

The Definition Map of the Netherlands Centre for Social Innovation

What is social innovation?

A DEFINITION

Social innovation is a renewal in labour organisation and in labour relations that leads to improved performance by the organisation and realisation of talents.

Societal goals

- Social innovation aims to maintain prosperity and encourage its growth.
- Social innovation aims to improve the competitive position of the private sector.
- Social innovation aims to overcome the shortage of skilled labour in the future.
- Social innovation aims to increase the number of people becoming/remaining active in the labour market.
- Social innovation aims to make technological innovation possible.

Goals of organisations

- Social innovation aims to improve performance by increasing labour productivity.
- Social innovation aims to utilise the organisation's knowledge, competencies and technology more effectively.
- Social innovation aims to accelerate development of new products and services.
- Social innovation aims to produce motivated and committed employees.
- Social innovation aims to make the organisation more attractive in a tight labour market.

Goals of employees

- Social innovation aims to improve job satisfaction.
- Social innovation aims to find balance between work and private life.
- Social innovation aims to promote personal development opportunities and lasting employability.

A NUMBER OF GOALS

A NUMBER OF TYPICAL APPROACHES

Labour organisation

- The organisation provides opportunities to work (together) independently of time and place.
- The organisation allows employees to determine their working hours (in consultation).
- The organisation facilitates flexibility by using, among other things, ICT.
- The organisation allows employees to spend part of their working hours on developing new ideas.
- The organisation has a diverse workforce and uses this effectively.
- The (logistical) processes are organised as effectively as possible in consultation with employees.

Labour relations

- Employees and management jointly formulate the organisation's ambitions.
- Employees have a say in the organisation and its decisions.
- Management and employees encourage each other to (learn to) innovate and to show creativity and daring.
- Management and employees trust each other.
- Employees are responsible for managing their tasks autonomously.
- Employees and managers are allowed to make mistakes and dare to admit them.

Relations with others

- The organisation works on innovation with partners (suppliers, clients, people in the community).
- The organisation works together with knowledge organisations.
- The organisation is involved in the community and with social issues.

SUCCESSFUL EXAMPLES

Street Cleaning Company, The Hague

- Incentive**
 - The street cleaning company in The Hague may lose work because the municipality is reducing regular cleaning runs.
- Social innovation**
 - Broad deployability of personnel in independent teams.
 - Cleaning at fixed times replaced by cleaning when it is required.
 - Introduction of a coaching style of management.
- Results**
 - The Street Cleaning Company is able to retain the municipality's business.
 - Public space in The Hague is cleaner for less cost.
 - The company's street cleaners are more independent, healthier and have more pride.

Google

- Incentive**
 - Social innovation is part of the corporate philosophy.
- Social innovation**
 - Innovational talent is part of every job description.
 - Employees can devote 20 percent of their time to innovation.
 - There is a positive climate in which making mistakes is allowed.
 - Employees are given freedom and trust to work across team boundaries.
 - Google offers intellectual stimulation, for example inspiring lectures.
- Results**
 - Google is market leader with high profits, satisfied shareholders and motivated employees.
 - Google generates a constant stream of new products and services.

Your organisation

- Incentive**
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- Social innovation**
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- Results**
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