ETORKIZUNA
ERAIKIZ

think tank

WORK OF THE FUTURE

REPORT OF THE 8th MEETING

15/04/21

Contents

SPACE FOR DELIBERATION ON THE WORK OF THE FUTURE

Online session, 15 April 2021, 17:00 - 19:00

1. Programme

| Timetable	Theme	Presenter/Driver
5:00 - 5:10 pm	Welcome and general framework of the process	Jabier Larrañaga. Regional Minister (Diputado) for Economic Promotion, Tourism, and the Rural Environment
5:10 – 5:40 pm	Presentation of the experimental project	Unai Elorza. Researcher at Mondragon Unibertsitatea
5.55 - 6.55 pm	Presentation of the Etorkizuna Eraikiz framework for scalability of the experimental project: connections with the think tank, and the territorial development laboratory	Unai Andueza, Director of Strategic Projects
6.55 - 7.00 pm	Individual assessment of the process, plenary round for closing this phase and guidelines for monitoring the process in the future.	Jabier Larrañaga Unai Andueza

2. In attendance

- Jabier Larrañaga
- Unai Andueza
- Amaia Legorburu
- Anabel Yoldi
- Gorka Zubillaga
- Ander Arzelus
- Isabel Busto
- Eva Cuenca
- Iker Estensoro
- Jon Gurrutxaga
- Andoni Isasti
- Gorka Artola
- Nerea Urcola
- Sebas Zurutuza
- Joseba Amondarain

- Iñigo Larrea
- Adrian Merino
- Ana Ugalde
- Nerea Zamacola
- Aitor Galdós
- Iñaki Rodriguez
- Ignacio Muñoz
- Jon Angulo
- Juncal de Lucas
- Miren Larrea
- Eva Sánchez
- Mikel Gaztañaga

3. Welcome

The Deputy for Economic Promotion opened the session and thanked the participants for attending. He said that since June 2020 a reflection process has been underway, under which five workshops and working sessions have been organized as well as presentations by two international experts.

He said that "it *has been a process intended to extend our knowledge and our understanding of the Work of the Future"*. He stated that "*thanks to this process it has been possible to promote an experimental project, which has specific strategic objectives*". The Deputy (Regional Minister) for Economic Promotion offered a general overview of the themes for discussion at the meeting.
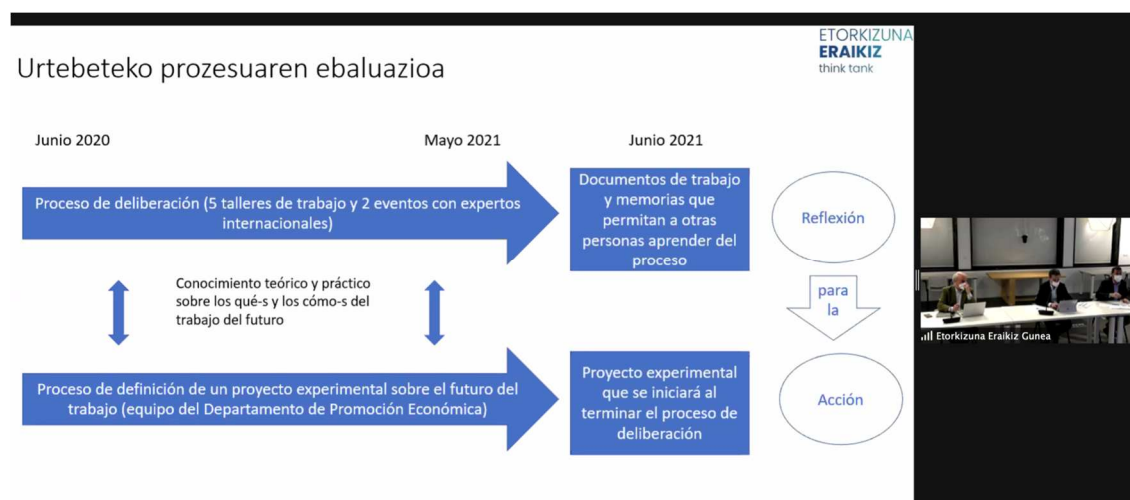
4. Presentation of the Project

Following the introduction to the session, the floor was taken by researcher who will coordinate the experimental project defined as a result of the deliberation process. The aim of the presentation is to show participants how their reflection has been translated into the design of an action that will be implemented upon completion of this initial stage of deliberation.

The researcher who will coordinate the experimental project arising out of the deliberation (referred to henceforth as "the researcher") kicked off the presentation of the project, which is intended to last two years. In the first year they "*will seek to create a working tool in conjunction with a group of four to six companies*". These will be companies in the midst of transformation processes. He said, "*we want to develop a tool that helps them to use the meaning of work as a catalyst for this process of transformation*".

The researcher said that during the second year "*the tool will be put into practice, with intermediaries (for example, development agencies) working with companies to include it into their programs and processes*". The researcher noted that it "*is a pilot project that is going to be developed in partnership with the University of Mondragón*".

After the presentation of the project, the researcher explained the proposed architecture and structure. On the one hand, a number of general objectives have been established, including:

- Creating knowledge to develop the meaning of work in the business context.
- Identifying and implementing policies that will contribute to developing the meaningfulness of work throughout the province in the near future.

With regard to the general objectives, two more specific ones were defined and presented:

- On the one hand, to clarify the level of development of current science on the meaning of work.

With regard to this point, the researcher said that the aim was to "*enlarge research on the meaning of work*". He went on to remark on the definition of the meaning at work proposed by Pratt and Ashforth (2003). According to the researcher, these two authors stress that "*the meaning of work consists of the interpretation each of us has of the meaning of our own work*". Work, as the researcher remarked in reference to these

authors, "*can be both an economic reward, synonymous with personal development or a source of suffering."*

The researcher also discussed the different variables that influence individuals. He said, *"there are elements of a social nature, an organizational nature (the organization of work, for example), a group nature (the work group and the family) and others that have an impact at an individual level (each person's moral principles and personal motivations)".* In this regard, he said that *"there are therefore a myriad of motives that could directly affect our definition of the meaning of the work. It is really complicated to specify exactly which of them is the most relevant".*

However, the researcher said, "*there are some elements that are much more controllable than others. These elements, from the point of view of an organisational manager, can be of two types: those that depend on each individual, and those that do not."*

The researcher also discussed the current state of research on the meaning of work. He concluded that "*the research is at an early stage. In other words, there is still a long way to go."* He also said that *"individual variables need to play a more important role in the research, but we do not as yet know exactly what those variables are."*

According to the researcher *"some of the research questions may be related to the personal motivations of each individual. what characteristics of people (principles, motivations, beliefs) influence the meaning of work?"*

The researcher then proposed a number of research objectives:

● To develop a system of measurement to analyse elements related to work: social elements, the work context and group and personal variables. This system of measurement is intended to be used for the purpose of researching through observation or experimentation.

- ○ Observation: To conduct research on the future of work, it is essential to identify the precedents as well as the most notable consequences of the meaning of work.
- ○ Natural experimentation: based on the idea that the manipulation should not be performed by the experimenter him/herself, but by a third party, an external agent. It requires the participation of different agents of a system: society as a whole, the work context, the group, the individual.

The researcher commented that *"there are several trends that affect both the future of work and the definition of the concept of work. These trends are technology (digitization and robotization), globalization, demographics and climate change."*

The researcher said that "*there are different tools and methodologies for defining what the work of the future will be like*". Experimentation in the field *"is a good formula to make an initial approach and gather the necessary knowledge to make it possible to develop different policies. We need to know where and how to define the proposal and what specific objectives we want to prioritize."*

The meaning of work *"is very much related to personal motivation, well-being and involvement that has been developed through the unification initiative."* He commented that *"the measurement systems that have been developed, the observation that has been made and the natural experimentation that has been carried out can be used for future studies."*
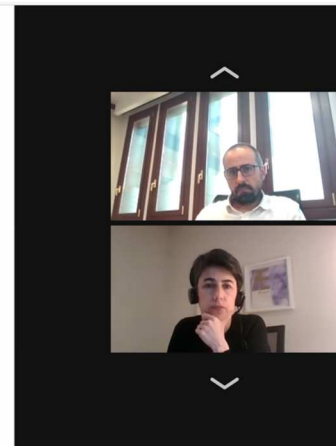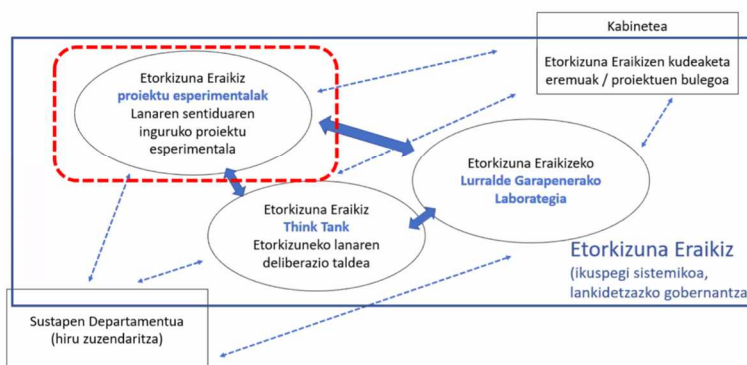
The Director of Strategic Projects them took the floor to explain briefly that the organization itself involves a high degree of complexity. However, he stressed that this complexity enriches the very process of research on the future of work.

The Director of Strategic Projects gave a presentation on the governance of the pilot project, setting out individual inputs on the presentation and the process as a whole.

5. Presentation on governance of the pilot project

After presenting the pilot project, the Director of Strategic Projects went on to set out the governance into which this project will be integrated. This governance reflects Etorkizuna Eraikiz's quest to work with a systemic vision. The figure below has been used to represent the new governance.

One of the central elements of this model is that it is based on collaboration between the three directorates of the Department of Economic Promotion. Consequently, as well as the Director of Strategic Projects, the Director of Innovation and the Director of Economic Promotion also spoke:

DFG5 discussed the role of digitalization and industry 4.0. He said that "*it will continue to work with development agencies to drive digital transformation: an essential element that allows us to take steps towards the future.*" "*Using data, we decide what kind of changes can be made — changes that will undoubtedly have an impact on the business organisation*".

For his part, DFG1 said that "*we want to promote quality employment, boosting competitiveness and sustainability, both socially and environmentally.*" In the area of economic promotion, they "*want to devise analyses to create knowledge through experimentation, so that the results obtained cab be applied in territorial policies*". DFG1 said that they are "*committed to people, territory and companies.*" However, he stressed

that "*companies and territory must be and are committed to people*". DFG1 concluded by reaffirming that "*the knowledge obtained today will be introduced into the companies of the future.*"

As well as the collaboration between the three directorates, the proposed new governance includes coordination with the Territorial Development Laboratory, whose managers then spoke.

DFG6 discussed *"the importance of using pilot projects to position oneself within a strategic framework"*. He said that these projects *"are leading to different synergies"*. DFG6 explained these concepts from the perspective of multilevel governance and the new political culture. He also reminded them of "the relevance of the Etorkizuna Eraikiz philosophy" and said, "it is very important to analyse the perspective from which Etorkizuna Eraikiz is being talked about outside the circles of debate."

DFG2 agreed with the previous speakers and said he shared DFG6's vision.

6. Plenary session. Individual contributions to the presentation and process

The Director of Strategic Projects shared his reflects on the process and gave his assessment: he reviewed and evaluated the milestones achieved. The participants then completed the evaluation questionnaire on the June 2020 - May 2021 phase of the Think Tank on an individual basis. This was followed by a round of individual contributions from the participants. These discussions served to close this stage and the year-long collaboration and participants were asked to highlight what they considered important following their evaluation.

ECO4 said that "*through the process they have been able to create knowledge, in a comfortable and orderly fashion.*" Although because of the limitations of the pandemic, "*the sessions have often had to be online, they have been able to co-generate knowledge, and that is the most significant thing."*

ECO9 remarked that, although the experience was new to her, she found it a very enriching process. ECO9 believes "*that this process and the knowledge gained can have a positive impact on companies as well as on society*". As an experience, she said that "*they have been able to deal with issues of great complexity and some very abstract issues."* She particularly highlighted the difficulty of launching a process of this calibre. She said that "*despite the unfavourable circumstances it has been possible to achieve our aim: in society they have already begun to discuss motivation at work, cohesion and other topics that were previously less well known.*" However, she said that the meaning of work goes even further. She concluded by saying "*it was a very interesting process, consisting of a diverse working group and a challenging proposal."* She was grateful for the participation of different actors, and in general she is thankful for the experience.

ECO8 began by thanking the organisers for the opportunity to participate in such an interesting process. He said that it is very rewarding to share reflections with key actors in the province. "*We need to work on increasing the involvement of more actors."*

ECO10 said there has been a change "*between what I thought before the process and in the way I think now." "The change has been the result of the entire journey."* She said she "*came from an experience in the Think Tank in which I had shared very little time in the group".* However, she said "*things gave improved over the sessions".* She criticized the contribution of some experts which she considered to "*be far removed from the real situation".* She also suggested that they *should "make improvements in the methodology. There have been times in the group when it has been difficult to get things off the ground."* Nonetheless, she is positive about the future and is committed to continuing to build the process.

ECO13 says that talking part in this challenge *"was a very exciting experience for me, because throughout the process I have had a chance to learn, with a lot of patience, and I have been able to give some time to reflection."* ECO13 said that the process of reflection is not a simple one. However, he said that *"reflection is necessary to move the projects forward"*. ECO13 said he *"would have liked some more international references: there have been similar processes elsewhere in Europe, and I think it's a good idea to compare the experiments carried out here with others on an international scale. Ultimately, comparison helps you decide whether your own process is on the right track."*

For ECO7 the main objective has been fulfilled, which is to co-generate knowledge. She said that for her *"it is a luxury to be able to share these experiences"* and she *"feels it is very positive that the Provincial Government is promoting this type of project"*. She thinks *"the presentations by the experts have been very successful."* In addition, she *"values very positively the participation of different people from the Provincial Government in these groups."* She said she would like *"the deliberation group also to be also group for comparison and contrast."*

ECO12 mentioned two main achievements. First, *"it has been possible to get a practical result from such an abstract starting point."* He said that *"the process has been slow for several reasons, such as the variety of viewpoints."* Even so, he said, *"what has been achieved is very significant: to approve the definition created by most of the actors."* He felt that this *"is a very important achievement"* and again said that *"the starting point was very complex and abstract."* The second achievement, he said, was *"the opportunity to create and share knowledge during conversations."*

ECO11 believes she *"has learned a lot from the reflections"* and thanked all the people with whom she had come into contact, including the participating experts and the many others who were involved. She felt it was positive that *"in addition to reflecting on such a complex and abstract definition, they have been able to arrive at such a concrete point."* She said she finds it *"incredible to see how far they have come."* She believes there is still some room for improvement. She feels that at *"certain points, the issues raised were too academic"*. However, she is *"very positive about the future."*

ECO1 said *"there should be a more in-depth design process before implementation."* He felt it *"was not enough only to have four pilot companies"* and thinks it should be the other way around. *"You have to define how many companies you want to reach in order to define how many should act as pilot companies.". One has to take into account the very complicated context of the pandemic and post-pandemic situation"*. He said these *"are radically new situations for our society."* In general, he is very positive and said that *"the group has lacked time."* Even so, he considers that *"the online sessions have been very positive for proper development of the process."*

ECO2 began by thanking Adegi for the invitation. She said, "the process offers a chance to network and co-generate knowledge." She also thanked Orkestra and the Provincial Government. She discussed the relevance of the topic and the context. *"We live in a world of digitalization, with a considerable generation gap and demographic changes to take into account."* ECO2 believes that *"motivation is needed to create cutting-edge companies"*. For this reason, *"the meaning of work is the key to advancing towards the future."*

ECO6 gave a very positive assessment of the process. She said that *"it has been possible to co-create knowledge and to provide answers to some very difficult questions"*. *"It can be very complex for people who are not regularly working in the academic field to address this kind of response."* She also said she *"feels very grateful for the invitation to these sessions."* Finally, she said she preferred the face-to-face version to the online one.

ECO18 believes that *"this process has been a huge step forward".* He believes *"it has been possible to develop essential ideas which can be used to develop a better future."* He said that *"the results achieved are very positive"*. Even so, he felt that *"there is still a long way to go and much room for improvement."* He suggested that *"for the future and for more projects of this calibre, participants should have more time to reflect and prepare each session."* He said that *it has been possible to create a lot of knowledge. But at the same time, some of the knowledge has been left untapped."*

ECO5 felt that *"the project should deal more with specifics."* Even so, she is *"grateful to have had the opportunity to participate in the project"*. She said it was a very interesting process. She believes that *"this process helps you think about things that you don't stop to think about in your everyday dealings."* She thought that *"the talks from the experts were very interesting."* She also thought *"the participations were very interesting."* She said, *"they were sometimes perhaps too theoretical and complex."* However, she feels that *"thanks to these interventions it has been possible to establish a very interesting project."* She also considers that holding the process online has not been an impediment.

7. End of session

The Deputy (Regional Minister) for Economic Promotion thanked *"all the participants for their effort and involvement."* He said that he *"hopes that lessons have been learned along the way regarding the co-generation of knowledge and new governance."* He also thanked the Orkestra Researcher for the work carried out and stressed *"the relevance of her work and that of Orkestra."* He said it was a pity that it had not been possible to hold face-to-face sessions.

He went on to stress that *"the dynamic does not end with the end of this project."* He said he *"looks forward to continuing to work to develop solid avenues for research into the future of work."* For this purpose, participating companies are invited to join the new phase as pilot projects in the experimental stage. Participants will receive regular information on the progress of the project.

He values the criticisms made by the participants and said that *"this process is a very important asset for the territory."* Moreover, he believes that *"the reflection on the future of work is strategic and helps to create the necessary tools for dealing with it."*

He concluded the session by thanking everyone involved for their participation and invited them to continue with the project and the process.

8. Appendices

    a. Presentation used during the session

Meaning of Work of the Future

Some reflections on Etorkizuna Eraikiz's experimental project

15/04/2021

Contents

- Project objectives

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- Sub-objective 2: Development of a measurement system
- Sub-objective 3: Observation
- Sub-objective 4: Natural experimentation
- Sub-objective 5: Controlled laboratory experimentation
- Sub-objective 6: Combining and/or developing tools and methodologies
- Sub-objective 7: Field experimentation in the company
- Sub-objective 8: Knowledge for territorial policies

- Proposal on where to prioritize

- Bibliography

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Aims of the project

To enable a Meaning-of-Work development in the province in the near future

Overall Objective

- General:

  To generate knowledge in order to develop the meaning of work in the context of the company …

  … **with the aim of identifying and implementing policies** that will help to develop the meaning of work throughout the province in the near future.

- For this purpose:
  - An experimentation project.
  - In the business context.

Sub-objectives

- Sub-objectives oriented to experimentation:
  1. Clarify current scientific development on the Meaning of Work.
  2. Develop a measurement system (of social, work, group and personal variables) that will allow for subsequent observation and experimentation.
  3. Conduct a Meaning of Work observation to identify the most relevant antecedents ("causes") and consequences ("effects") (cross-cutting research).
  4. Analyse with a longitudinal observation the effect of the ("natural") transformation of these relevant "cause" variables on the Meaning of Work (natural experimentation).
  5. Work in the laboratory experimenting with the relevant "causes" identified (controlled experimentation).
  6. Gather together the tools and methodologies for a company to develop Meaning of Work, and create those that are missing.
  7. Conduct field experimentation in the companies (to transform through tools and methodologies the relevant "cause" variables, in order to generate a response in the Meaning of Work).
  8. Synthesize the knowledge to define provincial policies.

Sub-objective 1:
Research on the Meaning of Work Today

Perspective of cause-effect variables

Variables "in levels"

- Definition of Meaning of Work (Pratt and Ashforth, 2003):
  - An individual's interpretation of what their work means or its role is in the context of their life.
  - For example, work, "work is payment", "it is a calling", "it is something I have to do", "it is an oppression",...

- The variables that affect people operate at different "levels":
  - Social: social culture, labour relations,...
  - Organizational: work organization, mission, etc.
  - Group: work team, family, friends, etc.
  - Individual: values, motivations, etc.
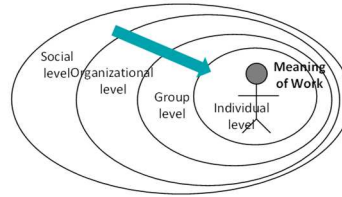

The "sources" of meaning of work

- From an organizational point of view, four groups of variables (Rosso, Dekas, and Wrzesniewski, 2010):
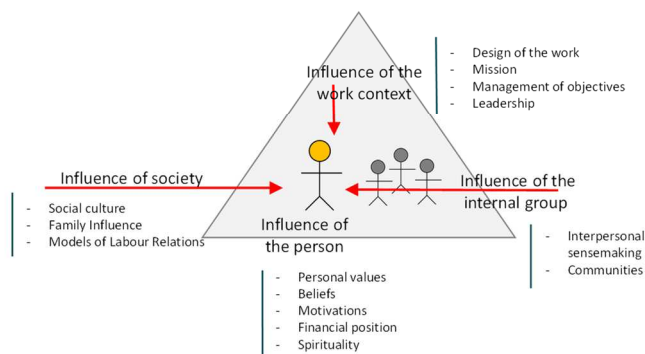
Some "more controllable" ones"

- Two types of variables from the perspective of a management organisation:
  - Those that are dependent on oneself ("controllable") - and are therefore more suitable for experimentation.
  - Those that do not depend on oneself ("uncontrollable").

- The people responsible for the organization must manage the two types of variables, but with two different strategies:
  - Strategy 1: generate changes to influence the Meaning of Work (in the case of "controllable" variables").
  - Strategy 2: know the organization's policies to adapt to the situation (in the case of non-"controllable" variables").
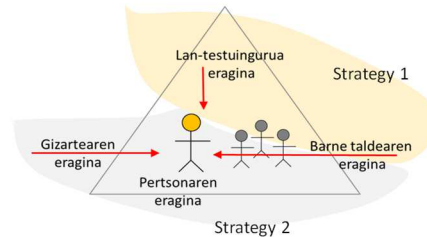
Status of research

- Everything still to be done: Very early on.

- Predominance of individual variables in the investigation
  - This predominance does not mean that sufficient knowledge has been accumulated. Investigation into individual variables is very much at a beginning stage.
  - Very little group and organizational research. Lack of knowledge.

- It is not known which variable (personal, group, work or social context) most influences the Meaning of Work.

- Research not linked to the work of the future. The work of the future will be of different types, so there are expected to be different Meanings.

- The influence of Meaning of Work on people and organizations is yet to be analysed.

Some research questions

- From the point of view of staff:
  - What staff characteristics (values, motivations, beliefs) influence the Meaning of Work? What is the most important?
  - Are there any notable differences in terms of age and/or seniority?
  - What kind of meaning do people give to work? Types of meaning.
  - How is people's well-being influenced depending on whether the work has one meaning or another?
  - Does Meaning of Work vary over time? To what extent and on the basis of what personal elements?

- From a Teamwork point of view:
  - How does people's attachment to different professions influence the Meaning of Work?
  - Are there professions that are identified with a particular Meaning?
  - How do the interactions that take place in the work team (interpersonal sensemaking) affect the Meaning of Work)? Does the cohesion of the group influence this sensemaking process?
  - Does the Meaning of Work change in the different stages of maturity of the groups?

Some research questions

- From the point of view of the work context:
  - How does the work context affect the Meaning of Work? What work contexts should be promoted?
  - How will the future of work affect Meaning? What will the Meaning of Work be like depending on the different types of work in the future?
  - Which of the variables of the work context is most important?
  - How does it influence the sustainability of the organisation whether work has one Meaning or another?
  - How does the Meaning of work change as seniority progresses? Is the evolution the same in one work context as in another?

- Regarding society:
  - How are people integrated into the organisation?
  - How do social trends affect the Meaning of Work?
  - How does the Meaning of Work change as society's values, beliefs and motivations change?

Sub-objective 2:
Development of a
measurement system

For social, occupational, group and personal variables

A measurement system

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- To be able to conduct research (through observation and/or experimentation).

- Different data sources:
  - Survey of staff (to identify the Meaning and person variables)
  - Survey in the organization (to ascertain the work context).
  - Social survey (to ascertain the social variables).

- Ensuring psychometric characteristics.
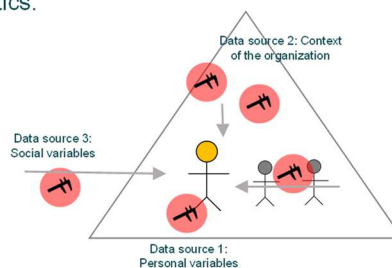
# Sub-objective 3: Observation

To learn about the most important background and consequences of Meaning

Observation

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- To reveal the relationships between the data collection variables of companies, sectors, professions, etc. and determine which are the most important variables (cross-cutting research).

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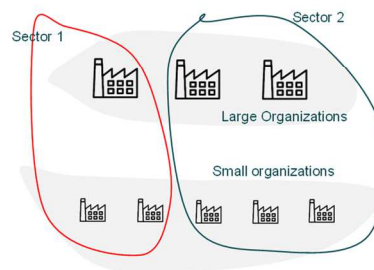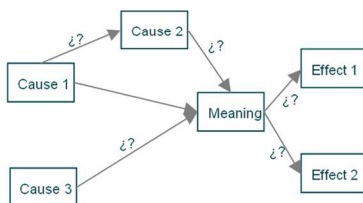
Sub-objective 4:
Natural experimentation

Analyse the influence of a change in the "cause"
variables in companies on Meaning

Natural experiment

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- "quasi"-experiment.

- The manipulation is not performed by the researcher, but by a third party (government, company,…). Example: one government sets policy; the one next door doesn't. The impact of this policy can be analysed by comparison to the other.
  - Within a profession, a group of people are identified as doing "work of the future"; How does Meaningful Work compare with other more traditional forms of work in the same profession?

- Requires:
  - Measurement of the general approach of the different variables of the system (society, work context, group, person).
  - The effects of the variables can be identified provided the effects of the other variables remain constant. To achieve this, the more observation (specifically over time) there is, the better.
  - It requires an exhaustive control of the third variables.

- It does not require a commitment from the company to carry out the experimentation.

In the context of the work of the future

- Trends affecting the future of work:
  - Technology: digitization, robotization, ...
  - Globalisation.
  - Demographics: aging, immigration.
  - Climate change: new actions for implementing different energies, mobility, etc.

- What kind of work will we have in the future? (Balliester and Elsheikhi, 2018)
  - Tendency towards reduction: sales, transport, financial sector, industry (routine work), administration, agriculture,...
  - Tendency towards creation (more difficult to know): automation and robotics, local services in response to a technology, energy, health and care services, green jobs, ...

- What will the quality of work be like in the future? (Méda, 2019)
  - New forms of work (flexible, part-time, etc.)
  - Hiring over digital platforms, working from home, no formal working times,...

- Choose from among them to conduct the experiments.

Sub-objective 5:
Controlled experimentation

In the laboratory

Controlled experimentation

- Requires:
  - Need to create a laboratory; bring a business situation into the laboratory (for example: Kiribil).
  - As before, a way to measure variables (causes and effects).
  - A thorough knowledge of the situation to be experienced.

- It does not require a commitment from the company to carry out the experimentation.

- Possibility of a better control of third variables. Possibility of understanding more clearly the influence of cause on effect.
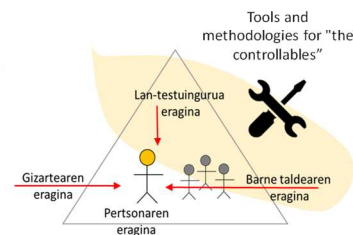
Measurements after manipulation to determine the effects

Sub-objective 6:
Tools and methodologies

To be able to develop Meaning in the company

Tools and methodologies

- Experimentation requires tools and/or methodologies that allow "manipulation" of the "cause" variables.

- Appropriate for "controllable" variables".

- Example:
  - Working with "skill variety", "task significance" and "task identity" variables in the methodology of Hackman and Oldham (1976) to promote meaningful work ("experienced meaningfulness").
  - The "psychological empowerment" methodology of Spreitzer (1995) to work on the "meaning" dimension and, consequently, to improve the well-being of people and the performance of organizations.
  - Keys for implementing mission management from task and goal management (Bartlett and Ghoshal, 1994).

Tools and methodologies for "the controllables"

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Gizartearen eragina

Barne taldearen eragina

Pertsonaren eragina

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Sub-objective 7:
Field experimentation

Manipulating variables in the company to develop Meaning

Field experiment

- So-called "field". Requires:
  - Companies willing to experiment.
  - A way of measuring variables (causes and effects).
  - They have to be clear about the methodologies, tools, ... to be able to generate the "manipulation".

- Effective when "manipulation" of the "cause" variable depends on oneself. For example, in the variables of the work context: work design, mission statement, leadership, etc.

- High-value experiments are in a real environment. Risk of "contamination" of third factors.

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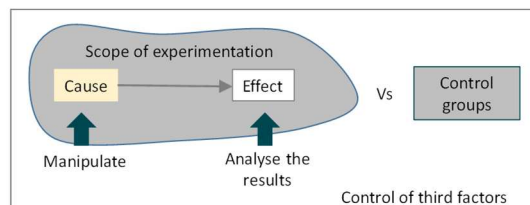
Sub-objective 8: Knowledge for policy development

Gathering and generating knowledge to be able to develop territorial policies

Development of territorial policies

- What knowledge generated through research and experimentation is useful in developing territorial policies?

- How does this knowledge condition the different political options?

- What kind of policies can be created using this knowledge? Advantages and disadvantages of each.

- Which policy relates best (generating synergies) to reflections from other project sources?

- …

Proposal on where to prioritize

Taking advantage of the Bateratzen initiative, promoted by the Department of Economic Promotion, Tourism and Rural Environment…

Proposal on where to prioritize

- Meaning of Work is closely related to the "motivation", "well-being" and "involvement" of people, developed in the Bateratzen initiative.

- To some extent, it is possible to take advantage of the measurement system, observation, natural experimentation... developed in that initiative.

- Sub-objective 1: Research on Meaning of Work today
- Sub-objective 2: Development of a measurement system
- Sub-objective 3: Observation
- Sub-objective 4: Natural experimentation
- Sub-objective 5: Controlled laboratory experimentation
- **Sub-objective 6: Combining and/or developing tools and methodologies**
- **Sub-objective 7: Field experimentation in the company**
- **Sub-objective 8: Knowledge for territorial policies**

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THINK TANK

Deliberation process on the work of the future: Working Document No. 10

(29 March 2021)

Result of the deliberation process: proposed experimental process

This working document concludes the first phase of the deliberative process, which began in June 2020 and will end in April 2021 with the presentation of a pilot project. It also marks the beginning off the second phase.

The content has been divided into three sections: the bases of the deliberative process, the contribution of the deliberative process to the experimental project and the experimental project itself.

Bases of the deliberation process

This section sets out how the three bases of the deliberative process were established:

a) *Commitment of the Provincial Government to promote deliberation and the consequent launch of an experimental project*

On 18 June 2020, the deliberation group on the work of the future met for the first time. Imanol Lasa presented the first working document setting out the bases of the process:

"In this context, it is necessary to initiate processes of experimentation that allow us to learn and lay the foundations for the future. However, prior to experimentation, it is important to set up a deliberative process to lay the groundwork for experimentation. The future of work will be influenced by very diverse phenomena that require business or political leaders from the field of competitiveness to integrate within their

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multidisciplinary frameworks, reflections from such diverse fields as psychology, sociology, pedagogy, law, and a range of areas linked to technology. The main objective of the deliberation group on the work of the future in the framework

of Gipuzkoa Think Tank is to analyse the contributions that these areas can make

to solving the challenges perceived in the field of business and competitiveness

in relation to the work of the future. The result of this analysis should be

the prioritization of a series of dimensions of the work of the future on which experimental processes can

be initiated."

b) *Process for linking deliberation and pilot project design*

The group met again on 17 September and the following process was agreed:

The process would have two main axes: on the one hand, the deliberation group, with the support of experts, would reflect on the work of the future and set out its views in working documents. Those working papers would also be used by the Department of Economic Promotion to define a pilot project. In addition, the Provincial Government would organize two open events with international experts.

The bases of the pilot project were identified in the following terms:

What does the experimental project seek? To learn how to create the conditions in companies to combine provision of value through effort with employee wellbeing and the meaning they seek from life. If this learning is later transferred to more companies, it will help recruit and develop talent.

How will it achieve this target? Through experimental processes in which people are not "trained", but habits of lifelong learning are generated that positively impact both value contribution and wellbeing and the search for meaning.

c) *Agenda for deliberation*

On September 17, with the collaboration of José Luis Larrea, the group analysed a broad set of factors that will influence the work of the future and prioritized the following for the five deliberation sessions:

SESIÓN	Dimensión del problema
1	Tendencias del contexto global que necesitamos integrar para entender el trabajo del futuro: digitalización y sostenibilidad medioambiental
2	El reto de un trabajo que aúne esfuerzo/generación de valor con bienestar/desarrollo personal/sentido
3	La persona en el centro de la empresa: empresas humanistas, competitivas y sostenibles
4	Personas y empresas que aprenden: una transición de la formación al aprendizaje
5	Una sociedad que aprende: hacia un ecosistema productivo que aprende en red en Gipuzkoa
Sesiones abiertas	A lo largo del período octubre 2020 – mayo 2021 se celebrarán dos sesiones abiertas a las que, además del grupo de trabajo, se invitará a una representación más nutrida del ecosistema de Gipuzkoa

Only one change has been made with respect to this consensual structure: the theme of learning companies and the learning territory was dealt with in a single session, in order to free up time to devote another of the sessions to discussing the meaning of work as a focus of experimentation.

Contribution of the deliberative process to the pilot project

In line with the above bases, the deliberative process was conducted in seven meetings. The table below shows the contribution of each session to the experimental project and the identification of the working documents that reflect this contribution.

Fecha	Presentado por	Resultados para la experimentación	Doc. trabajo
18/06/2020	Imanol Lasa	En el marco de esta aportación se establecieron, por un lado, la apuesta por compartir la deliberación de la Diputación y, por otro, el compromiso de definir un proyecto experimental	0,1,2
17/09/2020	José Luís Larrea	Partiendo de un modelo conceptual que compartía un amplio orden del día, se establecieron las prioridades para la deliberación	3
15/10/2020	Genís Roca	En la deliberación se introdujeron tendencias del futuro, entendiendo los impactos que tendrán en el ámbito laboral de Gipuzkoa	4
19/11/2020	Iñigo Larrea	En el marco de esas tendencias, a través de un ejemplo, se vió lo que las empresas del territorio pueden hacer de forma concreta	5
17/12/2020	Charles Leadbeater	Se desplazó el foco que estaba puesto en las empresas y se analizó el papel de los gobiernos, fijando el papel que debe tener la DFG en el proyecto	6
18/02/2021	Javier Larrañaga	Teniendo en cuenta todo lo anterior, se acordó poner el foco para la experimentación en el sentido del trabajo	7,8
18/03/2021	Pablo Costamagna	Se aportó una visión sistémica al proceso, situando los impactos globales previamente trabajados, la visión de la empresa y el papel de los gobiernos en el nivel "meso" que proporciona el territorio	9

This process will culminate with the last session in this phase on 15 April 2021, at which the pilot project will be presented, both in terms of the research process and the scalability of the instruments created.

Experimental project

Overall objective

To generate knowledge to develop the meaning of work in the context of the company, with the aim of identifying and implementing policies that will in the near future help develop the meaning of work throughout the territory.

Sub-objectives or specific objectives

a) To clarify the state of development of current science on the Meaning of Work and incorporate it into the deliberations of Etorkizuna Eraikiz through the think tank.

b) To develop a system of measurement (of social, work, group, and personal variables) enabling subsequent observation and experimentation. This step will be based on the results of the Bateratzen programme.

c) To observe the Meaning of Work in order to identify the most relevant antecedents ("causes") and consequences ("effects") (cross-cutting research). This step will be based on the results of the Bateratzen Programme.

d) To analyse using longitudinal observation the effect of the ("natural") transformation of these relevant "cause" variables on the Meaning of Work (natural experimentation). This step will be based on the results of the Bateratzen programme.

e) To gather the tools and methodologies for a company to develop Meaning of Work, and to create any that are lacking.

f) To carry out a programme of field experiments in companies (to transform the relevant "cause" variables through tools and methodologies, in order to generate a response in the Meaning of Work).

g) To synthesize the knowledge that serves to define territorial policies.

Phases

The pilot project will consist of two phases:

Phase 1 (September 2021 - September 2022), experimentation in four companies and deliberation/engagement about measures to scale it up.

The pilot project and the think tank's deliberation group on the Work of the Future will collaborate in this phase, with two objectives.

- The first is to learn from experimentation and to get to know the working tools developed in it.
- The second is to agree on the basis of the processes and governance in order to transfer the work tools to other companies in Gipuzkoa.

To this end, following the bases established in the previous deliberation phase, the following will be contacted to form part of the deliberation group: Provincial Government, companies involved in experimentation (perhaps not on a continuous basis), universities, vocational training centres, development agencies (town councils), Adegi, Chamber of Commerce. The process will be kept open to other types of agents cited in the deliberation process to the extent that channels of participation are found to allow it.

Phase 2 (September 2022 - September 2023), upscaling with the tools developed

Following the bases established in the previous phase, the instruments developed will be transferred experimentally to other spaces of Etorkizuna Eraikiz. At the start of the project, it was decided that two projects in the Territorial Development Laboratory (Elkarrekin Lanean and Industry 4.0) and several programmes at the Department of Economic Promotion, were suitable for this purpose. However, in the first year of work, new paths may be opened up with the help of Adegi, the Chamber of Commerce and other participants.

THINK TANK

SPACE FOR DELIBERATION ON THE WORK OF THE FUTURE
Online, 15 April 2021
PROGRAMME

Timetable	Theme	Presenter/Driver
5:00 - 5:10 pm	Welcome and general framework of the process	Jabier Larrañaga. Deputy (Regional Minister) for Economic Promotion, Tourism, and the Rural Environment
5:10 – 5:40 pm	Presentation of the experimental project	Unai Elorza. Researcher at Mondragon University
5:40 - 6:55 pm	Presentation of the Etorkizuna Eraikiz framework for scalability of the experimental project: connections with the think tank, and the territorial development laboratory	Unai Andueza. Director of Strategic Projects
6.55 - 7.00 pm	Individual evaluation of the process, plenary round to close this phase and guidelines for following the process in the future	Jabier Larrañaga Unai Andueza