



Sich erfolgreich wandeln

Wie Unternehmen Adaptivität und Agilität als Kernkompetenzen aufbauen

Auf den Maschinen- und Anlagenbau warten chancenreiche, aber auch anspruchsvolle Zeiten. Bisherige Management-Denkweisen und -Instrumente für Führungskräfte stoßen dabei an ihre Grenzen. Der Erfolg der Zukunft wird in der erfolgreichen Bewältigung des Wandels liegen. Was Unternehmen tun können, um zu einer stetig lernenden Organisation zu werden.

Das eine sind die kurzen Schlagzeilen, das andere ist der Arbeitsalltag – und in der Realität rücken beide Welten immer enger zusammen. Denn die inneren und äußeren Einflüsse ändern sich für die global aktiven Unternehmen des Maschinen- und Anlagenbaus schneller und schneller. Sieben von zehn Unternehmen sehen ihre eigenen Produkte oder Dienstleistungen heute schon im Gefähr – sei es durch neue Wettbewerber, neue Technologien oder neue Geschäftsmodelle. Dabei bringen deutsche Unternehmen hervorragende Startbedingungen mit, um auch in Zukunft erfolgreich zu sein. Sie verfügen über hoch qualifizierte Mitarbeiter, eingetriggerte Prozesse und eine gut gefüllte Innovations-Toolbox. Doch der Erfolg der Zukunft wird in der erfolgreichen Bewältigung des Wandels liegen. Was wir benötigen sind Organisations-

strukturen, die sich flexibel auf sich verändernde Rahmenbedingungen einstellen können. Organisationen, die Lernen, Adaptivität und Agilität als Kernkompetenzen betrachten.

Studie zeigt Rückstand auf

Eine aktuelle Untersuchung des Beratungsunternehmens Stauden unter mehr als 650 deutschen Firmen, darunter 140 Firmen aus dem Maschinen- und Anlagenbau, fasst den bisherigen Grad an Wandlungsfähigkeit in Zahlen. Der Change Readiness Index (CRI) erfasst auf einer Skala von 0 bis 100 Punkten, wie gut Firmen bereits auf die Wirtschaftswelt der Zukunft vorbereitet sind. Der deutsche Maschinen- und Anlagenbau kommt in der ersten Auflage auf 57 Punkte. Im Branchenvergleich mit der Automobilindustrie (61 Punkte) und der Elektroindustrie (59 Punkte) hinkt man also ein kleines Stück

hinterher. Die Rückstände sind nicht dramatisch, aber bedenkenswert. Unternehmen aus der Automobilbranche gaben zu 77 Prozent an, die eigene Wandlungsfähigkeit zu entwickeln. Im Maschinen- und Anlagenbau lag dieser Wert nur bei 72 Prozent. Unternehmen aus dem Maschinen- und Anlagenbau haben zwar ein realistisches Bild, was die Bedrohungslage für das eigene Unternehmen angeht. 58 Prozent der Firmen sind überzeugt, dass sie sich bereits in den kommenden zwei Jahren verändern müssen, um zu bestehen. Sie überschätzen jedoch ihre Wandlungsfähigkeit deutlich.

Es beginnt beim Top-Management

In fast allen untersuchten Teilbereichen, also den Strukturen, Prozessen, der Führung und den Mitarbeitern, unterscheiden sich die gefühlte und die tatsächliche Wandlungsfähigkeit um mehr als zehn

Wde Wandeln Sterben German

Michael Hoelscher



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