

## ETORKIZUNA ERAIKIZ THINK TANK

### DELIBERATION GROUP ON THE WORK OF THE FUTURE

#### RESEARCH DIARY #1

#### CYCLE 1 (2020-2021)

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

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## Introduction

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

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

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

This document is the research diary corresponding to the first deliberation cycle of the Work of the Future deliberation group, which covers the period from June 2020 to June 2021. It describes in detail the process followed during that period. It also includes an introduction explaining the work carried out during the period from January to May 2020, during which the foundations were laid for launching the four deliberation groups, including the Work of the Future group.

## Methodological framework of the Think Tank: Action research for territorial development

As described in Research Diary #0, which sets out the basis for the design of the Think Tank, the methodological framework used is Action Research for Territorial Development<sup>1</sup>, which is a specific approach to action research. The main features of this framework, as set out in the bases of the Think Tank's design, are described here to give a picture of the framework within which the Think Tank and the deliberation groups are operating.

Action research for territorial development is defined as a strategy for transformation. Its primary features are as follows:

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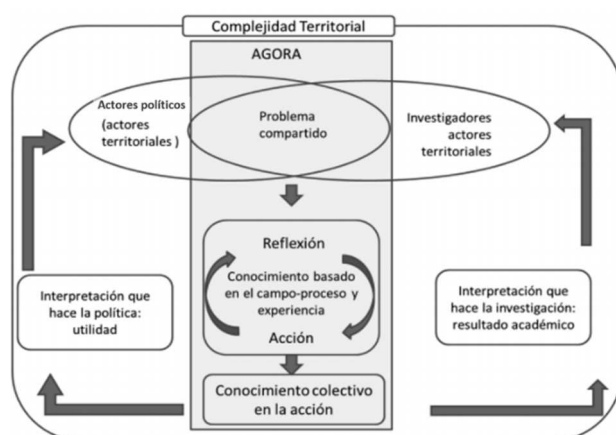
<sup>1</sup> This approach to action research has been developed in a number of academic works. In particular, see: Karslen and Larrea, 2014. Territorial Development and Action Research. Innovation through dialogue. Farnham: Gower; and Larrea (ed.), 2020. Roots and iWingsi of Action Research for Territorial Development

- a) The bases of ARTD are: industrial democracy as developed in Norway; the work of Paulo Freire; action research for transformation developed in the AR+ network; and contributions made to action research by policy analysis. Over the coming years this base will be expanded to meet the needs of the Think Tank
- b) It has been developed in experimental processes in the Autonomous Community of the Basque Country (particularly in the province of Gipuzkoa, by the provincial government). The theoretical influences described above have therefore been adapted to local characteristics
- c) It is developed through co-creation processes, in processes of dialogue between researchers and policy makers
- d) These processes are based on the work of the facilitators, who include facilitating policy makers and facilitating researchers
- e) The processes of facilitation include tasks related to complexity, conflict resolution, construction of a shared vision, learning, negotiation and ideological debate. The overall purpose is to facilitate the process of transforming the ideas into action.
- f) A number of texts and documents have been produced to show how these concepts have been implemented in specific processes

## *Methodology of the Think Tank processes*

ARTD is based on co-creation processes. The nature of these processes is shown in Figure 1.

1. Illustration. The co-generative model of action research for territorial development



Source: Karlsen and Larrea, 2014<sup>2</sup>.

Based on this model, the process includes a number of steps:

- *First step.* Open the space for dialogue between political stakeholders and the researchers who will participate in the process
- *Second step.* Define the shared problem. This problem may be defined at the beginning of the process by those who have decided to undertake the process. However, it is important that the problem be discussed again among all those involved in the process to ensure that it is meaningful for all those involved and that there is a willingness to collaborate to solve the problem.

<sup>2</sup> Karlsen, J. and Larrea, M. (2014). Territorial Development and Action Research. Innovation through dialogue. Farnham: Gower.

- *Step 3.* Highlight/capitalise on the complexity of the territory and building a shared narrative. Territorial complexity exists in a process if there are autonomous but mutually influencing (interdependent) actors in the area of the problem. In complex situations these actors may have different perspective of the problem and possible solutions, but none has the hierarchical authority to decide what the others should do. Most territorial development processes, and consequently policy development, tend to be complex and require the participation of different stakeholders from the ecosystem.
- *Step 4.* Understand the different interpretations of the problem, develop a shared vision and encourage reflection to build sufficient consensus on what actions can be implemented at any given time.
- *Step 5.* Develop negotiation processes on the topics addressed in the decision-making reflection and decide.
- *Step 6.* Translate decisions into action. This is followed by a process of reflection on the action, to determine to what extent the action has solved the problem and to reach consensus on what problem needs to be addressed in the new scenario.

## Laying the groundwork for launch of the deliberation groups (January - May 2020)

During the period September – December 2019 the foundations of the Think Tank were established (philosophy, mission, governance, methodological framework and methodology of the Think Tank processes, strategies for creating and using types of knowledge), as described in the first research diary.

Once the basis for deliberation had been established, between January and May 2020:

- Four priority areas were established to initiate the knowledge co-generation processes in the Think Tank. For this purpose, four which four deliberation groups were to be created: 1) The new political culture and collaborative governance (which should transversally enrich all other processes of knowledge co-generation) 2) The welfare system of the future 3) The work of the future 4) The green recovery
- Two groups were formed to lead the think tank's activities: a political leadership group and a coordination group. Both were comprised of policy makers and the principal investigator from the Think Tank. In addition, a technical secretariat for the project was also created within the Provincial Government.
- Based on the principles established in the previous phase, these groups defined aspects which would be common to all the Think Tank's deliberation groups and others that were specific to each one:
  - General working dynamics of the deliberation groups:
    - One-year cycles with monthly meetings. All groups would have an initial one-year cycle, with monthly two-hour meetings.
    - Meetings combining group reflection dynamics with presentations by expert guests (to bring in different types of knowledge).
    - After the meetings, participants would be asked to assess the meeting, in order to encourage ongoing assessment and construction of the process.
    - At the end of the first cycle of deliberation, an assessment would be made of each group, in order to evaluate whether it should continue and if so, to adapt the second cycle.

- Process documents. In order to promote research and ensure internal and external transparency of the think tank's activities, it was decided that different types of documents would be created and made available on the Think Tank's website, for which purposes a library would be created. These documents would include: (<https://www.gipuzkoa.eus/es/web/etorkizunaeraikiz/escuchar/think-tank>),
  - o Reports of the monthly meetings of the deliberation groups
  - o Working documents synthesising the reflections of the participants
  - o Communication-oriented documents produced by participants
  - o The research diary, with evidence from the deliberation process that could be used in academic publications
  - o List of participants
  - o Reports and books by experts in the field that have been used as inputs for reflection
- Definition of the leaders, participants and specific objectives of the deliberation groups. For each of the deliberation groups, each Department responsible for the groups defined and established:
  - o the list of people who would be invited to each of the Think Tank groups (relevant stakeholders from the ecosystem).
  - o the specific aim of the group and the theme focuses to be worked on.
  - o Team and work dynamics to facilitate the process, with the tasks and responsibilities of each member of the team responsible for facilitating the groups. The lead researcher of the Think Tank would be responsible for general facilitation of all groups and specific facilitation in the case of two of them (New Political Culture and The Work of the Future), while two of the groups (Green Recovery and Futures of the Welfare State) would be facilitated by facilitators who work with the departments responsible.

## Deliberation Group on the Work of the Future. Cycle I

One of the four deliberation groups into which the Think Tank was structured in 2020 was the group on the Work of the Future. As described in the proposal for this group in *Working Document #0* (described in greater detail below), the aim of this deliberation group was “to prioritise the lines on which the Provincial Government of Gipuzkoa should focus its experimentation in order to address the work of the future”.

The deliberation process began with a group of 25 people, made up of people from organisations that represent the ecosystem of the territory in the field of competitiveness and work of the future, i.e. business representatives; intermediate organisations such as business associations, chambers of commerce, regional development agencies and representatives of vocational training centres; universities, as organisations of the knowledge system; and officials from the Department of Economic Promotion, Tourism and Rural Environment and the Office of the General Deputy (Provincial First Minister) of the Provincial Government of Gipuzkoa (the list of participants can be found in the group's virtual library on the Etorkizuna Eraikiz website <https://www.gipuzkoa.eus/es/web/etorkizunaeraikiz/-/el-trabajo-del-futuro> ).

The team responsible for this Think Tank group is as follows. The Deputy (Provincial Minister) for Economic Promotion, Tourism and the Rural Environment is the head of the group, and (from February 2021), the Director of Strategic Projects is the operational head and facilitator. The



group is co-facilitated by representatives from the Department and the researcher facilitating the overall Think Tank process, who also prepares the working documents for the process. A member of the facilitation team writes up the meeting reports (as agreed by the group at the first meeting, in the interventions, the specific names of members are replaced with codes). These are translated and posted on the website by the Technical Secretariat, which is also responsible for logistical preparation of the meetings. A person from the Department of Economic Promotion, Tourism and the Rural Environment is responsible for sending invitations to the meetings and the associated documentation (reports, questionnaires) to the members of the group.

The framework and working proposal for the first cycle (2020-2021) for this group, established before the launch of the deliberation group (see previous section), is contained in *Working Document #0*. This document contains the initial diagnosis establishing the rationale for Etorkizuna Eraikiz Think Tank, the framework for the deliberative process and the cogeneration of new knowledge, the working methodology and the theme focuses for cogenerating knowledge in the Think Tank; the target of the deliberation group on the work of the future; and the structure of the first cycle of deliberation for the group from June 2020 to May 2021, the working dynamics and the periodicity of the meetings. This proposal was shared and agreed upon by the participants in the group at the first meeting held on 18 June 2020.

## June - September 2020: Establishing the foundations of the process, the problem and main themes and agenda for deliberation

The deliberation group began work on 18 June 2020. During the period in which the first two meetings were held, in June and September 2020, the foundations were laid for the deliberative process, whose purpose was to help design an experimental project that would contribute to addressing the challenge of the future of work, to be launched at the end of the deliberative cycle.

For this purpose, the "game rules" of the process were set out (how the work would be carried out), and a definition was given of the problem to be addressed (what is meant by the work of the future); the relevant dimensions to be considered (themes of deliberation, which then constituted the deliberation agenda); the proposal for the process linking the deliberation to design of the experimental project and the general objective to which the project should contribute, and how. Details of the work carried out during this period are given below.

### 18.06.2020. Proposal of work for the group and joint definition of priorities for deliberation

The deliberation group held its kick-off meeting on 18 June 2020, in a two-hour workshop. For the content of this meeting, see *Report #1*. The meeting established the dynamics and logic of the work of the deliberative process, the general framework of the problem and the priorities to be taken into account in addressing it.

### *Establishment of the logic and working dynamics: logic, objectives, methodology and functioning of the deliberative group*

The teams responsible for the Think Tank and for this deliberation group presented the proposal for group work (set out in greater detail in *Working Document #0*), which was shared with the participants. The proposal explained:

- The need for and importance of the Think Tank and its role in the Etorkizuna Eraikiz initiative.

- the reason for the Think Tank group on the work of the future and the rationale for its composition.
- the proposed methodology (action research): what it is; how it will work and what documents will be produced in the process (a summary of the Action Research proposal can be found in Document #0 with more extensive information in "A methodological approach to transformation" which is included in *Meeting Report #1*)

## *Establishing priorities to address the challenge of the work of the future*

The deliberation on the challenge to be addressed (the work of the future) began with a definition of the challenge or framework of the problem and a definition of priority themes that will allow the problem to be understood and addressed in the deliberation process. The discussion began with a reflection from the Provincial Government and a proposal for priority themes made by external experts at the request of the Provincial Government and continued with a group reflection on the process, the challenge to be addressed and relevant themes for this purpose.

- *Framework of the problem and key elements, according to the experts.* The head of the Think Tank presented *Working Document #1*, which sets out the framework of the problem to be addressed (the transformation of the world of work as a result of elements such as digitalisation and the green economy, and the levers available to the territory with which to address it) as well as a summary of contributions from seven experts in the field on the main themes to be considered in any deliberation on this challenge, highlighting the need to address the issue of work by taking into account person/business/society interactions.
- *Vision of the participants: contributions to the framework and relevant elements.* Afterwards, the participants performed a group reflection (in the plenary, responding to the proposal) on the work of the future, in which contributions emerged referring both to the *whats* (relevant topics for deliberation) and the *hows* (the way of conducting this deliberation). The group's contributions were later written up in *Working Document #2*.

## *After the meeting: systematisation of theoretical and sensed priorities*

The Think Tank steering team prepared *Document #2. Theoretical and sensed priorities with regard to the challenge of the work of the future*, which provides a summary of the priorities for deliberation proposed by the seven external experts (set out in Document #1) and the priorities and contributions made by the participants in the meeting of 18 June. In addition, an email was sent to participants requesting contributions (which would then be used for the reflection at the next meeting).

## *17.09.2020. Co-definition of the challenge and themes for deliberation and a proposal to link deliberation and experimentation*

The second meeting of the deliberation group was held on 17 September 2020. The content is described in *Report #2*. At this meeting, the foundations were laid for the deliberation process, with a shared construction of the definition of the challenge posed (the work of the future) and the central themes for deliberation, from which the agenda for the deliberation would be constructed. In addition, a proposal was shared for the process that would combine deliberation and experimentation through the work of the deliberation group and the design of an experimental project.



## *The proposal to unite deliberation and experimentation*

The facilitating team (in answer to the concerns expressed by some participants regarding understanding the work of the group) laid out the process that shows how deliberation and experimentation will come together, so that the deliberations made by the group in the meetings will contribute to the design of an experimental project.

### *2. Illustration. Process for linking experimentation and deliberation*



Source: Meeting report #2

## *Shared definition of the problem/focus and central themes for deliberation*

The meeting focused on the deliberation to define the "focus" of the deliberation and the central themes to be deliberated and reflected upon in order to define the experimental project. The deliberation started with the presentation of a framework by a guest expert, which helped to put the complexity of the challenge into context; and continued with a group dynamic to establish the central themes that would make up the deliberation process.

- *Framework for thinking about the work of the future.* An expert (José Luis Larrea) gave a presentation setting out the breadth and complexity of the problem of the work of the future; the general trends and forces affecting it; the underlying paradigm shift (from a spatial paradigm to a relational one) and the three determining trends that might be influenced (innovation and entrepreneurship, knowledge and learning, and the idea of competitiveness at the service of welfare), exploring all of these elements, and offering reflections on the importance of constructing the group's own way of interpreting the problem.

- *Group dynamic: definition of the problem to be prioritised for the experimental project and central themes for deliberation to define the work agenda.* The goal of the group dynamics was to define the agenda for deliberation (the themes of the next workshops) that will contribute to defining an experimental project. For this purpose, in addition to the framework established by the speaker, the participants were able to base themselves on *Working Document #2*, which set out the priorities defined in the process (the "whats" and "hows" that should be addressed by the process), and additional contributions from the participants collected by email after the workshop (included in Appendix B of Report #2). The group, divided into 5 groups, performed a group dynamic to: 1) define which problem associated with the future of work the group thinks should be prioritised in the experimental project; and 2) define, prioritise, and rank issues that the group believes are linked to solving the problem. These would form the basis for subsequent preparation of the agenda for deliberation (included in *Working Document #3*).

*New members in the process:* The steering team from the Provincial Government informed participants of the addition of three new members to the group.

After the meeting: proposal for definition of the problem, and whats and hows

The results of the group dynamics conducted at the meeting of 17 September 2020 were analysed jointly by the team from the Department and the facilitating researcher. Based on these findings, the Provincial Government put forward a proposal that includes 1) a (shared) definition of the problem based on the different contributions of the participants 2) the "whats" and "hows" to be addressed by the experimental project; and 3) the deliberation agenda (to be discussed in the remaining five meetings of the deliberation group) to contribute to design and implementation of an experimental project that will address this problem. This proposal, as well as the results of the group dynamics conducted at the meeting —on which the proposal is based— is included in *Working Document #3*. They are also included below.

**Definition of the problem, the whats and hows to be addressed by the experimental project should respond, and the agenda for deliberation** (defined on September 15, 2020, collected in Document #3)

***Problem definition: the work of the future***

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.

***Bases (what and how) on which the experimental project is focused:***

- 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 meaning they seek form 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 an wellbeing and the search for meaning.

**Agenda for deliberation: (problem dimensions)**

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.

## October 2020 - March 2021: discussion on the main lines of action and establishment of the basis for the experimental project

Following the proposed agenda of work phases of Cycle I established for the group, in the period from October to March, deliberations were held on the different central themes prioritised by the group. In addition, the basis for the experimental project, which would later be designed in the last phase of the first cycle of this deliberation group, was established during this period.

### 15.10.2020. Major trends: how digitisation influences the work of the future and how it can be included in the experimental project

The third meeting of the group, held on 15 October 2020, and described in Report #3, focused on one of the central themes identified as relevant to understanding and experimenting around the future of work: the major trends affecting it, in particular digitalisation. In addition, the work agenda developed based on the previous workshop was presented.

#### *Deliberation agenda and process documents*

The team from the Think Tank presented the *whys* and *hows* of the process and the deliberation agenda prepared based on the work carried out by the group in the previous meeting (and set out in the previous section of this document). In addition, the group was informed that the entire process would be systematised in working documents and reports, and that these would be available on the web, so that others could participate in what was being worked on

#### *How to address digitisation from the experimental project*

The framework for reflection was set by a guest expert who gave a presentation to provide context on the topic and offer his view of the influence of digitisation on the future of work. The group then carried out a dynamic exercise to define elements to be taken into account in the experimental project to ensure that the challenge of digitisation is properly addressed.

- *Framework for considering digitisation.* An external expert (Ginés Roca) gave a presentation offering his view of the impact of digitalisation on companies and business models; some keys for adapting companies to new models; the skills and competences required to cope with these changes (soft skills), and reflections on the work of the future, such as new forms of work and their implications.

- *Group dynamic: defining elements to be considered to incorporate digitisation into the experimental project.* The group, divided into subgroups, and then all together, conducted group reflections to answer the following questions: 1) How will digitalisation affect value-generating processes?; 2) How will digitalisation affect personal development and the search for meaning at work?; 3) How do these factors mutually influence one another?; 4) How can we integrate digitalisation into lifelong individual and social learning processes?; 5) 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?

### *After the meeting: considerations on digitisation for the experimental project*

The results of the group's reflection were later written up in *Working Document #4*. The table below summarises the ideas contained in the document:

Summary of considerations on digitisation for the experimental project (considerations are described in more detail in Document #4).
- Digitalisation will have a considerable impact on value chains in Gipuzkoa, redefining them, and generating new needs and changes in companies
- Digitisation requires new capabilities

- There will be "atomisation", professional development in multiple companies. The company will lose its central position as a context for people's professional development and people will seek short term value and personal development through work.
- Atomisation will occur differently among different groups of people. a) voluntary tendency of the individual, but involuntary tendency of the company; b) involuntary tendency on the part of the person, voluntary on the part of the company
- Importance of interpreting work in the context of a worker/society (and not only company/worker) binomial. Training as one of the ways of generating skills

## 19.11.2020. Learning from a practical example: characteristics that the experimental project should have

The fourth meeting of the group was held on 19 November 2020, this time online (due to the Covid-19 pandemic situation). As set out in Working Document #5, the work carried out thus far outlined a general framework that established that digitalisation and the green economy would be two of the major trends affecting the future of work, and that the need to connect the business competitiveness and workers' development would be one of the challenges facing Gipuzkoa if it is to maintain its manufacturing business. Based on the confluence of all these factors, there is a need to go from operating within a worker/company binomial to working within a worker/company/territory axis. Starting from this premise, on November 19, participants worked on concrete proposals for an experimental project that would allow them to move from reflection to action". Specifically, through an example, they discussed how the challenge can be addressed from the companies themselves. In addition, the group defined the characteristics that the experimental project should have in order to achieve this aim.

At the meeting, certain aspects of the working dynamics and the deliberation group were also shared.

### *Change of person in charge, new members, and changes in group dynamics*

The team in charge of the Think Tank reported on the change of the person in charge of this Think Tank group. A new person had been appointed as Deputy of Economic Promotion, and therefore, that person (already present at the meeting) would now be in charge of the group. They also informed participants that two new people had joined the deliberation group, both from the university.

### *Definition of characteristics of experimental project based on a practical approach to integrating competitiveness and personal development in the work of the future*

The group's deliberation focused on elements and characteristics of the project to bring together the dimensions of the individual, business competitiveness and society. The deliberation began with a contextualisation through the presentation of the path taken by the facilitator/researcher. This was followed by a presentation on a specific experience conducted by Mondragon Corporation on the work of the future. The deliberation ended with a group dynamic to define what elements the experimental project should include in order to link the personal, business and territorial dimensions of the challenge of the future of work.

- *Contextualisation of the deliberation in the process.* The facilitating researcher recalled that the process being followed combines deliberation and action, and gave some framework to the work so far (defining the "what" and "how", bringing together the development of people and competitiveness, and the different elements highlighted such as lifelong learning, atomisation and weakening sense of identity). She said that after working on conceptual



frameworks and trends in the process, a concrete example would be presented at today's meeting, to help bring the reflection into practice. She also recommended taking notes on topics that might be of interest to consider for the group dynamics afterwards.

- *Learning from an example: presentation of "A practical approach to integrating competitiveness and personal development in the work of the future".* An external guest (Iñigo Larrea) shared the reflections made in the Mondragón group to address the challenge of the future of work. He presented his experience in the Good Work Partnership initiative, which forms part of the Debagoiena 2030 initiative, sharing, among others, how they viewed this challenge, the four pillars that need to be addressed to achieve good work (business transformation, creating new jobs, employability/re-skilling, and accelerating transitions through the ecosystem), and how they planned to work on these areas.

- *Group dynamics to define and prioritise elements which can be included in the experimental project.* The participants, divided into subgroups (and without later sharing in the plenary — see above) performed a group dynamic to define: 1) Elements that are of interest to put into practice an experimental project in Gipuzkoa that will help improve the links between personal development, company competitiveness and society (including the role of public policies (performed individually first); 2) Elements prioritised by the group for the experimental project, which will cover development of people – company/society competitiveness (including the role of public policies (as a group)).

The deliberation carried out in this workshop was later used to establish the characteristics required by the experimental project (compiled in *Working Document #5*).

## After the meeting: characteristics for the viability of the project

After the meeting, following the criteria of the experimental projects performed within the Etorkizuna Eraikiz initiative, the steering team from the Provincial Government established the characteristics that the project should have in order to be viable (collaborative nature, international dimension, incorporation of the university, thematic area of interest of Etorkizuna Eraikiz). These were combined with input from the participants on necessary characteristics for the project, which were defined at the December meeting. Both were systematised in the *Working Document #5*, and are also included below:

### ***Characteristics (required for feasibility) of the project, combining the proposal from the Provincial Government and inputs from the focus group (extract from Document #5)***

The characteristics the department proposes are essential for the viability of the project as follows:

- a) The project must form part of the general framework of Etorkizuna Eraikiz. More specifically, it must be included in emerging dynamics in the field of transitions of the productive system towards a green and digital economy. Bearing in mind that there are transition strategies that are currently being defined, the Department's pilot project will be viewed as an open process and plans will be made for a first year of activity. If necessary, it will be reconfigured synergically with other Etorkizuna Eraikiz projects in the future.
- b) In line with the characteristics of Etorkizuna Eraikiz's experimental projects, the project will be oriented towards experimentation, i.e. learning by doing. To this end, at least one research team from one of the universities based in Gipuzkoa will be included in the process and a consortium will be created in order to develop the project in collaboration between the Provincial Government and other agents in the territory. The process should also have an international dimension, allowing it to learn from other experiences and share the lessons learned in other areas.

With these general characteristics, the following is a synthesis of the contributions of the deliberation group, as set out in Appendix 1.

- a) The project will specifically address the construction of a link between the political agenda and citizen engagement around the major transitions we are facing. To this end, the project's mission will be defined within the framework of a systemic territorial approach, which could generate a brand identifying Gipuzkoa as an employer. However, once this framework is established, the project will address concrete transitions in which the administration's role will be to orchestrate all the different threads.
- b) The project will include a process that will define the professional and skill profiles required in the future. It would be helpful to have a tool for measuring the threat of obsolescence facing any job.
- c) The project will structure the public-private collaboration between the provincial government, training centres and companies in order to come up with a shared diagnosis on how Gipuzkoa can best respond to the needs of the jobs defined. These relationships will be framed within a process of clarification of governance in Gipuzkoa and will combine business profitability with a commitment to the province.
- d) The central focus of the project will be people, explicitly taking into account low-skilled and high-skilled jobs. Workers will be viewed within the framework of the person/company/territory axis, which means viewing work as the central axis of our life and community development. It would be interesting to experiment with the idea of a "personalized learning account". This should help us understand how to develop processes for reskilling and repositioning people in society and the workplace. These processes should also include work-compatible processes and should not be oriented solely towards those who are exclusively dedicated to study.

17.12.2020. Understanding the role of governments in the work of the future (with a focus on the person at the centre) and defining the role of the Provincial Government in the experimental project

The fifth meeting was held on 17 December 2020. The contents are set out in *Report #5*. The focus of this meeting shifted to the role of governments in the challenge of the work of the future (with the focus on the theme of the person at the centre of the company), setting out the role that the Provincial Government should play in the experimental project.

*The role of governments: defining the role of the Provincial Government in the challenge of the work of the future*

The group reflected on the role of governments in the challenge of the work of the future, with a focus on the theme of the person at the centre of the company. For this purpose, an external guest gave a presentation to bring some context to the topic and contributed ideas for reflection. A group dynamic was then conducted to define the role of the Provincial Government in the challenge of the future of work in Gipuzkoa, specifically in the experimental project.

- *Framework for considering the work of the future and the role of governments, presentation by expert.* A guest expert (Charles Leadbeater) gave a presentation of the work of the future and the role of governments in meeting this challenge. He offered his reflections, highlighting the importance of the framework and the point of view that is established with a view to defining and addressing the challenge; and the difference between viewing the issue of work as a problem (to be solved) or an opportunity (to create new forms). He also shared his view on the role of governments, related to four elements which he considers to be of key importance and which he presented in the form of dichotomies: 1) learning from given solutions; 2) good working life —the holistic view— versus "employment"; 3) the importance of the meaning of work, beyond the conception of work as a generator of income; 4) the importance of generating good transitions to the jobs of the future versus job creation). He also gave his reflections on the situation created by the Covid-19 pandemic.



- *Group dynamics to define the role of the Provincial Government in the experimental project.* After the presentation, the group divided into subgroups and then in plenary session, conducted a reflection process in order to; 1) define elements of interest in defining the role of the Department of Economic Promotion, Tourism and the Rural Environment and Etorikizuna Eraikiz in the experimental project on the future of work in Gipuzkoa (carried out individually); 2) discuss, agree and prioritise elements to define the role of the Department in the experimental project (carried out in groups).

After the meeting: summary of the role of the Provincial Government in the experimental project

The results of the group reflection were written up in *Working Document #6*, which summarises the main contributions of the expert on the role of governments and systematises and categorises the roles of the Provincial Government that emerge from the participants' contributions. In short, these were:

**Roles of the Provincial Government to address the challenge of the work of the future** (*Taken from Document #6, in which each of the roles is developed in greater detail*)

- To lead, proposing missions and institutions for transition
- To agglutinate, coordinate, align, structure and represent the whole
- To heighten awareness
- To manage innovative projects
- To avoid inequality

This would require transforming ways of doing politics, working with different collectives, and taking into account different elements within the project (all detailed in Document #6)

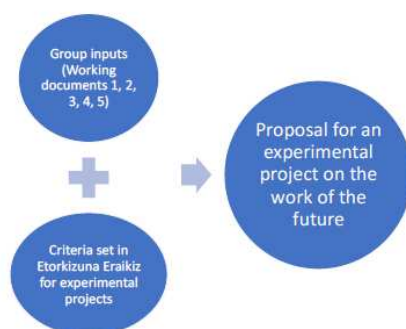
*Beginning of process to design the experimental project and change in agenda*

While the whole process of the focus group was oriented towards making contributions to the design and subsequent implementation of an experimental project to address the challenge of the work of the future, with the sessions oriented towards analysing the challenge and defining elements for the project, it was from December onwards that the steering team from the Provincial Government started to focus its work on design of the experimental project.

For this reason, the Think Tank team informed participants that one less meeting than originally scheduled would be held, in order to devote it to the design of the experimental project because "we will take a leap forward with the definition of the experimental project, and we'll need a few weeks to set the bases for this project" (excerpt from *Report #5*). In addition, the next meeting would focus on discussing those bases of the project that the Provincial Government team would define, taking into account the contributions from the group to date and the criteria established by Etorikizuna Eraikiz for experimental projects, as shown in the illustration presented at the meeting (see below).

### 3. Illustration. Process for defining the experimental project

Process for defining the experimental project



Source: Report #5

### January 2021 - April 2021. Definition and contrast/comparison of the experimental project and close of the first cycle

During the period from January to April 2021, work mainly focused on design and discussion of the experimental project to be launched after the end of the cycle, and the group's first year of deliberation was brought to a close.

From January to February, the team responsible for the Think Tank from the Provincial Government together with the facilitator/ researcher drew up a proposal for the bases for the experimental project i.e. the proposal for the focus of the experimental project and the next steps for defining the project, which were compiled in Working Document #10, to be discussed with the group at the following meeting. In addition to the above, this document also includes a summary of the main results of the deliberation process.

### 18.02.2021. Contrast and comparison of the bases and approach of the project: establishment of the project framework

The sixth meeting of the group, held on 18 February 2021, focused on establishing the final framework within which the experimental project would be addressed. Participants were also informed of a change in the leadership of the Think Tank group. The proceedings of the meeting are described in the *Report #6*.

### *Incorporation of new person to the steering team*

At the meeting, the group was informed that the Director of Strategic Projects at the Provincial Government's Department of Economic Promotion, Tourism and the Rural Environment would be joining the steering team and would also assume the role of meeting facilitator from then on.

### *Contrast and comparison of the bases and approach of the project: establishment of the project framework*

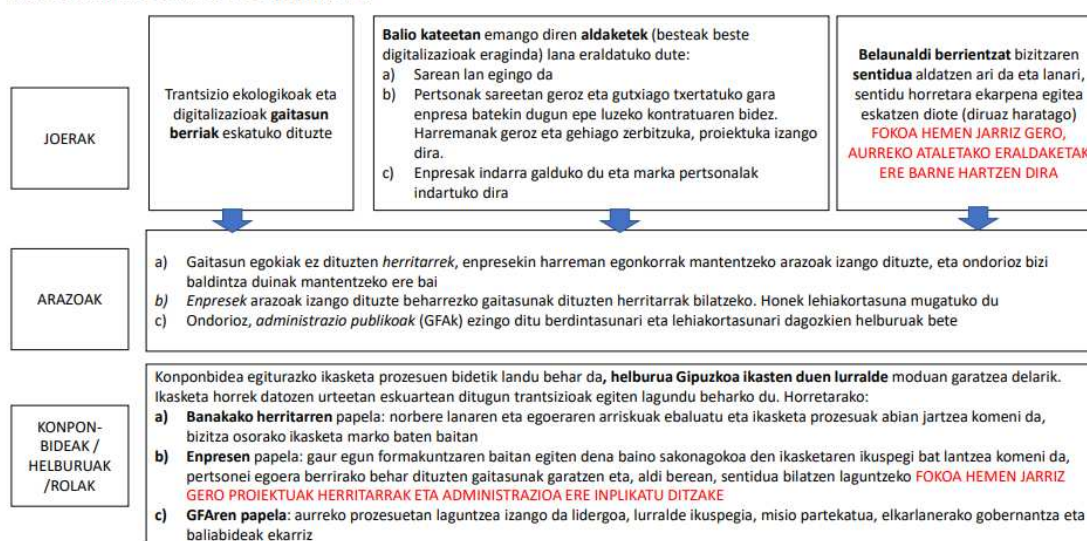
The group's deliberation focused on the rationale and approach of the experimental project. To this end, the steering team presented the proposal it had developed between December 2020 and January 2021, based on the work developed by the group to date (proposal contained in *Working Document #7. Proposal for the bases of an experimental project*). Afterwards, the group deliberated on the proposal presented, offering contributions to the final design of the project.

- *Proposed bases for the experimental project.* The head of the team from the Provincial Government presented the bases and framework for the experimental project, which they had

developed and compiled in the *Document #7*, making reference to the trends and elements that have been addressed in the focus group and that have been taken into account in developing these bases. These are summarised in Illustration 3 (included in *Document #7*). The Provincial Government's was to focus on the "meaning of work" dimension, due to its relevance in addressing the issue of the work of the future. This issue has not previously been addressed by the Provincial Government and therefore represents a challenge and "is more likely to go unmet if we don't push for it" (extract from *Report #6*). It was also stressed that the project should be defined following the Etorkizuna Eraikiz criteria (such as including the components of research, experimentation and internationalisation) and that it would be important to work on the scalability of the project, linking in with the existing socio-economic committees in the territory or other initiatives.

#### 4. Illustration. Summary of the deliberation process

##### ANEXO 1. SÍNTESIS DEL PROCESO DE DELIBERACIÓN



Source: Working Document #7

- *Group dynamics to discuss the bases of the project and contributions for its design.* The group, divided into subgroups, and later in plenary, carried out group reflections (compiled in individual and group templates) to assess the consistency of the project and make contributions to the design, answering the following questions: 1) Is the proposal consistent with the work done so far in the focus group? 2) What should the project look like? In general, the group considered that the proposed framework was consistent with the themes addressed and made contributions related to the focus of the project, timeline, participants in the process, international dimension, working methodology and the themes to be addressed (later written up in Working Document #8).

#### After the meeting: consensual framework of the project and summary of inputs

The group's contributions to the basic proposal were written up in *Working Document #8*. *Input from the focus group on the proposed terms of reference for a project.* These inputs would serve as the basis for preparation of a proposal to be submitted in May. After the meeting, the focus of the project was agreed and established, as shown in the table below (Extract from *Document #8*):

## Summary of framework of experimental project proposal (excerpt from Document #8)

It is proposed to focus the experimental project on the **search for meaning** at work. This perspective will inevitably take in major trends such as digitalisation and the quest for sustainability, their impact on value chains and the skills required. It also starts from a base that has been addressed less to date and is therefore more suitable for an experimental project. Throughout the discussion, the person/business/territory axis was mentioned frequently. In this case, the proposal is to **focus on the company**, on the grounds that the company will be a space in which to reach people and that it will have a direct impact on the objectives of the province. It is therefore proposed, to set up an experimental project that will enable development of processes/tools that companies can use to improve their understanding of how the search for meaning in employees' work affects their relationship with companies and, based on this understanding, **improve the processes for recruiting and developing individuals**.

### 18.03.2021. The learning company and territory: defining actors and mechanisms to promote the territorial dimension of the experimental project

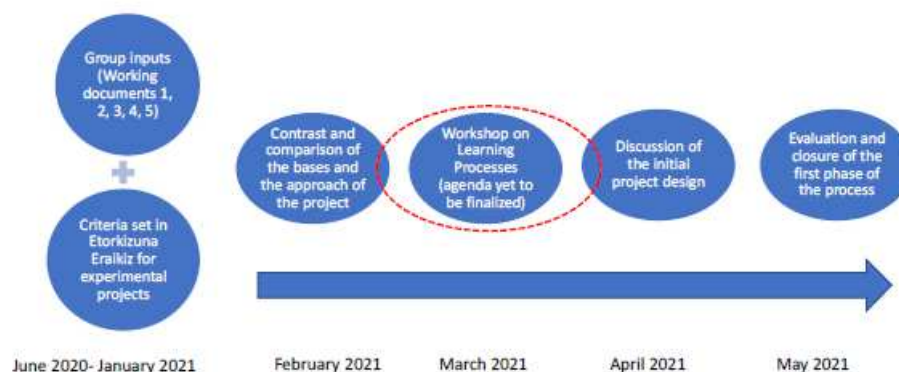
The seventh meeting of the group, held on 18 March 2021, jointly addressed the last two items on the agenda for deliberation: the learning company and the learning territory, which would serve to consider issues of project scalability. As announced at the December 2020 meeting, it was decided to dedicate the scheduled February meeting to discussing the framework of the experimental project. For the content of this meeting, see *Report #7*.

#### *Contributions on defining actors and mechanisms to maximise territorial learning*

The deliberation process started with the presentation of a framework for reflection on the link between competitiveness, territory and learning, and continued with a group reflection to determine the actors to be involved and mechanisms to be established in the experimental project, in order to enable more systemic thinking and contribute to learning in Gipuzkoa. Previously, the steering team put the meeting in context by giving a vision of the process, some conclusions of the previous session and the next steps in the deliberation process.

- *Contextualisation of the deliberation in the process.* The head of the Think Tank team reminded participants that the focus of the project had been established at the previous meeting, and highlighted three important contributions to the project proposal to be developed: "the approach to people as subjects from the perspective of the company, the suggestion that care should be taken not to focus solely on young people, as this might make it more difficult to get a general overview, and the suggestion that participants should be chosen who are representative of the business fabric and structure of Gipuzkoa (Extract from Report #8). The final project design would be presented at the next meeting of the group, and at this meeting the last two topics would be worked on and integrated into the design, as shown in illustration 4, presented at the meeting.

## 5. Illustration. Timetable for the deliberation process (18.03.2021) Timetable for the deliberation process



Source: Report #7

- *Framework for reflection: presentation on learning territories.* A guest expert (Pablo Costamagna) presented a framework for reflection on what a "learning territory" means and how the "learning company" fits into this framework". He offered his view of the subject, giving reflections on the importance of the territory for competitiveness and for business competitiveness and proposing the territory as a meso level, lying between the macro and the micro (the company). Thus, "Companies need to identify the territory as a learning space and the territory must see companies as making a contribution to territorial competitiveness"; he proposed that a learning territory is a territory in which (formal and informal) dialogues are established between the different spheres (politics, business, etc.), sectors, and organisations in the territory, and said that he believed the project to be developed should take these dialogues into account.

- *Group dynamics to define actors and mechanisms of dialogue in the experimental project.* Following the presentation, the group—in subgroups and then in plenary—performed a dynamic exercise on the two key concepts in the experimental project (learning territory and learning company), in order to take them into consideration in designing the scalability of the project. For this purpose, the participants answered the following question (individually and then in subgroups): "What actors, instruments or mechanisms should we take into account so that the territory can maximise the lessons it learns from the experimental project?".

The group gave their contributions on what actors should be included, and what mechanisms should be established in the project, including proposals on the characteristics of the necessary dialogue spaces, the general principles and frameworks that should govern them, and the methodologies that could be used (written up in *Working Document #9*); and more general reflections and proposals such as considering the territory as both an object and a subject, and ensuring that the project enjoys broad consensus, technical feasibility and financial support, as well as territorial involvement.

### After the meeting: proposal for actors and mechanisms for the experimental project

After the meeting, the team from the Provincial Government made a proposal based on the participants' contributions, which was written up in *Working Document #9*. This document includes the contributions of the participants at the meeting, and the Provincial Government's proposals based on those contributions. As stated in the document, the underlying idea is that "an experimental project that contributes to a learning Gipuzkoa has to be a project that



generates spaces for dialogue between the people who represent this diversity of organisations" (*Working Document #9*). The proposal for actors and mechanisms made by the Provincial Government, based on the participants' contributions is set out below.

**Proposal from the Provincial Government on actors and mechanisms** (*Extract from Working Document #9*)

**Actors**

In light of the contributions from the deliberation group, the Provincial Government's proposal is to define an experimental project in which a series of companies, the provincial government itself and a research team from the university system of Gipuzkoa will participate directly. This experimental project will be directly linked to a space for deliberation of Etorkizuna Eraikiz Think Tank in which, in addition to the above, the experimental project will be followed up by territorial stakeholder organisations to ensure its future scalability:

- o Universities based in Gipuzkoa
- o Vocational training
- o Local (*comarca*) development agencies / town councils
- o Adegí or the Chamber of Commerce of Gipuzkoa
- o Trade Unions

The experts involved in the deliberation process will include agents with international experience who can contribute knowledge about other experiences.

**Mechanisms**

In view of the contributions of the deliberation group, the provincial government's proposal is to consider both the experimental project and the deliberation space of the think tank as spaces for dialogue that allow ecosystems to be developed based on the spaces of governance that already exist in the sphere of the provincial government's public policies. To this end, it is planned to work in collaboration with the Territorial Development Laboratory and the Elkarrekin Lanean programme. Where possible, the experimental project will take the form of processes based on field experimentation methodologies, and deliberation in the think tank will maintain its approach to action research, which has important connections to the elements raised in terms of dialogue, search for agreements, link between general visions and concrete transformations, collaboration, integral and integrative vision, co-creation, science for policies, learning-by-doing and action orientation.

*New member of the group*

The meeting was informed that a new member had joined the deliberation group from the field of research, who would collaborate with the Provincial Government in the design and development of the experimental project.

*15.04.2020. Conclusion of the first cycle: Presentation and discussion of the experimental project and evaluation of the Think Tank*

The last meeting of the deliberation group's first cycle was devoted to a presentation of the project that had been designed as a result of the deliberation process (the objective set for this group).

*Before the meeting: design of the proposal of the Provincial Government's project*

The Department of Economic Promotion, Tourism and Rural Environment designed a project in collaboration with a research team from the University of Mondragón. Based on the contributions made by the group to date, a proposal for the project was made, which focused on addressing the meaning of work. The proposal is written up in *Working Document #10*, which includes the proposal for the experimental project, as well as the basis of the preparation process, and the way in which the sessions throughout this process contributed to the design of the experimental project. The project was presented in detail at the last meeting of the group's first deliberation cycle.



## *Presentation and discussion of the project proposal: objectives, phases, methodology and governance*

At the meeting, the researcher responsible for developing the project explained the details of the project (objectives, possible research questions and focuses, tools and methodology, proposal of the research focus, which may be found in Appendix A of *Report #9*). The people in charge of different Etorkizuna Eraikiz initiatives presented the governance of the project and the relationship of the experimental project with them, since the project will seek synergies and establish links to address the project from a systemic perspective, following the criteria of Etorkizuna Eraikiz. The participants then gave their evaluation of the process and the project, and had an opportunity to make suggestions.

See the summary of the proposal and the figure illustrating governance of the project below.

### **Experimental Project Objectives, Phases and Governance**

#### **Objectives and Phases (Extracts from Working Document #10)**

##### 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 Etorkizuna 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

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

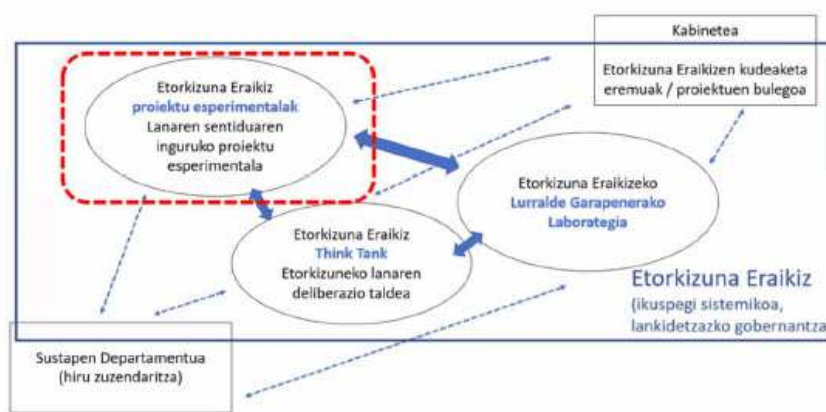
*Phase 2 (September 2022 - September 2023)*, upscaling with the tools developed. Following the bases established in the previous phase, the instruments developed will be transferred experimentally to other spaces of Etorkizuna Eraikiz. At the start of the project, it was decided that two projects in 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.

## Governance

The governance that has been designed for the experimental project reflects Etorkizuna Eraikiz's quest to work with a systemic vision. One of the central elements is that it is based on collaboration between the three directorates of the Department of Economic Promotion. As well as the collaboration between the three directorates, the proposed new governance includes coordination with the Territorial Development Laboratory. In addition, the Think Tank's Future Work deliberation group will learn from the experimentation and familiarise themselves with the working tools developed in it and will agree on the basis of the processes and governance for transferring the working tools to other companies in Gipuzkoa.

### 6. Illustration. Governance of the experimental project in the framework of Etorkizuna Eraikiz

Proiektu proposamena Etorkizuna Eraikizen markoan



Source: Report #8

### Evaluation of the Think Tank

To conclude the first cycle, the group gave their assessment of the activity, filling in a questionnaire to evaluate the first cycle of the Think Tank. Afterwards, they shared their assessment of the project (generally positive), particularly noting the learning experience and the fact that a concrete project had been designed in the process. This concluded the first phase, which would be followed by a new one.