



ETORKIZUNA
ERAIKIZ
think tank

WORK OF THE FUTURE
REPORT OF THE 5th MEETING

17/12/2020

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SPACE FOR DELIBERATION ON THE WORK OF THE FUTURE

Online, December 17, 2020, 5–7 pm

1. Programme

Timetable	Theme	Presenter/Driver
5 pm - 5.15 pm	Welcome and general framework of the process	Jabier Larrañaga. Provincial Councillor (<i>Diputado</i>) for Economic Promotion, Tourism and the Rural Environment Miren Larrea. Researcher from Orkestra — Basque Competitiveness Institute
5:15–5:55 pm	The individual at the heart of the company: “What is good work? Three things governments should and should not do”	Charles Leadbeater. Advisor and author of numerous books on innovation strategies
5.55 - 6.55 pm	Group dynamic to integrate the lessons learned from this practical approach into the experimental project on the work of the future	Miren Larrea
6.55 - 7.00 pm	Close of session and presentation of the next steps	Jabier Larrañaga

2. In attendance

- Jabier Larrañaga
- Amaia Legorburu
- Anabel Yoldi
- Gorka Zubillaga
- Ander Arzelus
- Isabel Busto
- Eva Cuenca
- Iker Estensoro
- Jon Gurrutxaga
- Andoni Isasti
- Gorka Artola
- Nerea Urcola
- Sebas Zurutuza
- Joseba Amondarain
- Iñigo Larrea
- Adrian Merino
- Ana Ugalde
- Nerea Zamacola
- Aitor Galdós
- Miren Larrea
- Ainhoa Arrona

3. Welcome

The Deputy for Economic Promotion, Tourism and Rural Environment, Jabier Larrañaga, opened the session, thanking “everyone for their participation” and saying “I have no doubt that it will be just as productive as previous ones”.

He then gave the floor to the Orkestra Researcher to set out the day’s agenda and the next steps and to introduce their expert speaker, Charles Leadbeater.



4. Notes on methodology and dynamic.

The Orkestra researcher reminded them that “today’s session is part of a process. What we are doing now is combining reflection and action”; the aim is to continue the reflections they have made so far and move on to action within an experimental project.

She said she wanted to show them the timeline so that they all knew what steps have been taken and what is happening in the process. She showed a [slide](#) of the process and said, “We will do some sessions with experts, to reflect, and the result will be an experimental project”. In the presentation, she said, you can see “the schedule and the

[agenda](#) that we defined together”. In today’s session, she explained, they would be dealing with the theme of placing the person at the centre of the company. She said they had suggested to Charles Leadbeater that he could “take this theme, but also talk a little about the role of governments. So far we have worked on a vision of the company, of the person... and in developing the project further, this theme will also be important”.

She told them that the next session would be held in February, “because we’re doing well for time”, and now “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”. As a result, on this occasion, there will be more time between sessions.

She said, “we will present the dynamics afterwards, before the presentation, so that you can take the question into account before listening to the speaker”. And she added that “in the coming weeks we will gradually bring together all the group’s contributions, as compiled in the working documents (...) and the criteria set out in Etorkizuna Eraikiz for experimental projects” and in February they will come forward with a proposal.

The Orkestra researcher went on to outline the working dynamic for the session, saying; “You have all received the [templates](#). There is one for the individual answers” which is important because “if [this template is not handed in], a lot of ideas tend to get lost”. Before hearing from the speaker, she said, she wanted to give them the question for reflection: “What are the relevant items for defining the role of the Provincial Government of Gipuzkoa in the experimental project on the future of work”. She explained that “in some of your reflections you have commented that this type of problem cannot be solved within the company/person binomial; (...) there are going to



be new roles for society, and in this regard you mentioned the public administration on several occasions, but we had not reflected on this”.

She added that there will be a group dynamic and asked for the templates with the reflections to be sent in by mail later. She took the opportunity to tell them that from now on, INV02 will also be participating on Orkestra’s behalf. She will be in charge of collecting the individual and group exercises, and she therefore asked them to send the results of today’s exercise to her.

The Orkestra researcher then asked if anyone had any queries about the dynamics, but there were no questions. ECO5 said that she would have to leave the meeting after the presentation.

5. Talk by Charles Leadbeater

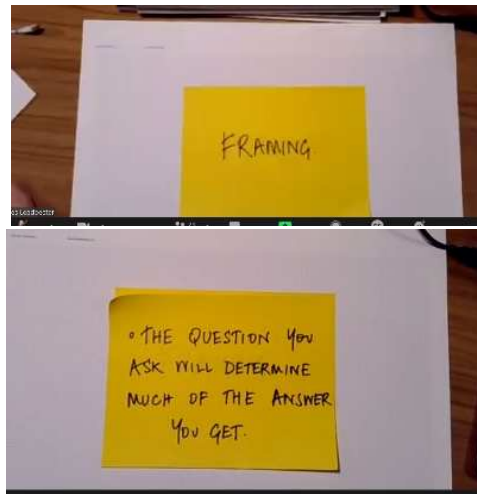
Jabier Larrañaga took the floor again to introduce the expert speaker for the session, Charles Leadbeater. He said that he was as “an authority in the field of innovation and creativity” and had written several books, one of which Jabier said he had found particularly interesting, “ *We-Think: Mass Innovation, Not Mass Production* “. He said, “I have no doubt that he will be of great help to us and will contribute a lot from his knowledge and experience”. He noted that Mr Leadbeater has advised companies and governments around the world.

“His reflections tie in with the idea of viewing the individual as being the heart of the company”, he said. Mr Leadbeater has worked with Mondragón and with Iñigo Larrea, through whom they had been able to contact him to invite him here today. He therefore thanked Iñigo and the speaker and handed the floor over to him.

Charles Leadbeater began his talk by explaining that he was in Britain and said that he was going to give a short talk on ways of thinking about the work of the future. He would not be using a presentation; instead, he would use his camera [he pointed the camera at a blank sheet of paper, to which he added and removed Post-It notes to illustrate his ideas throughout the presentation].

The relevance of framing, questions and vantage point

The speaker believes that when it comes to the subject of the work of the future, the most important thing is the way in which the issue is framed. If you frame it in the wrong way, you get the wrong answers. In other words, “the questions you ask will determine the answers you get. Ask the wrong questions, and you get the wrong answers”.



Something else which is important is the vantage point from which you approach the subject. “If you only place yourself in one vantage point, that is all you are going to see; if you look at it from other vantage points, you will have a more complex vision”.

“In public policies and in the debate on work, we often adopt the wrong frameworks, ask the wrong questions and look from the wrong vantage points”, and so, “we come up with the wrong situations”.

Problem or opportunity? Delivering solutions or creating them?

Therefore, he said, we have to ask ourselves why and what we are looking for when we talk about work. One important part of defining public policies is to ask yourself: “Are we dealing with a problem or an opportunity?”.



If you see work as a problem, then you try to find a solution to that problem through good design of some measure; if you treat it as an opportunity, on the other hand, it opens up a wider space in which the solutions need to be explored. If work is treated as a problem, it will not be seen as an opportunity.

So, “one of the decisions we have to make is whether it is a problem to which public policies have to provide solutions, or whether it is a challenge for civil society”. “These different perspectives, either *“It is a problem; we are going to look for a solution”* or *“It is a challenge, and we are going to look for new ways of working”*, raise different issues”.



If it is seen as an opportunity, he said, the way to approach it must involve a large element of “creativity, new ways of creating opportunities... not just offering solutions but looking for new ways of doing things”. He gave the example of Mondragón, which poses the challenge of generating good jobs. Because the nature of the challenge is somewhat vague, we have to “look for solutions rather than deliver them”.

A situation of radical uncertainty

He then explored some of the trends that will affect the future of work [explaining them one by one with the aid of *Post-It notes* and ending up with the figure below]:



- Digitisation, artificial intelligence, which “is important for the future of work, but there are many different ways in which technology has an influence”, with jobs being created, destroyed, etc.

- Another important element is “the green transition, the transition towards new, more circular, greener forms of work, which will particularly impact less green, more pollutant industries”.
- Population ageing is another factor that will affect work, but according to the speaker, this is usually seen as a problem, when it could be viewed as an opportunity.
- Urbanization is another factor that will have an influence; “your experience of work will vary depending on whether you are in an urban area or not, whether you are young or not”.
- And the context in which this will occur is also very relevant. “We live in an age where, for example, trade is going to change: Previously, perhaps, the US carried more weight; now it’s China. And all this will influence the work of the future in our society”.

The Basque Country, he said, is a very specific society that will have to ask itself: “Where are we going to go in the future? Because if you are going to change the framework, for example, moving towards a framework of decarbonisation, then a lot of things are going to change”. He added that “the pandemic has changed our lives in many ways, and it’s changed our minds in many ways too”.



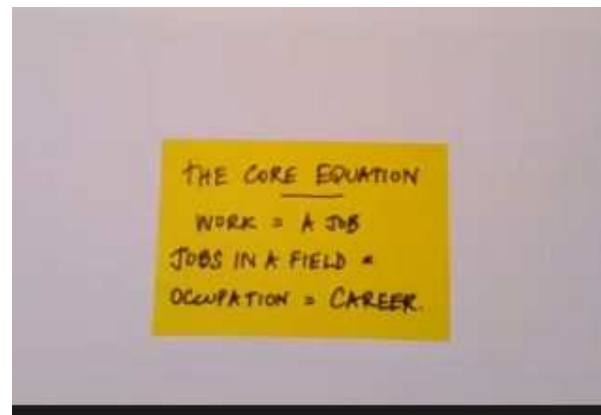
Governments, he said, want to stimulate the economy in order to create jobs, and they are taking on that responsibility, promoting programmes, grants, etc. He went on: “we see the rules of capitalism being rewritten”, and “the future of work will be a result of all these factors”. In other words, “we are operating in a situation of total and absolute uncertainty. It’s hard to see what the future holds, we don’t know what direction society should take”.

In this situation of uncertainty, “we cannot plan”, but the solutions require “experimentation and creativity to explore paths through that uncertainty”. We therefore need to think that “public policies have to create solutions, not deliver them; they have to enable society to find the best solutions”. In other words, “we need to look for a way forward”.

In this regard, there are three important themes he said he wanted to highlight.

The work equation

“We have this core equation where work equals an occupation, someone offers you work, there is a contract, a legal relationship, within an organization”. It is a job in a specific field, and this “allows you to pursue a career, and gives you stability”.

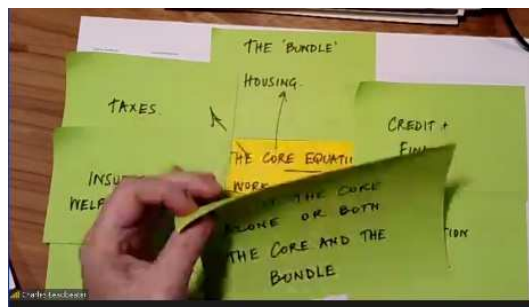


The important thing about this equation, said the speaker, is the fact that “it creates an opportunity; work is a mixture of many things. Because you have a contract and an income, and so it is possible to imagine that you can afford a house, a mortgage, a place to live. And you can go to the bank and they will give you credit. It also means that you have money for leisure-time consumption; you can buy things on the market, or you can save for a pension, and you can pay your taxes”.



This is one way of looking at work, he said. “If you think of the labour relationship as an occupation that allows us to have a salary, a career, etc.... then the important thing (...) is all those things that [work] facilitates. That relationship between work and everything else — that is the important thing. We’re not just talking about your job, but about the relationship between your job and all those other things”.

So, in terms of public policies, you have to think “whether you’re going to focus on work in terms of a contract (...) or whether you’re going to focus on everything else as well”.



As an example, he cited something he said was important for young people: the relationship between work and housing. Because, if a young person finds a job in a city that is expensive to live in, that creates a problem for them. Moreover, he said, “amongst young people, this ‘work = occupation’ equation is breaking down. And it’s a problem for societies that see that this equation doesn’t work for 30% of people”. The equation might also be said to be different for men and women, “because women might say that the equation has never worked for them”.

“What happens when that centre is destabilized? These added things are also destabilized”. If the centre —the occupation— is destabilised, it is more difficult to pay taxes, get a pension, etc.

And so he asked the same question again for them to reflect on: “Are we thinking only about this [work as an occupation], or about that whole bundle of things that work entails? How are we going to change those elements?”. Because in the area of public policy, he pointed out, “we could imagine doing different things in terms of training, unemployment benefits, access to housing... ”.

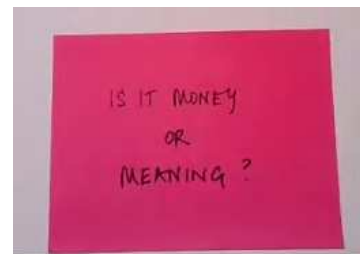
“Are we interested in work as an occupation? Is the goal to create a working life? Because it can be much more than just an occupation, and so we are changing the focus. If we create a working life, it’s about security, it’s about income...it’s about the kind of community we’re going to create”.



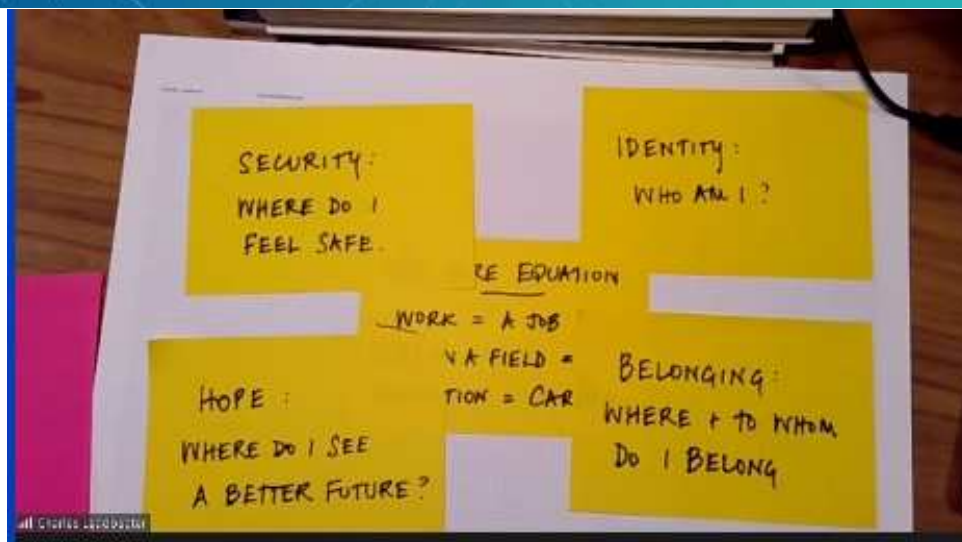
“That is the first decision, or the first element to think about: Is it just about employment, or is it about a good working life, which can involve much more?”

Money or meaning?

The second element to consider when thinking about the theme of work is, “is it all about economic resources, the money, or is it about meaning?”. Mr Leadbeater illustrated his point with an example of workers at one of the largest General Motors plants to close down in the United States. According to a book, the situation of most workers who did find employment was worse, with worse pay conditions; what is more, they felt no dignity or protection. Even those who found jobs with better pay conditions felt a deficit of meaning.



He think that the dimension of meaning at work is very relevant. Here, there is “a question of identity, of ‘Who am I?’. The work I do is part of who I am. If that falls apart, what happens to my own identity? It has to do with where I belong, who I see, who is part of my circle...”. In turn, it also has to do with security, and with belonging and hope. “I feel secure because I have an identity, I belong to that community. And that gives me hope, and an idea of what my future will be like”.



In his opinion, the subject of work tends to be approached in a way that “focuses a lot on money, when what people are really looking for is meaning; or at least they are not just looking for income, but income and meaning”. You can find a job and earn a lot of money, but not be satisfied.



“A job is much more intangible than all that. And that is a challenge for public policies (...). Public policy is very much about money: we invest this much in training; we hand out this much aid in unemployment benefit... But people also want meaning, dignity, hope, belonging...”. In other words, “it goes far beyond a wage. We may succeed in satisfying the need for money, but not the need for meaning. Both elements of the binomial need to be taken into account: income and meaning”. And to conclude with this issue, he again asked the question: “Are we talking about jobs or a good working life, in a very broad sense (which links in to the meaning of our life)?”.

More jobs or better transitions?

The third element he presented for them to think about was: “Is it about more jobs or a better transition?”. He said there were some authors who say that “technology will always influence work, and work has always been able to respond. But this time it’s different. Why? Because of the scale and speed of the impact”. And “the scale of that change is so great that society will not be able to respond”. Nonetheless, he said, there are some who think that this need not be the case.



For him, “the problem is the transition. There will be so many people displaced from that routine work that it will be difficult to arrange transitions for future jobs. What matters is our ability to create transitions, not to create jobs”.

And that is what public policies should consider. He explained this idea with an illustration (which he drew as he explained it).

“Let’s imagine for a moment that we’re here, going down the line, and somewhere along the way we’ll see that the process is coming to an end. Maybe there are people who are capable of continuing in this field, but we don’t know how”.

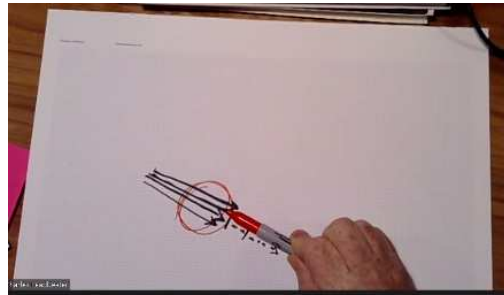


“Let’s say this reflects the automotive industry. So one role for public policy is to identify everything we know about that trajectory, and what it will mean for different people. Understanding that process means that it will come to an end and we need to go down a different path”.

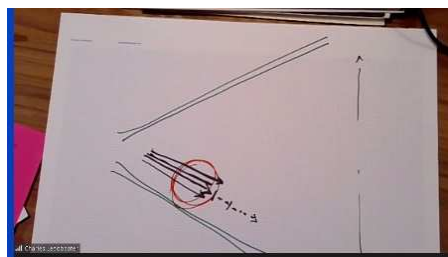
“Part of those transitions involves us choosing something that’s close to the path we’re on”. That is, we use the knowledge and apply it to another field. “A slightly different job in the same market, which takes us to the sides of the line”.



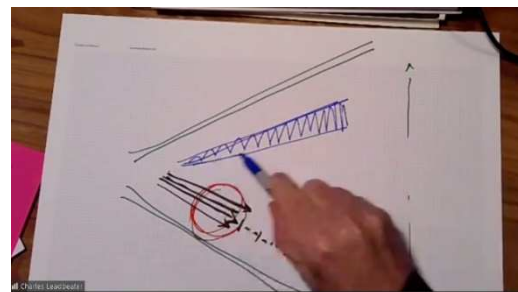
But the problem with this is that “everyone is in an insecure situation. You are jumping from one insecure area to another. The problem is that for people who do routine tasks that are easily automated, especially in industries that are likely to suffer from the green transition, the possibilities often involve moving a little bit off the line... and they don’t manage to move to another area with more opportunity”. And in a very specialized region it’s twice as difficult to find something different, because there may be many people trapped in there.



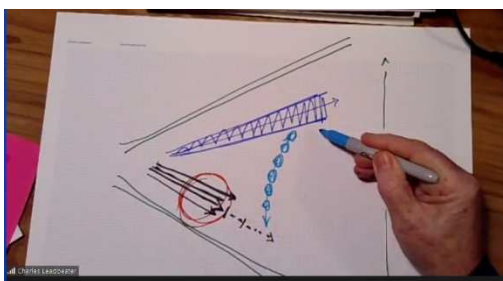
The first thing to do, therefore, is to imagine “that we have a much wider range to explore. We can expand that zone that people can access, imagine new ways of doing things, generate new interesting zones. In that way we can identify spaces where we see that there are good, non-routine, jobs linked to the circular economy, etc. Those are the jobs we will favour”.



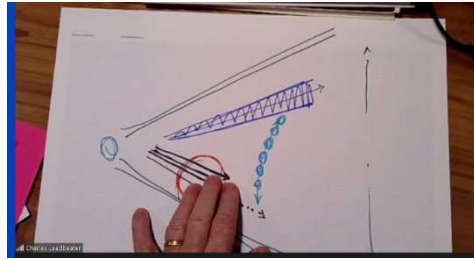
And public policies need to consider ‘How can we identify that wide range of possibilities? For that we need to understand the values we are going to use and share. How can we operate in those spaces? How can we be more radically imaginative?’.



And finally, you have to think ‘This is a very big leap. How do we create steps, phases, it allow those communities to make that transition? What support will we give them? How much time will we need? And who can make that transition?’ There are people who are prepared for that. However, most of them are people who need to do it but cannot. The greatest problem will be with those very vulnerable people, who are less able to make the transition”.



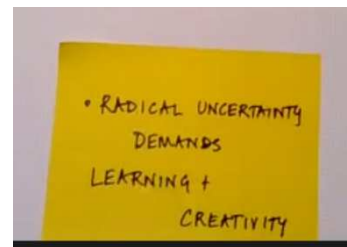
And so, “if you look at the cone of the future, you can map the roles of public policies. First, you have to understand where you are. Can you expand that space? Secondly, you have to use your imagination to identify the range, to identify realistic possibilities. And finally (...) you can set milestones that allow you to help make the transition, that allow you to take that leap”.



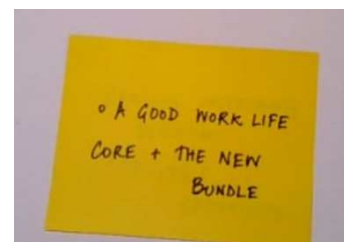
So to make that process happen, he said, what “we need is some form of transition institutions” that can promote “employment programs, investment programs, some kind of transition boards in industries that can help make that collective transition. I think it is a function of public policy to help people take that leap”.

Summary

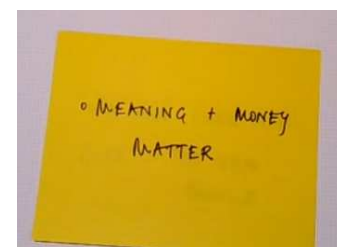
Mr Leadbeater concluded by summing up his talk. “If we are in a situation of radical uncertainty, we will have to use that collective and creative learning to solve problems. We won’t do it from separate compartments, we don’t know what will happen, it has to be a collective learning process”.



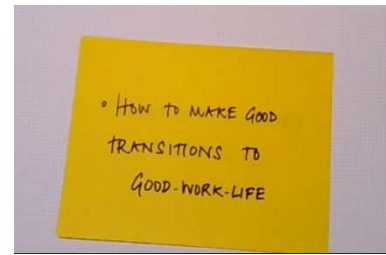
“You have to think beyond jobs, you have to think holistically about a good working life, not just about occupation, but about the contribution to people. And the relationship between work and all those elements that go with it”.



And you have to think about “the meaning of work. Because meaning matters”: security, confidence, pride, autonomy... “feeling part of something, the feeling of belonging is very important”, and “it has to be part of public policies”.

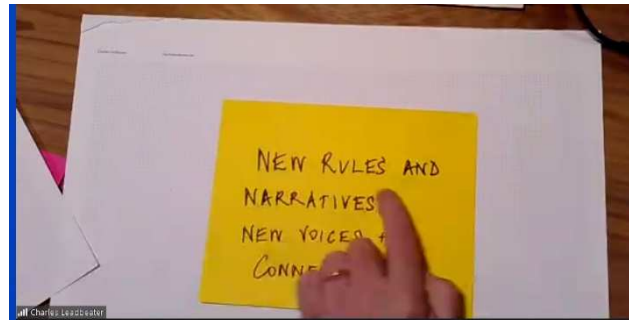


"And finally, having lots of capabilities as a region to help businesses, the education system, individuals, etc. to make that transition". A lot of work is being done, he said, on the issue of transition and the future of work, for example, in Oxford.

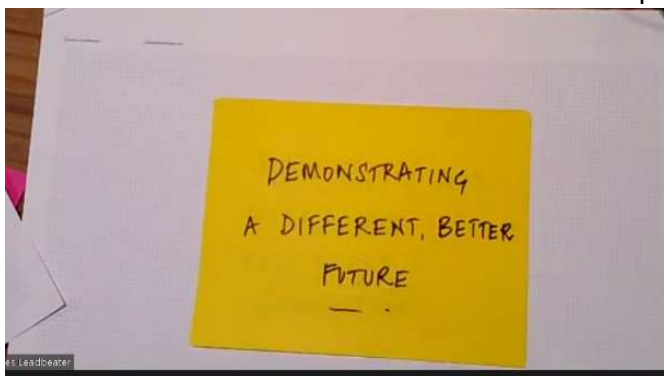


He said that "this will mark the future of the Basque region". He believes that there are already "fantastic, well-adapted institutions [in the Basque Country] that will help in these transitions", and he mentioned the work that has been done by Mondragón, which he believes constitutes an "extraordinary, brilliant example that will help in the transitions".

Finally, he introduced a reflection related to the changes brought about by the pandemic, which has caused "huge disruption in society". Although we will eventually return to normality, he believes "we are now hungry for new rules, people are looking for new laws and narratives, new voices". And here, "the question is who has a voice". He said that there are many debates going on (the *Green New Deal*, universal basic income, etc.), covering many approaches to the debate on work, and "the question of who has a voice in this debate is important".



In this situation, "one of the responsibilities of public policy is to demonstrate clearly that there is a better solution and that it is possible," and he added "I really believe that there is". He believes that "in Europe there are places where people are looking forward to a green transition that will bring an end to these carbon-intensive heavy industries"; "robots will take over a lot of routine jobs, and there are people who are looking forward to that".



He believes that "it is true that the future is uncertain", but a section of the population "is looking forward to that happening". However, there is also a part of the

population, 30-40% of the population, “who believe that the future has nothing to offer them, and it is important to tell them that it does”, and that they will have a voice in it.

He ended his presentation by saying that the Basque Country has a great opportunity, “because it is a creative society and has gone to some deeper places in its reflections”.

Mr Leadbeater concluded his presentation and the Orkestra researcher opened the floor for the participants to ask the speaker any questions they might have. Two people thanked and congratulated the expert for his presentation, one saying that “it was very clear”, and the other saying, “From my point of view too, I completely agree. Thank you very much for a very inspiring presentation; even the format, was easy and clear to follow,... thank you very much”.

Note: While participants were debating in groups, the speaker shared some references and a recommended reading list in the meeting’s chat space. These recommendations have been included in the appendix.

6. Group deliberation dynamic

The Orkestra researcher then explained the [dynamic](#). She said there were people there from the Provincial Government, other people with a business perspective, some from the university... and that it is a question of seeing between all of them “what you would ask of the Provincial Government as a public authority in this whole process of the experimental project?”

The participants then deliberated in groups for 45 minutes, before returning to the plenary session.

The Orkestra researcher took the floor and said there would be a quick round in which the spokespersons of the groups would share the results of their reflections. They had also asked Charles Leadbeater to share his reaction to what he had heard.

The spokespersons of the four groups shared the results of their reflections (as set out in the [templates](#)).

ECO19 said that “as a group, we have identified three points”:

1. “Building a mission-based approach, taking the approach of having ambitious challenges. This should not be a one-off project; we need to give it meaning, establish why it is important for society and business, etc. In addition, identifying, connecting with and involving agents, identifying challenges and co-creating solutions, (...) connecting, coordinating, involving...”. And “not only concrete actions, but a portfolio of projects” and “also actions to raise awareness among people, companies and the education system”. Also “providing continuity and scale. Multiple projects for acting, evaluating, within a more open program we gradually experiment on. That is what we call missions”.
2. “Simplifying the relationship with the Provincial Government and aligning different policies and initiatives at different tiers of the public administration with powers in the relevant areas of action (education, employment...). It’s about mobilizing resources...”. And thus, “taking the role of aligning that can come from the public world”.
3. “And changing the model for funding projects, moving from an approach of offering grants for isolated, short-term projects to a broader, more adaptive, long-term funding approach”.

“It’s a letter to Santa Claus,” he concluded.

ECO9 shared her group’s results. She said that they based themselves on two elements, “on the one hand, on the theme of transitions, and on the other, on the concept that work is not just about money”. And “we reflected on what the Provincial Government’s role should be in developing this transition or activating it as a support”.

“One role might be to identify what risks exist, what jobs might disappear, identifying those risks using a kind of traffic light system. And seeing what opportunities there may be in the world of work, what gaps and needs there are in the work environment. (...) Identifying risks and opportunities, and for the Provincial Government to help with this, by creating a system”, especially for small businesses, she added.

“Another role involves training to drive forward the transition; training in certain cross-cutting skills would help. Technical skills, general technological skills, but also other skills. The basis of today’s presentation was the idea of uncertainty and the capacity for creativity... the idea that this should be worked on in the new generations, and that it should be encouraged in society, not only in companies and institutions”.

“And at the same time, work is not just about money. How do we raise awareness, how do we encourage identification in this uncertain scenario, how do we encourage people to identify with their work, to give them recognition. And developing this could be something that the Provincial Government could do”.

She said they had mentioned other roles, but those were the main ones.

ECO6 shared the results of her group’s reflection:

- “Generating transformation projects and socializing them, so that they can be a reference point for others”.
- “Meaningful projects that show people’s contribution; for that, participation is fundamental”.
- “You need to set an example of that change and transformation”.
- “You have to facilitate everything related to the labour and personal area, and government as the leader of that transition”.
- “There has also been a debate about the importance of the administration not being seen as a cash dispenser” and “generating a commitment”.
- “In these difficult times, the institutions, and the Provincial Government, should set an example of reaching agreements, and (...) go from attitudes based more on competition to ones based more on collaboration for the pursuit of a greater good”. She also mentioned the distance between employers and trade unions.
- “Projects that promote the incorporation of women into leadership positions”.
- “Equitable distribution of income, minimising the wage gap”.
- And “structuring of the territory through development agencies”.

ECO18 said that his group had come up with the following list of priorities:

1. “Setting the direction or the desired destination for the person/company/territory trinomial based on a generative dialogue between all the actors. The Provincial Government is, in a way, the actor with the most legitimacy for setting this course or destination”.
2. “That very legitimacy requires it to be consistent and to act as an incentiviser. It has to encourage, sensitize, propose and drive the actors by steering all their action in the same direction”.

3. It also “involves taking responsibility for the whole, ensuring that there is a balance within the trinomial, and imparting justice to the whole, acting as an arbiter recognized by all parties”. “We have added two other possible roles, perhaps thinking more about the action of other supra-territorial actors”:
4. “To make this experimentation possible through its management, by acting as a binding element if critical masses need to be increased, providing financing if necessary”.
5. “To integrate supra-territorial entities into those we need, acting as a spokesperson, as a representative of the territory as a whole, in keeping with the idea of being identified as an actor with greater legitimacy to do this in a fair, equitable and balanced way”.

Following presentation of the group reflections, the Orkestra researcher invited Charles Leadbeater to share his reactions. He expert said that although he had not been able to follow the presentations very well, he would like to stress the idea that “there is only one collaborative solution. There is not one solution for companies, one for individuals, or one for industries. It needs to be collaborative” and “leaders in the region need to lead people in processes of exploration and learning, and to some degree, in risk-taking.”. Finally, he said that the solutions and steps that are taken, “must be collective”.

7. End of session

Bringing the session to a close, Jabier Larrañaga thanked the speaker, saying that it has been “a very interesting presentation, with very clear ideas”. He also thanked the participants for their time and their contributions. “Little by little, we are building things together”.

Referring to Mr Leadbeater’s talk, he said: “In his presentation, the speaker said, ‘we have to ask the right questions’,” and he suggested that we should all dare to do things differently. The Deputy also referred to the idea that “if you want different results, don’t keep doing the same thing”. He therefore think that “we have to incorporate aspects of innovation and experimentation, into government, and I think

that this project has a lot of experimentation and a lot that is related to doing things differently”.

He went on to say that “our challenge is to listen, (...) and at the same to incorporate people and society, into this work of co-creation. That is easy to say, but it is a challenge in itself. And we need to do so with something fundamental, with a long-term vision. These things take their time, and the space of co-creation is an area of uncertainty, of doubts, of gambles, of things that don’t turn out as you expected”, but you have to just forge ahead and believe in it. “We believe, and that spirit forms part of Etorkizuna Eraikiz”, which, he said, incorporates those elements of experimentation.

He once again thanked all the participants and added: “We have important challenges, but we have to face them with optimism and in a constructive spirit”. As the Orkestra researcher had already noted, he said, “the next milestone will be in February and at that point we will define the bases of this experimental project”, which will have to take in the components of Etorkizuna Eraikiz, such as international vision, research, etc. “In February we will start getting up and running and start seeing that project take form”.

He took his leave of them and wished everyone a happy holiday season.

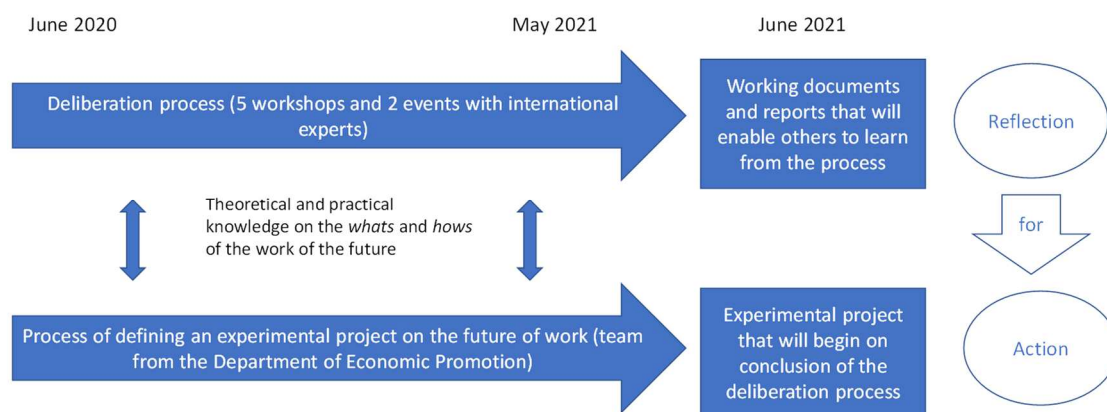
8. Appendices

a. Presentation used during the session



Deliberation Group on the Work of the Future
17/12/2020

ETORKIZUNA
ERAIKIZ
think tank



Results of the dynamic on the *what* and *how* of the project

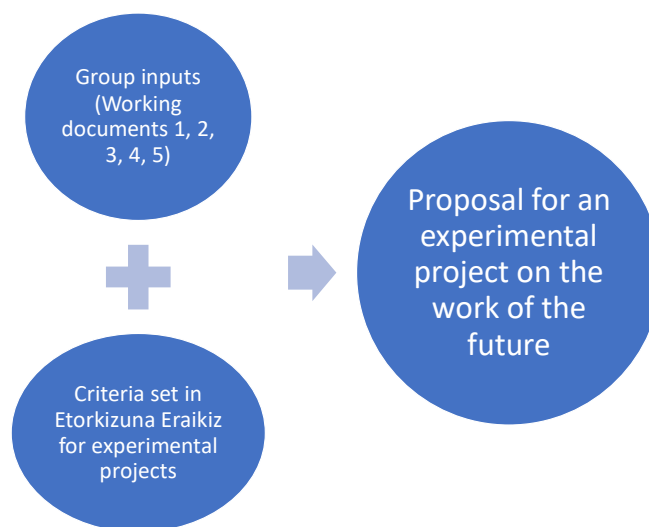
AGENDA FOR DELIBERATION

- a) *What does the experimental project seek? To learn how to create the conditions in companies to **combine provision of value** through effort with **employee wellbeing** and the meaning they seek from life. If this learning is later transferred to more companies, it will help recruit and develop talent.*
- b) *How will it achieve this target? Through experimental processes in which people are not "trained", but habits of **lifelong learning** are generated that positively impact both value contribution and wellbeing and the search for meaning.*

SESSION	Dimension of the problem
1	Trends from the global context that we need to integrate in order to understand the work of the future: digitalisation and environmental sustainability
2	The challenge of a job that combines effort/value generation with personal development/wellbeing/meaning
3	The individual at the heart 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.

FROM FEBRUARY 2021

Process for defining the experimental project



Working dynamic

- During the presentation:
 - Note down in Template 1 (which you should have received by e-mail) any elements considered to be of interest in order to **define the role of the Provincial Government of Gipuzkoa's Department of Economic Promotion, Tourism and Rural Environment and Etorikizuna Eraikiz in the experimental project on the future of work in Gipuzkoa**
- In groups:
 - Share what each person considers relevant
 - Reflect and debate on the different options, grouping them together whenever possible
 - List the group's ideas in descending order of priority in Template 2 (only one person per group need write this list).
- After the presentation:
 - each participant should send Template, completed, 1 to ainhoa.arrona@orquestra.deusto.es
 - One person per group should send Template 2, completed with the group's reflection to ainhoa.arrona@orquestra.deusto.es

Template 1: Individual reflections

Relevant items for defining the role of the Provincial Government of Gipuzkoa in the experimental project on the future of work

-
-
-
-

Template 2: Group's reflections

Items prioritised by the group when defining the role of the Provincial Government of Gipuzkoa in the experimental project on the future of work

1. (highest priority)
- 2.
- 3.
- 4.
- 5.

THINK TANK

Deliberation process on the work of the
future: Working Document No. 5

This working document is a follow-up on the three previous ones and includes the results of the deliberation at the session of 19 November 2020. Previous documents 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 in this area. This work was inspired by a presentation, setting out a concrete example of how MCC has addressed the future of work within a territorial/regional development project (Debagoiena 2030).

In order to generate a viable experimental project, this document combines the contributions of the participants in the deliberation group on the one hand and the considerations of the Department of Economic Development, Tourism and the Rural Environment within the framework of Etorikizuna Eraikiz on the other.

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

- a) The project must form part of the general framework of Etorikizuna 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 Etorikizuna Eraikiz projects in the future.
- b) In line with the characteristics of Etorikizuna 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.

c. Reading matter recommended by Charles Leadbeater

Text posted by the speaker on the meeting's chat board:

Some links to materials you might find interesting...

This is the book on Janesville, the General Motors plant that closed. It's a very good portrait of how a closure implodes a community and why the work people get afterwards is not as satisfying as they work they were doing:
<https://www.goodreads.com/book/show/33665908-janesville>

This is a video of Penny Mealy talking about her work to understand job transitions and how is able to make them and who finds it very hard:
<https://www.youtube.com/watch?v=pMKwlysT23Y>

This is a recent report on transition "causeways" how to help workers most at risk make transitions to jobs which are less vulnerable to automation and green transition.
<https://www.nesta.org.uk/report/mapping-career-causeways-supporting-workers-risk/>

Finally, one of the economists who is most interested in transitions is Chris Pissarides at the Institute for the Future of Work at the London School of Economics. There is lots of material on their website, and this is about work transitions...
<https://www.ifow.org/programmes/transition>

d. Result of the dynamic

INDIVIDUAL REFLECTIONS

Relevant items for defining the role of the Provincial Government of Gipuzkoa in the experimental project on the future of work

- The Provincial Government's fundamental objective could be to generate an ecosystem that is conducive to multidisciplinary transformation in order to address the transition to the future of work.
- It would be useful to specify which actions need to be addressed in each area, (companies, general public, education) and each group of people (those who expect to lose their jobs / working people / women / young people / new generations).
- Action plans should be identified across areas and groups, focusing on objectives.
- Transversally, it would be helpful to identify competencies, in order to try to develop creative and conflict-resolution skills that make this transition possible.
- Work as a source of well-being and, in short, public policies as motors to bring the population closer to this well-being, transforming the system of values and capacities to make it possible to adapt to a changing reality and to the new impermanence.

-
- People are looking for more than just income or meaning: Identity, security, hope, dignity and belonging.
 - We shouldn't think of work solely in terms of an occupation.
 - Addressing inequalities
 - Creating transitional institutions, investment programmes
 - Using creativity to overcome uncertainty/collective learning

-
1. Setting the course or the desired destination for the person/company/territory trinomial
 2. Encouraging and sensitizing the actors by steering all their action in the same direction
 3. Monitoring and imparting justice in the whole, acting as an arbitrator recognized by all parties.
 4. Acting as an agglutinator when critical masses need to be increased.
 5. Acting as a spokesperson and representative in discussions with supra-territorial entities that need to be brought on board.

-
- As Charles Leadbeater says, not just money, but also experience/purpose.
 - The Provincial Government, from being a "cash point" to acting as an agent that **drives and supports inspiring projects**. In the long run, setting trends. Support for transformation
 - Institutions of transition. Agglutinating and working interdepartmentally and with different agents. We are all going to have to **make sacrifices and compromises**,
 - Participation is key. Without participation, it is not possible. Participating means accepting responsibility. More participative managers and people who want to assume responsibility. **Personal commitment and company/territory commitment. Responsibility and maturity....**
- EXAMPLE-SETTING...**

PROJECTS / PARTICIPATION / EXAMPLE-SETTING / GENERATING PROJECTS / INTEGRATING WORK AND PERSONAL LIFE

-
- The role of the Provincial Government
 - Setting a high level of ambition. Mission focus (important challenges for society)
 - Identifying and connecting the different actors required to solve the problem/take advantage of the opportunity.
 - Giving continuity and scale. Not a one-off project but multiple projects to learn, evaluate and re-act in rapid cycles in a long-term, open programme framework.
 - Simplifying the relationship of the agents with the Provincial Government by finding ways of aligning different policies and initiatives from different tiers of the administration (local, provincial, Basque, etc.)
-

- Working for money or for a purpose. I think it is important that people feel part of a project and that this project has a clear purpose. People should feel that their work has meaning.
 - People's personal lives are becoming more and more important to them. They don't live to work. They want time to be able to "live". Sometimes they prioritise time over money.
 - I think it is important for people to integrate their personal life with their professional life in a natural way, relying on measures of work-life balance and flexibility. I see work as a project and not as a place where you go to "do things".
-

- Role as a driving force and unifier in defining the shared purpose(s) **in relation to the work of the future** by committing, in its definition, all the social agents representing the plurality of Gipuzkoa.
- Raising awareness in society in order to achieve the defined purpose(s) (these purpose(s) will certainly have an impact on the need to ensure that we are a society that knows how to adapt and that has a greater capacity than other societies to leave its comfort zone. If this does not arise from a shared reflection and subsequent awareness-raising, this is something we will find difficult to achieve).
- Promoting specific actions and monitoring the achievement of short-, medium- and long-term targets (this is an area in which we need, more than ever, persistence -> fundamentally thinking about long term objectives).
- The Provincial Government must play this complicated balancing role, correcting and isolating private interests (which will undoubtedly emerge -> companies, associations, etc.) to respond to this/these shared purpose(s).
- Within its sphere of decision and action, I believe the Provincial Government will have to legislate and generate a regulatory framework that will enable that shared purpose(s) to be achieved.

GROUP'S REFLECTIONS

Items prioritised by the group when defining the role of the Provincial Government of Gipuzkoa in the experimental project on the future of work

1. **Generating transformation projects and socializing them to set an example.**
2. Meaningful projects that show the contribution
3. **Participation**
4. **Example-setting**
5. **Integrating work and personal life**
6. The public administration has to lead this transition.
7. **Not viewing government as a cash-point**
8. Generating a **commitment**
9. Support of the institutions, ensuring **alignment**.
10. Political elements must **reach agreement** and move from competition to **collaboration** (trade unions-employers)
11. Projects that **promote the inclusion of women in leadership positions**
12. Equitable income distribution - no income gap. **Minimum possible wage gap**
13. **Structuring of the territory through development agencies**

-
1. Setting the direction or the desired destination for the person/company/territory trinomial based on a generative dialogue between all the actors.
 2. Encouraging, sensitizing, proposing and driving the actors by steering all their action in the same direction
 3. Ensuring balance in the trinomial and imparting justice to the whole, acting as an arbitrator recognized by all parties.
 4. Making this experimentation possible through management, acting as an agglutinating element when increased critical masses are required, and helping with funding.
 5. Integrating any supra-territorial entities that we need to get on board.
-

1. Building a mission focus (important challenges for society).
 - Setting a high level of ambition. ...), Giving meaning, why it is important for Gipuzkoan society (from compartmentalised companies, jobs, and people to continuous adaptation...).
 - Identifying, coordinating, connecting and involving the necessary agents to identify the challenges and co-create the solutions...
 - Not only concrete actions, but also actions to raise awareness among companies, individuals and the education system. Building a portfolio of projects.
 - Giving continuity and scale. Not a one-off project but multiple projects to learn, evaluate and re-act in rapid cycles in a long-term, open programme framework.
2. Simplifying the relationship of the agents with the Provincial Government itself and aligning different policies and initiatives at different levels of the public administration (local, provincial, Basque, etc.) with powers in the areas of action (education, employment, social coverage...) in order to mobilise resources and change legal frameworks.
3. Changing the model for funding projects, from an approach of offering grants for isolated, short-term projects to a broader, more adaptive, long-term funding approach.

1. The Provincial Government should participate in promoting the transition discussed in the presentation.
2. Technology may play a very large part in this transition. What can the Provincial Government contribute? Digitalisation, green transition and new opportunities that may exist between jobs,
 - Formative transition: measuring the level of risk for the future in a job and the level of risk when viewing the job in self-diagnostic format using a traffic light system, and organising training as if it were preventive training.
 - In this regard, it would be a customized transition, with the transition being developed in each job.
 - Forecasting new jobs, possible shortages and needs in the world of work, and how to relate them to the people we have.
 - As a collaborator, the Provincial Government can draw these systems and methodologies closer, especially to small companies with fewer resources (related to the automotive industry) to allow them to make this transition.
 - Identifying crosscutting skills and competences (digital skills, etc.) in new jobs and new opportunities / shortages, with the Provincial Government being able to act as a partner in promoting and developing them.
 - Development of other skills: resilience, creative capacity, with uncertainty
3. Work is not just about money, and therefore other work-related activities and dimensions can be introduced... security, hope, belonging: what can the Provincial Government do in this area? The Provincial Government as a partner of society in generating and reinforcing these values and in orienting them towards well-being.