



Welcome to:

**European Workplace Innovation Network | April Newsletter**

**EUWIN** is an initiative of the European Commission's Directorate General for Enterprise & Industry

## Advanced Manufacturing Lean Management at Bosch Thermotechnik Aveiro, Portugal



Bosch, the multi-national engineering company which operates in the automotive, appliances, power tools, security systems and solar energy sectors has been manufacturing in Portugal for over 100 years. Its five locations in Portugal have over 3000 employees out of a global headcount of more than 290,000. In 2014 it recorded sales of € 788 million.

The company is committed to a programme of people-centred LEAN Management aimed at driving out waste and improving efficiency. Associates are closely involved in identifying issues and opportunities for employee-driven innovation. Problem-solving becomes a tool for empowerment and connecting with management. Small improvements in products and processes must be constantly made by everyone.

Production Director António Conde feels strongly that this is the key to positive change.

“If you apply it right LEAN is not about black belts or gurus or hot-shots that know all the toolset. LEAN is about the mindset, it’s about a culture, it’s about removing waste, it’s about continuous improvement. And this is achievable only when you have everyone on board from the shop floor associates to the top management.”

[Read more](#) [Watch the video](#) [Download the PDF](#)

# Complementing technological innovation with workplace innovation

The emerging European Policy Perspective



From a policy perspective as well as from a scientific point of view the European Commission's 2015 publication [\*Employment and social developments in Europe 2014\*](#) is an impressive and highly relevant document that deserves wide attention.

One of its most important conclusions is that "Better jobs and work organisation yield a more productive workforce." It reduces the risk of stress, enhances wellbeing and leads to a lower tendency to quit the job. Better work organisation implies in particular a balance between job demands (job intensity) and job control (job autonomy), wholeness of tasks and more open access to decision-making processes. These are a few of the indicators which, the report suggests, should inform EU policy making.



Frank Pot, Emeritus Professor of Social Innovation of Work and Employment Nijmegen School of Management, Radboud University, NL

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# Happiness at Work

French television explores liberation in the workplace



Who today can boast of being happy at work? Certainly not the 31% of French employees "actively disengaged" - those who have a negative view of their business and fight against it. Inspired by the military, the predominant model of work organisation which aims to control all employees by giving them limited tasks has changed little since the late nineteenth century. Today, employers and employees must deal with an archaic system that is neither efficient nor cost effective. However, amid the general apathy caused by this disorder, some refuse inevitability and work in the companies of the future.

What do the Belgian Ministry of Social Security, the Indian giant HCL and hydraulic hose manufacturer Chronoflex have in common? They're all "liberated". The unifying principle: elimination of all middle management coupled with the total autonomy of employees in decisions to improve productivity. Moreover, their leaders are chosen by the employees. And it works: the growth of these companies is quite dramatic.

Martin Meissonier films the men and women who, despite the general pessimism, moved out of the box to invent new forms of work organisation. A welcome breath of fresh air.

[Watch the film here \(in French\)](#)

# The trade union role in the promotion of sustainable growth and quality jobs creation

## Conference Report



This was the title of a conference in Riga on 26 – 27 February 2015 under the Latvian EU Presidency, organised by the **Free Trade Union Confederation of Latvia (LBAS)** and the **European Trade Union Confederation (ETUC)**. The **Employers' Confederation of Latvia (LDDK)** participated actively.

Subjects included quality jobs creation, youth unemployment, free movement of workers and impact and capacity of trade unions. All the presentations can be found at <http://www.lbas.lv/projects/konference>

Based on the results of the **European Company Survey 2013**, **Stavroula Demetriades** of Eurofound showed that social dialogue correlates positively and simultaneously with employee wellbeing and organisational performance. EUWIN's **Frank Pot** was invited to speak about how workplace innovation can achieve quality jobs. He described **EUWIN** as well as examples of national programmes such as the Finnish **Business, Productivity and Joy at Work** case and these were of considerable interest to several participants.

Developing such a momentum in Latvia will take some time. Current priorities are job security, wages and taxes, reflecting the condition of the Latvian economy. Because of the 'occupation' by the Soviet Union until 1991 countries such as Latvia did not enjoy the benefit of debates and policies on 'quality of working life' in the 1970s, on 'sociotechnical systems design' in the 80s nor on 'empowerment of workers' - unlike some countries in Western Europe.

Improving social dialogue in Latvia is seen as the precondition for progress in this direction and key participants in the conference showed great willingness to make this happen. Representatives of Latvian trade unions and employers' confederation will be invited to the regional **EUWIN event in Lithuania on 15th June**.

**Our thanks to [Frank Pot](#) for compiling this report.**

[Read more about Trade Unions and Workplace Innovation](#)

## Creating win-win arrangements for companies & employees Launching Eurofound's 3rd European Company Survey Report



Well over a hundred delegates from twenty countries discussed the findings of the 3rd European Company Survey (ECS) Report at its launch in Latvia's magnificent Parliament Building (the Saeima). They heard that companies which involve staff in joint decision making and participative ways of working score better both in terms of performance and well-being.

This potential for convergence between the interests of companies and those of workers is a key message to emerge from the report. It provides plenty of evidence that such 'win-win' outcomes for companies and their employees are achievable – yet these participative and empowering practices are far from universal in Europe's workplaces. "The results show that there is room for improvement in our European establishments. An interesting start to this discussion was whether the bottle is half full or half empty. The ECS report provides the information to continue this discussion in a more nuanced way", says EUWIN's Frank Pot.

[Read more](#)

## Your chance to contribute



[EJWI](#)'s launch last month attracted considerable attention, not just in the research community but well beyond. It doesn't just aim to provide a unique forum that brings different academic disciplines and forums together. It will also help build bridges between researchers and practitioners.

Can you contribute your knowledge, insights and experience?

This open access journal welcomes articles, case studies and discussions reflecting diverse perspectives and traditions from across Europe.

[Learn about EJWI](#)

## Save the Date

Keep up to date with EUWIN events



11 <sup>th</sup> April	Vilnius, Lithuania	EUWIN event in Vilnius. Psychologist in an Organization: Workplace Innovation Challenges and Solutions. Click <a href="#">here</a> for details.
7 <sup>th</sup> May	Gipuzkoa, Spain	Workplace Innovation (Donostia-San Sebastian) Organiser: Sinnergiak, Gipuzkoa Chamber of Commerce, EUWIN. Register <a href="#">here</a> .
6 <sup>th</sup> - 7 <sup>th</sup> May	TBA, Guadeloupe	Colloque. Innovation Sociale dans les Petites et Moyennes Entreprises. Représentations, pratiques, pilotage et prospective. Organiser: Aract Guadeloupe (Université des Antilles). EUWIN will participate.
28 <sup>th</sup> - 29 <sup>th</sup> May	Berlin, Germany	Arbeit in der digitalisierten welt (Working in a digitalized world), Berlin. More details <a href="#">here</a> .
15 <sup>th</sup> June	Vilnius, Lithuania	EUWIN event in Vilnius: Industrial Policy Conference. Click <a href="#">here</a> for details.
TBA, June	Poland	Event in Poland (date and venue to be announced).
9 <sup>th</sup> September	Leuven, Belgium	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. For more details click <a href="#">here</a> .

[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.

