

Well-being through work



Finnish Institute of
Occupational Health



Työterveyslaitos



Developing Safety and Risk Management in Mobile Work: Focus on Organizational Learning Practices

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Background

- Project: *Supporting organizational resilience in complex adaptive systems (ResCas)*.
- The goal of ResCas is to identify and describe the organizational practices and individual capabilities that contribute to organizational resilience.
- We study resilience in mobile and multi-locational work settings.
- Our data consist of workshop discussions in which the service technicians and their co-workers and supervisors jointly analyse work practices, especially disturbances.

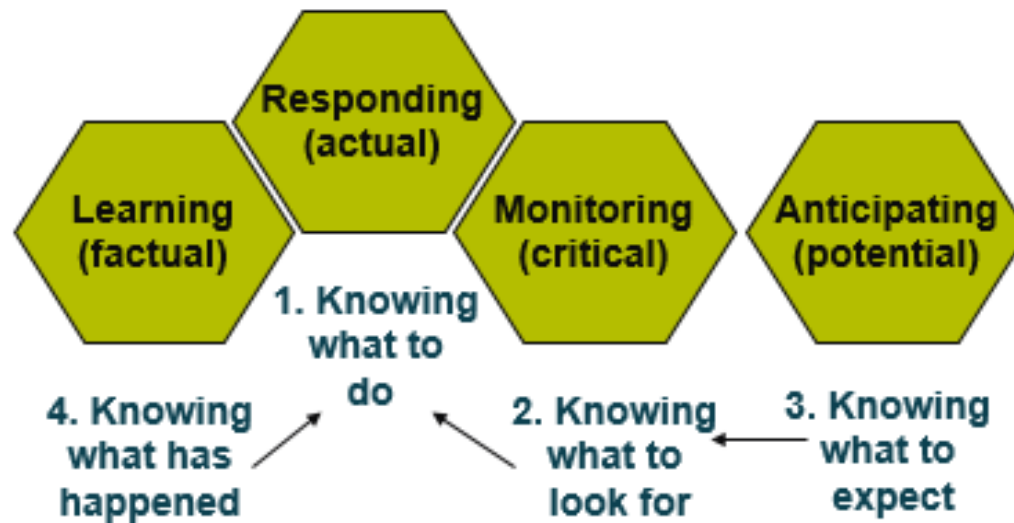
(Virkkunen, Newnham, 2013)



Resilience

Resilience = the system's ability to adjust its functioning.

The four cornerstones of resilience



(E.Hollnagel 2011)

**How does resilience emerge locally,
while individual employees perform their everyday work?**

Focus on learning



Aim of the workshops:

To develop together practices that help service technicians and their foremen to act fluently in unexpected situations so that actions support safety and well-being.

I Workshop

- Discussions on the problems that arise at work and how they are currently solved.

II Workshop

- Consideration and generation of ideas regarding how current problems can be solved.

Learning



Current situation:

- It seems that learning supports development of competences of individual employees
- Practices for learning collectively from problematic situations are limited



Need for joint learning and shared tools.

Tools as a learning challenge



- Evaluation of tools: what tools, whose tools, shared tools...
- How to develop shared tools that contain a scope of predictability and learning

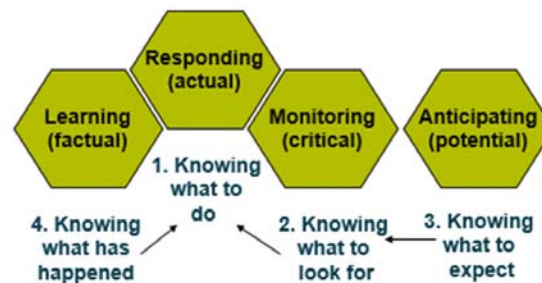
Tools	Sale	Technician	Custom Service	Tech. Support	Client
Tool 1					
Tool 2					
Tool 3					
Tool 4					
Tool 5					

Why should we analyse unexpected situations?



- Problem-solving of unexpected situations reveals features of service work and need for co-operation → Understanding individual actions in the context of collective work activity
- Analysing unexpected situations in workshops expands attendees' understanding from the individual's perspective and technical explanations **towards a shared and more systemic view** → new innovations and work development.

The quality of this co-operation affects the fluency of work -> workload of the actors -> well-being



Thank You!

