

Well-being through work



Finnish Institute of
Occupational Health



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Occupational Health**

**WELL-BEING PROMOTION COLLABORATION IN A BIG COMPANY –
DEVELOPING A NEW TOOL IN A BOUNDARY
CROSSING INTERVENTION**

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THE ZONE OF PROXIMAL DEVELOPMENT OF LABOR-SAFETY WORK AND ACCIDENT PREVENTION - A DRAFT MODEL



THE BREATH OF THE CONTEXTUALISATION OF SAFETY PROBLEMS

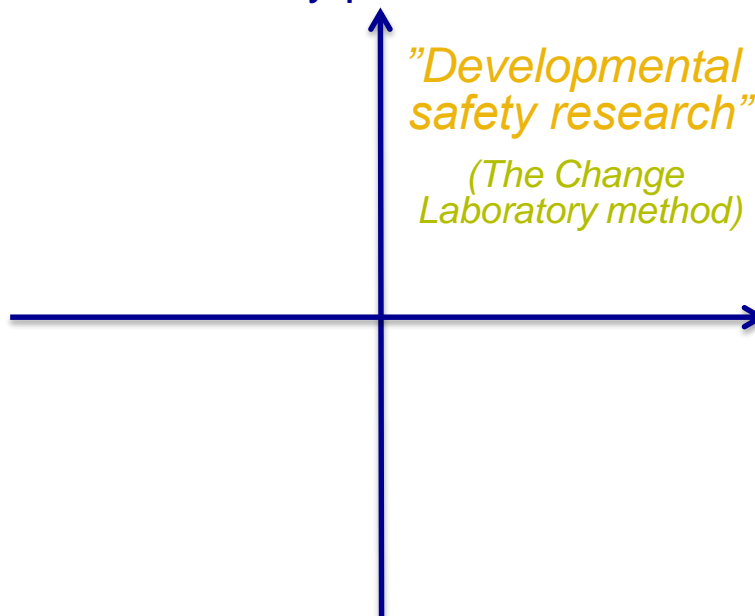
Analysing and mastering system-level causes of safety problems

"Developmental safety research"
(The Change Laboratory method)

LEVEL OF COLLABORATION IN LABOUR SAFETY WORK

Individual responsibility of safety

Collaboration and shared agency in safety work



Solving separate safety problems

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The need for collaboration in developing well-being in work

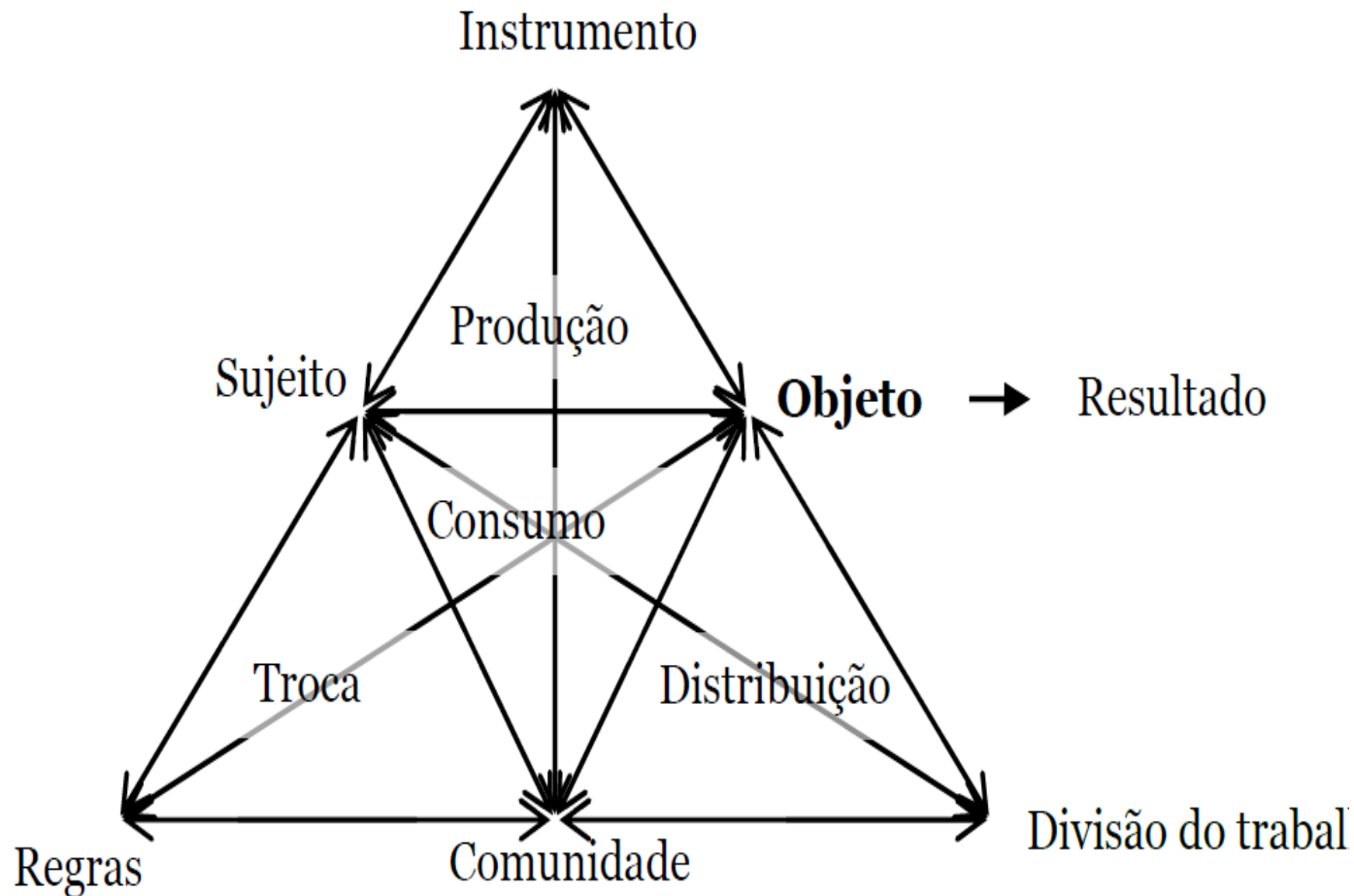


- Activity of promoting workers' well-being is tightly connected to an organization's productivity
 - Increasing importance in strategic management
 - More comprehensive well-being promotion agendas are needed
- Promoting well-being at work includes:
 - Maintaining employees' work ability (Occupational Health , **OHS**)
 - Preventing work accidents (Work Safety, **WS**)
 - Developing professional skills and work practices (Human Resources, **HR**)
- How to enhance collaboration for better support of well-being?
 - Well-being is inherently broad and dynamic = fragmented, partially shared object between activity systems OHS, WS and HR functions)
 - It cannot be mastered by one function only – need for collaboration



SISTEMA DE ATIVIDADE

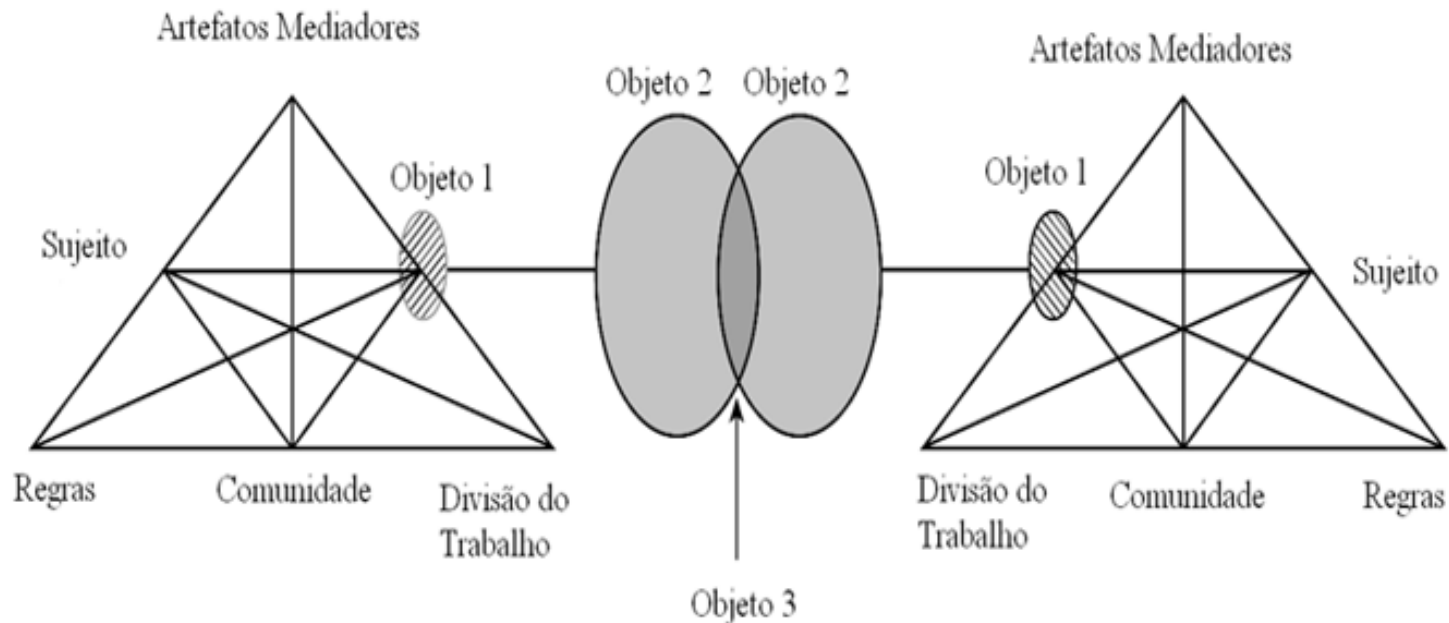
(Adaptado de Engeström, 1987).



Boundary Crossing Change Laboratory (Virkkunen & Newnham, 2013)



Dois ou mais sistemas de atividade com objeto compartilhado



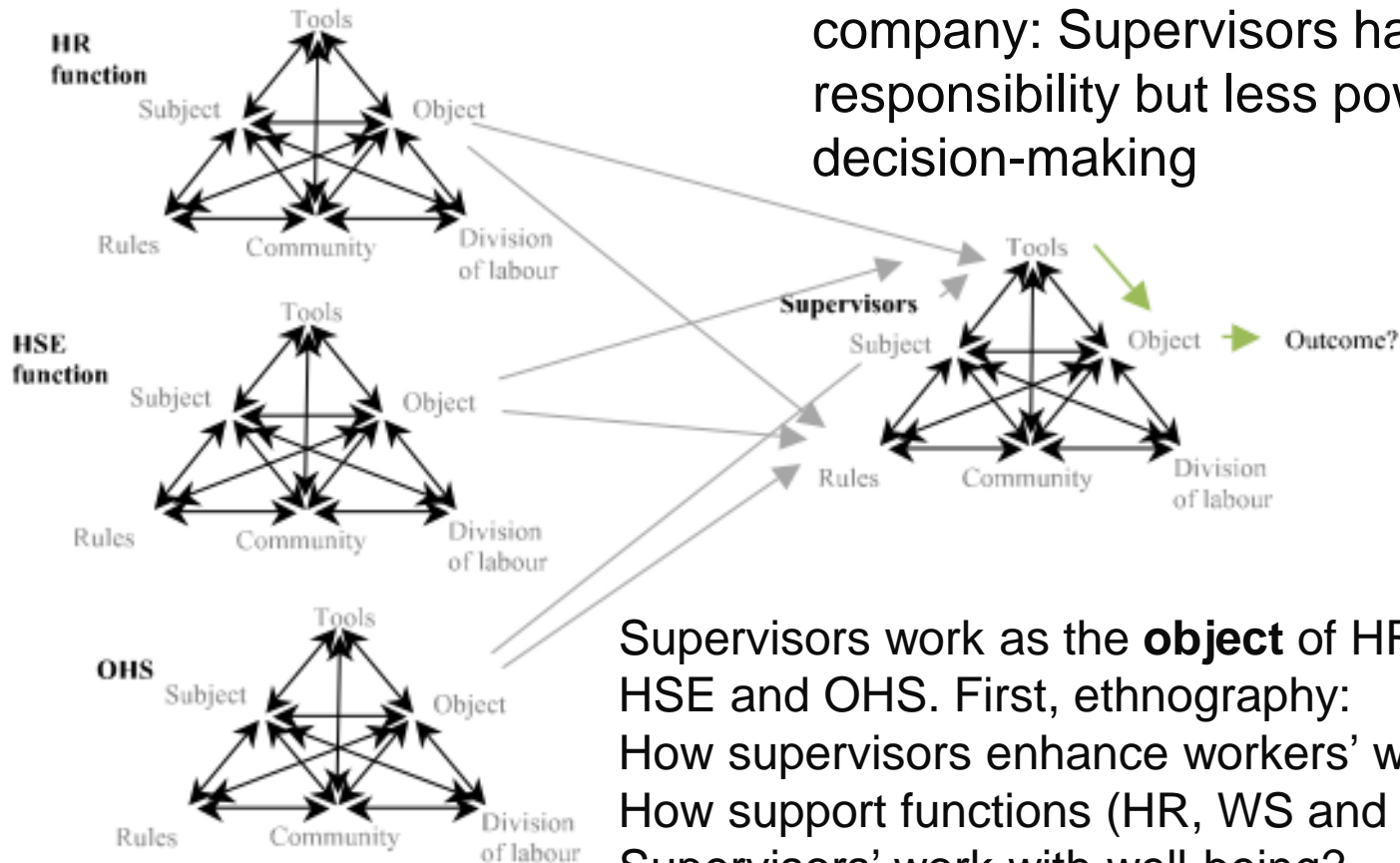
Boundary crossing is needed when interdependencies create disturbances that are not manageable within the prevailing conceptualizations of the objects.

- A **new, shared second stimulus need** to be created through negotiations



How to support supervisors' work for employee's well-being?

Factory's acquisition to a big global company: Supervisors have more responsibility but less power in decision-making



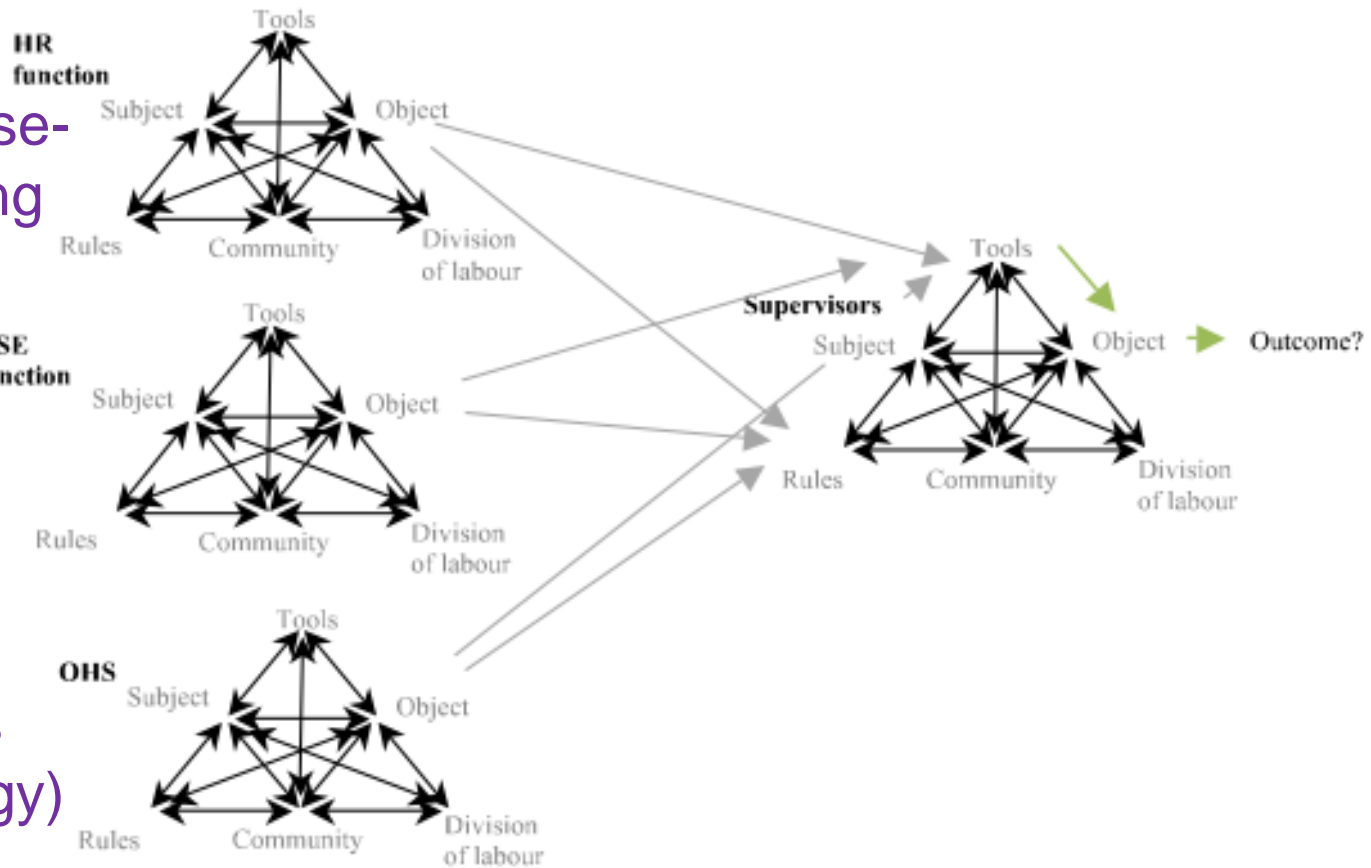
Supervisors work as the **object** of HR, HSE and OHS. First, ethnography: How supervisors enhance workers' well-being? How support functions (HR, WS and OHS) enhance Supervisors' work with well-being?

How to support supervisors' work for employee's well-being?

Formal course-based training

Safety work regulated by law

Load factors (epidemiology)



Phases of a Change Laboratory intervention (Virkkunen, 2015)



- 1 Negotiation about an intervention with an organization.
- 2 Preliminary data collection: "Ethnography of problems", mirror data.
- 3 Change Laboratory sessions of analysis and design (Three sessions).
- 4 A period of experimenting with the created new model and its implementation. No experiments but finding ideas for development.
- 5 Collection of follow-up data. Sessions of reflection on the process and outcome. An evaluation meeting of the Planning group.
- 6 Research analysis of the data produced in the intervention. (Ruotsala, 2014, Ruotsala, Launis & Teräs, forthcoming)

Phase 2: Ethnographic and interview data collection



Support function's tools for supervisors

Human Resources

Early Support
Development discussion
Surveys

Work Safety

Investigation of Accidents and dangers

Occup health

Workplace examination (+Risk analysis)



What does the supervisor need in his work?

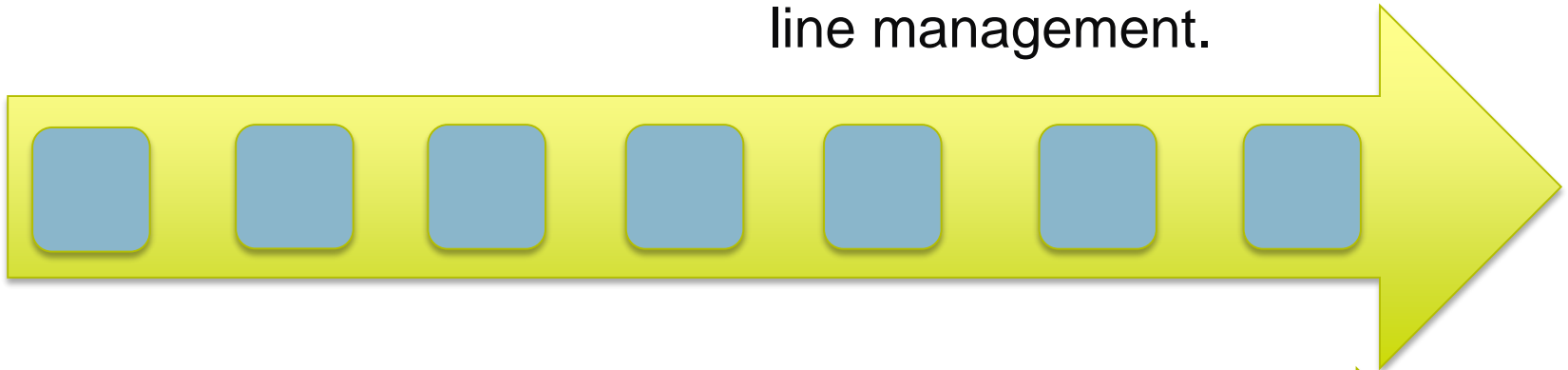
Openness, time, trust, presence, listening, motivation, decision power



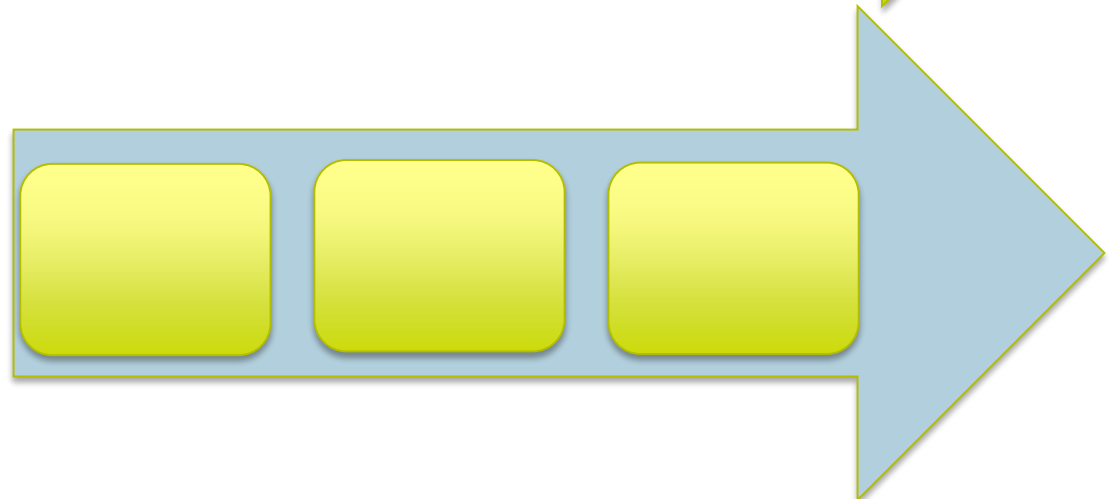
Planning meetings and intervention sessions



Planning meetings with 4-7 experts from support functions and line management.

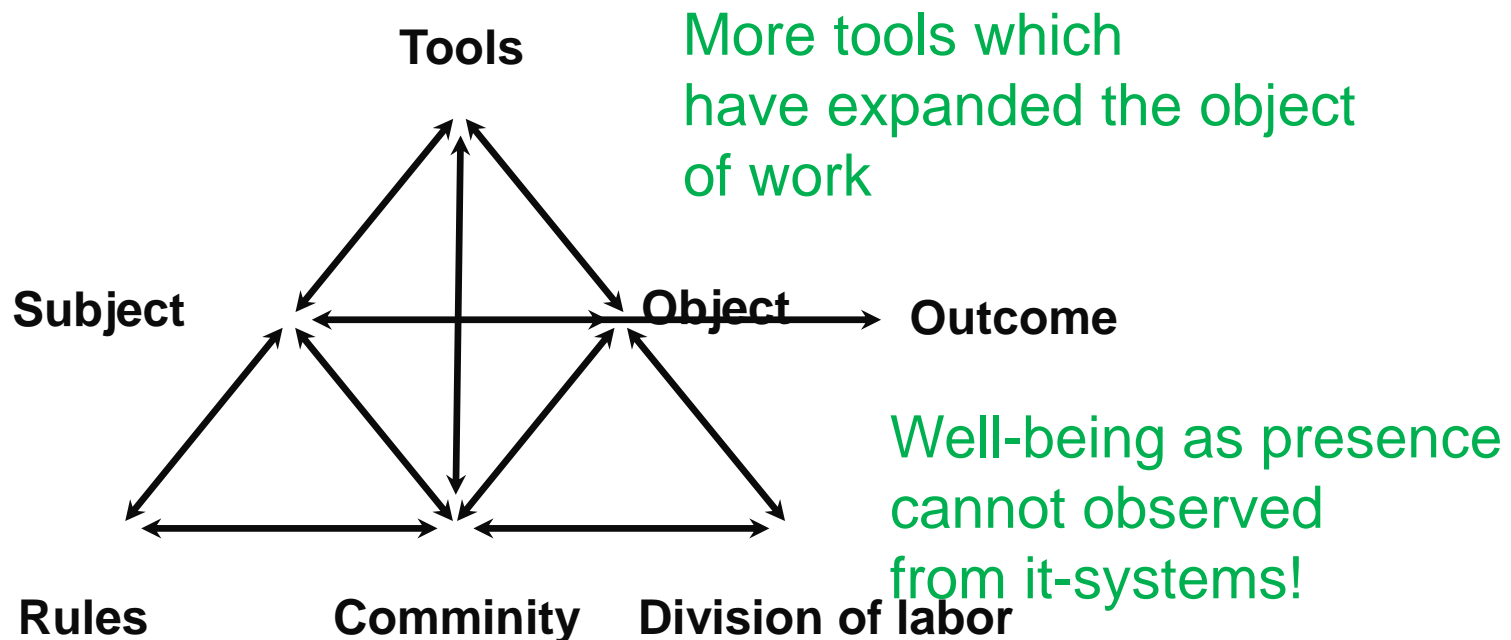


Present in 3 workshops:
Planning meeting group
and 6 supervisors.



First session: Supervisors' work before and now? (Ruotsala, Launis & Teräs, forthcoming)

- Mirror data from supervisors' interviews
- The activity system model as the second stimulus



Centralisation of HR-activities

Second session: How support functions are working with supervisors' challenges, and what kind of tools do they have?



- 'Homework' for the session': Describe your own work in the activity system model

Second session: Discussion on the tools/means of support functions



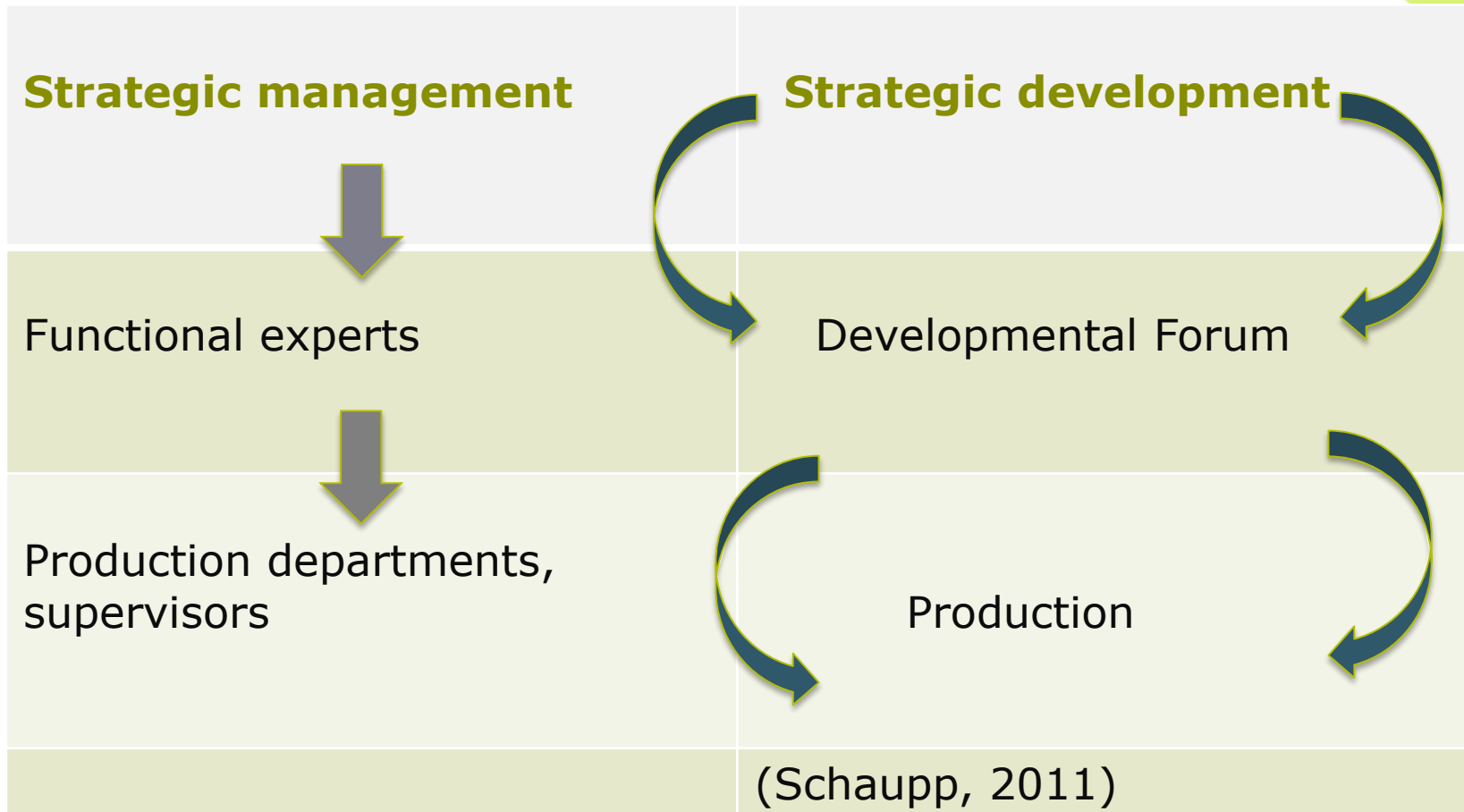
- Workplace examination
- Work ability negotiations (threepartite)
- Individual visits
- Supervisors' training
- Early prevention
- Well-being survey
- Supervisors' meetings
- Bonuses
- Safety walks



Third session: How changes in work are being modeled? How to develop work together?

- Production, supervisors' work and support functions all have their own changing **activity concepts** (Ruotsala, Launis & Teräs, forthcoming)
 - Activity concept means the logic of an organization with which it realizes its task and strategy. It includes the principle of Production, technological solutions, and division of labour as well as the ways of learning and developing (Launis & Pihlaja 2005)
- > Asynchronies between different activity concepts as sources of well-being disturbances (Launis & Pihlaja, 2007)

Developmental idea 1: supervisors' shift meeting (Ruotsala, Launis & Teräs, forthcoming)



Developmental idea 2: Supervisors' annual clock (Ruotsala, 2014)



- An annual clock is an organizational tool for planning, scheduling and managing recurring operations within a period of one year.
- HR (Human resources) told about their own functions' annual clock
- Questioning: annual clock should be broader and connected to business and supervisors' work

Taking the supervisors' perspective as turning point

- Work safety manager: **Well, I'll try looking at it from the supervisor's perspective.** Now, if I as a supervisor am told that there is a kind of annual clock, and if then there's an HR annual clock, and then a quality and occupational health annual clock. And then other annual clocks come from business and... And project-based annual clocks and others, so everybody introduces an annual clock that the supervisor should understand. It's hopeless. [...] The supervisor must be left blissfully unaware of the existence of the annual clock. Because this is a service organisation that serves the supervisors [--]. (Ruotsala, 2014)



Multiple functions of supervisors' annual clock



Supervisors' annual clock as:

- A second stimulus for expanding the object (Seppänen & Toiviainen, 2015)
- An **object** to be elaborated
- A **collaborative coordinating and planning tool** of support functions
- A **discussion tool** between support functions and supervisors
- A **tool for collaborative evaluation of well-being activities** with support functions and supervisors

(Ruotsala, 2014)

Final reflection

- Crossing boundaries between functions is not easy
- A longer intervention with more sessions would have needed
- Experiments are very important: how could they be possible even in short interventions?
- Still, this intervention was an experiment of a new kind of developmental forum where support functions evaluate their practices together with production supervisors
- Supervisors' annual clock was able to expand the object and qualitatively change the conception of the cross-functional collaboration by creating a new script.
- Boundary crossing is enhanced by collaborative creation of materialized artifacts.

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Thank You!