



The D&H Way: Building Communication and Confidence Across the Team

For over 50 years, D&H Steel Construction has been a trusted leader in New Zealand's structural steel industry, known for its reliability, innovation, and commitment to performance. From Westfield Shopping Malls and Auckland Airport to the Viaduct Event Centre and the University of Canterbury's Regional Science and Innovation Centre, D&H Steel has built a legacy of excellence.

At the heart of this success is its people - many with decades of loyal service - whose expertise, commitment, and teamwork define what is proudly called "the D&H way." But like many technical workplaces, D&H recognised that some employees needed more confidence in communication, literacy, and problem-solving to unlock their full potential.



The Challenges: Finding the Confidence to Speak Up

Despite their technical skills and experience, several team members at D&H Steel found it difficult to speak up in meetings, ask questions, or share feedback. For many, English was not their first language, and uncertainty about written forms, health and safety documentation, and payslips sometimes led to confusion or errors.

Managers also noticed that employees hesitated to propose ideas or raise issues that could lead to continuous improvement. They wanted to ensure all staff had the confidence, language, and tools to participate fully and safely in every aspect of their work.

To address this, D&H partnered with Aspire2 Workplace Communication to deliver a tailored workplace training programme focusing on **oral communication, critical thinking, and problem-solving**.

Programme Goals: Clear Communication and Continuous Improvement

The programme was designed to strengthen both individual confidence and company performance. The goals included:

- Communicating effectively with a range of people.
- Giving and receiving constructive feedback.
- Reading, understanding, and completing company documents and health and safety forms.
- Building financial literacy through understanding payslips, tax, and KiwiSaver.
- Applying solution-focused thinking and root cause analysis to daily operations.
- Developing leadership, wellbeing, and adaptability to change.

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Workplace Communication

The Results: Stronger Voices, Safer Workplaces

The results of the programme were evident across the business - employees became more confident communicators, more proactive in meetings, and more skilled in identifying and solving problems.

Improved Communication and Confidence

Learners gained the courage to speak up and share ideas. One employee reflected,

"I learned to communicate on a different level with the team. Also, how to actively listen — I didn't think it was a thing. I've learnt to speak up to managers more."

Better Understanding of Company Documents

Learners became more confident in reading and completing documents such as SOPs and health and safety forms.

"Reading is helpful, especially when you read instructions about safety awareness. It's very helpful at work to read the alarm on my machine and understand how to find specific errors."

Confidence in Writing

Many participants developed new writing skills, helping them complete forms, reports, and emails with greater clarity.

"I learned how to write an incident report and send emails directly to my manager about alarm issues. For me, it's very helpful."

Leadership and Teamwork

Several employees recognised the importance of leading by example and supporting their colleagues.

"Every day is a new challenge for me as a Dispatch Supervisor, and this course helped me solve issues through teamwork and understanding others."

Dealing with Change and Supporting Wellbeing

Learners showed new resilience in adapting to change and maintaining wellbeing.

"I've learned how important wellbeing is - physical, emotional, and mental - because when you're not healthy, you can't be productive at work."

Problem Solving and Continuous Improvement

Employees learned structured methods for addressing workplace issues using tools such as the "5 Whys."

"When problems come, I have an idea of how to deal with it now. I learned how to develop solutions by analysing and facing problems directly."

Their final presentations to management showcased genuine enthusiasm and growth, with learners sharing ideas for better communication systems and wellbeing initiatives, including a suggestion for a subsidised gym membership.

Building the Future, the D&H Way

D&H Steel's partnership with Aspire2 Workplace Communication has empowered its people to become stronger communicators, more effective problem-solvers, and confident contributors to the company's ongoing success.

Through this investment in its people, D&H continues its long-standing tradition of innovation and teamwork - proving once again that when communication is strong, everything built on it stands even stronger.

Key business impacts:

- ✓ Improved communication and teamwork.
- ✓ Greater confidence in completing company forms and reports.
- ✓ Enhanced problem-solving skills.
- ✓ Increased engagement and retention.
- ✓ A culture of leadership and collaboration.



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Workplace Communication

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