

Organizational Development in Long-Term Care-New Work as a Toolbox

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INTRODUCTION

It must be the goal of all of us to make the nursing profession more attractive. With the help of New Work approaches, this goal is getting a little closer [1]. In doing so, we must address the two central questions: How can work strengthen people instead of weakening them? What does an organization have to look like to experience self-efficacy?

DESCRIPTION

Working in the healthcare sector is primarily defined by individuals choosing this career path because of a strong internal drive. Assisting and supporting others in their recovery or during the aging process is commonly seen as a meaningful endeavor. Unfortunately, this intrinsic motivation is frequently hindered or lost due to external influences [2]. This can be attributed to management shortcomings, such as insufficient employee involvement and demotivation caused by strict guidelines with limited flexibility. Additionally, entrenched daily routines also significantly contribute to this issue. Phrases like "we've always done it this way" are too common, particularly in the healthcare field. Implementing the necessary changes for improvement is often challenging, as various factors come into play.

The term "New Work" is currently a hot topic of discussion. Numerous companies and individuals from various sectors are exploring this concept. However, the healthcare industry is just beginning to embrace the principles of New Work [3].

But what does New Work entail? How are its elements integrated into daily business practices? In what ways can the field of long-term care benefit from aspects of New Work that may not be immediately apparent?

At its core, "New Work" represents a forward-thinking, comprehensive method for leading, evolving, and shaping the culture within an organization. This approach challenges, experiments, explores new horizons and places a strong emphasis on individuals and their requirements. By promoting participation and autonomy, employees acquire a significant level of control over their work and growth. Within this

decentralized framework, they operate with accountability, independence and a sense of appreciation [4].

In "Brave New Work," author and organizational developer Aaron Dignan vividly illustrates the contrast between New Work and traditional management theory by drawing a daily example from road traffic:

Traditional management theory can be likened to a traffic light system that indicates red, yellow or green to drivers. When the light is red, cars must stop even if the road is clear, causing inefficiency. In contrast, the "New Work" model is compared to a roundabout, operating more efficiently by maintaining a continuous flow of traffic without the need for excessive energy consumption or prolonged delays.

The distinction lies in the centralized control of traffic lights versus the decentralized control of a roundabout. In a roundabout, it is essential for the driver to autonomously decide when to proceed. This results in making more objective decisions and can also be applied to an entire organization.

Typically, nurses in care facilities possess a higher level of competence in evaluating their work processes compared to management. It is crucial to acknowledge this insight and establish the necessary conditions for nurses to leverage this competence effectively for their benefit and the quality of care provided [5].

In practice, New Work happens on two levels. A distinction is made between the individual level and the relationship of the individuals to each other in the team. One goal of the development is to empower employees in such a way that a manager is no longer needed as a "task provider".

This is where the aspect of transformational leadership comes into play. This is responsible for creating the organizational framework in which employees can live New Work.

By shifting focus from task assignment and distribution to a supportive yet demanding management style with clear boundaries, employees are encouraged to self-organize. This approach fosters autonomy, allowing individuals to exert a significant influence over their work. They independently

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manage their schedules, substitutions and most importantly, the tasks related to the residents.

This approach gives team members a voice in their own growth and areas of involvement. In this scenario, the transformational leader's role is to enhance the strengths and skills of each team member and foster avenues for advancement. Transformational leadership revolves around the following principles:

"Leaders must act as role models, motivate in an inspiring way, stimulate intellectually and provide individual support."

In general, this is much more about leadership than traditional management. Leaders who have understood their responsibility in terms of transformational leadership and are willing to develop and learn themselves are a prerequisite for the success of change processes.

This raises the question: How can we succeed in making people who are used to being led in a directive responsibility themselves? As a result, there will be resistance and friction, which must be accompanied in a targeted manner and must not be suppressed to achieve a sustainable change in structures.

Leadership development plays a crucial role in personnel development within the concept of New Work, yet it often lacks the attention it deserves. Frequently, roles are filled based on qualifications, neglecting personal strengths and competencies. Leadership development steps in to enhance managers' skills and abilities, focusing on methodological competence. Methodological competence, often overlooked, is vital for guiding change processes. Competency here involves identifying, selecting, adapting and applying effective methods and tools to support teams in evolving and adapting to dynamic situations.

To develop methodological competence, it is crucial to familiarize oneself with various methods and tools and practice applying them in diverse scenarios. This involves embracing creativity and experimenting with innovative problem-solving approaches to attain objectives. Effective methodological

competence also hinges on the capacity to analyze and interpret data to make informed decisions.

The practical strategies mentioned may not be overly complex, but they necessitate courage and proactive steps that should gradually become evident to all organization members. Maintaining openness and transparency regarding these processes fosters a positive work environment where employees feel valued and respected. These fosters increased engagement and a more positive work ethic, ultimately enhancing performance and service quality.

CONCLUSION

As stakeholders in the healthcare sector, we all have an obligation to ensure excellent quality of care combined with the empowerment of nurses. Our central task is to ensure that nursing staff are motivated and empowered to contribute, test and implement innovative ideas. These opportunities lead us to a healthcare system that develops plans and visions for the future of care and becomes visible. This development, in turn, acts as a magnet that brings more people into the system.

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