

Leading electrical goods company – organisational pressure case study

Background:

The UK division of this organisation was very successful in most commercial terms. It is a global leader in most sectors where it operates and has a “success” culture and expects total commitment from all staff. Although they had many very talented people working there, it was becoming harder to attract and keep them. The Training Manager was keen to introduce some pressure/stress management training to help those who were interested. We explained that it might lead to some people re-evaluating what they wanted from their lives and work and could result in some deciding to leave!

Symptoms:

Very long hours being worked.
Some areas had high levels of absenteeism.
People setting, and working to, unrealistic deadlines.
An increase of people leaving in certain areas of the business.

Causes:

The overall company culture.
Very high, demanding targets.
Competitive environment.
Expectation that people will work all the hours – and put the company first.
Over-commitment.
Poor management – lack of delegation.
Inefficiency of time use.

Actions:

Introduced “Managing Pressure” workshop based around our “Pressure Management” model.
Supported participants with their action plans with coaching and by ‘phone and email.
Introduced time management training and practices within a number of functions.

Results:

Noticeable reduction in extra hours at work or taking work home.
Participants claimed to have improved work-life balance and to be happier.
A few participants transferred to other departments or left (with the company’s blessing!)
Absenteeism reduced in areas where training carried out.
Meetings scheduled during working hours.
More meetings ran to time and kept to agendas.
Improvement in delegation with many managers.