International Labour Office
CINTERFOR

HEART TRUST NTA 1982-2012
CELEBRATING 30 YEARS
OF TRAINING & HUMAN RESOURCE DEVELOPMENT

**SYMAPRO CARIBBEAN WORKSHOP**

Jamaica, March 19-23

# SYMAPRO:

# CONTEXT, PHILOSOPHY AND LEARNING SYSTEM

# ❶

# CONTEXT

# CHALLENGES

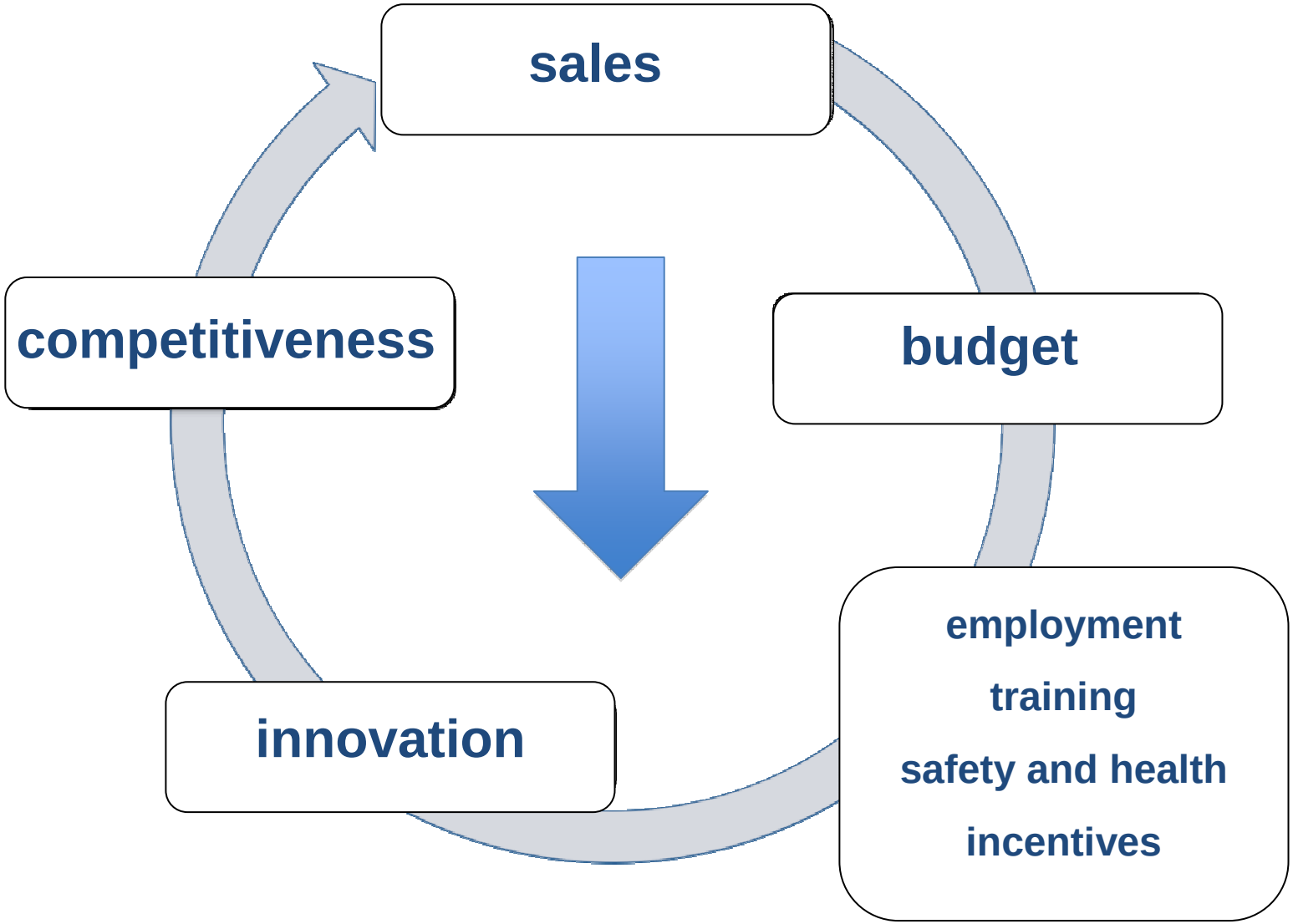
SUSTAINABLE COMPETITIVENESS

PRODUCTIVITY AND DECENT WORK

SUSTAINABLE INNOVATION

# THREAT

The vicious circle of Crisis



# CRISIS OF THE DEVELOPMENT MODEL

## Deep imbalances in globalization

How to create a different future than the past?

Breaking with the existent 'social field': How to Change “Me” and “Us”

Breaking the 'status quo': learning - extrapolate the positive of the past

Generate learning from the future (not from the past)

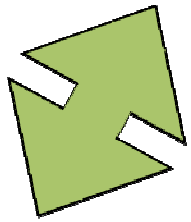
Opening Required:
Habit, Mind, Heart, Will

*(Otto Scharmer: Theory U)*

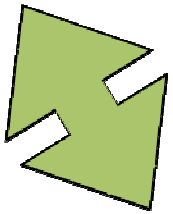
# THE FUTURE

- Sustainable Innovation
- Open Innovation
- Friendly Innovation – ‘fun’

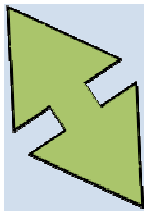
# Sustainable Innovation



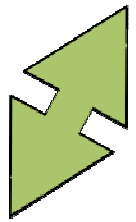
Social innovation:
collective intelligence



Technological /
organizational innovation



learning



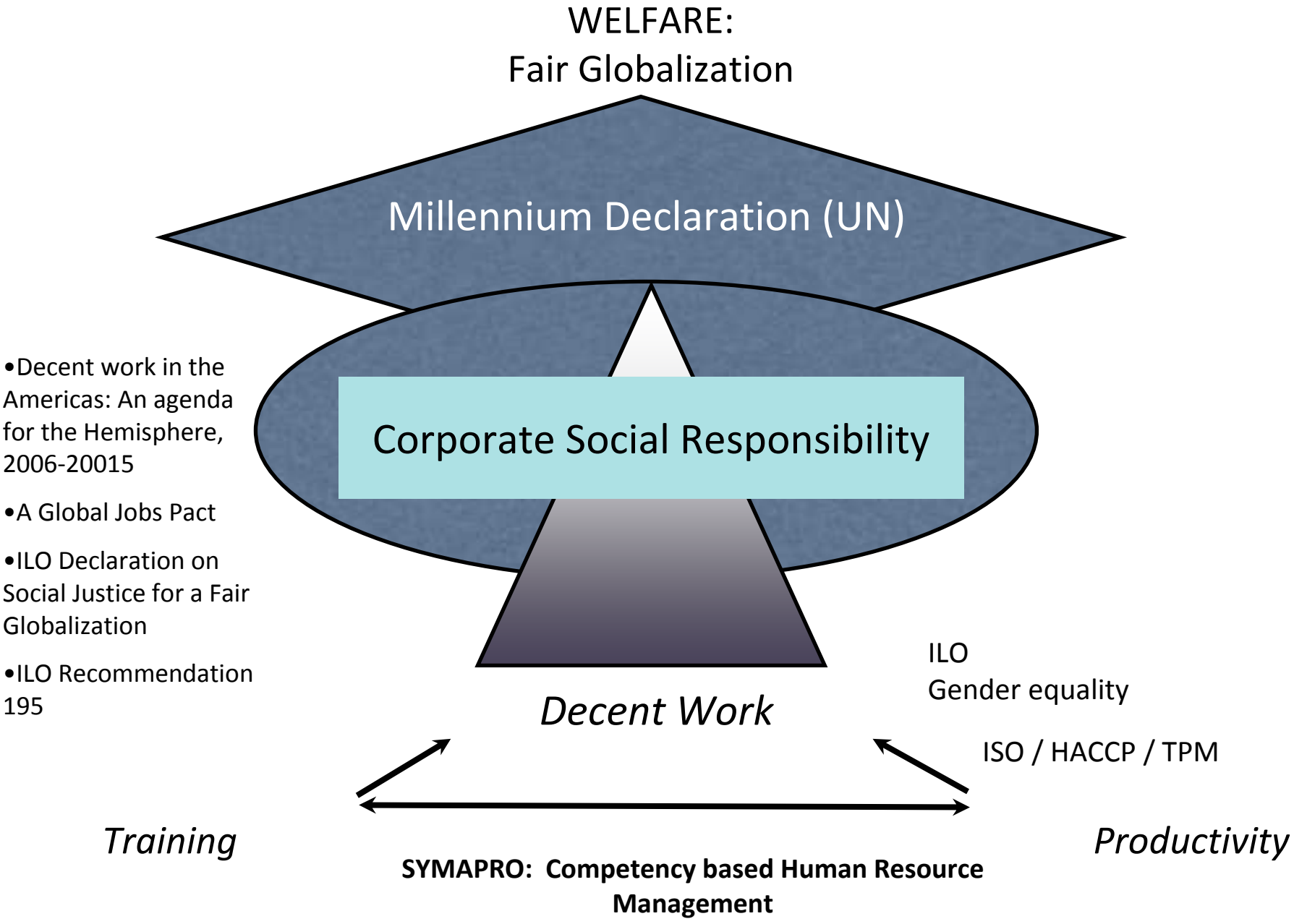
INDIVIDUAL

SYMAPRO
competency

GROUP

# SOCIAL INNOVATION

# Social Innovation: linked strategy



# Social Innovation:
# Decent Work

Decent work summarizes and integrates the aspirations of individuals in relation to their working life:

- Productive work with fair pay
- Safety in the workplace and social protection
- Better prospects for career development and social integration
- Freedom for individuals to express their concerns, organize and participate in decisions that affect their lives: social dialogue
- Equality of opportunities and treatment for women and men; reconciliation between work and family life

# Open Innovation

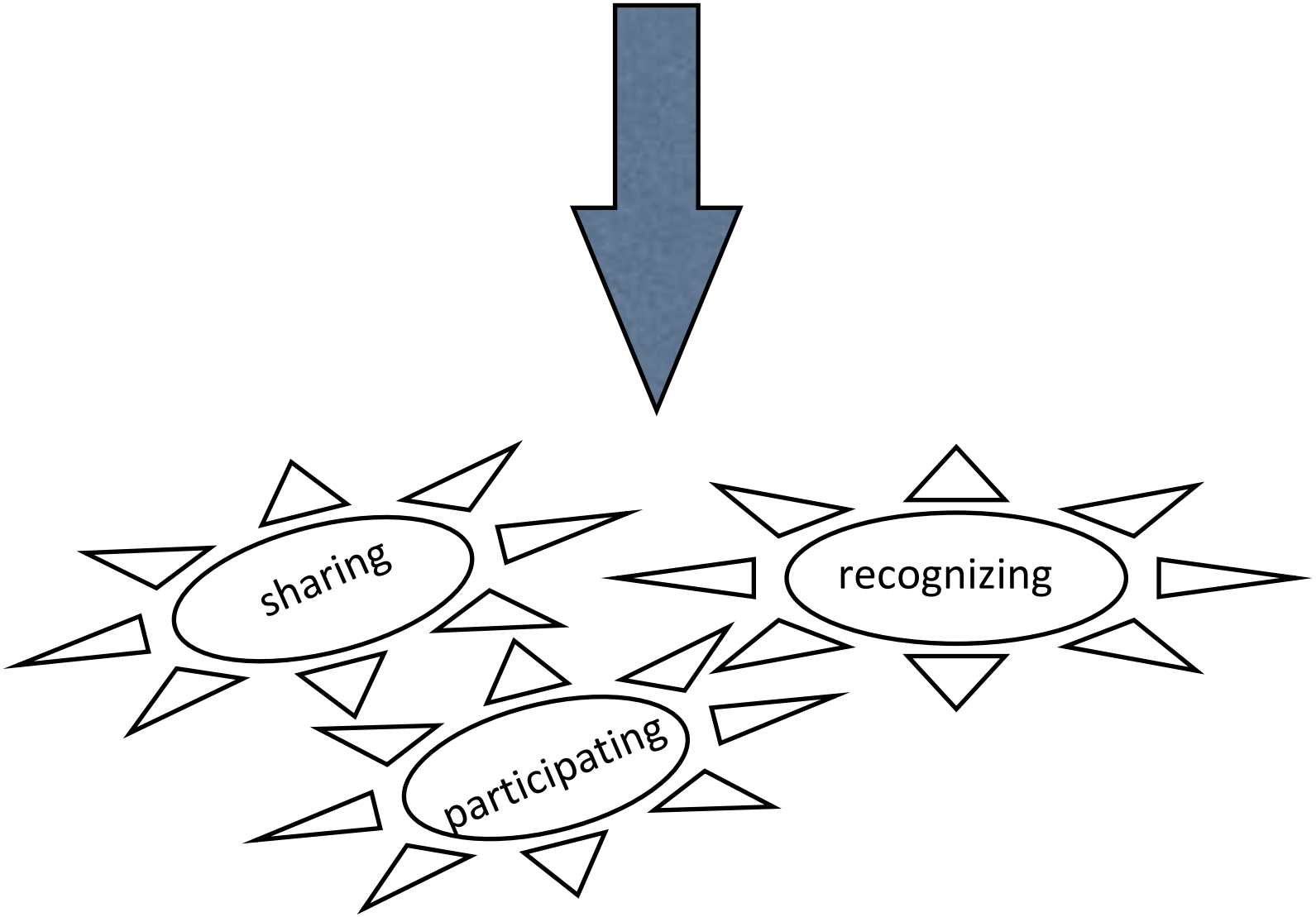
## Latin American/Caribbean Economy

the need to climb to products and services of higher value-added, knowledge-intensive

*From* Mass production *to* Mass innovation

## WIKI-ECONOMY

# Learning and Open Innovation



# Friendly Innovation

Creating environments that reduce the effort to learn

**Contents:**

Contextualized
Practical

**Form:**

Participatory
Recreational Handling

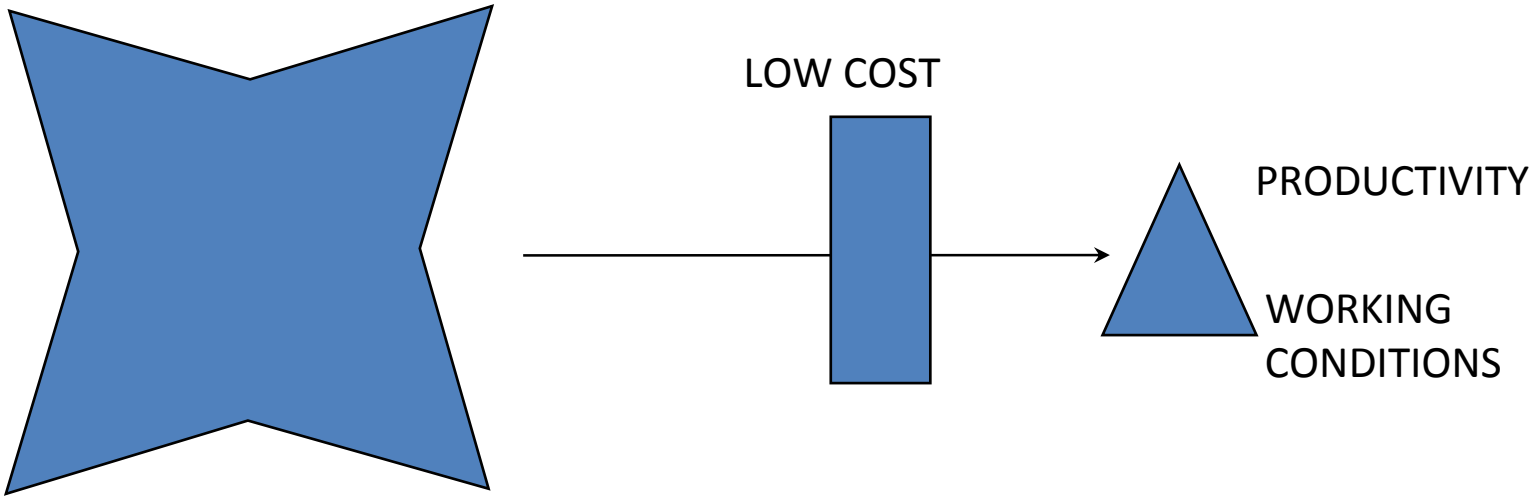
❷

# PHILOSOPHY

# Characteristics

integral

inclusive




permanent

flexible

# PHILOSOPHY: AXES

1) Social Dialogue
2) Communication from bottom up and top down
3) Collective intelligence and ambition
4) Continual improvement and permanent innovation
5) Focus in results chain and impact assessment
6) Open learning network

# 1. Social Dialogue: taxonomy of scope

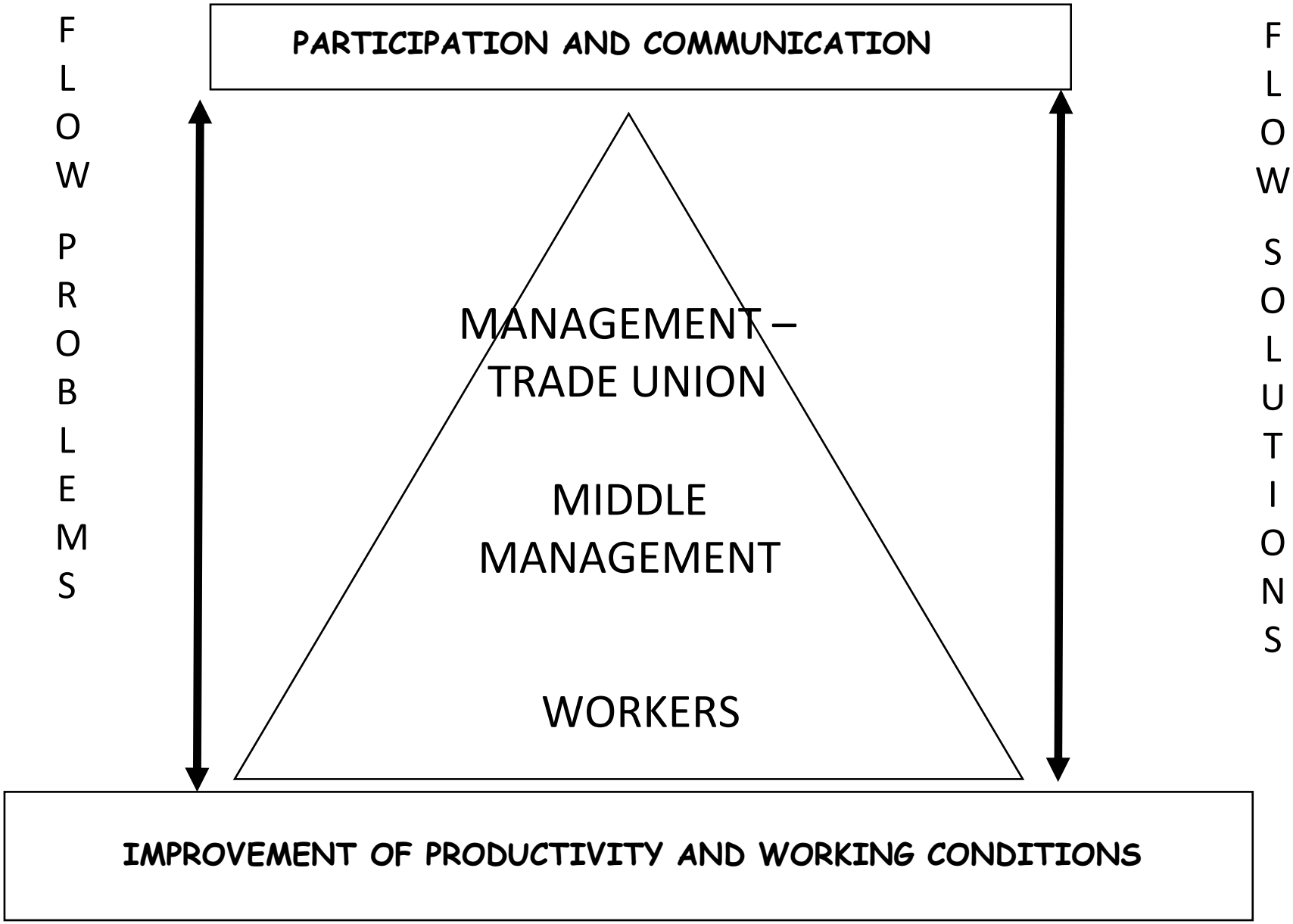
*Levels*

| | | |
|---|---|---|
| 1 | Sharing | Information |
| 2 | Consulting | Decisions |
| 3 | Concerting | Plans |
| 4 | Bargaining | Agreements |
| | (collective) | (strategies) |

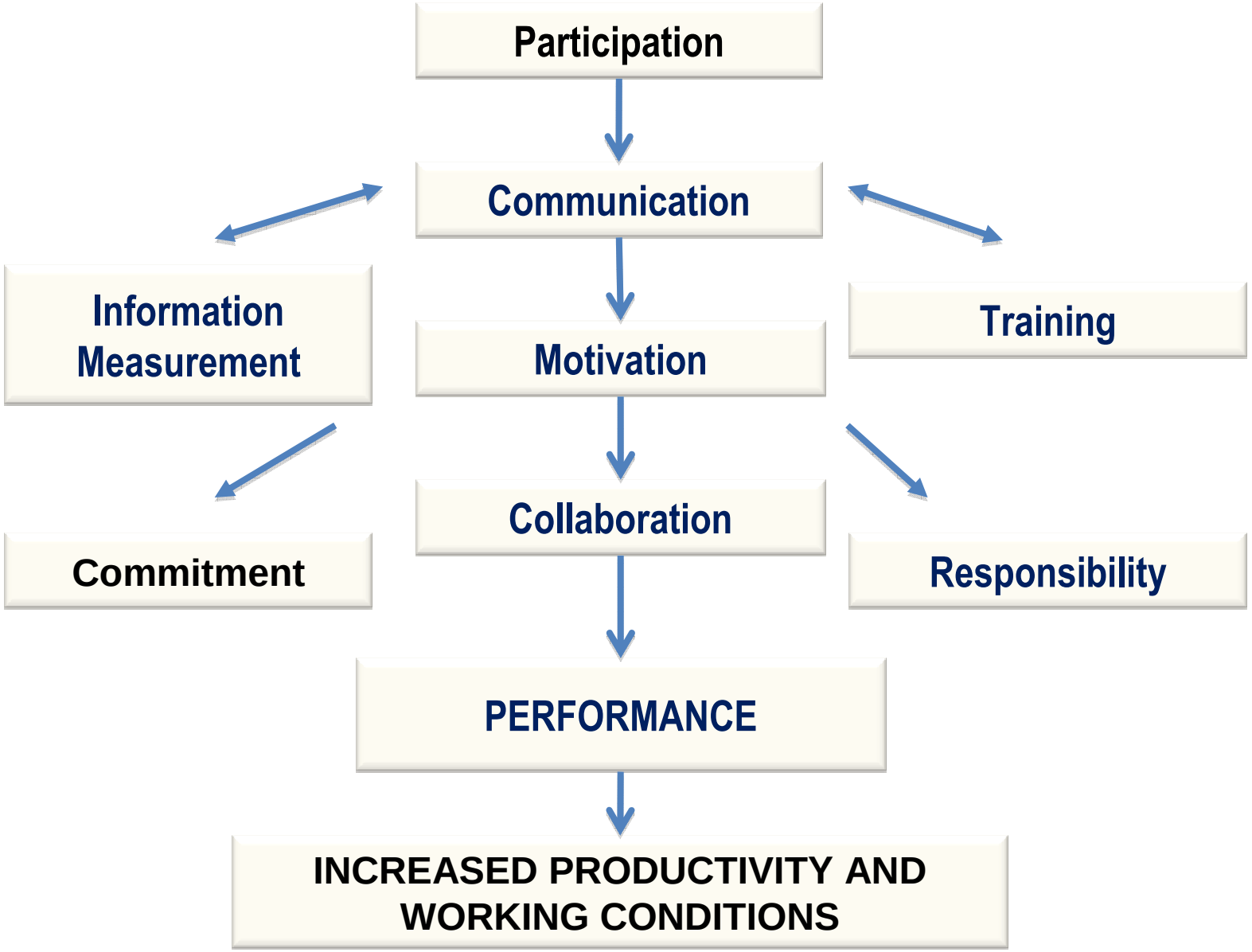
# Social Dialogue: taxonomy of agreements

| Level | TRADE UNION | ENTERPRISE (MANAGEMENT) |
|---|---|---|
| **Passive:** *Learning a single spiral* | **Preservation of employment and salary** | **Implementation of the change project** |
| **Reactive:** *Double-loop learning* | **Active involvement in structural changes, expanding decent work** | **Openness to participation in the change process** |
| **Proactive:** *Transcendental Learning* | **Proactive management with the company, delving into decent work** | **Cooperation with trade unions as partners in the development of business strategy** |

# 2. Communication from bottom up and top down



# Model

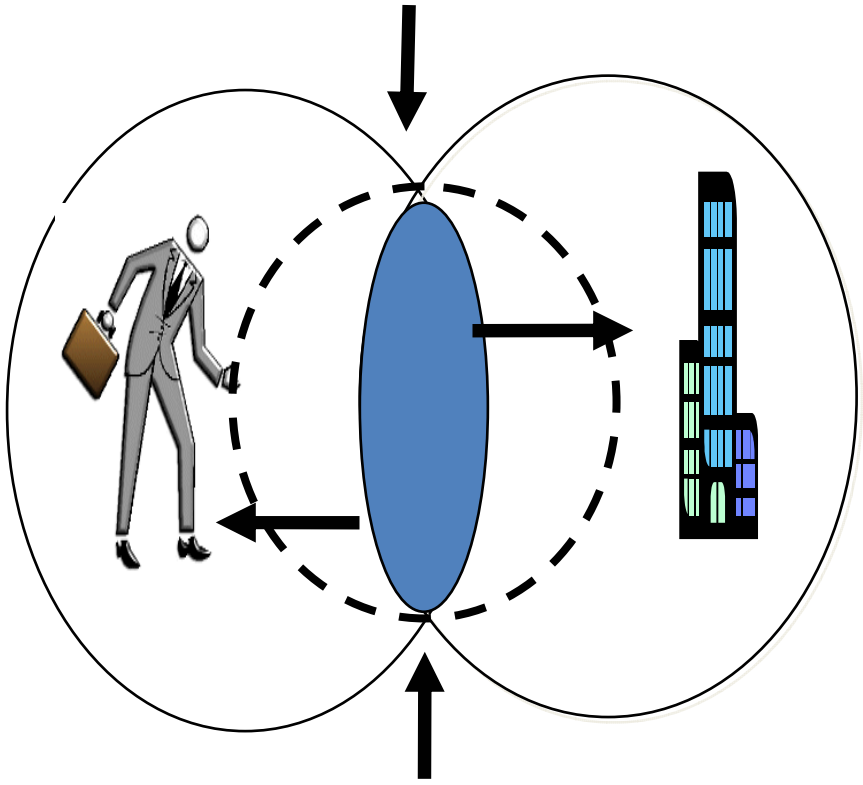

Participation
Communication
Information
Measurement
Training
Motivation
Collaboration
Commitment
Responsibility
PERFORMANCE
INCREASED PRODUCTIVITY AND
WORKING CONDITIONS

# 3. Collective intelligence and ambition

**COLLECTIVE AMBITION** → ‘ENGAGEMENT’

*PARTICIPATION*

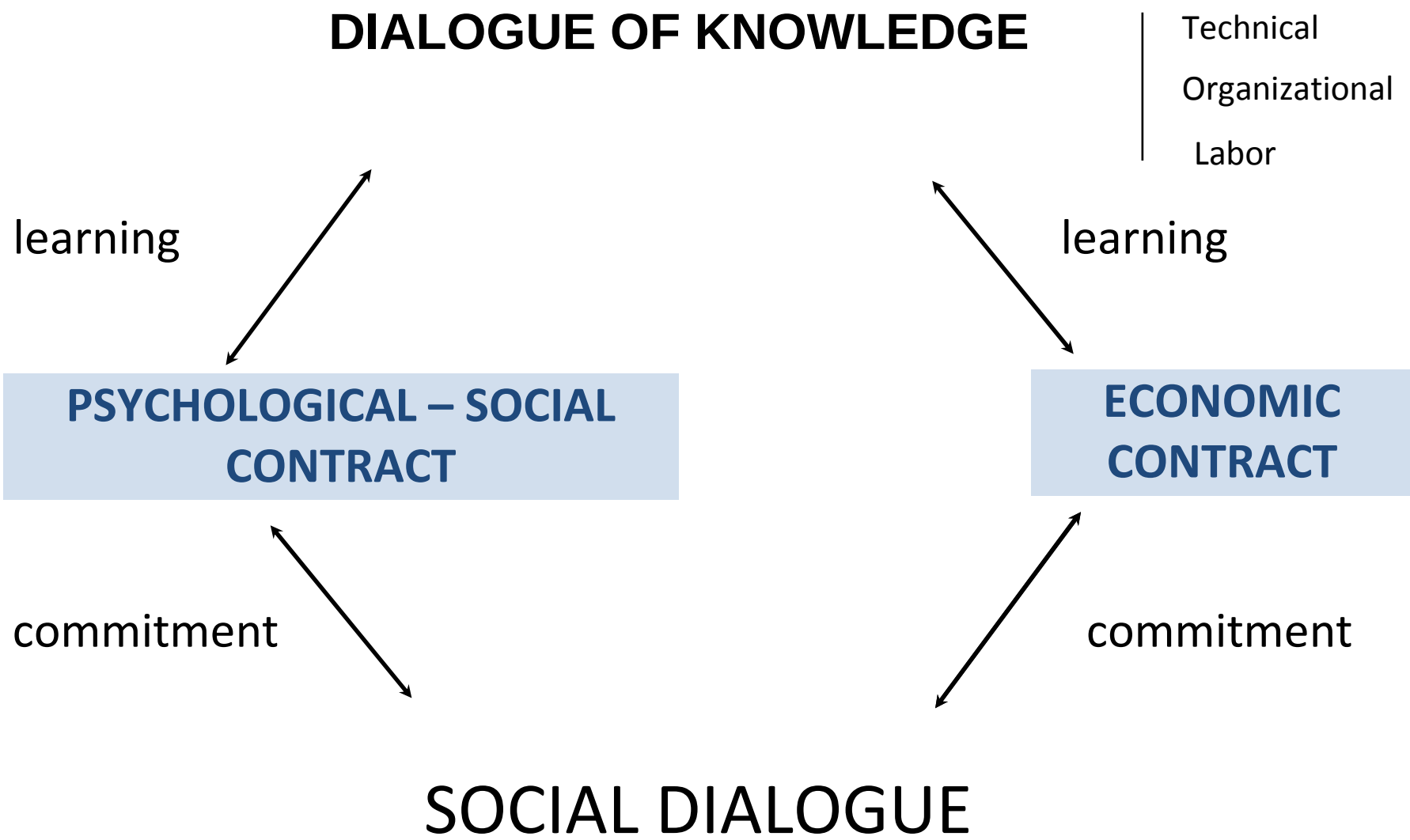
*Personal values*



*Organizational values*

*Sharing values* → *Sharing competencies*

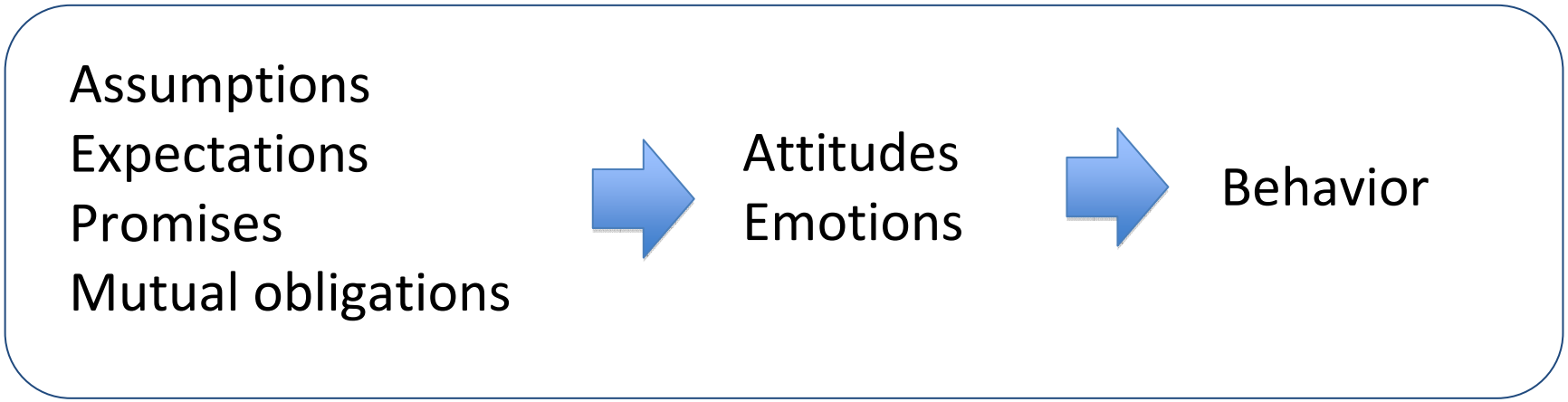
# Regulation of collective ambition



# Psychological contract

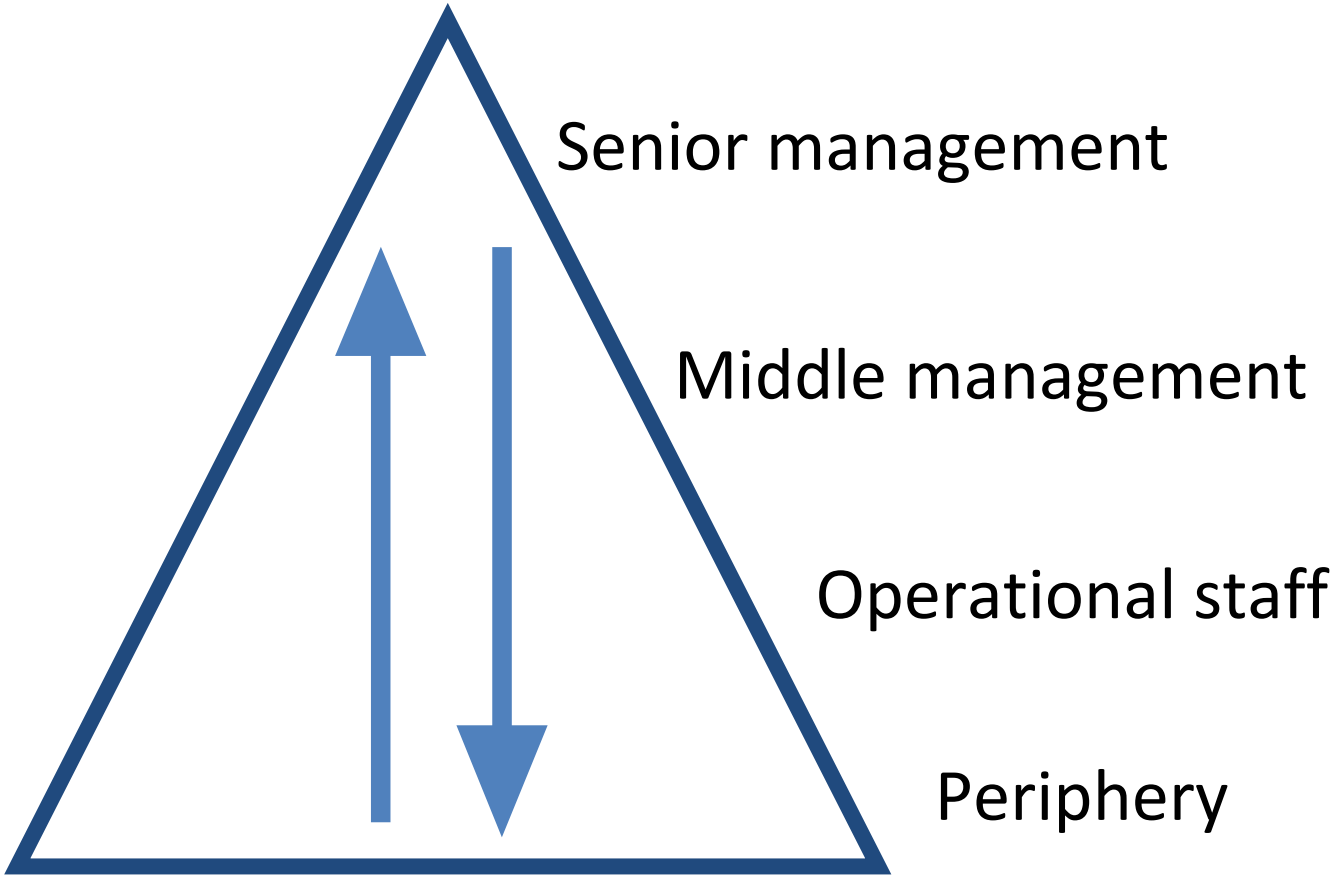
The expectation:

What does the employer expect from the worker / trade union?
What do the worker / trade union expect from employer?

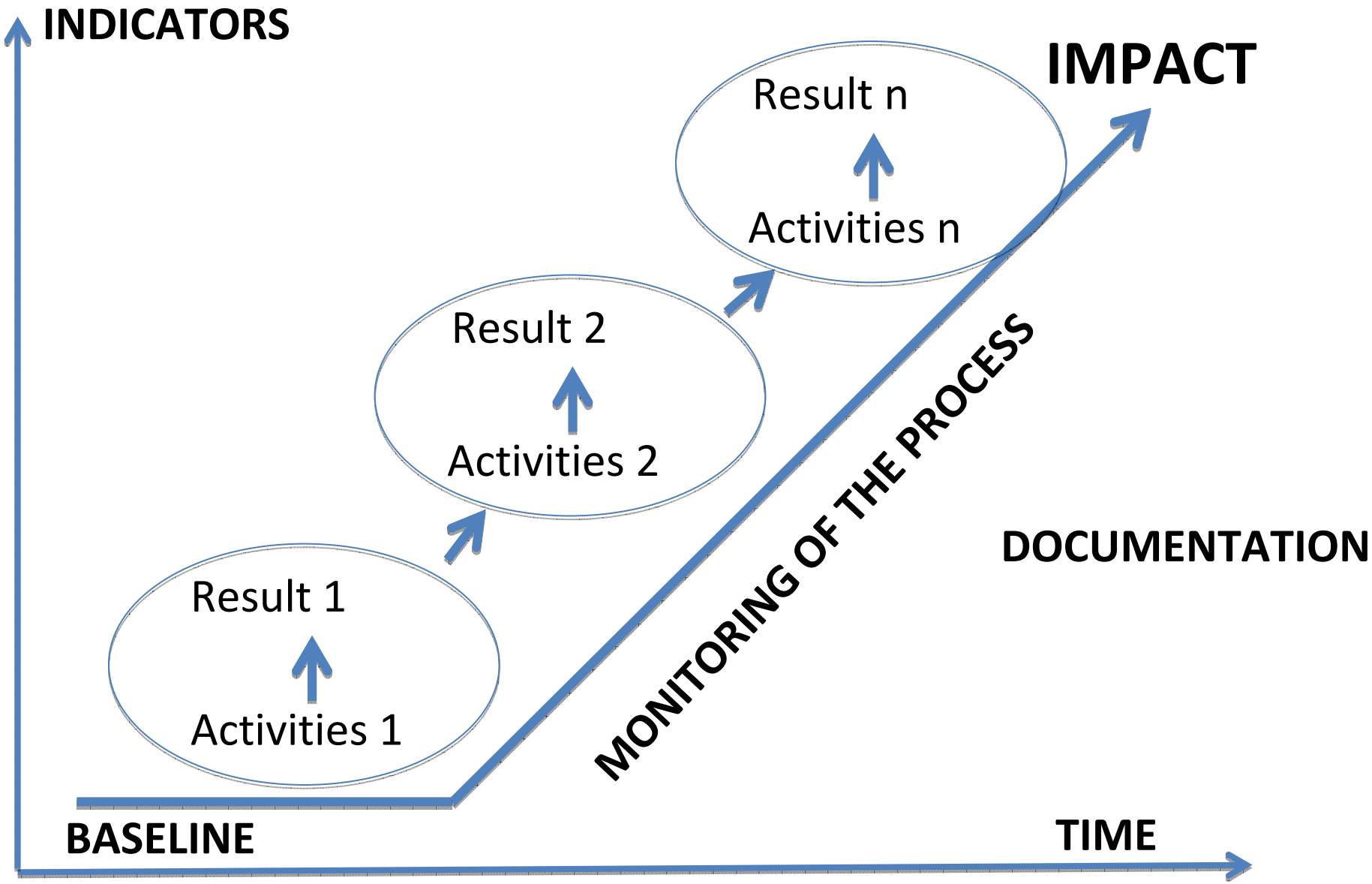


# 4. Continual improvement and permanent innovation

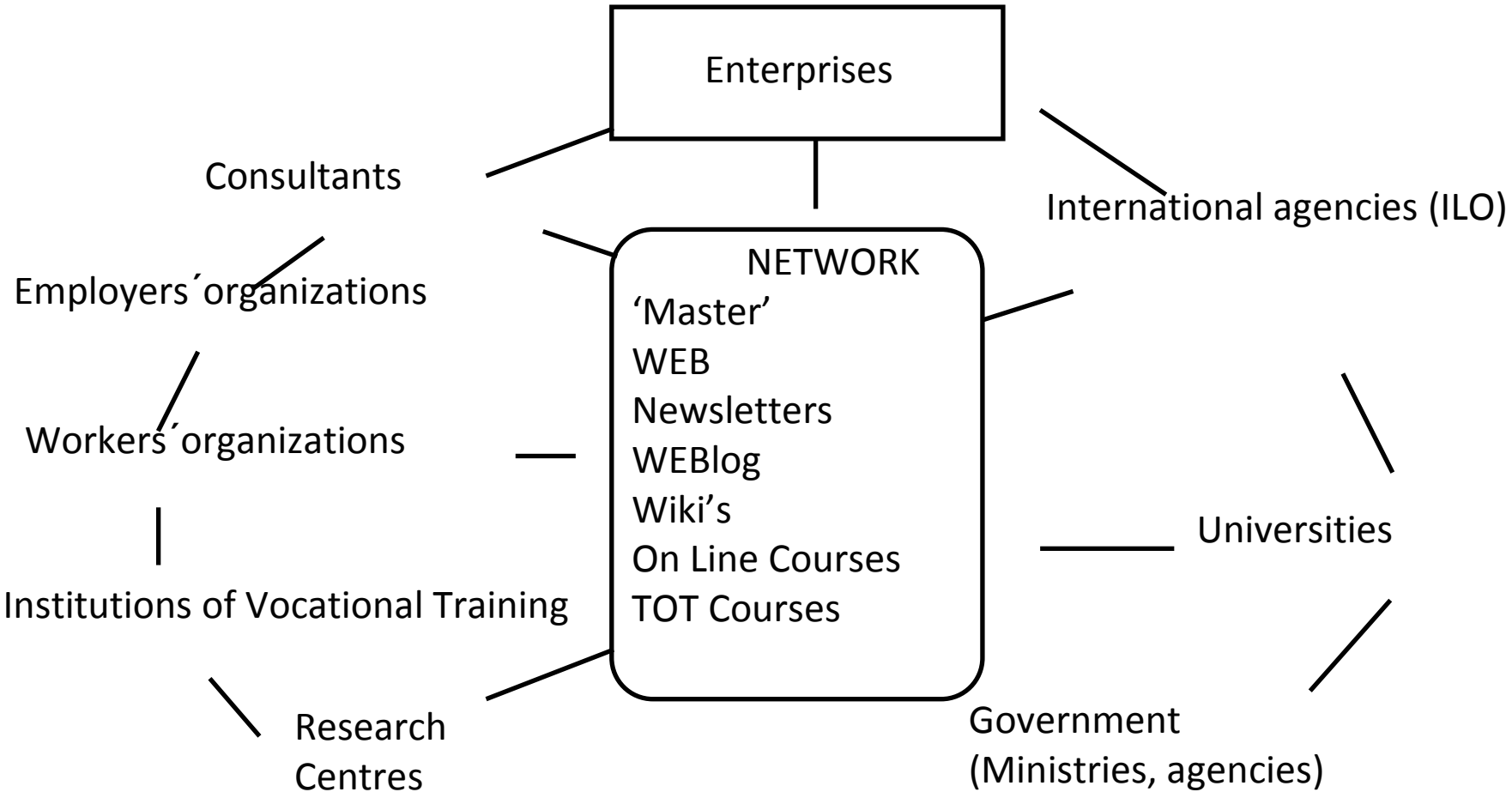
## *Who Innovates in the Organization?*



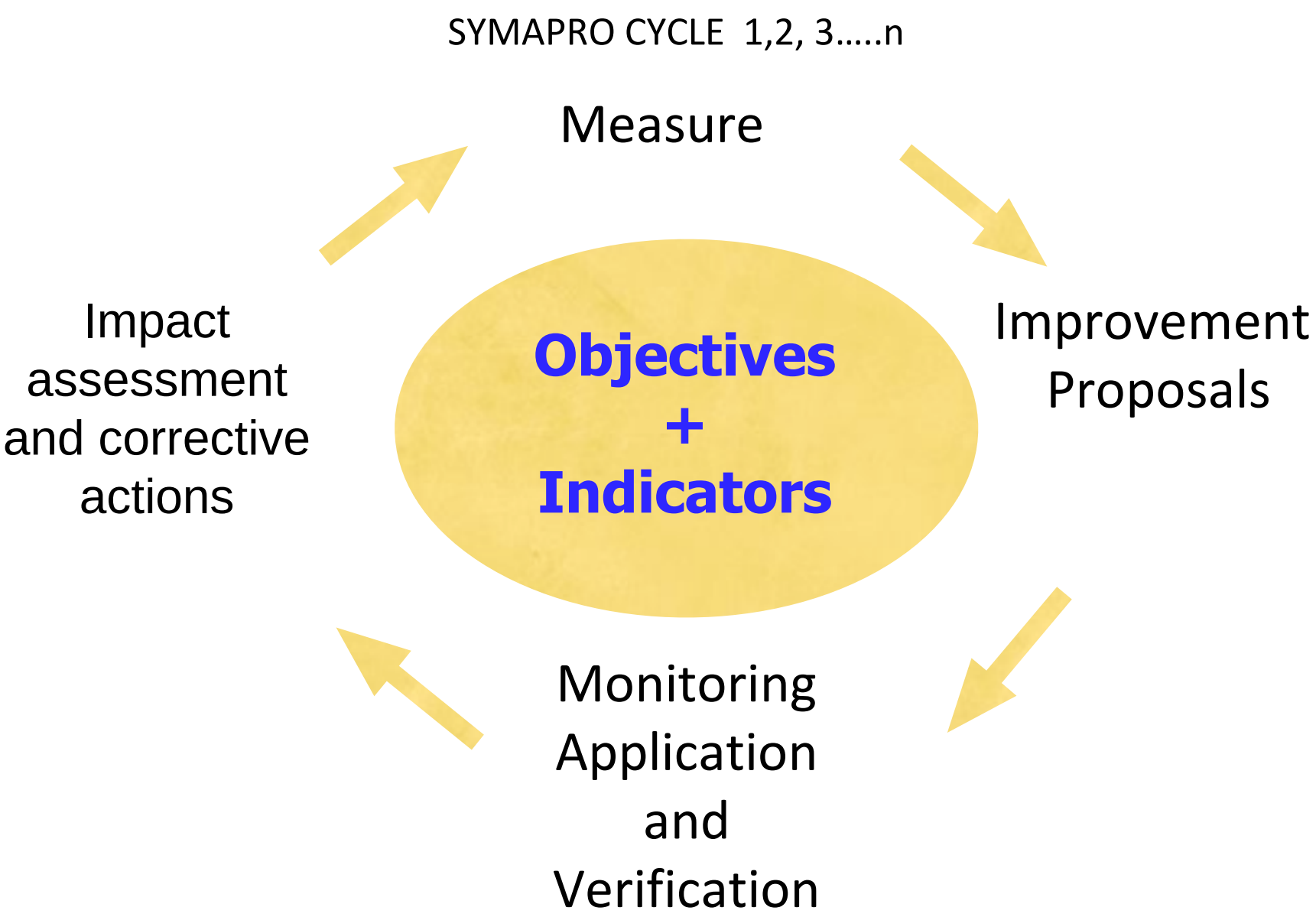
# 5. Focus on results chain and impact assessment



# 6. Open Learning Network



# Continuous Improvement: experimental management system



# Advance network in Latin America : quantitative and qualitative

## 17 years of experience in Latin America:

- Mexico,
- Dominican Republic,
- Cuba,
- Chile,
- El Salvador
- Honduras
- Uruguay.

## Network meetings:

- 14 in Mexico;
- 14 in Dominican Republic;
- 5 in Cuba;
- 3 in Chile.

Manuals, methodologies tools, impact studies.

# Web sites

**WEB – SYMAPRO Learning Network:**

www.oitcinterfor.org

www.oit.org.mx

http://new.simapro.cl/

www.infotep.gov.do

www.simapro.org

http://promes.cos.ucf.edu/

http://promes.se/

**Software Plataforma Internet:** www.leonardmertens.com/simapro

**WEB.2.0:**

http://competenciasazucar.ning.com

http://simaproturismo.ning.com

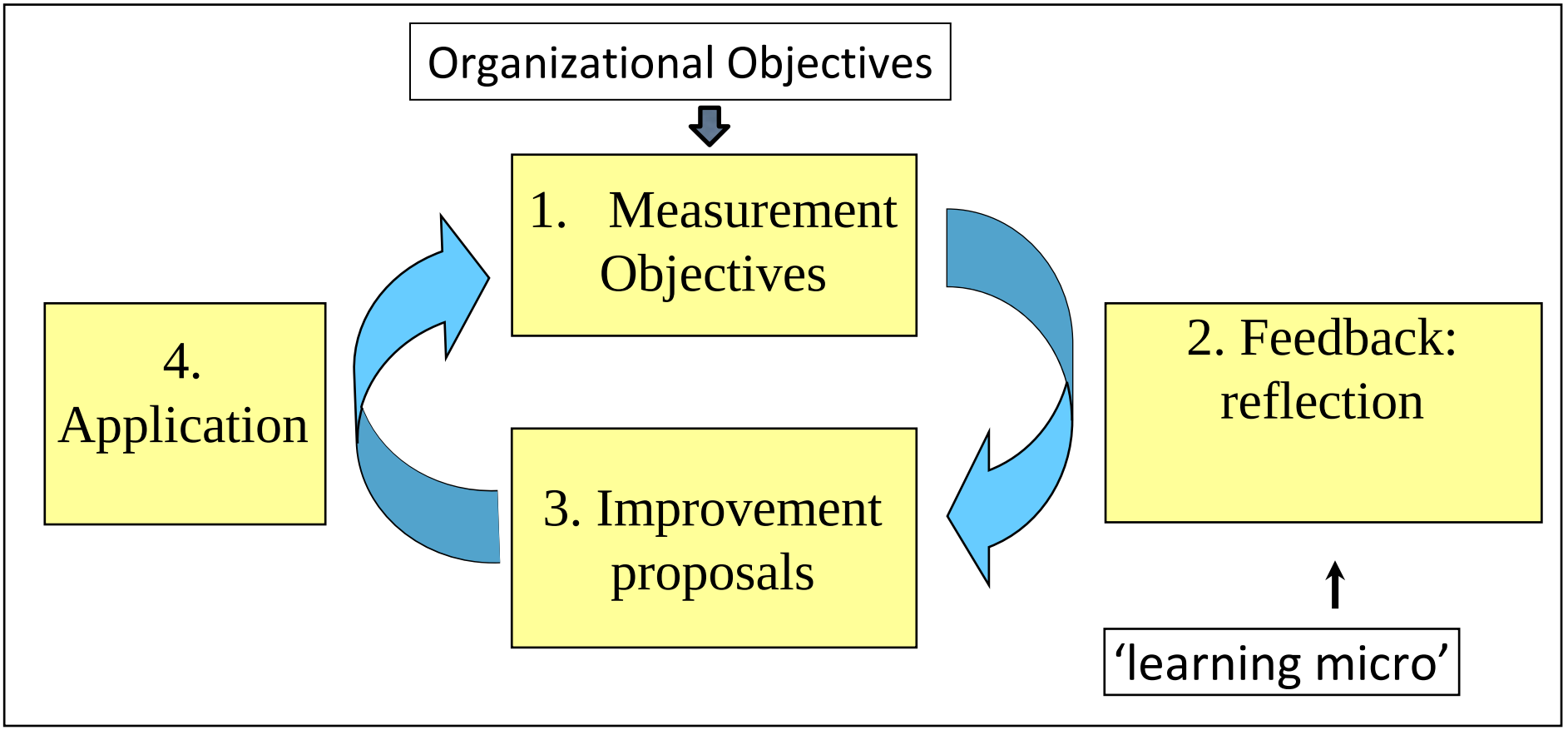
**Video-Experiences:**

http://vimeo.com/user4133053/videos

# ❸ LEARNING SYSTEM

# GROUP
## MEASUREMENT SYSTEM AND FEEDBACK

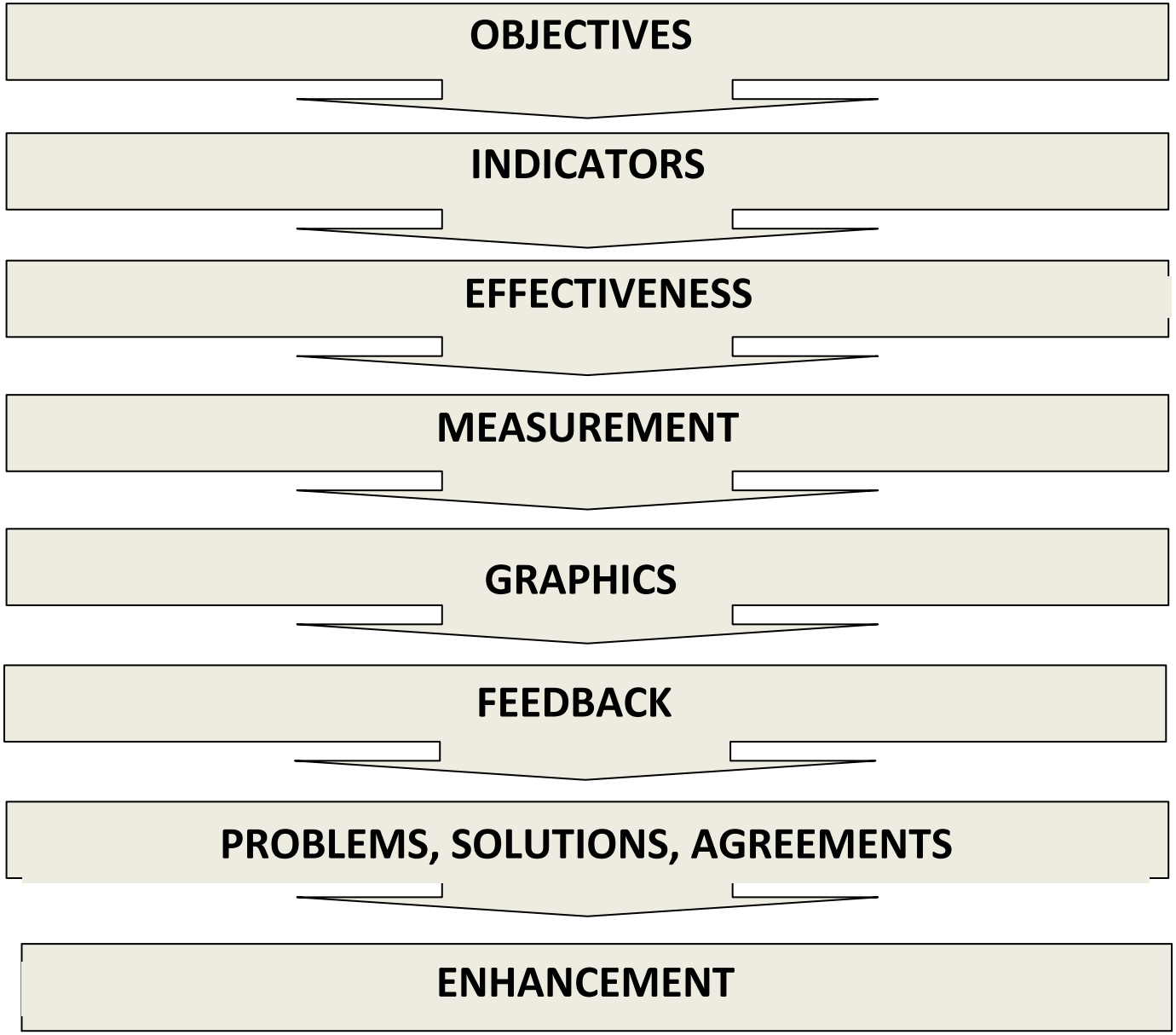
# GROUP: Measurement and feedback




*What is not measured cannot be improved!*

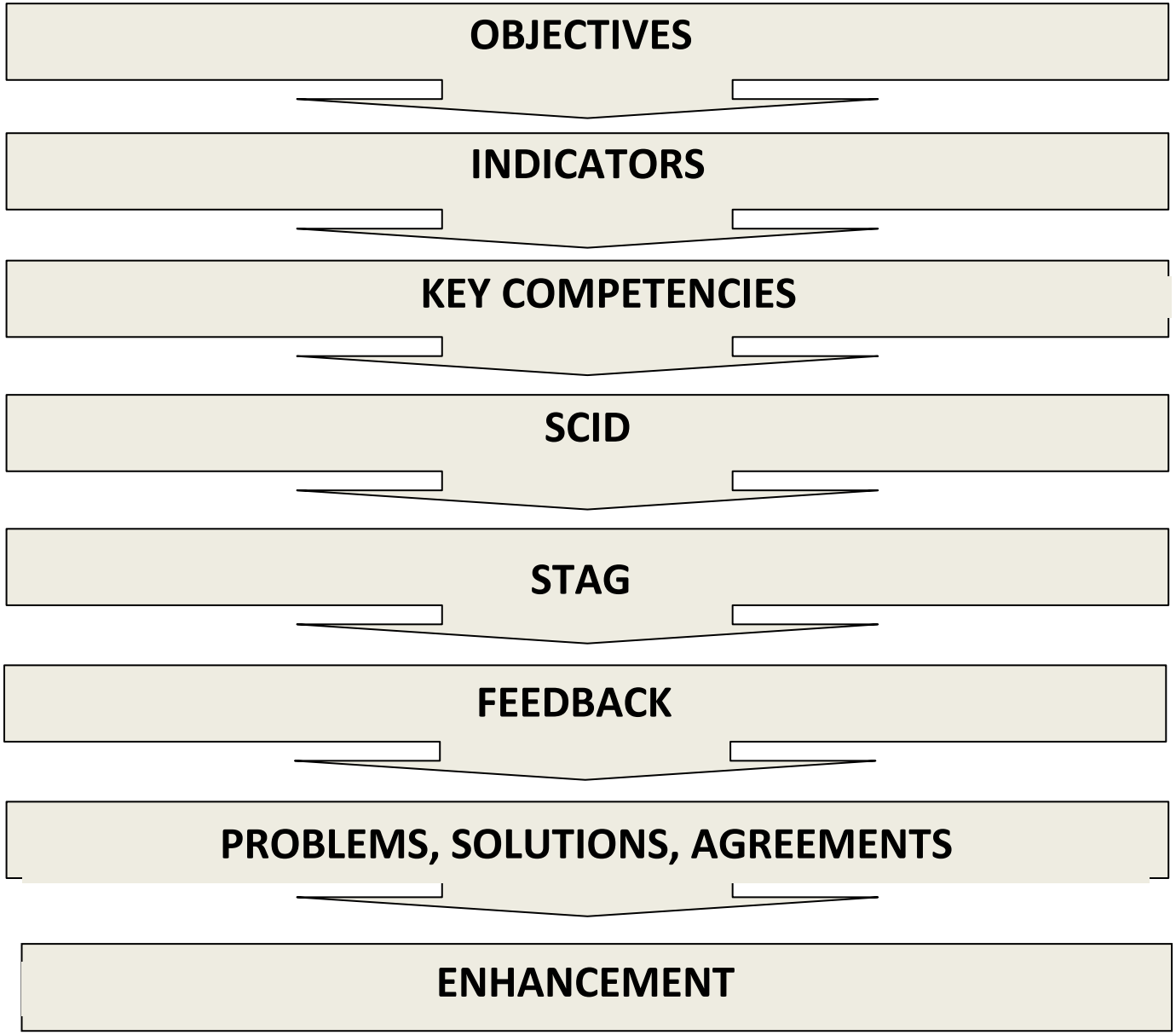
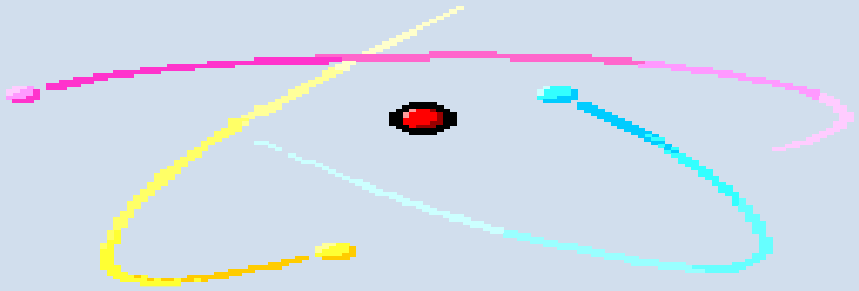
*Measurement does not reflect, not lead to improvements!*

# GROUP: Measurement and feedback



# INDIVIDUAL
## SELF TRAINING AND ASSESSMENT GUIDES (STAG)

# INDIVIDUAL: STAG



Thank you