

A person wearing a white lab coat is working on a robotic arm. The arm has green cables attached to it. The person's hands are visible, one holding a red and black tool. The background is blurred, showing a blue shirt and a dark background.

ETORKIZUNA  
**ERAIKIZ**  
think tank

**WORK OF THE FUTURE**  
**REPORT OF THE 9<sup>th</sup> MEETING**

23/06/2021

## Contents

1. Programme.....	3
2. In attendance .....	3
3. Welcome .....	4
4. Presentation of the different axes of the deliberative process .....	5
5. Dynamics for presentation of participants, ideas and expectations .....	14
6. End of session.....	20
7. Appendices .....	21
a. Presentation used during the session .....	21
b. Working Document No. 11 .....	32

## SPACE FOR DELIBERATION ON THE WORK OF THE FUTURE

Online session, 23 June 2021, 5–7 pm

### 1. Programme

Timetable	Theme	Presenter/Driver
5 pm - 5.15 pm	Welcome	Jabier Larrañaga. Provincial Minister (Deputy) for Economic Promotion, Tourism and the Rural Environment
5:15 – 6:00 pm	Presentation of the different axes of the deliberative process	Unai Andueza, Director of Strategic Projects at the Department of Economic Promotion, Tourism and the Rural Environment
6:00 – 6:55 pm	Dynamics for presentation of participants, ideas and expectations	Unai Andueza, Director of Strategic Projects at the Department of Economic Promotion, Tourism and the Rural Environment
6.55 - 7.00 pm	End of session	Jabier Larrañaga

### 2. In attendance

- Jabier Larrañaga
- Unai Andueza
- Sebas Zurutuza
- Ander Arzelus
- Jon Gurrutxaga
- Joseba Amondarain
- Unai Elorza
- Rikardo Lamadrid
- Juan Angel Balbas
- Anabel Yoldi
- Ismene Tapia
- Ángel Martin Rios
- Itziar Abarisketa
- Juan Angel Balbas
- Javier Gómez
- Gorka Artola
- Ana Ugalde
- Nerea Zamacola
- Miren Larrea
- Mikel Gaztañaga

### 3. Welcome

The Deputy for Economic Promotion opened the session and thanked the participants for attending. *"Some of you have already participated. Others, on the other hand, are only joining us now. Thank you all for participating."* The Deputy for Economic Promotion said that *"we have a very important challenge on the table. But, first, I think, we need some context, since some of you have just joined us now."*

He said *"there have been two phases in this process. The first ran from May 2020 to May 2021. Another phase is beginning now. The first phase focused on the meaning of work. In this new phase, we are carrying out an experimentation on the meaning of work, and this is directly related to the province's competitiveness. What do we mean when we talk about competitiveness? We need to talk about competitiveness from a business perspective. But also, from a social perspective. In other words, competitiveness to keep up the well-being of the province. We need competitive companies in a competitive economy."*

At the same time, he said, *"the future of work also involves open and participative organisations. The relationship between the worker and the employer will change. But this relationship is going to be very important."* The Deputy for Economic Promotion mentioned that *"there are different relationships between employer and employee. For example, we have seen that in these new relationships there might be people with a lot of capacity who have an occasional relationship with the company, even if the company wants a more complete relationship. On the other hand, there are people with little capacity who want a complete relationship with the company. But the company wants a partial relationship. That is an issue we have to work on. Our small and medium-sized enterprises will have to recruit talent."*

The Deputy for Economic Promotion also said that *"this has a lot to do with society. We want to be a rich province. And we also want to be a province with few inequalities."*

*However, this new era may lead to an increase in inequality. Work is central to a dignified life. But we are living through new situations. Covid-19, digitalisation, etc."*

He added that *"in our opinion, the meaning of work is going to be a very important issue for provincial and business competitiveness. Talent will need to be brought in and retained. New opportunities will be created. It is a challenge that we have to work on."* Concluding his speech, the Deputy for Economic Promotion remarked that *"the objective is for us to be a competitive territory with competitive companies, creating a territory with few inequalities."* Having concluded, he handed the floor to the Director of Strategic Projects.

#### 4. Presentation of the different axes of the deliberative process

The Director of Strategic Projects thanked the Regional Minister for Economic Promotion and also thanked all the attendees for taking part.

He said that the aim of his talk was *"to comment a little on what this deliberation group is, who is in the group, what its purpose is, what we are here for, etc. We have companies and organisations such as Adegi and the Chamber of Commerce. We also have the training centres and then there is the Provincial Government. We also have representation from academia in the form of the University of Mondragón and Orkestra-Deusto."*

He said that *"the focus now is on the development of the pilot project. We need to learn experientially and develop collaborative governance. The future of such policies has to lie in the framework of collaborative governance. And on the other hand, why was the group created? The objective of this group is to co-create knowledge that is applicable and transferable to public policy — knowledge that can have an impact on the ecosystem. There are two objectives. The first is to discuss and experiment on the theme*



*we are going to work on, the meaning of work. The second is to think about the scalability of the project."*

The Director of Strategic Projects said that the aim of this first part of the session *"is to draw up a general map of what Etorkizuna Eraikiz is, and of what this Think Tank group is. Even so, in the next sessions it will be more specific and better explained. We will be repeating the questions that are going to come up today. So, don't worry if you feel a little lost. The aim, then is to present you with a general framework of what Etorkizuna Eraikiz is, and what this deliberation group is."*

The Director of Strategic Projects added that *"the Think Tank is at the centre of Etorkizuna Eraikiz. It's on the axis. But it is related to the experimental projects of Etorkizuna Eraikiz."* *"We need to know what is happening in the pilot companies. It is necessary to experiment with some companies. That is to say, there is a relationship between the Think Tank and the experimental projects."* *"It is also related to the territorial development laboratory. It has to be like that if we want to reach the ecosystem, the territory. But then we have to consider how to do it. Together, we have to think how to influence the ecosystem, how to make that scalability a reality."*

He said that *"it is also necessary to explain which departments of the Provincial Government are involved in this project. That's why we have DFG2 and DFG6 with us. The aim of this intervention has been to explain a little where the Think Tank is located. And also, to explain where the laboratory and experimental projects are."* He said that *"there is also the issue of the roles of the departments. In this case the Department of Economic Promotion is the facilitator of this group."*

He reminded them that *"this Think Tank is part of a larger structure, which is Etorkizuna Eraikiz. And I would also like to emphasize that there are another three deliberation groups like this one. Three other Think Tanks like this one. (...) The participants in this group come from academia, development agencies, vocational training centres, etc. In addition, for the September sessions, we will be bringing in the companies participating in the pilot project. These companies are going to be here, and we're going to incorporate*

*them into the process. But I repeat, this is just the beginning. Today's goal is to introduce the group and in the project; to have a general framework of the process."* The Director of Strategic Projects then handed the floor to DFG6.

DFG6 said that *"this Think Tank should be located in Etorkizuna Eraikiz. Etorkizuna Eraikiz is now a consolidated and powerful entity. Today I am going to explain how it has developed over the last few years. I would also like to add that Etorkizuna Eraikiz has to be much more than a sum of projects."* DFG6 commented that *"Etorkizuna Eraikiz seeks a new way of doing politics. It is also a new way of relating to citizens. It is necessary to connect with the population and with the agents in the ecosystem. It is also necessary to encourage participation."*

DFG6 then explained the reasons for the emergence of Etorkizuna Eraikiz. In other words, *"the rationale for the project. On the one hand, we noted that there was a generalized disaffection towards politics among the general public. That is why it was so necessary to encourage and promote citizen participation in politics. On the other hand, we are entering a new age. It is a time of change. And we have to change the way we do things. We have to push for a new political agenda."*

DFG6 explained the design of Etorkizuna Eraikiz: *"For experimentation and anticipation, different spaces have been designed and these spaces have been incorporated into the organisation. On the one hand, we have Gipuzkoa Escucha (Gipuzkoa Listens), to listen and make proposals. And that is where the think tank should be located. The think tank is the most important element of this space. But it is important to remember that there are other initiatives, such as the open accounts. We try to listen, and then move on to experimentation. And on the other hand, there is Gipuzkoa Lab, in other words, the experimental projects. There are thirty projects to be developed. We want the Provincial Government of Gipuzkoa to be involved, but also businesses and academia. And we also seek an international perspective."*

*"That is the complete framework of Etorkizuna Eraikiz. And with what we've been doing this last year, I think we're on the right track. There are also projects with the OECD and*

*the Climate-Kic project. But it is also true that we need to look for synergies between projects. Etorkizuna Eraikiz should not be seen as a sum of projects but as much more. That is why we are now looking at the relationships between the projects. The purpose of seeking these synergies would be to increase the impact of the projects. In that regard, the think tank is key to finding those synergies between projects. I believe that this perspective needs to be worked on. For example, by finding the connection with other deliberative groups, with experimental projects, etc.”*

DFG6 added that *"the aim of this presentation was to explain the Etorkizuna Eraikiz project, and to situate the think tank within it. But there are three other deliberative groups like this one, three other think tanks. There is the one dealing with green recovery, the one on new political culture and the one on care. These four groups correspond to the strategic axes that the Provincial Government has established for this legislature."* He concluded his talk, thanking the Director of Strategic Projects, to whom he handed the floor.

The Director of Strategic Projects thanked DFG6 for his intervention and said *"I am going to ask ECO20 to speak. ECO20 is a researcher from the University of Mondragon and has worked on the definition of the meaning of work. I'll let him explain some of the concepts we are going to use during the process."*

ECO20 then took the floor, saying that *"in today's session I want to explain some concepts that lie around the meaning of work. The aim of this presentation is to present a possible definition of the meaning of work. One definition could be the one that Pratt and Ashforth offer. That is, how an individual interprets what their work means, and what role their work has in the context of their life. This is a definition that may seem abstract and difficult to understand. It will be clearer if we look at some examples."*

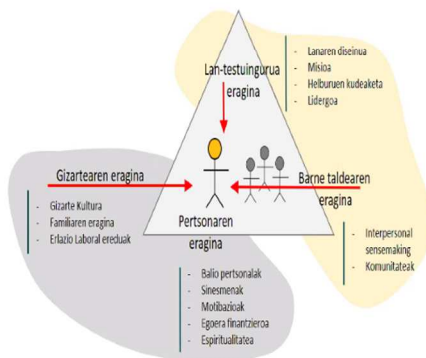
He went on to say *"work can be given different meanings; it can be seen as oppression, as enjoyment, as an opportunity to grow, as a central theme in our lives, and so on. We could give many examples. Clearly, each person gives it one meaning or another depending on the specific context of his or her life. But why? I mean, there are a lot of*



*questions related to the topic. What influences the meaning of work? How does the meaning of work influence people? Although there are many researchers now studying this topic, it is not a topic with a long track record. You could say that the subject is under-studied."*

## Lanaren zentzuaren "iturriak"

- Antolakuntzaren ikuspuntu batetik ikusita, lau aldagai multzo desberdin (Rosso, Dekas, eta Wrzesniewski, 2010).
  - Antolakuntzako aldagaiak (horiz).
  - Gizarte eta pertsonen erlazioen aldagaiak (grisez).



Langileen %70ak adierazten du Lanaren Zentzua lanean sortu eta/edo definitzen dela (Dhingra, Samo, Schaninger, & Schrimper, 2021).



He said "we have to ask ourselves what conditions the meaning of work. On the one hand, there are some internal conditioning factors for companies. For example, the mission of the company, the design of work, leadership at work, target management, the people who work in the company, etc. On the other hand, there are constraints that are external to the company. These may be social or individual factors. Social conditioners include family influence, the culture of society, models of working relationship, etc. On a personal level, the factors may include personal values, beliefs, spirituality, motivations, etc. It is not a closed list it is an open one, to which new elements can be added."

ECO20 added that "according to a survey by the consulting firm McKinsey among 1800 people, the most important conditioning factors are those that are internal to the

*company. i.e., the context of the work and the team. In other words, the yellow part is more influential in the meaning of work than the grey part."*

*He also asked "why is the meaning of work important? The meaning of work is changing, and this is having implications for workers' motivation. It is also affecting performance at work. And it is ultimately affecting people's well-being. There are many studies examining this issue of the meaning of work from different perspectives. For example, the McKinsey study shows that the meaning of work has multiple and profound implications. But, even so, these are issues that will become clearer in September."*

*ECO20 also remarked that "the experimentation is going to take place in a business context. This experimentation with companies will last for two years. In the first year, we will carry out the experimentation per se. In the second year, there will be a reflection on the scalability of the project throughout the rest of the province." "This is just to give you a general idea of the project, but in September, we will examine it in greater depth."* ECO20 thanked everyone and handed over to the Director of Strategic Projects.

*The Director of Strategic Projects thanked ECO20 and repeated what he had said, that "today's presentation is intended to present a general framework of the project. We are going to have more than eight sessions in which we are going to go deeper into the project."* The Director of Strategic Projects then handed the floor to DFG5.

*DFG5 commented that "these last 4 years we have been working with development agencies to implement the pilot projects in companies. Four years ago, we saw that there was a difference between large and small companies when it came to digitalisation. And at that point we thought that something had to be done to help small businesses. At that time there was more talk about Industry 4.0 than about digital transformation or digitalisation, about to implement digitalisation, or how to help those small companies get on the right road. We used the Etorikizuna Eraikiz laboratory, which together with the work of the development agencies was the way of reaching small businesses. Development agencies help us to reach companies." He said that at that time "we carried out a deliberation process with 400 companies to find out where they stood on*

*digitalisation. Each development agency worked with 4-5 companies a year, on the topic of Industry 4.0, with the aim of defining it, and in some cases, putting it into practice."*

*He said that "during the process roles had to be defined. Other actors such as vocational training centres, technology centres, etc. have also joined the project. We have also been in discussions with Innobasque to get them to participate in these projects. Three years have now passed, and we have asked the development agencies and the companies for their feedback. In general, the assessment from the agencies and the companies has been positive. Some companies have received help in putting initiatives into practise. Or, at least, they have been helped to implement them more quickly. And the feedback from the agencies has been very positive. Even so, we were told that the programme needed to be strengthened. The number of companies participating in the project had to be expanded. They also commented that more resources and more hours of dedication on the companies are required. We have been told that there need to be incentives to speed up project implementation. After being with the development agencies, in the framework of collaborative governance, this year we have decided to radically change the programme. We have strengthened the programme. Previously, the programme had a budget of €200,000. Now it has a budget of €650,000. In other words, we have strengthened the programme. The role of the development agencies will be maintained. However, they are going to have greater opportunities to serve as consultants. We want to continue working with vocational training centres. But there are also other actors we want to work with, such as start-ups. And we also want to get them involved in the process."*

*He added that "our idea for this year is that the development agencies should choose somewhere between 10 and 15 companies, to develop an awareness on the issue of digitalisation. We have gone from Industry 4.0 to digital transformation, which is a concept that better encompasses the transformative reality, since it focuses not only on the technological application, but also on issues such as organization. With the ten development agencies, the aim is to raise awareness among 100 to 150 companies. Of those 150 companies, with 70 of them we are going to develop a digitalisation plan, without going in depth, but a plan that will be related to the core business of the*

*company. A general digitalisation plan, without going too deep. And in 40 of those 70 companies, the development agencies will develop a project, both qualitatively and quantitatively. And, if there are some quick gains, it will get going quickly."*

DFG5 then summarised some of the key points of his talk. *"We have gone from €200,000 euros to €600,000. At the same time, we are using the concept of digital transformation rather than Industry 4.0. And we have developed this project with the development agencies, within the framework of the Etorkizuna Eraikiz laboratory and collaborative governance."* DFG5 concluded his talk and handed over to the Director of Strategic Projects.

The Director of Strategic Projects went over what the speakers had explained: *"DFG6 has given an overview of the project, an outline sketch of Etorkizuna Eraikiz. ECO20 has explained notions around the meaning of work. DFG5 has talked about what they have been working on in the lab: Industry 4.0, digital transformation, etc."* To complete the block, the Director of Strategic Projects handed the floor to the Orkestra Driver.

The Orkestra Driver took the floor, thanking the Director of Strategic Projects and all the participants. She said *"Orkestra's team will be involved in the work of facilitation. Sometimes we will be compiling concepts. Today I want to share some reflections. The first is to share some definitions of the concepts that will be used throughout the process. We will therefore explain the definitions of three concepts that tend to come up a lot: collaborative governance, complexity and systemic vision. These concepts are at the core of what we want to do."*

The Orkestra Driver argued that *"at Etorkizuna Eraikiz, taking the definition of the Head of Strategy and Research, we understand the relationship between public entities, citizens and civil society, and this has three main pillars: communication, sharing values and participating in action together. And collaborative governance is one of the objectives of this think tank. That is, building collaborative governance among all of us. It is also very important to participate in the action collectively. It's a think tank, but we're not just going to deliberate; we're going to try to build relationships with action."*

*She also defined the concept of complexity, saying that "we have a diverse range of actors participating, with different interpretations of the situation, and that is why we need collaboration between all of us. The problems we have cannot be solved by a single actor; we need collaboration between actors. This is the rationale behind collaboration between actors." "On the other hand —she added— there is the concept of the systemic vision. As DFG6 mentioned earlier, we are part of a system. That is to say, the actors here are part of a system: The Provincial Government, the universities, companies, development agencies, Adeg, the Chamber of Commerce, etc. All the different actors have a place in the system. And although each actor makes autonomous decisions, what each one does have an impact on the other. And that is why these relationships between actors have to be understood."*

*She summarized by saying that "these concepts that have been explained here — complexity, collaborative governance and systemic thinking— are going to be very important in the process. And this will all improve the process of understanding each other better. Finally, I would also note that the Think Tank uses action research as its working methodology. This means that in the Think Tank we will try to combine knowledge and practice. From what we have seen today, you can imagine the sort of actions that are going to be developed. On the one hand, you have experimentation. Some companies will be testing and experimenting, and we will learn from that experience. On the other hand, and this looking more to the future, you have the capillarity or expansion of the projects. Earlier, DFG5 explained how this is being worked on with Industry 4.0 or digital transformation. Who knows whether such projects related to the meaning of work will be developed in the future — in other words, to bring this concept or issue to the companies? Finally, I would like to explain that we are going to be working on three types of knowledge. On the one hand, there is experience-based knowledge. This type of knowledge will be gathered from the pilot projects. But there is also the knowledge that each of the actors brings from their own experience in their organization. And we want to learn from that. On the other hand, there is also the experts' knowledge. We want to bring in experts in the topics we are going to work on."*



*Finally, we also want to work on methodological knowledge. That is, how to build the trajectory between action and thought.*

The Orkestra Driver concluded her speech by introducing the Orkestra member who took the notes at the meeting. She also reminded the participants that *"the reports and working documents of the meetings are available on the website."* She thanked them all and handed the floor to the Director of Strategic Projects.

The Director of the Strategic Projects took the floor, saying *"don't worry; we will be working on these concepts over the next few months"*. He then ended the first part of the session, the presentation of the general framework of the Think Tank and Etorikizuna Eraikiz.

## 5. Dynamics for presentation of participants, ideas and expectations

He said that *"the second part will be more dynamic and participative. Over the next few minutes, I would like each participant to introduce themselves: who you are, where you're from, etc. I would also like to find out whether you had any previous knowledge of this project, or at least of Etorikizuna Eraikiz. And if so, which section of Etorikizuna Eraikiz you were familiar with; what area you knew about, and which part was new to you. I would also like to know what you expect to get from the process we have invited you to participate in. What do you expect from this deliberation group linked to the meaning of work? Also, it would be interesting to know what contribution you think you can make to the project. Thank you."*

The Director of Strategic Projects added that he would ask each participant these questions. Each participant then spoke individually:

DFG2 thanked the Director of Strategic Projects and greeted all the other participants. He added that *"I work in the office of the Deputy General (First Minister). Etorikizuna Eraikiz aims to promote a new way of doing politics. We stress the importance not only of the what, but of the how. That is, how things are done. In our society we often value the what — i.e., investments and physical capital — but not the how. We want to highlight the value of how things are done. It's up to us to work out how things are done. Moreover, that "how" is one of the strengths of our province, and also of our people. And that way of doing things involved working collaboratively. That has traditionally been how things have done, but that approach is losing force. And that is why the Provincial Government wants to make a special effort in this area. Besides, this is an issue that the Deputy General has stressed many times. In short, we are trying to promote collaborative governance. Thank you"*

DFG7: *"I am involved in the innovation office led by DFG5. Within the space of the territorial development laboratory, we have mainly worked on collaboration with development agencies to approach small companies. When you are working on this kind of project, you are more or less familiar with the other projects. The future does not fall into place on its own; someone has to do it. In addition, it is necessary to open up to society. Even so, this is the first time I have joined this working group. As for the theme we are going to work on, I would say that in my generation we didn't think about the meaning of work. But our children approach things differently. I think this is very relevant. It is an issue of significant complexity. Thank you."*

DFG3: *"I work in the Department of Economic Promotion. Our department has fostered a particular type of company that place the individual at the centre. And if we join the company and the employee, we have work, employment. We believe that people's development must be promoted, and for this we need quality employment. That is to say, we must encourage them to develop as employees, as people, and also on a social level. The issue of employment is fundamental for us. We have to work in this direction. Even so, we have to adapt to the present, and also to the future. In this process I believe that we have to anticipate the challenges that lie ahead. Moreover, we need to offer a*

*proposal to citizens and society. And with regard to what the Director of Strategic Projects said, we want to be given a space for action, to participate and to collaborate. On the other hand, I think we can bring experience and commitment. Thank you."*

*ECO7: "I come from Asle. I have been participating in the think tank over this last year, and also in the first think tank that was formed in Etorikizuna Eraikiz. I think we are an example in Gipuzkoa. Collaborative governance is real in Gipuzkoa. Here there is collaboration going on between different agents, such as universities, provincial governments, companies, development agencies, etc. We are launching a project that places the individual at the centre. With regard to what the Director of Strategic Projects asked, I believe that we can provide theoretical knowledge. I think we can also bring the experience of the companies. The aim is to put this theoretical value into practice. You have to keep practicing. Thank you."*



*ECO5: "I also participated in the previous phase, and it was an enriching experience. The process was very interesting. I felt that we should not stop at the theory, but that we should move on to practice. This is the second part of the process. I think it is very interesting to be sharing this space with different organizations. That is collaborative governance. And the Provincial Government is committed to this model. At the Chamber of Commerce, we try to support companies in their relationship with people, making the individual the fundamental axis of the company. When we talk about the meaning of work, we have to start with people. We in the Chamber of Commerce, can provide*

*experience, as we have worked with different companies. But the individual must be at the centre. We have always worked with that philosophy. We have experience in this practical part. In other words, we can bring theory and practice, or theory and the real world of business closer together. Thank you.”*

*ECO2: “Thank you very much, I feel honoured to be taking part in this process. For us it is very important to be here, because at Adegı we seek a cultural transformation in business. Companies face enormous challenges in the face of this uncertainty. The question is how to make companies more attractive, so that young people can be happy in their work. We work on intangible issues, such as culture, which nonetheless have a strong impact on the company. The aim is for companies to be competitive. In that regard, I think the meaning of work is a great theme. You have to generate competitive value to generate a better society. I feel totally in sync with today's theme. As for what we can contribute, I think we can bring commitment and also a series of values and a bit of fun. I think what I hope to get from the process is to get to know each other, to have fun, to spark excitement, etc.... to get something out of the process. Thank you.”*

*ECO18: “We also participated in the previous part. At the university we are in total agreement with the theme of this project. I believe that for our part we have the ability to create talent and share it. Also, the ability to create advanced knowledge and share it. For our part we want to share these capabilities with the group.”*

The Director of the Strategic Projects took the floor to thank all those who were already involved in the previous process for their introductions, and handed the floor over to the participants who are joining the process now:

*ECO22: “Thank you very much for the invitation. I come from Tecnun engineering school. I am an engineer, but I am also a doctor in philosophy. And I am in charge of the humanities subjects taught at the school. It was suggested that I might like to participate in this initiative, and I agreed. I found it very interesting that people from different fields, from business and academia, were participating in the process. I really don't know how I can contribute, because my area is very theoretical. My initial purpose is to see, hear*

*and learn. Actually, I have come here to learn. I also hope to make a few comments. I believe that most of the problems that people have to solve do not have a technical dimension, but a more human dimension. I think it will be very interesting, and the knowledge generated here will also be of use to me to include in my subjects. There is the relationship between technology and humanism. And people management. Thank you very much for the invitation.”*

*ECO21: “Thank you very much for the invitation. I am actually an Etorkizuna Eraikiz veteran. However, I have not participated in the think tank. I think that Etorkizuna Eraikiz is a model that can be exported. A collaborative and participatory model. It's something to be proud of. The meaning of work is a very interesting topic. ECO20's presentation was very interesting. This proposal gives meaning to the work of Vocational Training. I think we are going to learn a lot. I think we should also mention the meaning of learning. As for our contribution, I think we can bring talent, experience, knowledge, and also capillarity. There are Vocational Training institutes in all the comarcas<sup>1</sup> in Gipuzkoa, which is why we have the capacity to reach the entire province. Thank you.”*

*ECO23: “I come from Bidasoa Activa, the development agency of the Bidasoa area. I have been working on a project in Irun with different agents from the province. This think tank thing is new to me. Initially, I want to find my feet. But, as someone else said, the meaning of work is a big issue. The meaning of work is essential for business competitiveness. Gipuzkoa is a province with a low level of inequality. I think that is something we should not forget. We should not leave behind people who have other profiles. In terms of contributions, what can we contribute? I think we can bring 20 years' experience working with different stakeholders. It is the same reality viewed from different perspectives. I am looking forward to working here. Thank you for the invitation.”*

*ECO24: “Thank you for the invitation and good afternoon. I come from Iraurgi. Like some of the others, this is the first time I have participated in this kind of think tank. So, mine*

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<sup>1</sup> Comarca: A sub-provincial administrative unit, comprising several municipalities. Broadly equivalent to a (small) county.



*is a very modest position. At Iraurgi, we work with the methodological framework of Etorikizuna Eraikiz. We work on the issue of territorial development, and also on the theme of digitalisation. We have practice in action research methodology. It is a methodology we are accustomed to working with. As for what we can contribute, at Urola Medio we have been working for more than 15 years with companies, town councils, schools, etc. on a model of collaborative governance. Collaborative governance is very complex. It requires a systemic vision. It also requires commitment to respond to the challenges that lie ahead. We have been working with different companies of different sizes and sectors, in order to help them respond to challenges that they may share in common. We have also been working on employment with different actors. We have sought the involvement of institutes, town councils, companies, etc. I believe that what we have been working on and discussing with all of these different actors is in line with today's theme. One of the concerns passed on to us is that companies are not getting the talent and skills they need, and this is closely related to the meaning of work. We can contribute the vision of the comarca<sup>2</sup> and also a vision of what companies want and need. We can also promote pilot projects to implement them. Thank you very much for the invitation. I am eager to work and learn."*

ECO25: *"Thank you very much for the invitation, and good afternoon to all of you. I'm probably the person who has been working longest in development agencies in the Basque Country. I believe that life repeats itself. It reminds me of how, over 20 years ago, we were discussing what we could do to boost employment. Back then, unemployment was running at about 25 percent. We argued and debated about what could be done to improve the relationship between companies and the unemployed. My first sensation after the presentations has been one of vertigo. It seems to me that I will be one of those who will be least capable of saying anything and most capable of listening and receiving. Even so, development agencies can provide information from business, because we have been collecting information from companies and individuals. We can also contribute some reflections on the relationship between the economic model of the province and*

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<sup>2</sup> See note 1 above

*the generation of employment, beyond talking about the new feeling of work. I'd like to thank you for the invitation."*

## 6. End of session

The Director of Strategic Projects thanked all participants for their interventions. He said *"we are going to get together about once a month. We will start in September. There will be approximately eight sessions like this between now and next June."* To conclude the session, the Director of Strategic Projects handed the floor to the Deputy of Economic Promotion.

The Deputy of Economic Promotion said he wanted to *"thank all the participants for their interventions and for participating in this learning process. I think this will be a process where we can combine some more abstract aspects with more down-to-earth ones. Even so, it will be important not to lose sight of the goal, of where we are headed: the competitiveness of the province and the competitiveness of our companies. Thank you very much."*

## 7. Appendices

### a. Presentation used during the session



Deliberation Group on the Work of the Future  
23/06/2021

What we are going to discuss in today's session

- **Introduction and location of the new cycle 2021-2023.** Jabier Larrañaga
- **Presentation of the deliberation group:** an attempt to understand the complexity and work on the systemic approach. Unai Andueza
  - General framework (Etorikizuna Eraikiz). Sebas Zurutuza
  - The meaning of work (basic concept for experimentation). Unai Elorza
  - Collaborative governance in the ecosystem (territorial development laboratory). Jon Gurrutxaga
  - Action-oriented participatory methodology (action research). Miren Larrea
- **Plenary session.** Role of each participant in the proposed process. Unai Andueza
- **Closing** and invitation to follow up. Jabier Larrañaga

## What we have done since June 2020

- **May 2020-2021:** we analysed trends related to the work of the future and selected the meaning of work as a potentially transformative axis
- **May 2021:** we launched an experimental project on the meaning of work



## What do we want to do in the period 2021-2023?

- We will learn from **experimentation**, focusing on the meaning of work
- We will promote **collaborative governance** in the DFG policy ecosystem

The **ultimate goal** of all this is: **To help companies in Gipuzkoa to anticipate the challenges of the future**, effectively providing them with the right tools.

All documents are available at:  
<https://www.gipuzkoa.eus/eu/web/etorkizunaeraikiz/entzun/think-tank>



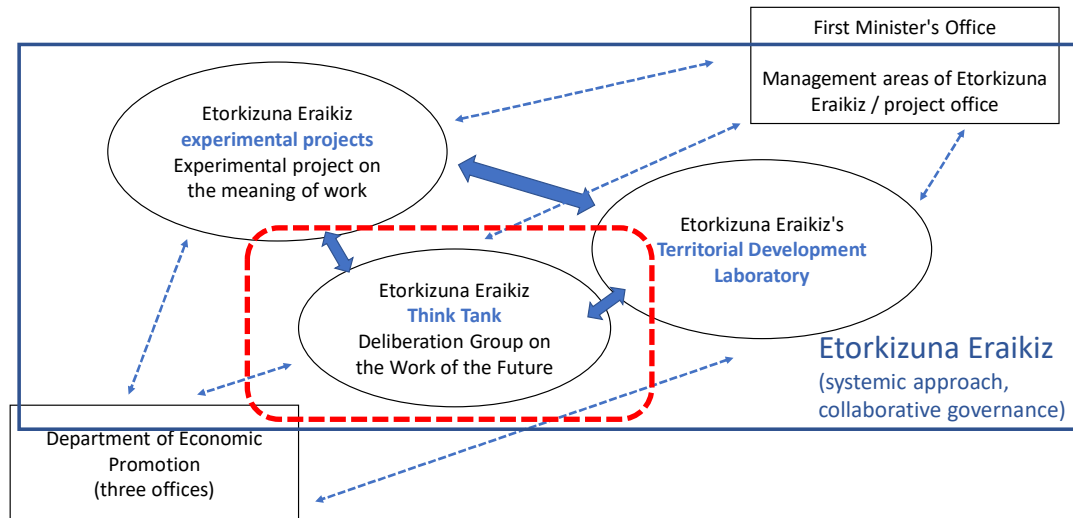
- Activity of the deliberation group: an attempt to understand complexity and work on the systemic approach. Unai Andueza
  - General framework (Etorkizuna Eraikiz). Sebas Zurutuza
  - The meaning of work (basic concept for experimentation). Unai Elorza
  - Collaborative governance in the ecosystem (laboratory for territorial development). Jon Gurrutxaga
  - Action-oriented participatory methodology (action research). Miren Larrea

## Deliberation group: who, for what, why?

- **Who are the members of the deliberation team?** Companies, intermediary agents (Adegi, Asle, chamber of commerce, regional development agencies, vocational training), members of the knowledge system (universities) and senior staff in the Provincial Government (Department of Economic Promotion and Office of the First Minister). Other actors mentioned above in the deliberation process may also be included in the future
- **What is the purpose of meeting?** To learn together from the pilot project, from the experts and from the experience of the participants with a view to developing the policies of the future in the framework of collaborative governance
- **Why has this group been formed?** Because the mission of the Think tank is *"to co-generate transferrable and applicable knowledge, through collaborative governance, to incorporate new agendas and political cultures that modernise the ecosystem of the Provincial Government's policies (actors, contents and processes)"*. And those of us meeting here form a **policy ecosystem** of the Provincial Government centring on the work of the future



This deliberation group works within the framework of the Etorkizuna Eraikiz



## Functions of each space

- **Department of Economic Promotion:** Will lead the deliberation group, bringing any reflections to the experimental project and to the territorial development laboratory in the future
- **Etorkizuna Eraikiz:** Its leaders will help to elaborate the new political culture that the think tank wants to address horizontally (in all the deliberation groups)
- **Territorial development laboratory:** In the future it can help to integrate new work projects in the territory and orient them towards companies
- **Experimental Project:** This will be a space for learning how to approach the meaning of work in companies, developing tools for this purpose
- **Deliberation group:** This group will compile the lessons learned from the pilot project and the foundations of the new political culture and, through deliberation, reflect on strategies for incorporating this knowledge into companies in the future

## Composition of the deliberation group



- Activity of the deliberation group: an attempt to understand complexity and work on the systemic approach. Unai Andueza
  - General framework (Etorkizuna Eraikiz). Sebas Zurutuza
  - The meaning of work (basic concept for experimentation). Unai Elorza
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## In Gipuzkoa Taldean:

- Etorkizuna Eraikiz Think Tank, made up of four discussion groups
- Political roundtable to identify the challenges facing the province for the next decade
- Seventeen projects related to collaborative governance, community development, etc. + 10 projects for strengthening regional governance models
- Open budgets: €1.2 million for projects selected by the general public
- Ekinez Ikasi Project and Territorial Development Laboratory



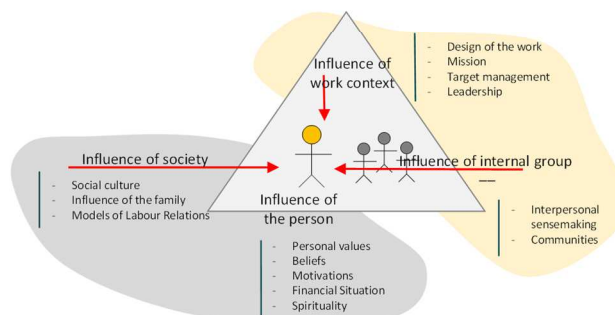
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## The meaning of work: what is it?

- Definition (Pratt and Ashforth, 2003):
  - An individual's interpretation of what their work means or what their role is in the context of their life.
- Different types of meaning:
  - "work is payment", "it is oppression"
  - "work is an unpleasant duty",
  - "work is an opportunity to develop and grow personally"
  - "work is a central theme in my life"
  - "work is a calling", etc.
- In the business context ...
  - What influences the meaning of work?
  - How do people maintain one meaning of work or another in a company context?
  - In the professions of the future... What is the value of work? How do people experience work? What meaning do they give to it?
  - What is the influence of the meaning of work on people, companies and society?

## "Sources" of the meaning of work

- From an organizational point of view, four different groups of variables (Rosso, Dekas, and Wrzesniewski, 2010).
  - Organizational variables (in yellow).
  - Variables related to society and people (in grey).



Seventy percent of employees say that the Meaning of Work is born in and/or defined by their work (Dhingra, Samo, Schaninger, & Schrimper, 2021).

## Results of the meaning of work

- Research has shown that the meaning of work directly influences ...
  - people's behaviours and motivation (Hackman & Oldham, 1976).
  - Personal performance (Hackman & Oldham, 1980).
  - Absenteeism (Wrzesniewski, McCauley, Rozin, & Schwartz, 1997).
  - People's well-being (Khan, 2007).

- For example, some empirical results



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## Territorial development laboratory

Multi-level governance

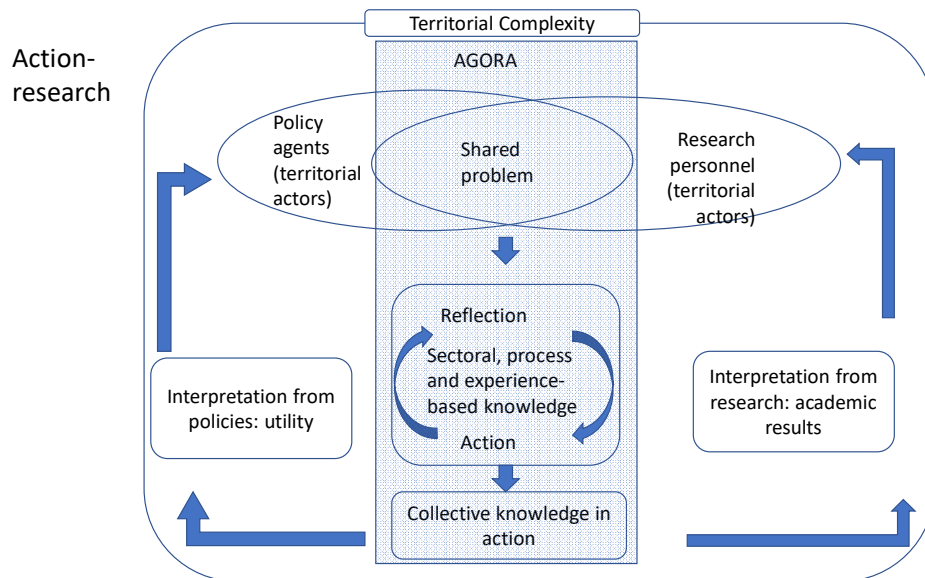


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## Methodological bases of the deliberation group: collaborative governance, complexity and systemic approach

Etorkizuna Eraikiz Think Tank seeks to develop a new political culture in all its deliberation groups. Within this political culture it wants to work on the following three concepts:

- When we talk about **collaborative governance** within Etorkizuna Eraikiz, we are referring to the relationship between public institutions, citizens and organised society, which has three main pillars: communication, exchange of values and joint action (Xabier Barandiaran, Arantzazulab, 25 March 2021)
- Complexity** (in territorial development). This is a situation in which (a) different actors are involved, (b) these actors are autonomous but interdependent, (c) they may have different visions of the problems of the territory and the solutions to these problems, and (d) no one has any hierarchical authority to dictate how everyone should act. In these cases, the paths to be taken are dialogue and collaboration (Karlsen and Larrea, 2014)
- Systemic approach**. Complex problems cannot be understood in isolation from the system they form part of. What happens in one space affects what happens in other spaces in ways that are not often easy to see. Developing the systemic approach means trying to understand these links, through in-depth research, multi-actor analysis, experimental action and experience-based learning (Burns, 2007)



## Plenary session

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- Brief personal presentation
- What is my experience (if any) in the above framework?
- What would I ask of this process?
- What can I bring to the process?



## Assessment



## b. Working Document No. 11

**THINK TANK**

Deliberation process on the Work of the Future: — Working Document No. 11  
(24 June 2021)

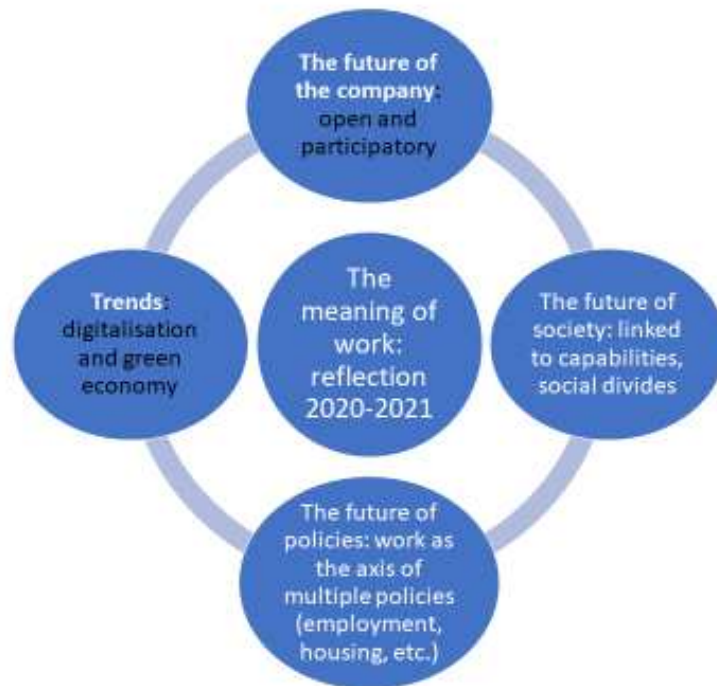
**Presentation of the deliberation phase 2021-2023:** bases for developing  
experimentation on the meaning of work and upscaling

The previous working document concluded one year's work by the deliberation group and this document launches the new period 2021-2023. This phase will begin in June 2021 and will conclude at the end of the present government's term in office. This working document is based on the session held in June 2021, at which the Department of Economic Promotion of the Provincial Council of Gipuzkoa invited a new working group to participate in this deliberation process. Some of the members of this working group were already involved in the previous phase; others were new. This document contains the basis of the proposal made to them.

**Basis of the deliberative process for the period 2021-2023**a) The new phase corresponds to the work carried out in the 2020-2021 phase

The figure below shows the axes that were addressed in the previous phase. The lessons learned during deliberations on those axes has been taken as the basis for defining the new phase. The various axes shown in the figure are explained in previous working documents.

1. Image. Axes of deliberation in the phase 2020-2021



b) Objectives for the new phase

The ultimate aim of the deliberation has been defined as follows: To help companies in Gipuzkoa to anticipate the challenges of the future, effectively providing them with the right tools.

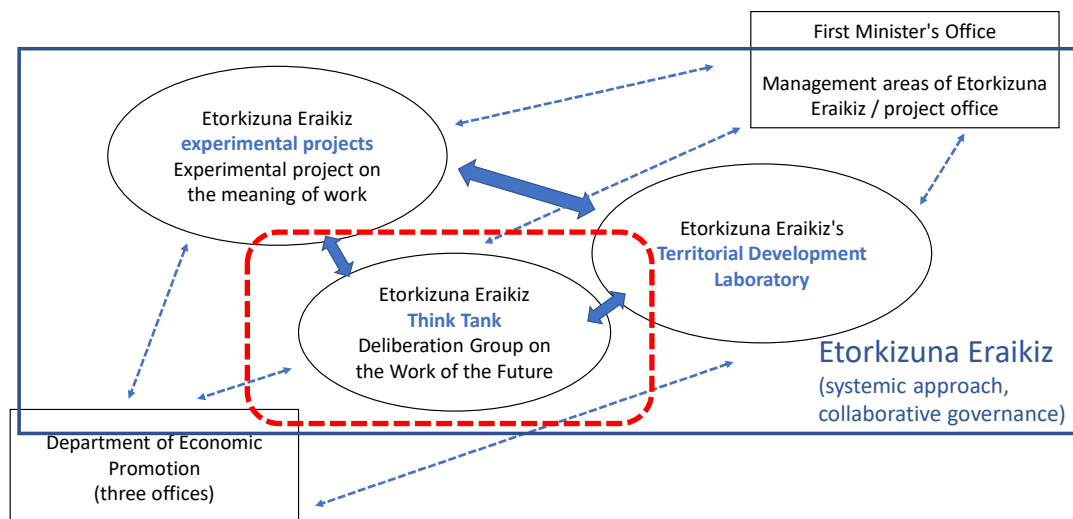
To this end, from June 2021 until the end of the present government's term in office, the group will conduct two types of work. On the one hand, it will learn from experimentation on the meaning of work to design useful tools for companies. On the other hand, it will promote collaborative governance between the agents in the ecosystem in order that the lesson learned reach the largest possible number of companies.

c) Framework of the deliberative process

This process is one of the four deliberation processes that will be addressed within Etorkizuna Eraikiz Think Tank and the common framework for all these processes is Etorkizuna Eraikiz. The think tank's deliberation will be developed in coordination with the rest of the Etorkizuna Eraikiz initiatives to listen to the public, experiment on the policy ecosystems and transform them in practice. Consequently, the systemic vision of all these processes will be explicitly worked on.

As a result, the figure used in the previous phase has been shared. It highlights the systemic vision shared between the experimental projects, the think tank, and the territorial development laboratory.

2. Image. Systemic vision of Etorkizuna Eraikiz





d) Working group for the new phase

Since the objectives of the new phase are different to those of the first phase, some changes have also been made to the working group. On the one hand, companies included in the experimental process will also participate in the deliberation. Based on their experience, the group will reflect on the meaning of the work. On the other hand, in order to meet the aim of collaborative governance, the following provincial actors will also participate: (a) Provincial Government (Department of Economic Promotion and Office of the First Minister); (b) Agents working with companies (Adegi, Asle, Gipuzkoa Chamber of Commerce, regional development agencies, vocational training representatives); (c) members of the knowledge system (University of the Basque Country, Mondragon University, Tecnun, Deusto University). Other stakeholders mentioned in the previous deliberation process may also be included in the future.

e) Conceptual framework on the meaning of work

The deliberation for the period 2021-2023 will be based on the conceptual framework on the meaning of work. It will use the following definition of the meaning of work as its starting point: An individual's interpretation of what their work means or what the role of work is in the context of their life (Pratt and Ashforth, 2003). The September 2021 session and the working document will centre on this conceptualization.

f) The Think Tank's activities will be targeted at seeking coordination with the territorial development laboratory with a viewing to scaling up the action

The territorial development laboratory (TDR) is the result of a process initiated in 2009 in which various agents in the territory are collaborating, including the Provincial Government, local development agencies, vocational training centres and some policymakers from the Basque Government. An example of this type of collaboration is the digitalisation project currently being developed by the Innovation Department of the Department of Economic Promotion. The knowledge acquired in these experiences will be taken into account when analysing how to transfer the lessons of the deliberation process to companies.

- g) The methodology used for learning from the lessons and orienting them towards action within the deliberation process will be action research

Etorikizuna Eraikiz Think Tank opted for this methodology to facilitate the deliberation processes. After a year's work, methodological studies have been carried out and a methodological proposal adapted to the needs of the Think Tank for the period 2021-2023 will be presented in October 2021.