



ETORKIZUNA  
**ERAIKIZ**  
think tank

**WORK OF THE FUTURE**  
**REPORT OF THE 11<sup>th</sup> MEETING**

21/10/2021

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## SPACE FOR DELIBERATION ON THE WORK OF THE FUTURE

21 October 2021, 5 - 7 pm

### 1. Programme

Timetable	Subject	Presenter/Driver:
5:00 – 5:15 pm	Welcome	Jabier Larrañaga. Deputy (Provincial Minister) for Economic Promotion, Tourism and the Rural Environment
5:15 – 6:00 pm	Presentation of collaborative governance	Miren Larrea, Orkestra researcher
6:00 – 6:55 pm	Group dynamic	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. Deputy (Provincial Minister) for Economic Promotion, Tourism and the Rural Environment

### 2. List of participants

- Jabier Larrañaga
- Unai Andueza
- Sebastián Zurutuza
- Joseba Amondarain
- Iker Estensoro
- Unai Elorza
- Juan Ángel Balbás
- Anabel Yoldi
- Ismene Tapia
- Itziar Abarisketa
- Pili Alonso
- Ángel Martín
- Gorka Artola
- Ana Ugalde
- Lucia Amo
- Nerea Zamacola
- Laura Muñoz
- Cristina Sánchez
- Marian Tapia
- Miren Larrea
- Mikel Gaztañaga

### 3. Welcome

The Deputy for Economic Promotion, Tourism and Rural Environment opened the session. *"First of all, I would like to thank all of you for coming. Thank you for your time and for your contributions. I would like to begin today's session with a brief introduction. At the last session, we tried to explain why the work of the future is important and, in particular, what meaning it should have. We believe that both issues will be important for the competitiveness of our companies. In this opening section, I want to talk about how we approach the issue; in other words, we will focus on the "how". We often talk about why we do things; we question why we do them. We believe that the things we propose are important for the competitiveness of companies. But how do we want to approach it? This is the angle we will be taking in today's session. As the Deputy General (First Minister) often says, what we do is just as important as how we do it".*

*"From the outset", she said, "Etorkizuna Eraikiz has had its own formula for action, a way of doing things called collaborative governance. It's easy to talk about collaboration, but it takes a lot of effort. And collaboration is even more necessary in matters such as these that are so relevant for the future. Collaboration has many benefits: the process will always be more rewarding when there are contributions. We all take ownership of the project; it gains in legitimacy and we all play our own part in these projects. Collaboration is necessary in order to develop accurate diagnoses. Also, we gain in capillarity which, in turn, provides us with information. Moreover, collaboration can also contribute a lot when it comes to implementing the project. We collaborate from a position of proximity. It is a two-way capillarity".*

The Deputy (Regional Minister) for Economic Promotion, Tourism and Rural Affairs said that *"the challenges ahead concern everyone. That is why we feel these are problems that we need to solve amongst all of us. They are collective, province-wide challenges. Collaboration can be of great help not only in defining these challenges, but also in addressing them. It is true that we need to devote more time to the process. It is also*



*true that we need to manage the diversity. It is something worthwhile, but it requires effort. Working collaboratively does not mean having to agree on everything. We know that we want a collaborative format. In today's session we will reflect precisely on this. I have to say that, for our part, we place our trust in the collaborative format. But we are aware that this process will take time and effort. Indeed, we know people often want simple solutions, but a process on this scale requires time and effort. And that ends my contribution for today. Once again, many thanks to all of you for coming".*



#### 4. Presentation of collaborative governance

The Director of Strategic Projects then took the floor. *"First of all, I'd like to give some outlines about the process and the agenda. I will start by saying that in this think tank we want to develop a methodology, which will be applied around the meaning of the work of the future. We believe that a good understanding of the work of the future is the key to competitiveness. For this reason, we are going to experiment on it with business. There is already a group of six companies ready to begin pilot projects and we are going to experiment on the meaning of work with this group. As the deputy said earlier,*

*collaborative governance can be a very good instrument for achieving capillarity. Ultimately, this methodology has to reach companies. After experimenting and carrying out a number of pilot tests, this process should culminate in a public programme where we can apply everything we have learned along the way. That would be our goal".*

*He said that "the agenda is more or less in place. There will be sessions on the meaning of work, while others will address collaborative governance. Throughout the sessions defining the meaning of work, we will be analysing the pilot projects. In November, for example, we will be joined by a team of engineers. They are not practising professionals, but they are trained in engineering. So we will establish a direct channel of communication with them. In the remaining sessions, we will address issues related to governance. For example, in one of the sessions we will deal with Industry 4.0 projects. The idea is to combine these issues. I think I've said enough for the moment. I will now give the floor to the Orkestra facilitator".*

*The Orkestra facilitator said they had left several reports on the table for those attending: "This report is based on another project carried out in the Provincial Government of Gipuzkoa. It was DFG1 and DFG3 who raised the need to draw up this document. So I'll hand over to DFG3 to briefly outline the main issues addressed in the study".*

*DFG3 took the floor. "First of all good afternoon and thank you all for taking part in this afternoon's programme. In this report, we describe two main features of Etorikizuna Eraikiz. The first is cooperation-based governance and the other is experimentation. This pamphlet was written in 2019. At that time, we had almost 10 years of experience. We called it the Territorial Development Laboratory. The project began in 2009, under the name "Gipuzkoa Sarean". It began changing right from the start, because in 2011 there was a change in government. However, the project was kept in place. Even under the previous government we kept the project going. The Territorial Development Laboratory carried out two types of work. On the one hand, in the area of territorial development, we built multilevel governance, where the closest relationship was with the development agencies. Within this framework, during the last legislature an agreement was signed to*

*define the spaces and procedures. On the other hand, we have promoted processes of co-creation. Here it is worth highlighting the Industry 4.0 projects, among others". DFG3 said: "What we have done in the Gipuzkoa Sarean project is a good example of Etorkizuna Eraikiz, or, at least, we think so. With this in mind, we thought it would be interesting to compile everything we have learned in some way, through Orkestra. We wanted to transfer what we had learned to other areas. In other words, we tried to make the lessons learned available so they could be applied in other areas".*

DFG3 handed the floor to the Orkestra facilitator. The Orkestra facilitator said that what she is going to explain in today's session *"is related to what DFG3 has said and to what another discussion group is doing. We will always try to find synergies with other fields of study. If we are using similar concepts in different places, we should try to look for links and strengths. This will allow us to obtain a general framework from which to get an overall picture of the problems we face".* According to the Orkestra facilitator, *"there are reasons to work on collaborative governance through to 2023. The aim is to have a collaborative governance model by 2023, in order to transfer what we learn here to other companies. So our work today is meant to be a response to this challenge (...)*

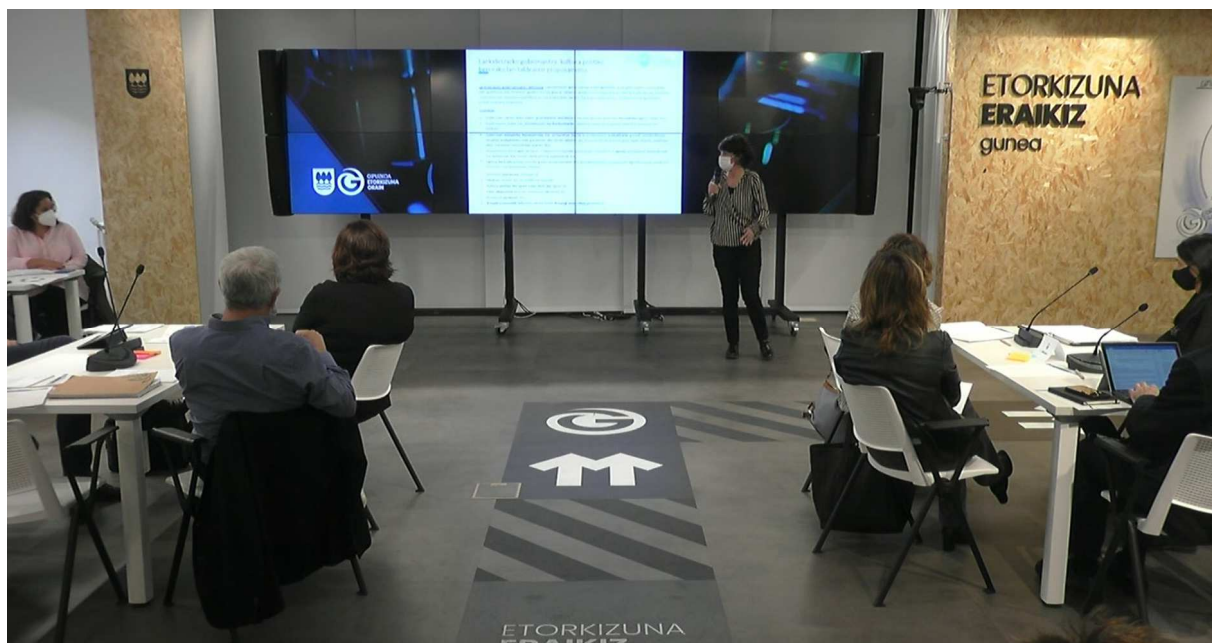
*We need to come up with a definition. What do we mean by collaborative governance? This is the definition that has been drawn up by the new political culture group. It is based on Etorkizuna Eraikiz's definition, but other elements have been added. We thus see that collaborative governance is a specific response that arises from a specific policy space (government), whose basis is, fundamentally, the establishment of new forms of communication and collaboration between governments and civil society, at both an institutional and an inter-institutional level, in order to strengthen collaboration between the institutions and society. Therefore, the ultimate goal is to strengthen collaboration. However, in the discussion group on the new political culture, someone asked whether it would be possible to propose it not solely from the government but with collaboration from other stakeholders. The government appears in almost all the definitions, but not in all of them does the proposal come from the government. In the case of Etorkizuna Eraikiz's definition, the proposal comes from the government".*

*She went on to say, "There are a series of criteria. Governments must show a willingness to cooperate and interact with society, not just to work on their own. I believe that in our case, the government is showing that willingness. It is clear from today's meeting. On the other hand, governing is, above all, an open dynamic of cooperation and learning to enable decisions to be taken in better conditions. It is therefore not only about collaboration, but also about learning. Here in this space, we want to provide a forum for this learning process. Governments create spaces for listening, reflecting and sometimes —but not necessarily— for deciding. In these, it is agreed in advance how the decision-making will take place. These spaces are not governed by a hierarchy; instead, horizontal relationships are established. This means that there are no hierarchical relationships when it comes to reflection. Unlike the decision centre, the deliberative centre has no hierarchical structures. We all speak from the same position. However, a question arose in the other discussion group: Does this criterion also have to be fulfilled in the decision-making centres? Indeed, some definitions of collaborative governance argue that there should be the same horizontal relationship both in the debate and in the decision-making centres. Other definitions, however, do not require horizontality in the decision-making centres. Be that as it may, in the new political culture deliberation group it was suggested that even if the participants are not directly involved in decision-making, the decision-makers should adopt a listening attitude. In other words, they should take note of the ideas and proposals put forward in the deliberation sessions. Talking in our group about the meaning of work means that in the previous process the ideas that were raised in this discussion group were listened to".*

The Orkestra facilitator set out some other criteria. *"It is through exchange and collaboration between the government and the network of stakeholders that the priorities and applications of the public agenda —and, therefore of public policies— are established. For example, it has been mentioned that it is planned to create a call for 2023, in response to the results obtained in this deliberation group. On the other hand, they create specific structures to promote and guarantee the stability of the open and collaborative governance process. The current space can be a special structure. In other words, this space can be defined as collaborative governance: there are a number of resources, rules, etc. Priority is also given to having a diversity of actors. Indeed, diversity*



*is seen as positive. In addition, we work from action, in order to learn from it. In other words, it is not merely a theoretical team, but one that is aligned with the foundations of the new political culture. Its working methods include shared assessment. The processes are transparent. For example, the documents of this group are posted on the website. If the research staff of this group or an external group want to follow up on these meetings, they can find all the documents on the website. Finally, it is defined out of a position of complexity and, from there, a systemic vision is developed. This is linked to what I was saying before: uniting the two groups and trying to find synergies".*



The Orkestra facilitator asked the participants if they had any questions or comments. *"The definition we have mentioned should be seen as an invitation. In other words, we will be arguing about this definition until 2023. This definition is a working tool, it is not static. So, any questions? Any comments? If not, I will continue with my presentation".* The Orkestra facilitator went on to say that the day before they had had *"a session on political culture. María José Canel spoke about magic. But, behind this magic lies a lot of work. She set out four criteria, in other words, what lies behind the magic. And the magic won't just happen by itself, just because we meet in this group. We need working criteria"*.

*"In this group, we will use action research as a working methodology. We use Gustavsen's framework, whereby the first step is to change communication patterns. The fact that we are meeting here today already represents a change in the pattern of communication. Until now we didn't listen to each other like this; until now we didn't talk to each other like this. Previously, dialogue took place in a different way, and this is one of the things that has changed thanks to this think tank. Or, at least, there is a desire to change that pattern of communication. Collaborative governance argues that here, in this type of space, there are no hierarchies. Or at least there shouldn't be. Everyone's opinion counts equally. Gustavsen says that changes in these patterns force us to create a new agenda, where we have to say what we want to do and how. That's precisely what we're doing in these sessions".*

*"People often think that when communication patterns change, that necessarily means that there is collaborative governance. But it is not enough in itself. This is an important first step, but more work needs to be done. A shared agenda is required, and it is necessary to see how this shared agenda takes shape in concrete actions. To close the cycle, what is happening here today should be [materialized] somewhere else. In other words, in public policy. For example, the Director of Strategic Projects told us earlier that they want to launch some calls for 2023. If those calls are launched, in other words, if there is a transformation in public policies, the cycle of collaborative governance will be closed. It remains to be seen how far we will go. We have taken the first step. We are agreeing on the basis for a new agenda. But we will have to continue and take the final steps to be able to conclude the cycle".*

*She said that the process "is not starting from scratch. That is important. We have had several debates, for example, between the Provincial Government and the development agencies. At these meetings, we discussed the role of the different agents in the territory. It was also found that the role of development agencies is geared towards awareness-raising. The agencies did not fully accept this role. They see their role as going beyond awareness-raising. This opened up a debate on what the role of agencies should be. The Director of Strategic Projects compared the role of the agencies to that of a GP. When*

*we are unwell, we go to our GP for an initial assessment. Once the first diagnosis has been made, it is the GP who decides whether or not a certain treatment is appropriate. If the GP cannot see us, he or she refers us to a specialist. So you could say that the agencies play a role not only in raising awareness, but also as an entry point into the system. However, the agencies claim that they have a lack of technical knowledge, or at least limitations. So we decided that engineering firms could play a role in this area, as could the area of vocational training".*

*She said the agencies can play "a cross-cutting role. Before seeing a specialist, there is a preliminary diagnosis. Ultimately, that is what the agencies do. They help small businesses decide which technology to use. There are several people at this session today who took part in that process. If any of you would like to say anything, please feel free to do so. This type of process is not just an intellectual exercise. Tensions and confrontations arise in these processes. These tensions are often related to different interpretations of the role to be played by each party. That is why we need to lose our fear of conflict. We are often told: Can't you find another concept? We have tried, but we haven't managed to".*

*The Orkestra Facilitator said it was important to take into account that each agent "represents a series of realities and interests. Those of us who come from a university environment bring our own set of circumstances to the table. The same is true for those who come from the business world. And so on. And tensions can arise between those interests. In other words, conflicts. But we have to lose our fear of these situations. They are not negative, they are healthy. So we can't define a process like this as an intellectual exercise. This is an exercise in negotiation. In these situations we may agree or disagree. Not only in terms of the objectives, but also in terms of the resources needed to achieve them. What we need to achieve —ideally— is a reconciliation between objectives and resources. That is when you have to take action. Once we take action, discrepancies will arise. So, you could say that the cycle is starting afresh".*

*She said that discrepancies can be "both implicit and explicit. In that regard, it is difficult to identify them explicitly. There is a balance to be struck, and the process cannot be*

*broken. But the processes often become bogged down because these discrepancies are not explicitly identified. We need to know how big they are, and we need to agree which ones should be made explicit. Most of the disagreements have been over the issue of roles, i.e. what role should companies play? What is the role of the agencies? And what about the universities? We will gradually examine and explain what these roles should consist of". She said the goal of this presentation was "to throw out some general ideas. My aim was to give a brief description of the characteristics of the collaborative governance process, insofar as we are dealing with such a process. If you have any questions, please do not hesitate to ask. Or, if anyone wants to say anything, now is the time. If not, we will move on to the dynamics".*

DFG1 took the floor. *"I would just like to say that many projects succeed because of trust. In other words, there is a climate of trust between the people who are promoting a given project. We must be proactive in promoting increased trust in society. I mean, people have to assume that attitude. We cannot allow the construction of such relationships to be a matter of luck. We have to consciously seek it out. We have to adopt a proactive attitude".*

The Orkestra Facilitator said that *"relationships of trust are essential. Building trust should be the first step. This is something that needs to be addressed from the outset. In the previous cycle, for example, many of the participants reported that a climate of trust had been created. And it was something that was considered to be one of the outcomes of the process. Because this relationship of trust is essential for the good progress of the process".*

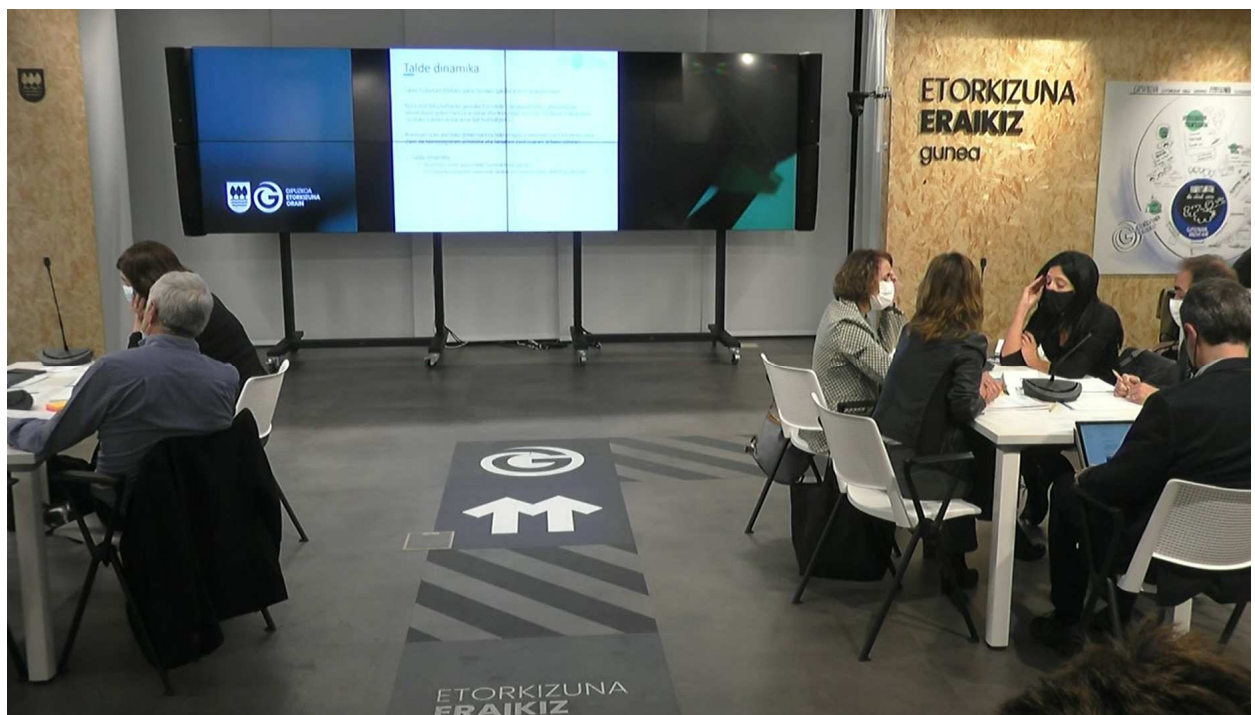
DFG3 took the floor. DFG3 noted that trust *"speeds up processes. That is, as relationships of trust become established, other processes speed up. This is the case of Elkarrekin Lanean, where we have seen that trust has accelerated the process, just as we have seen that it can drive other processes. Moreover, the collaborative governance generated is deeper and stronger. The relationships of trust that are established at the beginning have a great influence on subsequent projects. There are many examples of this. Many of the*



*projects that have been mentioned at today's meeting would have been impossible if they had not taken place on the basis of trust. Or they would have taken much longer".*

The Orkestra Facilitator took the floor and asked if there were any final remarks. *"If not, we will start the group dynamics. In groups, we will answer the following questions: 1) How should we adapt the governance model agreed at the Territorial Development Lab to promote an agenda on future work together with companies? 2) Taking into account that the main focus of the previous governance was technological development, what is the relationship between technological change and the meaning of work? On this occasion, we find more agents to get involved in the debate. In this regard, the presence of the business sector marks a change. I think it will give us different perspectives. If you have any questions, please don't hesitate to ask. If not, we'll move on".*

Four groups were formed, which were asked to spend 50 minutes debating the questions posed by the Orkestra facilitator. Next, a spokesperson would be chosen from each group, who would present the key ideas that have arisen in his or her team to the other participants.



## 5. Group dynamic

Once the group dynamic was complete, the Director of Strategic Projects took the floor.

*"Please choose your group spokespersons. Once you have done so, each spokesperson should explain the most relevant ideas discussed in their group".*

The results obtained in the group dynamics are set out below.

### Group 1:

The spokesperson for the first group is ECO31. She said: *"Several ideas came up in our group. When companies want to contact the Basque Government, they have the Zuzenean service. A similar service for Gipuzkoa would be a good idea. In other words, companies need a direct channel that allows them to access provincial bodies, a Zuzenean for Gipuzkoa, if you like. Many companies feel lost when it comes to accessing government. Our group feels that this is a problem. We also think this problem is not exclusive to the Provincial Government of Gipuzkoa. The same is true of all the other public bodies operating in Gipuzkoa. That is our first point. We also discussed a second issue. This is an idea that has been taken from a third-sector meeting I attended some time ago, and the idea is that we need a kind of portal where companies and public entities can keep in touch with each other. At the meeting I attended, it was raised in the context of the third sector, but you could extrapolate it to all sectors. We believe that connectivity is necessary. The solution could be a kind of portal, a space in which, as well as companies, business associations and other types of agency, such as clusters, among others, can participate. They would also make their contribution. Another idea that came up was that there should be someone in the companies with an understanding of this issue. Like many other issues, such as quality or occupational risk prevention, it would be useful to have people who are aware of this issue within the company. This person would be in charge of transmitting ideas related to this issue".*

**Group 2:**

The spokesperson for the second group was ECO20. *"Rather than conclusions, I will set out the points we discussed in our group. We believe that there is a need for an intermediary between companies and experts. We stressed the need for an intermediary agent. However, which agent should perform this function? Instead of agencies, we mentioned the possibility of business associations or clusters. We also discussed how these experimentation projects are going to be carried out. What role should the universities play? There can be different sides to their work; no one is an expert on everything. So, in some cases, a different type of expert may be required. For example, there would be a need for consulting firms. There was some discussion on this point. However, we have not arrived at a definite solution".*

DFG3, who is also part of the second group, took the floor and said: *"In this case, there are six pilot projects, led by Mondragon University. But we mentioned that there may be some other agents, such as business associations or consulting firms, among others".*

ECO20 took the floor again. *"We began to set out some examples, to talk to several companies about what kind of experimentations we should carry out, how to do it, what direction it should take, what lines of work we want to approach, etc. In order to integrate these initiatives as well as possible into the company agenda, we will need to take into account the company's specific objectives and challenges. The companies should identify the processes they need to carry out, because it is easier to incorporate the projects we want to undertake into those processes. Some companies are working with consultancy firms and have launched several lines of work. We need to make the most of these. In some cases the university will act as an expert agent. In other cases, this role will be carried out by other agents, such as consultancy firms, as we said. However, the universities will guarantee the conditions in which the processes take place and should incorporate the knowledge that is generated".*

**Group 3:**

ECO5 then took the floor. She said that when we talk about the meaning of work "it is important to know what point in time we are talking about. We think we need to talk about people rather than talking about companies. However, there were differing opinions on this issue. Because companies are people and vice-versa. This was the issue we spent most time on. Following the discussion, we designed two scenarios. On the one hand, we dealt with the way in which we are going to work on this theme from the focus of the individual but looking at the individual beyond the professional sphere. Indeed, people come to the professional sphere with predefined opinions; for example, with ideas and opinions they have developed during their school years. So we think it is a good idea for people to be trained in this area before they join the workforce. It is not an issue that should be confined exclusively to the world of work but should go further. (...)

We need to start by raising awareness, which must be addressed in the family and also in the educational context, in other words, in the areas in which people's values are formed. As regards the working environment, we believe that the arrangement used in the Industry 4.0 project is the right one. We also stressed the importance of development agencies. And we highlighted the key role that business associations, universities and vocational training centres can play. On a more general level, we highlighted the role of universities, development agencies and business associations. And on a more specific level, it will depend on each organization. In other words, each company will have to find its own format".

**Group 4:**

ECO32 then took the floor. She said that in her group they had been excited "about drawing up the outline. We planned the work of the future in very different terms to the present. In our outline, we proposed two lines of work. On the one hand there is the



*person. Each person should reflect on his or her possibilities and expectations; i.e. what they each expect from their job. Next, it is necessary to diagnose their expectations about the future of work. We discussed which agents could carry out this diagnosis. We believe that this work could be carried out by vocational schools and universities. We also mentioned business activity. We mainly dealt with the case of small and medium-sized enterprises. Indeed, large companies, unlike SMEs, often have defined strategies".*

*ECO32 said it would be necessary to begin to view "employment from both perspectives. On the one hand, in the traditional way. In other words, the company must guarantee their employees certain working conditions. But, on the other hand, work will also constitute something else. Companies will have to guarantee the worker values and strategies. So we have to view work from these two perspectives. However, this change requires a design, and the companies developing pilot projects will need to have one in place by 2023. Awareness-raising will also be very important, and several actors will need to be involved. Public institutions will also play an important role in this awareness-raising work. It will also be necessary to differentiate. On the one hand, you have the people who are currently in work. And, on the other hand, those who have not yet entered the workforce or who are unemployed. Dissemination will also be important. And we should not forget that all of this must be in line with the province's strategies. For example, the Basque Government will have to be involved".*

## 6. End of session

*After the spokespersons of each group had spoken, the Director of Strategic Projects took the floor and thanked everyone for coming. "As always, there are two last things I would like to mention. On the one hand, please fill in the evaluation sheets. And, on the other hand, I would like to remind you that the last meeting of the year will be held on 25 November. The programme for the session will include a talk by a group of engineers who will explain their personal experience. They are no longer practising as engineers and they will explain this change in direction". To end the session, he handed over to the Deputy for Economic Promotion, Tourism and Rural Affairs,*

who thanked all the participants. *"Before ending the session, I would like to make one point. We would like you to say on the evaluation forms whether you would like to make any changes to the timetable. For example, if you would like to move the session forward one hour, from 4 pm to 6 pm. Another possibility would be to move the session to the morning. If you would like to see any changes like this, please feel free to add your suggestions. Once again, thank you for your participation".*

## 7. Appendices

- a. Presentation used during the session

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## Meaning of Work

Foundations of collaborative governance

21/10/2021

Gipuzkoako  
Foru Aldundia  
Diputación Foral  
de Gipuzkoa



ETORKIZUNA  
ERAIKIZ  
El futuro de Gipuzkoa

## Structure of the session

- Vision of the Department of Economic Promotion of the Provincial Government of Gipuzkoa with regard to collaborative governance. Jabier Larrañaga
- Steps taken in the last month to define the deliberation group's activity. Unai Andueza
- Presentation of the foundations of collaborative governance. Miren Larrea
- Facilitator of the dynamic — group sessions and sharing—
- End of session

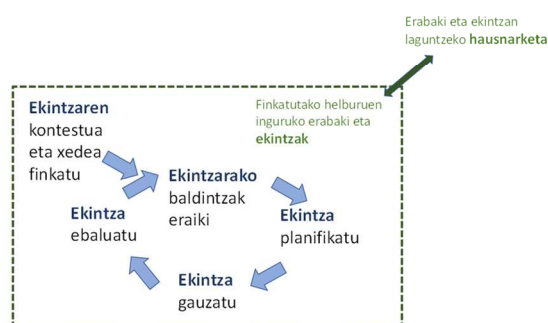
Provincial Government's commitment to collaborative governance as a pathway to economic development



## The action/central theme of the debate: The work of the future

Action:

- Development of a methodology** based on experimentation with the business world, in order to define the meaning of work
- Design of and agreement on collaborative governance**, to transfer the new methodology to business via the policies designed by the Provincial Government.
- Establishing the bases for the 2023 call for proposals** for developing the meaning of work in companies.



Coghlan eta Brerick (2001)



## Agenda for discussion: The work of the future



Dates	Management / Governance	Subject	Guest Expert
October 2021	Governance	Concepts and methodology	Miren Larrea
November 2021	Management	Experiences on the meaning of work	
January 2022	Governance	New political culture	
February 2022	Management	Presentation of business experimentation	Unai Elorza and business representatives
March 2022	Governance	Practical example of collaborative governance: Industry 4.0 (versus 5.0)	J. Gurrutxaga, A. Martin, M. Stensoro
May 2022	Management	Meaning of work in the field of Industry 5.0	
June 2022	Governance	Facilitating collaborative governance: agents' roles	
September 2022	Management	Presentation of business experimentation	Unai Elorza and business representatives
October 2022	Governance	Territorial leadership	Markku Sotara (to be confirmed)
November 2022	Management	Results of experimentation: relationship between management and competitiveness	

## Collaborative governance: proposal of the working group for the new political culture

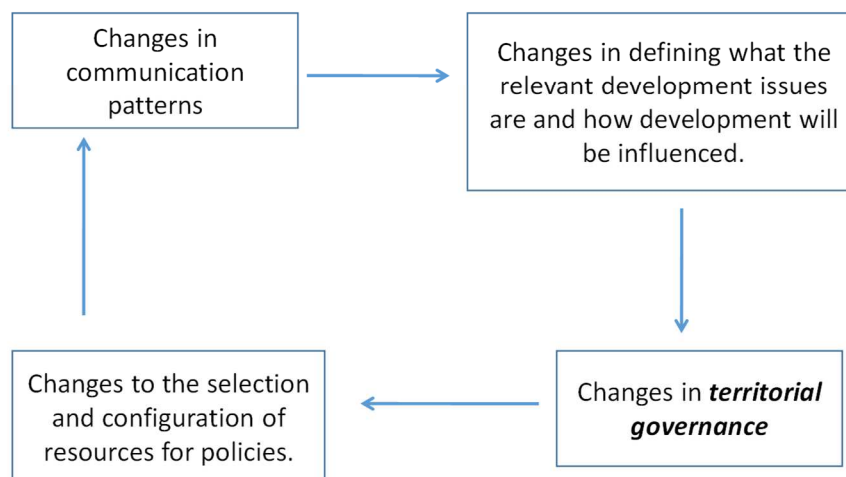


**Definition of collaborative governance:** Collaborative governance is a specific response that arises from a specific policy space (government), which is fundamentally based on establishing new forms of communication and collaboration between governments and civil society at an institutional and inter-institutional level, in order to strengthen collaboration between the institutions and society at large.

Criteria:

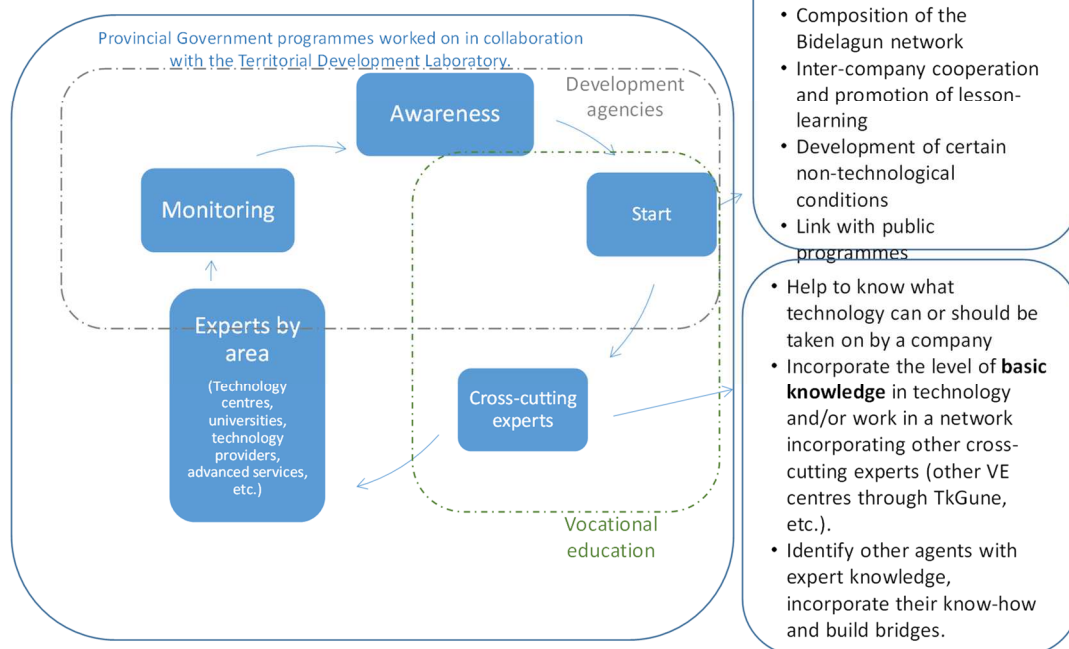
- Governments, rather than acting on their own, must show a **willingness** to collaborate and interact with society
- Governing is, above all, an open dynamic of collaboration and learning, in order to ensure that decisions are taken in better conditions.
- Governments create spaces for **listening**, **reflecting** and sometimes (but not necessarily) for **decision-making**. *In these spaces, the way in which such decision-making is to be carried out is agreed in advance.* These spaces are not governed by a hierarchy; instead, horizontal relationships are established.
- Through exchange and collaboration between the Government and the network of agents, the priorities and applications of the public **agenda** and, therefore, of public policies are established.
- They create **specific structures** to promote and guarantee the stability of the process of open and collaborative governance.
- It is preferable to have a **diversity** of agents
- The focus is on the **action**, in order to learn from it.
- **It is aligned with the foundations of the new political culture.**
- One of its working methods is **mutual assessment**.
- The processes are **transparent**.
- It is defined from **complexity** and, from there, a **systemic vision** is developed.

## Transformation process



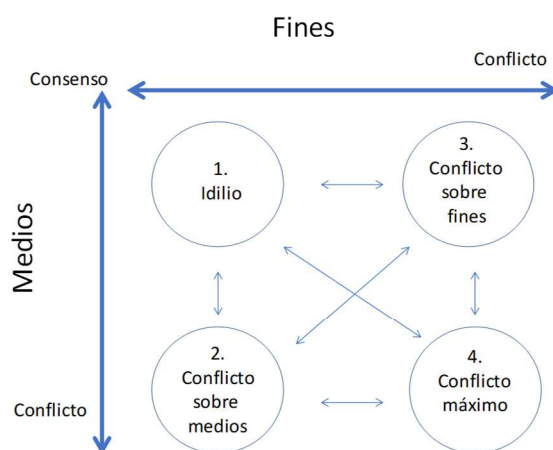
Karlsen and Larrea (2014), adapted from Gustavsen (1992).

## Fundamentals provided by the Territorial Development Laboratory.



## Process: Working between different visions

Illustration 5. Different situations related to conflict



Source: Karlsen (2010), p. 97.

## Consensus building

	Consenso	Conflicto
Explícito	1. Consenso explícito: «Estamos de acuerdo y así lo hacemos saber en la red».	3. Conflicto explícito: «Hacemos a los otros saber que estamos en desacuerdo».
Implícito	2. Consenso implícito: «Estamos tácitamente de acuerdo, pero no realizamos ninguna acción para compartir este acuerdo».	4. Conflicto implícito: «Estamos tácitamente en desacuerdo, pero no realizamos ninguna acción para que este desacuerdo se conozca».

Fuente: Karlsen y Larrea (2012).

## Group dynamic

We will meet in small groups to answer the following question:

How should we adapt the governance model agreed at the Territorial Development Lab to promote an agenda on future work together with companies?

Taking into account that the main focus of the previous governance was technological development, what is the relationship between technological change and the meaning of work?

- Group dynamic:
  - 30 minutes for reflection in each group
  - 3 minutes for each spokesperson to briefly present their group's thinking

## Evaluation and next session



Please complete the evaluation form. It is of great help in preparing upcoming sessions.



The next session will take place on 25 November, when we will discuss specific experiences related to the meaning of work.

## b. 13. Working Document

**THINK TANK**

Deliberation process on the Work of the Future: 13. Working Document

COLLABORATIVE GOVERNANCE: CONCEPTUAL BASES AND INITIAL APPROACH

(21 October 2021)

**Introduction to the Session**

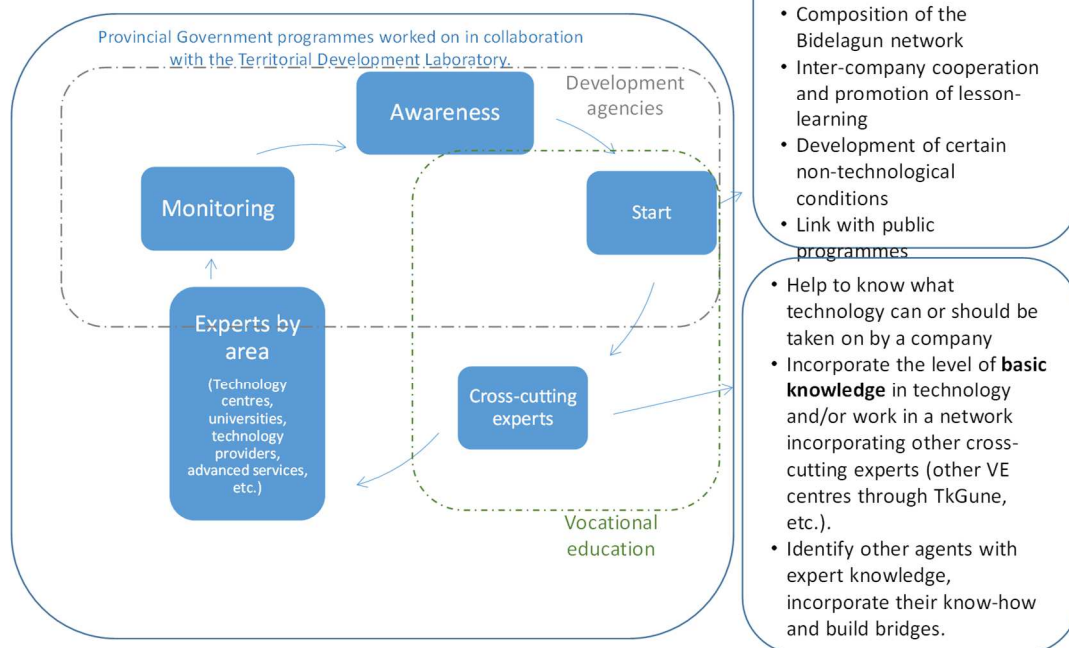
This document corresponds to the third session of the second phase of the deliberation group. In previous sessions, the bases for this new phase were established and the meaning of work was discussed. In the third session, collaborative governance was discussed. In this phase, the deliberation on this concept has a specific objective: for the stakeholders in the policy ecosystem to have agreed on a new model of governance by the time a methodology for addressing the meaning of work through experimentation is defined, in such a way as to enable effective access for business. After discussing the characteristics of collaborative governance during the session, a governance model was presented, which has already been agreed upon by the Provincial Government of Gipuzkoa with the regional development agencies and vocational training centres. The proposal was to take this model as a starting point and adapt it to allow the other agents participating in the think tank to have a place in this model as well. This working document contains the model presented and the contributions made by the participants for its redefinition.

**Model submitted**

The figure below shows the governance model proposed as a starting point for reflection.



## Fundamentals provided by the Territorial Development Laboratory.



The previous model included the roles agreed within the framework of the policies of the Provincial Government of Gipuzkoa, in collaboration with the provincial government itself, aimed at regional development agencies and vocational training centres.

### Proposals for construction of the new model

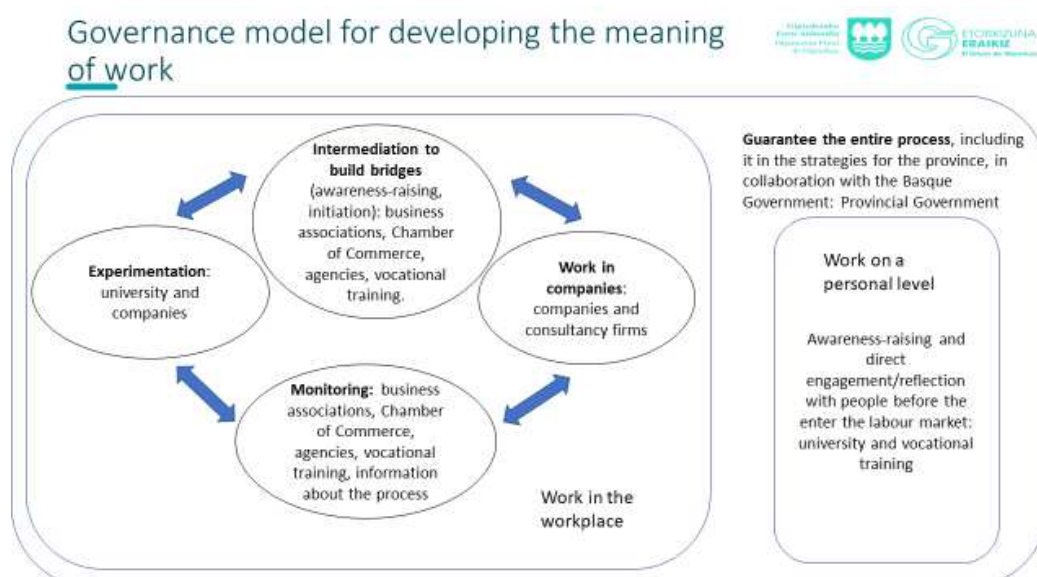
Based on the above model, the deliberation groups asked participants which governance models should be used in the future, in order to who companies a methodology on the meaning of work. Participants were reminded that as well as the participating agencies and centres, Adeg, Asle and the Chamber of Commerce are also now participating in the deliberation group.

The contributions received from the dynamics are listed below:

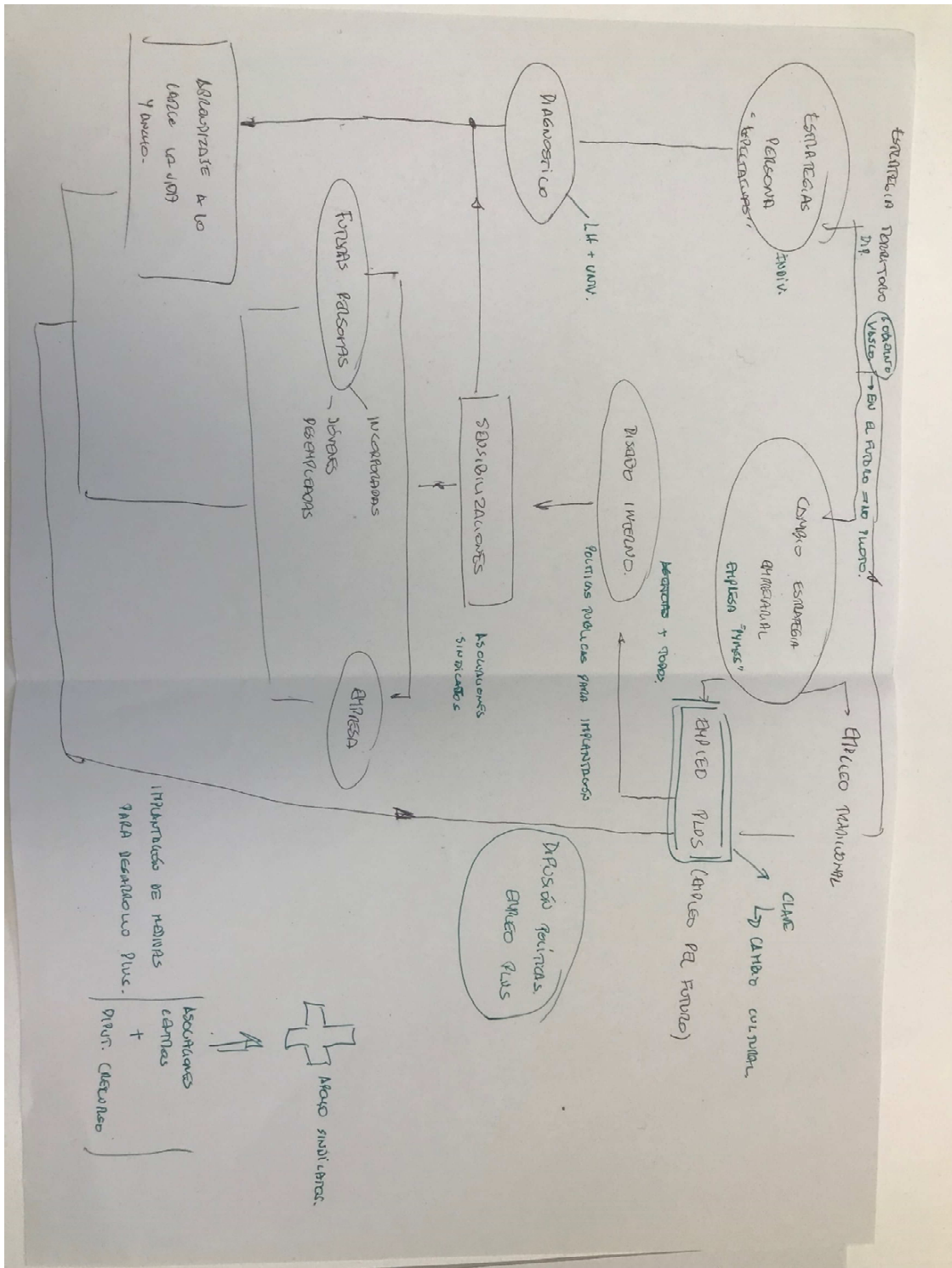
- The model presented is considered suitable; In addition to agencies and vocational training centres, business associations and universities are equally important.

- This issue requires agents to build bridges between companies and experts; for this purpose, agencies, business associations and clusters were mentioned, and different opinions arose as to the suitability of each of these stakeholders.
- In this regard, the importance of awareness-raising and dissemination should be emphasized. Public institutions will play an important role in this work, but other stakeholders should also be involved.
- It was mentioned that at some point in the process, it will be necessary to include consultancy firms, to play the role that is currently being undertaken on their own by the universities. With regard to this space, it was commented that the university will initially generate knowledge and the consultancy firms can then approach the world of employment and business. However, it is important to stress the importance of the university receiving information.
- The role of business in experimentation is to design a model in which companies can guarantee their employees values and strategies.
- Just as there are reference points for addressing issues related to occupational quality or safety, there should also be staff working in this area.
- All of this should form part of the territorial strategy and should be carried out in collaboration, for example, with the Basque Government.
- All public administration programs should be available in unified form, and, for this purpose, a digital meeting point might be considered.
- We have to reach out to people with this issue, if possible before they enter the labour market, either in the education system or in the family environment. Therefore, we not only need a line of work that reaches out to SMEs, but also another line of work to reach out to individuals. Here, it is worth highlighting the importance role that vocational training and the universities could play.

Taking these ideas as a basis, we have prepared the following image, showing the role of the different actors involved.



c. Results of the group dynamics



- MUA?

En la creación de un "foro" de cualquier organismo público de Gipuzkoa.

- Crear un portal que permita la conexión:

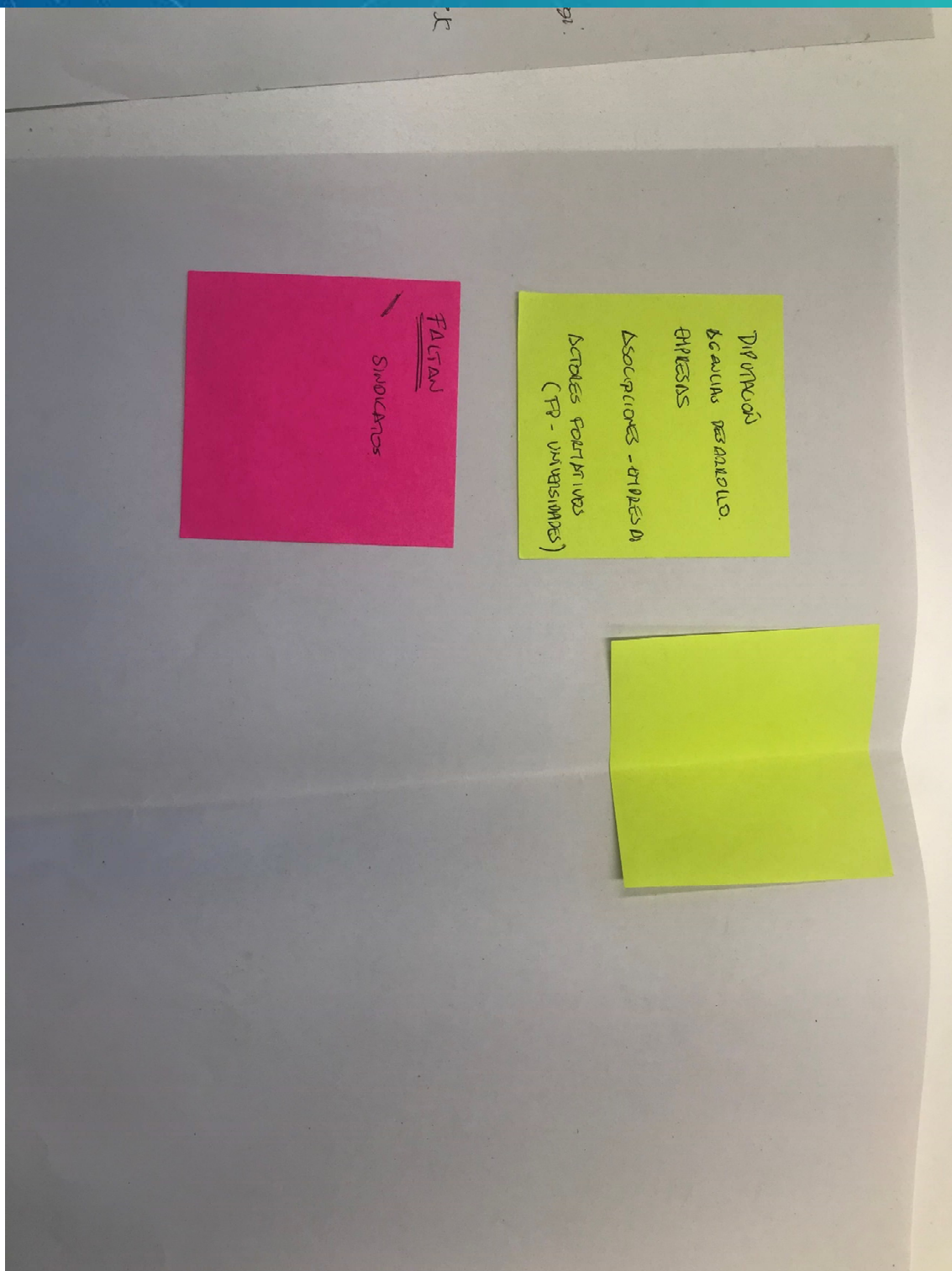
- entre sectores
- con el organismo público

- cualquier agente que pueda ejercer ese "rol" de capitalización

En el canal de llegada de las agencias de las empresas (hoy que participan las empresas, asociaciones, etc. P.ej. Akzo) (±1200 empresas)

- Una forma de poder llegar a la empresa podría ser "forando" a una ~~empresa~~ persona de cada empresa por que sea esta persona la que gestione el canal. Y en cambio vaya cobrando en la universidad por el uso.







Emilia

PERSSONAS

SEMSERBILIZATIAU

hondo oduetan

fermentatua

d. Session programme

## **THINK TANK**

### **DELIBERATION GROUP ON THE WORK OF THE FUTURE:**

**FACE-TO-FACE SESSION (AT THE CENTRE), 21 OCTOBER 2021, 5 pm**

#### **ISSUE TO BE ADDRESSED AT THE SESSION**

Having laid the groundwork on the meaning of work in the previous session, on this occasion we will discuss collaborative governance and look at how the group can work to drive a new agenda in the future.

#### **AGENDA FOR THE SESSION**

- Introduction to the Session
- Presentation of the different themes (axes) of collaborative governance
- Dynamic to lay the foundations for cooperation
- End of session