

FULLY DEVELOP POTENTIAL



Evaluation Areas

PWA Muster AG Team 1

Content

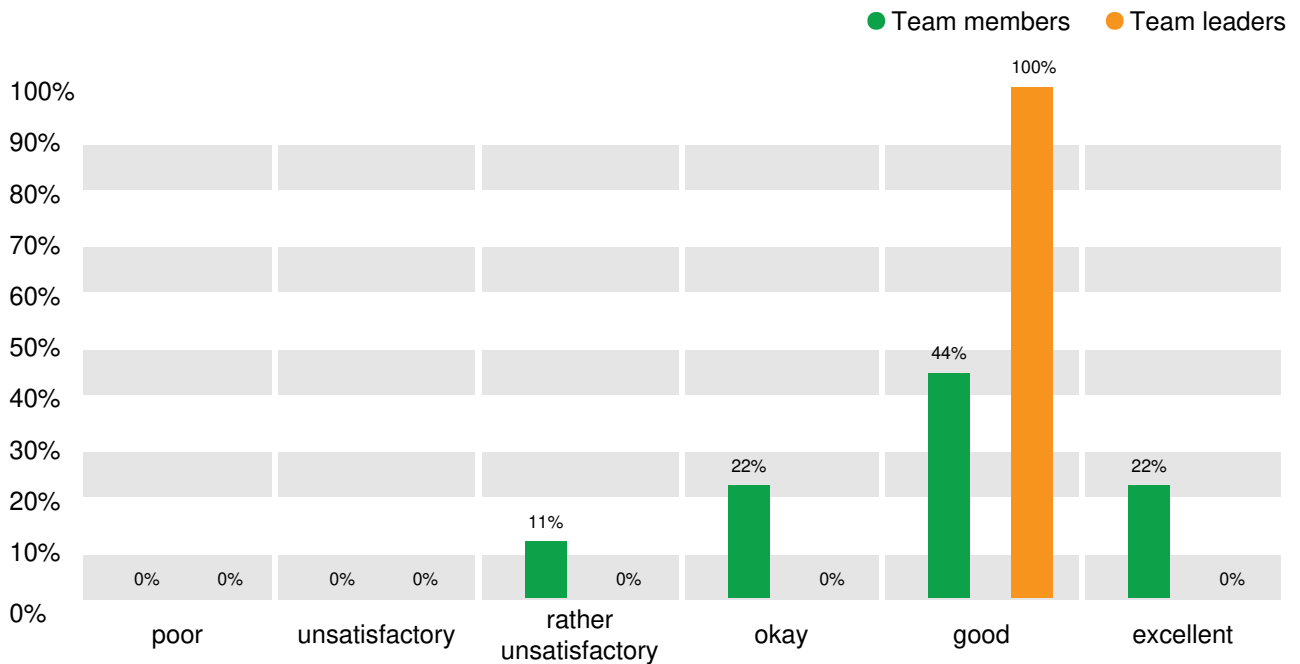
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Number of teamleaders: 2 Evaluated by: 1 DNLA GmbH - Zentrale
Number of teammembers: 9 Evaluation date: 19.01.2026

Corporate goals

Employees are aware of the company's goals or the goals of the organization. They identify with them - and ideally were even directly involved in the process of formulating the goals - and are prepared to do their utmost to achieve these common goals. The goals and the priorities derived from them, tasks and innovations, as well as the products and services that the company/organization delivers, are consistently oriented towards the market and the customers and their needs.



11% of employees in the team cannot identify sufficiently with the company or organization and its goals. It can be assumed that, in the long term, there will be a loss of added value because disinterest sets in or the work is simply done "by the book". There is a lack of real inner commitment to one's own task and to something that gives it a different meaning and a higher purpose than simply earning money to secure one's own livelihood.

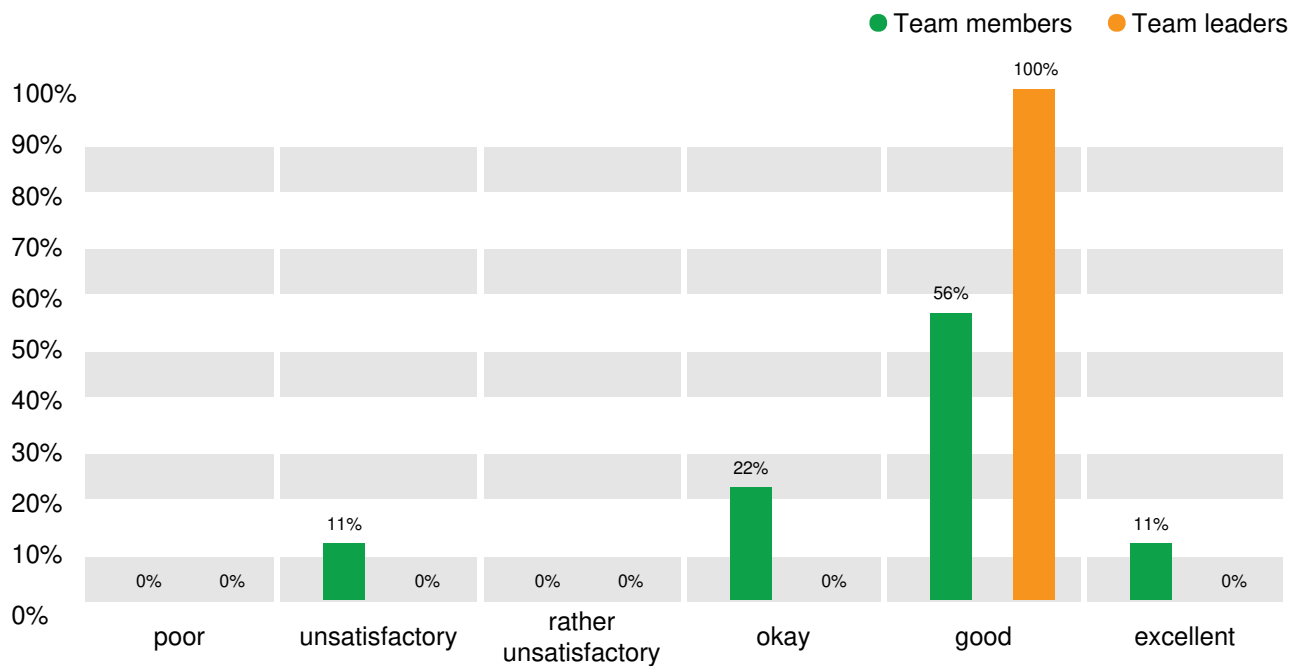
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Visions

The company or organization has developed catchy, understandable and contemporary visions that are seen and supported by the employees as motivating on the path to the future. They were not simply announced, but developed together with the employees. The content is determined by values with which employees can identify and for which it is worth working. (e.g: Co-entrepreneurship, co-development, taking responsibility, high quality, social responsibility and sustainability).



11% of employees in the team work largely without direction. They do not ask themselves what tomorrow will bring or what tasks and challenges will determine the future that might be worth working towards. There is a danger that motivated and competent employees will look for other tasks and take their qualifications and motivation elsewhere, where they see more meaning and a better vision for the future.

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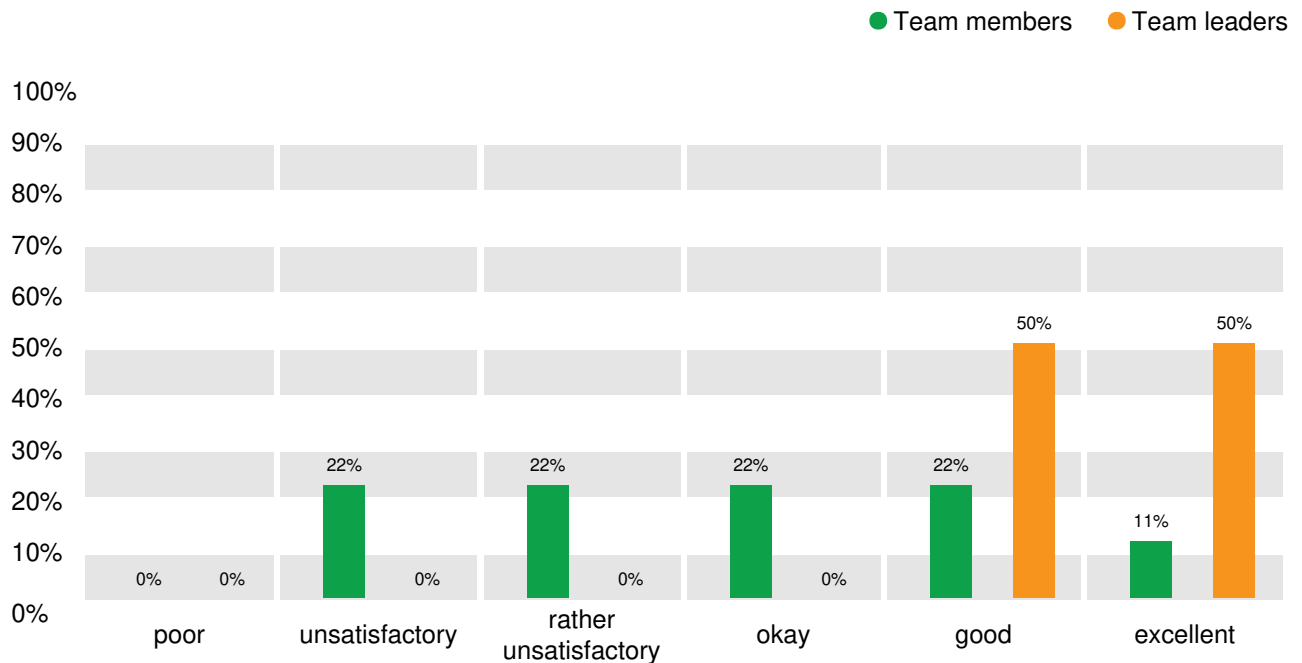


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Communication

Communication, i.e. the exchange of information, ideas and experiences, both within a department and between different areas, and appropriate information management is an important building block for the success of every company and every organization.

This includes the exchange of successful experiences as well as the analysis of mistakes. The passing on of all necessary information should be seen by employees as a duty to provide in order to optimize the organization and work processes. Any remaining information and communication barriers should be removed as consistently as possible.



44% of employees in the team are not in a position to establish or maintain the necessary communication structures. The passing on of information is seen as a duty to fetch rather than a duty to deliver and is often completely neglected. People do not realize how important communication is for their own performance or the team's overall performance.

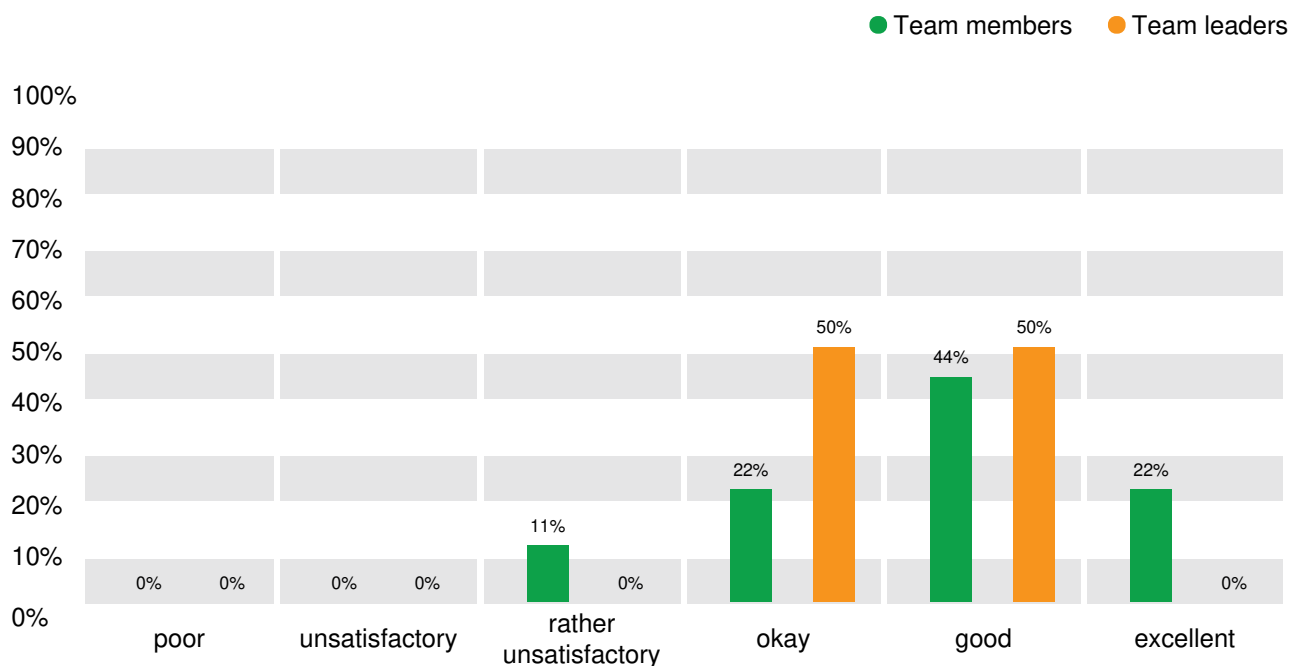
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Customer orientation

All forces in the company and the organization are focused on the person who ultimately secures jobs, income and the future: the customer. Everyone works together systematically and consistently to improve products and services. An important element of customer orientation is proximity to both external and internal customers: A good customer relationship and a constant exchange of information lead to ideas and innovations and thus to high service quality and improvements entirely in the interests of the customer.



11% of employees in the team have not recognised that the future of the company/organisation depends directly on customer satisfaction. As a result, their own standards for the quality of their work are relatively low. Internal 'customers' (neighbouring departments, other teams or working groups) as recipients of their own preliminary work are perceived as a necessary evil. "They are responsible for what they produce".

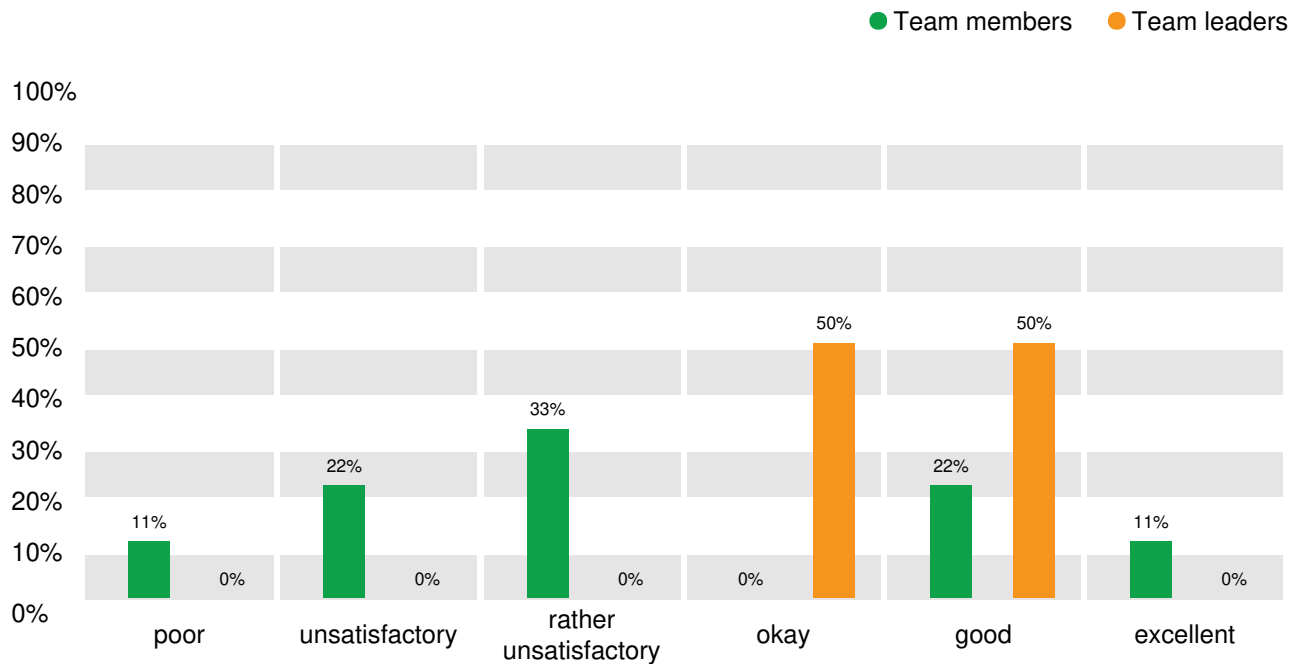
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Cooperation

Cooperation is an important element for joint success. An important prerequisite for this is that the goals of the company or organization are shared by all and recognized as common goals. To achieve these goals, cooperation in the form of direct and cross-departmental collaboration, coordination, exchange of experience and opinions is an important instrument. In this way, a self-directed, decentralized and cross-departmental creative process takes place, which is supported by managers.



Around half of the employees in the team (67%) work according to the principle: 'Everyone is their own neighbour'. Cooperation is largely unheard of. Valuable synergy is lost.

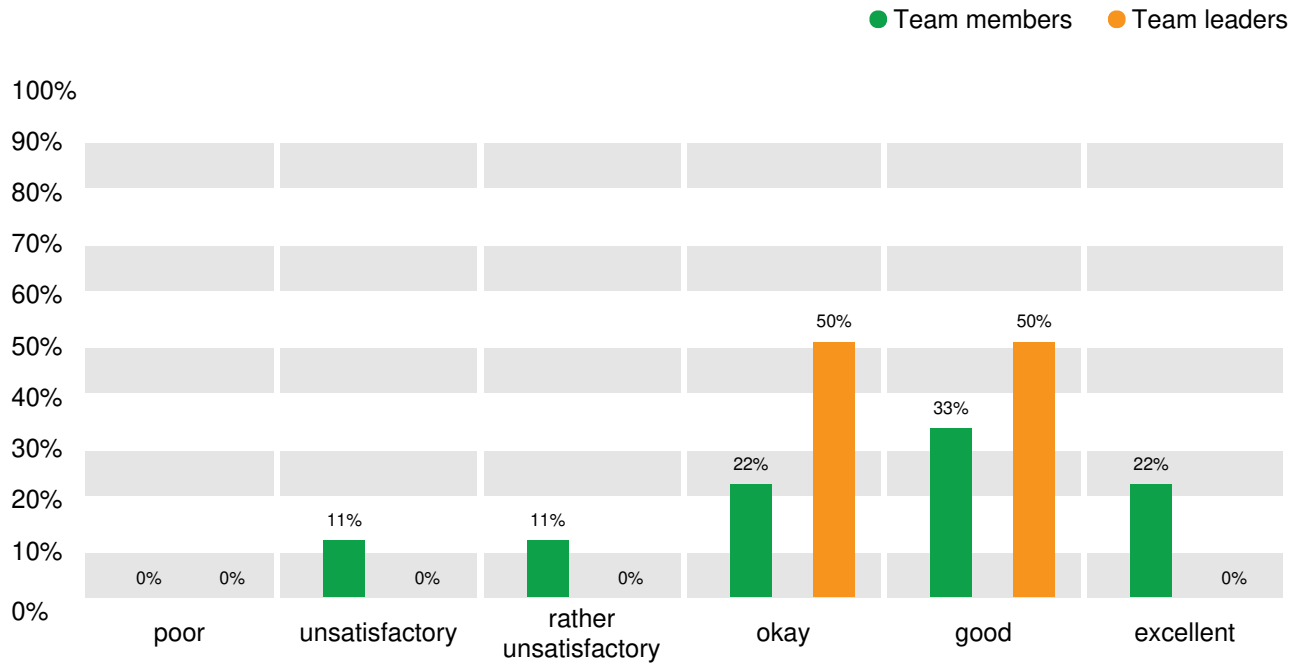
The management team has not yet succeeded in utilizing its own attitudes and initiating an opinion-forming process among the team members that points in the right direction. The strategy pursued to date should therefore definitely be reviewed!



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Innovation

Dealing with uncertainty and change is a challenge for every company and every organization. Employees and the responsible managers must work together to find the right solutions and proactively initiate the right change processes - while always keeping an eye on the needs of customers, markets and the organization's environment. Innovation is not a one-off event, but a continuous process. Innovation and change processes take place whether you want them to or not. It is therefore important to shape them actively and as optimally as possible.



22% of employees in the team do not know what innovations mean for the future of the company/organisation or are not involved in the processes. If operational changes become necessary or new projects are planned, resistance can be expected from this side.

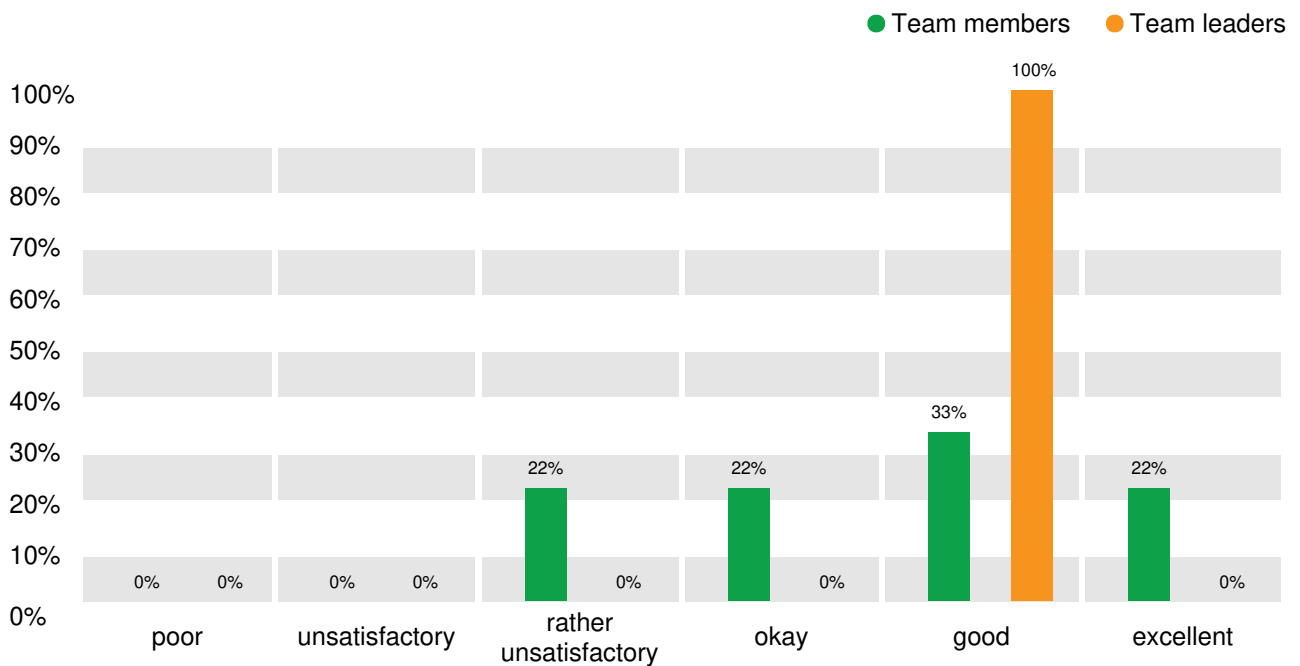
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Employee training

The true value of a company is not only determined by technologies, products, patents or financial resources. The most important success factor in a company or organization is people. To ensure that your own employees and managers are able to perform their tasks in an ideal manner now and in the future, it is very important to regularly assess the current situation (= status quo) and to develop specialist skills, social skills, management and leadership skills and meta-qualifications such as communication and moderation skills in a targeted manner. When it comes to the necessary further development measures, it is important that these are needs-based, suitable and specific and are not allocated according to the "watering can principle". Support and further training must be based on clear and transparent rules and processes, be practice-oriented and contribute to sustainable skills development. Stringent education controlling with suitable instruments is also important for this.



22% of employees in the team seem to be trained below their capabilities. Obviously, there are no clear guidelines for promotion and advancement or these are not known. There is a risk that, due to a lack of self-confidence in their own work or an actual lack of professional competence, the services provided are tainted with errors and shortcomings.

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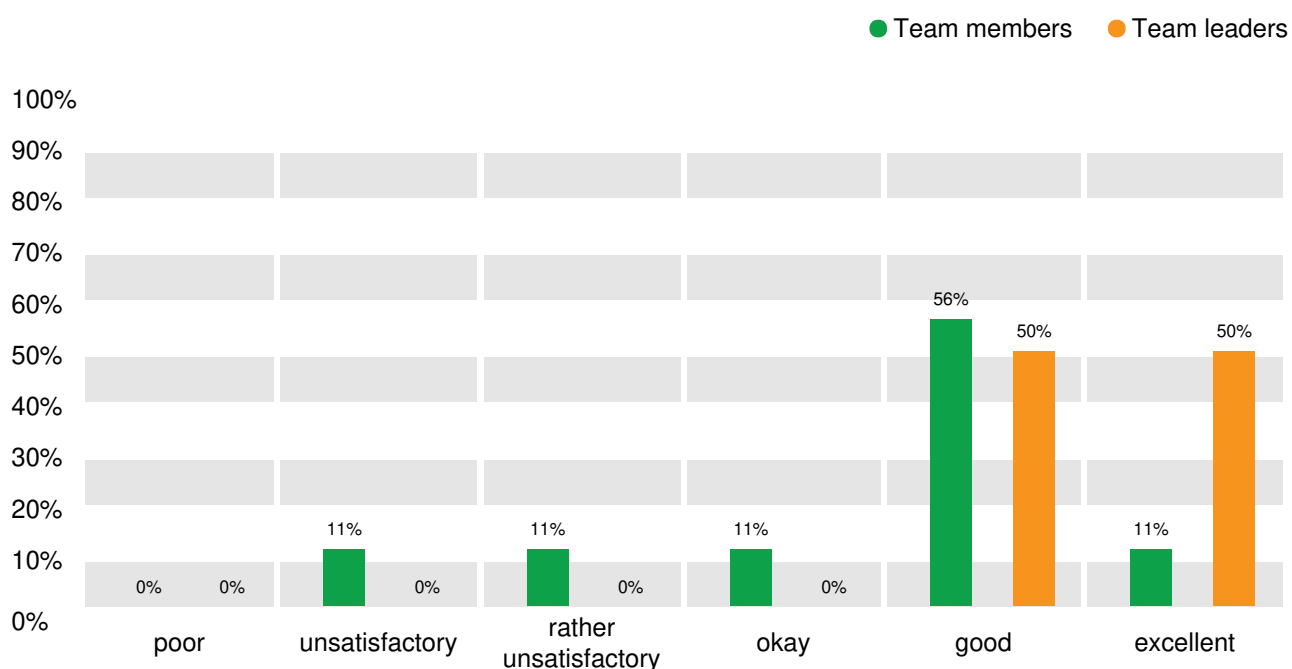
Qualification of managers

Managers must themselves set an example of what they demand from their team members. This is how you build the necessary legitimacy among employees and ensure that they follow your ideas and guidelines correctly.

Managers have this legitimacy if they fulfill requirements in four areas that enable integrative leadership (consistent involvement of employees):

- Leadership quality
- Ability to cooperate and reach consensus
- Entrepreneurial thinking and action
- Professional competence

The first three of these factors can be analyzed and specifically developed with the DNLA MM - Management and Leadership program.



22% of employees in the team believe that managers are not sufficiently qualified. The biggest disadvantage here is that managers will not be able to build up a so-called 'legitimacy account'. As a result, there will be no genuine acceptance of the managers in question and their decisions, nor will there be the desired level of loyalty.

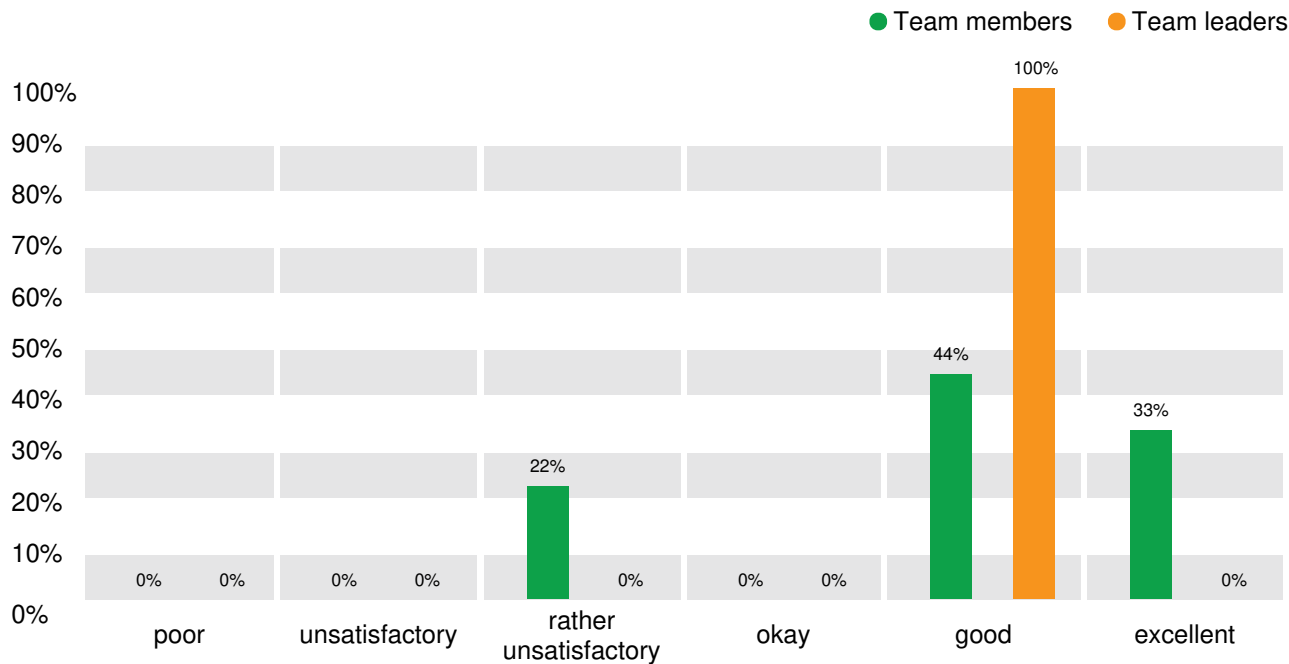
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Motivation by leaders

Motivation is the result of a complex process. Appreciation, inclusion, opportunities to contribute and realize one's own ideas, opportunities for personal and professional development and to take on responsibility, a certain degree of autonomy and scope for action wherever possible, an appreciative environment and working atmosphere characterized by trust and mutual respect - these are all elements that promote motivation. a certain degree of autonomy and scope for action, an appreciative environment and working atmosphere characterized by trust and mutual respect - these are all elements that promote motivation and maintain it at a high level. In addition, regular, appropriate and comprehensible feedback, both in the form of deserved praise and constructive criticism, is extremely important. Managers are particularly in demand for all these points - and on the other hand, they themselves need comparable working conditions and sources of motivation from their superiors.



22% of employees in the team do not feel motivated. Perhaps they are not being managed appropriately, or there is a lack of necessary communication and constructive feedback. This makes employees feel excluded or irresponsible, as if company affairs are 'passing them by'. The result is a lack of motivation, dissatisfaction – and possibly even excessive demands – and a decline in performance.

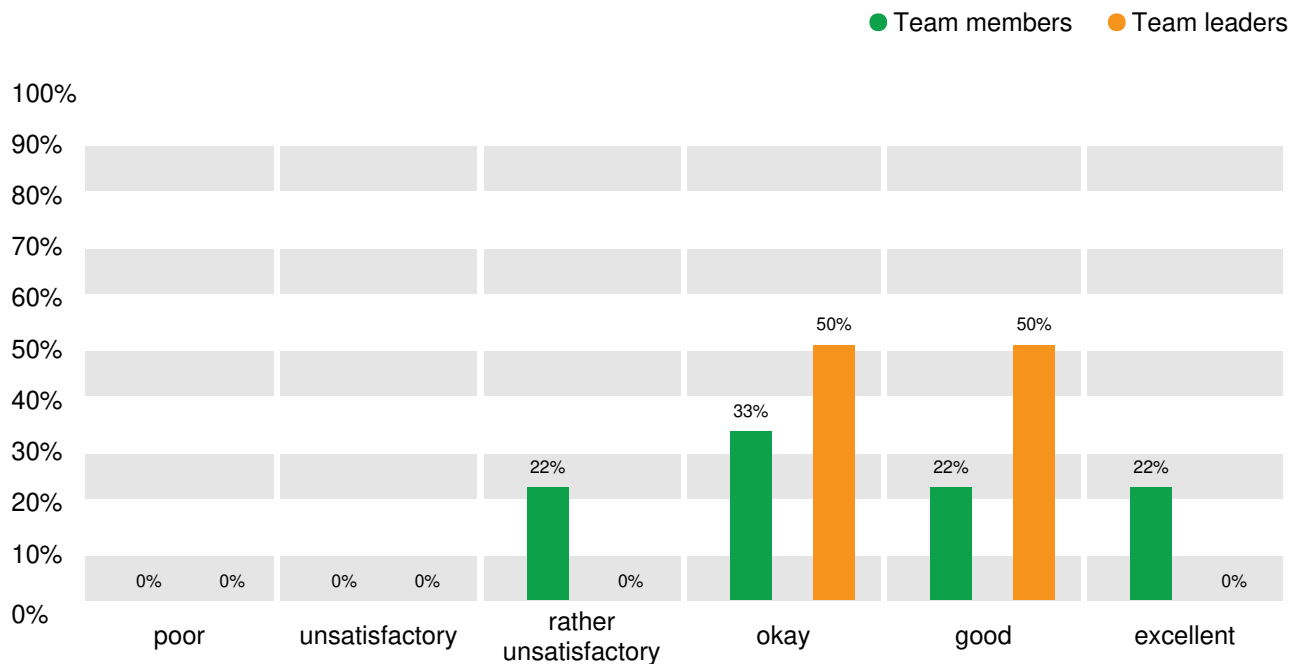
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Organisation, efficiency, processes

Standstill is not only a decline, but often the cause of frustration and demotivation. This is why a continuous development process must take place in all areas, in which employees are consciously involved at an early stage. Their potential is huge. However, in order to fully utilize the potential of employees, their ideas and creativity, it is important that they know what the overall goal of the company or organization is and what their own contribution to joint success can look like. Clear processes, rules and procedures help to fully utilize and coordinate this potential. Today, agile processes and organizational forms are becoming increasingly common.



22% of employees in the team complain about serious organisational and efficiency deficits. Things are more or less chaotic. They lack guidelines and guidance, or these are unknown or not understood. Necessary organisational changes are perceived as evil and an intrusion into personal freedom.

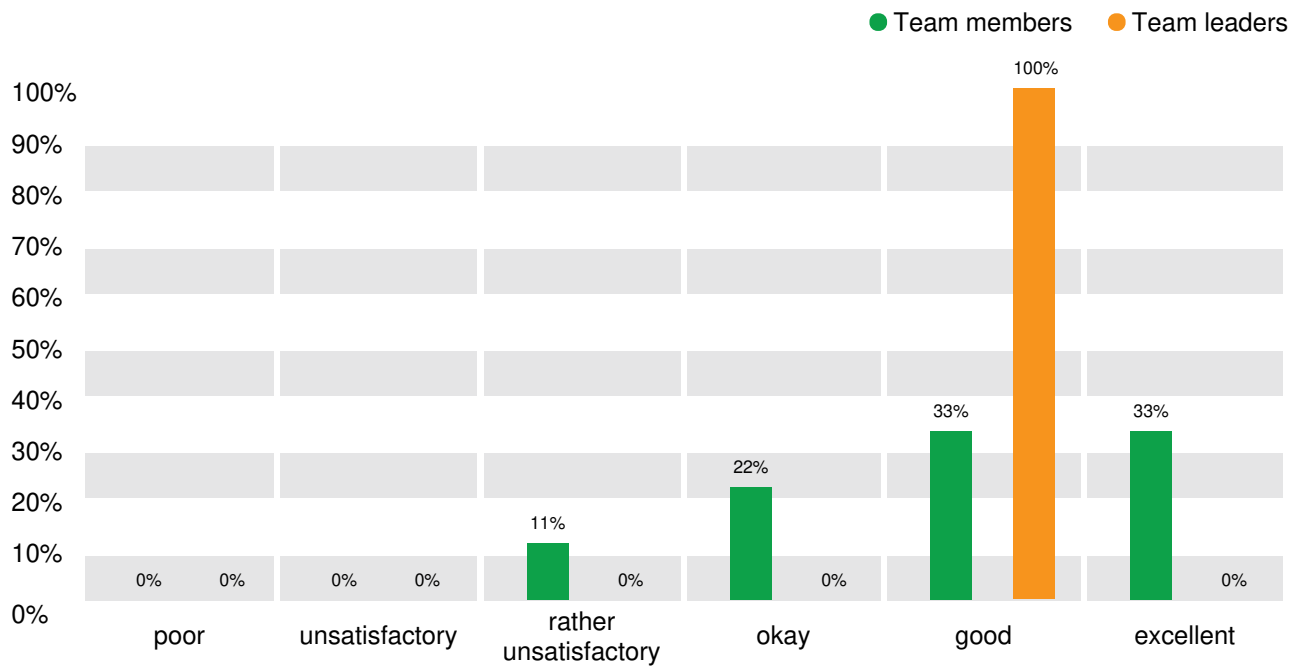
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Employee satisfaction

Employee satisfaction, or in other words the emotional attachment of employees to their company/employer and to their specific work tasks, is a fundamental building block for mutual success. If this is lacking, it is - as annual studies on this topic clearly show - a major burden for those affected and results in massive productivity losses. Sick leave, fluctuation and "internal resignation" increase massively. Frustration and a lack of satisfaction or emotional commitment among employees are often caused by management errors, a lack of involvement, internal tensions and errors in communication. A corporate or organizational culture that lacks appreciation and a working environment that does not help individuals to develop their potential, but rather hinders this, is also a common cause of a lack of employee satisfaction.



11% of employees in the team are dissatisfied for various reasons. The emotional attachment to the company/organization and to their own tasks is low. Cooperation in teams and working groups is perceived as poor. There are major differences between team leaders and team members.

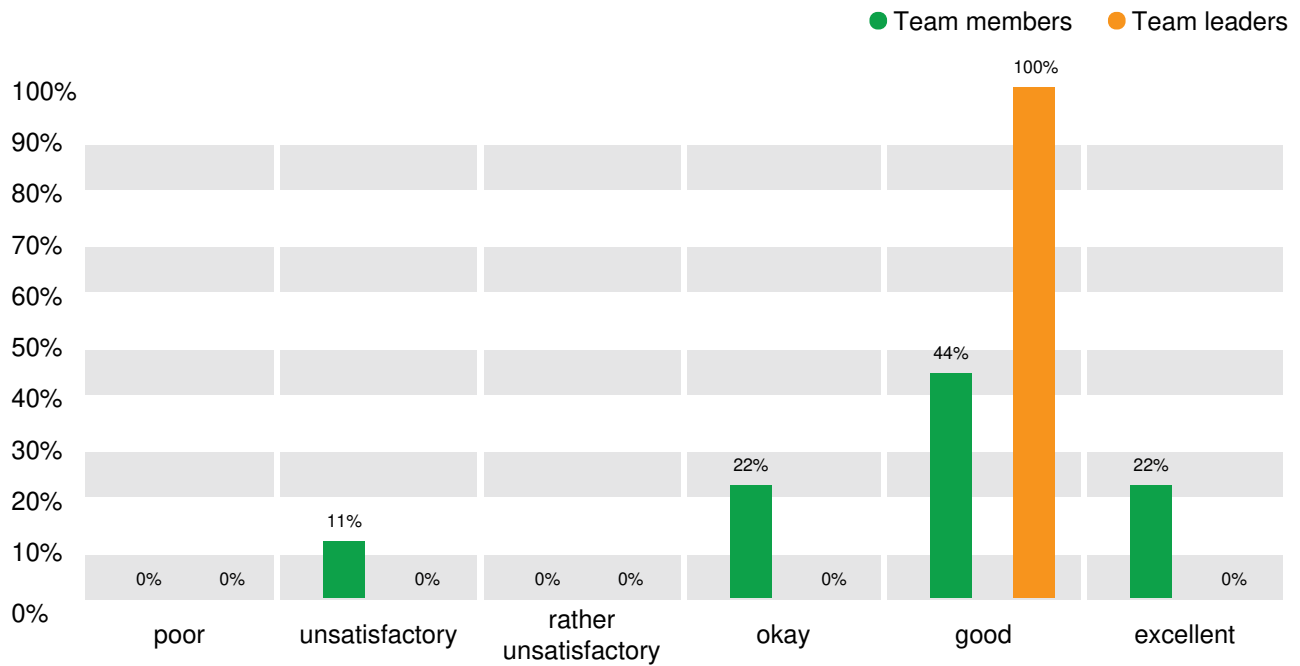
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Stress

Stress at work is an ever-increasing phenomenon. A distinction must be made between positive stress, such as that caused by a large number of inquiries and a good order situation, and the negative effects, namely when stress - tension and strain - turns into unhealthy constant pressure and strain or even overload. In this case, it is important to find and eliminate the sources of overload, pressure and the resulting consequences. These include organizational errors and a lack of coordination and communication, inappropriate leadership, lack of clarity in objectives and direction and quality deficiencies. A lack of resources (staff shortages, absences, lack of qualifications and too little focus on staff development) are also common causes of stress and avoidable strain.



11% of employees in the team suffer from high levels of work-related stress and the resulting strains and impairments. The demands may be unreasonably high and cannot be adequately met with the qualifications and resources currently available. In addition, those affected may also feel very much on their own and complain about a lack of support from the company/organization, from managers or from their immediate environment. Many of those affected feel undue pressure or suffer from a fear of failure. As a result, their performance is severely impaired.

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