



ENTERPRISE FOR HEALTH

Achieving Business Excellence – Health, Well-Being and Performance

TOWARDS THE HIGH ROAD

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The UK Work Organisation Network

A coalition committed to shared knowledge, collaborative action and policy advocacy

- **closing the gap between leading-edge practice and common practice**
- **the future of work and organisations**



**The past is an increasingly
unreliable guide to the future**



Are our organisations becoming obsolete?

- **Technologies**
- **Globalisation**
- **Global Resources**
- **Politics**
- **Climate change**
- **Consumers**
- **Demographics**
- **The workforce**

CHINA AND THE KNOWLEDGE ECONOMY



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- 2000 higher education institutions in 2002



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- 4000 higher education institutions by 2005



CHINA AND THE KNOWLEDGE ECONOMY

- **2000 higher education institutions in 2002**
- **4000 higher education institutions by 2005**
- **16 million students enrolled by 2008**





Organisations under pressure

- **The business environment is less predictable**
- **There will be winners and losers at the end of the current crisis**
- **Product ranges and services change more quickly**
- **Customers expect high quality service at speed, when and where it suits them best**
- **Companies expected to be environment friendly**
- **Higher quality of working life increasingly expected by skilled employees**



Traditional ways of organising work and traditional approaches to management are inadequate in an increasingly volatile world

Towards the High Road

- beyond the Low Road of cost-driven restructuring
- innovation: the ability to do things differently
- convergence between enhanced performance and quality of working life





Work and Capital

	Then
Work	Anonymous and replaceable
Capital	Personal and unique

Svenskt Näringsliv – Confederation of Swedish Enterprise



Work and Capital

	Then	Now
Work	Anonymous and replaceable	Personal and unique
Capital	Personal and unique	More and more anonymous and replaceable

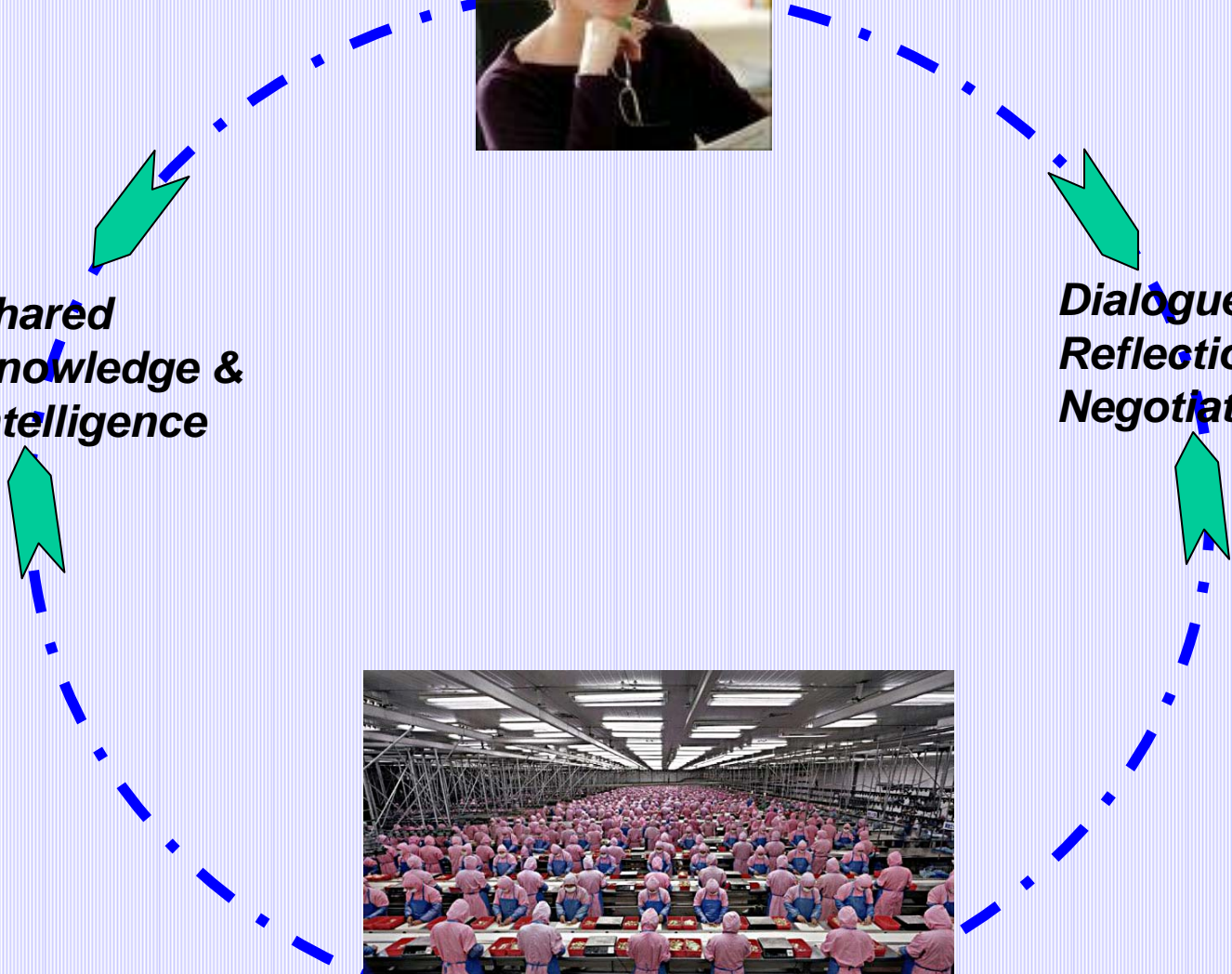
Svenskt Näringsliv – Confederation of Swedish Enterprise

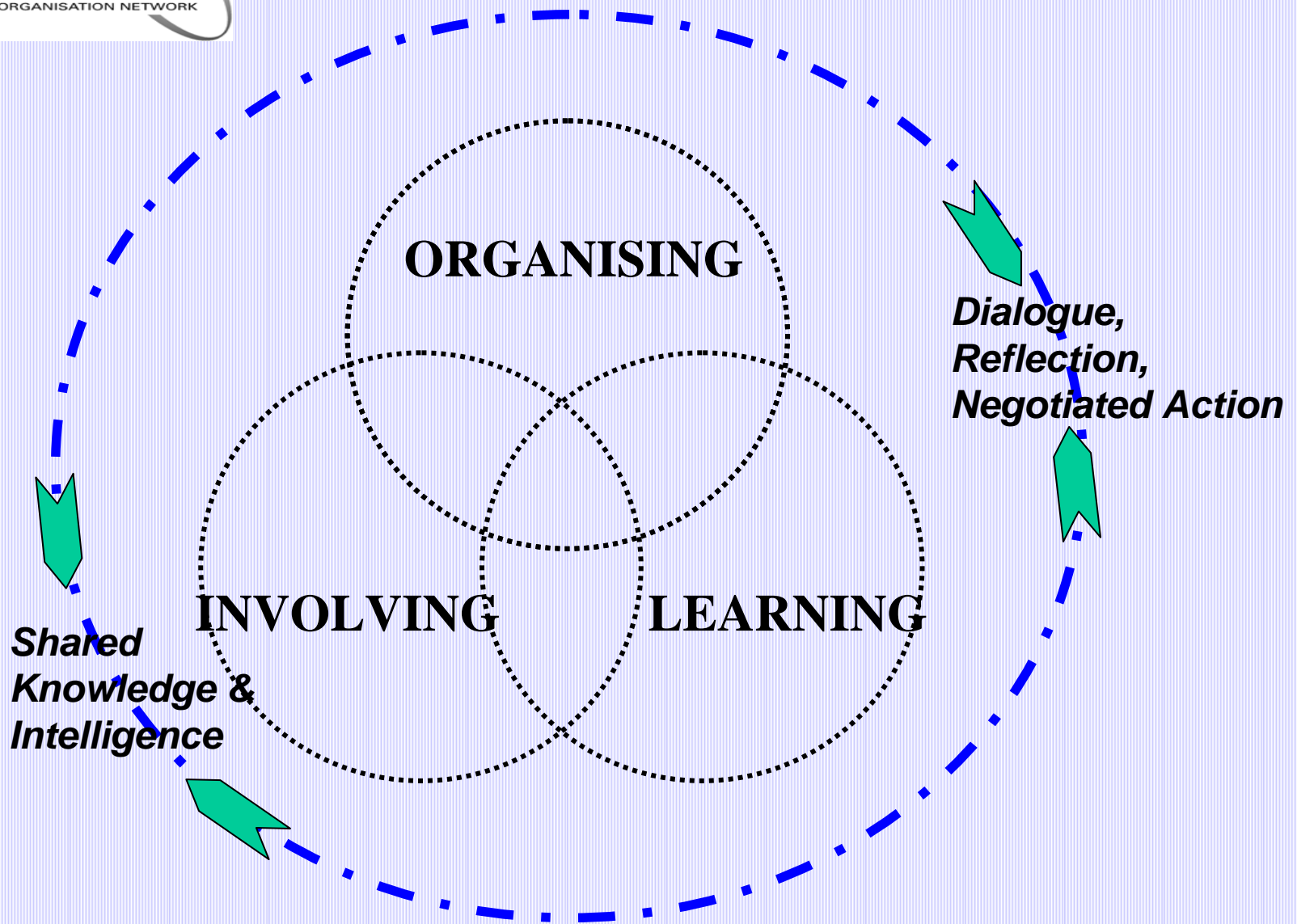




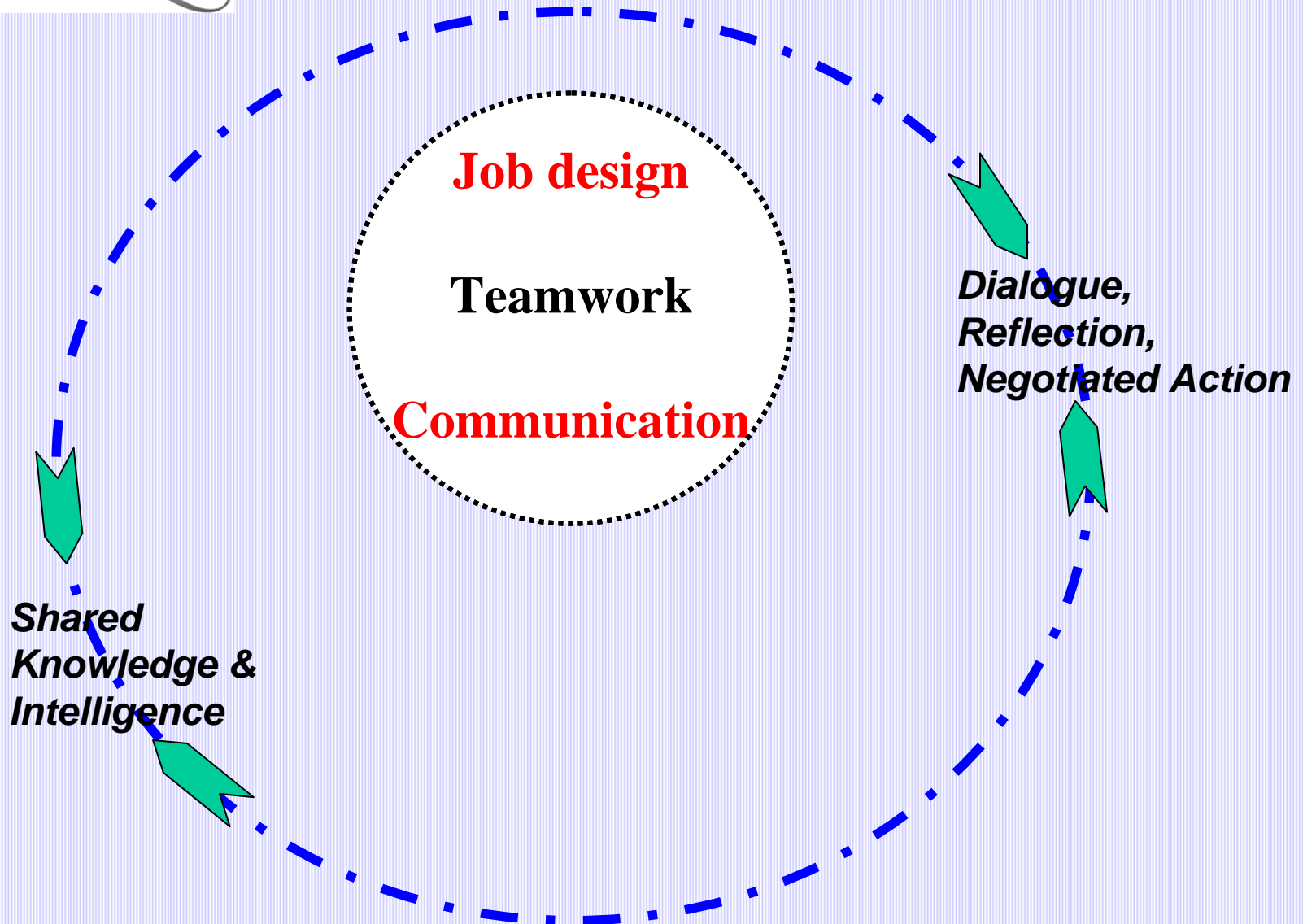
**Shared
Knowledge &
Intelligence**

**Dialogue,
Reflection,
Negotiated Action**

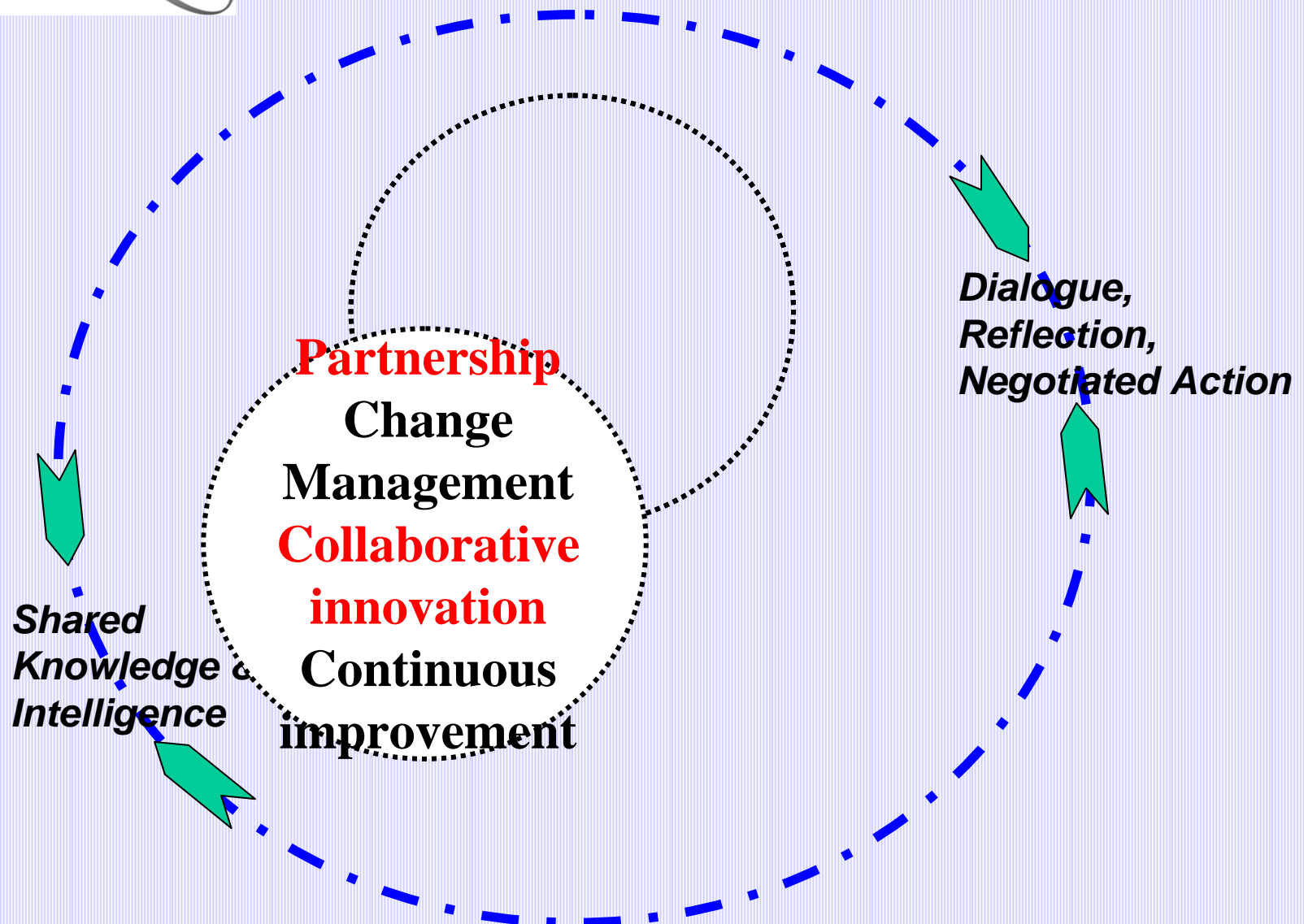




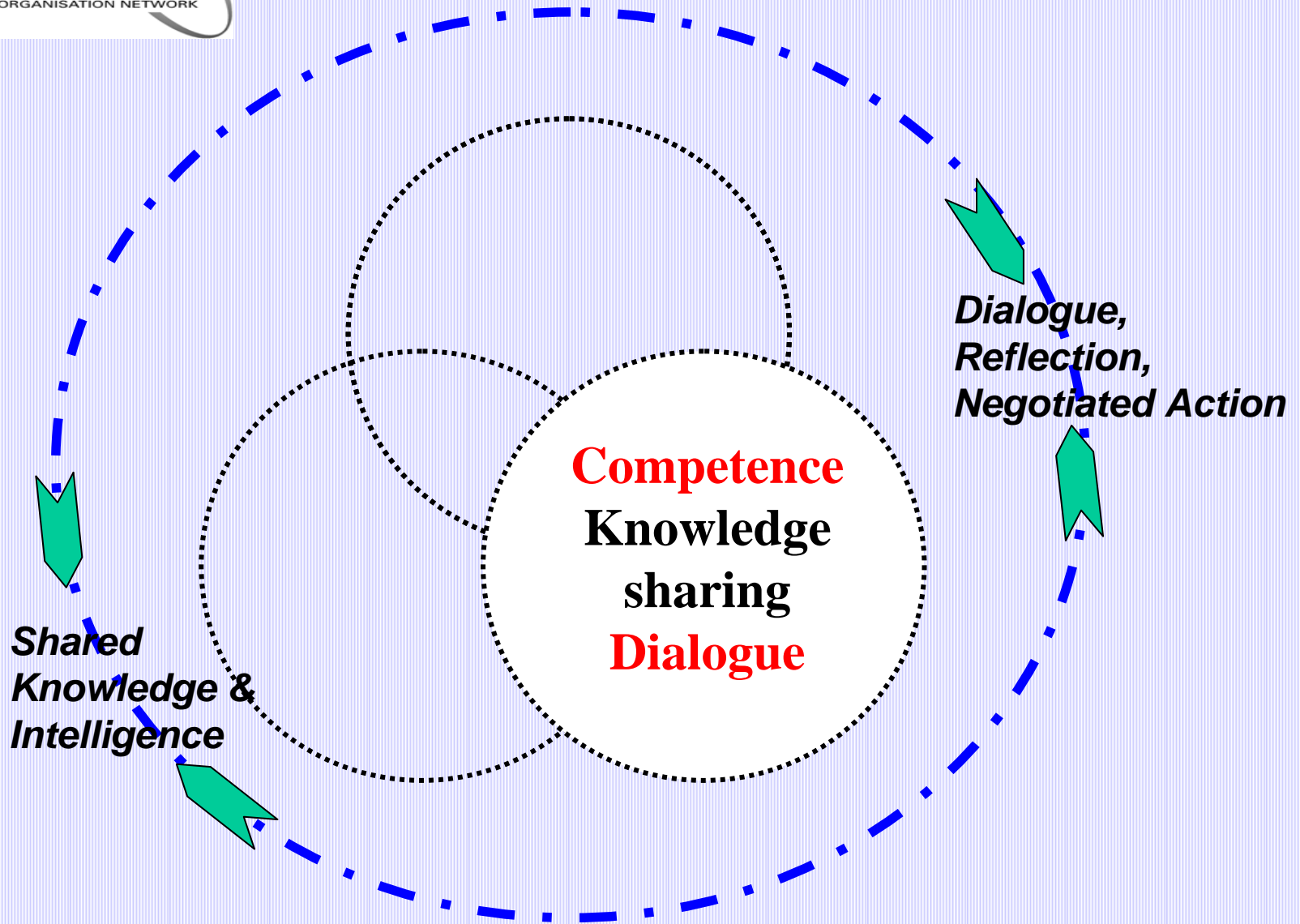
Organising

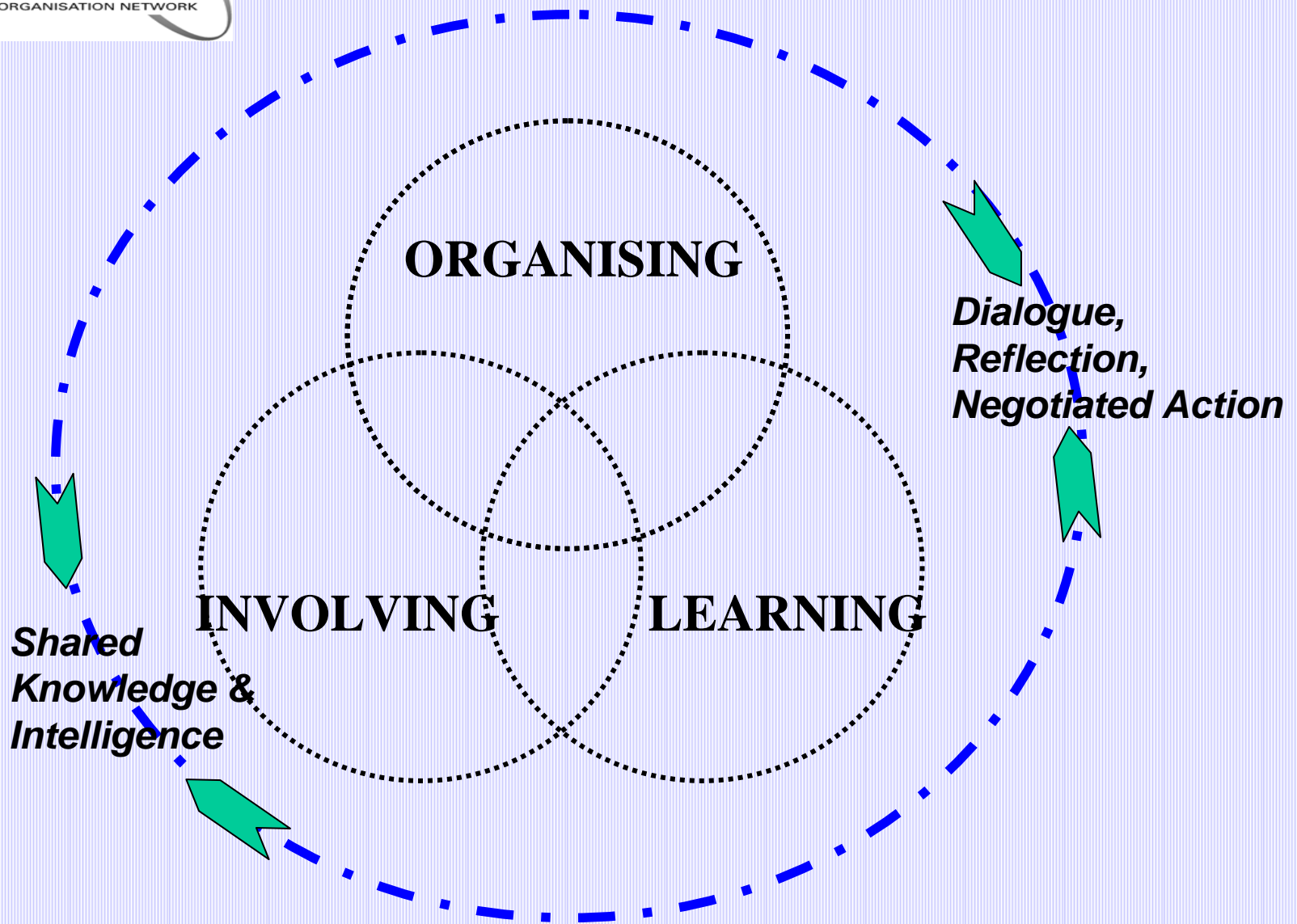


Involving



Learning





Shared learning and knowledge
High involvement innovation
Quality of working life

ORGANISING

INVOLVING

LEARNING

ERICSSON RADIO SYSTEMS, GAVLE

The Green Room





Sustainable innovation requires

- **effective Organisation**
 - **inclusive Involvement and dialogue**
 - **extensive Learning from elsewhere**
- ... at all levels of the organisation**



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