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Gender and Diversity

# Designing a New Work Culture for a gender-equal work environment

**Conference: New Work – New Problems? Gender  
Perspectives on the Transformation of Work**

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13. September 2023

IQT | IGD Institut for Gender and Diversity



# Project team

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# Institute for Gender & Diversity

Our institute conducts research on diversity, gender equality and equal opportunities, with a particular focus on the challenges posed by a new understanding of work. Thus, the institute is equally concerned with societal, socio-cultural as well as organizational and individual issues.

## Our research inter:

Forschung  
Diversity & Inclusion



Wir unterstützen Organisationen eine vielfältige und offene Arbeitskultur zu erschaffen.

Forschung  
Gender & Chancengleichheit



Das IGD forscht und entwickelt für Organisationen chancengleiche, non-stereotypisierte und vielfältige Arbeitskulturen

Das Unternehmensnetzwerk für New Work Gestaltung  
HR-Panel New Work



Wir begleiten und unterstützen Unternehmen und Mitarbeitende auf dem Weg hin zu «New Work».

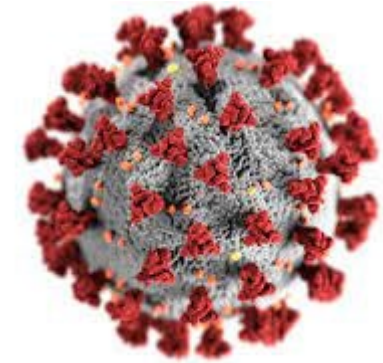
Forschung  
Hybride Arbeitswelten



Unsere Forschung zu hybriden Arbeitswelten unterstützt innovative, praxisorientierte und zukunftsweisende Organisationsstrukturen und -...

# Situation

- Primarily women had to adjust their working and care hours due to lockdown measures (EKF 2022).
- Homeoffice became the new way of work
- BUT New Work as good, meaningful work in organizations can be designed freely, self-determined and socially competent in the sense of the organization.
- BUT we learned about what is possible, homeoffice, hybrid, remote.....
- **How can we establish our learnings in designing a New Work Culture for a gender-equal work environment?**
- **How "mature" are organizations for this design?**



# Method

- **What categories are useful for determining the maturity of a gender-responsive New Work Culture in organizations?**
  - Quantitative data, Individual perspective, November 2019 (just before Corona)
  - N=551, German-speaking Switzerland
  - Focus on:
    - Work values: subjective importance and values lived by the employer
    - perceived and desired work culture in the company
    - assessment of leadership culture
    - success factors employer
    - assessment of own work
    - measures to promote work and corporate culture
    - premises and services

# Results of analyzing the individual perspective

- Men are more strongly represented in management **positions** and have the higher **employment rate**
- For women, **balance** and **meaningful engagement** outside of work are important
- While men tend to prefer a **market-oriented work culture**, a **security-oriented work culture** is more important to female study participants
- Small differences in perceptions among men and women in **leadership culture**
- Employers are stronger in communicating success factors than in implementing them.
- **Men and women experience their work as meaningful**
- Gender differences in the choice of possible **measures of work and corporate culture.**



## "After" Corona

- We tried to learn more about
  - What is happening in the organizations?
  - What can we do to create a good gender equal New Work Culture?
- **We designed a maturity level model – to analyze the New Work culture in organizations**



# Method

- **Designing our Model of Maturity for a gender equal New Work Culture**
  - Using 7 main / cultural factors to measure the "Maturity" in a Organisation
  - 4 Levels to show development stage of the Organisation
- **Employee Survey**
  - Quantitative survey with answer options in scale form (e.g. "does not apply at all" to "fully applies")
  - Mean values were calculated from the employees' answers of the corresponding main factors



# Our Model of Maturity – New Work Culture

	<b>Missing Awareness</b>	<b>Approaching</b>	<b>Experimental Phase</b>	<b>Holistic New Work Culture</b>
Work Satisfaction				
Agility				
Equal Opportunity and Diversity				
Health				
Learning Culture				
Cooperation				
Flexible Working Framework				
Leadership Culture				

# Example Presentation Model of Maturity - Organisation

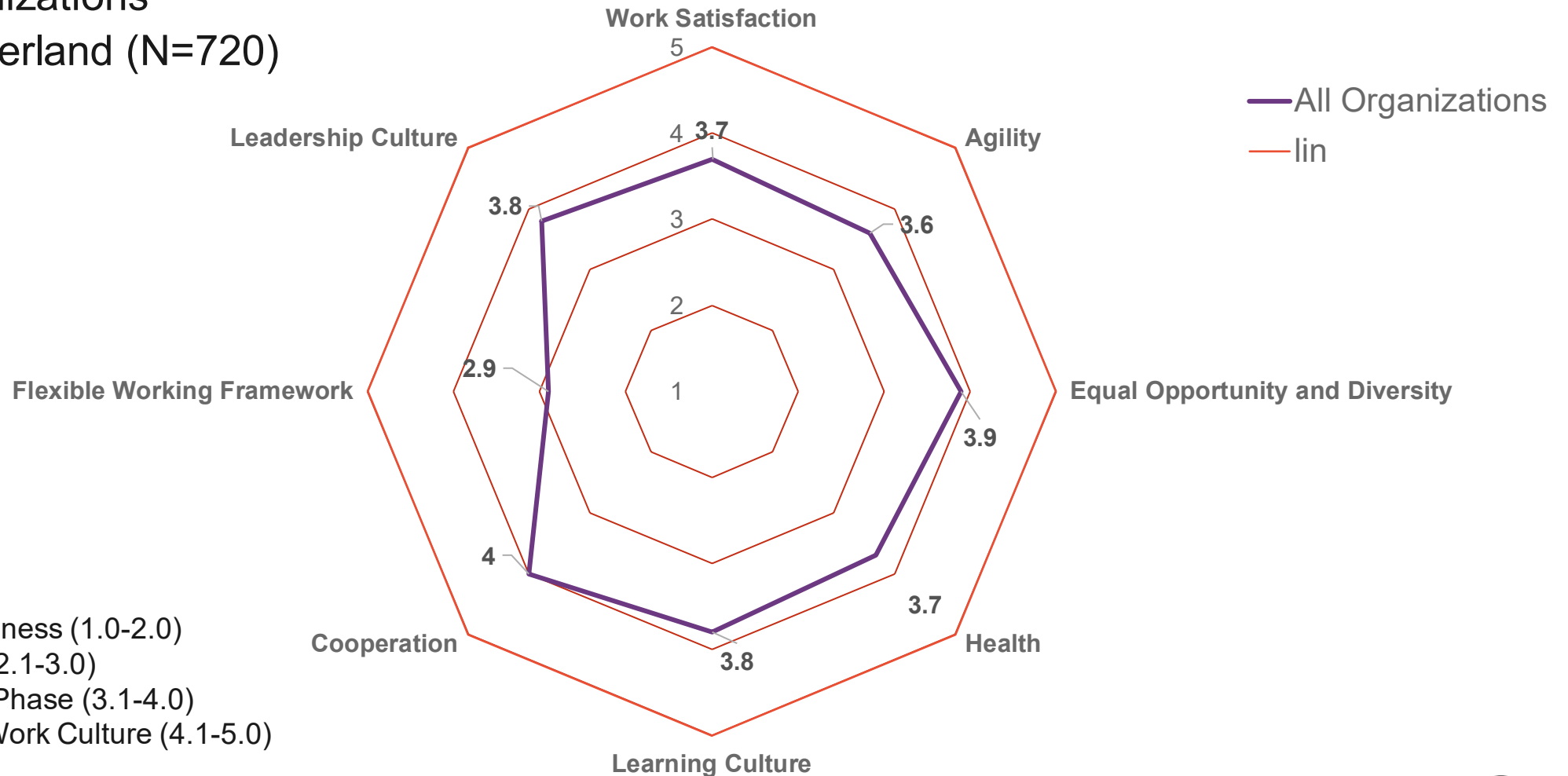
## 4 Levels

- Missing Awareness (1.0-2.0)
- Approaching (2.1-3.0)
- Experimental Phase (3.1-4.0)
- Holistic New Work Culture (4.1-5.0)



# Results of the organizational perspective

- 5 Organizations in Switzerland (N=720)



## 4 Levels

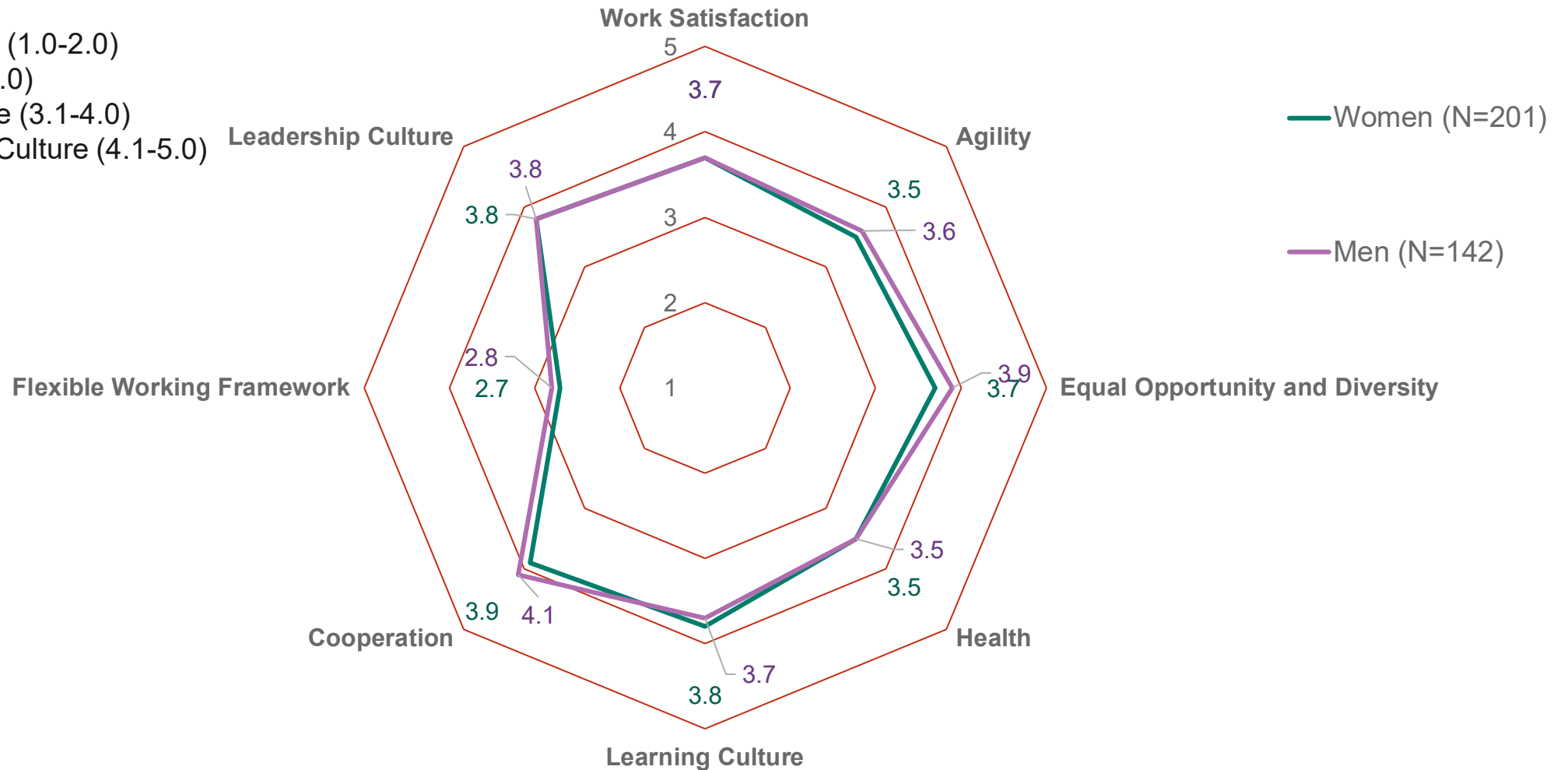
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# Results – By Gender

## 4 Levels

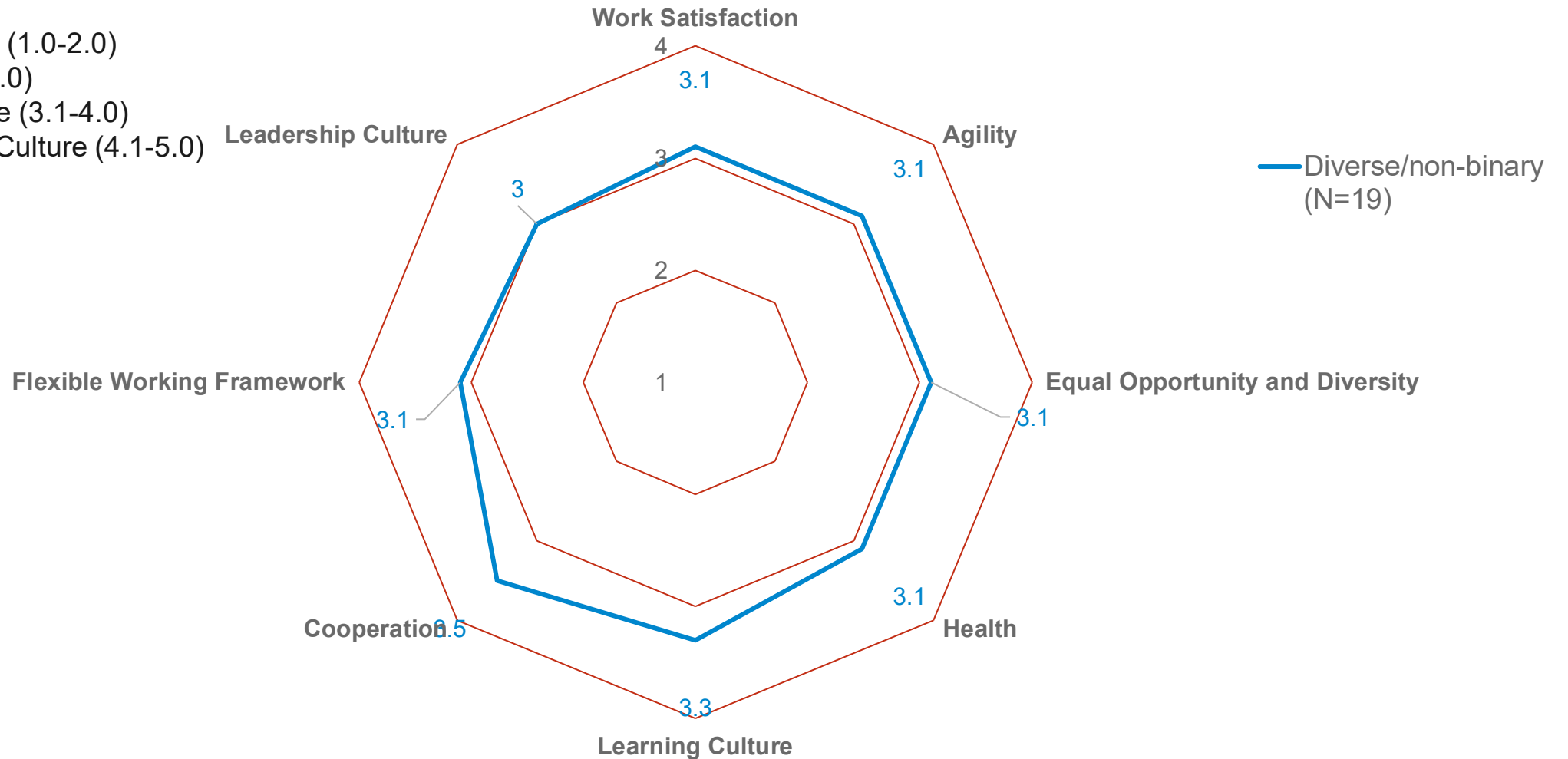
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# Results – By Gender

## 4 Levels

- Missing Awareness (1.0-2.0)
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# What did we learn?

- Most Participants understand "New Work" to be about work-life balance (52%, N=637)
- Most of the 7 main / cultural Factors are rated about the same by women and men expect for:
  - Equal Opportunity and Diversity: Men rate this factor higher than women
  - Cooperation: Here, too, the men questioned mostly rated higher than the women
- 5% of respondents = non-binary / diverse - Striking with this group: all factors, except flexible work framework, are rated weakest in comparison with the gender groups.
- The results suggest that non-binary people are not yet as well integrated into organizations as women and men are
- The women questioned see work-life balance and collaboration as more open to development or not yet as well implemented in the organizations as men.
- Men and women are more closely in judging their work surrounding than before corona



# How do we proceed?

- **Which three Issues / Factors should be addressed in the Organizations?**
  - What does the data tell us?
- **Workshops in the Organizations**
  - Discuss and collect ideas with the employees
- **The discussion groups are divided differently: Women, Men and Mixt Groups or: Employees, Managers and Mixt Groups.**
  - Goal: To find out if there are different approaches and priorities.



Thank you for your attention!

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