Attachment:

Survey – Effectiveness of success factors in change management in a virtual environment

Effectiveness of success factors in change management in a virtual working environment

This survey is being conducted at Triagon Academy with the objective of examining the effectiveness of known change management success factors under virtual working conditions. The survey should take no longer than 15 minutes. It should be noted that the responses to the questions will be kept anonymous. Furthermore, the data will be used exclusively for the purposes of processing the research question in compliance with the General Data Protection Regulation (GDPR) and will not be passed on to any third parties. Three Amazon vouchers will be raffled off among all participants. Should any further questions arise, please do not hesitate to contact me at claudia.schaefer@edu.triagon-academy.com. We would like to extend our sincerest gratitude to you for your participation.

1. Have there been any significant changes in your company in recent years?

- ☐ Yes
- ☐ No

2. Changes can mean anything from the introduction of a new IT system to the restructuring of the entire organisation. What have been the reasons for significant changes in your company in the past five years? (multiple answers possible)

Change in corporate strategy	☐
Growth initiatives/ internationalisation	☐
Innovations (IT, technology, products)	☐
External changes (e.g. new laws)	☐
Merger & acquisitions, divestment (whole or part of the company)	☐
Change of ownership	☐
Restructuring/cost reduction programmes	☐

Other (please specify)

3. Many projects have been carried out remotely due to the shift to remote working, for instance, working from home. Did your company make changes in this way to react to new working methods?

- ◯ Yes
- ◯ No

4. Does your company offer remote working, i.e. working from locations other than the office?

- ◯ Yes
- ◯ No

5. We want to hear your opinions on the last change project in your company. Please answer the following questions from the areas of "Employee communication", "Employee involvement" and "Role of management". Change projects are often divided into a planning phase and an implementation phase. At what point did I feel informed about the change project?

	I didn't feel informed at all	I did not feel informed	I felt partially informed	I felt informed	I felt very well informed
Planning phase	◯	◯	◯	◯	◯
Implementation phase	◯	◯	◯	◯	◯

6. I was actively involved in the change project at the following point in time:

	I did not feel involved at all	I did not feel involved	I felt partly involved	I felt involved	I felt very involved
Planning phase	◯	◯	◯	◯	◯
Implementation phase	◯	◯	◯	◯	◯

7. I was able to contribute my own ideas and thoughts to shape or influence the change project

	I could not contribute my own ideas and thoughts at all	I could not contribute my own ideas and thoughts	I was able to contribute some of my own ideas and thoughts	I was able to contribute my own ideas and thoughts extensively	I was able to fully contribute my own ideas and thoughts
Planning phase	◯	◯	◯	◯	◯
Implementation phase	◯	◯	◯	◯	◯

8. Which of the following success factors were applied in the change project?

	Not used at all	Not used	Little used	Frequently used	Very frequently used
Defined competences & areas of responsibility	○	○	○	○	○
Provided resources (time, money, employees)	○	○	○	○	○
Set milestones / intermediate goals	○	○	○	○	○
Deployment of a professional change manager	○	○	○	○	○
Support and commitment from management (sponsorship)	○	○	○	○	○
Systematic approach and project management	○	○	○	○	○
Training and qualification are offered	○	○	○	○	○
Actively involvement of employees in implementation	○	○	○	○	○
Regular communication on change and progress	○	○	○	○	○
Reporting of early successes (quick wins)	○	○	○	○	○
Monitoring and adjustment of measures	○	○	○	○	○
Financial and other incentives are offered	○	○	○	○	○
Sharing of the strategic vision	○	○	○	○	○
Explanation of the purpose and reason for the change (Why)	○	○	○	○	○

9. How would you rate the success of the last completed change project in your company? For your assessment, please consider the entire planning and implementation period, including the time it took for the change to take lasting effect.

	Not achieved	Achieved with significant deviations	Achieved with minor deviations	Fully achieved	Exceeded
The aims of the change project (e.g. cost reduction, staff reduction, etc.) in terms of content were:	◯	◯	◯	◯	◯

10. **Budget-related objectives**

	Not met	Met with significant deviations	Met with minor deviations	Fully met	Underrun (less spent than planned)
The change project budget was	◯	◯	◯	◯	◯

11. **Time-related objectives** of the change project

	Not met	Met with significant deviations	Met with minor deviations	Fully met	Not fully utilised (time was saved)
The timelines for the change project were	◯	◯	◯	◯	◯

12. Working in a virtual work environment (remote working, less than 5 days/week on site in the office) has also changed the implementation of change projects.

	Enormously worsened	Worsened	Remained the same	Improved	Greatly improved
Based on your experience, do you have the **impression** that the change projects in your company have changed in terms of results and implementation (time, budget and quality)?	◯	◯	◯	◯	◯

13. Which of the following answer options best describes the **industry in which your company operates**?

- Agencies, Advertising & Marketing
- Apprenticeship or study
- Automotive industry
- Civil engineering, mechanical engineering
- Education
- Chemical industry
- E-Commerce
- Energy, supply and disposal
- Manufacturing & Production
- Finance & Insurance
- Real estate management & maintenance
- Consumer goods
- Food and beverages
- Market research
- Aerospace (including defense)
- Media & Publishing

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Agree	Fully agree
○	○
○	○
○	○

14. In relation to the company in which you work, we would like to know your assessment of the following areas:

	Do not agree at all	Do not agree	Neither agree nor disagree	Agree	Fully agree
Projects and orders can be planned with foresight and long-term	○	○	○	○	○
Resource requirements are known and available	○	○	○	○	○
A reasonable time frame with plenty of flexibility in the schedule can be planned	○	○	○	○	○
There are solid contracts over a fixed time horizon	○	○	○	○	○
Clearly defined goals and targets exist	○	○	○	○	○

The company uses few and proven technology components	○	○	○	○	○
Stakeholders are few, with few time zones/ cultural differences	○	○	○	○	○
Information is easy to obtain	○	○	○	○	○
Scope of business is well defined and approved	○	○	○	○	○
Risk management is well defined	○	○	○	○	○
There are few and simple regulatory or political environments	○	○	○	○	○
The number of subcontractors, organisational departments and cultural differences is limited	○	○	○	○	○
Few interfaces with other technologies, projects or operations	○	○	○	○	○
This activity has already been carried out several times before	○	○	○	○	○
Clear governance and straightforward decision-making	○	○	○	○	○
Deliverables are well defined, no "unknown unknowns"	○	○	○	○	○
Connections between tasks are clear	○	○	○	○	○
Risk factors are well known and documented	○	○	○	○	○
No "hidden agenda"	○	○	○	○	○
All stakeholders and their relationship are recognized	○	○	○	○	○

15. Which **number of employees** does your company have?

- ◯ Up to 20
- ◯ 21 to 50
- ◯ 51 to 100
- ◯ 101 to 250
- ◯ 251 to 500
- ◯ 501 to 1000
- ◯ 1001 to 5000
- ◯ more than 5000

16. How old are you?

17. What is your **job role / function** in the company?

- ☐ CEO / Board member
- ☐ Division Manager/ Head of Department
- ☐ Group lead / team lead
- ☐ Other (please specify)
- ☐ Project leader
- ☐ Change Manager
- ☐ Employee

18. In which country do you work?

Afghanistan
Albania
Algeria
Andorra
Angola
Antigua and Barbuda
Argentina
Armenia
Australia
Austria
Azerbaijan
Bahamas
Bahrain
Bangladesh
Barbados
Belarus
Belgium
Belize
Benin

19. We thank you very much for your participation. If you would like to receive an executive summary of the study results and take part in the lottery for Amazon vouchers, please enter your email address here:

- [ ] Executive summary of the results
- [ ] Lottery of Amazon – Voucher

Email address (please enter)

DONE