TRIAGON

Attachment 5: The 3 most important success factors from expert interviews & ranking

Interview partner 1:

Success factors:

1. The timely involvement of employees is a crucial factor.

2. Effective communication of the vision and goals.

3. Regular monitoring and reporting.

Order:

1. The vision and the goal are of primary importance,

2. followed by the timely involvement of employees and

3. monitoring.

Interview partner 2:

Success factors:

1. provisioning of resources.

2. active involvement of employees.

3. explanation of the purpose and why of the change.

Order: This order is cited as the most important priority.

Interview partner 3:

Success factors:

1. communication and clarification of the vision.

2. definition of competences and areas of responsibility.

3. lead by example (role model function of managers).

Order:

1. The vision and the "why" are most important,

2. followed by responsibilities and
3. the role model function.

Interview partner 4:

Success factors:

1. commitment and sponsorship by management.
2. active involvement of employees.
3. provision of resources.

Order:

1. Commitment by management is most important,
2. followed by the involvement of employees and the
3. provisioning of resources.

Interview partner 5:

Success factors:

1. explanation of the purpose and why of the change.
2. communication.
3. systemic approach.

Order:

1. The "why" of the change is most important,
2. followed by communication and
3. a systematic approach.

Interview partner 6:

Success factors:

1. sharing the strategic vision.
2. active involvement of employees.
3. regular communication.

Order:

1. Communication is seen as the top priority,
2. followed by the strategic vision and
3. employee involvement.

The importance of the usage of known success factors in a VUCA world

Interview partner 1:

In a context of constant change, the ability to identify and implement success factors is essential for organizations to adapt and achieve their goals. Regular communication and clear targets are key to maintaining an overview and motivating employees.

Interview partner 2:

In a world characterized by volatility, uncertainty, complexity and ambiguity (VUCA), success factors are of paramount importance in facilitating the comprehension and efficacy of change. These factors are often overlooked or taken for granted.

Interview partner 3:

Flexibility is crucial in a VUCA world. It is essential to be prepared to modify objectives and respond to unanticipated influences. It is of equal importance to adapt the vision and goals as it is to communicate these changes to employees.

Interview partner 4:

In a VUCA world, it is particularly important to have a clear vision, to communicate this and to act in an agile manner. Adapting to complexity and uncertainty through iterative processes and involving all stakeholders are key success factors.

Interview partner 5:

Success factors are essential in the VUCA world, as rapid and unexpected changes require adaptation. Without these adjustments, the survival of the company would be endangered.

Interview partner 6:

In the context of the VUCA world, and indeed the evolved BANI world, success factors such as flexibility and adaptability assume even greater importance. In order to succeed in the VUCA world, organizations must embrace continuous change. The focus should be on the adaptability of people and structures to cope with technical and social developments.

Change is easier with younger or experienced persons

Interview partner 1:

The optimal composition of a workforce is one that includes a combination of individuals with varying levels of experience. The experience of employees allows them to contribute a depth of knowledge and stability to the organization. Conversely, younger employees can offer a perspective that is less encumbered by the accumulated wisdom of the organization and can therefore contribute fresh ideas.

Interview partner 2:

The combination of experienced and younger employees is of greatest importance. Those with more experience are aware of the organization’s current

strengths and weaknesses, whereas younger employees can offer a future perspective and innovative ideas. The contributions of both groups are mutually reinforcing in the context of change management.

Interview partner 3:

The 'middle-aged' generation may be considered the most suitable, as they demonstrate both flexibility and a willingness to learn. It is often observed that older employees display a lack of flexibility, whereas younger ones may exhibit a lower level of commitment.

Interview partner 4:

Both experienced and younger employees have their respective strengths. The experience that an employee has accrued over time can be a valuable asset to the company, but it can also result in a tendency to adhere to established ways of thinking. The younger generation often introduces novel perspectives, although they may lack the experience of their more senior counterparts. A mixed team can leverage the strengths of both groups.

Interview partner 5:

The challenge is to achieve a balance between the two factors in question. The practical knowledge and expertise that experienced employees possess is undoubtedly a valuable asset. However, this can also give rise to a certain degree of resistance to change. It is often observed that younger employees display a greater openness to innovation, although they may lack the experience that would enable them to fully utilize such innovation. It is beneficial for a team to include both experienced and younger employees, as this allows the collective strengths of both groups to be used to the fullest extent.

Interview partner 6:

A well-mixed team in terms of age and experience is the most successful. A common basis of commitment and an understanding of the company's goals are crucial. Diversity in experience and perspectives can enrich the change process and make it more successful.