



universität
wien

MASTERARBEIT / MASTER'S THESIS

Titel der Masterarbeit / Title of the Master's Thesis

“Psychological aspects of ‘New Work’ in research and
practice: a mixed-method case study”

verfasst von / submitted by

Simon Friedo Lenze, BSc

angestrebter akademischer Grad / in partial fulfilment of the requirements for the degree of
Master of Science (MSc)

Wien, 2023 / Vienna 2023

Studienkennzahl lt. Studienblatt /
degree programme code as it appears on
the student record sheet:

UA 066 840

Studienrichtung lt. Studienblatt /
degree programme as it appears on
the student record sheet:

Masterstudium Psychologie UG2002

Betreut von / Supervisor:

Univ.-Prof. Dr. Christian Korunka

Abstract

While *New Work* is based on the socio-cultural ideas of philosopher Frithjof Bergmann, it has been popularized as a new way of thinking about and structuring work. Drawing on ideas of autonomy, self-determination, purposeful work, and shared leadership it should be of great interest for work and organizational psychology. Knowledge and scientific research on the topic are scarce while practitioners and consultants have been carrying out interventions under the umbrella term *New Work* in organizations for years. The aim of this study was to organize and classify the scientific and practical findings on New Work and to link them to existing psychological concepts. To illustrate the practical implications of this new way of working on teams and organizations, a pilot initiative in a German medium-sized company was accompanied and evaluated using a mixed-methods approach. In this specific case the indicators of psychological empowerment and work engagement were influenced negatively by the intervention while self-reported job performance remained stable. Still, interviewed leaders and employees emphasized the importance of New Work initiatives and principles as well as participative approaches as a response to changing demands in the modern world of work. These results can be used to further develop a coherent scientific theory of New Work principles and the effects of interventions in this field. While New Work remains an imprecise term with various definitions, compiling knowledge systematically and drawing on psychological theory can potentially improve New Work initiatives in organizations.

Key Words: New Work, Engagement, Empowerment, Leadership, Field Research, Intervention

Abstract (German)

New Work basiert auf den soziokulturellen Ideen des Philosophen Frithjof Bergmann und wurde in der jüngeren Vergangenheit als eine neue Art, über Arbeit nachzudenken und sie zu strukturieren, popularisiert. New Work stützt sich auf Ideen von Autonomie, Selbstbestimmung, zielgerichteter Arbeit und geteilter Führung und sollte deshalb für die Arbeits- und Organisationspsychologie von Interesse sein. Wissenschaftliche Forschung und Erkenntnisse zu diesem Thema sind rar, während Praktiker*innen und Beratungsfirmen seit Jahren Interventionen unter dem Oberbegriff New Work in Organisationen durchführen. Ziel dieser Studie war es, die wissenschaftlichen und praktischen Erkenntnisse zu New Work zu ordnen, zu klassifizieren und mit bestehenden psychologischen Konzepten zu verknüpfen. Um die praktischen Auswirkungen dieser neuen Arbeitsweise auf Teams und Organisationen zu verstehen, wurde eine Pilotinitiative in einem deutschen mittelständischen Unternehmen mit einem Mixed-Methods-Ansatz begleitet und evaluiert. In diesem konkreten Fall wurden die Indikatoren psychologisches Empowerment und Work Engagement durch die Intervention negativ beeinflusst, während die wahrgenommene Arbeitsleistung stabil blieb. Dennoch betonten die befragten Führungskräfte und Beschäftigten die Bedeutung von New-Work-Initiativen und -Prinzipien sowie von partizipativen Ansätzen als Antwort auf die veränderten Anforderungen in der modernen Arbeitswelt. Diese Ergebnisse können genutzt werden, um eine kohärente wissenschaftliche Theorie der New-Work-Prinzipien und der Auswirkungen von Interventionen in diesem Bereich weiterzuentwickeln. Auch wenn New Work nach wie vor ein unpräziser Begriff mit verschiedenen Definitionen ist, kann die systematische Zusammenstellung von Wissen und der Rückgriff auf psychologische Theorien New-Work-Interventionen in Organisationen potenziell verbessern.

Schlüsselbegriffe: New Work, Engagement, Empowerment, Führung, Feldforschung, Intervention

Table of Contents

Abstract	3
Introduction and Theoretical Background	6
<i>New Work in research</i>	<i>7</i>
<i>Psychological constructs related to New Work</i>	<i>11</i>
<i>New Work in practice</i>	<i>17</i>
<i>New Work interventions</i>	<i>18</i>
<i>The case at hand</i>	<i>18</i>
Methodology	20
<i>Research Question</i>	<i>20</i>
<i>Research design and mixed methods approach</i>	<i>20</i>
<i>Data collection</i>	<i>21</i>
<i>Data analysis</i>	<i>24</i>
<i>Quality criteria</i>	<i>25</i>
Results	26
<i>Quantitative data</i>	<i>26</i>
<i>Qualitative data</i>	<i>27</i>
Discussion	38
<i>Limitations</i>	<i>41</i>
<i>Implications for theory and future research</i>	<i>42</i>
<i>Practical recommendations</i>	<i>42</i>
Conclusion	43
<i>Summary</i>	<i>43</i>
<i>Final thoughts and conclusions</i>	<i>44</i>
References	46
Appendix	53

Introduction and Theoretical Background

After experiencing the decline of the automotive industry in the United States first handedly during the 1970s and 1980s, philosopher Fritjof Bergmann proposed an antithesis to traditional forms of employment and the capitalistic economic system (Bergmann, 2005). He urged for a radical, new way of thinking about working in a modern world and coined the term *New Work*. New Work according to Bergmann is a model in which humans would spend roughly one third of their time in traditional wage labor employment, one third doing tasks that they personally enjoy (“what they really, really want to do”) and one third on “High-Tech-Self-Providing”, creating the necessities for their daily lives themselves. In his book “New Work, New Culture” Bergmann was highly critical of the intensification of work, the pressures of the wage labor system and capitalism itself (Bergmann, 2005). While Bergmann was able to create a following and founded New Work centers all over the world until his recent death, his philosophy and specific model of work have since been transformed to a management idea that bears little resemblance to the original ideas of the author.

New Work is now being referred to as a “Megatrend” (Zukunftsinstitut, n.d.) that will shape the future of our workplaces, yet the term is used more broadly and vaguely than ever. New Work in this modern sense is not concretely defined but there is some agreement that it refers to the principles that work should follow in a world characterized by complexity, connectivity, and disruption. New Work as a term stands for a profound change in the world of work and organization, putting employees and their experience in the center of attention (Hackl et al., 2017) which makes it a subject of interest for researchers in work and organizational psychology. While Bergmann never designed a coherent theory that connected the variables of his New Work model, he consistently emphasized the importance of concepts such as autonomy, meaningfulness, and competence, which resonate with psychological theories like *self-determination theory* (SDT; Ryan & Deci, 2002; 2017) and *job-characteristics-theory* (Hackman & Oldham, 1976). This is possibly the strongest connection between Bergmann’s philosophy and the way New Work is treated today.

Considering the history and development of the term it is appropriate to not think of New Work as a complex topic but rather a complex of topics (Hackl et al., 2017, p.64). To understand New Work initiatives, it is fundamental to consider the goals of organizations they want to achieve by implementing them and the means they choose to do so. The goal of this thesis is to compile research on New Work, connect it to psychological constructs such as SDT, engagement and empowerment, and to evaluate a practice project regarding the effects it has on a team, its members, and the organization as a whole.

New Work in research

As *New Work* is considered a way of working that focuses on individual needs and new demands, there is a research interest in the topic from a psychological perspective. In Germany at least one university is offering a master's degree in applied psychology that focusses on New Work (DHGS - Deutsche Hochschule für Gesundheit & Sport, n.d.) and one university that offers a Bachelor of Arts in *New Work* (International University of Applied Sciences, n.d.).

The number of publications on New Work that are included in PsycINFO, the leading database of academic publications in psychology, seems promising as well. A comprehensive PsycINFO search revealed 961 publications with the term "New Work" in the title or in the abstract. However due to the ambiguity of the term, most of these publications are not related to New Work at all – neither in the original form of Frithjof Bergmann nor one of the broader definitions. Only a small percentage, or about 30 of these publications could be of interest as they are exploring the psychology of changes in the working world. In addition there are several practitioner publications on the topic, especially in the German-speaking world (e.g. (Berend & Brohm-Badry, 2020; Hackl et al., 2017; Hofmann et al., 2019; Schermuly, 2016; Wörwag & Cloots, 2020)).

While there is some foundation of research, New Work is a term that has been criticized for being appropriated by popular science and social media (Georgi, 2021) and is therefore regarded as a fad topic by some. Yet the underlying principles are not new and rather well-studied in psychology. These principles include employee involvement (e.g. Handel & Levine, 2004), self-determination (e.g. Ryan & Deci, 2002), intrinsic motivation, democratization, empowerment, and work engagement. However, as New Work is a multi-faceted concept with no clear boundaries or definitions of its content, it is important to define the key elements of interest. This true for both scientific research as well as putting results to practical use. As Schermuly (2020) observes:

Increasingly, this conceptual arbitrariness is making practical and scientific work more difficult. New Work loses its value if it can be and achieve everything and nothing. To prevent this, science can help by systematically analyzing the topic and summarizing it in a practical theory. (p.10)

Apart from Carsten Schermuly, German psychologist Markus Väth is one of the leading figures of the New Work movement. He adopted the term from Bergmann and developed a *New Work Charta* which defines five dimensions of New Work: freedom, self-determination, purpose, development, and social responsibility. The *New Work Charta* has

been co-signed by more than 600 entrepreneurs, managers, politicians, and other supporters accepting these five dimensions as the basic principles for the future world of work (Humanfy, n.d.). Văth's publications draw some of their content from Bergmann as well as psychological empowerment theory, but they are not based on empirical research or a concrete psychological theory.

In their research, Hackl and colleagues (2017, p.71) define five slightly different facets of New Work: individuality, leadership, agility, flexibility, and new office space concepts (for a comparison of different definitions of New Work dimensions, see Figure 1). Together with research institute *HR Impulsgeber* and other cooperation partners they conducted three detailed anonymous questionnaire studies regarding the topic complex of New Work. All three studies had a large sample ($n > 200$) that was sufficiently diversified in terms of age, gender, and industry background. Their goal was to identify factors with a large effect on employees, organizations, and their performance (Hackl et al., 2017, p.64).

Study 1 set out to determine which measures employees and managers demand, as well as differences between expectations and reality. The authors identified 12 aspects of implementing New Work such as employee participation, self-determined goals, managers as coaches, democratic leadership, fast decisions, flexible time and office concepts, and job rotation. Study 2 researched micro-economic relationships in New Work. The sample included teams of managers and employees with a focus on employees without university education. Study 3 focused on New Work regarding workplace learning, cooperation, diversity, employee participation, employer attractiveness, and commitment (Hackl et al., 2017, p.64). The studies identified a positive correlation between the implementation of New Work measures and revenue, employee satisfaction, and employer attractiveness. On the other hand, a negative relationship with employee turnover could be observed. The authors also emphasized that “soft” factors like offering employees participation and freedom of action can become the deciding success factor in a strongly competitive job market (Hackl et al., 2017, p.75). It becomes increasingly clear that while New Work started as a theoretical consideration, it is now very much linked to the practice of work in real-world organizations. For its advocates New Work is an appropriate reaction to outdated management practices and the complex challenges of the modern working world.

In a publication for the *Fraunhofer Institute IAO*, Hofmann and colleagues (2019) define New Work as employment with a sense of purpose and gain, utilizing virtual tools and flexibility in time, space, and content. They note the importance of the dynamic context – including a pressure to innovate - this development is taking place in. Finally, the employees'

perception is also taken into account: “New Work also stands for employees’ changing expectations as to participation, autonomy and opportunities to find meaning in work” (Hofmann et al., 2019, p.11). For the publication the authors divided New Work practices into four rough dimensions: Dehierarchization and participation, Agile and project-based organization, Temporal and spatial flexibility, and Value-based and meaningful work. Berend and Brohm-Badry adopted these same dimensions for their overview on New Work (Berend & Brohm-Badry, 2020, p.13).

Table 1

Overlap in New Work dimensions by different authors

	Individuality & self-determination		Agility	Flexibility		Purpose and values	
Hackl et al. (2017)	Individuality	Leadership	Agility	Flexibility	Office Concepts		
Hofmann et al. (2019)	Dehierarchization and participation		Agile and project-based organization	Temporal and spatial flexibility		Value-based and meaningful work	
Väth: Humanfy (n.d.)	Self-determination	Development	Freedom			Social responsibility	Purpose

As Table 1 illustrates, different authors and publications lay their focus on different aspects of the topic complex. There is a certain amount of agreement and overlap, especially on the importance of the individualization of work and self-determination of workers. However other facets such as innovative office concepts are mentioned less often as an essential part of New Work.

In conclusion New Work is used to describe on the one hand complex changes in the working world and on the other hand a collection of reactions to these changes. Increased volatility, uncertainty, complexity, and ambiguity (VUCA; Mack et al., 2015) as well as the possibilities of digital transformation (Hofmann et al., 2019) make it necessary for many organizations to change the way they work. New Work is a proposed solution that is based on a philosophical idea and has been developed into a movement that no longer seeks to establish strict boundaries between wage labor and meaningful work (Hofmann et al., 2019). Instead, the term New Work is used as an umbrella term for different attempts at implementing changes within employment that put individuality, autonomy, self-determination, meaningfulness, social responsibility, democratization of leadership, and flexibility in the center of attention to achieve better organizational outcomes. While some New Work

advocates criticize this development – Våth, for example, complains that “We are currently discussing New Work in a kind of easily digestible management version.” (Furkel, 2018) – others emphasize the psychological advantages over traditional working models.

New Ways of Working (NWW/ NWoW)

A term that is sometimes used interchangeably with the term New Work in research is *New Ways of Working (NWW or NWoW)*. It has been used to describe concepts such as teleworking, flexible offices and working arrangements, job sharing, and more recently jobs in the gig economy (Kotera & Correa Vione, 2020; ten Brummelhuis et al., 2012). Just as with New Work these concepts and scientific accompaniment are not as new as the name suggests, with notable research on telework dating back to 1973 (Van Meel, 2011, p.385). NWW have three uniting characteristics: *timing, place, and new media technologies* (Kotera & Correa Vione, 2020, p.1; ten Brummelhuis et al., 2012, p.114). Often employees are allowed to work flexibly, fulfilling their tasks where and when they want. This is facilitated by new technologies or ICTs that grant them access to organizational knowledge and connectivity to their coworkers and organizational networks (Gerards et al., 2021, p.2076). Common criticism includes that work is constantly evolving and therefore the use of the word “new” to describe certain phenomena will inevitably result in conceptual blurring and vagueness (Alfes et al., 2022, p.4363).

NWW could be distinguished from New Work by the lack of both employee participation and focus on individual needs. While NWW are imposed on employees through technological development, external pressure, or management decisions, New Work is a reactive process to these changing requirements and focuses more on employees’ experience. However, there is still a significant overlap in constructs of interest. This becomes especially clear when looking at the psychological research aimed at understanding the impact of these NWW on psychological indicators such as job demands, resources, burnout, and work engagement (e.g. (ten Brummelhuis et al., 2012; Steenbergen et al., 2018). The latter study found that engagement and burnout were not impacted by a transition to NWW and that mental demands were reduced, however employee autonomy also decreased (Steenbergen et al., 2018). Ten Brummelhuis and colleagues (2012) on the other hand observed an increase in daily engagement due to improved communication but a possible source for exhaustion in increased interruptions. Their cautious summary was that NWW could potentially foster work engagement. In both studies the three characteristics of timing, place, and new media technologies were considered key elements of the transition to NWW.

Kotera & Correa Vione (2020) summarized findings on NWW in a systematic review. Of an initial 308 initially considered articles, just seven empirical studies met the inclusion criteria. All of these were conducted in Europe, six of them in the Netherlands. The authors noted that studies evaluated a diverse range of psychological outcomes such as work engagement, job demands and resources, flow, leadership, commitment, and more. They concluded: “While NWW can help workers’ engagement, work-related flow, and connectivity among staff, NWW can also increase blurred work-home boundary, fatigue, and mental demands.” (Kotera & Correa Vione, 2020).

Psychological constructs related to New Work

From a psychological point of view New Work can be conceptualized as a radical realization of motivational theories such as *SDT* (Ryan & Deci, 2002; 2017) which postulates that there are certain basic psychological needs that need to be satisfied for a person to be motivated. As in many workplaces not all these needs are fully satisfied, employees struggle to be or to stay motivated. Bergmann proposed for employees to find work that they “really, really want to do” and to autonomously produce the necessities for everyday life using state of the art technology - that is yet to be invented (Bergmann, 2005). New Work in the modern sense finds a compromise: Instead of dividing work into intrinsically motivating work and dull wage labor, a lot of New Work initiatives and interventions aim at changing the working models and job roles themselves to be more intrinsically motivating. This can be achieved by satisfying the basic psychological needs of *SDT*, for example by providing more freedom and autonomy to employees. However, as the defining feature of New Work is the individualistic (or humanistic) approach, there is no universal way of doing this. Every person will find different characteristics of their work (de)motivating.

This resonates with *job-characteristics-theory* as well. According to authors Hackman & Oldham (e.g., 1975; 1976) intrinsic motivation of employees is determined by five core characteristics of the job (i.e. skill variety, task identity, task significance, autonomy, and feedback) through three psychological states: experienced meaningfulness, experienced responsibility, and knowledge of results (Hackman & Oldham, 1976, p.255-256). These core characteristics and psychological states bear a strong resemblance to the dimensions of several New Work definitions. Autonomy, meaningfulness, and experienced responsibility are among the most frequently named principles. Once again there is no one-size-fits-all approach to achieving these states. The individualistic approach to New Work suggests that each individual employee will appraise their job differently and will find meaningfulness or autonomy in different ways.

Regardless of which theoretical model is used, the explanation of the potential advantages of New Work practices are similar. By actively fulfilling the basic needs of employees, responding to their individual aspirations, and promoting intrinsic motivation, organizations should theoretically be able to achieve better productivity, improve employees' mental well-being and reduce turnover intentions, among other outcomes (Gagné & Deci, 2005; Hackl et al., 2017). To understand the effects of a deliberate change towards these kinds of workplaces, existing psychological constructs can be used as indicators of motivation and engagement. Drawing on the overlapping dimensions found in literature and the core principles of New Work, three constructs are of specific interest for this thesis: psychological empowerment, work engagement, and leadership.

Empowerment

Empowerment is often mentioned in conjunction with New Work to explain why it could enable positive organizational outcomes. However, for conceptual clarity it is important to distinguish what empowerment means in this context. In literature two complementary perspectives on empowerment have emerged over the last decades: *social-structural* and *psychological empowerment* (Spreitzer, 2008, p.55)

Social-structural empowerment is based on democratic principles. By giving employees in lower levels of the organization access to opportunity, information, support, and resources, they can be empowered even without giving them a formal vote (Spreitzer, 2008, p.55). The advantage of this is that upper management will have more capacities for strategic and innovative decision-making while employees get more participation and power over decisions that directly impact their role. By sharing power over decisions within their scope and domain of work capacities are shifted towards employees that are usually closer to the contents of their work. This does not mean of course that everyone will be acting as managers with responsibilities over budgets, personnel, or acquisitions. Instead, relevance is key: "For example, manufacturing employees might not be making decisions about firm strategy but instead make decisions about how and when to do their own work." (Spreitzer, 2008).

New Work initiatives in organizations often aim at empowering employees on the structural level by introducing flat hierarchies, open information flow or participative decision-making. In research each of these measures contributed only marginally to improving empowerment on their own, the real benefit comes from the interaction and multidirectional reinforcement between them (Lawler, 1988; Macduffie, 1995). However, while these measures are attractive for practitioners as they suggest concrete managerial tools, psychologists (Spreitzer, 2008; Schermuly, 2019) have criticized this approach for being too

focused on the macro-level organization. Many New Work initiatives focus on the underlying structures of a company without recognizing the reality of the people that work within those structures which could be the cause of many of these initiatives not reaching their intended goals (Schermul, 2019, p.177). Evidently there are cases where all the tools (opportunity, information, support, resources) have been provided to employees yet they still feel unempowered – and cases where none of the social-structural foundations were provided but employees still feel and act in an empowered way (Spreitzer, 2008, p.56).

In a meta-analytic review Seibert and colleagues (2011) showed that psychological empowerment is positively associated with outcomes such as job satisfaction, organizational commitment, and task and contextual performance. In an interview study 1,485 respondents aged 55 years or older, reported that by experiencing empowerment they did not only experience less psychological but also less physical strain or stress (Schermul, 2020, p.13). These older employees also reported intentions to retire later when they were feeling more empowerment. Additionally, there was a positive association between psychological empowerment and flow – a mental state of deep immersion into one's work tasks (Schermul, 2020, p.13).

Empowerment has also been researched as an important factor in self-managing teams (Spreitzer, 2008, p. 58). These empowered teams can work without traditional hierarchies in a cross-functional and self-sustaining manner. They conduct and control their own work, meaning that managers of these teams must fill a different role than in a hierarchical system. According to a qualitative study by Arnold and colleagues (2000), empowering team-leaders coach, inform, lead by example, show concern, and encourage participative decision-making (Spreitzer, 2008, p.58). These managerial skills become especially important in virtual settings where the team members do not interact face to face daily (Kirkman et al., 2004).

According to Schermul (2019) New Work interventions and initiatives do not induce positive organizational outcomes directly but rather through the pathway of increased *psychological empowerment* (see Figure 1). The relationship between New Work interventions and initiatives in turn is mediated by personal and context factors such as motives, personality factors, coaching, and organizational culture and size. Most initiatives aim at changing structures, for example by introducing flat hierarchies, democratic decision-making, or flexible work arrangements. According to this model they will not succeed however if employees are not psychologically empowered as well (Schermul, 2019).

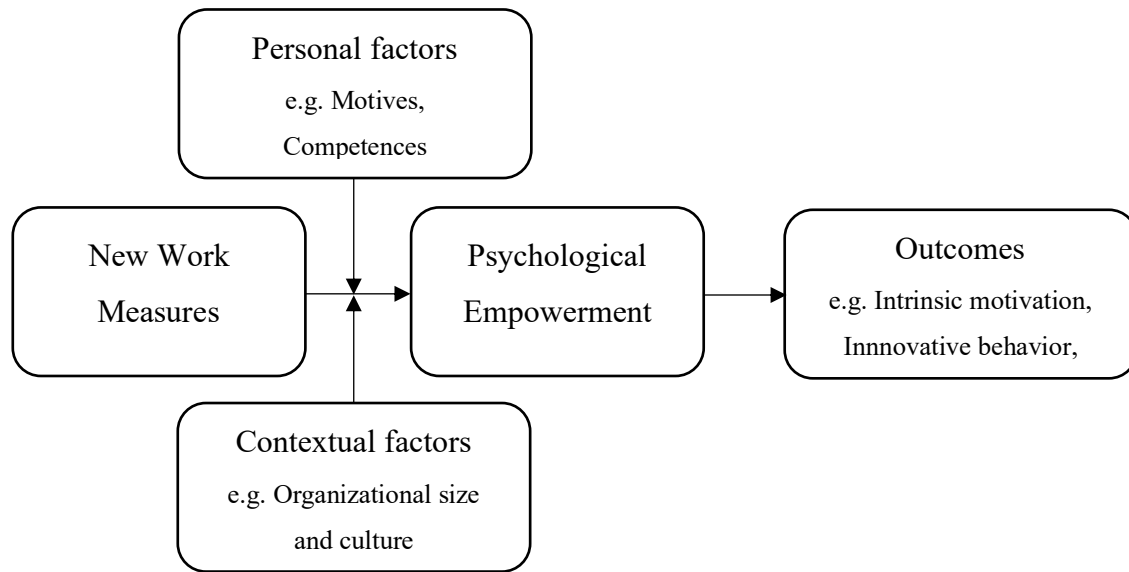


Figure 1. Theoretical model of New Work interventions (Schermyly, 2019)

Work engagement

The origin of the term *work engagement* or *employee engagement* is not entirely clear. The concept was first introduced by the Gallup organization (Buckingham & Coffmann, 1999, as cited in Schaufeli & Bakker, 2010, p.10), while Kahn (1990) was among the first scholars to introduce the concept to scientific research. Work engagement became a topic of interest for organizations because of the increased importance of knowledge work and intensification of work (Schaufeli & Bakker, 2023, p.273). It became essential for companies to engage their employees, so that they were invested in their jobs. Through improving levels of work engagement, organizations hope to increase profitability, productivity, customer satisfaction and reduce employee turnover (Schaufeli & Bakker, 2010, p.11).

Today, there are two major schools of thought regarding work engagement which are related but take a different view on the conceptualization. According to Maslach and Leiter (1997) work engagement is the direct opposite of burnout, with three dimensions reflecting the other end of the scales of the burnout dimensions: *energy*, *involvement*, and *efficacy*. The other school of thought establishes work engagement as an independent concept that is characterized by *vigor*, *dedication*, and *absorption*. This means that “rather than a momentary, specific emotional state, engagement refers to a more persistent and pervasive affective-cognitive state.” (Schaufeli & Bakker, 2010, p.13). Employees experiencing engagement exhibit high levels of energy, they are strongly involved in and get absorbed by their work. These employees experience work as fulfilling with time passing quickly and an experience of enthusiasm, pride, and inspiration (Schaufeli & Bakker, 2010, p.13).

Bakker and Demerouti (2007, 2008) developed a conceptual framework model for work engagement, the *Job-Demands-Resources (JD-R)* model which is now the most frequently used model in work engagement research (Schaufeli & Bakker, 2023, p.276). According to the JD-R model, job resources such as social support or career opportunities play a motivational role in achieving work goals. They become more salient when confronted with high job demands such as work overload, conflict, or emotional demands (Bakker et al., 2007). Personal resources like self-efficacy are independent predictors of work engagement (Xanthopoulou et al., 2009a, 2009b). Work engagement boosts performance because it can broaden employee's scope of action and mobilize job and personal resources (Bakker & Demerouti, 2008). According to Schaufeli and Bakker (2023, p.277) work engagement is not an organizational outcome but rather a state that drives employee's investment of energy. Job resources lead to positive organizational outcomes via work engagement (Schaufeli & Bakker, 2004a). This resonates with the principles of New Work, where individual needs of employees are not only considered but put at the center of attention, equipping them with resources to meet job demands. In an ideal world, all workers would be engaged during their working hours, increasing well-being and productivity. To reach this goal, modern New Work initiatives enable employees to shape their own role, take on responsibility and make decisions without the need for supervision (e.g. Zimmermann et al., 2020, p.217).

A meta-analysis of work engagement interventions (Knight et al., 2017) including 20 different studies found a small, but positive effect of these interventions on work engagement. Additionally a meta-analysis with an overall sample size of $N = 139,182$ confirmed a positive relationship of work engagement with task performance as well as a negative association between work engagement and absenteeism (Neuber et al., 2022).

While job characteristics influence work engagement, Schaufeli and Bakker (2023) highlight that employees can also shape resources and demands themselves through a process called *job crafting*. Job crafting refers to individuals proactively changing the characteristics of their job to align it with their individual needs (Wrzesniewski & Dutton, 2001, p.179). In line with JD-R theory, job crafting involves increases resources and seeking challenges to motivate oneself at work (Tims et al., 2012). Seeking challenges enhances employee work engagement and prevents job boredom (Harju et al., 2016). Rudolph et al. (2017) were able to confirm the effectiveness of job crafting in terms of increased job satisfaction and increased work engagement in a meta-analysis ($N = 35,670$). Because job crafting is a self-initiated, highly individual process, putting personal experience first and supporting engagement and empowerment, it is another concept confirming with the principles of New Work.

Leadership & holacracy

Another dimension associated with New Work by multiple researchers and authors is leadership or the lack thereof. New Work is frequently equated with forms of organizational design that reject strong hierarchies, share leadership responsibilities in teams, or do away with management personnel altogether.

The most radical and possibly latest development is *holacracy*, a form of organization without manager-subordinate relationships (Schell & Bischof, 2022). Organizations that are designed accordingly decentralize authority and promote strong self-organization and self-government of teams. This is thought to increase transparency, effectiveness, and agility (Schell & Bischof, 2022, p.134). Transforming an organization to holacracy calls for caution as there is the possibility of shadow cabinets forming and it requires a highly formalized meeting structure (Schell & Bischof, 2022, p.135).

Research on holacracy is limited, there are almost no empirical studies on the effects and behaviors in holacratic organizations (Schell & Bischof, 2022, p.123). A scientific analysis by Kühl (2023) investigated the de facto manifestation of holacracy in five organizations with 25 to 500 employees each. The case studies revealed an ambiguous picture of holacracy, with some of the organizations experiencing increased efficiency and commitment, while others struggled with the diffusion of responsibility, informal power structures, and strict rule-guidedness (Kühl, 2023). Ultimately, the success of holacracy is dependent on the context of the organization and the competences of team members (Csar, 2017, p.158).

Shared leadership on the other hand refers to processes in which more than one appointed leader fulfills leadership functions or assumes responsibility for activities that influence the team. Despite a multitude of definitions, the three uniting characteristics of shared leadership are: 1) shared leadership is about lateral influence among peers, 2) it is an emergent team phenomenon, 3) leadership roles and influence are dispersed across team members (Zhu et al., 2018, p.836).

There is meta-analytic support for a positive relationship between shared leadership and team performance (D’Innocenzo et al., 2016). The relationship was significantly moderated by the theoretical foundation and measurement of shared leadership. The effect sizes were higher in field settings than in lab/ classroom settings. Additionally, studies employing network conceptions of shared leadership over individual or aggregated theories yielded higher effect sizes (D’Innocenzo et al., 2016). A meta-analysis by Nicolaides and colleagues (2014) explained the positive effects of shared leadership on team performance

through a mediation by team confidence. The relationship was moderated by task interdependence, team tenure, and the measurement of performance (objectively versus subjectively) (Nicolaidis et al., 2014). In virtual teams, Castellano and colleagues (2021) found that trust is a necessary foundation to achieve shared leadership through self-leadership.

Methodological problems in research on shared leadership include the fragmentation of conceptualizations and definitions (Zhu et al., 2018, p.835). Researchers have proposed different definitions of shared leadership, highlighting one or two of the uniting aspects over others, or adding additional assumptions (Zhu et al., 2018, p.837).

New Work in practice

When considering the current situation for practitioners it is helpful to consult survey data on the knowledge and openness to the concept. However, it is important to bear in mind that New Work has no consistent definition and can therefore be perceived differently by each practitioner. In addition, knowledge about the concept of New Work is seemingly scarce in the general population. A 2022 survey (Appinio) revealed that among 2.000 respondents in Germany 62,7% had never heard of the term “New Work” before. In a Bitkom survey of 1002 German employees, 92% of respondents said they were very open-minded or somewhat open-minded about New Work (Berg, 2019). In this study, New Work was defined as “concepts such as flat hierarchies, location- and time-flexible work, and work-life balance.” Apart from digital technologies and workspace concepts such as coworking spaces, a topic that was deemed especially important was shared values. 96% of respondents agreed that their employer should stand for values they can identify with (Berg, 2019).

In an updated survey from 2022, 91% of respondents (n=1.502) agreed that it is important to them to engage in meaningful activities at work and that it is important to them that their employer assumes social responsibility (Berg, 2022). The Covid-19 pandemic seems to have driven forward the importance of New Work. 79% of respondents said their employer now trusted them more and placed greater emphasis on personal responsibility than before the pandemic (Berg, 2022).

A less current survey on the matter also differentiated between managers and employees. While almost 69 percent of managers considered addressing the topic of New Work to be very important, only 51 percent of employees agreed. Almost half of the workforce was either unaware of the topic (31%) or considered it to be a fad trend of little relevance (18%). Even among managers, one in ten said they had never heard of the term New Work (Hackl et al., 2017, p.70)

New Work interventions

Based on the theoretical considerations presented so far, New Work interventions should be an evidence-based way for companies to improve the work of their employees. Yet once again it is crucial to look deeper into what such an intervention could be. According to a Kienbaum survey 70% of the companies surveyed see home office options as a New Work initiative. 61% of companies equip their employees with mobile technologies and believe they are on the way to New Work (Kienbaum, 2017). Others reshape their organizational structure radically to flatten hierarchies, introduce agile methods, and let employees participate in strategic decision making (Zimmermann et al., 2020, p.217). Both are extremes on a spectrum of New Work interventions. These vastly different approaches are also due to the diverse goals and expectations that organizations have of New Work initiatives. These range from increasing employer attractiveness and digitalization of work design and processes to more economic goals like increasing space efficiency and market responsiveness (Hackl, 2017, p.109). The scope of interventions also differs in terms of areas focused on. While some authors make a case for addressing multiple or even all dimensions of New Work simultaneously to harness positive interlocking and self-reinforcing effects (Hackl et al., 2017, p.121), others first try to study the impact of increased freedom in one of the areas. Specifically in case studies it seems as if most interventions focused on one specific aspect of New Work rather than a holistic change (e.g. Hofmann et al., 2019, p.11). Thus, when examining cases like this, researchers and authors should always present exactly what the goals, objectives, and implemented measures were to allow for comparison and knowledge gain.

The case at hand

The New Work intervention that will be the focus of this practice-oriented study was intended as a pilot project for a medium-sized family-owned engineering company in Germany. The overarching goal of the intervention was to achieve a higher attractiveness as an employer as recently German companies have been struggling to attract skilled professionals. The upper management saw the IT department as a suitable team to introduce to a New Work culture, methods, and tools, as IT professionals are among the most contested specialists on the job market. The intervention was offering the team to create a working model that is focused on their individual needs and characteristics. By focusing on the individual, the enterprise did not only hope to achieve positive outcomes such as increased efficiency, well-being, and engagement, but in turn to expand this New Work approach to the organization as

a whole and thereby becoming a more attractive employer on the market. This initiative as well as the scientific investigation of its effects is part of a comprehensive consulting and organizational development project by the consulting firm *BlackBox/Open*. This consulting firm is founded on principles of scientific and evidence-based practice and aims at transferring findings from work and organizational psychology into corporate practice.

The initiative was started with a kick-off workshop involving all members of the IT team. During this interactive and collaborative format under guidance by the consulting firm, the team received input on different New Work dimensions, then decided which parts of their collaborative work needed improvement. Drawing on items from questionnaires such as the questionnaire on work in a team (*FAT*; Kauffeld, 2004) and *Agile Work Practices* (Junker et al., 2022) the employees and managers identified “pain points” and first possible solutions in a collaborative group format.

After the workshop, the employees could voluntarily assign themselves to working groups with the mandate to work on the areas of improvement. These working groups were self-organized, independent of the organizational structure, and cross-functional, meaning that employees from all three divisions of the IT team were working together in them. Managers were part of the working groups too, but just as stakeholders not leaders, as to not reinforce the existing hierarchy of the team. The consultants structured the meetings of the working groups and served as facilitators along the way. The working groups were facilitated using the logic of Objectives and Key Results (OKR; Niven, 2016). This bottom-up framework gives teams and organizations a definite structure by agreeing on goals on all levels of the organization. Instead of finding means to reach certain goals created by management, the teams independently agree on the objectives they want to achieve and determine how they can measure that they have reached their goal.

Throughout the pilot initiative the teams identified areas of knowledge, methodology, and skills they needed support in. Whenever possible the consulting firm provided these through training and research. Roughly two months after the initial workshop, the managers of the IT team started receiving additional training and coaching to understand and proactively take on their new role within the team. These measures were complemented by further organizational conditions. The organization hired a new colleague specifically focused on New Work, not just for the IT team but the whole company. Three months after the kick-off workshop the department held a second one-day workshop with a focus on the dimension of leadership. This included reflection on the progress of the pilot, input on Shared Leadership, and the agreement on next steps in the working groups.

Methodology

Research Question

The aim of this study was to evaluate a pilot initiative that introduced the principles of New Work to a team within an organization that had previously not worked like this before in terms of its goals and processes. The idea of changing the working culture to an innovative, agile, and flexible approach was introduced by a new board executive to stay competitive on the German employment market and in response to innovative competitors especially from Asia. Given the rather conservative culture in the company, the introduction of New Work would be a significant change for the employees of this company. Therefore, the board wanted to understand the impact of New Work before applying the principles to more employees and teams of the organization. The board, in cooperation with a consulting firm, selected the IT department to be the team most suitable for the initiative. This was firstly since the team is working together globally and is representing all locations of the company. Additionally, as the forerunners for digitalization the IT department is involved in many projects and working together with virtually all other departments of the company which made them the ideal candidate for this beacon project.

Due to the nature of the initial situation the question at hand was quite broad. The main goal of the study was to understand the impact of the increased autonomy, agility, and use of new methods on the team. It was also to determine whether the initiative facilitated by the consulting company was successful at improving levels of work engagement and psychological empowerment which would be considered antecedents of positive work-related outcomes such as increased productivity, psychological health, innovative behavior, and reduced turnover intention.

Main research question: What impact does the introduction of New Work principles have on the members and the work of a team?

Research design and mixed methods approach

Since there is little peer-reviewed, empirical research on New Work in psychology, this study had an explorative character while also testing some existing assumptions about New Work. There is a need to understand how such a drastic organizational change is best implemented and to identify the main changes occurring at the individual and team levels.

To answer the research question from multiple perspectives I chose a field study with a mixed methods approach, which is also known as multi-methodology. By collecting and

analyzing both quantitative and qualitative data in the field, it is possible to gather a more holistic picture of the situation (Mayring et al., 2007, p.1-3). This is helpful for answering questions in a complex environment like a team within an organization. Building on the theory by Schermuly (2019) as well as the JD-R model considering empowerment and engagement antecedents for the success of New Work initiatives, the evaluation of success includes the measurement of these constructs. By gathering quantitative data on psychological empowerment and work engagement as well as using qualitative methods to provide context, recommendations for the future work of the team and the larger organization can be derived. Standardized survey questionnaires were used to collect quantitative data on these constructs. The qualitative data was supplied through semi-structured interviews with team members involved in the pilot.

Because the consultants based their actions on the survey data gathered from the team members and shared their findings with the team to continuously improve the process, the pilot also bears some characteristics of action research. Action research, in the style of Kurt Lewin, is a research methodology that emphasizes the collaboration between researchers and practitioners to bring about practical and meaningful change within an organization or community (Mayring, 2016, p.50-51). It typically involves a cyclic process of planning, acting, observing, and reflecting, with the goal of addressing specific problems, improving practices, and generating actionable insights. This type of research therefore puts its results into practice during the research process, involving the people concerned as equals, not as test subjects (Mayring, 2016, p.50).

Data collection

Sampling and participants

The sample was pre-determined by the team chosen for the initiative. The IT department of the company consisted of 30 employees working from several locations in Germany and Switzerland. The sample was predominantly male (93%) and with a wide range in age from 21 to 66 years ($M = 39,00$, $SD = 11,27$). Tenure ranged from 0 to 37 years ($M = 4,50$, $SD = 9,74$).

Survey data

Since the population size of the IT department was very small and the situation of the team seemed unique even in the context of the organization, comparative statistical analyses with control groups were not promising. Therefore, I collected survey data at three points in time throughout the three-month pilot initiative to examine changes over time in the

constructs of interest. The first time of measurement was right after the kick-off workshop, the other two occurred after one month each. Participants completed the questionnaire (see Appendix 1) online using the software tool *SoSciSurvey* (Leiner, 2019). They had one working week (five days) to complete it at each of the three measurement times. Members of the IT department were encouraged and regularly reminded to fill out the survey, but participation was explicitly voluntary as requested by the company's workers' council. At T1, 13 team members completed the survey, at T2 and T3 11 team members did. The constructs that were considered in this questionnaire are presented below.

Psychological empowerment was measured with the twelve item scale by Spreitzer (1995), employing a German translation by Schermuly (2016). The scale is divided into the four subscales of meaning, competence, self-determination, and impact. Sample items include "The work that I do is important to me." (meaning), "I am confident about my ability to do my job." (competence), "I can decide on my own how to go about doing my own work." (self-determination), and "I have significant influence over what happens in my department." (impact). The response scale ranged from 1 (Very strongly disagree) to 7 (Very strongly agree).

Work engagement was measured using the German translation of the nine item *Utrecht Work Engagement Scale* (UWES-9) of Schaufeli et al. (2006). This scale measures the three dimensions of dedication, absorption, and vigor. Sample items are "I am proud of the work that I do." (dedication), "I feel happy when I am working intensely." (absorption), and "At work, I burst of energy." (vigor). The response scale asks respondents to indicate how often they feel this way and ranged from 1 (Never) to 7 (Always).

Self-reported job performance was measured using the four item *Technical Performance* scale from Abramis (1994). Sample items are "How well were you handling the responsibilities and daily demands of your work?" and "How well were you getting things done on time?". The response scale ranged from 1 (Very poorly) to 5 (Exceptionally well).

Problem-centered interviews

To complement and embed the quantitative data into the context of the New Work initiative within the organization I also conducted interviews with participants of the pilot. There are several ways to categorize interviews. They can be differentiated according to the level of openness, structure, and qualitative or quantitative analysis of the interview material (Mayring, 2016). The term *problem-centered interview* was introduced by Witzel (1982) to refer to a form of open, semi-structured interviewing. In this format, the interview resembles

an open dialogue, but the interviewer introduces a specific problem that is at the center of the conversation (Mayring, 2016).

This method was deemed the most appropriate form of interviewing for this study since the specific question of how the New Work intervention affects the team was known beforehand. All the interviews were semi-structured, making sure certain questions were included in every interview: "Why is New Work/ a new way of working necessary?" "What are your expectations for this pilot project?" "How are you perceiving the project's process?"

Interviewees were selected through purposive sampling to identify the most information-rich cases and to maximize efficiency with limited resources (Palinkas et al., 2015). This also ensured that the population was represented adequately in terms of hierarchy levels, working location, age, and gender. I conducted 8 interviews in total, 5 of the interviewees were team members with leadership responsibility.

The interviews were conducted over a two-month period starting three weeks after the kick-off workshop to cover both prospective views and insights that emerged only in the process. Due to the spatial distribution of IT staff across countries, some interviews were conducted on-site at the company's largest location, while others took place via Microsoft Teams (MS Teams) video conferencing software. Research indicates that this type of online qualitative data collection is justified and valuable despite slight differences in the variety of content discussed (Krouwel et al., 2019; Lobe & Morgan, 2021). Both face-to-face and online interviews have advantages over the other form of data collection (Krouwel et al., 2019). Subjectively, the quality of the interviews was not influenced by the digital execution, only once there were problems with the internet connection. The interview was continued after a short interruption (marked in the transcript, Interview 06).

Video and audio were recorded during all the online interviews, only audio was recorded during the face-to-face interviews. The interviews had an average duration of 38 minutes (ranging from 23 to 57 minutes). Recordings were deleted after the audio transcription to ensure anonymity and data security. Informed consent forms were sent to the participants via email. These forms including information about the purpose and processes of the study were signed and returned to the main researcher by the interviewees.

Transcription

Interviews were transcribed with the aid of transcription software. For face-to-face interviews I used *Trint*, a subscription-based online service (Trint, 2023). For interviews conducted via MS Teams, the built-in transcription feature was used. All transcripts were then manually verified to check and correct for errors made by the software. Dialectal expressions

were corrected as far as possible as they are not particularly relevant to the discussion of the research question. English-language expressions and words were left in the original and not translated into German, while gap-fillers such as "ahem" were only transcribed when they occurred particularly concisely or frequently. For a sample transcription of one of the interviews see Appendix 2.

Data analysis

Qualitative content analysis

Qualitative content analysis is a method for data analysis stemming from communication sciences which has become widespread in many social sciences over the past decades (Mayring, 2008, p.7). In the German-speaking part of the world, Philipp Mayring has led content analysis from a strictly quantitative analysis of words or phrases to a qualitative approach. More and more research areas have become interested in developing categories in an inductive manner, meaning that categories are not created from literature and then applied to the material but the other way around (Mayring, 2008, p.11).

This analysis largely follows the proposed flow model for inductive category building, which is based on the summary qualitative content analysis (Mayring, 2008, p.12). The aim is to formulate the categories as closely as possible to the text passages while incorporating the theoretical background and the research question. For this study, content analysis was done entirely computer-based which significantly increases the flexibility and the possibilities of analysis (Mayring, 2016, p.137). I used *MAXQDA*, a software designed to assist qualitative and mixed-method data analysis (VERBI Software, 2022). After transcription, I paraphrased the core message of what was said in each section and identified suitable codes for the statements. After working through four transcribed interviews this way, I started clustering the codes content-wise which led to the development of four overarching categories: goals for the introduction of New Work, expectations for the pilot, success factors, and challenges of the initiative. I assigned all the existing codes to these categories and started clustering again within the categories. This process resulted in the development of several subcategories which represented the sum of statements of the interviewees within the four categories. The rest of the interviews were then analyzed using these subcategories. There were little changes needed to the subcategories after this, yet some were merged to increase clarity if the underlying ideas were sufficiently similar. In a final step I used the software's capabilities of generating quantitative data on the codes such as the number of mentions across interviews.

Quality criteria

Just as with quantitative research, ensuring the rigor and quality of qualitative content analysis is essential for producing valid and reliable results. Some key quality criteria according to Mayring (2016, pp.144-148) are:

1. procedural documentation

Researchers should provide a clear and comprehensive description of the research process, including data collection, analysis, and interpretation, in research reports or publications.

2. argumentative interpretation safeguarding

Involves constructing a well-reasoned argument or interpretation that is supported by the data. Researchers should make explicit how they arrived at their conclusions.

3. rule-guidedness

Involves the use of a systematic and structured approach to coding and analyzing data. It implies that researchers follow established rules or guidelines during the analysis process.

4. proximity to the subject matter

Researching as close as possible to the reality of subjects, employing field research whenever possible. Qualitative research aims to address concrete social problems, to do research for those affected and to establish an open, equal relationship.

5. communicative validation

Seeking feedback from those who have knowledge or experience related to the research topic to ensure that the analysis accurately represents their perspectives and experiences.

6. triangulation

Researchers should use multiple data sources or methods (e.g., interviews, documents, observations) to enhance the credibility of the findings.

The content analysis was conducted in compliance with these quality criteria. By researching in the field, in continuous communication with the target group, and utilizing different data sources, I could get an in-depth, holistic image of the specific situation of this case. The rules of coding and analysis as well as the general analytic process were determined a priori and are documented in this paper. In the discussion, connections are drawn not only between categories, subcategories, and statements of the interviewees but also between the results of the analysis and relevant scientific findings to achieve a comprehensible argumentative interpretation.

Results

Quantitative data

Due to the small sample size and the large number of missing values the collected survey data is only analyzed in a descriptive fashion. Out of 30 team members, 13 responded to the questionnaire at T1, 11 at T2 and T3 respectively. Only five team members responded at all three times of measurement. The means of the three constructs of work engagement, psychological empowerment, and self-reported job performance at each of the three times of measurement are presented in Tables 2 and 3.

Table 2

Means and Standard Deviations for Work Engagement and Psychological Empowerment

	Work Engagement		Psychol. Empowerment	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>
T1	5,09	0,41	5,58	0,50
T2	4,65	0,93	5,12	0,65
T3	4,30	0,95	5,04	0,84

Note. N_{T1}=13, N_{T2}=11, N_{T3}=11. Means are on a 1-7 Likert-Scale.

Table 3

Means and Standard Deviations for Self-Reported Job Performance

	Job Performance	
	<i>M</i>	<i>SD</i>
T1	3,69	0,46
T2	3,59	0,65
T3	3,66	0,53

Note. N_{T1}=13, N_{T2}=11, N_{T3}=11. Means are on a 1-5 Likert-Scale.

The mean values of work engagement and psychological empowerment each decreased over time. The values of work engagement at the initial measurement (T1) were average according to the test's manual norm scores (Schaufeli & Bakker, 2004, p.36). At T2 and T3 the values would still be considered average as they lay between the 25th and 75th percentile. The team's mean value for psychological empowerment at T1 lays at the 55th

percentile of the benchmarking population. The mean value of T2 is between the 30th and the 35th percentile, the value at T3 between the 25th and 30th percentile of the benchmarking population (Spreitzer & Quinn, 2001). Assuming the same standards of comparison, all these values would be considered average. Self-reported technical job performance was seemingly not influenced by the pilot at all. It remained relatively stable across all three times of measurement between 3,59 to 3,69.

Qualitative data

The qualitative results consist of four categories describing the interviewees' perception of why the initiative was needed in their organization (*Goals of New Work*), their expectations for its work-related results (*Expectations for the pilot*) as well as *success factors* and *problems of the pilot initiative*. The categories are further elaborated on in six to eight subcategories each (see Figure 2). The subcategories are ordered by the number of mentions across all eight interviews. Numbers in brackets indicate the number of mentions.

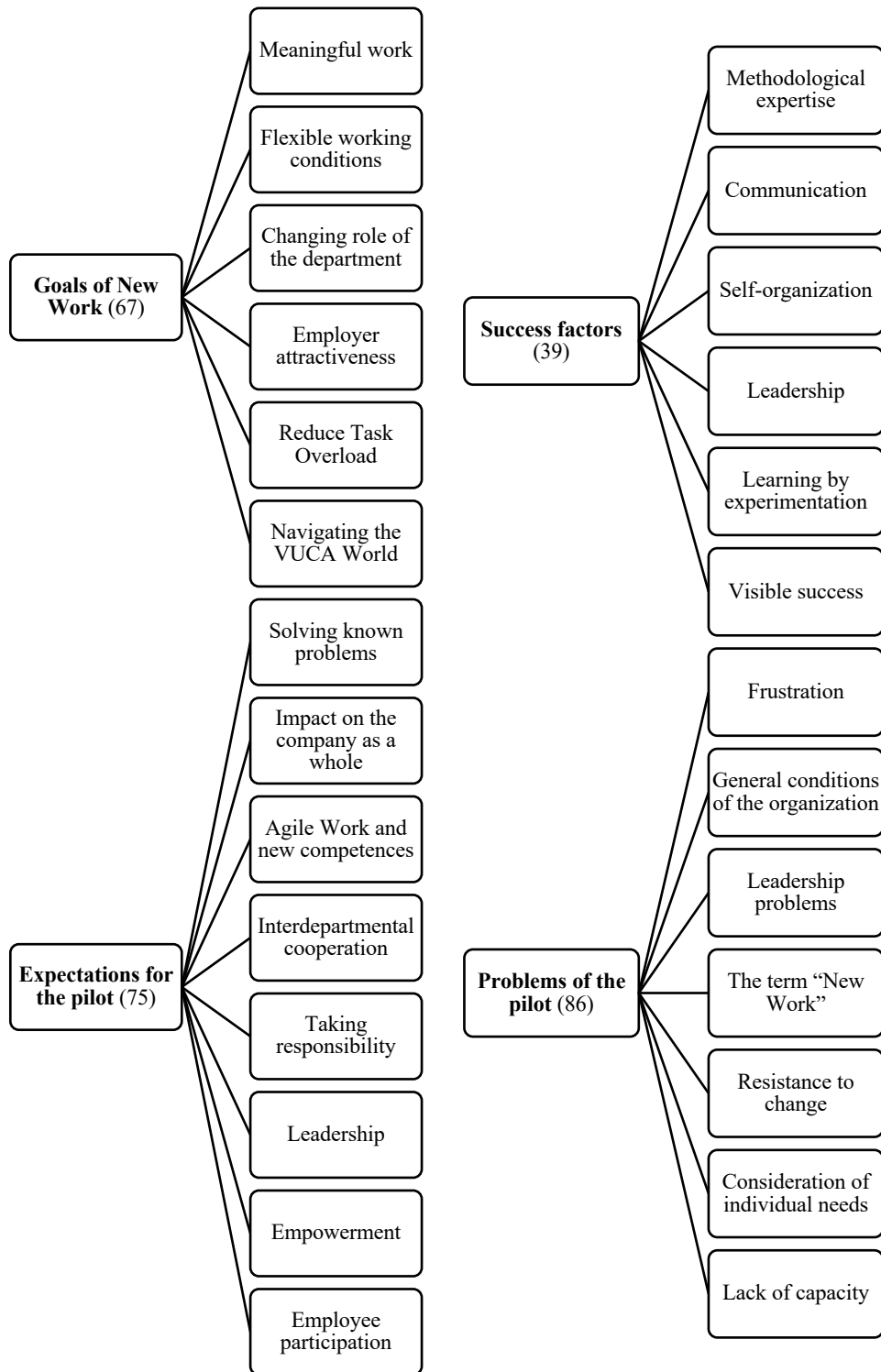


Figure 2. *Categories and subcategories of the qualitative analysis*

Goals of New Work

Meaningful work (17 mentions)

Meaningful work – one of the core principles of New Work - was mentioned as a goal along four facets: Transparency, appreciation, enjoyment, and holistic work. Transparency includes communication within the department and with other departments but also sharing goals and strategies with employees at every hierarchy level. Appreciation for the work of the IT department was mentioned as a desire by employees with and without a leadership role. Enjoyment and holistic work coincide with the New Work principles of choosing tasks that you really want to do and that give meaning to employees.

Example: “I believe that for many employees, including myself, it would be an improvement if the goals of projects were somehow more meaningful.” (Interview 01)

Flexible Working Conditions (14 mentions)

Another frequently named reason for New Work among employees and leaders was flexibilizing the working conditions of the department. While during the Covid-19 pandemic as well as during a cybersecurity crisis the company leadership allowed flexible physical and temporal working conditions these were gradually withdrawn. This move was criticized both by managers and employees of the IT department who expressed hope that they could regain the same degree of flexibility.

Example: “I hope [...] that the working environment simply gets a bit better. So you have that long-established industry, family businesses and that also meshes with this flexibility, so that you can say: I would like to work differently today or tomorrow without having to make three feedback loops and a formal request.” (Interview 08)

Changing role of the department (14 mentions)

Historically the IT department had been an internal service provider for the production departments of the company. Through increased digitization and a significantly higher need for the creation of digital services the role of the department is changing. This new role includes working with customer orientation in mind and creating innovative solutions for the corporation rather than just fulfilling the needs of other departments.

Example: “Yes, of course, I mean the whole topic, I would say the whole topic of digitalization itself plays a very big role. We come from the classic mechanical engineering sector, and the fact that people are increasingly dealing with

digitalization issues in order to remain marketable naturally also directly affects us as the IT department.” (Interview 05)

Employer attractiveness (9 mentions)

A key goal of the New Work initiative from the very beginning was to increase employer attractiveness in a field with high competitiveness on the job market. This was clearly of interest for the upper management when initiating the pilot, but also recognized as a goal by interviewed employees without a leadership role.

Example: “We recognize in the context of our recruitment efforts that the old working time situations and working conditions situations are no longer en vogue, no longer desired or accepted by the employees, and that means that we as a company have to readjust to this in order to actually get the skilled workers we need for tomorrow on board.” (Interview 07)

Reduce Task Overload (7 mentions)

One goal of the initiative that was mentioned by employees with and without leadership responsibilities was to reduce the task overload of the team. The IT department takes a central role in the enterprise as it is connected to practically all other departments supporting their everyday work and special projects. The number of tasks, projects and associated “tickets” was named as a stress factor that reduced productivity and motivation among employees.

Example: “I have a lot to do as it is. I always get something added on top and when I'm on top of something, someone distracts me. And actually there's always something even more urgent, you go on with it and in the end result I don't get anything done and actually feel constantly in an overload situation.” (Interview 02)

The interviewees expressed hope that this problem could be improved by the employee-led taskforces through providing overview of tasks and clarity of responsibilities.

Navigating the VUCA World (4 mentions)

A topic specifically recognized by the interviewed managers were the challenges of the modern VUCA working world. These changes include an increased need for flexibility, more frequent crises that require managing, as well as volatility in global sourcing and supply chain issues.

Example: “I think... yes, that the requirements that we as a company have in front of us, and I completely include the IT in this, are becoming more and more demanding and are also changing to a certain extent.” (Interview 05)

Expectations for the pilot

Solving known problems (20 mentions)

The most frequently named expectation for the pilot initiative was the solving of well-known problems within the IT department. These were namely:

- Improved collaboration in the department
- Clarity on tasks and responsibilities
- Increased focus, fewer distractions
- Introduction of flexible solutions

These problems clearly connected back to the goals, like the need for focus and flexibility. But they also introduced team-specific challenges like the division of the department into three distinct teams, with communication and distribution of tasks not always running smoothly.

Example: “Well, I hope what will change is that we will get rid of the discord among ourselves, that people will always pull together, that this silo mentality will go away.” (Interview 04)

Impact on the company as a whole (16 mentions)

Especially the interviewed managers expressed the expectation that the pilot would have a noticeable impact on the rest of the organization. These expectations often fell in one of three categories:

- Beacon function: Acting as an example of how the future of work could look like for the company, inspiring other departments to follow and support the initiative.
- Support of the corporate strategy: New Work will act as an integral part of the corporate strategy.
- Team spirit/ pride: The initiative will strengthen the us-feeling and fill employees with pride in working for IT.

Example: “The other reason, I think, is that when things are going well with us, you have a pretty strong lever in your hand to also move things forward quickly and positively for the rest of the company.” (Interview 02)

Agile Work and new competences (10 mentions)

While agile work had been the reality for the department long before the pilot started, interviewees expected the initiative to expand on this and to refine the agile competences of employees.

Example: “And that is also the expectation that employees have, that [company name] also moves more flexibly and, through this flexibility, sometimes faster.

Flexible doesn't mean I will change my topics from one day to the next as it suits me, but flexibility for me also means I am more agile, nimbler. The word agile doesn't mean that I hop back and forth, but agility comes from speed.” (Interview 04)

Interdepartmental cooperation (6 mentions)

While the pilot itself was limited to the IT department, the interviewed managers expected to see changes in the cooperation with other departments as well. These changes would most likely occur in cross-functional project teams but also in the improved external communication of the IT team.

Example: “For those employees who work a lot in projects, who work a lot across departmental boundaries, who work a lot in teams, I think there will be a lot of change.” (Interview 02)

Taking responsibility (5 mentions)

Taking responsibility and ownership for problems and projects was an expectation expressed by employees as well as managers.

Example: “Yes, [I can contribute] by saying what bothers me. And because this topic also fits into what bothers me, that's why I signed up for this working group.

[...]That's where I find the pain points for me and therefore it's clear that I will say what bothers me. And then I also have expectations that maybe we can change something together.” (Interview 03)

Leadership (5 mentions)

The interviewed managers recognized that they were in a particularly important position to change the way of working for their teams. They knew and expected their leadership style to change to adapt to the new ways their teams would be working. Leading by example and being consistent were deemed important.

Example: “We must ensure that the methods are not somehow corrupted now. We must adhere to them ourselves most of all. That's also one of the big stumbling blocks. I do realize that I am also often one of the largest disturbances, because I believed or thought things needed to be done a certain way. So you have to pull yourself together a bit.” (Interview 02)

Empowerment (4 mentions)

Another keystone part of New Work was identified as the empowerment of employees. Views on this included the theoretical concepts of socio-structural as well as psychological empowerment.

Example: “As a manager, it is now important to empower teams [...] methodically in several respects. So, by that I don't mean that we have to tell them how it has to work methodically, but we have to bring people like you [consultants] on board, for example, to make sure that the teams get all the support they need to work methodically well.” (Interview 02)

Employee participation (4 mentions)

Similarly, the participation of employees was a focus topic for some of the interviewees. Both managers and employees highlighted that they expected good participation by the team members in order to identify their needs and address them better in the future.

Example: “So my, my expectations are that New Work is approached with an open mind and with a bit more consideration of ‘What do the employees want?’ not with ‘What does HR think the people want?’ or just meeting somewhere in the middle and then it doesn't work for anyone in the end.” (Interview 08)

Success factors for the pilot

Methodological expertise (8 mentions)

As for this initiative New Work was also treated as a matter of education for managers and employees, external knowledge was rated an important factor for the pilot. The support of the consulting firm was mentioned as helpful, especially the facilitation through methodological frameworks like Scrum and OKR and preparing employees for a new way of working by equipping them with knowledge and tools.

Example: “We need to prepare them for the difficulties that will arise in this context and give them tools on how to do it [...]” (Interview 07)

Communication (8 mentions)

Transparent and consistent communication within the IT department as well as with external stakeholders was considered a success factor for the pilot. This included consistent updates on the progress of the pulot and regular exchange opportunities, but also foundations like knowledge of the skills and backgrounds of all team members.

Example: “And I think we also have to continue to talk a lot about this topic, but not just about the "how", because everyone will have understood that at some point. But also about what steps we are now taking to move forward. What have we also been able to do? What positive results we have perhaps already achieved.” (Interview 02)

Self-organization (6 mentions)

One of the most positively perceived factors of the project was self-organization and realization of personal interest in line with New Work principles. The working groups were all voluntary and self-managed with managers taking a stakeholder role with less active involvement.

Example: “Yes, if people sign up where they also have interests, then it can be successful. Why shouldn't it be successful? Everybody has to do their part somehow, I think.” (Interview 03)

Leadership (6 mentions)

The introduction of New Work by specific managers was deemed necessary to drive forward change for the company. Rethinking leadership and reflecting on the role of managers became an essential part of the pilot and was the second dimension discussed in a second team-wide workshop.

Example: “And of course that is now changing massively with [manager name]. [...] Yes, I think so. So, I think it's positive. He's a good manager, he sweeps up there properly, we all feel that way.” (Interview 06)

Learning by experimentation (6 mentions)

Relating to agile work, the importance of experimenting and learning through trial (and error) were highlighted as a positive impact of the initiative.

Example: “OK we are addressing things, and if it doesn't work and we realize it doesn't work well after a certain time, then we just take a different route.” (Interview 08)

Visible success (5 mentions)

Creating “quick wins” and delivering on the hopes and expectations of the team members was deemed an important factor for success. One example for such a visible success was the face-to-face workshop conducted to kick off the pilot as it brought together the whole team and created a space for exchange and employee participation.

Example: “[...] I think we now have to concentrate on the essentials, on our 3 or 4 points that we have committed ourselves to. And we have to start now. We can't let the employees wait and deliver results in a year or not deliver any results at all. They need to see a sense of achievement.” (Interview 05)

Problems of the pilot

Frustration (18 mentions)

At various times throughout the pilot initiative frustration was mentioned as a (possible) limiting factor for its success. The most frequently mentioned reason for frustration was a lack of communication, followed by frustration due to the starting conditions, a lack of feedback from coworkers, and slow implementation of the employee's ideas (too much time passing).

Example: “Yes, we are currently in a very difficult environment [...]. So the frustration level of employees is partly extremely high at the moment.” (Interview 02)

“Yes, I would have thought that some things would happen more quickly [...] We noticed it in our working group too: we talk, everyone is in full agreement, and then

there is no feedback. [...] I think my expectations were actually relatively high at the beginning but have been somewhat dampened in the meantime.” (Interview 08)

General conditions of the organization (17 mentions)

Interviewees criticized the framework conditions of the organization in three dimensions. The nature of the firm was characterized as overly bureaucratic, boasting a conservative organizational culture, and lacking technical possibilities – however the latter was only mentioned by one interviewee. All of these were perceived as a hurdle to overcome, slowing down the process and rendering certain initiatives useless. Examples include employee-led initiatives that were shot down by someone higher up in the hierarchy, adding to the frustration level.

Example: “No matter how innovative we are in tackling a matter, you can be 99% sure that it will be rejected on the grounds that - if at all - we will make a group-wide solution, which will then never come or only in 5 years' time, which is unfortunately a major obstacle for us.” (Interview 06)

Leadership problems (15 mentions)

While the work of individual leaders was mentioned as a success factor of the initiative, a lot of (self-)criticism was also concerned with the managers in and surrounding the department. Both leaders and their employees agreed that New Work requires a different style of leadership which was difficult for managers to get used to. The new responsibilities of leaders in a New Work environment were a big cause for self-reflection among the department's leadership. Meanwhile, employees wished for even more freedom to make decisions, less interference from management in the work of the working groups, and more information sharing.

Example: “Sure, sometimes you feel a bit queasy in the stomach. I mean, I've spent most of my working life in a different way. And now that's suddenly changing.”

(Interview 02)

“We quite often have this micromanagement or the feeling that you somehow have to spread your hand of protection over it and interfere, because otherwise things don't work.” (Interview 08)

The term “New Work” (13 mentions)

As has already been mentioned there is no uniform definition of what constitutes New Work. This was criticized in conjunction with the use of ever new "marketing terms" in everyday business life. Both managers and employees expressed they did not encounter the term before the initiative started and that they had a hard time getting to grips with it as it suggests novelty even though many of the main ideas have long played a role in organizations.

Example: “And for me, it's also more of a triggering word, because I think that it's defined differently by everyone else, by everyone, and you can't really grasp what that is and. Yes, to me it sounds a little bit like salesman language.” (Interview_01)

“When New is over, is it called New New Work or what? When did New start? When was old? That's just so... yeah I think sometimes, I think, a bit of a marketing term isn't it?” (Interview 03)

Resistance to change (9 mentions)

A classic topic of the psychology of change (e.g. Coch & French, 1948; Oreg, 2003), resistance to change was a recurring theme to this pilot initiative as well. A lot of the interviewed leadership expressed concern over the number of employees who openly or passively rejected the new way of working and did not want to participate in initiatives. Some interviewed employees expressed their doubts and discontent over the contents of New Work, for example the use of shared offices or Shared Leadership.

Example: “Some people will jump at it immediately, but many - experience has taught us this - have held on to their classic work model from the past yes, that's crazy. For me, that's also the bulk of people. I would like to open up the possibilities of flexibilization to everyone, but the majority of people will remain stuck in an old model. That's just the way it is.” (Interview 07)

Consideration of individual needs (8 mentions)

As New Work revolves heavily around the individual needs of each person, the manageability and realism of this was questioned. Interestingly only employees without leadership responsibility raised this issue in interviews.

Example: “So if everyone always does what they want and what they can do, there is of course also the danger that we have people who can break down goals and work towards them, and some just can't or don't want to.” (Interview 08)

Lack of capacity (6 mentions)

One challenge for the pilot was not only revealed in the interviews but also throughout workshops and meetings with the department. The team was lacking capacities and time to delve deeply into the topic since managers and employees alike were preoccupied with emergency situations, company-wide projects, and daily tasks. Concern over this was frequently expressed.

Example: "I think we must not make one mistake. We must not overtax the employees. That is... I think that's the most important point. We must not come every month with new topics and new ideas and new teams, then at some point yes... they will, they will get tired. We talk a lot about capacity problems. They are simply overburdened. First of all, overburdened in terms of time and also overburdened in terms of content." (Interview 05)

Discussion

The data collected through a mixed methods approach revealed a considerable impact of the initiative on the IT department after three months. The psychological indicators of work engagement and psychological empowerment measured lower than at the beginning of the pilot. The goal of improving levels of work engagement and psychological empowerment was therefore not attained. Meanwhile the self-reported job performance remained stable, meaning that on the surface the pilot had no impact on the quality of the team's work. This contrary development was surprising but can be accounted for by the qualitative data from interviews. While certain aspects of the intervention were rated positively, such as employee participation, leadership actions, quick wins, and agile methods including learning by experimentation, there were a lot of challenges and hurdles for the pilot as well.

The IT department was consistently challenged by emergency situations and project requests that needed to be managed and left the team with an overwhelming demand and less time to focus on the pilot. This lack of capacities and frustration with the framework conditions of the organization could have been negatively influencing work engagement and empowerment. Similarly, throughout the process more challenges were uncovered that the team could only start working on after thorough reflection. These included the changed role of managers and sharing responsibility in the team. To tackle these challenges, more time and

collaborative efforts are needed. The focus on individual needs also posed a challenge as it left many team members confused as to how much individuality was desired and possible within their team. Their focus still laid on the projects and daily business they had to cover, not on the realization of individual needs. Here it also became clear that the amount of responsibility, self-government, and freedom New Work proposes for every employee can be a daunting prospect for team members that historically were used to clear instructions and hierarchies.

Regarding the negative impact on work engagement and psychological empowerment there are a few further possible explanations rooted in psychological theory. In the JD-R model work engagement is directly influenced by job and personal resources (Bakker et al., 2007). The negative impact of the pilot could therefore be attributed to a lack of these resources. As job and personal resources become especially important when faced with immense demands like the ones experienced during the pilot (Bakker et al., 2007), the absence of resources and capacity would have been counteracting the positive impact of the pilot that was described in the interviews.

As Schermuly (2019) described, many New Work initiatives are unsuccessful because while socio-structural empowerment is given through concrete measures, psychological empowerment is lacking behind as it is based on the mediating contextual and personal factors like motives and competences. While the pilot offered employees socio-structural empowerment, certain contextual factors were experienced as detrimental. Especially the corporate framework conditions such as bureaucratic structures, limited home office possibilities, or past organizational experiences were mentioned frequently and negatively by employees in the interviews. Negative emotions were present among employees as well as managers. Comparing the number of mentions of problems to the number of success factors, interviewees mentioned more than twice as many problems (86) as success factors (39). There was also observable cynicism in interviews and workshops. Cynicism, which is distinguishable from skepticism about change, can be a factor in the intention of employees to resist change (Stanley et al., 2005, p.454). Positive emotions on the other hand mediate the relationship between psychological capital such as hope, efficacy, optimism, and resilience and positive attitudes and behaviors towards change (Avey et al., 2008).

Results from the qualitative content analysis reflect the notion that *New Work* is a disputed concept that is not very well known in organizations. While there was disagreement with the term itself, the case study showed that team members recognized the necessity and potential of New Work for their individual experience and the goals of the company. The

reasons and goals of this specific department's New Work initiative were in large parts identical to the theoretical considerations, namely competitive job markets, a need for flexibilization, purposeful work, and increasingly complex external environments. At the same time the data shows that every team and person will put their own "spin" on New Work. The interviewed team members named participation, self-determination, meaningfulness, flexibility, and agility as important for their future while also adding company-specific factors such as overcoming outdated organizational structures and gaining more focus at work. The case also showed that different teams share similar obstacles such as the changed role of hierarchies and managers while dealing with challenges unique to their situation. In this case the emergency situations and sheer number of projects the department was involved in proved to be a limiting factor to their capacities for self-organized change.

One last key factor that impacted the effect of the intervention on the team was leadership. Leadership was mentioned frequently and both in positive and negative contexts. Employees praised individual leaders for their efforts and characterized others as impeding the initiative. Generally, expectations towards managers were very high, with the leadership team being aware of their exposed position and importance to the pilot. As was found in empowerment research, to achieve self-managed teams the managers must consciously transition to their new role (Arnold et al., 2000). This transition was started late in comparison to the working groups, with additional training and coaching on the new leadership role commencing roughly two months after the kick-off workshop. This lag could account for some of the negative experiences reported by both employees and managers.

Thus, the lower values in engagement and empowerment at the times of measurement are understandable and akin to many change projects, where employees first react negatively to change before gaining positive outcomes from it (Potosky & Azan, 2023). Organizational change is a complex endeavor with many factors to consider, some of which only become visible during the process. For employees change regularly means leaving behind familiar routines and social systems (Potosky & Azan, 2023) and can even be the cause for mental health problems (Bamberger et al., 2012). On the other hand, practitioners like Hackl (2017, p.121) suggests that when it comes to New Work there is practically no limit to the amount of change and that more is better. Following this logic, the prioritization of the different New Work dimensions would have to be considered counterproductive. Striking the right balance between empowering and overtaxing employees with responsibility and information is one of the key challenges of a New Work intervention.

Limitations

Sample size and generalizability

A noteworthy limitation of this study pertains to the relatively small sample size employed in my research. The primary reason for this limitation is the exclusive focus on a specific department within a single company. While the findings provide valuable insights into this context, the generalizability of the results to a broader population may be constrained. This limitation underscores the need for caution when applying the findings beyond the confines of the studied department. Future research could seek to address this by expanding the scope to include multiple departments or organizations to examine and enhance the external validity of the study.

Furthermore, it is important to acknowledge that the concept of New Work, which postulates that individual needs and experiences should be central in the design of work, inherently limits the generalizability of any results. New Work represents a highly personalized and context-dependent approach to workplace transformation. Given its emphasis on tailoring work environments to individual preferences and requirements, these findings are inherently tied to the specific organizational context and the unique characteristics of the studied team. While this focus on individualization is a fundamental tenet of New Work, it does pose constraints on the broader applicability of results. It is crucial to recognize that the outcomes and recommendations presented in this study are linked to this specific context and may not seamlessly translate to organizations with different structural, cultural, or operational attributes. Hence, when considering the practical implications of this research, it is imperative to account for the idiosyncrasies of the New Work topic complex and the context in which it is implemented.

Action research

In the context of this study, using an approach similar to action research as a methodology can be seen as a limitation because it often involves a more qualitative and context-specific approach. It is geared towards understanding and solving specific problems within a particular organization or community. The focus on immediate, context-specific changes may limit the broader applicability of research findings beyond the studied department or company. Therefore, it's essential to acknowledge that while action research is a valuable approach for addressing real-world issues and facilitating organizational change, its inherently context-bound nature can restrict the ability to generalize the results to a broader population or context.

Implications for theory and future research

This study systematically compiled research and other relevant information on New Work and related topics which I connected to well-established psychological theories. As New Work is regularly being implemented in organizations, field research on how such practices influence individuals and teams is needed. Currently most psychological research focusses on understanding isolated facets like home office opportunities or flexible working hours. However, these can be perceived differently depending on the framework conditions of an organization. Field studies open the opportunity of understanding the complex context of an organization to derive insights on how interventions influence the working experience. The significant overlap between New Work dimensions and psychological theories of JD-R and psychological empowerment could enable empirical research in a field that is currently being researched mainly by consultancies and practice-oriented scientists.

There are several directions for future research to pursue. Considering the small amount of quantitative data on New Work, more studies could be executed using quantitative or mixed methods approaches. In a suitable organizational environment these could compare teams pursuing New Work with other teams acting as a control group. This design could also be used to test the hypothesis that New Work initiatives enable positive organizational outcomes via psychological empowerment, mediated by contextual and personal factors (Schermuly, 2019). Any form of future research requires a shared understanding of what can be classified as a New Work initiative. Certain minimum requirements regarding the dimensions of New Work will need to be established. Lastly, both for research and practice it would be helpful to publish further case studies to generate more data on the success factors and pitfalls of New Work. Ideally these could accompany teams for a longer timeframe or incorporate follow-up data collection to also gain a longitudinal perspective on the effects.

Practical recommendations

Whilst acknowledging the limitations of this investigation and the need for additional research, I will conclude by identifying some of the implications for designing successful New Work interventions. Organizations can benefit from studying the success factors and challenges of other New Work initiatives. To achieve the desired goals, it is essential to explicitly discuss these goals, involve stakeholders that influence the initiative, and to operationalize its success. Additionally, managers should strive to create the necessary room and capacity for New Work initiatives alongside the daily business. Otherwise, the initiative is at risk of being displaced by daily routine and pending tasks. Additional framework

conditions can be strengthened before transitioning towards New Work to increase the likelihood of positive outcomes. Examples include creating job and personal resources to meet job demands, using tools such as job crafting as well as strengthening psychological capital, for example through short training interventions (Avey et al., 2008, p.66).

This leads to a key insight of this study. When organizations look to implement New Work measures, especially in conjunction with psychologists, it can be helpful to turn to well-established theories such as the JD-R model and SDT - even if they are not directly linked with New Work in research yet. When designing interventions, they can be used as a foundation for the basic needs of workers and built upon to consider the context of a particular organization. Particularly the approach of developing measures based on research results and in close consultation with the target group concerned, in the style of action research, is promising. Psychological constructs such as work engagement and psychological empowerment and corresponding questionnaires can be used as indicators for the ongoing success of the intervention as they are antecedents of positive organizational outcomes. Based on these it is important to incorporate frequent reconciliations and feedback loops to continuously improve the process. As was shown in this case, New Work interventions require a degree of openness towards this kind of iterative and incremental approach.

One thing the case study clearly showed is that it is important to let employees take responsibility and offer opportunities for participation. The work in self-organized teams as well as the co-creative workshops for the whole team were among the most frequently praised aspects of the pilot. Letting employees shape their jobs and use their individual experience to improve their workplace is not only one of the core principles of New Work but also satisfies the most basic needs of workers (Gagné & Deci, 2005). Lastly, New Work is a topic of education (Berend & Brohm-Badry, 2020, p.13). Organizations should therefore invest in knowledge such as familiarization with new forms of leadership, procedural methods, and sharing experiences among their team members.

Conclusion

Summary

The purpose of this study was to put the reality of science and practice in the topic complex of New Work into perspective. A thorough literature research allows for the comparison of the original definition of New Work to the contemporary use of the term (and similar concepts) in psychological research and practitioners' literature. Furthermore, it

highlighted the relationship of the key topics of New Work and theories of work and organizational psychology, a similarity that can be summarized as New Work being a practical implementation of the ideals of self-determined and meaningful work.

To review these theoretical results against the reality in an organization, I accompanied a New Work pilot initiative in a department of a medium-sized company from a scientific standpoint. By utilizing the advantages of quantitative and qualitative data, the impact of this pilot on the team could be analyzed extensively. The quantitative data revealed a negative impact on the measures of work engagement and psychological empowerment which disputes the psychological theory surrounding New Work. However, the qualitative interviews allowed for a more differentiated picture, revealing strengths and weaknesses of the pilot, challenges outside of the initiative and other confounding factors that a purely quantitative analysis could not have captured.

The managers and employees of the department acknowledged the need for a new way of working in the face of an increasingly complex and competitive business landscape. They also agreed on the necessity of employee participation, changed style of leadership, flexible working conditions, meaningful work, and other key characteristics of New Work. The pilot initiative was perceived as only moderately successful at the time of data collection with a lot of frustration stemming from the framework conditions of the organization, the lack of capacity and enthusiasm for the pilot, and the resistance to change of individual team members. Success factors included the self-organized, interest-driven work in cross-functional teams, acquiring new knowledge and methodological skills, as well as learning by experimentation. It is important to acknowledge that the pilot was not finished by the time data collection was stopped. This study therefore represents only a snapshot of the situation in the department in an ongoing process and was used to improve it in the sense of action research (Mayring, 2016, p.50-51).

Final thoughts and conclusions

The transformation of work is an ongoing and fluent process, which means there can be no “old” and “new”. While the term “New Work” will therefore always carry an inherent flaw, the ideas of Fritjof Bergmann and the movement that followed still influence the contemporary world of work considerably. As the ideals of meaningful, self-organized work are not just in accordance with psychological theories of motivation and well-being but also prove to create positive outcomes in real-world businesses, New Work should continue to be a topic of interest for researchers and practitioners alike. Provided work and organizational psychologists can classify existing results and conduct more meaningful research alongside

real-world New Work initiatives, it could even be a bridge between psychological theory and practice. Due to the individualized, or customized nature of New Work it is a hopeless endeavor to give universal recommendations on what, how, when, and in what order organizations should implement changes. But work and organizational psychology can provide a theoretical framework and businesses can learn from case studies to find and embrace their own definition of how to move employees and their experience into focus and harvest the potential of New Work.

References

- Alfes, K., Avgoustaki, A., Beauregard, T. A., Cañibano, A., & Muratbekova-Touron, M. (2022). New ways of working and the implications for employees: A systematic framework and suggestions for future research. *The International Journal of Human Resource Management*, 33(22), 4361–4385.
<https://doi.org/10.1080/09585192.2022.2149151>
- Appinio. (2022). *Panel-Befragung “Hast du schon einmal etwas von dem Begriff ‘New Work’ gehört?”* <https://de.statista.com/statistik/daten/studie/1297036/umfrage/umfrage-begriff-new-work/>
- Arnold, J. A., Arad, S., Rhoades, J. A., & Drasgow, F. (2000). The empowering leadership questionnaire: The construction and validation of a new scale for measuring leader behaviors. *J. Organiz. Behav*, 21, 269.
- Avey, J. B., Wernsing, T. S., & Luthans, F. (2008). Can Positive Employees Help Positive Organizational Change? Impact of Psychological Capital and Emotions on Relevant Attitudes and Behaviors. *The Journal of Applied Behavioral Science*, 44, 70.
<https://doi.org/10.1177/0021886307311470>
- Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: State of the art. *Journal of Managerial Psychology*, 22, 328.
<https://doi.org/10.1108/02683940710733115>
- Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, 13, 223. <https://doi.org/10.1108/13620430810870476>
- Bakker, A. B., Hakanen, J. J., Demerouti, E., & Xanthopoulou, D. (2007). Job Resources Boost Work Engagement, Particularly When Job Demands Are High. *Journal of Educational Psychology*, 99, 284. <https://doi.org/10.1037/0022-0663.99.2.274>
- Bamberger, S. G., Vinding, A. L., Larsen, A., Nielsen, P., Fonager, K., Nielsen, R. N., Ryom, P., & Omland, Ø. (2012). Impact of organisational change on mental health: A systematic review. *Occup Environ Med*, 69, 598. <https://doi.org/10.1136/oemed-2011-100381>
- Berend, B., & Brohm-Badry, M. (2020). *New Work: Zeitenwende Für Unternehmer, Personalverantwortliche, Coaches und Angestellte*. Springer Fachmedien.
- Berg, A. (2019). *New Work: Wie arbeitet Deutschland?* bitkom.
https://www.bitkom.org/sites/default/files/2019-09/bitkom-charts-new-work-i-11-09-2019_final_0.pdf

- Berg, A. (2022). *New Work – die neue Arbeitswelt nach der Pandemie*. bitkom.
<https://www.bitkom.org/sites/main/files/2022-03/31.03.22%20Bitkom-Charts%20New%20Work.pdf>
- Bergmann, F. (2005). *Neue Arbeit, neue Kultur* (2. Aufl.). Arbor-Verl.
- Castellano, S., Chandavimol, K., Khelladi, I., & Orhan, M. A. (2021). Impact of self-leadership and shared leadership on the performance of virtual R&D teams. *Journal of Business Research*, 128, 586. <https://doi.org/10.1016/j.jbusres.2020.12.030>
- Coch, L., & French, J. R. P. (1948). Overcoming Resistance to Change. *Human Relations*, 1(4), 512–532. <https://doi.org/10.1177/001872674800100408>
- Csar, M. (2017). Holacracy: Heilsbringer für die Organisation der Zukunft oder gut verkauftes Rollenspiel? *Gruppe. Interaktion. Organisation. Zeitschrift für Angewandte Organisationspsychologie (GIO)*, 48(2), 155–158. <https://doi.org/10.1007/s11612-017-0362-x>
- DHGS - Deutsche Hochschule für Gesundheit & Sport. (n.d.). New Work und Gesunde Arbeit 4.0 M.Sc. (Schwerpunkt). *DHGS*. Retrieved February 14, 2023, from <https://www.dhgs-hochschule.de/studienangebot/master/gesundheitspsychologie/angewandte-psychologie/new-work-gesunde-arbeit/>
- D’Innocenzo, L., Mathieu, J. E., & Kukenberger, M. R. (2016). A Meta-Analysis of Different Forms of Shared Leadership–Team Performance Relations. *Journal of Management*, 42, 1991. <https://doi.org/10.1177/0149206314525205>
- Furkel, D. (2018). Was aus dem Wunsch nach Wandel wurde. *Personalmagazin*, 09, 20–24.
- Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation: SELF-DETERMINATION THEORY AND WORK MOTIVATION. *Journal of Organizational Behavior*, 26(4), 331–362. <https://doi.org/10.1002/job.322>
- Georgi, R. (2021). Das Hütchenspiel der New Work. *Gruppe. Interaktion. Organisation. Zeitschrift für Angewandte Organisationspsychologie (GIO)*, 52(2), 435–439. <https://doi.org/10.1007/s11612-021-00568-8>
- Gerards, R., Van Wetten, S., & Van Sambeek, C. (2021). New ways of working and intrapreneurial behaviour: The mediating role of transformational leadership and social interaction. *Review of Managerial Science*, 15(7), 2075–2110. <https://doi.org/10.1007/s11846-020-00412-1>
- Hackl, Benedikt., Wagner, Marc., Attmer, Lars., & Baumann, Dominik. (2017). *New Work: Auf dem Weg zur neuen Arbeitswelt: Management-Impulse, Praxisbeispiele, Studien* / (1st ed. 2017..). Springer Fachmedien Wiesbaden : Imprint: Springer Gabler,.

- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16(2), 250–279.
[https://doi.org/10.1016/0030-5073\(76\)90016-7](https://doi.org/10.1016/0030-5073(76)90016-7)
- Handel, M. J., & Levine, D. I. (2004). Editors' Introduction: The Effects of New Work Practices on Workers. *Industrial Relations*, 43(1), 1–43.
<https://doi.org/10.1111/j.0019-8676.2004.00317.x>
- Harju, L. K., Hakanen, J. J., & Schaufeli, W. B. (2016). Can job crafting reduce job boredom and increase work engagement?: A three-year cross-lagged panel study. *Journal of Vocational Behavior*, 95–96, 20. <https://doi.org/10.1016/j.jvb.2016.07.001>
- Hofmann, J., Piele, A., & Piele, C. (2019). *New Work. Best Practices und Zukunftsmodelle*.
<https://doi.org/10.24406/PUBLICA-FHG-299651>
- Humanfy. (n.d.). New Work Charta Unterzeichner. *Humanfy*. Retrieved April 5, 2023, from <https://humanfy.de/leistungen/new-work/new-work-charta/new-work-charta-unterzeichner/>
- International University of Applied Sciences. (n.d.). *Bachelor New Work (B.A.) My New World of Work*. Retrieved February 14, 2023, from <https://www.iu.de/en/bachelor/new-work/>
- Junker, T. L., Bakker, A. B., Gorgievski, M. J., & Derks, D. (2022). Agile work practices and employee proactivity: A multilevel study. *Human Relations*, 75(12), 2189–2217.
<https://doi.org/10.1177/00187267211030101>
- Kahn, W. A. (1990). Psychological Conditions of Personal Engagement and Disengagement at Work. *The Academy of Management Journal*, 33(4), 692–724. JSTOR.
<https://doi.org/10.2307/256287>
- Kauffeld, S. (2004). *FAT: Fragebogen zur Arbeit im Team*. Hogrefe.
<https://books.google.com.au/books?id=i-3-SAAACAAJ>
- Kienbaum, F. (2017, June 22). New Work Pulse Check 2017. *Kienbaum*.
<https://www.kienbaum.com/de/blog/new-work-pulse-check>
- Kirkman, B. L., Rosen, B., Tesluk, P. E., & Gibson, C. B. (2004). The Impact of Team Empowerment on Virtual Team Performance: The Moderating Role of Face-to-Face Interaction. *Academy of Management Journal*, 47(2), 175–192.
<https://doi.org/10.2307/20159571>
- Knight, C., Patterson, M., & Dawson, J. (2017). Building work engagement: A systematic review and meta-analysis investigating the effectiveness of work engagement interventions: Effectiveness of Work Engagement Interventions. *Journal of*

- Organizational Behavior*, 38(6), 792–812. <https://doi.org/10.1002/job.2167>
- Kotera, Y., & Correa Vione, K. (2020). Psychological Impacts of the New Ways of Working (NWW): A Systematic Review. *International Journal of Environmental Research and Public Health*, 17(14). <https://doi.org/10.3390/ijerph17145080>
- Krouwel, M., Jolly, K., & Greenfield, S. (2019). Comparing Skype (video calling) and in-person qualitative interview modes in a study of people with irritable bowel syndrome – an exploratory comparative analysis. *BMC Medical Research Methodology*, 19(1), 219. <https://doi.org/10.1186/s12874-019-0867-9>
- Kühl, Stefan. (2023). *Holacracy: Funktionen und Folgen eines Managementmodells* / (1st ed. 2023.). Springer Fachmedien Wiesbaden : Imprint: Springer Gabler,.
- Lawler, E. E., III. (1988). *High-involvement management: [Participative strategies for improving organizational performance]* (1. ed., 5. print.). Jossey-Bass. <https://ubdata.univie.ac.at/AC00165905>
- Leiner, D. J. (2019). *SoSciSurvey* (3.1.06) [Computer software]. <https://www.sosicisurvey.de>
- Lobe, B., & Morgan, D. L. (2021). Assessing the effectiveness of video-based interviewing: A systematic comparison of video-conferencing based dyadic interviews and focus groups. *International Journal of Social Research Methodology*, 24(3), 301–312. <https://doi.org/10.1080/13645579.2020.1785763>
- Macduffie, J. P. (1995). Human Resource Bundles and Manufacturing Performance: Organizational Logic and Flexible Production Systems in the World Auto Industry. *Industrial & Labor Relations Review*, 48, 221. <https://doi.org/10.1177/001979399504800201>
- Mack, O., Khare, A., Krämer, A., & Burgartz, T. (Eds.). (2015). *Managing in a VUCA world* (1st ed.). Springer International Publishing.
- Maslach, C., & Leiter, M. P. (1997). *The truth about burnout: How organizations cause personal stress and what to do about it.* (pp. xi, 186). Jossey-Bass.
- Mayring, P. (2008). *Die Praxis der qualitativen Inhaltsanalyse* (2., neu ausgestattete Aufl.). Beltz. http://www.content-select.com/index.php?id=bib_view&ean=9783407291431
- Mayring, P. (2016). *Einführung in die qualitative Sozialforschung: Eine Anleitung zu qualitativem Denken* (6. Auflage.). BeltzPreselect.media GmbH. https://content-select.com/index.php?id=bib_view&ean=9783407294524
- Mayring, P., Huber, G. L., Gürtler, L., & Kiegelmann, M. (2007). *Mixed Methodology in Psychological Research*. Brill | Sense,. <http://dx.doi.org/10.1163/9789087903503>
- Neuber, L., Englitz, C., Schulte, N., Forthmann, B., & Holling, H. (2022). How work

- engagement relates to performance and absenteeism: A meta-analysis. *European Journal of Work and Organizational Psychology*, 31(2), 292–315.
<https://doi.org/10.1080/1359432X.2021.1953989>
- Nicolaides, V. C., LaPort, K. A., Chen, T. R., Tomassetti, A. J., Weis, E. J., Zaccaro, S. J., & Cortina, J. M. (2014). The shared leadership of teams: A meta-analysis of proximal, distal, and moderating relationships. *The Leadership Quarterly*, 25, 942.
<https://doi.org/10.1016/j.leaqua.2014.06.006>
- Niven, P. R. (2016). *Objectives and Key Results: Driving Focus, Alignment, and Engagement with OKRs*. (1st ed.). John Wiley & Sons, Incorporated,.
<https://ebookcentral.proquest.com/lib/univie/detail.action?docID=4688970>
- Oreg, S. (2003). Resistance to Change: Developing an Individual Differences Measure. *J Appl Psychol*, 88, 693. <https://doi.org/10.1037/0021-9010.88.4.680>
- Palinkas, L. A., Horwitz, S. M., Green, C. A., Wisdom, J. P., Duan, N., & Hoagwood, K. (2015). Purposeful Sampling for Qualitative Data Collection and Analysis in Mixed Method Implementation Research. *Adm Policy Ment Health*, 42, 544.
<https://doi.org/10.1007/s10488-013-0528-y>
- Potosky, D., & Azan, W. (2023). Leadership behaviors and human agency in the valley of despair: A meta-framework for organizational change implementation. *Human Resource Management Review*, 33. <https://doi.org/10.1016/j.hrmr.2022.100927>
- Rudolph, C. W., Katz, I. M., Lavigne, K. N., & Zacher, H. (2017). Job crafting: A meta-analysis of relationships with individual differences, job characteristics, and work outcomes. *Journal of Vocational Behavior*, 102, 138.
<https://doi.org/10.1016/j.jvb.2017.05.008>
- Ryan, R., & Deci, E. (2002). An overview of self-determination theory: An organismic dialectical perspective. In R. Ryan & E. Deci (Eds.), *Handbook of Self Determination Research* (pp. 3–36).
- Ryan, R., & Deci, E. (2017). *Self-Determination Theory: Basic Psychological Needs in Motivation, Development, and Wellness*. Guilford Publications.
- Schaufeli, W. B., & Bakker, A. B. (2004). *The Utrecht Work Engagement Scale (UWES). Test manual*.
https://www.wilmarschaufeli.nl/publications/Schaufeli/Test%20Manuals/Test_manual_UWES_English.pdf
- Schaufeli, W. B., & Bakker, A. B. (2010). Defining and measuring work engagement: Bringing clarity to the concept. In A. B. Bakker & M. P. Leiter (Eds.), *Work*

- Engagement: A Handbook of Essential Theory and Research* (pp. 10–24). Taylor & Francis Group.
- Schaufeli, W. B., & Bakker, A. B. (2023). Work Engagement—A Critical Assessment of the Concept and Its Measurement. In W. Ruch, A. B. Bakker, L. Tay, & F. Gander, *Handbook of positive psychology assessment*. Hogrefe.
- Schell, S., & Bischof, N. (2022). Change the way of working. Ways into self-organization with the use of Holacracy: An empirical investigation. *European Management Review*, 19, 137. <https://doi.org/10.1111/emre.12457>
- Schermuly, C. (2016). *New Work—Gute Arbeit gestalten: Psychologisches Empowerment von Mitarbeitern*. Haufe Gruppe.
- Schermuly, C. (2019). New Work und Coaching – psychologisches Empowerment als Chance für Coaches. *Organisationsberatung, Supervision, Coaching*, 26(2), 173–192. <https://doi.org/10.1007/s11613-019-00599-7>
- Schermuly, C. (2020). Wann funktioniert New Work? Eine praktische und psychologische Theorie zu New Work. *PERSONALquarterly*, 72, 10–15.
- Spreitzer, G. (2008). Taking Stock: A review of more than twenty years of research on empowerment at work. In J. Barling & S. Clegg (Eds.), *The SAGE handbook of organizational behavior. 1, Micro approaches* (1. publ.). Sage Publ.
- Spreitzer, G. M. (1995). Psychological Empowerment in the Workplace: Dimensions, Measurement, and Validation. *The Academy of Management Journal*, 38(5), 1442–1465. JSTOR. <https://doi.org/10.2307/256865>
- Spreitzer, G. M., & Quinn, R. E. (2001). *A Company of Leaders: Five Disciplines for Unleashing the Power in Your Workforce*. Jossey-Bass.
- Stanley, D. J., Meyer, J. P., & Topolnytsky, L. (2005). Employee Cynicism and Resistance to Organizational Change. *Journal of Business and Psychology*, 19, 459. <https://doi.org/10.1007/s10869-005-4518-2>
- Steenbergen, E. F. V., Ven, C. van der, Peeters, M. C. W., & Taris, T. W. (2018). Transitioning Towards New Ways of Working: Do Job Demands, Job Resources, Burnout, and Engagement Change? *Psychological Reports*, 121(4), 736–766. <https://doi.org/10.1177/0033294117740134>
- ten Brummelhuis, L., Hetland, J., & Keulemans, L. (2012). Do New Ways of Working Foster Work Engagement? *Psicothema*, 24, 113–120.
- Tims, M., Bakker, A. B., & Derks, D. (2012). Development and validation of the job crafting scale. *Journal of Vocational Behavior*, 80, 186.

- <https://doi.org/10.1016/j.jvb.2011.05.009>
- Trint. (2023). *Trint* (Version 2023) [Computer software]. Trint Limited. <https://trint.com>
- Van Meel, J. (2011). The origins of new ways of working: Office concepts in the 1970s. *Facilities*, 29(9/10), 357–367. <https://doi.org/10.1108/02632771111146297>
- VERBI Software. (2022). *MAXQDA* (Version 2022) [Computer software]. VERBI Software. maxqda.com
- Witzel, A. (1982). *Verfahren der qualitativen Sozialforschung: Überblick und Alternativen* [Campus-Verl.]. <https://ubdata.univie.ac.at/AC00520562>
- Wörwag, S., & Cloots, A. (2020). *Zukunft der Arbeit – Perspektive Mensch: Aktuelle Forschungserkenntnisse und Good Practices* (2nd ed. 2020.). Springer Fachmedien Wiesbaden Imprint: Springer Gabler. <https://doi.org/10.1007/978-3-658-26796-4>
- Wrzesniewski, A., & Dutton, J. E. (2001). Crafting a Job: Revisioning Employees as Active Crafters of Their Work. *The Academy of Management Review*, 26, 201. <https://doi.org/10.2307/259118>
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2009a). Reciprocal relationships between job resources, personal resources, and work engagement. *Journal of Vocational Behavior*, 74(3), 235–244. <https://doi.org/10.1016/j.jvb.2008.11.003>
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2009b). Work engagement and financial returns: A diary study on the role of job and personal resources. *Journal of Occupational and Organizational Psychology*, 82(1), 183–200. <https://doi.org/10.1348/096317908X285633>
- Zhu, J., Liao, Z., Yam, K. C., & Johnson, R. E. (2018). Shared leadership: A state-of-the-art review and future research agenda. *Journal of Organizational Behavior*, 39, 852. <https://doi.org/10.1002/job.2296>
- Zimmermann, R., Thoma, S., Eyer, A., & Böniger, A. (2020). Praxisbericht: New Work bei CYP. In S. Wörwag & A. Cloots (Eds.), *Zukunft der Arbeit – Perspektive Mensch: Aktuelle Forschungserkenntnisse und Good Practices* (2nd ed. 2020.). Springer Fachmedien Wiesbaden Imprint: Springer Gabler. <https://doi.org/10.1007/978-3-658-26796-4>
- Zukunftsinstitut. (n.d.). Megatrend New Work. *Zukunftsinstitut*. Retrieved April 5, 2023, from <https://www.zukunftsinstitut.de/dossier/megatrend-new-work/>

Appendix

Appendix 1: Questionnaire



newwork_true → nwit

28.10.2023, 06:05

Seite 01

Herzlich Willkommen!

A107

Vielen Dank, dass du dich bereit erklärst an dieser Studie im Rahmen meiner Masterarbeit an der Universität Wien teilzunehmen, die die Praxis von New Work in Unternehmen untersucht.

Bitte lies alle Fragen genau durch und **beantworte sie möglichst spontan und vollständig**. Es gibt keine falschen Antworten, von Interesse ist immer deine persönliche Einschätzung.

Die Beantwortung des vorliegenden Fragebogens geschieht vollkommen freiwillig. Du bist nicht verpflichtet an der Untersuchung teilzunehmen und kannst die Beantwortung des Fragebogens jederzeit ohne Angabe von Gründen abbrechen.

Deine Daten werden **anonymisiert** und deine Antworten auf die Fragen werden **streng vertraulich behandelt**. Die erhobenen Daten werden ausschließlich zu Evaluations- und Forschungszwecken verwendet und enthalten keinerlei Informationen, die zu deiner Identifikation führen könnten. Nach Abschluss der Datenerhebung ist eine gezielte Löschung deines Datensatzes nicht mehr möglich, da dieser dir nicht mehr zugeordnet werden kann. Nach Abschluss der Studie werden jedoch alle Daten gelöscht.

Bei Fragen zur Untersuchung wende Dich bitte an a01638055@unet.univie.ac.at bzw. sl@blackboxopen.com

Die Beantwortung aller Fragen dauert ca. 5-10 Minuten.

Vielen Dank für Deine Unterstützung,
Simon Lenze

Ich habe die Studieninformation gelesen und erkläre mich für die Studienteilnahme bereit.

- ☐ Ja
☐ Nein

1 aktive(r) Filter

Filter A107/F1

Wenn eine der folgenden Antwortoption(en) ausgewählt wurde: **2**

Dann nach dem Klick auf "Weiter" den Text **A108** anzeigen und das Interview beenden

Wie lautet dein persönlicher Code?

A105

Zur Erinnerung: Dein individueller Code besteht aus:

1. den **ersten** beiden Buchstaben des Vornamens deiner Mutter
2. den **letzten** beiden Buchstaben des Vornamens deines Vaters
3. den **ersten** beiden Buchstaben des Geburtsorts ohne Sonderzeichen
(z.B. **H**annelore, **C**hristoph, **D**üsseldorf = HAPHDU)

Hier Code eingeben

Geburtsjahr

Seit wann bist du bei

**Work Engagement**

A101

Bitte kreuze jeweils an, **wie oft** du den folgenden Aussagen zustimmst.**Wie oft erlebst Du Deine Arbeit so?**

1 = nie

7 = immer

Ich bin stolz auf meine Arbeit.

☐ ☐ ☐ ☐ ☐ ☐ ☐

Wenn ich morgens aufstehe, freue ich mich, in die Arbeit zu gehen.

☐ ☐ ☐ ☐ ☐ ☐ ☐

Während ich arbeite, habe ich das Gefühl voller Energie zu sein.

☐ ☐ ☐ ☐ ☐ ☐ ☐

Ich bin glücklich, wenn ich meiner Arbeit intensiv nachgehen kann.

☐ ☐ ☐ ☐ ☐ ☐ ☐

Während ich arbeite, fühle ich mich stark und voller Elan.

☐ ☐ ☐ ☐ ☐ ☐ ☐

Ich bin in meine Arbeit vertieft.

☐ ☐ ☐ ☐ ☐ ☐ ☐

Meine Arbeit beflügelt mich.

☐ ☐ ☐ ☐ ☐ ☐ ☐

Ich bin begeistert von meinem Job.

☐ ☐ ☐ ☐ ☐ ☐ ☐

Mein Job inspiriert mich.

☐ ☐ ☐ ☐ ☐ ☐ ☐

Empowerment

A102

Bitte kreuze jeweils an, inwieweit die folgenden Aussagen auf dich zutreffen.

Ich stimme den folgenden Aussagen zu...

1 = stimme
überhaupt
nicht zu

7 = stimme
voll und ganz
zu

Ich habe großen Einfluss darauf, was in meinem Arbeitsbereich geschieht.

○ ○ ○ ○ ○ ○ ○

Ich nehme erheblichen Einfluss auf die Vorgänge in meinem Arbeitsbereich.

○ ○ ○ ○ ○ ○ ○

Meine Arbeit ist mir sehr wichtig.

○ ○ ○ ○ ○ ○ ○

Meine beruflichen Aktivitäten sind für mich von persönlicher Bedeutung.

○ ○ ○ ○ ○ ○ ○

Ich habe weitgehende Kontrolle darüber, was in meinem Arbeitsfeld passiert.

○ ○ ○ ○ ○ ○ ○

Meistens kann ich selbstständig bestimmen, wie ich arbeite.

○ ○ ○ ○ ○ ○ ○

Ich vertraue auf meine Fähigkeit, meine Arbeit bewältigen zu können.

○ ○ ○ ○ ○ ○ ○

Die Arbeit, der ich nachgehe, bedeutet mir etwas.

○ ○ ○ ○ ○ ○ ○

Ich habe beachtliche Möglichkeiten, meine Arbeit frei und unabhängig auszuführen.

○ ○ ○ ○ ○ ○ ○

Ich bin davon überzeugt, dass ich in der Lage bin, die Anforderungen meiner Arbeit zu erfüllen.

○ ○ ○ ○ ○ ○ ○

Ich beherrsche die Fertigkeiten, die für meinen Beruf notwendig sind.

○ ○ ○ ○ ○ ○ ○

Ich kann selbst entscheiden, wie ich bei meiner Arbeit vorgehe.

○ ○ ○ ○ ○ ○ ○

Wahrnehmung der Arbeit

A104

Bitte kreuze jeweils an, inwieweit die folgenden Aussagen **während der letzten zwei Wochen** auf dich zugetroffen haben

In den letzten zwei Wochen, in denen du gearbeitet hast, wie gut hast du...

sehr schlecht	schlecht	in Ordnung	gut	außergewöhnlich gut
------------------	----------	---------------	-----	------------------------

die richtigen Entscheidungen getroffen?

☐ ☐ ☐ ☐ ☐

Dinge rechtzeitig erledigt?

☐ ☐ ☐ ☐ ☐

ohne Fehler gearbeitet?

☐ ☐ ☐ ☐ ☐

die Verantwortung und die täglichen Anforderungen Deiner Arbeit bewältigt?

☐ ☐ ☐ ☐ ☐

New Work Dimensionen

A109 

Kreuze hier bitte an, wie weit du die fünf Dimensionen von New Work momentan in deinem Arbeitsalltag erfüllt siehst!

Beziehe dich bei der Bewertung bitte auf die jetzige Situation. In Klammern findest du einige Stichworte, die beschreiben, was unter die jeweilige Dimension fällt.

[illegible]

Seite 07**New Work Erlebnis****A103**

Bitte beschreibe kurz, ob du in den letzten zwei Wochen ein „New Work Erlebnis“ hattest und um was es sich gehandelt hat.

Anmerkungen**A106**

Hast du noch weitere Anmerkungen oder möchtest etwas loswerden?

Lass es uns wissen!

Letzte Seite**Vielen Dank für Deine Teilnahme!**

Wir möchten uns ganz herzlich für Deine Mithilfe bedanken.

Bei Fragen zur Studie melde dich gerne bei Simon unter sl@blackboxopen.com oder a01638055@unet.univie.ac.at

Deine Antworten wurden gespeichert, Du kannst das Browser-Fenster nun schließen.

Appendix 2: Sample interview transcript

Interview 08

19/06/2023

0:04

Speaker 1 Genau, also die erste Frage, die mich interessiert, weil wir ja New Work einführen wollen, wenn man das so sagen kann. Warum, aus deiner Sicht, braucht es denn überhaupt eine neue Art zu arbeiten, also für dich ganz persönlich?

0:20

Speaker 2 Ich bin jetzt schon etwas länger hier, ich hab ja den Wandel über die letzten Jahre dann auch schon mitbekommen. Es ist halt alteingesessenes Familienunternehmen, die Prozesse sind zum Teil unheimlich bürokratisch und man war da ist zum Teil noch irgendwie so in dem Festgefahrenen, dieser Klassiker, "ja das machen wir so, weil das haben wir immer schon so gemacht", ne und da wird dann nicht unbedingt in Frage gestellt, könnte das irgendwie schöner laufen, sondern da wird es halt gemacht, weil es diesen Prozess gibt. Ja, ja, und das spiegelt sich dann eben zum Teil auch wider in: wie ist denn irgendwie die Arbeitsumgebung, ne, also das vor einigen Jahren, das war so dieses typische, wenn du hier durchgegangen bist, Schrankwand, Schrankwand, das war dann halt der Arbeitsplatz, wo du dann deinen Kram abgerackert hast und aber irgendwie attraktiv war das von von der Umgebung dann nicht. Und das hat sich in einer nicht vorhandenen Offenheit für Thematiken wie Homeoffice und so weiter niedergeschlagen. Ne das... Da hat man schon gemerkt, dass man schon ein bisschen den Anschluss verloren hat, als das in anderen Firmen irgendwie schon total normal war, dass du total flexibel sagen kannst "Ach heute mach ich mal von zuhause oder sowas", dann wird sowas abgefangen mit "ja wir erlauben das jetzt mal", also Corona war da ein ganz schöner Treiber, aber dann wird das total offen gehandhabt und dann fällt man zurück zu so einem "ja du musst das beantragen und dein Vorgesetzter muss es genehmigen und die Personalabteilung muss der Form halber auch mal draufklicken", das ist irgendwie nicht... irgendwie nicht nicht sexy vom Arbeitsverhalten. Es ist das halt irgendwie trotzdem noch ein bisschen Bürokratie da drin, also irgendwie will man da was hipper und flexibler und moderner werden. Aber irgendwie kann man, kommt man nicht aus seiner Haut raus und das merkt man schon, deshalb glaube ich ist so ein Input oder so ein Einfluss von außen, da doch mal umzudenken, wichtig ja.

2:19

Speaker 1 Genau. Was waren denn am Anfang so deine Erwartungen an das Projekt und inwiefern haben sie sich bereits erfüllt?

2:29

Speaker 2 Also meine, meine Erwartungen sind, dass man schon ergebnisoffen irgendwie daran geht und was dabei rauskommt mit irgendwie ein bisschen mehr Berücksichtigung "Was wünschen sich denn irgendwie auch die Mitarbeiter?" nicht mit "Was glaubt denn die Personalabteilung, was die Leute haben wollen?" oder eben nur, dass man sich da irgendwo schon in der Mitte trifft, nicht so wir machen es jetzt so rum und es passt nachher irgendwie letzten Endes doch keinem. Und wir sind jetzt an einem der Bausteine dran. Der Rest wird jetzt nach und nach noch kommen. Was ich so ein bisschen, so Bauchgefühl. Ja, wir machen das auch ganz cool, also mit dem Kickoff Termin, da waren wir ja doch alle irgendwie total an an Bord... es sich so ist n bisschen U-Boot-Projekt ne das ist also der Aufwand ist jetzt

nicht riesig groß, aber es ist schon ein bisschen was da jetzt mit den Arbeitsgruppen und das läuft nebenher neben dem Tagesgeschäft und das ist einer der Punkte wo sich eigentlich alle drüber beschweren, wir haben einen Riesen-Workload und dann kommt hier noch was drauf und das ist genauso dazu gekommen. Also da hat man jetzt auch nicht gesagt, wir nehmen uns jetzt auch mal die Kapazitäten, sondern das läuft irgendwie so ein bisschen nebenher. Ich finde nach dem nach dem Kickoff hat sich so n bisschen gezeigt, es ist ein bisschen durchwachsen, wie gut das angenommen oder wie groß das Interesse ist das durchzusetzen, weil da zeigt sich dann an manchen Stellen auch ja wieder so der Klassiker "wir machen das schon lange so, warum wollen wir das denn ändern?" und andere sind da, haben das schon richtig Bock drauf, wie sich da sich das Team für die Abteilung zu entwickeln um da um da besser zu werden. Das ist sehr durchwachsen. Und. Ja, ich, ich hätte irgendwie gedacht, dass sich da schneller was tut vom Ergebnis her einfach. Das ist... also haben wir ja bei uns in in der in der Arbeitsgruppe auch einfach gemerkt, ne, wir sprechen, wir sprechen, alle sind irgendwie voll d'accord, und dann gibt es kein Feedback. Und... was eigentlich irgendwie ne Kleinigkeit wäre, da mal eine Zeile oder zwei zu schreiben, weil ich egal ob man dem zustimmt oder nicht, ich glaube jeder hat einen Gedanken zu und den halt mal zu teilen, weil wir auch darüber sprechen, wir zusammen machen, das fehlt halt so. Ein bisschen also. Ich glaube, meine Erwartungen waren am Anfang eigentlich relativ groß, aber sind ein bisschen gedämpft mittlerweile etwas.

Speaker 1 Ja OK, also du hast zum einen auf jeden Fall den Eindruck, dass dadurch, dass es halt noch „on top“ gemacht werden muss, die Motivation wahrscheinlich ein bisschen leidet und dass manche Leute einfach von vornherein vielleicht nicht die Veränderung wollen oder zumindest nicht irgendwie genauso eine Kombination aus beiden. Könntest du dir denn was vorstellen, wie man sowohl die Leute, die wirklich Bock haben auf eine Änderung als auch die Leute die ich sag mal ganz zufrieden sind, so wie sie jetzt arbeiten, wie man die unter einen Hut bringt? Wäre das vielleicht ein wünschenswertes Ziel?

Speaker 2 Also ich ich glaube noch nicht mal, dass alle vollends zufrieden damit sind. Sondern das zum zum Teil also n bisschen ja keine Ahnung, "Angst vor Veränderungen" hört sich jetzt irgendwie extrem böse an, aber halt dieses ja man ist irgendwie schon lange dabei, man ist irgendwie in diesem in diesem Bürokratie-Workflow oder in diesem prozess-behafteten Arbeiten total drin und hält daran fest. Ist für viele auch ganz angenehm, wenn man da klare Strukturen hat, die ja.... das das merkt man an anderen Stellen auch, dass es da Leute gibt, die arbeiten zielorientiert, denen schmeißt du etwas hin "bitte kümmere dich" und alles ist total cool, die arbeiten da selbstständig und manche andere, die brauchen halt, dass du sagst, "OK, du machst jetzt das Paket, das Paket, das Paket", das ist da halt genau das gleiche, das ist dann glaube ich die Herausforderung. So, wir machen jetzt freiwillige Arbeitsgruppen, was ja auch okay ist. Also wenn ich Lust habe mich einbringen, kann ich das machen. Und wo die dann aber total kreativ und dann eher frei arbeiten sollen, obwohl die vielleicht eigentlich gar nicht die Typen dazu sind. Andererseits will man die natürlich aber nicht mega einengen und sagen, wir machen es jetzt so, das ist ein bisschen schwierig.

Es war von Anfang kommuniziert und auch angenommen worden, es ist freiwillig. Ich kann an einem, an einem mitmachen, ich kann bei mehreren mitmachen, ich muss an keinem... weil das impliziert immer das Freiwillige, aber dass Leute sagen, ich mache freiwillig dabei mit und bringen sich dann aber nie ein, das ist natürlich..., das passt ja irgendwie nicht dazu, ne. Aber ja, da dass man da sonst auch überlegen muss, ist es denn überhaupt richtig besetzt, weil wenn ich mich mit, keine Ahnung, 10 Leuten abstimmen muss und irgendwie 6 haben nie eine Meinung dazu oder bringen auch nichts ein, ist das dann zielführend oder nicht? Oder wie kann ich dann irgendwie, wie du schon sagst, wie kann ich die denn abholen? Das ist glaube ich, wirklich die Herausforderung und irgendwie rauskitzeln mit irgendwie denen klar zu machen, die haben jetzt die Möglichkeit mitzuentcheiden, wie es zukünftig laufen soll.

Das ist, glaube ich, das Wichtige und über den Weg glaub ich halt ne den das irgendwie noch klarer zu machen, weil wenn ich wenn ich nichts mache, dann bleibt es halt so wie es ist oder halt so, dass es für alle anderen passt, dann darf ich mich aber nachher nicht beschweren eigentlich das ist aber irgendwie der Knackpunkt. Aber ich hätte jetzt auch nicht die Idee, wo man sagen kann, und das ist es jetzt, wie wir die da rausholen können irgendwie, das ist schwierig.

8:08

Speaker 1 Ja, einfache Lösungen gibt es sowieso relativ selten in dieser modernen Arbeitswelt. Du hattest es gerade schon angesprochen, selbstorganisiertes arbeiten meinte vielleicht besser als andere sich die Sachen selber runterzubereiten, aber was glaubst du denn, ist der große Vorteil oder die Vorteile wenn man so arbeitet? Also wenn man - jetzt mal utopisch - alle so nach den New Work Prinzipien arbeiten immer die Sachen machen die sie können die sie wollen, die sich selber rauspicken, was glaubst du denn ist der ist der große Effekt davon, was könnte dann das Ergebnis sein?

8:44

Speaker 2 Also wenn ja, OK, wenn alle immer das machen was sie wollen und was sie können. Das birgt natürlich auch die Gefahr so ähnlich mit "Wir haben Leute, die können es Runterbrechen von von einem Ziel oder auf wo die darauf hinarbeiten wollen es halt nicht" [0:09:00.0] da ist natürlich auch eine gesunde Mischung an Leuten, die haben total Bock sich mit neuen Sachen auseinanderzusetzen, also da gibt es jetzt nicht dieses "OK, ich habe genau meinen spezifischen Feld und das mache ich gerne", sondern ich hab Bock alle Prozesse und alle Systeme zu verstehen. Und wenn ich da jetzt mal irgendwas kriege, was ich vorher noch nicht hab, dann google ich mal eine halbe Stunde oder sowas oder länger und setze mich damit auseinander. Ich verstanden haben wir auch viele, die jetzt schon diese intrinsische Motivation haben weil die einfach das verstehen wollen. Und ich glaube, wenn man das in Summe so freilassen würde, passiert halt so ein bisschen Rosinenpicken und viele dieser ungeliebten Themen, die wir natürlich abhandeln müssen, die bleiben dann ein bisschen auf der Strecke, obwohl die auch wichtig und dringend sein können, das ist ja dann auch immer die Kombination. Ich glaube, da wird so ein Zwischenweg finden [0:10:00.0] müssen, dass weil natürlich wie es gibt Dinge, die macht keiner von uns gerne, irgendwie Routineaufgaben. Wobei es gibt auch Leute, die können Routineaufgaben, -prozesse total gut abarbeiten, das heißt so ein bisschen Aufteilung muss glaube ich schon geben. Aber ich würde mal behaupten, wenn man das gemeinsam kommuniziert oder festlegt, dass man sowas im Zweifelsfall auch durchrotiert, es gibt irgendwie keine Ahnung. Wochenweise jemand der so ungeliebte Routineaufgaben oder Serviceaufgaben wegnimmt und in der Zeit können die anderen sich viel mehr auf das Fokussieren, um das alles... um die Mission weiterzubringen. Und weil die, die die Schlagzeiten und die Durchlaufzeit, dann also die Schlagzeit wird höher und die Durchlaufzeit kürzer, wir können da mehr abarbeiten, weil die Leute einfach fokussiert arbeiten können. Momentan ist das ein bisschen unkoordiniert, das ist dann auch die Gefahr, wenn jeder irgendwas macht, was er irgendwie gerne macht, weil dann wirst du da rausgeholt oder sonst was. Ich glaube, das muss so ein Mittelweg so dazwischen, das ist ganz gut und da kann man viele in [0:11:00.0] der Abteilung auch durch mitnehmen, glaube ich. Wenn darüber klar ist, du hast jetzt eine Woche Zeit, total fokussiert an deinen Themen zu arbeiten, und das sind deine Themen für die kommende Woche. Und irgendwie nächste Woche hältst du dafür den anderen mal ein bisschen den Rücken frei, flach gesagt. Ich glaube darüber kann man schon viele mitnehmen und begeistern, diese Arbeitsweise irgendwie umzusetzen.

Speaker 1 Und im positiven Sinne, was glaubst du wären also die die Auswirkungen? Also ich kann mir jetzt schon einige Sachen vorstellen, aber was glaubst du wie wäre es in der Praxis wenn man wenn man einfach die Zeit hätte den Fokus, die Möglichkeit seine Themen zu bearbeiten zumindest für einen bestimmten Zeitraum?

11:43

Speaker 2 Zum zum einen, weil wir es an vielen Stellen ja sowieso schon so halten, so die die Themenbereiche, die Leute priorisiert bearbeiten, deckt sich ein bisschen mit dem persönlichen Interesse an IT-Themen und natürlich, wenn ich an Sachen arbeite, die ich gerne mache, wo ich mich auch mit auskenne, [0:12:00.0] erstmal fühle ich mich sicher, ich bin natürlich auch schneller in der Umsetzung, weil ich einfach mal fokussieren, weil ich nicht ständig rausgerissen werde. Das steigert natürlich also klar die die Zeit, in der es umgesetzt wird, die Qualität, weil ich es einfach fokussiert machen kann und nicht irgendwie jede Stunde dann ja noch ein bisschen muss und mich dann erstmal wieder rein finden muss. Und wir hatten auch so im Team schon gesprochen, ob wir nicht bestimmte Sachen einfach ein bisschen doppeln oder dass ich das nicht jeder irgendwie alleine vor sich hinarbeitet. Sondern wenn natürlich klar ist, einer fängt so ein bisschen den 0815 Kram ab, die anderen können fokussiert arbeiten und dann vielleicht auch in die Richtung zu gehen und sagen, nicht jeder arbeitet alleine vor sich hin, sondern 2 Leute arbeiten gemeinsam an einem etwas größeren Paket, dass ich dann natürlich einfach einen Austausch, Wissensverbreitung so n bisschen mehr Team-Gefühl, wenn nicht eine Woche lang meinen Kram alleine wegarbeite. Weil ich muss mit einem Teamkollegen viel mehr kommunizieren. Das ist natürlich auch... steigert da auch nochmal die Qualität, weil ich hab vielleicht einen, der noch mal drauf guckt. Ich tausche mich n bisschen mehr ist natürlich für das Wir-Gefühl so n bisschen besser als ich muss jetzt schon wieder meinen Kram machen, ne, das ist ja...

13:16

Speaker 1 Wie hast du das denn wahrgenommen bisher in unserer Arbeitsgruppe? [...] Hat dir das gut gefallen oder wie war deine Wahrnehmung?

Speaker 2 [...] Ich hab so ein bisschen das Gefühl, dass... Ja, wie gesagt, weil das n bisschen on top gekommen ist. Dann gab es irgendwie Sachen die waren wichtiger, dann glänzen Personen durch Abwesenheit, die an anderer Stelle eigentlich Führungspersonen sind und da kommt kein Input denkst OK wir sind jetzt zu dritt die das freiwillig machen, einer bringt sich gar nicht [0:14:00.0] ein. Das ist dann irgendwie irgendwie fast ein Moment der mich triggert wo ich sag "Ja okay wir machens freiwillig und wenn das nicht funktioniert, wo wofür soll ich es denn machen?" Ne also dann kann ich sagen "nee dann opfer ich jetzt nicht meine Zeit noch freiwillig und on top dazu oder schaufel sie mir irgendwie frei, dass ich das habe." Das fand ich ein bisschen schade. Ansonsten ist halt natürlich zu dritt.. war das... diese Abstimmung geht relativ schnell und vor allem wenn man irgendwie da eine ähnliche Einstellung zu hat, das war dann natürlich total gut ne und da war es ansonsten auch eher nicht... das es dann schwierig war, wenn es so war "OK, wir haben jetzt folgende Punkte, wir kümmert sich dann darum?" dass man irgendwie Streichholz ziehen musste, weil keiner Bock hat das zu machen, das war ja überhaupt nicht, also das Gefühl hatte ich, hatte ich gar nicht, aber ja, so ein bisschen die fehlende Priorität dem Thema gegenüber, ne, das fand ich ein bisschen schade zwischendurch.

15:11

Speaker 1 Doch klar, genau, Thema Führungskräfte, was glaubst du denn, müsste im Idealfall deren Rolle sein in diesem ganzen Prozess, ich nehme jetzt schon bisschen wahr: irgendwie

Zeit frei machen oder ermöglichen, dass man Zeit dafür hat oder Kappas. Hast du dann noch sonstige Gedanken dazu, was die Führungskräfte angeht?

Speaker 2 Ja, also das ist ja dann also diese klassischen Schlagwörter ne. Also an der Abteilung und am Team arbeiten und nicht in im Team. Also wir haben ganz oft dieses Mikromanagement oder das Gefühl, dass man da irgendwie die Hand drüber halten muss und sich einmischen muss, weil es sonst nicht funktioniert. Und dann heißt es "ja wir machen jetzt mal offen und verlassen uns jetzt mal drauf" und dann läuft das irgendwie eine Woche und dann heißt es "ja aber so richtig funktioniert das nicht" irgendwie, da muss irgendwie ein bisschen umdenken stattfinden, dass das für alle ja ne ne Lernphase ist. Und ja, das wird erstmal oder merken wir, ja dass rumpelt erstmal, das muss sich erstmal finden und einschleifen und dann irgendwie nach 1, 2 Wochen zu sagen, aber irgendwie ist das schon nicht so so richtig... das kann nach 1, 2 Wochen noch gar nicht total geschmeidig laufen und ich glaube dann in die Richtung doch einfach mehr Impulse zu geben das in die richtige Bahn zu lenken und nicht sagen ja aber das klappt jetzt nicht, deshalb greife ich jetzt doch noch mal durch. Und das ist aber so gefühlt in allen Ebenen, das merken wir an ganz vielen Stellen, wo wir uns jetzt auch, ja, sehr agil aufstellen in vielen Bereichen.

Und was sich schon gebessert hat, ist erst mal... scheitern können sich jetzt... weil wir sind jetzt nicht noch nicht so lange, aber zum... OK wir setzen uns damit auseinander, wenn es nicht klappt und wir merken, es funktioniert nicht gut nach einer gewissen Zeit, dann gehen wir halt nochmal einen anderen Weg. Und nicht mit wir haben uns aber vor [0:17:00.0] 3 Monaten dafür entschlossen das zu machen, also machen wir das weiter so, das wird schon besser was sich auf [Unternehmen] Ebene extrem noch finden muss ist "oben sticht unten", weil das ist ja genau gegensätzlich zu dem sehr agilen Ansatz und da muss man sich darauf einlassen können, weil das passiert an ganz vielen Stellen noch, wo man dann merkt, dann wird doch von von oben wieder durchgegriffen und bestimmt. Und das ist halt dann schwierig, weil einerseits wird gepredigt, ok wir machen jetzt agil und total flexibel und das Team entscheidet, organisiert sich selber und dann auf einmal ist es dann wieder, ja, aber wir haben jetzt überlegt, das Projekt hat jetzt doch wieder viel mehr Priorität und das wird beschlossen von der Führungskraft und nicht vom Product Owner oder von den Verantwortlichen im Team oder so. Das ist glaube ich noch ne Lernkurve, die da noch vor uns liegt und da muss sich jeder n bisschen drauf einlassen. [0:18:00.0] Und im Zweifelsfall halt auch mal... Das kann ich natürlich als Mitarbeiter n bisschen verstehen, das man halt auch mal jemanden einbremsen muss und eigentlich dürfte es dir die Führungskraft ja nicht übel nehmen, wenn du mal sagst "ja das passt aber eigentlich nicht so wie wir uns darauf geeinigt haben", aber ich glaube da haben halt viele so n bisschen... sind da gehemmt mal zu sagen: "aber das passt ja nicht zu der Arbeitsweise und wir haben uns doch darauf geeinigt es so nicht zu machen", Weil der Führungskraft zu sagen, was du jetzt gerade... Du schießt... es ist irgendwie nicht im Sinne so wie wir uns geeinigt haben. Da tun sich einige schwer mit, hängt aber auch an der Führungskraft.

Speaker 1 Ja klar, aber es ist ja auch spannend, weil der Vorstand, ja, auch sich dieses Thema New Work gewünscht hat. Also muss es da ja Interesse geben, oder glaubst du das hatte andere Gründe warum sie das vorgeschlagen haben?

18:52

Speaker 2 Also ich glaube schon, dass da an einigen [0:19:00.0] Stellen ein bisschen Interesse besteht zum an manchen Stellen gefühlt manchmal nur "Wir wollen einen hipper, gut wahrgenommene Arbeitgeber werden", aber vielleicht in einer Taktung, wo es gerade nicht so zu [Unternehmen] passt. Weil das, was ich jetzt schon eingangs gesagt hatte, das sind

Sachen, die haben sich jahrelang, jahrzehntelang eingeschliffen... da kannst du natürlich sagen, jetzt legen wir den Hebel um, und wir sind jetzt fit und agil und total modern. Das passt halt einfach... das, das ist, glaube ich, sehr schwer zu vereinen.

19:26

Und ja, es ist, wenn man sagt, ja auch ganz oft, wenn Mitarbeiter motivieren willst, dann schaff doch erst mal die demotivierende Faktoren ab, bevor du dich um irgendwas anderes kümmerst. Und wir arbeiten an Baustellen parallel und manch andere sind immer noch irgendwie ungeregelt. Und wie wollen wir es denn mit Homeoffice halten, das ist alles dann ein bisschen holprig und wir arbeiten irgendwie an anderen Stellen, da liegt... Liegt der Fokus manchmal, glaube ich n bisschen falsch. Und gefühlt so wo in Projekten und Arbeitsgruppen wo ichs mitbekommen habe, ist da [0:20:00.0] ganz oft "oben sticht unten" also das wo das nicht ganz zueinander passt irgendwie, dann wird dann doch irgendwie die Kontrolle über das Meeting und über irgendwelche Abläufe an sich gerissen, weil man irgendwo im C-Level ist, obwohl man gesagt hat, aber wir machen es jetzt agil und du bist verantwortlich dafür, müsste man sich halt auch mal zurücknehmen, das ist...

Speaker 1 Auf jeden Fall ja ja, also das sind so Sachen die dich dann demotivieren so dieses Hierarchie ausspielen und auch, dass manche Sachen noch nicht geregelt sind, wie Homeoffice oder dass die bürokratischen Hürden, gibt es noch andere Sachen?

20:35

Speaker 2 Also ich, ich kenne es überall die Jahre eigentlich immer so, dass recht viel Flexibilität - natürlich wünscht sich ein Arbeitgeber immer Flexibilität - und das wird auch oft irgendwie so auf Ebene *gentlemens agreement* gehandhabt. Wenn das aber andersrum gebraucht wird, also ich als Arbeitnehmer oder auch andere im Team, das ist dann immer schon sehr schwierig, ne. Dann haben wir Phasen, wo Dinge abseits der üblichen [0:21:00.0] Arbeitszeit stattfinden müssen oder am Wochenende und dann musst du darüber diskutieren "oh aber wir müssen Sonntagsarbeit anmelden und" das ist dann, da kommt dann wieder die Bürokratie. Natürlich ist das auch ein bisschen mit Gesetzgebung und da habe ich auch Verständnis für, dann hast du aber ein Überstundenkonto, was üppig gefüllt ist. Und dann sagst du ja, ich würde aber eigentlich gerne mal n bisschen Überstunden abfeiern an 2 Tagen im Monat oder so ja, aber unsere Betriebsvereinbarung erlaubt nur einen Tag, das ist dann halt das, das passt dann nicht zu der gewünschten Flexibilität, zu dem was da was da geboten wird, einfach manchmal ne. Oder dann... wir hatten jahrelang als IT nicht wirklich ne Kernzeit, weil weil weil es eben mal nötig war, du musstest extrem früh oder spät oder sonst was... dann ist ist da mal ein bisschen was im Arbeitszeitmodell angepasst worden und dann auf einmal hieß es hier und da gab es eine Kernzeit-Verletzung, da ist jemand 09:00 [0:22:00.0] Uhr gekommen und das hat sich mittlerweile wieder ausgeschlichen.

Aber das sind dann halt so Faktoren wo du dich fragst "ja OK und wofür soll ich mir denn jetzt mein Wochenende um die Ohren hauen?" Wir haben dann Kollegen, die machen das freiwillig, das ist ja auch alles OK. Ja aber es gibt halt auch wenig Anerkennung dafür ne. Also bestes Beispiel und das wird immer gerne genommen letztes Jahr der cyber incident, da haben wir wochenlang grenzwertig oder über die Grenze des Arbeitsrechts gearbeitet. Wochenlang am Stück, lange Arbeitszeiten, zum Teil mit Wochenenden. Ja, und das war dann immer die Aussage, ja, das wird noch entsprechend anerkannt werden und die Firma ist sich darüber bewusst und es gab genau nichts. Da hab ich mir auch gedacht "OK, wenn die nächste Krise kommt, dann wo, wo wofür dann noch?" ne? Ne ne, das ist halt traurig dann irgendwie... das das demotiviert und das finde ich ein bisschen traurig, dass das irgendwie gefühlt nicht so wahrgenommen wird. Also [0:23:00.0] es muss ja keine Parade hier gemacht

werden, aber das im Zweifelsfall mal einer außer jeden Morgen steht der C und sagt Danke, dass ihr euch den ***** aufreißt. Also da hab ich dann auch nichts von ne, also und wenn das einzige was davon hinten abfällt ist nach der nach der vierten Woche fragt dich die Freundin mal zu Hause sehen wir uns vielleicht noch ein bisschen mehr als nur zum Abendessen und wann ist denn absehbar das ja. Das ist dann halt schade, das ist...

Speaker 1 Ja, das klingt demotivierend, ja. OK. Nochmal zurück zum Projekt, was wir jetzt machen oder wo wir euch begleiten. Abgesehen von: es läuft zu langsam - ich glaube das sieht jeder genauso oder fast jeder genauso. Wie nimmst du den Prozess wahr also mich interessiert vor allem muss ich sagen hast du das Gefühl du kannst dich gut einbringen, hast du das Gefühl du kannst wirklich Einfluss nehmen auf den Prozess. Oder äh, genau wie nimmst du das wahr?

23: [0:24:00.0] 57

Speaker 2 Ähm... Doch also, das schon... Ähm, ich glaube, das ist eben auch ganz so, sonst ganz gut angenommen worden und eben auch nur von von außen so n bisschen angeleitet und das worauf wir hinaus wollen schon eigentlich zu großen Stücken selbst erarbeitet und nicht unbedingt - das war so ein bisschen die Angst, die ich hatte - dass dann irgendwie jemand versucht das in Wege zu lenken, wie die Führungskräfte das eigentlich gerne haben wollten. Und da habe ich irgendwie das Gefühl, dass das, was da was da rauskommt, doch mehr das widerspiegelt, wie wir als Team und als Abteilung das gerne haben wollen oder das Gefühl haben, wie es uns weiterbringt. Ne, das ist ja, wenn man dann das ist... ja das passt dann auch wieder zu dem, wenn man dann merkt es passt irgendwie doch noch nicht, da muss man dann halt nochmal nachregeln und das, das passiert schon.

24:49

Speaker 1 Ja, sehr gut. Was glaubst du denn - ich habe vorher schon angesprochen - was muss denn noch aus dem Rest des Teams kommen, also auf jeden [0:25:00.0] Fall Feedback haben wir ja schon gesagt, Partizipation irgendwie also auch Interesse. Siehst du da sonst noch was? Also wenn wir jetzt mal ausblenden, dass vielleicht die Kappas gar nicht da sind, aber was bräuchte, ist damit der Prozess erfolgreich ist?

25:16

Speaker 2 Also ich, ich würde sagen, wir haben so wie wir die IT-Runde haben, dass wir uns gegenseitig mal mehr auf den Stand bringen, was in den einzelnen Gruppen passiert. Das ist also, außer dass es eben dann alle 4 Wochen bis jetzt gewesen... für mich gefühlt ein bisschen zu wenig, aber was er dann auch eigentlich zur Arbeitsgruppe Kommunikation ja passt, also das, weil wir ja da ja auch irgendwie wissen, dass wir nicht gut unterwegs sind, weil einfach zu wenig fließt, einfach um sich da breiter aufzustellen. Ja, und eben so, hauptsächlich das Feedback, weil, wie ich glaube, schon jeder hat, zu einem der Punkte Meinung, wenn ich dem zustimme, kann ich ja [0:26:00.0] irgendwie auch nur das mal äußern, weil... und wenn ich dem nicht zustimme, kann man irgendwie nen Vorschlag machen, warum man meint, dass es so oder so besser sein könnte und dann kann man ja genau darüber reden, weil es genau dafür haben wir eigentlich die kurzen Wege und diesen regelmäßigen Abstimmungsbedarf.

Das ist das, was ich momentan eigentlich schade daran finde, dass man irgendwie das Gefühl hat, man macht sich Gedanken, man arbeitet was aus und dann versickert das so n bisschen ne. Also weil man einerseits das Gefühl hat, dass A) das wird vielleicht nicht richtig umgesetzt, dann ist ja die Frage, warum wird dann nicht umgesetzt, weil die Leute die nicht zustimmen, das kann ja das eine sein, fragt sich aber warum sagt das denn keiner, wenn irgendwie nicht... ja das ist irgendwie der der größte Knackpunkt für mich, das Gefühl, das

könnte irgendwie besser werden und außer nochmal darauf hinweisen nochmal darauf hinweisen ist es halt schwierig weil wir wollen es ja eigentlich auch, [0:27:00.0] wir wollten das freiwillig halten und auch so haben wollen, dass eigentlich alle d'accords sind mit dem, was wir da beschließen oder erarbeiten. Finde ich halt, dass... das fehlende Feedback ist das, was ich so am demotivierendsten daran ist. Wenn man jetzt Arbeit reingesteckt und es wird irgendwie, es geht irgendwie unter.

27:19

Speaker 1 Es gibt auch - zumindest nehme ich das so wahr - auch ziemlich viel Zynismus von manchen Kollegen, die halt eigentlich, also finde ich, gar nicht ausstrahlen, dass sie überhaupt noch glauben, dass sich irgendwas ändern kann und dann wird es, glaube ich, auch irgendwie so eine Art selbsterfüllende Prophezeiung, wenn du sagst, OK, ändert sich eh nichts, dann ändert sich wahrscheinlich auch nix, also da müssen wir auf jeden Fall noch ein bisschen... also da sehe ich noch sehr viel Verbesserungspotenzial.

Aber gut, jetzt mal überhaupt nicht zynisch gemeint, sondern ich will das einfach wissen für das Interview, obwohl wir auch in den IT Infos drüber gesprochen haben: hat sich für dich schon ganz [0:28:00.0] konkret irgendwas geändert, seit wir gestartet haben an deiner täglichen Arbeit?

28:07

Speaker 2 Nein. Also nein, das kann ich eigentlich so geradeaus beantworten. Also das ist in in so ziemlich allen Themen oder immer wenn wir irgendwie Projekte, Aufgaben oder sonst was haben und sprechen darüber, wie wir das einplanen, dann fällt in der Regel sowas wie "wir sind ja gerade dran" und das ist so dieser Klassiker. "Wenn wir soweit sind", "demnächst wird alles besser", das ist so... es ist einfach nicht, wo man, wo man auch an vielen Stellen so "OK, wir haben jetzt eine gewisse Basis, haben wir schon anfangen umzusetzen" sondern das ist so ein bisschen, ja, wir wollen das irgendwie so bulletproof haben, dass wir es machen können und so lange dümpelt es eigentlich noch weiter vor sich hin und demnächst wird alles besser. Ne, das ist das, was da an einigen Stellen irgendwie so mitstrahlt, ne. Also sei es jetzt eben die wenn wir die Workloadplanung für die kommenden Wochen machen. Wir [0:29:00.0] machen es jetzt, sagen wir mal Kanban-artig. Wir machen es Scrum-artig, weil wir machen es noch nicht nach Scrum. Es ist schon sehr angenehm, aber dann heißt es "ja demnächst machen wir es dann vielleicht anders", aber wir merken schon, es passt nicht so hundertprozentig zu dem, wie wir arbeiten und wie einfach die Anforderungen sind. Und warum man dann nicht sagt: "ja, dann lass uns doch schon bisschen was anders machen" ist es eher so "ja, aber wenn wir jetzt schon bisschen was ändern, und dann gibt es aber in ein paar Wochen wieder was", ja wo ich mir denke, ja dann, dann ist es doch halt so. Aber wir können doch jetzt nicht auf der Stelle stehen und mit irgendwas arbeiten wo wir schon wissen, es ist jetzt nicht die geilste Lösung und man hat immer dieses Vertrösten mit dabei ne. Und dann hört man halt in der Arbeitsgruppe kommt man nicht voran. Dann ja, fragt man sich: wann wird es denn dann besser? Weil wenn es demnächst ja sein soll und dann so richtig geht es nicht... das ist... da [0:30:00.0] ist der Impact dann sehr gering.

Speaker 1 Ja mit diesem einfach mal machen und ausprobieren und Fehler zulassen und experimentieren, das ist noch... also es ist sehr schwer glaube ich weil es einfach eine neue Art der Arbeit ist. Das kann ich auch gut verstehen.

30:06

Speaker 2 Wobei wir haben, wir habens ansonsten, also wir haben ja schon unsere Teams, wo priorisiert die Kollegen miteinander arbeiten. Und wenn man dann sagt, OK, die sind sich

alle einig, dann lass es und doch mal damit machen, "ja aber... dann müssen die Kollegen ja auch" und, ja, aber wir wissen noch mit x Leuten, dass das vielleicht besser funktionieren würde, dann lass uns doch mal machen - "Ja, aber hmmm..." also das ist so ein bisschen wie mit, ist es von von oben agiles und New Work gewünscht, und andererseits wird es dann aber auch, wenn du sagst, ja, dann machen wir jetzt mal und wir probieren mal, dann wird es doch wieder eingedämmt einfach ne, das ist... ein bisschen so, es läuft [0:31:00.0] so konträr zueinander.

30:46

Speaker 1 Hattest du eigentlich mit dem Begriff New Work schon mal was zu tun vor dem Kickoff?

Speaker 2 Nee, davor nicht.

Speaker 1 Find ich auch ganz spannend, weil gut, wir kommen halt auch so Bubble das irgendwie ein großes Thema ist, aber ich glaube in der Praxis kennen das auch tatsächlich ganz viele nicht.

Speaker 2 So als als Begriff, als Buzzword sag ich mal nicht. Man hat eben auch das auch davor schon gemerkt bei [Unternehmen], dass man sich irgendwie anders aufstellen wollte und halt einfach muss, ne. Also das sehen wir an verschiedenen Sachen, wenn man so ein bisschen mit den Kollegen spricht, an der Zufriedenheit und sieht das auch an den Bewerberzahlen, was ausgeschrieben ist. Und auch wenn man sich mit Freunden oder Bekannten unterhält, die irgendwie in anderen Firmen arbeiten oder in größeren Firmen oder sowas, da wird das einfach ganz anders gehandhabt ne. Und da wo man sich dann auch irgendwie denkt: zu Coronazeiten haben wir zum Teil zu 100% im Homeoffice, zu [0:32:00.0] großen Teilen, sogar zu 100% im Homeoffice... das hat trotzdem alles funktioniert - ist halt vielleicht nicht das Optimalste, weil hat man dann weniger mit den Kollegen gesprochen, ja. Es fehlt schon irgendwie ein bisschen [unverständlich] machen kannst, so über den Flur oder so. Aber danach fällt man zurück auf erstmal 0% Homeoffice und dann auf einen Tag und es hat sich doch in der Praxis bewiesen, dass es geht und warum sind wir dann wieder so altbacken und sagen wir fallen jetzt soweit wieder zurück? Das ist schwierig, dann halt ne. Einerseits will man, andererseits ist so der Änderungswille dann auch nicht groß, geht in sehr kleinen Schritten, wenn überhaupt.

32:19

Speaker 1 Ja, das ist eine sehr gute Überleitung zu meinem letzten Impuls. Nämlich was ist deine realistische Zukunftserwartung, wie es weitergeht?

32:35

Speaker 2 In Gesamt-[Unternehmen] oder jetzt in dem Projekt?

Speaker 1 Also gerne beides.

32:46

Speaker 2 Also ich, ich glaube schon, dass wir irgendwie so ne [0:33:00.0] Arbeitsweise finden, wo wir eben als Team und auch in der Gesamt-IT [Unternehmen], also in unserer 8030 Service Systeme und auch in der Gesamt-IT auf ein Niveau kommen wo viel mehr wahrgenommen wird: Was machen denn die anderen eigentlich und warum haben die vielleicht andere Prioritäten als ich? Das läuft so ein bisschen autark vor sich her, da glaube ich schon, dass wir da einen guten Weg finden können, weil dieser Austausch, den wir jetzt

schon haben durch die Arbeitsgruppen schon irgendwie dazu beiträgt, da mal einen anderen Einblick zu schaffen und dadurch ein bisschen Grabenkämpfe weniger werden, also dann irgendwie irgendwie ausgekämpft wird, wer jetzt da gerade mehr zu sagen hat und warum bestimmte Sachen nicht, sondern dass es eher ein Miteinander wird, das wäre sowas, wo ich mir hoffen würde, dass das stattfindet und besser wird. Also das so auf Team- und Abteilungsebene auf Gesamt-[Unternehmen]-Ebene haben wir das halt auch ähnlich. Also das schwankt dann [0:34:00.0] mit "ja wir als IT als Dienstleister", was ja schon lange nicht mehr so ist. Was aber in der Firma von vielen noch so wahrgenommen wird und auch genutzt wird mit "ich lagere jetzt mal Sachen aus weils da landet", also da da erhoffe ich mir auch, dass das irgendwie anders anders wahrgenommen wird. Aber das hängt natürlich auch davon ab... Ich glaube, wenn wir da als Abteilung schon anders funktionieren, dass wir auch mal sagen, wir treten nach außen einfach anders auf, weil das ist, wir lassen uns viel aufdrücken, einfach ne, das ist, weil man auch mal nicht anders verkaufen muss, muss man auch ganz klar sagen, dass damit, damit man anders wahrgenommen wird, weil von alleine wird sich das nicht ändern, hängt glaube ich dann viel dran, dass du so in die Richtung und ich hoffe n bisschen was die... wenn es mal in Richtung der anderen Bausteine geht, dass das Arbeitsumfeld einfach ein bisschen besser wird. Also man merkt, [0:35:00.0] dass alteingesessene Industrie, Familienunternehmen und eben das greift auch mit dieser Flexibilität zusammen, also dass man sagen kann, ich müsste heute oder morgen mal anders arbeiten oder sowas, ohne dass ich dann drei Schleifen und ein Antrag und noch einen Antrag machen muss. Ja, das ist einfach... und sowas halt ne, das ist, dann wird manchmal an Kleinigkeiten diskutiert, von wegen das Büro ist irgendwie drei mal umgezogen, man müsste vielleicht mal streichen und ja, "aber muss das jetzt wirklich sein?" Vielleicht ja, wenn das Büro, also wenn ich gerne hierhin kommen soll oder solche Geschichten, ne, also das sind halt manchmal die Kleinigkeiten, irgendwie ne. Dann wird über sowas diskutiert und man denkt sich so: ja also da haben wir, da geben wir Geld für ganz andere Dinge aus, die Nonsense sind, warum nicht mal eine frische Wandfarbe oder ne vernünftige Beleuchtung oder sowas ne. Es muss ja nicht, es muss ja nicht die Klimaanlage sein, aber so, dass das Drumherum irgendwie anders wird. Oder man auch einfach auch [0:36:00.0] mal offener mit mit mit neuen Themen umgeht. [...]

37:12

Speaker 1 Okay gut, aber finde ich jetzt eigentlich auch ein gutes Schlusswort, es sei denn, ich gebe auch immer gerne noch die Möglichkeit am Ende, wenn ich jetzt irgendwas komplett vergessen hab oder du noch was loswerden möchtest, dann ist jetzt auf jeden Fall noch die Chance da.

Speaker 2 Ich hätte gerade sonst keine Punkte dazu.

Speaker 1 OK, dann danke für deine Zeit, ich beende jetzt die Aufnahme.