



Welcome to:  
**European Workplace Innovation Network | January Bulletin**  
EUWIN is an initiative of the European Commission's Directorate General for Enterprise & Industry

## A New Year and Exciting New Opportunities



EUWIN is two years old! We are a growing movement bringing together nearly 3000 representatives of enterprises, business associations and trade unions plus public policymakers and researchers across more than 30 European countries.

And our success is outstripping even our expectations. EUWIN's [events](#), films, [Knowledge Bank](#) and [Bulletins](#) are meeting a real need by helping companies and their employees to find better, more productive ways of working. Explore all EUWIN's resources [here](#).

We're planning an exciting programme for 2015 with events in several parts of Europe. We'll also be adding even more films and learning resources to the Knowledge Bank.

EUWIN's ambition is to change the way in which decision-makers in enterprises think about work, sharing evidence and experience that enhanced economic performance and enhanced quality of working life are both possible. But creating a mass movement needs your help, your ideas and your experiences.

**Be part of it!**

[Download our 2014 progress report and plans for 2015](#)

## Work Smarter!

European experts explain the what, why and how of workplace innovation



In last month's Bulletin we celebrated the 40+ year career of **Palle Banke**, one of Denmark's leading protagonists of workplace innovation. To mark his retirement the Danish Technological Institute organised a workshop for nearly 100 businesses from across the country.

Speakers included EUWIN's **Peter Totterdill**, **Uli Pekruhl** (Switzerland) and **Richard Badham** (Australia). Now they have shared their knowledge and experience in a short video. Danish speakers can also enjoy presentations by **Lone Thellesen** (Dacapo) and **Palle** himself.

[Watch the video](#)

# Why do workplace interventions fail so often?

## A EUWIN Evidence Review



We know that organisational interventions to promote health and well-being or to boost productivity fail more often than we would like to admit. Not only they are notably difficult to implement but also their effects are not always sustainable or detectable. For example, it has been argued that the probability of failure of any organisational intervention is about 50%.

This is disheartening. It also casts a dark cloud of doubt over the accuracy and relevance of what we know about organisational interventions for health, well-being and productivity.

We asked Dr Maria Karanika-Murray to explain why organisational interventions fail so often and, more importantly, how to avoid failure. In the first of two articles she draws on emerging evidence from research and practice to show why many interventions fall short of their intended outcomes.

The second article, to be published in February's EUWIN Bulletin, will suggest possible approaches that can increase the chances of success.



Dr Maria Karanika-Murray (Nottingham Trent University, UK)

[Download part one here](#)

## Bringing Finland to Bloom

Much has been achieved but there is no room for complacency



*Making Finnish working life the best in Europe requires skilful and brave choices and actions. It requires a shared will and capacity for broad-based cooperation. The change in working life is not unrelated to the overall development of the economy: the two are intertwined.*

Finland has long been seen as a European leader with an above average distribution of workplace innovation practices.

The Finnish [Liideri programme](#) is one of the few national initiatives in the EU to support workplace development, the latest in a series that have been backed by governments of different political complexions since the early 1990s. Employee engagement in product, service and process development is increasingly seen as integral to the country's competitiveness. The vision of the National Working Life Development Strategy launched by the Government of Prime Minister Katainen is to make working life in Finland the best in Europe by 2020.

TEKES (Finland's national innovation agency) has published a report on the extent to which businesses and public organisations have engaged employees in innovation and renewal in recent years. It then identifies ten development areas and proposals that will help to make Finland not only the most innovative country in Europe but also the best place to work.

[Download the report](#)

## Save the Date

Keep up to date with EUWIN events



**11th April:** EUWIN's Lithuanian Workshop

May: Event in Germany (date and venue to be announced)

June: Event in Poland (date and venue to be announced)

**9th September:** EUWIN's Large Scale Event in Leuven, Belgium. This is part of a week of activities organised in conjunction with EUWIN, the International Workshop on Teamwork (IWOT) and the Global STS-Design Network.

[Find out more about our events](#)

## Please Forward

Thank you for being part of [euwin](#). Together we bring together the knowledge, experience and enthusiasm of enterprises, employees, unions, employers' organisations, policymakers and researchers from across Europe. Spread the word! Please forward this briefing to your colleagues, associates and suppliers. Ask them to sign up [here](#). Make sure they don't miss out.

