

Digital Innovation & People-Centred Change

Dr Peter Totterdill
Workplace Innovation Europe CLG

**WORKPLACE
INNOVATION
EUROPE**



**DIGITAL
LEADERS
WEEK**

UK

Industry 4.0

- **Productivity**
- **Quality**
- **Customisation**
- **Resource efficiency**
- **Innovation capacity**
- **Removing repetitive work**
- **Skills development**



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THE SCOTSMAN

SCOTLAND'S NATIONAL NEWSPAPER

Injury blow as Paterson ruled out for up to ten months
SPORT, BACK PAGE

Review of 2016: US poll result sends shockwaves around the world
PAGES 16-17

Machines to take millions of jobs within next 15 years

By TOM PETERIKIN

Two-thirds of jobs in the UK are at risk of being taken over by machine by 2030, according to a hard-hitting report into the future of the British economy.

A far-reaching report by the Institute for Public Policy Research (IPPR) has forecast that 15 million jobs are at risk of automation when the 21st century hits its third decade.

The report, titled Future Proof: Britain in the 2020s, also predicts strain being put on governments by a rapidly ageing population and increasing levels of inequality. Further challenges arise from low economic growth in the aftermath of Brexit and dwindling natural resources.

Rapid technological progress will transform the labour market and put traditional jobs at risk, the report published today said.

Radical advances were one of the main themes of the report, predicting an "accelerating wave of economic, social and technological change", which will "reshape the country, in often quite radical ways".

Written by the IPPR's Mathew

→ CONTINUED ON PAGE 5

Edinburgh to London rail travellers top one million

By ALASTAIR DALTON

The number of rail passengers travelling between Edinburgh and London on the east coast main line has hit the one million mark for the first time.

Virgin Trains East Coast (Vtec) has carried 8 per cent more than last year as it narrows the gap with airlines on the UK's busiest air route.

The operator, which is 90 per cent owned by Perth-based Stagecoach, attributed the increase to discounted fares, more frequent services and refurbished trains.

Vtec said its share of passengers against airlines had gone up 2 percentage points to nearly one third.

FULL STORY, PAGE 7

More under-65s given treatment for dementia

The number of under-65s in Scotland being treated for dementia has risen by a third in the past six years, official figures have revealed.

The rise has led to a renewed plea for a new law to widen free care services for younger patients.

Campaigners are calling for the instatement of "Frank's Law" – a proposal to extend free personal care named after the former footballer Frank Kopel who died aged 65, six years after being diagnosed with dementia.

FULL STORY, PAGE 10

Sir Bradley kisses cycling goodbye as he rides off into the sunset

Sir Bradley Wiggins has retired from competitive cycling after one of the most remarkable careers in British sporting history. Wiggins bows out as the winner of eight Olympic medals – a national record that includes five golds – and was the first Briton to win the Tour de France in 2012

FULL STORY, PAGE 3, SPORT PAGES 48-49



High Road or Low Road?



Business-led

Technology-led




Technologies do not determine the design of jobs and organisations
– the choices we make do so

Digital technologies are most effective when they enhance human labour
– not replace it

Organisations only achieve a full return on digital investments when they are
combined with workplace innovation



A photograph of a wave tunnel, showing the water curving around to form a tunnel-like structure. The water is a deep blue-green color, and the light from the opening of the tunnel creates a bright spot in the distance.

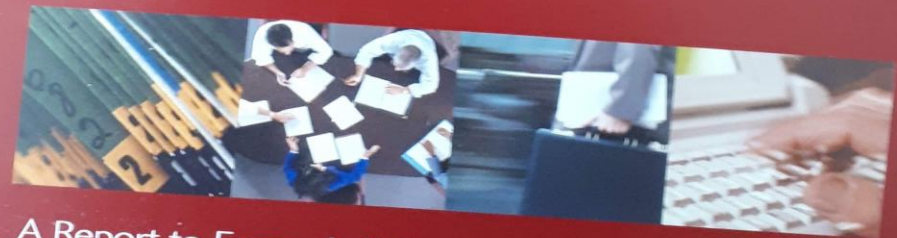
Everything we know from decades of research evidence and practical experience about what makes a productive, innovative and healthy organisation cannot be put aside because of digital technologies.

On the contrary, it is now more important than ever.

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People centred change

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PARTNERS AT WORK ?



A Report to Europe's Policy Makers and Social Partners



WORKPLACE INNOVATION

Introducing workplace practices that enable all employees to use and develop their skills, knowledge, experience and creativity to the full, leading to enhanced performance and quality of working life.

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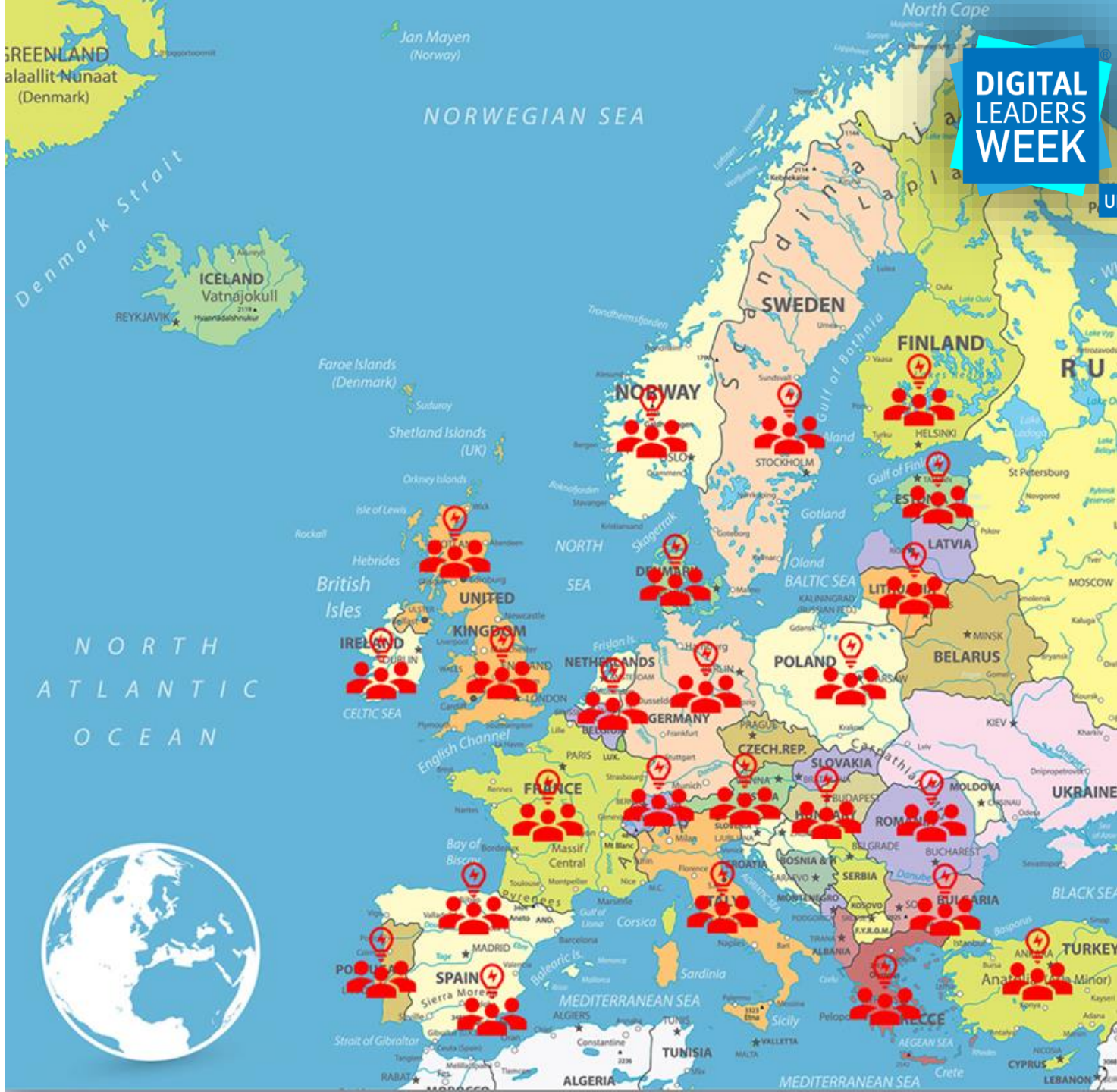
WORKPLACE INNOVATION

Comparing like with like, companies adopting workplace innovation practices systematically **achieve 20-60% gains** in productivity, innovation and employee well-being.

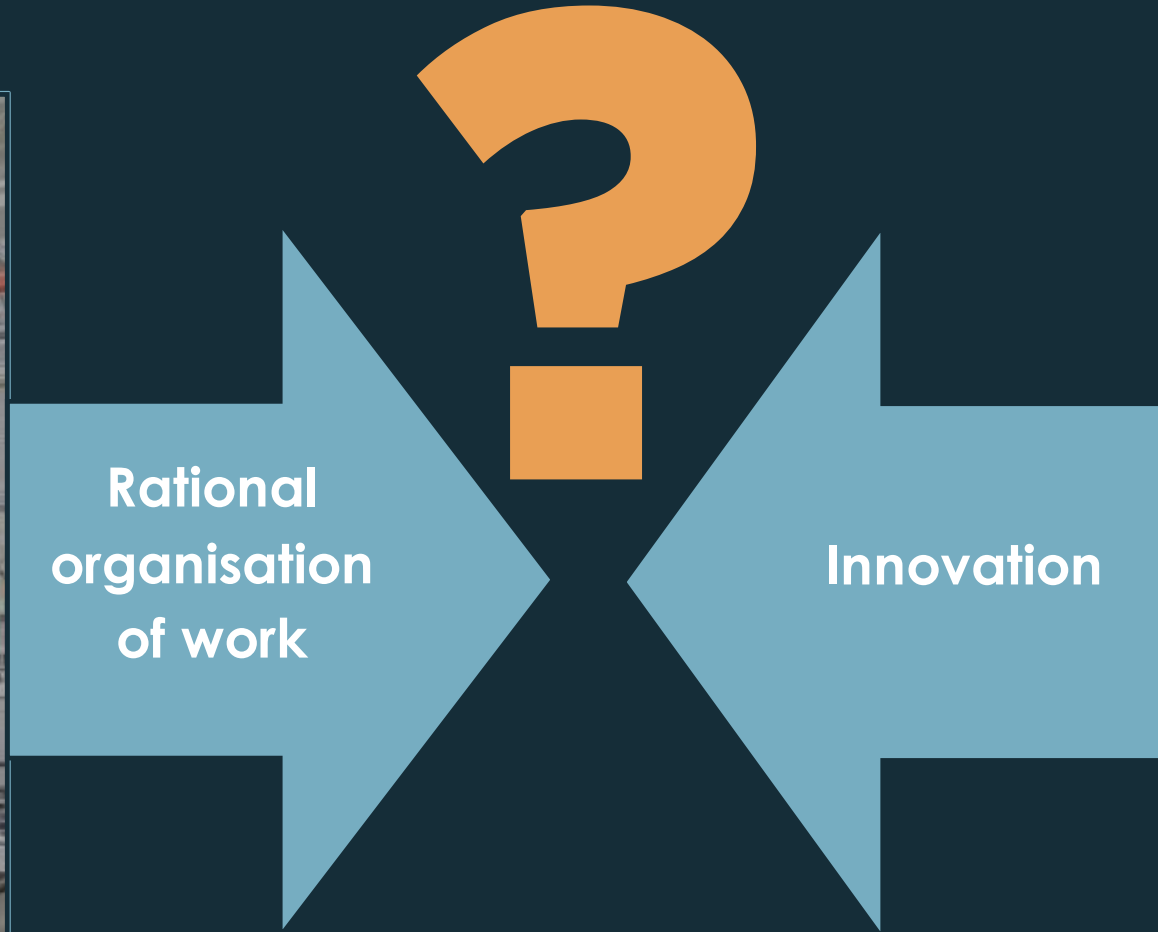
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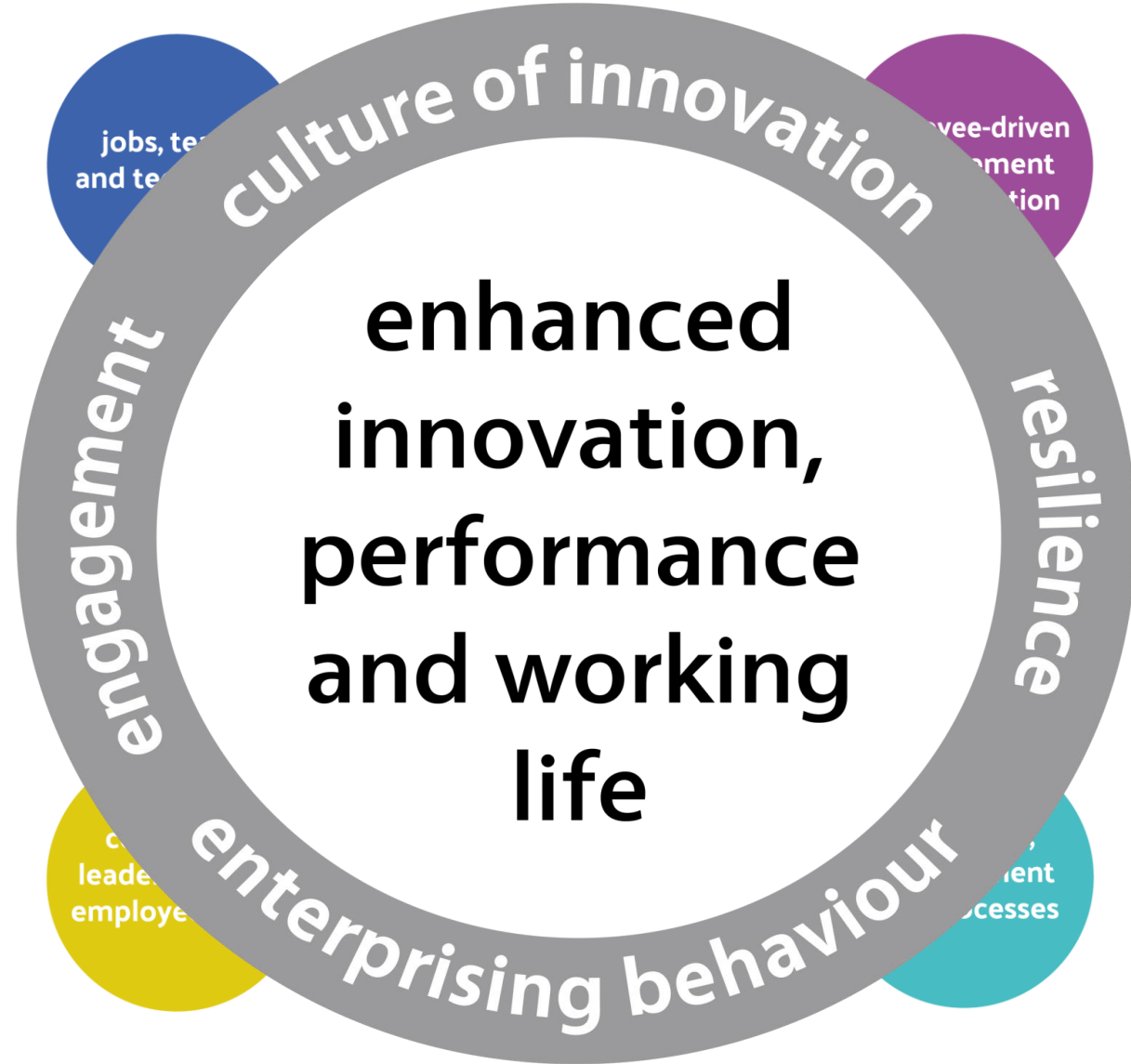
Industry 4.0 & Workplace Innovation



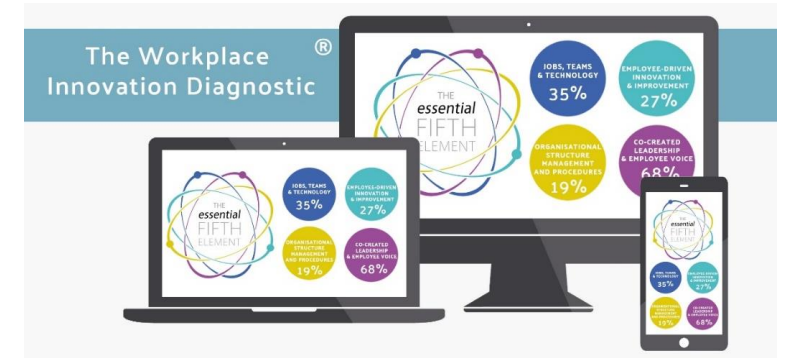
How can workplace innovation and digitalisation combine to create the high performing, innovative and people-centred organisation?



How can digital technologies enhance the high performing organisation?



The Workplace Innovation Diagnostic®



Evidence-based workplace practices associated with performance and well-being

Results are grouped into 11 actionable themes to assist clarity and identification of interventions

Provides direct insights into opportunities for workplace innovation at organisational, departmental, team or demographic group levels

Measures organisational and workforce readiness for digital innovation

Linked to an action planning template



Workforce disengaged from business strategy

Few opportunities to contribute to innovation

Working in silos



Engaging everyone in Corporate Strategy Pillars

co-created
leadership and
employee voice



Streamlining workflow and flattening the structure

structures,
management
and processes



Creating times, spaces and skills for innovation



**ROBUST TECHNOLOGY
INVESTMENTS**

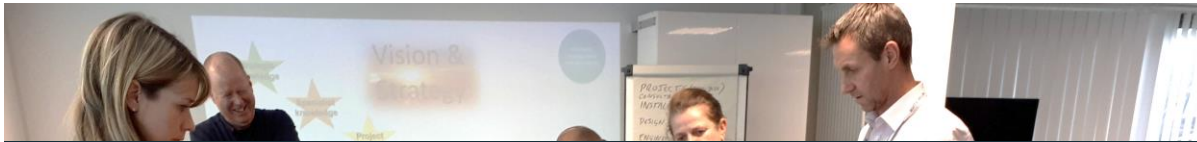
co-created
leadership and
employee voice

Tacit Knowledge

Trust
Visibility
Openness & Transparency
Employee Representation
Empowering Jobs

**Strategic
Knowledge**

Co-Created Leadership



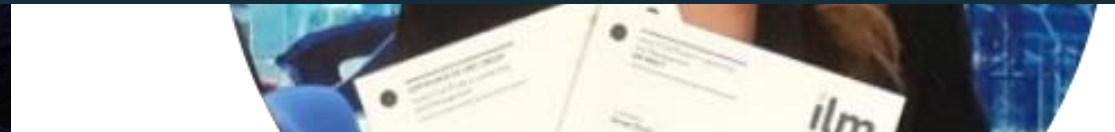
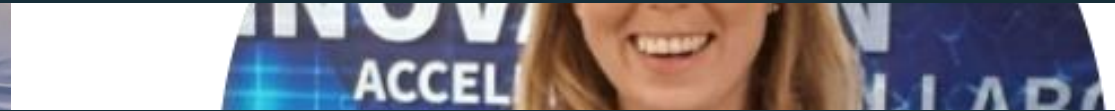
50%+ of workforce engaged in Corporate Strategy Pillars



60+ examples of employee-driven innovation



Active engagement of staff in exploring and developing digital potential





The Roadmap to Digital Advantage

Combining digital and human potential



The Roadmap to Digital Advantage

Combining digital and human potential



Leadership and vision are essential!



The Roadmap to Digital Advantage

Be clear about what you want to achieve



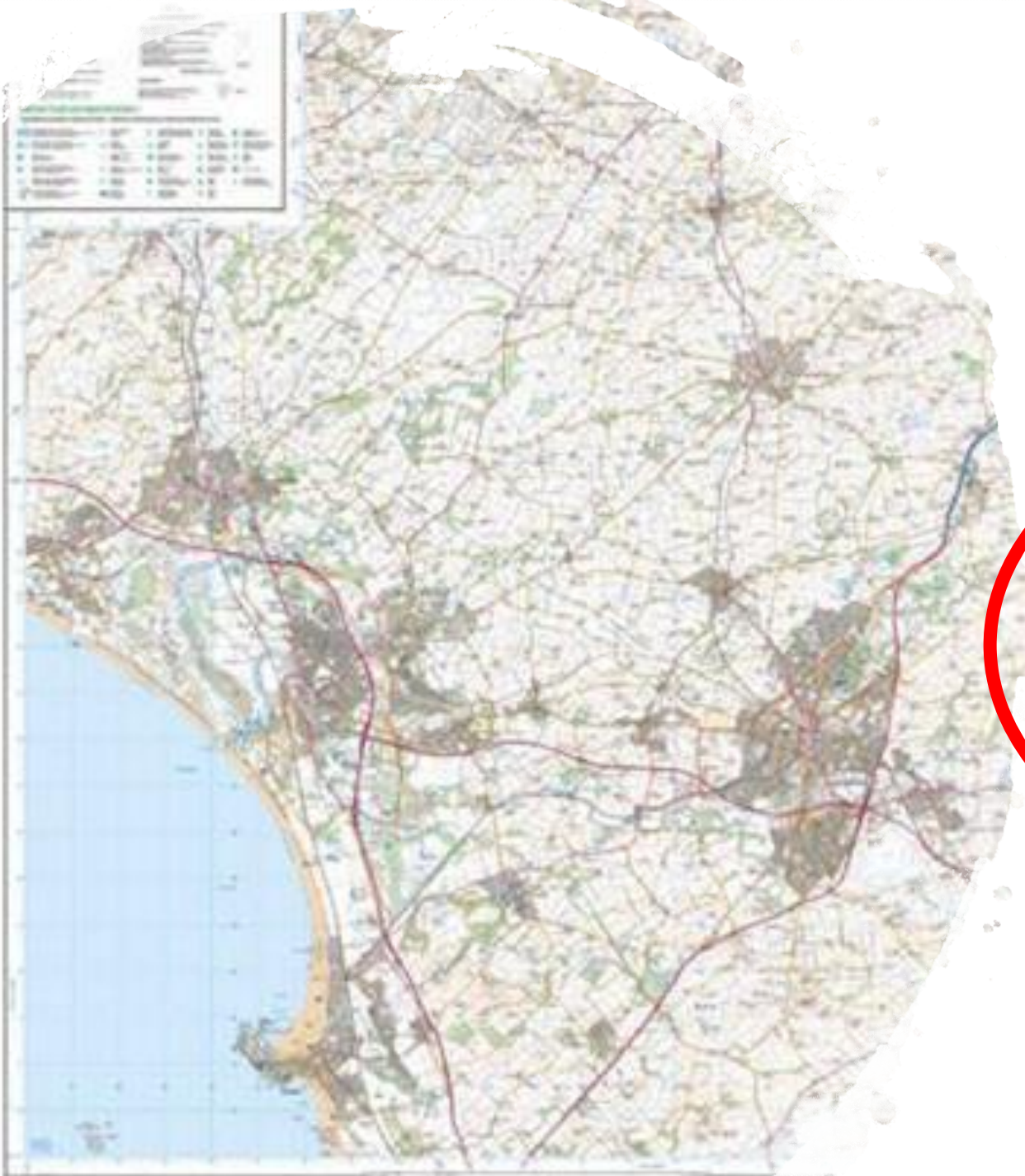
The Roadmap to Digital Advantage

Embed employee-driven innovation & improvement in the organisation's DNA



The Roadmap to Digital Advantage

Build an overview of the whole workflow and how the technologies relate to the wider organisation



The Roadmap to Digital Advantage

Interrogate and reveal the job design assumptions built-in to the technology



The Roadmap to Digital Advantage

Engage operators in implementation



The Roadmap to Digital Advantage



Upskill people

Technical skills

Problem-solving

Self-organisation

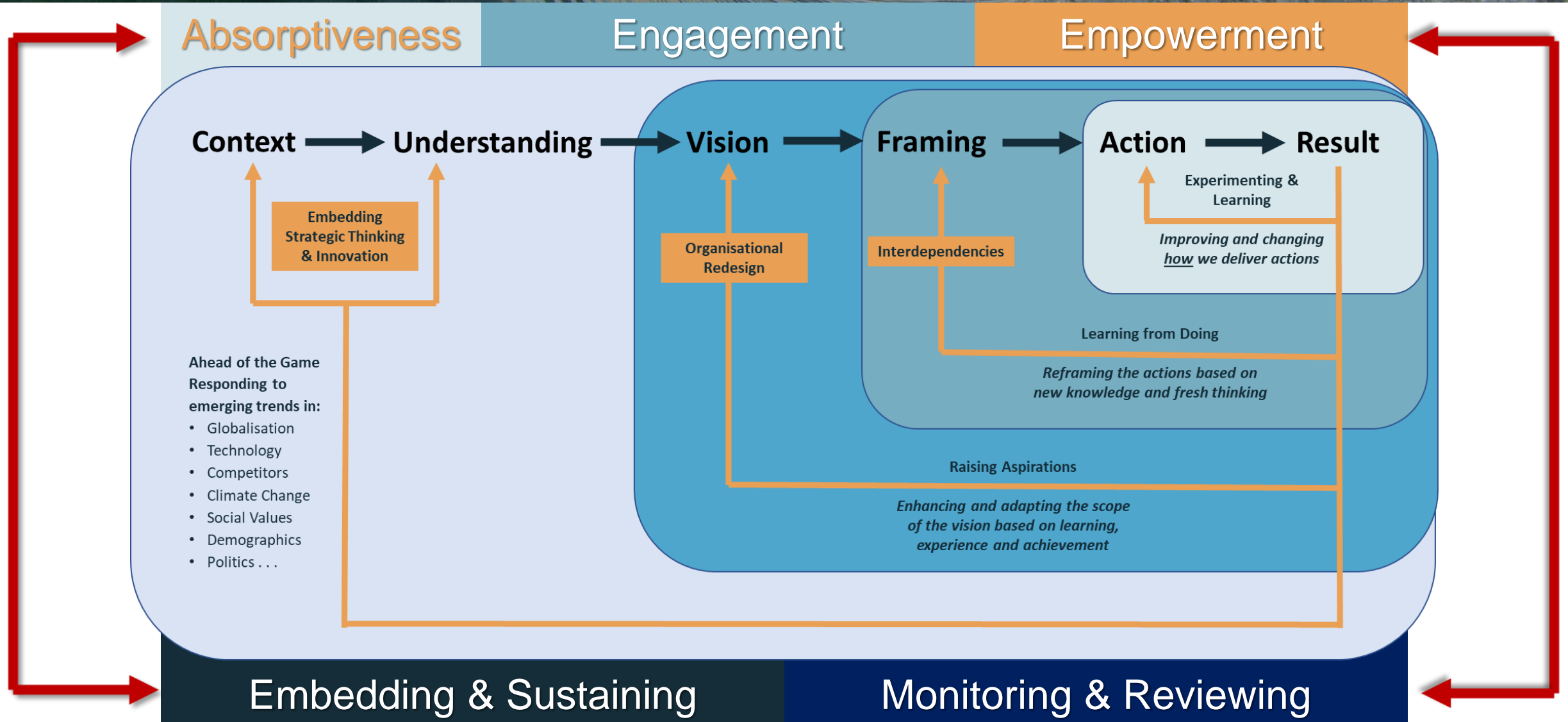
Teamwork

The Roadmap to Digital Advantage

Not a linear process . . .



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Discussion/questions?

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peter.totterdill@workplaceinnovation.eu

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