

A person wearing a white lab coat over a blue shirt is working on a complex mechanical device. The device has various components, including a coiled metal spring, green wires, and a black handle. The person's hands are visible, with one hand holding the black handle and the other hand adjusting a part of the device. The background is blurred, showing a dark blue wall.

ETORKIZUNA
ERAIKIZ
think tank

WORK OF THE FUTURE
REPORT OF THE^{12th} MEETING

25/11/2021

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SPACE FOR DELIBERATION ON THE WORK OF THE FUTURE

21 October 2021, 5 – 7 pm

1. Programme

Timetable	Agenda	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 experimental projects on the meaning of work	Unai Elorza, Mondragon Unibertsitatea
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 attendees

- Jabier Larrañaga
- Unai Andueza
- Joseba Amondarain
- Unai Elorza
- Juan Ángel Balbás
- Anabel Yoldi
- Ismene Tapia
- Pili Alonso
- Ángel Martín
- Rikar Lamadrid
- Juani Lizaso
- Gorka Artola
- Ana Ugalde
- Lucia Amo
- Nerea Zamacola
- Xabier Iruretagoiena
- Laura Muñoz
- Aitor Txurruka
- Zigor Díez
- Marian Tapia
- Miren Larrea
- Mikel Gaztañaga

3. Welcome

The session was opened by the Deputy for Economic Promotion, Tourism and Rural Environment. “Good afternoon! Thank you all for joining us, and especially for coming here in this weather. So, thank you very much for your time and contributions. First of all, I would like to say that we are making progress. The process is moving ahead. Initially it looked like the process was very much up in the air. But, slowly but surely, we're moving ahead. We are making progress on the methodology or conceptual framework. But today we are going to talk about specific cases and projects. I'd like to share my concerns with you. My concern is about proper time management. The process will take us through to mid-2023. So, I think it's important that we're able to manage those timelines well and draw results or conclusions. We'll have to develop tools based on those conclusions. Those tools should support our companies. From now on, too, we will be learning from different experiences. Different companies will be telling us about their experience.”



Continuing his introduction, the Deputy for Economic Promotion, Tourism and Rural Environment said: “I think the process is going to be demanding. But the Provincial Government is very committed. So we will make every effort to ensure that the process goes smoothly. But it has to be a shared project. So we'll need a joint effort. And that's all I wanted to say. Once again, I want to say thank you to all of you for taking part. Thank you. Now, I'm going to hand over to the director of Strategic Projects.”

The Director of Strategic Projects thanked the Deputy for Economic Promotion, Tourism and Rural Environment. “First of all I would like to say a few words on the topic of language. You've all received a document and I'd like to put it in context. There is an element of experimentation to the Think Tank. And one of the things we want to experiment with is language. You'll find a table in the document you've been sent, showing which language is used in the different groups in this think tank — not just in the meetings, but also in the report and in the working documents. The Provincial Government has established certain criteria, intended to safeguard the use of the Basque language, and thus promote its use. However, we believe that language should never be a barrier to our communication. It is essential that we all feel at ease. So you should all feel free to express yourselves in whatever language you feel most comfortable with. I'd also like to remind you that we have some wonderful and very professional translators. We offer an interpretation service. So if anyone doesn't understand Basque, just request the translation service. To sum up, although we want to safeguard and promote the use of Basque, we believe that language should not be a barrier. So feel free to participate in the language of your choice. The interpretation service will ensure effective communication between everyone.

"All the information and the knowledge generated in this deliberation group will be available in three languages on the website. So, if anyone wants to read the reports or the working documents for these sessions, they can choose from any of three languages. That's what I wanted to say. Thank you very much and I'll hand you over now to the Orkestra facilitator.”

The Orkestra Facilitator then took the floor. “I'd like to remind you that in some of sessions we're going to work on the issue of experimentation in companies. On other occasions, however, we will be focusing on collaborative governance. However, at the beginning of the session, before we start with the presentations, we'd like to have a small space to share some of the feedback from previous sessions. The knowledge generated in the previous sessions is compiled in documents. And we'd like to share that with you. We'll share everything we've received from the previous session and any feedback from you. The working documents are posted on the website. You'll find the different contributions you've made there. Just at the moment, the person who is supposed to be uploading those documents is out on leave. However, when they get back, all the documents will be available on the website.

"The last working document includes your ideas on collaborative governance. In order to address the issue of the meaning of work, a new diagram of governance has been proposed. This is a development on the previous diagram. In the last session you talked about the work of building bridges, and someone mentioned the stakeholders who could perform that work — chambers of commerce, consultancy firms, vocational training centres, etc. We mentioned that we would be launching a series of experiments with the companies. In the previous session, someone commented that the work the universities can do for that experimentation phase is not enough. It is considered important to collect information on the process to be carried out. In short, we've created this new diagram based on your input. And we will continue to work on the diagram over the coming sessions.

“At the last session, we also discussed another idea: When it comes to the experimentation, limiting it to the business world may not be enough. You commented that the meaning of work starts to develop before people even begin working in companies, for example, at school. For this reason, you said that we need to start working on the meaning of work from an earlier stage. We therefore feel that universities and vocational training centres could play an important role. From January on, we will take another look at this diagram and work on it further. We'll then look at

everyone's individual roles, how much agreement there is on the diagram and other issues.”

The Director of Strategic Projects took the floor and thanked the Orkestra facilitator. “I would like to remind you all to use the microphones. For recording the session, it is essential that your microphones are turned on when you are talking. It is also essential for the interpreters. As regards the experiments in companies, it's worth mentioning that we've had our first meetings. We've started to take the first steps. We'll be discussing that in today's presentation. The presentation will be given by the researcher from Mondragon Unibertsitatea.”

4. Presentation of experimental projects on the meaning of work

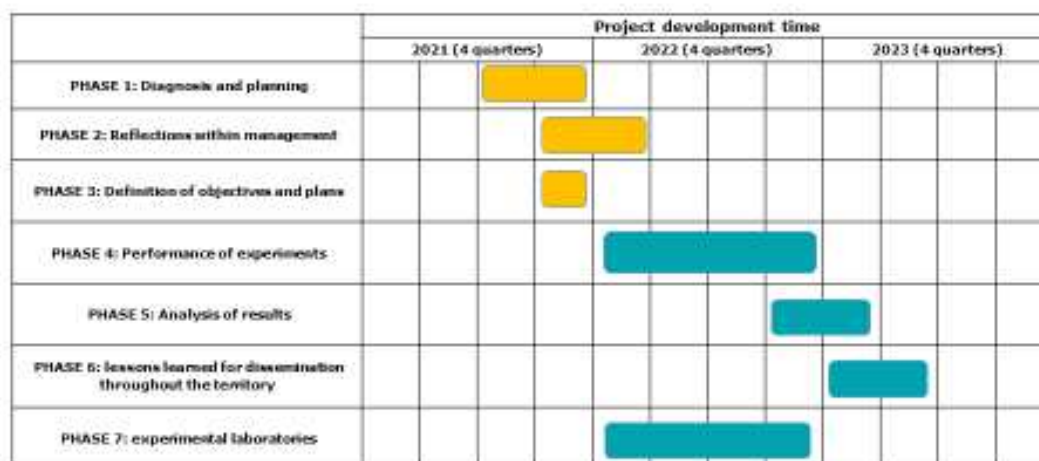
The researcher from Mondragon Unibertsitatea took the floor. “The purpose of this presentation is to set out some ideas on the experiments we're carrying out with a number of companies. Today's session may be useful for reflecting on the experiments we're going to carry out. The experiments will run all through 2022. So, we will start implementing the projects next year. So far, we've been thinking about the characteristics of these projects. However, we'll actually start implementing them next year. By the end of 2022 we should be in a position to start drawing conclusions from the experiments. But, for the moment, we're still at the planning stage. In today's presentation I want to tell you about the current status of these pilot projects.

“What point have we reached in the experimentation? We're deciding on the planning of the diagnosis. As we already mentioned, the experiments will take place in Phase 4. By the end of the summer we should be drawing conclusions. As regards the conceptual framework, the first presentation was made in the last session, when we shared some reflections. A report was also submitted. But we certainly need to work on it a lot more. We've also worked with companies. We saw three lines of work: Self-realisation; the line related to the Purpose and the one related to Others. We've been working on these

three lines, seeing how we go about putting what we discussed into practise in the experiments. First, I want to explain the paradox that lies behind meaningful work. This is based on the ideas of an English researcher named Bailey. In this paradox, the meaning of work is related to personal self-realisation and the development of capabilities. But it is also related to other people and to making a contribution to those other people. Each variable refers to different lines of work.

Planning over time

- Designing experiments



“We contacted a Finnish researcher and we have compared several issues with him. The ideas we've taken from three theoretical approaches all coincide when it comes to the proposed framework. One of them talks about what is called '*Self-determination theory*', as developed by Ryan and Deci. This theory takes into account autonomy, competitiveness and relationships. Another theory is called '*Four pathways for meaningful work*'. It addresses control and autonomy, competitiveness, identification and purpose. So, as well as the concepts addressed in the first theory, it also takes into account the purpose. The last theory is called '*For meaningful work*'. This theory addresses concepts of personal development (being oneself), development of capabilities, unity with others and service to others. The relationship between cause and

effect needs to be studied in depth. In other words, we have to identify which variables are causes and which are effects. To give an example: management makes a decision and certain initiatives are launched. These initiatives might, for example, include digitalisation, work preparation, implementation of lean manufacturing, training, or design and coordination of work. These initiatives will influence the variables I mentioned. And that will influence the meaningfulness of the work for the employee. So these initiatives will condition the meaning of work. They will also impact the employees' well-being and productivity, in short, their performance.

	Self-Determination Theory (SDT) Ryan and Deci (2000)	Four Pathways for Meaningful work Rosso et al. (2010)	Lips-Wiersema for meaningful work (Lips-Wiersema and Wright, 2012).
Self-oriented	Autonomy	Control/Autonomy (self-connection)	Developing and becoming self)
	Competence	Competence (individuation)	Developing / expressing capacities (Expressing full potential)
Others-oriented	Relationship	Social identification; belongingness (unification)	Unity to others
		Purpose (contribution)	Serving others

“The outline here should help you understand the phenomenon of the meaning of work. We have the conceptualisation. But how should we go about all this? What will the experimentation look like? We need to consider what the research should look like. We spoke to the Finnish researcher about this. He feels the research should be longitudinal. We will perform several measurements throughout the year. We need to how individuals evolve throughout the process. This should be done by means of a questionnaire. However, the investigation will continue throughout the process. We are going to send out two types of questionnaire. On the one hand, we will be sending out questionnaires to management and people in positions of responsibility. And on the other hand, we will send out questionnaires to the staff. The staff will be asked how they view the evolution of the meaningfulness of work. To sum up: changes in the meaningfulness of work will be measured by means of questionnaires. The research itself will be quantitative. However, a number of qualitative studies will be required, since much of the data collected will need to be interpreted.

“The design of the experiments is another very important area. I am talking here about the experiments that need to be worked out with the companies. There are three types of experiment. This has already been explained on another occasion. On the one hand, we have what is called a *'quasi-experiment'*, also known as natural experimentation. The variables are manipulated in the company's normal everyday business. The researcher does not manipulate the variables but monitors and analyses the results and any conclusions that arise from its normal activity. On the other hand, there is what is called controlled experimentation. This involves simulating and manipulation the situation to be examined in the laboratory, experimenting and analysing the output. It is a more controlled context. The work lies in the laboratory design. And finally, we have field experimentation. This means launching actions (influencing variables) and analysing the response in the everyday operation of the company. In this case the variables are manipulated by an expert.

“Different types of experiments will be conducted in each company. Different themes will be experimented on in specific areas. Here's a table (Appendices a; Slide 15) giving a better idea of these experiments. The natural experiments will be conducted at Fagor Industrial and Sutargi. The theme of digitalisation will be addressed at Fagor. The training processes at Sutargi. And the controlled experiments will be carried out at Fagor Industrial, in the Lean manufacturing area. Field experiments will be carried out at IZT, Zorrotz, Oribay and Lazpiur. The IZT experiment will be in programming (new staff, autonomy, purpose). At Zorrotz, we will work on autonomy, information and purpose. At Oribay, information, autonomy and capacities. And finally, in Lazpiur, the aim is to work on purpose. Now we're going to see each experiment individually. I'll explain each of the experiments in more detail.

“I'm going to start with the experiments at IZT. The aim of these experiments is for new recruits to take on the challenges/services of IZT and assume more responsibilities (to facilitate their own growth and that of the business). The research hypothesis is as follows: an awareness of responsibilities will allow the work to be more meaningful. Some possible lines of work have been identified: decision-making (autonomy); coordination of day-to-day operations and activities; capacity building; information

sharing (decision-making for empowerment); working on the purpose in order to increase the feeling that the work is helping others. The experiments will be conducted in the programming area. The expert will be MGE.

“In the case of Sutargi, the goal of the experiments will be: to determine the impact that the process of awareness/empowerment followed by staff has on the meaning of work. The research hypothesis is as follows: acquisition of certain skills and mastery of a profession makes work more meaningful. The group that will take part in the experiments is made up of people at risk of social exclusion. And the expert in these experiments will be Sutargi.

“Now, let's look at the experiments at Fagor Industrial. We'll start with the first set of experiments. As I said, two experimentation processes will be carried out at Fagor Industrial. The aim of this first experiment is to analyse the impact of digitalisation on the meaning of work (in the Ovens and Cleaning divisions). The research hypothesis is as follows: the digitalisation process designed by Fagor Industrial will have a positive impact on the meaning of work. We will work on the digital area. The experiment will be conducted with staff from the Ovens and Cleaning divisions. The experts participating in the experiment are LKS and Fagor Industrial. Now let's look at the second experiment. The aim of this second experiment is to analyse the impact of the new Takt-time Lean manufacturing system on people's work. The research hypothesis is as follows: A Takt-time Lean manufacturing system will have a negative impact on the meaningfulness of work among staff. The group participating in these experiments will be staff from the Ovens division. Finally, the experts who will participate in the process are DOLP and MOEP.

“Now let's outline the experiment to be conducted at Lazpiur. The aim of this experiment will be to work on the purpose. The idea will be to analyse the effect that developing a sense of purpose has on the organisation and on the meaningfulness of work. The research hypothesis is that developing a sense of purpose with staff will have a positive influence on the meaningfulness of work. The experiments will be conducted throughout the whole Lazpiur enterprise. In other words, it will not be limited to any

one division or group of employees. The expert conducting this experiment will be MGEP.

“As I was saying, an experiment will also be conducted in Zorrotz. The purpose of this experiment will be to work on the briefing and coordination meetings in the special tools section and to analyse the effect it has on the meaningfulness of work. The research hypothesis is as follows: the dynamics of information and coordination will enable development of meaningful work. Several lines of work are planned in this experiment: 1) Decision making (autonomy); in day-to-day operations, coordination of activities in operations. 2) Information sharing (decision making for empowerment). 3) Working on the purpose, to increase the feeling that working helps others. This experiment will be conducted with various staff from Zorrotz, and in this case we will be the experts.

“Finally, I am going to explain the experiment at Oribay. The aim of the experiment at Oribay is to develop a High Involvement Work System (HIWS) in the Powder Metallurgy (PM) area. The research hypothesis is as follows: implementation of an HIWS system favours meaningfulness of work. It reduces supervision-based coordination and promotes a form of mutual adaptive coordination. The possible lines of work envisaged are information, autonomy, training, participation and supportive leadership. The experiment will be conducted in the PM area and the expert leading the experiment will be MGEP.

“Summing up, we will be conducting different experiments in the companies I mentioned. Some of the experiments will address the area of digitalisation. Others will work on purpose. The different projects will address different areas. The aim is to extract information of interest from these experiments. In addition, information will be extracted from different experiments. It should therefore be useful for getting an overall picture.”

The researcher from Mondragon Unibertsitatea said he wanted to end his presentation by commenting on the next steps to be taken. “On the one hand, there are the steps to be taken with the companies. These are as follows: baseline measurement (first data collection); promotion of basic reflections among management; clarification of

methodologies/actions for developing a sense of purpose in the company; and, finally, implementation of the work to be carried out as experts. Then there are steps to be taken by the university, which are as follows: to collate the different experiments conducted so far at an academic level; to determine the current situation and to create experiments in the classroom (and/or in the laboratory) that help develop the meaning of work.

"That concludes my presentation. I will now hand over to the Director of Strategic Projects. Thank you."



The Director of Strategic Projects took the floor. "I would like to thank the Mondragon Unibertsitatea researcher for his presentation. Now we are going to get into groups. But first I would like to explain a few ideas. We often get too caught up in the day-to-day and lose perspective of the process. So I am going to explain what this process should be useful for, so that we don't lose that overview of the process." He said that in this process we associate meaningful work with competitiveness. "We established that the

meaning of work directly affects competitiveness. So in this process we have sought to link the meaningfulness of work with the competitiveness of our companies. At the same time, this process also has to be linked to experimentation. Indeed, one of the goals of this process is to launch public programmes after we have deliberated on an issue. In other words, the think tank is not just a deliberation group. In this deliberation group, we are going to carry out different experiments and then we decide how to implement them in other places.

“You are now going to get into groups. You will have to answer the following questions: 1) Are there any experiments missing? 2) Is there any variable affecting the meaningfulness of work that has not been included? Are there any other variables that need to be analysed and have not been covered? 3) What recommendations/responsibilities/issues should be considered to ensure the success of the experiments? Once these questions have been answered, each group will choose a spokesperson. Each spokesperson will present the most interesting ideas discussed in the group. Thank you and we will come back to the full session in 45 minutes.”

5. Group dynamic

The Director of Strategic Projects took the floor. “You have all had 45 minutes to answer to the questions we posed. I will now hand over to the spokespersons chosen by each group. The spokespersons should raise the most important ideas that have emerged in the group.”

First group:

The spokesperson for the first group was ECO33. “We should point out, first of all, that we were very pleased with the analysis made during the session. We haven't found anything that we felt was missing. For us, the question arises as to how changes that are beneficial for production will affect the workforce. Will these changes be beneficial for staff? Where and how will they be affected? In terms of their working hours? In terms

of their conditions? Another idea that arose in the group is that everyone is different. In other words, as individuals, we are all different. Therefore, the question that arises is how the objective data will be extracted.”

Second group:

The spokesperson for the second group was ECO18. “We, too, have had a fairly in-depth discussion. In answer to the first question, what we felt was missing was the point of view of the staff. We think the management's view is clear. But we have not seen the staff's perspective reflected. We don't know whether or not that perspective has been looked at in the process, but we haven't seen it. And at the same time, we would have liked to see more diversity among employees. All the personnel seem to come from the field of manufacturing. Perhaps it might be of interest to include other types of personnel in the project. For example, sales staff, admin staff or customer service staff. So we felt there was a lack of diversity.”

ECO18 said "we do not have a clear idea of the variables that affect people. They have probably been taken into account. But we don't have a clear picture of it — i.e. salaries, working times, etc. On the other hand, we think that the "future" variable should be taken into account. What future does this work offer employees? We feel this is a very important variable. The group also made some other recommendations. We believe that staff should be classified into subgroups: by age, professional profile, gender, etc. And, as we said, we think the research should extend beyond just the staff working in production. Also, people change. People's motivations vary over time. The group also mentioned the way in which all this influences competitiveness. This experimentation is based on the hypothesis that the meaning of work influences competitiveness. But is it possible to prove that? Is it possible to measure that? We'd like to see an analysis of this issue.”

Third group:

The spokesperson for the third group was ECO20. "In answer to the first question, in our group the topic of relationships came up. There has been talk of a sense of purpose and autonomy. But the topic of relationships has not arisen. And we think it's an interesting issue. On the other hand, although digitalisation is included, the issue of automation has not been mentioned. That is to say, how automation can influence the meaning of work. So, it would be interesting to analyse the effects of automation on personnel. The salary issue was also raised. If one person has a better salary than another, how does that influence the meaningfulness of their work? So, we think there are some variables that have not been taken into account. In terms of recommendations, after giving it some reflection, we think that management involvement will be of key importance. We believe that the key issues will be the degree of involvement of the company's management in the process, whether or not it has initiatives, and the position it adopts. Finally, we mentioned the importance of the role companies can play in accompanying the process. The experts should do a follow-up exercise with the companies. We think that is important."

Fourth group:

The spokesperson for the fourth group was ECO27. "Many employees, after a hard day's work, are also involved in other initiatives: cultural initiatives, non-governmental organisations, etc. Many people work as volunteers. In other words, many people work in unsalaried areas. Why is that? We believe this is worth looking at. Many people work without receiving a salary. It would be interesting to bring a group of this type into this process, a group operating in the cultural field or an NGO. I don't know whether that would be possible or not. But it would be interesting."

ECO27 said that "trust is very important. We also considered the work curve, in other words the sort of expectations, development, etc. you might have in your work. We also mentioned the sense of feeling part of the company. In other words, identification with the company, a feeling of belonging, etc. The issue of employee turnover was also

raised. The study should look at the degree of employee turnover in the company under analysis. We think this is also important. And in answer to the last question, we think it is important to take people into account. In other words, while it is unquestionably important to include management, the staff should also be integrated into the process. Because feeling you're playing a role in the process is also very important. And finally, we believe that the meaning of work should be extended to education. I think this idea has come up before. Because we the meaning of work is developed before we enter the labour market.

Fifth group:

The spokesperson for the fifth group was ECO21. "Within change management, we felt there were some steps missing. We emphasised trust. Trust will be essential in developing the process. On the other hand, leadership and facilitation are needed for transformation. We believe that we need to look for contexts and spaces of trust. So, we would stress the importance of facilitation and the facilitator. In answer to the last question, leadership should be encouraged from the very beginning of the project. That leadership must be shared. This is a common project, and therefore, success should also be shared. The process will be a strategic journey. In addition, we believe that there is a relationship between education and the meaning of work. And we are referring to education from an early stage, not just from the vocational education phase on. Companies will need to look to education to recruit and retain talent."

Sixth group:

The spokesperson for the sixth group was ECO28. "Our group felt that there were a number of variables missing. For example, changes in personnel, among others, in management, and how that can influence the meaning of work. Many of these people are reference points. If these people move from one company to another, it can affect the employees. On another issue, how does the company's name or brand influence the meaning of the work? Branding is very important when it comes to selling. But not only in that area. If you want to attract talent, for example, branding is very important. So,

we think that it is important to take the brand into account. And finally, one recommendation: the fact that the process is presented as a 'study' could be dangerous. For that reason, we think that accompaniment will be very important in this process. Approachability and help will be needed.”

6. End of session

The Director of Strategic Projects took the floor and thanked all the participants for coming. “Thanks to all the spokespersons. Before handing over to the deputy, I would like to say a few words. On the one hand, I would like to remind you to fill in the evaluation forms. The evaluations are very important for us. So please take care over filling them out. I would also like to remind you that the next session will be in 2022. There will be no sessions in December. The next session will focus on governance. All of your from business will be very welcome. But, just so that you know, we will be discussing governance. Have a great New Year and thank you all.”

The Deputy for Economic Promotion, Tourism and Rural Environment took the floor. “Briefly, I would like to thank you all for taking part in this session. We are gradually getting a bit better. Today we finished the session at six o'clock. So without further ado, thank you very much. All the best and we'll see you next time.”

7. Appendices

- a. Presentation used during the session

Meaning of Work

Design of experiments to be developed in companies

2021/11/25

Contents

- Etorkizuna Eraikiz objectives for 2022 and the role of the think tank
- Use of language
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- Conceptual Framework
- Type of research
- Design of experiments with companies
- Next steps
- References
- Group Dynamic
- Close

Etorkizuna Eraikiz objectives for 2022: the role of the think tank



Etorkizuna Eraikiz objectives for 2022:
the role of the think tank

Use of language



Where are we?

In experimentation with companies

Planning over time

- Designing experiments

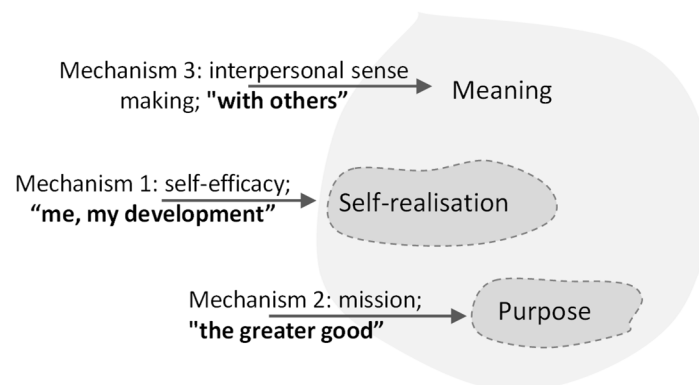
	Project development time											
	2021 (4 quarters)				2022 (4 quarters)				2023 (4 quarters)			
PHASE 1: Diagnosis and planning												
PHASE 2: Reflections within management												
PHASE 3: Definition of objectives and plans												
PHASE 4: Performance of experiments												
PHASE 5: Analysis of results												
PHASE 6: lessons learned for dissemination throughout the territory												
PHASE 7: experimental laboratories												

Conceptual Framework

In experimentation with companies

Conceptual Framework

- At the September meeting, "three approaches" were presented (Martela and Pessi, 2018; Rosso et al., 2010):



With more specifics...

- The paradox of meaningful work (Bailey et al., 2019): meaning is linked to personal "self-realisation" and "development of capabilities", but also to "other people" and to making "a contribution" to other people.
- Three different theoretical frameworks coincide (SDT, Rosso and Lips-Wiersema) ..., highlighting four main dimensions (autonomy, capability, relations and purpose).

	Self-Determination Theory (SDT) Ryan and Deci (2000)	Four Pathways for Meaningful work Rosso et al. (2010)	Lips-Wiersema for meaningful work (Lips-Wiersema and Wright, 2012).
Self-oriented	Autonomy	Control/Autonomy (self-connection)	Developing and becoming self)
	Competence	Competence (individuation)	Developing / expressing capacities (Expressing full potential)
Others-oriented	Relationship	Social identification; belongingness (unification)	Unity to others
		Purpose (contribution)	Serving others

With more specifics...

- Summary of the conceptual framework:
 - Decisions and/or initiatives adopted in the institution (e.g. training, digitalisation, work design, lean manufacturing, etc.)...
 - ... affecting the four main dimensions detected by personnel (in autonomy, competence, relationships and purpose) ...
 - ... conditioning the meaning of the work.

At an organisational level

For example:

- 1) Implementation of Lean Manufacturing.
- 2) Training.
- 3) Digitalisation.
- 4) Design of the work.
- 5) Coordination of the work.
- 6) Etc.

- Initiatives are carried out
- Activities are organised
- Things happen ...

- Autonomy
- Competence
- Relationship
- Purpose

Meaning of Work

- Wellbeing: cognitive, emotional, relational.
- Prosocial behaviours.

Job performance

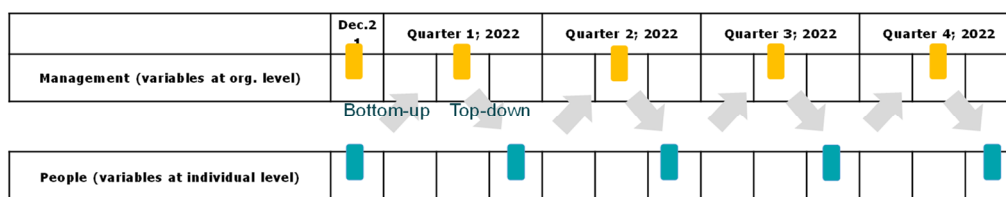
At an individual level

Type of research

Longitudinal approach

Type of research

- Following the proposal of Martela et al. (2021), a longitudinal analysis will be performed.
- It will combine information from two sources: (I) the initiatives taken in the context (organisational variables) and (II) the perception of personnel (in the four dimensions), including the meaning of work (at an individual level).
- Quantitative data collection; proposed plan:



- Qualitative data collection: according to needs (to understand the data collected).

Design of experiments

Agreed with companies

Different types of experiment

- Three types of experiment:
- The "quasi-experiment" (natural experimentation).
 - The variables are manipulated in the company's normal everyday business.
 - The researcher does not manipulate the variables but monitors and analyses the results and conclusions that arise in normal activity.
- Controlled experiment.
 - Simulate and manipulate the situation to be experimented on in a laboratory and analyse the response. This is a more controlled context.
 - The laboratory design is developed.
- Field experimentation.
 - Implement actions (influence variables) in the everyday reality of the company, and analyse the response.
 - The variables are manipulated by an expert.

Overview of experiments

- Different types of experiments will be conducted in each company.
Experimenting on different issues in specific areas.

	Natural experiment	Controlled experiment	Field experiment
IZT			In programming (new staff; autonomy, purpose)
Fagor Industrial	Ovens and Cleaning (Digitalisation)	Ovens (lean Takt-time manufacturing)	
Zorrotz			Blades and Guides (autonomy, information, purpose)
Sutargi	Landuz and Paifil (Training Processes)		
Oribay			Powder Metallurgy (autonomy, information, training)
Lazpiur			Whole organisation (purpose)

Experimentation at IZT

- Objective:
 - For new recruits to take on the challenges/services of IZT and assume more responsibilities (to facilitate their growth and that of the business).
- Research hypothesis:
 - Assuming responsibilities will make the work more meaningful.
- Possible lines of work (Mechanism 1: "Me, my development" and Mechanism 2: "for the greater good").
 - Decision making (autonomy); coordination of activities in day-to-day operations.
 - Development of skills.
 - Information sharing (empowering decision making).
 - Working on the sense of purpose to increase the feeling that the work is helping others.
- Group: programming
- Specialist: MGEP.

Experimentation at Sutargi

- 1 Objective:
 - To determine the impact of the individual's awareness/empowerment process on their sense of meaningful work.
- Research hypothesis:
 - The acquisition of certain skills and the mastery of a profession improves the meaningfulness of work.
- Line of work:
 - Capacity building at Sutargin.
- Group: people at risk of social exclusion.
- Ex-specialist: Sutargi

Experimentation at Fagor Industrial

- | | |
|---|--|
| <ul style="list-style-type: none"> • 1 Objective: <ul style="list-style-type: none"> • Analyse the influence of digitalisation on the meaning of work (Ovens and Cleaning). • Research hypothesis: <ul style="list-style-type: none"> • The digitalisation process designed by Fagor Industrial will have a positive impact on the meaning of work. • Line of work: <ul style="list-style-type: none"> • Digitalisation process. • Group: Staff from the Ovens and Cleaning divisions. • Specialist: LKS + Fagor Industrial. | <ul style="list-style-type: none"> • 2 Objective: <ul style="list-style-type: none"> • Analysis of the influence of the new Takt-time lean manufacturing system on people's work • Research hypothesis: <ul style="list-style-type: none"> • A lean manufacturing system using Takt-time will negatively influence people's meaning of work. • Line of work: <ul style="list-style-type: none"> • Lean manufacturing system using Takt-time. • Group: Staff from the Ovens division. • Specialist: DOLP + MOEP. |
|---|--|

Experimentation at Lazpiur

- 1 Objective:
 - Analysis of the influence of developing a sense of purpose on the organisation and on the meaning of work.
- Research hypothesis:
 - Developing a sense of purpose will, together with the staff, have a positive impact on the meaning of work.
- Line of work:
 - Purposeful companies and leadership.
- Group: entire organisation.
- Specialist: MGEP.

Experimentation at Zorrotz

- Objective:
 - To hold information and coordination meetings in the special tooling section and study their impact on the meaning of work.
- Research hypothesis:
 - The dynamics of information and coordination will enable development of meaningful work.
- Possible lines of work (Mechanism 1: "Me, my development" and Mechanism 2: "for the greater good").
 - Decision making (autonomy); coordination of activities in everyday operations.
 - Information sharing (to empower decision making).
 - Working on the sense of purpose to increase the feeling that the work is helping others.
- Group: Special tooling for machine tools
- Specialist: MGEP.

Experimentation at Oribay

- Objective:
 - Development of a High Involvement Work System (HIWS) in the Powder Metallurgy area.
- Research hypothesis:
 - Implementation of an HIW system make work meaningful in that it reduces supervision-based coordination, promoting an adaptive form of coordination.
- Possible lines of work (Mechanism 1: "Me, my development" and Mechanism 2: "for the greater good").
 - Information, autonomy, training, participation and supportive leadership.
- Group: in the Powder Metallurgy area
- Specialist: MGEP.

Next steps

Pending

Next steps

- With companies:
 - Baseline measurement (initial data collection).
 - Promote basic reflections among management.
 - Clarify methodologies/actions for developing the company's purpose.
 - Implementation of work as experts.
- At the university:
 - Collate the different experiments conducted at an academic level to date, in order to determine the current situation.
 - Create experiments that help develop the meaning of work in the classroom (and/or laboratory).

References

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Group Dynamic

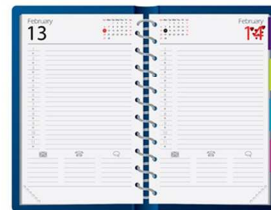
Group Dynamic

- We will gather in small groups to answer the following questions:
- 1) Are there any experiments missing?
- 2) Are there any other variables missing that affect the meaning of the work?
Are there any unanticipated variables to be analysed?
- 3) What recommendations/responsibilities/issues should be considered to ensure the success of the experiments?
- Group Dynamic
 - 30 minutes for reflection in each group
 - 3 minutes for each spokesperson to summarise their group's reflections

Evaluation and next session



Please fill out the evaluation form. It is of great help to us in preparing subsequent sessions.



The next session will be on **27 January**; we will send you the agenda and materials in advance

b. Working Document No. 14

THINK TANK

Deliberation process on the Work of the Future: Working Document No. 14

THE MEANING OF WORK: EXPERIMENTS IN COMPANIES

(25 November 2021)

Introduction

In September 2021, a session on the Meaning of Work was held in the deliberation group. That meeting was attended for the first time by the companies that will be participating in the experimentation phase (IZT, Fagor Industrial, Sutargi, Zorrotz, Lazpiur and Oribay). Because they were new to the deliberation group, the September session focused on the conceptualisation of the Meaning of Work. The sessions addressed the meaning of work and the different lines of work that may exist within it. This September meeting was still concerned with conceptual aspects. This November session will try to set out the experiments to be carried out in each company. In other words, it will seek to move from a conceptual level to specific experimentation. The session will be used to gather inputs and/or recommendations from the deliberation group.

Experiments on the Meaning of Work

More details on the experiments presented in each company are included in the session report. Nevertheless, there were some noteworthy findings, in particular:

- 1) Where we are. The deliberation group was reminded of the current stage of the experimentation projects, specifically in the process of definition; detailing what areas the experiments will address in each company, how this will be done, and what knowledge will be generated. This is what will be presented at this session.
- 2) Developments in the conceptual framework since September. The conceptual framework presented in September was still quite general. At this November meeting, a brief space was given over to presenting the conceptual framework in greater detail. In general, four key variables were identified: autonomy, competence, relationship with others and purpose. If a person can see these issues in their work, it will make their work more meaningful and thus increase their well-being and motivation. This explanation helped when it came to presenting the experimentation to be carried out in each company.

- 3) Experimentation at IZT: will be limited to the programming area. In the case of new staff, the aim is to increase the meaningfulness of work. To this end, over 2022 a sense of autonomy and purpose will be developed. Trends in the sense of meaningfulness of work among these new recruits will be monitored over time.
- 4) Fagor Industrial: two experiments will be carried out. The first is to analyse the impact that the digitalisation process can have on how meaningful the work is for personnel. This experiment will be carried out in the Ovens and Cleaning divisions. In the second experiment, we will examine the impact of implementing the Takt-time lean manufacturing system on individual's sense of the meaning of work. This second experiment will be carried out in the Ovens division.
- 5) Zorrotz: autonomy, information and purpose will be addressed in two areas (in the Blade and Guide divisions). Evolution in the meaning of work will be measured through the development of these variables.
- 6) Sutargi: In this case, the experiments will focus on the impact generated by the processes of staff training on the meaningfulness of work. The experiments will be carried out with people who are being trained in the Landuz and Paifil programs.
- 7) Oribay: the experimentation will take place in the Powder Metallurgy area. It will analyse the impact on the meaning of work of implementing an HIW system. This type of system develops information, autonomy and capacity.
- 8) Lazpiur: in this case, the issue to be addressed will be the purpose. The experiments will analyse the impact that developing a sense of purpose has on the meaningfulness of work.

Following the presentation, the deliberation group was asked whether they felt any types of experiments were lacking or whether there were any variables that had not been addressed. The following topics emerged from the group's reflections.

- 1) Each person will have different responses to the development of these variables ... and experimentation should take this into account. There may be different responses depending on demographic variables (gender, age, etc.) and this should also be taken into account.
- 2) The need to ensure that the staff's perspective is included in the experiments. These are very production-oriented experimentations and perhaps other areas are missing.
- 3) There is no analysis of the impact automation can have on the meaning of work. Other variables such as changes in leadership and the influence of the company name (brand) are also lacking.
- 4) It is important to engage management in order to do the experiments properly, but the staff's responses should also be analysed. The experiments should be carried out in an environment of trust.

Summing up, in this November working session, the deliberation group reflected on the experiments to be carried out. This is an initial reflection. The issue will need to be addressed further during execution of the experiments throughout 2022.

c. Session programme

THINK TANK

DELIBERATION GROUP ON THE WORK OF THE FUTURE

IN-PERSON SESSION (GUNE), 25 November 2021, 4:00 pm

MAIN THEME OF THE SESSION

The previous session discussed collaborative governance; The main topic of discussion was how to develop a new form of governance in a potential future programme. This next session will address meaningfulness in work. Specifically, the experiments to be carried out in the participating companies will be presented and discussed.

AGENDA FOR THE SESSION

- Introduction
- Presentation of the experiments to be carried out in companies
- Discussion and proposals for improvement in experiments
- Close