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**Determination of modules for a leadership program to enable leaders to deal with
the impact of New Work – A qualitative analysis**

from

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1. Introduction

Times are disruptive. At no time was this statement as true as it is today. A lot of what was once dependable ceases to exist, conditions change with tremendous speed, and this affects a large portion of the population. Digitization, globalization, the growth of knowledge and demographic change are transforming the world ever more rapidly. These developments are summarized in the term VUCA introduced by the US Army War College (compare *Lawrence*, 2013, p. 3), forcing companies to rethink their business models, strategies and practices. As a result, companies are searching for new ways to handle the impact of this progress. A lot of measures regarding this new way of working are subsumed under the term New Work. It contains a value change to more freedom in the mode of practice and more flexibility in timing, space and organization (compare *Väth*, 2016, p. 59). Leaders have to navigate through these troubled times with growing responsibilities. Apart from their daily work, they have to cope with one restructuring process after another. The buzz word New Work has been wandering the corridors of companies for several years because many of them are trying to adapt to the world of today. With New Work, new structures, new processes and a new culture are spreading into many companies. This sweeping transformation makes it crucial to rethink leadership, to find leadership styles that are efficient and take all the relevant aspects into account. The old leadership models prove to be insufficient because leaders have the responsibility to generate innovation and cope with disruptive change. Leaders have to be fully aware of their power and how they use it because the decisions they make influence large portions of the population. Moreover, it is important for leaders to cultivate an atmosphere of positive personal interaction, shifting their focus away from themselves and onto their employees, a shift that often requires an effort in personality development. Thinking about leadership is relevant to many contexts and settings. In this thesis, the perspective of a business leader is used to elaborate the needs of leaders in general and identify the necessary content for a leadership program. With these results, the modules of a leadership program were developed.

1.1 Objective

The primary goal of business leaders is to advance the company while simultaneously coping with the volatility, uncertainty, complexity and ambiguity of the world (VUCA)

and, of course, leading their employees. In this context, leadership has to be rethought. A new approach to what leadership could mean and how leadership could be lived to satisfy the requirements of the VUCA world is indicated. The old transactional leadership model has had its day. A complete revolution in leadership seems inevitable. For that reason, it could be helpful to support leaders with a leadership program. The aim of this thesis is to develop modules for a leadership program to enable leaders to deal with the impact of New Work.

1.2 Research questions

With New Work, a new culture of work arises with new ways of communicating and collaborating, as well as new leadership styles. This is a challenge and a balancing act where leaders need clarity regarding to their own intentions, their connection to themselves and to others and the methods they use to work successfully. The idea is to create a leadership program complemented with ongoing support through a consulting company. This thesis aims to identify what is needed, which kinds of method are useful, and in what manner this program should be constructed in order to have the greatest possible impact.

This thesis sets out to answers the following questions regarding the impact of New Work:

What are the needs of the leaders?

What should be included in a leadership program?

Which methods can be used to support leaders?

Which modules could be useful to create the leadership program?

1.3 Method and structure

This thesis uses an inductive research approach, starting from the specifics and generalizing from there. A qualitative analysis is made in an explorative manner. The way of proceeding contains literature research and qualitative focused interviews based on a guideline to generate feedback. 12 interviews with leaders from different companies in Germany and Austria were conducted, recorded and transcribed.

In this thesis, the statements of the interview partners are compiled, forming the basis from which the modules of a leadership program are distilled using the theories and literature described.

In the following, the theoretical background is outlined, containing the definitions of the terms, the theoretical approaches and the state of research. Subsequently, the methodical procedure is described, mentioning the selection of the scientific method, the access to the research field and recruiting, the data acquisition, the data preparation and procedure of evaluation, and the quality criteria. The presentation of the results contains the description of the interviewed persons and the results of the investigation. The discussion of the results happens by evaluating the leadership program and executing the back reference to theories.

2. Theoretical background and state of research

This chapter serves to introduce the topics of New Work and Leadership to enable a basic understanding and a classification of these terms. Section 2.1 will give definitions of the terms New Work and Leadership. The theoretical approaches described in section 2.2 allow us to dive deeper into both topics. In section 2.3, the state of research is examined.

2.1 Definition of terms

In the literature and in practice, the terms New Work and Leadership are used with different meanings. The aim of this section is to set out what kind of definitions are used for this thesis.

New Work

The term New Work was coined by the Austro-American philosopher Frithjof Bergmann as a sociocritical project against the Taylorist and Fordist organization of work. He was influenced by the mass layoffs in the US car industry in the 1980s and 1990s and wanted to find out what would happen to the people who lost their jobs. Bergmann stated that work should serve the people and not the other way round. People should do things they really, really want to do. His aim was to establish a kind of work which is the opposite of conventional work and give people the chance to do work which is fulfilling, fascinating, uplifting and energizing (compare *Bergmann*, 2020, p. 10 et seq.). The essential aspects

for Bergmann are purpose, self-determination and skills acquisition (compare *Schermuly*, 2019, p. 175). Bergmann's core demands are the dismantling of wage labor, the promotion of high-tech self-sufficiency and the pursuit of a professional vision. (compare *Bergmann*, 2020, p. 21 et seqq.) Bergmann stated that New Work entails the development and implementation of a new kind of economy. (compare *Bergmann*, 2020, p. 193)

The meaning of the term New Work has changed since Bergmann introduced it more than four decades ago. Today, it is used in way which is no longer as critical of capitalism as it used to be (compare *Schermuly*, 2019, p. 175). The term New Work as it is used from many people today covers measures involving democratization, digitization and decentralization. (compare *Väth*, 2016, p. 17). From these people it is used to describe details of working conditions that could be improved, such as working hours or management culture. (compare *Väth*, 2016, p. 59) Apart from the individual and organizational aspects, *Väth* stated, New Work claims to transform the capitalist system and imbue the world of work with more humanity. Quality of life and job satisfaction are in the foreground (compare *Väth*, 2016, p. 238 et seq.).

Leadership

According to the 1933 edition of the Oxford English Dictionary, the term leader was first used around the year 1300. The expression leadership enters usage around the year 1800 (compare *Stogdill*, 1974, p. 7). Mumford defines leadership as one person or a small group dominating the process of control of societal appearances (compare *Mumford*, 1906, p. 216). Knickerbocker states that “when conceived in terms of the dynamics of human social behavior, leadership is a function of needs existing within a given situation, and consists of a relationship between an individual and a group.” (*Knickerbocker*, 1948, pp. 23-40). *Stogdill* sees leadership “...as the initiation and maintenance of structure in expectation and interaction” (*Stogdill*, 1974, p. 411). Others view leadership as managerial conduct (compare *Hunt*, 1982, p. 3) with measures to convince people, to exercise power over others, to reach defined aims, to create followers and to establish structure (compare *Bass*, 1981, p. 11-18). Leadership is people following the objectives given by the leader (compare *Gardner*, 1990, p. 1). Leadership is seen as a process of influence and of building relationships. It depends on the specific context, the characteristics of the followers, the timing and the history (compare *Avolio*, 1999, p. 17). The personality, values, and

intelligence of a leader play a role in how successful leadership will be (compare *Avolio*, 1999, p. ix). Leadership has to make sure the parameters are met by creating a basis of respect and commitment among the followers, understanding that they as the leader take the initiative and shoulder the responsibility to reach the common goals (compare *Avolio*, 1999, p. 21).

2.2 Theoretical approach

The clarification of the theoretical approaches helps to understand New Work and Leadership on a profound level.

New Work

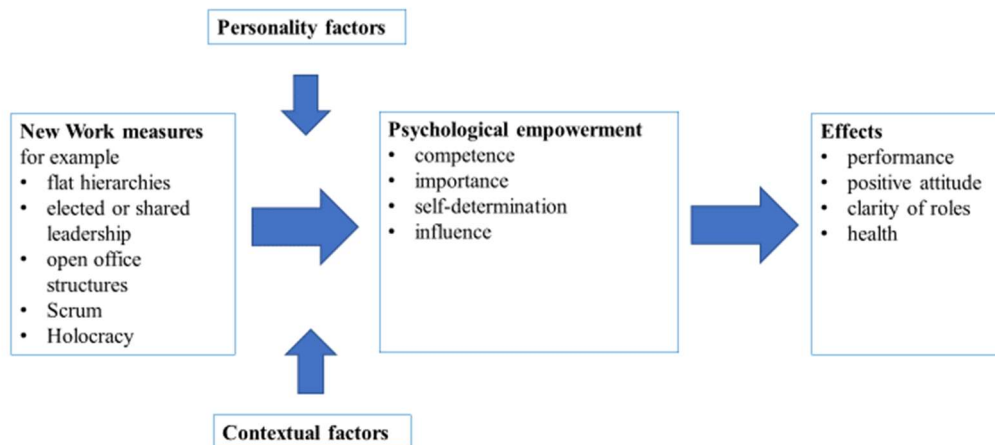
New Work, Frithjof Bergman claims, is the utopia of a society where work no longer burdens people, where work brings people joy and is even something to be desired. It is a way of working which sets creativity and productivity free. In his approach, there will be no redundant unemployed people and the industry will not produce goods without sense or purpose. This way of life will put an end to the external determination of employees through a profit-oriented economy. It is an open concept, which allows everybody taking part in it, testing it, recombining, complementing and modifying it (compare *Bergmann*, 2020, p. 15). The aim of New Work is to transform work so that it produces free, self-determined human beings (compare *Bergmann*, 2020, p. 12). Bergmann saw the workers in the predominantly Taylorist and Fordist economy of the 1980s crippled by an immoderation of work that kills the mind (compare *Bergmann*, 2020, p. 13). For him, work was like a mild disease, comparable with an intractable cold that makes life hard in the long run. That is the reason why he claimed that the workers have to get rid of this burden in order to have a happy and self-determined life (compare *Bergmann*, 2020, p. 13). Work should serve people, and for that to work people should do something which they really, really enjoy (compare *Bergmann*, 2020, p. 21). Due to automation, fewer workers are needed. In wage labor, workers should only work for two or three days a week at most. The rest of the time they should follow their calling. Bergmann created the idea of a High-Tech-Self-Providing, in which everybody should create what they need to live with flexible robots. The mutable tasks people execute in High-Tech-Self-Providing give them the chance to acquire various skills and competences and give them the oppor-

tunity to live autonomously (compare *Bergmann*, 2020, p. 21). Moreover, Bergmann described centers for New Work (compare *Bergmann*, 2020, p. 326) where people could boost their personality development to overcome self-ignorance and train how to deal with New Work.

Since that time, the understanding of New Work has evolved. According to V \ddot{a} th, working is a confirmation of the self-efficacy of people, of their creative power over the world and their social participation. For him, New Work is the change of work towards a situation that corresponds to the psychological needs of people and to the external working and living conditions of the 21st century (compare *V \ddot{a} th*, 2016, p. 66). New Work is about harmonizing the pursuit of profit and the pursuit of humanizing the world of work (compare *V \ddot{a} th*, 2016, p. 45). V \ddot{a} th formulated a vision about "... a real incarnation of work." He expanded the concept of New Work by differentiating its psychological (self-realization), social (teamwork, democratization of decision-making and new leadership approaches), technological (digitization of work processes), organizational (no hierarchies, virtual leadership) and political dimensions (new evaluation of the importance of human work) (compare *V \ddot{a} th*, 2016, p. 17 et seq.). People strive for purpose in their work, which allows them to motivate themselves intrinsically, lets them feel part of something bigger and gives them a higher purpose. New Work emphasizes awareness of purpose and self-efficacy. As a result, the individual becomes the point of reference for technical, organizational and political measures (compare *V \ddot{a} th*, 2016, p. 94).

The concept of New Work was also developed by Carsten Schermuly with addressing the psychological empowerment of people. In this context he referred to Spreitzer (compare *Schermuly*, 2019, p. 176) who mentioned two approaches of empowerment: the structured empowerment approach and the psychological empowerment approach. The structural empowerment approach is about flatten organizational structures and giving up the authority to decide and the resources to lower hierarchical levels. The psychological empowerment approach proceeds from the assumption, that humans interpret their surrounding individually. Moreover, four perceptions coined this approach: the experience of competence, significance, self-determination and influence. (compare *Spreitzer*, 1995, pp. 1442-1465, 2008, pp. 54-72)

Figure 1: Theoretical process model of the effect of New Work according to psychological empowerment



Source: Modelled after *Schermuly, C., 2020*, Theoretical process model of the effect of New Work, no page number

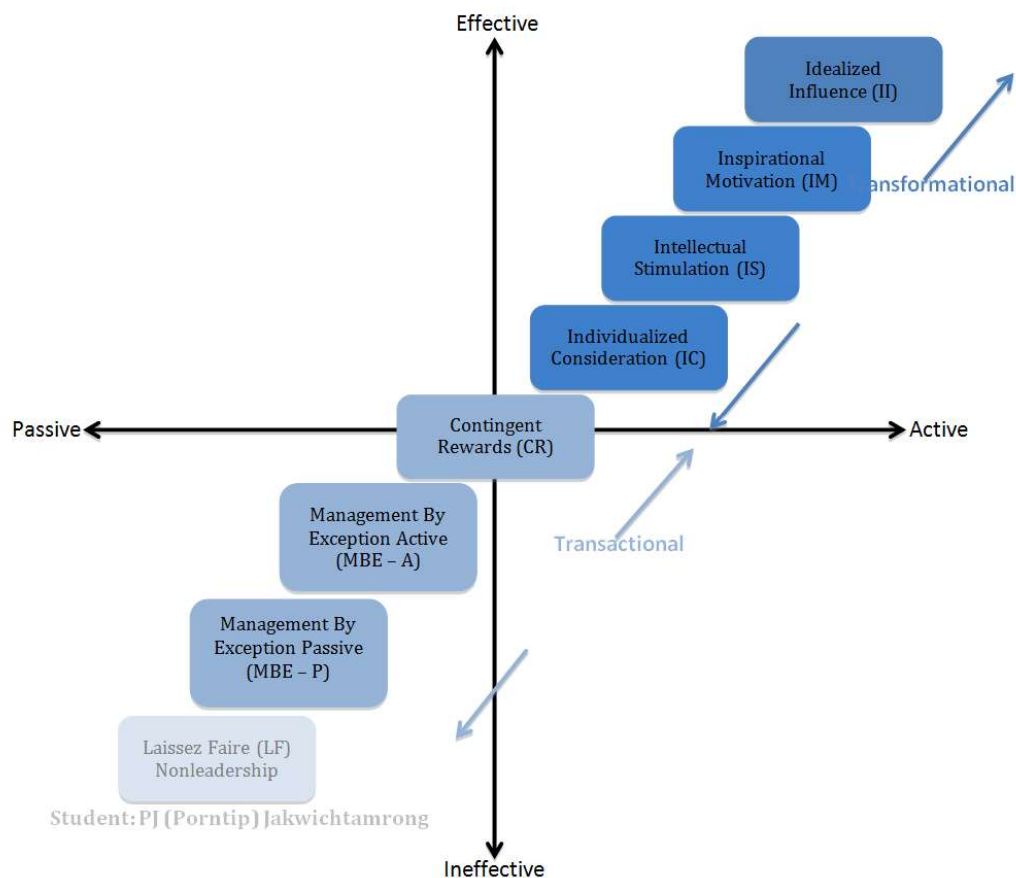
Schermuly's Psychological empowerment correlates with the roots of Bergmann's New Work approach because it gives the individual priority over organizational structures (compare *Schermuly, 2019*, p. 178).

Leadership

Throughout history, there were leaders like kings, prophets, and chiefs, who were seen as role models by their people. In ancient Egypt, the three qualities of a pharaoh were authoritative direction, perception of the heart and justice of the tongue. According to Machiavelli, leaders in the Renaissance needed to be steady, firm, authoritative and powerful. . In those times, people held their leaders in great esteem if they did not resort to threats, deceit and violence (compare *Kellermann, 1987*, p. 88). Even if a human society has no elected officials, there are still leaders who take initiative and assume a central function in the decision-making of the group (compare *Bass, 1981*, p. 17). Leadership theory distinguishes three major leadership styles: transactional leadership, laissez-faire leadership and transformational leadership. These styles have developed over time because of different requirements, cultural conditions or prerequisites from the environment. The transactional leadership style was first described by James Downton in 1973 (compare *Downton, 1973*, p. 519 et seq.). It focuses on an exchange between a leader and their followers and on leadership through reward and punishment. A transactional leader does not have

the goal to progress, moreover, the focus is on maintaining the status quo (compare *Avolio, 1999, p. 49*). Through the assessment of behavior or performance, a transactional leader disciplines their followers. The leader tells people what to do and controls them through management by exception and management by objectives. If there are failures the leader intervenes with corrective transactions like in military settings (compare *Bass, 1993, p. 52*). In the laissez-faire leadership style, followers have to cope with any problem by themselves because leaders do not lead. Followers have the freedom to decide on policies and methods of their work themselves (compare *Avolio, 1999, p. 50*). Between leaders and followers there are no agreements or transactions nor are there rewards, feedback or involvement (compare *Bass, 1993, p. 53*).

Figure 2: Full range leadership model



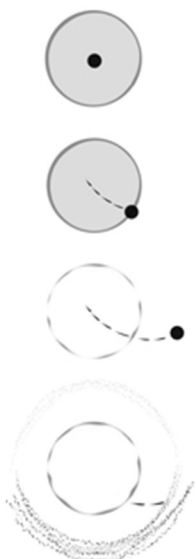
Source: *International Coach Academy, 2013, Research Paper: Transformational Leadership Model in Coaching*, no page number

The transformational leadership style is an expansion of the transactional leadership style. It is about transforming personal needs, values, preferences and aspirations of followers

towards collective interests. The goal is to increase the performance of followers beyond necessary subjects (compare *Bass*, 1993, p. 50 and *House* p. 82). Transformational leaders augment their followers' identification with their jobs, promote the growth moral maturity and expand horizons (compare *Bass*, 1981, p. 221). "Transformational leadership is fundamentally 'morally uplifting'" (*Avolio*, 1999, p. 34). Transformational leaders like Nelson Mandela and Martin Luther King are moral agents who focus on achieving higher-level missions and goals. With their high levels of commitment, trust, loyalty and performance, these leaders create a greater degree of identification (compare *Avolio*, 1999, p. 41). Transformational leaders achieve higher performance because they have more challenging expectations of their followers. The followers are intrinsically motivated and develop in a positive direction. Because of growing awareness and raising of ethical standards, they are encouraged to look at common interests rather than self-interests. The followers of transformational leaders get individual coaching and the freedom of choice (compare *Bass*, 1993, p 74 et seq.). Transformational leadership can be decisive and directive. It is different from democratic or participative leadership (compare *Avolio*, 1999, p. 56). There are four components to transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (compare *Avolio*, 1999, p. 24).

Otto Scharmer proposes a fundamental change of leadership to transform the system from ego-centered awareness to eco-centered awareness. A success factor of the Theory U process is the source level from which leaders are acting. Leaders will get to the right level by doing inner leadership work. The results of this inner work of leaders are an open mind, an open heart with the capacity to empathize and the ability to look at issues with fresh eyes. The leaders' perspective changes towards an awareness that they are not separated from the system, but are an integral part of it. On an individual level, this shift is called mindfulness, the capacity to connect with the here and now. On a group level, this shift is visible through self-reflective conversations. But the precondition for this shift is leaders moving themselves out of the center. They only hold the space for something new that wants to be born. The inner source a leader is acting from and their quality of presence have an impact on the results they can achieve in this process (compare *Scharmer*, 2018, pp. 51-57).

Figure 3: Matrix of social evolution

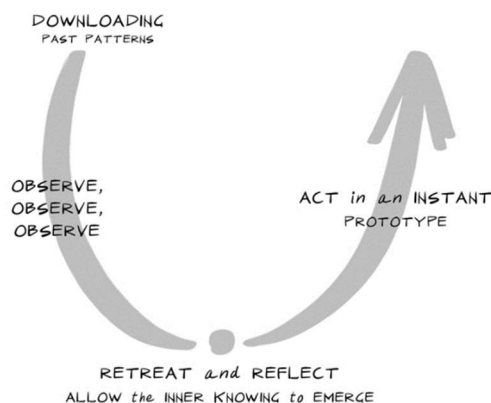


	ATTENTION/ FIELD	MICRO: ATTENDING	MESO: CONVERSING	MACRO: ORGANIZING	MUNDO: COORDINATING
FIELD 1: HABITUAL		DOWNLOADING HABITUAL	DOWNLOADING TALKING NICE	CENTRALIZED TOP-DOWN	1.0 HIERARCHY
FIELD 2: ECO-SYSTEM		FACTUAL OPEN MINDED	DEBATE TALKING TOUGH	DECENTRALIZED DIVISIONS	2.0 COMPETITION
FIELD 3: EMPATHIC- RELATIONAL		EMPATHIC OPEN HEARTED	DIALOGUE INQUIRY	NETWORKED STAKEHOLDERS	3.0 STAKEHOLDER DIALOGUES
FIELD 4: GENERATIVE ECO- SYSTEMS		GENERATIVE OPEN PRESENCE	COLLECTIVE CREATIVITY FLOW	ECO-SYSTEM CO-CREATING	4.0 ABC AWARENESS-BASED COLLECTIVE ACTION

Source: *Scharmer, 2018, Essentials of Theory U Figures, no page number*

Traditionally, learning works by reflecting the past, but to deal with the challenges of today learning from the past is not enough. The possibility to learn from the future as it emerges with Theory U by Otto Scharmer is a possible way to cope with these challenges. It guides leaders through a deeper innovation process. The first step is observation of the situation they face. In the second step, leaders are asked to retreat and reflect to allow the inner knowing to emerge while visiting their place of inner stillness. In the third step, leaders examine the emerging ideas and test them. (compare Scharmer, 2018, pp. 51-57)

Figure 4: The U Process – Three Movements



Source: *Scharmer, 2018, Essentials of Theory U Figures, no page number*

The success of such a process depends on the inner place from which leaders operate. Therefore, it is necessary to transform the quality of attention leaders pay to their actions. For Scharmer, it is important to connect with and learn from the emerging future possibility (compare Scharmer, 2013, p. 18 et seq.). “It means sensing and actualizing one’s highest future possibility – acting from the presence of what is wanting to emerge.” (Scharmer, 2013, p. 19). What Scharmer is talking about is a human maturation processes that represent a universal development towards more complexity, integration and a plurality of perspectives. It is about understanding humanity anew and designing programs for personal development (compare Björkman, 2020, p. 43).

Sustainable transformation requires ethically motivated leadership able to transcend polarities, aligning for synergy and conscious of the pervasive interdependences. The profound change will take place when leaders truly listen and see the perspective of others. By taking action and learning, leaders perform a service to humanity (compare *Sharma*, 2017, p. 315). The leaders who are needed are cultural transformers, contemporary pioneers, unifying architects and mindful pro-activists (compare *Sharma*, 2017, p. 205). They need compassion, empathy, justice and a discerning eye (compare *Sharma*, 2017, p. 305).

It is worth remembering Karl-Heinz Bittl, who gathered many concepts of needs and from them extracted social needs such as love as an achievement-free self-worth, appreciation, security, orientation, autonomy and meaningful actions (compare Rosswog, 2018, p. 77). This includes showing vulnerability as a leader. According to Jenewein, studies prove that if leaders show vulnerability and admit to having fears, that creates an even stronger following (compare Jenewein, 2020, p. 58).

There is a need for leaders who lead with excellence in a concentrated, clear, creative and empathic way to be in contact with their inner self, with others and with society. (compare Marturano, 2015, p. 58). The change of mindset, which requires leaders to retreat to the background, is probably the most difficult thing to do for a leader, but despite the importance placed on personal development, it should be noted that group dynamics and corporate culture prescribed and lived by the top management have a greater influence than the maturity of individuals (compare Hofert, 2018, p. 221).

2.3 State of research

As yet, there is no study explicitly addressing the needs of leaders in the context of New Work let alone ideas for meeting them.

In their book *Digital Work Design*, Welpel, Brosi und Schwarzmüller talk about the Big Five of work, leadership and organization. As methods for dealing with the VUCA world, the Big Five are a) core competence, b) no disruption without (new kinds of) teamwork, c) a need for greater democratization of organizations, d) the meaning of relationships and e) the need for organizations to focus more on health. These topics are aspects that are important when dealing with the impact of New Work (compare *Welpel*, 2018, pp. 5-7).

The empowerment approach contains the transfer of responsibility from leaders to employees. There are two different kinds of empowerment: structural empowerment, where formal structures within a company are used to transfer power from the leaders to the employees (compare *Seibert*, 2011, pp. 981-1003), and psychological empowerment, where the employees' subjective feeling of being in control of their own work is boosted (compare *Conger*, 1988, pp. 471-482). According to Spreitzer and the psychological empowerment approach, there are four aspects which have to be fulfilled at work for people to feel empowered: purpose, experience of competence, self-determination, and influence (compare *Spreitzer*, 1995, pp. 1442-1465). Schermuly also discusses the psychological empowerment approach and states that experience of competence, importance, influence, and self-determination are important aspects to bring New Work to life (compare *Schermuly*, 2019, p. 69). Leaders have to experience these things in their own work life and relay their experiences to their people. In several studies, he found that, amongst other things, employee satisfaction (compare *Schermuly*, 2011, pp. 252-264), innovation behavior (compare *Schermuly*, 2013, pp. 132-142), and experience of flow (compare *Schermuly*, 2020, no page number) are associated with psychological empowerment. Because these studies do not explicitly refer to leaders, they can only be used to a limited extent for this thesis.

Friedmann, Tanzer and Vogt believe that New Work cannot be realized without a radical change in leadership culture. Managerial responsibilities will need to become wider, lead-

ership will no longer be fixed to one position, instead leadership will be tied to competences, added value contribution and temporary roles. They recommend transforming any outdated understanding of leadership and hierarchical leadership behavior (compare *Friedmann*, 2019, p. 10). Because their paper deals with the intersection of New Work and leadership, it will be used for this thesis.

In their paper “Career Success: Navigating the New Work Environment”, Ghayur and Churchill illuminate the changing relationship between employer and employees in the context of New Work. They state that passion drives success and that to achieve this goal an active and effective career management is recommended. They explain several steps along this path, including self-exploration (compare *Ghayur*, 2017, p. 9 et seq.). Parts of this paper have been used for this thesis.

A 2017 investigation by the consulting company Kienbaum showed that 74% of the interviewed companies state that New Work is a topic they deal with. 63% had already started an initiative towards New Work. However, the understanding of New Work is mostly limited to structural aspects like working from home or mobile technologies (compare *Kienbaum*, 2017, no page number). Finding out what companies think New Work means for them is important for determining the right measures for leaders to take in order to cope with the resulting impact. To this extent this investigation is used for the thesis.

3. Methodology

The research design was selected based on the research questions. To ensure traceability of the rule-based approach employed, this chapter will provide a methodical explanation (compare *Gläser*, 2010, p. 31). Finally, the execution and the evaluation will be described.

Mirroring the sequence of the research process, section 3.1 describes the selection of the scientific method, section 3.2 the admission of the field and the recruiting, section 3.3 the acquisition of data including the elicitation procedure and the conduct of interviews, section 3.4 the preparation of the data gathered and the procedure of its evaluation, and finally section 3.5 poses a self-critical evaluation of the procedure taking into account the established quality criteria.

3.1 Selection of the scientific method

No wide-reaching investigation exists about what leaders need in order to deal with the impact of New Work. Similarly, there is no scientifically verified leadership program which would help them develop all the needed skills. Therefore, this new field of investigation is in its explorative phase. That is the reason why a qualitative method of investigation is used to gather hitherto unknown information and new points of view. An expert interview is used to generate a deeper understanding of what New Work means for leaders, gaining insight into their personal views, their challenges and their needs to deal with the impact of New Work. Such an interview is useful for the investigation of the declarative and procedural knowledge (compare *Meuser*, 2009, p. 35 et seqq.). Quantitative statistical methods are unsuitable for exploring needs and possible solutions in this case. Interesting aspects would likely not be discovered. For a standardized survey, extensive prior knowledge is required, which is created through qualitative studies (compare *Gläser*, 2010, pp. 26, 37, 43). This study does not claim to be representative, but an exploration and an exemplary evaluation based on a small sample. This is the reason why the choice fell on a purely qualitative and open research design, which combines elements of exploration and evaluation studies.

The qualitative examination mainly consists of the acquisition of expert knowledge. The interviews were conducted based on a guideline and with the idea of being “as open as possible and as structured as necessary” (compare *Gahleitner*, 2005, p. 42 et seqq.). The guideline was used as a framework of orientation to establish a theoretical basis for all interviews. So, it was possible to compare the interviews and to assist the interviewed person in their narrative flow. The guideline was essential to get appropriate data to be able to evaluate them in a structured way (compare *Helfferich*, 2014, p. 563).

The guideline was generated as an entry point by asking the interviewed person about their position, their personal experience with New Work, the meaning of New Work for their company, the goals their company wants to achieve with New Work methods, factors of success and failure and underlying structures impeding New Work. Furthermore, each interviewed person was asked about effects, challenges, needs and ways of dealing with the impact of New Work. Moreover, each person was asked what kind of leadership program they believed to be conceivable. Since there is still no scientifically validated

leadership program that could be referenced, the guideline for the interview was constructed based on the logical sequence of personal experiences with New Work, the effects, challenges and, consequently, the needs of leaders in the context of New Work.

The questions of the guideline are targeted at the super-category in the system of categories. The guideline contains an opening question, eleven main questions, a few additional questions to delve deeper into the topic and a final question. The first question about the position in the company was easy to answer to get the flow of narrative going and to give an indication of the responsibilities of the interview partner. This method allows for a systematic approach without the need to adhere to a strict order of questions. The important thing in this context was to get the narrative flow going and to elicit case-specific details (compare *Helfferrich*, 2014, p. 560).

Due to the relationship of the research question to economic aspects of research, the qualitative methods of observation, group discussion and document analysis were excluded. Participant observations for example would have taken too long and would not have been possible due to the coronavirus crisis. That is the reason why the method of expert interviews was chosen (see Bogner, 2014, p. 23 et seq.) (see Kaiser, 2014, p. 29).

3.2 Access to the research field and recruiting

Potential interview partners were found by directly asking businesses in Germany and Austria who have addressed New Work in some way in the past.

35 contact requests via email were made, 19 of them garnered a response, and 12 interviews could be scheduled and conducted.

3.3 Data acquisition: elicitation procedure and conduct of interviews

The relevant information needed to answer the research question of this thesis can be found in the responses from leaders who deal with the topic of New Work. They can provide information about how they implement New Work in their respective company, what challenges they have faced or are still facing, what their needs are and how they can be addressed. For this reason, these leaders are seen as experts because they have expert knowledge, which needs to be tapped (compare *Gläser*, 2010, p. 11). These experts have an advance in knowledge and thus satisfy the knowledge and power aspect of the expert

definition (compare *Bogner*, 2014, p.12). Guide-based expert interviews were used. Through open-ended questions or narrative requests, they offer sufficient free space for the respondents to articulate themselves and thus be able to introduce new facets. The guiding questions, which form the guideline, ensure the comparability of the statements by addressing the same set of topics in all of the interviews (compare *Bogner*, 2014, S.27) (compare *Gläser*, 2010, S.43). The result is an interview that is open enough for exploration and standardized enough for evaluation.

In the run-up to the actual data collection, the guideline was checked via a pre-test to determine whether the key questions are understandable and enable a good flow of conversation, cover the relevant topics and produce the relevant information. Based on the findings in the pre-test, the guideline was minimally rearranged. It was an opportunity to try, test and remedy uncertainty according to the interview situation (compare *Bogner*, 2014, p. 34) (compare *Gläser*, 2010, p. 107) (compare *Kaiser*, 2014, p. 69 et seq.). The interviewed person was one of the potential interviewees. The pre-test took place on March 8, 2020, lasted for 46 minutes and was conducted remotely for organizational reasons. The pre-test discovered that question 6 of the guideline, asking about underlying structures in the context of New Work, was difficult to understand for the interviewee, an issue which was remedied through more extensive explanation. Otherwise, there were no changes to the guidelines. Since it emerged during the pre-test interview that the interviewee had no practical experience with New Work in the described sense, the pre-test interview was not used for the evaluation.

The interviews were scheduled via email. The email message was written in German because only companies in Germany and Austria were contacted. However, the inquiry contained the note that the interview would be conducted in English as far as possible. In advance, the interviewees were sent an email containing the declaration of participation in the interview and were asked to send back a signed copy. The template for the declaration of participation in the interview was provided by FOM and adjusted in consultation with the supervising professor. The interviews were conducted over the phone, via Skype and Zoom. Because of the coronavirus crisis, personal meetings were not possible. The 12 interviews took place between March and May 2020 and lasted 44 minutes on average. Ten of the interviews were carried out predominantly or entirely in English, two of them in German. They were recorded with the consent of the interviewees

via the recording software Sprachrekorder and a laptop computer. One of the interview recordings has a second part because in the conversation after the recording, relevant aspects were mentioned. With the consent of the interview partner, a second recording was made.

After connecting with the interview partner, a short welcome and some small talk, the interviewees were given the topic and the estimated duration of the interview. The privacy policy and the usage intentions were explained. Right before the start of the interview, the openness of the questions and the answers was pointed out to encourage a detailed narrative flow. Beyond the questions of the guideline, there were additional questions and questions about examples to support the understanding of the responses. The interviews were conducted based on Helfferich's advice regarding call control, communicational aspects and question formulation (compare *Helfferich*, 2011, p. 216). Interview minutes do not exist because there was nothing relevant to record.

Afterwards, the interviews were transcribed. According to Kuckartz, there are four approaches to transcription. The complete transcription approach chosen creates the most accurate basis for evaluation (compare *Kuckartz*, 2010, p.39). Transcriptions can be differentiated according to their level of detail. Phonetic transcription is too detailed for non-language-focused forms of analysis. Transcription with dialect also seems to be too detailed for this thesis and is more suitable for studies focusing on subjective interpretation of meaning rather than obtaining factual information. However, summary transcription is too imprecise. The procedure used for transcription is a simplified approach focusing on the content of speech (compare *Kuckartz*, 2008, p. 27). The entire interviews were transcribed word for word. Utterances like "erm" were not transcribed because they had no influence on the content. Longer breaks and incomprehensible words were marked (compare *Kuckartz*, 2010, p. 44 and 2008, p. 27 et seq.). The software MAXQUADA was used to process the transcription. The paragraph time stamps between the speaker changes were automatically matched to the appropriate passages in the audio files. The interviews were mostly conducted in English. Interviews containing some German words or sentences are attached both in the original version and in the English translation. Two of the interviews were conducted in German and were translated into English after the transcription. It was important to ensure the anonymity of the interview partners. That is why no names are mentioned and why the transcribed interviews will

not be published. The attachments to this thesis contain a table with information on the interviewees which, likewise, will not be published.

3.4 Data preparation and evaluation

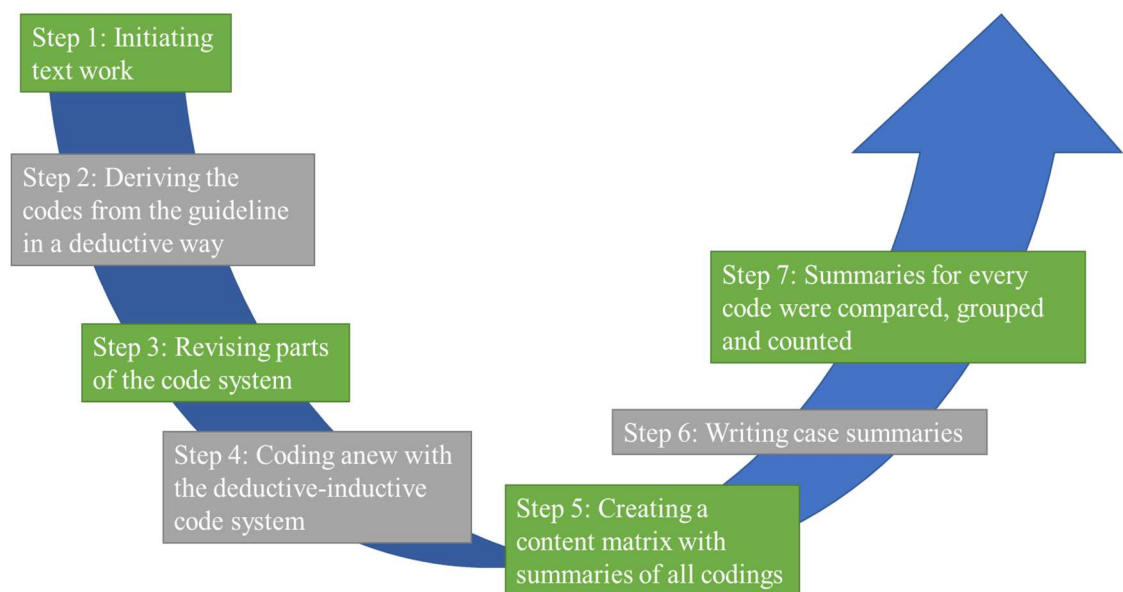
Evaluation instruments like forms of qualitative content analysis can be used to evaluate guideline interviews and expert interviews (compare *Bogner*, 2014, p. 71). The aspects represented by the categories are introduced to the interviewees through the research question and the guideline. A rule-based transparent evaluation is possible through coding of the data with regard to the research question and new aspects (compare *Kuckartz*, 2018, pp. 31-39). The qualitative content analysis is not a uniform method, and several variations exist (compare *Schreier*, 2019, no page number). The approach according to Mayring, which requires the theory-based creation of categories and focuses on coding frequencies, seems to have too many restrictions. The approach developed by Kuckartz with a deductive-inductive creation of categories is used for this thesis (compare *Kuckartz*, 2018, p. 95). There are three forms of qualitative content analysis in this approach: the content-structuring qualitative content analysis, the evaluative qualitative content analysis and the type-building qualitative content analysis. For the present thesis, the content-structuring qualitative content analysis was used, in which the material is coded and evaluated according to content-related aspects. The evaluative qualitative content analysis was not used because the assessment, classification and evaluation of content is not its main focus (compare *Kuckartz*, 2018, p. 123). The type-building qualitative content analysis would go beyond the scope of this thesis, as its focus lies on the complexity of an area of study (compare *Kuckartz*, 2018, p. 143).

In MAXQDA the concrete implementation consisted of two phases: processing of the data collected through initiating text work and coding, and content-structuring evaluation.

The data processing phase started with the initiating text work. In a second step, the codes were derived from the guideline in a deductive manner (compare *Kuckartz*, 2018, p. 56 et seq., p. 101 et seq.) For reasons of clarity, sub-categories were created in some main categories. The codes were described in the function code memo in MAXQDA and thus form the code definition together with the code label (compare *Kuckartz*, 2018, p. 66 et seq.). In the third step, the sequence of the code system has been revised in some places. The main codes together with the sub-codes were given a special color to use the

visualizing functions. The fourth step contained deleting the codes and the re-coding with a deductive-inductive code system. The fifth step was about writing a summary table, a content matrix in which interviews and codes are displayed. This is the requirement for the content-structuring qualitative content analysis (compare *Kuckartz, 2018, p. 111*). The sixth step showed the interviews in the columns and the codes in the rows. A case summary was written for each column shown in section 4.1 (compare *Kuckartz, 2016, p. 58 et seq. and 111 et seq.*). The seventh step was, after swapping the axes, characterized by a column-for-column evaluation of the codes (compare *Kuckartz, 2016, p. 118 et seq.*). For every code the summaries were compared, grouped and tallied by answer types, and the most important information was worked out.

Figure 5: Representation of the data processing model



Source: Modeled after *Kuckartz, Representation of the data processing model, Data processing carried out based on the content-structured content analysis according to Kuckartz, 2018, p. 100, own representation.*

In MAXQDA, the visual functions “Dokumenten-Vergleichsdiagramm” and “Dokumenten-Portrait” showed no anomalies. The analysis of the relationships between sub-categories and main categories, and of the relationship between categories and the configuration of categories (compare *Kuckartz, 2018, p. 119 et seq.*) did not appear to make sense in this context because the categories are arranged to build on each other.

3.5 Quality criteria and reflection

Objectivity, reliability and validity as the classic quality criteria where quantitative methods are applied, are hard to transfer to qualitative methods. Bogner, Littig and Menz mention that the requirement of transparency replaces the traditional quality criteria for the collection and evaluation process. Therefore, the research process and the decisions made along the way should be disclosed (compare *Bogner*, 2014, p. 92 et seq.). Kuckartz offers detailed checklists on the internal study quality of the collected data and its evaluation as well as suggestions regarding its presentation in the research report and advice on project documentation (compare *Kuckartz*, 2018, p. 204 f., pp. 218-222). All points mentioned for self-assessment were taken into account, implemented and disclosed in this chapter and in the project documentation. Qualitative methods do not claim to be representative, especially if they are used for evaluation. This is also true for the present thesis, not least because of the small number of cases analyzed. The results are not generalizable and thus not valid beyond the case selection. Results, problems and solutions are presented as cautious assumptions, not as facts, and should be interpreted accordingly.

As for self-critical reflection, two points should be mentioned:

Responses given by the interviewees were not always closely related to the question asked. To save time and also to respect the interviewees in what they wanted to share and what they did not want to share, persistent inquiries were avoided. Otherwise, while more to-the-point responses could have been collected, this might have been at the expense of the mood and the willingness to provide further information. Thus, to maintain a good flow of the interview, interventions on the part of the interviewer were, in some cases, not enough to stay on track following the guideline.

All topics were covered, all interviewees had the chance to speak freely and introduce new aspects, and at the end of the interview they were explicitly asked to mention any important points that they felt had not been sufficiently addressed. However, it cannot be completely ruled out that persistent inquiries could have elicited additional information.

4. Presentation of the results

The presentation of the results is fundamentally oriented along the code system. The explanations contain the relevant results of the analysis illustrated by direct quotations. All twelve interviewees can be said to have had an open mind and been very interested in the topic New Work and Leadership in general and in the interview in particular. This was particularly evident in the desire expressed by all twelve interviewees to read this bachelor thesis after its completion. The companies analyzed belong to different industries, have different sizes and exhibit different implementations of New Work. The interviewees differ in their position within their respective companies, but all held some kind of leadership position. In the analysis, the interviewees will be named P1, P2, ..., P12. Gender-aware language was omitted in favor of better readability and only the male form was used. The interviews lasted between 32 and 88 minutes. In total, 479 codes were generated in six main categories and 22 sub-categories. Some of the sub-categories were further subdivided. In total, there are 34 subdivisions, where were introduced for reasons of clarity.

Section 4.1 lists the descriptions of the interviewees, containing a formal description of each person including their experience, the company they work for, the meaning New Work has for their company, and the goals they want to achieve. Section 4.2 presents the results of the investigation: factors, structures and effects of New Work in section 4.2.1, the challenges posed by New Work in section 4.2.2, the needs in dealing with New Work in section 4.2.3, the ways of dealing with the impact of New Work in section 4.2.4, and the leadership program in section 4.2.5.

4.1 Descriptions of the interviewed persons

In this section, the interviewed persons will be described including their personal experience with New Work, the significance of New Work for their company and the goals their company wants to achieve with the New Work approach.

P1

The first interview partner works for an electronics company as a team leader for technical distribution. The company implemented parts of Holocracy some seven years ago. They use committees and circles, in which decisions are made. The company still has leaders,

but they are elected for two years by the employees.

“I would say the part in self-expression, I will call it like that, that part I can recognized for me strongly.” (Interview P1 English, sec. 10)

Moreover, P1 states that freedom of work, meaning that people can freely choose what to work on, and influence on work are major aspects of New Work. Despite these views, P1 feels that New Work is a buzz word for working from home and flexible working hours. The company P1 works for sees its purpose in open-mindedness, innovation and sustainability. But even a company with such a purpose has problems, according to P1, only different problems. The owner of the company, P1 states, introduced the vision of transitioning to a new way of working, implementing some parts of Holocracy. For their company, P1 states, New Work means getting people together, supporting them, generating and pushing ideas, participating in new businesses, being creative, and pursuing a joint vision. According to P1, the goals the company wants to achieve with New Work are reacting to market developments and conquering new markets (compare interview P1 English, sec. 10-14).

P2

The second interview partner is a team leader in the HR department of a medical company. P2 has a global HR business partner role and a second role concerned with optimizing HR processes related to digitization (compare interview P2 English, sec. 6). The company has implemented agile development. For the HR department, this means being an agile HR enabler for leadership, P2 claims. Scrum methods and Kanban boards are used to work in shorter loops in an effort to change processes and structures, but not strategies or leadership methods.

“In all this dimension I just said, strategy, structure, process, leadership, HR or even culture. And I think the biggest challenge here is really the cultural aspect, you know.” (Interview P2 English, sec. 14)

In the eyes of P2, with New Work the employees have to take ownership, accept responsibility and treat people in a human way, focusing on qualities like honesty. P2 stresses the importance of people having a sense of purpose, the opportunity to develop as employees and as humans so they can feel safe to make mistakes and try out new things. In P2’s opinion, New Work is about a change in culture, giving employees the

freedom to decide how they want to work and to learn to make their own decisions. That takes time (compare interview P2 English, sec. 12). Moreover, P2 observes that the company is more open to change, because the pain of coping with VUCA world effects is so strong (compare interview P2 English, sec. 38). The goals the company wants to achieve, as P2 sees it, are staying successful in the market, being efficient, innovative, customer-centered, faster and profitable (compare interview P2, sec. 16).

P3

The third interview partner works for a mechanical engineering supplier as a team leader in the HR department, where they are responsible for the pay roll (compare interview P3 English, sec. 6). The experience of P3 with New Work is narrow (compare interview P3 English, sec. 12). P3 states that in some areas the company follows New Work ideas, in other areas they are old-fashioned (compare interview P3 English, sec. 32). In P3's team, New Work methods are implemented by giving more responsibility to the employees, so they have more self-determination, but they do not use the term New Work (compare interview P3 English, sec. 22). New Work, in P3's opinion, ensures that people become more connected with their jobs and enjoy their work because they feel it has purpose (compare interview P3 English, sec. 18).

“Okay I start with purpose. And I think (...) is the right way we are going. Away from this (...) the way of leading a team top down.” (Interview P3 English, sec. 18)

P3 would like to see more of New Work in the company than is present now (see interview P3 English, sec. 18).

P4

The fourth interviewee is the managing director of an event management agency working for a business network (compare interview P4, sec. 2). The company, according to P4, is successful in creating a work environment where people really can do their best and reach their full potential (compare interview P4, sec. 4).

“We say New Work is all about doing what you love and loving what you do. And so, our mission is really we want to help create a working world where people can really (..) do their best work.” (Interview P4, sec. 4)

In P4's experience, there is considerable overlap between the agile movement and New

Work (compare see interview P4, sec. 20). The company, P4 says, offers flexible working hours, lives transparency (see interview P4, sec. 6), distributes responsibility among the people because they know best where they want to go, and helps people to develop their strengths (compare interview P4, sec. 14). P4 believes that the goal the company wants to achieve with the New Work approach is enabling people to understand where their potential lies (compare interview P4, sec. 12).

P5

The fifth interview partner holds the position of a project director in an insurance company, where they are responsible for transformation and implementation of agile methods. In P5's experience, people working with New Work methods exhibit an expanded mindset (compare interview P5 English, sec. 6). The company, P5 says, has always kept pace with the times. One important point for the company, P5 claims, is its focus on people and their job satisfaction. According to P5, the term New Work is used in the company for structural measures like changing spaces and desk-sharing (compare interview P5 English, sec. 8).

“But (...) topics such as error culture, a positive imagine of humanity, these are topics that I am now faced with anew, which are also added.” (Interview P5 English, sec. 6)

P5 stresses that New Work is not an event, it is a process (compare interview P5 English, sec. 10). P5 states that, on the whole, the company uses agile methods when they encounter big unknowns, otherwise they use classical methods (compare interview P5 English, sec. 10). According to P5, goals to achieve with New Work are market observation, digitization and being an attractive employer for IT specialists (compare interview P5 English, sec. 8).

P6

The sixth interview partner is owner and CEO of an electronics company. For a few years, they worked with parts of the Holocracy approach. In the personal experience of P6, New Work is about getting the best out of the employees, using the strengths of people in the company and people taking responsibility for their roles (compare interview P6, sec. 3). P6 sees New Work as a socialization and transformation process within the company and, beyond that, as a social topic (compare interview P6, sec. 5).

“(…) New Work as I understand it is to get an organization that loves to change.” (Interview P6 English, sec. 7)

P6 laments the fact that usually people need strong impulses, like hopelessness, to change (compare interview P6, sec. 5). For P6, New Work means building an organization that is flexible enough to react to its environment and adapt to it. Leaders are still an integral part, according to P6, even in a New Work company (compare interview P6, sec. 7). In their company, P6 says, employees have given themselves their own set of rules. These rules contain the living of transparency, the voting procedure for leaders, the wage model and the working hours model (compare interview P6, sec. 21). The goal the company wants to achieve, in the eyes of P6, is boosting and leveraging the creative potential of people (compare interview P6, sec. 5).

P7

The seventh interviewee is a project director for software development innovation in a software company. In addition, P7 does organizational and agile development (compare interview P7 English, sec. 2). In their company, P7 says, the team made the decision to work in a New Work way, and now they develop software solutions that help people to live in a self-organized and open way (compare interview P7 English, sec. 14). In the experience of P7, New Work gives people the chance to discover the way to work that best suits them, but not everyone will work in a self-organized manner according to the New Work approach because people have to be the right type for it (compare interview P7 English, sec. 4 and 22). For P7, it is crucial to be happy with one’s work, to have responsibility, to be part of and contribute to something bigger, to work as a team towards a shared goal and to do some good in society. Moreover, P7 states that communication within the team, speaking openly to each other and giving feedback, is a part of New Work as well as being ready to learn, being brave to make decisions, learning from one’s mistakes, and living transparency and trust. Leaders are expected to be honest and make decisions if necessary (compare interview P7 English, sec. 6). People in the company enjoy working according to the New Work approach, others see them and want to work in a self-organized manner, too, observes P7. The team of P7 involves everyone and practices honest communication, but they are, according to P7, still a New Work bubble within traditional hierarchies of the larger company (compare interview P7 English, sec.

16). For P7, New Work means that people in the organization can do what they enjoy doing and work where they can contribute best (compare interview P7, sec. 20).

“Because that is something where like one of my first (..) things or touch points with New Work was the topic of motivation. And values of people. Also, a moment in my work life that opened my eyes. Because I learned so much about myself.” (P7 English, Pos. 18)

P7 misses this stable framework of a traditional organization, because having responsibility at work can sometimes feel exhausting (compare interview P7, sec. 22). New Work for the company of P7 means working in a self-organized manner and people being able to contribute; there are team decisions, they try out a lot of things, they have an open culture with retrospectives and feedback sessions (compare interview P7, sec. 10).

P8

The eighth interview partner works in an engineer company as head of people and leadership development in the HR department. P8 sees themselves as an enabler for a framework to enable business to work with a new mindset (compare Interview P8, sec.12).

“So, I really feel, that on the one hand side it's a mindset change of our leaders but on the other hand it's a, it's enablement in terms of structures, in terms of new processes we need to establish, that enables New Work.” (Interview P8 English, sec. 12)

The company, P8 states, enables employees to be the drivers of their own careers and encourages them to participate in development discussions as equals. In P8's experience, a transactional leadership style is still dominant in the company, but that is slowly changing towards a New Work leadership style (compare interview P8 English, sec. 12).

P9

The ninth interview partner is managing partner in a consulting company for E-commerce and Digital Business. In their position, P9 frequently deals with New Work topics. P9 mentions that New Work is the way of working together today, leaving hierarchy behind and moving towards a team approach, in which people act and decide as a team, where everyone can use their strengths to achieve common goals. For P9, it is about respect for each other, openness and transparency (compare interview P9 English, sec. 6). New Work,

in P9's opinion, is related to trust in the team and in every single person, self-responsibility and entrepreneurship (compare interview P9 English, sec. 9).

"I would say for most of the individuals, it is important to, to decide by themselves how they do things." (Interview P9 English, sec. 26)

The company, P9 states, sees every one of its people as a leader for their own topics (compare interview 9 English, sec. 8).

P10

The tenth interviewee works as a project director in the Cloud SME Innovation Team within a software company. New Work, for P10, is related to digitization and to the opportunity to work and collaborate differently, with people needing different skills like self-management and self-organization (compare interview P10 English, sec.4).

"It's, it's, that the people simply need more (..) free space, or they demand on free space." (Interview P10 English, sec. 4)

Moreover, P10 recognizes that people have the willingness to work more independently. In P10's experience, leaders have to completely change their behavior from what they are used to (compare interview P10 English, sec. 4). P10 states that, once people start working with New Work, they won't go back to the old structures (compare interview P10 English, sec. 14). The company, P10 says, is on its way to give people more freedom to be self-organized and self-managed (compare interview P10 English, sec. 8).

P11

The eleventh interview partner is the owner of a beverage company, which operates more like a network, and has lived a Consent Democracy Approach for 18 years. For P11, the tasks of a leader are providing clear direction for the network. P11 believes that the key value is every human being having the same human dignity. In P11's opinion, a leader has to open up a broad psychological safe space where everyone can find their role, decide on what, how and when they want to work, make decisions in the rare instances where the team cannot decide. Leaders should both care for and challenge their employees and detect both current and potential problems. In a network, P11 says, everyone makes all the decisions affecting their personal work life. At the same time, their decisions have to align with the network's decisions (compare interview P11 English, sec. 5). Decisions are

made in an online forum where everyone affected by the decision in question is invited to co-decide, P11 reports. Even if people have responsibility, P11 states, they do not have decision-making power over others (compare interview P11 English, sec. 15). P11 emphasizes that the company doesn't want to make profits, everyone receives the same salary, bonuses are only awarded to people who need more money like families. The network has no written contracts, nevertheless, they do not generate any losses (compare interview P11 English, sec. 9). In the Consent Democracy Approach, P11 says, everyone affected by a decision is asked to co-decide, which requires more effort and is more time-consuming, but the decisions reached are much better. In P11's experience, this results in fewer problems and more efficient execution of decisions. Therefore, the procedure, P11 explains, is to ask for everybody's needs, wishes, opinions and experiences and then find the best solution which works for everybody. P11 says people enjoy the greatest possible degree of freedom while making sure that production, logistics and everything else is running smoothly (compare interview P11 English, sec. 11). The network, P11 states, makes sure to meet the needs of the people as best it can, and people make sure they meet the needs of the whole network as best they can. If people recognize that the network cares for them, they will care for the network (compare interview P11 English, sec. 13). The company adapts to changes among and within people because people develop over time (compare interview P11 English, sec. 15).

"I want to achieve that our company is running smoothly, so we can make a living permit and give proof that is possible to rethink companies and positions and all kinds of things in a different way." (Interview P11 English, sec. 19)

P11 states that the other goals the network wants to achieve are changing society and reaching substantially better decisions (compare Interview P11 English, sec. 19).

P12 Person 12

The twelfth interviewee works for a technology company as an Experience Lead. P12 is responsible for marketing the office building, which was designed for the new world of work. In P12's experience, the company enables its employees to work from anywhere (compare interview P12, sec. 20). But for P12, remote work is not New Work, it is only using technology in another location (compare interview P12 English, sec. 14). P12 means that job titles losses significance in New Work by mentioning that it's job title is

for external use only, internally it has no meaning (compare interview P12 English, sec. 18). The core element of New Work for the company, P12 says, is people or culture, which is why the company gives its employees much more responsibility and trust (compare interview P12 English, sec. 6).

“But this is what the new world of work is all about. It's about growth of mindset, and that you just take on whatever that there comes and seek for that.” (Interview P12 English, sec. 4)

4.2 Results of the investigation

Section 4.2.1 serves as an introduction to achieving the goal of this thesis by discussing factors, structures and effects of New Work. Sections 4.2.2 through 4.2.4 with challenges, needs and ways of dealing with New Work cover the heart of what this thesis is about: a determination of modules for a leadership program to deal with the impact of New Work. The leadership program itself is outlined in section 4.2.5, concluding the chapter.

How the described results were arrived at is made completely transparent by means of the project documentation, especially the coded interviews, the coding report, the summary table and the MAXQDA project file. The summary table serves to find the original phrases. There is no precise document management due to the lack of added value this could provide. Line numbers are not used because the sources are not publicly accessible for reasons of privacy.

4.2.1 Factors, structures and effects of New Work

The instances of New Work leaders are dealing with are informed by factors, structures and trigger effects, which are examined in more detail in this chapter.

Factors of success and failure in dealing with New Work

Knowing the factors influencing the dealing with New Work will help leaders deal with its impact.

The first success factor the interviewees see is the mindset (P1, P5, P11).

“So, just there, the one, the agile onion around the, the big thing around it is the subject of mindset. So, without mindset it will be difficult.” (Interview P5 English, sec. 10)

This includes giving people the freedom to do what they really want to do, to do what

they love and bring their strengths to bear (P2, P9). Transparency, trust, authenticity, and collaboration are also seen as success factors (P5, P9). Moreover, leaders create a common mindset that supports and promotes New Work, because they are living it (P5). As good role models, they care for their people, with support, feedback, coaching and anything people request to do a good job (P9, P12). Other success factors include giving people the greatest possible level of freedom and providing a safe, free space, in which people can give their honest opinion (P11). Therefore, leaders dissolve their ego by relinquishing control and retreating into the background themselves (P9). Another interviewee states that hierarchical structures in which people are free to make their own decisions are a success factor (P4). Furthermore, the willingness of people (P3) and the leader taking them along are success factors (P5). A clear vision, the right implementation methods (P5) and structures which enable rethinking tools and processes and enable flat hierarchies are other success factors (P8). As are New Work being advocated top down and bottom up, all participants showing perseverance (P10) and taking it seriously (P5, P7).

A factor of failure is people being afraid of change (P11).

“So, because there are already parts of (...) silo thinking, what, what has built up in encrusted structures.” (Interview P5 English, sec. 16)

A lack of a culture of communication and discussion and an underestimation of the importance of decision-making processes are factors of failure as well (P7). Other factors of failure are not enough time to shape the change properly (P11) and frequent reorganizations (P10).

Underlying structures impeding New Work

The new way of working is not always easy to implement and practice. Possible reasons for this are structures which are not visible on the surface. The underlying structures mentioned by the interviewees with regards to New Work have to do with the people the leaders, the company level and the development of the world in general.

Regarding people, two interviewees mention that many still exhibit an old mindset (P6, P12). They only accept things coming from the leader and not from team members (P3). Reasons for this could be rooted in the kind of company and the age group of the individuals in question (P8). Many people want simple answers to the complexities of the

world and are unable to take over responsibility for themselves (P6).

“One very important thing for me is braveness, because maybe that's only experience, I don't know, but also people I am talking to, it very often happens that people are scared of making decisions in the business, because they are scared of living with the consequences.” (Interview P7 English, sec. 6)

In the old mindset, a punitive fault culture is prevalent, where people have learned to be quiet when the leader is present (P11). Furthermore, people in the company only hire people who are not as good as they are (P6).

The top management level sets the course for everyone (P12). If there are old-fashioned leaders in power who do not live New Work (P3), if they do not support, promote or even want New Work, this is an impeding underlying structure (P5).

“I think, at least half of them would love to work like that, but the CEOs don't work like that. They really work old-fashioned.” (Interview P3 English, sec. 48)

There are leaders who are used to a transactional leadership style (P8, P10), often older leaders, who do not take New Work seriously enough (P6), and the new leaders adopt the behavior of their predecessors (P7). Leader often have a big ego, supported by the idea that the more people they have working for them, the more successful they are (P7). They think that they are the only ones who know what is right and wrong, they do not want to co-decide (P11), and they are taking themselves too seriously (P9). Having employees be present at the office gave them a feeling of power and control (P12). Leaders don't want to give up their benefits like profits generated, in reality, by other people. They try to get the most out of it for themselves (P11). Other adverse underlying structures are leaders in charge too often being no experts in leadership (P8) and being too slow in changing the system (P11).

On the company level, organic structures exist (P1), which have developed over time from a classical hierarchy to a matrix organization and more process-driven organizational forms, to cross functional matrix organization and now to a more fluent kind of networking structure (P2).

“Even in the classical, I say, organizational forms, staff lines and what they're all called, or whatever. They're actually not bad either, they just became “sclerous”, which means

they are unstable, because simply cool things have developed.” (Interview P6 English, sec. 5)

Large companies in particular have to comply with many regulations and have to operate within a certain framework, which makes it harder to deal with the New Work approach (P8). In those companies, it is not widely known that it is possible and much more efficient to run a company in a completely different way; and if they do know, they do not know how to approach this change (P11).

“As I am responsible for global research and developers, so we have a lot of technicians there, engineers sitting there, developing new machines and of course everybody is trying to somehow master that kind of VUCA world we are in.” (Interview P2 English, sec. 14)

The world is changing fast (P12), and it is becoming increasingly volatile, uncertain, complex and ambiguous (P2, P6). The inequality in the distribution of power and wealth in this world is harmful (P11).

Effects of New Work

Emphasizing the effects of New Work is important to understanding what kind of support leaders need to be able to cope with the emerging impact of New Work. There are certain effects produced by the New Work approach affecting the structure of work, the way of working, the results of work as well as the people and the leaders.

Structural effects include a shift towards more people working from home (P11), savings thanks to less office space needed (P12), and more diversity (P6).

“Flat hierarchies and transparency.” (P8 English, sec. 30).

The new way of working contains more collaboration, decision-making (P2) and even a different team spirit (P10). People take initiative (P4) and are more engaged (P10).

“So, what I try to explain is the, the main idea is to ask for everybody’s needs and wishes and opinion and experience and then find out the best solution which works for everybody. And this is more time-consuming than I could just give orders.” (Interview P11 English, sec. 11)

This is a more human approach because, despite the focus on performance, people are treated with respect (P5). Company goals are phrased more openly, and the trust between

leaders and their teams gives everybody freedom (P9). The direction the company or a particular project is headed in is constantly reevaluated (P5). There is a lot of discussion, but people do not want to work according to the old ways anymore (P10).

Regarding the effects of New Work, the importance of the results is undisputed. The New Work approach ensures a better working environment for everyone (P7). Companies are seen as more flexible and more eager to experiment without fear (P1). They are doing things faster and fail faster (P2, P12).

“But it's not necessarily about being faster, it's about doing the right thing and therefore being faster.” (Interview P5 English, sec. 6)

The entire company grows more dynamic, and a lot of potential and creativity emerges (P3). There is more energy within the company, therefore it is harder and more time-consuming to reach decisions (P4), but the process leads to better decisions (P11). People experience better results in their work, they are more efficient and successful (P7). New Work opens up a creative space, helps to change things fast and enables the company to react to changes (P7). People contribute proposals which would otherwise not have been heard (P9). It is very easy to contribute ideas and get the top management to pay attention to them (P8). There is more transparency, and more well-informed decisions are being made. New Work leads to more innovation because people are encouraged to think for themselves (P10). It is about caring and building trust. People contribute and share their work (P11). A more human company arises (P7). Different skills come together early (P5).

In a New Work context, people have more freedom, they enjoy their work and are happy because they do things they can do well. They are very motivated (P2, P11).

“If you don't use pressure and position all the people, but if you give them the chance to decide for themselves and together with others, they will be surprisingly motivated to contribute.” (Interview P11 English, sec. 11)

Another effect of New Work is people feeling more connected with their jobs, resulting in them loving to work. If people have responsibility for their work, this will have an effect on their mood and their self-confidence (P3). People move closer together (P5), and get to know each other better (P7), strengthening team cohesion (P5). There is more self-determination, more freedom, more space for decision-making, and great enthusiasm (P5). People act very responsibly (P4, P5, P6, P11). People are more involved, they

actually care, they want to be heard, but this requires more effort in reconciling diverse points of view (P4). New Work is about focusing on the strengths of people to achieve better results. People have a higher awareness, more self-efficacy, more confidence, and they feel rewarded (P2). They can strive for more purpose in their work (P8) and are more satisfied (P5, P8). Dealing with unpredicted circumstances makes people stronger (P10). However, introverted persons are no longer seen (P12).

Leadership culture changes entirely with New Work. Leaders are coaches for their people and do not punish them for failures (P2). Because of fault tolerance, trust emerges (P5). Leaders would have more time and be more relaxed (P3). But some leaders cling to their old role and leave the company (P12) because “sometimes they really feel they are not needed anymore.” (Interview P10 English, sec. 4).

4.2.2 Challenges posed by New Work

In order to develop a leadership program designed to deal with the impact of New Work, it is crucial to examine the challenges that leaders face in this context. The challenges mentioned in the interviews are related to structural aspects, transformation processes, cultural aspects, change of mindset, people, and leaders.

Structural aspects

The VUCA world is a challenge because companies are faced with new technologies, new markets, uncertainty, faster iterations and shorter loops in product development, and a general scarcity of long-term plans. Other requirements include being more customer-focused and cheaper, being more efficient and changing processes (P2). New Work entails an infrastructural task (P6). It can be exhausting because of the greater degree of participation, and it is more effort to be on the same page (P4). There is more discussion between all participants, which makes it more time-consuming to reach a decision and stick to it (P1). Another issue lies in reporting processes changing, which means that participants have to find new ways to find certain information (P5).

“I see it as a big challenge that everyone is different. And in my, in my New Work World everyone would have the option to live or work as he, as it fits the best. So, it's a very flexible and volatile environment an organization has to adapt to.” (Interview P7 English, sec. 22)

Transformation process

“I think, my, my favorite is never ever give up, because it definitely is a hard way and it's not working from, from the very beginning and this is what we also experienced in, in our future of work team some years ago.” (Interview P10 English, sec. 32)

During the transformation process, the challenges lie in the awareness that it takes time to implement New Work and in the generation of trust and consistency (P10). On the one hand, due to the coronavirus situation the transformation should be able to move faster and be more widespread, but on the other hand, people need time to adapt (P11). Bringing these things together is also a challenge.

Cultural aspects

Culture is mentioned as one of the main challenges (P2). That is to say, establishing a culture of discussion, of contribution, and of caring for people to find a solution that fits for everybody (P11).

“I think the big challenge is to merge these different worldviews of different people here and make it a working thing.” (P1 English, Pos. 22)

Giving teams autonomy on the one hand, and making sure they are well aligned to the company goals on the other hand is a challenge as well (P4). The workforce can be shifted into specific directions very easily, and it is a challenge to take people along in this case (P7).

Change of mindset

The change of mindset towards a New Work culture is a big cultural challenge (P3, P6, P12).

“First of all is mind change on the top of the firm, the leaders.” (Interview P3 English, sec. 48)

It is a journey (P12) which leaders need to be willing to take. They need to internalize and live the new mindset (P12). The top management level has to enable the new leadership mindset, but in many instances, old school leadership dynamics are still at work (P8). The crux of the matter is transforming the mindset of middle management (P12). The big challenge for companies is to adapt to the needs of people. Living this

flexibility is hard (P7).

People

In the context of New Work, challenges regarding people themselves are presented in the need for personal skills like working in a self-organized way (P11) and competencies like digital competence (P6).

The interaction between people poses another challenge if, as is so often the case, one person believes to know what the other person should do (P1). Creating awareness for the need to respect each other and for psychological information to understand one another is a big challenge (P2). If people refuse to cooperate, it is hard to get them back to working productively again (P1). It is crucial for people to know themselves first before they can make meaningful changes in the way they interact with others (P2).

In a New Work setting, people have to take on responsibility. Some feel insecure if they are told to take on responsibility because they are not used to it (P2). A part of them does not want to take on responsibility because they do not want to be blamed (P1, P5, P10). The role of leaders in this context is very important because they enable their people to take on responsibility (P3).

“Sometimes I miss this (...), so this stable framework, but on the other hand I love it so much that I don't have that and I have this responsibility to take care of what my tasks are and to advance topics. (..) But it's pretty exhausting. It's not easy and I am pretty sure that you have to be a type for that. I have also experienced colleagues in our old team that hated working like that. They really, they needed processes, they needed tasks, they needed someone to tell them what to do.” (Interview P7 English, sec. 22)

The change towards New Work lets people react differently (P2). Some will love to work this way, some will refuse to cooperate, and the challenge lies in motivating them to work productively again (P1, P6). Even people clinging to the old mindset are allowed to spread the word, to have an opinion and to contribute in a New Work company. Taking people along is the challenge here (P6). Another issue is that handing over responsibility to people will accelerate processes, and people need to change in order to be able to cope with this development (P12).

Nevertheless, New Work carries the risk of people overworking, because the new

structures are challenging them (P6). They tend to work more when they work from home (P12). Moreover, if work is something people love to do, there is a danger of self-exploitation (P11).

“This is also, this can be a challenge if you love your work, then you still have to stop working on some point because there are also other things in life we want to do besides working.” (Interview P11 English, sec. 45)

Leaders

The roles of leaders in a New Work world are changing. Leaders have to relinquish control and retreat into the background (P9) or accept a new role allocation (P5). The challenge for leaders is cede responsibility, power, control and status (P5, P7, P10, P12). Moreover, the role a person plays can change very flexibly from team member to leader and back because project teams need to be structured with the right skill combination regardless of the roles the individuals had before the start of the project (P7). Leaders have to find the balance between loosing the reins and trusting their employees who want to work this way on the one hand, and on the other hand helping people get started with New Work and not overwhelming them (P10). Handing over control of a project and accepting the outcome is difficult because the result will be different from what the leaders had imagined, but they have to trust their employees to do a good job (P3). Leaders stick to old patterns, are not flexible (P7) and are taking themselves too seriously by thinking they know best (P9, P10). Their information advantage over the employees dwindles, they feel uncomfortable with this new role and often feel they are no longer needed (P10).

“Managers need to learn to cope with the feeling of less control and, and less power. Of course, that is a challenge which you either need to overcome or you need to overcome the manager.” (Interview P12 English, sec. 22)

The leadership behavior in a New Work setting is different as well, which is a challenge in many cases.

“We do believe that we have still a lot of people who have, coming from a more transactional based leadership style. So, I tell my employees what to do.” (Interview P8 English, sec. 32)

Leaders have to focus on giving people security in the face of new developments. Many

leaders want to have control over everything (P9), and they have no idea how to deal with New Work (P12). Leaders who are close to retirement tend to have no real interest in New Work and don't take it seriously (P6).

“So, in many companies, especially in large companies, the higher you look, the higher the narcissist rate, yes, the higher the ego rate.” (Interview P7 English, sec. 28)

The interaction with employees changes a New Work company. It is difficult for leaders to approach their people in a totally different way (P2). Trust has to be developed between leader and employees (P3).

“On the one hand side, you want to let people go, but on the other hand you also have to make sure that things are done.” (Interview P10 English, sec. 18)

4.2.3 Needs in dealing with New Work

New Work has a positive impact on businesses, which is part of the reason why companies are interested in it. However, it also poses challenges because it is a different way of running a company. This results in needs that must be satisfied in order to successfully implement the New Work approach. These needs are related to structural aspects, cultural aspects, needs of people and needs of leaders.

Structural aspects

Dealing with New Work has structural requirements like flexibility (P3) and certain framework conditions, specified by management, to meet company goals (P4). During the transformation towards New Work, external coaches are needed to accompany the process (P5). It is important to complete the journey towards New Work, as partial implementations rarely produce the desired effects (P12). Even if the role of leaders changes, there are still key persons (P11), but the processes on the management level need to be changed (P12). Moreover, guidelines are needed to deal with the new situation (P8, P11).

“Technology is a necessity. So, we only can work like we work right now having that kind of interview when the technology works behind.” (Interview P12 English, sec. 6)

Cultural aspects

The key cultural aspects are communication, decision-making, collaboration and a change of mindset.

Communication between all kinds of people is important (P1, P5, P7). This must first be taught to the leaders (P8). A new communication style like Non-violent Communication is necessary to be able to work in a more self-managed way (P10). It is about meeting people where they are, about clarifying roles within the new work environment and about setting up a system of accompanying supervision (P5).

“You need a language level. People have to want to communicate, and that's it.” (P6 English, sec. 7)

The decision-making processes need to be changed. To achieve this, it is crucial to clarify how decisions will be made and by whom (P2). Top-down decision-making processes are still needed to provide a framework and make sure people are aligned (P4). Making decisions in a participatory way requires time, trust and consistency (P10). In a large company, people need guidance, but they also need to have the freedom to make independent decisions (P12).

“So, if your decision is affecting a group of people, you need to ask everybody from that group to co-decide.” (Interview P11 English, sec. 11)

A change of mindset towards New Work is needed (P5, P10, P12), especially for leaders (P8), and this takes time (P3, P10). Mindset changes have to be the first thing to focus on when starting with New Work (P5). Moreover, a shared mindset is needed (P6). This will take some time to work properly while people get used to this (P10). This change of mindset is a journey where a willingness to participate is needed (P12).

“So, without mindset it will be difficult. (..) And that is actually a change, because otherwise I just really just stick to methods and, and utterances and external circumstances.” (Interview P5 English, sec. 10)

People

High levels of social skills are needed to deal with the impact of New Work, including empathy (P6), openness and the acceptance different world views and ways of thinking (P1, P2, P11, P12). Moreover, people embarking on the journey towards New Work need awareness and self-confidence for what they are doing (P3, P6). People have to be authentic and express their own opinion and they need to stand up for themselves. They need to understand the organization, they need business sense and the ability to deal with

conflicts (P6). People have to know how to focus their energy (P9).

“And so, it really means, you really have to be brave to, to, to experiment and you always have to be willing to learn.” (Interview P10 English, sec. 32)

The behavior of people also influences the success of New Work. People should have an understanding of what is happening and do what is needed (P6). Companies rely on people to give new impulses (P6). Beyond the need to work together (P12) people need to be treated reasonably for them to act reasonably. (P11)

Leaders

The skills leaders need to cultivate are awareness, open-mindedness (P2), courage and humanity. Moreover, leaders have to be able to guide, support and coach people (P7) and they have to offer to do it (P9). Therefore, they need to grow their communications skills (P8). They have to be authentic (P9, P12), trustworthy and clear in their decisions, their statements, and their values (P9). The creation of a culture that allows mistakes (P2, P12) and giving psychological safety to the people (P12) is needed from leaders.

“So, to really support our leaders to grow their leadership abilities.” (Interview P8 English, sec. 32)

Leaders need experience in dealing with the topic of New Work to improve over time (P1). It is crucial that leaders learn to cope with the feeling of less power and control (P12).

Top management should set an example in leadership behavior and start implementing New Work (P3, P8). They need to be role models (P8) with a backbone (P7) and practice what they preach (P8, P10).

“We need managers who have balls.” (Interview P7 English, sec. 24)

Leaders need to provide clear direction (P12) and seize opportunities (P7). Furthermore, they need to make decisions in exceptional cases if their people cannot reach one themselves. Leaders need to care about their employees, but challenge them at the same time. They need to lead with foresight to identify problems early on (P11). Management needs to follow leadership rules and give direction (P12).

4.2.4 Ways of dealing with the impact of New Work

The interviewees are asked to describe what they feel is the best way of dealing with the impact of New Work. These best practices are presented along their structural and cultural aspects, the concrete actions required and the measures to be taken by leaders.

Structural aspects From a practical point of view, there are structures which can help find a way of dealing with the impact of New Work. Guidelines (P11, P8) and retrospectives (P7) are two examples of these structures. Building a meeting point like a café or bar in a central location to encourage communication (P12) is another one.

“... that is our core meeting hub.” (Interview P12 English, sec.16)

Cultural aspects

There are ways of dealing with the impact of New Work which relate to corporate culture. One such way is authentic and respectful communication between individuals (P2). Another one is creating a culture where mistakes can be made and where the company as a whole is held accountable for them (P11), where leaders give people the psychological safety not to be punished for making mistakes (P2).

“They do not have to play that different role anymore, you know. They can be as they are.” (Interview P2 English, sec. 46)

Future companies have to be able to change permanently (P6). Therefore, lifelong learning and a mindset of continuous personal improvement has to be a part of culture (P12). Involving people in the process of electing leaders could be a way to facilitating New Work (P6, P7). In this case, leaders would have the same votes as employees, they can't overrule decisions, they can only delegate it back (P6).

Concrete actions

There is no one-fits-all solution for New Work in organizations because every company is unique (P8). There is no blueprint (P6). It is recommended to create test areas for New Work in small silos (P5), rather than abolishing existing structures and installing new ones right away (P12). Finding an ideal method of running the company must be in line with the company's key values, its specific surrounding, its industry, history and workforce. Therefore, a step-by-step learning process is useful for finding the most suitable way to make decisions (P11). One way to approach New Work is to create a learning

organization, which solves errors when they occur (P6).

“Not planning but managing and what has to do in the current and in the here and in the now.” (Interview P6 English, sec. 1)

A persistent trial-and-error approach is needed (P12). Concrete actions regarding New Work could include training provided by agile coaches with methods like Scrum or coaches serving as sparring partners for personality development (P9) in order to train approaching people according to their strengths (P2). Another avenue is holding workshops on implementing New Work with people from all departments of the company and different management levels participating. At such a workshop, the participants would make a plan for approaching New Work using design sprints (P12). Another tool is a satisfaction survey, in which people are asked to share their experience and to describe the extent to which they feel their work has had an effect and their perceived degree of influence (P5).

“So, we do peer feedback sessions. It's more or less like a speed dating approach that we choose. Where we are practicing that we give feedback.” (Interview P7 English, sec. 10)

Leaders who show openness and approachability by telling their story with all its ups and downs can be helpful in dealing with New Work (P10). Once leaders and their teams have decided to embark on the transition towards New Work, they can start to experiment with ways of getting there (P10). What is also possible is using young high potentials, so-called influencers, to spread the idea of learning to work without a hierarchy (P10).

Leadership

In the context of New Work, it is important for leaders to provide psychological safety, which means that leaders need to allow people to make mistakes so that people can build the necessary confidence to try again (P2). Moreover, leaders should be interested in their employees, encourage, enable (P3) and empower them so that they can stand up for themselves. Moreover, they should try to make the most of their employees' potential, help them play to their strengths (P6), see them primarily as human beings (P2, P4) and let them discover their motivations and values on their own (P7). They have to give their employees the opportunity to change and to take responsibility for their actions (P6). Another way to deal with New Work is leaders giving their people time to adapt and smooth out the emotions at play (P3). Leaders try to live New Work step by step and are

patient with their people (P11). Leaders have to ask their people how they can help them to grow, how they can make their talents shine (P4). In this psychological free space, every member can find their role and give their unmuted opinion (P11).

“I try to open up the space and I try to help in the process.” (Interview P11 English, sec. 41)

Leaders offer support, feedback, coaching and anything people need to do a good job (P8, P9). Leaders think people are basically good (P5, P11). They treat people reasonably, and people respond reasonably (P11). People do not oppose each other, and all goals can be met (P11). In a big company, people receive guidance from the leaders but ultimately make their own decisions (P12).

Leaders are need to be enabled to think and work in new structures with a new mindset because they are drivers and a role models in terms of New Work (P8). To this end, leaders need to know themselves and live and work according to their principles (P9).

“If you are authentic, then you will do the things you burn for and not the things you must do or you think you have to do because someone wrote it in a leadership book.” (Interview P9 English, sec. 38)

Leaders define a company’s key value, to which everything else should be aligned, and monitor the compliance with this key value (P11). They embody the organization (P6). Other ways include delegating projects and accepting the results (P3), or focusing on the current situation, on what needs to be done now, in an effort to deal with insecurity (P6). It is crucial that leaders allocate their energy efficiently to where they can provide the most added value (P9). In co-decision making, where everyone is asked to contribute to finding the best solution, leader still retain decision-making power in exceptional cases (P6). Shared leadership can only be implemented by suitable people (P6).

4.2.5. Leadership program

In order to develop the modules of the leadership program, the content will be elaborated at first followed by the methods used.

Content

A crucial skill leaders need is the willingness to learn (P10). Therefore, a change in mindset is important (P3, P5, P8, P10, P12). It has to start at the top of the company (P3),

but convincing middle management is key (P12). It is crucial for leaders to learn to retreat to the background (P7, P9).

“Number one success factor is, you already should know, is kill your ego.” (Interview P9 English, sec. 14)

It is important for leaders to focus on their personal development (P7), to get to know themselves (P2, P7, P9) and reflect on their motivations, their values and their behavior. Therefore, it is useful to cultivate awareness (P3, P6) and practice self-reflection (P2) to reach greater self-awareness (P3). With this in mind, leaders are able to demonstrate authenticity (P6, P9), courage (P7, P10), clarity in statements, decisions and values (P9) and value-oriented actions (P9). Leaders have to refine high levels of social skills (P6) such as empathy (P1, P6), the ability to deal with conflict (P6) and humanity (P7). Apart from great business sense (P6, P9), trustworthiness (P9) is vital to being a good role model (P8, P12).

In relation to their people, leaders have to accept people for who they are (P1), treat them in an appreciative way (P2) and focus on their strengths (P2, P4). Leaders have to cultivate the ability to support, guide and coach people (P7, P12) and give them psychological space (P11).

“And then the next thing is, how to interact with others, you know this of course, a new way we want to interact, we want to be more appreciate, we want them to be more appreciated to focus on strength to do not, to not punish them, to give them the psychological freedom.” (Interview P2 English, sec. 50)

Therefore, training communication skills is important (P2, P7), as is learning how to be a positive influence on people (P2).

Methods

In dealing with the impact of New Work, formats and frameworks for an exchange of ideas are mentioned as an important tool (P5, P8, P10), as is community building (P8). Moreover, there are on-site and classroom multi-day trainings with elements of peer group learning, role play formats like Delegation Poker (P5) and Peer Consulting (P8). Other very important trainings are Non-violent Communication training (P10) and training focused on addressing soft skill development (P12).

Furthermore, there are online tools like Strength Finder, Predictive Index and journaling apps (P4). Information is delivered in various ways through podcasts, online learning formats and written information (P8). Coaching is valuable for leaders (P9).

“And I think every manager should have a coach on his side, that is coaching him in becoming a real leader.” (Interview P7 English, sec. 26)

That is the reason why leadership programs have a lot of coaching elements (P8). In a broader context, coaches and people who have gone through the same experience before can help during the transformation process (P5).

In different companies, mindfulness, yoga or meditation classes are offered (P4, P7, P8, P10). Apart from classes and workshops (P4, P7, P8, P10), there are exercises within the daily routines (P10).

“And so, especially the team, this HR team I worked with last year, they also practice this a lot and they start every meeting with a minute to arrive in.” (Interview P10 English, sec. 30)

5. Discussion of the results

In section 5.1, the results described in the previous chapter are used to answer the research questions. Section 5.2 provides a back-reference to the theory.

5.1 Development of the leadership program

With the aim to develop a leadership program, section 5.1.1 discusses the needs of the leaders, section 5.1.2 explains the content of the leadership program, followed by the presentation of methods to support leaders in section 5.1.3 and finally the modules of the leadership program in section 5.1.4.

5.1.1 Needs of leaders

Research question: What are the needs of leaders?

The structure-related needs of leaders when dealing with the impact of New Work are learning to cope with flexibility while defining framework conditions for their people to meet company goals. In this context, the role of leaders has to be clarified and adapted by the leaders. From a corporate culture perspective, what leaders need is a change of

mindset and the willingness to work towards this change. Top management in particular should set an example in leadership behavior and need to start New Work. Top managers need to be role models with a backbone and practice what they preach. Leaders need to provide a clear, value-based orientation for their people. Therefore, leaders themselves have to know who they are, what their values are and where they want to go. Leaders need to know how to create a culture that allows making mistakes and giving psychological safety to the people. The decision-making processes change in line with New Work. Leaders need to provide trust and consistency to their people. They need to get used to and accept the new participative way of co-deciding, and to this end need to relinquish power and responsibility. There is a need for leaders to learn to cope with the feeling of less power and control. Furthermore, they need to facilitate the transformation process and therefore need to open up the space for their people to participate. Leaders need to understand that the participatory way of decision-making needs time. In summary, leaders need to give guidance to people, but people can decide by themselves.

The skills leaders need are authenticity, empathy, open-mindedness, acceptance for the thinking and the worldview of others, the ability to deal with conflict, humanity, awareness, self-confidence, courage, trustworthiness, focus, willingness to learn, and clarity in their decisions, statements and values. They need communication skills, in particular a non-violent communication style, and they need to communicate with their people at eye level. Leading with foresight to identify problems early on and seeing opportunities is also a part of what leaders need. In interacting with their people, leaders need to show that they care by offering support, feedback, coaching, and do anything to enable their people to do a good job. At the same time, leaders need to challenge their people. Leaders need to treat people with respect and encourage them to voice their opinions. Taking the long view, leaders need to facilitate the emergence of a shared mindset among their people. The transition to New Work is a huge transformation which takes time. Hence, leaders are required to cultivate perseverance and support their people in getting used to the new way of working together.

5.1.2 Content of the leadership program

Research question: What could be the content of the leadership program?

The aspect that was mentioned the most in the interviews is a change of mindset, which

entails leaders retreating to the background and giving more responsibilities to the people based on the concept of equal human dignity. Leaders are given the space and the support to clarify and define their new leadership role. Therefore, it is crucial for leaders to deal with personality development, to get to know themselves, to identify their motivations, their values and their behavioral patterns. Hence, cultivating awareness and practicing self-reflection to reach self-consciousness is recommended. Leaders are given the opportunity to find out how to be a good role model by living authenticity, empathy, strength of character, clarity in statements, decisions and values, value-oriented actions, courage, the ability to deal with conflict and practicing what they preach. Moreover, leaders learn to cultivate humanity. To this end, leaders need to learn to accept people for who they are, treat them in an appreciative way, and focus on their strengths. They learn how to cultivate the ability to support, guide and coach people, to refrain from punishing people for mistakes and instead give them psychological safety and free space. At the same time, they provide a clear, value-based orientation for their people. The communication skills, the co-decision-making and the participative ways of working will be trained. Finally, leaders are encouraged and trained to live business sense while being authentic, value-orientated and trustworthy.

5.1.3 Methods of the leadership program

Research question: Which methods can be used to support leaders?

Formats to support the exchange between leaders and community-building techniques are seen as good methods to cope with the impact of New Work. The trainings that are mentioned in the interviews are on-site and classroom multi-day trainings with elements of peer group learning, peer consulting and role play activities. Online tools and apps can be used as well as podcasts and written information. Working with coaches and with people who made the experience before was also seen as helpful methods in the transformation process. Even mindfulness was mentioned in form of classes and workshops and imbedded in the daily routines.

5.1.4 Modules of the leadership program

Research question: Which modules can be used to create the leadership program?

Three kinds of use cases can be differentiated. The first use case is New Work being introduced as a new way to work within the company. To get everyone on board, a lot of

group work is necessary on different levels, defining the process in which New Work will be lived and devising a way to help everyone in the company through this transformation process. The second use case is a new leader joining the company and conveying to him the methods and means of working in the context of New Work. The third use case is an ongoing training for people in the company. The most relevant use case in the scope of this thesis is the second one, the perspective of a single leader on the way to dealing with the impact of New Work, which will be discussed in more detail below.

The leadership program proposed here consists of four modules divided into two parts. Part one contains module one “Cultivating Humanity”, module two “Change of Mindset” and module three “Personality Development”. These modules cover internal changes and developments within the leader’s personality. Part two contains module four “Implementation Training”, which covers strategies to implement a new way of working.

Modules one to three build on each other, but can also take place in parallel, as they feed off each other and represent an ongoing process, but they have to be started before approaching module four.

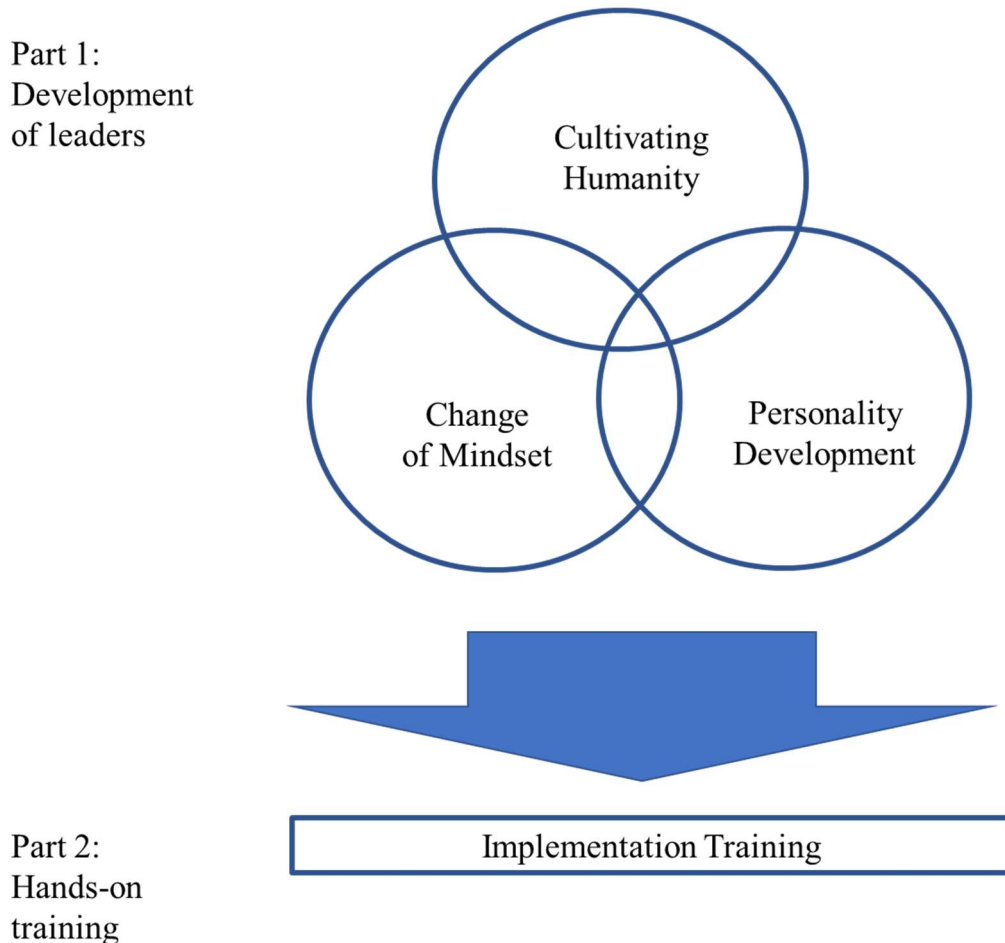
The first module is **Cultivating Humanity**: here, leaders train to accept and respect people for who they are, treat them in an appreciative way, and focus on their strengths, based on the idea of equal human dignity.

Supporting this cultivation of humanity, the second module focuses on a **Change of Mindset**: leaders retreat to the background, delegating responsibilities to their people, learn to support, guide and coach people, refrain from punishing people for their mistakes and instead give them psychological safety and free space, while providing a clear, value-based orientation for their people. Moreover, leaders are given the space and the support to clarify and define their new leadership role.

To achieve this change of mindset, it takes **Personality Development**, the third module: to get to know themselves, to find out their motivation, their values and their patterns. Cultivating awareness and practicing self-reflection to reach self-consciousness, to be a good role model by living authenticity, empathy, appreciative communication, strength of character, clarity in statements, decisions and values, value-oriented actions, courage, the ability to deal with conflict and living what they preach. Finally, leaders are trained to live business sense while being authentic, value-orientated and trustworthy.

Part two with module four is about **Implementation Training**: the idea here is a hands-on training to impart the experience of working in a new way, practicing co-decision-making and other participative ways of working.

Figure 6: Modules for a leadership program to enable leaders to deal with the impact of New Work



Source: own representation

5.2 Back-reference to the theory

In his approach, Bergmann claims that work should serve humans (compare *Bergmann*, 2004, p. 21). Similarly, Våth says that New Work claims to change the world of work towards humanity (compare *Våth*, 2016, p. 238 et seq.). These ideas correspond with the modules, change of mindset in the direction of cultivating humanity and was mentioned by P2, P4, P5, P7, and P11. (compare *interview P2 English*, sec. 12) (compare *interview P4 English*, sec. 12) (compare *interview P5 English*, sec. 6) (compare *interview P7*

English, sec. 20, 24) (compare *interview P11 English*, sec. 5) Furthermore, Bergmann describes people learning in centers for New Work (compare *Bergmann*, 2004, p. 326), focusing on personality development to overcome self-ignorance and a training of ways to deal with New Work. No interview partner mentioned Bergmann's demand for the dismantling of wage labor and the promotion of high-tech self-sufficiency. The pursuit of a professional vision was implicitly addressed by some interview partners. (compare *interview P2 English*, sec. 12) (compare *interview P4 English*, sec. 12) (compare *interview P6 English*, sec. 5)

The major aspects of purpose, self-determination and skills acquisition formulated by Bergmann (compare *Schermuly*, 2019, p. 175) have been confirmed by interviewee P2 (compare *interview P2 English*, sec.12), who points out that people in a New Work world can strive for purpose in their work, and interview partner P3, who calls for self-determination to be implemented in the team (compare *interview P3 English*, sec.18). The term skills acquisition is reflected in P6 talking about the needed empathy and ability to deal with conflict (compare *interview P6 English*, sec. 15).

Väth's statement about harmonizing the pursuit of profit and the pursuit of humanizing the world of work (compare *Väth*, 2016, p. 45) has not been mentioned in an interview as such. P2 mentions the pursuit of profits (compare *interview P2 English*, sec. 16) and, in contrast, P11 states that there should be no profits, just a fair payment for everybody (compare *interview P11 English*, sec. 9).

Väth expands the concept of New Work by adding a psychological, social, technological, organizational and political dimension (compare *Väth*, 2016, p. 17 et seq.). The psychological aspect is confirmed in the interview with P2 (compare *interview P2 English*, sec. 28) by the statement that people execute self-development. The social aspect is mentioned in the interview with P5 (compare *interview P5 English*, sec. 16), who claims that more team spirit arises. The technological aspect is mentioned by P10 (compare *interview P10 English*, sec. 4) in the way that digitization gives people the opportunity to work in a different manner. Regarding the organizational aspect, P7 (compare *interview P7 English*, sec. 14) claims that they have a department dealing with the topic of work without hierarchies. The political aspect in the interview with P11 (compare *interview P11 English*, sec. 15) is demonstrated by the wish of the interviewee

to change society. People strive for purpose in their work, which allows them to motivate themselves intrinsically, let them feel part of a bigger whole and connect them with a higher purpose (compare *Väth*, 2016, p. 94). The interview partner P7 confirms this notion (compare *interview P7 English*, sec. 6) by saying that it is important to be a part of a bigger whole.

The four perceptions characterizing Spreitzer's approach are the experience of competence, significance, self-determination and influence (compare *Spreitzer*, 1995, pp. 1442-1465, 2008, pp. 54-72). The experience of competence is recognized by P7 when talking about having the responsibility for their projects (compare *interview P7 English*, sec. 6). The experience of significance is described by P2 in being an agile HR enabler for leadership (compare *interview P2 English*, sec. 14). Self-determination manifested for P12 when creating their own job role (compare *interview P12 English*, sec. 4). The aspect of influence is mentioned by P11 in co-decision making by asking everyone affected by the decision (compare *interview P11 English*, sec. 11).

The transactional leadership as described by Downton (see *Downton*, 1973, p. 519 et seq.) is the old leadership style, which struggles to yield good results in the VUCA world of today. P2 mentions that the pain caused by the VUCA world makes people more open to exploring new ways (compare *interview P2 English*, sec. 38). Leadership in a New Work context is not to be equated with laissez-faire leadership (compare *Bass*, 1993, p. 53) or the transformational leadership (compare *Bass* 1993 pp. 74-75). Especially the consent democracy approach P11 mentions shows that New Work leadership is different (compare *interview P11 English*, sec. 19). In Scharmer's Theory U, leadership is transformed from "ego-centered awareness" to "eco-centered awareness" (compare *Scharmer*, 2018, pp. 51-58), which corresponds with the change of mindset required of leaders, retreating to the background and changing their perspective towards the awareness that they are not separated from the system, but rather involved. The interview partner P9 agrees to this notion (compare *interview P9 English*, sec.14). The source level from which leaders are acting in the theory U process is crucial. They get there by doing inner leadership work, which corresponds to personality development. P2 states that self-development of the people is crucial (compare *interview P2 English*, sec. 28). The leaders who are needed are cultural transformers, contemporary pioneers, unifying architects and mindful pro-activists (compare *Sharma*, 2017, p. 205). That is not mentioned by any interviewee in

this clarity. Leaders need compassion, empathy, a sense of justice and a discerning eye (compare *Sharma*, 2017, p. 305). The term empathy is mentioned by the interviewees P1 (compare *interview P1 English*, sec. 20) and P6 (compare *interview P6 English*, sec. 15), but the others were not listed.

6. Conclusion and outlook

The aim of this thesis was to determine the modules for a leadership program to enable leaders to deal with the impact of New Work. From the qualitative analysis of the 12 expert interviews the four modules for a leadership program have been elaborated: Cultivating humanity, Change of Mindset, Personality Development, and Implementation Training.

A limitation of this thesis is that the statements in the interviews show the individual opinion of the respective interview partner and are therefore not representative carried out in chapter 3.5. It would be interesting to check whether the modules found have proven themselves in practice and can help leaders to deal with the impact of New Work. Another limitation is that only German and Austrian leaders have been asked. A research field that could also be interesting is to investigate how the research questions would be answered on an international level. In addition, more interview partners and a broader range of interview partners could be interviewed, clusters could be formed, or specific sectors could be specifically examined.

Three of four modules namely Cultivating Humanity, Change of Mindset and Personality Development affect the personality of a human being because they address the inner change and development of a leader. It is important for people to recognize that they are the drivers of their own development. Personality development is likely something not everyone will like. One possible reason being that leaders might have to confront uncomfortable issues that they would rather avoid. Yet, experience shows that the journey of personality development takes individuals through these issues towards a more conscious life afterwards. But it is not possible to force people to develop or to change. That is why it is crucial to find out how to address these modules, to take the people along and not have them feel overwhelmed. In this context, the idea of Spiral Dynamics is an interesting approach. There are cultural codes that highlight the way of thinking and the values people live by (compare *Beck*, 2018, p. 24 et seqq.). Laloux touches on the same idea when

explaining the stages of human consciousness (see *Laloux*, 2014, p. 15 et seqq.). The idea of Spiral Dynamics Beck and Laloux are mentioning is based on the Integral Theory of Ken Wilber. (compare *Väth*, 2019, p. 95) This approach could be leveraged to understand how to reach people and could be the subject of further research in this context.

Since every human and every organization is unique, there can be no one-size-fits-all solution (compare *Väth*, 2019, p. 180). This means that the modules for the leadership program have to be adapted to each individual and organization. Therefore, a possible next step could be to formulate the details of the modules identified and develop a leadership program for a selected company. The leadership program should then be tested in the company setting to determine the best compilation of the modules and the best way of delivering them. This might be a subject for a subsequent study.

New Work is a chance for companies to set up well for the future by increasing productivity and tying employees to the company. (compare *Väth*, 2016, p. 59) Leaders learn to be completely in the here and now and develop a basic attitude of humanity. They get familiar with the role as facilitator of this process and they are clearing the way for innovation through co-creation. Some may say New Work is a very idealistic approach, but to be honest it creates a world worth living and worth working, because it enables a dignified life. Those who really want to put New Work into practice are required to address and implement the determined four modules seriously.

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