

# Business Case

Reducing absenteeism and improving the climate of trust between employees and management



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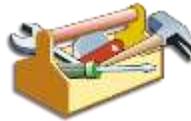




## Context

We were mandated by a Swiss unit with 140 employees.

Our intervention focused on two main objectives, one of which was strategic and the second confidential in nature. The second aimed to improve the personal commitment of employees in several areas: team spirit, collaboration with line management and the acceptance of change. These elements should lead to a reduction in absenteeism.



## Method and tools

We designed a tailor-made solution, deployed over 2 years, which took into account the particular working context of the employees who participated in this intervention.

This solution relied mainly on individual and team coaching, establishing communication guidelines for individuals and on the collective intelligence for their deployments.



## Input and preparation

The first step was to implement a real change of culture through collaborative management. Our client already had full confidence in their employees, and the aim was mainly to improve and increase the exchange of constructive information between the various departments at all hierarchical levels.

A framework was co-created by all employees. It proposed measures to improve 3 elements that the employees themselves had identified and selected. This document serves today as an objective reference for positive feedback, improvement feedback and is also "the guardian" when some employees do not play the game.



## Deployment

The second, more delicate measure was to maintain the new course into the internal exchange of information, the identification and correction of individual errors among managers that could compromise the deployment of the framework and the maintenance of motivation to apply this framework over time to employees. This was achieved by individual and team coaching as needed.



## Support

The reception of change is indirectly supported since the start of the measures by the changes of organization and internal communication.

The third step has been to specifically identify and mentor change ambassadors who are present at all levels of the hierarchy and are encouraged to positively reiterate the changes everyone wants at every opportunity.



## Results

For the client, the benefit measured by a factual indicator resulted in a decrease in absenteeism stabilized at 35.4%, 7 months after the end of the measure.

A subjective result perceived by a large majority of employees (74.8%) is the significant improvement of the working environment and the recognition of the work accomplished.