



nederlands centrum voor sociale innovatie **ncsi**

# The future beyond the Work Innovation Network

**Fietje Vaas; 11 March 2010**

## Input

## Throughput / WIN actions

## Output

## Outcomes

Information & knowledge on programmes and best practices existing EU networks

- benchmarking
- Network building
- Joint calls
- Sharing of knowledge on programmes and best practices via website and meetings

R&D collaboration in EU in the field of work-oriented innovation

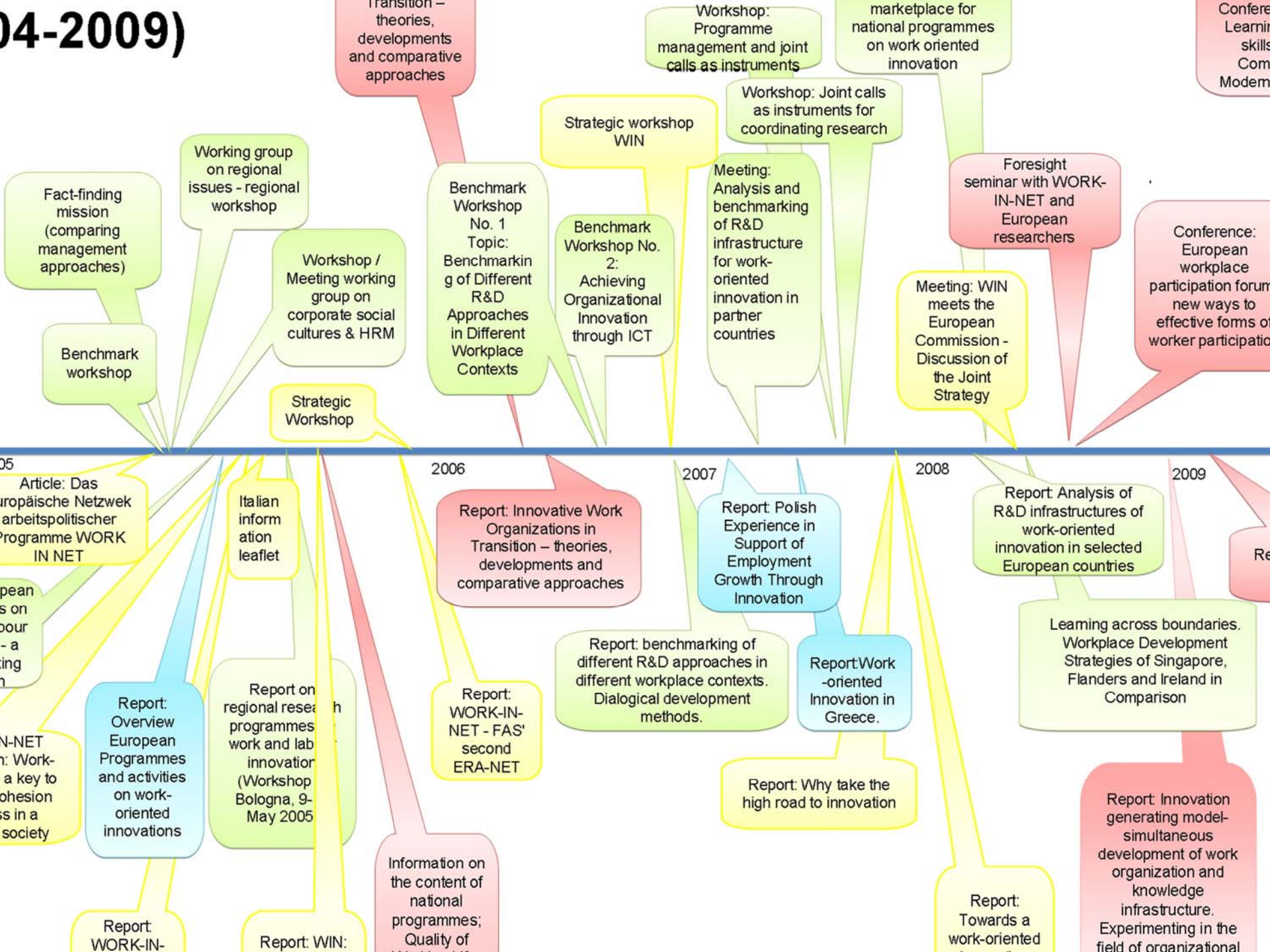
Companies & public Organisations have improved their (social) innovative power

Strategic awareness about the importance of work-oriented innovation and 'high road thinking'

EU: employment, cohesion and competitiveness



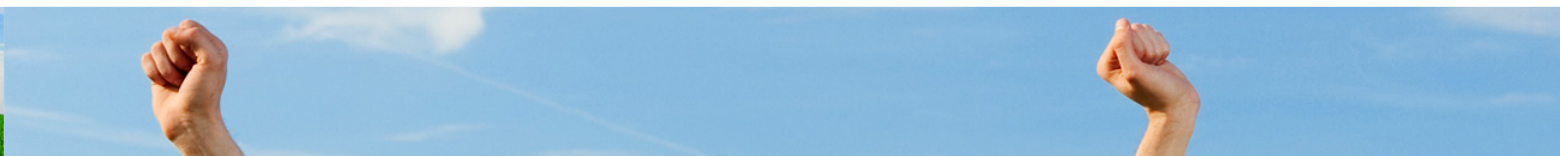
# 2004-2009



# Results

**Knowledge shared in many conferences, workshops and excursions and publications,  
about: similarities and differences in national programmes on Work innovations.**

**An European network that provides for an infrastructure for joint calls and joint programmes in the future**



## Evaluation

*Reflecting on the scheme of slide 2:*

WIN succeeded realising an infrastructure for joint R&D activities.

There was little exchange of knowledge about best practices (result and implementation strategies)

There was little exchange of knowledge about influencing strategic agendas

**To influence the outcome is still a challenge  
Dissemination and valorization demand for attention**



# Future Themes

Source:  
Note EU 2020

The valorization of knowledge

The challenges of the digital economy

The preparation to a transitional labour market



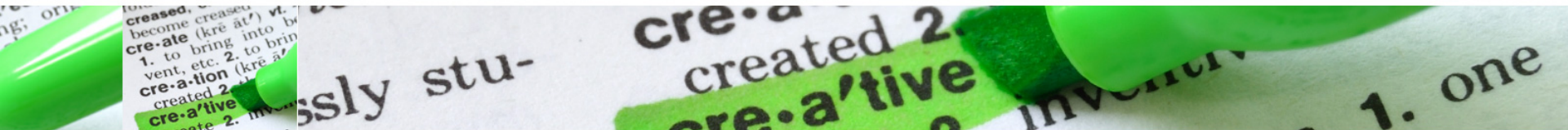
# Future actions,

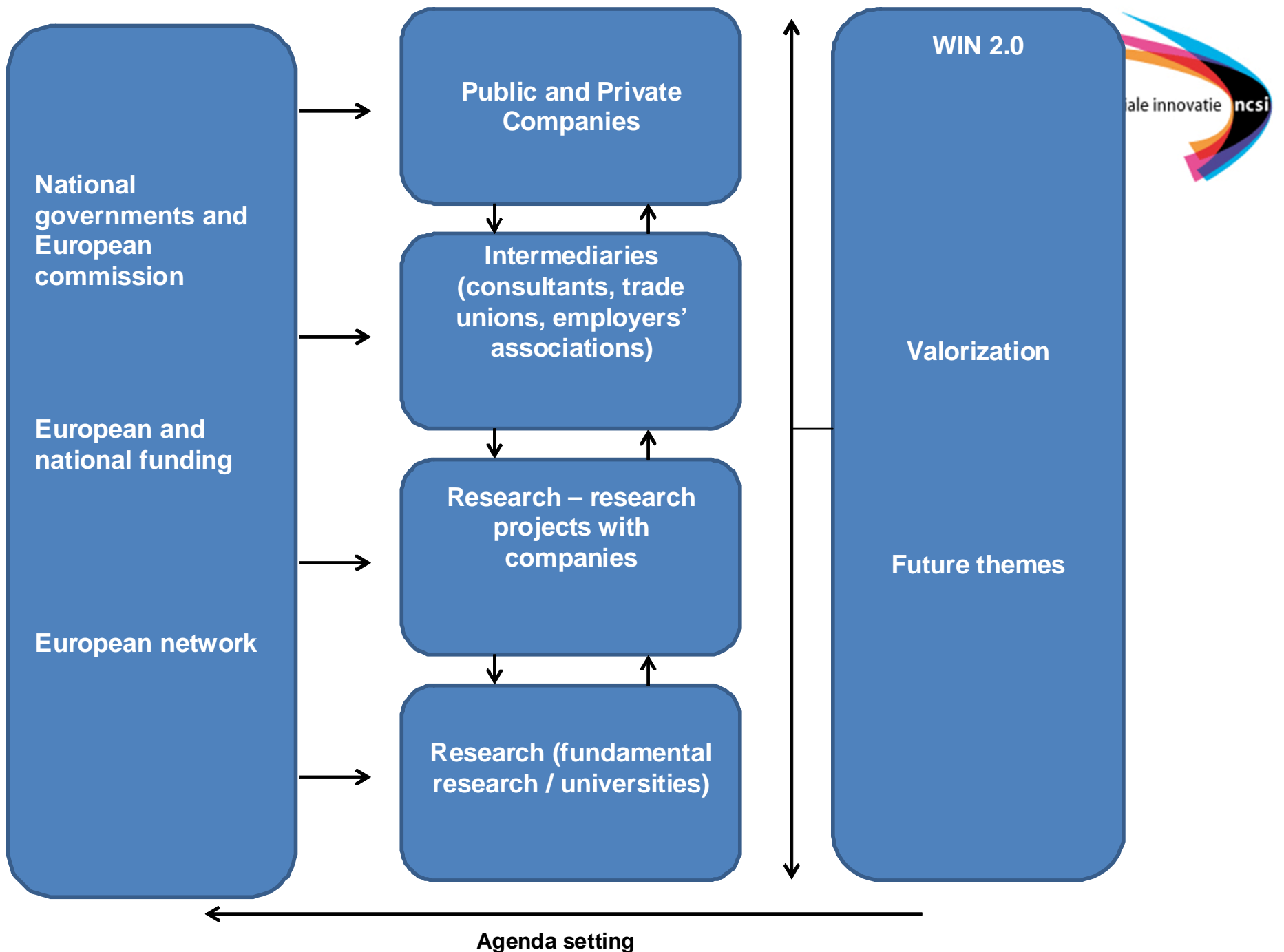
## *Lessons from the national programmes*

**Joint research programme for comparisons of programmes and trends**

**European Databank for good practices and survey results**

**Innovation infrastructure embedded in social dialogue**







# The Definition Map of the Netherlands Centre for Social Innovation

**What is social innovation?**

## A DEFINITION

Social innovation is a renewal in labour organisation and in labour relations that leads to improved performance by the organisation and realisation of talents.

## A NUMBER OF GOALS

### Societal goals

- Social innovation aims to maintain prosperity and encourage its growth.
- Social innovation aims to improve the competitive position of the private sector.
- Social innovation aims to overcome the shortage of skilled labour in the future.
- Social innovation aims to increase the number of people becoming/remaining active in the labour market.
- Social innovation aims to make technological innovation possible.

### Goals of organisations

- Social innovation aims to improve performance by increasing labour productivity.
- Social innovation aims to utilise the organisation's knowledge, competencies and technology more effectively.
- Social innovation aims to accelerate development of new products and services.
- Social innovation aims to produce motivated and committed employees.
- Social innovation aims to make the organisation more attractive in a tight labour market.

### Goals of employees

- Social innovation aims to improve job satisfaction.
- Social innovation aims to find balance between work and private life.
- Social innovation aims to promote personal development opportunities and lasting employability.

## A NUMBER OF TYPICAL APPROACHES

### Labour organisation

- The organisation provides opportunities to work (together) independently of time and place.
- The organisation allows employees to determine their working hours (in consultation).
- The organisation facilitates flexibility by using, among other things, ICT.
- The organisation allows employees to spend part of their working hours on developing new ideas.
- The organisation has a diverse workforce and uses this effectively.
- The (logistical) processes are organised as effectively as possible in consultation with employees.

### Labour relations

- Employees and management jointly formulate the organisation's ambitions.
- Employees have a say in the organisation and its decisions.
- Management and employees encourage each other to (learn to) innovate and to show creativity and daring.
- Management and employees trust each other.
- Employees are responsible for managing their tasks autonomously.
- Employees and managers are allowed to make mistakes and dare to admit them.

### Relations with others

- The organisation works on innovation with partners (suppliers, clients, people in the community).
- The organisation works together with knowledge organisations.
- The organisation is involved in the community and with social issues.

## SUCCESSFUL EXAMPLES

### Street Cleaning Company, The Hague

- Incentive**
  - The street cleaning company in The Hague may lose work because the municipality is reducing regular cleaning runs.
- Social innovation**
  - Broad employability of personnel in inseparable teams.
  - Cleaning at fixed times replaced by cleaning when it is required.
  - Introduction of a coaching style of management.
- Results**
  - The Street Cleaning Company is able to retain the municipality's business.
  - Personnel in The Hague is cheaper for less cost.
  - The company's street cleaners are more inseparable, healthier and have more pride.

### Google

- Incentive**
  - Social innovation is part of the corporate philosophy.
- Social innovation**
  - Innovative talent is part of every job description.
  - Employees can devote 20 percent of their time to innovation.
  - There is a positive climate in which making mistakes is allowed.
  - Employees are given freedom and trust to work across team boundaries.
  - Google offers interaction stimulation, for example inspiring lectures.
- Results**
  - Google is market leader in its own field, satisfied employees are motivated employees.
  - Google generates a constant stream of new products and services.

### Your organisation

- Incentive**
  - .....
- Social innovation**
  - .....
  - .....
  - .....
- Results**
  - .....
  - .....
  - .....