

Newsletter no. 3

Focus on leadership and collaboration

Topic

Working together 4.0: This is how it's done virtually

For about a year now, many of us have been experiencing how working remotely changed the way of working in a team: A quick exchange in the hallway or a conversation over lunch are a thing of the past. And closing the door if you do not want to be disturbed? No longer possible, either. So how can remote team work and leadership be organised productively from a distance?

It requires a good deal of trust between the team members and a shared understanding of who is responsible for what, how and when. Additionally, communication channels, times and rules must be coordinated. Since a quick word in the hallway isn't possible right now, formal communication requires more effort. And for this, it is essential that employees' individual needs are identified and taken into account (see article on "boundary-types"). Our conclusion: Executives and their teams must be made aware of the expectations and challenges brought about by working together remotely, and how to tackle them.

How do you experience virtual leadership and team work? What works well? What are the problems? What kind of challenges have you been experiencing in your leadership



role? Tell us about your experience or send us your questions: kontakt@kaat.net.

Our article on "Führung im Wandel" available at kaat.net offers a broader view of the topic: A change in demands when it comes to the younger generation's work-life-balance, other topics such as globalisation and new work brought about by new technologies: These are leadership challenges managers have been facing. Therefore, we are going to examine them more closely.



More information ...

Further topics in this issue

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„AT-Dialog“ at Bayer

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Boundary-types:
What type am I?

IG BCE app



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Hi there!

Our service for commercial, academic and non-tariff employees (KAAT) is growing. The first steps have been taken. And we want to expand our joint activities for improving our working environment. Even though right now we can only connect and exchange ideas remotely, we've got you covered.

In addition to our current webseminars, we are launching the next stage of our offer: Our first KAAT Dialogue will take place from 11-12 June – in Frankfurt or as a virtual event. We are preparing an exciting event with plenty of opportunities to interact with your peers, featuring a wide range of topics from the KAAT working environment as well as industry and scientific speakers. You can find additional information in our newsletter and at kaat.net. We look forward to seeing you!

Welcome to issue no. 3 of our KAAT Newsletter.
And now: Have fun reading!

Service

Leadership Mission Statement 4.0 from social partners in the chemical industry

The social partners IG BCE and BAVC (Bundesarbeitgeberverband Chemie – German Federation of Chemical Employers' Associations) have developed core values of leadership 4.0 in the chemical industry. Under the headline of "Change is possible in a 'we' culture", they provide orientation on the qualities managers should ideally have so that the fundamental change process of the industry will be successful.

Among others, the seven core values agreed on include the ability to motivate and inspire, to allow for and demand participation and to demonstrate learning and development perspectives. Leadership behaviour based on these core values has a positive effect on employees' health, motivation and satisfaction, while promoting creativity, innovation and willingness to change. After all, change is only possible if employees and executives work together.



From the regions „AT-Dialog“ at Bayer

More than 1,000 of the 4,500 non-tariff (AT) employees now regularly take part in the "AT-Dialog" events offered by Bayer AG's general works council – a special event for non-tariff employees. They are updated on the latest developments within the company, ask questions (an average of 120 per event!), and discuss with the social partners. Since 2017, the event has been taking place three to four times a year. "The fact that so many non-tariff employees participate and ask so many questions shows that an intensive dialogue on the topics is appreciated," emphasises Eveline Wengler, member of the works council.

What makes it special, is that the discussion of a key topic is necessarily followed by interaction. I.e. works councillors,

company representatives and IG BCE discuss the main topic and employees' contributions. The event takes place as a live dialogue on the intranet, including simultaneous translation into English. All participating non-tariff employees can dial in from anywhere and participate in live votings in addition to individual contributions. Eveline Wengler: "To us, this direct feedback is particularly valuable. It leads to constructive discussions that move us forward in the negotiations." With its non-tariff Dialogue events, Bayer's general works council is leading the way in enabling communication and participation across several locations – a win-win for everyone.

#KAAT

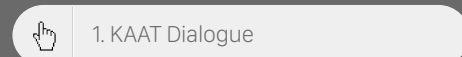
1. KAAT Dialogue

Impulses for professional development, lively exchange and active networking: These are the key words describing the first KAAT Dialogue in Frankfurt/Main on 11-12 June 2021. The event that will take place on a regular basis connects commercial, academic and non-tariff employees with works council members and local union representatives. The aim is to make the KAAT topics more visible and to discuss new principles for the modern work environment by exchanging ideas. The event is currently planned as an on-site conference. However, it will also take place virtually if required due to the Coronavirus pandemic.



The KAAT Dialogue offers valuable input on your own day-to-day work, e.g. with regard to coping with stress as well as impulses for those active in employees' interest representation, e.g. on (non-tariff) compensation systems.

More information and registration at...



Events

Webseminar „Leadership“

With many employees working from home (in part or entirely), there is a need to organise team work differently. This webseminar for members with leadership responsibilities deals with the role and functions of managers. We will also address the challenges of switching to working from home and explain how to manage this microcosm remotely.

Webseminar (in German),
21/04/2021, 4:30 p.m.



[More information and registration ...](#)

Webseminar „Opportunities and limitations of agile work“

What are the advantages of agile work and how can employees and managers facilitate this change? These are some of the questions that are discussed in the webseminar “Opportunities and limitations of agile work”. We will talk about the risks of and requirements for establishing an agile work environment.

Webseminar (in German),
24/03/2021, 5:30 p.m.



[More information and registration ...](#)

Service

Boundary-types: What type am I?

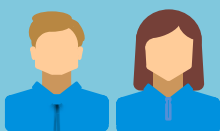
When it comes to working remotely, the lines between our work and private life are inevitably blurring – a positive thing for some, a burden for others. Recognising and acknowledging that employees have different personal needs can make working in a team easier and prevent conflicts. Occupational psychology distinguishes between three so-called “boundary-types”, i.e. different types of individuals and how they set boundaries between or combine different areas of life (work life, private life, hobbies, friends): integrating, separating and blending types.

While integrating types are the most flexible and organise their work life freely, separating types prefer clear boundaries between their work and private lives. Fixed working hours and routines are important to them – and this should be respected by those in charge. Blending types combine both approaches. Sometimes they structure their work to enable a clear separation between their work and private lives. In other phases or with other tasks they take a different approach. By reflecting on and addressing these types, managers and co-workers can contribute to a better atmosphere within the team. Here you can find out your type (in German):



[More information ...](#)

How to recognise, understand and consider different boundary-types



Integrating types

- „Flexibility is highly important to me!“
- Employees should be able to organise their work life as freely as possible
- They more frequently work during off-peak times and on Saturdays
- **From a leadership perspective:**
Laying the groundwork for and enabling “personal freedoms”



Separating types

- „Finishing work at 5:00 p.m. is highly important to me!“
- They want to finish their work during their scheduled working hours
- Preferably in the office with clear goals and rituals
- **From a leadership perspective:**
Respect for needs and ways of working, support of boundaries!



Blending types

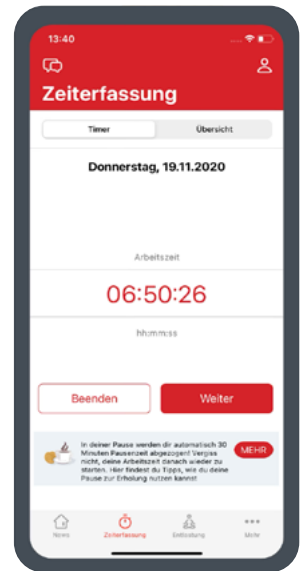
- Ways of working can be integrated and segmented
- Some employees set clear boundaries and structures
- Others long for more structure and tactics to set boundaries
- **From a leadership perspective:**
Understanding and accepting individual situations

Digital IG BCE app

Have you heard about the IG BCE app? With "My IG BCE" members have their collective agreements at hand wherever they go, find interesting reads in the "KOMPAKT digital" member magazine and access direct contact information for their IG BCE local office. Tips for stress relief and mindfulness as well as time tracking are additional benefits.



[More information ...](#)



This is www.kaat.net

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KAAT.net
Für kaufmännische, akademische
und außerordentlich Beschäftigte. **IG BCE**



Willkommen bei KAAT.net

Hier findest du Informationen für Kaufleute, Akademiker*innen und AT-Beschäftigte, die schon Mitglied bei der IG BCE sind oder es noch werden wollen. KAAT.net ist unsere Einladung an euch, gemeinsam eure Themen aus der Arbeitswelt zu gestalten.

Imprint

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