



FLOURISH Training Program Case Study

Industry: Media Communications

Location: Dubai, United Arab Emirates

Company Size: Approximately 350 Staff

Stage 1 Implementation – Test Pilot

Department: HR Team & Select Managers

Number of Staff: 20

Implementation Date: February 2017

Status: Completed

Analytics:

Subjective Program Self-Assessment Analytics:

- Increase of 21% from average of 67% to 88%.

The general consensus from the HR team and managers who undertook the program pilot was that the self-assessments and the eighteen training modules increased their awareness of inter office relations, communication, reframing challenging situations and working with their strengths. Upon completing the follow up self-assessment in the program, their new awareness made them feel better equipped to thrive and communicate more effectively in the work place.

Stage 2 Implementation – All Staff

Department: All staff across the entire company

Number of Staff: Approximately 330

Implementation Date: May 2017

Status: Completed

Analytics:

Subjective Program Self-Assessment Analytics:

- Increase of 27% from average of 59% to 86%.

The general consensus upon completion the training program was similar to that experienced by the HR team and managers who undertook the pilot training program.

Objective HR KPI Analytics:

- Attrition: drop from the previous year from 8.1% to 6.01%
- Absenteeism: drop from the previous year from 43.8% to 25.5%
- Bullying: reduction from the previous year of 17 to 7 complaints

Refer to attached KPI Analytics Report for further information

Post Implementation Review

A post program implementation review meeting was undertaken with senior managers, the HR team and with one of the FLOURISH directors. The senior managers gave equal importance to both the subjective findings of the self-assessments as well as the objective findings of the KPI analytics.

A point of importance raised in regard to the self-assessments was that the subjective sense of improved awareness and growth of the individuals, as well as the collective group, was very important. Overall, the team was happy with the growth their staff experienced.

Upon reviewing the KPI analytical data, the team was surprised by the low reduction in the attrition rate, as the team expected greater results in this area. After discussing the topic, it was found that regardless of the contentment of staff, attrition is a part of employment. Sometimes people are in the wrong roles and it is better for them and the company long term to realise this and move on to something that is right for them and allow the right person for the role to be found.

It was found that those that left the organisation were typically junior staff rather than higher level or greater potential staff.

The HR and senior management team were happy with the reduction in absenteeism rates and bullying complaints.

Follow Up Training and Workshops

Since the post program implementation review, a partner of FLOURISH has been engaged to run in-house workshops on particular modules such as Non-Violent Communication, Resilience and Reframing.

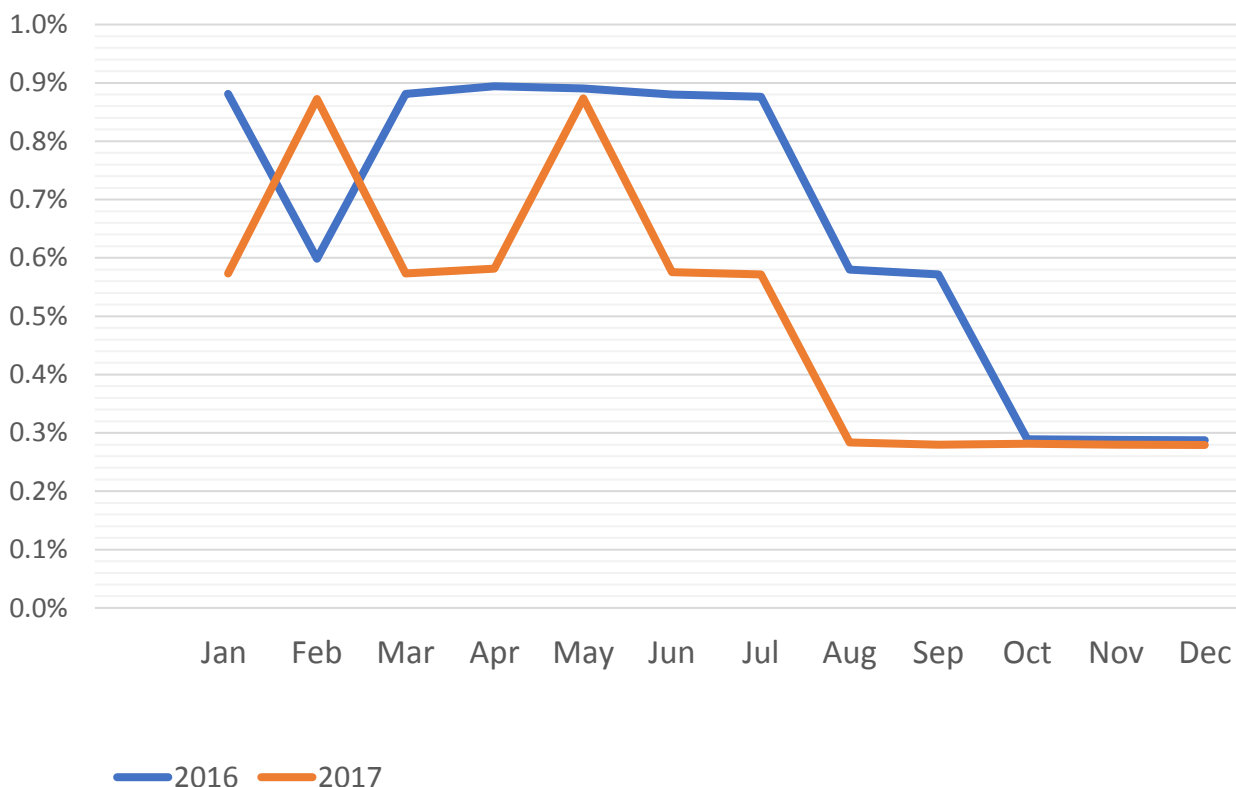
In addition to the workshops, as part of the companies recruitment procedure, all new staff must complete the program now.

The organisation is also planning to have all staff again complete the program as a refresher in early 2019.

Monthly Key Performance Indicators

| Employee Attrition | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Total staff # 2015 | 333 | 330 | 338 | 333 | 332 | 332 | 335 | 335 | 340 | 337 | 340 | 340 |
| Total staff # 2016 | 348 | 338 | 343 | 338 | 342 | 350 | 350 | 355 | 360 | 355 | 355 | 356 |
| Total staff # 2017 | 350 | 350 | 355 | 350 | 345 | 345 | 350 | 350 | 355 | 355 | 360 | 360 |
| Attrition Rate 2016 | 0.9% | 0.6% | 0.9% | 0.9% | 0.9% | 0.9% | 0.9% | 0.6% | 0.6% | 0.3% | 0.3% | 0.3% |
| Attrition rate after implementing program 2017 | 0.57% | 0.87% | 0.57% | 0.58% | 0.87% | 0.58% | 0.57% | 0.28% | 0.28% | 0.28% | 0.28% | 0.28% |
| OVERALL ATTRITION CHANGE | - 0.33 | + 0.27 | - 0.33 | - 0.32 | - 0.03 | - 0.32 | - 0.33 | - 0.32 | - 0.32 | - 0.02 | - 0.02 | - 0.02 |

Attrition Rate Before & After Implementing the Program



| Absenteeism | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | TOTAL |
|-------------------------|-------------|-------------|-------------|-------------|-------------|-----------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| 2016 | 1.6% | 2.1% | 4.2% | 3.0% | 4.0% | 2.6% | 4.0% | 3.1% | 4.2% | 4.0% | 4.5% | 6.5% | 43.8% |
| 2017 | 0.5% | 1.6% | 2.1% | 2.1% | 3.3% | 1.6% | 1.5% | 2.5% | 2.6% | 2.2% | 2.4% | 3.1% | 25.5% |
| TOTAL REDUCATION | 1.1% | 0.5% | 2.1% | 0.9% | 0.7% | 1% | 2.5% | 0.6% | 1.6% | 1.8% | 2.1% | 3.4% | 18.3% |

Absenteeism Rate Before & After Implementing the Program

