ETORKIZUNA
ERAIKIZ

think tank

WORK OF THE FUTURE
REPORT OF THE 3rd MEETING

15/10/2020

Contents

SPACE FOR DELIBERATION ON THE WORK OF THE FUTURE

Gunea, 15 October 2020, 5 pm – 7 pm

1. Programme

Timetable	Theme	Presenter/Driver
5 pm - 5.15 pm	Welcome and general framework of the process	Imanol Lasa. Provincial Councillor for Economic Promotion, Tourism and the Rural Environment
5.15 - 5.55 pm	The worker in the digital age: a framework for understanding how digitalisation will influence the work of the future	Genís Roca. Chairman of RocaSalvatella
5.55 - 6.55	Group dynamic to integrate the digital dimension into the experimental project on the work of the future	Miren Larrea. Researcher from Orkestra — Basque Competitiveness Institute
6.55 - 7.00 pm	Close of session and presentation of the next steps	Imanol Lasa.

2. In attendance

- Imanol Lasa
- Iker Estensoro
- Jon Gurrutxaga
- Sebas Zurutuza
- Joseba Amondarain
- Ander Arzelus
- Jon Angulo
- Isabel Busto
- Eva Cuenca
- Juncal de Lucas
- Iñigo Larrea
- Xabier Barandiaran
- Gorka Zubillaga

- Aitor Galdos
- Andoni Isasti
- Amaia Legorburu
- Iñaki Rodríguez
- Ignacio Muñoz
- Ana Ugalde
- Iñigo Ugarte
- Nerea Urcola
- Anabel Yoldi
- Nerea Zamacola
- Gorka Zubillaga
- Iñigo Larrea

3. Welcome

Imanol welcomed everyone to the session and to kick matters off, he introduced Ginés Roca *"one of the great specialists who has a masterful way of explaining things"*.

4. Ginés Roca's conceptual framework

Ginés began his talk by saying *"I have brought some material that is structured into three blocks. The first is the impact of the Provincial Government; the next relates to competences and skills and the last is the future of work. This will give you some space for your debate and to share your ideas"*.

"With regard to technology, I would like to sketch out a simple vision to put it in context". From his perspective, he said, technology changes society in the long term because a society cannot be modified in a period of 5 to 15 years.

"The digital revolution is only 20 years old. Our generation is participating in a transformation that we will not see completed, because social transitions take a long time. That means that all of us and our professional teams are living through constant transformation. We are coming from a stable model and we are trying to find another stable model, but we ourselves will not see it. I say this because some people are living with that expectation, and that is not going to happen".

"This revolution began with a few computers. The president of IBM once said he thought there would be a need for 5-6 computers in the world. This then evolved into the world of personal computing. Today the mainframe computer is a thing of the past. We have moved on to ever-present IT and we are now in the age of the sensor". He mentioned the example of the teams in charge of deciding on TV scheduling, who asked people what they liked watching. However, people did not always answer truthfully. *"The spoken word does not provide reliable information. A sensor can directly give information on what you are actually watching. We now prefer to get information from sensors. And that will change services and many other things"*.

"Right now we are suffering the effects of two 'viruses'. One is the mobile phone: as users or clients, we all expect to be attended in real time via our mobiles. This has caused stress everywhere". He gave an example from his own experience; years ago, he used to make hotel bookings by e-mail. He then had to wait for confirmation from the hotel. However, one of the most outstanding features of today's reservation systems is

that they can confirm your booking immediately. *"We want real-time information, and this is an effort for organisations"*.

The second virus consists of *"people believing that it is normal to make decisions in real time, based on real time aspects. People start to see it as being commonplace for real-time information to form part of the real-time decision you are going to make. The debate as to what actually constitutes real-time information also arouses controversy, and it is even beginning to be disturbing. The problem is that businesses are moving towards real time data management"*. He gave the example of medical consultations. At present, people go to the doctor when they notice some symptom. In contrast, working with real-time data *"means that in the future instead of you going to the doctor, your doctor will call you, to tell you to take certain drugs, because you are going to start suffering pain. There are two possible reactions; you can either laugh about it or fear it, because it invades your privacy. But I can assure you that in the near future, this is what we will be demanding"*.

"This idea is radically transforming all companies. It is a bombshell. Understanding this can be of key importance to staying in business. Personalised proactive services based on real-time data. Don't call me, I'll call you. We need to have that data, to build trust, obtain real-time data through sensors... and when I say real time I mean real time. This phrase, personalised proactive services based on real-time data, lies at the heart of most businesses I know, and it is at the heart of the reflection underlying all our businesses. The Internet of things, 5G, artificial intelligence and blockchain... all these words describe the same thing. Everyone is talking about the same thing: what capacity do you have to do something with data?"

"I found this little [hexagonal drawing] which I thought was interesting. It is an arrangement that is changing business models. Relational models have changed, and today, companies are striving to take the lead in their relationship with customers. Volkswagen are annoyed by their dealers; Samsung is annoyed by Media Markt. Nike knows whether or not you are training for a marathon, while the guy in the local shop hasn't a clue. That is the change; instead of managing the brand, Nike can now manage the relationship with 800 people who are training for a marathon. We're moving from "be to be" to "be to see". Companies that are getting started in this area create new

companies to carry out experiments. It is a cultural change, and it leads us straight on to our theme for today"

Companies are stressed, he said, *"because their structure is designed for a much earlier model".* And he offered a series of key elements for adapting the structure of the company to this model:

- *"This is a question of size; the bigger the better"*

- Speed is crucial. In the *"Time-to-Market"* framework, the product is marketed after a testing process that can lasts around 1 – 1.5 years. In a *"Time-to-Test"* framework, on the other hand, the product is launched within a period of 8 weeks and tested on real customers.

- Trust. *"The customer is sick of so much data. The focus will shift from processes to relationships. The future is the brand."*

Ginés Roca then spoke about skills:

"The basic skills and competences you need today are what are called soft skills. Everyone is talking about this. Physical skills score for almost nothing, what scores highest today is social and cognitive skills ".

He added that the strategy of prioritising the work force is not aligned with innovation. Businesses that work best, he said, are those that propose changes when things are going well. It is difficult to do it in this situation". The businesses that do not do this are those that are highly regulated or those that have *"a very good business share".* The businesses that work best are the ones that suffer most, which propose changes when things are going well; nobody follows you. The businesses that are most reticent to change are the highly regulated ones or those with a fantastically good business share. The ones with the high business share want to change, but if they get it wrong, they will die.

The bubble chart shows what areas you should innovate in, depending on where you want to deliver most value in the company.

He then went on to talk about work in quantitative terms. According to the Workforce Survey, in 2019 twenty-two million employment contracts were signed of which only 9% were indefinite. 9 out of 10 contracts were temporary and 46% of the population does not have a "typical" contract. They have work-experience contracts,

contracts to cover leave, substitutions, etc. And moreover, of all the indefinite contracts signed, only half are full-time, and the average duration of a contract is 49 days; 3 out of every 10 contracts is for less than a week and 40% of contracts are for less than a month.

So Ginés wonders *"What is a worker? It is no longer the permanent individual we are talking about".* He gave them a key phrase: *"From permanent employment to intermittent work"*. And he continued, *"It is dangerous, but my complaint is that in today's social contract, social rights are only linked to indefinite employment. If you don't fall within the category of indefinite employment, you lose your rights. Instead of saying that non-indefinite employment is precarious, we need to ensure that non-indefinite employment has rights".*

He showed a graph of a pyramid. At the apex are digital platforms offering support to well-paid, high-talent employees. At the base are platforms providing support to undifferentiated workers focusing on tasks, working in highly precarious conditions.

"When you were the indefinite employee of a company, they gave you everything: insurance, benefits, installations, tools... When you work for yourself, you lose it all, you don't have anything. The paradigm is the Uber driver. All the logos in the slide are people offering services to temporary employees. If you have employees of this kind, what do you need for your company to work? What guarantees do you offer them to ensure that their employment is not precarious?"

He showed a table saying that he believes that if employers asked themselves whether they are meeting the requirements in the table, it would lead to more decent labour conditions.

Quoting Thomas W. Malone, he said *"my father had one job in his lifetime. I will have seven jobs in my lifetime. And my kids will have seven jobs at the same time"*. And he added; *"Careers have changed. In the old days, you used to have a career in a single company, now you have a career in various companies and tomorrow you'll have a career in all of them at the same time"*. *"We need to strive to avoid this precarious employment, to avoid people losing their rights"*.

Finally, he said he would be happy to talk to any of the participants.

5. Review of the group work and group dynamic

Imanol took the floor to remind them about the extracts from the last meeting's deliberation process. *"We invited Ginés so that from here to Christmas we can work on all this with presentations and reflection"*.

Miren then took the floor to go over the process being carried out by the deliberation group. *"From June to June we are going to systematise and document this process and post material on the website, to include others in what is going on here. And we are going to move on put it into action, by way of the experimental definition of a project. The project is going to focus on the matters that Imanol raised. An agenda has already been set out and today we are working on digitalisation"*.

"You also said that it is important to define the whats *and* hows *of this project"*. Miren summarised the results of the last assignment *"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"*.

She went on to explain the dynamic of the session, mentioning the introductory questions to link the session with the previous one. She said there is also a central question: *"What elements will you take into account in the proposal for an experimental project so that the challenge of digitalisation is dealt with appropriately in that project"*.

She concluded by saying that *"at this point there is a lot that still has to be defined, but we will do it gradually"*.

There was then a five-minute break.

After, the break, Miren spoke briefly before kicking off the dynamic. *"We had a reflection that we'd like to share with you because we think it is interesting. Looking back over the presentation and the challenge, we think it gets straight to the waterline, because we're talking about retaining talent and people. The argument is that people are maybe not going to want to stay in companies"*.

Ginés Roca added "*I understand that there is an ever-smaller portion of the team that we are interested in retaining. We have an intermittent workforce that needs to be given decent conditions; at a regional level, it is possible to experiment collaboratively. We can come together to provide layers of services that offer better conditions for that new form of employment*".

6. Pooling the results - All participants

Miren handed over to the different tables. The results of the dynamic are enclosed.

7. End of session

After the tables had shared their results, Ginés Roca said he noticed a concern amongst the groups with recruiting digital skills. He said he has some doubts as to what digital skills actually are. He feels that these digital skills "*are more cultural than technical; it is more about collaborating, sharing, working and inter-relating in a different way*".

Imanol closed the session, thanking Ginés for coming and adjourning the group until the next session.

a.   Presentation by Ginés Roca

**The future
of work
and digitalisation**

about
evolution

Gipuzkoako
Foru Aldundia
Diputación Foral
de Gipuzkoa

genís roca
@genisroca
October 2020
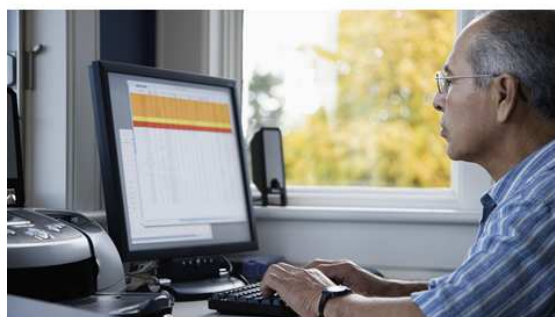
From : I'm not feeling well
I'm going to call the doctor

To : The doctor called
He says I'm not going to feel well

personalised
proactive services
based on
real-time data

personalised

proactive services

based on

real-time data

From : Sending traffic to the channel

To : Leading the relationship

about
the keys
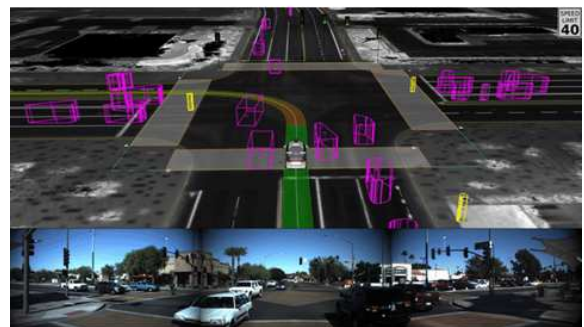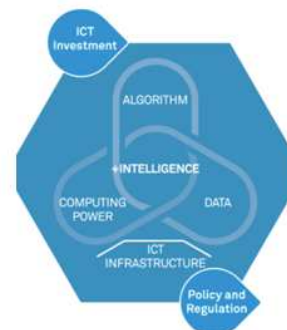
Size

Without enough size, the algorithm is not cost-effective

Without algorithms you cannot achieve scaleability

You're either digital or artisan

1

Speed

Almost no fish eats fish quickly

From working by processes to working by projects

From Time-to-Market to Time-to-Test

2

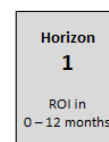## Trust

From technology, we no longer demand reliability but trust

From a focus on processes to a focus on relations

The future lies with brands

3

the airbnb innovation model
airbnb

Horizon
2
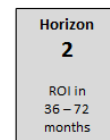
ROI in
36 – 72
months

Possible future categories
Developing options for
future growth

Horizon
1

ROI in
0 – 12 months

Current categories
Meeting efficiency
commitments

the airbnb innovation model

Horizon 1

ROI in
0 – 12 months

Current categories
Meeting efficiency commitments

Horizon 2

ROI in
12 – 36 months

Disruptive categories
Current opportunities for future growth

Horizon 3

ROI in
36 – 72 months

Possible future categories
Developing options for future growth

about skills

WORLD
ECONOMIC
FORUM

COMMITTED TO
IMPROVING THE STATE
OF THE WORLD

Insight Report

The Future of
Jobs Report
2018

Figure 9: Core work-related skills

Abilities	Basic Skills	Cross-functional Skills	
Cognitive Abilities » Cognitive Flexibility » Creativity » Logical Reasoning » Problem Sensitivity » Mathematical Reasoning » Visualization	**Content Skills** » Active Learning » Oral Expression » Reading Comprehension » Written Expression » ICT Literacy	**Social Skills** » Coordinating with Others » Emotional Intelligence » Negotiation » Persuasion » Service Orientation » Training and Teaching Others	**Resource Management Skills** » Management of Financial Resources » Management of Material Resources » People Management » Time Management
Physical Abilities » Physical Strength » Manual Dexterity and Precision	**Process Skills** » Active Listening » Critical Thinking » Monitoring Self and Others	**Systems Skills** » Judgement and Decision-making » Systems Analysis	**Technical Skills** » Equipment Maintenance and Repair » Equipment Operation and Control » Programming » Quality Control » Technology and User Experience Design » Troubleshooting
		Complex Problem Solving Skills » Complex Problem Solving	

Source: World Economic Forum, based on O*NET Content Model.
Note: See Appendix A for further details.

Skills Forecast

Skills Change, Overall Industry

Social skills
Cognitive abilities
Process skills
Resource management skills
Systems skills
Content skills
Technical skills
Complex problem solving skills
Physical abilities

0   5   10   15   20   25   30

■ growing skills demand   ■ stable skills demand   ☐ declining skills demand
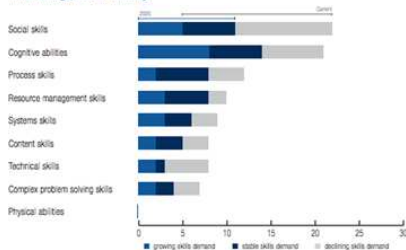
Trending, 2022	Declining, 2022
Analytical thinking and innovation	Manual dexterity, endurance and precision
Active learning and learning strategies	Memory, verbal, auditory and spatial abilities
Creativity, originality and initiative	Management of financial, material resources
Technology design and programming	Technology installation and maintenance
Critical thinking and analysis	Reading, writing, math and active listening
Complex problem-solving	Management of personnel
Leadership and social influence	Quality control and safety awareness
Emotional intelligence	Coordination and time management
Reasoning, problem-solving and ideation	Visual, auditory and speech abilities
Systems analysis and evaluation	Technology use, monitoring and control

Change Management and Future Workforce Planning

Barriers

Insufficient understanding of disruptive changes	67%
Workforce strategy not aligned to innovation strategy	53%
Pressure from shareholders, short-term profitability	47%
Resource constraints	43%
Insufficient priority by top management	27%
Insufficient priority by line management	27%

skills

attitudes

People

Technology   Information

tools
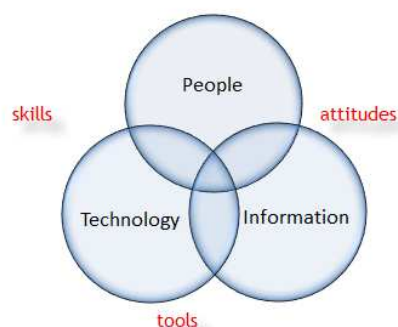
about work

In Spain in 2019...

... 22.5 million employment contracts were signed

... only 9% were indefinite
... 9 out of 10 contracts are temporary
... 46% of population don't have a "typical" contract

... of indefinite contracts, only half are full-time
... average contract duration is 49 days
... 3 of every 10 contracts are for less than 1 week
... 40% of contracts are for under 1 month

EPA, Encuesta de Población Activa

Albert Cañigueral

El mercado laboral digital a debate

Plataformas, Trabajadores, Derechos y WorkerTech

from permanent employment...
... to intermittent work

Los empleados a tiempo completo aún son mayoría pero están decreciendo
Relaciones laborales — Porcentajes en 2002 y en 2016

Figure 1: Challenges summary

Fuente: Study to gather evidence on the working conditions of platform workers

the intermittent worker **needs**…

- to find career **opportunities**
- protection, social benefits and **insurance**
- access to **tools** for working
- administration and financial **management**
- education and **training**
- **community**
- …

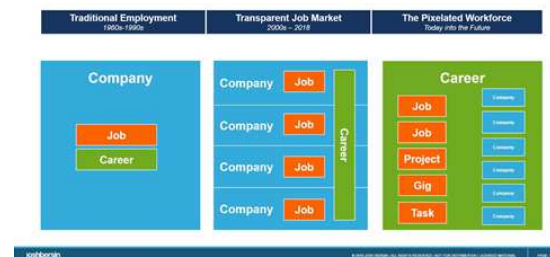|	TRABAJADORES ESPECIALISTAS	TRABAJADORES FREELANCE	TRABAJADORES CUELLO AZUL	TRABAJADORES BAJO DEMANDA	MICRO TRABAJADORES
PROTECCIONES SOCIALES					
REPRESENTACIÓN Y ACCIÓN COLECTIVA					
SEGUROS					
RESOLUCIÓN DE CONFLICTOS					
IDENTIDAD Y REPUTACIÓN DIGITAL					
ACCESO A HERRAMIENTAS DE TRABAJO					
FINANZAS Y TAREAS ADMINISTRATIVAS					
FORMACIÓN Y ENTRENAMIENTO					
COMUNIDAD Y ESPACIOS DE ENCUENTRO					
EVALUACIÓN DE PLATAFORMAS DE EMPLEADORES					
ENCONTRAR Y ORGANIZACIÓN MÚLTIPLES TRABAJ.					
TOTALES					

Freelance Management Systems & Tools (for companies mostly)		
Time Tracking (& invoicing) (Company empowerment, not person)		
	Hub Staff	https://hubstaff.com
	Tracket (TopTal)	https://www.toptal.com/tracker
Staff management		
	Beeple	https://www.beeple.eu/
	Sirenum	https://sirenum.com/
	All Work Now	https://www.allworknow.com/
Payment systems for gig / contractors / marketplaces		
	Simply Paid	https://www.simplypaid.com/
	Payable	https://payable.com/
	Gig Wage	https://gigwage.com/
	Tipalti	https://tipalti.com/
	Even	http://www.even.com
	Gusto	https://gusto.com/
Reputation / Background checker		
	Checkr	https://checkr.com/
	Good Hire	https://www.goodhire.com/
Hiring process		

"My father had one job in his lifetime.

I will have seven jobs in my lifetime.

My kids will have seven jobs at the same time."

Thomas W. Malone

The Future of Work
Thomas W. Malone

How Jobs and Careers Have Changed

| Traditional Employment 1960s-1990s | Transparent Job Market 2000s – 2018 | The Pixelated Workforce Today into the Future |

joshbersin

SCOTT WAGNER AND ASSOCIATES, P.A.

FLORIDA 561-653-000

Helping You Navigate Workplace Issues

HOME | ABOUT US | MEET THE TEAM | PRACTICE AREAS | FAQS | TESTIMONIAL

What Is a Chief Freelance Officer and Do I Need One in My Workplace?

In today's gig economy, we are seeing more workers than ever who are considered self-employed or independent contract workers*. For many established businesses, these freelancers provide a relatively less-expensive and more flexible alternative to traditional employees. But as firms become more dependent on these non-employees to complete mission-critical projects, and without the workers being a regular part of office logistics, it can be difficult to manage them. This is where having a position within your company of Chief Freelance Officer may be helpful. So, what is this position and how can it help?

Le "chief freelance officer", un métier d'avenir ?

MÉTIER | + SUIVRE

AURÉLIE BACHELEY | PUBLIÉ LE 24/12/2019 À 9H36

Meet the Chief Freelance Officer.

Ensuring that there's someone who has taken the time to design the way in which your teams find, onboard, integrate, support and build relationships with your external talent, is critical as more businesses move towards flexible work forces.

Matthew Knight · Aug 17, 2019 · 5 min read

Un Chief freelance officer de CreativLink pour Optimiser le management de vos travailleurs indépendants

Nouveau métier apparu avec l'évolution des modes de fonctionnement des entreprises, le chief freelance officer est de plus en plus demandé. Agence de référence pour le secteur de la communication, CreativLink se charge de trouver et superviser l'ensemble de vos collaborateurs externes.

Le Chief Freelance Officer, un chef d'orchestre dédié aux indépendants

Grâce aux possibilités offertes par internet, le télétravail est devenu une forme courante d'activité professionnelle. De nombreuses professions peuvent ainsi s'exercer en tant que freelance, notamment dans les secteurs des métiers digitaux. Les entreprises se sont également adaptées à cette nouvelle offre de services et font couramment appel à ces travailleurs indépendants pour des missions précises. C'est dans ce contexte que le métier de Chief Freelance Officer est apparu. Pouvant être salarié de l'entreprise aussi bien que consultant externe, il agit à la fois en tant que chef de projet, responsable RH ou encore intermédiaire entre utilisateurs finaux et prestataires.

Confier la gestion des freelances à une agence spécialisée

Fonction spécifique demandant une expertise multidisciplinaire, la gestion des travailleurs indépendants gagne à être déléguée à un partenaire extérieur. D'une part, cela évite de supporter en permanence la charge administrative et financière d'un employé alors que sa mission est fondamentalement ponctuelle. C'est particulièrement avantageux pour de petites structures de type PME dont l'activité est relativement éloignée des métiers habituellement exercés par les freelances. D'autre part, cela permet d'accéder facilement à des compétences spécialisées dans un domaine en plein développement et appelé à évoluer rapidement.

Depuis plus de quinze ans, CreativLink se pose en référence pour les métiers de la communication numérique. Servant d'intermédiaire entre les freelances et leurs clients et de plateforme collaborative, notre agence propose des prestations de Chief Freelance Officer pour que les deux parties puissent collaborer en toute sérénité. Pour les entreprises, nous analysons en détail leur

thx !

Gipuzkoako
Foru Aldundia
Diputación Foral
de Gipuzkoa

genís roca
@genisroca

b. Presentation used during the session

ETORKIZUNA
ERAIKIZ

GIPUZKOA
ETORKIZUNA
ORAIN

Deliberation Group on the Work of the Future
15/10/2020

ETORKIZUNA
ERAIKIZ
think tank

June 2020

May 2021

June 2021

Deliberation process (5 workshops and 2 events with international experts)

Working documents and reports that will enable others to learn from the process

Reflection

Theoretical and practical knowledge on the whats and hows of the work of the future

for

Process of defining an experimental project on the future of work (team from the Department of Economic Promotion)

Experimental project that will begin on conclusion of the deliberation process

Action

Result of the last dynamic: the *what* and *how* of the project and an agenda for deliberation

AGENDA FOR DELIBERATION

a) *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.

b) *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.

SESSION	Dimension of the problem
1	Trends from the global context that we need to integrate in order to understand the work of the future: digitalisation and environmental sustainability
2	The challenge of a job that combines effort/value generation with personal development/wellbeing/meaning
3	The person at the centre of the company: humanist, competitive and sustainable companies
4	Learning companies and learning people: a transition from training to learning
5	A learning society: towards a networked, learning production ecosystem in Gipuzkoa
Open sessions	Throughout the period October 2020 – May 2021 two open sessions will be held. In addition to the work group itself, other representatives of the ecosystem in Gipuzkoa will also be invited.

Working dynamic

In each group, answer the following introductory questions:

- How will digitalisation affect value-generating processes?
- How will digitalisation affect personal development and the search for meaning at work?
- How do these factors mutually influence one another?
- How can we integrate digitalisation into lifelong individual and social learning processes?

After reflecting on these questions, answer the following:

- What elements should be taken into account in the proposal for an experimental project to ensure that the challenge of digitalisation is dealt with appropriately in that project? (the experimental project will be defined gradually; for the moment, what we know is that it matches the *what* and *how* shown in the previous slide)

Process:
- Begin with 5 minutes of individual reflection. There is a template for this reflection in each folder.
- Share the different opinions in the group and agree on a proposal; each group will have a template for agreed answers.
AT THE END OF THE SESSION, IT IS IMPORTANT TO LEAVE BOTH THE INDIVIDUAL TEMPLATES AND THE GROUP TEMPLATES ON THE TABLE AS MATERIAL FOR PREPARING THE PROJECT PROPOSAL

THINK TANK

Deliberation process on the work of the future: Working Document No. 3

(15 October 2020)

This is the third working document on the work of the future. This deliberation process began with a reflection by the Provincial Government of Gipuzkoa on the future of work and a proposal for priority pillars for deliberation, suggested by eight experts from Gipuzkoa (Working Document No. 1). The next step was to incorporate the perspective of the group participants (Working Document No. 2). This third document is based on the deliberations that were held at the workshop of 17 September 2020, starting based on the previous documents and a conceptualisation proposed by José Luis Larrea.

At the workshop, the different groups started by prioritising a problem or challenge to which it is important to start responding through experimentation in Gipuzkoa. They then established a series of themes for deliberation on these problems. The groups' contributions are attached as Appendix 1.

What follows is a summary of the different definitions of the problem, which the Provincial Government proposed as a starting point after analysing all the contributions. This definition will be used to design both the agenda for deliberation (monthly workshops) and the action (definition and launch of an experimental project):

The work of the future must include personal and professional development, be a source of wellbeing; this does not mean that it should be seen as being synonymous with comfort. This process must take place within a competitive context of major change, such as the digital and environmental transformations; it requires placing people at the centre of the company, which should be viewed as a shared, competitive, ethical and sustainable project.

To achieve this, it is essential to attract, recruit, retain and develop talent. We are a training society, but we need to structure the learning processes much better. The

challenge is to generate dynamics of lifelong learning, adapted to the new skills required by a world in constant change. These dynamics should cover the personal and social dimension, and should extend to society at large, not just to élite minorities.

With regard to those elements, the Think Tank will offer proposals with a view to consolidating a working model in Gipuzkoa within 5 years that is attractive and contributes value.

The groups' contributions therefore allow us to propose a process in which the experimental project focuses on the following *whats* and *hows*:

a) *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.

b) *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.

The proposed agenda for deliberation to begin designing and launching an experimental project that will respond to this problem is as follows:

SESSION	Dimension of the problem raised which it helps to address
1	Trends from the global context that we need to integrate in order to understand the work of the future: digitalisation and environmental sustainability
2	The challenge of a job that combines effort/value generation with personal development/wellbeing/meaning
3	The person at the centre of the company: humanist, competitive and sustainable companies
4	Learning companies and learning people: a transition from training to learning

5	A learning society: towards a networked, learning production ecosystem in Gipuzkoa
Open sessions	Throughout the period October 2020 – May 2021 two open sessions will be held. In addition to the work group itself, other representatives of the ecosystem in Gipuzkoa will also be invited.

To begin the agenda for deliberation, the session of 15 September will focus on the first of the dimensions raised, with a talk entitled "The Worker in the Digital Age".

d. Result of the dynamic

DELIBERATION GROUP ON THE FUTURE OF WORK

GROUP DYNAMIC – 17 September 2020

Deciding which problem (associated with the future of work) the group considers should be prioritised in the experimental project

TABLE 1

- Effort
- Personal development / professional development

Personal wellbeing is disassociated from work (wellbeing = convenience).

TABLE 2

Within a period of 5-20 years, we will have a problem attracting, capturing, retaining and developing talent. We therefore need to generate attractive "work" that contributes value, and to do this we need to aspire to being a province that is not low-cost but that capitalises on added value. Moreover, the challenge is to reach society as a whole and not just an elite minority.

TABLE 3

There is a great need for competitiveness; the speed of change is very high. We need to adapt to digital transformation, green transformation, etc.

TABLE 4

Placing people at the centre of the company by viewing it as a shared project. Achieving humanist, competitive/sustainable companies.

TABLE 5

Gipuzkoa is an ageing society.

Problem of learning. We are not a learning society. Yes there is training, but is there learning? You learn to change and adapt; to what extent is that a problem for Gipuzkoa?

Competitiveness, because that is also a problem for Gipuzkoa.

We cannot highlight any of the three, but we have spoken of the need for learning. It is cross-cutting. It is necessary to add the personal perspective and produce continuous learning dynamics in a society that is dynamic.

We also talked about health related to demographics. The relationship between an aging society in which health comes into play, as well as learning.

Themes which the group feels are linked to resolving the problem

TABLE 1

- Lack of effort//culture of effort
- Wellbeing as convenience.
- Distance between the needs of jobs and what the labour market is offering. Not only because of studies but also because of skills.
- Inconvenience of entrepreneurship.
- Dignifying manual labour.
- Making this province an attractive place; ease of welcoming people.

TABLE 2

- The future will not be manufacturing.
- There will be more work and less employment.
- Working on diversity and inclusion.
- Work based on service for individuals. Proximity employment.
- Offering employment that offers meaning as well as wages.
- Generating a proactive society and the need to create a breeding ground: encouraging an entrepreneurial attitude.

TABLE 3

How can we accelerate lifelong learning? The centre is the learning that goes from a personal level. Study and work are currently viewed as being separate, but we must break that boundary and make people more proactive. At a company level how do we create learning organisations? In the ecosystem of Gipuzkoa, there is a great wealth and in that open innovation, companies cannot make the transition alone; they need support and networking. That transferral is also a learning process. Schools and colleges only see pupils as pupils; we need to move towards another model of learning. The last level is how we become a learning society and speed up the mechanism of learning.

e. Results of the dynamic

THINK TANK (The future of work, 15 October 2020)

GROUPS

How will digitalisation affect value-generating processes?
Group – 5 - Acceleration: integrate technologies from others – open collaboration → integrate own production with other suppliers, "networking" - Processes: digitalisation of engineering, administration… - Personalised services. Group – 6 - The group considers that we are already fully involved in digitalisation. We digitalise the product and the process → Digitalisation changes the product chain in relationship to that product. - As steps are taken towards greater digitalisation, there are gains in efficiency and gains in time to create more value. Group – 3 - Generation of alternative value chain. It might even go so far as to supersede the existing value chain. - Real-time value generation. Group – 1 - Digitalisation will generate more efficient and more profitable processes that deliver greater customer satisfaction. We will need more academically qualified workers with greater social skills, who also contribute value in the relational and strategic circuit. - Digitalisation will help us identify what factors contribute value. On many occasions, this will mean developing soft skills (social and collaborative skills). Group – 2 - Flexibility - Process scalability - Synergies - Business model - Access to knowledge on market/competition - Cross-cutting (the case of Google). - Innovation based on information. Group – 4 - Complete redefinition of the value chain → specialisation in shorter cycles, complexity, process simplification. - Greater competition (more remote and global) - The processes are getting faster and faster → speed can be an advantage or a disadvantage.

How will digitalisation affect personal development and the search for meaning at work?

Group – 5

- Networking by projects. The link to the company no longer lies in a sense of belonging.
- Professional development/career that follows an itinerary that makes no sense → achieve. The value of the here and the now.
- In certain profiles, digitalisation may be viewed as a threat. It is important to make people see that the most "routine" work will be moved.

Group – 6

- We will move from a company-worker relationship to a worker-society relationship. There will be spaces and times when a person will have no work. The institutions will have to cater for that space.
- The person will find meaning when they see it impacts society. Investigation will provide us with information on our contribution to our surroundings.
- Use digitalisation as a tool to work on the above aspects.
- It will bring territories closer together, break down barriers, open horizons, generate a range of possibilities.

Group – 3

- We do not see a very direct relationship. We think the challenge lies in motivational aspects. We are going to need more active people.
- There are issues that are not sustainable; we are going to need more active people.
- We have reflected on the importance that brands are going to have — not just corporate brands, but professional brands, the "personal brand".

Group – 2

- Digitalisation is a must.

Group – 4

- Question: Is work going to disappear? → Role of machines
- Different types of work (teleworking/teletraining) → Are people happier? → Not in all cases. We need socialisation.
- Impact of digital illiteracy
  o Identification of socio-economic differences.
  o It can hinder the vision of what we do (stone vs cathedral).

How do these factors mutually influence one another?

Group – 5

-

Group – 6

- The two are linked, individuals and companies are in tune. We need to be active.
- A reflection: we may also end up being a product of the process itself.
- Knowing the sense of using digitalisation, so that digitalisation is serving us and not vice versa.
- One without the other is not possible. They are both indispensable; it is impossible to digitalise without people.
- Taking care of the speed so as not to exclude people in the process.

Group – 3

- Paradigm shift: Work time vs. result of work.

Group – 1

- Digitalisation will give us access to more flexible and accessible models.

Group – 2

- Integrate a digitalisation process in the company's strategy.
- Opening of doors.

Group – 4

- Speed may be an element of competitive advantage and at the same time an element of pressure.
- Need to integrate people, technology and organisation.

How can we integrate digitalisation into lifelong individual and social learning processes?

Group – 5

-
Group – 6

- Digitalisation has arrived.
- Academic/educational processes → resources are available, but people don't know how to use them.
- Training (training the trainers) to sell it as an aid and not as a threat.
- Take care of time
- Anticipating fears, because change generates fear.

Group – 3

- Integrating it into the different segments.

Group – 2

- Ongoing education
- Make it attractive, easy, intuitive.

Group – 4

- Digitalisation has arrived. We have assumed it, but have we integrated it into our lives?
- Current education system has not yet properly integrated digital skills.
- Formal or informal education → Recognition of the skills acquired.
- Ability to adapt to the digital world.

What elements should be taken into account in the proposal for an experimental project to ensure that the challenge of digitalisation is dealt with appropriately in that project?

Group –

- Be sure of the purpose we want to give for digitalisation. What for?
- To ensure that people are not at the service of digitalisation, but the other way round.
- Getting the individual in the path.
- Taking care of speed, not accelerating too much so as not to widen the digital divide.

Group –

- Digital
- Surrounding regulation
- Entrepreneurship with those freelancers
- Public funds for digitalisation projects

THINK TANK (The future of work, 15 October 2020)

INDIVIDUAL

How will digitalisation affect value-generating processes?
- In many cases, investment in a new vision of what is the new value of the product/service we offer/provide. The concept itself can change (use/property). - I believe it will enable us to be more efficient and for this purpose to "win" time to devote to important aspects. I believe it personalises. - It reinforces the generation of value and makes it possible to focus on higher value tasks. - It depends on the industry and what it achieves, and what a value-generating process is. My interpretation is that digitalisation will enable us to focus and optimise time on value processes (relationship with strategic experiential agents). - More efficient, more profitable processes that deliver greater customer satisfaction, use higher-skilled workers and really deliver added value (in relational aspects). Digitalisation serves to identify what factors contribute value. Soft skills too. - It can help identify the determining factors that contribute value. It will affect the drive towards synthesisation of value-generating processes. It may lead to difficulties by generating too much data. - Depending on the individual situation in each organisation in which it occurs. Digitalisation of product, process, information capture, relationships with customers, providers, etc. We will achieve greater value propositions depending on what phase the company is at. Cross-cutting. - Costs, quality, periods. New, more and better value. It requires skills, ongoing education. Change of business model. Get information on competitors, flexibility, stability, synergies, cross-cutting aspects, customer relationship. Innovation. - Upscale the value chain, bringing other suppliers on board. - According to the speaker there is a dominant trend: personalised real-time-based proactive services. - Elimination of all mechanical or intuitive tasks. Speed and immediacy of decision-making. - Some processes that currently generate value will no longer do so. It will allow value to be generated from things that were not done before: big data, blockchain, etc. - It will have a direct effect, bringing speed, flexibility, scalability and intelligence to processes. - I think it can make them more efficient and eliminate everything that is superfluous. Processes are getting faster and faster. Speed is a value. - A reflection of the value chain, a complexation (diversity) and hybrids in the value chain. Greater global competition.

How will digitalisation affect personal development and the search for meaning at work?

- It will lead to a need for constant upskilling with regard to tools and above all a new relationship/communication model, which will require other skills, such as planning, organisation, communication, etc. As regards the meaning of work, this area will be highly conditioned by the project(s) and possible motivating factors and the possibility of personal growth/development.
- It will develop new skills, generate a wider range of possibilities, it will bring together territories and break down barriers, open up horizons.
- In personal development and the search for meaning at work, I think other aspects will have a greater influence than digitalisation — e.g. sense of belonging, involvement, internal organisation model, participation and internal relations. Digitalisation can reinforce all of these.
- Not that much. In the things that will inevitably be affected: positively in professional advancement and negatively in the meaning of work→ reflection and collective change.
- If digitalisation is going to eliminate most of the automatable jobs, it will require more skilled profiles, greater ease for change and collaboration. Possible importance of an improvement in the personal brand? Greater access to the way of doing things, more flexible, accessible models. Digitalisation will be an important lever in professional advancement. We do not see a direct relationship. It is more a motivational search; therein lies the challenge.
- It brings flexibility to training and access to training. Its impact is that each person has to have a more active attitude and show initiative.
- We will achieve greater personal development if we manage to address digitalisation in a suitable and balanced way. Learning→ occupation in tasks, other tasks. Greater level → talent retention to give meaning to people who are overtrained.
- Skills, ongoing education are required. Digitalisation is linked to technology, not to meaning. Meaning = what for, digital = how (= new language).
- More and more people in a situation of occasional, temporary employment→ protect those people's rights. That "meaning of work" will not always be oriented towards a single company.
- The idea of generating value through time is destined to disappear. People will move to relational and essentially creative tasks. They will be based on the contribution of progress to humanity.
- Need to develop in a different direction to at present. There will be much less relationship between people, the sense of belonging may be lost.
- Personal development will be a must in digitalisation; this is a skill that needs to be acquired in order to interact at a social level.
- Personal development will be linked to the ability to adapt. Today it is essential to adapt to the digital world.
- Greater intensification of digital illiteracy.

How do these factors mutually influence one another?
- The "tools" will enable people to access more areas faster.   - Accelerate the speed of change with the risk of a lack of social cohesion if the right elements are not included from the public sphere.   - I have difficulty seeing the connection between digitalisation and the rest (I don't understand the question very well).   - The company will have to concern itself with preparing its workers so that they are qualified to cope with future needs.   - There are matters that cannot be replaced through digitalisation, intangible issues, human interaction and relational, motivational and emotional aspects.   - Need to strike a balance. Integrate digitalisation into business strategy and thus into personnel policy.   - Mind the gap!   - Need to actively manage that floating group.   - Paradigm shift: Work time vs its result.   - One conditions the other. The more digitalisation you have, the less the relationship   - Digitalisation will bring more dynamic work with a capacity for interaction between agents.
How can we integrate digitalisation into lifelong individual and social learning processes?
- It will be integrated into the tools/resources themselves and also into the "hows" of the new reality derived from the digitalisation.   - In my opinion, this is already happening.   - Digitalisation of the learning service and multiple aspects of the company.   - First through a collective change → society/people first have to share the need. From here, integrate digitalisation into individual learning processes. It will be simpler.   - From school, using methodologies that facilitate critical thinking.   - Combining flexibility and ease of access, allowing digitalisation with a human presence, integrating.   - Social learning. Public aid- personal, business and social commitment. Education: from school to vocational training.   - Making it available, introducing it in an easy, intuitive and attractive way.

- Generate a learning ecosystem in the province with companies, local government, the education system, etc.).
- Use AI to predict and implement changes in the professional profiles we require.
- We need to differentiate between different states: people at training phase, people in employment and potential workers. In the first case, it will be through formal teaching. In the second case, through retraining.
- Ongoing education, pilot projects, group dynamic, sustained implementation.

What elements should be taken into account in the proposal for an experimental project to ensure that the challenge of digitalisation is dealt with appropriately in that project?

- Situation of the group (co-integrated with this in digitalisation). Be clear about the purposes we want to achieve in the experimental project with the digital medium.
- Degree of advancement vis-à-vis digitalisation in society: companies, education, individuals. Access to digitalisation. Extension of digitalisation to the different groups. Interaction of digitalization in day-to-day operations. Not replacing the intangibles and the human presence/inter-relationships.
- Taking into account that we are talking about transformation, put the individual at the centre: →balance. Integration strategy → stable, high-quality employment. Competitive employee. Entrepreneurship.
- Information, generation, must: integrate it 100%
- In its current formulation, the proposal focuses on a gradually evolving company model. The company is placed at the centre and in many cases there is going to be a company simultaneity. It will be necessary to adjust that formula.
- Work digitally through big data and AI to reach the greatest possible number of people. Integrate all groups with a greater or lesser degree of digitalisation.
- Establish the scope, i.e. what digitalisation may affect and to what extent. Knowledge of the current situation of digitalisation in Gipuzkoa i.e., the starting point. Future goals. Transition plan.
- Digital project.

f.   Photographs of the work groups