



**Baltic Sea wide analysis of Workplace Innovation Best
Practices**
Country implementation conditions

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1. Workplace innovation – theoretical aspects

1.1. Definitions

The organization of workplaces plays a vital role in a company’s ability to compete and innovate. Workplace Innovation researchers start from the idea that “people are our most valuable assets” (Alagaraja 2013, p. 136). But what is a workplace innovation (WI)? In short it can be described as those workplace practices and cultures which enable employees at all levels to use their knowledge, competences and creativity to the full (Totterdill, 2013). It builds organizations in which people come to work to do two things: to undertake their functional tasks in the most effective way possible and to improve the business.

Whereas policy makers stress the importance of empirical evidence of workplace innovation (WI) and the positive effects it may have, a unitary theory of WI is missing. Because of the lack of theory on WI, the evidence is scattered, and practitioners are missing hands-on advice regarding WI implementation.

Workplace innovation (WI) in economic literature is characterized as a broad concept that overlaps with other forms of innovation, in particular organizational and process innovation. It comprises a wide range of different practices assigned to areas such as human resource management or organizational development. Elaborating a consistent concept and definition of WI is therefore challenging. Below the most frequently used definitions of workplace innovations are described.

Table 1. Most popular definition of workplace innovations

Ramstad (2009)	“Renewals in the structures, processes or boundaries of a work organization that achieve savings in the use of labour or capital resources, or an improved ability to respond to customer needs [...] examples of reforms can be self-managing teams, flatter hierarchies, outsourcing, diversified personnel skills and management systems” (p.2)
Pot (2011)	“Innovation is defined as the implementation of new and combined interventions in the fields of work organization, human resource management and supportive technologies. Workplace innovation is considered to be complementary to technological innovation. Some people use the broader concept of non-technological innovation, in which also dynamic management, new marketing practices and external collaboration are included.” (p. 404 – 415)
Pot, Dhondt, and Oeij (2012)	“Workplace innovations are strategically induced and participatory adopted changes in an organization’s practice of managing, organizing and deploying human and non-human resources that lead to simultaneously improved organizational performance and improved quality of working life.” (p. 262).
Høyrup et al. (2012)	Define “employee-driven innovation” as “generation and implementation of new ideas, products and processes originating from interaction of employees not assigned to this task” (p.8).
European Agency for Safety and Health at Work (2012)	“A renewal in work organization and labour relations leading to improved performance by the organization by which we mean enhanced productivity, economic growth, the capacity to innovate and better use and develop human talents through improvements in the quality of working life, safe and healthy working conditions, enhanced job satisfaction, worker participation, social dialogue and sustainable employment” Netherland Centre for Social Innovation, 2009, p. 1). “Workplace innovation includes aspects of management and leadership,

	flexible organization, working smarter, continuous development of skills and competencies, networking between organizations and the modernization of labour relations and human resource management.” (p.4)
Dortmund Brussels position paper on WI (2012)	“Workplace Innovation is defined as a social process which shapes work organization and working life, combining their human, organizational and technological dimensions. Examples include participative job design, self-organised teams, continuous improvement, high involvement innovation and employee involvement in corporate decision making. Such interventions are highly participatory, integrating the knowledge, experience and creativity of management and employees at all levels of the organization in a process of cocreation and co-design. This simultaneously results in improved organizational performance and enhanced quality of working life. It is important to see Workplace Innovation not as an end state but as a dynamic, reflexive process in which all stakeholders are continually engaged in reflecting on, learning about and transforming work processes and employment practices in response to both internal and external drivers.” (p.2)
Eurofound (2012)	“High performance work practices or innovations in work organization are defined as deliberate changes that can affect how employees undertake their job and/or their broader experience of work and refer to any element of people management” (p.11). High performance work practices such as profit-sharing, autonomous team working and the take-up of flexible working opportunities by at least one-fifth of the workforce are associated with lower employee absence levels and fewer problems with staff motivations (p.51)
European Workplace Innovation Network (Totterdill, 2013)	Workplace innovations “designate new and combined interventions in work organization, human resource management, labour relations and supportive technologies. It is important to recognize both process and outcomes. The term workplace innovation describes the participatory and inclusive nature of innovations that embed workplace practices grounded in continuing reflection, learning and improvements in the way in which organizations manage their employees, organize work and deploy technologies. It champions workplace cultures and processes in which productive reflection is a part of everyday working life. It builds bridges between the strategic knowledge of the leadership, the professional and tacit knowledge of frontline employees and the organizational design knowledge of experts. It seeks to engage all stakeholders in dialogue in which the force of the better argument prevails. It works towards ‘win-win’ outcomes in which a creative convergence (rather than a trade-off) is forged between enhanced organizational performance and enhanced quality of working life”
European Commission (2014)	<p>“Those innovations aim at improving staff motivation and working conditions, thereby enhancing labour productivity, organizational performance, innovation capability, reactivity to market changes and consequently business competitiveness. Workplace innovation can be found in all types of organization, be they large corporates, SMEs or even public administrations. In practice they are often combined with technological, process or marketing innovations as they allow companies to tap further into staff creativity, to boost their innovation capacities and to find new solutions swiftly. From a longer term perspective, the transformation of workplaces is needed to accommodate an ageing workforce by retaining their skills in the labour market while maintaining and increasing their productivity levels. On the other hand, advanced workplaces are indispensable for European industries to attract, engage and retain young talents. Workplace innovation:</p> <ul style="list-style-type: none"> • improves performance and working lives through positive organizational change involving inclusive dialogue and by releasing the creativity of employees; • coalesces the strategic knowledge of the leadership with the hands-on, practical but often unrecognized knowledge of frontline employees; • seeks to engage all stakeholders in the process of change, leading to “win-win” outcomes in which a creative convergence (rather than a trade-off) is forged between enhanced organizational performance and enhanced quality of working life.”

Totterdill and Exton (2014)	Workplace Innovation is an integral set of participative mechanisms for interventions* relating structural (e.g., organizational design) and cultural aspects (e.g., leadership, coordination and organizational behavior) of the organization and its people with the objective to simultaneously improve the conditions for the performance (i.e., productivity, innovation, quality) and quality of working life (i.e., wellbeing at work, competence development, employee engagement). *‘interventions’ are synonymous to employee engagement in decision-making processes
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Source: European Commission (2014).

Based on the analysis of Table 1, we observe an evolution of the WI definition within the field in that (1) WI should benefit both organizations and people (as a goal); and (2) WI is simultaneously seen as a process of innovative change and adaptation (as an activity), and (3) WI as a theoretical conceptualization of what is going on in organizations that apply WI-like measures and interventions (as a way of framing and understanding).

Above mentioned definitions differ from each other to a certain content, but all of these definitions of workplace innovations have common elements. They treat WI as:

- a process of productive reflection as part of everyday working life,
- an interaction between stakeholders within and outside the organization,
- a process with built bridges between the strategic knowledge of the leadership, the professional and tacit knowledge of frontline employees and organizational design knowledge of experts,
- a process towards win-win outcomes for the organization and employees.

1.2. Definitions by examples

Whereas these definitions (Table 1) are clear, most of them remain relatively abstract. Many practitioners find it problematic to define workplace innovation. The well-known definitions hardly provide any actionable information. In this contribution, examples of cases describing best WI practices can provide value added to purely theoretical definitions of WI.

To find some examples of workplace innovation to better understand what the WI means, we recommend to use a EUWIN base. In 2013 The European Commission launched the European Workplace Innovation Network (EUWIN). Today this network connected more than 10,000 companies and other stakeholders, sharing know-how and experience. The Knowledge Bank is a rich and abundant source of case studies, films, articles and other learning resources. EUWIN’s knowledge bank is hosted by UKWON at <http://portal.ukwon.eu/euwin-knowledgebank-menu-new>.

Workplace innovations could have very different FORMS (it is not a full list of WIs) such as:

- an empowering job design (it consists on reducing employee alienation arising from repetitive and mechanical tasks. It is applied through various techniques such as: job enlargement, job enrichment, job rotation or job simplification),

- self-organized team working (a self-organizing team is one that does not depend on or wait for a manager to assign work. Instead, these teams find their own work and manage the associated responsibilities and timelines),
- open and fluid organizational structures (it is an organization within a management is broken down into component tasks, and those tasks are distributed—almost crowd sourced—among regular workers. Leaders and followers participate, freely sharing ideas, suggestions, criticism, and responsibility for planning and implementation),
- delegated decision-making (an organizational setup in which the authority to make important decisions about organizational resources and to initiate new projects is delegated to workers at all levels in the hierarchy),
- simplified administrative procedures (a simplified structure for administrative procedures is described that makes them easier to write, review, and use. The simplified structure maintains a balance among the fundamental human factors considerations of sound procedures: presenting actions, conditions, and explanations concisely; maintaining consistency of information and format; and ensuring completeness and accuracy of the procedure. With these objectives met, the simplified structure permits procedures that are more clearly defined, more easily automated and more reliable),
- a coaching style of line management (adopting a coaching approach can help line managers meet employee demands for a more supportive, less directive boss. The approach focuses on performance, improvement, change, action, and learning),
- high involvement innovation practices (they are a work, managerial, and organizational practices that support continuous improvement and broad participation of employees and other participants such as customers). Examples: decentralized decision making (organizations allow employees to assume role and responsibilities that enable them to exert a greater influence at work while enjoying greater autonomy), supervisor support and care about their well-being (employees' belief concerning the extent to which supervisors value their contributions), competence development of the organization throughout the working career (competence development refers to an individual's skills and proficiency enhancement), internal and external cooperation (refer to both the quantity and quality of cooperation and information sharing about, for example, the business strategy, outputs, costs, processes profitability, and customer reactions),
- the encouragement of entrepreneurial behavior at all levels (all activities, which enables to cultivate a positive corporate culture, help people do their best work and find the best ideas from all levels of the organization. For examples: to provide casual meeting places like a lounge

or café area that encourage people to come together and meet; to incorporate technology into these spaces so people can easily tap colleagues who may be located elsewhere by phone, video conference or other connection),

- an employee representation in strategic decision-making (for example by expansion of employee involvement programs or worker participation regarding human resource decisions through union representation).

To better illustrate, how we understand workplace innovation, four (arbitrary chosen) examples of WI are presented (Oeij et al. 2017):

- Example 1: Pitney Bowes Credit Corporation

Pitney Bowes wanting to improve communication between their employees in order to increase idea generation. The company decided to completely redesign the interior office space to resemble a calm, small village. The idea was to break down communication barriers. The redesigned office had its own village square and café, which was designed to encourage trust and a feeling of community amongst employees. The relaxed workplace saw the company go from strength to strength, launching successful new products because of the increased collaboration and communication levels.

- Example 2: Manu-Fabric

It is an international company that produces fabrics for different customer groups (retail, hotels, furniture manufacturers etc.). The headquarter of the company is in Denmark and it counts one hundred and forty-five employees there who support the manufacturing process in different European countries.

The company operates from a vision that workplace innovation is “a way to ensure renewal and the ability to offer a service that is so good that customers will chose this company over others” This company has implemented the following WI practices: 1. customer segment teams, 2. autonomous and semiautonomous team work, 3. a flat hierarchy, (structural improvements according to the experts) 4. room for proposals to improve processes, products or services, 5. participative formulating of performance goals and targets, 6. innovation meetings for product development (cultural or mixed improvements, according to the experts).

The customer segment teams are multi-disciplinary teams that serve segments of clients, such as retail or hospitals. Those employees, who have direct or indirect contact with a group of customers, work together in a team. In supporting departments, such as the Order Expedition, employees work in autonomous or semi-autonomous teams. They distribute their work themselves at a daily morning meeting. There are only three hierarchical layers: the board of

managers, middle managers and employees. Every employee can make a proposal directly to the management or colleagues and, if possible, these ideas are directly implemented.

Performance goals and scores are formulated together with the employees, which leads to mutual trust building. The department for product development organizes continuous innovation meetings, where creative thinking is promoted. According to the manager and the employees that were interviewed, these interventions resulted in very positive outcomes. The manager stressed that an innovative culture, knowledge sharing and autonomous, interdisciplinary teams give the company competitive advantage. Employees described working in multi-disciplinary teams as highly motivating and said they feel in control over the incremental innovation process that enables them to bring in their ideas.

- Example 3: Agro-Petfood

The German company Agro-Petfood is part of a holding and produces pet food. A few years ago, the company had to go through a complete upheaval in order to stay competitive. The whole production process was modernized by introducing machines instead of craft-based production. The new production lines required new employee competencies. Employees were educated and trained to take over every task in the manufacturing process. Moreover, some unskilled workers were trained to do production jobs – every employee had the chance to upskill and take over a skilled worker's task. Thus, former unskilled workers were trained in robotics and are now machine operators. At the request of employee representatives and the works council, every employee was given the opportunity to develop and to implement a training and career plan, which led to more qualified employees taking over more demanding jobs. In addition, workers at the production site have leeway to organize their work as long as they meet the production deadlines given by the customers. For example, they can decide themselves to take a break, to have a meeting, or to watch a football championship game as long as they fulfil the production targets. All these measures helped the company stay competitive. Employees like the production flexibility and the chance to improve their skills and competences as well as their new jobs.

- Example 4: Info-news

This company is the publisher of a regional newspaper in the Netherlands with about 300 employees. For more than a decade, the company's existence is being threatened by diminishing earnings from selling subscriptions and advertisements and by the development of new information technologies. In addition, there was a stream of changing international owners and management with different strategies.

By engaging in coalitions supported or initiated by the Works Council and employees, the local management succeeded in implementing WI practices with the aim of mobilizing employee talents and finding new earning models. These practices were: 1. upskilling and redesigning the

jobs of the advertising salespeople into account managers, 2. restructuring the editorial department and redesigning the journalists' jobs, 3. dialogue between employees and CEO regarding ideas for business improvement, 4. Four cross-functional teams that each develop a new idea, 5. cooperation with external partners, such as a university for applied science and a broadcasting company.

The role and the targets of the salespeople have changed completely: instead of selling advertisements by phone, they now have to build a relationship with the clients and to consult them on how to best reach their intended customers. The editorial work used to be organized along regions in the province, producing daily news messages. Given that nowadays this information is more easily distributed by social media, now the value added of a news outlet is to produce more background stories and in-depth studies. Therefore, most of the journalists were placed in the research department and were organized into specific Theme groups (e.g., Health, Sports, Education). This new way of organizing in multifunctional theme groups provides opportunities for journalists to cooperate with account managers in writing targeted articles. Management-employee dialogue resulting in cross-functional teams developing promising ideas are familiar practices in other companies as well. However, what is striking here is the thoughtful way in which they organized this. For instance, team members work full-time in these cross-functional teams for a certain period of time and are thoroughly trained and coached to do the job.

The results for the company seem positive. The newspaper is still on the market and is investing in new earning opportunities. The employees have more challenging jobs, have better career prospects and the feeling of being heard and taken seriously.

1.3. Advantages – why the work innovations are so important?

Evidence shows that workplace innovation leads to significant and sustainable improvements in firm performance. Below some empirical studies, which confirm a positive impact of workplace innovation on productivity, innovation and quality, are presented (Totterdill et al., 2016, p.4-5)

- one of the most significant studies, the Employee Participation and Organisational Change survey of 6000 workplaces in Europe, confirms that direct employee participation can have strong positive impacts on productivity, innovation, quality, turnover, profit, market of firms which implemented semi-autonomous groups, 68% enjoyed reductions in costs, 87% reported reduced throughput times, 98% improved products and services, and 85% increased sales.
- a representative sample of around 400 Finnish manufacturing firms with more than 50 employees found that work innovation practices such as employee involvement and labour management cooperation are positively correlated with firm productivity.

- A research among 650 Dutch SMEs also indicated that companies with workplace innovation initiatives achieve higher productivity and financial results compared with other firms.
- another study based on over 900 Dutch companies of different sizes in different sectors demonstrated that factors including participative and dynamic management practices, flexible organization and smarter working lead to better performance in relation to turnover, profit, market share, innovation, productivity, reaching new clients and reputational capital.
- an extensive Swedish surveys found a very clear link between flexible, empowering forms of work organization and performance: flexible organizations were more productive (+20-60%), showed a much lower rate of personnel turnover (-21%), and a lower rate of absence due to illness (-24%) compared with traditionally organized operational units.
- a review of some 60 American articles shows that the magnitude of the impact on efficiency outcomes is substantial, with performance premiums ranging between 15% and 30% for those investing in workplace innovation.

Workplace innovation also increases employee motivation and well-being, playing a particularly important role in reducing stress, enhancing job satisfaction and mental health, and improving retention (see examples below, Totterdill et al., 2016, p.6):

- an evaluation of 470 workplace projects undertaken in Finland between 1996 and 2005 shows that improvements in quality of working life have a strong association with improvements in economic performance, and indeed may actually enable them. Findings suggest that participation is the main driver of this convergence between economic performance employee well-being.
- likewise a German study examined companies in the production, trade and services service where positive improvements were made in physical workload, sickness absence, ergonomics, work organization, safety, style of leadership, and stress management. Managers in these companies reported improved performance across a range of indicators, resulting both from a decrease in absenteeism and an increase in social and vocational competences.

2. Workplace innovations – Best Practices

In this part we use the best practices approach. Best practices are those practices that have been shown to produce superior results, selected by a systematic process and judged as exemplary, good, or successfully demonstrated. What is a difference between a good and the best practices? The best practice is method that has been proven to work better than other methods over time, but a “good practice” as merely something you might figure out that seems to work, but you really don’t know if it is the best method.

Firms that are serious about improving their performance continually search for better business practices. The fastest and easiest way to improve is to compare and learn from other successful organizations (for example, through using a benchmarking approach). To quote a very frequently used idiom among exponents of the use of best practice, “there’s no point in re-inventing the wheel”. Most firms use or have used best practices at some point, consciously or not. Over the years best practices emerge, and are later surpassed and proved inefficient as the world and the way business is done constantly changes, this is why so many high-performing organizations adopt a culture of continuous improvement.

There are a wide range of best practices in workplace innovations, they vary from the simple to very complex. Regardless of the complexity of your best practices, the aim is to make whatever you are doing work out better, faster and more efficiently with less problems and mistakes. That is why it is always a good idea to be aware of what the best practices are for what you are trying to achieve. It is a framework for success and the minimization of failure.

Below best practices in workplace innovation, chosen by project partners, are presented.

2.1. Types of workplace innovation chosen for the analysis by project partners

Project partners have chosen for the analysis 18th Best Practices of workplace innovations – see Table 2.

Table 2. Best practices of workplace innovations chosen for the analysis

Best Practice (BP)	Country where BP has been implemented and its effectiveness tested	
Electronic workplace orientation (ePerehdytys)	Finland	12
FISE (Person/employee certification)		
Green walls		
Smartum benefits for employees		
Culture of self-leadership		
WELCOME TO COMPANY – guide for newcomers		
Initiative bonus tied to benefits of the initiative		
TYKY – maintaining the work ability and concept of work ability management		

Anonymous recruiting		
BIF sports		
Tampella work community		
Fastems: The Way We Rock		
Champions League 5S	Poland	1
Nonmonetary motivations to ensure employees satisfaction with workplace	Latvia	2
Company culture (work-life balance)		
CSR - Corporate Social Responsibility! Success through responsibility	Germany	3
Vocational training in the company according to individual learning capabilities		
Corpworking for SMEs		
	TOTAL	18

Source: own elaboration.

Descriptions of all Best Practices can be found in Appendix of this report. They were prepared by the project partners using the general template and include such elements as: short characteristics of the solution, inputs and results (important for employees and employers/organizations), outcomes and impact. For those interested in finding further information about best practices, data sources (or contact persons) have been given at the end of each description.

Best Practices chosen for the analysis differ from each other due to their specificity, nature, scope, stakeholders commitment, financial costs etc. What connects them are their positive results both – for the employees and organizations. In Table 3 there were presented general impacts of best practices implementation, in Table 4 – detailed results achieved in companies: for employees and the organization.

Table 3. Impact of workplace innovations – results of best practices analysis

Groups of workplace innovations	Best Practice	General impact noted by Project Partners
Process of productive reflection as part of everyday working life	Electronic workplace orientation (ePerehdytys) Green walls Smartum benefits for employees WELCOME TO COMPANY –guide for newcomers TYKY – maintaining the work ability and concept of work ability management Fastems: The Way We Rock Vocational training in the company according to individual learning capabilities Corpworking for SMEs	<ul style="list-style-type: none"> • increase of employees occupational safety, accident rate reduce • increase of workplace friendliness, • increase of employees creativity • employees' better health and wellbeing • increase of employees motivation • competitiveness increase • counteraction of a competency gap • conditions for higher level of employees work-life balance
An interaction between stakeholders within and outside the organization	FISE (Person/employee certification) TYKY – maintaining the work ability and concept of work ability management Tampella work community Fastems: The Way We Rock	<ul style="list-style-type: none"> • development of the industry and its competitiveness strengthening • closer relationships between organization and its business partners and local society • organization's positive image (good reputation) in the environment

	Champions League 5S Corpworking for SMEs	<ul style="list-style-type: none"> • improvement of competitive position
A process with built bridges between the strategic knowledge of the leadership, the professional and tacit knowledge of frontline employees and organizational design knowledge of experts	FISE (Person/employee certification) Culture of self-leadership Fastems: The Way We Rock Champions League 5S CSR - Corporate Social Responsibility! Success through responsibility	<ul style="list-style-type: none"> • reinforce the culture of continuous learning • support for the maintenance of professional skills • effective communication, reducing the number of false messages, rumors • long-term positive impact on improving the quality of process implementation at administrative and production positions • systematic and targeted qualification of owners, managers and employees of SMEs • process of continuous organizational development
A process towards win-win outcomes for the organization and employees	Green walls Smartum benefits for employees Culture of self-leadership Initiative bonus tied to benefits of the initiative TYKY – maintaining the work ability and concept of work ability management Anonymous recruiting BIF sports Fastems: The Way We Rock Nonmonetary motivations to ensure employees satisfaction with workplace Company culture (work-life balance) CSR - Corporate Social Responsibility! Success through responsibility Vocational training in the company according to individual learning capabilities	<ul style="list-style-type: none"> • increase of employees motivation and involvement in everyday tasks • better working environment and employees' physical/mental wellbeing – higher work efficiency • higher employees competences – better results of organization • increase of organization's flexibility – better competitiveness position

Source: own elaboration.

Table 4. Workplace innovations – results for employees and organizations

Best Practice	Results for employees	Results for employers/organization
Electronic workplace orientation (ePerehdtyts)	<ul style="list-style-type: none"> • work quality improvement • work safety • equality principles 	<ul style="list-style-type: none"> • image of organization improving workplace safety • increase of efficiency and effectiveness • flexible adaptation to legal and time requirements
FISE (Person/employee certification)	<ul style="list-style-type: none"> • increase of job opportunities • linking professional development with company's responsibility • increase of the profession's esteem 	<ul style="list-style-type: none"> • high qualified employees – better competitive position • preventing occurrence of the competency gap and employees' deficits
Green walls	<ul style="list-style-type: none"> • better (healthier) working environment • less sick leaves 	<ul style="list-style-type: none"> • increase of employees motivation, happiness – that results in an increase of productivity and work involvement • positive organization image
Smartum benefits for employees	<ul style="list-style-type: none"> • better employment conditions • extra (non-financial) benefits from their work 	<ul style="list-style-type: none"> • more sustainable workforce • increase of employees motivation, happiness – that results in an increase of productivity and work involvement

Culture of self-leadership	<ul style="list-style-type: none"> friendly workplace atmosphere efficient communication (low hierarchy and no structural preconditions) high level of employees autonomy 	<ul style="list-style-type: none"> efficient communication satisfied employees employees' involvement
WELCOME TO COMPANY – guide for newcomers	<ul style="list-style-type: none"> effective communication easy entering into professional duties 	<ul style="list-style-type: none"> every employee has the same knowledge concerning the rules, practices and health and safety issues
Initiative bonus tied to benefits of the initiative	<ul style="list-style-type: none"> clear and fair rules for employees rewording 	<ul style="list-style-type: none"> motivated and productive employees organizational culture based of fair and just
TYKY – maintaining the work ability and concept of work ability management	<ul style="list-style-type: none"> satisfied (health and safety) working conditions 	<ul style="list-style-type: none"> decrease of sick leaves and early retirements – costs reduces employees involvement positive organization's image
Anonymous recruiting	<ul style="list-style-type: none"> equal rights for all candidates in the recruitment process competences matter in the recruitment process 	<ul style="list-style-type: none"> no risk of discrimination in the recruitment process recruitment of employees with best competences
BIF sports	<ul style="list-style-type: none"> extra benefits from the work healthy work conditions 	<ul style="list-style-type: none"> healthy and efficient employees positive organization's image
Tampella work community	<ul style="list-style-type: none"> opportunities for skills development/ learning new things modern office facilities new relations – networking 	<ul style="list-style-type: none"> synergies with other organisations working with similar tasks and topics shared infrastructure cost possibility to create common appearance in the public
Fastems: The Way We Rock	<ul style="list-style-type: none"> well-functioning working community stable outlook of the workplace 	<ul style="list-style-type: none"> cost reduction motivated employees efficient communication in the organization better competitive/market position
Champions League 5S	<ul style="list-style-type: none"> improvement of work comfort eliminating unnecessary actions increased work safety improving employee awareness 	<ul style="list-style-type: none"> effective workplace organization improvement of work organization culture improvement of self-discipline of employees increase in work efficiency
Nonmonetary motivations to ensure employees satisfaction with workplace	<ul style="list-style-type: none"> satisfaction with work friendly workplace atmosphere extra benefits from the work 	<ul style="list-style-type: none"> motivated and productive employees smaller staff change and higher loyalty to the company innovative ideas from the employees
Company culture (work-life balance)	<ul style="list-style-type: none"> satisfaction with work friendly workplace atmosphere sense of belonging to the "organization's team" opportunities for skills development/ learning new things a sense of security (mentorship program) 	<ul style="list-style-type: none"> motivated and productive employees smaller staff change and higher loyalty to the company innovative ideas from the employees reducing mistakes made by new (young) employees
CSR - Corporate Social Responsibility! Success through responsibility	<ul style="list-style-type: none"> job security involvement in decision-making processes 	<ul style="list-style-type: none"> increased employees' motivation and enthusiasm for work strengthening innovation and competitiveness
Vocational training in the company according to individual learning	<ul style="list-style-type: none"> systematic learning according to individual abilities and capabilities 	<ul style="list-style-type: none"> recruitment of urgently needed skilled workers

capabilities	<ul style="list-style-type: none"> • integration into work life • access to all advanced further training courses and career opportunities 	<ul style="list-style-type: none"> • company-specific qualifications • increased competitiveness
Corpworking for SMEs	<ul style="list-style-type: none"> • satisfied workplace condition • flexible working conditions • networking 	<ul style="list-style-type: none"> • decrease of costs • organization flexibility

Source: own elaboration.

2.2. Conditions for best practices implementation

Best practices are solutions that allow for obtaining better results than in the case of others. Best practices are behaviour standards and reference points for other entities interested in the implementation of similar activities. Enterprises and public organizations most often use best practices to attain satisfactory market position and ensure competitiveness cheaper and faster, as compared to the circumstances in which they would have to create specific solutions on their own. Searching for best practice which could be a model is usually a task of the concerned entity (enterprise or public organization) and results from a thorough self-assessment and benchmarking process (Bogan, English, 1994).

Transfer of best practices is one of the most difficult processes in the management of organizations. The solutions which proved effective in organization Y cannot be simply copied and implemented in organization X. It must be taken into account that the effect achieved by organization Y is affected by a number of its idiosyncratic circumstances, both dependent and independent of Y. Due to other circumstances and the internal structure of organization X, applying the same solutions and actions as in the case of organization Y may yield quite different results. Caution in the use of best practices results from the situational approach in management. Representatives of this perspective focus on the description and analysis of a variety of both internal and external conditions, the nature and interconnectedness of which justify the application of a given organizational model (Kaczmarek, Sikorski, 1998, p. 24). The basic premise of the situational approach is the relativism of the organizational rules and principles, i.e. assuming that they apply only in relation to certain categories of situations (Stabryła, Trzcieniecki, 1986, p. 183-184).

Among the critical success factors of best practice transfer in enterprises, the professionals distinguish i.a. selecting an appropriate model solution, understanding the determinants of its effective implementation or ensuring favourable conditions for the implementation in the follower organization (see Table 5).

Table 5. Critical conditions of best practices implementation success

Related to the best practice chosen for implementation	<ul style="list-style-type: none"> • common goal of best practice and the implementing enterprise
	<ul style="list-style-type: none"> • appropriate choice, aligned with the implementing enterprise competences

Related to the workforce of the implementing enterprise	• suitable qualifications of the workforce enabling the implementation
	• proper selection of the team responsible for the implementation
Related to the management of the implementing enterprise	• internal communication and promotion of best practice ideas
	• creating an environment conducive to the best practice being implemented and willing to share its expertise
	• providing the infrastructure necessary for the implementation
	• management commitment

Source: (Jarrar, Zairi, 2000).

As reported by the American Productivity and Quality Centre, the main limitations for effective implementation of best practices in follower organizations are:¹

- insufficient involvement of the management in the process of identifying best practices and their implementation,
- incorrect choice of the model solution, being unsuitable for a given problem,
- silo thinking and lack of mutual communication between the different departments of the organization,
- too short a time for learning the given best practice and the conditions for its success, as well as the fast pace of implementation and too high expectations regarding the quick development of positive effects,
- missing or insufficient experience of employees preventing or slowing down the effective implementation of a best practice.

2.3. Conditions of workplace innovation best practices implementation – conclusions from the KA4HR project’s best practices analysis

Implementation of best practices is a very specific process requiring a lot of management’s attention and commitment. It’s results determine different factors: the **internal situation** of the organization and in its **external environment**.

Among internal determinants of successful implementation of workplace innovation’s best practices can be pointed: related to employers (organization) and related to employees. As the examples of these related to employers (organization) can be expressed:

- **employer’s (manager’s) attitudes towards workplace innovation** – openness and readiness for implementation of new solution, knowledge about workplace innovation, ability to cooperate with internal/external partners in workplace innovation implementation,
- **organizational culture** – the more employee-friendly it is, the implementation process will proceed more efficiently and without any critical problems,

¹ http://www.themanagementor.com/kuniverse/kmailers_universe/manu_kmailers/bp_ensurecomp3.htm

- **organizational structure** – flat structures, with short path of decision-making facilitate implementation, increase the flexibility of the organization ,
- **relations between employees and dialog between employees and managers** – democratic management style promotes workplace innovations, involve employees into searching new solutions conducting the workplace conditions improvement; good communication helps to avoid misunderstandings and serves for effective implementation; effectively designed teams accept new solutions smoothly, team members help to each other to learn new solutions (if applicable).

Factors related to employees are as follow:

- **performing innovative behaviour among employees**; attitudes towards new solutions proposed by the management,
- **readiness to get involved in new solutions** (motivation),
- **previous professional experience** and expectations according to the workplace organization,
- **structure of personal needs** and the level of their satisfaction.

External factors determining best practices of workplace innovation implementation results, among others, with:

- **legal conditions** – not all solutions – specially involving flexible working conditions (contracts, working hours) – are allowed in labor law in different countries,
- **competitors** – implementation (or abandoning the implementation) of some solutions is more the result of environmental pressure then identified in the given time organization's need (competitors which use the solution build their competitive position, so others in the sector follow them),
- **clients expectations** – organizations implement some workplace innovations (best practices) to build up positive image (or blurring the negative opinions).

The country where the solution (treated as the best practice) was implemented originally and where it is going to be replayed – is not relevant. Nevertheless, the socio-economic, cultural, legal etc. conditions occurring in those countries – matters.

Best practices of workplace innovation identified by project partners and analyzed in the report can be implemented in other countries. The success will depend on the internal situation of the organization (including employees) and situation in the sector (industry) where organization operates.

2.4 Tool and methods for evaluation and development of workplace innovations

Analyzing the workplace innovation processes, we found the importance of its evaluation and development. Study of workplace innovation showed, that it is necessary to apply rather a set of methods for assessment and development the workplace innovation. One method is usually the basis of the other. In Table 1, we present the list of possible tools/ methods, we can be used for evaluation and development of workplace innovation. The list contains following data: name of the method, keywords and brief description of the method (Ludvík, Peterková (2016))

Table 6. List of the methods for assessment and development of the workplace innovation

Number	Methods name	Brief characteristics of the method
1	2	3
01	Analysis of frequency and frequency levels of innovation flow	Analysis of changing of consecutive innovation
02	Analysis of the force field of innovation	Analysis of the driving and braking forces of the innovation field
03	Analysis of innovation life cycle	The course of innovation of a certain quality in time.
04	ARIZ-85C	Contradiction, the algorithm of creative problem solving, technical evolution laws
05	Balanced Scorecard	System of balanced indicators of business performance. Interconnection of strategy and operational management
06	Benchmarking	Comparisons and benchmarking of business performance
07	Bisociation	Linking previously mentally separate dimensions (perspectives)
08	Brainstorming	Group search for the greatest possible number of ideas (without rating)
09	CREAX	Contradiction, self-experience + using other methods of contradictions
10	Delphi method	Anonymous questioning of experts and the search for a consensus of opinion on the issue
11	DIVA	Contradiction, searching for variations in the properties of a product or process
12	Heuristics	Solving problems for which we do not know the algorithm or more accurate method
13	Value analysis	Functional and value view of the problem
14	Inverse value analysis	How differently and better utilize existing function (property) of the object
15	Method of genetic algorithms	Use of the principle of evolutionary algorithm to solve the problem (finding new innovations)
16	Method Ideo	Active and empathic listening to people (customers)
17	Method for measuring	Objectified indicators for measuring the critical points in

	innovation potential	the enterprise
18	Method PAEI	Analysis of four roles in the lifecycle of enterprise.
19	Method of rules for solving complex innovation	A set of rules for managing complex innovation in the enterprise
20	Six hats method	Parallel thinking in six different roles
21	Method of applying the innovative rules (commandments) in the enterprise	Operationalization of innovative recommendations for managing innovation in the enterprise
22	Monitoring social networking and Internet diaries	Systematization and facilitating work with information from electronic networks
23	Morphological analysis	Creating permutations of the basic elements in the search for new innovations
24	Mind map	Graphical mapping of the human thought process during problem solving
25	Risk of the business innovation project	Elimination of negative factors due to dispersion of effects resulting from innovation
26	Managing the process of creative thinking	Phase of creative thinking
27	Synectics	Systematic exchange of expert opinions to generate new ideas
28	Rating system of innovation indicators by EU	Standardized set of identifiers for evaluating innovative level of the country
29	System Analysis and Synthesis	Method of solving complex problems – systemic skeleton for working with innovation
30	TRIZ	Contradictions, patents and knowledge base, possible methods for solving technical problems
31	WOIS	A comprehensive system of generation and selection of innovative solutions, evolutionary spiral
32	Classification of innovation by innovation orders	Characteristics for incorporation of solved innovation into certain innovation order
33	Elaboration of innovative characteristics in accordance with the Oslo Manual	Innovative interpretation of data – technical and non-technical innovations
34	Value Stream Mapping	Method of visual mapping the value flow in the product manufacturing from its concept to the hands of the customer

Source: Ludvík, Peterková (2016)

Entrepreneurs are also looks (apart from methods) for universal indicators for assessment and development of implemented workplace innovations. The literature currently provides no direct indicators for workplace innovation, but some of universal innovation measures can be adapted for

evaluation and development of workplace innovation. The Bible of most known innovation indicators is the Innovation Union Scoreboard (IUS), which provides a comparative indices of innovation performance. They allow to assess relative strengths and weaknesses of national innovation systems and help countries identify areas they need to address. Below the overview of selected IUS indicators with a potential link to workplace innovation are presented.

Table 7. The overview of selected IUS indicators with a potential link to workplace innovation.

1. New doctorate graduates (ISCED 6) per 1000 population aged 25-34	Number of doctorate graduates (ISCED 6) (EUROSTAT)	Population between 25 and 34 years	The indicator is a measure of the supply of new second-stage tertiary graduates in all fields of training. For most countries ISCED 6 captures PhD graduates only, with the exception of Finland, Portugal and Sweden where also non-PhD degrees leading to an award of an advanced research qualification are included.
2. Percentage population aged 30-34 having completed tertiary education	Number of persons in age class with some form of postsecondary education (ISCED 5 and 6) (EUROSTAT)	Population between 30 and 34 years	This is a general indicator of the supply of advanced skills. It is not limited to science and technical fields because the adoption of innovations in many areas, in particular in the service sectors, depends on a wide range of skills.
3. Percentage youth aged 20-24 having attained at least upper secondary education	Number of young people aged 20-24 years having attained at least upper secondary education attainment level, i.e. with an education level ISCED 3a, 3b or 3c long minimum (EUROSTAT)	Population between 20 and 24 years	The indicator measures the qualification level of the population aged 20-24 years in terms of formal educational degrees. It provides a measure for the “supply” of human capital of that age group and for the output of education systems in terms of graduates. Completed upper secondary education is generally considered to be the minimum level required for successful participation in a knowledge-based society and is positively linked with economic growth.
Workplace innovation interpretation:			
Indicators 1-3 could be understood in terms of a very general assessment for the “readiness for workplace innovation”. This would reflect the assumption that workplace innovation relies on advanced skills and knowledge of employees (individual level enablers). The formal school education is however an unspecific indicator which does not directly focus on the demands of workplace innovation.			
4. Non-R&D innovation expenditures (% of turnover)	Sum of total innovation expenditure for enterprises, in thousand Euros and current prices excluding	Total turnover for all enterprises	This indicator measures non-R&D innovation expenditure as percentage of total turnover. Several of the components of innovation expenditure, such as investment in equipment and machinery and the acquisition of patents and licenses, measure the diffusion of new production technology and ideas.

	intramural and extramural R&D expenditures (CIS)		
5. SMEs introducing product or process innovations (% of SMEs)	Number of SMEs who introduced a new product or a new process to one of their markets (CIS)	Total number of SMEs	Technological innovation, as measured by the introduction of new products (goods or services) and processes, is a key ingredient to innovation in manufacturing activities. Higher shares of technological innovators should reflect a higher level of innovation activities.
6. SMEs introducing marketing or organizational innovations (% of SMEs)	Number of SMEs who introduced a new marketing innovation or organizational innovation to one of their markets (CIS)	Total number of SMEs	The Community Innovation Survey mainly asks firms about their technological innovation. Many firms, in particular in the services sectors, innovate through other non-technological forms of innovation. Examples of these are marketing and organizational innovations. This indicator tries to capture the extent that SMEs innovate through non-technological innovation.
<p>Workplace innovation interpretation: (Indicators 4-6)</p> <p>The investment in work organization or organizational changes for improving innovative activities would be interesting here for measuring at least this aspect. The current indicator however comprises very different expenditures and does not refer explicitly to work organization or organizational change.</p>			
7. Employment in fast-growing enterprises in innovative sectors (% of total employment)	The sum of sectoral results for the employment in fast-growing enterprises by economic sector multiplied by the innovation coefficients of these sectors. Fast-growing enterprises are defined as firms with average annualized growth in employees of more than 10 % a year, over a three-year period, and with 10 or more employees at the beginning of the observation	Total employment in fast-growing enterprises in the business economy (without financial sector)	The indicator shows the degree of innovativeness of successful entrepreneurial activities. It captures the capacity of a country to transform its economy rapidly to take advantage of emerging demand.

	period. (EUROSTAT)		
<p>Workplace innovation interpretation: As this indicator combines employment with innovative sectors there is a possible link to workplace innovation. The innovation coefficient included in indicator 3.1.3 summarizes several aspects of innovativeness, one of them being organization innovation. Therefore, an assessment of workplace innovation could be integrated into the IUS by weighting each of the coefficient's single indicators differently, i.e. emphasizing the indicators on organization innovation.</p>			

Source: European Commission (2014).

Of course, the above lists of methods and indicators that can be used to assess a workplace innovation is not completed/closed, but it could be the signpost for each entrepreneur, which are interested in introduction and then assessment of workplace innovations.

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Appendix 1 – Best Practices descriptions

Electronic workplace orientation – Finland

Title of workplace innovation	Electronic workplace orientation (ePerehdytys)	
Country	Finland	
Inputs	Electronic method for occupational safety related general briefing.	
Process	<p>Electronic orientation (ePerehdytys in Finnish) ensures that anyone will have sufficient basic information for safe working at the construction site and avoiding work related risks and accidents already when coming to the site. This enables focusing on the briefing of site and tasks related issues at the construction site.</p> <p>Orientation can be carried out beforehand on the Internet. Positive result will be valid at all construction sites for 12 months. The result will immediately be displayed in the card of system Valttikortti (Every person working on a construction site is required to carry a personal ID card with a photo and the tax number), so it is easy to prove it at the construction site.</p>	
Results	Important for employers	Important for employee
	<p>Safe working methods improve quality.</p> <p>Similar briefing to all employees in their native language. Language versions available in Finnish, Swedish, English, Estonian, Lithuanian, Latvian, Polish and Russian.</p> <p>Time and place independent orientation.</p> <p>The content is always up to date and complying with legislation.</p> <p>Occupational safety improves, accident rate reduces.</p> <p>Saves time and money in basic orientation/briefing. Employer orders the service for employee.</p> <p>When arriving to the construction site, employees have already passed the basic briefing, and employer can concentrate on the site specific issues.</p> <p>The construction site's customer and the main developer as well as other entities responsible for the construction site's occupational safety may check the electronic register to confirm that the workers working at the construction site have completed basic orientation (ePerehdytys).</p>	<p>Performed on the Internet once a year.</p> <p>Valid at all construction sites for one year. The result will immediately be displayed in the card of system Valttikortti (Every person working on a construction site is required to carry a personal ID card with a photo and the tax number), so it is easy to prove it at the construction site.</p> <p>Similar briefing to all employees in their native language. Language versions available in Finnish, Swedish, English, Estonian, Lithuanian, Latvian, Polish and Russian.</p> <p>Possible to do on computer and all mobile devices where and when ever employee wants. Need only 30 minutes to complete the test.</p> <p>The content is always up to date and complying with legislation.</p>
Outcomes	Occupational safety improves, accident rate reduces. This orientation replaces the general briefing on construction sites. The construction site specific briefing is needed, of course, after this e-orientation.	
Impact	Occupational safety improves and accident rate reduces at construction sites.	
For further information	Short description available in English	

	<p>https://www.rakennusteollisuus.fi/Tietoa-alasta/Tyoturvallisuus/eperehdytys/what-is-it/, leaflet</p> <p>https://www.rakennusteollisuus.fi/globalassets/rateko/eperehdytys/ep-englanti.pdf</p> <p>In Finnish http://www.rakennusteollisuus.fi/Tietoa-alasta/Tyoturvallisuus/eperehdytys/, https://kampanja.tilajavastuu.fi/eperehdytys</p>
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FISE – Finland

Title of workplace innovation	FISE (Person/employee certification)	
Country	Finland	
Inputs	FISE is an extensive and active service for certification of persons. They offer independent certification services for the verification of skills in the construction, HVAC and real estate industries. FISE keeps register of the certified workers and experts.	
Process	<p>FISE verifies certifications of designers and site managers, as well as other experts, based on the law and complementing statutes and instructions. FISE also offers verification of the certification of experts in the construction and real estate industries based on the branch requirements.</p> <p>Key certifications (altogether 80 certification designations) for:</p> <ul style="list-style-type: none"> • Designers • Site managers • Construction project managers • Supervisors <p>Energy performance certification and building investigator experts</p> <p>A verification of certification is applied for using an application form in a specified form specific to each certification. When applying for a verification of certification, the applicant (the employee) will fill in the form and deliver it with the appendices required to the secretariat organization in question. The certification board meetings will process the applications received by the secretariat organizations and make the decisions relating to the certifications. The decisions are based on the qualifications required and on written data gathered during the application process. The decisions are made in compliance with FISE's principles of justice and impartiality. Certifications verified by the certification boards shall become valid on the date of the board's decision and verified certifications will be entered in the FISE certification register within one week of the decision date. A certification is verified for a period of validity of 7 years at a time, after which the certification can be renewed applying a lighter application procedure.</p>	
Results	Important for employers	Important for employee
	<p>The certification is proof of the person's skills and expertise, as well as actively developing it and keeping it up-to-date.</p> <p>The certification is an unbiased and impartial evaluation of a person's skills and expertise that can be utilized in tenders or job seeking.</p> <p>The certification will help operators in offering their services and increase job</p>	<p>The certification is proof of the person's skills and expertise, as well as actively developing it and keeping it up-to-date.</p> <p>The certification is an unbiased and impartial evaluation of a person's skills and expertise that can be utilized in tenders or job seeking.</p> <p>The certification will help operators in offering their services and increase job</p>

	<p>opportunities. The certifications are an indication that the employer is responsible and committed to their personnel's development, and they are a part of an organization's quality management systems. The certifications contribute to the marketing and communication of skills and expertise. The certification improves the quality of construction and increases the esteem of the profession.</p>	<p>opportunities. The certifications are an indication that the employer is responsible and committed to their personnel's development, and they are a part of an organization's quality management systems. The certifications contribute to the marketing and communication of skills and expertise. The certification improves the quality of construction and increases the esteem of the profession.</p>
Outcomes	<p>A verified certification guarantees that an expert's basic and advance education, as well as their work experience fulfil the designation-specific requirements set for them. Certification done according to the ISO standards. Common certification system for the entire industry. Certification shown qualifications for clients and public authorities.</p>	
Impact	<p>The FISE person certification service promotes the improvement of the quality of construction and development of the entire industry. FISE's certification services provide support for the maintenance of professional skills in the entire industry and reinforce the culture of continuous learning in the construction industry.</p>	
For further information	<p>http://fise.fi/en/</p>	

Green walls – Finland

Title of workplace innovation	Green walls	
Country	Finland	
Background	<p>In the end of 1980's, the young people were coming to the business direct from the school, and very often without having the examination, because in many cases it was not required. Within that period Finland had the lack of competent young employees. However, these young urban professionals, yuppies, were not used to grey office milieu without any stimuli. This was a fertile soil for all kind of interior and decoration ideas. One of those was green wall. The first versions of green walls were room dividers with flowers and pot plants, but soon in the new office buildings the whole walls with flowers and indoor plants were found. This first wave of green walls was broken to the cliffs of depression in the beginning of 1990's, but the good effects of the crazy idea were not forgotten: Plants refreshed the air, muffled the sounds, brought a piece of nature to the offices and increased the well-being of the employees.</p>	
Inputs	<p>Purifies air at office spaces: creates healthier, happier, and more inspiring workplaces.</p>	
Process	<p>Green wall naturalizes indoor air, reduces harmful chemicals and optimizes humidity in the office air.</p>	
Results	Important for employers	Important for employee
	<p>Saves money, because personnel's sick leaves caused by poor air quality decreases. Personnel is more productive. Personnel is happier. Inspiring working environments creates positive image for the company.</p>	<p>Better air quality at working place. Less sick leaves. Halters fatigue. Improves cognitive performance.</p>

Outcomes	Working environments are more inspiring and personnel healthier. Creates positive change in everyday life.
Impact	Creates healthier indoor air quality and increases the productivity.
For further information	https://www.naava.io/green-walls https://innogreen.fi/en/services/green-decor/green-walls/

Smartum benefits for employees – Finland

Title of workplace innovation	Smartum benefits for employees	
Country	Finland	
Inputs	Smartum concept for wellbeing at work, i.e. ways of maintaining and promoting work ability. Smartum approach is designed to improve the overall quality of life of employees.	
Process	The main employee benefits are carried out in the form of <ul style="list-style-type: none"> • lunch • exercise • exercise and culture • massage • commute • smoothie 	
Results	Important for employers	Important for employee
	Smartum addresses employees' individual needs. They feel better, and are more committed. Employer gets prosperous employees. Smartum delivers competitive advantage to employer. Helps to create more sustainable workforce. Managing electronic benefits is easy as they are all in one place. Everything happens online: ordering, informing employees, storing value and tracking. Smartum is available to all companies. It is up to the company which type of Smartum they want to offer to their employees.	Employee can freely choose how and where to use the employer's chosen benefit. Value stored on the employee's card or traditional paper vouchers is valid for 12 - 15 months. Card benefits balances can be used with mobile phone, prepaid card or online payment.
Outcomes	Better health and wellbeing ensure that employees are happy and motivated at their work.	
Impact	Offering Smartum benefits increases company's productivity in the long-run.	
For further information	Smartum https://www.smartum.fi/en/ , https://assets.smartum.fi/WEB_TA-materiaalit/Smartum_tuotevihko_EN_WEB.pdf	

Culture of self-leadership – Finland

Title of workplace innovation	Culture of self-leadership
Country	Finland
Inputs	Personnel is committed to the core values of the company, which are: <ul style="list-style-type: none"> • trust and honesty • continuous development • self-guiding

	<ul style="list-style-type: none"> • working together • willingness to serve customers • doing things right and doing right things 	
Process	Personnel makes almost all business decisions together or individually. The minor decisions essential to their work they can make themselves, but significant, overarching decisions need to be discussed together.	
Results	Important for employers	Important for employee
	<p>Trusts in the personnel. Open atmosphere. Staff has freedom to express their thoughts and ideas. Feedback given to all staff members regularly.</p> <p>Accelerated development activities. Result measurement is based on the achieved outcomes.</p> <p>Transparency in all actions.</p> <p>Offers personal and professional development options, educations, ect. to each staff member.</p> <p>Intention is also to develop customer satisfaction.</p> <p>Responsible business.</p> <p>Once per month a development day clears the air.</p> <p>Electronic Slack system for information and knowledge transfer.</p> <p>Project management and collaboration software system in use.</p> <p>5 step recruiting process for new employees gives the best results</p>	<p>Low hierarchy and no structural preconditions, flexible organization. No job titles in use.</p> <p>Mistakes are not judged, instead they are a learning tool.</p> <p>Increased autonomy: staff makes decisions, and are responsible for their own work and results.</p> <p>Mutual dependency. Help is always given, if needed.</p> <p>Personnel can decide their working schedules, work procedures, and concentrate on meaningful and versatile tasks, where they can use their expertise.</p> <p>7-step payroll system. Twice a year personnel can request a new salary level.</p> <p>Once per moth a development day for discussions, ideas, etc.</p> <p>Through the Slack and project management system all information and knowledge is available.</p>
Outcomes	Flexible, responsible organization	
Impact	Good company reputation among the customers and personnel	
For further information	Material is unfortunately only in Finnish on the internet https://vertia.fi/	

WELCOME TO COMPANY – Finland

Title of workplace innovation	WELCOME TO COMPANY –guide for newcomers
Country	Finland
Inputs	Collection of rules, common practices, tacit knowledge and good-to-know information compiled by CFO (Chief financial officer) and CPO (Chief personnel officer). The material is both in printed and in web-based form and is updated continuously when the laws, generally applicable collective agreements or local agreements are changed. Material includes the concept for introducing sessions and other introducing procedures. The welcome to company -guide is modified and personalized depending to the tasks, level and experience of the new person.
Process	When a new person comes to the company, he / she will first be presented to his / her colleagues, and after that, CPO or personnel assistant will have a meeting with the newcomer and his / her superior. During the meeting the paper copy of the guide is given to the newcomer and the most important rules and practices including the contents and use of the guide are explained using the guide as a support. In the paper version of the guide there is an address of the

	<p>electronic version, and it is highlighted that all the newest changes and instructions will be found from this web-based version. It is also emphasized that the closest foreman will continue with the introducing, particularly in all the issues concerning the tasks, including health and safety issues, according to the guidelines presented in the guide. The guide includes also security and data protection instructions as well as the consequences of the violations.</p>	
Results	Important for employers	Important for employee
	<p>Employer can be assured that every employee has the same knowledge concerning the rules, practices and health and safety issues, and that employer via that way has fulfilled the legal requirements concerning the introducing of new employee. Every person knows his duty and rights and is aware of connections between his tasks and others' tasks, which improves the quality and efficacy.</p>	<p>The most important topics like health and safety issues, tasks and duties are not only oral but they can always be checked, and all the instructions are updated and fresh.</p>
Outcomes	<p>Decreasing number of occupational accidents, better efficacy and quality. less arguing concerning the work conditions, agreements and terms of work, better data safety and security.</p>	
Impact	<p>Both the productivity, the result of the company measured in Euros and the work satisfaction were improved. Stress and number of days of absence were decreased.</p>	
For further information	<p>Example of the system based to the model presented above https://www.sgs.fi/en/our-company/careers/developing-our-people/onboarding</p>	

Initiative bonus tied to benefits of the initiative – Finland

Title of workplace innovation	Initiative bonus tied to benefits of the initiative
Country	Finland
Background	<p>In Finland, the companies in common have an initiative bonus system in which the bonus given from implemented initiative is a fixed sum. This has been considered to be unfair and not encouraging employees to present the really productive ideas to the employer. On the other hand, the ideas presented are usually just peanuts, and the costs and benefits of the initiative system are not in balance. Due to this, some companies have developed initiative systems in which the bonus paid to the employee who made the initiative is tied to the benefits of the implemented idea.</p>
Inputs	<p>Initiative, idea or workplace invention that is made and presented by one employee or group of employees and that is connected to their work and tasks.</p>
Process	<p>Before the process starts for first time the company must found an organizational organ to process the initiatives, define rules for the process and set certain principles: How to define the benefits, how to measure benefits, how long is the measurement period, how to define the level of bonus and how to assure the justice and fairness of the system.</p> <p>The process varies from one company to another. In common, the idea is first evaluated by officer responsible for development or by an initiative committee who decides whether the initiative is worth implementing or not. If the idea is seen to be worth implementing, the organ responsible for initiatives sets the goals, measuring points and other attributes needed to evaluate the benefits according to the company's rules. If the conditions of bonus are fulfilled the bonus will be paid according to the rules.</p>

	Important for employers	Important for employee
Results	Resources can be targeted to the profitable ideas instead of processing with the peanuts. Furthermore, if the system is experienced fair and just, it motivates the personnel to present all the productive ideas they have, and via that helps the company to improve its productivity and financial result.	In advance agreed and forecastable rules for processing the initials and ideas and paying the bonus for them. The good ideas will be considered according to the certain process, which makes employee's voice heard e.g. in ideas concerning the workplace health and safety and improves the working environment.
Outcomes	The ideas will be evaluated and processed with standardized method.	
Impact	Productivity, workplace safety, job satisfaction and financial result will be improved	
For further information	https://www.orchideainnovations.com/en/index-eng.html	

TYKY – Finland

Title of workplace innovation	TYKY – maintaining the work ability and concept of work ability management	
Country	Finland	
Background	In Finland, and particularly in past decades, major part of early retirements was caused by either musculoskeletal and connective tissue diseases or mental problems, both caused by hard work and bad working environments. The costs caused by sick leaves and early retirements increased. Finally, the insurance companies and The Social Insurance Institution of Finland (KELA), who were responsible for covering the part of the costs, found out that something must be done. The work to maintain the work ability was started in the end of 1990's and within the past two decades the focus has changed from individuals and their problems to the problems of work life and work society. The concept of work ability management was launched.	
Inputs	Known risks and reasons for health problems as well as known best practices and solutions to tackle the risks, the personnel's age distribution, statistics of occupational accidents and diseases of branch and company, statistics of sick leaves and close to accident –situations of company, statistics of announces of harassment and other indiscreet behavior, existing rules and instructions and opinions of both employer's and employees' concerning the situation in workplace.	
Process	The contemporary situation – where we are now – is surveyed, the targets and goals (both short and long term) are defined, the milestones are set and activities (how to reach the goals) are defined and run. The activities may include individual rehabilitation, group rehabilitation, leisure activities, work ability theme days, motivation campaigns, campaigns against harassment, improving the safety and ergonomics in the work places, rethinking the tasks and content of each job etc. In common, insurance company might pay part of the costs of immaterial activities, but not of implementing new equipment or other costs directly connected to company's business activities (production, storing, selling...). The results of the activities are followed and compared to the goals and, if needed, changes to the long term plans can be made. One of the best practices in work ability management is that the rules of continuous improvement are followed.	
Results	Important for employers	Important for employee
	Decreases the sick leaves and early retirements and costs caused by these. Improves the legal protection of company, directors, managers and	Improves the working environment, health and safety. Decreases the risks for accidents and early retirements. Improves the coping with work.

	foremen by decreasing the risks for accidents and harassment trials.	
Outcomes	More satisfied employees, better financial result, lower staff turnover, decreased sick leaves and retirements.	
Impact	Company and the whole work society is better	
For further information	https://www.ilmarinen.fi/en/my-pension/rehabilitation/ https://www.ilmarinen.fi/en/my-pension/rehabilitation/rehabilitation-pays-off-even-for-the-employer/ https://www.keva.fi/en/pensions/diminished-work-ability/ https://www.elo.fi/employer/work-ability-management-services	

Anonymous recruiting – Finland

Title of workplace innovation	Anonymous recruiting	
Country	Finland	
Background	<p>In Finland, in several researches, it has been found that during the recruiting process, the people with foreign names or with names that have bad reputation, although the person himself does not have anything to do with that, as well as the people over certain age, are almost automatically left out from the second round of the process. They are not called to interviews nor the tests, although they were – according to their papers – among the bests of the applicants. Also contradictory phenomena has been found: Particularly in recruitment process of cities and municipals, the applicants that can be connected to political decision makers or known business families have been called to the interview and tests although they had no required competence. Some of them were also hired. To prohibit this kind of corruption, the city of Helsinki developed an anonymous recruiting process: The job applications are handled during the process without names, age and other personal details. Just after the decision has been made, the name and applicant are connected.</p>	
Inputs	Application and cv, personal details in separate document	
Process	<p>In the job announce there is a clause that tells that the anonymous recruiting process is applied. The applicant sends the application and personal details in separated and connected together with an alias. If the application comes unseparated or via electronic recruiting system, the HR-personnel separates the personal data and application. The application goes via normal recruiting process, and even the interview and tests can be made anonymous, if required. After the decision has been made, the personal data and applicant are connected and the applicant is called to sign the contract.</p>	
Results	Important for employers	Important for employee
	Gets the best competence. The risk for trials (to be charged with discrimination) decreases.	All the applicants are on the same line: Only the competence matters.
Outcomes	Getting the best competence improves the results of organization	
Impact	The equality of people will be emphasized.	
For further information	https://finlandtoday.fi/helsinki-to-begin-anonymous-recruiting/	

BIF sports – Finland

Title of workplace innovation	BIF sports
Country	Finland
Inputs	One hour of working time per employee per week
Process	At the Baltic Institute of Finland (BIF), all employees are allowed to use one hour of working time every week for a sport of their liking. They can go to the gym,

	take a dance lesson, or go hiking in the woods; any physical activity is possible and everybody gets to choose their favourite sport and a suitable time for themselves. The only requirement is that the BIF sports hour is marked in the shared Outlook calendar in advance.	
Results	Important for employers	Important for employee
	Healthy and efficient workers	Possibility to do some exercise
Outcomes	Employees can take care of the work tasks in a more efficient way, when they are in a good physical condition. The freedom of being able to use working time for something seemingly personal shows that the employer cares for his/her employees, which in turn raises loyalty.	
Impact	Less sick days; a good workplace reputation; spreading the good practice to other workplaces	
For further information	Johanna Vannes Senior Specialist The Baltic Institute of Finland http://www.baltic.org/	

Tampella work community – Finland

Title of workplace innovation	Tampella work community	
Country	Finland	
Inputs	Working time of a working group consisting of representatives of each organisation in planning and implementing the moving process; the spirit of doing together and learning from each other	
Process	In 2016, several regional actors moved under one roof in Tampere. The Baltic Institute of Finland, Council of Tampere Region, Business Tampere, Visit Tampere, Tampere City Region and Tampere Regional Solid Waste Management Ltd. now have shared office facilities and infrastructure. To facilitate the ‘moving in together’ process, there was a specific development project funded by the Finnish Work Environment Fund to help the employees of different organisations to get to know each other and to create ways of sharing information, knowledge and activities within the Tampella community.	
Results	Important for employers	Important for employee
	Synergies with other organisations working with similar tasks and topics; shared infrastructure cost; possibility to create common appearance in the public	Synergies with people working with similar tasks and topics in other organisations; modern office facilities; networks
Outcomes	When organisations dealing with similar kind of topics from slightly different perspective, it is very practical to be in the same office. Natural discourse and exchange of ideas take place all the time, knowledge of the other actors’ strengths and interests increases, and hence, there is less overlapping in activities. Providing a modern and functioning office infrastructure is more cost-efficient for a group of organisations rather than everybody organising everything themselves. In other words, money is saved. Planning of joint projects, campaigns and activities is easier and more natural when working physically in the same office.	
Impact	Better results in various fields with combining forces; a joint Tampella identity for the involved organisations; better networks for everybody	
For further information	Johanna Vannes Senior Specialist The Baltic Institute of Finland http://www.baltic.org/	

Fastems: The Way We Rock – Finland

Title of workplace innovation	Fastems: The Way We Rock	
Country	Finland	
Inputs	The working time and effort of ten employees; the support of the board and the input from the whole work community	
Process	After the financial crisis of 2008, Fastems found out that traditional and gradual internal development would not save the company. Instead, they went through a radical process of changing the organisational culture and way of working in the whole company. This transformation programme was named New Fastems Journey and required the input of every employee. It was all about leadership, the main business processes, responsibilities, indicators, organisational structure and above all, organisational culture. A working group of ten employees was given the task you find the root causes behind the problems the company was facing, i.e. profit-making ability, values, core processes and performance were all lagging.	
Results	Important for employers	Important for employee
	Surviving the financial crisis and maintaining the competitive edge of the company	A well-functioning working community; stable outlook of the workplace
Outcomes	When the processes are functional and effective and people feel satisfied in their work, the organisation tends to succeed. In Fastems, they produced a book on the new organisational culture called The Way We Rock. It has been a success in Fastems, but it has also raise interest outside the company. The process has paid off, because the turnover of the automation business is bigger than ever and at the same time, both the reliability of delivery and the profit-making ability have raised to a new level. The transformation programme has also received international recognition.	
Impact	Fastems is probably more attractive in the eyes of the business partners and people looking for a job. It has a good reputation regionally in Tampere, nationally in Finland, and beyond.	
For further information	https://www.fastems.com/ https://www.fastems.com/wp-content/uploads/2018/12/Fastems-Supplier-Code-of-Conduct.pdf	

Implementation of the 5S method – Poland

Title of workplace innovation	Champions League 5S. Implementation of the 5S method (sort, set in order, shine, standardize, sustain) for better working conditions at administrative and production positions.	
Country	POLAND	
Inputs	Cooperation with an external company “LUQAM” supervising the implementation. Employees of the company and supervision of the board’s representative for the quality management system.	
Process	Preparation of documentation “BOOK 5S” and forms, visualization at workplaces, employee training, internal instructions and external audits confirming the effectiveness of implementation.	
Results	Important for employers	Important for employee
	<ul style="list-style-type: none"> • Organizing workplaces • Improvement of work organization culture • Improvement of self-discipline of employees 	<ul style="list-style-type: none"> • Improvement of work comfort • Eliminating unnecessary actions • Increased work safety • Improving employee awareness

	<ul style="list-style-type: none"> • Increase in work efficiency 	
Outcomes	The results of the main activities confirmed by an external audit increase each year. The overall intended result is 6 points, the current result is 4,39 points and the goal for 2019 is 5 points.	
Impact	Maintaining the 5S method and increasing the results confirmed by an external audit. Long-term positive impact on improving the quality of process implementation at administrative and production positions.	
For further information	Ciecholewski Wentylacje Sp. Z o.o. Koźmin 30 83-236 Pagódki Tel: 0048 58 5304340 Izabela Jagiełło – Pełnomocnik Zarządu d/s Systemu Zarządzania Jakością e-mail: izabela@wentylacje.pl <i>Uwaga: Wypełnienie ankiety i przesłanie osobom trzecim nie stanowi deklaracji do dalszych zobowiązań lub jakichkolwiek zobowiązań ze strony firmy Ciecholewski Wentylacje Sp. z o.o. na rzecz prowadzonego przez Państwo projektu.</i>	

Nonmonetary motivations to ensure employees satisfaction with workplace – Latvia

Title of workplace innovation	Nonmonetary motivations to ensure employees satisfaction with workplace	
Country	Latvia	
Inputs	Financial resources, human resources	
Process	<ul style="list-style-type: none"> • Freedom to choose tools for work (for example MAC or Windows) • Paid trainings • Flexible working hours (You can start your work from 11:00) • Birthday gift from the company • Paid Gym membership • Free lunch • Sauna and swimming pool in the office • Inspiring guest lectures in the office • Various informal team building activities (Christmass parties, hockey team, boat trips etc) • Day off on birthday 	
Results	Important for employers	Important for employee
	<ul style="list-style-type: none"> • Satisfaction with work • Feeling of appreciation 	<ul style="list-style-type: none"> • Productive employees • Smaller staff change and bigger loyalty to the company • Innovative ideas from the employees
Outcomes	Company believes that they have to take care of their team. Only people who come to work with joy every day will achieve the very best results.	
Impact	Further company growth	
For further information	https://draugiengroup.com/work	

Company culture (work-life balance)– Latvia

Title of workplace innovation	Company culture (work-life balance)
Country	Latvia
Inputs	Financial resources, human resources

Process	<ul style="list-style-type: none"> • Annual team building events • Trainings about new technologies • After work Hours parties • Opportunities for training, in-house coaching • Internal mentoring program encourages knowledge-swapping and peer support to develop new professional and personal skills • Remote working • Meeting space furnished as a bar from the 1960s 	
Results	Important for employers	Important for employee
	<ul style="list-style-type: none"> • Satisfaction with work • Feeling of appreciation 	<ul style="list-style-type: none"> • Productive employees • Smaller staff change and bigger loyalty to the company • Innovative ideas from the employees
Outcomes	<i>"We're known for having a tremendous company culture. Our culture is about the power in the combination of professionalism, openness and collaboration"</i>	
Impact	Further company growth	
For further information	https://wunder.io/about-wunder/wunder-culture https://wunder.io/about-wunder/wunderhugs https://wunder.io/careers	

CSR - Corporate Social Responsibility! Success through responsibility!

Title of workplace innovation	CSR - Corporate Social Responsibility! Success through responsibility!	
Country	Germany	
Inputs	Hands-on training for owners and (prospective) managers of small and medium-sized enterprises (SMEs)	
Process	<p>a) A two-day workshop with owners and managers of SMEs</p> <p>b) 3 to 6 months learning and practicing in the company with simultaneous realization of a specific development project in the company accompanied by coaching</p> <p>c) A two-day workshop with owners and managers of SMEs</p>	
Results	Important for employers	Important for employee
	<p>Qualification of owners and managers of SMEs in responsible leadership</p> <p>Realization of a first concrete project in the company</p> <p>New forms of teamwork in companies with higher personal responsibility and higher productivity</p> <p>By promoting organisation and corporate culture strengthening innovation and competitiveness</p>	<p>Targeted qualification of employees at the workplace</p> <p>Strengthening the personal responsibility of the employees and involvement in decision-making processes</p> <p>Increased motivation and enthusiasm for work</p> <p>job security</p>
Outcomes	<p>Systematic and targeted qualification of owners, managers and employees of SMEs</p> <p>Beginning of a specific process of continuous organizational development</p> <p>Implementation of a first in-house development project while still benefitting from close supervision by a coach</p>	
Impact	See Results und Outcomes	
For further information	Hanse-Parlament can provide the full concept.	

Vocational training in the company according to individual learning capabilities – Germany

Title of workplace innovation	Vocational training in the company according to individual learning capabilities	
Country	Germany	
Inputs	Instead of a standardized training for all, realization of three different training courses	
Process	Lower level: little theory, e.g. building insulation specialist Intermediate level: Standard training Upper level: for strong learners which includes additional qualifications or earlier further trainings Simultaneously, full permeability between the three levels and all advanced further training courses	
Results	Important for employers	Important for employee
	Recruitment of urgently needed skilled workers Company-specific qualification Increased competitiveness	Systematic learning according to individual abilities and capabilities Integration into work life Access to all advanced further training courses and career opportunities
Outcomes	Qualified, motivated next generation of specialists and managers	
Impact	Securing sufficient supply of next generation specialists and managers High level of motivation of employees Increased competitiveness	
For further information		

Corpworking for SMEs – Germany

Title of workplace innovation	Corpworking for SMEs	
Country	Germany (but probably happens in other countries as well)	
Inputs	SMEs rent desks at coworking spaces	
Process	Individual employees of SMEs work in a co-working space close to their home instead of commuting long ways to work	
Results	Important for employers	Important for employee
	Co-working spaces are more flexible in their conditions in rent than renting entire offices Desks are equipped with all necessary technology etc. Premises include community areas, cafés etc.	Less time commuting to work Possibility to interact and network with other people from different fields -> fosters creativity As opposed to a “home office” all necessary equipment and working environment present
Outcomes	Employees can focus on work; interaction and exchange	
Impact	better life-work balance; foster creativity and innovation	
For further information	http://workplace-innovation.de/wp-content/uploads/2016/11/Ausgabe-1-Corpworking.pdf (only in German unfortunately)	

Appendix 2. Workplace Innovation Template

Title of workplace innovation		
Country		
Inputs	The resources provided to implement the main activities	
Process	The main activities carried out	
Results	Important for employers	Important for employee
	The immediate result of the main activities	The immediate result of the main activities
Outcomes	The intended and direct impact of the main activities	
Impact	The intended or unintended and long-term and large-scale impact of the main activities	
For further information	Where we can find more information? (link)/ or description	