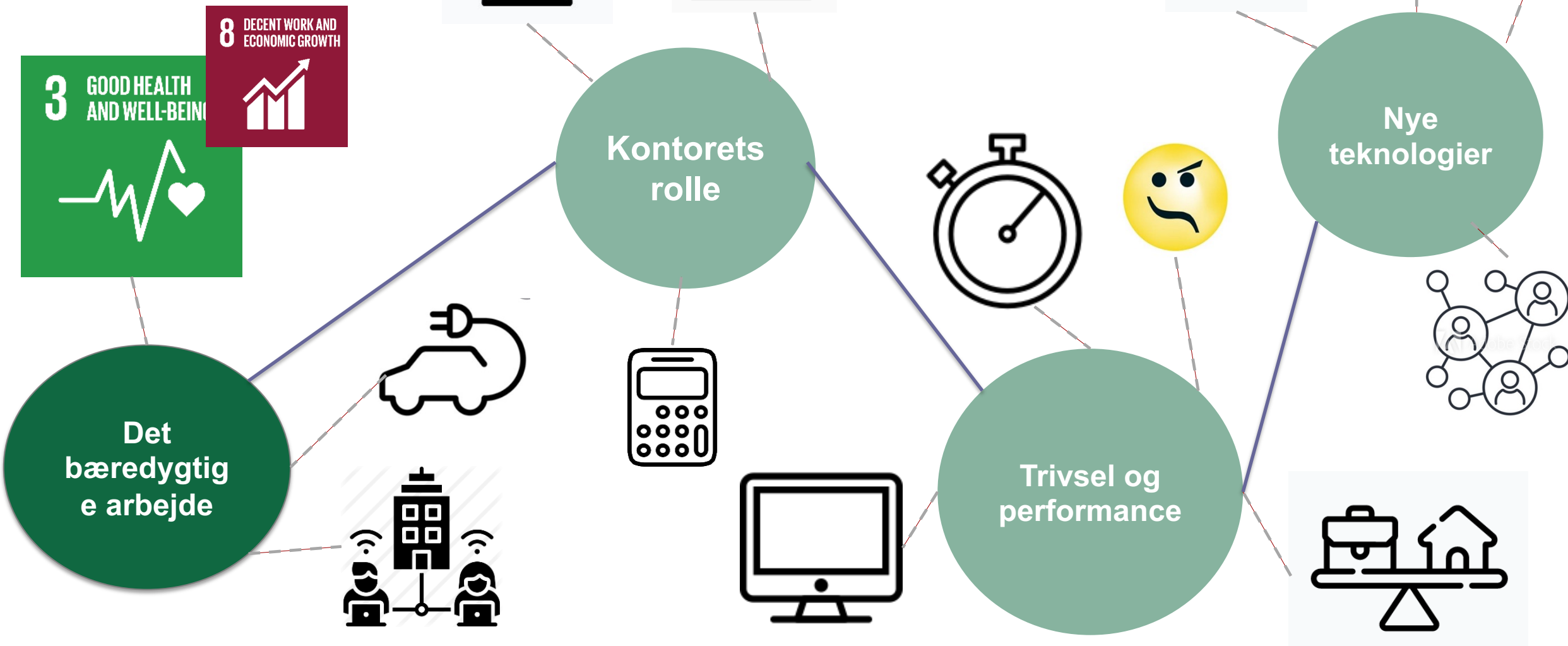


Torsdag, 16.marts, 2023, Stresskonferencen
Af Lektor Christine Ipsen, DTU Management,
chip@dtu.dk

Mental sundhed og det hybride arbejde: Muligheder og snubletråde



From co-located to (smart) dispersed work: Digitalising a workplace through commuter hubs

PROS 2019 – Professional Development Workshop

Giulia Nardelli

Guest editorial: Reshaping work and workplaces: learnings from the pandemic for workplace health management

Guest editorial

257

The employment and social measures related to the COVID-19 pandemic have had substantial impacts on individuals, families, organisations and societies worldwide (WHO, 2020). The way we work has been affected, including the negative impact from working from home (WFH) for prolonged periods of time, difficulties in balancing work and family demands, isolation and reduced social support because of patterns and in teamwork (Ipsen et al., 2020). Thus, post-trust occur as a result of a struggle with many fields, including the workplace well-being, by both compromising support individuals and organisations growth in workplace health, well-being.

However, workers, employees a remarkable initiative: Individuals a emerging more resilient. Emerging printed media, show that by impact is also bringing an unprecedented p for example, the benefits of more flexible (Bis et al., 2020), better work-family (Gargus, 2020). The available literature of work has offered only some gifts Cooper and Kirschner, 2020) and bet 2010; Breen and van Veldhoven, 20 identified. For the advancement of from this experience.

This special issue integrates in health and well-being, and the main latest research in workplace is the gains and learnings from the p can be embedded into how we design build/manage organisations.

The papers in the special issue 1 and (2) a coordinated organisation

Digital techn regardless of (Raguseo, Ga intensified out Following the work, which c outlines how e "work", and di

So far, proces digital transfor digital transfor organisational

Becoming a Distance Manager: Managerial Experiences, Perceived Organizational Support, and Job Satisfaction During the COVID-19

KNOWLEDGE MANAGEMENT RESEARCH & PRACTICE

2021, VOL. 18, NO. 4, 432-442

https://doi.org/10.1080/14778002.2021.1975729

ORIGINAL ARTICLE

COVID-19 leadership challenges in knowledge work

Kathrin Kirschner, Christine Ipsen and John Paulin Hansen

DTU Management, Technical University of Denmark, Lyngby, Denmark

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HK

Epinion

FREMTIDENS ARBEJDSLIV

SOCIAL KAPITAL OG DISTANCEARBEJDE

SPA

DTU og HK Kommunal sætte projekt fokus på hybridarbejde



Article

Six Key Advantages and Disadvantages of Working from Home in Europe during COVID-19

Christine Ipsen¹, Marc van Veldhoven², Kathrin Kirschner^{1,*} and John Paulin Hansen¹

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- 2 Department of Human Resource Studies, Tilburg University, 5007 AB Tilburg, The Netherlands; M.J.P.M.vanVeldhoven@tilburguniversity.edu
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Abstract: The number of people working from home (WFH) increased radically during the coronavirus (COVID-19) pandemic. The purpose of this study was therefore to investigate people's experiences of WFH during the pandemic and to identify the main factors of advantages and disadvantages of WFH. Data from 29 European countries on the experiences of knowledge workers ($N = 5748$) WFH during the early stages of lockdown (11 March to 8 May 2020) were collected. A factor analysis showed the overall distribution of people's experiences and how the advantages and disadvantages of WFH during the early weeks of the pandemic can be grouped into six key factors. The results indicated that most people had a more positive rather than negative experience of WFH during lockdown. Three factors represent the main advantages of WFH: (i) work-life balance, (ii) improved work efficiency and (iii) greater work control. The main disadvantages were (iv) home office constraints, (v) work uncertainties and (vi) inadequate tools. Comparing gender, number of children at home, age and managers versus employees in relation to these factors provided insights into the differential impact of WFH on people's lives. The factors help organisations understand where action is most needed to safeguard both performance and well-being. As the data were collected amidst the COVID-19 pandemic, we recommend further studies to validate the six factors and investigate their importance for well-being and performance in knowledge work.



Tre fordele ved at arbejde hjemmefra

01

Forbedret familie - arbejdslivsbalance

Man sparer transporten til- og fra arbejde. Det giver ekstra tid til venner, familie og hjemmeliv.

02

Effektivt arbejde

I stedet for at bruge tid på møder og meningsløse opgaver på arbejdspladsen kan man fokusere på opgaverne uden afbrydelser.

03

Selvledelse

I stedet for at blive kontrolleret kan man tage en pause, når man vil. Man har mere kontrol over ens dag



Tre ulemper ved at arbejde hjemmefra

01

Hjemmekontorets begrænsninger

I stedet for et liv med social interaktion og motion, kommer man mindre ud af hjemmet, og har begrænset kontakt med mennesker. Man er 'limet fast' foran computeren og har længere arbejdsdage

02

Usikkerhed i arbejdet

I stedet for at finde værdi og mening i arbejde falder værdien af arbejde, da der ikke er nok at lave, opgaverne er ikke så interessante, og det er vanskeligt at vurdere, hvad man skal arbejde med.

03

Utilstrækkelige værktøjer

I stedet for at have let adgang til de dokumenter og værktøjer, der skal anvendes i ens arbejde, er der begrænset adgang til nødvendige dokumenter, data og værktøjer/systemer. Det gør det vanskeligt at udføre ens arbejde.



Forskere kortlægger seks pejlemærker til det gode hjemmearbejde

Danske forskere har undersøgt, hvad vi kan lide og ikke lide ved hjemmearbejde – og de fund kan gavne både trivslen og produktiviteten.



ARTIKEL AF FORSKER

Christine Ipsen, Kathrin Kirchner
og John P. Hansen

videnskab.dk 25.marts 2021

Hybrid-arbejdet: Nye digitale samarbejdsformer



Commuter hubs: bridging the gap between home and work



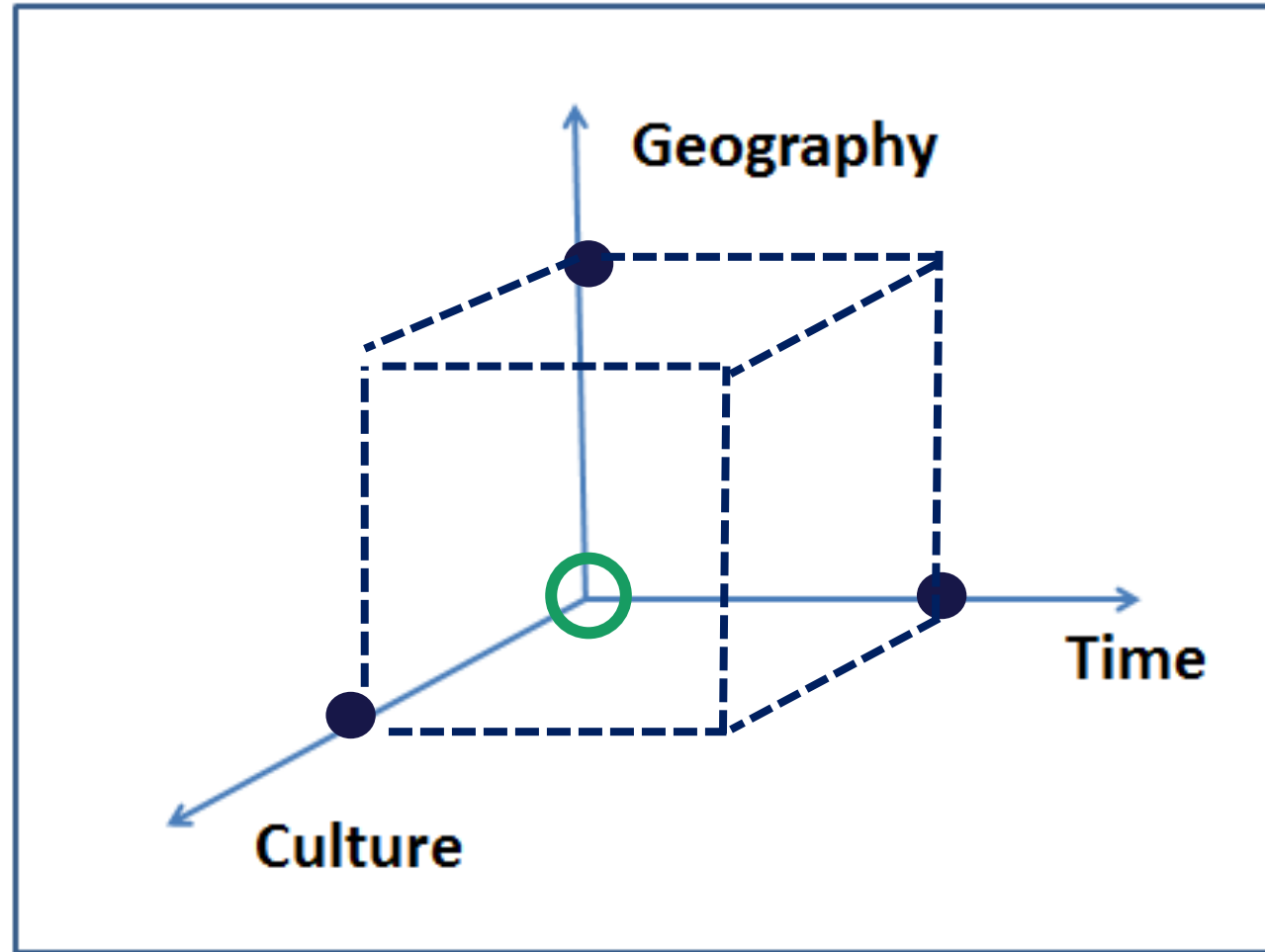
Produktivitet på hjemmekontoret

- Kvinder har en højere sandsynlighed for at være effektive når de arbejder hjemmefra end mænd.
- Jo ældre respondenterne er jo større er sandsynligheden for at de er blandt de effektive.



Epinion: ca.10.000 svar, arbejder helt eller delvist hjemmefra, repr.udsnit, Aug, Nov. 2020, Feb., Juni, Aug. Nov. 2021, Feb. 2023.

Fleksibilitet er ikke bare en geografisk forskydning af arbejdet



(Fisher & Fisher, 2001; Jacobs, 2004; Li & Scullion, 2006).

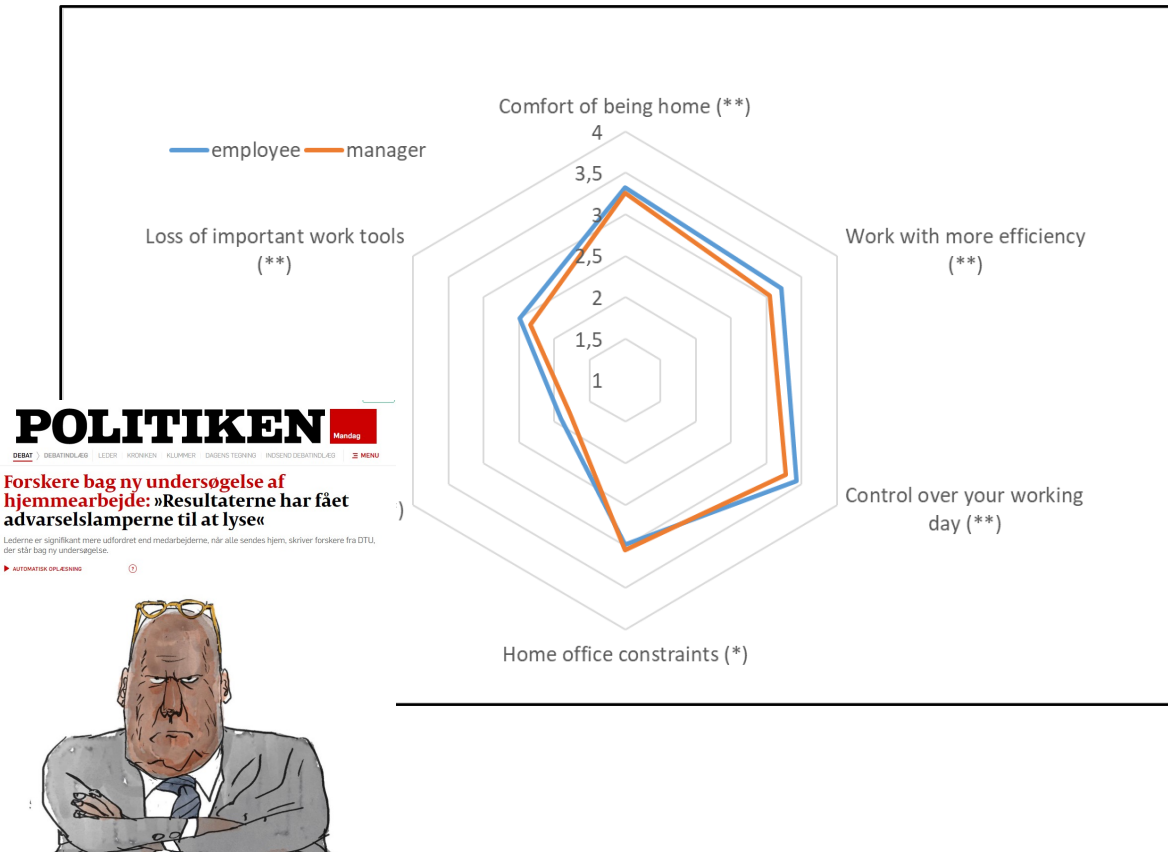
Danskere føler sig mere isoleret

- Før COVID-19
 - DK – højere Digitaliseringsniveau (DESI) og erfaringer med at arbejde hjemmefra (WFH).
- Under COVID-19
 - Danskerne mere udfordret end Italienerne.
 - Danskere føler sig mere begrænset af deres hjemmekontor end italienere
 - uanset alder eller køn.



'In a digitalising Europe: Unfolding knowledge from Working from Home During the Covid-19 Pandemic in Italy and Denmark'

Ledere er mere udfordret end medarbejderne

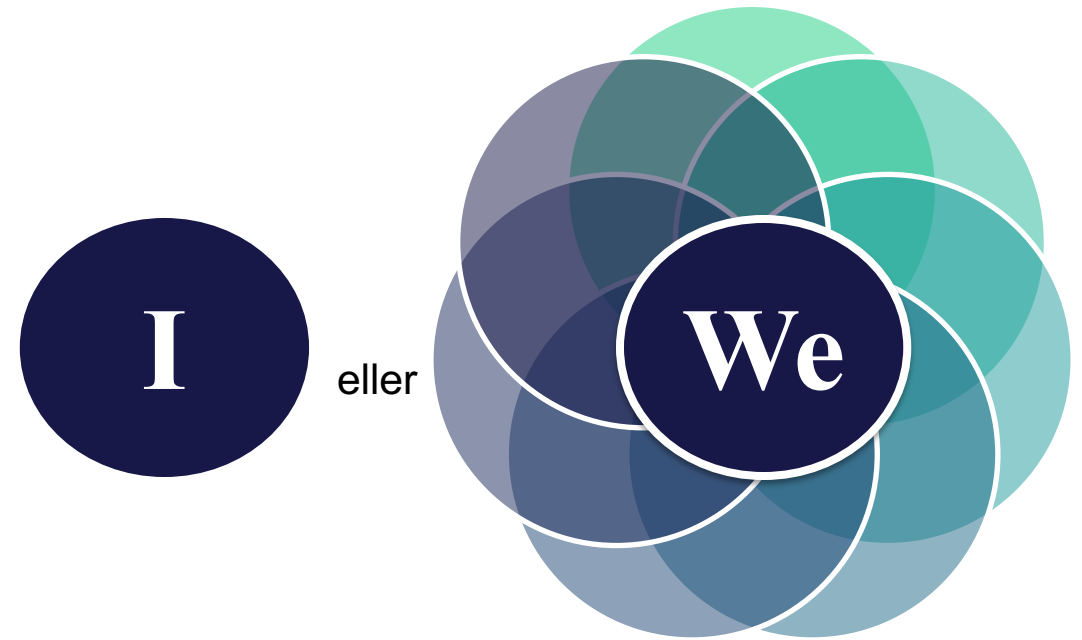


- Længere arbejdsdage end tidligere
- Færre pauser og bundet til computer
- Vanskeligt at mærke folk – hvordan har de det?
- Afkoblet fra medarbejderne
- Øget kontrol?
- Flexibilitet kræver nye strukturer og processer
- Forandringer i lederopgaven
- Hvem støtter lederne?
- Det gør deres medarbejdere.

Kathrin Kirchner, Christine Ipsen & John Paulin Hansen (2021) COVID-19 leadership challenges in knowledge work, Knowledge Management Research & Practice, DOI: [10.1080/14778238.2021.1877579](https://doi.org/10.1080/14778238.2021.1877579)

Jeg - vi eller VI - jeg

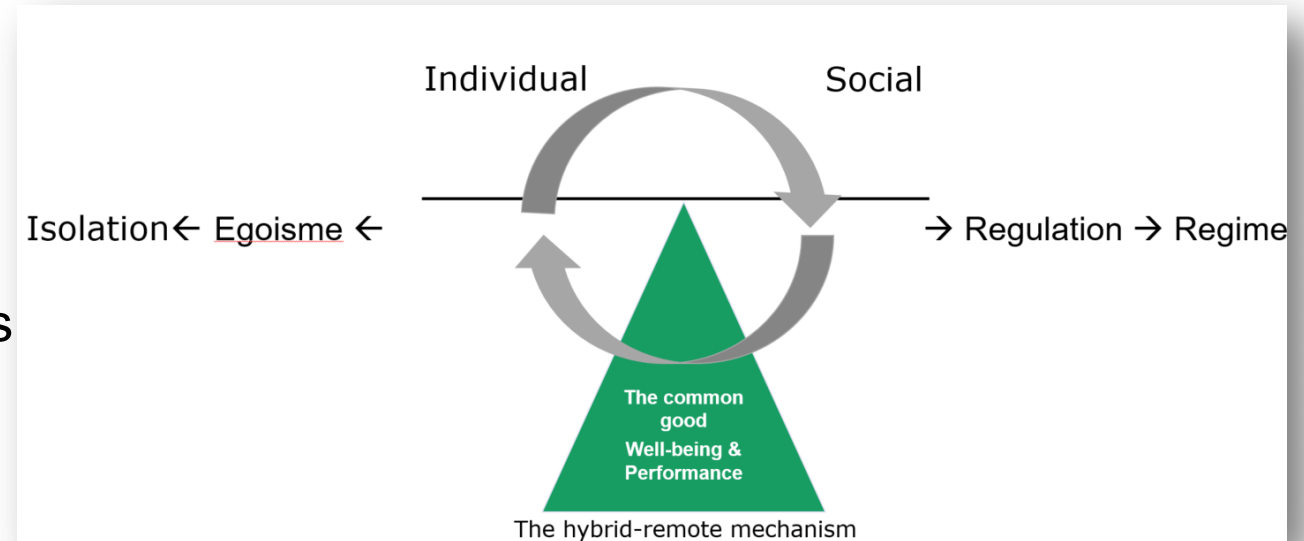
- The big why?
 - Hvorfor skal jeg komme på arbejde?
- Har vi løst gåden om stress?
 - Når man både kan trives og være produktiv?
- Det er kollegerne og det sociale der begejstrer os i arbejdet – der gør at vi trives
- Så der er brug for os



Institutionaliseret fleksibilitet

- 3+2, 4+1, 2+3
- Fremmøde på konkrete dage og møder
 - Folk møder ind ifm.
 - konsolidering eller reorganisering,
 - ved ny ansættelser,
 - sammensætning af nye teams
 - etc.

-hvor mange regler ønsker vi?



Nye talemåder om arbejdspladsen

hvad vil I skrive
i et job opslag?

*"Der er mange
forstyrrelse på
kontoret"*

*"hvorfør skal jeg
komme på kontoret,
når jeg kan bruge tiden
bedre derhjemme?"*

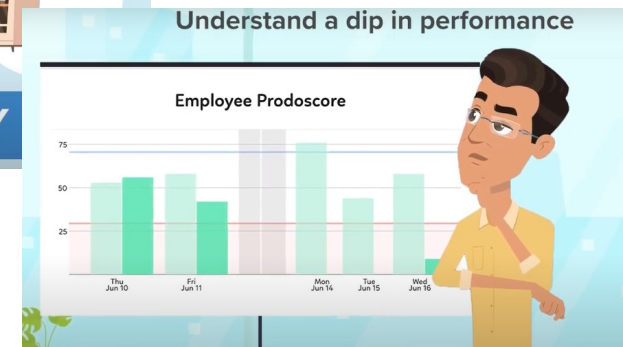
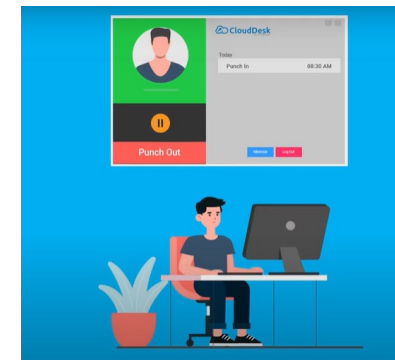
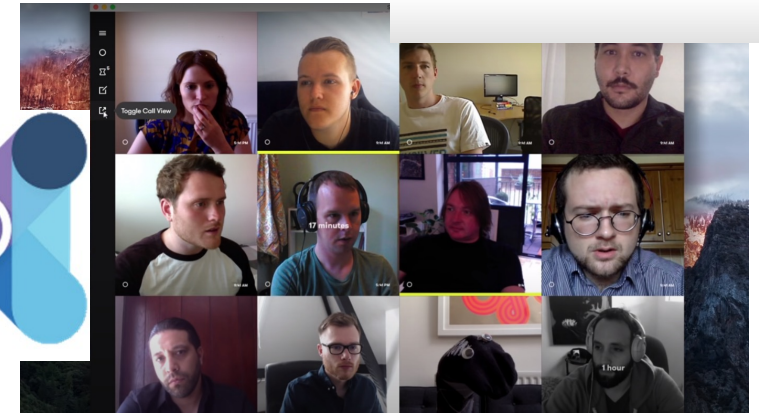
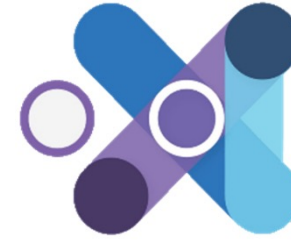
*"Muligheden for at arbejde
hjemmefra er at
personalegode"*

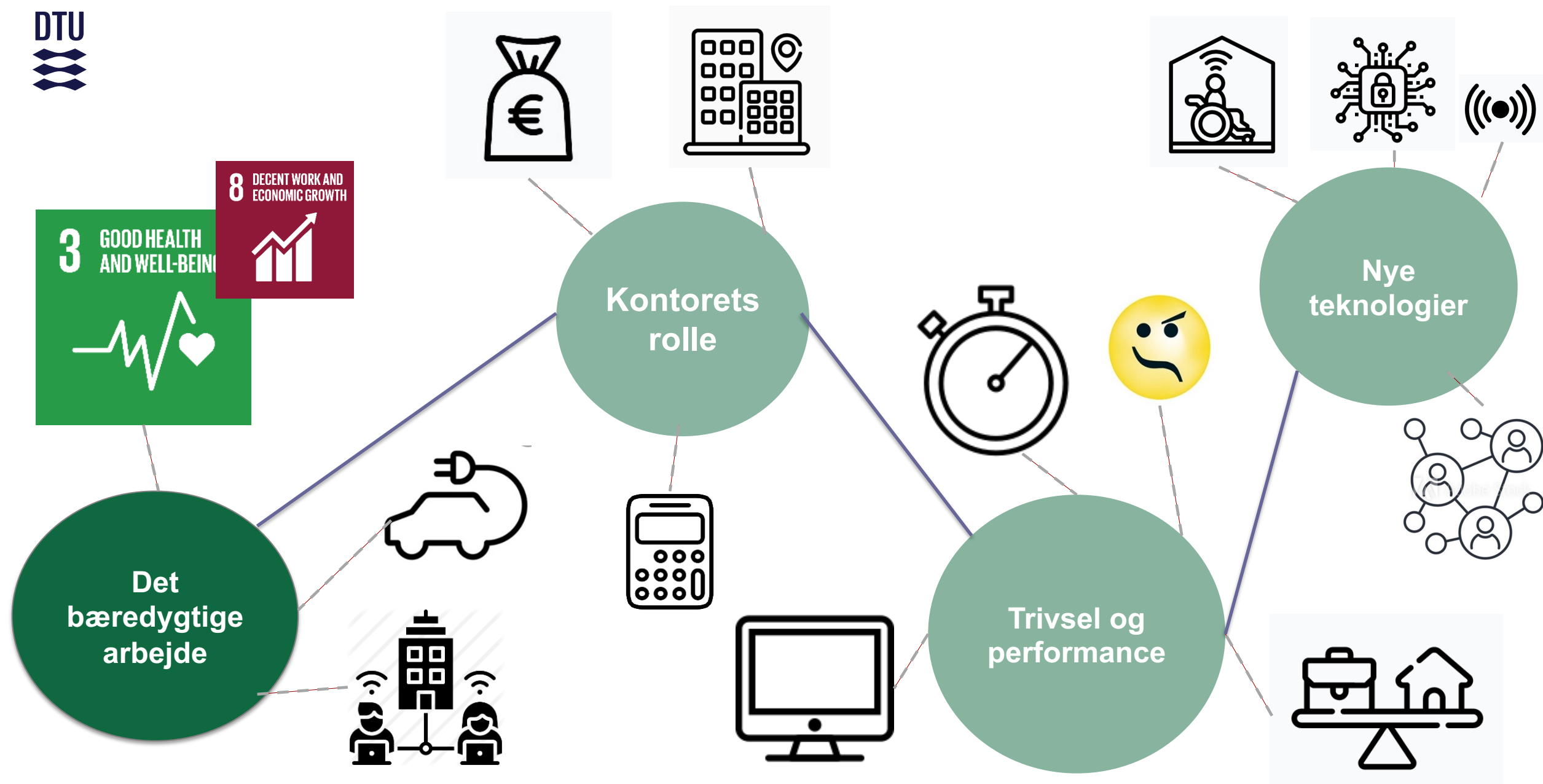
*"Vi vil gerne give
mulighed for
fleksibilitet..."*

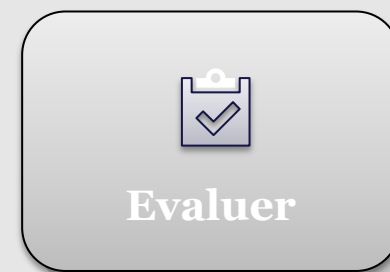
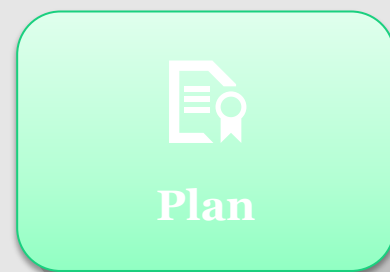
- Som ny kollega hos KOM-X tilbyder vi en arbejdsplads hvor
- Vi (ikke) lægger vægt på et godt fællesskab da vi (ikke) mødes for at drøfte opgaver og mulige løsninger.
- Vi tilbyder (ikke) et godt samarbejde omkring opgaverne med dygtige (og utilgængelige) kolleger for at sikre de bedste løsninger
- Vi har (ikke) et socialt miljø med ugentlige aktiviteter, da vi (ikke) mener at den spontane vidensdeling og sparring er værdifuldt for (nye) kolleger.

Digitalisering og data

- Under pandemien har man justeret forventninger og mål
- Nogle har været mere produktive – andre ikke.
- Hvordan vurderer man performance og resultater fremadrettet?
- "Smart" buildings -
- Fleksibilitet
 - Synlighed, ansvar og tillid
- Nye systemer er i gang
- The "Helicopter" Boss







Remote first eller office first?

WHY?

Hvordan understøtter hybrid arbejdet og fleksibilitet mål og strategi?

Vær transparent i beslutninger og "rettigheder"

Hvad er i fokus?
1:1 ledelse, teams, koordinering og planlægning, hele organisationen

Vær obs på at social kapital og tillid er udfordret

Støt lederne

Læg planer – skab strukturer (hvor mange?)

Brug af tilgængelige værktøjer og teknologier?
- User activity monitoring?

Hvilken betydning har det for jeres mål, opgaver performance, trivsel?

Og for fællesskabet og arbejdspraksis ?

Tak for jeres tid

- Af lektor Christine Ipsen, PhD
- DTU Management
- chip@dtu.dk

- Medstifter af tænketanken Bæredygtigt Arbejdsliv
- Følg os på LinkedIn og
- www.linkedin.com/in/christineipsen

