



Glaubicz Garwolińska Consultants / BCT Gdynia

Challenge

GGC from the ground developed rules for the internal and external communication, negotiated with trade unionists, created a network of external contacts and a support group for changes, advised the managing board during the restructuring.

GGC started activities at the moment of a danger of strike in BCT (strike referendum: 89% of the crew voted to strike). The gained support of internal a environment significantly contributed to the project.

Strategy and Action

1. Developing tools for external and internal impact:

- Actions directed to the Marshal of Voivodship
- Activities with authorities of the City of Gdansk and Gdynia
- "List of allies" - The boards of Ports, shipbuilding environment, the community gathered around the Church of the People of the Sea

2. Negotiations with trade unions

3. Preparing BCT to the reorganization including reduction of staff

4. Creating a stable, well-motivated team

5. Introducing rules for internal communication

Results

- Building an awareness of the need to change and gaining support for changes among employees, local governments, public opinion, etc..
- Elimination of threats of strike within BCT, Increased confidence and support for action by the board
- Minimizing the negative effects of reorganization
- Development of a common (Management and staff) responsibility for the company



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