

K | D | S

Organisation & Leadership

REPORT

Konzepthaus Design Study (KDS)

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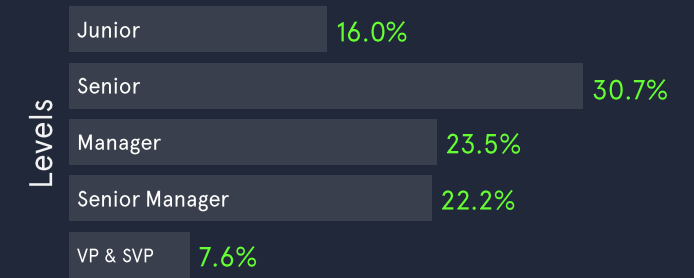
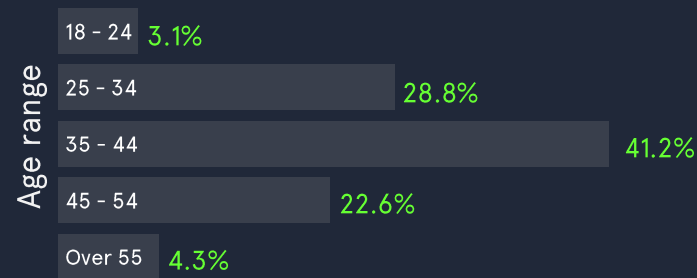
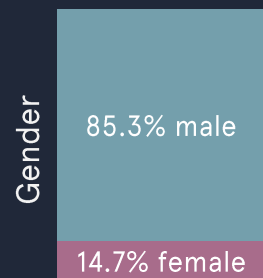
The goal of the KDS is to create the most comprehensive, empirical overview of mobility design departments. The results are aimed to support global OEMs and suppliers alike to prepare their departments for the challenges of the coming years.

Organisation & Leadership

The KDS #2 focuses on the research field of "Organisation & Leadership" and is divided into three chapters – design organisations, leadership and design managers. The data was collected via an anonymous online survey and can be regarded as representative and resilient, because 331 persons participated. The focus of the survey and this report needs to be seen globally, as people from 42 different countries, who are employed by OEMs or suppliers in 31 different countries, took part. In the following, the key findings are highlighted and have been evaluated by the experts at KIC.

Facts & Figures

331
Participants



Design Organisations

Level of influence of design departments to other areas

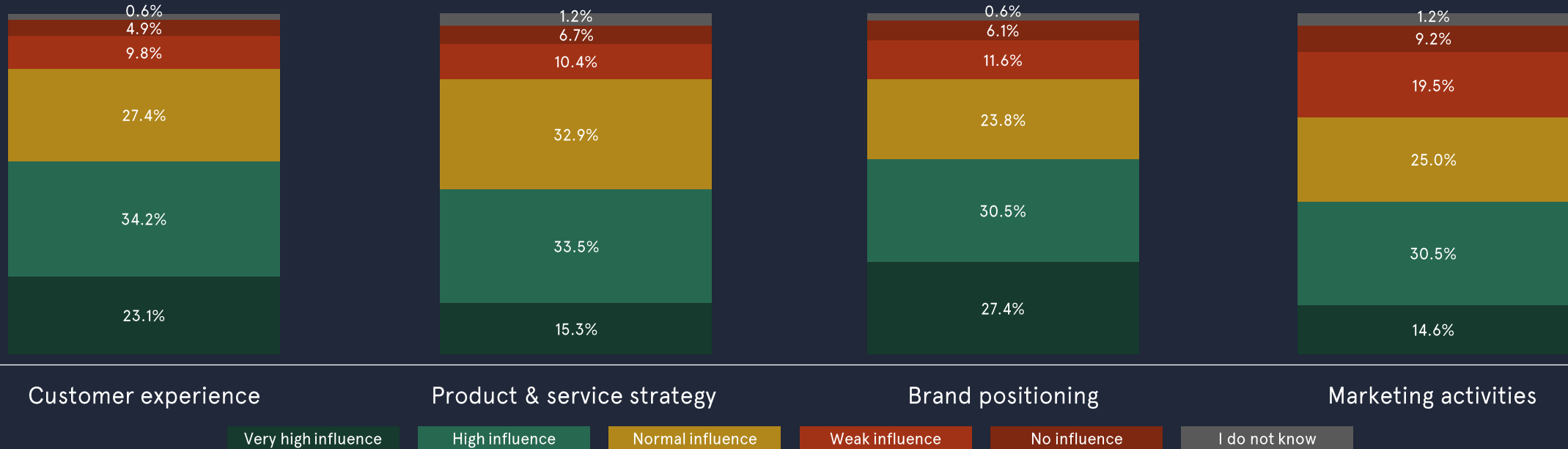
Question: "Please rate the level of influence you feel your design department has in the different areas of your company."

Design department

Full time employee, temporary employment and freelancer

Automotive manufacturer

Worldwide

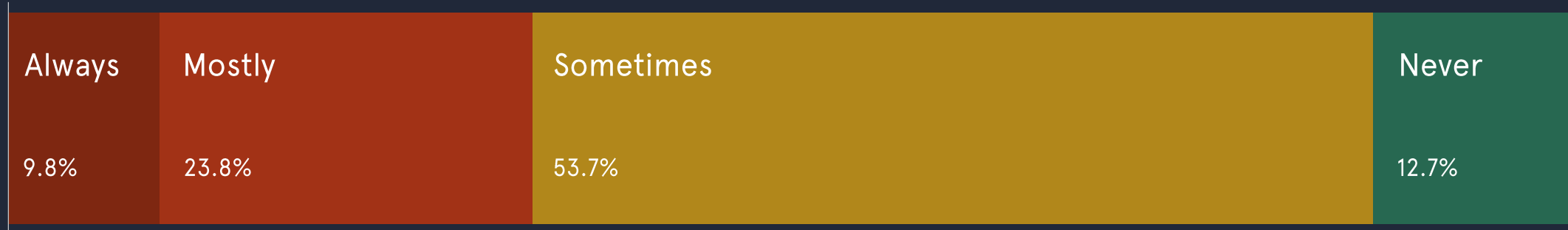


„It is great to see that design has a significant and positive influence on other areas within large OEM organisations. Considering recent developments and a focus on experience design, it is no wonder that customer experience and branding seem to be the biggest collaboration partners. Marketing still seems to be the biggest collision point.“

Silo working* within design departments

Question: "In your view, do you feel people or individual teams within the design department work in silos?"

Design department Full time employee, temporary employment and freelancer Automotive manufacturer and supplier Worldwide



„We all know that design is usually the most secretive department in any OEM or supplier. I was however hoping that within recent years, silo thinking would have been massively reduced by new collaborations, expanded technologies, etc. This, unfortunately, does not seem to be the case yet and maybe it will take another generation of leaders to break this down more.“

Days working from home

Question: "What would be an ideal split of your working week (5 days) between working from home and in the office (without considering the impact of COVID-19)?"

Design department Full time employee, temporary employment and freelancer Automotive manufacturer and supplier Worldwide

In a 5-day week, respondents would like to work

2.5 days
from home

„The current influence of the pandemic has accelerated and strengthened the trend for working from home. However, it is very surprising for me that the participants would like to work half of their 5-day week from home in the future. I question whether this approach could potentially hinder the creative spirit that fuels a design studio. For design organisations and their leaders, further challenges arise. The nature of communication and collaboration changes because people no longer meet regularly in the studio or on coffee breaks in the kitchen. Furthermore, the design workflows need to be handled digitally and people who are unable to work from home due to the nature of their job need to be taken into consideration in terms of collaboration.“

Contracted and actual average work hours per day

Question: "What are your contracted and actual average work hours per day?"

Design department

Full time employee, temporary employment and freelancer

Automotive manufacturer and supplier

Worldwide

Contracted average work hours per day

7h 30min

+ 1h 35min



Actual average work hours per day

9h 05min

„The contracted working time matches the average for the automotive industry within OEMs and their suppliers, of between 7 to 8 hours per day respectively. However, most respondents report working 20% more than the average contracted working time. This raises two questions for me: Firstly, are too many non-value-adding activities, poorly organised processes/workflows, or overzealous employees the cause of this extra work? And secondly, how are these extra hours compensated for the employees?“

Ranking of the most important aspects within the job

Question: "From a personal perspective, what is most important to you within your job. Please order from very important (=1, at the top) to very unimportant (=6, at the bottom)."

Design department Full time employee, temporary employment and freelancer Automotive manufacturer and supplier Worldwide



„The answers to this question provide valuable insight into those aspects that employees, and especially creative staff, value the most within their work lives. More importantly, these answers are important to managers to understand the needs of their employees to ensure ultimate job satisfaction which influences productivity. Most important are the 'soft' factors of enjoyment and balance within their roles, with salary and job title being less important.“

Leadership

Visibility of the upper design management

Question: "In your view, do you feel that your upper design management level is visible in your department?"

Design department Full time employee, temporary employment and freelancer Automotive manufacturer and supplier Worldwide



„In today's collaborative organisations, visible upper management is a must-have for staff. A common point of contact between upper and top-level management is vital to facilitate the exchange of information, issue resolution both formal and informal and to ensure a shared vision. If these points of contact are not present in an organisation, the sense of community and trust between the different levels of hierarchy decreases, and the achievement of the goals are under threat.“

Ranking of the expectations of employees about supervisors

Question: "What do you expect from your direct supervisor? Please order from very important (=1, at the top) to very unimportant (=5, at the bottom)."

Design department Full time employee, temporary employment and freelancer Automotive manufacturer and supplier Worldwide

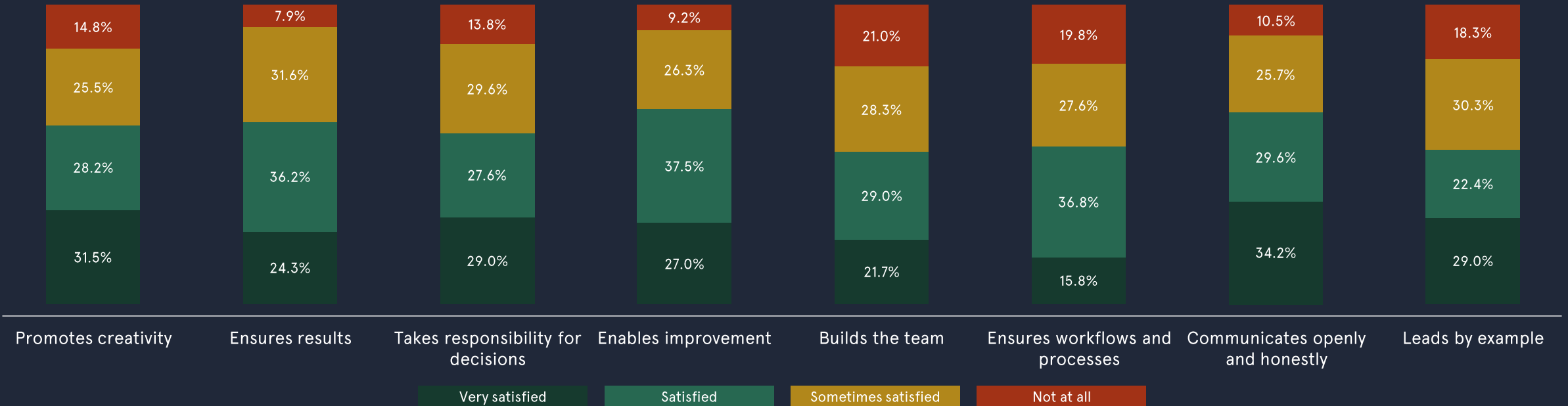


„Automotive designers favour a management style called ‚strategic leadership‘. The analogy of the captain steering the ship, making decisions, and taking over responsibility might fit best. This demands a profile for a manager who is intellectually able to formulate a clear vision, can convince his staff to embrace this goal but does not micromanage the daily workload. The reality is that not many managers can fulfill these expectations as we see in this study.“

Satisfaction of the leadership qualities

Question (employee view): "On the following leadership qualities, how satisfied are you with your direct supervisor and their competencies?"

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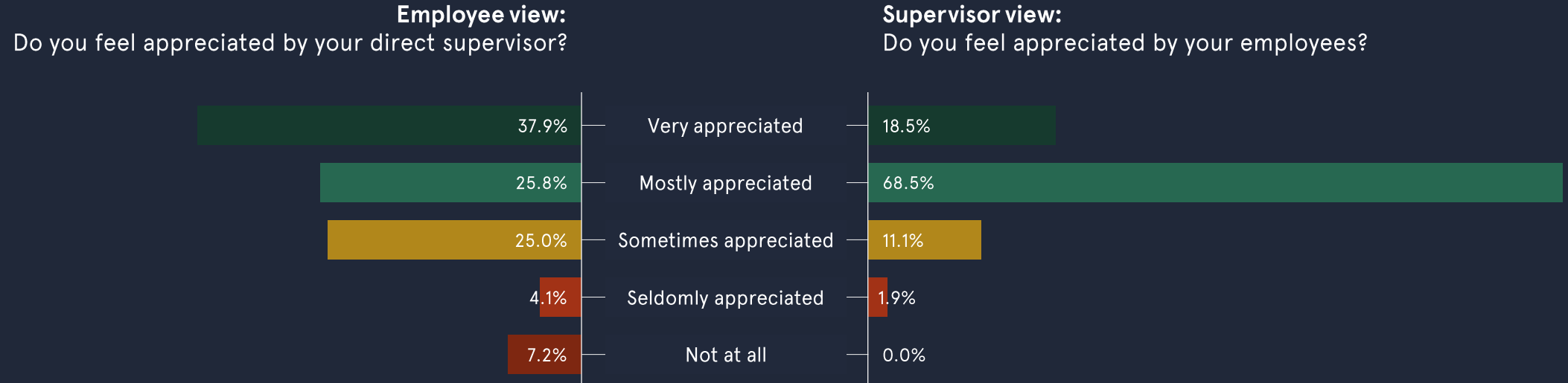


„The big picture regarding the satisfaction of various leadership attributes is that the majority of staff are satisfied. Quality and output (,enable improvements` and ,ensure results`) are ranked very high. That means design teams deliver what they are supposed to deliver. This happens in an environment of open communication. Aspects of ,team building` are the biggest weakness, probably because the area of design is competition driven in nature.“

Mutual appreciation between employees and supervisors

Questions: "Do you feel appreciated by your direct supervisor?" and "Do you feel appreciated by your employees?"

Design department Full time employee, temporary employment and freelancer Automotive manufacturer and supplier Worldwide



„I consider it very positive that modern managers tend to praise their teams and give positive feedback for their teams' work and results. The trade-off being that managers have to survive with a little less love.“

Mutual trust between employees and supervisors

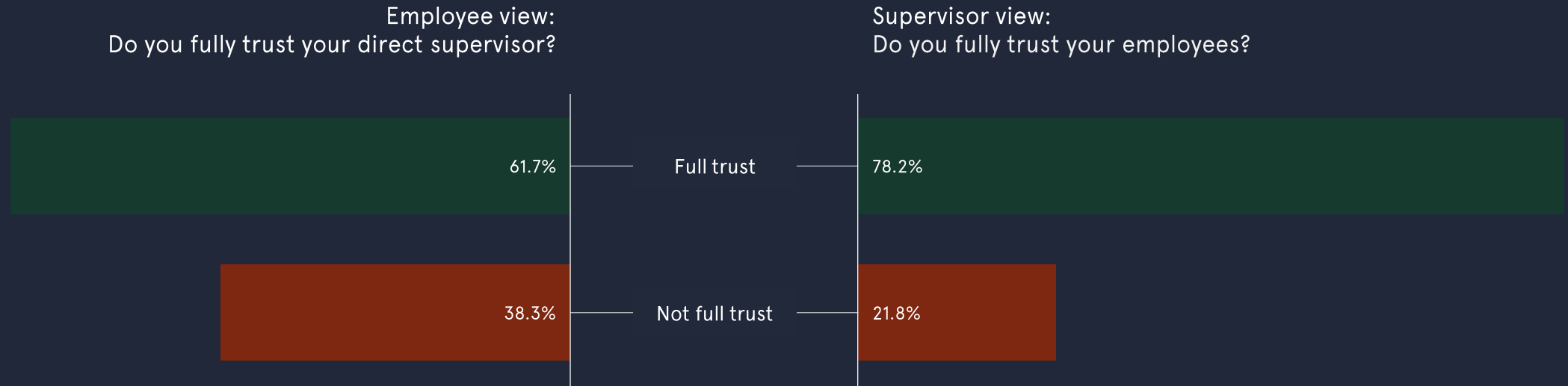
Questions: "Do you fully trust your direct supervisor?" and "Do you fully trust your employees?"

Design department

Full time employee, temporary employment and freelancer

Automotive manufacturer and supplier

Worldwide



„This result is interesting when we consider the earlier topic of employee satisfaction with leadership. Here, there seems to be much higher trust in employees than in the other direction of managers. Is this because managers need to believe in their teams so as not to admit that things may not be under control? Or is it because as part of management you need to hold trust in your team to effectively lead? Either way, the aspect of trust is an important topic that should always be openly discussed within teams.“

Frequency of feedback reviews / personal development talks

Question (employee view): "In the space of a year, how often do you have a feedback review or personal development talk with your direct supervisor?"

Design department Full time employee, temporary employment and freelancer Automotive manufacturer and supplier Worldwide

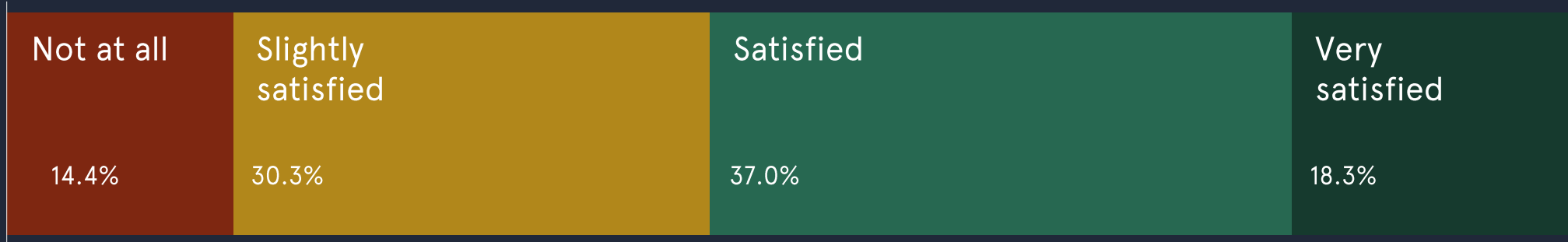


„A very positive result in this aspect: The vast majority of employees get enough facetime with their manager to receive personal feedback. However, unless there is a critical, personal situation to discuss over 10 reviews per year seems excessive. On the other hand, not holding any feedback reviews or employee development talks can be considered disastrous in terms of leadership and management quality. In these cases, the HR department should impel managers to do this as part of their role.“

Satisfaction of how personal development talks went*

Question (employee view): "Were you satisfied with how these feedback reviews or personal development talks went?"

Design department Full time employee, temporary employment and freelancer Automotive manufacturer and supplier Worldwide

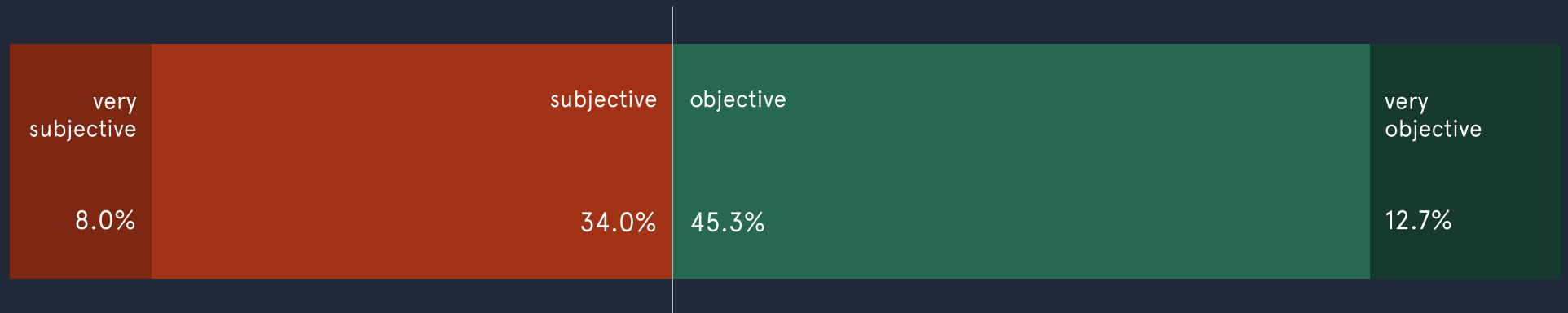


„The majority of employees seem to be satisfied but still a fairly high amount, 45% are not. To address this in the future, it's important to 1. Prepare the meeting perfectly 2. Set the expectations before, especially in the area of separating a feedback meeting on work/result from a discussion on salary negotiation.“

Employee perception of these feedback reviews

Question (employee view): "From your perspective, do these feedback reviews and personal development talks take place through an objective evaluation of your direct supervisor?"

Design department Full time employee, temporary employment and freelancer Automotive manufacturer and supplier Worldwide



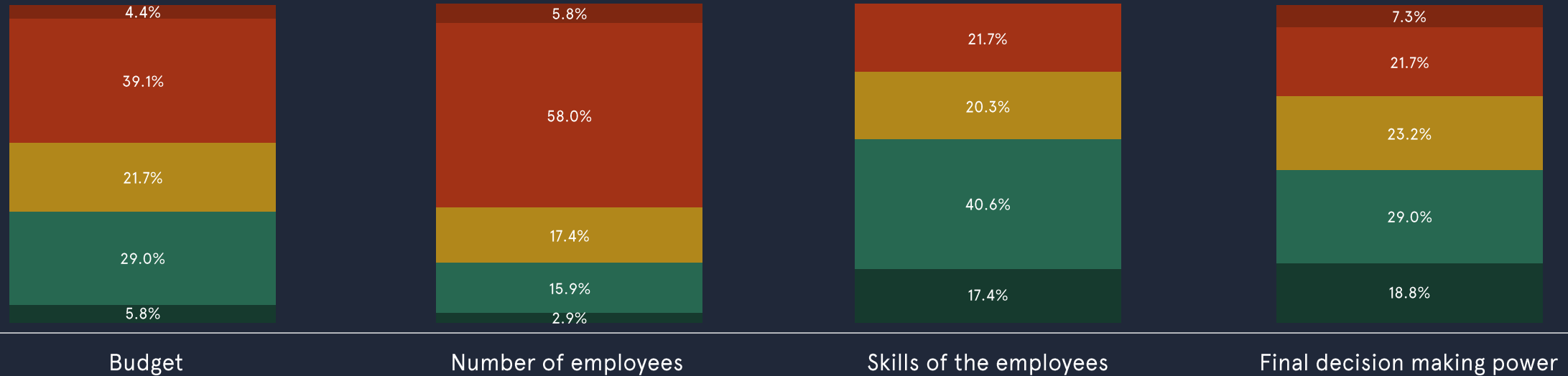
„Ok, the majority of respondents are happy with the objectivity of their reviews but still, a lot of employees find the evaluation subjective which can be translated into ‚unfair‘. One reason for that is as I mentioned before, good preparation and expectation management. Often the personal annual goals were not clearly formulated or due to changes in the project situation they were simply not achievable. I highly recommend cross-checking with your supervisor throughout the year to check if you are still ‚on track‘ to avoid any bad surprises.“

Design Managers

Resources to achieve objectives and realise vision

Question (manager view): "Do you have sufficient resources to achieve your objectives and realise your vision?"

Design department Design manager Full time employee, temporary employment and freelancer Automotive manufacturer and supplier Worldwide

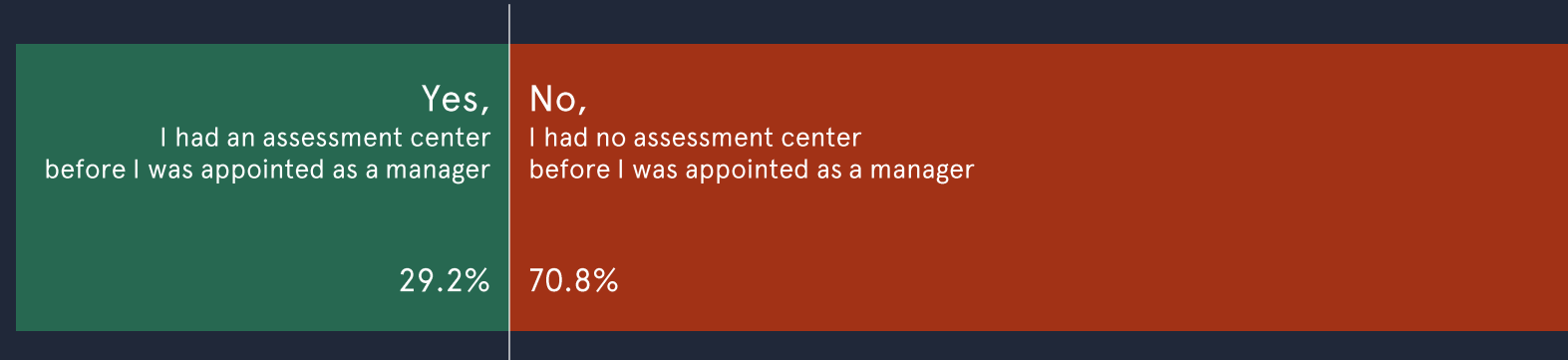


„The results of this question are very interesting for me. They highlight some underlying issues. Firstly, 1/3 of managers are happy with their budget, however, almost 2/3 feel they do not have enough employees, which seems to be at odds. Are the budgets not being used, overspent in other areas, or just simply not enough. In any case, the number of employees should have a direct correlation in terms of percentage, however, they do not.“

Assessment center for design managers before appointing

Question (manager view): "Did you go through an assessment center before you were appointed as a manager?"

Design department Design manager Full time employee, temporary employment and freelancer Automotive manufacturer and supplier Worldwide



„Here at KIC, we are not surprised about the low use of assessment centers, but all the same, still find the numbers quite shocking. When you take into consideration that within the majority of OEMs, almost any staff member of any department has to go through some kind of leadership and management training before they are allowed to lead, it is shocking that over 70% of current design managers didn't have to do so. Even leadership talent must be fostered, especially in a growing environment.“