Universität Zürich[UZH]

Center for Leadership in the Future of Work

Emotionen als Schlüssel zum Erfolg bei der Mitarbeitergewinnung

Zürich, 22. September 2022

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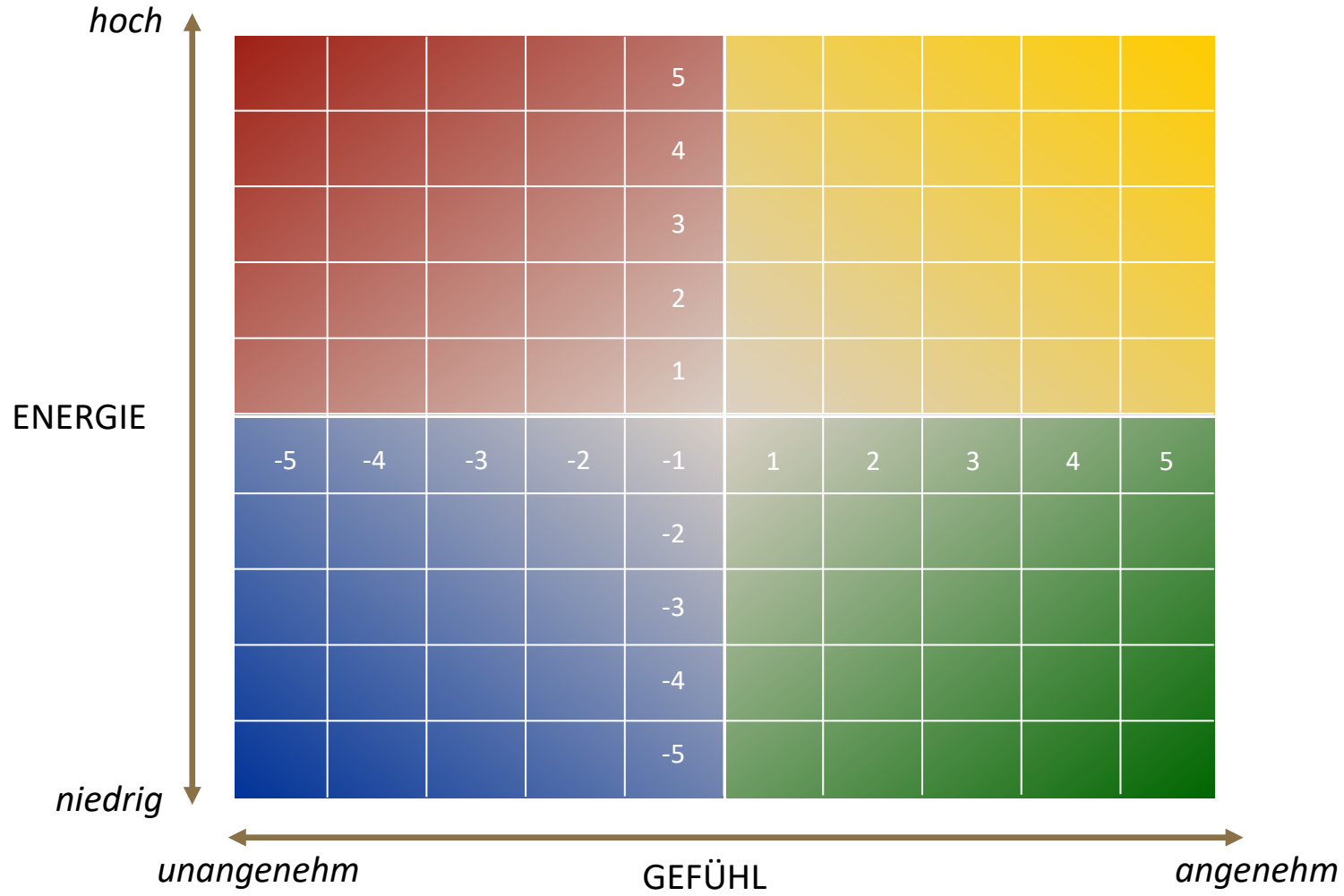
Director, Center for Leadership in the Future of Work

www.leadthefuture.org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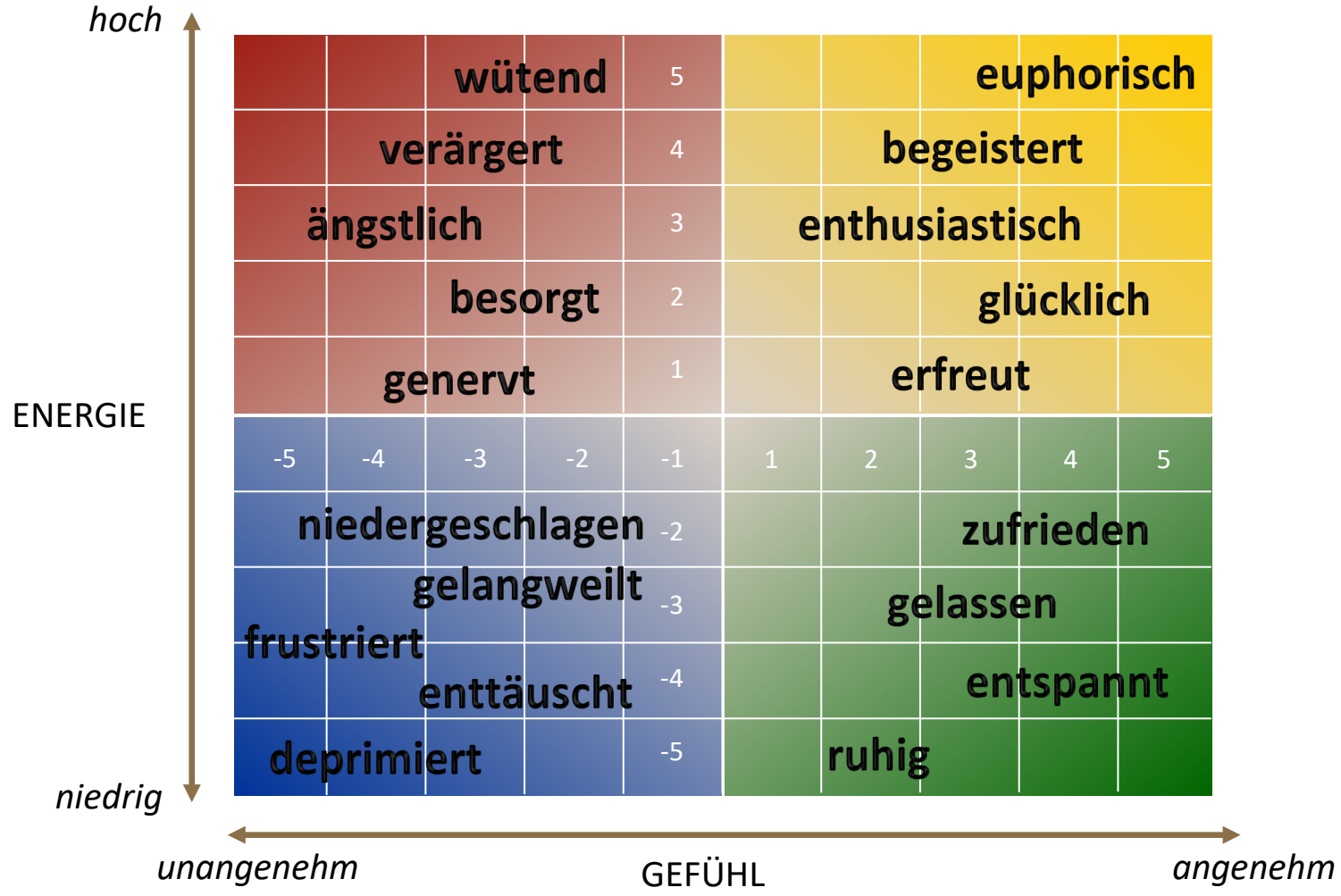
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Eine Welt im Wandel

Veränderungen wecken Emotionen

Die Coronakrise

Soziale Unruhe

Neue Technologien

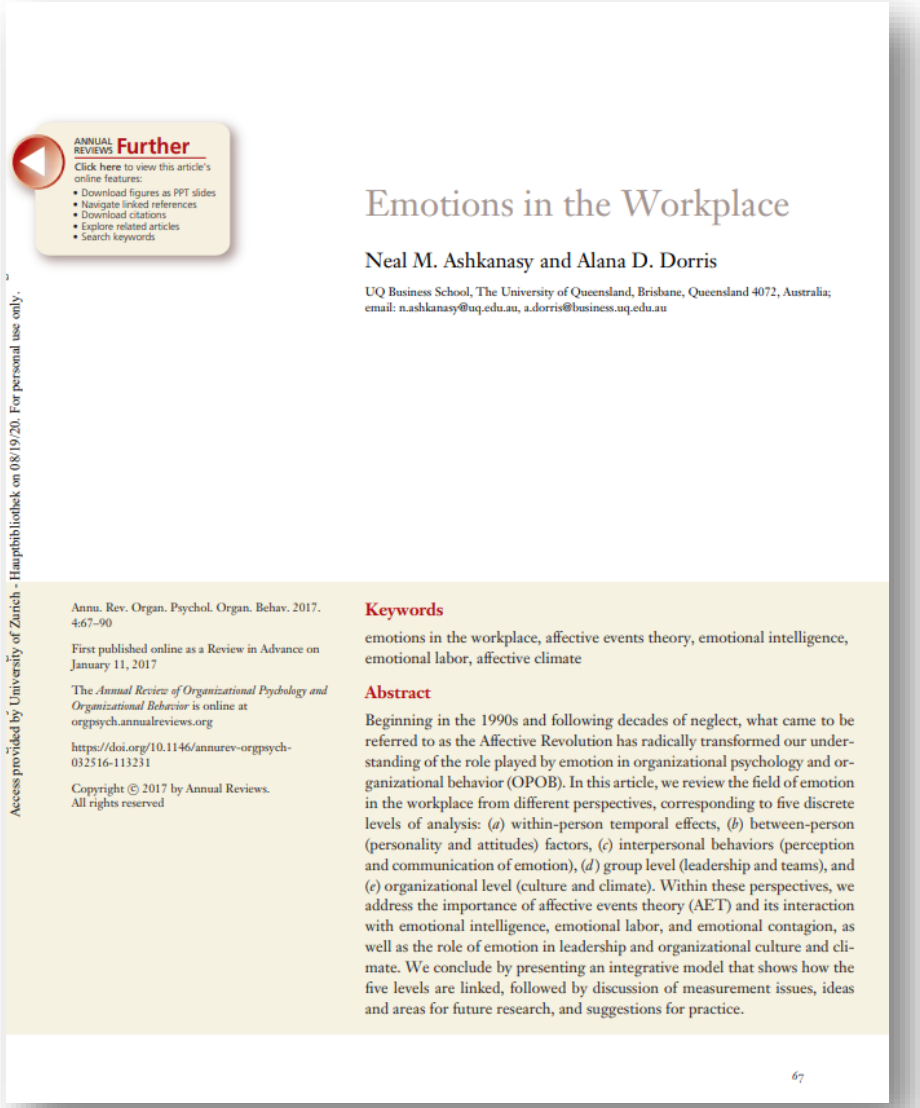
Der Wertewandel

Emotionen werden wichtiger

122 CPOs in 10 Ländern mit Verantwortung für 3'110'419 Berufstätige

Emotionen werden wichtiger

- Arbeitsleistung
- Kreativität
- Abwesenheit
- Motivation
- Entscheidungsverhalten
- Zusammenarbeit
- Beziehungsqualität
- Effektivität der Führung
- Kundenzufriedenheit
- Arbeitgeberattraktivität
- Unternehmenserfolg



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Emotions in the Workplace

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Keywords

emotions in the workplace, affective events theory, emotional intelligence, emotional labor, affective climate

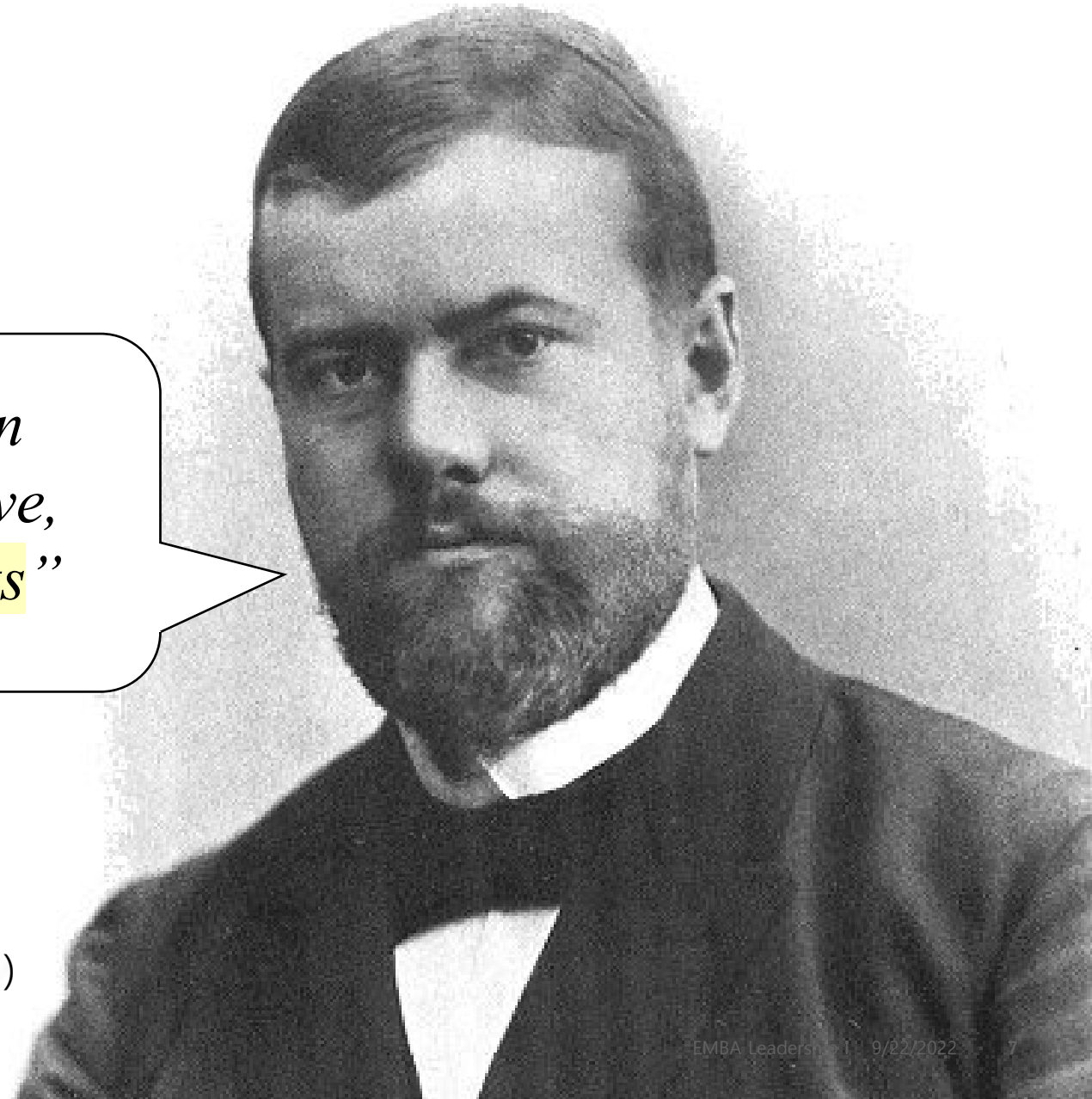
Abstract

Beginning in the 1990s and following decades of neglect, what came to be referred to as the Affective Revolution has radically transformed our understanding of the role played by emotion in organizational psychology and organizational behavior (OPOB). In this article, we review the field of emotion in the workplace from different perspectives, corresponding to five discrete levels of analysis: (*a*) within-person temporal effects, (*b*) between-person (personality and attitudes) factors, (*c*) interpersonal behaviors (perception and communication of emotion), (*d*) group level (leadership and teams), and (*e*) organizational level (culture and climate). Within these perspectives, we address the importance of affective events theory (AET) and its interaction with emotional intelligence, emotional labor, and emotional contagion, as well as the role of emotion in leadership and organizational culture and climate. We conclude by presenting an integrative model that shows how the five levels are linked, followed by discussion of measurement issues, ideas and areas for future research, and suggestions for practice.

Ashkanasy & Dorris (2017); Menges & Kilduff (2015); Elfenbein (2009); Barsage & Gibson (2007)

Organisationen tun sich mit Emotionen schwer…

The ideal bureaucracy "succeeds in eliminating from official business love, hatred, and all … emotional elements"



Max Weber (1921)

Organisationen bemühen sich zunehmend

Engagement

Purpose

Happiness / Well-being

Moeller, Ivcevic, White, Menges & Brackett.(2018.)

Organisationen sind wenig erfolgreich

FINDING ONE

Global engagement and wellbeing remain stable, but not great.

Before the pandemic, engagement and wellbeing were rising globally for nearly a decade -- but now, they're stagnant.

"Living for the weekend," "watching the clock tick," "work is just a paycheck." These are the mantras of most global workers. With only 21% of employees engaged at work and 33% of employees thriving in their overall wellbeing, most would say that they don't find their work meaningful, don't think their lives are going well or don't feel hopeful about their future.

Learn more about your region's data.

21% *of employees are engaged at work*

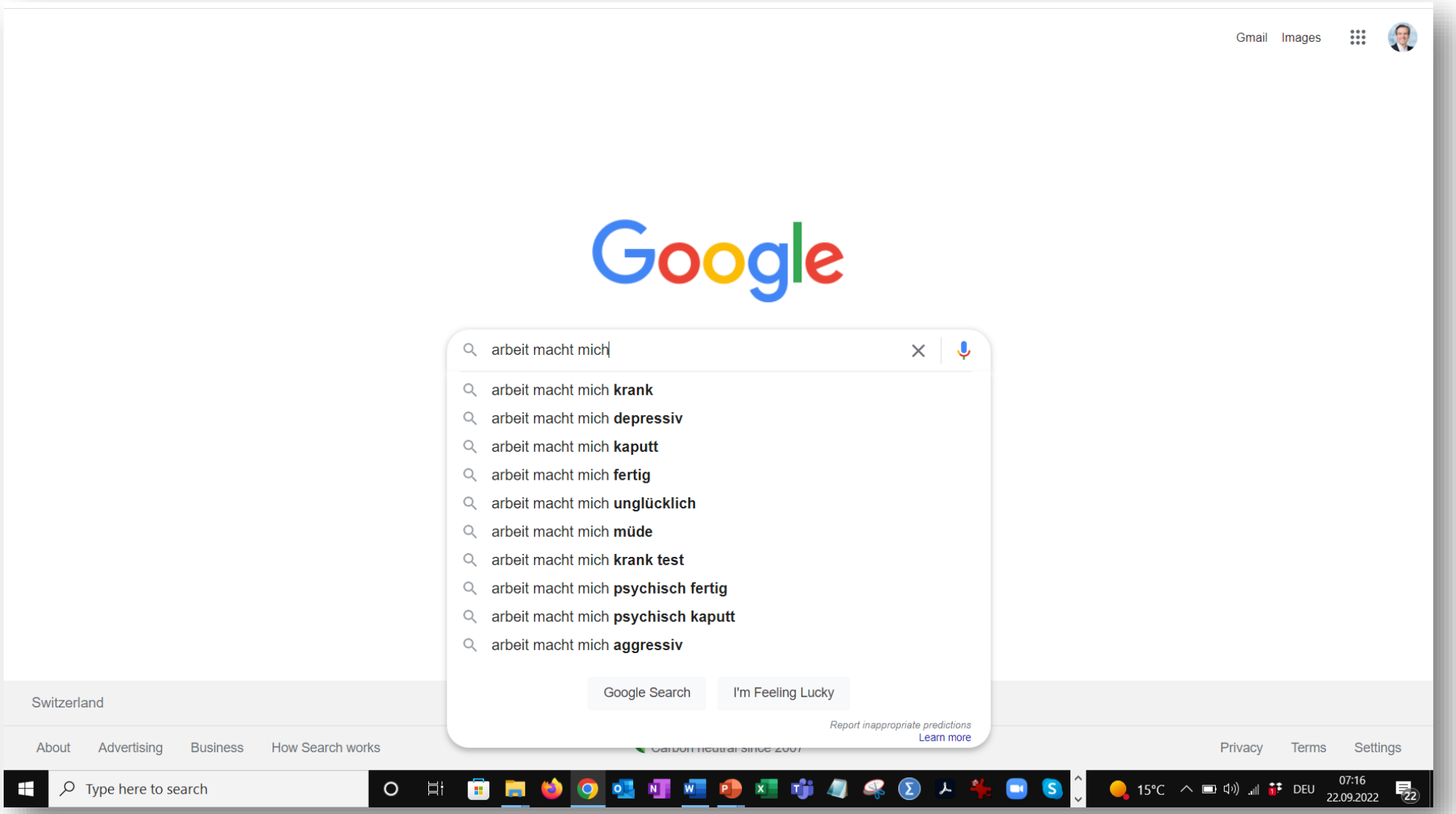
33% *of employees are thriving in their overall wellbeing*

Gallup (2022)

Organisationen sind wenig erfolgreich

Repräsentative Ergebnisse von 2018
aus den USA von 20,079 Berufstätigen
(ohne "happy")

Organisationen sind wenig erfolgreich



Organisationen sind wenig erfolgreich

NZZ magazin

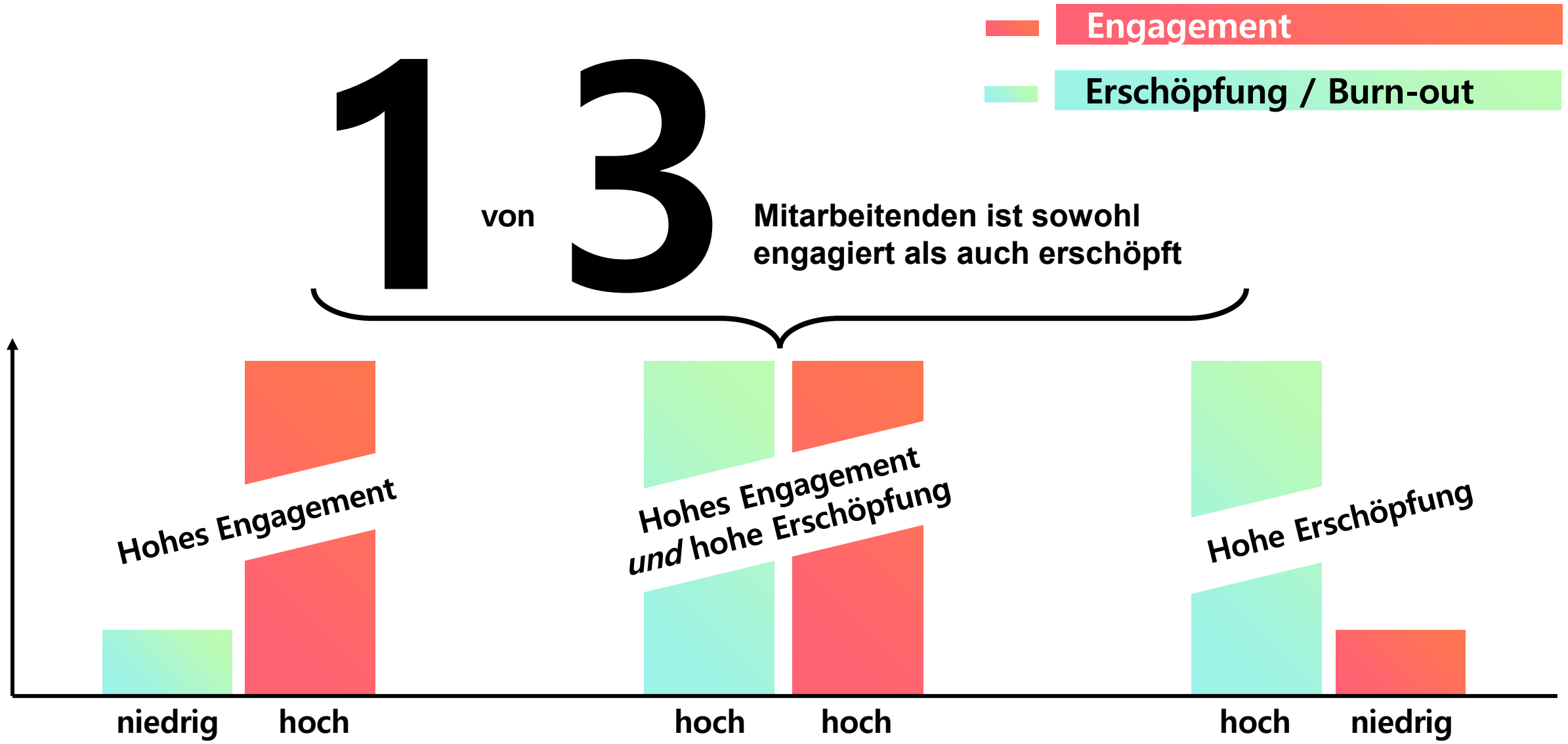
Burnout: Arbeitsausfälle steigen auf Rekordhoch

Die Fälle von Arbeitsunfähigkeit aus psychischen Gründen haben dramatisch zugenommen. Die Absenzen dauern viel länger als bei anderen Krankheiten. Meistens führen sie zur Kündigung.

Albert Steck • 11.01.2020, 21.45 Uhr

Organisationen sind wenig erfolgreich

CHF 10'000'000'000 pro Jahr



Moeller, Ivcevic, White, Menges & Brackett.(2018.)

Moeller, Ivcevic, White, Menges & Brackett.(2018.)

Engagement → **Burnout**

Purpose → **Stress**

Happiness / Well-being → **Zwang**

Moeller, Ivcevic, White, Menges & Brackett.(2018.)

Was jetzt?

Wie *wollen* Sie sich bei der Arbeit fühlen?

Repräsentative Ergebnisse von 2018
aus den USA von 20,079 Berufstätigen
(ohne "happy")

Taylor, Ivcevic, Moeller, Menges, Reiter-Palmon, & Brackett (2021)

EMOTIONALE DIVERSITÄT

Menschen unterscheiden sich in ihren emotionalen Bedürfnissen

Wie wollen Sie sich bei der Arbeit fühlen?

wertgeschätzt | respektiert | ruhig | vergnügt | zufrieden | entspannt | interessiert

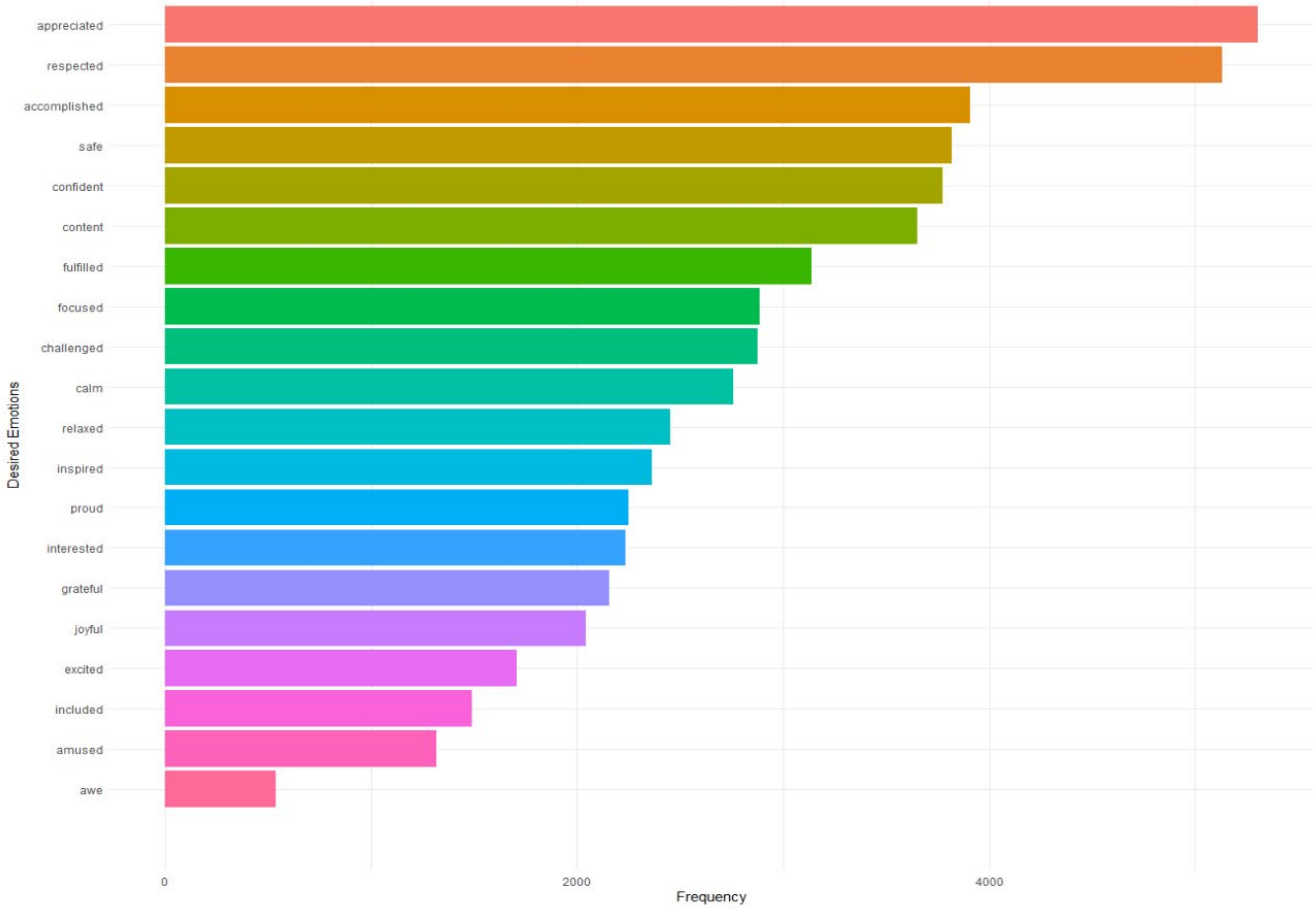
erfüllt | dankbar | inspiriert | eingebunden | freudig | fokussiert | herausgefordert | sicher

stolz | enthusiastisch | fasziniert | erfolgreich | selbstsicher

oder: nennen Sie ein anderes Gefühl

Bernays, Howe, & Menges (2022)

Antworten aus 35 Ländern

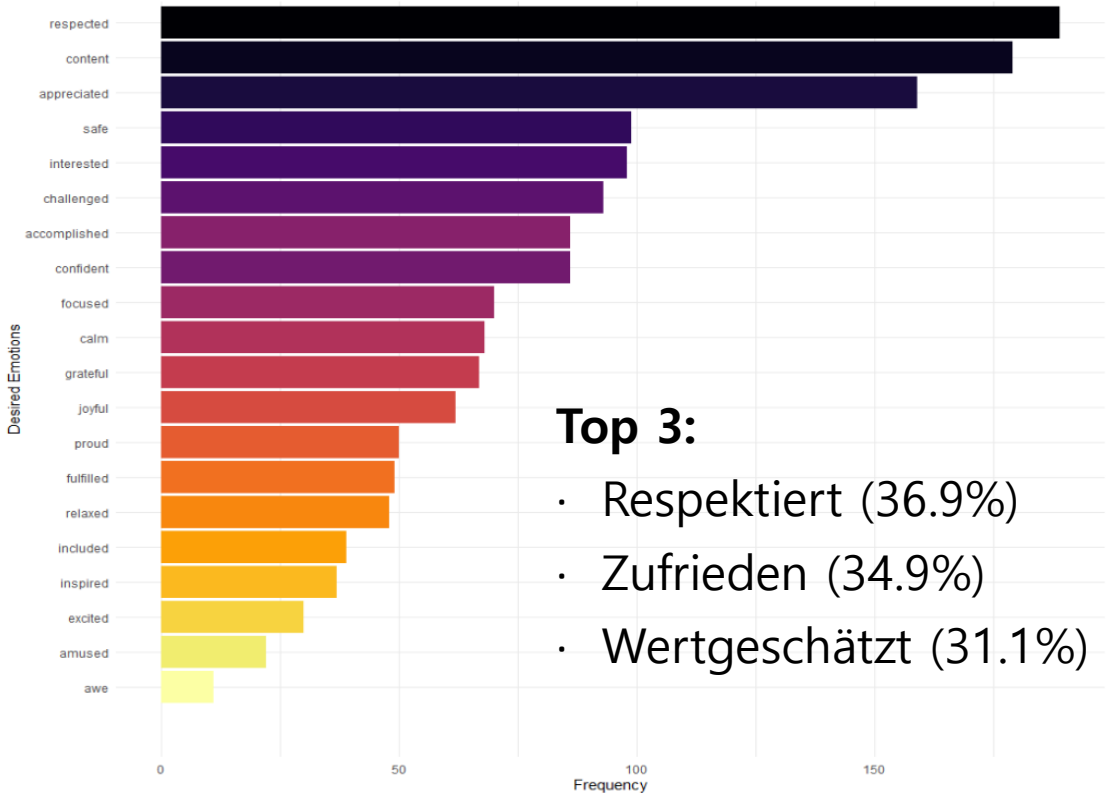


Umfrage von 2021
35 Länder
18’605 Berufstätige

Bernays, Howe, & Menges (2022)

Antworten aus der Schweiz

Personen in der Schweiz möchten sich bei der Arbeit wie folgt fühlen:



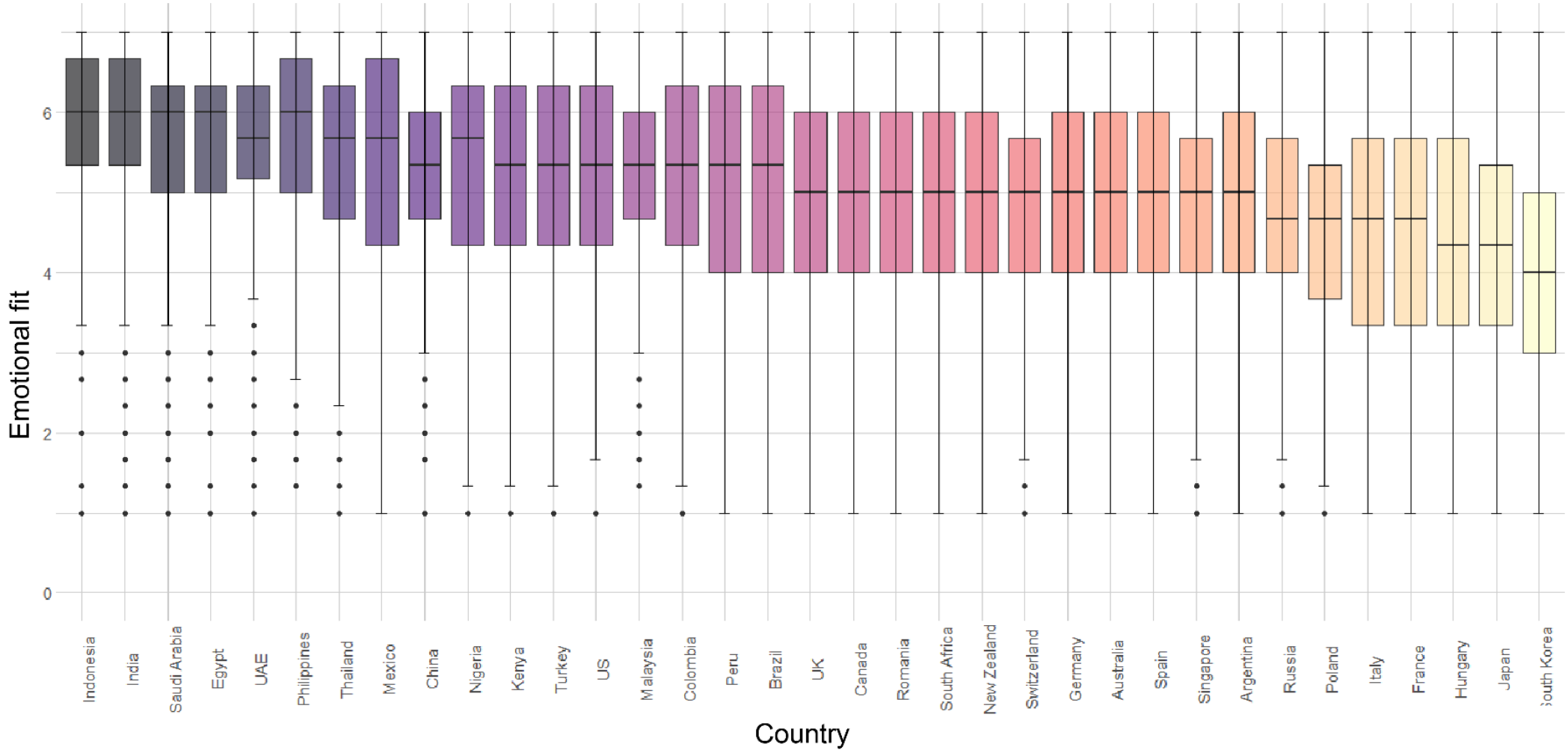
Top 3:

- Respektiert (36.9%)
- Zufrieden (34.9%)
- Wertgeschätzt (31.1%)

Umfrage von 2021
Schweiz
512 Berufstätige

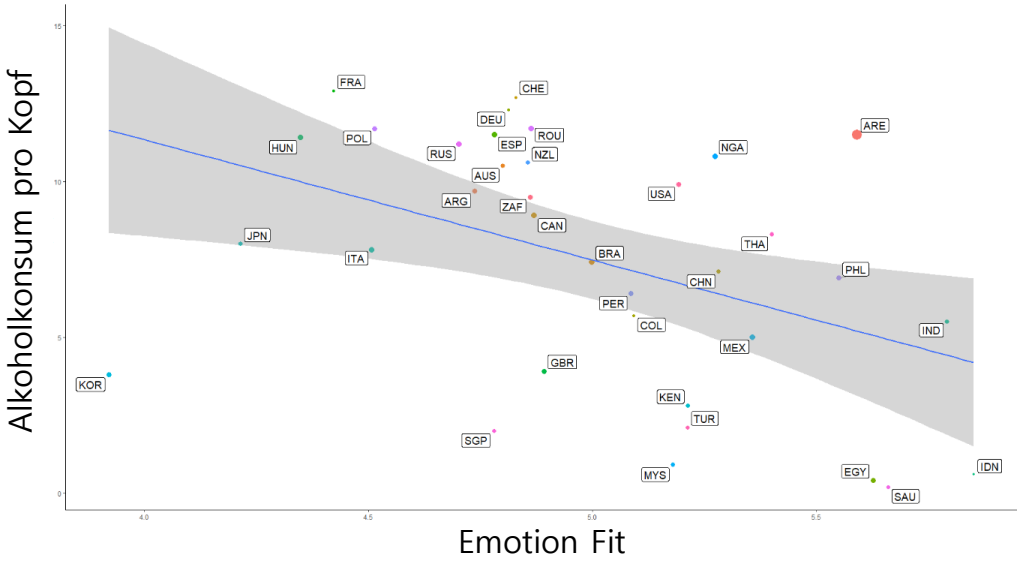
Bernays, Howe, & Menges (2022)

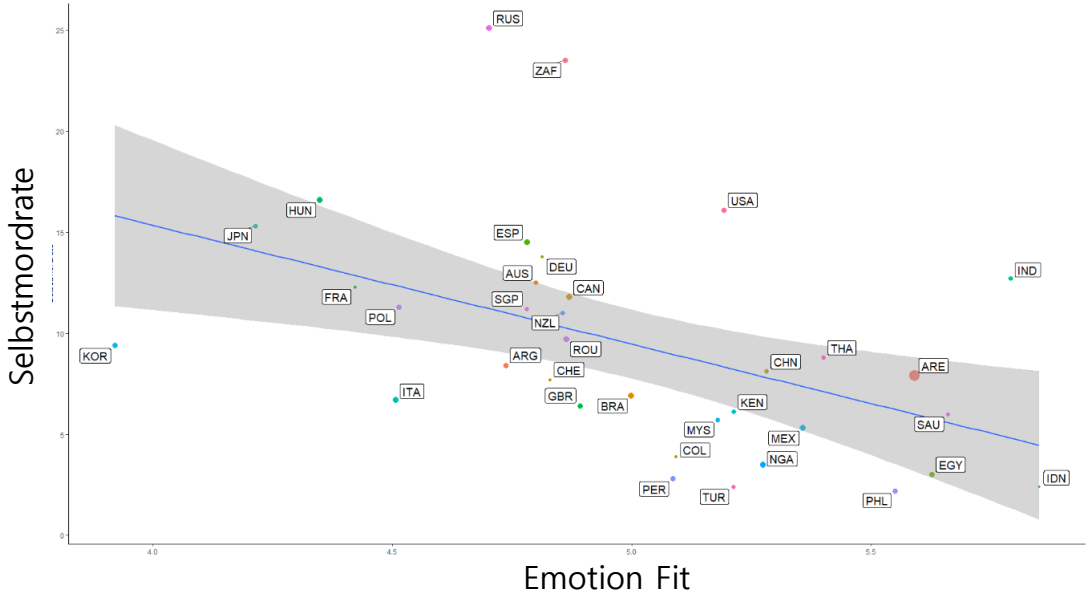
Wie oft entspricht die erlebte der gewünschten Emotion?



Bernays, Howe, & Menges (2022)

Wie wirkt sich das auf Well-being Indikatoren aus?*





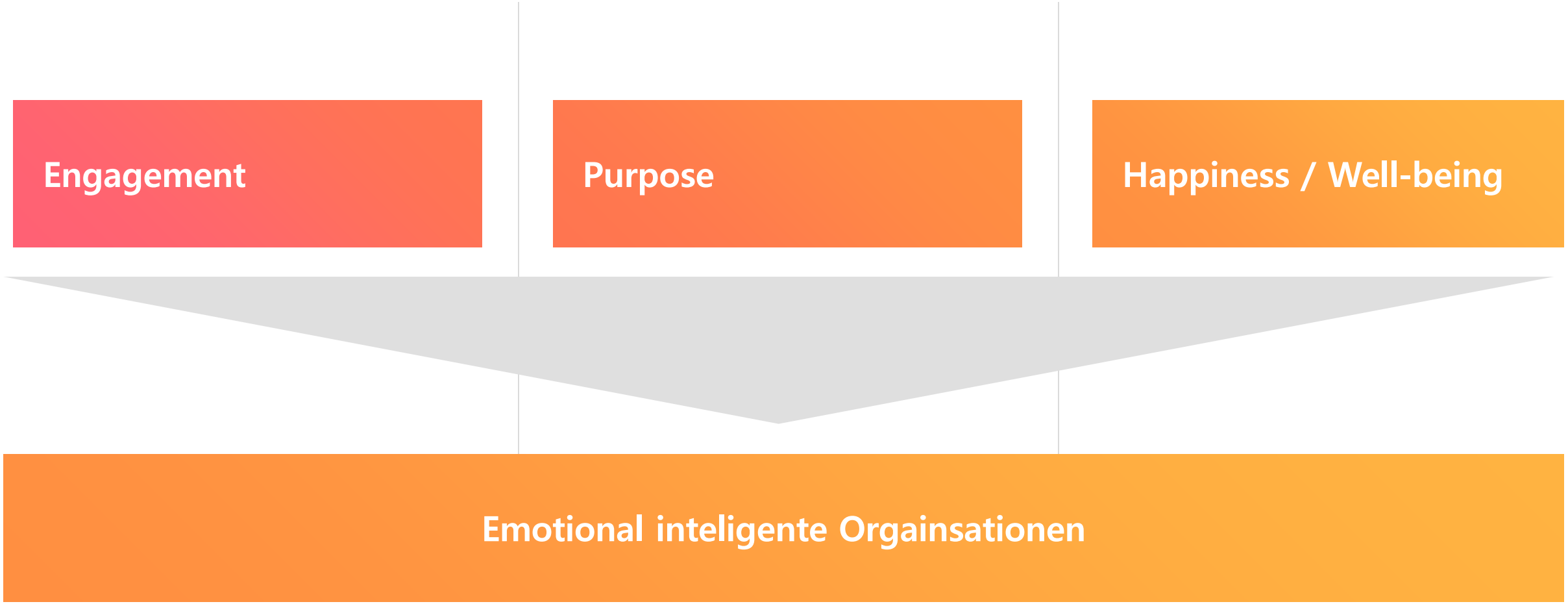
*über "Happiness" hinaus (d.h. wir haben statistisch für "Happiness" kontrolliert")

Bernays, Howe, & Menges (2022)

EMOTION FIT

Je häufiger die erlebte Emotion der gewünschten entspricht, desto besser

Von einem präskriptivem Ansatz zu einem adaptiven Ansatz



Menges. (2012)

UZH Center for Leadership in the Future of Work

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We explore how people can be lifted to feel and do their best at work, today and tomorrow.

INSPIRE

We offer innovative learning journeys.

We develop people leaders with specific expertise in the human aspects of the future of work.

SHAPE

We incubate real-world solutions.

We ignite the Global HR Valley® – the worlds' People Innovation Ecosystem dedicated to incubating human-centered Future of Work solutions.

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Unsere Forschung zeigt z.B., dass emotional intelligente Organisationen **emotionale Intelligenz im gesamten HR Prozess konsistent integriert** haben und **dezentral strukturiert** sind.

leadthefuture.org/discover

Unsere Kurse ermöglichen Teilnehmenden z.B., ihre **emotionale Intelligenz** und die **der Organisation** zu **verbessern**.

leadthefuture.org/inspire

Unser People Innovation Ecosystem – das Global HR Valley® – entwickelt **emotional intelligente Lösungen für Unternehmen**.

leadthefuture.org/shape

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www.peitho.ai

swiss made software

1. Emotionale Diversität
2. Emotionaler Fit
3. Emotional intelligente Organisation

2010

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Working at Apple is a whole different thing. Because whatever you do here, you play a part in creating some of the best-loved technology on the planet. And in helping people discover all the amazing things they can do with it. You could call it work, or you could call it a mission. We call it a blast.

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2022

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