ERASMUS+ Keeping employees on board & Taking control of your own career

Austrian private company specialized in the development and production of high-quality electronics

Interviews April/May 2023

The results

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ASEP
Kompetenz durch Erfahrung

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Was ist gut?

Teamarbeit
Offenheit und Aufgeschlossenheit für Neues
Arbeitsplatzkultur ist innovativ gestaltet
Flache Hierarchie – Topf und Deckel müssen zusammenpassen!
Flache Hierarchie – Abwägung Mischverhältnis eigenständige MA – hierarchieorientierte MA!
Welcome Service
Wertschätzung und Empathie
Kommittent der Organisation den MA ggü – wie stärken, dass das auch so von MA wahrgenommen wird? (Grund: Kommentare auf kunuu)
Authentische Kommunikation nach Außen

Was ist noch zu schärfen?

Empathie-Map
Neue MA müssen ins Team passen.
Fehlende Dokumentation
Form und Inhalt der Kommunikation – differenzieren - schärfen
Generationenübergreifende Kommunikation
Offboarding geht ein bisschen unter

The interviews

- Number: 11 interviews

- Period: April and May 2023

- Results based on the 3 21st Century Skills competency categories.

  - digital literacy

  - Culture in the workplace

  - Innovation, adaptation, implementation

In advance: a lot of positive!

- Open and cheerful atmosphere - we enjoy going to work every day
- We work hard and like to celebrate our successes
- We stand for creativity and agility, but also for resilience; the mental flexibility of our employees is the *key to our success.*
- With us the people are in the foreground
- It is important to us that our employees enjoy doing what they do
- We try to give our employees security, not only in monetary terms
- We want to create impact
- We promote diversity
- The future is female & many women among us don't even know what potential they have

- We trust our employees to use their skills for the good of the company and not to harm it; we have a philosophy of trust. In practice, however, this does not always work out well, as the leeway is too great for some. Because we give employees the benefit of the doubt, we expect them to be reliable; some people can't cope with this, and some don't understand what it's all about.

Digital, Innovation

- We want to approach ChatGPT in a playful and fun way first, so that we understand how to deal with it.
- Eventually, ChatGPT will gradually take over all routine activities. This is one reason why we need to further sharpen our *workplace culture* and creativity to become even more open to new things.
- Internet of Things as a field of activity for innovation.
- We believe that AI will bring out the best in us, we need to bring this spirit into the company.
- We will need even more ideas in the future; it is also important that we increase the speed between idea and solution
- Areas of conflict: Preservers vs. innovation, Established employees vs. new employees.
- There is a need for English courses, but a budget for this has yet to be released
- We would like the supervisors to check the knowledge of their employees again and again, this does not work well at the moment.
- We want to promote "lifelong learning" and demand it from employees
- We will not be able to escape, e.g. to establish accessibility in our company

Team / Workplace Culture

- In general, employees delegate too much

- Employees must be prepared for the fact that the director will retire in 5 - 7 years, i.e. that they will have to move even more from thinking to doing

- We should value what we have more

- Decision in situations that are actually regulated (e.g. who may go to which fair) unsatisfactory.
  => The circle responsible person should not decide at all, since he is not thematically the expert. He is only the mouthpiece into the other committees. The experts ask him nevertheless, because they want to secure themselves only.
  => The rules should be set up so precisely that experts can act independently.

- Flat hierarchies are good - but rules are still needed (e.g. core working hours, rules for off-peak hours (support time), HO rules.

Team / Workplace Culture

- We need to be more proactive in terms of knowledge transfer from old to young; younger employees should get more information from older employees and older employees should think more about what they can pass on to younger employees; currently, a lot of knowledge is lost when employees retire. Of course, this also goes in the other direction: the older employees should also get knowledge from the younger ones.

- We need standardized succession plans

Onboarding

- In general, we should pay more attention to the fact that the new employees fit into our organization when hiring new personnel

- In our country, many people also lack civil courage; here we could start a pilot project, possibly in the form of a buddy system.

- Since it has also become more difficult for us to find qualified new employees, we should refocus our approach to the market

- In good years, employees should receive additional bonuses

- Our salaries are not transparent, this should be changed

- In the end, no one is interested in the "onboarding slip". There is no one responsible (e.g. in HR) who asks the respective district manager.

Onboarding

- Requested as an onboarding activity: one-to-one conversation and chatting with a group about culture.

- As a special welcome service, discussion of specific topics. => Unfortunately, this module has fallen asleep. The people with whom there were problems should be present. => one should make fixed points out of it! Coaching should be offered to catch topics faster (in the discussion round). Accompany discussion rounds with coaching to intercept escalations and to hold the room. => moderated discussion rounds on important topics

Offboarding

- Separation culture: we should be quicker to part with people who don't fit in or don't perform

- We should definitely conduct exit interviews with departing employees

- The planned *off-boarding* one year before an employee retires should be introduced quickly

- Make the separation phase more active.

- Improve feedback culture already during normal activity phase. Open and honest feedback culture is lacking. Sometimes "cuddle course".

Communication / Conflict culture

- Expectation towards employees: less conformity and more spirit of contradiction;
  - in our internal meetings, we want to discuss a broader range of opinions, not just what the director represents;
  - we want our employees to stand up and declare that they would do something differently or approach things differently
  - Conflicts are not always dealt with. It is not said in time that one is dissatisfied with an employee.
  - Feedback culture belongs integrated into daily work.

Communication / Conflict culture / Culture at work

- Even though we have many empathetic employees, we should generally sharpen and develop *soft skills with regard* to future requirements

- We do not have institutionalized employee appraisals (personal feedback does); such appraisals should be introduced.

    – (is in planning, not only once p.a.)

- In our company there is no *reverse feedback,* e.g. to team leaders; such a process should also be installed.

- In our company, there is often a lack of personal responsibility, for example in development. Many people work on a project, but no one wants to take responsibility if something goes wrong; even a flat organization doesn't help here.

    – In this context, we also have to accept that not every employee has the mindset of our director. But the fact is that we need more people who take responsibility. This is difficult because there is no benefit for it. Perhaps we should ask more about intrinsic motivation when recruiting new staff (which we do: for the last three years we have been consciously emphasizing the importance of checking how great the will to create is during the recruitment process; with the increasing presence of AI, this criterion will become even more important in the future).

Documentation / Logging

- Lack of documentation is an issue with us, with too much documentation in some areas and too little in others (e.g., there should be a job description for every position with us - although all employees are expected to have goals, even when they are already close to retirement). Role models and role descriptions belong updated and revitalized. *Soft facts* also belong documented (e.g. what one has designed)

- Minutes and transcripts should be taken at meetings. There should also be consequences if things are not done as decided.

- Record 3 points in the minutes when decisions are made: What? Until when? Who?

Documentation / Logging

- Calendar maintenance and adherence to attendances should be better adhered to. => Set up team guidelines and send them out by mail.

- Keeping in mind the length and goal of meetings/meetings!

- Record results and don't open another discussion next time.