

FULLY DEVELOP POTENTIAL



Evaluation Single Questions

PWA Muster AG Team 1

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Objectives of the analysis

DNLA's Organizational Analysis and Human Resources Analysis focuses on the factors that are decisive for successful cooperation within the company. They are analyzed on the basis of assessments by employees and the respective managers. This creates a comprehensive picture of the situation regarding cooperation and the atmosphere in the entire company or organization. This DNLA analysis therefore perfectly complements the DNLA TA (team analysis), which focuses on the team and group level, as well as the analyses and development tools that focus on individual employees, such as the DNLA SC - Social Competence analysis of key factors of success in the job and the DNLA MM - analysis of Management and Leadership skills.

The aim is to create and maintain a working environment throughout the entire organization/company that enables everyone to develop their potential in the best possible way and to contribute their share to the common success.

This organizational analysis is therefore a kind of inspection" or "health check" for the company or organization, which shows whether all the key parameters that are a prerequisite for current and future success are within an optimal range. If this is the case, the conditions for successful cooperation in this organization are ideal. Where there is currently still room for development, the causes of problems can be analyzed and suitable hands-on solutions can be found together with the members of the organization.

The renowned Harvard Business School has researched the prerequisites for "corporate well-being":

"The working atmosphere is always particularly good when everyone, company and employees, can demonstrate lasting success. The conditions for success are created by the employees and managers. They are the "climate kitchen". The ingredients for the "added value" dish must be of the highest quality: Communication, cooperation, customer orientation, innovation, training and further training of employees as well as qualifications of managers, employee satisfaction, organization, efficiency, processes, and management of stress and strain." These are also the areas examined here.

- If everyone identifies strongly with the company / organization as a whole,
- when there is a climate of mutual appreciation, openness and the free exchange of information and ideas,
- when managers lead in an integrative manner, promote and develop their employees and set an example with their behavior
- and when the shared organizational goals and the customers and their needs are at the heart of everything they do,

...then these are optimal conditions for sustained success.



Method

The questions asked concerned situations in daily working life and certain - possibly problematic - areas of the company.

Although the evaluations are a "subjective" factual report from the perspective of managers and employees, the people concerned feel and experience their company / organization in exactly the same way and no differently. This means that the evaluation is ultimately an objective reflection of the current situation in the organization.

The survey can be carried out pseudonymously or completely anonymously. This increases the data quality and the acceptance of all participants for the survey and the development process following up on that.

The results presented here are divided into two areas:

1. The overall evaluation presented here for the company or organization as a whole.
2. Sub-company evaluations for departments, teams and working groups, where a subdivision was planned.

In the evaluation, the respective result is displayed separately for employees and managers using percentage bars, with the percentage value shown below each bar.

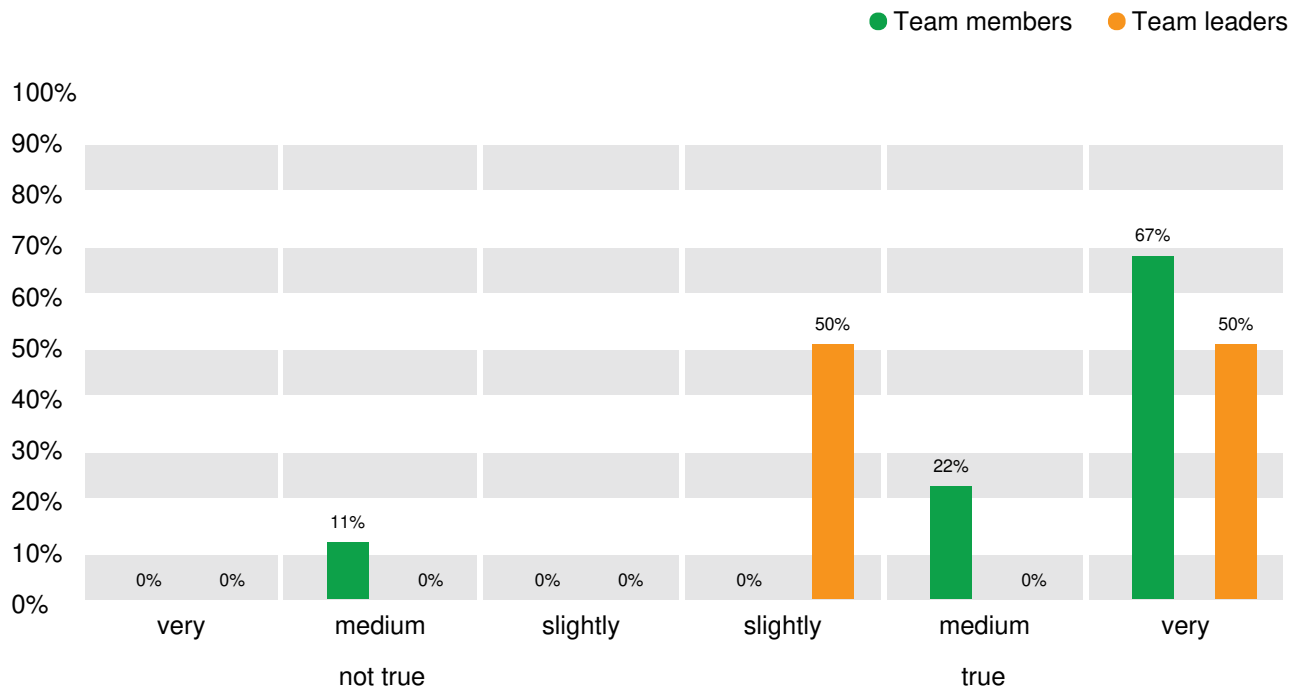
The bars for managers are displayed in **orange**, those for employees in **green**

At least one participant was subsequently transferred either from team member to team leader or from team leader to team member.



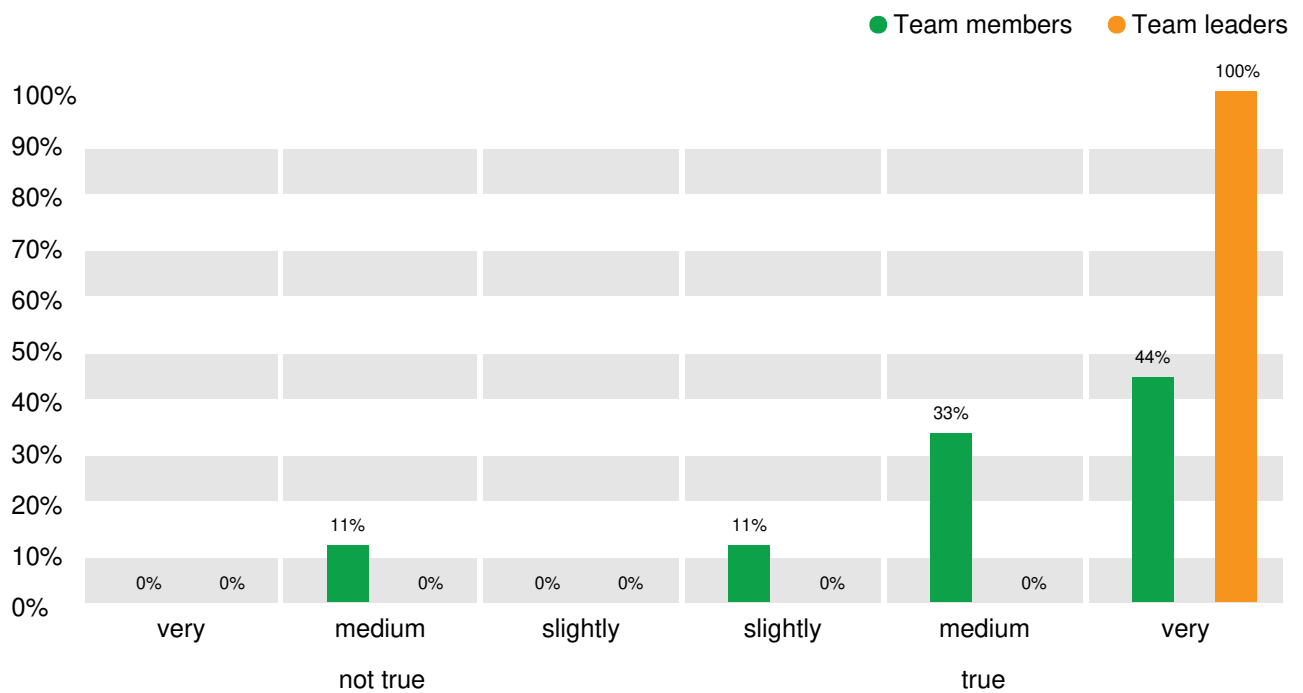
Number of teamleaders: 2 Evaluated by: 1 DNLA GmbH - Zentrale
 Number of teammembers: 9 Evaluation date: 19.01.2026

Customer satisfaction is our top priority.



I systematically promote my employees so that the quality of the work they do is always optimal.

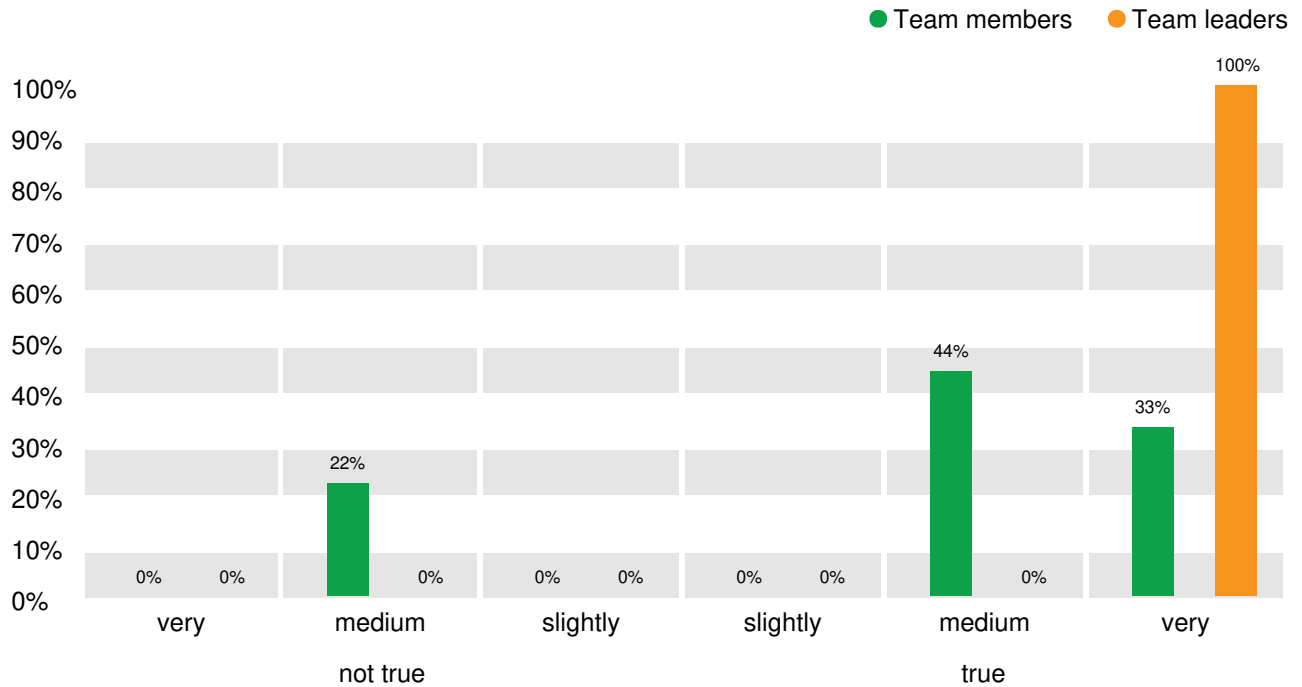
My superiors systematically encourage me to ensure that the quality of my work is always optimal.



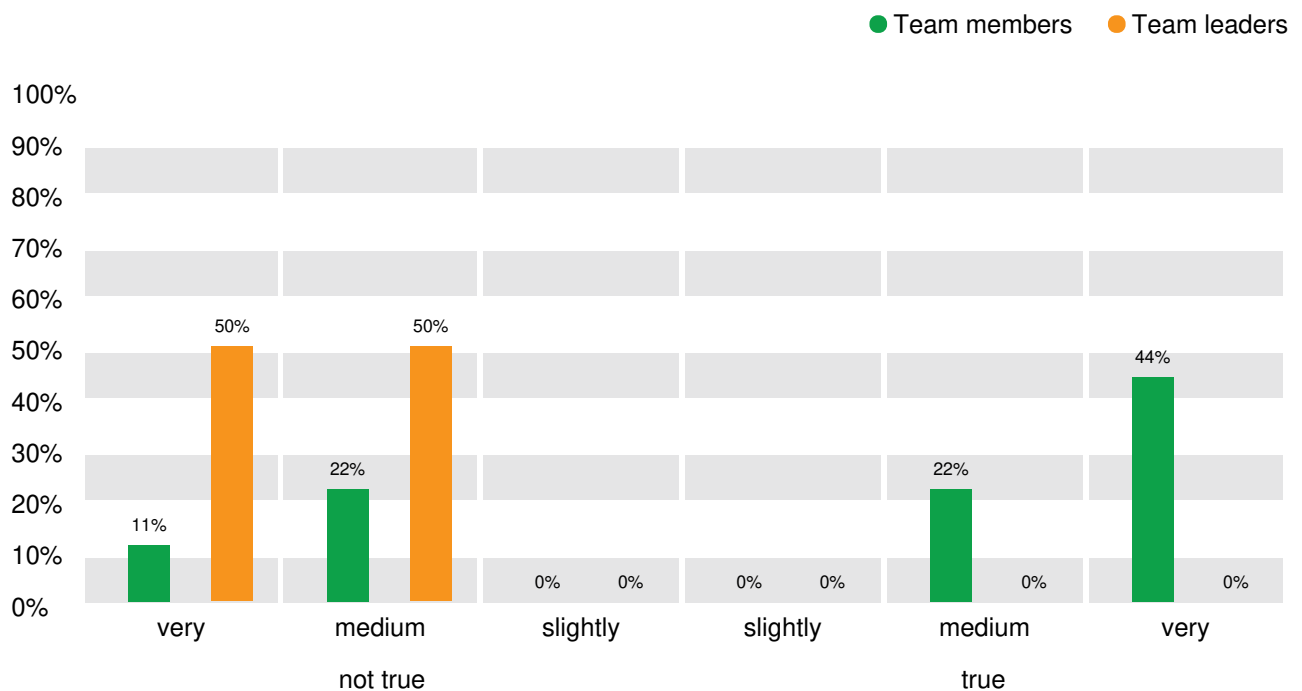
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I recognize and acknowledge the high-quality work of my team.

High-quality work is noticed and recognised by my superiors.



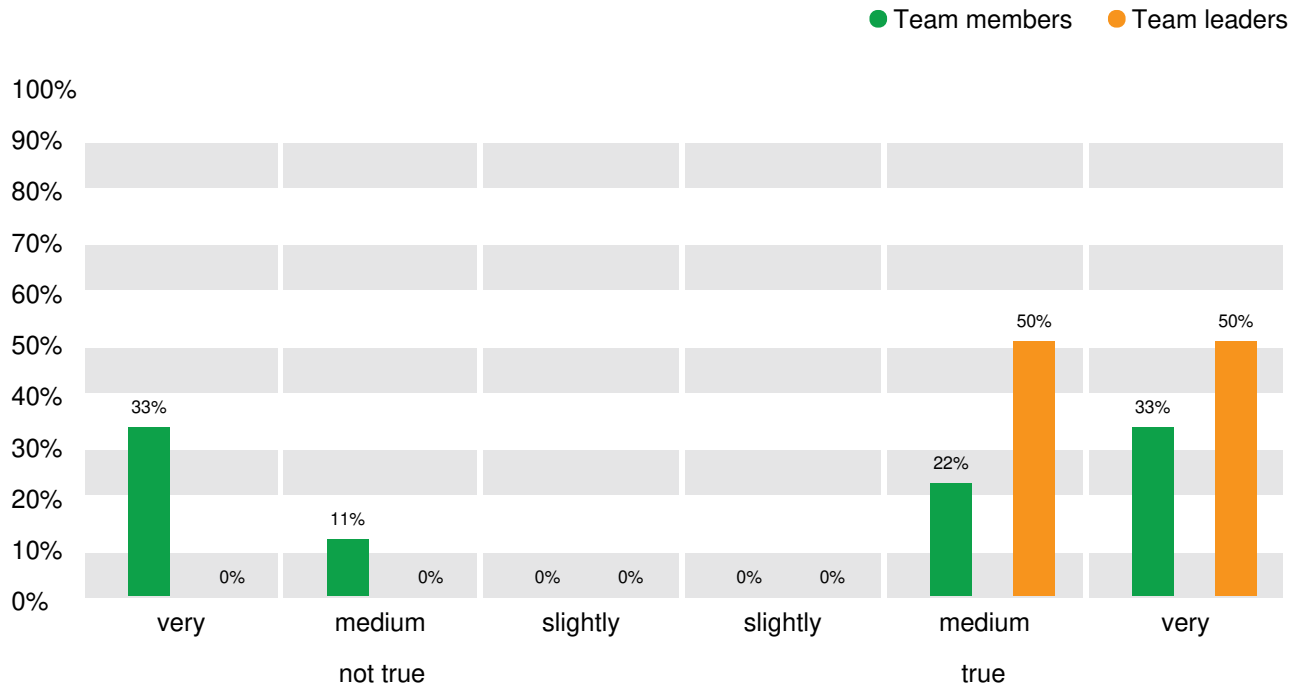
Our company / organization regularly checks all internalk processes in order to offer customers the highest quality.



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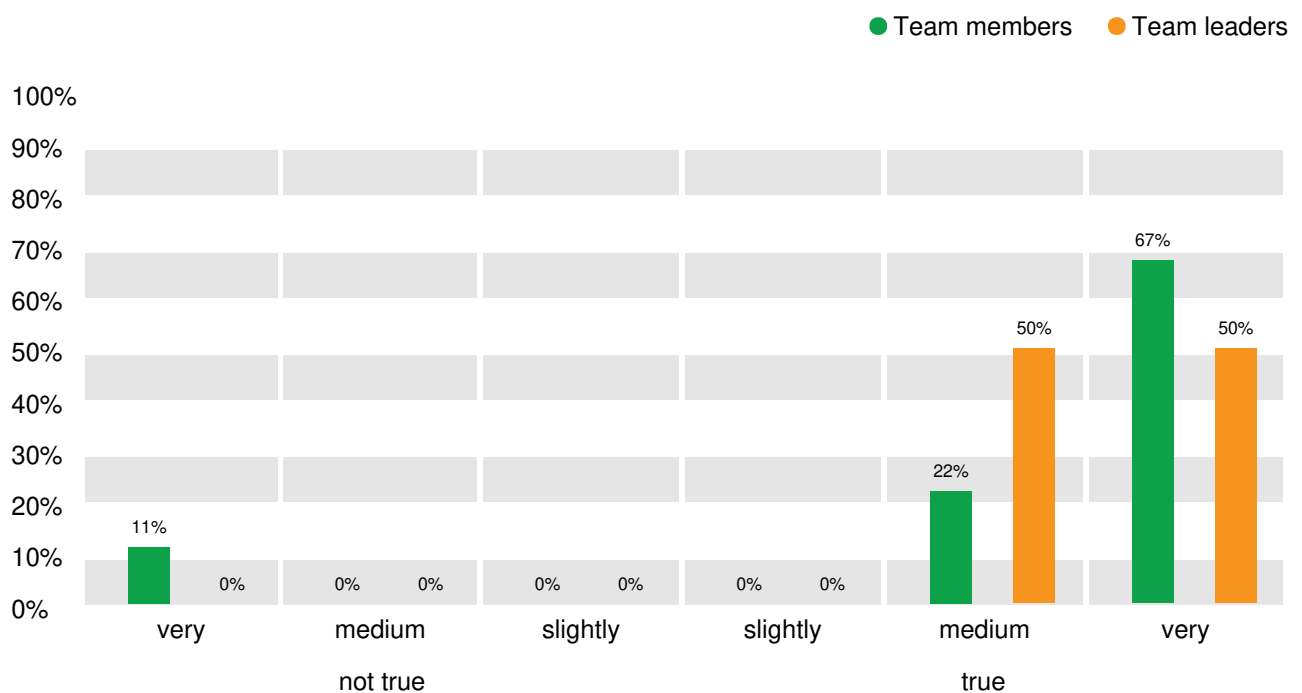
I do a lot to ensure that all employees feel comfortable at work.

The satisfaction of individual employees is taken very seriously by managers.



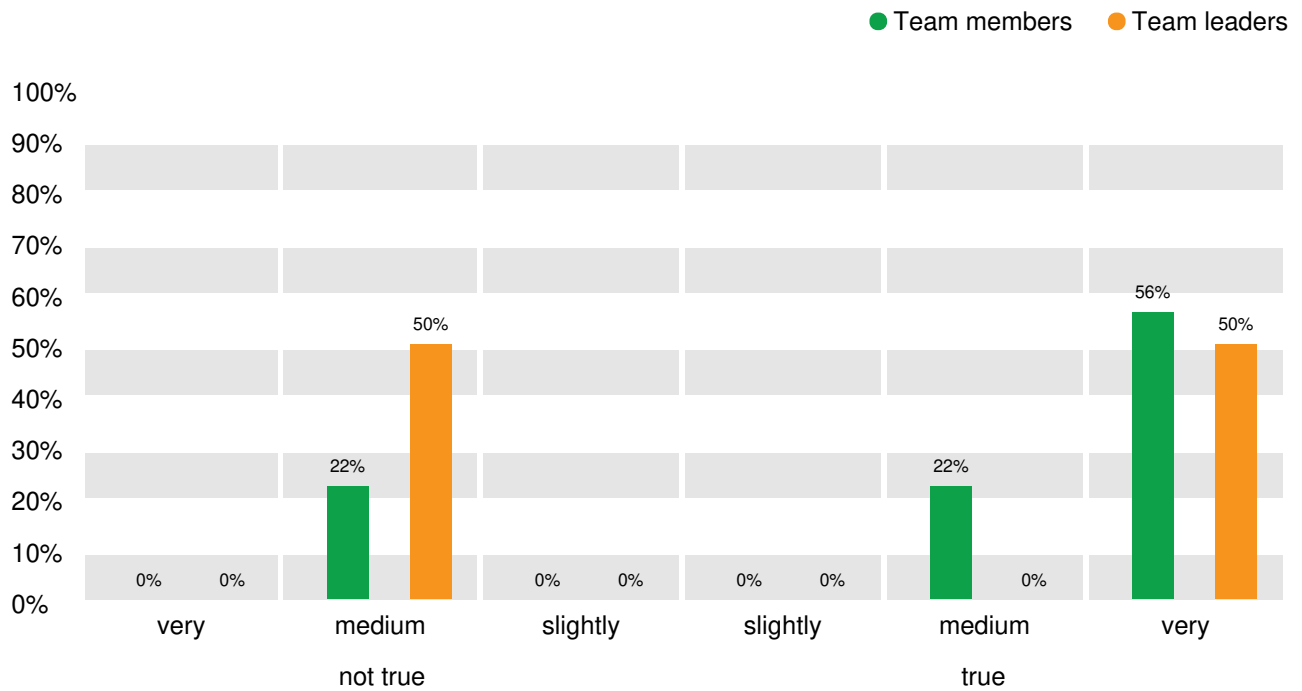
When employees point out problems or shortcomings, I listen to them and take them seriously.

When I point out problems and grievances to my superiors, I am listened to and taken seriously.



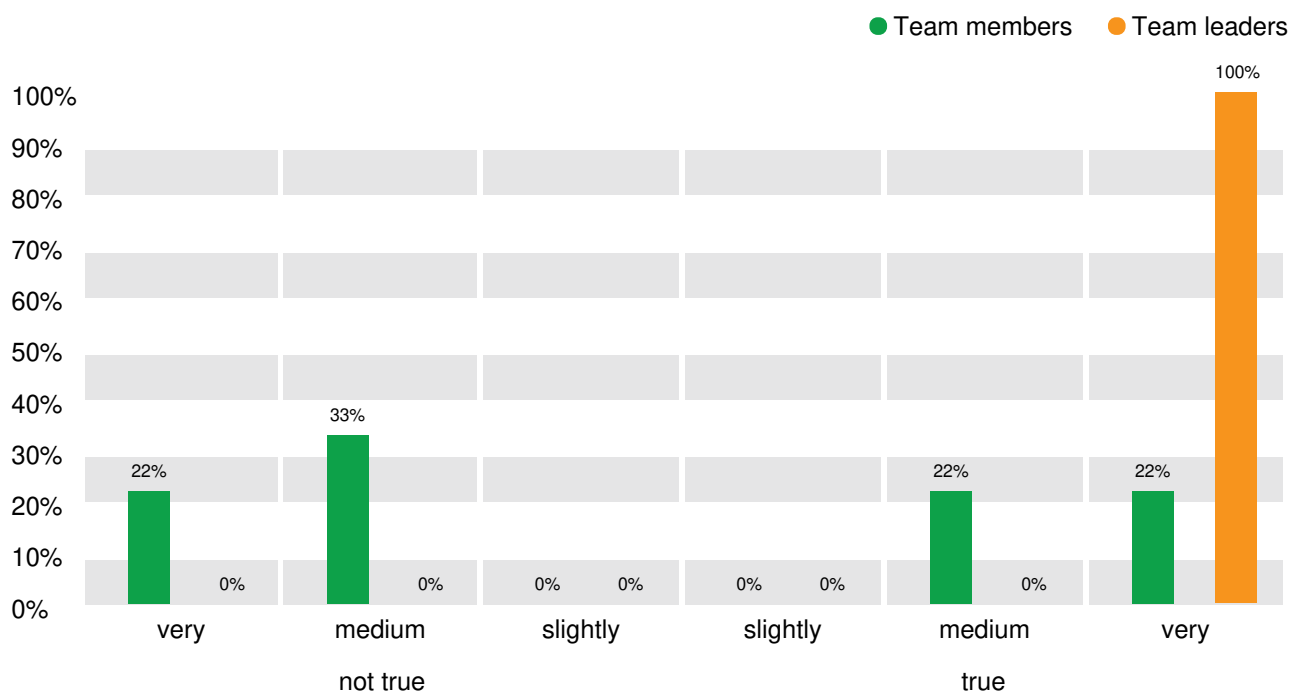
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It is appreciated if as many employees as possible have direct contact with (internal or external) clients.



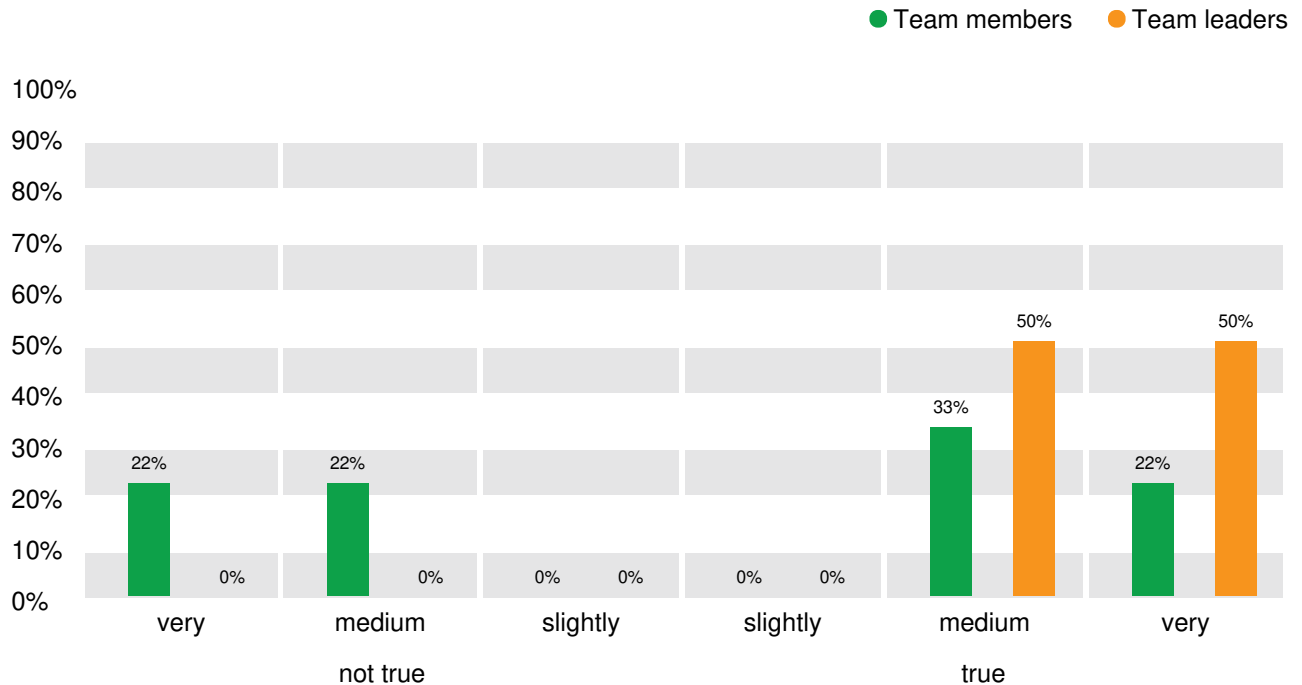
I organize regular meetings to improve internal communication and cooperation between teams, departments and all team members.

Regular meetings are held to improve relations between departments, supervisors and team members.



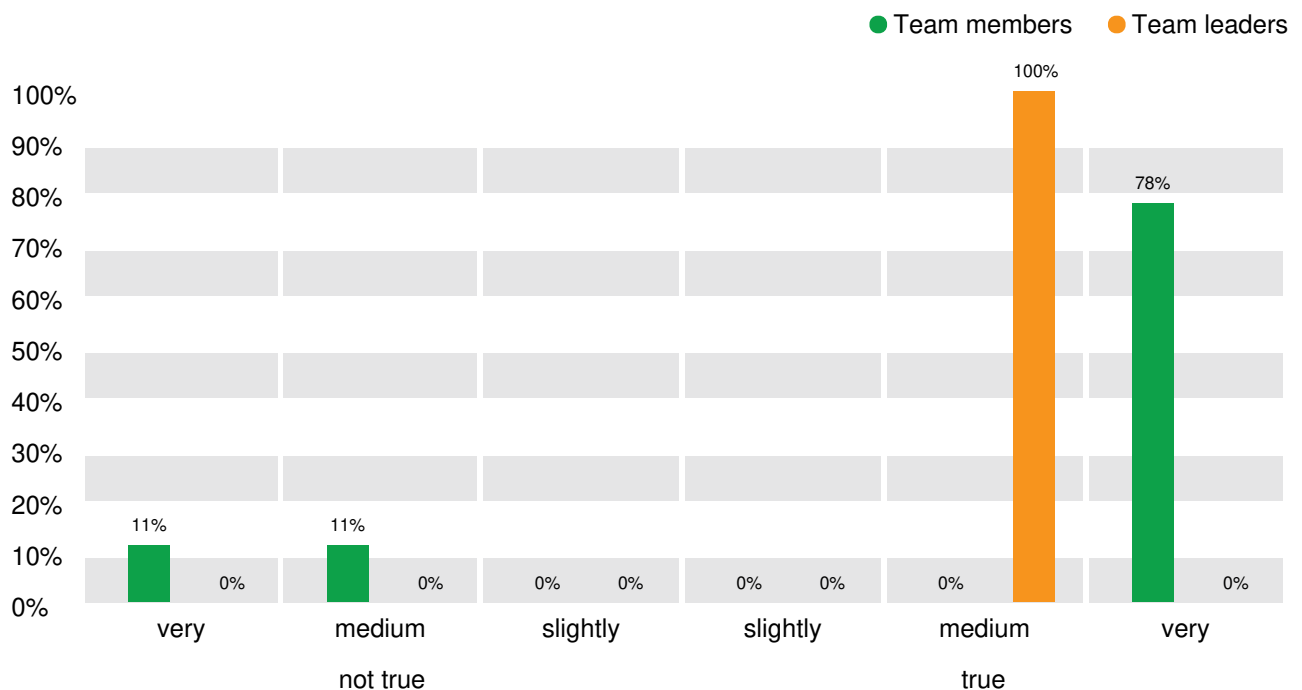
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Senior management has announced clear guidelines for the further development and promotion of interested employees.



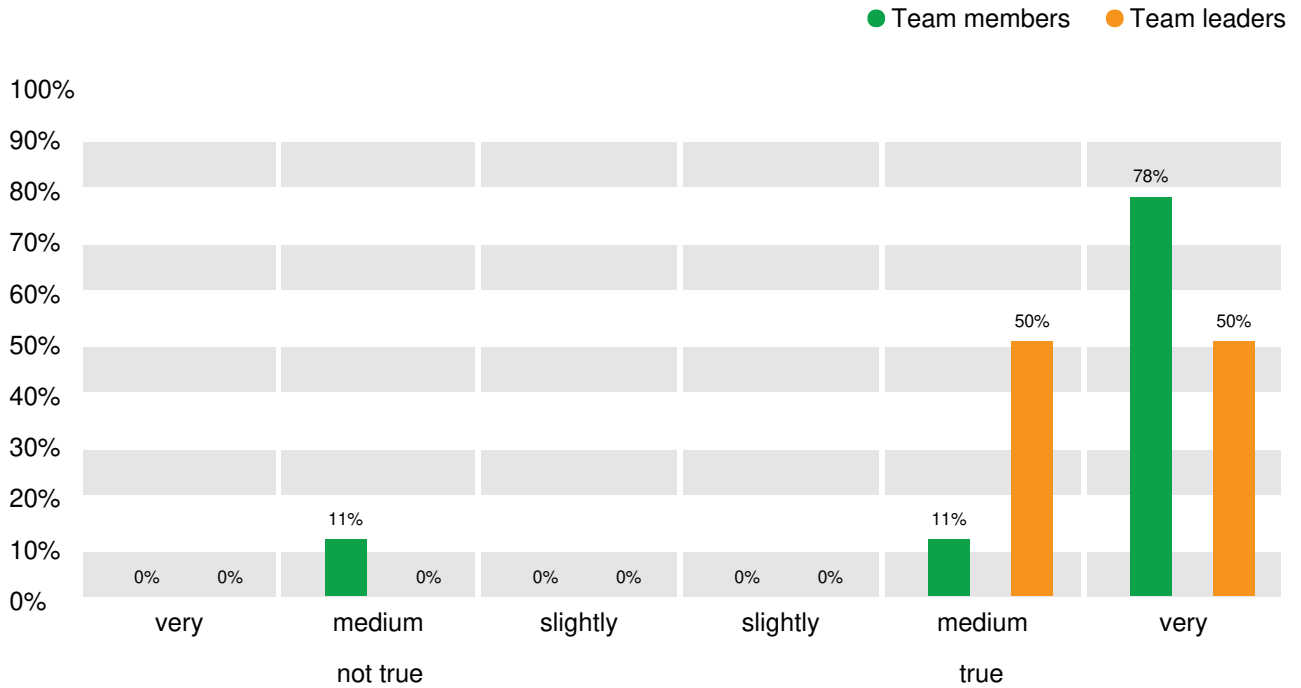
I not only welcome suggestions from employees on how to improve our services, but also appreciate them accordingly.

My superiors greatly appreciate it when I make suggestions to improve the quality of our services.



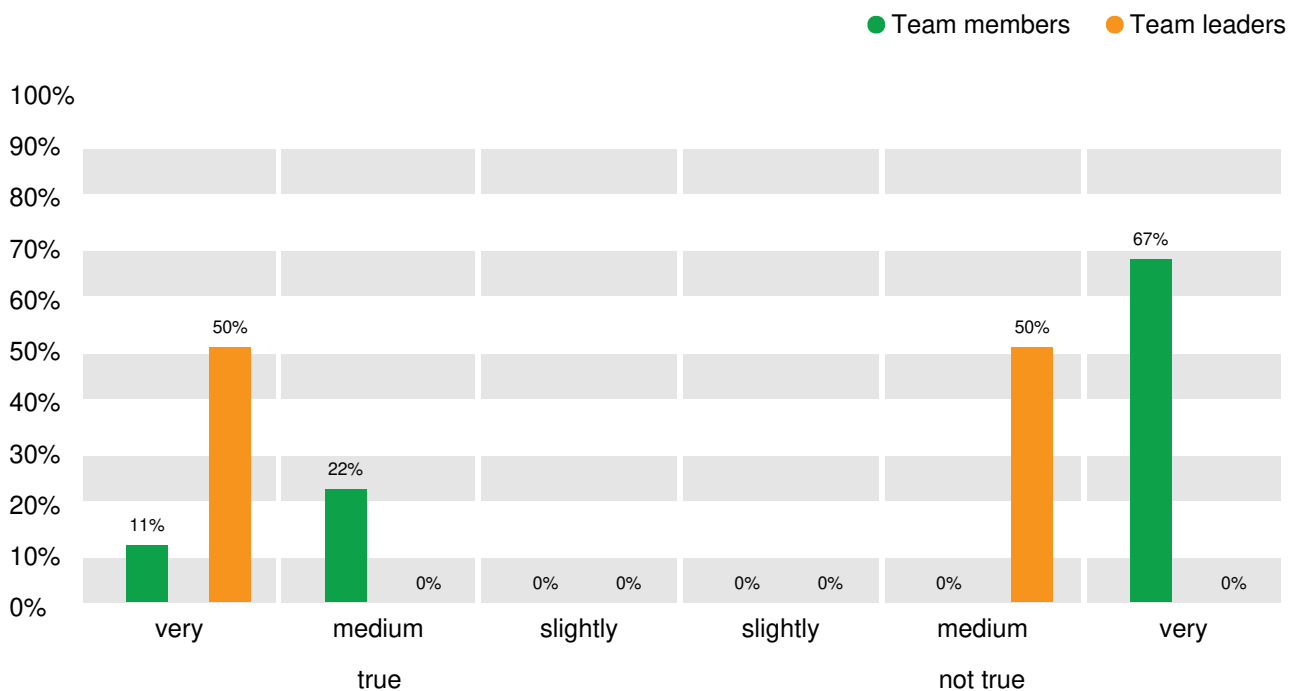
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If necessary, you can also contact the most senior managers directly and they will listen to you.



I do not always treat my employees with respect and dignity.

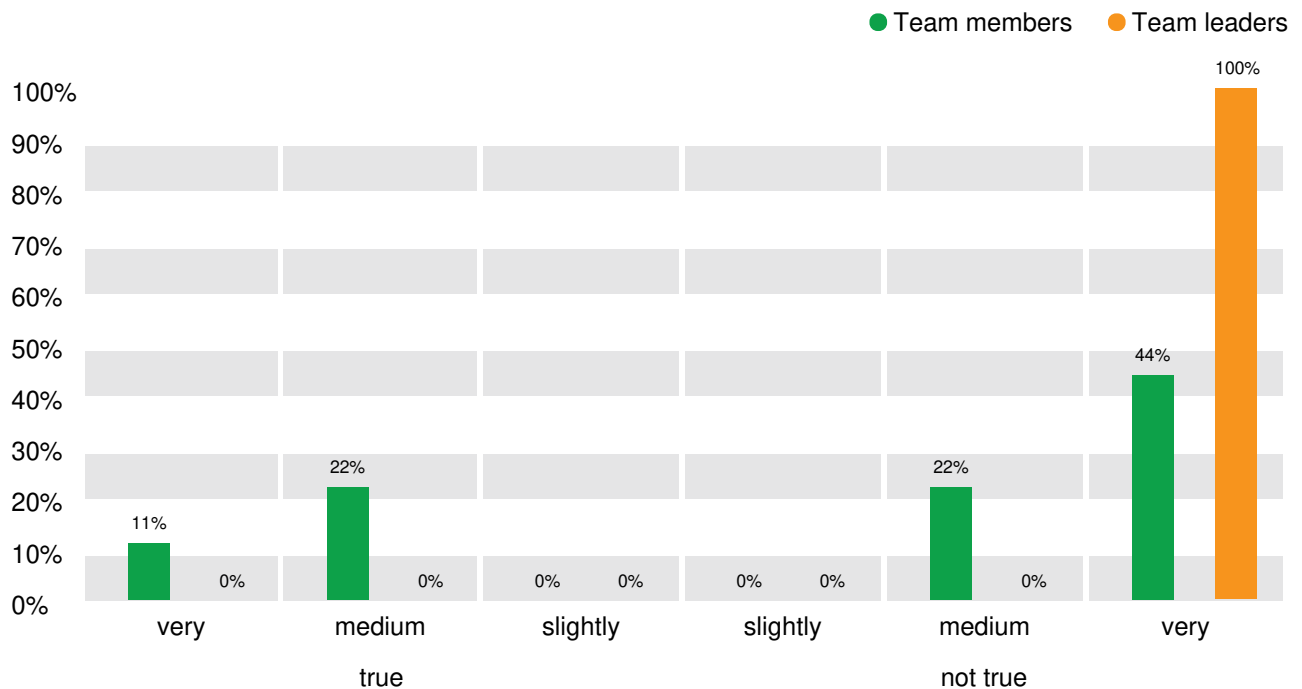
Unfortunately, my manager does not always treat me with respect and dignity.



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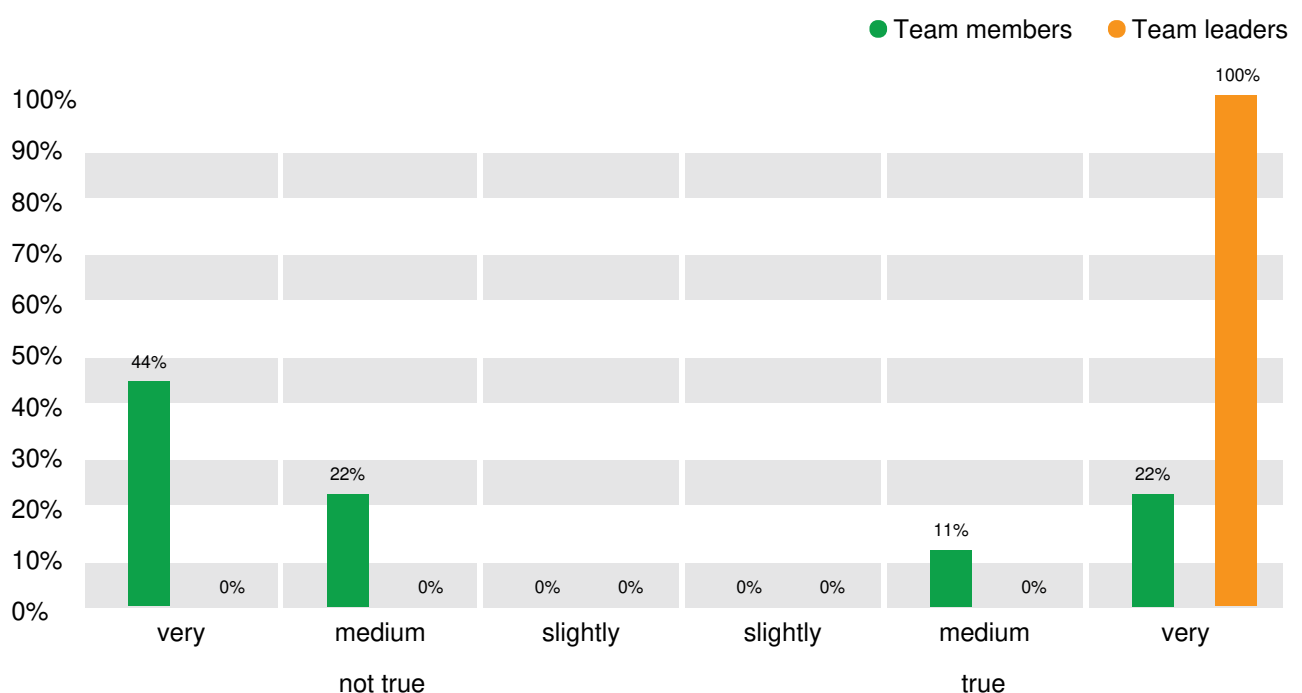
Sometimes I find it difficult to lead by example and set an example for my employees of what I expect from them.

My manager is not able to set an example for me in the way that he/she expects me to behave.



When changes in the organisation or work processes are imminent, I inform my employees in good time and involve them in the planning.

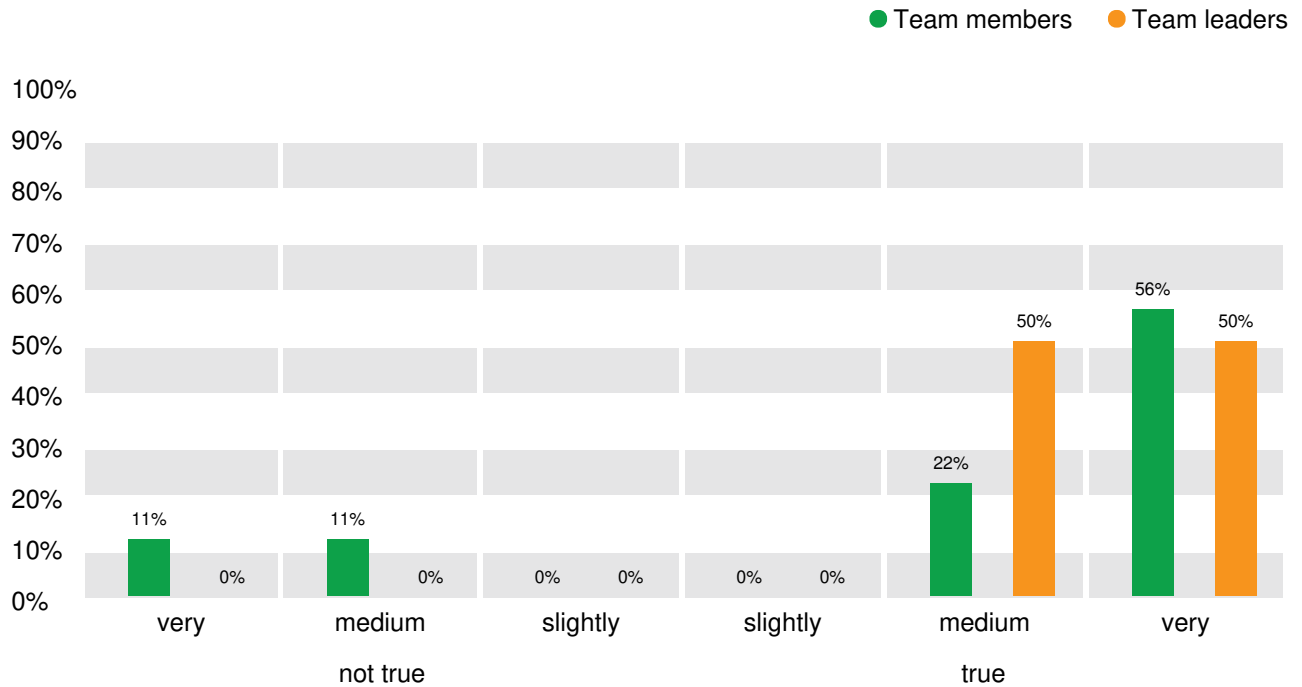
When changes to work processes are planned, all affected employees are involved in the planning process.



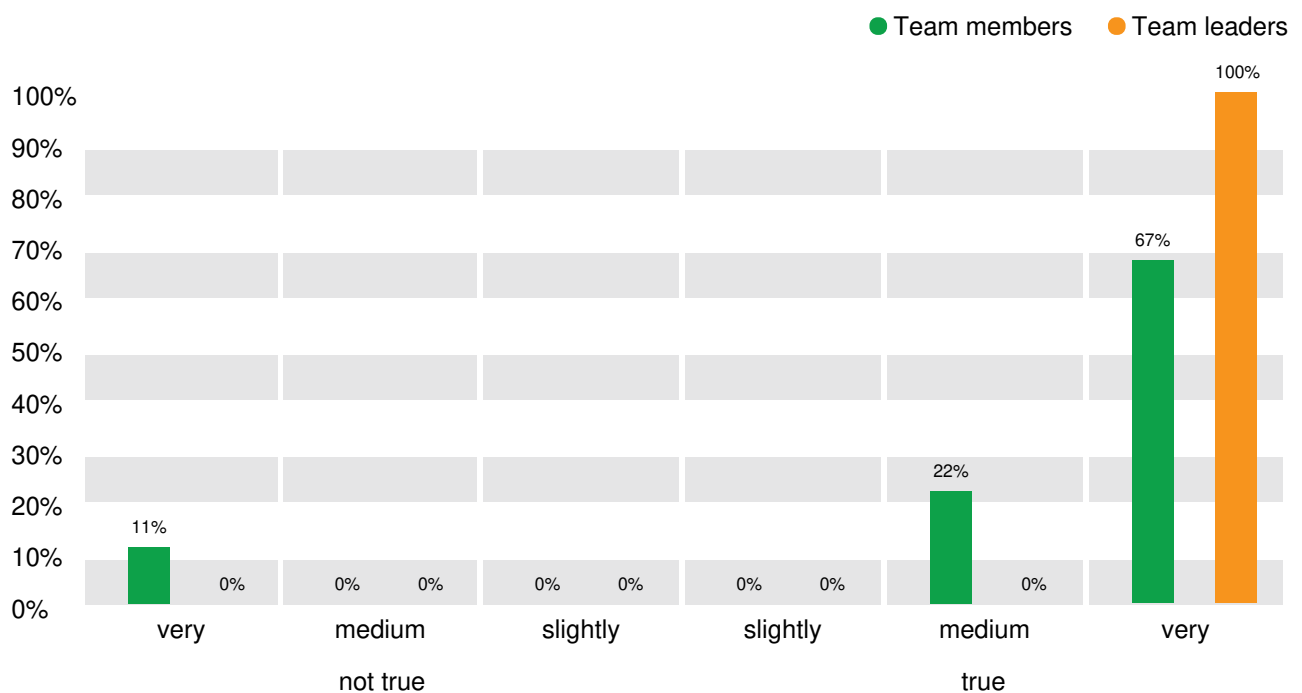
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I will inform all affected employees timely and comprehensively about important developments.

I am informed about important developments in a timely and comprehensive manner.

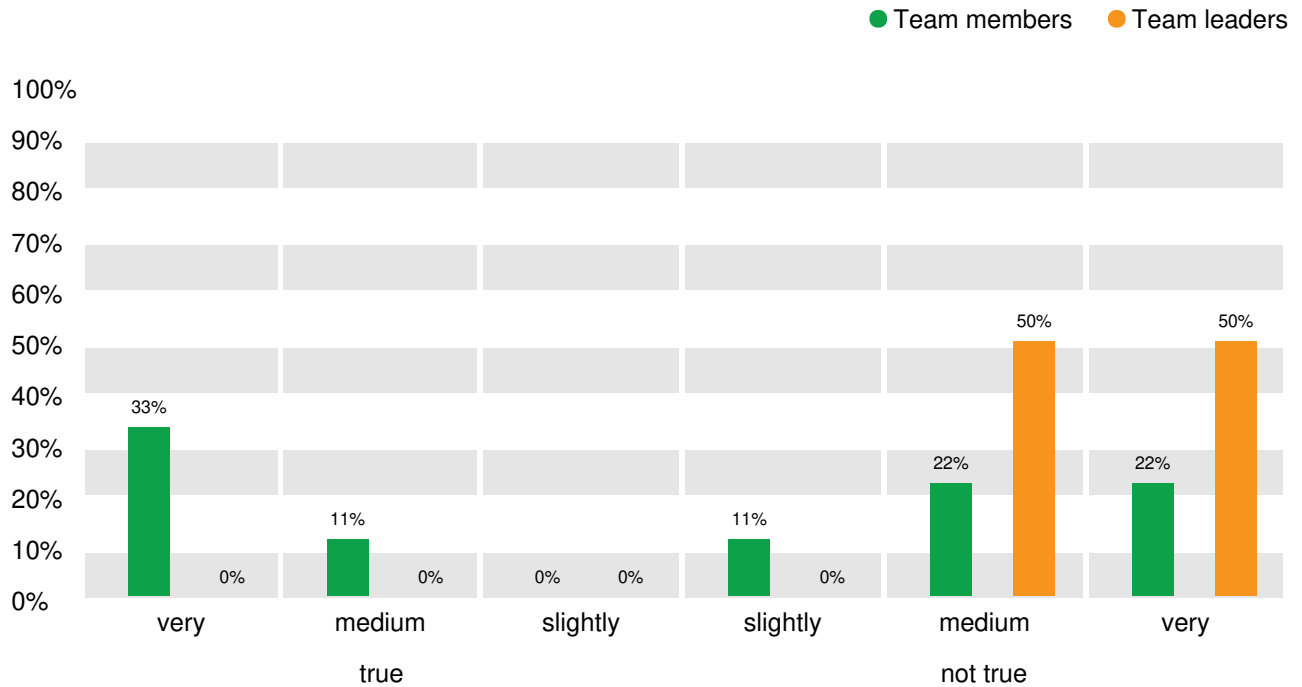


I assume that the evaluation of the results of this survey will lead to measures that will move our company/organization and all employees forward.

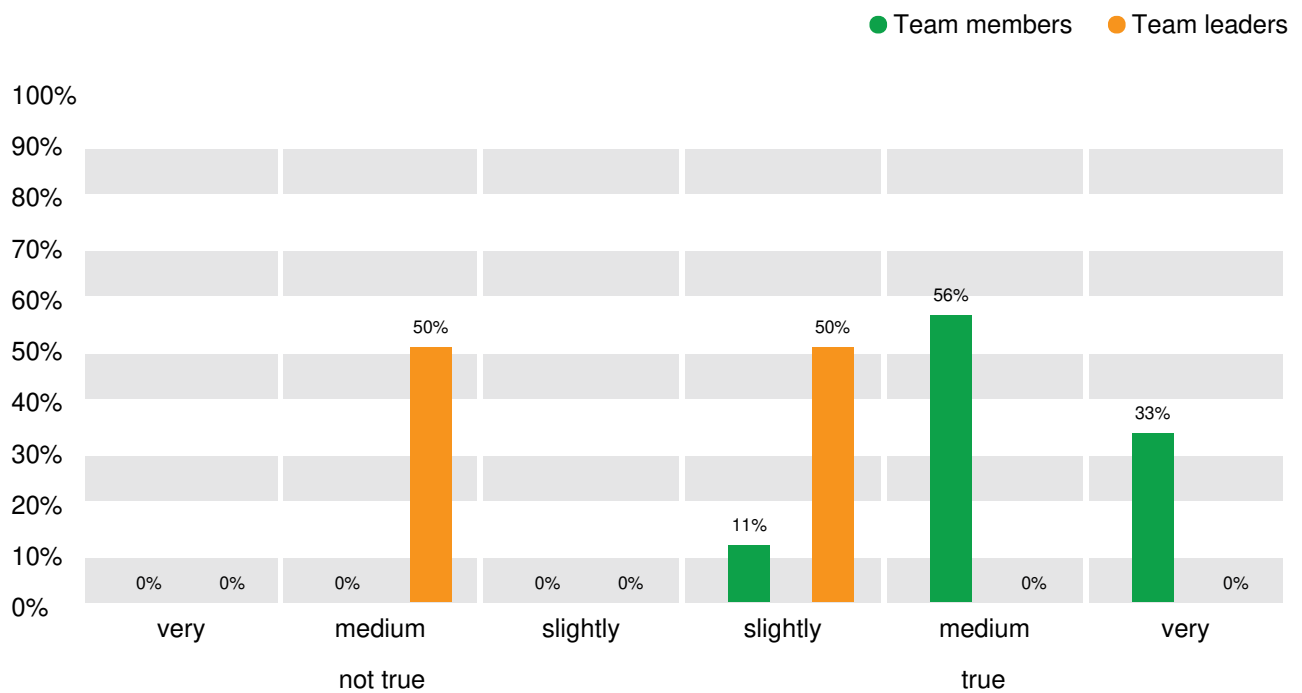


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I have not yet heard anything about overarching overall goals/company goals in our organization/company.



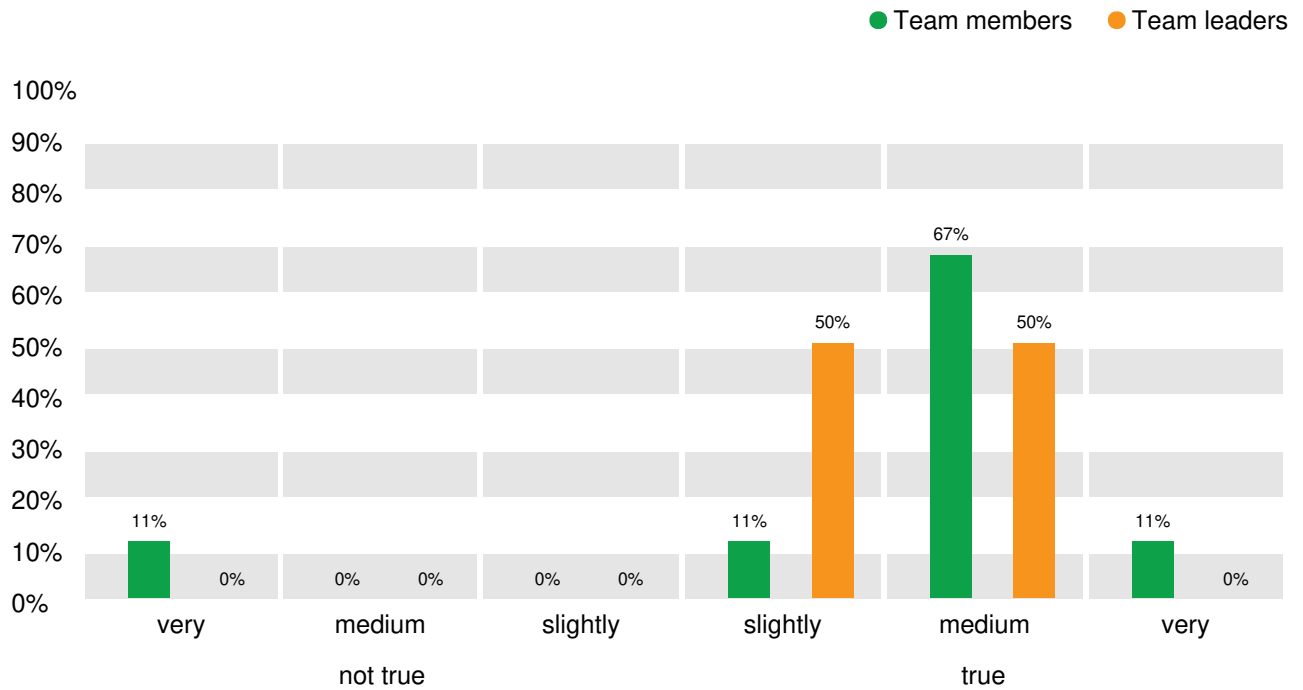
Our goals are phrased in such a way that they involve all employees and everyone can identify with them.



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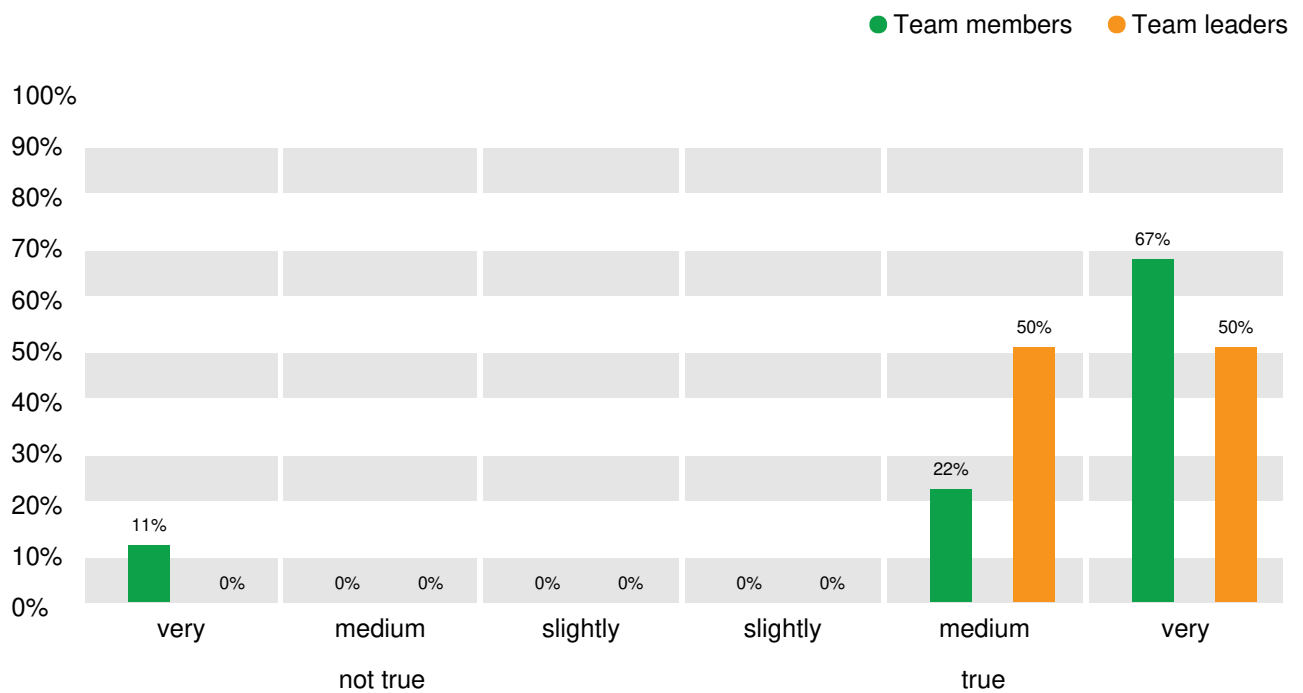
Our managers are ready to take on all the challenges of the future.

The responsible management and all executives work efficiently and will lead our company/organisation into a successful future.



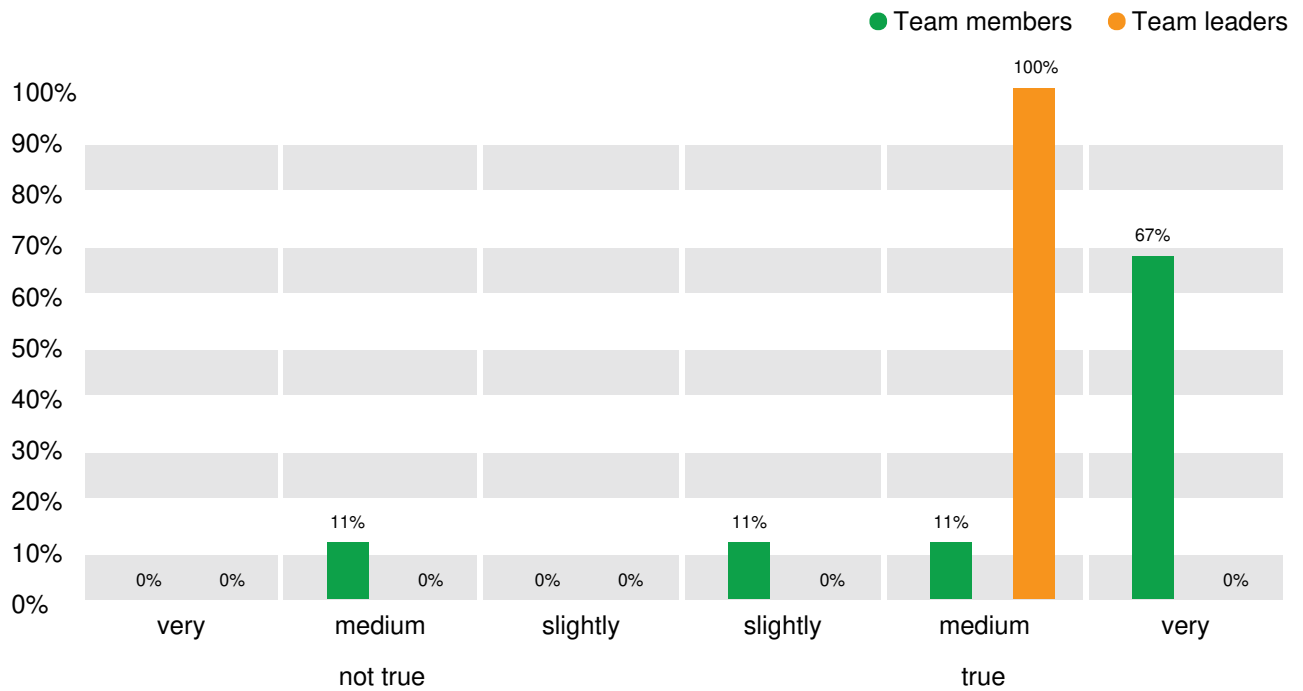
In cases of conflict or in difficult situations, my employees can always turn to me.

In cases of conflict or difficult situations, I can turn to my manager with confidence.



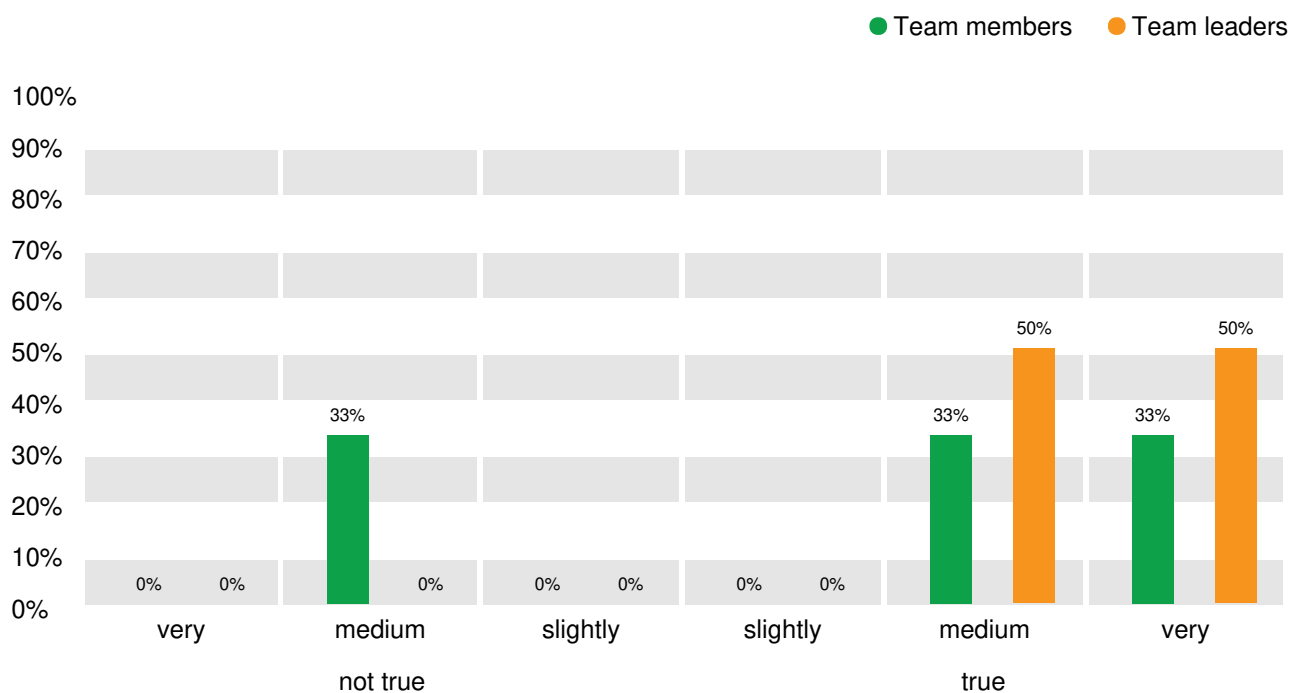
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Our company / our organization does a great deal to ensure that our employees feel comfortable with us.



I gather important information through surveys and staff meetings. This allows me to check whether employees feel comfortable in their workplace at any time.

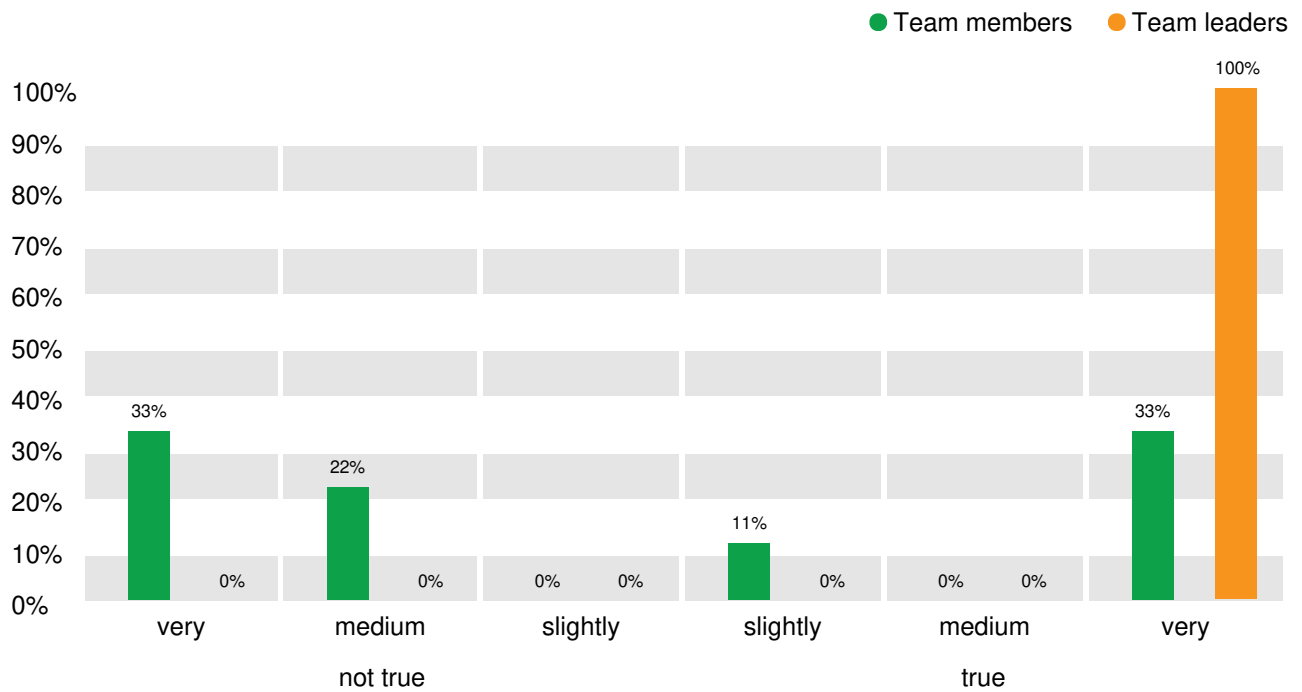
My immediate supervisor regularly checks whether I feel comfortable at my workplace.



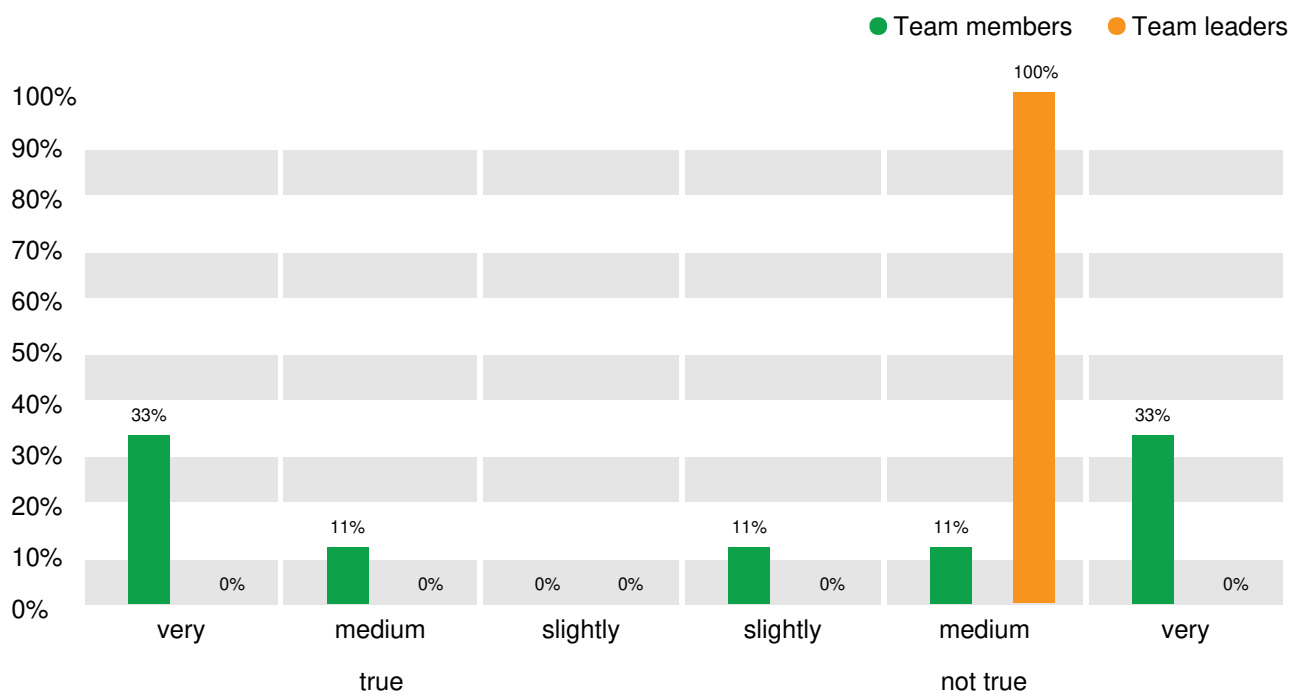
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I notice and appropriately recognize the achievements of my employees that go above and beyond the ordinary.

Achievements that go above and beyond the norm are noticed and recognised by my supervisors.



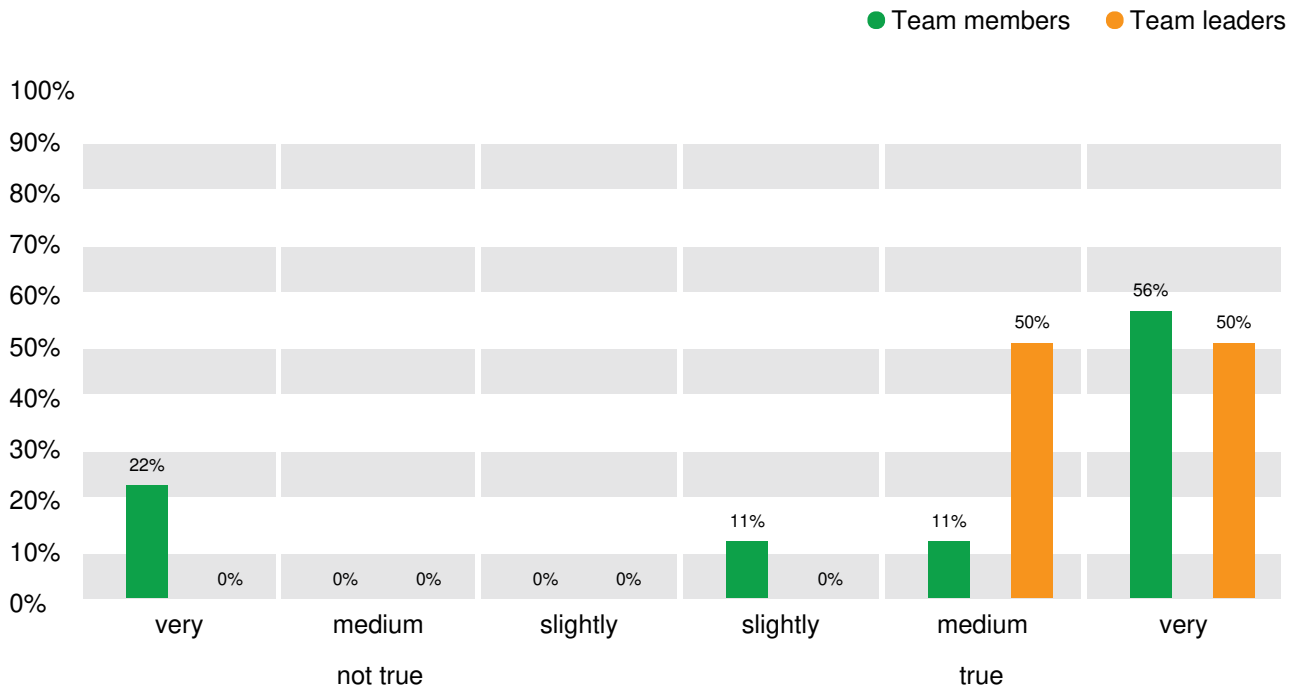
I work here to earn money, not because I enjoy it.



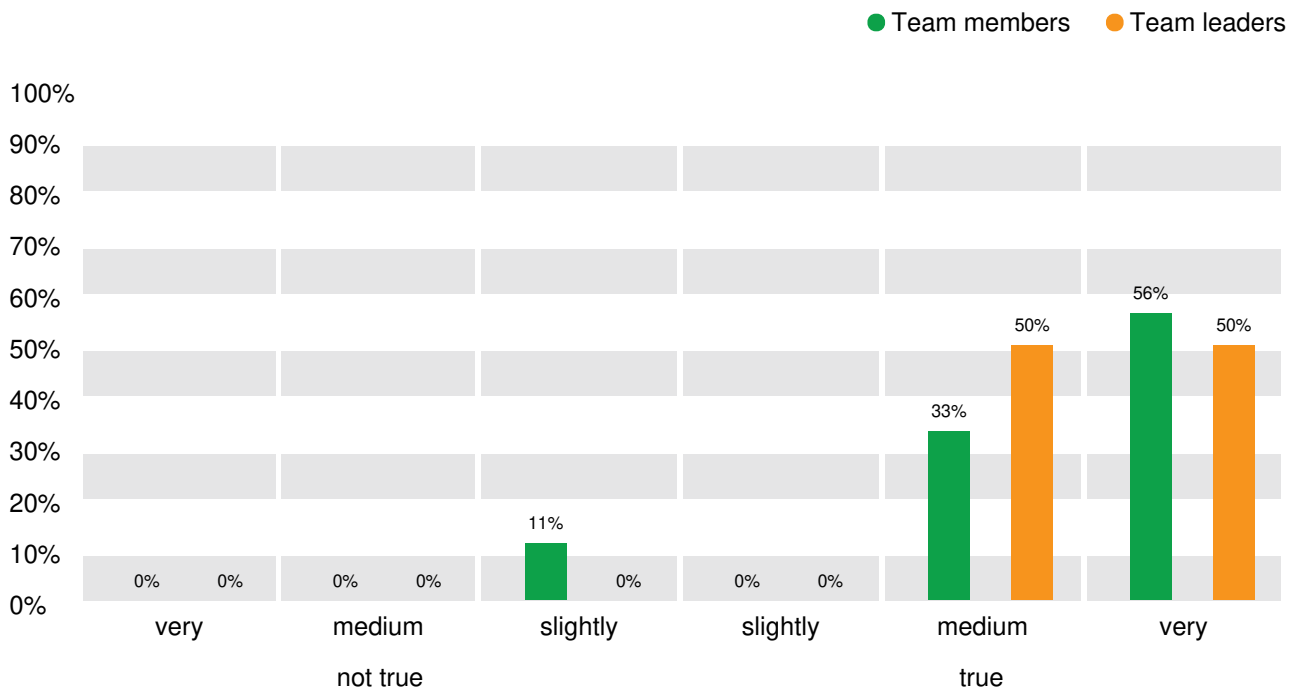
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I support employees who are interested in this by recommending them for specific promotion or development measures.

If I show interest, my supervisor supports me and recommends me for further training.



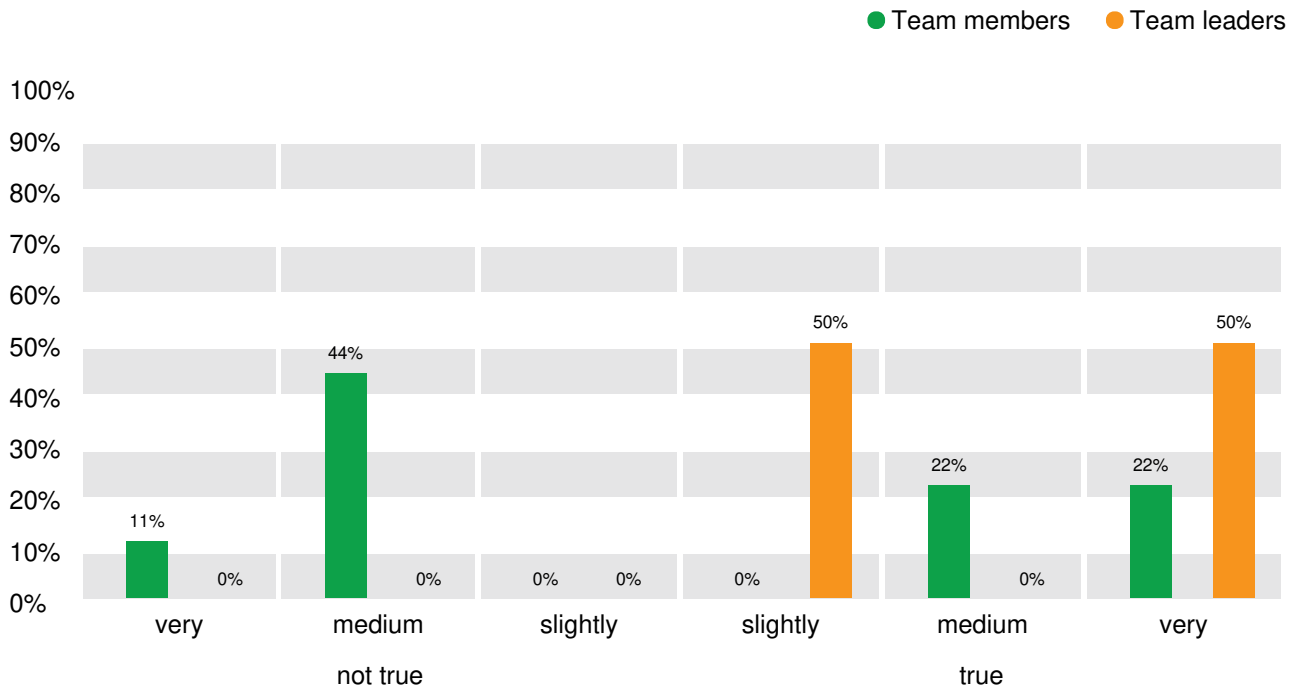
The career prospects and advancement opportunities for talented employees in our company/organization are good.



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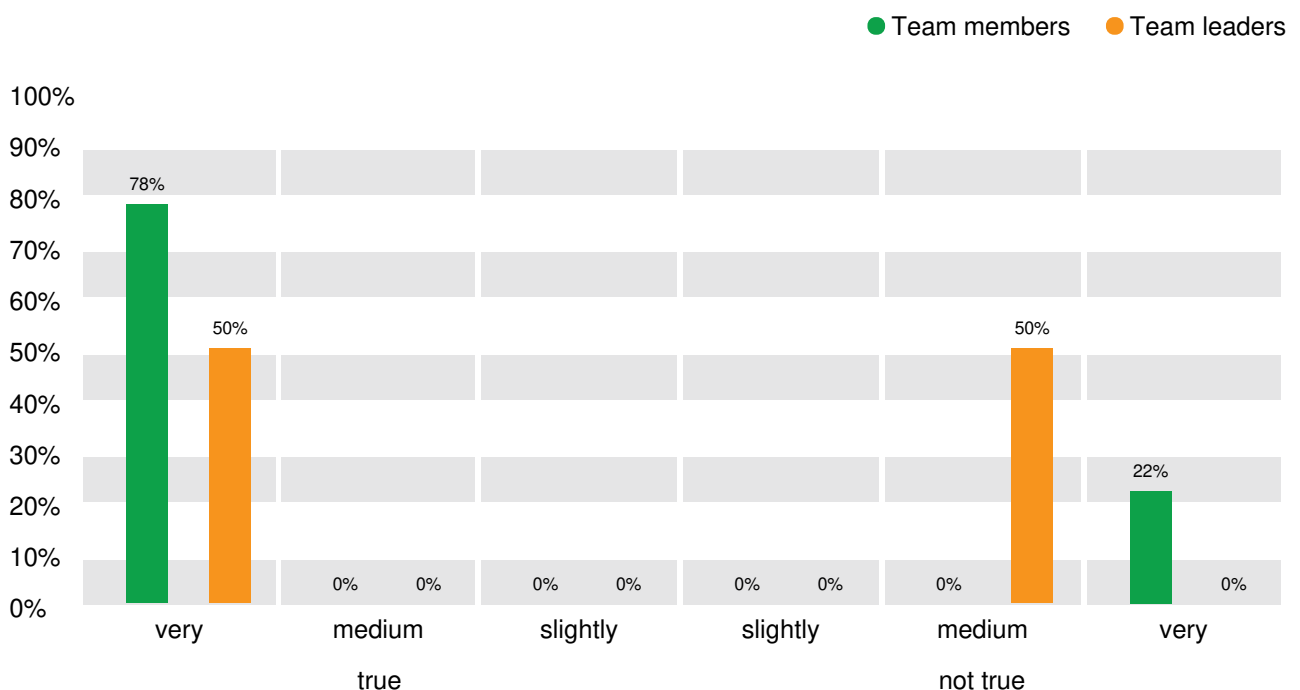
I have explained to my employees in detail the "rules of the game" according to which promotions and advancements take place in our company.

My supervisor has explained the 'rules of the game' for employee development and promotions to me in detail.



I have not yet had the opportunity to explain to the employees the guidelines according to which they are paid.

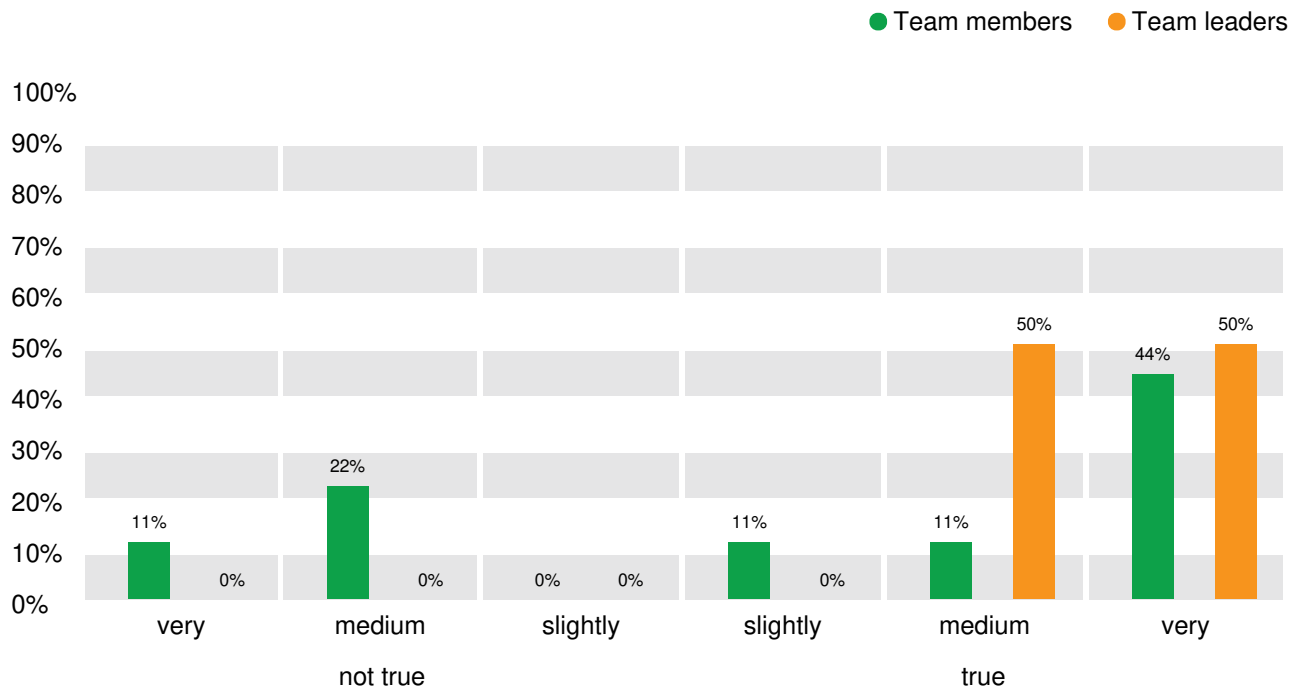
I am not aware of the guidelines according to which our employees are paid.



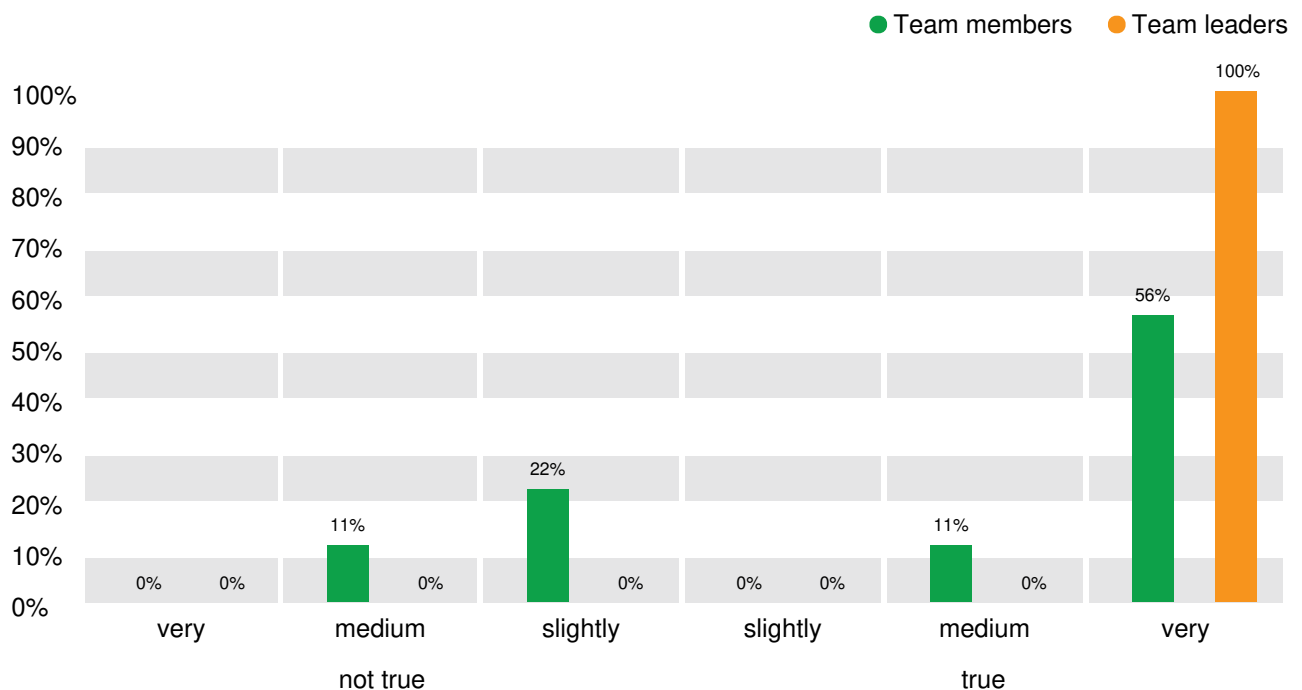
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I actively and sufficiently inform the members of my team about important developments in the company/organization without them having to ask.

I keep my team members well informed about important developments in the company/organisation without them having to ask.

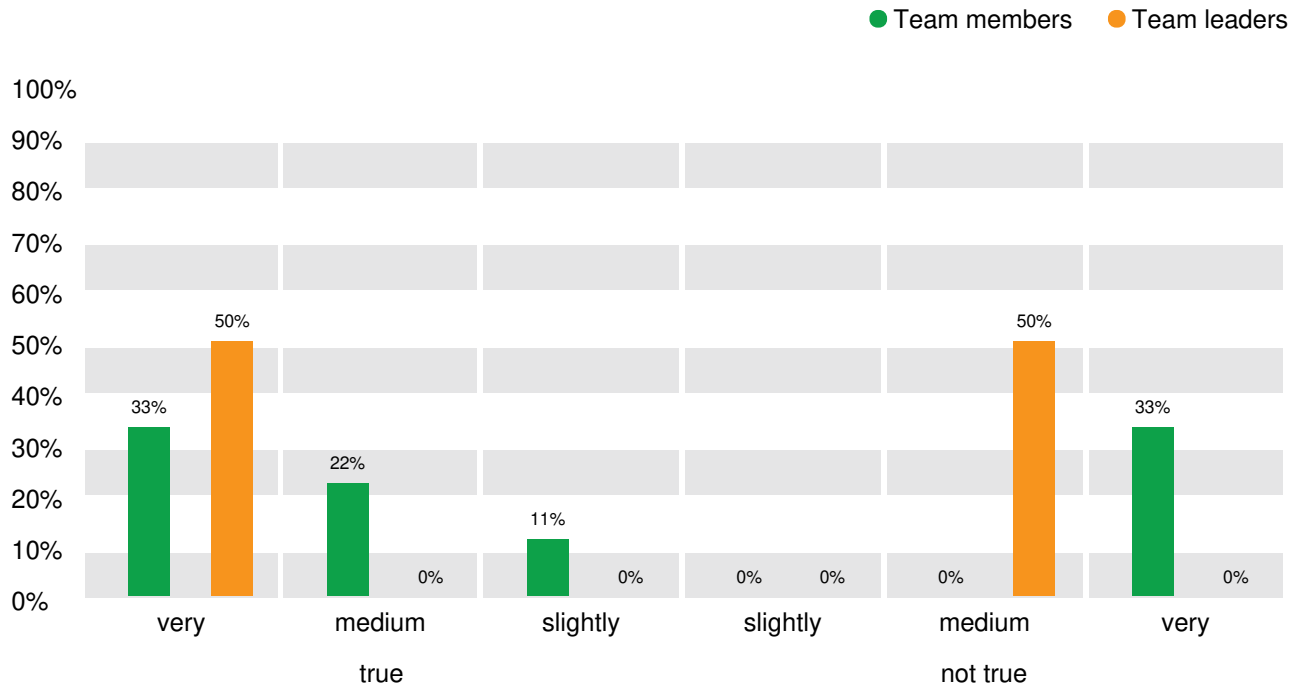


Where possible, we first advertise vacancies internally.

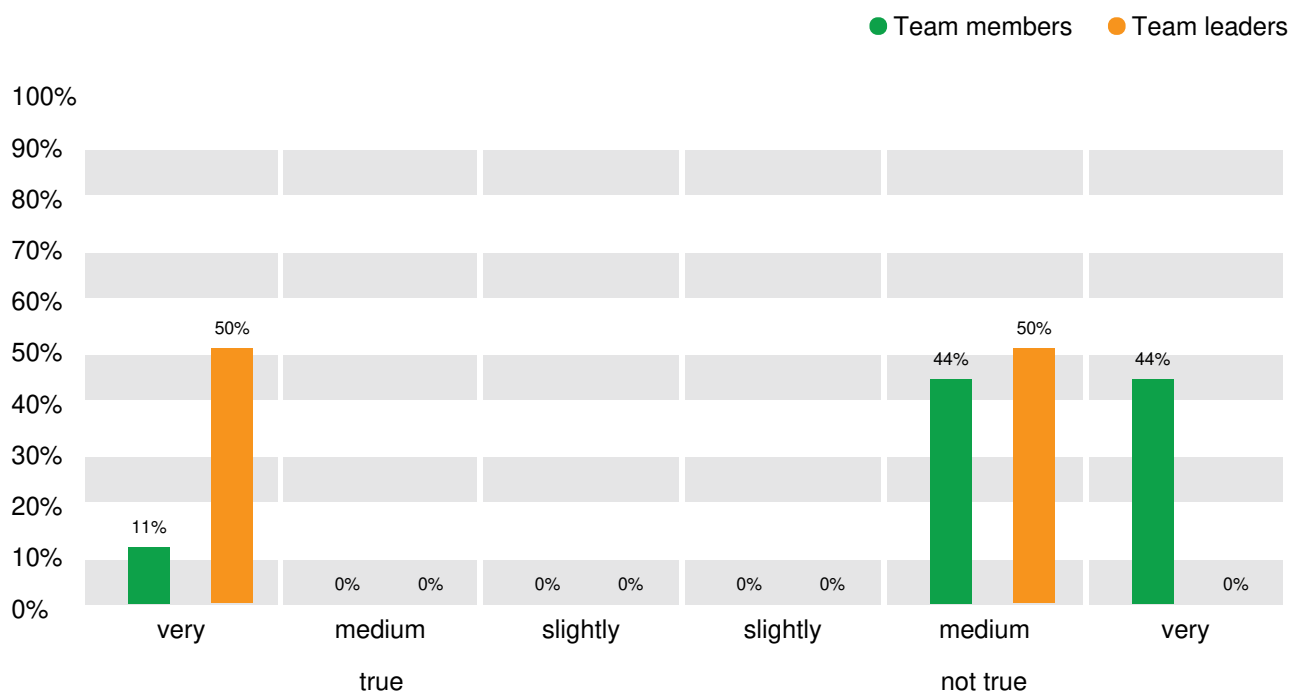


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We have a lot of conflicts and power struggles. This has a huge negative impact on the atmosphere in the workplace.

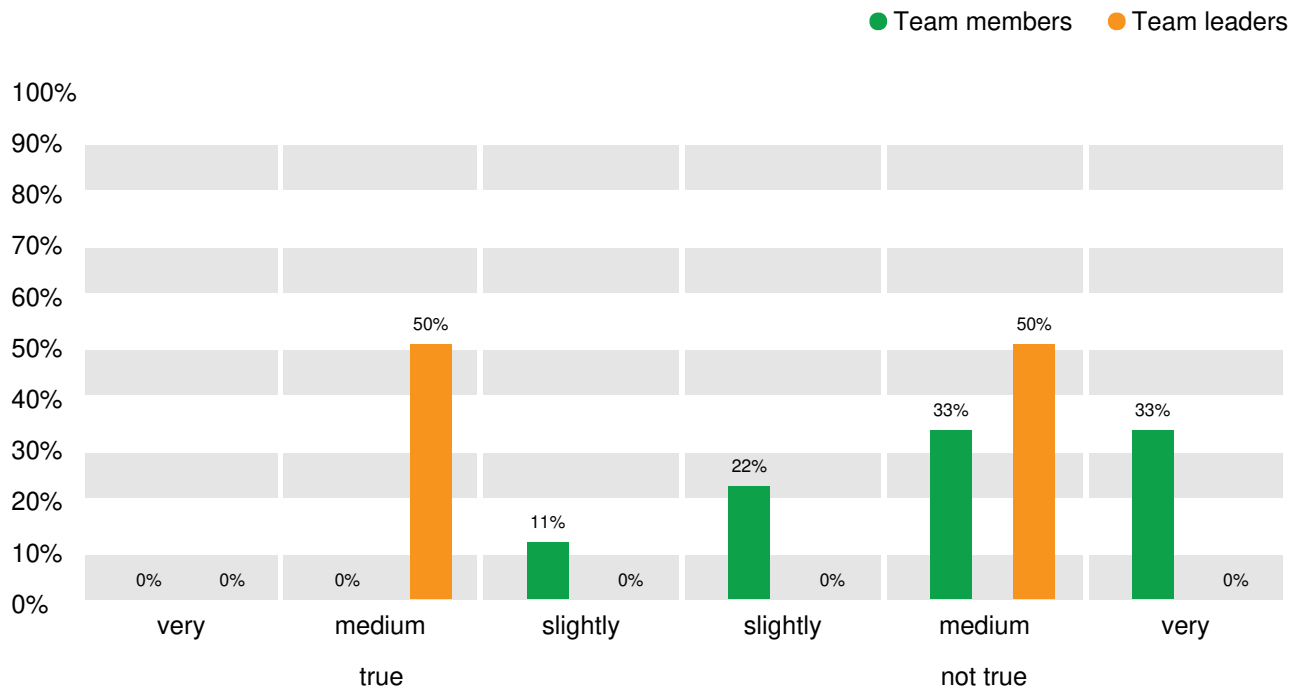


We are cutting back on our employees first. There is (too) little support through training and further education measures. Instead, a lot of money is being spent on useless things.

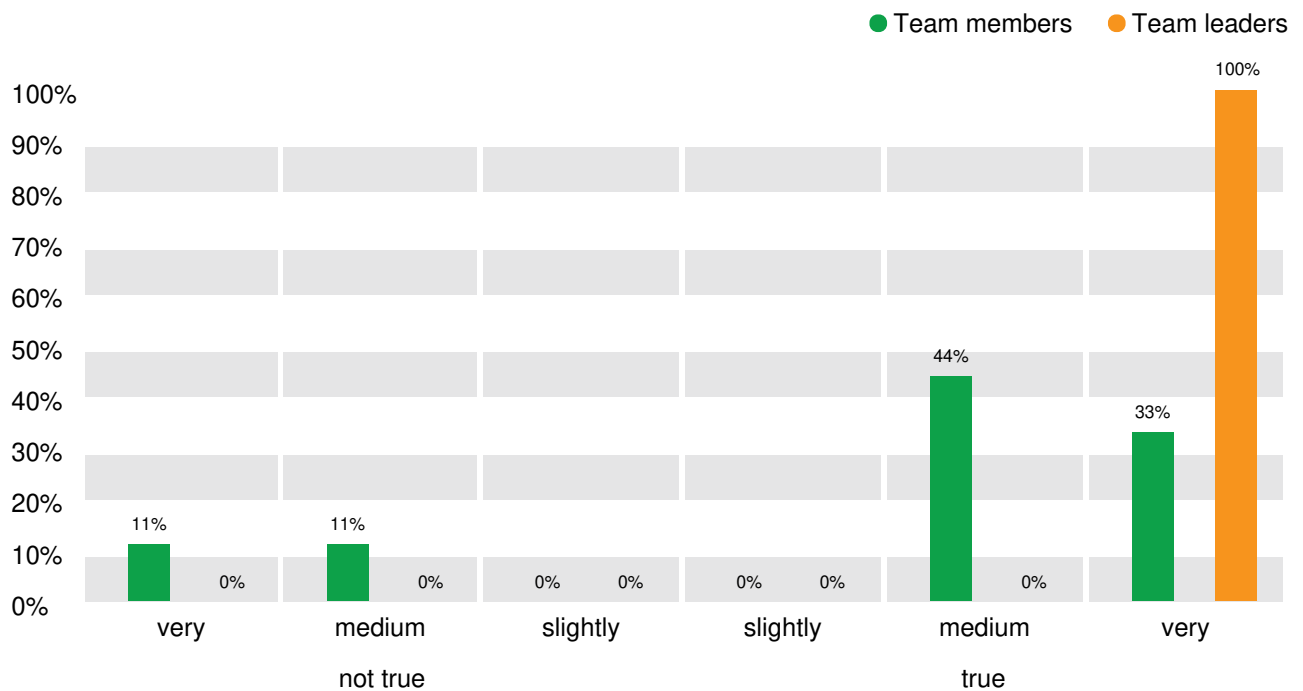


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Our company/organization has not really done anything to be well prepared for the future.



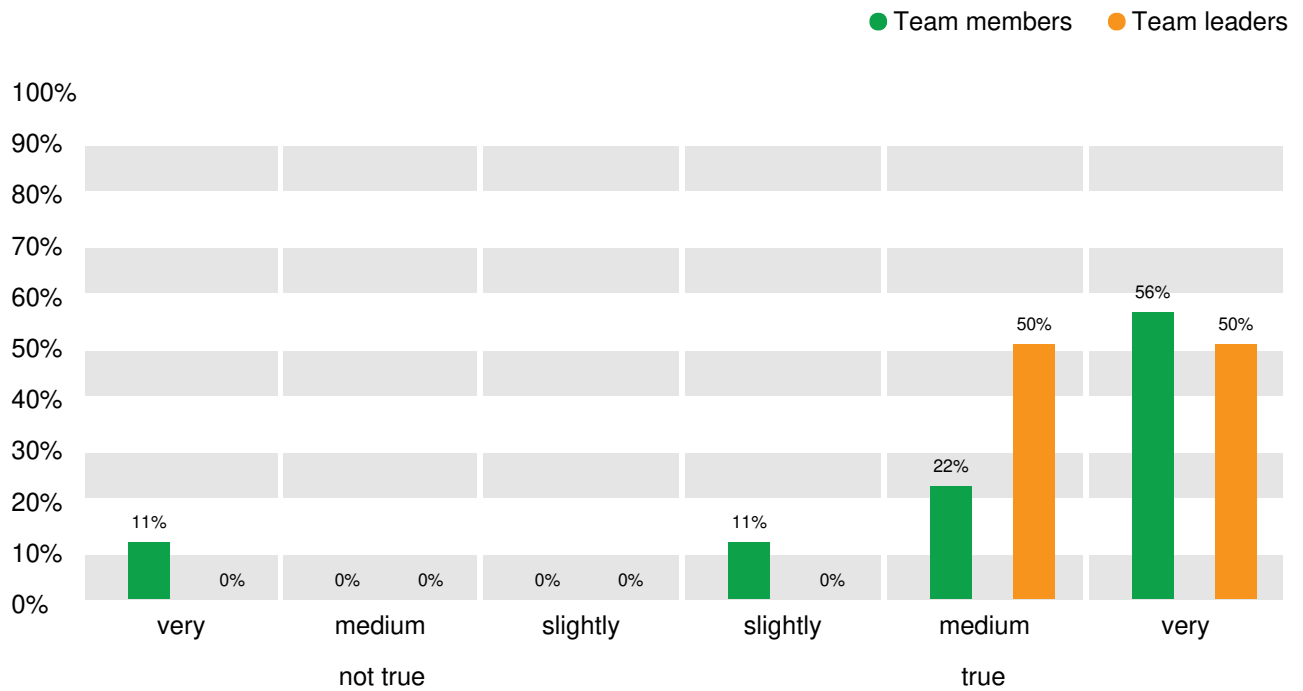
I think that our jobs are very secure (compared to the industry as a whole).



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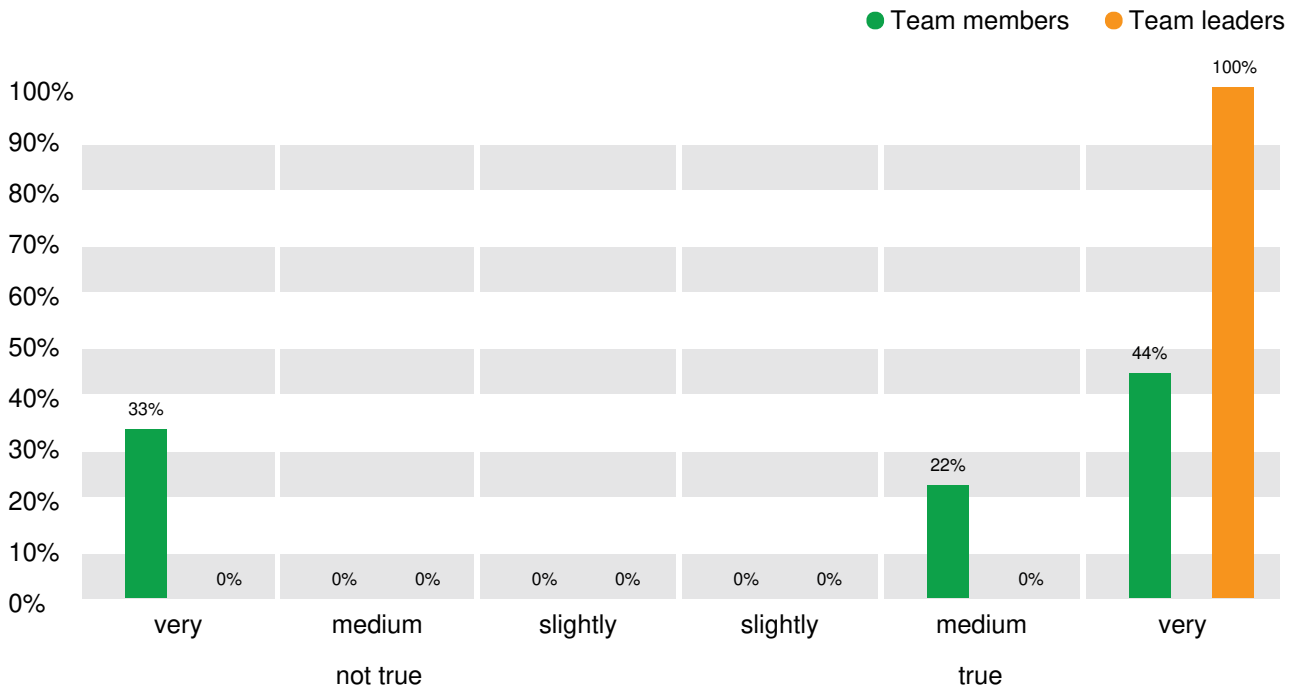
I explain our goals to my employees in detail and also I tell everyone what personal contribution I expect from them.

I explain the objectives to my employees in detail and tell everyone what personal contribution I expect from them.



I share all information early and comprehensively so that every team member can optimally handle the tasks at hand.

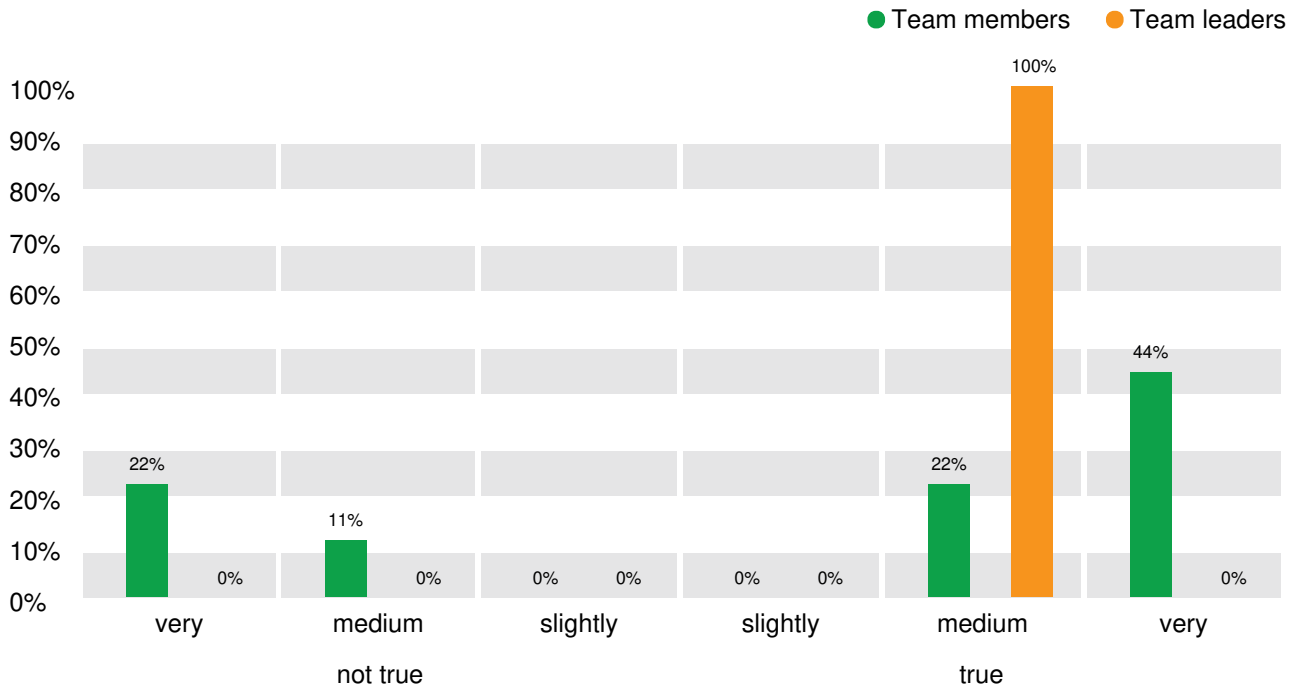
I pass on all information early and comprehensively so that every team member can do their job in the best possible way.



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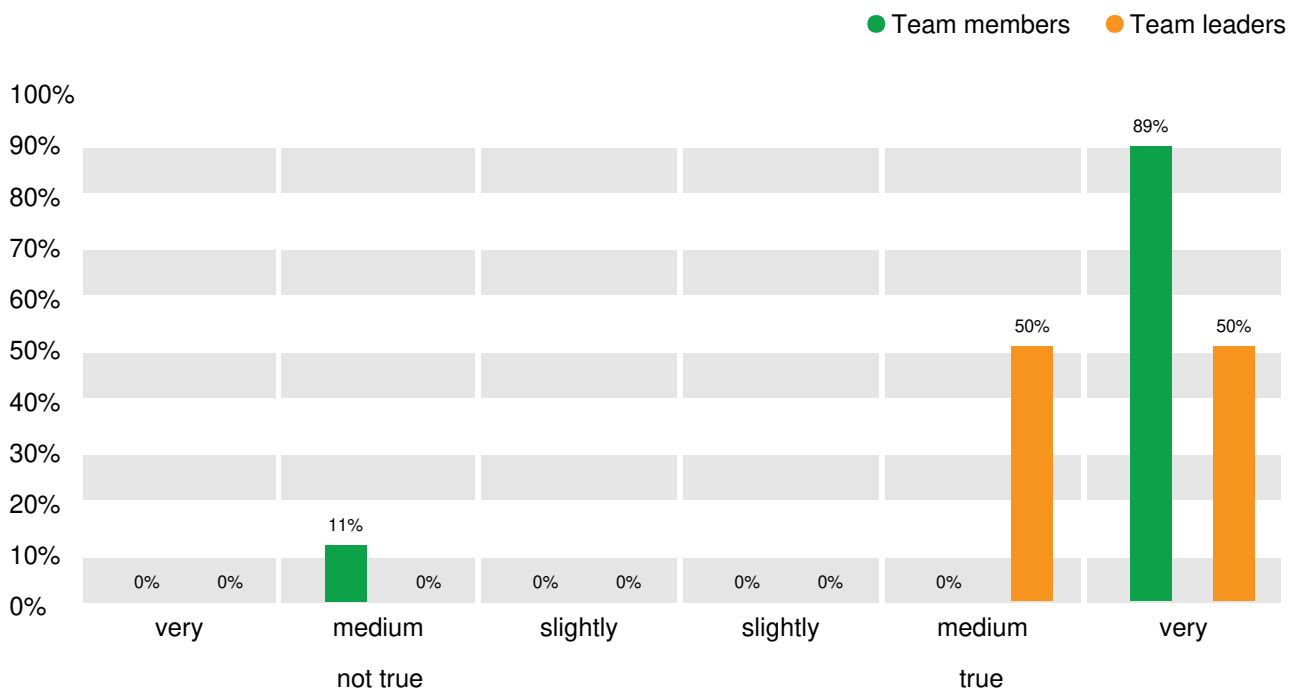
I regularly encourage my employees to make suggestions for improvements in the area of organization or service quality.

I regularly encourage my employees to submit suggestions for improvements in the area of organisation or service quality.



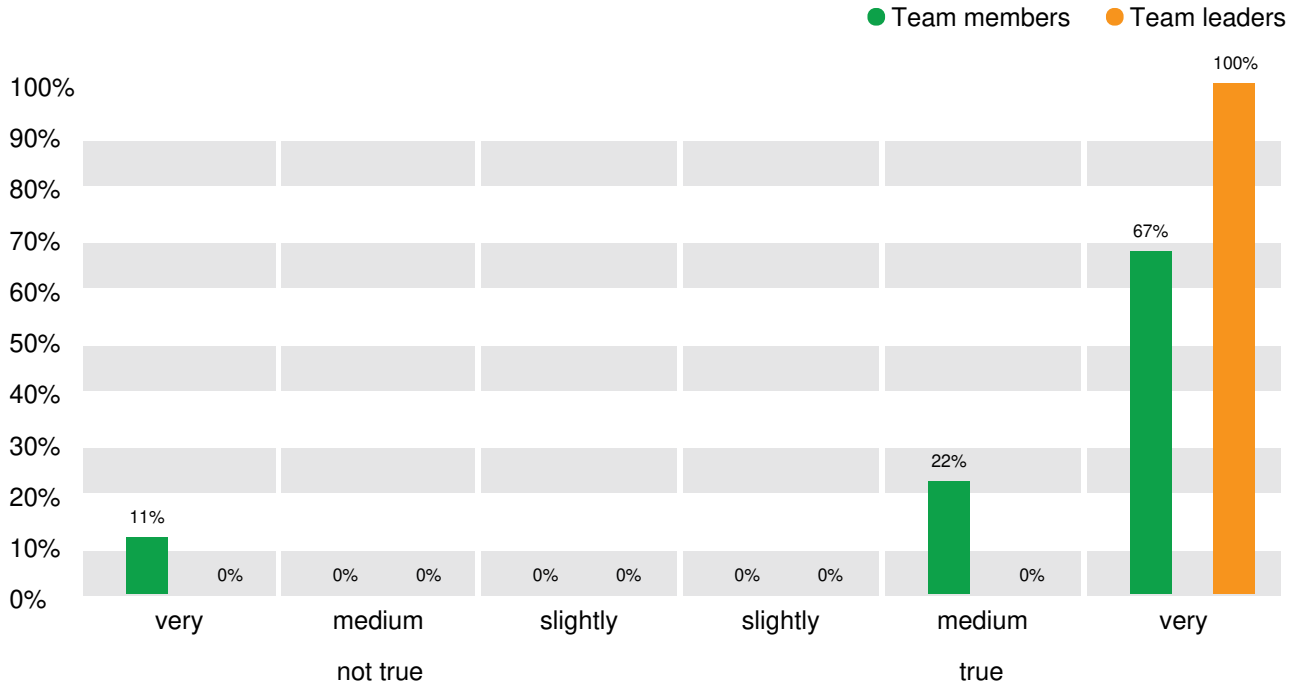
I take exemplary care of my employees in every way.

I take exemplary care of my employees in every way.

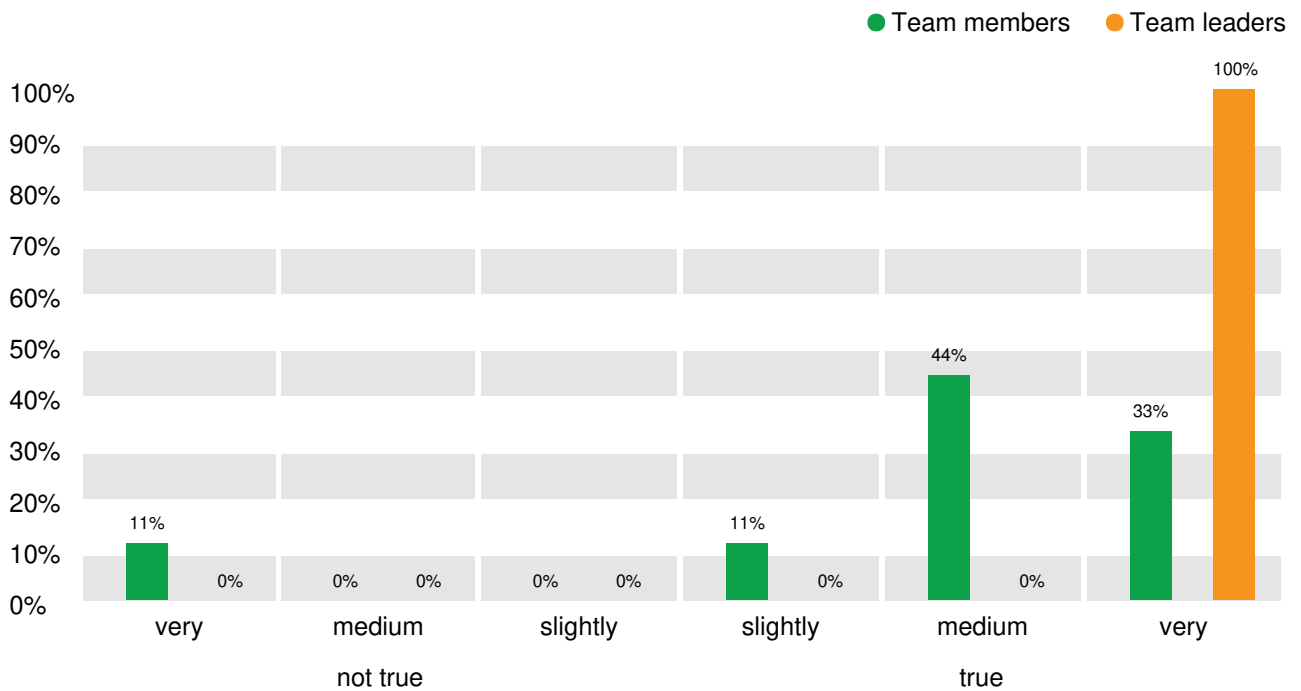


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I have a high level of professional expertise.
 My supervisor is professionally competent.



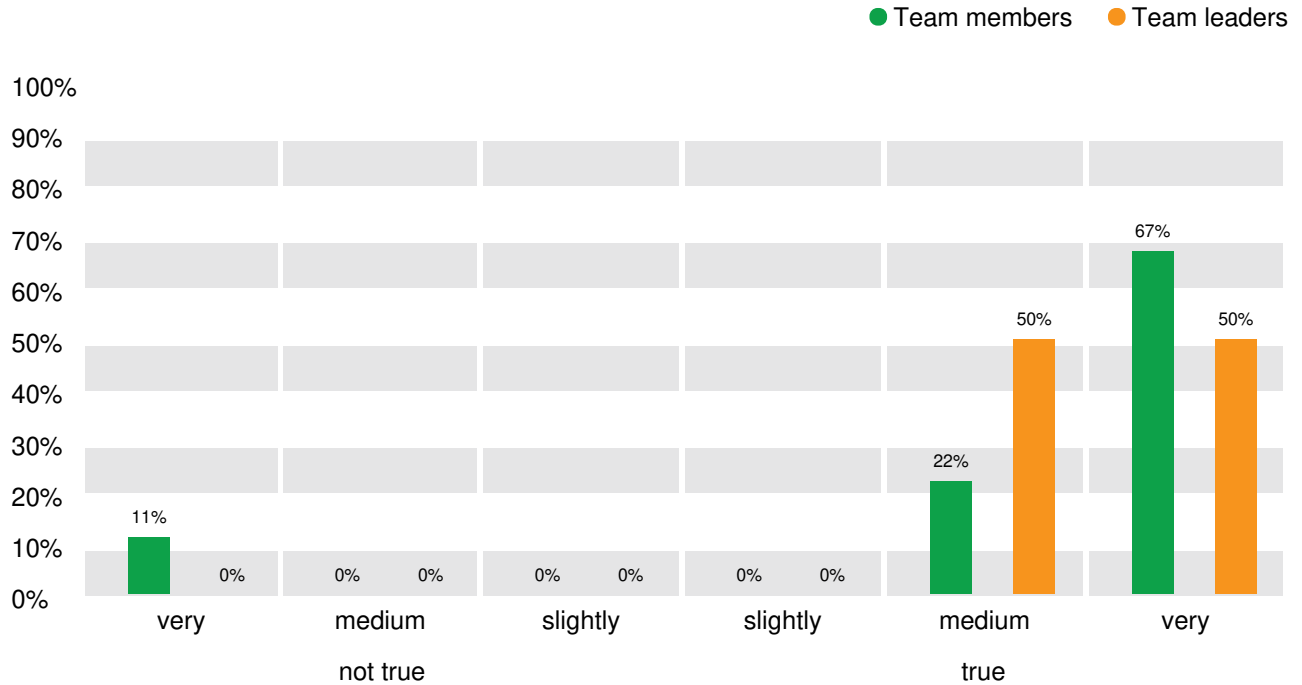
I support the members of my team by providing information, suggestions and assistance in their day-to-day work.
 My supervisor supports me with suggestions and assistance in successfully carrying out my work.



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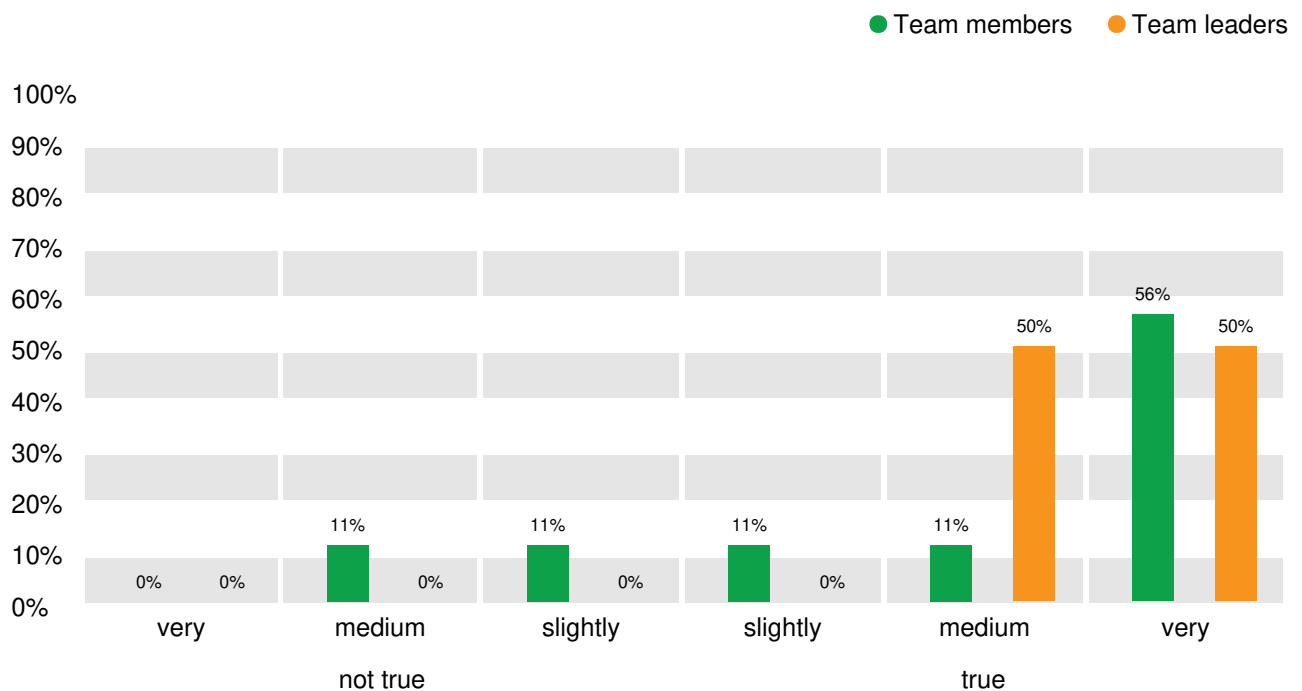
I support my employees when they have problems.

My supervisor supports me and backs me up when I have problems.



I am available for my employees at all times.

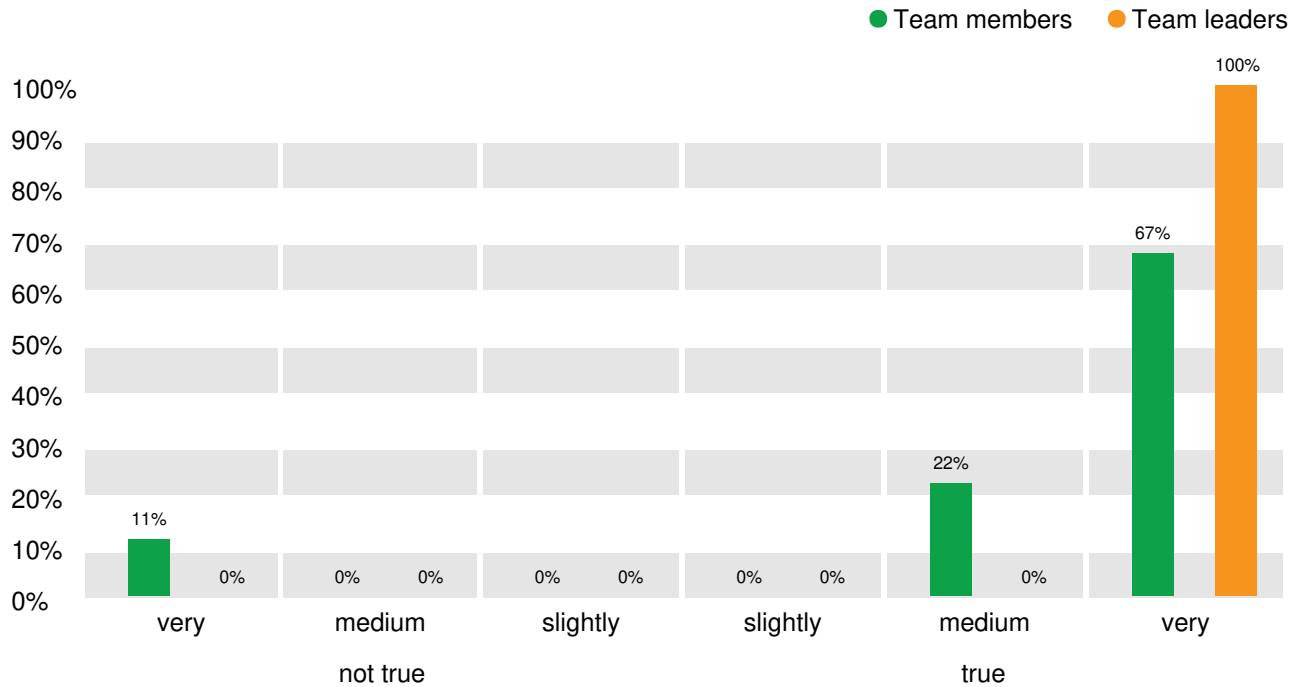
My supervisor is available to me practically at any time.



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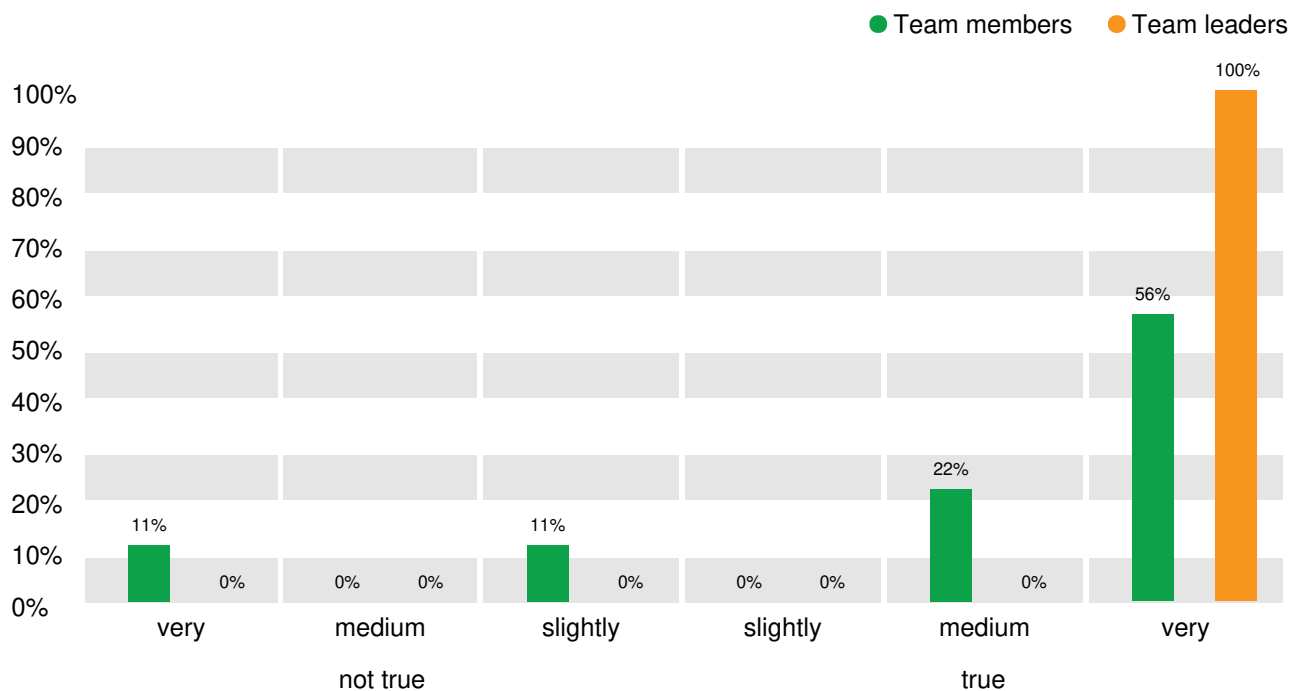
My team enjoys working with me.

I enjoy working with my supervisor.



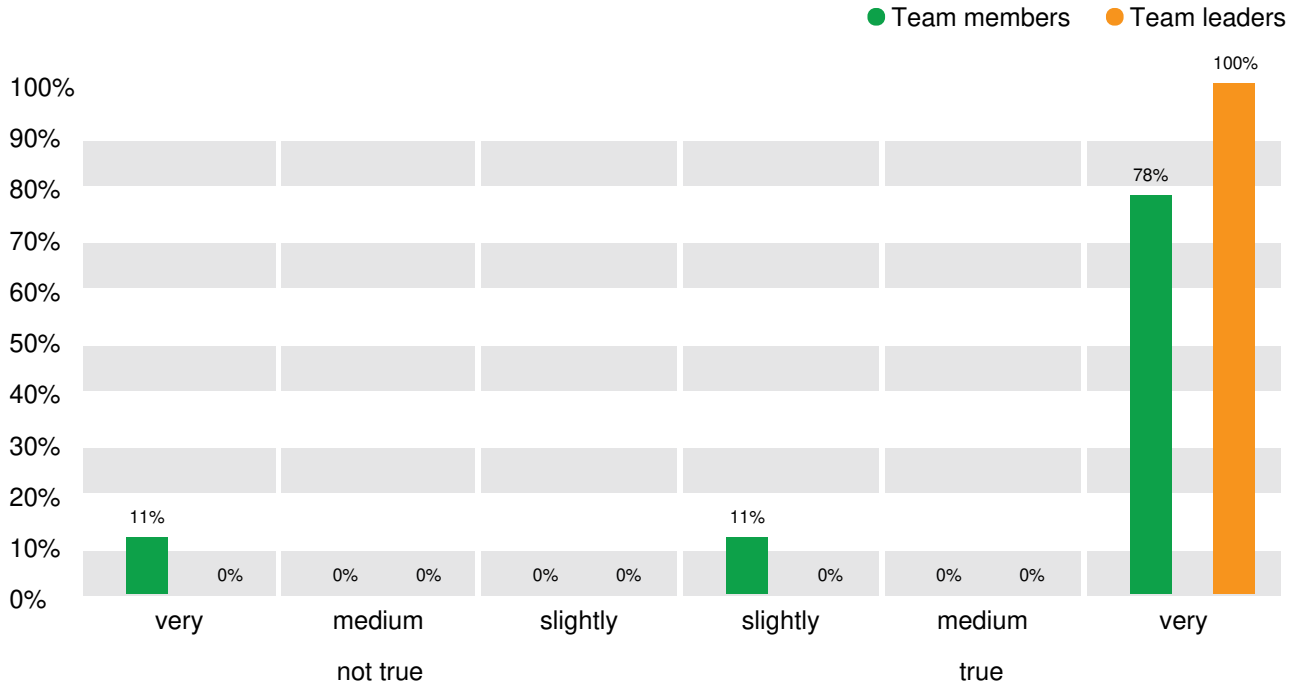
As a supervisor, I actively promote a positive working atmosphere within my team.

My supervisor promotes a positive working atmosphere in our team.

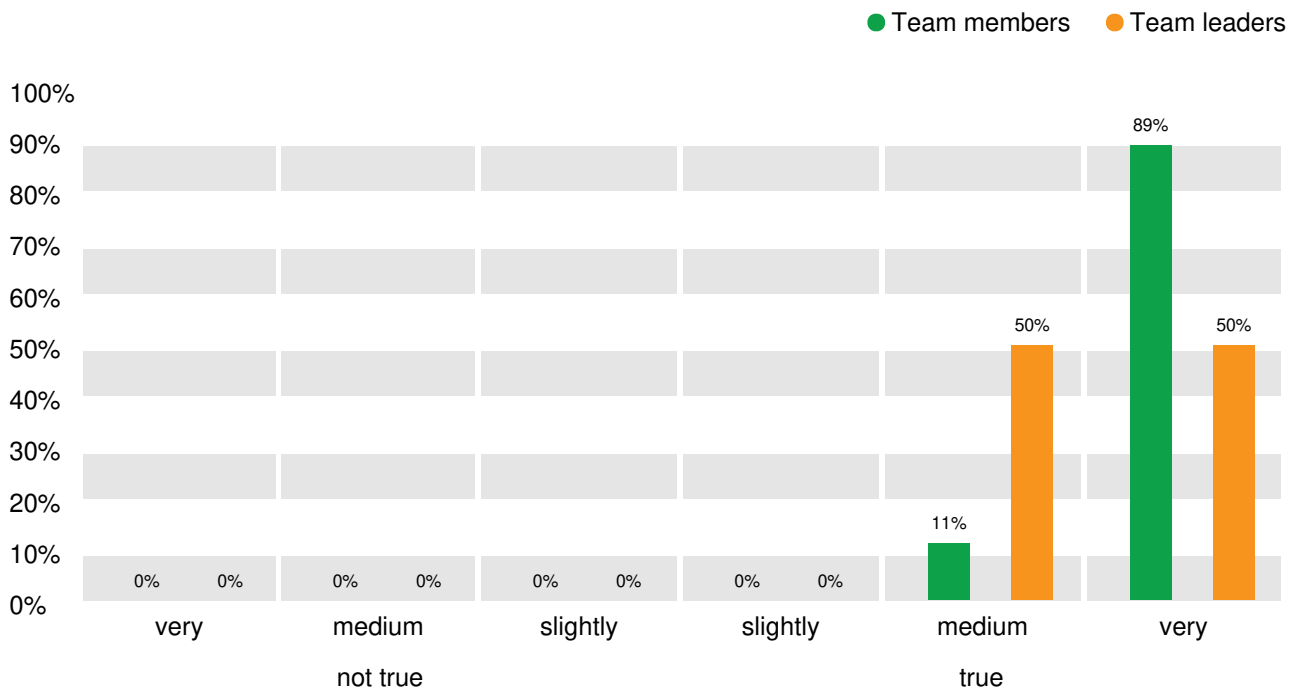


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I do not judge my employees lightly, but weigh up all factors as objectively as possible.
 I am absolutely certain that my supervisor would not make a rash judgement about my work performance.



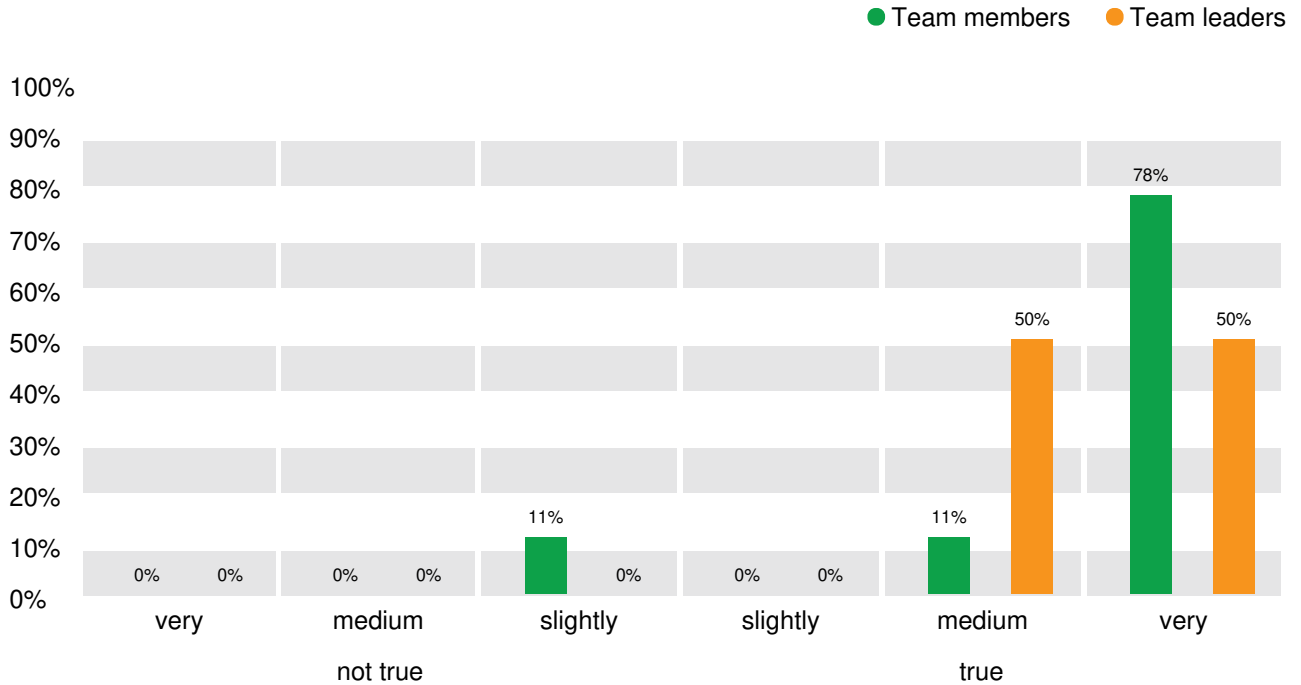
I give all my employees enough freedom to shape and make decisions in their personal area of work.
 My supervisor gives me sufficient freedom to organise my work and make decisions in my personal area of responsibility.



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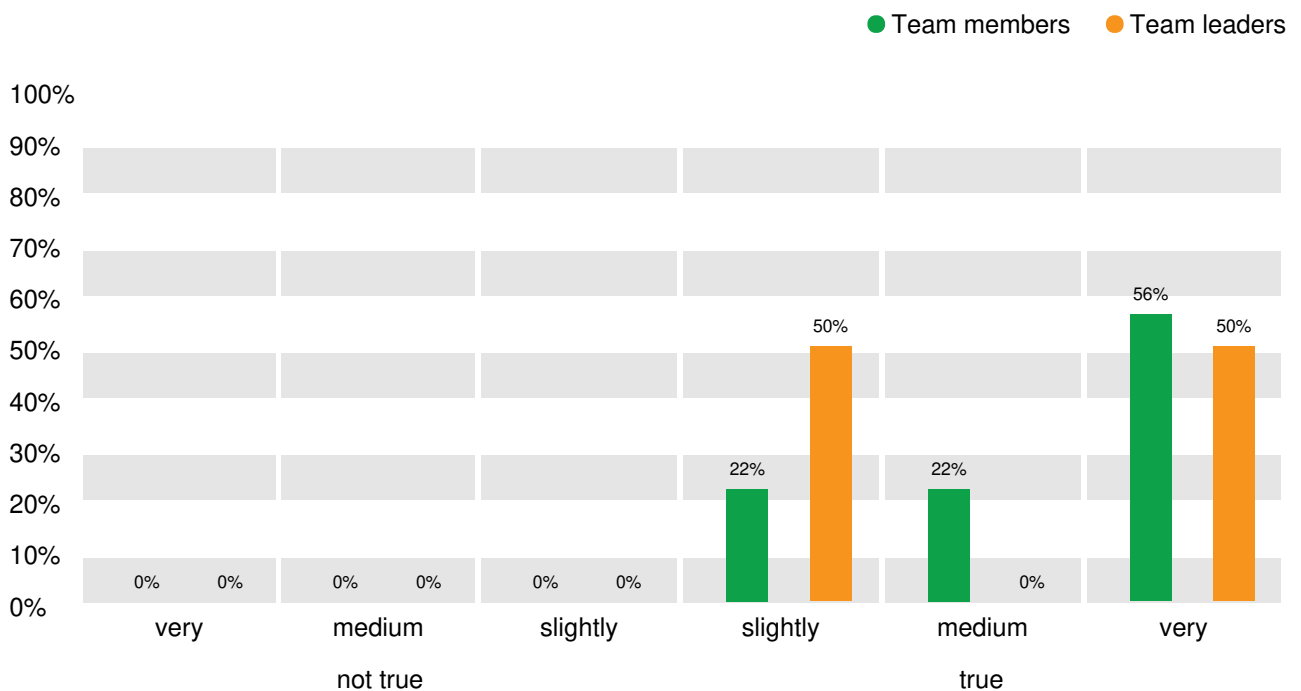
All employees can make optimum use of their specialist knowledge in their area of work.

I can make optimal use of my specialist knowledge in my area of responsibility.



Any employee who really wants to can take on responsibility in our company or organization.

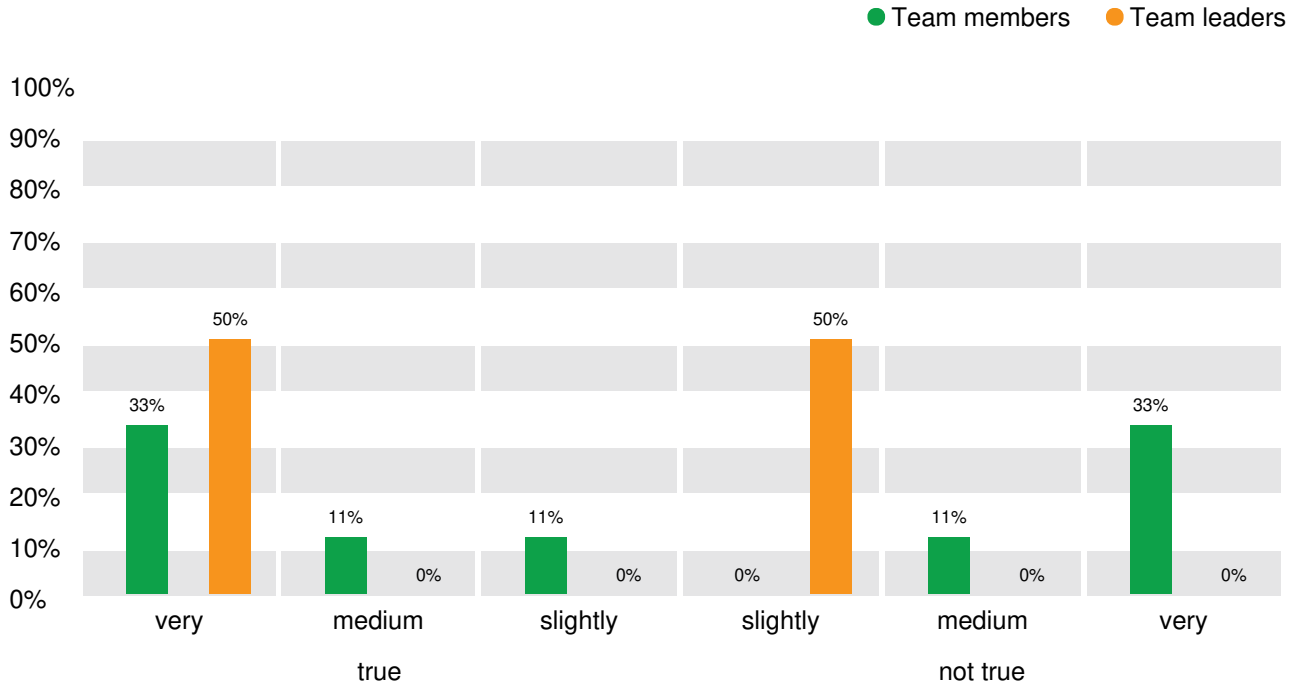
If I want to take on more responsibility, my supervisors support me in doing so.



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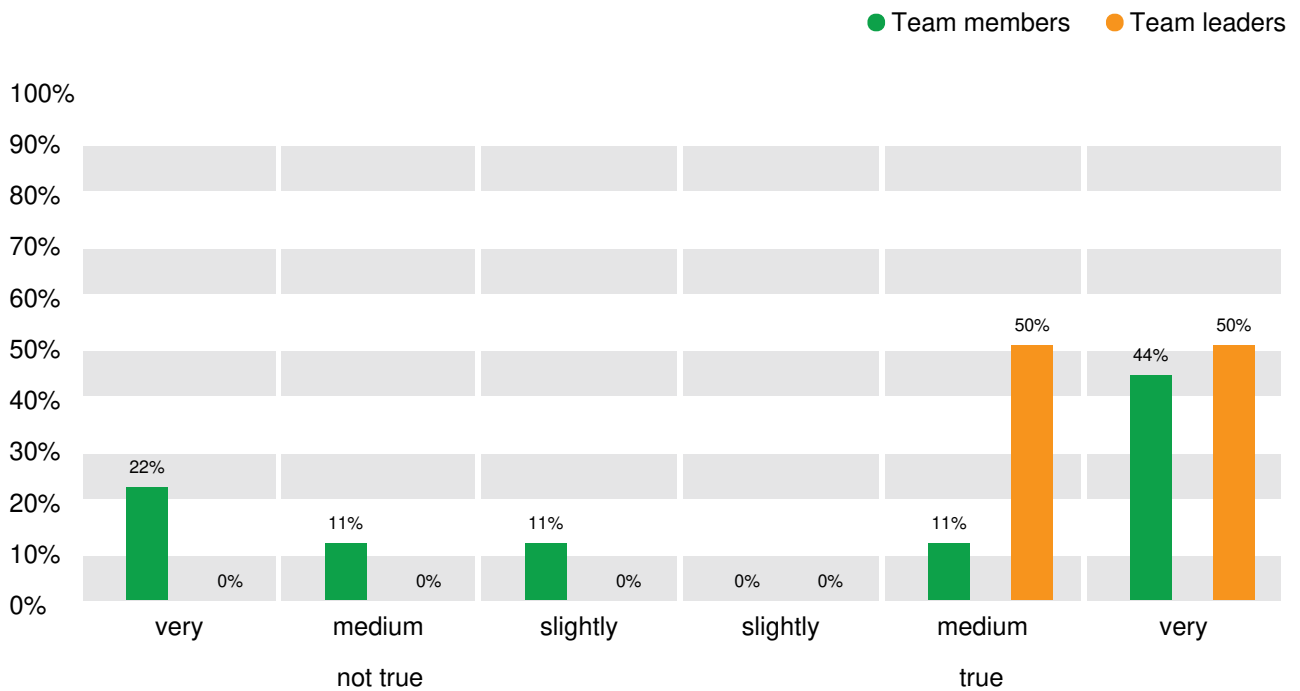
If necessary, I sometimes put pressure on my employees.

There is too much pressure from above in our company.



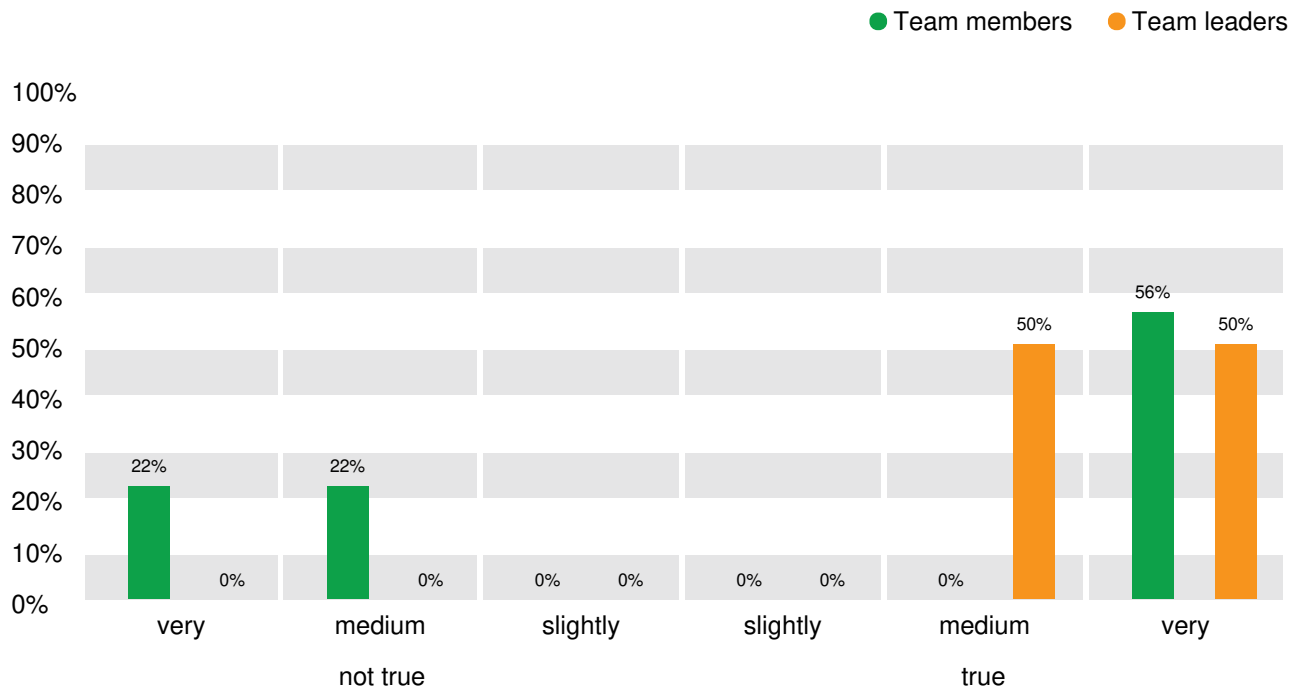
I provide each team member with sufficient and objective information on how I assess the quality of their individual work performance.

My supervisors regularly inform me about how they assess the quality of my work performance.



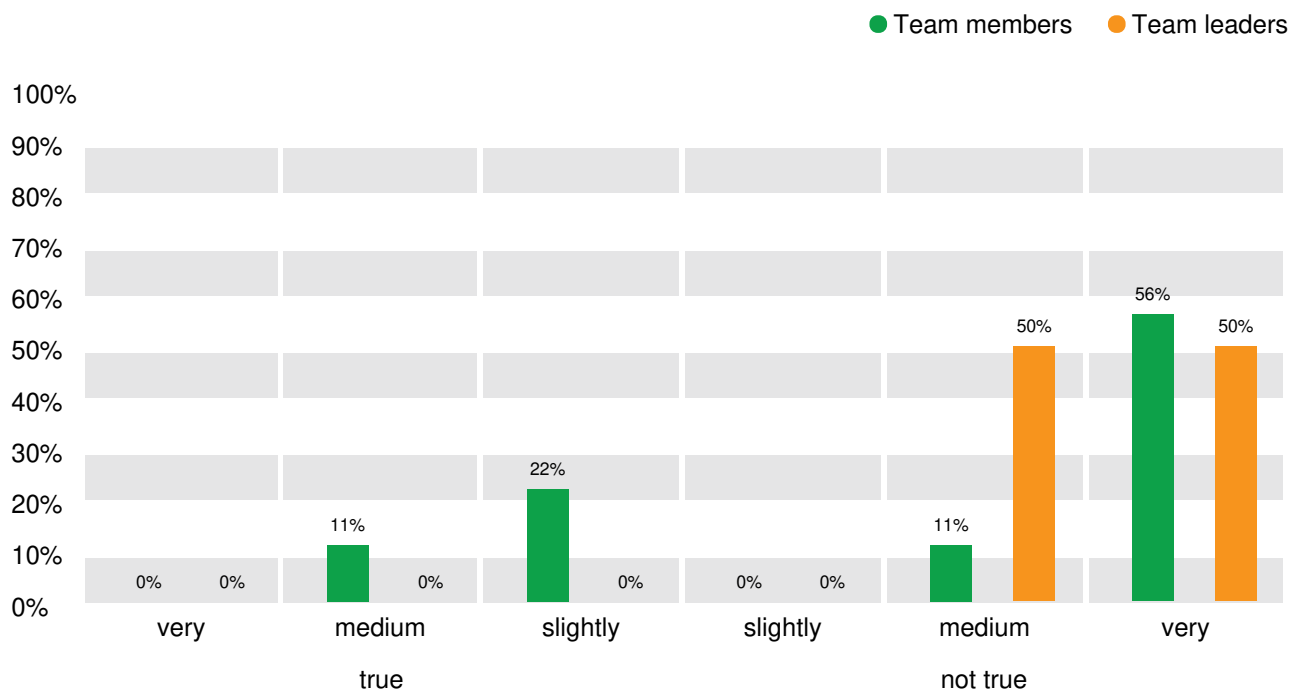
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Everyone here knows exactly what they have to do, and when and how they have to do it.



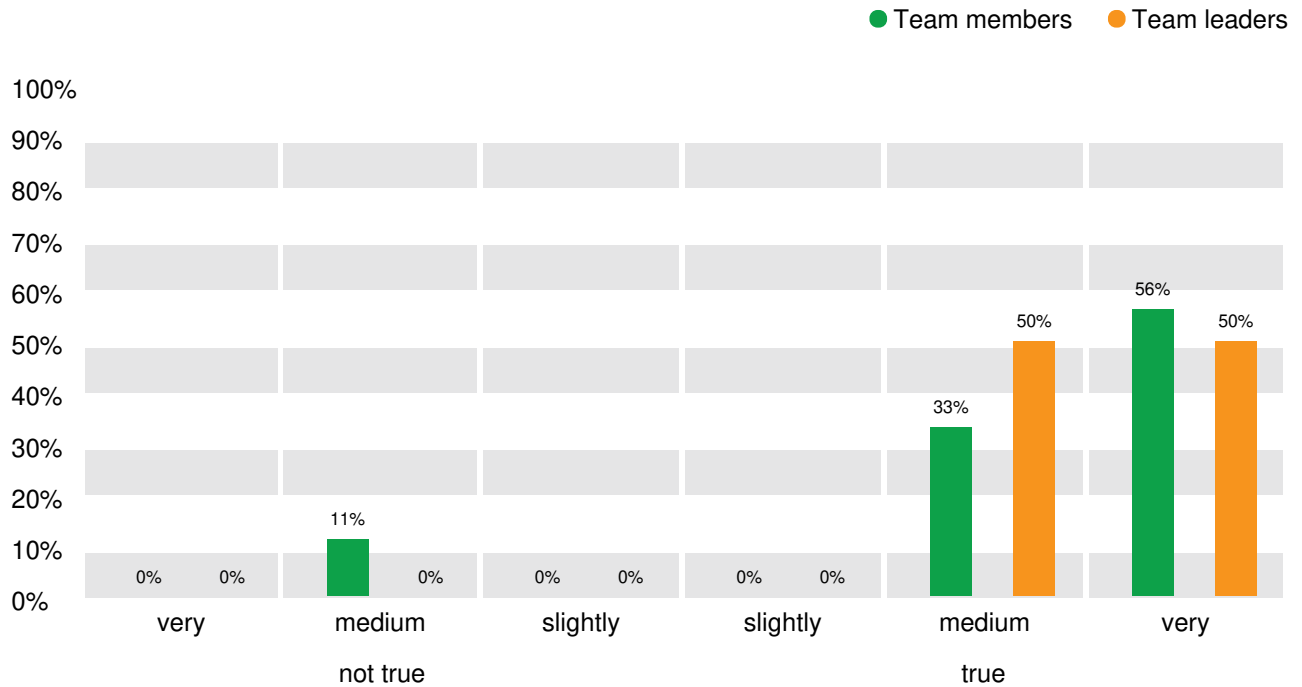
Occasionally, I notice that I demand a level of performance from my employees that is simply impossible to achieve.

Sometimes the demands of my job exceed my capabilities.

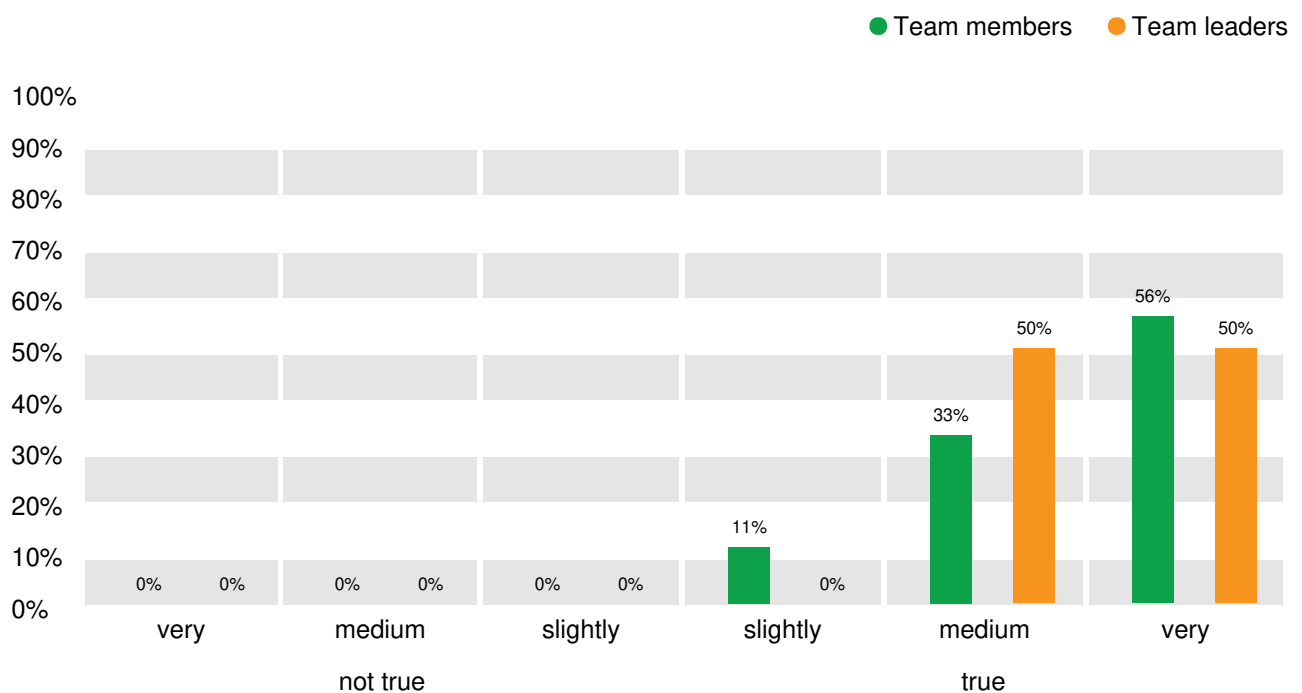


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I find my personal working environment (the premises, technical equipment, lounges or break rooms, general ambience, etc.) appropriate.

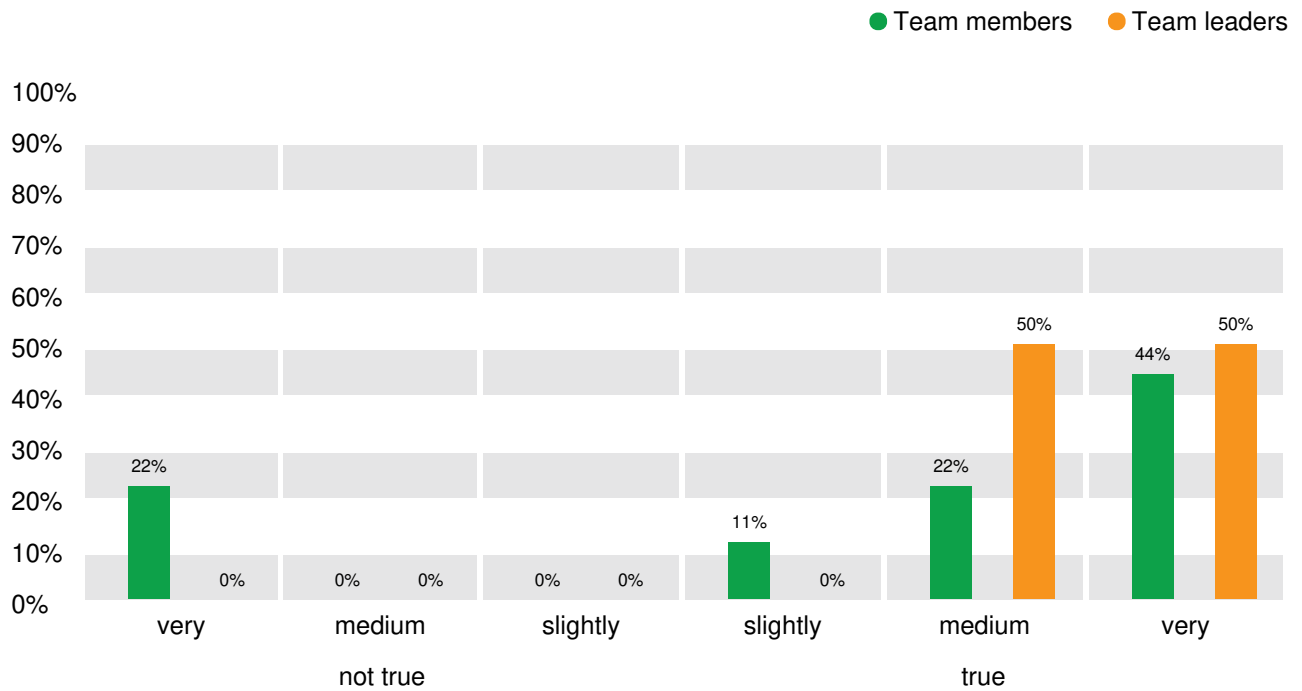


Communication between superiors and employees is optimal.
 Supervisors and employees in our team get along very well.



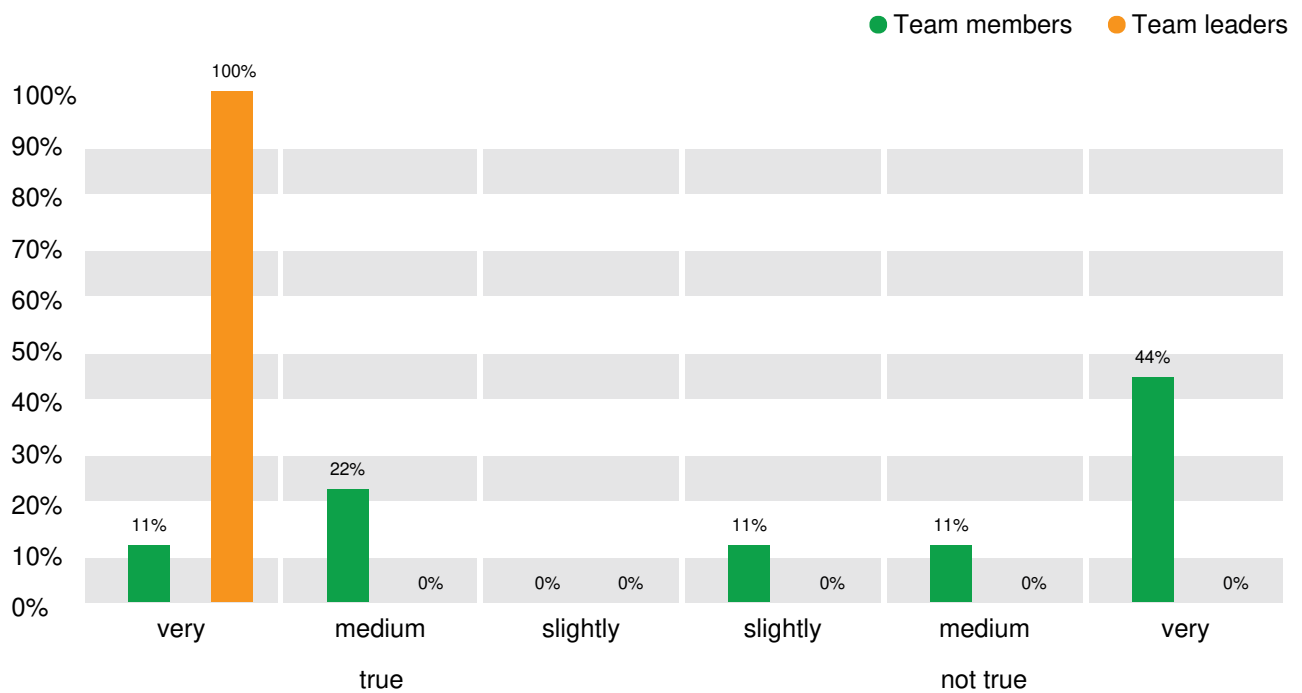
Number of teamleaders: 2 Evaluated by: 1 DNLA GmbH - Zentrale
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By and large, the working time arrangements are optimal for all employees.



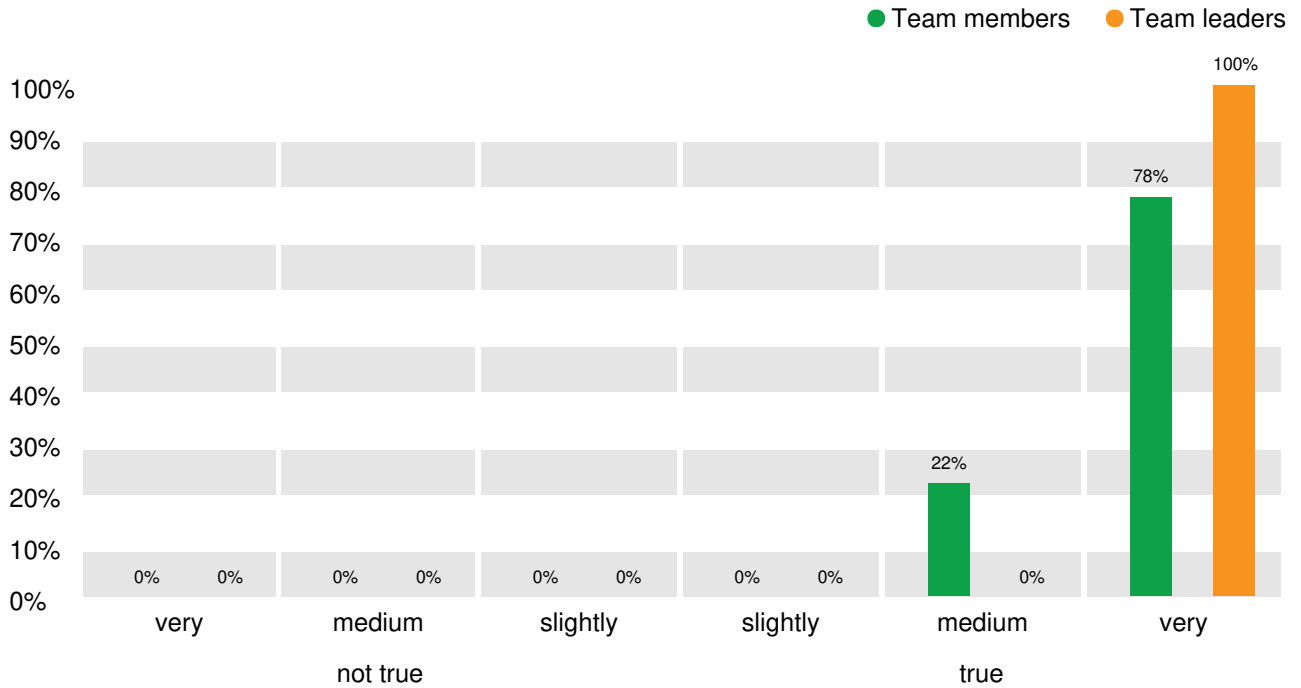
When necessary, employees must sometimes accept greater pressure.

My supervisor often puts me under a lot of pressure.



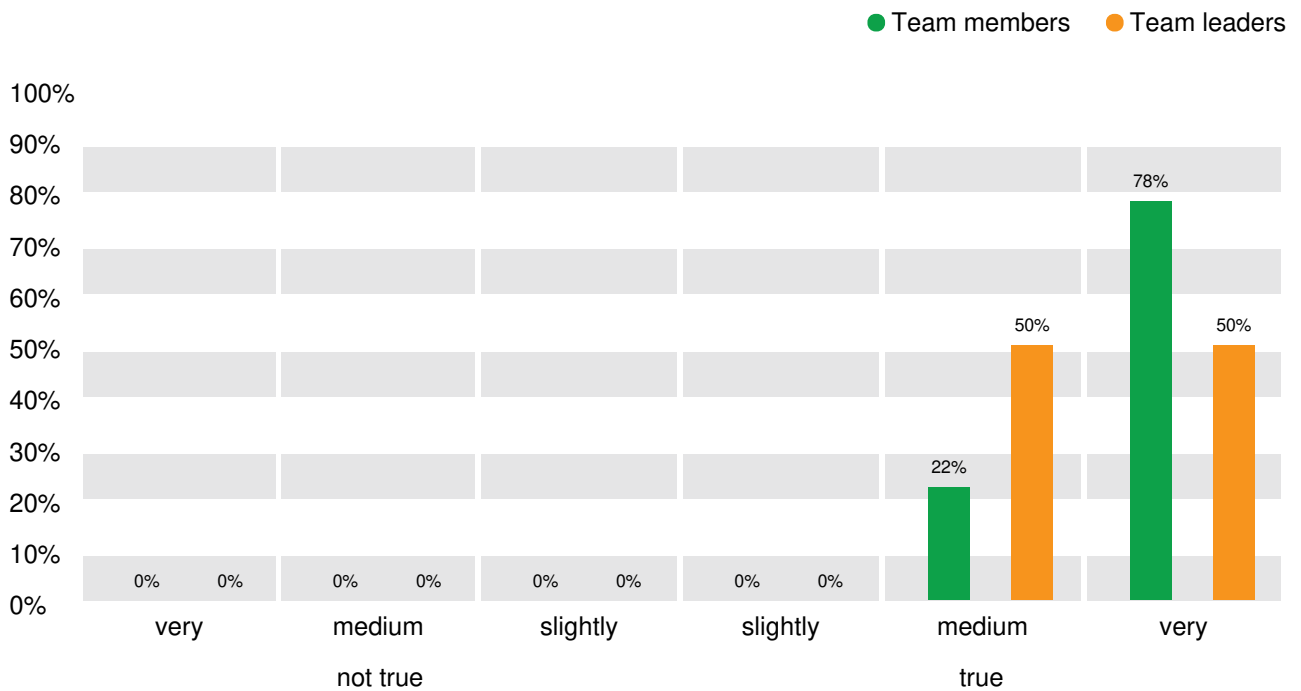
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I know how important my work is for the company or the organization.



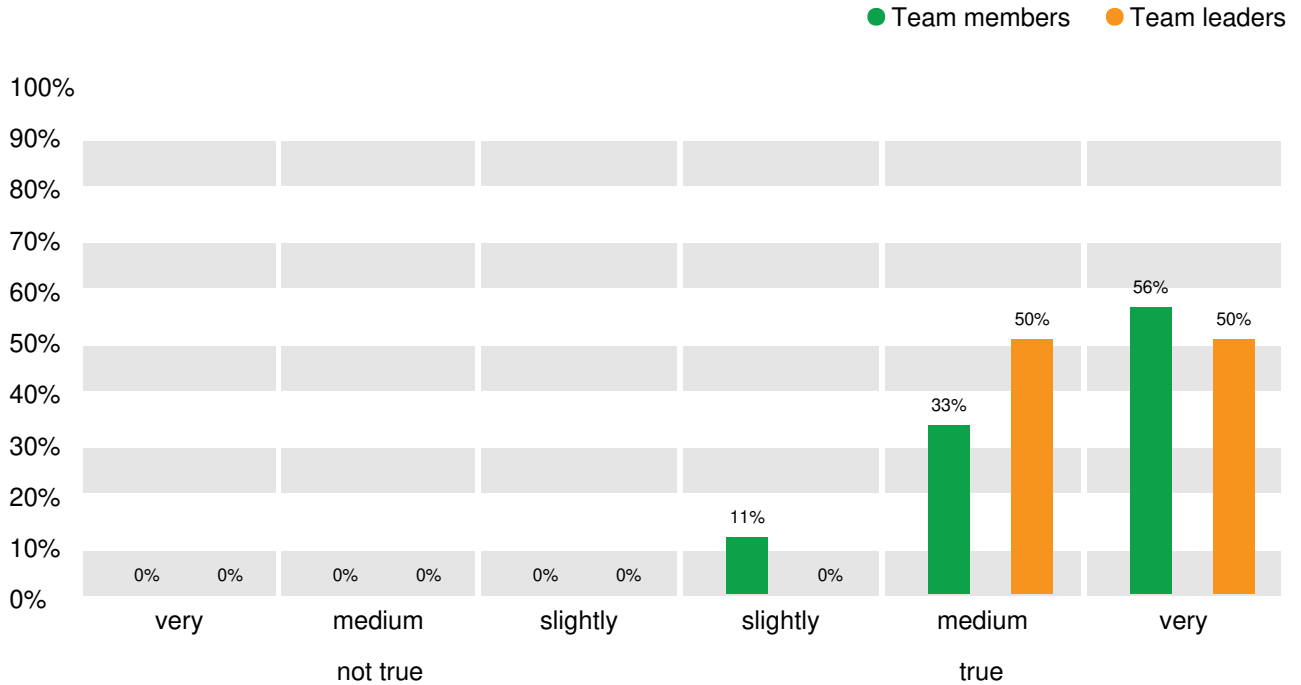
I ensure that employees in my team repeatedly achieve small or large successes in their workplace.

I regularly achieve minor or major successes at work.

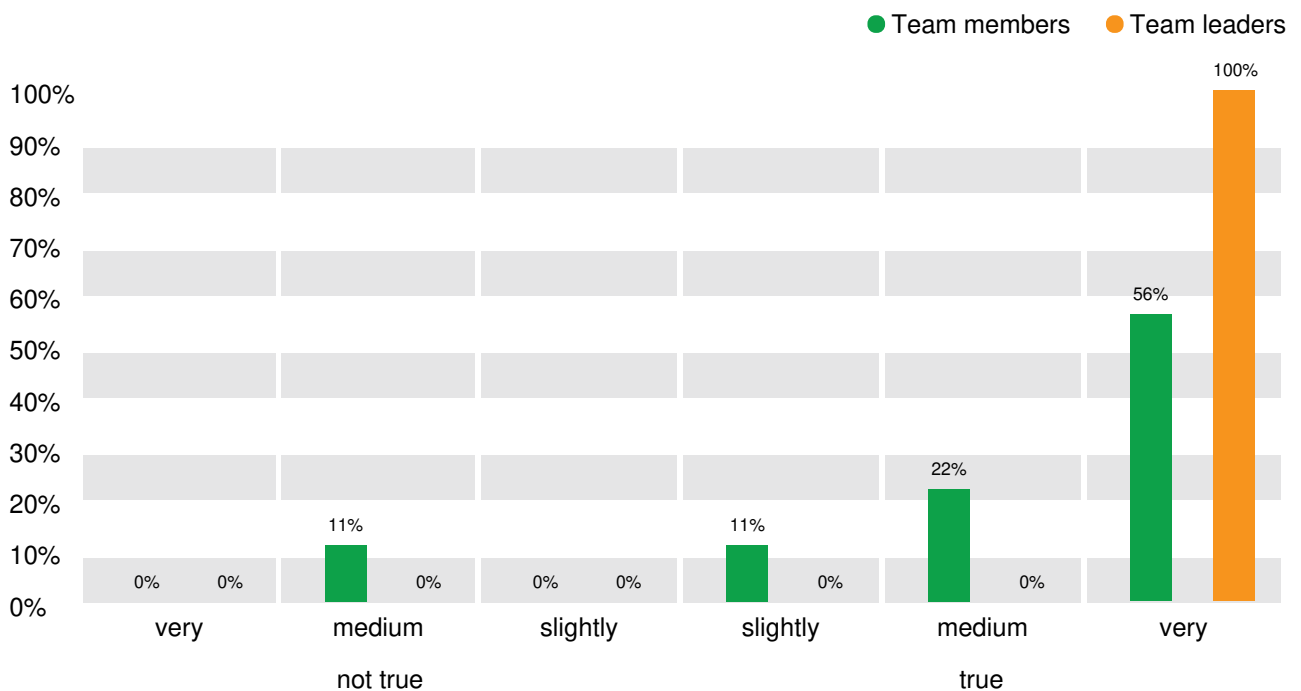


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I make sure that everyone in our team gets along well.
 My supervisor ensures that everyone in our team gets along well.



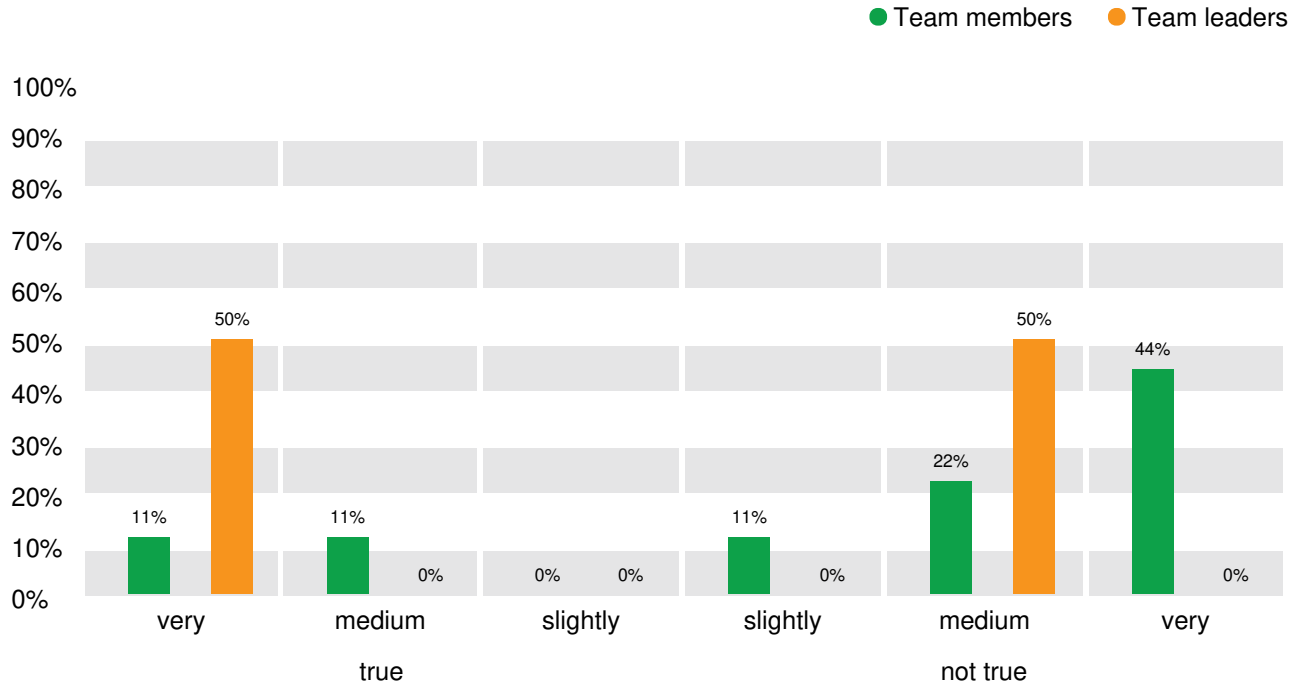
As a line manager, I actually always support my employees.
 Our supervisors always support their employees.



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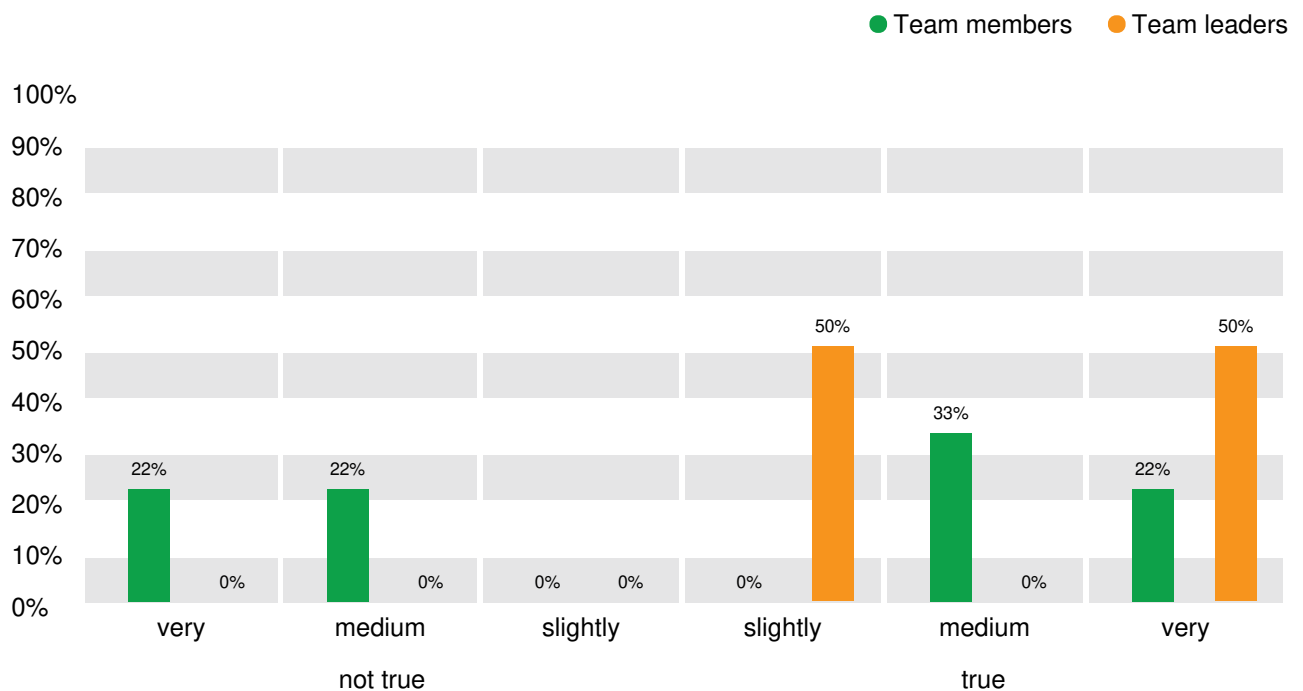
I am not always good at assessing my employees. Sometimes I'm a bit unfair.

The assessment by my supervisor is often unfair and does not recognise my good performance.



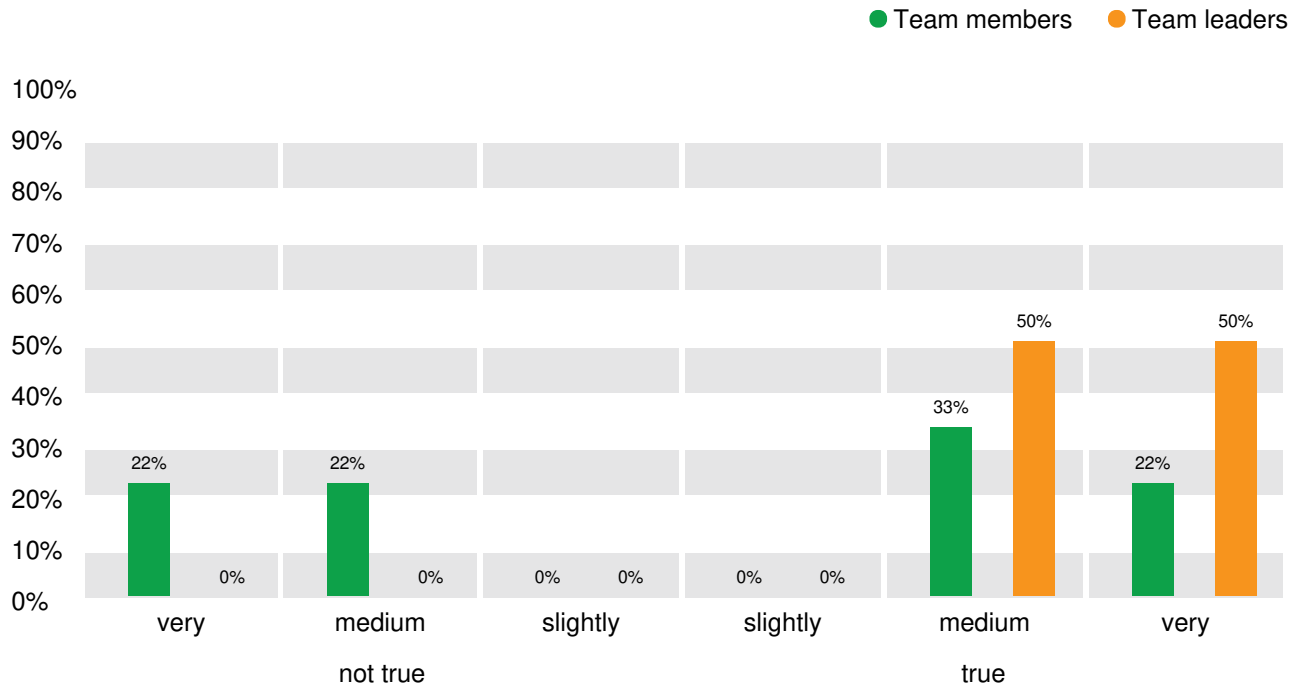
I frequently praise my employees.

I am often praised by my supervisors.

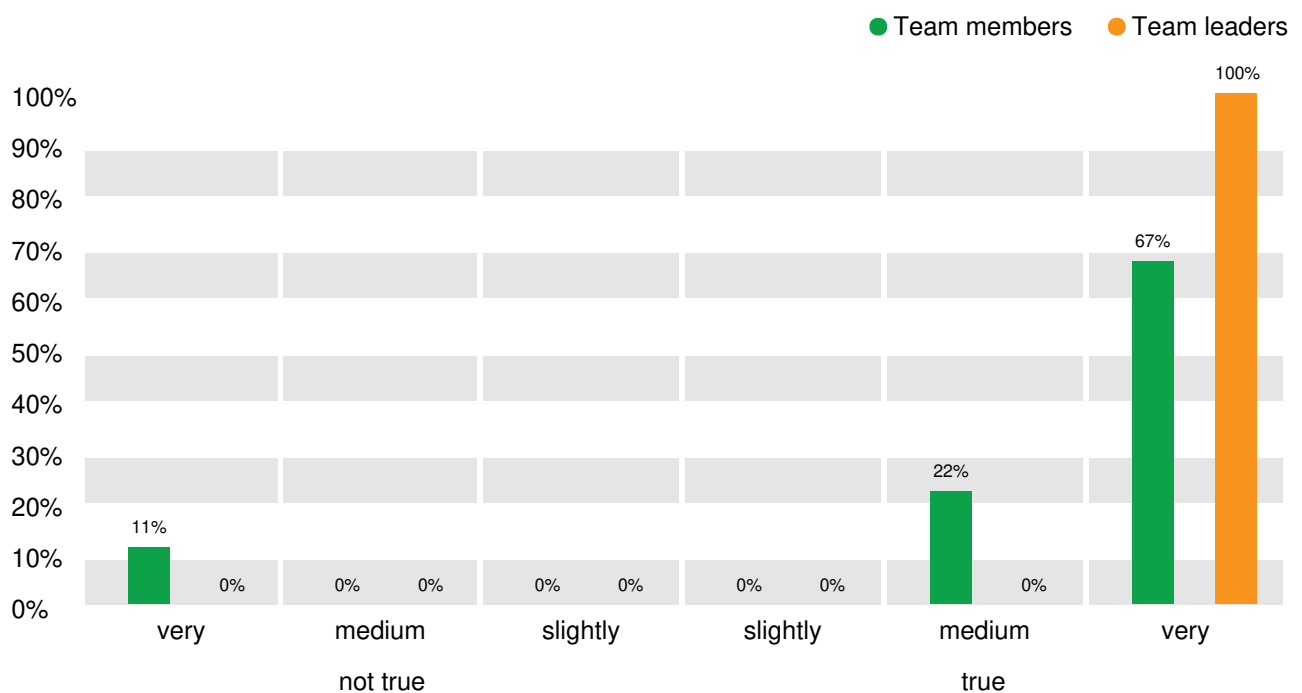


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I also explain general, less important processes to my employees.
 Our superiors also provide us with information about less important matters.

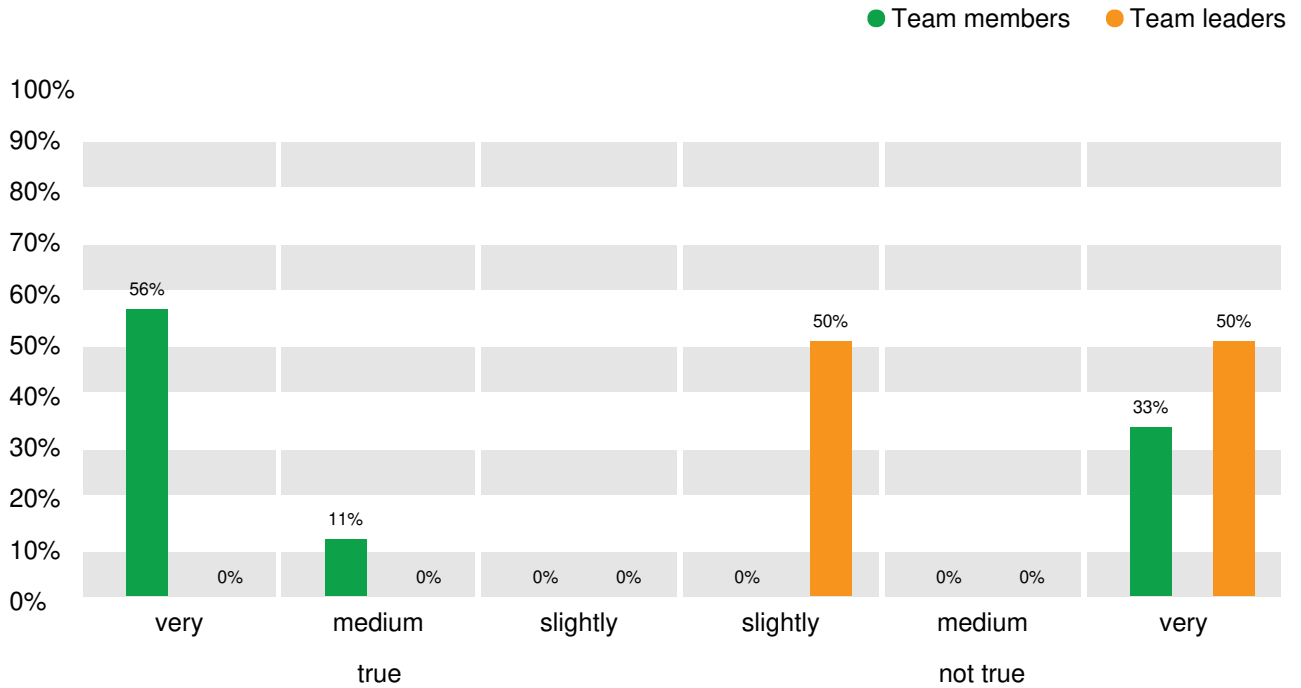


The selection of personnel for job vacancies is based on transparent and generally known guidelines.



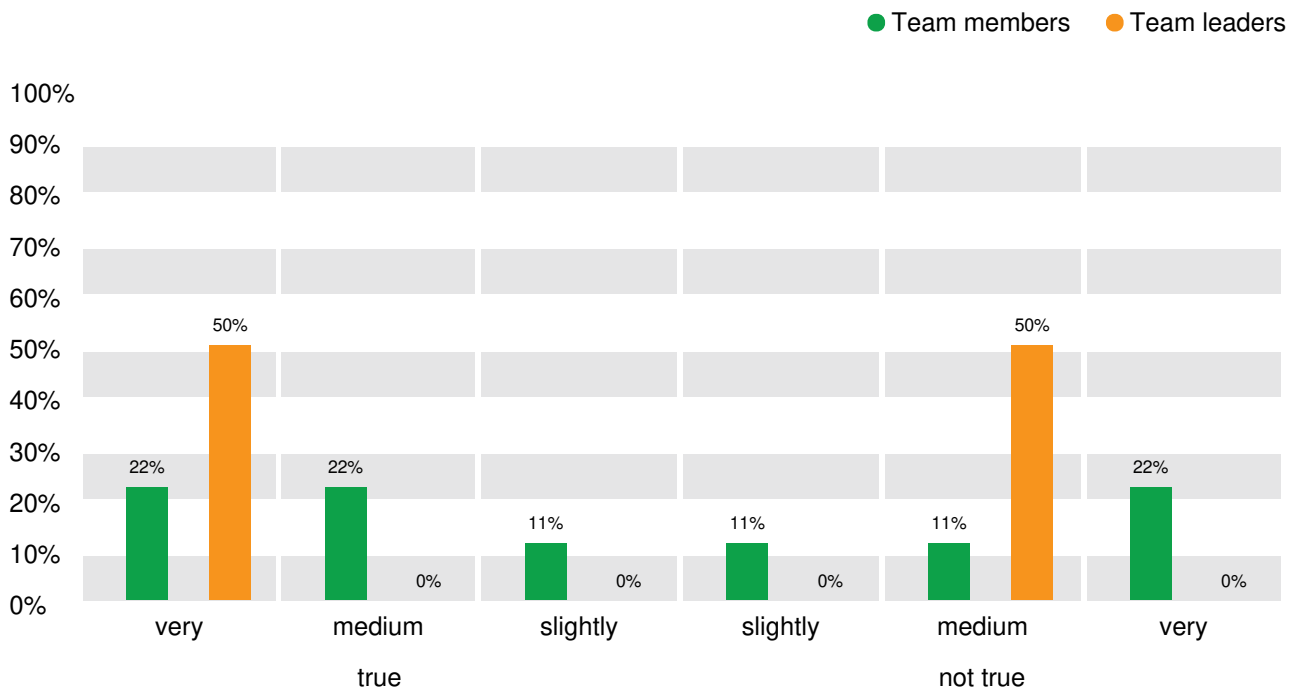
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A lot of information in our company is only obtained through the rumor mill.



Sometimes my decisions are misunderstood by some team members.

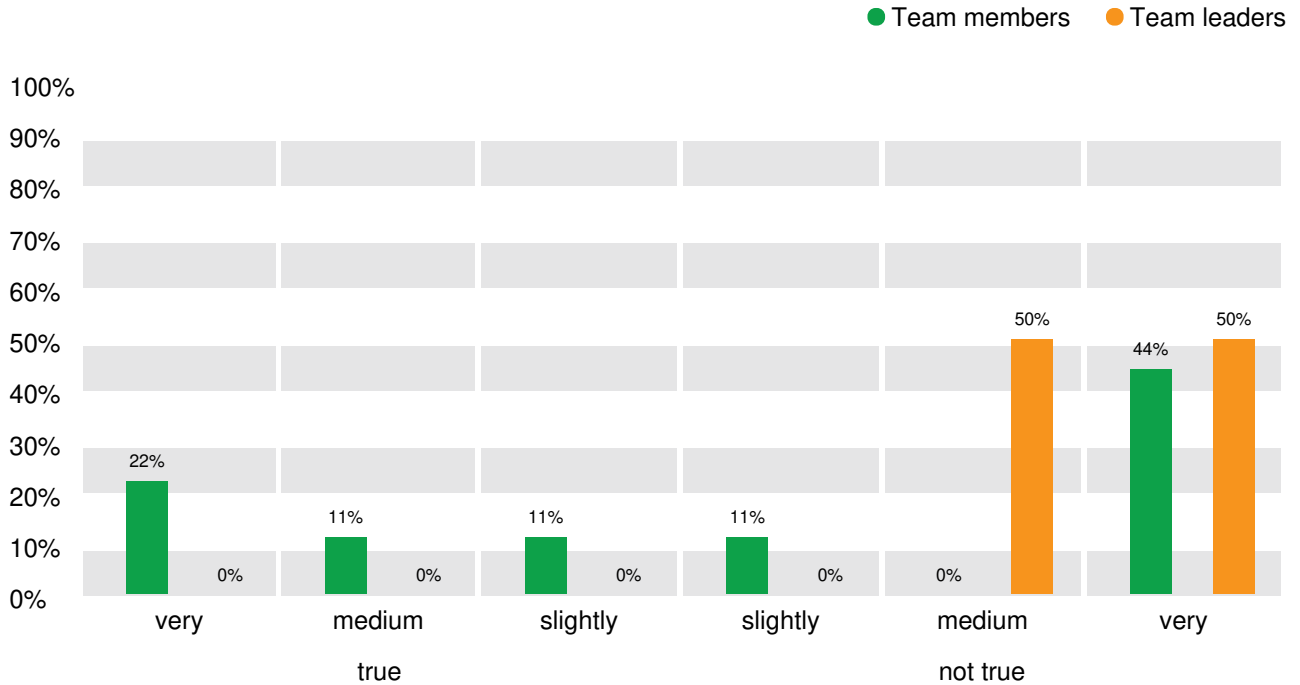
The decisions made by my superior are often unclear and difficult to understand.



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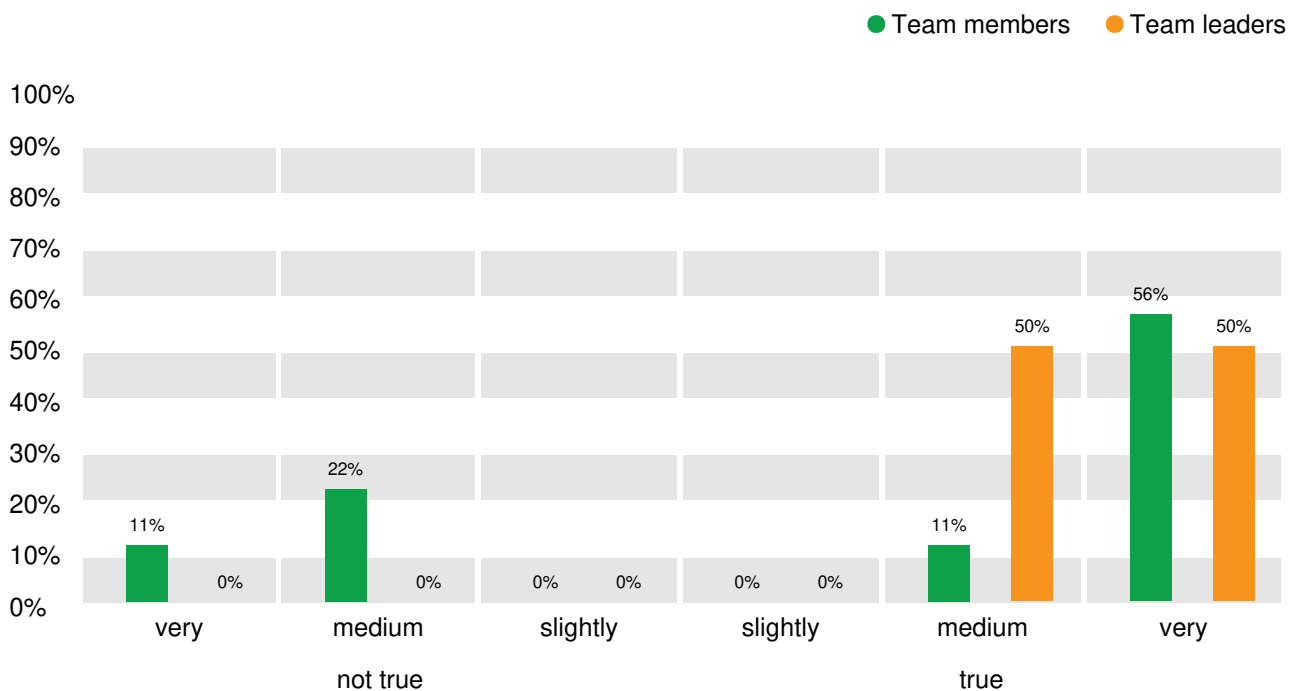
Unfortunately, sometimes my assessments tend to be demotivating rather than motivating.

Many of the employee appraisals we receive are often demotivating rather than motivating.



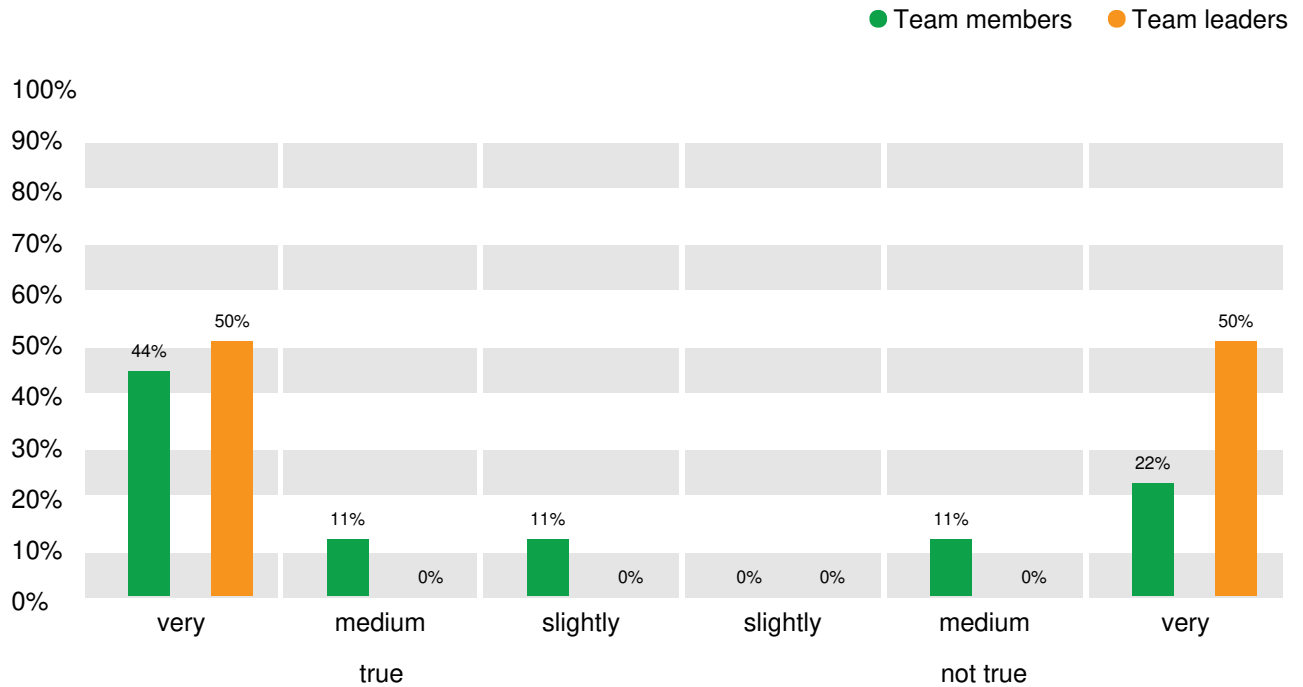
If employees encounter problems at work, they can count on my full support.

When problems arise at work, I can always rely on my superiors for help.

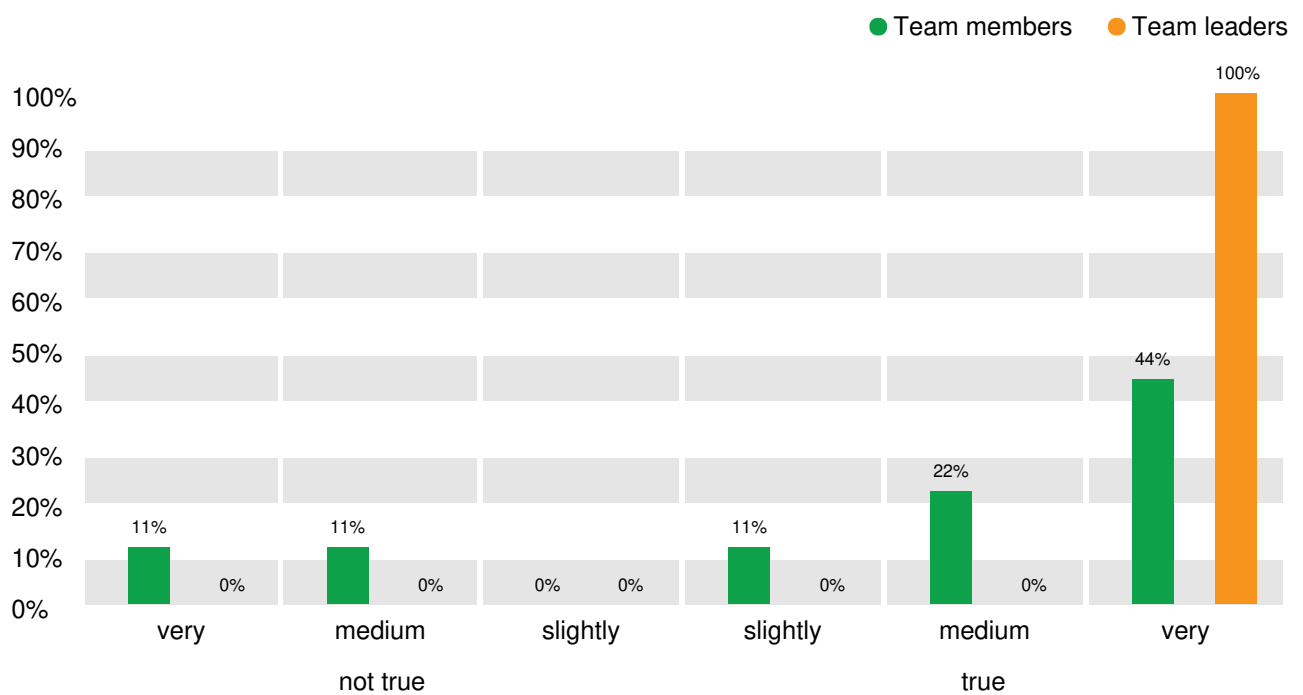


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We only find out what is going on in other, comparable companies or organizations from the press, not through internal information channels.

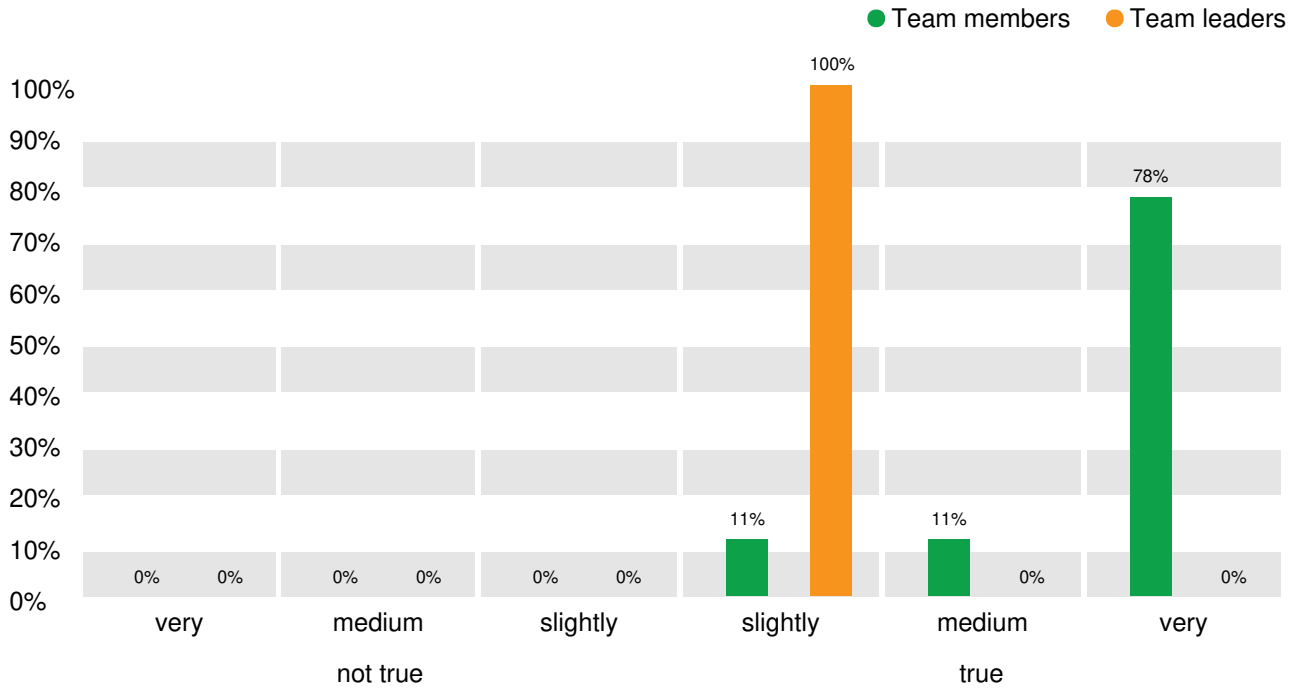


The equipment at my workplace is top-notch.



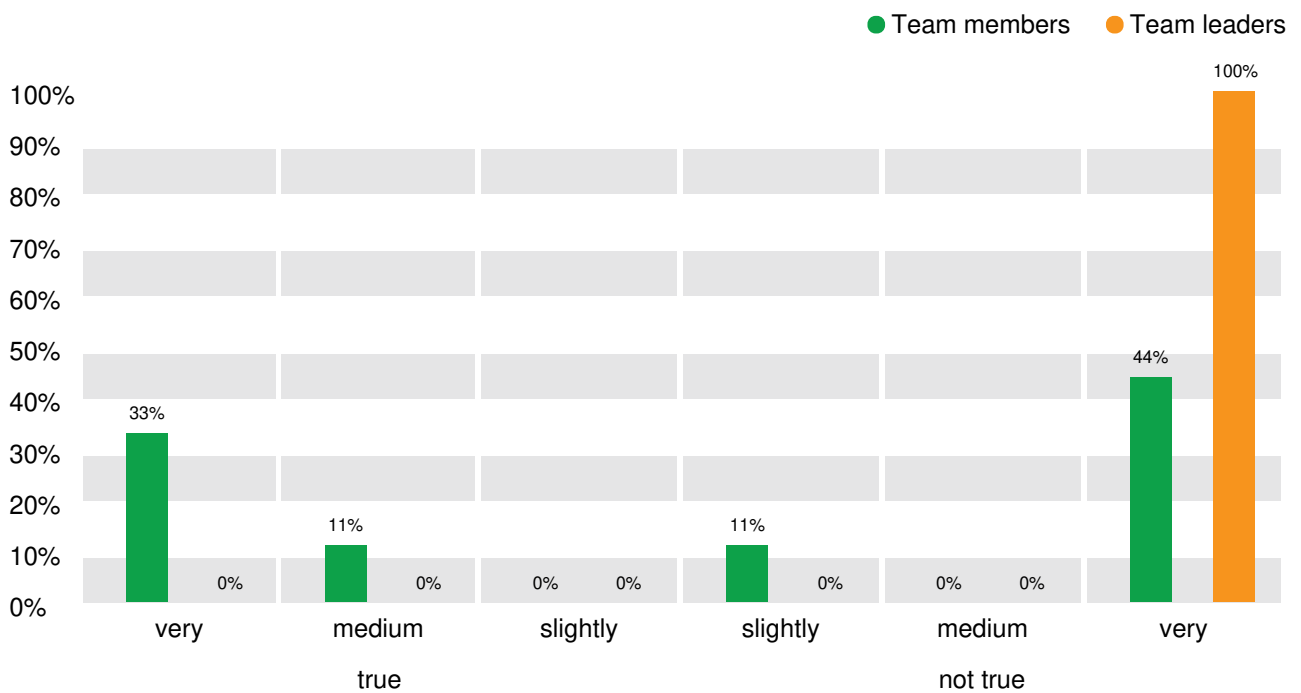
Number of teamleaders: 2 Evaluated by: 1 DNLA GmbH - Zentrale
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In public, most employees speak favorably and positively about our company/about our organization.



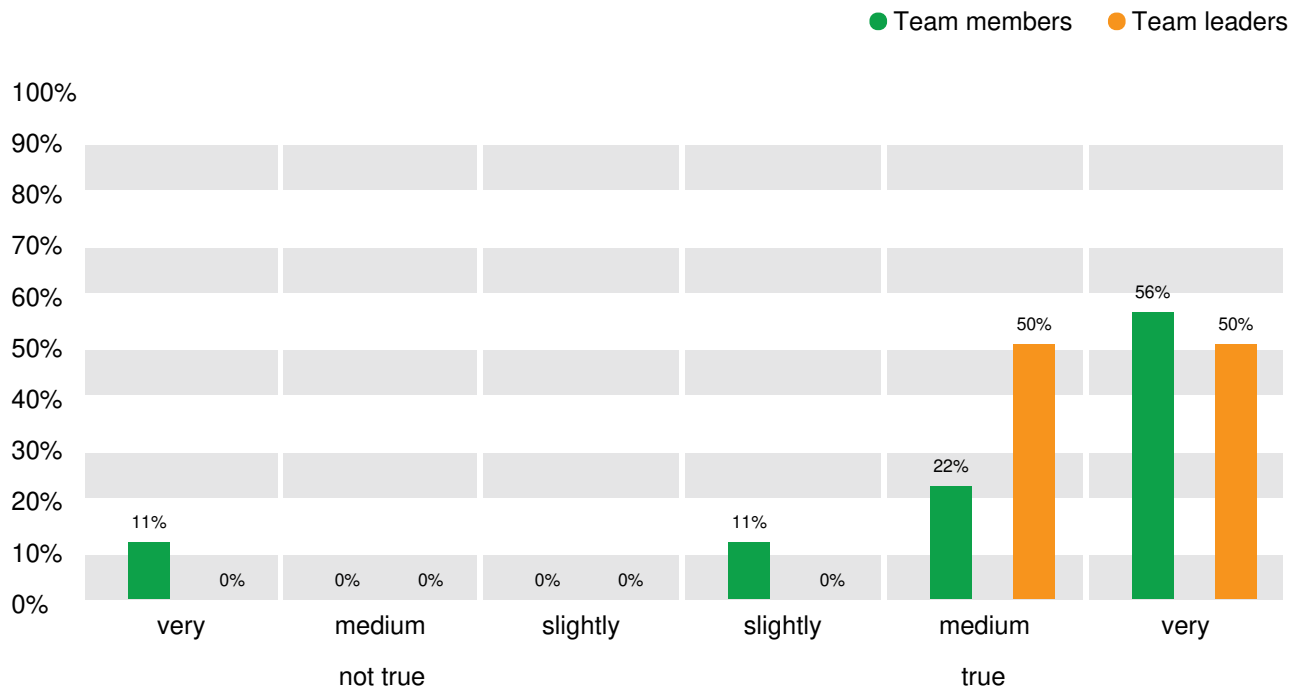
Sometimes I judge some team members more on sympathy than on performance.

My supervisor tends to judge based on personal sympathy rather than actual performance.



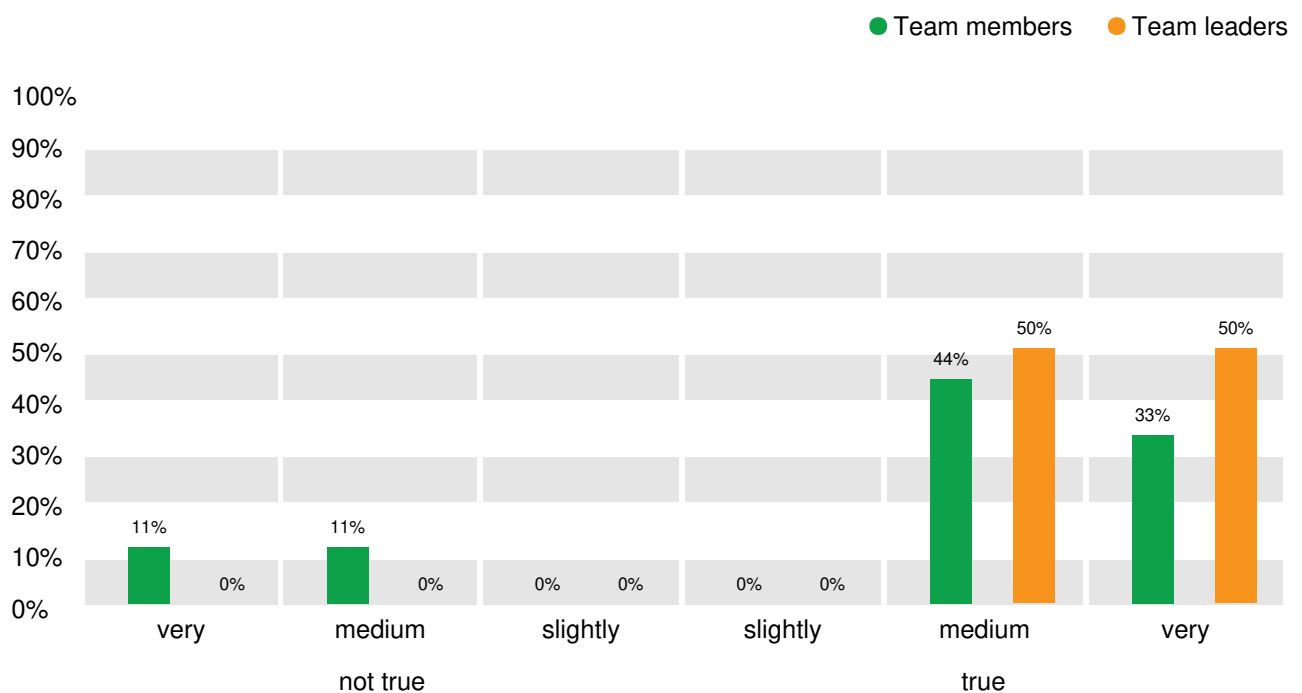
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Our top-level executives have planned important improvements for the future.



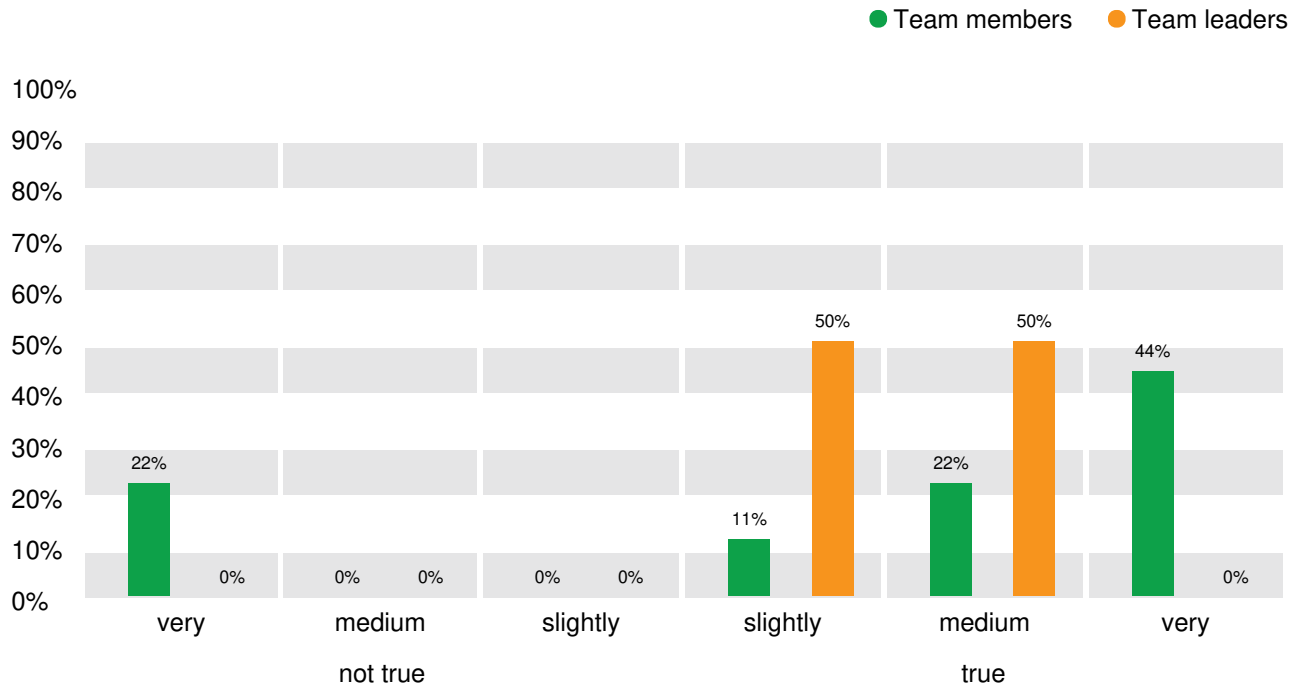
I make sure that the wishes and ideas of our (external and internal) customers are frequently discussed among our employees.

The wishes and ideas of our customers are often a topic of conversation.

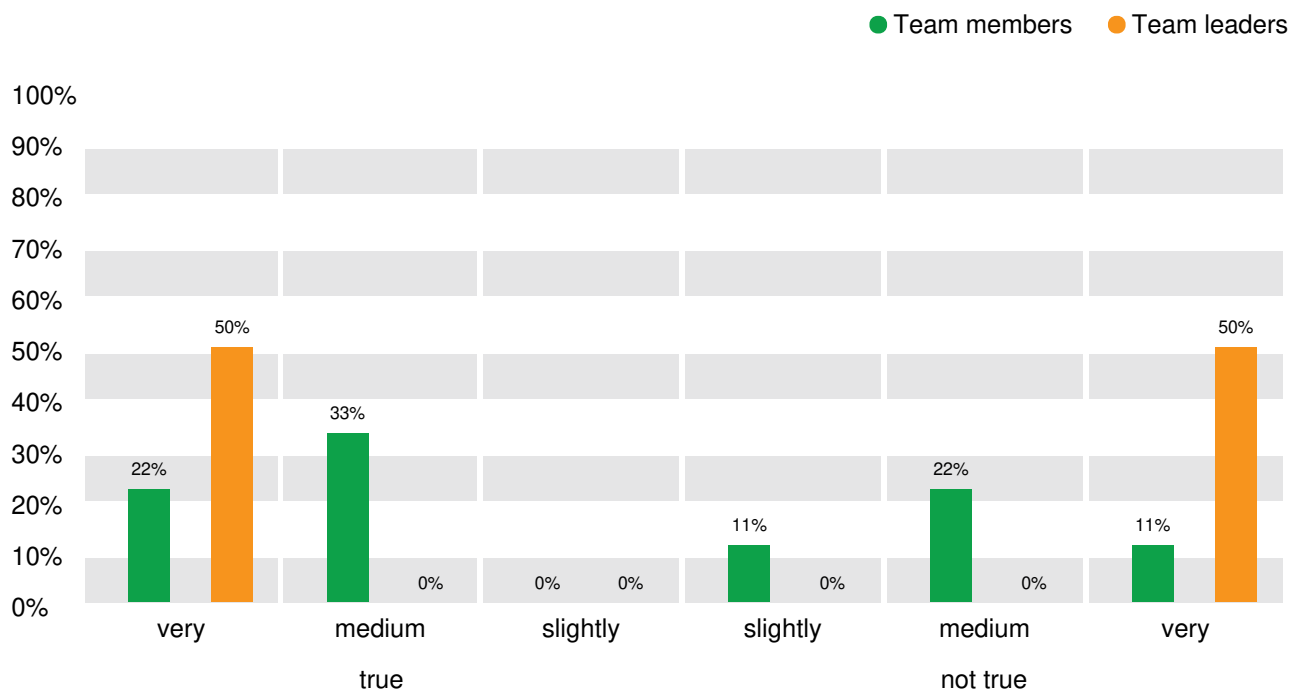


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The team members are aware that those responsible at the highest management level are working on new, forward-looking concepts.

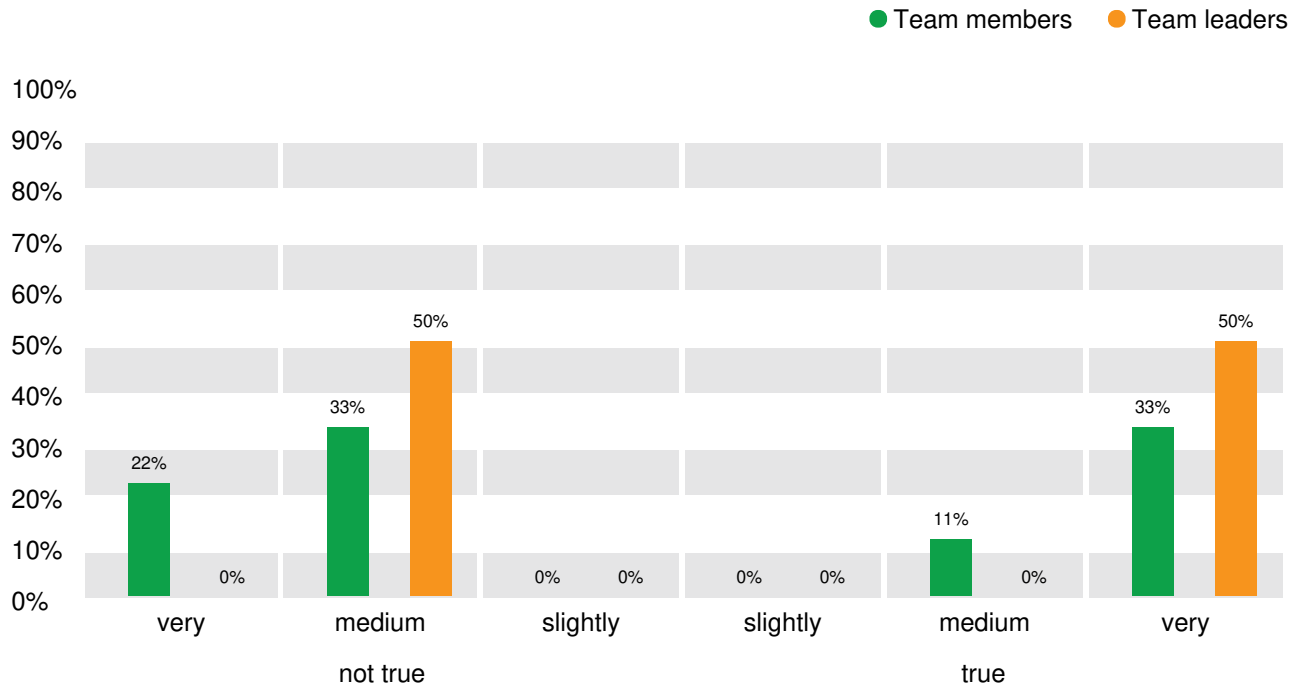


We do not have any specific information regarding environmental protection from the top management.

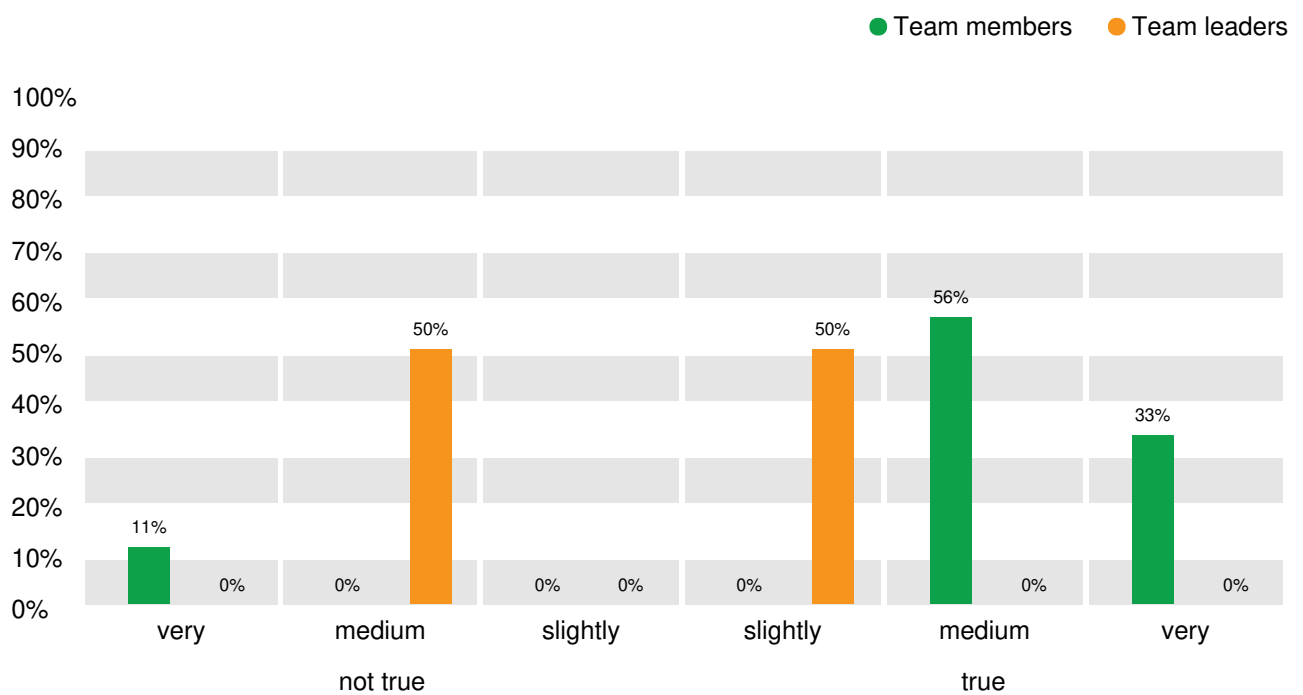


Number of teamleaders: 2 Evaluated by: 1 DNLA GmbH - Zentrale
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There are clear rules governing cooperation between colleagues and neighboring departments, which are tailored to the tasks at hand.

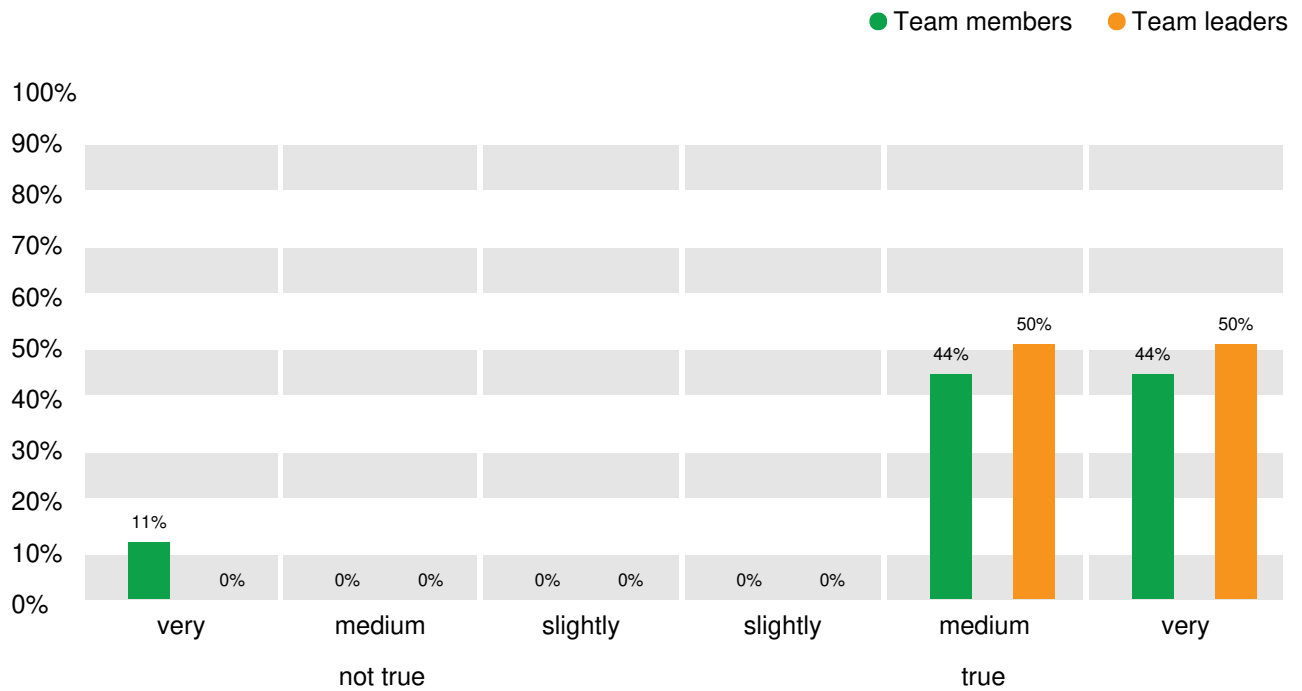


Planning for the future plays an important role in our company / organization.



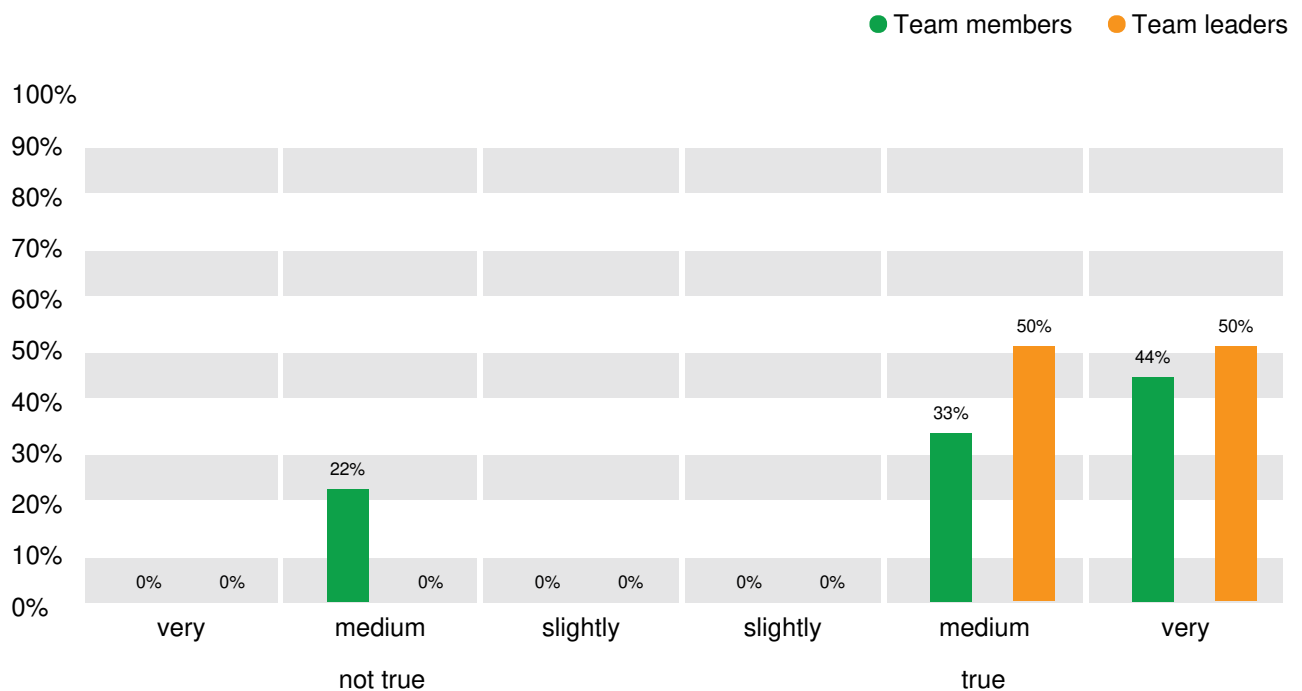
Number of teamleaders: 2 Evaluated by: 1 DNLA GmbH - Zentrale
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Our company/organization is known among the public and our customers for its first-class service.



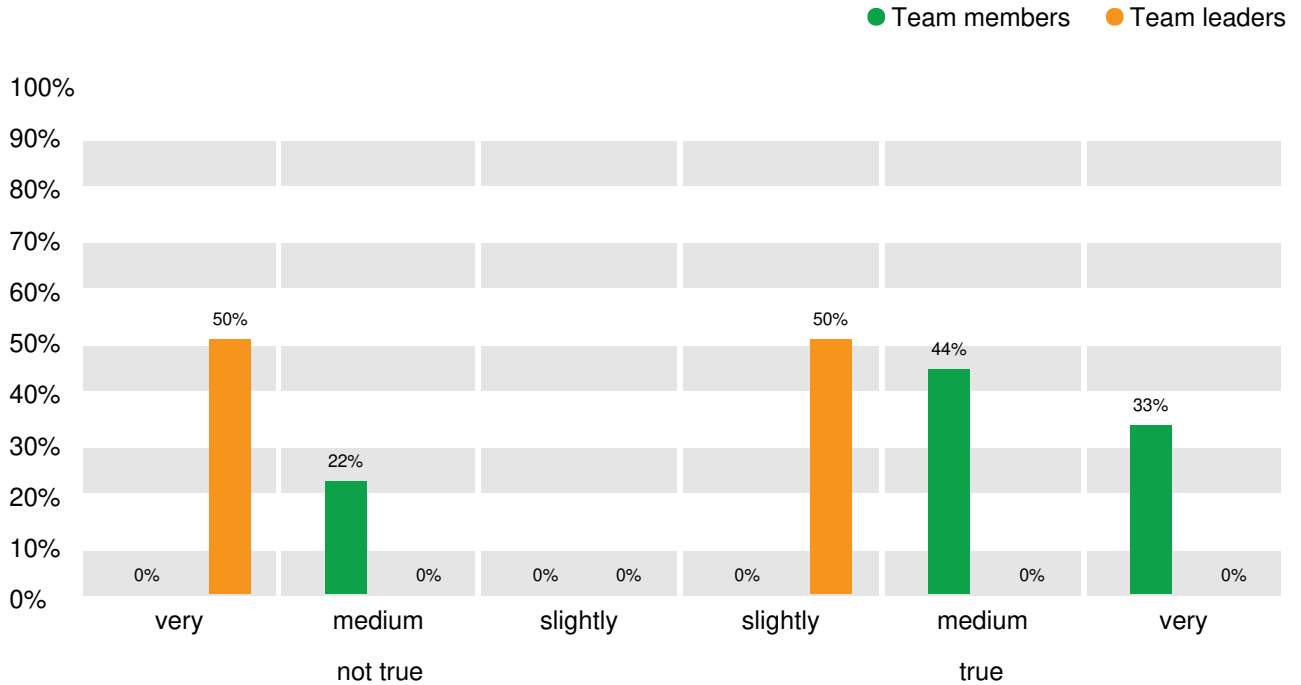
I make sure that communication with neighboring departments, working groups or adjacent teams is optimal.

My supervisor ensures that communication with other departments, teams and working groups is optimal.

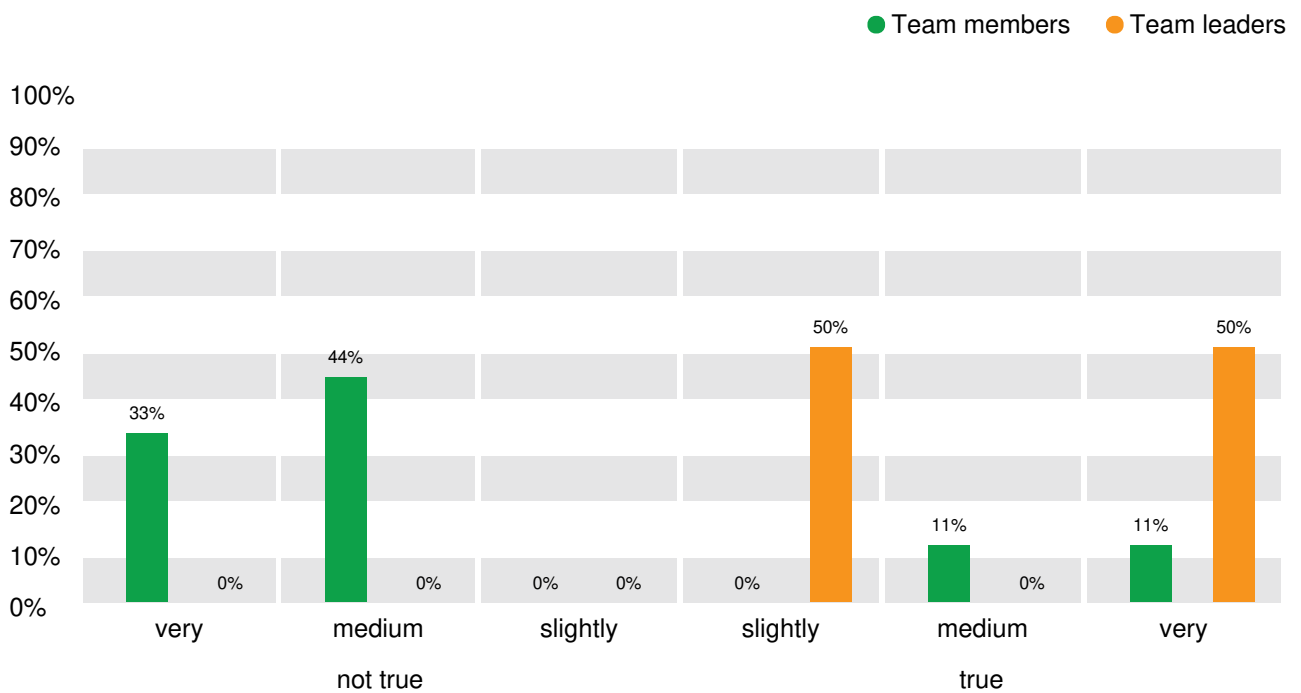


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When planning the goals of individual teams and working groups, the goals of the company / organization as a whole play an important role.

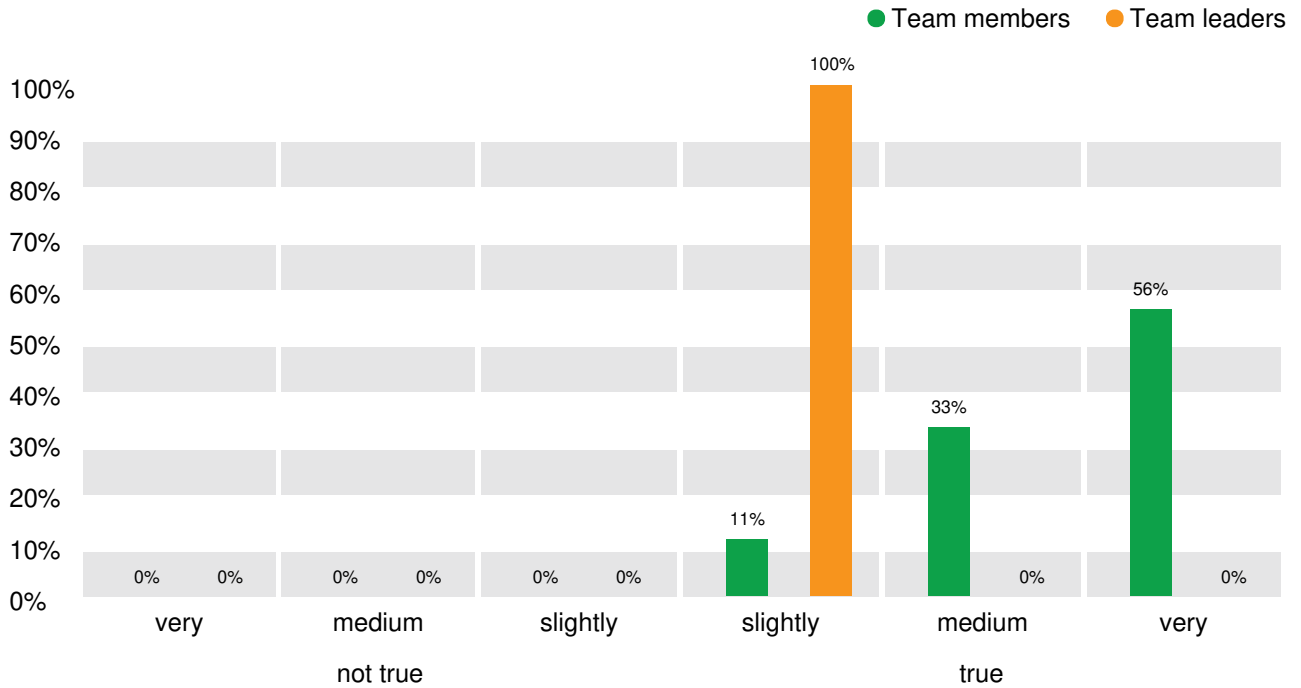


We often discuss the challenges of the future.



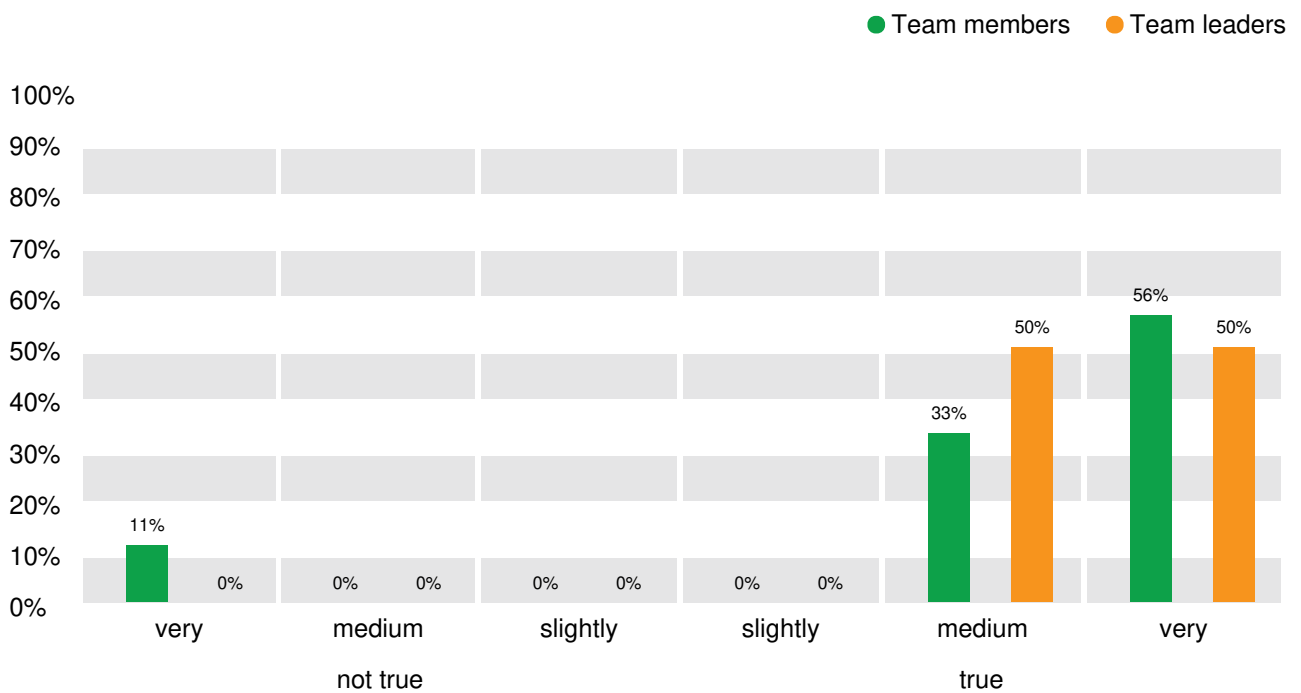
Number of teamleaders: 2 Evaluated by: 1 DNLA GmbH - Zentrale
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The overarching goals of our company / organization are the focus of all future planning.



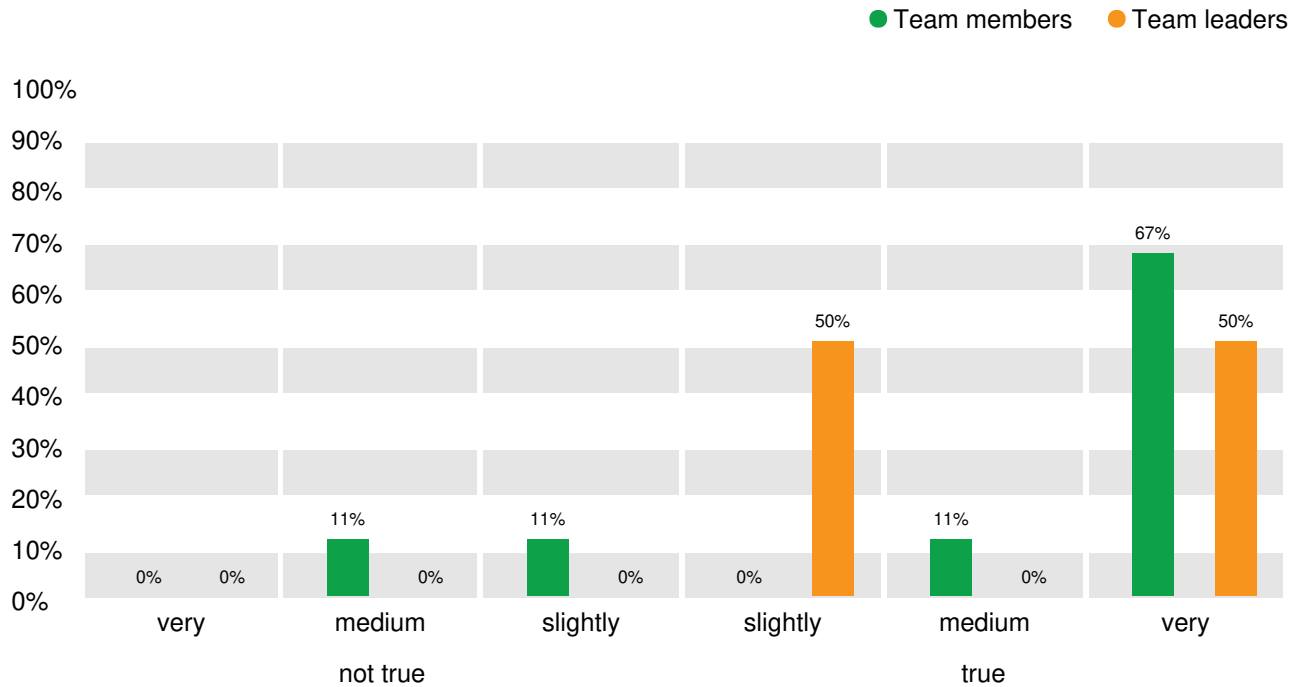
Our employees are aware of our economic goals and they are understood by everyone.

The economic goals of the company/organisation have been explained to us employees in detail.

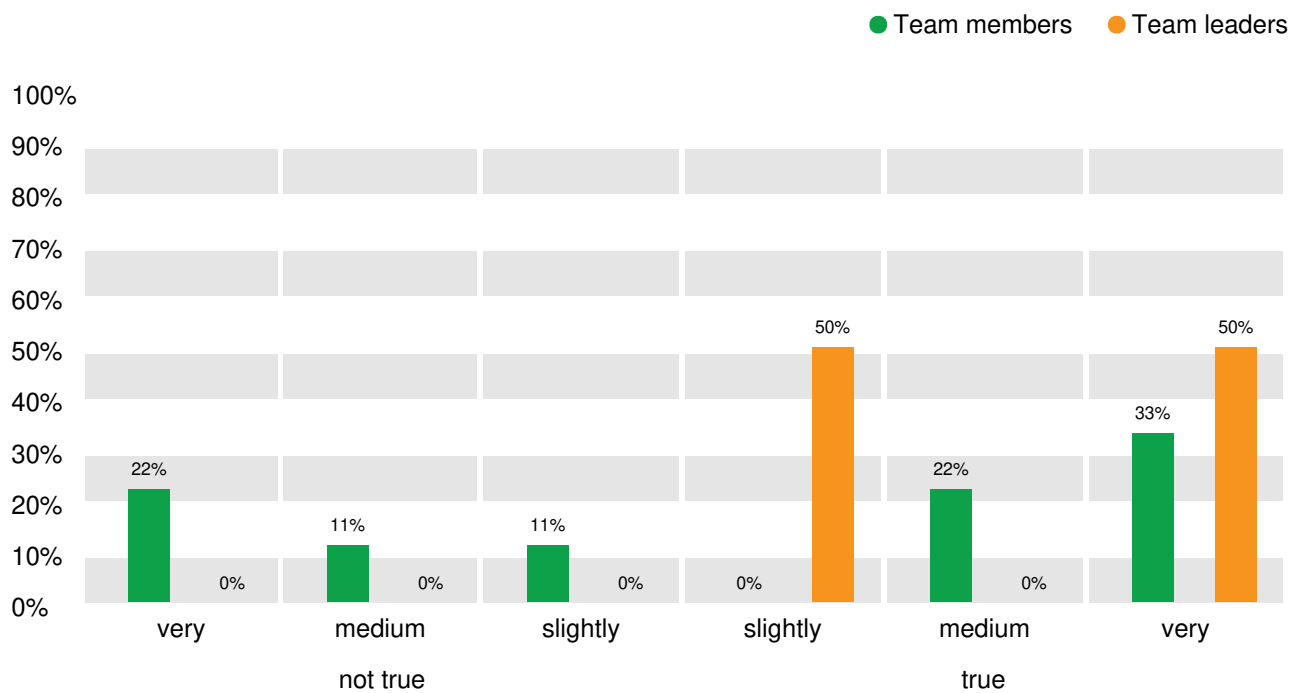


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I am familiar with all our products and services and the advantages and benefits they offer to external and internal customers.

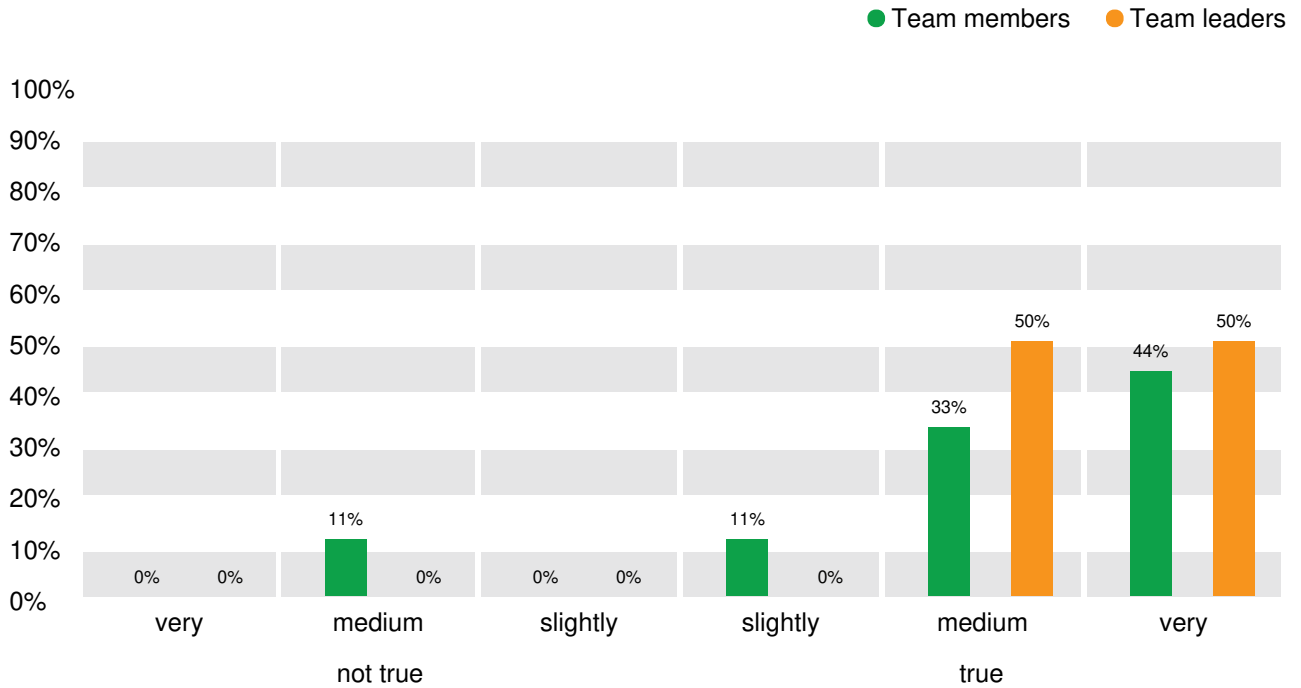


Our company / our entire organization consistently focuses all planning on the future.



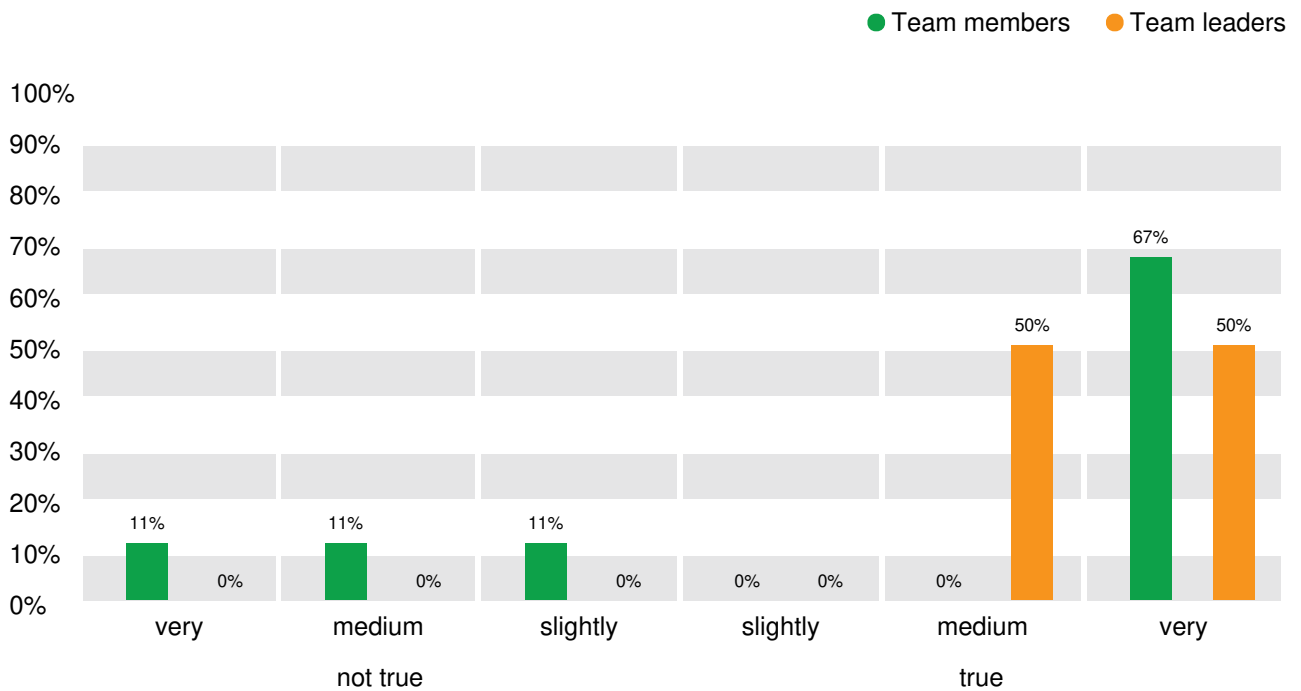
Number of teamleaders: 2 Evaluated by: 1 DNLA GmbH - Zentrale
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Our company / our organization will continue to deliver outstanding performance in the future.



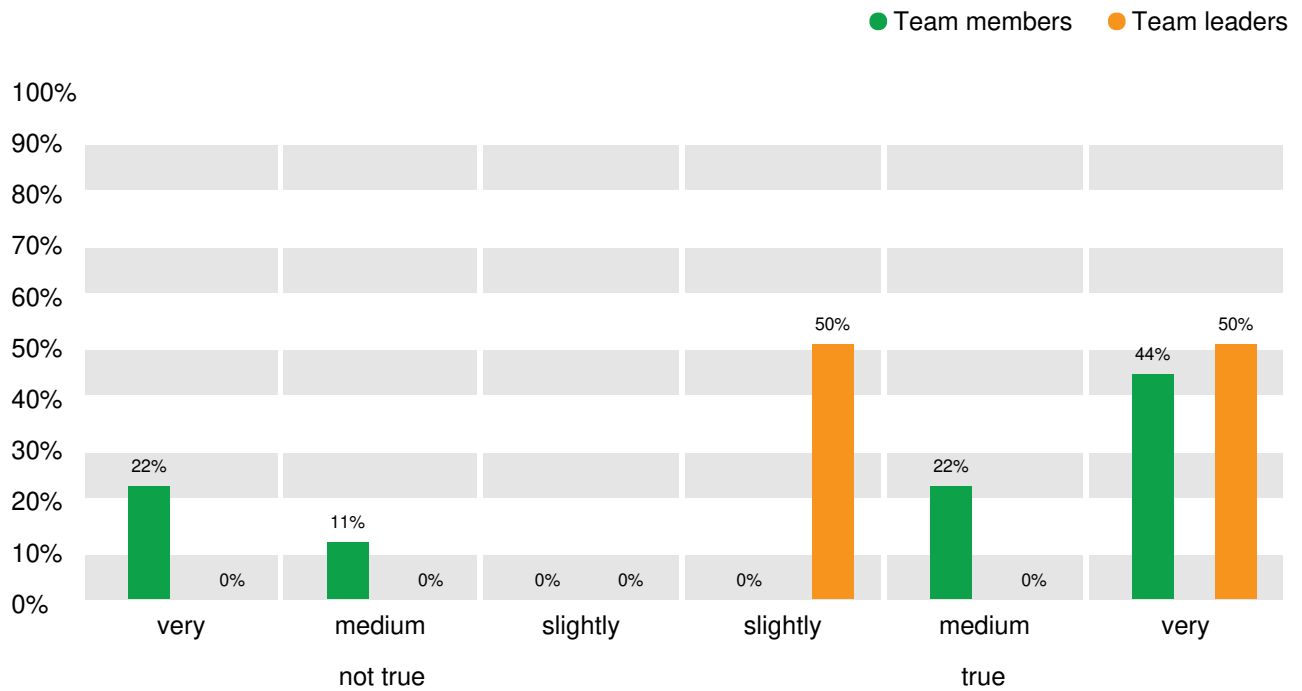
If there are any difficulties within the team or with other working groups, I help to resolve the issues quickly.

When difficulties arise within the team or with other working groups, my supervisor addresses the problem quickly.



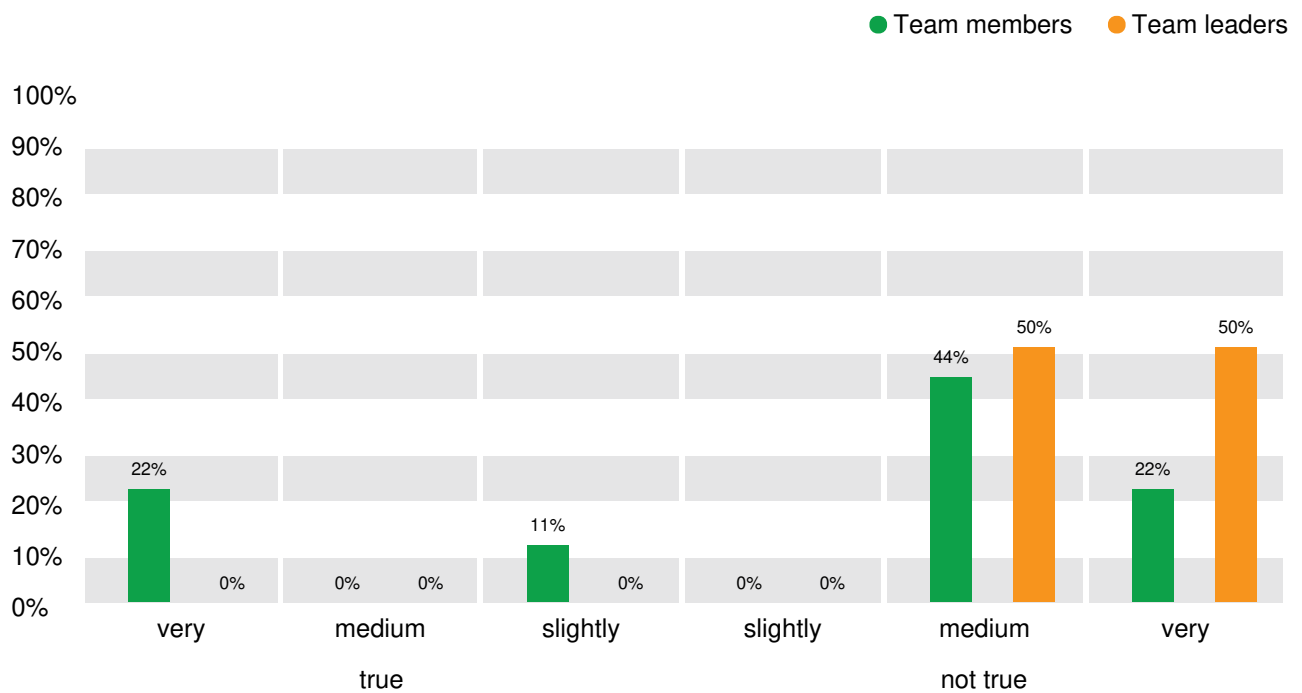
Number of teamleaders: 2 Evaluated by: 1 DNLA GmbH - Zentrale
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I can always rely on help from colleagues in other departments and teams.



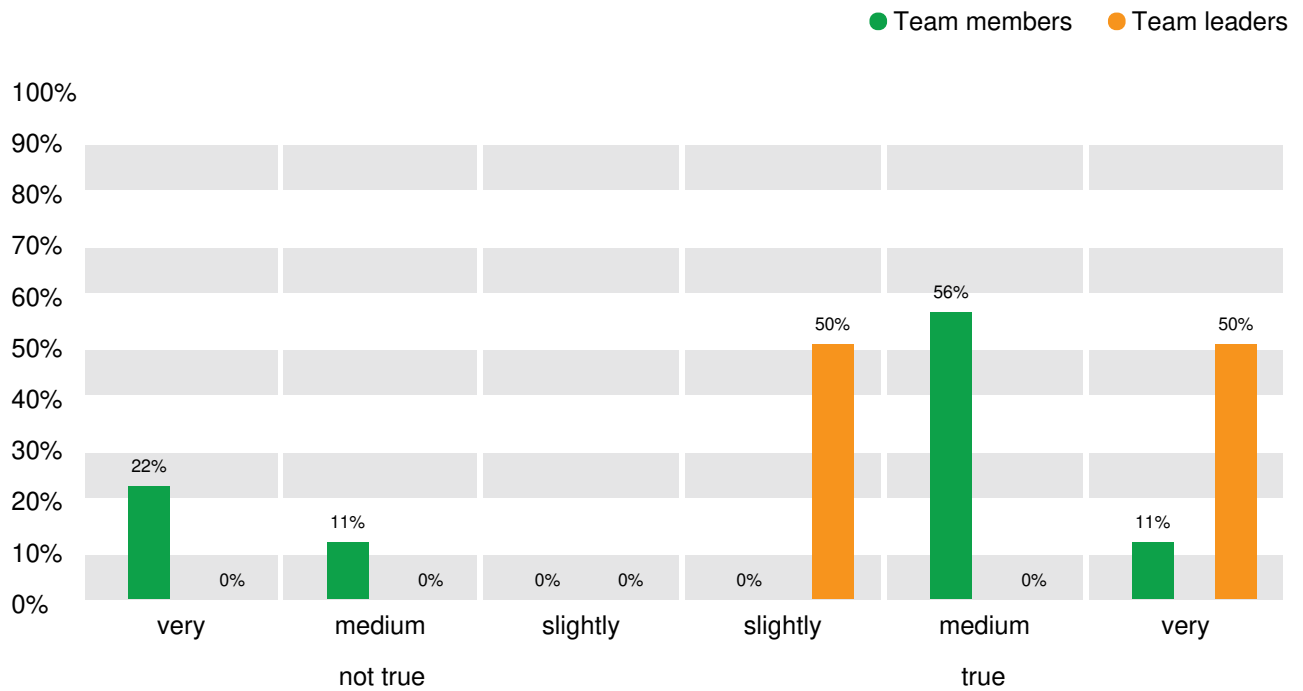
I know that some team members frequently misunderstand my decisions.

The decisions made by supervisors are often difficult to understand.

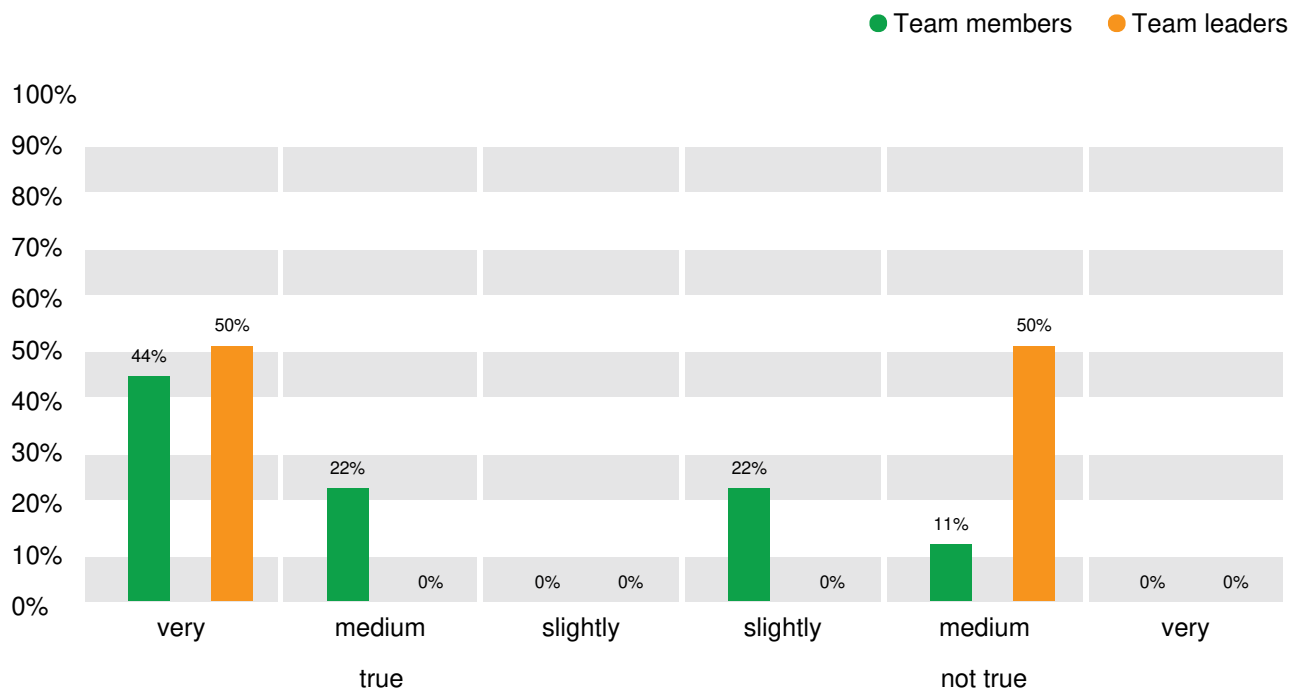


Number of teamleaders: 2 Evaluated by: 1 DNLA GmbH - Zentrale
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The performance of our company / organization is optimal because all employees support each other.

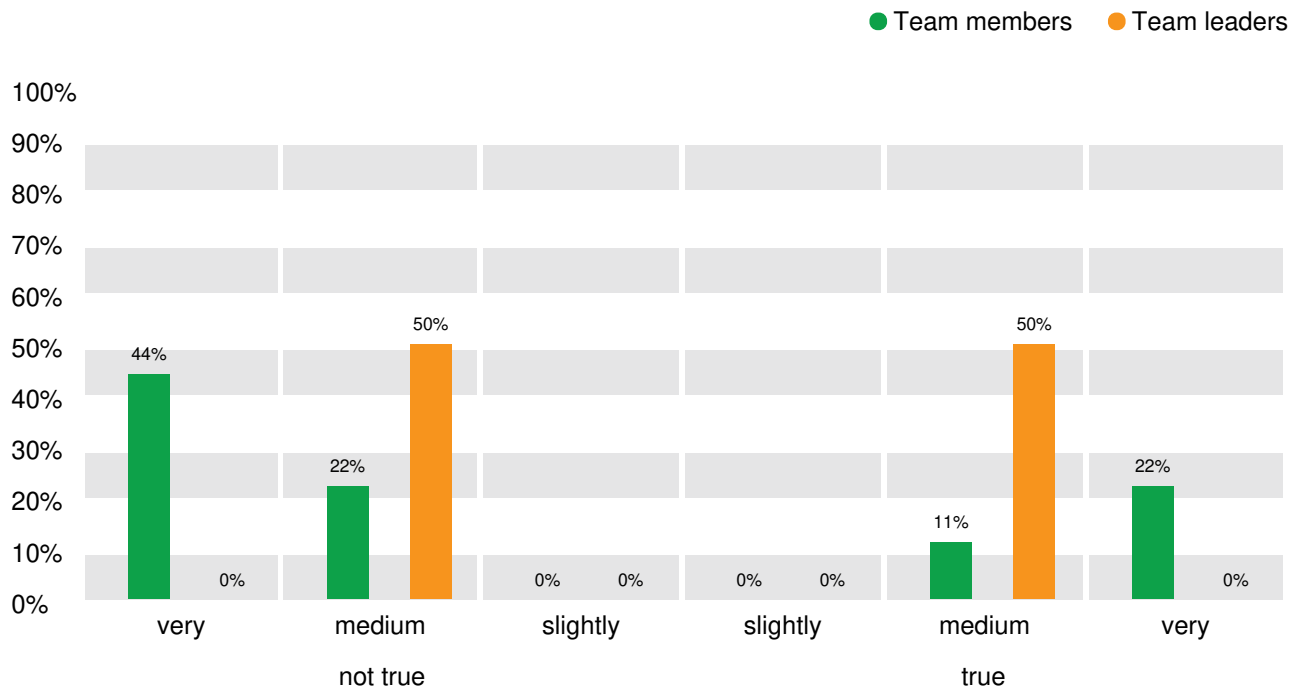


There is often friction between individual team members due to unclear responsibilities.

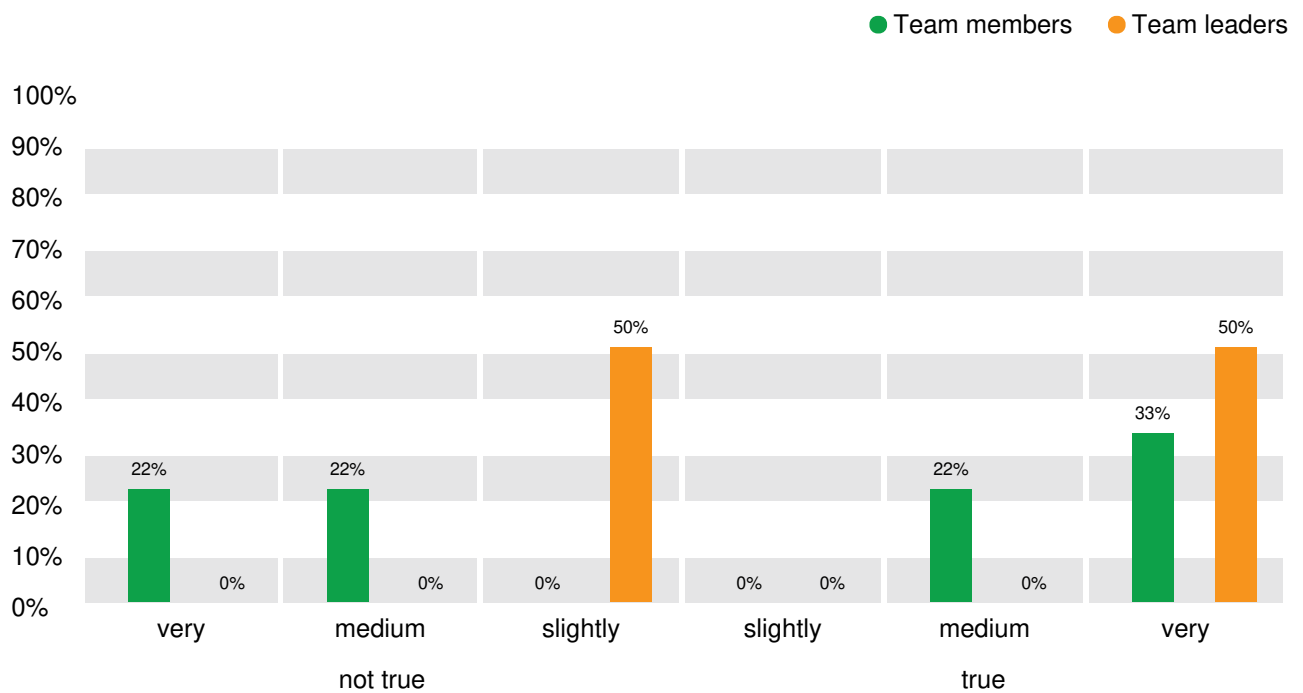


Number of teamleaders: 2 Evaluated by: 1 DNLA GmbH - Zentrale
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In our organization, we have perfectly organized the distribution of tasks. Everyone works hand in hand.



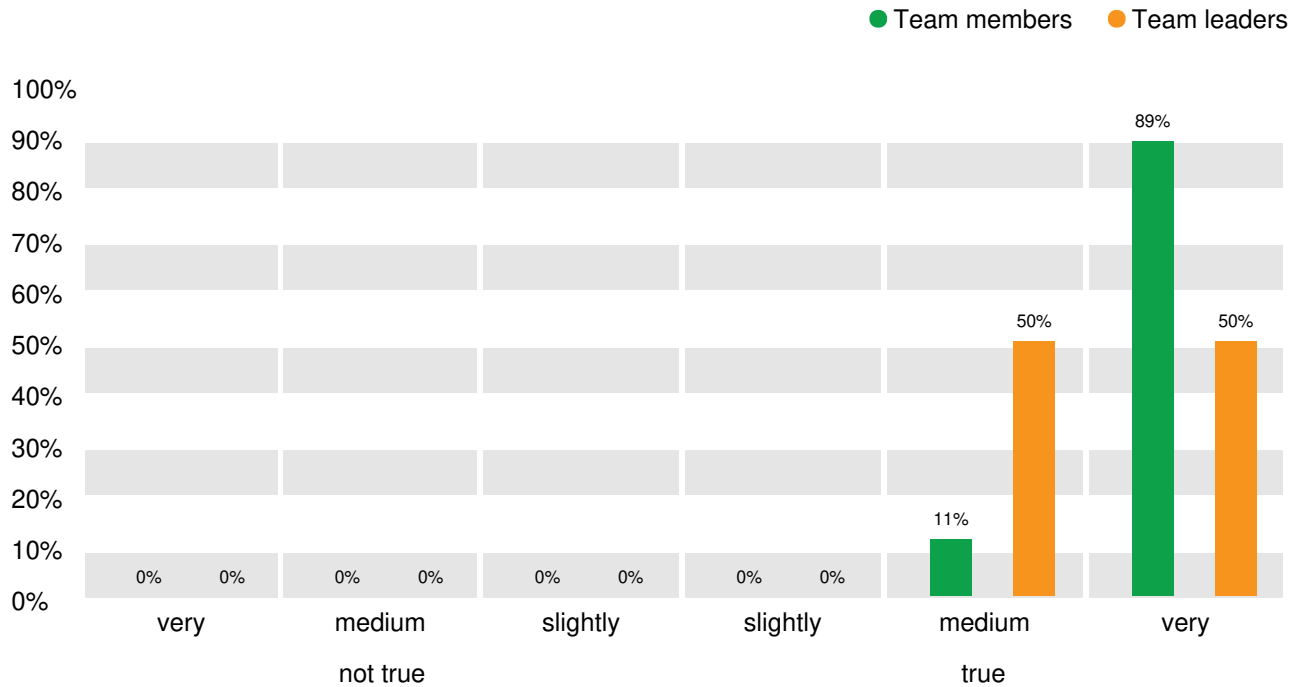
Before important decisions are made, team members and, if necessary, affected neighboring departments can contribute their opinions.



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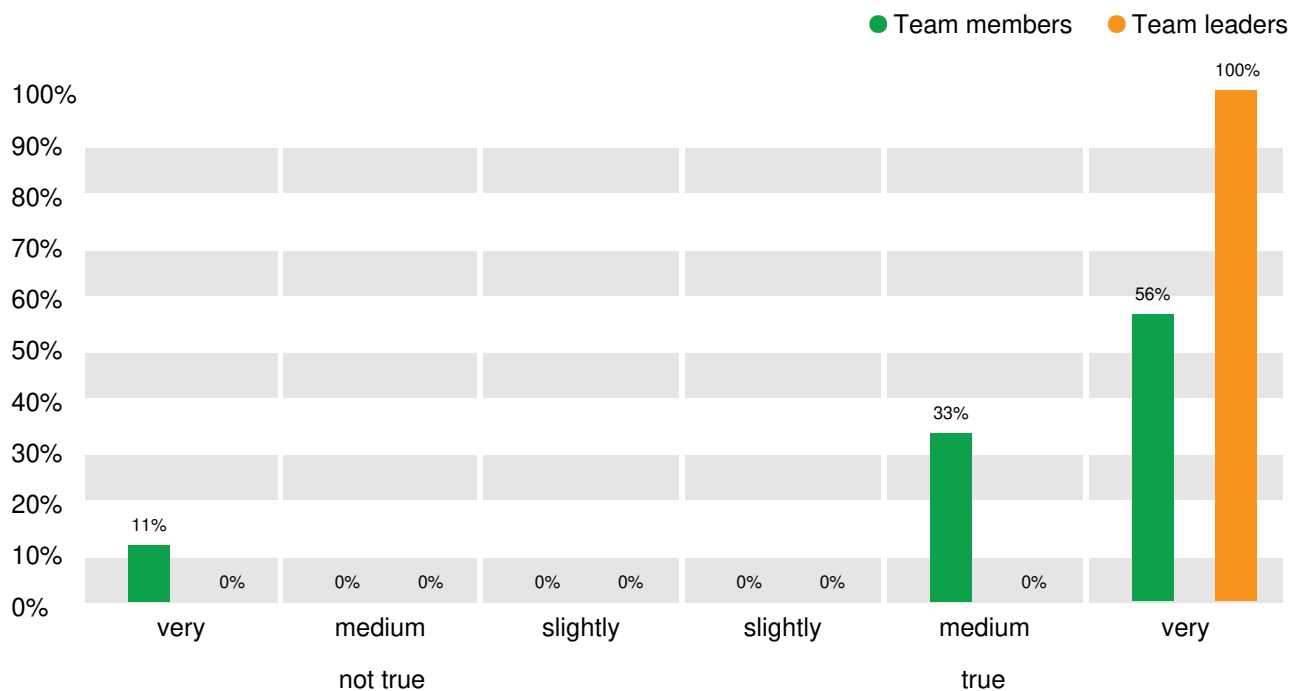
I encourage the employees in my team to act independently and on their own responsibility.

Our managers encourage independent and responsible action.



In difficult situations, I always listen to my employees' concerns and help them to overcome the situation.

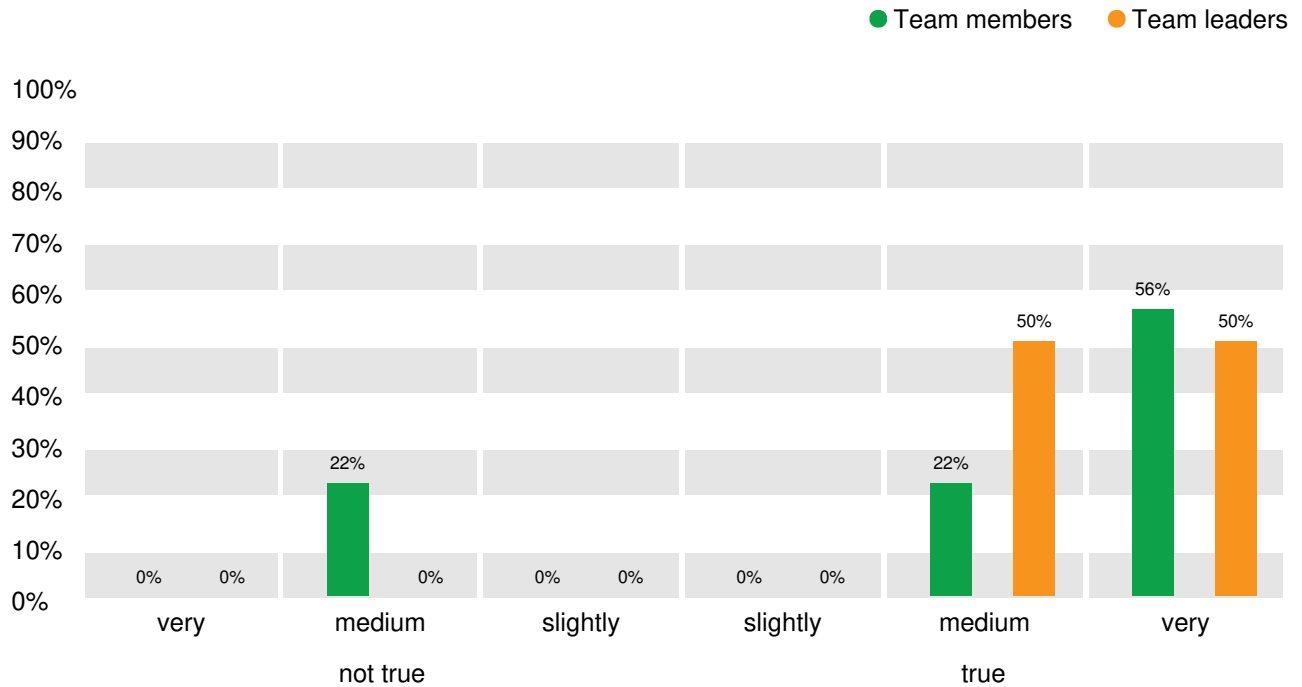
Even in difficult situations, my manager always listens to my concerns and helps me to overcome the situation.



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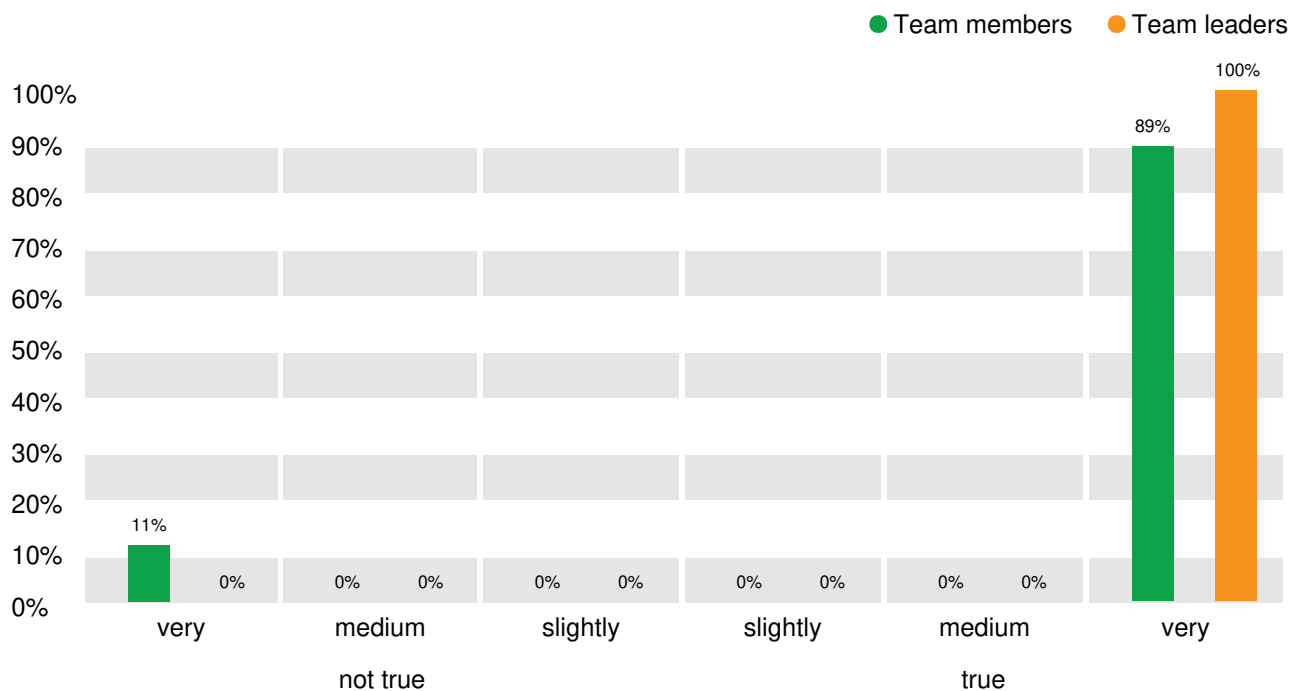
My instructions are always clear and unambiguous.

When my manager gives work instructions, they are clear and unambiguous.



I always offer criticism objectively and only in a confidential one-on-one conversation.

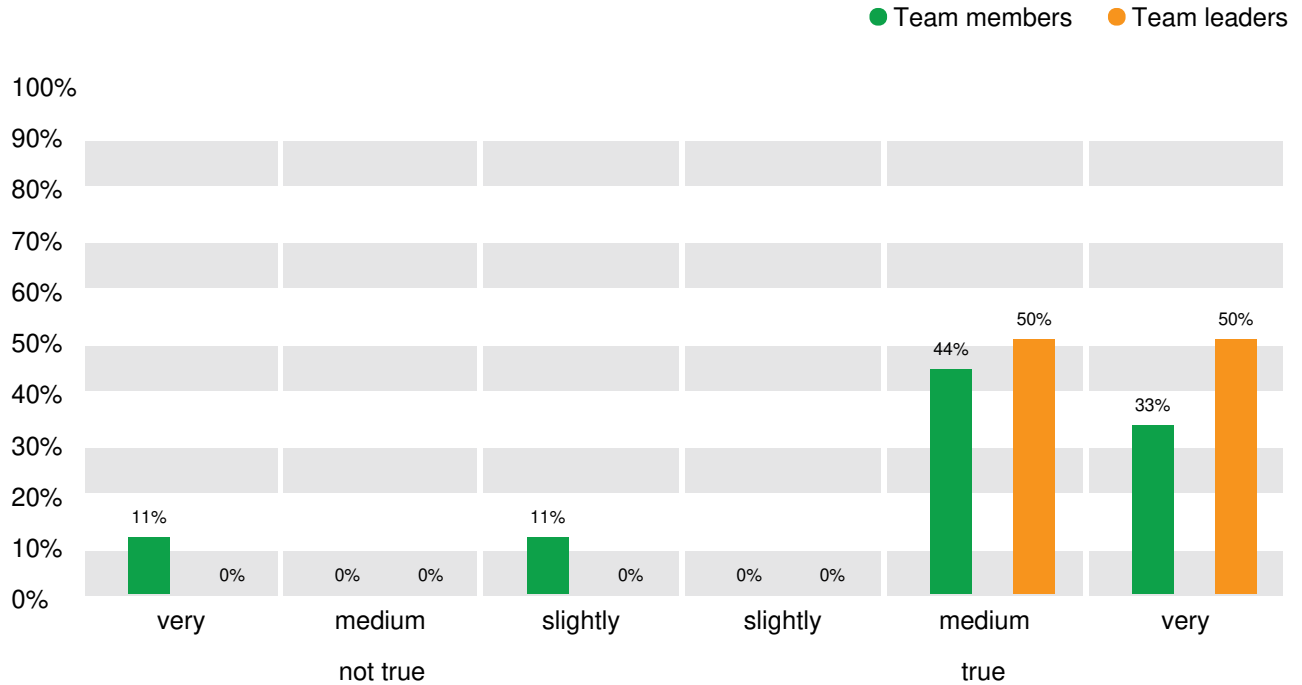
When my manager criticises me, it is always in a factual, confidential one-to-one conversation.



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I don't put off making the necessary decisions.

My manager usually makes necessary decisions immediately or very quickly.



It is very important to me that the work of my employees meets the highest quality standards.

My manager personally ensures that the work I do always meets the highest quality standards.

