



## The future beyond WORK-IN-NET

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### WORK-IN-NET

Labour and innovation: Work-oriented innovations – a key to better employment, cohesion and competitiveness in a knowledge-intensive society

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The NCSI aims to support and increase job satisfaction and productivity in the Netherlands by innovation.

**Work-In-Net (WIN)**

Labour and innovation: work-oriented innovations – a key to better employment, cohesion and competitiveness in a knowledge-intensive society.

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# 1 Introduction

The ERA-net scheme is an innovative component of the European Union's Framework Programme, which supports cooperation and coordination of national research activities to strengthen the European Research Area (ERA). The Work-in-NET (WIN) network, supported within the ERA-NET scheme under the 6th Framework Programme of the European Commission, has set the ambitious goal to establish a transnational funding programme in the field of work-oriented innovation.

The aim of WIN is to build up sustainable communication and cooperation channels in Europe between the still fragmented national and regional research activities in the area of work-related innovation. Information will also be shared with the other member states of the EU where innovative work organisation is less advanced, in order to contribute to reducing the economic and social differences between north and south and between Eastern and Western Europe.

This report forms a part of work package 10 of the WIN project. Work packages 9 and 10 include starting the work on the joint foresight exercise and cooperation agreements. In the final phase of the work-oriented innovation network activities, a summary is made of what has been realised and an evaluation is made of the state of the art in the light of the future challenges. Where do we stand in terms of building up the R&D collaboration in the field of work-oriented innovation in the participating EU countries and what should be the next steps?

The aim of this task is to evaluate WIN activities and results (a look back on WIN) in such a way as to demonstrate the extent to which we have succeeded in building up a European knowledge infrastructure that is vital and flexible enough to respond to the questions about work-oriented innovation that will come up in the near future. The ambition is also to indicate what future activities will be needed to maintain the network facilities and to use the infrastructure to support work-oriented innovations in EU countries and across borders. The work of the partners in WIN should be 'sustainable' in the sense that 'it has created a platform for the future existence of new work systems and processes; its heritage is resource-regenerative rather than resource-consuming' (Wilhelmson and Döös, 2008).

The report of this task therefore gives a brief summary of the results of WIN and focuses on the future of cooperative R&D projects on work-oriented innovation and the valorisation of their results.

## 2 Summary and evaluation of the results of Work-in-NET

This chapter includes a short description of WIN. Firstly the objectives, the key-activities and the approaches of WIN are presented. There is also a short description of the partners and the activities. Finally you will find a summary of the results of the network and some comments.

### Objectives, approaches and key activities of Work-In-Net

'WORK-IN-NET' stands for 'Labour and innovation: Work-oriented innovations – a key to better employment, cohesion and competitiveness in a knowledge-intensive society'. WIN is supported within the ERA-NET scheme in the context of the 6th Research Framework Programme of the European Commission.

WIN is a six-year (2004-2010) project and the overarching aim is to establish European R&D collaboration in the field of work organisation and work-life balance. A strategic objective is to increase the awareness of the importance of the field of work-oriented innovations and, by doing so, direct Europe's attention to the potentials of high-road thinking (see figure 1).

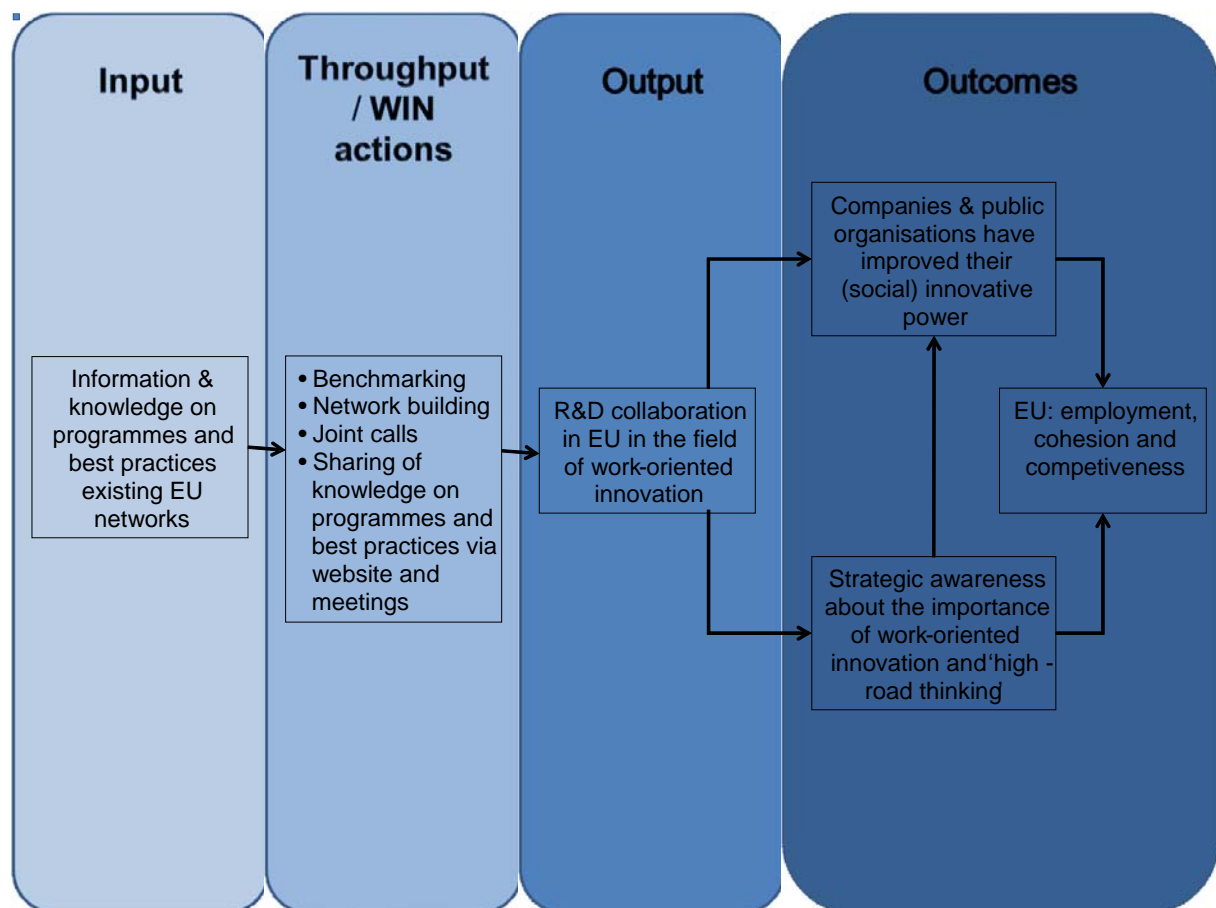


Figure 1: The aims of WIN

The key activities of WIN will be elaborated by the national and regional partners in a step-by-step process on collaborating in key areas of work-oriented innovations, with the inclusion of business and labour organisations as well as public bodies and the research communities.

- In the starting phase, *Information Exchange*, the national and regional partners will systematically exchange information about their research activities by developing joint electronic com-

munication tools and by developing distinctive indicators on general programme descriptions and research processes.

- In the second phase, *Strategic Activities*, further interactive approaches will identify similarities and differences between national research programmes with three thematic working groups on the selected key themes to develop core elements for an integrated innovation strategy.
- In the third phase, *Joint Activities*, a joint action plan will be developed for areas of mutual interest on the basis of a shared database and infrastructure including transfer and training resources as well as foresight and impact studies on future challenges for European development goals.
- In the final phase, *Transnational Activities*, the strategic and joint activities shall lead to lasting structures to continue the work with bilateral and multilateral joint R&D programme activities on high-road innovation strategies based on sustainable work-life approaches in Europe.

#### Partners of Work-in-NET

The following figure shows the countries, the institutions and the people involved in the network over the last six years.

<b>Core partners</b>	<b>Associated partners</b>
<p><b>Finland</b></p> <p>TEM - Ministry of Employment and the Economy Contact: Tiina Hanhike, Iris Humala</p> <p>TEKES, Finnish Funding Agency for Technology and Innovation Contact: Elise Ramstad</p> <p>FWEF - Work Environment Fund Contact: Ilkka Tahvanainen</p>	<p><b>Austria</b></p> <p>Federal Ministry of Education, Science and Culture <a href="http://www.bmbwk.gv.at/">http://www.bmbwk.gv.at/</a></p>
<p><b>Germany</b></p> <p>PT-DLR /BMBF - Project Management Organisation in the DLR of the Federal Ministry of Education and Research. Contact: Claudio Zettel, Claudius Riegler, Ivika Laev</p> <p>MAGS - Ministry of Labour, Health and Social Affairs of the Land North Rhine Westphalia, Germany Contact: Michael Wower, Stephanie Rothstein</p> <p>G.I.B. - Gesellschaft für Innovative Beschäftigungsförderung Contact: Friedhelm Keuken, Claudia Thierfelder</p>	<p><b>Belgium</b></p> <p>STV/SERV Innovatie &amp; Arbeid <a href="http://www.serv.be">http://www.serv.be</a></p>
<p><b>Greece</b></p> <p>GSRT - Secretariat for Research and Technology, Minis-</p>	<p><b>France</b></p> <p>ANACT - The Agence Nationale pour</p>

<p>try of Development  Contact: Vasiliki Mesthaneos, Constantin Markopoulos,  Popi Christopoulou</p>	<p>l'Amélioration des Conditions de Travail  <a href="http://www.anact.fr">http://www.anact.fr</a></p>
<p><b>Ireland</b>  NCPP - National Centre for Partnership &amp; Performance  Contact: Edna Jordan, Conor Leeson</p>	<p><b>Italy</b>  IRES ER - Istituto Ricerche Economiche  e Sociali dell'Emilia-Romagna  <a href="http://www.ireser.it">http://www.ireser.it</a></p>
<p><b>Italy</b>  Regional Government of Emilia Romagna  Contact: Volker Telljohann</p>	<p><b>Netherlands</b>  TNO Work and Employment  <a href="http://www.tno.nl">http://www.tno.nl</a></p>
<p><b>Netherlands</b>  NCSI - Netherlands Centre for Social Innovation  Contact: Fietje Vaas, Betty van der Roest</p>	<p><b>United Kingdom</b>  UK WON  <a href="http://www.ukwon.net">http://www.ukwon.net</a></p>
<p><b>Poland</b>  NCBiR - National Centre for Research and Development  Contact: Jakub Sypien, Marta Pytlarczyk</p>	
<p><b>Sweden</b>  VINNOVA - Swedish Agency for Innovation Systems  Contact: Pär Larsson</p> <p>FAS - Swedish Council for Working Life and Social Re-  search  Contact: Kenneth Abrahamsson, Carin Hakansta</p>	

Most European countries are involved in the network.

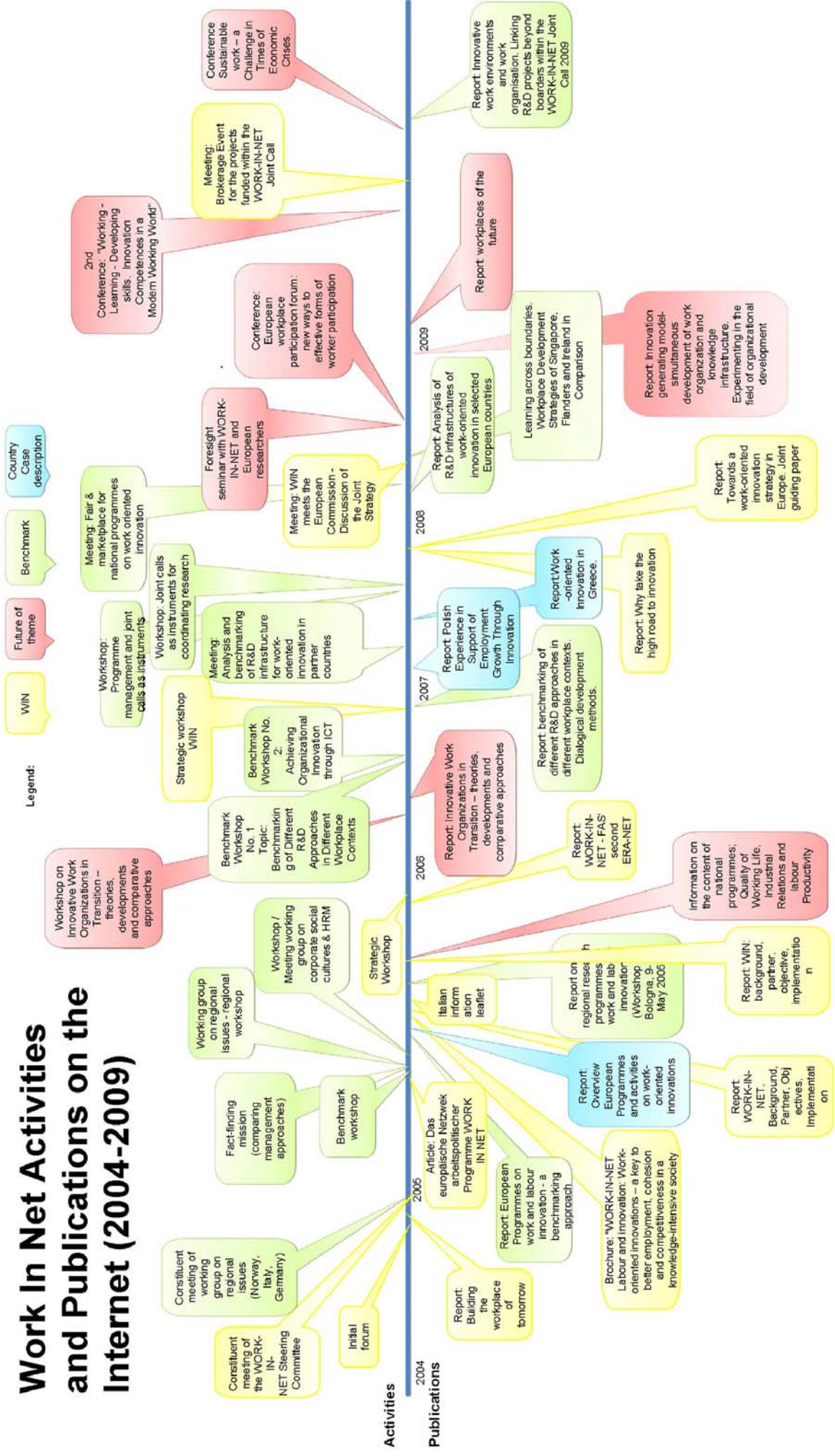


## Results of Work-in-NET

During the six years (2006-2010) of its existence many WIN-activities have taken place, such as conferences on different themes, network meetings, workshops and excursions. The network has also issued many publications, for example about WIN in general, future themes and comparing the programmes in the different countries (benchmark reports). The timeline on the next page gives an overview of all the activities and reports of the network.

Overall, you can recognise the above-mentioned phases in the timeline. In the period 2004 and 2005 the main 'colour' is yellow: *Information Exchange* in the network itself. The period from mid-2005 to the beginning of 2008 was dominated by *Strategic Activities* – benchmarking ('green'): similarities and differences on the national level and in regional programmes. Of course the exchange of information was continued, but there was also a prelude to the next phase. In mid-2009 there was a *Joint Activities* breakthrough in the form of foresight studies and visions on the future of work and work-oriented innovations. The main *Transnational Activity*, the joint call, was prepared at the end of 2008 but actually started in the spring of 2009. There was a Brokerage meeting in October 2009 and the first bilateral and multilateral meetings for joint research activities took place in March 2010.

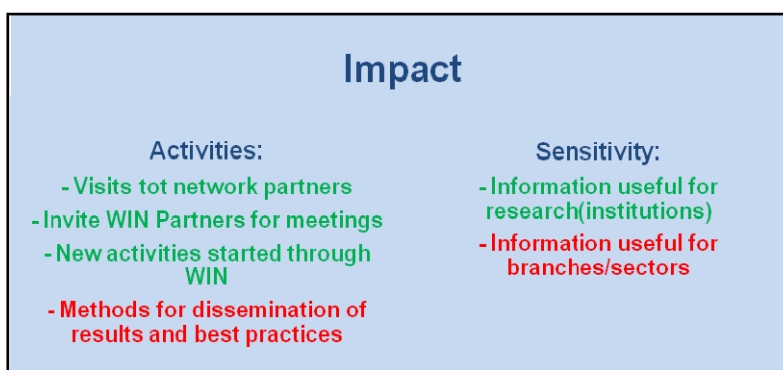
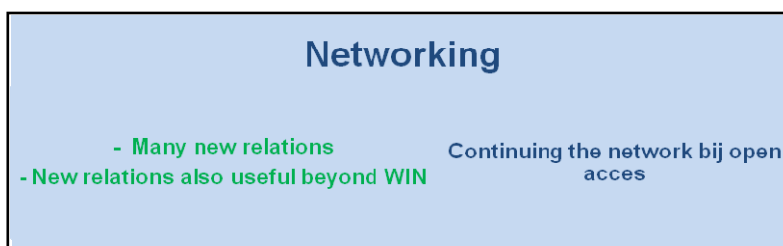
# Work In Net Activities and Publications on the Internet (2004-2009)



## Evaluation of Work-in-NET

Members of the network have assessed the results of WIN by answering a semi-open questionnaire.

The respondents are positive about the network and the results of the network. Most of the expectations have been fulfilled. WIN provided sufficient information about the programmes of the WIN partners. There is less information exchange about programmes in other European countries and non-European countries. In the future it could be useful to collect and exchange information about programmes in these countries. Another suggestion for the future is to organise more informal meetings and continuance of the formal meetings. These meetings facilitate the transfer of knowledge and could be a start for collaboration.



Green: positive point. Red: point for improvement. Blue: future suggestion

A quote from one of the partners: *'Conferences, all kinds of meetings (formal and informal) are the best way to get a feeling about the policy of partner organisations'*. Another quote: *'Informal exchange of information within meetings and contacts between persons was the most useful and best part of learning from each other. That is also the most fruitful sustainable basis to continue'*.

Through the network, many new relations were created. One of the respondents explained that these new relations are also useful beyond WIN. A suggestion for the future is to continue the network.

One of the questions in the questionnaire was about the impact of WIN. We asked how the partners make use of the information and the network in their national programmes. Most of the respondents started new activities, organised visits to network partners and invited a WIN partner/WIN partners to speak at national meetings. Some of the respondents introduced new methods for disseminating results and best practices.

Another question in the questionnaire was about sensitivity / awareness. The question was whether the partners could use the information from the WIN to enhance the sensitivity of ministries, researchers, trade unions, employers associations, branches, companies etc towards work-oriented innovation. The answers show that the information is very useful to enhance the sensitivity of researchers. But the information is less useful to enhance the sensitivity of the other groups mentioned.

Finally respondents were asked what lessons could be learned for the future. WIN is an effective network with sustainable collaboration and information exchange. A less positive point was that the formalities took too long. Future suggestions relate

### Lessons for the future

<p style="text-align: center; color: #0056b3;">Experiences:</p> <ul style="list-style-type: none"><li style="color: #008000;">- Effective networking, collaboration and information exchange</li><li style="color: #c00000;">- Too much formalities, with little content</li></ul>	<p style="text-align: center; color: #0056b3;">More collaboration on issues related to research funding and to find ways to deal with national differences</p>
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Green: positive point. Red: point for improvement. Blue: future suggestion

to more exchange of knowledge about trends, best practices, tools and evidence for the profitability of work-oriented innovations for companies and workers, more collaboration on issues related to research funding, and finding a way to deal with national differences.

### Conclusion

We conclude that the network did what it had to do: it provided a good infrastructure for the exchange of knowledge and experience and it connected people and activities. The network partners have experienced constraints due to the formalities, but the network itself was nevertheless a success. However, the content of work-oriented innovation in terms of trends, new management and organisation concepts, change management and evidence for these new concepts and tools, stayed relatively underexposed.

The lasting worth of the network for the transnational research activities has yet to be proven. With regard to the external impact, there is reasonable doubt about the dissemination and thus the valorisation of the gained knowledge and insights. Therefore the fear exists that there is little effect on the improvement of strategic awareness and on the innovativeness of companies, in other words on the 'outcomes' in figure 1.

For the future joint activities and transnational activities to have an impact, a valorisation strategy is needed on the one hand and more practical information on proven forms of work-oriented innovations on the other hand. The valorisation strategy implies that interaction, iteration, translation, dissemination and learning between all levels in the knowledge chain or circuit have to be organised and facilitated. These levels consist of companies or public organisations, consultants, applied researchers, researchers at universities and ministries, sector organisations and social partners. Besides that, non-traditional forms for this valorisation process have to be developed and used, such as social IT networks, gaming, films, theatre etc.

This conclusion leads us to the following sections, in which we elaborate the future themes and a valorisation strategy. To find the future themes, we focused on the EU 2020 discussion and on the lessons learned in the WIN network itself.

In the section about the valorisation strategy we elaborate work processes and forms.

### 3 Future themes

#### History of the high-road strategy

The term 'work-oriented innovation' and the WIN network find their legitimacy in the EU Lisbon strategy, which underlined the importance of innovation in making Europe the most competitive knowledge economy. The term has many predecessors or synonyms, such as work organisation innovation, human-oriented design of technology, new production and management concepts, socio-technical systems and scientific management. The history of work-oriented innovations dates back to Taylor in 1911 and Ford in 1922. There were innovations based on studies in the British coal mines at the end of the 1950s (Emery & Trist, 1960): the autonomous groups. New production concepts were published, inspired by what was developed in the post-war Japanese car factories: lean production (Womack & Jones, 1990). Senge (1990) developed the idea of the Learning Organisation and Hammer & Champy (1993) formulated the doctrine of business process reengineering (BPR).

A European consortium of researchers distinguished – on the basis of an analysis of real organisational practice – two adverse strategies (Work and Technology Consortium, 1998). 'Low-road' strategies are directed solely towards numerical flexibility and overall cost-cutting by downsizing and outsourcing, while the 'high-road' strategies aim primarily at expanding value creation by developing human and innovative potentials in respective organisational patterns (Brödner & Oehlke, 2008). The high-road strategy describes rather well what in the Netherlands is called 'social innovation'.

#### Urgency of work-oriented innovation for the EU knowledge economy

National programmes on the theme have been started in several European member states: in Germany as early as 1974 and more recently in Ireland, the Netherlands and Belgium. In the Nordic countries the various programmes also have a long history and – as has been acknowledged – a lasting impact (Brödner & Oehlke, 2008). Most of these programmes are represented in WIN.

At EU level the theme did not find much support, however. Temporary networks of experts were financed by the European Commission: the European Work and Technology Consortium 1995 - 1998 and the European Work Organisation Network (EWON, 1999 - 2002). Also, the Commission published Green Papers on *Innovation* and on *Work Organisation*, but there was no follow up whatsoever. Work-oriented innovation themes were scarcely ever included in the large European production and information technology programmes in the last few decades. This situation is amazing in light of the ambition of the EU to become the most competitive knowledge economy, implying that more efficient and effective ways must be found to exploit the knowledge of knowledge workers. Peter Drucker argued that this is the great challenge for the coming years since the productivity of knowledge workers hardly grew in the 20th century – in which manual workers' productivity in manufacturing industry increased fiftyfold due to the application of scientific management principles (Drucker, 1999). Similarly, the productivity in the knowledge economy can be enhanced only by innovating the management, production, organisation and employment relations concepts, in other words by work-oriented innovations.

#### Future themes according to the European Commission

It is now time to look at the recently formulated working document on the EU 2020 strategy with which the European Commission aims to consult people in the member states: does it recognise the impor-

tance of R&D and implementation knowledge on work-oriented innovation? And what themes are mentioned?

The document states that the aim is to restructure the EU into a smart, green and more competitive network economy. Investments in R&D, new technologies, innovation education and new competencies are required, as are smart networks. The Commission does not mention work-oriented innovation as an important prerequisite. However, the document provides several leads for proposals for joint research and network activities in the field.

Firstly it was mentioned that the EU has to ensure that companies and SMEs can make faster and better use of the practical results of research. Here we recognise the question of 'valorisation' which, we have concluded above, is urgent and yet to be solved. The solution will be a 'work-oriented innovation' in itself, since it requires researchers – if their results are to become 'practical' – to recognise that workers have to adopt the results of R&D and must be able to work with them. One of its potential consequences is that the entire R&D process will have to be innovated in the direction of work-oriented design, design of work organisation, co-creation, co-design, concurrent engineering and other forms of open innovation.

Secondly, the document states that we have to exploit all the possibilities of the digital economy. Online services, online shopping, free information exchange and communication (the enterprise 2.0) will facilitate the development of new business models, while e-learning, the option to work at any time and any place and with unlimited sources of information and ways of communicating and sharing knowledge, will alter working life (the worker 2.0). Research on the question of what the high road is to productive and challenging new forms of work in the digital economy, is necessary.

In order for the industrial policy aimed at fundamentally restructuring the EU economy to be successful, there need to be a 'transitional' labour market and new forms of flexicurity. The document shows that the Commission is aware of that. As such, the third field of research activities on work-oriented innovation is provided here with questions such as how to design workplaces that provide opportunities for the workers to use and develop their talents and competences and thus improve their employability, and (cross-border) mobility on the labour market.

In summary, the document of the European Commission indicates at least three themes that are linked to work-oriented innovation or new forms of work and work organisation. Yet there is no reference to those themes. In the light of the silence about this issue in the European policy arena and that of many member states during the last decade (Totterdill, 2009), the WIN network feels provoked to argue strongly for more attention to the theme. Answering these questions is not solely the responsibility of the employers and trade unions; the collective EU ambitions certainly make it a prominent issue for European public policy.

#### Joint research, EU databank and innovation infrastructure

What lessons can be learned from the past decade in which several national programmes have been executed with too little impact in the national economies (except apparently in the Nordic countries), and hardly any impact on European policy makers?

The first lesson is that the importance of work-oriented innovation for economic or political problems needs to be demonstrated in a more convincing way. The concept of 'work-oriented innovation' or 'innovation of workplace and work organisation' or 'social innovation' is too abstract; it does not immediately link to political problems or business questions, or it links to many different issues. This implies that there is a methodological problem and a problem of measuring and comparing programmes in different countries and their output or impact (Ramstad, 2009). To compare, measure and monitor developments and effects supporting EU industrial policy, a joint research programme is needed that will develop and use new methodologies.

Prominent researchers in the field argue that there is an increasing body of evidence which demonstrates that the benefits of investment in workforce development and ICTs sought by the Lisbon strategy are only fully realised when undertaken in tandem with innovation in work organisation (Totterdill, 2009, Volberda, 2006). Yet they are largely unacknowledged in the policy documentation and in the actual national and EU policies.

**Example: The Dutch Erasmus competition and innovation monitor**

At the request of the Netherlands Centre for Social Innovation, Research for Innovation conducted a large-scale survey among 10,000 companies in the Netherlands.. This annual survey is called the *Erasmus Competition and Innovation Monitor* and each edition highlights different subjects. Each year, five organisations are nominated for the esteemed Erasmus Innovation Award, the winner being chosen by a jury.

We have to conclude that we did not succeed very well in getting the message across. And – to be frank – if we try to find the mass of evidence, we will have a hard job. No overall report has recently been made of well documented and (quantitatively) evaluated best cases, nor is there a European databank that collects all the good practices. There are no European surveys that monitor the trends in applying workplace innovations and new forms of work organisation, and their effects both on companies' performance and innovativeness and on the quality of work. The creation of a European databank where you can find well documented best cases and the results of relevant Europe-wide surveys will help to convince policy makers at all levels, employers and employees.

**Idea for a joint activity: European database**

Sharing knowledge and best practice through an online European database. In the database you can find information about research programmes, reports with a summary, articles, ways of funding and best practices at programme level and company level. Best practices at company level can inspire other employers to start with work-oriented innovation. At national level there are many good examples of such databases.

Ramstad (2009) suggests that 'the weakness of the earlier innovation studies and policies is that they often focus either on the development of workplaces or on R&D infrastructure'. She advocates the development of an 'innovation infrastructure' that delivers practical knowledge to companies and

workers' representatives and creates new knowledge at the same time. 'In addition to universities and research institutes, the consultancies and educational institutes also need to be acknowledged as important actors, as they provide diverse knowledge and services that can be complementary to and combined with internal knowledge (of management and employees)' (Ramstad 2008).

In the next chapter of this document, we present ideas for the creation of such an innovation infrastructure that includes the parties mentioned by Ramstad. An 'extended social dialogue' as described by Totterdill (2009) can improve the effectiveness of the innovation infrastructure, while it enhances the relevance of R&D activities for the economy on the one hand and the adoption of the practical consequences of new knowledge and technologies by employers and employees on the other.

To conclude this section on future themes, we found three themes in the EU 2020 document and three activities that might imply a role for a WIN 2.0 in the coming years.

The three themes are:

- the valorisation of knowledge;
- the challenges of the digital economy; and
- the preparation to a transitional labour market.

The three activities are:

- launching a joint research programme to develop and execute scientific comparisons and evaluations of (national) programmes and trends in using knowledge on work-oriented innovations;
- establishing a European databank of good practices of work-oriented innovations and survey results; and
- building an innovation infrastructure, embedded in the social dialogue.



## 4 Proposal for future projects and EU activities: 'future beyond WIN'

Over the last six years, much knowledge and experience has been shared at the level of national research programmes. The infrastructure has been constructed in such a way that sustainable communication and cooperation between R&D programs or funding bodies is possible.

In terms of the external impact, there is reasonable doubt about the dissemination and thus the valorisation of the gained knowledge and insights. For the future it is important to include other actors in this European collaboration. This is essential for the valorisation and dissemination of knowledge to companies and to enhance the sensitivity to and awareness of work-oriented innovation.

This chapter includes a proposal for future European activities beyond WIN, focusing on valorisation and starting with examples of current activities of WIN partners on valorisation and dissemination.

### Current valorisation and dissemination activities of partners

A few examples of the activities of partners are given below. These examples illustrate how the partners realise valorisation and dissemination in their projects.

TYKES arranges conferences, seminars and workshops with the aim to disseminate information, supporting dialogue between different stakeholder groups of the programme and enhancing mutual learning between workplaces, researchers and developers. In addition, the programme has two series of publications (reports and working papers), comprehensive websites and activities of different kinds to strengthen communities of practice in the area of workplace development in Finland (Zettel, 2005). More specific, TYKES also has a programme for the dissemination of high-involvement innovation practices at Finnish workplaces. Earlier solutions and models prompt new ideas and serve as inspiration and encouragement for self-motivated development work. Translating generative ideas into functional practices requires local redesign by the adopter (Alasoini, 2006). TYKES does not draw up a list of good practices as a blueprint to be applied in development projects. Instead of helping workplaces adopt one-off solutions, the programme approach has been that it is more sensible to define characteristics that can help workplaces undertake continuous development. The results indicate that development projects have achieved improvement in six dimensions gauging teamwork development – in the extent of and systematic approach to personnel training and in the way that supervisors support employees in their work. The interim results of the survey provide a strong evidence-based argument in favour of the supportive role of the programme in disseminating high-involvement innovation practices at participating workplaces (Alasoini a.o., 2007).

In Germany, PT-DLR disseminates information in annual reports, frequent workshops and biennial conferences. An expert board (*Beirat*) as well as ad-hoc evaluators are regularly involved at programme level. A joint database was established to coordinate and supervise the programmes and projects, including an internet presentation with project lists, a timetable for events and project presentations. Each priority area develops a specific concept for transfer and publicity. Within the projects, institutional multipliers play a crucial role. G.I.B. disseminates information in print media, an online newsletter and websites, workshops, seminars and conferences and they build various networks (sub-regional multiplier, local player, consultants, etc.) (Zettel, 2005). Another example of a successful pro-

gramme is the project with intermediaries (consultancies) in North Rhine-Westphalia to improve the competitiveness of SMEs.

The Swedish FAS and VINNOVA support external conferences in relevant fields. FAS and VINNOVA organise their own annual conferences as well. FAS has a website providing a project grants database in both Swedish and English, and it also publishes a newsletter in Swedish and in English which can be ordered from the website. FAS collaborates with other research councils and financiers on various portals and websites. FAS and VINNOVA take part in major exhibitions and conferences and thereby disseminate information on ongoing research. Popularisation of science is an important mission for them and they have a series of booklets on relevant issues. Publication grants are provided for books and scientific journals. Press contacts, press releases and other information are constantly provided. The main idea of the activities of VINNOVA is to spread information from ongoing programmes and projects by close collaborations between scientists, business representatives, the social partners and the political system (Zettel, 2005).

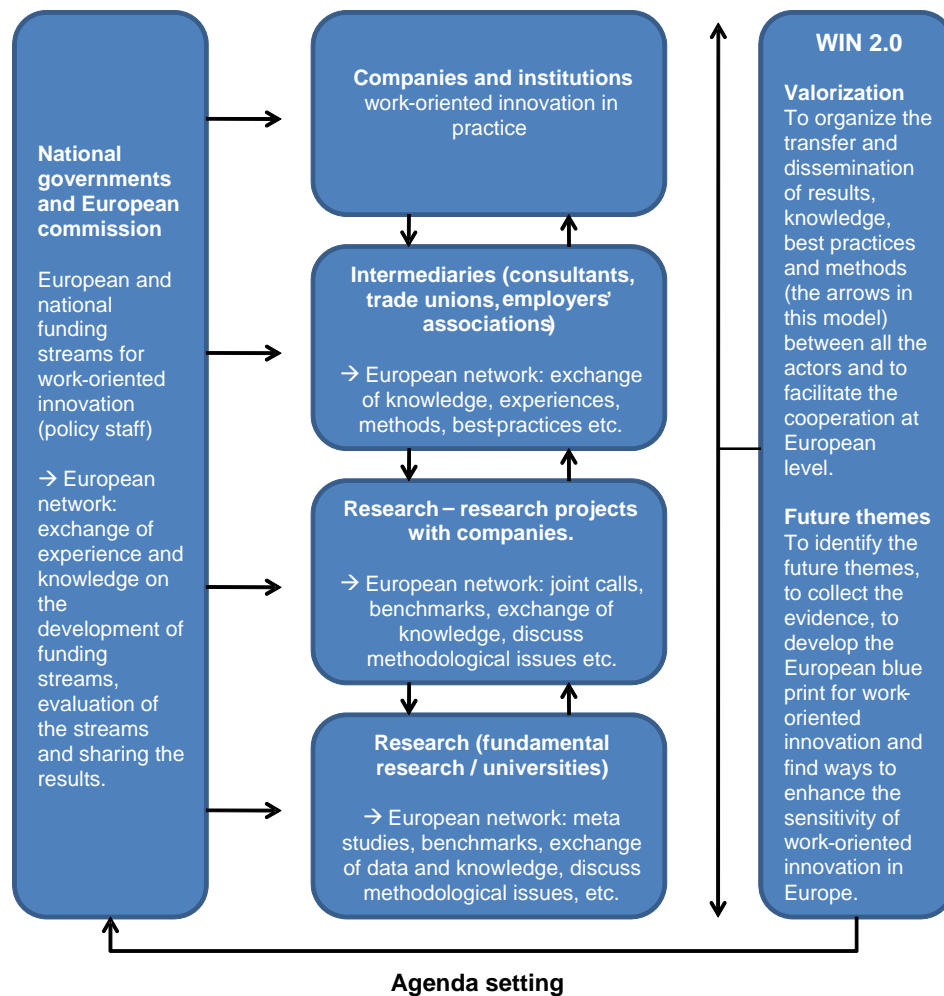
In the Netherlands, NCSI has developed the 'MKB Krachtcentrale' that promotes 'Slimmer Werken'<sup>1</sup>; a dissemination programme which combines Quality of Working Life and competitiveness of companies addressed especially to SME. Visit [www.mkbkrachtcentrale.nl](http://www.mkbkrachtcentrale.nl) for more information.

#### *Building an innovation infrastructure for valorisation*

The overall objective is to promote work-oriented innovation at company level. This development should accelerate by sharing knowledge, experiences, examples and good practices in the field at European level. This field has several national actors: researchers, intermediaries, policy makers and employers/entrepreneurs and trade unions. The results should not only be distributed in a small circle, but broader as well. The network of WIN is a successful approach at the level of researchers. At this moment it is important for the valorisation and dissemination to involve multiple actors in building an innovation infrastructure (see Ramstad, 2008). The following figure gives an overview of the actors. To stimulate the valorisation and dissemination at European level, it is important to support the interaction between these actors. A network like WIN can organise and stimulate this interaction by starting up networks for these actors at European level.

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<sup>1</sup> 'SME power centre' which promotes 'smart work'



The valorisation strategy implies that interaction, iteration, translation, dissemination and learning between all levels in the knowledge chain or circuit need to be organised and facilitated. These levels consist of companies or public organisations, consultants, applied researchers, researchers at universities and ministries, sector organisations and social partners. Our suggestion is to continue the network of WIN in WIN 2.0. The new network should not only facilitate the exchange of knowledge at the level of programmes or funding organisations but also at the other levels. WIN 2.0 is the network for exchanging the experiences and best practices of the whole chain, as represented by the arrows in the figure above. In companies, work-oriented innovations have to be implemented to make them more innovative and more productive and to use and develop the competences and talents of the workers. Employers' associations and trade unions can support them and can play a role in the translation of the theories and methods developed in research. Consultants and researchers can help implement these innovations. Applied researchers should concentrate on the transformation of management and organisation theories into appropriate instruments and testing them in practice. Researchers should also develop new theories inspired by what happens in practice.

At all levels there is a responsibility to describe, evaluate and learn from the experiences, give feedback to the other levels and to exchange experiences on the same level (e.g. the joint calls). Researchers should supply methods and instruments to execute this feedback-loop and double-loop learning in a scientific way and to execute meta studies, benchmarks, surveys and monitor studies. Since this valorisation process is of great importance for the national economies and for the European

economy, the research activities and the network activities should be supported by the national policy makers as well as by the European Union. And indeed, the national and European policy makers should likewise interact (see the description of the transnational seminar below).

#### **Transnational seminar for policy makers**

The transnational seminar on 'social innovative work organisation' will be held in the Netherlands from 30 September to 1 October 2010. The aim of the seminar is transnational exchange of experiences and best practices for designing and implementing effective government programmes that promote social innovative work organisations. This objective is in line with the Lisbon Agenda (Jobs and Growth, guideline 21). The target group of the seminar consists of representatives from public authorities responsible for designing programmes and allocating grants, from ESF or other funds.

The seminar is supported by the Dutch Ministry for Social affairs and Employment, and organised by the Dutch Centre for Social Innovation (NCSI) in collaboration with Agentschap SZW, the Dutch ESF managing authority. The seminar is part of a larger Dutch ESF transnational project on 'social innovative work organisation', starting with a transnational inventory gathering information on the content, policy context and impact of existing programmes, followed by the actual exchange of experiences at the seminar, and eventually leading to the creation of a transnational CoP. We cooperate closely with Flanders and North Rhine-Westphalia, which also have ESF-funded programmes and projects running in this field.

### **Facilitate joint calls**

Recently, WIN started to achieve joint calls for R&D projects in the field of work-oriented innovation. So far this seems a very successful way to achieve cooperation between several European countries. Looking to the future, it is recommended to find a form of financing to support this cooperation. Within a "joint call" realised by and in the participating countries or regions, projects to be supported at least within the next 18 months (up to 3 years) by the WIN partners were selected. The projects will operate within an international range. Collaboration between the projects in form of cooperation agreements, joint tasks and joint results are expected. Preparatory meetings took place on national level. Forums will be arranged twice a year to exchange experiences and to discuss results between all 'joint project' networks. The future forums are to be organised by the projects on a rotating basis and should also be used as a brokerage event or a start-up for future mutual activities, e.g. in the following fields:

- Design of international good practice models for innovation in private companies (exchange of ideas, fact finding missions, collaboration among SME in creating models);
- Exchange of the research 'state of the art' of the participating projects (workshops within extra forums or separated ones: e.g. different evaluation models etc.); and
- Evaluation of aspects such as work situation and work quality in selected companies (creation of a common evaluation concept).

Most of the participating projects have already developed a number of concrete ideas/concepts.

Source: Laev & Zettel (2009).

### *Non-traditional forms*

In this process of valorisation, it is important to look for non-traditional forms of communication and knowledge sharing. We have learned that it is not sufficient to produce papers and to hold conferences and workshops. Simply publishing articles about best cases will not work. Providing a website and database might help. But we have to develop more interactive ways of communicating and experimenting with interactive social media. And we should investigate means of communication that appeal more to non-cognitive ways of learning, media that enable people to experience what other people think and feel, such as games, short movies and theatre.

Among others, the Netherlands Centre for Social Innovation (NCSI) has tried to develop such creative tools: examples of these are the online games *Teambrain* and *Hoelimwerkjij.nl*<sup>2</sup> and the development of the definition map and the argument map (see annex). You can read more about these projects below. SERV has also developed such tools. The Foundation for Innovation and Labour Research indicates that research often ends up only in reports. The research concludes by documenting the results. Labour & Innovation Foundation goes one step further. The foundation creates material (training, simulation games etc.) for intermediaries. This strategy clearly answers needs from the field: trainers, training managers, and teachers (SERV, 2010).

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<sup>2</sup> *How smart do you work.nl?*

### **Example of a tool: Definition and Argument maps**

The Dutch definition and arguments maps of work-oriented innovation were established in collaboration with various stakeholders of NCSI. Employees from several companies, representatives of trade unions, representatives of employers' associations, and scientists were involved in the creation of the maps. These maps have been translated into English. We recommend developing European maps and to involve European stakeholders in this process. By applying this method, you connect the different players in the field of work-oriented innovation and enable them to develop a common language.

### **Example of a tool: The game Teambrain**

NCSI developed a game to help cross-functional teams in companies brainstorm about solutions to problems they experience in their daily work. 'If you think things can be done smarter in your work, just say so!'

The game supports an employee that feels the urgency to improve workplaces, procedures, processes etc. in his/her own work, to take the initiative. The first step is to form a cross-functional team of colleagues that are in one way or another involved in that particular workplace or work process (if the process goes beyond department borders, it is important to invite colleagues from the other departments as well). Participants in the game make and evaluate proposals to carry out activities more efficiently. During the game, they switch jobs in order to assess the solutions from different perspectives. The game results in a winner and a winning idea for enhancing work activities.

At the end of the year, NCSI organises an event that offers 25 - 50 teams from companies an opportunity to join a *Teambrain* competition. A team of experts will elect a winning innovation team and idea. This team will receive 5,000 euro to implement the idea.

**Example of a tool: The game hoeslimwerkjij.nl**

The Dutch game *hoeslimwerkjij.nl* is an online game in which employees can test whether they 'work smart'. During the game, the player must answer several questions. By playing the game, the employee becomes familiar with the phenomenon of employee 2.0. The aim of the game is to make workers and their employers aware of their own methods of work and to encourage 'working smarter'. The game offers companies input for further reflection on the optimal cooperation between different generations of workers. In addition, it provides input for reflection on utilising the talents of young people within the organisation to increase the innovative power.

**Example of transfer of knowledge: short movies about the different programmes**

Several countries are developing short movies with information about the programme and examples of best practices at company level. Such movies can be translated or subtitled, so that the information can be disseminated to other European countries. It appears that short movies (e.g. via YouTube) are a good medium for exchanging best practices. They are also suitable for results of scientific research and general information of national programmes in the field of work-oriented innovation. A short movie is more accessible than a report. G.I.B. have made such a movie about their regional programme.

## 5 Summary and Conclusions

The aim of this task is to evaluate WIN activities and results (a look back at WIN) in such a way as to demonstrate the extent to which we have succeeded in building up a European knowledge infrastructure that is vital and flexible enough to respond to all the questions on work-oriented innovation that will come up in the near future. The ambition is also to indicate what future activities will be needed to maintain the network facilities and to use the infrastructure to support work-oriented-innovations in EU countries and across borders.

During the last six years, much knowledge and experience has been shared at the level of national research programmes. We conclude that the network did what it had to do: it provided a good infrastructure for the exchange of knowledge and experience and it connected people and activities. The network partners have experienced constraints due to the formalities, but the network itself was nevertheless a success. However, the content of work-oriented innovation in terms of trends, new management and organisation concepts, change management and evidence for these new concepts and tools, stayed relatively underexposed. The lasting worth of the network for the transnational research activities has yet to be proven. With regard to the external impact, there is reasonable doubt about the dissemination and thus the valorisation of the gained knowledge and insights. Therefore, the fear exists that there is little effect on the improvement of strategic awareness and on the innovativeness of companies.

Regarding the future themes, we located three themes in the EU 2020 document and three activities in the evaluation of our network.

The three themes are:

- the valorisation of knowledge,
- the challenges of the digital economy; and
- the preparation to a transitional labour market.

The three activities are joint research activities for solving methodological problems and for executing comparisons, building a EU databank, and developing a innovation infrastructure. We incorporated these in a proposal: a valorisation strategy.

For the future joint activities and transnational activities to have an impact, a valorisation strategy is needed, as is more practical information on proven forms of work-oriented innovations. We propose a WIN-2.0 network to realise these goals. The valorisation strategy implies that interaction, iteration, translation, dissemination and learning between all levels in the knowledge chain or circuit have to be organised and facilitated. The levels consist of companies or public organisations, consultants, applied researchers, researchers at universities and ministries, sector organisations and social partners. In addition, non-traditional forms for this valorisation process, such as social IT networks, gaming, films and theatre need to be developed and used.



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## **7 Annex**

1. Questionnaire
2. Definition map NCSI
3. Argument map NCSI

## 7.1 Questionnaire WIN evaluation

1. Information exchange
2. Strategic activities
3. Joint activities
4. Transnational activities
5. Impact

### 1. Information exchange

#### a. content

Do you think WIN provided sufficient information about.....?				
	No	Yes for:		
		WIN partners	EU countries	Countries outside EU
National programmes, infrastructure				
National programmes, content				
National strategies on work-oriented innovations				
State of the art in work-oriented innovation in national economies				
Best practices at company level				
Methods of dissemination				
General remarks on information exchange:				

#### b. forms (media, conferences etc.)

	Not	moderate	Sufficiently
The <b>website</b> supported the information exchange.....			
The <b>newsletter</b> supported the information exchange.....			
The <b>conferences</b> supported the information exchange.....			
General remarks about website, newsletter and conferences:			

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## 2. Strategic activities, joint activities, transnational activities

Do you think the information exchange in WIN has sufficiently stimulated....?				
	not	moderately	adequately	for example:
Strategic activities i.e. evaluation on similarities and differences.....				
Joint activities, joint database, infrastructure, training resources.....				
Transnational activities, s.a. bilateral or multilateral joint R&D programmes .....				
General remarks on this topic:				

## 3. Network building

	<b>No</b>	<b>some</b>	<b>Many</b>
Has WIN led to new important relations in other countries for you?			
	<b>No</b>	<b>hardly</b>	<b>Yes</b>
Do you expect that these new network relations will be of worth for you beyond WIN and without EU support?			
General remarks on network building:			

## 4. Impact on

### a. activities

How do you make use of this information and/or network for your national programme?			
	no	yes	for example:
We changed our strategy			
We started new activities			
We invited a WIN partner/WIN partners to speak at national meetings			
We organized visits to network partners			
We introduced new methods for dissemination			

of results and best practices			
Other examples:			

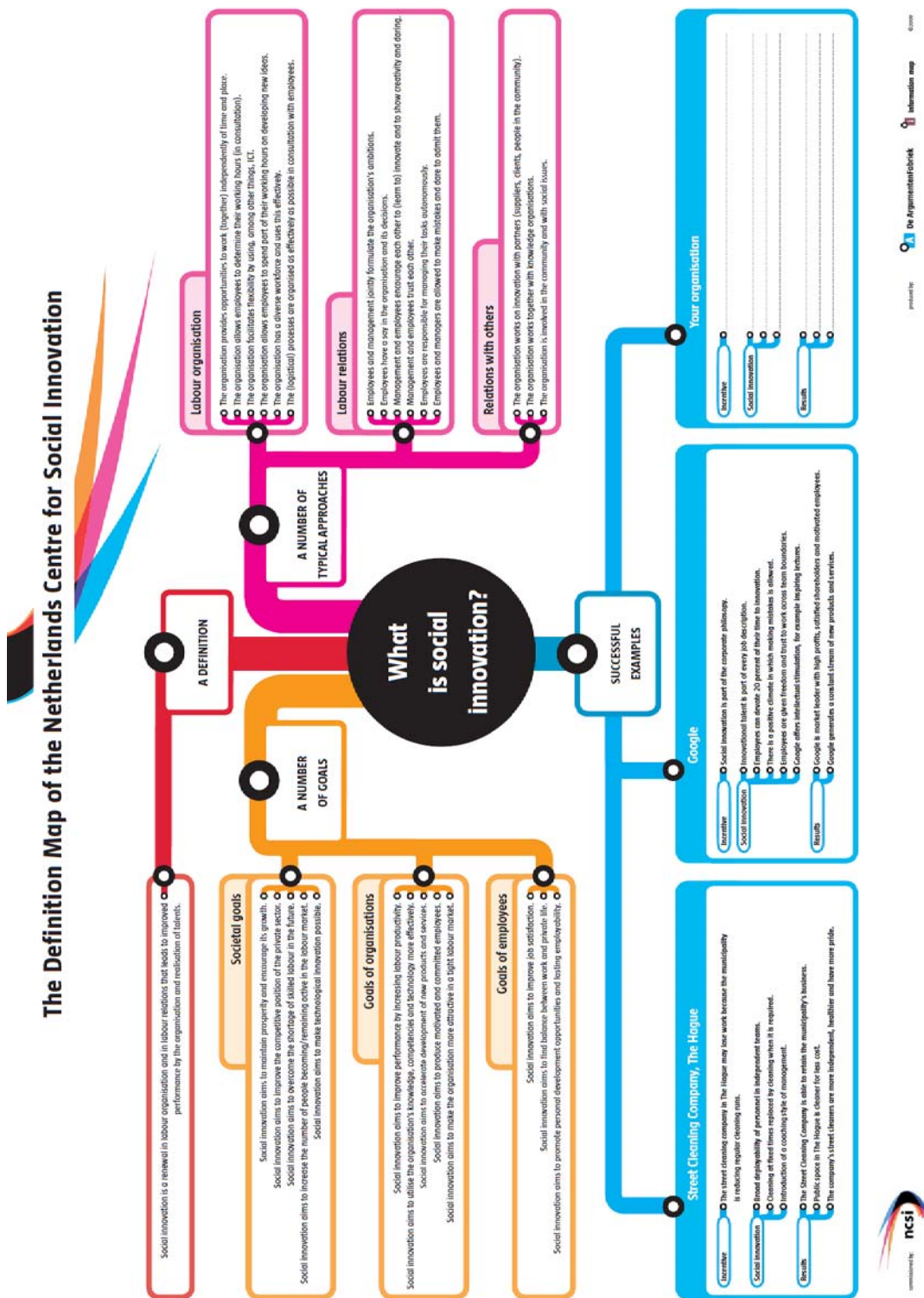
### b. sensitivity

Could you use the information from WIN to enhance the sensitivity for work-oriented innovation of ....?			
	no	yes>	what worked best?
Ministries			
Researchers and research institutions			
Trade unions			
Employers associations			
Sectors			
Companies			
Consultants			
Other parties and/or examples:			

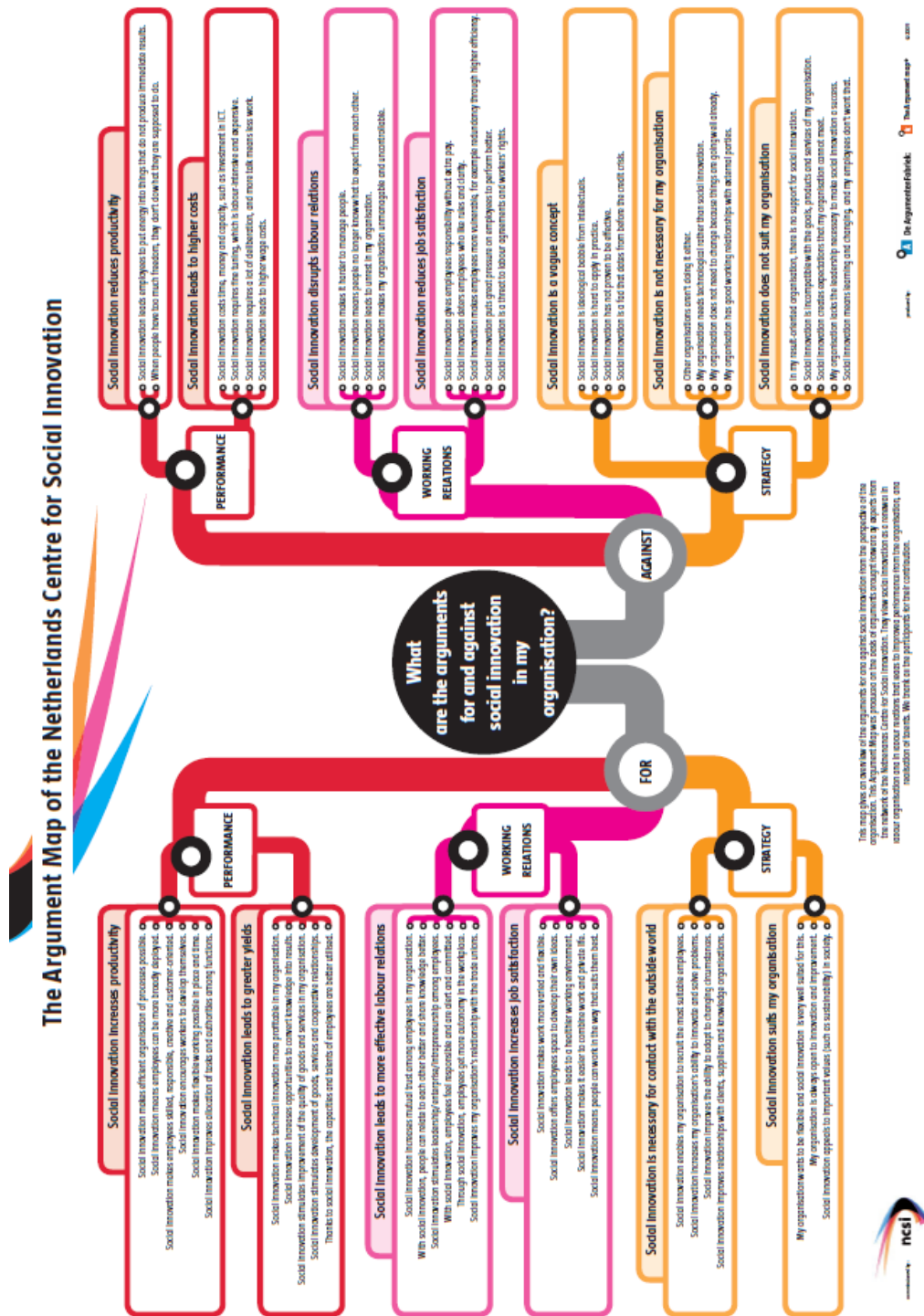
## 5. Lessons for future activities

What did you expect from WIN that was not fulfilled?	
What worked best of the WIN activities or publications? (form and content)	
How would you prefer to make use of the WIN network in future?	
Other lessons/ideas:	

## 7.2 The Definition Map:



## 7.3 The Argument map:



## 8 Impressum

**Published by:**

Joint Secretariat of WORK-IN-NET  
EC Project no. 011738

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**Printed by:**  
NCSI, Rotterdam and DLR, Bonn/Cologne

Bonn, March 2010

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