

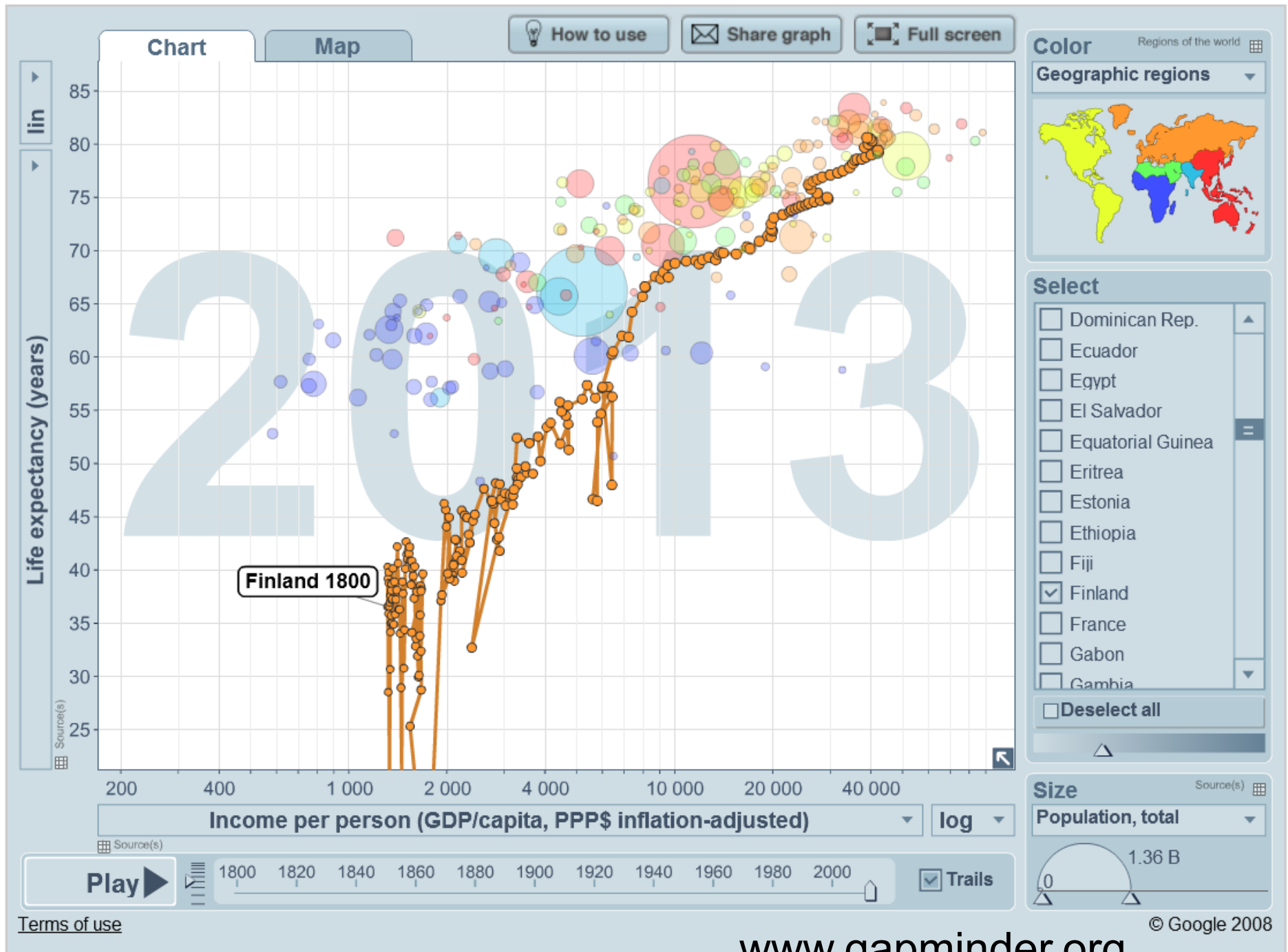


“Finnish working life - best in Europe in 2020”: impact evaluation of development projects

**Metanoia Conference “Traces of change efforts”
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Heli Talja, VTT**

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Finnish working life compared to other European countries (Alasoini 2011)

	Työelämän laatu parempaa Suomessa/vertailukohteessa			
	Suomi/EU 15	Suomi/Ruotsi	Suomi/Norja	Suomi/Tanska
Työn voimaperäisyys	1/3	2/2	2/2	1/3
Fyysiset tekijät	3/5	2/3	1/8	1/7
Kognitiiviset tekijät	2/2	2/3	1/3	1/4
Psykososiaaliset tekijät	3/-	2/1	1/1	-/2
Terveys ja hyvinvointi	-/2	1/-	1/2	-/1
Ammattitaito, koulutus ja uranäkymät	2/-	3/-	2/-	2/1
Työn organisointi	8/-	5/2	6/2	3/2
Sosiaaliset suhteet	5/-	4/1	-/5	4/1
Työn tuottama tarpeiden tyydytys	2/3	2/3	1/4	-/5
Työn ja muun elämän tasapaino ja taloudellinen turvallisuus	3/-	-/3	1/2	-/3
Väkivallan uhka, häirintä ja syrjintä	-/3	-/2	1/2	-/3
Yhteensä	29/18	23/20	17/31	12/32

<https://www.tem.fi/files/29370/alasoini.pdf>

<http://www.eurofound.europa.eu/ewco/surveys/ewcs2010/results.htm>

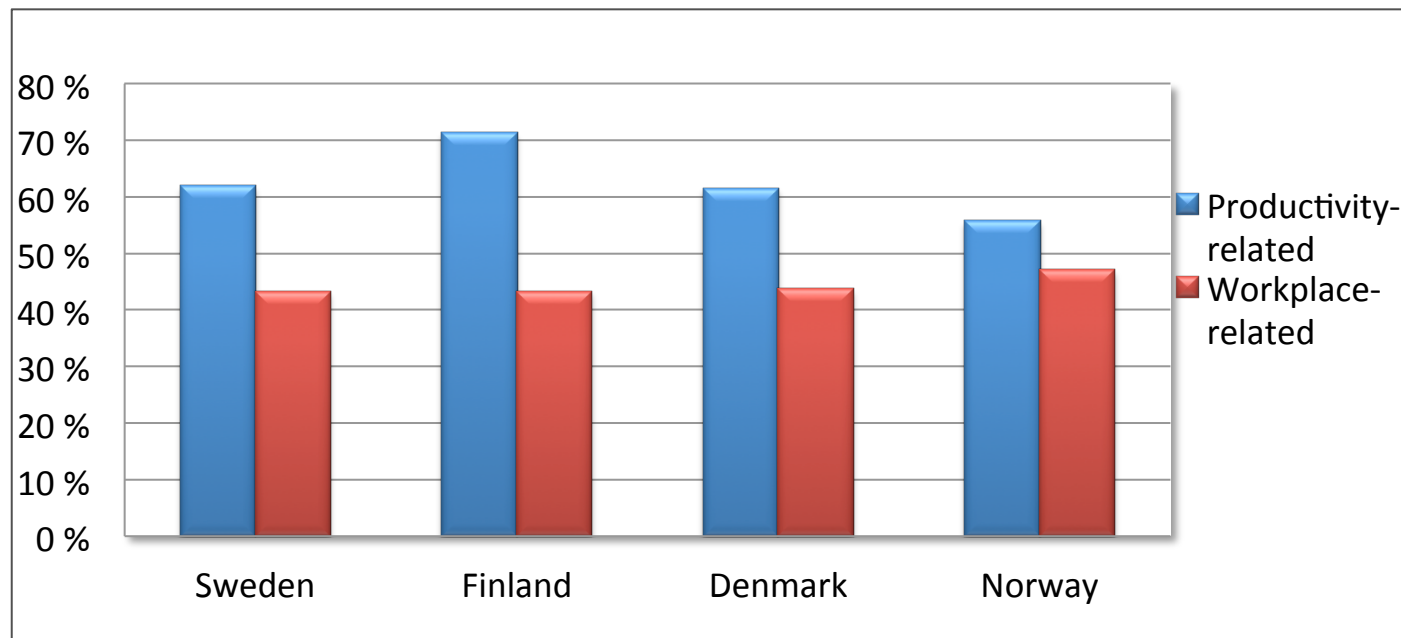
Finland second best country in the EU for quality of life

- Based on the data gathered in 2012, Eurostat ranked Finland as the second best country for quality of life European Union after Denmark.
- The top two are followed by Sweden, Luxembourg, Netherlands and Austria.
- 8 dimensions to measure statistically quality of life: life expectancy, material living conditions, health, education, leisure or social interactions, economic and physical safety, governance and basic rights as well as natural and living conditions
- Lower long term unemployment compared to its European peers, longer life expectancy than in EU on average, and lower number of people leaving school early than in EU on average..

www.eurostat.ec, March 2014

Relative weight of productivity & workplace related topics in management research literature different Nordic countries

- Research project “Good Nordic Management practices – State of the art”, funded by the Nordic Council of Ministers
- Looking for the relation of management practices, productivity and working life conditions



Tekes' Liideri programme Business, Productivity and Joy at Work (2012–18)

- Aim: Development of Business through Management and Organisational Renewal
- A central instrument of the national Working Life 2020 programme launched by Finland's previous government to make the Finnish working life the best in Europe in 2020
- Continuation for two previous programmes:
 - The Finnish Workplace Development Programme TYKE, which funded 688 projects between 1996 and 2002.
 - TYKES (2004–10) funded 1164 projects, covering 2265 enterprises and 3872 workplaces. 207,000 persons participated in the projects. c

Launched Liideri projects in 2014 (2012–14)

- **R&D&I projects: 79 (138)**
 - Enterprises: 64 (113)
 - Public sector: 12 (17)
 - 3rd sector + other: 3 (8)

- **Research project: 20 (28)**
 - New value creation: 8
 - People as source of business renewal : 10
 - MEADOW employer and employee survey: 2
 - New ways of working (2013): 8

Different levels of evaluation

- Legitimizing the profitability of conducted development projects
- Identifying the change dynamics, success stories and surprises
- Anticipating the future impacts of decisions/development actions
- Developmental; connecting the evaluation with development work

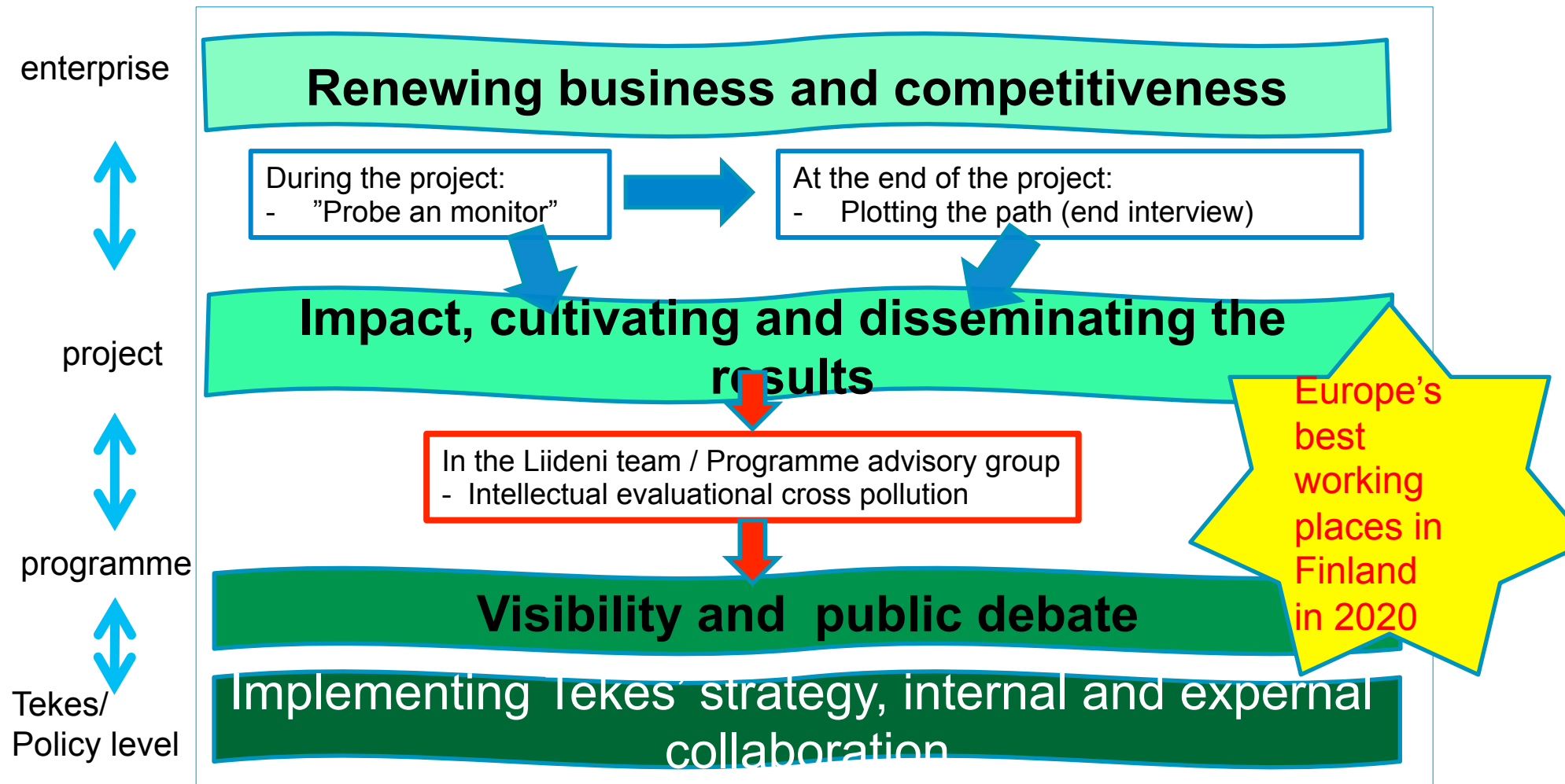
Development of the new Liideri evaluation framework: given goals

- The linear project evaluation practices do not fit for development processes in social systems
- Need to get a deeper picture on the development projects ' results
- To produce relevant information for Tekes and the Liideri steering group for learning related to the programme and policy issues
- Identifying and making visible "pearls" and "blunders" in order to support mutual learning between enterprises and other workplaces
- Evaluate the projects' results related to Liideri's goals:
 - Leadership supporting employees' initiatives and creativity
 - Engaging all employees' in developing products and services and
 - New ways of working

Development of an evaluation framework: expected features

- To complete the existing practices
- To be a systematic but light way to gather information related to the Liideri programmes's goals and central themes
- Easy to learn
- Not too time-consuming to use by Tekes' experts and enterprises

The processed evaluation framework



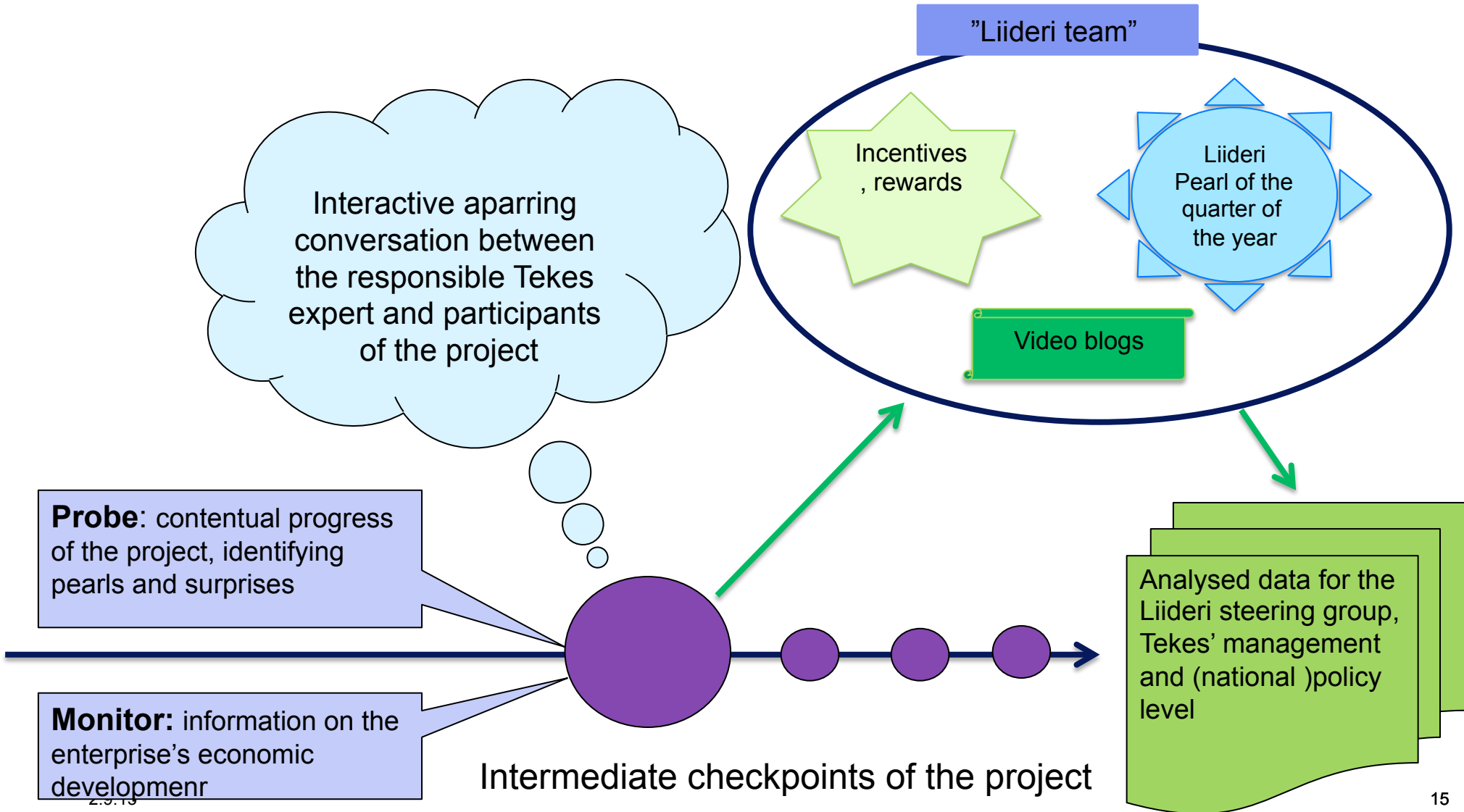
Our proposal for the new evaluation concept - elements

- Monitor & probe: new practices for intermediate reporting
- End-of-project interview: a new way for analysing the project path
- Intellectual evaluational cross pollution: multifaceted utilisation of evaluation results
- Change of the working processes at Tekes: channels for fast interactions and continuous sparring

The process of building the model

- We based the work on element embryos both at VTT and Susinno
- Project workshops for processing the model
- Interviews of 10 enterprises where Liideri projects are/ had been conducted
- Piloting the new practices
 - 5 enterprises where the Liideri development project either has been completed or will be completed soon
- Interviews of Tekes experts (4)
- Workshop with Liideri steering group and stakeholders
- Workshop with extended Liideri team at Tekes

New intermediate reporting: from "controlling" towards interactive navigation



At the end of the project: Plotting the project path

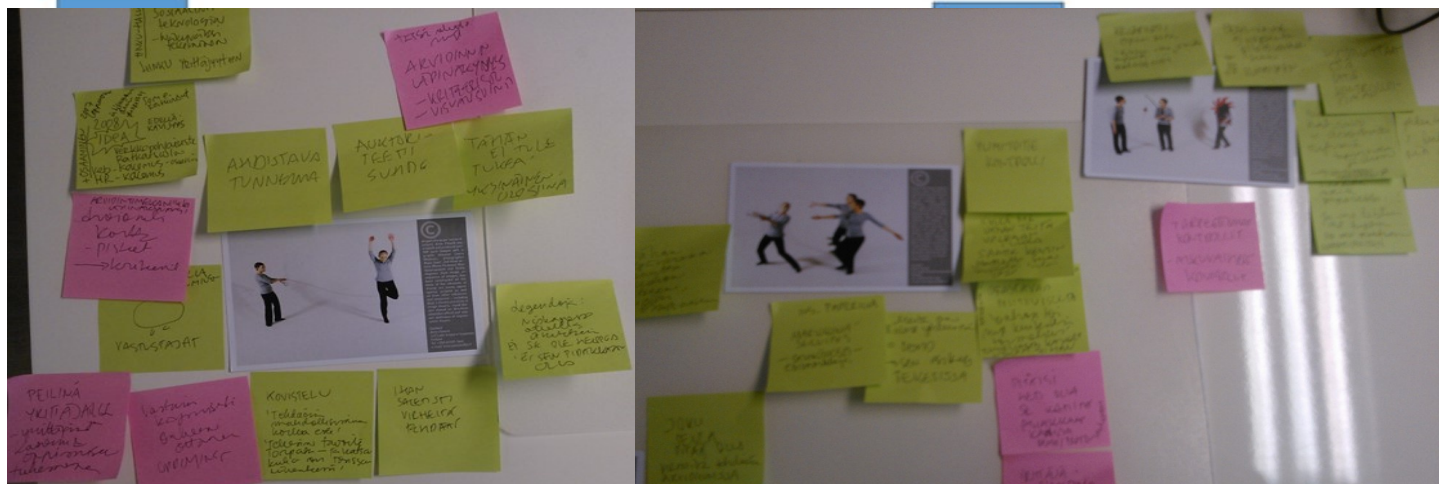
- **At the enterprise level:** identifying the phases of the development, turning points, results and how they emerged -> learning
- **At the programme level:** To make visible Liideri projects' results, new insights, pearls, indicators -> legitimative evaluation, communication
- Identifying the impacts

beginning
alku

middle
keskikohta

end
loppu

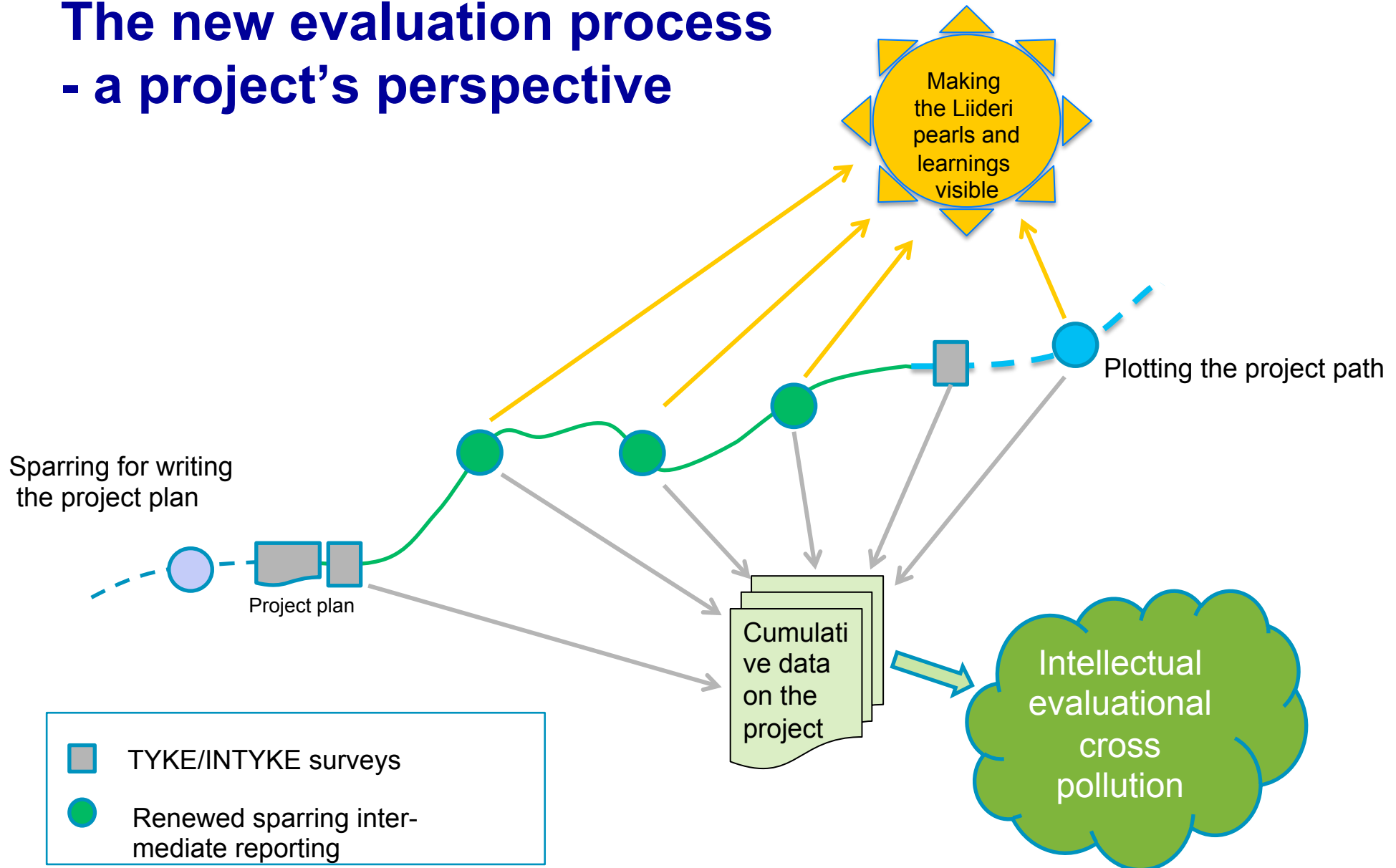
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Intellectual evaluational cross pollution

- A model connecting different actors and viewpoints for evaluation across completed projects
- Utilizes versatively the information collected at different phases of several projects
- Collective building of meaning and conclusions on the specific features, results and impacts of the projects
- Twice a year as part of the programme's steering group meetings
 - Representatives of enterprises and other experts can participate

The new evaluation process - a project's perspective



New Liideri evaluation framework - summary

- New tools and working ways to support evaluation and learning within a project and across various projects
- Engaging multiple voices in evaluation at all phases of the project
- Connection to existing processes
 - What can we give up?
 - Lighter starting phase – deeper end phase.
 - Interaction and sparring in the middle
- Results as project with more impact and better visibility of the Liideri programme



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