-Responsible Company by the Más Familia Foundation, with a B+ performance level (proactive company with work-life balance).

1. Best Practice Profile

- **DETAILED DESCRIPTION**

At Ecoembes, caring for people is an essential part of the corporate culture. They ensure that each member of the team is a key pillar for the company and for achieving its objectives, which is why they aim to provide the best possible environment in which people can carry out their work and develop.

To this end, Ecoembes carries out specific strategies and actions based on the following lines of action:

- **Leadership:** this is one of the fundamental pillars of this company's operations. The employees' view is that there is a high level of involvement of people by their superiors. Superiors also contribute to a close and trusting relationship with the people in their charge. On the other hand, the organisation's own dynamics have made it possible to evolve towards cascade leadership and self-leadership, which allows employees greater autonomy and decision-making capacity.

1. General Description



- **Training and development:** Ecoembes provides an e-learning platform to access training tailored to individual learning needs, which is highly valued by employees.
- **Innovation:** the company promotes innovation through practices such as the IDEA intrapreneurship programme, which aims to develop innovation at work and encourage originality and creativity when doing things, regardless of the result.
- **Digital Workplace:** the pandemic has accelerated the digitalisation process and Ecoembes employees have excellent tools to communicate and work in a more flexible way.
- **Flexible working hours and work-life balance:** reconciling personal and professional life is an essential aspect for Ecoembes. For this reason, a remote working policy has been formally implemented based on a hybrid model that brings benefits such as health and wellbeing to the working environment.
- **Equality, diversity and inclusion:** Ecoembes employees affirm that the treatment of employees in the workplace is fair, regardless of race, gender or sexual orientation. Ecoembes' workforce is 57% female and 43% male.
- **Communication:** information and transparency must circulate in the workplace, both of which increase the sense of belonging and motivation and contribute to maintaining a good working climate. Ecoembes' internal communication actions are perceived very positively by employees. In addition, suitable communication channels are also provided to communicate expectations, proposals and suggestions.
- **Health and safety:** the company prioritises the health, safety and physical and emotional wellbeing of its employees at all times, using organisational measures that have defined the company as a safe place to work.

1. General Description



• RATIONALE

"At Ecoembes we are consistent with our own messages and functions. If we promote recycling because we care about the environment and we believe that it is citizens who must activate the "lever" of change towards a more sustainable world, how could we not think and rethink over and over again how to create a working environment that is in line with our vision?"

Ecoembes' reasons for implementing the above strategies and thus promoting a good working environment are set out in its business ethics, vision and mission.

The Ecoembes code of ethics is developed around three key principles that symbolise the corporate values, which should be extended to all the company's business activities:

- **Efficiency:** to fulfil its mission by responsibly and efficiently managing the interests of its shareholders in order to achieve the company's objectives.
- **Ethical behaviour:** Ecoembes acts ethically in all situations and towards all its stakeholders, always complying with the laws that must be followed in order to be a responsible company.
- **Sustainable development:** Ecoembes understands that having a social and environmental commitment and social responsibility in the development of its activity.

The code of ethics also includes the following ethical obligations that Ecoembes must comply with:

- Know and comply with regulations
- Comply with internal ethics processes
- Report irregularities
- Be exemplary in conduct
- Ensure decisions are traceable
- Preventing corruption, bribery and influence peddling
- Act with rigour and clarity on internal control issues
- Avoid conflicts of interest
- Use the company's resources wisely
- Responsible use of information and maintaining confidentiality
- Respect intellectual and industrial property
- Collaborate and work as part of a team
- Respect human and labour rights
- Apply corporate responsibility in their performance

1. General Description



- **GOALS**

By implementing these strategies aimed at improving the working environment and the satisfaction of its employees, Ecoembes aims to unite efforts, vision and cooperation towards the company's main objective, which is to contribute to caring for the environment.

To achieve this goal, people are the main protagonists, as they have the power of change in their hands. Therefore, at Ecoembes, the human value has an important value and also an important mission. If the people who form part of the Ecoembes teams do not enjoy well-being and satisfaction, the objectives for which Ecoembes was created cannot be achieved.

- **IMPACT**

- **Short term:** The measures implemented by Ecoembes result in employee job satisfaction, which in turn generates a pleasant and productive working environment.

- **Long term:** as can be seen from the organisation's own development over the years, the fact that Ecoembes has been implementing strategies and measures to ensure the job satisfaction of its workers has contributed to its employees expressing good opinions about the conditions and opportunities they have within the company, as shown by the surveys conducted by the company itself. This has great benefits, not only in terms of the company's sustainability, but also in terms of achieving its objectives and social impact.

- **CONNECTION WITH THE SKILLS DEPICTED IN IO1**

EMOTIONAL INTELLIGENCE
EMPATHY
ASSERTIVENESS
COMMUNICATION AND NEGOTIATION SKILLS
PEOPLE MANAGEMENT

1. General Description



- **LESSONS LEARNED**

To be successful, a company must adopt a code of ethics. It cannot be concerned only with making a profit, but must be concerned with the values it brings to society. For it to work, the company's directors must be an example to follow, transmitting these ethical principles to all those involved in its development. Organisations, therefore, need to outline the ethical path and the values they want to follow and share them with all their members. Honesty, responsibility, loyalty and respect are not only ethical values, but also help to give economic value to business development and competitive advantages.

- **ADDITIONAL MATERIAL**



For the ninth consecutive year, Ecoembes has been recognised as one of the best companies to work for in Spain GTW (Great Place to Work).



Ecoembes obtains the EFR (Responsible Family Business) certificate for "work-life balance, equality and the well-being of the people who form part of the organisation".

- **REFERENCES**

Ecoembes.com. 2022. Ecoembes. [online] Available at: <<https://www.ecoembes.com/es>> [Accessed 17 September 2022].

Great Place To Work Spain. 2022. Ecoembes obtiene la Certificación Great Place to Work. [online] Available at: <<https://greatplacetowork.es/ecoembes/>> [Accessed 17 September 2022].

INDEPGIE, SPAIN



ADEVINTA



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** Adevinta
- **COUNTRY** Spain
- **ECONOMIC SECTOR** Digital Marketplaces
- **TYPE OF ORGANIZATION** Business company
- **SIZE OF ORGANIZATION** Large
- **BRIEF DESCRIPTION OF THE ORGANIZATION**

Adevinta is one of the country's leading technology companies and a benchmark in digital transformation.

The company aims to make a positive change in the world by helping people find what they need and giving things a new life.

In its 40 years in the Spanish classifieds market, Adevinta's business has evolved to become the Internet benchmark in relevant sectors such as real estate, employment, motoring and second hand.

With more than 18 million users per month, Adevinta is one of the ten companies with the largest Internet audience in Spain. It has a workforce of more than 1,000 employees and a worldwide presence in 16 countries.

1. General Description



- **SHORT DESCRIPTION OF THE CASE STUDY**

Adevinta uses a unique work methodology that facilitates working with agility and dynamism, responding to the constant changes occurring in the digital market. This methodology is committed to empowering employees, as they are not only fully involved in decision-making, but, accompanied by helpful leaders, they co-create and take on a responsible role in their projects, feeling that they are their own.

The entire workforce is aware of the company's plans and objectives and actively participates in them, thus making processes more transparent and encouraging the sharing of experiences and knowledge.

1. Best Practice Profile

- **DETAILED DESCRIPTION**

Adevinta Spain has been recognised by the prestigious Great Place to Work certificate for its innovative corporate culture, which benefits all its workers. After conducting a survey of all its employees, 90% of the Adevinta Spain team recognised the company as an excellent place to work.

The key to Adevinta Spain's high success rate is the company's commitment to internal and external talent, through an innovative work methodology: PEAK Performance. This is a unique methodology that empowers teams to be more agile and autonomous, making processes more transparent and encouraging the sharing of experiences and knowledge. The company has implemented this unique methodology across its entire Spanish workforce of more than 1,100 employees. In addition, this methodology advocates training and development plans in which each employee draws up a plan for self-improvement. Work-life balance and equality plans are also favoured, based on satisfying the concerns that generate personal and professional success.

As Elisabet Guasch, director of People & Comms, says:

"PEAK is much more than a working model, it is a commitment to innovative leadership. It is the methodology that has transformed and accelerated us with less hierarchical structures, based on autonomous yet collaborative teams, working together towards the same goals to deliver more value and in a more agile way to our users and clients".

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Some of the advantages enjoyed by Adevinta employees are as follows:

- **Work flexibility:** They are committed to the Smart Working model, based on autonomy and responsibility, which prioritises remote work. This model balances individual flexibility and remote work with face-to-face rituals and team dynamics to maintain personal connections, build trust and reinforce corporate culture and identity.
Each employee can decide where they need to work, either in the office or at home, depending on their priorities that day. This breaks with presenteeism and the need to be at the workplace in full view of the boss for as many hours as possible.
- **Cultural diversity:** this is one of the company's great assets, as 5% of the employees are foreigners, from more than 21 different nationalities. As well as being diverse, the workforce is generally young, with an average age of 39.
- **Gender Equality:** Adevinta is fully committed to gender parity in the organisation, which is currently 54% male and 46% female.
- **Trust:** the company fosters an environment of trust in which employees are listened to and accompanied in their experience within Adevinta. They advocate spaces for dialogue and a concrete way of giving and receiving feedback. In short, communication and transparency to ensure that the whole team feels empowered and ready to take on new challenges.

1. General Description



- **Professional development:** Adevinta employees have the opportunity to be the leaders of their own professional development. They are the ones who drive their career with the help of the training and resources offered by the company.
- In addition to all this, Adevinta offers work-life balance, health insurance and other welfare services and, of course, fair and equitable salaries.

- **RATIONALE**

The reasons behind the strategies and measures developed by Adevinta to promote a good working environment can be found in its Code of Ethics.

Adevinta aims to "leave a positive footprint in the world, giving value to each person, place and product we offer". From this brief statement in the presentation of its Code of Ethics, it can already be seen that there is a great willingness to generate a positive social impact on people's lives and on the world. Therefore, in order to achieve its objectives, the first positive impact has to be reflected internally, among its staff.

Adevinta is sustained by the following principles (with people and society), many of which have a positive impact on its employees:

- Human Rights
- Workers' Rights
- Equal Opportunities for All
- Prohibition of Harassment
- Care for the Environment
- Political Freedom
- Truthfulness and Transparency

Adevinta states that it offers values and principles to the world and that, without them, none of what it does would be possible. For this reason, they consider it essential to share their Code of Ethics with their employees, so that they also know first-hand the philosophy of the company's behaviour and so that they form part of it, with the aim of everyone rowing in the same direction.

1. General Description



- **GOALS**

Elisabet Guasch, director of People & Comms, says that Adevinta aims to "inform young people of the needs of the labour market so that they can choose their training or career while being aware of the opportunities that exist. To promote STEAM careers, especially among women, as there is still a long way to go in terms of diversity, especially in this sector. And continue to make progress in measures that empower employees, that allow them to organise their projects and meet their objectives, without depending on a fixed timetable and a fixed place, which will also help to better reconcile work and personal life".

- **IMPACT**

The short and long-term impact is positive and can be seen in the years that the company has been implementing the PEAK Performance-based working model. Thanks to this model, employees are very satisfied, as they feel they have ownership and power within the company, while enjoying flexibility and autonomy. In fact, this job satisfaction has been reflected in Great Place to Work surveys. And as a result of this pleasant working environment, the results and profits obtained by the company have continued to increase in recent years. In 2021, Adevinta had a turnover of €188m, 14% more than in the previous year.

If the company continues with this model and at the same time continues to refine it and adapt it to the needs of their team, not only will they continue to grow, but their results will become more and more ambitious.

- **CONNECTION WITH THE SKILLS DEPICTED IN IO1**

EMOTIONAL INTELLIGENCE

EMPATHY

ASSERTIVENESS

JUDGEMENT AND DECISION MAKING

COMMUNICATION AND NEGOTIATION SKILLS

PEOPLE MANAGEMENT

SELF-CONTROL

1. General Description



• LESSONS LEARNED

- A key aspect of Emotional Intelligence is self-motivation, and to achieve this in the workplace it helps a lot if the people around you encourage this motivation. Adevinta knows that the key to achieving this is to foster a climate of trust and transparency, where employees feel empowered. When workers feel listened to, taken into account and see that their proposals have an impact on the company's development, motivation and productivity always increase.
- Presence and pressure at work are becoming a thing of the past. Nowadays, and especially after the pandemic, workers value flexibility when it comes to work. This is an increasingly widespread trend and Adevinta has not hesitated to adapt the Smart Working model based on flexibility, autonomy and employee responsibility.

• ADDITIONAL MATERIAL



Adevinta Spain, recognised as the fourth best company to work for in Spain by Great Place to Work



Adevinta Spain for the second consecutive year in the ranking of best companies to work for by Forbes Spain.

1. General Description



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INDEPGIE, SPAIN



MUTUA MADRILEÑA



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** Mutua Madrileña
- **COUNTRY** Spain
- **ECONOMIC SECTOR** Insurances
- **TYPE OF ORGANIZATION** Business company
- **SIZE OF ORGANIZATION** Large
- **BRIEF DESCRIPTION OF THE ORGANIZATION**

El The Mutua Madrileña Group is a group of Spanish companies operating in various fields: insurance, asset management and real estate. It works to offer the best services to its customers and policyholders in the different areas in which it operates, without forgetting to support social improvement through its foundation.

It was founded on 13 March 1930 and during the 20th century it focused its activities in Madrid.

This company ended 2021 as leader in general insurance for the fourth consecutive year, with nearly 14 million customers and one of the highest solvency ratios in the insurance sector.

- **SHORT DESCRIPTION OF THE CASE STUDY**

The Mutua Madrileña group is characterised by its responsible and sustainable management of the work it carries out. For this reason, it is in 12th place among the most responsible companies with the best corporate governance. It has also been recognised as one of the best companies to work for in Spain according to the Forbes and Actualidad Económica rankings and is in 12th place among the companies with the greatest capacity to attract and retain talent, according to the Merco Talento ranking. Lastly, it has been recognised as a Family-Responsible Company with the highest rating.

1. Best practice profile



• DETAILED DESCRIPTION

Mutua Madrileña implements various measures to ensure a good working environment and employee satisfaction.

Firstly, they are committed at all times to the continuous training and development of their staff. To this end, they develop a constant innovation programme that involves all employees and the participation of external actors such as business schools, entrepreneurs, customers and other social agents.

These are development programmes that respond to the needs of the company and its professionals. Some of these programmes are as follows:

- Sirius: programmes aimed at the new generations of the company in collaboration with leading business schools.
- Women's leadership: an initiative to promote the professional development of talented women
- Soy Manager: continuous training that promotes team management and development in managers.
- Training itineraries: university programmes aimed at strengthening customer service and claims handling profiles.

It also offers an excellent working environment where there is ample room for camaraderie, as the colleagues themselves organise sports championships and many other activities. It is also an environment where professionalism, innovation, management skills, commitment and teamwork are recognised. In addition, there is also room for solidarity, as nearly 17% of the workforce participates in volunteer activities proposed by the company's own professionals.

Other measures implemented by the organisation to benefit its employees include the following:

- 6,000 for the birth of a child
- Further university and postgraduate studies
- Care for ascendant and descendant relatives
- Extension of paternity and maternity leaves
- Flexible start and finish times
- Flexible holiday policy

1. Best practice profile



• RATIONALE

The reasons behind these measures implemented by Mutua Madrileña to guarantee job satisfaction can be related to the values on which the organisation is based: Solvency, Social Commitment, Achievement and Transparency. These are the aspects that allow the organisation to guarantee the profitable and sustained growth of the company over time and, at the same time, generate a positive social impact, always putting people at the centre of its activity and decision-making.

In addition, all employees are bound by a Code of Ethics which calls for the observance of the following principles (among others):

- Act with honesty, honour and professional integrity.
- Treat people with respect and politeness
- Act in good faith
- Be an example of companionship, prioritising teamwork over individual performance and sharing their professional knowledge with other colleagues.

• GOALS

By implementing the aforementioned strategies, the organisation aims to ensure a good working environment and employee satisfaction. This is reflected in the company's sustainable management, which is the transversal axis of its business strategy. This means that the company's business activities, stakeholder relations and community involvement are all guided by good governance, environmental and social criteria.

• IMPACT

The impact in both the short and long term is positive, as can be seen over the years that Mutua Madrileña has been implementing its work and can also be seen in the large number of awards and certificates that the company has obtained for its social work and its working model.

• IMPACT

EMOTIONAL INTELLIGENCE

EMPATHY

ASSERTIVENESS

JUDGEMENT AND DECISION MAKING

COMMUNICATION AND NEGOTIATION SKILLS

PEOPLE MANAGEMENT

1. Best practice profile



• LESSONS LEARNED

- Work-life balance
- Talent creation
- Innovation
- Sustainability

• ADDITIONAL MATERIAL



Mutua Madrileña, recognised by the Community of Madrid for its good practices in work-life balance.

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INDEPGIE, SPAIN



SIDN Digital Thinking



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** SIDN Digital Thinking
- **COUNTRY** Spain
- **ECONOMIC SECTOR** Consultancy, Research and Marketing
- **TYPE OF ORGANIZATION** Business company
- **SIZE OF ORGANIZATION** Medium
- **BRIEF DESCRIPTION OF THE ORGANIZATION**

SIDN Digital Thinking is a consultancy specialised in digital business and data driven marketing. They provide digital marketing and innovation services to help companies develop their business in the digital channel. In other words, they help them to define and develop their business in the digital environment, from ideation and the search for opportunities, to implementation. They consider themselves as a "total digital agency" that emerges as a transversal alternative to the traditional digital agency.

They have 20 years of experience and a team of more than 170 people in offices in Madrid, Barcelona and Granada.

- **SHORT DESCRIPTION OF THE CASE STUDY**

SIDN Digital Thinking has been recognised for its initiatives to promote the care and work-life balance of its employees, enabling each one to express the best version of their talent.

Specifically, Great Place to Work has valued that this organisation stands out "for its team, in which each person can be themselves and together they are greater". According to the report, nine out of ten professionals at SIDN Digital Thinking are convinced that they carry out their professional activity in an excellent place to work. In addition, they highlight the competent and honest management of the managers, as well as the closeness, trust, autonomy and responsibility they place in people.

1. General Description



- **GOALS**

Through these strategies and initiatives implemented by SIDN Digital Thinking, the company aims to ensure a good working environment and the satisfaction of its team in order to achieve its main objective, which is:

"to improve and enhance the presence of our clients on the Internet, to take advantage of all the environments that the network currently offers us, to build a digital identity around them, to market their products and services more effectively and, in general, to achieve greater profitability for their business".

As mentioned above, SIDN believes that a happy and satisfied team is fundamental to achieving its objectives and results. In fact, they recognise that this good working environment has undoubtedly been the key to their success so far.

- **IMPACT**

Overall, the results in both the short and long term are positive, which can be seen from the awards and certificates that the company has obtained so far for the implementation of these strategies and initiatives in the workplace.

- **CONNECTION WITH THE SKILLS DEPICTED IN IO1**

This best practice case can be linked to:

- EMOTIONAL INTELLIGENCE
- EMPATHY
- ASSERTIVENESS
- COMMUNICATION AND NEGOTIATION SKILLS
- PEOPLE MANAGEMENT

1. General Description



• LESSONS LEARNED

The main lessons that can be drawn from the SIDN Digital Thinking case are the following:

-Originality and the quest to do things differently and not in a traditional way is something that generates interest and enthusiasm in a work environment and also a sense of belonging and familiarity. At SIDN they were committed from the beginning to innovate and promote new initiatives in the work environment.

-Ensuring professional development in a company is fundamental, as it is an opportunity that employees value highly and allows them to grow. Thanks to SIDN's commitment to developing the talent of its employees, they say they are more motivated and enthusiastic about joint projects.

• ADDITIONAL MATERIAL



The SIDN Digital Thinking team receiving the Great Place to Work certificate.

• REFERENCES

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1. General Description



- **DETAILED DESCRIPTION**

SIDN Digital Thinking focuses on the development of people, so that each person can express the best version of their talent. According to Jesús Moya, CEO and founder of the company, "it is not about retaining talent, but about motivating, exciting and attracting people to a common project".

They promote various measures to encourage work-life balance and professional development, such as the possibility of teleworking. They also carry out initiatives to ensure that the feeling of belonging is not lost. For example, among the innovations implemented is the First Fridays, which consists of the first Friday of each month the company organises a meeting in a restaurant in the area for the entire workforce after work. The SIDN Game Zone is also held, where a group of employees share games and sports activities are organised. Another initiative has been the SIDN Academy, through which employees have access to a large library and the possibility of taking training courses, so that the whole team can get to know each other outside the office and exchange ideas and common interests.

- **RATIONALE**

At SIDN Digital Thinking they consider that the basis of their success is professional empathy and the affection they transmit to each member of the team. They admit that from the beginning of the creation of the company they have been committed to being different, to doing things their own way, and that also implies the way they structure themselves internally and how they relate to the team.

Jesús Moya states: "We are creators of solutions and for this we need a team that gives the best of itself at all times, this is only possible if the team is involved in what we do".

In turn, Alejandra Domínguez, CEO of SIDN Digital Thinking comments that: "The team is the most important thing, and it is the key that makes the difference and why the company is experiencing such significant growth in recent years".

INDEPGIE, SPAIN



Mercadona



DISAWORK

Development and Implementation of a Social Emotional Approach to the Workplace

1. General Description



- **NAME OF THE ORGANIZATION** Mercadona
- **COUNTRY** Spain
- **ECONOMIC SECTOR** Food Industry
- **TYPE OF ORGANIZATION** Business company
- **SIZE OF ORGANIZATION** Large
- **BRIEF DESCRIPTION OF THE ORGANIZATION**

Mercadona is a family business, founded by Juan Roig and his wife, Trinidad Alfonso, in 1977. It is one of the main physical and online supermarket companies in Spain, whose aim is to supply customers with food, personal hygiene, household cleaning and pet care products. Based in Valencia, Mercadona is distributed throughout Spain with 1654 supermarkets and a staff of 90,000 workers. It also has a slight presence in Portugal with 16 supermarkets and 900 workers.

- **SHORT DESCRIPTION OF THE CASE STUDY**

Mercadona builds on the values of diversity, inclusion, respect, integrity, transparency, equality and trust. Through these values, the company tries to guarantee the well-being of all its personnel and healthy relations between them, with the final objective of achieving effective results for the company and above all, to guarantee customer satisfaction.

Numerous experts and media, such as the Huffington Post, assure that one of the factors of Mercadona's success "is the satisfaction that employees have in working in that company". To achieve this satisfaction, the company, as indicated in its 2019 Annual Report, is based on a philosophy of "first give, then take", i.e. that when employees begin their contract, the company assures them permanent employment, training plans, an above-average salary, work-life balance and opportunities for personal and professional development. These conditions generate security and well-being in the workers, thus providing an ideal scenario to make them feel happy and comfortable with their jobs.

1. General Description



But this company not only promises stable employment, but also places great emphasis on establishing an inclusive and equal working environment, where socio-cultural diversity exists. Mercadona defends equal treatment and opportunities in all areas and does not admit any type of discrimination. This can be seen in the diversity of its staff, both in terms of gender, nationality and disability. In addition, Mercadona has recently signed an agreement with the ONCE Foundation to improve the labour inclusion of people with disabilities. The company thus meets three of the Sustainable Development Goals (SDGs): gender equality, reduction of inequalities and alliances to achieve the objectives.

In short, the conditions that Mercadona establishes for its workers and for the working environment in general seem to be generally satisfactory and, consequently, generate happiness among its staff, as well as the absence of possible toxic relationships.

• DETAILED DESCRIPTION

In order to analyse and understand the way in which DISAWORK values are implemented in Mercadona, we must first look at the model of this company. Since 1993 Mercadona has based all its decisions on its **Total Quality Model** that seeks to satisfy equally the five components of the company: "The Boss", as the client is called internally, The Worker, The Supplier, The Society and The Capital. "The Boss" is at the top of this chain of components, as Mercadona's main objective is the continuous satisfaction of the client, so all decisions are focused on him/her. Bearing this in mind, **The Worker constitutes the second most relevant component of the company** since in order to satisfy the clients, Mercadona also seeks to satisfy the Worker. In fact, worker wellness is one of the factors of the great success Mercadona has experienced in recent years. But how do DISAWORK's values relate to this worker satisfaction? Mercadona seeks to create a work environment based on values that guarantee socio-cultural well-being, where understanding and empathy among workers must be a priority and this means that relations among them tend to be as healthy as possible.

Firstly, Mercadona seeks a model of Sustainable Talent within its Human Resources and to this end, the company promotes a policy based on transversal values such as: **inclusion, respect, integrity, transparency, equality and trust**. As Fernando J. Fuentes states in his article Mercadona, success and bases of the strategy of the largest Spanish company, "the commitment to its human resources, rewarded with stability and better remuneration than rival companies has been another of the bases of the business model, the workers are an integral part of the project and co-protagonists and participants in the success". In fact, as Fuentes points out, **the creation of stable employment and salaries above the sector average are two of the main characteristics for which Mercadona stands out in terms of the working conditions** it offers and which are of great benefit to the company.

1. General Description



This reflects the philosophy of "first give, then take", as the best way to achieve success for Mercadona is to generate the most ideal working environment possible. But stability and remuneration are not the only working conditions offered by the company. It is also important to highlight Mercadona's commitment to promoting the development and training of its workers, with the aim of strengthening their skills and knowledge and thus achieving a qualified, high-performance, motivated and cohesive workforce. It is also worth mentioning the facilities offered by the company to promote work-life balance, since it develops a labour policy which respects working hours and time management, and also promotes measures aimed at facilitating work-life balance for those workers who decide to have children.

Other great values on which Mercadona's business ethics are based are **Equality and Diversity**. As the company itself states in the aforementioned report, "Mercadona defends the principle of equal treatment and opportunities in all areas of its organisation, not admitting discrimination for reasons of gender, sexual orientation, marital status, disability, age, race, political and religious convictions, trade union membership or any other kind". Women, for example, have a relevant role in the company since "they represent 62% of the staff, 849 of them have been promoted in 2019 and there are a total of 1,877 women in management positions". There is also great diversity in terms of nationalities and people with disabilities, as there are 57 different nationalities and 635 workers with disabilities on Mercadona's staff.

All of Mercadona's commitment to improving the company's working environment is reflected in and is the result of a Collective Bargaining Agreement and Mercadona's Equality Plan 2019-2023, an agreement that seeks to create an effective working environment based on the values mentioned above.

In short, Mercadona is a company that stands out for having an exemplary working environment, thanks to its commitment to Human Resources and generous working conditions. The company has tools and resources at its disposal, such as its Equality Plan and the completion of three of the ODSs to promote happiness and the absence of toxic relationships within the work environment.

1. General Description



- **RATIONALE**

The reasons behind the working conditions and the measures Mercadona takes to improve the working environment in the company are related to its objectives. Since 1993 Mercadona has had its own business model, the Total Quality Model, which contains the company's principles and values. This model places the client at the highest point of the company's component chain and, therefore, client satisfaction is Mercadona's main objective and all decisions are taken together in that direction. The next link in this chain are the workers and therefore Mercadona has an important focus on them. As the company itself states, **"whoever satisfies the client must be 100% satisfied"**.

- **GOALS**

Mercadona aims to create a productive, effective and cohesive working atmosphere to achieve what is the main objective of the company: **customer satisfaction**. For Mercadona, **the satisfaction of all its staff is directly linked to the satisfaction of the clients**, who are the centre of all the company's decision making. Therefore, investing in the improvement of working conditions and a productive working environment is equivalent to investing in the improvement and future of the company.

- **IMPACT**

In the short term, the staff will be in the process of training, adaptation and awareness of Mercadona's values. To this end, the training given by the company is totally relevant, as it will determine the motivation and the willingness with which its components work. However, there is a possibility that some of the employees will not adapt to the conditions that, although beneficial to improve the working environment and the future of the company, do not fit in. For example, one of the applicants for a job at Mercadona said: "we were told that we would have to do everything: a cashier could support a stock boy; bakers could help maintenance workers". Although Mercadona has continuous training for the different work areas, there are many employees who do not feel comfortable performing all these different tasks. However, they are only a minority and, as mentioned above, the training is aimed precisely at that, to prepare them to face the different requirements of the company and to make them aware of the value of what they do.

1. General Description



In the long term, the working environment will be much more productive and cohesive, since through the training courses everyone has acquired the same vision of the company's values and of the important role that each of them has when it comes to achieving Mercadona's objectives. The satisfaction that the different training and working conditions have generated in the employees will determine the good working atmosphere and, as a consequence, the satisfaction of the customers that in turn will lead to the success of the company.

- **CONNECTION WITH THE SKILLS DEPICTED IN IO1**

This good practice case can be linked to practically all the skills selected in IO1 of our Disawork project. However, the most important ones are:

EMOTIONAL INTELLIGENCE
EMPATHY
COMMUNICATION AND NEGOTIATION SKILLS
PEOPLE MANAGEMENT

- **LESSONS LEARNED**

Firstly, all Mercadona's staff acquire specific skills thanks to the continuous training provided by the company with the aim of generating talent among its workers and encouraging a passion for their work. This generates an increase in the motivation of the employees, as they need to continuously demonstrate their acquired knowledge when carrying out their tasks.

Secondly, both leaders and employees acquire skills linked to the company's values and ethics. Mercadona considers it essential to make all its staff aware of the values that make the working environment of this company a factor in its success. In this way, Mercadona's leaders and employees acquire skills to work on the basis of respect, trust, transparency, equality and non-discrimination. In short, values that generate a positive, satisfactory and productive work environment

1. General Description



- **ADDITIONAL MATERIAL**



TOTAL QUALITY MODEL

1. "El Jefe": "The Boss" (the clients)
2. El trabajador: The Worker
3. El proveedor: The Provider
4. La sociedad: The Society
5. El Capital: The capital

Source:

Mercadona — Modelo de Calidad Total - Mercadona



1. General Description



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