



European Workplace Innovation Network

So what is the
Participative
Organisation?
International Experiences

Peter Totterdill
UK WON

SHARE your experiences and LEARN from others



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SHARE your experiences and LEARN from others





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**Creating workplaces
which truly engage
employees at all
levels.**

**Where they use and
develop knowledge,
skills and creativity to
the fullest possible
extent.**





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Participative and empowering workplace practices lead to improved productivity, cost, sales and rates of innovation . . .





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They also enhance employee health, well-being and engagement.





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Most successful innovations are generated in the workplace – not led by research or technology.





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So what creates the . . .





Beyond the fragments





Making organisations truly participative

The Fifth Element



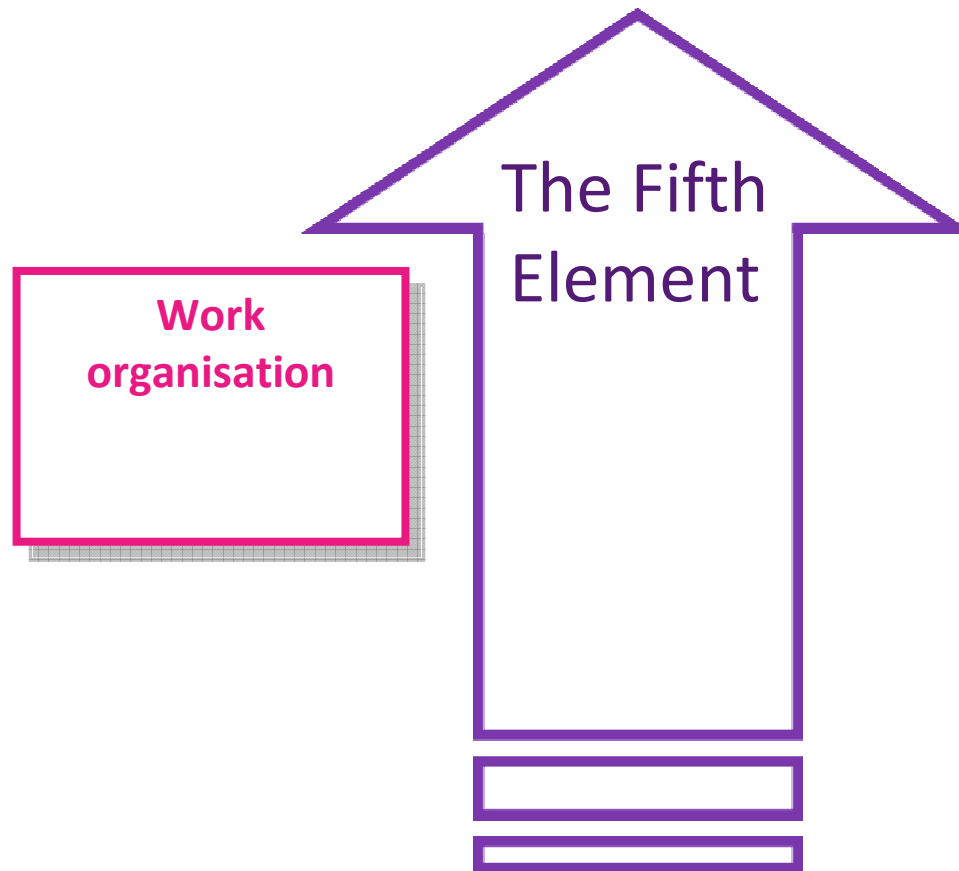


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HIGH PERFORMANCE

GOOD WORK

SUSTAINABLE ORGANISATIONS



Work
organisation

The Fifth
Element



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*The UK's Favourite Retailer
(Consumer Satisfaction Index)*



“Many of our Partners have worked for the business for many years. They’re interested in what they sell, and have excellent product knowledge: all our Partners are trained on products, sales and service . . . we are delighted that so many customers remark on our Partners’ friendliness and helpfulness.”



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The UK's Favourite Retailer (Consumer Satisfaction Index)



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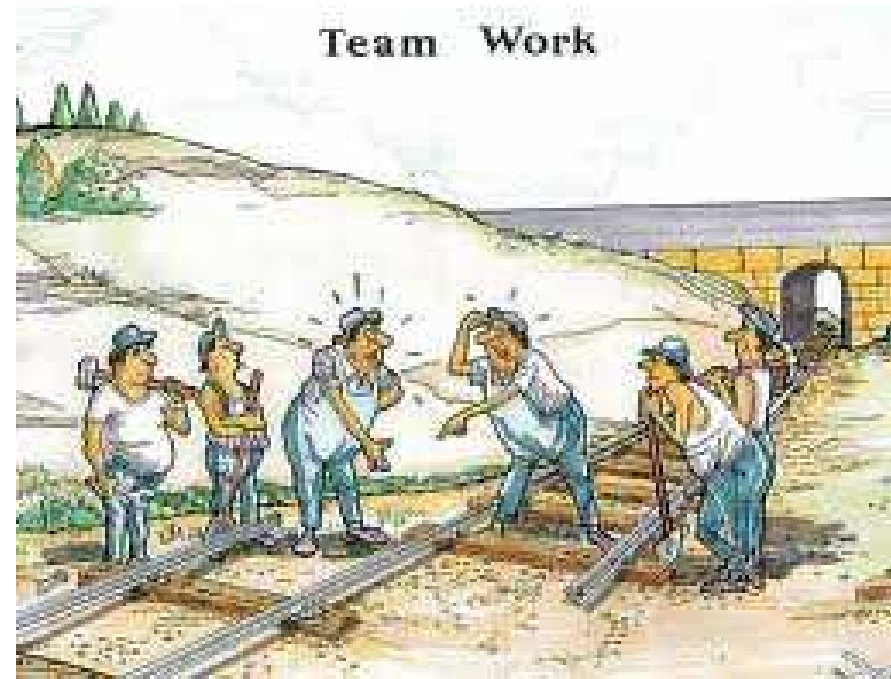
- 1. Make staff care about customer service**
- 2. Teach protocol - but empower staff to make decisions themselves**
- 3. Enable front-line staff to feedback on what customers want**
- 4. Be exceptional**
- 5. Maintain customer service levels online**





The importance of teamworking

Convergence between
productivity and quality
of working life



... so why is it so difficult to achieve?



Real versus pseudo teams

‘Although 90 per cent of staff in the UK’s National Health Service say that they work in teams, when we probe a little deeper we think the true figure is nearer 40 per cent – and that around half the staff are working not in real teams but in what we would term pseudo teams.’



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Real teams

Autonomy

Dialogue

Sharing problems & solutions

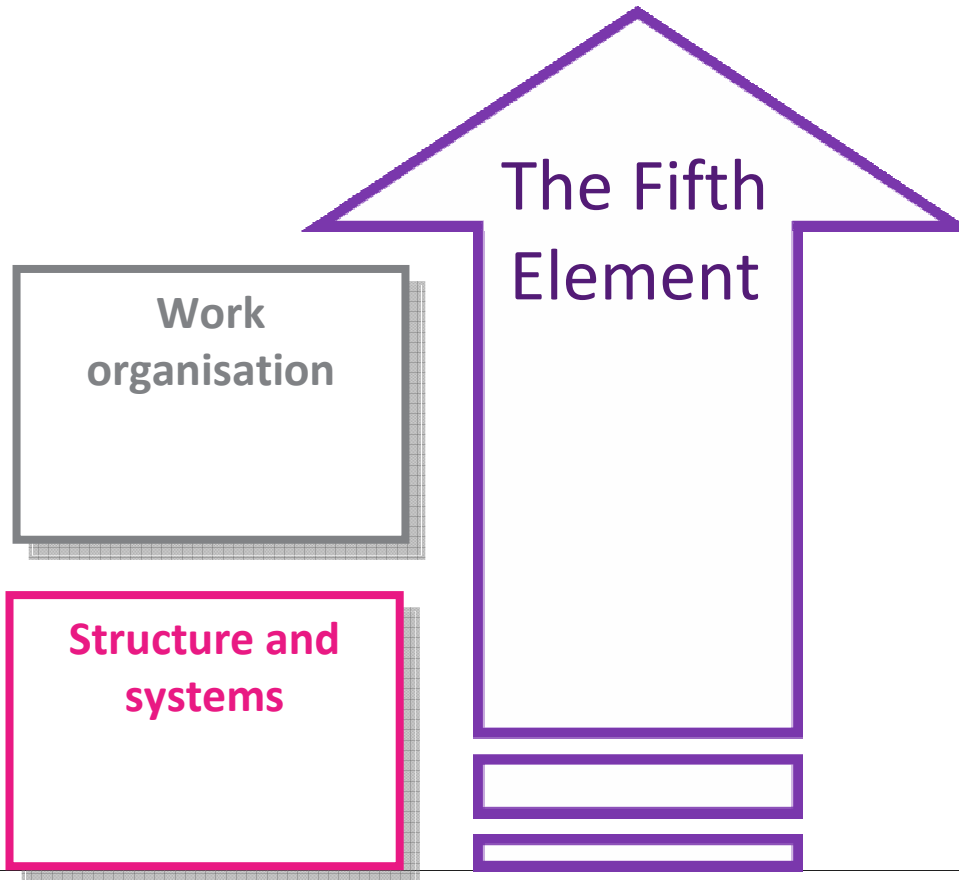
Overlapping roles





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HIGH PERFORMANCE
GOOD WORK
SUSTAINABLE ORGANISATIONS





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Breaking down barriers





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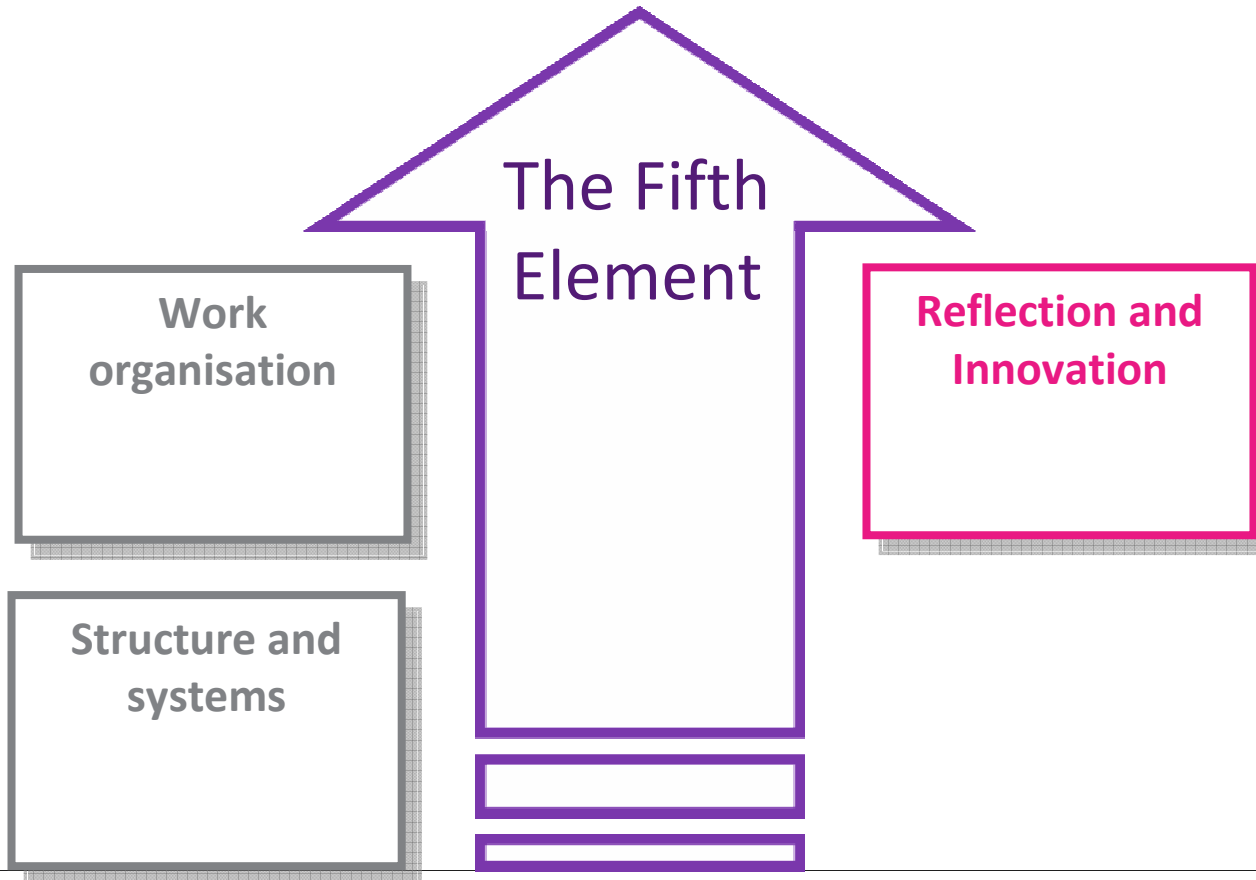


BRISTAN



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GOOD WORK
SUSTAINABLE ORGANISATIONS





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Wasted assets?





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EMPLOYEE-DRIVEN INNOVATION



Co-created innovation

Facilitators

Gorillas

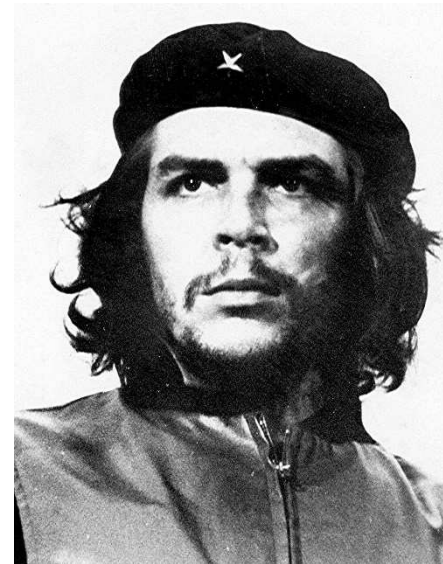




Co-created innovation

Facilitators

Guerrillas



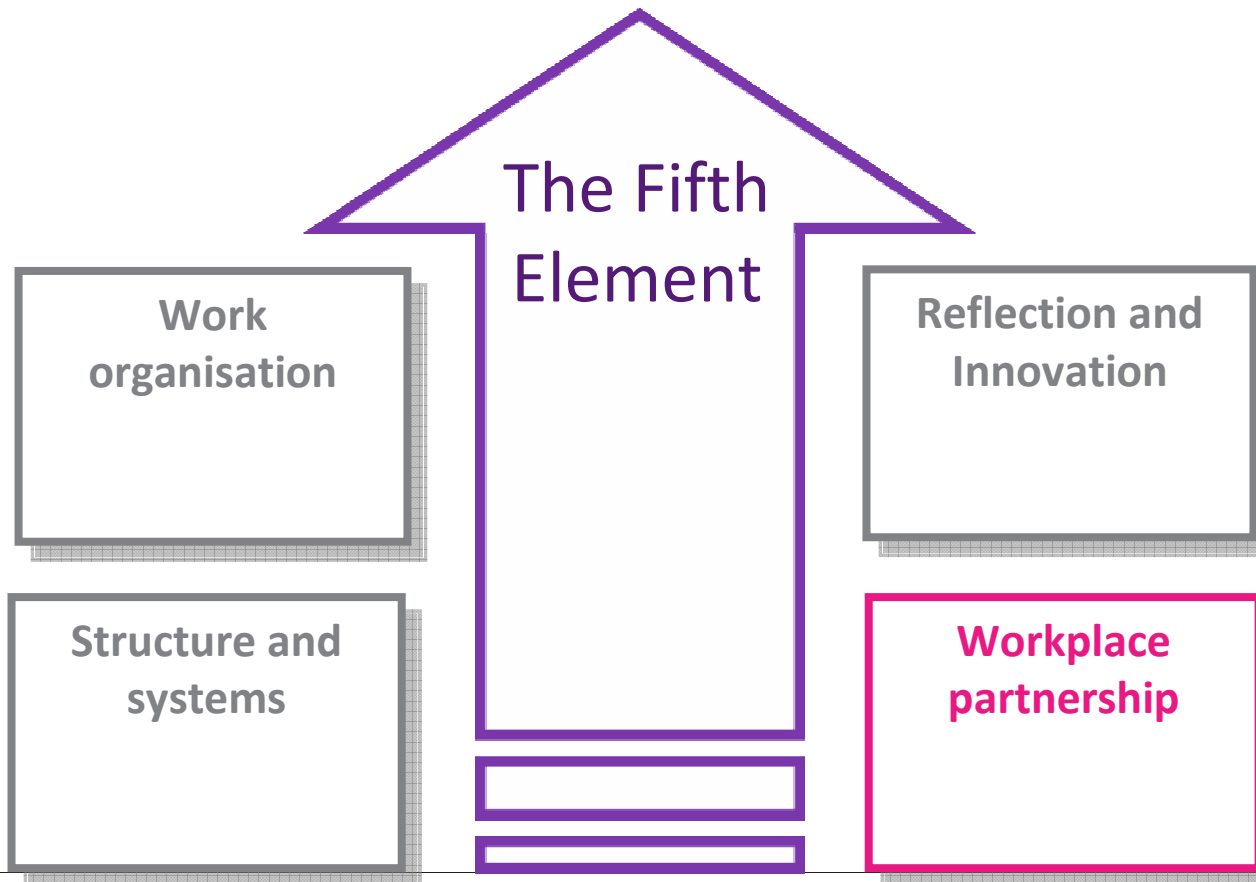


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HIGH PERFORMANCE

GOOD WORK

SUSTAINABLE ORGANISATIONS



Work
organisation

Structure and
systems

The Fifth
Element

Reflection and
Innovation

Workplace
partnership



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LEADERSHIP





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Co-created leadership . . .

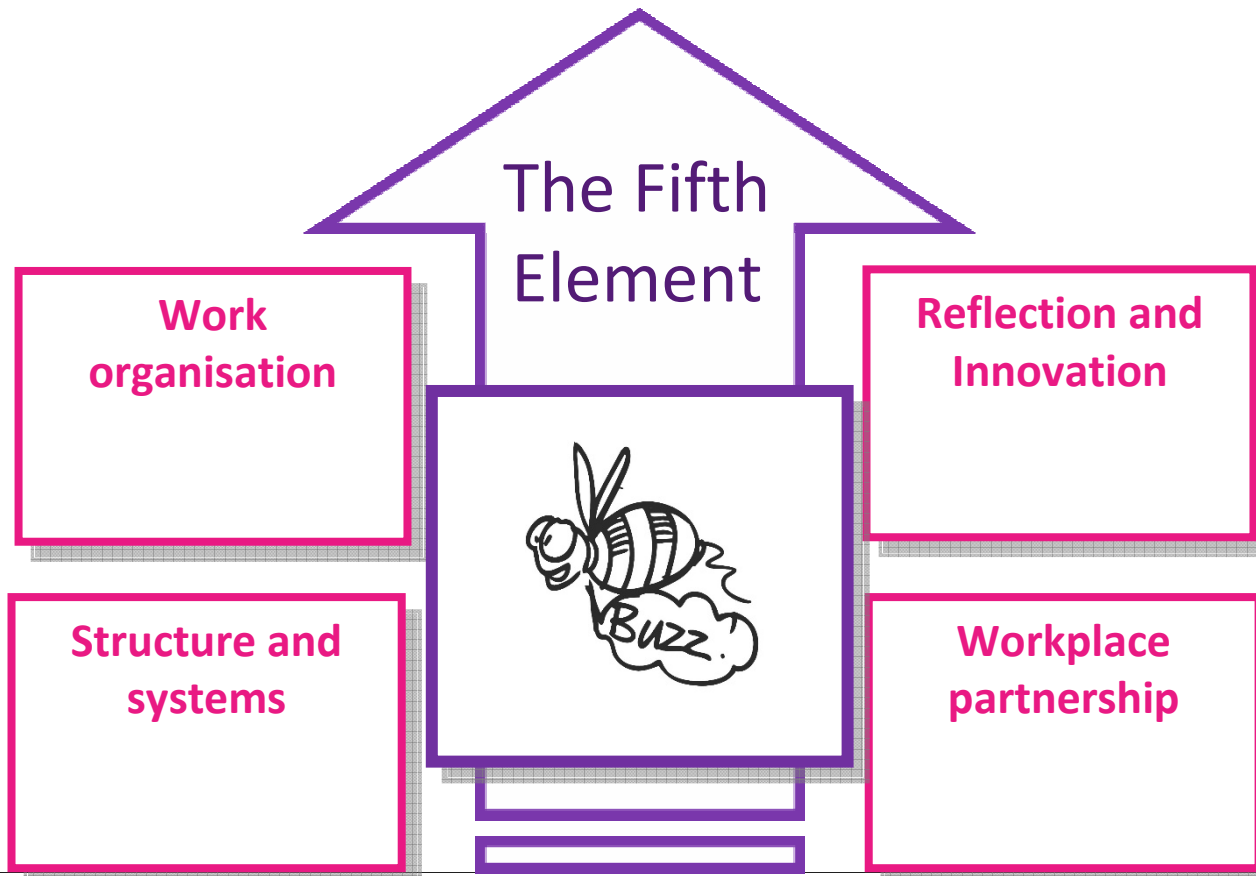


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HIGH PERFORMANCE

GOOD WORK

SUSTAINABLE ORGANISATIONS



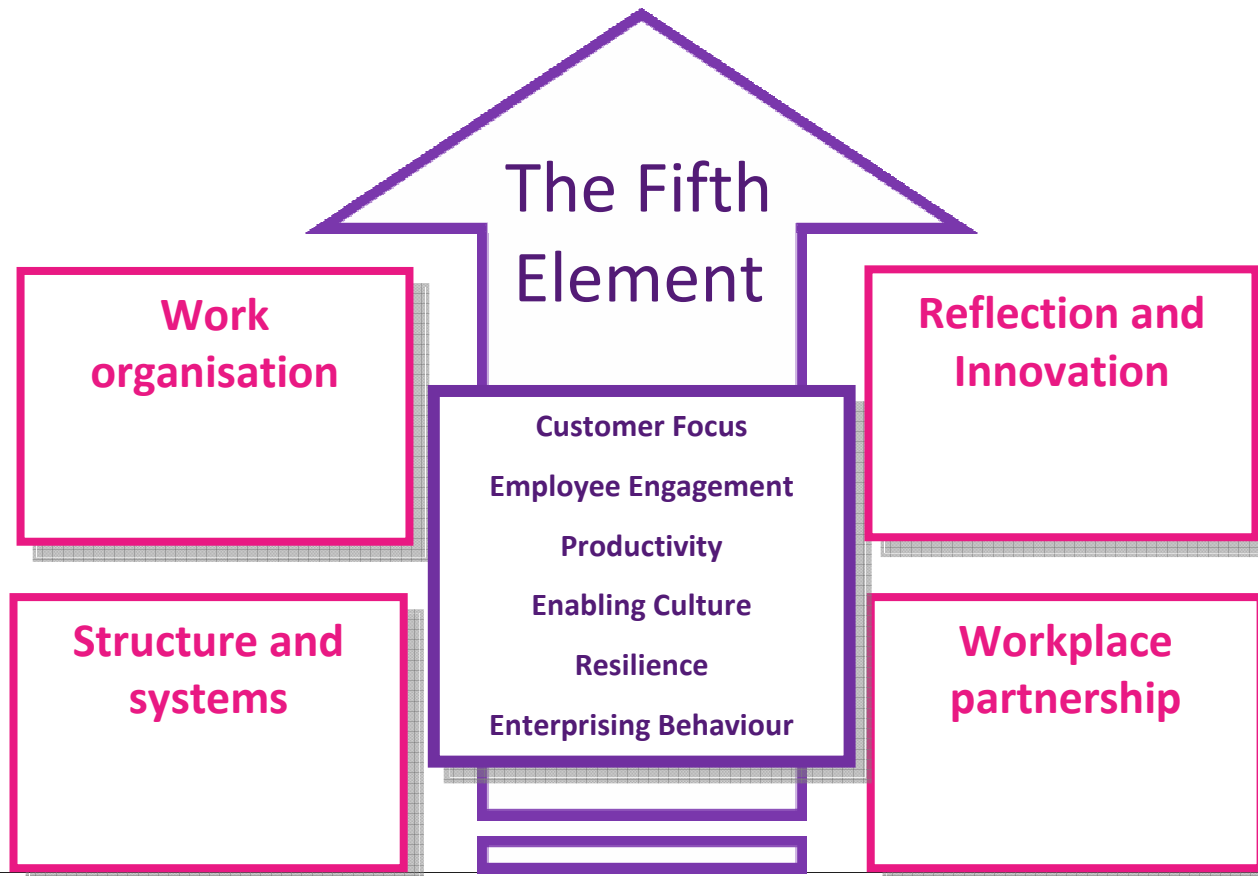


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HIGH PERFORMANCE

GOOD WORK

SUSTAINABLE ORGANISATIONS





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... creating workplaces where employees at all levels can use and develop their full range of knowledge, skill and creativity in their day-to-day jobs.

Hi-Res Study





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So if it works . . .



So if it works . . .

why isn't everyone doing it?



Closing the gap

Business organisations

Trade unions

Researchers

Policymakers





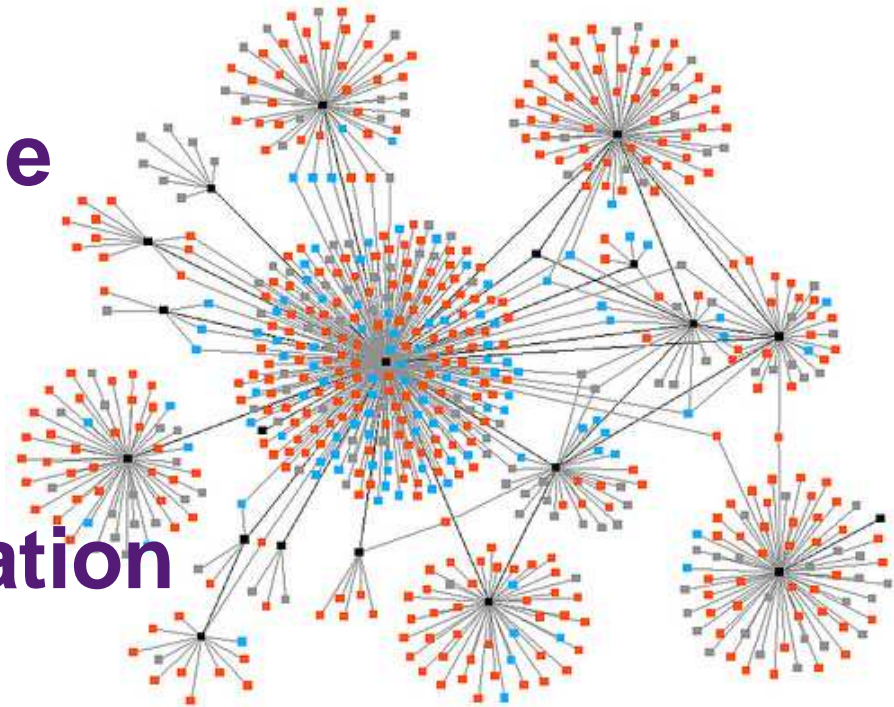
The power of networks

Knowledge exchange

Problem sharing

Peer review

Collaborative innovation






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**So how can
EUWIN
promote
workplace
innovation?**





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A photograph showing a group of approximately 15-20 people, including men and women of various ages, sitting in a circle on blue chairs in a well-lit room. They appear to be engaged in a meeting or discussion, with some holding papers and looking towards each other. The room has large windows in the background, suggesting a modern office or conference setting.

**A community of enterprises,
social partners, policymakers
and researchers.**

A widespread campaign.

Keynote events across Europe.

**A knowledge bank to support
practitioners.**



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Join euwin at <http://tiny.cc/rh6juw>



... and become a EUWIN Ambassador!

Thank you

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<http://tiny.cc/rh6juw>

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TO VISIT
OUR
WEBSITE

