

CULTURE CHANGE AT DEUTSCHE TELEKOM: HOW
EFFECTIVE ARE CULTURAL CHANGE INITIATIVES?

Adrian Heinrich Carlos Katzwinkel

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Supervisor:

Prof. Dr Jürgen Janovsky, Department of International Management & Innovation
Management, Business School Pforzheim

Co-supervisor:

Prof. Shaozhuang Ma, Department of Marketing, Operation & Management, ISCTE
Business School

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Abstract

This dissertation aims at studying the efficiency of the culture changing initiative at Deutsche Telekom AG called #youmatter, which promises an increase of happiness and well-being on a personal level and at work. A quantitative survey was conducted in order to find out about the participant's experiences and benefits while and after participating in the workshops provided. A research question together with eight hypotheses was developed and was answered with the help of the collected data and the literature that dealt with corporate culture, change management, positive psychology and corporate happiness.

Resulting, the data show that workshop participants profit from the initiative on a personal level by building up a higher degree of self-efficacy, self-reflection, well-being and slightly reduced stress. The working environment as well as the company itself is not being affected to the same degree. It cannot be claimed beyond doubt, that Deutsche Telekom is more successful, that its attractiveness has increased, that employees feel more attached towards the company or that the team spirit is strengthened.

To increase the reliability and the success of the initiative, it is suggested in the conclusion to include more executives. If leaders "live" and communicate an initiative, the employees will become more aware of the project and will take it more seriously. Furthermore, #youmatter needs to be positioned more sustainably. A last recommendation is to make participation in the workshops an obligation to gradually involve more people in them.

Keywords: corporate culture; change management; positive psychology; happiness

JEL Classification: M120; M140

Resumo

Esta dissertação visa estudar a eficiência da iniciativa da mudança cultural da Deutsche Telekom AG chamada #youmatter, prometendo aumentar a felicidade e bem-estar, a nível pessoal e no trabalho. Foi realizado um inquérito quantitativo para conhecer as experiências e benefícios dos participantes durante e após a participação nos workshops realizados. Foi desenvolvida uma pergunta de pesquisa, juntamente com oito hipóteses, tendo sido respondida com a ajuda dos dados recolhidos e da revisão da literatura que abordou a cultura corporativa, a gestão da mudança, a psicologia positiva e “*corporate happiness*”.

Os resultados mostram que os participantes do workshop lucram positivamente com a iniciativa a nível pessoal, construindo um maior grau de eficiência, auto-reflexão, bem-estar e até reduzindo ligeiramente os níveis de *stress*. O ambiente de trabalho e a própria empresa não são afetados da mesma forma. Não se pode dizer, em perfeita consciência, que Deutsche Telekom tem mais sucesso, que a sua atractividade aumentou, que os colaboradores se sentem mais ligados à empresa e que o espírito de equipa está a ser reforçado.

De forma a tornar a iniciativa mais confiável e bem-sucedida, sugere-se a inclusão de um maior número de executivos. Se os líderes “viverem” e comunicarem uma iniciativa, os funcionários ficarão mais conscientes do projeto e o levá-lo-ão mais a sério. Além disso, a #youmatter precisa de ser posicionada de forma mais sustentável. Uma última recomendação será fazer da participação nos workshops uma obrigação para envolver gradualmente mais pessoas.

Palavras-chave: cultura corporativa; gestão da mudança; psicologia positiva; felicidade

JEL Classification: M120; M140

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List of Abbreviations

CEO	–	Chief Executive Officer
COC	–	Code of Conduct
COHA	–	Corporate Happiness
DTAG	–	Deutsche Telekom Aktiengesellschaft (AG = stock company)
HR	–	Human Resources
SPSS	–	Statistical Package for the Social Sciences
TL	–	Transformational Leadership
WS	–	Workshop
YAM	–	You and Me

Chapter 1 - Introduction

1.1 Background

One of the main objectives of any chief executive should be the establishment of a **corporate culture** which is being accepted but above all is being lived by its employees (Mautner, 2018; Forbes Coaches Council, 2018). If they feel comfortable and identify with the culture, they will be more productive and motivated during work. Identifying with the organizational/corporate (interchangeable) culture (Hofstede & Minkov, 2010) makes them feel emotionally affected by success or failure, meaning that their motivation to succeed will increase (Haas, 2015b). If the majority shares this view, the impact on the atmosphere will be positive and happiness is around the corner. This sounds great but finding such a corporate culture entails lots of preparation and work, as well as maintenance and development (Kane-Urrabazo, 2006). It might seem that aiming for maintenance as well as development is contradictory, but a mixture of both is the right way to build up trust as well as go with the time. Therefore, the department of culture change is an important area within any large enterprise with the intention of being up-to-date and keeping up with the competition. There are different phases of cultural change that should be addressed (Blokdijs, 2008a), but before starting with such a change the question of why it is necessary will arise and has to be analysed.

The author will not only have a look at the importance of culture change and how to manage it, but will also put an emphasis on specific approaches: the cultural change initiative #youmatter and its idea provider “Corporate Happiness” (COHA) as well as “Positive Psychology”.

It is within our nature to be more interested in the dangers and the bad in the world than in the beautiful moments, because early in human history it was important to pay attention to dangers and threats in order to survive (Haas, 2013; Seligman & Csíkszentmihályi, 2000). Within our society it is normal to be surrounded by constant bad news as negative headlines catch our attention more easily (Brunowsky, 2018; Pratto & John, 1991). But why do the beautiful things not predominate our lives? Are we not all pursuing happiness and well-being?

Several authors have dealt with those questions in recent years, but the following paper touches upon the ideas of Dr Oliver Haas, professor of economics as well as chief executive officer (CEO) of his consultancy “Corporate Happiness GmbH”. He has made it his business to convince people not only to seek personal happiness in life but also happiness at work. Past

consulting orders from companies such as Deutsche Telekom AG, the hotel chain Upstalsboom or the VR-bank have shown that such concepts bear fruit (Corporate Happiness GmbH, 2019c).

1.2 Research Objectives

With this paper, the author aims at examining the effectiveness of cultural change initiatives with all their facets. A focus is being put on the topic of a cultural change initiative at Deutsche Telekom AG (DTAG) called #youmatter, formally known as COHA, representing a possible way of positively changing a company's culture to create a pleasant working environment. Furthermore, it is in the author's interest to offer a first status quo analysis to the representative of the #youmatter team, regardless of the degree of benefit from it. As no former research on this topic has been done, this paper may give some insights to DTAG and the corresponding team about how employees who are involved in this initiative perceive it.

Below you find a more detailed explanation of the author's research aim: he wants to examine the usage of a cultural changing method in order to see in how far it affects the company and its employees and whether it bears fruit or not. For his internal research approach at DTAG, he developed a research question as well as several hypotheses that he is going to test. Therefore, the author conducted a questionnaire with DTAG employees working at the headquarters with the prerequisite of having participated in #youmatter workshops (WSs), with the purpose of analysing the effect of such WSs. After the completion of the survey, he aims at analysing the research findings and giving an evaluation of the initiative's effectiveness by testing his theory and hypotheses. His findings will be compared to the hypotheses which will be identified as true or false. To complete his study, he will then answer his research question with the help of an hypotheses analysis. The topic is worth being researched as it is a rather recent change initiative, focusing on strengthening the well-being of DTAG's employees. Although a strong interest for the topic is noticeable as of thousands of participants in challenges initiated by the #youmatter team, or 7,000 followers on the intranet page, there was no time to examine the effectiveness of this new initiative yet and about what has changed since its implementation.

1.3 Research Question

The following question shall provide guidance throughout the paper to always keep in mind what the author wants to find out at the end of the paper.

Research Question: “Did the concept of #youmatter/COHA influence DTAG’s working environment in the employees’ point-of-view?”

- a. “Are the methods used during the culture change initiative effective and do they inspire to change the participants’ behaviour?”

This is what a culture changing initiative is all about: progress and change. It is one thing to list all types of benefits that come along with the implementation of a new method, the other thing is the question if it works.

1.4 Thesis Structure

This thesis consists of five main chapters with the subject matter being described in the introduction, and with some background information being given. The research objectives as well as the research question will provide the reasoning for writing about the chosen topic. The second chapter gives the reader an idea of different concepts such as organizational culture, what entails a change management process, the ideas behind positive psychology and based on that, the concept of COHA is being explained. In chapter three, details about the company, in which the research was conducted are given, why a culture changing initiative was needed and it is described, what the initiative #youmatter tries to achieve. Chapter four will provide an overview of different research approaches and the author will inform how he collected his data. It is followed by the research analysis, “deep diving” into the questionnaire responses in order to answer the hypotheses. Within the last chapter, the key findings are going to be analysed out of which implications and recommendations will be discussed to give advice to future researchers on this topic.

Chapter 2 - Literature Review

Before addressing the matter of a cultural change initiative at Deutsche Telekom AG, the structure of the upcoming sub-chapters is as follows: firstly, an introduction of organizational culture in general is given, looking at different corporate culture types and at former research. Continuously, a state analysis of change management in general, current change activities and trends as well as looking at former research on relatable topics including employee satisfaction and working environment, are being addressed. Lastly, “Positive Psychology” as well as “COHA” is being described in order to explain the base of what #youmatter is all about.

2.1 Organizational Culture

2.1.1 Definition of Organizational Culture

Corporate Culture is a concept which has existed for around 40 years now (Shafritz, et al., 2005). There are numerous definitions of corporate culture, but in the following table, the author is going to show just four of them:

Citation	Source
<i>“The collection of traditions, values, policies, beliefs and attitudes that constitute a pervasive context for everything we do and think in an organisation.”</i>	(McLean & Marshall, 1993)
<i>“Set of norms & values that are widely shared & strongly held throughout the organization.”</i>	(O'Reilly & Chatman, 1996)
<i>“A pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration (...) A product of joint learning.”</i>	(Schein, 2004)
<i>“The way in which members of an organisation relate to each other, their work and the outside world in comparison to other organisations.”</i>	(Hofstede, 2019)

Table 1: Definitions of Org. Culture (created by author)

When talking about corporate culture within the following chapters, the author refers to it being defined by Hofstede. This definition is held general, is easily understandable but also entails sufficient details about how corporate culture works. In comparison to the other definitions, it includes the external factor of stakeholders and makes clear that any corporate culture is unique.

2.1.2 Importance of Organizational Culture

Organizational culture can either be communicated “*as a mission statement, spoken or merely understood*” (Sudbrink, 2015), and describes the way in which the owners of a company as well as its employees feel, think and behave. On the one hand, it is important to implement a corporate culture which every employee identifies with and lives by its norms and values; on the other hand it is important for its stakeholders and the outside to create a certain image which will be demonstrated outwardly (Hitka, et al., 2015; Kaupp, 2018; Jarnagin & Slocum, 2007). Moreover, corporate culture brings value to any firm if it is well-used as it can create attitude alliance as well as employee loyalty and will lead to a high level of employee satisfaction. Generally speaking, employees who work hard to attain success and credit must know, accept and adjust to the corporate culture of their employer (Hitka, et al., 2015).

As stated by Katarina Stachová, “*Organisations with good corporate culture are usually more successful than organisations with lack of corporate culture foreasmuch as employees appreciate the same values and standards of behaviour*” (Stacho & Stachova, 2013). A string of conceptions, beliefs, attitudes and principles, which are usually acceptable and preserved for the long-term is what constitutes an organizational culture. As every company is “*the architect of its own fortune*”, the organizational culture should interact as a competitive advantage which differentiates a company from the others (Hitka, et al., 2015). If corporate culture is positively used, it contributes to employees’ willingness to get involved in the enterprise goals, to strengthen creativity and quality of work, to support their loyalty and responsibility towards the enterprise and to make the communication within the enterprise more effective. Additionally, enterprises should be identified through it in order to be easily recognisable for potential customers. As said before, employees can only be fully successful within a company, if they recognise and familiarize with the corporate culture of it (Hitka, et al., 2015).

There are several steps to follow for the sake of having a successful organizational culture. First, chairmen of a company should define a value-set by which they live in order to interact as a role model and to appear as a reliable board of directors (O'Malley, 2000; Ahern, et al., 2015). Secondly, a vision and mission statement should be communicated to make employees feel being part of it and to create a proper motivation to achieve those objectives (Melewar, et al., 2017). Additionally, a company should create a coaching environment to give the staff a chance to continuously improve as professionals and act by the idea of the so-called “hire and fire attitude” to only work with the “right” people (O'Malley, 2000; Zhao, et al., 2018; Hitka, et al., 2015). Another important characteristic of a good corporate culture is to “*Commit to a*

racist- and sexist-free environment” to underline that everyone is being treated equally and with respect (O'Malley, 2000). Last but not least, show recognition towards employees, if they do extraordinary work by giving them extra rewards. Rewards do not automatically have to be associated with monetary remuneration, but could also entail incentive trips or an extra holiday (Hitka, et al., 2015; Tourky, et al., 2019; O'Malley, 2000). Consequently, employees feel appreciated and are motivated to deliver good work.

Corporate Culture in general is of great importance for any company to distinguish itself from the competition. For example, two competitive businesses selling similar products do not only rely on their products, as they are exchangeable, but on their employees and how they interact with the client (Garria, et al., 2013). Their characteristics, when integrated, shape the special feature called “identity” (Hitka, et al., 2015). It is of utmost importance that employees can identify with at least several aspects of their companies’ culture and lots of benefits may arise from that; more enjoyment going to work, more attachment towards the company and a better job performance (Haas, 2015a; Hiller & Verdier, 2014). Therefore, it can be said that certain culture orientations may have positive impacts on performance measurements (Fiordelisi & Ricci, 2013).

Corporate identity itself should be distinguished between internal and external identity. “...*the internally projected corporate identity constitutes the basis, the guide for the company’s activities, the company’s management, the development and implementation of the corporate strategy*” (Garria, et al., 2013). Speaking about “external”, the “communicated identity” is meant, which defines the character of a company in the eyes of stakeholders, which already was mentioned in Hofstede’s definition. As a matter of fact, companies take actions in accordance with their culture and should stick to their values and norms to behave authentically (Guiso, et al., 2014; Garria, et al., 2013). Organizations also develop their targeted marketing- and market strategies, their internationalization engagement and the level of strategic complexity based on their culture (Garria, et al., 2013).

2.1.3 Research studies on Corporate Culture

Within a study, the analyses of several dimensions of corporate culture in relation to a firm's performance, are being described. First of all, it has become a trend for years to include certain principles and values within your Web page (Pana & Xub, 2009) (Guiso, et al., 2014), more precisely 85% of the S&P (Standard & Poor's 500) 500¹ companies do so (Guiso, et al., 2014).

Values such as innovation, integrity and respect are among the most frequently mentioned principles (Zhao, et al., 2018; Guiso, et al., 2014). Although the short-term costs to implement such values might be high, the long-term benefits will most probably be worth it. The issue with those so-called "advertised values" is, that "*it is easy to claim them, so everybody does*" (Guiso, et al., 2014). With the help of a novel data set by the Great Place to Work[®] Institute, the researchers found a more meaningful way to measure those values, by using a database which includes the list of the best 100 firms to work for (Guiso, et al., 2014). The plus of this database is that it measures how values are perceived by employees and not how they are advertised by the company. As a result, it was found out "*that high levels of perceived integrity are positively correlated with good outcomes, in terms of higher productivity, profitability, better industrial relations, and higher level of attractiveness to prospective job applicants*" (Guiso, et al., 2014).

A survey from 2017, in which almost 1,400 CEO's from North America participated, found out that 91% of executives see culture as a very important feature at their company. Culture does also affect the company's value and norms (Graham, et al., 2017). Lastly, it is of utmost importance for a reliable corporate culture, to be carried out by executives who exemplify its norms and values; according to the motto "lead by example" (Mihelič, et al., 2010; Gehman, et al., 2013; Warrick, 2017). It does not only motivate employees, if an executive internalizes his employer's corporate culture but also the executive, as he/she will notice that his/her company invests in having a corporate culture and attaches importance to identify with it (Hiller & Verdier, 2014; Sørensen, 2002; Zhao, et al., 2018). For leading employees to not renege on certain aspects, a culture should also include "keeping your word" (Guiso, et al., 2014).

Furthermore, thanks to another study conducted by LinkedIn in collaboration with Yougov² with over 2000 participants, the most important topics for employees when it comes to a strong sense of belonging have been identified, which is always part of the remit of a corporate culture

¹ One of the most relevant share indices, including the shares of the 500 biggest and listed US-companies (Standard & Poor's, 2013).

² "An international research data and analytics group" based in London, offering one of the largest research networks within most parts of the world (YouGov, 2018).

(Weck, 2018). Most important for the German workforce is the topic “fairness” (58%) within a company, meaning that all employees, no matter the nationality, gender or sexuality, should be treated equally. Secondly, transparency (16%) is of importance as it gets across to the employees that their employer is trustworthy and has nothing to hide (Weck, 2018). Communication should be open and honest and major decisions should be explained. Number three in the ranking is participation (11%), as employees want to be brought on board when decisions are made. Such studies show that an open and respectful corporate culture can be the basis for the feeling of belonging and that it is worth investing time and money into it (Schönborn, et al., 2019). More and more frequently, in terms of employee retention, it often outweighs pay. Therefore, organizations who allow their teams the opportunity to constantly learn are always one step ahead in the so-called “War for Talents” (Weck, 2018).

2.1.4 Different Corporate Culture Types

The “competing values framework”, a theory which was established in 1999 to assess corporate culture and to structure distinct frameworks, demonstrates various types of organizational culture. It can be helpful in order to organize and interpret a variety of corporate idiosyncrasies. Starting in the 1980’s, lots of writers came up with different dimensions and adjuncts of corporate culture (Cameron & Quinn, 2011; Benabou & Tirole, 2011). Therefore, a framework has an utter value so as to organize such dimensions and evaluate them (Fiordelisi & Ricci, 2013; Cameron & Quinn, 2011). The framework consists of four clusters of criteria: control, competition, collaboration and creation. It defines the major values with which enterprises are being judged. The opposite values represent the converse; internal/external and stability/flexibility. A visualisation of it can be found in appendix 2.

The two internally oriented types are collaboration- and control-oriented culture. By using the primal one, a firm focuses on its employees and aims to “*develop human competencies and strengthen organisational culture by building*” agreement (Fiordelisi & Ricci, 2013). The objectives of such a culture lie in enhancing employee retention, fostering teamwork and reinforcing corporate norms and values. The latter one gets support by an organisational structure by controlled mechanisms in order to create value by improving its efficiency and quality (Cameron, et al., 2014).

The externally oriented types of culture are competition and creation. The competition one lays its focus on the firm’s external effectiveness, pursuing improved competitiveness and

emphasising corporate stability. In doing so, a focus is put on customers and shareholders and success is being evaluated through market performance and revenue (Fiordelisi & Ricci, 2013). The last type considers creating future openings through innovation concerning company's products or services. Employees are encouraged to think outside the box and let their thoughts run free and are used to constant change (Cameron, et al., 2014).

These names for different culture types were deduced thanks to scientific literature that gives explanations on how corporate values are associated with different types of firms and at the same time, with human behaviour. The quadrant names exactly match the main organizational forms as well as "*management theories about organizational success, approaches to organizational quality, leadership roles, and management skills*" (Cameron & Quinn, 2011).

2.2 Change Management

Hericlitus, an ancient Greek philosopher already said it roughly 2,500 years ago as cited in by Stone & Duplebohn: the "*only thing that is constant in life is change*" (Stone & Duplebohn, 2018). Therefore, it is within any firms' willingness to develop from time to time and adapt to current circumstances in order to compete with direct rivals. Let us take technology as an example: there are "*no signs of slowing down its speed in terms of evolution and is therefore thought to take over the humans in the near future*" (Norton, 2017).

Aiming for change is within every firm's willingness, but no guarantee of success is given.

"the reported failure rate of large-scale change programmes in the corporate world has hovered around 70% for many years." McKinsey & Co (Haney, et al., 2019)

Researchers such as Kotter (1995), or Beer and Nohria (2000) wrote papers about constant failure of change management and were searching for an answer toward the question "who killed it?" (Hughes, 2014). That means, that organizations should be informed about the risks that come along with change processes. Nevertheless, it is a necessity to initiate such methods in order to compete. By definition, change management is "*the process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers*" (Moran & Brightman, 2000).

One form of a change process is changing a company's culture. Certain tools as well as newest technology help achieve change goals, but the ones that really do initiate change are the employees (Haney, et al., 2019). And those employees together with their executives need to

do one specific thing for the purpose of establishing, maintaining or changing a culture: communicate. Such communication should at most be carried out early enough and regularly; and through different channels. Case study examples as from Coca Cola and Lawson Products showed how correct change management processes have to be accompanied by open communication: through “*staff/shift meetings, town halls, intranet postings, mailings to associate’s homes and social media*” (Haney, et al., 2019). Once a change process has been announced, trainings and instruction courses are crucial to prove the seriousness of such initiatives to the workers. Such trainings are not only important to train employees but also to highlight the serious nature of those processes and to build trust and respect towards associates. Thinking about a change within a company is necessary but not enough: The act is significant and as “*it requires changing behaviours at all levels of the business, leaders must lead the way*” (Haudan, 2019). To give an example about the leaders’ need of believing in such a change management process, a Fortune 500³ company shows how sceptical those leaders can still be. After discussing the new strategy in a three-day meeting with the chief executives, excitement and positive energy about the process of change was noticeable, and the leaders were asked about their confidence concerning the new strategy ahead (Haudan, 2019). A total of 81% voted that they were not convinced about the idea, which led to another discussion about the “why”. That situation is a sort of “*The Abilene Paradox*”, as it reflects a setting in which a group of people decides to take an action in contradiction. Meaning that although everyone agreed on it, none of the group members was happy with the decision (Harvey, 1994). Thus, everyone somehow follows the others without knowing that secretly, nobody wants to follow anyone. It was demonstrated that although the senior leaders together with the leaders discussed ideas about the new strategy for three days, nobody really gave his/her honest opinion about it to avoid confrontations and discussions with the others (Haudan, 2019). Assumptions influence our decisions in everyday life as we fear the consequences that might arise afterwards. The concept of the normative social influence comes up when talking about this paradox, as it deals with “*the influence of other people that leads us to conform in order to be liked and accepted by them*” (Aronson, et al., 2010).

Therefore, it was the right decision to crack down on this paradox by making use of the anonymous short survey mentioned above. Hence, you offer the possibility to your employees

³ A ranking of companies by the total earnings within their respective fiscal year. Included in the list are “*companies that are incorporated in the U.S. and operate in the U.S. and file financial statements with a government agency*” (Fortune, 2019).

to state, if they disagree with something without them taking the risk of looking bad and betraying others (Haudan, 2019). The fear of telling the truth by most leaders already shows, that a new change strategy was needed, and such situation is a reasonable way to start. This demonstrates again that communication is the key (Gill, 2010). Here, the senior leaders should communicate that there will be no negative consequences, if a leader disagrees with an idea (Yue, et al., 2019). Such strategic internal communication should happen within its corporate culture as well as directly with its employees (Elving, 2005). Additionally, it is important that those senior leaders actively listen to their employees' feedback, showing that they take the counterparts opinion seriously and think about it and employees will automatically feel valued *"and are more likely to have the confidence to contribute fully"* (Ashby, 2017; Elving, 2005). As the senior leaders might expect emotional and behaviour change of others, they must first expect that from themselves. This means that if an organizational change is wanted, change must come from the seniors beforehand (Haudan, 2019). As a result, employees build up trust with the company, also because of the company's transparency, and a positive working environment is being created. Coming back to the strategy change, it is of importance to create novel behavioural standards to power strategic alteration (Yue, et al., 2019). As confidence increases, transaction costs and time to target are reduced.

2.2.1 Challenges of Change Management

In order to predict challenges of change management approaches, several aspects must be kept in mind. Often, pre-existing operational and employment structures are irreconcilable with new systems which results in structural amendments (Lyons, 2019; Blokdiijk, 2008b). Therefore, it is challenging to identify the actual organizational culture profile with attributes such as leadership, management style, reward systems or the company's climate (Cameron, et al., 2014) Once this is done, employees will better get along with their future-oriented new company. In any case, it is essential to integrate the affected employees and change social systems if necessary, to reach successful outcomes. By taking the example of changing to flexible working hours, employees need to understand the benefits of such implementation (Morrissey, 2000). Here, not only the organization but also its employees must internalize a new mindset, which constitutes main challenges for managers (Brown, et al., 2016). The possible fear of employees of not being able to acquire a taste for a change initiative, or of strong resistance, must be opposed by best preparation (Blokdiijk, 2008b).

In case of replacing chief executives and/or board members, an indication for a lack of relevance for the project and reduction of probability of success is given. Moreover, the company might make use of a premature termination of staff near retirement age or of employees that toyed with the idea of leaving, acting as catalyst for those employees to leave (Lyons, 2019; McGeehan, 2003). Therefore, the risk of frustration by employees that belong to a new system can be given as the rollout might not fit their expectations in terms of organisational benefits. There may also be the suspicion that in case of implementing a change, e.g. a technological innovation that can replace humans, it can have a negative impact on job security, leading to increased industrial action or worse relations between management and employees (Sirkin, et al., 2005; Lyons, 2019; Tanasoica, 2008). Another challenge is to comply with the assurance, that rollout and implementation are within the budget range, are punctual and meet the expectations of all stakeholders (Lyons, 2019; Haney, et al., 2019)

2.2.2 Successful Change Management

In order to get an overview of how change processes can be successfully implemented, the following notions will help. Firstly, the consistent support of executives within the change process is of utmost importance for avoiding to exceed costs and reach landmarks within time (Lyons, 2019; Hurdubei & Profiroiu, 2019). Clarity about the role distribution and the responsibilities regarding the usage, design, upkeep and improvement of a change as well as the familiar process that fosters a system has to be provided (Lyons, 2019; Sirkin, et al., 2005). This requires a clear delegation of responsibilities and the cultivation of good relationships across company boundaries. This can also build up trust, which is needed by any manager to properly regulate a change (Kennett-Hensel & Payne, 2018). Executives need to be attentive in order to identify enhancements and shortcomings and to quickly react to them. The future benefits of the change process should be clearly explained as well as limitations and possible difficulties that might arise (Yue, et al., 2019). After identifying early adopters as well as staunch resisters, they must be brought together to cooperate (Lyons, 2019). The proponents of the new culture are needed to vocally support the change and come up with convincing strategies to convert refusers into believers in the project. WSs and trainings about how to deal with the change initiative before and after the implementation are helpful for all employees that will be involved within the change (Halladay & Clay, 2018). Finally, one needs to make sure that the change process can be updated and adjusted after progress has been made or by adapting to the current need of the employees (Lyons, 2019).

Furthermore, different stakeholders should be taken into consideration while initiating a change process as an organizations' aim should be to do a positive contribution to society (Parmar & Freeman, 2010). “A stakeholder is any individual, group, organization or institution that can affect, as well as be affected by an individual’s, group’s, organization’s or institution’s policy or policies” (Wood-Harper, et al., 1996). As a matter of fact, companies must identify and understand their responsibilities towards society and distinct stakeholders. Especially the leadership team as well as all members of the workforce are considered the main stakeholders as they have most points of contact. Shareholders, creditors, suppliers, competitors or customers must be mentioned as well (Kennett-Hensel & Payne, 2018).

2.2.3 Phases of Change Management

As change management must have a concrete procedure, the well-known three-phase model was created by Kurt Lewin in 1947 and consists of the following subsections (Blokdiijk, 2008a; Lewin, 1951): Starting off with unfreezing, the usual reaction by the involved people after the undertaking of a change is no acceptance, as they are willing to stay in the comfort zone. To overcome this issue, companies must motivate and fascinate their employees. In the phase of modification, the transition might be uncomfortable for people, therefore apt motivation and leadership skills are needed (Blokdiijk, 2008b). For this reason, trainings, ability transfer and employee re-alignments or reductions are needed to successfully implement the change (Hussain, et al., 2016). Then, the last phase of refreezing occurs. Here, the staff has incorporated the change into the system, until the three-phase model starts again. Below, you will find a visual representation of the model:

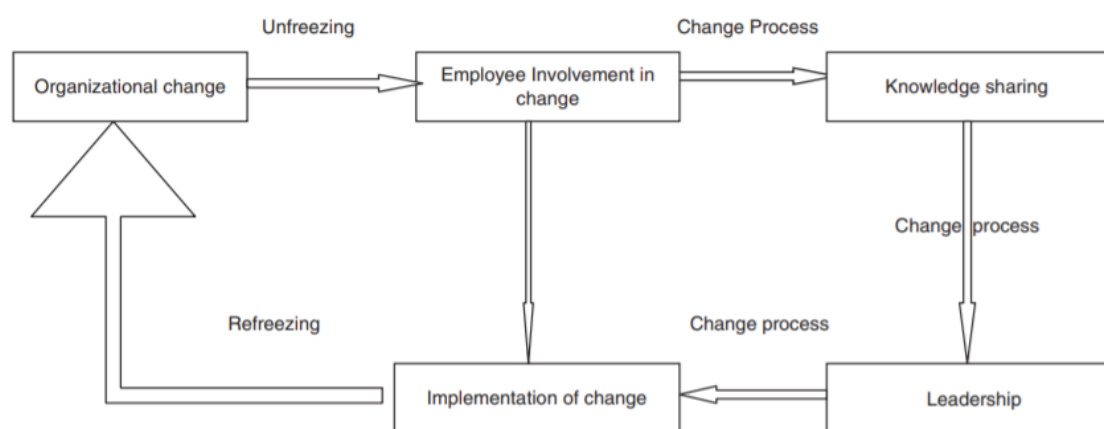


Figure 1: 3-phase model by K. Lewin

(Arrows show various stages of 3-phase model & not the relationship between variables) (Hussain, et al., 2016)

2.3 Positive Psychology

For the purpose of presenting the base of the cultural change initiatives of DTAG that are being examined in the next chapters, the author will address the issue of positive psychology in the following:

“The gross national product does not allow for the health of our children, the quality of their education, or the joy of their play. It does not include the beauty of our poetry or the strength of our marriages; the intelligence of our public debate or the integrity of our public officials. It measures neither our wit nor our courage; neither our wisdom nor our learning; neither our compassion nor our devotion to our country; it measures everything, in short, except that which makes life worthwhile.” (Kennedy, 1968)

A profound statement by Robert F. Kennedy, the brother of the former president of the United States, John F., which can be seen as a motivation for psychologists such as Seligman and Csikszentmihalyi in the late nineties. They started the idea of positive psychology for a simple reason: focus on the positive aspects in life to tackle all negativity our society is being surrounded by (Gable & Haidt, 2005). By definition, *“Positive psychology is the study of the conditions and processes that contribute to the flourishing or optimal functioning of people, groups, and institutions”* (Gable & Haidt, 2005).

Just like our society, psychology was also surrounded by topics such as *“depression, racism, violence, self-esteem management, irrationality, and growing up under adversity”* (Gable & Haidt, 2005). But why did it never look at the other side of the fence where the grass is always greener? Strength of character, virtues as well as conditions that result in high levels of happiness or civic involvement are issues that are worth being researched and address the imbalance in clinical psychology (Wood & Tarrier, 2010; Gable & Haidt, 2005).

To clarify, it is neither the intention of this approach to deny the poignant, unpleasant or negative things in life, nor is the idea to go through life wearing rose-tinted glasses (Achor, 2010). Moreover, it is true that we should rather help people who are suffering than people who are doing well. Nonetheless, by looking deeper, positive psychology can prevent people from getting into this condition. Metaphorically speaking, positive psychology might bring you up from zero to positive eight, instead of from negative eight to zero (Gable & Haidt, 2005). Therefore, lots of people were willing to invest time and money to dig deep into a topic which might result in changing the prevailing mood of the world we live in (Lyubomirsky, et al., 2005). Especially viewed from the European perspective, it is the right time for looking at

positive instead of negative issues in life. People are living in the longest period without war and within a comparatively luxurious environment, wherefore negativity is not around as it was used to (Nix, 2012)). Not for nothing, this new topic then raised awareness only within a couple of years; several handbooks have been published, dozens of scientific talks have been held and numerous grants have enabled further research within this field.

As stated above, the US-American psychologist Martin E. P. Seligman became one of the personalities to associate with when it comes to positive psychology. Although he started by focusing on the topic of learned helplessness in the mid-sixties (Seligman, 1975), researching together with J. Bruce Overmier, he came up with the concept of positive psychology at the end of the nineties (Seligman, 1975). In the beginning of his professional career, he did put emphasis on research topics that were negatively connoted, such as depression, fear, loss of control or pessimism (Seligman, 2007). Aptly, he maintained that he had a rather negative and pessimistic point of view and, e.g. he was often not confident that he had a chance to winning awards for his books or other works (Seligman, 2018). A confrontation with his daughter, in which she criticised his negative behaviour, initiated the turning point in his career and eventually enabled him to start focusing on the positive things in life. So, the approach of positive psychology is rather not about identifying weaknesses of people to strengthen them but to promote their strengths and to answer the question of what makes life worth living (Seligman & Csíkszentmihályi, 2000).

“The aim of positive psychology is to begin to catalyse a change in the focus of psychology from preoccupation only with repairing the worst things in life to also building positive qualities.” (Seligman & Csíkszentmihályi, 2000)

Within the last 15 years, some challenges had to be faced within the section of positive psychologists, such as convincing people that positive psychology does not make the other part of psychology negative (Gable & Haidt, 2005). Moreover, critics assume that positive psychologists do not acknowledge the negative sides of life but instead blandish our reality (Held, 2004). Quite the contrary, the aim is to add research on other topics than e.g. pathology or distress. Additionally, most researchers involved in this field *“are housed in traditional psychology departments”* (Gable & Haidt, 2005), and are of the opinion that positive psychology helps to study those topics more effectively.

In a multicultural context, a good example of positive psychology is that if we had more people of different ethnicities or cultures to contribute, enormous advances in terms of enhancing

communication, increasing knowledge and in realizing our basic needs for connectedness could be made (U.S. Department of Health and Human Services, 2014). As a community, we could then draw on the strengths of each other and build a society in which “*the word ‘equality’ truly can be applied to the abilities of all citizens to pursue their goals*” (Lopez, et al., 2000). When talking about strengths and weaknesses, there is a high diversity when looking at both on an international level, wherefore one must analyse and recognize the origin of people to benefit from it. Such characteristics also depend on cultural experiences, such as wars or a peaceful life, as well as on values or religion (Teramoto Pedrotti, et al., 2009).

The following chapter of the “Handbook of Positive Psychology” serves as a good transition to later on continue with the idea of COHA. When the chapter was written, researchers were still “*focusing mainly on the negative implications in our studies. Stress and burnout, violations of psychological contracts, workplace violence, job insecurity, and downsizing, to name but a few, remain the most popular topics for study.*” (Turner, et al., 2002). Therefore, the authors were of the opinion to finally extend the research focus to explore the positive sides and understand the meaning and effects of working. Job-related well-being includes measures such as job satisfaction, job involvement and organizational commitment, that influence not only the professional but also the private life (Lopez, et al., 2000). So, a question that positive psychologists deal with is how to promote well-being at work and encourage others to take similar approaches into account in order to provide several benefits for the employees (Fredrickson, 2001).

In a research, organizational-level work processes, e.g. work redesign, have been analysed to find out how they can promote positive psychological development. The main argument is, that the benefits of teamworking and transformational leadership (TL) are being complemented by “*high-quality work*” (Turner, et al., 2002). Then, the examination of how such practices might help to develop more flexible role orientations for employees that the researchers believe, will enable individual employees to face change with greater pliability and optimism (Parker, 2007). Moreover, a look is taken at how such perspectives indirectly result in positive findings through mechanisms such as trust, interpersonal justice and organizational engagement.

Lastly, they argue that the proponents of organizational psychology are in a strong position to help promote positive psychological aims (Turner, et al., 2002). The employment circumstances have changed tremendously within the last decades, e.g. when it comes to working hours or having several jobs simultaneously (Rugulies, et al., 2019). This has led to the feeling of losing control over the work time and of employment insecurity. Thus, it is a risk for companies to

focus on profits instead of well-being of their workers (Lopez, et al., 2000). Continuous change and transformation processes are useful to keeping up with the market but they “*can make the nature of work more intensive for both employers and employees*” (Turner, et al., 2002).

In order to improve the work climate, commitment of the company as well as of the workforce must be shown. The company should provide workers with autonomy in their tasks and promote social interaction between workers to build up relationships in the interest of creating a workplace where people feel comfortable with each other and the corporate culture (Nielsen, 2008). Automatically, they will be more effective and will feel united. To be committed to your work and to the company goals requires having a clear understanding of your actual role within the organization (Nielsen, 2008). Role clarity for example has a huge positive impact on job satisfaction as well as on organizational commitment. Thanks to a clear role agreement, one feels positive with regard to the salary, supervisors and co-workers. If the role load is clear, especially in times of an increasing work load and dedication towards work, it can positively influence the physical health and one’s mood (Turner, et al., 2002; Nielsen, 2008).

A concept which is based on positive psychology is the so-called transformational leadership, a way to boost individual well-being of employees (Kahn, 1990). If leaders clearly communicate the vision and mission toward which employees work in order to raise awareness, the follower’s excitement and interest in shared goals will raise, too (Macey, 2008). Elements such as inspirational motivation or individualized consideration will have positive effects within any company, as the focus lies on people instead of revenue (Bass & Bass, 2008). Nevertheless, the company will also benefit from it as e.g. challenging employees might lead to an extraordinary performance. Moreover, within transformational leadership, employees should start questioning the status quo to come up with new ideas and as a result, the followers will grow professionally as well as personally (Turner, et al., 2002). Additionally, leaders care for the development of their followers with the objective to make them leaders, too.

Therefore, empathy and personal support should be given to the workers (Bass & Bass, 2008). The performance outcomes are being affected indirectly by a changed morale of the employees who show higher commitment and therefore want to help the company by overcoming obstacles and becoming more successful. To prove the effectiveness of this concept, Barling conducted a study in which two groups of bank managers (leaders) are being evaluated in a certain time range. The group that received WSs about TL led their bank to a higher “*branch-level financial performance*” (Turner, et al., 2002) in comparison to the group that did not receive any trainings. As a matter of fact, even the employees’ performance improved without even

informing them within the TL topic. Summarizing, one can say that there should be a “*mutual obligation between employers and employees to make work more positive*” (Turner, et al., 2002; Pfeffer, 1998), believing that equal work practices allow both parties to do their portion.

2.4 COHA – An Initiative and a Consultancy

In the following, a rather new approach is being presented, which focuses on creating a corporate culture based on the happiness and satisfaction of each individual employee. In order to understand this approach, it was important to look at the roots of it, which can be found in the above-mentioned topic of positive psychology. The protected brand COHA is a concept initiated by the German consultant and former professor for economics, Oliver Haas, which is based on the ideas of positive psychology and brain science to show in how far any individual can acquire and experience happiness, whether being at home or at work (Haas, 2015a).

The company of the same name was founded in 2010 by CEO Oliver Haas, and acts as a consultancy which has already advised small up to multi-national enterprises. Within his book, “Corporate Happiness als Führungssystem”, Oliver Haas firstly deals with the personal happiness of every individual, which is the basis of well-being. Secondly, he applies the concept of happiness to the workplace in order to create a positive environment at work (Haas, 2015a). Happiness is an ability which can be trained, developed, improved and managed in different fields of life (Nogueira Kamel, 2017). Increasing the well-being of employees correlates with lots of benefits: To name a few, happy people at work are more likely to be productive, work with passion, help others, are healthier, pass on their positive mood to colleagues, identify more with and bring more profit to the company (Haas, 2015a).

A study about the correlation between pay level and intrinsic work motivation has shown that they are unrelated and that monetary rewards do rather not influence the level of satisfaction or happiness at work. Therefore, to persistently focus “*on compensation and pay incentives to motivate employees’ effective performance*” might not be the right way within every company (Olafsen, et al., 2015). Resulting, companies should aim towards a need-satisfying work climate to increase the employees’ motivation. Such work climate can be created through the acknowledgement of employees’ skills and efforts, providing feedback or actively listening to them (Olafsen, et al., 2015). Considering the findings, the importance of culture change initiatives such as COHA gets affirmed which enables to increase employee satisfaction.

The COHA approach sees the company less as an organization, but rather as a complex of relationships between people striving for their individual happiness. The concept ideally leads not only to more satisfaction and happiness, but also to emotional attachment and the resulting commitment of the employees towards their employer (Haas, 2015a).

To better demonstrate how COHA works, a case example will be taken up in the following. A couple of years ago, the Corporate Happiness GmbH got hired for consulting a German hotel chain called “Upstalsboom”. Uploaded on YouTube around four years ago, a video called “Der Upstalsboom Weg” explains the ideas behind COHA and in how far it can help to initiate an extreme culture change (Der Upstalsboom Weg, 2014). The story behind the short: after devastating results of an internal employee survey, the Upstalsboom hotel chain has consistently implemented a paradigm shift for ecological and humane corporate management. All was initiated by the CEO of the hotel chain, Bodo Janssen, who realized after the survey, that if an executive really wants to change something within his/her company, then he/she is well advised to start off with himself. He changed his mind set of solely focusing on profit maximization to a high esteem of his employees (Der Upstalsboom Weg, 2014).

While managers participated in monastery seminars dealing with self-discovery and mindfulness, this is where COHA comes in: The employees participated in COHA Ws, where they dealt with developing their full potential within a company setting, finding their strengths and what they enjoy doing to rediscover those aspects at work. What was special was that the high concentration on the personal development of the people has indirectly led to an employer attractiveness, service quality and profitability that are significantly above those of the industry. Employee satisfaction increased by approx. 80% and the recommendation rate of guests increased from 92% to 98% (Der Upstalsboom Weg, 2014). This shows that the satisfaction of the employees has led to the satisfaction of the guests. Subsequently, the first successes were to be seen above all in the report of the sick days, which fell drastically. Another pleasant consequence was the improvement of the company's profitability, almost doubling the revenue within three years. Here, the goal of COHA should be clear: To increase efficiency as well as quality and employee satisfaction at the same time without any of the areas suffering from it (Der Upstalsboom Weg, 2014). This is what Upstalsboom achieved after all.

As in this example, COHA has worked with several companies to support them throughout their way of cultural change. Besides Deutsche Telekom, some of their customers were Malzers Backstube, VR-Bank Würzburg or Jobcenter München (Corporate Happiness GmbH, 2019c). For a better understanding of how COHA proceeds when advising a company within a change

process, the following chapter will give more details about how the consultancy helped DTAG to establish a new culture changing initiative.

Within their portfolio, COHA offers impulse evenings to give visitors an understanding of the concept with the support of one of their customers. Furthermore, top decision maker seminars or WSs especially oriented towards executives, that last one day, aim to show in an exclusive group why COHA is needed for a company to grow. Another possibility for executives who do not have the time to deal with the topic in an intensive way, is to participate in an online course (Corporate Happiness, 2019b).

Chapter 3 – Deutsche Telekom and its Cultural Change Initiative

Within this chapter, a short company profile, followed by a description of the current corporate culture at DTAG is being presented. Afterwards, the cultural change initiative #youmatter will be explained, as well as the background for the need for it will be highlighted.

3.1 The Company – DTAG

Deutsche Telekom AG, at present Europe's biggest and one of the most successful telecommunication companies in the world, provides products and services for not only mobile and landline telephony, but also for digital television and internet (Deutsche Telekom AG, 2019b). Its headquarters are in Bonn, Germany; it has subsidiaries in more than 50 countries and is currently led by CEO Tim Hötting. About 220,000 employees take care of more than 225 million customers in the above-mentioned fields and made €75.7 billion in 2018. As such, the company has existed since 1995 and beforehand was part of a government agency, called "Deutsche Bundespost" (German Federal Post) (Schwemmler, 2005). The reasoning for the need for cultural change initiatives in the next chapter will give more details about the historical point of view. Currently, DTAG follows a strategy which consists of three main pillars: being a leader in customer experience, technology and wholesale productivity. Thanks to these attributes, the company believes to steadily grow within the next years (Deutsche Telekom AG, 2019a).

3.1.1 Corporate Culture at Deutsche Telekom AG

Firstly, it has to be said that *“developing and sustaining an ethical corporate culture becomes exceptionally difficult for large multinational organizations with tens if not hundreds of thousands of employees around the world”* (Schwartz, 2013). This does apply for Deutsche Telekom in all facets as they hold offices all over the world and employ people, who surely represent different perspectives and cultures. As a matter of fact, an encompassing corporate culture would hardly be implementable in such a large company (Schwartz, 2013).

Nevertheless, a clear statement on “Culture and values” is given on the webpage and DTAG is described as an **innovative** company, which is constantly working on developing new ideas within a business environment in which **boldness** is of main importance. Thanks to such courage, things can be viewed and analysed from different angles (Deutsche Telekom AG, 2019c). **Team spirit** is another main pillar and is the hallmark for every activity in which the company engages. **Diversity** creates an inspiring environment that enables to receive distinct points of view to reach excellence and create a unique selling point. The corner pillars are formed by **respect** and **tolerance** to create a working atmosphere in which every employee feels appreciated and is willing to stay.

“Corporate culture is a key factor in this development process and the Guiding Principles serve as the cornerstone that forms this culture” (Deutsche Telekom AG, 2019c).

Those five **guiding principles**, representing DTAG’s key point indicators, not only internally but also for the external environment to underline their social commitment, are named below:

Customer delight and **simplicity**, driving their actions successfully. DTAG sees their customers as the core asset of the company; including the customer’s thoughts, emotions and needs. Moreover, **respect** and **integrity** guide their behaviour (Deutsche Telekom AG, 2019c). This means, to not only respect your colleagues but also show gratitude towards customers, providers and shareholders. Even society and the environment are involved. The third principle encourages everyone to cooperate and **work in teams**, focusing on open communication. DTAG endorses different opinions as well as serious discussions, but once a decision is made, the implementation will be initiated properly. Besides, employees that are motivated and professional need a platform to **perform** and **grow** in order to properly use their abilities (Deutsche Telekom AG, 2019c). Executives are obliged to recognize committed and successful individuals and to provide a good environment which promotes development. Lastly, **reliability** needs to be within every employee’s personal engagement when it comes to finding the right

solution to customer's problems. In this case, the customer represents consumers, business- and other partners. To sum up, "*the Guiding principles provide the basis for cooperation with our customers, shareholders and the public*" (Deutsche Telekom AG, 2019c). The chairmen of DTAG have set the commitment to live these values and implement them into the corporate culture. As a vision and values do not just exist for the reason of "existence", they should be lived by all employees.

The current **Code of Conduct (COC)**, which is based on the guiding principles, is responsible for making them more tangible and provides the framework for a successful evolution. Such clear statement should define DTAG's rules for their daily work on an internal and external basis, thus combining the gap between the five principles and all sorts of rules and regulations within the group (Deutsche Telekom AG, 2019c).

In the main, DTAG wants their board members, managing directors and employees worldwide, to behave in a way that fulfils the legal obligations, focusing on the following: trust, credibility, reliability and good reputation. Such accumulation of qualities represents the firm's value-based culture of compliance, which highly effects the success of DTAG. The COC can be seen as a combination of the "*internal demands and the promise to outside at the same time*" (Kremer & Mackert, 2018). Important for DTAG is also, that they show their transparency. As Deutsche Telekom AG is present in more than 50 countries, not only the observation of the national legal obligations, but also on the basis of these, the cultural aspects of the countries in which it operates, have to be taken into consideration. One of the main exercises of the executives of DTAG is to stand out as role models and spread the COC content to make sure, that every worker understands it. Furthermore, they must behave in a legally compliant manner, show integrity and disseminate credibility. The same expectations, the company has of its employees are also being transmitted to the suppliers, consultants etc. (Kremer & Mackert, 2018). The content consists of six main points, which are corporate governance, business relationship, avoiding other conflicts of interest, private use of company property, handling information and the compliance with rules of behaviour. If the reader has further interest in the COC, the separate points are being described more in detail and can be found in the appendix 11 and 12.

3.1.2 Applying Competing Values Framework to DTAG

Recalling the competing values framework presented briefly in section 2.1.4, an application to DTAG allows to categorize its culture according to the spectra (internal vs external and flexibility vs stability). An analysis reveals that DTAG scores slightly higher on the external compared to internal orientation. While employee development, motivation, and retention are focused within initiatives, the organization puts a stronger focus on incentivizing employees to look for new markets and customers to create within the company's portfolio. Furthermore, increasing environmental friendliness and sustainability for increased efficiency, as speed of execution is a major success factor within the oligopoly market of telecommunication, is a principle aim (Deutsche Telekom AG, 2019c).

With regard to the flexibility / stability axis, DTAG appears to tip towards stability more than flexibility when it comes to culture. Rapid changes in the telecommunications market, such as digitization and the emergence of Internet technologies, have led to instability and staff turnover as well as an extreme shift in customers' needs in the market (Cartolaro, 2018). The many initiatives at DTAG, however, show many elements that aim at increasing stability within the culture, such as few leadership changes, the consistent team and project structures and the increased focus on creating a feeling of togetherness and unity. The staff retention at DTAG further speaks for the cultural stability that the company has managed to establish.

Concluding that DTAG's culture is leaning towards the spectra of external and stable, the competing values framework ascribes it a competition-orientation, meaning that its culture aims at high efficiency and cultural stability to improve competitiveness in the market. However, as the creation of new products and services played and still plays an essential role within the industry, this inevitably led DTAG to adjust to a high frequency of production and innovation (Deutsche Telekom AG, 2018b). While at first initiatives to increase stability in a market that requires innovation may appear contradictory, the reality of human nature reveals the effect of this approach: despite the constant development of the highly volatile market, DTAG offers its employees shelter from external changes by providing them a stable work environment and reliable point of reference.

3.2 DTAG's Cultural Change Initiative

3.2.1 Context for the Change

The story of DTAG goes back to the 1st of January 1995, when it converted from being part of the government agency led by a minister, to becoming a private stock corporation with the main purpose of return on investment instead of public welfare (Schwemmler, 2005). The transformation of the company was accompanied by permanent reorganisation, an expansion into new business fields and international markets as well as a massive staff reduction and restructuring. Talking numbers concerning the downsizing, 110,000 jobs were cut down between 1995 and 2005 which led to a terrific negative shift in employee satisfaction (Schwemmler, 2005). If there has been a "constant" in DTAG's development since privatisation, it is the ongoing revolution in the company's organisational structures at all levels. This involved employees sometimes crossing over and demonstrating against change in the company, such as against a new strategy that planned to outsource tens of thousands of employees to a new service unit within the group (Handelsblatt, 2007). In order to regain the trust of thousands of employees that were affected by continuous movement, it was of utmost importance to take action and come along with ways of building up good relationships with employees of different divisions. As job cuts are still a huge topic in 2019, e.g. DTAG is planning to cut 10,000 jobs for technicians within the next seven years (Bünder, 2019), change initiatives are still needed.

The introduction of a group-wide Change Management in 2009 has placed the corner stone for supporting and accompanying all DTAG employees with all kinds of initiatives and concepts that encourage change within the firm (Deutsche Telekom AG, 2011). A steady restructuring of the company requires the employees to be willing to embrace change, wherefore a Change Management team was the right way to take all employees along in radical changes and to anchor their corporate culture and new structures in everyday working life (Deutsche Telekom AG, 2011). More details about the reason for implementing a cultural change initiative will be given in the sub-chapter which includes an interview with the #youmatter representative.

3.2.2 Prehistory of Culture Changing Initiative

The concept of COHA was first introduced in 2015 as a pilot project within the HR department at T-Systems International GmbH, a subsidiary of DTAG. One of the main challenges during that time period was digitalisation: it was and still is increasing and demands more agility at the workplace. This offers numerous advantages, but also requires new and innovative forms of collaboration, which employees must first learn. Constant transformation is the hallmark of day-to-day business (Haas & Göddertz, 2017). In addition, competition in the markets is becoming tougher and the pace of work is accelerating. The implementation of COHA was chosen as a main tool for transformational change, which is defined as “*the emergence of an unknown from an old state*” (Kennett-Hensel & Payne, 2018).

Between the period of 2015 until 2017, 50 voluntary employees were trained to become COHA ambassadors after nine months in order to be authorized to give WSs themselves in future times. Furthermore, they should inspire colleagues to apply contents not only at work but also in their private life. Resulting from this, people have spread the word and the concept got more and more attention which was needed within the initial phase of it. The HR pilot project participants did report positive changes in their lives and jobs. They generally felt more comfortable and motivated, were more solution-oriented, dealt with challenges more actively and had more fun at work. In addition, the positive cooperation in the project team was a great enrichment for them, even though the project work required a lot of time and effort, as a large part of the training was completed in the participant’s free time (Haas & Göddertz, 2017). As a result, a community has been emerged in the company in which people exchange information, consult, support and help each other.

COHA is supposed to bring noticeable changes after a short period of time, but if it is done right, it must be implemented sustainably. As it received the HR T-Systems Award for “best project” in 2016, a continuation of COHA for the entire Telekom group was the logical conclusion (Haas & Göddertz, 2017). Therefore, the following figure illustrates the procedure of DTAG to spread the initiative group-wide:

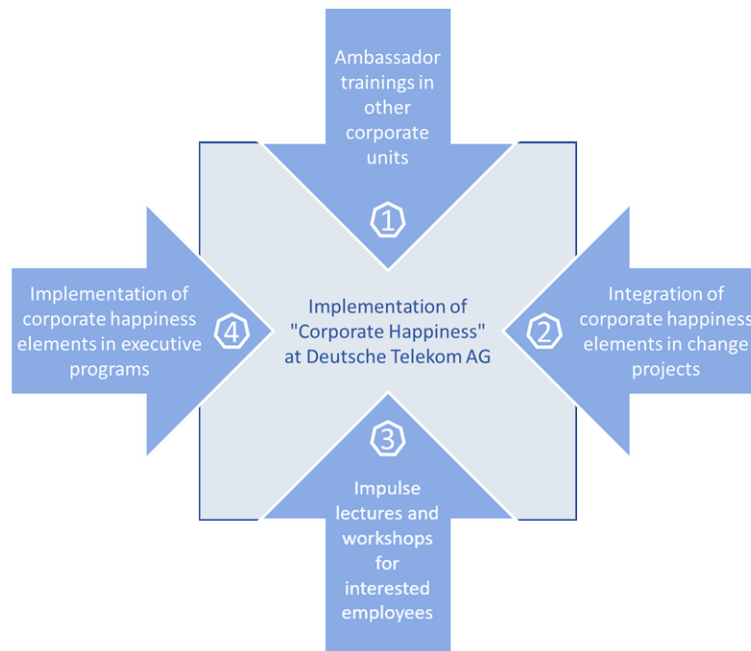


Figure 2: Implementation of COHA concept: 4 different levels

(Haas & Göddertz, 2017)

In the future, major challenges include the internationalisation, the heterogeneity of the individual areas and the energy needed to keep the concept alive.

3.2.3 New concept name: From COHA to #youmatter

In January 2018, Deutsche Telekom AG decided to come up with an own name for the concept spreading the ideas of positive psychology throughout their employees of all hierarchy levels, formally known as COHA. This cultural changing initiative which inspires and conveys the new idea, was changed to #youmatter at that moment; one of many internal change processes at DTAG. As before, it is based on the contents of scientific findings of positive psychology and is a programme for the personal development of any employee at DTAG who wants to take part, on a voluntary basis. The new name is intended to sound more appealing for employees in order to increase the connectivity, tell everyone that he/she plays an important part in and brings value to the company. Like the pilot project COHA, such *“innovative approach increases your well-being, unleashes your potential and increases your resilience. The positive changes you experience gradually radiate to your team, department and division. Your private environment will also benefit from this”* (Deutsche Telekom AG, 2019d).

The concept was brought into life, especially because digitalization changes everything that we are surrounded with, such as our markets and familiar paths. Such challenge confronts rather old and conventional management methods with slender specifications, remarkable hierarchical

levels and control. Therefore, a new form of interaction and trusting each other is needed to stay sustainable and ready for the future (Cartolaro, 2018). Factors such as cross-divisional liaison, innovation, high resistance and continuous development are needed to reach the desired success of DTAG’s common culture. Additionally, clear company values must be communicated, and the right leadership-style and attitude must be conveyed. Automatically, this will boost their potential and will add value to DTAG and their stakeholders. Above all, they want to spread happiness and as a result, receive positive reactions not only from their employees but also from everyone else that crosses the path with DTAG. Hence, #youmatter starts with fostering every employees’ potential development which will define the firm’s success (Deutsche Telekom AG, 2019d). Not only is it important to reflect and practice the contents of the method in your own job, but also in the working environment and in private life, too. Executives, but also colleagues can support other employees by recognizing certain potentials to enable personal development and increase his/her confidence. A double-sided respect and appreciation should be given to keep a positive working atmosphere. This can be easily achieved, if employees work together instead of seeing themselves as internal competitors. Sharing knowledge and materials with others will be of more value when working on common corporate goals plus objectives (Cartolaro, 2018).

The next step is to implement all of those features into everyday life, get used to the new behaviour and conduct word-of-mouth in order to spread the concept with your colleagues, friends and family.

In the following figure, impacts of the initiative on DTAG are listed and show “who matters”:

I MATTER	YOU MATTER	WE MATTER
<ul style="list-style-type: none"> • Personal growth • High motivation • Health, Resilience & Satisfaction • Feeling meaningful & self-efficient 	<ul style="list-style-type: none"> • High esteem for individual person & its individual skills • Greater success due to the usage of full potential • High motivation & performance of teams • Boost collaboration & added value 	<ul style="list-style-type: none"> • Better results & high efficiency • Strengthen the pioneer role of DTAG • Create social impact & drive future talent acquisition • Culture of appreciation

Table 2: Impacts of #youmatter (internal PPT)

(Cartolaro, 2018)

To illustrate a connection between the "basis" Positive Psychology, the resultant "concept" COHA and the "modified" culture-changing initiative #youmatter, the author has chosen the following simple presentation:

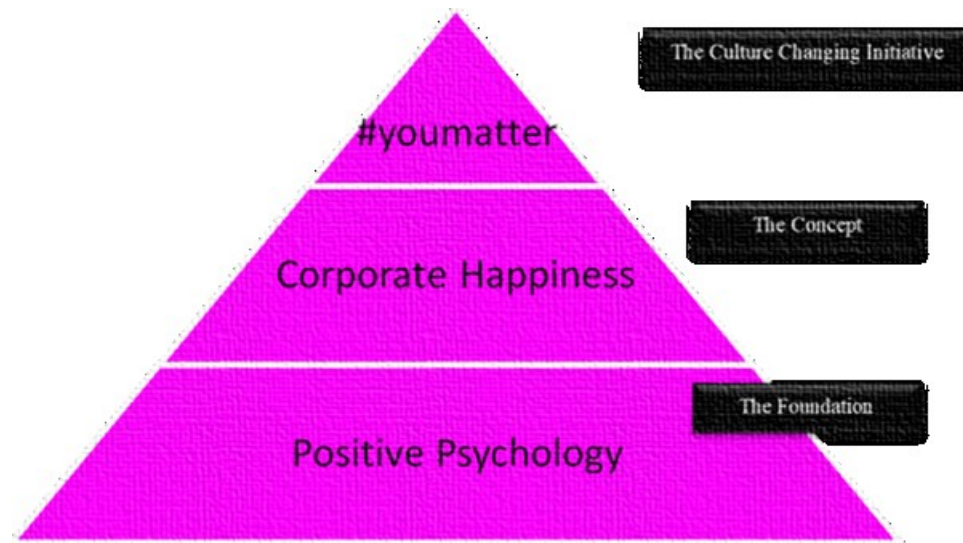


Figure 3: Relationship between the 3 concepts (created by author)

It clarifies, that the idea of positive psychology has been the trigger for coming up with a concept that refers those thoughts to a corporate level. Therefore, COHA was developed to help companies and their employees in effectively bringing change by using certain exercises, tools and ideas. Not only the company, but also its stakeholders will benefit if applied correctly. Nevertheless, DTAG was aiming for a name that addresses its employees on a more personal level wherefore #youmatter was started. Thus, the name has changed, but the concepts, actions and aims are still the same as they had been when the initiative was called COHA.

The new culture concept, taken from the COHA approach, was divided into six parts, recently adding mindfulness as the seventh part. Those are being taught within WSs and they will be explained in detail below:

1. Attitude

This term is frequently used within speeches of DTAG CEO Tim Höttges, underlining that it is part of the companies' future development to work with employees that have a positive and strong attitude, which can/should differ individually (Deutsche Telekom AG, 2019e). Nevertheless, self-reflecting one's attitude from time to time can only be a benefit for everybody. Parts of the content within the WSs deal with factors influencing happiness, what we focus on and what hinders us, how to stop complaining, how to become an active agent etc. (Haas, 2015a).

2. Significance

As time passes by fast, one should take a deep breath once in a while to think about the really important things in life. Because often this is being forgotten which leads to unhappiness and a big question mark when it comes to the question of “*What do I want to do in life?*” (Deutsche Telekom AG, 2019e). People who know what to do with their lives and aim for specific goals have something in common: they feel happiness and satisfaction in their lives. Therefore, identify your and your team’s strengths, live out your strengths in daily life and become a “high performer” (Haas, 2015a).

3. Strengths

Thanks to the insights of positive psychology, building up your strengths can be more effective than trying to improve your weaknesses (Deutsche Telekom AG, 2019e). Usually, your strengths are already highly trained without any effort needed wherefore one can easily become an expert in one of his/her favourite fields. Therefore, a clear listing of strengths will be outlined as well as thinking about, when and why you experience the “flow” while doing something (Haas, 2015a).

4. Emotions & Excitement

This point deals with how to find a long-lasting enjoyment of positive emotions and the conversion of negative into positive emotions (Deutsche Telekom AG, 2019e). Although it might seem strange to talk about feelings on the job, it might act as a relief as we are all social human beings. Some of the topics of the e-learnings entail feedback culture, emotional intelligence, happiness in crises and the importance of emotions (Haas, 2015a).

5. Energy Management

To properly manage your own source of energy in order to prevent yourself from burnout, you should ask yourself what provides you with energy and how you can enhance it. Moreover, identifying what deprives you of energy will help you to stay well clear of it. Questions such as “What strengthens your self-confidence?”, “How to deal with stress?” and “What does healthy sleep mean?” are being discussed to optimally utilise your energy (Haas, 2015a).

6. Relationships

All of the above-mentioned aspects become benefits if properly used, but without close contact to certain people, they would not be satisfying. Therefore, the question of “*How do we succeed in making our social contacts truly appreciative, both in private and professional life?*” has to be answered (Haas, 2015a; Deutsche Telekom AG, 2019e). Topics like science of love, the power of language, conflict management and appreciative partnerships, among others, are being discussed to emphasise the weight of strong relationships. The right communication is also very important to maintain partner- and friendships.

The last topic that showed up after the other six had already been implemented in the WSs is called **mindfulness**. In a world where things must be done as fast as possible, multitasking has prevailed over focusing on one single thing at the moment (Deutsche Telekom AG, 2019e). Thus, people feel stressed and need a healthy portion of mindfulness to be completely present and empathic again. This leads to the ability of reacting situation-adequately, self-confidently and authentically.

In a recent article, “*reasons to combine mindfulness and change management*” are being pointed out (Quan, 2019). As there is a lack of time within most companies, it is rather not the responsibility to help employees through change processes by executives, but to deliver communication and conduct employee surveys from time to time. This is not enough to deep dive into employees’ desires and actions, which is key to success. Thus, paying attention to individuals can make the difference. The reduction of stress, more focus and creativity and the enhancement of decision-making can be some of the results (Wasylikiw, et al., 2015). As a change within any firm only functions, if the people go along with it, the individual guidance is worth the outcome to sustainably place the project. Placing privacy and safety into the mind of every employee involved in a change journey, is the right thing to do (Quan, 2019). Self-awareness is being created towards own feelings, manners and reactions. Lastly, since most employees do not have control over the change itself, at least individuals will be clear about how they react towards change and if they identify with it (Quan, 2019).

Execution of the initiative at DTAG

Different offers for getting to know the new initiative are being provided internally to Deutsche Telekom employees by some of the #youmatter ambassadors. Those offerings consist of six e-learning about the above-mentioned topics. Furthermore, five #youmatter WSs for entire teams or open WSs can be booked through “HR Suite” (internal HR platform for booking WSs) in the

following cities; Bonn, Darmstadt, Berlin and Munich (Deutsche Telekom AG, 2019f). Customized daily WSs, also for entire teams or departments can be booked internally, too. For this, the #youmatter team can make a visit on site, normally starting at 9am until 5pm and costs for catering must be covered by the requesting team. As needed, the WSs, rather in German or English, can include one of the six main topics and specific content can be discussed in advance. Finally, #youmatter team processes, that consist of four days within six to eight months with 15 up to 40 participants, can also be booked through “HR Suite” (Deutsche Telekom AG, 2019f). Within those days, four out of the six #youmatter topics will be addressed and an intensive team building atmosphere is created. In addition, every participant can become a member of the #youmatter community afterwards. It is intended to place the newly acquired knowledge sustainably within the daily life of the participants in order to use it in stressful situations at any time.

The offers entail different activities such as web-based trainings, leadership development programmes or team processes and specific measures for organizational units (Deutsche Telekom AG, 2019f). Those can be booked through the intranet page “YAM”, which also contains lots of material for self-study and talks about challenges such as “**Stop Complaining**”, a concept that should reduce the amount of complaining with the help of a bracelet (Corporate Happiness AG, 2019d). For three weeks straight, the participant should not complain, and if so, he/she changes the bracelet from one wrist to the other to start all over again. Moreover, collecting your strengths and those of your teammates on post-its will be an effective exercise in the next team meeting. Giving each other a strength-oriented feedback will create a positive atmosphere, but also is a valuable exchange of information by finding out, if strengths are used effectively (Deutsche Telekom AG, 2019g). Scientifically proved, the ideal ratio is five to one in private and three to one in professional life; five or three positive to one negative moment. This theory is called “Losada Ratio” and underlines the extent, to which negative feelings are predominant (Deutsche Telekom AG, 2018a). To guarantee more positive moments at work, the simple but effective “Thank you” cards have been created, which are self-explanatory.

On this year’s international day of happiness⁴ on March 20th, DTAG was actively enhancing the welfare of its employees, addressing the topic of mindfulness (Schnetgöke, 2019). It is important to get to know ourselves and our surroundings better, wherefore listening and formulating of your inner needs and thoughts is vital. For this purpose, the HR department

⁴ This date represents a “global celebration to mark the United Nations International Day of Happiness”, coordinated by a non-profit organization, for the first time in 2013 (Action for Happiness, 2019).

established a toolbox within the headquarters where inspiration for all “happiness instigators” is given. Activities such as a silent walk, mindfulness within meetings, going for a run in lunch breaks or making somebody happy are within the collection of ideas.

Before responding to the chapter about the research outcomes, the author’s eight hypotheses are mentioned below. They will be tested after the analysis of the collected data from the research approach by conducting a questionnaire. Furthermore, they will be used at the very end to answer the authors’ research question.

- Hypothesis 1 (H1): #youmatter strengthens self-efficacy⁵
- Hypothesis 2 (H2): #youmatter reduces stress factors
- Hypothesis 3 (H3): #youmatter leads to more success (subjective)
- Hypothesis 4 (H4): #youmatter leads to team strengthening
- Hypothesis 5 (H5): #youmatter strengthens self-reflection and self-esteem
- Hypothesis 6 (H6): #youmatter increases attractiveness of employer & well-being factor of employees
- Hypothesis 7 (H7): #youmatter increases well-being factor of employees
- Hypothesis 8 (H8): #youmatter raises attachment towards a company

The hypotheses have been developed with the help of various effects that the COHA initiative should bring after being utilized within a firm. All effects are also mentioned within Haas’ book “Corporate Happiness als Führungssystem”. Furthermore, the author thought about two different categories of benefits which he integrated into the hypotheses: the personal as well as the corporate ones.

⁵ The psychologist Albert Bandura makes use of the term “self-efficacy” in his literature, which is “rooted in the core belief that one has the power to produce desired effects by one’s actions, otherwise one has little incentive to act or to persevere in the face of difficulties” (Bandura & Benight, 2003). The idea is related to the “elephant cord” theory mentioned in another chapter.

Chapter 4 - Research Methods

In the upcoming chapter, the author is going to broach the issue of different research methods, techniques and measures used during the process of this thesis. As the author first had to form an opinion on different research approaches, certain aspects which were not applied during the process of research are however roughly depicted. Moreover, a detailed explanation of the survey questions as well as the outcomes of it will be described and analysed. Afterwards, the hypotheses are being addressed and affirmed or denied by the author.

4.1 Research Approach

The approach to research includes two different ways of proceeding during the process of writing a thesis; the deductive and the inductive approach (Saunders, et al., 2009; Easterby-Smith, et al., 2012). The **deductive** approach, which is applied within this paper, works as follows: before or during the research procedure one develops a theory and a belonging hypothesis and based on that, a proper research question has to be defined to evaluate the hypothesis with the help of the outcomes (Easterby-Smith, et al., 2012). By contrast, the **inductive** approach starts with data collection, being the corner stone for evolving a theory after analysing the data (Easterby-Smith, et al., 2012).

4.1.1 Qualitative & Quantitative Research

The main distinction between those concepts is that usually, **quantitative** data “*generates or uses numerical data*” instead of words (Saunders, et al., 2009). One can either combine those techniques using **multiple** methods or make use of the mono method. For this paper, the author decided on using a **mixed method** approach, even though mostly quantitative, but combined with several qualitative attributes (Saunders, et al., 2009). Although a questionnaire is rather seen as a quantitative method, it can entail qualitative features such as diverse open questions. Even though quantitative methods aim for a representative outcome, it is not always given as the response rates through an online questionnaire may turn out poorly. But the quantitative data helped to gain structured knowledge in order to answer the research question, whether the change initiative #youmatter changes the working environment or not. It also serves as useful material to compare with secondary data to draw a conclusion at the end.

4.1.2 Research Philosophy

The above-mentioned term describes the method of “the development of knowledge” throughout the broad concept of research (Saunders, et al., 2009). As said in “Management Research” by Easterby-Smith et al. (2012), the consciousness of philosophical hypotheses may increase the quality of researching. In the book, the metaphor of a trunk (seen in figure below) may help with the comprehension of those important ideas (Easterby-Smith, et al., 2012). The outer ring stands for all kinds of methods and techniques used during this project. In this thesis, they stand for the mixture of a mostly quantitative, but also qualitative survey conducted in July and August 2019 by the author. Although this is the only visible attribute, one has to mention the inner circles, as they belong to the decision-making process and may have a huge influence on the development of such methods (Easterby-Smith, et al., 2012).

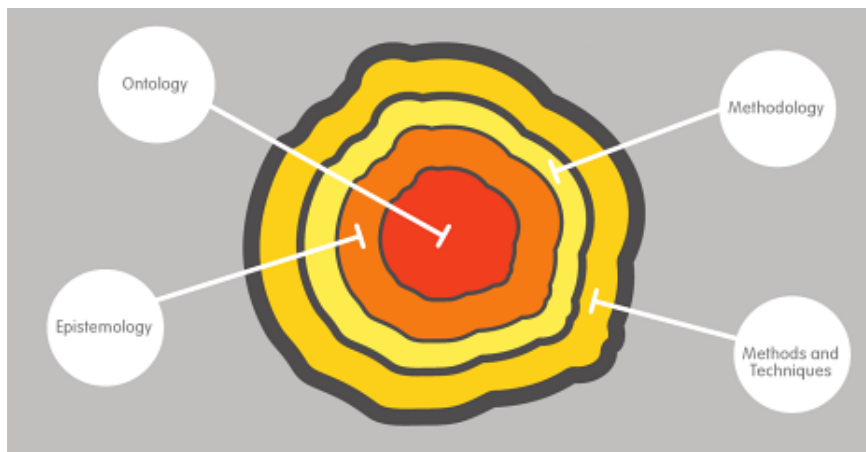


Figure 4: Tree Model

(Easterby-Smith, et al., 2012)

To start off, **ontology** is an appropriate method as it deals with the ‘nature of reality’ (Easterby-Smith, et al., 2012). The author had to decide amongst several ways of interpreting the ‘truth’; realism, internal realism, relativism and nominalism. A researcher can either be influenced by a realistic or by a relative view on science (Easterby-Smith, et al., 2012). Whereas **realism** is based on facts, that already exist and therefore are true in the researchers’ point of view, **relativism** is conducted by several distinctive ways of thinking and therefore the ‘truth’ depends on different points of view that are situation- and position-related (Easterby-Smith, et al., 2012; Grey, 2014).

Coming to **epistemology**, it describes “*ways of enquiring into the physical and social worlds*”, describing the relationship between the researcher and reality, and how it is measured or known (Easterby-Smith, et al., 2015; Carson, 2001). Here again, two attributes are decisive; the

positivism and the social constructionism. Looking back to past researchers, none of them has ever supported all characteristics of either positivism or social constructionism, but were more likely to use aspects of the other view (Easterby-Smith, et al., 2012). The idea behind **positivism** is that “*the social world exists externally, and that its properties should be measured through objective methods*” and should be based on plausible observation (Easterby-Smith, et al., 2015). This method shows a connection with the ontological style of realism. The second mentality is the so-called **social constructionism**, which is premised on the people forming the reality instead of external facts and measurements. That involves peoples’ opinions based on their experiences, being exchanged either orally or non-orally. Here, a link to the epistemological feature of relativism can be observed as it is influenced by different points of view (Easterby-Smith, et al., 2012).

The author proceeded his research by combining the following methods of ontology and epistemology: on the ontological side he decided to choose **internal realism**, meaning that a vague truth exists based on facts that are somehow concrete, without accessing them carefree though (Easterby-Smith, et al., 2015). On the epistemological side, a combination of **positivism** and “**normal**”⁶ **constructionism** must be applied. Thus, internal realism and positivism go along with undertaking large surveys as they are usually rapid and economical. Mostly, the author’s questionnaire is designed with scales, but certain open questions lead to different qualitative opinions. Nevertheless, some constructionistic points, as some of them overlap with positivism, may help with interpreting the results of the survey as it allows for generalisations beyond the current sample and tolerates values of different data sources (Easterby-Smith, et al., 2015).

4.1.3 Research Design

During the process of the research design, the author converts his research question into a research project (Robson, 2002). Moreover, the chosen philosophy of the researcher has a major impact on the answering of that question. The intention of research is either classified as exploratory, descriptive, explanatory or a combination of them (Saunders, et al., 2009). Starting with the **exploratory** study, its pursuit is to form and/or improve the insights of a topic and is mostly used, if the research is about a pretty new and unrevealed topic (Robson, 2002;

⁶ Normal: derives from researchers that belief in constructing own knowledge whilst being aware of separate, objective knowledge (Easterby-Smith, et al., 2015)

Penwarden, 2014). Within the “*three principal ways of conducting exploratory research*” is the performing of expert- or focus group interviews, as well as making use of literature (Saunders, et al., 2009). The **descriptive** method should represent the precise profile of people, incidents or circumstances, in this case the participants of #youmatter WSs. Normally, this method is used within quantitative approaches, and if the direction one is heading for is already clear and if the researcher already has some pre-knowledge about the topic (Saunders, et al., 2009). Besides, **explanatory** research (Penwarden, 2014) tries to build up and explain causal relationships among variables and can traditionally be associated with quantitative research, but also qualitative research could be carried out with it (Saunders, et al., 2009; Given, 2008). **Closed-ended** questions are most common during this approach as the researcher limits the options to respond in order to receive compact answers that are effortlessly quantifiable and statistically significant (Penwarden, 2013). Nevertheless, also open-ended questions were included in the survey, or options such as “others” to gain deeper insights about individual opinions. The author makes use of a combination of the **explanatory** and **descriptive** method which goes along with a mixed approach, wherefore a questionnaire was selected. In addition, a qualitative interview with the representative of the #youmatter approach was conducted, although especially serving as a source of information. As the change initiative #youmatter/COHA was implemented in 2015, all change processes conducted are rather recent and therefore it is a topic which needs analysis with regards to finding out, whether or not the activities have been useful and effective. It seems that the initiative goes down well, but in order to find out how participants really think about it, such mixed approach is needed.

4.2 Data Collection

A researcher normally makes use of secondary data as well as primary data. **Secondary** research contains the reusing of data that has been collected in the past for other investigations (Saunders, et al., 2009). The benefit for an investigator in any field is to get an overview of all the information which is already available by seeing through all secondary data, whether it is **raw** or **compiled** (Saunders, et al., 2009). **Primary** data can be obtained by the performance of different actions, e.g. by conducting **expert interviews**. Besides, one can collect data through different kinds of **questionnaires**.

The researcher will make use of both **secondary and primary data**. The secondary data helps with assimilating knowledge in the field of corporate culture, change management and different

initiatives in order to form a questionnaire for the primary research. It is mainly performed with **documentary** and **multiple source** data. This includes online sources, books, newspapers and academic journals. The data collection was then examined to form a research question, leading the way to the upcoming analytical approach of a survey.

Moreover, another important part of data collection is called **sampling**. This term “*refers to a subset of those entities from which evidence is gathered*” (Easterby-Smith, et al., 2012). Here, you pick out a part of the **population** which can be helpful for the research, you are conducting (Easterby-Smith, et al., 2012; Saunders, et al., 2009). There are two sampling designs: **Probability** sampling includes several ways to sample the population, but a common feature is that the “*probability of each entity being part of the sample is known*” and equal (Easterby-Smith, et al., 2012). Here, the aim is to receive as many responses as possible wherefore it is especially compatible with a mostly quantitative research method. Within this paper, **non-probability** sampling has been used, although it usually goes along with exploratory and qualitative research, in which it is useless to select random members of the population. Thus, here it is useful as only a very small part of the population comes into question for being included in the study. The author identified all participants of the #youmatter WSs as the suitable **sampling frame**, thanks to a list of all possible cases (Saunders, et al., 2009). Generalizations beyond the actual sample frame should not be done, meaning that although the research outcomes might seem reliable, the author should not claim that what he has found will also occur in similar organisations (Saunders, et al., 2009). During this research, most effective to utilize was **purposive sampling**, as the researcher had a clear idea on the needed respondents (Saunders, et al., 2009). It was easy to identify which employee within DTAG had already participated in a cultural change WS thanks to the author’s connection with former colleagues while being an intern at DTAG. Those participants were contacted via email. From a target group of 262 employees at DTAG, a total of 73 have participated in the online survey, which equals 28%. Moreover, the usage of this sampling method was beneficial for the researcher as he was employed at DTAG for six months and several people from the target population know him personally. Therefore, they might have been more willing to support his master’s thesis and therefore participated in the survey (Bhat, 2019).

4.2.1 Questionnaire Design

Different forms of questionnaires help to reach the thesis objectives and should be based on the principle research question defined by the researcher. **Self-administered** and **interviewer-administered** questionnaires are possible techniques (Easterby-Smith, et al., 2012). The former happens mostly by spreading it via social media or email, with a link to the online questionnaire, which is convenient to use, especially for younger generations. The latter focuses mainly on the interviewer leading the participants through the questionnaire via phone or face-to-face (Saunders, et al., 2009).

Used within this dissertation paper is a **self-administered** intranet-mediated questionnaire, which fits for quantitative research (Saunders, et al., 2009). It was only reasonable to send the survey to the participants by email, as it saved time, money and did provide a high guarantee that the survey would be received. Nevertheless, just a small sample of employees of DTAG was needed, with 262 out of almost 220,000 possible employees. The self-responsibility of each participant entailed the ease of receiving responses as the author sent an email with a link to the survey to the sample group (Easterby-Smith, et al., 2012).

Before sending the survey to the potential participants, the author pilot-tested the questions. They were developed in order to address the hypotheses down below, representing a mixture of questions, which will be explained in the next chapter. Thanks to several volunteers at Deutsche Telekom, he received feedback and made some adjustments before he finally sent it out in July 2019. The participants had two weeks to fill in the survey containing 21 questions as well as few general questions. Most of the questions directed to participants of #youmatter WSs are standardised, thus some non-standardised qualitative research questions are additionally used. A short introduction about the survey was given, explaining the background of the research and the aims of the questionnaire. The researcher decided to write the questionnaire in German as it is the mother tongue of 95% of the participants. The questionnaire in English and German is part of the appendix 5 and 6. To visualize that the questionnaire covers all the information that need to be detected, the table attached in the appendix 1 shows the pre-defined eight hypotheses and includes, which interview questions are linked to those.

4.2.2 Limitations

The fact that the author used several closed questions within his survey, bias in the choice of answers might have been given. Trying to avoid bias, the author always included an option such as “other”, where the respondents could write their own answer. As the #youmatter initiative is based on positive psychology and mainly focuses on strengthening the positive qualities in life, another form of bias might be given; acquiescence bias (Sarniak, 2015). This form occurs, once the sample will be positive about every question and will mostly agree with everything. Therefore, a critical point-of-view might be missing. To avoid that, the author added several open questions asking for an honest opinion and questions asking about factors, that can be improved within the company (Sarniak, 2015).

Furthermore, the limitation of not receiving former research by bachelor’s or master’s students about the topic COHA was given. On the COHA webpage, there is a section with a list of all students that have written a thesis about the topic (Corporate Happiness AG, 2019a). The author contacted several of these people, but nobody was able to share their theses with him, wherefore no comparison was possible.

As the author decided to conduct a self-administered questionnaire, the issue of influencing the participants was not given. Thus, biases concerning the researcher influencing the respondent, did not play any role in the completion of the survey. Although a rather high number of participants in the survey can be seen as a positive outcome, a percentage of almost 30% still led to small reliability and as a result, the outcomes are not representative, although the author will still draw conclusions on a smaller degree in the last chapter (Saunders, et al., 2009) Another limitation was that no former research about the #youmatter initiative at DTAG could be analysed as it had not existed before. Therefore, the difficulty was not being able to make any comparison to what the researcher had found out. A last limitation of this research was that the sample size of 73 respondents did not allow for unbiased generalisation for all employees of DTAG. The responses to the survey served the purpose of deepening the understanding of potential potency of the cultural change initiative (#youmatter). In order to fully understand its effects in detail, further research with preferably a wider range of respondents over the course of time is required.

4.3 Research Analysis

4.3.1 Interview with #youmatter representative

With the intention to better understand why Deutsche Telekom AG has decided to put an emphasis on the new initiative called #youmatter (Schnetgöke, 2019), the author has conducted an interview with the representative as well as ambassador of the #youmatter initiative at DTAG, Mrs. Elisabeth Cartolaro. Therefore, he was invited to the headquarters in Bonn and talk with Mrs. Cartolaro to gather information about several questions that came up. She is of the opinion that the concept implies effects:

"The combination of findings from positive psychology, extensive exercises and a common group process offers so many possibilities for discussion that it is impossible not to achieve an effect. To reconnect with oneself and one's environment in a new way is what ambassadors do. It's really fun." (Cartolaro, 2019)

She was able to give the author insights into why a change initiative was needed, what goals there were and what the company did to achieve them. After the interview, the author translated the questions and answers into English. This interview serves more as additional information to the literature review and will not be included in the 'Key Findings'-chapter.

1. Why was a cultural changing initiative necessary for DTAG? What was the reason for launching the initiative?

Mrs. Cartolaro is of the opinion, that the triggers were negative phenomena in the mood of large parts of the operating portion. Thanks to surveys about the level of satisfaction at work, it was found out that employees were not happy. These negative appearances included above all: frustrations, survivor syndrome⁷, withdrawal into the narrowness, a lack of commitment and willingness to support or shape change. People complained about a high level of stress at work because of working overtimes and on the weekend, receiving no appreciation of work from the boss or having no time for implementing new ideas.

According to Mrs. Cartolaro, the arguments are results of the following: First, an intensifying competitive situation was arising, which was tried to be solved with an "even more work mentality" and pressure. Besides, an "unfortunate" error culture followed by difficult business situations such as personnel reduction or restructuring, was the situation back then. Clearly

⁷ Describes "the set of shared reactions and behaviours of people who have survived an adverse event", in this case referring to the downsizing of a company (Baruch & Hind, 2000).

noticeable was also a missing leadership behaviour, preaching more of a "complaining" instead of "improving things" culture. This led to a lack of motivation and satisfaction of employees, bringing along persistent stress, burnout risk and overstrain. To add, the constant change due to digitalization must be considered which can be a strenuous acclimatisation. The realization of an inevitable change initiative matured in order to decisively counter a "chronification". Thus, with the idea to not only address people who are already trapped in a negative bubble, but to start with those who are still positively adjusted, the conception of COHA arose.

2. Which objectives did DTAG pursue with the introduction of #youmatter/COHA?

The principal task of introducing this new initiative was to strengthen the staff to create a place which embraces the well-being of its employees, increase their intrinsic motivation and as a result, increase success in their lives. The scientific findings of positive psychology are to be used and implemented in everyday work in the future. Converting the grumblers into optimists happens by word-of-mouth and with the curiosity to inquire what the others do differently to reach a higher level of happiness. As Mrs. Cartolaro mentioned above, the willingness to improve the mood at work and to avoid making a negative attitude become symptomatic, was the base. According to the interviewee, among the targets are points such as joy at work, natural and flexible hierarchies, a democracy of information, expanded scope of employee autonomy as well as encouraged dissenters.

New methods were therefore needed to address the above objectives. Thus, the new initiative had to be brought to the fore. Nevertheless, one wanted to behave in a manner of reliable predictions, since these are not possible without further ado as surprises must always be expected. However, classical change management did not involve the affected employees. That is why different methods were needed. The first one is known as "Change Facilitation", a method of change that uses the knowledge of the group. Continuously, "Design Thinking" puts the customer's needs in the foreground and hides feasibility first in order to allow mistakes to create new prototypes. Another method, "Agile Leadership" promotes cross-functional cooperation from the very first step, and "Simplicity" for a step into a less complex world. Lastly, the method COHA is a culture-changing concept that promotes innovation and employee motivation as a means to increase happiness and well-being at work.

The future viability of the company depends on the performance, motivation and self-efficacy of its employees. Consequently, the target scenario can be imagined as follows: DTAG's employees actively work on common goals with commitment and actively deal with challenges.

They look positively into the future and understand their contribution to the company's success. So, they have fun at work, feel comfortable in the team which implies that they will be happier and will be more successful in life.

3. What has the firm done to promote and establish the new cultural changing initiative?

A new initiative to approach change needs a team to prosper appropriately. In order to supply a new team with equipment to promote and establish an initiative, money is key. Therefore, DTAG invested a million euros into this approach, firstly only into one of the subsidiaries of Deutsche Telekom, T-Systems. From this money, eLearnings for the six main topics of #youmatter/COHA have been developed. Furthermore, lots of trainings have been made available to the internal rank and file, either daily WSs or a row of four WSs within a period of eight months. In cooperation with Dr Oliver Haas, the founder of Corporate Happiness AG, trainings to become a COHA ambassador were offered. The most important step from DTAG was, that they have allowed the initiative to grow. Therefore, in 2016, the initiative was started across the Telekom group. Another milestone that followed was the new naming of the initiative, “baptizing” it #youmatter.

4. What is the status quo of the initiative in August 2019?

According to Mrs. Cartolaro, the current state is as follows: meanwhile, there is a big community of 50 trained ambassadors to “preach” the ideas of #youmatter to steadily increase its popularity and prominence. Since then, the topic even crosses borders and can be used internationally. For example, several months ago ambassadors travelled to France to give a WS. On the intranet page, the #youmatter page is almost reaching the 1,000 followers, with whom they perform numerous activities. The #youmatter ambassadors are officially attached to the HR department “Culture and Diversity”; nevertheless, the ambassadors come from different group units. All content of the service features are offers, that are based on voluntariness. The portfolio of their subject matter for single employees, teams or executives can be found on the intranet page. And recently, they even cooperate with students writing their master’s theses.

5. What are the future plans of the #youmatter team?

Within the next months, the #youmatter portfolio which consist of eLearnings dealing with six topics, one-day open and in-house #youmatter trainings with five topics, as well as #youmatter team processes, will be spread nationally and internationally. According to Mrs. Cartolaro, it is not sufficient anymore to spread the word in Germany, but employees from other countries need to benefit from #youmatter, too. Moreover, a newsletter will be launched soon in order to

keep #youmatter's interested parties updated at regular intervals. As the ambassadors are trying to position the initiative as sustainably as possible, it is important to keep former WS participants motivated to continue engaging with the topic.

4.3.2 Question Design

In contrast to the sub-chapter "Questionnaire design" above, examples of questions are now used to show the different types of questions that the author chose and how those are structured. Most questions are aimed at answering the author's research questions. As shown at the very beginning, the research questions are formulated as follows:

Research Question 1: "Did the concept of #youmatter/COHA influence DTAG's working environment in the employees' point-of-view?"

- a. "Are the methods used during the culture change initiative effective and do they motivate the participants?"

Prior to sending out the questionnaire via email, the author prepared a one-pager, explaining the purpose of his research. Thanks to the **covering letter** sent by email a couple of weeks before the conduct of the survey, the sample of potential participants had been forewarned to form an opinion about the research and the author tried to convince them to support his research project (Saunders, et al., 2009). The one-pager is attached in the appendix 3 and 4.

The author decided on conducting a survey including 21 quantitative as well as qualitative main questions about the cultural changing initiative itself, ten sub-questions and five general questions about the participant's profile, which makes a total of 36. The rational of the first questions are to gather general information about the participants' knowledge and personal view of #youmatter. Question eight until twelve deep-dive into the level of inspiration, question 13 and 14 deal with specific recommendations about certain activities. The remaining main questions have the rational of focusing on estimations about the employer and improvements that are needed or that already have happened.

The questions are divided into three measurement types, aiming to answer the hypotheses and the research questions: the nominal and the ordinal scale as well as the usage of open questions. The highest number of questions within the questionnaire is **ordinal**. Also known as ranked data, it is "*a more precise form of categorical data*" (Saunders, et al., 2009). The relative position of each case within the set of data is known, even though the actual numerical measures

are not captured. The most popular form of collecting ordinal data is via the **Likert**-style rating scale. 14 **rating questions** were used within the research to find out about the participant's opinions. The researcher only applied the **5-point** Likert scale, mostly by formulating the options from "1 – by no means" to "5 – by all means". This scale prevents the participants from having to decide for a tendency as it includes a **mean** value (Saunders, et al., 2009). To add, the author **coded** all his quantitative questions with actual numbers from one to five in a logical order to easily analyse the data via MS Excel. The reason for not using the SPSS analysing software for the collected data is as follows: no statistical data analysis in relation to the hypotheses could be conducted, as the sample consists only of people who participated in the #youmatter WSs, but of nobody who did not participate. In order to see a difference, 1 = "did participate" and 0 = "did not participate" would have been needed. As the survey mostly contains qualitative data, another reason is given for not to use SPSS.

Besides ordinal questions, **nominal** ones have been used. The author noticed that they are appropriate as follow-up questions to ask for more detailed information. Those questions did only show up within the questionnaire, if in the main question a specific answer was given. E.g., in question five, only if knowledge for the topic of #youmatter was given, another question popped up, willing to know where the knowledge was acquired. A natural ordering of nominal scale does not exist. For example, if you have to select one of five continents, they "*could equally well be written in any order*" (Easterby-Smith, et al., 2012). Even though the data is descriptive, it can still be counted to find out about which category is being picked the most etc. Some questions have been used **dichotomously**, such as within question 13 of the survey, only including "yes/no" questions (Saunders, et al., 2009). Several other nominal questions with five and up to 14 options to answer are being used, too. Lastly, **open questions** play an important qualitative part within the survey. With their help, valuable answers can be gathered including opinions, stating an attitude or receive facts. The participants in the questionnaire can answer as detailed as they want, because the researcher decided not to limit the word count (Saunders, et al., 2009). **Probing questions** have been used to "deep dive" into a given answer. Normally formulated like an open question, they ask for a particularity, e.g. as in question 7.1 "Recommendation: yes/no, why?", where the participant describes why he would or would not recommend the programme #youmatter (Saunders, et al., 2009).

Certain questions about gender, age, etc., were asked at the very end. The author decided to put them last as of the following reason: as some people might feel uncomfortable answering these questions, as they give hints concerning your person, they might be less willing to continue the

questionnaire, if asked at the beginning. By reaching these questions at the end, the feeling of having arrived at the end of the questionnaire is conveyed and can motivate for the “final spurt”. Having described the procedure of creating the questionnaire in detail, the next sub-chapter will deal with the actual analysis of the data collected and certain correlations will be described. Moreover, the author is going to touch upon the hypotheses designed, after the analysis of the survey data and will either affirm or deny them one by one.

So, when following the link to the questionnaire, which was sent by Mrs. Cartolaro, the first page that popped up, served as an introduction. The author shortly explained his current situation, gave thanks to the people that had supported him and underlined, that the participation in his survey is of utmost importance as no research about the success of the culture changing initiative had been done to this point. Not to forget, he assured the confidential treatment of their data, the anonymity of the attendees and that participation was voluntary and could be stopped at any time. Lastly, the researcher added the information, that the completion of the survey would take no longer than nine minutes.

4.3.3 Summary of Responses

To find out about how effective and sustainable the cultural change initiative has been in the last years, a questionnaire addressed to participants of #youmatter WSs has been developed. All participants received a link via e-mail and answered the questions in the German language. In this sub-chapter, the quantitative as well as qualitative questionnaire results are being summarised by the researcher. To start off, although the questions about the participants’ profile have been placed at the very end, they will be presented in the beginning of this analysis, so that the reader gets an idea of who participated in the survey.

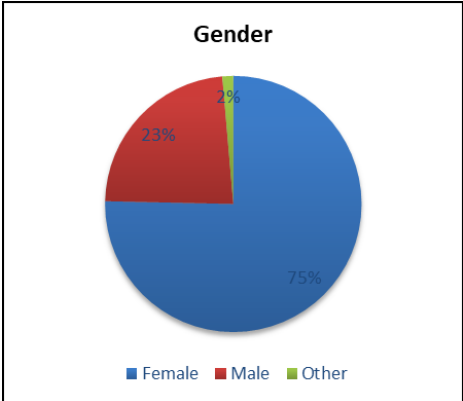


Figure 5: Gender distribution (created by author)

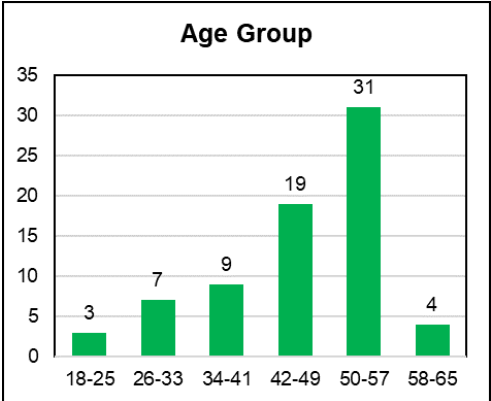


Figure 6: Different age groups (created by author)

The participants within the survey were mostly females, with a total of 55 women filling it out. Additionally, 17 men participated in the survey, followed by one person who most probably did not want to indicate the gender affiliation. Having a look at the different age groups, around 42% of the participants were between 50-57 years old, followed by 26% with an age between 42-49. Therefore, almost three quarters of the sample population of WS participants are between 42-65 years old. Roughly said, people from those generations either belong to “generation babyboom”, born between 1946 and 1964 in the post-war years, or to “generation x”, born between 1965 and 1980 (Gibson, et al., 2009). “Babyboomers” rather embody characteristics that entail statements such as "Work has the highest priority", aiming for executive positions and working team oriented. In contrast, “generation x” aims for a materially secured life as well as a high quality of life, whereby work is not put before personal needs. Furthermore, development opportunities must be given in their job position (Gloy, 2018). About 25% of the participants are being referred to as “generation y”, those born between the early 80’s until the late 90’s who have witnessed the internet booming as well as globalisation. In this survey, the “Babyboomers”, who represent the highest number of the three generations, thus seem to be interested in improving their working environment and do not represent the “live to work”-mentality, as mentioned above. The approximate median age of the survey’s participants is 47 years (rounded up), which is rather old for such a modern firm.

Coming to the field of work the participants are employed in and the number of years of company affiliation, the charts give the following information:

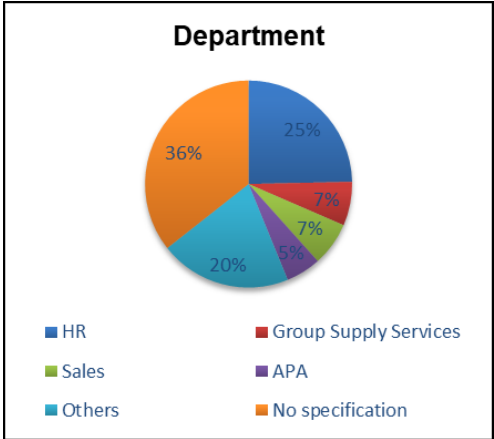


Figure 7: Departments participants work for (created by author)

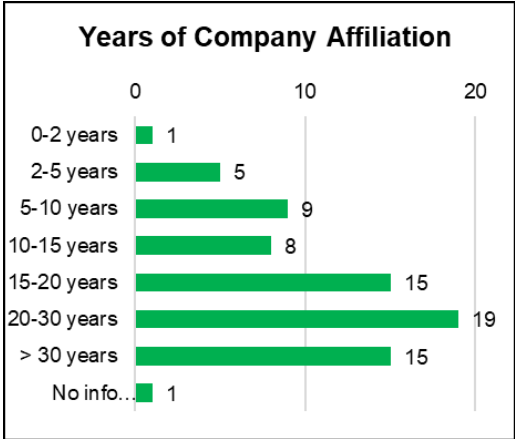


Figure 8: Years of affiliation of participants (created by author)

First of all, more than one third of the participants did not want to give any specification, most probably in order to avoid giving hints towards their identity. Nevertheless, 25% said that they

work within HR, which makes sense as this is the department, which is mostly included within cultural changing initiatives. Also represented is the department of Sales, APA (Appraisals & Promotions) and Supply Services, the latter engaged into real estate-management. Those three areas of work make up around 20%, as well as an apposition of different other fields such as accounting, customer finance or IT. 34 out of 73 people are working for DTAG between 15 and 30 years, which is around 45%. Moreover, the number of people working at DTAG more than 30 years represent a 21%. Only 6 people have been working for the company for less than 5 years. The author assumes therefore a rather low rate of fluctuation within DTAG and it seems that employees feel attached to their employer.

Continuously, the separate questions of the main part are being assessed and analysed. The entire questionnaire, including full questions and response options, can be examined in the appendix 5.

The **first question** dealt with the current emotional state of the respondent. 74% of them were either feeling “good” or “very good”. Furthermore, 25% answered with “neither...nor” and one participant felt “bad”.

The **second question** dealt with the way of hearing about the #youmatter initiative. By far the most participants (67%) reported having heard about #youmatter thanks to colleagues or superiors. The second most named reason was because of speeches/talks (25%) and thirdly, they read about it on YAM (14%). Another way of receiving information on #youmatter was through activities or challenges. Below the option “further”, some people indicated “email” as well as being part of the pilot group (4%) or through the participation in ambassador trainings (7%). The reason, why adding the percentage values would exceed 100% is because of the fact, that several answers could have been given. 15 people have indicated at least two out of eight options, including those from the section “further”. Therefore, the strongest way of spreading information was through word-of-mouth, showing that colleagues have the highest influence on the decision-making of other colleagues. To add, it does make sense to organize open talks about the initiative in order to spread the word, as well as the publishing of articles on the intranet page “YAM”. As roughly 120,000 employees actively use “YAM” as an internal social media platform, the scope is tremendous (Dillinger, 2017).

The **third question** deals with reactions toward the topic of #youmatter. They are divided into three parts: The biggest part of the respondents reacted positively (56%), around 36% reacted neutrally and 8% of the respondents rather negatively. This shows that there are contrasting

views on the topic and quite a number of participants initially had a critical view on the initiative.

Question four deals with the reasoning for the participation within #youmatter WSs. The participants had six options to choose and were able to add point under the field “others”. The main reason was “self-interest” (52%), followed by “curiosity” (47%) and “recommendation by colleague or supervisor” (32%). Others also took part in the WSs because they see it as an “affair of the heart”, or for “further training” and for “self-reflection”. Another reason, that the participants indicated themselves was that the participation as a whole team was obligatory. On average two reasons for participation are being mentioned. Mostly, the respondents themselves are motivated to participate within a WS, and although most of them had heard about #youmatter thanks to a colleague, only every third person said that they joined the WSs because of a recommendation.

Question five asked about the participants’ knowledge about the different change concepts. Empirically calculated, about 60% of the participants did almost not know anything about the concepts #youmatter, COHA or positive psychology before taking part in the WSs. One quarter of the participants knew a bit about the concept already, and only 14% had lots of knowledge beforehand. From those, a large proportion indicated in question two, that they are ambassadors of #youmatter. As a **follow-up to question five**, the researcher wanted to know about how they had assimilated their knowledge by giving multiple-choice options as well as the section “others”. 19 out of 29 people, who had a knowledge about the topics, had acquired it privately. This is surprising, as only 4% out of the entire sample indicated having heard about #youmatter in private. Therefore, the topic is of personal interest for most of the people and based on voluntary nature. Lectures about the topic and information about it on YAM were other frequent answers. Again, most of the participants gave more than one answer.

Looking at the open **question six**, it deals with the way, other colleagues react, when they were told about the initiative by the participant. The multiple answers are fair to middling, as 28 answers stated, that colleagues react with interest and/or curiosity and 22 answers included “positive” as a reaction. Nevertheless, 42 times, “sceptical/critical/distant” was mentioned. Only five or less times, responses such as “neutral”, “wants to participate” and “amused” were given. One participant deepens his answer by saying that it depends on, if they already know about it or not. If they know #youmatter, they normally are impressed about it, if they do not, they are sceptical and reserved. Another one says that some describe the initiative as “hocus-pocus” or a “brain wash”, but she also receives positive reactions. Questions such as “How do

I benefit?” or “Why should I go?” are also amongst the colleagues’ reactions. To conclude, reactions towards #youmatter are very disparate and often start negatively and end up positively after getting to know more of the idea.

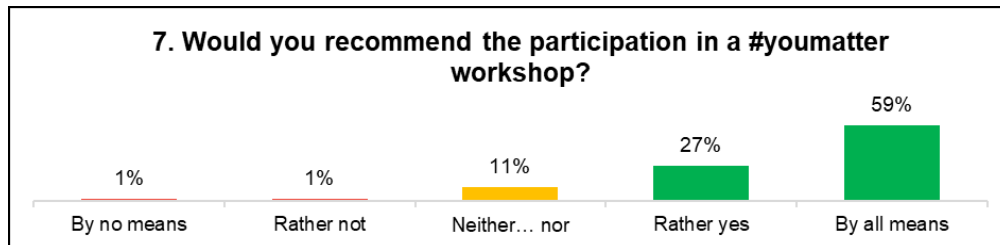


Figure 9: Participants’ percentage of recommending #youmatter WSs (created by author)

As seen above, **question seven** asks if participants would recommend the WS to colleagues. 86% of the interviewees would recommend it and only 11% are not sure about it. Overall, the results show that the majority of participants in the WSs are happy with taking part. Having a deeper look into why they do or do not recommend it, **question 7.1** was added. The most common answer for those who recommended the WSs consists of the following words: “self-reflection”, “mindfulness”, “self-awareness”, “openness” or “personal development”. The author put all those terms into one category, and almost half (47%) of the respondents, who answered openly and mostly gave more than one answer, responded with those key words. Besides that, “good & useful content” (32%) or “helpful” and “positive attitude” or “positive affects” (15%) were stated. Others can recommend the WSs because it is fun to join, change is preprogrammed, and it is useful in private and professional life. Another benefit is the exchange between DTAG employees and that working within a group creates a stronger community. Within the few negative reactions towards the WSs, the wish that executives must participate, or the comment that motivation to seek for happiness should be given during everyday work and not just within “prescribed seminars”, are brought up. Somebody also criticizes that #youmatter ought to start in the head, as that is where change begins, and another opinion says that much of the content is not being implemented after all.

Question eight and nine have a similar structure and the responses are correlated.



Figure 10: Level of inspiration on reflecting private behaviour (created by author)

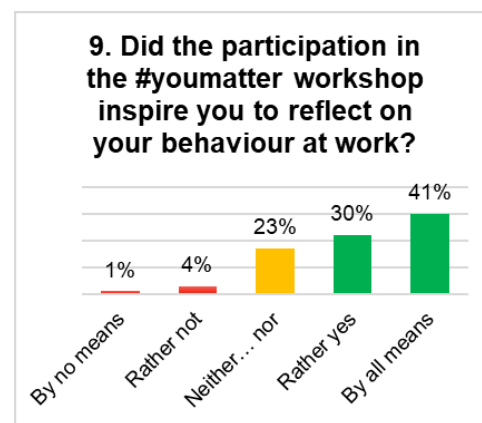


Figure 11: Level of inspiration on reflecting work behaviour (created by author)

Both questions aim to find out in how far participants got inspired by the WSs to reflect their behaviour, both privately and at work. Privately, 77% of the respondent's stated, that they got (rather or fully) inspired by the content of the WS. 19% got neither inspired nor uninspired and only 4% did not get inspired at all. At work, the level of inspiration is a bit lower. Here, 71% of the respondents got (rather or fully) inspiration from the WS about their behaviour at work, and 23% were not sure about it. The remaining 5% did not feel inspired by the WSs. Slightly more people benefit from the seminars in private life than during work. Thus, the participation within the WSs involved positive effects for most of the attendees. To add, the author was interested in why people were inspired to reflect one's behaviour, wherefore he asked for examples in **question 8.1 and 9.1**. An overview of the keywords is attached in appendix 10.

For both questions, the respondents were really open about their experiences after the WSs and gave a wide range of examples: **concerning private life** they mentioned successfully dealing with the separation of their partners, valuing the time with and dealing with family, being more conscious and attentive about themselves and about others, or by taking part in the "stop complaining" challenge, they complain less. Other interesting examples that should be mentioned, are to spend less time on the phone, do yoga, be active, just do things, have visions, greet people, spend time with yourself, focus on the basics or just being thankful about life. **At work**, the respondents focused on mindfulness, also participated a lot in the "stop complaining" challenge and the way of interacting with colleagues, supervisors and stakeholder, has been perceived consciously. The simple act of greeting somebody at work and creating positive energy has been applied to make a change, too. Due to the respondents, making use of your strengths at work matters a lot in order to become successful. The fact, that so many different

positive things are being drawn from the participation within the WSs, the author sees the importance of the initiative.

Having a look at **question ten**, the attendees of the survey are being asked about the level of inspiration, when it comes to the willingness to achieve a stronger sense of unity. Out of 73 participants, 41 answered with “by all means” or by “rather yes”. Still, one fourth is not sure about the level of inspiration and another 18% do not feel inspired at all.

The following two **questions, eleven and twelve**, can again be brought together, as their quintessence is similar. Question eleven focuses on the respondent himself and his sense of belonging toward DTAG, whereby question twelve asks about the same strength of belonging but referring to employees of DTAG in general. As seen in the pie chart below, the opinions vary a lot. As about 50% of the respondents think that the impulses help to strengthen one’s sense of belonging to the company, about 30% think that they just do it moderately and 20% do not think so. The sense of belonging of other DTAG employees was strengthened more due to the WS participants; in total 68% agree on that. 15 people moderately believe in the impulses given, and eight people do not see that at all.

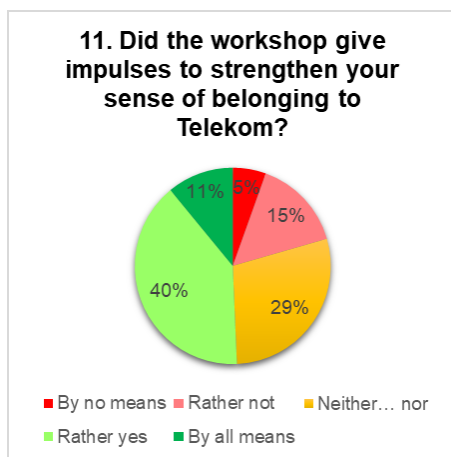


Figure 12: WSs impulses to strengthen participants’ sense of belonging to DTAG (created by author)

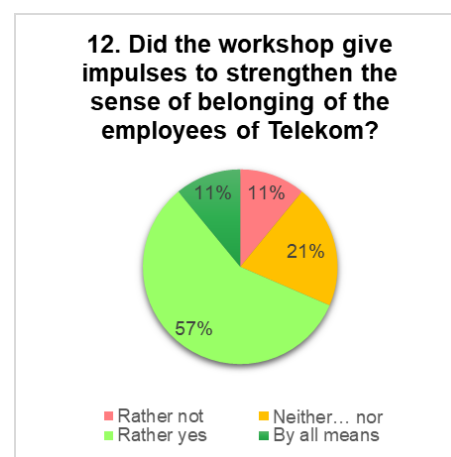


Figure 13: WSs impulses to strengthen employees’ sense of belonging to DTAG (created by author)

As follow-up questions in case that participants do think that the WSs gave impulses, the researcher wanted to know about the different kinds of impulses. The following multiple-choice options were given (percentage of ticked boxes per question 11 & 12 in parenthesis):

- Friendly working atmosphere (57% / 48%)
- Team motivation (60% / 64%)
- More strength orientation
- More feedback (38% / 40%)
- Equal treatment / fairness (11% / 20%)
- More optimism / joy of life

(65% / 50%)

- Transparency (16% / 24%)
- Esteem (87% / 74%)

(73% / 56%)

- Participation / employee involvement (32% / 30%)
- Others (3% / 4%)

On average for **question 11.1**, 4.4 options have been ticked, seeing that from the 39 people that indicated “rather yes” or “by all means”, at least two options have been chosen. Under the top three, one can find “esteem”, with 88% of the participants agreeing on it, “more optimism / joy of life” with 69% followed by “strength orientation” with 62%. Two terms that are not often found to be given as impulses within WSs are “transparency” and “equal treatment / fairness”. Therefore, the #youmatter ambassadors might think of ways to include those two topics more within the seminars. Only one participant shared a thought under “others” which is cited below:

“To get the opportunity to do something for oneself and one's own life and to get competent instructions. This is made possible during working hours and far away from everyday working life in a relaxed, great and appreciative atmosphere.”

Within these sentences, it is recognizable that a high level of appreciation is given, as he is thankful for the possibility of participating within such WSs during working time. Although he was the only respondent to take the time to share his appreciation, there might be others, who feel similar.

Having a look at **question 12.1**, 50 people got forwarded to it. They ticked an average of 4.1 options, with the most popular answers again being “esteem” being ticked by three fourths of the respondents, “team motivation” by 64% and “more optimism / joy of life” by 56%. Another person shared his/her thoughts by saying that *“To be able to show understanding for each other, to be considerate and to recognize that everyone thinks and may think individually - also at work”*. In other terms, that means that showing empathy at work is essential for a pleasant working atmosphere.

Question 13 is a nominal-scaled question with options to tick either “yes” or “no”. Below, an overview of the participants responses in percent value are shown as well as the options that were given:

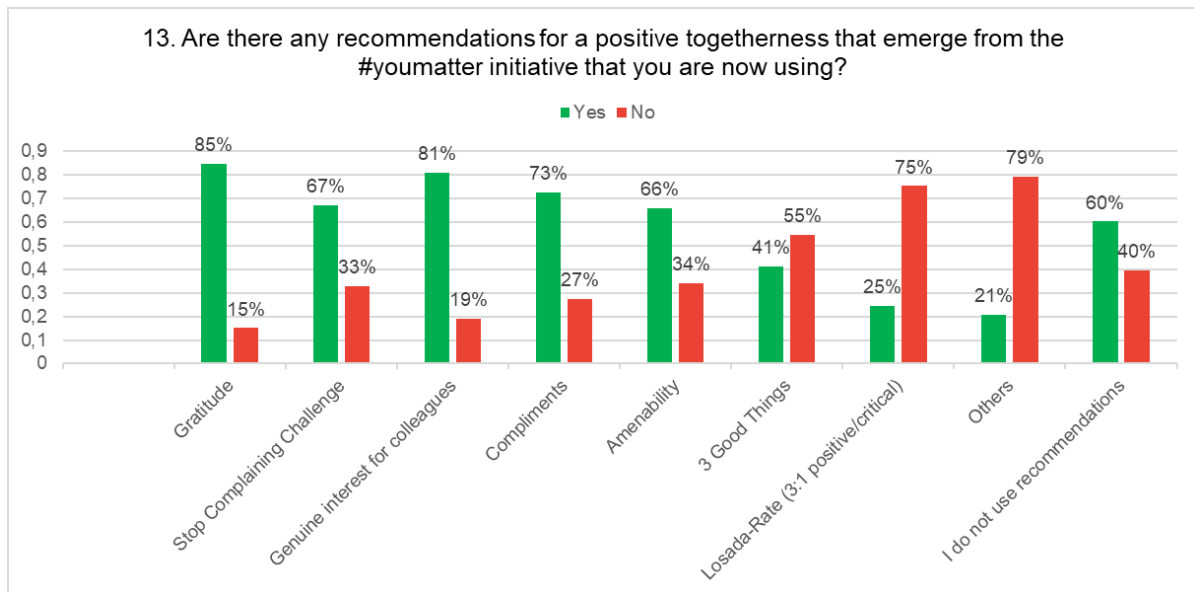


Figure 14: Recommendations used after involvement in #youmatter (created by author)

The answers to this question do strengthen the claim that the initiative is useful as people do not only participate in it but also recommend it. The most popular recommendations used are showing “gratitude” by 62 participants, “genuine interest for colleagues” by 59 and giving “compliments” by 52. Frequent participation in the stop complaining challenge is also given. The concepts “3 good things” as well as “Losada Rate” are not yet at their peak of relevance. Additionally, mentioned under the section “others” are terms such as “elephant cord”⁸, “Zorro circle”⁹ and “strength orientation”.

Conspicuous is that although 29 out of 73 participants have indicated, that they do not use any recommendations at all, 62 people have indicated that they make use of showing “gratitude”. Theoretically, only 44 people would use recommendations at all. But as this does not match, the author is of the opinion, that the last option to tick, “I do not use recommendations (then "No")”, was confusing for a large portion of the sample. Concerning the three recommendations “gratitude”, “genuine interest for colleagues” and “amenability”, they are being used by 18 out

⁸ Method based on the fact that young elephants are being tied with thick ropes to big trees to not run away. When they are grown up, a weak cord and a small tribe is sufficient to keep them within position. As they are “inside a box”, they will not try to run away, although it would be easy to, but they remember past bad experiences of feeling pain while trying (Hengl, 2011). Humans also suffer from imaginary cords as of bad incidents in the past. Therefore, this method serves as a way of surpassing that obstacle and go “outside the box” and dare to do things.

⁹ Method based on the idea that people do not leave their comfort zone in case that tasks are overestimated. Therefore, smaller tasks help to discover an inner belief of being capable to do more (Tischelmayer, 2016).

of 19 respondents that indicated that they are feeling great. Hence, the author derives that the usage of impulses can affect the degree of welfare.

The subsequent **question 14** again addressed the recommendations by asking, whether they have come into effect or not. About 82% of the people do think that the recommendations used are being effective, with 19 people having ticked “by all means” and 41 that ticked “rather yes”. Only four people did not think that any of the methods are effective and another four people did not use recommendations at all (does not correlate with information given in the last question). Then, in **question 14.1** the researcher even went into more detail by asking about the favourite recommendation to use. The two favourites are by far the stop complaining challenge (33%) as well as to show gratitude (30%). Also, amongst the most popular are to give “compliments” and use “3 good things”¹⁰. Besides, self-reflection, energy management, “attitude is a choice” or “devotion” within the team were mentioned.

In order to not only test whether the participants of the WSs, but also their supervisors live out the values of the cultural changing initiative, **question 15** was posed. Half of the participants agree, that their executives rather or fully exemplify the values of #youmatter, independent of whether they know the initiative or not. Another 21% are not sure about it and 20 percent rather or not at all are convinced of their

15. Do your executives exemplify the values of the #youmatter cultural initiative?

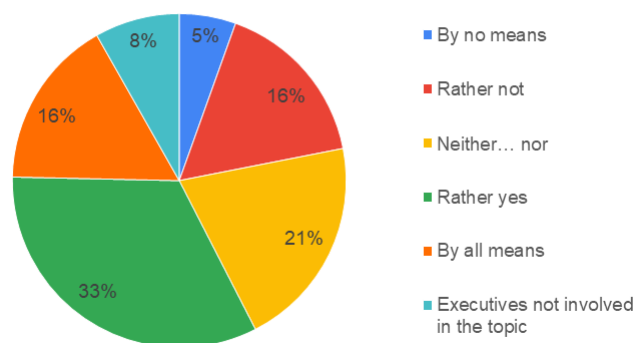


Figure 15: Executives exemplifying values of initiative (created by author)

supervisors living it out. Another 6 people chose that their executives are not involved in the topic, wherefore it was not possible to give a statement. In hindsight, the author would not have given the latter option, because some executives might exemplify values from #youmatter unconsciously, without even knowing the concept. Concluding, one can say that the initiative is on track to also include managers within the initiative, but there is still air upwards.

Question 16 asked the participants, if DTAG should focus more on #youmatter. More than 80% voted to increase the focus on it, 14% are not sure about it and 5% do not see it as

¹⁰ Method used to write down three good things that happened each day, providing a causal explanation for every good thing (Seligman, et al., 2005).

necessary. Of those 5%, everyone indicated to be in a “neither...nor” mood. So, a clear majority is of the opinion that more focus is needed in order to rise success of the initiative.

Question 17 asks the respondents if, #youmatter is being positioned sustainably enough. This goes along with the previous question as only five people perceive it as positioned fully sustainably, and another 24 (33%) as rather sustainably placed. Nevertheless, 27% of the participants see a lack in sustainability when it comes to the topic and another 33% do not really know. This suggests that after having participated in the WSs, the learned topics might get pushed into the background again and continuous activities might not be enough.

In **question 17.1**, the participants are being invited to justify their answers. About 23% of them agree, that there are lots of activities; e.g. within the intranet page YAM, the topic is being positioned and deepened in the form of learning modules, WebEx appointments, emails, and thanks to challenges, initiatives and open speeches. These are ways to make the topic better known and more accessible for employees not only from Germany, but from all over the world. Anyway, a large number of participants expressed some form of dissatisfaction about the placement of #youmatter. One of the main points is the lack of involving executives into the topic as this is the only way to place the topic sustainably and credibly. Furthermore, the link to use the content of the WSs in everyday life is not sufficiently given and lots of employees simply do not know about it. Some participants even think that such an initiative would only make sense, if it became a must-attend event. Due to voluntariness, most employees will not participate as the excuse of lack of time will be given. From the outside, the topic might seem esoteric as the WSs are given within closed groups. Another criticized point is, that it is only positioned within the Bonn (headquarters) area but not really beyond that, e.g. in Switzerland or Austria. One example given by a female participant is the following:

Unfortunately, not [placed sustainably]. For example, we have had the so-called Value Tree in the office for months which was even “filled out” and “equipped”, but unfortunately the placed values are not thematized, let alone discussed.

Such example shows the temporary excitement of some employees, until getting back into the daily grind. Lastly, someone expressed that it is not enough to run #youmatter as a cultural changing initiative but rather place it as part of DTAG’s corporate culture. Like that, it would no longer be “add on” in the transformation process but it could become an important part of an entire culture. Resuming the information gathered from this open question, the author rates

it as mostly positive. Participants not only yearn for more presence of the topic in general but even make suggestions on how to strengthen #youmatter to make it more sustainable.

With **question 18**, the author wants to find out, if the participants' awareness of life satisfaction and well-being at Telekom has improved after attending the #youmatter WSs. Here, almost 70% think that their awareness has improved, while 21% are not sure about it. Only 12% of the participants rather not agree that their awareness of satisfaction and well-being at DTAG has changed positively.

The upcoming multiple-choice **question 19** was used by the researcher to gather information about whether the participants current working environment needs to be improved.

The respondents were able to pick as many of the following 14 options:

- Own attitude (30%)
- Open / honest communication (52%)
- Equal Treatment / Fairness (32%)
- Workload (37%)
- Sickness rate (19%)
- Appreciation of work (55%)
- Vigour within the team (37%)
- Confidence building (38%)
- Aspects of life satisfaction within yourself (18%)
- Employee participation (19%)
- Dealing with stress (45%)
- Transparency (34%)
- No improvement required (8%)
- Other (6%)

Among the main things that need improvement at DTAG are the “appreciation of work” with 55%, an “open and honest communication” with 52% and “dealing with stress” for 45%. As illustrated above, another six options reached more than 30% encouragement from the participants for the need of change. Only 8% of the people think that no need for improvement is given. On average, 4.3 answers were given per person which shows that although #youmatter as an initiative exists, there is still a lot to be done to create an even more pleasant working atmosphere at DTAG.

A logical subsequent question then is in how far #youmatter can go and inspire employees to improve some of the above-mentioned aspects. In response to this open **question 20**, the author noticed that some respondents did not exactly understand the question. This assumption arrived as one fourth of the participant's answer was either a question mark or just a blank box. 5% think that there is no need for improvement within their working environment, wherefore no need for inspiration is necessary, neither. The three most common ways of suggesting how

#youmatter could improve aspects of the above-asked question were through different impulses given within the WSs (16%), making it a “must-attend event” (12%), or including more executives and supervisors within the WSs (11%). Although no prescribed answers were given, the participants were quite in agreement here. Other mentioned ideas were e.g. that #youmatter can inspire to change the own attitude including attributes such as mindfulness, questioning, awareness, more serenity and reflection, open and courteous interaction, focusing on the essentials and finally to organize monthly corporate challenges. To give a last example of a participant’s statement, the following was pointed out:

I suspect the causes behind some cases of illness to be personal dissatisfaction (business or/and private). #youmatter could help to become aware of things and then take countermeasures.

Having reached the last **question 21** (multiple choice), the mentioned areas from question 19 are being repeated, in order to find out, which of them have changed after the contact with the #youmatter WS. By far the most coherent area that has changed after #youmatter is the “Own attitude” with 74%. Thus, #youmatter especially focuses on every individual and tries to change what happens within their own head. Aspects of life satisfaction within yourself also improved due to 44%, as well as “dealing with stress” (32%) or “Appreciation of work” (30%). Eleven participants (15%) are of the opinion that nothing has changed. Concerning the other nine aspects, the #youmatter team should try to draw on them in upcoming events and WSs. Averagely, 3.2 options were chosen per participants within this question, excluding the eleven people that have not seen any improvements. Most probably, the core ideas such as approaching everything with positivity or appreciation of life get conveyed without lots of effort. Therefore, more complex topics need more time to get internalized.

One last follow-up open **question 21.1** was asked to receive more details about what exactly has changed within the previously mentioned areas. As it was a voluntary question, only 35 answers were given, which is less than 50% of the participants. Nevertheless, the researcher gathered some last valuable data of given examples. Here, the answers can be divided into two categories: personal and professional change. On a personal level, the most common answer was the positive attitude, mentioned by 9 people, followed by self-reflection and consciousness. Moreover, there was talk of more serenity and trust towards others as well as a higher level of gratitude and appreciation. Moreover, one participant is more motivated to take happiness into his own hands, another one is more composed and sees change as something positive now. To add, one woman questions her negative feelings and perspectives. Having a look at what

changes on the professional side, most of the comments are with regard to colleagues. Especially, there is more acceptance within the workplace and more awareness for colleagues exists, without judging anybody. Also, dealing with colleagues is more open and friendly. Therefore, also the effectiveness of teamwork increased. Another example is that targeted strength orientation helps to search for and find the "feasible" within the company. The idea behind this is, following the positive psychology, to further strengthen one's strengths. Another benefit at work is the stress resistance as well as the reduction of stress.

4.3.4 Hypotheses Review

After having summarized the collected data in detail, the author aims to refer all the results to his hypotheses formulated in the very beginning of the research paper. Thus now, hypothesis by hypothesis is looked at to establish a conjunction to the answers of the participants within the thesis.

H1: #youmatter strengthens self-efficacy. (affirmed)

In order to respond to the first hypothesis, several questions within the questionnaire aimed at identifying employee satisfaction with the participation in the initiative (7), employees' willingness to reflect on personal (8) and professional (9) behaviour, as well as individuals' perception of the effectiveness of the #youmatter initiative (14). While satisfaction averaged a 4.4 on the Likert scale among all 73 participants, reflection averaged 4.2 on personal behaviour and 4.1 on professional behaviour, with an overall conviction of the initiative's effectiveness evaluated at 4.1. These quantitative results, in combination with the qualitative responses, e.g. on questions 21, which presented change as a dominant effect of the initiative, suggests that **H1 is in fact true**. The answers to question 20 and 21(1) confirm that the initiative not only inspires to change the own attitude, but actually changes it. Furthermore, it is worthy to mention that respondents most strongly believed in the #youmatter initiative's ability to inspire through sending the right impulse within the WSs, or to make the event obligatory for every employee (20). Question 7.1, which gathers information on why people recommended the #youmatter WS, shows that almost 50% of the respondents stated, that they would recommend #youmatter, because of a positive reaction towards their own "self-reflection", "mindfulness", or "personal development". Also helpful is the mentioned positive attitude, which supports in believing in yourself and allows you to achieve your goals with verve. Question 8.1, as well as 9.1 also support the idea of a stronger self-efficacy, by the given examples. Looking at some qualitative

data, a few participants have dared to take the step of ending their unhappy relationship after years or they put a focus on spending more time with their families or simply do things by leaving their comfort zone.

H2: #youmatter reduces stress factors. (slightly affirmed)

Coming to the second hypothesis, especially question 18, 19 and 21 are helpful to come up with a conclusion. Firstly, the improvement of the awareness for well-being at DTAG (18), asking for an opinion about necessary changes within the workplace (19) as well as then looking at what of those necessary changes have changed (21), lead to answering H2. By looking at the results of question 18, one could interpret that the improvement of life satisfaction and well-being at DTAG, with an average of 3.8, has a small effect on stress reduction as well. Although the qualitative data of question 19 shows that 45% of the participants see a challenge in “dealing with stress”, as this is one of the most selected options that currently needs improvement, the answers of question 21 show, that “dealing with stress” is one of the points that has improved most since the implementation of #youmatter (31%). Thus, the author believes that the **initiative** gives inspiration to **handle stress** effectively and **slightly reduces** its degree. At the end of the day, it is every individual who must deal with stress on his/her own. But this is where the initiative comes in to support participants in how to deal with or even get rid of too much stress. For example, one of the modules, energy management, explicitly deals with the reduction of stress. Moreover, a positive relationship with colleagues may be a benefit for better dealing with stress, as mutual support can reduce it.

H3: #youmatter leads to more success. (cannot be proven)

This hypothesis is very broadly formulated with the idea that everyone has a subjective perception of success. Here, the measurements of the level of satisfaction/well-being (18) serve as a benchmark to success. Although the idea of #youmatter/COHA is, that once people are reaching a high level of satisfaction or well-being (Haas, 2015a), they automatically become more successful in life, this statement must be proven in reality. Since the collected data gives several indications to an increased positivity among #youmatter participants, these employees are more willing to achieve better performance. To give an example, some participants stated in question 9.1 or 21.1, that they can more effectively use their strengths since being involved in #youmatter, which also leads to more success at work. Furthermore, the hypothesis can be related to success of the company. Working effectively as a team also brings along success, which was achieved in the eyes of 64% of the participants (12.1), stating that the WS especially

gave impulses in the field of “team motivation”. To sum up, it is rather the **personal success of the participants** that **increases** through changes in their attitude, but the **success of the company cannot be proven** with the help of this research.

H4: #youmatter leads to team strengthening. (rejected)

Referring to the fourth hypothesis, the outcomes of several questions that deal with a feeling of unity within the department (10) or with recommendations to achieve a positive togetherness (13), are marbled and divided. With a Likert-scale average of 3.6, it cannot be claimed that the WSs inspire to reach a stronger level of togetherness within departments, as 44% of the respondents do not see a positive change in unity. Thus, after analysing question 13, the author found out that on an interpersonal level, more human interaction and real interest for the colleagues is visible, as 81% of the participants specified a genuine interest for colleagues. Evaluating the participation within WSs in general, you get to know your colleagues better, working within a team becomes more of a routine and the group usually unites. Another plus is the attitude that changes positively due to almost half of the participants, also regarding being more tolerant with fellow human beings (7.1). Regardless, it must be said that the outcomes indicate that the **team strengthening** within different departments **does not get stronger**. Thus, on a personal level, more interaction with colleagues is given. Here, the author recommends further qualitative investigation to question the reason behind those results, as it was outside his scope for this research paper.

H5: #youmatter strengthens self-reflection and self-esteem. (partly affirmed)

Especially, the constantly repeating term “self-reflection” plays an important role within the concept of #youmatter. For example, within one of the six topics which is included within the WSs, “attitude”, self-reflection is being pointed out as well. For 18% of the interviewees, one of the main reasons in participating in the WSs was self-reflection (4). In response to the question of whether the WSs would be recommended to others, 15 people again cited self-reflection as the reason (7.1). The very last question found out that in the eyes of 74% of the WS participants, the area which has changed was their “attitude” (21). When asked to concretize their answer by giving examples, self-reflection again was one of the most common answers (21.1). Not to forget the quantitative questions referring to reflecting the private (8) as well as the professional behaviour (9), show that the average value of private reached 4.2 and of professional behaviour 4.1. Therefore, the high amount of different answers endorses the fifth hypothesis that self-reflection got strengthened. Notwithstanding, there has never been any talk

of a strengthening of one's self-esteem. Of course, it can become stronger by changing your attitude, but #youmatter does not put a focus on it, as the ambassadors do not stand in front of the groups to play a personal motivator, but more to make you think and reflect about yourself and your surroundings. Therefore, **#youmatter influences one's self-reflection but not one's self-esteem.**

H6: #youmatter increases attractiveness of employer. (cannot be proven)

For the purpose of finding out whether the initiative increases the attractiveness of DTAG, the selected questions will help in justifying the authors' statement. With a Likert scale average of 4.4, a very large proportion of the respondents (86%) stated their satisfaction by recommending to participate within the #youmatter WSs (7), which also makes their employer more attractive in their eyes. Looking at question 12, almost 70% believed that the WS gave impulses to strengthen the sense of belonging of the employees towards Telekom. By summarizing in how far colleagues react, when they hear about #youmatter, the outcomes shed another light on answering the hypothesis. 58% of the participants said that others react sceptical and distant when hearing about the topic. Out of this it can be deduced, that the active communication of #youmatter is not shaped attractively and effectively enough. Additionally, this shows that the presence of #youmatter is not enough to increase the attractiveness of the employer, but the engagement within the initiative shows good tendencies. As a result, the **hypothesis cannot be answered** as the author can **neither affirm nor deny** it.

H7: #youmatter increases well-being factor of employees. (partly affirmed)

The penultimate hypothesis is being addressed by a wide range of questions. They deal with the level of satisfaction with #youmatter (7), with the reflection of one's behaviour (8, 9), which are of quantitative form, or qualitative questions dealing with the usage of recommendations (13), an improvement of happiness at DTAG (18) and finally, which areas have changed after the participation within the WSs (21). To start off, the average Likert-scaled values of question 7-9 have already been mentioned and they speak for themselves. Participants are happy with the WSs and therefore recommend them (4.4) and are being inspired by reflecting their private and professional behaviour (4.2, 4.1). As self-reflection can lead to inner peace and to the realization that one decides about his/her state of mind by him/herself, a tendency into reaching a better mood is given. Especially question 18 is about finding out, whether the participants' awareness of life satisfaction and well-being at DTAG has improved. 43% of the contestants' awareness has rather improved, another 25% indicated that it has "by all means". So, the

majority believes that the initiative does rather increase their welfare, on the Likert scale with a median of 3.8. The participation within the “stop complaining challenge” also positively influences the mood of the participants as they try to minimize the niggling and moaning. Question 8.1 as well as 9.1 found out that most respondents got inspired by the challenge in order to change their conduct in the future. They realize, that with a positive attitude they can be more productive and “infect” others to feel the same way which matches with the idea of training employees to become ambassadors. The outcomes of question 13 fortified H7, as several recommendations are being used, thanks to the Ws, that increase the well-being of DTAG’s employees. For instance, showing gratitude for 85% of the interviewees, showing real interest in colleagues for 81% and giving compliments for 73%. Finally, question 21 gives another indication toward the hypothesis as life satisfaction within oneself increased due to 44% of the participants, which makes it the second most picked option. Similarly to the explanation of H6, the self-reflection of the participants is high which proves a **high well-being factor on a personal level**, but the togetherness is rather low which leads to **less increase of well-being within the company**.

H8: #youmatter raises attachment towards a company (rejected)

Reaching the last hypothesis, in particular questions 11 and 12 offer the best indications concerning an affirmation or rejection towards it. These questions deal with the employees' sense of belonging to DTAG, both in direct relation to the interviewees and to the employees as such. While the impulses for the interviewee’s sense of belonging averaged 3.4 on the Likert scale and the same impulses for the employee’s belonging with DTAG averaged 3.7, the outcomes do not speak for a rise of attachment. Basically, the participants did not realize any attempts from the #youmatter team to strengthen the relation with their employer, but a slightly bigger part believes that employees in general get more attached towards DTAG. Question 10, which can also help in answering the hypothesis, by finding out if #youmatter inspires to increase the level of unity within your department or not, as well gives a vague number to support or refute the hypothesis. Although the findings do not convince the author to tend in either direction, he rather says that there is **no given synergy between #youmatter and an attachment towards a company**.

Chapter 5 – Results and Discussion

Within this last chapter of the thesis, a summary of the researcher's findings after conducting the questionnaire about the #youmatter initiative, interpreting the responses and finally suggesting what can be done research-wise in future years, will be given.

5.1 Key Findings

For the purpose of providing useful data for the reader, the author is going to summarise the most meaningful findings given by the respondents of the questionnaire. First of all, it can be said that the topic of #youmatter encourages DTAG's employees to discuss about it, thus, it leaves free space to what each individual takes from it.

In the purpose of correctly interpreting the outcomes in relation to the hypothesis, the author positioned himself into a bird's-eye view. Thereby, he categorized the hypotheses into three groups. H1, H2, H5 look at the individual participant, H4, H6, H8 look solely at the corporate level, and H3 and H7 can be referred to both personal and professional points-of-view.

Interestingly, the hypotheses that deal with personal changes such as self-efficacy, reduction of stress or self-reflection, were affirmed by the researcher. This shows that the participants' inner surface and attitude has been developed and strengthened thanks to the WS effects.

Although the topic of togetherness is being addressed within #youmatter, it does not seem to strongly influence the participants' perception for a better team spirit (on a professional level), let alone increase the attractiveness of an employer towards the participants or to employees that have not participated yet. Moreover, there is no evidence of an increase in the feeling of belonging to the employer. Another critical point is that the respondents do not see pure success with the initiative without sufficiently including executives within the programme. There is a need for leading examples in order to raise awareness. Moreover, the topic is not positioned sustainably enough, meaning that after the termination of the WSs, most people fall into old habits. So, focusing more on a sense of unity could help to create an overall positive working environment and affectively cooperate with colleagues at work to achieve company goals easier.

This goes along with what Dr Oliver Haas, the founder of COHA, stated within an interview about the initiative: It is first and foremost a "*matter of enabling people to grow personally*" (Betz, 2018). Continuously, the entire company can profit from such behaviour and colleagues may weld together, and the feeling of belonging to a company may grow. But this does not happen overnight and only reaching personal growth is not enough to fulfil the expectations

that DTAG has towards the project. Therefore, the next steps are to focus on teambuilding processes and ways to increase the attachment of employee's towards DTAG.

To finally address the research question, "Did the concept of #youmatter/COHA influence DTAG's working environment in the employees' point-of-view?", the author will answer with "rather not". As seen above thanks to the hypotheses testing, the working environment has stayed more or less the same as participants only mention a personal change within themselves. Most participants do recommend participating in the workshops, because of personal development that they experienced. A stronger sense of belonging is just being felt by half of the participants, which does not positively affect the working environment, either. Only two recommendations, that emerge from the WSs and that point to a better environment at work, are showing gratitude and having a genuine interest for colleagues. A big majority of 81% of the participants wishes that their employer puts more focus on #youmatter.

Moreover, DTAG misses out on not including all executives in the initiative. With their help, it is more realistic to reach an actual change within the working environment. But roughly said, an amount of around 250 out of thousands of people cannot make a difference without the support of leadership teams. The author does not want to badmouth the initiative as clear changes within the personal development of employees are visible. Nevertheless, this only represents a cornerstone of #youmatter, and does not make the initiative clearly "visible" for colleagues that are not involved yet.

Concerning the sub-question, "Are the methods used during the culture change initiative effective and do they inspire to change the participants' behaviour?", the author will answer with "rather yes". As stated above, the methods focus more on private behaviour than on behaviour at work. The so-called "Stop Complaining" challenge was successful and made people reflect a lot on their attitude. Within the last question of the survey, 85% of the participants underline, that certain areas have been changed after the WSs.

To shortly address the title question, "How effective are cultural change initiatives?", in the author's opinion it clearly is the effectiveness of preparation that leads to triumph with a new strategy, as well as the people who are involved in it. With a clear structure, the involvement of executives and with the inclusion of all employees of a company, a cultural change initiative will most probably bear fruit.

Here, Lewin's 3-phase model, a change management strategy, first motivates employees, then realigns and trains them to finally implement a change. The author cannot evaluate the current phase in the model, DTAG is going through, as it is out of his scope.

Furthermore, it is difficult to say, if in case of DTAG, their success has been increased or not. In order to find out, a measurement scale is needed. At the moment, a correlation between the initiative and e.g. an increase of the companies' profit margin cannot be measured and would only be based on assumptions.

5.2 Implications / Recommendations

After studying the available literature on the different subject areas and conducting the survey with the #youmatter WS participants, the author will disclose some recommendations for DTAG. Simply said, those that participated in the WSs like it, those that did not are sceptical. As also stated in the literature review about COHA, the pilot project gave interesting results and was successful. But the new initiative is still not fully established. Therefore, the author suggests the consequent step to make participation an obligation. From time to time, teams from different departments can be introduced and the initiative will slowly grow. Here, the internal ambassadors have an important role, as by the idea of the snowball effect, a critical mass can be reached. According to the motto "Make ambassadors, not war", more national- and international-wide trainings need to be offered in order to increase the initiatives' importance.

The implementation of a new change initiative usually "shoots for the stars" and aims for various improvements, but the company is better off "landing in the clouds" and start developing from that point on. This means, that although not all objectives will be reached, the effect of the initiative is still positive, and the new starting position guarantees a better status quo than before. As the data of 73 interviewees are not representative, the author can only provide a personal interpretation.

5.3 Further Research

From start to finish, the author wondered what other researchers would do within this specific field to find out more about the effectivity of change initiatives. He thinks that the next step within this research approach could be the conducting of expert interviews with executives who made their teams participate in #youmatter WSs or with ambassadors in the interest of finding out, if their expectations have matched with the outcome of this survey analysis.

Moreover, a way of measuring the #youmatter initiative properly in order to draw conclusions on the development of DTAG, should be created. Here, upcoming researchers should look for firms that also worked with COHA and gather information about their measurement methods.

Carrying out a target state-analysis to find out where DTAG wants to go and what should be achieved with those change initiatives, would be valuable, too. The outcomes should then be compared to the actual status quo, to come up with measures to reach the objectives.

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Chapter 7 – Appendices

Appendix 1: Hypotheses and referring questions

<u>Hypotheses</u>	<u>Questions in Survey</u>
1. #youmatter strengthens self-efficacy	7.1, 8.1, 9.1, 14, 14.1, 20, 21.1
2. #youmatter reduces stress factors	18, 19, 21
3. #youmatter leads to more success (subjective)	9.1, 12.1, 18, 21.1
4. #youmatter leads to team strengthening	7, 9.1, 10, 13
5. #youmatter strengthens self-reflection and self-esteem	4, 7.1, 8, 9, 21, 21.1
6. #youmatter increases attractiveness of employer	6, 7, 12
7. #youmatter increases well-being factor of employees	8.1, 9.1, 13, 18, 21
8. #youmatter raises attachment towards a company	10, 11, 12

Figure X: Hypotheses previously to conducting research (Author’s own table)

Appendix 2: Competing Values Framework (Mulder, 2017)



Appendix 3: One-Pager - Survey on the topic #youmatter German

Mein Name ist Adrian Katzwinkel, aktuell Masterstudent an der ISCTE in Lissabon im letzten Semester und somit dabei, meine Masterarbeit zu schreiben.

Da ich vor ca. 1 ½ Jahren die Möglichkeit hatte, das Change & Transformation-Team der Deutschen Telekom als Praktikant zu unterstützen, hatte ich viele Berührungspunkte mit dem Thema #youmatter. Dieses Thema ist für mich zu einer Herzensangelegenheit geworden, weshalb ich fest an das Konzept glaube und mich damit identifizieren kann. Somit habe ich mich dafür entschieden, diese Thematik auch in meiner Thesis zu behandeln und meine Forschung anhand eines Fragebogens bei der Telekom durchzuführen. Dieser wird an Teilnehmer der #youmatter-Workshops gerichtet sein.

Es wäre toll, wenn ich Dich als potentiellen Teilnehmer im Folgenden davon überzeugen kann, an meiner Umfrage teilzunehmen. Diese wird bereits im Juli stattfinden.

Folgendes möchte ich herausfinden:

- Wie ist Zusammenarbeit zwischen DTAG und Corporate Happiness GmbH entstanden?
 - Beweggründe? Zielsetzung?
- Erfolg des #youmatter -Konzeptes messen / Status Quo nach 2 Jahren Durchführung der Workshops
- Was hat sich seit Implementierung von #youmatter verändert (bei den WS-Teilnehmern persönlich & in deren Teams)?
- Geht #youmatter mit der Unternehmenskultur einher und stärkt diese?
- In wie weit haben #youmatter -Workshops nachhaltigen Erfolg bei Teilnehmern hervorgerufen?
- Wer sind die Teilnehmer? Welchen Anlass gab es für Teilnahme & was erhofft man sich davon?
- Zielsetzung an „Stakeholder“ des #youmatter -Konzeptes? Was soll erreicht werden?
 - #youmatter -Botschafter / Teilnehmer an offenen & 7-monatigen Workshops / Besucher der #youmatter -Page Intranet

Zusammenfassend ist es mir ein Anliegen, der Frage auf den Grund zu gehen, ob das #youmatter-Konzept bei der DTAG Früchte getragen hat. Somit freue ich mich sehr, wenn Sie Teil meiner Umfrage sein würden und mich dabei unterstützen würden, sehr bald meine Masterarbeit abzugeben.

Vielen Dank und beste Grüße sendet

Adrian Katzwinkel

Appendix 4: One-Pager - Survey on the topic #youmatter English

My name is Adrian Katzwinkel, currently a master's student at the ISCTE in Lisbon in the last semester and thus in the process of writing my Master's thesis.

Since I had the opportunity to support the Change & Transformation team of Deutsche Telekom as an intern about 1 ½ years ago, I had many points of contact with the topic #youmatter. This topic has become a matter close to my heart, which is why I believe firmly of the concept and can identify with it. So, I decided to deal with this topic in my thesis as well and to conduct my research with the help of a questionnaire at Telekom. This questionnaire will be addressed to participants of the #youmatter workshops.

It would be great if I could convince you as a potential participant to take part in my survey. Hopefully this will already take place in June.

Here's what I want to find out:

- How did the cooperation between DTAG and #youmatter GmbH develop?
 - Reasons? Objectives?
- Measuring the success of the #youmatter concept / status quo after 2 years of workshops
- What has changed since the implementation of #youmatter (at the WS participants personally & in their teams)?
- Does #youmatter go hand in hand with the corporate culture and strengthen it?
- To what extent have #youmatter workshops led to sustainable success among participants?
- Who are the participants? What was the reason for participation & what do you hope to get out of it?
- Goal setting for stakeholders of the #youmatter concept? What is to be achieved?
 - #youmatter ambassador / participant in open & 7-month workshops / visitor of the #youmatter-Page Intranet

In summary, I would like to get to the bottom of the question as to whether the #youmatter concept has borne fruit at DTAG. I would therefore be very pleased if you would be part of my survey and support me in submitting my master's thesis very soon.

Thank you very much and send best regards

Adrian Katzwinkel

Appendix 5: Questionnaire translated into English

Question 1: How are you today? (ordinally scaled – always 5-point Likert) 1 – Very bad; 5 – Very good
Question 2: How did you hear about #youmatter? (nominally scaled) Options: YAM; Lecture / Workshop; Thanks to colleagues / superiors; Private; Thanks to activity / challenge; Further
Question 3: What was your first reaction to #youmatter? (ordinally scaled) 1 – Very negative; 5 – Very positive
Question 4: Why did you participate in a #youmatter workshop? (nominally scaled) Options: Self-interest; suggestion of a colleague / superior; self-reflection; further training; curiosity; affair of the heart; further
Question 5: How much did you know about #youmatter, corporate happiness and positive psychology before attending the #youmatter workshop? (ordinally scaled)

1 - Nothing; 5 – A lot

Question 5.1: If knowledge exists: How did you acquire this knowledge? (**nominally** scaled)

Options: e-Learning; Narrations from colleagues; Lecture at event; Heard about Challenge (e.g. Stop Complaining); YAM / Intranet; private; further

Question 6: How do colleagues react to #youmatter when you talk about it? (**open** question)

Please answer in keywords

Question 7: Would you recommend attending a workshop to other colleagues? (**ordinally** scaled) 1 – By no means; 5 – By all means

Question 7.1: Recommendation yes/no, why? (**open** question)

Question 8: Did the participation in the #youmatter workshop inspire you to reflect on your private behaviour? (**ordinally** scaled) 1 – By no means; 5 – By all means

Question 8.1: If yes, please give one or more examples. (**open** question)

Question 9: Did the participation in the #youmatter workshop inspire you to reflect on your behaviour at work? (**ordinally** scaled) 1 – By no means; 5 – By all means

Question 9.1: If yes, please give one or more examples. (**open** question)

Question 10: Did the #youmatter workshops inspire you to want to achieve a stronger "sense of togetherness" in your department? (**ordinally** scaled)

1 – By no means; 5 – By all means

Question 11: Did the workshop give impulses to strengthen your sense of belonging to Telekom? (**ordinally** scaled) 1 – By no means; 5 – By all means

Question 11.1: If yes, what were the impulses? (**nominally** scaled)

Options: Friendly working atmosphere; team motivation; More strength orientation; transparency; esteem; More Feedback; Equal Treatment / Fairness; More optimism / enjoyment of life; Participation / Employee participation; further

Question 12: Did the workshop give impulses to strengthen the sense of belonging of the employees of Telekom? (**ordinally** scaled) 1 – By no means; 5 – By all means

Question 12.1: If yes, what were the impulses? (**nominally** scaled)

Options: Friendly working atmosphere; team motivation; More strength orientation; transparency; esteem; More Feedback; Equal Treatment / Fairness; More optimism / enjoyment of life; Participation / Employee participation; further

Question 13: Are there any recommendations for a positive togetherness that emerge from the #youmatter initiative that you are now using? (**nominally** scaled)

Options: Gratitude; Stop Complaining Challenge; Genuine interest for colleagues; Compliments; More attention; 3 Good Things; Losada rate (3:1 positive/critical communication); Other; I do not use any recommendations (then "No")

Question 13.1: If 'Other', please specify. (**open** question)

Question 14: Have the recommendations taken effect? (**ordinally** scaled)

1 – By no means; 5 – By all means

Question 14.1: Which of the recommendations do you personally like best? (**open** question)

Question 15: Do your executives exemplify the values of the #youmatter cultural initiative? (**ordinally** scaled)

1 – By no means; 5 – By all means or “executives not involved in the topic”

Question 16: Should Telekom focus even more on #youmatter? (**ordinally** scaled)

1 – By no means; 5 – By all means

Question 17: Is #youmatter placed sustainably enough? (**ordinally** scaled)

1 – By no means; 5 – By all means

Question 17.1: Please give reasons for your answer! (**open** question)

Question 18: Has your awareness of life satisfaction and well-being improved at Telekom after you had taken part in the #youmatter workshops? (**ordinally** scaled)

1 – By no means; 5 – By all means

Question 19: Do you think there is anything that can be improved in your current work environment? (**nominally** scaled)

Options: Own posture & attitude; Open & honest communication; Equal Treatment / Fairness; workload; sick leave; Appreciation of work; "vigour" in the team; confidence

building; Aspects of life satisfaction in yourself; Participation / Employee participation; Dealing with stress; transparency; No improvement needed; further

Question 20: How can #youmatter inspire to improve these aspects? (open question)

Question 21: Which of the following areas have changed after contact with the #youmatter approach? (nominally scaled)

Options: Own posture & attitude; Open & honest communication; Equal Treatment / Fairness; workload; sick leave; Appreciation of work; "vigour" in the team; confidence building; Aspects of life satisfaction in yourself; Participation / Employee participation; Dealing with stress; transparency; No improvement needed; further

Question 21.1: If so, what exactly has changed? (open question)

Question 1: What is your gender? (nominally scaled)

Options: Female; Male, other

Question 2: Which age group do you belong to? (nominally scaled)

Options: Below 18; 18 til 25; 26 til 33; 34 til 41; 42 til 49; 50 til 57; 58 til 65; above 65

Question 3: What is your field of work? (open scaled)

Question 4: For how many years are you working for Deutsche Telekom? (nominally scaled)

Options: Between 0-2 years; between 2-5 years; between 5-10 years; between 15-20 years; between 20-30 years; over 30 years; no specification

Appendix 6: Email & Reminder sent to WS participants translated into English

Participate – Your opinion counts!

Research on #youmatter

“Dear colleagues and #youmatter friends,

we of the #youmatter team like to support bachelor and master theses about #youmatter. Because we also want to know how effective we actually are.

Adrian Katzwinkel was an intern in our “Change&Trafo” team some time ago. He found our work so great that he has now made it the subject of his master thesis at the ISCTE in Lisbon. The investigation starts today. Until 12 August 2019 you can participate in the survey.

It is about how #youmatter works as a culture changing initiative in the opinion of participants.

Great, if you also support the ONLINE survey and participate strongly (best immediately, then you are ready and have shared your opinion 😊).

Thanks a lot and hopefully see you soon!

For the survey please click [HERE](#) 😊 “

“REMINDER:

Dear colleagues,

WOW - Thank you so much for participating in Adrian's #youmatter poll, you're fantastic! This is our LAST REMINDER... Because for those of you who may not have had the opportunity to participate due to holidays, we kindly ask you to do so within the next 24 hours. In about 2 months Adrian will be able to share the results with us.

You are doing a good job with it... Many thanks to all of you and best greetings from the #youmatter team”

[Appendix 7: Email sent to WS participants in German](#)

Mach mit – Deine Meinung zählt!
Studie zu #youmatter



Liebe Kolleginnen und Kollegen und #youmatter friends,

wir vom #youmatter Team unterstützen gerne **Bachelor- und Masterarbeiten** über #youmatter. Denn auch wir wollen wissen, wie wirksam wir eigentlich sind. Adrian Katzwinkel war vor einiger Zeit Praktikant in unserem Change&Trafoeam. Er fand unsere Arbeit so klasse, dass er sie jetzt in seiner Masterarbeit am ISCTE in Lissabon zum Untersuchungsgegenstand gemacht hat. Die Untersuchung startet heute. Bis zum **12.08.2019** könnt ihr an der Befragung teilnehmen.

Es geht darum, wie **#youmatter als Kultur verändernde Initiative nach Meinung von Teilnehmenden wirkt.**

Toll, wenn ihr die ONLINE-Befragung auch unterstützt und kräftig teilnehmt (am besten sofort, dann seid ihr dabei und habt eure Meinung geteilt 😊)

Vielen Dank und hoffentlich auf bald!

Zur Befragung kommt ihr [HIER](#) 😊

Best regards
Elisabeth (Cartolaro)



Appendix 8: 1st page of questionnaire translated into English

Survey on the culture-changing initiative #youmatter at Deutsche Telekom

“Hello and a warm welcome!

First of all, many thanks go out to the #youmatter team for the fact that I can accomplish my research project with your help.

My name is Adrian Katzwinkel. At the moment I am a student in my last semester at ISCTE in Lisbon and am writing my master thesis.

Since I had the opportunity 1 ½ years ago to support the Change & Transformation team of Deutsche Telekom as an intern, I have many points of contact with #youmatter.

For about four years now, #youmatter has been an important part of Deutsche Telekom's corporate cultural activities, which is why I would like to find out in my master's thesis, how successful the concept is.

You are the ones who are most important as you have experienced the workshops first hand and can contribute your knowledge to the success of my survey. Of course, the data collected from you will be treated confidentially and since participation is voluntary, it can be cancelled at any time. Your data will not be passed on to third parties and your anonymity is guaranteed.

There are no wrong answers during the survey and only your personal assessments and opinions are of interest. The results will of course be shared with you at a later date.

If you take the time to participate in my research project on #youmatter, I would like to thank you very much.

Completing the questionnaire takes about 8-9 minutes.

Thank you and have fun with the survey!”



Befragung zur Kultur verändernden Initiative #youmatter in der Telekom

Hallo und herzlich willkommen!

Zunächst einmal herzlichen Dank an das #youmatter-Team dafür, dass ich meine Befragung mit Eurer Hilfe durchführen kann.

Mein Name ist Adrian Katzwinkel. Zurzeit bin ich Student im letzten Semester an der ISCTE in Lissabon und schreibe gerade an meiner Masterarbeit.

Da ich vor 1 ½ Jahren die Möglichkeit hatte, das Change & Transformation-Team der Deutschen Telekom als Praktikant zu unterstützen, habe ich viele Berührungspunkte mit #youmatter.

#youmatter ist nun seit ca. vier Jahren ein wichtiger Bestandteil unternehmenskultureller Aktivitäten bei der Telekom, weshalb ich im Rahmen meiner Masterarbeit herausfinden möchte, inwiefern das Konzept als erfolgreich angesehen wird.

Dafür bist vor allem Du wichtig, denn Du hast die Workshops hautnah miterlebt und kannst mit Deinem Wissen zum Erfolg meiner Umfrage beitragen. Natürlich werden die von Dir erhobenen Daten vertraulich behandelt und da die Teilnahme freiwillig ist, kann diese jederzeit abgebrochen werden. Deine Daten werden nicht an Dritte weitergegeben und Deine Anonymität ist auf jeden Fall gewahrt.

Bei der Befragung gibt es keine falschen Antworten und es sind allein Deine persönlichen Einschätzungen und Meinungen von Interesse. Die Ergebnisse werden zu einem späteren Zeitpunkt selbstverständlich mit Dir geteilt.

Falls Du Dir die Zeit nimmst, an meinem Forschungsprojekt zum Thema #youmatter teilzunehmen, danke ich Dir schon jetzt ganz herzlich.

Das Ausfüllen des Fragebogens nimmt ca. 8-9 Minuten in Anspruch.

Danke und viel Spaß bei der Umfrage wünscht

Adrian Katzwinkel

Weiter

Frage 1: Wie geht es Dir heute? *

	1	2	3	4	5	
Sehr schlecht	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sehr gut

Zurück

Weiter

Frage 2: Wie hast Du von #youmatter erfahren? *

Mehrere Antworten möglich!

- YAM
- Vortrag / Workshop
- Über Kolleginnen & Kollegen / Vorgesetzte
- Privat
- Über eine Aktivität / Challenge
- Sonstiges: _____

Zurück

Weiter

Frage 3: Wie war Deine erste Reaktion auf das Thema #youmatter? *

	1	2	3	4	5	
Sehr negativ	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sehr positiv

Zurück

Weiter

Frage 4: Warum hast Du an einem #youmatter-Workshop teilgenommen? *

Mehrere Antworten möglich!

- Eigeninteresse
- Vorschlag einer Kollegin / eines Kollegen / Vorgesetzten
- Selbstreflektion
- Weiterbildung
- Neugier
- Herzensangelegenheit
- Sonstiges: _____

Zurück

Weiter

Frage 5: Wie viel wusstest Du über #youmatter, Corporate Happiness und positive Psychologie vor der Teilnahme an dem #youmatter-Workshop? *

- 1 - Nichts
- 2 - Wenig
- 3 - Mittelmäßig
- 4 - Ziemlich viel
- 5 - Sehr viel

Zurück

Weiter

zu Frage 5: Wenn Wissen vorhanden: Wie hast Du Dir Dein Wissen angeeignet? *

Mehrere Antworten möglich!

- E-Learning
- Erzählungen von Kollegen
- Vortrag auf Veranstaltung
- Von Challenge (bspw. Stop Complaining) gehört
- YAM / Intranet
- Privat
- Sonstiges: _____

Zurück

Weiter

Frage 6: Wie reagieren Kolleginnen und Kollegen auf #youmatter, wenn Du davon erzählst? *

Bitte stichpunktartig beantworten

Meine Antwort

Zurück

Weiter

Frage 7: Würdest Du die Teilnahme an einem Workshop anderen Kolleginnen und Kollegen weiterempfehlen? *

- 1 2 3 4 5
- Auf keinen Fall Auf jeden Fall

Frage 7.1: Weiterempfehlung ja/nein, warum? *

Meine Antwort

Zurück

Weiter

Frage 8: Hat Dich die Teilnahme am #youmatter-Workshop dazu inspiriert, Dein Verhalten im Privatbereich zu reflektieren? *

1 2 3 4 5

Auf keinen Fall Auf jeden Fall

zu Frage 8: Falls ja, nenne bitte ein oder mehrere Beispiele.

Meine Antwort _____

Frage 9: Hat Dich die Teilnahme am #youmatter-Workshop dazu inspiriert, Dein Verhalten auf der Arbeit zu reflektieren? *

1 2 3 4 5

Auf keinen Fall Auf jeden Fall

zu Frage 9: Falls ja, nenne bitte ein oder mehrere Beispiele.

Meine Antwort _____

Frage 10: Haben Dich die #youmatter-Workshops dazu inspiriert, ein verstärktes „Wir-Gefühl“ in Deiner Abteilung erreichen zu wollen? *

1 2 3 4 5

Auf keinen Fall Auf jeden Fall

Zurück

Weiter

Frage 11: Gab der Workshop Impulse, um Dein Zugehörigkeitsgefühl zur Telekom zu stärken? *

- 1 - Auf keinen Fall
- 2 - Eher nicht
- 3 - Weder noch
- 4 - Eher schon
- 5 - Auf jeden Fall

Zurück

Weiter

zu Frage 11: Falls ja, welche Impulse waren das? *

Mehrere Antworten möglich!

- Freundlichere Arbeitsatmosphäre
- Teambotivation
- Mehr Stärkenorientierung
- Transparenz
- Wertschätzung
- Mehr Feedback
- Gleichbehandlung / Fairness
- Mehr Optimismus / Freude am Leben
- Partizipation / Mitarbeiterbeteiligung
- Sonstiges: _____

Frage 12: Gab der Workshop Impulse, um das Zugehörigkeitsgefühl der Mitarbeiterinnen und Mitarbeiter der Telekom zu stärken? *

- 1 - Auf keinen Fall
- 2 - Eher nicht
- 3 - Weder noch
- 4 - Eher schon
- 5 - Auf jeden Fall

Zurück

Weiter

zu Frage 12: Falls ja, welche Impulse waren das? *

Mehrere Antworten möglich!

- Freundlichere Arbeitsatmosphäre
- Teammotivation
- Mehr Stärkenorientierung
- Transparenz
- Wertschätzung
- Mehr Feedback
- Gleichbehandlung / Fairness
- Mehr Optimismus / Freude am Leben
- Partizipation / Mitarbeiterbeteiligung
- Sonstiges: _____

Frage 13: Gibt es Empfehlungen für ein positives Miteinander, die aus der #youmatter-Initiative hervorgehen, die Du mittlerweile nutzt? *

Entweder "Ja" oder "Nein" ankreuzen!

	Ja	Nein
Dankbarkeit	<input type="checkbox"/>	<input type="checkbox"/>
Stop Complaining-Challenge	<input type="checkbox"/>	<input type="checkbox"/>
Echtes Interesse für Kolleginnen & Kollegen	<input type="checkbox"/>	<input type="checkbox"/>
Komplimente	<input type="checkbox"/>	<input type="checkbox"/>
Mehr Zugewandtheit	<input type="checkbox"/>	<input type="checkbox"/>
3 Good Things	<input type="checkbox"/>	<input type="checkbox"/>
Losada-Rate (3:1 positive/kritische Kommunikation)	<input type="checkbox"/>	<input type="checkbox"/>
Sonstige	<input type="checkbox"/>	<input type="checkbox"/>
Ich nutze keine Empfehlungen (dann "Nein")	<input type="checkbox"/>	<input type="checkbox"/>

zu Frage 13: Falls "Sonstige", bitte erläutern.

Meine Antwort _____

Frage 14: Sind die Empfehlungen wirksam geworden? *

- 1 - Auf keinen Fall
- 2 - Eher nicht
- 3 - Weder noch
- 4 - Eher schon
- 5 - Auf jeden Fall
- Ich nutze keine Empfehlungen

Frage 14.1: Welche der Empfehlungen magst Du persönlich am Liebsten?

Meine Antwort _____

Zurück

Weiter

Frage 15: Leben Deine Führungskräfte die Werte der #youmatter-Kulturinitiative vor? *

- 1 - Auf keinen Fall
- 2 - Eher nicht
- 3 - Weder noch
- 4 - Eher schon
- 5 - Auf jeden Fall
- Führungskräfte nicht ins Thema eingebunden

Zurück

Weiter

Frage 16: Sollte die Telekom #youmatter noch mehr fokussieren? *

- | | | | | | | |
|-----------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Auf keinen Fall | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Auf jeden Fall |

Zurück

Weiter

Frage 17: Wird #youmatter nachhaltig genug platziert? *

Auf keinen Fall 1 2 3 4 5 Auf jeden Fall

zu Frage 17: Bitte begründe Deine Antwort! *

Meine Antwort

Zurück

Weiter

Frage 18: Hat sich Dein Bewusstsein für Lebenszufriedenheit und Wohlbefinden bei der Telekom verbessert, nachdem Du an den #youmatter-Workshops teilgenommen hast? *

Auf keinen Fall 1 2 3 4 5 Auf jeden Fall

Zurück

Weiter

Frage 19: Gibt es Deiner Meinung nach etwas, was man in Deinem aktuellen Arbeitsumfeld verbessern kann? *

Mehrere Antworten möglich!

- Eigene Haltung & Einstellung
- Offene & ehrliche Kommunikation
- Gleichbehandlung / Fairness
- Arbeitspensum
- Krankenstand
- Wertschätzung der Arbeit
- „Elan“ im Team
- Vertrauensbildung
- Aspekte von Lebenszufriedenheit bei Dir selbst
- Partizipation / Mitarbeiterbeteiligung
- Umgang mit Stress
- Transparenz
- Keine Verbesserung erforderlich
- Sonstiges: _____

Frage 20: Wie kann #youmatter inspirieren, um diese Aspekte zu verbessern? *

Meine Antwort _____

Frage 21: Welche der folgenden Bereiche haben sich nach dem Kontakt mit dem #youmatter-Ansatz verändert? *

Mehrere Antworten möglich!

- Eigene Haltung & Einstellung
- Offene & ehrliche Kommunikation
- Gleichbehandlung / Fairness
- Arbeitspensum
- Krankenstand
- Wertschätzung der Arbeit
- „Elan“ im Team
- Vertrauensbildung
- Aspekte von Lebenszufriedenheit bei Dir selbst
- Partizipation / Mitarbeiterbeteiligung
- Umgang mit Stress
- Transparenz
- Keine Veränderung sichtbar
- Sonstiges: _____

zu Frage 21: Falls ja, was genau hat sich verändert?

Meine Antwort

Zurück

Weiter

Allgemeine Fragen

Dein Geschlecht? *

- Weiblich
- Männlich
- weitere

Welcher Altersgruppe gehörst Du an? *

- Unter 18
- 18 bis 25
- 26 bis 33
- 34 bis 41
- 42 bis 49
- 50 bis 57
- 58 bis 65
- Über 65

In welchem Bereich arbeitest Du?

Meine Antwort _____

Seit wie vielen Jahren arbeitest Du bei der Telekom? *

- Zwischen 0 und 2 Jahren
- zwischen 2 und 5 Jahren
- Zwischen 5 und 10 Jahren
- Zwischen 10 und 15 Jahren
- Zwischen 15 und 20 Jahren
- Zwischen 20 und 30 Jahren
- Über 30 Jahre
- Keine Angabe

Zurück

Weiter



Befragung zur Kultur verändernden Initiative #youmatter in der Telekom

Fragen, Wünsche, Anmerkungen: Teile Deine Gedanken mit mir!
Falls ihr eine Antwort benötigt, bitte E-Mail-Adresse angeben.

Meine Antwort

Zurück

Senden

Appendix 10: Word clouds addressing keyword-answers from Q 8.1 and 9.1



1. Corporate Governance

- All legal regulations that govern the management and monitor the company are being complied by DTAG

2. Business Relationship

- Two main elements of DTAG dealing with partners: Trust and fairness (Kremer & Mackert, 2018)
- Compliance with internationally recognized standards of liable corporate governance

3. Avoiding other conflicts of interest

- No interference of DTAG's interests with Management board members, managing directors and employees
 - No conflicts with **secondary employment**; in particular such employment with competition
 - No equity participations by DTAG employees in competitors and business partners are wanted

4. Private use of company property

- Only allowed if controlled by individual contracts or company regulations, or where it is an accepted company practice

5. Handling Information

5.1 Data Security

- Key factor for success and public image of DTAG
 - Usage of reasonable technical and organizational possibilities to protect company- and customer data among others

5.2 Data Privacy

- Protection of personal data of its customers, employees, shareholders and business partners is of utmost importance
 - Confidentiality of personal data is guaranteed from company-side and individuals are responsible for ensuring high level of data privacy, too

5.3 General Duty of Confidentiality

- Protection of firm's business interests by every employee

- Any information being spread beyond DTAG must be communicated to authorized recipients only (employees of DTAG or third parties) and business documents are being safeguarded against unwarranted access

5.4 Inside Information

- Ensure market integrity and reinforce public confidence within financial markets
 - Employees respect rules forbidding use of internal information

6. Compliance with rules of behaviour

- DTAG expects every employee, no matter the position, to behave in accordance with the COC
 - Breaking those rules may entail serious consequences for both the guilty individual and DTAG and therefore will not be tolerated
 - Sanctions will be delivered to any form of violation or misconduct against legal stipulations

Company climate reflects no fear of negative consequences and encourages workers to inform about violations etc.

Appendix 12: Code of Conduct - Business Relationship - Table Explanation

1	Active Corruption	<ul style="list-style-type: none"> Corruption in any form is unacceptable This contains not offering or promising benefits to public officials or decision-makers in their country to achieve special treatment or favourable decisions
2	Passive Corruption	<ul style="list-style-type: none"> Not tolerated to accept any benefits, if this could create an impression of influencing employees' business decision Never request benefits for oneself
3	Public Service Contracts	<ul style="list-style-type: none"> DTAG employees must comply with rules that prohibit excessive influence in public-sector tenders and ensure equitable competition
4	Trade Controls	<ul style="list-style-type: none"> DTAG obeys with applicable trade regulations with respect to import/export controls and embargoes
5	Procurement	<ul style="list-style-type: none"> It acts as per specific country laws in which DTAG operates and it has been given responsibility for all purchasing actions Procure products and services in a professional way and under ideal conditions
6	Suppliers	<ul style="list-style-type: none"> DTAG expects suppliers (frequently also customers) to treat it with same respect and integrity that it counters them Omission from taking unfair advantage of situations in which suppliers are customers, and segregates any related purchasing and sales activities
7	Competition	<ul style="list-style-type: none"> Fair competition is key Agreements with the competition and unfairly gaining competitive advantage might be punished with dismissal Business decisions are made without external effect
8	Transparent Financial Reporting	<ul style="list-style-type: none"> Execution of reporting based on local and international financial reporting regulations and imparts fair view of liabilities, assets and outcomes of its operations and financial situation
9	Donations	<ul style="list-style-type: none"> DTAG strongly support and sponsor education, science, culture, activities related to social responsibility, sports and environmental protection <ul style="list-style-type: none"> Based on certain local laws and its internal policies and regulations regarding pecuniary possibilities Support shaped by partnerships, cash and non-cash donations and services without the intention of commercial advantage
10	Political Contributions	<ul style="list-style-type: none"> No donations to political parties or elected officials and no approval of non-cash benefits beyond what is legally permitted
11	Money Laundering	<ul style="list-style-type: none"> DTAG tries to prevent money-laundering activities wherever possible
12	Sponsoring	<ul style="list-style-type: none"> Sponsoring activities, mainly sports- and music-related, as well as those including social responsibility, represents a part of DTAG's corporate communications Such activities must correlate with the legal system in specific countries and internal sponsoring policy <ul style="list-style-type: none"> Transparency must be given when sponsoring activities are being carried out and to add, appropriate and ascertainable communications and marketing services

Declaration of Honour

Dissertation delivery / master's Project Work

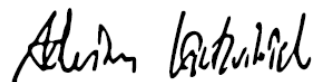
I, the undersigned, hereby declare:

- I am the exclusive author of the presented work, my work is original, and I used references and quoted all sources used.
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Full Name:	Adrian Heinrich Carlos Katzwinkel
Master:	Master in International Management
Student Number:	75447
ISCTE-IUL email address:	aklnd@iscte-iul.pt
Personal email address:	adrian.katzwinkel@iubh.de
Phone contact:	(+49) 157 506 83224

ISCTE-IUL, 23 October 2019

Signature



Honorable Rector of the ISCTE-IUL,

I, Adrian Heinrich Carlos Katzwinkel, having completed all courses of the Master in International Management, I hereby request permission to submit dissertation / master's project work.

Requests approval,

Bonn, 23 October 2019



Signature