

Does everything run smoothly?

Does everything run smoothly – or is there sand in the wheels? The management of the Paul Craemer GmbH puts this important question before the horse has bolted, and regularly asks the employees for their views. With the barometer of opinion thus generated and with other plus factors, the company specialised on metal forming, tool making and plastics processing distinguished itself in the TOP JOB-category “Culture & Communication”.

“The judgement and the attitude of our employees are important to us, as they reveal potentials for improvement – and the free expressions of opinions from unexpected viewpoints give us new ideas”, stresses Managing Director for Business Administration, Bernd Brockhagen, the importance of the survey. To him it is also important that this tool provides a broad set of opinions from the entire staff, thus enabling the management to draw conclusion on the work climate.

Another form of barometer of opinion is the system for handling complaints, to which all the staff of the Paul Craemer GmbH has access to: Every employee has the possibility to bring his or her concern, anonymously and in writing, to the attention of the works council chair man, who then works on finding a solution. “This course of action is taken very seldom as we are frank with each other and usually resolve problems before they turn into complaints”, says Managing Director for Production and Technology, Siegbert Geldner.

A further example for the open communication within the family-owned company based in Herzebrock-Clarholz, Eastern Westphalia, is the good flow of information: The staff is regularly informed on their employer’s operative performance. “This performance is the total sum of the individual performances of all our employees, and every one of them should know about his or her share in the overall performance and be able to evaluate it” explains Managing Director for Sales, Reinhard Nickel, this aspect of the human resources strategy. Apart from this, only well informed employees with scope for decision making are able to understand and support the management’s decisions.

Speaking of information: The employees have access to information on current developments via intranet and staff magazine. In addition, there are regular team meetings, interdisciplinary meetings for colleagues from different departments, strategy work shops and much cross company exchange of information. The point is to get the sand out of the wheels before the wagon slows down.



Managing Directors B. Brockhagen, S. Geldner and R. Nickel: Motivation is not fuelled by fast-paced actions but by a continuous and trustful dialog”.