



## **Country specificity as a factor of Workplace Innovation Best Practices' (BP) successful implementation**

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Publication Date: 5.08.2019

This report has been produced within Work Package 3 of the EU-funded project KA4HR

The project is part-financed by the Erasmus Plus Key Action 2. Knowledge Alliances Programme

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## **1. Country specificity – is it a factor of workplace innovation Best Practices' (BP) successful implementation?**

As it was stated in the report *“Baltic Sea wide analysis of Workplace Innovation Best Practices. Country implementation conditions”* published in February 2019 under the KA4HR project, there are several factors determining successful implementation of workplace innovation Best Practices'. Among the others, authors distinguished internal situation of the organization (related to employers and employees) and situation in its external environment (legal conditions, competitors, client expectations etc). It was also found that the country where the solution (the best practice) was implemented originally and where it is going to be replayed – in general – is not relevant. Nevertheless, the socio-economic, cultural or legal conditions occurring in those countries can matter.

## **2. Methodology of the research**

To diagnose what country specificities (what conditions) in Baltic Sea Region affect the successful implementation of chosen workplace innovation Best Practices – the survey among project partners was conducted.

The survey questionnaire consisted of six main questions:

**Q1. Do you know about companies/institutions in your country implementing quite similar solution?** – project partners were asked to find out if in their countries solutions as in analyzed Best Practice are practiced and what factors decides the organizations implement or not implement them.

**Q2. From the list of factors chose those, which can influence the implementation of analyzed workplace innovation best practice in organizations in your country** – project partners had to choose factors and decide how intensive (positively/negatively) they influence the implementation of solutions as in best practice.

**Q3. Are organizations (employers) in your country interested in implementing workplace innovations at all?** – that was so called control question. The answer “no” – indicates that regardless of any external conditions, workplace innovations will not be implemented. The answer “I don't know” undermine the credibility of the answers to other questions in the survey.

**Q4. What type of workplace innovation could organizations in your country implement?** – project partners were asked to choose the type of workplace innovations (from the list) and evaluate the probability of their implementation.

**Q5. Do you think, the analyzed workplace innovation best practice could be implemented in your organization?** – project partners had to decide if chosen for analysis Best Practice could be implemented in their mother organization and under what conditions.

**Q6. If your organization hasn't implemented solutions as presented in BP so far – decide what form of implementation in next year (till the end of 2020) will you recommend to the management –** project partners were asked about their recommendation for mother's organization management how successfully implement the solutions as presented in analyzed Best Practice.

There have been chosen four Best Practices for detailed analysis:

- TYKY – maintaining the work ability and concept of work ability management
- Corpworking for SMEs
- Fastems: The Way We Rock
- Nonmonetary motivations to ensure employees satisfaction with workplace.

The selection of BP for detailed analysis has been made from those sent by project partners. One BP from each category identified and characterized in the report *"Baltic Sea wide analysis of Workplace Innovation Best Practices"* (20.02.2019):

- ***TYKY – maintaining the work ability and concept of work ability management*** – is the BP from the category "process of productive reflection as part of everyday working life"
- ***Corpworking for SMEs*** – is the BP representing the category "interaction between stakeholders within and outside the organization"
- ***Fastems: The Way We Rock*** – has been classified as BP in the group "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"
- ***Nonmonetary motivations to ensure employees satisfaction with workplace*** – is the BP from the category "process towards win-win outcomes for the organization and employees".

The main premise in choosing above BP was their innovation on one hand and relative ease of implementation on the other (relatively low costs, no special formal and legal requirements etc.).

The survey questionnaire (see in attachment), after consultations with project's Lead Partner, was send to all project partners in mid-June 2019. They were given two weeks to fill it and return to Marzena Grzesiak – GUT project manager. Every partner was ask to fill in four questionnaires – one for each Best Practice chosen for the analysis.

There were some delays with returning the survey questionnaires, nevertheless till the end of August seven project partners delivered their analysis:

- PP1 BSA Baltic Sea Academy, Germany
- PP2 SAMK Satakunta University, Finland
- PP5 GUT Gdansk University of Technology, Poland
- PP6 PCH Pomeranian Chamber of Handicrafts for SMEs, Poland

- PP 9 LCCI Latvian Chamber of Commerce and Industry, Latvia
- PP 10 VD Vides Dizains, Latvia
- PP11 AZ Arbeit und Zukunft e.V., Germany.

### **3. Main remarks from the survey regarding BP1: TYKY – maintaining the work ability and concept of work ability management**

#### **3.1. Analysis of the answers**

**Q1. Do you know about companies/institutions in your country implementing quite similar solution?**

Project Partner (PP)	Country	Yes/No
BSA	Germany	Yes
AZ		Yes
SAMK	Finland	Yes
LCCI	Latvia	No
VD		No
GUT	Poland	Yes
PCH		No

As it was declared by PP, work ability management practices are implemented in companies in Finland (the Best Practice originally comes from Finland) and Germany. They are not – in Latvia. Representative of Pomeranian Chamber of Handicrafts for SMEs indicated that he does not know companies implementing such practices, while representative of Gdansk University of Technology – marked “yes”. Deeper analysis of those contradictory answers leads to the conclusion, that in Poland there are some companies practicing work ability management but it's not very popular (well-known). To know such companies you have to deal with the topic.

In Finland, several companies, education institution (including SAMK), banks, insurance companies and cities implement such practices. Especially the metal and heavy engineering industry use TYKY (own gyms, more frequent health inspections, TYKY days etc.). Main reasons are:

- to tackle the biased age structure,
- to ensure transfer tacit knowledge,
- to have healthy employees,
- to guarantee pensioners earning more healthier years.

In Germany individual ministries at federal and state level practice work ability management but there are still no public programmes for funding and implementation. Individual consultancies are working on this approach and advise companies on it. A few, mainly larger, companies have started to implement such practices in their companies, e.g. the Pinneberger Verkehrsbetriebe.

In Latvia and Poland, even if organizations implement such practices, there is no information about it. The main reasons why work ability management practices are not implemented can be as follow: too high costs, lack of awareness about benefits, no knowledge how to do it, no specialist (specially in SMEs) who could design and coordinate the implementation.

**Q2. Decide how the factors from the list can influence the implementation of analyzed workplace innovation best practice in organizations in your country.**

Factors	BSA	SAMK	GUT	PCH	LCCI	VD	AZ
<b>employers attitude towards this type of workplace innovation in your country</b>	the factor has no influence	strong positive influence (it decides about successful implementation)	moderate <b>positive</b> influence (it helps to implement the solution)	moderate negative influence (there are possibilities to pass this barrier)	moderate <b>positive</b> influence (it helps to implement the solution)	moderate <b>negative</b> influence (there are possibilities to pass this barrier)	strong positive influence (it decides about successful implementation)
<b>employees attitude towards this type of workplace innovation in your country</b>	<b>moderate positive influence (it helps to implement the solution)</b>	<b>strong positive influence (it decides about successful implementation)</b>	<b>strong positive influence (it decides about successful implementation)</b>	<b>moderate positive influence (it helps to implement the solution)</b>	<b>moderate positive influence (it helps to implement the solution)</b>	<b>strong positive influence (it decides about successful implementation)</b>	<b>strong positive influence (it decides about successful implementation)</b>
<b>organizational culture in SMEs in your country</b>	the factor has no influence	strong positive influence (it decides about successful implementation)	strong positive influence (it decides about successful implementation)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)	the factor has no influence	strong positive influence (it decides about successful implementation)
<b>relations between employees and dialog between employees and managers</b>	moderate positive influence (it helps to implement the solution)	strong positive influence (it decides about successful implementation)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)	the factor has no influence	moderate positive influence (it helps to implement the solution)	strong positive influence (it decides about successful implementation)
<b>age structure of the workforce</b>	<b>strong positive influence (it decides about successful implementation)</b>	<b>strong positive influence (it decides about successful implementation)</b>	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)	strong positive influence (it decides about successful implementation)	moderate positive influence (it helps to implement the solution)	strong positive influence (it decides about successful implementation)
<b>legal conditions (give the examples)</b>	moderate positive influence (it helps to implement the solution)	strong positive influence (it decides about successful implementation)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)	the factor has no influence	the factor has no influence	strong positive influence (it decides about successful implementation)
<b>competitiveness environment (give the examples)</b>	strong positive influence (it decides about successful implementation)	strong positive influence (it decides about successful implementation)	moderate positive influence (it helps to implement the solution)	strong positive influence (it decides about successful implementation)	moderate positive influence (it helps to implement the solution)	the factor has no influence	the factor has no influence
<b>Other factors (give examples)</b>							



There is very low compliance of the assessment about different factors impact on implementation of analyzed workplace innovation best practice. "Employers attitude" can have either strong positive, moderate positive, moderate negative or no influence on the implementation in the organization practices like TYKY. Discrepancy of ratings was noted also for factors: "competitiveness environment", "legal conditions", "relations between employees and dialog between employees and managers" and "organizational culture in SMEs in your country".

Comparison of answers for Q1 and Q2 suggests – that the most important factor for the success in implementation of practices in work ability management is **employees' attitude** and the **age structure of the workforce**. Demographic changes force on the entrepreneurs new management methods (tools) optimizing the use of diminishing work resources. In Finland entrepreneurs/managers are more aware of consequences of population aging, so they are more willing to implement work ability management practices. There are also available solutions and support provided by consulting companies and universities. In East Europe (countries like Latvia and Poland) consequences of aging population and remedial actions are still underestimated (even if the population age structure is highly is unfavorable). Entrepreneurs/managers in this region do not know and are not convinced to the solutions in the field of work ability management.

**Q3. Are organizations (employers) in your country interested in implementing workplace innovations at all?**

All project partners confirmed that organizations in their countries are interested in implementing workplace innovation at all.

**Q4. What type of workplace innovation implementation are organizations in your country interested in?**

Responses were indicated with the use of list where three types of workplace innovations were presented (there was also the possibility to point out own types propositions).

Types of workplace innovation	BSA	SAMK	GUT	PCH	LCCI	VD	AZ
<b>Workplace innovations focused on improvement of everyday working life (e.g. rationalization of work organization, simplification of procedures, coaching as prevailing management style, supervisor's support)</b>	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>	<b>the workplace innovations are successfully implementing</b>	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>
<b>Workplace innovations building up the interactions between stakeholders within and outside the organization (e.g. cooperation with competitors, outsourcing, building close relations with clients)</b>	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>	<b>the workplace innovations are successfully implementing</b>	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>
<b>Workplace innovations focused on employees-employers (managers) cooperation, conducive to increase the employees engagement and optimal usage of their knowledge</b>	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>	<b>the workplace innovations are successfully implementing</b>	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>
<b>Others (please describe)</b> a)..... b).....	<i>na</i>	<i>na</i>	<i>na</i>	<i>na</i>	<i>na</i>	<i>na</i>	<i>na</i>

*na – no answer*

The analysis shows the interest in workplace innovation implementation in each country project partners represent. Unfortunately only in Finland the workplace innovations are successfully implementing. In other countries **there is neither knowledge about possible solutions and methods of implementation nor potential to successful implementation. The lack of knowledge should be treated as a key barrier to workplace innovation implementation.**

**Q5. Do you think, the analyzed workplace innovation best practice could be implemented in your organization?**

BSA	Yes, easily	We are a small organisation that is interested to ensure that our employees feel comfortable and stay healthy. We pay attention to this in everyday life, but have not developed any specific instruments etc.
SAMK	We do already practice something like this	SAMK's occupational health services include similar type of service for all employees
GUT	Yes, but that would take some time	We are the big public organization. All changes require a lot of time, legal-procedural changes. There is also the human habits aspect.
PCH	Yes, but that would take some time	Most part of employers , especially older generation, are convinced about their own infallibility and right.
LCCI	Yes, easily	It can be implemented more or less in almost every organization
VD	No	For SMEs like Vides Dizains, implementing this initiative would be too costly and would require additional staff to implement necessary activities. Flexible working hours and possibility to work virtually providing an opportunity to better manage their time and activities could be more suitable option.
AZ	We do already practice something like this	All members of our association are trained in the concept – We live it.

**Q6. If your organization hasn't implemented solutions as presented in BP so far – decide what form of implementation in next year (till the end of 2020) will you recommend to the management.**

Partners gave their answers on that question as follow:

- BSA: “we should implement BP in our organization – it brings many benefits for our organization, we should include the Best Practice in the array of support measures we offer for SMEs”,
- VD: “flexible working hours and possibility to work virtually providing an opportunity to better manage their time and activities could be more suitable option”.
- PCH: “we should implement BP in our organization – it brings many benefits for our organization, we should include the Best Practice in the array of support measures we offer for SMEs”.
- GUT: “it could be much easier to implement solutions like in analyzed BP if we were more flexible in decision-making”.

### 3.2. Main conclusions from the survey regarding BP1

Practices focused on work ability management are implemented successfully in Scandinavian countries, mainly because of well-developed intellectual background in this field (eg. Finish Institute of Occupational Health) and cooperation between employers, public institutions and universities. In other European countries there is a lack of knowledge about possible solutions and methods of implementation. Other factors that affect the implementation of this type of workplace innovations in organizations are as follow:

- the employers/managers awareness about demographic change and its consequences for the labor market and organization's development possibilities,
- education about the potential benefits of implementing work ability management practices,
- institutional support (consultation) in designing and coordinating the workplace innovation implementation,
- access to specialists who would carry out the process of implementing organizations,
- financial support for SMEs interested in this type of innovations.

### 4. Main remarks from the survey regarding BP2: *Corpworking for SMEs*

#### 4.1. Analysis of the answers

Q1. Do you know about companies/institutions in your country implementing quite similar solution?

Project Partner (PP)	Country	Yes/No
BSA	Germany	Yes
AZ <sup>1</sup>		na*
SAMK	Finland	Yes
LCCI	Latvia	Yes
VD		No
GUT	Poland	Yes
PCH		No

\* na – no answer

The BP2: *Corpworking for SMEs* originally was proposed by project partner from Germany. The solution focus on organizing the space for co-working, shared by several micro and small companies. This practice is present in all PP countries: Germany, Finland, Latvia and Poland, nevertheless some of PP declared they do not distinguish such solutions in their neighborhood.

As the example from Finland the Crazy Town was pointed. It offers spaces for companies<sup>2</sup>. The companies can utilize several sites in Finland and the site in Shanghai China. Examples of the partners

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<sup>1</sup> PP 11 – AZ Arbeit und Zukunft e.V. declared „no experience, expertise and knowledge about BP 2: Corpworking”, so didn't fill the questionnaire regard this BP.

in Crazy Town can be found from the location sites pages under the partners. In Germany the shared business space is dedicated mainly young companies from the IT and advertising industry, e.g. in Munich or the Burda publishing house. In the majority of companies, however, there are still strong concerns regarding this issue. Quite similar situation is in Latvia<sup>3</sup> and Poland<sup>4</sup>. The co-working spaces are offered for micro and small companies from creative branches and IT, run by young entrepreneurs.

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<sup>2</sup> <https://www.crazytown.fi/english>

<sup>3</sup> <http://www.millriga.com/> <http://www.birojnica.lv/> <https://www.coworkingliepaja.com/>

<sup>4</sup> <https://workingonboard.pl/> <https://www.conceptspace.pl/> <http://oferujemy.inkubatorstarter.pl/coworking/>

**Q2. Decide how the factors from the list can influence the implementation of analyzed workplace innovation best practice in organizations in your country.**

Factors	BSA	SAMK	GUT	PCH	LCCI	VD
<b>employers attitude towards this type of workplace innovation in your country</b>	moderate <b>positive</b> influence (it helps to implement the solution)	moderate <b>positive</b> influence (it helps to implement the solution)	moderate <b>positive</b> influence (it helps to implement the solution)	moderate <b>negative</b> influence (there are possibilities to pass this barrier)	moderate <b>positive</b> influence (it helps to implement the solution)	moderate <b>positive</b> influence (it helps to implement the solution)
<b>employees attitude towards this type of workplace innovation in your country</b>	moderate positive influence (it helps to implement the solution)	strong positive influence (it decides about successful implementation)	strong positive influence (it decides about successful implementation)	moderate negative influence (there are possibilities to pass this barrier)	moderate positive influence (it helps to implement the solution)	strong positive influence (it decides about successful implementation)
<b>organizational culture in SMEs in your country</b>	strong negative influence (critical barrier of implementation)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)	moderate negative influence (there are possibilities to pass this barrier)	moderate positive influence (it helps to implement the solution)	moderate negative influence (there are possibilities to pass this barrier)
<b>relations between employees and dialog between employees and managers</b>	moderate negative influence (there are possibilities to pass this barrier)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)	moderate negative influence (there are possibilities to pass this barrier)	moderate negative influence (there are possibilities to pass this barrier)	moderate negative influence (there are possibilities to pass this barrier)
<b>age structure of the workforce</b>	moderate negative influence (there are possibilities to pass this barrier)	moderate positive influence (it helps to implement the solution)	moderate negative influence (there are possibilities to pass this barrier)	moderate negative influence (there are possibilities to pass this barrier)	moderate negative influence (there are possibilities to pass this barrier)	moderate negative influence (there are possibilities to pass this barrier)
<b>legal conditions (give the examples)</b>	strong positive influence (it decides about successful implementation)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)	moderate negative influence (there are possibilities to pass this barrier)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)
<b>competitiveness environment (give the examples)</b>	moderate negative influence (there are possibilities to pass this barrier)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)	moderate negative influence (there are possibilities to pass this barrier)	moderate negative influence (there are possibilities to pass this barrier)	moderate negative influence (there are possibilities to pass this barrier)
<b>Other factors (give examples)</b>						

There is very low compliance of the assessment about different factors impact on implementation of analyzed workplace innovation best practice. Most similar answers were given by the PP regarding factors like: "Employers attitude", "Employees attitude", "Age structure" and "Legal conditions". "Employers attitude" factor was assessed (by 5 out of 6 PP) as having moderate positive influence. 5 out of 6 PP agreed that "Employees attitude" and "Legal conditions" factors – also have positive impact (moderate or strong). Except of one PP all defined "Age structure of the workforce" as having moderate negative impact.

The innovation consisting in resignation or limitation of own infrastructure, moving part or all the activities into shared business space **is rather typical for young companies – startups, run for young entrepreneurs (employing young employees), from creative industries. The mindset (benefits' awareness) of entrepreneur (employer) and employees is critical for this type of workplace innovation's successful implementation.** Probably that's why most of PP recognize the "age structure of the workforce" as affecting negatively (diversity of age structure).

The legal conditions of shared business spaces functioning are very important too. After all they must secure the companies using them: intellectual property rights, trade secrets etc. Unfortunately **the analysis conducted for this report does not allow assessing the diversity of legal regulations in this respect in BSR countries.**

**Q3. Are organizations (employers) in your country interested in implementing workplace innovations at all?**

5 out of 6 project partners confirmed that organizations in their countries are interested in implementing workplace innovation at all. PP6 PCH – was not able to answer the question.

#### Q4. What type of workplace innovation implementation are organizations in your country interested in?

Responses were indicated with the use of list where three types of workplace innovations were presented (there was also the possibility to point out own types propositions).

Types of workplace innovation	BSA	SAMK	GUT	PCH	LCCI	VD
Workplace innovations focused on improvement of everyday working life (e.g. rationalization of work organization, simplification of procedures, coaching as prevailing management style, supervisor's support)	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>	<b>the workplace innovations are successfully implementing</b>	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>
Workplace innovations building up the interactions between stakeholders within and outside the organization (e.g. cooperation with competitors, outsourcing, building close relations with clients)	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>	<b>the workplace innovations are successfully implementing</b>	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>
Workplace innovations focused on employees-employers (managers) cooperation, conducive to increase the employees engagement and optimal usage of their knowledge	<b>the workplace innovations are successfully implementing</b>	<b>the workplace innovations are successfully implementing</b>	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>
Others (please describe) a)..... b).....	<i>na</i>	<i>na</i>	<i>na</i>	<i>na</i>	<i>na</i>	<i>na</i>

*na – no answer*



The analysis shows the interest in workplace innovation implementation in each country project partners represent. Unfortunately only in Finland and Germany the workplace innovations as shown in BP2 are successfully implementing. In other countries **there is neither knowledge about possible solutions and methods of implementation nor potential to successful implementation. The lack of knowledge should be treated as a key barrier to workplace innovation implementation.**

**Q5. Do you think, the analyzed workplace innovation best practice could be implemented in your organization?**

BSA	We do already practice something like this	We try to achieve a high level of compatibility between family and career, have very flexible working hours and also make home office possible. Our goal is that the life goals of our employees match their work tasks at least by 90%.
SAMK	Yes, easily	Some employees live far away from the campuses. Instead of working from their home, they could use rented co-spaces, which are more convenient for meeting stakeholders.
GUT	Yes, but that would take some time	There are several options on working out of office for academics. The special e-learning platform gives the opportunity to work at any place. Mainly we work at our homes, not co-working spaces.
PCH	Yes, but that would take some time	We should implement BP in our organization – it brings many benefits for our organization, we should include the Best Practice in the array of support measures we offer for SMEs.
LCCI	Yes, easily	It already happens.
VD	Yes, but that would take some time	This could be a solution, especially if we would be planning to open branches in other cities of Latvia except Riga. However, if we are located in the capital city, where our office is easily accessible then we would prefer to introduce flexible working hours or a possibility to work more virtually outside the office then rent co-working spaces in different parts of a city closer to employees' homes. Also, we need to meet together at least 2-3 times per week and sometimes even more often. For this reason, having one home office is a more suitable solution for us. This solution is also more cost efficient for us, but it can change in the future.

**Q6. If your organization hasn't implemented solutions as presented in BP so far – decide what form of implementation in next year (till the end of 2020) will you recommend to the management.**

Only one PP gave the answer on that question:

— VD: "We should keep in mind this BP and use it if it becomes feasible and cost efficient for our company".

#### **4.2. Main conclusions from the survey regarding BP2**

Practices of transferring part of the work (workforce) from own location to the shared business spaces is present in all project partners' countries: Germany, Finland, Latvia and Poland. Nevertheless, they are still not very popular. **The main target group of companies to implement the practice are either very small, young companies operating in IT and creative industries (startups) or companies using network structures - outsourcing several specialists** (there is no need of their

presence in company everyday) or **companies realizing complex projects** (temporary usage of such co-working spaces).

It's difficult to find country specificity positively or negatively affecting the process of BP2 implementation. As it was mentioned before, **main factors are: attitudes of entrepreneur (employer) and employees, age structure of workforce, legal conditions and type of organization** (its organization structure and range of activity).

## 5. Main remarks from the survey regarding BP3: *Fastems: The Way We Rock*

### 5.1. Analysis of the answers

**Q1. Do you know about companies/institutions in your country implementing quite similar solution?**

Project Partner (PP)	Country	Yes/No
BSA	Germany	Yes
AZ		na*
SAMK	Finland	Yes
LCCI	Latvia	Yes
VD		No
GUT	Poland	Yes
PCH		No

\*na – no answer; the only remark regarding BP3 from PP11 AZ sent for this report is as follow: *“My experience is that employees are the most important in-house experts for themselves (their health, their competence, their attitudes and values) and for their work. In this respect, in change processes I always ask the employees about their wishes (needs) and ideas for Workplace Innovations, both for behavioral and relational prevention and measures. As always: leaders are the most important (driving or obstruction) influencers”* (Alexander Frevel).

The BP3: *Fastems: The Way We Rock* originally was proposed by project partner from Finland. The workplace innovation is focused on building up the well-functioning working community through engagement of the employers (managers), employees and company's stakeholders from its environment. The code of conduct defining company's ethical priorities is also the important component of the innovation.

PP1 BSA noted, that practices like PP3 were implemented in Germany several years ago, nowadays – much less: *„In the 1970s and 1980s, this issue was taken up by a larger number of companies under the heading of 'organisational development', with specialised consultants, experience exchange groups, etc. In the 1990s and after 2000 this approach lost importance, but there are some (too few) very good consultancies. Some large companies (e.g. Otto-Versand) continue to implement the concept systematically. In smaller companies, especially with younger owners/managers, organizational development measures are implemented on a daily basis – without being systematically anchored. It simply belongs to the culture and self-image of many SMEs”*.

PP2 SAMK declared, that in Finland *“similar applications are in use in other companies, education institutions (including SAMK) and organizations, too”*.

PP5 GUT pointed some companies which implement solutions like presented in BP3 (eg. Polish Farmaceutic Group, Aura Technologies sp. z o.o., New Style Group etc). Most of them include and present such activities as elements of CSR system, either – competitiveness strategy. There was even established the e-platform to support companies implementing this activities: <http://raport.csrprofit.com/raport1/kodeks.phtml> Unfortunately, not many companies know about this supporting tool (confront with the answer of PP6 PCH).

In Latvia the knowledge about implementation of such practices is also limited. PP9 LCCI answered in the survey as follow: *“There definitely are companies who implement such solutions in Latvia but the implementation is not public but rather organized within company case by case”*.

**The first conclusion after the analysis of BP3 conditions of successful implementation is: there should be more information (promotion) of practices (and companies implementing them) focused on. building up the well-functioning working community trough engagement of the employers (managers), employees and company’s stakeholders from its environment.**

**Q2. Decide how the factors from the list can influence the implementation of analyzed workplace innovation best practice in organizations in your country.**

Factors	BSA	SAMK	GUT	PCH	LCCI	VD
<b>employers attitude towards this type of workplace innovation in your country</b>	strong positive influence (it decides about successful implementation)	strong positive influence (it decides about successful implementation)	strong positive influence (it decides about successful implementation)	moderate negative influence (there are possibilities to pass this barrier)	the factor has no influence	moderate positive influence (it helps to implement the solution)
<b>employees attitude towards this type of workplace innovation in your country</b>	the factor has no influence	strong positive influence (it decides about successful implementation)	strong positive influence (it decides about successful implementation)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)
<b>organizational culture in SMEs in your country</b>	moderate positive influence (it helps to implement the solution)	strong positive influence (it decides about successful implementation)	strong positive influence (it decides about successful implementation)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)
<b>relations between employees and dialog between employees and managers</b>	moderate negative influence (there are possibilities to pass this barrier)	strong positive influence (it decides about successful implementation)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)
<b>age structure of the workforce</b>	moderate positive influence (it helps to implement the solution)	strong positive influence (it decides about successful implementation)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)
<b>legal conditions (give the examples)</b>	moderate positive influence (it helps to implement the solution)	strong positive influence (it decides about successful implementation)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)	the factor has no influence	the factor has no influence
<b>competitiveness environment (give the examples)</b>	strong positive influence (it decides about successful implementation)	strong positive influence (it decides about successful implementation)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)	the factor has no influence
<b>Other factors (give examples)</b>						

PP2 SAMK and PP5 GUT recognize all the factors from the list as influencing positively (strong or moderate). As influencing negatively there were pointed:

- **relations between employees and dialog between employees and managers** (PP1 BSA – Germany),
- **employers attitude towards this type of workplace innovation in your country** (PP6 PCH – Poland).

As critical for the successful implementation of BP3 can be treated two factors (all PP found them as having strong/moderate positive impact): **organizational culture in SMEs in your country** and **age structure of the workforce**.

**Q3. Are organizations (employers) in your country interested in implementing workplace innovations at all?**

Only 3 out of 6 project partners confirmed that organizations in their countries are interested in implementing workplace innovation.

Project Partner (PP)	Country	Yes/No
BSA	Germany	Yes
SAMK	Finland	Yes
LCCI	Latvia	na*
VD		I don't know
GUT	Poland	Yes
PCH		I don't know

\*na – no answer

#### Q4. What type of workplace innovation implementation are organizations in your country interested in?

Responses were indicated with the use of list where three types of workplace innovations were presented (there was also the possibility to point out own types propositions).

Types of workplace innovation	BSA	SAMK	GUT	PCH	LCCI	VD
Workplace innovations focused on improvement of everyday working life (e.g. rationalization of work organization, simplification of procedures, coaching as prevailing management style, supervisor's support)	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>	<b>the workplace innovations are successfully implementing</b>	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>
Workplace innovations building up the interactions between stakeholders within and outside the organization (e.g. cooperation with competitors, outsourcing, building close relations with clients)	there is no interest	<b>the workplace innovations are successfully implementing</b>	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>
Workplace innovations focused on employees-employers (managers) cooperation, conducive to increase the employees engagement and optimal usage of their knowledge	<b>the workplace innovations are successfully implementing</b>	<b>the workplace innovations are successfully implementing</b>	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>	there is the interest <b>but there is no knowledge about possible solutions and methods of implementation</b>	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>
Others (please describe) a)..... b).....	<i>na</i>	<i>na</i>	<i>na</i>	<i>na</i>	<i>na</i>	<i>na</i>

*na* – no answer

In general, the analysis shows the interest in workplace innovation implementation in each country project partners represent. With the success the workplace innovations as shown in BP3 are implemented only in Finland. In Germany – as PP1 BSA stated **“there is no interest” in workplace innovations building up the interactions between stakeholders within and outside the organization (e.g. cooperation with competitors, outsourcing, building close relations with clients)** – that is the sense of BP3. In countries like Latvia and Poland there is no **knowledge about possible solutions and methods of implementation**, either **organizations try to implement but there is no enough potential to successful implementation**.

**Q5. Do you think, the analyzed workplace innovation best practice could be implemented in your organization?**

BSA	Yes, easily	Already practiced unsystematically as an SME, it should be systematically expanded in the future.
SAMK	We do already practice something like this	SAMK's quality assurance system ISO 9001 Quality Manual contains similar topics. Also our employee onboarding guide tackles the topics.
GUT	Yes, but that would take some time	There have been worked out the standards of employees engagement in decision making process. The cooperation council bringing together employers and regional institutions was constitute. To work out the real engagement the mental change is needed.
PCH	Yes, but that would take some time	It needs mental changes.
LCCI	Yes, but that would take some time	Challenging to change CEOs way of dealing with things.
VD	I don't know	This is quite difficult to understand what exactly was done and how it was done in the Fastems to be able to comment. This is quite possible that something which was done by Fastems could also be implemented in Vides Dizains. However, in this case further investigation and analysis is needed.

**Q6. If your organization hasn't implemented solutions as presented in BP so far – decide what form of implementation in next year (till the end of 2020) will you recommend to the management.**

All project partners, who so far did not implement practices like BP3 (their organization) agreed, they should implement this BP because it brings many benefits for the organizations.

## 5.2. Main conclusions from the survey regarding BP3

The essence of workplace innovation presented in BP3 is the „integration management”. All organization's stakeholders (internal – employees and external – clients, suppliers, competitors) are engaged in the process of development potential creation. The added value (like new ideas, new products, reduction of costs etc.) can be accomplished. The BP3 presented and analyzed in the report

originally comes from Finland. As PP2 SAMK declared – it's quite popular approach (a way of SMEs management). In Germany it was common some years ago, but nowadays – even if the benefits are recognized – it's not in use so often. In Latvia and Poland some companies have been making the attempts in implementation. Nevertheless, project partners conclude – **there is a lack of knowledge about possible solutions and methods of implementation**. Another limiting condition is **mental barrier for cooperation** (between organizations - fear of losing competitive advantage, trade secrets) and **individuals engagement** (employees do not feel important/ responsible for companies they work for).

## 6. Main remarks from the survey regarding BP4: *Nonmonetary motivations to ensure employees satisfaction with workplace*

### 6.1. Analysis of the answers

**Q1. Do you know about companies/institutions in your country implementing quite similar solution?**

Project Partner (PP)	Country	Yes/No
BSA	Germany	Yes
AZ <sup>5</sup>		na*
SAMK	Finland	Yes
LCCI	Latvia	Yes
VD		Yes
GUT	Poland	Yes
PCH		Yes

\* na – no answer the only remark regarding BP4 from PP11 AZ sent for this report is as follow: *“Non-monetary bonuses are standard in many companies, especially larger ones. The questioning of employees (appreciative dialogues) strengthens satisfaction if the interests and suggestions for improvement are actually taken seriously and implemented. Genuine appreciation is expressed in serious questions - that is more gratuity than some pecuniary advantages, because the person him-/herself is and feels recognized”* (Alexander Frevel).

All project partners answered, they know companies/institutions in your country implementing quite similar solution. PP1 BSA noticed, about *“very strong and continuously increasing importance and prevalence of such solutions in almost all enterprises”*. The same opinion expressed PP2 SAMK: *“almost all companies, education institutions (including SAMK) and organizations offer employees motivation means to their employees”*. Project partners from Latvia PP 9 LCCI and PP10 VD gave the examples of such companies and implementing solutions – like employees' freedom to choose tools for work, flexible working hours. They emphasized that not all practices from the list in BP4 is possible to implement in Latvian companies. Quite similar opinion was presented by partners from

<sup>5</sup> PP 11 – AZ Arbeit und Zukunft e.V. declared „no experience, expertise and knowledge about BP 2: Corpworking”, so didn't fill the questionnaire regard this BP.



Poland PP5 GUT and PP6 PCH. PP6 PCH expressed the opinion: *“many medium and big companies – will tie employees with the company, investing in the most important capital of company HR. Still not enough used in micro and small companies especially of costs”*. PP5 GUT as the reasons why only “short list” of nonmonetary tools are used to motivate employees pointed: *“employees’ level of wealth - financial motivation is for most of them most important; low managers' knowledge about motivation mechanisms and tools they could use; structure of Polish business sector – most companies are micro (one person company), where systems of motivation are not developed at all”*.

**Q2. Decide how the factors from the list can influence the implementation of analyzed workplace innovation best practice in organizations in your country.**

Factors	BSA	SAMK	GUT	PCH	LCCI	VD
<b>employers attitude towards this type of workplace innovation in your country</b>	strong positive influence (it decides about successful implementation)	strong positive influence (it decides about successful implementation)	strong positive influence (it decides about successful implementation)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)	strong positive influence (it decides about successful implementation)
<b>employees attitude towards this type of workplace innovation in your country</b>	strong positive influence (it decides about successful implementation)	strong positive influence (it decides about successful implementation)	strong positive influence (it decides about successful implementation)	strong positive influence (it decides about successful implementation)	strong positive influence (it decides about successful implementation)	strong positive influence (it decides about successful implementation)
<b>organizational culture in SMEs in your country</b>	strong positive influence (it decides about successful implementation)	strong positive influence (it decides about successful implementation)	strong positive influence (it decides about successful implementation)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)	strong positive influence (it decides about successful implementation)
<b>relations between employees and dialog between employees and managers</b>	strong positive influence (it decides about successful implementation)	strong positive influence (it decides about successful implementation)	strong positive influence (it decides about successful implementation)	strong positive influence (it decides about successful implementation)	moderate positive influence (it helps to implement the solution)	strong positive influence (it decides about successful implementation)
<b>age structure of the workforce</b>	strong positive influence (it decides about successful implementation)	strong positive influence (it decides about successful implementation)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)	strong positive influence (it decides about successful implementation)
<b>legal conditions (give the examples)</b>	strong positive influence (it decides about successful implementation)	strong positive influence (it decides about successful implementation)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)	the factor has no influence	the factor has no influence
<b>competitiveness environment (give the examples)</b>	strong positive influence (it decides about successful implementation)	strong positive influence (it decides about successful implementation)	strong positive influence (it decides about successful implementation)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)	moderate positive influence (it helps to implement the solution)
<b>Other factors (give examples)</b>						

All project partners agreed about strong or moderate positive influence of listed factors on successful implementation of practices presented in BP4. As other, determining the organizations decisions about using such solutions PP they pointed:

- strong shortage of skilled workers,
- comparably high incomes and changing life expectancies,
- high motivation and high productivity among employees caused by those type of tools,
- tax regulations which allow costs to be deducted from taxable income or gains.

**Q3. Are organizations (employers) in your country interested in implementing workplace innovations at all?**

All project partners confirmed that organizations in their countries are interested in implementing those type of workplace innovation.

#### Q4. What type of workplace innovation implementation are organizations in your country interested in?

Responses were indicated with the use of list where three types of workplace innovations were presented (there was also the possibility to point out own types propositions).

Types of workplace innovation	BSA	SAMK	GUT	PCH	LCCI	VD
Workplace innovations focused on improvement of everyday working life (e.g. rationalization of work organization, simplification of procedures, coaching as prevailing management style, supervisor's support)	the workplace innovations are successfully implementing	the workplace innovations are successfully implementing	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>	<b>the workplace innovations are successfully implementing</b>
Workplace innovations building up the interactions between stakeholders within and outside the organization (e.g. cooperation with competitors, outsourcing, building close relations with clients)	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>	the workplace innovations are successfully implementing	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>
Workplace innovations focused on employees-employers (managers) cooperation, conducive to increase the employees engagement and optimal usage of their knowledge	the workplace innovations are successfully implementing	the workplace innovations are successfully implementing	there is the interest but <b>there is no knowledge about possible solutions and methods of implementation</b>	there is the interest; organizations try to implement; <b>there is no enough potential to successful implementation</b>	there is the interest <b>but there is no knowledge about possible solutions and methods of implementation</b>	<b>the workplace innovations are successfully implementing</b>
Others (please describe) a)..... b).....	<i>na</i>	<i>na</i>	<i>na</i>	<i>na</i>	<i>na</i>	<i>na</i>

*na – no answer*

In general, the analysis shows the interest in workplace innovation implementation in each country project partners represent. The workplace innovations as shown in BP4 are successfully implemented in Finland, Germany and Latvia (in Germany and Latvia to a limited extent). In Poland they are implemented either (organizations make implementation attempts), but PP5 and PP6 express the opinion that **there is still not enough knowledge about possible solutions and methods of implementation**, as well as **no enough potential to successful implementation**.

**Q5. Do you think, the analyzed workplace innovation best practice could be implemented in your organization?**

BSA	We do already practice something like this	As an SME we have already partially realized this, but an expansion is still possible and expedient.
SAMK	We do already practice something like this	SAMK offers training courses for their employees. Flexible working hours are in use: you can start your work between 7 am and 9 am and leave between 2 pm and 5 pm (working hours balance checked on a monthly basis; maximum minus and plus hours are in use). From 20 years of employment employee receives a watch. With Smartum (was one of the models we send to you) exercise and culture benefit employees can freely choose how to spend the benefit. SAMK also arranges development days and our employment club organizes several culture and exercise options for all employees. Anniversary gifts and free working day (50 years, 60 years) are also in use. We have also our own gym freely available for our employees.
GUT	Yes, but that would take some time	Some of nonmonetary motivation tools are already used (eg. flexible working hours, courses and trainings, integration trips, access to sports facilities). Because we are the public institution, where much of management aspects are regulated with the legal procedures, not all tools can be implemented.
PCH	Yes, easily	We need well educated people, having fun by working – loving their job but having time for private life. People focused on well done job – not still looking for a new workplace, better atmosphere etc. We should implement BP in our organization – it brings many benefits for our organization, we should include the Best Practice in the array of support measures we offer for SMEs.
LCCI	Yes, but that would take some time	Some of them are used already and some of them are in planning stage, but some of them needs too much of financial resources.
VD	We do already practice something like this	We practice: — freedom to choose tools for work (for example MAC or Windows) — flexible working hours (You can start your work from 11:00) — birthday gift from the company — various informal team building activities (Christmass parties, hockey team, boat trips etc)

**Q6. If your organization hasn't implemented solutions as presented in BP so far – decide what form of implementation in next year (till the end of 2020) will you recommend to the management.**

All project partners, who so far did not implement practices like BP3 (their organization) agreed, they should implement this BP because it brings many benefits for the organizations.

## **6.2. Main conclusions from the survey regarding BP4**

The essence of workplace innovation presented in BP4 is the new way of thinking about employees motivation – with using nonmonetary tools.

**All project partners agreed – this practices are (more or less) implementing in companies in their countries, and employers (organizations) are interested in them.**

As the analysis result it can be stated, that **the main condition differing the successful implementation of BP4 is financial situation** – both: employee and organization.

As partners from Latvia expressed – because of costs (for the organization) – only some of those nonmonetary tools can be implemented. Partners from Poland paid the attention on employees' individual financial situation. There are still quite many employees earning “the lowest national wage” – for them the possibility of higher payment is motivating most.

Another condition pointed by the Polish partner was the type of organization. Public institutions cannot implement all the solutions proposed in BP4.

## Attachment

### THE SURVEY – Country specificity as a factor of Workplace Innovation Best Practices' (BP) successful implementation

One of the tasks in KAforHR it is to diagnose the role of country specificity as a factor of Workplace Innovation Best Practices' successful implementation. There have been chosen four Best Practices for detailed analysis:

- TYKY – maintaining the work ability and concept of work ability management
- Corpworking for SMEs
- Fastems: The Way We Rock
- Nonmonetary motivations to ensure employees satisfaction with workplace.

The selection of BP for detailed analysis has been made from those sent by project partners. One BP from each category identified and characterized in the report "Baltic Sea wide analysis of Workplace Innovation Best Practices" (20.02.2019):

- ***TYKY – maintaining the work ability and concept of work ability management*** – is the BP from the category "process of productive reflection as part of everyday working life"
- ***Corpworking for SMEs*** – is the BP representing the category "interaction between stakeholders within and outside the organization"
- ***Fastems: The Way We Rock*** – has been classified as BP in the group "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"
- ***Nonmonetary motivations to ensure employees satisfaction with workplace*** – is the BP from the category "process towards win-win outcomes for the organization and employees".

The main premise in choosing above BP was their innovation on one hand and relative ease of implementation on the other (relatively low costs, no special formal and legal requirements etc.).

Please complete the templates below – separately for each Best Practice. The results will help to identify country specific factors influencing successful implementation of chosen workplace innovation best practices and formulate recommendation how to carry out the process of implementation.

To make the process of templates' completing easier, first you can read the BP characteristics. Then please give your opinion about conditions determining its implementation in your country.

<b>Title of workplace innovation</b>	<b>TYKY – maintaining the work ability and concept of work ability management</b>	
<b>Country</b>	Finland	
<b>Background</b>	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.	
<b>Inputs</b>	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.	
<b>Process</b>	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.	
<b>Results</b>	<b>Important for employers</b>	<b>Important for employee</b>
	Decreases the sick leaves and early retirements and costs caused by these. Improves the legal protection of company, directors, managers and foremen by decreasing the risks for accidents and harassment trials.	Improves the working environment, health and safety. Decreases the risks for accidents and early retirements. Improves the coping with work.
<b>Outcomes</b>	More satisfied employees, better financial result, lower staff turnover, decreased sick leaves and retirements.	
<b>Impact</b>	Company and the whole work society is better	
<b>For further information</b>	<a href="https://www.ilmarinen.fi/en/my-pension/rehabilitation/">https://www.ilmarinen.fi/en/my-pension/rehabilitation/</a> <a href="https://www.ilmarinen.fi/en/my-pension/rehabilitation/rehabilitation-pays-off-even-for-the-employer/">https://www.ilmarinen.fi/en/my-pension/rehabilitation/rehabilitation-pays-off-even-for-the-employer/</a> <a href="https://www.keva.fi/en/pensions/diminished-work-ability/">https://www.keva.fi/en/pensions/diminished-work-ability/</a> <a href="https://www.elo.fi/employer/work-ability-management-services">https://www.elo.fi/employer/work-ability-management-services</a>	



Project Partner/ Contact person	
Country	
Workplace innovation Best Practice	<b>TYKY – maintaining the work ability and concept of work ability management</b>

1. Do you know about companies/institutions in your country implementing quite similar solution? (select the correct answer and put X)

YES		NO	
If you have selected YES – name those companies/institutions <u>in your country</u> . Try to give answer why they decided to implement such a solution.			
If you have selected NO – try to give the answer, why companies/institutions <u>in your country</u> do not implement such solutions.			

2. Below you will find a list of factors. Decide how they can influence the implementation of analyzed workplace innovation best practice in organizations in your country? (in each verse you can put only one X)

Factors	-3	-1	0	+1	+3
	strong negative influence (critical barrier of implementation)	moderate negative influence (there are possibilities to pass this barrier)	the factor has no influence	moderate positive influence (it helps to implement the solution)	strong positive influence (it decides about successful implementation)
employers attitude towards this type of workplace innovation in your country					
employees attitude towards this type of workplace innovation in your country					
organizational culture in SMEs in your country					
relations between employees and dialog between employees and managers					
age structure of the workforce					
legal conditions (give the examples) a)..... b).....					
competitiveness environment (give the examples) a)..... b).....					
Other factors (give examples) ..... .....					

3. Are organizations (employers) in your country interested in implementing workplace innovations at all? (select the correct answer and put X)

YES		I don't know		NO	
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4. What type of workplace innovation implementation are organizations in your country interested in? (in each verse you can put only one X)

	0	1	2	3
Types of workplace innovation	there is no interest	there is the interest but there is no knowledge about possible solutions and methods of implementation	there is the interest; organizations try to implement; there is no enough potential to successful implementation	the workplace innovations are successfully implementing
Workplace innovations focused on improvement of everyday working life (e.g. rationalization of work organization, simplification of procedures, coaching as prevailing management style, supervisor's support)				
Workplace innovations building up the interactions between stakeholders within and outside the organization (e.g. cooperation with competitors, outsourcing, building close relations with clients)				
Workplace innovations focused on employees-employers (managers) cooperation, conducive to increase the employees engagement and optimal usage of their knowledge				
Others (please describe) a)..... b).....				

5. Do you think, the analyzed workplace innovation best practice could be implemented in your organization? (select the correct answer and put X)

NO	I DON'T KNOW	YES, BUT THAT WOULD TAKE SOME TIME	YES, EASILY	WE DO ALREADY PRACTICE SOMETHING LIKE THIS

JUSTIFY YOUR ANSWER

6. If your organization hasn't implemented solutions as presented in BP so far – decide what form of implementation in next year (till the end of 2020) will you recommend to the management (you can put more than one X)

we should implement BP in our organization – it brings many benefits for our organization	
we should include the Best Practice in the array of support measures we offer for SMEs	
other recommendation (describe) .....	

<b>Title of workplace innovation</b>	<b>Corpworking for SMEs</b>	
<b>Country</b>	Germany ( but probably happens in other countries as well)	
<b>Inputs</b>	SMEs rent desks at coworking spaces	
<b>Process</b>	Individual employees of SMEs work in a co-working space close to their home instead of commuting long ways to work	
<b>Results</b>	<b>Important for employers</b>	<b>Important for employee</b>
	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
<b>Outcomes</b>	Employees can focus on work; interaction and exchange	
<b>Impact</b>	better life-work balance; foster creativity and innovation	
<b>For further information</b>	<a href="http://workplace-innovation.de/wp-content/uploads/2016/11/Ausgabe-1-Corpworking.pdf">http://workplace-innovation.de/wp-content/uploads/2016/11/Ausgabe-1-Corpworking.pdf</a> (only in German unfortunately)	

Project Partner/ Contact person	
Country	
Workplace innovation Best Practice	Corpworking for SMEs

1. Do you know about companies/institutions in your country implementing quite similar solution? (select the correct answer and put X)

YES		NO	
If you have selected YES – name those companies/institutions <u>in your country</u> . Try to give answer why they decided to implement such a solution.			
If you have selected NO – try to give the answer, why companies/institutions <u>in your country</u> do not implement such solutions.			

2. Below you will find a list of factors. Decide how they can influence the implementation of analyzed workplace innovation best practice in organizations in your country? (in each verse you can put only one X)

Factors	-3	-1	0	+1	+3
	strong negative influence (critical barrier of implementation)	moderate negative influence (there are possibilities to pass this barrier)	the factor has no influence	moderate positive influence (it helps to implement the solution)	strong positive influence (it decides about successful implementation)
employers attitude towards this type of workplace innovation in your country					
employees attitude towards this type of workplace innovation in your country					
organizational culture in SMEs in your country					
relations between employees and dialog between employees and managers					
age structure of the workforce					
legal conditions (give the examples) a)..... b).....					
competitiveness environment (give the examples) a)..... b).....					
Other factors (give examples) ..... .....					

3. Are organizations (employers) in your country interested in implementing workplace innovations at all? (select the correct answer and put X)

YES		I don't know		NO	
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4. What type of workplace innovation implementation are organizations in your country interested in? (in each verse you can put only one X)

	0	1	2	3
Types of workplace innovation	there is no interest	there is the interest but there is no knowledge about possible solutions and methods of implementation	there is the interest; organizations try to implement; there is no enough potential to successful implementation	the workplace innovations are successfully implementing
Workplace innovations focused on improvement of everyday working life (e.g. rationalization of work organization, simplification of procedures, coaching as prevailing management style, supervisor's support)				
Workplace innovations building up the interactions between stakeholders within and outside the organization (e.g. cooperation with competitors, outsourcing, building close relations with clients)				
Workplace innovations focused on employees-employers (managers) cooperation, conducive to increase the employees engagement and optimal usage of their knowledge				
Others (please describe) a)..... b).....				

5. Do you think, the analyzed workplace innovation best practice could be implemented in your organization? (select the correct answer and put X)

NO	I DON'T KNOW	YES, BUT THAT WOULD TAKE SOME TIME	YES, EASILY	WE DO ALREADY PRACTICE SOMETHING LIKE THIS

JUSTIFY YOUR ANSWER

6. If your organization hasn't implemented solutions as presented in BP so far – decide what form of implementation in next year (till the end of 2020) will you recommend to the management (you can put more than one X)

we should implement BP in our organization – it brings many benefits for our organization	
we should include the Best Practice in the array of support measures we offer for SMEs	
other recommendation (describe) .....	

<b>Title of workplace innovation</b>	<b>Fastems: The Way We Rock</b>	
<b>Country</b>	Finland	
<b>Inputs</b>	The working time and effort of ten employees; the support of the board and the input from the whole work community	
<b>Process</b>	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.	
<b>Results</b>	<b>Important for employers</b>	<b>Important for employee</b>
	Surviving the financial crisis and maintaining the competitive edge of the company	A well-functioning working community; stable outlook of the workplace
<b>Outcomes</b>	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.	
<b>Impact</b>	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.	
<b>For further information</b>	<a href="https://www.fastems.com/">https://www.fastems.com/</a> <a href="https://www.fastems.com/wp-content/uploads/2018/12/Fastems-Supplier-Code-of-Conduct.pdf">https://www.fastems.com/wp-content/uploads/2018/12/Fastems-Supplier-Code-of-Conduct.pdf</a>	

Project Partner/ Contact person	
Country	
Workplace innovation Best Practice	Fastems: The Way We Rock

1. Do you know about companies/institutions in your country implementing quite similar solution? (select the correct answer and put X)

YES		NO	
If you have selected YES – name those companies/institutions <u>in your country</u> . Try to give answer why they decided to implement such a solution.			
If you have selected NO – try to give the answer, why companies/institutions <u>in your country</u> do not implement such solutions.			

2. Below you will find a list of factors. Decide how they can influence the implementation of analyzed workplace innovation best practice in organizations in your country? (in each verse you can put only one X)

Factors	-3	-1	0	+1	+3
	strong negative influence (critical barrier of implementation)	moderate negative influence (there are possibilities to pass this barrier)	the factor has no influence	moderate positive influence (it helps to implement the solution)	strong positive influence (it decides about successful implementation)
employers attitude towards this type of workplace innovation in your country					
employees attitude towards this type of workplace innovation in your country					
organizational culture in SMEs in your country					
relations between employees and dialog between employees and managers					
age structure of the workforce					
legal conditions (give the examples)					
a).....					
b).....					
competitiveness environment (give the examples)					
a).....					
b).....					
Other factors (give examples)					
.....					
.....					

3. Are organizations (employers) in your country interested in implementing workplace innovations at all? (select the correct answer and put X)

YES		I don't know		NO	
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4. What type of workplace innovation implementation are organizations in your country interested in? (in each verse you can put only one X)

	0	1	2	3
Types of workplace innovation	there is no interest	there is the interest but there is no knowledge about possible solutions and methods of implementation	there is the interest; organizations try to implement; there is no enough potential to successful implementation	the workplace innovations are successfully implementing
Workplace innovations focused on improvement of everyday working life (e.g. rationalization of work organization, simplification of procedures, coaching as prevailing management style, supervisor's support)				
Workplace innovations building up the interactions between stakeholders within and outside the organization (e.g. cooperation with competitors, outsourcing, building close relations with clients)				
Workplace innovations focused on employees-employers (managers) cooperation, conducive to increase the employees engagement and optimal usage of their knowledge				
Others (please describe) a)..... b).....				

5. Do you think, the analyzed workplace innovation best practice could be implemented in your organization? (select the correct answer and put X)

NO	I DON'T KNOW	YES, BUT THAT WOULD TAKE SOME TIME	YES, EASILY	WE DO ALREADY PRACTICE SOMETHING LIKE THIS

JUSTIFY YOUR ANSWER

6. If your organization hasn't implemented solutions as presented in BP so far – decide what form of implementation in next year (till the end of 2020) will you recommend to the management (you can put more than one X)

we should implement BP in our organization – it brings many benefits for our organization	
we should include the Best Practice in the array of support measures we offer for SMEs	
other recommendation (describe) .....	



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

Project Partner/ Contact person	
Country	
Workplace innovation Best Practice	Nonmonetary motivations to ensure employees satisfaction with workplace

1. Do you know about companies/institutions in your country implementing quite similar solution? (select the correct answer and put X)

YES		NO	
If you have selected YES – name those companies/institutions <u>in your country</u> . Try to give answer why they decided to implement such a solution.			
If you have selected NO – try to give the answer, why companies/institutions <u>in your country</u> do not implement such solutions.			

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relations between employees and dialog between employees and managers					
age structure of the workforce					
legal conditions (give the examples) a)..... b).....					
competitiveness environment (give the examples) a)..... b).....					
Other factors (give examples) ..... .....					

3. Are organizations (employers) in your country interested in implementing workplace innovations at all? (select the correct answer and put X)

YES		I don't know		NO	
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