

Future Work and Incentives for Change

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**Business and Mental Energy at Work
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Overview

Introduction

Futures

Incentives

Change

Conclusion

Futures

**globalisation
transformations in technology
changing forms of work organisation**

**partnership
social partnership
social dialogue**

**health in one company?
reorganising academia and government**

Incentives

**challenging conventional models of decision making
valuing knowledge and health
knowledge driven economy**

**knowledge management: people and practical knowledge
networks and development coalitions
participation and dialogue**

a new process model

Change

work organisation
occupational health
reflexive perspectives on change

qualitative consideration of working life
quantitative perspective of business

healthy work: healthy workers + healthy workplaces
medical and social paradigms
new exposures: psychosocial + physical + chemical
healthy sustainable employment: not just jobs

Conclusion

opportunities

cross-disciplinary approaches

HIV/ AIDS: poverty and health

EU Enlargement

Strategic Health Initiatives: Workplace Health Defence

New Dimensions in Promoting Health: HDA + IUHPE

ILO: Decent Work

WHO: Healthy Workplaces

ICOH: Equity

**New Business Model:
Productivity by Increasing
the Wellbeing of
the Individual at Work**

**Einar Stokke, World Strategic Partners
Richard Ennals, Kingston Business School
John Cooper, Unilever**

Healthy work as culturally situated

**Richard Ennals
Kingston Business School**

**The EU and indicators of quality in work
Work Life and EU Enlargement
ICOH and SADC**

**partnership and dialogue
networks and development coalitions
learning from differences**

ICOH and SADC

ICOH

NGO, founded 1906, not a bank

**35 Scientific Committees, 3 international networks
occupational health education in developing countries**

SADC

14 nations in Southern Africa: South Africa leads on health

HIV / AIDS crisis: poverty and health

diploma course for occupational health nurses

integrated public health courses at Nelson Mandela School, Durban

IT, medical education and healthy work in Southern Africa

Work Life and EU Enlargement

**Practical Implementation Projects:
assisting the accession process**

**Labour Market:
Job Creation and Transitional Labour Markets**

**Work Environment:
Creation of Sustainable Healthy Workplaces**

Partnership for a New Organisation of Work

**healthy work
sustainable innovation
information society**

**partnership
research and practice
bridging gaps**

Work Life 2000: Quality in Work

from research
to practical policy implementation

Themes

Diversity in the Workforce

Labour Market

Work Organisation

Work Environment

The Changing World of Work

globalisation

changing technology

changing work organisation

new concepts

institutional structures

Knowledge Society

human resources as key assets
valuing human resources and intangibles
moral infrastructure

quantity, quality and investment
benefits of investments in training or health
costs of ignorance and bad health

Transnational Companies

**location for low cost, at expense of people
low wages, poor OHS**

**competitive advantage of regions
reliance on inward investment**

**new forms of employment contracts
precarious employment**

Challenges to Nation States

**national governments weaker than transnational corporations
few value chains involve only one country**

**national legislation and regulation do not control market
pressure for deregulation**

Human Rights

**individual and collective
trade union representation**

**discrimination
social clauses in trade agreements
access to information**

Small is Beautiful?

**SMEs main source of employment
90+% of workplaces**

policies based on large enterprises

new forms of work organisation needed

SMEs in networks and development coalitions

Work Environment and Occupational Health

medicine dominated by its own structures

pain cannot be quantified

limits of professional knowledge

doctors learn from nurses

knowledge-based democratic dialogue on healthy work

Framework Directives

implementation of Directives

France, Italy and Germany: occupational physicians dominate

UK, Ireland and Denmark: other professionals

Scandinavia: occupational health as distinct field

UK: National Health Service

Learning from Differences

**competing national and professional cultures
diversity in diverse forms**

**complex histories and implications
medical and social models of research and explanation**

Improving OHS

**medical scientific research
technology transfer**

**delivery of services via intermediaries
package tailored to local conditions**

Occupational Health Education

**complex, changing, tailored
not just advanced science**

**making sense of dynamic contexts
participation by non-professionals**

**engagement of workforce and social partners
working with health and education professionals**

Organisational Learning

**Knowledge management = looking after people
specialisation and commodification**

**explicit and tacit, individual and collective
OH knowledge: experience of practice
"knowing what to do"**

not "delivered" via the Internet, spread by human contact

Process

technologies and teaching methods

dialogue workshop model

production organisations + development organisations

training + organisational development

knowledge-based social dialogue

electronic communication after physical meetings

New Agenda

"business": hierarchy

"working life": network relationships

knowledge-driven society

health value chain

protecting individual, family and community

human rights

Partnership

Partner

Social partners

Social dialogue

Competitiveness

Low road

High road

No road

Built to last

Wired world

Work Life and EU Enlargement

Work Life 2000: Quality in Work

Swedish National Labour Market Board

Workshops

Practical Implementation Projects

Comprehensive Network Programmes

SMEs

individual and organisation: relationships

**changing work organisation
within and between enterprises**

health and safety as a labour market issue

**social partnership
dialogue at local, regional and national levels**

enterprise, belief, skills, people, trust

Take your partners

Boxing

Dancing

Country dancing

Networking

Linking parallel processes

Social dialogue

Maastricht

European Employment Strategy

Amsterdam and Luxembourg

Soft law

Social benchmarking

Indicators of quality in work

Structures for working life

Market forces

State regulation

Partnership

New levels, new challenges

Old assumptions

Single enterprises

Clusters, associations, networks

Regions

Social partners

New forms of work organisation

Partnership and social partnership in Europe

Collaboration and competition

Small is beautiful

Learning the language of the other

Partnership and risk

Competitiveness

Skill

Sharing meanings

Many cultures, common policy environment

Workplace health promotion

Summary

Despite scientific research, and evidence of costs of unhealthy work, enterprises and governments continue with unhealthy workplaces

It is not safe to rely on market forces, yet there is reluctance to impose regulations

New jobs need to be sustainable and healthy

Policy, practice and prevention, based on partnership

Good practice cases are important

There is no single new international business model

EU Presidency Themes

UK: Partnership: "Working Together for the Future"

Portugal: Lisbon and the future of work

France: Nice and the future of Europe

Sweden: "Work Life 2000: Quality in Work"

Belgium: "For a Better Quality of Work"



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