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EUWIN

Workplace innovation Industry 5.0 style

EUWIN / Bridges5.0 Webinar Programme (Online)

24 November 2023

Dr Peter Oeij / TNO, Netherlands





November
Friday 24th
10 – 11am UK

Workplace Innovation Industry 5.0 Style.

Peter Oeij (TNO, NL) [[BOOK](#)]



Peter Oeij will present his vision on 'workplace innovation' and present the recently published book 'Workplace innovation: the challenge of disruptive transitions'. Subscribed participants to this webinar will get a 50% discount voucher of the book, published by Edward Elgar publishers in the Elgar Research Agenda series.

Peter Oeij is associated with TNO Innovation for Life – the Netherlands, and motivated to improve the quality of work for all of us. He can be reached at peter.oeij@tno.nl

Content

- What is workplace innovation (WPI)? How do I see it?
- Origins of WPI
- Two examples of WPI-implementation and why it works
- Industry 5.0: a new context for WPI
- The latest book: 'A research agenda for workplace innovation: The challenge of disruptive transitions' (Edward Elgar Publishers, 2023)
- Your discount voucher (50%)



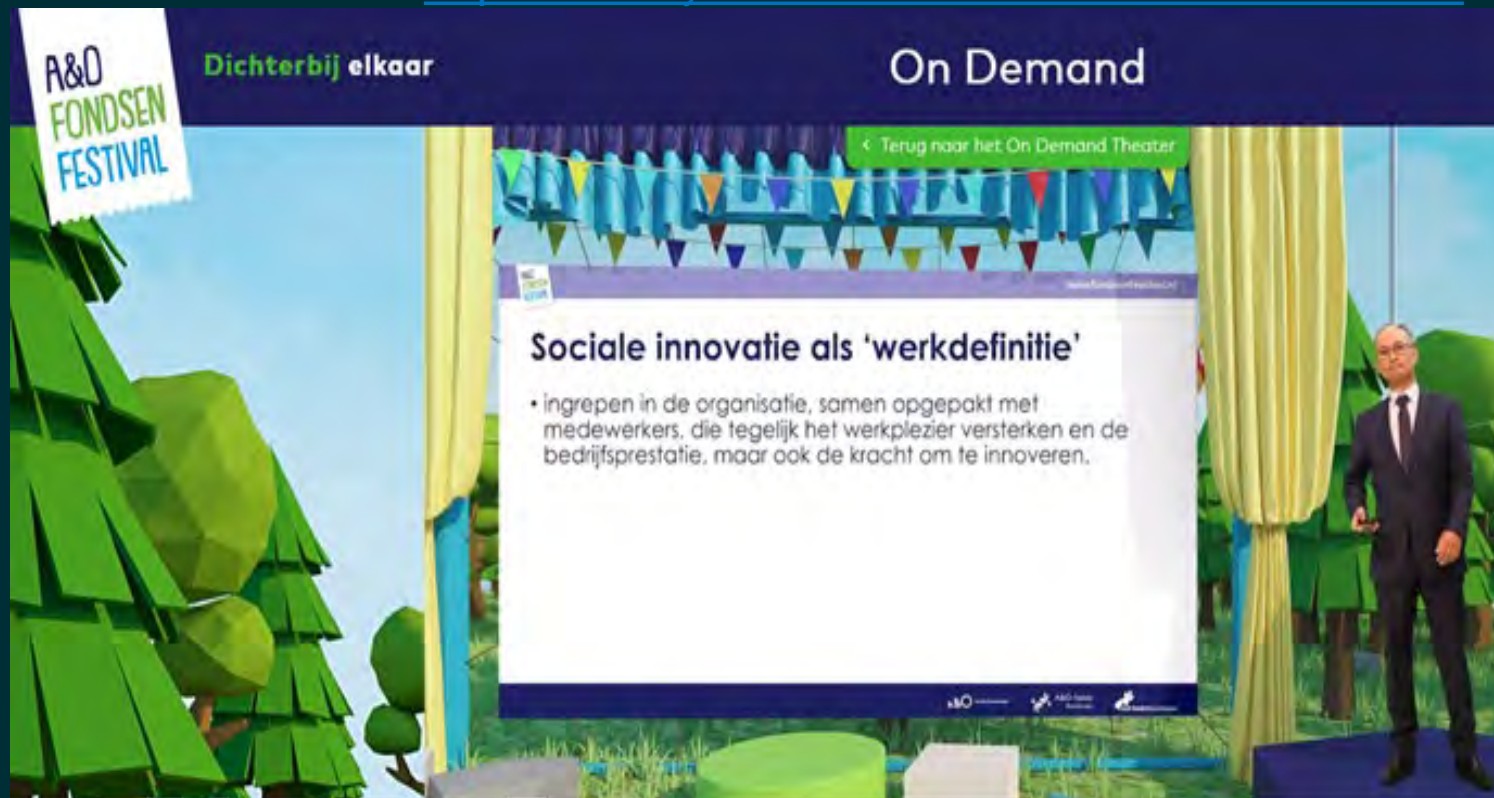
› **WHAT IS WORKPLACE INNOVATION?**

- ...for those who speak Dutch....

-what is workplace innovation (in Dutch: sociale innovatie)?

Sociale innovatie toegelicht in een Nederlandstalig filmpje:

<https://www.youtube.com/watch?v=75I5-BUv0hQ>



Workplace innovation =
WPI



Modern manager

WPI = vision
based on a
conviction

Humanistic view
on labour,
management
and organisation

Employee
engagement
and employee
involvement

Social
dialogue

Minimal
division of
labour; 'rich
jobs'

Not top
down but
bottom up

Decentralis-
ation not
centralisation

Managers understand they need an integral / holistic view on their organisation



Modern manager

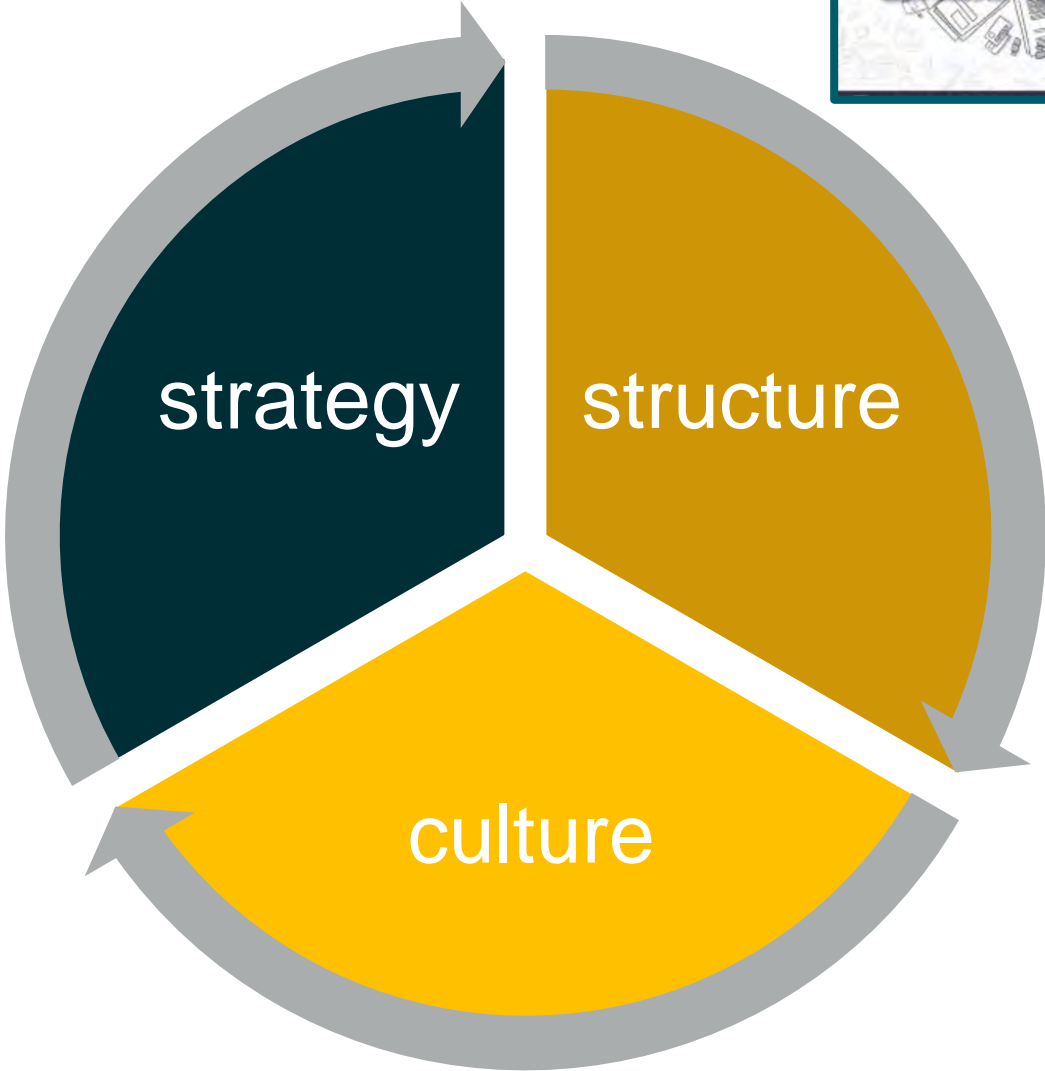
Structure follows strategy,

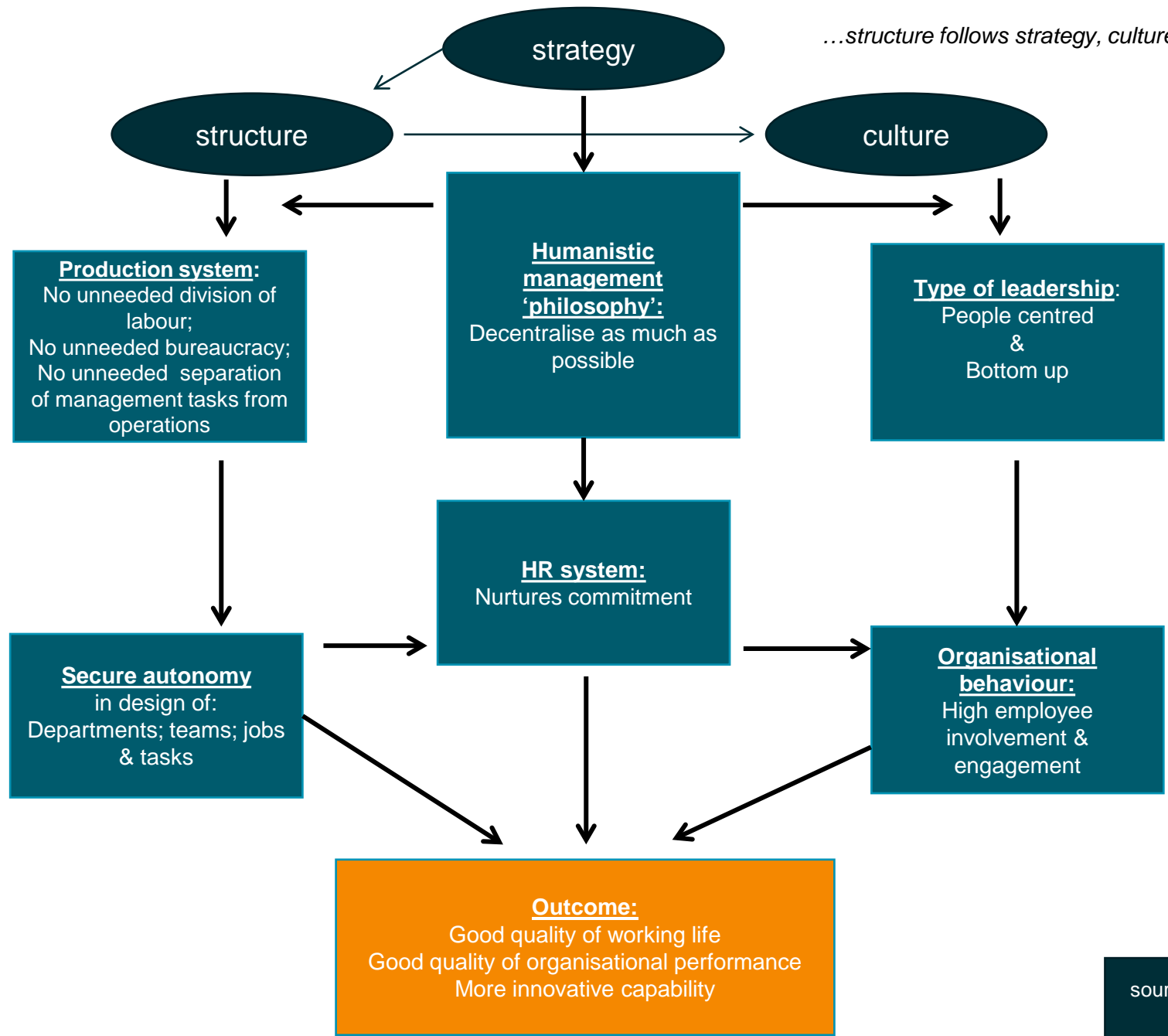
And

Culture follows structure

[after Alfred Chandler, 1962]

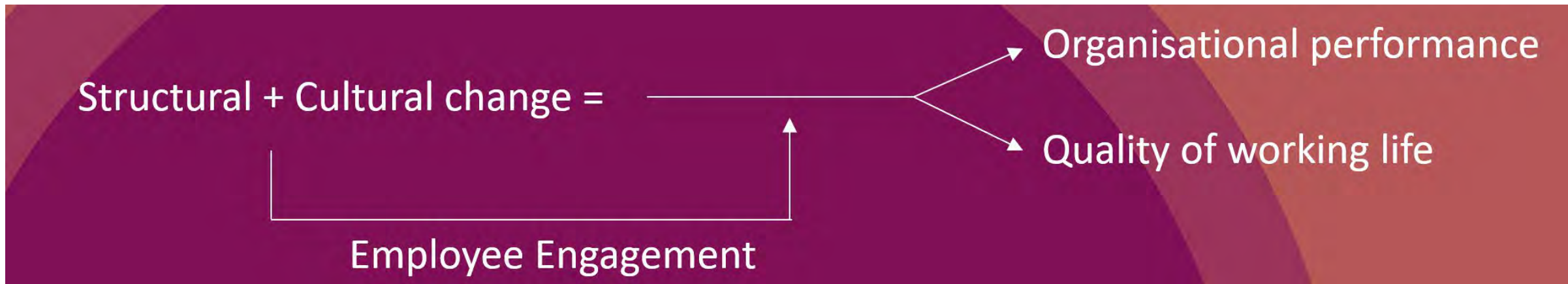
Managers understand they need an integral / holistic view on their organisation





› ELEMENTS OF WORKPLACE INNOVATION (WPI)

- › it is a renewal of the (work)organisation or of the design of jobs (structural change)
 - › example: introduction of self-organising teamwork design, decentralising management tasks
- › it affects how managers and employees behave in the organisation (cultural change, organisational behaviour)
 - › example: employee engagement, supportive leadership behaviour
- › it is not technological innovation, but it supports the adoption of (technological) innovation (improve innovative capability)
 - › example: employees co-develop technological choices, employee-driven innovation
- › **OUTCOMES:** better organisational & business performance + better quality of working life



(Source: Oeij & Dhondt, 2017, p.66 in Oeij, Rus & Pot, eds.)

Definition workplace innovation

(Oeij & Dhondt, 2017, p.66 in Oeij, Rus & Pot, eds.)



WPI is an integral set of participative mechanisms for interventions relating **structural** (e.g., organisational design) and **cultural** aspects (e.g., leadership, coordination and organisational behaviour) of the organisation and its people with the objective to simultaneously improve the conditions for the **performance** (i.e., productivity, innovation, quality) and **quality of working life** (i.e., wellbeing at work, competence development, employee engagement). In this definition, ‘participative mechanisms for interventions’ are synonymous to **employee engagement** in decision-making processes and represent a precondition for WPI [Oeij and Dhondt, (2017), p.66].

> research into WPI shows that...

> WPI contributes to

- better business performance
- better adoption of renewal, innovation and new technology
- improved relations between management, unions and employees
- cooperative working cultures and appreciated leadership styles
- more innovative work behaviour

Sources: Putnik et al., 2016; Oeij, Rus & Pot, 2017



› ORIGINS OF WORKPLACE INNOVATION?

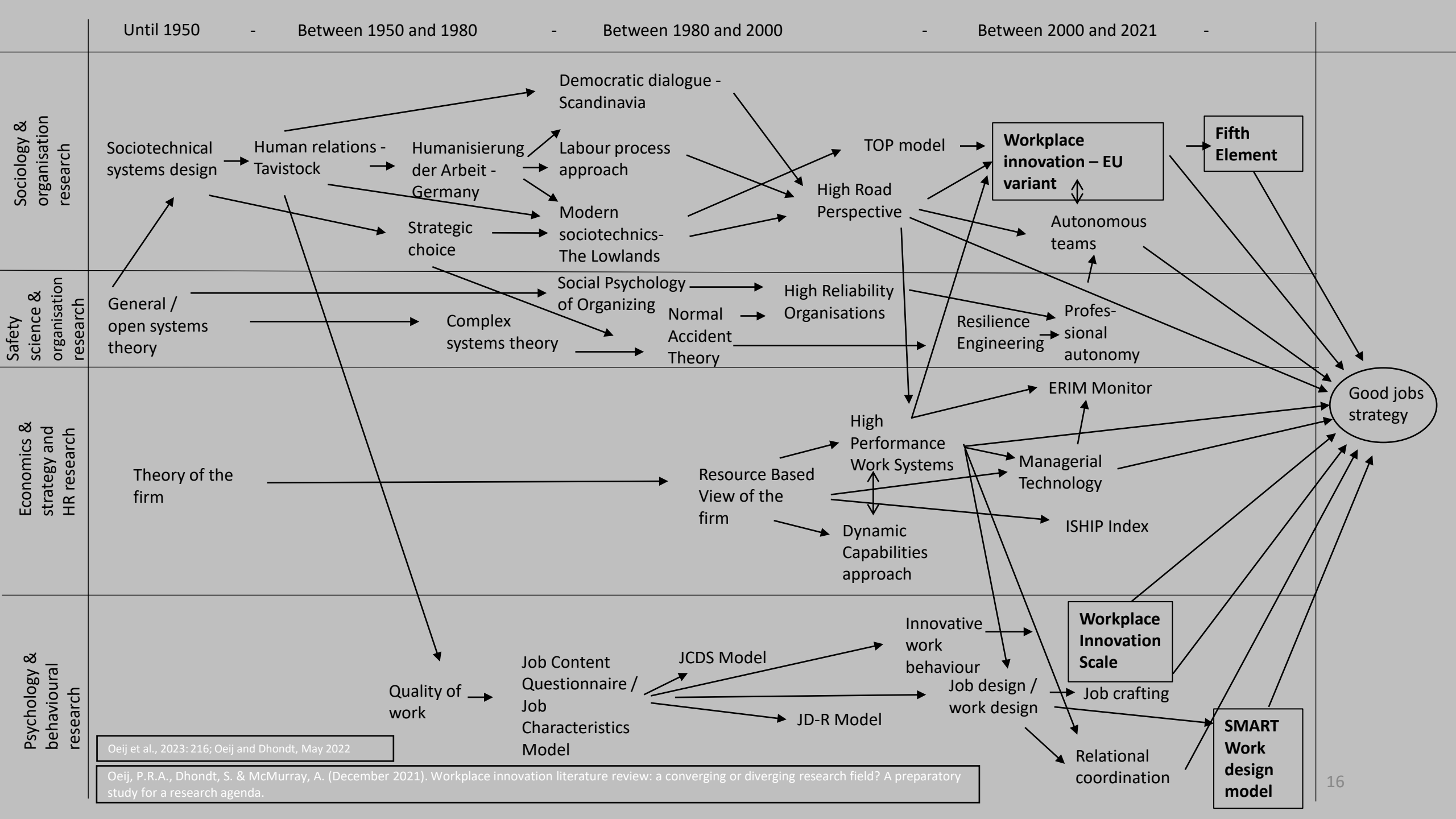
workplace innovation: history and origins

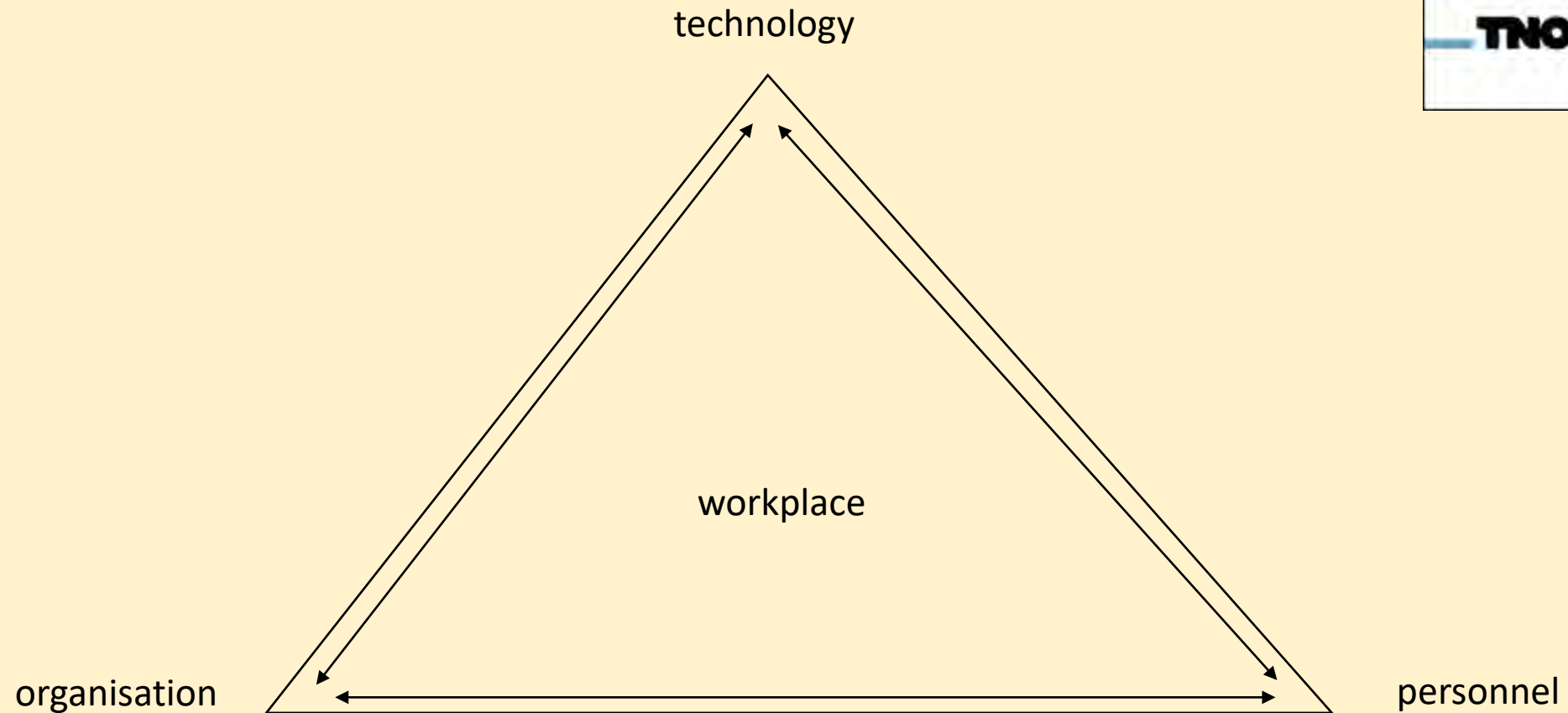
Different approaches to WPI (definitions):

- › Individualist versus Organisational
- › Subjective versus Objective
- › Input / Output versus Throughput

Our approach:

- › Organisational (sociotechnical systems design)
- › Objective (conditional approach)
- › Throughput (WPI is a means to a goal, not a goal in itself)





Workplace innovation practices (examples):

- technology: taking into account that human work is not hollowed out, but augmented and supported
- organisation: ensuring a division of labour that enables meaningful work
- personnel: the qualitative and quantitative formation takes into account fair working conditions and learning opportunities

The basis for strategic choice and management behaviour is to put human interests not subordinate to economic interests



› **EXAMPLES OF WORKPLACE INNOVATION: WHY AND HOW IT WORKS**

Two examples

- Logistics research in the Netherlands (2018)
- Eurofound study (2015)





Workplace innovation in European companies




3rd European Company Survey

Oeij et al, 2016, Implementing Workplace Innovation across Europe: why, how and what? *Economic and Social Changes: Facts, Trends, Forecast*, 5(47), 195-218.



A case study about 51 companies in EU



A survey of managers in logistics



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What do we observe in the logistics sector?



100%

From all companies
80% started with an
innovation in the last 2
years



80%

From those 80% only
40% implemented the
innovation successfully

40%

From those 80% only
10% also used
workplace innovation
practices

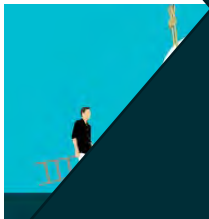
10%

90%

From those 10% WPI-
minded companies
90% implemented the
innovation successfully!



What do we observe in the logistics sector?



So workplace innovation is terrific!

90%



10

From those 80% only 10% also used workplace innovation practices

What is the secret to successful WPI implementation of the cases in the Eurofound research? [Oeij et al., 2015]

Mature employment relationships:

- 1. management, employees and works councils agree about why WPI should be implemented
 - [efficiency, competitive advantage, innovative capability]
- 2. management, employees and works councils agree about leverage factors
 - [employee involvement, top management commitment, powerful leadership]
- 3. management, employees and works councils agree about desired impacts factors
 - [employee engagement, longer term sustainability, high performance]



Conclusion about Workplace Innovation:

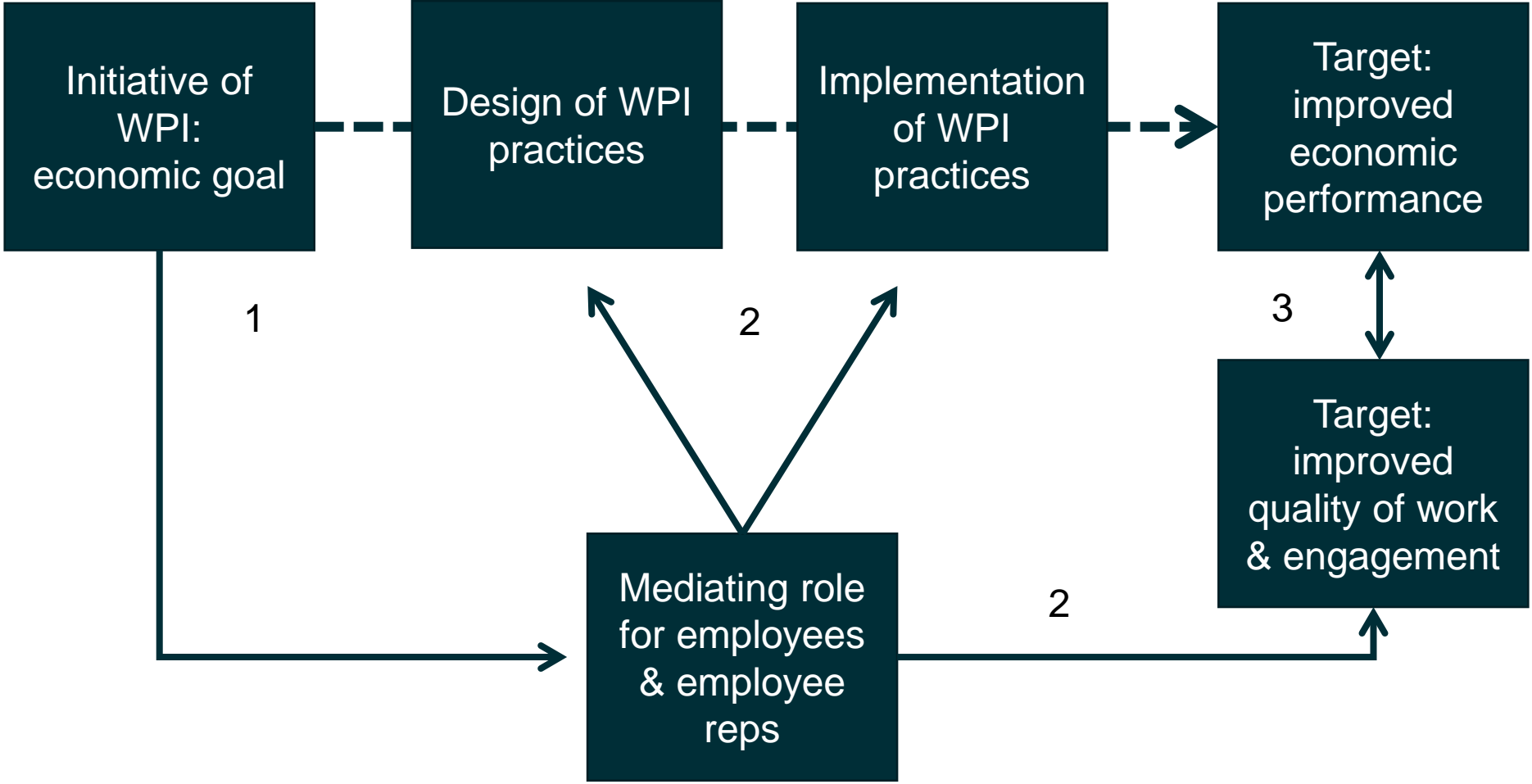
- Workplace innovation can be useful for performance and better jobs, and adopting innovation
- Link organisational (structural) and behavioural (cultural) elements when designing an intervention
- Structural interventions are 'conditional'; cultural interventions are combatting symptoms, not causes; Human resource policies are often 'symptomatic'.

Workplace innovation as an intervention



- It starts with a ‘problem’ that needs to be solved by an ‘intervention’ [requires solid analysis]
- WPI says: it should positively affect both organisational performance (right to exist) and quality of work (sustainable employability)
- It is about ‘content’
 - An intervention in ‘structure’, ‘culture’ or mix of both
 - WPI is not the same as technological intervention or ‘social’ intervention
 - WPI is a means, not a goal in itself
- It is about ‘process’
 - It engages and / or involves people
 - It is much like a change process
 - It uses talents of people and further develops those talents
 - There is a complex interaction of ‘technology, organisation and people’ which makes the process hard to predict and not fully controllable [the risk to fail is significant]

PATTERN OF IMPLEMENTING WPI- PRACTICES (PROCESS MODEL)



To summarize

- Economic goals are initiated by management
- Employees are involved in designing and implementing the intervention
- Quality of work goals become part of the design
- Key factor: dialogue about common interests for the longer term (mature employment relationships)



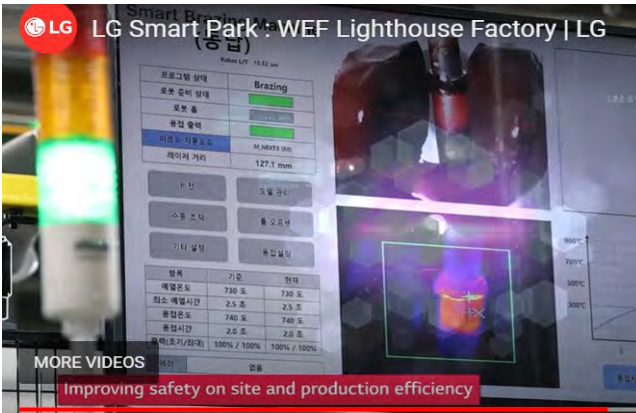
Conclusion

- Workplace innovation interventions can be very different regards content, however link organisational (structural) and behavioural (cultural) elements when designing an intervention remains essential
- Link 'necessary' economic goals to 'sufficient' employee interest goals
- Not only the succesfull process of development and implementation of WPI benefits highly from the engagement of employees, also the desired longer term goals, and the further / continuous quality of constructive employment relations
- Companies 'resisting to WPI-interventions' can be helped if they can apply the knowledge that is already available; it is likely that it works best if one first looks at economic performance objectives and subsequently connects this to employee interest goals.

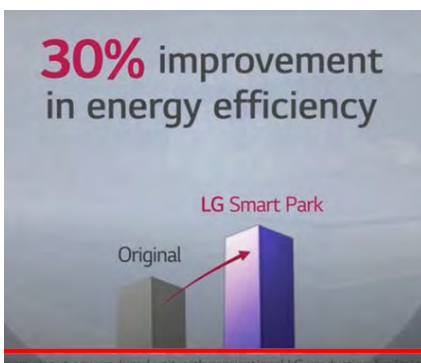
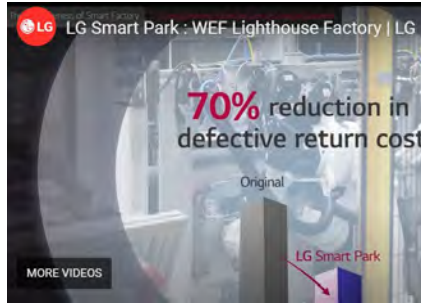
Example of what is NOT QUITE workplace innovation

Producer washing machines, refrigerators (and many other consumer electronics)

Site visit by Peter Totterdill and Peter Oeij to Korea in May 2023



astounding results !



LG, Changwon Photo: Peter Oeij, 2023

Much automation that reduced hard labour and unsafe situations...but the remaining work on the production line is:

- strong division of labour
- short cycle times
- repetitive and monotonous
- unskilled
- musculo-skeletal risks for the longer term

...only foreign labour migrants are willing to do this work



› **INDUSTRY 5.0: A NEW CONTEXT FOR WORKPLACE INNOVATION?**

› INDUSTRY5.0: A NEW CONTEXT FOR WORKPLACE INNOVATION



› INDUSTRY4.0



Commonalities:

- apply newest (digital) technologies and continuous innovation;
- digitalisation pervades into all production processes;
- I5.0 does not replace but complements I4.0 with human and social values.

› Techno -driven

- › increase efficiency and flexibility
- › smart factory / connectivity

› Shareholder driven

- › limited interest for society
- › limited interest in environmental issues
- › dominance neo-liberal model

› Economic value driven

- › job destruction is no issue
- › obsolescence of skills not responsibility of industries

INDUSTRY5.0



› Sustainability

- › circularity
- › reduce energy / emissions
- › not jeopardise future generations

› Human-centric

- › technology should support humans
- › technology should adapt to humans
- › technology not impinge worker's rights

› Resilient

- › more robust / critical infrastructure
- › strategic value chains / security

Source: Breque et al. (2021). Industry 5.0: Towards a sustainable, human-centric and resilient European industry (European Commission, DG R&I).

Conclusion:
The EU Commission puts human-centricity central which is an opportunity for workplace innovation

BRIDGES 5.0 project

interventions and
new technology
implemented in case
companies

What makes
these cases
Industry 5.0?
-Human centric
-Resilient
-Sustainable

-Human centric:
>is new technology
applied to augment
and support
employees?

-Human centric:
> do employees
feel and
experience they
are empowered
and sustainably
employable?

outcomes ?

-good for business
-good for employees
-good for the planet
-good for society

-Human centric:
>are employees
involved in the
change and
implementation
process?

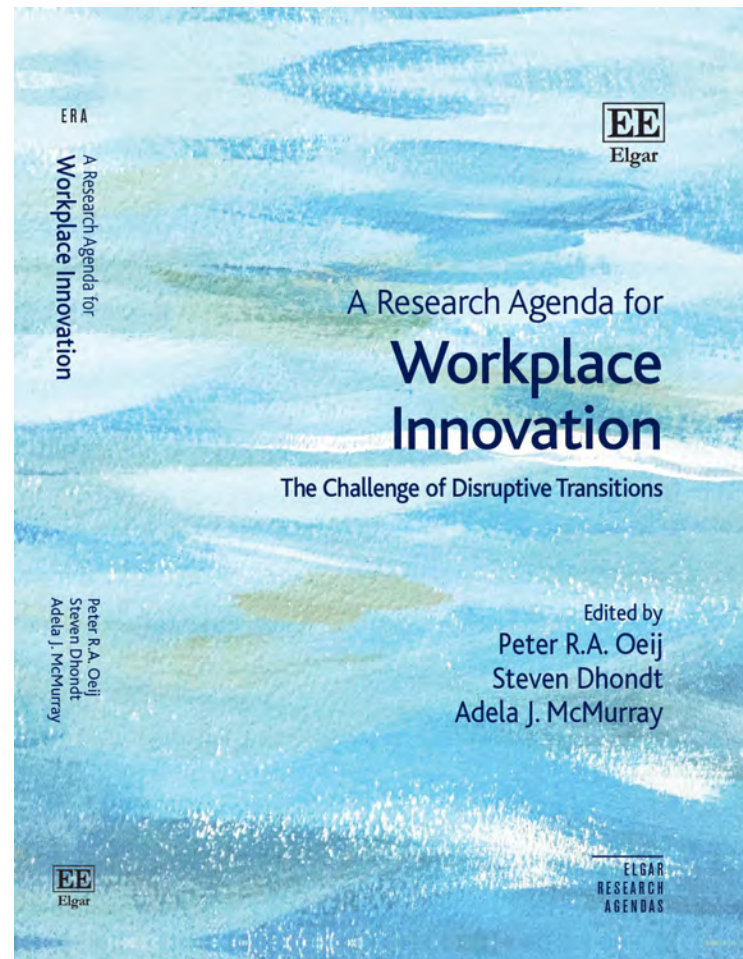
-Human centric:
>Are jobs (re-)
designed to
ascertain good
quality of work?



› **WORKPLACE INNOVATION: THE RECENT BOOK PUBLICATION**

4. THE NEW WPI BOOK

A RESEARCH AGENDA FOR WORKPLACE INNOVATION: THE CHALLENGE OF DISRUPTIVE TRANSITIONS



Edited by Peter R.A. Oeij, TNO, the Netherlands, Steven Dhondt, TNO, the Netherlands and KU Leuven, Belgium and Adela J. McMurray, Flinders University, Australia

Publication Date: 2023 | ISBN: 978 1 80088 193 8 | Extent: 326 pp

[Link: A Research Agenda for Workplace Innovation \(e-elgar.com\)](http://www.e-elgar.com)

Online talk on Workplace Innovation





A RESEARCH AGENDA FOR WORKPLACE INNOVATION

The Challenge of Disruptive Transitions

Edited by Peter R.A. Oeij, TNO, the Netherlands and KU Leuven, Belgium and Adela J. McMurray, Flinders University, Australia

"Digital disruption is widespread across our economies and societies. Bringing together an array of highly qualified contributors, this timely book contains important theory, research and analysis on this challenging phenomenon. It includes valuable guidance on how to engage with digital transformation through the mutually beneficial process of workplace innovation."

— Peter Boxall, University of Auckland, New Zealand

"The organization of work and the workplace is under stress. COVID-19 is one example but the long-standing processes of technological change is another as are labor supply shocks flowing from demographics. How are organizations adapting? What constitutes best practice? What are the consequences of different strategies for the organization and for the workforce? These are urgent questions and via thoughtful comparative chapters A Research Agenda for Workplace Innovation provides answers. This is a timely and much needed contribution."

— Paul Osterman, MIT Sloan School, US

"An insightful and fascinating book that will reshape the way you approach innovation in this challenging and disruptive era of unprecedented digital transformation. This book will provide you with tools and strategies to successfully navigate workplace innovation transition and manage the impacts of technology to support and empower your future workforce...read this book and learn from the best!"

— Al Jawhari, Innovate Inn Pty Ltd, Australia

"As the world moves to ever greater integration of technology with economic, social, and environmental issues, this work sets the scene for transitioning the workplace through technology adoption. This is a powerful and timely edition with logically organized parts and international cases. It will prove to be a valuable resource for managers and scholars alike."

— Allan O'Connor, University of South Australia

"This book is timely published when digital technologies are transforming work across the globe. It is an invaluable contribution to how inclusively to combine human labour and disruptive technologies by analyzing various country experiences of workplace innovation in the context of new technologies and COVID-19"

— Kiu Sik Bae, formerly president of Korea Labour Institute, current standing member of Korean Economic, Social and Labour Council

"As with every previous wave of change, the information revolution and the green transition are bound to transform both consumption and work patterns. This book takes a deep look at the workplace transformation and how to go about doing it well and studying it. Important, useful, and timely for academics, managers, and workers."

— Carlota Perez, Author of 'Technological Revolutions and Financial Capital: The Dynamics of Bubbles and Golden Ages', University College London, University of Sussex, UK and TalTech, Estonia

Elgar Research Agendas outline the future of research in a given area. Leading scholars are given the space to explore their subject in provocative ways, and map out the potential directions of travel. They are relevant but also visionary.

This cutting-edge Research Agenda takes a hard look at workplace innovation practices that are vital for dealing with the global disruptive changes we currently face. It unpacks the ways in which organisations can become more sustainable, not only for value creation and profitability but also for sustainable employability and employee skill development.

Exploring the ways in which workplace innovation provided necessary safeguards to deal with technological and environmental change, chapters provide a state-of-the-art discussion of the topic in light of digital disruption and the Green Revolution. These areas of concern do not beg for one overall solution but for more resilient organisations in general. Bringing together the most renowned scholars in the field of workplace innovation from Europe, Australia and Asia, this Research Agenda looks at how we can learn to tackle these issues on an international level.

With invaluable insight into workplace innovation spanning companies and individuals, nations and regions this Research Agenda explores the results of workplace innovation practices in very different global contexts. It will be of great value to researchers, policy-makers, practitioners, consultants and students of workplaces, organisations, human behaviour and digital transitions.

Contributors include: Tuomo Alksoinen, Michel Bal, Alexandra A. Bosing, Arianna Costantini, Ezra Dessler, Steven Dhondt, Gerben Huisregge, Adela J. McMurray, Mahmoud Mousa, Michael K. Muchni, Mathew Nkomo, So Pi No, Peter R. A. Oeij, Hyeonik Ch, Sharon Hays-Parkes, Hani Garg, Pihari, Frank D. Plot, Motique Kamnitsi, Sarana Rubini, Donald (Dor) Scott, Ma Smith, Peter Tosiachil, Wouter van der Torre, Geert Van Hoozemans, Václav Václavík, Kentaro Watanabe, Claudio Zaltà

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Countries participating:

Europe: Netherlands, Belgium, United Kingdom, Ireland, Germany, Finland, Italy

Asia: Vietnam, S-Korea, Japan

Australia

USA, Latin America, New Zealand: foreword and endorsers

FUTURE AGENDA

- > Deal with disruptive challenges (digital disruption, energy transition, tight labour markets, global conflicts, climate change) requires evidence-based knowledge for practice
- > Cultural differences across the globe requires sharing insights and organise debate about results
- > Digitalisation, robotisation, automation, AI / ML change skills, jobs, organisations and business models > how to combine business performance with good jobs with WPI
- > Human centricity requires interdisciplinary collaboration between technical and social experts / sciences

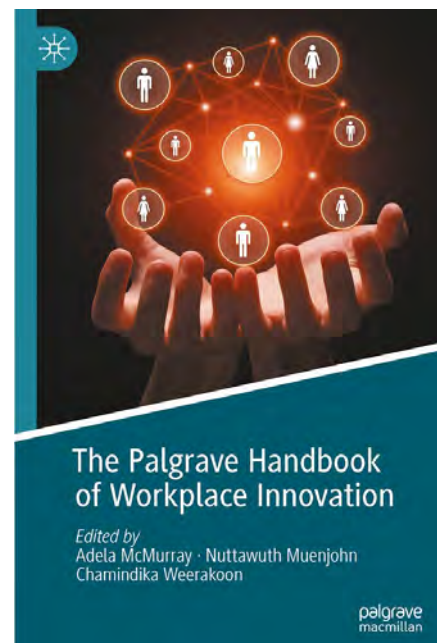
Invitation (page 287):

- sharing narratives
- converging research on workplace innovation



› **WORKPLACE INNOVATION: RELEVANT SOURCES**

Further reading...



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Thank you for your attention!

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