

FUTURE OF WORK
16. MAI 2023

**NAVIGATING
THROUGH CHANGE**

MONIKA DAUTERIVE /// RUNTASTIC

WER IST RUNTASTIC?



2009

founding year

40+

nationalities

280

180

team members

LNZ, VIE, SBG
REMOTE

4

offices

WER BIN ICH?



**INTERNE
KOMMUNIKATION**



**EMPLOYEE
ENGAGEMENT**



**DIVERSITY
EQUITY
INCLUSION**



**CHANGE
MANAGEMENT**



CHANGE IS THE ONLY CONSTANT



Q3 / 2022

WHAT THIS MEANS FOR US

Focus on adidas Running

Shut down adidas Training

Cut down team size & cost structure

~70 Runtastic employees affected

Locations remain in Austria

Office setup in review

3

Q1 / 2023

CHANGE MANAGEMENT IS CONSTANT TOO



UNSERE ANSÄTZE IN DER THEORIE



**Psychologische
Sicherheit**



**Transparenz &
Authentizität**



**Leadership
Guidance**



**Zugehörigkeits-
gefühl**

WAS MEINT IHR?

**WIE SCHAFFT
MAN EIN
EMPFUNDEN
SICHERES
ARBEITSUMFELD?**

Psycholog. Sicherheit

> pos. Fehlerkultur

> Fairness

> Vertrauen

> Respekt + Wertschätzung

> Feedback

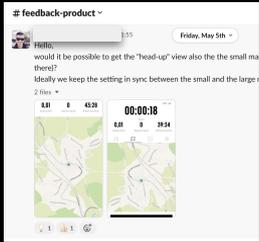
> transparente Komm.

> Growth Mindset

> Ambiguitätsintoleranz

> Klarheit

WIE WIR ES BEI RUNTASTIC VERSUCHEN: OFFENE FEHLERKULTUR LEBEN



**Zahlreiche
Feedback-
formate**



**“Bruised”
Sessions**

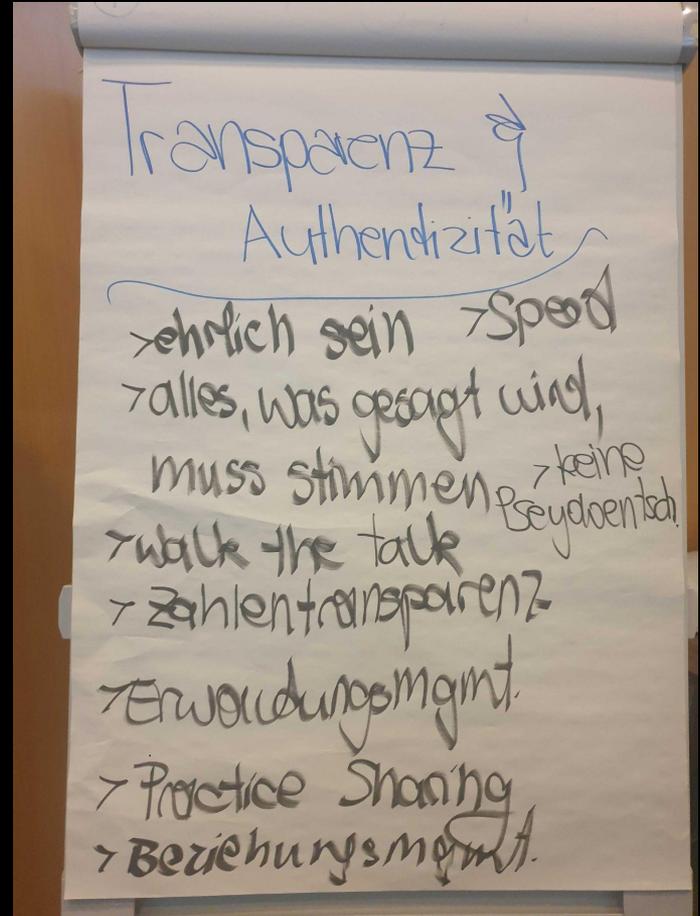


**Anekdoten im
Newsletter**



**Über mentale
Gesundheit
reden**

WAS MEINT IHR?
WIE KANN MAN
TRANSPARENT
UND
AUTHENTISCH
HANDELN?



WIE WIR ES BEI RUNTASTIC VERSUCHEN: KLARE KOMMUNIKATIONSRICHTLINIEN

WHAT IS THIS ABOUT?

Being flexible enough to set up remote or hybrid teams has proved to be part of our high engagement scores in 2020. However, with a new setup, we are facing new challenges especially in regard to internal communication. One of the challenges hybrid-remote companies are facing are **communication gaps**. Remote team members often miss out on information that got provided in a short face to face talk and therefore might feel left out or simply end up working on the wrong tasks, as priorities changed without letting everyone involved know. To keep remote team members in the loop, it is important to introduce a culture that relies heavily on **written conversation and documentation**.

Therefore, we are happy to provide some suggestions on what to consider when getting in touch with your colleagues. Take this as guidance, not rule book, to support smoother collaboration, and feel free to reach out to MOD if you have any additional suggestions.

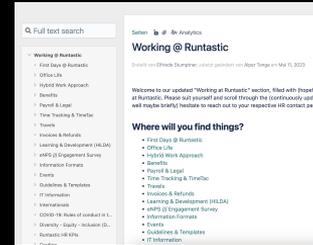
After all, we are only stronger together.

RUNTASTIC

Einheitliche Guidelines



Offene Formate



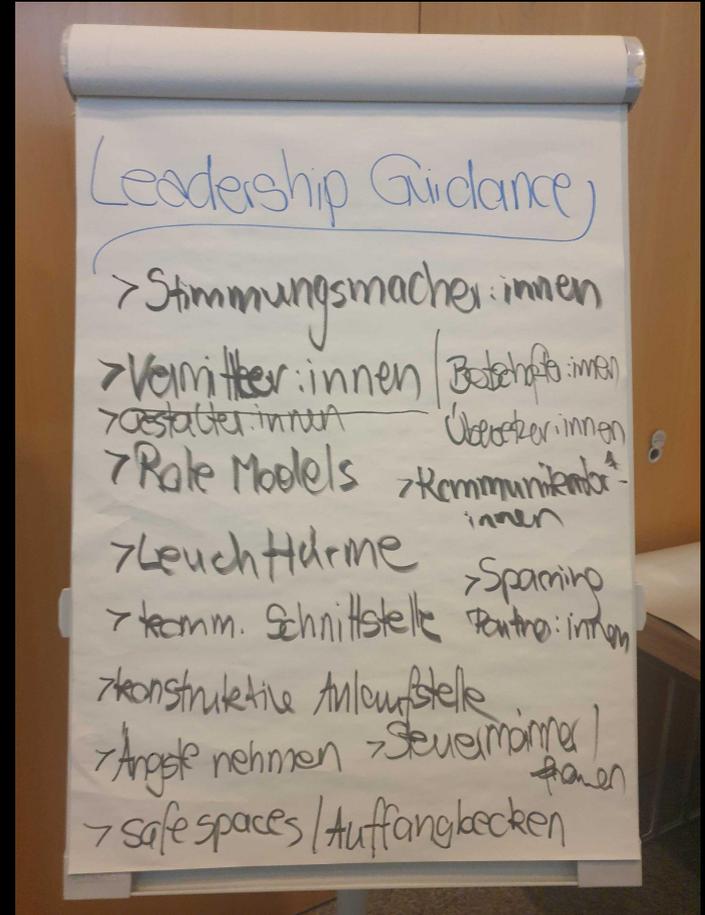
Kontinuierliche Dokumentation



Klare Grenzen

WAS MEINT IHR?

**WELCHE ROLLE
SPIELEN
FÜHRUNGSKRÄFTE
BEI CHANGE
PROZESSEN?**



WIE WIR ES BEI RUNTASTIC VERSUCHEN: FÜHRUNGSKRÄFTE TRAINING



**Eigene Kanäle &
Formate**



**Leadership
Training**



**Kritik erlauben,
Verbesserung
einfordern**



**“Disagree &
Commit”
fördern**

WAS MEINT IHR?

WIE KÖNNEN WIR DAS
ZUGEHÖRIGKEITSGEFÜHL DER
MITARBEITER*INNEN FÖRDERN?



WIE WIR ES BEI RUNTASTIC VERSUCHEN: SENSE OF BELONGING ALS FIRMENZIEL



**Messen &
Auswerten**

VIERTELJÄHRLICHE ENGAGEMENT SURVEY

SENSE OF BELONGING

★★★★★ I feel respected for who I am. [Ich fühle mich respektiert, so wie ich bin.]

★★★★★ I feel like I belong at Runtastic. [Ich fühle mich Runtastic zugehörig.]

★★★★★ I feel that diversity is valued. [Ich finde, dass Diversität hier geschätzt wird.]

★★★★★ I feel connected with people at work. [Ich fühle mich Kolleg:innen verbunden.]

★★★★★ I feel represented when decisions are made. [Ich fühle mich repräsentiert.]

WIE WIR ES BEI RUNTASTIC VERSUCHEN: SENSE OF BELONGING ALS FIRMENZIEL



**Messen &
Auswerten**



Diversität feiern



**Mitarbeiter*innen
einbinden**



**Office Life
fördern**

AUS DEM NÄHKÄSTCHEN WIE WIR DIE LAYOFFS ORGANISIERT HABEN



Professionelle
Unterstützung

Psychologische
Sicherheit

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY			
13	14	15	16	17 VP / MD Ask Me Anything			
New Org Chart & Strategy Update	20	21	Mgmt Q&A	22	IBG Session	23	24
Skip Level Talks							
27	28	Mgmt Q&A	29	IBG Session	30	31	
Skip Level Talks							

Klare Botschaft
& genaue
Timeline

Transparenz &
Authentizität

OUR ROLE AS LEADERSHIP TEAM		
DURING EXIT CONVERSATION	AFTER EXIT CONVERSATION	FOR YOUR TEAM
→ Mental support → Listen & observe	→ Reach out → Ask how you can support	→ Check in → Do not speculate → Encourage to take Special Leave day

Eindeutige
Rollen-
beschreibung

Leadership
Guidance



Social Events
incl. Onsite
Week

Zugehörigkeits-
gefühl

A group of diverse people are sitting on a long, low-profile couch in a modern bar or lounge. They are all smiling and clapping their hands, some with their arms raised in the air. The atmosphere is festive and celebratory. In the background, there are large windows, a bar counter, and several disco balls hanging from the ceiling. The lighting is warm and ambient.

DANKE FÜR DIE ZUSAMMENARBEIT.

**WELCHE FRAGEN ODER INPUTS
HABT IHR NOCH?**