Developed collaboration in contractor forestry – an intervention in relational development

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Solving problems in connection with logging operations

Estimated time for various distractions/problems
- before, during and after harvesting

**Before**
- Insufficient quality in pre-planning actions – conditions provided by client for the contractors' work

**During**
- Landings (small, wrongly placed)
- Unclear work order

**After**
- Reporting
- Administration
What can we do to be more effective in the supply chain?

Research show that

Structured feedback
- helps to create learning organisations
- is an effective way to
  - improve leadership skills
  - improve efficiency
  - encourage employees to take greater responsibility

Successful teams characterized by
- having common goals
- an understanding of the whole and of each other's roles
- setting aside time for dialogue and reflection

All of this helps to improve the outcome of the business
Training programme
- Implemented at 2 forest companies in Sweden

Important components
- exercises in evaluation and feedback on actual examples from everyday work
- participants gain an understanding of each other’s situations

- Introduction with theory and discussions
- Role play to practice dialogue and feedback
- Practicing in real life

Structured feedback
- is not about praise or criticism
- it is a method for joint analysis of results
  - what can we learn about how quality in various parts of our work can be improved

The contractor
- is the expert when evaluating results in relation to ambitions, goals and conditions
- takes the initiative and evaluates the work of the logging team

The official
- presents an analysis of the conditions they provided for the contractor

Feedback must be sincere - building on mutual confidence and trust
Research module

Aim and objectives

To describe
- how a training effort is implemented at the forest companies

To evaluate
- the effect of training
  - Do the participants feel that relationships, collaboration and trust have improved?
Research process

**Interviews**
- Respondent and work
  - Current situation and relations at work
- Thoughts about
  - The training programme
  - What have I learnt
  - Impact on work within the company
  - Impact on relation to client or contractor

**Questionnaire**
- Distractions
  - over a period of 3 months before the interview

**Distractions**
- Relations at work, my role and responsibility
- Everyday dialogue
- Stress and health

Repeated before – during – after training programme
Respondents

Company A (one district)

Participants in the training programme
- Productions manager and forestry officials
- Contractors
  - logging contractors and machine operators
  - haulers and drivers

Company B (one district)

Participants in the training programme
- Productions manager and forestry officials
  
“Reference group”
- Logging contractors
Main findings

▪ The model seems to work only when both officials and contractors participate in the same training effort

▪ If the objectives are to be attained, practical training is needed

Both interventions started out with the ambition to work on dialogue between forest officials and contractors and their employees.
**Effects so far....**

**Company A**

- Openness and understanding of the processes in the supply chain have increased
- The contractors started to use the model also within their own companies

The management of **company A** found this new approach valuable - they are now implementing this model throughout the organization

**Company B**

- Commitment and the effect on communication would have been better if the contractors had been involved
- Halfway through the project focus changed and was directed more towards the participants themselves as colleagues and leaders

*We have learned to ask open questions and to have an exploratory attitude (works well even at home)*

*We have benefited greatly from this in our own company. Our employees feel we have a more open dialogue – today they call me even if things went wrong*

*Commitment and the effect on communication would have been better if the contractors had been involved*

*Halfway through the project focus changed and was directed more towards the participants themselves as colleagues and leaders*

*Personally, I think it would have given more if we included the contractors - it is not possible to have a good dialogue with a wall!*

*I believe that if you have good self-awareness, know who you are, how you react in certain situations and how you are perceived - that's when you can develop!*
Summary

Overall objective of the intervention

• To start a process to improve operational efficiency and job satisfaction in the supply chain

Evaluation shows that

• The feedback model is a way to increase awareness of how you collaborate and communicate

• A good dialogue has a clear positive effect and is a way of improving efficiency
Openness and trust allow forestry contractors and their customer to operate more effectively within the system, thus gaining benefits both economically and on working conditions.
Thank You!
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