

Building the Human-Centred Workplace

The BroadVoice Roadmap to Positive Change

June 2025



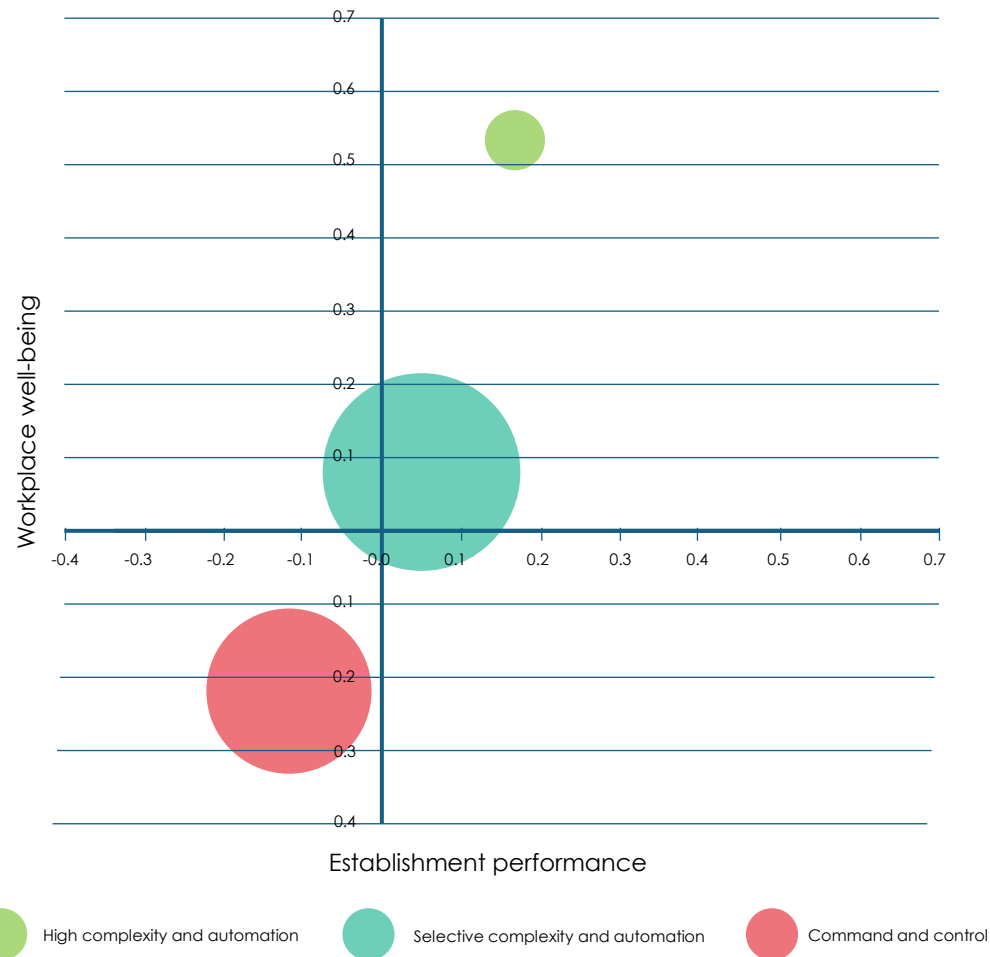
Introduction

Why a Roadmap?

Research evidence and the practical experience of many organisations tell us that **it is possible to create high performance, greater capacity for innovation, and enhanced quality of working lives simultaneously. The key lies in the adoption of workplace practices that empower workers** at every level to exercise high levels autonomy, work in self-organised teams, learn and develop, and bring their ideas to work.

Yet this vast body of evidence and experience is making little impact on the majority of European businesses and public sector organisations. Successive surveys tell us that only a small percentage of European workplaces adopt these practices systematically across their entire organisation. **Take a look** at the following results, based on the 2019 *European Company Survey* of some 20,000 European workplaces:





As you can see, **workplaces in which employees enjoy jobs with greater autonomy combined with regular opportunities to address new challenges (“High complexity and autonomy) significantly outperform the others in terms of establishment performance and workplace wellbeing.** But then look at the respective sizes of the different circles. **High complexity and autonomy jobs characterise only 6% of European workplaces.**

That represents a significant loss of economic growth and innovation, and a waste of human potential and wellbeing. It is surprising that this failure to realise economic and social potential is not taken up more widely by policymakers, social partners, companies and other stakeholders across Europe.

Findings from the **BroadVoice** project point to limited knowledge and awareness amongst multiple actors, not least trade unions and employers' organisations. Of course there are islands of good practice in Europe, and these have been instrumental in shaping the thinking behind this Roadmap.

BroadVoice was created to help **address the gap between evidence-based practice and common practice** at enterprise level, and to build a better understanding amongst company leaders and social partners of “what works” in practical terms. **This Roadmap offers an actionable guide for practitioners based on our findings.**

Source: <https://www.eurofound.europa.eu/en/surveys/european-company-surveys/european-company-survey-2019>

Making Sense of the Evidence



So how should company decision-makers, change leaders and trade unions navigate the vast and growing body of research evidence that dates back at least as far as the 1950s? And how should they learn from the experiences of European companies and other organisations that have succeeded in achieving these win-win outcomes for business performance and employee wellbeing?

The concept of **workplace innovation** was first developed to help make sense of this evidence and experience. It can be understood in terms of changes in work organisation, labour relations and technologies based on workforce empowerment. Workplace innovation is a systemic framework grounded in research evidence, yet it is action-oriented and aimed at organisational decision-makers and change leaders.

Despite their diversity in size, sector and national context, organisations which achieve exemplary performance, high levels of innovation and great working lives typically have one thing in common: jobs and workplaces in which employees at every level use and develop their full range of skills, knowledge and creativity in their day-to-day working lives. The key to this is **direct participation** – empowering workers to decide how their tasks are delivered, and enabling their involvement in decision-making, problem solving, continuous improvement, innovation and learning.

Yet employee voice in the form of **representative participation** also plays a key role. In organisations which enjoy truly collaborative relations with trade unions and employees, partnership forums can emerge in

which the tacit knowledge and experience of workers blends with the strategic insights and priorities of senior leaders, leading to new synergies and creative outcomes.

As we will see from Irish, Italian and Swedish **case studies**, these forums can both drive the introduction of direct participation and ensure their resilience against external shocks.

The Distinctiveness of the BroadVoice Approach

Two questions remain: how do organisations make the transition from traditional forms of work organisation and 'command and control' leadership practices towards workplace innovation? And what is the role of industrial relations in stimulating, resourcing and sustaining that change?

Let's start with the role of industrial relations.

Co-operative industrial relations establish higher levels of trust between management and workers, and can lead to a climate in which change and innovation take place through dialogue rather than conflict. Such a climate can also recognise workers themselves as the drivers of workplace change, embracing their ideas for new working practices.

Yet worker representatives must also maintain a critical perspective, one which prioritises the advancement of

workers' interests over management imperatives. This has been described as "the new collective bargaining", in which the unleashing of workers' talent and creativity is made conditional on tangible improvements in quality of working life, especially involving direct participation.

In countries such as Sweden, long-embedded and legally enforced patterns of co-operation at enterprise level constitute enabling conditions for direct participation. Collaboration committees bring managers and unions together, both to enable participative models of day-to-day management and to forge consensual approaches to workplace change with positive results for both workers and companies. However, the statutory regulation of industrial relations on its own does not guarantee the widespread distribution of workplace partnership.

Workplace partnerships are relatively uncommon in countries where they lack legal underpinning. Yet in Ireland, for example, there are cases of workplace partnership agreements being established from scratch, specifically as a means of building the necessary baseline conditions for direct participation. Ireland's largest trade union SIPTU created the Institute for the Development of Employees Advancement Services (IDEAS) to introduce new thinking into the workplace for the mutual benefit of employees and management by means of in-company facilitation, education and training, and research.

The Irish, Italian and Swedish **case studies** demonstrate the potential for active intervention by trade unions in driving the introduction of direct participation, sometimes through existing partnership forums or elsewhere through the

instigation of new union-management collaboration committees. Again, these rely on a climate of trust at workplace level.

Whilst other guides and narratives relating to the introduction of participative forms of work organisation are available, **the specific contribution of this Roadmap is to offer a practical approach to people-centred change grounded in collaborative workplace partnership.**

Step 1

Creating a Joint Labour – Management Partnership Forum

1

Major decisions are discussed openly with employees, and feedback influences outcomes

2

Employees are represented effectively in discussions with senior management

3

The Forum champions direct participation and employee engagement in innovation

4

Shared learning between unions, workers & management is part of organisational culture

There are many reasons why employee knowledge, insight and opinion from every level of the organisation should be heard by senior management teams and in boardrooms, not least because this leads to better decision making.

Employee Voice describes the alignment of strategic priorities and decision-making at senior levels with the practical knowledge, experience and engagement of employees throughout the workforce. It brings together *direct participation* through, for example, self-managed teams and improvement groups, with *representative participation* in the form of employee or union-management partnership forums.

Partnership between management, employees and trade unions can take many forms, but always requires openness, transparency and two-way communication. At the very least it can be an effective tool for positive industrial relations, minimising conflict and resistance to change by ensuring early consultation on pay and conditions, employment changes and organisational restructuring. Partnership forums look for win-win outcomes for the organisation and its employees,

creating times and spaces where senior managers and trade unions or employee representatives get together to tackle big issues in a climate of openness and trust.

Ireland's experience shows that workplace partnership does not replace traditional trade union bargaining roles. Some researchers use the terms 'boxing' and 'dancing' as metaphors for adversarial and co-operative industrial relations, arguing that effective unions can skilfully combine activities in both modes, which should be seen as mutually supportive and not comprising a trade-off. In several companies, union representatives exhibit a degree of dexterity in moving between bargaining settings and partnership forums within the workplace.

Take a look at the inspiring [case studies](#) from Ireland, Italy and Sweden, noting how and why partnership forums were established, and the actions they took to drive workplace innovation forward in their organisations.



Creating a successful forum

Experience from several BroadVoice countries demonstrates how major benefits for employees and management can be achieved through workplace partnership. Yet bringing employee representatives and managers together for the first time requires careful thought and preparation. You will need to anticipate potential anxiety, lack of confidence and scepticism on both sides. People should be assured that they can speak openly and without fear of recrimination.

Honest and open feedback from frontline employees can make uncomfortable listening for senior teams. The temptation to challenge the authenticity of feedback may be strong but must be avoided if the legitimacy of the forum is not to be undermined. Effective listening and constructive questioning are vital skills for forum members to acquire.

An important rule for successful partnership is that 'the best argument wins, no matter who makes it'.

Securing external expertise may make a significant difference in avoiding pitfalls and establishing good practice. Several BroadVoice case studies demonstrate important benefits when the management, union and employee members of a forum train together, exploring the principles of teamworking, collaborative problem solving and emotional intelligence, as well as 'learning by doing' through their practical application.

Trade unions and employers' organisations in countries such as Sweden can bring considerable expertise and resources to the process of establishing a partnership forum, notably through partnership bodies such as Suntarbetsliv, drawing on national experience spanning several decades. Likewise in Ireland, as the FSW Coatings and Kirchhoff Automotive case studies show, extensive training was delivered by IDEAS (an offspring from SIPTU, Ireland's largest trade union), seamlessly blending representative and direct participation to achieve beneficial outcomes for management and workers. Government

agencies such as Anact (France) or Scottish Enterprise may be able to help with the provision of technical expertise or grants.

Elsewhere, training might be delivered by specialised consultants, in which case careful preparation is required:

- Choose your consultant with care. Ensure that they have experience of working with trade unions and employees as well as management, and that they can facilitate 'bottom up' change rather than delivering technocratic or highly prescriptive blueprints.
- Be clear about what success looks like. Agree tangible outcomes with forum members at the outset.
- Agree a clear brief for the prospective consultant before asking them to tender, including guidelines for both process and outcomes.
- Involve all parties in the selection process and ensure transparency in the final choice.

Providing employee representatives with sufficient paid time off from work and ensuring that the partnership forum is prioritised by management, is vital to success. It may also be important to ensure that partnership activities are prioritised in performance measures such as KPIs. Inadequate prioritisation is a major reason why partnership forums underperform or fail.

Successful partnership forums

- **Support employee representatives.** Make the role attractive by giving reps sufficient time and resources to perform their role properly - rather than letting it become a burden that they must carry in their own time.
- **Train together** to acquire the knowledge and skills to make the forum effective and sustainable.
- **Define ground rules and apply them consistently.** Here is an example from a partnership forum:
 - This is a two-way process
 - Share ideas and information rather than give advice
 - Be prepared to listen to criticism of yourself
 - Acknowledge past mistakes
 - Make all comments constructive
 - Use evidence to support an assertion
 - Keep calm and don't shout.
- **Start and finish at the bottom.** Employee representatives need times and spaces to engage colleagues in reflection and dialogue about work issues, including forthcoming challenges, corporate policies and their ideas for improvement. They also need to bring issues from the forum back to employees. Access to team meetings, whiteboards and other resources is invaluable. Without this bridge to the whole workforce, partnership forums soon become stale.
- **Identify objectives and boundaries.** Be clear about how the forum fits in with the organisation's decision-making structure and define its remit.
- **Be imaginative.** Have fun, be creative and never let meetings become boring.
- **Find quick wins** to show everyone that it's working. But demonstrate that you can also tackle sticky issues together.
- **Don't put 'tea and toilets' on the agenda.** Partnership forums can be locked into endless discussions about minor issues that are better resolved elsewhere.
- **Understand the difference between boxing and dancing.** Some issues may still give rise to adversarial bargaining between management and employee representatives, but the partnership forum isn't the place to do it. Save contentious issues for another type of meeting and focus on potential win-win outcomes.
- **Learn from others.** Establish contact with other organisations trying different ways of making partnership work.
- **Anticipate setbacks.** It is highly unlikely that partnership working will always run smoothly. Change is a messy and if you find that initial enthusiasm and excitement begin to wane, recognise that this is common. If, at the start of the process, you anticipate that you will encounter obstacles and disappointments you will be better prepared to deal with them.
- **Communicate, communicate, communicate.** Celebrate successes, keep everyone informed about logjams and explain failures.
- **Plan for succession.** Avoid collapse when key people leave the organisation. Search widely for the best talent.

Reflection

How can an employee forum drive positive change in your organisation?

Step 2

Making Change Happen

1

**Co-creating
change
through the
partnership
forum**

2

**Identifying
and
assimilating
external
drivers**

3

**Engaging the
workforce in
defining and
building the
case for
change**

4

**Empowering
workers to
deliver
change**

5

**Monitoring,
reviewing and
sustaining
change**

Here are two alternative views of change:

People hate change:
they like what they know.

Change is empowering:
it's a chance to get rid of frustrations and an opportunity for personal development.

Which is true for you? It's certainly worth remembering that, according to several studies, **70%+ of change initiatives fail, often because they don't secure the active participation of employees** and other key stakeholders. When change is imposed from the top, it is at high risk of missing the insights, knowledge and ideas that could ensure its success. It is also likely to create resistance and disengagement.

Successful change can be inspired from the top while unleashing the ideas and experience of the workforce. Equally it can begin with ideas generated by partnership forums, teams or through employee-led innovation groups; either way it combines the strategic insights of senior teams with the tacit knowledge of empowered employees at all levels.

There is no common blueprint for successful change. Each company undertakes its own individual journey of exploration, discovery, experimentation, failure and learning, before eventually arriving at an approach which reflects its own specific context and aspirations. Yet we can identify several strands that are interwoven through many successful change journeys, all of which point to the importance of inclusive dialogue designed to generate critical insights and commitment from the workforce and other stakeholders.

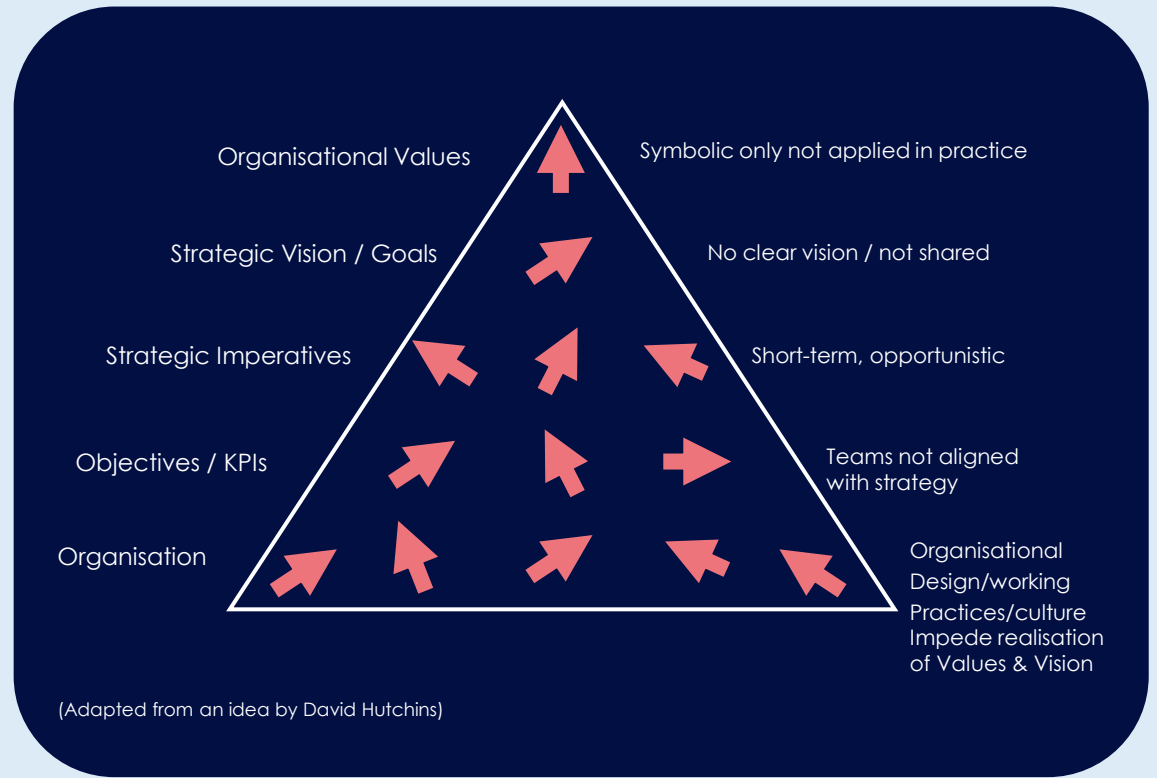
So, what is the role of Partnership Forums in driving change?

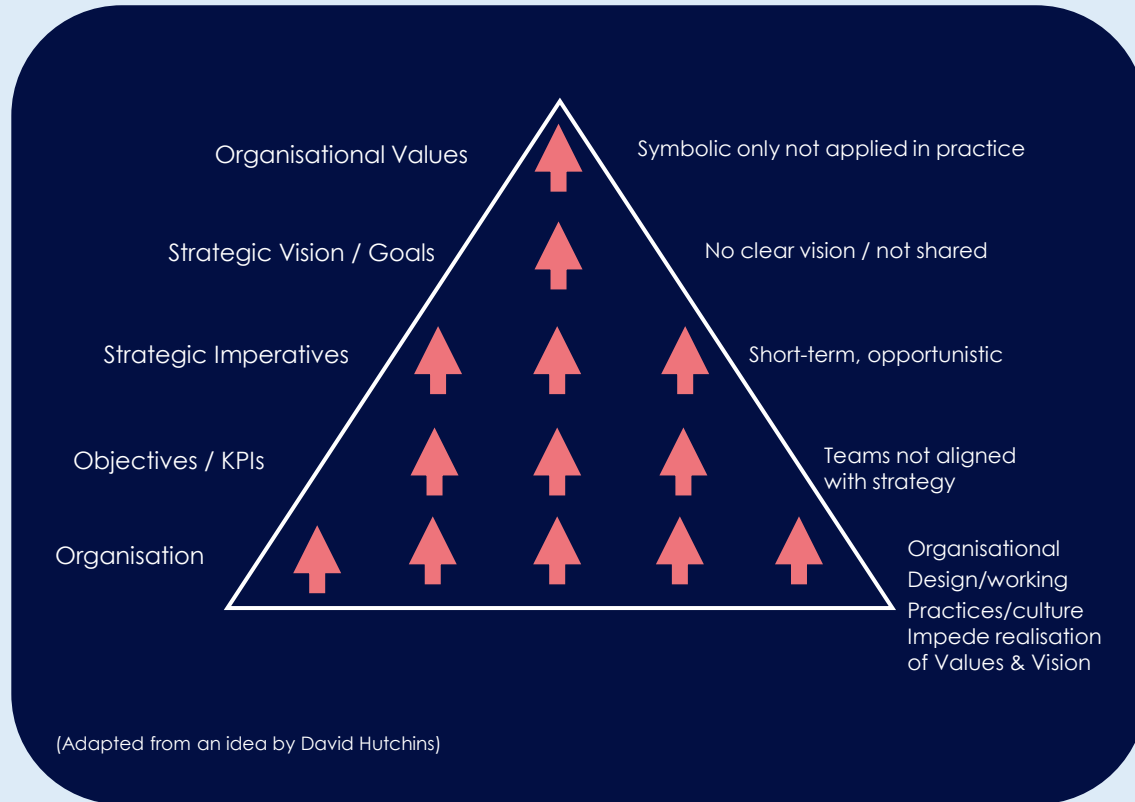
Partnership forums can play a pivotal role in the introduction of direct participation in the workplace.

Firstly, they can bring together the strategic priorities of the organisation with the day-to-day experiences and tacit knowledge of the workforce which, in many cases, are misaligned. It's not at all uncommon for senior teams to be out of touch with the day-to-day reality of working life at the frontline, and such organisational distance can lead to real misalignment with values and strategy:

Hierarchies and functional divisions within an organisation easily create perverse behaviours capable of

undermining strategy. Each department or team focuses on its own specific targets, creating narrow mindsets and incompatible cultures across the organisation. Different parts of the organisation start to pull in different directions, and even when each succeeds in delivering its own KPIs successfully, the collaborative behaviours and common effort required to achieve the organisation's goals disappear. This is what we call a mis-aligned organisation:





By creating a space in which senior and frontline perspectives can be brought together, partnership forums can identify areas of misalignment through open dialogue leading to a robust review of organisational practices at every level of the pyramid. Some of the tools described in the following sections can help achieve that realignment.

Secondly, partnership forums help to legitimise change within the workforce and to encourage active engagement. It becomes “our” change, rather than something “done to us”. The sections on *Engagement* and *Empowerment* (below) explore this in greater depth.

Thirdly, and perhaps most importantly, partnership forums co-create change leadership. The previous section (*Step 1: Creating a Joint Labour-Management Partnership Forum*) points to the importance of joint training programmes for forum members in which they learn the principles and behaviours associated with participative forms of work organisation such as self-organised

teamworking. **This means that forum members participate as knowledgeable participants in the design and implementation of participative ways of organising work**, blending conceptual knowledge of evidence-based workplace practices with practical knowledge and experience of the organisation itself. This blending of concepts and practice enables the organisation to shape workplace innovations that precisely match the specific context of each organisation.

However, it is important to recognise that partnership forums cannot drive change in isolation. The *Empowerment* section (below) discusses the establishment of wider employee participation—identifying and harnessing the ideas and energy of people throughout the workforce with a passion to achieve one or more areas of change.

From Here to There



Change leaders are often in a hurry. The goal is to get there, and they just need to identify and implement the right actions to get the result. Leading change will look great on their CVs, and they can claim it all as their own work.

Goal → Action → Result

Except that life is rarely that simple, not least when change involves people. Here are some questions that challenge such a one-dimensional linear approach to action planning:

- **Has the wider context been fully analysed and understood before the goal was set?** Does it reflect (for example) emerging market trends and opportunities, customers, competition, technological potential and social factors?
- **Is the goal aligned to a common vision shared with employees and other stakeholders?** Change seen to contribute to values and strategic outcomes understood and embraced by others is more likely to win acceptance and active engagement.
- **Has the search for actions been sufficiently broad and creative?** This is an opportunity for fresh thinking. Why rush to the obvious solution when more powerful options may be available?
- **Did the force of the better argument prevail?** Change is usually strengthened by open and inclusive dialogue, and a real willingness to accept that senior people may not have the best answers.
- **Is there room for experimentation?** Set the direction of travel up front but allow those involved in change the latitude to use their discretion, test alternatives and generate learning from both successes and failures.
- **How do we know if it's working?** Measure progress against predefined milestones and indicators but also ensure feedback from people at every level about what's working, what isn't and what can be improved. Keep everything under review – how change is being delivered, the actions chosen to implement the goal and even the goal itself – and always be prepared to rethink and redo.
- **How do we keep it working?** Recognise that workplace innovation isn't a one-off process. Each phase of workplace innovation generates shared learning and extends the horizon of possibilities, creating a sustainable momentum in which continual hunger for better

ways of working permeates everyone's job. Remember that workplace innovation is also a system of mutually reinforcing parts.

- **When organisational practices are all pulling in the same direction, it not only leads to remarkable results but also helps to prevent the 'innovation decay' that happens when new ways of working are at odds with older, interdependent practices.**

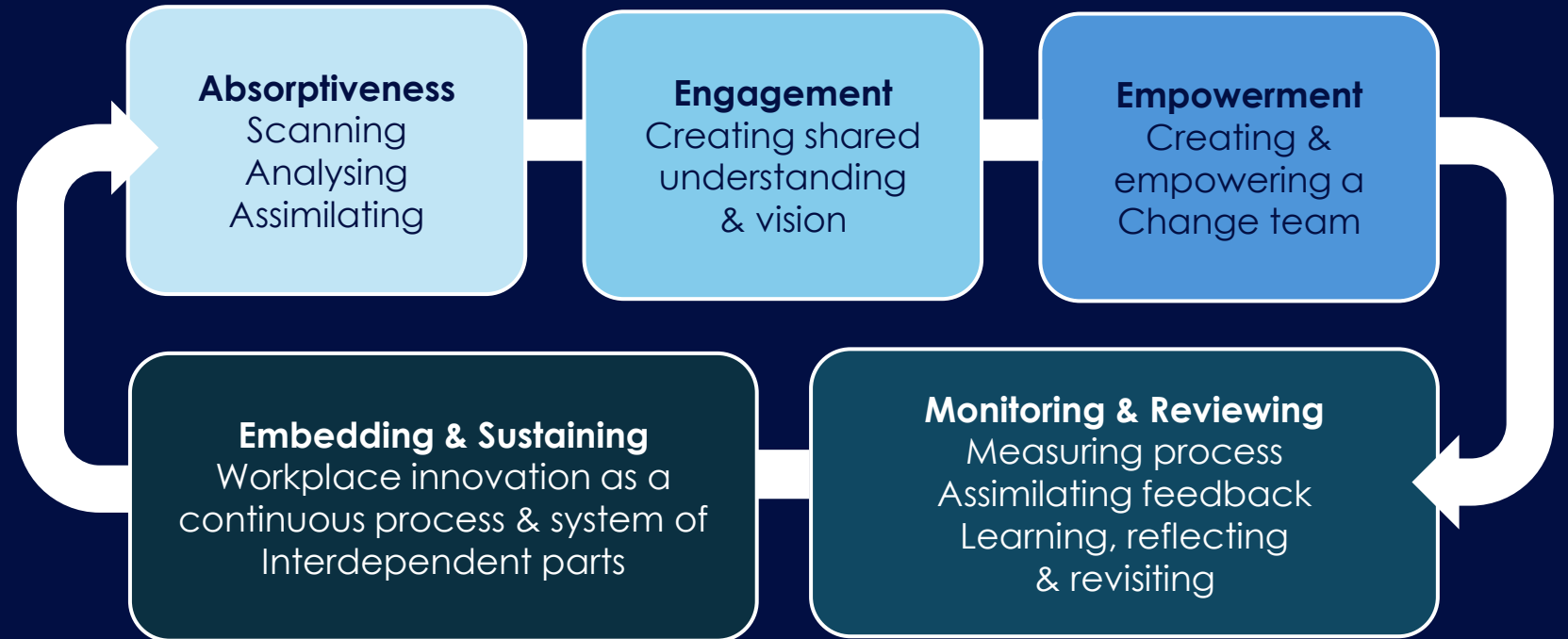
Reflection

Think about a previous change initiative you have experienced at work. Did it address these questions and, if so, how? If not, what was the impact?

People-Centred Change

In pursuit of this sustainable momentum of workplace improvement and innovation, **the BroadVoice Roadmap is based on five interlinked and cyclical bundles of activity** which we call *People-Centred Change*. Each of these five bundles is explored in the following sections of the Roadmap.

Although appearing to form a sequential chain, as we will see in a later section, the linearity is eventually broken as experimentation and learning fuel broadening horizons and continuing workplace innovation.



Absorptiveness

1

Scanning the horizon for emerging trends, opportunities, leading practices & challenges

2

Recognising and utilising internal knowledge and experience to the fullest possible extent

3

Understanding the implications of new knowledge for business strategy

4

Assimilating lessons into day-to-day practice

Absorptiveness - Exploring, Analysing and Assimilating

'Organisations grow through what they know . . .'

Partnership forums provide a focal point for shared learning between unions, employees and management, particularly during periods of organisational change and innovation. Surviving and thriving requires absorptiveness – the ability to recognise the value of external knowledge and experience, and to deploy it for strategic or tactical business ends.

Absorptiveness is the capacity to scan horizons for emerging innovations, market trends, competitor strategies and social movements, to assimilate diverse intelligence within the organisation as a whole, and to respond creatively. It means asking frequent questions about how developments in globalisation, markets, technology, climate change, demographics and social values (amongst other factors) present opportunities or threats, and how they should influence the organisation's strategic thinking.

Absorptiveness is reflected in many aspects of how an organisation works but some simple measures include:

- scouting for new and innovative practices online as well as through local networks and personal contacts;
- asking new employees about what worked well in their previous organisations;
- creating regular opportunities for managers and teams to discuss what they've discovered from customers, social media, conferences or any other source;
- ensuring that the partnership forum is capable of assessing, assimilating and acting upon intelligence received from these and other activities.

Absorptiveness requires **continuous openness to new ideas**, a cultural characteristic that requires the willingness of leaders to be challenged by new thinking as

well as a partnership forum – and ideally an entire workforce – motivated by a commitment to improve and develop the organisation as well as delivering functional tasks.

Reflection

How good is your organisation at identifying and making use of valuable new knowledge, whether from external or internal sources?

Engagement

1

**Critically
assessing
current
organisational
practices**

2

**Involving
workers in
identifying
targets for
change**

3

**Making the
case for
change**

4

**Building a
shared vision**

5

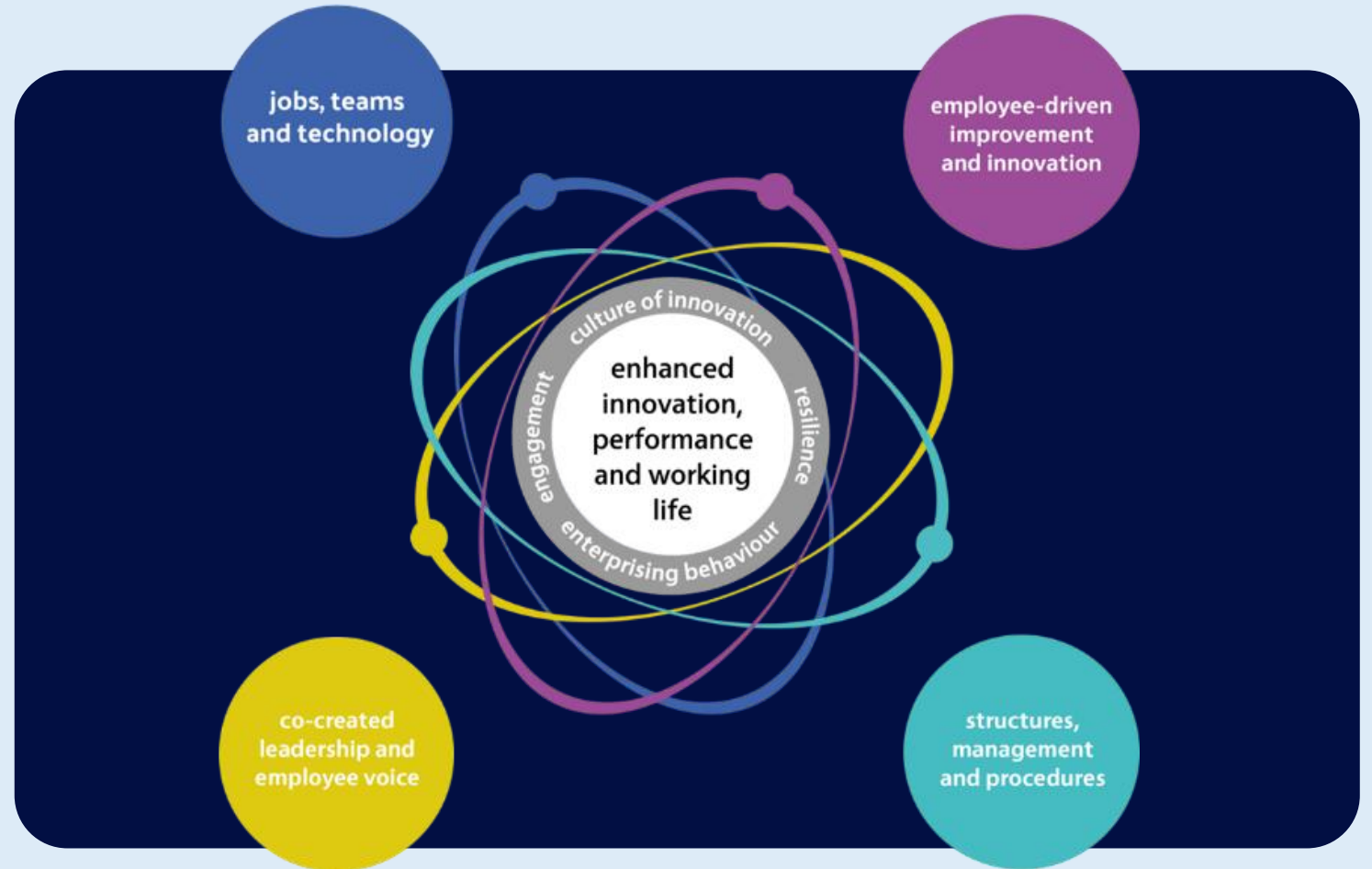
**Framing the
actions**

Engagement - Identifying Opportunities for Positive Change

A framework for self-assessment

The strong interdependence of workplace partnership forums and direct participation which we see in many of the best cases strongly reflects the definition of workplace innovation outlined in ***The Fifth Element***. In this formulation, three bundles of workplace practices concern direct employee participation whilst the fourth focuses on representative participation (typically in the form of partnership forums) and shared leadership as a key enabler of the others:

- **Job design, self-managed teams and people-centred technology**
- **Organisational structures, systems and processes**
- **Employee-driven innovation and improvement**
- **Co-created leadership and employee voice.**



When the four Elements are aligned with each other they create a system of mutually reinforcing parts that leads to a self-sustaining momentum of improvement and innovation – in short, the *Fifth Element*.

This alignment is crucial. For example, self-managed teams are only effective when line managers focus on coaching rather than micro-management; likewise, employee-driven innovation won't really take off until individual and team performance metrics reflect the value of time spent on productive reflection and idea generation.

Failure to align even one area of practice with the overall vision can too easily lead to 'innovation decay' – the gradual erosion of new ways of working. Research strongly supports a systemic approach to change and provides evidence that isolated change initiatives rarely achieve their anticipated results without the alignment of the other, interdependent workplace practices that exist at every level of the organisation. A Europe-wide study in 2002 showed that one of the biggest causes of failure in workplace innovation was “partial change” – a failure to recognise the extent of these interdependent practices. It is as though antibodies set out to attack the new and unfamiliar ideas that threaten established ways of doing things.

The Fifth Element provides a framework both for understanding the nature of partnership and direct participation, and for measuring current practice in an organisation against evidence-based practice.

**jobs, teams
and technology**

Employees are trusted to exercise autonomy and discretion in day-to-day work, including problem-solving and regular opportunities to face fresh challenges. Likewise self-organised teams encourage collaboration and mutual support, and take responsibility for continuous improvement. Technology is selected and implemented to enhance, rather than replace worker skills and autonomy.

**employee-driven
improvement
and innovation**

Employee-Driven Improvement and Innovation emphasises the importance of workforce knowledge and creativity in enhancing and developing products, services and processes. It focuses on practical ways in which employee ideas can be captured and utilised, empowering workers at all levels to instigate and 'own' practical ideas for improvement and innovation.

**structures,
management
and processes**

Flatter organisational structures break down the silos which inhibit cross-functional working, enhancing flexibility, problem solving and innovation. Managers bring out the best performance by coaching people and teams, delegating decision-making and encouraging improvement and innovation behaviours.

**co-created
leadership and
employee voice**

Employee Voice, especially when channelled through representative employee forums, can be a powerful resource. Co-Created Leadership & Employee Voice explores how employee voice can be stimulated and used as a positive resource for change, and the leadership behaviours required to support it.



Achieving this requires tenacity. It means challenging deeply embedded attitudes and behaviours, asking difficult questions, and being open to diverse ideas and practices from a wide range of other organisations.

Each Element can provide the starting point for transformation. Yet wherever you begin, the eventual journey will involve the critical examination and alignment of every aspect of working practice and culture throughout the organisation.

As we described in the Introduction, workplace innovation is a dynamic process without an end point. It starts with the introduction of workplace practices (as described in each of the four Elements) that empower people to think and act creatively, building reflection and experimentation into day-to-day working life as individuals, teams or cross-functional forums.

The Fifth Element is not a blueprint. Each organisation undertakes its own individual journey of internal dialogue, reflection, exploration and discovery, trial and error, experimentation and learning, before eventually arriving at an approach which reflects its own specific context and aspirations.

Understanding where we are now

Organisations can arrive at a decision to change from many different directions. Some will be driven to it by a 'burning platform'. A few will have been inspired by the types of evidence presented in the Introduction. For others it is "gut feel" (a term used with surprising frequency) – in other words a generally uneasiness with established ways of doing things and a sense that change is needed to survive and thrive in the future.

For many it is frustration with persistent problems, and an apparent failure to get to the root causes of delay, quality problems or poor productivity. **A good starting point is the freely available workplace innovation self-assessment tool.** The tool, based on The Fifth Element, invites users to assess specific workplace practices in their organisation, each of which is strongly linked both to performance and to quality of working lives.

Feedback based on your results signposts you to practical actions leading to improvement. Invite each member of your partnership forum (and maybe employees) to make their own assessments and compare the results.

Is there a variation in results depending on an individual employee's position within the organisation? Why?

Now take another look at your low scoring answers. Can you put a direct financial cost to these inefficiencies? Or a cost in terms of employee morale, retention and waste of talent?



One of the simplest and most common tools is the SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis, which can easily be conducted as a self-appraisal exercise. Allow different stakeholders to conduct their own SWOT since they will generate quite different perspectives depending on where they sit in the company.

Above all, the process must be multi-voiced, drawing on the insights and knowledge of managers and employees at all levels and in all functional areas.



Finding the Answers

Identifying opportunities for positive workplace change isn't a task for senior teams alone. Workers themselves have many of the answers when it comes to removing the frustrations they experience in daily working life. By creating a climate of openness and trust, an effective partnership forum can unleash rich streams of ideas about how to streamline processes in ways which use and develop workers' talent more effectively. Engaging employees at the earliest stages in the conception and planning of workplace innovation harnesses insights and experience from across the organisation and builds a common understanding of the need for change - and perhaps a shared sense of urgency.

Open dialogue is central to engaging employees. Thinking about change is often easier away from the pressures of day-to-day firefighting, hence the value of time-out sessions both for management and for front line teams (whether formal events or even meetings in the local pub!) Senior managers have a key role to play in making and protecting times and spaces in which dialogue about the need and potential for change can take place openly, inclusively and creatively.

Managers and employees at different levels inevitably experience the company in different ways, and will have a different understanding of what works and what can be improved. For many frontline workers, engaging in dialogue may entail a significant change in mindset. Managers can often be heard stating that "Our people just want to come to work to do their jobs and then go home at the end of their shift. They don't want to have to think about anything else."

Of course this may be superficially true, but the question then arises of why it might be the case. Employees whose working lives have been characterised by low-discretion jobs in command and control organisations, with few opportunities to contribute to improvement or innovation, may need coaching and confidence-building to bring their ideas and insights to work.

An essential step is to create safe listening environments in which people can describe their working lives and the frustrations they experience. Stories and anecdotes about working life offer valuable insights into organisational culture and practice. Creating spaces to listen openly to people's

day-to-day experiences at work invariably generates valuable insights. The next step is then to involve them in generating ideas to address those frustrations.

There are several methods available to assess the scope for improved efficiency or customer responsiveness across the organisation. Process modelling for example can draw on day-to-day employee experiences to analyse the current system of producing goods or services, including local practice innovations as well as obstacles and bottlenecks. It can also provide playful opportunities to explore how things might be different, recognising that different actors have different experiences, expectations and ideas. Exercises involving different groups can be undertaken until broadly consensual workplace innovations are identified and articulated.

DS Smith is a leading European manufacturer of customer-specific packaging, based in Lockerbie, Scotland. Operations Manager David Murdoch wanted to involve his staff in finding ways to improve the business.

A facilitated Mini-FabLab session was organised with frontline representatives of each team in the production process. The group rose to the challenge and created a model of the existing production line... using cardboard and paper! They placed red flags where problems with quality or bottlenecks occurred on a regular basis. The workers then re-modelled the factory to remove or minimise the occurrence of those problems.

The picture below shows them deep in discussion, sharing experiences and creating solutions. They addressed production issues, suggested improvements for teamwork, and identified the scope for quality improvements. Some ideas were quick wins and some represented longer-term changes.



They presented the redesigned factory layout to David, who was very positive and receptive to their ideas.

He welcomed their idea that operator teams should be empowered to pause production as soon as a problem was spotted, enabling them to resolve it immediately rather than at the end of the line, which he agreed will reduce waste and improve quality control. David continued to support the group in meeting every month to identify and deliver further improvements.

So, plenty of creative ideas to take forward, and everyone had fun in the process!



Building a Shared Vision

A shared understanding of the need for change forms the basis on which a vision of the future workplace can be co-created by leaders, employees and union representatives. **Allowing everyone the opportunity to be involved and to be heard pays dividends in encouraging the generation of ideas and initiative, and ensuring subsequent 'buy in'.** Likewise, partnership forums can help to analyse findings from the dialogue exercises discussed above, contributing to the creation of joint aspirations for better ways of working.

Searching for 'win-win' outcomes is at the heart of a sustainable vision. For employees, the 'win' is not necessarily financial but may be realised in terms of greater job satisfaction, enhanced trust and recognition, and healthier working.



Framing the Actions

Ideas can come from anywhere, and everyone has the potential to be creative. In workplace innovation, ideation is the process of stimulating that creativity in order to generate innovative yet workable actions. In most organisations it is difficult to step back from everyday tasks to think creatively about new ways of doing things, or about how to make change happen. Time-out sessions are particularly valuable, especially when considering major change thresholds.

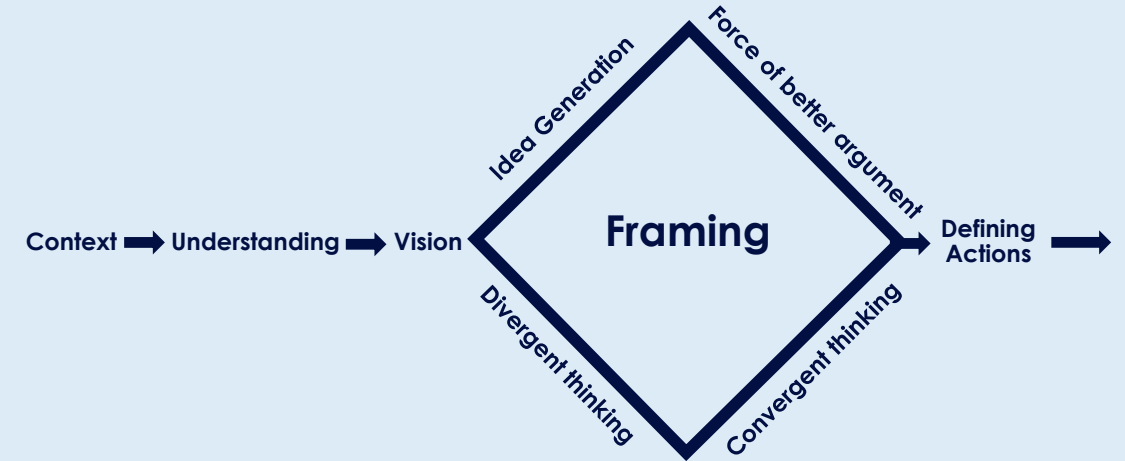
Workplace innovation is most effective when it draws on the knowledge, experience and commitment of managers and employees throughout the company. But many people may not have had such opportunities or encouragement previously, and may need reassuring that it is 'OK'. **Senior management must give the lead here**, though people elsewhere in the line management chain also need to be delivering positive messages and creating specific opportunities for involvement by their teams in change. Relaxing or changing targets to create some 'slack' for involvement is usually an important factor. Trade union and

employee representatives can also provide a valuable source of reassurance and encouragement.

In general, the broader and more diverse the representation of people involved in idea generation and action planning, the more innovative and sustainable the solutions. People in different parts of the organisation will bring different perspectives and may wish to reframe the given problem in ways that lead to more inclusive solutions.

It's important to start with a free-ranging exploration of divergent ideas and solutions in which no idea is a bad idea.

Many possible solutions are explored in a short amount of time, and unexpected connections are drawn. Common themes can be identified in these different ideas which can eventually lead to convergence towards a single, consensual solution. The major underlying principle here is that the *force of the better argument* should prevail, no matter who makes it. This is illustrated in the diagram:



Google's **Design Sprint** methodology may also be useful as a process for the rapid generation and testing of ideas.

Reflection

How can you engage everyone in your organisation in identifying opportunities for positive change?

Empowerment

1

**Creating and
empowering
employees to
contribute to
change**

2

**Building a
mandate for
change**

3

Communicating

4

**Rethinking
leadership and
management
roles**

Empowerment – Creating a Momentum of Change

Change often works best when it is an inclusive and collaborative effort. The people best placed to think constructively or to innovate around challenges and opportunities will be located in different parts of the organisation, and at different levels.

In several BroadVoice [case studies](#), partnership forums transcended an industrial relations role to become the drivers of direct participation – see especially the [Kirchhoff Automotive](#) example in which forum members underwent extensive training in teamwork, a programme that was eventually rolled out across the workforce. In this case, the trade union itself became the expert partner in the change process, delivering training and facilitating the initial change initiatives. Other case studies also illustrate the driving role of partnership forums or even works councils in stimulating and resourcing the introduction of participative forms of work organisation.

At the same time, a participative change process needs to engage a wider section of the workforce than partnership forum

members alone to ensure broad ownership of the workplace innovation process as well as the ability to harness a wider range of ideas and energy. **People at all levels of the company can, when conditions are right, seize opportunities to make a difference in areas which concern or enthuse them.**

'Change entrepreneurs' from across the organisation can forge creative and unpredictable solutions, often in the spaces between formal organisational structures and protocols. They are likely to be natural networkers, bringing unusual combinations of people together to look at problems in novel ways. These 'natural leaders' often emerge from the visioning and framing processes described above.

However, visible support from the partnership forum and senior management support, together with the allocation of time and a clear mandate, are critical for stimulating and supporting entrepreneurial behaviour. In organisations which have traditionally experienced a hierarchical or authoritarian culture, people will need encouragement to speak, to challenge constructively, and to share their knowledge and ideas without

being made to feel foolish. Think about using an external facilitator in such cases – or someone other than a line manager.

A combination of people which collectively possesses sufficient enthusiasm, knowledge and influence, working together as a team, can guide and drive change effectively. The partnership forum will remain responsible for collating and prioritising potential workplace innovation projects, but many such projects can also engage and harness the ideas and energy of wider groups of workers, especially those most affected by the change.

Building a Mandate

Leading change can be superbly rewarding, and it can sometimes be a lonely and stressful business. Members of the change team will be challenging established practices, asking difficult questions and taking people out of their comfort zones. Be prepared for resistance, denial, criticism and even moments of self-doubt.

As we discuss in the Engagement section above, involving a wide cross-section of people at the earliest stages can help to avoid negative reactions – people often

react badly to change when they feel that it is being done to them, but can become its champions when it is designed and implemented with them. The tools and approaches described in this Roadmap are designed give your workforce a voice, enabling them to articulate their own frustrations at work and to explore creative solutions.

At the same time, we know from experience that a minority of very vocal people can be dreadfully time-consuming during change

processes – if you allow them to be. They need to be handled carefully – avoid alienating them but equally avoid privileging them with excessive attention just because they're vocal and persistent.

Change teams are often advised that any workforce (including the senior team!) is likely to comprise three different groups, each of which requires a different response:

1. **Those that recognise the need for change and will buy-in to it with very little persuasion.**

Harness their enthusiasm, recruit them as champions and provide them with a voice.

2. **Those that want to wait and see how it turns out.**

Communicate continuously and provide opportunities to get involved.

3. **Those whose initial reaction is one of scepticism and resistance.**

Don't waste too much time on individual arguments but listen to concerns and address them collectively through internal communications. Give every opportunity for individuals to come on board, but let them know that they'll be left behind if they don't...

You can find plenty of guidance on the internet about how to manage difficult situations during change, but here are our top suggestions based on evidence and experience:

A Quick Guide to Resilience for Change Team Members

1. PURPOSE

Be clear about what you are trying to achieve and why it is important before you try to convince others.

2. PERSPECTIVE

Understand why other people may see things differently: where you are in an organisation shapes how you experience it, and how you perceive challenges and opportunities. Immediate problems are usually only temporary: don't let them make you lose sight of the longer-term goal and the benefits it will bring.

3. SOCIAL CAPITAL

Learn about the organisation as a whole, listen to as many people as possible, find allies and friends wherever you can, and establish trust through openness and dialogue. And have fun doing it!

4. SUPPORT

Find people who will share your problems, make time to listen and celebrate your successes. Decide who amongst your friends and family can support you if the going gets tough, and talk to them from the outset.

Experiment!

This Roadmap provides you with evidence, ideas and some great examples, but it doesn't provide you with a blueprint.

Everything you've discovered here is a resource to generate fresh thinking by you and your work colleagues, so that you in turn can innovate within your own workplace. The outcome of innovation is never certain, and failure is both inevitable and a welcome opportunity for learning. According to one change leader:

The culture of the company . . . is permission to fail and expectation of failure; if we are not trying hard enough that's when we don't fail, so let's make sure that we're on the edge and we're trying to push ourselves . . .

Unless we can make mistakes visible, both individually and collectively, we will be doomed to mediocrity.

Avoiding mediocrity means going beyond what we know to explore new territory.

Workplace innovation focuses on trusting and empowering people throughout the organisation to test different ways of working and to share the learning that results – whether from failure or success. At the very least, killing off an idea too soon risks reinforcing dependency on the status quo and closing down an opportunity to gain fresh insights, as well as discouraging further innovation. **People need to know that it's ok to try something different without fear of blame, put-downs or retribution.**





Communication

Members of the change team need to bring the rest of the management team and the workforce with them. This is why it's important that they are broadly representative of those involved in the change. But representatives also have a responsibility for maintaining dialogue with their particular 'constituencies'. They may need help, mentoring and a reasonable time allocation away from mainstream duties to do this effectively.

Communicating the vision and its associated changes also needs to be driven at senior level. Fully engaging the partnership forum is crucial as are regular briefings through the usual mechanisms such as newsletters, intranet, team meetings and so on. Communication and dialogue structures may need to be reinvented on a regular basis if they are to keep their edge.

Rethinking Leadership and Management

It is unsurprising that enlightened leadership plays a key role in enabling and inspiring workplace innovation within enterprises. Leadership theory is highly contested, but leadership development has gained increasing prominence.

Early leadership theories were primarily focused on the distinction between “task focus” and “people orientation” and this remains a useful distinction. More recently theories have emphasised “transformational”, “charismatic”, “visionary” and “inspirational” leadership. The dark side of such leadership approaches soon began to emerge including the potential for abuse of power, narcissism, destabilisation, blind obedience, and fear of questioning.

Alternative approaches focused on leadership as a creative and collective process, less concerned with the central, charismatic individual and more with the creation of opportunities for employees to seize the initiative and contribute to decision making. **When leadership is shared and distributed, it contributes directly to employee empowerment and enhanced organisational capability, helping to unleash the full range of workforce knowledge, skills, experience and creativity.**

Such perspectives are fully aligned with direct participation, enabling workers at all levels to take the lead in tasks or enterprising actions that reflect their competence, creativity and passion, whilst understanding and aligning their actions with those of others.



Co-Created Leadership

Edwin van Vlierberghe was formerly MD of Bombardier's Rail Division in North-West Europe, establishing productive relationships with workers and unions. Here is his advice to leaders:

Don't worry about...

- Charisma
- Personality
- Grand strategy
- Heroism
- Having all the answers

Do worry about...

- Empowering jobs
- Delegation to teams
- Line management culture
- Strategic thinking
- Employee voice

Line managers as a positive resource for change

Research evidence about line managers and change draws us in two opposing directions. On the one hand there is an extensive body of evidence which reveals managers as a “barrier reef” to organisational change. In this analysis, enlightened policies and approaches adopted at Board or senior management levels are dissipated by the inertia and resistance of middle and line managers who may have a strong psychological investment in the status quo.

Lack of positive engagement with change can take several forms including explicit dissent, excessive focus on compliance with change targets at the expense of embedding new ways of working in organisational practice, and occasionally even active sabotage. This is particularly evident where change embodies a commitment to active employee involvement, either in the process or as a sought outcome. In brief, sources of resistance to change may

well be found amongst managers who feel that their status and authority are threatened by initiatives designed to empower employees.

Evidence and experience suggest that line manager resistance tends to stem from:

- being overwhelmed by emails and paperwork with little differentiation between ‘priority’ and ‘routine’ communications;
- given little indication of how to resolve conflicting objectives and to prioritise between competing demands on limited resources;
- given too little information on the rationale for new policy initiatives making it difficult to appreciate their importance;
- little opportunity to bring their knowledge and experience to the policy design process;

- poorly briefed by senior management on effective approaches to policy implementation;
- risk-averse through fear of blame and poor performance ratings;
- deprived of opportunities for peer support in discussing common problems, sharing successful practices and raising issues of concern with senior management;
- deprived of the training and competence required to manage change successfully.

On the other hand, when the design of change initiatives both anticipates and addresses these issues, unpredictable but beneficial responses such as the emergence of entrepreneurial behaviour can be found. Such entrepreneurial behaviour is associated with the alignment of three principal factors: Board-level and senior management

support for empowered or unconventional behaviour; sufficient slack or ambiguity in organisational procedures to allow for individual problem solving and initiative; individual experience of work as empowering and developmental, promoting creative and entrepreneurial self-identities.

Structural solutions to the role of managers may be appropriate. This can involve flattening traditional hierarchies and moving former line managers horizontally into (for example) business development or specialist roles, thereby retaining knowledge and experience but not standing in the way of empowering frontline workers.

Where line managers' roles need to change substantially, individuals should be provided with appropriate training and support, and reassured of their continued value in the new structure.

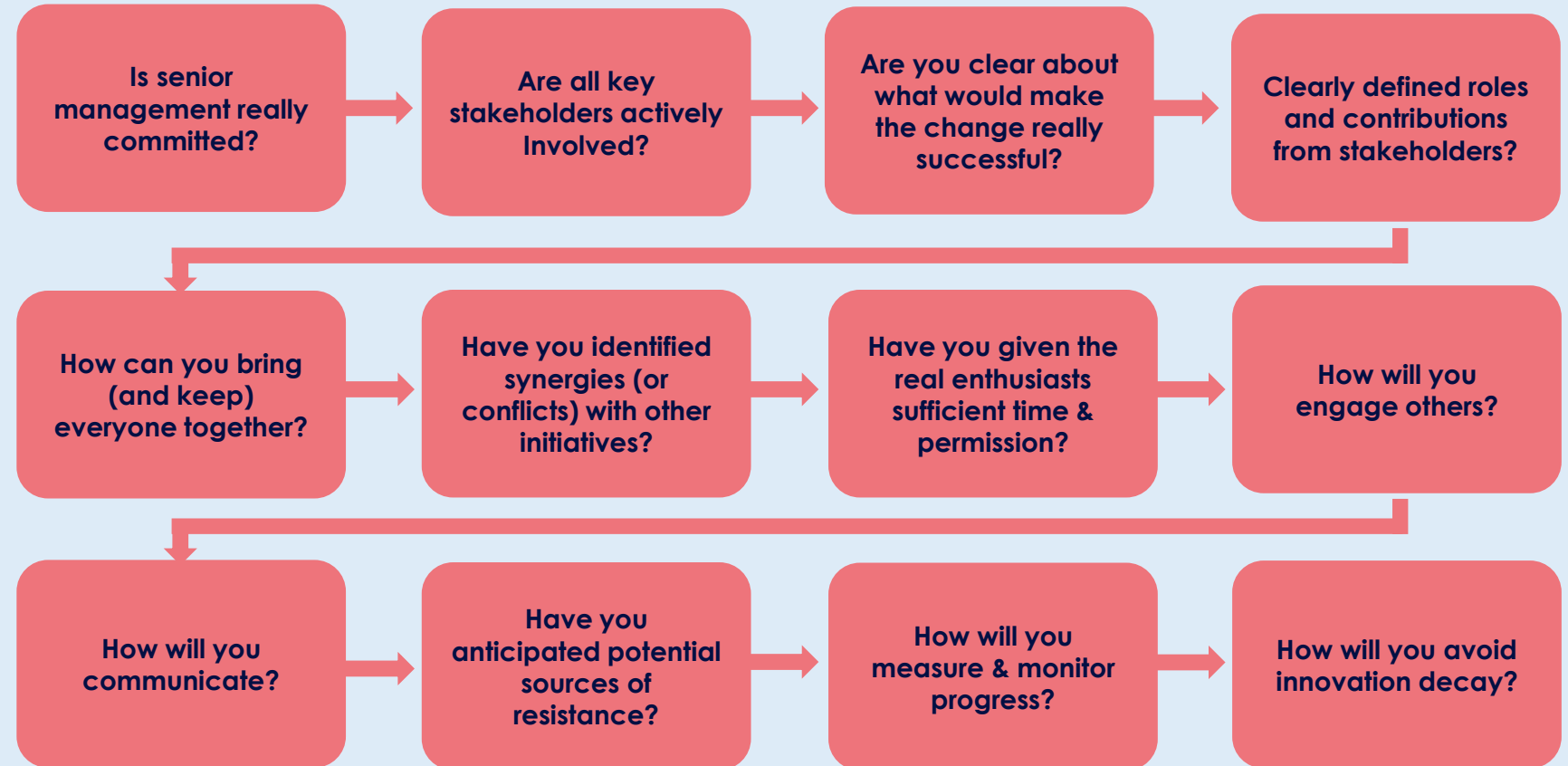
The Change Checklist

Before commencing your change initiative, please review the following checklist. The checklist is derived from studies of workplace innovation failure, so it's a useful way to ensure that your plans avoid known pitfalls and are robust enough to succeed!

You can download a questionnaire based on this checklist [here](#).

Reflection

Is your organisation fully aligned with the need for change?
What still needs to happen?



Monitoring & Reviewing

1

**Measuring
progress**

2

**Learning
from
successes
and failures**

3

**Building a
momentum
of change**

4

**Feeding
back at
every level**

Measuring and Learning

Measuring and reviewing each stage in the introduction of participative workplace practices is an essential function for the partnership forum, part of keeping the change process on track and learning from what works – and what doesn't.

Formal mechanisms and opportunities for monitoring and reviewing ensure that learning from setbacks and successes is properly assimilated and shared. At an early stage, the forum will need to agree milestones and targets that are meaningful and achievable for employees at all levels of the organisation.

Milestones mark significant progress points or stages within a change project. They are places where you can pause and look back at how far you've come and reflect on the journey so far. Milestones are important in planning a project because they set aspirations ('by this time we will have . . .') and help to co-ordinate change team efforts. Identify dates for having achieved certain successes in the change journey, but do not be afraid to rethink them at regular intervals. There may be very good reasons for taking a detour.

Targets are specific goals relating to key stages in the implementation journey (e.g. numbers of employees receiving teamwork training) and quantitative or qualitative outcomes (e.g. productivity measures and employee feedback).

It is generally considered that targets need to be SMART (Specific, Measurable, Achievable, Relevant, Time-related), and this makes sense for change processes too. However, there are two caveats:

Firstly, make sure that the targets are SMART for all stakeholders - achievability and relevance may look different from different positions in the company.

Secondly, don't let the targets become ends in themselves by distorting management behaviour – mere compliance spells the death of real and sustainable change.

And:

Plan and create short-term wins, including visible performance improvements. When you achieve those improvements, recognise and congratulate the employees involved.

Some companies provide financial incentives for employees to contribute ideas for innovation and improvement. There is little evidence that these are effective in practice and may lead to unintended consequences. Create a culture in which bringing ideas to work is normal rather than transactional, the natural consequence of workforce empowerment. Any financial bonuses should be linked to the performance of the organisation as a whole, emphasising teamwork and collaboration.

And don't forget to celebrate successes!

Observe patterns of activity and the results of unrelated incidents. Reflect back to people what is happening by capturing and spreading stories of change as they emerge.

Use lessons and experiences of change to challenge established norms.

Learning from success and failure

Learning is central to creating an organisation that continues to strive for improvement in its operations, and in its utilisation and development of workforce talent. Both success and failure generate new knowledge, perhaps in equal measure. Setbacks are completely predictable and will happen but should rarely be used as an excuse for delaying or abandoning the change project.

Kipling's advice to:

**“ . . . meet with Triumph and Disaster
And treat those two impostors just the same”**

- has particular resonance for those involved in organisational change. This Roadmap presents change as a process of experimentation and learning. Experimentation opens the possibility of highly successful

breakthroughs in workplace practice but runs the risk of not succeeding. Whilst some might see unsuccessful outcomes in terms of 'failure', innovative organisations understand them as sources of learning.

Critically, however, learning only happens in an open, blame-free environment where experimentation is expected and encouraged, and where lessons can be shared openly without repercussion. Partnership forums have an essential role to play in enabling and defending such a learning culture.

Change inspires more change

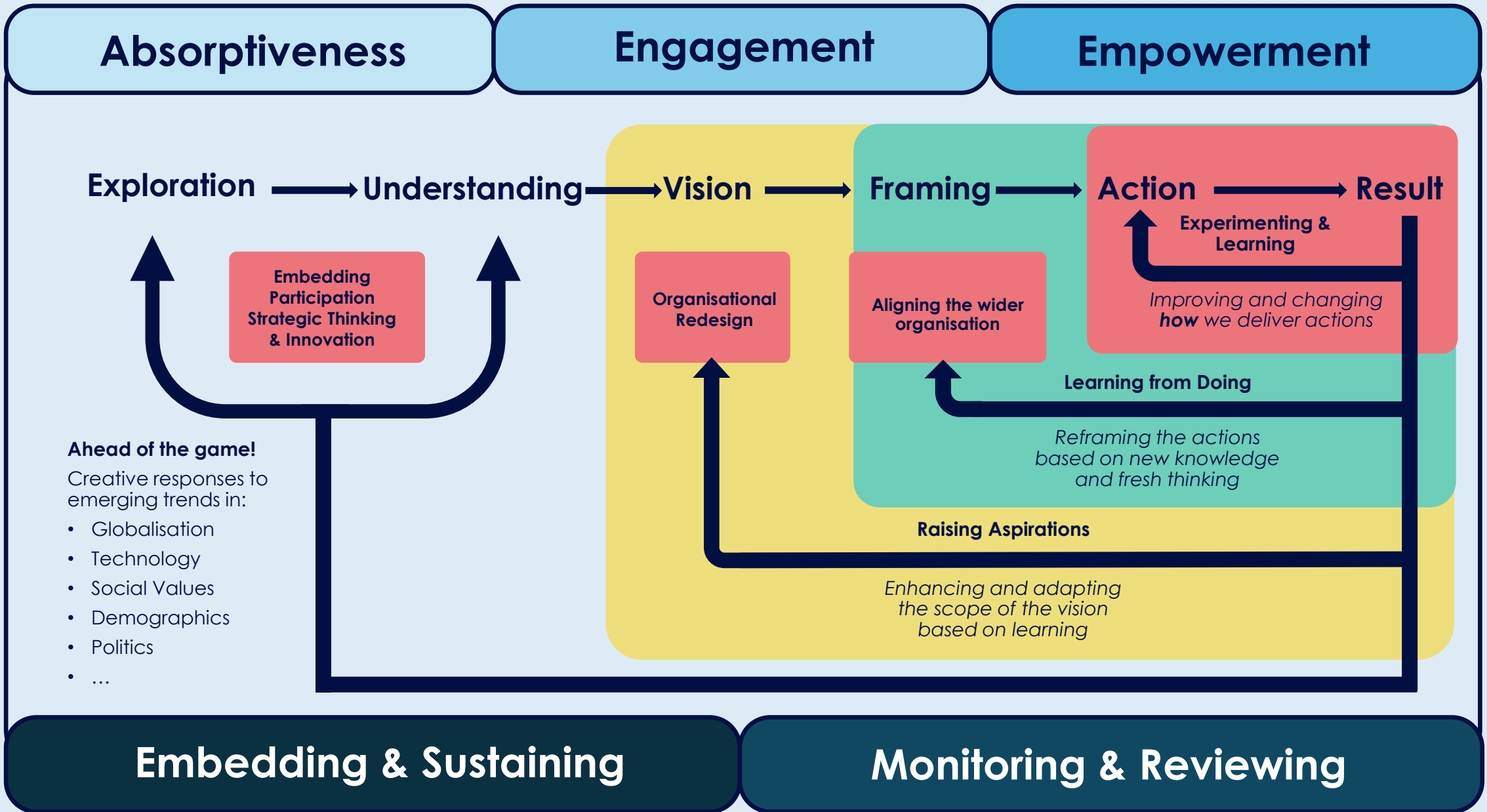
Take a look, for example, at the Kirchhoff case study. The joint union-management group's initial aims were to involve people at different levels of the organisation in working collaboratively to solve pressing problems. From that experience, the company learned that empowering workers could streamline day-to-day decision-making and remove unproductive middle management, gradually leading to the introduction of self-managed teams. The flat and highly efficient organisational structure which resulted was never part of an initial blueprint, but evolved incrementally through experimentation and learning.

Kirchhoff's experience demonstrates how workplace innovation can become a continuous process rather than a one-off hit. The more you introduce workplace practices that involve people in decision-making and idea generation, the further you extend the horizon of possibilities.

'Learning by doing' is central to the process of participative workplace change. Whilst the early stages of change may be marked by a sequential progression from exploration to action, the process of monitoring and review soon generates continuous cycles of activity at every step of the journey.

The diagram below shows how each stage in the journey is revisited to stimulate the next wave of change:





The four feedback loops in this figure capture the continuing nature of the workplace innovation journey, continually reviewing and challenging the 'why', 'what' and 'how' of the original plan.

In this table we elaborate further on the four feedback loops shown in the diagram:

Reflection

What are the obstacles to organisational learning from success and failure in your experience? Are there spaces where learning can be shared and lessons embedded across your organisation?

The Four Feedbacks (4Fs)

F1 Experimenting & Learning. Have agreed actions been implemented in the best possible way, using effective methods and sufficient levels of participation and empowerment? Have unanticipated obstacles been encountered that required new or refined approaches, or wider engagement?

F2 Learning from Doing. Does the learning created and shared during the change journey require a reframing of the original actions? Do other organisational practices need to be addressed in order to make the changes effective and sustainable?

F3 Raising Aspirations. Having delivered the original actions, how can you take enhanced performance, capacity for innovation and quality of working life to the next level? Initial Actions may have targeted relatively quick wins, but are the real gains to be achieved by a more ambitious Vision involving fundamental organisational redesign for workforce upskilling and empowerment?

F4 Ahead of the Game. Does the action plan still represent an effective response to external drivers such as global market trends, technological innovation or competitors? Absorptiveness, strategic thinking and responsiveness need to permeate the entire organisation if it is to stay ahead of the game.

Embedding & Sustaining

1

**A systemic
approach to
change**

2

**Avoiding
innovation
decay**

3

**The workforce as
guardians of
direct
participation**

A Systemic Approach

In the many organisations where people come to work every day to improve the business as well as to undertake their normal tasks, the momentum of workplace innovation is embedded in the *modus operandi* of:

- **senior leaders** as visible champions of the innovation culture, ensuring absorptiveness and productive reflection at board, line management and team levels;
- **partnership forums** as the drivers and guardians of empowering workplace practices and employee-driven innovation;
- **empowered employees** engaged in innovation-related behaviours.

Avoiding Innovation Decay

Innovation decay is a common cause of longer-term failure of workplace innovation. As discussed in the Introduction to this Roadmap, one of its most common causes is 'partial change', in short a failure to recognise that some residual practices from the past may act as antibodies against workplace innovation. For example, self-organised teamworking is unlikely to succeed unless line managers are moved into new coaching or developmental roles rather than continuing to micromanage day-to-day activities.

Change teams not only need to take a systemic view of the organisation if direct participation is to thrive and survive, but also to anticipate and mitigate future threats. Once the momentum of change disappears, there is often an inexorable tendency to revert to old behaviours.

Crises and unexpected problems often lead people to revert to the security of 'traditional' ways.

New employees not involved in the transition may lack understanding of the rationale for the new ways of working.

Incoming managers often display a particular tendency to revert to 'what they know' rather than embracing different ways of working.

There is no single solution to preventing innovation decay, but it begins with a recognition that positive workplace changes need to be continually nurtured. **Direct participation by empowered employees is a living process, not a fixed state.**

A Workforce Fit for the Future

Embedding direct participation as 'the way we do things here' - in other words as part of the organisation's culture - begins and ends with people.

Redesigning jobs in ways which enable all employees to find and develop their strengths at work can create 'champions' for direct participation across the entire workforce, reducing the risk of innovation decay.

Direct participation is truly embedded in an organisation's culture and practice when the majority of employees routinely demonstrate these behaviours:

Agile

Moves easily between roles while learning on the job.

Emotionally Intelligent

Self-aware, reflective, listening, conscious of others' feelings & perspectives, collaborative, open to challenge.

Problem Solving

Takes responsibility for troubleshooting and applies critical thinking.

Creative

Inquisitive, challenging the status quo, enterprising, working across boundaries & embracing fresh thinking.



What does this mean in practice?

Change from a focus on job roles to task orientation and agility. In the past we've constrained the use and development of individual talent by tying people to relatively narrow functional roles – this has resulted in the significant underutilisation of workforce skills and potential as well as fragmented organisational cultures. The future workplace will need to be built on polyvalent skills and empowered workers exercising agility and initiative in getting the job done.

Embed learning and personal development into day-to-day work by ensuring that jobs contain sufficient challenges and opportunities for problem solving, through job rotation, by ensuring 'exploration time' and by coaching - as well as through formal training. Ensure that investments in technology enhance individual skill and autonomy rather than replacing them.

Focus on 'recruiting for attitude and training for skills'. Collective responsibility is a key attribute. Recruit people who think that "my work isn't finished until everyone's work is finished". Emotionally intelligent people with a passion for learning and discovery fuel innovation and unleash the versatility that companies need to survive and thrive in a fast-changing environment.

Worker representation and collective bargaining can play a significant role in this area, for example by updating job classification systems to reflect more modern organisational structures, promoting a culture of continuous training in the workplace, and introducing innovative methods of financial reward that are not solely linked to working time but also to skills and achieved objectives. Contractual change is facilitated when worker representation is involved from the outset.

Induction of new employees

Leaders, managers and employees who have lived through successful workplace innovation transition from traditional command and control cultures will have learnt a great deal, perhaps more than they realise, and will have changed their way of thinking and working in ways that are both perceptible and imperceptible. Moreover, the transformative experience of change is collective, shared with colleagues across the organisation.

New leaders, managers and workers will not have the benefit of this collective experience. This can make them feel somewhat isolated. Over time it may also mean that newcomers gradually erode the culture and practices that have been created – not necessarily intentionally but because they failed to gain the intuitive understanding of what the change was all about.

Changing induction procedures to reflect the new culture and practices created during the change process is therefore an important dimension of sustainability. Employees at all levels may be able to help identify 'what matters' in terms of messages for new arrivals.

Productive reflection

Throughout this guide we have stressed the value of opportunities for reflection leading to improvement and innovation. Once major thresholds have been crossed, giving stakeholders the opportunity to reflect on 'then and now' enables them to

recognise how far they've come, and helps to embed the changes as 'the way we do things here'. Such spaces for reflection can quickly become an indispensable part of business practice.

Reflection

What are the potential sources of innovation decay in your organisation, and how can they be removed?

Final thoughts

This Roadmap is intended as a source of inspiration and provocation. Evidence and experience tell us that by working in partnership we can build better, more productive workplaces as well as healthier, more rewarding jobs. It is underpinned by a simple question:

If workplace innovation works, why aren't you doing it?

You'll have found plenty of ideas and guidance in the Roadmap but is not a blueprint.

It encourages you to learn widely, from emerging trends as well as from innovative practices in other organisations (even those in different sectors and countries).

It exhorts you to ask difficult questions about why things are as they are in the workplace, and to invite your managerial and frontline colleagues to do the same.

It invites you to experiment, recognising that success and failure both generate valuable knowledge and insights.

It invites you, and everyone in your organisation to come to work to improve the business as well as delivering your day-to-day tasks.

And finally, the inspiration and learning don't stop here. You can access a rich portfolio of resources and be part of the BroadVoice community on the Fresh Thinking Labs platform. **[Sign up now.](#)**

Resources

The BroadVoice Project

- Website: <https://workplaceinnovation.eu/broadvoice/>
- Kirchhoff Case Study and video: <https://bridges5-0.eu/kirchhoff-case-study/>
- Join the Community: <https://freshtinkinglabs.com/broadvoice/>

Workplace Innovation

- Summaries & downloads: <https://workplaceinnovation.eu/this-is-workplace-innovation/>
- Videos: <https://workplaceinnovation.eu/category/our-videos/>
- The Fifth Element: <https://journal.uia.no/index.php/EJWI/article/view/166>
- European Journal of Workplace Innovation: <https://journal.uia.no/index.php/EJWI>
- Self-assessment tool: https://workplaceinnovation.eu/short-survey/?survey_id=1
- Change Checklist: https://workplaceinnovation.eu/wp-content/uploads/2025/07/Change_Checklist.pdf

European Company Survey 2019

- <https://www.eurofound.europa.eu/en/surveys/european-company-surveys/european-company-survey-2019>

