

SheDrivesMobility62 - Frithjof Bergmann

Katja (Einführung) (0:16)

Hallo und herzlich willkommen! Schön, dass du wieder oder vielleicht auch das erste Mal Reinhörst in diesen Podcast. Mein Name ist Katja Diehl. Alle 14 Tage spreche ich hier bei She Drives Mobility mit Expertinnen aus ganz unterschiedlichen Richtungen über die Zukunft der Mobilität, die heute beginnt. Die heutige Folge berührt mich sehr stark, weil ich auch länger darüber nachgedacht habe, ob ich sie überhaupt veröffentlichen werde als Podcast. Ich habe mich am 24. April mit Frithjof Bergmann und seinem Freund David virtuell getroffen. Frithjof Bergmann ist 90 Jahre alt geworden, und daran hört ihr auch schon, warum ich so ein bisschen darüber nachgedacht habe, er ist nämlich noch nicht einmal vier Wochen später verstorben. Wir haben ein sehr humorvolles, sehr warmes, aber auch sehr inspirierendes Gespräch geführt.

Er ist der Begründer von „New Work“. Er ist geboren in Österreich, dann nach Amerika gekommen, hat unglaublich viele Jobs gemacht unter anderem Profiboxer und Hafenarbeiter und hat dann, als die erste Krise - gab's nämlich schon mal - in der Autoindustrie stattgefunden hat, als die Roboter an die Bänder kamen, die Frage gestellt, was willst du wirklich, wirklich tun?

Und im Gespräch mit ihm, das werdet ihr merken, kommt auch schnell raus, dass er ein bisschen wütend war oder ist, was aus

„New Work“ geworden ist. Er hat das Ganze begründet, er will Arbeit neu begreifen, er will Arbeit nicht als Lohnarbeit sehen, die wir machen müssen, weil wir Geld verdienen, sondern er stellt die Sinnfrage, denn mit Arbeit verbringen wir aktuell zumindest noch relativ viel Zeit unseres Lebens und da war es ihm hoher Anspruch, dass diese Zeit im Leben auch einen hohen Sinn erfüllt. Eigentlich hatten wir vor, ein paar Tage nach seinem Tod uns wieder zusammenzufinden, weil Frithjof von den USA aus sehr sorgenvoll auf uns in Deutschland blickt, weil er feststellt, dass die Autoindustrie sich nicht so transformiert wie sie es tun sollte. Vor allen Dingen auch nicht mit der Geschwindigkeit, die notwendig ist. Er wird euch im Gespräch ein paar Ideen vorstellen, von speziellen Manufacturing-Prozessen, die er sieht in der Zukunft, und ihr werdet aber auch feststellen, dass David und er irgendwann mich interviewen, mir immer wieder Fragen stellen zu den ArbeiterInnen in der Autoindustrie, ob man mit denen überhaupt spricht. Und das hat mich total berührt, weil genau das ist ja auch mein Herangehen, ich spreche nicht über die Menschen, sondern mit den Menschen. Das fängt beim ländlichen Raum an, wo immer behauptet wird, der ist aufs Auto angewiesen, und das hört natürlich bei den Menschen an, die aktuell noch unsere Autos bauen, die sicherlich bald ihre Jobs verändern müssen, oder vielleicht auch sogar andere Dinge lernen müssen. Und ich sehe darin, in diesem Müssen, in der Transformation, die stattfinden muss, ein total tolles Feld von Chancen, und ich glaube, so ging es Frithjof auch. Ich glaube, ihr solltet diesen Podcast wirklich in Ruhe hören, nicht irgendwo nebenbei, weil es ist ein Geschenk. Ich bin

mir nicht sicher, aber ich glaube, es ist das letzte Gespräch, das mit Frithjof in dieser Länge geführt wurde. Ich fühle mich sehr geehrt, dass es mit mir stattgefunden hat, Frithjof ist auf mich zugekommen, über einen Mittelsmann, weil er mit mir sprechen wollte, weil er was verändern wollte, und, ganz ehrlich, da können wir uns alle ne Scheibe von abschneiden, wie dieser Mensch, schon schwerkrank im Bett liegend mit mir sprechend, immer noch so einen wachen Geist und so ein Interesse an Menschen auch hatte. Diese Einführung war länger als die, die ich sonst so gebe, und ich denke, ihr merkt, ich bin sehr berührt von dem, was gleich folgen wird, ich hoffe, ihr könnt daraus Mehrwert generieren, ihr könnt mit hoher Wertschätzung mal auf das schauen, was „New Work“ wirklich bedeutet und für euch etwas mitnehmen. Ich freue mich, wenn ihr diesen Podcast weiterempfiehlt, wenn ihr ihm eine Rezension dalasst oder auch eine Kritik, ich freue mich, wenn ihr ihn abonniert, auf den verschiedenen Plattformen, und jetzt wünsche ich euch viel Spass und viel Inspiration und Herzenswärme mit meinem Gespräch mit Frithjof Bergmann.

Katja (4:20)

Ich freue mich, dich zu sehen, und die Menschen, die mir folgen, freuen auch, dich zu sehen, weil ... ja, das Thema, das du mit mir besprechen willst, bestimmt ja grade ein bisschen Deutschland ...

Frithjof (4:38)

Ja.

Katja (4:41)

Hast du irgendwas, was du gerne platzieren würdest, wo ich irgendwie sagen sollte, da ist ein Schwerpunkt, oder wollen wir einfach nur ein bisschen reden?

Frithjof

Nein, der Schwerpunkt ist schon die Zukunft der Neuen Arbeit!

Katja

Sehr schön

Frithjof

Ist das okay?

Katja

Das ist okay! Dann lass uns gerne starten, mein Lieber.

Frithjof

Okay.

Katja (5:09)

Ich habe nämlich, ehrlich gesagt, deine Bücher gelesen und habe auch deine Arbeit sehr schätzen gelernt, hab aber das Gefühl

gehabt, dass der Begriff „New Work“ mißbraucht wurde - ist vielleicht zu stark als ... als Begriff, aber irgendwie geht es in die Richtung. Ich würde gerne von dir mal hören, was heisst es eigentlich für dich, wenn du an „New Work“ denkst, und was sind für dich so die wichtigsten Dinge, die du gerne mitgeben würdest?

Frithjof (5:39)

Ja sicher, also erstens, etwas, das mich sehr manchmal ärgert und manchmal enttäuscht und manchmal zu einer Art Raserei bringt, ist die Tatsache, dass der Ausdruck „Neue Arbeit“ wird so oft mißbraucht, und Menschen haben alle möglichen Vorstellungen von der sogenannten Neuen Arbeit, die eigentlich mit dem, was ich hier im Sinn hatte, als ich diesen Begriff langsam anfängt zu formulieren, nichts zu tun haben. Kann ich dich fragen, reden wir jetzt nur ganz kurz oder reden wir jetzt was länger?

Katja (6:29)

Also sehr gerne was Längeres, so wie du es gerne möchtest, ich zeichne grad schon auf, dass wir ein Video haben, und du kannst selbst bestimmen, was wir damit machen. Ich hab halt hier so ein bisschen in meiner Bubble, wie man immer so sagt, ich setze mich ja ein, dass sich die Mobilität verändert in Deutschland.

Frithjof

Die was?

Katja

Die Mobilität in Deutschland! Autoindustrie, und so weiter. Und da kommt man natürlich an dir nicht vorbei, weil du ja damals schon sehr viele Hinweise gegeben hast, damals, als diese erste ... wo die Roboter an die Bänder gekommen sind, und so weiter, da hattest du ja schon sehr viel Hinweise, du hattest ja bestimmte Dinge schon ausprobiert, und ich glaube, du und ich, ich hab auch hier, das ist ganz lustig, ich habe immer so ein „Vision Board“ und eins meiner ... „Die Welt nicht in Ruhe lassen!“, und ich glaube, das sind wir beide ... Ich nerve! Und du auch, im positiven Sinne. Und ich glaube, die Fragen, die du in deiner Arbeit stellst, die du schon seit Jahrzehnten stellst, das sind die richtigen Fragen, und ich glaube, dass die Autoindustrie in Deutschland grade so ein bisschen Hilfe braucht von Menschen wie wir, um in die richtige Richtung zu gucken. Also zu schauen: Was machen wir? Wie verändern wir das Ganze? Wie transformieren wir? Weil, es ist ne gute Industrie, aber sie braucht eine neue Ausrichtung, und da stellst du ja seit Jahrzehnten eigentlich ganz geduldig dieselben Fragen: Ist Arbeit etwas, wo ich hingeh, weil ich es muss? Oder weil ich es möchte?

Frithjof (8:13)

Das Einzige, was da nicht ganz stimmt, ist, dass ich so geduldig bin!

Katja

(lacht)

Frithjof

Im Augenblick bin ich ... Also ich arbeite an einigen Dingen, die ich ganz gerne erwähnen würde.

Katja

Sehr gerne!

Frithjof

Erstens arbeite ich sehr intensiv ... Lass mich dich erst mal fragen: Können wir das in Englisch machen?

Katja

Of course we can, yes.

Frithjof

Come here!

David

What's the matter?

Frithjof

I just asked, whether we can do it in Englisch.

David

We should do ...

Frithjof

Mein Freund ist jetzt grade da, und ich hätte ihn sehr gern in dieses Gespräch hinein geflochten.

Katja

Ja, gerne!

Frithjof

... wenn ich das darf!

Katja

Of course!

Frithjof

Okay! Mach mal. David, mach das so, dass du gesehen wirst.
Moment, Moment, Moment! Entschuldige, der Computer tut nicht ganz das, was wir ... Da! Da ist jetzt 'n Ding

Katja

Now we are two wise men.

Frithjof

Only one!

Katja

(lacht)

David

Two and a half wise men. Wise guys.

Frithjof (9:50)

Anyway, I wanted to say something. With your permission, I want to say, number one, that I started the idea of electric cars a very long time ago. And I think it is high time to push that forward. And that's one thing I would discuss a little bit if that's possible. The other thing is that I work very ... I know this sounds quite crazy, but people have accused me very often of crazy things that turned out to be not so crazy after all. So anyway, I'm working very hard with David's help on getting something going with „New Work“ in China. To my mind, what is happening in China is of enormous importance.

Katja

Yeah.

Frithjof

And maybe I can ask you, you're much closer to Germany than I am. Is Germany really aware of what is happening in China?

Katja (11:10)

That's a really good question, Frithjof, because I think that sometimes what we call in German „Satt sein“, this is kind of describing the automotive industry in Germany, because we have here now some kind of solutions like Kaufprämien, where you get money from the state when you buy an electric car, but the biggest market for our car makers is in China, because they are changing to electric vehicles, they are already putting an exit for a fossil fuel engine, and sometimes I think we are between looking upon China, which is really important, but also seeing, okay, what are they doing? And we are not able to do something ourselves. We are just watching what people and other industries are doing. So for me, it's the feeling of, yeah, they observe what is happening in China, but sometimes they are not so bold enough, maybe, to have decisions on their own, which is really important to give like a direction where it is going. Mr. Diess from Volkswagen is the only one at the moment who is saying, okay, we get fully electric. All of the other car makers in Germany are just like, we have to be open for others.

Frithjof

Can I interrupt you and ask?

Katja

Of course!

Frithjof

I didn't hear that properly. Which car maker in Germany do you think is aware sufficiently of what is happening with electric cars?

Katja

Volkswagen.

Frithjof

Volkswagen, yeah.

Katja (12:57)

For me, it's just me saying this, but I see Mr. Diess, who is the CEO, he is saying, okay, we are getting fully electric. There is no Wasserstoff H2, we are going fully electric and we will see what is happening. And he is always observing Tesla to get to the right point. And he is observing the market in China, which is really a good one, I think, to be observing it. And that's what I can tell from my point of view in Germany.

Frithjof

So you have a lot of faith in him.

Katja (13:40)

For me, it's not about just engines. It's about changing mobility also. We have 49 million cars in Germany at the moment, and this is too much. But I try to push the ones who are saying, okay, we get fully electric. But I also try to have another narrative, which is like child-friendly cities, places where you want to live. I live in Hamburg, and there are so many parked cars who are not driving at all. And I think it's both, it's changing the engine, but also cutting down.

Frithjof (14:24)

Let me mention something I've just asked. David has a way of being quiet. But one of my purposes in life is to make it more difficult for him to be quiet.

David

Well, if you want me to say something.

Frithjof

No, I want to say something before you do.

David

Okay.

Frithjof (14:53)

I was interested in electric cars a long time ago, before most other people thought of them at all. And what impressed me about electric cars was the great simplicity of them.

Katja (15:12)

Yeah.

Frithjof (15:13)

I've worked for many years, as you probably know, in some relation to the car industry. But when I first really got to work on electric cars, I realized that there's no comparison. That an electric car is just so much simpler, requires so much less useless things. And I think that could be connected with what in Germany seems to me very strong, namely the impulse to become more ecologically sense. And I think that electric cars would represent a great step forward in the direction of ecological, open ecological industry, as opposed to the gas engine. So, I'm sorry, David, it's your turn.

David (16:12)

Oh, it's my turn, okay.

Katja (16:13)

No, it's your turn, David. Come on.

David (16:16)

I'm going to probably seem like I'm changing the subject but you may find me getting back to it. I'm pretty often I quite often talk about me running for high office, political office. I have no name ... I have no history in politics ... serving in government ... But one of the things I've decided and Frithjof told me it wouldn't work was that if I do run for office, I think my campaign slogan is going to be tax, tax, tax, because I don't think Americans are paying enough in taxes. And I think I'm going to lose the election just for having that as my campaign slogan. But one of the things ...

Frithjof

It would be fun, anyway!

David

...we need to be planning anyway. I think we need to tax this fossil fuels, especially for automobiles. There's a humongous amount of waste that has been for which there are, there are there are federal and state encouragement to engage in all kinds of waste, and how we go about living our lives. One of those wastages is to encourage people to move far, far away from city centers and build their houses, suburbs and suburbs and way beyond where they need to live to get to the city. And that's very expensive in terms of the amount of real estate that's wasted. Homes which could have deer in them instead have a three bedroom, two bath house on it. So it's wasteful in that way, but it's also wasteful in that

you end up having people travel long distances to do their shopping to do anything. And so what happened was one of the mechanisms of waste was what was called the carbon, the gas tax. Gas tax was I know, I'm speaking from ignorance here, but I know that the gas tax existed as early as the 1950s.

Frithjof (18:27)

You speak very well from ignorance.

David

And one of the first things that Eisenhower did when he tried to get the national freeway system built in the United States was to place a tax on gasoline. So all taxes at the pump, all pumps with gasoline, the pump gasoline to the public, not only have to charge what they want to charge for the gasoline, they've got to charge the per gallon tax. That tax has not really gone up very much since it was first instituted. Gasoline at one time I can remember paying 35 cents a gallon. Now it costs what, 240 a gallon or whatever. The cost of gasoline has gone way up. People have absorbed it. They don't like it, but they've absorbed it. We're used to high prices for gasoline. The gas tax hasn't changed at all. My opinion, if you want to encourage somebody to go electric, you don't subsidize electric. You tax the fossil fuels. You're increasing the taxes, increasing the taxes, increasing the taxes on fossil fuels. Eventually people are going to say, well, I'm not an idealist, I don't care about the environment. I don't care about global warming. But I think I'll

buy an electric car next time I buy a car. I'm wondering, does Germany have, first of all, does Germany have equivalent waste in their system, in term of government encouraged waste? Do they have that built into their tax laws? And if so, is there any way of backing away from it? And what do you think of the idea of taxing fuels, fossil fuels, instead of subsidizing electric cars?

Katja (20:27)

If you talk to mobility activists like I am, for me, it's about making totally clear cost transparency that you see when you're driving a car, it is also destroying something and that your own mobility freedom, which is really feeling great because you have your living room with you, is destroying someone's freedom in the streets of a city. So for me, it's about really talking honestly about what does it cost? What are the climate costs? What are we destroying? And that is really something we are avoiding in Germany because we are always trying to have this golden calf of car industry. For me, I see really talented people there and I see people with a vision, but it's not about private owned cars. It's about mobility. And mobility is about the need of getting from A to B. And it's not about a car which I own on my private way. It's maybe about sharing. It's about having something for the BTO business, public transport, to build something which is really getting into society, which is not just standing like 24 hours a day.

David (21:45)

Now, do they, so ...

Frithjof

I want to explain. It's my turn. I want to ask you, do you feel that Germany is sufficiently aware of the speed with which the Chinese are working on electric cars?

Katja (22:15)

To be honest, Frithjof, the biggest pain I got at the moment is that I, living in Germany or Europe, that my mobility will be made in China or the U.S. I like to have something in Europe, which is like gaining a mobility Europe, but I think the people who are now working in the businesses of car industry are not seeing clearly enough that there's really something more than just electric cars. It's also a system like apps, where do you get your information about mobility? If I put something into Google Maps, there's always the car winning, which is not true because sometimes the bike is even a faster thing to go. And that is something I really put a question mark into because I feel that people are not aware in Germany what is happening in a kind of meta business.

Frithjof (23:18)

I didn't understand that. They're not aware of what?

Katja (23:22)

I think that people are just looking upon how many cars can I sell? That is their question because it's like every quarter of a year you have to put this kind of Excel stuff and you're earning money and you're getting money, and they are not aware of how the ecosystem of mobility is changing because people are not looking upon just cars. They want to get from A to B. Then it's not just even the car. It's like an ecosystem. I think that is something that is missing in Germany to see, oh yeah, there are people who have the need to get somewhere. How can we offer them mobility, not just cars?

Frithjof (24:06)

An alternative to cars?

Katja (24:08)

Yeah, it can also be a car, maybe, because when you live in a really rural area in Germany, there's not a bus running or something like this. But I think, if you see the statistic that normally a car is just used for 45 minutes in Germany, it's inefficient.

Frithjof (24:30)

You agree

David (24:33)

Mm-hmm.

Katja (24:36)

Do you have an idea about this? Do you have like a vision? Because you are coming from, what do you really, really want to do? I think sometimes we miss the point that people in car industry are getting to build a car there because they're really highly paid. At the moment, there's a struggle in Germany because we have this pandemic situation. People in healthcare are really not paid that good as car industry is paying their wages. So sometimes I think maybe there's someone in the car industry who wants to help, but he doesn't get the money when he goes to the healthcare system. Do you have any ideas about this kind of transformation?

Frithjof (25:19)

I didn't quite understand what transformation are you talking about? I have a question, but tell me your question once more.

Katja (25:27)

For me, it's about Taylorism because there is something where you do step by step building cars. The people in Germany who are earning their money in car business are really good paid. And they get good wages. And in healthcare, it's not about this kind of high amount of money that they get from their day-to-day work. But at the moment, to talk it clear, they are saving their asses because they are working so much at the moment. And I think sometimes, as you did in your first try of „New Work“ where some people made a

yoga studio or changed to something else than car business, I think sometimes people need to be invited. Do you like to make cars or maybe you have another point of your view in life and you couldn't work there?

David (26:31)

Well, certainly the incentives are set up in terms of how much money you make. As to increasing the sales of the product you produce. I'm not sure that's all bad. The free markets are very efficient. Well, regulated markets at least are very, very efficient. And I don't suppose you want to take away the principle that the more money you make off your product. I guess the thing is, speaking in terms of utility, if you're, utility is a word that was introduced to me fairly late in my life. I'm not even sure I understand it. But speaking in terms of utility, is the utility that you receive from enjoying something, does the full cost of making that utility available get reflected in the price that you pay for it? And certainly capital costs money. I mean, there's a time value to money. A dollar now is worth more than a dollar a year from now. And that's very efficient. The time cost of money is very efficiently calculated into our system, along with all the other costs of doing business. And with that, you're gonna end up having economies that are very efficient. With those economies are not forced to consider what I was taught as a kid to call social costs, and that was called externalities. That they're not forced to account for the externalities that they're imposing on the world. Capitalism is quite

inefficient. It can be quite destructive. And so I think, and I'm gonna be a bit of a heretic and say something after this that you may find surprising. But if ...

Frithjof

... she will find surprising, I will find surprising.

Katja (28:59)

We both maybe.

David (29:01)

I think what I was going to say was that the cost of raw materials should not be considered free to the minor on the basis except for what it costs him to hire the steam shovels and whatever it is he hires to get the ground to get the raw materials to where they're used. There's a certain there's an intrinsic value in those raw materials themselves. The guy that digs them up isn't responsible for them being there. You can argue with me all day about who is responsible. I think God is but maybe maybe mother nature is a better word for some people. But the people who access these raw materials for us and send them to us to work with our stealing something from the common wealth of humanity. And that stealing has got to stop. Now here's where I'm going to say something controversial. There are tremendous social costs in the fossil fuel system and not paying for the oil that comes out of the ground, not paying for the damage done to the atmosphere and producing it

and using it. There are tremendous unaccounted for costs, social costs in fossil fuel. But there is also tremendous social costs in the rare earth metals that go into batteries and generators and so on. And those costs have also got to be accounted for. Right now, they're not being accounted for, but accessing rare earth metals is an extremely filthy proposition. And landfills filled with all kinds of wastes that right now are not being taken care of, including radioactive acidic wastes are very difficult to handle. What do you do with it? You don't get rid of radioactivity by burying it, it just ... Anyway, so I think that before we do a calculation of whether or not we want to go to wind power, we need a taxation system that forces the people who are designing the wind power generators to cost to consider the social costs of what they're doing, as well as requiring the auto companies to face the social costs of the products that they're doing that they're building. And so now burn me at the stake!

Katja (31:49)

No, I don't burn you off the stage. For me, it's sometimes ... sorry?

David (31:56)

You burn me at the stake. S-T-A-K-E. Like when I have fire built around me because I didn't say the right words to the priest.

Katja

aha

David

Go ahead before you do the same!

Katja (32:13)

I just enjoy that we are chatting that easy because I'm trying to change the car-centric view of Germans here in Germany. If you have discussions with people who are kind of CEO, CTO, or whatever in the car industry, they're always talking about Arbeitsplätze. So it's just about the place where people are working at the moment. And for me, at the moment, it's already the past. We have to start right now to transform this business. But sometimes people don't have the fantasy to dream about what these people who are working at the moment can do. Regarding the work of Frithjof, who's always broadening the way we can see work as Lohnarbeit, as a work where someone is paying you for 40 hours a week on a desk doing something. I think it is so nice that he already had this kind of shape of car industry in the U.S. in the 80s. It was like a try to do something that we can relate to this. So maybe we can do something looking backwards in the rearview mirror but also looking upon the future to say, okay, we have got to do this right now, and the change is starting today. Do you know what I mean?

Frithjof (33:52)

Do you? You better respond.

David (33:57)

What I'm going to say is what Frithjof was addressing in the 1970s, I think he saw that there are what I might call social costs on the workers themselves, on the impact on their lives, of the work they were doing in the auto plants. I asked Frithjof why, and basically, I asked Frithjof, and I have talked quite a bit about why he went up there. I was, what causes a man to leave the bayonet armor and go to Flint?

Katja

Yeah.

David

And he said he did not like the way the workers were being treated. And he wanted a change. And what I say again, there are, there are social costs imposed on the workers themselves in doing work in terms of waste of lifetime if nothing else. And I think people are just learning to learn from this pandemic where people are working at home they're learning that they don't necessarily have to have a 40 hour a week good paying job to sucks their souls. They can work at home. And they can do things that they never occurred to try and do before. While they were spending 40 hours a week in an office and coming home exhausted. Too exhausted to think about the day and what it meant to you, what it actually ... And I think if we can get ... I'm quite impatient with the working

class because it does seem like you say there's a lot of money made in the auto industry money made by executives, but there's a lot of money made by the assembly line workers. And if you threaten that good job with any change going to threaten their wage or the security of their position, they're going to fight you politically and they can get quite nasty. Don't believe they can't get nasty. You look at who we had as president.

Frithjof

Talk to me.

David

You look at who was president for four years, just recently here in the United States. That was partly a working man's revolution.

Katja (36:24)

I think also the people who are now in the kind of power that they can decide where a corporate, whatever kind of industry is going to, the people don't talk to the people. They just talk about the people who are building the kind of cars. It is something I think that Frithjof is seeing this for ages in a different way that he is inviting people to think about what are you doing every day? Why are you coming here? Is it about the money or is there kind of a purpose? To tell my story, for ages I just stepped into this trap, work-life balance. I always thought, okay, work is really something I have to do and then there is life and there is a balance. At the moment, as

an activist, I'm in a life balance. I don't earn 100,000 euros like I did before, but I'm happy and I have a purpose. I can fight myself like I do this for creating a better world. It is something as a kind of invitation from Frithjof, which is sometimes cut down because people are afraid to ask themselves, what will I do with my life? Sometimes it's easier to get into a kind of corporate system where you get like 60 hours a week and you get paid very good. Then you have this once-in-a-lifetime holiday every year and you have to spend money on it because it's the only free time you have. Then you cut down and you think, what am I doing here? Oh, let's get back to work. That is something I really want to open the people's mind to see that the work of Frithjof already gets these kinds of roots to think about what is work, what is life, and does it always be a kind of biometric system? No way, I think. It's an invitation to think about it, I think.

David (38:30)

Do the two have to be necessarily separate?

Katja (38:32)

Yeah, yeah.

David

Yeah

Frithjof (38:34)

Can I change the subject?

Katja (38:39)

Oh! Of course you can. I think.

Frithjof

Thank you. David and I are, from the start, very different kinds of people. And at the moment, I am very preoccupied with what I think is already happening. That unemployment will go up. And I'm very concerned with how does one think in Germany about the coming unemployment and the coming poverty? Can you say anything about that?

Katja (39:23)

I think the focus at the moment is about saving car industry and others, kind of big industry, but what is about gastronomy, what is about restaurants, what is about solo, self-employed people who are working for their own. I think there's a lack of focus regarding culture, business, regarding theatres and stuff like this. We throw really billions of money, of our money, of states' money, into the car industry, but we didn't get the point to say, okay, you get your money now, but you have to go climate-friendly, you have to go reducing car amounts in Germany. I think in Austria, it's a better approach because they get the state money also, but they are cutting down the flying just internal of Austria. They have this kind

of light system where they can go. I think sometimes it's really hard for me to see when people are building something it's more precious than saving people's lives like in child care, like in hospitals. I think there's a bit of a disbalance at the moment. I think I really appreciate what the car industry did for the last years in Germany, but we have to go and move on further. For me, it's like something we have really like this Paris climate agreement that should be something like a lighting house where we can go. But politics in Germany are not giving a line to industry to change. I have the feeling that industry is screaming to have this because then they can act. Then there's someone telling you where you can go. For me, it's just Volkswagen, as I said again, with a strong leader like Herbert Diess who is saying, we are not discussing H2, we are not discussing e-fuels. We will go fully electric and this is our way. I think he is really impersonating leadership as I see someone who is a leader who is telling ... , we don't know what that might be, but we are going this way. We are going to the first step and let's go there.

David (42:00)

How are the workers reacting to that?

Katja (42:03)

I think they are really feeling comfortable with it. They have kind of being proud of it because at the work show in Shanghai, which is still happening, they are putting the models of Volkswagen there. They are all fully electric. They are too big in my opinion. They are

already SUVs again, but they're fully electric. And for me, it's something where the workers can say, okay, I'm proud of this man who's leading my company because he is telling us where to go. Everyone else is going like, nah, let's stay a bit dizzy. We can decide maybe next year. We have plug-in hybrids, which is really awful. And I think I am in contact with people from Volkswagen and they are proud of them, yeah.

David (42:52)

Germans have some advantages over US Americans. It's a foreign policy that is socially responsible. Germans are quite united in their consciousness, in their identification as German. And they're quite proud of it, have good reason to be. There are some blemishes and they're handling them as well as they can. But for the most part, Germany is quite an accomplished country in terms of the strength of its economy, in terms of its technology and its engineering and so on. There's quite ... and they're also quite united behind their government. The government tells them to stay home and wear masks when they go out. They stay home and wear masks when they go out. The United States is Balkanized. And...

Frithjof

The United States is what?

David

Balkanized.

Frithjof

Yeah, did you hear that?

David

And what serves the interests of auto workers in Flint, and what serves the interests of the hospital workers who are handling the pandemic. We have all these interests that we expect to be fiercely protected and fiercely advanced, which sometimes counter each other.

Katja (44:19)

Sorry to interrupt you, but do you not, just as I have this kind of contact to people who are working in the car industry, I sometimes have the feeling that the workers are way far away in the kind of vision of what they want to do. And CEO, CTO level is just arranging money they get from, I don't know, because they are paying so much wages. But if I talk to the people who are really working to build cars, they say, I like to be proud also in the next years of it. And I like to have it climate relevant. And my daughter is going to Fridays for Future demos. And I like to be part of the change. So sometimes for me, it's just like they are talking about the workers, but they are not talking with them. I think they are already ready for change, but they are waiting for someone who will tell them, now we're going to something different. I don't know.

David (45:18)

Well, maybe, are you speaking now from the viewpoint of German workers or?

Katja

Yeah.

David

Yeah.

Frithjof

I'm not satisfied.

David

We lost her, I think.

Frithjof

I want to say something. I know it's unheard of for me to say something, but I'll say something. The thing is ... Do you agree with me. I feel that in the United States, a rise in unemployment and a rise in poverty is immediately already happening. It will be much worse. Would you say the same thing about Germany? Is one worried about unemployment in Germany or not?

Katja (46:08)

I think one is worried about unemployment as a way to, we don't need to change. If you just stay here, it's safe. I think in the US, it's more about gig economy of having three jobs in one person and you're having be a Uber driver, then you can do like a pizza delivery. That is not so established in Germany here at all. But I think the mistake is to think if everything is now just staying as it is, we are safe and we are not safe about it.

Frithjof (46:47)

I want to understand that better. You think in Germany people feel that where they are now is safe.

Katja (46:56)

Yes.

Frithjof (46:57)

And you don't agree.

Katja (46:59)

They don't have the kind of vision. I think when you talk about people in Germany, what can be with the car industry, they're always telling me it's such an important part of the industry. It's such an important part of where we get the money from. I say, yeah, but China is ending combustion engines. London is ending combustion engines. We have to fix this if we still want to be a

force about mobility, car mobility. Sometimes I feel that people don't have a vision because the leaders don't have a vision. That is something, making this kind of thing that you already did for ages, that it's not about going to work for someone. It's about going to work for yourself.

Frithjof (47:54)

Good.

Katja (47:56)

What is your vision? What do you think, Frithjof? What can I nudge or whatever? What can I do to show them I really appreciate what you did the last years?

Frithjof (48:10)

I've too much innovation and I'm not modest about it. In addition to the way of manufacturing, we have practiced now for maybe 200 years. I think there is another way, an alternative way to manufacture. I take very seriously that I know some people think this is a pipe tree. It's not really very serious. I think it is very serious. I connect it with the word fabricator. There will be more and more industries that will manufacture in a different way from how we have manufactured so far. The manufacturing will be in small spaces, in small rooms, with very few machines. Not at all like what we have done in the past. That is the vision I at the moment am working for. That is I think that workers will be unemployed, there

will be great poverty, but I think there is an answer to that. The answer is a different way of manufacturing, what some people call additive manufacturing. You have an idea of what that is.

Katja (49:43)

For me, it's sometimes also a change. People who are now selling cars and they have this kind of property where they show like a showroom, this is the new VW Golf, I don't know. I ask them if they are in a rural area, change now because you can be someone where I can put my letter, where I can put my small kind of supermarket because rural areas in Germany, they are cut down from any kind of daily needs. And I think sometimes also when I read your books, it's about leadership also. It's beginning ... What is leadership about? Is it about something where you just do like Excel or is it something where you give to your people, I have this vision, we are going there and we have to change, of course. But there are also some points where we can see that there is a mission and there is something we can do with this because we can change something. Because in the future, people will buy their cars from the Internet. They don't need this kind of properties anymore. So maybe we can go with these properties because my parents are living in a really rural area. My dad has Parkinson's. He doesn't have any mobility at all instead of asking my mom to drive him. So sometimes I think there's a link missing also regarding mobility gaps. Why don't they see that they are maybe the ones who are closing this mobility gaps?

Frithjof (51:23)

I still feel we need to make more of an effort to really understand each other.

Katja

Of course.

Frithjof

I want to ask you another question. Do you think that in the near future poverty and unemployment will be a serious problem in Germany or not?

Katja (51:45)

I think that at the moment we have chances to cut this down, if we just do the right changes. Because in Germany, we had many people working in renewable energies, but we cut this down because the state money doesn't count at all. And I think we can avoid poverty and also unemployment if we think work new, and if we also are getting away from this kind of Taylorism, you have to go 40 hours a week somewhere. I think it's more about creativity.

What is work all about? And in Germany, we have a lack of people working at the healthcare business. We have a lack of people who are doing this kind of, yeah, not so like educated people. And I think if there's a chance to change this, but if we miss this, there

will be poverty, there will be unemployment. And yeah, for me, there's so much chances.

David (52:54)

Chances. They have a chance of avoiding it, but whether or not they do is.

Katja (52:57)

They are not doing this because they are not so creative of thinking, why don't we push money into some kind of branches which are lacking people? Why don't we ask people in the car industry, would you like to work in the healthcare industry? You don't lose any money, but please go there in the hospital and help the people who are now running into a burnout because they are now doing this for one year. And I think there has been this kind of pandemic happening and people in Germany stood on their balconies and applauding. And I was like, no one can buy a bread for applauding, put the money there. And I think we have to understand that some things, even if we don't like this to say, but car industry doesn't save any lives. And so for us in Germany, I think it's really important to see what is good for our future, which kind of society do we want to be? What are the values we have? And this is something where I have a vision, but I think politics are really conservative in a bad way.

Frithjof (54:16)

But you have a vision, but they don't.

Katja (54:18)

Yes.

David (54:19)

No, they don't.

Frithjof

Can I say something that will get me burnt at the stake?

Katja (54:29)

David is still alive, so it's okay.

Frithjof (54:32)

gets burnt. I don't think he even will get burnt anyway. No, the fact is that in my life, at least three times, I've worked as a peasant. I've worked as a farmer. I've worked and I've supplied myself with the things that I needed for my life. Now, part of my vision for the future is that lots of people will do the same thing. They will make their own things with this new way of manufacturing. They make what they need for themselves. They can do it. Nobody has to do it for them. And I think that is the vision of a future society that is very compelling and that people... We are working on it, but we are

not having that much success. But I think we are making progress on getting this idea spread around and getting this idea accepted.

David

That's it. He calls it in his book, high-tech self-providing.

Katja (55:48)

Yeah. It's okay you paint a picture for us as far as you get there? Because I've been into a course with some students two weeks ago, and they were also about urban gardening in Hamburg and stuff like this, where you can regain the city, also for not having food to come for hundreds of kilometers. Maybe you can get this food again here in Hamburg, because we grow it here. Do you have a picture which you can describe, that we can imagine what you are thinking about?

Frithjof (56:24)

I think so. I mean, you mentioned Hamburg, I mentioned Detroit. Detroit has developed urban gardening to an astonishing degree. And really, if you drive through Detroit, the image you have is very different. There's one garden next to the other garden. I think I'm working very closely with Detroit, as you probably know. I want to say food is not enough. Other things. It is now possible with small machines with little capital, not big factories, small shops, to make almost all of the things that we really honestly need. I make a big

distinction between what we have so far made and what we really, really need. What we really need is much less. We keep producing.

Katja (57:35)

That is so true, yeah.

Frithjof (57:37)

And I have a feeling that in the United States, we're not terribly far away from people waking up to the fact that they can do things for themselves. And you said, do we have a vision? I'm very arrogant. I think I do have a vision. I've got a pair of visions ever since the 70s.

Katja (58:05)

Yeah, I know. And I like so much that you are still there because I'm fighting this fight for 20 years and you are so much longer there. But I think we have to get this kind of guiding light from people like you. And what is your conclusion for leadership? What are the leaders of the future or maybe of tomorrow, which is Sunday, what do they need? Do you think what kind of skills do they need to make this change happen?

Frithjof (58:41)

Quite frankly, I think that David and I are not very good at creating the publicity that we really need. What we need is to become known better than we are now. We've made some considerable

progress, but I'm not at all pessimistic. I'm very optimistic, but we have to do much better at communicating. One of the things that David sometimes refers to that I said a long time ago, our task is mainly a pedagogical task. We have to teach people, and we have to teach people so that they can understand the vision that we actually have had for the last 30 years. I think that's possible. We are not very good at it yet, but we can get better at it.

Katja (59:43)

People who are having nice ideas, features, are always bad at self-marketing. That's always the problem because we don't shout that loud as some lobbyism does. So if I get you in contact to people of car industry, of CEOs, and I can send my video to them, I highly appreciate it because I think they need this.

Frithjof (60:04)

I would love that if you could. I would talk to them until four o'clock in the morning.

Katja (60:13)

David will be asleep, I guess.

David (60:25)

The computer message I received from you said that you, we thought you were going to be doing it at 1800 Eastern Standard

Time, which is 6pm our time. But apparently you meant 1800 your time or 1200 Eastern Standard Time. So that's why we didn't hook up with you as soon as we ...

Katja (60:47)

No problem. I had a bit of a glass of wine. I was still waiting for you guys. Because for me, it's like embracing people because I think it's not about being young or old, being white or whatever. It's about connecting the people who are willing to change and who are also knowing the pain of change. Because for me, it wasn't also not that easy kind of step to go out of this corporate area where I was really safe. My parents were really proud of me because I had this good job. And I was always feeling like something is missing.

Frithjof

What did your parents do?

Katja

My parents? Oh, my daddy is ... my mom works, worked - she's now in retirement - in kindergartens. And my daddy is a leader of Finanzamt. I don't know the word in ...

Frithjof (61:49)

Yes, in finances.

Katja (61:52)

I hate to do my taxes, but I'm the daughter of someone who's working with taxes. And I was feeling, I was getting out of this really kind of, for me, toxic system. And I was really like, oh, this is a candy shop. There are also many people thinking the same way as I am. And I think that there are so many people, as I have been before, who just need an invitation from you guys to see the status quo is not our future. We can change this as human beings. We can have talks. We can have conversations. Because my approach to change mobility is always kind of human-centric, because it's about changing people's behavior. That's the hardest part, but it's the only way we can get through this. And I have so many ideas in my mind what car industry can make there. But as you pointed out, Frithjof, I see China and other parts of the world who are already going there. Tesla also is pushing really hard. And yeah, I would feel comfortable to have German car industry there, but I don't see this so much at the moment, to be honest. They are just about building cars. It's not just about having a vision what mobility is about. Now I'm burned from the stage.

Frithjof (63:23)

I'm not sure. I'm not sure.

David

I don't think so.

Frithjof (63:26)

I don't think you will burn at the stake.

David

I don't think any of us will.

Frithjof

What?

David

I don't think any of us will. I think what we're saying is that-

Frithjof

Nevermind.

David

May I just say that it kind of involves pedagogy, but I really think, I have values that are very different now from the values that I had when I was 18. I think they're better values. I think they're more rewarding and more fulfilling. But part of the pedagogical task is to get people to just take a look at themselves and say, whow, is this, is this thing that I'm buying now really important to me and why is it really important to me? What does it do for me? How am I going to use it? How will my life be better? And is that really better? That will be changed, but is it better change for the better? And I guess

maybe it goes back to the church and getting people to value what Jesus was all about instead of what his supporters made it all about over the centuries.

Frithjof

We very much disagree about that.

Frithjof (64:45)

I saw those little waving over your hand. So what's your kind of view about this? Because I really think it's about something that is really... Here in Austria, he is, I think, 81 years old. Mr. Knoflacher is working for Mobility Change since the 70s. He is one of the people who made Vienna less car-centric. He built this kind of... it's made from wood. It's as big as a car. And he put it on his body and just walked upon the streets just to see people. This is ridiculous. Why do you do this? And sometimes I think it's about... We are so well-educated, but we sometimes need this kind of visualization of what we are doing at the moment. And here in Hamburg, my heart is always broken when I see children who can just go always to the next corner, then they have to wait when the parents are coming, they have to look back and then they can go further. They are calling it the turtle. They are going between two cars, making like this, and then they cross the streets. And I had a childhood in a rural area where I picked up my friends and we were playing on the streets. And that is something I think we need to tell the people those kind of stories again, that the streets are something for the

people, not for cars, who are parked there. And that is something I have in mind and I really like to build this up, but I need some more bodies and cooperation about this.

David (66:36)

Well, I think you're onto something important.

Frithjof

He said you're onto something important. Why don't you stay to that?

Katja (66:43)

I think it's about, we don't have ... a part of my family runs a bakery. They are making bread, they are making really stuff that is sold on every day. They know what they're doing. I'm more kind of an office person who is already thinking maybe I'm changing people a bit because I'm more like an activist. But I think we have to change also what we are thinking about what kind of money is worth to pay because I'm doing so many stuff pro bono and people are relying on me and they are saying, thank you, but thank you doesn't pay me. So it's always this kind of balance we need. I think Frithjof's ideas of what is work about and why are we doing so many hours a day to work, we need to rearrange this again. It's not about being feared about something, which might come in some years, about poverty, about losing your job. At the moment, we can be there like lust of life. I don't know how to tell it, but we can have a look and

ask the people, what are you doing in your free time? Maybe people are working in hospices or hospitals or whatever. Why don't we get the money with them into something where we need them, really?

Frithjof (68:16)

So do you think that basically my approach is not what I should be doing?

Katja (68:26)

I think your approach is to raise up your voice and be even louder as you are, because your approach is right, because you are asking the right questions. But of course, you're putting people out of their comfort zone. And we have managers in Germany and everywhere else who's now working for four years car industry, then they go to pharmacy, then they go to retail. They don't have a contact with a job at all. They have a contact with the money. And I think, Frithjof, that you are more a voice of the workers, that you are more a voice of the people who are doing the real work. But there is this kind of CXO level. They normally talk to maybe, and we got to go there a bit deeper to have the, yeah, really the workers, that we ask them, what do you think about your future? What is your vision? What do you want to do? You're totally on the right path, but some of the people I know in CXO levels are stretching your approach for „New Work“ for work harder, work more. I don't know, stay there, be like the Google family. Yeah, of course you

have to go to your own home to have a shower, but maybe you can have a shower also here. So sometimes for me, it's „New Work“ is for me the right approach, but people are telling the wrong story compared to what you did there.

David (70:02)

I think that's something that Frithjof appreciates very much because he has told me that the word „New Work“, Frithjof kind of coined that term back in the 70s. but it's become more generalized and there's a great vast array of things that are being presented as being „New Work“. That's what Frithjof calls work or the job system on

Frithjof

A miniskirt

David

And a miniskirt.

Katja

I like this.

David

Because the same evils are still there. A little bit more attractive, a little sexier.

Katja

Yeah, but maybe we can shape a kind of new narrative and that we can embrace the people. Some people are also, for me, to be honest, I like so much the work of Frithjof, but I found myself at the point where I didn't like the word „New Work“ because that people are stretching it so much and it's more like a modern slavery kind of part of the word. And I was like, I read this book, why are you so misunderstanding what he's telling you? Why don't you get out of your comfort zone as a leader? And I think that is something maybe, I don't know, if you need some new narratives regarding „New Work“ or if you need also something else like „New Work“. But I feel that many people are feeling there is a change coming. And I think they are really longing for people to give a hand, to give them a kind of orientation.

David (71:46)

To give a hand.

Frithjof

I would very much like to have more conversations with you. I am learning a great deal from listening to you. So I would ... So please, let's not consider this the last conversation, but let's consider it a first conversation.

Katja (72:08)

Oh, so much. Yeah. Thank you so much.

Frithjof (72:11)

Yes, let's do that.

Katja (72:12)

I will stress David again.

David

Okay

Katja

Yeah, maybe we can have like a monthly talk and I can tell you from my point of view what I'm seeing here in Germany and I think we can open doors. Because you're a wise old man, wide wise old man. And I'm always this kind of crazy female being in a car industry where no women are working, no miniskirts. But I think if we have this kind of cooperation, it will be surprising. And I will invite people to listen, you will invite people to listen. And I think I highly appreciate if we can have like once in a month and we can talk about.

Frithjof (73:02)

I will change that a little.

Katja

Okay

Frithjof

Let's say once every two weeks.

Katja

Uuh! Of course.

Frithjof

Let's try that.

David

You originally planned this to be a half hour conversation.

Katja (73:27)

But I know that Frithjof will destroy this in a positive way. No, for me, it's really like sometimes I'm so desperate and this is giving me energy because I see that people are already working on the same topics. I think that sometimes it's just to be reachable and to be in the kind of talk again. I announced our talk on Twitter and I said, I will put this on YouTube tomorrow and people are waiting for you, Frithjof, because they really appreciate what you're doing. So I think it's like an invitation.

Frithjof (74:06)

Okay. If they're waiting, I don't want for them to have to wait too long.

Katja (74:12)

No, it's tomorrow.

Frithjof (74:14)

Let's do it fast.

Katja (74:15)

Okay, so I will get in contact with David and we will have some appointments. I appreciate it.

Frithjof

Thank you

Katja

Thank you so much and have a nice day, my dear.

Frithjof (74:25)

You too

David

Bye-bye

Katja

Bye-bye

Frithjof

Bye-bye