



ETORKIZUNA
ERAIKIZ
think tank

WORK OF THE FUTURE
REPORT OF THE 16th MEETING

19/05/2022

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SPACE FOR DELIBERATION ON THE EMPLOYMENT OF THE FUTURE

19 May 2022, 4:00 PM – 6:00 PM

1. Programme

Timetable	Theme	Presenter-Driver
4:00 pm – 4:15 pm	Welcome	Unai Andueza. Director of Strategic Projects at the Department of Economic Promotion, Tourism and the Rural Environment
4:15 – 5:00 pm	Presentation: general situation of the think tank	Unai Elorza. Mondragon Unibertsitatea
5:00 - 5:50 pm	Group dynamic	Unai Andueza. Director of Strategic Projects at the Department of Economic Promotion, Tourism and the Rural Environment
5:50 - 6:00 pm	End of session	Unai Andueza. Director of Strategic Projects at the Department of Economic Promotion, Tourism and the Rural Environment

2. List of participants

- Unai Andueza
- Joseba Amondarain
- Ander Arzelus
- Sebas Zurutuza
- Ana Ugalde
- Juan Ángel Balbás
- Nerea Zamacola
- Anabel Yoldi
- Pili Alonso
- Marian Tapia
- Ángel Martín
- Ismene Tapia
- Juani Lizaso
- Marta Rosende
- Unai Elorza
- Ane Sarasola
- Mikel Gaztañaga

3. Welcome

The meeting was opened by the Director of Strategic Projects. *‘Welcome, everyone. As always, thank you for coming to this session. I'd like to remind you that you can use the system of simultaneous interpretation to follow the session in the language of your choice. There will be fewer people than usual at today's session. The Deputy for Economic Promotion, Tourism and the Rural Environment is unable to attend due to scheduling conflicts, and the Orkestra Facilitator is ill, so she will not be here either. Nonetheless, we should be able to hold the session without any problems. Today's session will focus on the general situation of this discussion group, and we will address a variety of topics. First of all, we will analyse the situation, the current position of the group, and we will also talk about the methodology. We will discuss the roles to be played by the different actors and participants in the process. We will try to get an idea of what companies will be experimenting with during the process and we will talk about the results the process may yield. To conclude, as always, we will have a group dynamic session.*

‘However, before I start talking about these issues, there is something I would like to mention that came up in one of the other think tank groups. As you probably know, there are four different think tanks, and this concern arose in another group. However, we have decided to share it with all of the groups. This concern refers specifically to the code of good governance. Some members of another group expressed concern about their role and function in the think tank, and wanted to know what the consequences of their opinions or interventions in the think tank were: for example, approval of the policies of the Provincial Government of Gipuzkoa or assumption by the Provincial Government of the opinions and ideas expressed in the think tank. But that is not the case. These think tanks were created to give answers to stakeholders in the province; to listen to them and then implement policies. The aim is to influence policies, and the objective is to involve different stakeholders from the province. But that does not necessarily mean that the participants approve of the Provincial Government's policies. The aim is simply to encourage listening and participation. There's nothing strange about it.

‘That group proposed a code of good governance for the Etorkizuna Eraikiz Think Tank, to clarify doubts of this kind and ensure there is no mistrust. This code would have to clearly set out the objectives and principles of the think tank. This reflection was consequently passed on to the steering group, which decided to share it with all think tank groups. It was considered necessary for all groups to work within the same standardised parameters. We will send you a document clearly explaining all of this tomorrow, with a link, so you can raise any possible doubts you have or any changes you think should be made in the document.

‘To conclude my speech, I would like to remind you to fill out the evaluation sheets at the end of the session. It is very important for us. At the last session, a lot of people did not fill out the evaluation sheet. So, I just wanted to remind you of that. That is all I had to say. I will now hand over to the researcher from Mondragon Unibertsitatea. Thank you all.’

4. Presentation: general situation of the think tank

The researcher from Mondragon Unibertsitatea took the floor. *‘Good afternoon. The purpose of this presentation is to give an overview of the think tank and to discuss it with you. In today's session we will review and discuss the general situation of the think tank, and reflect on a number of questions: Where will we be in March next year? Where are we today? What methodology will we use? How do we want to develop this theme in companies? What results will be obtained? We will be reflecting on all of those questions at this session.*

‘First of all, we need to ask ourselves where we are. As you know, we have already prepared the conceptual framework of the meaning of work. It is true that some things are missing, but the contents are there. On the other hand, we have taken the first measurements, and the statistical analyses have yielded good results. However, some doubts have arisen, for example, in relation to the reliability of the figures. Experimentation processes are underway, moving at greater or lesser speed, but they

are underway. We are going to begin a second round of measurements and we are working with management at the companies. It should happen more or less by September. The return from the summer holidays can be a good time to make changes in companies. As a result, we expect to have the results by the end of the year. You have more details in the presentation (Appendices a; Slide 4). You can see where each company now stands — IZT, Fagor Industrial, Sutargi, Oribay, etc. — and what kind of experimentation they are conducting: field experiments, natural and controlled experiments, etc. They are developing different areas and topics: digitisation, autonomy, purpose, etc. It is not possible to explain everything here, but the presentation will give you an idea.

'I am now going to talk about the goal and the methodology of the process. What methodology do we intend to use? In other words, how will we be developing the theme of the meaning of work with companies? As you probably remember, in the previous session, DFG5 gave a presentation on Industry 4.0, and outlined the governance process that has been developed to reach small and medium-sized enterprises. Some very interesting ideas were raised, which may prove very useful in this process. So that is our starting point. But we need our own proposal for methodology. The starting point would be as follows: companies face a future of great uncertainty in the labour market. How can they remain competitive? And at the same time, how can the well-being of personnel be ensured in that context? Starting from that basis, the aim of this process is to contribute to promoting the meaning of work in companies, in order to improve their competitiveness and safeguard people's health.

'As regards the methodology, in the presentation (Appendices a; Slide 6) you can see the diagram we have put together. This is a circular methodology and we have therefore not approached this process in a traditional way. If we had done it this way, we would give companies a recipe and tell them to incorporate it into their daily business. But we don't think that works. So, we have to try to find other methodologies. As I said, we propose a circular methodology. First of all, awareness. Next, diagnosis. Then, empowerment of the companies. And finally, monitoring of the process. This is the methodology we propose. We think this methodology is suitable for applying in companies.



'I now want to talk about roles. Different actors will be involved in the process, with different roles in each area of the process. So, this issue of roles is important. The experience presented by DFG5 is also very interesting, because each actor played a role in the process. The companies were not familiar with the meaning of the concept of Industry 4.0. So, we had to raise their awareness of this issue. This work has been performed by an actor, who is therefore, fulfilling a role. This 'bridging' work was carried out by the development agencies. Something similar could happen with regard to the meaning of work. It is a subject that companies are relatively unfamiliar with, so awareness raising is very important. At the same time, it will require the same 'bridging' work'. New lines of work and requirements need to be identified. Each company has a different reality and one of the goals will be to empower them. Companies should be empowered to bring the analysis of this issue as close to their specific reality as possible. Here, consultancy firms can play a role. Other actors will be in charge of monitoring the process. There has been talk of the universities and the Provincial Government, which would therefore fulfil another role.

'At the same time, different initiatives can be launched. Remember that we have four different variables: autonomy, capacity, relationship and purpose. It has been pointed out that if these variables are guaranteed, people will be able to find meaning in their work. Autonomy is one of the variables to be developed. But what tools should we use to do that? Several initiatives have been used to develop autonomy in the company. Something similar happens with the issue of capacity. Personal development must be guaranteed, and the same applies to purpose. This is quite a broad topic, and it covers many areas. So, it will be necessary to work with different proposals from different consultancy firms for the methodology to be effective, and these proposals will have to be unified in order to address different areas.

'And what will the company experiment with? As I have pointed out, we need to empower companies, because outside solutions will not work. Prefabricated solutions do not match the specific reality of each company. By empowering them, the companies will be able to suggest and sustain their initiatives. At the same time, the process cannot be planned; it cannot be controlled from the outset. Dialogue will be required, and during the process a unified solution will emerge. Each company will develop the process according to its possibilities and adapt it to its needs. There is also something else I would like to comment on. The process cannot be extractive. The company will be the protagonist.

'At this point, there are a number of questions one might ask. What results are expected? What will we have obtained at the end of this process? I will now refer to the group dynamics, so I will explain it point by point. The first output will be the conceptual framework. The aim is to influence different theories and develop a conceptual framework that allows us to make a series of interventions in companies. Ultimately, the objective is to obtain a model that will promote meaningful work. At the same time, we want to design a methodology to develop meaningfulness of work with the companies. This methodology will be collaborative and will include other agents and actors from the province. It will be something similar to the methodology we have seen now, which guarantees the learning and improvement process. The aim is also to obtain an

instrument, a preliminary diagnosis. It will not be complicated. It will be used at the management level and will act as a preliminary reflection during the awareness-building stage, as a tool for guiding the company. The goal will be to arouse the company's interest.

'If the company shows more interest, we will develop some other tool, more in-depth tool, one that involves people; one that switches on the company's red light. Do we have a problem, yes or no? Depending on the company's situation, one or other line of work will be chosen, and this tool will help to develop it. It will be used at different phases in the methodology.

'Training material, in the form of a PowerPoint or other presentation, for example, will also be needed. Training material on the meaning of work, to be shared with different actors in the territory. Nothing too complicated. It would be good if it contributes to the process of reflection and awareness-raising. This material could be used by different agents in the province: development agencies, vocational training centres, universities, etc. There is also another point that I would like to mention with regard to the reports, since we will draw up a report on the results. However, do we have one report for all the companies? Or one for each company? We are expecting numerous learning opportunities. The first report is now complete. A couple of things are still lacking, but essentially it is complete. The first report will be more general in nature and the second will focus on experiences. In the picture you can see the whole process (Appendices a; Slide 15). So that is more or less all. Now, I'm going to hand over to the Director of Strategic Projects.'

The Director of Strategic Projects took the floor and thanked the researcher from Mondragon Unibertsitatea for his talk. *'Before we move on to the group dynamics there are a couple of things I would like to comment on. As you know, in these sessions we have been alternating between the topic of governance and various different experiments in companies. We have devoted some sessions to governance among different agents in the territory; And we have also organised different experiments on the meaning of work. However, as the process has progressed, the two types of session*

have converged; governance and experimentation have tended to merge. Today's session is an example of this. So, it is difficult to predict whether the next session will be on governance or experimentation. There is a convergence between the two lines, and it is difficult to distinguish between them.

'As we have repeatedly said, through these sessions we want to embody specific objectives. Reflection is all well and good, but we would like to define the contents discussed in concrete policies. The aim, therefore, is to develop a programme from this group, to be incorporated into the 2023 calls for proposals. It is very important for us. That is what I wanted to comment on. On another note, I wanted to remind you all to fill out the templates. It's important. During the first five minutes, fill out the individual template, and then the group template. It gives us information we can use. So, please fill in the templates. Thank you.'

The participants will now get into their working groups. They will have 50 minutes for the group dynamics. Subsequently, in the plenary session, the spokespersons from each group will set out the main conclusions they have reached.

5. Group dynamic

Fifty minutes have gone by. The Director of Strategic Projects took the floor. *'You have had plenty of time to debate and reflect. Now the spokespersons of the groups will set out the main ideas you have developed in each group. As always, you will have five minutes. We'll start with the group on the left.'*

First group

The spokesperson for the first group was ECO26. *'We discussed a lot of things in our group. I will try to set out everything we talked about. As regards the first question, we believe that awareness and diagnosis are very important and quite achievable. We also believe it is very important to create a network of people. Different experiences will come*

to light, and it would be interesting to have some exchange between them. We also talked about sharing information and stressed the importance of values. Finally, we talked about the evaluation. The issues of awareness, diagnosis and implementation are quite clear, but what about evaluation? How do we go about evaluating? How should we bring continuity to this topic? We think this is important, because the issue of the meaning of work is very abstract. The management team needs results in order to make the issue concrete. So, we believe that evaluations are important.'

Second group

The spokesperson for the second group was ECO29. *'In our group we also had an interesting discussion. We missed any sense of a vision of society. In other words, how does society view the meaning of work? What does society expect in this regard? We already know more or less what companies want, but we need to know that social vision. We also discussed the tool. We believe that the tool used must be consensual, something that is created by everyone. Otherwise, everyone will interpret it in their own way. We think that different actors should be involved in developing the tool.'*

Third group

The spokesperson for the third group was ECO5. *'In our group we talked a lot, but we didn't follow the script. We had a profound discussion. Moreover, the people in our group came from different generations and that enriched the debate. However, we didn't pay much attention to the questions, and our reflections were more general in nature. We believe what has been discussed today is still too theoretical. We felt there should be more of a practical element. We need to visualise what the transformation will look like. At the same time, we believe that more partnerships and collaboration between actors and institutions with different values should be considered. We have the theory, but we need to put it into practice. We also talked about values. This is an idea that has been raised several times in the group. People develop their values before they join the labour market, and that is why training/education is important. That's where people acquire their values.'*



Fourth group

The spokesperson for the fourth group was ECO25. *'Our group was quite similar, in that we did not follow the script. A lot of ideas came up and we had a lot of discussion. But they were general ideas. We think it would be very bold to make any criticism of what has been said or to say something wrong. We believe that a very good job has been done and any criticism on our part from us should come from the same level and that is not the case. In any case, various ideas were raised in the group. We think it has been a great achievement to develop the conceptual framework and the different tools. So, congratulations! But we thought perhaps there might have been some reflection on teleworking, which we believe will be fundamentally important in the future. That is the future. Teleworking requires training and discipline, and we believe that we are neglecting this issue. It would be helpful to include it in the debate in the near future. We should reflect on this issue as well.'*

6. End of session

The Director of Strategic Projects took the floor. *'The Deputy for Economic Promotion, Tourism and Rural Environment could not come today, so I will close the session. Before concluding, I would like to mention something that came to light last week. It made a great impression on me. There was an item in the news saying that 60% of students completing business or engineering studies leave the province. I don't know how reliable the figure is. Let's imagine that instead of 60% it was 30 or 40%. That would still be a terrible statistic, I think. So, although the subject we are dealing with here might seem abstract and philosophical, it is directly linked to the province's competitiveness and development. We are exporting our talent, and those people have found something elsewhere that they cannot find here. Jobs elsewhere offer something that local jobs do not, and it is something which will have a negative impact on our province in the long run. That problem exists, so I would like to once again stress the importance of the work we are doing in this group. We need to know what the new generations are looking for in the workplace, what their expectations are, etc. Otherwise, we are going to have major problems. Finally, I would like to remind you to fill out the evaluation form. In the previous session we received very few evaluations. And that is all. As always, thank you for coming to today's session and participating in this group. The next session will be in June. See you next time! Thank you.'*

7. Appendices

a. Presentation used during the session

Meaning of Work

Overview

19/05/2022

Contents

- Where do we stand?
- What methodology do we intend to use?
 - Objective
 - Methodology
 - Roles
- What will the company experiment with?
- What results will be obtained (methodology, tool, knowledge, etc.)? Overview
- Group dynamic

Where do we stand?

Where do we stand?

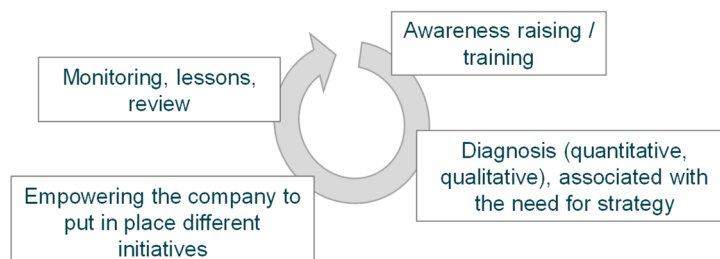
- Conceptual Framework of the Meaning of Work developed
- Diagnostic tool developed. Some improvements still required
- Experimentation processes put in place:
 - First measurement performed.
 - Experimentation defined for each company.
 - Experiments in progress and second measurement begun.

Company	Type	Measurement	Experiment
IZT	Field experiment	First	Work distribution and coordination
F. Industrial	Natural and controlled	First	Digitalisation and production system
Sutargi	Natural	First	Training process
Oribay	Field experiment	Second	Autonomy
Lazpiur	Field experiment	First	Autonomy and purpose
Zorrotz	Field experiment	First	Team work (relations)

What methodology do we intend to use?

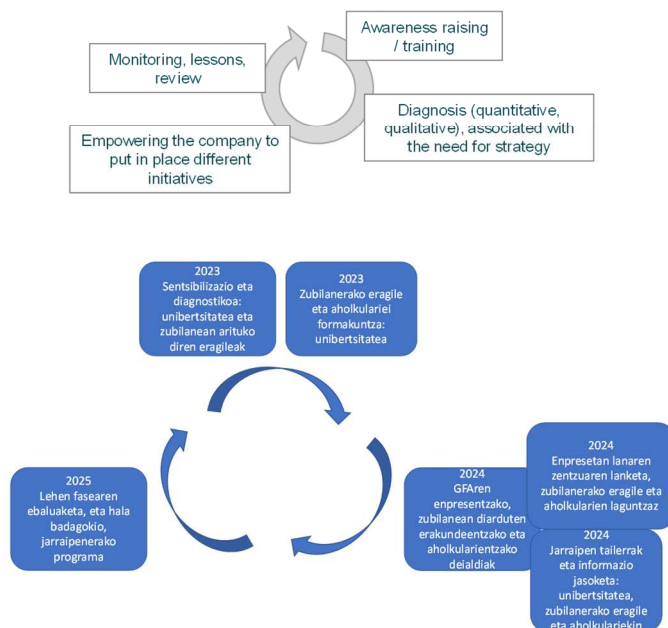
Aim and methodology

- Context:
 - Company challenge: uncertainty, need for quick answers...
 - Future of work: variable, analysis, decision, learning...
 - People's well-being: work for people's development and well-being, as part of their life...
- Purpose:
 - To contribute to promoting the company's meaning of work, improve its competitiveness and ensure the health/motivation of personnel.
- Methodology:



Aim and methodology

- The methodology for intervention at a company level coincides with the entire process at a provincial level.



7

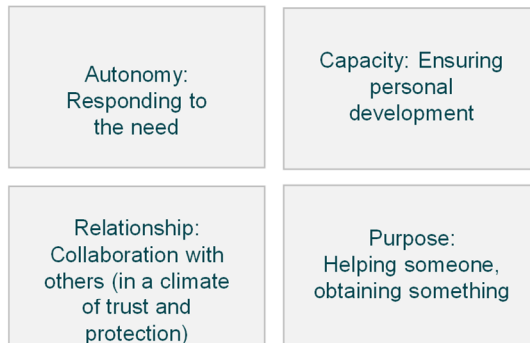
Roles

- Awareness raising / training**
 - Agents performing 'bridging' work': development agencies, vocational training centres, business associations, etc...
 - Objective: what the meaning of work is and what it is for, and a first preliminary diagnosis.
- Diagnosis (quantitative, qualitative), associated with the need for strategy**
 - Agents and/or universities that carry out 'bridging' work'.
 - Objective: identify the company's main lines of work (strategic organizational challenges, based on the meaning that people find in their work).
- Empowering the company to put in place different initiatives**
 - Consultancy firms.
 - Objective: empower the company, drive the change/improvement process, and its management and maintenance.
- Monitoring, lessons, review:**
 - Provincial Government and universities.
 - Objective: to know its effectiveness, generate learning and review the entire process.

8

Diverse initiatives

- Different initiatives can be implemented:



- Information: how to share information (for decision making).
- Structure: make-up of the groups.
- Workflow: how to distribute and design the work.
- Leadership: sharing of powers and decision-making.
- Group work: development.
- Purpose: preparation and dissemination of results.
- Objectives: dissemination in the organization.
- Capacity: how people grow and develop.
- ...

9

What will the company
experiment with?

Company experiences

- Empowerment process. To be able later to develop and maintain initiatives (avoid "outside" solutions").
- Dialogic work. Instead of a "planned and controlled" process to achieve a solution for everyone, an iterative process in which everyone develops his or her initiative within his or her possibilities.
- "Non-extractive" process (central role of the entrepreneurial initiative, not of other agents).

11

What results are expected?

What results are expected?

- Conceptual Framework: model to foster meaningful work.
- Methodology: to develop meaningful work with companies.
 - Integrating different territorial agents in a common strategy.
 - Ensuring the learning/improvement process.
 - Including the developments implemented so far by the Provincial Government.
- 1. Tool: preliminary diagnosis for the awareness-raising process.
 - Quick and easy: first contact (with the management team)
 - During the awareness-raising stage, to arouse interest and guide the company.
- 2. Tool: a diagnostic tool.
 - In greater depth: involving people, psychometrically validated (validity, dimensionality and reliability)
 - One that switches on the company's 'red light'. Do we have a problem, yes or no?
 - That helps the company channel possible lines of work.

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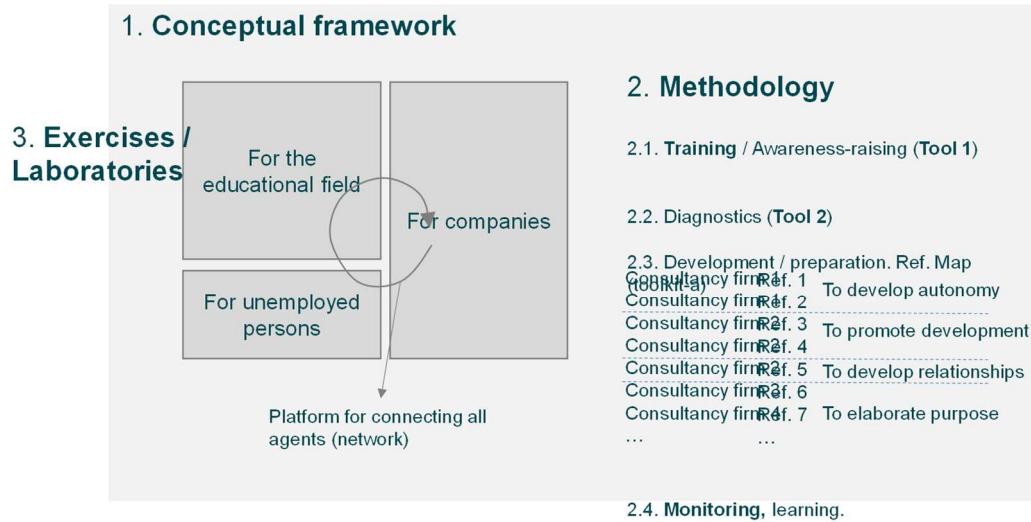
What results are expected?

- Material knowledge / training: training on the work of the future and the meaning of work / Awareness-raising resources.
 - Material to be used by different agents (development agencies, vocational training centres, etc.).
- Report on results (to be used for training and/or dissemination): knowledge / lessons gained from experimentation:
 - Influence of people's training process on the meaning of work (Sutargi).
 - Influence of the digitisation process on the meaning of work (F. Industrial).
 - Influence of the development of autonomy in the sense of work (Oribay, Lapiur).
 - Influence of elaborating purpose on the meaning of work (IZT).
- Exercises and laboratories for educational centres:
 - Influence of work design on people's sense of work and motivation.
 - Influence of a lean takt-time production system on organizational performance, meaning of work and motivation.

14

What results are expected?

- Overview of results:



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Group Dynamic

Group Dynamic

- Starting with the presentation...
- Are any results missing that might be important in promoting the meaning of work in companies?
- Why?
- Which of these results do you consider particularly important?

Evaluation and next session.



Please fill in the evaluation form. It will be of great help to us in preparing upcoming sessions.



The next session will be held on 23 June and will discuss the methodology of governance.

b. Etorkizuna Eraikiz Think Tank Code of Good Governance

ETORKIZUNA ERAIKIZ THINK TANK

Code of Good Governance

Mission, deliberation spaces and methodology of the think tank

The mission of the Etorkizuna Eraikiz Think Tank is as follows:

To co-generate transferable and applicable knowledge, through collaborative governance, to introduce a new political agenda and culture that modernises the policy ecosystem of the Provincial Government of Gipuzkoa (PGG) (its actors, contents and processes).

The cogeneration takes place in deliberation spaces structured around the major challenges facing Gipuzkoa, which include representatives of the ecosystems of the policies addressing those challenges. The think tank has a management team that coordinates all the deliberation processes. The methodology that has been adopted for the think tank is action research, which tries to find a synthesis between reflection, action and participation.

Need for a code of good governance

Collaborative governance, proposed as a relationship framework in the think tank, is one of the central axes of the new political culture that Etorkizuna Eraikiz is developing. This governance is addressed experimentally in the think tank, through participation by people from the PGG policy ecosystem in the deliberations. This process entails uncertainties, and it has been decided to co-generate a code of good governance to help build a safe space for participation. The aim is to clarify, without undermining current regulations, the commitments of the participants and thus to strengthen their confidence in the process.

The code corresponds to the initial stage of building collaborative governance, in which the Provincial Government has opened up some of its decisions and actions to deliberation with the ecosystem. It is in this context that the PGG's exclusive responsibility for decisions and actions is framed. However, processes are beginning to emerge within the Think Tank oriented towards deliberating on decisions and actions

shared by the entire ecosystem, thus further extending collaborative governance. As the Think Tank moves in this direction, this code will be adapted also to accommodate forms of shared responsibility for the ecosystem transformation process.

Good governance code

Voluntary participation

The participation of individuals and of organisations and other institutions in the activities and deliberations of the think tank is entirely voluntary.

Intentional and deliberate nature of learning

Action research activities, viewed as deliberative and experimental processes, generate evidence and collective learning that should be assumed as such. It is the responsibility of the Provincial Government of Gipuzkoa to provide the necessary means and support to enable this collective learning (amongst think tank members), which includes institutional learning (with particular emphasis on teams from the Provincial Government of Gipuzkoa) to take place.

Collective and public appropriation of co-generated knowledge

The knowledge co-generated by the deliberation groups will be systematised on an ongoing basis in documents that will be shared publicly on the think tank's website. Any participant may use these documents both in activities directly linked to the think tank and outside of it, provided that the source is properly acknowledged.

Transparency in dissemination and communication

The think tank should offer its results publicly and transparently, in order that other people and organisations not directly involved in the think tank, but interested in or affected by its activities, can freely benefit from and use its results. To this end, as well as maintaining the aforementioned website, the Provincial Government of Gipuzkoa will organise dissemination actions to facilitate public access to the deliberations and results.

Exclusive responsibility for own actions

People participating in deliberative processes, who are part of policy ecosystems, can use the cogenerated knowledge for decision making and actions in their own organisations. The responsibility for each participant's use of such knowledge rests with

that person, or to the extent to which it is assumed by his or her organisation, with each organisation.

Application of this principle to the specific case of the Provincial Government of Gipuzkoa, which proposes and leads the think tank, means that in cases in which the individuals or teams from the Provincial Government consider integrating the knowledge co-generated in the think tank in their decision-making processes and actions, the remaining participants do not directly assume any commitment in said decision-making process or in relation to said actions.

Non-binding nature of deliberations and proposals

This principle complements the two previous ones. The lessons learned and recommendations generated in the think tank are not binding upon the participants and the organisations to which they belong. This principle also applies to the Provincial Government of Gipuzkoa, whose decision-making teams shall at any given time assess whether or not to integrate the knowledge generated into their policies, and if so, in what form.

Acceptance of diversity of interests

In transformation processes such as those addressed by the think tank, different organisational, institutional and sectoral interests emerge. It is relevant and legitimate to openly set out these interests and the different perspectives on the current and future problems of the territory. Doing so facilitates the development of a systemic vision of the territory and helps to understand complexity, elements that have been considered inherent to the development of collaborative governance.

c. Working Document 18

THINK TANK

Deliberation process on the Work of the Future: working document 18

MEANING OF WORK: EXPERIMENTS IN COMPANIES

(19 May 2022)

Introduction

At the previous session (24 March), the working group discussed the challenge of governance linked to the promotion of the meaning of work. Among other topics, the participants discussed the role played by different business associations in raising awareness in companies as to the meaning of work and the development of this meaningfulness amongst the people in the companies. Ion Gurrutxaga presented different experiences related to the digitalisation process, with special mention of the methodology used, the roles of different agents in Gipuzkoa and the results obtained. The experiences related to this process were presented at the session of the think tank on the meaning of work, as a possible guide/aid.

However, participants in the think tank felt that we were lacking the results to be obtained in the pilot project on the meaning of work. Also missing was a definition of the characteristics of the methodology and general process that would allow the meaning of work to be disseminated in companies in Gipuzkoa. The aim of the session of 19 May was therefor defined as being: to develop an overview of the process of experimenting with the meaning of work, view the possible final results and reflect on the role that different agents in Gipuzkoa can play.

Overview of the Meaning of Work and presentation of results

The report from the session contains a more detailed account of the topics discussed and the subsequent reflections. This working document sets out some key points.

Specifically:

- 1) Planned methodology: Following compilation of any relevant input on the presentation given by Ion Gurrutxaga (24 March) and based on the general steps proposed by governance at a provincial level, a preliminary general methodology was proposed at the session. Four different stages were

proposed: (i) awareness-raising and/or preliminary diagnosis of the company, (ii) in-depth diagnosis of the company to establish different lines of work, (iii) empowerment of the company for development of these lines of work, and (iv) monitoring of the work process and lessons learned, before the cycle begins once more.

- 2) The lines of work to be developed in the company will focus on four themes of key relevance for the meaning of work: autonomy, capacity, relationships and purpose. There may be different methodologies and tools at the Provincial Government for developing these topics. It would be useful to make an inventory of these tools in order to offer them to companies.
- 3) Finally, reference was made to the results to be obtained at the end of the pilot project. Specifically, these were as follows: (i) development of the conceptual framework, (ii) diagnostic tool, (iii) experiential learning, (iv) general methodology to develop the meaning of work in companies, (v) specific material for company awareness-building (which would also contribute to development of the preliminary diagnosis) and (vi) laboratory/simulation exercises to develop awareness of the meaning of work in the classroom.

Subsequent reflection and input

At the end of the presentation, the focus group was asked if they felt any results were lacking. After a brief reflection, some issues and comments were raised.

- 1) One group stressed the importance of awareness and diagnosis. They considered these to be quite achievable.
- 2) Another group reflected on the evaluations. They were clear on the issues of awareness, diagnosis and implementation. But what about evaluation? How do we go about evaluating? How should continuity be provided to the theme? They felt this was an important issue.
- 3) Another contribution was the vision of society, which was felt to be lacking. How does society view the meaning of work? What does society expect in this regard? Beyond what companies want, what expectations does society have about work?
- 4) Another group emphasised that the tool used should be consensual. It should be something created by everyone. Otherwise, everyone will interpret it in their own way. It is necessary for all actors to take part in developing the tool.
- 5) Another comment was that the session was too theoretical. A more practical vision was missing. The importance of being able to visualise the transformation.
- 6) Reference was also made to values. This is an idea that was raised several times in the group. People develop values before they enter the labour market. Thus, people's training has an impact on the meaning of work. That is where people acquire their values.
- 7) Finally, another group felt that developing the conceptual framework and concrete tools can be considered an achievement. However, they felt that

there should be a reflection on teleworking, the way of working of the future. Teleworking requires training and discipline, and according to the group's members it is a topic that is not being addressed head on.

Summing up, the working session held in May was a first step in the area of results and methodology, framed within the reflections being carried out on governance.

Therefore, in upcoming sessions, the pilot project and shared governance sessions will gradually converge in the same proposal.

d. Session programme

THINK TANK**DELIBERATION GROUP ON THE WORK OF THE FUTURE****FACE-TO-FACE SESSION (GUNE), 19 May 2022, 4:00 pm****CENTRAL THEME OF THE SESSION**

The previous session reflected on governance. Participants discussed the role that the different business associations can play in raising awareness of the meaning of work and in accompanying the development of the meaning of work in companies. At the session of 19 May, the general status of the process being developed in this think tank group will be explained and reflected upon, and the next step will be taken: to visualise what results will be obtained at the end of the experimentation process. This will help us to agree on the methodology of the process of policy implementation that will follow the experimentation in future sessions; the role to be played by the actors in the different phases of the process and the results that can be obtained.

AGENDA FOR THE SESSION

- Introduction
- Presentation on the general status of the process
- Group contributions on the overall status of the process
- Close