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UNIVERSITY OF STUTTGART  
DEPARTMENT OF ORGANIZATIONAL DESIGN AND  
BEHAVIOR  
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## Questionnaire: Change 2.0

### New Media in Change Management

The department of organizational design and behavior of Universität Stuttgart is conducting an online survey on “New Media in Change Management”.

New media like weblogs, internet-communities, wikis and web based trainings are not only fundamentally influencing operational business and communication structures within and between companies, but also strategic processes like innovation and time based competition.

The question is if and how successfully these new media are able to support change projects. We want to analyze this “beyond hypes and fads” by an online expert survey.

This is why we *contact* you. We are interested in your evaluation of the application and benefit potential as well as experiences you already made with new media.

The participation in the survey will take about **10 minutes**. Please answer - if possible - all the questions!

You can answer the questionnaire under the following link:

<http://www.bwi.uni-stuttgart.de/index.php?id=2468>

until **January 15th 2008**.

We would appreciate your forwarding of this link to colleagues and employees, also to change managers among your business partners and clients, who are actively involved in change projects and/or new media.

Thank you very much for your cooperation!

Prof. Dr. Michael Reiss

Hionia Vlachou

Gordana Spejic

Dirk Steffens

## Terms and Definitions

**Weblogs:** Websites where entries are written in chronological order with the opportunity for readers to comment.

**Corporate Weblogs:** Official weblogs published by or with the support of an organization as part of corporate communication

**Social-Networking-Platforms:** Websites or applications established to link people, e.g. Myspace, Facebook, Twitter

**Wikis:** Websites allowing users to read and edit contents. Webpages and articles can be linked easily.

**Podcasts/Videocasts:** Digital audio/video files downloadable for playback on portable media player or personal computer

# Questionnaire: New Media in Change Management

Question 1)

What is your occupation?

•	Consulting
•	Science/research institute, field of activity: _____
•	Industry or service company
•	Media company (e.g. provider, software development)
•	Others: _____

Question 2)

Where is your workplace located?

Country: \_\_\_\_\_

Question 3)

How many change projects have you been managing so far?

•	I have not managed any change projects so far.
•	Number of change projects: _____

Question 4)

In which industry are you **mainly** managing change projects?

•	Hotels and restaurants
•	Construction
•	Electricity, gas and water supply
•	Manufacturing of textiles and textile products
•	Manufacturing of basic metals and fabricated metal products
•	Engineering
•	Manufacturing of IT hardware and office machinery
•	Medical, precision and control engineering
•	Automotive
•	Other manufacturing services
•	Agriculture, hunting and forestry
•	Recreational, cultural and sporting services
•	Insurance and pension funding
•	Mining and quarrying
•	Media and communication services
•	Software consultancy and providing
•	IT-Service Providing and Hosting
•	other IT-service activities
•	Education
•	Health care and community services
•	personal and others service
•	Property and business services
•	Wholesale and retail
•	Logistics
•	Others

Question 5)

How many employees are **typically affected** by the change projects?

•	less than 10 employees
•	10 to 50 employees
•	50 to 250 employees
•	250 to 500 employees
•	500 to 1000 employees
•	1000 to 3000 employees
•	more than 3000 employees

Question 6)

How many employees are **typically involved** in organizing and implementing the change projects?

•	less than 10 employees
•	10 to 50 employees
•	50 to 250 employees
•	250 to 500 employees
•	more than 500 employees

Question 7)

Which of the following **change categories** do the change projects managed by you **mainly** belong to? (Two answers at most)

•	Strategic shift
•	IT-Implementation
•	Organizational restructuring
•	Internationalization/globalization
•	Post Merger Integration
•	Cultural change
•	Business Process Reengineering
•	Outsourcing
•	Cost reduction
•	Others: _____

Question 8)

**How frequently** do you use the following instruments in change management?

		always	often	sometimes	rarely	never	I can not assess
•	Workshops						
•	Multipliers						
•	Top management presence						
•	Information videos (on VHS, CD-ROM, DVD)						
•	Wikis						
•	Virtual communities/ discussion forums						
•	face-to-face interview						
•	Employee magazines						
•	Computer based trainings						
•	E-Mail Newsletters						
•	Information brochures/folders/flyers						
•	Podcasts/videocasts						
•	Intranet portal						
•	Individual weblogs						
•	Social networking platforms						
•	Corporate weblogs						
•	Web based trainings						
•	Seminars/trainings						

Question 9)

Do you use Web 2.0-Instruments in Change Management?

		yes, regularly	yes, sporadic	intended for the future	no
•	Wikis				
•	Podcasts/videocasts				
•	Individual weblogs				
•	Social-Networking-Plattformen				
•	Corporate weblogs				

According to your estimation/experience, how does the use of Web 2.0-instruments affect the following aspects?

Question 10)

**Level of knowledge** (with respect to the change project) of the employees affected (e.g. knowledge about the objectives, contents and processes of the change project)

		very positively	positively	no difference	negatively	very negatively	I cannot assess
•	Wikis						
•	Podcasts/videocasts						
•	Individual weblogs						
•	Social networking platforms						
•	Corporate weblogs						

Question 11)

**Skill level** (with respect to the change project) of the employees affected (required competencies and qualification for the change project)

		very positively	positively	no difference	negatively	very negatively	I cannot assess
•	Wikis						
•	Podcasts/videocasts						
•	Individual weblogs						
•	Social networking platforms						
•	Corporate weblogs						

Question 12)

**Motivation** of the employees affected (e.g. willingness to support and execute the change project, identification with the change project)

		very positively	positively	no difference	negatively	very negatively	I cannot assess
•	Wikis						
•	Podcasts/videocasts						
•	Individual weblogs						
•	Social networking platforms						
•	Corporate weblogs						

Question 13)

**Participation** of the employees affected in the change project (contribution of the employees to the change project)

		very positively	positively	no difference	Negative	Very negative	I cannot assess
•	Wikis						
•	Podcasts/videocasts						
•	Individual weblogs						
•	Social networking platforms						
•	Corporate weblogs						

Question 14)

**Duration** of change projects (project life-span)

		Markedly increased	Increased	No difference	Decreased	Markedly decreased	I cannot assess
•	Wikis						
•	Podcasts/videocasts						
•	Individual weblogs						
•	Social networking platforms						
•	Corporate weblogs						

Question 15)

**Costs** of change projects (HR costs, opportunity costs, communication costs, etc.)

		markedly increased	increased	no difference	decreased	markedly decreased	I cannot assess
•	Wikis						
•	Podcasts/videocasts						
•	Individual weblogs						
•	Social networking platforms						
•	Corporate weblogs						



Question 16)

Please estimate the **current** percentage usually taken by Web 2.0-instruments (in relation to all instruments) in change projects!

0%	1-9%	10-19%	20-29%	30-39%	40-49%	50-59%	60-69%	70-79%	80-89%	90-99%	100%	I cannot assess

Question 17)

Please estimate the percentage usually taken by Web 2.0-instruments in change projects in **the near future** (1-2 years)!

0%	1-9%	10-19%	20-29%	30-39%	40-49%	50-59%	60-69%	70-79%	80-89%	90-99%	100%	I cannot assess

Question 18)

What is your evaluation of the interaction of conventional instruments (workshops, trainings, etc.) with electronic instruments in change management?

•	complement each other very well
•	complement each other well
•	no perceptible relationship
•	crowd each other out
•	crowd each other out radically
•	I couldn't say

Question 19)

What is your evaluation of the interaction of web 1.0 instruments (E-mail, homepages, CBT, etc.) with web 2.0 instruments in change management?

•	complement each other very well
•	complement each other well
•	no perceptible relationship
•	crowd each other out
•	crowd each other out radically
•	I couldn't say

Question 20)

According to your estimation/experience, how does the use of web 2.0-instruments affect **self organization** in change projects (initiative of employees, project planning and control through employees, self coordination, etc.)?

		Markedly increased	Increased	No difference	Decreased	Markedly decreased	I cannot assess
•	Wikis						
•	Podcasts/Videocasts						
•	Individual Weblogs						
•	Social Networking-Plattformen						
•	Corporate Weblogs						

Please comment on the following statements:

Question 21)

Effect of web 2.0-instruments in change projects compared to conventional instruments (Workshops, trainings, etc.) on ...

		Much better	Better	No difference	Worse	Much worse	I cannot assess
•	Level of knowledge						
•	Project acceleration						
•	Involvement of affected employees						
•	Skills of employees						
•	Project cost reduction						
•	Motivation						
•	Range of utilizable expertise (internal & external, etc)						

Question 22)

Effect of web2.0-instruments in change management on ...

		Very positive	Positive	Negative	Very negative	No difference	I cannot assess
•	Individualized involvement of employees						
•	Up-to-date information						
•	Reachability of employees affected						
•	Acceptance of the change project						
•	Trust building						
	Intensity of communication						
•	Encouragement of creativity						
•	Flexibilizing the project workflow						
•	Learning progress						
•	communication speed						
•	Project managers' control of the change process						
•	Interaction with other actors						
•	Utilization of existing knowledge						
•	Credibility of information						

Question 23)

Do you want to make **remarks** or add anything to your answers?

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Question 24)

If you want to receive the results of this study please fill in your e-mail address

e-mail address \_\_\_\_\_

Question 25)

How did you get the link to this survey?

- Direct e-mail
- Forwarded e-mail from colleagues, business partners, etc.
- Newsletter
- Weblog

Question 26)

To how many persons did you send the link to this survey?

Number of persons \_\_\_\_\_