

Short description of all strategies

All strategies of the guide will be shortly described down below. The description will be from left to right. Some strategies are documented with their complete strategy card as examples.

List of all strategies of level network

Enhance involvement²:

Better communication and information flow in the network by enhanced involvement and integration of the partners.

Enhance frame conditions²:

Better communication and information flow in the network by a better infrastructure between the partners.

Achieving knowledge³:

Aim is using the network to gain new knowledge.

Maintaning knowledge³:

Title of the strategy	Maintaning knowledge ³				
Requirements to meet	Building of knowledge networks				
Area of effect	Network	Company	Division	Individual	
				General	Team work
	X				
Aim	Keeping and externalizing of information generated in the network.				
Description	Big amounts of data are generated by interactions of companies in a network. These informations have to be collected and made usable permanently. Therefore new possibilities must be created to fix knowledge and making it accessible to other network members.				
Attention to be paid to	<ul style="list-style-type: none"> • much knowledge is only in the heads of the partners • knowledge must get externalized and reachable <ul style="list-style-type: none"> • provide ressources • simple integrability of new knowledge • simple reachability for members of the network 				
Further strategies	Network	Company	Division	Individual	
	<ul style="list-style-type: none"> • Achieving knowledge³ 	-	<ul style="list-style-type: none"> • externalize knowledge from experience³ • Maintaning knowledge³ <ul style="list-style-type: none"> • design processes visible 	<ul style="list-style-type: none"> • ensure data security⁴⁸ 	-

Working cloud-based⁴:

Using cloud-able Software makes access to data and an automatic installation of programs by a few minutes possible, independent of the location. With standard procedures computers have to get arranged by IT-divisions partly for weeks.

Platform-strategys⁵:

Uniform plattform reduce costs and make economies of scale possible. Reasonably used, the error-proneness and the amount of work sinks (e.g. same software in partner companies).

Modularisation⁵:

Use of single modules, which can be combined by standardized interfaces (e.g. same software which can be modularised by individual expansions).

Provide thought-provoking impulses⁶:

Stimulate participants in the network to think along by information channels.

Changing Behaviour⁶:

Realize change of work behaviour and support openness (e.g. mutual work in a project).

Decisions by groups:

Making decisions not alone but with all partners (e.g. by vote in new communication media).

Getting ideas in the team:

Development of approaches to solutions in diverse composed teams.

List of all strategies of level company

Only lower hierarchies⁷:

Reduction of unnecessary middle layers in the company.

Flatarchy⁷:

Mixing hierarchy-free areas with hierarchical bounded levels.

Holacraty⁷:

Instead of Hierarchies strict rules for behaviour dictate the collaboration. The company is organized in teams, which assign each other tasks.

Decentral decisions⁷:

Splitting of the decision competencies unto small sub-divisions, which act independently.

Strengthen involvement²:

Better communication and information flow in the company by stronger involvement and integration of the staff.

Enhance frame conditions²:

The frame conditions for opportunities for communication and networking have to be enhanced. Thereby measures effecting the entire company are taken.

Flexible working times⁸:

Diverse models of working time correspond to the wishes for a flexibly creatable professional life.

Flexible working locations⁹:

Diverse working locations correspond to the wishes for a flexibly creatable professional life.

Create focus points¹⁰:

Introducing measures to enhance diversity, focus points and goals have to be set.

Support diversity¹⁰:

Introducing opportunities to facilitate the creation of a diverse staff.

Identify criterias¹¹:

Identifying basic focus points and goals of the ethic codex.

Realize criterias¹¹:

Designing of measures by the ethic codex will be realized and met.

Flexibility¹²:

Making flexibly shaped working environments, to help staff to adapt work to the life situations.

Networking and sharing of information¹²:

Introducing new opportunities which enable networking and direct communication in the whole company.

List of all strategies of level department

Enhance involvement²:

Better communication and information flow in the network by enhanced involvement and integration of the partners.

Enhance frame conditions²:

The frame conditions for opportunities for communication and networking have to be enhanced at department level.

Externalize knowledge from experiences³:

Taking measures to make the professional knowledge of the staff accessible.

Keeping Knowledge³:

Enduring protection of the knowledge made accessible by externalization.

Using secure working tools:

Introducing measures which take care of a secure employment.

Ergonomy¹³:

Pursuing an ongoing enhancement of ergonomic labor organization.

Support integration:

Make measures available, which support the integration of staff members and avoid the creation of subgroups.

Support and uncover special abilities¹⁴:

Diversity means different abilities. These have to be uncovered and supported.

Participation¹⁵:

Title of the strategy	Participation ¹⁵				
Requirements to meet	Visibility and transparency				
Area of effect	Network	Company	Division	Individual	
				General	
			X		
Aim	Stronger Involvement of staff members at department level.				
Description	The goal of participation is a stronger integration of staff members into the company development. At the department level staff members can be involved at finding projects or planning long-term development decisions, for example. The goal is using all of the available potentials of a department to enhance the quality of decisions.				
Attention to be paid to	<ul style="list-style-type: none"> • consider specifications by law • coordinate opportunities for involvement • communicate opportunities for involvement clearly <ul style="list-style-type: none"> • coordinate measures with other levels • continuous observation and reflexion of new measures 				
Further strategies	Network	Company	Division	Individual	
	<ul style="list-style-type: none"> • Achieving knowledge³ • Keeping knowledge³ • Cloud-based working⁴ 	-	<ul style="list-style-type: none"> • Externalize knowledge from experience³ • Keeping knowledge³ • design processes visible 	General	<ul style="list-style-type: none"> • Ensure data security⁴⁸

Design processes visible:

Modern staff members demand transparency. Therefore measures to uncover working processes need to be introduced.

Individual tasks¹²:

Modern staff members seek individuality. Therefore tasks have to be adjusted to their special abilities.

List of all strategies of level individual (general)

Set goals:

Goals have to be found and set because of the rising number of projects.

Prioritize goals:

Goals have to be weighted right and ordered sensefully because of the rising number of projects.

Preparation:

The communicational effort rises because of the increasing work in teams and projects. Therefore meetings have to get prepared properly, to enable an efficient procedure.

Efficient communication:

The goal is to design the communication effciently for all staff members by appropriate methods.

Foreign language skills:

The goal is to enable fast learning of foreign languages needed by the company.

Technical language skills:

The goal is to enable fast learning of technical language needed by the company.

Achieve networking⁴⁹:

To establish and to use networks requires competences, which have to be developed by individual measures.

Ensure data security⁴⁸:

Introduction of measures, with which staff members develop a conscience for a secure handling of data in networks.

Speed¹⁸:

Providing possibilities that keep pace with the speed of today's development possibilities.

Openness¹⁸:

Providing possibilities that support the openness of younger generations (e.g. feedback systems, direct communication via internet ...).

Transparency¹⁸:

Title of the strategy	Transparency ¹⁸				
Requirements to meet	Changed values of younger generations				
Area of effect	Network	Company	Division	Individual	
				General	
					X

Aim	Contribute to transparency by individual changes of the behaviour.				
Description	Values of younger generations have changed. Especially for digital natives transparency is of high value. They want to understand how products are generated, where resources come from and get access to that information. Measures or behaviors introduced for this purpose must not have undesired consequences (e.g. leak of knowledge). At the same time transparency starts with the personal behavior.				
Attention to be paid to	<ul style="list-style-type: none"> • Justify decisions • Set clear goals • Respectful intercourse <ul style="list-style-type: none"> • Team spirit 				
Further strategies	Network	Company	Division	Individual	
	<ul style="list-style-type: none"> • Cloud-based working⁴ 	<ul style="list-style-type: none"> • Just lower hierarchies⁷ <ul style="list-style-type: none"> • Flatarchy⁷ • Holacracy⁷ • Decentral decisions⁷ • Flexible working times⁸ • Flexible working locations⁹ • Flexibility¹² • Networking and sharing of information¹² 	<ul style="list-style-type: none"> • Individual tasks¹² 	General	
				<ul style="list-style-type: none"> • Speed¹⁶ • Openness¹⁶ • Global contacts¹⁶ 	-

Global contacts¹⁸:

Provide possibilities to enable each staff member global interaction with strategic partners – but also responsibility of the staff members to foster them.

List of all strategies of level individual (team work)

Reach interconnectedness¹⁷:

Open team work must not lead to isolation, but has to integrate in a network or to build such and has to be affected by high exchange-activities.

Lobby work for team interests¹⁷:

One has to advertise support for one own's work because of the ever more competing projects.

Aufgrund zunehmend konkurrierender Projekte muss für Unterstützung der eigenen Arbeit geworben werden.

Flexible duration of membership¹⁸:

Title of the strategy	Flexible duration of membership¹⁸				
Requirements to meet	Heterogenic composition				
Area of effect	Network	Company	Division	Individual	
				General	
					X
Aim	Achieve more rearrangement and heterogeneity by a flexible duration of team membership.				
Description	The composition of teams has to be designed heterogeneous. The goal is the gain in quality of the work result by integration of new approaches and perspectives. A permanent rearrangement of the composition can be achieved by the help of different membership durations.				
Attention to be paid to	<ul style="list-style-type: none"> • Clear tasks • Explicit responsibilities • Standardize procedures • Open, but respectful atmosphere at work 				
Further strategies	Network	Company	Division	Individual	
				General	
	-	-	-	-	-

Variable levels of membership¹⁸:

Different levels of membership, which are connected with different rights and obligations, help to manage the active change of the team members.

Recognize differences:

Differences in heterogenic compositions can lead to the building of sub-groups. This strategy seeks the goal to recognize these differences and to apprehend them as connecting elements.

Create social cohesion:

Especially for heterogenic teams the creation of social cohesion takes longer than for homogeneous compositions. Professionally guided team-building can support the social cohesion.

Recognize positive things and potentials to progression:

The goal is to increase the mutual appreciation by conscious perception of reached successes.

Make aware of perception of oneself and others:

Regular reflections of the behavior can influence the mutual appreciation positively.