

THE ROLE OF AN ENTERPRISE CULTURE FOR RISK MANAGEMENT

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Abstract. *Nowadays, the business environment is a highly changing one. The complexity rises in relation to economics, organization, and technology. To be successful, each enterprise has to know and to manage its opportunities and risks. In this paper, we will focus on cultural risks related to management and leadership, with the notion to stay successful on the free market. According to Henry Ford, success arises when having exactly the capability that is asked for in the moment. Therefore, an enterprise has to be organized agile, called AOE. Agile enterprises have trust-based relationships with their customers and suppliers. Human productiveness is the essential resource for agile enterprises, not the technology, not the work, not the equipment. AOE handle changes and challenges in a dynamic and energetic fashion. In order to be able to cope with these new realities, an AOE makes sure that the employees have a sense of safety and appreciation at work. The management of an AOE establishes possibilities for the staff to do the work without anger in case of mistakes. There is a need to feel safe from workplace bullying or inadequate pressure. Therefore, communication and cooperation are the bases for a comfortable workspace – more so than corporate identity or financial / seasonal / promotional ways of motivation. Educating a specialist or finding proper team member costs money and time if you even find them on the market, so the management of an AOE has to avoid the departure of team members. The favored culture within an AOE has to eliminate bullying, gossiping, and other kinds of illicit behavior - but also to establish teams that are diverse in capabilities and personalities to aid one another and respect everybody. We have to take into account that there won't be enough time to settle all details and changes in writing, nor to be angry if something is going differently than planned. To capture opportunities there is also the need to think about improvement continuously. All these necessities have to be configured for a long-time perspective. The main question is how we can support all these upcoming changes within risk management. In our paper, we will discuss the content of the guidelines, the formation and changing processes to adapt guidelines, methods and techniques, the strategies of communication and the necessity for the management to exemplify these values within their own life. At last, we will show the expected impacts on enterprises, on human beings and on society.*

Keywords: *risk management; antifragility; agility; enterprise culture; brand flow; changing processes.*

Introduction

It is not enough to recognize changes and risks correctly, but also necessary to decide how to act and react as written in Kuhn and Voigt (2010). Decisions have to be realized in real time not only discussed. This provides a behavior pattern. In conclusion, we see that risk management does not only mean to identify, analyze (e.g. in regard to costs of

damage or probability of occurrence) and evaluate the risks as seen in Auckenthaler and Gabathuler (1997) and in Spedding and Rose (2008). To counteract risks appropriately the responsibility and competence within the enterprise have to confirm as Kuhn (2010) and Auckenthaler and Gabathuler (1997) considered - distinguish between three levels: cultural risks, strategic risks, and operational risks.

Within an agile enterprise, the cultural risks are minimized by introducing guidelines for the behavior within and without the enterprise. Therefore, the enterprise has the capability to be quick, flexible, active and adaptable to the market if changes happen. These guidelines are also called enterprise or organizational culture. This means as considered by Hofstede (1990) "Organizational Culture is defined as the way in which members of an organization relate to each other, their work and the outside world in comparison to other organizations. The Dimensions enable a tangible alignment of Organizational Culture and Strategy". In our paper, we will discuss the content of the guidelines, the formation and changing processes to adapt guidelines and give long-time orientation for staff members.

Approach

To figure out the best possible individual enterprise culture, - in detail to form the behavior of team members within the enterprise and to adapt the culture if there is a need, to obtain the result to minimize the risks and to augment the chances we choose this approach.

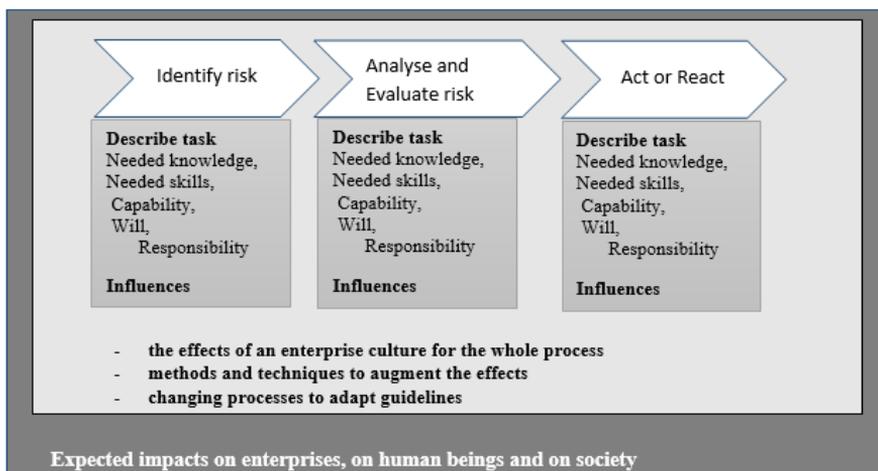


Figure 1. Methodology to see the effects of an enterprise culture for risk management

At first, we will describe the tasks of each sub-process of the risk management and the needed knowledge, which includes the needed skills, capability, will, and responsibility. After this, we discuss the influence of organizational culture for each step of the process. Then we describe the effects of an enterprise culture for the whole process, as well as methods and techniques to augment the effects concerning the enterprise culture. Finally, we discuss the necessity of changing processes to sometimes adapt the guidelines including a description of these changing processes themselves. At last, we will show the expected impacts on enterprises, on human

beings as well as on society by having such enterprise culture as we propose. The steps of our approach are shown in Figure 1.

Description of sub-processes of Risk Management

The underlying definition of our approach for Risk Management is that it is a process separated in three sub-processes as we have determined with the help of the Jacobson method. Each sub-process has a name and only one start point and one end. Our sub-processes are called at first "Identify risk from first signals to description", second "Analyze and evaluate risk from description to ultimate causes", and thirdly "Act and React from causes list to establish measurements". Now we describe each subpart of the Risk Management process in the aspect separation you have seen in Figure 1.

Identify risk from first signals to description

This sub-process can be divided in the tasks "Sensitization to recognize that something is going on", "Finding out the rules of the talk about this detection", "Description by the way or writing to somebody who will be concerned", "To ensure the right steps for handling this identified risk in the future".

Therefore, the necessary knowledge for this sub-process knows the desired strategies and future position on the market, about the ergonomic workplaces and interest to recognize technical possibilities to augment the performance of the staff, knowledge of who the right contact person for a specific situation is. Based on this knowledge the team member may be able to recognize the exigency to change his own handling. Social and psychological knowledge augment the possibility for management to recognize i.e. capacity overload or underload. No or not enough communication between staff, fatigue or boredom is very high-risk factors within an AOE, so the necessity for detecting these is given.

Skills: For the first step in this process the actor needs at first methodological competence. There is a need for a high personal competence with characteristics like personal responsibility, decision-making ability, and the ability of self-reflection, creativity or motivation. However, the mobilization competence, as well as the transfer competence, is needed, too. This means in this case especially client - and staff orientation, the use of knowledge and of information as well as the disposition to initiate changes. Thirdly, we need social competencies like empathy, a disposition to communicate or to cooperate.

Capability: The person has to be sensible of how they can talk about the identified risk and to recognize in which way something has to be handled – privately or publicly, unofficially or officially, hidden or open, in writing or verbally.

Will: Approach to support (depending on the culture) everybody's freedom to say whatever him or her desire to help the economic wellbeing or social wellbeing. In addition, there has to be the will to change and advance existing views. Sometimes it will be hard to "survive conflicts".

Responsibility: The responsibility is often handled in different ways: by the whole staff or only by the management, by a special person in the role of a risk manager with the assignment to observe the environment or by a special group or by a special department, having the responsibility to recognize the relevant changes. However, there are necessarily many “sensors” and right interpretation sometimes happens on a visceral level. This cannot just be postulated but also has to be lived and supported by the right behavior.

Influences: If the Risk Management is integrated into the normal work, everybody will see beyond the end of one's own nose. Everybody knows that their information is important for all. An important feeling is to be on fire for the job. This has a wide influence on observing the surrounding environment and is, therefore, the first sensing element that there may be risk or chance for the enterprise on the market (outside watching), there may be risk or chance for the workplaces (outside and inside watching), or there may be risk or chance for persons (inside watching). To decide whether there is something wrong (or a chance) for the enterprise you need a description of strategies and future visions. This is a needed information detail discussed with the staff, written down and lived within the enterprise.

Now we start with the second sub-process, called “Analyze and evaluate risk from description to ultimate causes”.

Tasks realizing this sub-process have to analyze the surrounding conditions of the risk described, and to classify expected or unexpected situations. Then in the next step, there is to choose the right analyzing method, to appoint the appropriate people or groups as candidates for locating the exact problems for reduction. After this you have, analysis BIG DATA, to use the right method or sometimes more than one - and finish the sub-process with describing or jotting down the ultimate causes.

Needed knowledge: To assert the effects of the enterprise's future success you need knowledge of methods for problem analysis, like fish-bone techniques, Data Mining, statistics or scenario techniques. To do this, the person will also take into account some strategic parameters, as well as the influence of behavior inside or outside the company. To find out the effected tasks and roles within an enterprise and to list the ultimate causes, you have to know much about the organization and the personalities of the enterprise as seen in Mullins (2007).

Skills: To execute this sub-process, it is a need of many competencies, firstly expertise in mathematics, in strategic management, in process management, and in human resources management. In addition, there is the necessity, to sum up, the future situation as well. Therefore, you have to be able to develop strategies, to analyze situations and to communicate the situation. Skills from sociology or psychology are welcome.

Capability: The most important capabilities are embodied in analytical skills and operating with empathy.

Will: If you have a motivation to help your enterprise you will work in better ways and will find more possibilities in both directions – for best case and worst case by analyzing the situation.

Responsibility: In most cases, we find out that there are specialists in addition to the leadership. **Influences:** In order to get the best result you have to be creative and apply the methods written above. Also, please deploy experts.

Our third sub-process is “Act and React from causes list to establish measurements”.

Within this sub-process is the following tasks: To think about measurements, to communicate the necessity, to decide the actions, to prioritize and to adapt a catalog with measurements, to control the effects and to make sure that all of this will happen in the best way for the enterprise. This may mean to influence the behavior of people inside or outside of the company.

Needed Knowledge: The first step is using and exploiting the portfolio analyses, SWOT analyses or other instruments of business economics. In addition, you need knowledge in informatics, experience in change management as well as in coaching. To support the change process you also need knowledge in human resource management, in controlling, as well as in project management, as has been shown in Klimmer (2016, p.230).

Skills like the business process model and Notation (BPMN), technological support by workflow management systems (WFMS) as a process-oriented approach, methods in change management like systemic organization are necessary, as well as strategic management to prioritize the measurements.

The skills concerning the personal competence are most important to own individual responsibility, decision-making ability, creativity, motivation, and diligence. In order to realize the ideas materialized in measurements, the following activities- and implementation oriented competencies are necessary: capability to analyze, capability to judge, conventional capability, client orientation, but also the use of information, capability of organization, capability of problem-solving, if necessary also readiness assume a risk, initialization and fulfilling the determined changes.

Capability: Social competencies like empathy, communication skills, capacity for teamwork, willingness to cooperate, the capacity to negotiate and reliability are requirements to handle this sub-process.

Will: The motivation and willingness to help the company is crucial to find the best measurements catalog. Only exemplifying an orientation towards the future (like visions and guidelines), as well as the entries culture in addition to diagnosing problems the sustainability of an enterprise will be given.

Responsibility: In order to influence and to change processes and human resources you need respect. This may be based on your position in the company, but also it is dependent on your personality.

Influences: The agreement with all actors, watching the problems, recognizing the necessity of the chosen measurements, is very important to be successful. In addition, internal or external change agents to aid the staff members affected by changes will be helpful.

Effects of an enterprise culture for the whole risk management process

Before we can discuss the effects an enterprise culture for the whole risk management process can have, we will start with a description of our understanding of an enterprise culture.

We follow the definition of an enterprise culture seen in Hofstede (1990): "Organizational Culture is defined as the way in which members of an organization relate to each other, their work and the outside world in comparison to other organizations. The Dimensions enable a tangible alignment of Organizational Culture and Strategy. The term culture refers to the typical way of behaving within an organization or in society as a whole. An organization therefore with an enterprise culture is one where people are imaginative and creative, rather than being reluctant to take risks" And in *Businesscasesstudies.co* (2016) we found this description: "An enterprise culture is made up of enterprising people who are prepared to challenge existing ways of doing things, and to come up with new ideas and solutions to the benefit of society as a whole. The term 'thinking out of the box' refers to being able to think beyond the straightjacket of existing ways of tackling problems or arranging activities. It requires some form of original thinking." There exist different cultural models like the Organizational Cultural Model - also called Hofstede's Multifocus Model-, 3-levels-of-organizational-culture from Schein (2013). In Mullins (2007, p.808) we found a contrary definition of an organizational culture as "the collection of traditional values, policies, beliefs, and attitudes that constitute a pervasive context for everything we do and think in an organization."

We do not think that this is the right understanding in view of organization change. It is rather the need and means to seek for a better way of cooperation with the focus on speed and not to having a collection of traditional values. As we have considered in our risk management process shown before, all these terms - creativity, arranging activities - are important aspects of personality in the whole staff. Guidelines are to be defined and to be communicated to achieve all of what we have shown above. The guidelines should be considered in every situation, private and professional and not only written on paper, not only by management, devised in a hidden corner. Rather, it is necessary to work together on the guidelines. So not the rites, ceremonies, organizational myths as seen in Schein (2013) are the triggers for a culture to support a risk management procedure but the organizational values expressed through "unwritten rules of the road" as well as through explicit description taking into account the 4 Core Cultures: Control, Collaboration, Competence, Cultivation from Schein (2004), Schneider (2000) or the six dimensions from Hofstede (1990): "Means-oriented vs. Goal-oriented, Internally driven vs. Externally driven, Easy going work discipline vs. Strict work discipline, Local vs. Professional, Open system vs. Closed system, Employee-oriented vs. Work-oriented, Degree of acceptance of leadership style, Degree of identification with your organization". With the values of these dimensions, you can achieve the needed agility for AOE. The less control, self-organized teams, skills and qualification, a lot of confidence, to talk things out as well as a familiar atmosphere are the most promising values here as named by Schneider (2000).

Therefore, we chose a mix between collaborative und cultivation cultures, whereat the cultivation culture predominates. By acting in such away the effect will be that staff

members are interacting more trustfully. They have a high responsibility and they decide by themselves what to do. The authorities arise from the competencies. That's why everybody respects the leadership. The leader is like a mentor, he motivates and supports the staff, he is seeking for conflict resolutions and he clears the way for changes. Therefore, the effects for the risk management are that the procedure advances in an open atmosphere, and the decisions are made corporately as demonstrated in AOE-Services (2016). Beedle (2015) emphasized on the following characteristics of a truly agile organization: "Management pyramid is inverted, greater liberty and freedom to accomplish the task at hand, constant learning, knowledge creation and knowledge sharing, a more enjoyable and humane work environment, a hyper-productive cooperative work mode, emergent planning, architecture and requirements, new values that generate a cooperative culture" and also he sees the augmentation of the quality of life. Cottmeyer (2011) suggested a list of patterns that he has observed across organizations, which are essential for success. We conclude that such an enterprise culture is necessary for the risk management process described above.

Methods and techniques to enhance the effects

As we have shown the effects of an enterprise culture are capable of improving the success of the risk management process. For increasing the effects, we have found some methods and techniques in Schein (2004), and special methods for the strategies of communication as have been shown in Schneider (2000), Happ, Kuhn, Maier and Schladt (2015), Drucker (2014): As we have considered we want to concentrate on process changes and the risks concerning these. Many staff members are involved. Shared projects across all teams for changing company processes are introduced.

Organization of the risk management process within AOE will be established similar as in agile methods like Scrum, with one manager promoted by all employees; authorities remain in the background during prioritization in phase 3 of our risk management process. The staff is not only so motivated but also on fire for their company. We understand brand management as to giving everything at work while feeling exceptionally well by doing so. Supporting factors are as follows, seen in Absolventa (2016) and in Mannhardt (2011): Comprehensive information about goals and the accruing tasks, information about the relevance of internal and external contact- and relationship situations, development of acceptance in the teams, establishing a frame of relations. With the help of personal training, the education of psychosocial competencies will be enforced with the goal to have relationships with minimal conflict. In addition, there is no need to feign to be somebody you are not. The personal management facilitates the staff members and does not ignore the physical constitution. The personal interaction culture is essential for the enterprise. Without interaction no feedback is possible. As a result, the needed personal culture is working and handling issues without anger, uncertainty or beeriness. The biggest obstacle in the modern business environment is the slowly ever increasing pressure either self-inflicted or deriving from bad management. In addition, we have found ACCA (2012) that decisions should not be based upon the personal interests of the decision maker. In addition, it is necessary to give people the means to accurately access the own capabilities, allowing them to act in a self-confident fashion. Only then we are capable to rapidly respond to unexpected challenges, events, and opportunities. Risk friendly

people are always willing to learn, no matter what they need to take advantage of new opportunities. The offensive change is the essential core of any agile enterprise. Therefore, we have a look at what is named in their culture. Here we find the need for trust-based relationships with their customers and suppliers.

Agile enterprises are central human productive resources, not the technology, not the work, not the equipment. The necessity of having a good feeling during the work is given. There is a need to have a home, a family, to feel safe, no workplace bullying and no pressure. Communication and cooperation are necessary – we are seeking a feeling as comfortable as a home, more than corporate identity, more than monetary stimulation, or other secondary motivations like more holidays, better support of family. And also it is necessary to concentrate different capabilities in one team, to aid one another and respect everybody. Today there is no time to be angry if something is going awry. This is the subject of personal management. Bonds between company and employee can be created on multiple levels, enabling a trustful, responsible and with the feeling of freedom of one's own initiative entrusted work environment. In conclusion, we have found out many possibilities to augment the effects of risk management by leader style, clear communication of vision and strategies, both being kept volatile. Common decisions on chances and risks and follow-up measurements to realize these, transparency of internal and external communication flow, respect, common values, self-oriented groups with high responsibility, waiving of micromanagement are the foundations for a successful risk management.

Discussion

In order to initialize the risk process as well as its self-changing faculties, you need personal competence, an appreciating and safe workplace and a well-functioning Communication Flow.

Changing processes to adapt guidelines

Take into account that changes are necessary for the enterprise culture, but not as often as the environment will change. If you monitor the risk management and you determine modifications for it, it might be that instead of merely improving the tasks a rectification of the risk culture itself is useful. Sometimes you can interpret the risk response of the management to make better judgments concerning intolerance and risk appetite. A risk response may be avoiding, accepting, reducing, or sharing risk as seen in Happ et al. (2015). As we have shown, we can establish within enterprise culture that the management is backing every team member all the way. That's why a control of the enterprise culture is also necessary to ensure the best risk response is carried out for each case.

An appreciating and safe workplace

If you find these conditions at your workplace: To work without anger or fear, to feel at home, no overload or upload, then you can work with pleasure. With the intent to uphold this feeling you may be more poised to avoid or reduce risk or if necessary to take a chance or risk. In addition, you gain ground for the advancement of each and

with this also learns the handling of chaos instead of only following rules exactly. From this, it follows that the well feeling cannot be decreed but must be lived.

Communication Flow

The right Communication Flow as considered by Kuhn (2001) is essential to find competent help in an unknown situation or to find the right and actual information to decide in real time how you to act or to react. But the handling will base on the vision and the plans of an enterprise. The construction of measurements and the realization will follow the enterprise culture as well as the inclusion of the environment. This means to include all points of view dealing with business plans and the orientation towards relationships rather than transactions for controlling the changes.

Easy adaptation to new situations is only possible by the team itself if the environment is considered and contains decision criteria for the strategy, measures, situations and possible behavior. The support by the information technology minimizes the problems when coordinating changing processes. Every member of the team gets to know about occurring changes at the same time and their attention is drawn to changes in the certain processes. In Happ et al. (2015) we speak about the necessity of common understanding for changes and an open, fair and cooperative communication, which is the most important way of interaction. We deal with the direct and personal way of communication as a form of socialization. Also, the transportation and the way of how the communication acts within an enterprise are dependent on the enterprise culture as seen in Happ et al. (2015, p.102). There may be a communication flow between chief and team members in a direct or indirect way, open or hidden, restrictive or cooperative. The Manager can determine the time and date and room, he may give the order to come to his room at a certain time or he always lends his ear to the teams, he gives actual information to the team or not. All of this should be fixed in the enterprise culture.

Personal competence

As we have shown above we need as personal competencies the capability to analyze, to evaluate, to create concepts, to organize, all these in the sense of enterprise and oriented towards clients. Also the use of knowledge and information, the capability to solve problems, the capability to take on risk as well as the will to initialize, and to realize changes are necessary. The disposition to cooperate, to communicate, and to be negotiable are the conditions to survive conflicts. When recruiting staff you have to look to these characteristics.

Expected impacts on enterprises

All processes are designed in the sense of enterprise. The staff is more than satisfied, it is happy and willing to risk something if necessary. The enterprise culture will grow up to a control instrument without forces to obey. Therefore, the impact on the enterprise of having an enterprise culture is a participative change management within the company with shared projects across all teams for changing company processes. The management may rely on the best efforts of staff.

Expected impacts on human beings

A special aspect concerning the impact on human beings is that employees decide how far they want to participate. And they do it wholeheartedly. They learn to decide under the conditions volatily, uncertainty, complexity, and ambiguity (VUCA) without anxiety. By doing this they are burning for their company and subsequently they are perfectly happy. They work liable and produce with their work a very high quality.

Expected impacts on society

And finally yet importantly the impact on society is happiness and as a result an improved health. The quality of life augments. As shown in a study of OECD (2015), the top quality of life factor is health. It is conjecturable that the people, who are used to be responsible for all what they do and they have learned to communicate and to cooperate, also use these capabilities in leisure time. In consequence, living together will be easier.

To work within an enterprise all of the involved people have to help to fight against risks and to seize chances. This is an iterative process and not strictly a serial process. One task can influence another.

Conclusions

By thinking about the work behind the risk process management and by discussing the needed knowledge, needed skills, capability, will and responsibility we could show the expected impacts on enterprises, on human beings and on society. An enterprise culture influences the success of each risk management. An enterprise culture has to contain guidelines about the handling of cooperation organization, the "freedom" of team-decision as well as vision and missions of a company and give long-time orientation for staff. It is essential to have team members with social competencies, with courage to communicate the identified risks, own empathy and have apart on own knowledge. Change the management is the device. Changes can have many effects. The butterfly effect means that small causes can have large effects. The butterfly effect leads to the implementation of chaos theory in lead management recognizing that a small change can result in large effects. In changing the degree of identification with the own organization the management of an AOE can receive responsible, resolute, liable team members who do more for their work than they have to do or management expects. The management has to carry out freedom of decision in line with vision and strategy for each team member, in the case of mistakes all members can learn from this situation. Surrounding conditions are having a team oriented organization form, establishing open discussion platforms, a well-functioning communication management, and well-functioning information flow to make sure that all members have actual and relevant information in case of decisions. By doing this each individual person – private or by working -, the team and at last the society will have a better life based on wellbeing and more healthy people. Constraints are giving an order without explanations, outside of guidelines, outside of known strategy plans, outside of well understanding reasons.

By helping the staff to feel at home – without any anxiety - when working the company will be able to execute strategy faster, with more flexibility and adaptability and to stop the loss of staff as well as to lose the readiness to assume the risk. Culture design is a very important factor to influence these. As we have shown psychological and sociological knowledge is necessary for the leadership. Not only the functional qualification but also the personalities of team members are essential for risk management. Cooperation, communication, and trust are common values. Mutual support and mutual acceptance are alive. Success is separated in hard and soft factors. Hard factors are economic key figures in relation to quantity or quality: Revenues, costs, failure rate, output, the percentage of morbidity in staff, and fluctuation rate.

Low factors are criteria of satisfaction and working atmosphere: motivation, acceptance, behavior, fairness, engagement. The soft success factors are the crucial factors for risk management. The butterfly effect is alive.

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