

Because we're worth it!

On workers' participation

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Roadmap

- **Background: the Eurocadres project "Professional and Managerial Staff: Social Responsibility FOR INNOVATION" and "The Innovators" (sponsored by Unionen).**
- **Commitment and innovation: what's in it for trade unions?**
- **The meaning of life**
- **Workplace creativity and innovation**

UNIONS MUST STAND FOR SUSTAINABILITY

- It is not strange that many unionists are reluctant towards the union's commitment to innovation. We have met three objections:
- The union has no legitimacy in these matters as employers see no reason to listen
 - The union's role is to be a counterpart and we should not involve ourselves in matters of corporate strategy and development.
 - Innovations tend to take jobs from the members

UNIONS MUST STAND FOR SUSTAINABILITY

→ **But:**

- **We can create trade union legitimacy in innovation issues: we earn it through good ideas and concerted action. This has been true with all the issues we have been active in.**
- **Business strategies and development plans are affecting our members' work and life. People's involvement in their own future is not just a matter of efficient use of resources but also a democratic issue. We can become a stronger counterpart if we are creative, challenging and innovative co-parties.**
- **In the short term, innovations may result in job losses or relocation. At the same time, we know that innovation will be needed to allow members to have development and well-paid jobs. The union has a special role in supporting innovations that lead to sustainable growth and more jobs. Another trade union role that becomes clear in this context is about promoting training and skills. Without a strong focus on employee development the capacity for innovation will be limited and changes could lead to prolonged unemployment.**

The Meaning of Life

- **People want an opportunity to make a difference**
- **People want to be able to enjoy the journey**
- **People want to be part of doing the right thing**
- *(Adapted from Viktor Frankl, referred in Beer: High Commitment, High Performance)*

16%

67%

Teresa Amabile; Harvard

- **There is a disengagement crisis in organizations today. People are disengaged from what they do and creativity is suffering.**
- **Employee engagement drives the bottom line. Work should ennoble, not destroy the human spirit.**
- **Managers have the power to revitalize creativity.**
- **The single most important issue is about making progress, even small wins. Worst: setbacks, stalls, blocks. Everyday actions by managers and co-workers inhibit or catalyze progress.**
- **Risk-averse persons make no innovations.**
- **Managers think incentives are important for their staff. Managers do not understand how important it is to support people even in small progress.**
- **People deserve to be treated with dignity.**

The psychological contract in high commitment, high performance organisations (Beer: High Commitment, High Performance)

Management expects	Employees expect
Dedication to mission and strategy	Non-political culture – management does the “right” thing
High performance	Be on winning team working with the best of best
Behavior consistent with initiative	Leader behavior consistent with values
Initiative	Delegation of authority
Collaboration and teamwork	Coworkers who share common values
Self-management	Participation in goal setting
Flexibility	Autonomy
Unselfish contribution	Unselfish and egalitarian behavior at top
Openness to feedback and learning	Opportunity to speak truth to power
Commitment to the firm	Employee development; above average pay and benefits; good faith effort to avoid layoffs

Gary Hamel

→ “The goals of management are usually described in worlds like “efficiency,” “advantage,” “value,” “superiority,” “focus,” and “differentiation”. Important as these objectives are, they lack the power to rouse human hearts. Business leaders must find ways to infuse mundane business activities with deeper, soul-stirring ideals, such as honor, truth, love, justice, and beauty.”

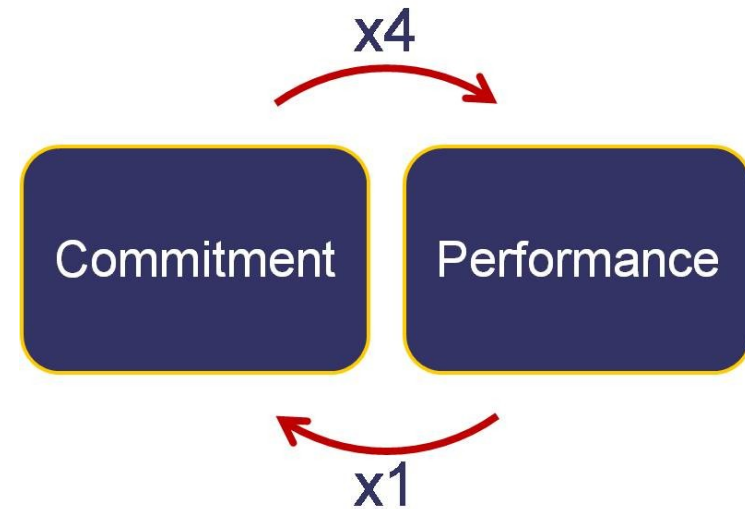
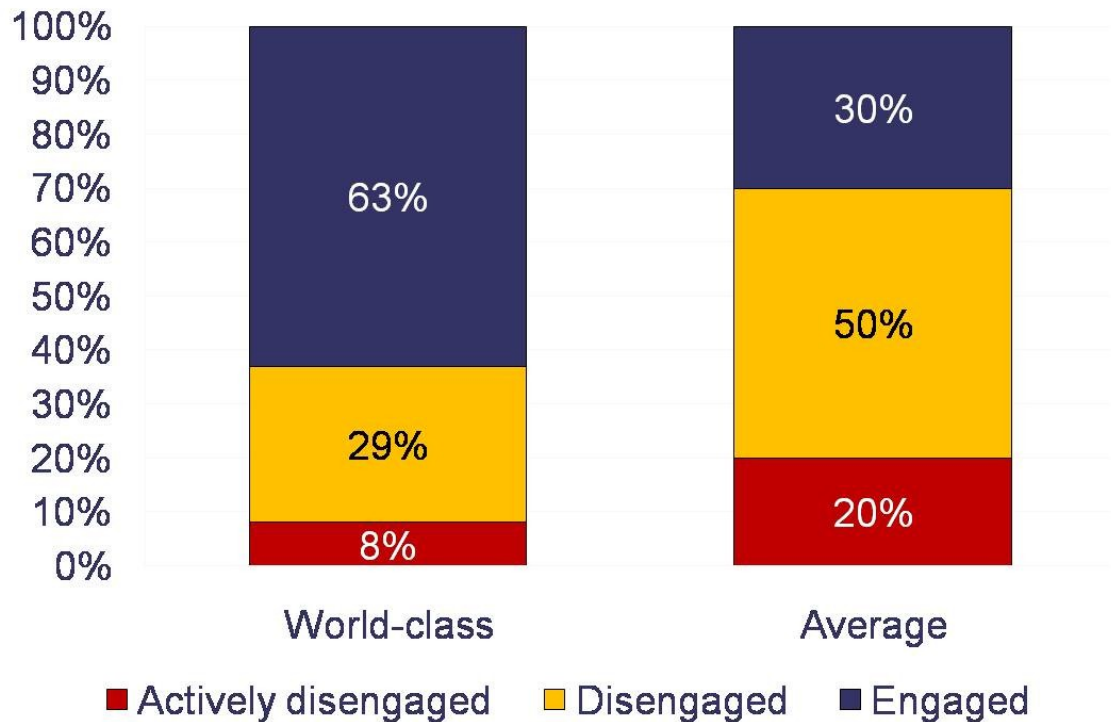
Film time!

Three elements of motivation

- 1. ***Autonomy*** – the desire to direct our own lives;
- 2. ***Mastery*** – the urge to make progress and get better at something that matters
- 3. ***Purpose*** – the yearning to do what we do in the service of something larger than ourselves.

→ ***(Daniel Pink: Drive)***

Connection between engagement and performance (Gallup Institute)



Source: Gallup, 2009

Source: MacLeod & Clarke, 2009

Connection engagement-innovation (Towers Perrin)

- Of engaged employees, 59% say that their jobs bring out their most creative ideas
- Of disengaged employees, 3% say the same

CHALLENGE (commitment, meaning)

IDEA FREEDOM (autonomy, empowerment)

DYNAMISM (movement, happenings)

DISCUSSION/DIVERSITY (perspectives)

TRUST (openness)

Creative climate

PLAYFULNESS/HUMOUR (fun, jokes)

IDEA TIME (for idea tests)

CONFLICTS (backstabbing)

RISK TAKING (agility, courage)

IDEA SUPPORT (listen, encourage)

CHALLENGE (commitment, meaning)

IDEA FREEDOM (autonomy, empowerment)

DYNAMISM (movement, happenings)

DISCUSSION/DIVERSITY (perspectives)

TRUST (openness)

Good workplace environment

PLAYFULNESS/HUMOUR (fun, jokes)

IDEA TIME (for testing)

RISK TAKING (agility, courage)

CONFLICTS (backstabbing)

IDEA SUPPORT (listen, encourage)

More film?

Thank You!

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