

Psihosocialna tveganja v digitalni dobi

žongliranje med paradoksom stalne povezanosti in odtujenosti hkrati

Prof. dr. Matej Černe
Ekonomska fakulteta
Univerze v Ljubljani



POZITIVNA
PSIHOLOGIJA
ZA BOLJŠE ŽIVLJENJE



REPUBLIKA SLOVENIJA
MINISTRSTVO ZA DELO, DRUŽINO,
SOCIALNE ZADEVE IN ENAKE MOŽNOSTI



REPUBLIKA SLOVENIJA
MINISTRSTVO ZA JAVNO UPRAVO



EVROPSKA UNIJA
EVROPSKI
SOCIALNI SKLAD
NALOŽBA V VAŠO PRIHODNOST

inovativen.si
Skupaj oblikujemo rešitve



ZBORNICA ZDRAVSTVENE IN BABIŠKE NEGE SLOVENIJE -
ZVEZA STROKOVNIH DRUŠTEV MEDICINSKIH SESTER,
BABIC IN ZDRAVSTVENIH TEHNIKOV SLOVENIJE

nastja mulej
Institute for Digital Health and Wellbeing



STEP
Institute

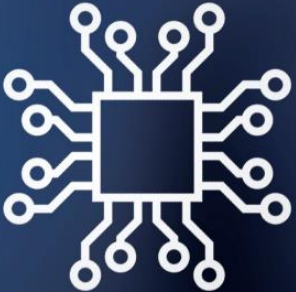
Današnja zgodba

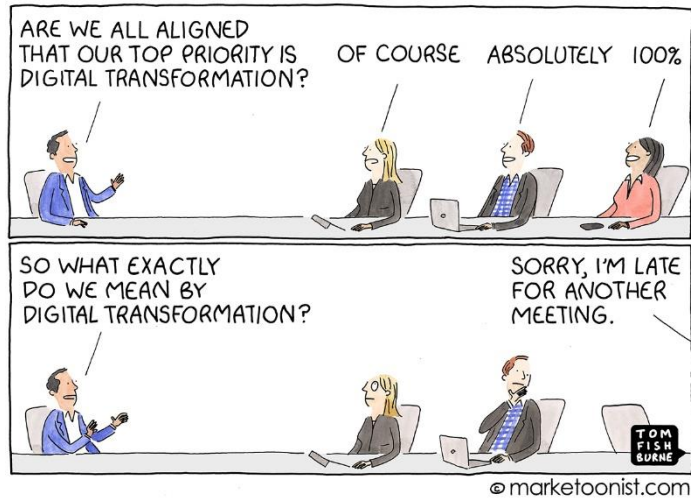


Digitalni zaposleni, prilagodljiva, proaktivna, odporna človeška bitja

The transformation of workplaces to human places to culture spaces

DIGITAL TRANSFORMATION





Delo na daljavo, delo preko digitalnih vmesnikov, prekarno delo – ‚gig‘ gospodarstvo

Pred pandemijo:

- V ZDA: 9-40 % gospodarstva leta 2019; 36 % v 2022
- V EU 2019: 1,3 mio zaposlenih preko digitalnih vmesnikov

Med pandemijo:

- Milijarda zaposlenih dela od doma

It's growing faster than full-time work

Job growth since 2000¹



And growing mostly in low-wage sectors

Percent of low-wage workforce²



WorkersActionCentre.org #Time4DecentWork



If you work for Uber or DoorDash, your boss isn't a person but an algorithm



App-driven jobs in the gig economy can mean constant surveillance

Ramona Pringle · CBC News · Posted: Aug 12, 2019 4:00 AM ET | Last Updated: August 12



Central areas that allow you to order food for delivery are part of the gig economy, which theorists say gives

Bloomberg

Next Jobs

At This High-Tech Farm, the Boss Is an AI-Powered Algorithm

Bowery Farming says its proprietary software can top the intuition of a seasoned farmer.



Each morning when she gets to work at **Bowery Farming Inc.**, Katie Morich changes into a clean uniform, puts on a hairnet and cleans her hands with sanitizer. Then she consults a computer monitor displaying all the tasks she needs to accomplish that day. The to-do list's author isn't human; it's a piece of proprietary software that uses reams of data collected at the indoor farm to make important decisions: how much to water each plant, the intensity of light required, when to harvest and so forth. In short, Morich and her fellow human farmers do what the computer tells them to do.

Elena Wicker @ElenaWicker

Folks are using that AI chat bot to answer deep philosophical questions and I'm over here like:

Write a drunken military strategy.

- 1. Get drunk;
- 2. Invent a military strategy;
- 3. Win wars.

gaut @Oggaut

yes but can ChatGPT do THIS?

	A	B	C
1	JAN	January	
2	FEB	Febuary	
3	MAR	Maruuary	
4	APR	Apruuary	
5	MAY	Mayuuary	
6	JUN	Junuary	
7	JUL	Julyuary	

Art World

AI-Generated Art Now Looks More Convincingly Human Than Work at Art Basel, Study Says

Deep neural networks are learning to make art and the results are impressive.

Sarah Cascone, July 11, 2017



BBC News Sport Weather More Q

NEWS Sections

Business

University opens without any teachers

By Matt Pickles

26 October 2016 | Business



Brittany Bir says students used to teaching themselves are better self-starters in work

WORKLIFE

Home About us Beyond the 9-to-5 Generation Project WorkLife 101 Time Hackers More



Coronavirus: How to work from home, the right way

By Bryan Lufkin 12th March 2020

Companies around the globe have rolled out mandatory remote work. Whether you're a newbie or WFH veteran, here's what you need to do to stay productive.

SIMILAR ARTICLES

- The irrationality of panic buying
- Coronavirus: Changing how China works?



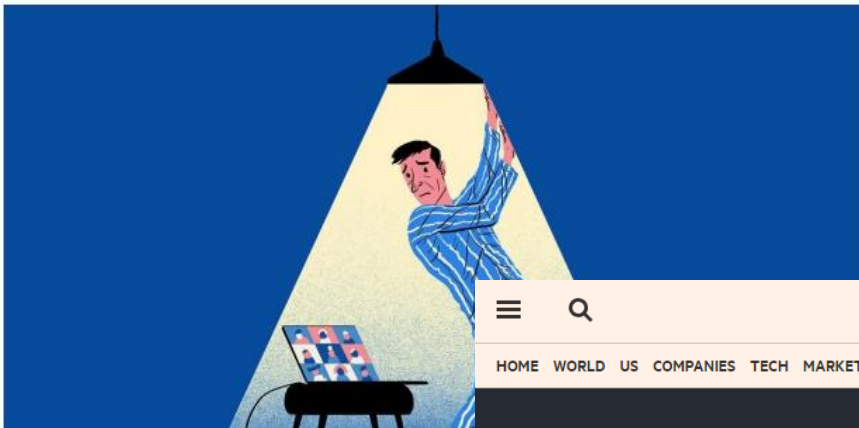
Business

Jun 12th 2021 edition

Bartleby

Remote workers work longer, not more efficiently

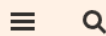
A new study on remote working



30 % več namenjenega časa za delo

Več usklajevanja

Manj osredotočenosti



Make the most of 2022

Lead your own way in business and beyond with our unrivalled journalism.

Get limited time offer

Opinion Working from home

It's time to admit that hybrid is not working

JANUARY 7 2022

Mid-morning yoga comes at the expense of professional interactions and employee productivity

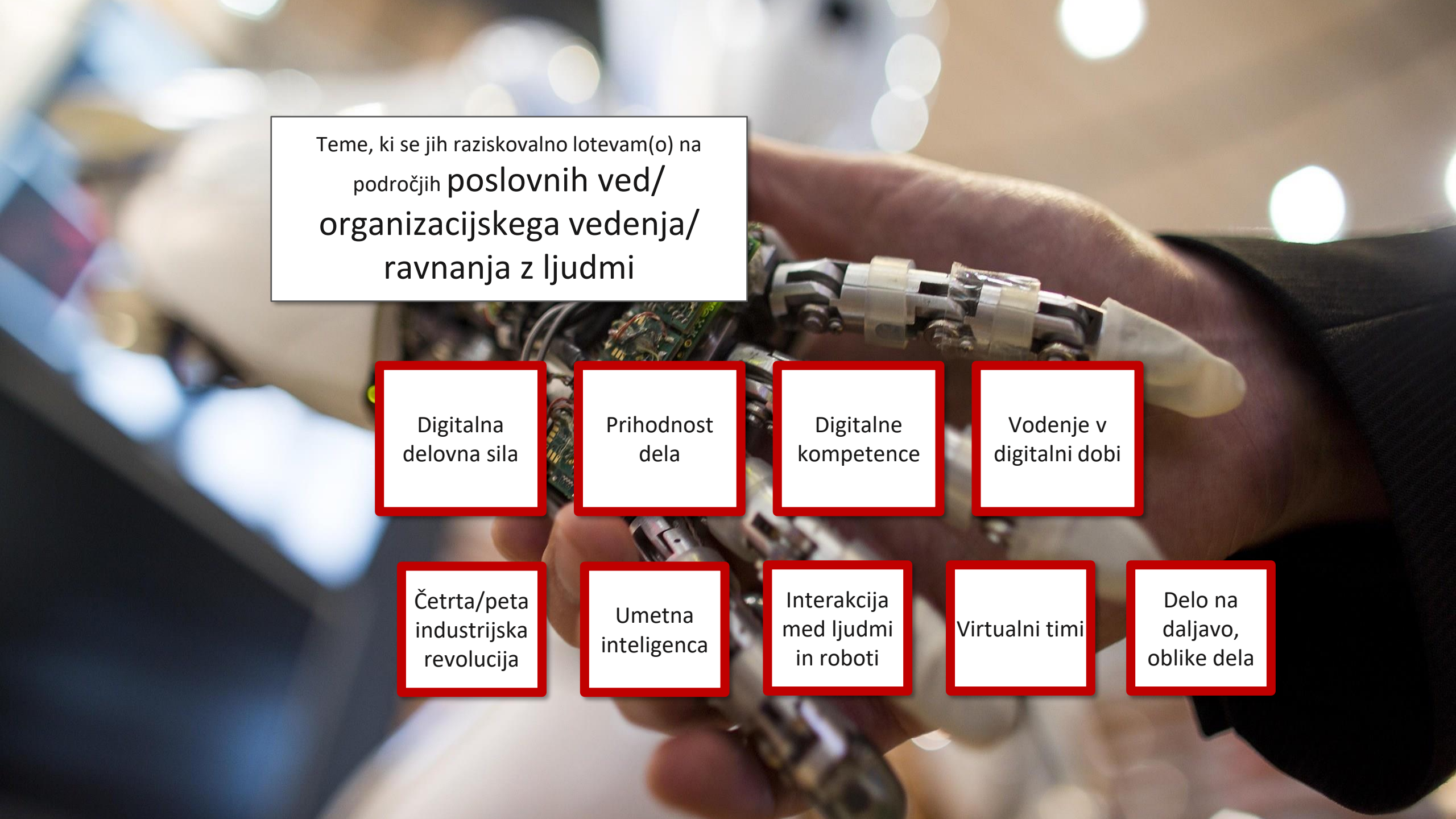
CAMILLA CAVENDISH + Add to myFT



Remote jobs are here to stay.

87% of workers considering a job change are interested in hybrid or fully remote roles.

They have options: 28% of all new job postings in January 2023 were advertised as remote.



Teme, ki se jih raziskovalno lotevam(o) na
področjih **poslovnih ved/**
organizacijskega vedenja/
ravnanja z ljudmi

Digitalna
delovna sila

Prihodnost
dela

Digitalne
kompetence

Vodenje v
digitalni dobi

Četrta/peta
industrijska
revolucija

Umetna
inteligenca

Interakcija
med ljudmi
in roboti

Virtualni timi

Delo na
daljavo,
oblike dela

Temna stran tehnologije (pred 2020):

Pregledna študija 40 raziskav od leta 1950 – 2016 (Leigh-Hunt, 2017):

družbena izolacija & **osama** -> slabše **mentalno** & **fizično** zdravje

EU 2019: zaposleni poročajo več **stresa in izgorelosti** kot kadarkoli prej (dinamično delo, tehnologija, stalna povezanost)
-> bolniški staleži, izguba produktivnosti, stroški zdravstvene nege – skupaj na ravni cca **600 milijard EUR** letno! (Europa.eu, 2019)

Prekarno in **platformno** delo: tehnološki stres (prekomernost, poseganje, kompleksnost, negotovost, nevarnost); osama, izolacija, psihološka odtujenost

Naše študije (večje organizacije v Švici in Sloveniji, platformni delavci na Amazon Mechanical Turk; Bunjak, Černe & Popovič, 2021; Černe, Bunjak, Mohammed & Wong, 2022) temu pritrjujejo

2020
THE YEAR WHEN
GOT REAL
#QUARANTINED

2020
Is My Year!

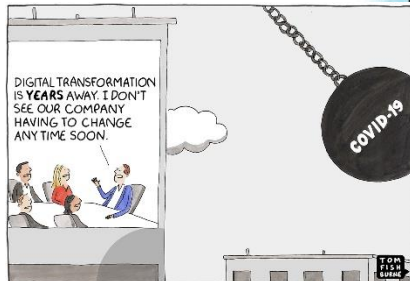
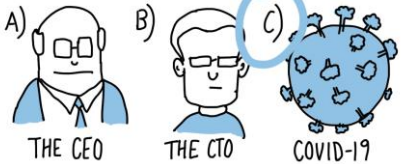
2020
★★★★★
Very bad, would not recommend.

CHAD CROWE

CORONA HAS CHANGED THE WAY WE LIVE AND WORK



WHO LED THE DIGITAL TRANSFORMATION
OF YOUR COMPANY ?



April 2020: 160
zaposlenih, ki delajo od
doma.

**Februar-maj ter oktober-
december 2020**
(**198 zaposlenih**,
longitudinalno, vsak mesec 1x)

September-december 2020
(**večje slovensko podjetje**,
longitudinalno, 10 časovnih točk)

CLOSED



Aleksić & Černe,
2020

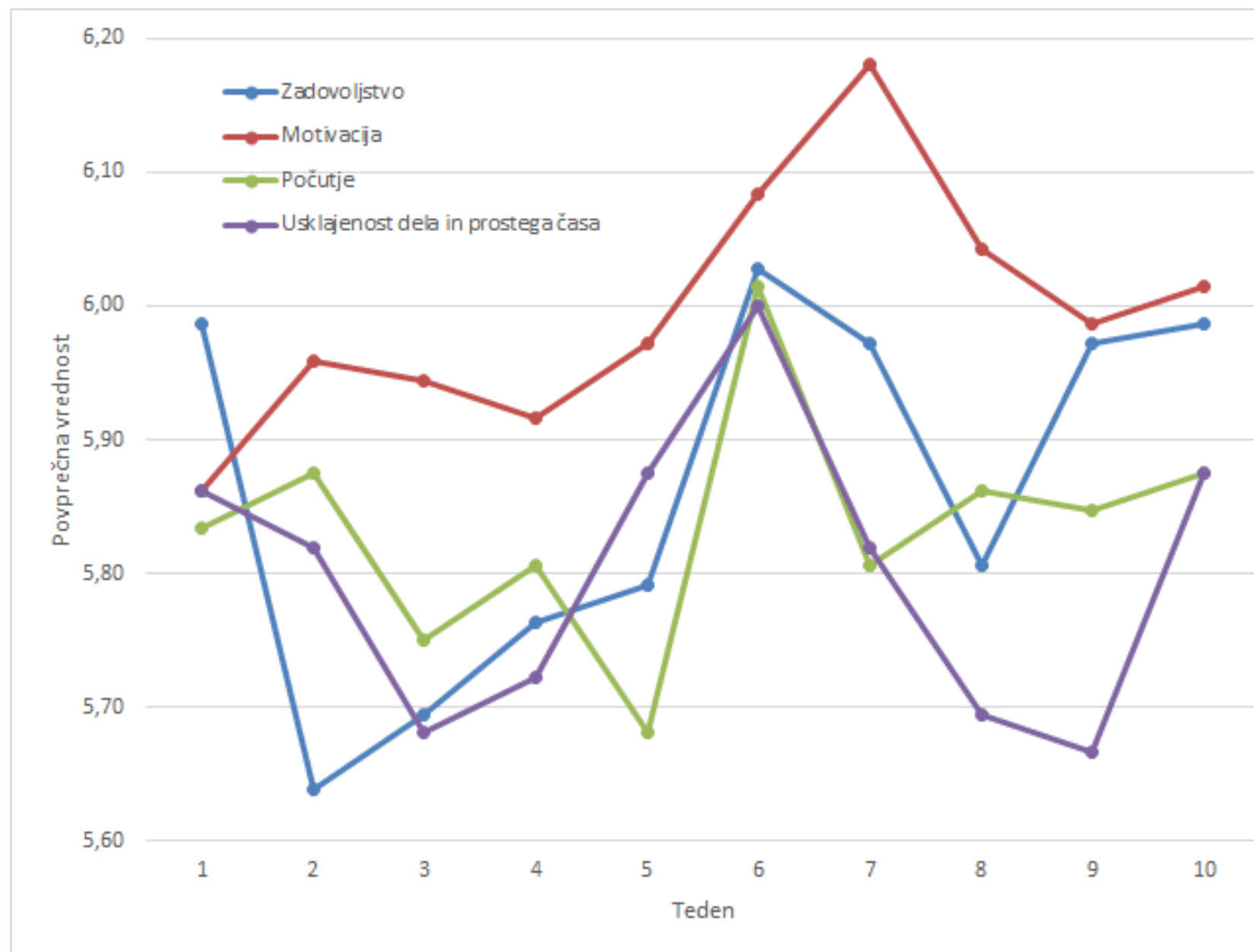
#1 Tehnologija – infrastruktura -> večine

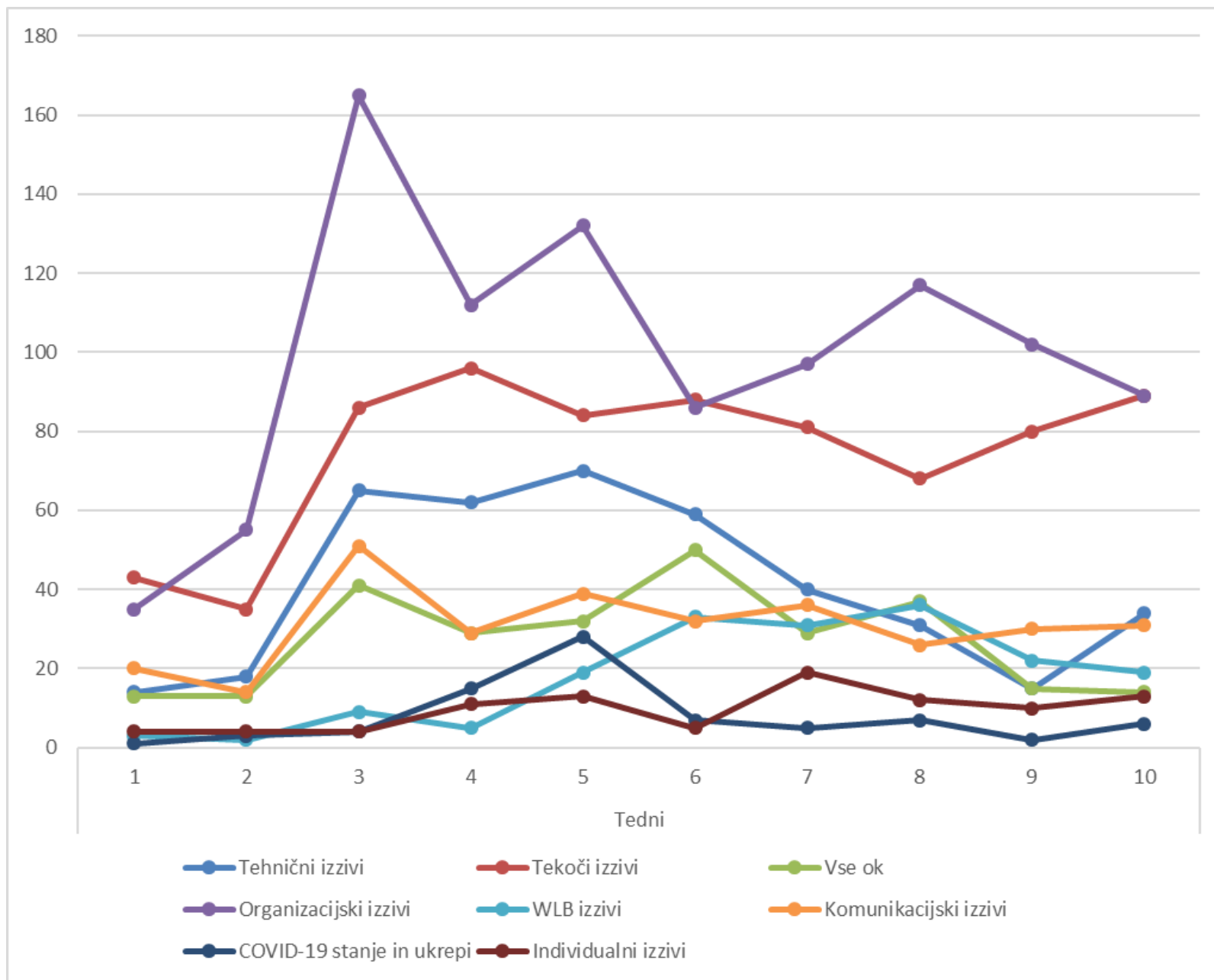
#2 Nenehna pripravljenost – delam več -> usklajevanje življenja

#3 Povezanost in odnosi – izolacija -> osama

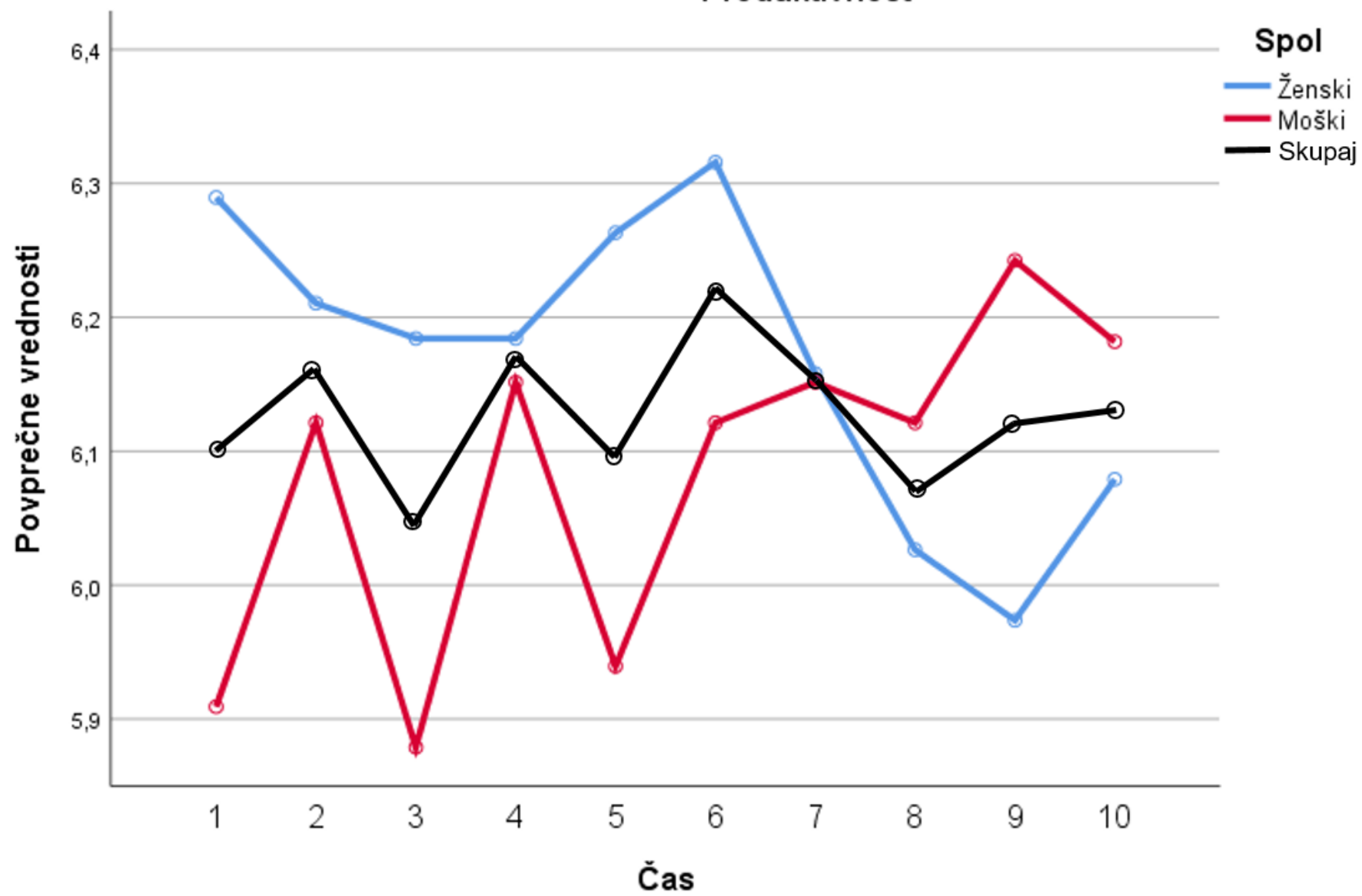
#4 Usklajevanje dela in zasebnega – motnje -> poseganje dela

#5 Uspešno delo od doma – nadzor, usklajevanje -> motivacija,
razvoj, vrednote





Produktivnost



IZZIV: Družabni (družbeni?) stiki

Rešitve:

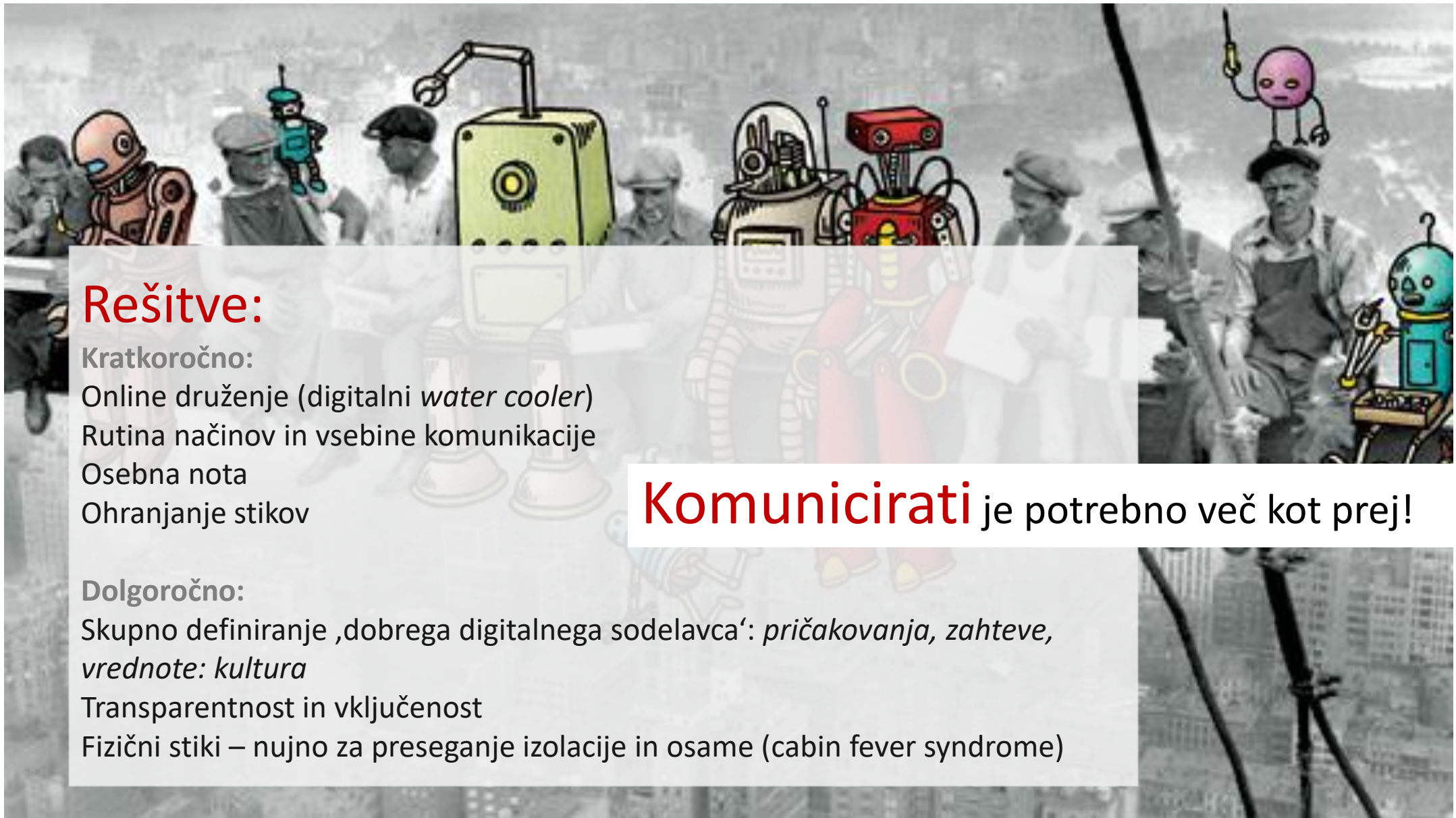
Kratkoročno:

- Online druženje (digitalni *water cooler*)
- Rutina načinov in vsebine komunikacije
- Osebna nota
- Ohranjanje stikov

Dolgoročno:

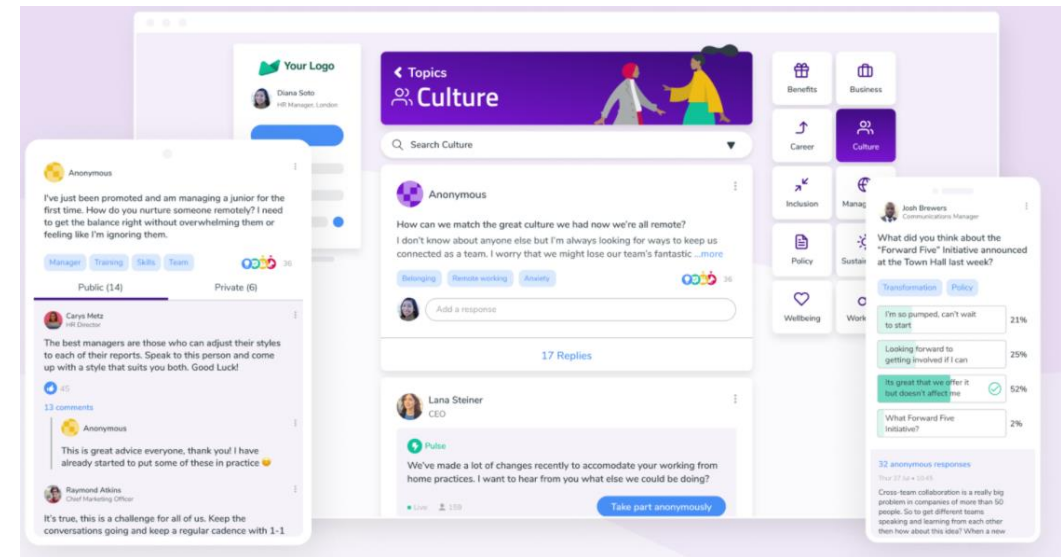
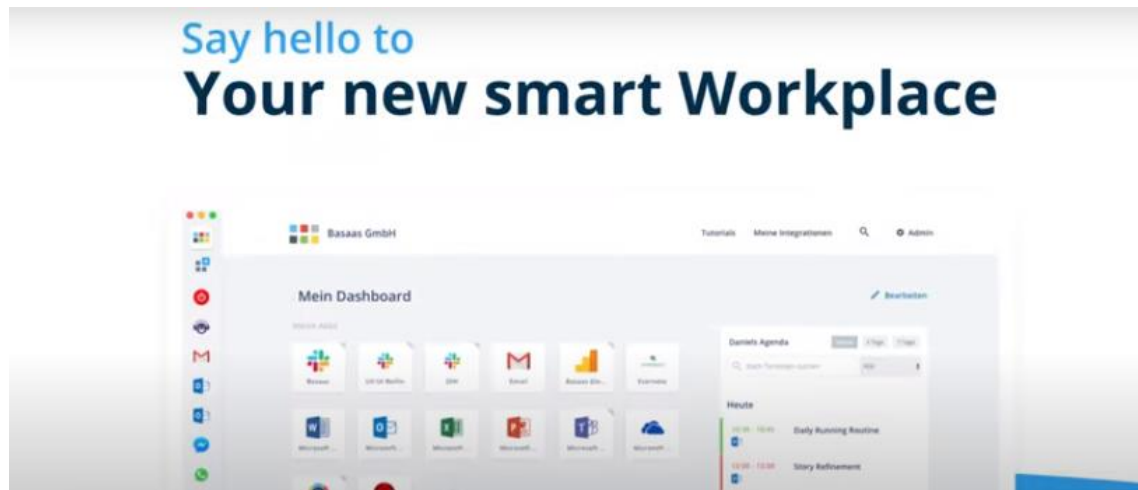
- Skupno definiranje ‚dobrega digitalnega sodelavca‘: *pričakovanja, zahteve, vrednote: kultura*
- Transparentnost in vključenost
- Fizični stiki – nujno za preseganje izolacije in osame (cabin fever syndrome)

Komunicirati je potrebno več kot prej!



Sistemske organizacijske ureditve

„Pametna“ delovna okolja: <https://www.basaas.com/>



Vključujoča in povezana kultura organizacije:
<https://www.rungway.com/>

IZZIV: Usklajevanje dela in prostega časa

Rešitve:

- Ustrezna rutina in doslednost
- Upravljanje z energijo, ne samo s časom
- Zdravje! Vadba, fizični izzivi
- *Work hard, play hard*

'one size fits all' filozofija
NI primerna rešitev



Zaveznik samemu sebi
Razvojna miselnost

Namesto tako	Razmišljajte takole
Na nekem področju sem nadarjen ali pa nisem.	<input checked="" type="checkbox"/> V čemer koli lahko postanem boljši, če vložim dovolj truda.
Napaka je dokaz, da nisem dovolj uspešen.	Ko naredim napako, se učim.
Moja uspešnost določajo moje sposobnosti.	Moja uspešnost določa vloženi trud in odnos do problema.
Tvoj uspeh me ogroža.	Tvoj uspeh me navdihuje.
Ne maram novih izzivov.	Skozi izzive postajam boljše verzija samega sebe.

"Dedication sees dreams come true." - Kobe Bryant

DAY 1 • 10.000K • 50 P • 45 SEC PL • 10 PU • 20 T	DAY 2 • 10.000K • 55 P • 50 JJ • 50 SEC PL • 10 PU • 25 T	DAY 3 • 10.000K • 60 JJ • 60 JJ • 55 SEC PL • 10 PU • 30 T	DAY 4 • 10.000K • 60 P • 70 JJ • 55 SEC PL • 10 PU • 30 T	DAY 5 • 10.000K • 70 P • 90 JJ • 1 MIN PL • 15 PU • 50 T
DAY 6 • 10.000K • 75 P • 100 JJ • 1 MIN PL • 15 PU • 55 T	DAY 7 • 10.000K • 80 P • 110 JJ • 1 MIN PL • 15 PU • 60 T	DAY 8 • 10.000K • 80 P • 110 JJ • 1 MIN PL • 15 PU • 60 T	DAY 9 • 10.000K • 100 P • 130 JJ • 1 MIN PL • 20 PU • 80 T	DAY 10 • 10.000K • 105 P • 140 JJ • 1 MIN PL • 20 PU • 85 T
DAY 11 • 10.000K • 110 P • 150 JJ • 1 MIN PL • 20 PU • 90 T	DAY 12 • 10.000K • 110 P • 150 JJ • 1 MIN PL • 20 PU • 90 T	DAY 13 • 10.000K • 130 P • 170 JJ • 65 SEC PL • 30 PU • 115 T	DAY 14 • 10.000K • 135 P • 180 JJ • 65 SEC PL • 30 PU • 115 T	DAY 15 • 10.000K • 140 P • 190 JJ • 70 SEC PL • 30 PU • 120 T
DAY 16 • 10.000K • 150 P • 210 JJ • 80 SEC PL • 40 PU • 140 T	DAY 17 • 10.000K • 150 P • 210 JJ • 80 SEC PL • 40 PU • 140 T	DAY 18 • 10.000K • 155 P • 220 JJ • 80 SEC PL • 40 PU • 145 T	DAY 19 • 10.000K • 160 P • 230 JJ • 85 SEC PL • 40 PU • 150 T	DAY 20 • 10.000K • 160 P • 230 JJ • 85 SEC PL • 40 PU • 150 T
DAY 21 • 10.000K • 180 P • 250 JJ • 90 SEC PL • 50 PU • 170 T	DAY 22 • 10.000K • 185 P • 260 JJ • 90 SEC PL • 50 PU • 175 T	DAY 23 • 10.000K • 190 P • 270 JJ • 95 SEC PL • 50 PU • 180 T	DAY 24 • 10.000K • 190 P • 270 JJ • 95 SEC PL • 50 PU • 180 T	DAY 25 • 10.000K • 220 P • 290 JJ • 100 SEC PL • 60 PU • 200 T
DAY 26 • 10.000K • 225 P • 300 JJ • 105 SEC PL • 60 PU • 210 T	DAY 27 • 10.000K • 230 P • 310 JJ • 110 SEC PL • 60 PU • 220 T	DAY 28 • 10.000K • 230 P • 310 JJ • 110 SEC PL • 60 PU • 220 T	DAY 29 • 10.000K • 235 P • 330 JJ • 115 SEC PL • 70 PU • 240 T	DAY 30 • 10.000K • 250 P • 340 JJ • 2 MIN PL • 70 PU • 250 T

K= korak, P= počep, JJ = jumping jack, PL = plank, PU= Skleca, T=trebušnjak

SPONSORED BY #HUMANIZINGDIGITALWORK

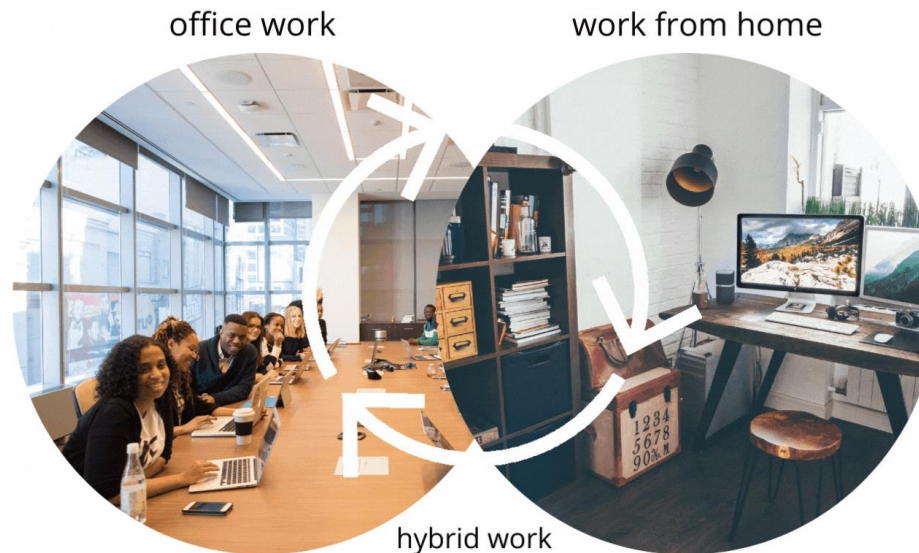
IZZIV: ‚Nadzor‘ in uspešno delo od doma

Kontinuirani rezultati anket:

70-90 % anketiranih si želi, da bi še naprej imeli možnost dela na daljavo

Večja motiviranost pri delu od doma: **60 %**

- večja fleksibilnost in možnost samoorganiziranja, **AMPAK** hkrati si **okrog dve tretjini** želita dolgoročno vsaj enkrat tedensko delati na lokaciji



IZZIV: ‚Nadzor‘ in uspešno delo od doma

Rešitve:

S strani managementa:

- **Relacijsko** oblikovanje dela (soodvisnost nalog, povezanost s končnim porabnikom)
- Nuja povratnih informacij, vodenje
- Jasnost ciljev, strukture dela in razmejitev



S strani zaposlenih samih:

- **Samoiniciativno oblikovanje dela**
- **Management** časa, energije in **osebne produktivnosti**
- **Zdravje**: vsrkanje v tehnologijo, spanje, aktivnost
- Rutina, disciplina in **vzpostavitev delovnega okolja** doma

Naši koščki mozaika kot pomoč pri 'žongliranju'



Izgorelost zaradi tehnologije

Nizka kreativnost, a nuja po inoviranju



Tehnološki stres



Izzivi usklajevanja dela in prostega časa



Nesmiselnost dela



Izzivi trajnosti

Tehnostres, izgorelost zaradi tehnologije; hkrati pa izzivi oblikovanja dela za mlade



Vsrkanost v tehnologijo – a ob omejitvah

#Factcheck
34 % of managers, directors, and executives – who are more likely to be from Gen X or older - have turned down a job because the technology was out of date or hard to use.
#humanizingdigitalwork

```

graph TD
    TO[Technology overload] -- H2 --> B[Burnout]
    CA[Cognitive Absorption] -- H1 --> C[Creativity]
    B --> C
    
```

Information & Management
Volume 58, Issue 8, December 2021, 103533

ELSEVIER

Absorbed in technology but digitally overloaded: Interplay effects on gig workers' burnout and creativity
Aldijana Bunjak^a, Matej Černe^b, Aleš Popovič^c

263 delavcev na platformi Amazon Mechanical Turk

Optimizem in čuječnost



ARTICLE | Open Access | CC BY

Better to be optimistic, mindful, or both? The interaction between optimism, mindfulness, and task engagement

Aldijana Bunjak, Andrew C. Hafenbrack, Matej Černe, Johannes F. W. Arendt

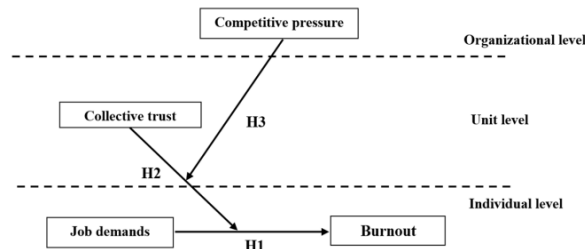
4 študije: 2 eksperimenta, 2 ,terenski' študiji platformnih delavcev

Human Relations
THE TAYLOR & FRANCIS INSTITUTE
Impact Factor: 5.658 / 5-Year Impact Factor: 6.620 | JOURNAL

Open access | Research article | First published online October 28, 2021

Job demands and burnout: The multilevel boundary conditions of collective trust and competitive pressure
Aldijana Bunjak, Matej Černe, Heike Bruch

Uravnoteženost zahtev dela z viri na višjih organizacijskih ravneh: zaupanje v timih (tudi) v organizacijah z močnim pritiskom tekmovanja na trgu



5486 zaposlenih, 2872 enot v 89 nemških SMEjih; večnivojska (three-level) analiza; FT50

Nuja inoviranja pri delu z digitalnimi vmesniki

Interni znanstvenoraziskovalni projekt EF
Humanizing Innovation in Digital Work (HUMINNO)

V projektu smo raziskovali delovne pogoje na več ravneh s namenom prispelovanja negativnih vplivov ter spodbujanja pozitivnih koristi digitalizacije za posameznike in organizacijo. Preučevali smo, kako lahko vodimo ter oblikujemo delo in delovni konteksti, ki bo omogočil kar se da velik izkoristek tehnologije v podporo digitalizaciji pri doseganju rezultatov zaposlenih.

Spodbujanje ustvarjalnosti

- Inpreživetje digitalne predremenjenosti v kombinaciji s spoznavno verjetnostjo v tehnologijo
- Zagotovljanje pozitivnih ali negativnih kontrapozitivnih pozitivnih informacij o delu na platformah delavca, ki posedujejo visoko raven majstrske usmerjenosti
- Izborne platformne delavnice, ki so virtualno ustvarjalni, a nimajo visokih ravnih psihološke upravičenosti (angl., entitlement)

Spodbujanje inovativnega vodenja pri delu

- Upravičevanje zaposlenih, ki delajo e tehnologije v smeri digitalnega opismenjevanja
- Spodbujanje soopirvanja inovacij v managementu in transformacijskega vodenja s spoprijemanje deljene vloge vodenja in privzemanja inovativnosti

Spodbujanje zadovoljstva in zavezosti

- Kombiniranje delje vlog- zaposleni na način, da zagotavljajo uspešnost glede njihovega praznjenja
- Usmerjanje zaposlenih, ki delajo e tehnologije v tehnike ljudstvi

Spodbujanje uspešnosti in preprečevanje izgorelosti

- Upravičevanje zaposlenih, ki delajo e tehnologije v smeri digitalnega opismenjevanja
- Spodbujanje soopirvanja inovacij v managementu in transformacijskega vodenja s spoprijemanje deljene vloge vodenja in privzemanja inovativnosti

IZZIVI DELA NA DALJAVO MED PANDEMIJO

- 1) Tehnološki izzivi
- 2) Občutek nenehne povezanosti z delom
- 3) Občutek osame ter nepovezanosti
- 4) Usklajevanje dela in zasebnega življenja
- 5) Uspešnost dela od doma

Korona emeroksa graditljiv uspešnega dela od doma

kultura dela od doma
 online druženje in povezanost
 namizje delavnega in zasebnega časa
 oblikovanje jasnih pričakovanj
 kaj bo delo od doma etično
 naša (tehni)prilagoditvi

Projektne aktivnosti in rezultati

5 objav v znanstvenih revijah ranga SSCI

Information & Management Leadership & Organization Development Journal
 International Journal of Electronic Commerce
 South East European Journal of Economics and Business
 Frontiers in Psychology

7 predstavitev na akademskih konferencah

Academy of Management Hawaii International Conference on System Sciences
 European Academy of Management
 European Association of Work and Organizational Psychology

2 sekciji (mini-tracka) na HICSS konferencah

1 praktično obarvana strokovna publikacija za izboljšanje digitalnega dela

GUIDE AND GROW HUMANIZE YOUR DIGITAL EXPERIENCE

6 predstavitev na strokovnih konferencah

LONGITUDINALNO ZBIranJE PODATKOV MED ZAPOSLENI MI V SLOVENIJI
ZBIranJE PODATKOV NA DIGITALNI PLATFORMI AMAZON MECHANICAL TURK
DVA KROGA MAGISTRSKIH ŠTUDENTOV NA TEMATI KE, KI JIH POKRIVA PROJEKT

Projekt je (skupaj s TRPom "Oblikovanje organizacije v digitalni dobi", ki ga financira ARRS) služi kot podlaga za platformo za diseminacijo raziskovalnega dela v praksi #HumanizingDigitalWork, ki je prisotna na spletnu, Instagramu in LinkedInu.

#humanizing digital work

Projekat HUMINNO (2018-2021) je financirala Ekonomsko fakulteta Univerze v Ljubljani kot interni inovativnoraziskovalni projekt v letu 2020-21. Člani projekta: Aljuna Bunjak, Heike Bruch, Darja Alilaj, Alja Propec, Robert Kolc, Maruša Premur, Katarina Božič, Sut I Wang, Liday Kuliam, Tomilica Hermans, Mauro Castelli, Catherine Demellay, Aljuna Bunjak



Transformacijsko vodenje v kombinaciji z inovacijami v managementu vodi do deljenega vodenja in privzemanja inovacij s tehnologijo zaposlenih



International Journal of Information Management

Volume 66, October 2022, 102516

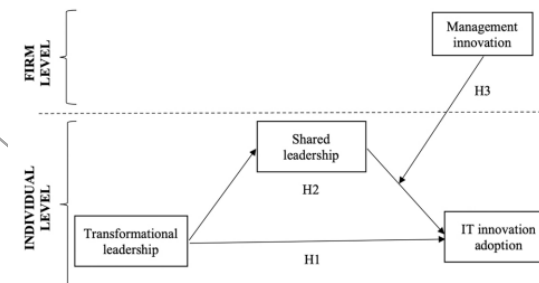


Research article

Context is key: The joint roles of transformational and shared leadership and management innovation in predicting employee IT innovation adoption

Aljuna Bunjak ^a, Heike Bruch ^a, Matej Černe ^b

5844 zaposlenih in 92 vodij v nemških SMEjih; večnivojska analiza

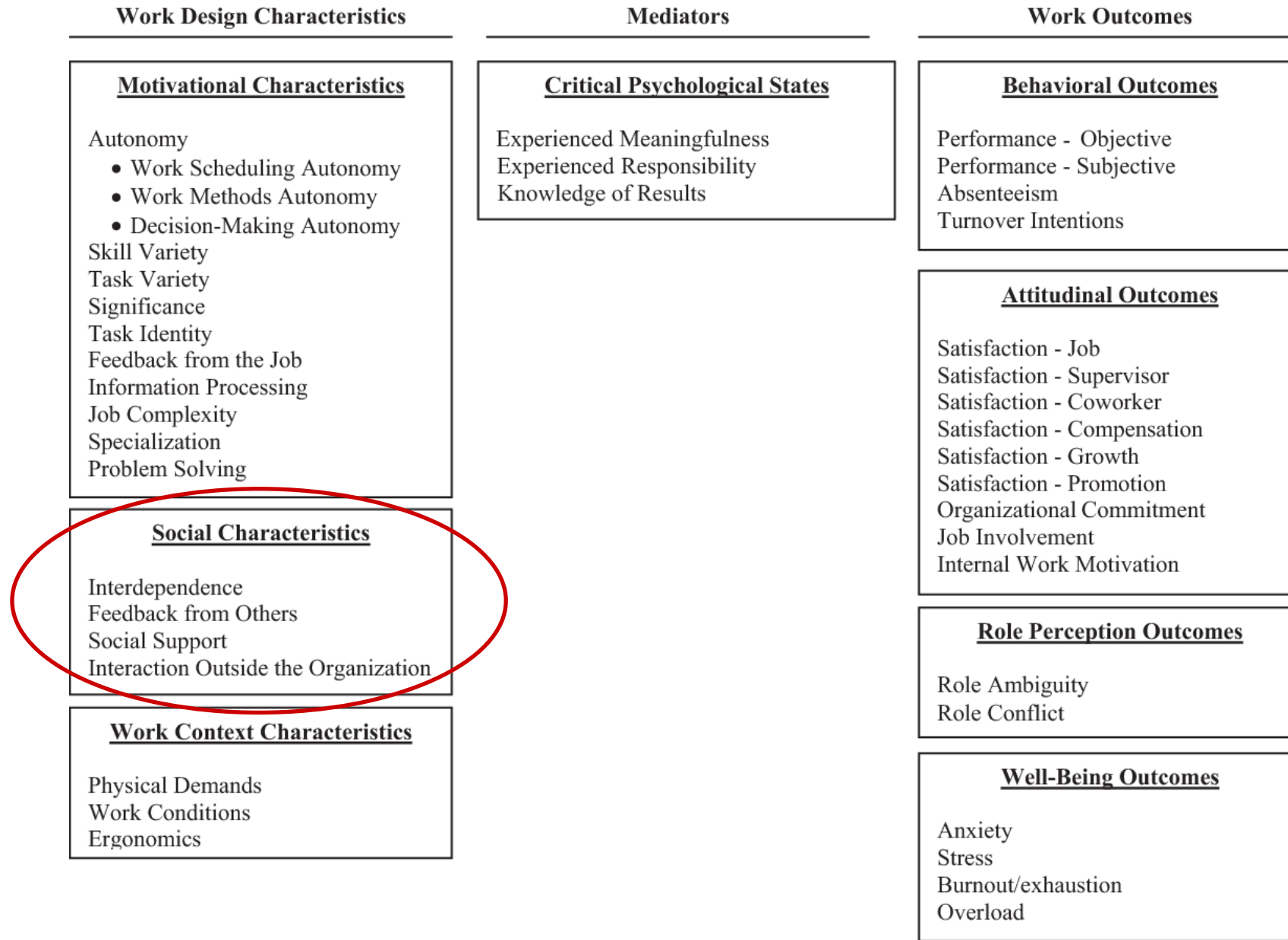


Kaj to pomeni v praksi?

- **Relacijsko oblikovanje dela:**
 - Družbene dimenzije oblikovanja dela (soodvisnost, povratne informacije, povezanost izven organizacije)
 - Družbena podpora (sodelavcev, nadrejenega)
 - Relacijska klima (delitve, psihološke varnosti)
- Kaj pa **zaposleni sami**? **Kompetence za prilagodljivo (in prilagojeno) delo**
 - Samoiniciativno preoblikovanje dela



Razširjen model značilnosti dela (Morgeson & Humphrey, 2006)



Vprašalnik o značilnostih dela (Morgeson & Humphrey, 2006)

Del, vezan na družbene značilnosti (str. 3-4)

Družbena podpora

1. Na delovnem mestu imam možnost razviti dobra prijateljstva.
2. Pri svojem delu imam priložnost spoznavati druge ljudi.
3. Pri svojem delu se imam priložnost srečevati z drugimi ljudmi.
4. Mojega nadrejenega skrbi dobro počutje njegovih podrejenih.
5. Ljudem, s katerimi delam, je mar zame.
6. Ljudje, s katerimi delam, so prijazni do mene.

Soodvisnost dela

Vhodna soodvisnost

1. Delovno mesto od mene zahteva, da dokončam svoje delo, preden ga opravijo drugi.
2. Druga delovna mesta so neposredno odvisna od mojega dela.
3. Če se mojega dela ne opravi, ostali ne morejo zaključiti svojega dela.

Izhodna soodvisnost

1. Delo drugih zelo vpliva na moje delovne aktivnosti.
2. Dokončanje mojega dela je odvisno od številnih drugih ljudi.
3. Mojega dela ne morem opraviti, če drugi ne opravijo svojega.

Povezanost izven organizacije

1. Delovno mesto zahteva preživljanje veliko časa z ljudmi izven organizacije.
2. Delovno mesto zahteva interakcijo z ljudmi, ki niso člani moje organizacije.
3. Na delovnem mestu pogosto komuniciram z ljudmi, ki ne delajo za isto organizacijo kot jaz.
4. Delovno mesto zahteva precej interakcije z ljudmi izven moje organizacije.

Povratne informacije od drugih

1. Od mojega nadrejenega in sodelavcev prejmem veliko informacij o moji delovni uspešnosti.
2. Člani organizacije, kot so managerji in sodelavci, mi zagotavljajo informacije glede uspešnosti (kakovosti in obsegu) mojega dela.
3. Povratne informacije o moji delovni uspešnosti prejmem od članov organizacije (kot npr. od managerjev ali sodelavcev).



Relacijsko oblikovanje dela
(relational job design)
1. korak: diagnostika

75-95: visoko relacijsko oblikovanje dela

55-64: srednje relacijsko oblikovanje dela

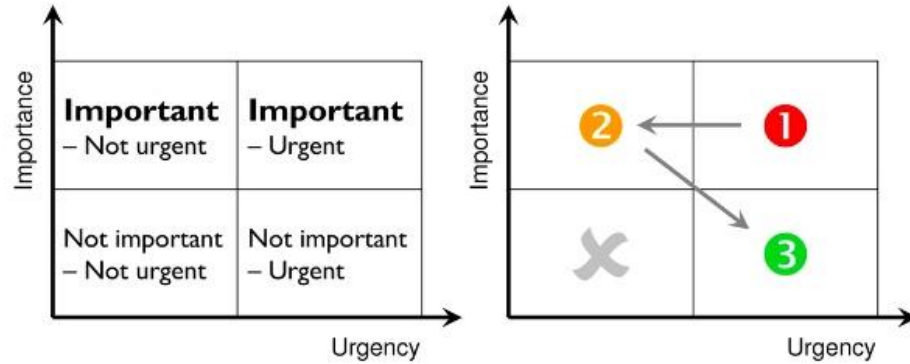
54 ali manj: nizko relacijsko oblikovanje dela

(pozornost na specifične narave dela in posameznih dimenzij)

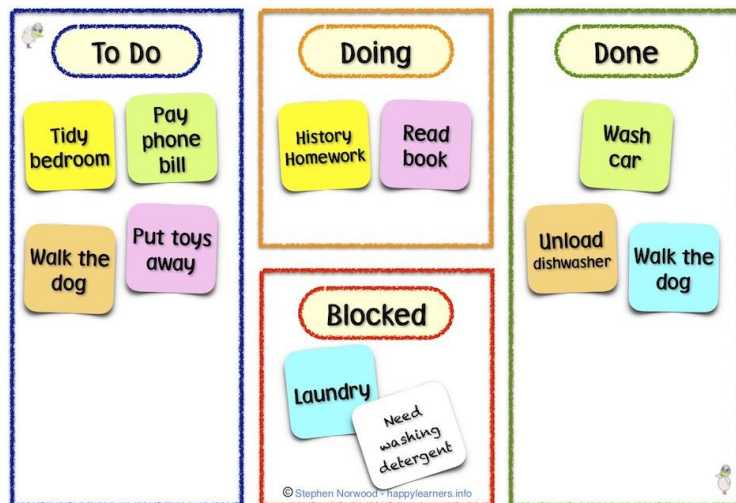


#humanizing
digital work

Eisenhower Matrix



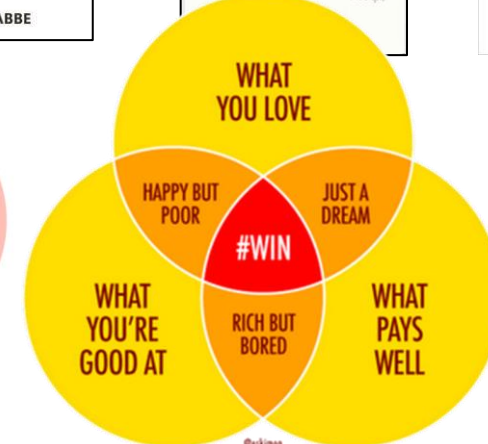
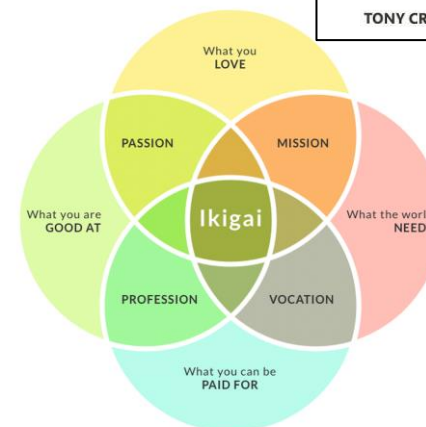
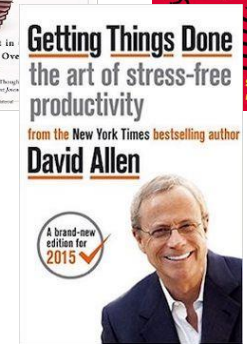
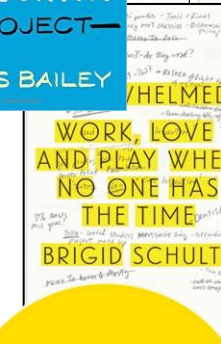
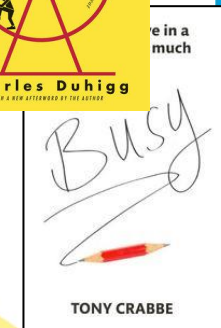
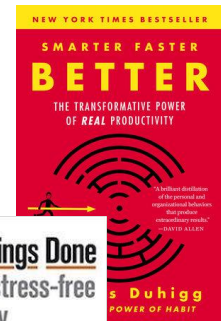
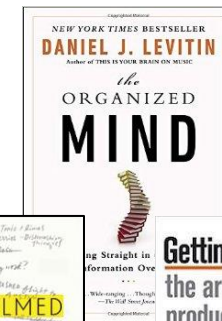
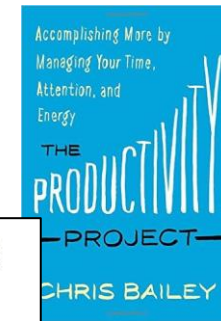
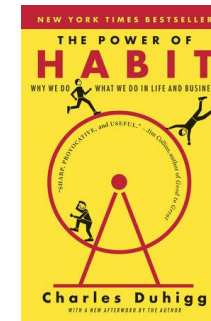
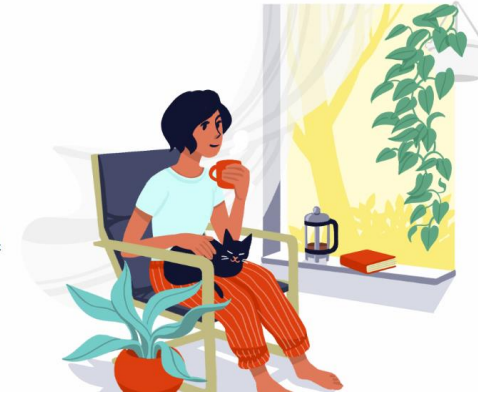
- Pravilo ,treh´ glavnih ciljev na dan
- Pravilo dodatnih 50 % časa
- V urnik dodajte prazne časovne termine
- Cilje in aktivnosti zabeležite
- Ambiciozno, a realno
- Poslušajte svoje telo; duhovnost



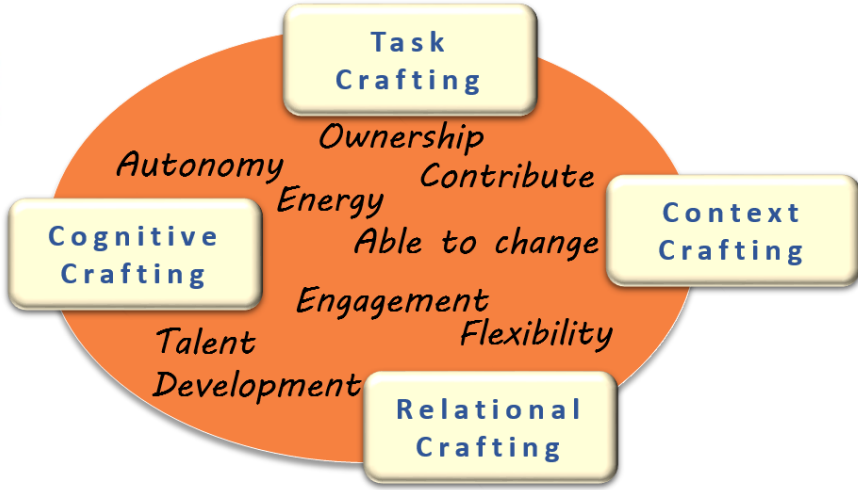
You didn't sign up for 50+ hour workweeks

RescueTime helps you understand where your time goes each day. Optimize your energy. And take back control of your day.

Get Started



Samoiniciativno preoblikovanje dela (Job Crafting)



Center for **POSITIVE** Organizational Scholarship

Job Crafting Exercise

By
Justin M. Berg
 Research and Development Consultant

Jane E. Dutton
 Robert L. Kahn Distinguished University Professor of Business Administration and Psychology

Amy Wrzesniewski
 Associate Professor of Organizational Behavior Yale School of Management



Stephen M. Ross School of Business at the University of Michigan



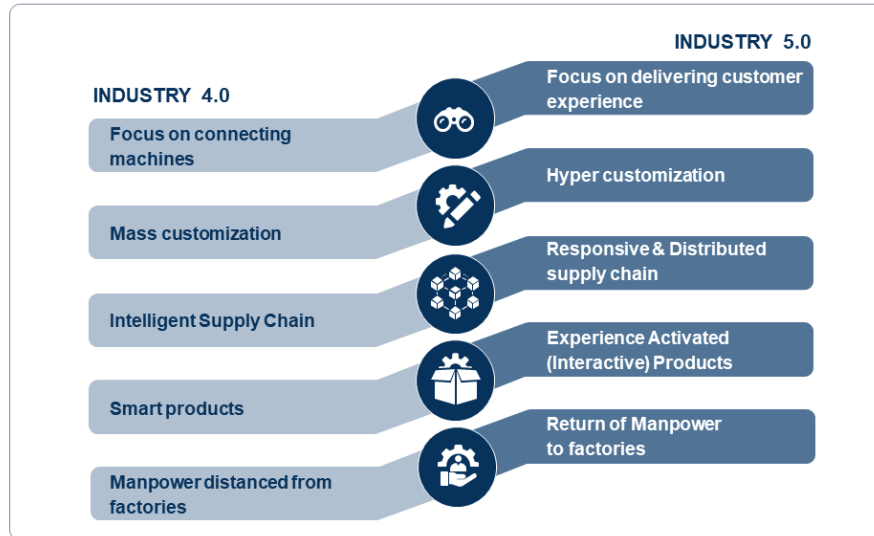
Industrija 4.0 je sožitje robotov, povezanih naprav in hitrih podatkovnih mrež z namenom povečanja produktivnosti in umika rutinskih nalog iz domene **ljudi**.



Prihodnost: **personalizacija!** Peta industrijska revolucija (**15.0**) je/bo osredotočena na sodelovanje med ljudmi in napravami, pri čemer bo človeška inteligenca delovala v harmoniji s spoznavnim računalništvom.

Človek je v centru industrijske proizvodnje preko sodelovalne avtomatizacije, dela z znanjem in veščinami, kar bo pripeljalo do masovno prilagojene proizvodnje za končnega porabnika.

Industrija 4.0 in Industrija (Družba) 5.0



Workspace -> Culture space / Human place

Izzivi oblikovanja dela in delovnih sistemov za mlajšo generacijo

#Factcheck

- 40 % mlajših zaposlenih razmišlja o odpovedi (digitalna izgorelost)
- Prihodnost dela je hibridna: 74 % pripadnikov generacije Z bi v prihodnosti rajši delalo od doma ali delalo deljeno
- Po drugi strani si 64 % zaposlene generacije Z želi vsaj nekaj ur/teden na lokaciji organizacije in ne popolnega dela na daljavo
- 61 % odraslih poroča, da se včasih ali pogosto počutijo osamljene
- Med zaposlenimi v starostni skupini 18-22 je ta odstotek 73 %
- 65 % mlajših ima težave z duševnim zdravjem, 40 % jih poroča o izgorelosti

#zooming
#taskswitching



#tech

#digitalskills

Viri?



#humanizingdigitalwork



#humanizing digital work

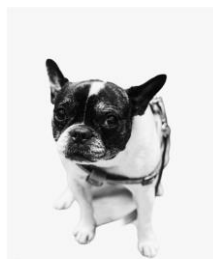
Posadka/The Crew:

Vsebinski sklopi:

Humanizing Digital Work – research journey

„Bracing the bond between people and technology“

- #HumanizingMonday
- #ResearchGlimpse
- #FactCheck
- #HumanizeYourMonth
- #CuriousSushi
- #Concepts
- webinarji
- newsletter
- research stories etc.



Sushi

 Matej Černe University of Ljubljana	 Luka Eržen University of Ljubljana	 Sut I Wong BI Norwegian Business School	 Ivan Zupic University of London
 Amadeja Lamovšek University of Ljubljana	 Aleš Popovič University of Ljubljana	 Tomislav Hernaus University of Zagreb	 Matija Marič University of Zagreb
 Simon Čadež University of Ljubljana	 Luka Tomat University of Ljubljana	 Aldijana Bunjak University of St. Gallen	 Kaja Primc Institute for Economic Research in Ljubljana
 Marko Budler University of Ljubljana	 Mojca Simonovič University of Ljubljana	 Renata Kenda Tilburg University	 Saša Batistič Tilburg University
 Darija Aleksić University of Ljubljana	 Fabijan Leskovec University of Ljubljana	 Katerina Božič University of Ljubljana	 Peter Trkman University of Ljubljana



Organizing for digital

This content deck focuses on designing organizations at multiple levels, spanning job, unit, business process and organizational design to develop appropriate digital and managerial capabilities and set up the work context so as to fully leverage the functionality of technologies in supporting the digitalization process.

[LEARN MORE ->](#)



Digital skills

This content deck concentrates on capabilities of individuals, teams and organizations as underlying foundations in the process of transforming B&A triggered insights into valuable knowledge and firms' competitive advantage.

[LEARN MORE ->](#)



Creativity and innovation in digitized work

With this content deck, we adopt a multi-level lens and focus on harnessing creativity and innovation in the context of digitalization.

[LEARN MORE ->](#)



Designing digital jobs

With flexible, remote and digital work on the uprise, this content deck narrows in on the responsiveness of digital and IT infrastructures, how they interact with organizational, unit and job design, and how jobs and work processes can be designed top-down to overcome technological overload and technological invasion.

[LEARN MORE ->](#)



The future of work in the digital economy

This content deck focuses on how the evolution of concepts related to work, labor, and employment, and how technology is unravelling many traditional expectations of what it means to have a 'career' or even a 'job'.

[LEARN MORE ->](#)



Ethics and sustainability of digitalization

This content deck focuses on the inclusion of individuals' value systems in the humane way of designing digital jobs and organizations, ultimately leading to societal welfare and prosperity.

[LEARN MORE ->](#)



Diverse and inclusive digital society



Digital Leadership

This content deck focuses on leadership



Multilevel Organization Design Configurations

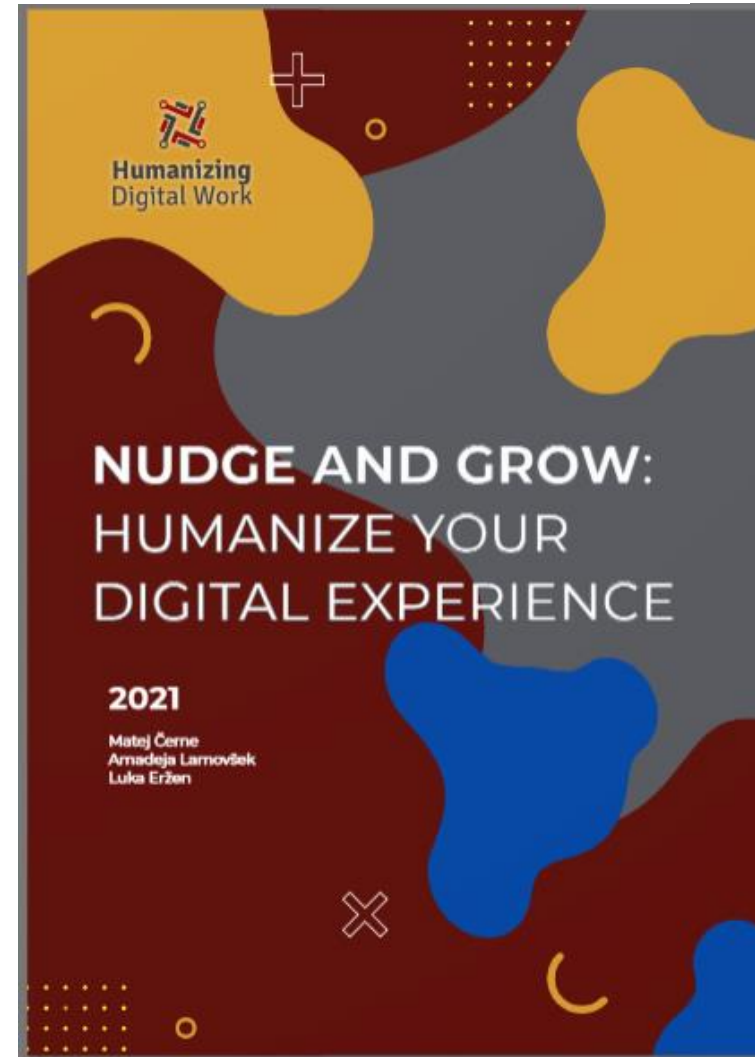
Zakaj **#HDW** :

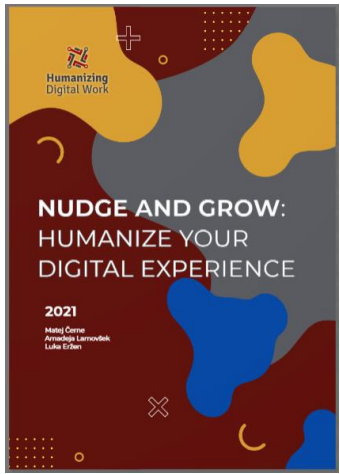
- Širjenje glasu o ugotovitvah raziskav, ki se osredotočajo na to, kako narediti digitalno delo bolj človeško. Trdno verjamemo v znanost in dejstvo, da lahko rigorozno raziskovanje pripomore k izboljšanju poslovnega sveta, počutja ljudi in njihovih odnosov z drugimi ter preko tega izboljša družbo. S #HDW poskušamo raziskovalno delo približati praksi in splošni javnosti, predvsem mladim.
- Diseminacija naših lastnih raziskav v prakso. Osredotočajo se na vsebinske sklope, povezane z oblikovanjem dela, organizacijo, managementom in vodenjem ter s tem sooblikujejo boljše poslovanje, management/ravnanje z ljudmi in organizacijsko vedenje v vse bolj digitaliziranem svetu.



Vodnik do bolj človeškega digitalnega dela

- <https://humanizingdigitalwork.com/nudge-and-grow-humanize-your-digital-work-experience/>
- ‚Nudges‘ (‚dregljaji‘)
- Kratka, enostavna orodja, nasveti, triki z namenom humanizacije digitalnih izkustev pri delu in onkraj
- Pet področij:
mind, fun, body, performance, teamwork





Feedback

Challenge:

Give your colleague good, structured feedback and tell him about the power of it.

If you want to learn more about the power of feedback, read some referred research articles and books.

Choose a colleague or a friend and think of a recent project you both worked on.



Try to do all this in a friendly, kind and well-intended manner.

Provide him/her some feedback about his or her work, being mindful of the principles of how to provide good feedback.

Choose the right time, right format (try to do this face to face), highlight both positive and negative constructs and don't forget to offer some advice on how to improve.



“Criticism, like rain, should be gentle enough to nourish a man’s growth without destroying his roots.”

Frank A. Clark (American lawyer and politician)

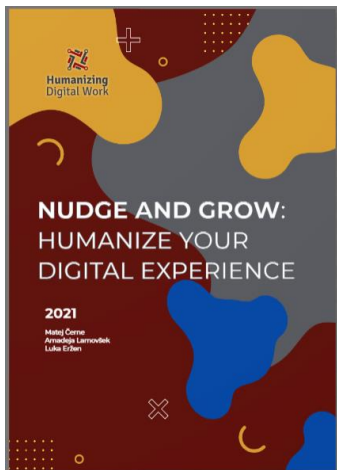
Feedback is one of the most powerful influences on learning and achievement, but this impact can be either positive or negative. Its power is frequently mentioned in articles about learning and teaching, but surprisingly few recent studies have systematically investigated its meaning. Evidence shows that although feedback is among the major influences, the type of feedback and the way it is given can be differentially effective. For it to work, the feedback giver must be mindful of the timing of feedback, format of it and also the wanted effect.

Research

- Westerman, C. Y. K., Heuett, K. B., Reno, K. M., & Curry, R. (2014). What Makes Performance Feedback Seem Just? Synchronicity, Channel, and Valence Effects on Perceptions of Organizational Justice in Feedback Delivery. *Management Communication Quarterly*, 28(2), 244–263.
- Hattie, J., & Timperley, H. (2007). The Power of Feedback. *Review of Educational Research*, 77(1), 81–112.
- Shute, V. J. (2008). Focus on Formative Feedback. *Review of Educational Research*, 78(1), 153–189.



Iz:



Growth mindset

Challenge:

Remember a time when you failed - try using the "growth mindset" method to analyze this failure and try to incorporate this way of thinking in your everyday life.

Tips:

1. Read some articles about the growth and fixed mindset or just watch a Ted talk on this topic (The power of believing that you can improve | Carol Dweck).
2. If you want to develop the growth mindset, you need to start asking yourself "why this problem appeared."
3. Then you need to ask yourself: "what have you learned from it?"
4. And lastly, ask yourself "what can you do to fix it."
5. Try to apply this way of tackling your downs to all of them and rise above them.

Research

- Han, S. J., & Stieha, V. (2020). Growth Mindset for Human Resource Development: A Scoping Review of the Literature with Recommended Interventions. *Human Resource Development Review*, 19(3), 309–331.
- Foster, M. K. (2020). Embracing A Growth Mindset: An Experiential Exercise to Explore Beliefs About Learning. *Management Teaching Review*.
- Ludvik, M. B. (2020). How a Growth Mindset Can Open One to a Decolonization Mindset. *About Campus*, 25(5), 25–30.

“A man who has committed a mistake and doesn't correct it is committing another mistake.”

Confucius (Chinese philosopher)

Individuals who believe their talents can be developed (through hard work, good strategies, and input from others) have a growth mindset. They tend to achieve more than those with a more fixed mindset (those who believe their talents are innate gifts). This is because they worry less about looking smart and they put more energy into learning.

1/3

Hitra individualna vaja:

1. Spomnite se vašega nedavnega neuspeha.
2. Zakaj se je zgodil?
Zaradi česa se je pojavil problem?
3. Kaj ste se iz tega naučili?
4. Kako se naslednjič tega izogniti?

Iz:



MIND

Share a positive quote

Challenge:

Start your week with positivity. Share a positive quote or encouraging words on the IG story and motivate others too.

"Kindness is free. Sprinkle that stuff everywhere."

Unknown



Let's be honest, life can be hard sometimes. Sometimes all it takes is a few positive quotes or words of encouragement to instantly make someone's day better. Whether it's the best friend in your life or a stranger you meet on the street, taking a moment to share a positive message can have a long-lasting effect on the well-being of both people. Giving and receiving compliments is not only a mood booster, giving and receiving compliments has an uplifting effect on both parties. As the giver, a compliment can boost your confidence, improve your social skills, and stimulate your creativity. Finding yourself on the receiving end of a positive message can boost your self-esteem.

Tips:

1. Go to google and write keywords for motivational quotes you want to share. For example, if you want to motivate others write: quotes for motivation, if you want to express gratitude, write: gratitude quotes.
2. Some websites where you can find inspiration: QuotesLyfe, BrainyQuote, Wikiquote, Goodreads, The Quote Garden, QuoteLicious.
3. Find your favourite quote and screenshot it or copy/paste it.
4. Share a quote on your IG story.
5. Do not forget to cite the author of the quote and to tag @humanizingdigitalwork.

Research

- Sheldon, K. M., & King, L. (2001). Why positive psychology is necessary. *American Psychologist*, 56(3), 216-217.
- Gable, S. L., & Haidt, J. (2005). What (and Why) is Positive Psychology? *Review of General Psychology*, 9(2), 103-110.

- Fredrickson, B. (2003). The Value of Positive Emotions: The emerging science of positive psychology is coming to understand why it's good to feel good. *American Scientist*, 91(4), 330-335.

- Aspinwall, L. G., & Staudinger, U. M. (Eds.). (2003). *A psychology of human strengths: Fundamental questions and future directions for a positive psychology*. American Psychological Association.

2/3

Hitra individualna vaja:

Najдите in s sosedom delite pozitiven citat o področju, ki vam je blizu.

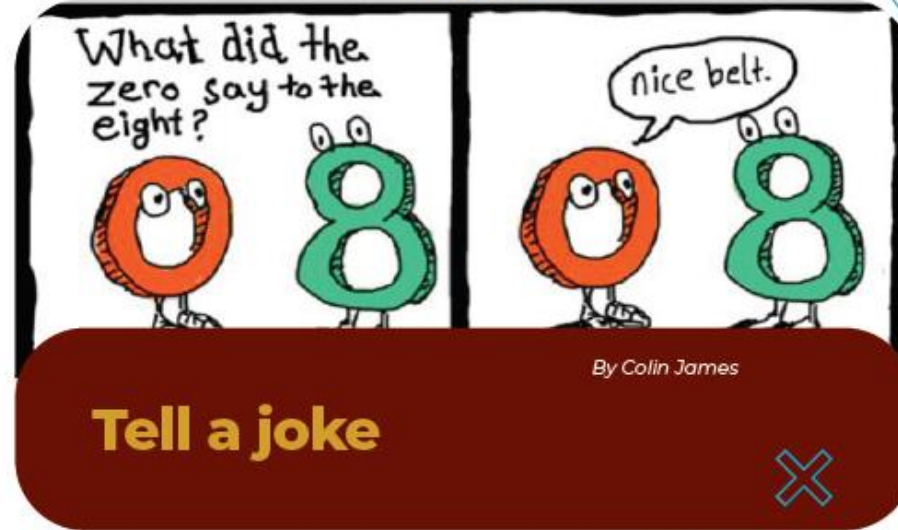
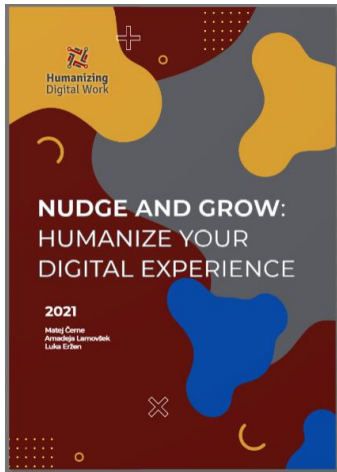
1. Razmislite o tem, katero področje vam je blizu.

2. Pojdite na google.

3. Najdite citat.

4. Delite s sosedom. Povejte tudi, čigav je citat. Dodatno pogoooglajte, če ne veste.

Iz:



Tell a joke

3/3

Hitra individualna vaja:

Svojemu sosedu povejte šalo.

1. Razmislite, ali se spomnite kake dobre šale.

2. Če da, jo povejte sosedu.

3. Če ne, pojdite na google.

4. Najdite šalo.

5. Delite s sosedom.

Challenge:

Tell a joke to one of your colleagues at work.

Tips:

- You can find a joke online, think of one you know, or make one up on the spot.
- Be imaginative. In choosing a colleague you will share your joke with, think of a person you want to surprise or brighten up her/his day.
- You can share a joke in person, via phone, social media or email - whatever fits your situation best.

“Humour is by far the most significant activity of the human brain.”

Edward de Bono (Maltese physician, psychologist, author, inventor, philosopher and consultant)

Humour is an integral part of who we are as humans, helping us bring positivity, build resilience in tough times, and contributing to building a positive atmosphere, at work and beyond. Stemming from the field of positive psychology, in the workplace, humour contributes to emotional regulation and well-being, improves communication issues and even contributes to recovery from difficult situations, setbacks and obstacles.

Of course, one needs to be careful not to overstep boundaries, and be polite and respectful in making jokes in order not to offend someone or hurt someone's feelings. Be mindful of the situation and the relationship you have with the person joking with.

Research

- Crawford, S. A., & Caltabiano, N. J. (2011). Promoting emotional well-being through the use of humour. *The Journal of Positive Psychology*, 6(3), 237-252.
- Holmes, J., & Marra, M. (2002). Having a laugh at work: How humour contributes to workplace culture. *Journal of pragmatics*, 34(12), 1683-1710.
- Plester, B. (2009). Crossing the line: boundaries of workplace humour and fun. *Employee Relations*, 31(6), 584.
- Ruch, W., & Hofmann, J. (2017). Fostering humour. In *Positive psychology interventions in practice* (pp. 65-80). Springer, Cham.
- Samson, A. C., & Gross, J. J. (2012). Humour as emotion regulation: The differential consequences of negative versus positive humour. *Cognition & emotion*, 26(2), 375-384.

Tesna povezanost med posameznikom in tehnologijo ni več izbira.



Pri odločitvah glede tega razmerja pa je nujno v ospredje postaviti človeka in razmišljati o vrednosti, ki jo aktivnost - izvedena preko tehnologije ali ne - pomeni za posameznika in za organizacije.



ELSEVIER

International Journal of Information Management

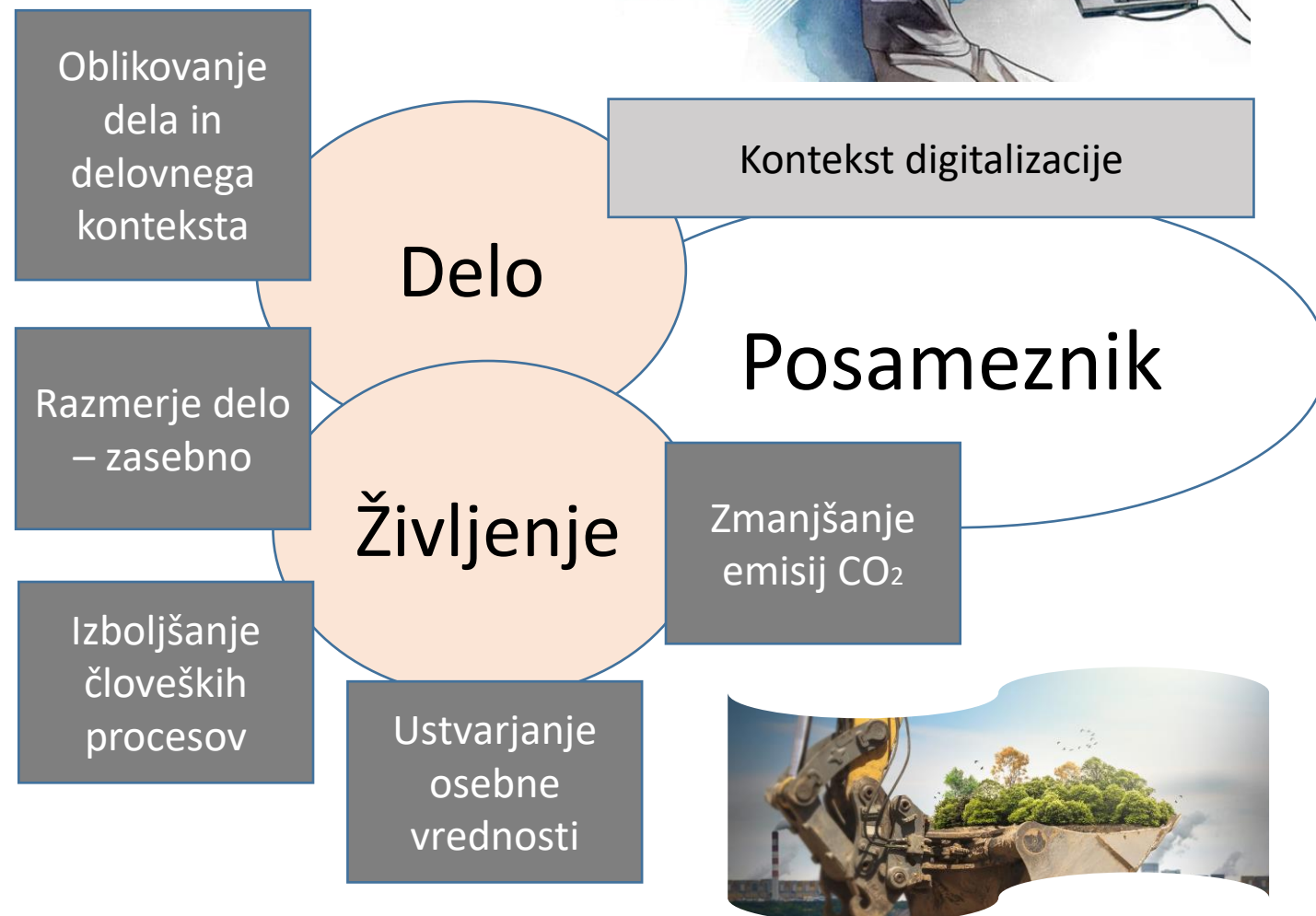
Volume 63, April 2022, 102443



Opinion paper on climate change

Humanising digital life: Reducing emissions while enhancing value-adding human processes

Peter Trkman ¹, Matej Černe ¹





POZITIVNA
PSIHOLOGIJA
ZA BOLJŠE ŽIVLJENJE



#humanizing
digital work

VPRASHANJA & DISKUSIJA



REPUBLIKA SLOVENIJA
MINISTRSTVO ZA DELO, DRUŽINO,
SOCIALNE ZADEVE IN ENAKE MOŽNOSTI



REPUBLIKA SLOVENIJA
MINISTRSTVO ZA JAVNO UPRAVO



EVROPSKA UNIJA
EVROPSKI
SOCIALNI SKLAD
NALOŽBA V VAŠO PRIHODNOST

inovativen.si
Skupaj oblikujemo rešitve



ZBORNICA ZDRAVSTVENE IN BABIŠKE NEGE SLOVENIJE -
ZVEZA STROKOVNIH DRUŠTEV MEDICINSKIH SESTER,
BABIC IN ZDRAVSTVENIH TEHNIKOV SLOVENIJE

nastja mulej
Institute for Digital Health

