

# ***Labor-management Conflicts Overcome***

## **Illinois Power Production Plant**

### **Impetus for change**

Changes in market conditions and government regulations demanded changes in work rules and schedules that led to serious conflict with the production staff and their two unions.

### **EnTeam's Role**

**Capability:** EnTeam facilitators conducted an initial program lasting six months to introduce the process of collaborative problem-solving and the measurement of cooperative performance.

- Through a series of workshops on-site with the managers, supervisors, and production workers in the union, EnTeam helped the plant build a culture of teamwork that enabled dialog.
- The activities engaged all levels of the plant including senior management, supervisory teams, all shifts, and union representatives from outside the plant.
- Regular surveys helped to identify the concerns of the employees and assess progress at addressing the concerns.
- The contract was renewed twice and then the EnTeam process was fully internalized into the plant's operating procedures.

### **Immediate Impact**

Issues were identified and solutions developed during the workshops to establish a more respectful, cooperative work environment in which the new operating procedures were successfully implemented.

### **Long-term Benefit**

The management team was retained as solutions to resolve the disputes were implemented. An EnTeam facilitator joined this company as an employee to maintain the process of collaborative performance.

References available on request

***EnTeam Organization***

[www.enteam.org](http://www.enteam.org)