Part A

Innovative Entrepreneurs and Innovation
Support for SMEs: Knowledge Alliance „Human
Resources and Organizational Development"– KAforHR

Work Package 3
Management Tools & New Practices

Result 3.3
New methods and instruments

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<u>Languages</u>

English

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for SMEs on Workplace Innovation

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Workplace Innovation

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Realization HR Innovation & implementation Project results in the
Company Tasowheel Group Oy

Summary and Introduction

For SMEs in the Baltic Sea Region to remain competitive in the long term, it is necessary to increase their innovation capacity and reduce the gap between qualification requirements and demands. For this reason, the Knowledge Alliance "Human Resources and Organizational Development", consisting of eleven partners from four countries, relies on increased cooperation between universities and companies in order to realize education and innovation promotion. To reach as many SMEs as possible, chambers strengthen the partnership between universities and companies.

Human capital is the most important resource for strengthening innovation and productivity. Hence, the project focuses on the comprehensive promotion of Workplace Innovations. While there is great need for further development in this area in the countries south of the Baltic Sea, Workplace Innovations are already more advanced in the Scandinavian countries. Therefore, the project involves countries from both regions.

The alliance, which will be extended to 68 partners from 13 countries and permanently continued, focuses on cooperation in two areas. First, the development, testing, and implementation of SME-specific methods, instruments, and projects through R&D work at universities, that create workplace innovations in areas such as employee recruitment, motivation and digitization, a more innovative working environment and more efficient use of human capital. Second, the strengthening of awareness and competences in this new area of innovation promotion for small and medium-sized enterprises in the Baltic Sea Region through qualifications. The project will develop and implement:
a) three comprehensive continuing education programs: "Digitization & Human Capital", " Employees on the way to Co-entrepreneurs" and "Innovation Processes".
b) a dual bachelor's degree course: "Human Resources and Business Administration".

All products and further results will be transferred to 68 actors from 13 countries.

The work to develop the output of Work Package 3 "Management Tools & New Practices" was carried out entirely as planned in the project application. Eight new models and tools were analysed and prepared and are listed below. In addition, short implementation and experience reports are provided for the new methods and tools. One SME that was involved as a project partner has comprehensively implemented HR innovation in its own company with the help of the various models and tools. A summary implementation report of the company forms the conclusion of Result 3.3 "New methods and instruments" as additional output.

Part A

Development and implementation of new (additional) methods and tools for SMEs on Workplace Innovation

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Development and implementation of new (additional) methods and tools for SMEs on Workplace Innovation

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1. A new era for new workplace innovation

Introduction

The report aims to show new trends in the workplaces' organization and to identify new areas of workplace innovations (WPI). Authors present in the report some new tools and methods helpful in the WPI implementation in SMEs

The workplaces in modern SMEs evolve with economic changes, technological progression, automation and globalization. Business leaders must demonstrate and understand those trends to create a positive, flexible, and collaborative environment to encourage modern workers. During last two decades several trends have been observed as crucial. Authors grouped them into **5 main categories:**

I. Skills gap and age management. In many countries, the fastest-growing demographic in the workplaces are those aged 65 or older. These people have the experience that can be extremely valuable to companies with skills gaps. As a result, the attitudes around employing older workers has changed. Companies keep in touch with retirees to continue to tap into their talents, as part-time workers or for short-term projects. All workplace innovations related with the employment of retirees or with a building up the age diversed teams are very valuable.

II. Soft skills. The future of work organization is not focused on replacing humans by machines, but on supporting humans by machines at the workplace. The new technologies automate technical skills and drive the demand for soft skills like creativity, communication, and empathy. In the report of McKinsey [9] we can find the conclusions that jobs that harnessed a worker's soft skills are the least likely to be automated. For instance, jobs that involve managing and developing people have only a 9% automation potential. So, skills like communication, collaboration, adaptability, and problem-solving – commonly called "soft" skills – are now named as "core skills" and all workplace innovations force on soft skills development are very welcome.

III. Employee activism, social responsibility & sustainability. We observe a growing trend of employee activism, where employees express loudly their opinions on political and social

values. In the US almost 38% of employees support or criticize their employers' actions over a controversial issue that affects society. Hewlett-Packard analysis [1] show company's engagement in environmental practices is key to engaging the future employees and 46% of employees would only work for sustainable companies. [8] Additionally, Harvard [6]found that workplaces that are environmentally friendly increase employees' cognitive performance, decrease sick days, and boost sleep quality. That is why we consider it necessary to introduce programs/ workplace innovations to raise employees loyalty, a good employees relationship with the company based on values (climate change, ecology, etc.) important for both sides

IV. Work balance and well-being at work

Nowadays, the majority of employees expect the freedom and flexibility to balance working time with other interests, along with the opportunity for healthier work lives. Additionally, organizations are still struggling to manage stress and the mental wellbeing of employees. To keep motivation levels high and offer less stressful workplaces the employer should offer some new workplace innovation also in these areas. They often are related to concierge services (dry cleaning, administrative help, and childcare places in nurseries/external crèches in cases of emergency, commuting support), health services (on-site osteopath sessions, meditation sessions or cholesterol screening), flexible working hours (e.g. possibility to switch on distance work)

V. New technology

In recent years, the rise of new technologies such as artificial intelligence, machine learning and automation has been one of the biggest disruptors across multiple industries, changing business processes and how professionals work. technology in the workplace has rapidly evolved. It's become an essential part of running a business in any industry. Workplace technology can break down information silos and create a portal for all internal data and communication, increase operational efficiency, keep a company culturally relevant, deliver more precise and accurate data to help leaders make refined, strategic decisions, connect and align an entire organization and finally facilitate collaboration among dispersed teams and increase innovation and productivity. The fundamental question is: if a new technology is useful from the employees' point of view? The answer is yes: some analyses show that according to the workers robots are better than their managers at providing unbiased information, maintaining work schedules, problem solving and budget management, while

managers are better at mostly soft skills like understanding feelings, coaching and creating a work culture.

2. Examples of methods and tools supporting the implementation of workplace innovations

Below some new workplace innovations or methods & tools for its introduction are presented, which help SMEs to adjust to these new trends.

2.1. Spider web

(source**:** https://www.6stepsforinnovation.com)
The 6-step process offers business consulting for companies that want **to develop their business through non-technological innovation**. Once you have registered, you and your company will participate in an individual 6-step consulting process. It is free of charge.

This process is specifically designed for owner-managers of smaller companies.

This tool is described in English, German, Polish, Finnish, Danish and Lithuanian.

Step 1 Introduction. Step 1 is an introductory phase. In this step, the owner-manager familiarises himself with the 6-step process and its advantages for his company. The intermediary receives sufficient knowledge about the owner-manager and the company.

Step 2 Visions. Step 2 is to identify the core values of the owner and managing director and his vision for the company. These visions are the sum of the following three areas:

- What the company CAN DO (What are the company's key competencies and opportunities?)

- What the company WANTS (What is the passion of the company?)

- What the company SHOULD DO (What will create value for the company's customers?)

The answers to the above questions will provide initial indications of the company's need for non-technological innovation. The facilitator may choose to combine steps 1 and 2 and go through them at the same meeting.

Step 3 Identifying challenges. Step 3 is dedicated to identifying the challenges and needs of the company in terms of non-technological innovation. The process is carried out in cooperation between the owner-manager, the intermediary and, if the owner-manager agrees, a key employee of the company .During this step different tools are used, such as the Spider Web Tool. The input from the Spider web tool provides an overview of possible areas where performance can be improved and innovative thinking can be encouraged.

Step 4 Strategy and Action Plan. Step 4 focuses on defining objectives and developing an action plan. Together with the owner-manager, the intermediary defines the key needs of the

business and then evaluates what support would be most beneficial to the owner-manager. In this process, broader experience and skills can be used. The intermediary can also assist the owner-manager in applying for financial support through various innovation programmes.

Step 5 Operationalisation. Step 5 deals with operationalisation and implementation. The length of the implementation period is flexible and depends on the circumstances.

Simple project management tools are used and the facilitator periodically contacts the company to ensure appropriate implementation and to monitor the results and the emergence of new needs. The intermediary is part of the overall process, and the dialogue focuses on troubleshooting and ensuring an operational process.

Step 6 Measuring and assessing output. Step 6 measures and evaluates the degree and impact of the implementation of new non-technological innovations. An evaluation tool is used to collect feedback on this: The 6-step process and instruments

- The support process and the performance of intermediaries

- Scope and degree of implementation of the recommended specific organisational and marketing innovation measures

- The changes in the performance of the owner-managers due to the measures implemented.

> *The tool could be used for implementation the workplace innovations in the areas:*
> - *Changes in workplace organisation (e.g. introduction of job responsibility for employees, forming work teams).*
> - *Implementation of new design in product.*
> - *Changes in business practices.*

2.2. Design thinking

Design Thinking is a problem-solving methodology generating innovation through collaboration within a group with common interests and goals. Design Thinking is an approach that can be used in the change design process. The goal of Design Thinking is to enable people to deviate from applicable standards and processes, to be innovative and creative. Design Thinking is a people-centered innovation approach that integrates emotion and empathy, digital technology and analytics, and takes into account the situation and capabilities of the organization.

Design Thinking is not about creating the best solution, but one that people want to use and which improves their quality of life. Within this method we can distinguish between

two main phases of discovery and synthesis. **Its goal is to create a working prototype of, for example, a new process.**

The discovery phase in the Design Thinking method. The discovery phase helps the teams to "fall in love" with the problem rather than the solution, which helps to combat people's prejudices. In addition to the qualitative session, this phase also includes the quantitative analysis of the data underlying the process. However, this method requires an approach that is closer to the user and looks at it from the perspective of the user personality, i.e. the basic tool Design Thinking.

The user personality helps to reach and solve real problems and consequently to take appropriate interventions that aim to help and not to burden. The result of this process is a rapid prototyping session to determine how many changes the organization can absorb and how to manage these changes. The biggest challenge in this phase is the analytical staff, who are not able to go beyond typical business thinking patterns. It is not easy to change one's perspective and turn to human emotions, but the consequences of not adapting can be severe.

The synthesis phase in the Design Thinking method. The goal in this phase is to design a solution that is desirable and not only feasible. The trap at this stage is to approach the problem formulated on the basis of our convictions in an uncritical manner. As a rule, when improving processes, we consider how we can reduce the waiting time perceived by customers. To remedy this, organizations often choose expensive solutions that do not produce the desired results. It is much more difficult for us to look at these kinds of problems from a different perspective, for example, to think about what we could do to make the waiting time pleasant for the customer.

After the design phase, the production of prototypes begins, which means that experiments and tests can be carried out relatively quickly. Prototypes are usually stories, usually narratives drawn on flipcharts. Prototyping allows team members to gather useful feedback that can quickly be incorporated into the next iteration of the story.

The final phase of the synthesis - especially important in complex operational changes - involves planning organizational changes necessary for the effectiveness of prototype solutions. The process is also an important part of the solution under test and is often not given sufficient attention, especially considering the importance it has in complex enterprise environments.

The advantages of Design Thinking

The key to success is to move away from a mechanical view of the process and to engage in a human-centered exploration and a willingness to see problems differently. Using Persona can help you to focus on people who will ultimately perform their tasks differently. The main advantage is that the process of shaping change requires you to shape it together with people who may initially have objections to the change. Design Thinking connects different groups of employees, especially those with operational experience, whose changes are usually negative. Furthermore, the advantage of this method is that it integrates different concepts, including Lean and Agile.

Book on Design Thinking

https://www.researchgate.net/publication/329310644_Handbook_of_Design_Thinking

The tool could be used for implementation the workplace innovation in the areas:
- *Offering a healthier work/life balance.*
- *Creation the culture of trust and openness, simplification of a digital workplace.*

2.3. Innovation culture game

(source: https://www.kozminski.edu.pl/kulturainnowacji/)

The business game has been developed on the basis of the multi-year program "Improvement of safety and working conditions", financed from funds of the Ministry of Science and Higher Education / National Center for research and development in 2014-2016. Program coordinator: Central Institute for Labor Protection - National Research Institute.

Goals of the game:

- to train managers and other stakeholders in rising quality of life in the workplace with social innovations;

- stimulate social innovations in the workplace,

- improve the quality of life in the workplace by involving teams in the joint development of new solutions,

- stimulate discussions in companies and other organizations to enable the exchange of experience in the field of social innovations in the workplace.

The game has been developed as part of the learning organization approach, i.e. individual companies can play it using their own example, save the results, draw conclusions and plan implementation activities based on the results of the game.

The game focuses on the challenges that arise in the workplace and tools that can remedy the situation. The key is the discussion between the participants about individual solutions and the creation of own proposals for solutions. Although the game has been developed on the basis of research conducted in the business world, it can also be successfully applied in public administration and the third sector, as they also represent workplaces with common challenges in the economy.

A description, instructions are included in the annexes.

> *The tool could be used for implementation the workplace innovation in the areas:*
> - *Work-life balance.*
> - *Communication among employer and employees.*
> - *Increasing employee involvement in the process make changes.*

2.4. Google Design Sprint

Design Sprint is based on the understanding of Design Thinking. **This method is a five-day work cycle used for the rapid and relatively inexpensive validation of technological innovations**. The process begins with an attempt to understand the design problem and context. The following days are focused on creating and selecting solutions that the team believes are the best. The final part is to validate the solution by testing the prototype among the target users and using the feedback received for possible changes to the innovation.

How it starts? It is ideal to have a very diverse group of people. Be sure to include people who work in different roles, for example designers, researchers, engineers, product managers, marketing and business people. It is important to ensure that you have different perspectives, backgrounds, genders, educations and backgrounds that will bring diverse and interesting insights during Design Sprint. Try to form as diverse a group as possible and you will get interesting new ideas and fruitful discussions.

Design Sprint Methodology. The Design Sprint follows six phases: Understand, define, sketch, decide, prototype and validate.

Phase 1: Understanding. In the understanding phase you create a common knowledge base for all participants. Using the method Lightning Talk, knowledge experts from across the organization are invited to articulate the problem space from the perspective of the organization, users, competitors and technology. You can use the following methods in this phase: User Journey Mapping, Experience Mapping, User Interviews, Abstraction Laddering, Round Robin, Job Stories and other methods.

Phase 2: Define. In the definition phase, the team evaluates everything it has learned in the understanding phase to determine the focus. This is done by defining the specific context and desired outcomes of possible solutions. The phase concludes by choosing a specific focus for your sprint, as well as goals, success metrics and signals. During this phase, you can use the following methods: Success metrics and signals, design principles, the golden path, future press release, selection and goal, personality slider, business model canvas, mapping of assumptions, look at everything at once.

Phase 3: Sketch In the sketch phase, the team of Design Sprint generates and shares a wide range of ideas as individuals. They begin by searching for inspiration, e.g. solutions in alternative spaces. Then each Design Sprint participant will individually generate ideas for consideration. From there, the team will narrow down the ideas as a group to a single, well-articulated Solution Sketch per person. In this phase you can use the following methods: warm-up: similar problem, take notes, crazy 8, crazy 8 share and vote, solution sketch.

Phase 4: Decide In the Decide phase, the team from Design Sprint determines the direction or concept for the prototype. Each participant shares his or her Solution Sketch and the team will use decision exercises to find a consensus on a single idea. The final direction will aim to address the focus Design Sprint. In this phase, you can use the following methods: Presentation of solution sketches, assumptions and sprint questions, point voting, silent review and voting, decision matrix, heatmap voting, note and vote, rumble or all-in-one, action planning.

Phase 5: Prototype. In the prototype phase, the Design Sprint team will work together to create a prototype of your concept. In this phase many decisions are made about what exactly the concept is and contains. Your goal is to create a prototype that is just real enough to be validated, and you will get there really fast!. In connection with Design Sprint we use the word "prototype" in a slightly different way than in standard product development. A Design Sprint prototype is a facade of the experience you imagined during the sketch phase. You build exactly what you need to make the prototype real

enough to get an authentic response from a potential user in the validation phase. This means that you define the exact process for the experience and build only the steps you want to test. There is no need to build a fully functional backend or find a solution for every flow in your product.

Phase 6: Validation. You can think of your prototype as an experiment to test a hypothesis. This means that you have to think critically about what you are going to build to get the feedback you need to confirm or invalidate your hypothesis. Anything can be built as a prototype in one day, if it is clearly defined.

Sources and useful additional materials:

https://designsprintkit.withgoogle.com/resources/tools

https://medium.com/pm101/design-sprint-q-a-183b66bcd4b6

https://medium.com/google-design/design-sprints-in-emerging-markets-5db1dc415a9f

Knapp J. Zeratsky J., Kowitz B.: *Sprint: How to Solve Big Problems and Test New Ideas in Just Five Days,* Hardcover – Illustrated, March 8, 2016)

The tool could be used for implementation the workplace innovation in the areas:
- *Human Resources processes.*
- *Creating a Culture of Innovation.*
- *Creating an Innovative Spirit in Your Team.*

2.5. AQ (Adaptability Quotient)

AQ, or Adaptability Quotient, is **a holistic measure of adaptability in the workplace**. The higher your AQ, the more likely you are to recover from setbacks, find alternative solutions to problems and embrace change. AQ is measured in three important core dimensions:

1. Ability AQ (Who adapts and why?) Represents learned adaptive skills, such as the ability to pursue a goal over the long term despite obstacles (grit), the ability to make up ideas (Mental Flexibility), self-belief (AQ Mindset), recovering from setbacks (resilience), and the ability to let go of old skills and learn new ones (unlearn).

The ability AQ can change over time as you learn and expand your skills. As a result, it has the greatest impact on your score at AQ.

2. Character AQ (How and to what extent does someone adapt?)

Describes elements of adaptability associated with more innate or stable aspects of the self. It is composed of your Emotional Range, Extraversion Preference, Hope, Motivation Style,

and Thinking Style. AQ Character reflects the way we might approach adaptation and provides predictors of adaptation behaviour. This means that we are able to learn which situations we are likely to adapt to and which situations might challenge our adaptability.

3. Environment AQ (When does someone adapt?) Your environment can either encourage or inhibit your adaptation. Even someone with high adaptability and an adaptable personality can have difficulty adapting if their environment negatively affects their adaptability. Therefore, this third dimension of AQ is crucial. Your working environment is usually beyond your control to some extent. We measure the environment AQ in five sub-dimensions: Company Support, Emotional Health, Team Support, work environment and work stress.

The AI Predictive Optimization is measured by two sub-dimensions: Change Readiness Index and Reskill Index.

The following AI applications for businesses could be used to adapt the workplace to today's challenges:

- Dewo - for meeting planning and in-depth work (https://memory.ai/dewo)
- EVA by Voicea - for documentation of session actions (https://www.webex.com/ai-assistant.html)
- Butter.ai - for the exchange of business knowledge (http://butter.ai/)
- In time - for the automation of time recording
- Yva.ai - for the support of your workforce (https://www.yva.ai/)
- Knowmail - for the rationalization of e-mail (https://www.knowmail.me/blog/)
- AppZen - for self-regulation (https://www.appzen.com/)
- Legal robots - for the analysis of contracts (https://legalrobot.com/)

Source: https://memory.ai/timely-blog/ai-applications-for-business

Useful material:

https://en.wikipedia.org/wiki/Adaptability_quotient

https://memory.ai/timely-blog/adaptability-quotient

https://www.forbes.com/sites/tmobile/2020/08/28/retail-reimagined-browsing--buying-in-the-5g-era/#1b959a7a6d5d

https://www.d2l.com/corporate/blog/adaptability-quotient-important/

> *The method/ tools could be used for implementation the workplace innovation in the areas:*
> - *Identifying and recruiting employees with high adaptability to support innovation and change management.*
> - *Retain the best talent and advance their careers as change accelerates.*
> - *Investment in adaptable leadership.*
> - *Early identification of employees at risk of skills shortages to provide support for retraining.*
> - *Shortening the time to success for transformational M&As and corporate restructuring programs.*
> - *Building more effective and diverse innovation teams.*

2.6. Tools for remote/ distance work management

Offering the remote work is a standard in firms, which perceive a flexibility as their basic features. As many managers are currently discovering, managing remote workers requires a significantly different approach to managing teams under one office roof. It is necessary to have a robust work policy, to build a remote tech infrastructure, to establish a clear communication structure, to keep remote hours visible, to provide ongoing individual support, to build inclusivity and participation and to create dedicated spaces for bonding. We propose **to use a tool i.e. a work management software** to achieve some of the above-mentioned purposes

We propose to use of remote work management software:

1. **Timely** - to facilitate the management of remote teams; helps remote teams to collaborate in a thoughtful and effective way by comparing schedules and learning how long different tasks usually take

2. **Officevibe** - collects information about your team by sending out surveys, which can also be conducted anonymously The information collected enables teams to understand each other, build trust, strengthen relationships and ultimately succeed as a unit.

3. **Todoist** - helps remote workers plan their schedules and make sure nothing slips through the net; it also helps you get a clear view of what everyone is working on so you can keep an eye on projects.

4 **Wimi** - brings your team, projects and data together in one place. Communication skills are strong, so remote teams can work together easily and efficiently.

5 **Trello** - Trello's boards, lists, and maps allow teams to instantly see who is working on what and when projects are due, and it works equally well for group projects, side jobs, or personal commitments - so it's ideal for remote workers whose personal and professional lives are often intertwined.

6. **User lane** - provides step-by-step on-screen and real-time instructions that allow remote workers to learn new software without prior knowledge or formal training. It is particularly useful for enabling your remote communication structure and ensuring that new employees know how to format, mark and post different messages from the start.

Additional materials:

https://memory.ai/timely-blog/work-management-software-remote

https://memory.ai/timely-blog/how-to-manage-remote-workers

The method/ tools could be used for implementation the workplace innovation in the areas:
- *Workers communications.*
- *Employees work organisations.*
- *Building a trust among employees.*

2.7.   The Employee Experience Index

For decades organizations have been investing in employee engagement with little results. Unfortunately, engagement has been very focused on trying to force employees to work in outdated workplace practices while giving them perks to distract them from their unfortunate situations. Employee experience, on the other hand, is about actually changing the workplace practices around the people who work there. Nowadays everyone wants to work for an organization that invests in the employee experience, Millennials, and Gen Z employees especially.

This survey (see link below) is a very useful tool, which measures how well the organization invests in the experiences of people by looking at the 17 variables employees care about most at work across 3 environments which are: culture, technology, and the physical workspace. Each SME can take this survey to see how your organization stacks up.

Useful materials:

https://survey.co1.qualtrics.com/jfe/form/SV_6XVFMLQrhq5bq6N

The method/ tools could be used for implementation the workplace innovation in the areas:
- *HR processes.*
- *Creation of good environment to be productive.*
- *Diverse-teams management*
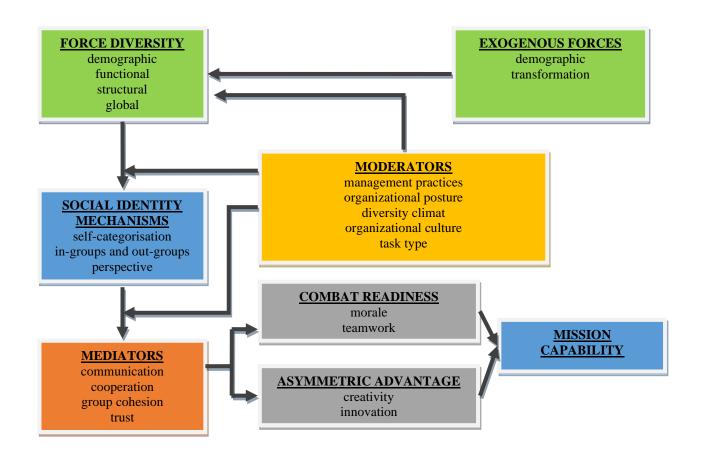
2.8. Diversity-Capability Model

The helps to diagnose and systematize any characteristics that affect how people function in a work group and what they bring to the company's mission.

Detailed characteristics of the structure and instruction how to use the model developed by Air Force staff, and modified slightly by CNA can be find in the publication „Approaches To and Tools for Successful Diversity Management: Results From 360-Degree Diversity Management Case Studies". It's available at the website:

https://diversity.defense.gov/Portals/51/Documents/Resources/Commission/docs/Business%20Case/Approaches%20To%20and%20Tools%20for%20Successful%20Diversity%20Management.pdf

The method/ tools could be used for implementation the workplace innovation in the areas:
- *HR processes.*
- *Diverse-teams management*

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Appendix I "INNOVATION CULTURE" GAME – INSTRUCTION

BEFORE PLAYING THE GAME, CAREFULLY READ THE ENTIRE MANUAL.

It is recommended to play a test round so all players can be sure that they fully understand the rules of the game.

The game can be played in two ways:
1) without the participation of the person in charge: then the players play the game themselves and, if necessary, discuss the game afterwards (they can also use the comments at the end of the instructions),
2) with the participation of the person in charge: then that person monitor over the course of the game and conducts a discussion of the game after its end (also using the comments at the end of the instructions).

GOAL OF THE GAME
The players' task is to choose management solutions tailored to specific challenges - how would they respond to the challenge? The winner is the person whose proposed solutions will be appreciated by the other players.

NUMBER OF PLAYERS
A minimum of 3 and a maximum of 6 players. To play a game with more than 6 players, print more copies of the game, and divide all players into separate teams of up to 6 persons.

GAME PREPARATION
1. **Download from the site, print and cut out game elements**, and prepare pens for everyone. Only those elements with scissors symbol are cut out.

2. **Players lay out the appropriate elements of the game** in the middle of the table and distribute others.

In the center of the table should be:
➢ "Answer board".
➢ "Card tray" with shuffled, covered challenge cards, cards for creating your own challenges, solution cards and cards for creating your own tools.
➢ "Team analysis card" (the team's completed analysis card after the game can show areas for improvement in the company / organization / institution - in which direction people's thinking goes, what innovations are most needed in it. For example, the highest number of points in the area "Participation" may mean that in the workplace of a given team it is worth analyzing and potentially changing the mechanisms of employee involvement in the implemented changes).
➢ Point-scoring track, where players place their pawn markers on the field with the word START.

Each player should receive:
➢ "Analysis card" for the player (the player's completed analysis card after the game can show what preferences a given person has in the context of management and in which areas he sees the greatest need for change).

➢ "Knowledge card" (informs about the study, which was the basis for the game and graphically presents positively related areas of innovation).
➢ Set of voting markers with the symbol chosen by a given player on the analysis card: a total of as many markers as there are players (e.g. if 5 players take part in the game, each gets 5 markers of their choice with the numbers from 1 on up to 5, if there are 6 players, then in the same way everyone gets 6 markers with numbers from 1 to 6).
➢ A pen.

3. **Each player reads the instructions and the "knowledge card"**. Alternatively, one player reads the game instructions and the "knowledge card" and then passes the rules to the other players.
4. **Players read the file "Business scenarios to choose"** and jointly decide which game scenario they want to choose for the given game. In the event that all players come from the same company / organization / institution - it is recommended to play the game on your own example.
5. **Players decide when they want to end the** game. The game can be ended: a) after playing 12 rounds provided for in the game (or another number of rounds, determined by all players), b) when the first person crosses the finish line, c) after a predetermined time (e.g. 1.5 hours). The person who first crosses the finish line or gets the most points wins.

GAMEPLAY COURSE - ONE ROUND EXAMPLE

1. **Each player receives 5 solution cards** from the stack of solution cards in the center of the table. Each player has the one-time option of exchanging up to any 2 solution cards for another one - in this case he places the exchanged cards from his hand on the pile of used solution cards on the "Card tray" and selects two face down tool cards from the solution card stack. This card exchange can be done once at any time during the game (i.e. if you decide to exchange two cards instead of one, you must do it in the same round).
2. **One player reveals the top challenge card from the "Card Tray" and places it on the "Current Challenge Card" field on the "Answer board".**
WARNING! It is also possible to create your own challenge. This can be done in the following ways: a) each player who wants to submit a challenge - lists them and adds them to the top of the stack of challenge cards, b) players together write down challenges and decide which will be included in the game. "Original" challenges may, for example, reflect real challenges in a given company / organization / institution. For each such challenge, select (at the bottom of the challenge card) which area it applies to.
3. **Players read the challenge card face up.**
4. **Players from their solution cards choose (or create their own - details below) and place the COVERED on the "Answer board" the card that they think best corresponds to the content of the challenge card.** The solution cards are sequentially laid out in the boxes numbered from 1 to 6. When all solution cards are placed on the "Answer board", all the cards placed are revealed.
Each player can justify to others why in his opinion a given solution best responds to the challenge - so as to convince others to vote for his solution.
WARNING! It is possible to add your own details on your solution card, or choose an empty solution card to propose a solution other than those on the cards. If an empty solution card is selected, the player places one, any solution card he has, on the pile of used solution cards. Each "proprietary" solution card should be assigned to one area (Working conditions, Communication, Atmosphere/ relations, Company structure, Participation, Work organization, Employee development) by consensus - that is, all players must agree that the
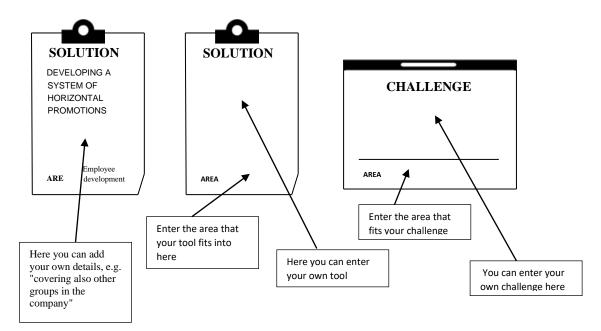
tool proposed by the player enters in the area. In the event that a consensus cannot be reached, players shall vote. In the case of a stalemate in voting - the author of a given solution decides about the allocation to a given area.

It is also possible that players before the game together choose the challenges on which they want to play a given game, or create their challenge cards so as to "face" the challenges that are particularly important for their workplace.

SOLUTION

DEVELOPING A SYSTEM OF HORIZONTAL PROMOTIONS

ARE   Employee development

Here you can add your own details, e.g. "covering also other groups in the company"

SOLUTION

AREA

Enter the area that your tool fits into here

Here you can enter your own tool

CHALLENGE

AREA

Enter the area that fits your challenge

You can enter your own challenge here

5. **Players vote for the displayed solution cards** - the voting method and scoring rules are as defined below.

VOTING AND SCORING RULES

1) If there are two cards with the same or very similar content on the "Answer Board" (because one player has created his own solution, the same as the existing one, placed by another player), then they should be placed on the same solution card space. on the "Answer Board", and the authors of both solutions should receive the same number of points that will result from the vote.

2) The players secretly (without disclosing to other players) choose the number of the solution card they want to vote for with their markers, and then place it **FADE** (number down) in the center of the table.

3) The players' choices are revealed (the markers must be turned over so that the marker number is visible).

4) The owner of the solution card with the most votes receives as many points as the number of players voted for it (maximum 3 points).

5) The players who voted for the solution card with the most votes score 1 point.

6) If the area of the solution card with the most votes has a positive correlation with the area of the challenge (check the gray areas on the knowledge card), the owner of the card and the players who voted for it receive 1 additional point.

7) In case there are two or more solution cards with the most equal number of votes, players have 2 minutes to determine the winning card.

8) If the players fail to choose the best solution within that time, no one gets any points.

6. **The players move their pawns forward on the board** as many squares as they scored in a given round.

7. **Each player marks on his "Analysis card"** from which area the solution card was presented (in this round) by him (Working Conditions, Communication, Atmosphere / Relationships, Company Structure, Participation, Work Organization, Employee Development). Areas are marked at the bottom of each solution card.

8. **One player marks on the "Team analysis sheet"** how many votes have been obtained by different areas on the solution cards (i.e. if there are four players, three of whom voted for a card from the Atmosphere area and one for Participation, then he enters 3 and 1 next to the appropriate fields (Atmosphere and Participation) for a given round on the "Team Analysis Sheet").

9. **The players return the used solution and challenge** cards to the appropriate spaces in the "Card Tray", draw one solution card from the pile of facedown cards on the tray, and the next game round begins.

10. Players from one company / organization / institution may, after the end of a round, arrange the challenge from the given round, the solution card with the highest number of votes, the solution card with the second highest number of votes, etc., and repeat this action after the end of each round . In this way, after the game is over, they can use specific challenges and solutions to introduce changes in their workplace. They can also write down the next steps and planned activities in relation to their company based on general post-game reflections.

Cards of challenges and solutions can be used not only in the form of a game, but also as a tool for individual reflection on the challenges and their solutions in a given company / organization / institution.

The game can be played multiple times, each time adding to it challenges and solutions created during previous games, and then printing and adding games to the set - to be used in subsequent games, in accordance with the idea of "learning organization". Then the game becomes more and more suited to the needs of a given company / organization / institution. For this purpose, you can use the files that are open for editing and are attached to the game: "Editing solution cards" and "Editing challenge cards". After clicking on a given card (where you must enter a challenge / solution and specify an area) an editable text field opens.

NOTES TO THE PLAYER

The game is designed so that players can play it on their own. In the case of the presence of a person leading the game, his main task during the game is to watch over the correct course of the game and to clarify any potential doubts. The person who conducts the game should carefully read the instructions and the whole game so as to be sure that he will be able to properly supervise its correct course.

The person in charge of the game can also support players in solving emerging dilemmas; for example, if one of the players decides that he does not find the right tool for a given challenge - then the leader may encourage him to develop his own or remind about such an opportunity. If the players decide that a given challenge does not fit their company / organization / institution - the person running the game may check, e.g. suggest discovering the next challenge (not all challenges have to be adequate to the workplace). The role of the leader should also be to make notes on the "Team Analysis Sheet", analyze this card at the end of the game and initiate discussions with the participants. In addition, the leader can also motivate

participants to determine further implementation activities, and after the end of the game, he can sum up the course of the game and its conclusions with the players. The summary of the course of the game most often takes the form of a discussion moderated by the person running the game. Examples of questions and issues that can be raised with the players (**players can also use them on their own, without the participation of the game leader**):

➢ do the players feel that thanks to the game they have broadened their knowledge of the practical management of a company / organization / institution? If not, why not? If so, how - what are they especially valuable for themselves from the game?

➢ do the players plan to introduce or try to introduce changes in their company / organization / institution after the game?

➢ which of the challenges and / or solutions occurring in the game do the players consider the most appropriate to their company / organization / institution and why?

➢ The game can identify natural leaders in the group - those who are better than others to convince to their arguments, from which it is worth taking an example. If a team from a specific company / organization / institution takes part in the game, it can be a valuable hint for superiors, who show leadership skills.

The game was developed by SUSTAINERS

Appendix 2 Game description

Knowledge card

The research conducted by Kozminski University as part of the project "The role of social innovation in building the quality of life in the workplace" shows that one of the key factors influencing the quality of life in the workplace is proper communication in the company, because its lack or improper functioning negatively affects on work efficiency. Companies are dominated by a hierarchical organizational structure that influences communication between employees. Polish employers do not enjoy a good reputation among employees. Work in Poland is associated with the respondents of "control, lack of trust, exploitation, overtime, lack of respect, authority, unpleasant atmosphere and distance".

KEY FINDINGS
• Employee involvement in the process of introducing changes leads to the improvement of working conditions in the company, the number of changes introduced, the atmosphere and employee satisfaction;

• in companies where the management board proposes to introduce changes, relatively fewer innovations are introduced than in companies where the originators are employees of departments;

• there is a strong positive relationship between the assessment of work comfort and the assessment of the atmosphere in the workplace;

• in companies where employees are an important link (democratic style), the atmosphere was assessed more favorably.

DEPENDENCIES
Research has shown that investments in some areas of innovation have a positive impact on other areas. These relations are presented in the table below - the gray boxes indicate the areas that positively influence each other. The presented relations are characterized by a high degree of generality and it cannot be stated that any investment in a given area it will automatically strengthen a specific other area, but this is statistically likely

For example, an investment in communication also translates into better working conditions, and an investment in employee participation makes the structure of the company better.

In the game, this mechanism is represented by additional points that the player receives when the solution proposed is positively correlated with the area in which the problem occurs.

The game provides for various scenarios, including those in which, for example, the company's management structure is not very high hierarchical. The goal here is to adapt to the diversity of players' perspectives.

Dependency table

	Work conditions	Communication	Atmosphere	Organizational structure	Participation	Development	Organization
Work conditions	x	■	■		■		
Communication	■	x			■		■
Atmosphere		■	x				■
Organizational structure				x	■		
Participation	■			■	x	■	
Development	■				■	x	
Organization		■	■				x

COMPANY SCENARIOS TO CHOOSE

The following descriptions are intended to provide a general overview of a common framework for discussion. For the purposes of the game, players can propose to extend the scenario with additional, more detailed assumptions (e.g. regarding human resources management in a given scenario). In the case of players from the same company - it is recommended to play the game on its own example (see instructions).

SMALL MANUFACTURING COMPANY

You are the owners and some key employees of a small manufacturing company. You employ about 40 employees, 30 of whom are plant employees (working in 2 shifts), the rest perform support functions in the office, such as accounting, logistics, purchasing, HR and payroll, etc. There is no organized organizational structure in the company, no division into teams, there is also no management board - everything is supervised by the couple - the owners of the company. The plant has been producing practically the same thing for years, a significant part of sales goes to the wholesalers - the company has little contact with the end customer. The office is located in a small outbuilding next to the plant. Most of the employees come from the surrounding area. There is almost no rotation in the company, although there are a few new people, the average age is 40+. Communication is carried out mainly through meetings between owners and crew - daily in the context of the work schedule for a given day and 1-2 monthly as part of work settlement and payment of wages.

MEDIUM MANUFACTURING COMPANY
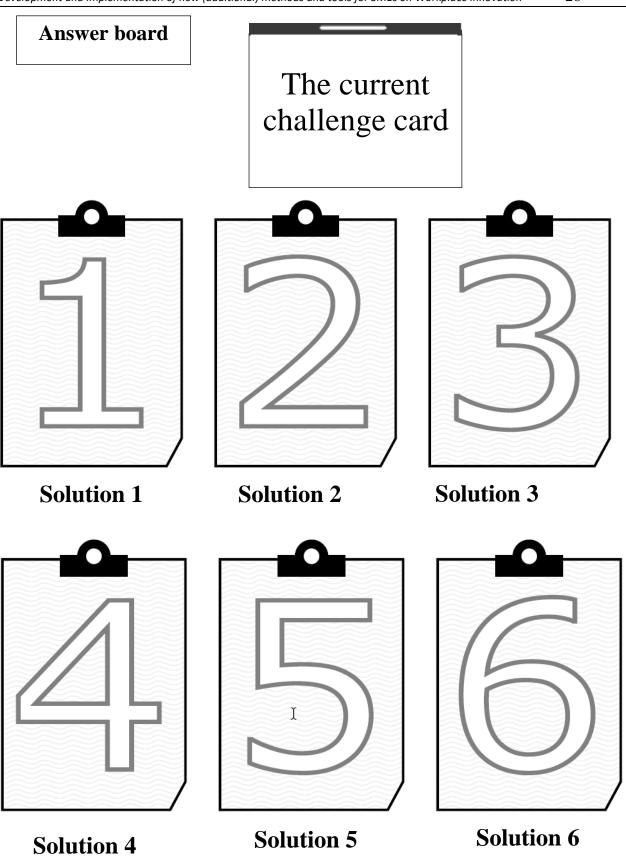
You are the management team (managers / directors) of a medium-sized manufacturing company. You employ around 200 employees, of which around 75% are factory workers, the rest are office workers. It is a family business, the management board consists only of family members, headed by the founder. The factory has a shift system with 2 shifts. Employees work in teams supervised by foremen, everything is supervised by a shift manager - the structure is clearly defined, relatively flat. Additionally, there are support teams - cleaning brigades, traffic supervisor, warehouse team, maintenance team. There is no clearly defined organizational structure in the office, although attempts are made to define it. Employees have assigned areas of responsibility - such as marketing, communication, HR and payroll, environmental protection, etc., but often these areas overlap. The company implements production and management automation systems as well as intranet, where it is planned to transfer most of the internal communication.
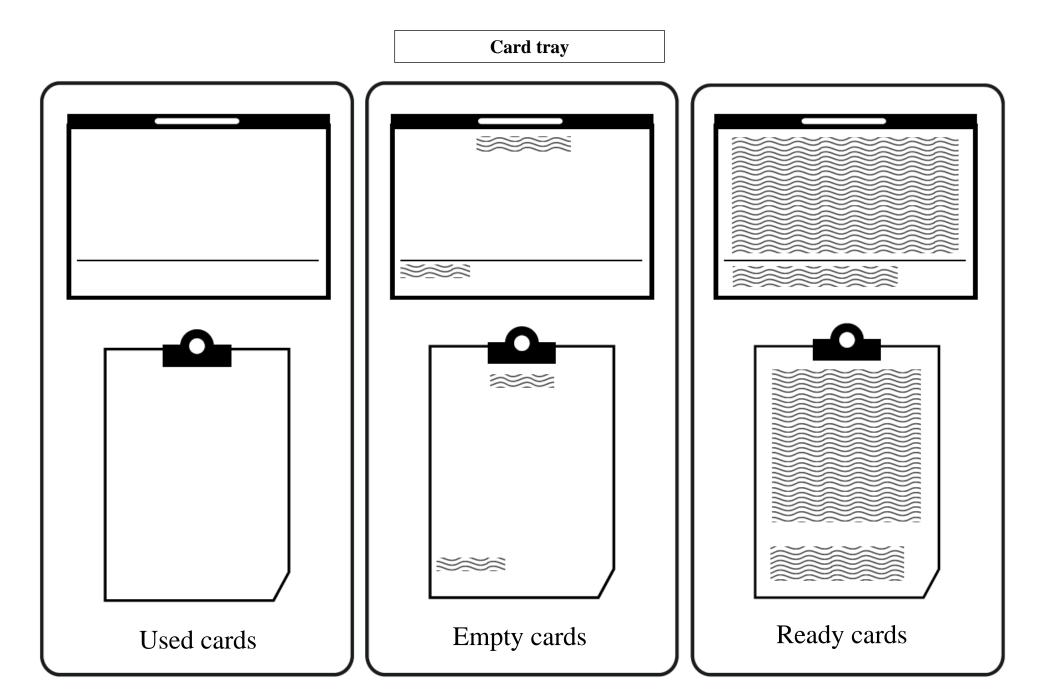
MEDIUM SERVICE COMPANY
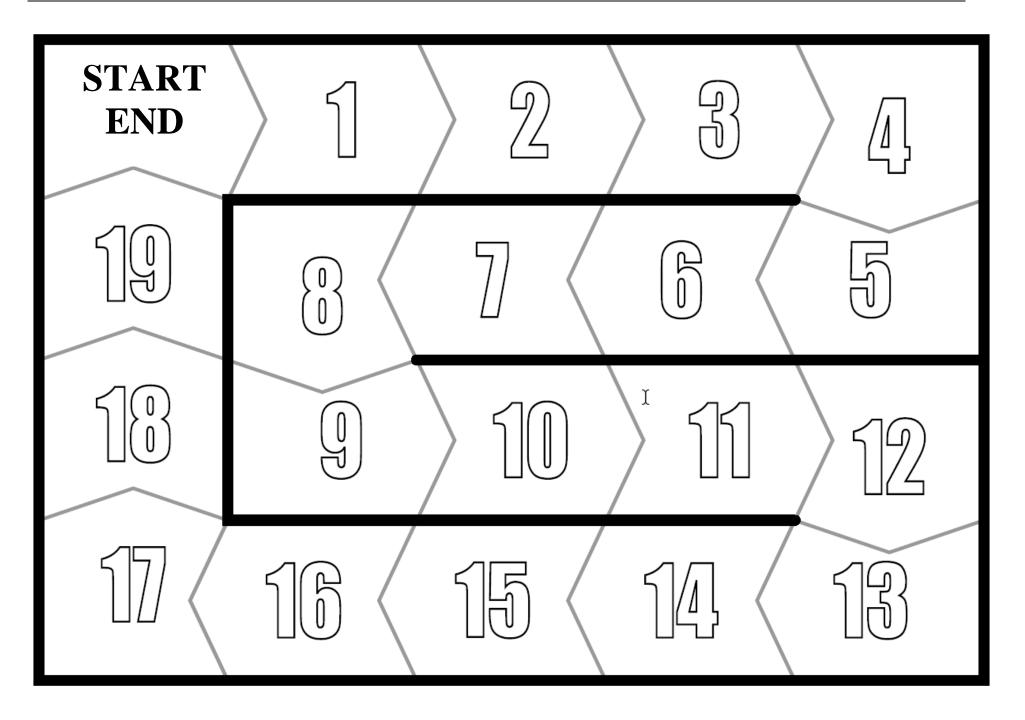
You are the management team of a medium-sized service company. You employ about 80 employees and, in addition, a group of about 20 people work with the company on an ad hoc basis - in the case of specific needs or projects. Your area of competence is advertising and marketing. A large part of the team are smaller agencies and freelancers taken over from the market as the business grows. There is a flat organizational structure in the company, not written down. Individual areas of competence are dealt with by teams headed by managers (sales, advertising, PR, social media, etc.). In addition, there is a separate sales team, with each team also having sales and customer service personnel. Some managers are also on the board or have shares in the company (as a result of acquisitions of smaller companies and individually agreed conditions). You have a human resource management department. Communication is mainly carried out by e-mails and meetings of managers who provide key information to their teams.

INTERNATIONAL CORPORATION

You are the managerial staff (managers / directors) of an international corporation from the FMCG industry (Fast Moving Consumer Goods - rapidly rotating products of daily need). You employ approximately 2,000 employees in Poland in several locations in major Polish cities. Additionally, you have 5 production plants and your own car fleet. Your main customers are super- and hypermarket chains as well as smaller retail chains and wholesalers. You have a board of 5 people headed by a foreigner delegated from the headquarters abroad. You implement the strategy and global guidelines adjusting them to local realities. You have extensive departments such as human resource management, purchasing, logistics, marketing, sales, etc. The whole is formed into a written and generally accessible organizational structure with many levels in the hierarchy. Most of the communication takes place via the intranet, employees accurately record their working time using appropriate tools.

Answer board

The current
challenge card

Solution 1

Solution 2

Solution 3

Solution 4

Solution 5

Solution 6

Card tray

Used cards

Empty cards

Ready cards

START END

1 2 3 4

19 8 7 6 5

18 9 10 11 12

17 16 15 14 13

Player' analysis cards

✂ Cut as many analysis cards as there are players (along the outer lines of the tables)

Player ♠ Name:

Round:	1	2	3	4	5	6	7	8	9	10	11	12	ALL
1. Work conditions													
2. Communication													
3. Atmosphere/ relations													
4. Organizational structure													
5. Participation													
6. Workplace organization													
7. Employee development													

Player ♥ Name:

Round:	1	2	3	4	5	6	7	8	9	10	11	12	ALL
1. Work conditions													
2. Communication													
3. Atmosphere/ relations													
4. Organizational structure													
5. Participation													
6. Workplace organization													
7. Employee development													

Player ♦ Name:

Round:	1	2	3	4	5	6	7	8	9	10	11	12	ALL
1. Work conditions													
2. Communication													
3. Atmosphere/ relations													
4. Organizational structure													
5. Participation													
6. Workplace organization													
7. Employee development													

Player ♣ Name:

Round:	1	2	3	4	5	6	7	8	9	10	11	12	ALL
1. Work conditions													
2. Communication													
3. Atmosphere/ relations													
4. Organizational structure													
5. Participation													
6. Workplace organization													
7. Employee development													

Player © Name:

Round:	1	2	3	4	5	6	7	8	9	10	11	12	ALL
1. Work conditions													
2. Communication													
3. Atmosphere/ relations													
4. Organizational structure													
5. Participation													
6. Workplace organization													
7. Employee development													

Player ! Name:

Round:	1	2	3	4	5	6	7	8	9	10	11	12	ALL
1. Work conditions													
2. Communication													
3. Atmosphere/ relations													
4. Organizational structure													
5. Participation													
6. Workplace organization													
7. Employee development													

Small elements

✂ Cut along the outer lines of the tables

Team' analysis card													
Round:	1	2	3	4	5	6	7	8	9	10	11	12	ALL
1. Work conditions													
2. Communication													
3. Atmosphere/ relations													
4. Organizational structure													
5. Participation													
6. Workplace organization													
7. Employee development													

TICKETS TO VOTE   ✂ Cut along the black lines

♠ 1	♠ 2	♠ 3	♠ 4	♠ 5	♠ 6
♦ 1	♦ 2	♦ 3	♦ 4	♦ 5	♦ 6
© 1	© 2	© 3	© 4	© 5	© 6
♥ 1	♥ 2	♥ 3	♥ 4	♥ 5	♥ 6
♣ 1	♣ 2	♣ 3	♣ 4	♣ 5	♣ 6
! 1	! 2	! 3	! 4	! 5	! 6

PAWNS   ✂ Cut along the black lines

♠	♦	©	♥	♣	!

SOLUTION

EMPLOYEES ARE SUPPORTED BY „MENTOR", WHO INTRODUCE THEM INTO THE COMPANY'S PROCEDURE

AREA Work conditions

SOLUTION

NEW EMPLOYEES PARTICIPATE IN INITIAL TRAINING INCLUDING A KEY ASPECTS OF THE COMPANY'S FUNCTIONING

AREA Work conditions

SOLUTION

INTRANET IMPLEMENTATION, THAT HELPS IN ONGOING COMMUNICATION BETWEEN ALL COMPANY'S DEPARTMENTS

AREA Work conditions

SOLUTION

REGULAR CLEANING ACTIONS AND A "CLEAN DESK" POLICY

AREA Work conditions

SOLUTION

INDIVIDUAL EMPLOYEES' RESPONSIBILITY FOR THE ORDER OF THEIR WORKPLACE

AREA Work conditions

SOLUTION

CULTURE OF INFORMATION ON IRREGULARITIES IMPLEMENTATION

AREA Atmosphere/ relations

SOLUTION

ENCOURAGE THE EMPLOYEES TO CLEAR FORMULATION OF IDENTIFIED PROBLEMS AND PROPOSALS OF THEIR

AREA Atmosphere/ relations

SOLUTION

FOCUS ON COOPERATION BETWEEN EMPLOYEES AND TEAM WORK

AREA Atmosphere/ relations

SOLUTION

CREATE AND PROMOTE A WORKPLACE CULTURE SUPPORTING HONEST RELATIONS BETWEEN EMPLOYEES

AREA Atmosphere/ relations

SOLUTION

PROVIDE OPPORTUNITIES FOR PERSONAL CONTACTS BETWEEN EMPLOYEES AND COMPANY MANAGEMENT/OWNER

AREA   Atmosphere/ relations

SOLUTION

SET UP THE POSITION OF RISK-MANAGER IN THE ORGANIZATIONAL STRUCTURE

AREA   Firm' structure

SOLUTION

EMPLOYEES RECEIVE A DOCUMENT DESCRIBING THE COMPANY, ORGANIZATIONAL STRUCTURE, LIST OF CONTACTS AND DETAILED CHARACTERISTICS OF THEIR RESPONSIBILITIES ON PARTICULAR WORKPLACE

AREA   Firm' structure

SOLUTION

ALLOW ESTABLISHING THE LABOR UNIONS OR OTHER ORGANIZATIONS REPRESENTING EMPLOYEES

AREA   Firm' structure

SOLUTION

REGULAR VERIFICATION OF EMPLOYEES' RESPONSIBILITIES AS WELL AS DECISION-MAKING AREAS

AREA   Firm' structure

SOLUTION

CLEAR HIERARCHY – EVERY EMPLOYEE KNOWS TO WHOM REPORTS (WHO IS HIS SUPERVISOR)

AREA   Firm' structure

SOLUTION

CLEAR COMMUNICATION, INFORMATION (EXPLANATION) REGARDING ALL CHANGES IMPLEMENTED IN THE

AREA   Communication

SOLUTION

PLANNING TASKS IN ADVANCE

AREA   Communication

SOLUTION

INDIVIDUAL EMPLOYEE'S RESPONSIBILITY FOR WORKING TOOLS (EQUIPMENT)

AREA   Communication

SOLUTION

TRAININGS TO IMPROVE COMMUNICATION AND ATMOSPHERE AT THE WORKPLACE

AREA Communication

SOLUTION

CLEAR INFORMATION ABOUT PATHS AND POSSIBILITIES FOR VERTICAL AND HORIZONTAL PROMOTION

AREA Communication

SOLUTION

REGULAR VERIFICATION OF COMMUNICATION NEEDS, BOTH AT THE LEVEL OF ALL EMPLOYEES, AS WELL AS INDIVIDUAL EMPLOYEE AND WORKING TEAMS

AREA Communication

SOLUTION

CLEAR INFORMATION ON THE REMUNERATION SYSTEM AND MINIMUM AND MAXIMUM WAGES

AREA Communication

SOLUTION

INTERNAL POLICY AGAINST DISCRIMINATION AND MOBBING

AREA Communication

SOLUTION

TRANSPARENCY OF REMUNERATION POLICY, ANTI-MOBBING POLICY, ANTI-DISCRIMINATION POLICY ETC.

AREA Communication

SOLUTION

CLEAR COMMUNICATION POLICY - WHO CONTACTS WHOM AND WHEN

AREA Communication

SOLUTION

SYSTEMATIC MEETINGS TO DISCUSSE ON ALL CURRENT PROBLEMS AND THEIR POSSIBLE SOLUTIONS

AREA Communication

SOLUTION

REGULAR EMPLOYEES' SURVEY TO IMPROVE THEIR WORK

AREA Communication

SOLUTION

TRAININGS IN MANAGEMENT BY OBJECTIVES

AREA Employee development

SOLUTION

THE ORGANIZATION'S BOOK OF COMPLAINTS

AREA Work organization

SOLUTION

CLEAR RULES FOR COMMUNICATION AND DOCUMENT CIRCULATION, EVEN THOSE NO FORMAL LIKE BUSINESS NOTES - HOW, WHO SHOULD COMMUNICATE WHAT MATTERS

AREA Work organization

SOLUTION

COMMON GOALS FOR THE TEAMS THAT NEED TO COOPERATE IN KEY PROCESSES

AREA Work organization

SOLUTION

DEVELOPMENT OF 'PROCESS MAPS', INCLUDING COMMUNICATION PROCESSES IN KEY AREAS (CONSTANTLY UPDATED)

AREA Work organization

SOLUTION

CLEAR STRUCTURE OF RESPONSIBILITIES AND REPORTING OBLIGATIONS

AREA Work organization

SOLUTION

DEVELOPMENT OF AN INTERNAL COACHING AND MENTORING SYSTEM

AREA Work organization

SOLUTION

INDEPENDENCE IN PLANNING THE WORKING DAY BY EMPLOYEES

AREA Work organization

SOLUTION

THE COMPANY LEARNS FROM ITS OWN FAILS: COLLECT GOOD AND BAD PRACTICES, ANALYZE THEM AND FIND SOLUTIONS OF PROBLEMS

AREA Work organization

SOLUTION

INTRODUCTION OF
ELECTRONIC
DOCUMENT
CIRCULATION

AREA   Work organization

SOLUTION

INTRODUCING OF
SECURE
TRANSMISSION
SYSTEM FOR
INFORMATION
ABOUT BREACHES
AND ABUSE

AREA   Work organization

SOLUTION

INTRODUCTION OF SO-
CALLED "EXIT
INTERVIEW" TO
COLLECT INFORMATION
ON WORK
ORGANIZATION FROM
LEAVING EMPLOYEES.

AREA   Work organization

SOLUTION

PROVIDE THE
EMPLOYEES THE
REMUNERATION
REGULATIONS; DEFINE
THE RULES OF
COMPANY'S
MOTIVATING SYSTEM
TOGETHER WITH
EMPLOYEES

AREA   Work organization

SOLUTION

IMPLEMENTATION OF
PERMANENT
IMPROVEMENT OF
WORK EFFICIENCY
SYSTEM

AREA   Work organization

SOLUTION

STRUCTURE OF
MEETINGS INCLUDING:
OBJECTIVES, AGENDA,
JUSTIFICATION FOR
EACH PERSON'S
PRESENCE, SUMMARY
OF THE MEETING AND
SPECIFIC NEXT STEPS

AREA   Work organization

SOLUTION

SETTLEMENT OF
EMPLOYEES
REALIZING THEIR
OBJECTIVES IN SET
TIME

AREA   Work organization

SOLUTION

SETTLEMENT OF
EMPLOYEES TAKING
INTO ACCOUNT
WORKING TASKS

AREA   Work organization

SOLUTION

PRIORITY OF THE
INTERNAL
RECRUITMENT
SYSTEM TO
EXTERNAL
RECRUITMENT

AREA   Work organization

SOLUTION

ENSURING THROUGH VOLUNTEERING AND INTEGRATION PROGRAMS THAT EMPLOYEES FEEL IMPORTANT PART OF THE COMPANY THEY WORK IN

AREA   Participation

SOLUTION

FINANCIAL GRATIFICATIONS AND OTHER BENEFITS FOR IDEAS AND IMPROVEMENTS THAT SIGNIFICANTLY AFFECTED THE FUNCTIONING OF THE COMPANY (ORGANIZATION OF WORK / REVENUE / ETC.)

AREA   Participation

SOLUTION

COLLECTING OPINIONS ON PLANNED/EXPECTED CHANGES AMONG EMPLOYEES BY MANAGERS AND THEN PRESENTING THEM TO MANAGEMENT BOARD

AREA   Participation

SOLUTION

REGULAR WORKSHOPS WITH 'BRAINSTORM' TO IMPROVE THE WORK ORGANIZATION AND METHODS

AREA   Participation

SOLUTION

ENABLING EMPLOYEES TO PRESENT THEIR PROPOSITIONS OF IMPROVEMENTS IN THE COMPANY

AREA   Participation

SOLUTION

ORGANIZING (ONCE A WEEK) MEETINGS FOR MANAGERS OF ALL DEPARTMENTS TO PRESENT THEIR CURRENT TASKS

AREA   Participation

SOLUTION

CHANGES INTRODUCED IN THE COMPANY ARE CONSULTED WITH THE EMPLOYEES

AREA   Participation

SOLUTION

EVERY NEW EMPLOYEE, DURING THE FIRST DAY AT THE COMPANY, RECEIVE A DOCUMENT WITH THE COMPANY'S LIABILITY

AREA   Employee development

SOLUTION

EMPLOYEES ARE TRAINED IN "SOFT" ASPECTS OF COOPERATION, SUCH AS COMMUNICATION, ANTI-DISCRIMINATION OR MOBBING

AREA   Employee development

SOLUTION

EMPLOYEES CAN GET BONUSES (FINANCIAL OR INTANGIBLE) FOR REPORTING PROBLEMS AND PROPOSITIONS OF THEIR EFFECTIVE SOLUTION

AREA   Employee development

SOLUTION

THE MANAGEMENT, DISCUSSES AND ASSIGNS IN COOPERATION WITH THE EMPLOYEE THE PERSONAL DEVELOPMENT PLAN, INCLUDING THE POSSIBILITIES OF VERTICAL OR HORIZONTAL PROMOTION

AREA   Employee development

SOLUTION

EVERY EMPLOYEE MAY REQUEST FOR PARTICIPATING IN SPECIFIC TRAININGS

AREA   Employee development

SOLUTION

EMPLOYEES' TRAINING NEEDS ARE REGULARLY IDENTIFIED IN THE COMPANY AND THE POSSIBILITIES OF THEIR SATISFACTION ARE SETTLED

AREA   Employee development

SOLUTION

CLEAR RULES OF ACCESS TO TRAINING LINKED TO INDIVIDUAL DEVELOPMENT PLANS AND WORK EVALUATION RESULTS

AREA   Employee development

SOLUTION

A SYSTEM OF HORIZONTAL PROMOTION POSSIBILITIES

AREA   Employee development

SOLUTION

EVERY EMPLOYEE HAS THE POSSIBILITY OF ANALYSIS - JOINING WITH SUPERVISOR - HOW TO IMPROVE THE WORK ORGANIZATION

AREA   Employee development

SOLUTION

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AREA

CHALLENGE

HEALTH AND SAFETY TRAININGS ARE MAINLY CONDUCTED AS THEORY ANALYSIS, THAT RISES THE RISK OF ACCIDENTS

AREA   Work conditions

CHALLENGE

FOR A LONG TIME NEW EMPLOYEES DON'T KNOW WHAT AND HOW TO DO, TO WHOM WHAT SHOULD BE REPORTED AND WHO IS RESPONSIBLE FOR WHAT

AREA   Work conditions

CHALLENGE

THERE IS NO ENOUGH SPACE IN THE COMPANY, THE EMPLOYEES SUFFER WITH INSUFFICIENT WORK SPACE

AREA   Work conditions

CHALLENGE

NO ONE KNOWS WHO IS RESPONSIBLE FOR WHAT IN THE COMPANY, THE EMPLOYEES GET CONTRADICTORY INFORMATION/DIRECTIONS

AREA   Firm' structure

CHALLENGE

THERE ARE MANY MANAGEMENT POSITIONS IN THE COMPANY, AND AT THE SAME TIME THERE ARE DIFFICULTIES WITH DECISION-MAKING.

AREA   Firm' structure

CHALLENGE

SOME TEAMS DON'T KNOW WHO THE SUPERVISOR WHO SHOULD BE INFORMED ABOUT THE RESULTS, SEVERAL HEADS RESPONSIBLE FOR THE SAME ACTIVITY'S AREA

AREA   Firm' structure

CHALLENGE

TEAMS STRATEGIC FOR THE COMPANY FUNCTIONING - E.G. PRODUCTION AND LOGISTICS – DON'T COMMUNICATE WITH EFFECTIVELY

AREA   Communication

CHALLENGE

EMPLOYEES COMPLAIN, THEY DON'T KNOW WHAT'S HAPPENING IN THE COMPANY

AREA   Communication

CHALLENGE

SUPPLIERS AND SUB-CONTRACTORS COMPLAIN ABOUT PAYMENTS AND LACK OF INFORMATION REGARDING NEEDS AND EXPECTED DELIVERY TIME

AREA   Communication

CHALLENGE

SOMEONE (POSSIBLY FORMER EMPLOYEE) SLANDER THE COMPANY ON THE INTERNET FORAS

AREA Atmosphere/ relations

CHALLENGE

IN THE COMPANY, AS PART OF THE SATISFACTION SURVEY AMONG EMPLOYEES, CASES OF MOBBING WERE REPORTED

AREA Atmosphere/ relations

CHALLENGE

A SIGNIFICANT PART OF THE EMPLOYEES RATE THE HR POLICY AS UNFAIRE: THEY COMPLAIN ABOUT UNFAIR REMUNERATION SYSTEM, DIVISION OF DUTIES AND RESPONSIBILITIES, OPPORTUNITIES OF PROMOTION ETC.

AREA Atmosphere/ relations

CHALLENGE

A GROUP OF EMPLOYEES HAVE BEEN SENT FOR TRAINING ABROAD AGAIN; THAT IS SEEN BY THE OTHER EMPLOYEES AS UNFAIR

AREA Employee development

CHALLENGE

EMPLOYEES PARTICIPATING IN TECHNICAL TRAINING (OBLIGATORY ON THEIR POSITIONS) SAY THAT THE COMPANY DOES NOT OFFER THEM TRAINING AND DEVELOPMENT

AREA Employee development

CHALLENGE

SATISFACTION SURVEY RESULTS SHOW THAT EMPLOYEES VERY NEGATIVELY PERCEIVE THE POSSIBILITIES FOR DEVELOPMENT AND PROMOTION

AREA Employee development

CHALLENGE

EMPLOYEES DON'T GET INVOLVED IN THE COMPANY'S LIFE - DO NOT PROPOSE ANY INNOVATIVE IDEAS

AREA Participation

CHALLENGE

THE DISHES IN THE KITCHEN ARE NEVER WASHED UP (THERE IS NO CLEANING SERVICE IN THE COMPANY); THERE ARE BOXES AND ITEMS "NOT BELONGING TO ANYONE" ON THE HALL

AREA Participation

CHALLENGE

EVERY CHANGE IS DISCUSSED MANY HOURS; THERE ARE NO RESULTS OF SUCH MEETINGS – THE DECISIONS ARE NOT SET UP; EVERYONE FEELS AS WASTING THE TIME ON SUCH MEETINGS

AREA Participation

CHALLENGE

THE COMPANY HAS INSTALLED TOOLS TO TRACK THE INTERNET USAGE, THAT CAUSED HUGE OBJECTIONS AMONG EMPLOYEES

AREA   Work conditions

CHALLENGE

THE COMPANY INTRODUCED THE SYSTEM TO RECORD THE HOURS OF EMPLOYEES 'ENTRY AND DEPARTURE, AS WELL AS THE TOOL FOR TRACKING WORKING TIME ON A COMPUTER, THAT CAUSED HUGE OBJECTIONS AMONG EMPLOYEES

AREA   Work conditions

CHALLENGE

OVERTIME (UNPAID) ARE INTERPRETED BY MANAGEMENT AS THE RESULT OF EMPLOYEE'S INSUFFICIENT WORK ORGANIZATION

AREA   Work conditions

CHALLENGE

THE BONUSES ARE GRANTED WITH NO CLEAR RULES/CRITERIA; EMPLOYEES ARE DEMOTIVATED

AREA   Communication

CHALLENGE

THE MANAGEMENT BOARD'S AND THE SUPERVISOR'S EXPECTATIONS REGARDING THE EMPLOYEE ARE DIFFERENT

AREA   Work conditions

CHALLENGE

THE SPECIALIST HAS BEEN PROMOTED TO THE POSITION OF A MANAGER; THE NEW ROLE IS NOT PROPERLY PLAYED; HE/SHE IS RATHER A PART, NOT A TEAM LEADER

AREA   Work conditions

CHALLENGE

AREA

CHALLENGE

AREA

CHALLENGE

AREA

CHALLENGE	CHALLENGE	CHALLENGE
AREA	AREA	AREA
CHALLENGE	CHALLENGE	CHALLENGE
AREA	AREA	AREA
CHALLENGE	CHALLENGE	CHALLENGE
AREA	AREA	AREA

Part B

REPORT ON IMPLEMETATION OF NEW METHODS AND TOOLS FOR SMEs

ON WORKPLACE INNOVATION

Marzena Grzesiak

Magdalena Olczyk

Anita Richert-Kaźmierska

POLITECHNIKA

GDANSKA

REPORT ON IMPLEMETATION OF NEW METHODS AND TOOLS FOR SMEs ON WORKPLACE INNOVATION

Authors:

Marzena Grzesiak
Magdalena Olczyk
Anita Richert-Kaźmierska

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Contents

1. THE CONTEXT FOR REPORT's DEVELOPMENT

Among the KAforHR project's tasks there was the expectation to show new trends in the workplaces' organization and to identify new areas of workplace innovations (WPI), define the conditions that influence the possibilities of their implementation in SMEs of Baltic Sea Region Member States, and finally – to make a try of implement them and evaluate their efficiency.

Project's Partners representing GUT did prepare in 2020. the report with the list of examples of methods and tools supporting the implementation of workplace innovations in SMEs. In the report the authors did present, among the others, IT tools (as those supporting remote work in the companies) and group work techniques/ work organization methods (e.g. design thinking, adaptability quotient) – see the table below.

Examples of methods and tools supporting the implementation of workplace innovations	Short characteristic of the method/tool	Usage recommendations
SPIDER WEB	The 6-step process offers business consulting for companies that want to develop their business through non-technological innovation.	• Changes in workplace organisation (e.g. introduction of job responsibility for employees, forming work teams). • Implementation of new design in product. • Changes in business practices.
DESIGN THINKING	A problem-solving methodology generating innovation through collaboration within a group with common interests and goals. An approach that can be used in the change design process. The goal of Design Thinking is to enable people to deviate from applicable standards and processes, to be innovative and creative. That is a people-cantered innovation approach that integrates emotion and empathy, digital technology and analytics, and takes into account the situation and capabilities of the organization.	• Offering a healthier work/life balance. • Creation the culture of trust and openness, simplification of a digital workplace.
INNOVATION CULTURE GAME	The business game developed on the basis of the multi-year program "Improvement of safety and working conditions". It focuses on the challenges that arise in the workplace and tools that can remedy the situation.	• Work-life balance. • Communication among employer and employees. • Increasing employee involvement in the process make changes.

GOOGLE DESIGN SPRINT	The method is a five-day work cycle used for the rapid and relatively inexpensive validation of technological innovations. The process begins with an attempt to understand the design problem and context. The following days are focused on creating and selecting solutions that the team believes are the best. The final part is to validate the solution by testing the prototype among the target users and using the feedback received for possible changes to the innovation.	• Human Resources processes. • Creating a Culture of Innovation. • Creating an Innovative Spirit in Your Team
AQ (ADAPTABILITY QUOTIENT)	The holistic measure of adaptability in the workplace. The higher your AQ, the more likely you are to recover from setbacks, find alternative solutions to problems and embrace change. AQ is measured in three important core dimensions: a) Ability AQ (Who adapts and why?); b) Character AQ (How and to what extent does someone adapt?); c) Environment AQ (When does someone adapt?)	• Identifying and recruiting employees with high adaptability to support innovation and change management. • Retain the best talent and advance their careers as change accelerates. • Investment in adaptable leadership. • Early identification of employees at risk of skills shortages to provide support for retraining. • Shortening the time to success for transformational M&As and corporate restructuring programs. • Building more effective and diverse innovation teams.
TOOLS FOR REMOTE/ DISTANCE WORK MANAGEMENT	A work management software to achieve some of the above-mentioned purposes.	• Workers communications. • Employees work organisations. • Building a trust among employees
THE EMPLOYEE EXPERIENCE INDEX	A very useful tool, which measures how well the organization invests in the experiences of people by looking at the 17 variables employees care about most at work across 3 environments which are: culture, technology, and the physical workspace. Each SME can take this survey to see how your organization stacks up.	• HR processes. • Creation of good environment to be productive. • Diverse-teams management.
DIVERSITY-CAPABILITY MODEL	The method that helps to diagnose and systematize any characteristics that affect how people function in a work group and what they bring to the company's mission.	• HR processes. • Diverse-teams management.

Source: M. Grzesiak, M. Olczyk, A. Richert-Kaźmierska, 2020, *Development and implementation of new (additional) methods and tools for SMEs on Workplace Innovation,* KAforHR project's report.

The determinants of their implementation in SMEs were analysed too.

In the next phase of the KAforHR project's realization Project Partners had to decide which of the proposed solutions are possible to implement and diagnose the results of their test in practice.

This report aim is to conclude the remarks of Project Partners formulated after the process of workplace innovations' implementation.

Only four Project Partners did deliver partial reports. They are quite casual and do not indicate all the circumstances related to the implementation of workplace innovations.

2. EXPERIENCES OF PP IN THE METHODS AND TOOLS FOR SMEs ON WORKPLACE INNOVATION IMPLEMENTATION

PROJECT PARTNER: THE BALTIC INSTITUTE (FINLAND)

The PP is not an SME, nor does provide services directly to SMEs. That's why there was not an official/fully proceeded implementation process of proposed methods/tools.

Nevertheless, PP has experienced on some of the tools presented in the report *Development and implementation of new (additional) methods and tools for SMEs on Workplace Innovation*. However, experimenting with those methods/tools was not directly related to KAforHR activities as such.

Among the methods used by the PP was **DESIGN THINKING**. Back in 2017–2018, two employees completed basic studies of design management and service design. The studies were partly funded by the employer.

Design thinking has been evaluated by PP as beneficial for all sectors and all organizations. Design sprints, hackathons, bootcamps and various co-creations workshops have been and are a part of PP project work. They are very useful tools, indeed, e.g. for business and service development.

Another methods/tools were related to **REMOTE/ DISTANCE WORK**. PP declared the usage of **TRELLO** and **SLACK**, as very useful in leading international consortia and project management purposes. SLACK enables "office chit-chat" when people are in different places, even different countries. Exchanging ideas and thoughts on work matters as well as informal small talk are important elements of workplace well-being. Slack makes that possible when not sharing the same office space for one reason or another.

PROJECT PARTNER: LATVIAN CHAMBER OF COMMERCE AND INDUSTRY

The PP did declare that regarding workplace innovations implementation activities several **INTERNAL PROCEDURES WHERE OPTIMIZED AND MADE MORE EFFICIENT** as well as employees work were evaluated and tasks were redistributed between employees in a more logical way.

The workplace innovations were 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 main motivations to select such workplace innovations (common for organizations) were the results of internal surveys of the work efficiency improvement. More serious systematization of work processes was diagnosed as necessary to keep things efficient and organized and in order for organization continue to grow.

It was also confirmed, that some of employees and managers have the capability and willingness to engage in workplace innovation implementations. Nevertheless, some of them are not so willing to engage and are rather resisting change because of feeling threatened and undermined.

PP expects several benefits, as the workplace innovations 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.

There were diagnosed the factors mostly influencing in positive and negative way the implementation process (see the table below). The most important barrier in WP's implementation seemed to be "organization' internal culture and employees who shape it".

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			

PROJECT PARTNER: POMERANIAN CHAMBER OF HANDCRAFTS

The Pomeranian Chamber of Handcrafts selected few tools and one method listed in the report „Development and implementation of new (additional) methods and tools for SMEs on Workplace Innovation" for testing.

Tools that where choosen are especially useful for team work. The need of support for team work was noticed and appropriate tools and solutions where tested. The tools mentioned in „Development and implementation of new (additional) methods and tools for SMEs on Workplace Innovation" such as **TRELLO** and **ToDoList** were tested but finally **ASANA** tool was selected. It best met the expectations of the employees of the Pomeranian Chamber of Handcrafts and best suited the tasks performed. Asana is a similar tool to Trello that facilitates team work on various types of projects and the flow of information and also planning of activities. The tool has been tested for 3 months and is still used.

The Pomeranian Chamber Handcrafts also used the **DESIGN THINKING** method presented in document „Development and implementation of new (additional) methods and tools for SMEs on Workplace Innovation" when designing an idea related to the promotion of dual education in craft professions.

In October 2021 The Pomeranian Chamber of Handcrafts conducted **WORKSHOPS FOR COMPANIES ON THE TEAMWORK MANAGEMENT TOOLS** mentioned above. Companies were interested in testing them. Complete report from the workshop was prepared as separate document by The Pomeranian Chamber of Handcrafts.

PROJECT PARTNER: TASOWHEEL GROUP (TGO)

The PP did analyse usefulness of proposed in the report "Development and implementation of new (additional) methods and tools for SMEs on Workplace Innovation" propositions. It was decided as below:

— Spider web – not suitable for TGO

— Design thinking - not suitable for TGO

— innovation culture game – no time for that at the moment

— Google Design Sprint – no time for that at the moment

— AQ (Adaptability Quotient) - N/A

— **Tools for (remote) work management – tested Trello at TGO**

— The Employee Experience Index – the survey could be worth doing; not done yet

— **Diversity-Capability Model – PP has done 360-degree study for all superiors. It is very good tool for develop team management skills**.

The PP tested **TRELLO** to manage new orders, but it was founded inconvenient when everyone should have create account for Trello. PP would rather expect a tool that would operate with 365 licenses, as all employees have that.

After testing Trello, PP decided to create an office automation process using **MICROSOFT POWER AUTOMATE SOFTWARE**. It was used in Tasowheel Gears to process new orders. The results became very good and it looks like PP is expanding the use of Power Automation to other needs as well.

3. FINAL CONCLUSIONS

PP decided to implement selected methods/tools regarding WPI, presented in the report „Development and implementation of new (additional) methods and tools for SMEs on Workplace Innovation". Most frequently, PP did use the **DESIGN THINKING** and tools improving the work of employees, including those related to remote work.

The partial reports sent by PP do not allow to formulate strong, unambiguous conclusions or opinions. Nevertheless, it seems that workplace innovations are relatively easy to implement. They do not require excessive costs or company reorganization. For the implementation success, the attitude and commitment of employees and managers seems to be of key importance.

Part C

Realization HR Innovation & implementation Project results in the Company Tasowheel Group Oy (Project Partner No 12)

Development IT / Digitalization

Implement new organization

1.11.2020 – 31.1.2022

Tasowheel Group Oy

Petri Keski-Korpela

14.2.2022

Implementation report

Tasowheel Group Oy

Hepolamminkatu 27 A

33720 Tampere

Finland

Branch/focus of activity of the company:

Manufacturing

Number of employees of the company: 130 person

Content

1. Workplace Innovation implemented in
2. Implement new organization
3. Conclusion
4. Future actions for 2022
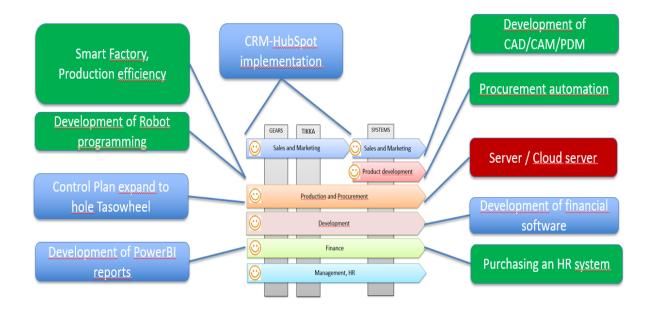
1. **Workplace Innovation implemented in**

   1. Development of IT/Digitalization
      1.1. We created IT-Strategy.
      It covers the development plan for the next three years. Each development project supports our processes to better meet customer requirements. See picture below:

Digitalization projects 2021-2022-2023

1.2. Office automation
Our first office automation is the order handling process.
Automation was implemented with Power Automate software.
The operating environment is Microsoft Teams.
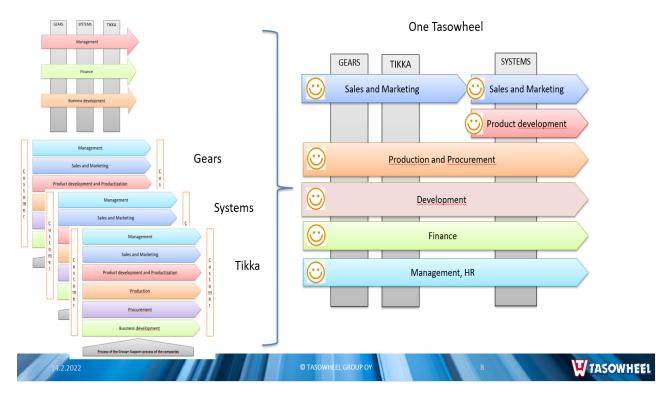
When processing an order, more people do something. When the step is complete, the order is transferred to the next handler. Depending on the case, the order may go to a different handler. Automation takes care of the transition to the right person.

2. Implement new organization

2.1. We made major organizational change by combining the management of three manufacturing unit under group management as One Tasowheel (pic. below).
Our aim was to remove complexity, improve efficiency and to create an organization that could lead our company to remarkable growth.

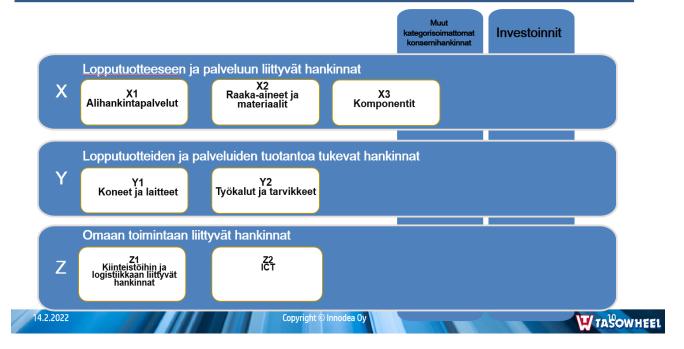Organization until Q3/2020 => New organization

2.2.   One change was to reorganize the procurement to cover all manufacturing units.
We created a procurement category model. It's not ready yet, but at the moment it looks like we're going to have 7 categories (pic. below).
Each category has a category plan that is reviewed annually.

2.3.   The organization change was made to support future growth. Another important element are new recruitments, so we created a film to show what it's like to work at Tasowheel.
https://www.youtube.com/watch?v=OZUm-UMt_WY&t=31s&ab_channel=Tasowheel1979

2.4. Manager and Supervisor coaching
We arrange huge coaching package for all of our managers and supervisors.
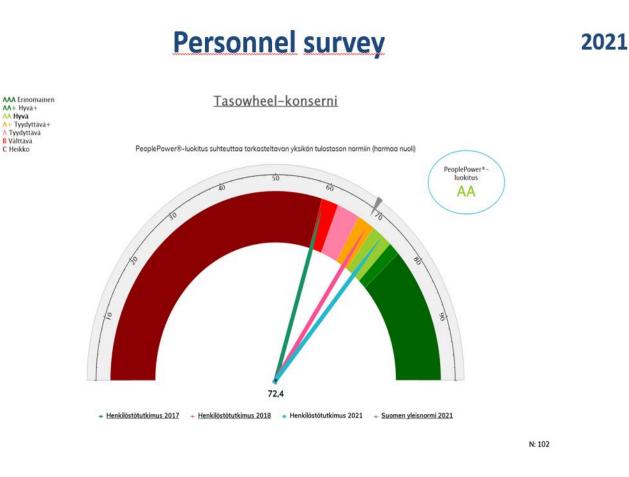

2.5. Personnel survey
We arranged personnel survey for all. Result can be seen below.
After that, a small group was collected in each company. Each group went through the results in more detail and decided on the development targets.

BALTIC SEA ACADEMY

Innovative Entrepreneurs and Innovation Support for SMEs:
.Knowledge Alliance „Human Resources and   Organizational
Development" (KAforHR)

HUMAN RESOURCES AND
ORGANIZATIONAL DEVELOPMENT
KAforHR

2.6.   360 reviews for managers and supervisors

- Based on the results, an individual development plan was created for each

3. Conclusion

Result summary of KA4HR for Tasowheel:

1. We created IT-Strategy
2. First office automation has done
3. Implement new organization
4. We created a procurement category model
5. Created a film to show what it's like to work at Tasowheel
6. We arrange huge coaching package for all of our managers and supervisors
7. We arranged personnel survey for all
8. 360 reviews for managers and supervisors

Without the KA4HR project, we would not have focused so much on HR issues.

4. Future actions for 2022

1. Hire HR Manager to Tasowheel Group
2. Purchasing an HR management software
   - Employment Relationship Management
   - Holiday management
   - Time management
   - Education plan management
   - Ect.

Place/Date:................................. Signature:...