

UNIVERSITY OF
LUCERNE



SURVIVING AND THRIVING IN FLEXIBLE WORK

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MANAGEMENT (CEHRM)

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Lucerne University of
Applied Sciences and Arts

HOCHSCHULE
LUZERN

FNSNF

FONDS NATIONAL SUISSE
SCHWEIZERISCHER NATIONALFONDS
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RESEARCH MOTIVATION



Question:

How can flexible workers manage their careers successfully?

Traditional view of «Career Success»:

- # of promotions in a given period
- “I earn much more than my peers”
(1 = strongly disagree, 5 = strongly agree)
- Etc.

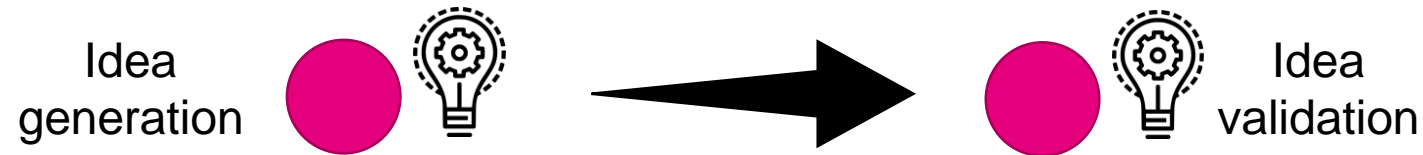
“Old mindset” vs “flexible work”

DIGITALE
NOMADEN
SCHWEIZ | #dnch

RESEARCH DESIGN

Phase I “Exploring”:

What is career success in flexible work? What drives career success in flexible work?

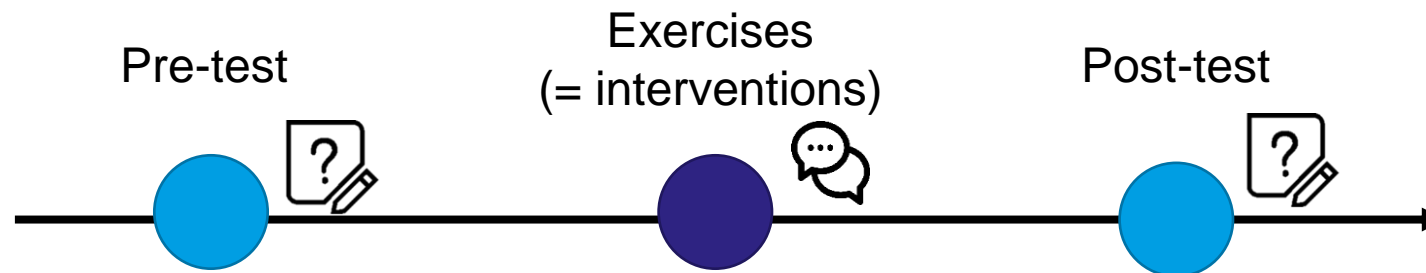


Insight from:

- 10 digital nomads
- 312 min video material

Phase II “Testing”:

How can flexible workers manage their careers successfully?



Insight from:

- Ca. 150 flexible workers
- Quantitative surveys



IDEA GENERATION

«Success»

«Not having to execute
some stupid stuff»

«Being able to organize
the day by myself»

Autonomy

«Having people to discuss work-
related questions»

«Being recommended to
others»

Relatedness

«Feeling comfortable to
ask for a fair price»

«Having trust that things
will go well»

Competency

«Drivers»

«Gaining clarity about
personal goals»

«Raising aware of things
you can be proud of»

Know why

«Surrounding yourself with
supportive people»

«Shaping relationships with
clients in very active manner»

Know who

«Getting informed about alternative
opportunities and next steps»

«Showing proactivity in creating
a good work environment»

Know how

FRAMEWORK: SUCCESS IN FLEXIBLE WORK

I feel that my choices are based on my true interests and values.

I feel close and connected with other people who are important for me.

I feel prepared for most of the demands in my work life.

«Success»

Autonomy

Relatedness

Competency

Self-Determination-Theory
(Ryan & Deci, 2000)

«Drivers»

Know why
(Motivation and self-awareness)

Know who
(Network and visibility)

Know how
(Planning and proactivity)

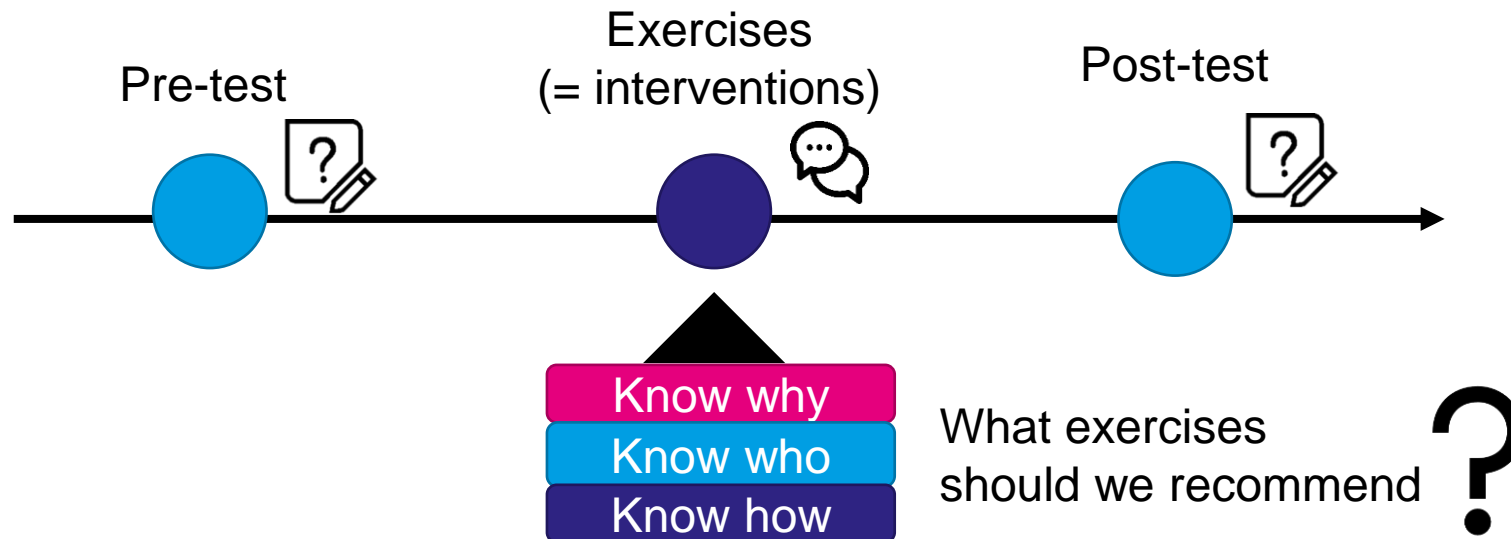
Intelligent Career Framework
(Akkermans et al., 2013;
Asford et al., 2018)

I know what is important to me in my work life.

I know a lot of people who can help me with work-related matters.

I invest in developing skills that are likely to be needed in the future.

DEVELOPING EXERCISES





152 IDEAS FOR EXERCISES

Know why

«Visualize your ideal work life»

«Ask somebody for feedback
about your strengths»

«Identify three things that you
wish to stop doing»

Know who

«Draw an overview of your
network of supporters»

«Ask a good networker for
personal advice»

«Get feedback from your current
clients about why they would
recommend you»

Know how

«Identify a personal role model
and note three things you can
adopt»

«Do a short research about trends in
your field (e.g. screen job adds) to stay
informed what is demanded»

«Write down three things on
which you wish to improve
or learn»

THE OUTCOME



Career Tracker

Web-based application:

- Three modules over three weeks: Know why, know who, know how
- 5 short exercises in each module
- Flexibility and nudging
- Self-assessments, ratings and continues feedback
- Pilot study with a limited number of platform workers who started flexible work

CAREER TRACKER: LOOK AND FEEL

Beziehungen

Netzwerkkarte erstellen

★★★★☆

Sichtbarkeit erhöhen

★★★★☆

Guten Rat einholen

★★★★☆

Zum Favoriten werden

Kontakte pflegen

Eigene Aufgabe vorschlagen

Evaluation

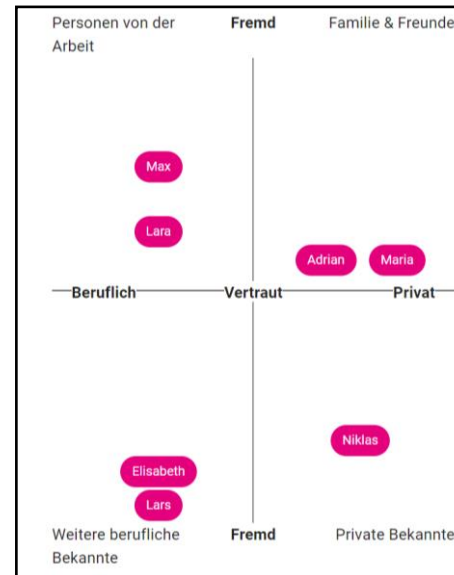
(Wird nach 5 Tagen freigeschaltet oder nachdem alle Aufgaben beendet sind.)

Ideales Arbeitsumfeld visualisieren

Schritt 1: Visualisieren

Wähle jenes Bild aus, dass dich am meisten anspricht, wenn du ein "ideales Arbeitsumfeld" denkst. Denke dabei nicht zu viel nach, sondern lasse dich von deiner Intuition leiten.





Evaluation Modul

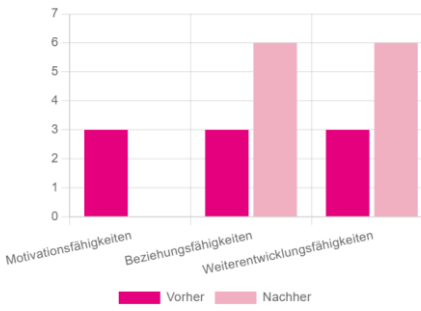
Wie **zufrieden** bist du derzeit mit deiner/deinem/deinen:

- Autonomie (1 = völlig unzufrieden, 10 = äußerst zufrieden; 0 = keine Antwort) **4**
- Vernetzung mit Personen, die für mein Arbeitsleben wichtig sind (1 = völlig unzufrieden, 10 = äußerst zufrieden; 0 = keine Antwort) **6**
- Hohen Kompetenzen (d.h., gut zu sein, in dem was ich tue) (1 = völlig unzufrieden, 10 = äußerst zufrieden; 0 = keine Antwort) **7**
- Einkommen (d.h., finanzielles Wohlbefinden) (1 = völlig unzufrieden, 10 = äußerst zufrieden; 0 = keine Antwort) **4**
- Möglichkeiten zur Weiterentwicklung (1 = völlig unzufrieden, 10 = äußerst zufrieden; 0 = keine Antwort) **7**
- Work-Life-Balance (Möglichkeit die Bedürfnisse der Arbeit und des Privatlebens auszugleichen) (1 = völlig unzufrieden, 10 = äußerst zufrieden; 0 = keine Antwort) **6**
- Anerkennung für die geleistete Arbeit

Dein Vorher-Nachher-Vergleich:

Nach Abschluss aller drei Module siehst du, in welchen Bereichen du dich verbessert hast. Dafür vergleichen wir deine Antworten der Standortbestimmung mit jenen der Schlussbefragung. Die 7 entspricht dem höchsten Wert.

Veränderungen in beruflichen Fähigkeiten



Fähigkeit	Vorher	Nachher
Motivationsfähigkeiten	3	3
Beziehungsfähigkeiten	3	6
Weiterentwicklungsfähigkeiten	3	6



**Thanks to all contributors and
a lot of success in navigating
your work life!**

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More Information:
[Project Homepage](#)

