

Best Practice^{*}

in

**DEVELOPMENT OF A "FRONT-LINE" ADVICE - GUIDANCE -
COUNSELLING SCHEME FOR SMES' EMPLOYEES**

2006

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EU

Best Practice*

in

DEVELOPMENT OF A "FRONT – LINE" ADVICE – GUIDANCE – COUNSELLING SCHEME FOR SMES' EMPLOYEES

Title of practice:	Study tour to Denmark and Sweden		
Organisation Name:	Stedebouwkundig Adviesbureau (SAB)		
Contact Information:	Arnhem, The Netherlands		
e-mail:	Arnhem@sab.nl	web site:	www.sab.nl

Key word/Category: Competence Development, Organisational Development

Details on Category of Practice:	Development of competences and Team work
Brief description of the Organisation	Consultancy agency for city development, planology and architecture, approx. 60 employees, based in Arnhem
Objectives:	Learning from foreign cities in Europe in city development, planology and architecture
Practice Description:	Yearly study tour with all employees of the company including top management to a place where city building is developing in special, modern way and architecture friendly to the people who live and/or work in the city. By visiting together architectural objects in different cities creativity, competences and team work are enhanced.
Target Group:	All employees including top management and supporting staff of at all levels of the organisation, regardless their function
Number of People Involved:	60
Main Actors and Their Roles:	Top management, project managers, technical and supporting staff
Competencies Addressed through this Practice:	Broadening scope of expertise, sharing experiences, communication, team work, creativity, social skills
Results of this Practice:	Increased experience in city development, planology and architecture, increased team spirit, getting to know each other, enhancement of job motivation
Time Needed:	Four days study tour, including weekend
Special Remarks:	Most cost have been paid by the company, commitment of top management with work force, motivating for employees
Related Categories:	Company culture, process improvement

Relevant Links

www.smeskills.com

www.sab.nl

* ***"Best practice"** for the purpose of this survey may be defined as any existing practice one may find effective in leading or supporting people within organizations by managers.*

Title of practice:	To become an advanced user of software available on the market		
Organisation Name:	IDEC SA - Greece		
Contact Information:	Elias Kyrgiopoulos		
e-mail:	elena@idec.gr	web site:	www.idec.gr

Key word/Category: Supporting the Sme's management

Details on Category of Practice:	Integrated office automation, specifically adapted to the needs of SMEs and professional associations for integration of SMEs and professional associations to the European economic and social space.
Brief description of the Organisation	IDEC is a hi-tech and consultancy company based in Piraeus.
Objectives:	Cost control tool, production planning and control tool, payments follow up, customer profiles, supplier profiles for facilitate the integration of SMEs and professional associations to the European economic and social space.
Practice Description:	Create and develop tools totally applicable to the every day needs of the SMEs. These tools will be obtained from the Internet and they will be free of charge.
Target Group:	SMEs, independent workers, business entrepreneurs and associations.
Number of People Involved:	Independent workers, craft professionals, business entrepreneurs and associations.
Main Actors and Their Roles:	Many small organisations which are interested of these practices.
Competencies Addressed through this Practice:	Integrated office automation, specifically adapted to the needs of SMEs and professional associations.
Results of this Practice:	Training materials, powerful ICT tools.
Time Needed:	One year.
Special Remarks:	Nowadays, the majority of SMEs, independent workers, business entrepreneurs and associations underuse organisational skills offered by office automation and Internet tools. Providers which offer other ICT implementation solutions (Business Process Re-engineering, Workflow, e.t.c.) and software packages are out of reach for most small organisations (high cost, complicated operation, managerial and technical culture which is not common in these structures). To become an advanced user of software available on the market, the usual training offer is often disproportioned and costly for small organisations
Related Categories:	Proximity to software tools - supporting the Sme's management

Relevant Links

www.smeskills.org; [www. idec.gr](http://www.idec.gr)

* *"Best practice" for the purpose of this survey may be defined as any existing practice one may find effective in leading or supporting people within organizations by managers.*

Title of practice:	Action for Growth in the Rural Economy		
Organisation Name:	East Hertfordshire's Local Council (Great Britain)		
Contact Information:	Deborah Clark		
e-mail:	csc@stevenage.gov.uk	web site:	www.stevenage.gov.uk

Key word/Category: Supporting small businesses

Details on Category of Practice:	Supporting farmers going through business diversification.
Brief description of the Organisation	Supporting activities for regional development.
Objectives:	Supporting small business owners in rural sector.
Practice Description:	One of the most successful aspects of this project has been the 1to1 I.T. development whereby an experienced trainer goes into the business and sits down with the owner to train them in software and I.T. applications specific to their company needs.
Target Group:	Those persons who would not be able to undertake college courses or formal training due to accessibility and irregular working hours.
Number of People Involved:	Over 300 people.
Main Actors and Their Roles:	Small business owners in the rural sector.
Competencies Addressed through this Practice:	Small businesses in our market towns and rural areas provide an important contribution to the economic health of East Hertfordshire.
Results of this Practice:	Many small businesses would benefit from generic business tools such as invoicing tools, marketing templates and standard contracts, also to tender for contracts around Britain.
Time Needed:	This project has been in operation for 10 years
Special Remarks:	The project originally looked at supporting farmers going through business diversification and over the years has developed as a medium for business owners to develop skills to enhance their businesses.
Related Categories:	These courses, especially the free 1to1 training where a trainer comes to the business, will help the small business to flourish".

Relevant Links

www.smeskills.org

www.stevenage.gov.uk

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Italy

Best Practice* In

DEVELOPMENT OF A "FRONT – LINE" ADVICE – GUIDANCE – COUNSELLING SCHEME FOR SMES' EMPLOYEES

Title of practice:	Corporate Social Responsibility and Business in Varese		
Organisation Name:	I-CSR		
Contact Information:	Italian Centre for Social Responsibility (I-CSR)		
e-mail:	segreteria@i-csr.it	web site:	http://www.i-csr.it

Key word/Category: Foundation

Details on Category of Practice:	Research Centre on CSR
Brief description of the Organisation	The Italian Centre for Social Responsibility strives to gather the most effective national and international skills relating to social responsibility, as well as promote studies and innovative solutions for CSR and sustainability.
Objectives:	The Centre aims to develop a modern business culture that considers CSR as a crucial factor in the competitiveness and efficiency of companies, public institutions, and the Italian business environment. Moreover, the Centre aims to be recognized as an international player in the research and policy debate on CSR.
Practice Description:	<p>Research projects: analysis and development of CSR and sustainability studies, both in the national and international economic context. The Centre is focusing on the following projects:</p> <ul style="list-style-type: none"> - CSR AND SMEs - CSR AND PERFORMANCE MANAGEMENT - CSR AND PUBLIC/PRIVATE PARTNERSHIP MODELS - CSR AND COMPETITIVENESS - CSR AND SOCIALLY RESPONSIBLE INVESTING (SRI) - CSR POLICIES AND INDUSTRIES <p>Training, information and discussion: development of specific training programs on sustainability and CSR, also through partnerships with universities, business schools, associations and enterprises.</p>
Target Group:	Managers, Counsellors, Entrepreneurs
Number of People Involved:	100
Main Actors and Their Roles:	SMEs Entrepreneurs, policy makers, counsellors.
Competencies Addressed through	The aim is to spread the strategic and innovative value of CSR.

this Practice:	
Results of this Practice:	The participants had the opportunities of developing or updating their knowledge on CSR and at the same time growing their professional competences
Time Needed:	120 hours
Special Remarks:	To build up CSR awareness for management and policy makers.
Related Categories:	Counselling and Change Management

Relevant Links

www.smeskills.org

www.welfare.gov.it

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Title of practice:	Corporate Social Responsibility and Business in Varese		
Organisation Name:	CREARES		
Contact Information:	INSUBRIA UNIVERSITY		
e-mail:	creares@eco.uninsubria.it	web site:	http://eco.uninsubria.it/creares/

Key word/Category: Learning Organisation, Counselling

Details on Category of Practice:	Research Centre on CSR
Brief description of the Organisation	CREARES wants to deep the knowledge on business ethics, financial ethics, firms governance and other topics concerning enterprises, Institutions and Policy Maker. CREARES is focused on multidisciplinary and interdisciplinary research topics (economical, juridical, philosophical).
Objectives:	The Reseach Centre on Business Ethics and CSR has the main aim to create the conditions for creating research programmes, training actions and application-oriented projects in a National and International perspective.
Practice Description:	CREARES develops research activities, counselling/coaching and training on business ethics and CSR. Here below some examples: the Master of Ethics and CSR (first edition 2005) was led by CREARES group of professors. The topics of frontal training, testimonials and stages offered to participants have found application in several fields (firms and institutions), for developing professional and commercial relations where ethics and CSR are playing a fast growing importance..
Target Group:	Managers, Counsellors, Entrepreneurs
Number of People Involved:	20
Main Actors and Their Roles:	SMEs Entrepreneurs, policy makers, counsellors.
Competencies Addressed through this Practice:	Behavioural rules applied for having to do with stakeholders categories inspired on social responsibility needs, firms organisations values analysis has been led according to these rules.
Results of this Practice:	The participants had the opportunities of developing or updating their knowledge on CSR and at the same time growing their professional competences
Time Needed:	1500 hours
Special Remarks:	To build up CSR awareness for management and policy makers.
Related Categories:	Internal auditing, process improvement.

Relevant Links

www.smeskills.org; <http://eco.uninsubria.it/creares/>

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The Netherlands

Best Practice*

in

DEVELOPMENT OF A "FRONT – LINE" ADVICE – GUIDANCE – COUNSELLING SCHEME FOR SMES' EMPLOYEES

Title of practice:		Mind Map Workshop	
Organisation Name:		Dutch Association for Research Quality Assurance (DARQA)	
Contact Information:		Network of QA managers, The Netherlands	
<i>e-mail:</i>	qaexpert@euronet.nl	<i>web site:</i>	www.darqa.nl

Key word/Category: Counselling, Problem solving

Details on Category of Practice:	Creative problem solving by application of mind maps
Brief description of the Organisation	Network of QA managers in The Netherlands for sharing experiences, information transfer and training activities with regard to quality management systems application, auditing and counselling
Objectives:	Learning how to apply mind maps as a creative tool for problem solving
Practice Description:	Application of the tool Mind Map for counselling activities of QA managers with regard to solve quality problems in their respective companies in a creative way
Target Group:	QA managers and afterwards staff of departments as their customers for counselling in QMS maintenance
Number of People Involved:	50
Main Actors and Their Roles:	QA managers as counsellors
Competencies Addressed through this Practice:	Sharing experience, application of creative tools, problem solving, communication, counselling
Results of this Practice:	Learned how to apply mind maps, increased experience in problem solving, increased experience in creative tool for counselling
Time Needed:	One day workshop
Special Remarks:	To build up experience in mind mapping together with QA manager colleagues how to use mind maps for problem solving before counselling activities to employees in the company
Related Categories:	Internal auditing, process improvement

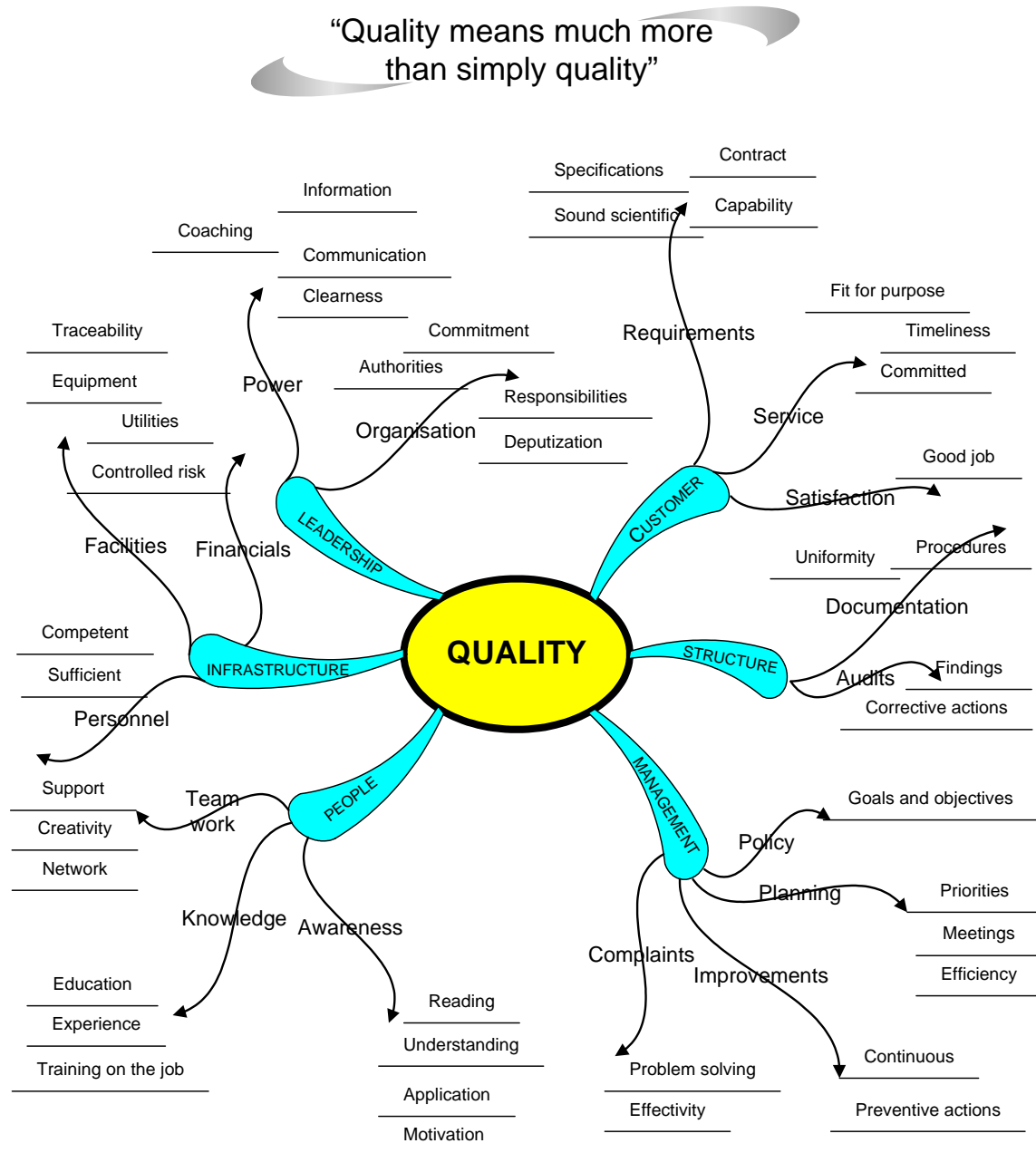
Relevant Links

www.smeskills.com
www.smeprojects.ro
www.cnipmmr.ro
www.mindjet.com



Leonardo da Vinci

EXAMPLE OF MIND MAP FOR QUALITY MANAGEMENT SYSTEM



* **"Best practice"** for the purpose of this survey may be defined as any existing practice one may find effective in leading or supporting people within organizations by managers.

Title of practice:	Risk Management Workshop		
Organisation Name:	Biotech Company		
Contact Information:	Pharmaceutical enterprise, The Netherlands		
e-mail:	qaexpert@euronet.nl	web site:	confidential

Key word/Category: Learning organisation, Risk management

Details on Category of Practice:	Application of risk management as proactive method to prevent risks and identify potential adverse effects
Brief description of the Organisation	Biotechnological company developing and manufacturing innovative pharmaceutical products, namely vaccines in USA and The Netherlands.
Objectives:	Comprehensive guidance in the principles of risk management for employees how risks and changes in manufacturing of vaccines for human use can be managed according to the new international guidelines.
Practice Description:	The risk management workshop will be of considerable benefit for. QA officers will play an advisory role in the performance of risk assessments.
Target Group:	Top management, Department management, Project leaders, Project teams, Laboratory and QA/QC personnel
Number of People Involved:	120
Main Actors and Their Roles:	QA officers as counsellors, multidisciplinary teams (mix of management, project representatives and employees)
Competencies Addressed through this Practice:	Sharing experience in risk management, performance of risk assessments, structured method of risk evaluation and prevention of risks and adverse effects, internal communication, counselling
Results of this Practice:	Learned how to apply risk management and perform risk assessments, increased experience in proactive method to prevent risks, increased experience in analysing risks, working in multidisciplinary teams
Time Needed:	One day workshop
Special Remarks:	To build up experience in risk management together with how to use a risk assessment tool for analysing risks before QA officers taking the role as counsellor to assist the teams in performing risk assessments on the basis of actual cases from daily practice
Related Categories:	Counselling, Change management

Relevant Links

www.smeskills.com
www.riskman.unsw.edu.au
www.infoscouts.com
www.oninformation.com
www.hse.gov.uk
www.hsedirect.com



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www.workplacehealthconnect.co.uk

www.sparc.airtime.co.uk

www.tbs-sct.gc.ca

EXAMPLE OF RISK ASSESSMENT CASE

CRITICAL SITUATION FOR INPUT OF PERSONNEL IN PROJECTS

The business of Biotech Company is increasing rapidly in time from year to year on the basis of new acquisitions for vaccine development.

At the same time the activities of Biotech's employees are changing in line with the development process of a new pharmaceutical drug product according to the scheme below.

DISCOVERY → DEVELOPMENT → PRODUCTION

Technology transfer				
Involvement / Phases	Phase I	Phase II	Phase III	Manufacturing
Discovery	X	X		
Development		X	X	Trouble shooting
Production			X	X

Coming from Discovery / Phase I transfer of technology know-how (small scale production) has to take place from R&D to engineering and technical personnel (pilot → full production scale). In this process from Phase I activities up to Phase I and III problems are encountered during the expansion of the Biotech organization regarding competences (or restrictions) of personnel and top management is not sufficiently aware of these problems:

1. Changing from scientific into multidisciplinary and complex technical matrix organization (functional / hierarchic / phases / projects)
2. Planning of activities becomes more difficult (many activities are evenly important)
3. Less flexibility to exchange personnel between departments in case of a high work load (different qualifications)
4. Personnel is not sufficiently capable or trained on-the-job for functioning in a changing environment
5. Quality management system is still research oriented while more strict rules are needed according to Good Practices
6. Communication between people having different backgrounds is becoming more difficult (speaking each others language)

Proposed corrective actions:

Adjust the criteria for selection and qualifications of personnel in line with the future developments and future job needs for the company. Technical personnel should be hired for Development and Production departments that is qualified and trained to perform well in a matrix organization. Basic GMP approach has to be converted into an integrated quality system containing different elements.

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Title of practice:	Cooking event in Utrecht		
Organisation Name:	Quality Control Institute		
Contact Information:	Utrecht, The Netherlands		
e-mail:	qaexpert@euronet.nl	web site:	confidential

Key word/Category: Team work, Process improvement

Details on Category of Practice:	Development of team work and improvement of work process
Brief description of the Organisation	Quality Control Institute performing accreditation activities according to European and / or international standards, based in Utrecht
Objectives:	Improvement of team work and work processes in servicing the customers for accreditation
Practice Description:	Yearly event with all employees of the institute including top management at an inspiring location for a social get-together. This year a cooking school was visited, a menu was prepared in small work groups using a recipe and several ingredients (= procedures). The menu was finally consumed by the managers and employees in the role of the customer of their own cooking services.
Target Group:	All employees including top management and supporting staff at all levels of the institute, regardless their function
Number of People Involved:	50
Main Actors and Their Roles:	Top management, cluster managers, account managers, technical and supporting staff
Competencies Addressed through this Practice:	Improving team work, sharing experience in cooperative work process (= cooking a menu), communication, social skills
Results of this Practice:	Increased team spirit, increased experience in cooperative work process according to procedures (= recipe for cooking), getting to know each other, achievement of customer satisfaction
Time Needed:	One Saturday
Special Remarks:	Cost have been paid by the institute, commitment of top management with work force, motivating for employees
Related Categories:	Company culture, customer satisfaction

Relevant Links

www.smeskills.com

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Poland

Best Practice*

in

DEVELOPMENT OF A "FRONT – LINE" ADVICE – GUIDANCE – COUNSELLING SCHEME FOR SMES' EMPLOYEES

Title of practice:	Quality and Environmental Management System		
Organisation Name:	Umbrella - Association of Consultants		
Contact Information:	Umbrella Project		
e-mail:	info@umbrella.org.pl	web site:	www.umbrella.org.pl

Key word/Category: TQM, management system

Details on Category of Practice:	Implementation of effective quality management methods and preparation of the sustainable development strategy in the business sector.
Brief description of the Organisation	Umbrella - Association of Consultants was established as a non profit professional organization by a team of national consultants who have been working for the Umbrella Project.
Objectives:	Promote, support and implement modern quality management systems and sustainable development strategies.
Practice Description:	Umbrella - Association of Consultants provide consultancy services, training, practical policy guidance and strategic advice in the above areas - both for private sector and public administration organizations.
Target Group:	All employees including top management and supporting staff
Number of People Involved:	70
Main Actors and Their Roles:	Top management, managers, account managers, technical and supporting staff
Competencies Addressed through this Practice:	Management quality, customer satisfaction, leadership,
Results of this Practice:	Improved quality of management and TQM model
Time Needed:	
Special Remarks:	
Related Categories:	Problem solving, knowledge, team work

Relevant Links

www.smeskills.com

www.umbrella.org.pl

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Title of practice:	Program "Introduction to Quality "		
Organisation Name:	Polish Agency for Enterprise Development		
Contact Information:	PARP, Poland		
e-mail:	biuro@parp.gov.pl	web site:	www.parp.gov.pl

Key word/Category: Counselling, TQM

Details on Category of Practice:	Training and advisory services in preparing SMEs staff for development, implementation and improvement of quality management systems and improvement of management systems for organizations holding a quality certificate.
Brief description of the Organisation	The Polish Agency for Enterprise Development (PAED) is a governmental agency subordinate to the Minister of the Economy. The objective of the Agency is the implementation of economy development programmes, in particular with respect to the support of: SME development, export development, regional development, application of new techniques and technologies, creation of new jobs, tackling unemployment and human resources development.
Objectives:	Provide consultancy and training services for small and medium-size enterprises (SME); support implementation of the ISO 9001:2000 quality system.
Practice Description:	The National Program for Development of SMEs. The objective of the program is to support development of SMEs through co-financing costs of advisory and training services focused on raising quality of products and services.
Target Group:	SMEs sector
Number of People Involved:	20
Main Actors and Their Roles:	SMEs managers, counsellors
Competencies Addressed through this Practice:	Quality system, application of selected quality tools
Results of this Practice:	Improved occupational health quality of management and TQM model (such as quality costs, work organization, application of statistical methods in quality management)
Time Needed:	
Special Remarks:	
Related Categories:	Internal auditing, process improvement

Relevant Links

www.smeskills.com
www.umbrella.org.pl
www.parp.gov.pl

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Portugal

Best Practice^{*} in

DEVELOPMENT OF A "FRONT-LINE" ADVICE - GUIDANCE - COUNSELLING SCHEME FOR SMES' EMPLOYEES

Title of practice:	Coaching, counselling and instruction		
Organization Name:	BYWEB 2, Lda		
Contact Information:	<i>Country:</i> Portugal		
<i>e-mail:</i>	byweb@byweb.pt	<i>web site:</i>	www.byweb.pt

Key word/Category: **Coaching** **or** **Mentoring**

Details on Category of Practice:	practice coaching with employees, responsabilization of leaders and subordinates
Brief Description of the Organization:	Byweb is a small company that provides training for persons and companies
Objectives:	increase levels of and participation and responsibility of the employees through delegation
Practice Description:	The participants in the formation present themselves, the company where they work and the major practices of coaching in their company. Then, all the training starts from their problems till finding some practical solutions, by exercises, some theories and oriented discussion.
Target Group:	Managers, HR managers, middle managers
Number of People Involved:	15
Main Actors and Their Roles:	trainer and trainees
Competencies Addressed through this Practice:	Coaching, delegation
Results of this Practice:	More responsible leaders and employees
Time Needed:	3 days
Special Remarks:	

Related Categories:

Competence Development

or

Mentoring

Relevant Links

www.smeskills.org

www.byweb.pt

¹ "**Best practice**" for the purpose of this survey may be defined as any existing practice one may find effective in leading or supporting people within organizations by managers.

Title of practice:	Motivation and management style		
Organization Name:	BYWEB 2, Lda		
Contact Information:	<i>Country:</i> Portugal		
<i>e-mail:</i>	byweb@byweb.pt	<i>web site:</i>	www.byweb.pt

Key word/Category: **Motivation or Organisational Development**

Details on Category of Practice:	motivating workers, increase the results
Brief Description of the Organization:	Byweb is a small company that provides training for persons and companies
Objectives:	increase levels of motivation and participation of the employees
Practice Description:	The participants in the formation present themselves, the company where they work and the major problems of the company regarding motivation. Then, all the training starts from their problems till finding some practical solutions, by exercises, some theories and oriented discussion.
Target Group:	Managers, HR managers, middle managers
Number of People Involved:	15
Main Actors and Their Roles:	trainer and trainees
Competencies Addressed through this Practice:	motivating and auto-motivating
Results of this Practice:	more motivated employees, more responsible, more results of their work
Time Needed:	3 days
Special Remarks:	

Related Categories: **Change Management or Social Responsibility**

Relevant Links

www.smeskills.org
www.byweb.pt

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Romania

Best Practice*

In

DEVELOPMENT OF A "FRONT – LINE" ADVICE – GUIDANCE – COUNSELLING SCHEME FOR SMES' EMPLOYEES

Title of practice:	Team Development		
Organisation Name:	TECHNOELECTRIC		
Contact Information:	Country: Romania		
e-mail:	laurentiu.carp@technoelectric.ro	web site:	www.technoelectric.ro

Key word/Category: Team Work

Details on Category of Practice:	Development of work teams
Brief description of the Organisation	Productive company, approx. 100 employees, based near Bucharest
Objectives:	Better accountability of jobs done by team members
Practice Description:	Developing organisational procedures at the level of an individual, a group, and an organisation. All personnel has to participate. The personnel will be rewarded for active involvement, respect for others members of the group, support for the own team, etc.
Target Group:	All employees, regardless their function or qualification
Number of People Involved:	100
Main Actors and Their Roles:	Top managers, line managers and operators
Competencies Addressed through this Practice:	Team spirit and accountability for own tasks as a team member
Results of this Practice:	Increased team spirit, awareness of others qualities, motivation and pride of employees
Time Needed:	One day every two weekends
Special Remarks:	Simple, cost effective method for team development
Related Categories:	Management style or Mentoring

Relevant Links

www.smeskills.org; www.smeprojects.ro; www.cnipmmr.ro; www.technoelectric.ro

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Title of practice:	Collectively Team		
Organisation Name:	TOPEX PUBLIC SWITCHING		
Contact Information:	Country: Romania		
e-mail:	calin.popescu@topex.ro	web site:	www.topex.ro

Key word/Category: Team Work

Details on Category of Practice:	Teambuilding training.
Brief description of the Organisation	Productive company, approx. 100 employees, based near Bucharest
Objectives:	Better accountability of jobs done by team members.
Practice Description:	Developing organisational procedures at the organisational level. All personnel has to be active members of formal work teams, quality teams and problem solving teams. The personnel will be rewarded for active involvement, respect for others members of the group, support for the own team, etc.
Target Group:	All employees, regardless their function or qualification.
Number of People Involved:	100
Main Actors and Their Roles:	Top managers, line managers and operators.
Competencies Addressed through this Practice:	Team spirit and accountability for own tasks as a team member.
Results of this Practice:	Increased team spirit, awareness of others qualities, motivation and pride of employees.
Time Needed:	One day every weekend.
Special Remarks:	Simple, cost effective method for teambuilding training.
Related Categories:	Management style, Coaching, Mentoring, Communication.

Relevant Links

www.smeskills.org
www.smeprojects.ro
www.cnipmmr.ro
www.topex.ro

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Title of practice:	Management Team Development		
Organisation Name:	ITANCAR TRADING CO'97 SRL		
Contact Information:	Country: Romania		
e-mail:	itancar_97@rdsnet.ro	web site:	www.itancar.ro

Key word/Category: Team Management Work

Details on Category of Practice:	Development of team management
Brief description of the Organisation	Productive company, approx. 150 employees, based in Bucharest
Objectives:	Better accountability of jobs done by team management members
Practice Description:	Developing organisational procedures at the level of team management members. All the members of team management has to participate. The members will be rewarded for active involvement, respect for others members of the group, support for the organisational procedures, etc.
Target Group:	All the members of top and middle managers
Number of People Involved:	10
Main Actors and Their Roles:	Top managers, middle and line managers
Competencies Addressed through this Practice:	Team spirit and efficiency in problem solving and change management
Results of this Practice:	Increased leadership team spirit, awareness of others qualities, motivation, good manufacturing practice
Time Needed:	Every work day.
Special Remarks:	Efficiency method for development of leadership team and company culture
Related Categories:	Problem solving, change management, Team management, Coaching, Communication, Social skills, Motivation + Management style, Competence development, Company culture, Leadership

Relevant Links

www.smeskills.org
www.smeprojects.ro
www.cnipmmr.ro
www.itancar.ro

* *"Best practice" for the purpose of this survey may be defined as any existing practice one may find effective in leading or supporting people within organizations by managers.*

Title of practice:	Team Development		
Organisation Name:	VESTA INVESTMENT SRL		
Contact Information:	Country: Romania		
e-mail:	market@vesta.ro	web site:	www.vesta.ro

Key word/Category: Team Management Work

Details on Category of Practice:	Development of work teams
Brief description of the Organisation	Productive company, approx. 200 employees, based near Bucharest
Objectives:	Better accountability of jobs done by team workers for increase production capacity with 30%
Practice Description:	Developing organisational procedures at the level of an individual, a group and an organisation. All the personnel has to participate. The personnel will be rewarded for active involvement, respect for others members of the group, support for the organisational procedures, applying the improvement methods, applying the different works instructions, etc.
Target Group:	All employees, regardless their function or qualification
Number of People Involved:	200
Main Actors and Their Roles:	Top managers, middle and line managers, operators
Competencies Addressed through this Practice:	Team spirit and accountability for own tasks as a team member
Results of this Practice:	Increased team spirit, awareness of others qualities, motivation, good manufacturing practice, pride of employees, the ability to analysis the differences between the initial manufacturing method and the final manufacturing method
Time Needed:	Every work day.
Special Remarks:	Efficiency method for increase production capacity and for cost reduction
Related Categories:	Problem solving, change management, Team management, Coaching, Communication, Social skills, Competence development, Company culture, Leadership, Mentoring, Good manufacturing practice, Methods for cost reduction

Relevant Links

www.smeskills.org; www.smeprojects.ro; www.cnipmmr.ro; www.vesta.ro

* *"Best practice" for the purpose of this survey may be defined as any existing practice one may find effective in leading or supporting people within organizations by managers.*

Title of practice:	Motivated Personnel		
Organisation Name:	ROTTAPRINT PRODIMPEX SRL		
Contact Information:	Country: Romania		
e-mail:	aura.marta@rottaprint.ro	web site:	www.rottaprint.ro

Key word/Category: Team Management Work or Good communication

Details on Category of Practice:	Development of personnel satisfaction
Brief description of the Organisation	Productive company, approx. 200 employees, based near Cluj Napoca
Objectives:	Personnel oriented professionalism (attitude, knowledge, skills)
Practice Description:	Developing organisational procedures at the level of an individual, a group and an organisation. Compose personnel educational plan from what one can choose, related to conversation about function. All the personnel has to participate. Each new member of personnel has after three month in service a personal education plan.
Target Group:	All employees, regardless their function or qualification
Number of People Involved:	200
Main Actors and Their Roles:	Top managers, middle and line managers, operators
Competencies Addressed through this Practice:	Team spirit and accountability for own tasks as a team member, good internal cooperation, good communication
Results of this Practice:	Increased team spirit, awareness of others qualities, motivation, pride of employees, personnel satisfaction
Time Needed:	Every work day.
Special Remarks:	Efficient method for learning and development
Related Categories:	Coaching, Communication, Team management, Social skills, Company culture, Mentoring, Counselling

Relevant Links

www.smeskills.org
www.smeprojects.ro
www.cnipmmr.ro
www.rottaprint.ro

* *"Best practice" for the purpose of this survey may be defined as any existing practice one may find effective in leading or supporting people within organizations by managers.*

Title of practice:	Estimating Team		
Organisation Name:	BANINI IMPEX SRL		
Contact Information:	Country: Romania		
e-mail:	banini@rdslink.ro	web site:	www.banini.ro

Key word/Category: Team Management Work

Details on Category of Practice:	Development of motivated personnel
Brief description of the Organisation	Productive company, approx. 100 employees, based near Cluj Napoca
Objectives:	Better accountability of jobs done by personnel
Practice Description:	Developing organisational procedures at the level of team management members. All the members of personnel has to participate. The personnel will be rewarded for active involvement, respect for others members of the group, support for the organisational procedures, good communication, etc.
Target Group:	All employees, regardless their function or qualification
Number of People Involved:	100
Main Actors and Their Roles:	Top managers, middle and line managers, operators
Competencies Addressed through this Practice:	Recognition of their importance for the manager, for department and for the company.
Results of this Practice:	Increased leadership team spirit; development of their skills; increased professional satisfaction, simultaneously with the improvement of the performances; increased interest in accomplishing current tasks; increased independence and accountability for the work done; development of the ability to carry out more diverse, more interesting and more bold tasks. awareness of others qualities, motivation, good manufacturing practice
Time Needed:	Every work day.
Special Remarks:	Efficiency method for development of motivated personnel
Related Categories:	Coaching, Communication, Social skills, Motivation + Management style, Competence development

Relevant Links

www.smeskills.org; www.smeprojects.ro; www.cnipmmr.ro; www.banini.ro

* *"Best practice" for the purpose of this survey may be defined as any existing practice one may find effective in leading or supporting people within organizations by managers.*

Title of practice:	Increasing employees' satisfaction		
Organisation Name:	ALPITEX SRL		
Contact Information:	Country: Romania		
e-mail:	alpitex@alpitex.ro	web site:	www.alpitex.ro

Key word/Category: Team Management Work

Details on Category of Practice:	Improvement of performances of organization
Brief description of the Organisation	Productive company, approx. 200 employees, based near Pitesti
Objectives:	Provide information necessary to improve the performances of organization, to change the level of conduct, emotions and way of thinking, focusing on the improvement of certain aspects and affording support for finding individual solutions
Practice Description:	Developing organisational procedures at the level of team management members. All the members of personnel has to participate. The personnel will be rewarded for active involvement, respect for others members of the group, support for the organisational procedures, good communication, etc.
Target Group:	All employees, regardless their function or qualification
Number of People Involved:	200
Main Actors and Their Roles:	Top managers, middle and line managers, operators
Competencies Addressed through this Practice:	Recognition of certain vocational qualifications, competencies for represent the organization in a meeting, competencies to verify the results of their own work, competencies to verify the results of the work of the others.
Results of this Practice:	Improvement professional performances of employees through increasing leadership team spirit; development of their skills; increasing professional satisfaction, simultaneously with the improvement of the performances; increasing interest in accomplishing current tasks; increasing independence and accountability for the work done; development of the ability to carry out more diverse, more interesting and more bold tasks. awareness of others qualities, motivation, good manufacturing practice
Time Needed:	Day to day work
Special Remarks:	Efficiency and inexpensive method for increasing employees' satisfaction
Related Categories:	Coaching, Communication, Social skills, Motivation + Management style, Competence development

Relevant Links

www.smeskills.org; www.smeprojects.ro; www.cnipmmr.ro; www.alpitex.ro

* "Best practice" for the purpose of this survey may be defined as any existing practice one may find effective in leading or supporting people within organizations by managers.

Title of practice:	Lifelong learning and improvement of the employees		
Organisation Name:	QUADRA INVEST S.A.		
Contact Information:	<i>Country:</i> Romania		
<i>e-mail:</i>	info@quadra.ro	<i>web site:</i>	www.quadra.ro

Key word/Category: Improvement of the economical and technical performances of the employees

Details on Category of Practice:	Increasing the vocational training of the personnel
Brief description of the Organisation	Productive company, approx. 200 employees, based near Tirgoviste
Objectives:	Learning objectives describe the knowledge, skills or attitudes that must be developed in order to eliminate this difference. The principal goals are knowledge, skills and attitudes.
Practice Description:	Developing organisational procedures at the level of team management members for identifying learning necessities. All the members of personnel has to participate and also, employees must be involved in identifying learning necessities and opportunities for coaching. The personnel will be rewarded for active involvement, respect for others members of the group, support for the organisational procedures, good communication, etc.
Target Group:	All employees, regardless their function or qualification
Number of People Involved:	200
Main Actors and Their Roles:	Top managers, middle and line managers, operators
Competencies Addressed through this Practice:	Development of own managerial skills; recognition of certain vocational qualifications, competencies for represent the organization in a meeting, competencies to verify the results of their own work, competencies to verify the results of the work of the others; reduction of the time necessary for troubleshooting urgent problems
Results of this Practice:	Improvement professional performances of employees through increasing leadership team spirit; development of their skills; increasing professional satisfaction, simultaneously with the improvement of the performances; increasing interest in accomplishing current tasks; increasing independence and accountability for the work done; development of the ability to carry out more diverse, more interesting and more bold tasks. awareness of others qualities, motivation, good manufacturing practice
Time Needed:	Day to day work
Special Remarks:	Efficiency and inexpensive method for increasing the vocational training of the personnel
Related Categories:	Coaching, Communication, Social skills, Motivation + Management style, Competence development

Relevant Links

www.smeskills.org
www.smeprojects.ro
www.cnipmmr.ro
www.quadra.ro

* ***"Best practice"** for the purpose of this survey may be defined as any existing practice one may find effective in leading or supporting people within organizations by managers.*

Title of practice:	Team building		
Organisation Name:	REKORD SRL		
Contact Information:	Country: Romania		
e-mail:	anca@rekord.ro	web site:	www.rekord.ro

Key word/Category: Team work

Details on Category of Practice:	Development of work teams
Brief description of the Organisation	Productive company, approx. 200 employees, based near Alba Iulia
Objectives:	Better accountability of jobs done by team members
Practice Description:	Developing organisational procedures at the level of an individual, a group, and an organisation. All the members of personnel has to participate. The personnel will be rewarded for active involvement, respect for others members of the group, support for the organisational procedures, good communication, etc.
Target Group:	All employees, regardless their function or qualification
Number of People Involved:	200
Main Actors and Their Roles:	Top managers, middle and line managers, operators
Competencies Addressed through this Practice:	Team spirit and accountability for own tasks as a team member; competencies to verify the results of their own work, competencies to verify the results of the work of the others; reduction of the time necessary for troubleshooting urgent problems
Results of this Practice:	Increased team spirit; development of their skills; increased professional satisfaction, simultaneously with the improvement of the performances; increased interest in accomplishing current tasks; increased independence and accountability for the work done; development of the ability to carry out more diverse, more interesting and more bold tasks, awareness of others qualities, motivation, good manufacturing practice
Time Needed:	Day to day work
Special Remarks:	Efficiency and inexpensive method for team building
Related Categories:	Coaching, Communication, Social skills, Motivation + Management style, Competence development

Relevant Links

www.smeskills.org; www.smeprojects.ro; www.cnipmmr.ro; www.rekord.ro

* *"Best practice" for the purpose of this survey may be defined as any existing practice one may find effective in leading or supporting people within organizations by managers.*

Title of practice:	Communication techniques		
Organisation Name:	QUASAR INDUSTRIES SRL		
Contact Information:	<i>Country:</i> Romania		
<i>e-mail:</i>	zoard@quasar.ro	<i>web site:</i>	www.quasar.ro

Key word/Category: Organization communication

Details on Category of Practice:	Communication improvement
Brief description of the Organisation	Productive company, approx. 100 employees, based near Petrosani
Objectives:	Find out the usual terms in the communication field, better understand the objective of the communication, how to improve the process of personal communication, how to draw up the usual documents used for the communication, how to draw up the usual documents used for the communication in a company, how to understand and to use the language of the body, space, time, silence, colours, etc., how to develop their abilities concerning an efficient communication within a company
Practice Description:	Developing organisational procedures at the level of an individual, a group, and an organisation. All the employees has to participate. A good communication confers to the employees a sense of the improvement and recognition of their own value. The employees must be informed and involved in the company's activity
Target Group:	All employees, regardless their function or qualification
Number of People Involved:	100
Main Actors and Their Roles:	Top managers, middle and line managers, operators
Competencies Addressed through this Practice:	Technical and social competences required for effective exchange of information with the others, active listening/asking questions, grammar and orthography, methods of presentation, speaking in public, non verbal communication, social label, revision, verbal competences, written communication. Obtaining, supply of information and conviction for the involvement in the action.
Results of this Practice:	An efficacious communication may have direct and positive impact on the enterprise's balance, especially by opening new business opportunities. Bigger level of satisfaction and loyalty of the clients, improvement of the company's reputation, as well as of the marks and product, employees more motivated and more productive, better relationships with the local community and the public authorities, larger savings from the point of view of the costs.
Time Needed:	Day to day work
Special Remarks:	Subsequently, the communication is the understanding between people and groups, an interdependent process. An agreement is not always necessarily reached, It's a continuous process, it is not possible not to communicate, we continuously communicate and we continuously receive information from the other people.



SME Counselling - RO/03/B/F/PP- 175017
DEVELOPMENT OF A "FRONT-LINE" ADVICE - GUIDANCE -
COUNSELLING SCHEME FOR SMEs' EMPLOYEES

2004 – 2006

Related Categories:	Coaching, Communication, Social skills, Motivation + Management style, Competence development, Company culture
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Relevant Links

www.smeskills.org
www.smeprojects.ro
www.cnipmmr.ro
www.rekord.ro

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Leonardo da Vinci

Title of practice:	Team building and team management		
Organisation Name:	VEROFLEX SRL		
Contact Information:	<i>Country:</i> Romania		
<i>e-mail:</i>	-	<i>web site:</i>	-

Key word/Category: Training and coaching

Details on Category of Practice:	Administrative of crisis and conflict; methods for inventive problem solving
Brief description of the Organisation	Productive company, approx. 50 employees, based in Magureni village, district Prahova
Objectives:	Offering the SME's managers information, strategies and innovative work methods for promoting a methodological approach of problem analysis and of the process of generating ideas taking into consideration the requirements for sustainable development, as well as for deciding on possible change management strategies.
Practice Description:	Developing organisational procedures at the level of an individual, a group, and an organisation, development of the tools that offer the possibility to analyze the system, help formulating the problem, defining objectives, limiting the unknown quantities of the problem, or identifying the functions that are to be optimized. All the employees have to participate. A good communication confers to the employees a sense of the improvement and recognition of their own value. The employees must be informed and involved in the company's activity
Target Group:	All employees, regardless their function or qualification
Number of People Involved:	50
Main Actors and Their Roles:	Top manager, middle and line manager, operators
Competencies Addressed through this Practice:	Self control and critical spirit of the one who approaches the problem; motivation of who approaches the problem; decision, making process for selecting the solution for solving the problem out of many potential solutions; application of the solution selected and the control of its efficiency.
Results of this Practice:	Self-control and critical spirit of the one who approaches the problem; motivation of who approaches the problem; decision-making process for selecting the solution for solving the problem out of many potential solutions; application of the solution selected and the control of its efficiency.
Time Needed:	Day to day work
Special Remarks:	Problems are not solved spontaneously. Every progress is the result of achieving a planned change. There are not general changes, but only solutions to specific problems. Changes can be of 2 types: 1 st level changes (corrections), or 2 nd level changes (corrective or preventive action). Change can be sudden or gradual. Changes in performances can be obtained by alternating possible strategies (it is avoided a vicious circle)



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DEVELOPMENT OF A "FRONT-LINE" ADVICE - GUIDANCE -
COUNSELLING SCHEME FOR SMEs' EMPLOYEES

2004 – 2006

Related Categories:	Inventive Problem Solving, Change Management Strategies, Coaching, Communication, Management style, Competence development
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Relevant Links

www.smeskills.org
www.smeprojects.ro
www.cnipmmr.ro

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