GLO.WIN MANIFESTO

Workers of the world deserve life enhancing work, workplaces and work products that offer prosperity, beauty and sustenance for all who experience them. The world of work emerging in developing countries provides an opportunity to establish sustainably innovative work, workplaces, and organizations. The opportunity is no less for existing organizations and workplaces. There is a hunger for work, workplaces, and organizations that treat environments and people with the dignity and respect that ensures sustainability and shared prosperity. We seek to build a community of practitioners and researchers collaborating in the identification, use, enhancement, sharing and protection of the elements that make up humane, healthy, and innovative work and organizations. Forged in the values of mutual prosperity, participation, equitable inclusion, dignity and grace our membership leads to serve others in serving others.

Members of the Global Organization and Workplace Innovation Network (*GLO.WIN)* have a propensity for action. We are committed to enhancing working conditions for the downtrodden, improving the effectiveness of collaboration and inclusion, and the sharing of planning *and* execution of work. We are also committed to exchanging ideas and experiences that improve productivity and engagement, assisting leaders and potential leaders in fanning the spark of workplace innovation and the enhancement of work - life balance. We wish nothing more than **Better Places of Work and Workplaces That Work Better**.

We also believe that an organization's effectiveness goes hand in hand with the treatment of its members. The more life enhancing the policies, practices, processes, and perspectives, the more effective the organizational ecosystem will be. Market Innovation, operational efficiency, quality, and financial success are impacted positively when an organization focuses equally hard on workforce innovation, dignity, and prosperity. When an organization ensures the continued prosperity dignity and health for the multiple stakeholders required for achieving organization goals and objectives its ecosystem and component parts ability to thrive is also ensured. The organization becomes a life force in and of itself, creating a virtuous cycle avoiding organization entropy, failure and death. We seek to fortify ecosystems by establishing healthy, humane, and honorable organizations that create and improve innovation, dignity, collaboration, and prosperity in work practices and working communities – we seek nothing less than to save the world.

GLO.WIN Conceptual Framework

Our conceptual framework for creating healthy and innovative workplaces may be defined as workplaces where the content of people's jobs is as critical as any other measure of effectiveness it tracks.

In these workplaces, people do work that:

- Is meaningful to them
- Contains variety, autonomy and is challenging learning
- Takes place in an environment where people are respectful of each other
- Is voluntary – choose to work there
- Represents a means to desirable future
- Provides opportunities to *Participate* in continuous improvement and innovation of processes and services/products
- Has an operating model that offers shared prosperity and mutual benefit
- Is based on Equity/Equality of treatment, opportunity, and reward
- Acknowledges that Collaboration is critical to getting things done
- Provides inclusion dignity and participation in changes
- Operates as a community – real connections between leaders and led
- Involves practices, inputs, and equipment that are safe for all who will come in contact
- Is healthy: Allows for a balanced work life
- Balances productivity and involvement
- Allows for democratic relationships

Working this way ensures an organization that
- Attracts and secures talent
- Fulfills its financial commitments
- Has ready access to natural resources
- Increases its innovation and success in the marketplace
- Creates a benchmark for other organizations to aspire

The GLO.WIN Ecosystem Design

GLO.WIN is beginning to take shape as a network of individuals, groups, and organizations -- a system of networks. Over the past two years, the initial partners - USI and STSRT - have built the relationship they needed to act as the initiating coordinating group for GLO.WIN. USI and STSRT are themselves networks who practice STS and who are also trying to join in building a global network of STS practitioners.

However, the STS approach is but one approach that can enable *Better Places to Work and Places that Work Better*. The vision of GLO.WIN is to bring many approaches to this challenge together to share learning and hopefully build critical mass. We believe these networks if connected in a global community, can bring tremendous energy and innovation to address the challenge of enabling "globally *Better Places to Work and Places that Work Better*". We want to make workplace health and innovation in its broadest sense, a critical element in the global agendas of businesses, not-for-profits, governments, and unions. We are not looking for workplace health and innovation to replace cost and quality as points of focus. They should cuddle up right next to each other, existing symbiotically, enhancing, strengthening and spreading prosperity and beneficial use.

GLO.WIN [Global Organization and Work Innovation Network]

The system of networks' process is one of ongoing dialogue with the various communities that are concerned with the creation of healthy and innovative workplaces that will be designed using a participative approach. We will learn, experiment, and innovate with many stakeholders, including:

☐ Businesses, Consultants	☐ Workers	☐ Unions
☐ Community Organizers	☐ Schools	☐ Urban Planners
☐ Research And Educational Institutions	☐ Designers	☐ Non-Government Organizations
☐ Governments	☐ Film Makers	☐ Social Media & Communication Experts
☐ Global Communities	☐ Organizations	☐ Institutions

Anyone in the business of trying to make the world a better place

An informal coordinating group from the STS-RT Stewards and USI Leaders has carried out its first strategic priority, which is to identify and connect related organizations and networks starting with:

● IWOT, which focuses research on teams,

● EUWIN, a project organization, focused on EU policy for workplace innovation (even though this entity may dissolve after 2015, many of its members may wish to be included in GLO.WIN);

● USI, which focuses on STS development in the Lowlands;

● International STS ROUNDTABLE, which focuses primarily on North America, but also has had participants from Australia, Scandinavia, and other parts of Europe.

With a growing experience of working together, our partners will identify many other organizations and learning communities who also work in the domain of creating healthy work organizations and who we can expect will become members of GLO.WIN. Along the way, we will attempt to build networks in Australia-Asia, Africa, and the Americas.

GLO.WIN Structure

We want to create a system of networks (also called an ecosystem or network of networks) to share ideas, experiences and friendship to find solutions to the challenge with our diverse talents. A system of networks embodies individuals, single organizations, and networks. It is a multi-stakeholder system who value the challenge. To function effectively, this system of networks requires a coordinating mechanism or group based on trust and mutual respect. This coordinating group provides shared governance to the ecosystem. The partnership USI and the STSRT have formed is the initial Coordinating Group for GLO.WIN to get it started. The Coordinating Group will evolve and its membership, based on trust and respect, will change over time. What all stakeholders hold in common is the shared will to resolve a societal wicked problem that affects every organization and person but no one sector can solve alone. [In GLO.WIN's case "globally better places to work and places that work better."] Ecosystems start with the convergence of shared will but need to be comfortable moving into and through a time where divergence is accepted, expected and leveraged to create breakthrough, transformational and inspiring solutions. Holding the space and time for divergence, so creativity generates exceptional solutions that satisfy multiple stakeholder needs at the action, mindset and identity levels is a highly complex social function. Information and Communication Technologies (ICT) allow for same time, as well as non-same time interaction. The system of networks attracts passion, creativity and initiative into non-directed self-forming groups to fulfill the demand for something to emerge in an evolutionary way from the interactions among networks of trust.

Peer-to-peer social networking and social media have changed peoples' definitions of the value of joining organizations like the Roundtable. We have many participants on LinkedIn and Facebook, who avidly engage with each

other, which bring benefit to us all. Social media engagement only goes so far in offering the benefits of belonging and connecting. The intent of GLO.WIN is to build a community bound together on a shared "learning journey" challenging STSD-based assumptions and concepts about organizations. Together we will discover how to respond to essential questions about ourselves as designers and our work in designing healthy organizations.

GLO.WIN Outputs

We will create accessible knowledge that enables and creates humane, dignified, prosperous, sustainable, and innovative communities to work and live. We will have strong, trusting, mutually beneficial mentoring relationships among our members.

GLO.WIN Roadmap

- Steps forward To Be Co-Created with the community of signees