Digital Transformation and Human Resources

General

	Survey name	Digital Transformation and Human Resources
	Author	Wolfgang Sailer
	Survey language	🇬🇧 English
	Survey URL	https://www.survio.com/survey/d/B3N0N5I9E4Q7Q8C8L
	First response	11/15/2020
	Last response	12/03/2020
	Duration	18 days

Survey visits

76

Total
visits

47

Total
completed

0

Total
unfinished

29

Displayed only

61.8%

Overall
completion rate

Visit History (11/15/2020 – 12/03/2020)

● Visits (76)   ● Completed (47)
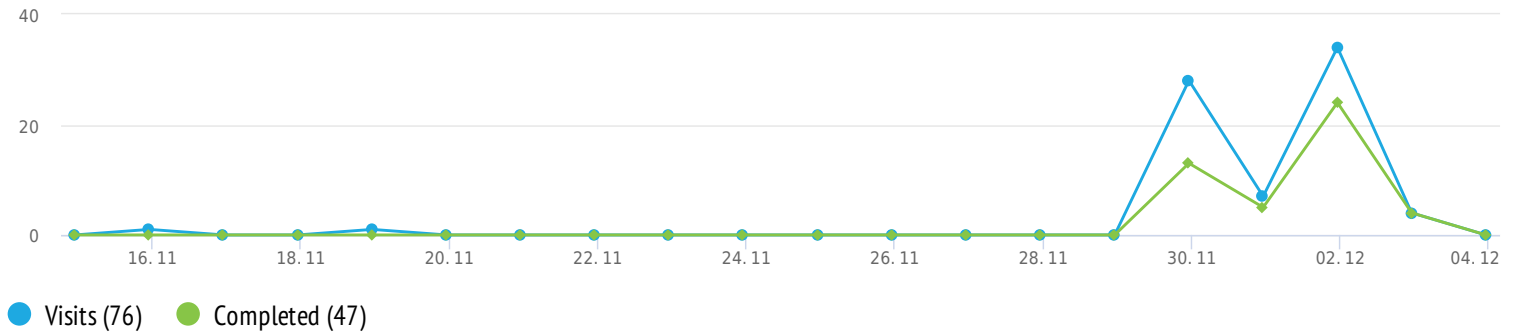
Total Hits
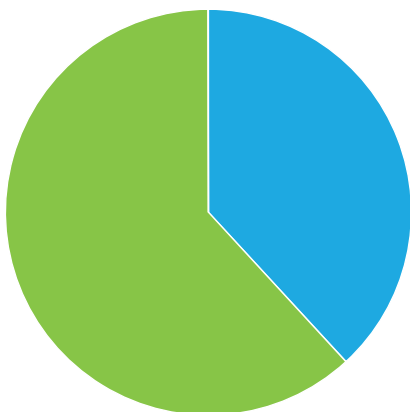
Visit Sources
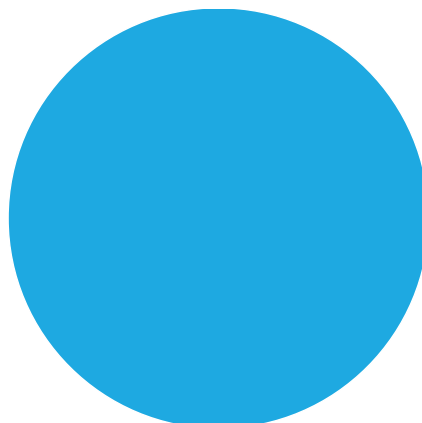
Average Time of Completion
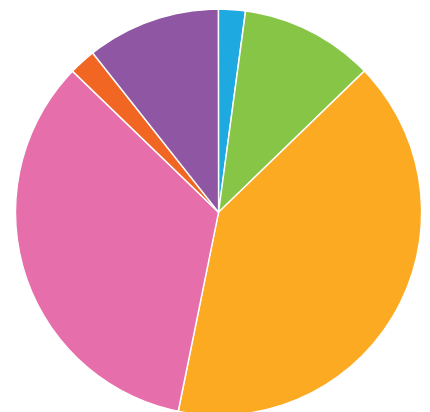
🔵 Displayed only (38.2 %)

🟢 Completed (61.8 %)

🟠 Unfinished (0.0 %)

🔵 Direct link (100.0 %)

🔵 1-2 min. (2.1 %)

🟢 2-5 min. (10.6 %)

🟠 5-10 min. (40.4 %)

🟣 10-30 min. (34.0 %)

🔴 30-60 min. (2.1 %)

🟣 >60 min. (10.6 %)

Filters by

Discarded answers   1

Results

1 Please tell a bit about yourself - What is your gender?

Single choice , answers 46 x, unanswered 0 x

Answer Choices	Responses	Ratio
● Female	8	17.4%
● Male	38	82.6%
● Other	0	0.0%
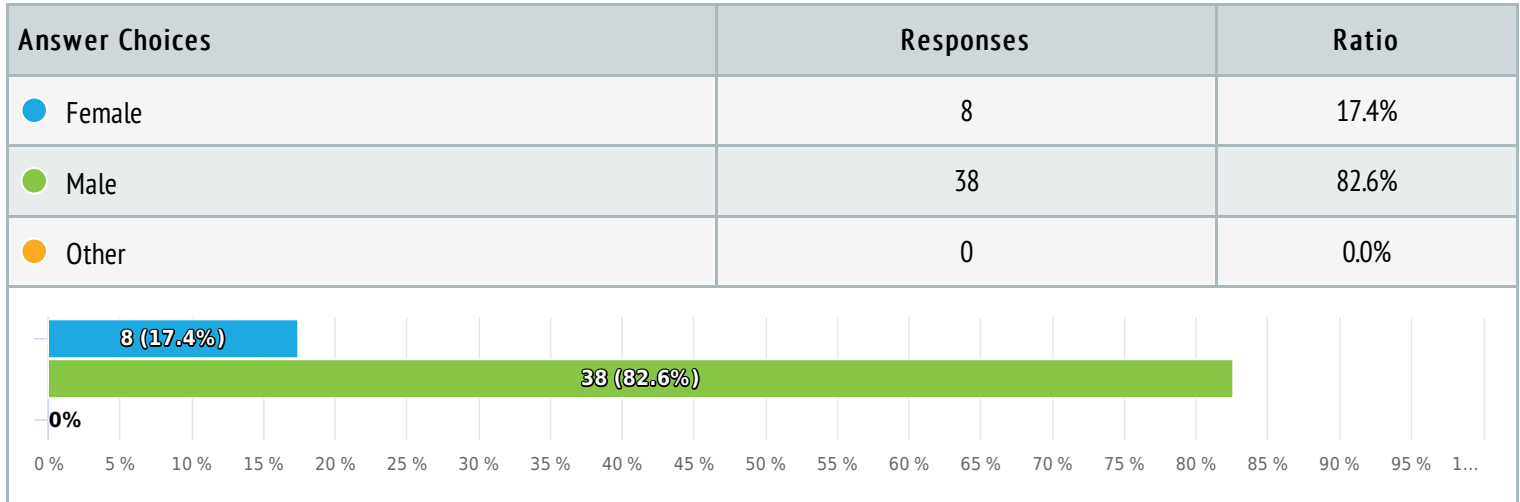
2 How old are you?

Single choice , answers 46 x, unanswered 0 x

Answer Choices	Responses	Ratio
● 25-30	5	10.9%
● 31-35	7	15.2%
● 36-40	9	19.6%
● 41-45	8	17.4%
● 46-50	5	10.9%
● 51-55	7	15.2%
● 56-60	5	10.9%
● 60+	0	0.0%
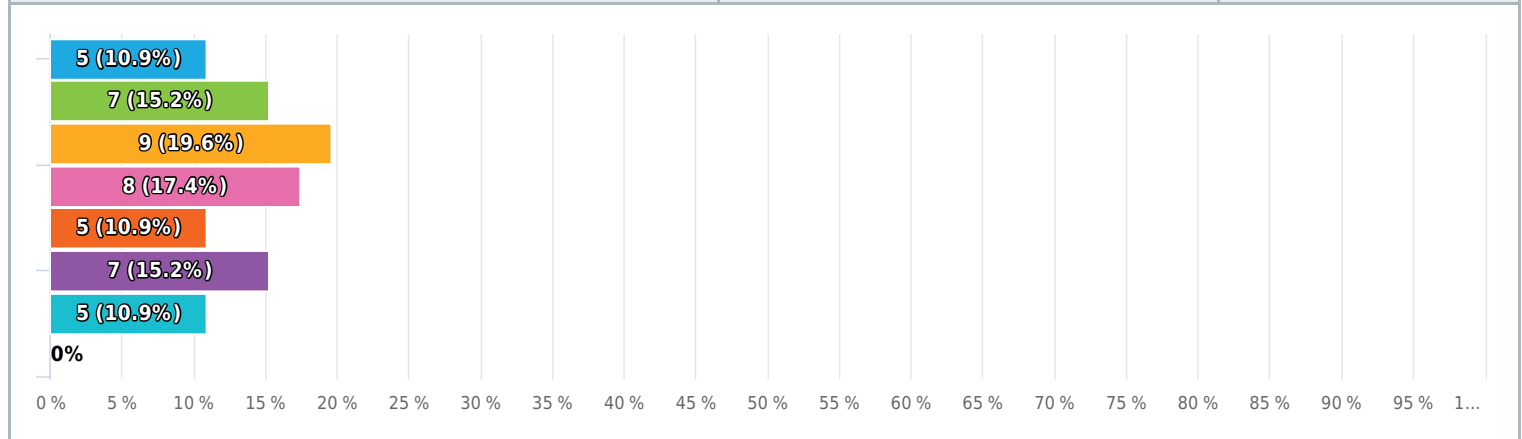
3 How long have you been working for Skoda?

Single choice , answers 46 x, unanswered 0 x

Answer Choices	Responses	Ratio
🔵 1-2 years	5	10.9%
🟢 3-5 years	5	10.9%
🟠 5-10 years	6	13.0%
🟣 10-20 years	14	30.4%
🟠 more than 20 years	16	34.8%

```
5 (10.9%)
5 (10.9%)
6 (13.0%)
            14 (30.4%)
              16 (34.8%)
0 %   5 %  10 %  15 %  20 %  25 %  30 %  35 %  40 %  45 %  50 %  55 %  60 %  65 %  70 %  75 %  80 %  85 %  90 %  95 %  1...
```
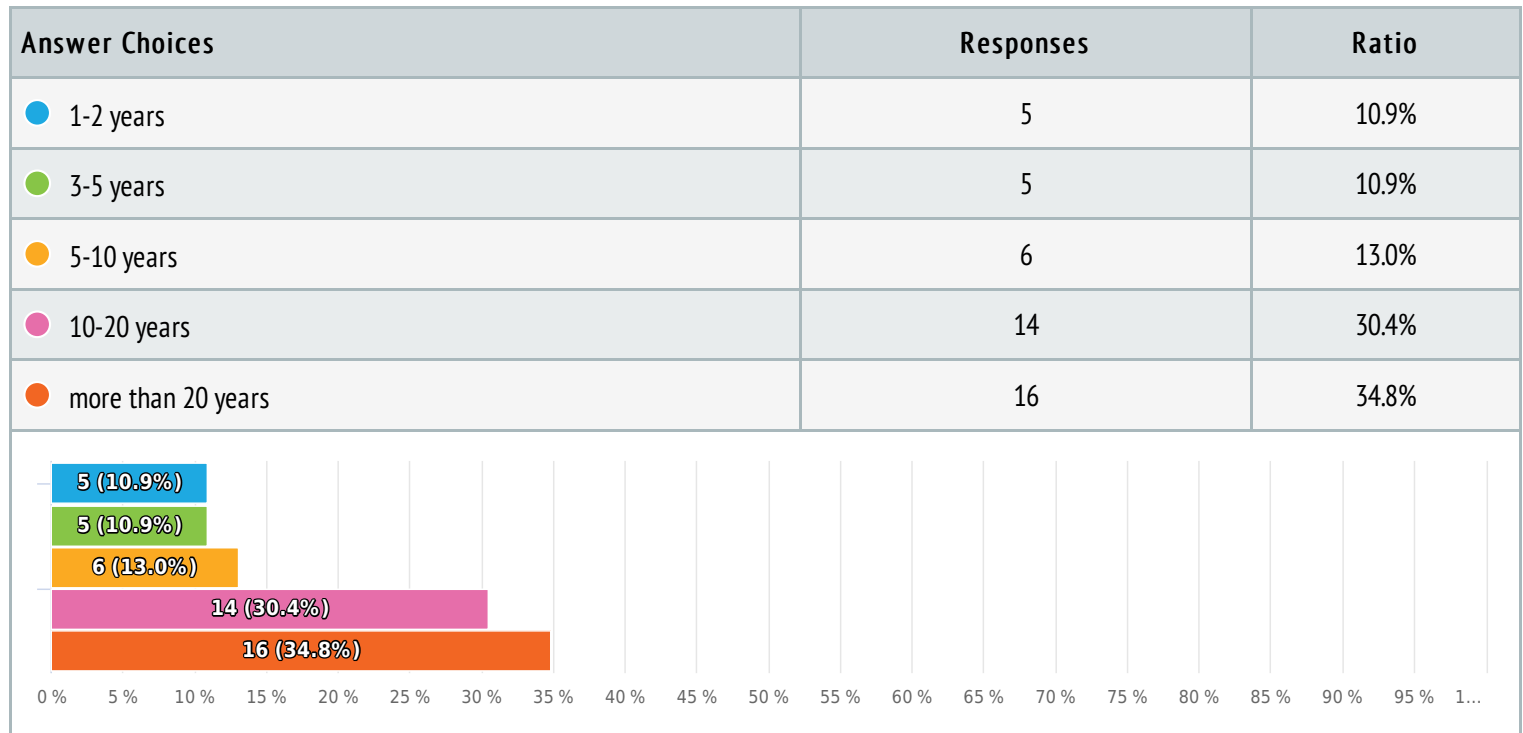
4 In which department are you currently working?

Single choice , answers 46 x, unanswered 0 x

Answer Choices	Responses	Ratio
● Model line/ Baureihe	31	67.4%
● Sales and Marketing	4	8.7%
● Purchasing	1	2.2%
● Technical development	1	2.2%
● Production	5	10.9%
● Finance	3	6.5%
● Quality	1	2.2%

```
31 (67.4%)
4 (8.7%)
1 (2.2%)
1 (2.2%)
5 (10.9%)
3 (6.5%)
1 (2.2%)

0 %  5 %  10 %  15 %  20 %  25 %  30 %  35 %  40 %  45 %  50 %  55 %  60 %  65 %  70 %  75 %  80 %  85 %  90 %  95 %  1...
```
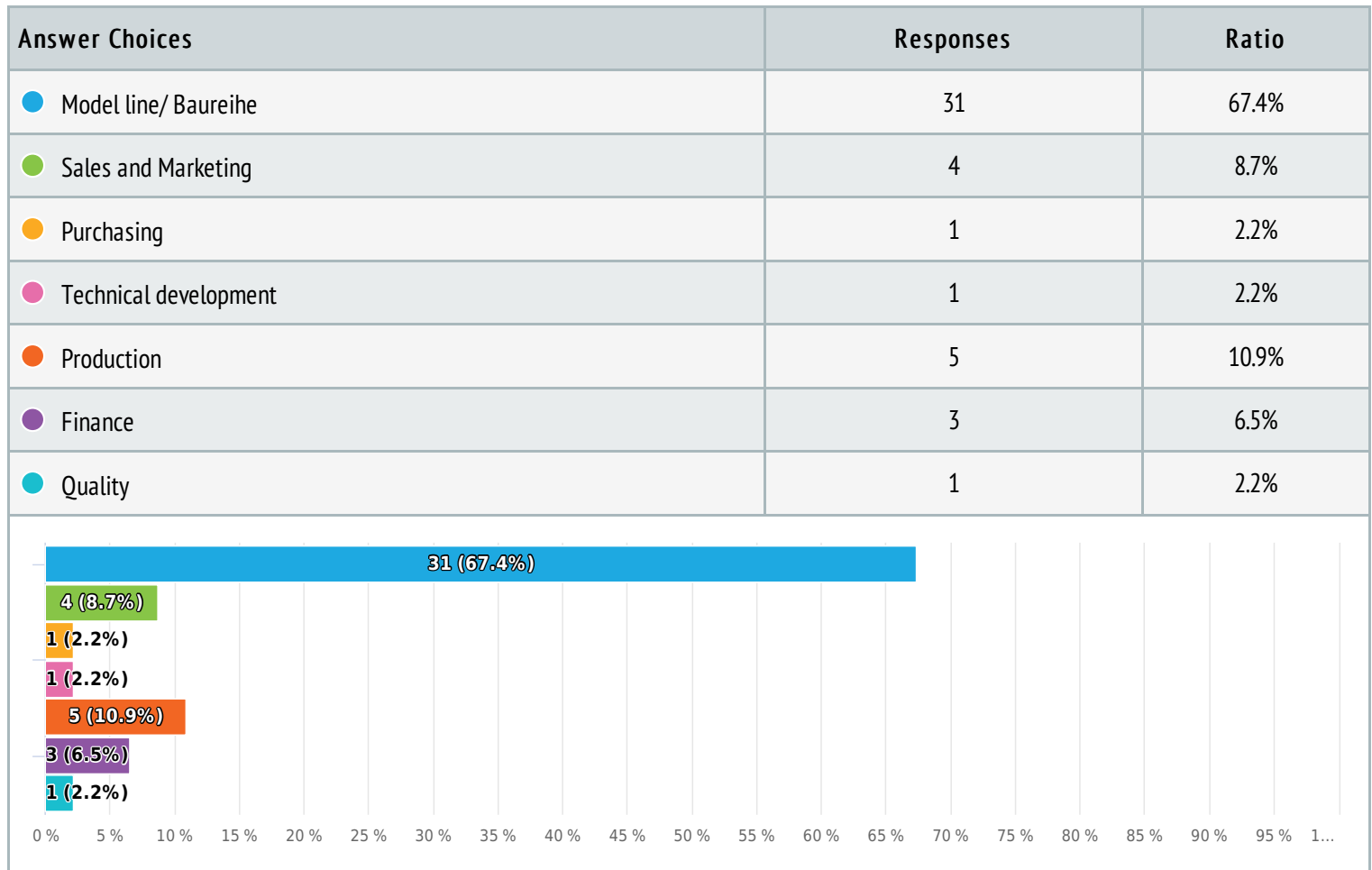
5 What is your position?

Single choice , answers 46 x, unanswered 0 x

Answer Choices	Responses	Ratio
● Management position (MK, OMK, TMK)	23	50.0%
● Other position	23	50.0%

```
23 (50%)
23 (50%)

0 %  5 %  10 %  15 %  20 %  25 %  30 %  35 %  40 %  45 %  50 %  55 %  60 %  65 %  70 %  75 %  80 %  85 %  90 %  95 %  1...
```
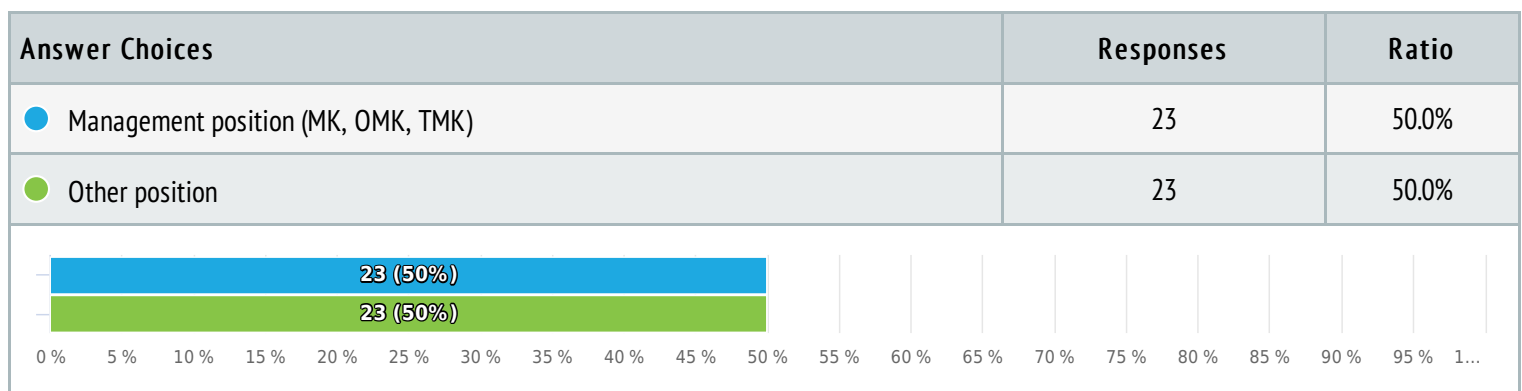
6 Do you know what the term "digital transformation" stands for?

Semantic differential , answers 46 x, unanswered 0 x
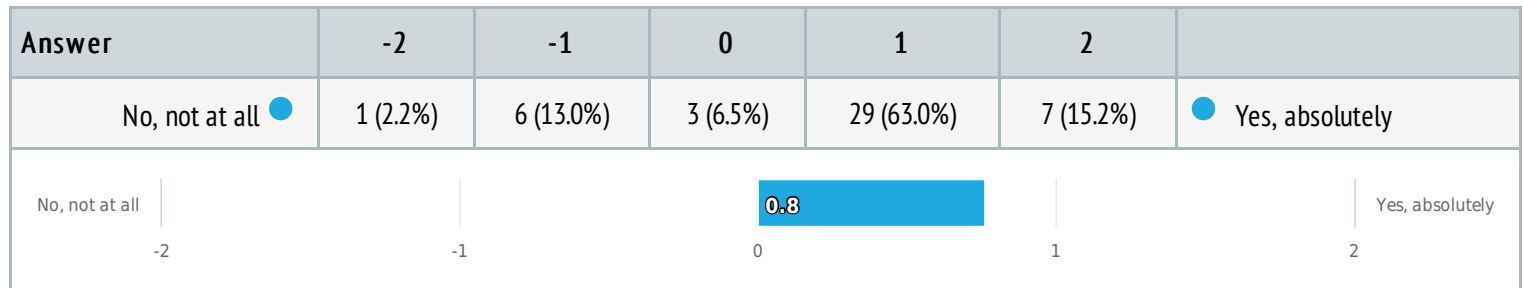
Answer	-2	-1	0	1	2	
No, not at all ●	1 (2.2%)	6 (13.0%)	3 (6.5%)	29 (63.0%)	7 (15.2%)	● Yes, absolutely

No, not at all			0.8		Yes, absolutely
-2	-1	0	1	2	

7 What is the first thing that comes up to your mind hearing "digitalization" or "digital transformation" in ŠKODA AUTO?

Multiple choice , answers 46 x, unanswered 0 x

Answer Choices	Responses	Ratio
● Implementation of digital tools in technical development - automation, robotization, software development, etc.	13	28.3%
● Implementation of new (online) digital tools and techlogies in all areas - including management	29	63.0%
● Transformation of working methods - agile leadership/management, new business models, simplification of working processes	19	41.3%
● Culture change; new skills and knowledge requirements, mindset change, changes in the working environment	9	19.6%
● New challenges followed by new opportunities, possibilities and benefits	12	26.1%
● I don't have any specific idea	0	0.0%
● Other…	0	0.0%

13 (28.3%)
29 (63.0%)
19 (41.3%)
9 (19.6%)
12 (26.1%)
0%
0%

0 % 5 % 10 % 15 % 20 % 25 % 30 % 35 % 40 % 45 % 50 % 55 % 60 % 65 % 70 % 75 % 80 % 85 % 90 % 95 % 1…
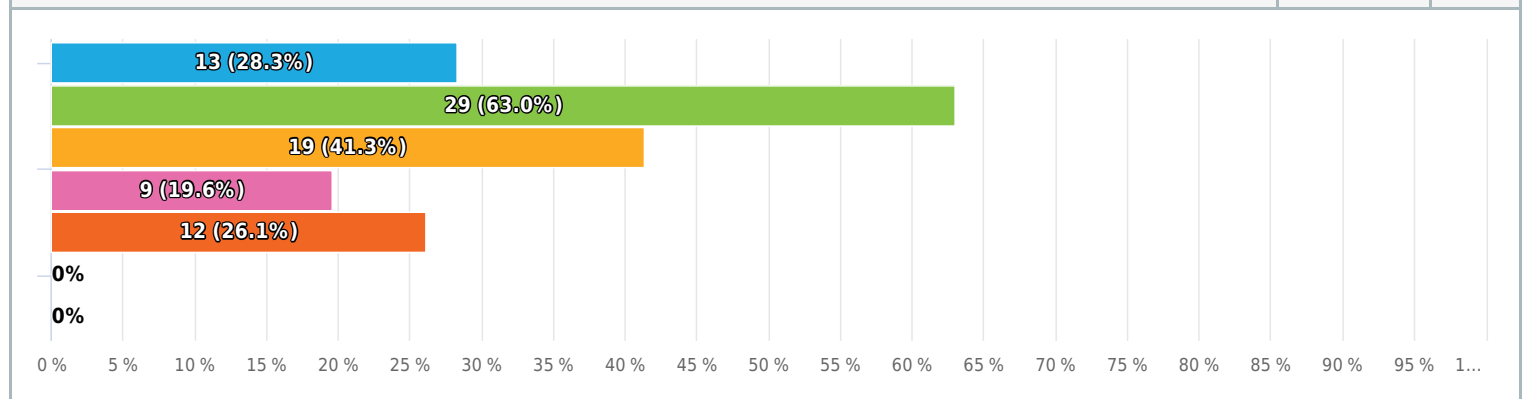
8 Are you personally interested in the process of digital transformation in ŠKODA AUTO?

Semantic differential , answers *46 x*, unanswered *0 x*

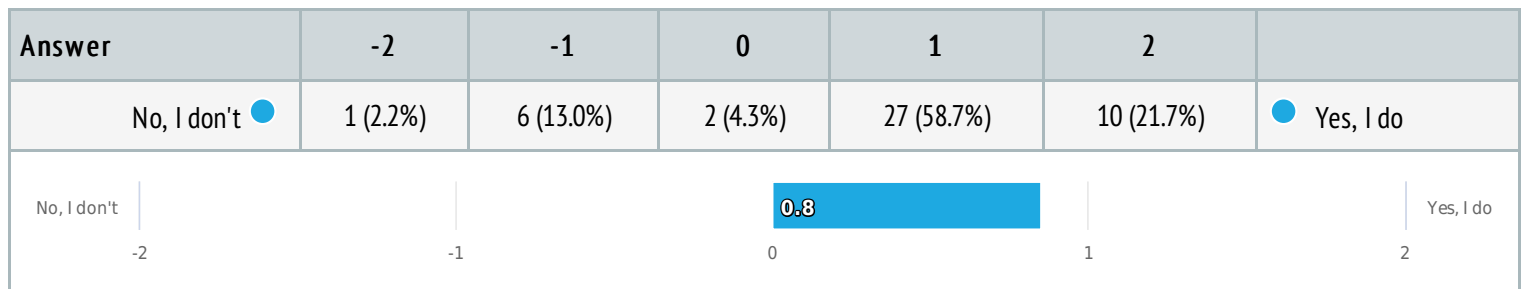| Answer	-2	-1	0	1	2	
No, I'm not 🔵	4 (8.7%)	3 (6.5%)	6 (13.0%)	23 (50.0%)	10 (21.7%)	🔵 Yes, I'm

No, I'm not			0.7		Yes, I'm
-2	-1	0	1	2	
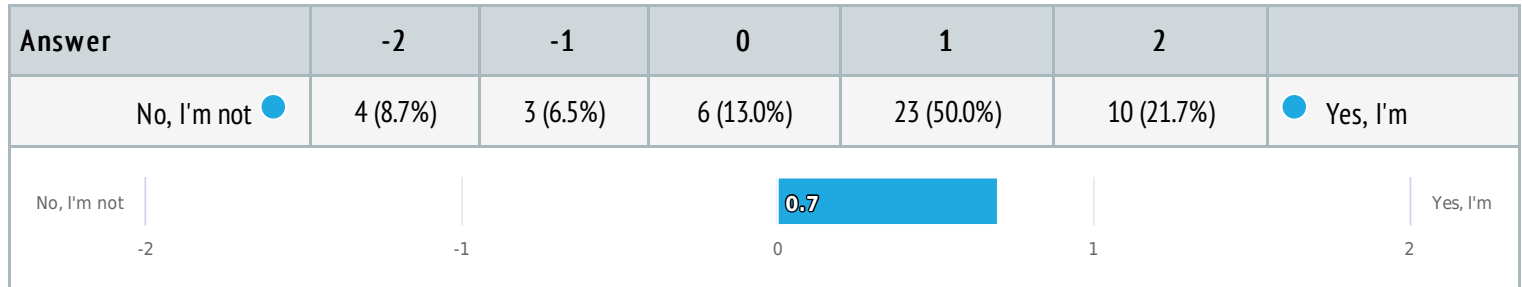
9 Do you personally feel affected by the digital transformation in the company?

Semantic differential , answers *46 x*, unanswered *0 x*

Answer	-2	-1	0	1	2	
No, I don't 🔵	1 (2.2%)	6 (13.0%)	2 (4.3%)	27 (58.7%)	10 (21.7%)	🔵 Yes, I do

No, I don't			0.8		Yes, I do
-2	-1	0	1	2	

10 Based on your impression, how is your department dealing with the process of digitalization?

Semantic differential , answers *46 x*, unanswered *0 x*
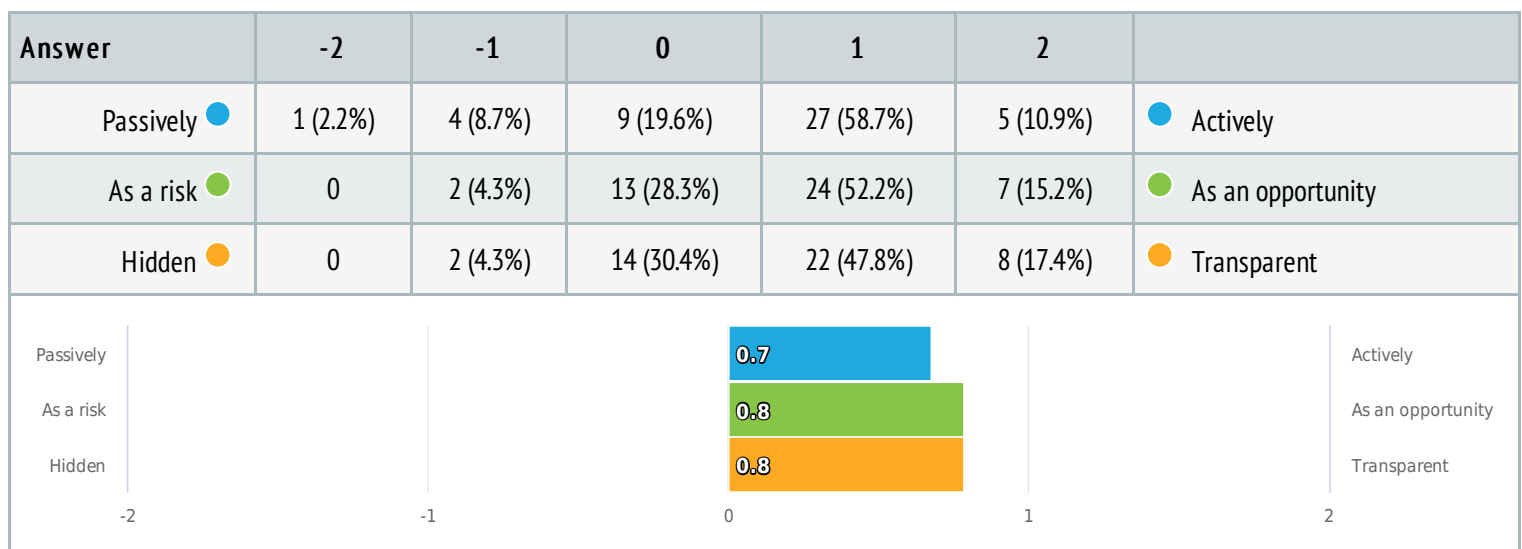
Answer	-2	-1	0	1	2	
Passively 🔵	1 (2.2%)	4 (8.7%)	9 (19.6%)	27 (58.7%)	5 (10.9%)	🔵 Actively
As a risk 🟢	0	2 (4.3%)	13 (28.3%)	24 (52.2%)	7 (15.2%)	🟢 As an opportunity
Hidden 🟠	0	2 (4.3%)	14 (30.4%)	22 (47.8%)	8 (17.4%)	🟠 Transparent

Passively			0.7		Actively
As a risk			0.8		As an opportunity
Hidden			0.8		Transparent
-2	-1	0	1	2	

11 Are you aware of any implementation of new digital technologies and tools in your department?

Semantic differential , answers 46 x, unanswered 0 x
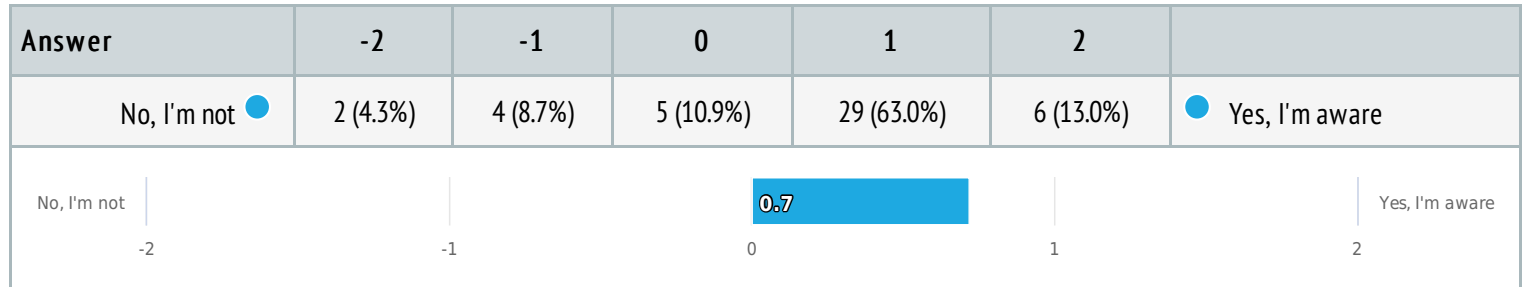
Answer	-2	-1	0	1	2	
No, I'm not ●	2 (4.3%)	4 (8.7%)	5 (10.9%)	29 (63.0%)	6 (13.0%)	● Yes, I'm aware

No, I'm not			0.7		Yes, I'm aware
-2	-1	0		1	2

12 Are these new digital technologies more beneficial and helpful or rather annoying and difficult to handle for you?
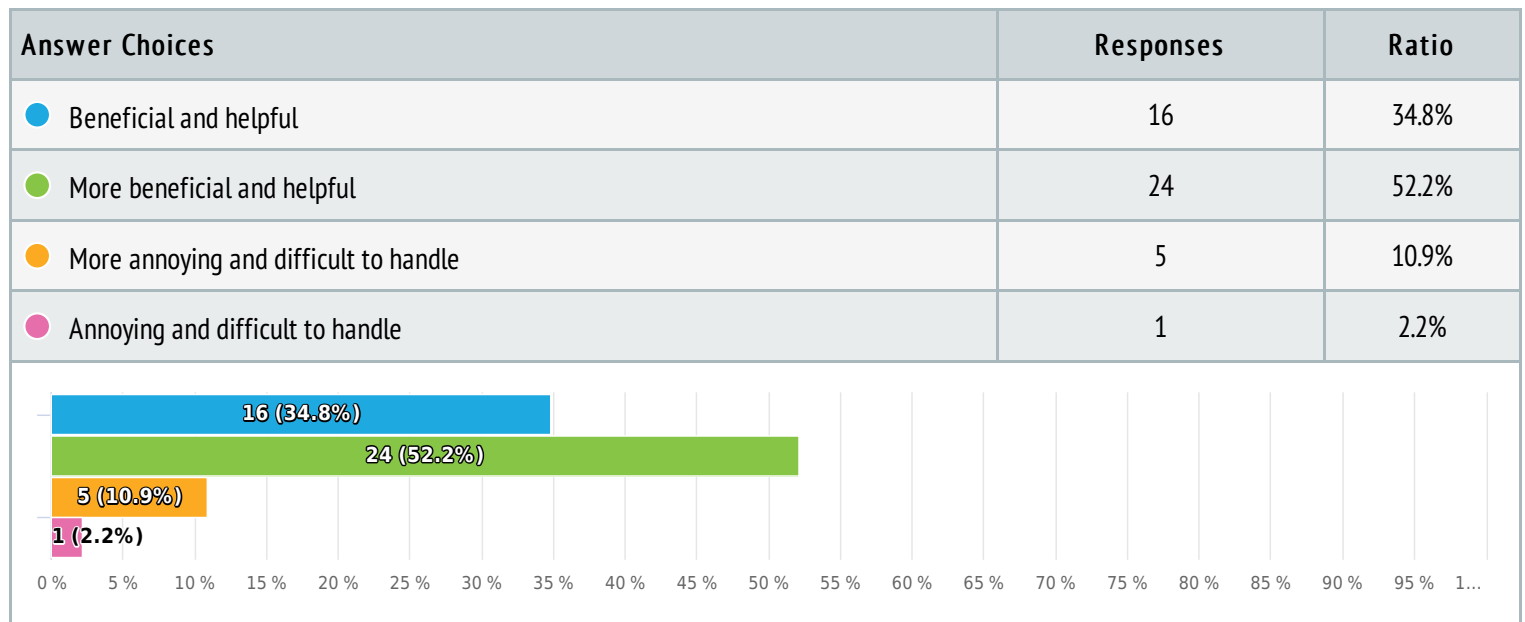
Single choice , answers 46 x, unanswered 0 x

Answer Choices	Responses	Ratio
● Beneficial and helpful	16	34.8%
● More beneficial and helpful	24	52.2%
● More annoying and difficult to handle	5	10.9%
● Annoying and difficult to handle	1	2.2%

16 (34.8%)
24 (52.2%)
5 (10.9%)
1 (2.2%)

0 % 5 % 10 % 15 % 20 % 25 % 30 % 35 % 40 % 45 % 50 % 55 % 60 % 65 % 70 % 75 % 80 % 85 % 90 % 95 % 1...

13 How does the increasing implementation of the new technologies and tools make you feel?

Semantic differential , answers 46 x, unanswered 0 x

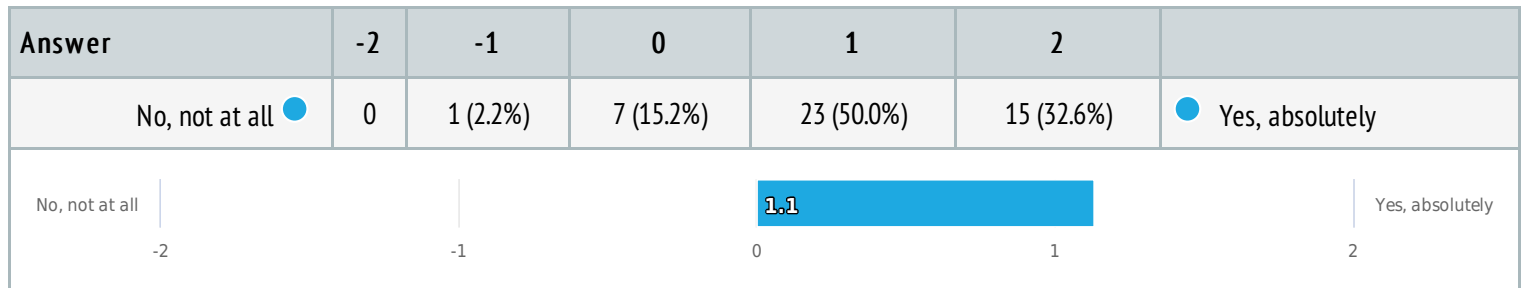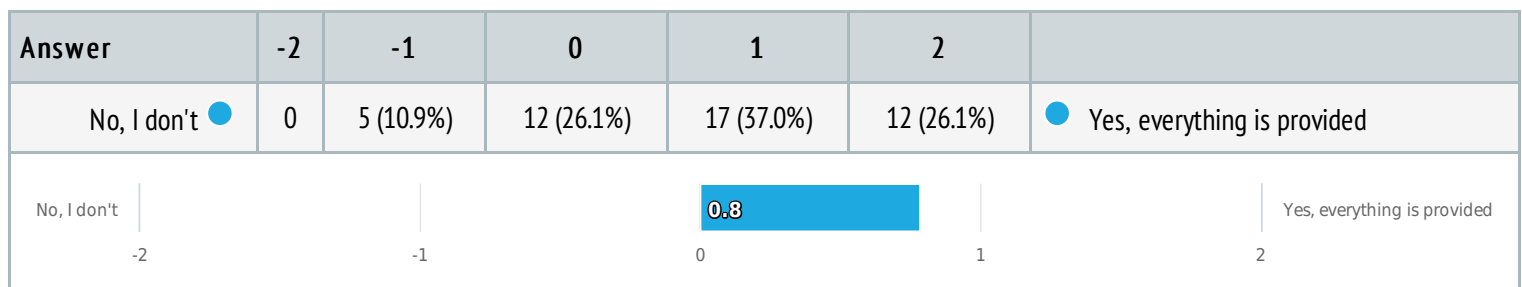| Answer	-2	-1	0	1	2	
Anxious 🔵	0	3 (6.5%)	12 (26.1%)	27 (58.7%)	4 (8.7%)	🔵 Excited
Hesitant 🟢	0	1 (2.2%)	11 (23.9%)	28 (60.9%)	6 (13.0%)	🟢 Curious
Stressed 🟠	1 (2.2%)	8 (17.4%)	18 (39.1%)	18 (39.1%)	1 (2.2%)	🟠 Released

	-2	-1	0	1	2	
Anxious			0.7			Excited
Hesitant			0.8			Curious
Stressed			0.2			Released
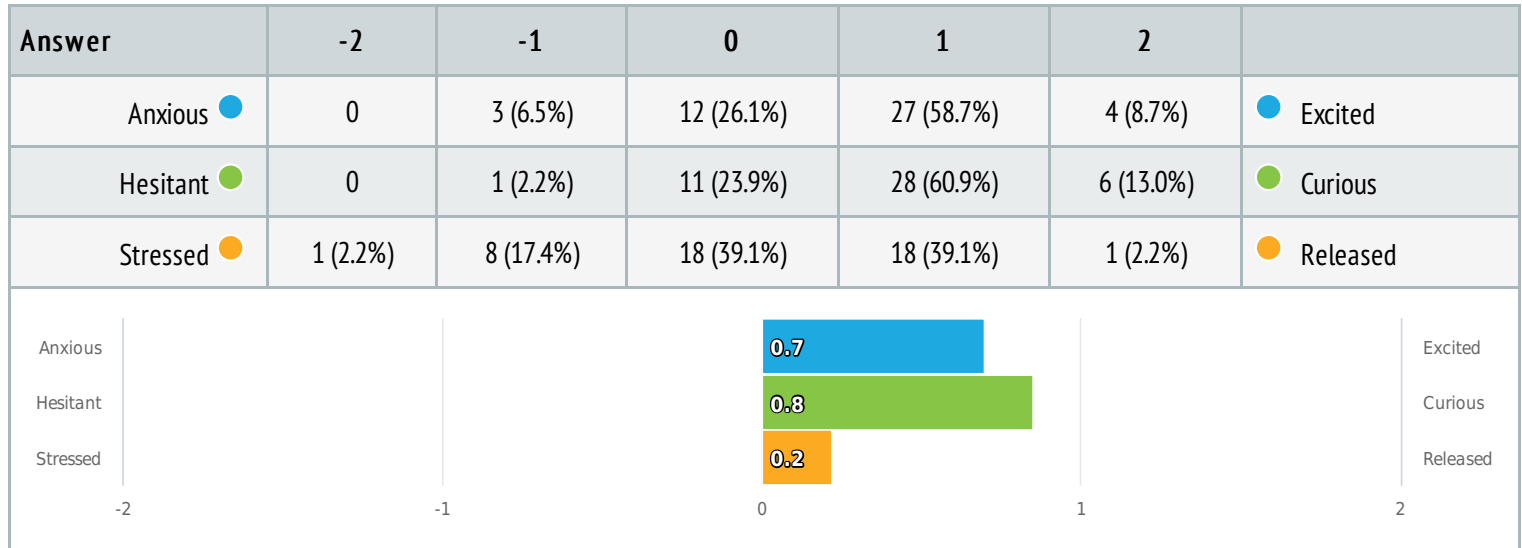
14 Are you equipped enough in order to be able to use the new communication tools?
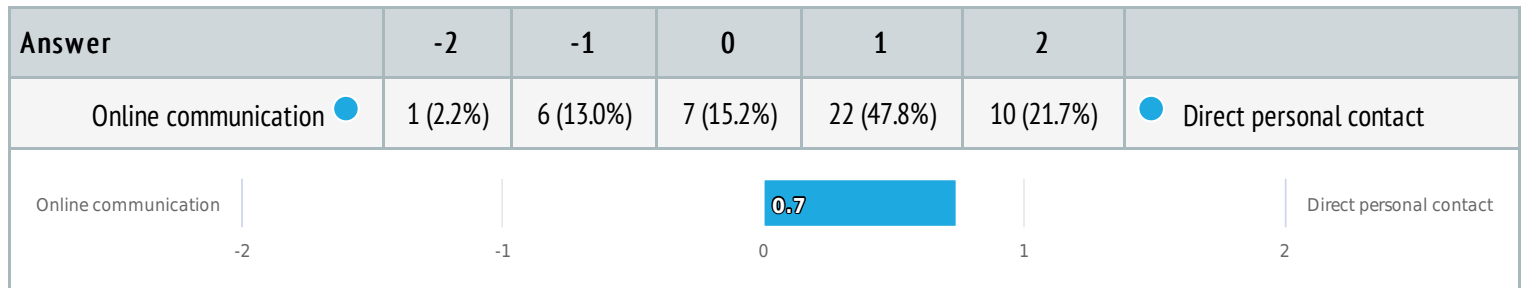
Semantic differential , answers 46 x, unanswered 0 x

Answer	-2	-1	0	1	2	
No, not at all 🔵	0	1 (2.2%)	7 (15.2%)	23 (50.0%)	15 (32.6%)	🔵 Yes, absolutely

	-2	-1	0	1	2	
No, not at all			1.1			Yes, absolutely

15 Do you have enough information/materials about how to use new technologies?
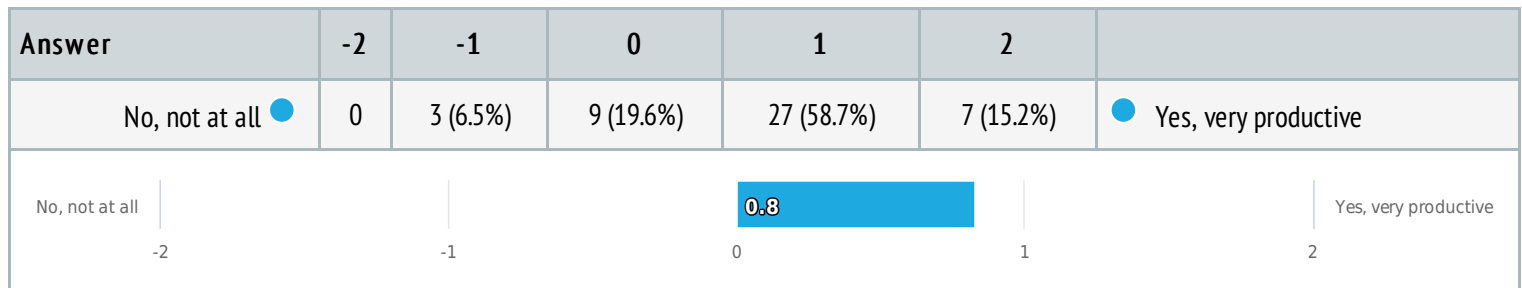
Semantic differential , answers 46 x, unanswered 0 x

Answer	-2	-1	0	1	2	
No, I don't 🔵	0	5 (10.9%)	12 (26.1%)	17 (37.0%)	12 (26.1%)	🔵 Yes, everything is provided

	-2	-1	0	1	2	
No, I don't			0.8			Yes, everything is provided

16 Do you prefer online communication or a direct personal contact?

Semantic differential , answers 46 x, unanswered 0 x

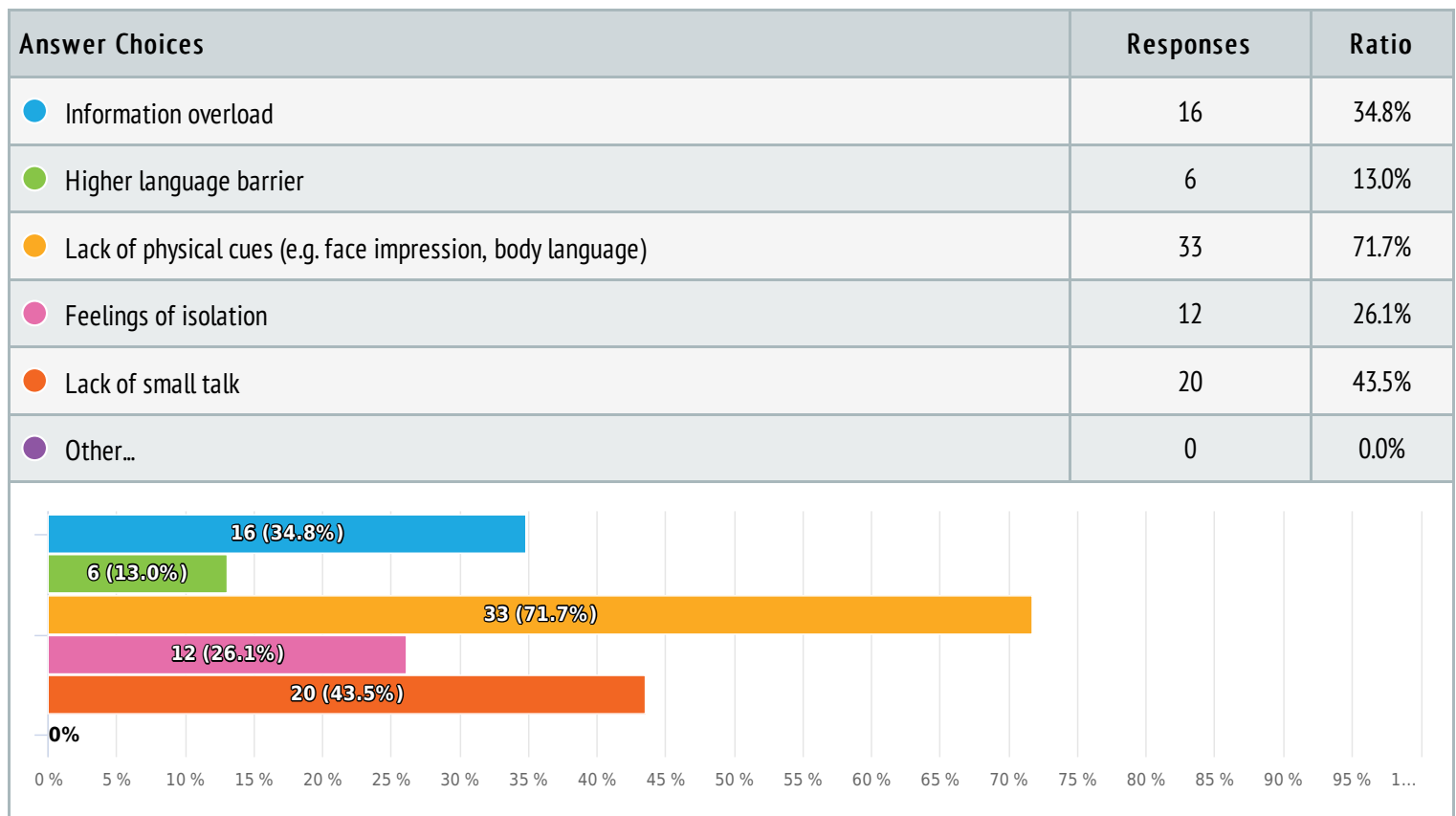| Answer	-2	-1	0	1	2	
Online communication 🔵	1 (2.2%)	6 (13.0%)	7 (15.2%)	22 (47.8%)	10 (21.7%)	🔵 Direct personal contact

Online communication			0.7		Direct personal contact
-2	-1	0	1	2	

17 Do you find the online collaboration productive for your work?

Semantic differential , answers 46 x, unanswered 0 x

Answer	-2	-1	0	1	2	
No, not at all 🔵	0	3 (6.5%)	9 (19.6%)	27 (58.7%)	7 (15.2%)	🔵 Yes, very productive

No, not at all			0.8		Yes, very productive
-2	-1	0	1	2	

18 Are there some issues/problems in online collaboration?

Multiple choice , answers 46 x, unanswered 0 x

Answer Choices	Responses	Ratio
● Information overload	16	34.8%
● Higher language barrier	6	13.0%
● Lack of physical cues (e.g. face impression, body language)	33	71.7%
● Feelings of isolation	12	26.1%
● Lack of small talk	20	43.5%
● Other…	0	0.0%

19 What do you find positive on online collaboration?

Text answer , answers 46 x, unanswered 0 x

- save a time
- better time efficiency
- It is very time efficient. You don´t have to visit many meeting rooms throughout the day. You just sit at your desk.
- Saving of time
- Transparent data available for all members.
- Flexibility
- (2x) time saving
- Fast communication & feedback
- effectiveness, speed, productivity
- Efficient
- Faster comunikation, faster solotion of Problems
- To arrange a meeting and to visit it is easier and quicker (no need to transport)
- We are not limited by place, when communicating online - we can be home or on vacation….. You can connect at any time and from anywhere. Online meetings save a lot of time that would be needed to move between different buildings and rooms.
- (18x)
- (2x) flexibility
- fast, simple,

- Be at home.
- good availability of information
- That everyone can attend.
- More effective, more transmitted information online - 3D etc
- better work
- (2x) time effective
- no time needed for moving from one to antoher meeting room (or building)
- much higher flexibility in organizing private life and work, quicker results in urgent topics
- Effective time management
- productivitaet

## 20 Do you see any difference between the terms "manager" and "leader"?

Single choice , answers 46 x, unanswered 0 x
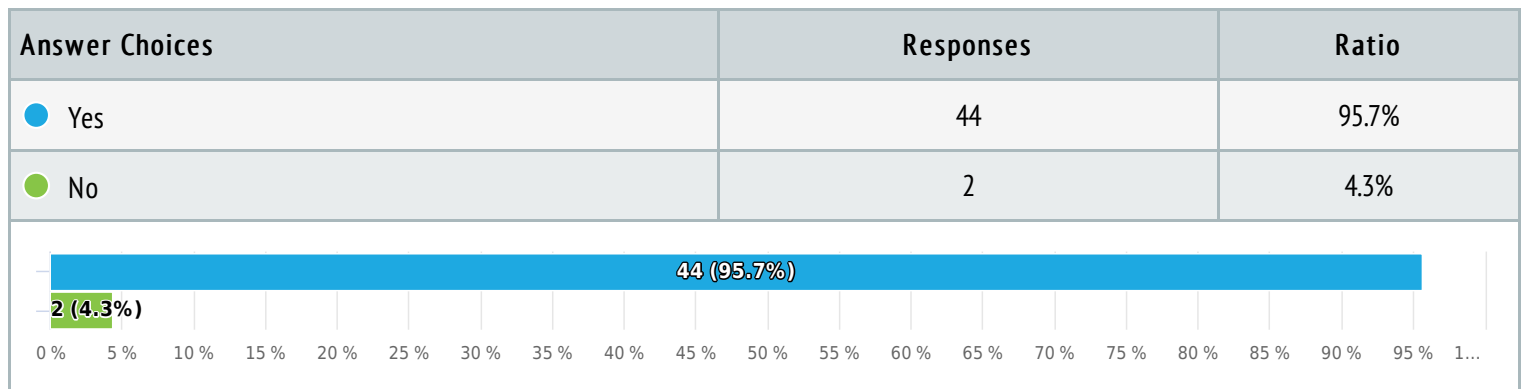
Answer Choices	Responses	Ratio
● Yes	44	95.7%
● No	2	4.3%

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44 (95.7%)
2 (4.3%)
0 %   5 %   10 %   15 %   20 %   25 %   30 %   35 %   40 %   45 %   50 %   55 %   60 %   65 %   70 %   75 %   80 %   85 %   90 %   95 %   1...
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21 What type of leadership style have you already experienced while dealing with managers in the company?

Multiple choice , answers 46 x, unanswered 0 x

Answer Choices	Responses	Ratio
🔵 Autocratic - "I'm a boss and you'll do what I say!"	29	63.0%
🟢 Authoritative/visionary - "Lets come with me!", natural followership of the leader	19	41.3%
🟠 Democratic - "Let's vote on that!"	8	17.4%
🩷 Consultative - "Tell me what you think, I'll consider it and then make a decision"	19	41.3%
🟠 Coaching - "Let's try this!", supportive, empowering, helpful and emphatic approach	21	45.7%
🟣 Agile - leadership by example, combines the best of all; innovative, flexible, visionary, supportive, willing to learn, set goals, able to reflect current demands	21	45.7%
🔵 Versatile - combining and balancing two opposing approaches, (directive & supportive leadership, execution & strategy, talking & listening, seeing a bigger picture & focusing on details, …)	10	21.7%
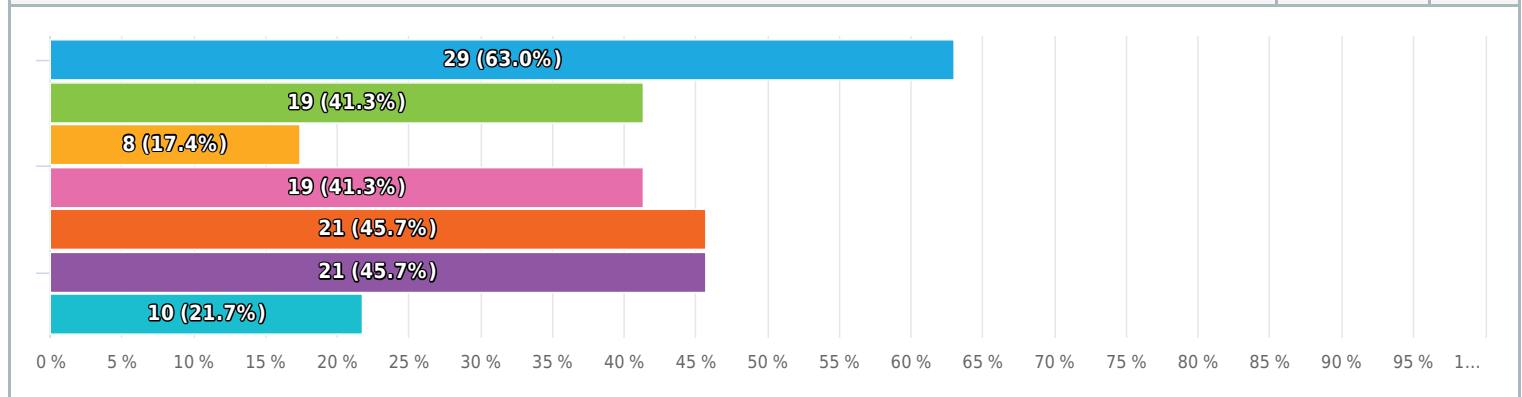
22 Do you think that the role of a manager will change in regards to the process of Digital Transformation?

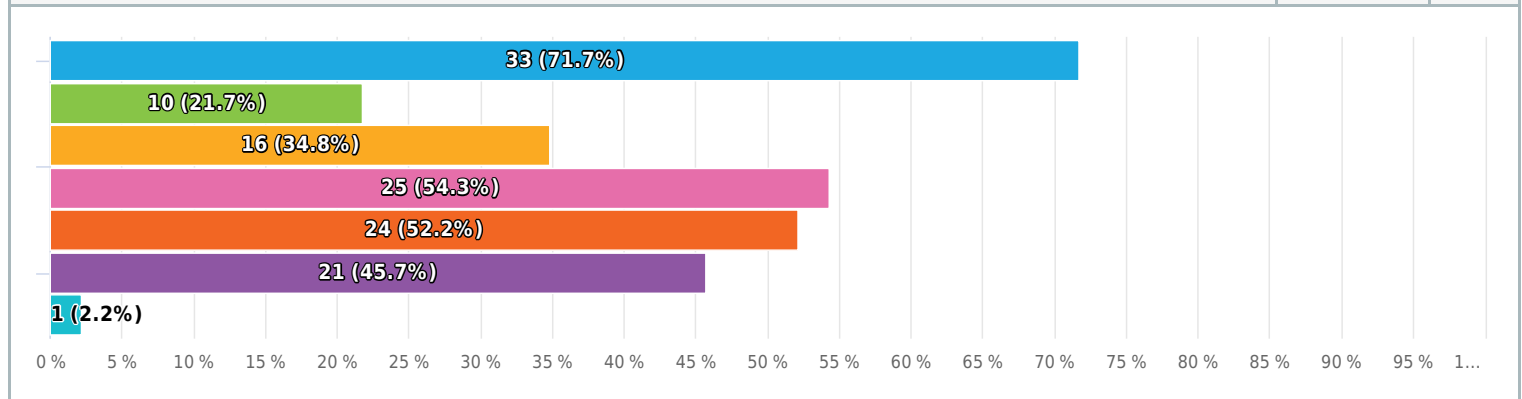*Semantic differential , answers 46 x, unanswered 0 x*

Answer	-2	-1	0	1	2	
No, not at all 🔵	5 (10.9%)	9 (19.6%)	8 (17.4%)	19 (41.3%)	5 (10.9%)	🔵 Yes, significantly

23 What are the key skills of a manager in a digital era?

Multiple choice , answers 46 x, unanswered 0 x

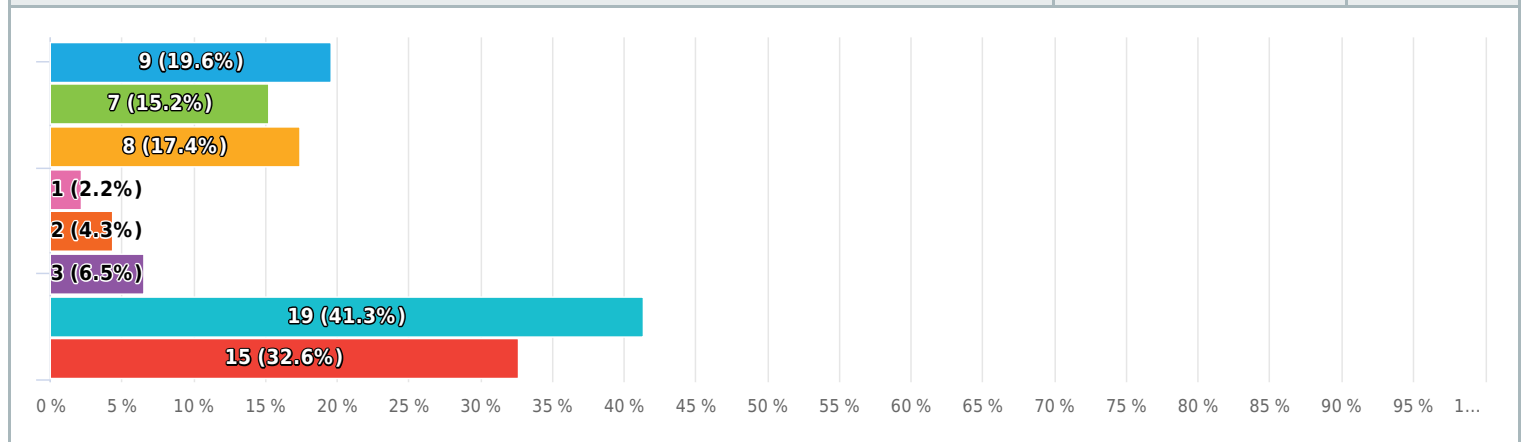| Answer Choices	Responses	Ratio
● Innovativeness, creativity, flexibility, agility	33	71.7%
● Honesty, loyalty, modesty and courage	10	21.7%
● Ability to listen, accept someone else's opinion and learn from others	16	34.8%
● Ability to motivate (proper motivation system, clear tasks, recognition and rewarding - "praising in public, correcting in private", …)	25	54.3%
● Technical/digital skills and knowledge reflecting current demands	24	52.2%
● Ability to promote an understanding of the digital transformation process and help others to develop new skills and knowledge	21	45.7%
● Other…	1	2.2%

33 (71.7%)
10 (21.7%)
16 (34.8%)
25 (54.3%)
24 (52.2%)
21 (45.7%)
1 (2.2%)

0 % 5 % 10 % 15 % 20 % 25 % 30 % 35 % 40 % 45 % 50 % 55 % 60 % 65 % 70 % 75 % 80 % 85 % 90 % 95 % 1…

24 Which of the following workshops have you already attended/signed up for?
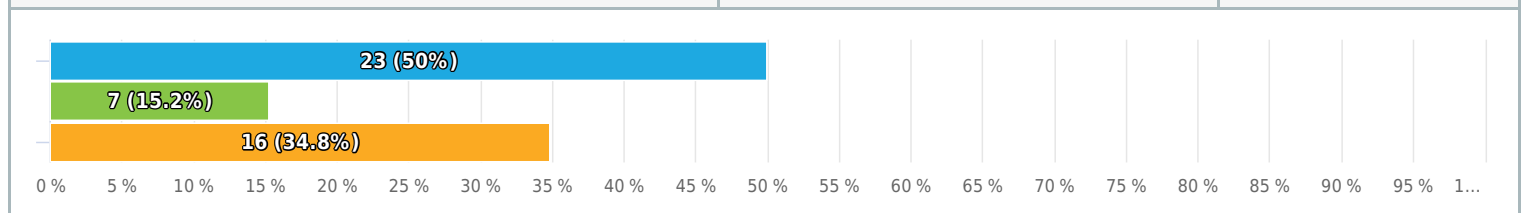
Multiple choice , answers 46 x, unanswered 0 x

Answer Choices	Responses	Ratio
🔵 Leadership @ ŠKODA	9	19.6%
🟢 Agile Leadership Fundamentals	7	15.2%
🟠 Lead to Transform	8	17.4%
🩷 Remote Leadership	1	2.2%
🔴 Fast Coaching "Leadership in uncertain times"	2	4.3%
🟣 Learing Journey	3	6.5%
🔵 Company culture Workshops	19	41.3%
🔴 Other…	15	32.6%

25 Would you appreciate a chance to attend more of such workshops?

Single choice , answers 46 x, unanswered 0 x

Answer Choices	Responses	Ratio
🔵 Yes	23	50.0%
🟢 No	7	15.2%
🟠 I don't know	16	34.8%

26 What type of digital transformation oriented workshops would you be interested in?

Multiple choice , answers 46 x, unanswered 0 x

Answer Choices	Responses	Ratio
● Understanding the drivers behind Digital Transformation	14	30.4%
● ŠKODA Digital Transformation Strategy	22	47.8%
● Development of personal skills	20	43.5%
● Issues and pitfalls of digital transformation and how to face them	4	8.7%
● Agile Management/Leadership	16	34.8%
● Corporate Culture development	6	13.0%
● Creativity and Innovations	18	39.1%
● Other…	1	2.2%
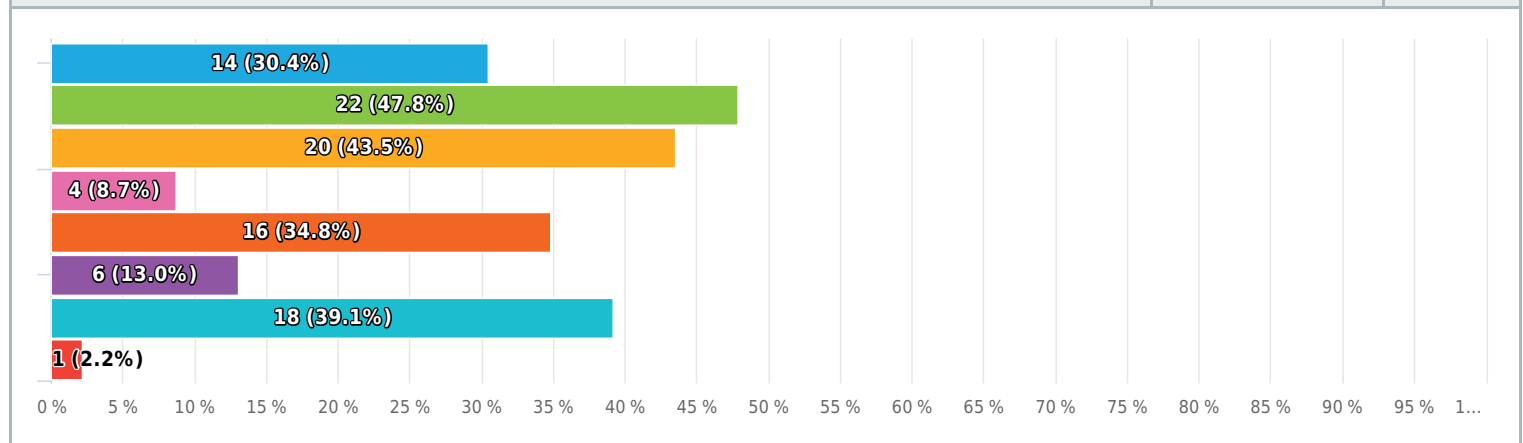
Survey settings

Allow multiple submissions? ✔

Allow return to previous questions? ✔

Display question numbers? ✔

Receive response notifications by e-mail?

Password protection?

IP restriction?

Appendix: Survey

Digital Transformation and Human Resources

1 Please tell a bit about yourself - What is your gender?

Question instructions: *Select one answer*

◯ Female   ◯ Male   ◯ Other

2 How old are you?

Question instructions: *Select one answer*

◯ 25-30

◯ 31-35

◯ 36-40

◯ 41-45

◯ 46-50

◯ 51-55

◯ 56-60

◯ 60+

3 How long have you been working for Skoda?

Question instructions: *Select one answer*

◯ 1-2 years

◯ 3-5 years

◯ 5-10 years

◯ 10-20 years

◯ more than 20 years

4 In which department are you currently working?

Question instructions: *Select one answer*

○ Model line/ Baureihe   ○ Sales and Marketing   ○ Purchasing   ○ Technical development   ○ Production   ○ Finance

○ Quality

5 What is your position?

Question instructions: *Select one answer*

○ Management position (MK, OMK, TMK)   ○ Other position

6 Do you know what the term "digital transformation" stands for?

Question instructions: *Would you be able to describe it to someone else?*

	1	2	3	4	5	
No, not at all	○	○	○	○	○	Yes, absolutely

7 What is the first thing that comes up to your mind hearing "digitalization" or "digital transformation" in ŠKODA AUTO?

Question instructions: *Select one or more answers*

☐ Implementation of digital tools in technical development - automation, robotization, software development, etc.

☐ Implementation of new (online) digital tools and techlogies in all areas - including management

☐ Transformation of working methods - agile leadership/management, new business models, simplification of working processes

☐ Culture change; new skills and knowledge requirements, mindset change, changes in the working environment

☐ New challenges followed by new opportunities, possibilities and benefits

☐ I don't have any specific idea

☐ Other… _____

8 Are you personally interested in the process of digital transformation in ŠKODA AUTO?

	1	2	3	4	5	
No, I'm not	○	○	○	○	○	Yes, I'm

9 Do you personally feel affected by the digital transformation in the company?

	1	2	3	4	5	
No, I don't	○	○	○	○	○	Yes, I do

10 Based on your impression, how is your department dealing with the process of digitalization?

	1	2	3	4	5	
Passively	○	○	○	○	○	Actively
As a risk	○	○	○	○	○	As an opportunity
Hidden	○	○	○	○	○	Transparent

11 Are you aware of any implementation of new digital technologies and tools in your department?

Question instructions: *(New Applications, Communication Tools, etc.)*

	1	2	3	4	5	
No, I'm not	○	○	○	○	○	Yes, I'm aware

12 Are these new digital technologies more beneficial and helpful or rather annoying and difficult to handle for you?

○ Beneficial and helpful   ○ More beneficial and helpful   ○ More annoying and difficult to handle   ○ Annoying and difficult to handle

13 How does the increasing implementation of the new technologies and tools make you feel?

	1	2	3	4	5	
Anxious	○	○	○	○	○	Excited
Hesitant	○	○	○	○	○	Curious
Stressed	○	○	○	○	○	Released

14 Are you equipped enough in order to be able to use the new communication tools?

Question instructions: *With laptop, headphones, microphone, loudspeaker, etc.*

	1	2	3	4	5	
No, not at all	◯	◯	◯	◯	◯	Yes, absolutely

15 Do you have enough information/materials about how to use new technologies?

	1	2	3	4	5	
No, I don't	◯	◯	◯	◯	◯	Yes, everything is provided

16 Do you prefer online communication or a direct personal contact?

	1	2	3	4	5	
Online communication	◯	◯	◯	◯	◯	Direct personal contact

17 Do you find the online collaboration productive for your work?

	1	2	3	4	5	
No, not at all	◯	◯	◯	◯	◯	Yes, very productive

18 Are there some issues/problems in online collaboration?

Question instructions: *Select one or more answers*

☐ Information overload

☐ Higher language barrier

☐ Lack of physical cues (e.g. face impression, body language)

☐ Feelings of isolation

☐ Lack of small talk

☐ Other…

19 What do you find positive on online collaboration?

Question instructions: *Type an answer*

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20 Do you see any difference between the terms "manager" and "leader"?

Question instructions: *Select one answer*

◯ Yes   ◯ No

21 What type of leadership style have you already experienced while dealing with managers in the company?

Question instructions: *Select one or more answers*

☐ Autocratic - "I'm a boss and you'll do what I say!"

☐ Authoritative/visionary - "Lets come with me!", natural followership of the leader

☐ Democratic - "Let's vote on that!"

☐ Consultative - "Tell me what you think, I'll consider it and then make a decision"

☐ Coaching - "Let's try this!", supportive, empowering, helpful and emphatic approach

☐ Agile - leadership by example, combines the best of all; innovative, flexible, visionary, supportive, willing to learn, set goals, able to reflect current demands

☐ Versatile - combining and balancing two opposing approaches, (directive & supportive leadership, execution & strategy, talking & listening, seeing a bigger picture & focusing on details, ...)

22 Do you think that the role of a manager will change in regards to the process of Digital Transformation?

	1	2	3	4	5	
No, not at all	◯	◯	◯	◯	◯	Yes, significantly

23 What are the key skills of a manager in a digital era?

Question instructions: *Select one or more answers*

☐ Innovativeness, creativity, flexibility, agility

☐ Honesty, loyalty, modesty and courage

☐ Ability to listen, accept someone else's opinion and learn from others

☐ Ability to motivate (proper motivation system, clear tasks, recognition and rewarding - "praising in public, correcting in private", …)

☐ Technical/digital skills and knowledge reflecting current demands

☐ Ability to promote an understanding of the digital transformation process and help others to develop new skills and knowledge

☐ Other…

24 Which of the following workshops have you already attended/signed up for?

Question instructions: *Select one or more answers*

☐ Leadership @ ŠKODA

☐ Agile Leadership Fundamentals

☐ Lead to Transform

☐ Remote Leadership

☐ Fast Coaching "Leadership in uncertain times"

☐ Learing Journey

☐ Company culture Workshops

☐ Other…

25 Would you appreciate a chance to attend more of such workshops?

Question instructions: *Select one answer*

○ Yes   ○ No   ○ I don't know

26 What type of digital transformation oriented workshops would you be interested in?

Question instructions: *Select one or more answers*

☐ Understanding the drivers behind Digital Transformation

☐ ŠKODA Digital Transformation Strategy

☐ Development of personal skills

☐ Issues and pitfalls of digital transformation and how to face them

☐ Agile Management/Leadership

☐ Corporate Culture development

☐ Creativity and Innovations

☐ Other…