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The impact analysis tool for self-evaluation of barriers

This is not a complicated procedure! It is a simple tool for the identification and analysis of barriers and can help organizations to develop strategies for addressing those barriers as to support a future improvement.

The impact analysis and subsequently conducted self-evaluation of barriers examine perceived barriers, since these ultimately influence decisions. The method of barrier analysis is therefore arranged into a barrier catalog alongside management processes. This is used in the form of a questionnaire to interview various decision-makers in organizations concerning barriers. From our previous experience with the barrier analysis, the thesis was derived that the barriers are perceived variedly in different organizations. From this grew the realization that those barriers are only to be overcome locally. A generalization about "the" barriers seemed impossible.

Based on these findings, the focus is now directed on how to support the overcoming of barriers locally; therefore, a tool for self-evaluation was developed. This is based on the method of barrier analysis and is divided into three steps, which are briefly outlined in the following.

Step 1: Selection of participants and conduction of the interview concerning barriers

In this step it is initially investigated within the organization as to which people have an impact on the process to be examined (key actors). Based on this it can be determined who



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should be included in the survey. This can be, for example, only the people who are involved directly within the process, but it can also be all the people who have influence on the outcome of a decision. However, for a meaningful analysis of the survey, a minimum number of participants should not fall below five.

This selection process can obtain clarity in the respective organization about the according process by raising awareness of the process flow within the organization as well as the identification of key actors. This contributes to the development of the organization and to the identification of employees with their organization because it becomes transparent as to which important role each one plays within the process. The selection process follows the response to the online questionnaire by the selected persons (min. five). For this purpose, a responsible employee reports his organization under <http://tu-dresden.de/wiwi/einflussanalyse> for the barriers to be examined. The impact analysis tool provides the following available topics: procurement, climate change adaptation, Green Chemistry, and innovations. The employees of the organization will then receive a confirmation E-mail from the Dresden University of Technology with the specified user name, password, and a link that leads to the survey. The access data can be used by all the participants to complete the questionnaire (parallel filling is possible). This free of cost online tool allows concurrent accesses of the survey participants, and the individual handling for each organization can be guaranteed.

Step 2: Identification and analysis of barriers

Within the analysis of barriers, it is crucial to not only note the importance that is attached to the barriers by respondents, but also to consider whether there are variances between the responses. Therefore, an analysis of the perceived barriers by means of two simple assessment methods is developed (see Figure 1) to visualize trends and to arrange the barriers according to their relevance. Thus, the organization shall be supported in their decision as to which barriers could and should be included as the first in the consideration of coping strategies. This focus on relevant barriers is consistent with the principle of materiality, and is intended to assist you in decision making.

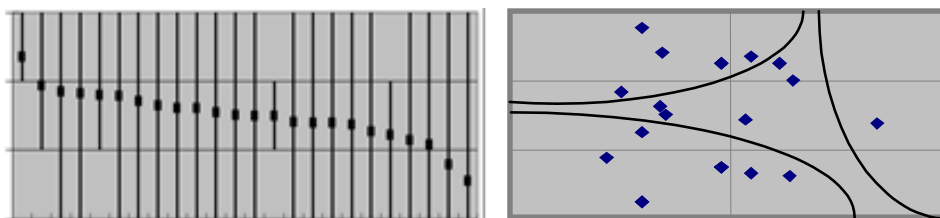


Figure 1: valuation method of the barriers analysis: barrier profile and barrier portfolio



Step 3: Interpretation of results and derivation of strategies for dealing with the barriers

To interpret the results, workshops are recommended to bring together all those involved in the process. In these workshops, the survey results, possible reasons for those, and solutions are discussed as well as strategies developed for the future management of barriers according to the respective topic. Through this procedure, a further contribution to organizational development is made and the decision making is supported on how to proceed with the identified barriers.

The self-evaluation tool allows organizations to identify the relevant barriers for them independently and to influence them in a proactive discussion process.

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