Codebook / Memos

How Can an Organization Evolve to an Agile Organizational Culture through Digital Transformation?

Cultural Change Framework for a SME in Switzerland

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Code system

1 Desired corporate culture	0
1.1 Flexibility / Adaptability Organization	0
1.1.1 Interdisciplinary (cross-departmental) work	13
1.1.2 Willingness to change	12
1.2 Ability to innovate	0
1.2.1 Processes / Culture	8
1.2.2 Resources	6
1.3 Willingness to learn and develop	0
1.3.1 Incentive systems	5
1.3.2 Training opportunities	6
1.4 Decision-making processes	0
1.4.1 Participation	11
1.4.2 Decision-making authority	17
1.5 Communication behaviour	0
1.5.1 Trust	11
1.5.2 Regular short meetings	5
1.5.3 Openness / Respect	7
1.5.4 Informal exchange	7
1.6 Mission statement of the organization	0
1.6.1 Formulation of strategy	12
1.6.2 Implementation of Vision, Strategy	6
1.7 Leadership culture	0
1.7.1 Empowerment of employees	12
1.7.2 Role of superiors	11
1.7.3 Dealing with employees	8
1.8 Project management	0
1.8.1 Communication	12
1.8.2 Structure (planning / responsibilities)	11

1.8.3 Resources	11
2 Current corporate culture	0
2.1 Digital transformation	0
2.1.1 Process landscape	11
2.1.2 Tools	17
2.1.3 Digital Baccalaureate Employees	13
2.1.4 Strategy	13
2.2 Innovation management	0
2.2.1 Right to have a say / involvement	12
2.2.2 Degree of innovation	13
2.2.3 Procedure	12
2.3 Clarification of market and customer needs	0
2.3.1 Transparency / Involvement	11
2.3.2 Procedure	6
2.3.3 Responsibilities	11
2.4 Further training / further development	0
2.4.1 Incentive systems	10
2.4.2 Career opportunities	19
2.4.3 Training opportunities (internal/external)	9
2.5 Leadership culture	0
2.5.1 Error culture	16
2.5.2 Appreciation	15
2.5.3 Leadership style	18
2.6 Decision-making processes	0
2.6.1 Flexibility / Adaptability	12
2.6.2 Competences	16
2.6.3 Procedure	11
2.6.4 Decision-makers	14
2.7 Internal communication	0
2.7.1 Strategy / Objectives	9

2.7.2 Empathy	12
2.7.3 Transparency	12
2.7.4 Exchange of information	12
2.8 Mission statement of the organization	0
2.8.1 Vision and mission	9
2.8.2 Strategy	11
2.8.3 Objectives	10
2.8.4 Perception in everyday working life	10
2.9 Values within the corporate culture	0
2.9.1 Location-based	21
2.9.2 Locational	15
2.10 Project management	0
2.10.1 Resource management	7
2.10.2 Project responsibility / management	13
2.10.3 Procedure	15

1. Desired corporate culture

Both the executives and the subject matter experts had a lot of good input on what the future culture should look like. Within the corresponding hierarchy chain, these were very different. Hierarchical structures, a stronger perception of leadership, and more freedom and decision-making authority were desired. This also confirms the OCAI survey results. Interestingly, employees in particular named many aspects that would be important to them in a corporate culture that embraces the agile corporate culture. This was without really knowing the corresponding agile corporate culture and the individual aspects. Thus, it can be said that there are good prerequisites for building an agile culture.

1.1 Flexibility / Adaptability organization

This category is intended to show the degree of flexibility and agility that employees and managers want. What is the willingness to support or even initiate changes? Are there any conclusions about the category of leadership style and decision-making processes or procedures?

The wish is that the willingness to change is also supported by the top management level in order to establish this cultural value. This can also help employees to get involved in changes and not try to hold on to the old. In the past, there have been many external consultants who have proposed improvement measures and concepts. However, these never came to a sustainable implementation, as it was not supported by the employees as well as by the managers. In order to implement changes sustainably, it is also necessary to adapt the processes. These could be developed in the form of SCRUM approaches adapted to processes.

1.1.1 Interdisciplinary (cross-divisional) work

Some employees want the specialists as well as managers to think along across departments. Above all, managers would like to see stronger cooperation between the individual departments so that “garden thinking” can be overcome. To do this, everyone within the organization must be aware of their role and responsibility.

P8: “And of course, the interest would then have to be promoted. There is already this garden thinking is sometimes a problem that things don't fly.”

The employees also appreciate a real togetherness, in which they help and support each other.

P10: “Just like here in Unterägeri. Sorry if I always emphasize that. No, but I think it's really good. I have to say, just. Or like the interaction with Thun with our financial accounting. It works so well. I would have really... I find it pleasant and proactive when everyone works together and understands that they work together and are in the same boat and not against each other. That is the main point for me. Yes.”

Some of the managers also want the cooperation with the customers to be deepened and an interpretation order to be made. So that not only customer projects but also products can be optimized in every process phase of the cooperation.

P5: “And that also forces us to carry out this cooperation in depth together, also the layout order for a project. So that this is then also possible at the product level. Now, if I combine this with the vision, if we try to create overall systems and value chains of customers, then this will be reinforced even more. This also means that then you start to think about how the things are then procured, how are the modules screwed together or where are the modules screwed together? Where does the assembly take place and where does commissioning take place? Including after that when the machine is then sold, how does after sales find or how can after sales be operated? And this is a network that then has to work together, that has to work there.”

This category could also give a connection with the category “Desired culture > communication behavior”.

1.1.2 Willingness to change

The wish is that the willingness to change is also supported by the top management level, so that this cultural value can be established.

P2: “The first thing you need is the will from the very top. From my point of view, this is with everything, be it with the quality, or with the whole cultural attitude. If the head does not participate, the rest does not participate. And that's why it actually starts with the Board of Directors, with the CEO. That actually has to come from there."

This can also help employees to get involved in changes and not try to hold on to the old ways.

P8: “So certainly one of the most important points I think is that you don't stick to what has always been the last few years. Also, that you consciously engage in changes, in whatever form and way. Is perhaps something Bünzli Swiss that people say ‘Yes, we have done that for the last ten years and have worked.’ So why change that? From my point of view, that's where it starts that as an organization you want to be ready for change. That's one thing. And the second would be confidence in the skills and competencies of the workforce.”

In the past, there have been many external consultants who have proposed improvement measures and concepts. However, these never came to a sustainable implementation, as it was not supported by the employees as well as by the managers.

In order to implement changes sustainably, it also takes an adaptation of the processes. These could be developed in the form of SCRUM approaches adapted to processes.
P6: “And I would actually... I don't know if it works, but a variant would be that you improve the methods, such as our products or just product innovations, that you also apply this to processes in the sense of I think about something that could work. And then I build a prototype,

as simple and functional as possible, test it out... and ideally, I test this in real life, so not somewhere in an office that I think through theoretically, but I implement this organizational innovation, if you will. And then I see what comes out of it and then I have to be able to react to every change. And in such a way that I finally understand which screw I have to turn, that what I imagine comes out of it. I think this flexibility is lacking in many companies, that you can design business processes so flexibly that you can try things out and just try out the process technically and not just related to your own product."

1.2 Ability to innovate

It would be important for employees to approach technological innovation more proactively, not waiting for it to be too late and forced to do so by technology. This requires that one already checks in advance which future possibilities could arise from this. In addition, according to the employees, it would also require more time and financial resources for implementation.

P3: "Oh yes, as I said, with us is indeed… I know I'll repeat myself, but for us, resources are always an issue. In my opinion, this means that the organization can only learn itself or the locations can only learn themselves from the things that are implemented and that are made. If I don't implement any projects or fail to succeed, then I can't learn from them. And in my opinion, the locations should be given much more competence."

The organization describes itself as an innovator and advanced in technology. However, the question is in which direction the employees (internal/external) want or see innovation. This can be at the process as well as at the product level.

1.2.1 Processes / Culture

Not only from the employees but also from middle management is the desire that changes are driven forward in a more structured and proactive way. This would prevent less effort for communication and meetings from being required in the future to drive change.

Above all, it is desired that you approach more proactive innovations in the technological field and not wait until the technology forces you to change. And also to plan in advance what possibilities could arise in the future and to align themselves with them.

P11: "Yes, um. Of course, the new ideas also came... um.... of course, this was also a result of what came from the outside, what came from the technology. Maybe I would do it differently today or do it differently. Of course, I also learned things from it. I would try to be more proactive and not wait for the technology to force you to do so. I'm trying to do the same thing now with my new job, so I'm actually doing the same thing again. I'll try to emulate that more. What could be next year, for example, right? Not too far into the future. But so in the next six months or years maybe... um... No idea… um… two months in a committee. Where do we stand with digitization? What do we envisage? What's in line? Just proactively deal with it a bit and not wait until you have to. That's something I would change or would have done differently. Exactly. Of course, I've already done that now. And often the result is: 'No, at the moment

everything is good as it is and we will look again in two months or in a month.' Of course, that's exactly what it can be."

In order to make this possible, it would also need peace and structure within the organization.

P2: "Good question. (laughs) Yes, I think that's something that could come back by improving satisfaction. If you are able to simply bring a bit of structure and calm into the organization, I believe that then people will be willing to tackle all the issues more proactively."

1.2.2 Resources

The wish is at every hierarchical level and at any location that more human and time resources are made available. This would help to work more efficiently and to be able to make decisions faster. It could have a connection with project progress, leadership style, and decision-making processes.

1.3 Willingness to learn and develop

This category is intended to show how the organization is willing to develop further and change sustainably? Many employees want increased intrinsic motivation. This is above all the perception of a higher meaning/strategy of their work and also the appreciation of the value of the management level. The minority wants an incentive system through extrinsic motivation (wage increase, bonus, etc.). There was also a desire for internal training in the introduction of digital tools or processes. This was perceptible at every level.

1.3.1 Incentive systems

In general, it can be said that employees want an intrinsic incentive system. This in the form of a good cooperation, a perceptible appreciation from the management level and a sense of purpose at work. Few have cited monetary incentives as a motivating factor.

1.3.2 Training opportunities

The employees are satisfied with the opportunity for external further training. There was an increasing desire for internal training when new tools or processes were introduced. Above all, managers can better deal with simple digital tools such as teams and increase their digital maturity.

1.4 Decision-making processes

Flatter hierarchies and faster decision-making processes are desired by both management and employees. In this category, it would be interesting to check whether and, if so, what is the relationship between the categories of innovative capacity and flexibility. A significant influence on the satisfaction of employees could have the change in leadership behavior in order to facilitate decision-making processes. This could have a supportive effect through agile processes and structures.

1.4.1 Participation

When it comes to important decisions, the workforce would like to have a greater say and involvement. This applies above all to topics and facts that require a lot of expertise and experience.

1.4.2 Decision-making authority

On the one hand, the employees want to be involved in the processes and, on the other hand, they also want to have the necessary competence and freedom of decision. In this context, it is important for the employees that the responsibilities are clearly defined and that everyone knows their area of competence. This requires an overhaul of existing processes and organizational structures.

1.5 Communication behavior

Open and respectful communication as well as trusting cooperation were often mentioned as a wish. It was important to the employees that these values are also integrated and lived at the highest management level in everyday work. It is interesting that trust is listed as the main value in the mission statement of Company A and yet is often expressed as a wish. This raises the question of how the values that are communicated to the outside world are then effectively lived internally.

1.5.1 Trust

An important factor that is not directly at the visible level of corporate culture. For the workforce, it is essential in daily interaction and supports not only communication but also all other categories. Especially when it comes to flexibility, innovativeness and willingness to learn and develop. The desire for more trust goes into the assurance that managers have more confidence in people's abilities and thus have more say. The whole thing is promoted when the managers stand by their word and act as it was communicated.

1.5.2 Regular short meetings

The exchange within the teams as well as in bilateral discussions with the managers is important to many. It is emphasized that one wants regular information about the state of affairs and projects. It should be possible to talk about mistakes as openly and honestly as possible. The specialists and managers agree on this point.

1.5.3 Openness / Respect

Many emphasize how important the lived values such as openness and respect are to them in their everyday work. These should not only be propagated to the outside world but should also be an effective part of the culture. In addition, an open question culture is desired, in which one dares to ask questions and moves on an equal footing. The criticism should be justified and constructive and, above all, not pejorative. In addition to this, there should be transparent decisions.

1.5.4 Informal exchange

Through the desired stronger informal exchange, the employees and managers hope for a greater collegial and familiar sense of togetherness. It can also take the form of joint cross-departmental breaks or open-door mentality of the managers. The willingness of employees is definitely there to get involved and network. Interdisciplinary teams could thus be created more quickly, and possibly joint synergies could be used. This, in turn, can be conducive to project delivery or the ability to innovate.

1.6 Mission statement of the organization

Both the management level and the employees from all locations want a clear strategy that can then be implemented. This means that you are shown how the implementation looks or could take place. Vision and mission seem to be of secondary importance in this. Employees lack a guardrail or a hold after they can orient themselves even in turbulent times such as relocation or merger.

The upcoming merger could be used as an impact to reorganize. This brings the opportunity to change a lot organizationally and to break up old patterns. Restructuring leads to employees developing new networks, breaking down routines and destroying outdated power structures.

1.6.1 Formulation strategy

The wish of the workforce is:
A perceptible vision and mission that is evident in everyday working life to know where you are going.
The strategy should be broken down in order to communicate it better
Much more communication, which is also experienced by the employee level or the employees know why you implement or want to implement things
Clear goals / strategic objectives and guidelines by the management level to know his decision-making scope
Things that are decided should also be implemented accordingly, not only talking, but also acting.

1.6.2 Implementation of vision, strategy

It is important to both employees and managers across all locations that the vision and strategy is not only written down but is implemented effectively in everyday working life. It is important to them that an implementation strategy is developed in which it is shown: “Yes, how do we get there?” Not only: “Where do we want to go?” Rather: “How do I get there?” Afterwards, the clarification is automatic: “What resources are needed for implementation? Which specialist staff is needed? Do we already have that, do we have to recruit additionally?” Then people can also be persuaded internally to go in the planned direction.
The mission statements should not only be phrases that you usually find on some mission statements, but that this is really meant seriously.

Many of the employees have a high-performance idea of getting involved in the company and wanting to get ahead.

1.7 Leadership culture

Employees want more leadership and you indirectly perceive that they want a leader, especially in these turbulent times. An integration figure that gives the employees support and they have the feeling of being carried.

1.7.1 Empowerment of employees

The empowerment of employees would probably also positively influence the error culture and also the changes or the will to change of a company. If you as an employee get the feeling that the employees know what the employee is doing and what he can do. And there is a certain tolerance for errors or mistakes may be made. That you can only learn from your mistakes and that this culture is promoted. Then, as an employee, you are more willing to use more to improve processes, procedures or ultimately the product. In the statement of one participant: “You just have to have people at the site who have the capacity to really implement this project, which they may even have partly proposed themselves, so that they can also bring in their ideas. However, much, much more strategy simply has to come from above.”

It would also be important to have a motivating and transparent leadership behavior through a friendly, open leadership personality who promotes the employee. P4: “A personality who gives courage that the employee can do it. Yes, you could say it or would I say it, yes. Recognizing and promoting the potential in the employee. More trust in the professionals.”

The promotion and trust in the employees were the most mentioned points. Checking the relationship between error culture, flexibility, willingness to adapt and clear strategy/vision, leadership culture, empowering employees is an important element of agile culture and leadership.

1.7.2 Role of superiors

From the point of view of the employees, an important prerequisite for the role of supervisors is a puzzling mindset and commitment by the managers.

“The first thing you need is the will from the very top. From my point of view, it’s like everything, be it with the quality, or with the whole cultural attitude. If the head does not participate, the rest does not participate. And that's why it actually starts with the Board of Directors, with the CEO. That has to come from there.”

Employees expect a higher level of expertise and appropriate leadership from a team leader. This should be able to take the form of support or pave the way for employees to work properly. Statement of employees: “That there is at least one boss who is also boss. Because otherwise you can initiate ideas and measures and things.” Further statement: “Everyone to the positions they really can. And that would just organize everything a bit more and not in such a way that

you have such a chaos as you always have. It's really crass that we say that, but that's the way it is, that's so typical and yes, yes." It is also important to note: "The site manager would be responsible for me to say: "Guys, you are for that, you are for that, you have the responsibilities and the rest is yes" and that is too little for me. Yes."

It is also important for the employees/team leaders to have a certain insight from the managers. So that no matter what level you are at, you can say "True, I haven't seen it like this before. I was wrong."

There is also a desire for more competencies of the site managers and also the management at the sites themselves. The upper management should be there to set the vision and strategies. The implementation itself and also the decision as to whether this will be implemented or not must be more the responsibility of the locations.

1.7.3 Dealing with employees

Most often, mutual appreciation is mentioned in the form of praise, affirmation, and recognition. This gives employees a form of trust and an uncomplicated way of dealing with superiors. This should focus on the employee and thus strengthen the sense of community. For some, recognition also consists of being heard with your innovation proposals or inputs and implementing them.

A few employees also mentioned extrinsic motivational factors such as bonuses or additional payments. Statement of employees: "So a bit double-track, so just the recording and moving from below... comes quasi and then somewhere an economic aspect already already."

The most common statements of employees regarding appreciation of the work:
"Yes, I personally would be happy if someone told me that it was a great thing. So, thank you, so I said. Yes, for me that doesn't have to mean more fees or whatever. Or that you sometimes hear somewhere else that you have done a good job. Yes, more like that!"
"If there is a little more appreciation, with special performance. Or with great new developments that work. I wished for a little more appreciation from the leadership itself."

It must be checked whether there is a connection between appreciation and the contribution of employees to ideas and commitment. One employee put it this way: "When you realize that you are appreciated, that what you have done, that you see it, notice and so on. Then you do it much better, you like to do it and you like to bring it across. On the other hand, if you realize that this is no longer true, then you think "Why should I still make an effort?"

1.8 Project management

The desired project form or the desired elements for an optimal course of the project were mentioned both on management and specialist boards, along with many elements that also provide in agile project management such as:

- Retrospective of the project also with the executives and derive measures from it
- Open error culture
- Interdisciplinary exchange if required
- Involve specialists in decision-making
- More freedom of choice
- Reflection

1.8.1 Communication

Lack of resources and uncoordinated communication often lead to chaotic project processes. It is desired by many sides of the organization that the projects are carried out in a more structured way and with clearer responsibilities. This would also make communication easier and the right people could be involved in the project at the right time if necessary. Through a higher say, faster decisions can also be made in a step-by-step manner.

Both employees and management hope for greater transparency and communication through a more structured approach. The connection needs to be examined in more detail.

1.8.2 Structure (planning /responsibilities)

It is desired by the employees that retrospectives or reflections on what went well after the end of a project and what was not done take place. This should be done not only in the team but also by the upper management level, e.g. where the ownership is also set, for example, for a development process. It is important that these people also seriously notice the review and then take the feedback seriously or initiate appropriate measures and then check whether this also has an effect. Often things are defined and decided, which are then let run and not controlled. Due to the more structured approach, there is no need for communication to the same extent. So actually minimize the communication to the absolute essentials. And then use the time that can be gained from this effectively for communication, which simply cannot be automated. This is illustrated by the example of an employee: “I'll tell you how I would think about it. Someone has an idea for a project. Then you have a group that is responsible for it. In this group it is discussed or presented or brainstormed. Anyway... And if they still need input from other people, they would have to... they could also ask questions in the company.”

1.8.3 Resources

The desire for more capacities or resources for existing as well as for new projects was often mentioned. If new innovative projects and ideas are to be taken over by the employees, they must carry it out in addition to the actual pending issues. This generates a lot of pressure and the feeling of having to do 110% without much appreciation by the managers. Therefore, many employees also hold back. It must be examined whether it is in connection with the lack of innovative strength or process whether it is the existing chaotic processes. Also, existing project implementations often lack time resources to carry out a project professionally. Check whether there is a connection with the rival and competitive behavior.

2 Current corporate culture

How does the employee perceive the current corporate culture?

Result:

- Hardly any exchange among the locations
- Missing processes are missing
- Low degree of digitization
- Low implementation power
- Partly long discharge paths
- High fluctuation rate in upper management
- Many hierarchical levels
- Hesitant and diverging decisions at the management level
- Strategically little decision-making authority
- Potential for optimization of resource allocation (e.g. inefficient allocations).
- A lot of control and micromanagement, little trust.
- Frequent meetings with a lot of idle time and few clear goals

2.1 Digital transformation

The digital transformation within the organization is of great importance for top management. In the past, a person responsible for the digital transformation was sought to implement this in a targeted manner. The goal is Industry 4.0. From the point of view of the employees, there is

still no clear strategy or goals on how to achieve this and there are doubts about the sustainable implementation. The IT department of the parent company mentioned how important it is to rationally weigh up the benefits of the individual digital measures. So far, individual steps have been taken towards digitization, but without recognizable strategy or a suitable mindset. Above all, the employees at the specialist level mention the lack of internal training on how to use the new tools. They are often left to their own devices.

2.1.1 Process landscape

Some of the employees note that many processes are digitized. However, it is not described specifically how and in what form. It is often argued that many standard processes are digitized by SAP. It becomes apparent that there is no uniform understanding of what digital processes mean. The processes within digitization are not specifically defined. This is not surprising, since in general the process landscape is little defined in the organization. This offers an optimal opportunity to sustainably change the structures after the implementation of the agile organizational culture.

2.1.2 Tools

Within the individual locations, there are efforts to use digital tools. SAP, the intranet and the workflow software are mainly mentioned. The sustainable implementation is judged by the employees to be in need of improvement. They note that it is also related to a lack of training of employees. IT tries to take the concerns of the employees into account and take them into account as far as possible.

2.1.3 Digital baccalaureate employees

The digital affinity of employees is assessed differently. The technological knowledge and the possible applications are mainly located in the IT department. Some employees complain that they sometimes know better about the use of digital tools than the management level. The digital baccalaureate and the willingness to build knowledge varies depending on the personality and the location.

P9: “Mixed, yes. Yes, partly good, partly expandable. Yes, of course, this is difficult when a managing director is less able to deal with the teams program than the employees and when you have meetings. You would have to think that if you want to digitize or act digitally as a company, people would have to be sensibly trained from top to bottom.”

2.1.4 Strategy

Employees and managers perceive a vague vision in the sense of Industry 4.0. A concrete strategy could not be named. However, it was mentioned that the strategies and goals were not defined across locations. The digitization measures were very autonomous and independent of each other. As a result, few synergies could be exploited.

P8: “Well, there are different locations around the world and they have so far acted relatively autonomously and actually also with regard to digitalization in the organization. And it has

slowly but surely been recognized that working together would be easier if we all had the same strategies and goals. And that's a bit noticeable now, that there's a little something going on."

Those measures that have been implemented are not considered truly sustainable. It was often mentioned that no long-term goal or strategy could be identified. Again, the lack of involvement indecision-making processes and lack of transparency were mentioned.

P6: "It's a bit vague for me to perceive. In my current position, I have a little more insight or can more or less actively shape certain topics from it or at least add my inputs. At the moment, however, I do not have the long-term goal or the long-term strategy clearly in mind. So it's not recognizable to me."

2.2 Innovation management

What is the degree of innovation? What about the location?

Innovation management is not very well established in the organization. It is certainly also due to the fact that there are no standardized processes and no clearly defined responsibilities for the launch of new ideas or innovations. There has already been cross-site discussion for the improvement of innovation management, but this has not yet been implemented. This would clearly be an important point, since innovations are of great importance in an independent organizational culture or organization. Interestingly, the degree of innovation is assessed very differently by the workforce. Some see it as high with various new developments while others see the individual initiatives as a further development.

2.2.1 Right to have a say / involvement

The majority of both specialists and managers are of the opinion that opinions or suggestions can be submitted within the organization. The observance or implementation of these inputs is perceived as rather difficult. It is often the case that opinions are taken up but, in the end, the actual goals and strategies are implemented. From the point of view of employees, there often seems to be a certain willingness on the part of their superiors to effectively implement a change. This could probably also be due to the limited financial and time resources or to the limited freedom of decision of the management.

P11: "[...] Yes, there were always moments when input from our side was desired and communicated in this way. But the reality was a bit different. In the end, it was... yes, this has already been carried out in the way one imagines it in management. Exactly."

2.2.2 Degree of innovation

Opinions on the innovative power of the organization differ significantly. Some employees perceive the innovations as new developments and high-tech, especially in the area of software and control elements (interface for product application). Others see it more as a redesign or as a further development.

P4: “Also very good. We clearly have some products that have not had any improvement or change for years, because they are just so needed now. But we now have some products that have been renewed and refreshed and brought back to the market. Has not worked so great now with a product, but it is forced that you do that. We have now launched a very good product on the market. At the moment it is not released, but it is such a multi-function machine that has now been brought together by several machines. That's innovative.”

P2: “Yes, that's... um.. What can I say? Again, from my point of view, this is simply a redesign. So not really a groundbreaking renewal. Um, maybe everything is still a tick, maybe a tick better. But not that one could really speak of innovative now. From my point of view.”

2.2.3 Procedure

According to the statements of the employees, there is no standardized innovation procedure. At one location, it was noted that a new development takes place every two years, but not in what form. These new developments are less noticed by the other locations or other departments. The implementation of the ideas and innovation is still somewhat criticized:

P8: “Actually, it's already going very well, just like I just said, the ideas and innovations and stuff, they are and would actually already be there. But you don't get it to the ground or not to run or then just to fly, then at some point... because just… it will be there... so there is certainly no lack of ideas and will. But the implementation is then what it usually fails to do. (laughs).”
In addition, the responsibilities within the process are not clearly regulated. Some see the responsible person in product management or development.
P2: “Yes, that's a bit difficult for me to judge. Because, I say, theoretically, the process is that a product of the new development should actually be launched from the product management point of view. And this process is attached in Thun. So in the mother house. And for this reason, we actually have with all the preliminary clarifications and requirement definitions. I don't really notice that at the location in Unterägeri.”

P6: “As far as I have had insight into this so far, there have been cross-location discussions for some time. In the execution itself, however, this is more likely to be fixed on a location or fixed on a fixed team dedicated to these topics. And this team is not necessarily composed specifically according to an innovation project, but is actually always rigid or unchanged. Since the beginning of the year, there have actually been certain efforts underway to look at what I would say now in a more globalized way and also to refresh the organization in this regard. But at the moment this is only bearing limited fruit, I would say!”

2.3 Clarification of market and customer needs

How are market and customer needs received? How to proceed?

No standardized procedure is perceptible. During an external audit, the side deviation was mentioned that a customer survey has never been carried out so far and that there are therefore too few market and customer clarifications of Company A. This was also evident in the responses of the employees. It was not entirely clear to many who is responsible for customer and market needs and in what form. The employees at specialist level perceive the process as not very transparent and do not feel picked up. Also at the management level, this process is not entirely conscious or clear.

The clarification of market and customer needs are particularly essential for the development and maintenance of an agile organization or organizational culture.

2.3.1 Transparency / Involvement

The employees do not know the procedure for meeting market and customer needs. There is a lack of involvement and transparency in the procedure within the process. Perhaps it is also because there is no real standardized process.
Surprisingly, it is also not entirely clear to middle management executives whether customer and market needs will be taken into account and, if so, in what form. Within the answers, it was not entirely clear whether the improvement is a real concern or is deliberately being pushed.

2.3.2 Procedure

The answers of the individual employees made it clear that there is no uniform and standardized approach to meeting market and customer needs. This is especially essential for an organization on the way to an agile mindset and structures in order to remain competitive against the competition.

2.3.3 Responsibilities

The responsibilities for meeting customer and market needs could not be clearly identified by both the management level and the specialist level. Often the key account management was mentioned as the one that brings the most input from the market. This is then partly discussed with the engineering. The product manager was not perceived as sufficiently proactive in this area. Some suspected that there were some central places at the parent company. Feedback from customers is also recorded via the after sales or distributors. In some cases, the informal relationships of the individual employees with customers or the experience of the fitters in the field were also mentioned. Therefore, the perception of centralized responsibility is missing.

P7: “I think that does... um... so you mean who does this internally in our company? This will be the relationship of the seller to the customer or even to particularly good relationships of other employees who know the customers very well. This will all be a bit flat again... I think kept very flat, even with fitters who are out in the field, get some innovations and can

incorporate into the new developments. Everyone who has to do with customers is actually involved."

2.4 Further training / further development

The majority of employees and managers are satisfied with the training opportunities. They see the organization as supporting external training, whether from a financial or temporal point of view. There are currently no internal training courses, this would certainly be expandable. The majority of the opportunities for advancement within the organization were perceived as good. There were many specialists who were promoted internally. In the case of the incentive systems, some (especially the employees) would have liked more extrinsic motivation in the form of bonus payments. The executives were more focused on the intrinsic factors.

2.4.1 Incentive systems

There is no performance-based incentive system within the company. Extrinsic motivational factors are perceived in the form of promotions. There are no other factors such as rewards or performance wages. Negatively perceived extrinsic factors such as pressure, stress, and existential anxiety were articulated in a low-threshold manner. A leader explicitly referred to the higher benefits of intrinsic versus extrinsic motivation.

P5: "My opinion on this is also personal, it does not necessarily have to exist. So this extrinsic motivation has other disadvantages if you do that. So from my point of view, we have the chance with intrinsic motivations. So if the self-drive of the employee is also there, that we get better results over the whole. This also means that an employee must be well integrated in the company itself and we look at it with visits to customers. This is very much appreciated, especially people who have already been on customer visits. It is very much appreciated that there is also the possibility, because it is also promoted or that gives the motivation to do something that then has a meaningfulness."

2.4.2 Career opportunities

The opportunities for advancement are considered good within the organization. What was also rated as positive was the opportunity to take on additional competencies within one's own area of responsibility. Many specialists have managed to move up to a higher position and have also had frequent changes in their positions. They noted that it was mainly possible through tenacity and firm will.

P6: "Well, I've now been in position twice in the five years. That is, the possibility exists in principle. My first change of position was the initiative of the company. And the second change of position was my own initiative. In other words, as I understand it needs its own initiatives in order to be able to strive for change. To the changes that are driven by the company, are mostly um, how do you say so beautiful? So if there is a gap somewhere in one place. Then it may be that one or the other supervisor comes up with the idea of filling it with internal personnel. But I tend to see it as rather difficult. If you don't take the initiative yourself and actively strive for

change and also actively seek exchange with superiors or other areas, then you will probably stay where you are."

But there were also employees who thought it was hardly possible to make progress in the company. This probably depends mainly on the character of the person.

P2: "So the company also tends to have those who become vacant in a higher position rather than being staffed externally instead of having any employees."

2.4.3 Training opportunities (internal/external)

The organization supports the external training of its employees with time and financial resources. This mainly concerns the employee level and less the management level. The initiative often comes from the employees themselves. Depending on the supervisor, the annual employee appraisal is actively asked about training wishes. The employees are satisfied with this process.

P11:
"So yes... every employee had the opportunity to... I think I can safely attend a course once a year. I also hired employees again and again, who only 80% worked because they did one more day of training. So the opportunity and the concession I had there quite good freedoms. So I could manage it myself and I just had to make sure that I covered my job percentages. But I also often did sharing, even with 80% and a day off for training. So that was actually very good."

Internal training and further education are not offered.

2.5 Leadership culture

How will the management style be perceived?

The management culture diverges especially between the perception of the employees and the managers. Middle management describes their approach as situational, supportive and empathetic. Employees are more likely to take it as a top-down leadership. Although there would be a certain say, they are of the opinion that the inputs are given little consideration and are not implemented. This is also the case with the error culture. There it is also perceived as very different and certainly depends on the individual personalities. What was also mentioned was the competitive thinking within the teams.

P3: "That is really very much related, actually with the superiors and with the people. But in general, I would say that this typical competitive thinking within the company and also this typical finger pointing is not necessarily the case with us."

2.5.1 Error culture

Can you make mistakes? Are errors allowed? How does the organization react to this?

The error culture is perceived very differently by the workforce. Some mention the high level of competition with finger pointing among the employees themselves and less from the management level. Others perceive the cooperation as very familiar and supportive in case of mistakes and ambiguities.

P3: “That is really very much related, actually with the people and with the people. But in general, I would say that this typical competitive thinking within the company and also this typical finger pointing, that's actually not necessarily the case with us.”

What has often been criticized is that mistakes happen and are also fixed in a solution-oriented manner. However, little is learned from it. There is a lack of support measures for lessons learned so that the mistakes do not happen again. Above all, the upper management level shows understanding and empathy from their point of view.

P8: “That is very open and also very solution-oriented, I would argue. At that moment, when it pops up, I'll tell you. But then we're back at Lessons learned. Nothing is learned from it. You make the mistake and fix it and the next time the same thing again, etc.”

Middle management sometimes perceives their own level or top management as very strict.

P6: “And that would probably be on both sides. So if I had risked too much, I probably would have been on the hit list. And if I had risked too little, I wouldn't have made any progress. It’s still difficult to say where the golden mean lies.”

It may be that the cult of error depends heavily on the respective personalities.

2.5.2 Appreciation

The majority of employees do not feel valued across all locations. They feel no real identification with the leaders and the trust is not really given. They also lack commitment in the form of small gestures.

P3: “Example. I had a 15th anniversary on April 1st. I didn't even get a handshake.”

2.5.3 Leadership style

The leadership style is described as top-down by the employees. Depending on the location, they feel that decisions are simply made and employees are not really encouraged. There is room for bottom up. According to the employees, however, these inputs would receive little attention. The inputs are recorded, but often not followed up. For some, it seems as if the superiors have an opinion and that is communicated or dictated according to their ideas.

Uh yes, but... so just fine, that's just leadership style. Yes, I think that's the problem with many people, which is now concerned with their own location. And yes, they will, I don't know if you can say promoted to that, something will just be decided. External opinions would often be considered more than internal ones.

P11: Yes, it is included. But that you give more trust to the entire team or the project manager. Of course they say control.... Ah no, trust is good, control is better! You say, I think. But sometimes there are really such deep topics where you just have to trust the team, or. Otherwise you won't get any further. Exactly. And from time to time it has failed that you have stopped things, or... Yes, one example is the IT strategy at [Company A]. We had an internal committee with the management positions and actually started a project. And thus a list presented to the management, how the ICT of [Company A] looks like, what the current state looks like, what direction we would have to go, what is missing and so on and so forth. And then, however, an external company, a consulting firm, was involved. They did the same thing again, just for a few tens of thousands of francs. And the result was actually the same. That's an example of what I mean, by trust, right? So it is often the case that just the internal people, of course, they also cost, but if they do not cost extra, like external people, then the significance is less strong. (laughs) I experienced that a bit. Yes, exactly."

The management level perceives their own leadership style as situational and emphatic.

P11: "There must also be a certain empathy, because every person is different. And my job is also to feel a little bit pure and maybe to support someone more individually or to let someone run because it works well. For me, this is also a very important point of a manager. Yes, that you really respond to a team with different people and not just lead this team across the board. Exactly. So that's certainly an aspect that is very important for me as a leader."

They find the matrix structure challenging, as the demands are actually made from different sides for almost every single person. In addition, middle management also takes on many operational tasks or carries out projects.

P5: "[...] And that's how we're structured, I do the engineering. This means that I do the resource planning, also have my own projects, which are planned in this way. I then have to divide it up so that in the role of project manager and in the role of division manager, I really have to make the different thoughts. Because then there are more project managers and other employees who are then integrated into further projects. And that's how we're organized. So there is an attempt to keep the hierarchies as flat as possible. There should also continue to be a formal structure so that it is easy for reporting to clarify where who needs to receive information and how. But there should also be a certain amount of leeway to develop ourselves. And if I can include that in the strategy, it's that... it is also demanded that you can drive such a bottom-up process, i.e. ideas that also arise from the employee, that they can be carried upwards."

They see independent work with a lot of freedom as promoting. What is criticized is the lack of stability in the upper management, with many leadership changes.

P3: “Here in the company, emphasis is actually still being placed on independent work somewhere. This means that employees have a relatively large amount of freedom. So it’s not like everything here is completely monitored down to the last detail, except for the financial figures. Um, that's rather collegial. From my point of view, you really have to stabilize the upper management completely. We have had very, very many personnel changes and accordingly all the strategies and all the ideas have simply fizzled out. And yes, that's a very, very bad thing, of course.”

2.6 Decision-making processes

As a prerequisite for an agile organizational culture and later an agile organization, decision-making autonomy is of great importance. This is currently not the case for all locations. Both middle management and employees have little decision-making authority. However, there was a clear desire to have more competences and say in this respect.

In addition, decision-making is perceived as rather cumbersome due to inefficient communication. This applies to both the management and the employee level. There is still a strong top-down structure for decisions with little involvement of experts in important technical product or process decisions. This causes irritation, especially among employees.

2.6.1 Flexibility / Adaptability

How quickly can the organization react to changes? How adaptable is it?

The company is described as rather sluggish when it comes to organizational changes. If changes want to be achieved sustainably, it takes enough time, as the will to change is rather small. It is mentioned that the products and structures have worked for the last 20 years and have been maintained as such. And the organization is already having a very, very hard time with new things, no matter what it is. This is described by the management level as well as cooperation level. Other employees mention that actually at the decision-making level, things change far too quickly and the organization is not given time to implement the whole thing that is decided. And this also leads to extreme problems. It is also perceived differently by the locations:

P10: “Yes, it's different. It always depends, but you have to be very strict because they have the feeling that they do not have to follow the ordering process as it is. That has really been changed for a long time and still has a lot of trouble. What I just absolutely do not understand and that is already partly some people, there have now also been some... So I have to say, it's like that again. Unterägeri works very well, there is. they perceive the changes and then live with them and live them, let's say so. And in Cham we already have more... sure, a lot more people, but still, even there the division managers etc. , they also find it very difficult to stick to it today. That is already tedious. Yes.”

P10: “Yes, exactly. Yes, it used to be easier to just pick up the phone, order something and that's just not possible anymore, right? Yes, but with the invoices. The invoice history that automated. There, thank God, there are more positive reactions. Even if many questions and many things are still in the moment. Need a lot of help. But you are already taking a more positive view of this, because it is more efficient for you. You will notice that too. And that's positive. Yes.”

2.6.2 Competences

Above all, the management has the feeling of having little room for decision-making.

From their point of view, they are hardly involved in important strategic decisions, but are only implementers but no support. In addition, they miss the prior information about structural changes in order to be able to inform their employees at the respective location. The top management has somewhat lost touch with the grassroots. The leadership style is perceived as classic top-down leadership by top management, which frustrates many of the employees. It was the same with the relocation and the merger. It was communicated and then people were left by themselve. The middle management had to keep its people happy even though they themselves were never asked or able to give their assessment.

P2: “It can't be that if I somehow get a one-month delay in a million project because of 5000 francs, I'll just say a blanket one-month delay. In principle, this is the basic idea of "reducing waste". And that's very much from my point of view, how can I say.... [...]”

The MM is involved a lot in the operational business and has few time resources. There is often a high pressure to bring out the machines and there is no clear communication line (where can I go for ideas, who helps with the implementation), little further training & knowledge. There is hardly any time to think about the operational business.

2.6.3 Procedure

Due to the lack of standardized processes at the selected location, the decision-making process is rather cumbersome and sometimes a bit chaotic. The employees do not experience a clear line or approach of their superiors when making a decision, which is often a bit irritating for them. It may be that the inconsistent decision-making of the executives comes from the fact that they are not clearly anchored in the organization. However, this is only a guess. Employees perceive the decision-making process as inefficient and time-consuming.

P2: “[...] The wastes are very large with us due to inefficient meetings, we do not log anything, we like to talk about the same things again and again. We have a hard time making decisions. And because of that, we actually have permanent waste. And that leads to, I would say, massive problems at the organizational level, of course. Within the teams, this actually works relatively well, i.e. at the Unterägeri location.”

2.6.4 Decision-makers

The managers of the individual locations (also within the parent company) complain that they are hardly involved in strategic decisions and are mainly involved in day-to-day operations. They have the feeling that they bear a lot of responsibility for their employees with little decision-making authority at the same time. Even for smaller investment amounts, an application must be submitted to the parent company.
The employees have the feeling that they can contribute little or not at all their expertise in important decisions. It was noted that there are few questions or sufficient clarifications from the management level. From their point of view, decisions would then also be made in part that would make little sense in terms of process and product technology. P11: “That doesn't make sense, because if we have a branch, for example, no idea, in China with 60 employees and no production, for example, and they already have their own product, then that doesn't make sense, we want to generate so many license costs and the benefits behind it are very small, right? You always have to estimate that a bit and introducing SAP in a small company that doesn't exhaust it is nonsense, isn't it? And you often have to argue, because the management sees that of course... can't know that or because they are of course not technically savvy, they have other tasks and then you have to argue well. So that you can see whether something makes sense or not. And that's a bit of the technical side.”

It's top-down based decision-making.

2.7 Internal communication

How do you communicate when making decisions? For challenges?

The perception of communication within the organization is perceived differently at the individual locations and between the specialists and managers. The employees of the Unterägeri site perceived the exchange at the site itself as open and transparent, but from the parent company rather than tolerated.

In Cham, the communication behavior was criticized by the employees. It has been complained of by employees that information does not flow to the employee. The flow of information has been improved. The management communicates what is being decided and it has become very transparent.
However, it is not yet optimal as the P10 assessed: “Yes, in our area of finance it is actually good. Our boss is already relatively anxious to always keep us up to date with what we learn and so on. I have to say that I am satisfied with that. [..] But if I think further and think after Cham, then not at all. It just doesn't work. [...]”.

At the Thun site, one leader saw information gathering as a debt to collect. P11:
“The problem was more that many of the workforce were not yet used to getting the information, right. So the tendency was: "I'll wait until I'm given the information. "And you could have gotten them. But purely from the company's point of view, I communicated well.”

2.7.1 Strategy / Objectives

The sites communicate little with each other and act mainly as individual silos. Medium- and long-term goals and strategies from the parent company are described by middle management as barely perceptible.

The leaders feel little or hardly involved in strategic matters. They perceive themselves as a very closed unit with hardly any connection to the mother house. A common strategy or culture is little to hardly noticed. P3: “For example, everything that comes from the customer or from the market. Or even comes from the mother house. This is actually communicated very, very, very, very weakly. We actually deal with this as a closed unit with the day-to-day business. Yes, so this typical strategy, that comes here partly relatively short.”

This also has an impact on decision-making on important topics that need to be discussed across locations. P6: “[...] It became problematic when it concerned topics that had to be discussed or discussed across locations. Most of the time it didn't work out, or such topics fell by the wayside.”

2.7.2 Empathy

Influence of the closure of the site on the perception of the current corporate culture. Influence of a temporary project manager / manager who has the task of carrying out the relocation.

When asked about communication behavior, the lack of empathy in connection with the relocation of Unterägeri and the merger with the competition was often mentioned. Both the middle management and the specialists felt that communication in this regard was too concise and too much based on facts and figures. One would have wished for a little more empathy and understanding. From their point of view, the concerns of the employees of the Unterägeri site closure were not given much attention.

P3: “Um. The site and also the management level were informed of the plans half an hour in advance before the entire workforce was informed. The whole thing has been announced by the CEO, the interim CEO, and since then, that was in October last year, has been with us for another half hour at the site. And that's it.”

The management and specialists at the other locations felt it was too factual and would have liked more involvement. In the case of the merger (despite the many ambiguities), the measure was perceived as less harsh than in the case of the site closure. P10: “Yes, I don't think it's good. Ok then… Quasi fusion is one thing. Quasi Fusion I have to say... because we are not allowed to have much information yet or not at all, since it is still in the Competition Commission.... they are already well present and professionally positioned. That comes across to me now positive. But I mean, as far as the relocation is concerned, I found the communication terrible and actually so far I don't think it's good.”

2.7.3 Transparency

The lack of transparency within communication behavior, along with empathy, is one of the main points mentioned by both employees and managers. Transparent communication is perceived as different at the individual locations. At one location, employees found these to be good, while managers felt rather mixed. At the other locations, the managers were satisfied with the transparency, but the employees criticized the lack of openness. This was then also improved.

2.7.4 Exchange of information

Refers to informal communication on work processes and information exchange.

Organization is very flatly organized across locations and there is a lot of informal exchange.
Statement P8: “Otherwise... um.. Of course, also due to the lack of standard processes or standard procedures, the communication is rather exhausting or the (...) Of course, this means that communication effort is massively much greater. And. (..) A lot is clarified somewhere just on call somehow etc. and then it happens not infrequently that certain places, especially me not or much too late somewhere perhaps also involved. And then you realize it doesn't work that way! That's also the decision-making, say ich, is not very high quality because of that, is it? Yes, because different aspects are not always included, or not all aspects.”

This leads to a higher communication effort. For the most part, the teams work well together, the exchange with the superiors takes the employees rather than cumbersome. Supervisors perceive their way of communication as open and transparent (open door policy)

2.8 Mission statement of the organization

You can tell that the mission and vision is often confused with the goal. Even at the management level, it is not clear to everyone what a vision and mission is. There also seems to be no clear identification. In addition, hardly anyone (across locations) knows the current vision and mission, which are listed on the homepage. It seems as if these have been developed, but not really lived and communicated.

Little investment at the location, strategy imperceptible. People are not aware of the strategy and the individual locations act for themselves without having a connection to the parent company.

The analysis of the current and desired corporate culture by the cross-location OCAI questionnaire or Competing Value Framework did not reveal any clear results. This can be examined in more detail in the results of the semi-structured survey through the interview guide.

The vision/mission is unclear to the majority of employees. This despite the fact that they say that a vision/mission has existed for a long time, but it is only perceived marginally. Most employees take them only as very fragmented or only individually aspects of the entire vision

and mission. The most perceived thing is the performance claim to be a market and innovation leader and to set correspondingly high finance-based goals. The vision/mission is little known to both specialists and managers across all locations or is hardly communicated. It is mainly the sales-based goals that are communicated that are perceived. P8: “So, uh. communication. Exactly. Communication. Yes, as I said, I mentioned it earlier, there is already such regular quarterly information, where just a little bit of an attempt is made to convey the big picture. Is very number-focused for my taste. And always like this: “That's where we want to go.” But the way to get there is never shown and there is none. So yes, that's why you can't point it out, right? (laughs) Yes, none is exaggerated now, but it goes back into the same way. Internal projects. And so on. Exactly. It is said that we want to go there, we want to achieve these figures, but the rest remains uncertain. Just as much for this quarterly information.”

2.8.1 Vision and mission

There is a cross-location vision and mission, which is also published on the homepage. However, hardly any of the employees could have the vision and mission. The executives were also at a loss when asked about the existing vision and mission. You had to read on the homepage itself. It seems as if the vision is not perceived in everyday working life.

This is also confirmed by P3’s statement: “So our vision and goals and also the policy, has been hanging on our walls for x years. However, it only hangs there and is of a more general nature.” And P6: “And if so, then you don't get it. (laughs) So it's always the question, what do you feel about it? Or respectively... And... What I perceive is the communication rather poor. This scarce communication on the essential things but not really medium- and long-term future.”

2.8.2 Strategy

Here it becomes clear that the goals are confused with vision and mission. It is mainly called the quality and increase in sales when asked about the comprehensibility of mission and vision. Also, at management level. It seems as if the goals are clearly named and also set high “we want the most precise” “we want to be the best” but a perceptibly higher mission and vision is not perceived by the employees (across all locations).

The imperceptible strategy has also led to many rumors since the communication of the quasi-merger with Komax, as the statement of the participant P10 describes:
“ .... this quasi-fusion takes place and nobody knows what is really behind it anyway. Nobody here knows what visions and missions are behind it. And so it's all really open. Yes, in my opinion, yes.” In addition, the employees in particular feel that they are losers due to the sparse communication at the Unterägeri site regarding quasi-merger and relocation. They perceive this as a lack of appreciation. Both the engineering, which will be maintained according to the strategy, as well as those of the production/administration, which will lose the job.

2.8.3 Objectives

It is interesting to see that the goals communicated across locations, such as global leadership in terms of technology, quality, and service, are not really perceived at the individual hierarchical levels. It is mainly the location-based objectives that are perceived. This can be an indication that goals that are formulated too abstractly and too generally do not offer identification and are forgotten. At the site that is being closed, the closure targets were known and the employees showed understanding for this step. However, it was criticized that there was too little communication from the parent company and that little appreciation was perceived.

2.8.4 Perception in everyday working life

The vision and mission as well as the goals and the strategy are hardly noticed by the employees in everyday work. Above all, the missing or only weakly known targets were mentioned particularly frequently. A general lack of alignment of the organization was mentioned. The lack of reference to the mission statement was recognized.

2.9 Values within the corporate culture

How well do employees know the values of the organization? Are you aware of them?

The values within the individual locations are perceived very differently. At the Unterägeri site, a very high sense of community and family atmosphere is described, while at the other locations rivalries and a lack of atmospheres are mentioned. This explains the not quite clear values within the OCAI survey. In addition, the values propagated to the outside world (value wheel on the homepage) were hardly or not at all noticed. The wheel of values is best described by “We consciously live our common values such as commitment, openness and creativity. And we move daily in a demanding but also respectful and positive environment» The employees experience the organization rather as uncoordinated, hierarchical, rigid, long decision-making paths, little innovation.

2.9.1 Location-based

The family sense of community within the location is mentioned as one of the most important factors for satisfaction. It may be that the communication of the location has further strengthened the feeling of togetherness. It shows how important a well-established culture with a close cohesion forms a strong bond even in difficult times and unites the employees and does not separate them. The fluctuation rate is relatively low, the employees work in the company for a longer period of time.

2.9.2 Cross-site

What is most striking is the divergent sense of community between the individual locations and less between the individual departments. In the case of the majority of locations, it is more of a competing confrontation than a coexistence and there is resentment. You look for the mistake in others and there are a lot of uncertainties. The locations outside the parent company do not feel like a full-fledged member of the group.

2.10 Project management

Decision-making within a project is difficult. On the one hand, through unclear project responsibilities and unclear processes. According to the employees, there is great potential for improvement in the process landscape.

P8: “In the end, this has to do with the fact that the process landscape is really underground. It's a single freestyle, so more or less. I mean where the ERP does not prescribe certain processes, because there is no other way, there you go by process and everything else is a recommendation and nothing more. And now back to the project. This is the reason that the projects, i.e. the customer projects, then again and again somehow not... So it's primarily about deadlines and costs maybe, but that doesn't play such a big role. There are several appointments, which is why a lot of things cannot be completed on time somehow. Um. And the effort to handle this somewhere in the most satisfying framework possible from the customer's point of view, also due to the lack of processes etc., is simply disproportionate. That's why somewhere... then every time the profit margin shrinks somewhere because of additional effort.”

Due to the not clearly defined processes and responsibilities, the exchange of information is relatively time-consuming and often with a large distributor.

P2: “In principle, if it is clear who is responsible for what, you do not need e-mails with 30 people in the mailing list. Maybe as information, if relevant... but I doubt it.”

As a result, the decision-making process is significantly delayed, which in turn has an influence on the deadlines within the projects. As a result, people without the necessary skills often have to make the required decisions. This is often stressful for the respective persons.

P8: “Yes, of course it is based on what I said above or earlier about industrialization. So that would be a project in that sense and that does not exist as a project. It’s all on demand and everyone is doing their best and stuff somehow, but it’s completely uncoordinated and that’s why, of course, that runs through everything a bit. So clean internal projects... so really with project plan and roles and responsibilities etc. is very poor, very poor.”

2.10.1 Resource management

The lack of resources lies mainly in the personnel area. That is why special as well as standard projects lead to a high burden on employees. This favors chaotic project management, especially with unclear processes and a high degree of informal communication.

2.10.2 Project responsibility / management

The responsibility within the projects is unclear to many employees. The individual processes do not seem perceptible. This could be because the processes are little to no defined and documented.

2.10.3 Procedure

How do projects work? Managers have a clear idea; in reality it is perceived a little differently by the employees.

The perception of the project management or the procedure is different among the employees. Some perceive it as agile project management, others only approach to it and for others it is quite clear as classic project management. This is not location-dependent or hierarchy level. You can tell that the term agile is often interpreted differently. Many associate this with flexibility and refer to many situations of informal approach within a project.

This is also evident from the statement of P2:
“That's why it's also an agile situation, I say now. If there were not various key functions in the company, i.e. those who then really actively take care of it, see the problems and then tackle them, possibly even without an official order, the organization would have a much bigger problem. (laughs) But that’s such a topic, you don't necessarily like to hear that at the decision-making level.”

It was interesting to see that especially the executives were also not quite conclusive whether there are agile approaches in project management. However, there are isolated such tangible initiatives. The wish would be to continue to be to launch such initiatives across locations. On the one hand to have more weight for the topic and on the other hand to be able to benefit more from it. The managers describe the initiative at the locations themselves as rather restrained.