



ETORKIZUNA
ERAIKIZ
think tank

WORK OF THE FUTURE
REPORT OF THE 2nd MEETING

17/09/2020

Contents

1. Programme.....	3
2. In attendance	3
3. Welcome	4
4. Conceptual framework by José Luis Larrea.....	4
5. Group Dynamic.....	9
6. Pooling the results - All participants	11
7. End of the session	13
8. Appendices	14
a. Presentation by José Luis Larrea	14
b. Presentation by Miren Larrea - Dynamization	24
c. Working Document No. 2	27
d. Template for the dynamic	32
e. Photographs of the work groups.....	34

SPACE FOR DELIBERATION ON THE WORK OF THE FUTURE

Hotel Londres de Inglaterra, 17 September 2020, 5 pm – 7 pm

1. Programme

Timetable	Theme	Presenter/Driver
5:00–5:15 pm	Welcome and general framework of the process	Imanol Lasa
5:15–5:55 pm	Presentation of a conceptual framework for designing the group's deliberation process	José Luis Larrea
5:55–6:55 pm	Group dynamics for preparing the agenda for deliberation on future employment	Miren Larrea
6:55 pm–7:00 pm	Close of session and presentation of the following steps	Imanol Lasa

2. In attendance

- Imanol Lasa
- Iker Estensoro
- Jon Gurrutxaga
- Sebas Zurutuza
- Joseba Amondarain
- Ander Arzelus
- Jon Angulo
- Isabel Busto
- Eva Cuenca
- Juncal de Lucas
- Iñigo Larrea
- Aitor Galdos
- Andoni Isasti
- Amaia Legorburu
- Iñaki Rodríguez
- Ignacio Muñoz
- Ana Ugalde
- Iñigo Ugarte
- Nerea Urcola
- Anabel Yoldi
- Nerea Zamacola
- Gorka Zubillaga

3. Welcome

The Deputy (Minister) for Economic Promotion opened the session by welcoming everyone present and announcing the incorporation of Ignacio, Iñaki and Iñigo.

He explained that the purpose of the session was to *“continue with what we mentioned last time, to go on reflecting on the future of employment from here to December”*. In December, he said, they would sketch out an experimental project and then work on planning it between January and May 2021 before launching it.

“From here to December we want to bring in experts —today's guest is local but on other occasions we will have people from elsewhere—to help us think about the challenge we need to tackle”.

He then introduced José Luis Larrea, saying that he was local. He said they liked what he has to say, and he has experience in both the institutional and the private and academic areas.

4. Conceptual framework by José Luis Larrea

José Luis Larrea started by wondering what sense it made for him to be at the session, since *“the process is yours”*. He said that he sees himself as a collaborator whose function is to help steer the group process towards specifics. He had been asked to address them to help with that process of reflection/action.

“The value of the word lies not only in what is said, but even more in what is done. A process of this nature —which seeks to combine reflection, theory and practice in a permanent dialogue— is the solution for the problems we may encounter”.

“I will be operating on a contextual, upstream plane. That doesn't mean that we cannot get into specific themes; I think you have to decide what you are going to do. I think when the questions are asked, it's good put them in context. If you're given an hour to solve a problem, you should spend 55 minutes asking the question properly and the other 5 to answering it”.

“You've been given copies of the presentation. It is not quite as self-explanatory as it might seem, and we are going to put a melody to those lyrics. They came to me with four theme focuses: the future of the welfare state, the new political culture, the green recovery and the future of work”. Mr Larrea wondered whether these are four separate

narratives or just one. He believes there is just one narrative, he said, because they are all closely related.



When it comes to the reflection process, he can see two questions. The first relates to the concept: *“Are we talking about the work of the future or the future of work? The work of the future involves a specific logic of basic technological trends whereas the future of work is a deeper issue”*. My second question is about the future: *“What is the future? Do we mean 2 years from now, 5 minutes from now, or 20 years from now? If we make 2-year projections we might get them right, but it's more difficult to with a 50-year projection”*.

“This is important because I think you are here to build a narrative and what has to emerge from this process is a document that is your narrative— as you tell it, but also as you experience it — with the projects that accompany it along the way. It is logical for that process to accompany you over time”.

“To build that narrative, you have to determine where you stand on this issue. And to learn how to do that, it will be of help to get down to the specific elements. It needs to be your narrative, not the narrative of the guest speaker or the facilitator or whatever; it has to be your narrative. Anything else is just an aid”.

He said he would try to be brief and concise now. He will be available to go back over any of the subjects discussed here and he will be following the process with interest.

“If I want to put this theme in context, I need to know what we are talking about. We are in a world in transformation and we have to identify the key issues that affect work. That is my exercise, but you have to do it too”. He believes a process of discernment is currently needed to *“identify the various component parts the whole”*. He also listed some of the issues he thinks are fundamental. *“The deep underlying currents that operate whatever we do”*:

- The idea of transformation and complexity.
- Globalisation
- Technological development and digital transformation
- Planetary vision: Everything can be viewed from the perspective of people and inter-personal relations through dialogue.
- Demographics
- Growing demand for security and a growing sense of fragility. *“We are stronger, but more fragile”*.
- Energy and the environment
- Innovation and entrepreneurship.
- Knowledge and learning are decisive factors in a world in transformation
- Social dimension of the company, the need to revisit the concept.
- Social/labour relations
- New demands on competitiveness linked to the debate on welfare.
- Paradigm shift, transiting from a mental paradigm to a relational paradigm.

“This is the first block, and it is open to argument”.

“Another thing is how we interpret all this. I don't think all trends are the same; not all elements have the same weight. With regard to the [model presented](#), he said that the difficulties of change and paradigm shift affect all areas; he draws a distinction between general trends and driving trends. *“General trends will happen regardless of what you do; you need to know how they will affect you. Driving forces are deep currents that will also happen whatever you do, but in this case you have some agency over them”*.

"This is a model of interpretation. If you like it, you should make your own".

Speaking about general trends, he said *"you have to decide what to focus on. The elephant is very large and if you don't take it by bit, you're never going to be able to eat it all"*. Using this [slide from the presentation](#), he said: *"All the elements in blue will affect work and transform it, including the social function of work. These are very wide-reaching debates, and you have to concentrate on specific aspects"*. With regard to employment-related welfare, he said, *"what is the social function of work? We need to revisit the concept of the company. It has other demands such as the social dimension"*.

"If you do not understand global trends, you will end up applying outmoded measures to current problems. The paradigm shift is of key importance. It manifests itself in a different way, but it is happening: we are moving from a spatial paradigm to a relational paradigm".

"The relational paradigm establishes that relations are the base. Each of us must know what we are talking about when we talk about sharing. Intensity in sharing can be measured in 3 things: the extent to which you share the purpose, the extent to which you share the general framework and the extent to which you share the language. There are 3 intensities in sharing: 1- co-existing, sharing the purpose, 2- "co-habiting", sharing the general framework, 3- cooperation, which is the most intense state, where you share the same language. Very often, it might seem that you share the same language, but that turns not to be the case. When you co-operate, you have to forget your books and your language in order to build and use a shared language".

"It is of key importance that this space should be oriented towards co-operating. I think there are some key things that come within the formula of cooperation. It has to do with values, principles, with learning, leadership and technology. If you want to generate cooperative spaces, they are made by people and it is necessary to share values and principles, share a commitment to learning and knowledge. You need to share certain ways of inter-relating and have a type of shared leadership. If it is a cooperative space, you have to take all this into account".

"In this [interpretation model](#) there are three trends that are decisive and on which we can make an impact: Innovation and entrepreneurship, knowledge and learning and new demands of competitiveness". With regard to innovation, he said, we need to take another look at it in the context of transformation, although the concept

has already paid off. *“We have a logic of event-based innovation and we have to move towards a process-based innovation”.*

He said that he is concerned by the concept of resilience. *“It is essential, but it has to be accompanied by forward planning. We are resilient because we have previously planned ahead. Resilience and anticipation go hand in hand. The entrepreneur is the person who makes innovation. The logic that governs the ecosystem is a relational logic”.*

With regard to knowledge, he said that although people do not talk about it anymore, it is of key importance because it is the fruit of learning. *“This is the [classic pyramid](#). A person is wise because they are capable of learning. In a learning society, which is the society in which we live at present, we have to learn —as a society, as a province and as companies— because what we learn today will no longer be valid tomorrow and we need to learn now. And it is individuals who learn. There is one thing worse than training people and having them leave the organisation, and that is not training them and having them stay. Learning and entrepreneurship (ergo, innovation), are very closely linked”.*

As for the demands of competitiveness, he said that they come from the debate on welfare. *“[this system] is unsustainable. We've been saying so since 1980. It comes not only from the social discourse but also from the economic discourse. We have to clarify the concept of welfare and our model of welfare for the province. Agreeing on a welfare model means renouncing things. Agreeing with someone on the opposite side of the fence means giving things up. And we have to know what we are going to renounce. It is an unresolved debate which no one wants to have because it is such a delicate issue. In Canada, for example, they developed the Canadian Index of Wellbeing. They realised that even though GDP was rising, the sense of wellbeing was falling. They got together and defined what wellbeing actually meant for Canadian society. They compare themselves with each other and each year they measure how much the CIW and GDP have risen and that is the way they assess things”.*

The wellbeing debate has four dimensions:

- *A Contextual dimension, because wellbeing here is not the same as wellbeing in Mexico.*
- *A personal dimension: the wellbeing of an immigrant is not the same as that of a local person*

- *Wellbeing needs: Maslow's hierarchy of needs*
- *A relational dimension: personal wellbeing is always related to other people. We have to get together and form organisations. In this area, the role of the family is very easy to analyse. There are few indicators because the family today is not the same as it was before”.*

With regard to competitiveness, he said that apart from looking at competitiveness from a territorial and enterprise-based perspective, it is also necessary to incorporate the perspective of the person and view competitiveness as a capacity at the service of wellbeing. *“Managing companies means managing people's lives; we need to revisit the way we view the company”.* He mentioned some keys aspect in this regard:

- Cooperation
- Leadership
- Technology
- Values and principles
- Learning and knowledge
- Time
- Competitiveness at the service of wellbeing

He concluded by saying that *“In this whole model of interpretation there are people and relations. You have to build a narrative that is told and experienced”.*

“We live in a solutionist society. We need to clearly understand that, as Antoine Saint-Exupery said, “In life, there are no solutions. There are forces in motion: one must create them, and the solutions will follow.” If everyone here successfully manages to get X experts in motion, we will certainly find the solution. That is what this process is all about: setting things in motion. It is not a question of looking for the end, but of starting the process going”.

5. Group Dynamic

The Orkestra Researcher then took the floor to talk about the dynamic. This, she said, is a continuation of what José Luis Larrea was proposing. It is a matter of focusing on and committing to the most relevant themes. *“Later we will have a 5-minute break and you will work in groups. After that, we will share what have you worked on for 15 minutes”.*

“One of the things you asked for at the previous meeting was to see the process. To some extent, there is a process that began in June 2019. We are going to have a seven-month cycle, with seven different meetings, but there is one part where we will be working with international experts and that part will have a different dynamic. So we have 5 meetings left of that kind”.



“The idea is we can reach more people with what we are doing by socialising it. The proposal for this group's action is an experimental project which we will have to decide on. This will involve a parallel process of work by the Deputy for Economic Promotion's team in cyclical deliberation processes”.

“A lot of themes have come up in this group. At the first meeting we discussed the position of the Provincial Government, the contribution of eight experts and your own contributions. Today José Luis has given us a framework with which to put some order on what we proposed”.

“We have two goals today and each group is going to work on one of them: a) to establish the focus and decide what we need to reflect on and b) to deliberate within the group so that in May we can launch an experimental project”.

She then explained the working dynamic and concluded by saying that *“the proposals made will be analysed by the Deputy for Economic Promotion's team and they will decide what proposal goes forward”*.

6. Pooling the results - All participants

Deciding which problem (associated with the future of work) the group considers should be prioritised in the experimental project

TABLE 1

- Effort
- Personal development / professional development

Personal wellbeing is disassociated from work (wellbeing = convenience).

TABLE 2

Within a period of 5-20 years, we will have a problem attracting, capturing, retaining and developing talent. We therefore need to generate attractive “work” that contributes value, and to do this we need to aspire to being a province that is not low-cost but that capitalises on added value. Moreover, the challenge is to reach society as a whole and not just an elite minority.

TABLE 3

There is a great need for competitiveness; the speed of change is very high. We need to adapt to digital transformation, green transformation, etc.

TABLE 4

Placing people at the centre of the company by viewing it as a shared project. Achieving humanist, competitive/sustainable companies.

TABLE 5

Gipuzkoa is an ageing society.

Problem of learning. We are not a learning society. Yes there is training, but is there learning? You learn to change and adapt; to what extent is that a problem for Gipuzkoa?

Competitiveness, because that is also a problem for Gipuzkoa.

We cannot highlight any of the three, but we have spoken of the need for learning. It is cross-cutting. It is necessary to add the personal perspective and produce continuous learning dynamics in a society that is dynamic.

We also talked about health related to demographics. The relationship between an aging society in which health comes into play, as well as learning.

Themes which the group feels are linked to resolving the problem

TABLE 1

- Lack of effort//culture of effort
- Wellbeing as convenience.
- Distance between the needs of jobs and what the labour market is offering. Not only because of studies but also because of skills.
- Inconvenience of entrepreneurship.
- Dignifying manual labour.
- Making this province an attractive place; ease of welcoming people.

TABLE 2

- The future will not be manufacturing.
- There will be more work and less employment.
- Working on diversity and inclusion
- Work based on service for individuals. Proximity employment.
- Offering employment that offers meaning as well as wages.
- Generating a proactive society and the need to create a breeding ground: encouraging an entrepreneurial attitude.

TABLE 3

How can we accelerate lifelong learning? The centre is the learning that goes from a personal level. Study and work are currently viewed as being separate, but we must break that boundary and make people more proactive. At a company level how do we create learning organisations? In the ecosystem of Gipuzkoa, there is a great wealth and in that open innovation, companies cannot make the transition alone; they need support and networking. That transferral is also a learning process. Schools

and colleges only see pupils as pupils; we need to move towards another model of learning. The last level is how we become a learning society and speed up the mechanism of learning.

The Orkestra researcher ended the dynamic. She said that in a few days they will receive a document with everything that has been collated. This will be prepared by the Systematiser from Orkestra.

7. End of the session

The Deputy for Economic Promotion thanked José Luis Larrea for coming. He said he thinks the work is becoming more specific and that they are already beginning to see a number of key themes and associated projects.

He said goodbye until the next session.

8. Appendices

a. Presentation by José Luis Larrea



***“THE WORK OF THE
FUTURE”
ETORKIZUNA ERAIKIZ
think tank***



JOSÉ LUIS LARREA

DONOSTIA-SAN SEBASTIAN, 17 SEPTEMBER 2020

1

Context of the reflection-action



FOUR DEFINED THEME-BASED FOCUSES...

NEW POLITICAL CULTURE AND COLLABORATIVE GOVERNANCE

THE WELFARE SYSTEM OF THE FUTURE

THE WORK OF THE FUTURE



THE GREEN RECOVERY

... AND JUST ONE NARRATIVE?

...OR FOUR NARRATIVES?

2

Some preliminary questions

...

THE WORK OF THE FUTURE?

THE FUTURE OF WORK?

WHAT FUTURE?

TIMELINE (1 YEAR, 5 YEARS, 20 YEARS,...)

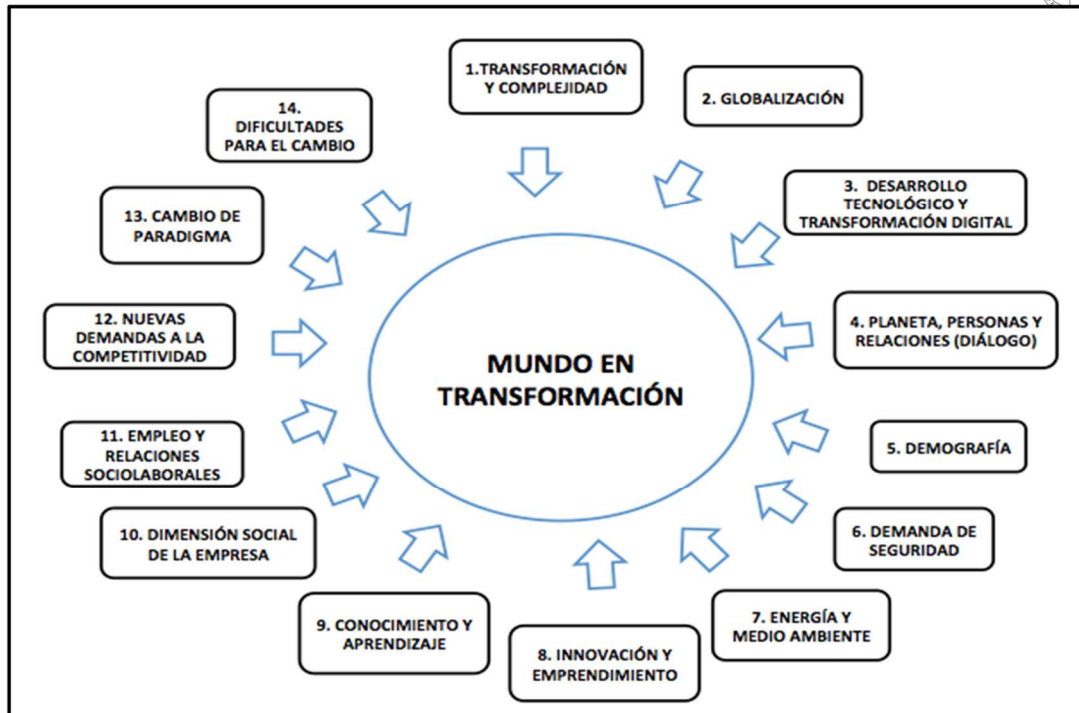
TO BUILD A **NARRATIVE** (TOLD AND EXPERIENCED)



A NARRATIVE THAT IS AN EXPRESSION OF **THE POSITION** WE ADOPT, BASED ON A MODEL FOR INTERPRETING THE WORLD

3

Aspects to be considered in a world in transformation



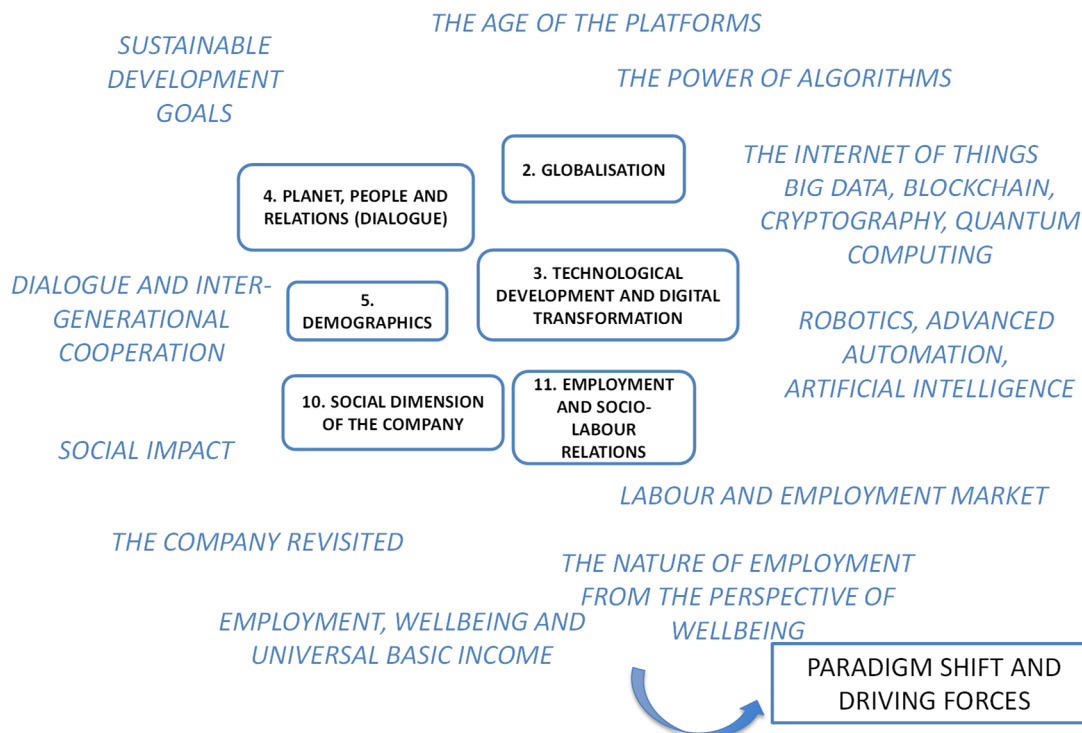
4

An interpretation model of the main forces that characterise a world in transformation

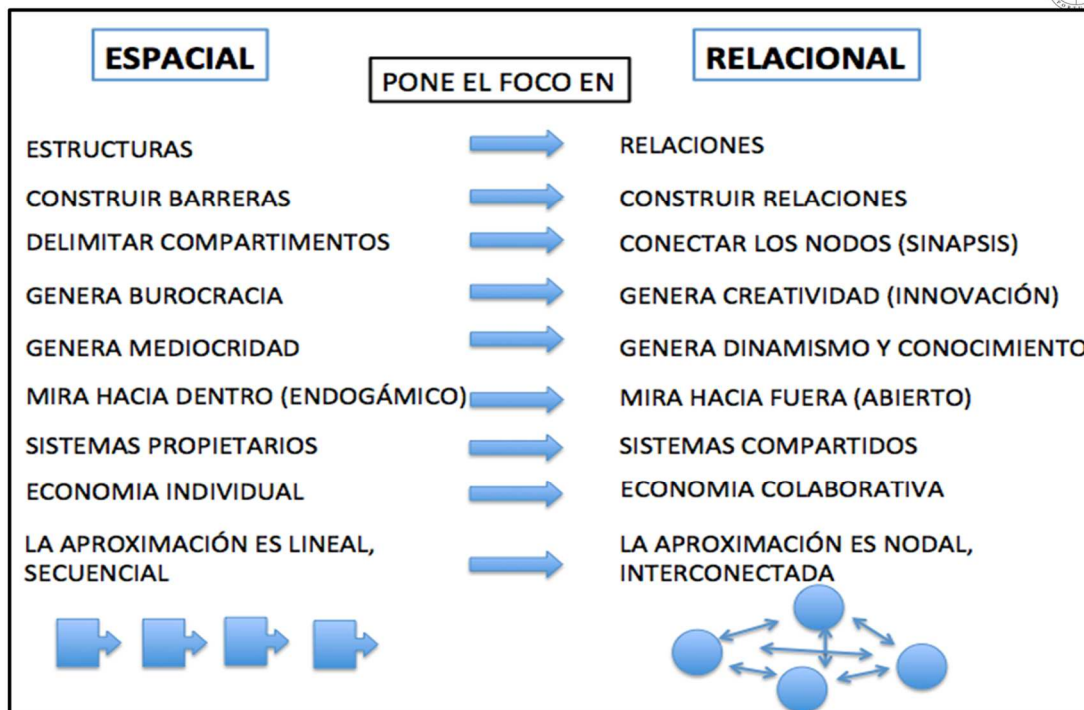


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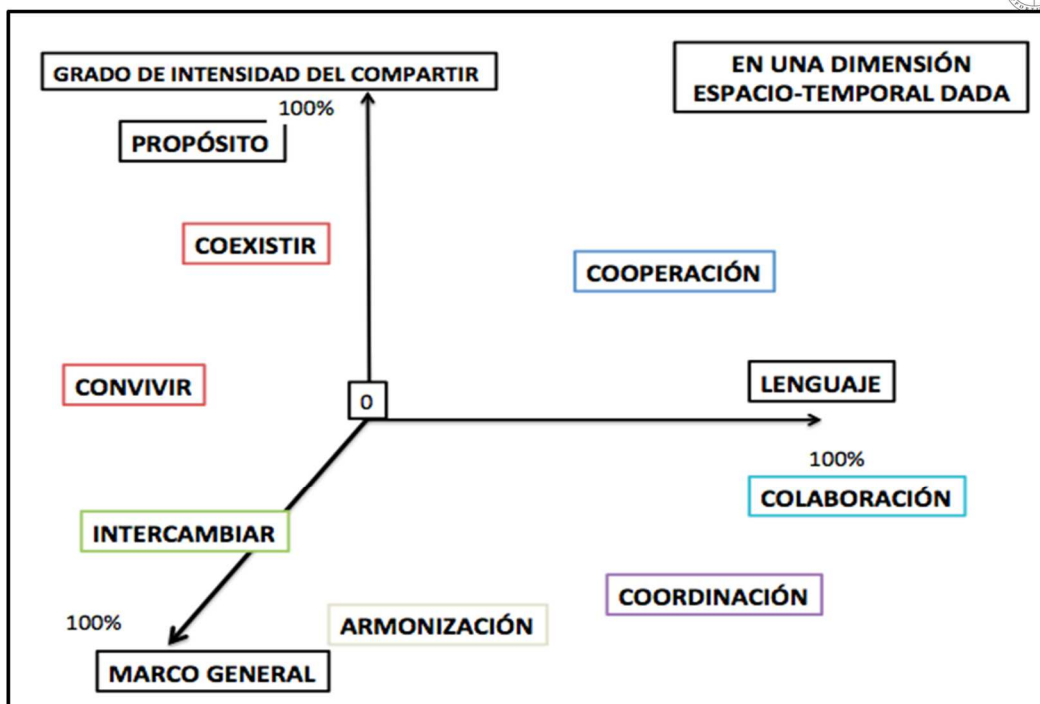
Some general trends that require special consideration...



Evolution in perspective from a spatial to a relational paradigm

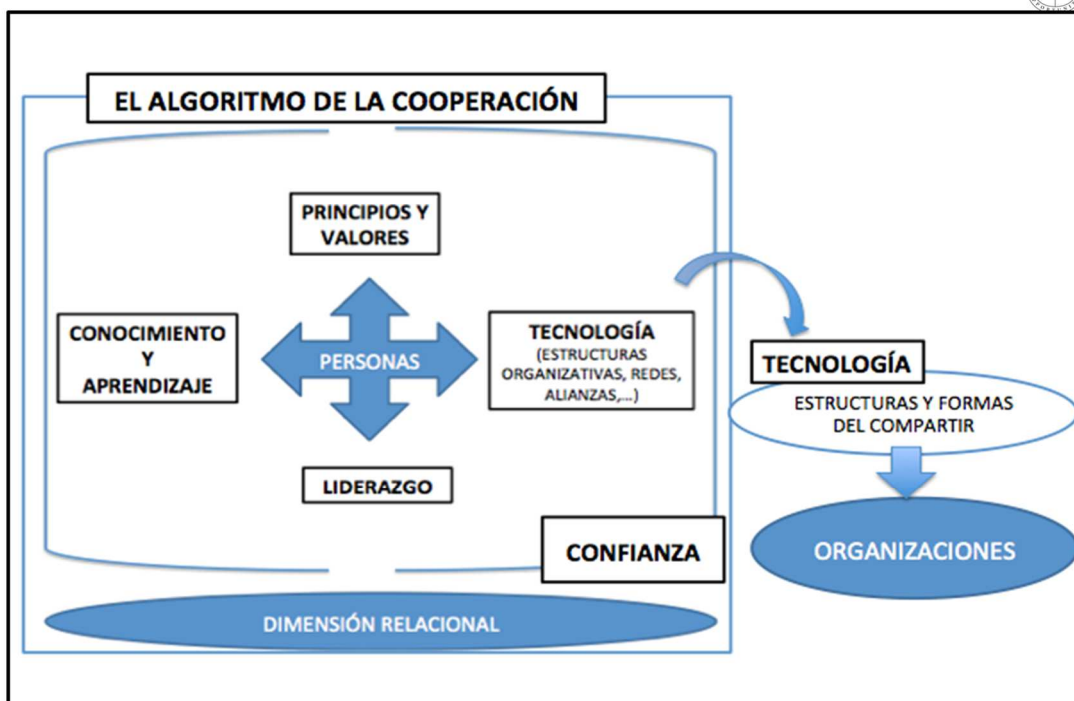


The different expressions of sharing



8

The algorithm of cooperation



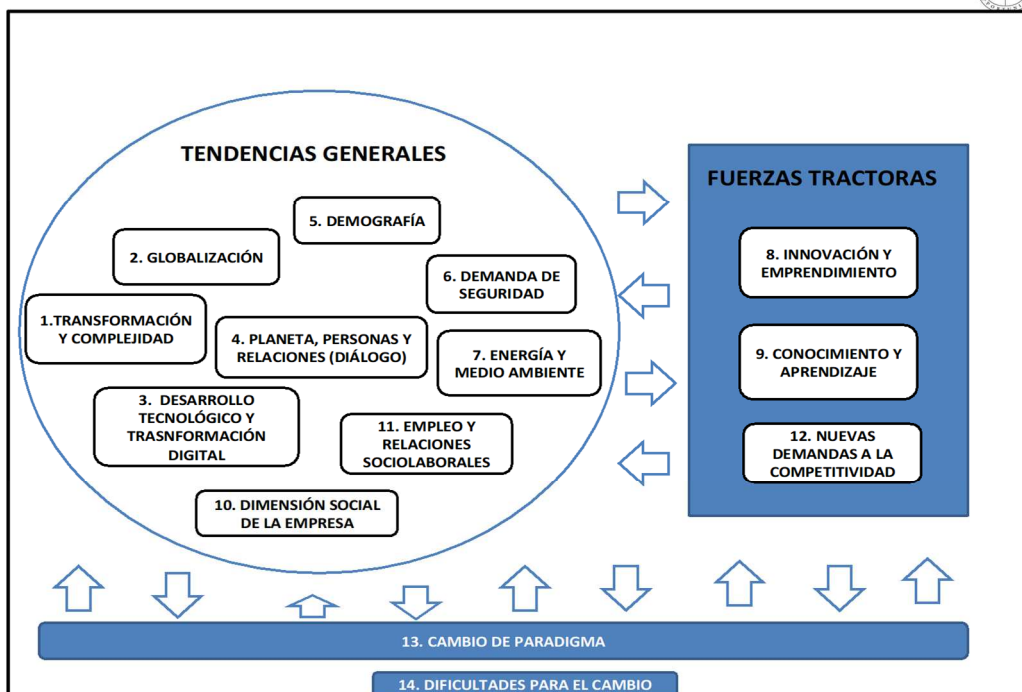
9

Difficulties in coping with change



10

Driving forces



11

Innovation and entrepreneurship as transformation...



INTRODUCE NOVELTIES IN A SUSTAINABLE OR ENDURING WAY,
CONTRIBUTING VALUE THAT IS RECOGNISED BY THE MARKET
AND/OR SOCIETY

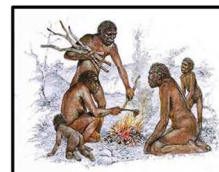
Innovation as an event



*Sudden/
Unexpected*

Operative

to innovation as a process



Anticipated

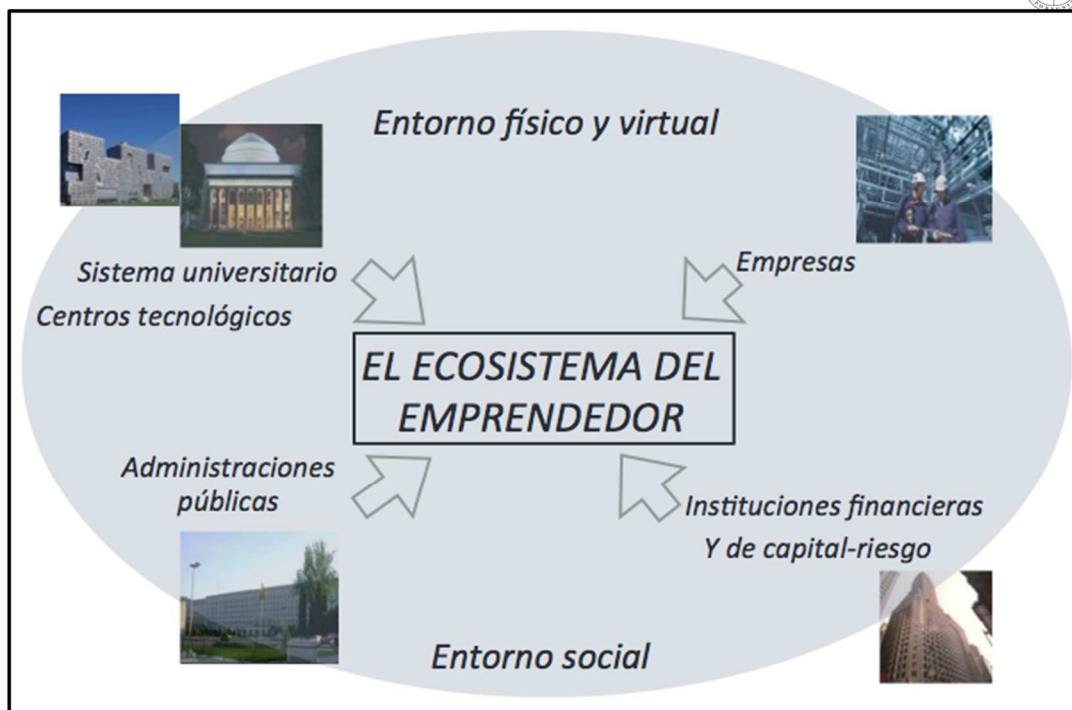
Strategic

"BEYOND RESILIENCE LIES ANTICIPATION"

THE ENTREPRENEUR

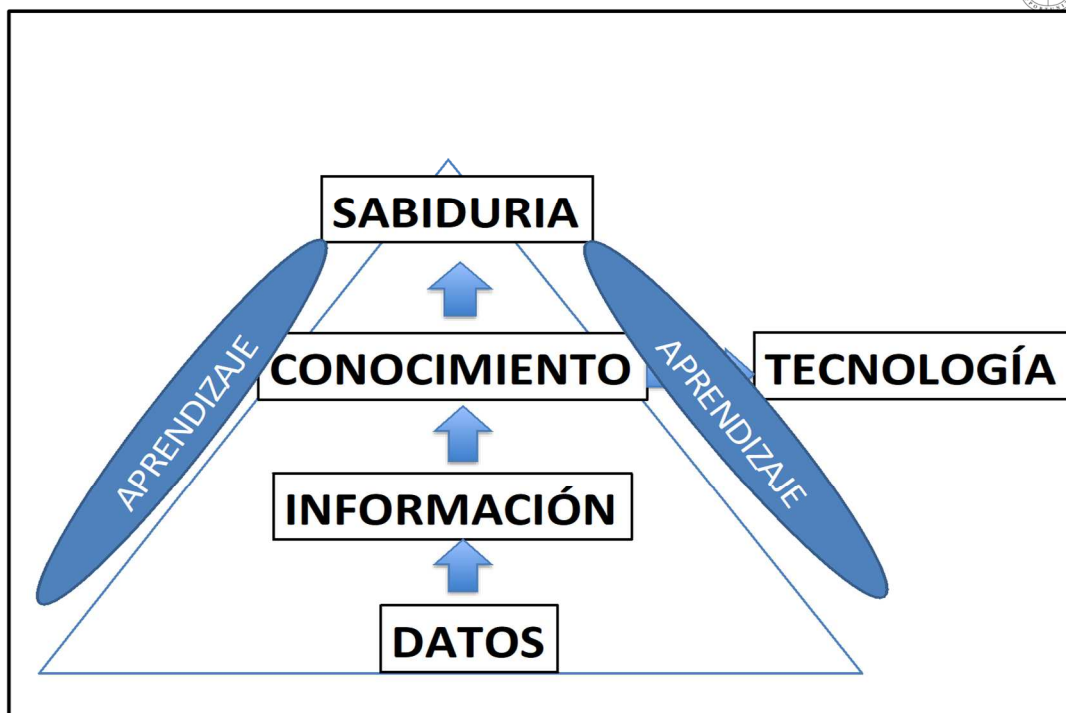
"a person capable of introducing novelties in a sustainable or enduring fashion, contributing value that is recognised by the market and/or society"

Building the entrepreneur's ecosystem



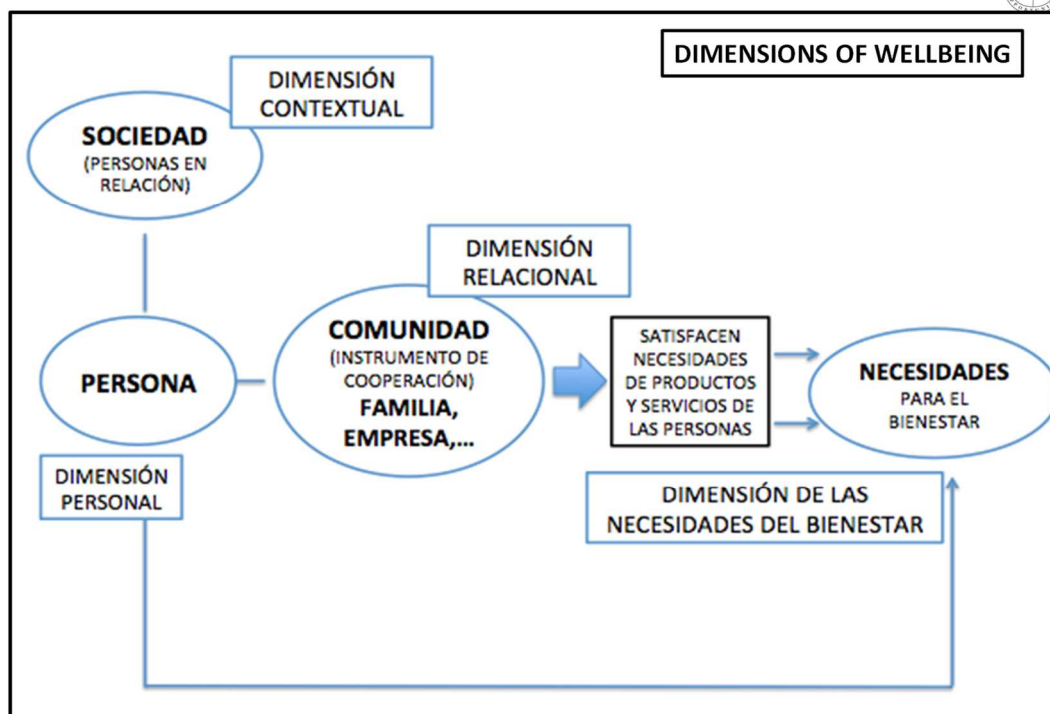
13

The pyramid of knowledge and learning



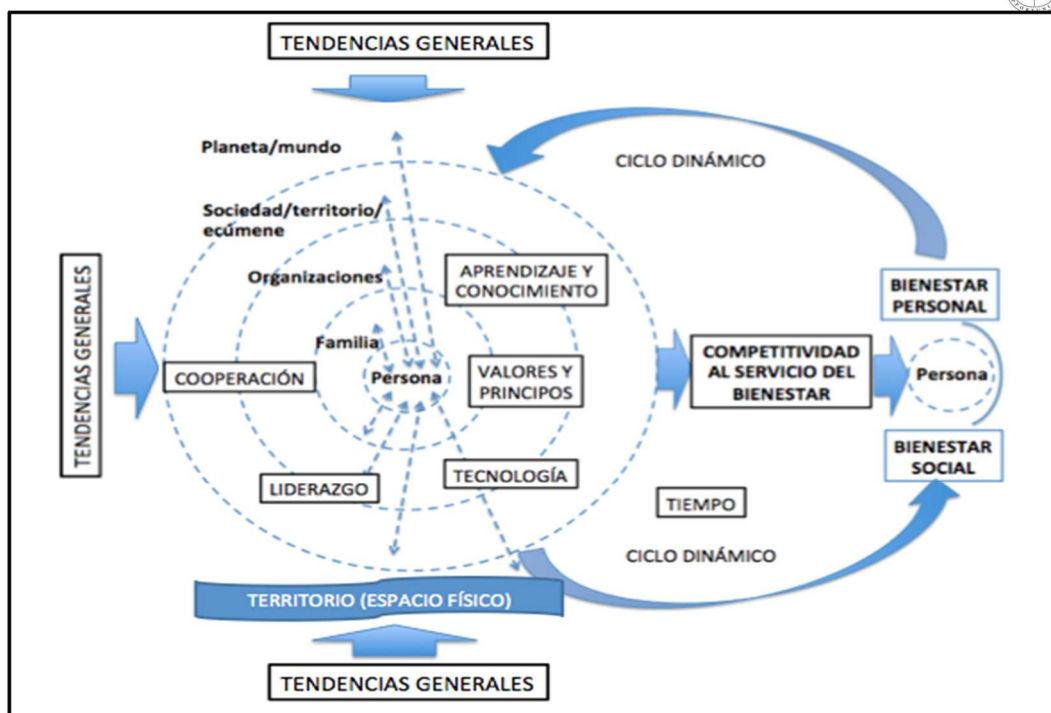
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The unresolved debate on welfare



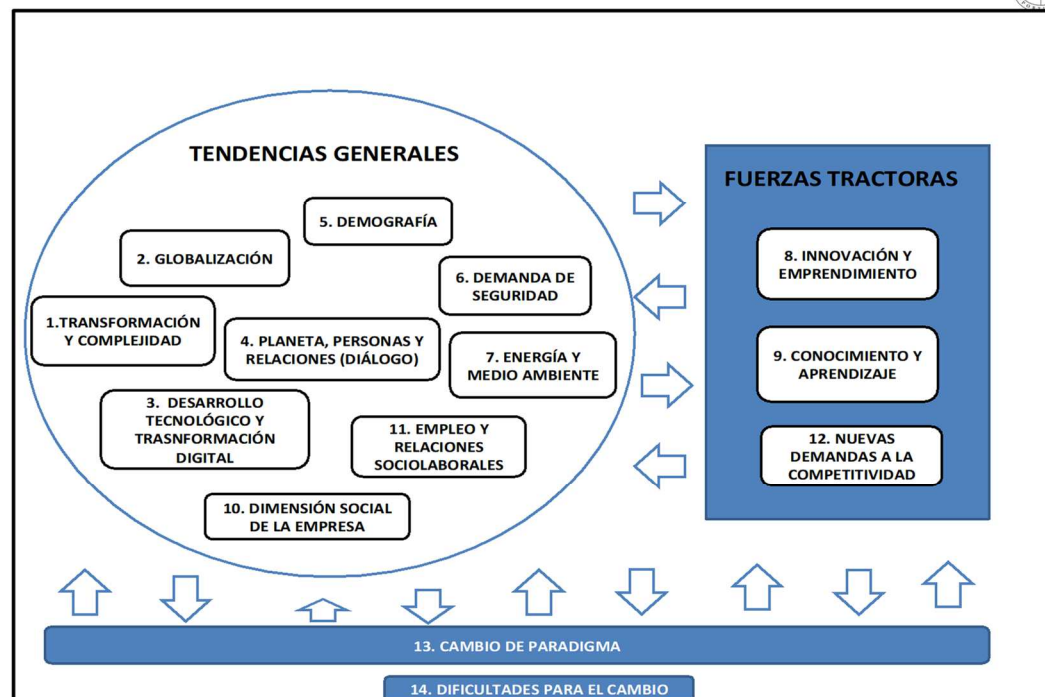
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Competitiveness at the service of welfare



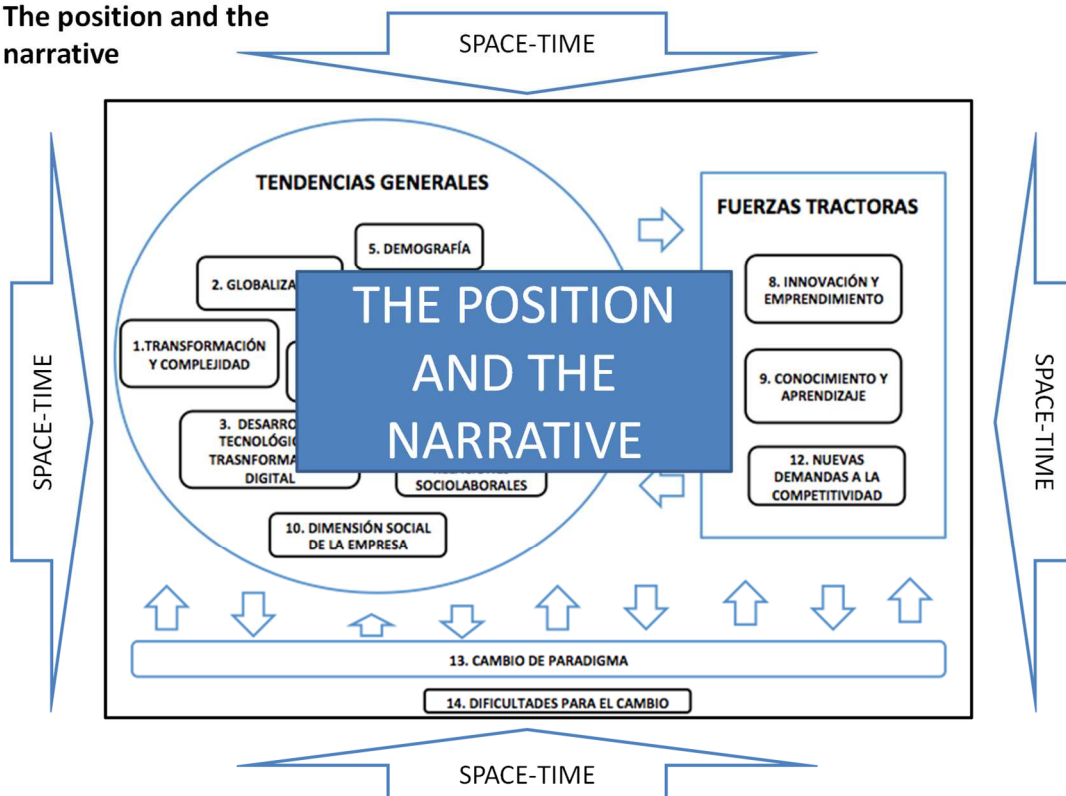
16

To sum up...



17

The position and the
narrative



b. Presentation by Miren Larrea - Dynamization

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Etorkizuneko Lanaren Inguruko Deliberazio Taldea
Deliberation Group on the Work of the Future
2020/09/17



Goal of the dynamic

To identify the agenda for deliberation (i.e. what subjects we are going to consider in the monthly workshops), bearing in mind that:

- The deliberations will feed into the definition of the experimental project. It is therefore a good idea to consider which elements it may be important to experiment with in order to tackle the future of work in Gipuzkoa.
- It is not going to be possible to address all the subjects brought up during the process. We will have to prioritise.
- The deliberation must help us consider *what* is going to be experimented with, but also *how* this is going to be done

AGENDA FOR DELIBERATION

Date	Theme/challenge for deliberation
15 October	
19 November	--- event with international experts ---
17 December	
January	
February	--- event with international experts ---
March	
April	

Working dynamic

Each group proposes a working agenda, using the following process:

1. Agree on a problem associated with the future of work that the group thinks should be prioritised in the experimental project, e.g.: "digitalisation will mean that there is not enough work/employment for everyone"
2. Select any themes that have been brought up (or others) that will enable a diagnosis of the problem: digitalisation, demographic trends, universal income, health, etc.
3. Prioritise five of these themes and consider in what order they should be dealt with, so that we can identify the *whats* and *hows* of the experimental project
4. Discussion among all participants to share the lists of problems each group has worked on

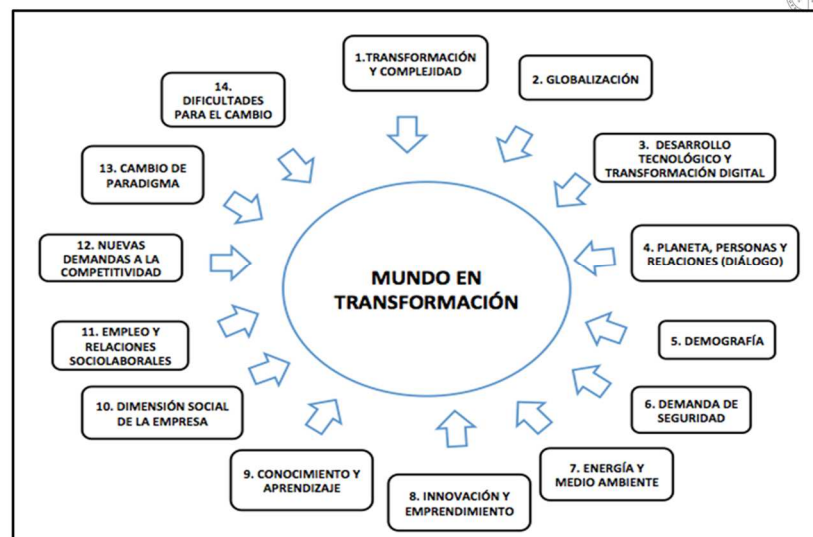
After the workshop, the Provincial Government's Department of Economic Promotion will analyse all the contributions and submit a proposal for an agenda based on them.

Inputs for consideration

- Presentation by José Luis Larrea
- Working Document No. 2, combining the contributions of the eight experts from Gipuzkoa who provided input to Document No. 1 with the contributions from the participants at the first workshop
- Additional contributions sent by email after the workshop:

<ul style="list-style-type: none"> - À-la-carte timetable - Target-based work - Individuals' purpose - The territories/provinces' purpose - The real meaning of employment - Value contribution - Change in the university - Generational changes 	<ul style="list-style-type: none"> - Universal income - Difference between physical space and presenteeism - Difference between employment and work - Integrated system of lifelong and lifewide learning - Health (WHO definition) - Flexibility and uncertainty
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Aspects to be considered in a world in transformation



6

c. Working Document No. 2

THINK TANK

Deliberation process on the work of the future: Working Document No. 2

(17 September 2020)

THEORETICAL AND PERCEIVED PRIORITIES IN THE FACE OF THE CHALLENGE OF THE WORK OF THE FUTURE

Working Document No. 1 is based on the reflections of the Provincial Government of Gipuzkoa on the future of work and a proposal on priority axes for deliberation raised by a series of experts who have considered the subject in Gipuzkoa.

Working Document No. 2 incorporates into this framework the reflections of the participants in the work group, with the aim of establishing an agenda for deliberation on 17 September, taking into account the proposals of both experts and participants.

One of the participants in the group asked about the relevance of distinguishing between the *whats* and the *hows* of this process. This is the arrangement that has been adopted for ordering the contributions. The *whats* are relevant themes that could be addressed in deliberation. The *hows* are the way that deliberation process should be conducted.

The whats of the deliberation process: relevant axes for understanding and building/transforming the work of the future and the future of work¹ in Gipuzkoa

¹ One of the participants highlighted the need to distinguish between the two concepts (the work of the future and future of work), although both were valid for this reflection. In drawing up this working document, both concepts have been used, since it was felt that some contributions related to one concept and some to the other.

In line with the arrangement suggested by the experts consulted, there is a preliminary reflection which, in short, consists of a debate as to whether or not we are witnessing a change in the model of work. If so, it will not be possible to understand the future of work (or the work of the future) using current parameters and the first step in the deliberation process must be to share ideas on what the potential new model might look like.

Deliberation oriented towards understanding the potential change in model

The session then considered the features raised by the experts. This was followed by questions arising from the interventions by the participants in the group:

- a) **The physical space will cease to be as decisive** as it is now and we will move to a relational paradigm, in which the relationships we establish with people from whom we are physically remote might also be as decisive as those we establish in our immediate surroundings.

Is there a "Gipuzkoa style" when it comes to addressing the future of work? What are its characteristics? Will it be relevant in the future?

- b) **The social function of work will be relevant.** Work will go from being seen to a great extent as a means of earning a living to being seen as a personal contribution to society. People will spend fewer hours of their life on paid employment (an economic activity in the sense that it is viewed today)

What will the society of the future be like?

What will the function of work in people's lives be in the future? How will the distinction between work and employment be manifested?

What characteristics does the work of the future need to have to ensure that it is a source of happiness, dignity and a feeling of belonging?

How we can incorporate the change in values as an element in building the transition towards the future of work?

What employment-related problems will arise within the framework of the work of the future?

- c) The business model will go from prioritising shareholders to **taking into account the interests of other stakeholders (shareholders, workers, trade unions, public bodies, social partners, etc.)**

What will the companies of the future be like?

How can we help industry to continue placing the person and their participation at the centre of their activity?

What will it mean to invest in people?

What can we do today to ensure that women are fully integrated in the work of the future and the achievements of the past are not squandered in the new context?

How will we integrate the supportive dimension with regard to exclusion/inequality?

How can we guarantee that the work of the future is of high quality and guarantees decent working conditions?

- d) Increasingly, an organisation's competitiveness depends on the **talent and commitment of individuals**. To make maximum use of these it is necessary to transition towards **a more flexible and horizontal culture**, based on problem-solving and on teams and based on trust

How will we be able to attract talent and ensure that it is innovating?

How can existing jobs be adapted to make them attractive to people?

How can we better align the educational process with the rapid pace of change in the world of work?

How can we involve young people in the construction of the work of the future or the future of work?

Deliberation oriented towards reacting to the major trends affecting work

In addition to the debate on the change in model, experts have discussed major trends that will affect the future of work and the work of the future. These will occur within a shorter period of time than the previous issues, since they are processes that are already affecting the world of work and are going to be heightened.

Experts have also indicated that these trends will affect different industries and demographic groups differently; they will lead to the creation of new activities and products, occupations and requirements in the area of training and talent. It will be important to understand how these impacts might affect work in Gipuzkoa.

These four major trends were used to class the various questions arising from the participants' interventions:

a) Digitalisation and automation

What approach should be taken to teleworking to ensure decent working conditions?

What will the role of technology be in the work of the future?

b) Environmental sustainability

Although the green economy and the challenge of sustainability were mentioned, none of the statements on this subject have been included in the report.

c) Globalisation

Although globalisation was mentioned as one of the elements of the current context, none of the statements on this subject have been included in the report.

d) Demographics (aging and migrations)

How can we cope with the demographic challenge? (aging / migrations)

The hows of the deliberation process:

The following questions arose out of the interventions by the group participants:

What should we do to prevent the results of this deliberation from going no further than the reports?

How can government and civil society collaborate to address the challenge of the work of the future?

How can we generate capacities/attitudes for change?

How can we generate a transformative conversation that guides us towards action?

d. Template for the dynamic

THINK TANK

DELIBERATION GROUP ON THE FUTURE OF WORK

GROUP DYNAMIC – 17 September, 2020

Deciding which problem (associated with the future of work) the group considers should be prioritised in the experimental project

Themes which the group feels are linked to resolving the problem

Date	Theme/challenge for deliberation
15 October	
19 November	--- event with international experts ---
17 December	
January	
February	--- event with international experts ---
March	
April	

e. Photographs of the work groups





