



CASE STUDY

# WEILER Abrasives: Employee-focused Change Implementation





## Summary

At WEILER Abrasives d.o.o., there's a strong focus on regular **quarterly performance appraisal interviews** between employees and managers. These interviews are seen as essential for fostering employee growth and engagement. To support **personal** and **professional development**, the company introduced the eHRM solution and revamped their interview process. The changes were implemented systematically using the **ADKAR change management model** to help employees adopt to the new systems quickly and thoroughly.



# About the client

**WEILER Abrasives d.o.o.** is a leading global provider of comprehensive surface treatment solutions with a history dating back to 1879. The company continues its rich tradition with their facilities stretching across three continents. In Slovenia, the company operates at four locations and manufactures various **abrasive solutions**, including grinding wheels and cutting discs.

Its vision and mission is to be **the world's leading supplier of abrasives**, to maintain long-term relationships and to be the best partner for end users and distributors.



**INDUSTRY:** Manufacturing



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# The paths towards simplified monitoring of employee development

WEILER Abrasives d.o.o. employs over 630 people in Slovenia. The company conducts **quarterly interviews** with all employees and consider these interviews as an opportunity to exchange feedback regarding work, progress and goal assessment, thus promoting personal and professional growth.

For effective employee development, it is crucial that the agreements and goals made in these interviews are **accessible, transparent** and **trackable**. The previous IT solution used for the quarterly interviews did not support the desired way of monitoring and planning employee development since the employees did not have access to the agreements and goals, while managers had to gather information from various applications to monitor team members' work and progress.

*We realized that the technology we were using was taking up a lot of our employees' time while at the same time leaving a lot of room for error due to data being scattered across various applications. We needed a solution that would take quarterly interviews to the next level and, most importantly, better support the development of our employees by giving both managers and employees access to data in one place.*

**Sintija Leva Bukovnik**, HR Business Partner

In order to better **monitor** and **plan the development** of its employees, WEILER Abrasives d.o.o. decided to introduce the eHRM solution, more precisely the Performance management module.



## CHALLENGES

- Employees **lacked access** to agreements and set goals during quarterly interviews.
- **Multiple applications** were required to manage employees.
- **Difficulty in monitoring** employees' personal and professional development.

## SOLUTION

- Conducting quarterly interviews with the **eHRM performance management module**.
- **Easy access** to agreements and set goals in eHRM for all employees.
- **Comprehensive insight** into employee performance and development in one place.
- Feedback **gathered in reports**.

## VALUE

- Employees can **track their progress** and **goal achievement** more easily.
- Managers have all information **in one place**, enabling more effective employee development.
- **Comprehensive analysis** and **planning** of next steps to develop desired competencies and internal culture.

# Systematic implementation for comprehensive use of eHRM

The introduction of the new IT solution and the new method for conducting quarterly interviews at WEILER Abrasives d.o.o. was approached systematically using **the ADKAR change management model**. This model is based on the simple idea that change happens and is sustainable when employees change the way they work. It is structured around five stages: Awareness of why the change is needed, Desire to be part of the change, Knowledge of what needs to be done, Ability to apply the new knowledge, and Reinforcement to make the change last.

Employees were informed about the benefits of the new HR solution and the new quarterly interview process through **various communication channels**. Before the actual implementation employees were gradually introduced to eHRM through promotional

## The ADKAR model

### **Awareness:**

Developing an understanding of why the change is needed, the reasons for it, and what will happen if the change is not implemented.

### **Desire:**

Creating internal motivation and a positive attitude towards the change.

### **Knowledge:**

Acquiring specific information and skills required to implement the change.

### **Ability:**

Applying the new knowledge in practice.

### **Reinforcement:**

Systematic efforts to maintain and strengthen the use of the new practices.

articles in the internal newsletter, content shown on TV screens around the company, staff meetings and leaflets enclosed with pay slips.

To ensure that the new HR solution is used as efficiently as possible, a great deal of attention was given to **training managers**. Workshops were organized not only to strengthen leadership skills, but also to familiarize managers with eHRM. This also included going through **the digital questionnaire** for the quarterly interviews and clarifying any ambiguities.

When eHRM was launched, **practical workshops** were organized for all employees, allowing them to try out the different features of the solution in a secure environment. Some of the quarterly interview workshops were also attended by team members who do not hold managerial positions. They provided **first-hand feedback** on how certain processes could be improved and later shared their knowledge of using eHRM with other colleagues.





To further support the quarterly interviews, HR colleagues prepared detailed **operational** and **technical instructions** for each step of the process. These resources are available to managers anytime and anywhere in **written, video** and **audio form**. Many managers even listened to the content on their way to work.

They also organized weekly “**office hours**” where HR colleagues answered questions about using eHRM. *“When it comes to getting used to something new, you always get stuck somewhere. Despite the instructions, being able to ask someone for help in person is invaluable. The HR colleagues not only saved me time and frustration, but also helped me to understand and adopt the solution more quickly,”* said Igor Dobravc Mesarec, Production Line Manager.

By using **the ADKAR model** to introduce change, the employees quickly adopted the new way of conducting quarterly interviews. With less resistance

*Change can often cause resistance. As we recognized the added value of eHRM for both the company and our colleagues, we wanted to share this awareness with them. Systematic and thoughtful communication proved to be an excellent way to achieve this goal.*

**Tamara Skerbinek**, HR Business Partner

to change, they **began using eHRM on their own much sooner**. This allowed HR professionals to fully implement the new HR solution and start leveraging its full potential.



# Moving forward digitally

The long-term goal of WEILER Abrasives d.o.o. is the **wholistic digitalization** of employee-related work processes. In addition to the Performance management module, they continue to implement other eHRM modules and maintain their successful approach to communicating changes.

*In line with our innovation strategy, we will continue to introduce changes that improve our processes. In HR, we will continue to work on digitalization and use the time we save by optimizing time-consuming tasks to develop our employees. Our goal is to continue to create an environment in which our employees enjoy working.*

Andreja Vidovič, HR Business Partner



# Want to know more about the project or eHRM?

Reach out to us, and we will be happy to  
arrange a meeting.

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