

NIJMEGEN SCHOOL OF MANAGEMENT

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Making things work better through Workplace Innovation

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Definitions 1

- **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 the design knowledge of experts,
 - Works towards win-win outcomes as a creative convergence rather than a trade-off



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
- **National programmes** in Finland, Germany, Belgium, the Netherlands, Norway, UK, Ireland, Sweden
- Governance roles of govt, soc partners and research differ



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.
- This opportunity was recently recognized by the Commission: European Workplace Innovation Network



European Workplace Innovation Network EUWIN = a meeting place

- Commissioned by DG Enterprise and Industry
- International Consortium, coordination TNO in NL
- 2013 – 2016, optional 2017
- Launch Event 10 April 2013 Brussels
- 6 regional events (first at Helix Conference 12 – 14 June 2013 Linköping, Sweden)
- 2 major events
- Networks coming together
- Story telling through videos, site visits
- More Ambassadors wanted. See last slide.



Best and poorest performers in Finland (409 self assessments)

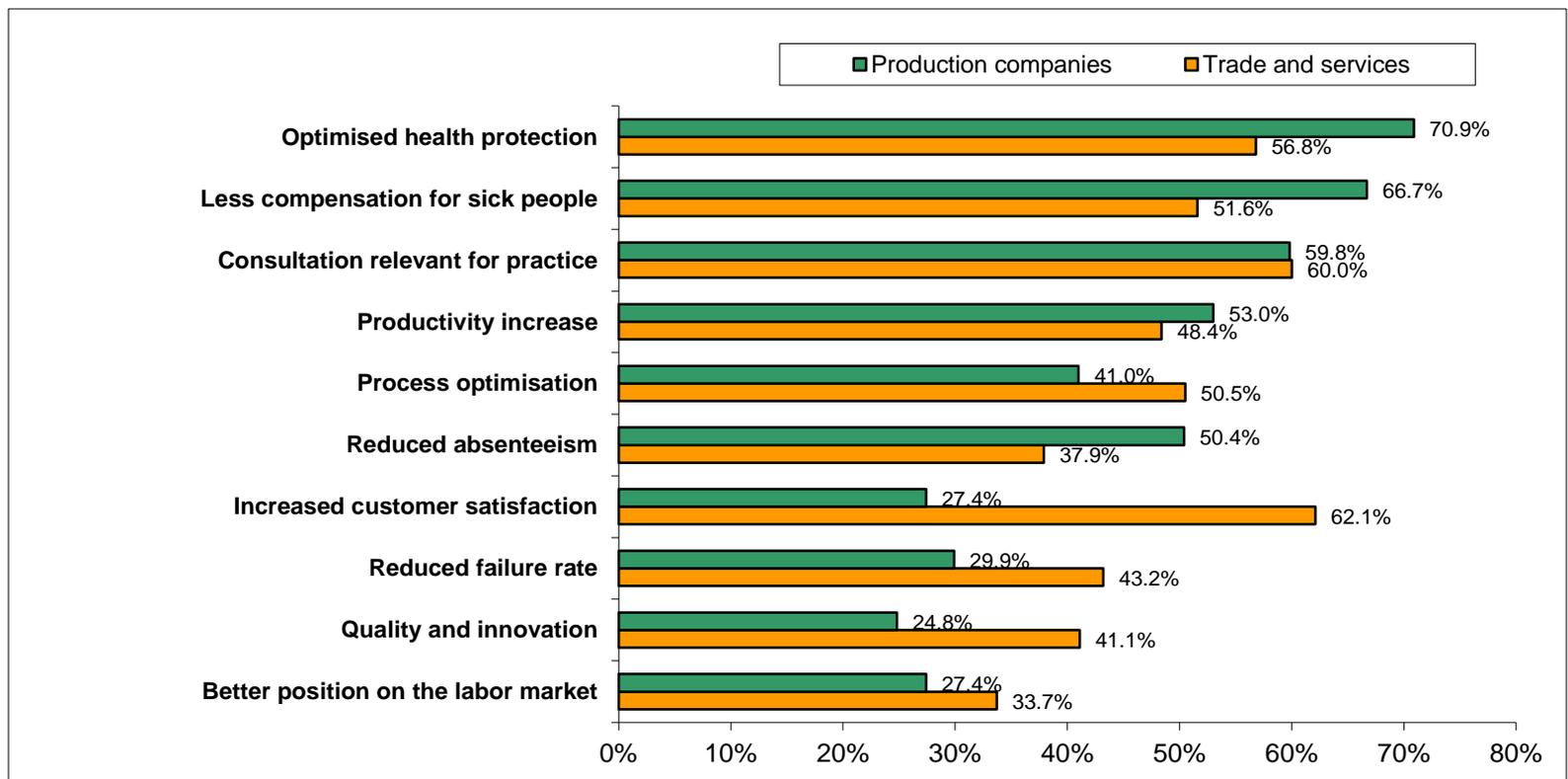
		Quality of working life	
		+	-
Performance	+	Best group 152 projects participation internal collaboration	
	-		Poorest group 31 projects top-down interventions

Source: Ramstad, 2009



Performance effects of better working conditions and work organisation as assessed by management (DE)

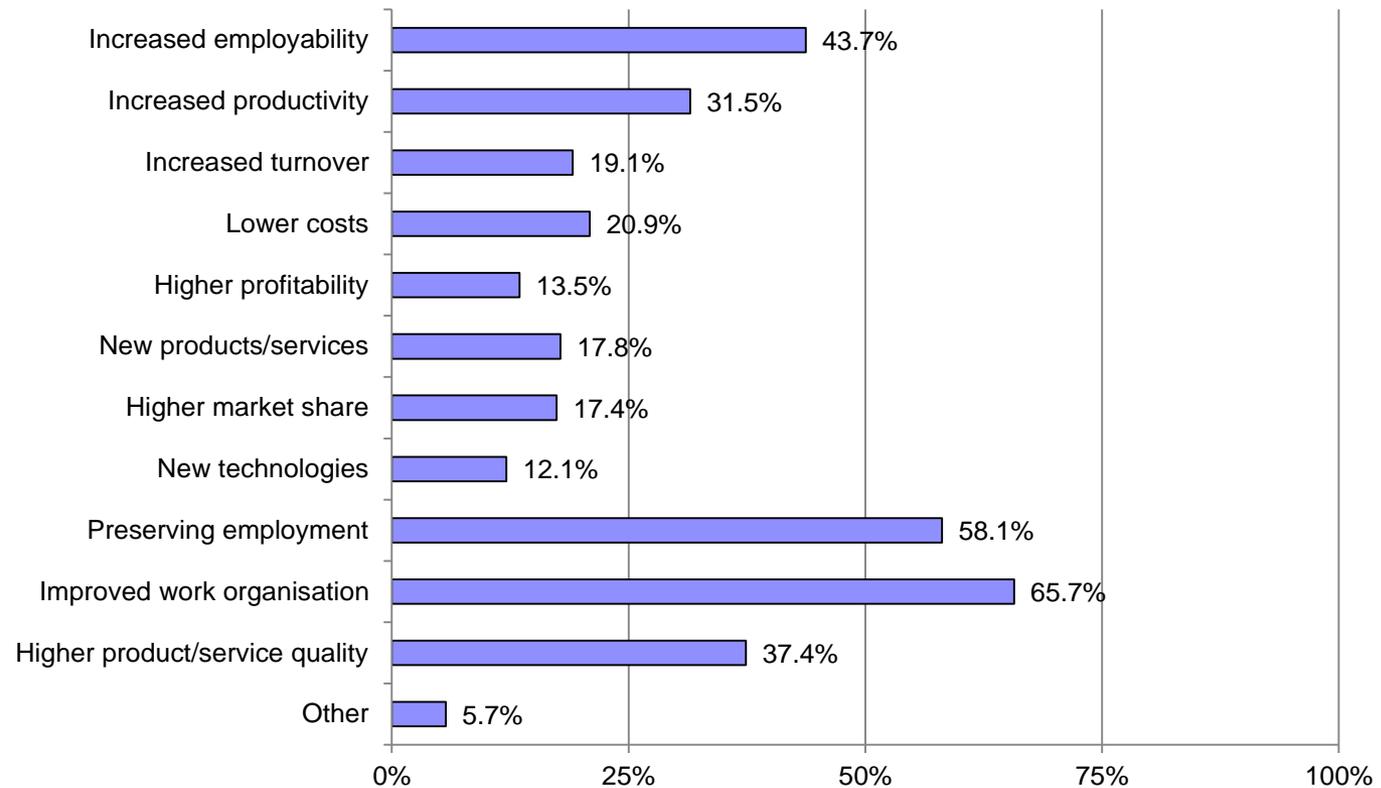
Source: Bonitz et al. 2007: 23 (n = 212)





Answers to the question about improvements as a result of the potential-consultations

(consultations in NRW, Germany, started in 2010, n = 1.197)



Source: BISAM 2011/07, G.I.B.



Working Smarter and Performance (NL)

Performance criterion	% change in performance last 2 years	
	SMEs without working smarter	SMEs with working smarter
Company results	2	18
Company turnover	7	15
Productivity	5	14
Employment	6	11

Economic Institute for SMEs. Source: Hauw et al., 2009; n = 650



Social innovation and performance (NL)

Performance criterion	Performance social innovative versus not social innovative organisations
Increase in turnover	16% higher
Increase in profits	13% higher
Innovation	31% higher
Productivity	21% higher
New clients	17% higher
Reputation	12% higher
Contented employees	12% higher

Erasmus Competition and Innovation Monitor (n = 932). Source: Volberda et al., 2010



Characteristic	Number organisations	Not social innovative	Social innovative	Total	Sign.
Labour productivity average or lower	2936	62%	33%	59%	
(much) above average	2045	38%	67%	41%	**
No, little autonomy	3632	79%	49%	76%	
Much autonomy	1167	21%	51%	24%	**
Talents not used	1212	27%	4%	24%	
Optimal use of talents	3777	73%	96%	76%	**
Time pressure	2756	56%	53%	55%	
No time pressure	2230	44%	47%	45%	

Source: Netherlands Employers Work Survey 2010 in Oeij et al. 2012; ** = $p \leq 0,01$; n = 4989



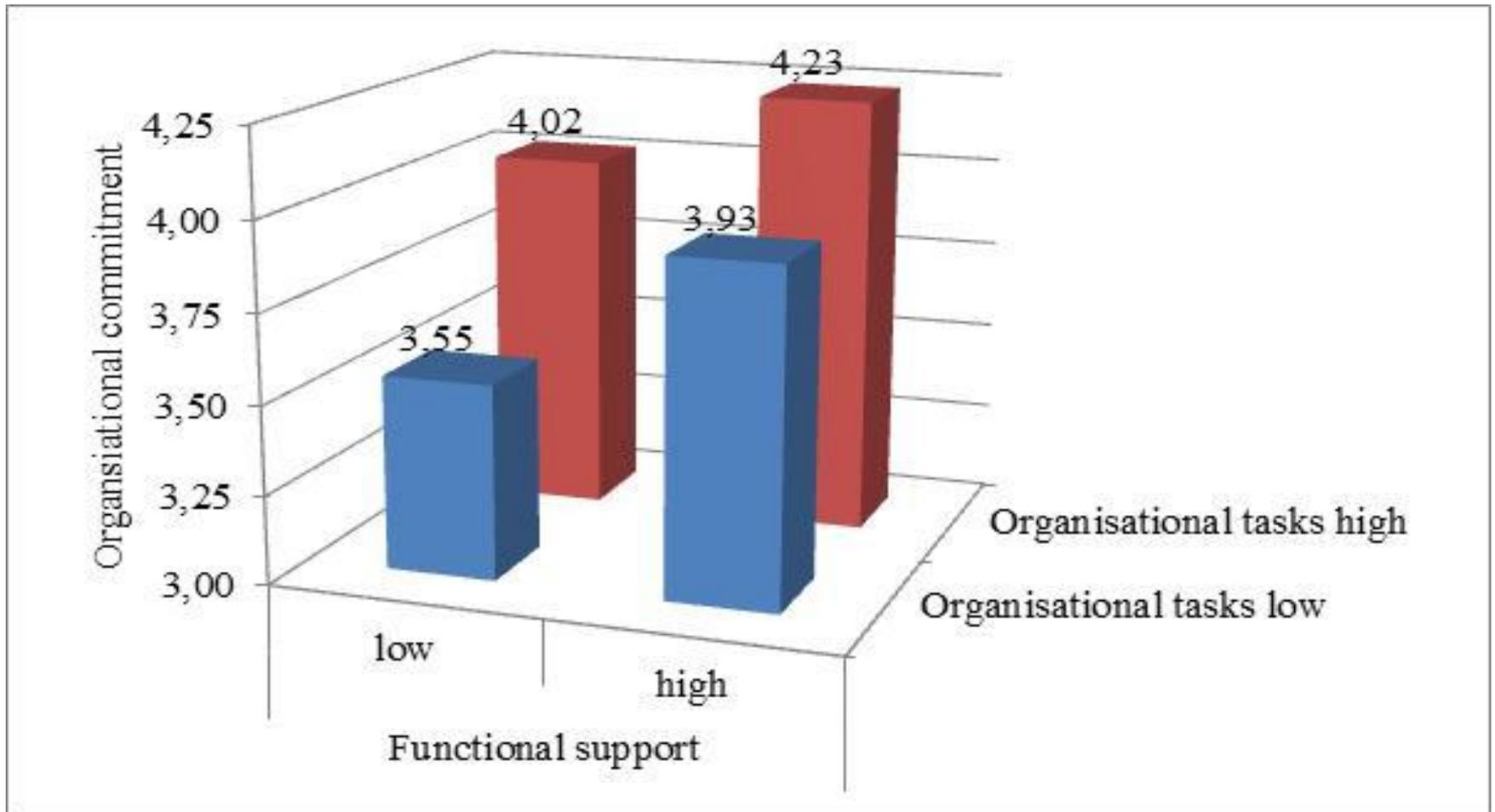
European Working Conditions Survey 2010, 1

- 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.



European Working Conditions Survey 2010, 2

N = 2,048 (DK, IE, NL, FI, SE, UK). Source: Dhondt, Pot, Kraan 2013





Conclusions evidence

- Urgency to increase labour productivity by working smarter
- Difficult to draw general conclusions
- Simultaneous improvement of performance and quality of working life is possible but not always achieved
- National programmes are supportive
- Involvement of government differs between countries
- Key role social partners
- Conditions:
 - Commitment of management
 - Participation of employees and their supervisors

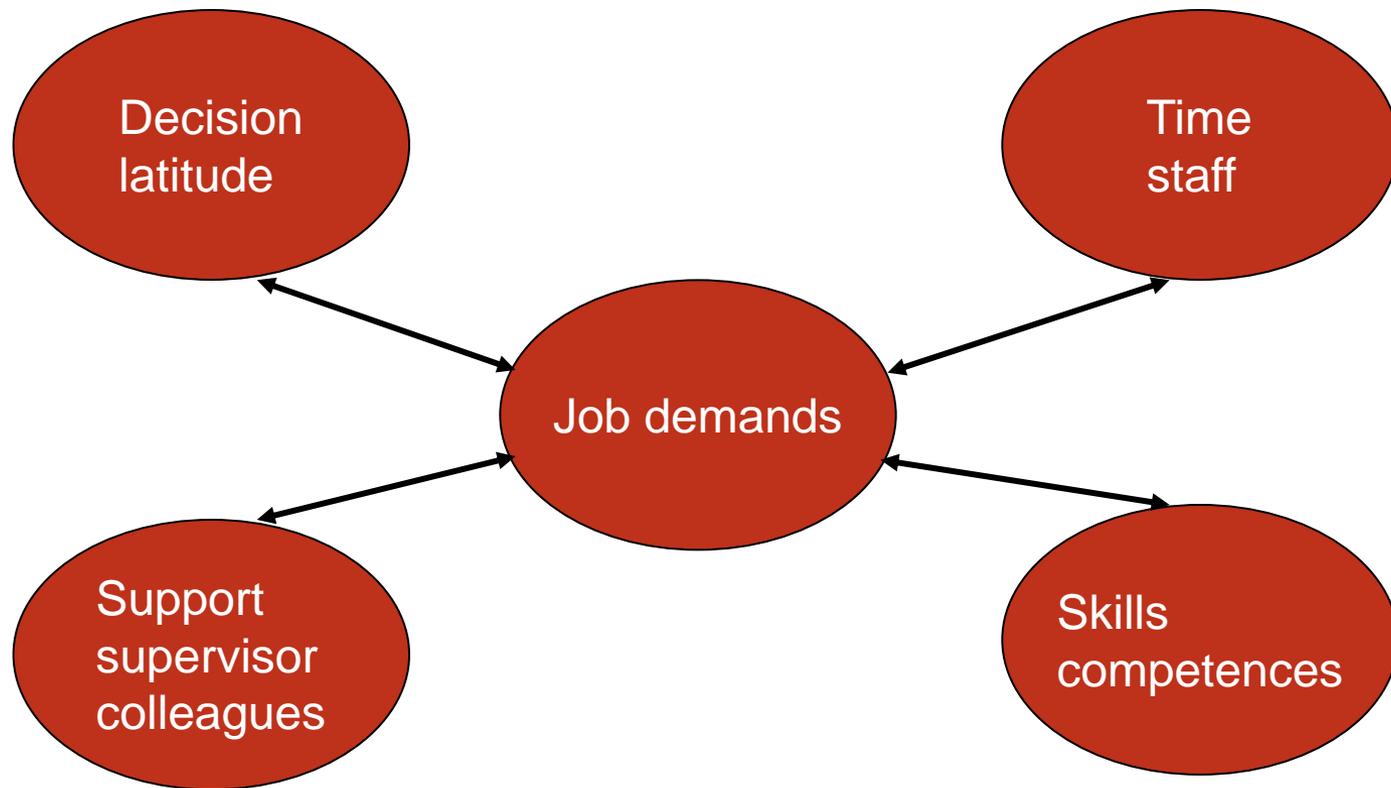


Ergonomics

- 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



Stress risks: discrepancies in the work organisation





Work organisation and learning

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



Conclusions

- Concept 'workplace innovation' is gaining policy profile
- Workplace innovation important to achieve the EU2020 Strategy
- It is related to policy fields such as 'productivity', 'innovation capabilities' and 'wellbeing at work'.
- All countries can participate in the European Workplace Innovation Network
- National programmes can be supportive and should start in more member states



You and EUWIN

- 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 our website at
- http://ec.europa.eu/enterprise/policies/innovation/policy/workplaceinnovation/index_en.htm
- European Journal of Workplace Innovation
www.ejwi.eu