



Welcome to:

European Workplace Innovation Network | **First quarter bulletin**

EUWIN was established by the European Commission's *Directorate General for Internal Market, Industry, Entrepreneurship and SMEs*, and is now managed by [TNO](#) and [Workplace Innovation Europe](#)

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EUWIN: The Next Phase

Welcome to our new quarterly Bulletin

As soon as the European Commission launched EUWIN at the beginning of 2013 we knew that it would become so much more than just a four-year project – and with your help our predictions have been surpassed!

Our aim, as EUWIN's Co-ordinators, was to build a social movement across Europe. We wanted to inspire enterprises, social partners, policymakers, researchers and other stakeholders with the potential to transform productivity, the capacity for innovation, agility and, not least, the health, wellbeing and engagement of employees.

And just look at what has happened in those four years! As an evidence-based concept, workplace innovation is becoming part of the common business vocabulary. It is taking root in places as diverse as the Spanish Basque Country, Scotland, Poland and Romania, and continues to enjoy the energetic support of policymakers in countries such as Finland, Flanders, France and Germany.

EUWIN's network has gone from strength to strength. It is now a community of more than 7000 people and we have more than 8000 page views a month on our growing [Knowledge Bank](#).

Our contract with the European Commission has now come to an end. So will EUWIN's vibrant community continue? Well, we didn't have to give this much thought, and the answer is a decisive YES! EUWIN will continue, not least because you've demonstrated that it is needed and because it is our passion to drive the movement for better, more productive, healthier workplaces forward as far as we can.

We have fewer resources but will cross-subsidise EUWIN from as many sources as we can. This is how you can help us build and sustain the momentum:

- **Join and/or promote [Fresh Thinking Labs](#)**, the European *Online* and *In Person* platform for company-to-company exchanges of workplace innovation experience and knowledge (see below). Fresh Thinking Labs is part of EUWIN's legacy and provides a unique resource for people trying to change organisational culture and practice. Membership subscriptions will help to support the continuation of the [Knowledge Bank](#) and other EUWIN activities.
- **Resource EUWIN** by including [TNO](#) and [Workplace Innovation Europe](#) as partners in your funding proposals. We can help with the production of learning materials and films, and with project dissemination activities, all of which help to build our freely available [Knowledge Bank](#).
- **Commission us** to produce films or case studies of innovative practices in your organisation and help promote yourself as a great employer to the thousands of people who visit EUWIN's [Knowledge Bank](#) each month.
- **Crowdfund** EUWIN events, media, research and knowledge sharing. Contact us at info@euwin.net with your ideas.
- **Send us** articles, case studies, blogs, tools and resources for the Bulletin and Knowledge Bank (info@euwin.net).
- **Influence** stakeholders at local, regional and national levels to stimulate, resource and sustain workplace innovation – and let us know how you get on!

- **Lobby** policymakers and politicians at EU level to put workplace innovation – and EUWIN – at the heart of European policy agendas for innovation, competitiveness, workplace health, labour market inclusion and active ageing.

EUWIN is your movement: its future is in your hands!



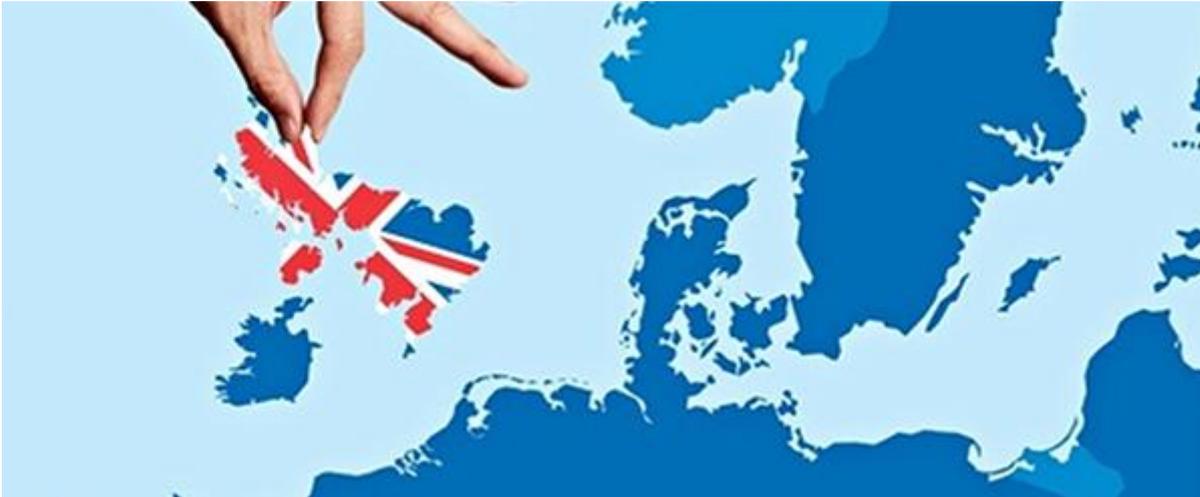
Peter Totterdill



Steven Dhondt

And a personal note on Brexit from Peter . . .

We didn't see that one coming



Workplace Innovation, our not-for-profit organisation in the UK, has its origins in some thirty years of EU-funded projects and programmes. Around half of our work takes place in Europe as a whole. During this time we have brought companies together from nearly thirty countries to share ideas and experiences of ‘what works’; we have created tools and resources that draw on international research to provide the practical knowledge needed in the workplace; we have highlighted the role of trade unions and employers’ organisations as “knowledgeable participants” in workplace innovation; we have worked directly with the European Commission to support better and more productive workplaces; we have supported regional and national policymakers in settings as diverse as Scotland, Estonia and the Basque Country; and we have helped countless individual companies combine high performance with high quality of working life.

Most importantly we have been privileged in enjoying a trusted network of colleagues and friends from many European countries.

The Brexit vote won’t prevent us from continuing our work across Europe. In doing so we will strengthen opportunities for companies in the UK and internationally to build connections, learn from each other and innovate together.

Fresh Thinking Labs, our new platform, creates unique opportunities for companies to exchange ideas and experience *Online* and to visit each other’s workplaces *In Person* as critical friends.

We are now moving our international activities to **Workplace Innovation Europe**, a new not-for-profit organisation registered in Ireland. My colleagues and I are delighted to welcome Cathal O’Regan, Frank Pot and Leila Kurki as Directors of the new venture. And we are exploring ways of working even more closely with our partners across Europe.

These are challenging and uncertain times but we will always be committed to working with our friends and colleagues throughout Europe.

www.goodworkplaces.net

How to make good working life a competitiveness factor for Finland

Good working life as Finland's competitiveness factor

The [Working Life 2020](#) project was started by the Finnish government in 2012 as a broad-based consortium for the improvement and renewal of working life. The project involves more than 60 organizations, including government organizations, labour market organizations and other expert organizations of various kinds.

In 2014, the Working Life 2020 project appointed a group to prepare a proposal on how the Finnish working life brand should be strengthened. The aim was to support economic growth in Finland in the long term, help Finland to succeed in international cooperation and elevate Finland's status as an example and inspiration for others. The group, comprising experts from different organizations, submitted its proposal to the project in December 2016.

The group defines foreign investors, companies, workforce and consumer clients as primary clients of the Finnish working life brand. Three brand attributes and supporting brand narratives were written by the group. The focus area of the *skills narrative* is that the Finnish working life represents top expertise in the world. According to the *cooperation narrative*, the Finnish working life represents the most highly developed cooperation in the world. The *safety narrative* is based on the view that the Finnish working life represents the safest environment in the world.

The group proposes that strengthening of the working life brand is linked as part of the overall country branding work conducted by the government under the so-called Team Finland concept. In addition, the Association for Finnish Work has taken strengthening of the Finnish working life brand as part of its agenda in line with the group's proposal.

Branding working life is not possible unless the brand attributes and narratives are based on true features of working life and society of the country in question. By making working life a brand for Finland, we hope to raise the status of good working life and the promotion of workplace innovation in the overall political agenda in Finland as well.



Tuomo Alasoini
TEKES, Finland

[Download the full Report](#)

How to create a culture of innovation in your workplace



Suggestion schemes, ideation platforms and kaizen groups are increasingly present in all types of organisation from manufacturing, financial services and cool IT companies to the police and government agencies. And yet many of these same organisations continue to wrestle with the knowledge that “our people aren’t really engaged with the improvement and innovation agenda”, or worse, that “they just want to go to work to do their jobs and that’s it”.

We’ve seen a real change in recent years as managers come to understand that unleashing the accumulated knowledge, experience and creativity of workers at every level can play an important role in improving business performance, and giving companies the competitive edge. So often, however, this recognition is tinged with frustration that those same employees are not responding fully to the opportunities placed in front of them.

So what is to be done?

Fresh, exciting companies such as [Innocent](#) and [Red Gate Software](#) were created around the proposition that everyone should come to work to improve the business as much as to deliver their functional tasks. For more established businesses, creating a comparable culture of innovation often means overturning established ways of doing things and, not least, giving people the confidence to speak out, to challenge and to share the ideas and insights previously confined to private conversations with their peers.

The striking thing about truly innovative companies is the systematic way in which their organisational structures, systems, processes and working practices are all aligned to recognising and encouraging the creativity of individual employees and teams. The lesson for more established businesses is that they need to look beyond the occasional invitations to contribute ideas and examine how employees’ experience of the workplace as a whole encourages – or discourages – their engagement in improvement and innovation:

- Does performance measurement and appraisal incentivise or restrict involvement in improvement and innovation?
- Do line managers coach employees to think critically and creatively – or do they discourage difficult questions?
- Is employee-led improvement and innovation a clear corporate value, continually reinforced by the senior team behaviour?

Of course there are many more factors to consider, and the free [Essential Fifth Element Diagnostic](#) tool is a great starting point.



Welcome to The *Essential* Fifth Element Short Diagnostic

The following questions each relate to evidence-based workplace practices, all of which play an important role in shaping business performance and quality of working lives.

You will receive a short report at the end of the diagnostic and we will be delighted to discuss your results with you in detail. An in-depth Diagnostic, including a full employee survey, is also available. Contact us to discuss your requirements.

[Start the Survey](#)

Above all, **learning from others** must become a vital part of the journey. Case studies and films are a valuable resource, but nothing beats face-to-face dialogue with the people leading successful change in other organisations. That's why we've created [Fresh Thinking Labs](#), an online platform but one which offers In Person opportunities for sharing knowledge and experience of what works. All Fresh Thinking Lab members enjoy access to our [Open Events programme](#), with a growing number of company-hosted activities focused on different aspects of innovation culture. For example:

9th-10th
May
London



GE Mining: Transforming culture

Discover the experiences and challenges of an exciting and ambitious prospect of changing the culture in one of the world's largest multinationals.

14th-15th
June
San Sebastian



Ederfil Becker: Self-Managed Teamworking in a Flat Organisation

This striking example of innovative management ascribes its remarkable competitive advantage to self-organised teams in which communication, transparency and employee voice set the lines of action of its daily operations.

Watch out for further Open Events and Webinars – coming soon!

Find out about Fresh Thinking Labs at www.freshthinkinglabs.com

Industry 4.0 and social innovation

Strangers or Friends?



In accordance with general labour policy consent in Germany, a socio-technical design is supposed to balance the pros and cons that the realisation of Industry 4.0 (Industrie 4.0) implies. Thus social innovation is supposed to contribute to the implementation of human-orientated and participatory forms of designing workplaces. However, the conceptual and theoretical reference points of social innovation are not given enough attention and are not systematically linked with Industry 4.0.

This report offers a critical analysis of Industry 4.0 using a concept of social innovation that has been developed by the Sozialforschungsstelle Dortmund. Taking this perspective into account, it is shown that a technocentric view of Industry 4.0 ignores a lot of problems and lacks the perspective of what a comprehensive concept of innovation can offer. In Germany the digital transformation is driven by a national Hightech Strategy and by network activities summarised in the “Digital Agenda”. In this context the debate on Working 4.0 (Arbeiten 4.0) promotes a more profound and comprehensive discussion on the topic. It favours a more advanced development of conceptual alternatives.



Ralf Kopp
Sozialforschungsstelle TU Dortmund

[Download the full Report \(in German\)](#)

What do Diversity and Inclusion mean to you?



A lesson from history: JFK started out his presidency by consulting the “wise old men” in the CIA and military, who provided a partial view based on uniform cultural assumptions, resulting in the Bay of Pigs debacle.

What comes to mind when you think about Diversity and Inclusion in the workplace? Is it merely the latest HR fad? Is it simply about ticking boxes to ensure compliance with the Equality Act 2010? Is it just about ‘doing the right thing’? Or can it make a fundamental and positive difference to the culture and performance of an organisation?

Progressive employers increasingly taken a more positive, creative and nuanced understanding of difference as a source of new ideas, constructive challenge and more innovative ways of working; in other words, something to be actively sought out and celebrated.

[Download our Diversity & Inclusion Briefing Paper](#)

Workplace Innovation: Scotland can lead the world



A ground-breaking initiative is changing Scottish workplace practices. Scotland is aiming to be a world leader in supporting measures that will improve performance, productivity and the health and well-being of employees on a national scale.

Professor Peter Totterdill, Director of Workplace Innovation Limited, was speaking after facilitating a workshop for Scottish Enterprise's Workplace Innovation Engagement Programme (WIEP), which has seen ten participating businesses supported in their ambitions to improve workplace practices.

He said: "For many years we have been attempting to bridge the gap between academic evidence and its practical application.

"Now as part of its commitment to enhancing economic competitiveness and growth, we are helping Scottish Enterprise to deliver a practical programme offers Scottish businesses the opportunity for 'deeper engagement' in the principles and practice of workplace innovation."

[Read more](#)

Evidence into Practice:

Introducing Multi-Disciplinary Teamworking to Maternity Services



Rosemary (centre) leads a process mapping exercise at Craigavon with Patricia and Jeni (right).

The evidence has been around for a long time. Multi-Disciplinary Teamworking in healthcare leads to better clinical outcomes and experience for patients, and better quality of working life for staff.

Yet it is far from universal. Multi-Disciplinary Teamworking challenges traditional professional roles and demarcations, and can be hard to achieve. While the general principles that characterise good clinical teams are well understood, their translation into specific clinical settings involves open dialogue, experimentation, learning from failure, and persistence. All of this must take place without any relaxation of day-to-day clinical pressures.

Our [case study and short film](#) offer practitioners fresh insights into how Multi-Disciplinary Teamwork principles can be translated into practice. It is based on an eighteen month change programme led by **Workplace Innovation** in partnership with **Southern Health and Social Care Trust** in Northern Ireland.

The programme was led by Workplace Innovation's [Rosemary Exton](#), a highly experienced change facilitator with an extensive background in the NHS and knowledge of hospital practice in several parts of Europe.

[Download the case study and watch the film here](#)

Very Special Issue 3.1 of EJWI



Allan Larsson appointed as Special Adviser for the EU Pillar of Social Rights

Many EUWIN members will remember Allan Larsson as Director-General for Employment and Social Affairs in the European Commission when the Green Paper "Partnership for a New Organisation of Work" was published in 1997. This provided a policy framework which encouraged research and practical interventions concerning work organisation and workplace innovation.

Today we await the announcement of new policies and programmes from the Commission. Allan Larsson is personal adviser to the European Commission President, with a focus on the European Social Pillar.

In his individual capacity, Larsson has written the major paper "How to understand the times we are living through", which is the basis of a "Very Special Issue" 3.1 of the [European Journal of Workplace Innovation](#). In contrast to the Green Paper focus on companies and organisations in the European Union, which was growing in relative stability, the new paper seeks to make sense of the "nightmare scenario" which has now arrived. Larsson presents a macroeconomic analysis, deeply critical of neoliberalism, and covering events up to Brexit and the Trump Presidency.

What does this mean for work and society in the European Union? Allan Larsson does not set out new policies in this paper. He leaves that task to the next generation, including EUWIN members and EJWI readers. We hope to publish your responses in future issues of EJWI, which is free, open access, and online.

[Access the Journal here](#)

The Resilient Innovation Team



Organising in a mindful way is key to helping innovation teams become more resilient and thereby increase the chances of innovation success. Organising as such, called *mindful infrastructure*, implies creating the right conditions for teams to excel.

To this end, four elements are crucial. When teams are 1) feeling psychologically safe, 2) experience a learning environment, 3) have a say in decision-making, and 4) see that leadership creates synergy, the foundation is laid for resilient team behaviour. In turn, this *team innovation resilience behaviour* enables teams to successfully deal with critical incidents, which, otherwise, could lead to innovation failure.

Resilient innovation teams are extremely alert to small things that can become big problems, hate to jump to conclusions, link management goals with operational practice, value expertise stronger than rank, and can radically change course if required. This helps them keep their innovation projects on track and thus improve the chances of innovation success.

This study has sought to investigate the scientific underpinnings of mindful infrastructure and team innovation resilience behavior. In addition, it provides practical guidelines for building a Resilient Innovation Team.

The resilient innovation team. A study of teams coping with critical incidents during innovation projects is Peter Oeij's PhD dissertation, defended 25 January 2017 at Open University Netherlands.

Editor's note: Well done Peter!



Peter Oeij
TNO, Netherlands

[Download your personal copy here](#)

Save the Date

Keep up to date with EUWIN events



3 May 2017	San Sebastian, Spain	Gipuzkoa Workplace Innovation Conferences. Theme: Participation. More details: Egoitz Pomares .
8 May 2017	San Sebastian, Spain	Gipuzkoa Workplace Innovation Conferences. Theme: Law and Regulation. Contact: Egoitz Pomares .
9-10 May 2017	London, UK	GE Mining: Transforming Culture – Changing culture in one of the world’s largest multinationals is an exciting and ambitious prospect. Sign up here .
11 May 2017	Leeuwarden, The Netherlands	Workplace Innovation in Dutch communes. Speaker: Prof.dr. Steven Dhondt. Details here .
15 May 2017	San Sebastian, Spain	Gipuzkoa Workplace Innovation Conferences. Theme: Territorial Development. Contact: Egoitz Pomares .
17-20 May 2017	Dublin, Ireland	EAWOP Conference - Enabling Change through Work and Organisational Psychology. Details here .
22 May 2017	San Sebastian, Spain	Gipuzkoa Workplace Innovation Conferences. Theme: Business Ecosystem. Contact: Egoitz Pomares .
29 May 2017	San Sebastian, Spain	Gipuzkoa Workplace Innovation Conferences – Theme: Learning . More details: Egoitz Pomares .
1-2 June 2017	Lisbon, Portugal	Innovative Conference 2017 – Workshop on “Workplace Innovation: how to get companies to start the change?” More details here .
14-15 June 2017	San Sebastian, Spain	Ederfil Becker: Self-Managed Teamworking in a Flat Organisation – Ederfil Becker is a striking example of innovative management. More details here .
21 June 2017	Antwerp, Belgium	Day of the Industry: Workplace Innovation in the Flemish manufacturing industry. More details here .
21-24 June 2017	Glasgow, UK	17th EURAM Conference - “Making Knowledge Work”. Georganiseerd door University of Strathclyde Business School. More info here .

7-
8 September 2017 Trondheim,
Norway

The 21st International Workshop on Teamworking (IWOT). Organised by the Norwegian University of Science and Technology (NTNU). Details [here](#).

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.

