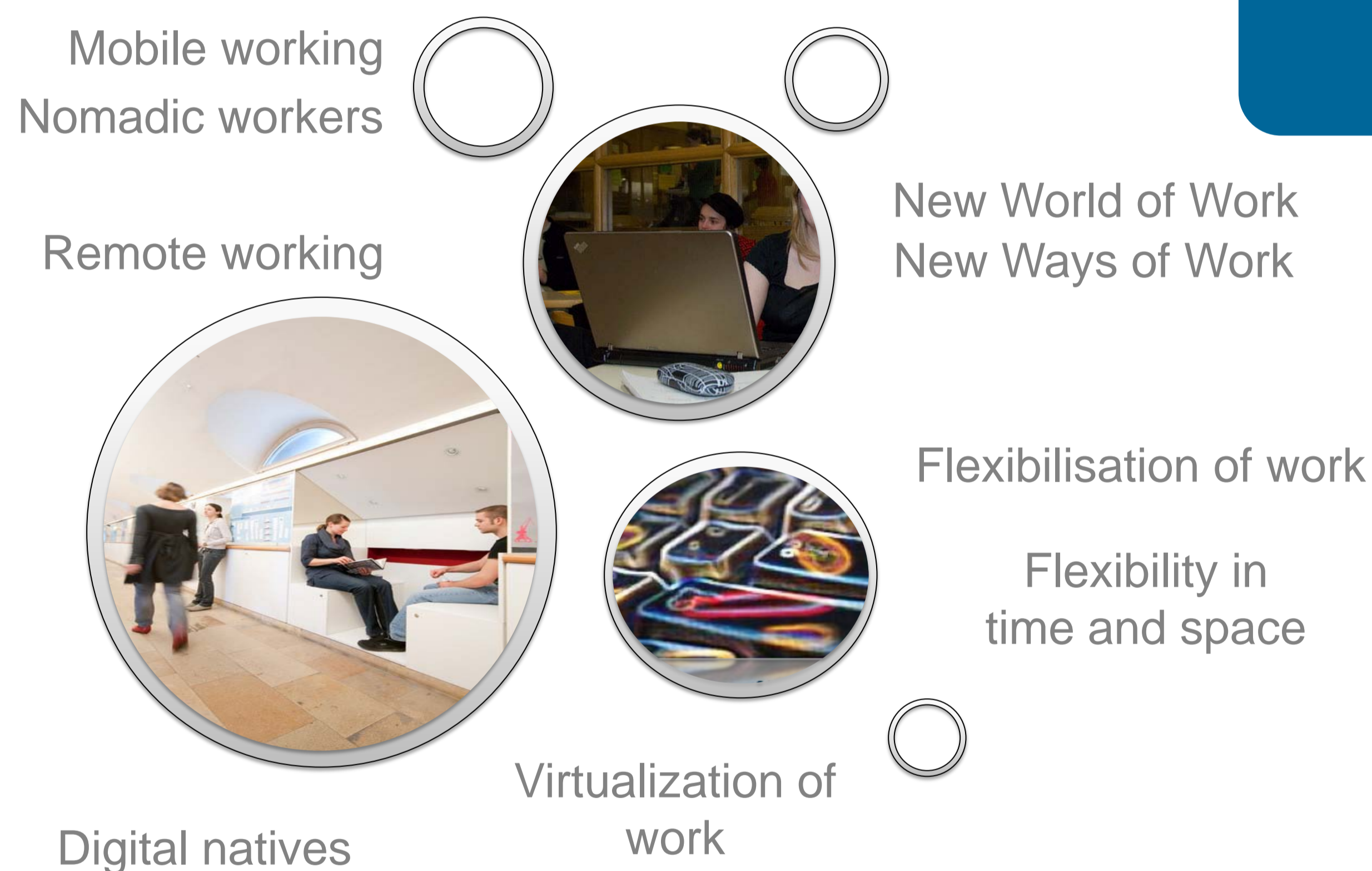


Team Climate Inventory for New Ways of Working (NWW)

New ways of working is defined as a form of work where employees are able to decide for themselves **when they work** (schedule flexibility), **where they work** (telecommuting), and **by which communication tool or medium** (laptop, smartphone, etc.) they work (Demerouti et al., 2014; Hill et al., 2008; ten Brummelhuis et al., 2012). The implementation of NWW results in a **reduction of facetime** between organizational members. Thus, not only the individual working styles, but also the **organizational** and/or **team climate** will change. Employees are mainly challenged with **multi-modal virtual communication, dislocated control, and connectedness**.

The organizational climate encompasses employees' shared perceptions of organizational policies, practices, and procedures (Reichers & Schneiders, 1990). In line with Anderson and West (1998) we focus on the climate in **proximal work groups** since organizational members mainly identify with their proximal work group. Shared patterns are likely to evolve at that level (Campion et al., 1993; West & Richter, 2011).

Based on the fundamental change in organizations accompanied with NWW implementations, we argue the need for a **team climate inventory for new ways of work**. By using this inventory, benefits and pitfalls in NWW teams can be described and necessary interventions can be derived.



Benefit

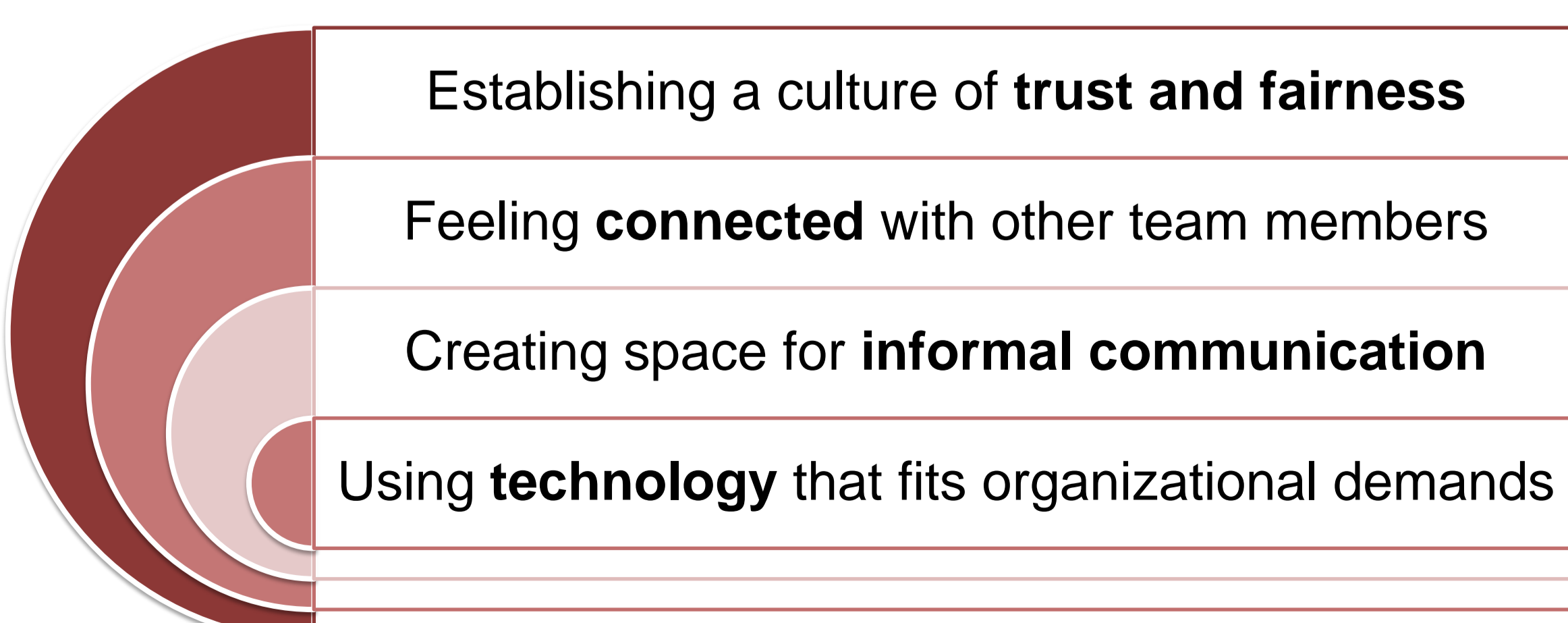
In NWW, **leadership is challenging**. There is a tension between conservative forms of control using technology and forms of control based on trust and internalized norms. Organizations have to learn how to manage the inside of employees instead of the outside. One way to overcome this tension is a shift towards measuring outputs.

You gain with this analysis:

- a better understanding of the **effects of leadership**
- **information about the impact of relational coordination** on the **performance** of employees
- a better understanding about influencing factors on **job satisfaction** in your organization
- effective measurements and tools to make the **organization fit for new ways of working**

NWW Coordination

Relational coordination is a process of interaction among participants (Gittel, 2002) which is an even bigger challenge when people don't meet each other face to face on a regular basis. Thus, **key success factors for NWW** are:



Research Questions

The driving question is **how to adapt leadership and relational coordination** for NWW.

Depending on the control mechanisms in force, **different coordination mechanisms** might be necessary (*e.g. when output control is in place, people coordinate their projects differently than when normative control is prevalent*).

Team and individual effects on commitment, work engagement, social identification, isolation, interruptions, exhaustion, extra-role behavior, psychological detachment, boundary management, innovativeness, inner resignation, burnout, etc. are investigated.