Supplementary File S1. Interview guide

- Tell me about you and your background:
  - How long have you worked in the company?
  - Age
  - How long have you worked as a manager?
  - How many employees are you responsible for?
  - What kind of work assignments do your employees have? Are the work assignments similar among the employees?
  - What does the composition of the employees look like? Do they consist mainly of experienced employees or new employees?

- Tell me about the organization:
  - What do you do?
  - How do you work? In teams? Individually/collectively?
  - What do you produce/deliver?
  - How do you follow it up?

- Can you describe how you work with organizational development?
  - How is the work managed formally and informally?
  - How are decisions made in the organization?
  - What role do the employees have in the decision-making?

- How does the organization view telework?
  - Is telework common?
  - What does the distribution look like between working at the office/telework? Who has decided that?
  - What was the reasoning behind the decisions on the extent of telework? Which perspectives were important and influenced the decision you made?

- Do you feel that telework has affected 1) how the work is managed? 2) how the decisions are made? 3) how the work is carried out?
  - How does telework affect the social work environment and productivity?
  - Are there other consequences of telework in the organization (positive and negative)?

- Has the organization changed its way of following up on work when it is done remotely? If so, in what way?

- Which work environment issues are most relevant now? Have they changed from before, or are they new?

- Have you changed your way of working with the work environment compared to before? If so, how?

- How much experience of telework do you have in the organization? Did you introduce it during the COVID-19 pandemic, or had you already used it before?