



dcm

Case Study

CPD Workplace Mental Health and
Well-Being Instructor Course

Rising Absenteeism in a Digital Marketing Business

**Please note that this case study is entirely fictional and any resemblance to a real-life name or situation is purely coincidental.*

Background

Clipper Digital Marketing, a mid-sized agency known for its creative campaigns and client-focused strategies, has recently encountered a significant challenge. The company, employing around 50 professionals, has built a reputation for delivering high-quality marketing solutions across various industries. However, an unexpected rise in absenteeism has raised concerns among the management team and HR department.

The Client and the Project

A few months ago, Clipper Digital Marketing secured a contract with a particularly demanding client in the tech industry. The project promised substantial revenue and the potential for a long-term partnership. However, it also came with high expectations and tight deadlines. The client's project required around-the-clock attention, rapid turnaround times and frequent last-minute changes, putting considerable pressure on the project team.

Impact on Employees

As the project progressed, signs of strain among the employees became evident. The team, initially enthusiastic about the high-profile client, started to exhibit symptoms of burnout. Long hours, weekend work and constant stress became the norm. Despite the visible signs of distress, the management team who were eager to please the client and secure future work contracts, did not take adequate steps to address the growing pressure on their employees.

Absenteeism

The first indicators of trouble appeared in the form of increased absenteeism. Employees began taking more sick days, citing various reasons such as fatigue, stress and minor illnesses. The HR department noted a significant uptick in medical leave requests and unplanned absences. Previously reliable team members were now frequently missing work and the overall productivity of the agency began to decline.

Management's Oversight

The management team's response to these issues was slow and insufficient. Focused on meeting the client's demands and maintaining the agency's reputation, they failed to recognise the severity of the internal issues. There were no formal measures taken to alleviate the workload or provide support for the employees struggling with stress and burnout. Regular check-ins and feedback sessions were missed and the signs of employee dissatisfaction went largely unaddressed.

Reflective Questions for Learners

1. Identifying Training Needs:

- What specific skills or knowledge gaps have you identified that contributed to the increased absenteeism at Clipper Digital Marketing?
- How would you conduct a needs assessment to determine the most pressing issues that need to be addressed through training?

2. Deciding on Training:

- What criteria would you use to prioritise the training needs identified?
- How would you involve stakeholders in the decision-making process to ensure the training is relevant and effective?
- What resources (e.g., time, budget, expertise) would you consider when deciding on the type of training to implement?

3. Designing the Training:

- What learning objectives would you set for the training programme to address the identified needs?
- How would you tailor the training content to be specific to the challenges faced by Clipper Digital Marketing employees?
- What types of training methods (e.g., workshops, online courses, peer learning) would be most effective for your organisation?

4. Delivering the Training:

- How would you schedule the training sessions to minimise disruption to ongoing projects and client work?
- What strategies would you use to ensure high employee engagement and participation during the training?
- Who would you involve in the delivery of the training (e.g. internal trainers, external experts, managers)?

5. Evaluating the Training:

- How would you measure the effectiveness of the training programme in reducing absenteeism and improving employee well-being?
- What feedback mechanisms would you put in place to continuously improve the training content and delivery?
- How would you ensure that the lessons learned from the training are implemented and sustained in the workplace?

****Please note that these questions are for reflective purposes only and you do not need to submit the answers to your instructor.***