TRIAGON

Attachment 2: Guideline for expert interviews:

Thank you very much for taking the time for this interview.

Based on my survey on the effectiveness of change management success factors in a remote working environment in relation to a high VUCA value, I have a few more questions I would like to discuss with you.

But let's start with simple questions first:

1. What role or position do you hold in your company?

   ☐ Managing Director / Board Member

   ☐ Divisional manager/ Head of department

   ☐ Group leader/ Team leader

   ☐ Project Manager

   ☐ Change Manager

   ☐ Employee

2. How old are you?

- Baby boomer - 1964
- GenX 1965 up to 1980
- GenY 1981 up to 1995/96
- Millenials / GenZ 1996-2010

3. Do you identify as

   ☐ male

☐ female

☐ diverse?

4. How many people work for your company?

5. What was the need for change in your organization (e.g. change in strategy, innovation, new legislation, cost reduction programs, etc.)? What were the main reasons for this in your organization? What was your experience?

6. The survey showed that more respondents felt better informed in the implementation phase than in the planning phase. Can you confirm this?

7. Do you think change works better when not everyone is in the office, but some people are working remotely? Or is that more of an obstacle?

8. Do you think it is easier to implement change in large companies? Or rather in small or medium-sized companies?

9. What do you think are the 3 most important success factors?
   - Defined competences & areas of responsibility
   - Provision of resources (time, money, employees)
   - Setting milestones / intermediate goals
   - Use of a professional change manager
   - Support and commitment from management (sponsorship)
   - Systematic approach and project management .....
   - Offer training and qualification
   - Active involvement of employees in the implementation

- Regular communication about change and progress
- Early reporting of successes (quick wins)
- Accompanying monitoring and adjustment of measures
- Offering financial and other incentives
- Sharing the strategic vision
- Explaining the purpose and why of the change

10. Can you please put them in order of importance?

11. Organizational change is achieved through the use of known success factors - do you think this is particularly important in a VUCA world (Volatile, Uncertain, Complex, Ambiguous)?

12. In your opinion, are change processes easier to implement with experienced employees? Or with younger ones?

Many thanks for answering the questions.