



What is New about New Work?

New Work – Challenges for Legal Protection Insurance

Dr. Philipp Johannes Nolte
ROLAND Rechtsschutz-Versicherungs-AG



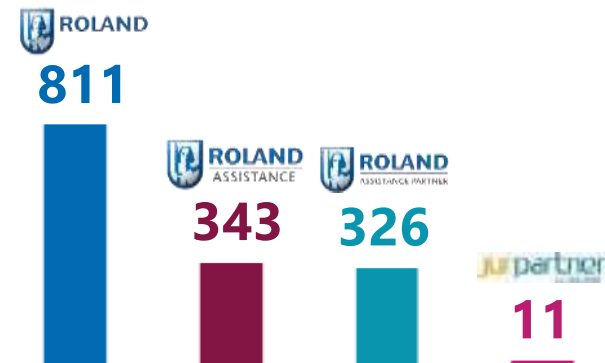
ROLAND Sicher im Recht.



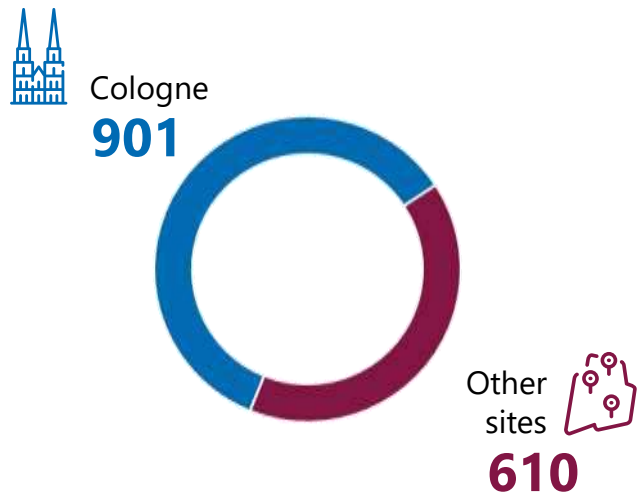
The ROLAND Group as an employer



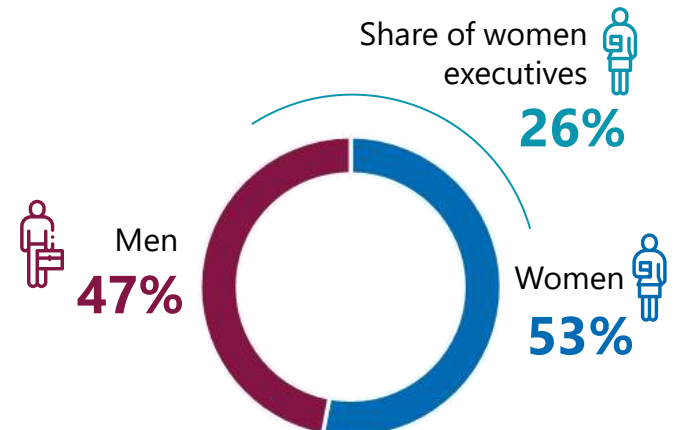
Employees by company

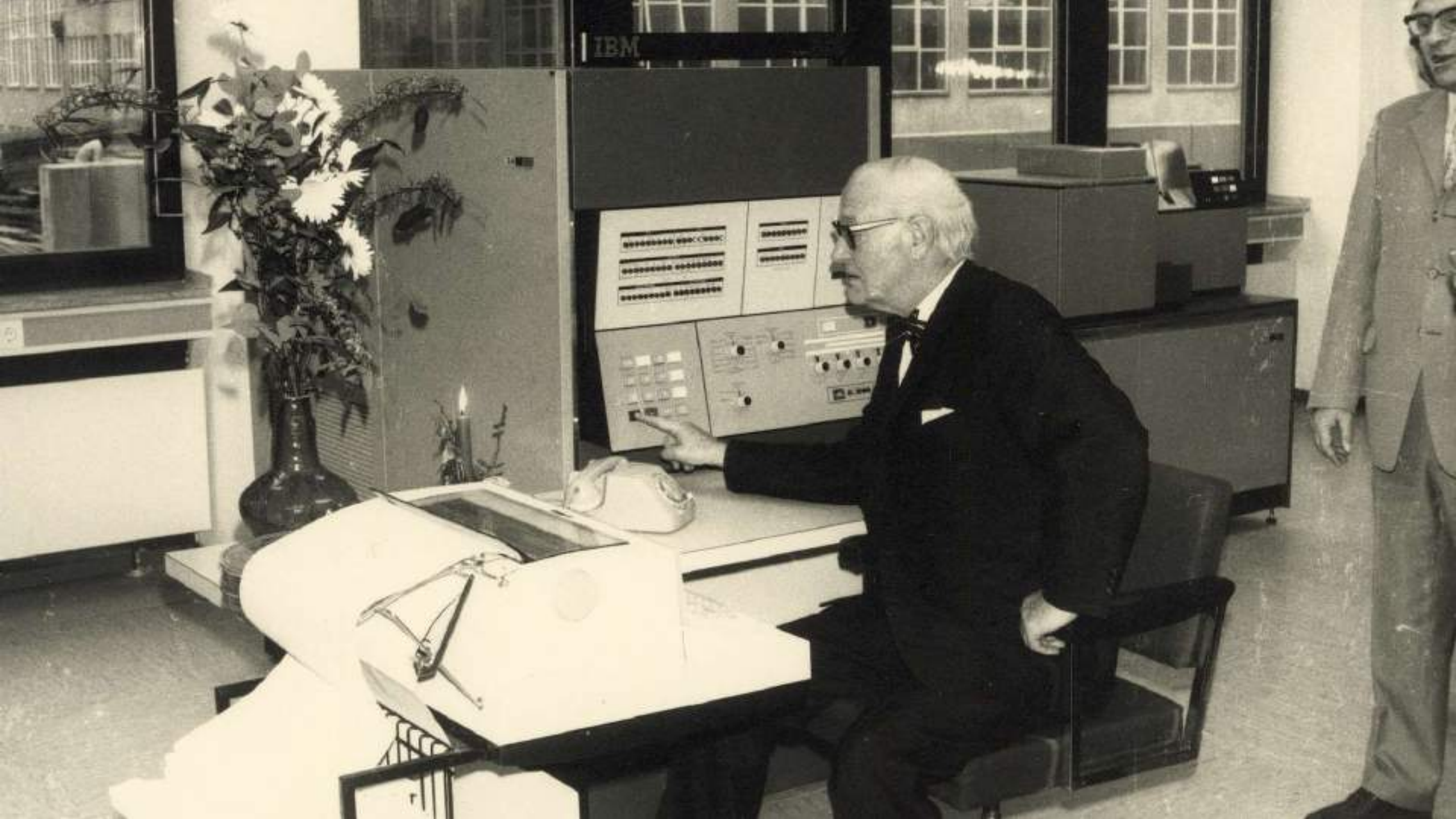


Employees by sites



Employees by gender





Mega Trends Trigger New Approaches to Work







NO

O

The future of work?



A photograph of Frithjof Bergmann, an older man with long, white, wavy hair and a full white beard. He is wearing a dark blue blazer over a red and black plaid shirt. He has a small yellow lapel microphone clipped to his beard and a green lanyard around his neck. He is gesturing with his right hand, palm up, as if speaking. The background is dark and out of focus, suggesting an indoor event or conference.

New Work is the term for a new understanding of work in times of globalization and digitization. The central values of New Work are **freedom, independence** and **participation** in the community.

Frithjof Bergmann

Five Principles of New Work by HUMANFY

Experimental rooms
Culture of the imperfect
Strong networking

Freedom

Sustainable management
Regional commitment
Honourable businessman

Social
Responsibility

Self-
responsibility

Self-organisation
Budget Authority
Participation Models

Collective Learning
Structure
Self Renewal
Collective Decisions

Development

Purpose

Individual Growth
Three-part-value-creation
Purposeful creation



The “Brackish Water Approach”

Complete new understanding of work. New Mindset creates possibilities for people to participate in society.

Narrow Definition

- Freedom
- Individual Responsibility
- Purpose
- Development
- Social Responsibility

Everything that is changing in the work context as part of digitization.

Wider Definition

- Work from anywhere
- Integration of state-of-the-art technologies
- Solutions to increasing complexity
- New demands of well educated work force
- Fast development and adaptation

Shift from Traditional Management to Agile Methods

Many companies shift gradually

	Traditional Management	Agile Methods	Framework based Self-Organization
Organizational structure	Functional hierarchy	Cross-functional teams	Self-organized teams
Lead values	Efficiency, effectiveness, business values	Customer centricity, flexibility, co-creativity	Development of potential, entrepreneurial values, holism
Focus	Control, alignment, functionality	Development processes, vision, change as a driving force	Competence-based in the overall company, goals/purpose
Example	Volkswagen	Google, 3M, IBM	Buurtzoorg



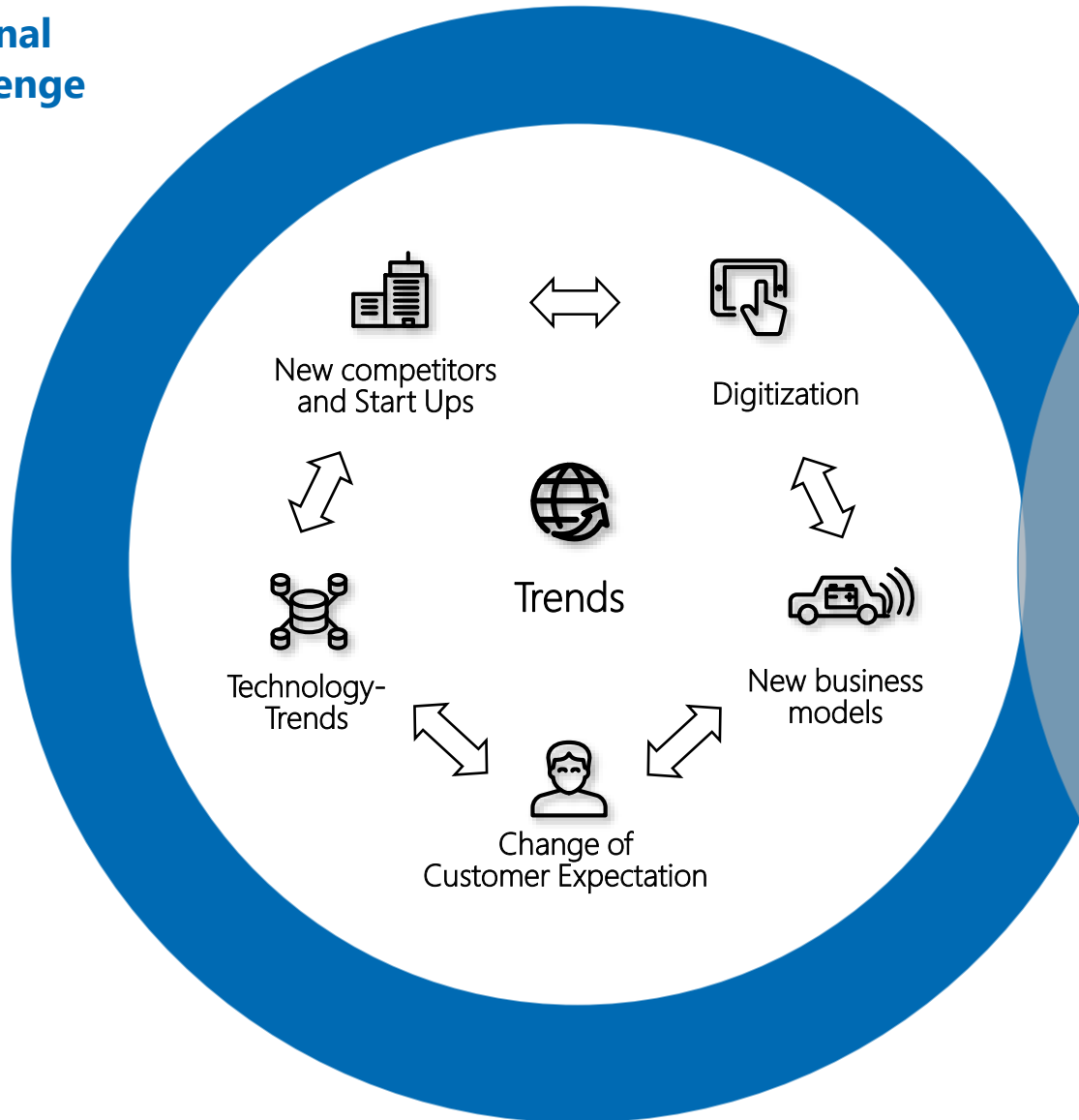
START WITH WHY



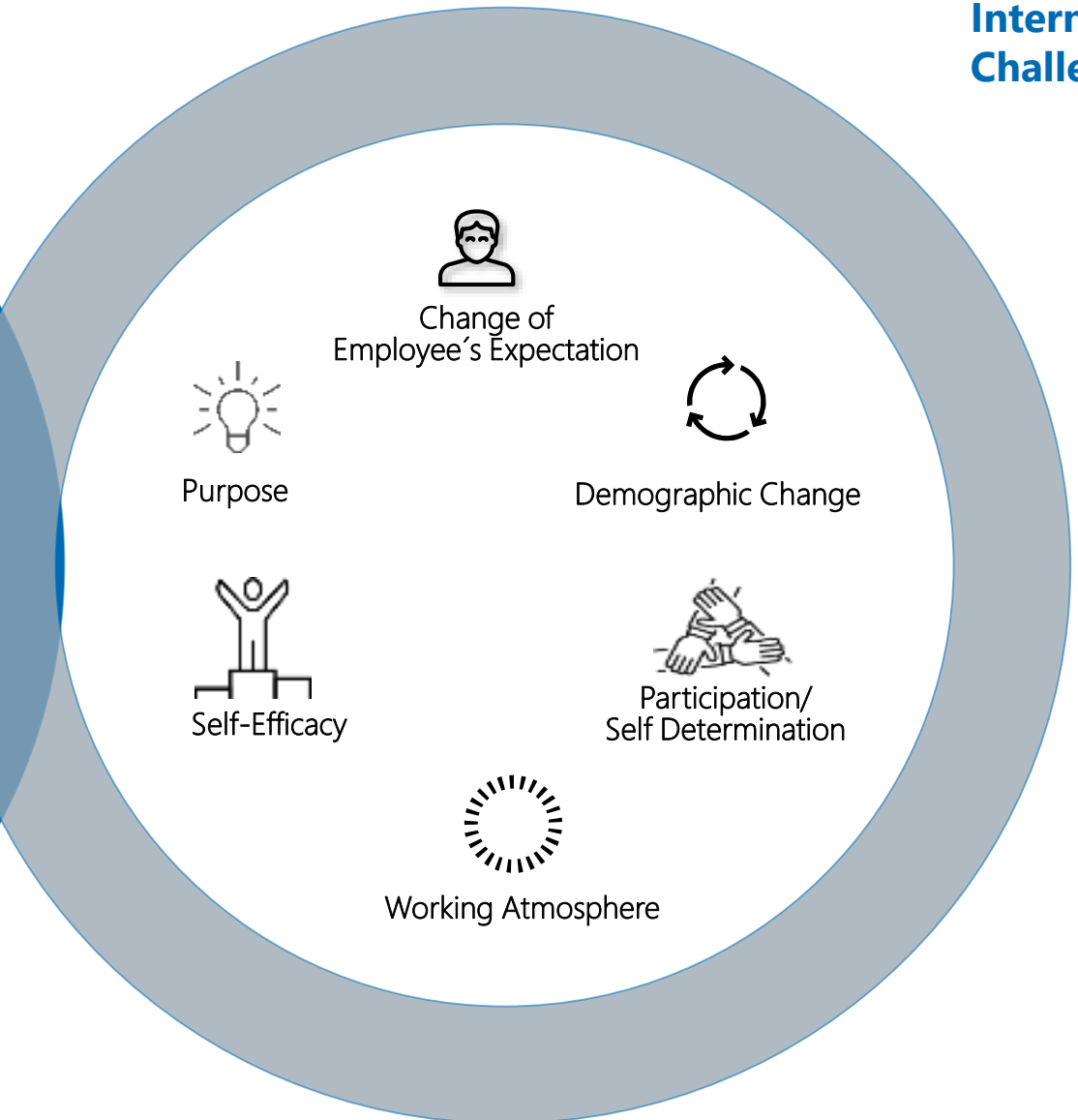


Business Requirements meets People's Needs

External Challenge



Internal Challenges

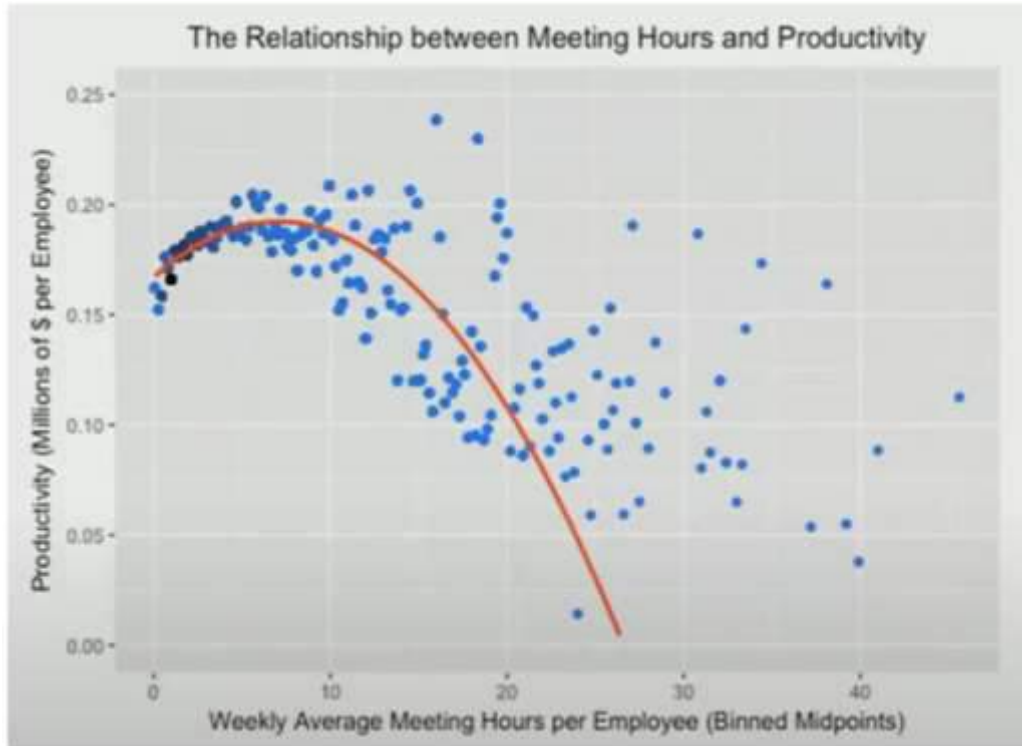


The Only Constant is Change

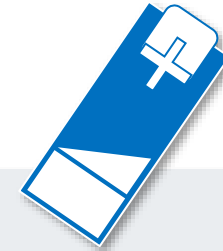


Simply More of the Same is no Solution

Meetings reveal the quality of the corporate culture



50%



71%



25





Mindset is the Key

LEADERSHIP



STRATEGY



INNOVATION



CULTURE



MINDSET



Our Mindset Changes

- Employees = biggest risk
- Skills over personality
- Micro management
- Fix working hours & time
- Monetarily oriented
- Fear of mistakes

OLD THINKING

NEW THINKING

- Culture of failure
- Purpose
- Flexible working hours & time
- Solution working
- Personality orientation
- Transparency
- Investment
- Employees = biggest



Our Focus is on Organizations and Teams

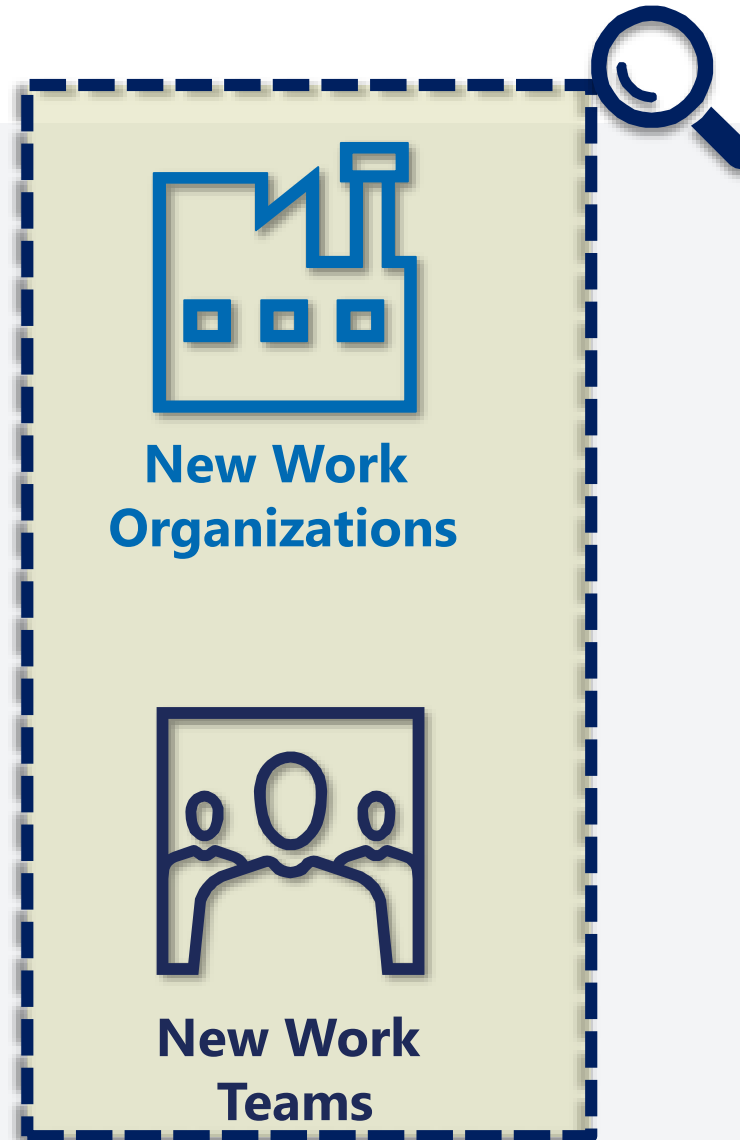
Yet in consequence everything is interdependend



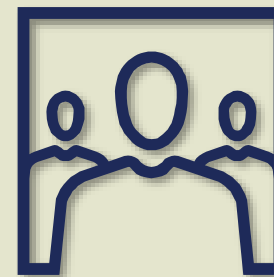
**New Work
Economy**



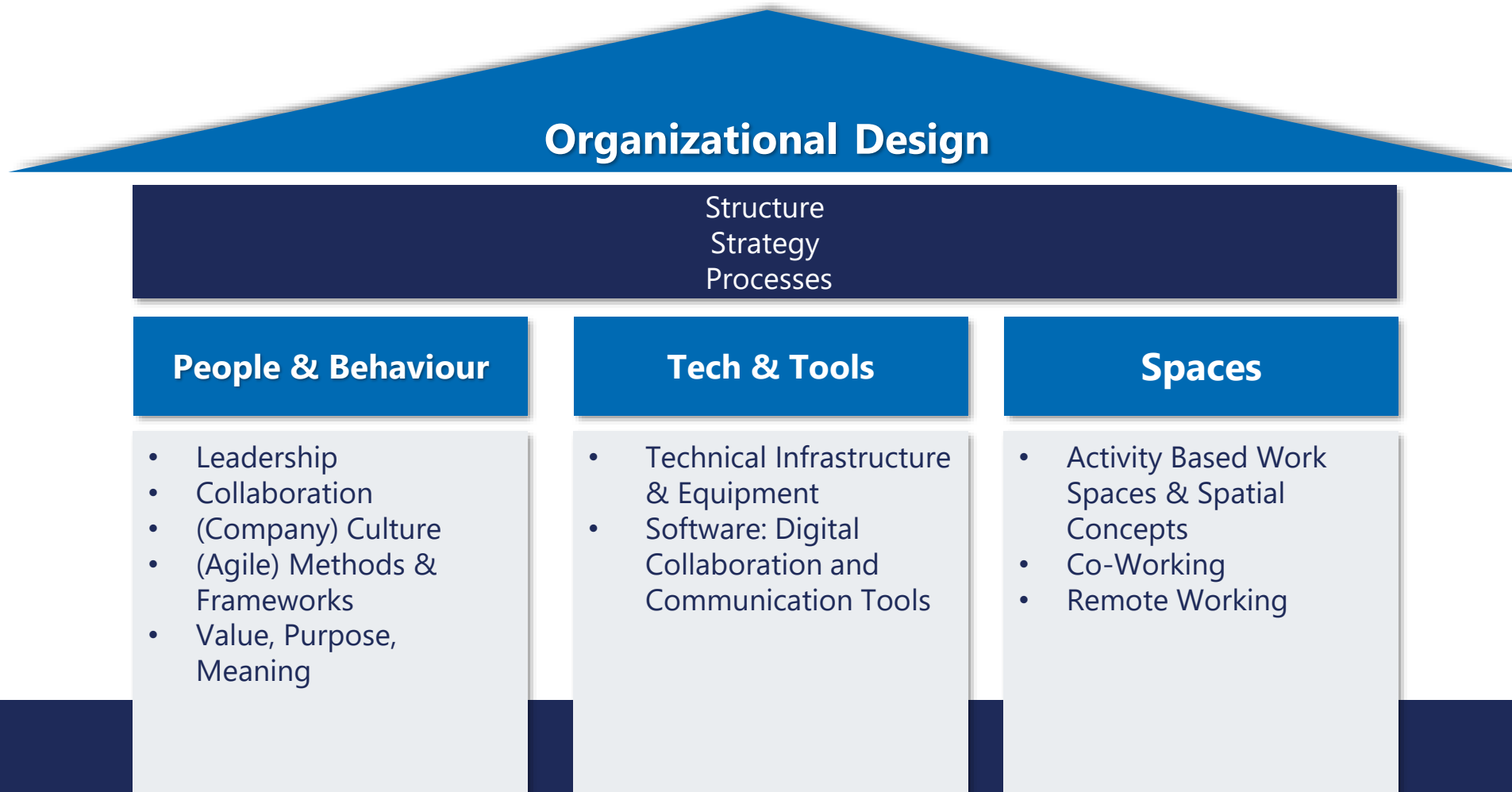
**New Work
Individuals**



**New Work
Organizations**



**New Work
Teams**



Everyone talks about VUCA and agility and yet insists on the job description



Everyone insists on failure culture but
the board presentation has to be
perfect



Everyone wants cross-cutting cooperation, but then they are surprised how long it takes to make a decision.



Self-organisation is the result of
completely redesigned organisational
structures



Everyone wants more freedom and
less structure



Self-organisation means that
everyone has a say in everything



Hierarchies and superiors are bad





People & Behavior



**Beliefs, feelings, and attitudes,
resulting from an appraisal of
one's job experiences**

Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297 – 1349). Chicago: Rand McNally

Experience Determines How We Feel About Work





- Employees are an important resource
- Managers as "Servant Leaders"
- Career path in top-down hierarchy

MANAGEMENT 2.0



MANAGEMENT 1.0

- Hierarchical structures
- Repetitive tasks
- Man as machine
- "Winner takes it all"



MANAGEMENT 3.0

- Organisation is the environment for
- efficient cooperation
- Everyone is responsible for success
- Motivation, courage and transparency as
- Keywords

Modern Management Needs Modern Leaders

Leadership styles on an evolutionary path



Good Managers are True Leaders ...

- ... are good **coaches**
- ... are **credible**
- ... foster **collaboration**
- ... **support** and **empower** teams
- ... create a **healthy** atmosphere



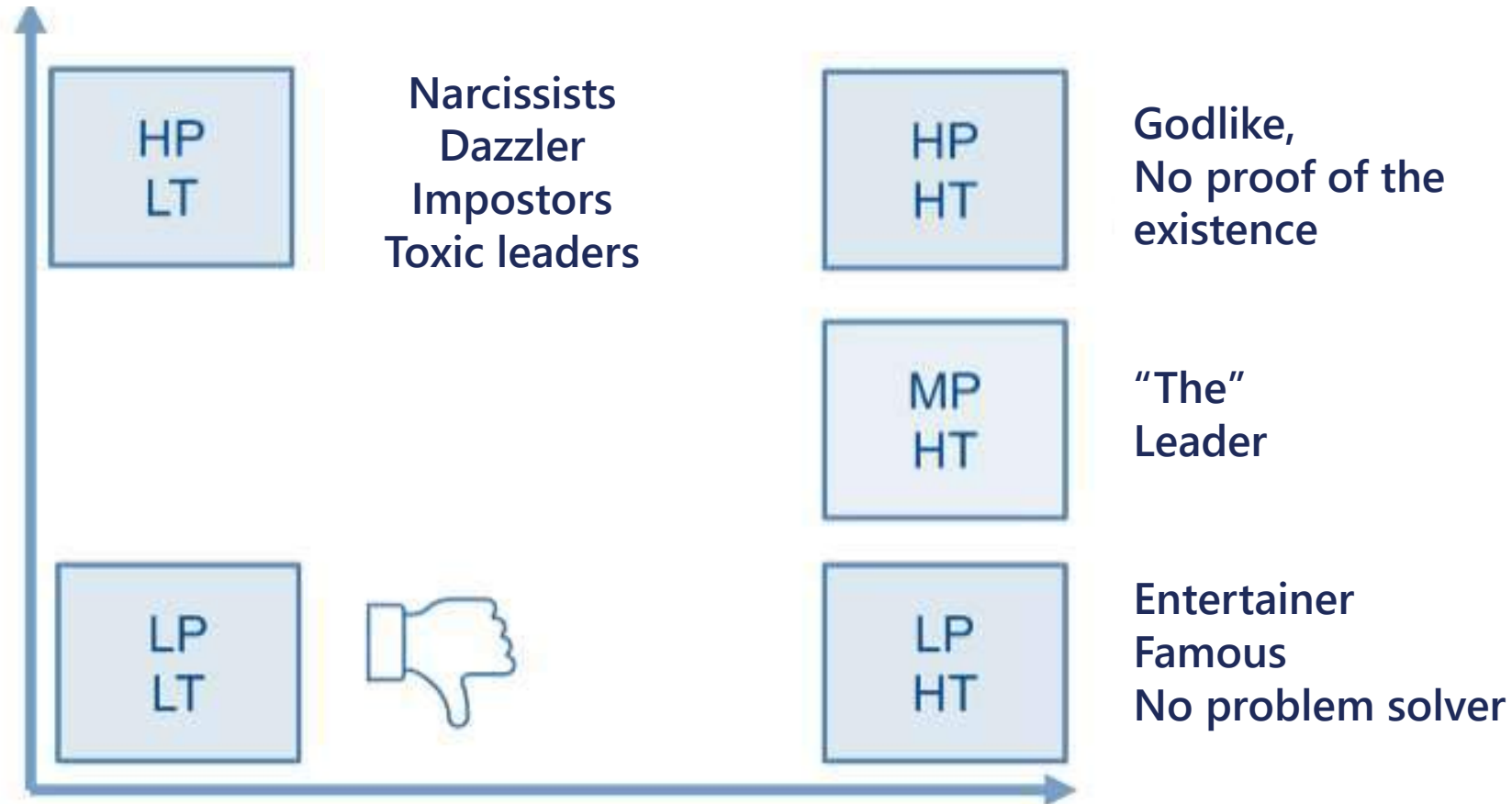
- ... are efficient and **solution oriented**
- ... communicate **transparently**
- ... work on a **common vision** with their teams
- ... support **talent development**
- ... **listen, coach** and **set clear goals**



Good Leadership for Everybody Becomes a Must-Have

Navy seals principle

PERFORMANCE



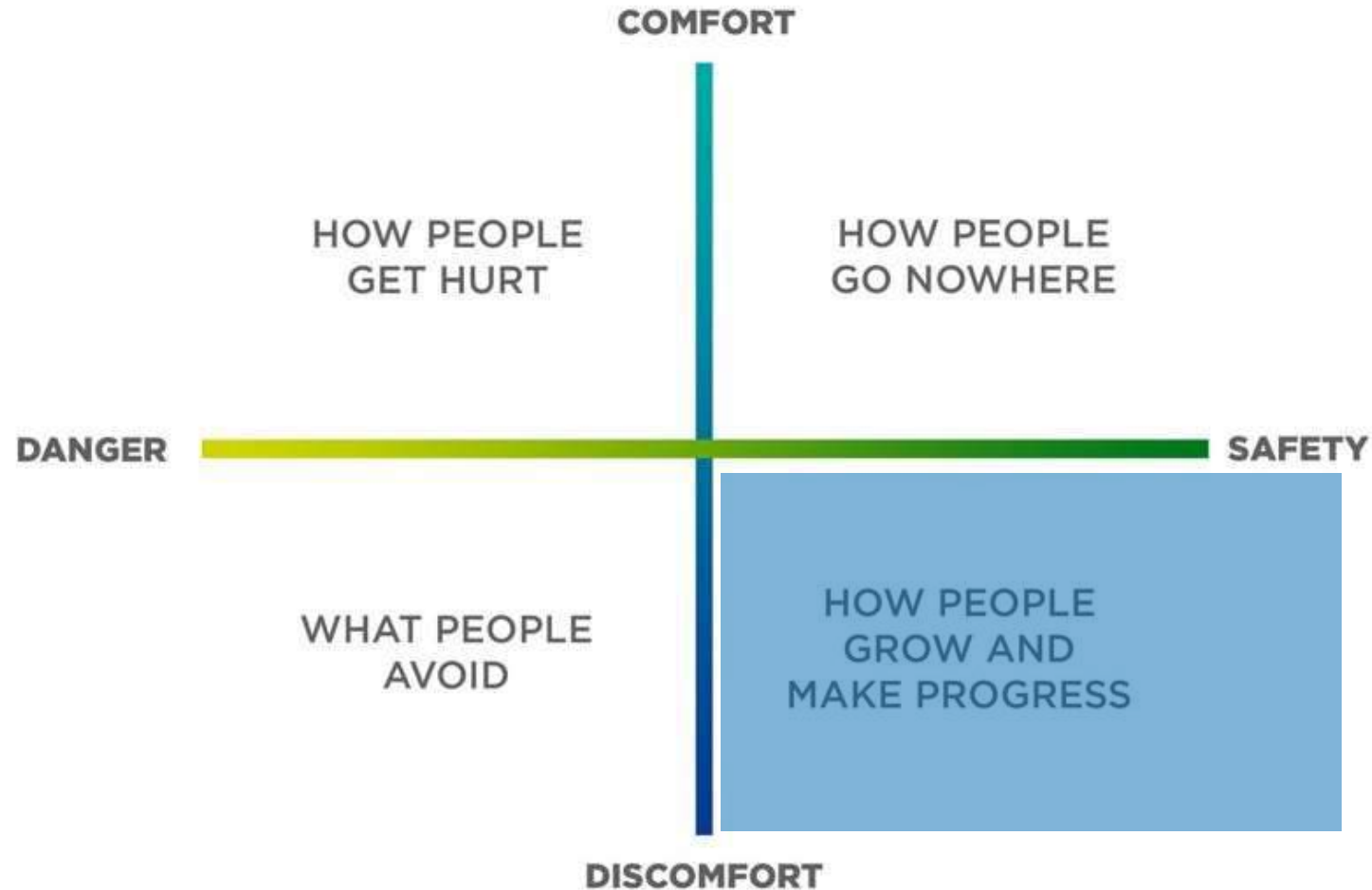
TRUST

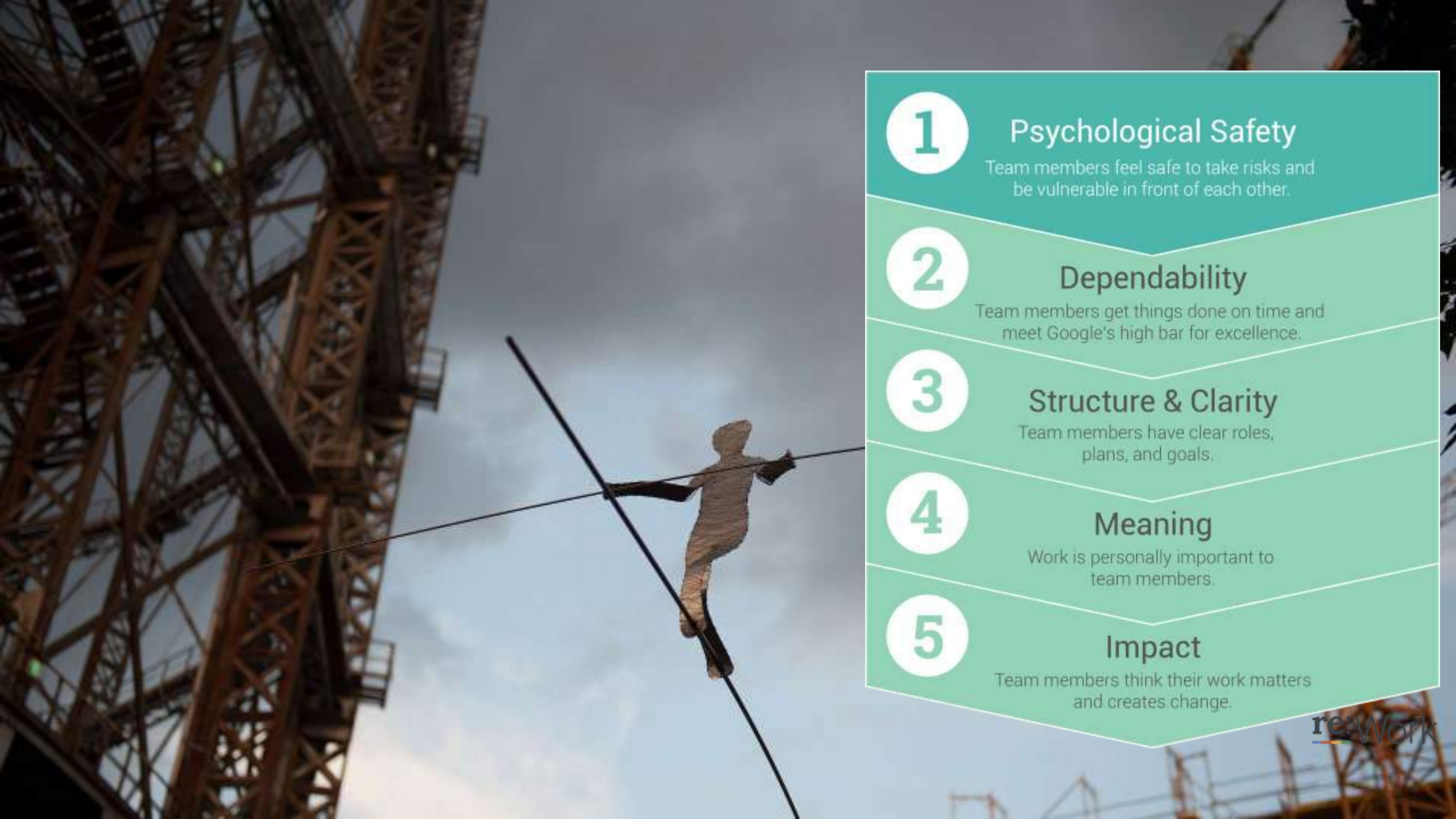
Real High Performance Requires Diverse Teams



New Work is not about Comfort but rather about Progress

Psychological safety enables progress





1

Psychological Safety

Team members feel safe to take risks and be vulnerable in front of each other.

2

Dependability

Team members get things done on time and meet Google's high bar for excellence.

3

Structure & Clarity

Team members have clear roles, plans, and goals.

4

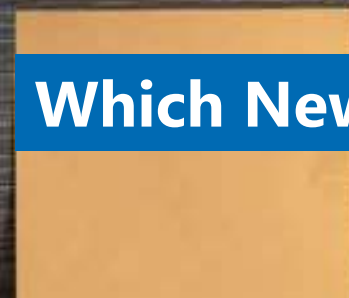
Meaning

Work is personally important to team members.

5

Impact

Team members think their work matters and creates change.



Which New Work Methods Do You Apply?

50% or more Apply The Following Agile Methods

e.g. Agile Project Management (Scrum), Agile Leadership, Design Thinking, Flexible Working Places/ Times, Kanban



30-49 % Apply The Following Agile Methods

e.g. Open Space Concepts, Empowerment Based Leadership, Digital Leadership, Flat Hierarchies, OKRs, Job Enrichment, Transformational Leadership



Less than 30 % Apply The Following Agile Methods

e.g. WOL, Barcamps, Hackathons, Autonomous Groups, Workshops for Personal Development, Jobsharing, Shared Leadership, Crowdfunding, Holocracy, Voted Leaders, Youth Council,...



L₁

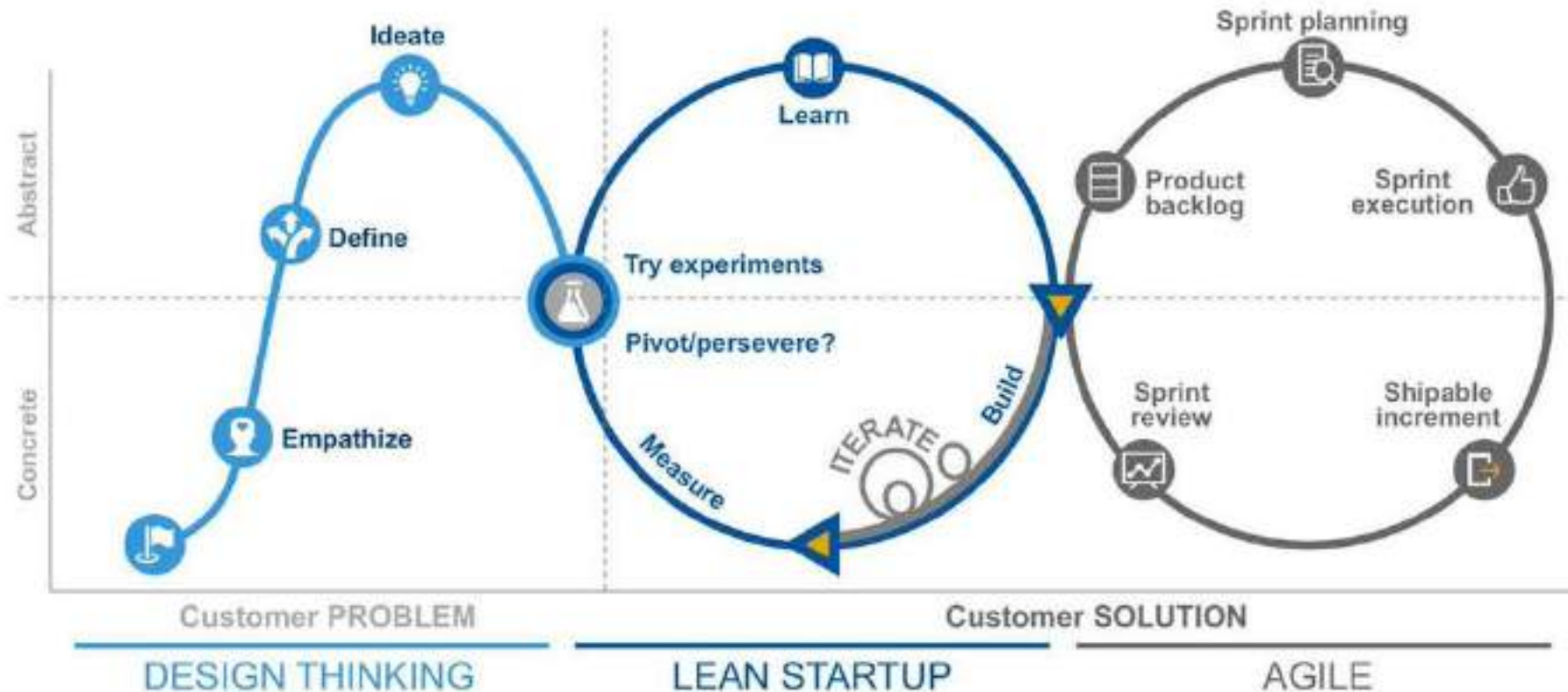
E₁

A₁

R₁

N₁

Combine Design Thinking, Lean Startup and Agile



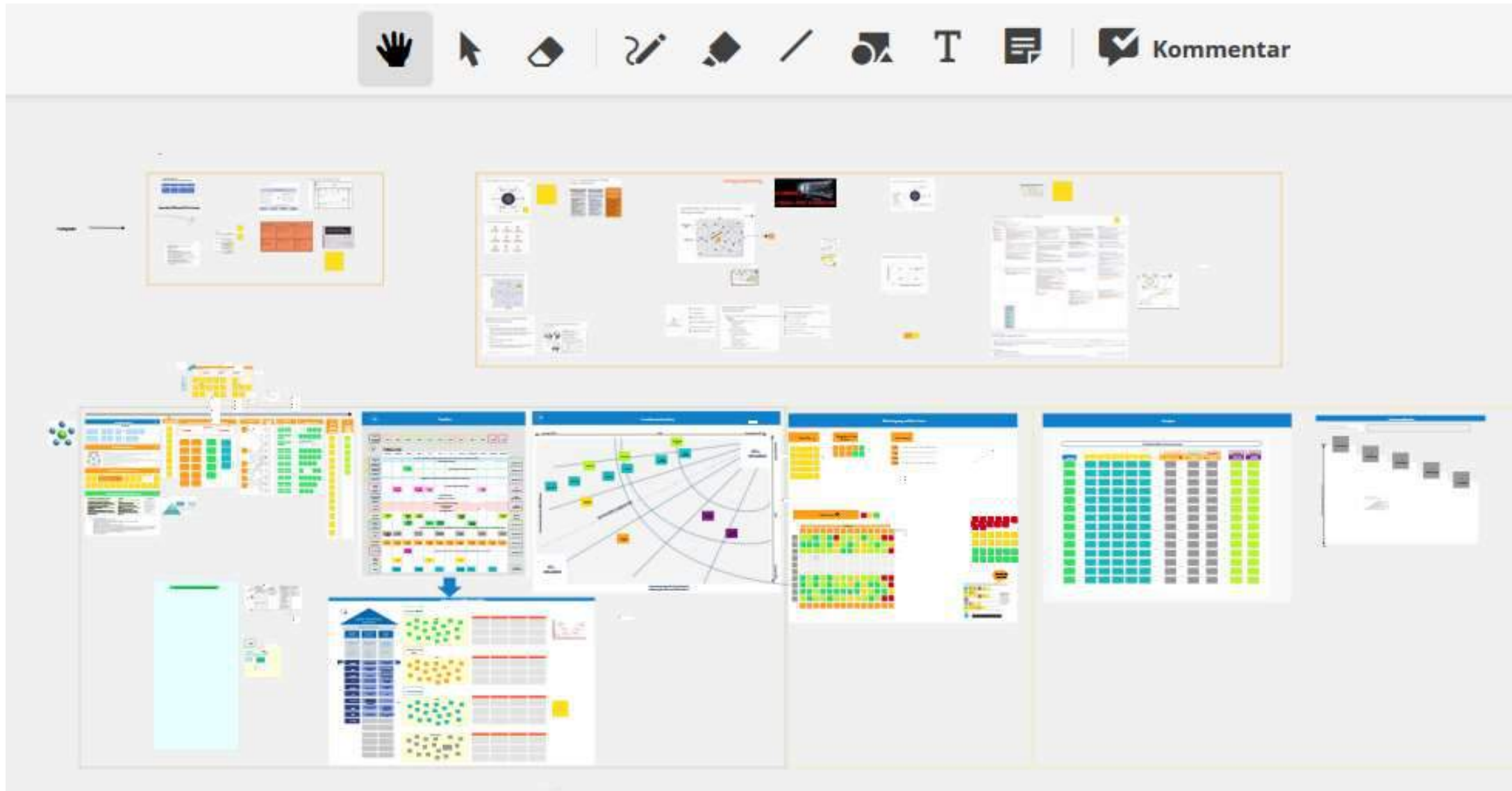
#GartnerSYM

© 2016 Gartner, Inc. All rights reserved. Gartner and ITIL are registered trademarks of Gartner, Inc. or its affiliates.



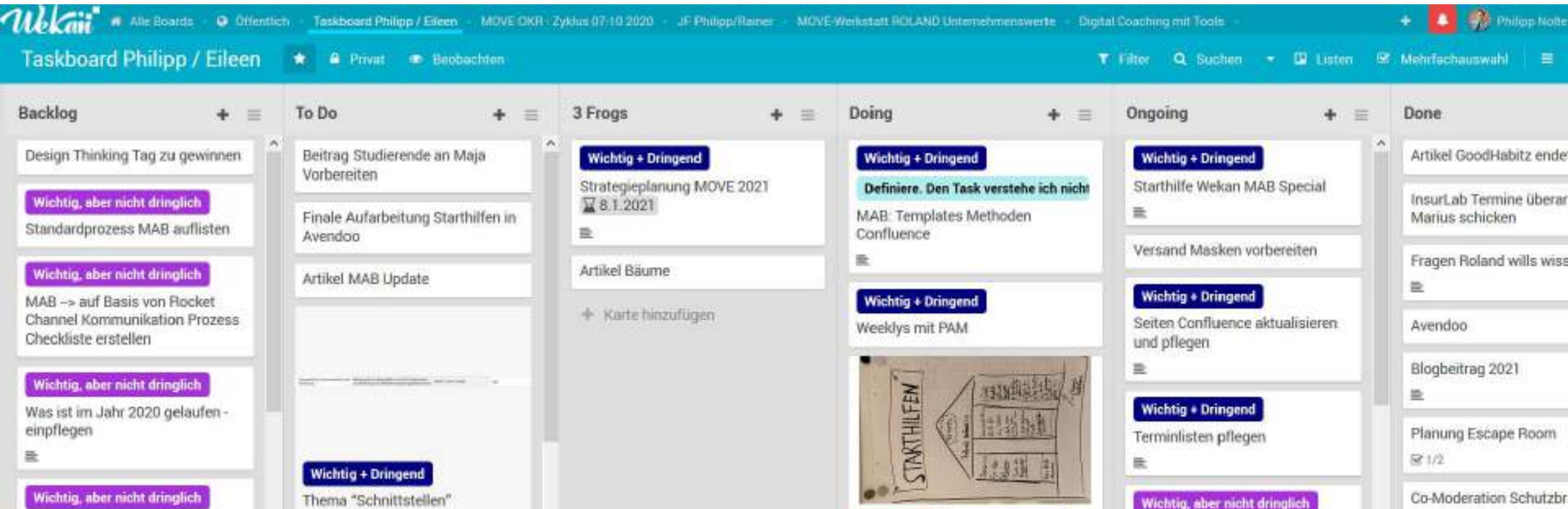
New Workstyles & Tools

Digital Workshops



New Workstyles & Tools

Digital KANBAN



Wekan

Alle Boards Öffentlich Taskboard Philipp / Eileen MOVE OKR - Zyklus 07-10 2020 JF Philipp/Rainer MOVE-Workstatt ROLAND Unternehmenswerte Digital Coaching mit Tools Philipp Nolte

Taskboard Philipp / Eileen

Filter Suchen Listen Mehrfachauswahl

Backlog

- Design Thinking Tag zu gewinnen
Wichtig, aber nicht dringlich
Standardprozess MAB auflisten
- Wichtig, aber nicht dringlich**
MAB --> auf Basis von Rocket Channel Kommunikation Prozess Checkliste erstellen
- Wichtig, aber nicht dringlich**
Was ist im Jahr 2020 gelaufen - einpflegen
- Wichtig, aber nicht dringlich**


To Do

- Beitrag Studierende an Maja Vorbereiten
- Finale Aufarbeitung Starthilfen in Avendoo
- Artikel MAB Update
- Wichtig + Dringend**
Thema "Schnittstellen"

3 Frogs

- Wichtig + Dringend**
Strategieplanung MOVE 2021
8.1.2021
- Artikel Bäume
- + Karte hinzufügen

Doing

- Wichtig + Dringend**
Definiere. Den Task verstehe ich nicht
MAB: Templates Methoden Confluence
- Wichtig + Dringend**
Weeklys mit PAM
- 

Ongoing

- Wichtig + Dringend**
Starthilfe Wekan MAB Special
- Versand Masken vorbereiten
- Wichtig + Dringend**
Seiten Confluence aktualisieren und pflegen
- Wichtig + Dringend**
Terminlisten pflegen
- Wichtig, aber nicht dringlich**

Done

- Artikel GoodHabitz ende
- InsurLab Termine überar Marius schicken
- Fragen Roland wills wis
- Avendoo
- Blogbeitrag 2021
- Planung Escape Room 1/2
- Co-Moderation Schutzbr



#peer2peer

#tools

#agilemethods

#designthinking

#openspace

#wol

#innovationhub

#newworkglossar







Welcome to the Dark Side

-€



-€

New Work often means cost saving #space compaction #desksharing



Less collaboration leads to Reduction of common identity



Every 2nd person feels negatively affected by not being able to balance home and office live at the same place



Leaders Struggle if not Well Prepared





Shared Purpose As the New Leadership



Motivation



Orientation



Legitimation



Purpose



Eight Ideas for Modern Collaboration

1. Talk about co-responsibility and reliability
2. Clarify mutual expectations
3. Agree on common team rules



4. Use more asynchronous communication
5. Open up modern feedback & review processes
6. Do not give up (virtual) coffee kitchens or escape games



Space

Organisations Expect High Savings in Building Costs through Mobile Working

Range of projected real estate cost savings due to remote working in the next 2-3 years - by sector



Source: Capgemini Research Institute, Remote workforce survey, September–October 2020, N=460 organizations which anticipate real estate cost savings in the next two to three years

Corona Pandemic Accelerates Trend towards Spatially Flexible Working as a "Time Machine" - End of the Traditional Office?

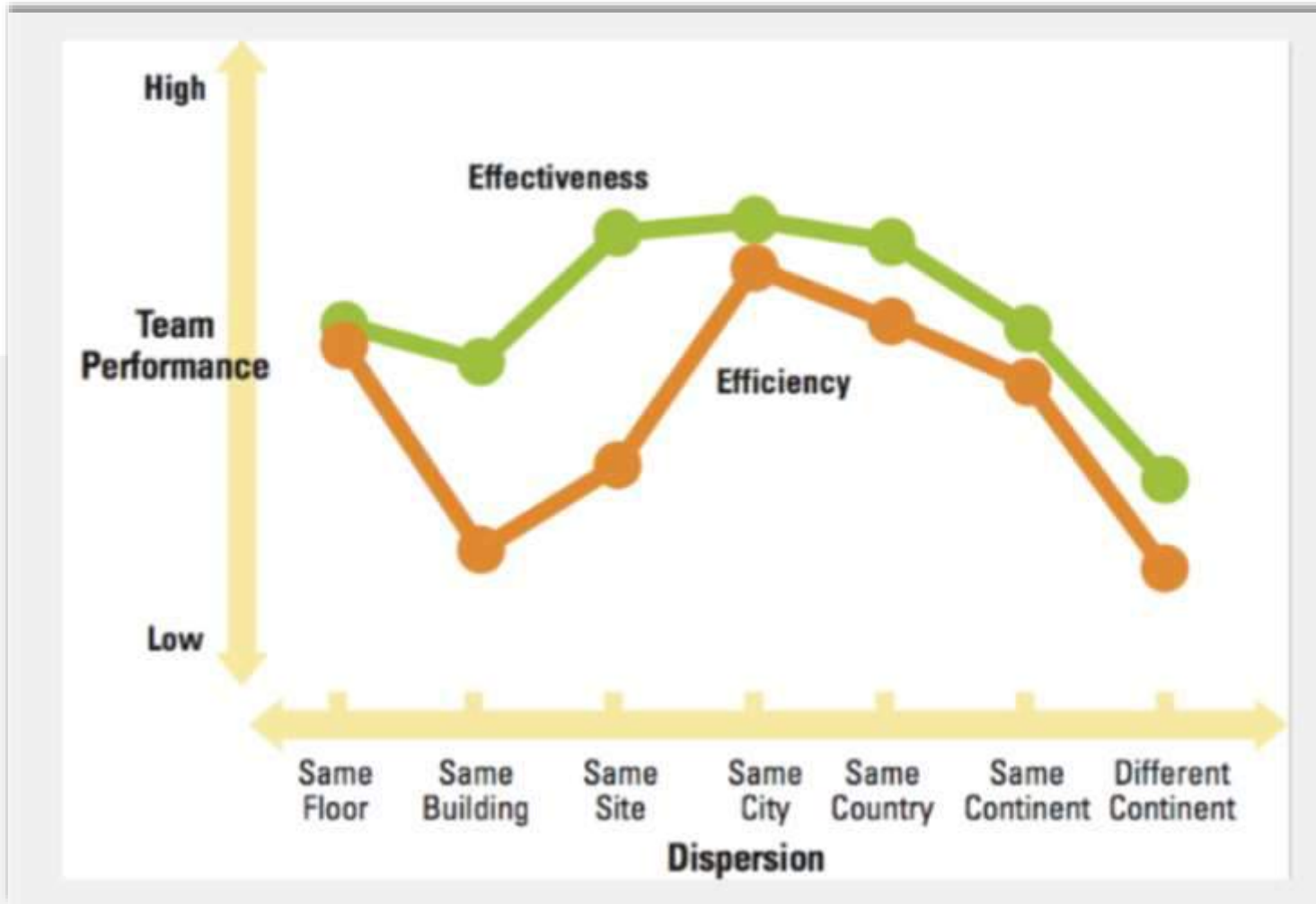
Twitter allows employees to remain in home office without restriction after Corona

Formulate workplace strategy as an element of HR strategy and establish marketplace - support agility, creativity and innovation

20-30% of office jobs could become redundant in the next 5-7 years




(Virtual) Proximity Increases Productivity



1. Different floors lead to loss of efficiency
2. Virtual teams with high levels of task-based processes can outperform on-site teams despite working from different continents

Quelle: Siebrat, F., Hoegl, M. & Ernst, H. (2009): How to Manage Virtual Teams. MIT Sloan Management Review 50(4). 63-68

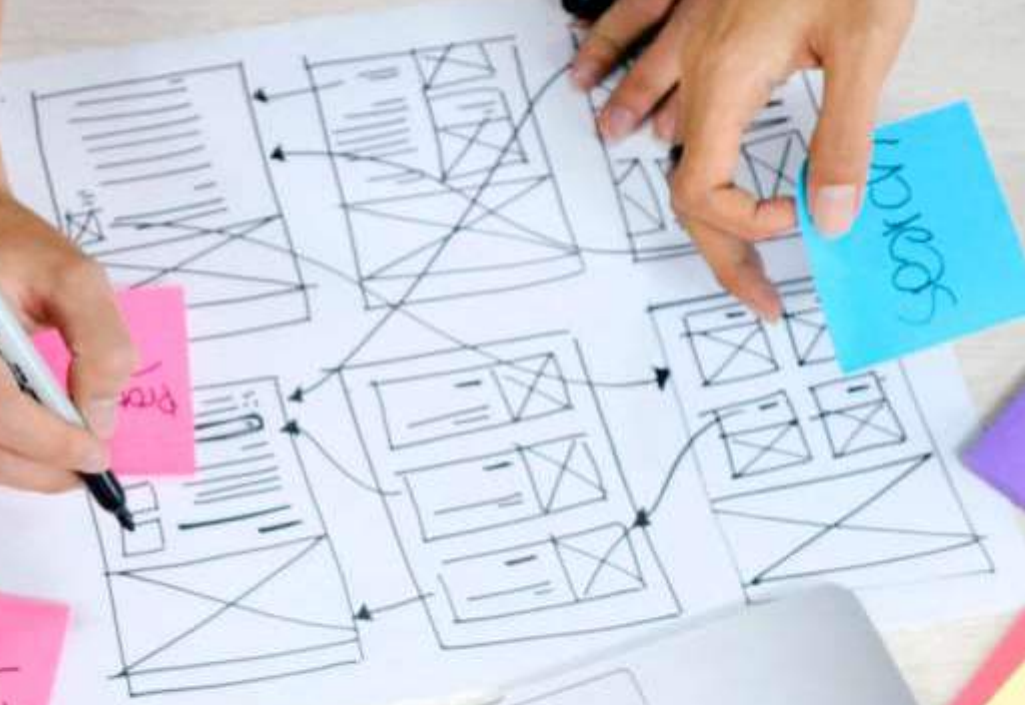
A close-up portrait of Stewart Butterfield, the founder of Slack. He has short, dark brown hair and a light beard. He is wearing a dark blue blazer over a white t-shirt. The background is a soft, out-of-focus gradient of light grey and blue.

"If we say that everyone must return to the office, or we expect people to, and one of our competitors says you can work remotely, who wouldn't take the second option there?"

Stewart Butterfield, Slack Founder







APPLY

Train

AWARE

WORKS









Technology & Tools



Collaboration is not an End in Itself

A New Work organization relies on the right level of collaboration - supported by sensibly coordinated and rolled out digital technologies



HABITS
TO BE
MADE

The screenshot shows a Microsoft Teams interface. At the top, there are navigation icons for home, search, globe, list, and compose. Below this is a 'Favoriten' (Favorites) section with a list of channels:

- # inoffizielle_move_peers_communit...
- # move-team
- # move-news
- # mab-team20
- # projektchat_smart_new_normal
- # pam_betreuung2020

Below the favorites is a 'Privat' (Private) section with a list of channels:

- # rww
- # move_pe
- # werkstatt_iss
- # br_genehmigung_umfragen
- # orga_fkt21
- # qualifizierungen_fuer_move
- # azubis_bei_move_nov_20
- # move_werkstatt_new_work
- # sap_truck_bei_roland
- # move_werkstatt_change-analytics
- # roland_new_how
- # move_werkstatt_aussengestaltung
- # move_werkstatt_starthilfen

On the right side, there is a sidebar with user avatars and names:

- mela Warr
- ich ü
- phili supe
- https
- ludm Hey,
- phili Wir s
- ww W
- Bis g
- nadi web
- eilee

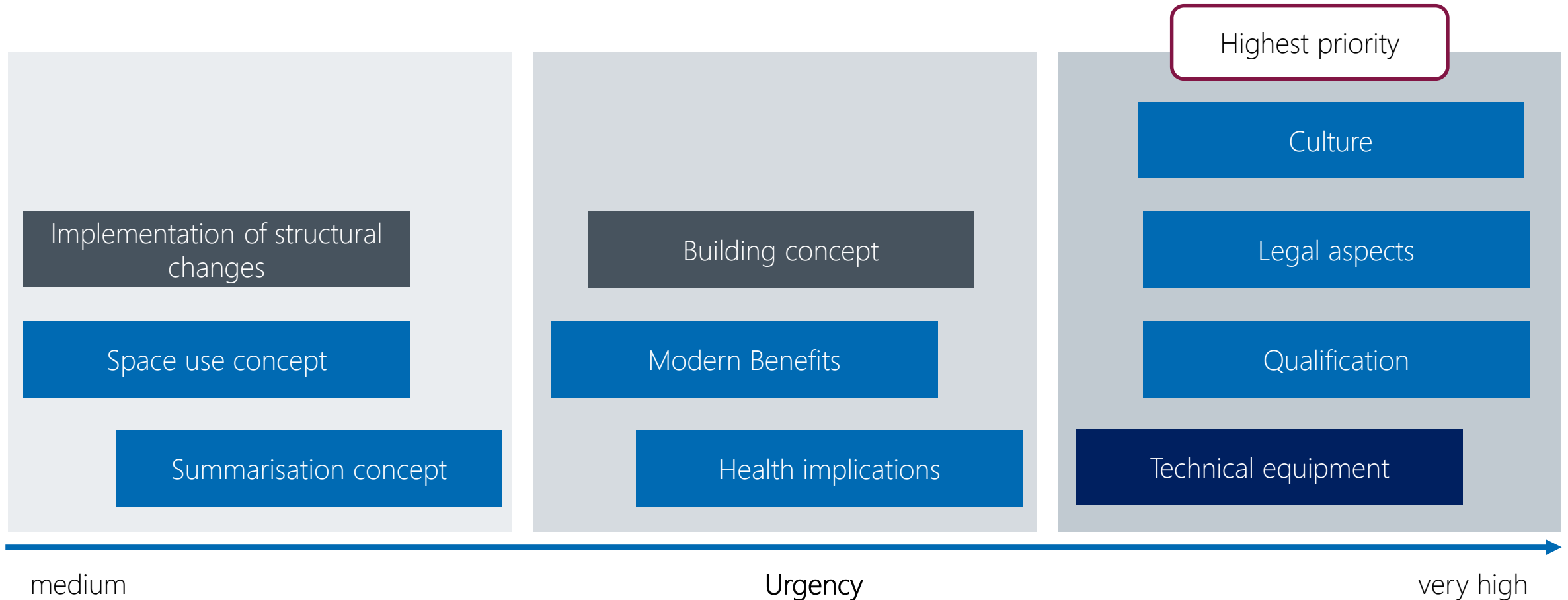
At the bottom right, there is a smiley face icon and a vertical bar.



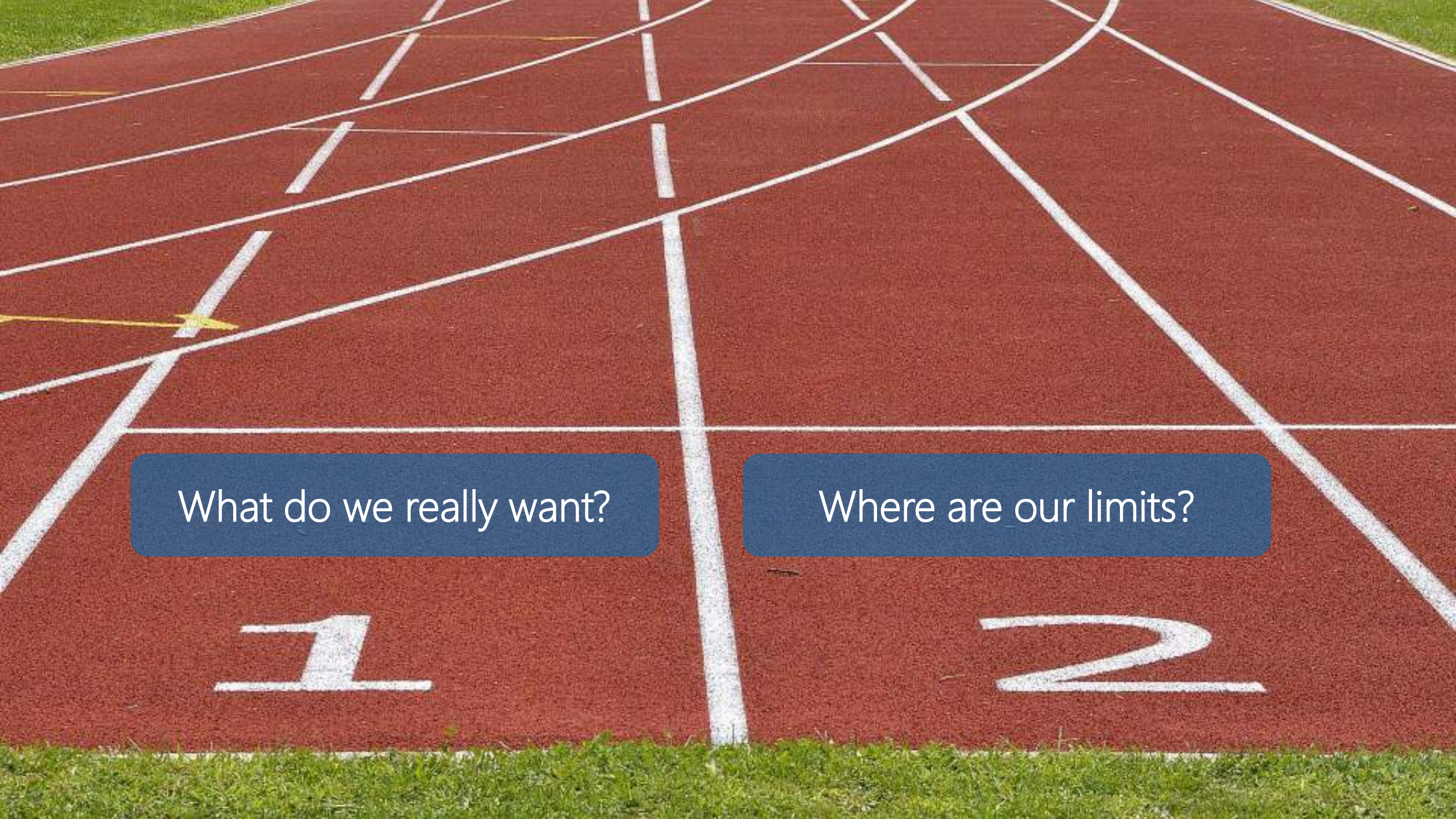
Smart New Normal @ ROLAND

What is ROLAND Working on?

Project Smart New Normal





A high-angle photograph of a red running track with white lane markings. The track curves to the right. In the foreground, the numbers '1' and '2' are painted in white on the track surface. Two blue rounded rectangular boxes containing white text are overlaid on the track. The background shows a green grassy area.

What do we really want?

Where are our limits?

Thank You for Your Attention!

www.roland-rechtsschutz.de



ROLAND Sicher im Recht.