



Welcome to:

European Workplace Innovation Network | August Bulletin

EUWIN is an initiative of the European Commission's Directorate General for Internal Market, Industry, Entrepreneurship and SMEs

People helping People Case of Polpharma in Poland



“Everyone is unique, everyone has talent and we are very good at finding this unique spark in everyone.” Dorota Piskorska, HR & Corporate Director

Established for over 80 years, Polpharma is the largest manufacturer of pharmaceuticals in Poland servicing the Central and Eastern European, Caucasus and Central Asian markets. It is among the top 20 generic drug manufacturers in the world, employing over 7,500 people across 7 manufacturing plants in Poland, Russia and Kazakhstan as well as 7 research and development centres. Polpharma Group's portfolio includes about 600 products, and another 200 are under development.

Success in this market requires talent. But in times of high competition it is not easy to find and keep skilled employees. How does Polpharma cope with this problem?

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Innovating the Workplace - step by step

How to foster innovation in organisations?



The world of work is changing today at a rate faster than ever before. Learning to adapt to an increasingly digitized and globalized environment is becoming a crucial competence. More and more organizations and their employees are realising they need workplaces that are flexible, adaptive, transparent, that foster collaboration and encourage creativity.

Powered by [The European Workplace Innovation Network](#) and [ITOL SoL](#), 'Innovating the Workplace' was a one day think tank event that sought to bring together disruptive and daring minds interested to discuss ways in which we can rethink working environments fit for the 21st century.

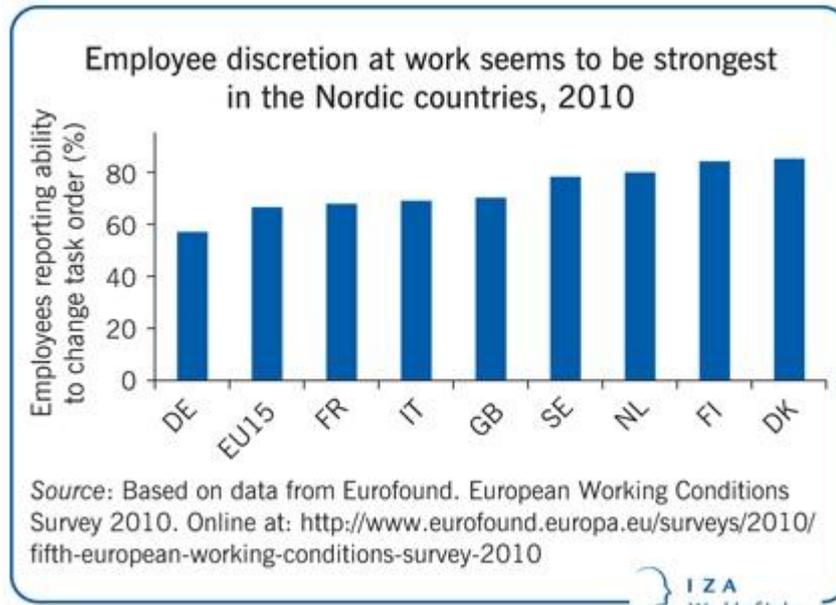
Read more to find out all the insights from **Tiina Saar-Veelmaa** (Proekspert), **Peter Totterdill** (UK Work Organisation Network), **Roxana Mocanu** (ITOL SoL), **Oana Craioveanu** (Impact Hub), **Grzegorz Drozd** (European Commission, EUWIN), and many more.



Roxana Mocanu
ITOL SoL Learning Practice Leader

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High involvement management and employee well-being



The impact of high involvement management practices has been hotly debated by academics since the 1980s, when they were first brought to the fore by management thinkers. Practices coming under this banner include self-managed work teams, problem solving groups, management information-sharing with employees, employer-provided training and incentive pay. Much is now known about the financial and productivity gains enjoyed by firms that employ high involvement management practices, but what impact do these practices have on employee wellbeing and health?

Two starkly contrasting views have been proposed by researchers in this area, with both sides taking the 'demand-control' model as their lens. One side argues that high involvement management makes work more rewarding and meaningful by increasing employees' control, discretion and autonomy at work. The other takes a more critical stance on the effects of high involvement management; claiming that these practices increase workload and the pace of work only marginal improvements in control possibilities for the employee.

Petri Böckerman, of the Turku School of Economics, and Labour Institute for Economic Research, Finland, and IZA, Germany, has examined the empirical research on this question, which has begun to take into account the effects of 'self-selection'; namely the consideration that more able employees are more likely to enter companies and roles which enable greater discretion and autonomy.



Petri Böckerman
Turku School of Economics, and Labour Institute for Economic Research,
Finland, and IZA, Germany

[Read his findings and conclusions here](#)

Workplace innovation and the new industrial revolution



Cars that can drive themselves, and software that in the near future will diagnose diseases more accurately than doctors: these are just two examples of a phenomenon referred to as "the second machine age" in which automation, robotisation and digitalisation are transforming our workplaces and economics.

Some see the advance of technology in the workplace in stark terms of the human hand and mind being displaced and ultimately replaced by the automation and algorithms of machines. But can technology and humanity evolve in a complementary way in the workplace? How can technology be harnessed to maximise an employee's skills, knowledge, well-being and all-round potential, and vice versa, rather than rendering him/her a cog in the wheel?

These questions were tackled by participants in one of the lively sessions at the European Trade Union Institute (ETUI) and European Trade Union Confederation (ETUC) conference [‘Shaping the new world of work. The impacts of digitalisation and robotisation’](#), which took place between 27th and 29th June 2016 in Brussels and hosted over 500 participants.



Frank Pot
Radboud University, The Netherlands

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The European Journal of Workplace Innovation: The Debate Expands



The European Journal of Workplace Innovation, published from the new University of Agder in Norway, was founded to take forward debates that have been initiated by, among others, the European Workplace Innovation Network (EUWIN).

The subject of the journal – Workplace Innovation – invites ongoing, lively dialogue, where it is important to listen to different points of view, rather than expecting overall agreement. It offers an arena where a number of previously separate discourses can meet. The Journal seeks to broaden the terms of debate, while ensuring a Europe-wide focus for case studies and keeping EU policies and programmes as a basis for international benchmarking.

The articles published so far have developed a number of debates in which Workplace Innovation plays an important role, even without formal definition. They have included topics from “Industry 4.0” in Germany and the need for humanisation; the potential contribution of Workplace Innovation to the work and health of older workers; and case studies of innovation practices in the public sector context of Swedish municipalities. Workplace Innovation begins to take shape when it is explored against the background of such differences.

EJWI is free, open access and online. Taking the twin backgrounds of work and learning, it provides an important opportunity to engage in international dialogue, collaborating across borders of countries and disciplines.

You are invited to join EJWI, as a reader and contributor. Your continent needs you!

Find out more and register on the website www.ejwi.eu



Richard Ennals
University of Agder, Norway

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Save the Date

Keep up to date with EUWIN events



23 August 2016	Taastrup, Denmark	Creating Innovative and High Performing Workplaces. More details here .
13 September 2016	London, UK	London Workage Conference: Making work more sustainable throughout the life course. Read more and book your place here .
20-21 September 2016	Berlin, Germany	Innovations for Society – New approaches and methods for developing the potentials of social innovations. More details here .
29 September 2016	Brussels, Belgium	Brussels Workage Conference. Workplace Innovation – Sustainable Work: Retaining Europe's ageing workforce. More details here .
5-6 October 2016	Bristol, UK	Invitation to Saint-Gobain with Fresh Thinking Labs. Fresh Thinking Labs the international open source movement for workplace innovation is your pathway to the best workplace practices and latest thinking from across Europe and beyond. Find out more .
6-7 October 2016	San Sebastian, Spain	Urban Social Innovation: System, Policies and Impact. A European Meeting to debate issues related to Urban Social Innovation. Organiser: Sinnergjak Social Innovation. More details here .
10 October 2016	Brussels, Belgium	EUWIN Conference in Brussels. Presentation of European Workplace Innovation Network's Success. EUWIN will show in Brussels the results of four years of work. Be sure to participate in this event! BOOK NOW
14-15 October 2016	Barcelona, Spain	European Organisation Design Forum Annual Conference. Thinking, Feeling, Playing, Doing Organisation Design for the 21st Century Organisation. Read more

[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.

