

CASE

DRAMA STRAIGHT PIPES

University of Vaasa-Levón Institute and
Metal Workers Murikka-Institute
FINLAND

Tulip

TRADE UNION AND UNIVERSITY
LIFELONG LEARNING
IN PARTNERSHIP



UNIVERSITY of VAASA
LEVÓN INSTITUTE

murikka

SUMMARY OF THE CONTENT

1. Cooperation focus in training methods development –why?
2. Current trends causing changes in firms in Finland
3. Drama Straight Pipes
4. Evaluation results
5. Learners perspective and conclusions

EUROPEAN GROWTH AND JOBS MONITOR 2009

Educational attainment of the workforce continues to improve

Labour input – both in terms of quantity and quality – is undeniably the key determinant for the output of an economy. In order to achieve both low unemployment and high wages, it is important that the population has the best possible level of education. **Highly qualified workers are the fuel for innovation and technological advancement.** In this regard, the EU-15 have made encouraging progress. The percentage of the overall working population with a tertiary education has risen continuously to 30.2%, up from around 25% in 2000. This trend is on the rise in all the countries we monitored, with the ranking list remaining mostly unchanged. **Finland remains No. 1 – 40.3% of its workforce has a tertiary education.** Italy, on the other hand, brings up the rear at No. 14 – a mere 17.3% of its workforce boast a tertiary education. Compared with last year's list, only Denmark and the UK have changed places.

TRADE UNION STRUCTURE IN FINLAND

- STRUCTURE BASED ON EDUCATION AND WORK CONTENT AND FEATURES
- AKAVA (WWW.AKAVA.FI) FOR ACADEMIC AND WHITE COLLAR WORKERS
- STTK (WWW.STTK.FI) WELL EDUCATED WHITE COLLARS ORGANISATION
- SAK (WWW.SAK.FI) FOR INDUSTRIAL AND PUBLIC SECTOR WORKERS
- 75% OF ACTIVE WORKFORCE ARE MEMBERS IN TRADE UNIONS

TRADE UNIONS` ROLE IN FINLAND

- COLLECTIVE AGREEMENTS
- EXPERT ORGANISATIONS IN SOCIAL AND ECONOMIC DEVELOPMENT
- HEALTH AND SAFETY ORGANISATION
- TRAINING AND DEVELOPMENT OF WORK ORGANISATIONS
- RESEARCH AND TRAINING

TRADE UNIONS, UNIVERSITIES AND LIFE LONG LEARNING

- Metal Workers Union (www.metalliliitto.fi)
Murikka-Institute (www.murikka-opisto.fi)
have research and training activities in
cooperation with higher education
institutions even up to the basic
research/university level
- education and research are now part of the
trade unions core activities with wide
international connections

TRADE UNIONS, UNIVERSITIES AND LIFE LONG LEARNING

- all Finnish universities have Continuing Education Centres/Life Long Learning Centres
- centres offer open courses and programmes, in-company training and open university courses
- trade union members are met in the role of participants or in the role of project management group member

TRADE UNIONS, UNIVERSITIES AND LIFE LONG LEARNING

- Levón Institute has been active in management/leadership training and in organization development projects since 1984
- In year 2007 collective agreement partners agreed to improve the shop stewards understanding of business economy and finance and Murikka Institute is a partner in this training
- In TULIP project we agreed to focus on training method development in order to get the best benefit to all the stakeholders

CURRENT TRENDS CAUSING CHANGES IN FIRMS IN FINLAND

- changes in the management and ownership in family businesses
- globalisation
- new technology
- emphasis on HR issues due to ageing of staff and shortage of labour
- change processes in general /change resistance
- emphasis on innovations and rewarding systems

DRAMA STRAIGHT PIPES

- University of Vaasa/Levón Institute creates a new drama based training experiment that would suit to shop steward training and in-company training for opening the discussion about the current trends and problems
- drama/training method will be tested within two courses organised by Murikka-Institute for shop-stewards and with a group of owner-managers
- evaluation and comments from participants

PILOTING THE CASE

- Two separate two day s business economy courses organised and the Straight Pipe drama performance integrated to these courses: 34 shop stewards from metal industry as participants
- One separate performace for 8 owner-managers of SMEs

EVALUATION RESULTS

- The purpose of the Drama is to show the possible problem situations arising from the **changes in the management and ownership of a firm** and to raise discussions about good practices in order to avoid such problems. Please evaluate how well the Drama works in this meaning. Scale 1= weak, 5 = excellent.
- **Shop stewards: weighted average value 3,99**
- **Owner- managers: average value 3,87**

EVALUATION RESULTS

- The purpose of the Drama is to show the possible negative effects and threats due to **globalization on a small subcontracting firm** and to raise discussions about the needs for changes. Please evaluate how well the Drama works in this meaning. Scale 1= weak, 5= excellent.
- **Shop Stewards: weighted average value 3,64**
- **Owner- managers: average value 4,37**

EVALUATION RESULTS

- The purpose of the Drama is to show the problems arising from persons **change resistance** during the implementing process of the changes and to raise discussions about how to avoid these problems in organizations. Please evaluate how well the Drama works in this meaning. Scale 1= weak, 5= excellent.
- **Shop Stewards: weighted average value 4,02**
- **Owner- managers: average value 4,50**

EVALUATION RESULTS

- The purpose of the Drama is to show the problems arising from **unsatisfactory internal communication** within the firm and to raise discussion about the role of communication in the management in general. Please evaluate how well the Drama works in this meaning. Scale 1= weak, 5= excellent.
- **Shop Stewards: weighted average value 4,16**
- **Owner- managers: average value 4,37**

EVALUATION RESULTS

- The purpose of the Drama is to show the importance of **innovation management and rewarding systems** which support the workers creativity and innovativeness and to raise discussions about the role of rewarding schemes and innovation management as part of the firms competitiveness. Please evaluate how well the Drama works in this meaning. Scale 1= weak, 5= excellent.
- **Shop Stewards: weighted average value 3,37**
- **Owner-managers: average value 4.00**

EVALUATION RESULTS

- Please evaluate the **general applicability of the Drama** in working organizations development processes. Scale 1= weak, 5= excellent.
- **Shop Stewards: Weighted average value 3,81**
- **Owner-managers: average value 4,25**

LEARNERS PERSPECTIVE AND CONCLUSIONS

Free comments:

- -well done and realistic
- -good roles: experienced "ironman" vs "unexperienced" owner-manager
- -the drama was short enough and realistic, the audience had some difficulties to get the message, why you do not speak about emotional aspects at work?
- -perhaps the problems were solved too easily
- -realistic, more is needed about the innovativeness and rewarding systems
- -well done and just short enough

LEARNERS PERSPECTIVE AND CONCLUSIONS

Free comments:

- -realistic especially from a smaller firm point of view, but this might fit also to larger organizations
- -my own experience: nothing good is expected to come from the workers side!
- -the drama pointed out the importance of trust between the “two sides”. Stronger focus on innovativeness and rewarding systems would have been needed
- -perhaps a little bit too “educational”, but I liked it anyway
- -a good way to “introduce” problem situations in practice, if the drama could be tailored to be company specific, it could be even better
- some issues “too simplified” -not applicable in all organizations (owner -manager)

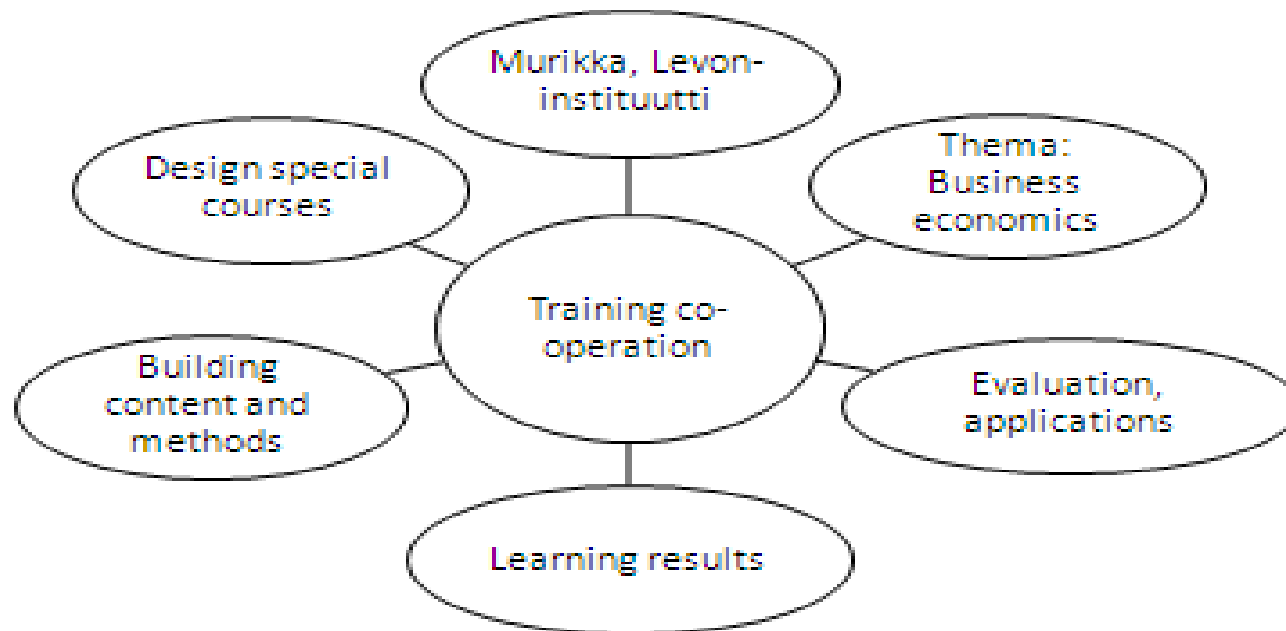
LEARNERS PERSPECTIVE AND CONCLUSIONS

- Evaluations were very positive: lowest ranking 3,37 in all areas of evaluation (shop stewards) and 3,87 (owner managers)
- General applicability of the Drama were evaluated to very high level
- Especially drama worked in viewpoints of "change resistance" and "unsatisfactory internal communication" (both groups)

LEARNERS PERSPECTIVE AND CONCLUSIONS

- The role of workers in innovation processes seems still to be weak
- Changes in the management and ownership of family businesses are important also from the workers point of view
- Owner-managers valued the effects of globalization more than shop stewards
- Owner-managers evaluated in general the usefulness of the Drama higher than shop stewards

LEARNERS PERSPECTIVE AND CONCLUSIONS



Partnership, co-operation levels, issues and actors for lifelong learning in the metal sector in Finland

