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**WELCOME!**  
**Quality of Working Life**

TALLINN UNIVERSITY OF  
TECHNOLOGY

*Professor Mare Teichmann  
Institute of Industrial Psychology, Tallinn University of Technology, Estonia  
School of Management, University of Silesia, Poland*

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**Innovation Psychology**

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**Innovation**

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### Definitions of Innovation

- ✓ the process of making improvements by introducing something new
- ✓ the act of introducing something new: something newly introduced (*The American Heritage Dictionary*)
- ✓ the introduction of something new
- ✓ a new idea, method or device
- ✓ the successful exploitation of new ideas
- ✓ change that creates a new dimension of performance (*Drucker, Hesselbein, 2002*)
- ✓ Innovation, rooted in the Latin verb *innovare*, originally implies 'to make something new' (*Tidd, Bessant, and Pavitt, 1997*)

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### Definitions of Innovation

**Creativity**—Creativity is evident in the development of original artwork, literature, music, scientific theories, and inventions. In the workplace, new ideas stemming from brainstorming sessions, the origination of new products, and the design of new or unique information brochures are examples of creativity.

**Innovation**—Examples of workplace innovation include the introduction of different procedures into a department, the introduction of different processes to improve work methods, and the introduction of different products to a new area of the business.

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### Definitions of Innovation



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**Different Models of Innovation**

**Business Model innovation** involves changing the way business is done in terms of capturing value

**Marketing innovation** is the development of new marketing methods with improvement in product design or packaging, product promotion or pricing

**Organizational innovation** involves the creation or alteration of business structures, practices, and models, and may therefore include process, marketing and business model innovation

**Process innovation** involves the implementation of a new or significantly improved production or delivery method

**Product innovation**, involves the introduction of a new good or service that is new or substantially improved. This might include improvements in functional characteristics, technical abilities, ease of use, or any other dimension

**Service innovation**, is similar to product innovation except that the innovation relates to services rather than to products ect.

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**Organizational Innovation**

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**Organizational Innovation**

In order to formulate the innovativeness of an organization, some scholars extended the dimensions of their studies to technological capability measurement indicators, incorporated management capabilities and the concept of learning organization (Damanpour & Evan, 1990, Damanpour, 1987, Tang, 1999)

They defined innovativeness as the overall capability expressed by an individual or group, and the output and structure of an organization during the process of knowledge renewal

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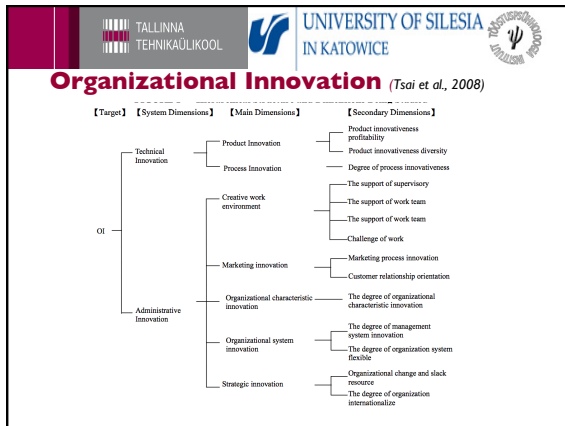
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**Organizational Innovation**

Innovation is: production or adoption, assimilation, and exploitation of a value-added novelty in economic and social spheres; renewal and enlargement of products, services, and markets; development of new methods of production; and establishment of new management systems. It is both a process and an outcome (Crossan and Apaydin, 2009)

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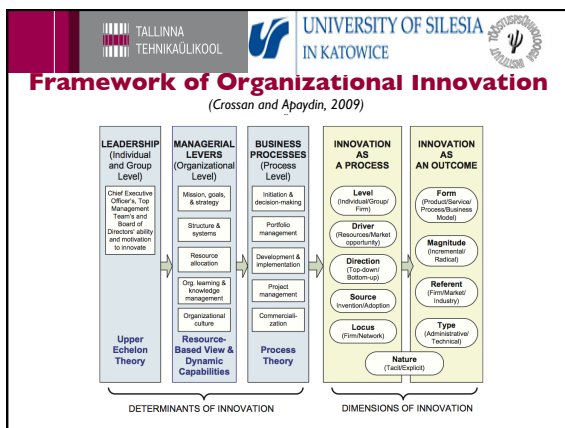
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**Defining organizational innovation**

The term 'organizational innovation' refers to the creation or adoption of an idea or behavior new to the organization (Daft 1978; Damanpour and Evan 1984; Damanpour 1996; (Damanpour 1988, 1991, Daft & Becker 1978, Hage 1980, Hage & Aiken 1970, Zaltman, Duncan & Holbek 1973, Oerlemans et al 1998, Wood 1998, Zammato & O'Connor 1992; Lam, 2004)

Organizational innovation has been consistently defined as the adoption of an idea or behavior that is new to the organization (Damanpour 1988, 1991, Daft & Becker 1978, Hage 1980, Hage & Aiken 1970, Zaltman, Duncan & Holbek 1973, Oerlemans et al 1998, Wood 1998, Zammato & O'Connor 1992)

Innovation is considered as a capacity to respond to changes in the external environment, and to influence and shape it (Burgelman 1991; Child 1997)

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**Goals of innovation**

- ✓ Improved quality
- ✓ Creation of new markets
- ✓ Extension of the product range
- ✓ Reduced labor costs
- ✓ Improved production processes
- ✓ Reduced materials
- ✓ Reduced environmental damage
- ✓ Replacement of products/services
- ✓ Reduced energy consumption
- ✓ Conformance to regulations

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**Distribution of Profiles for Innovation Organizations** (Booz, Allen, Hamilton, 2011)

Profile	Percentage
Resilient	17.4%
Just-in-Time	12.0%
Military	3.3%
Passive-Aggressive	24.4%
Over-managed	16.7%
Fits-and-Starts	7.5%
Out-grown	4.7%
Inconclusive	14.0%

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### Failure of innovation

Failure in the cultural infrastructure varies between organizations but the following are common across all organizations at some stage in their life cycle (O'Sullivan, 2002)

- ✓ Poor leadership
- ✓ Poor organization
- ✓ Poor communication
- ✓ Poor empowerment
- ✓ Poor knowledge management

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### Failure of innovation

Common causes of failure within the innovation process in most organizations can be distilled into five types:

- ✓ Poor goal definition
- ✓ Poor alignment of actions to goals
- ✓ Poor participation in teams
- ✓ Poor monitoring of results
- ✓ Poor communication and access to information

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### Defining creativity

Creativity is the ability to improve, where by through improvement value is added (Dobbins, Pettman, 1997)

What counts as "improved" may be in reference to the individual creator (or sometimes to the society or domain within which the innovation occurs)



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### Creativity in organization

It is argued (Amabile, 1998; Sullivan and Harper, 2009) that to enhance creativity in organization, three components were needed:

- ✓ Expertise (technical, procedural and intellectual knowledge)
- ✓ Creative thinking skills (how flexibly and imaginatively people approach problems)
- ✓ Motivation (especially intrinsic motivation)




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### Creativity in organization

Six managerial practices:

1. Challenge – matching people with the right assignments
2. Freedom – giving people autonomy choosing means to achieve goals
3. Resources – time, money, space etc.
4. Work groups and teams
5. Supervisory support – recognition, praising
6. Organizational support – values, information sharing, collaboration

Nonaka (1991), who examined several successful Japanese companies, similarly saw creativity and knowledge creation as being important to the success of organizations

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### Structure and dimensions of organizational innovation (Tsai et al., 2009)

ORGANIZATIONAL INNOVATION

- Technical Innovation
  - Product Innovation
  - Process Innovation
  - Creative work environment
- Administrative Innovation
  - Marketing innovation
  - Organizational characteristic innovation
  - Organizational system innovation
  - Strategic innovation

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**Social innovation**

(Mulgan, Ali, Tucker, 2008; Howaldt, Schwarz, 2010; Goldsmith, Stephen, 2010)

Social innovation refers to new strategies, concepts, ideas and organizations that meet social needs of all kinds – from working conditions and education to community development and health – and that extend and strengthen civil society

The term is overlapping meanings. It can be used to refer to social processes of innovation, such as open source methods and techniques




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**Innovative (new) industrial relations**

Simply the relationship between employer and employee is called industrial relation

In large sense: industrial relation is deals with the manpower of the enterprise and the management which is concerned with – whether machine operator, skilled worker or manager

Industrial relations as a key to strengthening innovation in Europe (European Commission, 2003)

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**Innovative (new) industrial relations**

Now its meaning has become more specific: industrial relations pertains to the study and practice of collective bargaining, trade unionism, and labor-management relations, while human resource management is a separate, largely distinct field that deals with nonunion employment relationships and the personnel practices and policies of employers

A growing body of research finds empirical evidence of a positive link between high-involvement forms of direct participation and innovation \*

\* European Commission, Employment, Social Affairs and Equal Opportunities DG, Social Dialogue, Social Rights, Working Conditions, Adaption to Change, Social Dialogue, Industrial Relations - Research

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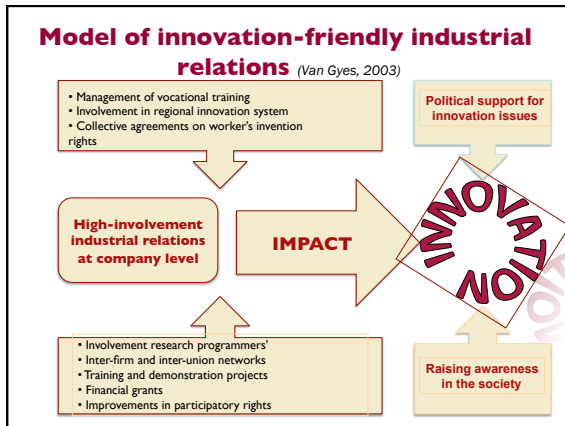
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**Organizational innovation**

Organizational innovation encourages employees

- ✓ to think independently
- ✓ to think creatively

in applying personal knowledge to organizational challenges

Therefore, organizational innovation requires organizational culture that supports new ideas, processes and generally new ways of "doing business"

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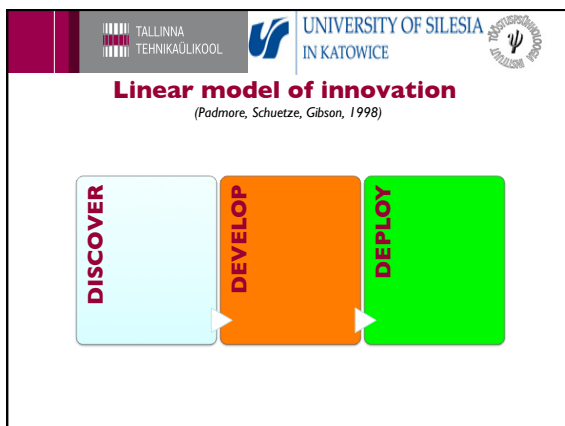
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### Phases of organizational innovation

<p><i>Pierce, Delbecq (1977)</i></p> <ul style="list-style-type: none"> <li>• initiation</li> <li>• adoption</li> <li>• implementation</li> </ul> <p><i>Daft (1978)</i></p> <ul style="list-style-type: none"> <li>• A Dual-Core Model of Organizational Innovation</li> </ul> <p><i>Rogers (1983)</i></p> <ul style="list-style-type: none"> <li>• invention</li> <li>• development</li> <li>• adoption/diffusion stages</li> </ul>	<p><i>Kanter (1988)</i></p> <ul style="list-style-type: none"> <li>• idea generation</li> <li>• coalition building</li> <li>• idea realization</li> <li>• transfer or diffusion</li> </ul> <p><i>Kimberly (1981)</i></p> <ul style="list-style-type: none"> <li>• adoption</li> <li>• utilization</li> <li>• innovation phases</li> </ul>
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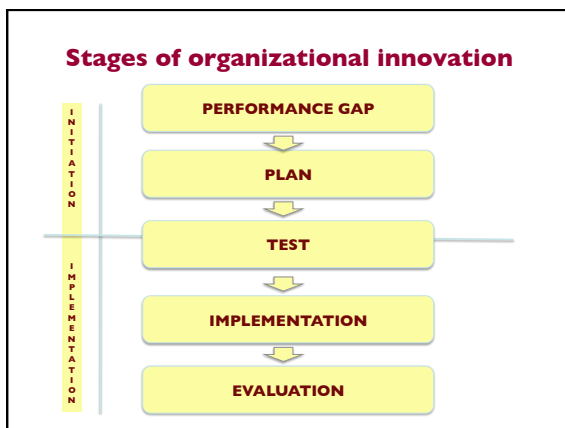
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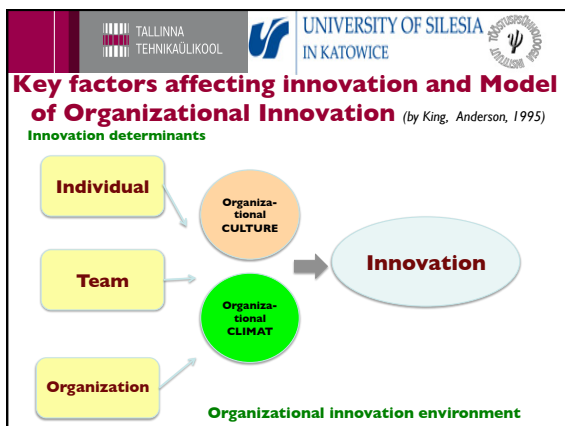
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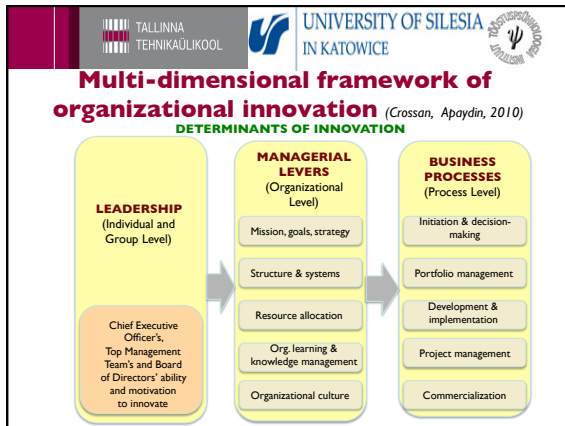
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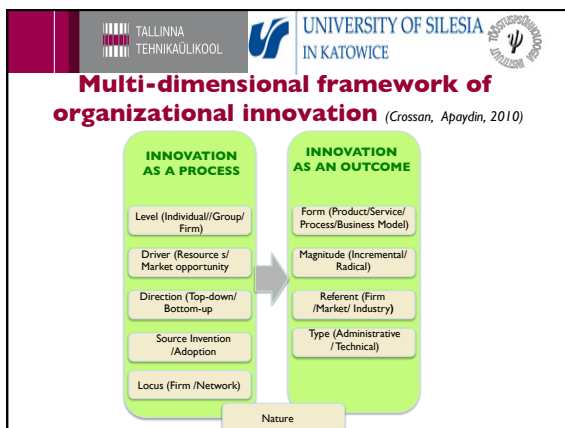
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**Innovation and change**

At the core of organizational innovation is the need to improve or change a product, process or service  
All innovation revolves around change - but not all change is innovative

... but each change is stressful for many employees  
Example:  
**Sources of occupational stress in academic staff** \*  
\* The data reported here are part from the research project "Occupational stress study and web-based occupational stress prevention system for academic

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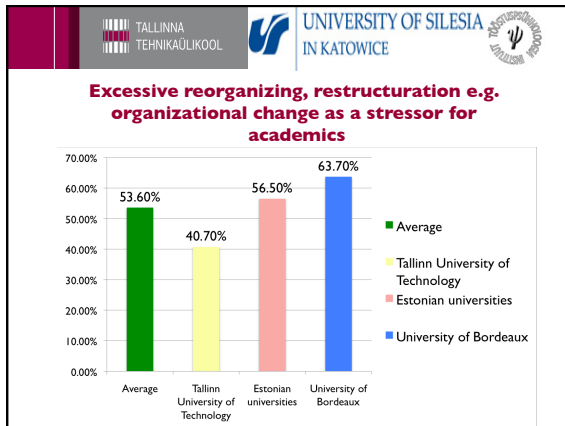
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**The benefit of an innovative organization**

- Cross functional team building
- Independent, creative thinking to see things from a new perspective and putting oneself outside of the parameters of a job function
- Risk taking by employees while lessening the status quo

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**The value of learning and knowledge**

The value and importance of knowledge and learning within organizational innovation is crucial

- If innovation is about change, new ideas, and looking outside of oneself to understand ones environment, then continuous learning is a requirement of organizational innovation success

The value of learning and knowledge can only be realized once put into practice

- If new organizational knowledge doesn't result in change, either in processes, business outcomes, or increased customers or revenues, then its value hasn't been translated into success

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**Steps to innovation**

1. Is a climate of innovation supported by senior management?

- That means, that such activities as risk taking and small ad hoc work groups that brainstorm and talk through ideas need to be promoted, supported and encouraged in the organization

2. Do managers routinely identify and bring together those individuals more oriented toward innovation those willing to think new ideas and act on them?

- Identifying new thinkers and individuals oriented toward change helps to ensure an outlet for innovation by supporting these employees and giving them and like-minded colleagues the time and opportunity to think creatively

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3. Is there a process in place monitoring innovation teams and identifying what has and hasn't worked as a result of them?

- Maintaining and monitoring innovation is important. This requires checks and balances that identifies how innovation is developed and managed and processes that capture what did or didn't work. In order to be able to continue to innovate in a changing environment, continually monitoring the internal and external environment to determine what supports or hinders innovation is key

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4. How can an organization be strategic and focused on it goals yet build and develop an innovative culture?

- The value of a strategic focus remains important to a company's success. In fact, clear direction and understanding of a company's mission can help fuel innovation - by knowing where in the organization innovation and creativity would provide the most value. An innovative organizational culture creates a balance between strategic focus, and the value of new ideas and processes in reaching them

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5. Is there a single most important variable or ingredient that fuels an organization toward an innovative culture?

- Similar to other successes of an organization, what drives innovation are the people of the organization. First, management must set the expectation of innovation and creativity and then "doing business" is about how to improve processes, products and customer relationships on a day-to-day basis. This mindset itself will create an ongoing culture of innovation

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**Organizational innovation as duality management**

The skills of self-organization, which has been so highly praised and recommended recently, turn out to have a long history

- If we cannot combine steering and control with self-organization and individual responsibility, the result will be increased rigidity
- We could even say that organizations that develop a more articulate balance, either by accident or thanks to the intuition of a talented leader

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**Three potential determinants**

- The role played at different levels by hierarchy and management provides valuable indications on some « micro-micro » factors of the dissemination of innovations
- To determine the role played by some "external" factors: the availability of financial "stimuli", the proximity of resource centre's on which to rely in order to foster a policy of organizational changes
- An important aspect is that of "immediate environmental factors", which play an uneven role, according to circumstances, in the adoption or dissemination of innovations (the need for contacts with customers)

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### Innovation Psychology

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### Innovation Psychology

The **innovation psychology** is a subsection of the organization psychology, which concerns itself with experiencing and holding back humans in organizations

An organization is regarded thereby as a system from humans and technologies, whose process is by regulations structured and temporally stable. The activities are aligned to a certain purpose or a goal

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### Innovation Psychology

The **organization psychology** examines the following in organizations to observing relations:

- a) between the individual and its tasks posed of
- b) between the individual and its social surrounding field
- c) between the individual and the formal organizational structure

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**Innovation Psychology**

**Innovation culture**  
Those who have successfully created cultures of innovation and creativity suggest that one key is to abandon efficiency as a primary working method and instead embrace participation, collaboration, networking, and experimentation. This does not mean that focus, process and discipline are not important; just that innovation and creativity require freedom, disagreement, and perhaps even a little chaos-especially at the beginning.

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**Innovation Psychology**

**Innovation culture**  
Innovative organizations need individuals who are prepared to challenge the status quo, groupthink or bureaucracy, and need procedures to implement new ideas effectively

According to Kotter and Heskett (1992), organizations with **adaptive cultures** perform much better than organizations with unadaptive cultures. An adaptive culture translates into organizational success; it is characterized by managers paying close attention to all of their constituencies, especially customers, initiating change when needed, and taking risks

An **unadaptive culture** can significantly reduce a firm's effectiveness, disabling the firm from pursuing all its competitive/operational options

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**Innovation Psychology**

According to Stanford professor Richard Sutton (2001), creative, "weird" ideas work because they provide three key things: an increase in the range of an organization's knowledge, the ability for people to see old problems in new ways, and an opportunity to break from the past.

On the other hand, he warns that creative environments are often "remarkably inefficient and terribly annoying places to work"

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### Innovation Psychology

Management expert Peter Drucker (2002) offers one such model

Drucker suggests that there are seven windows of opportunity that open up possibilities for innovations. His list includes unexpected occurrences, incongruities, need for efficiencies, industry/market changes, demographic shifts, changes in perception, and new knowledge

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### Evolution of Knowledge Practices. Creating the innovation culture

	Performance	Structure	People	Process	Technology
<b>I. Technology Transfer</b>	Quantitative Tabular data	Functionally Driven	Technology-Fuel Self-Dependent	Linear Processes Transactional	Data-Driven
<b>II. Technology Exchange</b>	Qualitative Guided process	Functionality Interconnected	Networked Relationship Dependent	Equal Communications Mutual Exchange	Information-Based
<b>III. Knowledge Exchange</b>	Qualitative Guided process	Decentralized Local Authority	Apprentice Learning Process	Clear-Function Communication Change Oriented	Knowledge-Driven
<b>IV. Knowledge Management</b>	Productivity Partial Satisfaction	Centralized Command and Control	Role Definition Accountability	Integrated Interaction Transactional	Collective Knowledge-Base
<b>V. Knowledge Innovation</b>	Ownership Strategy Market Success	Decoupled Networks Dynamic Models	Self-Managing System Empowerment	Real-Time Global Learning Synthetic	Intelligent Knowledge Process-Based

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### Influencing Culture (Hapsis Innovation)

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    graph TD
      Vision --> Leadership
      Leadership --> Management
      Management --> Processes_structures[Processes & structures]
      Processes_structures --> Skills_learning[Skills and learning]
      Skills_learning --> Attitudes_behaviours[Attitudes and behaviours]
      Attitudes_behaviours --> Vision
      All --> Innovation_Culture[Innovation Culture]
  
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### Innovative workplaces (GSA Office of Governmentwide Policy, 2006)

**Work Strategies + Space + Culture = Workplace**

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### Innovative workplaces (GSA Office of Governmentwide Policy, 2006)

**Major impact**

- ✓ *Technology* – providing the right technological tools and support to work effectively.
- ✓ *Storage space* – supplying ample storage within close proximity to their desk.
- ✓ *Climate control* – allowing employees to control the workplace climate to provide comfort.
- ✓ *Quiet space* – minimizing noise that causes distractions and disruptions.
- ✓ *Adjustable and adaptable space* – supplying space that can be personalized to fit an individual's work style.

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**Innovative workplaces** (GSA Office of Governmentwide Policy, 2006)

**Moderate impact**

- ✓ Personal lighting control
- ✓ Ergonomic equipment and chairs for physical comfort
- ✓ Proximity to exterior windows, providing natural light and views
- ✓ Privacy and space for personal items at the workstation
- ✓ A visually appealing workplace with a professional atmosphere

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**Innovative workplaces** (GSA Office of Governmentwide Policy, 2006)

The poor workplace conditions can adversely affect employees:

- ✓ *Space as status* – Space is assigned based on status rather than the type of work completed in the space.
- ✓ *Indoor Air Quality* – Poor indoor air circulation can lead to people feeling lethargic or having eye, nose, and throat irritations.
- ✓ *High churn cost* – Significant time, cost, and effort is required to reconfigure space to match organizational changes.
- ✓ *Environmental complaints* – People complain about noise and odors or being too hot or too cold.
- ✓ *Outdated technology* – Outdated or aging phone and computer systems impact productivity in the workplace, as well as the ability to work from remote locations.
- ✓ *Nagging service calls* – Building management responds to emergency repairs or repetitive maintenance calls on a frequent basis.
- ✓ *Anonymous space* – It is difficult to locate other employees within the building; the workspace lacks variety and has no focal points.

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**Innovative workplaces** (GSA Office of Governmentwide Policy, 2006)

Innovative workplaces are cost-effective, flexible, and sustainable work environments that support organizational change and collaborative work styles

The end goal of an innovative workplace is to provide high-performance work environments that maximize employee productivity and reduce long-term operating expenses

Designing innovative workspaces requires *new ways of thinking* about the physical and virtual aspects of the space—tying together people, space, and technology to support changing (and more progressive) business practices. This approach requires an integrated development process, balancing business strategies, short- and long-term costs, and occupant performance

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**Innovative workplaces**

Successful workplaces can only happen when executives, managers, designers, and employees all actively participate in developing and owning the workplace

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**Healthfulness**  
Clean and healthy work environments with access to air, light, and water—and free of contaminants and excessive noise.  
Construction materials, furniture, office equipment, and cleaning products/processes can add harmful contaminants that pollute the indoor air: Liberal amounts of fresh air must be provided to the space when occupied, and ventilation systems must be designed, tested, and maintained to ensure good air quality.

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**Flexibility**  
Easily adaptable workplaces that support varied work strategies and help balance an individual's work and home life—including systems and furnishings that accommodate organizational change with minimal time, effort, and waste.  
Easily reconfigured infrastructure and furniture, including freestanding work surfaces, mobile storage units, modular walls, and access floor systems—to distribute power, data, and air—are leading examples of flexible systems.

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**Reliability**  
Efficient and state-of-the-art building, security, computer, and telecommunication systems that are easy to maintain. Providing heating, ventilation, air conditioning, lighting, power, security, telecommunication systems, and technology equipment that provide reliable service with minimal disruptions.

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**Comfort**  
Occupant-adjustable temperature, ventilation, lighting, acoustic, and furniture systems providing personal and group comfort. Allowing people to control their workspace goes a long way toward satisfying their needs and reducing complaints. Providing furniture and task lighting that occupants can reconfigure to suit their work needs, and giving them the ability to adjust lighting levels, temperature, and ventilation within the personal workspace will result in more satisfied and productive employees.

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**Connectivity**  
A robust communications system providing access to people and/or data from any place, at any time. "Follow-me/Find-me" technology (enables callers to find you wherever you are by dialing just one number), wireless voice and data technology, and virtual networking (logging into your company's network from any location) are examples of advanced communications systems that improve employee productivity.

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**Sense of Place**  
 A workplace that has a unique character, with an appropriate image and identity, instills a sense of pride, purpose, and dedication for the individual and the workplace community.  
 One test of workplace success is whether the space would pass the "relative test." Would most of the occupants be proud to bring in family and friends and show them where they work? If not, the workplace has not yet achieved an appropriate sense of place for the people using it.

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*"A guiding principle of sustainable design is to create places that are not only healthy and productive, but which also lift the human spirit. The premise is a simple one: healthy, happy people will be more productive and more engaged with their work and their organization."* (Heerwagen, 2005)

The following key qualities are found in a sustainable workplace:

- ✓ Integrated design process – focused on adaptability and mobility, environmental issues, ergonomics, collaboration, privacy, and noise control.
- ✓ Healthy environment – with more daylight, outside views, and fresh air.
- ✓ Flexible systems – such as ergonomic equipment, chairs, and keyboards; flexible monitor location; and moveable task lighting.
- ✓ Occupant control of lighting, heating, and cooling systems.
- ✓ Alternative work strategies – including telework programs and centers, desk-sharing, touchdown space, and remote information access.
- ✓ Flexible workplace strategies – such as community space and ample private space; cell phones and laptops.

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The three main benefits derived from the application of innovative workplaces are its ability to:

- ✓ Leverage investments in human capital by increasing occupant comfort and satisfaction—leading to improved productivity, performance, recruitment, and retention, and reduced absenteeism.
- ✓ Improve portfolio value through greater flexibility of building services, more effective space utilization, improved operations and maintenance, and greater customer satisfaction— increasing overall organizational effectiveness.
- ✓ Support strategic mission/business objectives by clarifying goals and strategies, identifying performance measures to track continuous improvement, facilitating business process evolution, improving customer service, and supporting corporate stewardship.

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Studies show that innovative workplaces help leverage the investment in employees, who typically represent from 80 to 90 percent of total business operating expenses, by providing the following benefits:

- ✓ Reduced absenteeism
- ✓ Higher staff retention
- ✓ Improved recruitment and retention
- ✓ Increased productivity and performance.

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**Thank You!**

[mare@pekonsult.ee](mailto:mare@pekonsult.ee)

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