



**Challenges for R&D Programmes  
on Workplace Organisation  
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***LEARNING AND EVOLUTION:  
WORKPLACE INNOVATION POLICIES  
IN EUROPEAN COUNTRIES***

**Peter Totterdill**

**Joint Chief Executive  
*UK Work Organisation Network***

**Visiting Professor  
*Kingston University London***

**[peter.totterdill@ukwon.net](mailto:peter.totterdill@ukwon.net)**

**European  
workplace  
innovation policies:  
a journey of  
learning and  
evolution**





## **Six programmes in five countries**

- **Finland**
- **France**
- **Germany**
  - **Federal programme**
  - **North-Rhine Westphalia region**
- **Ireland**
- **Norway**



# Challenges for programme design



# Challenges for programme design

**Research-led?**  
**Or dissemination?**



# Challenges for programme design

**Making an impact or spreading resources too thinly?**



# Challenges for programme design

**Social partners: supportive  
by-standers or active participants?**



# Challenges for programme design

**Workplace innovation:  
anything goes?**





# Challenges for programme design

**Casework or network?**

## ***Learning Networks***

- **Managers feel ownership of the learning process, increasing motivation and engagement**
- **Practical learning related to everyday reality**
  - **no jargon, time efficient & time sensitive**
- **Tailored to the needs of participants**
- **Not reinventing the wheel**
- **Benchmarking against competition**
- **Psychological support**
- **Development of business with other companies**



# Challenges for programme design

**Niche policy or swimming in the mainstream?**



# Challenges for programme design

**Is anybody listening?**

## *Creating a learning environment*

- **social partners**
- **universities**
- **regions**



# Challenges for programme design

**Evaluation: valuable but  
under-developed**

# Conclusions

- **Learning**
- **Distributing knowledge**
- **Building coalitions**
- **Mainstreaming**
- **The European dimension**



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