

European Workplace Innovation Network (EUWIN)



*Stimulating, Resourcing and Sustaining
Workplace Innovation across Europe*

25th November 2020

Welcome!

This second edition of EUWIN's relaunched Bulletin shows the strength and breadth of the workplace innovation movement across Europe. It includes important new research on workplace innovation's impact on organisational performance, capacity for innovation and employee wellbeing, together with reviews of public policy and articles on topical developments in Hungary, Italy and the railway industry.

We want the Bulletin to continue to bring fresh insights and news about workplace innovation to our large international community of practitioners and experts – and we need your help! Please send us your ideas for articles, case studies or discussion topics on any aspect of workplace innovation for the Spring 2021 edition.

This Bulletin is timed to coincide with [EUWIN's 2020 Virtual Conference](#) – three sessions spread over three days exploring workplace innovation from the perspective of companies, policymakers and researchers. Join us if you can, but if you miss it then you can watch the recording by following the above link.

EUWIN, now led by an [international consortium](#) of public and not-for-profit institutions, is committed to building a European movement bringing together researchers, policymakers, people involved in positive change in their

workplaces, and other stakeholders concerned with competitiveness, jobs and employee wellbeing. You can be part of it – contact us to find out how!

Contact the Editor, Dr Peter Totterdill

See our new website

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Workplace Innovation in Healthcare Ecosystems



Ezra Dessers
KU Leuven, Belgium



Bernard J Mohr
*People Powered Innovation Collaborative,
Portland, Maine, USA*



We are in a perfect storm. Even before the current pandemic struck, our care delivery systems were increasingly struggling with major new challenges such as rapid aging of the population, the greater longevity of people with multiple chronic conditions, the growing number of medical specialties, rapid technological advancement, and increasing healthcare costs.

Moreover, for individual organisations it is no longer enough to just be organisationally sound - having a vibrant connection to the larger ecosystem is essential.

[Read more](#)

Brescia FIM-CISL: Combining Organising and Partnership



Ilaria Armaroli

Research Fellow, ADAPT, Emilia-Romagna, Italy



Facing the spread of management-led efforts to engage ‘employee voice’ directly, trade unions may be stuck with a theoretical and practical dilemma: *organising* against the threats of individualisation or accepting the risk of collective voice marginalisation and *partnering* with management to at least secure mutual gains. At the crossroads between *organising* and *partnership*, one local trade union in Italy has created for itself a third way: challenging direct employee voice as a sole managerial choice and taking the lead in its promotion, regulation and implementation, thus ending up combining both *organising* and *partnership* options.

[Read more](#)

How mindful organising and workplace innovation stimulate the adoption of innovation by employees in logistics



Peter Oei TNO

The Netherlands Organisation for Applied Scientific Research



Many innovations do not get implemented. One reason is the limited innovation adoption of employees. Because they may see innovation as useless, not making their work easier, or that bosses and others do not stimulate its use. We wanted to know how innovation adoption worked in the Dutch logistics sector.

[Read more](#)

New evidence for workplace innovation and health



Frank Pot

Emeritus Professor, Radboud University, The Netherlands



Workplace innovation claims simultaneous improvement of organisational performance and job quality. This claim is grounded in theories as well as empirical research of more than 40 years. However organisations, working conditions and occupational health services are changing, so fresh evidence is always welcome. The renowned *Scandinavian Journal of Work, Environment and Health* published this year new evidence on the relation between job strain, low job control and low support on the one hand and mental disorder, cardiovascular disease and mortality on the other. One of the studies confirms again that lack of autonomy is an independent predictor, not being influenced by general perceptions of control in life.

[Read more](#)

Is "Zoom killing creativity" in the workplace? ... and other post-lockdown questions from business leaders



Peter Totterdill

Workplace Innovation Europe



Innovative workplace practices have helped many companies not just to survive but to increase productivity and performance during the lockdown. Regular video meetings are proving efficient in maintaining two-way communication and engagement – **but what is happening to the pervasive culture of innovation that these companies have worked so hard to create? And how can it be rebuilt as people return to work after the lockdown?**

[Read more](#)

The fiasco of Uber in Hungary



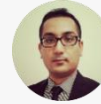
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Miklós Illéssy

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Saeed Nosratabadi,

*Szent István
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One of the new features in the business model of platform organisations is that they often operate in the grey zone of regulation, partly because national governments are in a weak bargaining position compared to these global corporate giants, and partly because regulation in particular and institutional actors in general are lagging far behind technological development.

However, the case of Uber in Hungary demonstrates clearly that local and national actors are not weaponless vis-a-vis these tech giants. After opposition by taxi drivers and companies and new regulation by the parliament Uber decided to leave Hungary in July 2016.

[Read more](#)

Activating inclusive growth in railway SMEs through workplace innovation



Garazi Carranza De Loizaga

Head of Competitiveness and Innovation, MAFEX Spanish Railway Association



Managerial and organisational practices have considerable significance for the railway's ability to succeed in global competition. One of the challenges for railway entities is to deliver innovative products, offering speed and flexibility in responding to changing demands from their customers. To address these issues, this paper develops and tests a research model that covers individual behaviour, organisational practices, and process of innovation among employees, analysing the impact of workplace innovation on firm performance.

[Read more](#)

Pyjamafication

Put your Jim-Jams away when working from home



Neil Devons

Workplace Innovation Europe CLG



Pyjamafication. Now there's a wonderful word to conjure with. It was first coined in the Irish press around 10 years ago after a social welfare office displayed a notice advising those attending the Community Welfare Offices that pyjamas are not appropriate attire.

Back then the inference was that PJs in the daytime indicated slovenliness, indolence and disrespect in a small minority of people. Today, however, Covid-19 has confined more and more people to their homes working largely in isolation and quite often in their comfy nightwear. **As long as you don a respectable jumper for those necessary Zoom business calls, does it matter what you're sporting under desk height?**

[Read more](#)

European Company Survey 2019

Workplace practices unlocking employee potential

Authors: Gijs van Houten & Giovanni Russo



This report is based on the fourth European Company Survey (ECS), carried out jointly by Eurofound and Cedefop in 2019. It describes a wide range of practices and strategies implemented by European companies in terms of work organisation, human resource management, skills use and skills development, and employee voice. The report shows how these practices are combined and how the resulting ‘bundles of practices’ are associated with two outcomes beneficial to employees and employers: workplace well-being and establishment performance.

[Read more](#)

The Finnish Liideri Programme (2012–2018)

Findings from the evaluation report

EVALUATION OF
PROGRAMS FOR
CUSTOMER EXPERIENCE,
CREATIVE INDUSTRIES,
AND HUMAN-CENTRIC
BUSINESS



Business Finland recently published an evaluation of four of its programmes focused on “promoting human-centric businesses and intangible value creation”. Of these, Liideri was the most directly related to workplace innovation, and is discussed on pages 37 – 51. We hope to publish further discussion of this important programme in a future Bulletin.

[Read more](#)

Learning Dynamics of Workplace Development Programmes

Studies in Swedish national programmes



Agneta Halvarsson Lundkvist

Linköping University



This recent study adds fresh insights to Workplace Development Programmes in Sweden, with the important conclusion that “it is not enough to send persons with these [management and employee learning] functions on courses: the content needs to be integrated into their practice.”

[Read more](#)



Last chance to join our conference



EUWIN Virtual Conference: Workplace Innovation in the Digital Age

25th – 27th November 2020

Each day - 15.00 – 17.00 CET / 14.00 – 16.00 GMT

Europe's business leaders, policymakers and researchers to share insights on future work.

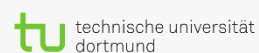
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EUWIN Partners



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