

Annex 2: Template for the Country Research Reports

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Data about respondents and their organisations:

<i>Total number of respondents</i>	25
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<i>Age of the youngest respondent</i>	<i>Age of the eldest respondent</i>	<i>Average age (from all respondents)</i>
27	72	49,25

<i>Number of SME managers</i>	<i>Number of SME owners</i>
12	13

<i>Shortest length of service</i>	<i>Longest length of service</i>	<i>Average length of service (from all respondents)</i>
2	32	11,64

<i>Number of employees</i>	<i>Less than 10</i>	<i>10 - 50</i>	<i>50 - 250</i>	<i>More than 250</i>
	9	11	5	0

<i>Organisation's field of activity</i>	Construction, Services, Publishing, Interior Design, Marketing, Gardening, Real Estate Administration, Food, Catering, Plumber, Transport, Consulting, Logistics, Textile production, Electronic, Taxi
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<i>Number of organisations located in urban areas</i>	<i>Number of organisations located in rural areas</i>
21	4

<i>Number of organisations concerned about innovation, in general</i>	22
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<p>Activities/actions that respondents currently implement (or they would be interested to implement) in order to support and promote innovation in their professional activity or work</p>	<p>Most respondents related this Question to their daily work and gave very specific answers.</p> <ul style="list-style-type: none"> - Websites - Testing of new materials - Formation of purchasing syndicates. - Recruiting through social networks - New and environmentally friendly processes
<p>Number of respondents that promote innovation leadership</p>	<p>19</p>
<p>Practices that encourage the employees the most to be proactive or contribute ideas</p>	<p>The employees should have a positive attitude towards the company and identify themselves with their job. They should be able to communicate openly, put themselves in the position of another person, reflect themselves, don't be afraid of trying new stuff. One important point many of respondents is that the employees should be responsible for certain processes/outcomes in their company. It is important to listen actively to the employees, trust them and give them feedback on a regular basis.</p>
<p>Beliefs of respondents regarding innovation leadership</p>	<ul style="list-style-type: none"> - Let the employees work independently. - To challenge then encourage and reward. - Flat hierarchies. - Openness, cooperation and trust. - The manager should sometimes step back a bit and let the employees work.
<p><u>Behaviours</u> that respondents can practice to encourage and support their employees' openness to contribute their</p>	<ul style="list-style-type: none"> - Work should be a part of their personal purpose of life. - Creative free space.

<p>ideas/proactivity/willingness to engage in innovation activities</p> <p>OR</p> <p><u>Behaviours</u> that respondents find relevant for engagement and valuable contribution to (implement) innovation</p>	<ul style="list-style-type: none"> - To not only take up suggestions from employees, but also implement them promptly. - Take wishes from employees seriously. - Trust the employees and have a good interpersonal relationship.
<p><u>Areas</u> that respondents consider as the most important and that they believe WINN Toolkit and Training Programme should envisage</p>	<ol style="list-style-type: none"> 1. critical thinking 7 2. clarification of ideas 7 3. mapping of arguments and decisions 2 4. innovative mindset 14 5. emotional intelligence 8 6. leadership style 6 7. collaborative behaviors (active listening, constructive response to adversity, etc.) 16 8. empathy 7 9. overcoming biases in the decision-making process 4 10. heuristic reasoning 3
<p><u>Innovative behaviours</u> most necessary for an employee to become an innovative individual</p>	<p>(a) Idea generation behaviours: Exploring opportunities 19 Identifying performance gaps 5 Producing solutions for problems 8</p> <p>(b) Idea application or implementation behaviours: Demonstrating application-oriented behaviour 5 Investing effort in developing, testing and commercialising the idea 4 Displaying strong personal commitment to the idea 16 Persuading others of the value of that idea 9 Enhancing creativity of your followers 4 Proving creative self-efficacy 4</p>
<p>In relation to “trying to introduce innovation into an organisation”:</p>	

Paths to innovation	<ul style="list-style-type: none"> - Develop and realise ideas together. - Creativity - Test, trial, test, trail and so on in short cycles - Dialog - Structured innovation processes
Areas of required individual development	<ul style="list-style-type: none"> - Openness, Trust and Cooperation - Imagination, empathy, critical faculties, farsightedness - Curiosity - Personal competencies, which are individually very different.
Main success factors	<ul style="list-style-type: none"> - Increasing the joy and pleasure at and with the work. - Initiative - Allow mistakes and keep going. - Stay positive and celebrate the small successes. - Added value for the customer and working innovations.
Challenges	<ul style="list-style-type: none"> - Corona pandemic. - Staying flexible. - Get away from habits and try something new; question yourself every day. - Get everybody on board when change is required. - Don't getting frustrated and keep going with. - Drop a project that is not working. →Sunk cost bias

Format of the data to be provided from the interview with representative of SME support organisations:

Brief description of the supporting institution and / or interviewee	The Hamburg-based non-profit association Arbeit und Zukunft e.V. ,
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founded in 2001, participates in publicly funded national and international research projects. The aim is the participation and empowerment of people in the design of working and living conditions through qualification, cooperation (chambers, associations, etc.), initiatives with industry to improve the transfer of results of labour research for companies and working people; holding colloquia, seminars and workshops; publications.

The organization consists of scientifically qualified persons from Germany and Austria. They represent the disciplines of occupational medicine, occupational psychology, occupational sociology, ergonomics, health and sports science, vocational pedagogy, business and economics, philosophy and political science.

I conducted the interview with **Mr. Alexander Frevel**. Mr. Alexander Frevel studied sociology and economics. He has already conducted about one hundred research and consulting projects. As an independent consultant, he is based in Hamburg. He is the owner of the association Arbeit und Zukunft e.V.. His focus is on supporting companies and organizations in meeting the challenges of demographic change and promoting work ability. Approaches and measures for a strategic personnel policy and preventive work design are usually developed in participative processes. Tools such as "work ability coaching," "age-appropriate continuing education" and "appreciative dialogs" are used. He

	<p>leads training activities on these consulting tools and accompanies organizational change processes in companies.</p>
<p>Main conclusions from the commentary on the research results</p>	<p>First of all, Mr Frevel was very interested in this project and at the end of the interview he offered his support if needed in the future. Many of the examples from the research I discussed with him he agreed on.</p> <p>Relevant comments:</p> <ul style="list-style-type: none"> - About the role of the SME manager: The SME manager should be a generalist. It is very important that he has a very wide knowledge. Knowledge about some subject-specific details is important as well, but a general knowledge about: <ul style="list-style-type: none"> o Market developments o Product development o Future trends o Society trends o Different tools and techniques for organising. o Etc. <p>Is very relevant. He should be the one who has the general plan for the future and thinks about how the company should develop in the future.</p> <p>How to work on company innovations together (e.g. how the company should look like in 2025):</p> <ol style="list-style-type: none"> 1) Homogeneous working groups (one group for the upper management, one group for the middle management and one group consisting of simple

	<p>workers) These groups discuss about the company in 2025.</p> <ol style="list-style-type: none"> 2) Heterogeneous groups / mix the groups and let each participant talk about the company in 2025. First the workers, leaders last. 3) Talk about which fantasies the participants would like for the company in 2025. 4) Talk about the reality, what can be achieved, what should be changed, what is realistic. 5) You have a plan!
<p>Main conclusions from factors/behaviours/beliefs/aspects relevant for engagement and valuable contribution to innovation</p>	<ul style="list-style-type: none"> - Mr Frevel pointed out that there is a difference between dialogue and discussion. In a dialogue the opinion of others is as important as someone's own opinion. For an innovative environment, the manager of an SME must be willing to engage in a dialogue. - The most important conditions for a successful dialogue are to be considered and taken to heart: <ul style="list-style-type: none"> o Being curious = being open to exploring the interpretation/perception of others. o Listening = appreciating with head and heart the perceptions and statements of the others in respect. o Suspending = questioning one's own (pre)assumptions and "certainties," exploring one's own response,

	<p>being humble, "being empty" for dialogue.</p> <ul style="list-style-type: none"> ○ Articulate = saying what you really think without apprehension. <p>- The basic principles of dialogue are:</p> <ul style="list-style-type: none"> ○ All participants are equal; hierarchical authority has no precedence. ○ Dialogue thrives on the free flow of opinions between the people involved. It is important that everyone participates. ○ There are only ethical/moral boundaries, but no taboos on content. ○ The goals are conscious agreement and joint action. <p>Other relevant points:</p> <ul style="list-style-type: none"> - Openness regarding other's opinions and the willingness to understand others is extremely important. - A conversational culture that learns from mistakes is necessary. - Leaders must step back and be open to other's opinions. Take them seriously. And in the end the leader still must make the decision, but he shouldn't dominate the conversation.
<p>Main conclusions regarding the role of the listed areas</p>	<p>Leadership style:</p> <ul style="list-style-type: none"> - Should be participative. - Leaders shouldn't get involved in everything.

	<ul style="list-style-type: none"> - Responsibility should be where the professional competence is. - Leaders should have a wide and transcendent knowledge. Knowledge about different methods is very important. (methodological competence) - Some people need a strong leadership others a very lax leadership. → Look at the individual and adapt your leadership style to the individual. <p>General comments on the other areas:</p> <ul style="list-style-type: none"> - Question yourself, your actions and methods frequently. - Accept that your employees do things differently than you expected. - Empower your employees.
Relevant quotes (if necessary)	