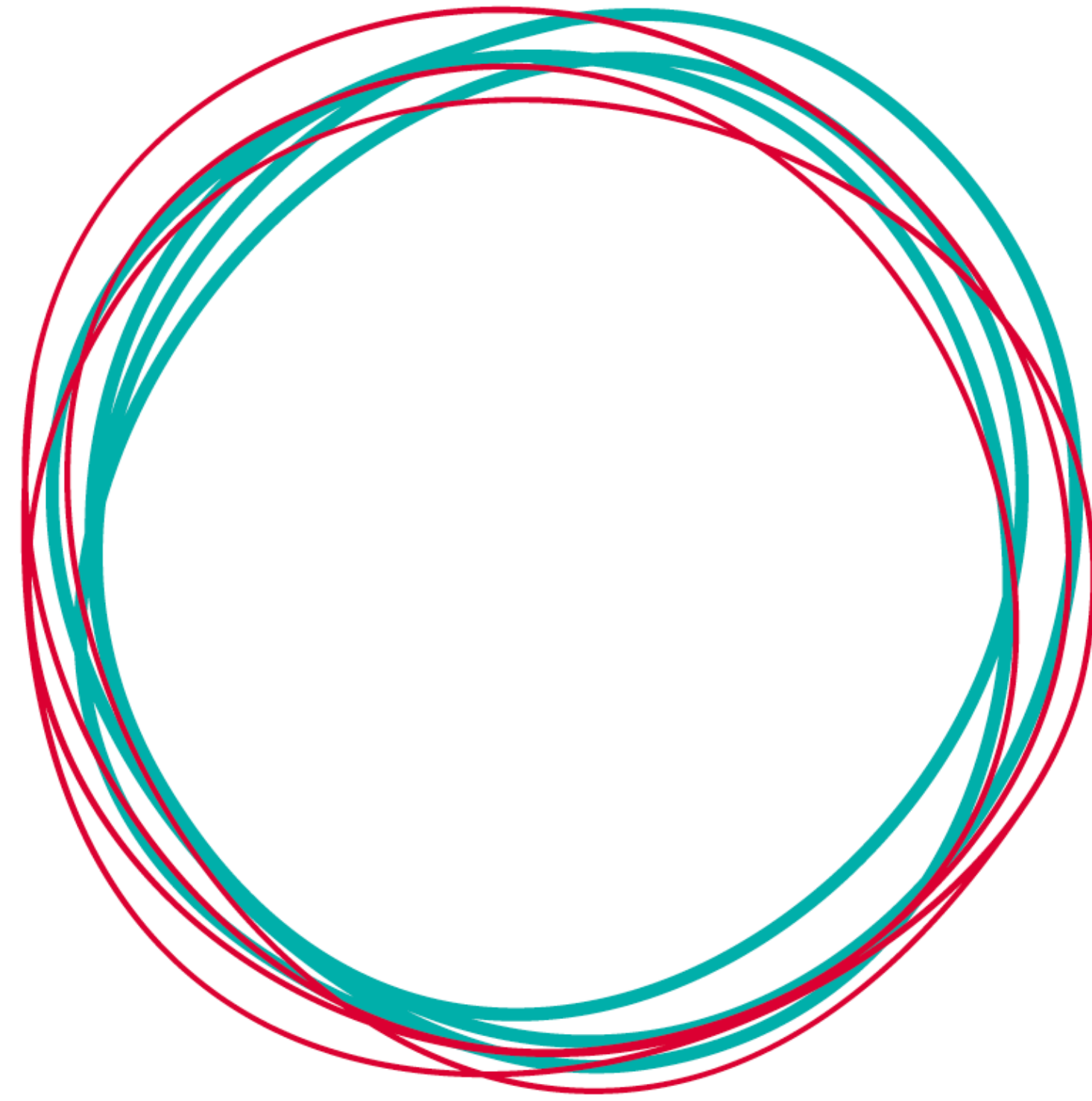




Putting people first

Organisation design meets workdesign



LIGAND

VOOR EEN BETER SAMEN LEVEN

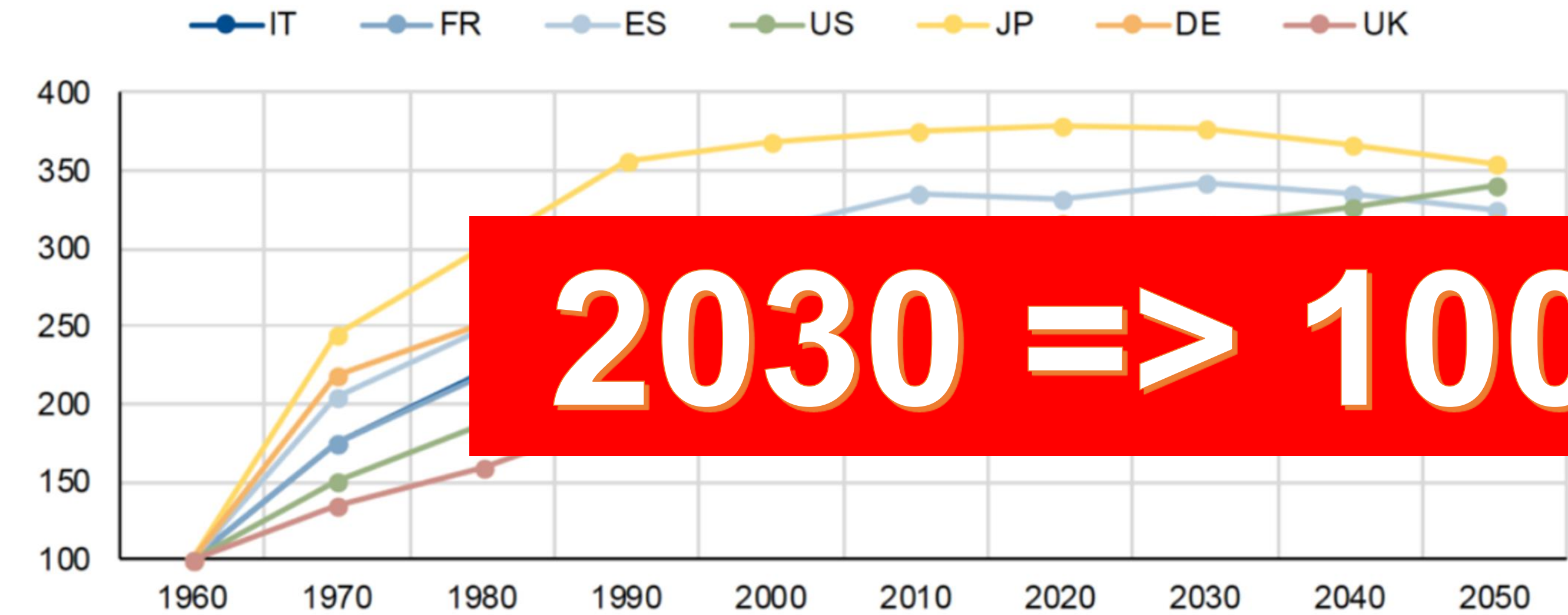
SERV - EMPLOYABILITY-SURVEY 2023

1 out of 2 employees

Does not have **WORKABLE WORK**



Figure 1: Long term growth projections based on UN demographic forecasts*
Real GDP, index: 1960 = 100

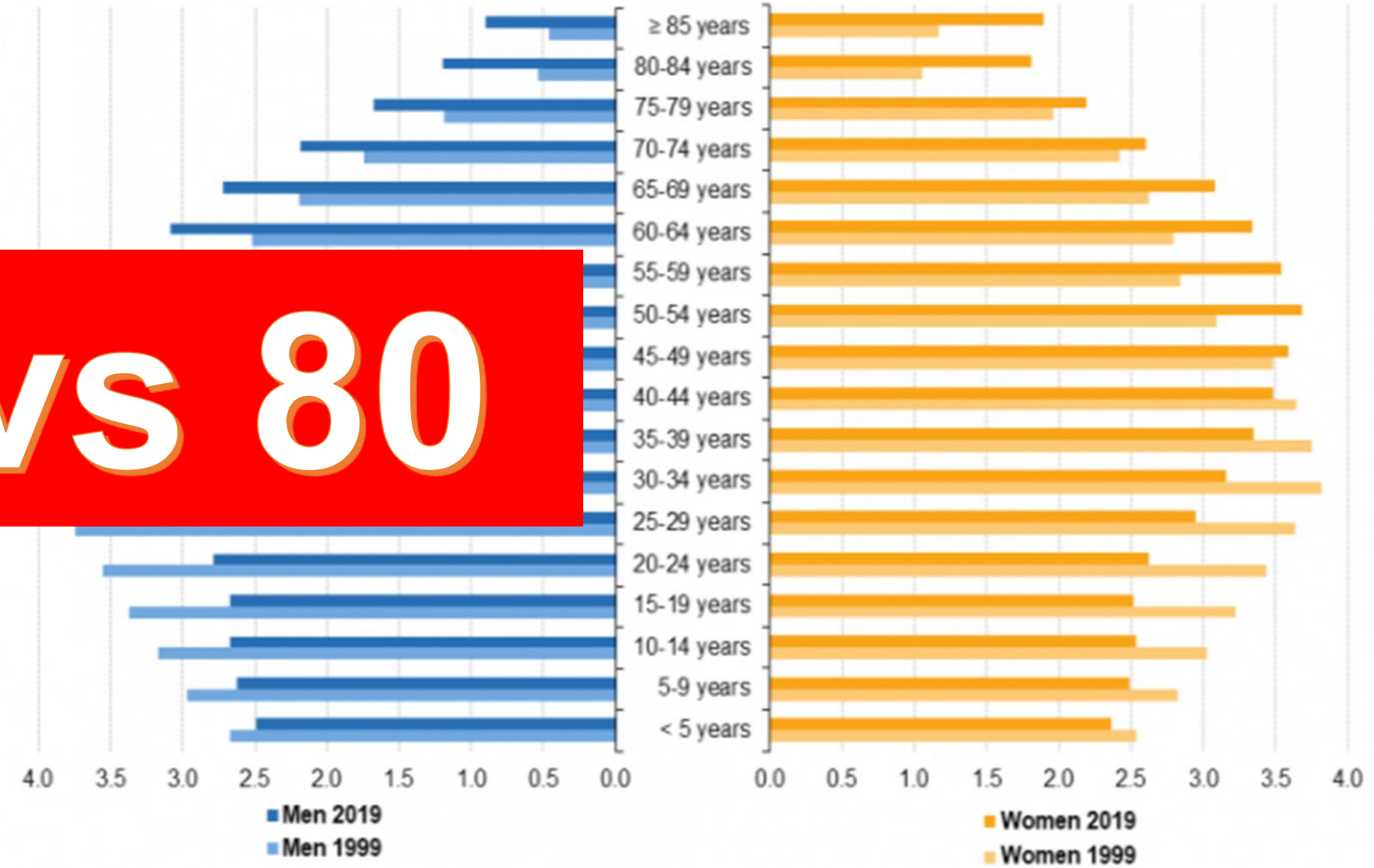


* assuming constant average productivity growth and employment rate as in 2014-19, see Annex I for details on the model

Source: UN, World Bank, AMECO, FED, Scope Ratings GmbH

Demographics are a key source of economic growth

Population structure by five-year age groups and sex, EU-27, 1999 and 2019
(% share of total population)



Note: all data as of 1 January. 1999: excluding Croatia. 2019: provisional. Breaks in series.
Source: Eurostat (online data code: demo_pjangroup)

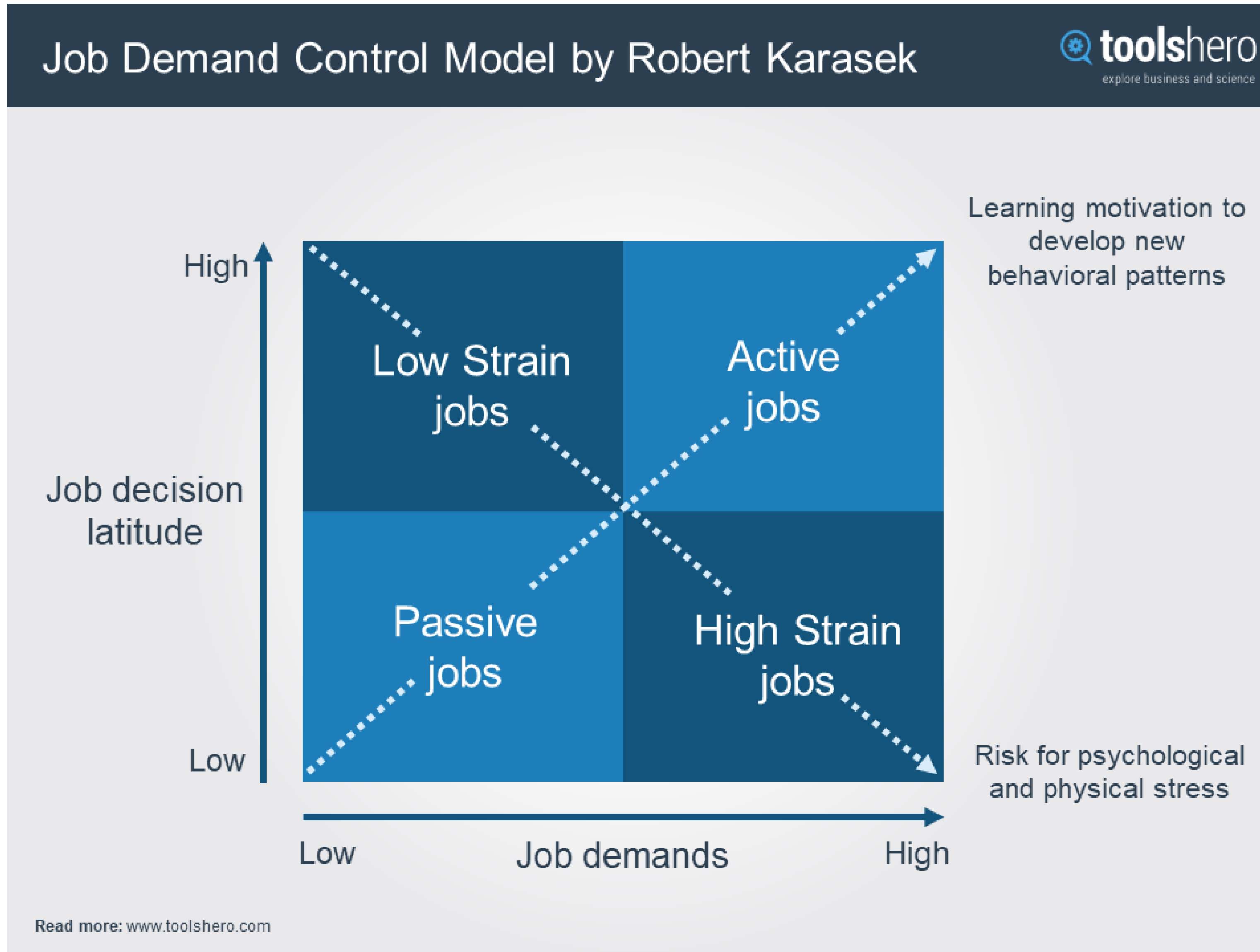
eurostat

Population structure by five-year age groups and sex, EU-27, 1 January 1999 and 2019

Regulatory authority + effective escalation

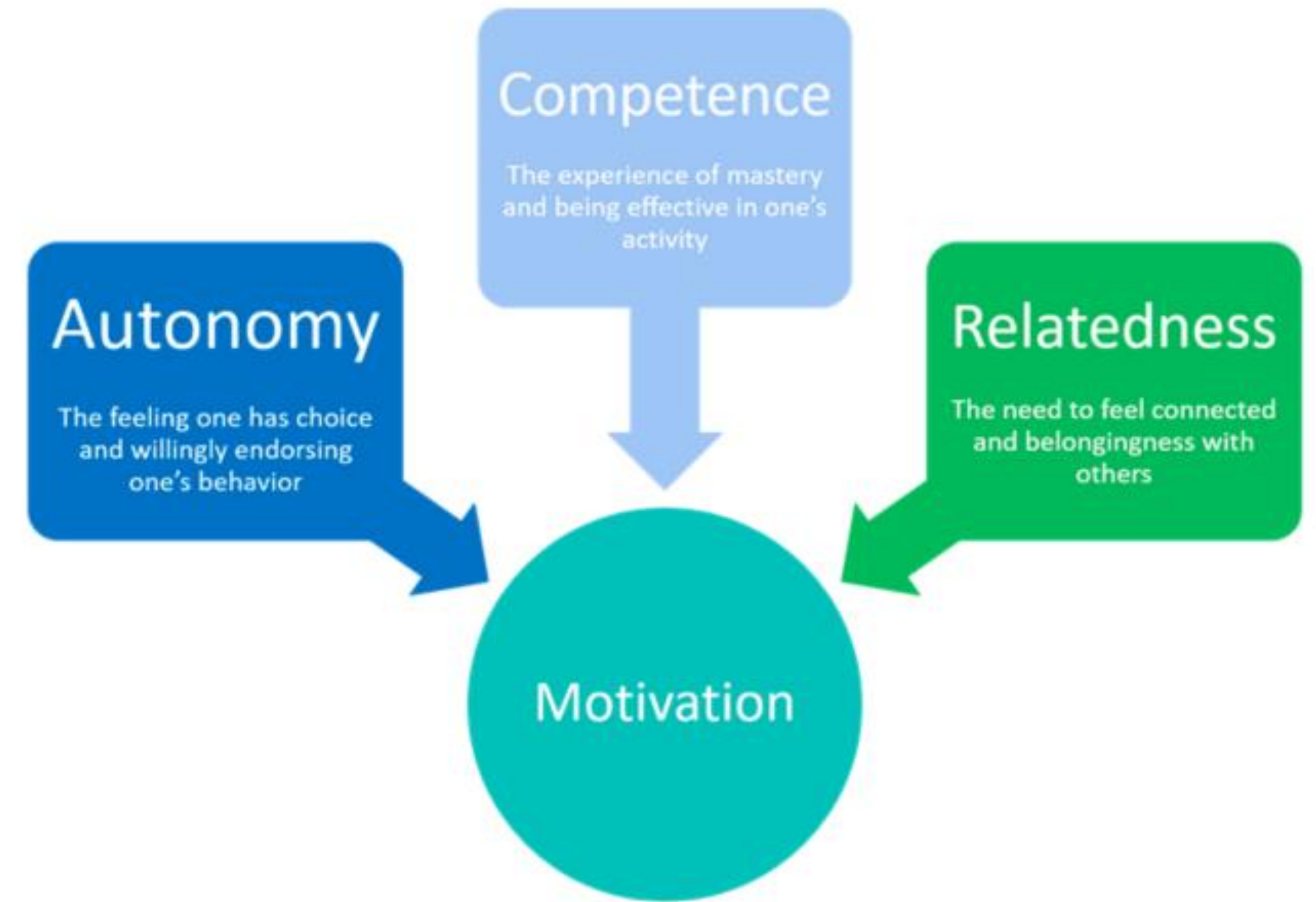
 People don't get stress at work because of work pressure. They get stress because either they don't have authority and the means to solve the problems they encounter, or because there is no effective escalation mechanism.

This is not something new...



This is not something new...

Self-Determination Theory (SDT)



Edward
Deci

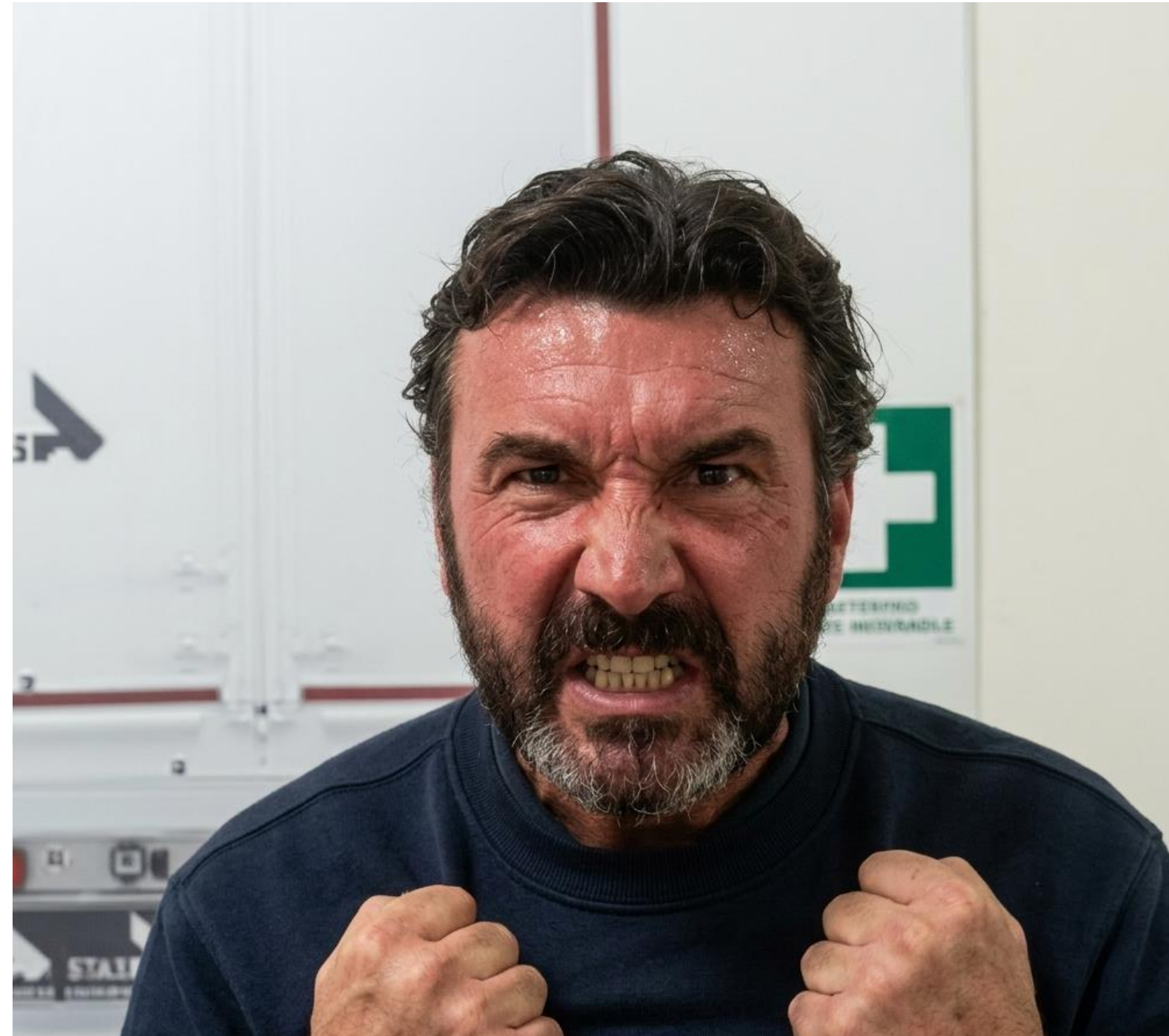
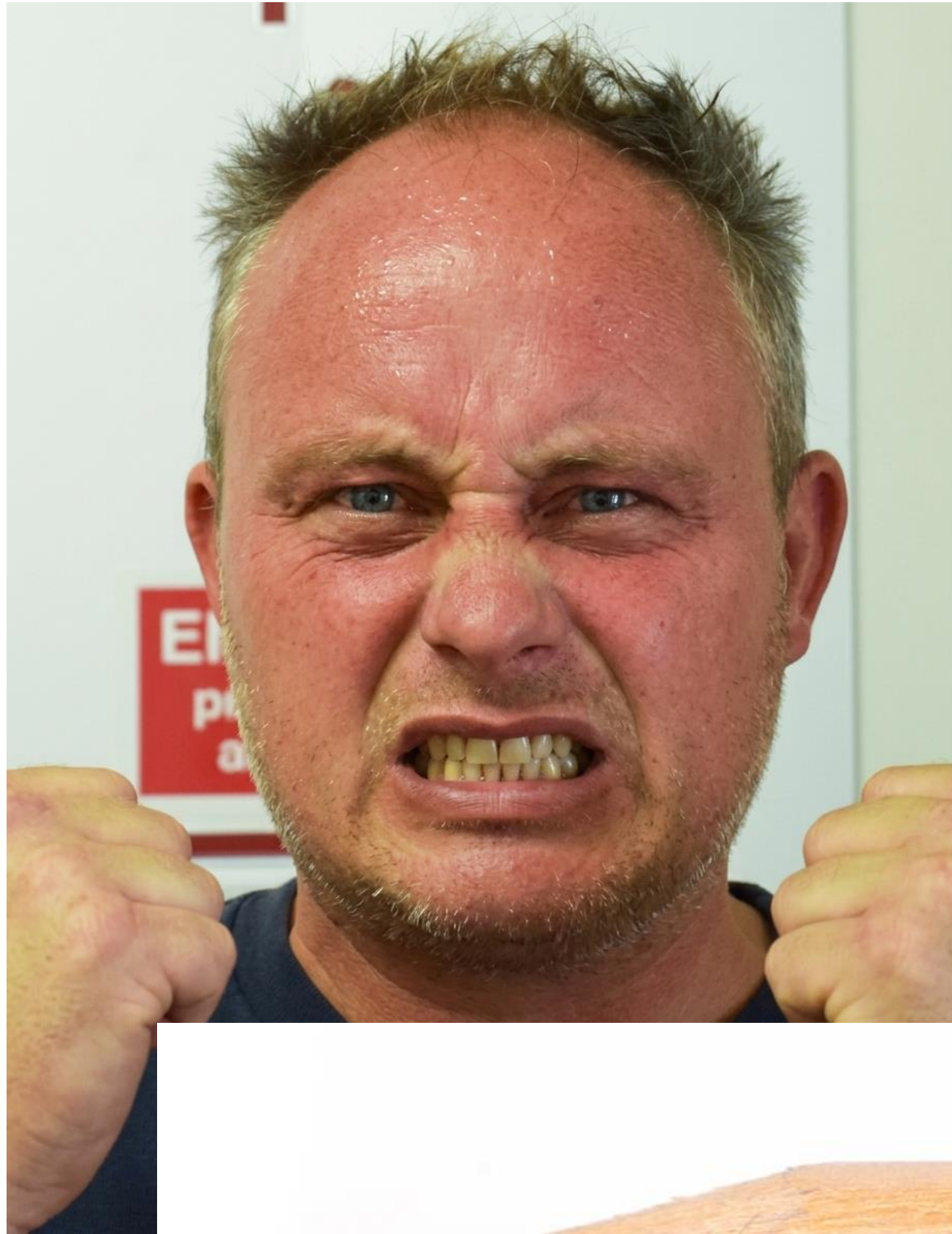


Richard
Ryan

Meet the #Iloveyteam



What happens in reality...



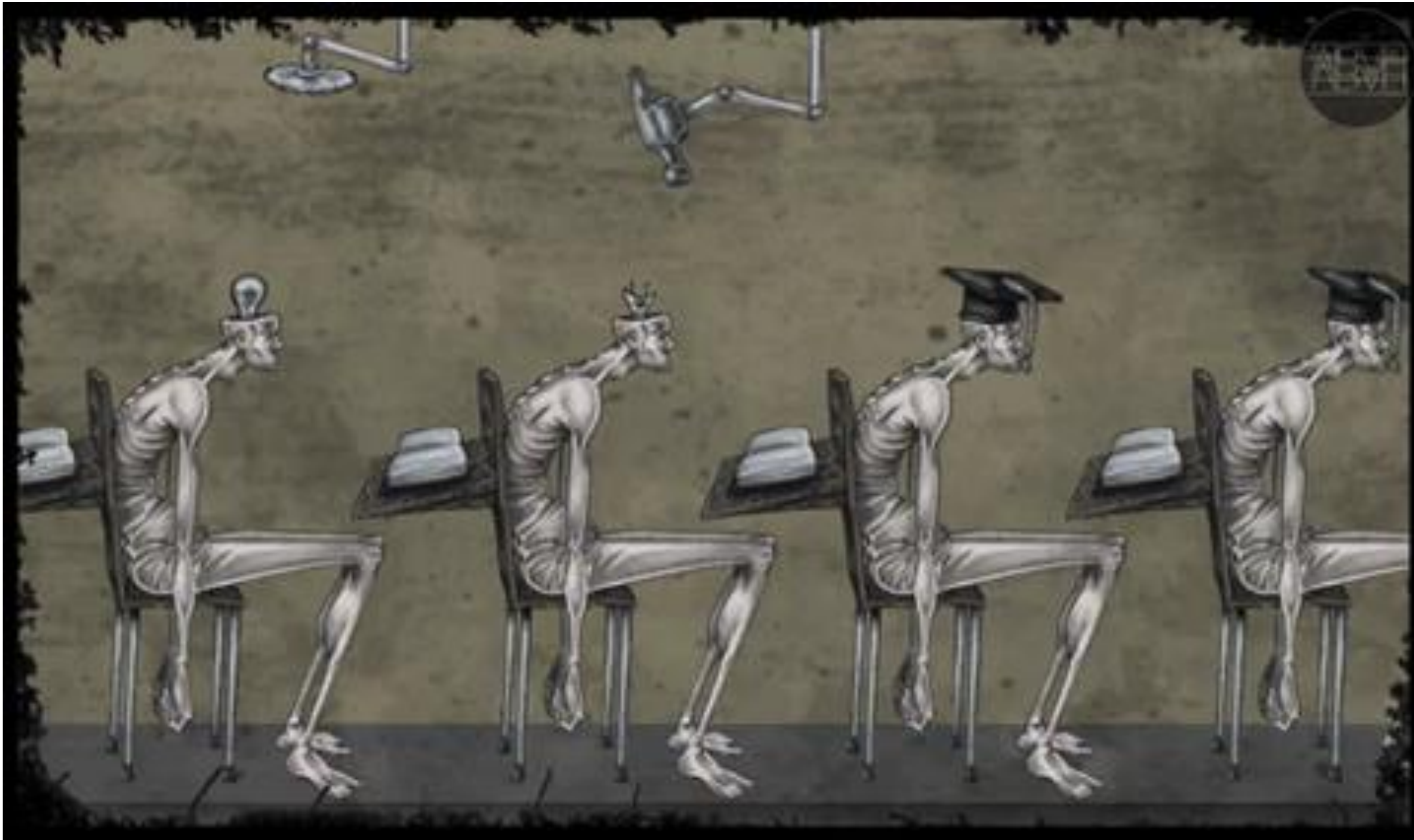






Future competences

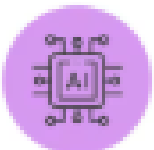
Creativity – innovation - flexibility



Future of Jobs Report 2025

Top 10 fastest growing skills by 2030



1.  AI and big data



10.  Environmental stewardship

 Cognitive skills  Self-efficacy  Working with others  Management skills  Technology skills  Ethics

Agile



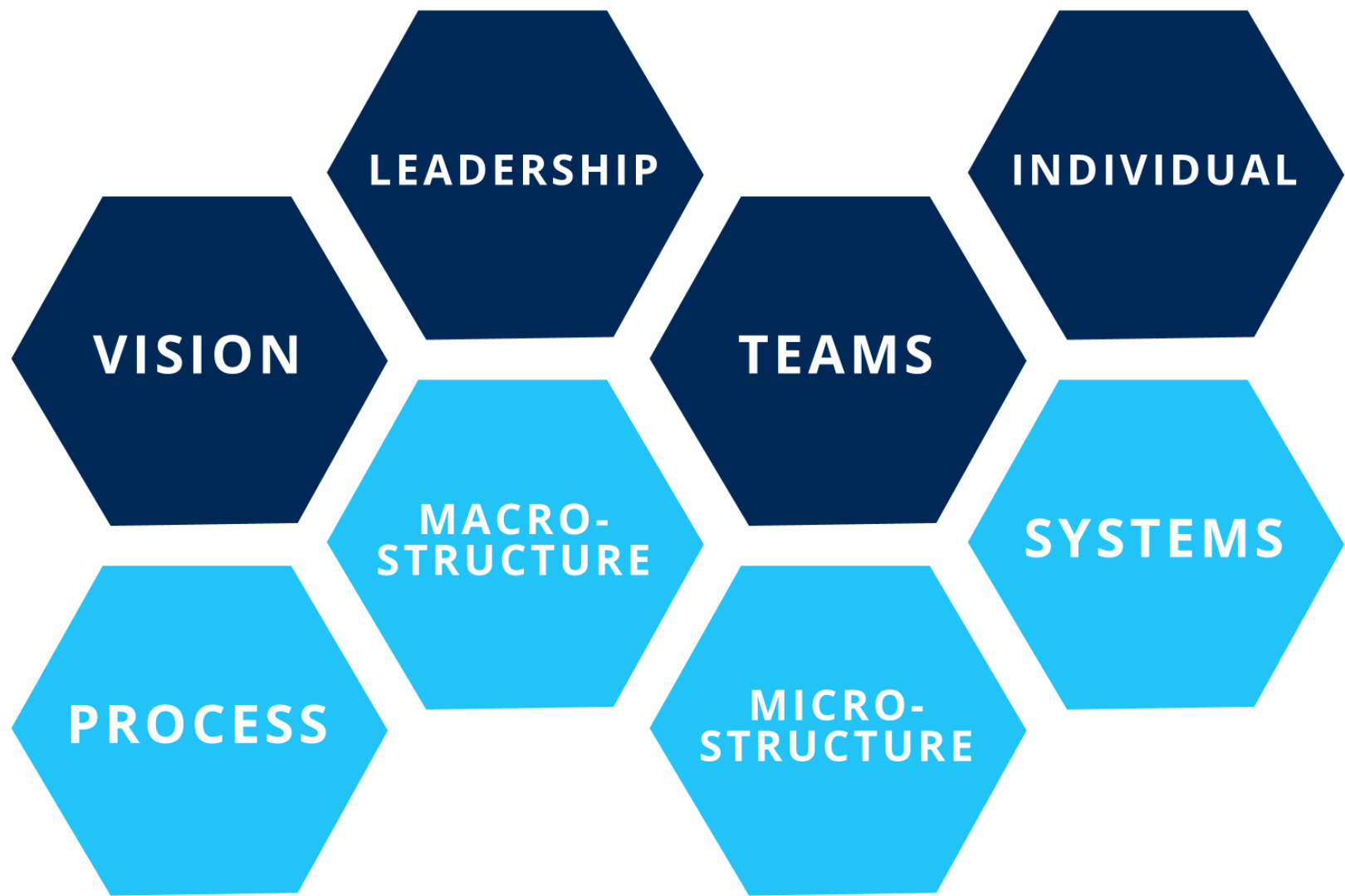
The solution:

Organisation design

AND

work design

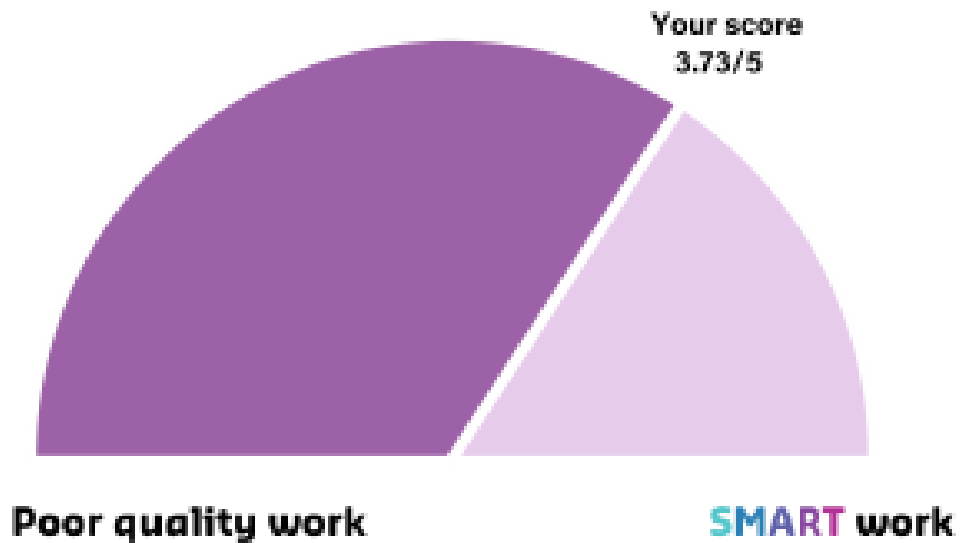
● Innovative labour organization - canvas



Your Results

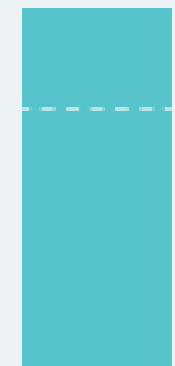
Your overall SMART Work Score

Your overall score for your current job quality is 3.73/5. This categorises your job as **moderate in quality**, compared to the benchmarks. Your job is likely to be satisfying and healthy in some ways, but not in others.

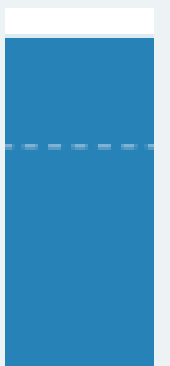


Your results compared to benchmarks

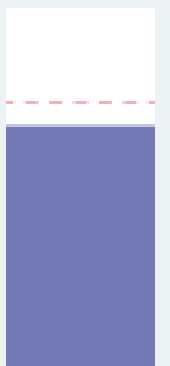
The results below show how your job scores on each of the SMART elements compared to benchmarks: Benchmarks



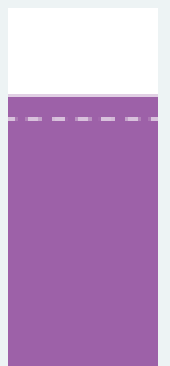
STIMULATING
Variety & challenge



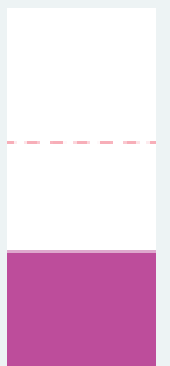
MASTERY
Feedback & clarity



AGENCY
Autonomy & involvement

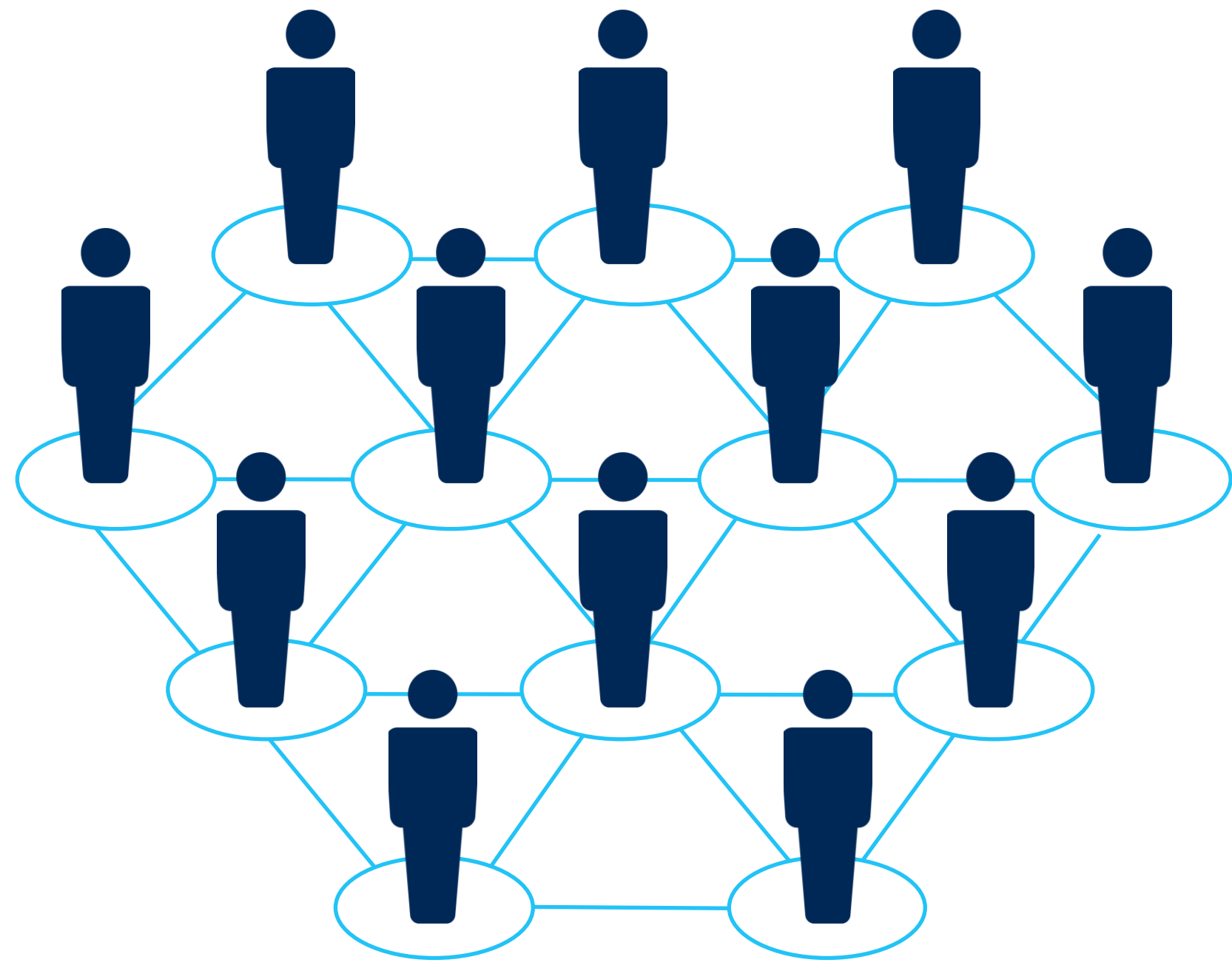
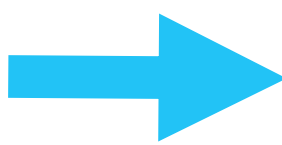
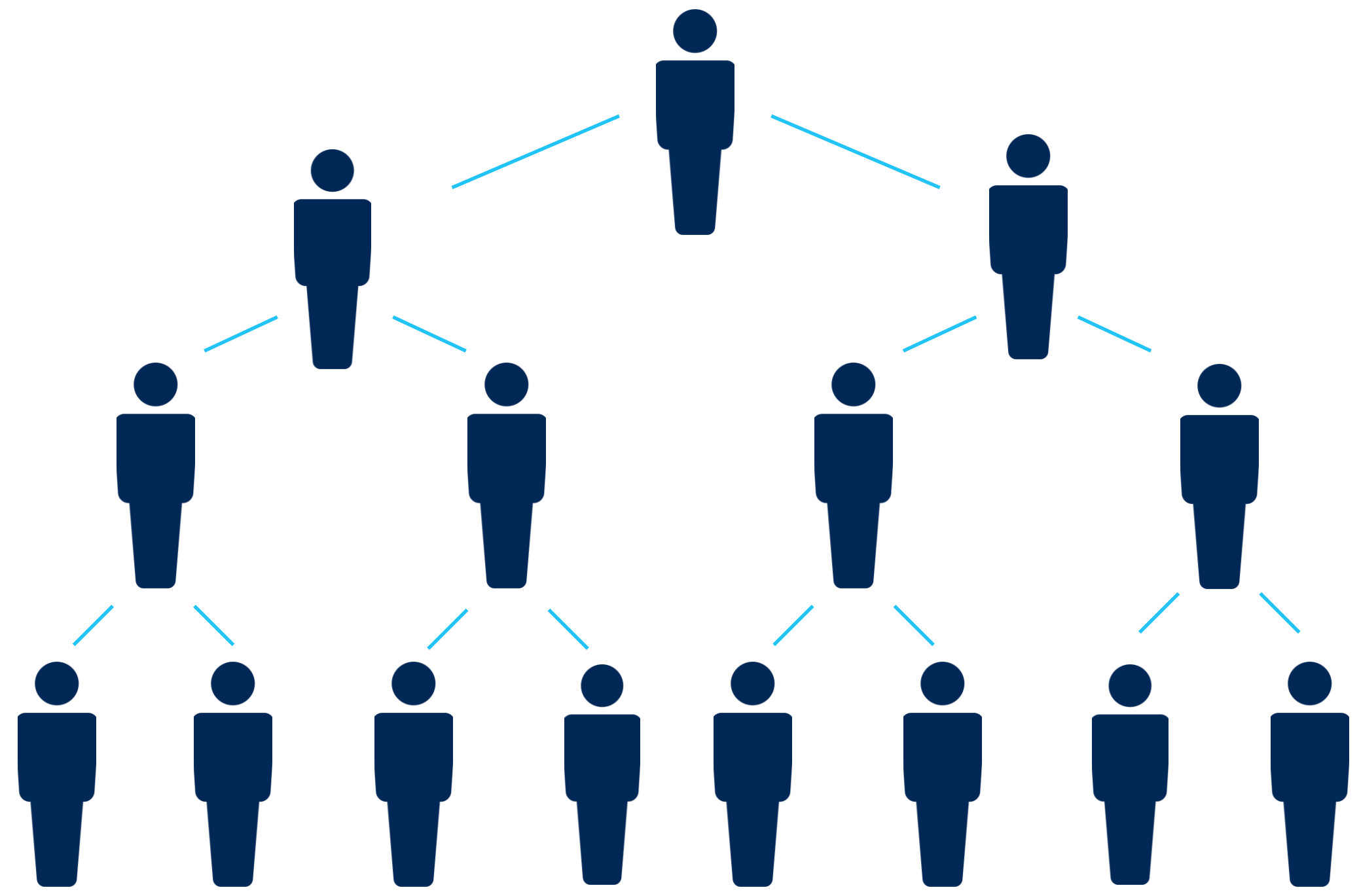


RELATIONAL
Support & social contact



TOLERABLE
Manageable demands & pressure

No bureaucracy



Decisions based on
power to decide

vs.

Take decisions where
the knowledge is

Agile



sales



engineering



procurement



process



delivery



warranty

Agile



sales



delivery



engineering



process



procurement

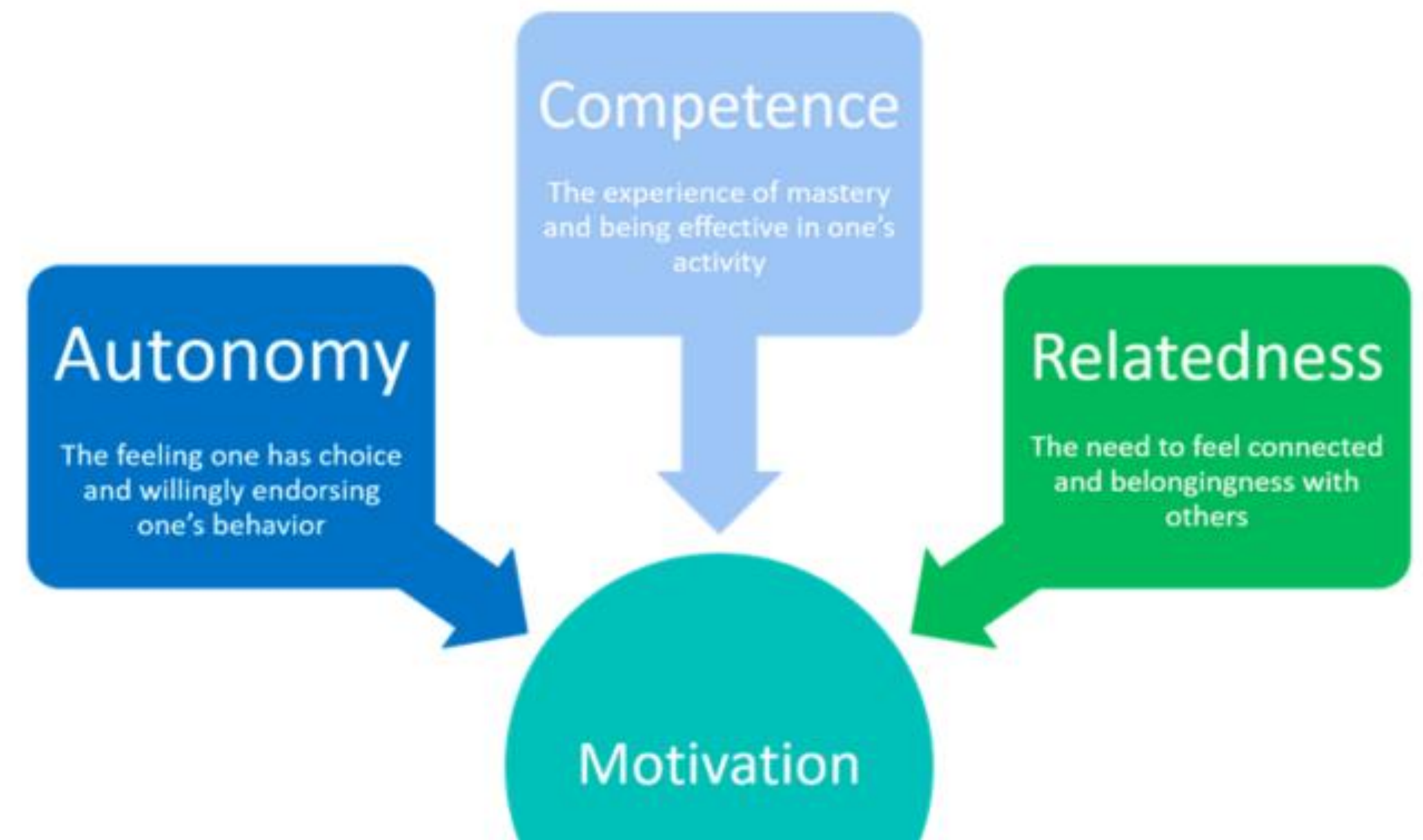


warranty

Squads



Self-Determination Theory (SDT)



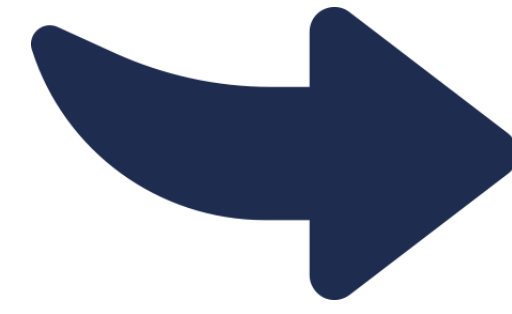
Edward
Deci



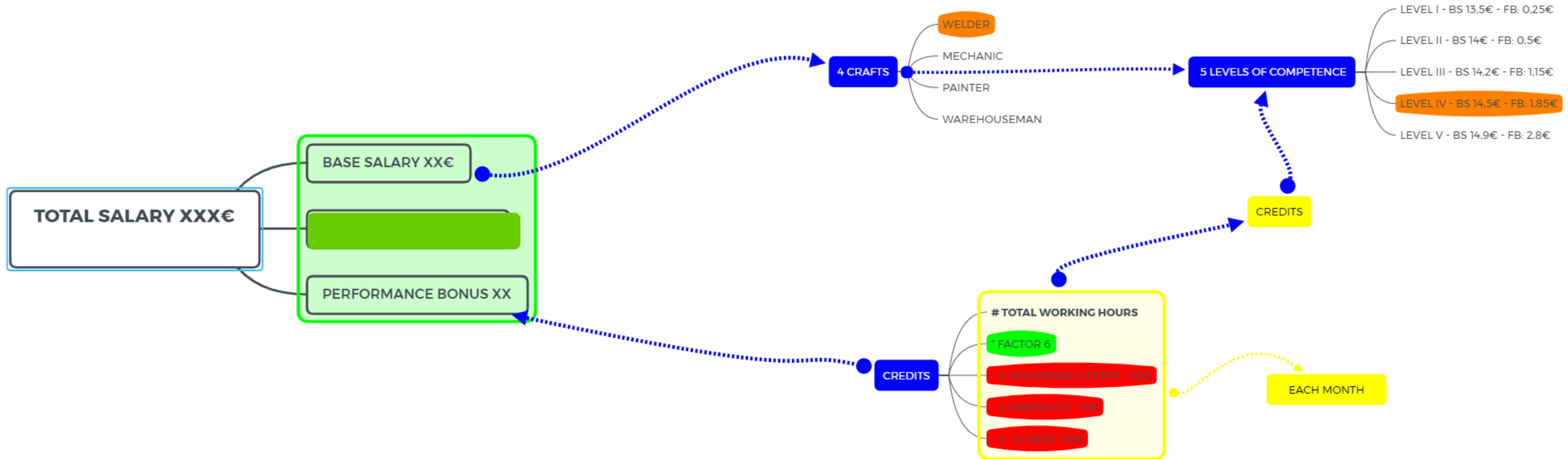
Richard
Ryan



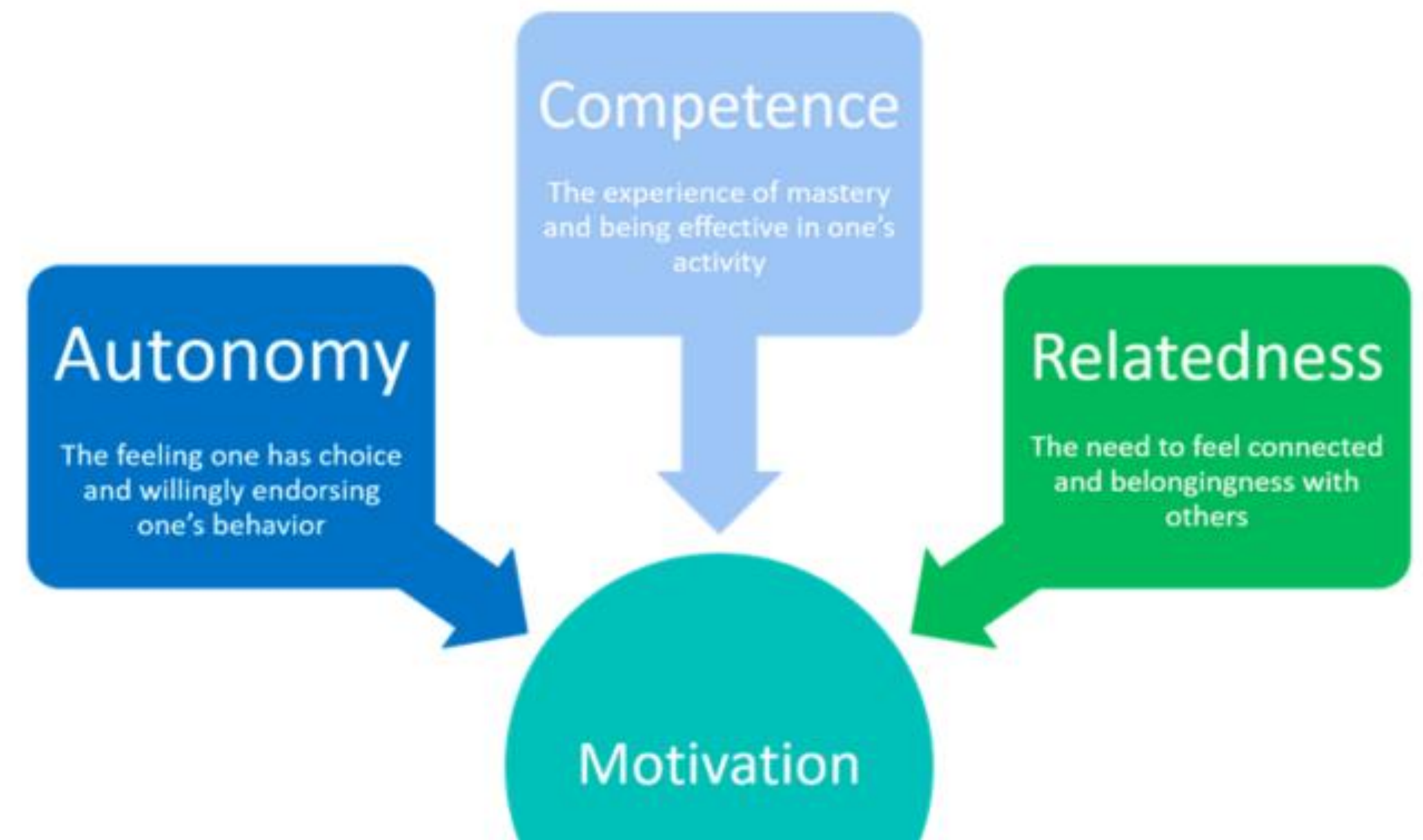
Quality of labour



Compensations & benefits



Self-Determination Theory (SDT)



Edward
Deci



Richard
Ryan



4 Regulatory authority + effective escalation

QMS

ALEXANDRE G...

Report Issue

Select a sales order...

+


No image

Work Center*

Downtime

No ☒ Yes

Lost Capacity

0 h : 0 m

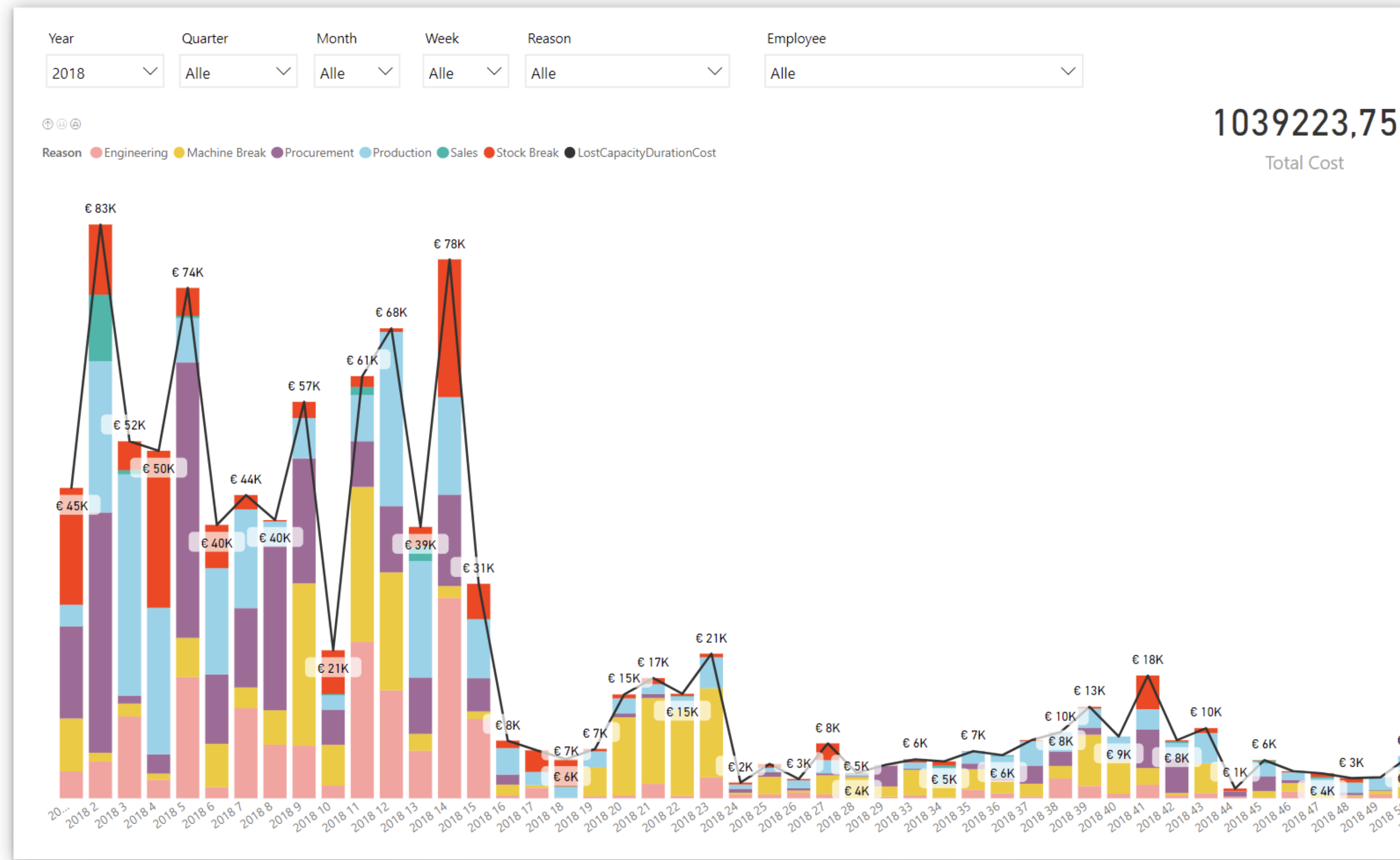
Recurring

No ☒ Yes

Remark

4

Regulatory authority + effective escalation



So all is good now?



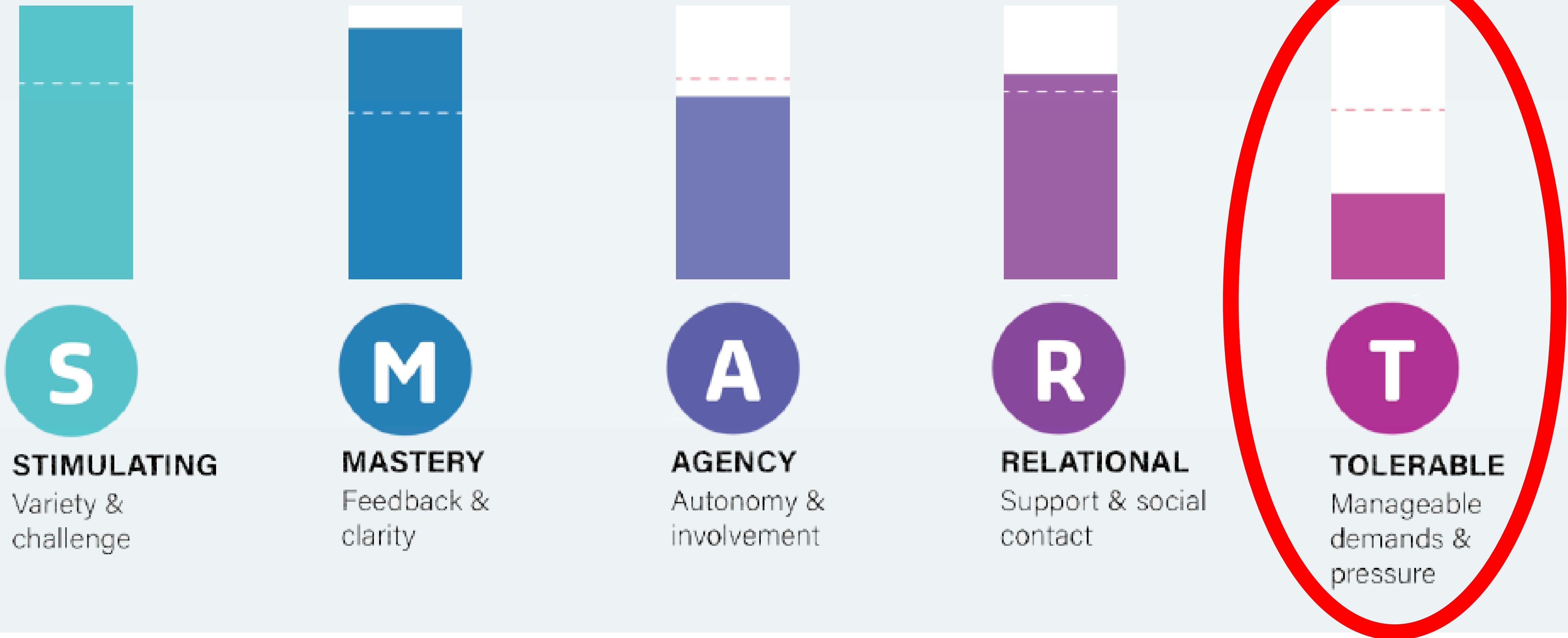
What happened?



Enters... work design

Your results compared to benchmarks

The results below show how your job scores on each of the SMART elements compared to benchmarks: Benchmarks - - - - -



STAS.BE

INTERNE TOOLS

PRODUCTIE

S

STAS

LONG-TERM PLEASURE

TEAMLEIDER · PRIORITEITENLIJST PRODUCTIE

INTERN REFERENTIEDOCUMENT · MAAKINDUSTRIE

DAGELIJKSE PRIORITEITENLIJST

TEAMLEIDER PRODUCTIE

Alle taken van de teamleider, domeinoverschrijdend gerangschikt van meest kritiek naar minst kritiek. Klik op een taak voor details. Filter via de domeinknoppen.

42

TAKEN

6

DOMEINEN

4

PRIORITEITSNIVEAUS

#	TAAK	DOMEIN	FREQUENTIE
ONMIDDELLIJK — VEILIGHEID & OPERATIONELE CONTINUÏTEIT			
01	Veiligheid van medewerkers bewaken	● VEILIGHEID	Continu
02	Productieproblemen en storingen direct oplossen	● OPERATIES	Continu
03	Incidenten en bijna-ongevallen registreren	● VEILIGHEID	Ad hoc
04	Shiftoverdracht uitvoeren (in- en uitchecken)	● OPERATIES	Dagelijks

STAS STARS: back to organisation design



Sterrollen bij STAS

Organisatie(re)design als sleutel voor
duurzame groei: Sterrollen bij STAS

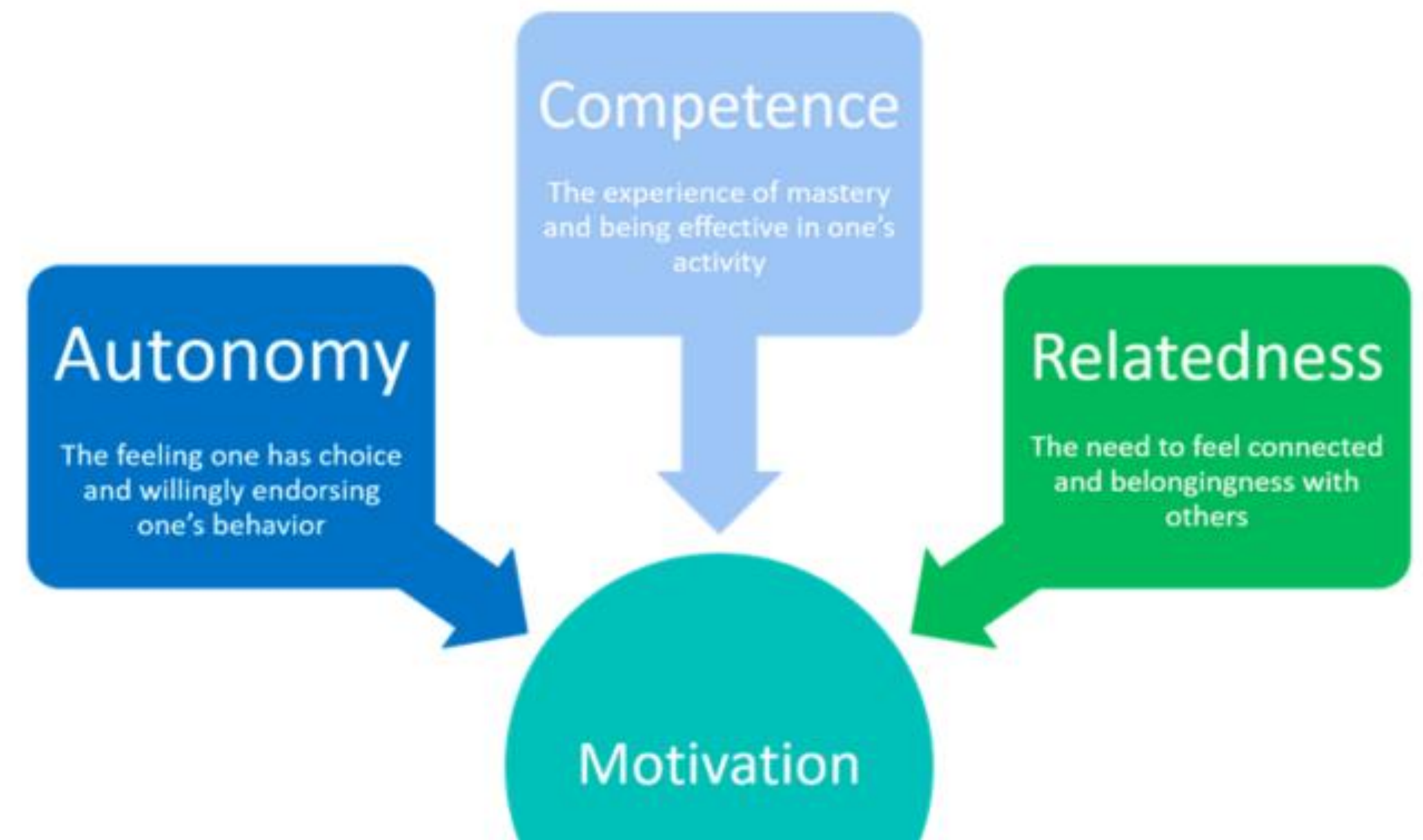
Victoria Van hecke
People expert – STAS
15 – 08 – 2024



Finally!



Self-Determination Theory (SDT)



Edward
Deci



Richard
Ryan



The result ...

FACTORY OF THE FUTURE



TRAVAIL EXCELLENCE

en route vers le futur

#TEAMSTAS

STAS

FACTORY TOURNAI

LES RÉSULTATS



3 stars en plus chaque semaine



10 jours de production en moins par star



+10% satisfaction des employés



-11% de garanties

+ complexité



- heures de travail



félicitations!

LE SUIVI







#TEAMFACTORY

#HAPPYFACTORY

#GREENFACTORY

A red rectangular badge with rounded corners. On the left, the word 'top' is written in a large, white, stylized font, with 'EMPLOYER' in a smaller, white, sans-serif font below it. To the right of this, the text 'BELGIË', 'BELGIQUE', and 'BELGIUM' are stacked vertically in a white, sans-serif font, followed by '2022' on the next line. At the bottom of the badge, the text 'CERTIFIED EXCELLENCE IN EMPLOYEE CONDITIONS' is written in a small, white, sans-serif font.

A white rectangular badge with a colorful, textured border. At the top, the text 'FACTORY OF THE FUTURE' is written in a bold, black, sans-serif font. Below this, the 'STAS' logo is displayed in a large, dark blue, stylized font, with 'FACTORY WAREGEM' in a smaller, black, sans-serif font underneath. At the bottom of the badge, the text 'WINNER OF THE 2022 AWARD' is written in a bold, black, sans-serif font.

A white rectangular badge with a colorful, textured border. At the top, the text 'FACTORY OF THE FUTURE' is written in a bold, black, sans-serif font. Below this, the 'STAS' logo is displayed in a large, dark blue, stylized font, with 'FACTORY TOURNAI' in a smaller, black, sans-serif font underneath. At the bottom of the badge, the text 'WINNER OF THE 2022 AWARD' is written in a bold, black, sans-serif font. In the bottom right corner, there is a small, black, circular seal with the text '2nd time' in white.





