

# ETORKIZUNA ERAIKIZ THINK TANK

## DELIBERATION GROUP ON THE WORK OF THE FUTURE

### RESEARCH DIARY #2

#### EVALUATION DOCUMENT OF THE FIRST DELIBERATION CYCLE (2020-2021)

The aim of the Etorkizuna Eraikiz Think Tank research diaries is to promote the Think Tank's research by providing resources that will help researchers to better understand the process. They set out the chief milestones in the Think Tank's proceedings, with links to other documents generated in the process. They also explain some contents that may be of interest to researchers, and which are not included in the other documents. These mainly concern the work of people tasked with designing and managing the Think Tank and may assist research into the Think Tank's methodological bases.

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## Introduction

Etorkizuna Eraikiz Think Tank forms part of the Provincial Government of Gipuzkoa (DFG)'s Etorkizuna Eraikiz initiative. It is a space for cogenerating knowledge and its aim is to foster an awareness and understanding of the great challenges facing Gipuzkoa and to identify what processes might improve the ecosystems linked to the provincial government's policies with a view to addressing these challenges, using a philosophy of collaborative governance.

To ensure transparency and disseminate the knowledge and learning accruing from and for the Think Tank's activities, the initiative generates a considerable amount of audiovisual material and documents which will help show how the process is developed and its principal lessons, results and impact. This material is constantly being updated and is available on the Etorkizuna Eraikiz Think Tank website. It includes lists of participants in the Think Tank's deliberation groups; reports of the monthly meetings of the deliberation groups; presentations by experts at the deliberation groups; working documents summarising the participants' reflections and the reports from experts in the field which were used as inputs for reflection; and reports produced by the deliberation groups setting out the lessons learned.

In addition, a series of research diaries have been created, primarily to complement the reports of the meetings and the working documents of the Think Tank's deliberation groups. This material is also available on the website, and is intended to promote the Think Tank's research, offering researchers resources that may help them to better understand the process. They set out the chief milestones in the Think Tank's proceedings, with links to other documents generated in the process. They also explain some contents that may be of interest to researchers, and which are not included in the other documents. They mainly include the work of people working on the design and management of the Think Tank and may help in research into the methodological basis of the Think Tank.

This diary contains the evaluation report of the Future of Work group for the first deliberation cycle (2020-2021), which is described in the group's Research Diary #1.

## Evaluation of the first deliberation cycle (2020-2021)

As explained in *Research Diary #1*, the Future of Work deliberation group —like the other groups— carried out an assessment of its activities in the period May 2020 – April/May 2021.

The assessment was conducted at the last meeting in the first cycle, on 15 April 2021 (for details, see *Report of Meeting #8*). The participants in the group filled out a process evaluation questionnaire, and then shared their overall assessment with the group. The results of the questionnaire were compiled in an evaluation document, which is enclosed with this diary. The evaluation document sets out the participants' evaluations of different items related to the Think Tank group's activity. Participants were given questions and statements with which they had to state their degree of agreement. The various items evaluated and included in the document are as follows:

- Degree to which goals have been met (co-generation of knowledge, creation of conditions to impact the DFG policy ecosystem in the future, current impact on the DFG policy ecosystem, fulfilment of the target set)
- Organization and development of sessions (make-up of team, suitability of invited experts, organization of sessions, use of time by experts and participants, frequency of sessions, duration of sessions, workload between sessions)
- Impact on the ecosystem (contribution to generating trust in the group, contribution to developing a shared vision of the problem, degree of involvement of group members; cooperation between DFG agents and the DFG policy ecosystem)
- Website (familiarity with the website, ease of use of the website, suitability of the website for sharing information on the process)
- Knowledge products generated (suitability of the products for extending the work of the group to other areas; suitability of the products for strengthening the group's deliberations in the future)
- Overall evaluation (initial reason for participation and current reason for participation)
- Proposals for the next phase

The results contained in the paper and the results from the other deliberation groups (the New Political Culture, Green Recovery and Welfare State Futures groups) were then analysed and discussed in the Think Tank coordination groups. Starting from this basis, the team responsible for the Think Tank made proposals for improvement to the second cycle which affect both the general activities of the Think Tank and the dynamic of the four deliberation groups.

The evaluation document of the deliberation group is enclosed below<sup>1</sup>.

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<sup>1</sup> For the purposes of its inclusion in here, the numbering of the original document has been changed.

Etorkizuna Eraikiz Think Tank - Work of the Future deliberation group. Document of evaluation results

ETORKIZUNA ERAIKIZ THINK TANK  
EVALUATION PROCESS  
May 2020 - May 2021  
**THE WORK OF THE FUTURE**

## Contents

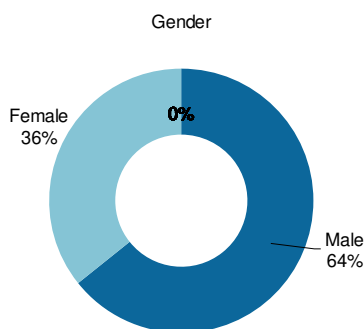
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## 1. IDENTIFIERS

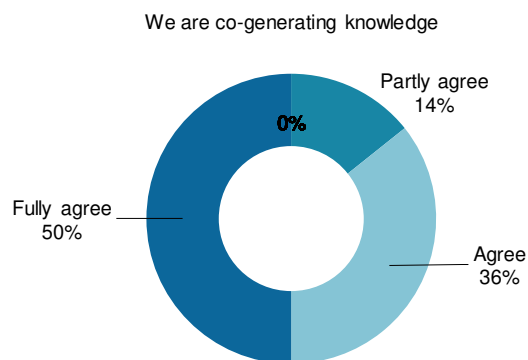


External to the Provincial Government of Gipuzkoa → 11 / Internal to the Provincial Government of Gipuzkoa → 3  
Total participants: 14

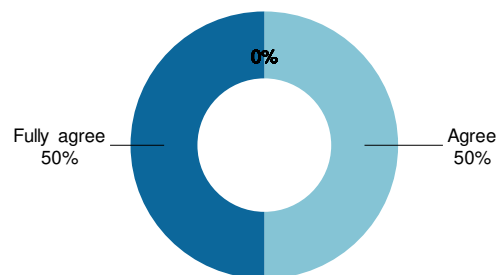
### Gender:

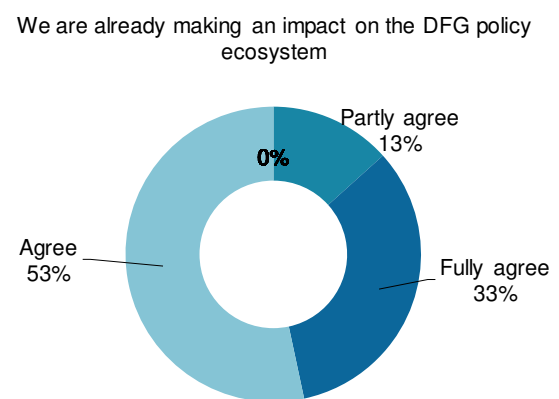
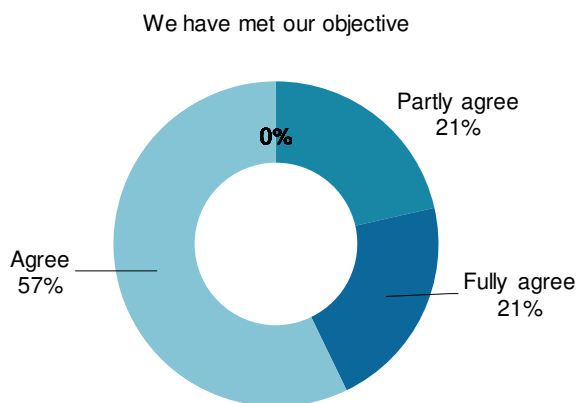


## 2. EXTENT TO WHICH OBJECTIVES HAVE BEEN FULFILLED



We are creating conditions to influence the DFG policy ecosystem in the future





### Reflections of the participants on the extent to which the objectives have been fulfilled

⇒ In experimental projects it is very difficult to carry out a productive process that transforms the meaning of work and obtain results in a short time. But it's all progress.

⇒ Taking into account the ideas taken from the deliberation group, the fact that pilot projects are going to be launched and that, once these have been developed, they are going to be scaled up and taken into account in province-wide policies, I believe that we have contributed knowledge and co-creation. In addition, the knowledge and experiences that will be generated through the pilot project will in some way affect the policies of the Provincial Government.

⇒ In general I would say that the main objectives have been met, although at times I/we have found it difficult to follow the line and not lose sight of those objectives. In other words, there has been a lack of focus, especially in the first sessions.

⇒ It is in line with what we are doing, but more importantly, we are taking a new step into the future (joint knowledge/experimentation).

⇒ Fully based on the co-creation process and collaborative governance.

⇒ I would stress the first statement, although I also value positively the other statements, even if they are more difficult to carry out and it remains to be seen whether we have come close to the objectives and whether we have been capable of influencing the Provincial Government's policies.

⇒ The deliberation group has been a very necessary and enriching exercise, and as a first step it strikes me as a success. However, it requires continuity and improvement to be truly effective and transformative. I think the most obvious weakness of what has been designed so far is that it is not suitable for sharing and co-creating real knowledge. Before each meeting, I would encourage communication among the participants, and create channels whereby someone can transfer information to the group.

⇒ In my opinion, the result seems too general, without international comparisons.

⇒ Good work has been done, but it is only the beginning. Reflection and design are important. However, if they are not implemented, no value is generated.

⇒ Through the contributions, the experimental project will shape the future; and, of course, it is shaping the policies of current experimental projects.

⇒ If I remember correctly, as well as thinking about the work of the future, the goal of this work (or, rather, of the working method) was to create a practical proposal to help

the future work of companies and collaborators. Based on today's presentation, I think the practical part of the work has been achieved.

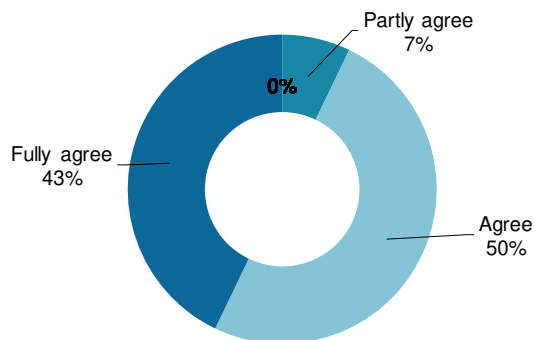
⇒ To the extent that we are sharing knowledge (and we have done that above all), in addition to generating knowledge amongst others, we are creating an enriching and dynamic context of knowledge generation (brainstorming/experiences). It is not measurable, but I would say that the knowledge is being multiplied: it is exponential.

⇒ I believe that we have drawn interesting contributions from the sessions that can be of use right now, without waiting for the results of the pilot project.

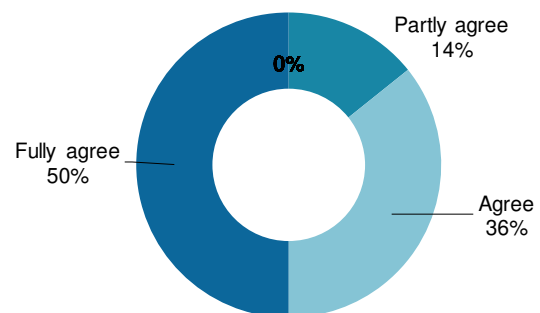
⇒ We have managed to meet the objective of defining a concrete start-up project on a pilot basis.

### 3. ORGANISATION AND DEVELOPMENT OF THE SESSIONS AND PROCESS

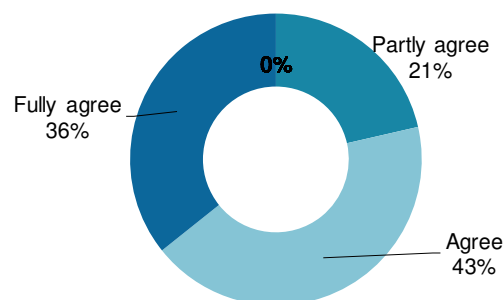
The make-up of the team participating in the sessions was appropriate



The guest experts at the sessions were appropriate



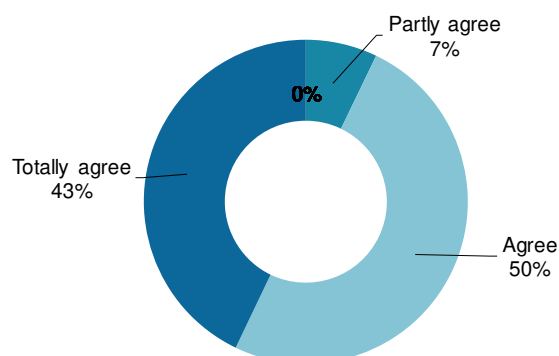
The organisation of the sessions (convening, logistics, materials, use of languages, etc.) was appropriate



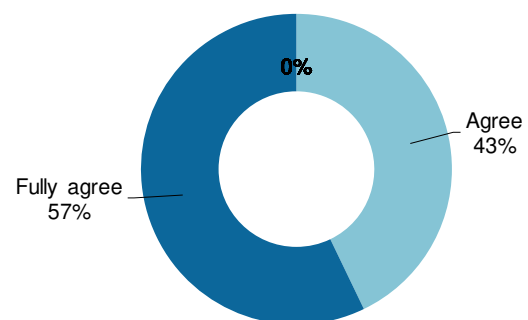
**Participants' reflections on the group, the experts and organisation of the sessions:**

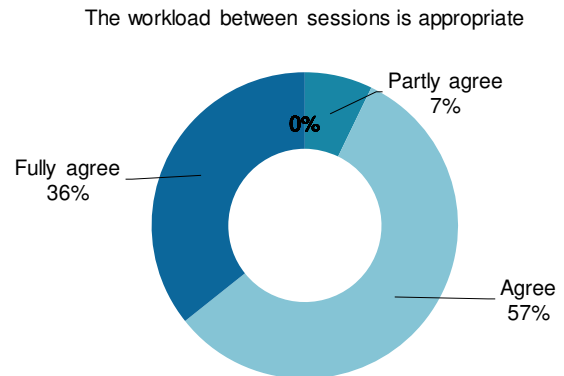
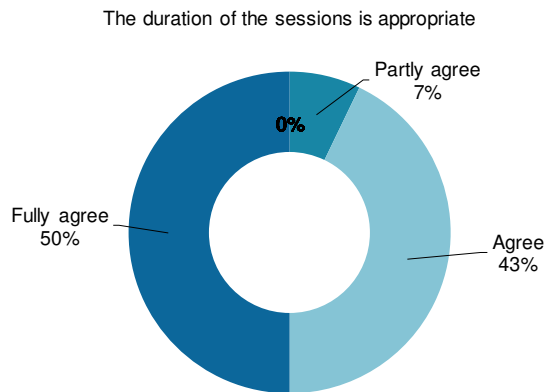
- ⇒ The sessions have been very participative, with very interesting speakers, on topics that were initially difficult to discuss and not very specific.
- ⇒ The reasons behind the lack of face-to-face sessions are understandable, but it has detracted from the effectiveness of the process.
- ⇒ I had a hard time following some of the experts. Not because of the language, but because of the perspective from which they gave their explanation. From an organisational point of view and in terms of work/life balance, I would like the meetings to be from 4 pm to 6 pm.
- ⇒ The level of the participants has undoubtedly been excellent, and the organisation was excellent (before, during and after the session). Perhaps we could get more out of the sessions if they were held face-to-face. But, in any case, I rate it as very good.
- ⇒ I felt there should have been more participation from young people, because they are the future. Also from the unions. Organisationally it is difficult to follow up on the more theoretical aspects in an online format, but I know the situation we are in.
- ⇒ It was very well organised.
- ⇒ I think the sessions were well run.
- ⇒ Despite the pandemic, ways have been sought to continue the process.
- ⇒ Everything was good.
- ⇒ [Given] the complexity of the subject and —as already discussed— the interconnection or connection between the different lines of work, I believe that the make-up of the group has been such that it ensured the necessary wisdom and diversity. Considering the number of participants and even though it was done online, I would say that the dynamics of the working group were well managed.
- ⇒ I felt there should have been more possibilities for sharing ideas.
- ⇒ Although I consider the make-up of the groups to be adequate, I think there might have been more different voices or profiles (perhaps people who were more critical of the system). I am also aware of the risk that would involve, so overall I would say the composition of the groups was suitable. I found the experts to be very suitable. Very good organisation of the sessions. I think the presence of the Basque language in today's session was very important and I am grateful.
- ⇒ I felt there should be more social agents and "young people".
- ⇒ Online discussions are not the most suitable way of considering these issues.

The use of time by experts and participants in the sessions was balanced



The frequency of the sessions is appropriate



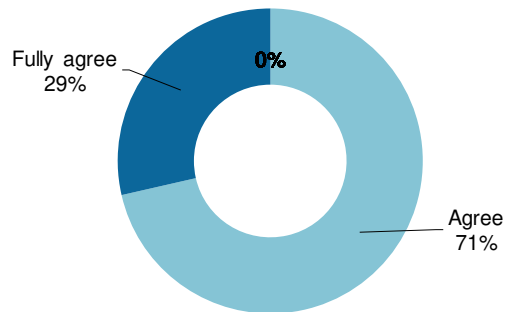


## Participants' reflections on time management and workload:

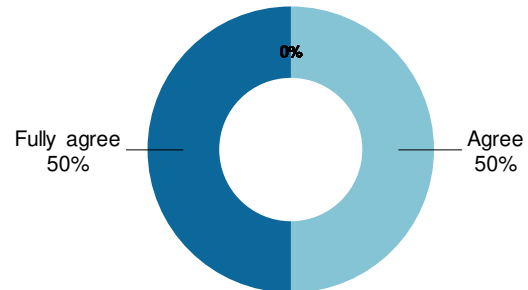
- ⇒ The experts' contribution was excellent and very important.
- ⇒ At times I felt there wasn't enough time for group work.
- ⇒ Everything was good.
- ⇒ In general, I think the frequency, duration, etc. were appropriate. Sometimes we had very little time for the deliberations, or in some specific sessions, because they were very abstract, it was more difficult to deal specifically with the topic or the answers.
- ⇒ We need more individual work to prepare each session properly and enrich the discussion.
- ⇒ I agree.
- ⇒ Suitable organisation.
- ⇒ Online is ok, but face-to-face is better. However the pandemic made this impossible.
- ⇒ An effective balance was struck.
- ⇒ In the session with external experts, 7 pm came round very quickly. I wished we could have stayed longer.
- ⇒ The two-hour sessions are manageable, and the time is well-distributed between experts and participants. In order to complete a process of these characteristics in a period of just eight months, we had to devote time to it.
- ⇒ It was essential to start and finish on time, although, at times, I was left wanting to do more. I fully agree with all the points mentioned.
- ⇒ I think I gradually got better from one session to the next. At the beginning we didn't have much time for the groups, but that was solved.
- ⇒ I think everything was very well done.

#### 4. IMPACT ON THE ECOSYSTEM

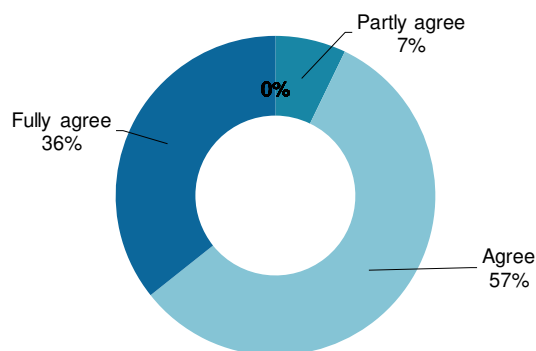
The sessions have helped to build trust within the group



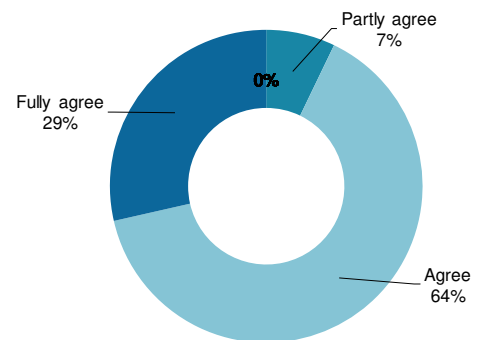
The sessions have contributed to developing a shared vision of the problem among the participants



The sessions have been a suitable instrument for cooperation between stakeholders from the Provincial Government and its policy ecosystem



There was a high degree of involvement from group members



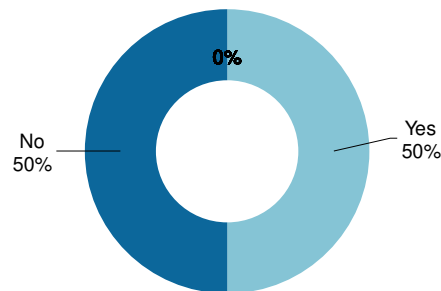
#### Participants' reflections on the impact on the ecosystem:

- ⇒ I agree with what was commented earlier.
- ⇒ The sessions allowed us to interact with other people we didn't know, which was very rewarding. However, I didn't have an opportunity to work with some people and I think it would be good to work with them as well.
- ⇒ I would like to be able to give top marks on all the questions, but I really can't. Given the limitations of my personal life, I would have liked a couple more sessions. However, I think that in general, the participants showed a very high level of commitment.
- ⇒ It has been a pleasure to share reflections so openly - for everyone to share their criteria with the other participants and see the degree of compatibility between different people's opinions helps guide our work.
- ⇒ Intervention in working groups is essential.
- ⇒ I felt very comfortable in the groups in which I participated, despite the fact that people were different and there was a great diversity of profiles
- ⇒ The sessions were satisfactory. We shared them together.

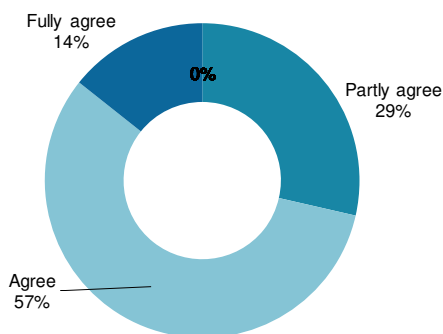
- ⇒ I thought they were good; there's nothing in particular I would comment on.
- ⇒ There is no doubt that a lot of lessons and reflections were channelled in the discussions, and that was a valuable learning experience for all of us.
- ⇒ Although there is room for improvement, the sessions went very well.
- ⇒ The group dynamics were fine, but I think the pandemic limited us to a great extent. Despite the obstacles, though, my assessment is very positive.
- ⇒ I have seen involvement and trust within the group.
- ⇒ Dynamics and useful methodologies: HOW.
- ⇒ I would individually ask the people who are not in the Provincial Government how they felt, get their direct feedback. I think the promotion, innovation and strategy departments should be open to this. They should approach each member and discuss these issues.

## 5. WEBSITE

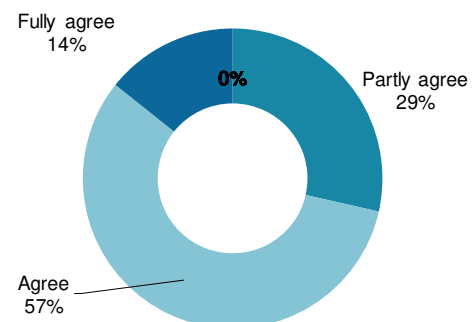
I am familiar with the website



I consider the website easy to use



I consider the website to be an appropriate tool for sharing information about the process



### Participants' reflections on the website:

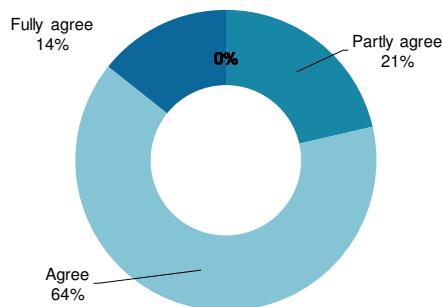
- ⇒ It was not used as a platform, in my opinion, anyway.
- ⇒ I think it does not properly reflect what has been done so far.
- ⇒ The website is good.
- ⇒ I know the website. Although I am not very familiar with it, it strikes me as being a suitable tool.
- ⇒ I have not used the website much.

- ⇒ I don't know what website you're talking about.
- ⇒ I know it, I have used it and I find it easy to use.
- ⇒ Actually, I haven't had much chance to use it. But I think it is a website that is in the right place to share information.

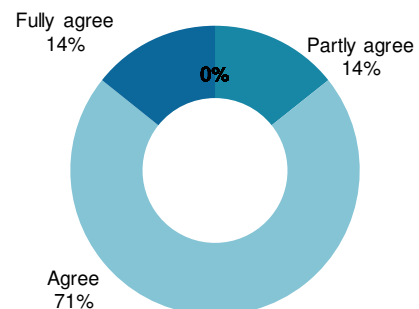
## 6. KNOWLEDGE PRODUCTS GENERATED

In addition to the reports and working documents from the sessions, the knowledge product generated in this group was the design of an experimental project.

This result will be appropriate for extending the work of the focus group to other areas



This result will be appropriate for strengthening the group's deliberation in the future

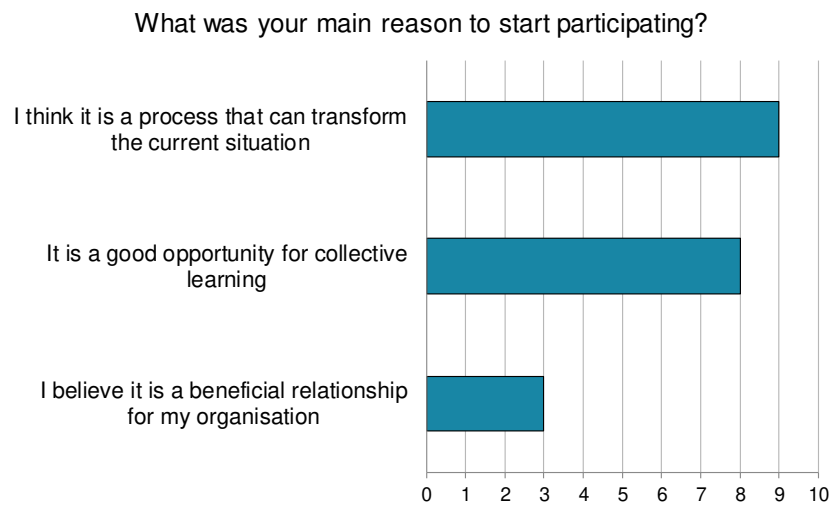


### Participants' reflections on the knowledge products generated:

- ⇒ We should properly structure and save all documents generated.
- ⇒ I have doubts as to whether those who come next will accept this result if they have not participated in the project.
- ⇒ Without knowing the "finished" products yet, they seem well aligned.
- ⇒ An ideal process for spreading it among others.
- ⇒ I would like it to be suitable.
- ⇒ I have the feeling that a lot of the lessons have been left out.
- ⇒ I think that the documents generated will be of help to us.
- ⇒ It is certainly a starting point. However, we need concrete actions based on international experiences.
- ⇒ Anything that can be extrapolated is welcome.
- ⇒ I would find it difficult, depending on the area to which you want to extend it: whether the documents are difficult or should be simpler. For example, for distribution among students...
- ⇒ I think it is right to write up the project, but I have to admit that I had a hard time following today's presentation. It was very theoretical.
- ⇒ The design of an experimental project will be an essential step forward in enhancing the value of everything that has been done so far.
- ⇒ I'm not sure what the "experimental project design" is, so I can't assess its suitability for the two stated objectives.

⇒ Interesting to continue working on.

## 7. GENERAL ASSESSMENT



Another reason:

⇒ Because it's good for Gipuzkoa.

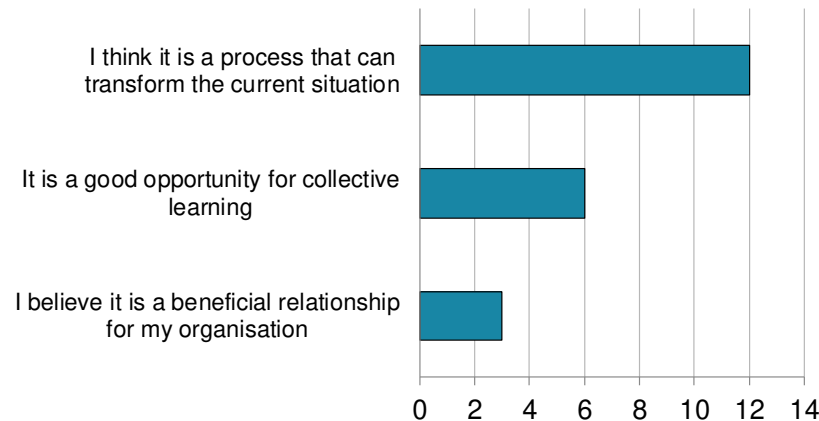
⇒ I was asked to participate because of our people-centred business model. I was very excited to be able to help change the current work environment.

⇒ I originally wanted to participate to contribute to possible future change. However, because I thought it was very ambitious, I would say I was looking for group learning.

⇒ I thought it was a great opportunity to learn as a team with significant people from Gipuzkoa. In addition, I was excited to be able to offer something to society in the field that concerns us, which is the work of the future.

⇒ My experience in a previous Think Tank was very good, because I shared experiences and knowledge with other people from different fields.

What is currently your main reason for participating?



Another reason:

- ⇒ I agree.
- ⇒ Now I do really believe I have participated in planting the seed of future change.
- ⇒ Above all, I hope it will be a transformative process.

## 8. PROPOSALS FOR THE NEXT PHASE

- ⇒ We should properly structure and save all documents generated.
- ⇒ Experimenting (learning) to develop new policies (entrepreneurship).
- ⇒ I would appreciate it if you could keep us informed on the development of the next phases and do something to maintain some relationship with this group. Thank you very much!
- ⇒ It has been an excellent first step. Let's make a more determined commitment to "Science for Policy".
- ⇒ Addressing clear session targets and specific topics.
- ⇒ This process of transforming the current situation needs to be promoted in order to adapt it to a future that is already here.
- ⇒ Perhaps, the commitment of the people involved. There were people who only participated in one or two sessions.
- ⇒ Because it is an experimental project, it may be of help to feed into others and to use the pilot project itself as a comparison.
- ⇒ The relationship between the company and the society of the future: companies should be viewed as social agents that have an impact on the development of society.
- ⇒ I think the format and dynamics were good. Face-to-face sessions would offer a number of positive advantages.