



IEGULDĪJUMS TAVĀ NĀKOTNĒ!

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Workplace Innovation for quality jobs and organisational performance

Frank Pot



IndustriAll: Manifesto April 2014

- “Stronger coordination of social and employment policies, e.g. by means of the exchange of good practices, setting common objectives and undertaking joint actions. This could be achieved, for example, by **initiating programmes for workplace innovation** and benchmarking good practices of companies that improve their productivity and their innovative capabilities by using the talents of their staff and by collaborating with other companies and knowledge centres.” (p. 8; see also pages 9 and 15)
- Unions also use:
 - ‘Social innovation of work and employment’ (NL, BE)
 - ‘Employee driven innovation’ (DK) and
 - ‘Better, not cheaper’ (GE)



Definitions

- **Workplace innovations** are new and combined interventions in work organisation, human resource management, work relations and supportive technologies.
- **Workplace innovation**
 - is a process of productive reflection as part of everyday working life,
 - derives from interaction between stakeholders within and outside the organisation,
 - builds bridges between the strategic knowledge of the leadership, the professional and tacit knowledge of frontline employees and organisational design knowledge of experts,
 - Works towards win-win outcomes as a creative convergence rather than a trade-off



Concept workplace innovation used by

- Eurofound, Dublin (2005 – recent EWCS, ECS, cases)
- European Economic and Social Committee (opinion 2011)
- European Commission (since 10 October 2012)
- EU OSHA, Bilbao (since 2012)
- European Parliament (18 December 2013)
- IndustriAll (Manifesto 2 April 2014)
- English translation of Finnish, Flemish and Dutch programmes
- National tripartite initiatives in UK and Ireland
- Number of institutes in USA
- **Disadvantage:** Sometimes associated with individual workplaces or with work(ing) environment only.



Societal relevance workplace innovation

- **Competitive economy:**
- Global competition and knowledge based economy → development of competences and skills needed
- Future decreasing workforce → increasing labour productivity needed
- **General values**
- Democratic and prosperous society, societal wellbeing, good work
- Economic model based on the 'high road'
- **'National' programmes** in Finland, Germany, Belgium, the Netherlands, Norway, UK, Ireland, Sweden

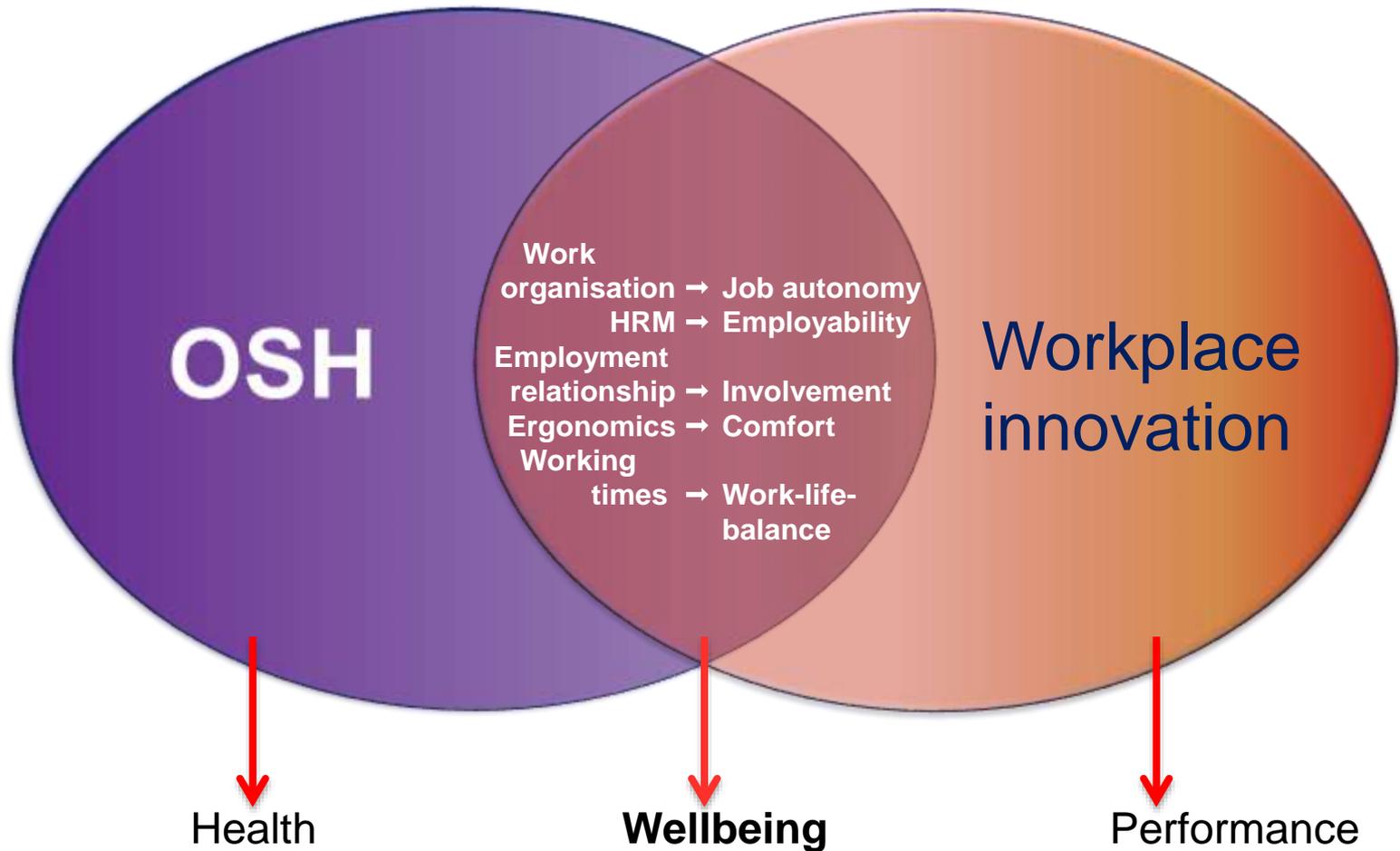


Organisational relevance of workplace innovation

- Workplace Innovation claims simultaneous improvement of organisational performance (in particular productivity and innovation capabilities) and quality of working life (learning opportunities, wellbeing, stress prevention).
- Making new technology work through innovative work organisation
- Workplace innovation explains a larger part of innovation success than technological innovation does
- These claims are supported by a number of theories and research projects Unfortunately there is no time today to refer to those. The next slides give an impression.



Overlap of OSH and workplace innovation



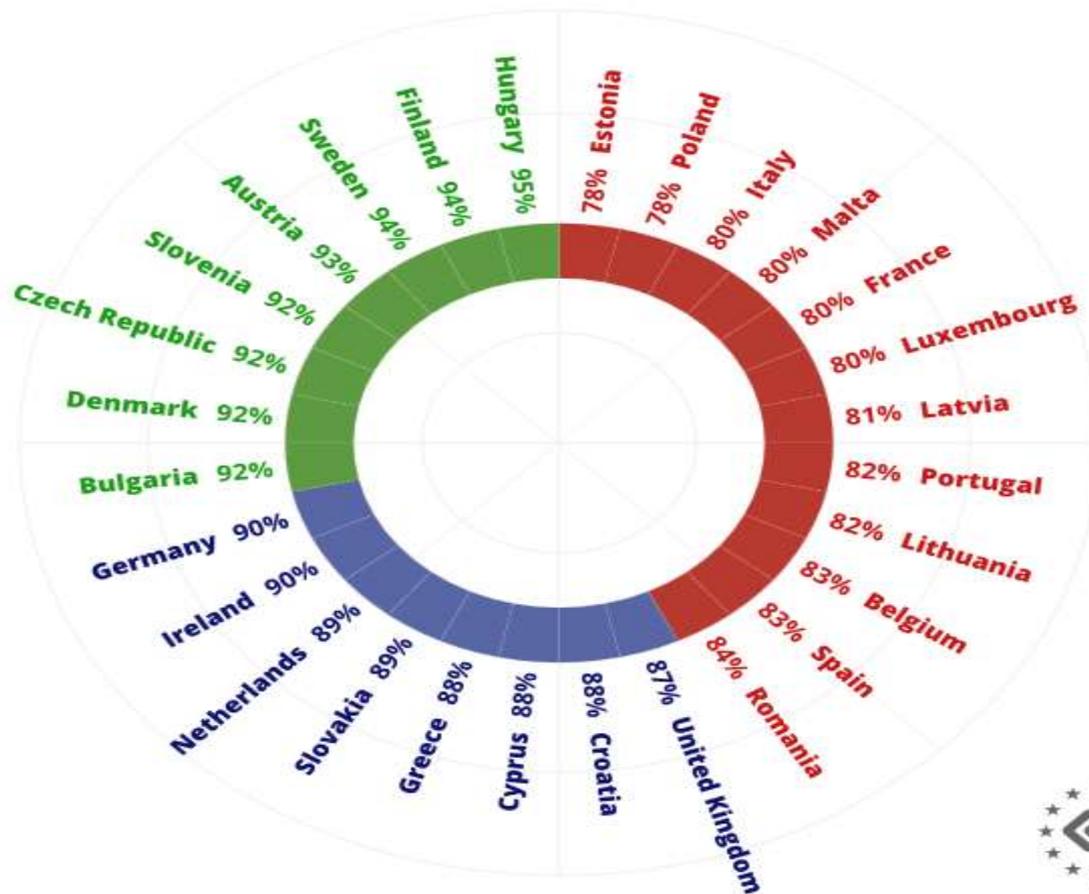


Empirical evidence: Best and poorest performers on both dimensions in Finland (409 self assessments)

		Quality of working life	
		+	-
Performance	+	Best group 152 projects participation internal collaboration	
	-		Poorest group 31 projects top-down interventions

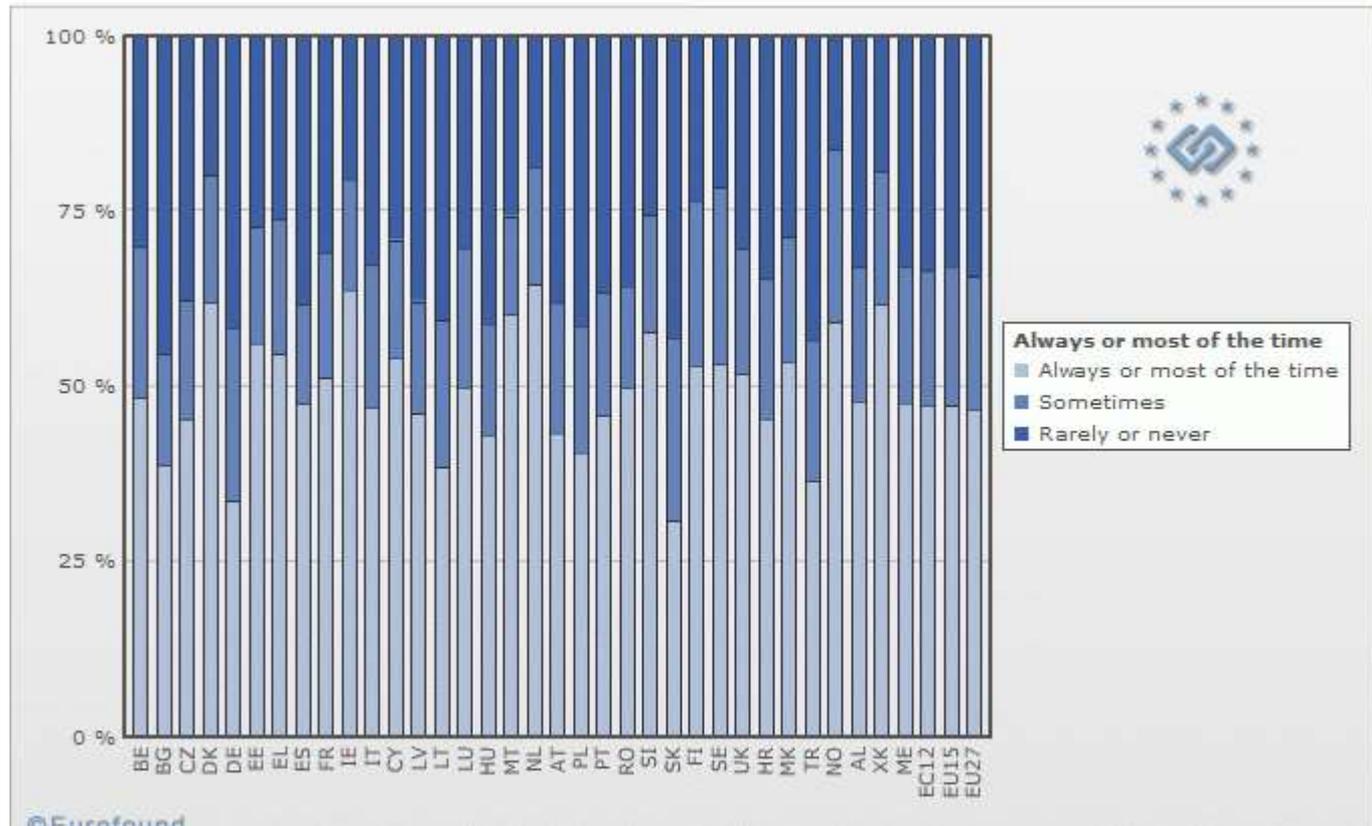


ECS Establishment uses regular meetings between employees and immediate manager to involve employees in how work is organised, management answers:





Involved in improvement work organisation or work processes? EWCS 2010, employee's answers



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Core theories to support WPI-claims

- Job demands-control-support model (Karasek): active jobs, high strain jobs; mainly on individual task level
- Modern Sociotechnology (De Sitter), included JDC-model in 1981.. From complex organisations with simple jobs to simple organisations with complex jobs. Internal control capacity (individual task level) and external control capacity (department/organisation level)
- Single loop learning (autonomy on individual task level) and double loop learning (participation on department/organisation level) (Argyris & Schön)
- Action regulation theory (Hacker, Volpert): sequentially and hierarchically complete jobs; mainly on individual task level
- Democratic dialogue (Gustavsen)



EUWIN: changing the political agenda

- Commissioned by DG Enterprise and Industry for 2013 – 2015/2016
- International Consortium, coordination Netherlands Organization for Applied Scientific Research TNO
- 6 regional events (Linköping; London; Aveiro; Rouen 6 November), plus 2 major events (Sofia 29 September 2014; Leuven 2015), **Trade Unions Event Copenhagen April 2014** and workshops/sessions at other conferences (ILERA/Amsterdam, Wellbeing at Work/Copenhagen; Boundaries of Work/Wroclaw 15 Nov 2014, etc.
- Networks coming together (innovation, productivity, HRM, occupational safety and health), practitioners, researchers
- **Building alliances social partners, governments, researchers**
- Story telling through videos, site visits, workshops, masterclasses



EUWIN: changing the political agenda

- › **Six regions:**
- › Denmark, Sweden, Germany, Finland, Norway
- › France, Spain, Italy, Portugal, Belgium (Wallonia)
- › Austria, Hungary, Slovenia, Croatia, Czech Republic, Slovakia
- › Bulgaria, Romania, Greece, Former Yugoslav Republics, Turkey
- › UK, Ireland, Netherlands, Belgium (Flanders)
- › Lithuania, Poland, Latvia, Estonia
- › **Partners:** TNO (NL), UKWON (UK), ARC Consulting (BG), KSU (LT), KUL (BE), Flanders Synergy (BE), PT-DLR (DE), ZSI (AT)
- › Associate partners: TEKES (FI), ANACT (FR), Syntens (NL), ISSK-BAS (BG), IRES-ER (IT), SFS TU Dortmund (DE)
- › **Project Board:** Steven Dhondt (coordinator, TNO), Peter Totterdill (UKWON)



Work organisation

- Job autonomy
- Self-managed teams
- Integration of technology
- Flexible working

Learning and reflection

- Continuous improvement
- High involvement innovation
- Learning and development
- Shared knowledge and experience

Customer focus
Employee engagement
Enabling culture
Resilience
Positive employment relations

WORKPLACE INNOVATION
THE FIFTH ELEMENT

HIGH PERFORMANCE
GOOD WORK
SUSTAINABLE ORGANISATIONS

Structure and systems

- Reducing organisational walls and ceilings
- Supporting employee initiative
- Fairness and equality
- Trust

Workplace partnership

- Dialogue
- Representative participation
- Involvement in change
- Openness and communication
- Integrating tacit and strategic knowledge



Discussion

- Concept 'workplace innovation' has gained policy profile.
- Core characteristic: direct employee participation reflecting combined interventions in work organisation, HRM, work relations and supportive technologies
- All research shows wide variety of better performance
- Quality jobs contribute to competitiveness through higher productivity and innovation capability. Win-win outcomes as a creative convergence rather than a trade-off
- Research on organisational level focusses more on performance than on QWL, which is mostly investigated on individual level
- National programmes can be supportive and could start in more member states; social partners should be leading, governments and research institutes supporting



European
Commission

European Workplace Innovation Network



Join now
to share your knowledge
and learn from others!

Enterprise
and Industry

Improving organisational performance, innovation capacity and responsiveness to market changes while enhancing employee engagement and working life – workplace innovation can help you to achieve all this and more.

Recognising its potential to enhance business competitiveness, the European Commission is launching euwin, the European Workplace Innovation Network.

Euwin will promote and resource the upscaling of workplace innovation across the whole of Europe, sharing knowledge and practice through workshops, meetings and online communities.

**We need YOU and
YOUR knowledge.**

**Join the network
and become a
euwin ambassador.**

For more information, visit:
<http://tiny.cc/rh6juw>



Frank Pot

October 10, 2013



Join the network

- If you want to join EUWIN, if you want to become an ambassador, register
- At <http://portal.ukwon.eu/>
- **Trade Union Group:** <http://portal.ukwon.eu/trade-unions>
- For more information on DG Enterprise's activities, visit the website at
- http://ec.europa.eu/enterprise/policies/innovation/policy/workplaceinnovation/index_en.htm