

Collection of Experiences in the Introduction of New Work in German Organizations with Special Consideration of the Concept of Community of Practice

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Motivation

Research Questions

Research Methodology

First Results & Next Steps

Outlook & Roadmap

Increasing Challenges

- **COVID-19:** Rapid shift to remote work.
- **Technological Disruption:** Constant innovation demands faster adaptation.
- **Globalization:** Increased competition and the need for agility.



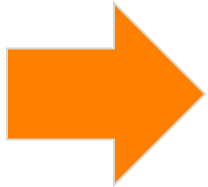
Need for Change

- **Traditional organizations** struggle to adapt to these challenges.
- **Rigid hierarchies** and **slow decision-making** hinder innovation and flexibility.



New Forms of Work Are Needed

- **Decentralized structures:** Empowering employees to make decisions and take ownership.
- **Adaptive, agile models on large scale:** Allowing organizations to respond quickly to changes in the market and workplace dynamics.



Can **bottom-up** approaches like **Communities of Practice (CoPs)** help address these problems and facilitate the implementation of **New Work** approaches?

¹Laloux, F. (2014). *Reinventing organizations* (Vol. 58). Brussels: Nelson Parker.

²S. Klein, S., Hughes, B., & Fleischmann, F. (2023). *Der Loop-Approach: Wie Du Deine Organisation von innen heraus transformierst, plus E-Book inside* (ePub, mobi oder pdf). Campus Verlag.

³Vonier, D., & Keil, L. (2022). *Unlearning hierarchy: Expedition in die Selbstorganisation*. Vahlen.

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RQ1

What are the key characteristics of New Work and do the concepts of CoPs and New Work align?

RQ2

What are experiences with the introduction and implementation of New Work?

Outline



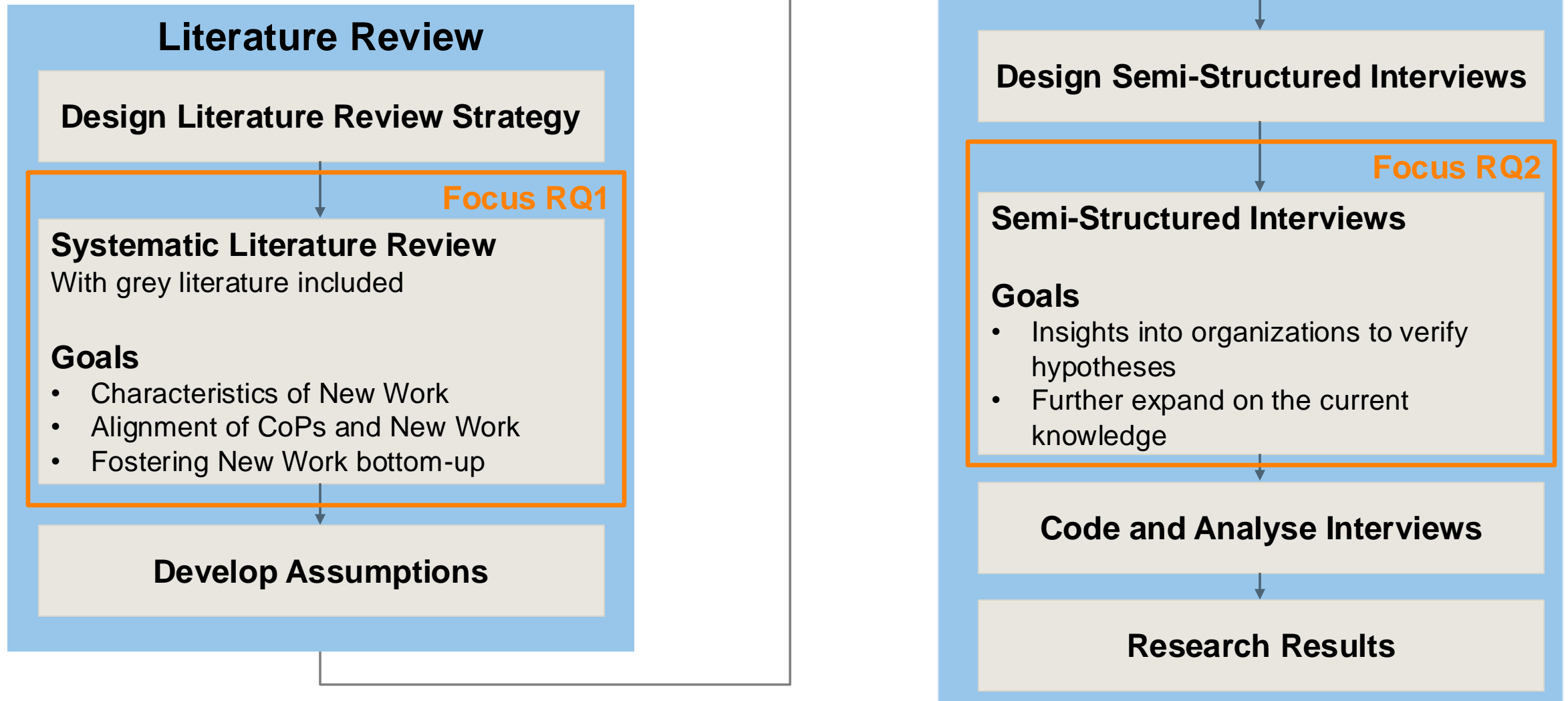
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¹Levy, Y., & Ellis, T. J. (2006). A systems approach to conduct an effective literature review in support of information systems research. *Informing Science*, 9.

²Myers, M. D. and M. Newman (2007). "The qualitative interview in IS research: Examining the craft." *Information and organization* 17(1): 2-26.

Planned Interview Partners



- Industry experts from various organizations
- Involved in Communities of Practice
- Adopting a New Work approach
- Involved at different stages of a New Work implementation
- Preferably involved in Communities of Practice or other bottom-up initiatives
- Spanning various hierarchical levels



Goals

- Gain insights from organizations to verify hypotheses.
- Further expand existing knowledge.
- Identify successful applications and analyse the reasons behind their success.
- Identify challenges and how to overcome those.

Outline



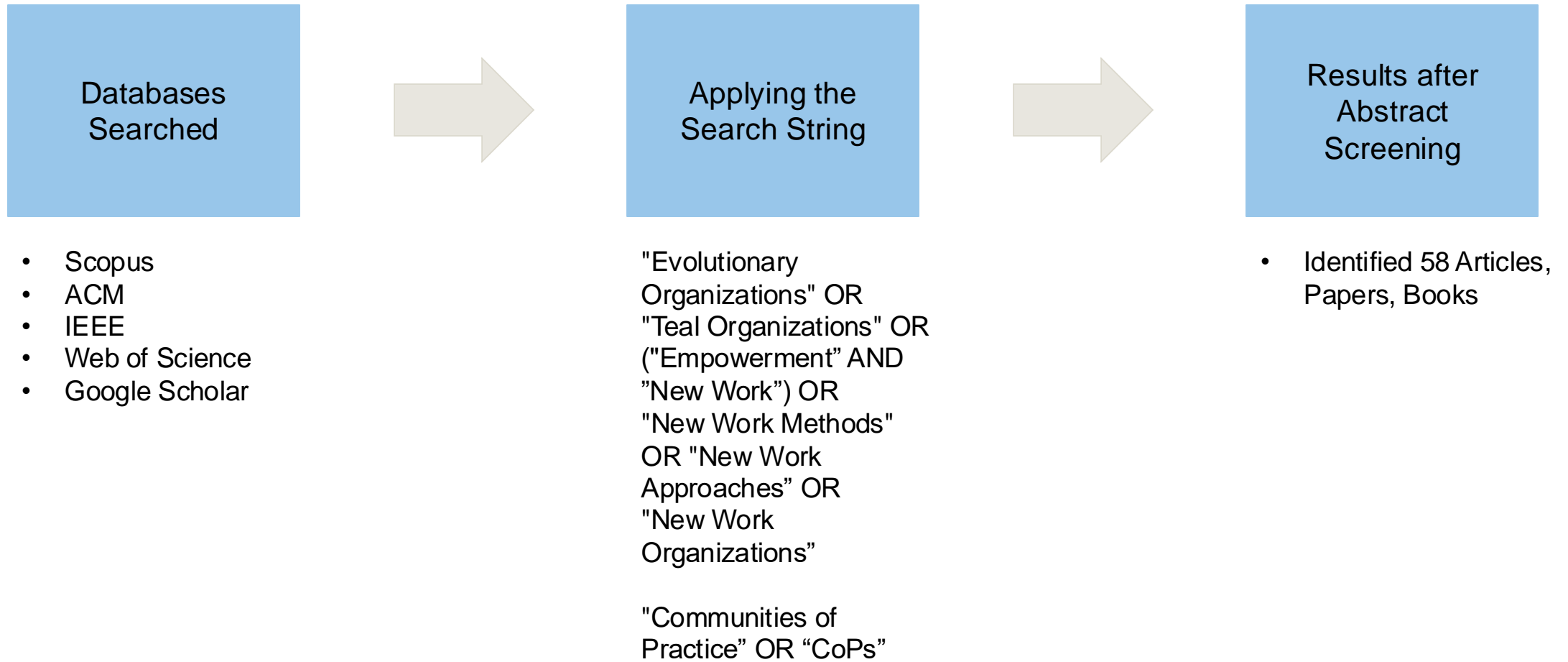
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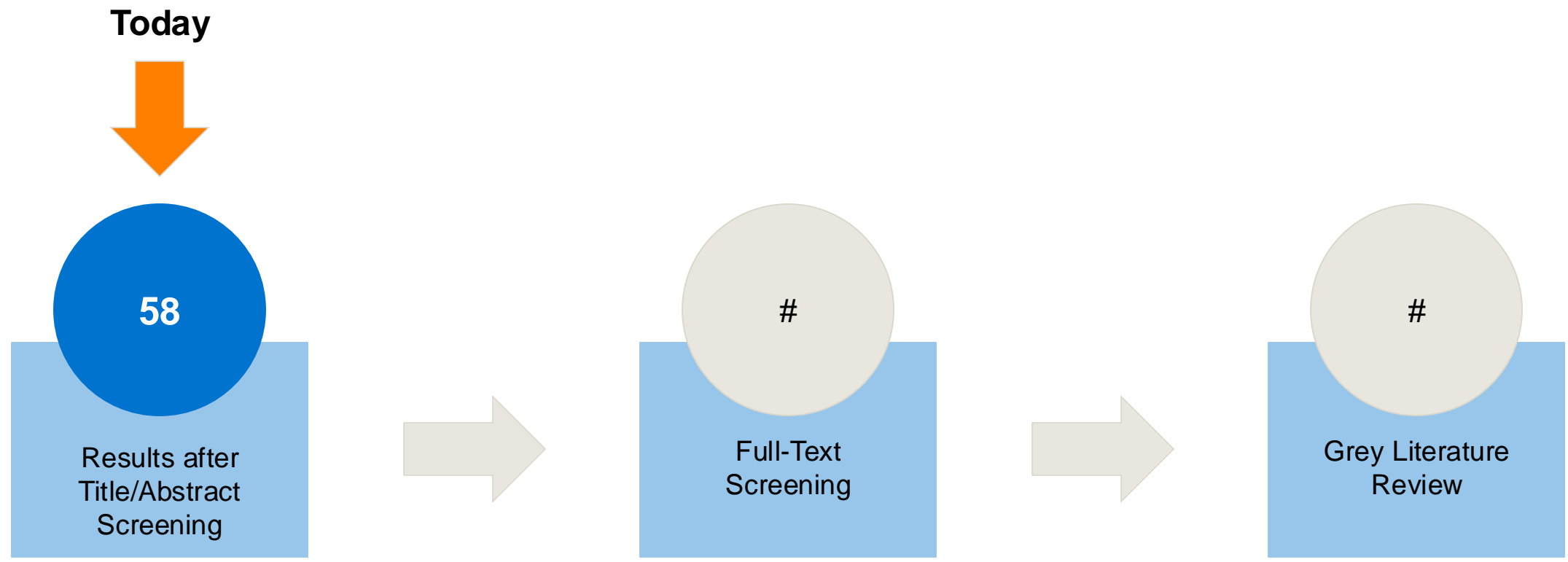
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1

New Work, New Cultures¹

- Organizations are adopting **flexible work environments** focused on **autonomy** and **results**, rather than physical presence.
- Employee **well-being**, **empowerment**, and **continuous learning** are prioritized to retain talent.
- Collaborative, inclusive cultures with **flatter hierarchies** are encouraged to foster innovation and adaptability.

2

Reinventing Organizations²

- Explores the evolution of organizations through **different stages of development**.
- Introduces the concept of **Teal Organizations** where **self-management**, **wholeness**, and **evolutionary purpose** are key.
- Emphasizes **purpose-driven** organizations that operate beyond traditional hierarchies.

3

Holacracy³

- Holacracy replaces traditional hierarchies with a system of **self-managing teams** focused on **clear roles** and **responsibilities**.
- **Decision-making** authority is **decentralized**, allowing employees more autonomy to act within their roles.
- **Emphasizes adaptability** and **continuous evolution**, encouraging rapid responses to change without top-down directives.

¹Bergmann, F. (2019). *New work new culture: Work we want and a culture that strengthens us*. John Hunt Publishing.

²Laloux, F. (2014). *Reinventing organizations* (Vol. 58). Brussels: Nelson Parker.

³Robertson, B. J. (2016). *Holacracy: ein revolutionäres Management-System für eine volatile Welt*. Vahlen.

Next Steps: Exploring Insights on New Work and Teal Organizations Implementation

Read the Papers

- Deep dive into the research material to thoroughly understand concepts like New Work and Teal Organizations.
- Extract key insights and relevant case studies to inform the analysis.
- Identify gaps or areas for further exploration that can guide the interview process.



Prepare and Conduct Semi-Structured Interviews

- Design open-ended questions on New Work and Teal Organizations tailored to explore practical experiences and challenges.
- Use the questionnaire flexibly during interviews to capture in-depth insights and emerging topics.
- Record and transcribe interviews for analysis to inform conclusions and validate theoretical insights.



Outline



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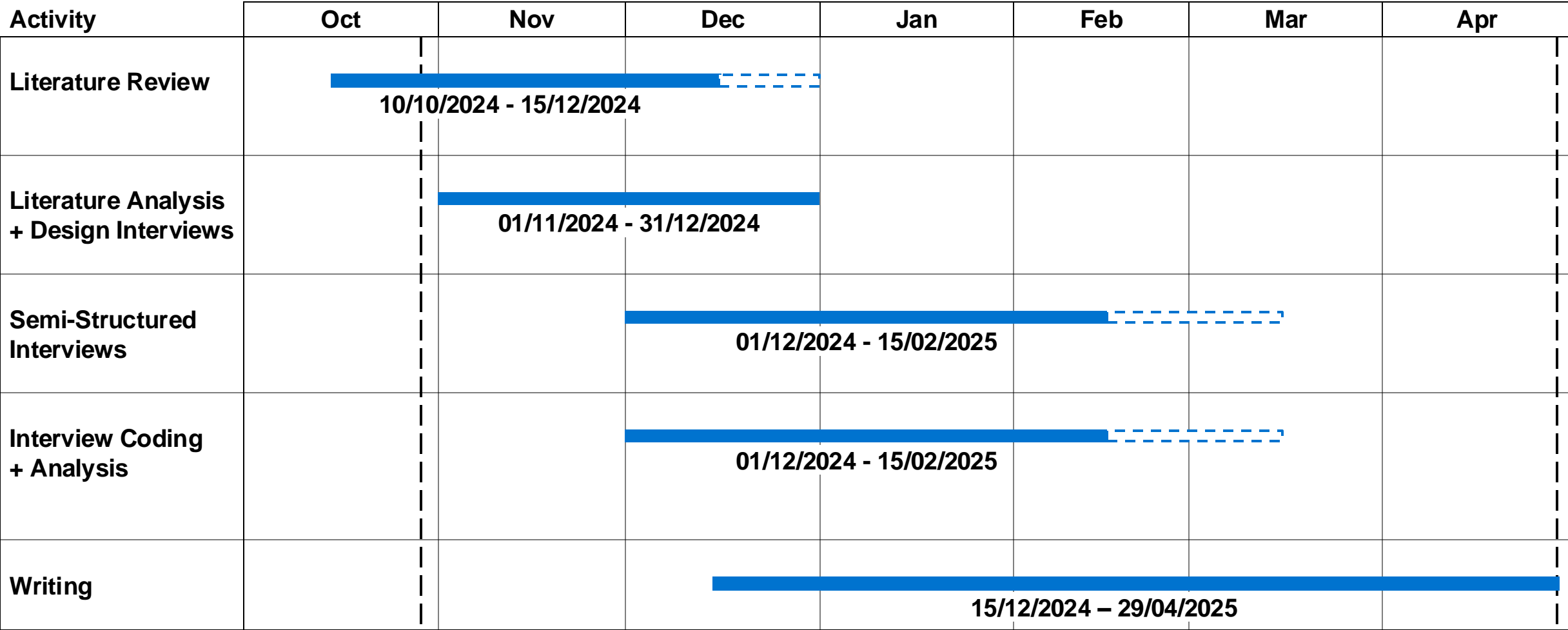
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29/10/2024
Registration

29/04/2025
Submission



B.Sc.

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