

THINK TANK

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

(29 March 2021)

Result of the deliberation process: proposed experimental process

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

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

Bases of the deliberation process

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

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

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

“In this context, it is necessary to initiate processes of experimentation that allow us to learn and lay the foundations for the future. However, prior to experimentation, it is important to set up a deliberative process to lay the groundwork for experimentation. The future of work will be influenced by very diverse phenomena that require business or political leaders from the field of competitiveness to integrate within their multidisciplinary frameworks, reflections from such diverse fields as psychology, sociology, pedagogy, law, and a range of areas linked to technology. The main objective of the deliberation group on the work of the future in the framework

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

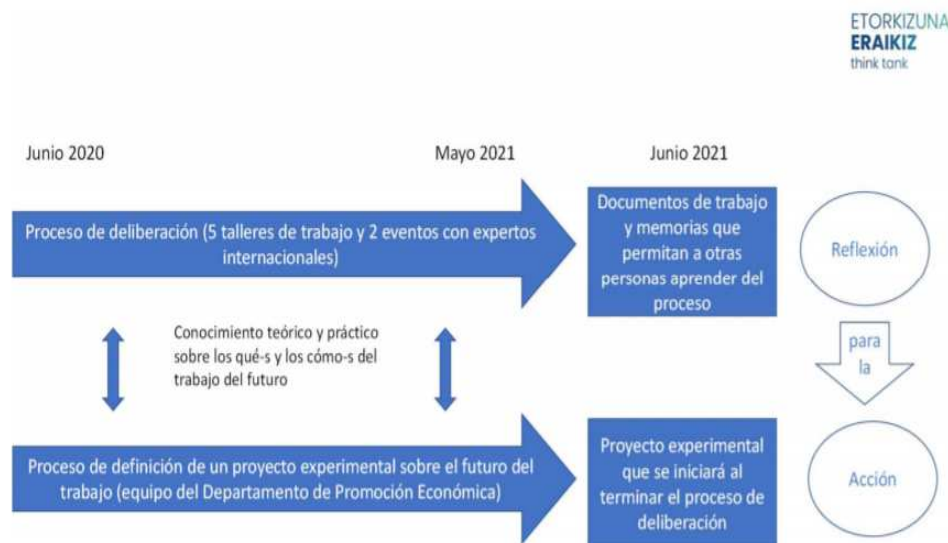
to solving the challenges perceived in the field of business and competitiveness

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

the prioritization of a series of dimensions of the work of the future on which experimental processes can be initiated.”

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

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



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

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

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

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

c) *Agenda for deliberation*

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

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

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

Contribution of the deliberative process to the pilot project

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

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

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

Experimental project

Overall objective

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

Sub-objectives or specific objectives

- a) To clarify the state of development of current science on the Meaning of Work and incorporate it into the deliberations of Etorikizuna Eraikiz through the think tank.
- b) To develop a system of measurement (of social, work, group, and personal variables) enabling subsequent observation and experimentation. This step will be based on the results of the Bateratzen programme.
- c) To observe the Meaning of Work in order to identify the most relevant antecedents ("causes") and consequences ("effects") (cross-cutting research). This step will be based on the results of the Bateratzen Programme.
- d) To analyse using longitudinal observation the effect of the ("natural") transformation of these relevant "cause" variables on the Meaning of Work (natural experimentation). This step will be based on the results of the Bateratzen programme.
- e) To gather the tools and methodologies for a company to develop Meaning of Work, and to create any that are lacking.
- f) To carry out a programme of field experiments in companies (to transform the relevant "cause" variables through tools and methodologies, in order to generate a response in the Meaning of Work).
- g) To synthesize the knowledge that serves to define territorial policies.

Phases

The pilot project will consist of two phases:

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

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

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

To this end, following the bases established in the previous deliberation phase, the following will be contacted to form part of the deliberation group: Provincial Government, companies involved in experimentation (perhaps not on a continuous basis), universities, vocational

training centres, development agencies (town councils), Adeg, Chamber of Commerce. The process will be kept open to other types of agents cited in the deliberation process to the extent that channels of participation are found to allow it.

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

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

