



European Workplace Innovation Network

Workplace Innovation for Wellbeing at Work

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Chair Advisory Board EUWIN

Moving towards 2020 – priorities for occupational safety and
health research in Europe: 2013 – 2020
EU OSHA, Brussels, 9 – 10 October 2013



Definitions

- **Workplace innovations** are new and combined interventions in work organisation, human resource management 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



Related definitions

- **Social innovation of work and employment (SIE)** or
- **Innovative workplaces** (OECD, EESC)
- **Sustainable Work Systems** (Sweden)
- **Non technological innovation** including business models, marketing practices, collaboration in chain; no QWL (EUROSTAT)
- **New World of Work** refers in particular to mobile work, independent of location and time, supported by ICT.
- **Working smarter**, as opposed to working harder
- **High performance / high involvement workplaces**
- **OSH management** refers to health protection/promotion



Urgency workplace innovation

- Decreasing workforce – increasing labour productivity
- Global competition and knowledge based economy – development of competences and skills
- Making new technology work through innovative work organisation
- Workplace innovation explains a larger part of innovation success than technological innovation does
- **National programmes** in Finland, Germany, Belgium, the Netherlands, Norway, UK, Ireland, Sweden
- Governance roles of govt, soc partners and research differ



Promises

- Workplace Innovation claims simultaneous improvement of organisational performance (in particular productivity and innovation capabilities) and quality of working life (learning opportunities, wellbeing, stress prevention).
- These claims are supported by a number of theories and research projects, of which the most important ones will be addressed.



History collaboration in Europe

- Green Paper Work Organisation 1997
- 'High Road' report 2002 (Totterdill, Dhondt et al.)
- European Work Organisation Network, EWON (DG EMPL)
- WORK IN NET (FP6; Zettel, Alasoini, Abrahamsson et al.)
- Sustainable Work, Stockholm 2009 (FAS, VINNOVA)
- Launch Social Innovation Europe 2011 incl workplace
- Connection with OSH (EUROFOUND and EU OSHA)
- Dortmund Brussels Position Paper (network researchers)
- Workplace Innovation in Industrial Policy and Innovation Policy DG ENTR, 10 October 2012
- Launch EUWIN 10 April 2013 (DG ENTR)



Connection with EU2020 Smart, Sustainable and Inclusive Growth

- Smart, by: 'Flagship initiative Innovation Union'
- Sustainable, by: 'Industrial policy for the globalisation era'
- Inclusive, by: 'Flagship initiative for new skills and jobs'
- Wellbeing on societal and individual levels, by: 'Social Innovation Europe'
- Workplace innovation integrates these objectives on the level of organisations: working smarter with less CO2-emission, developing skills and competences and improving organisational performance and job quality, creating wellbeing.
- **(National) subsidies** eligible for block exemptions in the new state aid rules; ESF; regional funds, FP7, (Horizon 2020?)



European Workplace Innovation Network (EUWIN)

- Commissioned by DG Enterprise and Industry
- International Consortium, coordination Netherlands Organization for Applied Scientific Research TNO
- 2013 – 2016, optional 2017
- 6 regional events (first at Helix Conference 12 – 14 June 2013 Linköping, Sweden; second London 2 – 3 Dec 2013), plus 2 major events (first Sofia spring 2014)
- Networks coming together (innovation, productivity, HRM, occupational safety and health), practitioners, researchers
- Story telling through videos, site visits, workshops, masterclasses
- You can subscribe for news or becoming an ambassador (see last slide)



European Workplace Innovation Network (EUWIN)

- **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



Best and poorest performers in Finland (409 self assessments)

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

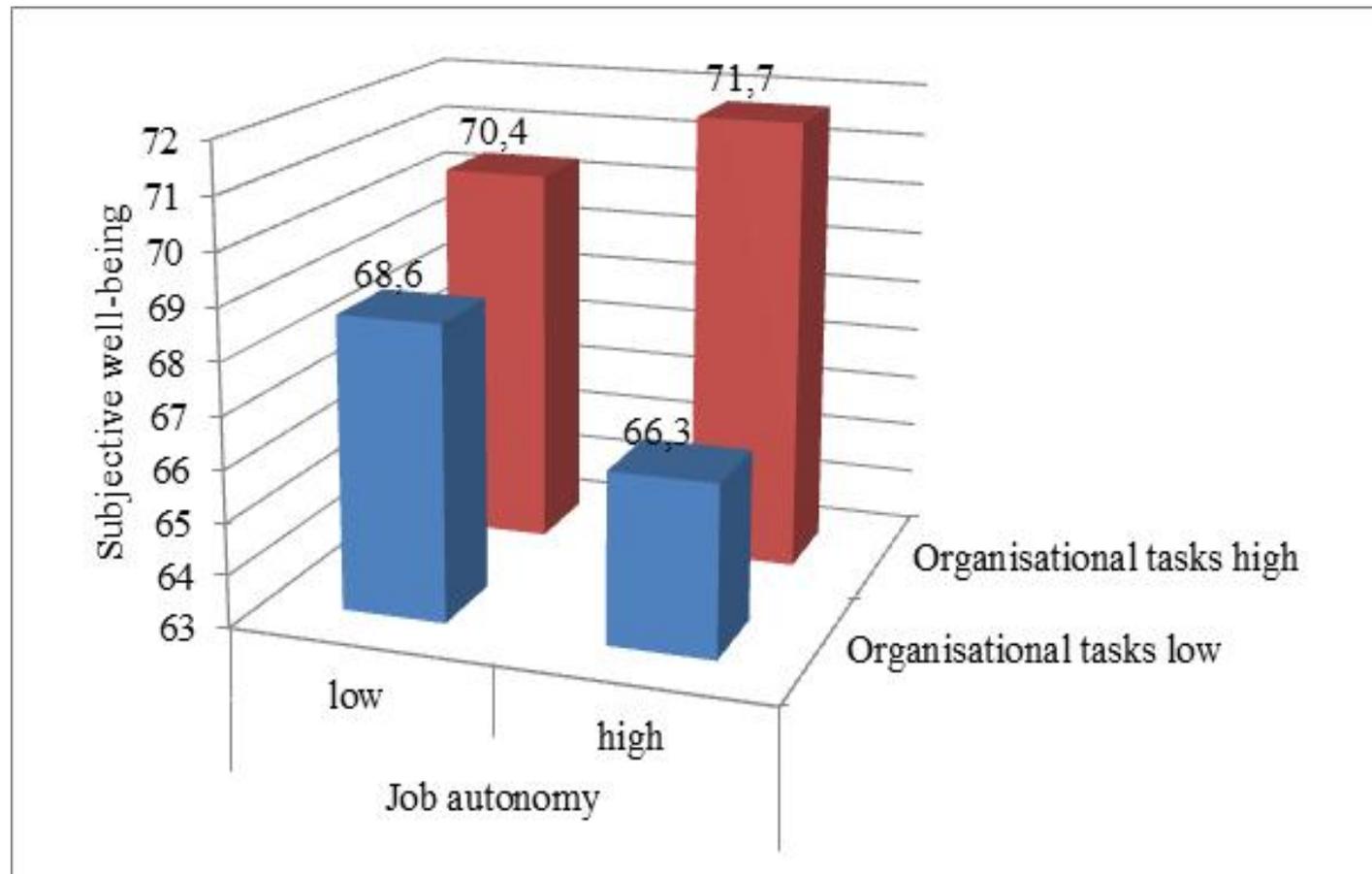


European Working Conditions Survey 2010, 1

- N = 2,048 (DK, IE, NL, FI, SE, UK). Source: Dhondt, Pot, Kraan 2013 (submitted)
- 3 categories job control: job autonomy (within a given job), functional support (supervisor, colleagues), organisational tasks (consultancy work organisation, targets etc.)
- **Support and org tasks stronger effects on subj wellbeing and org commitment than autonomy**
- **Interaction autonomy and org tasks on wellbeing**
- Interaction support and org tasks on org commitment
- Three-way interaction on org commitment, not on wellbeing
- Shopfloor consultation evidently is important. It is at the heart of workplace innovation.

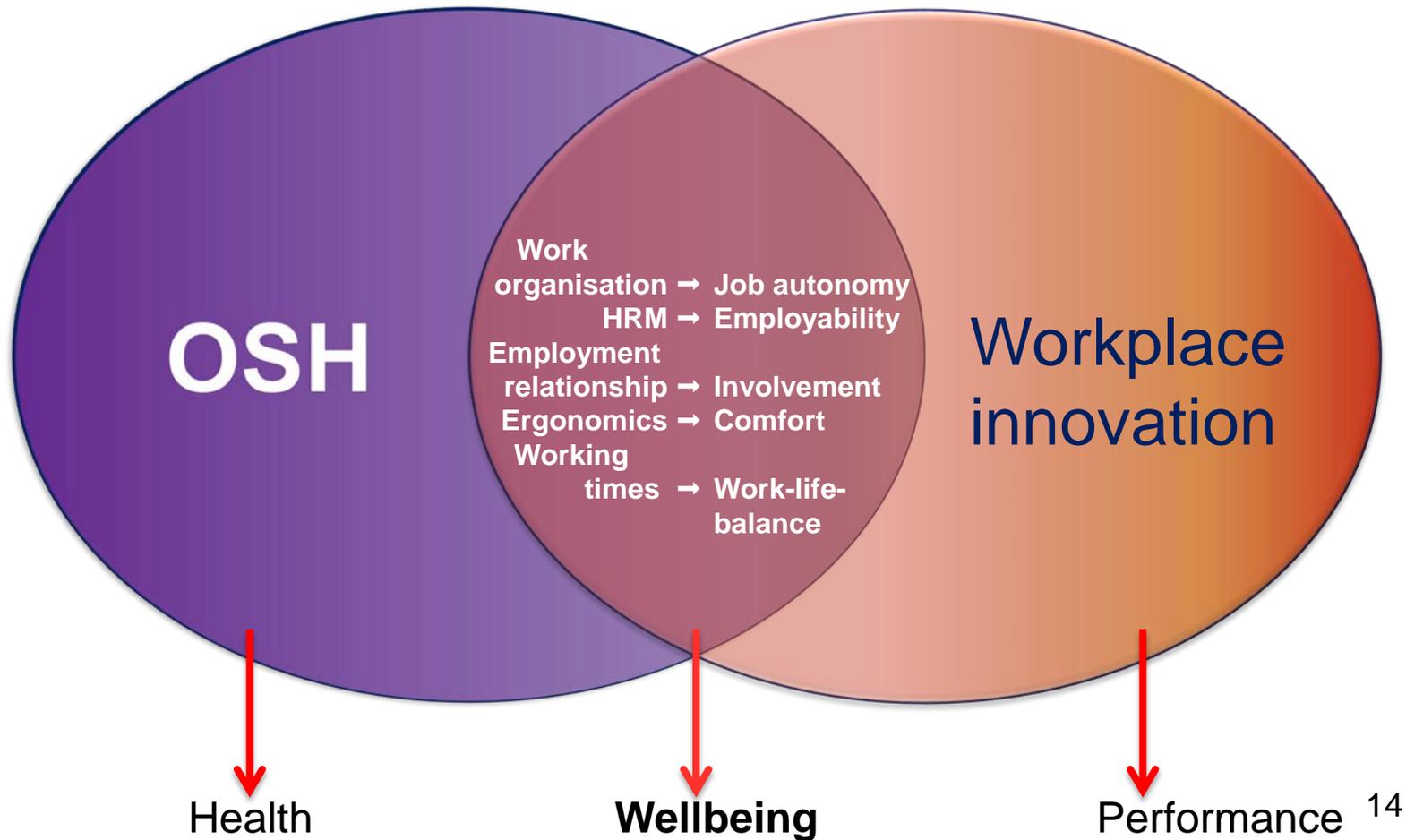


EWCS 2, Organisational tasks stronger effect





Overlap of OSH and workplace innovation



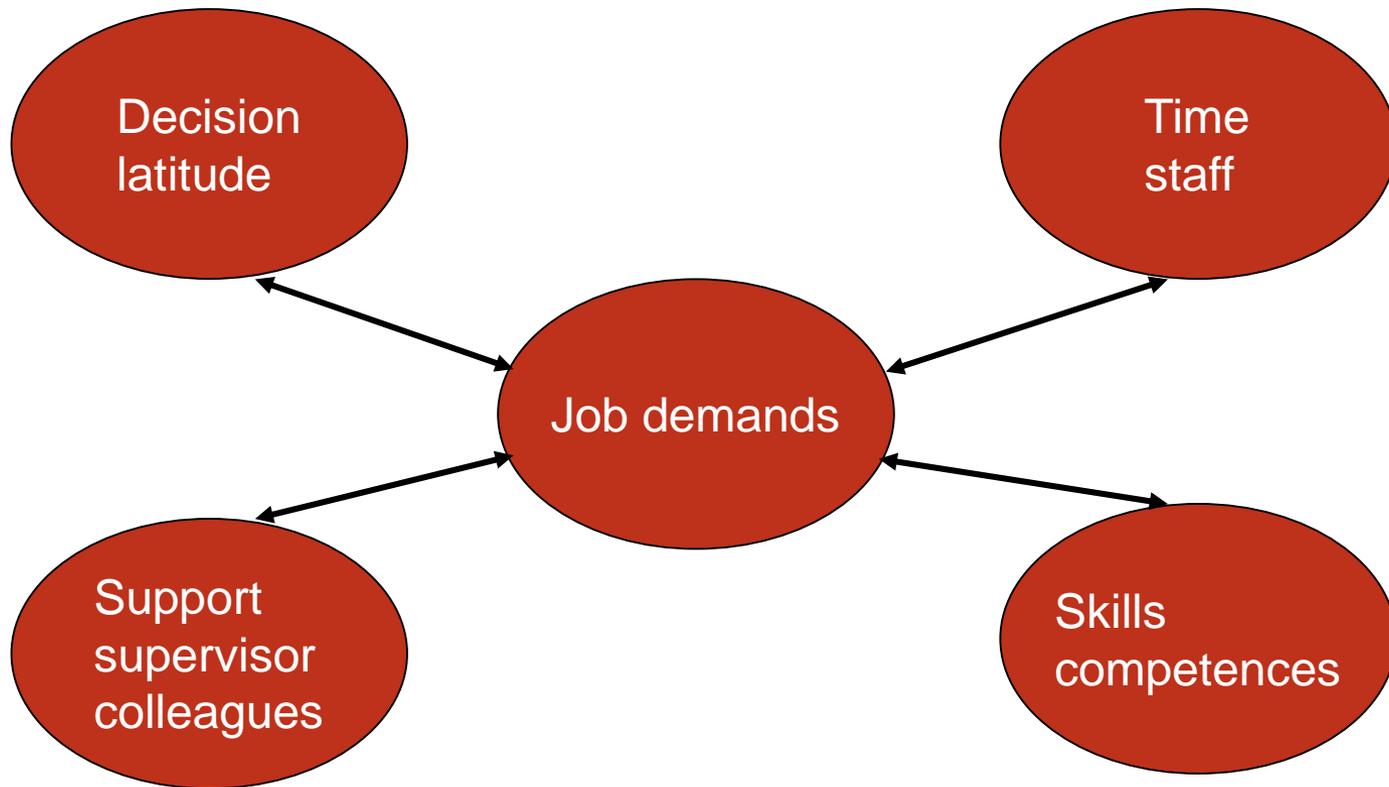


Ergonomics

- Workplace ergonomics serves not only as the objective of **reduction of physical workload** (allowing better postures and movements; reducing lifting) and **health promotion** (physical exercise) but also that of **productivity** (easier and faster handling and processing; better lay-out)
- Ergonomics is an important field of interventions both for OSH and for workplace innovation

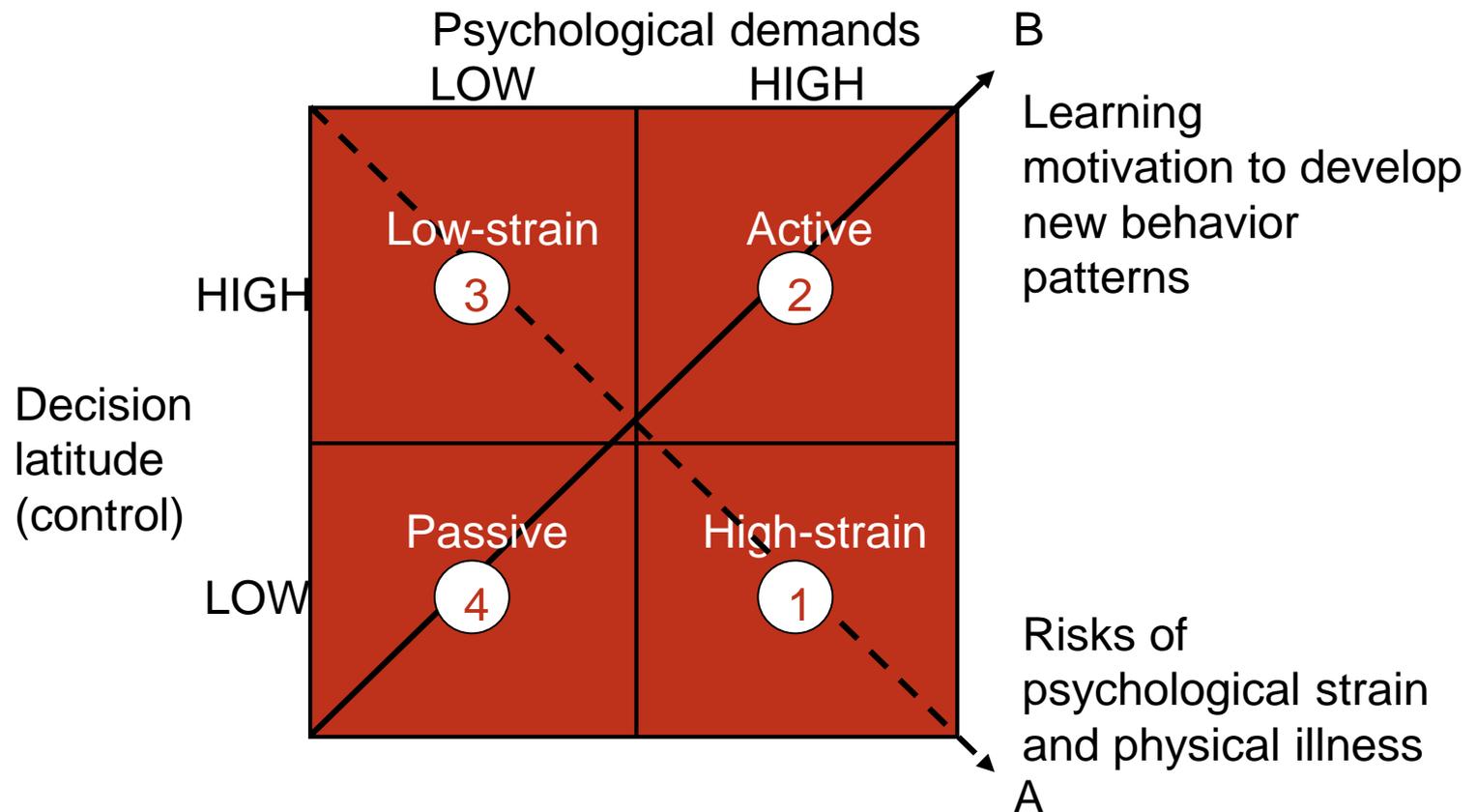


Discrepancies in the work organisation: stress risks and impediments to performance





Psychological demands/decision latitude model





Modern Sociotechnology

- From complex organisations with simple jobs to simple organisations with complex jobs
- Internal (job autonomy) and external job control (direct worker involvement/influence/consultation and formal co-determination)
- Simultaneous improvement of organisational performance, QWL/wellbeing and quality of work relations
- Sources: Ulbo de Sitter et al. 1981, 1994, 1997; Pot et al., 1994; Van Hootegem et al., 2008



Work organisation and innovation capabilities

- Concept 'active jobs' in job demands/control-model implies job autonomy (internal job control) related to **single loop learning**: are we doing things rightly
- Even more important is external job control (decisions about work organisation and targets) related to **double loop learning**: are we doing the right things.
- Learning opportunities increase innovation capabilities
- Sources: modern sociotechnology, JDC-model, Argyris & Schön, 1978



More theories

- Democratic dialogue
- Configurational approach of SHRM
- Human capital theory
- Social capital theory
- Engagement theory
- Leadership theories
- Resource based view; dynamic capabilities
- Absorptive capacity
- Innovative firm
- Open innovation
- Etc.



Conclusions evidence and future research

- Simultaneous improvement of performance and quality of working life is possible but not always achieved
- **Conditions:** 1) Commitment of management and 2) Participation of employees and their supervisors
- All research shows wide variety of better performance
- Job control probably core element of workplace innovation
- Research focusses more on performance than on QWL
- Causal connection not always clear
- **Future research:** Explore further the relationship between workplace innovation, health and safety at work and company performance, and the possibility of improving health and well-being at work through workplace innovation (EU OSHA, 2013:53)



Pointers for policy development

- Workplace innovation important to achieve smart, sustainable and inclusive growth. National programmes can be supportive. Key-role social partners
- Workplace innovation is related to policy fields such as 'productivity', 'innovation', HRM and OSH
- Do not mix up 'workplace innovation' with HR-policy or with 'OSH policy' (health protection/promotion) and/or the 'decent work' agenda (ILO, minimum requirements). These policies can reinforce each other if they are purposefully combined
- More research relation workplace innovation – OSH needed. Join forces to influence Horizon 2020



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>





- If you want to join EUWIN, if you want to become an ambassador, register
- at <http://eepurl.com/vzCST>
- For more information on DG Enterprise's activities, visit the website at
- http://ec.europa.eu/enterprise/policies/innovation/policy/workplaceinnovation/index_en.htm
- European Journal of Workplace Innovation (forthcoming)
www.ejwi.eu