

# THINK TANK

Deliberation process on the Work of the Future: — Working Document No. 11

(24 June 2021)

## **Presentation of the deliberation phase 2021-2023:** bases for developing experimentation on the meaning of work and upscaling

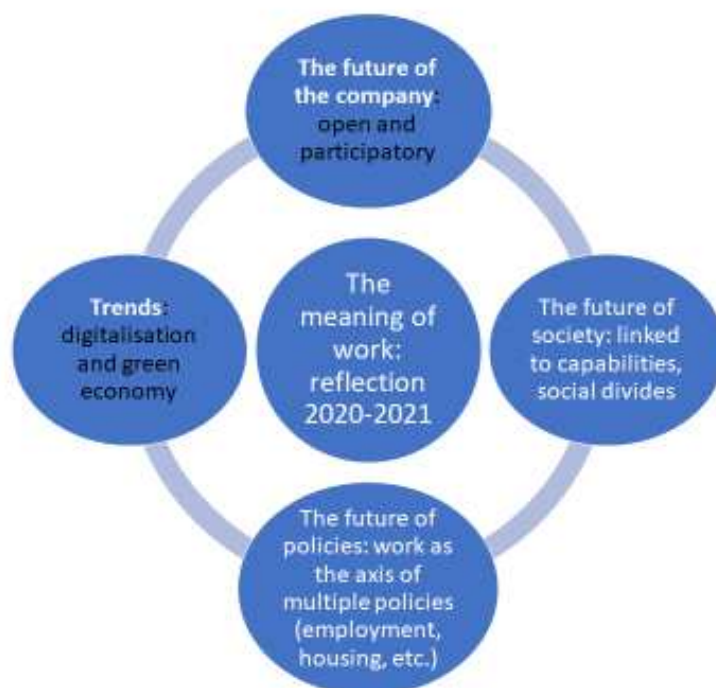
The previous working document concluded one year's work by the deliberation group and this document launches the new period 2021-2023. This phase will begin in June 2021 and will conclude at the end of the present government's term in office. This working document is based on the session held in June 2021, at which the Department of Economic Promotion of the Provincial Council of Gipuzkoa invited a new working group to participate in this deliberation process. Some of the members of this working group were already involved in the previous phase; others were new. This document contains the basis of the proposal made to them.

### **Basis of the deliberative process for the period 2021-2023**

#### a) The new phase corresponds to the work carried out in the 2020-2021 phase

The figure below shows the axes that were addressed in the previous phase. The lessons learned during deliberations on those axes has been taken as the basis for defining the new phase. The various axes shown in the figure are explained in previous working documents.

#### 1. Image. Axes of deliberation in the phase 2020-2021



## b) Objectives for the new phase

The ultimate aim of the deliberation has been defined as follows: To help companies in Gipuzkoa to anticipate the challenges of the future, effectively providing them with the right tools.

To this end, from June 2021 until the end of the present government's term in office, the group will conduct two types of work. On the one hand, it will learn from experimentation on the meaning of work to design useful tools for companies. On the other hand, it will promote collaborative governance between the agents in the ecosystem in order that the lesson learned reach the largest possible number of companies.

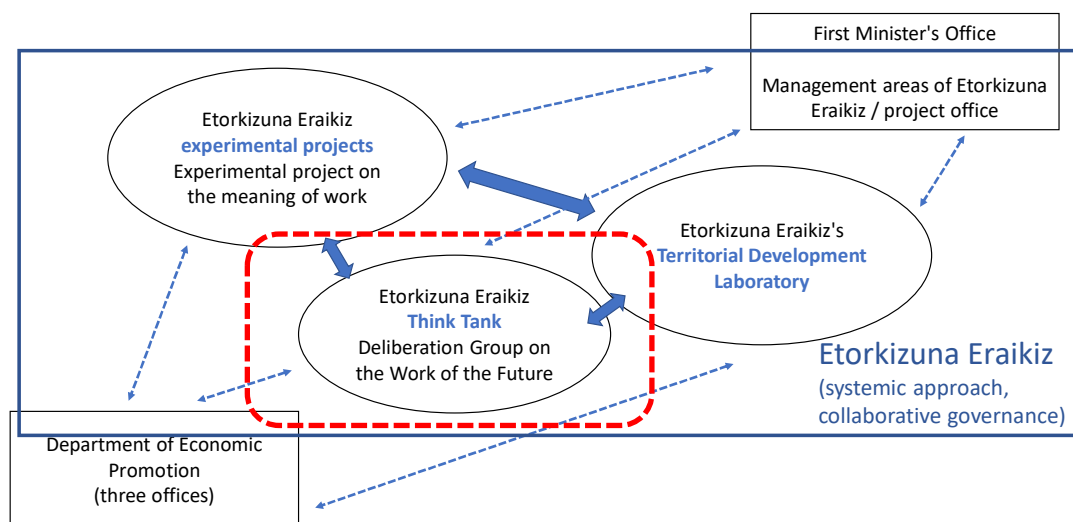
## c) Framework of the deliberative process

This process is one of the four deliberation processes that will be addressed within Etorkizuna Eraikiz Think Tank and the common framework for all these processes is Etorkizuna Eraikiz. The think tank's deliberation will be developed in coordination with the rest of the Etorkizuna Eraikiz initiatives to listen to the public, experiment on the policy ecosystems and transform

them in practice. Consequently, the systemic vision of all these processes will be explicitly worked on.

As a result, the figure used in the previous phase has been shared. It highlights the systemic vision shared between the experimental projects, the think tank, and the territorial development laboratory.

## 2. Image. Systemic vision of Etorkizuna Eraikiz



### d) Working group for the new phase

Since the objectives of the new phase are different to those of the first phase, some changes have also been made to the working group. On the one hand, companies included in the experimental process will also participate in the deliberation. Based on their experience, the group will reflect on the meaning of the work. On the other hand, in order to meet the aim of collaborative governance, the following provincial actors will also participate: (a) Provincial Government (Department of Economic Promotion and Office of the First Minister); (b) Agents working with companies (Adegí, Asle, Gipuzkoa Chamber of Commerce, regional development

agencies, vocational training representatives); (c) members of the knowledge system (University of the Basque Country, Mondragon University, Tecnun, Deusto University). Other stakeholders mentioned in the previous deliberation process may also be included in the future.

e) Conceptual framework on the meaning of work

The deliberation for the period 2021-2023 will be based on the conceptual framework on the meaning of work. It will use the following definition of the meaning of work as its starting point: An individual's interpretation of what their work means or what the role of work is in the context of their life (Pratt and Ashforth, 2003). The September 2021 session and the working document will centre on this conceptualization.

f) The Think Tank's activities will be targeted at seeking coordination with the territorial development laboratory with a viewing to scaling up the action

The territorial development laboratory (TDR) is the result of a process initiated in 2009 in which various agents in the territory are collaborating, including the Provincial Government, local development agencies, vocational training centres and some policymakers from the Basque Government. An example of this type of collaboration is the digitalisation project currently being developed by the Innovation Department of the Department of Economic Promotion. The knowledge acquired in these experiences will be taken into account when analysing how to transfer the lessons of the deliberation process to companies.

g) The methodology used for learning from the lessons and orienting them towards action within the deliberation process will be action research

Etorkizuna Eraikiz Think Tank opted for this methodology to facilitate the deliberation processes. After a year's work, methodological studies have been carried out and a methodological proposal adapted to the needs of the Think Tank for the period 2021-2023 will be presented in October 2021.