
Research Justification

TO WHAT EXTENT CAN TRINSEO STRENGTHEN COMPANY
CULTURE IN A HYBRID WORKPLACE POST-COVID-19?

Nayab Shoukat Muhmood

Procurement Operations Intern

00076413

muhm0001@hz.nl

06 June 2021



Executive Summary

The research justification report shows to what extent can Trinseo strengthen company culture in a hybrid workplace post-COVID. This research topic is part of 'Organisation & People' theme in the Working and Management tools (TWM22-TWM23). There are five information gaps that were formulated:

1. Company culture – what it is and its benefits.
2. Diversity in the workplace – how it helps company culture and its importance.
3. Employees' Mental Health – why mental health at the workplace is important.
4. Hybrid Working – usefulness and whether it is preferred by employees.
5. Role of Leadership – how it contributes to company culture and the types of leaderships.

To fill in these information gaps were investigated through field and literature research. Field research included a survey that was sent to the employees of procurement operations department EMEA at Trinseo and published on LinkedIn to receive additional responses for reliability and validity purposes. Moreover, an informal interview was conducting with the in-company supervisor. The results are limited because of the lack of interviews with the top management of the company and the survey was not sent to all the departments of different branches around the world.

The results show that the company culture is the essence of an organisation and does not only refer to values of employees and their leaders, but also practices and attitudes that have a role in it. Diversity and inclusiveness have significance to strengthening company culture because of its benefits and another factor that has importance is employees' mental health because if they are not mentally happy, it would affect their daily life and work performance. The results also show that working hybrid is advantageous due to flexibility, lowered overhead costs and a decrease in health exposure risks. Lastly, role of leadership showed how it contributes to company culture as leaders are the foundation of a company. They are the ones that hold it all together which is why there is an explanation to the different types of leadership because then the top management can decide what type of leader they would like to be. Recommendations of implementing certain ways of strengthening company culture are discussed at the end of the report and are as follows:

1. How to implement a hybrid work model.
2. How to focus on culture as a leader.
3. How to impact organisational culture as a leader.
4. How to help employees' mental health.
5. How to improve diversity in the workplace
6. How to identify the types of company culture

These recommendations do not harm the environment, ergo, they are sustainable and can be implemented in a span of 3 months to 3 years.

Table of Contents

Executive Summary.....	2
1. Preliminary Research.....	4
1.1. Company Analysis & Developments.....	4
1.2. Problem Analysis	5
1.3. Information Gaps	5
1.4. Project Aim	6
2. Research Approach.....	6
2.1. Approach per Information Gap	6
2.2. Data Collection	7
2.3. Data Analysis.....	7
2.4. Operationalisation.....	7
2.5. Reliability and Validity.....	8
2.6. Limitations	9
3. Results	9
3.1. Company Culture	9
3.2. Diversity in the Workplace	10
3.3. Employees' Mental Health.....	11
3.4. Hybrid Working	13
3.5. Role of Leadership.....	14
4. Conclusion.....	17
5. Recommendations.....	18
5.1. How to Implement a Hybrid Work Model.....	18
5.2. How to Focus on Culture as a Leader	18
5.3. How to Impact Organisational Culture as a Leader	18
5.4. How to Help Employees' Mental Health	19
5.5. How to Improve Diversity at the Workplace	19
5.6. How to Identify Types of Organisational Culture.....	19
References	20
Appendices	22

1. Preliminary Research

1.1. Company Analysis & Developments

Company Information

Trinseo is a global materials company that focuses particularly on the manufacture of plastics, latex, and synthetic rubber. It was a part of the Dow Chemical Company until Dow grouped several of its businesses for potential sale in 2009. The company's products include a wide range of end-markets i.e., automotive, consumer electronics, appliances, medical devices, lighting, electrical, carpet, paper, and board, building and construction, and tires (Trinseo, n.d.). Trinseo focuses on providing creative and sustainable solutions to assist clients produce products that are intrinsic to their lifestyle – items that touch people's lives on a daily basis across a wide range of end markets.

The main headquarters is based in Pennsylvania, the USA and regional operating centres are in Michigan, USA; Horgen, Switzerland; and Hong Kong. However, there are 17 manufacturing sites globally in different continents: North and Latin America, Europe, and Asia. In North America, it is in the states of Michigan, Pennsylvania, and Georgia, and in South America, it is based only in Mexico. In Europe, it is in Germany, Finland, Switzerland, Turkey, Luxembourg, Spain, Italy, France, Sweden, Belgium, and the Netherlands, and lastly, in Asia, it is in Hong Kong, Taiwan, Indonesia, India, Korea, China, Singapore and Japan (Trinseo, n.d.).

The company's vision is to be a world leader in the plastics, latex binders, and synthetic rubber materials that their customers need today and tomorrow. They will deliver extraordinary value to their stakeholders and become a notable company to work for, buy from, and invest in. They will achieve this vision through:

- People – their ability to attract, develop, and retain outstanding talent.
- Technology – their investments in technology and product innovations that drive their growth.
- Customers – their passion for creating value through innovation, agility, and an unrelenting focus on our customers.

Company Structure

There is a hierarchy in the company that establishes the company structure, however, the people working at Trinseo do not necessarily follow the hierarchy because they believe in giving a chance for those employees in the lower chain to give their opinion and have a voice. As shown in the chart, the company structure begins from the President and Chief Executive Officer (CEO) and follows down with vice presidents of different departments shown in figure 1.



Figure 1: Hierarchy of Trinseo

1.2. Problem Analysis

The COVID-19 pandemic has changed the dynamics of everyone's way of living, studying, and/or working. Due to this unprecedented circumstance, people have been forced to either study or work remotely at home, work full-time at the office or work in the form of hybrid, and this has led to an increase in lack of culture as everything is online, so the employees are missing the physical interactions with their peers. Therefore, there need to be ways of strengthening company culture during such situations and for those companies that plan to continue the hybrid workstyle. From interacting with people daily to working in isolation is the biggest problem because employees and students have been having a tough time with keeping their motivation high to do their work to the best of their ability and have a remarkable work performance. It became a problem when the COVID-19 virus spread around the world and it had officially been declared as a pandemic and then many countries enforced lockdowns and closed their borders. Additionally, this provoked companies and schools to turn to digital means and work through online platforms such as Microsoft Teams, Zoom, etc.

The procurement operations department at Trinseo decided to continue with a hybrid workplace post-COVID-19 as well because they see that it is also possible to get most of the work done from home. Although they made this decision under the unfortunate circumstance, they are embracing the change and plan to implement it, seeing that the building is not able to accommodate all employees with individual desks because the team is large. However, research needed to be done to prove to the other departments of the company around the world that it would be a good idea to also implement the hybrid work model and how to keep the company culture of their departments strong.

Consequently, research showed a plethora of ideas to strengthen company culture, so these recommendations are included in the Professional Product which is useful to the organisation and its people (Tools for Working and Management – TWM22/TWM23).

1.3. Information Gaps

To understand the extent to which Trinseo can strengthen company culture in a hybrid workplace post-COVID-19, there are information gaps with sub-questions that were formulated to fill in those gaps through means of research. To develop strategies, recommendations, and/or suggestions, it is important to consider the five underlying information gaps that would give a better insight into the subject and how to combat the continuation of working hybrid:

1. Company Culture
 - *How does company culture work?*
 - *What are the benefits of company culture?*
2. Diversity in the Workplace
 - *How does diversity help company culture?*
 - *Why cultural diversity is important in the workplace?*
3. Employees' Mental Health
 - *Comparison of mental health pre-COVID and now of employees.*
 - *Is there any psychological help provided at the workplace?*
4. Hybrid Working
 - *How is hybrid useful?*
 - *Do employees prefer working online, at the office, or hybrid?*
5. Role of Leadership
 - *How can leadership play a role in keeping the company culture strong?*
 - *What type of leadership is the most effective?*

1.4. Project Aim

The aim of this research is to present Trinseo with possibilities of strengthening organisational culture by focusing on different aspects that have a big significance in doing so. All the data collected is used to create a strategic plan for it and, thus, the solution has led to the creation of a professional product that is in a form of a guide.

Specific

This project aims to research how Trinseo can build a strong company culture after the COVID-19 pandemic. This is relevant today because the pandemic has impacted many companies and has shown that it is possible to have alternate days working at home and the office.

Measurable

To measure the success of the project, the best measuring tool would be feedback from the top management of the company because if they find it useful, then it shows that the guide is a success. Additionally, there are diverse ways to measure company culture, one of which includes feedback from employees. Opening feedback is an excellent way of creating two-way communication in the company.

Achievable

The research consists of field and literature research to learn more from people working at Trinseo but understand more about the importance of leadership to build company culture online. This research has not been done previously as the last pandemic that occurred was in 1918, however, there may be useful information from countries that have been through an epidemic and whether they changed their way of working. Moreover, there are many companies that have decided to change to a hybrid workplace so there are endorsements that could be helpful.

Realistic

The goal is realistic considering the current situation and consists of feasible literature research.

Timely

By April, my goal is to conduct most of the interviews with higher leaders and a few employees, and by the beginning of June the recommendations, suggestions, and findings should be done.

2. Research Approach

2.1. Approach per Information Gap

The information gaps, that are previously mentioned, used a mix of both field and literature research approaches. Field research involved an informal interview and a survey with open-ended and closed-ended questions that required qualitative and quantitative responses. The survey had questions that guided the research to highlight the topics that required to be prioritised (see Appendix 1) as they have a heavy weight on organisational culture (information gap 1 & 3-5). Some questions were multiple choice and others asked for an elaborative answer. Information gap 1 was about the company culture, this is interesting to the researcher because the whole research is about this topic. There needed to be a reference to how employees feel at their current workplace. The survey had multiple choice and open-ended questions related to mental health because, ultimately, mental health is becoming a primacy in the modern world which led to the creation of information gap 3. Information gap 4 is about the benefits of having a hybrid workplace and, information gap

5 concerned the role of leadership and how it plays significance to company culture. Unfortunately, the idea of including questions on diversity (information gap 2) in the professional product had not occurred until an informal interview with the in-company supervisor revealed how the company may lack in diversity in some department, which is why a question about it was not incorporated in the survey. Instead, it involved literature research.

2.2. Data Collection

The target group of this research is top management of Trinseo, but the data for the research had to be acquired from employees through the survey. It targeted employees which is why it was sent to the employees of the procurement operations department, and it was also published on LinkedIn. Additionally, interviews were in the plan but since the company is undergoing major changes it was difficult to find the appropriate time to interview employees and senior management. However, an informal interview took place sporadically with the in-company supervisor. Informal interviews “are interviews that take place outside the office in a casual setting, (...) and are not structured like a traditional interview (...)” (Indeed Editorial Team, 2021). Structured interviews may have the ability to trigger demand characteristics, i.e., interviewee may not be totally honest and give an answer they think the researcher is looking for, therefore, the researcher preferred informal interviews over structured interviews. Furthermore, data was collected through a survey and observations. The survey consisted of general questions that are closed-ended and open-ended such as, “do you think the global pandemic has eased the working lifestyle? Why or why not?” These types of questions will give an elaboration on whether there was more work pressure on employees before the pandemic, what they prefer now, how they feel company culture could be strengthened, whether psychological help is provided, and if their top management has been helpful through this pandemic. Observations involved the in-company supervisor’s leadership skills and how he handles difficult situations online, and this helped to form questions on leadership.

2.3. Data Analysis

To analyse the results of the survey, the answers were developed to an illustrative visualisation to simplify the analysis. The closed-ended questions are in the form of graphs and an average rating. For instance, questions that had a numerical multiple choice were presented as an average rate (see Appendix 2) and the questions that had choices of yes/no/both/neither are presented in a graph form (see Appendix 3). On the other hand, since the informal interview was not structured, answers were not recorded, hence, they were not transcribed to be analysed. As a substitute, to inspect the informal interview, key words and phrases were written down. Whenever there was an important question that needed to be asked for research purposes, the in-company supervisor would instantly respond, and the response was instantaneously added to notes. This way there is no time wasted on transcribing, but instead, key words or phrases helped with the inquiry.

2.4. Operationalisation

The literature research included exploring on the internet to find out more information on different aspects of company culture. These aspects were further analysed to convert them into indicators that could be measured and then transforming them to a survey question.

Concept	Variable	Indicator	Survey Questions
Company Culture	Preference	Average rating	How do you feel about the company culture at your organisation? Very Dissatisfied to Very Satisfied
	Quality	Qualitative answers	If you could suggest one way to strengthen company culture at your company, what would it be?
Mental Health	Frequency	Number of people that need help	Is there any psychological help provided at the workplace?
Hybrid Workplace	Amount	Number of people working	Are you working: at the office, online, or hybrid?
	Preference	Most preferred option	For post-COVID situations do you prefer having to work: at the office, online, or hybrid?
Leadership	Preference	Average rating	How would you rate your employer's help through the pandemic?
	Comparison	Qualitative answers	What has your employer done to build a rapport between you and your colleagues pre-COVID?

Table 1: Operationalisation table

2.5. Reliability and Validity

In terms of validity, the survey results are valid because all respondents had the same questions to answer. If the Trinseo employees had different questions than the respondents from LinkedIn, it would have questioned the validity of the end results and the generalisation of the recommendations. For the interviews, had there been more opportunities to interview the senior management of the company then the questions asked would have been the same, hence increasing validity. However, that was not the case and there was an informal interview with the in-company supervisor who is a reliable source as he is part of the senior management. Simultaneously, as previously mentioned, this decreased the chance of demand characteristics as when interviews are scheduled, the interviewees usually do not answer entirely honest and answer in a way they

think the interviewer wants them to answer. There was a total of 50 responses, which is more than anticipated but additional responses would have increased the reliability and validity of the results.

2.6. Limitations

The research is limited because of the lack of interviews with the senior management to understand their opinions, but this neither the researcher's nor the management's fault. Moreover, although the survey was sent to employees of the procurement operations department, the results can only be applicable to them as other employees from different departments of various branches around the world were not involved. However, this led to the invention of a professional product that is very generalised and could be taken into consideration by the management team around the world.

3. Results

3.1. Company Culture

Info-Gap 1

Information gap 1 is important to understand the core of company culture and what it is. The method of identifying more about this topic involved literature and field research. Literature research explained that organisations and their workers' attitudes and practices are referred to as company culture. It can be seen in how employees communicate with one another, the beliefs they possess, and the decisions they make. The work climate, company mission, leadership style, principles, ethics, priorities, and goals all contribute to company culture. A widespread misconception is that a positive corporate culture is based on core beliefs, employee benefits, and other things. Company culture should be driven by the core values, but they should not be an exhaustive endeavour, and benefits packages should be a by-product of the deliberate efforts to build a pleasant workplace.

How does Company Culture Work?

Employees who work in an organisation with a good culture understand the anticipated results and attitudes and behave accordingly. The informal interview with the in-company supervisor revealed that some organisations have a team-based culture that values employee engagement at all levels, while others have a culture that values formal, conventional, or hierarchical management, for example, Dow. Employees in a more casual environment often could take on new tasks and positions as time allows.

One of the questions related to company culture was asked in the survey in a rating form, "How do you feel about the company culture at your organisation?" and the weighted average rating for the satisfaction is 3.9 out of 5 from which less than 3% are dissatisfied, more than 25% are neutral (neither satisfied nor dissatisfied), more than 43% are satisfied and 23% are very satisfied. Although the results show a positive outcome, the average of 3.9 shows that there are possibilities to make improvements to companies that could strengthen their company culture to have their employees satisfied.



Figure 2: Average Rating

Benefits of Company Culture

- ✓ Employees care for company culture because their needs and beliefs are aligned with those of their employers. The worker would be more efficient and establish stronger relationships with colleagues if you work somewhere where the atmosphere is a good match.
- ✓ If a person works for an organisation where they do not fit in with the community, on the other hand, they are likely to be dissatisfied with their job.
- ✓ Employers care about company culture as well since employees who fit in are more likely to be not only happy but also more profitable. When an employee fits into a company's culture, they are more likely to choose to remain for a longer period, which decreases turnover and the costs of training new employees.

3.2. Diversity in the Workplace

Info-Gap 2

A discussion with the in-company supervisor concerned diversity in the workplace, this became part of the field research approach. Observation has shown that the team of procurement operations EMEA is quite diverse, however, the same could not be said for the other departments. After conducting literature research on the importance, it came to realisation how this factor is significant to company culture and, therefore, needed to be one of the information gaps to dive deeper into how it plays a role.

How does Diversity help Company Culture?

Literature research disclosed that diversity in the workplace refers to a company's hiring of a varied group of people. It is frequently misunderstood to refer simply to multicultural issues; nevertheless, it encompasses gender, colour ethnicity, age, sexuality, language, educational background, and so on. The department where this internship is taking place is quite ethnically diverse as there are people from, for example, Brazil, Egypt, Norway, etc. If a company hires more men than women, women would be hesitant to apply for jobs at that company even if the job description entails many benefits. 6.6% of all Fortune 500 companies have women as their CEOs but studies show that companies that had higher female members in the top management sector saw higher returns. These results help to form recommendations for the company to incorporate if they have not already.

Why is Cultural Diversity important in the Workplace?

This topic explains the importance and research shows cultural variety benefits everyone in both educational and professional settings. It paves the way for greater problem-solving, increased empathy and compassion, deeper learning, and multiple perspectives on the world. The benefits of diversity in the workplace are as follows:

- ★ Fosters innovations.
- ★ Improves company's customer service.
- ★ Attracts and retain better talents.
- ★ Improves a company's image.
- ★ Enhance employee's performance.
- ★ Brings local market insight.

- ★ Language skill and community relations
- ★ Grows the talents pool of the company.
- ★ More personal and professional growth.
- ★ Company offers a broader approach.

Since Trinseo lacks in diversity, these benefits will enhance their knowledge on diversity and may influence them to hire individuals differently. These benefits will be presented in an illustrative form in the professional product. This is not only beneficial for the company but also for the university as the staff also lacks diversity.

3.3. Employees' Mental Health

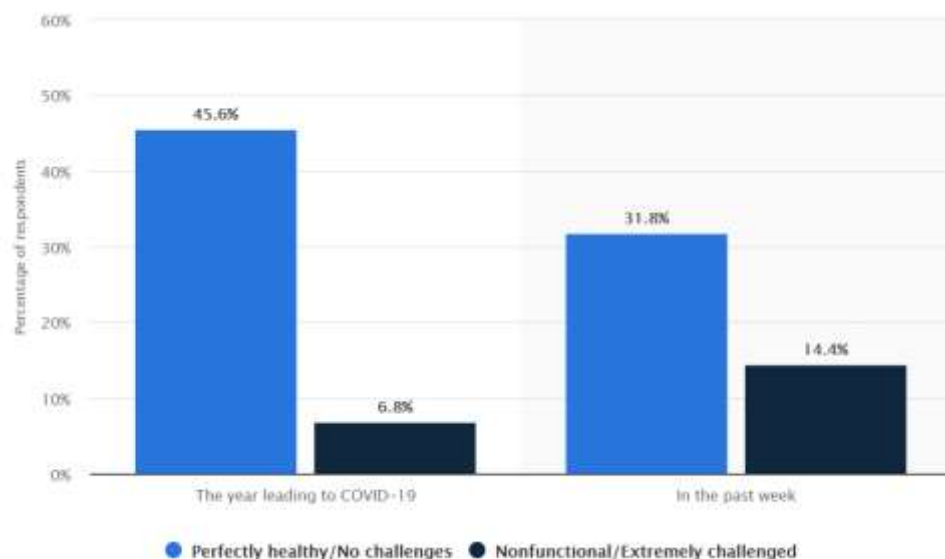
Info-Gap 3

As shown from the survey, there are individuals who do not require psychological assistance but there are those individuals who do. Moreover, the survey indicated that many companies do not provide any help to those who are not psychologically stable which affects their work performance. These qualitative and quantitative results are necessary for the recommendation on how to help employees' mental health. What the literature research showed is that when it comes to employee health, many companies fall short. Although most corporate programs place a strong emphasis on physical health through benefits such as dental insurance and prescription drug coverage, the body is just half of the equation. Every person's brain is just as important to their well-being, particularly given the negative effects mental illness may have on physical health, such as elevated blood pressure, hormonal imbalances, and an increased risk of cancer.

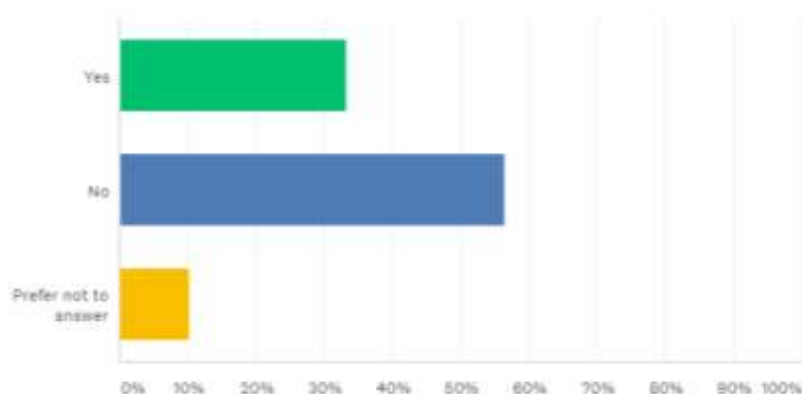
When an employee is in pain, their job suffers as well. Depression has surpassed heart disease as the leading cause of disability worldwide, with an estimated 172 million workdays lost each year due to depression. People are less active, concentrated, and efficient because of stress, anxiety, and other mental health issues (Lifespeak, 2018). Workers' mental health may be influenced by a variety of factors. The majority of risk factors are linked to poor management and organisational environments, demanding employment, a lack of resources, and a lack of individual skills and competencies.

Common mental illnesses in the workforce, such as depressive and anxiety disorders, cause not only human distress but also productivity losses and financial pressures on healthcare systems. The cost of lost production due to mental illness in the WHO European Region is US\$ 140 billion each year. Raising recognition of the importance of mental wellbeing in the workplace, reminding employees of available help, engaging employees in decision-making, providing professional development programs, and identifying and rewarding job success may all be part of interventions to improve and protect mental health (World Health Organisation, n.d.).

In terms of quantitative research, the graph below illustrates the comparison of mental health before COVID-19 existed to April 2020. Not only has the percentage of people with non-functional/extreme challenges increased, but the percentage of people who are perfectly healthy/have no challenges have decreased steadily within a year. The survey period was from March to April 2020 with over 2000 employees in various regions including Australia, France, Germany, New Zealand, Singapore, United Kingdom, and the United States. Respondents were asked to rate their mental health on a scale of 0-10 where 0-4 indicated non-functional, 8-10 suggested perfectly healthy (Mental Health Foundation, 2017).

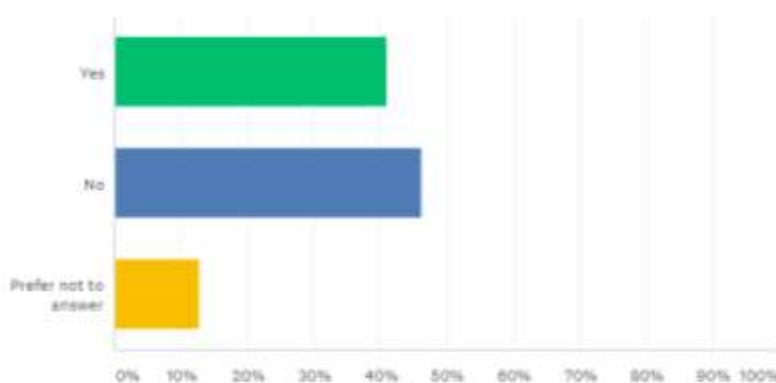


Graph 1 (Elflein, 2020)



Graph 2: Have you suffered from any psychological related health issues because of the pandemic? (e.g., breakdowns, burnouts, etc.)

However, another question corresponding to this was “Is there any psychological help provided at the workplace? (e.g., support, therapy, etc.)”, the results were astonishing as 46% suggested that there is no help provided to them. 41% said yes and 13% preferred not to answer.

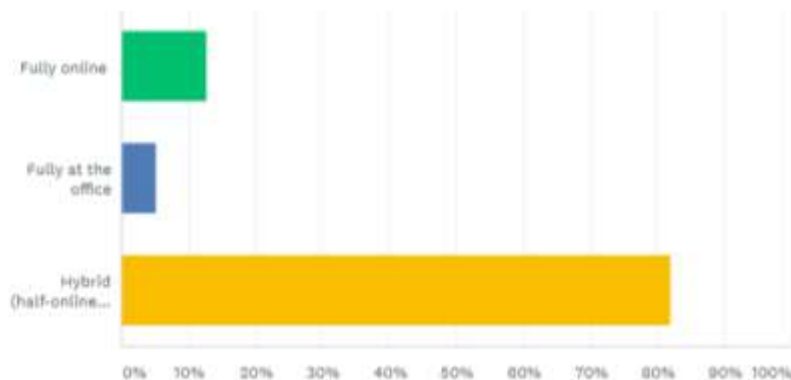


Graph 3: Is there any psychological help provided at the workplace? (e.g., support, therapy, etc.)

3.4. Hybrid Working

Info-Gap 4

To understand how to strengthen company culture post-covid in a hybrid workplace, it is essential to learn whether employees believe that working hybrid is better. Ultimately, if employees are not satisfied working in a hybrid workplace, then their work performance would decrease over time, and it would not be worth converting to a hybrid setting.



The field research on this topic is summarised into a graph shown in graph 4, indicating the preference of working in a hybrid workplace over either fully online or fully at the office.

Graph 4: For post-COVID situations, do you prefer having to work: fully online; fully at the office; or hybrid?

These results help to establish a plan on how to implement a hybrid work culture. Literature research needs to be about understanding how hybrid is useful for companies, therefore let us investigate it. Before looking into the benefits, here are a few downsides of having a hybrid WFH model, for instance (We Work Remotely, n.d.):

- ★ Employees who work remotely can feel alone, excluded, and distant from the rest of the company. They are unable to visit each other's desks or joke around the water cooler. WFH staff can also lose out on benefits such as catered lunches, birthday parties, and happy hours.
- ★ Extra effort is needed for communication. Slack, video calls, emails, and other messaging applications are used to communicate with WFH team members. This necessitates excellent contact on both ends as well as a determination to check-in, which is more difficult than establishing rapport in-house.
- ★ Since leaders/managers may communicate with on-prem workers to see what they are up to every day, they can earn special care or quicker promotions. Remote employees could not get enough facetime with upper management and key decision-makers to demonstrate their worth.

Fortunately, there are fewer drawbacks of being a hybrid business than upsides, and with the right planning and training, they are all simple to resolve. Most employees prefer the WFH setup because of the flexibility and convenience and employers can also enjoy many benefits (We Work Remotely, n.d.):

★ Offers the best of both worlds.

When a mixed team is formed, there will be workers who would work from both the workplace and from home. The team can quickly exchange ideas and collaborate in an office environment. Having some remote staff, on the other hand, will provide access to talent that is not restricted by the current team or by geography. As a result, the team will be able to come up with new ideas from a viewpoint outside of the workplace. When there are clients from all over the world and in various time zones, having a diverse team can be particularly beneficial.

★ **Hire the best talent in your area and around the world.**

A team with outstanding skills will be built if positions for global candidates are opened. They can also operate in various time zones to provide ‘round-the-clock coverage or additional brainpower during peak productivity hours.

★ **Employees play to their strengths, resulting in increased efficiency.**

Team members who need to concentrate privately at home and those who excel in a group office environment will be given the freedom to work where and when they want.

★ **Disable team members should be better accommodated.**

Working from home allows people with disabilities or medical conditions to remain linked while working easily.

★ **Lower overhead costs.**

Since there are fewer employees in the workplace, companies can save money on office costs. For example, you would be able to downsize to a smaller office and save money on rent and energy.

★ **Decrease health exposure risks.**

With fewer in-house workers, the company can be able to reduce the spread of colds, flu, or COVID, potentially resulting in fewer sick days.

3.5. Role of Leadership

Info-Gap 5

The top management of companies is the essence of an organisation. Their actions, attitudes, and vision are how the company operates. They are not considered leaders due to their nature of delegating tasks. However, to create a positive company culture there needs to be leadership skills shown. From Table 2 you can differentiate between leadership and management; therefore, it was critical to understand the importance of leadership in terms of company culture. For that, literature research included what leadership is to facilitate the comprehension of how the top management can alter their behaviour and attitude at the organisation to improve company culture.

Leadership	Management
Inspiring	Organising
People-oriented	Task-oriented
Produces change	Controlling tasks and people
Establishing direction	Planning and budgeting

Table 2: Comparison between Leadership and Management

Research proves that leadership is a want of an outcome, which has a ‘why’ and that ‘why’ is so compelling that others will follow it. It is not only about going beyond management tasks to achieve results through people, but also creating an environment in which others can succeed and it focuses on the development of vision with scope for failure. Simultaneously, it is important to understand that leadership is not management because

management is about coping with complexity, whereas leadership is about coping with change. Organisations need both to function.

Leadership is not limited to the position but is about creating an environment in which others can succeed and going beyond managing tasks to achieving results through people. It also focuses on the development of vision with scope for failure and is essential in a global, digitised, and fast-changing world which is how it differs from management. This is to give a general overview of what leadership is, now let us understand how that has a role in company culture.

What Types of Leadership Are There?



Figure 3: Average Rating

The survey consisted of a question that asked, “How would you rate your employer’s help through this pandemic?” The average shows a rating of 3.7 out of 5, which indicates that leadership in many companies needs to be improved for a better work environment and employee satisfaction.

As previously mentioned, organisations need both leadership and management but there are many different types of leadership, so which one is the most effective for organisational success? Literature research demonstrates that an effective leader is the biggest condition for a profitable business and hugely successful leaders implement a combination of other or just one selective style. Narrowing down to eight leadership styles, let us begin with analysing the most effective (insights success, 2019):

1. Transformational Leadership

The transformational leadership style is one of the most effective leadership styles. Through effective communication and teamwork, transformational leaders motivate and inspire their teams, setting them on the path to success. They establish difficult targets and high expectations for each employee, resulting in a better outcome. Blue-sky thinkers are common among these people. The organisation may require more detail-oriented managers to successfully implement its strategic visions.

2. Democratic Leadership

In this type of leadership, which is also known as participative leadership, the leaders frequently solicit assistance and collaboration from their subordinates. Individualistic inventiveness can help the company, and this leadership typically reports higher levels of job satisfaction. However, because this technique involves more than one person in the decision-making process, it takes longer.

3. Laissez-faire Leadership

The term laissez-faire is French for ‘let them do’ i.e., “let it be” in leadership. Leaders that take a laissez-faire attitude are recognised for their hands-off approach, which has been criticized for weak manager role definition. In creative jobs and companies with experienced personnel, this leadership approach works well. To get the most out of this kind of leadership, however, active monitoring of performance and effective communication about expectations from the leader's end is required.

4. Transactional Leadership

Transactional leadership is primarily concerned with the group organisation, the establishment of a clear line of command, and the application of a carrot-and-stick strategy to management. Transactional leadership, according

to Boundless.com, entails defining what is expected of followers' performance, describing how to reach those goals, and awarding rewards based on accomplishing those objectives.

5. Autocratic Leadership

The autocratic leadership style is the extreme version of transactional leadership, as the name implies. Autocratic or domineering bosses exert control over their personnel and rarely accept or acknowledge the opinions or suggestions of their subordinates. Staff rarely appreciate leaders that rule with an iron fist, which can lead to high turnover and absenteeism. Flexibility is unusual in an autocratic workplace.

6. Strategic Leadership

This leadership style entails a leader who is effectively the organisation's top authority. Strategic leaders, on the other hand, are not confined to the company's highest-ranking officials. They appeal to a broader range of people at all levels who desire to live, work, or lead a high-performing life, team, or organisation. This is because this is one of the most attractive leadership styles.

7. Bureaucratic Leadership

Bureaucratic leadership paradigms are best suited to highly regulated or administrative organisations where rules must be followed, and a hierarchy must be established. The leaders in this leadership style establish a rigid set of rules, regulations, and policies that they strictly observe, and they want their subordinates to do the same.

8. Charismatic Leadership

Both charismatic and transformative leadership have a resemblance to them. Both leadership styles rely significantly on the leader's positive charisma and personality. However, because the success of projects and initiatives is intimately related to the presence of the leader, this type of leadership is rarely regarded as effective.

How can leadership play a role in keeping the company culture strong?

When referring to company culture, companies need to understand how acquiring leadership skills could make an impact on organisational culture. Literature research reveals that in times of increasing distance between leaders and employees, leaders need to create a culture of:

- Trust
- Self-organisation
- Empowerment

Leadership has a heavy influence on company culture as leaders can reinforce organisational values by helping their employees grow and develop through goal setting, opportunities, and recognition. Leadership culture is imperative for building organisational culture. It is how leaders interact with each other and their team members i.e., their way of operating, communicating, and making decisions. What leaders must understand is that their role in the company has an impact on shaping the organisation's culture, and the organisation must make efforts to help the leaders develop these skills.

The results from the literature research helped to formulate recommendations based on leadership and how the top management could focus and make an impact on culture as a leader.

4. Conclusion

In conclusion, if companies value making revenue over the well-being of their employees, then the workers will lose motivation and have very poor work performance. They would not want to work very hard and would begin to pursue searching for jobs elsewhere. If there is a negative company culture, the organisation would find it difficult to find people to work for them and therefore, employees need to feel respected and appreciated. To strengthen company culture post-COVID in a hybrid workplace, factors such as mental health and diversity contribute consolidating organisational culture. All the information gaps contribute to the strengthening of company culture. To what extent Trinseo can strengthen company culture relies heavily on the attitudes, practices, and how the company treats its employees. The data from all the information gaps impact that company culture positively as shown from field and desk research.

Due to the current unprecedented circumstance, it became clear that working fully at the office is not necessary and working from home is possible. Thus, field research showed that a hybrid workplace is preferred by most respondents of the survey due to the benefits, such as being flexible, having the advantage of lower overhead costs, and decreasing health exposure risks. Furthermore, literature research proved diversity is a big part in company culture as there are many advantages to having a diverse company. It does not necessarily take only ethnicity into account but there are other factors like age, gender, background, language, etc. that should be considered when planning to improve diversity. The same applies to those employees that have psychological health issues, they should be counted as much as everyone else. It is essential to recognise employees' mental health that could be influenced by, as shown by research, the work pressure, the number of hours working, and/or no support provided. The survey showed that many do have psychological related issues but do not get supported. They might not be comfortable speaking to their management about struggles they may have in their personal, or professional, life which is why there needs to be options for them to consider and feel that they are not alone, like having an app. Moreover, the last information gap elaborated on the role of leadership and how it plays a factor because in a hybrid setting the top management should be able to understand their employees' needs and help them. Thus, if not applied already, transformational leadership should be applied. Unequivocally, a leader needs to build trust, show honest concern, and listen actively. A people-oriented leader is especially called for because employees need to know that they are not left alone. Through all these measures, a transformational leader will be able to lead his/her team through the crisis, without too many added stressors which benefit their mental health. This leads to understanding how to focus and impact organisational culture as a leader.

Although the results from the field research are limited because few interviews were conducted as anticipated, the research is still valid and reliable as the discussion and elaboration of each information gap can be generalised. It is not specifically targeting one particular market, but employees and senior management of companies in general. Overall, it is possible to implement the following recommendations for a positive cultured company.

5. Recommendations

There are six significant measures that Trinseo, along with other organisations, could take to become an ideal company with a positive culture in a few years. All these recommendations will be further discussed in the professional product.

5.1. How to Implement a Hybrid Work Model

To carry out a hybrid work culture, not only do employees working at the office need to be considered but also remember to treat the employees working from home. It would be wise to implement the hybrid work model which includes creating separate but equal benefits for employees, building a virtual community that works for everyone, switching to an asynchronous communication style, remaining flexible (Putter, n.d.), and adjusting to how meetings are conducted i.e., not have one person talk for a long period. Studies show that people, in general, lose concentration after 10 minutes when there is no interaction in a meeting. This would be a task for the HR department as they would have to create a plan on how to implement it. The only cost that would be involved is the compensation for those employees working from home. The following costs could be between €1.6 million and €2.8 million (\$2 million to \$3.5 million) in initial costs and €800,000 (\$1 million) annually: cleaning and rubbish removal are ongoing in the food and beverage consumption areas; stations for hand and other sanitising, as well as refilling; security and health measures have been beefed up, including temperature monitoring and additional security or medical personnel; etc. As the company is saving overhead costs, it could use the savings to invest in implementing a hybrid work model. It could take up to 3 months to do so.

5.2. How to Focus on Culture as a Leader

The conclusion mentioned the importance of the role of leadership in company culture, therefore, organisations need to understand how to focus on culture as a leader (Nelson, 2018). Focusing on culture means focusing on actions and behaviours that could affect employees. Being a role model, empowering employees, recognising a job well done are all part of it. If the senior management recognises excellence and gives a “shout-out” to those employees that have done exceptional work, it encourages employees to work harder each time. There are ways leaders can recognise excellence: daily wins, team-building triumphs, health achievements, service operations, safety improvements, workplace anniversaries, and company-wide celebrations. This relies heavily on leaders to undertake and take initiative to alter their behaviour. This is feasible, does not cost anything, and could take 4-5 months to understand how to focus on culture.

5.3. How to Impact Organisational Culture as a Leader

After understanding how to focus on culture, leaders need to be able to make an impact on culture. This includes spreading motivations by getting to know the team, allowing two-way communication, finding out what inspires them, and listening to the team’s view. Next element would be having strong visions because the knowledge empowers employees to work together as a team to carry out strategies. Trying to impact culture heavily implies leaders are coaches. Instead of only delegating tasks and expecting employees to complete them is not a healthy culture. Employees need to learn and be coached to grow professionally. Just as the previous recommendation, this is also feasible and does not cost anything. It only targets the senior management of the company, and it could take them up to a year to make their impact effective.

5.4. How to Help Employees' Mental Health

Mental health should be prioritised whether employees are working from home, at the office, or hybrid. For Trinseo, the employers need to make use of the company's psychologist but if the employees do not feel comfortable speaking to someone from the company, the website of ICAS World should be used. ICAS has a track record of assisting employees in staying healthy and engaged, which reduces risk and improves productivity. (Admin, 2019). This would cost the company between €8-€90 (\$10-\$100) a year per employee. Not investing in the betterment of employees' mental health can cost a company around €25 billion-€45 billion (\$31 billion-\$51 billion) in lost productivity. Moreover, the employers need to recognise how their employees' mental health affects them because, as mentioned many times in this report, if employees are not mentally stable then their work performance would be low, and they would generally have a miserable time working. In this case, the management should receive training on what they should do in case of emotional distress because encountering such situations should be taken seriously. Mental health is just as important as physical health which is why there should be a budget for including mental health coverage in the health-care strategy. Encouraging well-being by providing access to apps, such as Moodfit, that helps with stress is a good way of helping those who are not able to express their feelings. Such apps offer a free 30-90-day premium, and afterwards, the in-app purchases would cost €8-€32 (\$10-\$40). Offering online solutions should not take more than 3 months but investing in mental health could take up to 2 years.

5.5. How to Improve Diversity at the Workplace

Improving diversity fosters benefits to the company. There needs to be an inclusive workplace model which means taking all the employees into consideration. For example, speaking only English in the teams in case there is an employee from a different country and is still unable to speak the common tongue or having a separate room for those who wish to do their daily prayers which leads to the acknowledgement of religious and cultural practices. Taking such initiatives allows employees to feel appreciated and treasured. The HR department needs to evaluate the executive team and notice how diverse it is. Once it has been evaluated, it would provoke the company to increase diversity. Today, most companies have trained employees in diversity and this training for large corporations cost an annual fee of €800,000 (\$1million) and trainers that run a one-day diversity program cost €1600-€4100 (\$2000-\$5000). This is feasible but could take up to 3 years to fully improve.

5.6. How to Identify Types of Organisational Culture

To strengthen company culture, identify the different types of organisational culture there are but there are four very important ones. There is a Clan Culture that primarily focuses on mentorship and teamwork with defining qualities of flexibility and discretion, internal focus, and integration. Then, there is Adhocracy Culture that is more into risk-taking and innovation, therefore, this has an external focus and differentiation. Market Culture is also one of the sorts that is concerned with competitiveness and growth, implying that this culture is more concerned with stability and control, and less with "we are in it to win it." Lastly, there is Hierarchy Culture that is only about stability and structure. This is up to companies to decide what type of culture they would like to incorporate. It is not necessary to have only one, but different types can be integrated to various situations. Therefore, to transform organisational culture a group of firm consultants should be hired to diagnose any issues with the current cultural norms, and this could cost approximately €300,000 (\$350,000). If the type of culture is planned to be changed, it could take up to 3 years to fully incorporate it.

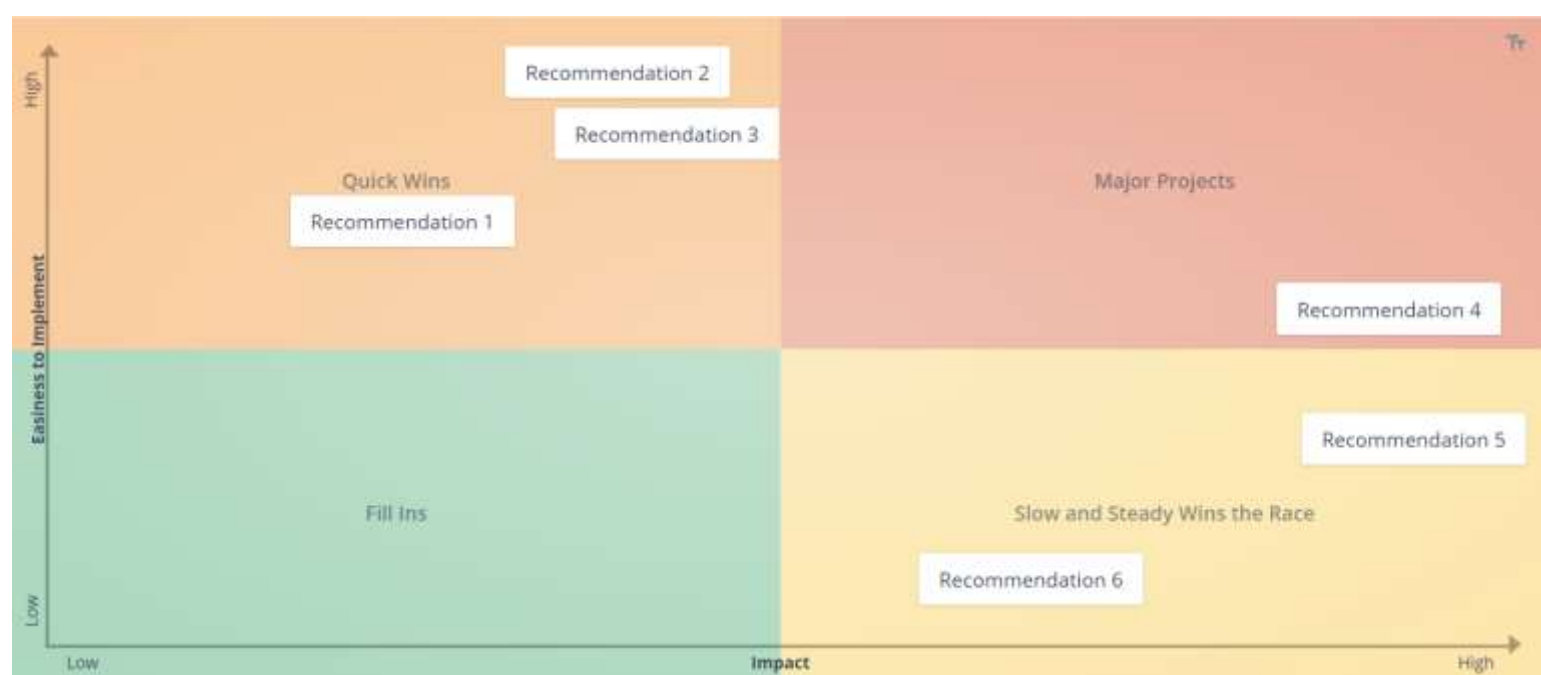


Figure 4: Impact and Easiness to Implement per recommendation

References

Admin, S. (2019, July 22). Home | ICAS International. Retrieved May 19, 2021, from icasworld.com website: <https://icasworld.com/>

Big Think Edge. (2019, March 21). Quality over quantity: What companies just don't get about work hours. Retrieved May 8, 2021, from Big Think Edge website: <https://www.bigthinkedge.com/quality-over-quantity-what-companies-just-dont-get-about-work-hours/>

Cheng, A. (n.d.). 5 Examples of Excellent Company Culture During COVID-19. Retrieved from ringcentral website: <https://www.ringcentral.com/us/en/blog/5-examples-of-excellent-company-culture-during-covid-19/>

Craig, G. (n.d.). Establishing a quality over quantity mindset in our work - PMWorld 360. Retrieved May 19, 2021, from www.pmworld360.com website: <https://www.pmworld360.com/blog/2018/05/17/establishing-a-quality-over-quantity-mindset-in-our-work/>

Crowley, J. (2018, October 17). Work until you drop: how the long-hours culture is killing us. Retrieved from The People HR Blog website: <https://www.peoplehr.com/blog/2018/10/17/work-drop-long-hours-culture-killing-us/>

Eager et al. (2020, April 6). Leading businesses through the COVID-19 crisis. Retrieved August 4, 2020, from Arthur D Little website: https://www.adlittle.com/en/COVID19_CEOFirstLearnings

Elflein, J. (2020, December 15). Pre-pandemic and pandemic mental health state of workers 2020. Retrieved from Statista website: <https://www.statista.com/statistics/1169810/covid-mental-health-of-workers-in-select-countires/>

Geisler, J. (n.d.). What employees need from their leaders during the coronavirus crisis. Retrieved April 15, 2021, from <https://www.hfma.org/topics/leadership/article/what-employees-need-from-theirleaders-during-the-coronavirus-cr>

Heinz, K. (2019, September 6). The 4 types of organizational culture you should know. Retrieved from Built in website: <https://builtin.com/company-culture/types-of-organizational-culture>

Indeed Editorial Team. (2021, January 20). How to Prepare for an Informal Interview | Indeed.com. Retrieved February 18, 2020, from www.indeed.com website: <https://www.indeed.com/career-advice/interviewing/how-to-prepare-for-an-informal-interview>

insights success. (2019, February 21). 8 Most Effective Leadership Styles for Organizational Success | Leadership. Retrieved from InsightsSuccess website: <https://www.insightssuccess.com/8-most-effective-leadership-styles-for-organizational-success/>

Lifespeak. (2018, June 7). 10 ways to improve mental health in your workplace. | LifeSpeak. Retrieved from lifespeak.com website: <https://lifespeak.com/10-ways-to-improve-mental-health-in-your-workplace/>

Mental Health Foundation. (2017, March 9). Mental health statistics: mental health at work. Retrieved from Mental Health Foundation website: <https://www.mentalhealth.org.uk/statistics/mental-health-statistics-mental-health-work>

Nelson, A. (2018, October 29). The impact of leaders on organizational culture. Retrieved from Interact software website: <https://www.interact-intranet.com/blog/the-impact-of-leaders/>

Putter, B. (n.d.). How to implement a “hybrid work” culture for your team. Retrieved June 4, 2021, from [www.culturegene.ai](https://www.culturegene.ai/post/how-to-implement-a-hybrid-work-culture-for-your-team) website: <https://www.culturegene.ai/post/how-to-implement-a-hybrid-work-culture-for-your-team>

Plastic Products & Modification Services Across Different Industries. (n.d.). Retrieved February 11, 2021, from [www.trinseo.com](https://www.trinseo.com/Products/Plastics) website: <https://www.trinseo.com/Products/Plastics>

Rimol, M. (2021, March 26). 4 Ways for CIOs to Implement Hybrid Working in 2021. Retrieved June 4, 2021, from [www.gartner.com](https://www.gartner.com/smarterwithgartner/4-ways-for-cios-to-implement-hybrid-working-in-2021/) website: <https://www.gartner.com/smarterwithgartner/4-ways-for-cios-to-implement-hybrid-working-in-2021/>

Sutton, R. (2019, May 6). More Harm Than Good: The Truth About Performance Reviews. Retrieved from [Gallup.com](https://www.gallup.com/workplace/249332/harm-good-truth-performance-reviews.aspx) website: <https://www.gallup.com/workplace/249332/harm-good-truth-performance-reviews.aspx>

Trinseo. (n.d.-a). Global Directory | Trinseo. Retrieved February 8, 2021, from www.trinseo.com website: <https://www.trinseo.com/Contact/Global-Directory>

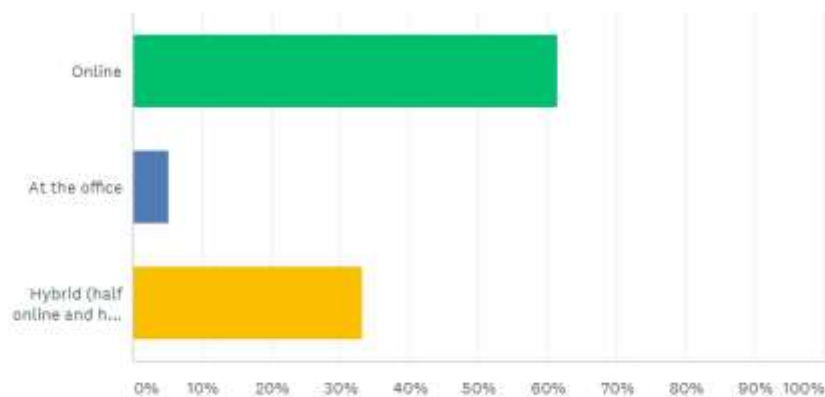
We Work Remotely. (n.d.). We Work Remotely | Hybrid WFH Work Model: Here’s How to Make it Work. Retrieved from [We Work Remotely](https://weworkremotely.com/hybrid-wfh-work-model-here-s-how-to-make-it-work) website: <https://weworkremotely.com/hybrid-wfh-work-model-here-s-how-to-make-it-work>

World Health Organisation. (n.d.). Mental health in the workplace. Retrieved April 29, 2021, from [www.euro.who.int](https://www.euro.who.int/en/health-topics/noncommunicable-diseases/mental-health/areas-of-work/mental-health-in-the-workplace) website: <https://www.euro.who.int/en/health-topics/noncommunicable-diseases/mental-health/areas-of-work/mental-health-in-the-workplace>

Appendices

Appendix 1

Are you currently working:



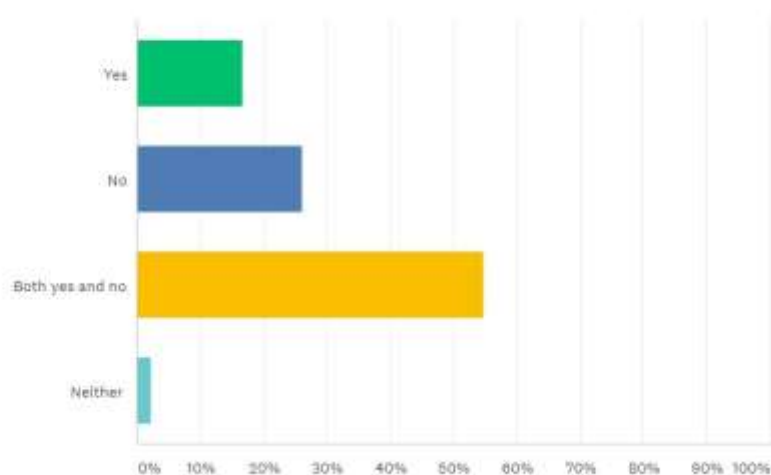
Appendix 2

Comparing to pre-COVID conditions to now, indicate on the scale below how high or low your motivation currently is to work.



Appendix 3

Do you believe the global pandemic has eased your work life?



Appendix 4

Could you please elaborate on your previous answer?

WORD CLOUD

TAGS (0)

Sentiments: OFF

☐
☐
☐

Filter: by tag

Search responses

☐

It is nice to work from home and easy, but human contact is also nice now and then.

4/28/2021 7:32 PM

[View respondent's answers](#) [Add tags](#)

☐

hard to concentrate and get in touch with coworkers

4/28/2021 3:53 PM

[View respondent's answers](#) [Add tags](#)

☐

companies expect that all the changes and overloads of work will be absorb without extra resources.

4/28/2021 2:32 PM

[View respondent's answers](#) [Add tags](#)

☐

Sometimes it is easy to work from home. You are home when the kids come from school, packages can be delivered and outsourced work (for the house or garden) can more easily be done. On the other hand you miss the conversations and interaction from work and the colleagues. You can also feel very lonely at home.

4/28/2021 2:20 PM

[View respondent's answers](#) [Add tags](#)

<input type="checkbox"/>	Yes to being more flexible in working hours, for doctor, appointments etc and no cause I tend to work much longer days since the laptop is always in reach	4/28/2021 1:33 PM	View respondent's answers	Add tags ▼
<input type="checkbox"/>	I'm more focused at home as there are no distractions. The social part is the downside and you have less good discussions.	4/28/2021 1:29 PM	View respondent's answers	Add tags ▼
<input type="checkbox"/>	the combination of work from home and office would be great	4/28/2021 1:18 PM	View respondent's answers	Add tags ▼
<input type="checkbox"/>	missing the personal contact and interaction with the colleagues.	4/28/2021 1:08 PM	View respondent's answers	Add tags ▼
<input type="checkbox"/>	Yes as I have more time at home, No as I cannot meet colleagues everything needs to be done online which is harder than meeting face to face.	4/28/2021 9:24 AM	View respondent's answers	Add tags ▼
<input type="checkbox"/>	In some aspects easier to communicate (international), although not travelling means losing business	4/28/2021 8:59 AM	View respondent's answers	Add tags ▼
<input type="checkbox"/>	I have a dog that can't be alone, so working from home solves the problem of barking and howling	4/28/2021 7:49 AM	View respondent's answers	Add tags ▼
<input type="checkbox"/>	My working environment is more flexible now but I miss the social interaction with my colleagues	4/27/2021 12:13 PM	View respondent's answers	Add tags ▼
<input type="checkbox"/>	As I am working full time remotely, the situation has not eased my work life, on the contrary.	4/27/2021 9:25 AM	View respondent's answers	Add
<input type="checkbox"/>	you discover new online opportunities, which can be time-saving. At the same time, you miss the connection with colleagues on a daily basis to brainstorm and come to new ideas	4/26/2021 5:18 PM	View respondent's answers	Add
<input type="checkbox"/>	As starting new on this department, as of November 30th 2020, it is/was difficult to be trained in a proper manner, comparing being at the office with someone next to you.	4/26/2021 4:58 PM	View respondent's answers	Add
<input type="checkbox"/>	Working from home is very convenient and efficient, you save time and energy that can be put into your work. However, the physical presence of your colleagues eases communication and facilitates teamwork.	4/26/2021 4:11 PM	View respondent's answers	Add

- ☐

It eased on the sense that I have more flexibility with the working time as I dont need to commute to the office but it was made more difficult to avoid working overtime. Being at home it is easy to forget that it is time to close and "go home". IT limitations were also an issue specially with the telephones.

4/26/2021 3:26 PM [View respondent's answers](#) [Add tags ▼](#)
- ☐

I can process more on a work day then at the office, but the connection with my colleagues is less. And that is what I miss in a working day.

4/26/2021 2:57 PM [View respondent's answers](#) [Add tags ▼](#)
- ☐

Work-life balance is done. Wfh situation increases demand from leadership as its 'easy to log on for a bit'

4/26/2021 12:40 PM [View respondent's answers](#) [Add tags ▼](#)
- ☐

Easier to work online but harder to get motivated

4/26/2021 11:55 AM [View respondent's answers](#) [Add tags ▼](#)
- ☐

Yes because It has added flexibility for hybrid situation. No because i work now more hours than when i was in the office.

4/26/2021 11:15 AM [View respondent's answers](#) [Add](#)
- ☐

When going to the office, I feel greater pressure to stay safe in order not to shut down the entire office with infections.

4/26/2021 9:50 AM [View respondent's answers](#) [Add](#)
- ☐

The monotonous schedule of working from home has derailed my active life.

4/25/2021 2:48 PM [View respondent's answers](#) [Add](#)
- ☐

On one end working from home removes a lot of the travel/getting ready stress, which makes your head clearer and makes working easier, but finding concentration/motivation is harder at home

4/25/2021 1:42 PM [View respondent's answers](#) [Add](#)
- ☐

Tasks take longer. I'm a teacher so to mark a task in exercise books or on paper may have taken 1 hour for a normal sized class. It now takes 3-4.

4/25/2021 4:11 AM [View respondent's answers](#) [Add tags](#)
- ☐

Due to my responsibilities (management of online presence of the organization, Social Media etc.), the work load and tasks basically stayed the same, so I don't feel a big difference in my work life.

4/24/2021 5:20 PM [View respondent's answers](#) [Add tags](#)
- ☐

Having the liberty to work from home saves me a lot of time on commute. I am able to work longer and efficiently at home compared to when I go in to the office

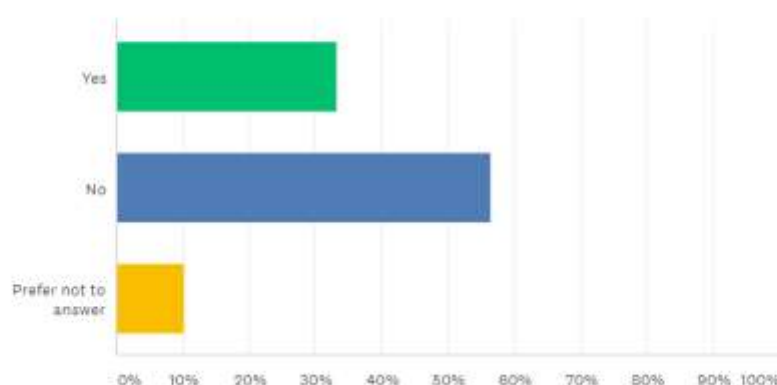
4/24/2021 5:03 PM [View respondent's answers](#) [Add tags](#)
- ☐

I appreciate not having to commute and having more time to do other things I would usually miss out on. At the same time I miss the social aspect of working at the office

<input type="checkbox"/>	I work in the food industry which is considered an essential service and has remained open throughout the pandemic.	4/24/2021 4:51 AM	View respondent's answers
<input type="checkbox"/>	It was easier to work in the office surrounded by colleagues with whom we could talk and brainstorm around issues.	4/23/2021 6:37 PM	View respondent's answers
<input type="checkbox"/>	Yes because it grants flexibility and no because i work more jours now.	4/23/2021 6:34 PM	View respondent's answers
<input type="checkbox"/>	commute time reduced and more focused when working at home	4/23/2021 6:23 PM	View respondent's answers
<input type="checkbox"/>	It's decreased commuting costs.	4/23/2021 4:14 PM	View respondent's answers Add t
<input type="checkbox"/>	The pandemic has cut out the time I usually spend on transportation. During my previous internship, it took me over an hour to get from my apartment to my workplace. After covid hit, I could sleep longer and have time for breakfast, which I couldn't do before.	4/23/2021 4:10 PM	View respondent's answers Add t
<input type="checkbox"/>	The work hours have increased and It is harder to let go of work at home	4/23/2021 3:49 PM	View respondent's answers Add t
<input type="checkbox"/>	It was hard at first to find a new work-life balance. It is challenging at time still. But overall good way to change your daily life.	4/23/2021 3:43 PM	View respondent's answers Add t

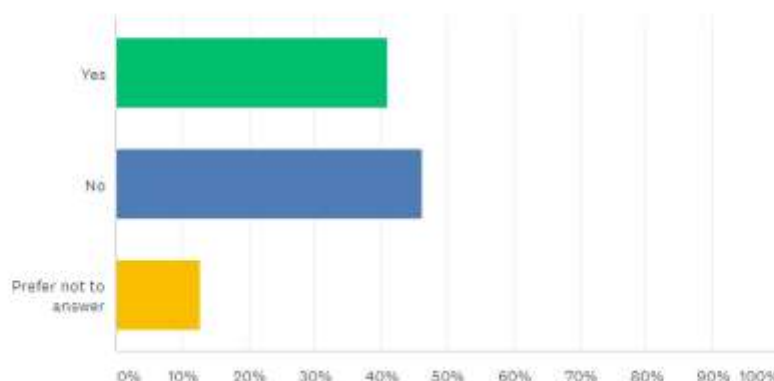
Appendix 5

Have you suffered from any psychological related health issues because of the pandemic? (e.g. breakdowns, burnouts, etc)



Appendix 6

Is there any psychological help provided at the workplace? (e.g. support, therapy, etc)



Appendix 7

If yes, could you please explain in what way help is provided?

WORD CLOUD

TAGS (0)

Sentiments: OF

☐
☐
☐

Filter: by tag

Search responses

☐

I did not really need this help, but I know that they are always trying to make us aware of taking care of ourselves now that we are working more from home.

4/28/2021 7:32 PM

[View respondent's answers](#) [Add to](#)

☐

not applicable, but I know there are people you can talk to within Trinseo and you can also go to the Arbodienst.

4/28/2021 2:20 PM

[View respondent's answers](#) [Add to](#)

☐

didn't need it yet, so have to look it up

4/28/2021 1:16 PM

[View respondent's answers](#) [Add to](#)

☐

I have no psychological issues

4/28/2021 1:08 PM

[View respondent's answers](#) [Add to](#)

<input type="checkbox"/>	we have a program	4/28/2021 7:49 AM	View respondent's answers	Add ta
<input type="checkbox"/>	There are different activities online for the staff members who are more social and seek interaction	4/27/2021 12:13 PM	View respondent's answers	Add ta
<input type="checkbox"/>	coaches available to guide and assist during difficult times	4/26/2021 5:18 PM	View respondent's answers	Add ta
<input type="checkbox"/>	Questions 5 and 6 aren't that easy to answer with just yes or no. Of course there is an influence due to the pandemic, see also my answer of Q3. Then there is a pressure to get things done in time and correctly, not by the company(TL) but by myself. Company policy is that you take time to 'relax' , take a break, walk a way from your 'screen', every now and then. But that is easier said than done.			
<input type="checkbox"/>	Manager is there to support me if needed. As well as guide me to the correct channels within the workplace.	4/26/2021 4:11 PM	View respondent's answers	Add
<input type="checkbox"/>	During this whole time, my direct leader Vincent Oloo tried his best to keep in touch and talk to me offering his support. Some colleagues also reached out to for support. In my experience, the colleagues are offering more support than what the company could offer. So we try to keep in touch with our colleagues on a daily basis	4/26/2021 3:26 PM	View respondent's answers	Add
<input type="checkbox"/>	HR has provided resources to reach out to for help	4/26/2021 12:40 PM	View respondent's answers	Add
<input type="checkbox"/>	We have the access to the company's medical department.	4/26/2021 11:15 AM	View respondent's answers	Add
<input type="checkbox"/>	Psychologist are provided at my place of work	4/25/2021 2:48 PM		
<input type="checkbox"/>	I chose prefer not to answer because I dont know	4/25/2021 1:42 PM		
<input type="checkbox"/>	There is a school counsellor who is available for the whole community.	4/25/2021 4:11 AM		
<input type="checkbox"/>	My work insurance has a certain coverage for visiting therapy	4/24/2021 5:03 PM		

☐ There is a phone number you can call to talk about the issues

4/23/2021 6:37 PM

☐ We have access to our medical department.

4/23/2021 6:34 PM

☐ Counseling

4/23/2021 6:21 PM

☐ Therapy sessions

4/23/2021 4:14 PM

☐ There is HR who is there to listen to any problems you may have but I have only had one conversation with her so I do not feel comfortable sharing any struggles I may have with her.

4/23/2021 4:10 PM

[View respondent's answers](#) [Add tag](#)

Appendix 8

How do you feel about the company culture at your organization? (attitudes, values, goals, etc.)



Appendix 9

Could you explain the answer you chose for the previous question?

WORD CLOUD TAGS (0)

Sentiments: Of

☐
☐
☐

Filter: by tag▼

Search responses

☐
 People are helpful and are open to explain. Of course there are people that you enjoy working with more than others, but this is at any company. Overall Trinseo is a nice place to work and develop.
 4/28/2021 7:32 PM
 [View respondent's answers](#)
[Add t](#)

☐
 very welcoming
 4/28/2021 3:53 PM
 [View respondent's answers](#)
[Add t](#)

☐
 *
 4/28/2021 2:32 PM
 [View respondent's answers](#)
[Add t](#)

☐
 People help each other, respect each other. There is also room for a joke now and then. It is a relaxed atmosphere although we work hard.
 4/28/2021 2:20 PM
 [View respondent's answers](#)
[Add t](#)

<input type="checkbox"/>	Due to the time we are in and insecurity around the jobs we are doing its best not to answer that one.	4/28/2021 1:33 PM	View respo	
<input type="checkbox"/>	Due to the recent developments I put it on neutral	4/28/2021 1:29 PM	View respo	
<input type="checkbox"/>	there is a lot of attention for it	4/28/2021 1:16 PM	View respo	
<input type="checkbox"/>	Trinseo give you the time and space	4/28/2021 1:08 PM	View respo	
<input type="checkbox"/>	Each department has his own policy.	4/28/2021 8:59 AM	View respondent's answers	Add
<input type="checkbox"/>	It a very transparent company, has a clear goal into the future. Is innovative	4/28/2021 7:49 AM	View respondent's answers	Add
<input type="checkbox"/>	The team is very diverse, but at the same time it feels like one big family. As an intern I felt very welcomed from the very beginning and I adapted very quickly to their culture	4/27/2021 12:13 PM	View respondent's answers	Add
<input type="checkbox"/>	The value they give to their customers and their main mission to provide the highest quality service have proven that it works in order to be succesful	4/27/2021 9:25 AM	View respondent's answers	Add
<input type="checkbox"/>	Although the situation is difficult, much attention was paid to communication and the staff's wellbeing	4/26/2021 5:18 PM	View respondent's answers	A:
<input type="checkbox"/>	The company culture isn't 'bad'. Maybe better then most companies I've worked for. That is what I experienced sofar. For me, goals brings extra pressure at this moment.	4/26/2021 4:58 PM	View respondent's answers	A:
<input type="checkbox"/>	High values, respect for different backgrounds, high quality environment and safety standards.	4/26/2021 4:11 PM	View respondent's answers	A:
<input type="checkbox"/>	Im usually very satisfied with the culture values from the organization but the last two months the company has let many employees down with unclear communication regarding the future.	4/26/2021 3:26 PM	View respondent's answers	A:

<input type="checkbox"/>	I really like the company culture. Everyone can raise their voice and they listen to you.	4/26/2021 2:57 PM	View respondent's answers	Add
<input type="checkbox"/>	Ok arrangements with hardware and resources to safely work from home. Ease in performing job from home	4/26/2021 12:40 PM	View respondent's answers	Add
<input type="checkbox"/>	Good environment, similar values	4/26/2021 11:55 AM	View respondent's answers	Add
<input type="checkbox"/>	I think the company could do more to help employees go through this period.	4/26/2021 11:15 AM	View respondent's answers	Add
<input type="checkbox"/>	I'm satisfied since its an optimistic project that I am working on and co-workers feel motivated to improve it.	4/26/2021 9:50 AM	View respondent's answers	Add
<input type="checkbox"/>	Not enough diversity	4/25/2021 2:48 PM	View respondent's answers	Add
<input type="checkbox"/>	Great culture, friendly people, always ready for you	4/25/2021 1:42 PM	View respondent's answers	Add
<input type="checkbox"/>	There is a mission statement and values which all must aspire to. The mission statement is on display in every classroom.	4/25/2021 4:11 AM	View respondent's answers	Add
<input type="checkbox"/>	very compassionate leader that meets the team members on eye level, everybody makes the others feel welcome and valued.	4/24/2021 5:20 PM	View respondent's answers	Add
<input type="checkbox"/>	Company culture is very lenient and everyone is friendly. There is no sense of superiority even though it exists to an extent	4/24/2021 5:03 PM	View respondent's answers	Add
<input type="checkbox"/>	In terms of company growth (getting clients and making money) everyone's aligned. In terms of diversity and inclusivity, it doesn't exist. I'm the only woman, and person of colour. The conversations and company culture around this are terrible	4/24/2021 11:21 AM	View respondent's answers	Add
<input type="checkbox"/>	You are expected to come in, do your job and then leave. Nothing more, nothing less.	4/24/2021 4:51 AM	View respondent's answers	Add

<input type="checkbox"/>	Sometimes you feel the real corporate atmosphere	4/23/2021 6:37 PM	View respondent's answers
<input type="checkbox"/>	I think they could do more to enhance company culture.	4/23/2021 6:34 PM	View respondent's answers
<input type="checkbox"/>	Not a established culture since I am working in a startup. But people are always enthusiastic and ready to help	4/23/2021 6:23 PM	View respondent's answers
<input type="checkbox"/>	I'm a freelancer	4/23/2021 6:21 PM	View respondent's answers
<input type="checkbox"/>	The Company were I am doing my internship provide the employees with lots of training and help on this matter.	4/23/2021 4:41 PM	View respondent's answers
<input type="checkbox"/>	Everyone is understanding and encouraging	4/23/2021 4:14 PM	View respondent's answers
<input type="checkbox"/>	We have meetings every day to discuss successes and goals for the day, goals for the week and goals for the month.	4/23/2021 4:10 PM	View respondent's answers
<input type="checkbox"/>	There are no clear pros or cons to my work environment	4/23/2021 3:49 PM	View respondent's answers
<input type="checkbox"/>	Very friendly team atmosphere		


☐ Open culture, nice people
4/30/2021 10:32 AM
[View respondent's answers](#) [Add tags](#)
☐ I have no complaints
4/30/2021 10:15 AM
[View respondent's answers](#) [Add tags](#)
☐ before the announcement of GBSC I would have mentioned very satisfied. Trinseo culture is changing, which is different when I applied for a job in Trinseo.
4/29/2021 1:25 PM
[View respondent's answers](#) [Add tags](#)
☐ People are helpful and are open to explain. Of course there are people that you enjoy working with more than others, but this is at any company. Overall Trinseo is a nice place to work and develop.
4/28/2021 7:32 PM
[View respondent's answers](#) [Add tags](#)

Appendix 10



What has your employer done to build a rapport between you and your colleagues pre-COVID?

WORD CLOUD

TAGS (0)

 Sentiments: Of

☐

Filter: by tag

Search responses

☐ I have not worked at the company pre-covid.

4/28/2021 7:32 PM

[View respondent's answers](#)
[Add t](#)

☐ n/a started during covid

4/28/2021 3:53 PM

[View respondent's answers](#)
[Add t](#)

☐ na

4/28/2021 2:32 PM

[View respondent's answers](#)
[Add t](#)

☐ Not applicable

4/28/2021 2:20 PM

[View respondent's answers](#)
[Add t](#)

<input type="checkbox"/>	They did tell us we will get a compensation.	4/28/2021 1:57 PM	View respondent's answers	
<input type="checkbox"/>	team events etc.	4/28/2021 1:33 PM	View respondent's answers	
<input type="checkbox"/>	They initiated how to work form home sessions. The MOT is keeping us up-to-date via email communications.	4/28/2021 1:29 PM	View respondent's answers	
<input type="checkbox"/>	team building events	4/28/2021 1:16 PM	View respondent's answers	
<input type="checkbox"/>	by meetings	4/28/2021 1:08 PM	View respondent's answers	
<input type="checkbox"/>	during weekly meetings suggesting to open the camera so we can see each other.	4/28/2021 9:24 AM	View respondent's answers	
<input type="checkbox"/>	No idea	4/28/2021 8:59 AM	View respondent's answers	
<input type="checkbox"/>	My direct colleague is in the US. But I talk to her through Teams. My other colleagues I met through teams as well	4/28/2021 7:49 AM	View respondent's answers	
<input type="checkbox"/>	Drinks with the whole team every Friday, lunches together, team building trips	4/27/2021 12:13 PM	View respondent's answers	Add comment
<input type="checkbox"/>	As i am working remotely there is not much they could do apoart from a group chat and a monthly "game time"	4/27/2021 9:25 AM	View respondent's answers	Add comment
<input type="checkbox"/>	Online Q&A sessions	4/26/2021 5:18 PM	View respondent's answers	Add comment
<input type="checkbox"/>	As mentioned, I started during the pandemic which had already a lot of regulations, so can't say anything about pre-COVID.	4/26/2021 4:58 PM	View respondent's answers	Add comment

☐ Weekly meetings where we can all communicate, share thoughts and ideas.

4/26/2021 4:11 PM

☐ We had several after hours drinks and a few team events to build up rapport.

4/26/2021 3:26 PM

☐ Treating everyone as an equal person.

4/26/2021 2:57 PM

☐ ?

4/26/2021 12:40 PM

☐ Encouraged to have several virtual coffee breaks with each other.

4/26/2021 11:15 AM

[View respondent's answers](#)
☐ My pre-covid employer had gatherings and drinks every Friday and every meaningful occasion (birthdays, births..) and we got closer through them.

4/26/2021 9:50 AM

[View respondent's answers](#)
☐ One on one meetings

4/25/2021 2:48 PM

[View respondent's answers](#)
☐ Regular meetings to talk about anything both work and non work related

4/25/2021 1:42 PM

[View respondent's answers](#)

<input type="checkbox"/>	It's a normal school. But we don't have much mixing between Primary and Secondary due to differences in timetabling.	4/25/2021 4:11 AM	View respondent's answers	Add
<input type="checkbox"/>	I have started working during covid so I cannot really answer that (since the beginning of my work, all weekly team meetings etc. have been online)	4/24/2021 5:20 PM	View respondent's answers	Add
<input type="checkbox"/>	We make sure to have weekly meetings via a video conference call where we are able to express any concerns at the beginning of the meeting after which we get to discuss the workload and delegate if needed	4/24/2021 5:03 PM	View respondent's answers	Add
<input type="checkbox"/>	Pleasant on boarding day	4/24/2021 11:21 AM	View respondent's answers	Add
<input type="checkbox"/>	1 dollar pay increase, increased precautions, prioritized employees safety.	4/24/2021 4:51 AM		
<input type="checkbox"/>	Team meetings and after works	4/23/2021 6:37 PM		
<input type="checkbox"/>	Encouraged more video coffee breaks.	4/23/2021 6:34 PM		
<input type="checkbox"/>	Team events, Hackathon	4/23/2021 6:23 PM		

Appendix 11

How would you rate your employer's help through this pandemic?



Appendix 12

If you could suggest one way to strengthen company culture at your company, what would it be?

WORD CLOUD

TAGS (0)

Sentiments: OF

☐

☐
☐

Filter: by tag

☐

Get togethers are nice, but now difficult. We had a teams "meeting" for the 31th of Dec. and this was nice considering people were not working and it was fun to see people in a different way.

4/28/2021 7:32 PM

[View respondent's answers](#)
[Add to](#)

☐

Stop following Dow and other giants in the chemical Industry. recognize the value of the people working hard to get the things done.

4/28/2021 2:32 PM

[View respondent's answers](#)
[Add to](#)

☐

Maybe a regular social hour? Maybe play a game in sort of a competition or a bring your best home dish to work day.

4/28/2021 2:20 PM

[View respondent's answers](#)
[Add to](#)

☐

Dont know.

4/28/2021 1:57 PM

[View respondent's answers](#)
[Add to](#)

<input type="checkbox"/>	Values over strategy	4/28/2021 1:33 PM		
<input type="checkbox"/>	Retain all the good employees instead of moving all the work to Ireland	4/28/2021 1:29 PM		
<input type="checkbox"/>	no comment at the moment	4/28/2021 1:08 PM		
<input type="checkbox"/>	Stronger strategic view	4/28/2021 8:59 AM		
<input type="checkbox"/>	it is already great			
<input type="checkbox"/>	I think as it is now it works quite well but maybe more informal meetings with the whole team where we discuss non-work related topics	4/27/2021 12:13 PM	View respondent's answers	Add
<input type="checkbox"/>	Letting the interns be more involve so they can learn more	4/27/2021 9:25 AM	View respondent's answers	Add
<input type="checkbox"/>	Don't know for now	4/26/2021 4:58 PM	View respondent's answers	Add
<input type="checkbox"/>	Nothing I can think of at this time.	4/26/2021 4:11 PM	View respondent's answers	Add
<input type="checkbox"/>	Have open and clear communication	4/26/2021 3:26 PM	View respondent's answers	Add
<input type="checkbox"/>	Involvement and interaction in/with developments in other departments. Transparency. Less politics.	4/26/2021 12:40 PM	View respondent's answers	Add
<input type="checkbox"/>	Company should research more on different ways to strengthen culture and also listen to employees on what works for them.	4/26/2021 11:15 AM	View respondent's answers	Add
<input type="checkbox"/>	At my current employer, I would like more informal weekly activities with drinks and snacks. Maybe a movie-watching session.	4/26/2021 9:50 AM	View respondent's answers	Add

<input type="checkbox"/>	Involve minority people in the management of the company	4/25/2021 2:48 PM	View respondent's answers	Ad
<input type="checkbox"/>	I don't have any complaints, they're doing really well.	4/25/2021 1:42 PM	View respondent's answers	Ad
<input type="checkbox"/>	Get people together socially and for work. Have across school committees and have the support staff also on them.	4/25/2021 4:11 AM	View respondent's answers	Ad
<input type="checkbox"/>	for the leader to promote positive team member relationships (it's not like it is bad right now, but there could be more focus on creating bonds between the individual team members)	4/24/2021 5:20 PM	View respondent's answers	Ad
<input type="checkbox"/>	Continuing to work half from home and half from the office	4/24/2021 5:03 PM	View respondent's answers	
<input type="checkbox"/>	Home office budget, check ins outside of work meetings	4/24/2021 11:21 AM	View respondent's answers	
<input type="checkbox"/>	Managers should work closely with employees to understand what affects their attitudes and how to increase efficiency.	4/24/2021 4:51 AM	View respondent's answers	
<input type="checkbox"/>	NA	4/23/2021 6:37 PM	View respondent's answers	
<input type="checkbox"/>	To start by listening to employees on what works for them.	4/23/2021 6:34 PM		
<input type="checkbox"/>	Easy of on the targets and be a human being	4/23/2021 6:21 PM		
<input type="checkbox"/>	I don't have an idea.	4/23/2021 4:41 PM		
<input type="checkbox"/>	Everything is great so far	4/22/2021 4:14 PM		

☐ More virtual contact with employees. Online bingo or quiz evenings could be a fun way to bring colleagues together.

4/23/2021 4:10 PM [View respondent's answers](#)

☐ More teambuilding online

4/23/2021 3:49 PM [View respondent's answers](#)

☐ Team activities that are not work related.

4/23/2021 3:43 PM [View respondent's answers](#)

☐ Stay in touch with each other. This is actually what we already do

4/30/2021 10:32 AM [View respondent's answers](#) [Add tags ▼](#)

☐ To be more organized and further explain when is expected from the employee

4/30/2021 10:15 AM [View respondent's answers](#) [Add tags ▼](#)

☐ people value

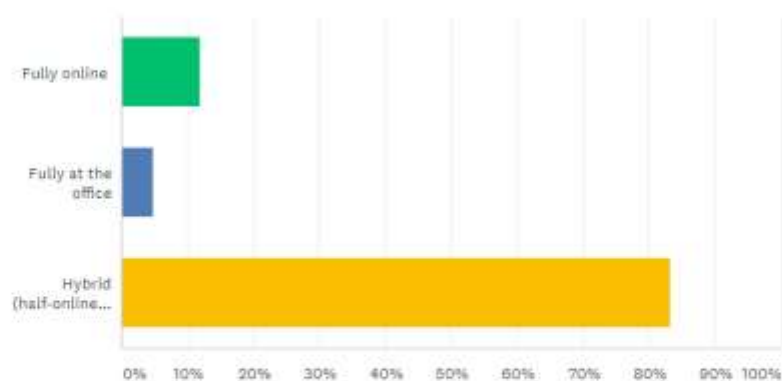
4/29/2021 1:25 PM [View respondent's answers](#) [Add tags ▼](#)

☐ Get togethers are nice, but now difficult. We had a teams "meeting" for the 31th of Dec. and this was nice considering people were not working and it was fun to see people in a different way.

4/28/2021 7:32 PM [View respondent's answers](#) [Add tags ▼](#)

Appendix 13

For post-COVID situations, do you prefer having to work:



ANSWER CHOICES	RESPONSES
▼ Fully online	11.90%
▼ Fully at the office	4.76%
▼ Hybrid (half-online and offline)	83.33%