

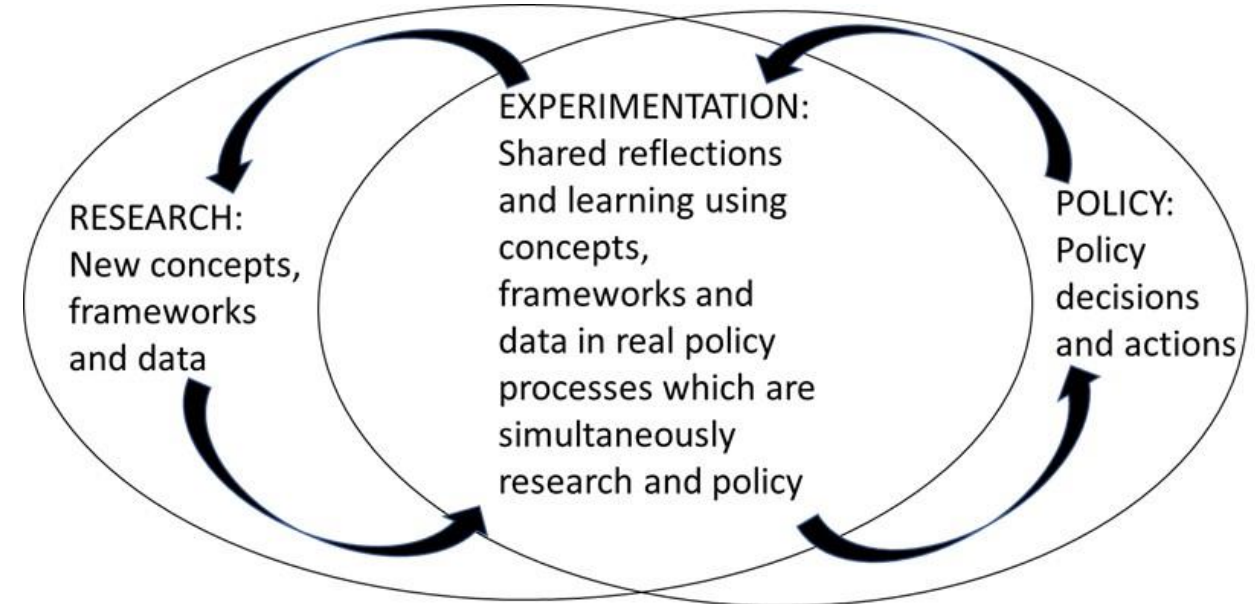
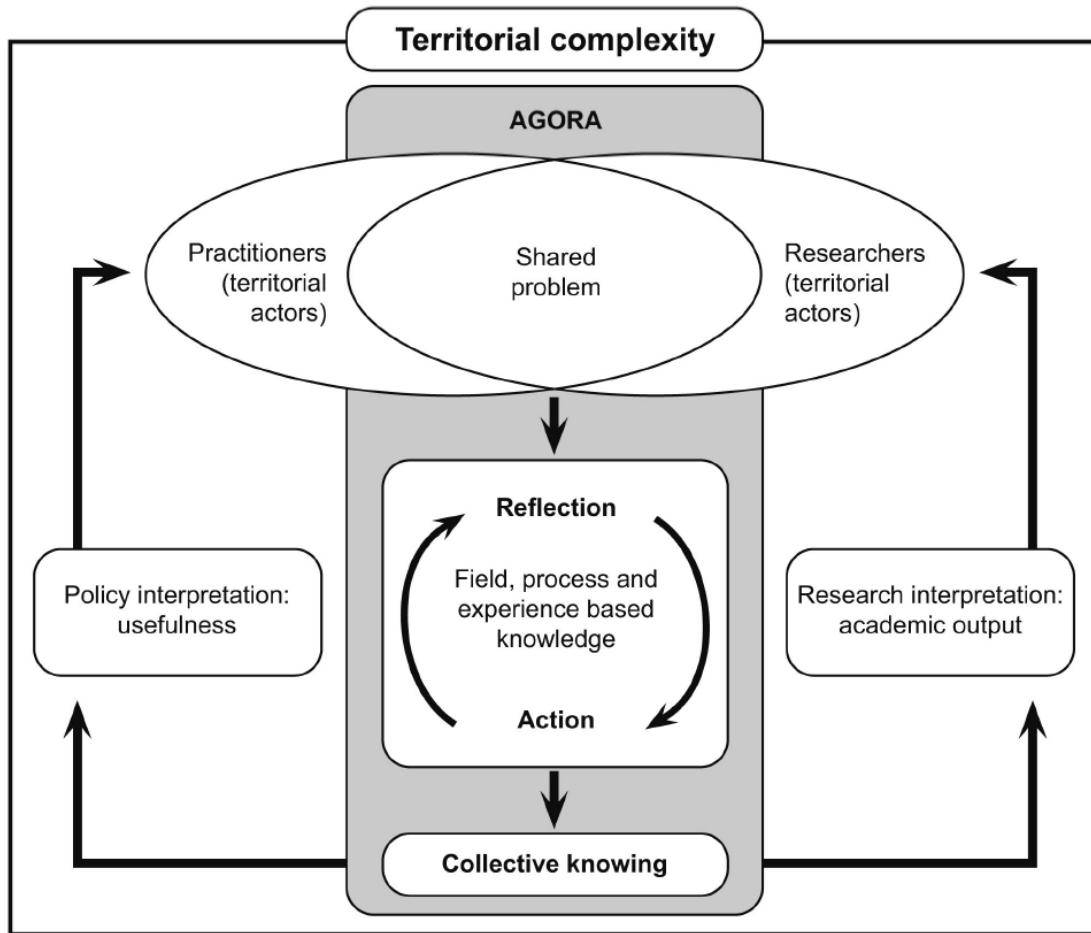


Action Research for Workplace Innovation:
Cogenerated Methodology/Method to Develop
the Meaning of Work in firms
Unai Elorza & Miren Larrea

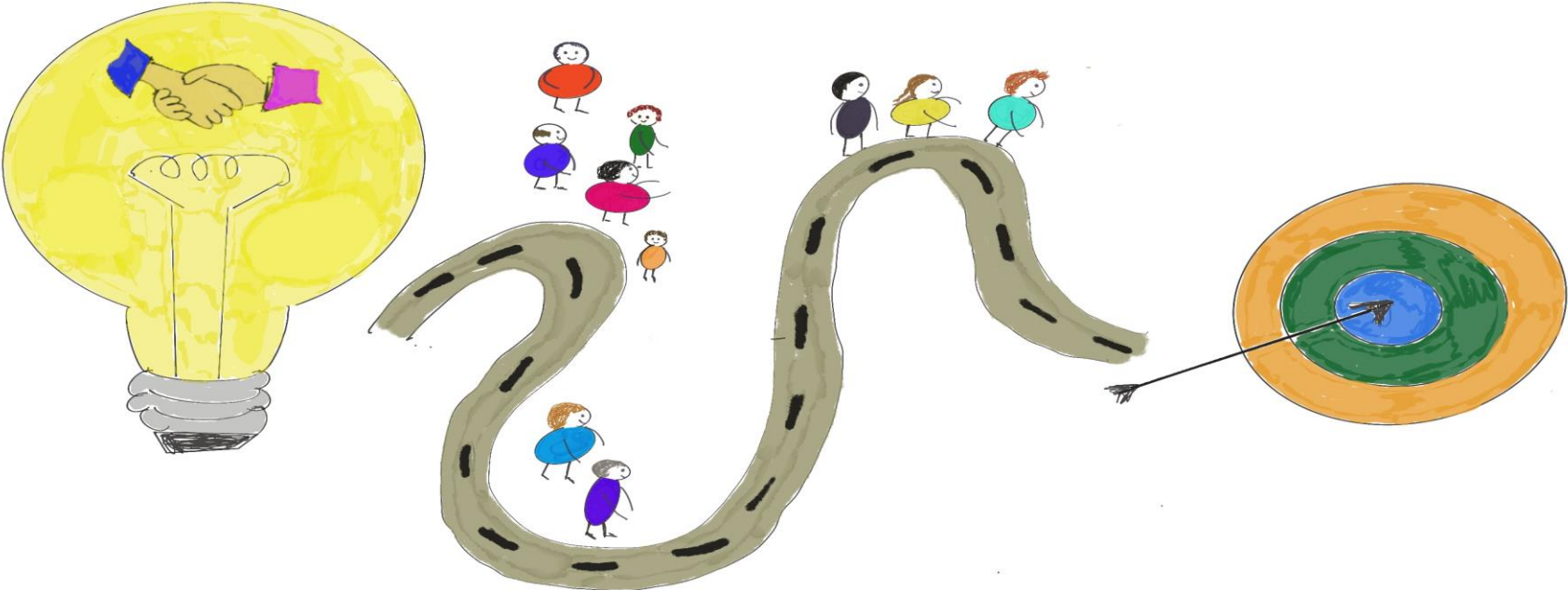
Research as a tool to help workplace development through policymaking

Core features of the process:

- A government that wanted to have an **anticipatory approach to policymaking**
- **Collaboration** between this government and two universities
- **Action research** as a working methodology
- Two levels of intervention
 - **Firms**, with the expertise and methodology of Mondragon University
 - **Territory** and collaborative governance, with the expertise of Orkestra



Action research to institutionalise a new policy



2020-2021
Etorkizuna
Eraikiz Think
Tank

2022
Experimental
projects with 6
firms

2023
Facilitated
processes
in 39 firms

2024
Facilitated
processes in
over 40 firms

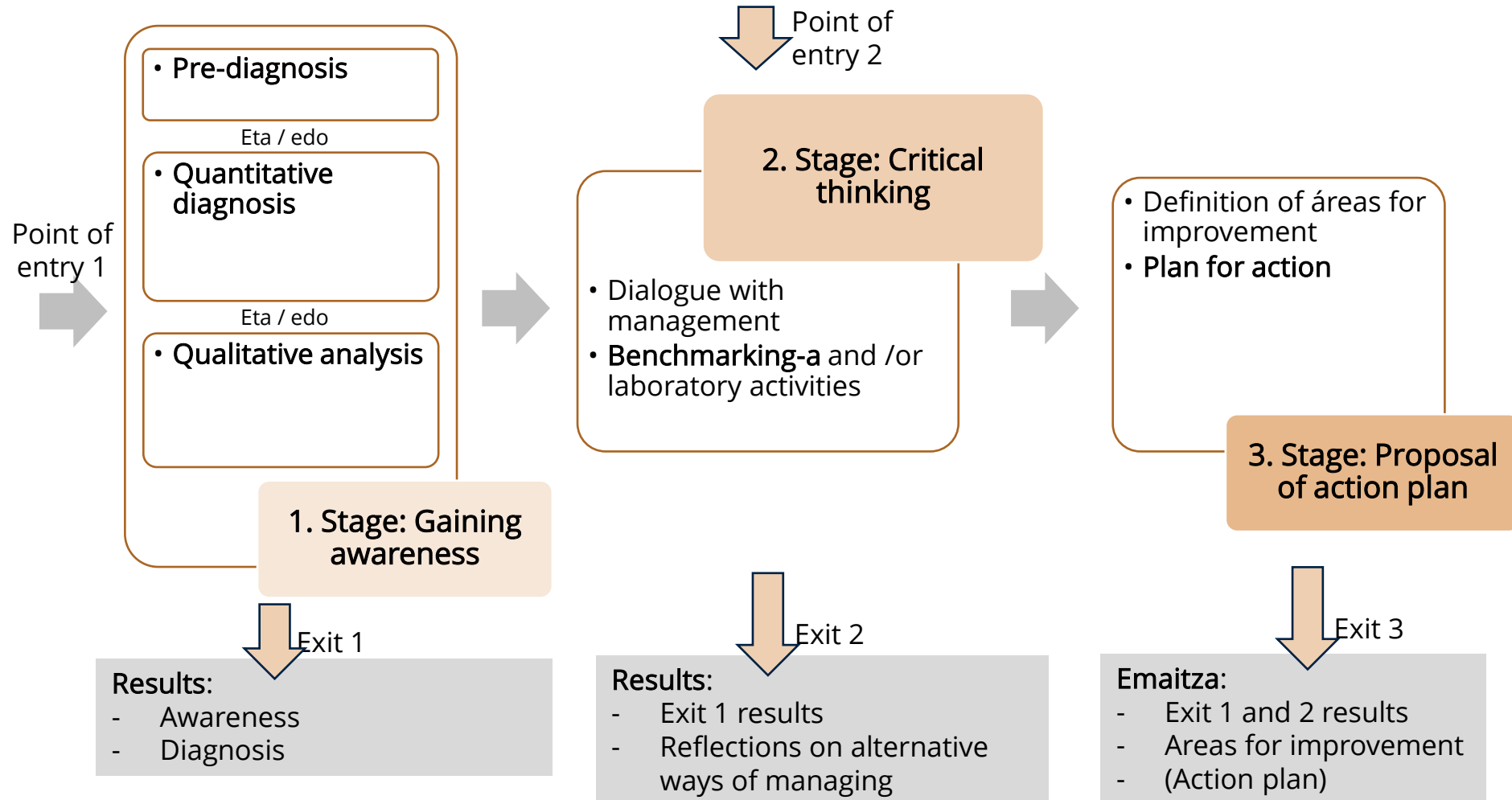
2025 institutionalization of the policy
framework

Deliberation in
the think tank

AR
workshops

AR
workshops

The methodology



A company example

Industrial company. A section of about 12 people.

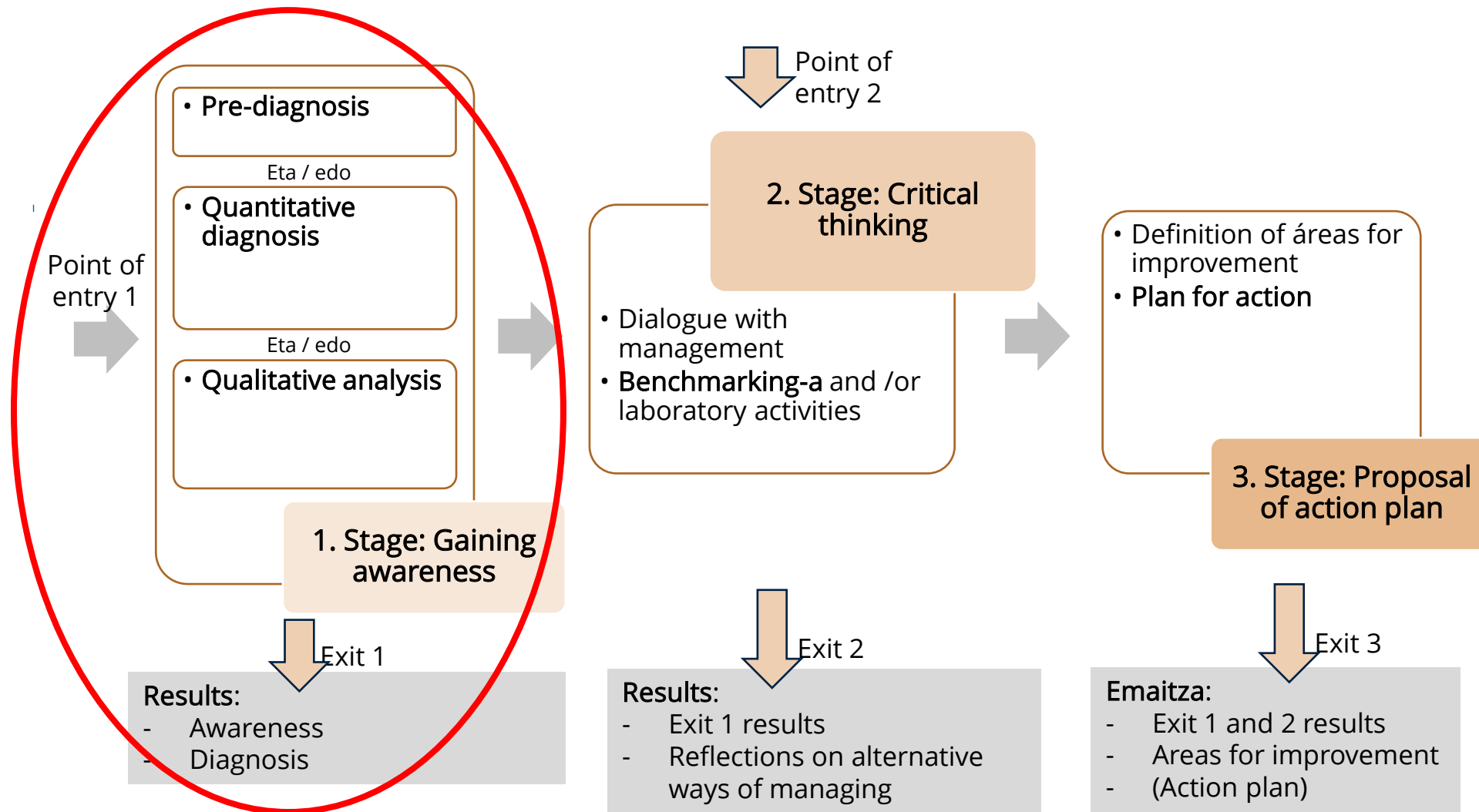
Machining operations: rough machining, internal machining, external machining and finishing.

Previous work (historically):

- Versatility on operations worked.
- Each person is responsible for a machine / operation; for its productivity.
- Weekly meetings: to review indicators, customer status, etc.
- Good working atmosphere among workers. Traditional manager coordinating activities.

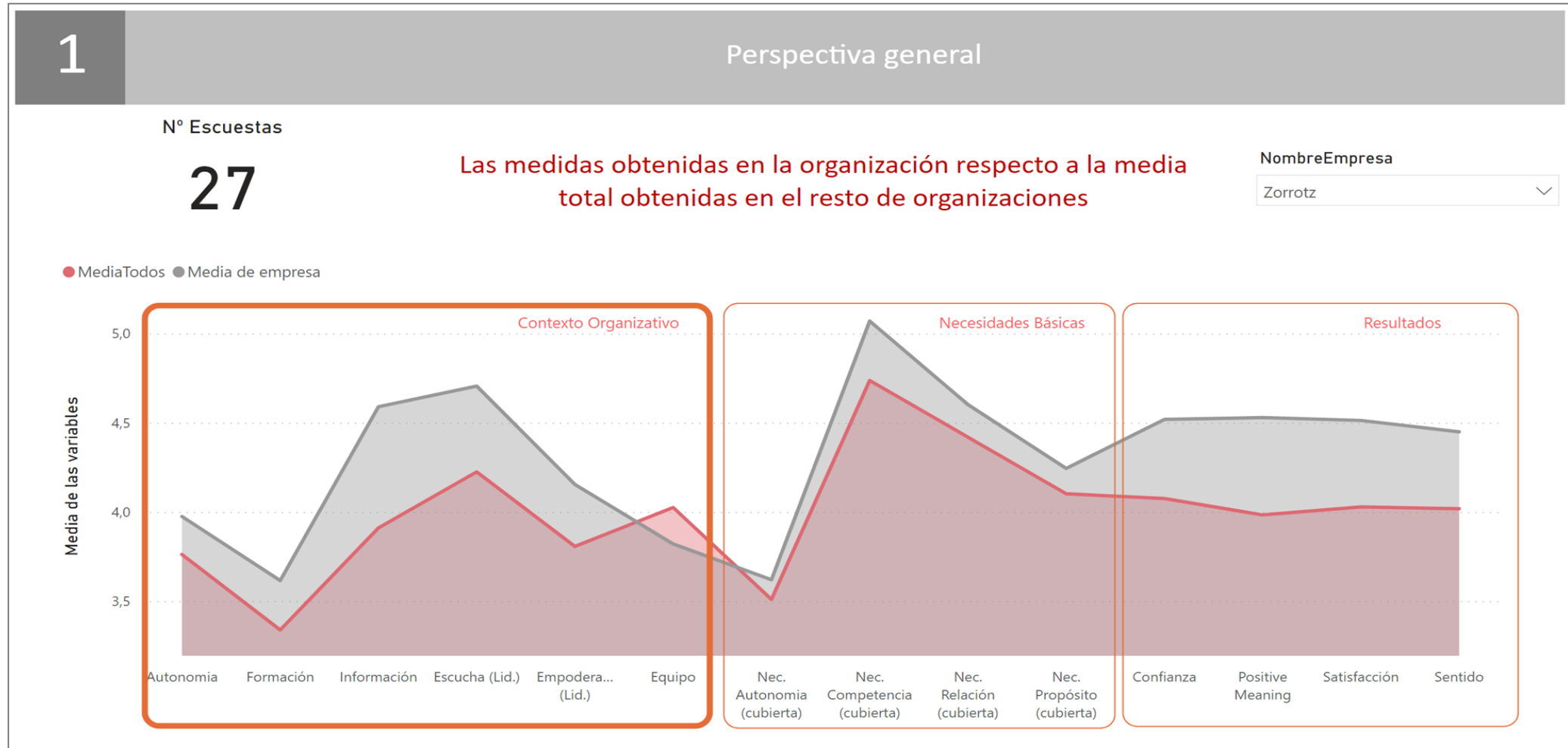


A company example



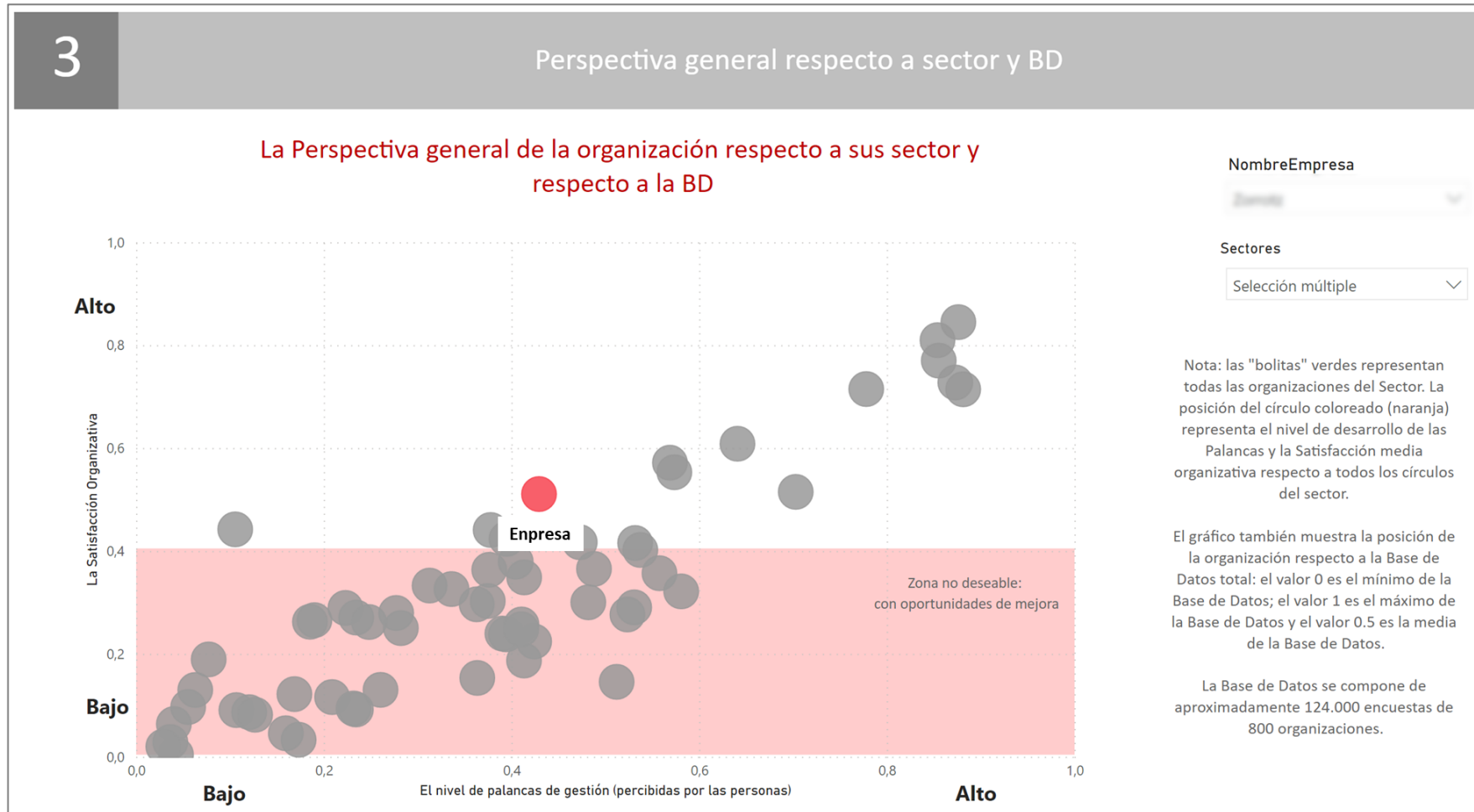
A company example: Phase 1 (diagnosis)

Diagnosis: The results obtained were generally satisfactory. Grey (company) over red (average of other companies from the same sector).



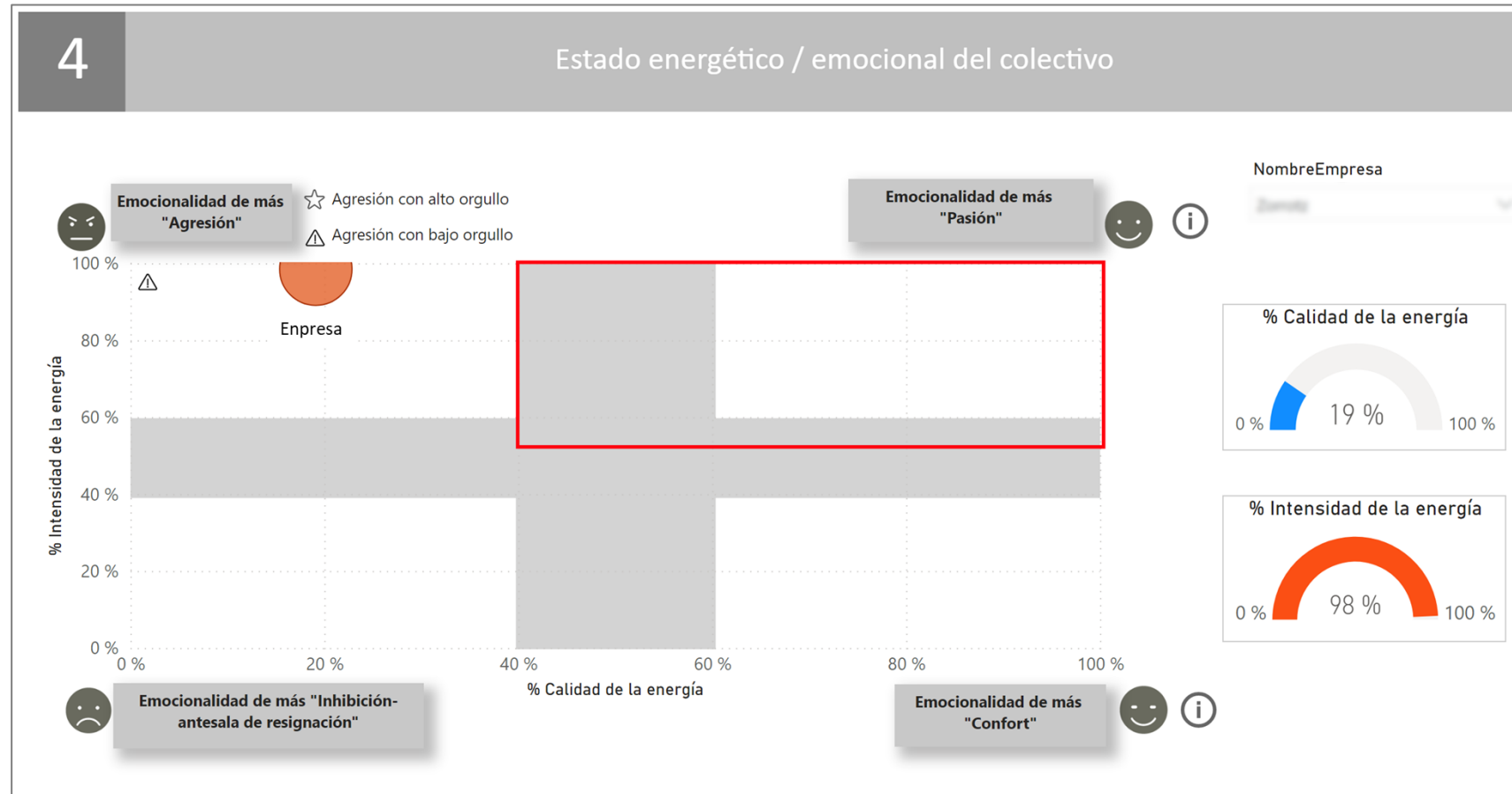
A company example: Phase 1 (diagnosis)

Diagnosis: Good general situation with respect to other companies.



A company example: Phase 1 (diagnosis)

Diagnosis: Agression emotionality (stress, anxiety, etc.); typical emotionality in industry.



A company example: Objective

The company wanted to take another step forward in the autonomy and responsibility of the people.

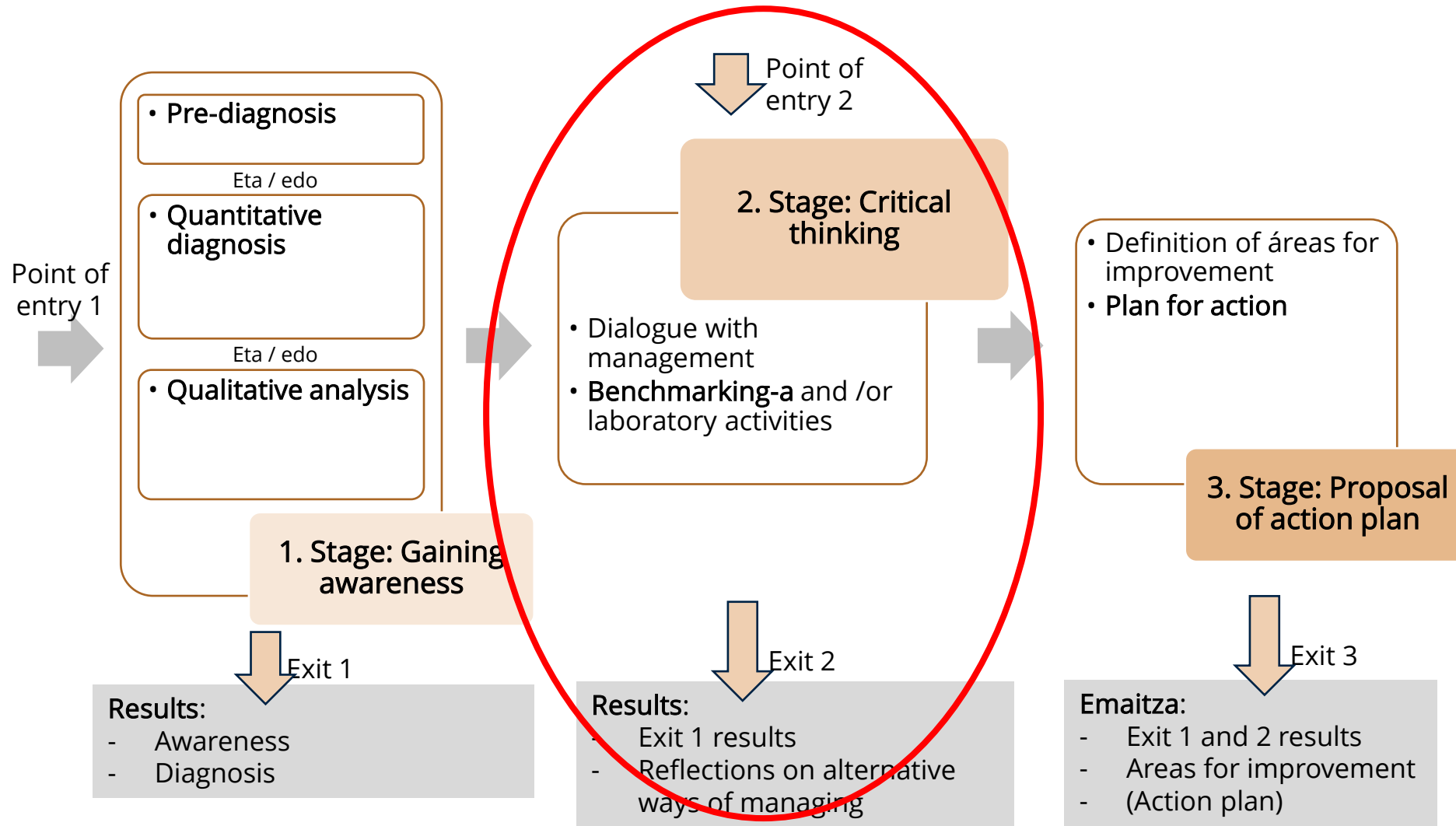
So, the goal was written like this:

Implement another “Operating System” based on higher autonomy and responsibility...

In order to gain in:

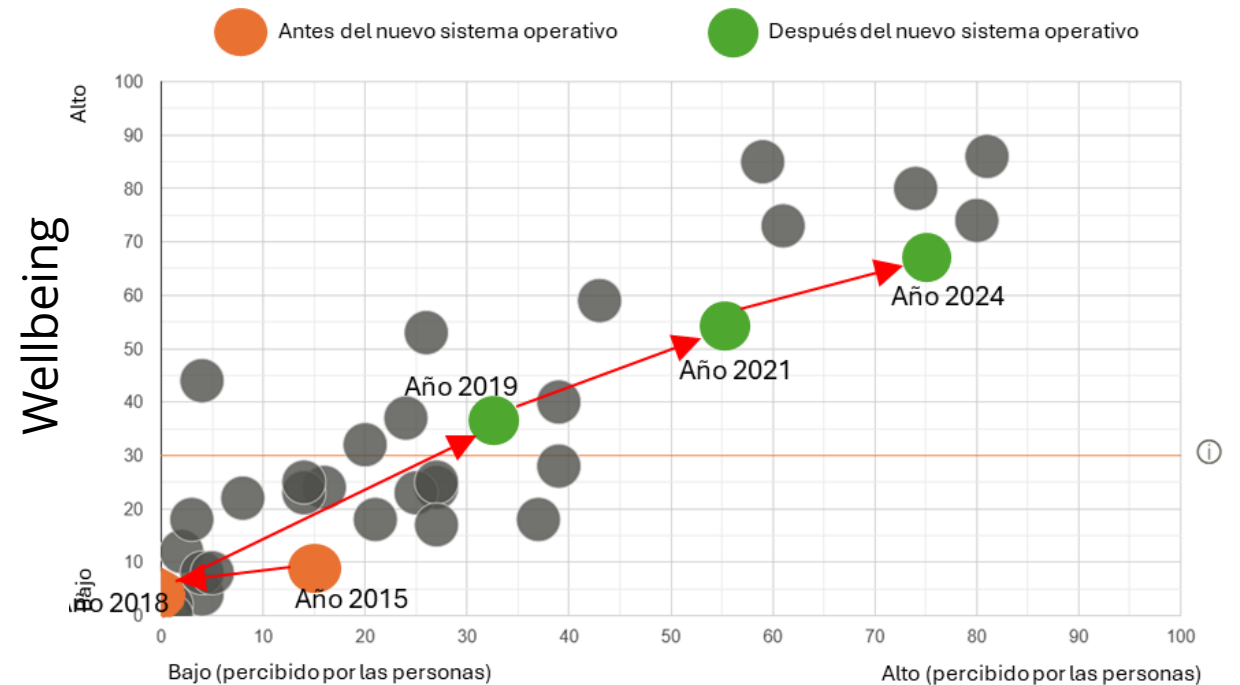
- 1) Wellbeing of people.
- 2) Flexibility and organizational performance.

A company example



A company example: Phase 2 (Critical Thinking)

Critical Thinking: Benchmarking other company with previous experience (and success) in developing a more autonomous “operating system”.



High Involvement Working System

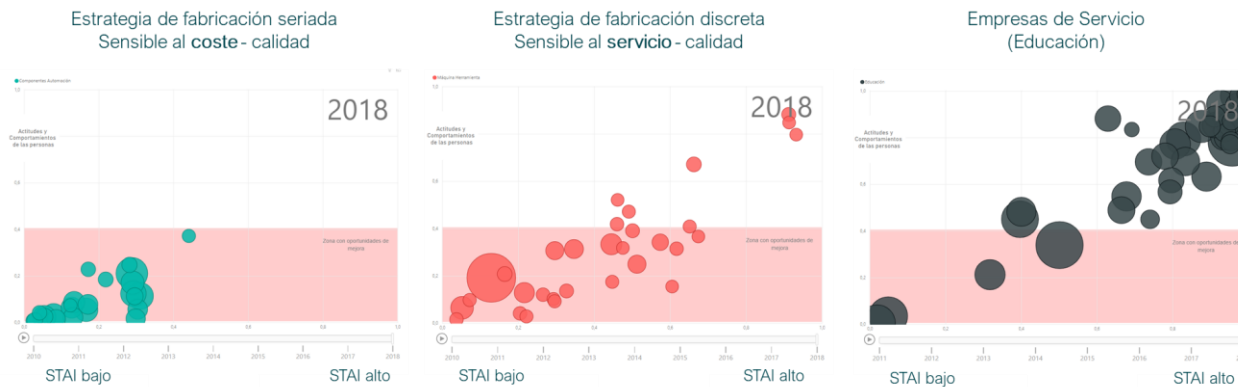
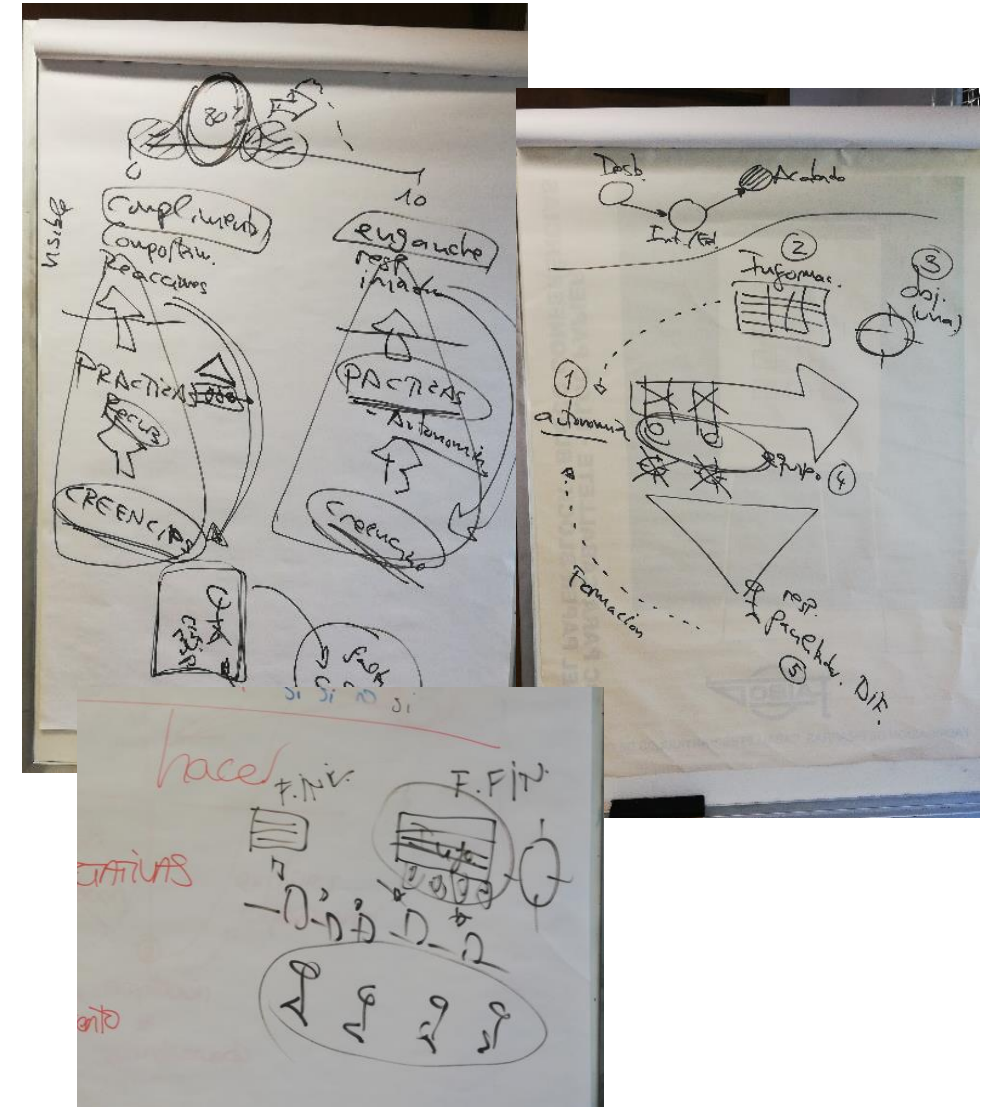
A company example: Phase 2 (Critical Thinking)

Three working sessions.

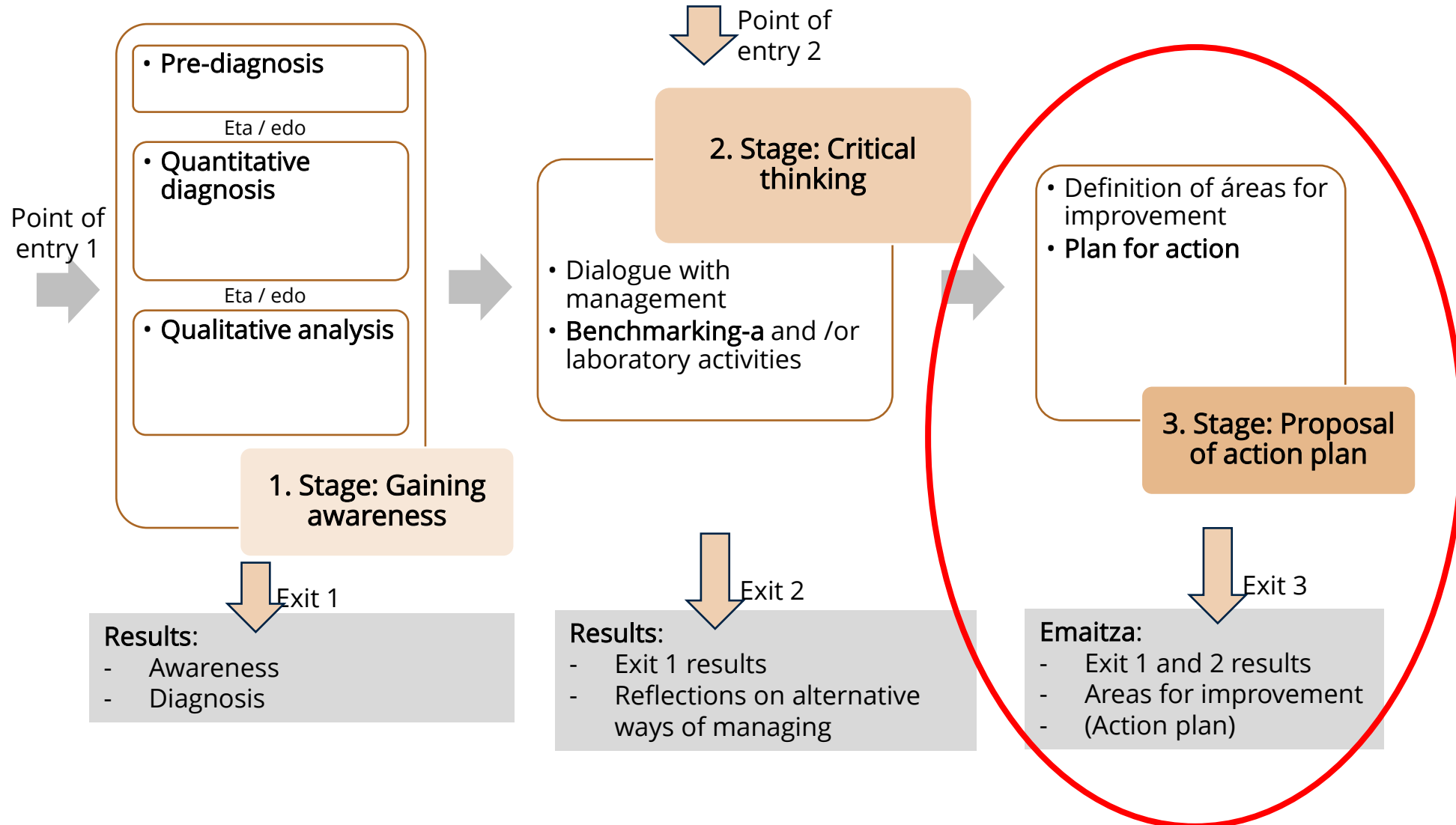
1st. Session: Organizational Culture.

2nd. session: DB evidences.

3rd. session: Work Systems / Operating Systems.

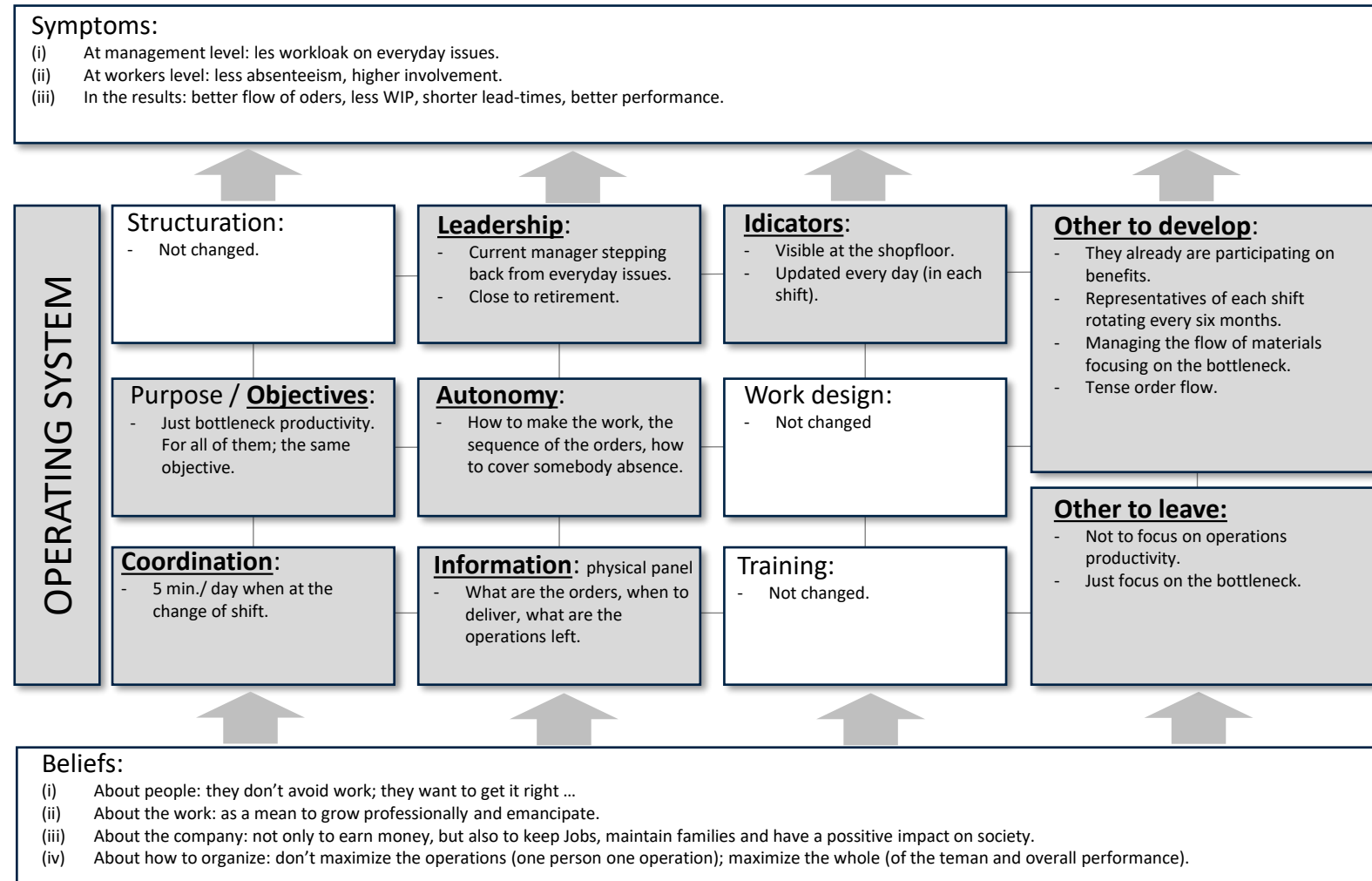


A company example



A company example: Phase 3 (Designing action plan)

The designed operating system for the section involved.



Thank You!

