#Change @government

A plan of approach for implementing
'the new way of working' in the context of the Dutch central government

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A PLAN OF APPROACH FOR IMPLEMENTING 'THE NEW WAY OF WORKING' IN THE CONTEXT OF THE DUTCH CENTRAL GOVERNMENT

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SUMMARY

This thesis discusses the change process towards 'the new way of working' for organizational units within the Dutch central government. Because of goals like cost savings, a better position on the labor market and provide better integral services in a more efficient way, the Dutch central government decided to stimulate the implementation of 'the new way of working' within their organizational units. The main question of this research is: *What is the recommended approach to implement 'the new way of working' within organizational units of the Dutch central government?*

Organizational change often fail because the implications for employees are overlooked. A literature study shows several implications for employees when 'the new way of working' is implemented. The main implications are empowerment, work-life balance, effectiveness of communication and losing the social contexts of work. These implications raise job demands and are a potential source of resistance to change. To prevent this resistance, additional job resources are identified. In the last phase of the literature study, six steps for successful organizational change are presented. In addition to the literature study, a mindmap session was performed. These sources of information were the input for 'rough answers' to my research question.

The next phase was to test these answers in practice. Fourteen interviews with project managers and experts in the field of 'the new way of working', mostly from within the Dutch central government, were performed. Besides, I also took my experiences and observations from my Internship within the Dutch central government into account.

By using a grounded theory approach, the data is processed through coding. 'The new way of working' is split up into three categories: flexible offices, working independently of time and place and better cooperation. The development of the mental work environment of individual employees and organizational units seems to be the crucial success factor for implementing 'the new way of working' and thus making ways of working more effective, efficient and enjoyable.

The plan of approach is based on a teleological change process where consensus is the driver. Four sequential events of teleological change are described. The outcomes of these events are fostering consensus and developing the mental work environment of employees. This environment consists of the individual mindset of 'the new worker' and the (sub)culture of the organizational unit.
The first event is focused on how the categories of 'the new way of working' can support the mission, vision and strategic goals of the organization. The next event is about involvement of employees in the change process by communication and a dialogue. The third event is about implementing goals. Because of developments within or outside the organization, dissatisfaction about the situation can occur; this is the fourth event of teleological change.

The assumptions about job demands and job resources are less relevant within this plan of approach, because these characteristics seem to be hard to generalize over different contexts.

'The new way of working' is related to concepts in the existing literature, like social innovation, process innovation and high performance work systems. Systems of HR practices can support the mindset of 'the new worker'. Therefore it is recommended to investigate whether these systems are worth full the investments.
'The new way of working' can be conflicting with organizational structures within the Dutch central government. It is recommended to research whether conflicting structures can be adjusted.

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Hilversum, October 2011,

Koos van Adrichem

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PREFACE

‘The new way of working’; 96 percent of the Dutch people heard about it before (Kluwer , 2011). Although the definition of ‘the new way of working’ is not always crystal clear, it is a hot topic in our society nowadays. Especially for those workers who are facing the effects of it in their daily life. There are several trends in society that are the causes of this development, like the developments in technology and the rise and ‘fall’ of generations (Baane, Houtkamp, & Knotter, 2010).
A lot of organizations say that they already work according to the principles of ‘the new way of working’, such as ABN AMRO bank, Interpolis, Microsoft, KPN, Rabobank Nederland, SNS Reaal, Unilever (Baane, Houtkamp, & Knotter, 2010). But what about the biggest employer of The Netherlands, the Dutch Central Government (Het Rijk)? Also within this organization there are initiatives to apply the principles of the ‘new way of working’.

Because of the fact that these initiatives are decentralized, the ICOP[1] program “Het Nieuwe Werken bij het Rijk” has the task to connect the knowledge and experiences concerning ‘the new way of working’. This task was the motive to start my research on the implementation of ‘the new way of working’ within the Dutch central government.
Some organizational units have experiences with the implementation process; they know what it means to implement elements of the ‘new way of working’ in a context of the Dutch central government. Grapping those experiences together, bundle them, and share the lessons with those who are just at the beginning of the implementation process is the main goal of this research. The main question arising from this goal is:

> WHAT IS THE RECOMMENDED APPROACH TO IMPLEMENT “THE NEW WAY OF WORKING” WITHIN ORGANIZATIONAL UNITS OF THE DUTCH CENTRAL GOVERNMENT?

This thesis is build up out of three parts. In the first part the research background will be discussed, including the methodology. In the second part the results will be presented. The discussion and conclusion can be found in the last part of this report.

[1] ICOP: Interdepartementale Commissie Organisatie en Personeel, this will be explained further in chapter 1.

PART 1: INTRODUCTION

1 RESEARCH BACKGROUND

This chapter pays attention to the background of this research with respect to the organization. It explains how the Dutch central government deals with some trends and challenges within the society. I will start with the creation of a definition of ‘the new way of working’.

1.1 DEFINITION OF ‘THE NEW WAY OF WORKING’

The central concept of this thesis is ‘the new way of working’[2]. Because of the broadness and the differences in use, it is difficult to give a clear definition of this concept. A way to make sense to the concept is to give some definitions that are used by prominent parties in the field of ‘the new way of working’. In the table below, four definitions can be found.
Microsoft is often seen as the introducer of the concept ‘the new world of work’. Dik Bijl (2009) wrote a famous book where he reflected his ideas about the concept. Baane, Houtkamp, & Knotter did research on this topic and published their finding in their best-seller management book ‘Het nieuwe werken ontrafeld’ (2010). The last definition is borrowed from Volberda (Volberda, Jansen, Tempelaar, & Heij, 2011) and is used by the Dutch central government for the creation of a vision on ‘the new way of working’. This is a definition of ‘social innovation’, but is regularly used as definition for ‘the new way of working’.

The New World of Work is a different way of working and cooperation, supported by the latest technology. In the New World of Work, people and organizations have become more flexible in working hours and working environment. As a result, people feel more comfortable, and the organization will be more productive.	(Microsoft, 2011)
The ‘new way of working’ is a vision to work more effectively, more efficiently but also more enjoyable for both the organization and the employee. That vision will be realized by focusing on the employee and give him – between certain limits - the space and freedom to determine how he works, where he works, when he works, in which way he works and with whom he works. Recent developments in ICT[3] make the new way of working technically possible, social developments make it desirable.	(Bijl, 2009)
Four principles of ‘the new way of working’: • Anytime, anywhere (working independently of time and place) • Manage your own work • Unlimited access and connectivity (free access to knowledge, experiences and information) • My size fits me (flexible labor relations)	(Baane, Houtkamp, & Knotter, 2010)

[2] In Dutch: “Het Nieuwe Werken”. I choose to translate it as ‘the new way of working’, like Bijl (2011) did by translating his Dutch book (2009) to English. Another translation that is often used is ‘the new world of work’.
[3] Information and Communication Technology

The New way of working concerns the interplay between the development of new management (dynamic management), the use of innovative organizational principles (flexible organization) and achieving high forms of employment (work smarter) to increase competitiveness and improve productivity.	(Ministerie van Binnenlandse Zaken en Koninkrijksrelaties , 2010)

TABLE 1 DEFINITIONS OF 'THE NEW WAY OF WORKING'

An attempt to merge these definitions into one could give the following result:

“The new way of working’ is a different way of working and cooperation which will lead to a more effective, efficient and enjoyable organization. Employees are flexible and have freedom – between certain limits – in determine how they work, where they work, when they work, how they work and with whom they work. ‘The new way of working’ is possible because of new management (dynamic management), the use of innovative organizational principles (flexible organization), flexible labor relations, achieving high forms of employment (work smarter) and the use of the latest technology to have access to knowledge, experiences and information.”

It will be clear that this definition is excessively broad for the use in this thesis; some focus is desirable. To get a more focused definition, a method based on the philosophical principles of Plato is used. With help of the ‘thinking tools’ of Paul Wouters (2000), I came to the insight that instead of making a definition that is complementary, it is better to seek to the similarities. Because the level of abstraction differs between the definitions, some elements had to be ‘translated’. Five core elements are found within the five definitions:

- New *ways*[4] of working
- More flexibility in time and place
- Working more effective, efficient and enjoyable
- More autonomy
- Supported by ICT

Out of these five core elements a definition is formed which will be used for this thesis:

THE NEW WAY OF WORKING IS A MORE EFFECTIVE, EFFICIENT AND ENJOYABLE WAY OF WORKING AND COOPERATION, SUPPORTED BY ICT. IN THE NEW WAY OF WORKING, EMPLOYEES HAVE BECOME MORE AUTONOMOUS IN MANAGING THEIR WORK AND THEY ARE MORE FLEXIBLE IN WHERE THEY WORK AND WHEN THEY WORK.

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[4] An important note: The definitions indicate that the way of working will be different, not the necessarily work outcomes.

1.2 TRENDS IN SOCIETY

Several general trends in society are affecting organizations in their functioning. Besides, some specific trends are affecting the functioning of the Dutch central government. Some trends do have relationships with, or are drivers for the development of 'the new way of working'.

One of the first lesson a Business Administration student learns, is that organizations are affected by their external environment. The general and task environment (technological, socio-cultural, economic, legal/political, international) are parts of this external environment (Daft, 2006). Recent changes in the general environment are forcing organizations to re-think their processes which are part of their internal environment. The most important developments in the external environment are mentioned in this section.

1.2.1 TECHNOLOGICAL TRENDS

Technological developments like the internet and mobile phones make it possible to be connected with (almost) anyone, at (almost) any time and (almost) any place. The Web 2.0 developments make it possible to connect, communicate, create and collaborate with others on the internet (Baane, Houtkamp, & Knotter, 2010). This is possible because Web 2.0 is a new way of internet usage, every user can contribute to the content of the internet (Kaplan & Haenlein, 2010). One cannot only download information, but can really collaborate online. Together, these developments make it possible to work more independently of place.

1.2.2 SOCIO-CULTURAL TRENDS

A major development in the Dutch society is the 'rise and fall' of generations on the labor market. The labor market is now dominated by the baby-boom generation (see figure 1). Within a few years this generation will leave the labor market and a new generation will enter. This new generation is called generation Y. Because the baby-boomers were born in greater numbers, there will be a bigger outflow of babyboomers than the inflow of new generations. For the first time in history there will be a shortage of employees; 375.000 jobs will not be fulfilled in 2015, 700.000 jobs will not be fulfilled in 2040 (Commissie Arbeidsparticipatie, 2008).

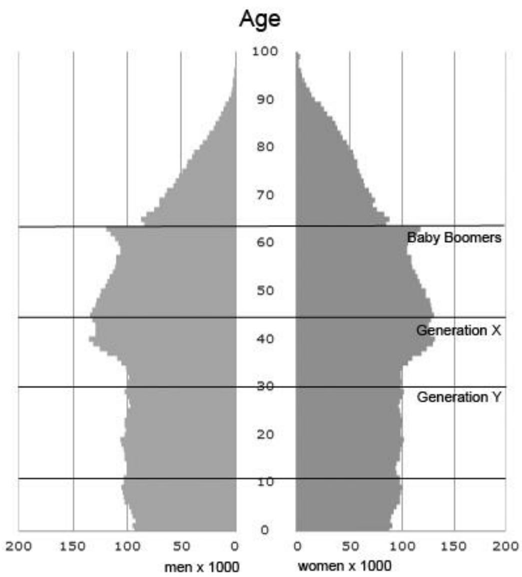

FIGURE 1 POPULATION AND GENERATIONS, THE NETHERLANDS, 2010. (CBS.NL, MODIFIED BY AUTHOR)

This development has two implications for organizations:

1. It will be more difficult to recruit new employees. Therefore organizations should make themselves more attractive to potential employees. One of the things organizations can do is better listening to the demands of generation Y. Some demands are:
    - They want to manage their work-life balance in a better way (Smola & Sutton, 2002; Broadbridge, Maxwell, & Ogden, 2009)
    - They want possibilities to be entrepreneurial (flexibility, managing own career, no micromanagement by managers) (Broadbridge, Maxwell, & Ogden, 2009)
2. Everyone is needed on the labor market, therefore a higher participation on the labor market is essential (Commissie Arbeidsparticipatie, 2008). One of the ways to facilitate this is making it easier for people to combine different tasks in life, like work and childcare. The characteristics of a job can result in more or less bottlenecks in combining such tasks (Cloïn, Schols, Van den Broek, & Koutamanis, 2010).

1.2.3 ECONOMIC TRENDS

Attaining organizational goals in an efficient and effective way is the core business of managers (Daft, 2006). Globalization (general environment: international) has changed the global division of work. Since the economic activities in Western countries are more and more based on knowledge work (the production of goods has moved on a large scale to low-wage countries) (Commissie Arbeidsparticipatie, 2008), the most efficient and effective way to organize organizations has changed (Bijl, 2009). The causes are:

- The knowledge worker's most important input is information, which can be distributed by information technology nowadays (Bijl, 2009).
- The developments in the world are going fast, faster than organizations can adapt in their organization structure. More flexibility is needed (Bijl, 2009).
- New local problems occur, like daily traffic jams (Bijl, 2009).
- Sustainability and corporate responsibility are topics that become more important in the society. Using less energy (for example by reducing travelling or using less office space) is one of the initiatives to be more sustainable and to reduce costs (Atos Consulting Trends Institute, 2011).

1.3 ORGANIZATIONAL CONTEXT

The trends in society do also affect the organization of the Dutch (central) government. The Dutch government is organized at three levels, the lowest two levels are regional. The lowest level consists of the municipals, the middle level consists of the provinces and on the highest level there are the organizations of the central government (in Dutch: Rijksoverheid). The central government consist of ministries, government services and higher colleges of the state. In total, around 120,000 employees are working for this organization (Het Rijk).

For several reasons the Dutch central government wants to implement the concepts of 'the new way of working'. Besides the developments mentioned in the previous section, there are some specific drivers for the change towards new ways of working:

- Cost savings
- Better position on the labor market
- Providing better integral services in a more efficient way

1.3.1 COST SAVINGS

According to the latest government arrangement (in Dutch: regeerakkoord), the Dutch central government should save 6.14 billion Euros in 2015 and 6.56 billion Euros at a structural basis (Rijksoverheid, 2011a). Therefore the operations will change in nearly all its facets. Less office space for ministries will result in a saving of 90 million Euros. Forty percent of the office space in The Hague (where the ministries are located) will be disposed in the near future. On the one hand this is possible because there will be less civil servants. On the other hand the remaining office space should be used more efficient (Rijksoverheid, 2011b). This means that a FTE (fulltime-equivalent) should make use of less square meters. The ambition is to lower the FTE/m2 ratio to 0.9 and later to 0.7 (Rijksoverheid, 2011a) (Pullen, Gosselink, Cox, & Ikiz-Koppejan, 2011), at this moment this ratio is 1.3 (De Jager, 2011).

Lowering the FTE/m2 ratio means that the office space should be used more flexible; 0.7 FTE/m2 means that not everyone can have an own desk. More flexible ways of working, both within and outside the office, can be a way to manage this (De Jager, 2011; Baane, Houtkamp, & Knotter, 2010; Bijl, 2009).

1.3.2 LABOR MARKET

The development of the labor market were already mentioned in section 1.2.2. However, the situation within the Dutch central government is maybe even worse. The age distribution of employees is not evenly. In the end of the year 2010 37% of the employees were 50 years or older; 8% was less than 30 years old (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties, 2011a). From the year 2014, a big amount of employees will retire and problems with staffing will occur (VSO, SCO en BZK, 2010). The Dutch central government should have a good image to be attractive to potential new employees and be a good employer to keep employees in-house. 'The new way of working' *can* help to better fit the preferences of potential employees (Baane, Houtkamp, & Knotter, 2010).

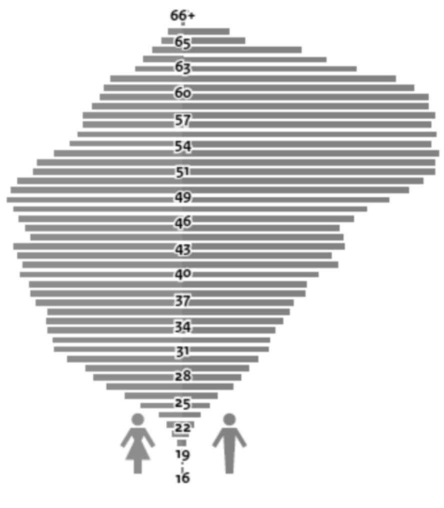

FIGURE 2 AGE DISTRIBUTION OF THE EMPLOYEES OF THE DUTCH CENTRAL GOVERNMENT (SOCIAAL JAARVERLAG 2010, RIJKSOVERHEID, P.20)

1.3.3 BETTER INTEGRAL SERVICES IN A MORE EFFICIENT WAY

The task of the project ‘Integrale Rijkswerkplek’ (part of the program ‘Vernieuwing Rijksdienst’) was to find out how the Dutch central government could improve its services (being more effective) and at the same time reduce the size of its organization (being more efficient). This project indicated three interconnected components which support these goals:

- Flexible offices and facilities
- Working independently of time and place
- Guiding the development of employees in line with the organizational development

These components are (partly) overlapping with the principles of ‘the new way of working’. The project team stated in their final report that the Dutch central government should continue to encourage the developments towards ‘the new way of working’, provided that they are tailored to the specific organizational context of the Dutch central government (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties , 2011).

1.4 THE RESEARCH CONTEXT

Within the ICOP committee, the directors of Organization and Personnel departments of all the ministries (except the Ministry of Defence) take place. Together they make decisions about relevant topics according to organization and personnel on the top level of the Dutch central government.

The developments mentioned before are reasons for the Dutch central government (and the ICOP) to start thinking about working according the principles of ‘the new way of working’. Besides, the latest government arrangement (in Dutch: regeerakkoord) explicitly addressed the issue of working independently of time and place. To facilitate and strengthen the initiatives around ‘the new way of working’, the ICOP founded the program ‘Het Nieuwe Werken bij het Rijk’ for the year 2011. (Interdepartementale Commissie Organisatie & Personeel , 2011) The execution of the program is delegated to the Ministry of Interior and Kingdom Relationships.

The Ministry of Interior and Kingdom Relationships is part of the Dutch central government. The mission is to:

- uphold the Constitution;
- guarantee the democratic rule of law;
- ensure an effective and efficient public administration;
- promote public order and safety and provide centralized management of the countries police forces;
- promote the quality of the civil service and coordinate management and personnel policy for all civil servants;
- Coordinate cooperation with Aruba and the Netherlands Antilles.

(Ministry of Interior and Kingdom relationships)

Within the ministry of Interior and Kingdom relationships the department DGOBR / OPR[5] is responsible for the management of personnel and organization of the whole Dutch central government. The execution of the decisions made within the ICOP are mostly delegated to this department.

A project team is formed which is responsible for the ICOP program ‘Het Nieuwe Werken bij het Rijk’. This team is responsible for providing the whole organization of information about the ‘new way of working’, through the connection of people and knowledge within the organization of the Dutch

[5] Directoraat Generaal Organisatie en Bedrijfsvoering Rijk / Organisatie Personeelsbeleid Rijk

central government (Klapwijk, 2010). The main goals for the year 2011 are: (1) Name and (when this is possible) solve existing hurdles (both mental and regulative) and (2) generate links and cohesion between governmental organizations (Klapwijk, 2010).

There are some main initiatives to reach these goals. First of all, a toolkit which provides information and relevant documents is under construction. Because the toolkit is published on the intranet, every employee of the Rijksoverheid has access to it. Besides, some parts of the toolkit are so-called Wiki's, where employees can generate, adjust and delete content (web 2.0). The toolkit provides information about the implementation of 'the new way of working'.
Another initiative is to set up teams with members from all over the organization, that work on several topics related to 'the new way of working'. Examples of topics are regulation, leadership and the use of information technology in a smart way.
Furthermore, the team facilitates the network of interested people though the organization of several network meetings and communication about the developments via several media.
These, and more, initiatives should help to generate and connect knowledge about 'the new way of working' within the Dutch central government.

1.5 RESEARCH OBJECTIVE AND RESEARCH QUESTION

The program "Het Nieuwe Werken bij het Rijk" is the principal for this research. As already mentioned, a toolkit is under construction to facilitate the knowledge needs in relation to 'the new way of working'. One topic that was in need for more research is how (project) managers can implement 'the new way of working'. They are in need of more information about the steps or actions they should take to make 'the new way of working' a success within their department. This is a practical problem where my research can assist the organization. In relation to this problem the main objective for this research is:

Providing (project) managers within the Dutch central government of relevant information about the actions for successfully implementing 'the new way of working' in their department.

This objective is very broad; 'the new way of working' has implications for regulations, ICT, leadership et cetera. The limitations in time and resources that are available for this research makes it impossible to provide managers of every relevant piece of information. Based on my expertise in business administration and HRM (Human Resource Management), it is most obviously to focus my research on the changes the organization and its employees should make.
It is essential for (project) managers to know what is the best approach to implement 'the new way of working' successfully. The outcomes of this research can help managers in implementing 'the new way of working' in their organizational unit. An organizational unit can be a department or a team of employees, where the manager is in charge. But sometimes there is another important party involved in the change process: a project that is started in order to facilitate the organizational change. The project manager is head of this project and most of the times the top-management is the principle for the project. A project is not part of the hierarchical authority in the organization, but it has staff authority. This means that they advise, recommend and counsel in the area of expertise (Daft, 2006). In this situation, the area of expertise is 'the new way of working'. The project supports the change process of organizational units.

Based on this research objective the main question for this research can be formulated:

WHAT IS THE RECOMMENDED APPROACH TO IMPLEMENT "THE NEW WAY OF WORKING" WITHIN ORGANIZATIONAL UNITS OF THE DUTCH CENTRAL GOVERNMENT?

2 THEORETICAL BACKGROUND

2.1 NEW WAYS OF WORKING AND ORGANIZATIONAL CHANGE

It is likely that when the employees are going to work in a different way, like they will do in the 'new way of working', things have to change in the organization. The business system of an organization is the way an organization reaches its goals. The business system is based on three pillars which are part of the organizational system (how people work together); the 'organizational structure' pillar, the 'organizational processes' pillar and the 'organizational culture' pillar (De Wit & Meyer, 2010). The foundation of these pillars are the organizational members, the employees. These employees are the cells of the organization (De Wit & Meyer, 2010). Changing each 'cell' of the organization is difficult; organizational change is a hard task and therefore there is a high possibility of failure (Beer & Nohria, 2000).

A pioneer in the research field of organizational change is Lewin, according to Burnes (2004), his work is still relevant. The 3-step model of Lewin is a famous model in which he integrated the field theory, group dynamics theory and the action research theory (Burnes, 2004). The three steps an organization should make for change are: unfreeze, move and re-freeze. In the first phase one has to unfreeze the status quo of the current situation; people should unlearn 'old' behavior. The next step is to move people to the desirable behavior. Therefore one has to look to the forces that are working against behavioral change, and take those forces away (and strengthen the forces that positively enforce change). After moving, one has to freeze the new situation by change the organizational culture, norms, policies and practices. This theory is partly based on another theory of Lewin: the force field theory (Burnes, 2004).
The force field theory describes how human behavior can be understood. It is a struggle between driving forces and restraining forces, which together determines the status quo. Driving forces stimulate a person to behave in another way (e.g. stop smoking); restraining forces stimulate a person to keep behaving in the current way (e.g. continue smoking) (Weisbord, 2004).
This is the reason why management should minimize the potential negative impact for employees. Negative impacts are restraining forces. Since employees are the 'cells' of the organization, their behavior can hinder or stimulate organizational change. Taking away the restraining forces is a crucial part in unfreezing the organization. Emphasizing the driving forces is also a possibility, but according to Lewin this is less effective (Weisbord, 2004); that is why this research is focused on the restraining forces of the organizational change towards 'the new way of working'.

For implementing telework, which has overlapping elements with 'the new way of working', the organization has to make some preparations. According to Illegems, Verbeke, & S'Jegers (2001, p. 277): "From a firm's perspective, teleworking will only be offered as an option to the individual worker if a minimum set of technological, institutional, and organizational requirements is fulfilled." This example examines only the *option* to telework. When an organization forces its employees to work in different way, it has important implications not only for the organization it selves (the three organizational pillars), but also for the employees. They are the ones who have to work according those new ways; they are the cells of the organization.
Going back to definition of 'the new way of working', this new way of work should be more effective, more efficient and more enjoyable. No one would have a problem when work will be more enjoyable. But to know what makes the work more enjoyable, we should first know what is going to change in how the work is designed, and what the implications for employees are.

A lot of organizational changes fail, because the implications for employees are overlooked (Strebel, 1996). There is too much focus on the organizational pillars, instead of the cells of the organization. Employees are a crucial factor in the change process. Change toward new ways of working, and thus also '*the* new way of working', should be done carefully keeping the implications and interests for employees in mind. For successful change, management should minimize the potential negative impact for employees (Weber & Weber, 2001).

To identify and organize the restraining forces for change (the negative impact), it useful to have a format with a theoretical foundation. The different ways work can be designed is researched intensively in literature (Morgeson & Humprey, 2006). Morgeson and Humprey (2006) presented an extensive research and made a comprehensive measure that is useful for assessing the designs of jobs. Their measurement tool, a questionnaire, has four main categories of work characteristics: task characteristics, knowledge characteristics, social characteristics and contextual characteristics. Changes in work characteristics can have effects on things like satisfaction (Morgeson & Humprey, 2006). In the table below, an explanation of the categories of work characteristics is given.

Task Characteristics	Task characteristics are primarily concerned with how the work itself is accomplished and the range and nature of tasks associated with a particular job (e.g. autonomy and task variety).
Knowledge Characteristics	Knowledge characteristics reflect the kinds of knowledge, skills, and ability demands that are placed on an individual as a function of what is done on the job (e.g. job complexity and information processing).
Social Characteristics	Social characteristics reflect the fact that work is performed within a broader social environment (e.g. social support and interdependence).
Contextual Characteristics	Contextual characteristics reflect the context within which work is performed, including physical and environmental contexts (e.g. work conditions and equipment use).

TABLE 2 WORK CHARACTERISTICS (MORGESON & HUMPREY, 2006, P.1323-1324)

Because of the high value for practical use, the measurement tool of Morgeson & Humprey (2006) is used to categorize the implications in the next steps of this research.

Changing the organization towards 'the new way of working' means a change in the way employees will work. In other words, the work characteristic will be redesigned. I name the differences for employees between the old situation and the new situation, implications.

An implication can be positive or negative for employees. A negative implication is likely to be a restraining force; a positive implication is likely to be a driving force. Because restraining forces can hinder the willingness of people to change, and therefore hinder the organizational change towards 'the new way of working', it is important to take those restraining forces away. But before this can be done, the possible restraining forces should be identified.

An important thing to mention is the fact that changing the way employees are working is not always possible (Morgeson & Humprey, 2006). There are for example jobs that cannot be performed independently of place and time. In general, knowledge workers are more flexible in the ways they are working (Redman, Snape, & Ashurst, 2009). Knowledge work is inherently cognitive rather than physical (Davis & Naumann, 1997). Other characteristics of knowledge workers that are often mentioned are: high-educated, creative, owner of intellectual skills and high involvement (Pot & Smulders, 2010). Information processing and communication are important elements of the knowledge workers' work (Bentley & Yoong, 2000). The result is that knowledge workers are less bounded to fixed workplace or fixed working times. This will not say that every knowledge worker is more flexible, but because it is more likely that the knowledge worker can work in new ways like teleworking (Illegems, Verbeke, & S'Jegers, 2001), the focus in this research will be on them.
Therefore, the first sub-question for this research will be:

Within the Dutch central government, a distinction can be made between organizations that make policies (ministries) and the organizations that execute those policies (e.g. inspections or prisons). The first category of organizations are likely to have a lot of knowledge workers. Nine percent of all the employees of the Dutch central government work here, but there are knowledge workers in the second category too (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties, 2011a).

2.2 JOB DEMANDS – JOB RESOURCES

After the implications of change are identified, the organization should do something to take the negative implications (the restraining forces) away in order to change the organization successfully. The assumption that is made in the previous section is that the work characteristics are changing as a result of organizational change towards 'the new way of working'.
Studies have shown that job characteristics[6] can affect the wellbeing of employees (Bakker & Demerouti, 2007). The job-demand model shows that there is an interaction between job demands and job resources. The level of both can affect the motivation and strain of employees. "Job demands refer to those physical, psychological, social, or organizational aspects of the job that require sustained physical and/or psychological (cognitive and emotional) effort or skills and are therefore associated with certain physiological and/or psychological costs." (Bakker & Demerouti, 2007, p. 312) It is likely that when the characteristics of the job change, the job demands will also change (increase or decrease).

According to Strebel (1996, p. 87): "In return for the commitment to perform, managers convey the authority and resources each individual needs to do his or her job ". The insights of the job demands-job resources model (Bakker & Demerouti, 2007) can help to assess which resources are necessary for employees to perform their work in the 'new way of working'. When a manager knows the implications for employees in the first phase of change, he or she can anticipate on this in the next phases and thus provide the right authorities and resources for employees in this new situation.

Job resources refer to those physical, psychological, social, or organizational aspects of the job that are either/or:

- Functional in achieving work goals
- Reduce job demands and the associated physiological and psychological costs
- Stimulate personal growth, learning and development

(Bakker & Demerouti, 2007, p. 312)
It is likely that 'new way of working' affects the job characteristics and therefore also the job demands. When the job demands are different (lower or higher), the resources provided by the organization should be aligned with this. The job resources can form a buffer for higher job demands and prevent higher job strain for employees. A situation of high job demand and low resources can lead to low motivation, high strain and even burnout (Bakker & Demerouti, 2007). So, knowing the new job demands (the implications) in the situation of 'the new way of working' is relevant to be able to rebalance job demands and job resources in order to prevent more job strain, which is a negative

[6] Job characteristics are narrower than work characteristics (Morgeson & Humprey, 2006). However, for the use in this research this difference is less important because the reasoning of the authors is used, not the specific elements.

implication for employees. Negative implications are restraining forces and thus hinder organizational change.

The term resources is a term that has to be specified. In fact, many things can be a resource. In the readings about the 'new way of working', mostly written by consultants or managers, there seems to be some consensus about the resources that are relevant for the 'new way of working'. The resources that are needed are based on the different work environment of employees. Most of the times one will find a separation in workspaces: virtual, mental and physic. This separation is based on the book 'the art of working' (Veldhoen, 2005) and is adopted by many other writers about 'the new way of working' (Microsoft, 2011; Bijl, 2009; Bijlsma, Efimova, & Janssen, 2010; Baane, Houtkamp, & Knotter, 2010). Employers can provide resources for the three separated environments.

Virtual
As we all know, the industrial revolution has changed the nature of work. However, the digital revolution is maybe equally important. For many countries there has been a shift from an industrial economy towards an information-based economy (Hill, Ferris, & Märtinson, 2003). This shift had implications for the work (environment) of employees; they became knowledge workers (Drucker, 1999). Computers and telecommunication became an important part of their work environment. This is the reason why, for example, teleworking is possible nowadays. The employer can facilitate the virtual work environment by providing electronic tools (Hill, Ferris, & Märtinson, 2003).

Physical
In most cases of knowledge work, the physical environment is the office. The architecture of the office can be adjusted to work processes. This is often called workplace innovation. More flexible ways of working may be facilitated with a possibility to be more flexible is the usage of the office (Vos & Van der Voordt, 2001). This can mean that nobody has a fixed place in the office (but instead of that there are shared workplaces), or that the workplaces are designed to the activities that are done (Van Koetsveld, 2009). In this way the organization can create a fit between the physical resources and the activities that should be performed.

Mental
The last work environment is the mental environment. New ways of working will have an impact on the employee. They have to organize and manage their work in a different way. For doing this, they may have to learn new skills and develop new competences. Employers can help employees in giving advice, providing training et cetera.

Organizations can offer resources for the virtual, physical and mental workplace of employees. These resources should prevent the negative effects of possible higher job demands, because of the implementation of 'the new way of working'.

Taking this into account, the second sub-question will be:

2

WHICH RESOURCES ARE NEEDED TO FACILITATE KNOWLEDGE WORKERS WITHIN THE DUTCH CENTRAL GOVERNMENT TO LIMIT THE NEGATIVE EFFECTS OF (MORE) JOB DEMANDS AS A RESULT OF IMPLEMENTING 'THE NEW WAY OF WORKING'?

2.3 THE ROLE OF MANAGEMENT

So far the role of the employees is emphasized. Employees are an important factor in a change process, but the managers of the organization are the ones who should lead the organization. What is the role of the management in this change process, in addition to monitoring the needs of employees and providing them resources?

First of all, resources are always scarce in an organization. Facilitating knowledge workers by providing resources can be done by several parties within the organization. It is likely that managers who have to deal directly with employees who face the effects of 'the new way of working' are the ones who know the best which resources are needed. However, they should have sufficient power to influence work conditions. Several sources of power can be distinguished, two kinds are hierarchical power and power over resources. Research shows a positive relationship between these two kinds of powers, which means that managers who are higher in the hierarchy have more power over resources (Astley & Sachdeva, 1984). Middle managers or project managers are lower in the hierarchy of the organization, thus are likely to have limited power over resources. They are dependent on decision-making on higher levels of the organization. This means that it may not be possible for the manager who is in charge of a certain department to provide all the required resources. Managers are in need for additional instruments to take away the restraining forces and enforce the driving forces, to stimulating the willingness to change.

Secondly, changes in organizations will not happen automatically. It is a process, and processes need guidance. Managers and project managers have the role to lead the change (Kotter, 1995). The answer how to do this can be found in the literature about the change management. Because of the broadness and large amount of literature about this topic, some guidance is desirable. This can be provided by Van de Ven & Poole (1995), who wrote an article in which they categorized the research done in the field of organizational development. The four categories of organizational development are: life cycle, teleology, dialectics and evolution. In case of 'the new way of working', the organization can develop in several ways towards a new situation, either prescribed or constructive and either in relation to other organizations or not. Above is stated that 'the new way of working' is like a goal, a desired situation. The organizational development can be seen as a teleological process, a process of one entity that can be constructed. In fact, the theory of Lewin is teleological; it works towards the goal of refreezing a new situation. In the teleological stream of literature about organizational change or development, there are many authors who describe stages or steps. It is a repetitive sequence of goal formulation, implementation, evaluation and modification. To reach the goal, there are environmental and resource constraints (Van de Ven & Poole, 1995, pp. 515-517). I have already mentioned the resource constraints. An additional question is which factors of environmental constraints are crucial to take into account for the changing towards 'the new way of working'. The role of the management is to take leadership over the change process that goes through a series of steps or stages and take those factors into account (Kotter, 1995).

The level of management that is involved in the change process is likely to be different, depending on the organizational context, the specific situation, the motive for change et cetera. In general three levels of management can be distinguished: top management (strategic level), middle-management (tactical level) and line management (operational level) (Daft, 2006). It is likely that in relation to this research, the middle management is the most important level to focus on. The middle management is responsible for the implementation of 'the new way of working' in their department. They should align the strategic goals from the top (the motives for changing towards 'the new way of working') with the implications for the employees within their department. However, because the roles of each management level are not completely clear, the other management levels are also took into account.

The management should lead the teleological change to a certain goal. There are steps to be taken and maybe there are factors that are important to take into account. The third sub-question for this research will be:

3

WHICH FACTORS OR STEPS ARE CRUCIAL FOR (PROJECT) MANAGERS IN CHANGING AN ORGANIZATIONAL UNIT OF THE DUTCH CENTRAL GOVERNMENT TOWARDS 'THE NEW WAY OF WORKING'?

2.4 CONCLUSION

Employees play an important role in organizational change. When organizations do not take the implications for employees into account, there is a bigger change of failing. As mentioned above, the management plays an important role in taking the right actions and providing employees with the sufficient resources. The interaction between these two parties seems to be a crucial point in the success of implementing 'the new way of working'. The project team has the task to advice managers about the implementation. A schematic overview of the research questions for this research can be found in figure 3.

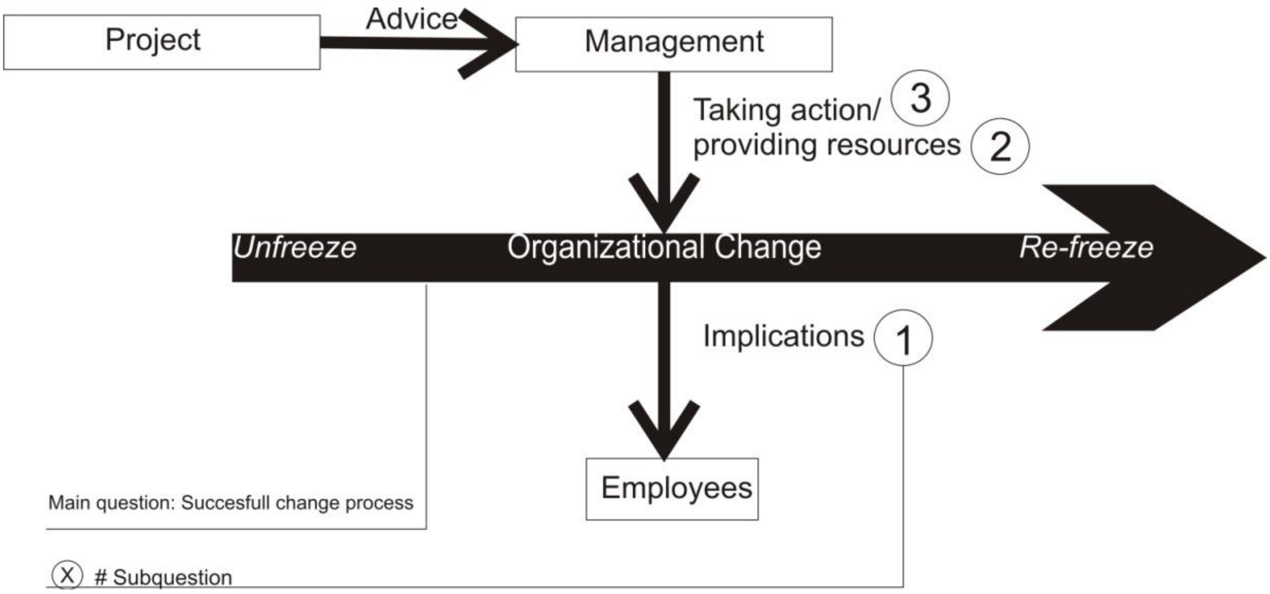

FIGURE 3 SCHEMATIC REPRESENTATION OF THE DESCRIBED SUB-QUESTIONS

3 METHODOLOGY

To answer the questions mentioned in the previous chapter, it is necessary to carry out research. I choose to use some sequential steps to do this. These steps, and the details of the methods I used, are described in this chapter.

3.1 THE RESEARCH FRAMEWORK

In this section the research framework will be presented. It will give an overall picture of the steps, necessary to answer the research questions. The research framework can be found in figure 4.
In the previous chapter the research questions were build up and explained. The research objective is to provide relevant information for (project) managers who want to implement 'the new way of working'. This is done by providing them a 'plan of approach'. This plan of approach contains the recommended actions a (project) manager should take to successfully change an organizational unit towards 'the new way of working'.

Making the plan of approach is change oriented research and can be characterized as theory development. For developing theory I used the principles of the grounded theory approach (Glaser & Strauss, 1967). The grounded theory approach is a qualitative research method. Because of the complexity of the topic this way of doing research was more appropriate than a quantitative approach.

"The grounded theory approach is suitable when an area has not yet, or hardly been studied. This is especially the case if the aim is not so much to develop abstract general theories, but to develop practical theories" (Verschuren & Doorewaard, 1999, p. 177). This is exactly the purpose of this research, therefore the grounded theory approach is very useful. 'The new way of working' is a relatively new concept. Areas related to this concept, like teleworking, are studied extensively. My mission is to bring those areas together and make a theory that fits 'the new way of working'.

The grounded theory approach is establishing theories on an inductive basis, so beginning with observations, discovering patterns and build up theory out of this (Babbie, 2007, p. 380). The online lectures of Graham Gibbs, lecturer in sociology and research methods at the University of Huddersfield (United Kingdom) (Gibbs, 2010), helped me to understand this approach. He talked about the dispute, in relation to the use of theory as a starting point for doing research (Gibbs, 2010); some people argue that grounded theory should be done at a purely inductive basis (out of observations, empirical generalizations are made, which ends in new 'theories' (Babbie, 2007)), without a fundament of theory. Others say that *some* theory can be a useful starting point.

I decided to use theory as a starting point for my research (see chapter 2). The theory used to build the research questions is meant to be a guideline. The goal is to develop theory for the specific organizational change towards 'the new way of working' within the context of the Dutch central government. Using some theory in the beginning is a way to not get lost in the complexity of the phenomena. Given the fact that the time and resources I had to perform this research were limited, getting lost is a dangerous thing.

The main characteristics of a grounded theory approach are (Verschuren & Doorewaard, 1999):

1. An inquisitive attitude from the researcher;
2. A continuous process of comparing empirical data and theoretical concepts;
3. The use of procedures and techniques (will be discussed in section 3.3).

The researcher should be open minded and inquisitive because he or she has to discover new phenomena and new relationships. During the research process the researcher should constantly compare new empirical data. I made use of some sequential steps to make comparisons between characteristics of phenomena previously used in research (teleworking) and empirical data. The comparison and integration of information out of diverse sources can give a more complete view of the total puzzle.

The first source is (scientific) literature about topics that are relevant for the sub questions of this research. The literature review was conducted in the areas which have overlapping characteristics with 'the new way of working'. This way of making comparisons is called 'primary theoretical comparison' (Verschuren & Doorewaard, 1999). The goal was to give more insights in the implications for employees and to find possible resources to 'solve' these implications. Thereafter, the actions or steps that managers should take according the literature on organizational change are reviewed. In addition to this literature, a mindmap session with experts was performed. The goal of this mindmap session was to investigate whether the implications for employees that were identified in the literature were consistent with the things mentioned during the mindmap sessions. It was a sort of control mechanism; a way of continuous comparison.

Out of the insights of the literature study and mindmap session, the 'rough answers' on the research questions were distilled. To gain more information, the next step of this research was to retrieve empirical data (Verschuren & Doorewaard, 1999). I decided to do interviews to gather empirical data. The goal of the interviews was to compare the 'rough answers' with the experience of practitioners within the Dutch central government. The first reason for doing this was the fact that they worked with the concept of 'the new way of working', a concept one can hardly find in pure form, in scientific literature. The second reason was the fact that they work within the 'unique' context of the Dutch central government. The 'rough answers' were the input for the interview protocols, and provided the guidance for the interviews. This kind of comparison is called 'deductive comparison'; based on theory, the researcher investigates the prevalence of characteristics of a phenomenon (Verschuren & Doorewaard, 1999, p. 173).

Interviews with project managers who have experience with change processes towards 'the new way of working' were performed. They are the experts within the Dutch central government for this specific change process.
I also interviewed experts on different topics like leadership, facilities and organizational change. In addition to the interviews I used my internship within the project team 'Het Nieuwe Werken bij het Rijk' to answer the research questions. There was a continuous comparison between interviews, literature and the personal experiences of my internship.

After the interviews, the data was processed and analyzed. The results of the analysis were compared with each other as well as with the 'rough answers' that were found in the literature and the mindmap session. The goal of this comparison was to find patterns, differences, similarities, notable things et cetera. The results of the comparison formed the input for the plan of approach for (project) managers, which should give relevant information for (project) managers who want to implement 'the new way of working'. Like already mentioned, the plan of approach is the practical result of developing theory around the change process towards 'the new way of working' within the context of the Dutch central government.
In the next section the elements of the research framework will be explained in more detail.

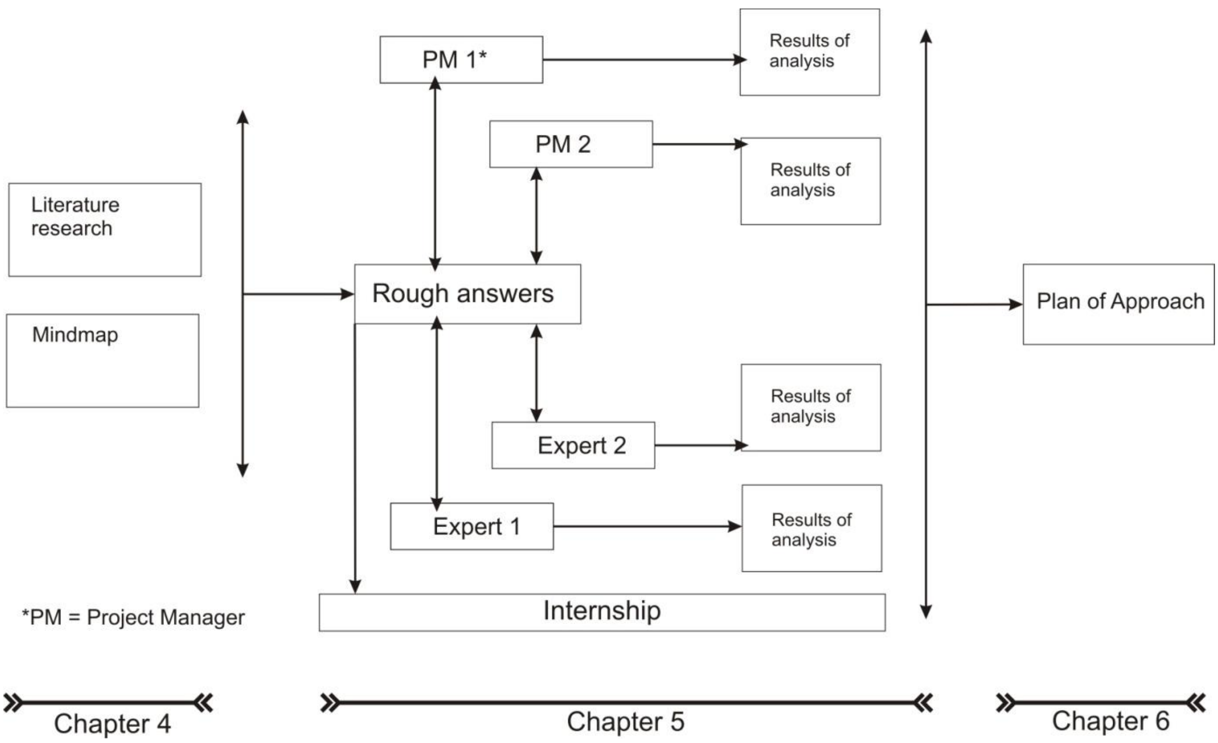

FIGURE 4 RESEARCH FRAMEWORK

3.2 DATA COLLECTION

3.2.1 LITERATURE RESEARCH

The method to find literature related to the concept of the 'new way of working', started with an individual brainstorm. Out of this brainstorm, some fields of research were indicated as being relevant (see section 4.1). Thereafter, I searched for scientific articles about the topics, using the search engines and search terms described in table 3.

Search engines	Search terms
• Business Source Elite (EBSCO) • PsycINFO • Web of Science • ERIC • Web of Science • Scopus • PICarta • Google Scholar	• Telework (review) • Information overload • Technostress • Telecommunication • Empowerment (review) • Virtual teams (review) • Flexible schedules • Organizational change (review) • Organizational change steps/phases

TABLE 3 SEARCH ENGINES AND TERMS

Because the goal of the literature research was to give an overview of the existing literature, not a meta-analysis, the relevant literature was selected out of the search results. Most of the times, the starting point in a field of research were articles that gave an overview of the existing literature. By reading and looking to the references, other research fields and articles that could be useful were discovered and the procedure started over again.

3.2.2 MINDMAP

In addition to the literature research, a creative session was used to speak about the implications for employees. The goal of this session was to compare the outcomes of the literature study with the empirical results of the mindmap session. I checked if I did not forgot things during the literature study. Besides, I checked on similarities and differences.

This creative session was organized within the workgroup “medewerkerschap en HNW” (see section 1.4). The type of creativity technique was mind mapping. Mind mapping is a technique to structure thoughts in a clear and creative way, using pictures and ideas which are ‘growing’ out of the central concept (Budd, 2004). The central concept in this mindmap was ‘the new way of working and the employee’.

The length of the session was around 90 minutes and 12 people were present. Most people were employees of the Dutch government; one was member of a union. The group of people thought about the role of employees in ‘the new way of working’. The project leader of the project ‘Het Nieuwe Werken bij het Rijk’ preside the session and a mindmap (appendix 4) was made by a group member who had a lot of experience in making mindmaps during creative sessions.

3.2.3 INTERVIEWS

The interviews were used as a method to perform a deductive comparison. The interview protocol was based on the ‘rough answers’ and was the guidance for the interviews. I used the same interview protocol for all the project managers. For the experts I prepared additional questions, depending on their expertise.
The standard interview protocol as well as the additional questions can be found in appendix 3. The italicized words refer to the sub-question of this research which are related to the interview questions in the interview protocol. The interview protocol starts with an introduction of the interviewee and the project. Thereafter the change process will be discussed. In the end the implications for employees and the actions/resources provided by the organization will be discussed.
The interview ends with the question whether the interviewee has something to say about additional topics. This was an important question which often led to a more informal conversation about the ‘the new way of working’.

In the interviews both general information and the own experiences of the interviewees were discussed. To gather rich information and getting insight in the topics, open questions were used. Because of the open questions, it is less-structured and more flexible than questionnaires (Babbie, 2007). It is an interaction between the interviewer and interviewee and therefore every interview is different. The advantages of this kind of interviews is the possibility to go in-depth when there are special points of interests, which gives space to the inquisitive attitude of the researcher. Such an attitude is one of the main characteristics of a grounded theory approach (Verschuren & Doorewaard, 1999).
A disadvantage of qualitative interviewing is the possible bias. It is less objective than other forms of research because the interpretation of the data, caused by the opinion, experiences et cetera of the interviewer (Babbie, 2007).

The interviews were prepared by studying the website of the organization, reading relevant documents which were available within the project team and sometimes discussing the case with team members of ‘Het Nieuwe Werken bij het Rijk’

Half of the interviews were conducted with project managers of implementation projects of 'the new way of working' within the organization of the Dutch central government. The purpose was to investigate which steps the organization took in order to implement the 'new way of working' and how they cope with the implications for employees.

I choose for a sampling based on criteria. The interviewee(s) should had experience with implementing (elements of) 'the new way of working'. In other words; they should not be in an early stadium of implementation. This kind of selection, based on criteria, can also be found in case studies (Swanborn, 2003). Besides this criterion, the selection was also based on pragmatic considerations. Pragmatic sampling is often used in combination with one or more criteria (Swanborn, 2003). The procedure to select interviewees was as follows. Within the team 'Het Nieuwe Werken bij het Rijk' an inventory of projects concerning 'the new way of working' within the Dutch central government was available. Besides, I came into contact with project managers, meeting them in the working groups. I sent an email to some project managers to ask if they would like to participate in an interview for this research.

The average length of the interviews with project managers was 48 minutes. The interviews were conducted in the natural environment of the interviewee during working hours. Most of the times the interviews took place in the office of the interviewee. In some cases the interviewee gave me additional information about the project or refers to relevant literature. A description of the interviews with project managers can be found in appendix 1.

Besides interviews with project managers also interviews with experts were conducted. The expertise of these experts was based on organizational change or the three work environments of employees: virtual, mental and physical (see section 2.2). All the experts had experiences with the concept of 'the new way of working'. The purpose of interviewing these people was to discover variations in perspectives on 'the new way of working'. Again I used the method of pragmatic sampling (Swanborn, 2003). Relevant questions out of the interview protocol for project managers were used as a basis, but for each expert additional questions were formulated before the interview, based on their expertise.
The average length of the interviews was 49 minutes. The interviews were conducted in the natural (office) environment of the interviewee during working hours. A description of the background and expertise of the interviewees can be found in appendix 2.

3.2.4 OBSERVATIONS

I combined my research activities with an internship of seven months. I worked for the team "Het Nieuwe Werken bij het Rijk" (Ministry of Interior and Kingdom Relationships, departement DGOBR – OPR). Because of this position I learned a lot about the daily work, the culture, the informal rules and the organization of the Dutch central government as a whole. These experiences can be divided into two separate parts.

The first part is the experience as a member of the team of "Het Nieuwe Werken bij het Rijk". I worked on several topics, had informal chats with employees about 'the new way of working' and I attended meetings. In this way I gathered experience about 'the new way of working' within the context of the Dutch central government. There were some specific activities that are worth full to mention. I was member of four workgroups about 'the new way of working':

- Employees and 'the new way of working'
- Regulations and 'the new way of working'
- Working smarter (together) with new technologies
- 'Developing a manual for 'the new way of working'

I visited organizations that had already experiences with 'the new way of working' like the Rabobank and Ministry of Defence. I also attend several events, like network meetings and lectures, about 'the new way of working'.

The second part of my experience was about working within the context of the Dutch central government, especially within the department DGOBR-OPR of the Ministry Interior and Kingdom Relationships. Within this department nearly everyone has the opportunity to work independently of time and place. Besides, a few weeks after my entry, a flexible office environment was introduced. This means that a part of the employees had no longer access to an own desk.

This method of data collection is calling participant observation (Verschuren & Doorewaard, 1999). Because the researcher is 'part of the group' the observations are not affected by the 'intruder effect'; one behaves normally. The researcher is part of the daily routine. So, there will be less bias in the observations. Furthermore, I could better understand the interviewees in what they said. I better understood the context of their work.

I had access to a lot of information, documents, presentations et cetera, intended for internal use. I also took al lot of notes, for example during meetings. This, combined with all the experiences were part of the input for the conclusion of this research. Therefore it is shown as a bar in the research framework (figure 4).

3.3 DATA ANALYSIS

FIGURE 5 LEVELS OF DATA ABSTRACTION; (RASHINA, NOBLE, & MARSHALL, 2011)

The interviews were transformed into analyzable data through transcribing them into written text. Each interview was recorded with use of a voice recorder. Transcribing was done by listening to the recordings of the interviews and simultaneously writing down the spoken text.
The advantage of writing down the interview literally is the fact that is less biased than, for example, summarizing the interview in a report. When the transcripts are analyzed, one can still recognize the context of the answer. The text is not influenced by the choices of the researcher.

The procedures and techniques for the grounded theory approach can be split up into the following three stages (Verschuren & Doorewaard, 1999; Gibbs, 2010):

1. Open coding
2. Axial coding
3. Selective coding

Open coding is a process to develop categories of data. A category is a on a relatively high level of abstraction of data. A hierarchy of levels of data abstraction can be found in figure 5.

To explain the levels of abstraction, I will give an example using a quotation from an interview.

Interview quotation: *There is also an opposite site, namely the better work-life balance someone can get.*
Key point: 'The new way of working' enhance the work-life balance.
Code: Better work-life balance

During the stage of open coding the goals is to develop categories out of the raw data. This process ends when saturation occurs; new information does not provide further insights into the category (Gibbs, 2010). Keeping an open mind during this stage is important to prevent that the researcher miss things.

After (almost) every interview and during my whole internship I wrote down my (new) thoughts and insights. This technique is called memoing (Babbie, 2007). You can do this during analyzing data. Memo's of a company visit or a presentation is also data.

The first step of open coding was to study those memos. Thereafter, I started to code the raw data of the interviews. Color markers were used to code the hard copy transcripts of the interviews. During coding the raw data, I tried to keep myself open minded.

In practice the procedure was as follows: I studied the notes on relationships, similarities, differences et cetera, and code those elements. Thereafter I started to analyze the interview data (transcripts). This was done through the comparison of the interview transcripts, searching for overlapping and contradictory elements. Because the structure of the interviews with project managers were more standardized, those interviews were used as a basis; these interviews were analyzed first. The 'rough answers', which were the result of the literature study and mindmap, were constantly kept in mind during the analysis. The structure and role of the interviews with experts were most of the times different from each other. It contained more additional information, which was necessary to complete the bigger picture.

In analyzing the interviews I tried to connect empirical data with the knowledge, notes and additional data I gained during the interviews and internship. All these things together were used to build up categories. This was not a linear process. The continuous comparison process is more like a circular process, which ends when saturation occurs.

The next step was axial coding. This is a procedure for finding relationships between the categories. The goal is to discover the nature of the relationships; are there causal relationships, how does the phenomena behave, are there interactions et cetera (Gibbs, 2010). When these interconnections are found, they can be presented in a coding paradigm; a theoretical model (Gibbs, 2010). In fact the procedure was the same as for open coding: a circular process, which ends when saturation occurs.

The last step of the procedure is selective coding. The researcher is looking for a 'core category', this is a central category which has the most influence on other categories. Around the core category, the story line (or line of argumentation) is formulated (Verschuren & Doorewaard, 1999). In other words, the 'why' of the relationship between categories, is explained. This is possible because the data is qualitative; it explains more than just the existence of a relationship between categories.

3.4 RELIABILITY AND VALIDITY

The reliability of research depends on the quality of methods used to measure. In other words, the accuracy of the instruments. The reliability of quantitative research can be a problem, because the interpretation, feelings, orientation et cetera of the researcher can lead to a bias (Babbie, 2007). The first way to improve the reliability of this research was the use of an standard interview protocol for project managers. This ensures that the same (sequence of) topics were discussed during the interviews. The second way to improve the reliability of research was the fact that the interview reports were returned to the interviewees with the request to make comments when something was not correct.

The validity of research is another important factor. Validity is the degree in which one measure what one wants to measure. Because it provides richer information, field research like interviews, seems to provide measures with greater validity than survey and experimental measurements do (Babbie, 2007, p. 313). There are different kinds of validity. In their book, Shadish, Cook & Campbell (2002) distinguished four types of validity: statistical conclusion validity, internal validity, construct validity and external validity.

The statistical conclusion validity refers to the inferences about the correlation between treatment and outcome (Shadish, Cook, & Campbell, 2002, p. 38). Because for this research no statistics were used and no direct causal relationship is researched, this type of validity is less relevant. However, some of the threats to statistical conclusion validity are important to take into account. For example, fishing can be also a problem for interviews. When the interviewer steer the interviewee to a certain answer (wording questions), this is a thread to the validity of the answer (Babbie, 2007). In the interviews I tried to prevent this bias by asking open questions as much as possible.
Another thread is the heterogeneity of units. Because the contexts of the organizations were so diverse, the error variance was bigger.

The internal validity refers to the question whether the causal relationship between two factors is not affected by other factors. Eliminating other possible causes enhance the internal validity (Shadish, Cook, & Campbell, 2002, p. 54). Using the procedures and techniques of the grounded theory approach enhance the validity on this point. Besides, the inquisitive attitude of the researcher was also important. Keep asking ‘why’ during the interviews, like a little child, is a good way to find the real perceptions of causes and effects.

‘The new way of working’ is a broad phenomenon because so many aspects are related to it. Construct validity is about understanding constructs and assessing them (Shadish, Cook, & Campbell, 2002, p. 65). ‘The new way of working’ is a construct; it is an intangible construction of reality. In each interview, I tried to trace the meaning of this concept for the interviewee. I tried to ask it not directly, to prevent standard answers. During the analyses, I was aware of the differences between views on what ‘the new way of working’ is. The procedure of open coding was used to categorize the concepts.

The external validity determines the extent to which the results of the research can be generalized over variations in persons, settings, treatments, and outcomes (Shadish, Cook, & Campbell, 2002, p. 38). The main research question is focused on finding aspects of the change process towards ‘the new way of working’, which can be generalized to other organizations or organizational units. The way to ensure external validity is to prevent interaction of the causal relationships with specific contexts. Therefore, the conclusions of this research are always based on phenomena found in more than one context. Otherwise it is explicitly mentioned in the text.

PART 2: RESULTS

4 LITERATURE RESEARCH

4.1 INTRODUCTION TO THE RESEARCH FIELDS

Because there is lack of literature about the concept 'new way of working', literature about related topics is used. To make it easier for the reader to recognize the links between the different parts of the literature research, a short introduction is given, before it goes more in-dept. A schematic overview is presented in figure 6, the research fields are linked to the sub questions and the definition of 'the new way of working'. Thereafter, a short explanation is given about why this field is relevant for this research.

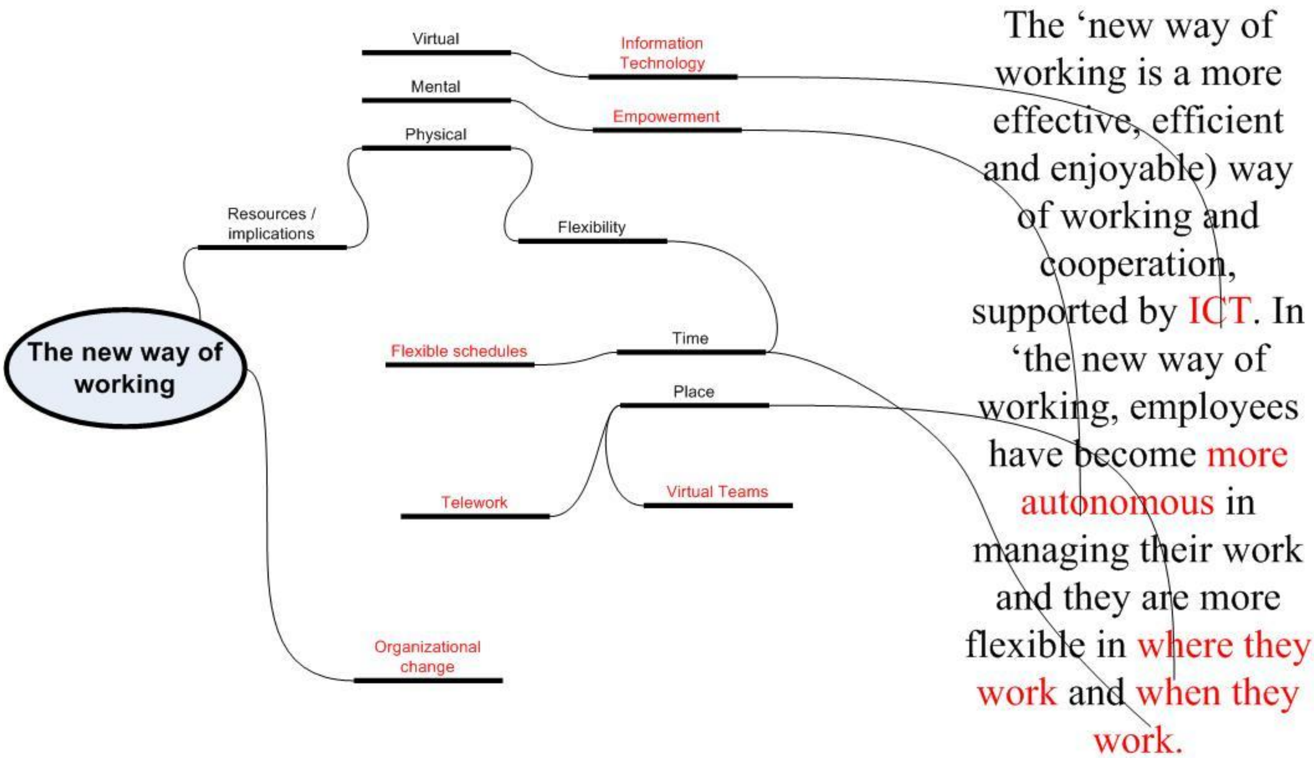

FIGURE 6 LITERATURE RESEARCH IN RELATIONS TO DEFINITION

Teleworking is remote working with the use of communication technology (Sullivan, 2003). It is likely that telework has partly the same consequences for employees and organizations as 'the new way of working', because flexibility in work location occur. Some literature about teleworking also takes flexible work hours into account.

The literature about **virtual teams** provides information about the implications for employees and the organization in which members are geographically dispersed and coordinate their work predominantly with electronic information and communication technologies (Hertel, Geister, & Konradt, 2005, p. 69). In 'the new way of working' employees are also flexible in how and where they work together. New ways of collaboration between employees will be more important because of flexibility in work places.

The third related field of research is about **flexible work arrangements**, or flexible schedules. This field of research represents employees' flexibility of planning their time. A flexible work arrangement describes a variety of alternative work schedules that allow employees greater control over their work hours (Hohl, 1996, p. 69). These alternative work schedules have implications for both organization and employee that are also relevant for the ‘new way of working’.

Empowerment has implications for the role of traditional hierarchical structures and the levels of autonomy of employees (Harley, 1999). In the situation of ‘the new way of working’, employees have more autonomy in planning their work activities. Therefore also the literature about empowerment is relevant for this research.

Technology plays an important role in the communicating with others, and working in another way. ‘The new way of working’ is supported by I(C)T. Therefore it is relevant to study how people interact with technology and which implications this interaction has for their work.

4.2 JOB IMPLICATIONS FOUND IN THE LITERATURE

In the following sections the implications of ‘the new way of working’ will be presented. An implication can be positive of negative for employees. A negative implication can be a restraining force; a positive implication can be a driving force. Because restraining forces can hinder the willingness of people to change, and therefore hinder the organizational change towards ‘the new way of working’, it is important to prevent for restraining forces. The focus here is on the negative implications. The implications are summarized in the end of each section, using the four categories of work characteristics of Morgeson & Humprey (Morgeson & Humprey, 2006). The length of the parts can differ, dependent on the amounts of implications found.

4.2.1 TELEWORKING

There is a lack of consensus about the definition of telework. However, there is some consensus that telework is remote work with use of information and communication technologies (Sullivan, 2003). Baruch performed a review of the telework literature and formulated a definition: “Telework occurs when employees perform all or a substantial part of their work physically separated from the location of their employer, using IT for operation and communication” (Baruch, 2001, p. 114). However, in the literature it is not clear where that other location (then the office) is. Some research focuses on home work, others on a broader spectrum. An example of a broader classification is: home-based telecommuting, working from remote offices (e.g. satellite office, neighborhood work center) and mobile telework (Daniels, Lamond, & Standen, 2001; Kurland & Bailey, 1999).
The characteristics of telework (foremost the broad definition) have similarities with the construct of ‘the new way of working’. For that reason, this section will pay attention to the implications for employees’ jobs found in the telework literature. In the literature there is discussion about the effects of teleworking on e.g. job satisfaction and performance (Gajendran & Harrison, 2007). The purpose here is to look to the pitfalls of telework practices.

4.2.1.1 WORKPLACES AND TRAVELLING

Workers who are flexible in choosing the place where they want to work will partly work at home or at other places. The amount of time they spend away from the office will differ per person and per kind of job (Wilks & Billsberry, 2007). Different workplaces have implications for the work context (Morgeson & Humprey, 2006) but the implications differ per workplace. Inherent to this, working independently of place affects the time someone will spend on travelling. Some workers will travel less, because they work at home (Wilks & Billsberry, 2007). Others will work while they are travelling, when they use public transport, with another work context as result.

Different work contexts can have effects on the work. Some people can concentrate better at home. For others this is not ideal, because their young children distract them or they have no separate workroom (Baruch, 2000).

4.2.1.2 (TELE)COMMUNICATION

Flexibility in the place where someone works demands flexibility in the way he or she is connected with their colleagues and the office (Wilks & Billsberry, 2007).
Problem solving can be an issue in a telework situation. When employees have a problem in a traditional work environment, they can easily look for help by their colleagues or managers. On a distance, this is more difficult. They get more autonomy in solving problems (Dambrin, 2004).

The equipment that is used for doing the job and communicating with others tend to be different (Wilks & Billsberry, 2007), it is more technology based. Also, the availability of information is sometimes different. For some documents only hardcopy versions are available, or the access to companies' information is limited (Stephens & Szajna, 1998).

Telework can have a negative influence on the informal communication, because employees tend to communicate only for work related purposes (Dambrin, 2004). However, Kurland and Egan (1999) found that active teleworkers (more than 30% of a given week) used email less for work related topics and more for personal topics (communication with their supervisors). Besides, teleworkers in general communicate about a wider range of topics (e.g. work and personal) with their supervisors.

4.2.1.3 WORK LIFE BALANCE

Teleworking is often associated with managing work-life balance (Wilks & Billsberry, 2007; Hill, Ferris, & Märtinson, 2003). Working at home means that the boundaries between work and private life blur. The context where someone works will determine the private demands of that person. Examples of private demands are cooking, bringing the kids to school and washing the dishes. At home, the private demands will be bigger than at the office. The higher the amount of hours someone teleworks, the higher the family-work conflict (Kossek, Lautsch, & Eaton, 2006). Managing the boundaries between family and work is a new task for the employee, they have control over time management (Dambrin, 2004), place to work, but also things like controlling the working context (Gajendran & Harrison, 2007). Therefore, telecommuting is positively related to perceived autonomy of employees (Gajendran & Harrison, 2007). The findings about the effect of this new sort of autonomy on employees are divergent.
Hill, Ferris, & Märtinson (2003) found results for different types of teleworkers. Home-based workers experienced a greater work-life balance; virtual (mobile) workers experienced a less work-life balance. An explanation could be that home-based workers can combine work and private life by using non-productive hours (like dinner), to spend on their families. These results are consistent with other research that found support for a positive effect between the hours someone work at home and the job and life satisfaction and psychological empowerment. At the same time it has a negative effect on burnout and stress (Redman, Snape, & Ashurst, 2009). Others found that women with children who were teleworking had a lower rate of depression (Kossek, Lautsch, & Eaton, 2006).
All these findings point in the same way. The increased flexibility help teleworkers to better manage their work life balance, and therefore they experience less work-family conflicts. Evidence for this point of view was also found in meta-analysis of Gajendran & Harrison (2007)

Instead of finding flexibility and autonomy for employees, Dimitrova (Dimitrova, 2003) found difficulties for employees in managing the lack of direct supervision on the hours they work. Employees had schedules that were more flexible. They worked in early mornings or weekends, and had irregular breaks. However, most of the employees worked during regular working hours (Dimitrova, 2003). Several studies found that teleworkers work more hours than non-teleworkers

(O'Neill, Hambley, Greidanus, MacDonnell, & Kline, 2009; Baruch, 2000). They worked more because the protection for working too much was not there anymore: “for all teleworkers, the changes in work schedules are better interpreted as collapse of the boundaries between work and non-work than flexibility and autonomy (Dimitrova, 2003, p. 191). This could be related with an extended autonomy of priority setting (Dambrin, 2004). Another explanation is that the worker has to re-define himself (Brocklehurst, 2001). Traditional work identities are disappeared. Brocklehurst (Brocklehurst, 2001, p. 461) wrote: “What is important instead is how one appears to *oneself*. At the same time, other institutional practices are changed by homeworking. Time is less intrusive. There is suddenly a choice about whether or not to dress in working clothes (why bother?). Going-to work as a ritual is eliminated. The physical artefacts of office life are removed. The official ‘knowledge’ of what it is to be a worker loses its capacity to ‘normalize’.” On the other hand, Baruch (2000) found that there was no loss of identity (as an employee), and that telework had a positive effect on the role of family member.

4.2.1.4 ISOLATION

Because of the freedom to work at home, employees see their colleagues less often. This can result in (professional) isolation of the employee, when he or she works away from the office often (Wilks & Billsberry, 2007). The impact of isolation can differ per person, depending on the working situation of the teleworker and the organization. Less contact with e.g. clients or colleagues means more isolation (Baines, 2002; Baruch, 2001). More working days away of the office means a bigger risk for isolation (Baruch, 2001).

One of the consequences of this isolation is the decline of informal contacts and the ability to fulfil social needs (Wicks, 2002). Informal contact does not only have a positive effect for interpersonal networking, but also for informal learning (Kurland & Cooper, 2002). But the negative effect of teleworking on those factors can be dependent on how important the role of informal networking and learning is for the organization. When organizations rely more on formal ways of learning, the impact will be lower (Cooper & Kurland, 2002).

Another consequence is that the career opportunities of teleworkers are lower than for traditional workers (Bailey & Kurland, 2002). The reason for this is that they miss the informal contacts and the political process around promotion (Hill, Ferris, & Märtinson, 2003). Redman, Snape, & Ashurst (2009, p. 178) found a statistically significant negative relationship between hours worked in the home and employees’ perceptions of organizational support for career development and training. However, other research showed that teleworkers are more likely to view their opportunities for career advancement optimistically (Hill, Ferris, & Märtinson, 2003) and it can also be different between organizations. In an organization with a more formal system for job changes, the impact of isolation is less on this point (Cooper & Kurland, 2002). This study was done in an organization in which it was quite normal that employees’ worked out of the office, which could explain these results.

There is also evidence found that personality of teleworkers influence the effectiveness. “Employees who are more sociable and attracted to developing relationships with others (i.e. higher on sociability) tended to report lower ratings on indices of telework performance, which is related with isolation. “Employees who are higher on need for autonomy reported higher levels of telework performance. This stands to reason as the scale assesses an individual’s desire to work without direct supervision and structure one’s own work schedule, and telework by its very nature offers a work environment amenable to such needs” (O'Neill, Hambley, Greidanus, MacDonnell, & Kline, 2009, p. 155).

4.2.1.5 SUPERVISION

In a situation where employees are out of the office, it is more difficult for managers and supervisors to use observation (direct control) as a control mechanism. The distance between managers and employees can lead to a bias in perceptions on employees activities (Dambrin, 2004) and employees have more job autonomy (O'Neill, Hambley, Greidanus, MacDonnell, & Kline, 2009). Managers may have to shift to another control mechanism, choosing between input and output control to manage this new way of working (Merchant & Van der Stede, 2007). Research found an extended focus on output control (Dambrin, 2004). The employee is responsible for the output that he or she delivers. This is associated with more autonomy in how the work is performed. Managers tend to manage by objectives, and coach their subordinates to reach their objectives. In switching to telework the new role, and added value, of the manager should be clear (Dambrin, 2004). The added value can lie in a more coaching role of the manager.
Other research indicates different results. Dimitrova (2003) found that existing control mechanisms did not significantly change in a situation of telework; formal procedures and work rules stayed the same and were different for occupations. So, telework did not lead to less hierarchical structures and more democracy (Dimitrova, 2003). Maybe this is just good, because employees who are coordinated only by output control have a bigger chance to be professional isolated (Kurland & Cooper, 2002). The focus is too much on output, not on the employee. Therefore, autonomous and less complex jobs are likely to better suit the telework situation (O'Neill, Hambley, Greidanus, MacDonnell, & Kline, 2009).

Communication is an important factor in managing people. When employees are at a distance, communication can be problem for both manager and employee. The effectiveness of communication and coordination depends on the medium used. Email is less effective to get things done than face to face communication is (Dambrin, 2004). Also the (concrete) feedback on the work reduces (Stephens & Szajna, 1998; O'Neill, Hambley, Greidanus, MacDonnell, & Kline, 2009). Besides, the effects of isolation could play a role in hampering the communication. But instead of finding a negative effect on the telecommuter-supervisor relationship quality, Gajendran & Harrison (2007) found a positive effect.

4.2.1.6 CHARACTERISTICS OF EMPLOYEES

Stephens & Szajna (1998) performed a literature research and did (limited) empirical research after the motives for (or against) the decision to telecommute, from an employees’ viewpoint. They found the following motives:

Motives For	*Motives Against*
Working conditions	Boundary permeability
Commute	Isolation
Novelty	Distractions at home
Cost savings	Promotability
Family	Trust
Distractions at work	Household chores
Stress at work	Professional image
Child care	Training, development
Promotability	
Social responsibility	

TABLE 4 MOTIVES FOR AND AGAINST TELEWORKING (STEPHENS & SZAJNA, 1998, P. 5)

Many of the motives were already mentioned as an implication for employees’ jobs. However, these implications are also reasons for employees to telework or not. Wicks (2002) discussed the same topic. He found that employees look foremost to their own situation, asking themselves the question what is in it for them. Will it improve their performance, affect their career or give them the opportunity to better balance their work and family demands?

4.2.2 VIRTUAL TEAMS

There are groups of workers who work together, but are not physically together. They form virtual teams. Team members work together by using communication technologies (Bell & Kozlowski, 2002). Although virtual teams often consist of team members who have no choice in working physically separated from each other, there are some overlapping characteristics with the construct of 'the new way of working'. Both have to overcome the boundaries of place and time. Therefore some literature about virtual teams is presented here, with special attention to the implications for employees. Those implications are foremost a result of team processes and working together in a virtual way.

4.2.2.1 SOCIAL CONTEXT

Virtual team members have to work towards a common goal. A hurdle for doing this is the lack of interpersonal relationships between members (Lurey & Raisinghani, 2001), because of the physical distance. Team members do not know each other and they can miss the common ground (Powell, Piccoli, & Ives, 2004). The cohesiveness within team is considered to be one of the most fundamental aspects of groups (Driskell, Radtke, & Salas, 2003, p. 302). The lack of a common ground or cohesiveness can have a negative effect on how they work together and even create a bigger risk for conflicts (Martins, Gilson, & Maymard, 2004). According to Lurey & Raisinghani (2001, p. 532): "Many of the participants addressed the need for more personal contact to establish supportive team member relations, which have been recognized as critical to improving the success of teams." It is likely that virtual team members develop less sense of psychological safety and therefore the team communication is less successful (Griffith & Neale, 2001). Psychological safety is necessary for meaningful communication about problems, mistakes et cetera (Griffith & Neale, 2001).
Another cause is the mediation of technology in the communication. The result is that several studies found that virtual teams are more task-focused than social-focused and that they develop less cohesiveness (Powell, Piccoli, & Ives, 2004).

The implications mentioned above can have an effect on the way employees do their work. Social interaction in virtual teams is not obvious, therefore employees have to work more actively on effective work relationships (Furst, Reeves, Rosen, & Blackburn, 2004).

4.2.2.2 COMMUNICATION

Since face-to-face communication is not easy or even not possible for members of virtual teams, they have to rely more on communication technology compared to traditional teams (Martins, Gilson, & Maymard, 2004). This can be problematic, not only for social aspects of the work, but also for the effectiveness of the team and its individuals (Bell & Kozlowski, 2002; Lurey & Raisinghani, 2001). Communication in virtual teams can harm the nature of communication (Driskell, Radtke, & Salas, 2003, p. 298):

- Copresence ; group members occupy the same physical location
- Visibility; group members can see each other
- Audibility; group members can hear each other
- Cotemporality; communication is received at the approximate time it is send
- Simultaneity; group members can send and receive messages simultaneously
- Sequentiality; group members' speaking turns stay in sequence

An example is that synchronous communication can result in 'production blocking', because employees have to wait for the response of the other. In the mean time, they cannot work effectively. Other problems are related with the exchange of information and knowledge (Powell, Piccoli, & Ives, 2004). Sharing information and knowledge can be more difficult because of practical aspects. An example is how to understand the level of importance of information (Powell, Piccoli, & Ives, 2004). Employees have to deal with new ways of communicating and coordinating the work within teams (Furst, Reeves, Rosen, & Blackburn, 2004).

These negative implications can make the job more difficult for employees. On the other hand, within virtual teams employees can connect with persons, and in ways that was impossible before. The exchange of information and knowledge with specialists can make the work easier. Bringing specialized knowledge together can be a goal of a virtual team (Bell & Kozlowski, 2002). There is also evidence that communication with use of technology is not per se less effective than face-to-face. There is some evidence that brainstorming is more effective in a computer-mediated way than verbal (Griffith & Neale, 2001). Other research suggests that there should be a fit between the communication media and the communication content (Hertel, Geister, & Konradt, 2005). The implication of this is that employees have to think better about how they communicate; it is not self-evident anymore. And of course, they have to learn how to use communication technology (Furst, Reeves, Rosen, & Blackburn, 2004).

4.2.3 FLEXIBLE WORKING HOURS

Giving the employee the possibility of arranging his or her own working hours is one part of the construct of the 'new way of working'. Therefore, it is relevant to review the literature about flexible working hours. Organizations can allow time flexibility for 'formal' hours (part-time, school hours) and 'informal' hours (employees can work when they like) (Gibson, 2003). The amount of flexibility is often determined by the organization, using core hours for limiting this flexibility (Baltes, Briggs, Huff, Wright, & Neuman, 1999).

Flexible work hours have a positive effect on the perceived flexibility of employees (Hill, Hawkins, Ferris, & Weitzman, 2001). The possibility to schedule work themselves, gives employees the possibility to better plan their working hours. This can reduce stress and it can lead to a better work-life balance, one can for example schedule around rush hours (Hill, Hawkins, Ferris, & Weitzman, 2001). Baltes et. al. (1999) found that flexible workweek schedules had a positive effect on the satisfaction of employees in relation to their work schedules. It has also a positive effect on organizational commitment and job satisfaction (Scandura & Lankau, 1997). For women this effect is higher because they can better manage both job and family demands (Scandura & Lankau, 1997).

4.2.4 EMPOWERMENT

The role of the management will be different in 'the new way of working'. Because direct control is less effective for the management, output control is a more obvious option (Dambrin, 2004). The employee will be driven by result agreements (Bijl, 2009) or targets (Merchant & Van der Stede, 2007). The role of the manager changed from controlling employees directly to controlling their results. This means that employees have more freedom in *how* they 'produce' that result. This *how* consist also the time and place of 'producing' the result.

Elements of empowerment are job autonomy and job enrichment (Honold, 1997). Giving the employee the freedom how, when and where he or she works, gives the employees more autonomy in doing their work (job autonomy). There is a transfer of power from manager to employee (job

enrichment). The literature about empowerment gives more insight in the implications of such developments.
Empowerment is a complex concept, because there are many perspectives to look at it (Honold, 1997). Researchers distinguish two major perspectives: structural empowerment and psychological empowerment (Spence Laschinger, Finegan, Shamin, & Wilk, 2001). Structural empowerment is a social-structural perspective on empowerment (Biron & Bamberger, 2010). The organization provides a structure that enable employees to perform their job the best they can. Important aspects of this sort of empowerment are: having access to information, receiving support, having access to resources necessary to do the job, and having the opportunity to learn and grow (Spence Laschinger, Finegan, Shamin, & Wilk, 2001, p. 261).
Another perspective is psychological empowerment, which is focused on how employees perceive empowerment. According to Lee & Koh (2001, p. 686) (psychological) empowerment can be defined as: “the psychological state of a subordinate perceiving four dimensions of meaningfulness, competence self-determination and impact, which is affected by empowering behaviours of the supervisor.” For the purpose of this thesis, the dimension of self-determination is the most relevant because this includes: autonomy in the initiation and continuation of work behaviours and processes (Lee & Koh, 2001, p. 686).

Many research point out that empowerment has a positive effect on employee well-being, employee satisfaction, job satisfaction and burn-out (Spence Laschinger, Finegan, Shamin, & Wilk, 2001; Dewettinck, Singh, & Buyens, 2003).
Biron & Bamberger (2010) show that structural empowerment decrease role overload and emotional exhaustion with psychological empowerment (measured by one factor: self-efficacy) as a (partly) mediator. Spence Laschinger et. al. (2001) found a negative effect between psychological empowerment and job strain. Gregory, Albritton, & Osmonbekov (2010) found that P-O (person-organisation) fit also can be a predictor, at least psychological empowerment mediates the relationship between P-O fit and job satisfaction/ in-role performance. A broad definition of P-O is: “the compatibility between the unique qualities of the individual worker and those of the overall organization in which he or she works” (Gregory, Albritton, & Osmonbekov, 2010, p. 640).
According to Dewettinck, Singh, & Buyens (2003) empowered employees are clearly and consistently happier with their job and more committed to the organization, but the effect on their productivity is questionable. However, Seibert, Silver, & Randolph (2004) found that psychological empowerment is significantly and positively related to individual performance and job satisfaction and that psychological empowerment is a result of the empowerment climate.

The conclusion is that empowerment has positive effects for employees. However, it should be facilitated by leaders, structure or organization (Honold, 1997), otherwise it can lead to negative effects like job stress (Peters, De Bruijn, Bakker, & Van der Heijden, 2011). How organizations can facilitate empowerment will be discussed later.

4.2.5 INFORMATION TECHNOLOGY

Implementing principles of ‘the new way of working’ will partly change the role of information technology for the work of employees. Assuming that knowledge workers already work intensively with computers and most of the information they use is available in a digital form, the change is that they have to rely more on technology to communicate and collaborate with colleagues. Besides, they use information technology not only in the office, but also at home or elsewhere. For this reason, it is relevant to find the implication of changes in information technology usage.

For doing their job, employees need technology. The performance will increase with the amount of technology available. However, at a certain point there is too much technology, which will lead to

productivity losses (Karr-Wisniewski & Lu, 2010). Three dimensions of technology overload can be identified: system feature overload, information overload and communication overload.
System feature overload happens when there is no good task-technology fit; the technology is too complex for doing the task (Karr-Wisniewski & Lu, 2010). In case of information overload there is too much information available (Eppler & Mengis, 2004) for the limited capacities of people in the information they can process (De Wit & Meyer, 2010). Communication overload happens when the employee is 'over-connected'. Too much email, (instant) messages or phone calls interrupt the work and distract the employee from his or her core activities (Karr-Wisniewski & Lu, 2010).
Karr-Wisniewski & Lu (2010) found that for high levels of technology dependence, knowledge workers with technology overload are less productive. This is an important finding, because when employees work more independently of time and place, their technology dependence will increase. According to Eppler & Mengis (2004) the symptoms of information overload are less job satisfaction and cognitive strain and stress.
Another concept that can be found in the literature is 'technostress': "Technostress describes the stress that users experience as a result of application multitasking, constant connectivity, information overload, frequent system upgrades and consequent uncertainty, continual relearning and consequent job-related insecurities, and technical problems associated with the organizational use of ICT." (Tarafdar, Tu, & Ragu-Natan, 2010, p. 304). The findings of Tarafdar et. al. (2010) show that technostress is negatively related to job satisfaction, organizational commitment and job productivity but positively related to role stress because of the higher psychological and behavioural straints.

Information technology can also be a tool for making work more productive, organizations should try to recognize the 'technology optimum'. However, the findings indicate that organizations should be careful with the amount and sort of technology they use.

4.2.6 CONCLUSION

Out of the literature, the implications of 'the new way of working' for employees can be identified. Here the implications are summarized, using the four categories of work characteristics of Morgeson & Humprey (Morgeson & Humprey, 2006). The last column says something about the nature of the implication; is it a positive or negative implication for employees (or can it be both)?

Work Characteristics	Implications	Negative/positive
Task Characteristics	Work-life balance(autonomy)	Positive or negative
	Managing by objectives (autonomy)	Positive
	Empowerment (autonomy)	Positive
Knowledge Characteristics	More autonomy in problem solving	Positive or negative
Social Characteristics	Informal communication	Positive or negative
	Informal learning	Negative
	Interpersonal networking	Negative
	Career opportunities	Negative
	Formal communication: feedback on/ coordination of work	Negative
	Social interaction	Negative
	Effectiveness of communication	Neutral/ negative
Contextual Characteristics	Other workplaces	Positive or negative
	Availability of information	Neutral /negative
	Technology overload	Negative

TABLE 5 IMPLICATIONS OF 'THE NEW WAY OF WORKING' SUMMARIZED

Grabbing all the single elements together and categorize them, results in the scheme presented in figure 7. It consist only the implications that are (potentially) negative for employees. The goal of making categories is to make it easier to search the literature for resources that could buffer the negative implications. In the next section these resources will be discussed.
The main categories are:

- Communication
    - Social Context/ Isolation
    - Effectiveness
- Work-life Balance
- Empowerment

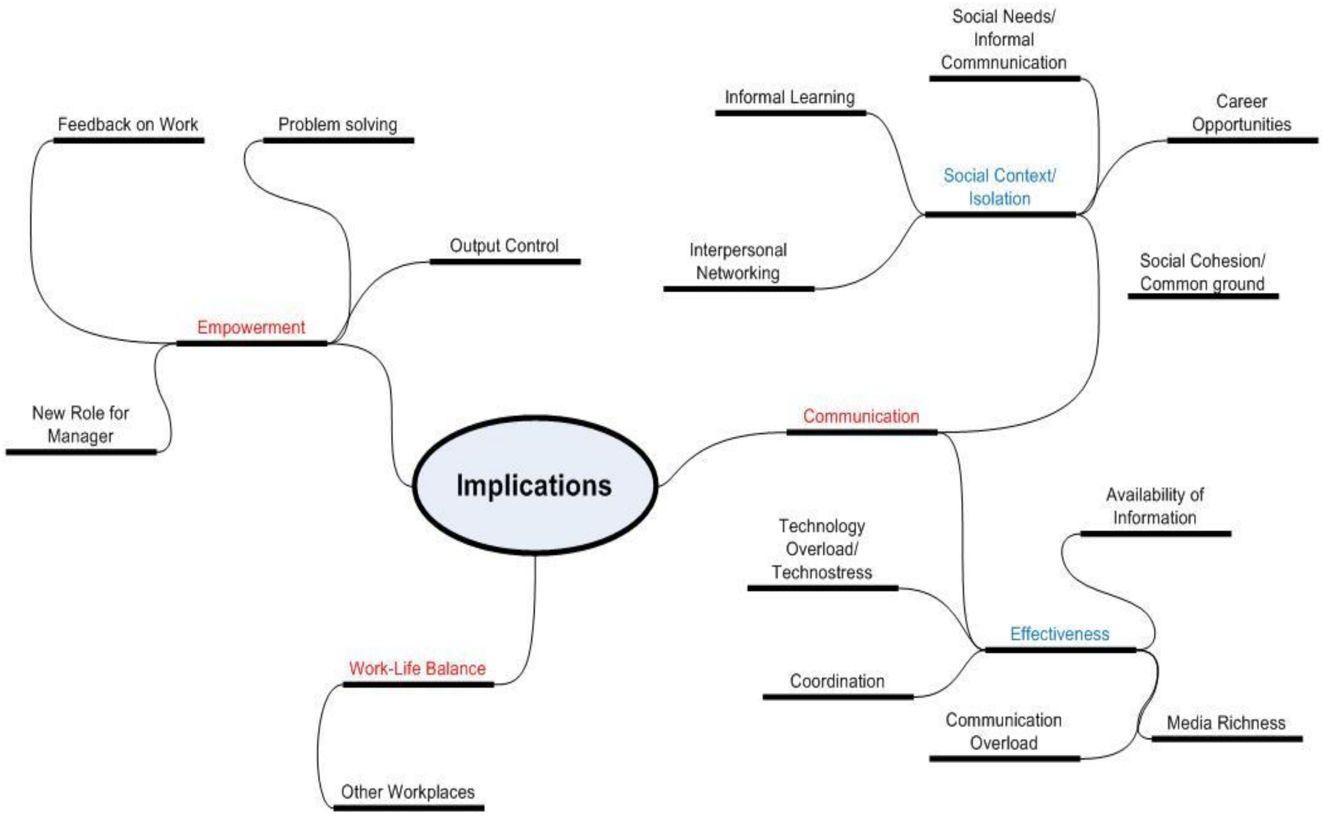

FIGURE 7 IMPLICATIONS OF 'THE NEW WAY OF WORKING' CATEGORIZED

4.3 JOB RESOURCES FOUND IN THE LITERATURE

In this section the resources that may be a 'solution' for the implications indicated in the previous section will be discussed. The structure is based on the red and blue topics as shown in figure 7. Literature out of different research fields, like indicated in figure 6, is used.

Resources should be understood as a broad concept. Job resources refer to those physical, psychological, social, or organizational aspects of the job that are either/or:

- Functional in achieving work goals
- Reduce job demands and the associated physiological and psychological costs
- Stimulate personal growth, learning, and development

(Bakker & Demerouti, 2007, p. 312)

4.3.1 COMMUNICATION

Communication seems te be a problem for two mean reasons. The first one is the social context and the related problem of isolation, the second problem is the effectiveness of communication.

4.3.1.1 SOCIAL CONTEXT

At first, a critical note should be placed according to the problem of isolation. The degree of isolation and the related problems in a telework situation only occur when someone is away from the office very frequently (Bailey & Kurland, 2002). The question is whether this is also the case for people working according the principle of 'the new way of working'. Because they have the freedom to work where they want , in essence there is no control mechanism for how often they work in the office. In fact, there is a question underneath of this problem: where does the management want to lie down the responsibility for the isolation problem?

When the employer do not want to transfer the responsibility for not getting isolated to the employee, the freedom should be restricted. A solution can be found in the literature on flexible working hours. The flexibility of employees can be restricted agreements on when employees show up in the office, for example by using core hours (Baltes, Briggs, Huff, Wright, & Neuman, 1999) or a fixed day when everyone should be at the office (Bijlsma, Janssen, De Koning, & Schlechter, 2011).

When the employee has the responsibility for not getting isolated, he or she is empowered for taking this responsibility. To get employees psychological empowered, structural empowerment is essential. In other words, the management has to facilitate the psychological empowerment. In the case of isolation, the employer has to provide resources that make it possible to get in touch with colleagues, independently of time and place.
An obvious thing to realize this are communication technology tools (Scott & Timmerman, 1999). There are lots of possibilities to make sure that colleagues can find each other and can communicate. However, the risk is that employees will mostly use those communication channels only for work-related topics, not for informal communication (see also section 4.3.1). This can hinder the socialization process. Maintaining social networks is important for the common ground, informal learning et cetera.
To stimulate informal communication, the management can facilitate this by using things like:

- Shared coffee drinking, lunches, dinners or drinks
- Organize (social) events like presentations or study tours
- Landlords; He or she keeps an eye on social problems, and forms the link between manager and employee on this issue.
- Social media

(Bijlsma, Janssen, De Koning, & Schlechter, 2011, p. 51; Lamond, Daniels, & Standen, 2005).
Support networks and information exchanges through remote media can enhance the visibility of employees, which has a positive effect on opportunities for promotion (Lamond, Daniels, & Standen, 2005).

In fact, social media is a communication technology tool. Because of its characteristics, some kinds of social media are better suitable for informal communication with colleagues than others. For informal communication people should have the opportunity to tell things about themselves and thus disclose their feelings, thoughts et cetera; social media like blogs and social networking sites give them the chance to do this (Kaplan & Haenlein, 2010). Therefore the use of Facebook, Twitter, LinkedIn or Yammer (social network site for usage within companies) can facilitate informal communication and prevent isolation. Research which is performed on the use of Yammer within the Dutch Central Government shows that Yammer is foremost used as an information platform; to know what is going on and to share information and knowledge, but less for informal communication.

When managers want Yammer to be actively used, they should actively promote it (Bijlsma, Janssen, De Koning, & Schlechter, 2011).

4.3.1.2 EFFECTIVENESS

Communication will be different in 'the new way of working'. Management can facilitate communication by providing tools, but thinking about the way one communicates can also help to enhance the effectiveness.

Bentley & Yoong (2000, p. 351) found that productive work time of knowledge workers consists of:
- Knowledge sharing time (drawing in information)
- Thinking/quiet time (reflective time)
- Research/writing time (manipulating information)
- Operational/functional time (getting it down ready for communication). This can be delegated in office time.

The type of tasks within a team determines what kind of communication is necessary. The complexity of workflows within teams is likely to determine how complex the communication within those teams is (Bell & Kozlowski, 2002). Bell & Kozlowski (2002, p. 25) stated that: "As virtual teams perform more complex, dynamic and challenging tasks, they are expected to be more likely to adopt synchronous, or tightly linked, communication media to facilitate collaboration, information richness, and group decision making." Tasks that require less cooperation with others can be performed with media that is less rich and independently of time.
In general, the assumption is that face-to-face communication is the richest kind of communication. In contrast to virtual teams, team members in 'the new way of working' can meet each other on regular basis. Therefore, they can perform complex tasks (e.g. knowledge sharing) that need rich and synchronous communication in a meeting, while doing tasks that can be done individually (e.g. reflective time and manipulating information) at another time and/or place.
Working more concentrated without interruptions are the mean reasons to work at home for civil servants (Bijlsma, Janssen, De Koning, & Schlechter, 2011). Here, the lack of communication enhances the productivity. Doing tasks that need concentration, for example complex tasks or processing information physically apart from colleagues can help in experience a 'flow'. A 'flow' is a short peak of working experiences, characterized by absorption, intrinsic motivation and work pleasure (Peters & Wildenbeest, 2010, p. 99). A condition for the 'flow' experience is that there are no interruptions from others. Switching off the communication tools or working in a 'flow' at quite times like early mornings, can be an option. However, clarity about such choices toward colleagues is important. "What is needed is making the best choices to connect with others, to collaborate in virtual teams, or just to get the work done" (Bijlsma, Efimova, & Janssen, 2010, p. 15).

Coordination and good choices are the mental site and can only solve a part of the problems. There are also more 'hard' aspects. Working independently of place asks for solutions to find colleagues, and to communicate with them wherever they are. Mobile devices can be a solution (Bijl, 2009). The mobile (smart) phone and laptop, combined with access to internet via UMTS are the most used tools of civil servants who work independently of time and place (Bijlsma, Janssen, De Koning, & Schlechter, 2011). There are many other solutions available for communication and collaboration on a distance, like videoconferencing and groupware to collaborate on documents (Bell & Kozlowski, 2002). A relatively simple tool as open digital agendas can help a lot in knowing where colleagues are (Bijlsma, Janssen, De Koning, & Schlechter, 2011).

Another problem for the effectiveness of working and communicating on a distance is the access to information. Information is critical for knowledge workers to be productive. Technology can help to get access to information and knowledge of others (Davis G. B., 2002). A manner to do this is to provide unlimited access to the intranet or virtual work environment of the organization (Davis G. B.,

2002; Bijlsma, Janssen, De Koning, & Schlechter, 2011). However, this could be a problem for secured information.
There are developments within the Dutch central government towards an integral virtual work environment for civil servants. This project is called DWR (Digitale Werkomgeving Rijk). In the near future every ministry can use foremost the same digital work environment. The first six ministries will start using DWR in the year 2011. An advantage of this development is that communication and the exchange of information will be easier, because the same systems are in use. Besides, this digital work environment offers the civil servants access to the digital information and applications which are needed for his or her job, at any moment, at any place, and on any device (e.g. computer, laptop, PDA). And the digital work environment will also offer possibilities for working together. (Rijksoverheid , 2009)

The conclusion is that the effectiveness problem of communication can be solved by making good choices according workflows and how to communicate, facilitated by technological tools that provide access to information and colleagues. Managers can help employees in making good choices around communication and stimulate the use of it.

Information technology does have a central role in 'the new way of working'. It provides consecutiveness between employees who can be located everywhere. However, this new role of information technology can be a source of technology overload and `technostress`.

Whether employees will use the technology depends on two factors: the perceived ease of use and the perceived usefulness of the technology for their work. According to Davis (Davis F. D., 1989, p. 320) perceived usefulness is "the degree to which a person believes that using a particular system would enhance his or her job performance" and ease of use is "the degree to which a person believes that using a particular system would be free of effort". Managers have to be aware that there are differences between people for these variables. Because older workers have in general less experience in using technology, they can perceive it as more difficult in use than youngsters. According to Morris & Venkatesh (2000) older people are more driven to use technology by their perceived behavior control (ease of use) and the subjective norm (social pressure) than by attitude toward using technology (usefulness).
In practice this means that the technology should enhance the effectiveness of communication, there should be a subjective norm and the technology should be easy to use and useful for the work of knowledge workers. To make it easy to use, sometimes training is necessary, especially for older employees. Training enhances the behavioral intension to use technology (Venkatesh, 2000). Guidelines prepared by the management for the use of certain technology tools can work as a subjective norm. There is social pressure for using it. The usefulness can be enhanced through an inventory of the tools that are available in the market and selecting the tools that best suit the communication needs of employees. The right tooling decisions can also prevent system overload (Karr-Wisniewski & Lu, 2010).

Social policies and corporate norms about communication can prevent communication overload (see also section 4.2.5). Training in using complex systems, or switching to lighter versions can prevent system overload.
In the case of information overload: "it is important to provide training programs to augment the information literacy of information consumers and to give employees the right tools so that they can improve their time and information management skills" (Eppler & Mengis, 2004, p. 334). But also information technology itself can help, "like the use of intelligent information management systems for fostering an easier prioritization of information and providing quality filters" (Eppler & Mengis, 2004, p. 334). Knowledge management systems can be used to streamline information retrieval within organizations (Karr-Wisniewski & Lu, 2010).

In his thesis about 'the new way of working' at Microsoft, Ter Heerdt (2008) presented a top 5 of actions preventing technology overload:

- Training programs to augment information literacy: information processing skills such as file handling, using email, classification of documents, etc.
- Raise general quality of information (i.e. its usefulness, conciseness) by defining quality standards
- Intelligent information management (prioritization)
- Schedule uninterrupted blocks of time for completing critical work
- Customization of information

Managers do not always have the abilities to change things in the virtual aspects, because of their dependency on decision making on higher levels in the organization. The mental aspects, like training and rules/norms about technology use, can be applied in this case.

In the table below one can find a summary of the job resources to prevent the negative effects of communication.

Aspects	Resources
Social context	• Core hours • Communication tools (social media) • Management facilitates events around social context
Effectiveness	• Fit between the nature of activities and sort of communication • Mobile devices • Software (groupware/ videoconferencing) • Open agendas • Remote access to the intranet • Social policies/ corporate norms for using technology • Enhance ease of use/ usefulness of technology • Smart behavior • Training

TABLE 6 RESOURCES FOR COMMUNICATION

4.3.2 WORK-LIFE BALANCE

The effect of 'the new way of working' on work-life balance is subject of discussion. Does an employee uses the newly acquired flexibility and freedom to manage time more efficient or to work more? The degree in which a worker experiences a positive effect seems to be dependent of the success in which he manages his work-life balance. An employee should develop a coping strategy to redraw the boundaries of 'home' and 'work' (Tietze, 2002). For doing this, he should make new 'rules' to assess when private life can access work life and vice versa. These rules can take priorities into account, the strictness of these rules, exceptions et cetera. The rules can be used by negotiating between conflicting 'home' and 'work' demands (Tietze, 2002). Boundaries can also be made physical by working in a separate room (Baruch, 2000). The employer can help employees with making these (foremost mental) boundaries by providing training on this.

Managers can help to enhance the work-life balance by formally adopting work-life policies on organization level. Work-life policies include any organizational programs or officially sanctioned practices designed to assist employees with the integration of paid work with other important life roles such as family, education or leisure (Ryan & Kossek, 2008, p. 295). In The Netherlands there are several arrangements for combining child-care and work-life, like maternity leave (Rijksoverheid).

Another example of a work-life policy is the flexibility in the amount of work. In section 4.2.1, reasons for a more prominent role of output control in 'the new way of working' were given. Output control is based on 'result agreements'. These agreements should be a result of negotiation between manager and employee (Bijl, 2009). In the negotiations, the employee can discuss private needs. A manager can meet those needs, for example by temporary lower the amount of work.

Besides mental elements also physical elements of work and private life will blur in 'the new way of working'. The context of work will be different. The equipment someone uses at home is different than the equipment in the office. Allowing employees to buy suitable equipment or adapt premises; establishing a designated space for work; inspection of premises for health and safety purposes; and health and safety training are strategies for preventing health problems (Lamond, Daniels, & Standen, 2005, p. 187). These strategies are in line with Dutch regulations on working conditions (in Dutch: ARBO-wetten). In The Netherlands the employer has a duty of care for employees. The employer should take actions to prevent that workers will get ill of the work they do (Taskforce Mobiliteitsmanagement/ Kenniscentrum Werk & Vervoer). These actions are:

- the employer must keep informed by the state of science regarding the risks and prevention
- the employer should inventory the general risks
- The employer must take appropriate actions to prevent for risks

(Taskforce Mobiliteitsmanagement/ Kenniscentrum Werk & Vervoer, p. 6)
There are also regulations about the working times. In general, there will be no problems according to these regulations in 'the new way of working', provided that manager and employee make agreements about working times (Taskforce Mobiliteitsmanagement/ Kenniscentrum Werk & Vervoer).

Related to the changing work context, there can also be problems with financial compensation. For example the compensation for internet connections at home. When 'the new way of working' has negative financial implications for employees, it is likely that they will be more resistant.

Aspects	Resources
Work-life balance	• Employee can develop (mental or physical) boundaries between work and private life • Negotiating result agreements • Training • Agreements about working times
Work context	• Provide suitable equipment for working at home (compensation) • Agreements about financial compensation

TABLE 7 RESOURCES WORK-LIFE BALANCE

4.3.3 EMPOWERMENT

It is important that empowerment is facilitated by managers and the organization. Honold (1997) mentioned the role of the leader in creating a context for empowerment. They delegate responsibilities to employees, which has implication for both employee and manager. Supervision is likely to be based more on outputs. The first step for a manager is to define those outputs.

Empowered employees can experience role ambiguity when goals or tasks are unclear or uncertain. In the case there is a lack of information. Role ambiguity can create stress and decreases the perception of control and empowerment for employees; creating clear goals, tasks and lines of responsibility is important for empowering employees (Spreitzer, 1996, p. 479; Menon, 1995). Clarity can give employees a higher perceived amount of influence over areas of their job which may result in higher levels of job satisfaction and lower levels of job stress (Savery & Luks, 2001).
The new role of the management is to define clear goals for employees. The organization should know what the desired results are. The desired results can be translated into targets, or negotiated with employees and set in result agreements. Those targets of result agreements should be consistent with some criteria. The goals in it should be precise enough, objective (low bias), timely (clear deadline) and understandable. Besides, employees should have significant influence on the results for which they are being held accountable. (Merchant & Van der Stede, 2007)
The second role of the manager is to create a context in which the employee feels empowered (Peters, De Bruijn, Bakker, & Van der Heijden, 2011). Speitzer (1995) found that the locus of control, but also self-esteem, access to information (about mission and performance) and rewards are predictors related of the construct of psychological empowerment.
Nauman, Khan, & Ehsan (2010) argue that it is more likely for virtual teams to be empowered, because of their limited face-to-face contact. They emphases the role of the team leader in providing an empowerment climate in order to facilitate psychological empowerment, which result in more effectiveness in leading the project team.
Menon (2001) tested the construct of employee empowerment and found that the psychological aspects perceived control, perceived competence and goal internalization determine feelings of empowerment.

The task of the manager is to stimulate these feelings of empowerment by creating a context. Menon (1995) gave a direction how to do this:

- Perceived uncertainty of the job, formalization, centralization, poor communications, non-contingent/arbitrary reward systems, role ambiguity, and role conflict in the work environment lead to decreased perceptions of control and lower empowerment.
- Greater job autonomy and meaningfulness of the job lead to greater perceived control and greater empowerment.
- Consulting, recognizing, inspiring, and mentoring behaviors of the immediate supervisor lead to greater perceived control and greater empowerment and can even moderate the effect of poor contextual factors of empowerment.
- The greater the empowerment, the higher the internal work motivation, the higher the job satisfaction, the lower the job stress, the greater the job involvement, the more involvement beyond the defined job of the individual, and the greater the organizational commitment.

(Honold, 1997, pp. 204-205)

Spence Laschinger et. al. (2001) found a positive effect between structural empowerment and psychological empowerment. Besides, they found a negative effect between psychological empowerment and job strain. Biron & Bamberger (2010) presented results in the same direction; structural empowerment decrease role overload and emotional exhaustion with psychological empowerment as a (partly) mediator.

Important aspects of structural empowerment are: having access to information, receiving support, having access to resources necessary to do the job and having the opportunity to learn and grow (Spence Laschinger, Finegan, Shamin, & Wilk, 2001, p. 261). Others focused on the social structures for creating an empowerment context. According to Spreitzer (1996) low role ambiguity (e.g. clear goal definition), manager with a wide span of control (to prevent micro-management), sociopolitical support, a participated climate and access to information is likely to support psychological empowerment. The role of 'access to resources' should be investigated further.
Seibert, Silver, & Randolph (2004) found that the empowerment climate is positively and significantly related to psychological empowerment. The empowerment climate consist of information sharing autonomy through boundaries (organizational structures and practices that encourage autonomous action) and team accountability.

It is difficult to give a complete overview of the empowerment literature. The purpose of this research is to find out what managers should do, to keep the negative effects of the implementation of 'the new way of working' as small as possible. To ensure that employee feel themselves empowered, it is clear that management and organization should facilitate this by creating a proper context, climate and/or structure.

Aspects	Resources
Empowerment	• Proper output control (Clear goals) • Creating a context for empowerment (structural empowerment)

TABLE 8 RESOURCES FOR EMPOWERMENT

4.3.4 CONCLUSION

One can recognize overlapping elements between empowerment and the other research fields. Elements of empowerment are job autonomy and job enrichment (Honold, 1997).
One can recognize job autonomy in the extended freedom in working location, working times and how one works. In the past situation the manager dictated those things. The implications of this job autonomy bring certain responsibilities for the employee.

In 'the new way of working' the responsibility for some work related aspects are (partly) transferred from manager to employee, like responsibility for work-life balance, relationship with the manager, social cohesion et cetera. This transfer of responsibilities is called job enrichment.
The organization can facilitate and help employees in doing this, but in the end the employee is responsible. For being able to do this, the employee should feel psychological empowerment.
Psychological empowerment is made possible by shaping an empowerment context, climate or structure. Managers have an important role in doing this by providing resources (JDR-model) or taking actions. A lot of examples about how managers should do this were given in this section.

However, the amount of empowerment may be limited. Employees have more power over their work, but the work content does not change. They will not get more power over organizational resources or more political power. Therefore, the literature about empowerment is not completely applicable.
In fact, this is the problem occurs for the entire research field. The literature is not written for the context of 'the new way of working'. The advices, conclusions, implications et cetera should be interpreted with caution. The task of the following steps in this research is to investigate which elements are relevant and which elements are not.

When taking this limitation into account, a lot of lessons can be learned. The rough diamond is mined, now the hand of the master grinding the diamond to a jewel. For this research, the masters are the ones with experience in implementing ‘the new way of working’; the interviewees.

4.4 LITERATURE ON ORGANIZATIONAL CHANGE

There is an enormous amount of literature available about organizational change, including a lot of models, perspectives, concepts et cetera. Examples are the distinctions that are made between top-down - bottom-up or incremental and radical change (De Wit & Meyer, 2010). The goal of this literature research is to learn from different authors and synergize the insights.

Because guidance for management is the main objective of this research, a description of how to move to the desired stage (‘the new way of working’) is useful. For this research I make use of the distinction in ideal-types of change (Van de Ven & Poole, 1995). Developing an organizational entity towards a desired state or goal is part of the ideal type of teleological change. The organization’s environment and resources are constrains in how the organization can develop. Consensus within the organization is needed to move towards the desired state or goals (Van de Ven & Poole, 1995). Therefore it is essential for the management to look after the implications for employees.

Within the teleological stream of literature about organizational change or development, there are many authors who describe stages or steps (Van de Ven & Poole, 1995). Appendix 4 presents an overview of several authors and the steps they advice for changing organizations. This overview of authors is partly based on the review article of Armenakis & Bedeian (1999).

4.4.1 CONTEXTUAL FACTORS

The steps mentioned in appendix 4 are meant for general organizational change. For this research it is also relevant to take the specific context into account.
Fernandez & Rainey (2006) researched the overlapping factors of the (teleological) organizational change research and formulated seven factors which seem to be crucial in organizational change in the public sector:

1. Ensure the need
2. Provide a plan
3. Build internal support for change and overcome resistance
4. Ensure top-management support and commitment
5. Build external support
6. Provide resources
7. Institutionalize change

Forrester (2000) wrote an article about the critical actions when organizations want to empower their employees. The six critical actions are:

1. Give power to employees.
2. Be sure of what you want to do.
3. Differentiate among employees.
4. Support power sharers (e.g. middle managers).
5. Build fitting systems (support power sharing by the rest of the organization system).
6. Focus on results

4.4.2 INTEGRATION OF STEPS FOR CHANGE

I made an integration of the steps the authors advised. In order to do this, I printed the scheme (appendix 4) and the factors mentioned by Fernandez & Rainey (2006) and Forrester (2000). I cut the paper, and categorized the elements. This process brought me to six steps of changing the organization towards 'the new way of working'.

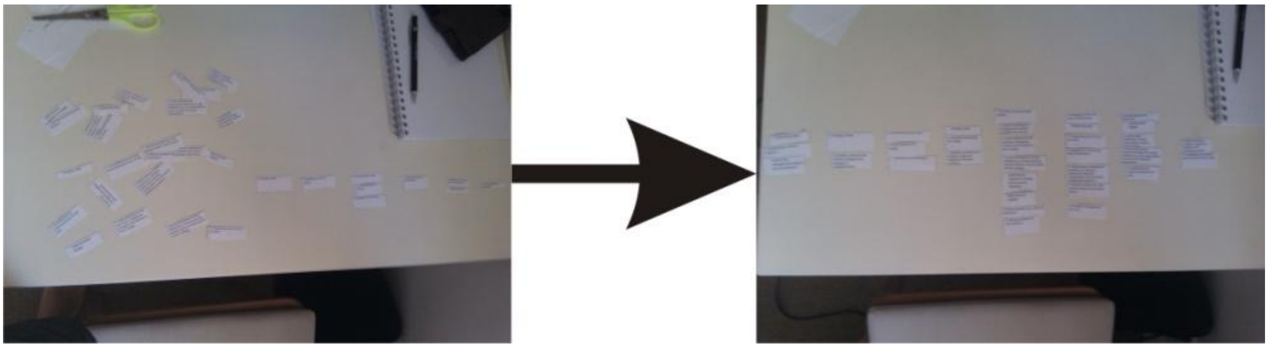

FIGURE 8 INTEGRATION OF THE STEPS FOR CHANGE

Step 1: Creating a vision

The first step is to ensure the need and create a vision, which is done by the guiding coalition (Kotter, 1995). Leaders should verify the need for change (Fernandez & Rainey, 2006) and one must be sure that empowering employees in the context of 'the new way of working' is the right decision. Asking themselves the following questions can be helpful:

- *Do we really want to empower people?* Everyone, including executives, have to answer positively on this question.
- *Is it worth the investment?*
- *Are people in the organization ready to go through a difficult, complicated and lengthy change process?*

(Forrester, 2000, p. 74)

The things learned in this phase should be written down in a vision document which is easy to communicate to stakeholders like employees (Kotter, 1995). The content of the vision is a description of the desirable future state.

Step 2: Communicating the vision and foster consensus for the vision

The goal of this step is to capture the interest of employees and therefore it is essential to communicate the vision intensively (Kotter, 1995). Consensus is the driver for teleological change (Van de Ven & Poole, 1995). Therefore communication is not enough. One has to win the hearts and minds of the 'troops' (Kotter, 1995).

In this phase it is essential to build internal support for the change plans and overcome resistance. There are several ways to do this. An important step in 'unfreezing' the current situation is ensuring the need for change (Fernandez & Rainey, 2006) and establishing a sense of urgency (Kotter, 1995). According to Beer, Eisenstat, & Spector (1990), one can mobilize commitment through the joint diagnosis of the business problem; discovering why change is needed. Thereafter a shared vision will be developed.

One can also start with a broad vision in step 1 and make it more focused with help of the employees in step 2. The most important thing is to let employees (those who will be affected by the change) participate in the change process (Armenakis, Harris, & Feild, 1999). "The literature indicates that involving organizational members helps reducing barriers to change by creating psychological ownership, promoting the dissemination of critical information, and encouraging employee feedback for fine-tuning the change during implementation." (Fernandez & Rainey, 2006, p. 170).

Besides the support of employees, the top-management should also support the vision and be committed to it. This is essential for successful change in the public sector (Fernandez & Rainey, 2006).

Step 3: Provide a plan

A shared vision about which changes are needed is important, but not enough. To implement change, a plan which helps in implementing the change is needed. It should be clear, well-conceived and well-organized (Fernandez & Rainey, 2006) in describing the actions and resources that are needed for change.

There are two specific things that should be considered. The first thing is the planning of short-term wins. Those short-term wins are important for the motivation during the change process. A way to do this is planning the projects which result in visible results first (Kotter, 1995).

It is also important to focus on results. According to Forrester (2000, p. 78) "Getting crystal clear about the results to be produced, as well as the shape of the current reality, creates a tension that is extremely energizing to organizations." Empowerment should not be a goal in itself, but a manner to reach the goals that are mentioned in the vision of step 2 en 3. Keeping this in mind can help in planning the right actions.

Step 4: Implementation

Within this step the change is really going on. There will be a change from the status quo to the desired state (Judson, 1991). For this step the obstacles towards the new situation should be removed (Kotter, 1995). Such obstacles can be in the head of people, but can also be 'real', like blocking organizational structures. Maybe there is still resistance to change by some employees or managers. Sometimes it is better to replace people who cannot work on their current position in the situation (Beer, Eisenstat, & Spector, 1990).

Scare organizational resources are needed for training employees, developing new organizational structures, developing new processes and practices et cetera. Too little resources can hinder the change process (Fernandez & Rainey, 2006). This is also the moment to invest in resources that are needed according to the job demand – job resources model. In concrete terms, this means that investments should be made in the mental, virtual and physical work environment of employees.

According to Forrester's (2000) article about empowerment, a critical action is giving power to employees by:

- Invest in building their knowledge, skills and expertise;
- Expanding their control over resources;
- Extend the discretion employees have to make decisions and commit the organization;
- Provide the opportunity and access for employees to build on new relationships.

By doing this, it is important to differentiate among employees. People are different in their abilities, needs, interests and other personal and performance characteristics (Forrester, 2000, p. 74). Give employees the amount of power they can handle, or support them with, for example, training sessions. Managers who sharing their power with employees also need support. The transfer of power should happen in a manner that it is also in the interest of these power sharers.

Step 5: Institutionalize change

To 'freeze' the new situation, the change should get institutionalized into the organization. The new policies should get part of the daily routine. To do this, two cumulative actions should be undertaken. The first one is to make the new situation part of the policies, systems and structures, job descriptions, procedures and human resource practice of the organization (Beer, Eisenstat, & Spector, 1990; Armenakis, Harris, & Feild, 1999). This is the formal part of the institutionalization. An example of the systems that influences the power of employees is shown in table 9.

Systems which influence the power of employees
Management beliefs and values
Budget and resource allocation
Recruitment and employee selection
Planning and accountability
Delegation of authority
Employee development and organizational learning
Knowledge management
Information technology
Communications
Organization and job design
Technology
Physical work location and workplace design

TABLE 9 SYSTEMS WHICH INFLUENCE THE POWER OF EMPLOYEES (FORRESTER, 2000, P.77)

Another way to institutionalize is to anchor the changes in the organizational culture. "Until new behaviors are rooted in social norms and shared values, they are always subject to degradation as soon as the pressures associated with a change is removed" (Kotter, 1995, p. 67).

Step 6: Monitoring and improving

The change process should be monitored in order to be sure that everyone has adopted the change and do not fall back into old behaviors (Fernandez & Rainey, 2006). Besides, the change process should be evaluated. This can be done to learn (Beer, Eisenstat, & Spector, 1990), but also to assess the results of the change process; did the organization reached the desired future state like described in the vision on organizational change?

4.5 RESULTS OF THE MINDMAP SESSION

In addition to the literature study, a mindmap session was used to investigate implication of 'the new way of working'. Strictly speaking, this is empirical evidence. This section is part of chapter 4 because it is input for the interviews, just like the literature study.

A central issue that were mentioned were the differences between employees. Some employees are enthusiastic about 'the new way of working' and cope easily with it. Others have more problems with accepting the new situation. This could lead to feelings of 'not-belonging' to the group, because the pioneers of 'the new way of working' are ways ahead. It may also lead to resistance for change; they want to maintain the status quo.

Focusing deeper on the differences between employees, some issues were mentioned. One issue is the change of culture. There is a change in the way employees are controlled. The control on presence has changed in a culture of results control. New technologies also change the culture. For example, in the past organizational processes took time, but nowadays everyone expect an answer by email directly. Some employees lack the competences to work with new ways of communication, like social media. Others communicate a lot via such media, which may result is a gap between various kinds of employees.

Another issue is the disappearance of the own desk because of working in a flexible office space. Some employees have serious problems with this, especially when they cannot be sure whether there are enough desks. A shortage of desks can occur during peak hours.

As mentioned before, work-life balance can also be a problem. Some employees have difficulties with defining the boundaries between work and private life. A solution that is mentioned is making good agreements with supervisors about how and when the work should be done. Supervisors and subordinates should know each others' 'manual'; the expectations to each other should be clear.
Employees should dare to be more entrepreneurial in their job, and show colleagues and supervisors their work (for example with use of social media). Besides, they should be open in their work and private life. Transparent agendas is an example how to do this.

In the creative session some critical points were formulated. The first point is a discussion about the question whether the supervisor trust his or her subordinates. Regulations are mostly based on distrust and control. An example are the rules for safety at work (in Dutch: ARBO-wetgeving). At this moment these rules are based on controlling the employee in the way he or she does the job. In a situation of working at home, it is more difficult to control. Therefore, the focus should be on informing and preventing. The employee should be responsible enough to take the regulations into account.

An advice for the change process is to prepare employees when organizations are changing towards 'the new way of working' and facilitate solutions directly when problems occur.
Customization is needed, but not on individual level. Employees will be more responsible for their jobs, and the organization should facilitate when it goes wrong; like a safety net. Balance in responsibility between employer and employee is important.

Some general lessons can be learned out of this creative session:

- The implementation of 'the new way of working' should be based on customization because of the differences between (groups of) employees.
- The organization should facilitate employees in the change process, for example by providing training. This is especially needed because of the differences in competences between employees.
- A new balance of responsibilities between employees and supervisor/ organization should be found, including a shift from control to trust and making clear agreements. They need to know each others' 'manual' and formulate clear goals. Employees should have the courage to be more entrepreneurial and to take responsibility in relation to empowerment.

4.5.1 ADDITIONAL IMPLICATION

Most of the things mentioned during the mindmap session were consistent with the literature study. An implication which I did not found in the literature research, but was an important issue during the mindmap session, was the shift to flexible offices.

Central concepts are desksharing and deskrotating (Van der Voordt, 2003). In case of desksharing not every employee has his or her own desk. This is possible because not every employee is at the office every day, which has several reasons like: telework, part-time jobs, sickness, parental leave, holidays and the standard of a 36 hour work week.
Deskrotating is based on the principles of activity based workplaces (Van der Voordt, 2003). The workplaces are especially designed for meetings, working in silence, calling et cetera. An employee will find a workplace that is especially designed for an activity. Starting another activity means a rotation of workplace.

Two main negative implications of flexible offices for employees were mentioned during the mindmap session:

- Disappearance of the own desk
- Fear for a shortage of desks

Desk sharing means that employees do not have an own desk or room anymore. This is a serious negative implication; they lose a resource for doing their job. This implication can be a source of resistance to change. A way to minimize the negative effects of this implication is providing sufficient alternatives. An example can be an office with activity based workplaces or the possibilities to telework. A shortage of desks should be prevented, especially since this is the evidence for a non-sufficient alternative. A way to prevent this is a proper housing plan. Part of such a plan is the measurement of the amount of workplaces that are needed. Making such a plan is a complex process. How this is done for the Dutch central government can be found in “Onderzoeksrapportage Kaderstelling Fysieke Werkomgeving Rijk; Corporate Standard Fysieke Werkomgeving Rijk 2011” (Pullen, Gosselink, Cox, & Ikiz-Koppejan, 2011).

Aspects	Resources
Flexible offices	• Offer sufficient alternatives • Make a proper housing plan

TABLE 10 RESOURCES FOR FLEXIBLE OFFICES

5 EMPIRICAL RESULTS

This chapter will give an overview of the results of the empirical research. These results are based on the procedures and techniques of the grounded theory approach; open coding, axial coding and selective coding.

5.1 OPEN CODING: WHAT IS 'THE NEW WAY OF WORKING'?

Because 'the new way of working' is a broad construct, I made my own definition in the beginning of this research (see section 1.1):

The new way of working is more effective, efficient and enjoyable way of working and cooperation, supported by ICT. In the new way of working, employees have become more autonomous in managing their work and they are more flexible in where they work and when they work.

This definition is quite abstract, therefore, it is worth full to investigate which elements of the 'the new way of working' are recognized in practice, also to control whether this definition fits the view of the interviewees on 'the new way of working'. The categories which were the result of open coding are used to do this. The first category is cooperation.

5.1.1 COOPERATION

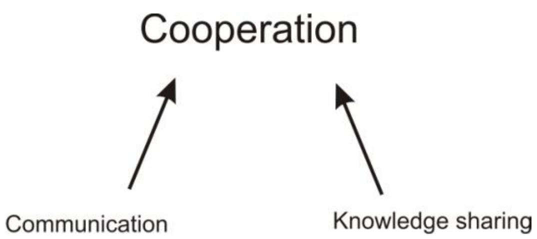

FIGURE 9 CATEGORY: COOPERATION

Like the definition stated: the 'new way of working' is also about cooperation. Here I mean cooperation in a broad sense. It is not only cooperation between members of a (project) team. One has to work together with a lot of people. Most of them are direct colleagues from the own department. Cooperating with them in a smarter way can result in more effective, efficient (and enjoyable) processes. Cooperation with people outside the organization can also be of great value.

For doing this the core processes of cooperation should be analyzed and discussed, like communication and knowledge sharing within the team or working smarter with technology. This is often combined with new challenges for the team, which are the result of flexible offices or working independently of time and place. The interviewees mentioned this as an important element of 'the new way of working':

"You can do a lot of things in the field of 'the new way of working'. To make collaboration more fun, to make processes easier. (…) It is a sort of process optimization, process but also collaboration. You can only collaborate well when you can communicate well" (Interview DJI, 2011)[7]

"For me 'the new way of working' is especially the new way of collaborating." (Interview ECLO, 2011)

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[7] The interview quotations are originally Dutch, but translated into English. The word order and word choice can be different than in the original transcripts.

The interviewees named two categories of cooperation processes which can be improved. These two processes are communication and knowledge sharing. These two processes have close relationships; one can hardly collaborate without communication and a conversation is a bit superficial without sharing knowledge. Processes of communication, collaboration and knowledge sharing can be improved by using technology.

"You have all kinds of possibilities which technically support the communication within the organization." (Interview project manager Defensie 1, 2011)

"It is our goal to be a better service provider for the Dutch central government, therefore it is important to collaborate." (Interview I&M, 2011)

"Why don't we work together? This process is related to that process. Your topic is related to my topic."
"The complexity of the topics were you are involved within, because of your job, you cannot do that on your own anymore." (Interview ECLO, 2011)

"Information which was stored in a cabinet can now be shared using SharePoint." (Interview Defensie 2, 2011)

A special kind of improving the processes are the new possibilities to collaborate, communicate and share knowledge across the borders of organizations. Working together with colleagues from other ministries will be easier, because the ICT systems are better integrated. Besides, there are possibilities like social media and online collaboration spaces. The development of this kind of collaboration leads to an organization that is more based on networks, instead of hierarchy. Every employee, independently of the hierarchical position, can place a question online and can collect the answers or share information in a passive way by publish it on the internet or intranet.

" I asked the question, in the open, […] in no time there were twenty answers in two days." (Interview ECLO, 2011)

Social media is often seen as a way to facilitate this process. Results of a research done within the Dutch central government (Bijlsma, Janssen, De Koning, & Schlechter, 2011) shows that the use of Yammer, an social media platform for use within organizations, is mostly used by civil servants to stay informed and to share knowledge.

Another possibility is to involve citizens in the policy process. They can have input for tackling social issues. Using internet and social media seems to be a good way to do this.

"I expect social media to be very important for policy development. We are now looking for the possibilities and the ways it can be used." (Interview EL&I, 2011)

5.1.2 FLEXIBILITY IN TIME AND PLACE

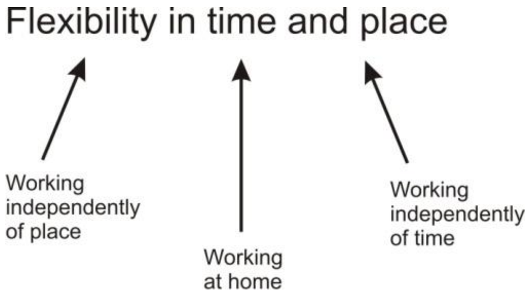

FIGURE 10 CATEGORY: FLEXIBILITY IN TIME AND PLACE

Like the definition stated: in the new way of working, employees have become more autonomous in managing their work and they are more flexible in working hours and working environment. Besides the workplace at the office, employee can have possibilities to work elsewhere. Working at home is the most common form of flexibility in place and time. This can have several reasons. The place could be better suit the activities or because the office is closed at a moment when an employee wants to work:

"When someone really wants to work quietly, than someone works at home." (Interview I&M)

In relation to result agreements: *"When you make an agreement that the work will be done by Monday, and you are not ready yet on Friday afternoon, than the consequence is that you have to work in the weekend."* (Interview RGD, 2011)

Working independently of time has also other advantages; which are mentioned in an advice of a committee of the 'Sociaal Economische Raad' (SER) for the Ministry of education, culture and science (Commissie ad hoc Tijden van de Samenleving, 2011):

"That is also part of the SER advice. We will function better when we introduce time-independency in the society. It is a solution for a society that is strictly ordered. Here, the new way of working offers possibilities." (Interview I&M)

"The classical division of roles has been replaced by a higher employment rate of both men and women. This leads to greater self-development and economic independence, but also to time constraints. The board notes that more and more people struggle to combine their jobs with their roles and responsibilities in their private life" (Commissie ad hoc Tijden van de Samenleving, 2011, p. 7)

The committee advices to use several strategies to solve the problems of time constraints. The first strategy they mention is making the work more independent of time and place, with use of new technology.

"It is a beautiful instrument for employees to use, because it gives employees more possibilities to design their work themselves by teleworking and working at home." (Interview Abvakabo, 2011)

But working at home is not the same as working completely independent of time and place. Sometimes working at home is possible, but working 'on the go' is not:

"The classic way of working at home is possible, no problem. But other forms of working independently of time and place are not possible in the current structure. (…) For example because they cannot have no access to their information" (Interview DJI, 2011')

5.1.3 FLEXIBLE OFFICE

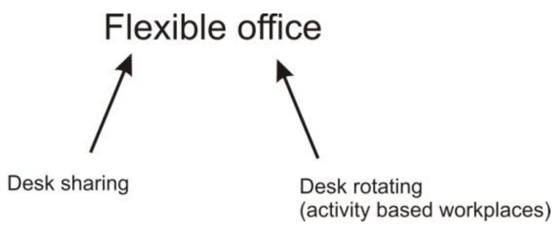

FIGURE 11 CATEGORY: FLEXIBLE OFFICE

The definition I developed in section 1.1, do not say anything about flexible offices. However, it is often seen as an element of 'the new way of working' in the interviews.

Many organizations of the Dutch central government cut costs on housing. The Ministry of Interior and Kingdom relationships set new standards for offices. The goal is to have 0.9 workplace for each FTE (fulltime-equivalent). There is some research to investigate if it is possible to lower this ratio to 0.7 workplace/FTE. Right now, this ratio is most of the times higher than 1.
A ratio of 0.9 means that not every employee has his or her own desk. Desk sharing can be a first step to more efficiency in using office space. Desk sharing is possible because not every employee works at the office every day. This has several reasons like: telework, part-time jobs, sickness, parental leave, holidays and the standard of a 36 hour working week.

"We have a department P&O, which is participant in the pilot 'flexibel werken'[...], and they will also comply to the standard of 0.9: activity based working and flexible workplaces for the whole department." (Interview SZW, 2011)

Some organizations are a step ahead. They created offices with 'activity based workplaces', where no one has an own desk. The workplaces are especially designed for activities like meetings, working in silence, calling et cetera. Most of the times this concept is based on the principle that the office is meant for meeting people and collaboration, not for working individually the whole day. Working individually can also be done at home or elsewhere.

"This is not a 'hangout' for office staff, this is a place where we come together to collaborate." (Interview Defensie2)

The picture below shows a map of activity based workplaces of an office of the Belastingdienst (Beijer, Maarleveld, & Brunia, 2009, p. 4). One can recognize the diversity of rooms, tables, seats et cetera.

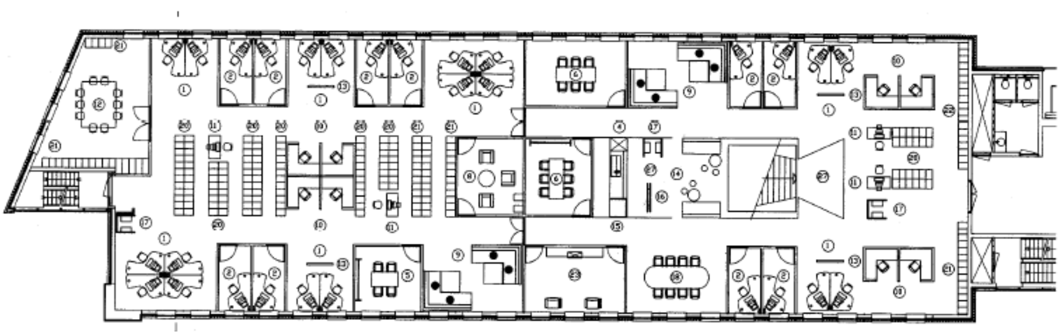

FIGURE 12 ACTIVITY BASED WORKPLACES AT THE BELASTINGDIENST (BLIJVEN FLEXEN IN FORUM FLEX, P.4)

5.2 AXIAL CODING: RELATIONSHIPS BETWEEN CATEGORIES

Axial coding is a way to discover relationships between the categories indicated by open coding. I found several relationships between the categories of ‘the new way of working’. The single categories can enforce each other. However, the only relationships which are strong enough to mention here, are the relationship between a flexible office and the other categories.

When desks in the office, especially the workplaces for work you have to concentrate for, are scarce; employees have an incentive to work at other places. They only come to the office when it is necessary to meet others. So, it has a positive effect on working independently of time and place.

“People say: I come to the office to meet colleagues and to share knowledge. Don’t put me in such a chicken house (Ed. A workplace for working in silence)*. “* (Interview I&M, 2011)

On the other hand, making it possible for employees to work outside the office has a positive effect on the use of flexible offices. An employee do not need an own desk anymore, because he or she can work at home.

“Everyone has a workplace, but not only at the office.” (Interview nVWA, 2011)

Flexible offices can also have a positive effect on cooperation within departments. Because employees are flexible in where they work, they get in touch with more employees than before (Belastingdienst, 2007). In offices with activity bases workplaces there are less walls and rooms; it is more open. For this reason an individual employee can see better on which topics everyone is working and who is working with whom. Through flexible workspaces, the informal networks within an organization get more to the surface. It is easier to speak colleagues in an informal way about their work and find synergies with one’s own work (Notes Company Visit Rabobank , 2011).

“Besides, our opinion was that it was a very closed building, with closed rooms, that is consistent with the image you want. (…) So you have to offer a completely different concept, in order to ensure that people make use of the space in another way.” (Interview EL&I)

The fact that the flexible office has relations to the other two categories can be the result of the fact that the flexible office is on another abstraction level than the other two categories. The flexible office can be seen as the physical work environment which is one of the three working environments which were mentioned in section 2.2.1. Being flexible in the time and place one works, or improving cooperation, are *ways of working* which are *affected by* the three working environments. Despite this difference in abstraction level, a flexible office affects the work processes of employees, just like flexibility in time and place and new ways of cooperation do.

One can also recognize a paradox between the categories ‘flexibility in time and place’ and ‘cooperation’. In the literature study I found negative implications for cooperating when one is working in a virtual way (e.g. teleworking and virtual teams). A goal of ‘the new way of working’ is to enhance both the flexibility in time and place and cooperation. This is paradoxical because these developments counteract with each other. However, the literature I studied, focused on the cooperation between direct colleagues, who are normally in the same office. This kind of cooperation will be more complex, but cooperation between non-direct colleagues will be easier.

“The possibilities are there, I can easily collaborate virtually with people from The Hague, Kromhout and Den Helder. You can see each other via video and you can share your desktop.” (Interview Defensie 2, 2011)

The world becomes ‘smaller’, but the distance between direct colleagues may increase. Technology can be used to stay in touch with (direct and non-direct) colleagues; 23 percent of the employees within the Dutch central government said that staying in touch with colleagues is a reason to use Yammer, an internal social media platform (Bijlsma, Janssen, De Koning, & Schlechter, 2011). The risk can be that there will become a gap between employees who are using these new technologies a lot, and those who do not. In extreme, employees feel more connected with people they ‘follow’ online than with direct colleagues (Notice Rijksadvies, 2011).

“You have employees who are ‘tweeting’ nonstop, and employees who do not have a PC at home, and everything in between” (Interview SZW, 2011)

Being aware of this paradox is important. There is a risk of enforcing one category of ‘the new way of working’, like flexibility in time and place, but weakening the other, like cooperation. This could affect the successfulness of the implementation of ‘the new way of working’.

5.3 SELECTIVE CODING: ‘THE CORE CATEGORY’

With use of selective coding, the core category is identified and will be presented here. First I will discuss a part of the definition which was not found in one of the categories: *‘the new way of working’ is more effective, efficient and enjoyable way of working.*

5.3.1 THE NEW WAY OF WORKING MAKES WORK MORE EFFICIENT AND EFFECTIVE

The core process of a knowledge worker is quite simple. The input for the ‘production process’ of a knowledge worker is information, which will be processed. According to Bentley & Yoong (2000, p. 351), the knowledge workers’ productive time (processing) consist of:

- Knowledge sharing time (drawing in information)
- Thinking/quiet time (reflective time)
- Research/writing time (manipulating information)
- Operational/functional time

Modifying the input information is what happens during these activities. This process takes place in a ‘black box’. After the information is modified, there will be an output.

Processes can be effective and efficient. Efficiency is the use of minimal resources (raw materials, money, and people) to produce a desired volume of output (Daft, 2006, p. 815). Effectiveness is the degree to which the organization achieves a stated goal (Daft, 2006, p. 815).

“How often do we really think about our work and our primary processes?” (Interview WM, 2011)

‘The new way of working’ has a potential to make the black box more efficient and effective: less office space can lead to cost cuttings; better cooperation means a quicker answer to the questions which lead to a quicker process; the possibility to work at other places lowers the time spend on traveling, and during the journey an employee can work as well.

An example of more efficiency because of flexible offices: because people do not have an own desk anymore, the office space can be used more flexible.

“We had a ‘cellular office’. That is not flexible. When something is changing in the organization, it means: moving. We see that the average employee has to move once a year. That is enormous, and it costs a lot of money. We wanted an office which was sustainable for the future, and we saw that flexible offices would become a trend anyway.” (Interview EL&I, 2011)

"So make sure you have people who are used to be in motion continuously and consider it as normal that you should adjust to developments. (…) Flexible housing is part of it. In case of a reorganization the impact on housing is not that big." (Interview nVWA, 2011)

An example of how the process can be more effective is cooperation beyond the borders of organizations. This can be helpful in an unstable environment. The Dutch central government will face new national and global trends. The 'Strategieberaad Rijksbreed' identified the eighteen most important trends between now and the year 2025 (Strategieberaad Rijksbreed, 2010). Examples are developments of economy and world order, development of media and developments in climate, biodiversity and natural resources. These trends are going faster and will be more complex than ever before. The current organizational structure is maybe not flexible enough to be responsive to these trends (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties , 2010). Technology makes it possible to cooperate beyond organizational borders. In this way it makes knowledge more widespread available and it make cooperation easier because of informal online networks.

"It would be ideal if you could organize such a peer review. And being less isolated in this way. That you have 10,000 colleagues, instead of a few hundred." (Interview DJI, 2011)

5.3.2 'THE NEW WAY OF WORKING' MAKES WORK MORE ENJOYABLE

Working more efficient and effective benefits the organization and its organizational goals, but it not necessarily makes the work more enjoyable. There are several things that points out that the work will be more enjoyable too. Alignment of personal and organizational goals will lead to a better work-life balance and a better personal development. Besides, there are some positive effects of empowerment.

Because of the 'new way of working' the employee can better combine work life and private life. Working anywhere and anytime makes it possible to combine, for example child care, with a job (Cloïn, Schols, Van den Broek, & Koutamanis, 2010). Employees can better combine personal and organizational goals.

"'The new way of working' is a lifestyle, not a work style." (Interview Defensie 2, 2011)

"There are negative aspects in it. There is also an opposite site, namely the better work-life balance someone can get. Well, there are many studies that say that this will not happen automatically ." (Interview I&M, 2011)

On the long run employees has to think more about their personal development, because work relations will be more flexible (Baane, Houtkamp, & Knotter, 2010). Learning and development are important for employees, because it is their own responsibility to keep themselves attractive for organizations. This is called sustainable employability. This responsibility can make work more enjoyable, because employees have an incentive to think about their qualities and skills more actively, and they maybe find a job that better suit their individual characteristics (Interview ECLO, 2011). This means that organizational and personal goals can be combined. Employees can make agreements about their development with their managers.

"It is a challenge for managers to let employees free, and to support them in their personal development, but at the same time think about: is it in line with the organizational goals?" (Interview BZK, 2011)

"This will fit 'the new way of working'. That everyone gets an own 'backpack' for facilities, for education. And if someone wants to do a training on the internet or an expensive course once in the ten year? That should make no difference, he has to decide that by himself" (Interview DJI, 2011)

When employees can better influence their work processes, empowerment can be a result. Employees who feel themselves psychological empowered are happier with their job. These implications were discussed extensively in chapter 4, but have been underexposed during the interviews. A better work life balance is mostly recognized as the biggest positive implication for employees, followed by the personal development of employees.

5.3.3 THE MENTAL WORKING ENVIRONMENT

Flexible offices, better cooperation and flexibility in time and place can help to make the processes more efficient, effective and enjoyable. But that happens not automatically. In this section the core category of 'the new way of working', which has a lot to do with the mental working environment of employees, will be discussed. The core category is the central category which reoccurs frequently in the data and has relationships with the other categories (Gibbs, 2010). I already identified this category in the stage of open coding, but with the use of selective coding I recognized that this is the core category. A few citations about the mental working environment:

"It is all about optimization of the individual as well as the collective." (Interview Defensie 2, 2011)

"What we do is a cultural change process. You want to get other behaviour."
"The focus on result. What can you *do, with* your *team, to make it better? What is your input? People have often a sort of victim role. They say, the ICT should be better first. (...) But what can you do yourself? Is there something that you can initiate?*
(Interview nVWA, 2011)

"'The new way of working' gives employees a lot more instruments to influence their own work." (Interview Abvakabo FNV, 2011)

"For me, 'the new way of working' is about freedom and responsibility. That is the core. It is foremost part of the culture, and how you organize things. Housing and technique are supporting. You should do that, otherwise it stops." (Interview RGD, 2011)

"In my opinion, flexible working is not only about being a good employer, but also about being a good employee." (Interview SZW, 2011)

But what are the characteristics of the employee's new mental working environment, according to the interviewees? In other words; what are the mental characteristics of what I call from now 'the new worker'.

'The new worker'' is critical about his or her own work by asking the question: what is the added value of my work to reach the organizational goals? For knowing what this added value is, 'the new worker' has internalized the organizational goals and the goals of the department he or she works for.

"People should know what they contribute to the organization" (Interview Defensie 2, 2011)

Besides the own work, it is even more important to be part of an organizational unit which has their own goals. There should be a common goal that can better be reached together than by a collection of individuals. That is the reason of the existence of the organizational unit (Rijksadvies, 2011). Formulating these goals is something that is important for the individual employee because the overall organizational goals are maybe too vague for deriving personal goals.

"Is has to do with working independently of time and place. It has to do with housing. But for ninety percent it has to do with mindset. For employees and manager, the agreements they make to shape 'the new way of working'. Think about, who are we, what are our goals, what are the performances we should deliver, who are our customers? Which working process does supports use the most?" (Interview I&M, 2011)

"The new way of working forces to think again about what you want with your department" (Interview Defensie 1, 2011)

"Optimizing your process not on basis of your internal, but on basis of the social task you have." (Interview WM, 2011)

The added value of 'the new worker' is about the degree to which his or her output helps the organization to reach its goals. In other words, the effectiveness of the process of the individual 'new worker'.

The other characteristic of 'the new worker' is that he or she takes the responsibility for the efficiency of the processes. The new possibilities of flexibility in time and place, and cooperation gives 'the new worker' more freedom, but should also help 'the new worker' to be more efficient.

"This may sound weird, but many people thought about the content of their work. And the work was very individually designed, you just sat in a room, and sometimes you had a discussion about it. But the focus was on the content of the work. And there was not much thought about how can we do it. Well perhaps, how we approach our audiences in creative ways, but not how we internally designed the work in a creative way." (Interview EL&I, 2011)

Again this is not only about the individual employee. Because a single employee often depends on direct colleagues for doing his or her work. Working more efficient is also a topic that should be discussed within a team, department or other sorts of organizational units. In table 11 one can find examples of the way processes can be made more efficient and effective.

"Together we look at the things we can improve, keeping the direction of the organization in mind." (Interview nVWA, 2011)

"You can do a lot with the resources you already have. It is also about the mindset, not only about the tools." (Interview UWV, 2011)

"I think that you should not see all these different aspects as separated columns, like working independently of time and place and working smarter, but that you look again to your department about how to get the maximum returns. How can you ensure that your department will be functioning better? I think that you can make agreements with your employees, like, how do we collaborate as smart as possible by making use of the own potential, and how do we increase also the job satisfaction?" (Interview BZK, 2011)

	Team	Individual
Flexible office spaces	What is the best way to furnishing the office? How many and what kind of workplaces do we need?	What is the best place to do my work within the office, based on my activities?
Anyplace, anytime	What is the optimum of flexibility in workplace for employees, given the fact that investments in ICT are necessary (laptops, smartphones).	What is the best place to do my work, based on my activities and appointments? What is the best time to do difficult tasks, based on my personal bio-rhythm (De Pous & Van der Wielen, 2010)
Cooperating	Can we work in a smarter way using technology? How do we communicate and share knowledge in an optimal way?	Should I post this message on Yammer, or is the information too sensitive?

TABLE 11 EXAMPLES OF METAL WORK ENVIRONMENT

5.3.4 IMPLICATIONS AND RESOURCES VS. MENTAL WORK ENVIRONMENT

The first two sub questions of this research were based on the job demands – job resources model. The assumption was that job resources could solve the negative implications of 'the new way of working'. Preventing these negative implications would help to take the restraining forces of employees away, in order to be more successful in the change process towards 'the new way of working'. Successful change means that the categories of 'the new way of working' lead to more effective, efficient and enjoyable working processes. The tension between job demands and job resources affects this relationship. A schematic overview can be found in figure 13.

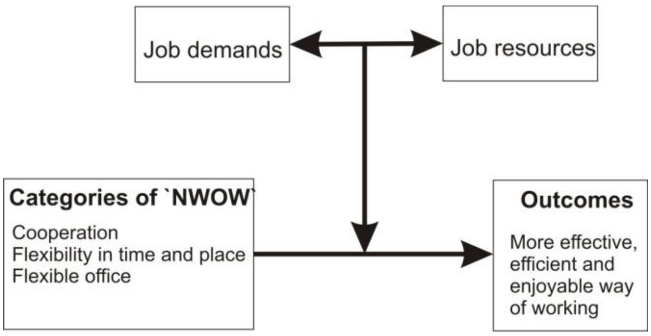

FIGURE 13 SCHEMETIC VIEW ON RELATIONSHIPS

During the interviews I found out that this view can be correct, but that it is very difficult to generalize the implications and resources that are needed for different contexts. It was not the best possible solution for the problems of the change process.

First of all, 'the new way of working' is never the same. It depends on the context of the organization and organizational unit and the kind of (or combination of) changes they make towards 'the new way of working'. Secondly, every employee is different in knowledge, skills, willingness to change, personality, personal values et cetera. Because of the broadness in implications, 'the new way of working' can have for employees and the differences in characteristics between every single employee, it is hard to recognize 'general' implications and resources which 'solve' those implications.

"You should think from the perspective of the employee. How can you facilitate the employee to do his job as good as possible. The first individual would choose to work from nine to five at the office. The other will make optimal use of the facilities and you will not see him at the office. This is dependent on the person, to do his work in the best way." (Interview Abvakabo FNV, 2011)

"Every color[8] *emphasizes other problems for 'the new way of working'. (…) So when someone works at home, who have those three 'specific colors'. He comes back and says: nice, I could do a lot of work, I did not have made appointments with others. (…) Another person, who has 'collective colors' says: I dislike working at home. I do not see my colleagues."* (Interview WM, 2011)

"This is a sort of doom scenario. And all these things do you also have to do right now. You can imagine a thousand of threats for 'the new way of working', but these thread do you also have in the current situation. I think it is a bigger threat when you do not act on the trends which are going on in the world." (Interview Defensie 1, 2011)

This is difficult for the change process. Every employee should internalize the change and should have the willingness to enhance his or her own and the team's work processes, otherwise the change will fail. But when there is no set of 'standard' implications every, employee can have his or her own reasons to be resistant to change.

This does not mean that implications are not potential problems, which the organization should act on. The implications mentioned in chapter 4 give a good overview of what the implications *could* be, and which resources *could* help to solve the problem. Most of the implications were mentioned during the interviews or during my internship. Therefore, during the implementation of 'the new way of working', these implications should be kept in mind. But it is not sure that all the implications will occur. Some employees have difficulties with their digital skills, some employees have difficulties with their work –life balance and some employees have difficulties with working in a flexible office.

The resources that are needed for facilitating knowledge workers to limit the negative effects of more job demands within 'the new way of working' are as differentiated as the implications for employees. The resources mentioned in the literature study can help, but it depends on the context of the organization, the team and the individual. When an employees have difficulties with their work life balances, a workshop about coping with a higher permeability of boundaries can be a solution. However, deciding to do all the work at the office can also be a solution (Interview SZW, 2011). There is no standard package of resources for coping with the extra job demands that occur in 'the new way of working'. Therefore, I choose to put less effort in this and focus my research on a solution that can be generalized across different contexts. By focusing my research on a higher level of abstraction, it is useful in a broad spectrum of contexts.

[8] Interviewee refers to the motive-theory, based on personal values. Each motive has another color. More information can be found on: http://www.managementdrives.com/ or Versnel (2008).

5.3.5 CONCLUSION

The conclusion so far is that ‘the new way of working’ consists of three main categories: cooperation, flexibility in time and place and the flexible office. These elements are affecting the success of ‘the new way of working’. Cooperation is not seen as an effect of ‘the new way of working’ but as a category. The outcomes are a more effective, efficient and enjoyable way of working.

The relationship between the categories of ‘the new way of working’ and the outcomes are influenced by the development of the employee to what I called, ‘the new worker’. Because ‘the new worker’ is dependent on the interaction with colleagues, also the mental work environment of the organizational unit (team, department) should be developed. This is identified as being the core category. The first two sub questions do not provide a proper framework to give an answer to the main question which can be generalized across different contexts. Job demands and job resources are relevant, but context dependent. Therefore, my research focus shifts to another aspect: the development of the mental work environment of employees and organizational units. By the interviewees, this has been mentioned as the most important factor to successfully work according the principles of ‘the new way of working’. Development of the mental work environment is context independent and can be applied in (almost) every organizational context.

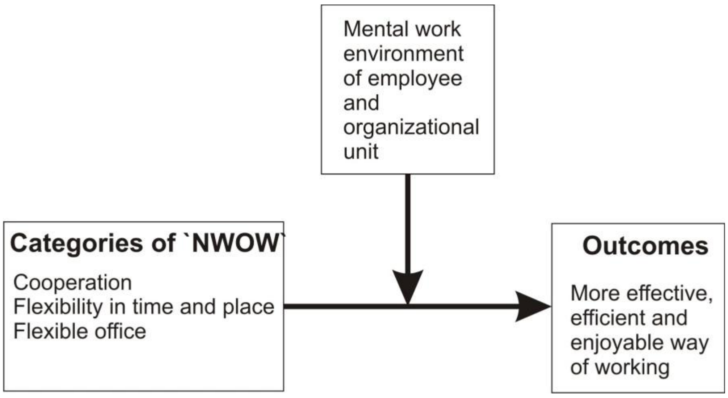

FIGURE 14 RELATIONSHIPS BETWEEN CATEGORIES AND CORE CATEGORY

6 DESIGN PLAN OF APPROACH

This chapter will pay attention to the plan of approach for organizational change towards 'the new way of working'. The grounded theory method of continue comparison is used to take all the results so far, both from the literature study and the empirical research, into account. Furthermore, 'new' literature will be used for additional insights. This is necessary because the sub questions were not consistent with the insights from the empirical study. Insights form additional literature will help to successfully answer the main question of this research. The goal of this research is to advice (project) managers, this can be done in two way:

"You can approach processes of advice in different manners. As an expert, than you will give the pill and make a diagnosis. But you can also do it more like a process mentor. A lot of things like making calculations, business cases, floor space, numbers, occupancy rate… All that can produce a lot of decision information. That is specific work, that is more the expert." (Interview WM, 2011)

For being an expert, one need context specific information. As described earlier, the change process towards 'the new way of working' is never the same. It depends on the organizational context and the characteristics of the employees. Specific implications and resources turned out to be a challenge for an expert, not for a process mentor. This chapter gives advice about the change process, as a process mentor. The plan of approach will be a guidance for the change process, but not a blueprint.

As mentioned in the literature review, consensus is the driver for teleological change. The assumption that consensus is the driver for change towards 'the new way of working' has been widely accepted by the interviewees. Therefore, the four main (sequential) events of teleological change, supported by the eight steps which were identified in the literature study for developing the plan of approach, are used. The outcome of these events should be consensus about the way the organization an it's members will develop in the future. Teleological change assumes that the entity, which can be an individual or a group of individuals, are purposeful and adaptive (Van de Ven & Poole, 1995, p. 516). The employee should adopt the goals of the entity and should have the intrinsic motivation to reach those goals.
When there is consensus, change will not occur automatically. But consensus it is a critical success factor; without consensus organization change is more difficult to achieve. As shown in figure 15, this is an ongoing process.

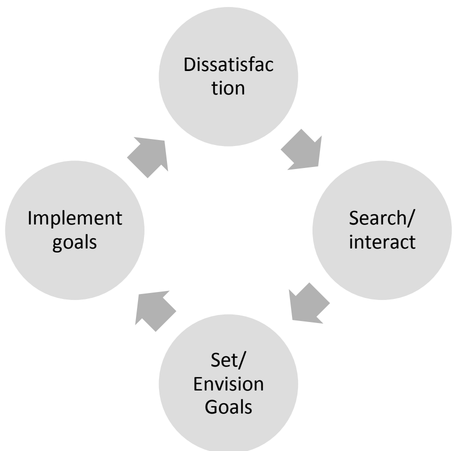

FIGURE 15 SEQUENCE OF EVENTS DURING TELEOLOGICAL CHANGE

6.1 EVENT 1: HOW CAN THE 'NWOW' HELP TO ACHIEVE GOALS?

The first event of teleological change is searching or interact about the goals for the future. It is about defining how 'the new way of working' can help to achieve organizational goals. The first step, indicated by the literature review about organizational change was: creating a vision. Formulating a vision is what happens in this first event of teleological change. A vision is a description of the desirable future state of an entity, it has a long term aim and is based on the mission. The mission is the reason for existents (the organizational beliefs, values and business definition) of the organization (De Wit & Meyer, 2010).
Because an organizational unit is just a part of the whole organization, it is important to look after the (medium-term) goals and objectives of the entity first. These goals should support the vision of the whole organization. 'The new way of working' can be a way to reach these goals.

"What is our goal? In which way can we reach those goals? 'The new way of working' seems to be one way to reach this. Every level in the organization has its own goals. We could relate all those goals to 'the new way of working'. When your strategic goals in the top of the organization can be related to 'the new way of working', than all this sub-goals should fit in that. 'The new way of working' is a way to reach goals. " (Interview Defensie 1, 2011)

The sub-goals of every organizational unit, which are more on a tactical or operational level (Daft, 2006), should be consistent with the strategic goals in the top of the organization. Every individual should be able to relate his or her added value to these strategic and sub-goals.

In general there were mentioned two types of organizational goals during the interviews; internally focused goals and externally focused goals. I describe some examples in table 12.

Externally focused goals	Internally focused goals
"People should experience inside the organization, what they need externally. So, externally focused" (Interview nVWA, 2011) "When your ministry promotes sustainability, than you cannot say: we keep a situation in which the half of the office is empty which should be heated and lighted." (Interview EL&I, 2011) "These are the developments in society around flexibility, et cetera. Topics where we, as a policy maker should, have interest in. But not only to make policies, we are also involved as an employer. What are we doing, as an employer, for the flexibility of labor" (Interview SZW, 2011)	"Ten years ago the project was started foremost to cut costs" (Interview Belastingdienst, 2011) "The assignment for now is to investigate, by using the pilots, what 'the new way of working' can bring us. What are the effects? Is it better for our customers, is it more efficient?" (Interview UWV, 2011) "The initial goals of the housing plan were the cost cuttings and unify at the level of the complete Dutch central government." (Interview I&M)

TABLE 12 GOALS OF THE 'NEW WAY OF WORKING'

Most of the times, the change towards 'the new way of working' is based on a combination of goals. For example when an organization was externally forced to move in another office or reduce office space. This can be a trigger to think about also about other possible effects of 'the new way of working'. An example is 'De Belastingdienst', were a lot of employees will retire from 2015. Flexible offices are not only based on cost cutting:

"So, one of the goals is to be an attractive employer. (…) Besides, knowledge sharing is a major priority. When people leave, also the knowledge is gone. So we focus to develop a work environment in which knowledge sharing is easier than in a situation where everyone has an own room." (Interview Belastingdienst, 2011)

"The renovation was a reason to adjust the working environment to a new way of working." (Interview Defensie, 2011)

A remarkable fact is the goal of cost cuttings. Some interviewees said that this can be a primary goal of 'the new way of working', others see it as a side effect. The external pressure of cost cuttings can be an argument to save money on office space. It seems to be that saving money on housing is one of the few direct effects (hard result) that can be measured objectively. Most other effects are 'soft'; they do not have direct results but are supportive (Presentation nVWA, 2011). They support the goals which are stated in long-term plans, management visions, et cetera. Working independently of time and place should have a positive effect on the efficiency of the processes, but there are a lot of other factors which are affecting efficiency.

The nature of the goals also affects the development of 'the new way of working' in an organization.
The top-down development of 'the new way of working' starts when managers in the top of the organization see opportunities in implementing 'the new way of working'. The goals are diverse, but cut of expenditures, especially for housing, is often a motive to start thinking about 'the new way of working'. Two examples of organizations which were part of this research and developed 'the new way of working' top-down, are the nVWA and Belastingdienst.

"Housing is often the motive for the fact that sometime should happen. (...) We've put all the tax offices and supporting services on a map. All of them were at the drawing table for 'the new way of working'. For example, in Amsterdam, 1000 people. Working in another way saves two floors. Which offices are close to Amsterdam? Do they fit in this space?" (Interview Belastingdienst, 2011)

"On the occasion of the 'organizational decision', we developed a diverse set of ideas and a management vision. (...) People inside the organization should experience what they need outside. So, an external focus, what we want to reach outside. We want to work according the principle: trust unless... So when that is your starting point, than you should also internally interact in another way. (...) That is where the interest and intention for working in another is coming from." (Interview nVWA, 2011)

When there is a clear moment of change, like moving to another office, most of the time the whole organization have to make the shift towards 'the new way of working' at once. This change is relatively radical. This is a top-down development, which is quite logical. The whole organization should change, therefore support from the top management is crucial.

When there is no clear momentum for the organization, the organization often starts with some pilots first (some departments or teams experiment with elements of 'the new way of working'). Participation of organizational units is often voluntary. The project team learns how to manage the change process and can apply this knowledge when other departments or teams will make the change. They can see what the 'good and best practices' are. And therefore, the organization changes in a more incremental way. Pilots are part of the formal structure, so the management decides to start the pilots. However, sometimes the initiative for these experiments was started bottom up and was approved by the top management.

"There are pilot projects with internal customers, but also with external customers. This is a conscious decision. We have tried to get the picture as diverse as possible, because production departments are really different from staff departments. You see what happens when it comes to employee satisfaction, and productivity. And is the customer also better off, or not?" (Interview UWV, 2011)

"The reason to start the pilots was that a number of employees performed a working visit (…) That is bundled in a document, into four pillars. Two on the soft side, collaboration, responsibility, housing and ICT. Some keywords, that appeals to us. That is what we brought into the governing board, as a signal from the employees. (…) "
"Bottom up and top down, because of the 'development agenda' (an agenda for organizational development). We managed it to get it on that 'development agenda'. That means that there is periodically attention for it in the MT." (Interview SZW, 2011)

A purely bottom-up development of 'the new way of working' starts in the bottom of the organization. Some (groups of) employees see opportunities in implementing 'the new way of working'. They initiate actions to convince others, especially the management, of the possibilities of 'the new way of working' for employees and the organization. An example of an organization which was part of this research, and developed 'the new way of working' bottom-up, is DJI.

"To get it concrete in the formal structure and getting the assignment to realize it, I do not get it done. (...) What I certainly keep doing is to keep communicating with people, the knock-on effect. Communicate and ensure that as many people as possible are familiar with the idea that 'the new way of working' is also possible for them. The more people who are asking about it, the more chances you make to formally arrange it." (Interview DJI, 2011)

As already mentioned in section 2.1, the business system consist of three pillars. A top-down approach starts from the top and tries to affect the organizational structure, the processes and the organizational culture of the organization (De Wit & Meyer, 2010). A purely bottom up approach should do the same. When one do not manage to get in into the formal organizational structure, organizational change is not possible.

6.1.1 PRACTICAL IMPLICATIONS

In this first event of teleological change the motives for starting the development towards 'the new way of working' are formulated by the management. 'The new way of working' is not a goal itself. Reasoning from the mission, vision and strategic goals of the organization is important to discover whether the categories of 'the new way of working' can contribute to the performance of the organization. The search and interact process affects the mission, vision and strategic goals for the future. The mission, vision and strategic goals can influence the use of categories of 'the new way of working', which should result in more effective, efficient and enjoyable ways of working. This process is shown in figure 16.

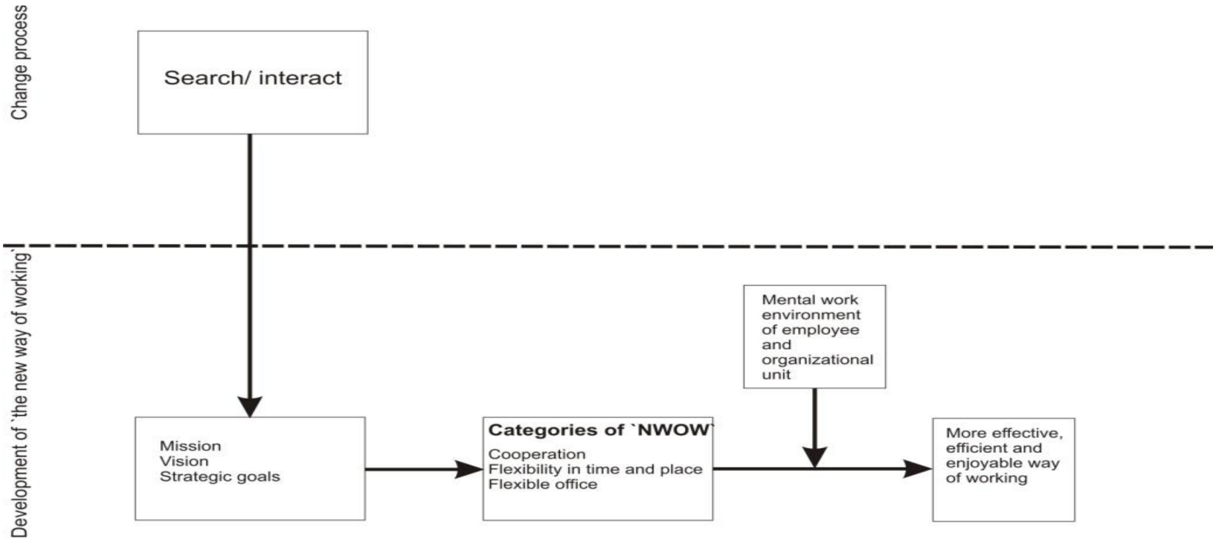

FIGURE 16 SEARCH/ INTERACT PROCESS IN CHANGE PROCESS

In addition, some questions should also be answered, based on the empowerment literature (Forrester, 2000, p. 74):

- Do we really want to make a change towards 'the new way of working'; maybe there are other ways to make use of the possibilities indicated by for example a SWOT analysis?
- Is it worth the investment? Bad ICT systems can be a problem for 'the new way of working'. There is a chance that investments should be made. Making a business case is difficult because there are not many 'hard results' and the 'soft results' can be difficult to measure.
- Are people in the organization ready to go through a difficult, complicated and lengthy change process? The answer on this question depends on the current situation and the vision for the desired situation. When there is a big difference, in general the change process will be more difficult, more complicated and lengthier.

6.2 EVENT 2: INVOLVEMENT OF EMPLOYEES

The next step to in the change process is to set and envision goals. The process of unfreezing the organization starts here. The top management has seen opportunities in implementing 'the new way of working'; maybe because they did analysis by themselves (top down) or because they are convinced by other parties or individuals in the organization (bottom up). The next step is to communicate the vision and foster consensus for the vision. In general this is done at the level of organizational units like departments.

As a project manager it is your task to get the middle management involved in the change process. They are an important link to the organizational units they are responsible for. The organizational structure seems to be an important source of resistance for middle managers:

"It is a bureaucratic organization, with a clear formal hierarchy, where middle managers be judged on the amount of output they 'make' with an amount of input. So, there are a number of people who should deliver something. That is not totally in line with how you make optimal use of the potential of the knowledge worker and working in networks" (Interview BZK, 2011)

"Everyone is judged, from the top to the bottom, on the square millimeter. (…) …not on a goal in the far future but on the amount of reports this year." (Interview ECLO, 2011)

"*Managers noticed that they are limited judged by principles of 'the new way of working' Most of the times this is restricted to their own freedom and integral steering on result with a focus on cost control"* (Bijlsma, Janssen, De Koning, & Schlechter, 2011, p. 59)

Because of this structure, implementing 'the new way of working' could feel like a risk for middle managers. For example because their management style should change, or because they are afraid what happens when people are out of sight, for example when they are working at home (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties, 2010a). However, the managers who had experience with 'the new way of working' within the Dutch central government were positive about it. They said that their style of leadership was not really changed (Bijlsma, Janssen, De Koning, & Schlechter, 2011).

I found two strategies for getting middle managers involved in the change process. The first one is to change the structure; make the (soft) results of 'the new way of working' measurable to 'fit' it into the organizational system (Rijksadvies, 2011):

"I think, there you can make a difference, making the soft effect better measurable. (…) The research I did, indicated that they see the positive effects, but they are judge on results, not on the soft effects. That is a source for resistance. They are in a sandwich between the people of their department, and the top." (Interview BZK, 2011)

However, as I stated before it can be difficult to make the soft controls measurable. The second thing one can do is convincing the middle managers, by making a connection between the goals of their organizational unit and 'the new way of working' and take away the doubts they have.

"When a department says, I have an organizational issue, maybe the 'new way of working' can help. Go for it! That is the momentum you have. Pressure from the top does not work. Let them ask the question themselves." (Interview Defensie 1, 2011)

"You can discuss the issue. Ask, what is your resistance about. We do that, we let talk managers with each other." (Interview I&M, 2011)

"We have several examples where we did a research again, because one did not believe that the occupation stays under the 50 percent. (…) And then there was a difference of 1 percent. Sometimes I think it is a waste of time. But it is also necessary, because you are a few steps further. It is part of the acceptation. You should seduce people…" (Interview Belastingdienst, 2011)

After a middle manager wants to participate in the change process, also within the organizational units the consensus should be fostered, two stages in the way to consensus can be recognized. The first stage is communication to foster awareness, the second stage is a dialogue to foster consensus.

6.2.1 COMMUNICATION TO FOSTER AWARENESS

Communicating the vision to employees is the first thing to do. Employees should be aware of the changes that will come. According to the literature study, the vision should be written down in a document which is easy to communicate and should be communicate intensively (Kotter, 1995). This is mostly be done by information meetings.

"We showed the pilots 'the new world', 'the new internet world'. Like a sort of shock effect. It had really a shock effect. A few people liked it, but for the biggest part of the people it was a shock. But we anticipated on that." (Interview UWV, 2011)

By communicating the vision, a sense of urgency and the need for change should be established (Fernandez & Rainey, 2006; Kotter, 1995).

"In case of change it is always about: what is the urgency? When there is no urgency, most of the times there will not change so much" (Interview WM, 2011)

"There should be a clear motivation for change. (…) When the motivation is unclear, it is difficult to get people moving" (Interview RGD, 2011)

Urgency can be created by a clear vision. It is important to be clear about what one means, talking about 'the new way of working'. Most of the pilots use other terms than 'the new way of working'. Sometimes because the focus is just on one or two categories of this construct. But also because 'the new way of working' is a vague term associated with a hype (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties , 2011).

"I notice that people gets tired of the term 'the new way of working'. People associate is with "bla bla" and vagueness. You see it also in the nVWA. They do not call it 'the new way of working', that is better. I think that the glance will disappear a bit."(Interview RGD, 2011)

"At the ministry of defense they do it better. Here they call it 'networking together'. 'The new way of working' is a term with an expiration date. In about two years, you cannot say 'the new way of working*' anymore. And therefore you should use a different term, such as 'networking together'. There is ICT in it, and it is more about collaboration and how to organize your workflow."* (Interview BZK, 2011)

Commitment from the top helps to spread the change through the organization. A clear vision from the top can inspire others. It is important for (project) managers to have commitment from the top:

"Ensure commitment from the top. That you make it a topic which will be discussed in the board periodically, make it a normal topic on the agenda." (Interview SZW, 2011)

"It is important to have support from the directors. When there is no support, you cannot manage it the way we did" (Interview nVWA)

"It is important to have support from the top. They should be clear in what they want and also provide a clear framework. And they should say: we are going to do this." (Interview RGD, 2011)

After the vision is communicated and employees are aware of what is meant by 'the new way of working' and what the motives are to start the change towards it, the next step is to foster consensus for the change process.

6.2.2 DIALOGUE TO FOSTER CONSENSUS

A dialogue is different from a discussion. Within a discussion people try to convince each other about their ideas. The purpose of a dialogue is to create a common sense (Dixon, 2000). Homan (2006) emphasize the importance of such a common sense for change within organizations. Employees should know each other's perceptions.

Within this specific change process the dialogue is about two things. The first thing is to discover and design the possibilities of ‘the new way of working’ and ‘the new worker’. In this sense, design means exploring the possibilities and threads, exploit the possibilities and find solutions for the threats. In the communication phase, the employees saw what the possibilities are. The ultimate objective of designing ‘the new way of working’ together is to set goals for ‘the new way of working’ for the own department. The central question is: what do we want to reach by implementing ‘the new way of working’, and how can this support our organizational (units’) work processes and organizational goals?

A dialogue can be useful to talk about how, in the specific context of an organizational unit, the ‘new way of working’ can be support the organizational (units’) goals. Individual employees and the interaction within the organizational unit influence the success of the implementation of categories of ‘the new way of working’. ‘The new worker’ takes more responsibility for the efficiency and effectiveness of the production process, in order to reach the organizational goals. Discussing which opportunities and threats they see in a changing situation helps to make employees enthusiastic.

“They should get a feeling for the change. You should involve them in time. They should have a voice in their environment. The results of pilots, when departments who were involved, is that they had less resistance to change. There are also personal reasons, because people had to travel longer at once.“ (Interview Defensie 1, 2011)

“After the intake, there is a kick-off meeting. Employees have the possibility, after an introductory presentation, to mention their worries and possibilities they see for flexible working. In order to share this with each other.” (Interview SZW, 2011)

The change process should be a challenge for employees to improve the performance of their team and the organization. The (project) manager can facilitate this challenge.

“Use the change power of people within the organization. (…) it is about the change power of people and how you can facilitate that.”
“You make ‘the new way of working’ with those who are affected by it. And discuss it together. What is your opinion about how we should do it?”
(Interview I&M, 2011)

“…bind people for the challenge. So, formulate a common goal.” (Interview WM, 2011)

Those goals take away the insecurity of employees about the change process, and what is going to happen. Insecurity is a potential restraining force for change (Interview EL&I), but it is also important to manage expectations. Wrong expectations can be a problem in the future. When reality not corresponds with expectations, this can have a negative impact on the willingness to change (Interview UWV, 2011). Being involved in the change process has a positive effect on the willingness to change and to tailor the change process to the specific organizational context, the input from employees is very useful for managers.

A second part of the dialogue is based on the implications for employees. During this process, personal goals and organizational goals will be discussed and weighted to foster consensus about it, which is the driver for change.

“The employees should get also advantages for themselves. (…) When they only have to work harder for the same income. That kills every change process. Dialogue is the only solution, in my opinion. Look to the results employees want, to the results the management want, and meet each other there.” (Interview DJI, 2011)

Starting a dialogue with employees on this topic is related to a fundamental discussion about the relationship between the employer an employee. On the one hand there is the unitary perspective which says that all members of an organization have the same interests and that they will accept the organization's goals and direct all their efforts towards the achievement of these goals (Foot & Hook, 2008, p. 66). A unitary perspective:

"… I am hired to retrieve a certain result, to provide a contribution. Not to work for your own pleasure. However, it gives the best result when you work is enjoyable." (Interview ECLO, 2011)

On the other hand there is the pluralist perspective. This perspective assumes that in any organization there is a range of interests likely to be represented among the members. Employees can have other interests than employers (Foot & Hook, 2008, p. 66).
Because teleological change is based on consensus, it would be easy when the unitarists were right. Communicating top management's vision would be enough to convince employees of the need for change. The pluralist perspective would mean that there will always be conflicts between interests; consensus based change would never be there. I assume that in practice it will be somewhere in between of these to extreme perspectives. Figure 17 provides a schematic explanation of this, showing the Force Fields of three individuals with three different perspectives.

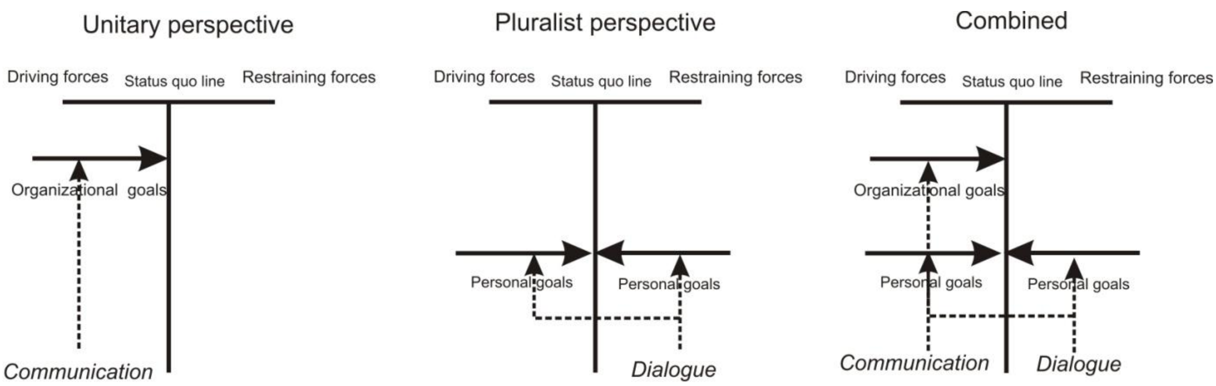

FIGURE 17 FORCE FIELD ANALYSIS (WEISBORD,2004)

During the communication phase the unitary perspective was the focal point. Pure unitarists were convinced here. However, since most people have personal goals too, some additional action is required. In the dialogue the organization can show what is in it for the employees to support their personal goals. These goals are not necessarily private goals. Employees can have also personal goals for working. Making money is not always the only goal why people are working, fulfill social needs is another example why people are working in an organization (Maslov, 1970).

"People will behave in another way when they see what it will mean for themselves. You can only change behavior when you see the need and the meaning yourself." (Interview I&M, 2011)

"Some people come to work to meet others, they don't want to work at home or something like that" (Interview UWV, 2011)

Within the dialogue, these things should be discussed. Changing towards 'the new way of working' has different implications for employees, depending on their personal goals, values, routines, knowledge, skills et cetera. In the literature review, I found implication for employees. These implications are a potential source for personal problems. Not having the skills to communicate effectively with use of technology can be a personal problem. Learning how to do this takes some effort. Within a dialogue, a team of people can find solutions for this kind of problems. By finding solutions for personal problems, one can take the restraining forces for change away.

There can be personal driving forces for employees too. Working independently of time and place can provide a better work-life balance, which is an important motivation for civil servants to do this (Bijlsma, Janssen, De Koning, & Schlechter, 2011). Therefore it is also important to discuss what the new possibilities for employees are.
So, by communication and a dialogue, the (project) manager has to influence the Force Fields of individual employees (Weisbord, 2004, p. 83) and collect input to tailor the change process to the specific organizational context. Besides, making work more enjoyable is also one of the objectives of 'the new way of working', this element should be used to make employees enthusiastic for change.

Until now I discussed why the dialogue has a positive effect on the change process and the mental work environment of the organizational unit. The dialogue enforces driving forces and potentially takes away the restraining forces for change. Besides, the work processes are discussed, which have a positive effect on working more efficient and effective within the organizational unit. The third thing the dialogue should influence is the mental work environment of each individual employee towards 'the new worker'. 'The new worker' is aware of his or her own process and added value for the organization and tries to work as effective, efficient and enjoyable as possible.
The dialogue makes it possible to discuss the personal goals and the organizational goals, in relation to the own work process. It makes employees aware of the possibilities to improve their own work process and break through routines. When the new situation is part of the daily routine, the change is institutionalized in the behavior of employees (see also step 5 of the literature research). In this way it contributes to a new mindset; the mindset of a 'new worker'.

"People should often get used to a new routine. That is difficult for everyone. When I normally get out of bed at seven, and now I should get out at six. Well that takes some effort." (Interview I&M, 2011)

"Change is in your behavior. When you want to change something, you should have the intention, but you also have to do it 40 times before it is in your behavior. You should seek links with the perceptions of people. Let the examples speak for themselves, than you feel it inside. You can only do that via a dialogue." (Interview WM, 2011)

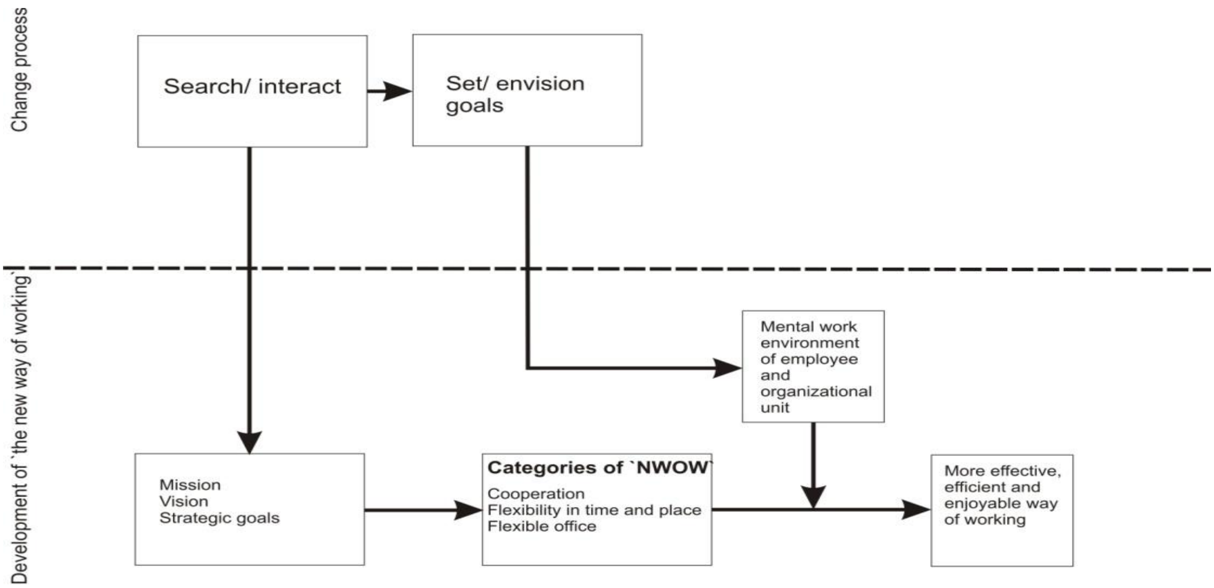

FIGURE 18 SET/ENVISION GOALS IN THE CHANGE PROCESS

The top management has more power over resources than the middle manager or project manager who is leading the dialogue in a certain organizational unit. Most of the times the top management makes a framework of preconditions for the resources which can be used for implementing 'the new way of working'. This is a potential problem for managers, they have to deal with the possibilities there are, and have little power to influence this framework (Bijlsma, Janssen, De Koning, & Schlechter, 2011). This can be difficult when employees want other or more resources; which can be a result of the dialogue. Resources are not always computers (virtual) or desks (physical), but can also be training (mental).

As already mentioned, the change process should be a challenge for employees to improve the performance of their team and the organization. A way to make employees enthusiastic is to make them responsible for a part of the plan for implementation of 'the new way of working' and the new work environment. In a new office environment one can make groups of employees who are responsible for the furniture or colors (Belastingdienst, 2007).

"Everyone has been assigned to a role. Everyone is member of a work group. This may be a work group of digital skills, a group who think about knowledge (ed. Sharing) *, a working group on housing. So you can perform things to keep people motivated. It is also voluntary."* (Interview UWV, 2011)

In order to make it possible for employees to be involved in the change process in this way, it is crucial that the framework of preconditions, dictated by the top management, is not too tight. There should be enough space left for organizational units to adjust the combination of resources to their specific context.

Because of the cost cuttings within the Dutch central government, it is difficult to invest in resources. Several parties stated that 'the new way of working' needs investments first. Thereafter, return on investments should be the future result.

"The new way of working' is a beautiful concept, and I think that you can use it to save money in the organizational operations. (…) … first it needs an investment, and the returns are a welcome side effect. 'The new way of working' is not a solution for the cost cuttings" (Interview Abvakabo FNV, 2011)

In essence the framework of preconditions, should leave enough space for organizational units and their specific context. The framework must consist of the possibilities for a broad context. The teams should have the freedom to fill in the details. Sometimes, the organization should invest to support 'the new way of working'. Too little resources can hinder the change process (Fernandez & Rainey, 2006). Without access to the intranet or proper communication tools, it is likely that working more flexible in time and place will not be more effective and efficient than in the former situation. Extensive cost cutting on office space will not be more effective and efficient when employees do not have enough workplaces. Forcing people to work at home for three days a week can be a solution, but it is questionable whether this will result in positive outcomes in the future on other areas than cost savings. If not, this is a potential source for resistance to change because organizations forget the 'enjoyable' element in the definition of 'the new way of working'.
The results of the literature study within this thesis can help to investigate which resources can fit the organization unit into the new situation of 'the new way of working'.

6.2.3 PRACTICAL IMPLICATIONS

In the previous section I discussed the dialogue between employees. Here I will describe the dialogue in a more practical way. The task of the (project) manager is to start the dialogue by organizing a meeting. There are some guidelines, which influence the success of such a meeting.

First of all, the dialogue should be open. Every employee should feel a psychological safe climate, where he or she can talk freely (Interview BZK, 2011). Psychological safety is necessary for meaningful communication about problems, mistakes et cetera (Griffith & Neale, 2001). The goal is to enhance the work processes in order to be more efficient, effective and enjoyable in the future. For doing this, they are maybe critical about the current situation. Being critical is necessary to enhance the situation in the future. And even more important, everyone should have the chance to speak about their personal goals. When this has negative consequences to self-image, status or career of people, there will be no open dialogue which negatively affects the change process.
Edmondson (2004) wrote five propositions about antecedents of psychological safety within teams:

1. Leader behaviour affects team psychological safety.
2. Trust and respect in horizontal group relations promote team psychological safety.
3. The use of 'practice fields' promotes team psychological safety.
4. A supportive organizational context promotes team psychological safety.
5. Team psychological safety is influenced by informal dynamics in the team.

Not all these antecedents can be influenced on a short term. But in a meeting one can try to create the environment as 'safe' as possible. For doing this, everyone should respect each other's ideas and values. In change processes towards 'the new way of working' there are often precursors who are really enthusiastic, and there are employees who feel negative about the change it can be compared with the adoption curve of Rogers (Rijksadvies, 2011; Rogers, 1995). There is a potential risk for the emergence of a gap between groups of people who are at another point on the adoption curve. 'The new way of working' is driven by technology. Early adopters of technology have often other (newer) solutions for problems like communication and information overload. It is important that the early adaptors respect the opinions and the worries of late adopters. It helps to speak language which is understandable for everyone, not only for early adopters (Use 'networking' instead of 'tweeting') (Rijksadvies, 2011). This creates psychological safety.

A second important aspect is the attitude of the leader (mostly the manager). "If a leader takes an authoritarian, unsupportive or defensive stance, team members are more likely to feel that speaking up in the team is unsafe. In contrast, if a leader is democratic, supportive and welcomes questions and challenges, team members are likely to feel greater psychological safety in the team and in their interactions with each other." (Nembhard & Edmondson, 2006, p. 947)

The outcomes of the dialogue should lead to a change of behaviour of employees. This means a change of individual mindsets. The change of behaviour can be supported by an organizational culture. An organizational culture consists of shared values and norms (Martins & Terblanche, 2003). An activity within the dialogue is to formulate shared values and matching norms for the new context of 'the new way of working'. These norms are the guideline for behaviour in the new situation of 'the new way of working'. It makes the consensus, which should be the result of the dialogue, more tangible and concrete.

"We give each session a few hints of this things one can make agreements on. We advise to discuss those things in a work meeting. Because if you do not, at some point you suffer from it. Sometimes they do. I walked the floor for a week and suddenly there was a poster: how do we threat one another. They agreed with each other. Then I thought: hey nice." (Interview EL&I, 2011)

“A nice thing about ‘flexible working’ is that everyone has his own opinion about it, and his own approach.”
“What strikes me, is that people say (…) we should keep seeing each other.” (Interview SZW, 2011)

The goal is to make a tangible agreement of the consensus about personal and organizational goals. Table 13 shows an example of shared values, partly based on the implications which came out of the literature research. For every value, examples of possible norms are formulated. These norms are based on research within the Dutch central government, done by: Bijlsma, Janssen, De Koning, & Schlechter (2011)(1); additional data which I received from the ministry of SZW (2), ministry of Defence (3), and the interviews (4). The numbers of the sources correspond with the numbers in the table.

Flexible office		
Value	**Norm**	**Source**
“The office should be a nice place to work.”	We share workplaces. Are you leaving for longer than two hours? Clean up your desk.	3/4
	After we used a desk, we clean up when we go away.	3/4
	The office is meant to meet people, not to work whole days. We think about the smartest place to work; inside the office as well as outside the office	4
Flexibility in time and place		
Value	**Norm**	**Source**
“We work flexible, in order to make the work more efficient, effective and enjoyable.”	We can use the flexibility for a better work-life balance, but when the work demands it, we have to be flexible too.	1/4
	We choose the best place and the best time to work, depending on our work activities.	4
Cooperation		
Value	**Norm**	**Source**
“We are pro-active in cooperating with others, inside and outside the organization.”	We use social media for our work processes.	4
	We work together with people who have to carry out the policies we make	4
	We make use of ICT for cooperation	1/4
Empowerment		
Value	**Norm**	**Source**
“We are responsible for our own work process, therefore we make result agreements”	We make individual (SMART[9]) results agreements which are in line with the goals and ambitions of the organizational unit.	1/2/4
	We are responsible for our result agreements.	2/4
	We speak with each other about the discipline to honoring agreements	2

[9] SMART: Specific, Measurable, Ambitious, Realistic, Time bounded

“The relationship with the manager supports the new way of working.”	We have one on one conversations between manager and employees, once a month.	2/4
	We regularly give feedback on our work to the manager. We are responsible to discuss our work.	3/4
	We inform the manager timely when there are problems in achieving the goals we agreed.	3
	We stay in touch with someone else’s work.	2
	We plan work in a way to prevent problems, in case of unforeseen absenteeism	2
Work-life balance		
Value	**Norm**	**Source**
“We respect each other’s work-life balance.”	We make boundaries for ourselves and watch over the balance between work and private life, and discuss this with each other.	2
	We respect each other’s way of working.	2/4
	We organize flexibility with respect to colleagues and their private situation.	2
	We create transparency about where and when someone is working (e.g. open agenda’s).	2/3
	We have agreements about our boundaries of being reachable (e.g. not in the weekend).	3
	We (especially the manager) intervenes when we signaling problems by ourselves or our colleagues.	4
Communication (effectiveness)		
Value	**Norm**	**Source**
“We communicate as effective as possible, with use of technology.”	We have agreements about how we can reach each other.	3
	We are reachable, independent of the place we work.	2
	We create transparency about where and when someone is working (e.g. open agenda’s/ out of office assistant/ voicemail).	2/3/4
	We make information accessible. We save it on a place where colleagues have access the information and we have agreements about the structure of saving documents.	3
	We take responsibility for our digital skills. We help each other to support smart ways of working with technology and find out new possibilities of doing this.	3
Communication (social context/ isolation)		
Value	**Norm**	**Source**
“The social context of work is important.”	We organize moments for social activities.	2
	We organize fixed moments for informal contact (celebrating birthdays)	3/4
	We take responsibility to prevent that colleagues get out of sight.	3
	We are interested in each other’s background.	3
	We use social media to keep each other informed about our work or private life	3/4

Resources		
Value	**Norm**	**Source**
"We need resources for doing our job more efficient, effective and enjoyable."	We identify our wishes for supportive resources on the different work environments (virtual, physical, mental)	2
	We identify what our new needs for learning and development are (mental work environment).	2

TABLE 13 VALUES AND NORMS FOR 'THE NEW WAY OF WORKING'

6.3 EVENT 3: IMPLEMENTATION

The next event of teleological change is the implementation of the goals that were described in the previous stage. The phase of 'moving' the organization starts here. The implementation can be introduced by a movement into another office, but the 'dialogue' can also be the kick off for implementing new ways of working.
This phase is often the most difficult part of the change. Talking about change seems to be easier than really changing behavior. When tangible things change, like the office environment, it can be very confronting for employees and managers.

"For example, moving from Assen to Groningen. There were around a hundred people, a small family. They went home in the afternoon for lunch. They did so for 30 years, and then, on your 31st year, you work in a building on the 15th floor with 5,000 men. I was amazed that people could be so detached from such a change. It costs a few days work for these people on their way to help getting them 'flexible'." (Interview Belastingdienst, 2011)

"Even though you are the one who has invent it by yourself (…) at the moment that the drawers are took away and you have to pack your stuff on your desk, and you have to throw away a lot of paper. That hurts. It does not matter if you invent by yourself, or anyone else." (Interview UWV, 2011)

The fact that change hurts is also because the new ways of working will not be successful directly; it is a learning process. This can be disappointing for people and difficult for managers in the beginning.

"At the moment that you let someone go. Then you cannot expect that someone take up his role immediately. One will first discover the borders of what is possible. And it is also written and also acknowledged in the literature. (…) that in turn evokes a need for guidance. While it should be a dialogue, about, is it going right? But as a leader see someone struggling, and then they quickly think, that is someone who can pick up his role less successfully. That is quite a familiar dilemma between control and self-control." (Interview BZK, 2011)

"It takes time for people to look through the concept of 'the new way of working' and say: I should work in a normal way, but as efficient as possible. Then you take the real return. The real returns are those who do it in a right way, and work also more productive." (Interview UWV, 2011)

"Then, at a certain moment, it will be daily practice, and it turn out to be disappointing. Practical things that do not work and where you invent something for. Then you will adjust your expectations. (…) But you must keep going on. And that is a particular responsibility of the managers, to keep up the good work. (..) At a certain point you realize how things work. Things resolve themselves and you invent a solution for it. At first instance, everyone gets new tools. And then it's difficult, it does not work. But at some point, everyone gets it and knows how it works with those tools. And then they see new opportunities." (Interview RGD, 2011)

But the ‘tangible things’ also enforces the change process.

“What it really makes tangible, is when you make adjustments in the housing. And it also delivers some emotion. Even more than making agreements on the soft side, on availability and accessibility. If you make agreements about the housing, it touches your immediate workspace.
What I do notice is that when you provide people with facilities in the area of ICT, they also talk more comfortable about the soft side. It is concrete, it becomes more tangible. (…) Otherwise it remains a bit of talking about flexible working, rather than the experience of flexible working.” (Interview SZW, 2011)

During the process of implementation, supporting employees in this difficult phase is crucial. The management is a role model for change, and should inspire their employees. Besides, the facilities that are promised, like ICT systems, should be okay. Otherwise these things will frustrate people, which has a negative impact for change.

“What I find difficult is that managers say that feel that it is important, but it not turns out in practice” (Interview EL&I, 2011).

“You should take care of taking away the little problem areas in the new environment.” (Interview Defensie 1, 2011)

“That are the ‘hygiene factors’. You must ensure that the ICT is okay, that your office is okay. Than you can work on things that really matters. Otherwise people are going to talk about that, about practical things which are not well organized. “ (Interview nVWA, 2011)

“For support, at the ‘Kromhout’ we are busy with a sort of ANWB team. There purpose is to help you very fast. “ (Interview Defensie 2)

6.3.1 PRACTICAL IMPLICATIONS

There is one practical implication for both managers and employees: be aware of the difficulties of this phase of organizational change and respect the struggles everyone has. Because of the differences between people, the problems will differ per person.

The fact that losing old routines or the old office environment has such an impact can be explained by theory. Some authors (Perlman & Takacs, 1990; Schoolfield & Orduña, 1994; Zell, 2003) in the literature about change management refer to the five stages of grief, introduced by Kübler-Ross (1969). The five stages: denial, anger, bargaining, depression and acceptance, can normally applied on events in life which have a great impact on a person, like death of a close friend or terminal illness. Employees who face organizational change should deal with the loss of the status quo. Communicating the change can cause feelings of denial losing the status quo and anger about the new situation. The dialogue can help to ‘bargain’ about the new situation. There will be compromises which will be lower the feelings of anger. But after the implementation, the ‘real’ situation can be more difficult than expected and feelings of depression and remembering the past will occur (Schoolfield & Orduña, 1994; Zell, 2003). These feelings are perfectly illustrated by this quotation:

“And then we spoke about, what do with it? Someone says: we should go back to the old way of working.” (Interview Defensie 2, 2011)

After feelings of depression the last stage, acceptation, will be there. Employees can better cope with the new situation and also learn how to act in the new situation. They learn for example how to use new ‘tools’ and they get used to the new values and norms. According to Perlman & Takacs (1990) the last stage of acceptence will lead to: “Rechanneled energy produces feelings of mutual answering of questions; redefinition of empowerment and employees become career, mission and culture; mutual proactive; rebirth of growth and commitment; understanding of role identity; employees will initiate projects and ideas; take action based on their own decisions career questions answered” (Schoolfield & Orduña, 1994, p. 226).

Going through the stages of grief is a process that helps to develop the mental work environment of employees. They experience what ‘the new way of working’ really means in practice. They will experience whether the expected implications really occur. At the same time they develop their mindset, and the new organizational culture get institutionalized. One of the interviewees used the metafor of learning how to cycle. You can tell someone how to do it, like in the dialogue, but you can only learn how to cycle by doing it yourself. In the beginning you need some support of someone who have experience (project manager), and you need a proper bycycle (ICT, flexible office) too.

“You have to learn a new way of communicating, and not only the ‘buttons’. But you do not have to make a half travel around the world to see each other. For the social cohesion, it can be usefull for one time. But when it happens every week, you can do it in a different way. To learn how to do it, knowing why you do it, that is the core thing what need to be developed. The mental piece. You have to understand why you do it.” (Interview Defensie 2, 2011)

“You come out of an environment with a certain structure and culture. And you go to an environment where you should do it yourself, where you are responsible for a lot of things.” (Interview Defensie 1, 2011)

“The dynamic to use office spaces in a different way, that takes time.” (Interview Belastingdienst, 2011)

“In the opposite site there is a lot of confusion, you have to learn a of lot things, you should have some disappointments. That is part of it. People have a lot of things in their mind. When you use all kinds of trendy things, you can communicate everywhere. But in reality, you communicate ‘around’ each other before you conclude that this is not how it works.” (Interview UWV, 2011)

“There were departments here, where people sent mail on Sundays at ten o’clock to show how hard they worked. When you signaling that, what does it mean? Discuss it with your people. “ (Interview I&M, 2011)

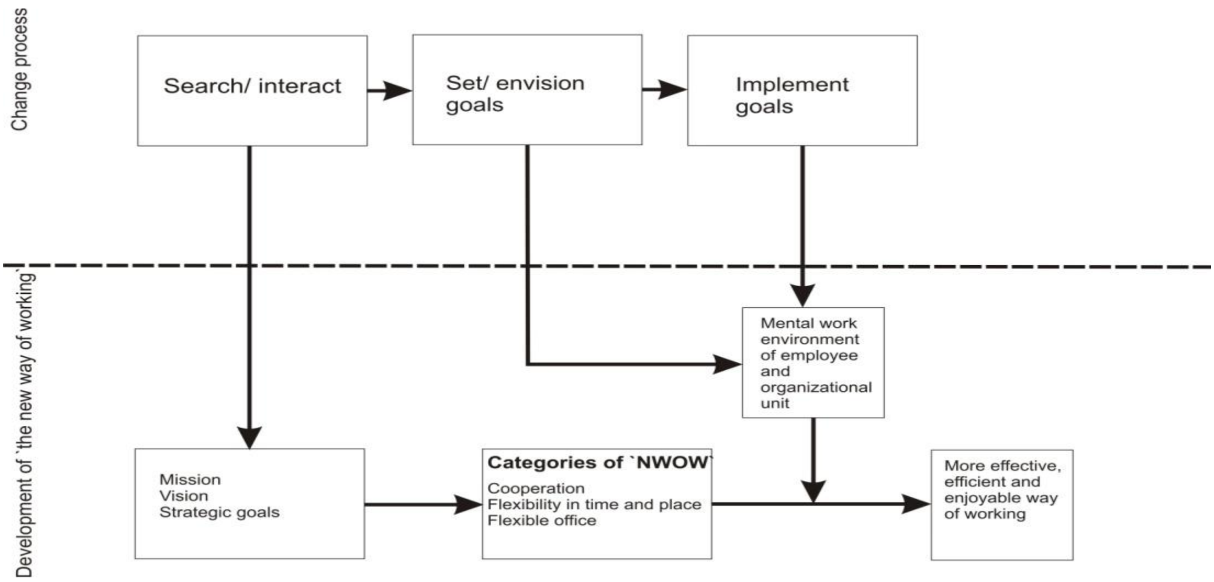

FIGURE 19 IMPLEMENT GOALS IN THE CHANGE PROCESS

Forrester (2000) wrote about change processes and empowerment (see section 4.4). In this phase investing in building the knowledge, skills and expertise is important. This is what one does by providing training and workshops for developing, for example, digital skills (Interview SZW). Control over resources could be expanded, but depends on which categories of 'the new way of working' are implemented. Expanding control over resources will be (in general) smaller in implementing a flexible office, than in case of working independently of time and place, when employees has more control over the resource time. Another thing Forrester mentioned was extending the discretion to make decisions and commit the organization; making decisions and commiting the organizational goals are things which are included in 'the new way of working'. The third aspect was providing the opportunity and access for employees to build on new relationships (e.g. with collegues or customers). This has mostly to do with improving cooperation; one of the categories of 'the new way of working'. In conclusion one can say that when all the categories of 'the new way of working' are implemented, employees are structural empowered; they have more autonomy in how they do their job (Honold, 1997). Structural empowerment is a condition for feeling psychological empowered (Spence Laschinger, Finegan, Shamin, & Wilk, 2001). Which has a positive effect on job strain and contributes to the mindset of 'the new worker'.

6.4 EVENT 4: DISSATISFACTION

After the phase of implementation the 'new' situation gets stabilized and institutionalized. The new ways of working will be part of the daily routine; the phase of 're-freezing' the organization starts here. The new situation should now be part of the elements of the business system: the organizational structure, processes and culture (De Wit & Meyer, 2010). Monitoring whether the change is institutionalized (see also step 5 in the literature study)and whether the goals were reached or not and improving the situation is what should be done here (see also step 6 in the literature study).

"Whether 'the new way of working' is successfully implemented, is determined based on various criteria. For example: the production, efficiency, employee satisfaction, absenteeism, the degree of flexible working, the support offered by ICT, etc. Because of the importance of The New Work, a monitoring group set up to follow the effects of 'the new way of working'." (nieuwe Voedsel en Waren Autoriteit, 2011)

"We try to do an 'experience research' for each project, after one year. Everyone can fill in his or her opinion. The results vary." (Interview Belastingdienst, 2011)

"The evaluation was done by a qualitative and quantitative research; group discussion, a survey and interviews." (Timmer, 2010)

This event of teleological change is called 'dissatisfaction'. There are two potential sources for dissatisfaction. The first one is a situation in which the expected results of the implementation were not reached. The cause of this should be found to solve the dissatisfaction. Maybe the mental, physical and virtual work environment need some fine-tuning. Maybe the norms and shared values are subject of degradation, because the pressure of change is removed (Kotter, 1995, p. 67). Dissatisfaction can be measured by research or identified by monitoring groups or managers. Dissatisfaction needs to be addressed; it points to a lack of consensus on the current situation. Therefore, it is necessary to go back to the second event of teleological change to foster consensus. This is shown as path 1 in figure 20.
Besides, there is also a possibility that "influences from the external environment or within the entity itself may create instabilities that push it towards a new development path." (Van de Ven & Poole, 1995, pp. 514-515). In this case, it may be necessary for the top-management to re-think the vision and goals. This development is shown as path 2 in figure 20.
Because the development of 'the new way of working' is not yet this far for most of the organizations within the Dutch central government, there is a lack of empirical evidence to prove the assumptions made about the development paths. However, to maintain consensus it seems to be important to remain a constant dialogue between (managers and) employees because organizational goals and personal goals can change. This dialogue can be facilitated, for example by organizing regular meetings where the dissatisfaction is discussed. Another option to ensure that the ongoing process will take place, is to adopt it in the organizational structure. The nVWA stimulates teams to develop themselves by 'action learning' and make plans for improvement on a regular basis, the topic within this plan can be 'the new way of working' (Interview nVWA).

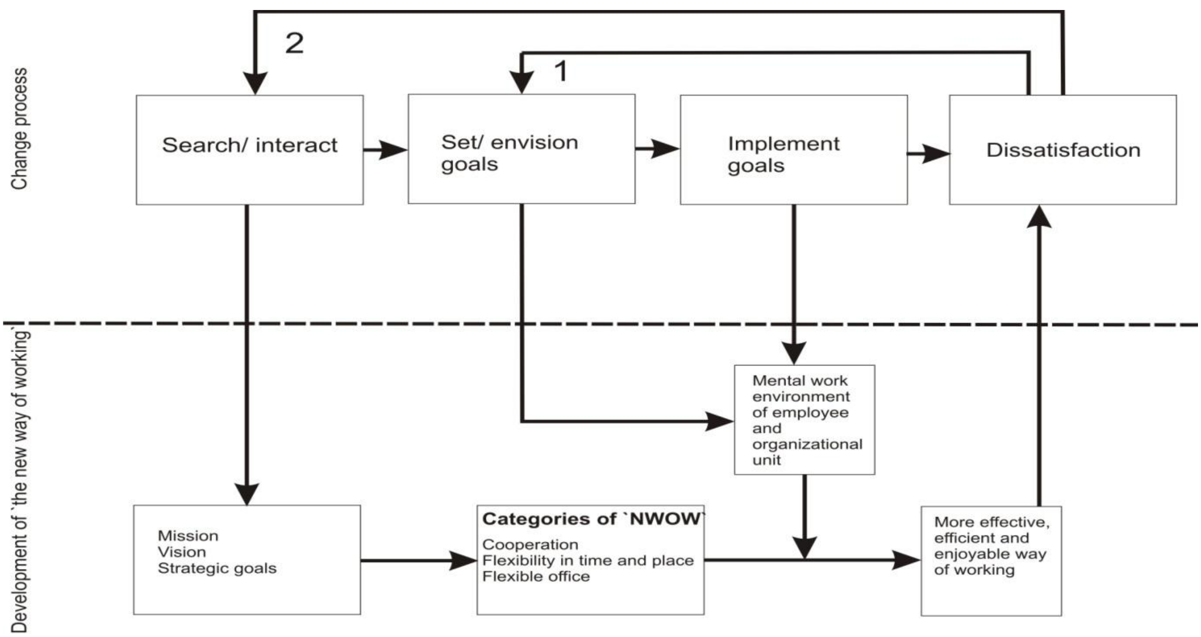

FIGURE 20 DISSATISFACTION IN THE CHANGE PROCESS

PART 3: REFLECTION

7 DISCUSSION AND CONCLUSION

The purpose of this chapter is to discuss the research findings in the broader perspective of relevant academic literature and the characteristics of, and developments within the organization of the Dutch central government. Besides, the limitations and the conclusion of this research are presented.

The assumption that the job demand - job resource model would be useful for making a plan of approach for implementing ‘the new way of working’ was false, when it comes to a model that can be used for different contexts. The focal point of the change process in this plan of approach was not the tension between job demand and job resources, but communication to reach consensus about the new situation. It is still relevant that the implications of ‘the new way of working’ were identified, because these implications are the topics to discuss within an organizational unit. Resources *can* be a solution for those implications. However, it depends on the context of the organization which resources are needed and available. Therefore, a list of job demands and job resources would not be useful for (project) managers to have. Every situation is different. By focusing my research on a higher level of abstraction, the findings are useful in a broad spectrum of contexts. But the practical relevance may change. (project)Managers can use the ‘plan of approach’ as a tool for implementing elements of the ‘new way of working’ into their organization. But foremost, the plan of approach can provide insights for managers, which are based on (scientific) literature and experiences of other managers and experts. The model will not be a guarantee for success, but it can be a good starting point.

7.1 RELATING RESEARCH FINDINGS TO LITERATURE

The development of ‘the new way of working’ fits into the concept of ‘social innovation’. The Dutch institute for social innovation defines social innovation as: “an innovation in work organization and labor relations that leads to improved performance of the organization and development of talents” (Nederlands Centrum voor Sociale Innovatie , 2009). A more complex definition, developed by Volberda, can be found in section 1.1 of this thesis. Volberda, Jansen, Tempelaar, & Heij (2011) discuss the increased importance of social innovation for the competitiveness and productivity of companies. Social innovation is even more important than technological innovation. Despite the fact that the Dutch central government do not have competitors, these results indicate that forms of social innovation potentially contribute to the organizational goals of the Dutch central government. For example by being more efficient and providing better services.

The central concept within the recommended plan of approach for implementing ‘the way of working’ was the development of the mental work environment of both the individual employee (‘the new worker’ mindset) and the organizational unit (culture with values and norms in relation to ‘the new way of working’). This development should improve work processes. The ways to improve work processes is discussed in the literature about process innovation. Process innovation is making changes in the ways in which products or services are created and delivered (Tidd, Bessant, & Pavitt, 2005, p. 10). Improving the efficiency and effectiveness of knowledge worker’ processes can be called process innovation because the way the ‘services’ are created has been changed.
Literature on process innovation often focuses on changes in production systems (Shipton, West, Dawson, Birdi, & Malcolm, 2006). Continuous improvement of processes with the participation of employees is related to a number of research fields like lean manufacturing, total quality management and learning organizations (Bessant & Caffyn, 1997). The difference with ‘the new way of working’ is that these kinds of improvement practices are focused on processes in production facilities. Where production workers are dependent of the production systems, knowledge workers have relative more autonomy in shaping their own work process. In case of ‘the new way of working’ only some processes on team and individual level will change. Whereby, changes are more focused

on 'soft' elements like employee's commitment to organizational goals and taking responsibility over one's own work process and the collective work process of the organizational unit.

Human resource (HR) practices can influence the behavior of employees in doing their work and achieving organizational goals (Chen & Huang, 2009). HR practices can have a positive effect on the innovative behavior of employees. When 'the new way of working' is characterized as a process innovation of knowledge work (where the focus lies on the team and individual level), HR practices which have a positive effect on innovation could also have a positive effect on the success of 'the new way of working'. There is an additional argument for the organization to invest in the innovative behavior of employees by using HR practices. The empirical results show that the change process towards 'the new way of working' is a never ending story. Because of developments inside or outside the organization, dissatisfaction with the status quo will occur. Therefore, going through the cycle of teleological change again and again is important to ensure the long term success of 'the new way of working'. The first time employees go through the cycle of teleological change, it may feels like a change process, because it has a big impact on their way of working. The next times it should feel more like a normal activity to continuously improve the way one is working (independently of time and place, in a flexible office and cooperating). Since the change processes seems to have a continuous nature, HR practices can help to enforce the innovative behavior of employees which should be part of the mindset of 'the new worker' in a structural way.

The mindset of 'the new worker' should not only be innovative, but also committed to organizational goals. High performance work systems (HPWS) are a set of (human) management practices which foster commitment of employees to the organization and have a positive effect to the organization's performance (Ramsay, Scholarios, & Harley, 2000). Another term that is used for this kind of HR systems is high involvement work systems; systems that foster the involvement of employees in the organization (Foot & Hook, 2008). HPWS are about the relationship between employer and employee. The HPWS perspective is based on the idea that employees do have strategic value, instead of the idea that they only cost money. In this way, it is related to the unitary and pluralist perspective which is discussed earlier. When the employer uses HPWS, the employee will be more committed to organizational goals (and other potential positive outcomes like job satisfaction) (Boxall & Macky, 2009). According to Lepak & Snell (Lepak & Snell, 2002), investing in employees' commitment to the organization is most worth full when those employees provides human capital which is unique and have a high strategic value for the organization. They made a categorization of four employment modes and found that for knowledge-based employment the commitment-based HR configuration (like HPWS) is significantly greater than the other three HR configurations.

HPWS consist of bundles of HR practices which are complementary and can have a positive effect on the performance of the organization (Boxall & Macky, 2009). By changing the way of working, the organization should choose those HR practices which support this new way of working. HR practices which have a positive effect on the innovative behavior of employees can also be a part of the HPWS. HPWS are based on (a) increasing employees' knowledge, skills, and abilities (KSAs), (b) empowering employees to act, and (c) motivating them to do so (Combs, Liu, Hall, & Ketchen, 2006, p. 503). Increasing employees' KSAs is already discussed. Employees should get the possibility to develop new knowledge, skills and the abilities to handle 'the new way of working'. Otherwise more job strain will be the result. Empowerment is also discussed a few times. Important to remember is that psychological empowerment needs structural empowerment. The motivation to act in favor of the organizational goals should be an effect of the communication and dialogue within the second event of teleological change. One can say that 'the new way of working' needs a HPWS which enables employees to work in flexible offices, work independently of time and place and cooperate in a new way. With use of this HPWS the mindset of 'the new worker' can be supported. The question is which bundles of HR practices are ideal for stimulating commitment and innovative behavior of employees who are working according the principles of 'the new way of working'. How to bring these HR-practices in practice? What is the effect of management and leadership on the success of these HR-practices in relation to ‘the new way of working’?

Investing in human capital costs money; so, HPWS raise labor costs (Cappelli & Neumark, 2001). When the human capital is unique and has high strategic value, it seems to be economically smart to do so. The investments will pay back through positive effects like cost-effectiveness through relevant work outputs in relation to labor costs (Boxall & Macky, 2009, p. 18). In relation to ‘the new way of working’: making the processes of knowledge workers more efficient and effective. However, Cappelli & Neumark (2001) found no strong evidence for this assumption within their longitudinal study, so research is not unanimous about the effects of HPWS. It is worthwhile to do further research after the effect of HR-systems.

‘The new way of working’ asks for an innovative, committed mindset of employees which I called the mindset of ‘the new worker’. The literature about commitment-based HR configurations, like HPWS, employees’ commitment for organizational goals needs investments. It is most likely that investments will be lucrative when the organization invests in human capital which is unique and has high strategic value. The question is how much investments the ‘new way of working’ needs to improve organizational performance. Also because is it not likely that all the employees who will face the implementation of ’the new way of working’ have high uniqueness and strategic value. the difficulties with measuring the ‘hard’ effects of ‘the new way of working’ are already discussed. The relationship between HRM and performance is a well-known problem. There is a large distance between HR practices and ‘hard’ performance outcomes, like financial outcomes (profit, sales) or organizational outcomes (productivity, quality), and also the effects of third variables are difficult to measure (Paauwe, 2009). However, the goals of the ‘new way of working’ are also focused on ‘soft’ outcomes, like being an attractive employer and offer employees more possibilities to combine work and private life. Those effects can be measured by research, like employee surveys.

The fact that are organizations implements a variation of elements (or categories) of ‘the new way of working’ makes it difficult to compare the interventions and outcomes of ‘the new way of working’. This thesis provides three categories of ‘the new way of working’. Further research could use this or another categorization to make the outcomes more clear; in terms of financial outcomes (profit, sales) or organizational outcomes (productivity, quality). These ‘hard’ effects can prove that ‘the new way of working’ makes work really more efficient and effective. But the ‘enjoyable’ part should not be forgotten. Soft effects, like employee satisfaction, can positively influence the ‘hard’ effects. More research is needed to investigate such causal relationships. More specific research within the organization of the Dutch central government should investigate the effects ‘the new way of working’ has on the organizational goals (cost cuttings, providing better services and being an attractive employer). This kind of research is possible in the near future, when there is more experience with ‘the new way of working’.

The conclusion of this section is that there are some insecurities about the change process towards ‘the new way of working’. Is the cycle of teleological change enough to ensure a sustainable change towards ‘the new way of working’? Are additional HR systems, focused on commitment, necessary? And are those systems worth the investment, also when the insecurities about outcomes are taken into account? All these questions about the long term development of ‘the new way of working’. In this research I focused on the initial change process towards ‘the new way of working’. The focus was on the culture within organizational units and the mindset of the individual employee. But I assume that within the teleological event of dissatisfaction in the long term, there will be signals of need for change in the organizations’ structure and processes too. Unfortunately the long term effects of ‘the new way of working’ within the organization of the Dutch central government are not known yet. The first step is to discuss the new possibilities of ‘the new way of working’ within organizational units, within the organizational structures and processes of today. The next step can be to adjust structures and processes within the whole organization to new ways of working. A scenario for the future can be a bottom up development of adjusting the structures and processes of the organization to new ways of working and organizational culture, which arise decentralized in the organization. When this is the case, a lot can be learned from research done in the fields of HPWS and bottom up process innovation.

7.2 RELATING RESEARCH FINDINGS TO PRACTICE

The bottom up adjustments of structures and processes can be conflicting with the nature of the organization of the Dutch central government. 'The new worker' who takes responsibility for his or her own work processes and recognize possibilities for improvement and innovation, may find an organization which is bureaucratic. Organizational changes are going slowly. This was already recognized by the writers of the Policy Document on Central Government Reform in the Netherlands (Ministry of the Interior and Kingdom Relations, 2007, p. 35):

"In parallel with this, government also needs to improve its ability to make organizational changes. Nowadays even relatively modest reorganizations take up too much time, mainly because highly detailed reports on organization and staff establishment often need to be presented. A modern civil service can no longer afford to be so slow in reorganizing itself; the pace of change is simply too fast. It seems perfectly possible to combine faster organizational change with greater staff flexibility."

Another example of a structure which is conflicting with the principles of 'the new way of working' is that middle managers are assessed by the output they deliver. (Social) Innovation can be risky for managers and therefore not attractive to stimulate. A way to adjust the structure to 'the new way of working' is to asses managers also by other measures, related to the desirable outcomes of 'the new way of working'. For example, employee surveys about work-life balance. Managers also have to act in a different way. Instead of hierarchical control, during the change process and also thereafter, managers should take employees seriously during the dialogue. They have to perform other leadership styles like coaching. It takes effort for both the organization and the managers to learn these new leadership styles and the HR skills. Examples of those HR skills are communications skills, emotional skills, social skills and knowledge of human behavior and group processes (Stoep, 2011).
Other conflicting elements in the structure and culture are mentioned in an internal memo (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties, 2011b) of the program I worked for:

The new way of working	Dutch central government
Network	Hierarchical
Personal initiative and responsibility	The minister of a department is responsible
Decentralized communication	Central communication
Information is public and transparent	Information is secret until it is officially approved
Trust	Control
Find limits and experimenting	Preventing risks, fair for mistakes
Flexible and quick	Safety first and slow
Innovative and inspiring	Carefully and sober
Entrepreneurial	Serving and submissive
Output control	Control on processes
Open source and cloud computing	Secret information

TABLE 14 CONFLICTING STRUCTURE AND CULTURE

The structure of the Dutch central government is sometimes conflicting with the demands of 'the new way of working'. Because of the nature of the tasks and the political background, this structure can be important. But 'the new way of working' asks for rethinking this structure to find a new balance between new developments and old structures. Some elements of the structure can only be adjusted by formulating policies for the whole organization. My recommendation is to keep investigating what those elements are and try to adjust them. The makers of policies have the responsibility to listen to all the parties involved and take their advices into account. There is always a tension between centralization and decentralization. Both can have advantages and disadvantages. It is important to leave enough space for the specific contexts of organizational units. Keep listening to middle managers, project managers and employees who have experience with 'the new way of working'. Policymakers have the responsibility to listen to (project) managers and use this feedback as input for making policies on business operations. Cooperating beyond the boundaries of organizations is one of the categories of 'the new way of working'. This is already done by using workgroups for the program 'Het Nieuwe Werken bij het Rijk', with members of several organizations. Keep initiate meetings where (project) managers can give input to the policy process.

When an organization is planning to implement 'the new way of working', it is important to provide space to bottom up participation in changing the organization. Not only during the change process (the first round of teleological change), but also thereafter. It takes time to fine-tune the business system to a different way of working. Employees, with 'the new worker' mindset, can have great ideas about changes that should be made within the organization to make their work more efficient, effective and enjoyable. The times of Taylor and his scientific management are over; employees are allowed to think about their work again. They have ideas to adjust the structure of the organization in order to facilitate 'the new way of working'. In my opinion, managers have the responsibility to listen to their employees. Since employees cannot oversee the whole organization, their ideas are not always feasible in practice. The middle managers are the link between employees and higher management, they have an important role in passing and 'filtering' the ideas to higher levels in the organization. A middle manager can initiate regular meetings to keep the dialogue open, to collect ideas and to discuss the balance between organizational goals and private goals of employees. One of the topics on the 'kwaliteitsagenda van sociale partners Rijk' (an agenda for activities of the social partners to enhance the quality of work within the Dutch central government), is to strengthening the HR-skills of managers in a changing context, including the developments around 'the new way of working' (Stoep, 2011). Managers have a central role in 'the new way of working', better skills in this specific field will help to make it successful.

A development which will affect the structure of the Dutch central government in favor of 'the new way of working' is the program 'Compacte Rijksdienst' (Rijksoverheid, 2011a). The ambition of this program is the development of an organization-wide infrastructure for business operations by better cooperating between organizations within the Dutch central government. Standardized ICT systems can, for example, help to facilitate cooperation between employees of different organizations.

Besides, in the year 2012, the program 'Het Nieuwe Werken bij het Rijk' will continue. The focus for this year will change from orientation and fostering awareness about 'the new way of working' to take action in order to stimulate the implementation.

This list of initiatives to stimulate the implementation of 'the new way of working' and adjust the structure of the organization is probably not complete. The goal is to show that there are already developments going on; the changing ways of working are recognized and will be facilitated in the future. That is important because the bottom-up initiative should be enforced by top-down decision making. Organizational culture should be consistent within organizational structures and processes to create a solid business system. The structure of the organization can be a problem for the development of 'the new way of working'. It is useful to perform further research on which aspects of the organizational structure and processes are hindering the development of 'the new way of working'. In addition, there are also structures on the level of society which hinder the development of 'the new way of working', like regulations. But there also are developments on this level. The regulations in relation to work conditions will be less restrictive in the future for working outside the office (Rijksoverheid , 2011c).

Additional to the conflicting structure, there are the cost cuttings within the organization of the Dutch central government. Because of the cost cuttings, a lot of civil servants will lose their job (Rijksoverheid, 2011). For some organizations the impact is bigger than for other organizations. However, cost cuttings can negatively affect the relationship between employee and employer. This can be a weak point in the implementation process towards 'the new way of working', because the driver for teleological change is consensus. Besides, the focal point for consensus is a balance between personal and organizational goals. In a period of cost cuttings, employees can be distrustful. Some interviewees spoke about these problems. Investing in commitment through the use of commitment-based HR systems can also be problematic when there is a shortage of money. Other treads for consensus are disputes between employees and managers or personal and organizational goals which are too different from personal goals.

7.3 LIMITATIONS OF RESEARCH

The research presented in this thesis has some limitations because of the methods that were used and the limitations in time and resources.

The research questions of this research are quite broad. Because of limitations in time, some focus was needed. A complete answer to the central research question, where all the aspects are taken into account, is not given. The body of knowledge related to 'the new way of working' and organizational change is simply too big. However, the most important part of the approach to implement 'the new way of working' within organizational units of the Dutch central government is discussed. Therefore it can give important insights for managers who want to implement elements of 'the new way of working' within their department.
The method used was based on the grounded theory approach. This approach helped to discover a relatively new field of research, but it has some limitations. Issues about the reliability and validity of using interviews for collecting empirical data is already discussed in section 3.4. Coding the rich data of the interviews, categorize the data and finding relations between categories is always more or less subjective. The bias can be bigger in case of using a grounded theory, because of the complexity of the research topic. The risk is that the researcher gets lost in the complexity and letting the imagination take over (Verschuren & Doorewaard, 1999, p. 177).

An additional risk is the researcher-induced bias. Because I worked for seven months in the organization, I had a less neutral view. However, this can also be an advantage too. Because of my experience within the organization, I could better understand the interviewees at some points. Besides, I knew what was going on within (parts of) the organization. An external researcher has a more neutral view, but do not have access to the informal networks within the organization and had maybe less ability to empathize with the interviewees.

The last limitation to discuss is the generalizability of the interviewees. All the interviewees had already experiences with 'the new way of working' as a project manager or in some other way. This can also lead to a bias. They may have preconceptions and are more focused on the positive effects of 'the new way of working' and overlooking the negative effects. I tried to prevent this bias by interviewing people in different positions (experts), and from different organizations (like a union). Also, the findings on organizational change were consistent with the findings in the literature study.

One can discuss whether fourteen interviews, with in total sixteen people, is enough to draw conclusions on for a large organization like the Dutch central government. The outcomes could be different without the limitations mentioned in this section. Besides, this research is highly internally focused on the organization of the Dutch central government, it is questionable whether the outcomes can be generalized to other organizations.

7.4 CONCLUSION

The central research question of this thesis is supported by three sub questions. The central research question is:

What is the recommended approach to implement “the new way of working” within organizational units of the Dutch central government?

Negative implications of change are an important factor for failure of change processes within organization. According to the job demand-job resources model, negative implications can lead to more job strain and can be a source of resistance for change. Four main categories of implications were identified; communication in relation to social context of work, the effectiveness of communication, work-life balance and empowerment. For each of these categories, relevant resources were identified, based on scientific literature. In the last phase of the literature research, six steps for successful change were presented.
Based on this knowledge, fourteen interviews were performed with project managers and experts. The implications were recognized by the interviewees. However, it became clear that specific implications and resources will not be the solution for a successful change process towards ‘the new way of working’, because the implications are context dependent.

Based on the empirical research three categories of ‘the new way of working’ were identified; cooperation, flexibility in time and place, and flexible offices. The effect of these categories on a more effective, efficient and enjoyable way of working depends on the mental work environment the individual employee (mindset) and the organizational unit (organizational(sub)culture). Instead of implications and resources, the change process should be focused on the development of these mental work environments.
The recommended approach for the change process is based on theories of teleological change. Four sequential events of change should lead to consensus, which is the driver for this kind of change. The first event is searching and interacting for future goals. This is a task of the management. Organizational goals, vision and/or mission can be a motivation to start implementing ‘the new way of working’. The second event is setting and envisioning the goals. By communicating the organization’s goals vision and/ or mission to the employees, the middle management creates a sense of urgency for change. But the most important part of this event is the dialogue. The role of the dialogue is to weigh personal and organizational goals. Here employees get the possibility to influence the change process. They should internalize the organizational goals, but at the same time defend their personal goals (when they are conflicting). During the dialogue phase, implications of change can be discussed and resources to solve these implications can be defined. But the most important role of the dialogue is to influence the mental work environment of employees. They should think about a way to make work more effective, efficient (foremost organizational goals) and more enjoyable (foremost a personal goal) at the same time.
The outcome of the dialogue is a change in the mindset of individual employees and the organizational (sub) culture, which will lead to a change in behavior. To make this more concrete, values and norms for the organizational unit can be developed.
The next event is to implement the goals which are set in the previous phases. Here the real changes are implemented. This phase can be difficult for employees and managers; talking about change is

easier than changing behavior. The results could be disappointing in the beginning. It costs time to learn how to act in the new situation, but is it also difficult to leave the old situation behind. This process shapes the mental work environment of the employees. Overcoming the struggles in this phase is the basis for working more effective, efficient and enjoyable.
After the phase of implementation the new situation will be part of the daily routine. Monitoring whether the goals are reached, is the main part of this change event. It is likely that there are conflicting elements in the organizational structure or processes which should be adjust to the new situation. Ideally, this would be part of the implementation, but the situation may turn out different than expected or elements cannot be changed fast enough. Dissatisfaction can be the result. Also developments within or outside the organization can be a source of dissatisfaction. Dissatisfaction can be a reason to start over again the teleological change process. But it is likely that the first 'round' had the biggest impact on the organization and (the mental work environment) of employees.
This process of change is focused on getting consensus on a level of organizational units (decentralized). The needs for adjustments in the structure or the need for (other or more) resources is a bottom up process. The middle manager has an important role in negotiating these needs higher in the organization.

8 EPILOGUE

When I started my research and internship I had limited knowledge about ‘the new way of working’, but because of a course in my Master program I became curious about this development. I was lucky that I have got the opportunity to start working on this topic in the context of the biggest employer of The Netherlands. I learned a lot about ‘the new way of working’, about the organization and about myself.

‘The new way of working’ offers great opportunities for employees. It can be a blessing to work at home or elsewhere. In my case, travelling between The Hague and my hometown Hilversum took me two and a half hours a day. Starting my working day during the train journey would have saved me a lot of time. And when there are no reasons to go to the office, traveling would not necessary at all. Unfortunately, I did not have a laptop or access to the office network. So, working in the train or at home was not a possibility for me. I also saw many flexible offices of other organizations. I was always a bit jealous when I saw offices with nice furniture, nice workplaces and inspiring colors. In my point of view, ‘the new way of working’ is a positive development.

But I realize that every single person have different preferences. And at the same time organizational resources are limited. There is always a tension between the ideal situation for the organization (being as effective and efficient as possible) and the ideal situation for employees (making work as enjoyable as possible). ‘The new way of working’ offers instruments to combine these ideal situations. What is needed is respect for each other’s situation and working on the relationship between employer and employee. I believe that when the relationship is good, employers do not have to fear to give employees more freedom and responsibilities in their work. I have never met someone who enjoys his or her work, had a good relationship with the manager and at the same time had the intention to make a mess of his or her work.
I hope that more organizations will consider the opportunities of ‘the new way of working’, for themselves but also for their employees. They can save money, for example by using videoconferencing for cooperation or reduction of office space. At the same time they can offer employees, for example, a better work-life balance by giving them the possibilities to work at home. What I want to emphasize, is that organizations should not abuse this concept only for their own interest, but they should create a win-win situation. This is the key to make the implementation of ‘the new way of working’ a success. A success with ‘soft’ and ‘hard’ results, which are sometimes hard to measure. Maybe there should also be a bit of faith that there will be positive effects; I believe that motivated employees know how to do their job in the best way. Let’s give them the opportunity to do so.

Thanks for reading my thesis!

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10 APPENDICES

10.1 APPENDIX 1; INTERVIEW DESCRIPTIONS (PROJECTMANAGERS)

Organization	Description of the organization	Interviews	Additional data/ literature
Ministerie van Defensie	Ministry of Defence	• 1 project manager • 1 pilot manager	
Ministerie van Economische Zaken, Landbouw en Innovatie (EL&I)	Ministry of Economic Affairs, Agriculture & Innovation	• 1 project manager	
Ministerie van Infrastructuur en Milieu (I&M)	Ministry of Infrastructure and the Environment	• 2 project managers (1 interview)	Literature on change management[10] and documentation about 'the new way of working'
Ministerie van Sociale Zaken en Werkgelegenheid (SZW)	Ministry of Social Affairs and Employment	• 1 project manager	Project documentation and Interview report of another research with related topics in it
Nieuwe Voedsel en Waren Autoriteit (nVWA)	Monitors the health of animals and plants, animal welfare and safety of food and consumer products and uphold the law on nature (Nieuwe Voedsel en Waren Autoriteit). Part of Ministry of Economic Affairs, Agriculture & Innovation.	• 1 project manager	Guidelines for employees; a introduction DVD for employees.
Uitvoeringsinstituut Werknemers Verzekeringen (UWV)	Help people who are unemployed with several services. This organization is a independent (Zelfstandig Bestuurs Orgaan) part of the Government, but the Ministry of Social Affairs and Employment is responsible for it.	• 1 project manager	Online toolbox.

[10] (Homan, 2006)

10.2 APPENDIX 2; INTERVIEW DESCRIPTIONS (EXPERTS)

Expertise	Organization	Organization description	Additional data/ literature
New Human Resource skills for managers	Ministerie van Binnenlandse Zaken en Koninkrijksrelaties DGOBR-OPR	The Ministry of Interior and Kingdom Relationships	
Personell and Organization, active in promoting 'the new way of working'	Dienst Justitiële Inrichtingen (DJI)	Manages prisons and penitentiaries	
Organizational Change (advice)	De Werkmaatschappij	A shared service center for services within the central government	Documentation about flexible office concept, team development and management drives
Learning and development and Organizational Change	ExpertiseCentrum Leren & Ontwikkelen (ECLO) (part of 'De Werkmaatschappij')	Shared service organization for Learning & Development	Factsheet: "Naar een duurzame invulling van Het Nieuwe Werken" Result of 3 brainstorm sessions and literature research
Human-Technique interaction	De Werkmaatschappij	A shared service center for service within the central government	
Facilities (Guidance in transition to flexible offices)	Belastingdienst Centrum voor facilitaire dienstverlening (B/CFD)	Housing and related services for organizations of de Belastingdienst	A DVD with 10 interviews on it; evaluation reports of Belasingdienst organizations with flexible housing concepts
Union	Abvakabo FNV[11]	Abvakabo FNV is the largest union in the public sector.	

[11] 1 interview with 2 experts

10.3 APPENDIX 3; INTERVIEW PROTOCOL

Project managers

Topic	**Sub-topic**	**Question**
Introduction of interviewee	Position	What is your position in the organization and how did you come to this position?
		For how long do you work for the organization?
Introduction of project	Goals	When did the project started?
		What is the structure of the project? - Sub-projects - Division of work
		What is the time span of the project?
		What were the main reasons for the project to start?
		Who were the principals of the project?
		Was it a top-down or bottom-up initiative?
		What are the main goals of the project and were the expectations tested (business case)?
	Status	Which goals have already been achieved?
		Can you give a sketch of the planned phases of the project?
		In which phase is the project right now?
Change process *Sub-question 3*		Can you describe the stages in the organizational change towards 'the new way of working'? *When this is different from the steps found in the theory → explain.*
		In your opinion, what were the most critical points in the organizational change?
Employees	Implications	What were the main implications for employees, and which implications had

	Sub-question 1	resistance to change as a result?
		How did you manage the changes in the working environments of employees: - Virtual - Mental - Physic
	Actions/ resources *Sub-question 2*	How did you manage the following implications for employees (if not mentioned): - Communication (informal aspects) - Communication effectiveness - Work-life balance - Empowerment - New balance of responsibilities
		How did you cope with differences between employees in - Competences - Willingness to work according the principles of 'the new way of working'?
		Can you mention critical resources or actions for the change process?
		Can you mention critical 'persons' for the change process?

Experts

Expertise	**Additional questions**
New Human Resource skills for managers	• General question about the project "enforcing HR-skills of managers in a changing context' • According 'the new way of working', what are the changes for managers and which (new) skills do they need? • How does empowerment relate to leadership style? • What skills are most difficult for managers ? • is there an ideal type manager for 'the new way of working'? • Which structural changes in both leadership and organization are needed for 'the new way of working'?
Personnel and Organization, active in promoting 'the	• What is the reason for you to implementing 'the new way of working'? • Are those reasons widely supported in the organization?

new way of working’	• What initiatives to get support for ‘the new way of working’? • How is the process look like? How do you try to achieve your goals in the future? • It's harder to get support for ‘the new way of working’ in a government organization? • Which developments do you expect in the future?
Organizational Change (advice)	• Which services can be offered by ‘De Werkmaatschappij’ in relation to ‘the new way of working’ • + questions about organizational change
Learning and development and Organizational Change	• Can you tell something about interactive policy development / implementation. • You are implementation manager at the ECLO , what does this position look like? • What role do you see for yourself, according to ‘the new way of working’? • What are the requirements for new Learning & Development regarding ‘the new way of working’ and how does it ECLO facilitates this? • Do you predict problems if people do not have the correct (new) skills and knowledge?
Human-Technique interaction	• ICT support: what tools are crucial to support ‘the new way of working’? • What new (digital) skills are crucial for ‘the new way of working’ • How can these skills be developed? • How do you deal with differences between employees? • + questions about organizational change
Facilities (Guidance in transition to flexible offices)	• No additional questions
Union	• What are the implications for employees? • What signals do your hear from employees about ‘the new way of working’? (opportunities/ threats) (pilots) • Is the ‘new way of working’ a positive development for employees? Why (not)? • Where would the organization should pay explicit attention to, according to the implementation of ‘the new way of working’?

10.4 APPENDIX 4; ORGANIZATIONAL CHANGE

Author	Lewin (Burnes, 2004)	(Beer, Eisenstat, & Spector, 1990)	(Judson, 1991)	(Kotter, 1995)	(Armenakis, Harris, & Feild, 1999)
	1. Unfreeze	1. Mobilize commitment to change through joint diagnosis of business problems.	1. Analyzing and planning the change.	1. Establishing a sense of urgency.	1. Persuasive communication.
	2. Move	2. Develop a shared vision of how to organize and manage for competitiveness.	2. Communicating the change.	2. Forming a powerfull guiding coalition.	2. Active participation by those affected (e.g., vicarious learning, enactive mastery, and participative decision making).
	3. Freeze	3. Foster consensus for the new vision, competence to enact it, and cohesion to move it along.	3. Gaining acceptance of new behaviors.	3. Creating a vision.	3. Human resource management practices (e.g., selection, performance appraisal, compensation, and training and development programs).
		4. Spread revitalization to all departments without pushing it from the top	4. Changing from the status quo to a desired state.	4. Communicating the vision.	4. Symbolic activities (e.g., rites and ceremonies)
		5. Institutionalize revitalization through formal policies, systems, and structures.	5. Consolidating and institutionalizing the new state.	5. Empowering others to act on the vision.	5. Diffusion practices (e.g., best practice programs and transition teams)
		6. Monitor and adjust strategies in response to problems in the revitalization process.		6. Planning for creating short term wins.	6. Management of internal and external information
				7. Consolidating improvements and producing still more change.	7. Formal activities that demonstrate support for change initiatives (e.g., new organizational structures and revised job descriptions).
				8. Institutionalizing new approaches.	

10.5 APPENDIX 5; MINDMAP BRAINSTORM