



YOUNG PROFESSIONALS STARTING INNOVATION

Innovation challenges for companies & professionals

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Application of “innovation”

- **Work organisation:** considered as more important - among means to achieve ‘good performance’- than:
 - New technology: Technology alone is not sufficient in order to remain ‘competitive’.
 - Personnel policy (performance, career, recruitment, availability).
- Radical changes or ‘fully new’ work organisations are recent: **need for knowledge or consultation** on these issues among P&MS



Willing to innovate?

- A question of **necessity**, because of changing environmental constraints: a strategy for **survival**:
 - Increasingly diverse and high customer demands.
 - Labour shortage: difficult to attract people and keep them (motivated people with good abilities).
 - Demographic challenges – ageing population:
 - problems of knowledge transfer
 - decreasing adaptability to new tasks & risk
 - Inter-cultural issues: diversity management
- Create **new job opportunities** – entrepreneurship.



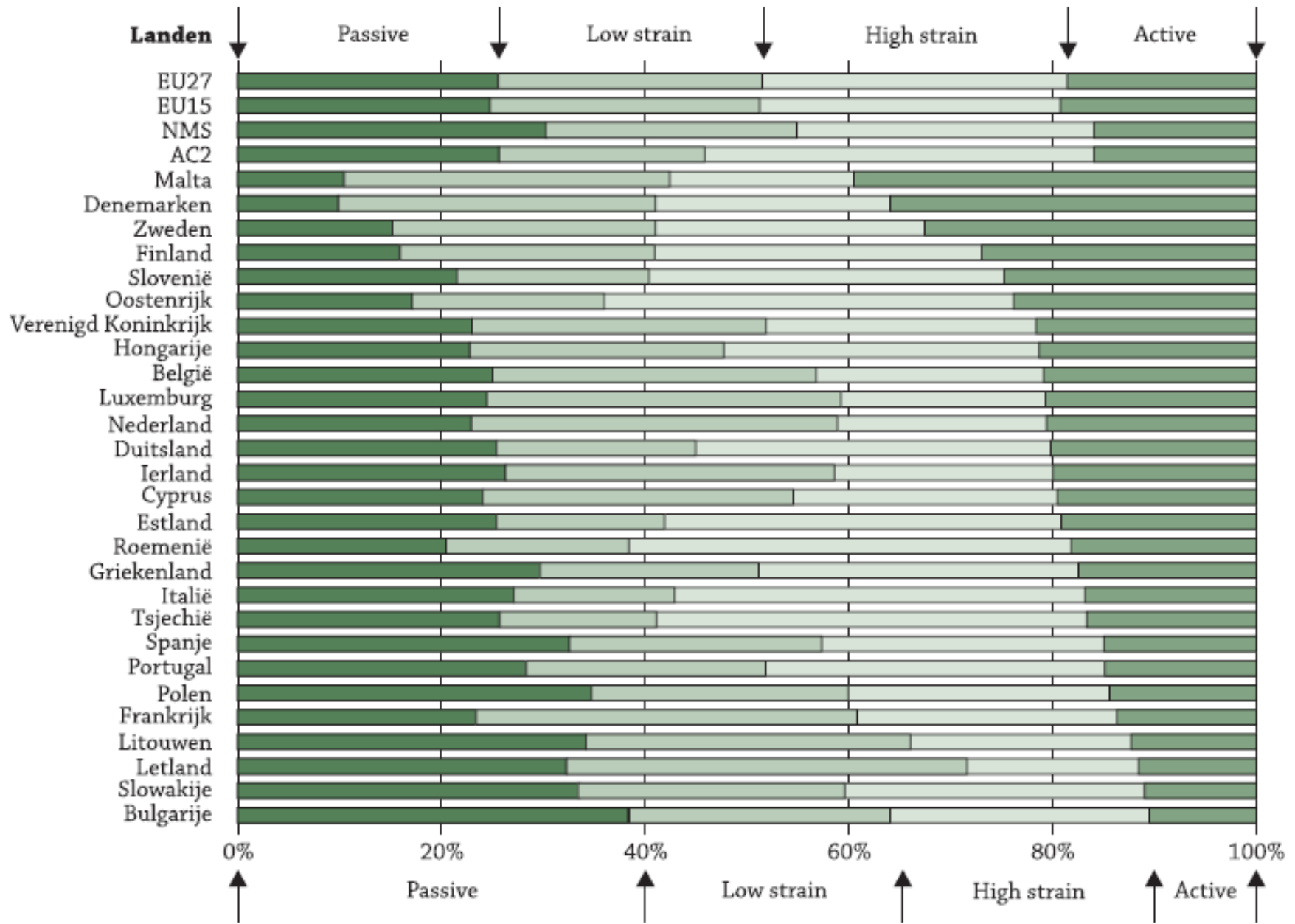
Willing to innovate

- Innovation will be needed on the level of:
 - **HRM**
 - **Reorganisation - renewal of the processes**
 - **Corporate culture:**
 - **the 'mindset'** of employees & P&MS has to change
 - **'learning' organisation**
 - **Legal framework** (European quality norms, legal obligations)



A redesign in jobs = more 'active' jobs as result of organisational innovation

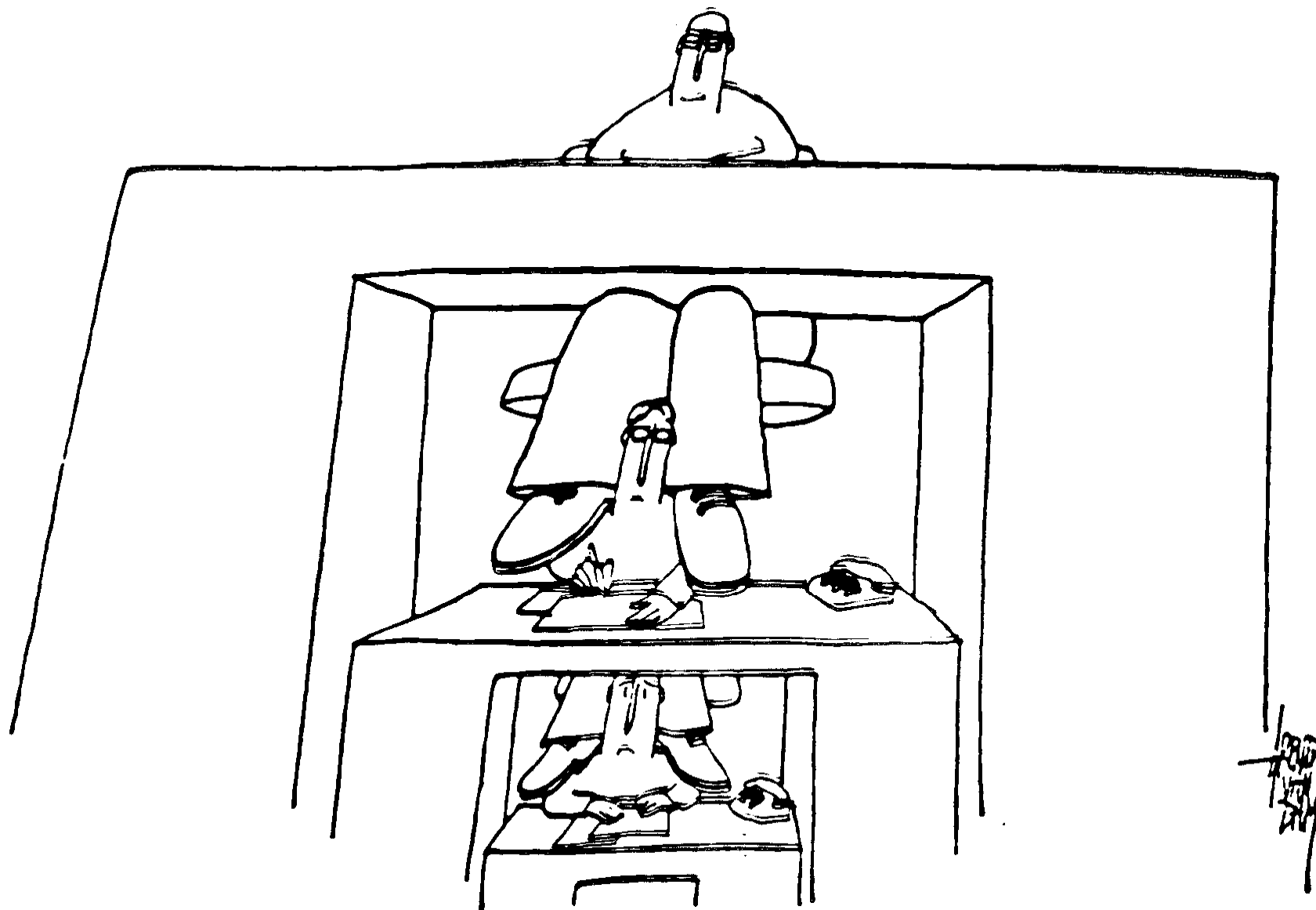
- Complete jobs: *productive, preparative & supportive*
- Diversified tasks: *complexity, on the long & short term perspective*
- Autonomy: *ability to solve job demands – 'regulation capacity'*
- Organising tasks: *take decisions & solve problems*
- Information: *receive info on the results & the entire organisation.*
- This change must be carried out by people themselves in *a **participative** way = their issue = **learning process***



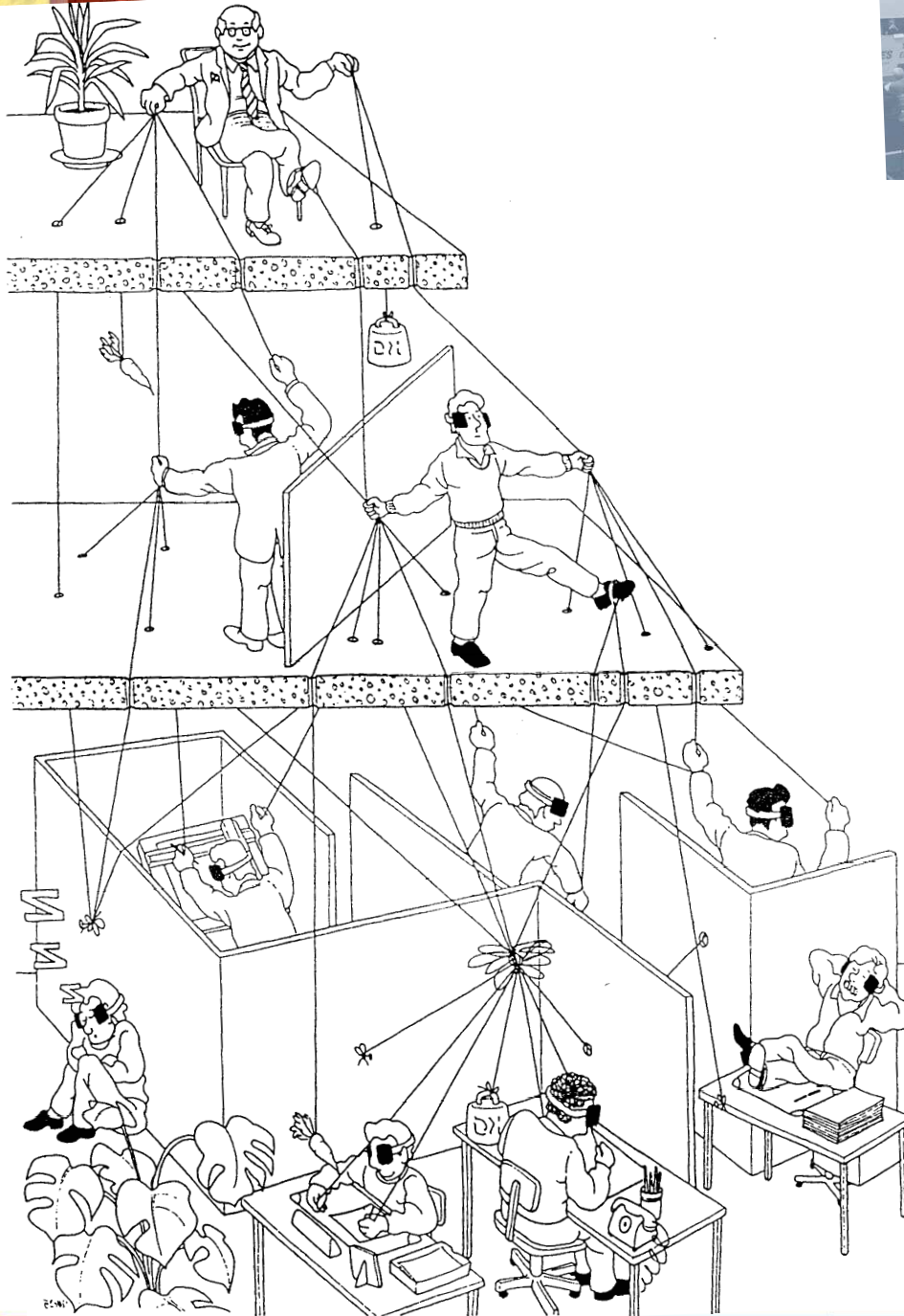


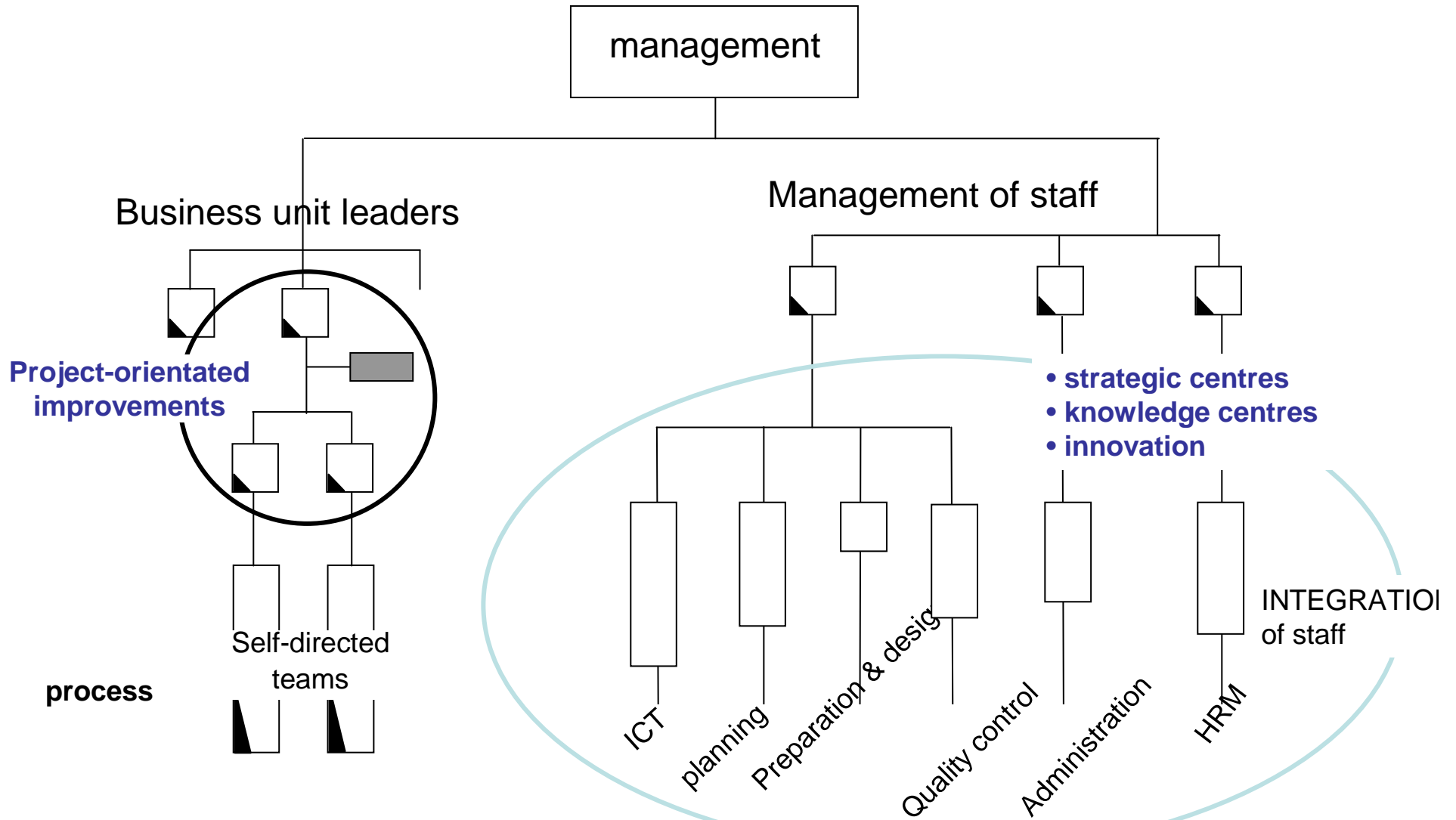
Innovation = go beyond 'redesign'

- Creation of **self-directed work teams**: groups of professionals share the responsibility for a whole task
= increase the resource to deal with the job demands...
 - Plan & regulate
 - Monitor the progress of the task
 - Solve day-to-day problems
 - Improve the process
- Involve redesign of **the primary process** towards flow production: *from input to output, customer orientated*



As we always organised ...



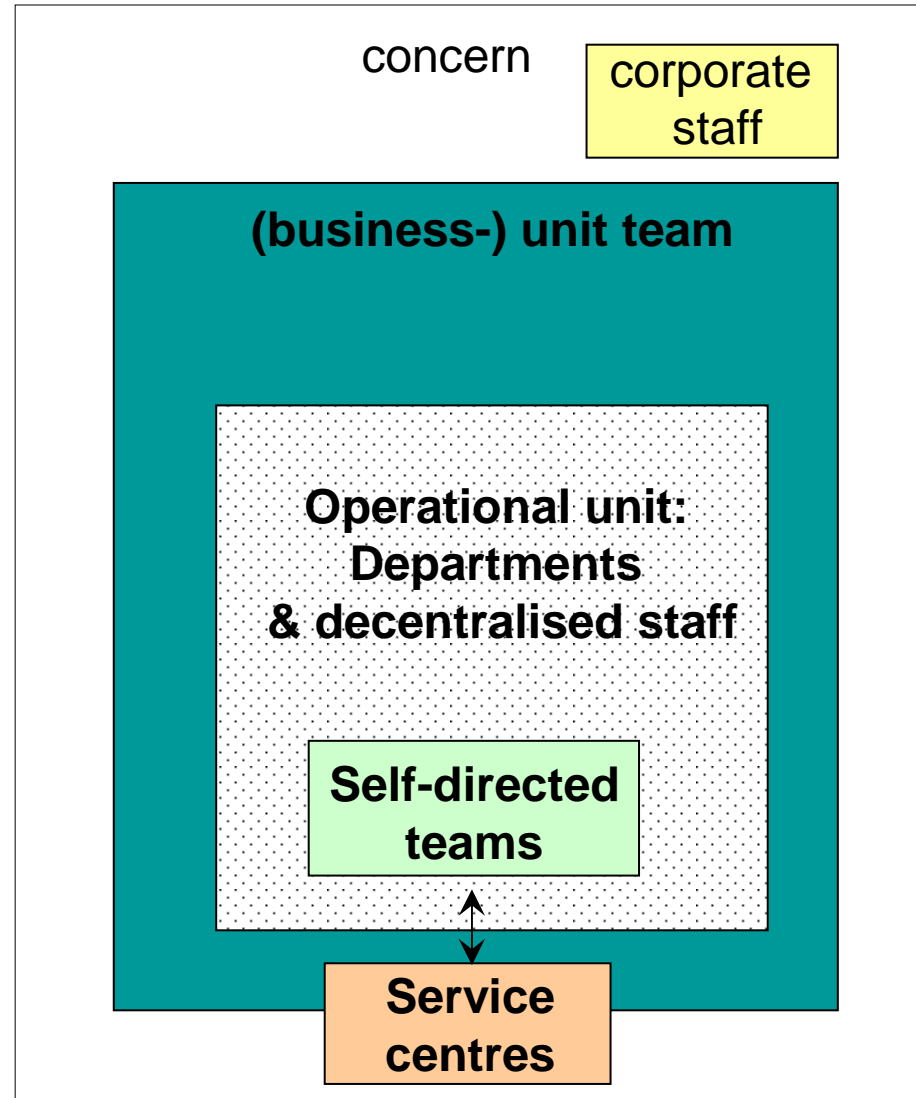




New 'innovative' approach ...

- Each organisational **unit or 'flow'** can concentrate on the relevant group of customers, products, services.
 - Lead times can be reduced
 - The various flows can take their own market rhythm
 - Direct contact with customers: entrepreneurship.
- The **primary process** becomes more important.
- The **management' role**: far more creating, promoting, monitoring, horizontal harmonisation & decision-making

Innovative organisation





Principles for an innovative organisation

- Reduction of organisational complexity by streamlining the primary process:
 - Grouping together activities in the customer order flow
 - Form organisational units
- Increasing local regulation capacity via self-management
- Integrated management by decentralised, co-operative 'enterprises'.
- Horizontal co-ordination & decision-making



Principles for an innovative organisation

- A self-managing team is the smallest organisational unit.
- Leadership roles fulfilled by various professionals
- Working units guided on the basis of jointly agreed performance standards
- A minimum of procedures, drawn up by the P&MS involved themselves.
- Information provision supports the self-regulation capacity.