

— XXXI ISPIM INNOVATION CONFERENCE —

— Innovating in Times of Crisis —

— 7-10 June 2020 - Virtual Event —

CONNECTING STREAMS OF WORKPLACE INNOVATION (WPI)

MONDAY JUNE 8, 2020



**PETER OEIJ, PAUL PREENEN, RYOSUKE ICHIKARI, ADELA MCMURRAY, SERI NO, KYETAIK OH, SHARON PARKER,
KENTARO WATANABE & STEVEN DHONDT**

CONNECTING STREAMS OF WORKPLACE INNOVATION (WPI)

WORKSHOP FOR *XXXI ISPIM INNOVATION CONFERENCE*, 'INNOVATING IN TIMES OF CRISIS', 7-10 JUNE 2020,
VIRTUAL EVENT. [HTTPS://WWW.ISPIM-VIRTUAL.COM/](https://www.ispim-virtual.com/)



WORKSHOP PROGRAMME

1050
to
1205

1.01: Connecting Streams of Workplace Innovation (WPI)

Led by Peter Oeij of TNO
Supported by: Chris Gernreich

[More details](#)

June 8, 2020 10.50 C.E.T.		
10.50	Introduction	Peter Oeij
11.00-11.10	SMART Work design	Sharon Parker (Australia)
11.10-11.20	Workplace innovation in manufacturing	Se Ri No (S-Korea)
11.20-11.30	Intelligent machines and workplace innovation	Kentaro Watanabe (Japan) Ryosuke Ichikari
11.30-11.40	Measuring Workplace innovation as psychological construct	Adela McMurray (Australia) [presented by Peter Oeij]
11.40-11.50	Organisational approach of Workplace innovation in Europe	Peter Oeij (Netherlands) Paul Preenen
11.50-12.05	Q&A	Moderator Peter Oeij
12.05	closure	

Send request for this presentation to
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TNO innovation
for life



› **CONTEXT OF WORKSHOP ON WPI**

PETER OEIJ

PURPOSE: BRING TOGETHER 'STREAMS / APPROACHES' WITHIN WPI

WHAT ARE COMMONALITIES AND DIFFERENCES AND HOW DOES THAT HELP INNOVATION IN GENERAL?

- › Australian-UK stream tries to connect individual and organisational approaches with the notion of work design and SMART work (Prof. Sharon Parker)
- › Korean stream studies working conditions in manufacturing that are conducive to WPI (Dr. Se Ri No)
- › Japanese stream investigates the implications for WPI from the cooperation between people and intelligent machines like robots (Dr. Kentaro Watanabe)
- › Australian-SE Asian stream has as point of departure an individual behaviour construct to understand WPI and innovative behaviour (Prof. Adela McMurray)
- › EU stream sees WPI strongly connected to organisational conditions and modern sociotechnical thinking (Prof. Steven Dhondt, Prof. Frank Pot, Prof. Geert van Hoogtem) and to change management and organisational culture (Prof. Peter Totterdill).



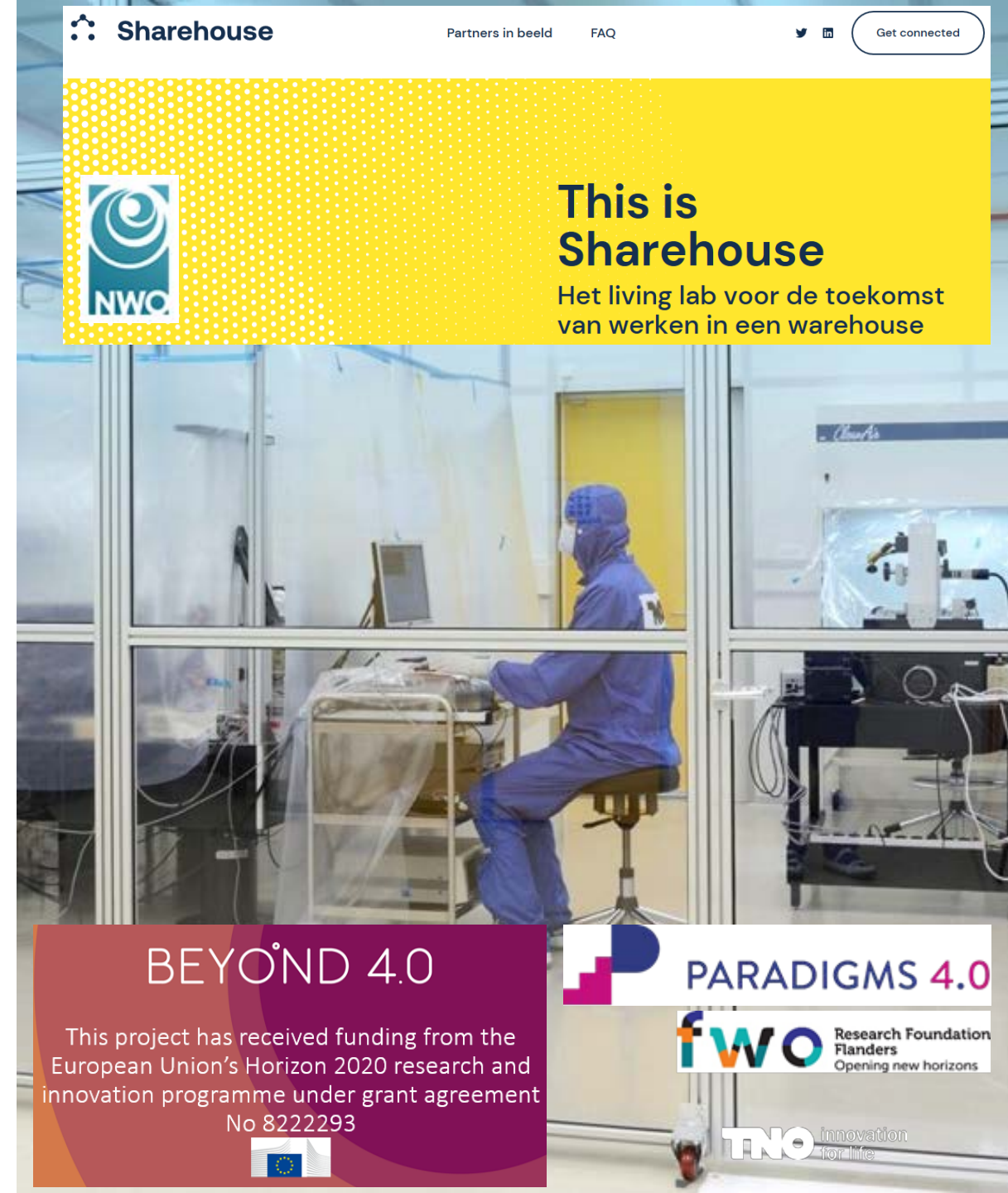
Common idea: employee engagement is crucial for innovation succes

WORKPLACE INNOVATION AS A MEANS TO IMPROVE BUSINESS PERFORMANCE AND JOB QUALITY BY EMPLOYEE ENGAGEMENT

**DR. PETER OEIJ &
DR. PAUL PREENEN**

TNO, DEPARTMENT HEALTHY LIVING (NETHERLANDS)

WITH PROF. STEVEN DHONDT



The image shows a screenshot of the Sharehouse website. The top navigation bar includes the Sharehouse logo, links for 'Partners in beeld' and 'FAQ', social media icons for Twitter and LinkedIn, and a 'Get connected' button. The main banner features a yellow background with a white dot pattern on the left, containing the NWO logo. To the right, the text reads 'This is Sharehouse' followed by 'Het living lab voor de toekomst van werken in een warehouse'. Below this is a large photograph of a person in a blue protective suit and mask working in a laboratory setting with various equipment. At the bottom, there is a red and purple overlay with the text 'BEYOND 4.0' and a paragraph about funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 8222293. Logos for PARADIGMS 4.0, fwo Research Foundation Flanders, and TNO Innovation for life are also present.

Sharehouse Partners in beeld FAQ Get connected

 This is Sharehouse
Het living lab voor de toekomst van werken in een warehouse

BEYOND 4.0

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 8222293



 PARADIGMS 4.0

 fwo Research Foundation Flanders Opening new horizons

 TNO Innovation for life

WORKPLACE INNOVATION

• **Subject** of workplace innovation is 'intangible' issues

+

Process of workplace innovation interventions / practices engages employees

=

Purpose workplace innovation is improving performance and job quality

management philosophy, strategy and vision

structural design: work organisation, governance and division of labour

organisational culture: leadership style; employment relations, level of employee engagement

HR-policy and practices, labour relations, supportive technologies

quality of organisational performance

quality of working life

Workplace innovation:
subject and process



› ASSUMPTIONS IN THE APPROACH OF WPI

- › Employee engagement
- › Modern sociotechnics: look how structural conditions affect (enable/disable) employee behaviour
- › Humanistic perspective on work and technology
- › Technological choices require socio-organizational embeddedness to be successfully adopted
- › Workplace innovation is not a goal but a means
- › Management and leadership are not purely top-down

Source: Oeij, Preenen, Van der Torre, Van der Meer & Van den Eerenbeemt (2019)

- › Definition: *Workplace Innovation 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).*



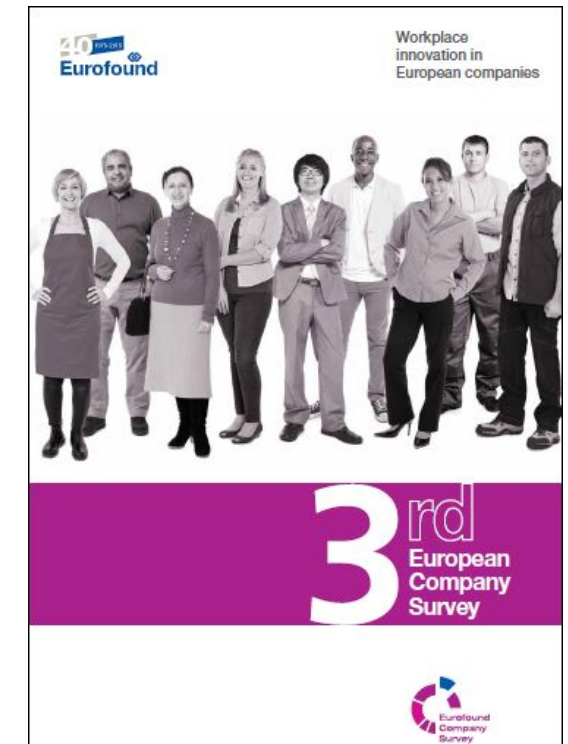
Source: Oeij & Dhondt, 2017, Theoretical approaches supporting workplace innovation, in Oeij, P. R.A., Rus, D. and Pot F.D. (eds) (2017)

› EXAMPLES OF WPI

- › SHAREHOUSE project: innovation-adoption in logistics in the Netherlands among SME logistics companies
 - › Setting up learning communities to get acquainted with new technology
 - › Focus how WPI (knowledge, interventions) can help these companies to better adopt (technological) innovations
- › EUROFOUND 50 case studies across Europe →
 - › Management of companies with mature employment relations initiates change and renewal
.... but involves employees to generate ideas and implement the changes / innovation
- › EUWIN – EUropean Workplace Innovation Network →
 - › Hundres of examples of companies that base change and innovation on employee involvement



Source: Tottterdill, Dhondt & Boermans (2016)



Source: Oeij, Žiauberytė-Jakštienė, Dhondt et al (2015)

› HOW CAN WPI HELP INNOVATION

- › Employee engagement: ensures sustainable commitment
- › Modern sociotechnics, Humanistic perspective and Supportive management / leadership : ‘good jobs’ facilitate innovative and intra/entrepreneurial behaviour
- › Evidence of WPI suggests the support of innovative cultures and innovation-adoption
- › Condition: 1] mindset to see employees as a critical resource and to see the employment relationship not just as an interchangeable relationship;
2] to see one’s own entrepreneurship as a significant link in a (social) chain towards a cohesive society



Source: Oeij, Rus and Pot (eds) (2017)

