

**FLA – H&M**  
**Worker Participation Project – 2<sup>nd</sup> Factory Training Report**  
**Shanghai Jing-Qing-Rong Garment Co. Ltd.**  
上海京清蓉服饰有限公司  
“员工参与”项目 – 第二轮工厂现场培训报告

## I. Training Agenda 培训日程

### 1. Morning Session 上午部分

- Opening Remarks & Introduction 开场白及参训人员介绍
- Review of the Key Content of Previous Factory Training 回顾前一次培训的核心内容
- Personal Communication: Key to Good Communication 良好的人际沟通：沟通密码
- Group Exercise: We Can Communicate Better 分组演练：我们可以沟通得更好

### 2. Afternoon Session 下午部分

- Effective Workplace Communication: Four-Step Training Method 高效的沟通：四步培训法
- Six-Step Method: Goal Analysis “六步法”：目标分析
- Group Exercise: Real-life Goal Analysis 分组演练：具体案例中的目标分析
- Action Plan Development: Optimizing Internal Dialogue 制定行动计划：优化工厂内部对话实践

## II. Training Participant List 参训人员名单

### 1. Management Team Representatives 管理层代表\*

- Mr. Wen-Ming Zhang, GM 张文明，总经理
- Ms. Zhong-Qing Dai, Vice GM 戴忠庆，副总经理
- Ms. Hong Chen, Vice GM 陈红，副总经理
- Ms. Jian-Qing Cai, Vice GM 蔡建青，副总经理
- Ms. Risa Qin, Assistant to GM 秦春红，总经理助理
- Mr. Guo-Ren Ding, HR Dept., HR Manager 丁国仁，人事部，人事科长
- Mr. Zhi-Bing Yu, Logistics Dept., Administrative Manager 余志兵，后勤部，行政总务科长
- Mr. Chuan-Wei Sun, Finished Product Workshop, Director 孙传伟，成品车间，车间主任
- Mr. Ti-Gui Miao, Ironing Workshop, Director 缪体贵，整烫车间，车间主任
- Ms. Fang Li, Packing Workshop, Director 李芳，包装车间，车间主任

### 2. Worker Representatives 员工代表<sup>※</sup>

- Mr. Pan-Ke Shi, Supplementary Material Dept., Sewer 石攀克，辅料库，平车工
- Mr. Xiao-Mao Wu, Supplementary Material Dept., Sewer 吴小毛，辅料库，平车工
- Ms. Xian-Qin Wei, Supplementary Material Dept., Sewer 韦先琴，辅料库，平车工

\* Note: Some top management representatives, i.e. the three Vice GMs only participated in the part of the afternoon session of the training. The GM was only absent for one hour in the afternoon due to urgent matters and Ms. Zhong-Qing Dai attended all training sessions. 备注：部分高层管理人员代表，即三位副总经理只参与了部分下午的培训环节。总经理只在下午培训中间由于紧急需要缺席了一小时。戴忠庆副总全程参加了培训。

※ Note: Among the 19 worker representatives, some were not able to attend the afternoon training session due to production needs. Mr. He, the group leader from the factory's canteen was recommended by Ms. Dai, the Vice GM to join the training and he participated in the goal analysis and action plan development. 备注：参训的19名员工代表中，有4位由于生产需要未能参加下午的培训。食堂主管何先生在戴副总经理的建议下临时参加培训，他参与了有关食堂伙食的目标分析以及制定行动计划的讨论环节。

- Mr. Xin-Long Yang, High-end Product Workshop, Helper 杨新龙, 精品车间, 杂工
- Mr. Jing-Shan Shi, Sample-making Workshop, Linking Worker 史景闪, 样品间, 套口工
- Ms. Guang-Qin Guo, Sample-making Workshop, Linking Worker 郭光琴, 样品间, 套口工
- Ms. Hong-Ying Jiang, Linking Workshop, QC 江宏英, 套口车间, 套检员
- Ms. Gui-Lan Miao, Linking Workshop, QC 缪桂兰, 套口车间, 套检员
- Mr. Hong-Xing Wang, Computerized Knitting Workshop, Mechanic 王红星, 电脑横机, 机修工
- Ms. Xiao-Ju Chen, Hand Sewing Group, Hand-Sewer 陈小菊, 手缝组, 手缝工
- Ms. Xiu-Qin Wu, Knitting, Worker 吴秀芹, 横机车间, 横机工
- Mr. Fa-Qing Li, Knitting, Worker 李发青, 横机车间, 横机工
- Mr. Zhi-Hui Li, Laundry Room, Worker 李智辉, 洗衣房, 洗衣工
- Ms. Xiu-Qun Mao, Ironing Workshop, Group Leader 毛秀群, 整烫车间, 组长
- Mr. Lian-Hua Dai, Ironing Workshop, Worker 戴连华, 整烫车间, 复尺工
- Ms. Li-Fang Chen, Finished Product Workshop, Group Leader 陈立芳, 成品车间, 组长
- Ms. Guang-Hong Yang, Finished Product Workshop, Group Leader 杨光红, 成品车间, 组长
- Ms. Yu-Fang Ruan, Packing Workshop, Group Leader 阮玉芳, 包装车间, 组长
- Mr. Wen-Lei He, Canteen, Group Leader 何文雷, 食堂, 组长

### III. Training Activities & Highlights 培训活动与亮点

#### 1. Group Exercise: We Can Communicate Better 分组演练：我们可以沟通得更好

- All training participants were divided into three mixed groups, with the task to develop self-composed/directed/acted “dialogue” skits, which highlight their joint learning from the communication training session in the morning. As a result of group discussion and rehearsal, five different skits were put on the stage, all of which reflected the real-life daily communication on the production floor and in the canteen area. After each skit, self-reflection session and plenary discussion was conducted and specific learning points were documented on a poster in the form of a recommendation letter on improvement of internal communication for the entire workforce of the factory. 所有参训人员混合分成三组，三个组分别通过自编自导自演对话小品来突出反应大家在上午的沟通培训中的收获。在分组讨论和彩排的基础上，共有5场现场表演的小品生动反映了生产车间和食堂里真实的沟通场景。每一场小品结束后，培训师和参训人员一同反思好与坏的沟通方式所带来的不同沟通效果的对比，并指导大家将改善沟通的具体建议汇总成了一个面向工厂全体员工的改善沟通倡议书。

#### 2. Group Exercise: Goal Analysis 分组练习：目标分析

- Considering the fact that many managers and WRs did not attend the previous training, all participants, still divided into three groups, were provided the opportunity to go through “problem identification” using the meta-plan method and the “cause-analysis” using fishbone diagram, i.e. the first two steps of the “six-step method”. All three groups focused their discussion on the same canteen food issue and all participants were then guided by the FLA trainer to conduct goal analysis jointly. 鉴于多位员工代表都未能参加前一次的现场培训，培训师通过现场演练让所有参训人员分三组学习“六步法”的前两个步骤，即运用卡片展示法进行“问题识别”并用鱼骨图分析法进行“原因分析”。三个小组都选择了食堂伙食问题进行原因分析，并在FLA培训师的指导下展开了目标分析。

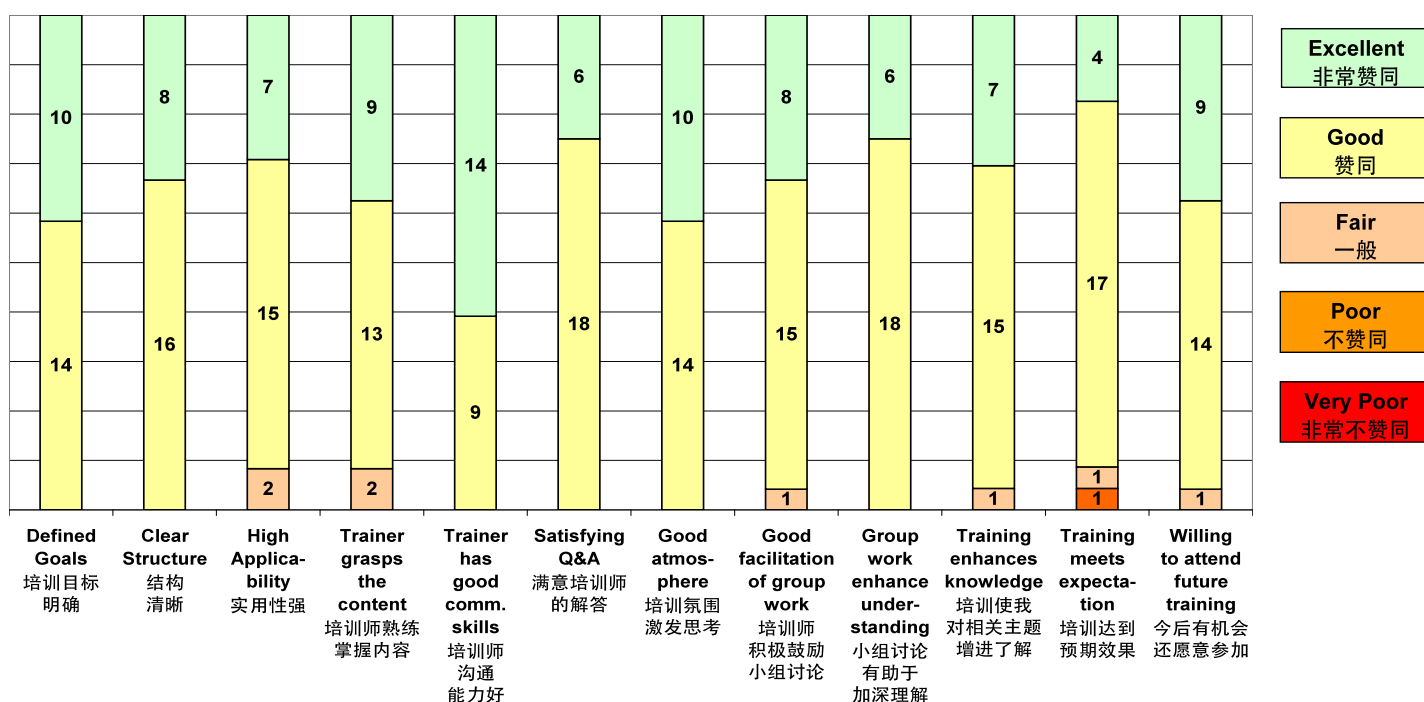
#### 3. Discussion and Action Plan on Optimizing Internal Dialogue 有关优化对话实践的讨论及行动计划

- As a standard procedure, an action plan was jointly developed by WRs and management representative at the end of the training. Based on the common understanding of the need to improve internal communication on all levels, a special task

team consisting of 8 workers and managers was established as a joint decision of all training participants besides other action plans to share the learning from the training among the workforce. Given the full support from the top management, this team will not only organize communication training on the production floor for all workers using the dialogue skits as a tool, but also make specific recommendations on how to optimize internal dialogue mechanism. 培训结束前，员工和管理层代表按照培训常规讨论了下一步的行动计划。鉴于参训人员在工厂各个层面全面改善内部沟通方面达成了高度共识，大家共同决定成立一个由8名员工及管理层代表组成的改善沟通特别行动小组。在高层的支持下，该小组不仅要负责运用沟通小品的方式组织开展车间现场的培训，同时，还将就如何完善工厂内部的沟通机制提出具体建议。

#### IV. Feedback of Participants 参会人员反馈

In total twenty-four participants submitted their completed training evaluation forms (Note: Three participants each left one question unanswered in the form). The overall positive ranking of the training is shown by the chart below. Seventeen participants highlighted the communication training session or the interactive group-work as the most enjoyable feature of the training. Five participants expressly appreciated the training style of the FLA trainer. Regarding topics participants wish to spend more time discussing, seven participants mentioned the canteen food issue and five participants mentioned the working hour and wage issue. As for training subject to be included, eight participants reported that they would like to have focus discussion on the communication channel between top management and workers. The negative written comments mainly focus on the small training venue, full-day training/not sufficient break and no provision of refreshments. 共计24位参训人员提交了培训反馈表（注：其中三份表各有一个项未打勾）。下图显示出本次现场培训在参训人员中间获得了整体上的积极评价。9位参训人员表示最喜欢参与式的培训方式和互动性强的分组讨论，8位参训人员表示最喜欢沟通培训环节。5位参训人员表示最喜欢培训师的培训风格。对于希望用更多时间讨论的议题，参训人员中7位说是食堂伙食问题，5位说是工时/工资问题。另有8位参训人员提出希望培训能增加高层领导与员工对话机制的议题。参训人员对于培训的负面意见主要集中在培训场地小、时间较长/中间休息时间少以及没有提供茶点。



## V. Progress Tracking Chart: Survey Result 项目进展跟踪表：调查结果

The PTC forms were distributed to all training participants after the training and only fourteen forms (six from managers and eight from WRs) were collected and submitted to the FLA trainer. All forms reported on positive changes on internal communication except for one form from a WR, who stated the overtime reduction as the pleasant experience. Regarding the positive changes on internal communication, 6 forms highlighted the enhanced mutual-understanding and mutual-trust between workers and managers, two forms mentioned the worker training and other worker participatory activities, and two explicitly stated the WR re-election and enhanced motivation of WRs to play a more active role as the key progress. Only three forms addressed the second question and the unpleasant changes stated are: 1) food quality in the canteen is not good; and 2) many workers still do not know how to communicate with their supervisors; 3) due to the low quality awareness level of some workers, it's so difficult to communicate with them. 跟踪问卷在现场培训结束后发放给了全体参训人员，但只有14份问卷（6份来自管理人员，8份来自员工代表）被回收并提交给培训师。除了一份员工代表提交的问卷谈到加班时间减少外，所有问卷都将工厂内部沟通的改善列为令人高兴的事。针对沟通方面发生的变化和进步这个问题，6份问卷都谈到了管理层和员工之间更加能够相互理解和信任，2份问卷提到了员工培训和其他员工参与的文体活动，2份问卷专门提到车间员工代表的选举和员工代表自我角色意识的提高。全部问卷中只有3份声明了不愉快的事：1) 食堂的饭菜不好吃；2) 许多员工仍然不知道如何与管理层沟通；3) 有些员工质量意识太差，很难沟通。

## VI. Conclusion 总结

The key goals of the second round training are: 1) enable all participants to do self-reflection through action learning towards better communication at work; 2) review the first two steps of the “six-step” method with the mixed group of top management, middle-level management and worker representatives; 3) to show managers and WRs how can they develop common goals through non-conflict-oriented goal analysis. One key result of the training is the establishment of the special task team on communication improvement, which was a joint decision of all training participants when developing the action-plan at the end of the training. This reflects the enhanced awareness level of both WRs and the management team and will serve an important impetus for continuous improvement of internal dialogue in the factory. 第二轮工厂培训的核心目标包括：1) 通过行动学习使全体参训人员能够进行自省，从而自主自发的改善自己在工厂工作中的沟通效果；2) 帮助高中层管理人员和员工代表共同回顾复习“六步法”的前两个步骤；3) 向管理人员和员工代表展示如何用非冲突的方式进行目标分析，从而协商确定共同目标。本次培训的一个核心成果是管理层及员工代表在行动计划制定环节共同决定成立的改善沟通特别行动组。这个小组的成立标志着员工和管理层的沟通意识达到了一个新的水平。不仅如此，该小组的成立将为工厂将来的持续改善内部对话起到的重要的推动作用。