18.1 New Work Is a Holistic Concept

The New Work concept is constantly evolving and becoming more and more tangible for all participants in the value chain, especially employees and managers. New work is a holistic concept, which offers a competitive advantage. It offers new values and must be implemented into the corporate culture of organizations and enterprises. On the one hand, technological developments, such as the automation of many jobs, demand new skills from employees. On the other hand, it is precisely these effects of digitization that make it possible to increasingly question the meaning of work and to get to the bottom of one’s own skills (Bergmann, 2019). With New Work, not only are technical innovations integrated into our everyday work, but new values are also established:

- Collaboration in and between teams
- Independent learning and working
- Openness towards others and your own abilities
- Community in everyday work
- Transparency in the company
- Participation in projects to achieve common goals

These values often present companies with the challenge of establishing new organizational structures. Mostly flat hierarchies, constructive feedback and the opportunity to participate in decision-making are required.
18.2 New Work as Competitive Advantage

New Work is a concept, which includes digitalization, agility, transformation, leaderships and knowledge sharing. Knowledge transfer is currently one of the topics when it comes to digital transformation in companies. At the same time, dealing with knowledge is also a major challenge. Due to increasing flexibility, higher fluctuation and greater complexity, companies are more prone to a loss of knowledge (IUBH, 2020). A continuous and good transfer of knowledge has many advantages. New Work is a concept which shows how skill management, mentoring and peer learning can support the exchange of knowledge, what advantages arise from this and how enterprises can successfully, strategically and effectively release and use the knowledge for their organization.

Flexibility and collaboration are fundamental for holistic digitization as part of the New Work paradigm shift. However, neither is possible in silos. A large part of the knowledge lies in the minds of the employees. So how should knowledge transfer work when employees work in their silos? You need structures and working methods that not only allow creative, innovative and free thinking, but actively promote it. The own digital transformation in companies always begins with the successful networking of employees and a flexibilization of the work models and structures—and a lively transfer of knowledge made possible by this.

- Release knowledge with strategic skill management
- Sharing knowledge together and effectively—peer learning
- Mentoring—combining knowledge and experience
- Knowledge transfer and networking as a prerequisite for digital change
- Advantages through continuous and good knowledge transfer
- This is how it works—releasing and using knowledge
- Release knowledge with strategic skill management

There is already an incredible amount of knowledge, creativity and innovation potential in every organization. But which hidden and unused potential is there exactly? How can they be raised and resources better distributed? Good skill management offers solutions. Employees can work more according to their needs and feel more effective. That makes employees happier and more motivated. And therefore also more productive.

Companies will gain a significant competitive advantage through New Work, efficient employees and a continuous and good knowledge transfer (Brommer et al., 2019). In-house knowledge transfer is therefore worthwhile at all levels. Relevant knowledge remains in the company, employees can work together more collaboratively and complement each other optimally—this promotes the ability to innovate. It is easier for new colleagues to train and knowledge is available to all employees more quickly. All of these aspects also mean that the company can save time and money. Systematic knowledge transfer contributes to the optimization of work and business processes Mistakes and duplication of work can be avoided Problems can be identified more easily and implemented in new solutions—through diverse perspectives. Key knowledge is lost less often—predecessors, successors and the organization benefit from this There is a continuous flow of knowledge between older
and younger colleagues from which all sides benefit. Different competencies can be linked with each other—a successful knowledge transfer makes the team more efficient. Experts can be found more easily and make their knowledge available. The networking of employees with one another and the collaborative work also ensure a stronger bond with the company.

References

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