

## Reading

- 2 Read this article about how a company solved some problems.



1 J-Bax Ltd is a small British furniture manufacturer with a workforce of 58. Five years ago, the company appointed a new chief executive, Jane Phillips. She was shocked to find that most of the employees stayed with the company for less than a year.

2 Phillips spoke to every employee, and found that most of them thought the company didn't care about them, were looking for another job, and had no idea what the company's plans were.



3 The CEO decided on three ways of solving the company's problems: to provide more training, to involve everyone in the company's success, and to improve communication between employees.



"LET'S TALK ABOUT IT, BEN, I'M SURE WE'LL FIND A SOLUTION."

- 4 Answer the questions. What?

4 After more discussions with the workforce, Jane Phillips made three major changes. She introduced a method of finding out and meeting employees' training needs, and of linking training to pay rises. She decided to motivate all employees to help the company by giving them a share of the profits as an annual bonus. She also reorganised communication within the company.

5 Communication method	Purpose	Who	How often
A presentation by CEO	to tell everyone about the company's achievements and plans	all employees	annually
B newsletter	to inform everyone about both company and personal news	all employees	monthly
C improvement team meetings	to suggest and consider improvements in working processes and conditions	all managers and representatives of factory and office workers	fortnightly
D shift handover meetings	to tell the next shift what has happened, and particularly about any problems	all workers from two shifts	daily
E employee surveys	to find out how employees feel about the company and to find problems	all employees	6-monthly

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- Employees are much happier with their work.
  - Relations between managers and workers are much better.
  - Many more people attend training courses.
  - Employees are paid more if they attend training courses.
  - Employees benefit financially if the company is successful.
  - Staff turnover has dropped from nearly 80% a year to 15%.
  - In five years, the workforce has doubled, sales have risen by over 300%, and profits by 2,500%.