

Partner's details

Latvian Chamber of Commerce and Industry

1. The workplace innovation you implemented (short description):

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)

2. What was the main motivation for choosing this one?

Because these innovations are common for organizations who are rapidly growing and more serious systematization of work processes is necessary to keep things efficient and organized and in order for organization continue to grow.

3. Do employees and managers have the capability and willingness to engage in workplace innovation implementations?

Some of them yes but some of them are not so willing to engage and are rather resisting change because of feeling threatened and undermined.

4. What effects from implementation did you expect at the time of its introduction?

Resistance from several employees was expected, mostly from those whose work would be most affected by the change as well as the older colleagues who are not so flexible to accept change.

5. Did you estimate the potential benefits connected with the workplace innovation implementation?

- *Efficient work and balanced workload*
- *Reaching higher organization goals*
- *Motivated and less frustrated employees*
- *Lower employees rotation*
- *Clear role, responsibilities and duties within organization*

6. Did you identify and evaluate the risk before implementing the workplace innovation?

Yes, the risks were evaluated. For example which employees will be in the risk zone - the most resistant, unmotivated, who can potentially quit organization etc.

7. Were calculated the resources necessary for the implementation? (e.g. human, financial resources)

Yes

8. What results/outputs of workplace innovation's implementations were achieved?

Several internal procedures were optimized and made efficient as well as employees work were evaluated and tasks were redistributed between employees in a more logical way. Results still need to be evaluated because it takes time for them to be visible and measurable.

9. What was the most influenced factor within implementation? (positive/ negative)

Factors	-2 (strongly negative)	-1 (little negative)	0 (neutral)	1 (little positive)	2 (strongly positive)
employers attitude towards this type of workplace innovation in your country				X	
organizational culture in SMEs in your country				X	
relations between employees and dialog between employees and managers		X			
age structure of the workforce		X			
legal conditions (give the examples)			X		
competitiveness environment (give the examples)		X			

10. What were most important barriers in WP's implementation? (organizational, financial, cultural etc. or others)

Organizations internal culture and employees who shape it was the biggest barrier.

11. How does an implemented workplace innovation reflect, and respond to, external economic, social or environmental challenges? (in your opinion)

Positively because environment is getting more and more dynamic as well as organization is growing so procedures, culture and employees should also be able to adjust to these external tendencies in order to survive and keep growing.

12. After implementation:

- a. How do you estimate the whole implementation process? (e.g. in the scale: easy-complicated- very difficult)

Rather easy with some challenges.

- b. Would be the decision the same about choosing the practice to implement?

Yes

- c. Do you think, implemented solution will be kept in the future?

Yes, but it probably will be adjusted from time to time because of the organizations specific.