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## HOW TO GROW AND INNOVATE IN THE COMPANY THROUGH H.R. POLICIES?

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## **1. INTRODUCTION AND PRESENTATION OF MARZÁ**

Today, in the business world in which we live, we find ourselves with a dynamic and constantly changing environment, where it is increasingly essential for companies to differentiate themselves from the competition, and offer improved products and services or at a better price for their customers. And this is where innovation comes into play, in which its correct application in companies has important benefits and strategic advantages such as increasing market share, improving customer loyalty, to improving the perceived image of the company. Therefore, in the next job, I, Miguel Cerro, will put myself in the shoes of an HR director, and I will present my project in which I will try to face and maximize innovation, in addition to articulating policies and concrete measures so that workers develop their full potential within the organization.

That is why, taking advantage of my internship in the company Marzá S.L., I have decided to carry out a specialized integral project for them, and in which, as we have said, we will have the mission of promoting innovation, in addition to developing both professionally and personally the staff of the same. I want to emphasize that despite not being a long period of time immersed in the context of Marzá S.L., I believe that the three months in which I have put my effort at the service of the company, have allowed me to know inside, from the way of working to other aspects or curiosities that I will deal with throughout the case. To do this, we will dedicate an instance to explain in detail what Marzá S.L is and what it does, with the aim that we have more clarity about how the company works.

Marzá, and as many of you will already be aware, is a dealership in the province of Castellón with many years of history, and that has the own brands of Audi, Skoda, Volkswagen and Volkswagen Commercial. In addition, on the more human side Marzá has a team of great professionals who, based on their experience and training in the sector, advise and guide their customers before the purchase of vehicles, thus offering them a completely personalized service and advice, thus adapting to the needs that customers may have. To do this, depending on the specific brand, Marzá has three different dealerships or establishments where the vehicles and personnel of the company are located. To delve a little deeper into the matter, throughout the company we have several departments or areas, from sales, administration, after sales (dedicated to part of workshop and repairs), followed by marketing or logistics. It should be noted that I have not mentioned the HR department, since Marzá S.L. has been controlled in several aspects and functions by the QUADIS group, which is a conglomerate of dealers and workshops of different brands in Spain, with an experience of more than 80 years. That is why, some of the functions or tasks of Marzá are the responsibility

of QUADIS, which controls part of the operation of the company, and in turn is a great help before and support where Marzá can be supported in the face of any problem.

As extra information about the company, Marzá has two main sources of income in terms of its product. First of all, we find the exhibition vehicles or new vehicle (vn), located on the ground floor of the installation, while on the upper floor we have the used vehicle or km0. In this sense, we have data that can be striking in recent years, since traditionally the new vehicle has had a greater weight than the vehicles in stock at the numerical level, however, we are currently in an opposite dynamic due to the macroeconomic factors in which the automotive sector has been affected in recent years. Based on this, aspects such as the delay in deliveries, has meant a change of trend and the used vehicle has reinforced its weight within Marzá.

As for the image by which Marzá is perceived within the province, and like the brands it represents, this is a great reference at the level. Although there have been difficulties in recent years due to semiconductor problems, or difficulties about the pandemic, these drawbacks are at the macro level of the entire sector, so Marzá remains as it has been doing previously in a privileged competitive position, standing out for its great variety of vehicles, in addition to being perceived as an upper-middle class dealer.

Once we know aspects of the company, and returning to the case, we must bear in mind that Marzá, like many companies today live anchored in certain aspects, in the same way of functioning as decades ago, so in this work I will have the task of leading the change and transforming the way of working of Marzá, towards another organization much more conscious and current. That is why words such as cooperation, humanism or stakeholders, should supplant others such as boss, rules or incentives, in addition to how not, focus on the main objective of promoting innovation within them.

Based on this, the first thing we must do is immerse ourselves as I have done in the context where we are going to work and thus collect as much information as possible to know how the company works and works. Here and based on the practices carried out during these months, I have been able to know from the automatisms, to other more specific aspects of the hr world of the company, such as the policies related to the motivation of the employees, or the measures that Marzá offers in the training of the personnel.

To simplify the concreteness of the work, I will mention a series of characteristics of the company and in which either its context or its way of functioning, are a major obstacle to innovation. Among the main features of Marzá, we find:

1. We start with the way of organizing, Marzá is characterized by a classic pyramidal structure, in which you can see different levels of command in the company, from the manager himself to the staff of the base.
2. Secondly, we have the high emphasis on following the processes, typical of a machine or diversified structure, according to the different configurations proposed by Mintzberg.
3. Also, Marzá usually focuses on improving its competitiveness, thus maximizing the economic benefit as the main objective, leaving aside other aspects such as the well-being of its employees or the community.
4. On the other hand, we have that changes are promoted from the top down, generated normally by senior management and rarely by the bottom or the bulk of the organization.
5. Finally, focusing on innovation, we have as a consequence of the rest of the characteristics, that there is no high degree of innovations, which in their case happen to be incremental with improvements of current products or processes, instead of generating radical innovations.

Based on the above, I will immerse myself in the role of being director of R.R.H.H., of Marzá, collaborating as I have said with the QUADIS group, and in which we will have the mission of changing the way the company works, with the task of greatly changing the operation and automatisms mentioned above. First of all, and aware of the infeasibility of reaching the company and making all the changes thought at once, I have decided to propose this project as a gradual process, where depending on the stage in which we are, we will deal in depth, different practices or policies to manage the desired change in the best way

As a summary of the above, and to generate change, we will implement a series of actions with the aim of innovating in Marzá, and that workers take a step further when it comes to developing professionally and personally.

## **2. HOW DO WE WANT MARZÁ TO BE?**

To begin, we will provide vision to the company, briefly explaining the philosophy we want to achieve, in addition to some of the actions we will implement. We will describe above the measures, policies or ways of functioning that we will carry out in the company, and we will determine in a certain way the values, the way of working or mechanisms that will have more importance in the future organization that we want to achieve.

As we have commented in the introduction, aware of the environment in which we live and Marzá is submerged, where fierce competition predominates, great competitiveness, in addition to the appearance of important technological changes or external factors (such as the growing crisis of microchips that is submerged the sector), increasingly has more. It is important to give a quick and accurate response to these changes. Therefore, the existing meritocracy (orange model according to Laloux), plays a burden against our mission, so we will try to implement an organization with adhocracy skills, in order not only to speed up changes or disturbances of the environment, but also to enhance innovation internally. To reach this thought organization, we will keep in mind the "glocal" approach, that is, being able to think big and act in turn in what is necessary, working both on policies at a general level, and on establishing more concrete and specific measures to achieve that process of change in the best possible way.

Based on the latter, we will try to instill in Marzá S.L. a change in its pyramidal structure, thus creating a much more adhocratic organization, where decision-making and authority are distributed horizontally, and the entire organization can have an opinion, contribute ideas, until making decisions for themselves. As a brief paragraph we will say that to generate and have employees with the capacity to innovate and to be creative, we must be able in the first place, to jointly create an innovative culture, so that the ability to innovate does not fall on the director or on a few people, but on all people and throughout the organization. Apart from changing the culture, we must also modify and be able to co-create the vision, putting innovation as a main part in the company, in addition to other areas such as collaboration, participation, or the freedom to fail or make mistakes.

As we have already said, and related to the pyramidal structure, we have that the form of the organizational structure of Marzá, although it does not generate a clear "drowning" in terms of innovation, if it could have another operation in search of having more creative employees. Employees are often not able to give ideas or opinion as they should, so much of this refers to the rigid structure of the organization. To do this, we will modify structure and hierarchy, creating a flatter organization, and whose operation is through semi-autonomous teams,

whose way of coordinating is by themselves. Through this structure, although we will not eliminate the authority 100%, we will make the decision-making power distributed among the different teams of the company, thus generating a much more democratic structure thanks to these teams. This that we propose now, will be the result or the culmination of all the work done previously, since, as we will see, we will put everything at the service of the organization so that in the phases it is possible to work through these semi-autonomous teams, so we will have a lot of work or previous work before reaching this way of working.

However, here the contributions proposed by Mintzberg, H. (2012) will have great validity, in which he provides a series of natural configurations, where in each of them a part of the organization has greater importance, and where a different coordination mechanism predominates. To achieve our planned organization, we will base ourselves and take as a reference the configuration of innovative or adhocratic organization, which has as its main features the fusion of experts from different specialties, and which is based on an organic structure in which mutual adaptation stands out strongly, in addition to the support staff. However, to understand these terms to a greater extent, it is necessary to first analyze the elements that make them up, and how or what options organizations have to be constituted. First of all, we will differentiate between the 6 basic elements in organizations, from the people who perform the production work, the administrator who we will call the strategic apex (person who monitors and controls the entire system), the intermediate line (which arises when the organization grows and more administrators or managers are needed), the technostructure, (who play administrative roles and control or organize the work of others), the administrative support units (in charge of helping in internal work), in addition to their ideology, composed of the series of traditions and beliefs that the organization has.

As we have said, in our adhocratic model the support staff will have a greater importance, so now we will move on to better develop the existing coordination mechanisms. This is where the structure of an organization can be defined as the totality of ways in which the work has been divided into other different tasks, to later achieve coordination between those tasks. We can differentiate 6 other different types of coordination. We have in the first place the standardization of the work process, in which the content and procedure of the work to be followed is indicated. In the same way we find the standardization of the results, where it is not specified what is required to do, but the results to be obtained. In the standardization of skills, employees are given knowledge so that they are the ones who carry out a correct performance, while, in the standardization of norms, it is the workers who jointly share a series of beliefs and values. Finally, we find mutual adaptation (through informal coordination) and direct supervision (one person coordinates others through orders).



Having seen the coordination mechanisms that exist in all types of organizations, we have that adhocracy is characterized by being an organic structure that has as a coordination mechanism mutual adaptation as the main element. The fact of having highly specialized experts makes linking devices more important, since the form of teamwork (common in this type of organization) makes necessary the work of people who connect these elements with the teams. In addition, we must emphasize that these teams exist at all levels of the structure and will be delegated great power over certain aspects, so we incorporate here the term of decentralization, in which power will be distributed throughout the structure.

Leaving aside the most theoretical part, but also related to the latter, we have that another of the characteristics to highlight in Marzá, will be the teamwork of the employees, where it will be necessary to ensure that each person feels free to contribute to the team and to work collectively based on a common goal. Another feature will be the great communication capacity in Marzá, since, although a good job is already done in this element, in the final stages we will have to get the different teams to contact each other in search of help or advice, without going through managers or organizational barriers. It should also be mentioned that in order to reach and generate that high level of communication between the different members of the company, it will be necessary to create an adequate organizational climate, where the socialization of employees is promoted in any case, and a high trust is also generated among teammates.

Another characteristic will be known as functional mobility, in which to favor the appearance of different ideas we will combine personnel from the departments based on the rotation of positions. Thus, in the aforementioned work teams, each one will have people with different knowledge or skills, each of them formed by people from different fields or training areas.

To achieve the end of this whole process, apart from aspects such as transmitting and co-creating the new vision throughout the company, it will be important to have employees committed to it, and motivated to generate this process of change. To do this, we will manage the emotional state of the employee thanks to different practices, since we consider that it is an area still very much to be exploited, and where the companies of the future will work very hard. So much so, that in recent years the so-called Emotional Intelligence has been gaining weight in companies, and it has been shown that an adequate management of this has important positive effects on innovation.

Finally, aware of the enormous challenge posed by the planned transformation, in addition to the rejection of change by some members of our company, we will implement the process in stages, making all employees participate from the beginning, thus promoting their identification

with the company and managing to overcome resistance to change or possible initial rejection. In addition, we believe that the fact of trying to generate an adhocracy, (with its main characteristics and advantages such as autonomy or teamwork) can provide extra motivation and challenge in the members of the organization, and that they get on our boat in view of a different way of working.

### **3. TRANSFORMATION PROCESS**

#### **3.1. 1st stage: Plan the arrival to the company.**

To develop in depth this initial phase, we must make a point and first deal with the contributions of Gómez-Mejía, L.; Balkin, D. and Cardy, R. (2008), in which they developed in depth the aspect of internal relationships in the company, from where we have drawn several ideas and we will take into account their contributions throughout this section. According to these authors, adequate internal relationships are based on offering an equitable and optimal, coherent and equal treatment to all employees, in order to allow them to get involved in the organization. In this way, companies that properly manage internal relations have an HR tool in which employees are the main interest group within the company, prevailing the values of dignity and respect in all of them.

For this, and although we will later develop it in more detail, it is the managers who are responsible for promoting the appropriate internal relations, falling on them the task of both listening to what their employees say, as well as informing about the decisions of the management. On the other hand, it is the employees who must have absolute freedom and power, either to express suggestions regarding the decisions of the management, or to propose new ideas and suggestions. That is why, although it is possible that there may be good reasons to prevent changing a decision made, it is up to the high commands to listen at least to the complaints or opinions of all the staff. Thus, a large number of companies have found that, in order to obtain their own and adequate internal relations program, you must have communication that allows employees to access company information, as well as the opportunity to express ideas and feelings.

In addition, based on the great current complexity in companies, it is necessary to create and provide different communication channels, in order to improve the information along all the lines and the entire organizational structure (both down and up). First, downward communication allows managers to inform and carry out their decisions, thus influencing the employees below, while upward communication allows and generates that employees in lower positions have the power to express their ideas and opinions to the people who are in charge of decision-making. And this is where we have to look at the concept of information dissemination, which is to make information available to everyone who makes the decisions at the right time and place. In this way, by being better informed and having more information, they will feel more responsibilities, and thus be in a better position to collaborate towards the proper functioning of the company. If this is done properly, managers will feel in their own skin that they have managed to create a more participatory organization, in addition to being able

to encourage employee engagement. We have that the most common and prominent methods to adequately disseminate information to employees are electronic communications, meetings between employees, the classic employee manuals, written or audiovisual communications, in addition to informal conversations.

We are going to focus on developing and explaining the last two mainly, since they are the ones that will have the greatest place in our organization. New technologies make possible, which a few years ago would have been unthinkable, since it allows to disseminate information quickly and instantly, thus being a powerful communication tool today. Video conferencing has the advantage of allowing people with limited hours to collaborate and attend meetings, regardless of distance or place. Thus, through cameras or specialized equipment, videoconferencing makes it possible for staff in different places to interact as if the attendees met face to face. In addition, an important element is the reduction of costs, since in many cases it is avoided having to incur in trips, hotels and restaurants, assuming a great saving for companies. For its part, email makes it possible to communicate through the network, and it is a tool that Marzá uses normally.

Another form of communication refers to the classic formal meetings, which are an advantage or opportunity to communicate face to face, thus facilitating dialogue (fostering personal relationships). This form of communication is useful mainly to inform work teams, and generate internal commitment, in order to develop optimal relationships for collaborative and team performance.

Without going any further, it is estimated that 75% of the time of managers and executives, spend their time in meetings, so those that are not well planned, can generate a significant reduction in productivity, also assuming a significant loss of time. Therefore, and to take into account in our project, we will say some recommendations that we must keep in mind in order to make the meetings as productive as possible. First of all, we must decide if the meeting is necessary or not, since there are many meetings in the day to day of companies, which can be solved simply with a call. In addition, the number of participants of the meeting must be taken into account, since it must be consistent with the objective of this, so, depending on the purpose, it will be more appropriate or less appropriate to convene a group of people or another. Continuing with this, we will have to set and elaborate in detail an optimal agenda, which thus provides the participants with information about the objective of said meeting. We must not forget either, to choose the right time and place, since both the location and the time called, can be conditioning elements during the course of this. On the other hand, the dynamics between attendees must be properly managed, since it is possible that some of the

attendees present try to master the course of it through contributions. If this happens, those responsible for the meeting should try to create a favorable climate so that those present are comfortable, and different opinions can appear.

In addition to formal meetings, managers can resort to other types of meetings, but this time informal, which are responsible for benefiting personal relationships internally. In these communications, information will be exchanged spontaneously (without anything previously planned), and will help forge aspects such as friendships or groups of help networks in places as simple as water machines or the cafeteria. This type of communication allows you to transmit unique information, and that can also become a source of creative ideas.

On the other hand, another fundamental element to analyze is the behavior that management has at work when communicating and transmitting confidence to other employees of the company. Some of the tips on these behaviors that promote interpersonal trust are to act with discretion, in addition to knowing how to keep secrets, be consistent with words and deeds, generate and engage in collaborative communication, in addition to ensuring fair and transparent decisions.

In Marzá, we have to work many of the aspects discussed, since employees make use of both meetings and videoconferences, in addition to email as the main tool. First of all, it should be noted that the member who most uses formal meetings is José Miguel, the manager of the company. It is very common to see this meeting with the rest of the staff, to be informed about the future of their section or area in particular, since in a certain way it keeps a periodic control of all areas of the company. It should be noted that it is José Miguel who makes most of the important decisions of the company, so it is common to see the staff meeting with him, asking him about different decisions or choices. An example, could be a case of my own that I lived in the department, and where after a meeting with the newspaper Mediterráneo about different sponsorship actions, my colleague Anna had to meet with him to see if in the end we carried out that specific advertising action or not. In the same way it happened the time we tried to make a draw for some tickets, in which we had to meet with the manager to give us the go-ahead or his final approval. Leaving the manager behind, it is also common to see in the company the meeting room that has full of attendees, in which the staff discusses and deals with any topic in person.

Another element that Marzá uses with nature refers to telephone calls, in which, to provide agility, all employees have both a company mobile phone and a landline in their office. Thus, the company's staff contacts each other in search of solving doubts or dealing with issues in

an agile and fast way. It happens in the same way as it happens with informal communication, in which it is common to see the staff who work close to another approach and comment on any aspect or doubt. To give an example, in my work of uploading cars to the Internet, on several occasions I had doubts about the exact vehicle that I had to climb, so I approached the specific personnel of the vehicles to solve these doubts.

For his part, Marzá works the issue of video calls, since, being a group formed by three concessionaires with different locations, it is common to establish telematic meetings through Skype between staff of different locations. In addition, not only do meetings occur between the staff of different headquarters, but being controlled or directed in part by the QUADIS group (based in Barcelona), it is necessary to make the video calls to clarify doubts or keep a periodic control of the objectives of the company. So much so, that in my own case I had to make video calls with QUADIS staff, in order to explain a series of reports that I had to fill out, as well as another series of forms.

Once all the above has been analyzed, and returning to our case, the first thing we must deal with and we will develop will be the so-called entry into Marzá. We must already be aware that, by the fact of arriving new to the company, simply because of that, it is already possible that there are certain resistances to the arrival, or that some people appear who do not see you in the best possible way. In my own case, it was the opposite, since I was welcomed at all times by my colleagues and they treated me from the first day as one more, although if it were one of arrival of someone with more power than mine, there could be the option that this did not happen like this. Therefore, the entry process will be managed in a basic way, and we will have the objective of earning the trust of all the members of the organization, thus encouraging all of them to jointly generate the planned organization.

Since we will be aware that the change to be achieved will be substantial, we must talk to all members and employees, in order to have different points of view, and collect the suggestions or new ideas that employees have contributed. In addition, the element that we want to achieve and implement an adhocracy, makes the value of communication and participation even more important, so, leading by example we will talk to all people before taking any action.

To do this, and as director or new HR director of Marzá I will hold meetings composed of about 5 members, in which I will explain the reason for my presence, as well as the main objective of achieving innovation or the way of working, from operation to values. Here will have special relevance the meeting room of Marzá that is equipped with aspects such as projector, mobile chairs or whiteboard to make annotations. In this way, we will make sure to see the reaction in the first person of the employees, as well as to nourish ourselves with the ideas and points

of view of the workers, so we will collect the concerns, suggestions or other elements that the employees themselves consider most important, thus collecting all the possible feedback. We must be clear that the new mission, vision and way of functioning of the organization, will not be imposed in any case on employees, since it will be built little by little thanks to the ideas and contributions collected in the previous meetings. Once we have produced this first step, we can say that the stage of co-creation has begun in Marzá S.L., where the new organization dreamed or designed will already be underway.

We will also say that in this type of meetings we will pose questions to the employees, how to tell us 3 points both for and against working in the company, or other activities such as being mentioned that it is the first thing they think or it goes through their heads when they hear the word Marzá. Through this simple task, we will be able to find out the internal strengths and weaknesses that the employees themselves have present in their day to day, as well as have first-hand feelings of the employees. Thus appears the principle of Cialdini, in which, if you let people participate in the organization, people commit themselves in this way, for consistency. Because of this we must stop and do for all people to speak, since that first phase in which everyone contributes will also constitute a first evaluation of the present situation.

We must clarify that approximately the entire bulk of Marzá's employees are more than 100 workers, a prominent company at the provincial level, so, if we start that the meetings last approximately one hour, in just under a week we will have been able to interact and dialogue with all employees, and with this we will have managed to gather a large amount of information necessary for decision making and measures. However, in case it were necessary, we will enable some more additional day so that employees who have any other questions, suggestions, etc., can contact me to resolve or clarify those issues. We will say here, that the fact that Marzá is divided into several facilities (3 to be more precise), can hinder to some extent the communication between the staff, so we will try to maximize the relationships and connection between the concessionaires, either through telematic contact or visits and "express" in the facilities. In addition, for users who have either proposals or other opinions, but that is the reason that is preferred not to engage in a personal conversation, I will enable both a classic suggestion box and the email "mcerro@marza.es", to finish contributing what they want.

Once the organization has expressed itself, and the idea we had of the initial project has been readjusted based on the suggestions of the employees, the time has come when we must move on to communicate both the values and the new way of working to the staff. As they are

new values, the ideal is that we personally communicate the ideas to the entire organization, so through shifts the workers will distribute themselves voluntarily to meet with myself and thus express the importance of following the agreed values thanks to the contributions given. Here the figure of the HR department (of QUADIS next to my presence) will be of great importance, in addition to the figure of Jose Miguel Monzó, who is the manager of Marzá. These figures must be responsible for both inspiring and guiding the process of change, even more so in the initial stages, where everyone must be involved towards the way of working thought. With the support of the manager, and his predisposition for change, he will make all employees more involved, and they see that such additional efforts to be made should be rewarded in the future.

For its part, despite the fact that Marzá is a company with importance in the province, it highlights the absence of a mission or clear vision, since on its own website they do not refer to anything like that. Thus, and starting from the adhocratic ideas, in addition to being able to become a green company, we will create a new mission and vision whose purpose is to help stakeholders and provide added value to society through innovation. An example of Marzá's mission could be: "To inspire us together to be the best in the automotive sector, offering our employees a great idyllic place to work, and building a mutual loyalty with the province, with innovation as a prominent part of the whole process." For its part, the possible vision created would be some as: "To be the leading company in the province in the marketing and sale of vehicles, managing not only to meet the expectations and needs of customers but of the entire community".

We must mention the aspect of "creative tension", which appears in the event that what Marzá is or represents, does not match the planned or described vision. For this, it will be essential to transfer as much mission as vision to the operational level, or to the scope of all employees, where due to the meetings discussed above, this phase will be or will have a minor difficulty. Therefore, it will be essential to keep in mind throughout the process that the business reality and the vision described go hand in hand at all times.

Leaving behind mission and vision, we must touch on the issue of culture, since it will be necessary to change it, to imply new values or aspects such as teamwork, transparency, creativity, responsibility, flexibility, solidarity, even innovation.

We must bear in mind that for the future and for the following stages, the purpose or values mentioned can evolve as the company will evolve, so in no case should we consider both mission, vision or values as fixed. What on the other hand we must try to achieve, is to



implement and integrate the long-term values in Marzá, so that employees in this way internalize them in their day to day and go on the right track the purpose and objectives of the company.

That is why we believe that the elaboration of the mission, vision and joint values represents the first necessary step for that change in the mentality of employees, thus identifying and getting involved to a greater degree with Marzá. We must clarify here that, if the values are imposed, the employees abide by them, but do not commit to them, while, on the other hand, by involving everyone as we have done, we co-create and everyone is made to understand the benefits or the importance that it will have later.

This awareness of employees in terms of teamwork or innovation is of vital importance, because when employees understand the benefits of the innovative approach, the benefits in the organization multiply. Therefore, we will replace the previous rules and protocols (typical of meritocracy and bureaucracy), with shared values. In short, we have created our own company identity, which allows people to work in parallel to organizational values, and which also strengthens the sense of belonging to the company of its employees, as well as their integration. Finally, if we manage to achieve this new culture, this will not only affect the employees themselves but all the stakeholders and collaborators with whom the company works, whether it is its suppliers, its customers, or society in general. Based on this, we will seek that Marzá works with local suppliers that share the idiosyncrasy of the company, as well as benefit from certain connections based on the way of understanding the world.

It is important to say that in our case it would not be useful if the values were transmitted by the middle line, that is, the directors responsible for each department or by José Miguel, (as had been done until now), since, in our new model, the hierarchy will progressively have a lower importance. Therefore, we will try to ensure that all people have a high participation and responsibilities in the company, all of them being equally important and of course, no one above anyone.

One aspect in which Marzá will be characterized and benefited will be the advantages offered by technology, more specifically, in terms of improving communication. Thus, we will create a company application, where we can exchange all kinds of information for the global benefit. Here we can make a parenthesis and is that the company already has several applications where employees work together, but without being referred to aspects in which we will not base on the one we will create later. One of them is the Trello application, in which most of the company's staff has it installed, and basically consists of an app to locate the vehicles in

real time in the facilities. This app is very useful for the company because of the large number of vehicles that exist, it facilitates the correct location of all cars, in addition to incorporating labels to know if a vehicle should be photographed, sold or reconditioned. However, continuing with company apps, we will use internal corporate social networks to enhance the mission, since, through CSR, employees will be able to share highlights in addition to working together. Therefore, and in a similar way as we did in the previous sessions in the meeting rooms, we will teach all employees how to properly use this application. This app will be at the service of employees and will be a tool that will add value to the improvement or enhancement of innovation, so it will be one of the first measures that we will implement in the company.

As you could guess, this app will be installed by all employees to your phone and through it you can share news or send communications about the different events in Marzá. For example, if Marzá is going to sponsor the Audi Golf de la Coma tournament, you can use the mobile app to see if any employee would be interested in attending, since in this way they could be provided with some accreditation. For this CSR to be successful, the first thing is that it must be open to everyone so that everyone participates and contributes ideas. In addition, it must be equally collaborative, and timeless, that is, that people can connect from anywhere, and the day or time that is. Finally, and as we have said before, it must be non-hierarchical, since all employees must feel equal in its use.

Once this tool is implemented, it will improve communication between the different departments, because, through its use, people will be able to understand why both things and processes, in addition to increasing efficiency in the team or at work. This fact seems interesting to me, since in my internship I often did the work mechanically, and although I did it in the right way, I did not understand the purpose or what was the use of what I had done. In addition, an extra benefit is that it will allow you to meet all employees, even those who until now only greeted each other in the corridors.

Therefore, we will be able to achieve a culture both collaborative and participatory, and most importantly, at all levels. In addition, the fact that the information reaches all users in real time will in turn favor both transparency and clarity, and will make workers feel like an essential part of the company and therefore increase their identification with the company and with the new model designed. In short, through the app, anyone can express themselves, consult useful information, give opinions, in addition to being informed at all times of the news of the company. To give another example with the theme of the app, it would be helpful in situations in which it is required to give important information, such as when important or renowned people are going to go to the facilities, in order to control that all the exhibitions of the vehicles are in perfect condition, or that there is no problem when it comes to needing any type of help.

Leaving the app behind, we will continue to strengthen communication in this first stage, in which we will introduce free meetings. In this way, employees who want to meet or contact other colleagues will have a wide range of possibilities, from the app itself, from or through informal meetings, or by booking time in the meeting room that I mentioned before. In this way, through the app you can book hours to avoid the collapse of meeting rooms, thus avoiding possible coincidences.

Another aspect to deal with will be to avoid words such as employee, manager, boss, or director, since in my internship it was common to hear this type of words. Now all employees must have that freedom to express themselves and to express their opinion, so we will try to ensure that all members who work together are called colleagues or colleagues among them, thus avoiding references to words that denote positions in the company. Now, they are all teammates of each other, so only José Miguel Monzó, in addition to the previous directors of the departments can be called coaches. Here, we try to reduce the formal power of these managers, so, although it is not a very important measure, on a day-to-day basis it can be a small element for employees to understand the culture, and thus be able to flatten the structure in the following phases.

Another measure to highlight referred to end this stage, will be the so-called "thinking sessions", in which on Fridays of each week, employees will be presented with certain topics (topics proposed by the employees themselves through the app), to discuss from improvements of the facilities, new forms of organization, or possible future sponsorships. All this will allow the company to promote a participatory environment, in addition to promoting the emergence of new innovative ideas without forgetting the improvement of communication that will occur. These thinking sessions will take place either in the meeting rooms, or even outdoors, taking advantage of the large field that the company has. Thus, and based on the large number of weekly meetings that the company already held, this new measure will not mean a relevant change in employees.

### **3.2. 2nd stage: Provide employees with skills according to what we want to achieve.**

After the first phase, it is time to continue strengthening communication throughout the structure, so we will eliminate both physical and structural barriers between departments, and incorporate some additional measures such as strengthening the competencies of employees based on the new mission.

First of all, we will create the so-called "innovation team", which will be formed by about 5 members of the entire staff and will be personnel from different branches or business areas (that is, groups in which we will have sales people, with marketing, logistics, even mechanical people). Of course, the staff that integrates this type of projects is totally voluntary, without having to be in any case forced or directed by other people or by the coaches, so it will be in turn a self-managed team. About the nature of this, being a self-managed team will depend on the opinion and decision of all the members of the group or the company, since, through the app, employees can contribute ideas or suggestions of possible projects. To provide skills to these innovation groups, we will propose training courses as the company has already been doing, but this time with other subjects, in which new knowledge will be provided to people. Due to these groups, and with the creation of innovation teams, employees will have direct contact with innovation, and it will be the first stone in the goal to be achieved. Although I am not aware that Marzá has carried out any type of projects of this magnitude, I think it could work perfectly by having highly specialized staff and full of desire and enthusiasm to learn new things.

On the choice of the topics of the project, it must be carried out completely in a democratic way, and, once all the ideas that people have contributed have been collected, the meeting room will be enabled to debate and dialogue about which topic or idea is more advantageous for Marzá or has a greater benefit in general terms. After dealing with all the issues by the attendees (assistants in any case volunteers), an agreement must be reached by consensus, or by votes on the proposal to be worked. Regarding the way to find out about the projects that are underway, people can find out either by asking people, or through the app. As we have already said, all the people who wish to do so will be able to volunteer to work on the project, and regarding the final election of the members will be carried out as it happened in the election of the topic. Each member must explain to their colleagues why they think they should be chosen for the project, and it will be the other attendees who choose the most suitable or suitable members for the project. Therefore, it is the role of employees who, based on their skills and knowledge, find out in which projects they can give greater value to the company. Some example of an innovation project could be a group created to carry out

different campaigns or events to publicize the Marzá brand throughout the province, or another for the design of research on how Marzá can incorporate new renewable energies in the day to day.

As for the exact functioning of these groups, it will depend on the specific characteristics of the project, as well as its duration, but as a general rule these groups must be designed to last several months. On the other hand, at the end of the project the group dissolves and the members will return to the functions they previously performed. In this way, we will create over time many and several innovation projects thus favoring teamwork, communication, and the improvement of skills.

Regarding the physical location of the work in Marzá, its facilities have several rooms or rooms in which each department works together, however, the directors of each department have an office for themselves, so we will try as much as possible to integrate a joint space between them. The idea of open spaces at work is done to promote communication in addition to teamwork, (throughout the company), so we will try to create an open and collaborative space where now the directors are integrated into the group and there is communication in all senses. I have to say that in this area Marzá already worked properly the architectural design, since except for the directors who have their own offices, the rest of the members work together, or even in the same space without walls, promoting relations between employees, and getting a better coordination by all. Therefore, we will try to ensure that there are hardly any architectural barriers, since we consider the offices as an element that marks and accentuates the differences at first glance. We will try in the same way, to work on issues such as the correct acoustics of walls and ceilings, mainly to avoid the appearance of possible noises both from engines and from potential customers who are served.

Another small element that the company has and that I would like to highlight is the one related to the wheels of the employee chairs, which should serve as a symbol by which the employee is free to move anywhere else if he himself wishes.

Continuing with more measures, in this phase we will work on the so-called Emotional Intelligence to better manage relationships with others. According to Goleman (1998), it is the ability to recognize both our feelings and those of others, to motivate us, in addition to properly managing relationships with both others and ourselves. Based on this, we have that the more we work this measure, the more it will have an impact on the existence of a good working environment, and a productive team. Here, Marzá has no experience in this type of internship

beyond that which the employees themselves have experienced in extra-work hours. That is why, so we will have to work on emotional intelligence from 0, and we will try to involve all the people and the entire human team of Marzá. Through the great contributions of Mr. Goleman (2005), we will rely on the following paragraphs.

What we will do first in Marzá, will be to explain the importance of Emotional Intelligence in the organizational world, giving it the special importance it has in companies like ours that seek and have the objective of achieving innovation. To do this, we will start from the fact that once a month, different sessions guided by experts are carried out, in which this discipline is taught and worked, through readings or group workshops. If we have worked correctly throughout the different sessions, we will thus achieve an adequate climate in the company, more productive and human people, in addition to obtaining improvements in communication, stress management or empathy of employees.

In addition, in addition to the above, and with the aim of completing the previous sessions, we will carry out a competency model, where we will put Emotional Intelligence as a basis in most of the processes that the company carries out and works on in its day to day. To do this, we will mention a series of necessary measures to finish giving Emotional Intelligence, the importance it must have within Marzá.

We will first work on the evaluation of the staff, in which we will resort to as many perspectives as possible, to make good use of feedback among colleagues. This will be an important change in the company, since Marzá does not carry out in any case any type of evaluation in this way, and as I mentioned at the beginning its evaluation system is based on meritocracy, with the achievement of individual objectives as the main element. That is why, in the evaluation that the company has, feedback between colleagues does not intervene, and the main form of evaluation is based on the fulfillment or not of objectives. To give a practical example, sellers see their performance evaluated based on a wide variety of parameters, from total sales per month, to other characteristics with less relevance where parameters such as the friendliness of the seller when offering the service when selling a car are collected.

We will introduce in this way the 360° as an evaluation method, and we will turn feedback into a strong tool to improve the emotional skills of employees, since this way we can find out how they develop in certain routine situations, being able to create a profile of emotional ability of the employee. We must comment that for a proper functioning of the evaluation system that we want to implement, only the person evaluated must have access to their emotional profile or to the overall results, thus leaving the freedom not to show it to any colleague if the evaluated person himself does not want it. Thanks to this 360°, aspects such as empathy, or

sensitivity to other employees, make these basic values of Emotional Intelligence come to light. On the other hand, it is important to say that, when carrying out the evaluations, we will focus on the strengths, thus avoiding touching others such as the weak, which will favor that employees mobilize with this new system of emotional development of people.

As for training, and because Marzá is so to speak subject to what both the brands themselves and QUADIS tell them, we have to carry out numerous training courses, in which employees are subsequently evaluated by means of an examination. Although from time to time there are conferences, congresses or events that employees must attend to be aware of new trends or the new way of working, mainly these are self-didactic trainings in which either through videos, or through presentations, employees acquire those new knowledge necessary for the correct development of work. To give an example, if the Audi brand is going to release a new model or implement a new technology in the vehicles, Marzá employees receive videos in which all the details of the new vehicle are explained, to later be evaluated through an online exam.

Once this is clarified, and as the new director of Human Resources, we will try to design a training program, which adjusts as far as possible to the interests and expectations of individuals. For this reason, we will try to ensure that each person has all the possible means to undertake the process of development and growth that suits him. Therefore, although we will respect what the brands tell us, we will also ensure that individuals have some freedom to choose the training they want. This simple fact can produce important effects, since when people are forced to follow a certain program by obligation, it is when problems begin to arise, so we will keep in mind the specific needs of each user. Finally, we must not forget that we will try to enhance in the same way, in addition to the feedback commented, the support in the team meetings, in addition to the informal talks between colleagues as a method of evaluation.

Another element to highlight for the work of Emotional Intelligence will be the implementation of mindfulness sessions, in which employees will receive in first person the benefits of ancient teaching. This technique is able to boost the strengths of each one, in addition to helping to manage emotions and get to know oneself better. Therefore, for many, more than a series of techniques, mindfulness is considered a philosophy of life in which to connect with oneself. Apart from false myths or pseudosciences, its effectiveness has scientific validity, since it is proven that its habitual practice helps in areas such as reducing stress or regulating emotions of oneself. Based on this, we will carry out, like the Emotional Intelligence sessions, sessions 1 time a month in which through experts the people of Marzá work on aspects from observing their thoughts, to recognizing their emotions among other series of practices.

On the other hand, and ending with Emotional Intelligence, we will implement the so-called "coaching". Although many companies work coaching only in senior management positions or leaders of each department, in Marzá we will pursue that all employees can count on individualized coaching sessions, regardless of whether the worker is a mechanic or a sales director. We will emphasize that there will be the option of a group coaching, with sessions focused on improving communication within the departments. For its correct development, we must keep in mind the interests and values of those who intend to improve, with the aim of trying to provoke a change within the "trained", through an adequate transformation of their deepest values.

Moving on to another topic, I will mention and touch now on the different sources of power and leadership that are present in the company. As we already know, leaders (in this case José Miguel Monzó mainly), must both inspire and guide towards that change that we want to achieve with the new culture and values worked. Therefore, although the final idea is that power tends to have less importance throughout this process, now in the beginning it can be a good strength to use power to spread and inculcate the new culture.

For this, we will take as a reference the contributions of French and Raven (1959), in which, within the framework of social psychology, they gave an optimal classification based on the five existing sources of power, to which Raven and Kruglanski (1970) introduced another sixth type. We will explain in detail how and what these power bases consist of:

1. First, we have coercive power, which is the power to impose threats and punishments, in which another person is forced to change a behavior. One of its two disadvantages is that the individual with little power will try to end this coercive relationship as soon as he has the opportunity. In addition, another important element that deters its use is that continuous surveillance is needed so that it can be carried out, so it does not make it a very effective power in organizations.
2. We also have the reward power, with the ability to provide positive inputs to provoke changes in behavior. The reward can be both tangible and non-material, since giving entry to elements that individuals esteem, makes it possible to have authority or dominion over some people. Unlike the coercive one, it generates a greater motivation for individuals to continue the bond, so it is considered more useful if we compare it with the previous power base.
3. Thirdly, we have legitimate power, which is power according to the link of authority within the organization. This power is generally limited to a specific area, and is also



based on norms or standards that must be executed, thus obeying the commandments of the people who have that authority.

4. As for expert power, it occurs when people recognize the capabilities of others in a field. Like legitimate power, it is limited to a specific scope, as can be clearly seen in the case of a doctor diagnosing a disease or healing a wound.
5. As for the referent power, it is based on the ability to influence others, so it is a very useful source of power to achieve behavior change.
6. And finally we have the power of information, which is granted by having specific and desired information, so it is a temporary power, limited to situations where you stop having that power once the information is communicated.

After analyzing the different types of power that exist, and taking as a reference the manager of Marzá, we can say that José Miguel has a legitimate power in which, due to his position, he makes the rest of the employees have a great respect and admiration for him. To do this, we will use José Miguel as a key element to promote innovation, so we will try that, with his daily behaviors or his behaviors, together with the way in which he exercises his responsibility, he serves as a model for the rest of the members. It should be noted that, although here I point out the figure of José Miguel, the rest of the staff with high positions such as department or section heads, will have equal importance when it comes to propagating and disseminating the new innovative culture.

Based on this, and as the most successful companies in the field of innovation themselves suggest, the engine for change in people's mindset lies in the way they are managed and directed by their superiors. Thus, the behavior of our leaders within Marzá will have an impact on the employees themselves, largely shaping the company's business culture.

Another element related to power will be to seek that, as far as possible, employees self-govern and control themselves. Thus, and once this is achieved, it would not be necessary to have the classic supervisors, since each individual would manage himself and they will be the ones who govern and coordinate their tasks inside. However, leaving this aside, we see it necessary to mention the importance that expert power will have in our organization. Here, and as is already the case with many section directors, the company's coaches must have certain traits or characteristics perceived by the workers as unique or attractive. This fact already happens in many cases, where for example in the area of sales of used vehicles, Carlos Salvador is able to control perfectly all the vehicles available to the company, in addition to knowing all the particularities or even the license plates of the company's cars.

Therefore, much of that need to try to make leaders have that expert power we have already resolved, so we will focus on that power, now also comes related to knowledge and values in innovation. To achieve this a priori complicated fact, both José Miguel and the managers or senior positions, must be trained in the new values of the company, with the aim that the rest of the colleagues or staff observe and appreciate in the coaches their role model. If we are capable of this, the mere influence of the staff towards their superiors must generate the change of the behavior and attitude of the workers, thus involving them also in the values that Marzá intends to preach.

Once this is clarified, we will deal with leadership, in which we will focus on the new theories that prevail and have more relevance today, over the so-called positive leadership. Here, and as we did in the evaluation of personnel, we will encourage attention to positive qualities, and not so much on negative aspects as may be possible deficiencies.

To achieve planned or pursued adhocracy, Marzá's coaches (both José Miguel and the section chiefs) must follow and adopt ethical leadership. In this way, coaches must be available at all times to the rest of the people, pending both how they feel, in addition to the possible changes they may need to grow within the company. Some ways to try to achieve this, we will do through informal communication present at all levels in which both staff and coaches can consult any doubt or concern, for the benefit of synergies between both parties. In addition, we benefit from another element that we already mentioned how the so-called thinking sessions were, since it will represent another mechanism at the service of employees.

Another aspect also in benefit of achieving that ethical leadership will be that since the beginning of the change in the company, we have consulted both opinions and ideas to all employees in order that everyone would join and collaborate in the design of the new organization jointly. Therefore, until this stage the managers have total credibility since throughout this process they have been characterized by their closeness, transparency and honesty, elements, which we will continue to work even more in depth in the following stages. Another important characteristic that these managers must now have is the fact of trust, in which these coaches must grant complete freedom and autonomy in terms of opinions and ideas of employees. Thus, we will work that the ideas of the coaches are not worth more than that of the other members of the company, since, although it is true that they play the role of leaders, as we have said they all have the same importance in the company. To finish with ethical leadership, it is the job of the coaches to promote and promote both values and the culture that the company itself has co-created, thus promoting the culture and objectives aligned between the company workers and management.

For our part, we cannot plan or design that all staff get on the boat and accept this new change towards an organization more in line with today's paradigms from the beginning. That is why, thanks to the training received in the values that the company preaches as creativity or innovation, the coaches will be the ones who encourage and give that last push to the members who present more resistance to change in the organization.

Leaving behind ethical leadership, we will go on to mention other outstanding characteristics in terms of innovation. First of all, and as we have already said thanks to the training and power of the coaches, they will be the ones who instill and make feel that passion for the purpose of the company, in which they can act as an engine or propeller of change. Therefore, and mainly in these beginnings, the support of the coaches and José Miguel, will be the primary initial impulse for the correct propagation and internalization at all levels of culture.

Another important feature is the flexible mentality and posture that coaches must have. Already in the beginning, all the employees of the three headquarters were consulted and encouraged to provide all kinds of doubts or possible points for improvement, so the open and proactive mind of both coaches and the rest of the staff will be what makes innovation possible. For this reason, on many occasions coaches will be forced to leave their "comfort zone", and consider initiatives and ideas proposed by employees, although this may generate changes that personally affect their day to day (such as a loss of power or a reassignment of positions). They are one more and they all submit to the same rules in order to make innovation possible. This is reflected in the same way in the "thinking sessions", or in the closeness in which coaches and staff perform in the new way of working. During my internship experience, every time the theoretical supervisor came to ask me how I was doing or how my adaptation was going, it was an important motivation in me, since they made me feel part of the company like other colleagues. That is why Marzá already works in large part this connection between all employees, but we should further enhance the field of innovation according to the culture created.

However, returning to my experience in internships and another element that this time we will have to work more thoroughly is the fact of possible punishments or demands on employees. And I say the improvement, since, in my particular case, after making a mistake when climbing a car I was given a brief wake-up call to try not to happen more times. Therefore, if we want to promote innovation, we must eliminate and reduce all types of criticism or punishment. Coaches must understand that if they make any destructive comments or impose a certain level of demand on employees when staff are wrong, the effect it will produce will be an elimination of the initiative. For this reason, and in order to fully maintain this initiative in order to continue growing, we must eliminate all series of reprimands or punishments.

Once commented on the need for ethical leadership by directors or managers, we must say that not only will this type of leadership be necessary, but we must also resort to a type of servant leadership. As a final objective, we have said that we will try to get these managers to work together with their current subordinates, so little by little and with the passage of the stages we will have to reduce the level of present power. However, in the same way we must be realistic in our case, and suppress the option that would mean eliminating all this power at once in these initial phases. Knowing this, and that the power of this line must be reduced with the passage of the stages, the leadership of authority no longer has a place, so we will seek as we have done with ethics, a leadership of service. Here, department or section heads of both new and used vehicles must dedicate themselves and care about getting the best out of each person they lead.

Something that I would like to comment on, will be one thing that the company already works hard and is what refers to informal talks, where it is common to see people chatting with each other, without the need to be a meeting or a videoconference program. Thanks to this, and the location described above, it should continue to be common to see directors chatting with their colleagues, and solving doubts or questions bidirectionally. Certain personal characteristics of the directors such as empathy, or the ability to be good listeners, will reinforce the idea and mission of Marzá, in which we will try to get all people to be important in the company, and maintain great responsibilities and authority in decisions. In this way, we will try to make anyone important in making decisions, and unless they are very relevant decisions or that fully affect the entire company, employees do not have to contact their supervisors or José Miguel to authorize a decision.

Finally, and as we have mentioned before briefly, it will be necessary to grant continuous training in values such as creativity or innovation, but not only to directors or coaches but at the level of all jobs. Continuing our competency model, we must focus a good part of the training efforts on providing tools and capabilities to the staff, so that they are able, like managers, to face and solve the uncertainties of the context on a day-to-day basis. Through the continuous training of employees, we will keep people with the necessary knowledge so that they can face the challenges presented by the current context. In this training and as we said with Emotional Intelligence, employees will choose their specific courses according to their needs, so unconsciously we will have produced an improvement in the engagement of the workforce. Regardless of the position, all staff should receive this training with the overall objective of achieving the purpose set out in the beginning.

However, we are aware that it is possible that certain resistances or people appear in Marzá who do not want to be nourished by new knowledge, so our mission will be to try to sensitize people by mentioning and developing the large number of advantages that would entail betting on innovating. After this first phase, it will be the individual responsibility of each one to specifically choose the training they want, so we will have been able to have an innovative or creative staff with new skills present. However, this individual training chosen by each individual will not be based solely on creative techniques, as we will try to work teamwork. I have to say that this part Marzá has it quite present, since, although it is true that the offices of the directors are at the individual level, the rest of the department staff, together with the great connection between different parts or areas of the company, makes Marzá strongly enhance teamwork.

To finish with this second stage, it should be made clear that it will be the department itself, both coach and staff, who decide how to organize themselves. In this way and as the company does, the department will establish the way to self-organize, although yes, coordinated and directed by its coach. To give an example in my specific case, in the marketing department in which I joined, although Xelsa was as a coach, the daily work was directed by us and all the decisions fell solely on us. That is why, before starting the transformation the department was already organized in this way, it should be understood that after employees receive training in teamwork, this collaboration at the internal level is sharpened. Thus, aspects such as dialogue and consensus will have a great weight when it comes to strengthening communication, and the self-management of the department itself.

### **3.3. 3rd stage: Reinforcement through policies necessary to generate change.**

After the previous two stages, it is time to reach the equator of our program designed for Marzá. Throughout these first two stages, we have put in place and given measures to achieve the innovative organization we set out to do, however, in this phase we are going to name a large number of measures or policies necessary to continue defining Marzá as an adhocratic organization. For this, it is important to mention the communicative aspect in the company, since, although we have commented and proposed sources to improve communication in employees, throughout the project we will continue to reinforce this internal communication. Making a small preview of what we will work on in the next section, this time we will take communication as a basic element, but not when it comes to routine work, but when it comes to promoting ties between employees and favoring socialization in Marzá. Thanks to this, we will try to get both coaches and employees to know or relate better, not only within the company, but also with the aim of carrying out activities outside the working day.

After this small advance, it will be now when we will introduce the rotation of positions throughout the organization. As in previous projects or innovation teams, it is now when Marzá must go one step further and promote the rotation of positions among employees. Although it may not seem very common, for Marzá it represents a recurring practice in the company, since it is common to see people moving both from dealerships and staff exchanging certain functions or positions. It is common to see employees chatting who previously shared equipment or location, since some commercials rotate through the different brands of the company. However, we will go a step beyond what the company does and give complete freedom for the person who wishes to move to another area of the company without any difficulty. Thus, employees will not only occupy different profiles or positions in the company, but employees will be helped to gain new experience and skills.

The process designed for the mobility of staff will be very simple, since people who wish to move to other positions will only have to request it informally to the department they want to arrive. For its part, the department in question and thanks to its self-organization will communicate to the interested party the assignment or final role to be played, through consensus as the main value. Thus, and through this measure, we will have eliminated the barriers between the different areas, and the beneficiaries will be the departments themselves since people with new skills will arrive who will bring new knowledge to their colleagues.

After commenting on the new rotation of positions in Marzá, we must move on to develop different practices to improve aspects related to employee attitudes.

First of all, I see fit to touch on the issue of job satisfaction. Based on my experience, I can say that people are very satisfied to belong to Marzá, since with the people I have worked with they have affirmed me to be very comfortable in the company. Moving on to the definition, and although there has been some confusion of this, most of the available definitions are grouped and converge towards two approaches. First of all, we have satisfaction as an emotion that Locke points out, and that can be defined as the positive emotional state, resulting from the employee's perceptions of his work, and how it allows him to obtain and reach his values. And the version that advocates or understands satisfaction as an attitude, in which, despite the existence of the affective component, he sees satisfaction even more as a more global evaluation towards his own work.

Once the definition is clarified, the first thing we will work on will be visibility and transparency in the company. Therefore, and not only in each department but also globally, the coaches and the manager will transmit to the rest of the members from all the data of cars sold, etc., to any aspect not so significant, whether it is a good or not so positive figure. Through this measure, we will be able not only to improve internal communication, but to convey honesty to the bulk of the workforce. It should be noted that Marzá has an endless number of applications in which employees can visualize a lot of data even from other colleagues, but through this new measure, we will delve especially into the global results so that employees are aware of the future of the company. Thus, through the app the results or news will be published every month or when there are relevant events, there is also the possibility of organizing meetings in order to comment on the most detailed evolution of the company.

In addition to this, it will also be the coaches who congratulate or comment on the individual results to their teammates or team. Thus, we will try to make everyone understand that the actions are not isolated for the company, but that all the small acts affect the whole and global of the company. This element is worked on in Marzá mainly through planned meetings, in which every month the commercials meet to analyze the data of the month, and the employees are congratulated with good results or data. Thus, in addition to these meetings we will try to implement what has been said, but in a more informal way, so that the entire staff feels useful and recognized. In this transparency and recognition it will also be common to see José Miguel giving messages of support and realism in the company, in which he explains from the financial evolution month by month, to give messages of encouragement or gratitude to certain workers.

Similarly, just as it is convenient to promote adequate relationships with coaches to improve job satisfaction, we have that not only coaches should recognize the achievements of their subordinates, but this situation can be the other way around, and it is the employees themselves who approach their coaches to congratulate or comment on any work done.

Through these simple measures, we will improve both informal communication in the company and contact between staff and coaches. For its part, the autonomy of each department will represent another important form of satisfaction. In this phase each department of Marzá must choose how to organize, so that individuals may be able to adapt the requirement, in order to avoid monotonous work.

In relation to organizational commitment, we will follow the model of Meyer and Allen (1991) in which 3 different types of commitment are highlighted.

As far as regulatory commitment is concerned, this type of commitment gives rise to the employee's sense of loyalty to the company, when the individual feels obliged to contribute to the organization. It is associated with a feeling of wanting to stay in the company, as both rules and values dictate that individuals must be loyal to the company. It can also arise from the perception of receiving a special benefit or privilege from the organization, so we can define it as a feeling of obligation to remain in the company based on the benefits received. Thus, the greater the normative commitment, the greater the desire on the part of the individual to do everything possible to benefit the company. If we take into account the values or the organizational mission, the individual is characterized by internalizing them, since, although there is no total union between the values of the individual and those of the organization itself, the employee identifies with them through a commitment.

To give an example, here I would include myself in my internship experience, since, after doing several interviews, Marzá gave me the opportunity to work in his marketing department. In this way, in my case a duty of loyalty to the company arose, since it had given me the option and opportunity to work there despite my lack of experience. Based on this, I felt morally obliged to give my commitment to the company, in addition to identifying with the values of Marzá.

As for the commitment of continuity, we will not work on it in the case, since it is derived mainly based on the salary that is received, so we see it convenient to treat the other two types of commitment. Although I have not met anyone in Marzá who has claimed to have this type of commitment, it would not be surprising if some employee had only the commitment of continuity.

That is why we will also work on affective commitment, which manifests itself when emotional ties between people and organization appear. Therefore, workers who have this type of commitment are proud to belong to the company, identified in this way with the values transmitted by it. In Marzá, I have met an employee, Rubén Ariño, who clearly manifests this type of commitment. Thus, he is able to wear company masks on his vacations, to preach and



emphasize to the rest of the members outstanding values of Marzá, or even to go to work every morning with a smile as it is a dream job for him.

In our case, we will focus on the latter mainly, since based on the measures designed we must try to achieve that emotional bond between workers and organization. However, we will also focus on the normative, with the aim that employees internalize what Marzá pursues or its values, in view of the difficulty that could involve focusing only on affective commitment.

Therefore, a key element is socialization, and where in this phase we must highlight that it is no longer worth socializing in each department, but throughout the company. This can be an added difficulty for Marzá, since the fact of having three different locations in its dealerships can make it difficult for employees at different headquarters to socialize with each other. However, this will be alleviated to a large extent thanks to the rotation that we discussed above, and where it will generate that employees who until then had seen each other rarely, know each other better.

Another measure to mention will be in which both employees and departments make proposals for activities outside the working day. Although it is true that among the teammates themselves this is already done, either through paddle tennis matches or through cycling routes, in this phase we will go a step further and propose these practices for all those who wish. Thus, we will establish that, through the app, or via informal communication, employees make the proposals they want to their colleagues. All the proposals are equally valid, but some examples would be from visits to towns in the province, to tournaments or sports activities. The final choice of the proposal will be decided by consensus or vote, and the member or team that proposed that activity will be in charge of planning it. It is expected that this type of activity will take place once a month, and that as it could not be otherwise, the entire company is invited to participate, without excluding those not present.

Turning to labor involvement, and according to Lodhal and Kejner (1965), the definition he uses says that "it is the degree to which a person identifies psychologically with his work, or importance of work in relation to the self-esteem of the subject." It consists in this way in the voluntary predisposition that the individual has to accept some responsibility. It will be an aspect that we try to continue progressing in Marzá, since after my experience I can tell that the company has a series of professionals highly involved in the day to day. However, we must be aware that excessive or excessive involvement can be harmful to the health of the employee, so our mission will be to work involvement, without this having an impact on the personal life of the worker in a negative way.

We must say that elements worked such as departmental autonomy or the rotation of positions, will greatly help people to be identified and involved with their work, since as is understandable it is more difficult to maintain concentration on monotonous tasks, than when the task is attractive and stimulating. Thus, and starting from an adequate participation or decision-making power of the worker, the present companionship will be a fundamental basis in the organization. Although throughout Marzá we have a great camaraderie, it is true that as in all companies there can and are certain enmities between some colleagues, so for the proper functioning of the company we will have to be able to eliminate this type of hostilities. In Marzá, it is true that I witness a direct case of enmity between colleagues, in which members of the same section avoided contact between them, and many times some employees had to act as intermediaries. In this way, to promote companionship this should disappear completely, so we will also propose different ways or solutions to manage conflicts in the following stages.

Finally, we will work as we already did, that the staff avoid and lose the fear of taking risks such as being able to make mistakes. As an adhocratic organization, we must be aware that innovating means doing original and unpublished things, so not knowing with certainty what the result will be, it is basic and essential to take certain risks. Although there is an option that certain employees prefer to continue with the usual, thus minimizing the options of failure, we will strive to change the mentality of employees in order to innovate. Thus, supporting workers in possible failures is the first step that the company must follow. As a new way of working, a mistake should not be a bad thing, but this should be seen as just another experience. Clearly, I don't mean rewarding mistakes, but rather not punishing them, changing the view that most employees may have of making a mistake. In a more philosophical way, even if we make mistakes we learn, so Marzá must change the focus leaving behind the search for culprits, and focusing only on analyzing the reason why something does not go as planned. Therefore, we will convey to the entire organization that in order to innovate it is necessary to take risks, thus considering mistakes as something necessary in search of innovation.

After touching on these types of attitudes, we will move on to the element of employee motivation, where we will follow Maslow's pyramid (1943), proposing measures for the different levels. It should be noted that to the classic levels we will add one more, and that we will cover needs from bottom to top, until we reach this last level. Throughout each level, I will try to make an assessment of what the company works or offers, in addition to the measures I will propose to work at each level.

According to Maslow himself, needs can be divided into two categories, first of all we have the basic needs (here we have the physiological and security), and on the other hand those of growth, which include affiliation, self-esteem, in addition to personal fulfillment. Maslow analyzes and defends that people die if they do not meet their basic needs and feel both inferior and unsatisfied when the needs of affiliation and self-esteem are not met, thus not being able to achieve personal fulfillment. In his work "A Theory of Human Motivation" (1943), Maslow argues that as basic needs are met, human beings develop both higher needs and desires.

In our case, Marzá as expected already has the first needs covered, so I will focus and develop more in depth the needs of the top of the famous pyramid. However, we must say that each employee represents a new world, with aspirations or way of seeing life differently, so it is possible that each employee has a unique or different perception of what work well-being means. As an example I can say that while a colleague what she valued most was maintaining good relations with her coaches, another what was more precious was to be able to count on benefits such as attendance at sporting events thanks to Marzá. Because of this, we must practice a wide variety of exercises or methods to achieve motivation, and thus adapt or meet the needs of each of the employees. In this kind of diversification of practices, coaching work will be of great importance, in which each coach must know the preferences of both employees and teams, and thus be able to focus more on one type of practice or others.

Based on the above, we make the following classification:

- Physiological needs: These are the most basic and indispensable needs for the realization of any job. From resting in the dining room or drinking in the water machines, Marzá has comfortable elements and workspaces for its employees.
- Safety and security needs: Here we go a step further and we have to offer the worker a safe work environment with adequate occupational risk prevention measures. This need has greater relevance in the section of mechanics, where the workshops are perfectly equipped to avoid injuries or possible accidents.
- Membership needs: Here we will try to make employees feel proud to work in Marzá, in addition to good relationships between colleagues. In short, we have worked on it when we talked about organizational commitment or involvement in the position such as meetings between employees or good internal communication. Other elements that Marzá makes to promote these needs are those derived from distributing clothing or masks of the company.

- 4. Recognition needs: This type of need occurs when the employee feels valued within the company, either by coaches or among colleagues. To a large extent we refer to the reputation of the employee, so words like trust or recognition have high weight. It can be understood in this way, that the recognition of achievements or certain additional measures are important when it comes to enhancing this level, so that apart from the measures commented we will add other aspects that to date had not appeared.

Therefore, we will implement flexible hours, or work-life balance, with the aim of achieving that balance between work and family life. And I have decided to delve into this topic, since it is one of the aspects in which the company has more room for improvement. Due to the schedules, Marzá employs a split shift towards its workers, in which with slight variations the usual schedule for everyone is from 9:00 a.m. to 1:30 p.m. and from 4:00 a.m. to 7:00 p.m. (Monday to Friday). As is understandable, this split schedule makes it difficult for many employees to manage their private lives during the week, since they practically spend the day at the workplace. Given this, many employees take the opportunity to eat and play sports in the intermediate period, to later take the second period of the afternoon strongly. To this we must add, that the commercials or sellers, although the schedule is reduced some day during the week, are forced to go to work also on Saturday morning. For all these reasons, we see that here Marzá can have an improvement in this aspect, although it is difficult due to the fact of having to open facing the public, and the obligation to have a wide schedule. However, despite the existence of these schedules, we can say that there is some flexibility when it comes to specific cases in which the employee can slightly adjust his time of entry. As an example, there are several commercials that in the mornings must leave their children at school, so Marzá allows them to arrive slightly later without any problem or commitment.

Given this situation, we will propose that both employees and coaches debate and agree on new agreements on more efficient ways of working, taking into account the family part of the worker. Thus, we will briefly recapitulate the contributions of Gómez-Mejía, L.; Balkin, D. and Cardy, R. (2008), where we will make a point to mention the trends and the keys to manage teleworking in the best way. Teleworking as it could not be otherwise must be planned and treated with care, so we will say some suggestions to help manage this new trend today:

- First of all, we have to select teleworkers with care and detail, since we must take into account both their work habits and the type of work they are going to perform.

- Another aspect to consider will be to maintain adequate work schedules, and ensure that all workers stick to them. Do not forget that teleworkers must be available at the time that the company needs them to consult any element or fact.
- It must also be ensured that the technology works properly, because if there is no good compatibility of the computer systems used by the teleworker, communication can be affected by delays or electronic difficulties.
- On the other hand, it must be ensured that teleworkers also go regularly to the office, so that in this way they can attend meetings and maintain contact with managers and other members of the company, thus combating possible isolation.
- Finally, we must include in the employment contract various performance sections, in which business results continue to be an important source of performance measurement.

In this way, and given the obligation of Marzá to attend in person by the sellers, or to perform physical and face-to-face work in the case of mechanics, we will include that the departments or areas that can be developed in their entirety from home have the option of being carried out on specific occasions from the worker's own home. To do this, employees who meet these conditions, such as those in the administration or logistics section, would have at their disposal both specific laptops and means in which to perform the same task from home. As a rule, this telework will only be carried out in certain cases, without being a habitual or recurrent practice by any worker, since in this way we guarantee regularity in the presence of everyone in the facilities.

In addition, and in the same way as it was done in teleworking, we will implement a reallocation of schedules, in which workers can and have some freedom to choose the schedule they most want, avoiding in certain cases the famous split shift. That is why, instead of entering at 9:00 in the morning to finish their day at 19:00, they can perform a single shift of duration to reconcile in a better way the needs of each one. Thus, each department or area will establish the way of working that best suits it, respecting first and foremost the needs that the company must face. In this way, as an example we could say that the administration staff could adopt this new schedule, or even the sellers, as long as they coordinate with their colleagues to always be present to the public, thus coordinating to have greater flexibility and better work-life balance.

Based on all the above, we believe that this new form of conciliation, added to the option in certain cases of teleworking, will generate in Marzá both an improvement in efficiency and productivity, with the satisfaction of workers as the main tool.

Another topic to comment on is to mention what refers to overtime. After my experience, as a general rule I would say that people do not usually do extra hours, however, it is always common to see a straggler who leaves later than the time stipulated in his contract. Marzá, does not have control over the hours present or any other element, so it establishes how we have been working a great freedom and autonomy towards the worker. However, we must strive to avoid this type of situation, and thus achieve the optimal balance between work, family and other important activities or things in life. In my case, at first it was difficult for me and I took longer to do everything than the rest of my colleagues, so it was inevitable that the task would accumulate and I would be forced to do additional hours. Summarizing... I could say that this measure would not have hurt me in my internship.

Similarly we have the famous digital disconnection, in those in Marzá it is common to see colleagues checking emails or making calls outside their workday. Thus, we will try by all means that responding to emails outside the day of each worker does not happen, in the same way as during holidays or holidays. This fact is more common in the day to day of workers, since I have witnessed cases in which commercials responded of their own volition to messages from customers outside their working hours.

To finish with this level, we will touch on the issue of remuneration or variable salary, in which commercials have different bonuses depending on the sales they make. We will try to eliminate this evaluation system as much as possible, and introduce new aspects such as "team feedback" and group comments or evaluations. We have already discussed the policies to be carried out both feedback and 360°, with the aim of obtaining information about what it is like to work with each evaluated colleague.

On the other hand, and aware that we all need information about our strengths and weaknesses, we will let comments and evaluations of each other throughout the company be made, so that in this way there are more elements when establishing an adequate reward system. Once all the comments of each employee have been collected, the data will be anonymized and given to each employee, to later increase the base salary if the evaluations of their colleagues have been positive.

- 5. Self-realization needs: Reaching this penultimate level will be the main objective of Marzá, since it is proven that it is here when aspects such as creativity or innovation appear in companies to a greater degree. So, this is where we must focus not only to help the employee grow professionally but also to grow the employee in the personal sphere. Worrying about getting to know the people who are part of Marzá, will be the basis for developing the talent of the staff in the best way. And to get to know employees personally, there is no better way than coaching, where we can know both within the employee, and their objectives both personally and professionally.

So and always thanks to coaching, we will design specific career plans with the employee in order to have self-realized people on a day-to-day basis. Aspects such as functional mobility, autonomy or not being afraid to fail will strengthen the employee, and will be impacted on an increase in creativity or imagination in the same way.

- Self-transcendence needs: As the last additional level to Maslow's pyramid, we have the needs for self-transcendence. In Marzá we are clear that reaching this level will be of great difficulty, since it represents the highest point of development surpassing even the fifth level of Maslow. Self-transcendence relates directly to spirituality, as well as focusing on others rather than oneself. Therefore, apart from the proposed meditation sessions, we plan to propose an innovative and groundbreaking practice in the province of Castellón. To do this, employees will use part of their working day to carry out activities that are not related to the automotive world. Thus, each department or specific area of Marzá, will have the freedom to carry out projects or functions for the benefit of the community or the groups that each group considers. Thus, each team or department will choose the project that best suits their values or concerns, and will have full autonomy and freedom can allocate part of their work time in the facilities to carry out or prepare in detail this type of projects.

For all this, and either through social works towards the most needy population, or from support campaigns for people at risk of social exclusion, or children without resources, the benefit provided to society will be assured. And so, Marzá will not only benefit from the reputation in marketing matters, but the company will cause a very positive impact on society.

Once the six levels of motivation have been addressed, we will go on to mention our position on organizational health. Taking into account the words of Dr. María Neira "the wealth of companies depends on the health of workers" (2013), working health will be just as important in Marzá as the rest of the policies worked on so far. And, although we had not mentioned it until now literally, throughout the case we have already named numerous occupational health practices, either in different measures when dealing with Emotional Intelligence, or when we referred to job satisfaction.

On the other hand, if we follow the contributions of the WHO (2010), it defines health as "a state of complete physical, mental and social well-being and not only the absence of affections or diseases". Based on this definition, we can understand that healthy work environments are those places where workers and coaches collaborate in a process of continuous improvement in order to promote both health, safety and well-being of their employees. In its own definition, we can see that the concept of organizational health has gone from focusing almost exclusively on the physical work environment, to adding other factors related in the same way to health.

Today, we have that the workplace is increasingly used as an environment in which to promote health and its preventive activities, promoted by business ethics, and where codes of conduct and personal ethics underpin the foundations of each organization. In addition, for companies to bet heavily on health it is a smart decision, since companies that promote and protect the health of their workers, are in turn one of the most competitive and successful companies in the long term, in addition to having high rates in terms of retention. To do this, the leaders of the companies must consider a series of aspects, from considering the costs of prevention against those derived from accidents appearing, in addition to the financial consequences in case of not following the legal norms, without forgetting the one that we will work the most and that is that the health of the workers can play a business asset of great value for the company.

Based on this, we will go on to develop a systemic package of measures, differentiating by aspects or levels depending on whether it is a measure to reinforce one aspect of health or another. The 3 factors that we will work on will range from the emotional level, to the social level.

### 1. Emotional Aspect

Leaving behind what we worked in previous stages, in Marzá we will teach the days off for birthdays. Although this may be a slight inconvenience for the rest of the colleagues, since certain employees have as a tradition to invite food and snacks in case of birthday, we will add



the "birthday days". Thus, when a colleague drops his birthday during working hours, he will be automatically awarded vacations. The principles of the commented "birthday days" will range from not being able to make a change of day, the obligation of not being able to give it up, to doing what each birthday boy most wants during his day off. In the same way, we will maintain flexibility or additional days off to those required by law in the event of the death of a family member or relative. Also, we will keep one thing that Marzá already does properly and that is the monthly draw for weekend trips for employees. Although it has not touched me (for now), it is a tool in which not too much budget is allocated, but it supposes great motivation for the employees.

Together with this, I would like to highlight an act that the QUADIS group had, in which, after eliminating restrictions such as the use of masks outdoors due to the pandemic, it had a good gesture with its workers. Here, and being aware that the last few months had not been easy for anyone, it was time to celebrate that the worst crisis in the automotive sector had been overcome, in addition to having survived the global pandemic. For this reason and always thanks to the effort, QUADIS gave employees a cup of coffee and an umbrella, as a symbol of protection against future showers that may reach the sector again. These small details and gestures must continue to be produced, this time not necessarily by the hand of QUADIS, but by the hand of Marzá.

## 2. Physical Appearance

Working on the physical level, it is interesting to mention the dining room that the company owns, and where employees can rest and eat, not only between the split day, but during the time they wish. Another aspect related to food and in which I was surprised on my first visit to the company, is based on the element that, throughout all the facilities, the company has "self service" points, from being able to make your own coffee, to drinking and eating some kind of sweet. However, the main facilities of Marzá not only have a dining room, but in the same way Marzá promotes sport among employees by having a sports room for the staff. In addition, once a month we will establish that employees have a brief catering where they can consume healthy food for the human body, which in addition to improving satisfaction, will mean an improvement in the health of workers. Continuing with the objective of making employees leave and have a healthy life, Marzá will encourage sport in its employees through discounts both in the "Dreamfit" gym, and in the facilities of the "Padel Center". In this way, it will not only give rise to socialization among employees, but we will also promote exercise among staff. It should be added that we have especially chosen these establishments, since they are within walking distance of the facilities, so it would give perfect time to employees for the practice of sport before returning to work in the afternoon.

Another practice that the company promotes and works is recycling, where throughout the facilities Marzá has different recycling points to promote and enhance the care of the environment. In addition, Marzá should try to promote the use of renewable energies, so it could be interesting to install solar panels on the roof of the concessionaires' facilities. This element, far from being a future possibility, is already taking place in the marzá Volkswagen facilities in Villarreal, since the roof of the facilities has solar panels and thus means both a cost saving for Marzá, and an improvement in the sustainability of the company. For its part, we can consider at this level the fact that Marzá is an official sponsor of Villarreal Club de Fútbol, since in this way it allows to associate the name of Marzá with a healthy life.

### 3. Social Aspect

In the social field, it is interesting to comment on the great availability or flexibility that the company has to offer days a year of open doors, or visits by people from the community to get to know Marzá and its facilities better. To give an example, during one of my days in internship I received a visit from some exchange professors from the north of Ukraine, in which Isidoro, the director of after-sales, made a guided tour of all the facilities. Thus, Marzá opens its doors to the community, and is always for the work of making itself known and promoting its values in the province.

Well, before moving on to our last phase, and after mentioning a wide variety of policies in the previous phases, it is convenient to clarify an aspect that refers to the general environment in Marzá, or to the organizational climate that we will have created. This section will be developed following the model known as Feelings Management developed by Fernández Aguado (2010). In his model, he proposes, as he himself says, the anthropomorphic model, that is, to apply the paradigm of people to organizations. Likewise, it emphasizes that the respect with which the members of an organization should be treated should be the same with which organizations are treated, since, just as a person assumes facts and habits, so do organizations. In the same way, just as people know, want and feel, also in organizations it is necessary to manage both feelings and organizational will.

Emotionality is a fundamental element in decision making, since we have in our day to day that teams are excited and exulted, so the management of these is essential, and thus generates immense perspectives for the improvement of organizations. Like the competencies of Emotional Intelligence, the management of organizational feelings requires collective emotion, so first of all organizations must be able to identify it, recognize it and, in

addition, assume it. Secondly, it is necessary to inquire about the rational bases or the judgments on which it is based, to finally act in the generation of new emotional states more appropriate to what the organization wishes.

It is for all this, that the challenge of Feelings Management, is based on acting on the emotional states and not on isolated feelings of individuals. Thus, and as Fernández Aguado himself proposes, by understanding organizations, extraordinary elements are obtained for the improvement of these, so we will mention some measures for Marzá, in order to correctly manage organizational feelings.

In the first place, coaches and staff should only transmit what the other members can assume, since, in many occasional cases, it is common to see how experts in a subject or in a field, use or take for granted certain concepts or knowledge that not all staff should know. In this area, it is possible to see sellers express themselves with numerous technicalities about the varieties of the vehicle, as well as certain characteristics related to power or horses, towards people who do not necessarily understand so much about these concepts or characteristics.

Another element will lie in not downloading "storms" or interior problems before people who can not help solve these problems. In many cases there are failures in the sales process, whether it is a car that should be published and is not, but that should not necessarily be the fault of the person responsible for uploading cars, but this car can not be uploaded to the web by any other external element. In addition, we will try to have a positive vision or attitude in Marzá, thus expressing enthusiasm towards other people. From congratulating for a promotion or for a birthday, to maintaining or acquiring a positive vision in difficult situations, all these will be elements that our workers must have present. Finally, it will be convenient for the staff to accept that not everything can go well or that others may have other visions of reality that do not coincide with their own. We will work on this element, since in certain people in the company it is possible that there is a high level of ego or self-esteem, in which they do not accept opinions contrary to their own, or make decisions contrary to those of oneself.

Once these aspects are touched, we will mention some added measure with the aim of achieving emotionality in our teams. The first element will refer to the great camaraderie between employees, as well as the great work in the team thanks to the skills obtained. This camaraderie, added to the high commitment of the teams, will be able to generate an important added value for Marzá. In addition, the existing professionalism, not only for the previous experience but also for the training received, will leave the company with huge people trained to respond to the company's objectives. Finally, another element that rather his non-presence will make Marzá reach that state of emotionality, will be the leadership of the coaches. In this

way, the absence of the figure of a charismatic and strong leader will allow the staff to have autonomy and freedom to all teams and staff, thus favoring not only this emotionality in the teams but also an improvement of creativity.

### **3.4. 4th stage: Change of the organizational structure.**

Once implemented and carried out all the practices of the previous stages, we will move on to this last phase, where it will be the culmination to modify the hierarchical structure of Marzá. After having commented from the beginning that we wanted the hierarchy to have a lower weight for the future, we have been implementing measures in which we have reduced the power of the managers and José Miguel to generate a more democratic and flat organization. Therefore, and after focusing all the measures to achieve this dream strategy, we will describe what exactly the new way of working of Marzá will be.

The new way of working and organizing of Marzá will be exclusively about the work of José Miguel, in addition to the semi-autonomous work teams that we will add. In these teams, the traditional middle line that had the leading coaches of each department, will be introduced to work together with their teammates within these semi-autonomous teams. The way these departments work will be carried out in a similar way to how the company had already been working in the previous stages. Thus, each group or team will work together based on a common goal, and autonomy in decision-making will be the main basis of the entire team.

To understand the operation of semi-autonomous equipment, I will mention the characteristics of these equipment, in which they will be composed of a staff of about 5 people. Thus, what was once an administration department made up of about 10 people, will now be two semi-autonomous teams and each team is responsible for a different global task. This group will work as its name suggests, a team, since the objectives in no case will be individual, but will be a global and common scope for all the members of the team. Group autonomy in decision-making will imply that the group itself will be responsible both for the distribution of functions or work by themselves, and for the way in which they decide to organize themselves to achieve the objectives that have been entrusted to them.

Thus, and based on these ideas, we will see how through the implementation of these teams continuous learning will be generated, and the different members of the group will share some knowledge with others in search of continuous improvement. In these teams, it should be noted that from the beginning people will not have specific descriptions of the work to be done, although it will be the team itself, in charge of creating if appropriate, certain specifications that fit the objectives of the group. These specifications or clarity about the work to be done, will be adjustable and flexible, being able to change when the group itself wishes. Another of the measures that we will take into account when implementing these teams, will be flexibility or patience when obtaining results, since we will change the attention focused on efficiency, for an attention focused on the dynamics of the teams.

On the other hand, with this new way of working we must be realistic and analyze what the fact that the coaches until now become integrated into the teams with their previous subordinates may mean. It is possible that certain resistances may appear on the part of this type of people, and that these are reactions to the new way of functioning of the organization. Therefore, we must not only deal with this problem, but also be aware and give a series of measures to avoid possible conflicts. Other possible sources of conflict can arise from aspects related to competitiveness between groups, rejections of less productive members within groups, to conflicts produced by the refusal of employees in favor of returning to the previous way of functioning.

To do this, the first thing we will do is immerse ourselves in the contributions of Ury, W.L.; Brett, J.M. and Goldberg, S.B. (1993), and where we will develop the important and outstanding aspects to try to resolve conflicts. First of all, we must be aware that due to globalization where we are, the possible clash of cultures or diversity is increasingly frequent, so that, sometimes, negotiating between different cultures can involve some complexity in the negotiation process. Here, not all cultures negotiate in the same way or perspective, because there are phenomena that according to the culture can have one interpretation or another (either interests, power, or justice). In our case, we have that Marzá has personnel from different cultures, but that does not mean added difficulties or is a reason when it comes to conflicts, so we will pass with other possible causes of conflicts.

In our case, the authors we will analyze recognize and analyze various ways of resolving conflicts or disputes. First of all, we have to focus on the interests of the parties, that is, to ensure that all those involved are able to know both the needs, desires and concerns of the other parties, thus trying to find ways for a possible reconciliation or mutual agreement. Dealing with this aspect is of great importance, since the interests of the parties are the basis that sustain the positions that people subsequently adopt, so it will be necessary to try and find out in the first instance what each party involved is looking for. Secondly, we have to focus on rights, which implies trying to rely on some pre-established standard, which may imply legitimacy and justice, in order to achieve thus, create distributive agreements with benefits for the parties.

According to the authors, these ways of conflict resolution, and their effectiveness, will be measured according to the benefits and costs they generate, thus establishing a series of criteria to measure the effectiveness of this. They are: a) Resolution costs for the different parties involved; (b) Satisfaction of the parties with the results achieved; c) Effects generated on the relationship between those involved; (d) Recidivism of the conflict.

Well, after keeping in mind this series of costs and returning to our case in more detail, we will deal with the possible conflict derived from the decrease in power of the coaches. Here, the main solution will be to propose a middle way in which to meet the needs of these parties. The solution will be to incorporate a kind of team leader, who is responsible for coordinating the group from a democratic way in any case. In this way, this kind of leader will not have more power than his peers, but will only have the task of coordinating and cohesive the entire team present. Their election will be carried out democratically by the rest of the members, but we believe that the experience of the coaches will make them elected leaders in this new role, thus alleviating the loss of initial power or possible resistance.

Once this issue is settled, I will briefly comment on other measures that Marzá will take in order for employees to learn how to resolve possible conflicts in an appropriate way. First of all, we will put internal participation in Marzá as the main mechanism for disputes. Thus, a conflict within the team itself must be dealt with by the members of the group, establishing guidelines by themselves to solve the conflict without having to resort to other levels or in this case José Miguel as manager of the company. Within each group, we have established total freedom to express our opinion and make decisions, so this freedom may in certain cases imply different opinions or different perspectives of the same case. Therefore, and for fair and equitable decision-making, every decision that is not agreed by the mere agreement of all or by consensus, must be put to the vote.

Another element to highlight, this time for conflict prevention, will be the fact of establishing clear and sincere communication. In many companies, poor communication is the result of disputes and misunderstandings between employees, so thanks to how well we have worked on communication since the first phase, Marzá will be a space where people dialogue and communicate with transparency and assertiveness.

#### **4. FINAL REFLECTION**

As director of Human Resources of Marzá we must be satisfied with the whole process carried out, since we will have done everything possible to try to innovate and change the operation of the company. Thus, and throughout all these phases, we have put everything in our power to achieve the model designed, in which it has finally been reflected in the way of working based on semi-autonomous equipment. Working the case in stages will make the company adapt in a better way to the changes, in which employees will not see a complete transformation in the way it works in the beginning. Thus, and added to dealing from the beginning with communication and participation in Marzá, it will generate that people are involved in a greater way in the model designed. Convincing all members of the advantages of our model will be key and will affect the development of the next stages.

It should be noted that, as a final result, and apart from generating this new structure by teams, we will have the objective of creating an adequate organizational climate, where employees come to work excited and with energy every morning to the company. That is why we have not only worked on structural measures, but we have focused on the most human side of the workers, getting involved and always putting their professional and personal development first.

As the creator of this new way of working, I believe that it is a realistic process when it comes to achieving the adhocracy described in the beginning, and where if all the measures and phases have happened according to plan, we will have a great innovative company in our province. Based on this, we have proposed a large number of measures, in which we have not found evidence that any other company in the province works in the same way, as may be the case of granting working time to employees to work in functions of use to the community.

Another aspect to highlight in the thought change has been or will be the great presence of communication throughout the process. Thus, and from the joint collaboration in mission or vision, to the app or the high socialization worked, it has allowed Marzá to have a team full of colleagues with a high confidence and a perfect team atmosphere.

On the other hand, it is convenient to consider the option that if it is possible that José Miguel accept this proposal for his company. And given this situation, and although I have not been able to deal very closely with him, I would say that José Miguel would be open although not to carry out the whole process, yes to implement a good part of the measures that we have worked. I believe that, if I were aware of the important advantages that certain elements could have, such as enhancing teamwork or greater communication, I would not hesitate to accept or consider the proposal. However, just as José Miguel believed that he would accept a good part of the changes, it is possible that some managers or senior officials had a hard time



working on the new way of working, and thus presented difficulties or important resistance to change.

On the other hand, I have to comment that, after my experience in internships, I have found it gratifying to see certain aspects that Marzá already worked, and in which I think they are very advanced to other companies in the sector or the province. The fact that Marzá has from changing rooms, dining room, or travel raffles for employees, makes working in Marzá considered for many a success, and thus have their employees a great job satisfaction.

Joining with the latter, if we add to this other measures for the benefit of employees, we will have that Marzá could become the company with the most innovative potential in the province. Thus, I have transferred several measures of the most creative companies in the world, and where it would be novel for many to have them and see them in Castellón, as may be the case of the strong work in Emotional Intelligence, as well as the projects of functions of use to the community.

To finish this case, I would like to work or touch an element in order to verify if we have managed to obtain that described adhocracy. And it will be about the fact that, if we are able to get José Miguel, to approach the company's dining room or the self-service where some workers are talking, and that they continue despite their arrival talking. When we achieve this, and José Miguel is fully integrated with the rest of the staff, we can say that we will have achieved our model, or we will be very close to achieving it.

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