



ETORKIZUNA
ERAIKIZ
think tank

WORK OF THE FUTURE
REPORT OF THE 4th MEETING

19/11/2020

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SPACE FOR DELIBERATION ON THE WORK OF THE FUTURE

Zoom, 19 November 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. Head of Strategy and Studies |
| 5:15- 5:20 pm | Presentation of the Dynamic | Miren Larrea. Researcher from Orkestra — Basque Competitiveness Institute |
| 5:20 – 6:00 pm | A practical approach to integrating competitiveness and personal development in the work of the future | Iñigo Larrea. Head of Talent Management at Mondragon Corporation |
| 6:00- 6:55 pm | Group dynamic to integrate the lessons learned from this practical approach into the experimental project on the work of the future | |
| 6:55 pm–7:00 pm | Close of session and presentation of the next steps | Javier Larrañaga. Provincial Councillor for Economic Promotion, Tourism and the Rural Environment |

2. In attendance

- Jabier Larrañaga
- Imanol Lasa
- Ander Arzelus
- Jon Angulo
- Isabel Busto
- Eva Cuenca
- Juncal de Lucas
- Iker Estensoro
- Jon Gurrutxaga
- Andoni Isasti
- Ignacio Muñoz
- Fernando Tapia
- Iñigo Ugarte
- Nerea Urcola
- Anabel Yoldi
- Sebas Zurutuza
- Miren Larrea
- Eva Sánchez

3. Welcome

The Head of Strategy and Studies opened the session by announcing some new features. *“We have some changes in the team from the Provincial Government of Gipuzkoa. This is an agreed change, one that has been worked out among friends. We are very excited by the move and think it will be good for both Gipuzkoa and the Provincial Government”.*

He explained that looking towards a situation which *“is conceptually post-Covid, but when we will continue to suffer the consequences of the pandemic, the General Deputy wants to reinforce and enhance the Department of Economic Development with Javier Larrañaga, who is taking charge of the strategic projects. I will be in charge of managing advice/consultancy, strategy and studies. I want to reiterate that this is something we have arrived at as a team, after talking it over between all of us and we are all very pleased with the change. Today I am pleased to welcome and introduce the new head, who will also be in charge of the Think Tank. Many of you already know him”.*

He also gave a positive evaluation of the work of the Think Tank which, he said, is shared by the members of the team from the Provincial Government of Gipuzkoa. He thanked the participants for their trust in him and their commitment. He said that the new Deputy for Economic Promotion is up to speed on the Think Tank project and its progress to date, as well as the paths of future development.

He also introduced ECO17, the Vice-rector of Scientific Development and Transfer at the University of the Basque Country. He has also been a Provincial Councillor and knows the ropes. He will have plenty to contribute from the perspective of the university. He welcomed ECO18, another member of the group from the University of the Basque Country and director of innovation and technology transfer.

Finally, he introduced Iñigo Larrea, the speaker and head of Talent Management at Mondragon Corporation. *“We have had some external speakers, but the group should also hear from those who tackling the future of work in Gipuzkoa”.* He concluded by thanking all the participants.

4. Notes on methodology and dynamic

The Orkestra Researcher took the floor. She introduced the dynamic, saying that *“it is very important that you know the purpose of the dynamic so that when you hear Iñigo's talk, it can guide you in this area”*.

“I don't need to repeat what [this figure](#) is all about. I just want to remind you of the idea we're deliberating on, so that we can move on to the action which will take the form of an experimental project that we need to decide on now. We have already taken the step of defining what we want to achieve with the experimental project: to combine individual development with a development in competitiveness by using lifelong learning as our methodology, taking into account the fact that digitalisation is going to be decisive. There has been talk of the atomization between people and companies and the loss of the company's central role in the individual's professional advancement, inevitably leading to a weakening of the feeling of identity”. Public policies and society, she added, are one axis for the approach they are building, together with the work/society axis.

She encouraged the participants to note down any elements that might help in defining the experimental project, *“to date we have worked on conceptual frameworks and we have analysed major trends; now we are presenting you with a specific project that can help us to put our reflections into practice”*. She recommended that they write down anything they thought might be of interest for putting the project into practice. They should enter these notes in the template they have received and send it back.

“In groups, following the presentation, you should share the most relevant items, reflect on the different options that occur to you, group them together and prioritise them”.

She asked if they had any questions. The only matters raised were logistical (some members of the group could not find the template they had been sent).

5. Presentation by Iñigo Larrea – Mondragon Corporation

Iñigo Larrea greeted the participants and after joking about the repetition of his surname in the group, he began his presentation.

“We want to share our reflections on the future of work with you. This was developed within the framework of a European project with a series of collaborators. That is why the presentation is in English”. He apologised for this.

“We know this is a partial reflection that does not address all the themes related to the future of work and it is very industry-centred, but we think it may of interest to share with you for two reasons: the case of the Mondragon group may be extrapolatable or serve as an inspiration for the rest of Gipuzkoa because it is a set of SMEs and business-generating companies, which also have specific values: equality, participation and the generation of quality work... The second reason is that the approach to the future of the work is a more systemic approach”.

“The project began in a platform called Debagoiena 2030, whose aim is to transform the Debagoiena area into a more inclusive and climate-neutral environment. Now we also have a process in place for upscaling this experience to Gipuzkoa as a whole. The future of work can be approached from the perspective of the individual, from the cooperatives or the companies in which we operate, from a corporate perspective, which is what we used, and also from the perspective of a wider system, of any territory”. Amongst the origins and inspirations of the project, he mentioned Climate Kic, and Mariana Mazzucato from the Institute for Innovation and Public Purpose.

He explained the [framework of the perspective](#) used in this study.

“There are a number of different positions within Debagoiena 2030. We led the position on the future of work, which we called the Alliance for Good Work in Debagoiena. As Mondragon, we wanted to lead this position. Our goal is to create high-quality employment, mostly cooperative, and work forms part of participation in management, profits and ownership”.

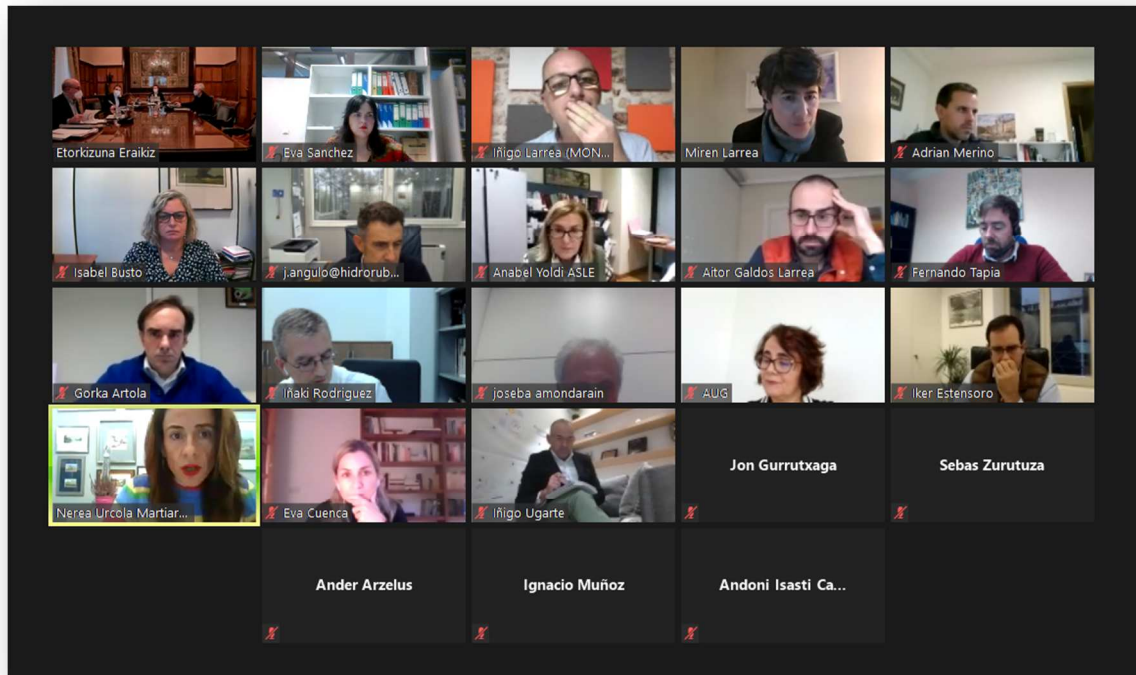
“Work is an element of equality. It gives a feeling of contributing to society and a feeling of leaving a legacy. It offers personal growth, development and learning and should also allow for a work/life balance. Work is a central feature and with all the disruptive changes we are currently experiencing and those we anticipate in the future, there are a lot of changes coming and we have to ensure that they are developed from a concept of the fair transition of an environment. To achieve this, we understand that we must ensure good, high-quality, work. This is why we've set ourselves a [Mission, Final Objectives and a Vision](#)”.

He explained the four elements on which they have structured work, and everything related to it. Amongst the challenges, he identified the transformation of current businesses and the creation of new jobs. The central challenges for today's presentation are employability and retraining (focusing on people) and accelerating transitions via the ecosystem (support for companies).

He presented the different elements in a typical firm with an analysis of the challenges they face in the transition from their current businesses (see Slide 4). In terms of the implications for individuals, the challenges facing cooperatives are:

- Need to recruit and retain high-demand profiles. To consolidate their positions as an employer brand.
- To retrain people in automatable plant and office jobs. *"It is going to be very difficult to maintain employment amongst certain job profiles. And retraining takes time"*.
- How to organise the company into a fluid and networked organisation, in this economy of alliances, *"the skills we will need"*, etc.
- Flexible work and diversity management.
- To strengthen the development of talent and lifelong learning. Lifelong Learning. Promoting internal talent internally in a more agile and attractive way.

Focusing on the area of employability and retraining, he mentioned the need to *"work on employability and labour transitions as a response to the work-for-life system that is typical of cooperative firms"*. He also stressed the need for labour transitions not to consist of going from one employment to another, rather than from employment to unemployment.



“In order to have proactive people in constant retraining, we need active guidance and specific transitions. We need personnel planning. It is tempting just to surf the wave without looking forward, especially in the context of the Covid-19 pandemic. We are going to need guidance on what skills and what workers need to be promoted. The financing we have today is too weak for the level of investment we will need in the future. What we are proposing is to create a retraining fund like they have in France; each person would have a retraining fund that gradually grows, and they can choose where to spend it”.

“We understand that we need a learning ecosystem where we break the hard border between study and work. Culturally, we still have that perspective, and it looks as though we cannot combine the two. Educational institutions and the university, for example, still see their main business as focusing on full-time students, rather than people who are in work and are retraining. We need practical, specific, training that seeks to develop short sprints, much more specific education and methodologies and ways of learning with learning sprints of 2, 3 or 4 weeks”.

“Our approach to retraining was to select less qualified people to take an advanced vocational course, of about 1500-1600 hours. This is a major effort for people who are studying and does not match the 70-20-10 learning arrangement”.

Another key point, he said, is this approach to accelerating transitions through the ecosystem: *“In Mondragon we already have a good infrastructure, but we need to have more elements in the ecosystem”*. These could be along the following lines:

- Multi-timeline ecosystem which goes beyond the classic R&D process, because there are companies that no longer have the time this process requires.
- An open ecosystem, more than just a space. *“Sometimes spaces act as a brake; there is no reason why there should be just the one centre of innovation. We should move towards generating communities of talent or experts, enabling us to work on specific and joint offers”*.
- *“This ecosystem also needs to be comprehensive, not just technological. We also have to speed up transitions in business models, etc”*.
- *“It has to be a specialist ecosystem, with vertical structures. In this way, we feel that we are not only developing industrial forms, but a whole competitive and high-added value sector offering advanced company services”*.

Concluding his talk, he said that they believe it is possible to extrapolate these ideas to Gipuzkoa as a whole, given the features and elements that make up the ecosystem.

The Orkestra researcher then opened the Q&A session.

ECO13 said he has had a chance to read this study and he highlighted the fact that the project is based in Gipuzkoa, since he always read about this type of study in other countries. What surprised him, he said, was the segmentation of new opportunities. He has seen some interesting things and he asked, *“Within that retraining environment in the Mondragon group, do you have business niches for retraining people?”*.

Iñigo Larrea answered, *“we have performed workforce planning projects and we have tried to create niches, but they are still at an early stage. We do have cooperatives in the social/healthcare area. This is a growing sector where we can include technology and many other things, and it sometimes requires a large number of medium/highly-skilled staff. We see that surplus staff from manufacturing areas that are going to be automated could go there. At the same time, we see that a large percentage of assembly, support and warehouse jobs are going to go”*. Iñigo also mentioned another project, Platform Coops, which seeks to create cooperative-type platforms, *“an Uber whose*

profits would go to the drivers; they could be elements of entrepreneurship in which we can generate alternatives to traditional forms”.

ECO13 answered that in the transition from an industrial Gipuzkoa centring on milling and rolling, towards management and care of people, he sees it as a challenge that the technology is going to develop faster than it will take people to develop caring skills. In this context, he feels there is a demographic challenge.

Iñigo Larrea added that the profiles that are most in demand are from advanced vocational courses related to the automotive industry, robots, programming, etc.

ECO13 said that this figure will grow because there will be a very large proportion of older people. And there will be more demand.

6. Group deliberation dynamic

Before moving on to the group work, the Orkestra Researcher remarked on the management of time in the groups; people always mention that they don't have enough time. Consequently, the results of the group deliberation will not be presented in the full meeting after the group dynamic, to allow more time for working in the groups. It is therefore important for someone from each group to write up the group's deliberations in the template they have been sent. *“Today we are going to try ending the whole meeting after the group session, without sharing results amongst all the participants. Instead, we will share the results in writing together with the assessments”.*

The participants then deliberated in their different groups for 50 minutes. The results are shown [here](#).

After the group work, the Orkestra Researcher took the floor again. *“I hope you were able to have as close a dialogue as possible in the small groups. We mentioned before that this approach has the advantage of being able to keep going without stopping the process early; however it does have some drawbacks when it comes to sharing opinions and debate. Still, we hope it has enabled a bit of socialisation”.*

She concluded with some final notes before going to the closing part of the meeting. *“The process following these virtual sessions will be the same as before. In a few days, you will receive the assessment and the summary of the reflections. The systemisation will take a little longer and we are already starting to prepare the workshop for 17 December”.*

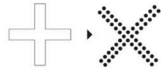
7. End of session

The Councillor for Economic Promotion, took the floor, thanking the Orkestra Researcher. *"Looking at the list of participants", he said, "I see I am lucky enough to know most of you and it will be a pleasure to meet anyone I have not had the occasion to talk to before. Many thanks, for sharing your project with us, Iñigo. I accept this new challenge with a great feeling of responsibility and excitement. I already have one major challenge, which is to follow in Imanol's footsteps".*

The session adjourned until 17 December.

8. Appendices

a. Presentation by Iñigo Larrea

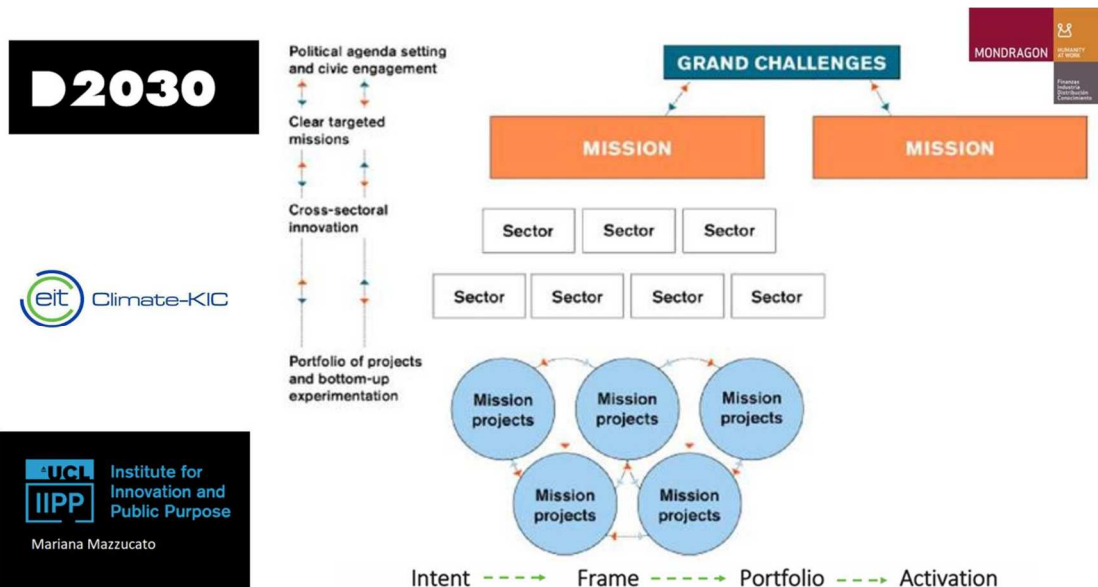


FoW MONDRAGON

A Practical Approach to the
Integration of
Competitiveness and
Personal Development in the
Work of the Future

THINK
TANK
—
ETORKIZUNA
ERAIKIZ

Etorikizuneko Lana THINK TANK The Work of the
Future
Fourth session
19 November 2020





FoW Future of Work

Alliance for Good Work in Debagoiena

MISSION: Our mission is to connect and mobilise people, cooperatives and other socio-economic actors to co-create innovative solutions to the challenges of the green, digital and cultural transformation.

Our ultimate aim: to guarantee inclusive, meaningful employment, strengthened by technology for all.

VISION: By 2030, Debagoiena will be recognised as an international benchmark of an innovative, socially inclusive and environmentally sustainable economy that guarantees good employment for all.



3



Transformation of existing businesses



GREEN TRANSITION

- Decarbonisation: Legislation, society and customers are all driving:
- Products that go from using fossil fuels (oil/gas) to electricity
 - Greater efficiency and reduction of waste generated and circular solutions.
 - Sustainable processes and manufacturing methods .



VALUE PROPOSAL

- FROM COMPONENT TO SYSTEM: Knowledge of the function.
- FROM SYSTEM TO SOLUTION: Servitization.
- DIVERSIFICATION to other sectors of greater added value.
- INTEGRATE MORE TECHNOLOGIES through networks and partnerships.
- AGILITY: Time to Market - Speed to Value.



DIGITAL TRANSFORMATION

- DIGITALISATION OF PRODUCTS: Embedded Systems, Connectivity, IOT
- ALTERNATIVE MATERIALS light materials, miniaturisation, additive manufacturing.
- ADVANCED DESIGN TOOLS: Simulation of product/ process. Digital twins.
- CONNECTED VALUE CHAINS and integrated logistics.
- SMART MANUFACTURE: Connected machines/ big data, cybersecurity.
- ROBOT-ASSISTED PRODUCTION.



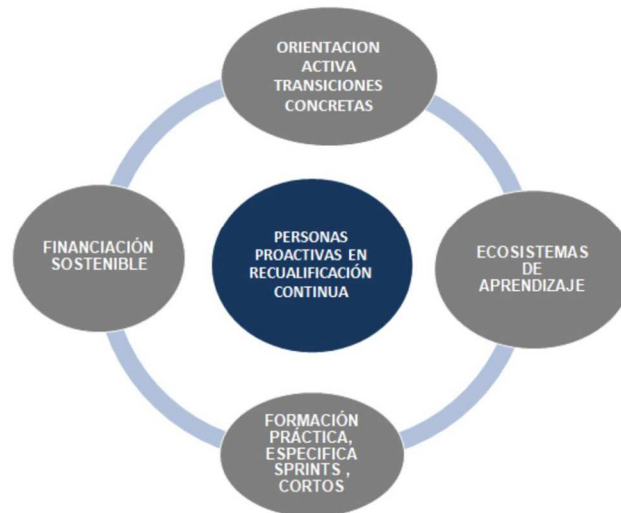
IMPLICATIONS FOR PEOPLE

- Recruitment and retention of high-demand profiles. Employer Brand.
- Reskill people in automatable plant and office jobs.
- Fluid networked organisation, partnerships.
- Flexible work and diversity management.
- Strengthen the development of Talent and lifelong learning. LLL.

4



Employability and reskilling



5



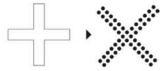
Accelerate transitions through the ecosystem



- 01** Multi Timeline Ecosystem (more than R&D)
- 02** Open Ecosystem (more than a space)
- 03** Comprehensive Ecosystem (more than technology)
- 04** Specialist ecosystem (vertical)



6



FoW MONDRAGON

A Practical Approach to the
Integration of
Competitiveness and
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Work of the Future

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Etorkizuneko Lana THINK TANK The Work of the
Future
Fourth session
19 November 2020

b. Presentation used during the session



Etorkizuneko Lanaren Inguruko Deliberazio Taldea
Deliberation Group on the Work of the Future
15/10/2020



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. |

Results of the dynamic on digitalisation

- Digitalisation, among others trends, generates networking and the subsequent **atomization** and **loss of the centrality of the company as the context of people's professional development**. In other words, in the future each individual's career will play out in many different companies, sometimes simultaneously. This will lead to less identification with a specific firm and a weakening of the sense of belonging. In this process, "personal brands" will be strengthened. Effects:
 - Shorter contractual relations
 - Personal and professional development not dissociated
- In this context of atomization, there will be two groups of people that will increase:
 - Workers with the skills that companies are looking for, who by their own decision, choose not to work for a single firm, but for several, contributing their itinerant value to those companies
 - Workers who do not have the skills required by companies or different projects will have difficulty being kept on in companies, not by their own decision, but because the companies will only require their work for shorter, more intermittent periods
- Atomization generates pressures in going from an interpretation of work in the context of the **company/worker** relationship to an interpretation based on the **worker/society** relationship.

Working dynamic

- During the presentation:
 - Note down any elements that you think might be helpful for **putting into practice** an experimental project in Gipuzkoa that can help improve the links between people's development and the competitiveness of companies/society (including the role of public policies). Use the first template in the "Results of the Dynamic" file which will be sent out by email before the session.
- In groups:
 - Share what each person considers relevant
 - Reflect and debate on the different options, group them whenever possible
 - Prioritise the group's ideas and list them in descending order of priority in the second template in the "Results of the Dynamic" file (only one person per group need write this list).
- After the presentation:
 - Send the "Results of the Dynamic" file to eva.sanchez@orquestra.deusto.es so that it can be entered in the session report and the definition of the experimental project

Template 1: individual reflections

Elements that are of interest to **put into practice** an experimental project in Gipuzkoa that will help improve the links between **people's development – competitiveness of companies - society** (including the role of public policies)

-
-
-
-

Template 2: group's reflections

Elements prioritised by the group for the experimental project, which will cover **people's development – competitiveness of companies/society** (including the role of public policies)

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

c. Working Document No. 4

THINK TANK

Deliberation process on the work of the future: Working Document No. 4

(19 November 2020)

This working document is a follow-up to the three previous ones and contains the results of the deliberation at the session of 15 October 2020. The future of work will be marked by a number of major trends, among which the deliberation group has prioritised two: digitalisation and the ecological transition. The following paragraphs summarise the debate raised by Genís Roca on the theme of digitalisation and the work group's reflections on that debate. The final part of the document contains the Provincial Government's interpretation, which sets the basis for an experimental project on the work of the future.

With regard to the impact of digitalisation on value generation processes in the province, the group agreed that it would have a clear impact on value chains, redefining them and generating pressure for real-time value contribution. In this context, companies will need to transition towards flexible business models with scalability of processes, exploit synergies, have good access to knowledge on markets and competition, have a crosscutting vision and know how to innovate based on the information. This will require the creation of open innovation processes and networking. To make this transition successfully, companies will need new capacities, more academically skilled workers with social capacities who can also contribute value in the relational and strategic circuit and those who have so-called "soft" (social and collaborative) skills.

In addition to all this, they forecast that there will be another process which, if not addressed in the coming years, may hinder companies' access to personnel with such capacities. This is what has been referred to in the deliberation process as *atomization*. This atomization derives from networking and the subsequent loss of the central position of the company as the context of people's professional development. In other words, in the future each individual's career will play out in many different companies, sometimes simultaneously. This will lead to less identification with a specific firm and a

weakening of the sense of belonging. In this process, “personal brands” will be strengthened.

This atomization has various different effects. On the one hand, in these shorter contractual relationships, the worker does not have the perspective of a long-term professional career and is looking for short-term value. On the other hand, professional advancement is not dissociated from personal development; personal development is also pursued through work. This means that personal factors will impact professional decisions. It is important to remember that what makes people happy will be part of their decision-making processes in the world of work. This dimension of individual happiness also has links to society; individuals will find meaning when they see their impact on society. Through exploration, they can measure this contribution (or lack of it) on their surroundings. To under work, therefore, it will be important to take into account processes of socialisation. To some extent, each of us may be a product of this process. In each case, it is therefore necessary to consider the meaning and utility, for example, of digitalisation, to ensure that it serves us and not vice versa. The speed of the process will also be important, to ensure that people are not excluded.

This process atomization will be uniform amongst all the people from the same territory. We can simplify the categorisation of these differences by saying that there will be two groups of workers that are going to grow in number. On the one hand, there are the workers who have the skills that companies are looking for and who by their own decision, choose to work for several firms instead of just one, contributing their itinerant value to them all. In this case, the decision not to stay for a long time in any one firm and to work simultaneously in several firms forms part of the quest for personal development and meaning. *In this case the trend towards atomization is voluntary for the individual, but involuntary for the company.* On the other hand, there are the workers who do not have the skills required by companies or different projects. They will have difficulty staying in companies. This will not be their own decision, but because of the fact that the companies will only require their work for shorter, more intermittent periods. In this case, this situation is not an individual decision, as part of a quest for personal development and meaning, but an unwanted situation that also negatively impacts the individual's access to decent working conditions and social rights. *In this*

case, the trend towards atomization is involuntary for the individual, but voluntary for the company.

In this situation, it is foreseeable that there will be pressure to shift the focus of any interpretation of work from the company/worker relationship to the worker/society relationship. The group indicated that there will be spaces and times when a person will have no work. The institutions will have to cater for that space. At the same time, it stressed that ongoing education can help engage the individual in this pathway and anticipate any fears this transition may generate. This is also an area in which people can generate the necessary capacities to build high-quality relationships with companies.

These reflections will be taken into account in designing an experimental project on the work of the future within the framework of Etorkizuna Eraikiz.

d. Result of the dynamic

Elements that are of interest to put into practice an experimental project in Gipuzkoa that will help improve the links between **individual development – company competitiveness - society** (including the role of public policies)

- Defining at a provincial level the professional and skills profiles that will be required in the future (mechatronics, social/healthcare, services, green economy, analysts Big-Data, digital, etc.)
- Working in educational centres (vocational education, universities, etc.) to encourage a transition towards the required profiles and to adapt teaching systems to people who are not “professional scholars”. This process should be carried out in collaboration with companies, so that they can facilitate the learning process, with backing from public aid to facilitate and stimulate the change.
- Institutional education to position the value of work as the central axis of our life's development and of community development, as well as the fundamental pillar of maintaining and/or improving the welfare state.
- Importance of a systemic, territory-linked approach.
- Importance of the link between the political agenda and citizen engagement, centring on the challenges entailed in the major social transitions we are facing.
- Need to train up professional profiles that are currently scarce or even non-existent. In this regard, the need to identify these profiles.
- Within the area of training, the need to combine official formal education with instruments that can be adapted much more quickly than the official ones, making it possible to synchronise personnel training with trends in the demand for professional profiles.
- Related to the above, the importance of lifelong learning.
- Generating high-quality employment not only from an economic point of view but also from the perspective of personal and professional development: Employment that enables learning and professional growth, integration with personal life, that makes a clear contribution in society and that has meaning for the people performing it.
- For this to be possible, it is essential for current businesses to be transformed towards a more participative and inclusive business culture. There need to be certain “accelerators” driving these transformations.
- This transformation can have a very important effect in recruiting and retaining high-demand profiles. These are organisations that are capable of generating their own identifying brand, which attracts professionals.
- The work of the future is going to be very different from that of the present, due —among other aspects— to digitalisation. And this will require new professional profiles and/or the transformation of existing profiles in the company to adapt them to the new reality.
- Networking
- Proactive individuals in continuous retraining
- Generating an ecosystem that transfers knowledge and moves people
- Retraining funds
- Work on specific transitions
- Comprehensive and systemic vision

- Sustainability of action:
 - Provide a very clear specification of the mission (the purpose), accepted by all those involved.
 - Create a public/private ecosystem partnership (commitment, effectiveness, efficiency). Who/How/What
 - Sustainable financing (not dependent on the specific moment) for the action
- Pilot project: launch of “personal learning account”, which is “financed” by linking learning actions to interests: personal, business, sectoral, territorial.
- Coincidence of major challenges and citizen commitment, adapting the latter to the political agenda
- How to attract talent
- How to reposition
- A transformational change:
 - Identify what talent we need and where from, as there may be a problem
 - Define the transformational project: green/digitalisation/social/educational
 - Make plans for elderly people, current workers, young people, children, education
- Systemic transformational change, which is already underway,
- Traditional formal training does not provide answers to these issues; we need to train futable professional profiles that are currently in short supply.
- General skills and other specific ones
- Flexibility: education system
- This project does not have just one dimension: it is a systemic and territorial approach
- Socialisation by political institutions
- Public institutions working on that commitment to society

Elements prioritised by the group for the experimental project, which will cover **development of people – company/society competitiveness** (including the role of public policies).

1. Systemic (multiple public/private agents). Important to have a clear idea of who, what and why
2. Mission, purpose
3. In the strategy, combining personal needs with those of the company and province
4. Being down-to-earth, ensuring that it is practical and there is room for error. Seeking scalability
5. Working on retraining people with the lowest qualifications and attracting and developing those who are highly qualified
6. Generating lifelong learning
7. Working on specific transitions
8. Clarifying governance
9. One example of a project might be the “Personal learning account”: each person is responsible for his/her own development, albeit they require guidance.
10. Ensuring sustainable project financing. Generating sustainable systems over time

1. Need to adopt a systemic approach to address transformational change
2. Link between political agenda and citizen commitment, to seek an alignment with it
3. Training for talent, retention of talent, attraction of talent and ‘repositioning’ of people in society and the labour area
4. Training in relational skills, and generating organisations that allow creative and innovating talent to be set free
5. Generating organisations and ecosystems that allow creative and innovating talent to be set free to generate participative projects and thus achieve greater engagement

1. The idea of **RETRAINING**. People for the work of the future.
 1. Individual fund for this purpose (public system?)
 2. Combining study/work
 3. Perhaps the PERSON-based approach has been lacking. The organization might appear to be responsible for the context/forecasts. How do we achieve the sensitivity for each person to accept their own responsibility? Lifelong learning.
 - “Nobody can force us to learn”. The company can facilitate, but people have to be willing → Engagement of the person, own initiative is necessary; “*taking ownership of our future*”
 - Public administrations need to be facilitators.
 - Internal and external employability.
 4. Need for an inter-related vision / collaborative governance. Making use of the territory's wealth
 5. Administrative/organisational rigidity. For example: success of dual training → extrapolate to other ages and contexts?
2. Achieve elements of **PARTICIPATION** that are aligned + Teamwork
 1. Education, technology centres, companies

2. Sharing and attracting talent; *"The wealth of opening up to the outside"*.
 - Employing region/brand (good quality of life, because that is what the project as a society (work-company-education-etc.) demands. The element of the family infrastructure is essential. That aspect is not directly the responsibility of the companies; the institutions need to provide support in this aspect. Problems such as schooling and language are complex.
 - *"Talent is attracted, when talent is needed. And talent is needed when you generate value"*.
 3. **TRANSFORMATION** and acceleration of businesses. From a digital perspective, of course. But from the point of view of business... From sale of components to systems/solutions.
 3. Perspective for the approach to the work of the future. **Where do we look from?** The conclusions may differ.
 4. The Provincial Government is working in the different areas mentioned.
 5. **COMMUNITY WORK.** Key: commitment of people to the territory.
 1. The ecosystem that exists in such a small territory is a strength
 2. High level of our "ecosystem": great preparation, training, qualifications, attitude... We may lack marketing, *"learning to sell ourselves properly, but we are capable of doing this"*.
 - Profitability of the company vs. Commitment to the territory
 - **DIGITALISATION.** We continue to think in physical terms, but the ecosystem will be created with people working *for* Gipuzkoa *from* elsewhere and *from* Gipuzkoa *for* elsewhere.
 - Teleworking: NB! Loss of a sense of belonging?
- + Very interesting presentation. Great work by Mondragon.

1. Define a vision of the Organisation-Government-Person triangle from a non-sectorial territorial vision
2. Analyse what has brought us here as an element of awareness for society
3. Analyse what the people who form society want and what people demand from work
4. Develop a tool to measure the risk of different jobs becoming obsolete and to continuously map the province's status.
5. Develop an ongoing training programme, co-financed by public bodies, oriented by companies, compatible with work and short-term formats
6. Promote the logic of networking, get away from structured logic, where the administration is asked to provide its capacity to orchestrate the whole, focusing on justice, rather than equality or equity
7. Focusing on people, so as to maintain interest in employability and continuous retraining
8. Quality work is that which also allows personal and professional development
9. Both people and organisations must be transformed to make it possible
10. They are necessary accelerators of these transformations

Equality



The assumption is that everyone benefits from the same supports. This is equal treatment.

Equity



Everyone gets the supports they need (this is the concept of "affirmative action"), thus producing equity.

Justice



All 3 can see the game without supports or accommodations because the cause(s) of the inequity was addressed. The systemic barrier has been removed.