Quality of jobs and innovation generated employment outcomes

Quinne.eu

STAKEHOLDER ENGAGEMENT MANUAL

QuInnE Working Paper No. 10

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August, 2018

WP2

QuInnE - *Quality of jobs and Innovation generated Employment outcomes* -is an interdisciplinary project investigating how job quality and innovation mutually impact each other, and the effects this has on job creation and the quality of these job.

The project will run from April 2015 through July 2018. The QuInnE project is financed by the European Commission's Horizon 2020 Programme 'EURO-2-2014 - The European growth agenda', project reference number: 649497.

Quinne project brings together a multidisciplinary team of experts from nine partner institutions across seven European countries.

Project partners:

CEPREMAP (Centre Pour la Recherche Economique et ses Applications), France

Institute of Sociology of the Hungarian Academy of Sciences, Hungary

Lund University, Sweden

Malmö University, Sweden

University of Amsterdam, The Netherlands

University of Duisburg-Essen, Germany

University Rotterdam, The Netherlands

University of Salamanca, Spain

University of Warwick, United Kingdom of Great Britain

Preface

This manual has been prepared as a deliverable for work package 2 of QuInnE – 'Quality of Jobs and Innovation Generated Employment Outcomes'. This is an interdisciplinary project investigating how job quality and innovation mutually impact on each other and the effects that this interaction has on job creation and the quality of new jobs. The project is scheduled to run from April 2015 to March 2018. It is financed by the European Commission's Horizon 2020 Programme 'EURO-2-2014 – The European Growth Agenda', project reference number 649497.

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CEPREMAP (Centre Pour la Recherche Economique et ses Applications), France
Institute of Sociology of the Hungarian Academy of Sciences, Hungary
Lund University, Sweden
Malmö University, Sweden
University of Amsterdam, The Netherlands
University of Duisburg-Essen, Germany
University Rotterdam, The Netherlands
University of Salamanca, Spain
University of Warwick, United Kingdom

The manual, although reporting on the experiences of the QuInnE project on the specific topics of stakeholder engagement and impact, is nevertheless intended to be read as a stand-alone document that is accessible to readers interested in the topics of stakeholder engagement and impact without necessarily having intimate knowledge of the empirical focus or core phenomena of QuInnE.

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8th August 2018

Acknowledgement

I am grateful to all members of the QuInne research team for their various inputs to this report.

Table of contents **Page**

Preface 3

Acknowledgment 3

Table of contents 4

Executive Summary **6**

Introduction 8

Bridging Research with Practice and Policy **9**
Problematising knowledge transfer *9*
Knowledge exchange and knowledge translation *10*
Engaged scholarship and actionable knowledge *11*
Stakeholder engagement – some theoretical reflections *12*

The QuInnE Stakeholder Engagement Strategy **14**
Key premises *14*
A strategy for stakeholder engagement *16*

Mapping Stakeholder Engagement **18**
Overall approach *18*
Germany *20*
Spain *21*
France *21*
Hungary *22*
The Netherlands *23*
Sweden *24*
The UK *25*
The ISAB *26*
Vignettes of stakeholder engagement *27*

Stakeholder Engagement and Impact – an Evaluation **29**
Linking engagement and impact *29*
The QuInnE approach to impact *31*
Vignettes of QuInnE impact *32*

Pathways to impact: Identifying the mechanisms **34**
Scientific impact *34*
Policy impact *35*
Practitioner impact *36*

Summary *38*

Project Reflections **39**
From stakeholder engagement to impact – A summary of the QuInnE experience *39*
Lessons learnt from QuInnE *42*

References **46**

Appendix: Tools for Mapping and Evaluating Stakeholder Engagement **50**

Executive Summary

This report been prepared as a deliverable for work package 2 of QuInnE – 'Quality of Jobs and Innovation Generated Employment Outcomes'. This is an interdisciplinary research project investigating how job quality and innovation mutually impact on each other and the effects that this interaction has on job creation and the quality of new jobs. A key premise of the project is that for its findings to be effectively translated into practice, key stakeholders need to be engaged at all stages of the project. The purpose of the report is to evaluate the strategy of QuInnE in this regard, how this related to the impact generated by the project, reflect on the lessons learnt from the project experience and give guidance on these issues to other researchers and the Commission in the future.

The report discusses briefly some of the scholarly discourse on how knowledge production might usefully be conceived, articulates the QuInnE strategy and the premises on which it is based and then proceeds to map out its realisation for the various activities of the project. The report also evaluates how and whether the stakeholder engagement it identifies has contributed to a number of impact measures. Finally, the report also proposes a number of tools for the mapping out of such stakeholder engagement and evaluating impact. These tools are proposed as being transferable to other projects in working life and policy research which similarly aim to promote stakeholder engagement and the identification and evaluation of consequent impact. A broad discussion of these issues is positioned in relation to the idea of engaged scholarship which, in similar vein, advocates a collaborative approach to the design, development and diffusion activities within a research project (Van de Ven, 2007).

The main empirical content of the report is twofold. First a number of accounts and vignettes of stakeholder engagement are presented. This is done by focusing on input measures, that is, the efforts of each of the national teams charged with engaging stakeholders at various stages of the project. This material is presented on a country-by-country basis. Secondly, the findings of the project are presented in terms of measures of impact on policy, scientific production and workplace practice. These findings are presented as output measures on an impact-by-impact basis across the project by drawing on data supplied by the project's work package leaders.

At the time of writing this report it is still too soon to make definitive claims on many of the impact measures. But it is possible to make claims about *potential* impact on some of the measures and how these might be achieved. A useful concept for understanding this is that of *pathways to impact,* that is, a specification of the processes through which different types of impact might be realised, the productive interactions, the sub-processes, the delivery mechanisms and measurable impacts in each case. The report presents many examples of these which do lend support to the claim that concrete impacts are contingent on stakeholder engagement.

On the other hand, although the project did indeed set out with the ideal of engaging with all relevant stakeholders throughout all the various stages and activities of the project, this was easier said than done. In this respect a number of difficulties materialised. Firstly, we discerned in some cases what might be called 'psychic distance', the fact that the methodology and work packages were pre-designed and led by teams in different countries meant that many stakeholders and stakeholder groups were more 'arms length' than would normally be the case (e.g. on a country-specific project),

thus rendering stakeholder engagement somewhat redundant on some activities. A further issue was project length, the timescale for the project was longer than is normally the case for many research projects – and the varying speeds on the different work packages meant that coherent updates 'across the project' were difficult. Finally, there was an evident issue of high turnover amongst the personnel of some bodies from whom the project engaged stakeholders, notably government departments and business organisations, meaning that there were absences at meetings and securing new participants from the same department/organisation was a challenge, despite undoubted interest in various different parts of QuInnE.

The overall picture of stakeholder engagement in the field of research highlights the importance of relevant access and a formulation of the research question that is in line with the questions stakeholders have concerning the economy and the labour market. However, in many cases it proved difficult to engage stakeholders in line with the project design. A number of lessons can be learnt from this:

- Stakeholders are not necessarily interested in engaging in research projects before they produce results. Such engagement then depends largely on previous contacts of the research team with stakeholders and the level of trust they have built up. The process of tracking down appropriate stakeholders in some cases was convoluted and/or elusive. In some cases this can only be done after certain findings are generated.
- The precise constellation of stakeholders will vary from setting to setting not least because of different institutional arrangements in eg industrial relations systems.
- A further factor explaining the difficulties in stakeholder engagement was the extent to which collaborative research traditions have taken root. This varied noticeably across the project in terms of country and in terms of the academic disciplines from which the QuInnE national teams were composed.
- A key factor that determines the success of a project and its potentiality for impact is the significance of timing. Sometimes it's not enough to have an idea, however exciting and persuasive, if no-one is listening. In effect a number of things have to align for academics to conduct impactful research – they have to have ideas, and policymakers and practitioners have to have a need to listen. In this respect the initial bid for the QuInnE project was submitted at a moment in time when the European Commission was looking for ideas to improve innovation, for example, because the then existing ideas had failed to deliver. At the same time, trade unions and employers, in the UK for example, after years of neglect, were being urged to embrace the issue of job quality.
- Finally, it is simply unrealistic to expect many concrete impact measures to be demonstrable within the normal timescale of a Horizon 2020 project (36 months). Genuine impact on many if not most measures, as usually defined in the literature, can only be assessed some time after the termination of a project. On the other hand, speculative claims about potential impacts can be made, and the routes to achieving these can be specified.

Introduction

It is now a belief, well grounded in various literatures, that the take up or usage of scientific research findings by non-academic practitioners in their work and policy practices is directly related to their involvement or engagement in the knowledge production process associated with such findings (Jasanoff, 2006). This belief has been reflected in recent years in an increasing expectation from funding bodies that projects in working life and policy research (and other fields) should demonstrate clear and demonstrable impacts. This stance is not only evident within the aegis of the Horizon 2020 programme but also among nationally based funding bodies. Amongst other things, work package 2 of the QuInnE project (WP2) has devoted itself specifically to this issue by investigating the relationship between stakeholder engagement and impact in the QuInnE project itself. The starting point of the current report however is the premise that realizing the range of impacts specified within QuInnE is dependent on mobilizing a wide range of quite specific stakeholders at various stages of the project and thereafter. This belief, and the practices that flow from it, is the basis of QuInnE's stakeholder engagement strategy.

The purpose of the report is to evaluate the QuInnE stakeholder engagement strategy, how it related to the impact generated by the project, reflect on the lessons learnt from the project experience and give guidance on these issues to other researchers in the future. The report discusses briefly some of the scholarly discourse on how knowledge production might usefully be conceived, articulates the QuInnE strategy and the premises on which it is based and then proceeds to map out its realisation for the various activities of the project. The report also evaluates how and whether the stakeholder engagement it identifies has contributed to a number of impact measures. Finally, the report also proposes a number of tools for the mapping out of such stakeholder engagement and evaluating impact. These tools are proposed as being transferable to other projects in working life and policy research which similarly aim to promote stakeholder engagement and the identification and evaluation of consequent impact.

The report briefly summarises the basic problem identified across many scientific domains that there is a noticeable gap between theory and practice. It is well recognised that the work and output of academics is frequently ignored or at least is not drawn upon to any great extent by practitioners outside the academy (Pettigrew, 2011). The report thereby discusses briefly some of the approaches that have been made to address this situation whereby academic and non-academic practitioners live in apparently separate worlds. The approach of QuInnE and its embrace of stakeholder engagement is then positioned in relation to the idea of engaged scholarship (Van de Ven, 2007). We then set out the state of the art in stakeholder theorizing and the literature which argues for the significance of participation and involvement in enacting effective change in working life including its policy context.

QuInnE's bespoke stakeholder engagement strategy is then outlined including its tentative links to various impact measures as set out in the original QuInnE project proposal. The different country stories of stakeholder engagement are then presented not least in terms of how different stakeholders were engaged at different stages of the project with a particular focus on employers, unions, policy makers and external experts including the project's International Scientific Advisory Board (ISAB). A set of tools is then proposed to evaluate how stakeholder engagement is related (or

not) to a number of impact measures. Further reflections are then made on the strategy implementation process and lessons learnt on stakeholder engagement from the project as a whole. The tools proposed for mapping and evaluation are then set out separately in an appendix with the intention of them being applicable for future projects in the field of working life research.

The main empirical content of the report is twofold. First we describe and present a number of accounts and vignettes of stakeholder engagement. This is done by focusing on input measures, that is, the efforts of each of the national teams charged with engaging stakeholders at various stages of the project. This material is presented on a country-by-country basis. Secondly, we present the findings of the project in terms of a number of impact measures as specified in the original QuInnE bid for funding. These findings are presented as output measures on an impact-by-impact basis across the project by drawing on data supplied by the respective work package leaders.

Bridging Research with Practice and Policy

Problematising knowledge transfer

For some time it has been recognised that there has been a gulf between most knowledge produced within the academic community and the knowledge drawn upon by practitioners in everyday practices in working life or policy making. This gulf has been variously described as that between theory and practice (Van de Ven and Johnson, 2006), rigour and relevance (Kieser and Liener, 2009), mode 1 and mode 2 knowledge (Gibbons et al 2000) or, in Aristotle's original formulation, that between episteme and phronesis (Tenkasi and Hay 2008). Such a gap has been detected in various scientific domains including medicine (Denis and Langley, 2002), social work (Kondrat 1992), general management (Hodgkinson et al 2001; Rousseau 2006) and human resource management more specifically (Anderson et al 2001; Rynes et al, 2002) amongst others.

In short, the distinction is that between basic theoretical understandings around a particular phenomenon (or relationship between phenomena) and the applied usage of knowledge in a particular local or situated context be it at the workplace or more broadly in the domain of policy making. The former is generally in the form of explicit knowledge, ie codified propositions, whereas the latter is usually far more tacit being the product of ongoing reflection-in-action and experience at the workplace or in government (Schön, 1983). A consequence of this divide is that academics have frequently been criticised for not putting their research findings adequately into practice.

One approach to this problem has been to see it in terms of a knowledge transfer issue. In such a view, knowledge is seen as diffusing (or not) from source (academic labour) to target (practitioners). In domains such as the natural or engineering sciences whereby practitioners draw strongly on evidence-based knowledge this is often rather unproblematic. However, scientific evidence in the social sciences is always incomplete, ambiguous, partisan, constructed out of pre-understandings and subject to multiple interpretations (Greenhalgh and Wieringa, 2011). This is compounded in the social sciences generally and working life research in particular where the impossibility of securing closure around phenomena has been widely recognised (Tsoukas, 1989). This has prompted some scholars to see shortcomings in transfer in terms of diffusion barriers. Typically, such barriers are seen in terms of learning disorders or problems of switching between tacit and explicit knowledge

(Nonaka 1994). The proposed solution from such a perspective is invariably a more efficient 'evidence pathway' (Greenhalgh and Wieringa 2011).

The idea of knowledge transfer certainly has appeal within a discourse of evidence-based practice. Indeed, Davies et al (2008, p188) claim that 'we live in an era of evidence-based everything: what matters is what works'. However, this ignores the fact that those who use or apply scientific knowledge presented as 'evidence' draw on sometimes very different knowledge paradigms and will in any event interpret knowledge claims presented as evidence in different ways not least those that align with their interests. What authors have called local knowledge in fields as diverse as knowledge management (Brown and Duguid 2002) and anthropology (Geertz 1985) is thereby constructed, contested and socially negotiated rendering the pathways to impact of any research project in the social sciences decidedly problematic. Accordingly, the social nature of the receiving contexts requires an appreciation of the phronesis of any knowledge transferred (Greenhalgh and Wieringa 2011). This is something which is generally beyond the knowledge claims and articulations of the academic theorist engaged in basic research.

Knowledge exchange and knowledge translation

One response to the acknowledged shortcomings of knowledge transfer as a concept has been the alternative term knowledge translation. Some researchers have proposed instead that knowledge is better understood as being translated rather than transferred or diffused from one context another (ie from academic research into non-academic practice). The idea of knowledge translation acknowledges that the linkage between theory and practice isn't a one way movement or diffusion of a 'thing' analogous to water moving through a plumbing system. Rather, the term 'knowledge translation' has often been preferred on the basis that what is transferred is explicit knowledge in the form of a text. Texts are object-like, but can be read in different ways (Latour 1987). Texts, that is, research outputs, do not travel on their own accord; they need to be energised by people who translate them for their own or somebody else's use. Knowledge and ideas are thus objectified, disembedded from one context, translated and then re-embedded into another context.

But this too has been critiqued. Although knowledge translation might be a better representation than knowledge transfer for capturing the relations between theory and practice, it still doesn't help us actually make the bridge between the two. In the words of Greenhalgh and Wieringa (2011, p501) 'knowledge obstinately [still] refuses to be driven unproblematically into practice'. The latter is a matter of what Aristotle coined as phronesis, that is, the wisdom relevant to practical action requiring an ability to discern how or why to act virtuously and encourage practical virtue in a situated context. This is largely tacit in nature having been learnt as one becomes socialized within a particular community (Lave and Wenger 1991). This objection has been responded to by suggesting instead that the relations between academic and non-academic practitioners are interactive and non-linear, hence a preference for the terms knowledge exchange or knowledge sharing. Put differently, from this premise, academics do not engage in research *on* their objects of study (and subsequent transfer or diffusion of their findings) but, rather, they engage in research *with* their objects of study: knowledge is co-produced.

Interactive models that see knowledge as being subject to exchange rather than transfer or translation put as much focus on process as outcomes in the collaborative conduct of a research project. Indeed, some go so far as to argue that the latter is dependent on the former. This means that there is reciprocity in the exchange in what is clearly a major critique of evidence-based approaches to knowledge formation (Baumbausch et al, 2008). Here again it is acknowledged that research findings are always subject to the interpretation of their intended recipients and knowledge is thus always socially derived, its application even more so. The determinants of research utilization are always organizational and political and only rarely rational which is why linear, evidence-based models of dissemination are seldom effective in social and organizational research (Ginsburg et al, 2007). The challenge for achieving impact then is to determine when and how such exchange should take place, with whom and over what. However, as with the idea of knowledge exchange, the knowledge production process entails a clear distinction between a source and a target, separated in time and space.

Engaged scholarship and actionable knowledge

In eschewing what they call a 'knowledge transfer' problem as the main barrier to impact, Van de Ven and Johnson (2006) argue that the challenge of achieving impact is best seen, rather, as a knowledge production problem. In their proposed alternative 'engaged scholarship', they see the problems of bridging theory with practice (seen both as the organisation of work and the policy context) in terms of a failure to address the key concerns and expertise of knowledge users in research activities (Bowen 2017). This view accepts that theory and practice entail distinct forms of knowledge (see also Gibbons et al, 2000) and that we might also understand this distinction as that between knowledge (ie theory) and knowing (ie practice in a socially embedded context). Knowing to do something emerges through continuous dialogue between practitioners that can also be understood as reflection-in-action (Schön, 1983). The ambition of engaged scholarship therefore is to establish collaborative learning communities that allow for different methodologies, different epistemologies and what Van de Ven and Johnson (2006, p809) call the practice of arbitrage to synthesise different perspectives into common problem solving.

An interactive or partnership approach to the research process entails a very different paradigm to that of knowledge transfer or translation. Evidence matters, but rather than being the basis for knowledge claims, it is something that informs dialogue on such claims. Both researchers and users have a legitimate role in selecting the research topic and research questions, and both bring different types of expertise that have equivalent bearing on the knowledge production task at hand. Both interpretation and application are undertaken jointly and thus knowledge is understood as being co-produced (Bowen, 2017) rather than movement from a source to a target. These features of knowledge co-production are similar of course to those of action research (Greenwood and Lewin, 2007). However, what distinguishes engaged scholarship from action research is that the former is driven by and has its starting point in the quest of scholars for basic scientific knowledge (ie theory or 'episteme') whereas the latter is driven by and has its starting point in the desire of practitioners to address an actual problem in a situated social or organisational context (ie practice or 'phronesis').

In the words of Van de Ven and Johnson (2006, p804, following Mohrman et al, 2001) research results are useful (and thereby impact is achieved) 'when they were jointly interpreted with researchers and when practitioners had opportunities to self-design actions based on the research

findings'. In seeing the issue as one of a knowledge production problem, Van de Ven (2007, p 5) sums up the theory-practice gap as coming into being because 'such research is not grounded in reality [and] does not entertain alternative models for representing reality, nor is it informed by key stakeholders, it [thus] often results in making trivial advancements to science, and contributes to widening the gap between theory and practice'.

In both its design and implementation, QuInnE has broadly taken its inspiration from the ideas of engaged scholarship in its ambitions to bridge the gap between theory and practice (Kieser and Liener, 2009; Pettigrew, 2001). A broadly critical realist approach is adopted which accepts that there is a material world that exists outside our representations, but our attempts to understand it and make truth claims about it can only be approximations. All facts, data, observations and inferences are theory laden and embedded in language. Moreover, no social phenomenon can be captured by a single person or perspective (Van de Ven 2007, p14).

Nevertheless, the project has not abandoned the idea of mode 1 knowledge claims, that is, the traditional ambitions of basic research (Gibbons et al 2000) but has sought to engage with practitioners with a view to putting them into practice. The principal endeavour in this view is to co-produce actionable knowledge – bridging theory and practice rather than privileging one over the other or seeing them as being sequentially related, but separated in time and space (Antonacopolou 2009). However, we have not been strongly guided in the research process by a single template of which practitioners or stakeholders to engage at what stage of the project or indeed how to engage. These questions are nevertheless of interest in this manual as indeed is the question of how stakeholder engagement has been linked (or not) to impact. We have seen merit in allowing the national partners in the project to engage in ways seen appropriate according to local concerns and contexts. In the next section we will describe our overall approach but before doing so some basic reflections on stakeholder theory are in order.

Stakeholder engagement – Some theoretical reflections

The QuInnE project has sought not only to produce traditional scientific outputs in terms of articles, reports and other texts it has also had the ambition of securing further impact in terms of practices in working life and policy development. In this respect the project has sought to bridge the divide between basic and applied research. The project has also sought, in turn, to realise this ambition through the engagement of a wide range of primary stakeholders. Theorists for some time have recognised the value of seeing organisations in terms of the management of stakeholders (Freeman, 1984; Freeman et al, 2010; Friedman and Miles, 2002; Donaldson and Preston 1995). The project can thus be seen as clearly located within the emergent tradition of collaborative research (Shani et al 2008). Likewise, we see stakeholder management or engagement as a core activity in collaborative research efforts.

Stakeholder engagement is the process of ensuring that the appropriate people are identified and involved throughout the research process so that they are in a position to inform study design and then make use of the results when a study is completed. A widely held view in stakeholder theory is that stakeholders should be understood as anyone that influences or is influenced by an organization or system 'in pursuit of its objectives' (Freeman, 1984, p46). However, this view has been hotly contested (see eg Miles 2012). But whatever definition of the term 'stakeholder' we adopt, a large

inter-disciplinary and international research project such as QuInnE can usefully be seen as a system of knowledge generation and application with a set of stakeholders acting in collaboration.

A further consideration is the inevitability that the application of newly generated knowledge and the realization of impact in its widest sense will continue after the formal termination of the project. This suggests that in order to secure full impact, stakeholder engagement will need to endure into the future, that is, that stakeholder relations will need to be sustainable beyond the termination of the project. This requires that the realisation of impact and output usage requires some sort of ongoing infrastructure to be in place in the form of established relations between researchers and key stakeholders typically in a network form (Gustavsen, 1998).

Despite the often benign rhetoric of collaboration, there will nevertheless be complex and sometimes contradictory goals and targets amongst primary stakeholders in a large research project. Differences are also likely in respect of performance interests and expectations, and different stakeholders tend to set priorities according to their values and perceived interests. Moreover, authors have also argued that a division between primary and secondary stakeholders is merited given the different levels of attention and strengths of claims between groups from the two categories (see eg Carroll, 1996). A similar distinction, although labelled in terms of differences in stakeholder salience, is also suggested by Mitchell et al (1997) who see stakeholder salience as being differentiated by the degree of power that stakeholders wield, the degree of legitimacy they have and the degree of urgency with which they press their claims. Accordingly, for purposes of simplifying our analysis, we will limit our focus to what we have already defined as the key main or primary stakeholder groups: researchers, employer representatives, employee representatives (typically unions), policy makers and in some cases scientific experts. Each of these has its own set of interests and perspectives.

Figure 1: The interest-influence matrix (from Reed 2016, p115)

High

Influence		
	Context setters: highly influential but have little interest. Try and work closely as they could have a significant impact	**Key players**: must work closely with these to affect change
	Crowd: little interest or influence so may not be worthwhile prioritising, but be aware their interest or influence may change with time	**Subjects**: may be affected but lack power. Can be influential by forming alliances with others. Often includes marginalised groups you may wish to empower

Low

Low **Level of interest** High

In recognition that stakeholders might impact on organisational systems or processes in different ways, stakeholder theorists have proposed various techniques for assessing and differentiating stakeholder engagement in organisations (see eg Mitchell et al 1997). Reed (2016, p114-5) has also

argued for the relevance of such a technique for managing research projects and has proposed what he terms the interest-influence matrix to guide such analysis for categorising and prioritising the stakeholders associated with such a project. In its simplest form this matrix distinguishes between stakeholders whose interest in the project is likely to be high or low and whose influence on the project is likely to be high or low. This offers a framework for mapping stakeholders and animating dialogue on how to develop stakeholder relations. The framework suggests four general stakeholder categories, namely key players, context setters, subjects and the crowd (see figure 1 which is replicated in tool 1 in the appendix). However this model is somewhat limited as it doesn't capture the nature of interests involved, the possible implications of interaction between stakeholders or indeed how stakeholder engagement might vary over time. Hence a more nuanced tool is proposed (see tool 2 set out in the appendix).

In principle, stakeholder theorists have generally insisted that the theory is a theory about business and value creation that is implicitly managerialist in its conception and premises and is not thereby concerned with social responsibility, policy making or capitalism more generally (Freeman et al, 2010, p12). Nevertheless, the language of stakeholder theorising has diffused to the domain of research policy. Moreover, whilst it is tempting to dismiss 'stakeholder engagement' as just another business buzzword that is best avoided (cf Spicer 2017), major claims are made in various literatures about the significance of such engagement in linking research to impact (see eg Blanchard et al 2015; Phillipson et al 2010; Collinson et al 2014, Jolibert and Wesselink 2012 amongst many others). Indeed, one could argue that a core premise in stakeholder theory – namely that stakeholder relationships are the fundamental drivers of value in the commercial firm – can be replicated in the context of a research project seen as an organisational activity whereby knowledge production and application are analogous to value creation.

The QuInnE Stakeholder Engagement Strategy

Key premises

The EU's growth strategy 'Europe 2020' aims to tackle the common challenges of boosting sustainable growth across the continent. The strategy acknowledges the role of quality employment in this initiative by asserting that growth should be smart, sustainable and inclusive. In this vein, our point of departure in this project was to pinpoint the causal linkages between job quality (as defined in the project[1]), innovation and employment. These have been our core constructs in furthering the understanding of the competitiveness of the continent by 2020 and beyond. The project is scientifically innovative in three ways: first its use of a mixed methodology to examine the relationships between job quality, innovation and employment; second, whilst job quality, innovation and employment have been studied extensively in themselves, the project is in effect the first to analytically integrate all three and explore the relationships between them: third, it moves beyond correlations, adding causation and the mechanisms of why and how job quality can boost innovation and employment.

[1] The QuInnE definition of job quality comprises six dimensions: wages, employment quality, education and training, working conditions, work-life balance and gender equality, and collective interest representation (see eg Erhel and Guergoat-Larivière 2016). This definition and its dimensions or sub-components was developed within work package 5 of the QuInnE project from various survey instruments that are in use across Europe on job quality.

It is not enough, though, to identify strong correlations or causal linkages . We know from previous research that the core constructs identified here, as the basis for policy at the governmental level and practice at the firm level, are conditioned by context. This brings to the fore the significance of contextual differences: these manifest themselves in different industrial sectors as well as distinct national systemic models, each embodying different sets of cultural, social, legal and institutional arrangements. In turn, it has been argued that these systemic models yield particular models of innovation. These have been well documented in the literature on the varieties of capitalism (Hall and Soskice 2001) and employment regimes (Gallie et al 2007). As the call for the Horizon 2020 programme acknowledges, different systemic models performed very differently in the crisis of 2007-8. We can infer from this that they will experience very different trajectories along the road to recovery including the high road to the organization of work and design of jobs.

However, the view that distinct models of institutions and patterns of innovation are coterminous with national boundaries has been called into question not least because of the divergences noted *within* varieties of capitalism (Lippert et al 2014). Moreover, the alleged association of certain patterns and practices of innovation with particular national systemic models has also been criticized for having weak empirical foundations (Lazonick 2010). What all this suggests is that how the relations between job quality, innovation and employment play out in practice is dependent on actors in their local context. Accordingly, any research findings that pinpoint causal linkages between job quality, employment and innovation cannot have any practical impact without an understanding of the particular context in which they seek to guide policy or practice.

For this reason, we have seen it as a central imperative and priority in the project to engage key stakeholders who it was envisaged would have key roles in the generation of the scientific findings of the project as well as putting into practice its findings in the form of tools for development. Such stakeholders have unique insights into their national, sectoral and local level contexts such that the findings can be translated into what researchers have called 'local knowledge' (Brown and Duguid 2002; Geertz 1985). There are no easy recipes for implementing the research findings at the workplace. Each organisation has to embark on its own process of learning, experimentation and reflection. There is no 'one best way' of designing quality jobs such that innovation, growth and thereby competitiveness can be optimised. For this reason, one of our key premises is that active stakeholder involvement and knowledge exchange in context is a crucial condition for the success of the project and has been a specific objective of work package 2.

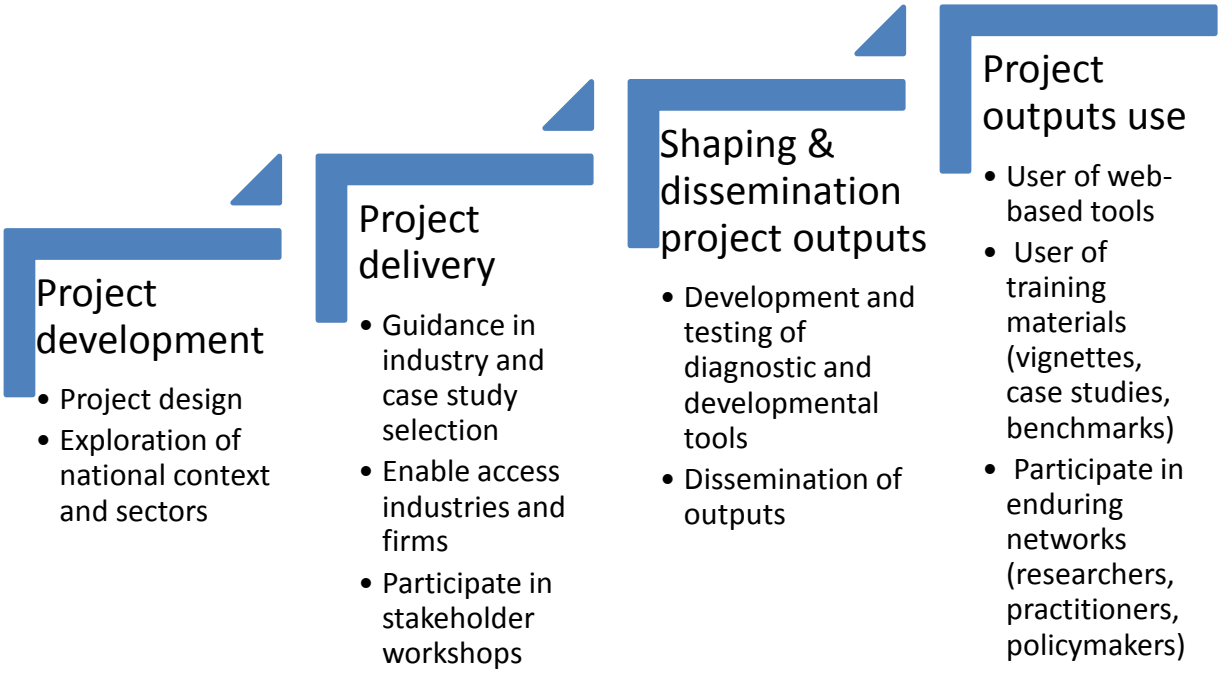
In sum, it is well acknowledged that research that seeks to have high economic or social impact requires established relationships and networks with stakeholders. For example, this was a key finding from the 'Works' Project financed by the 6th Framework Research Programme in which it was acknowledged that 'fundamental to the achievement of the major research objective [of Works] is the need to root the programme of research in a framework supported by users and stakeholders'. This is a position that also reflects the point of departure of the QuInnE project in general and work package 2 in particular.

A strategy for stakeholder engagement

As stated, our intention has been to engage and mobilise a wide range or network of stakeholders in the project who can be broadly understood as having an interest in the project either as a policy maker, a working life practitioner or scientific expert. These are actors from organisations active at the global, European and national levels on the issues at stake in the project. Before we specify the precise stakeholders we have engaged and who have agreed to participate, that is, the *who* of the stakeholder involvement strategy, we will briefly outline here the *how* of the strategy, that is the roles that we initially envisaged for the stakeholders as the work of the project developed over time.

Overall, it was expected that each of the stakeholders would, through collaboration with the research team, engage in various roles through three stages in the project: project development, project delivery and the shaping and dissemination of the outputs of the project. Some would also be involved in a fourth role as output users although realistically this would not happen until after the project had formally terminated. These roles can be considered as broadly comprising a sequence of activities as set out in figure 2.

Figure 2: Quinne's stakeholder engagement strategy



In terms of project development, the ambition was to engage appropriate stakeholders in the design of the project and indeed where practical in the formulation of the initial proposal (bid) submitted to the Commission. Clearly this was not possible for all stakeholders; indeed, in many cases it was only realistic to engage interested parties after a clear design had emerged. In work package 6, for example, the comparative case study design was not established until a year after the commencement of the project. We did, however, engage two key stakeholders – the OECD and Eurofound - in early discussions that preceded the compilation of the bid. Their input into the bid and the direction of the project was of considerable significance. We also engaged in dialogue with other stakeholders as the bid formulation process unfolded and incorporated many suggestions from

them. As a prelude to the submission of the bid for QuInnE, two leading members of the project organised an International Expert Conference on Job Quality at Copenhagen Business School in 2011. This conference was organised to give voice to different academic disciplines and policymakers (e.g. from the European Commission) about the research agenda and policy needs around job quality. The discussions at this conference provided invaluable input to the formulation of the bid.

We also saw our stakeholders as having a practical role to play in the actual implementation of the project. We envisaged that the quantitative analysis from national and international datasets in work package 5 would provide us with findings on the strength of correlations (and perhaps some very general insights into potential causal linkages) between job quality, innovation and employment. A more nuanced and practically useful body of knowledge would require an exploration of mediating conditions in specific contexts and sectors. This would require qualitative analysis via case studies. But, in turn, this phase of the research required us to make important choices on industries or firms on which to focus. As with all robust comparative case study research, a good balance between similarity and differences across cases was desirable. However, ex ante, it is usually rather difficult for researchers to make an informed judgement on suitable empirical sites to investigate that allow for a well-informed selection of case studies that is theoretically coherent. Accordingly, we saw the engagement of stakeholders as essential as a means of informing us wisely on the choices to be made. For example, in many but not all countries both employer organisations and unions offered expert advice on sectoral characteristics which proved to be invaluable.

A further role of our stakeholders was that of assisting with gaining access to firms and other organisations in order to conduct the fieldwork necessary for the qualitative analysis. We envisaged the case studies as necessarily entailing interviews with key personnel in firms. We also envisioned a collaborative relationship with our stakeholders that would enable us to arrange workshops of mutual benefit perhaps of an exploratory or evaluative nature. Moreover, the ambition of the project was not just about enhancing our understanding of the causal links between job quality, innovation and employment. We also sought to demonstrate impact by improving job quality in practice through the development of various tools for supporting the diffusion of ideas on job quality and its linkages to innovation. Here again the stakeholders would provide valuable advice on how such tools might be designed in a manner that would be practically useful.

The third stage of the stakeholder engagement strategy was that of output dissemination. In terms of informing practice, that is, the design and organisation of work at the level of the firm, we envisaged various outputs from the project which would be of assistance to practitioners as beneficiaries of the project. Typically, we saw these outputs as consisting of toolkits for end-users of various types. First we planned to develop a diagnostic tool that would enable practitioners (employers and union representatives) to analyse their respective contexts in terms of job quality employment and innovation. Secondly, we planned to develop a number of pedagogical, developmental tools with a view to foregrounding the findings of the project on union and management training courses as well as on teaching modules for workplace and management training as well as undergraduates, and post-graduates. These tools also aimed to help monitor developments on job quality at the local level. This tool would have the added purpose of keeping job quality on the workplace agenda after the termination of the project and thus enhancing the prospects for sustainability. All these tools

would in effect act as tools for animating dialogue on change and development initiatives at the workplace.

However, efforts at improving job quality at the workplace are unlikely to succeed in a policy vacuum. Innovation and growth inevitably entail change, and change entails winners and losers. Accordingly, such change requires policy support to help achieve the right balance between job gains and job losses. Moreover, change places new demands on workers for employability which, in turn, has policy implications in terms of national and European skills strategies. For this reason we also set out to collaborate closely with our stakeholders from policy bodies such as government departments and/or innovation agencies with a view to mapping out and engaging in dialogue on the implications for policy support arising from the moves to greater job quality and innovation. These might include for example policies such as retraining, R&D support, structural adjustment funds and so on.

We understood that some of our stakeholders, notably union representatives and employers' organisations, would actually be those who were ultimately charged with using the outputs i.e. the toolkits to drive and support efforts at the workplace to improve job quality. As stated, we do not envisage this as being a one-off initiative. A key dimension of impact of the project is that of cultural change of employers, unions and employees that manifests itself in an increased willingness to embrace knowledge exchange activities (as means) and the ideas of high road jobs (as ends). Societal impact beyond the time horizon of the project would require enduring connectivity in the knowledge exchange activities between stakeholders. This, combined with the monitoring tools (see above), would ensure that improvements in job quality were ongoing and sustainable.

Mapping Stakeholder Engagement

Overall approach

The criterion for stakeholder engagement in the project was not national numerical representativeness or organizational functional equivalence but, instead, to ensure that functional coverage was obtained i.e. that the stakeholders involved covered policy and practice relevant to the project. Stakeholders would be engaged from global, European, national and local level bodies. These would have either a policy-making focus (e.g. government agencies or NGOs), a practical focus (e.g. trade unions and/or employer organisations) or a scientific focus. A central part of work package 2, and a tangible output, would entail the identification of policy, practitioner and scientific stakeholders from each country. Ideally this would be indicated in terms of a definitive expression of interest and commitment to the project in writing.

Overall, we saw our stakeholders as having either a strategic role overseeing the project or a more day-to-day role guiding the research team with the conduct of fieldwork as well as the production and dissemination of project outputs. The former of these typically represented international bodies that have an interest in the issues of job quality, innovation and employment as well as renowned academics in these areas. These academic stakeholders formed our International Scientific Advisory Board (ISAB). The ISAB was convened annually i.e. three times throughout the project to advise on direction, progress and output/impact evaluation. More specifically this entailed advice on

- Overall development of the project
- Design and implementation of national workshops

- Diffusion e.g. design and content of website and quarterly newsletters
- Specific areas i.e. innovation, job quality, academic/policy engagement
- Draft outputs
- Maximising impact
- Clarifying and closing the policy-practice gap
- General input into the proposed manual for stakeholder engagement.

The final meeting was of a reflective nature summarising what had been achieved. This was envisaged as a key quality assessment mechanism and formed an important input into the current document on stakeholder engagement.

At the national level, as stated, our stakeholders would have a more operational role in the ongoing work of the project. These stakeholders would be differentiated by policy and practice. In terms of policy, our stakeholders would have experience of policy responsibility for employment and innovation as well as small businesses. This responsibility was assumed by different government ministries/departments/bodies in each of the seven countries represented by the project team. In terms of practice, the stakeholders involved in the project would cover two functions – the shaping of [management/workforce] education and the promotion of workplace best practice – and offer comprehensive sectoral coverage e.g. public and private, all types of industries, and large, medium and small organisations. These responsibilities would be assumed by different organisations in each of the seven countries represented by the project team.

The various cases presented and discussed within work package 6 of the QuInnE project (Jaehrling, 2018) suggest that there are no shortages of instances where positive relationships are discernible between job quality and innovation in various sectors of the European economy. Practices whereby job quality coincides with, and is contingent upon practices that promote technical innovations have broadly been coined previously as those associated with ‘high road jobs’, that is, jobs that score highly on the six dimensions of the QuInnE definition of job quality. Previous research, however, has demonstrated that although there is a broad understanding that high road job designs can add value to key stakeholders, knowledge or inspiration from such designs cases is far from well diffused in terms of practices (Hague et al, 2003). Accordingly, working life researchers and practitioners not only face the task of knowledge or ‘knowing’ on specifying causal links between job quality and innovation, but also the challenge of translating such knowledge into practice or ‘doing’. This is a clear expression of what has been coined in the literature the ‘knowing-doing gap’ (Pfeffer and Sutton, 2000) The translation of ideas into action is in effect a matter of process knowledge – hence our belief in QuInnE in mobilizing a wide range of stakeholder engagement as an integral part of the research effort.

Our point of departure has thus been the basic principle that people are more likely to embrace new knowledge and thereby practices if they have part ownership of the process through which such knowledge is generated (Emery and Thorsrud, 1969). This belief is foundational in the traditions of organisational development and action research that a high level of participation by organisational stakeholders is a prerequisite of the generation of process knowledge (Reason and Bradbury, 2001). This form of knowledge, in turn, is a key element of process innovation whereby those who have a stake in any proposed change are more likely to embrace it. This holds not just in everyday work practices, for example forms of work organisation that allow for direct participation but also in

research processes that are aimed at impacting directly on such work practices through quality dialogue on process issues. These beliefs and their inter-connectedness were generally confirmed by the QuInnE case studies, but our experience was nevertheless uneven across our data set in the nature of stakeholder engagement as well as on the nature of the innovations concerned. It is to our findings on stakeholder engagement in the project, on a country-by-country basis that we now turn.

Germany

The German team mainly approached stakeholders from nearby in the initial stages (i.e. from the federal state of North Rhine Westphalia), for pragmatic reasons (pre-existing contacts), to some extent also for strategic reasons (in order to inform relevant stakeholders who would help later on with getting access to regional firms). The focus in the project development stage was on trade union representatives and a tripartite body, RKW (The German Productivity and Innovation Centre) and less on employers.

In 4 out of the 7 stakeholders approached initially, the German team was able to draw on pre-existing contacts. In one of the other 3 cases they approached the national office of a trade union (Ver.Di, Berlin) as it had a flagship project on 'good digital work' that had contributed actively in the national debate on the topic. A representative from the regional level (North Rhine Westphalia) came to a stakeholder meeting in October 2015. In the second year of the project the team mainly approached stakeholders and independent experts for three purposes:

1. Getting expert assessments on the industries under study in the qualitative Working Package (in Germany: retail logistics, automotive, computer games)
2. Getting advice and support for accessing case study companies
3. Discussing preliminary findings from the pilot cases in the three selected industries (Stakeholder Workshop in February 2017)

In the case of the computer games industry, the German team had difficulties of finding stakeholders at all, from the trade unions in particular. One trade unionist from Ver.Di was successfully invited to the stakeholder workshop in October 2015 but there was no response thereafter (e.g. on the invitation to the second stakeholder workshop in February 2017, or on requests for an expert interview etc.). This is broadly in line with the overall finding for the computer games industry that trade unions and collective employee voice plays a marginal role in this industry (this observation was mirrored in the experience of the Swedish team).

In contrast, in the retail logistics industry, the trade and employers association for the wholesale industry at national level (BGA) declined a request for an expert interview and further support of the empirical work; the director of the association justified this with his lack of detailed expertise on innovation processes at company level. In this industry, the German team relied on very supportive (and mostly new) trade union contacts. They generally seemed to appreciate that researchers took an interest in innovation dynamics and job quality in 'their' industry' – maybe because this industry and the jobs in this industry (warehousing works) are generally more 'invisible' to a wider public and therefore receive less attention (apart from the often negative headlines on Amazon).

For the stakeholder workshop in February 2017 the German team had hoped for more participants – they invited rather more stakeholders and industry experts than previously. But many registered an

interest but couldn't attend due to other commitments. While the discussion of the findings with the small group of experts was still vital and provided useful feedback, the team concluded from this that they would take a more decentralized approach for the dissemination of the results in the last stage of the project (e.g. by presenting the findings at workshops organized by the stakeholders in early 2018).

Spain

For the Spanish team, stakeholder involvement was more important in the first part of the project, notably in preparing the deliverables related to work package 4 in connection with national research, development and innovation systems. The QuInnE collaboration with Eurofound was also important in order to get access in time to one of the databases used in work package 5. Stakeholder engagement was also significant in the process of selection of the case studies for work package 6 and facilitating the interviews in one of the sectors in particular (the financial sector). Key stakeholders have been representatives from the public agency COTEC (the Spanish Foundation for Technical Innovation), CCOO (the Spanish Workers' Commissions) which is the largest trade union confederation in Spain, and FEI (Foro de Empresas, The Forum of Innovative Firms).

A stakeholder workshop was organized in Madrid in May 2015 on the topic 'Productive Strategies and Innovation at which representatives were in attendance from CCOO, COTEC and FEI. This workshop was a forum for valuable knowledge exchange on research expertise, practical experience and policy on matters germane to QuInnE. Representatives from the three stakeholders were also present at the QuInnE National Stakeholder Workshop in London in January 2016.

In terms of project development, consultation was also held with representatives from each of the stakeholder organisations on the selection of the preferred sectors for the case study analyses within the early months of the project. In terms of project delivery, COTEC contributed actively not only to the selection of case studies in the financial sector in particular, but also acted as a key facilitator for gaining access. COTEC representatives also had an active presence at the QuInnE project meeting in Salamanca in April 2017. The contacts with CCOO facilitated access to firms both through works council representatives and middle managers within the trade union affiliates. Consultants from FEI also participated with members of the Spanish team to launch a book 'Industrial Innovation as a Key Element of the Spanish Economy Analysis of Five Mature Sectors', published by the FEI in November 2015.

France

In the case of France, stakeholder involvement has been overall disappointing. Two organisations were involved at national level in the beginning of the QuInnE project: first a union national confederation (Confedétation Française Du Travail - CFDT); CFDT is the main trade-union in France (with the CGT), and is a leader in terms of concern about working conditions and quality of work, and second the National Agency for the Improvement of Working Conditions (Agence Nationale pour l'Amélioration des Conditions de Travail - ANACT).

At the early stage of the project, the French team had interesting meetings with both organisations to discuss the general framework of the research, and to think about what industries would be interesting for case studies. Both organisations participated in the QuInnE London meeting in January

2016. But after that, interactions were very limited. The ambition was to get assistance from them to get access to cases studies, but they were not helpful. Once the empirical work was done, they were approached by the team again to invite them to the dissemination seminars (in particular a meeting in Paris in January 2018) and to propose to organise specific dissemination meetings with them. But there was no feedback. Contact was also made with a view to engaging regional stakeholders, but with no success. During the case study work, the French team, however, did have some contact with union delegates. Some were interested in the dissemination of the results and the team pledged to re-engage as soon as they had results to present ie towards the end of 2017 or early 2018.

A general dissemination seminar was organised on 19th January 2018, as a joint event hosted by Cepremap, University of Paris 1 and Centre d'Etudes de l'Emploi et du Travail. The seminar took place in French and presented successively the QuInnE project and some quantitative and qualitative results, with external discussants. The seminar was a success with a large attendance (about 80 participants) from different backgrounds (academics, but also representatives from public authorities, etc.) and even more people were interested in the papers and presentations that were put online.

Hungary

The Hungarian team focused on mobilising university professors, researchers, consultants, trade union officials as key stakeholders. However, the team found it extremely difficult to organise the first stakeholder meeting before designing the field work (case studies) in their designated sectors ie the automotive industry, the food industry and elderly care. However they did eventually succeed in organising meetings at the Hungarian Academy of Sciences. Following the first meeting, they developed stable relations with stakeholders who had indicated an interest in the three sectors in which they planned company/organisational case studies. These experts/stakeholders assisted and helped the team find research sites for the company case studies ie had a direct role at the project delivery stage. They helped the team, moreover, by reviewing and giving critical feedback on the team's national profile on the automotive industry and the case studies carried out in the food industry and in the elderly care sector. In addition they offered input into the preparation of the team's final work package 4 Innovation policy working paper.

In terms of output dissemination, rather than a formal meeting of the stakeholders as envisaged in the project design, the team prepared presentations to interested parties using the QuInnE project preliminary results at several conferences organised by some of their stakeholders. For example, on 16th May, 2017, the Hungarian Academy of Sciences (HAS) organised a nationwide conference entitled: "Future of Work, Science and Learning in the 21st Century' and one of the Hungarian team was asked to give a presentation entitled: 'The Future of Work and Robotisation'. Following this, the team prepared a paper published in February 2018, by 'Hungarian Science', which is a journal of the Hungarian Academy of Sciences.

On 12th September 2017 The Metal Workers Trade Union Association - who had actively helped the team carry out a case study at the Audi Car Company in Győr city - organised a national conference on 'Outsourcing Logistics in the automotive industry and its impact on the trade union bargaining position'. Team members were asked to present some of the outcomes of the case study and talk more broadly on the automotive sector. The Metal Workers Trade Union Association had

previously helped with gaining access in the automotive plants. Without this, the team would not have been able to conduct the case study in the automotive sector.

Following publication on the QuInnE website of the team's two work package 4 working papers on EU innovation policy and its relation to job quality and employment, Eurofound invited one of the authors as an expert on future project preparation meetings on the employment effects of public and social-partner-based innovation support measures in September 2017 and on the relationship between employment changes, performance and innovation, and workplace practices in October 2017.

Finally, the team held a stakeholder dissemination meeting at the Széchenyi István University - Győr city - which has strong ties with the Audi Car Company and other car manufacturers operating in Hungary. In addition, the team invited the Hungarian stakeholders to attend the final QuInnE Conference in March 2018, to comment on the overall project outcomes, including the Hungarian results.

The Netherlands

In the Netherlands the research team consisted of researchers from RSM, Erasmus University's business school, and AIAS, the Amsterdam institute of Labour studies of the University of Amsterdam. The initial steps in stakeholder engagement involved individual meetings with national level stakeholders, as they mostly preferred direct contacts by phone or meetings with the research team over general meetings that were considered overly formal and less useful in the early stage of the project.

In the process of exploration of key issues in the national context and industry selection there were several meetings with the national level research officers of unions (FNV - Dutch Union Federation) and of Dutch employers' associations (AWVN – Dutch General Employers Association) from the network of AIAS. They made crucial contributions to determining the research focus and also evaluated and contributed to setting the criteria for industry selection for the Dutch case study research and validating the conclusions of the national report.

As a next step, industry experts, industry association representatives, academic experts and company representatives were consulted who aided in case study selection and provided contacts with enterprises to get access. For the studies in retail logistics and home care, access to the first case study organizations was established through the management of organizations that were recognized for their innovative engagement through the network of RSM. Company contacts at corporate level were contacted, introducing the study as a project investigating possibilities for virtuous dynamics between innovation and job quality, challenges, dilemmas and best practice in this area. In the research the companies were helpful documenting their views and also in providing access to employee representatives and union representatives. In terms of further engagement, most pointed out that they would be interested in the final outcomes of the project, rather than active engagement in development of research outcomes, mostly due to time considerations.

Attempts to gain access for case studies in food retail logistics through labour union channels took a long time and were in the end not fruitful. Employment relations in the sector were under pressure

and many organizations were either unresponsive or unwilling to cooperate. Also access through the contacts of RSM was difficult, though eventually, access was granted to the logistics department of a major Dutch food retailer, known as a relatively good employer. Contact was made through the RSM network with top management resulting in field research that will partly extend beyond the QuInnE project.

For the gaming industry, a different procedure was followed. A rich industry study was done, followed up by multiple, relatively small, case studies of the small organizations that are characteristic of the Dutch gaming industry. For making contacts in the industry the Dutch team could partly draw on pre-existing contacts that AIAS had developed in a previous study, providing access to industry associations, policy-makers and companies in the industry. Again, for further steps, stakeholders were interested in being updated about the final outcomes and in working with project outcomes. It was agreed that the research team would present the final conclusions of the Quinne project to the stakeholders once the final report of the project was finalised.

Sweden

In Sweden early contact was made with a number of national stakeholders who it was believed would have an interest in the project and who would provide a fruitful input through collaboration. These stakeholders included union and employer confederations as well as the government agency for promoting innovation, Vinnova. The communication was in all cases through both telephone calls and mail in several rounds with each. All persons had access to a four-page project presentation (including a page with all researchers' names with links to presentations at respective universities) These approaches turned out to be rather unsuccessful and the team were invariably referred to sectoral or local level bodies who it was believed would have a greater stake in the project.

In general the Swedish team did not have pre-existing contacts with potential stakeholders. Everyone seemed interested in the project and wished it to be successful, but there was widespread refusal to enter into ‘partnerships’ for various reasons. Already overstretched in terms of time and resources, potential national level stakeholders felt that the team, rather, should contact the respective federative bodies at the local level. Typically, the national contacts, not least on the employers’ side, felt that they needed greater assurance that they could benefit from the research (but that they might want to engage at a later date). Accordingly, it was not possible to declare an interest until they knew more about the actual sectors where the case studies would be selected. So there was an element of catch 22 on stakeholder engagement. Stakeholder engagement didn’t therefore materialise until the project delivery stage.

As a result, the team was in effect consigned to sectoral bodies. Once the overall case study design in work package 6 was agreed, the group made contact with both the established sectoral body for aviation, as well as the regional cluster in Östra Götaland around Linköping where the industry is effectively centred. Managers from the main company, Saab Aeronautics, were also mobilized in connection with conducting the case studies in the sector.

Key sectoral stakeholders were similarly established in the computer games industry with links developed with the branch organisation for computer games in southern Sweden as well the national organisation, *Dataspelsbranschen* and one of its primary consultants. An exchange was also carried

out over the duration of the project with the regional branch organisation for the computer games industry in the region where most of the case study companies were located, as well as with the regional government's division responsible for business development in the 'Creative Industries' area.

In healthcare, the team relied on pre-existing contacts for help with two of the four case studies, but contact was harder to make with the national employer and union organisations. Locally, however, several interviews were conducted with surgeons and other healthcare professionals including HR, management and administrators. This included interview and feedback sessions with the hospital director in charge of innovation and research at the university hospital in the qualitative case studies, as well as the director for quality assurance at the 'clinical' hospital in the case studies.

In terms of dissemination at the national level, a meeting was held at the Central Government offices in June 2018. Representatives from the Swedish and French teams presented the qualitative and quantitative findings and other outputs from the research to government employees from the Department of Labour and Office of the Prime Minister. A similar meeting was also held subsequently at the offices of the Swedish innovation agency Vinnova. At both meetings productive discussions ensued on the implications of the QuInnE findings not least on policy and the means by which virtuous circles at workplaces might be supported and vicious circles avoided.

A further outcome of the meeting with VInnova was the interest expressed during the discussions by an official present from the Swedish Trade Union Confederation (LO) who explicitly approached the Swedish team after the meeting with a view to arranging a seminar at LO Headquarters on the project and linking it to LO's ongoing activities on job quality. In other words, although national level stakeholder engagement was not established during the project, and the team turned therefore to local and regional actors, there are nevertheless clear grounds for believing that the project still had impact on key national level stakeholders.

The UK

In contrast with many of the other national teams, the UK team was relatively successful in mobilising a number of key policy makers not least from the UK government. Support was gained from representatives from the government's Department of Business, Innovation and Skills (BIS). Other policy organisations with whom stakeholders were engaged included ACAS (the government industrial relations arbitration service) and Innovate UK, a government body that supports business innovation.

In terms of practitioners with a national focus, the team also engaged representatives from the Trade Union Congress (TUC), the Chartered Institute for Professional Development (CIPD) and UKWON (a research and consulting organisation that specializes in workplace innovation). Representatives from these bodies formed a national stakeholder advisory group that met on a number occasions e.g. in October 2015 and May 2016 and also attended the international stakeholder workshop in London in January 2016. The national stakeholders provided key input to the UK draft report for deliverable 4.1 (work package 4) as well as input into the case study selection in the UK in early 2016.

Accordingly, a wide constellation of actors from national level policy and practitioner organisations were engaged in both project development and project delivery, not least through the ongoing activity of the UK Stakeholder Advisory Group. In terms of the output dissemination stage, the team was able to mobilise the support of a member of the Employment and Skills Select Committee to ensure that the committee gave consideration to the team's Briefing Note on the work package 5 findings in February 2017 and the full findings of work package 5 were also presented to the full Innovation Analysis Team at BIS in March 2017. Papers from work packages 4 and 5 were also submitted to the QuInnE stakeholders at Eurofound and work package 2 outputs were presented to Scottish Enterprise and the Innovation Analysis Team at BIS.

Generally, the advisory group was helpful in identifying case study industries but less helpful, despite the efforts of some individuals, in securing access to case study companies. In part this problem may be a function of the lack of tradition of (i.e. a social partnership tradition) of UK researchers getting involved in in-depth studies in the UK vis-à-vis some other QuInnE countries. Although meetings of the UK Stakeholder Advisory Group were scheduled to take place every six months, the workflow of QuInne, with and without output delays, didn't map onto the anticipated six-monthly meetings, meaning that there was nothing to report at particular times. Overall, the UK stakeholder groups were very enthusiastic and wanted more frequent meetings than the six-monthly ones that were finally agreed. However even then the UK stakeholder engagement suffered from the absence of things to report and so meetings slipped. It was also then difficult to reschedule meetings when dealing with relatively high-level policymakers and practitioners.

In November 2017, the UK team liaised with the CIPD in connection with the latter's Short Life Group for Measuring Job Quality to respond to recommendations of the Taylor Review of Modern Working Practices. This was set up by the UK Government for Measuring Job Quality, constituted by the Carnegie Trust and the Royal Society for the Arts and Manufacturing to respond to the recommendations of the Taylor Review that the UK Government develop measures of job quality. Other stakeholders involved in the work of this group included representatives of the Trade Union Congress (TUC), the Resolution Foundation, the Joseph Rowntree Foundation, the Small Business Federation, Wellbeing, Hermes, the Office for National Statistics, the Institute for Public Policy Research, IKEA, the conciliation service ACAS, Tesco and the ETUC.

The ISAB

A further group of key stakeholders for QuInnE was the International Scientific Advisory Board (ISAB). This body included representation from the OECD, Eurofound (The European Foundation for the Improvement in Working and Living Conditions) as a governmental agency and the ETUC. The ISAB was completed by participation from a national innovation agency from outside the core countries of the project namely the Finnish Innovation Agency, TEKES. The purpose of the ISAB was to facilitate an external perspective on the project's work by experts from the domains covered by the project. All of these bodies/organisations had an explicit interest in job quality broadly defined and the relationship between job quality and innovation and employment; each also offered combined coverage of policy and practice. The ISAB was completed by internationally renowned academics in the fields of job quality, employment innovation as well as policy/academic engagement.

Members of the ISAB offered broad advice on the design, development and generation of findings as well as positioning them within broader literatures. Practitioner members of the ISAB also provided invaluable help on the issue of arranging dissemination events (see subsequent discussion of impact) as well as critical reflections on presentations and updates from the work packages at the various meetings of the project throughout its duration.

Vignettes of stakeholder engagement
The actual interactions at the heart of stakeholder engagement can be illustrated in more detail through a number vignettes put together by various members of the QuInnE project from their activities.

Vignette 1: QuInnE inception workshop, Lund University, Sweden, 27 and 28 February 2014

In order to formulate the original bid for QuInne, its leaders convened a workshop in Lund comprising members from all the prospective research teams. Also invited to this meeting were stakeholders from the OECD, Eurofound and the EU DG for Employment. Of these only a representative from the OECD was present. Nevertheless, this engagement provided invaluable input to the formulation of the bid in particular and the early project development more generally.
The representative from the OECD said in-principle that the OECD were interested in involvement. She stated there was a need to clarify if OECD could be a beneficiary, however. If not, they could potentially offer expertise on the advisory board and in the design of end-user of tools. The OECD also had knowledge and expertise on other international frameworks (for example the UN/EC measurement of employment growth, changes in intrinsic job quality and measuring employment quality). She also saw potential value-added for the OECD if outputs from the project could be broadened for use outside EU.

Vignette 2: First meeting between the QuInnE German research team and German national project advisory board 10 July 2015

The German research team invited various experts to an inaugural meeting the German National Advisory Board on 10th July 2015. These experts consisted of representatives from the German Aerospace Center, Project Management Agency, Development of Work and Services (PT-DLR) in Bonn; German Trade Union Confederation, North-Rhine-Westphalia Region, Department on economic, structural and technology policy; The innovation Centre, RKW Kompetenzzentrum (The German Productivity and Innovation Centre); The Hans Böckler Stiftung (a trade union related foundation); and IG Metall (The Industrial Union of Metalworkers). The experts invited to the first meeting were asked and confirmed their support in commitment letters to support the QuInnE-project in a number of areas:
- helping to improve knowledge and understanding of current relevant trends at national / sectoral level
- helping to elaborate the research questions, case study design and case selection
- helping to get access to firms for company case studies
- participating in meetings to discuss intermediary results of the research project
- giving advice on developmental and analytical tools
- helping to disseminate the final results.

Vignette 3: The UK Stakeholder Advisory Group

The UK QuInnE team made an early decision to form a Stakeholder Advisory Group and meetings were held on 12th October 2015 and 12th May 2016 together with members of the team. Stakeholders invited included representatives from the UK Government's department of Business and skills, the Chartered Institute for Professional Development, the Trade Union Congress, and the UK Work Organisation Network. The group welcomed in particular the applied focus of the project, that is, that it wasn't restricted to producing library products but had the potential for genuine impact at workplaces through for example action research. In this respect, accessible tools for policy makers and practitioners were welcome. Moreover, these had the potential for ensuring a life for the work of the project beyond its formal closure. The group endorsed the coverage on all aspects of innovation (as defined in the Oslo Manual) and saw definite merit in a finalised job quality model. The group also provided valuable input into the selection of case studies (Work Package 6), not least providing insights into sectors which were or have been particularly innovative. Care was also underscored on how cases were to be selected in terms of different workforce composition, gaining access to low innovation workplaces, anonymization. In particular, the CIPD offered channels for helping to access sites for case studies.

The next meeting an entailed a project update including the setting up of a QuInnE blog. A fruitful exchange on the UK and EU innovation policy then ensued as well as ideas on possible firm-level data for possible quantitative analysis. The QuInnE team presented their early work on compiling the UK national profiles and the basis of the case study selections. Discussion on the latter developed into the practicalities of gaining access to the UK sectors: computer gaming, aerospace and social care as well as scientific expertise on these sectors.

Vignette 4: QuInnE National Stakeholder Conference, 21st January 2016

In connection with a scheduled meeting of the QuInnE research team from all national teams in January 2016, it was decided to devote a full of engagement with national level stakeholders from the various partner countries. It transpired that some team had more robust relationships with national stakeholders than others. In all, stakeholders from four countries were represented: the UK, France, Spain and Hungary including representatives from central government, HR professionals, unions and consultants. There were in all roughly 30 people present, sitting around a U-shaped formation of tables.

Each of the teams provided a progress report on their differing experiences of stakeholder engagement and QuInnE project members updated those present on the status of the various work packages and the national stakeholders were invited to provide input and feedback. Comments included:

- Are you trying to compare the same sectors for each country? The old way is technology transfer – now it's joint development – yes? Employee driven development is important (EDI) but it all depends on the institutional context. There are similarities and differences within the sectors. There's been lots of research on innovation and competitiveness not least in the UK and Denmark especially in SMEs (Innovation Consultant, Spain).

- As a policy maker I don't see these frameworks. It's more about what we can do as governments. What would be useful as case studies? Overall the QUINNE approach is good – case studies are good but we need to focus on services especially low tech areas and areas likely to grow. There is also much debate on the nature of work and technology. Taxi driving is a prime example – I could mention others (Official from the Department of Business, Innovation and Skills, UK Government).
- Our Eurofound cases show that people don't necessarily notice major change. And it's not a one way street. Innovation isn't necessarily a good thing. For example on electronic rostering in the NHS – innovation led to lower job quality. We need to be value neutral on innovation! (Representative from UKWON, an innovation agency in the UK).
- We have to pay attention to the interaction between sectors. Innovation is strongly based on collaborative practices across sectors. Choices of sectors should respond to this eg IT/digital sector (eg independent contractors), the public sector. There is a belief that innovation has created hi skill workers – it would be good to show that this isn't necessarily so (Trade Union Research Officer from FDT, France).
- My question is why sectors? What value do they add to the story? In our cases we have found it hard to find sectoral patterns. The project should go for companies deviant from the sectoral norms. Local government are resolutely used to living up to the evidence. The reality is about managing the cuts – there isn't much scope for innovation. There are better prospects in more specialised areas. Gaming would be more interesting to study at the cluster level than the individual enterprise. We found that the key interactions occurred in the pubs in Soho between people from different organisations developing computer games than what happened on the job (Representative from UKWON, an innovation agency in the UK).

Stakeholder Engagement and Impact – An Evaluation

Linking engagement and impact

The role of knowledge production and scientific endeavour more broadly has been debated arguably since the time of Aristotle (Tenkasi and Hay, 2008). Governmental bodies charged with enacting research policy including the EU have been grappling with such debates for many decades in the design and formulation of such policy. However, many authors have noted that Europe has failed to translate many of its research findings into actual practice that adds value, generates innovations or leads to social betterment. Such concerns have been captured by the idea of a 'European paradox' whereby '…European countries play a leading global role in terms of top level scientific output, but lag behind in the ability to convert this strength into wealth generating innovations' (Dosi et al, 2006, p1450 quoted in Jacobsson and Perez Vico 2010, p 765). For this reason, there has been increasing interest in how this paradox might be addressed by seeking ways in which those most affected by research might actually become engaged in the research process, what we call here stakeholder engagement. Indeed, the belief that there might be a causal link between stakeholder engagement and what has been variously described as impact measures, relevance or uptake finds support in various scientific domains. For example, in environmental science, Phillipson et al (2010, p57) note that:

> There is therefore an emerging realisation, albeit not commonly reflected in practice, that effective research uptake in policy and practice may be built upon a foundation of active

knowledge exchange and stakeholder engagement during the process of knowledge production itself.

From a survey of 21 projects in the UK Research Councils' 2009 Rural Economy and Land Use Programme on the involvement and perceived impact of over a thousand stakeholders in the programme, they conclude that a close relationship is found between mechanisms and approaches to knowledge exchange and the spread of benefits for researchers and stakeholders. Mutual benefits were discernible from exchanges with stakeholders not least those who were members of research advisory groups. Nevertheless, different stakeholder sectors were associated with different patterns of engagement leading to contrasting impact patterns.

A similar conclusion was reported in a paper published in 2012 by Jolibert and Wesselink in the field of biodiversity conservation. In this case the research concerned the level and modalities of stakeholder engagement in 38 EU funded FP6 biodiversity research projects and the impacts of doing research explicitly in a more participatory way on policy, society and science than hitherto. The authors concluded from their data that half of the projects studied engaged significantly with stakeholders during the dissemination stage but not at the critical stages of problem definition and methods selection. On the whole, however, they also argued that when fruitful interactions between science and society occur during the whole research process this often results in the foundation of innovative research programmes and transdisciplinary networks clustering around particular topics.

In healthcare, Concannon et al (2014) undertook a literature review of 70 articles that reported on stakeholder engagement in individual research projects or programs in stakeholder engagement in comparative effectiveness in patient-centred outcomes research. They found that the evidence on stakeholder engagement and effectiveness was highly variable in content and quality. There was frequent engagement with patients, modestly frequent engagement with clinicians, and infrequent engagement with stakeholders in other key decision-making groups across the healthcare system. Stakeholder engagement was more common in earlier (prioritization) than in later (implementation and dissemination) stages of research. The roles and activities of stakeholders were highly variable across research and programme reports. The possibility of a link between stakeholder engagement, collaboration and impact has also been detected in other fields such as preventive medicine (Blanchard et al 2015), educational development work (Hart et al 2009), occupational rehabilitation (Franche et al 2005), nursing (Baumbusch 2008), implementation science (Ginsburg et al 2007), innovation systems (Jacobsson and Perez Vico 2010) and management (Mohrman et al 2001) amongst many others.

Despite the overall belief expressed in the literature that stakeholder engagement is a necessary condition for achieving impact (Jasanoff 2006), impact is nevertheless highly contested. Impact measures have increasingly featured as a part of research assessment regimes for the university sector in various countries (eg the UK's Research Excellence Framework) but the consequences of these are still uncertain. Although there has been a discernible discursive shift towards the term 'impact' and away from the previously fashionable term 'relevance', the precise nature of impact and its meaning remains uncertain. However, there have been notable attempts to pin its meaning down. Pettigrew (2011, p350), for example, follows Meagher (2009) by arguing that impact consists of five broad dimensions. First, instrumental impacts, which are defined as 'tangible products or services

taken up by companies, policy-makers and practitioners'; second, conceptual impacts, which entail the generation of original knowledge, understanding or awareness among potential audiences and users of research findings, including policy-makers; third, capacity building impacts, which include training and/or developing collaborative activities; fourth, cultural changes; and fifth, enduring 'connectivity impacts, which are reflected in knowledge exchange activities and the establishment of 'sustainable relationships between 'knowledge producers in and outside universities' (ibid.).

Although strongly contested by some, the ambition that scientific endeavour concerns rather more than knowledge production for its own sake has become widespread both within academia and amongst policy makers be it labelled as relevance, effectiveness, uptake or impact. However, if we accept this view, there is a fundamental gap between the generation of research findings and the application of the findings in practice (Ginsberg et al, 2007). Hence the current interest of policy makers and funders in the practice of tying research rather explicitly to its practical application. A typical definition of impact is that suggested by the Research Councils UK (RCUK): 'the demonstrable contribution that excellent research makes to society and the economy'. This can involve academic impact, economic and societal impact or both:

- **Academic impact** is the demonstrable contribution that excellent social and economic research makes in shifting understanding and advancing scientific, method, theory and application across and within disciplines
- **Economic and societal impact** is the demonstrable contribution that excellent social and economic research makes to society and the economy, and its benefits to individuals, organisations and/or nations.

The impact of research, be it academic, economic and social can include:

- **Instrumental**: influencing the development of policy, practice or service provision, shaping legislation, altering behaviour
- **Conceptual**: contributing to the understanding of policy issues, reframing debates
- **Capacity building**: through technical and personal skill development.

Clearly there is considerable overlap here with the suggestions of Pettigrew (2011) outlined above.

The QuInnE approach to impact

In this report we use QuInnE's preferred term *impact* to capture the various ideas of putting research outputs to use that somehow create value for society or groups in society. Horizon 2020 EURO-2-2014 has a clear set of expected impacts and QuInnE's approach to impact is broadly guided by these. The project sees three main types of immediate impact and community beneficiaries from QuInnE: scientific, policy and practitioner. It has been the ambition of the project that QuInnE would have a significant impact on scientific understanding and practice through exploring the mutually reinforcing relationship between innovation and job quality so that it can be utilised to deliver more and better jobs, which in turn can help tackle social exclusion and inequalities.

QuInnE also intentionally sought to have an impact on policy thinking by developing new knowledge on the challenges of competitiveness in line with the EU's growth strategy 'Europe 2020'. This need is made explicit in Horizon 2020 EURO-2-2014's call for actions. Finally, and importantly, QuInnE sought to have a direct impact on workplace understanding and helping to change workplace practice, notably through creating of a suite of web-based tools. There are two types of tools: one diagnostic, the other developmental. These tools have been developed to help practitioners

measure, monitor and improve workplace practice in relation to innovation, job quality and employment. In sum, therefore, QuInnE has sought to generate three broad types impact: scientific impact, policy impact and practitioner impact. Details of the aims of each of these and their respective practical measures are set out in table 1.

Table 1: QuInnE impact aims and measures

Impact type	QuInnE aims	QuInnE measures
Scientific Impact	• Closing important knowledge gaps with new knowledge about the relationships between job quality and employment. • New analytical framework for understanding the relationship between innovation and job quality and that relationship's impact on employment • New research methodology and conceptualization	• Articles published in highly ranked journals • Books • Conference presentations • Citations from QuInne inspired publications • Action research projects inspired by QuInnE findings
Policy Impact	• Contributing to the scientific base for policies with new evidence-based recommendations • How different types of relationships create accessible and sustainable jobs reduce social inequalities	• Policy-maker conferences on QuInnE themes • Incorporation into policy documents • Parliamentary questions and debates citing QuInnE themes and/or findings
Practitioner Impact	• Improving the effectiveness of the European growth by empowering practitioners to understand and act. • Monitor and measure the dynamics at national level • Improve the dynamics in firms and workplaces	• Deployment of QuInnE diagnostic and development tools at workplaces • OD and workplace change initiatives inspired by QuInnE • Uptake of QuInnE teaching cases • Trade union publicity and campaigns on QuInnE themes

Vignettes of QuInnE impact

Again, the question of how stakeholder engagement might be linked to impact can be illustrated by reference to vignettes put together by members of the QuInnE team.

Vignette 5: QuInnE Dissemination Event – Paris, 19 January 2018

The French QuInnE research team organised an event on 19th January 2018 to disseminate the results of the project to national stakeholders at Université Paris 1 Pantheon Sorbonne under the heading 'Innovation et qualité de l'emploi: résultats du projet QuInnE'. Over 50 chairs were set out in the room booked for the event and these quickly filled up as the event opened. Following a short introduction to the project in English, with slides in French, by the two project leaders, various

researchers from the project presented the research findings. In the first session the focus was on Work Package 5 and the quantitative studies comparing France, Germany and Spain. These presentations were in French with slides in English. These presentations covered the QuInnE findings both on the firm-level of analysis and the country-level analysis. The presentations were then summarised by an external academic commentator who offered critical reflections on various aspects. The commentator then held a short panel discussion with the presenters by inviting questions from the audience.

Following a coffee break, further presentations were held by the QuInne researchers present on the case studies from Work Package 6. Three sectors were focused on in particular: retail banking, retail logistics and aerospace. Similarly, an external commentator was then invited to offer critical reflections on the core QuInnE research questions, the design, the methodology the implications for the literature and the lessons learnt from the project. The discussion was rounded off by another brief round table discussion that invited questions and comments from the audience.
The stakeholders present at the event consisted largely of policy makers representing various departments from the French government. In addition, some representatives were present from French trade unions as well as academics. Those in attendance were thoughtful, attentive and respectful. Given the considerable note taking on laptops that was observed by the members of the QuInnE research team present, the stakeholders at the event were apparently receptive to the detail in the various presentations. The event ended at 13.20 hrs with a buffet lunch for all present.

Vignette 6: QuInnE submission to the UK Government Review of Working Practices 2016-2017

QuInnE has established a national presence in the UK with policymakers and practitioners, which in part relates to the UK stakeholder advisory group. The biggest success to date for QuInnE in the UK has been the incorporation of the QuInnE 'model' of job quality in national policy thinking and debate. The UK Government's 2017 'Good Work: The Taylor Review of Modern Working Practices' was launched by the UK Prime Minster. It explicitly references the QuInnE project in its discussion of job quality and the need for the UK Government to develop measures of job quality.

A central concern of this review was job quality and a submission was made to the review from the UK QuInnE research team. In chapter 3 of the report, which is devoted specifically to the topic of 'Quality of Work', the QuInnE definition of job quality and its six high level indicators is specifically drawn upon and recommended to the UK government as the basis for policy making in the area (Taylor 2017, p12). The report was subsequently picked up by practitioners elsewhere, notably by the ETUC as a resource for facilitating its own policy work and discussions in the area, notwithstanding some strong reservations with certain aspects of the report. This is illustrated by the following extract from its homepage accessed on 6th February 2017: https://www.etuc.org/documents/etuc-position-defining-quality-work-etuc-action-plan-more-and-better-jobs#.WnsJROjwbDd):

The recently released final report of the government-commissioned Taylor Review into modern employment in the UK produced wholly inadequate proposals – not the game-changer that was required. Despite this disappointment, within the report work quality was addressed via a model developed by the European research project QuInnE (Quality of jobs and Innovation-generated Employment outcomes). The ETUC has been a partner in this research project, which shows in how close their definition is to our own:
Wages;
Employment quality;
Education and training;
Working conditions;
Work life balance;
Consultative participation & collective representation.
The fact that this has been used in a high-profile review commissioned by a government that is no friend of the trade union movement shows how much we may be pushing at an open door in pushing work quality up the agenda.

The content of the Taylor Report on job quality was also picked up by employers in the UK, notably the CIPD (Chartered Institute for Professional Development), the main recognised employer organisation for human resource professionals. The QuInnE job quality framework has been explicitly adopted by the CIPD and used to frame its new 'UK Working Lives Survey'. The survey was administered in early 2018 and thereafter was planned to run annually. Accordingly, this development illustrates how the activities of the QuInnE project have influenced practitioners, and policymakers have then been influenced by the practitioners' work and adopted it. QuInnE was picked up by the Taylor Report and the CIPD picked up on the Taylor Report (together with comments from members of the QuInnE research team). Subsequently, the post-Taylor report, with recommendations for the UK Government due for release in summer 2018, draws on the CIPD's work based on QuInnE findings.

Pathways to Impact: Identifying the Mechanisms

Scientific impact

Scientific impact is usually measured in terms of publications in reputable outlets, citations therefrom, conference presentations and new research projects for example initiatives for collaborative research at workplaces. At the time of writing this report it is simply too early to make credible claims about impact in these areas however. On the other hand, towards the end of the project the leadership of work package 6 on qualitative data (from the German team) had made contact with the editors of journal Industrial and Labor Relations Review (ILRR) with a view to editing a special edition on the core QuInnE themes of job quality and innovation. ILRR is published in the United States and has a 3* ranking in the ABS journal list and its editors have responded positively to the suggestion. Submissions of articles to journals from other work packages were still under consideration at the time of writing this report, but a number of book chapters had been published at the time of writing this report (see Warhurst et al, 2017a and 2017b; Mako et al, 2017).

Similarly, it is too soon to assess any impact discernible in terms of future collaborative research projects. However, both the diagnostic tool and the developmental tool, which, as stated, have been tested and validated through stakeholder interaction with various national teams, provide viable tools for animating dialogue in such work, not least action research aimed at leveraging innovative capacity.

In terms of conferences, several members of the French team have disseminated or plan to disseminate the QuInnE results in academic conferences:
- All the members participated to the special sessions on QuInnE first results organised at the Society for the Advancement of Socio-Economics (SASE) annual conference in Lyon (France) 29th June-1st July 2017;
- Work package 5 and 6 members presented papers at the SASE annual conference in Kyoto (Japan), 23rd-25th June 2018
- A member from work package 6 presented a paper on the Aeronautics industry at the annual conference of the International Labor and Employment Relations Association (ILERA), in Seoul, (Korea) 23rd-27th July 2018.

Policy impact
In terms of policy impact (work package 4), the incorporation of QuInnE findings has occurred through direct and indirect routes, that is directly in policy arenas and documents or indirectly via presentations to bodies that can have an influential role on policy making. As stated, a reasonable measure of potential impact on policy is that of the degree of interest shown in the project's dissemination activities to influential bodies in the policy making arena.

In the UK, via the direct route, material about QuInnE was submitted as evidence to the to the UK Government's 'Taylor Review of Modern Working Practices' (Taylor 2017, see previous discussion). The Review adopted a definition of job quality based on the QuInnE project: 'This review is not the first to consider the quality of work and we could have picked on any number of frameworks designed to measure it. However, for ease of reference, the Review settled upon the 'QuInnE' model of job quality, developed by the Institute of Employment Research and others as part of a pan-European research programme.' A section of the Review is then dedicated to 'QuInnE indicators of quality work'.

The UK Government's 2018 response to the Taylor Review (UK Government 2018) – agreed that a measure would be developed and explicitly cited the work of the CIPD in this respect:

> 'The Review of Modern Working Practices also identified the importance of agreeing a set of measures against which the quality of work could be evaluated. The government agrees and, in November, started this discussion in the Industrial Strategy. We set out the five principles that we believe underpin the quality of work … We have identified these principles in discussion with experts including the Chartered Institute for Personnel and Development (CIPD) … We will continue to work with these bodies and others to agree the best measures to evaluate the level of good work in the UK economy. We will use these measures to report annually on the quality of work in the UK economy, and to hold ourselves to account.' (UK Government 2017, p13).

In its discussion of measuring job quality, the Taylor Review acknowledges the research being undertaken by IER for the CIPD: 'The minimum standard provided for by employment regulation defines the basic foundation from which work and job quality can be improved. As a minimum standard this must be mandated for, but it should not act as an aspiration. Instead a clear articulation of modern high quality work should be considered… There are a number of concepts which already exist, such as the ILO Decent Work construct for emerging economies, or similar ideas of Good Work and Meaningful Work. These concepts should be critiqued before implementation given their overlap

and complexity, a task which the CIPD is currently undertaking in partnership with the Warwick Institute for Employment Research.' (Taylor 2017, p104)

Via the indirect route, three members of the QuInnE UK team at the Institute for Employment Research at Warwick University (IER) undertook research for the UK's Chartered Institute for Professional Development (CIPD). This research was built on findings from the QuInnE project. The research was used by the CIPD in its work for the Short Life Group (see above). Briefings were also made by members of the UK team on the QuInnE findings to the UK Government Department for Business, Energy and Industrial Strategy's new labour market unit in April 2008 and to the Shadow Spokesperson of the Scottish National Party on Fair Work and Employment in the same month.

The final decision about which measures of job quality to be adopted by the UK Government's Department for Business, Energy and Industrial Strategy was due to be made in summer 2018. In the meantime, QuInnE members from the IER continue as members of the Short Life Group for Measuring Job Quality, constituted by the Carnegie Trust and the Royal Society for the Arts and Manufacturing to respond to the recommendations of the Taylor Review.

Further examples of indirect impact were firstly a seminar that was organised at the OECD in Paris (Employment Labour and Social Affairs) on 23rd May 2018 with a presentation of QuInnE results by four members of the research team on the topic 'The link between job quality and innovation: new evidence from a large cross-country project'. About 30 people from the OECD attended the seminar.

Secondly, the project resulted in impacting on policy via the policy oriented members of the ISAB. An example of such advice was that offered by the ISAB member from Eurofound on the matter of construct design. A particular difficulty faced by project members who were attempting to operationalise the notion of organisational innovation for quantitative enquiry prompted a fruitful exchange with the ISAB member from Eurofound. This resulted in a discussion on how the QuInnE findings might help future survey designs for Eurofound in its European Company Survey.

As stated, the Swedish team was successful in securing a dissemination meeting with representatives of the Swedish Ministry of Labour and Office of the Prime Minister. This meeting not only allowed members of the Swedish and French teams to present a nuanced picture of the results of the project, but also to help frame the issues, and thus potentially policy debates, in a way conducive to the core normative message from the project, namely that future scenarios of work in the context of anticipated technological developments can be understood as either virtuous and vicious circles. Clearly, from a normative point of view, the political preference would be to leverage the former and mitigate against the latter and the dialogue at the meeting reflected this. Those present from the Ministry also stated that the QuInnE findings connected well to ongoing discussions of the core themes that they had been following in ongoing discussions at both the ILO and the Nordic Council of Ministers.

Practitioner impact

Key elements of the QuInnE project with a view to having impact for practitioners at the workplace were the diagnostic tool (the QuInnE map) and the development tool. These were developed by the Dutch team who also drew on their stakeholders to test and validate them. In July 2017, at the end of the second year of the project, with part of the field research done (but with the access issue in food

retail logistics still unresolved), a formal stakeholder meeting was scheduled by the team which was attended by national level representatives of the Dutch unions and employer associations. During the meeting the stakeholders were updated on the status of the project and preliminary findings of the project and the field research were presented and extensively discussed. Also the QuInnE diagnostic tool set was introduced and presented.

In the discussion there was considerable attention on and interest in the evolution of the QuInnE analytical model, the initial findings from the case studies in the three industries in the Netherlands (retail logistics, home care and gaming) and their comparison to initial findings in the other countries. Furthermore, the remaining challenges, mostly in terms of access in food retail logistics, were discussed. The discussions provided validation of the interpretation of the findings, and also contributed to the development of theoretical model. Although at the time of writing this report it is too soon to make definitive statements about impact, it is reasonable to claim that the productive interactions between the Dutch team and their stakeholders provides a basis for claiming that both the tools can have potential impact on development dialogue and activities at workplaces. The diagnostic tool was also presented with positive feedback at stakeholder meetings convened by other national teams including Sweden and the UK.

As to the developmental tool, the ideas for this were also tested with stakeholders. But as this aimed to present the key outcomes of the research and also learning tools based on the findings and key insights from the case studies in the various industries, it could only be finalised at the very end of the project incorporating the final conclusions from work package 3. This WP synthesises all the QuInnE findings and this synthesis was a prerequisite for structuring the tool's search engine. Moreover, the learning cases are based on the integrated analyses and findings from the case studies in work package 6. Thus to make it effective, the final validation of this tool was still in progress at the end of the project and no definitive account of stakeholder engagement and impact was possible at the time of writing this report. We can however make a speculative claim that there will be potential impact via engaging our practitioners in its application.

A further key event in the QuInnE dissemination activities was a panel presentation held at the ETUC/ETUI conference in Brussels in June 2018. This was facilitated by courtesy of a member of the QuInnE International Scientific Advisory Board who is an ETUC employee, but ultimately approved by the conference's scientific committee. The ETUC had been interested in job quality issues for quite some time and the QuInnE findings were of direct relevance to their work in terms of both developing policy and practice. Additional examples of practitioner impact were discernible. For example, following a seminar on the QuInnE findings at the Swedish innovation agency Vinnova (see previous discussion), the Swedish team managed to secure a follow-up workshop at the Swedish Trade Union Confederation (LO) with the prospect of future collaborative work in connection with LO's ongoing activities on job quality.

Further evidence of practitioner interest in (and thus generating potential impact) the QuInnE findings was evident in France, notably at a meeting of *Entreprise et Personnel* (which is an association of human resources managers with social concerns). Members of the French team also met representatives from the Natixis administrative council (one of the top banking and financial firms in France) and proposed some expert advice to meet some needs of the sector in terms of job

quality measurement. As a member of *Conseil d'Orientation pour l'Emploi* (COE), an institution aimed at discussing employment issues between social partners, public administrations and experts, one member of the French team also had several opportunities to report informally on QuInnE results and cite QuInnE publications and the website.

Summary

At the time of writing this report it is still too soon to make definitive claims on most of the impact measures identified in table 1. But it is possible to make claims about *potential* impact on some of the measures and how these might be achieved. A useful concept for understanding this is that of *pathways to impact,* that is, a specification of the processes through which different types of impact might be realised. A key mechanism here is that of what we call productive interactions, that is, relations between members of the QuInnE research team and engaged stakeholders (and in some cases others). A number of sub-processes can then be identified, namely policy development, teaching case development, scientific outputs and dialogue from with project as well as the delivery mechanisms associated with each of these. Examples of these from QuInnE are presented in Table 2.

Table 2: Pathways to Impact – some selected examples from QuInne

Productive interaction	**Stakeholder**	**Sub-process**	**Delivery mechanism**	**Measurable impact**
UK team and UK policy makers government	Department of Business, Innovation and Skills (UK)	Policy development	Submission inspired QuInnE conceptual work	Citation of QuInnE innovation definition in key policy and practitioner report
Swedish team and Swedish business school	Lund University School of Economics and Management	Teaching case development	Presentation of QuInnE teaching materials to programme directors and teaching team	Adoption of QuInnE cases on course schedules
German team and US journal	ILR Review	Scientific outputs	Submission of proposal for a special journal on QuInnE themes	Acceptance of proposal for special edition
Dutch team and national level union and employer representatives	FNV (Dutch Union Federation), AWVN (Dutch General Employers Association)	Dialogue on QuInnE diagnostic and development tools	Formal QuInnE national stakeholder meeting	Validation of QuInnE diagnostic and development tools

The first of these had actually happened at the time of writing this report, the fourth partly so, whereas the second and third are more speculative but we can reasonably claim them as potential impacts. The list of pathways presented here is intended to be illustrative rather than exhaustive: it may well be the case that additional pathways to impact can be discerned when looking back at QuInnE retrospectively at some point in the future.

Overall, however, the so-called 'impact agenda' that appears to have taken root in social science research at both national and international levels is still relatively speaking in its infancy as are our methods for measuring impact through various channels including stakeholder engagement. Indeed, it seems reasonable to assert that not only is there no consensus on measurement, but there is similarly no consensus on the desirability of embracing the impact agenda more broadly. Even among those who are more positively disposed towards impact issues would probably agree that there are considerable lead times between the termination of projects and when impact can be reasonably assessed whatever measurement methods are adopted.

Project Reflections

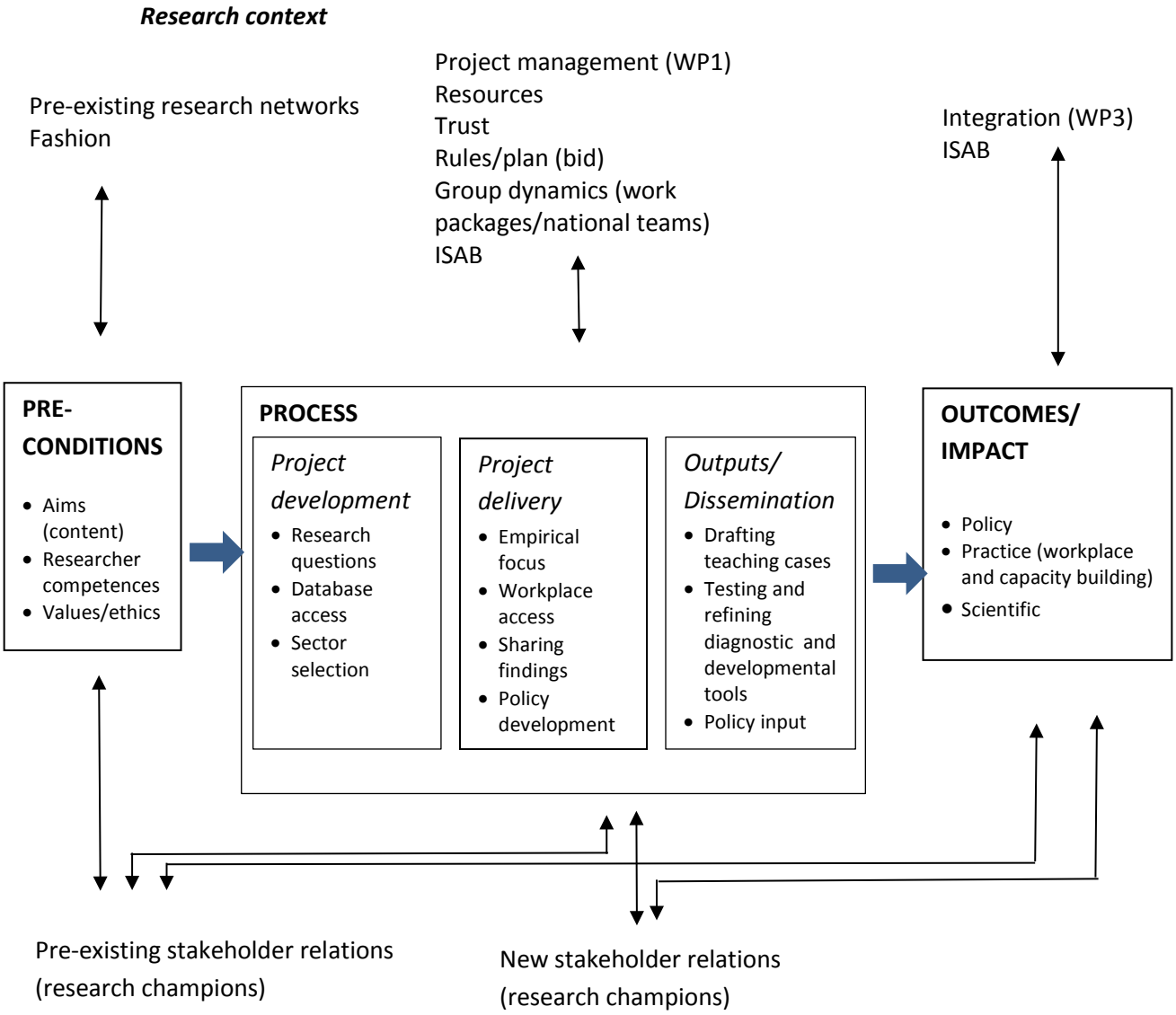
From stakeholder engagement to impact – A summary of the QuInne experience
A core issue within the domain of research policy is the question of what are the antecedents and pre-conditions for linking theory effectively with practice. What can the QuInnE experience add to this particular discussion? Overall, QuInnE lends broad support to the thesis of Pettigrew (2001, 2011) that a research project, seen as an endeavour that sees the co-production of knowledge, can be understood as a social and organisational change process. Such a process has discernible impacts which are generated by various factors such as those identified by the Economic and Science Research Council in the UK. These are well summarised by Pettigrew (2011, p351):

- Established relationships and networks with user communities
- Involving all users at *all* stages of research
- Well-planned user engagement and knowledge exchange strategies
- Portfolios of sustained research activities that build reputations with research users
- Good research infrastructure and management support for user and knowledge exchanges, and
- Where appropriate, the involvement of intermediaries and knowledge brokers as translators, amplifiers and network providers.

Previously, it has been established that change processes are largely shaped by the context, content and process of the changes themselves. The role of context, content and process in QuInnE can be well understood by the overall graphical representation of QuInnE depicted in figure 3. This is a bespoke model and we don't expect it to be directly diffusible to other project contexts. However, we do feel it has value as a means of animating dialogue on the design and formulation of future projects not least on the question of a processual understanding of how bridges might be made between theory and practice with a view to having some degree of social and organisational impact.

Clearly in the case of QuInne the degree to which the national teams were able to rely on pre-existing or well established relationships with practitioners was patchy. Indeed, we envisage that this will always be the case when large pan-European consortia are put together. Some research groups will have strong traditions in applied research, others less so being more focused on basic research. Effective projects in our view will require elements of both, and no research group can specialise at everything.

Figure 3: Modelling the overall QuInnE stakeholder engagement experience (adapted from Franche et al 2005, p528)



The QuInnE project did indeed set out with the ideal of engaging with all relevant stakeholders throughout all the various stages and activities of the project. However, this was easier said than done. In this respect a number of difficulties materialised. Firstly, what might be called 'psychic distance', the fact that the methodology and work packages were pre-designed and led by teams in different countries meant that many stakeholders and stakeholder groups were more 'arms length' than would normally be the case (e.g. on a UK project), thus rendering stakeholder engagement somewhat redundant on some activities. A further issue was project length, the timescale for the project was longer than is normally the case for many research projects – and the varying speeds on the different work packages meant that coherent updates 'across the project' were difficult. Finally, there was an evident issue of organisational tenure reported by some of the national teams. There is

high churn amongst the personnel of some bodies from whom the project engaged stakeholders, notably government departments and business organisations, meaning that there were absences at meetings and securing new participants from the same department/organisation was a challenge, despite undoubted interest in various different parts of QuInnE.

Some of the issues reflected on here are generic, and would in our view be replicated in future projects. In future projects with a similar design to that of QuInnE and with similar ambitions on stakeholder engagement to secure impact, one way forward might be to engage on a more ad hoc basis with key individuals or organisations, as and when their input might be useful. This is clearly at odds with the argument of Pettigrew (2011) for users to be engaged at *all* stages of research. In many cases the QuInnE experience on its stakeholder engagement strategy can be seen as a classic exemplification of Mintzberg's contrast of intended versus emergent strategy (Mintzberg 1978). The initial project bid laid down an idealised version of how stakeholders might be engaged in terms of who, what, when and how at each of the three (plus one) stages of the project (see figure 2). However, in practice different patterns of engagement emerged from our teams as the project progressed.

Engagement with a collaborative research project such as QuInnE is a rather demanding commitment on stakeholders who ordinarily have rather busy working lives that don't as a rule allow for time off from their normal duties for spending on such activities. Indeed, QuInnE has underlined that maintaining such engagement over the long haul is particularly challenging in practice. It is noticeable at the early stage of such a project – where researchers can't present any findings – that incentives for stakeholders to make such a long journey are rather low. This was the experience in Germany with Ver.Di, where the German team were redirected from the national to the regional level. Similarly, in Sweden although there are well established central (ie national) bodies for both unions and employers' organisations, these felt unable to engage in the project as it was universally felt that sectoral bodies closer to 'the frontline' would be more useful and relevant to the research team.

A further reflection from the experiences of the Swedish team was that because of the industrial relations structure in Sweden it was not possible to engage with stakeholders until after the overall case study design and selection was established. For this reason it was not possible to gain any significant input from stakeholders into the early project development stages as envisaged in the initial strategy. The typical response at the early stage of the project was the national level stakeholders would only become interested in the project once results had been generated. For this reason the ambition to organise national stakeholder conferences in Sweden was never realised.

In some cases, national teams had more success in engaging local stakeholders at the project development stage and drawing on stakeholder input into the case study design. This, for example, was the experience in the UK. Elsewhere, the experience of some teams for example Germany was that it was fruitful to focus on unions first (ie at the project development and project delivery stages) rather than employers on the basis that they have a greater interest in monitoring more closely the job quality and employment implications of current innovations. This was clearly the information that the QuInnE project team was mostly interested in, as a basis for selecting the industries for the case studies. Employers' representatives are as a rule more interested in the implications of the

relationship between job quality and innovation for their business case. This was not something that could be known until after the project.

Two particular conclusions can be drawn from this. Firstly, the interest/influence nexus (Reed 2016) for different stakeholders will vary throughout the duration of a project and a more nuanced recognition of this could be fruitful when formulating stakeholder engagement strategies for future projects. Secondly, the nature and extent of stakeholder engagement will vary from one research team to another depending on local and national institutional context as well as the precise research interests and traditions embraced by individual researchers. In other words a one-size-fits-all approach to idealised stakeholder engagement across a broad international and comparative research project is neither feasible nor desirable.

Lessons learnt from QuInnE

The overall picture of stakeholder engagement in the field of research highlights the importance of relevant access and a formulation of the research question that is in line with the questions stakeholders have concerning the economy and the labour market. However, in many cases it proved difficult to engage national level stakeholders in line with the project design, although the UK experience was a notable exception in this regard. This points to one of the major issues in stakeholder engagement in this type of research project. The stakeholders are not necessarily interested in engaging in research projects before they produce results. Such engagement then depends largely on previous contacts of the research team with stakeholders and the level of trust they have built up. On the other hand, there was ample evidence in the QuInnE project that stakeholders do show substantial interest in the findings of the research and prefer to engage once the findings are available.

Moreover, the process of tracking down appropriate stakeholders in some cases was convoluted and/or elusive. In Germany, for example, for the expert interviews, the team first contacted the national federations, and were then partly additionally referred back to regional branches, as these had closer contacts to the companies and were expected to be a bigger help for accessing case studies. The interview partners from the trade unions then on several instances established contacts to works councillors in selected companies, by providing contact details and informing works councillors on the project beforehand.

Partners partly drew on pre-existing contacts that the teams had established in earlier research projects, but mostly needed to develop new ones. The German team for example mainly had pre-existing contacts in the automotive industry having carried out several research projects in this industry previously. Pre-existing contacts were also instrumental in securing access for two of the hospital cases in Sweden. While these pre-existing contacts were sometimes very helpful, they sometimes also nurtured false hopes, in the sense that in the end, they were unable to secure access for case studies, even though local actors credibly ascertained that the project was very interesting and that they were certain that other organisations would participate in the project.

We suggest that these difficulties in securing stakeholder engagement can be explained by various factors. Firstly, trade unionists in particular, whilst welcoming academic engagement, have internal capacity limitations that make that engagement difficult in practice. This is partly a result of an

increasing fragmentation of industrial relations that multiplies their involvement in company level collective bargaining, while at the same time reducing their financial and personnel resources. This difficulty was pronounced even in contexts where unions are relatively strong and well resourced, for example Germany and the Netherlands. Similarly in France since 2016, there have been many labour market reforms, and unions members were completely overwhelmed by bargaining activities; the French team's contacts in the CFDT for instance were also working on other topics (such as the unemployment benefit system reform), and were not able to follow or collaborate with the QuInnE research endeavours on job quality.

Secondly, the ongoing public debates on the various forms of disruptive innovations faced across our case industries (for example E-mobility; digitalization, autonomous vehicles in the car industry) might have reduced the willingness of companies to disclose information about their innovation and development processes even to researchers, as this is regarded as highly sensitive information.

The key stakeholders that we have engaged in the project can be seen as an emergent network of researchers, practitioners and policy makers whereby knowledge and understandings can be generated, shared and drawn upon (Gustavsen 1998). In most cases, the stakeholder groups mobilised by the national teams were basically networks of networkers who had contacts to other key individuals, groups, industries and policymakers/practitioners who helped provide access for the case studies. In other words, engagement with the stakeholder groups group provided both pathways to data on the substantive issues at the core of the project and pathways to impact. Our intention is not that such a stakeholder network is an ephemeral phenomenon that exists simply for the duration of the project, but, rather, that it can endure beyond the work packages and timeframe of the project as a sustainable knowledge system for bolstering European competitiveness to 2020 and further into the future. This challenge – which is essentially about establishing and strengthening relationships or connectivity between researchers, practitioners and policy makers – can be seen as a wider aim of our stakeholder engagement strategy as part of work package 2.

A further factor explaining the difficulties in stakeholder engagement was the extent to which collaborative research traditions had taken root. This varied noticeably across the project in terms of country and in terms of the academic disciplines from which the QuInne national teams were composed. In France, for example, the stakeholder approach to research practice (ie collaborative research) is less developed than in the UK and the Nordic countries; in particular unions have few connections with the academy; moreover, they do not always have sufficient internal expertise to integrate the output from research as input to their own practices. This is exacerbated by language difficulties even though there was clear interest in the progress and findings of the project. The difficulty was that most union contacts do not read in English. More dissemination was planned in France however after the end of the project contract, when documents in French are available.

We believe it is useful to see collaborative research projects as guided by the values of inclusivity and the practices of engagement, and, moreover, to see the outcomes of such processes in terms of an integrated system of relationships whereby working life practitioners have natural means in the workplace for co-operation, dialogue and mutual understanding. Such collaboration, for it to be sustainable, should also include means by which the creative ideas and energies of practitioners can

be widely drawn upon and seen as valuable knowledge inputs into generating new practices further into the future.

Our stress on inclusivity here is unashamedly normative. We use the term to denote the voice of all stakeholders and thereby their potentiality as a source of knowledge. In particular, this concerns those who are relatively marginalised under traditional, bureaucratic approaches to management and organisational design. At the end of the day this emphasis entails the foregrounding of certain values and recognises that power and influence in traditionally organised work organisations are unequally distributed. An attachment to engagement and inclusivity accordingly signals a rebalancing of power relations with a view to extending voice to marginalised stakeholder groups and individuals.

However, if the ideal of inclusivity is to be more than mere rhetoric, there also needs to be practices of involvement that allow for genuine influence on decision-making. For managers this means upward influence onto higher management echelons as a part of sound corporate governance practices. For employees at the operational level in one's daily work tasks, this means a form of job design that not only allows for voice but also has mechanisms for enabling ideas and suggestions to be actively pursued. This may occur through one's daily work or if a more strategic issue is involved then it could entail the channelling of voice through representative structures, notably unions or works councils. For customers, however, the notion of engagement is harder to pin down. In some contexts notably when relationship marketing allow for systematic customer input into product development this could be unproblematic. In other contexts such input is harder to achieve. In healthcare when we fall sick, we are not in the best frame of mind to articulate ideas about, say, care improvements.

In many respects the QuInnE project can demonstrate considerable actual impact and potential impact in contrast to a great deal of research that doesn't translate into policy or practice. In our view this underscores the significance of timing in the conduct of a research project and its potentiality for impact. Sometimes it's not enough to have an idea, however exciting and persuasive, if no-one is listening. In effect a number of things have to align for academics to conduct impactful research – they have to have ideas, and policymakers and practitioners have to have a need to listen (Cairney 2016). The initial bid for the QuInnE project was submitted at a moment in time when the European Commission was looking for ideas to improve innovation, for example, because the then existing ideas had failed to deliver. At the same time, trade unions and employers in the UK, for example, after years of neglect, were being urged to embrace the issue of job quality because the government was raising it through the Taylor Review (see earlier discussion).

Nevertheless, the experience from QuInnE also attests to the difficulties of achieving the ideals of engaged scholarship as a means for achieving impact systematically and consistently in a project that is inter-disciplinary and international (cf Pettigrew 2011; Van de Ven, 2007). Although there were major problems of securing ongoing stakeholder engagement in many cases, some of the QuInnE activities did yield a number of illustrations of stakeholder involvement in the evolution of the project. These illustrations also show the potential benefits of an approach based on inclusivity and engagement and how links to impact measures could be established. The challenge following the termination of the project, however, is to find ways through which the practices of stakeholder

engagement have the potential to endure beyond the timeframes of the project thereby leveraging the potential for collaborative research in the future.

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Appendix: Tools for Mapping and Evaluating Stakeholder Engagement

Tool 1: The interest-influence matrix (from Reed 2016, p115)

High

Influence		
	Context setters:	**Key players**:
	Crowd:	**Subjects**:

Low

Low **Level of interest** High

Tool 2: Stakeholder Analysis Template (adapted from Reed 2016, p247)

Name of individual, group or organization	A	B	C	D	N
Likely interest in project (hi/med/lo)					
What aspects of the research will interest them? What are your key messages to them?					
What level of influence (+ve/-ve) might stakeholders have on the completion of the project and generation of impact? (hi/med/lo)					
Comments on influence (eg times or contexts) when stakeholders may have more or less influence on outcomes or ways they might block or facilitate research process or impact					
If influence is high and interest is low how might we motivate greater interest and engagement?					
Any important relationships with other stakeholders (ie stakeholder alliances)?					
Any modes of communication to be preferred or avoided?					

Tool 3: Stakeholder Engagement Strategy Template (1)

NAME OF STAKEHOLDER (WHO)	PROJECT DEVELOPMENT (WHAT/HOW/WHEN)	PROJECT DELIVERY (WHAT/HOW/WHEN)	OUTPUT DISSEMINATION (WHAT/HOW/WHEN)	OUTPUT USE (WHAT/HOW/WHEN)
National policy makers	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low
National practitioner bodies	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low
Workplace practitioner bodies	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low
Experts	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low
Others	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low	Interest: High/Low Influence: High/Low

Tool 4: Stakeholder Impact Map

Project team	PROJECT DEVELOPMENT (WHAT/HOW/ WHEN)	PROJECT DELIVERY (WHAT/HOW/ WHEN)	OUTPUT DISSEMINATION (WHAT/HOW/ WHEN)	OUTPUT USE (WHAT/ HOW/ WHEN)
A	Policy makers (hi < > lo < > zero) Employers (hi < > lo < > zero) Unions (hi < > lo < > zero) Scientists (hi < > lo < > zero)	Policy makers (hi < > lo < > zero) Employers (hi < > lo < > zero) Unions (hi < > lo < > zero) Scientists (hi < > lo < > zero)	Policy makers (hi < > lo < > zero) Employers (hi < > lo < > zero) Unions (hi < > lo < > zero) Scientists (hi < > lo < > zero)	Policy makers (hi < > lo < > zero) Employers (hi < > lo < > zero) Unions (hi < > lo < > zero) Scientists (hi < > lo < > zero)
B	Policy makers (hi < > lo < > zero) Employers (hi < > lo < > zero) Unions (hi < > lo < > zero) Scientists (hi < > lo < > zero)	Policy makers (hi < > lo < > zero) Employers (hi < > lo < > zero) Unions (hi < > lo < > zero) Scientists (hi < > lo < > zero)	Policy makers (hi < > lo < > zero) Employers (hi < > lo < > zero) Unions (hi < > lo < > zero) Scientists (hi < > lo < > zero)	Policy makers (hi < > lo < > zero) Employers (hi < > lo < > zero) Unions (hi < > lo < > zero) Scientists (hi < > lo < > zero)
C	Policy makers (hi < > lo < > zero) Employers (hi < > lo < > zero) Unions (hi < > lo < > zero) Scientists (hi < > lo < > zero)	Policy makers (hi < > lo < > zero) Employers (hi < > lo < > zero) Unions (hi < > lo < > zero) Scientists (hi < > lo < > zero)	Policy makers (hi < > lo < > zero) Employers (hi < > lo < > zero) Unions (hi < > lo < > zero) Scientists (hi < > lo < > zero)	Policy makers (hi < > lo < > zero) Employers (hi < > lo < > zero) Unions (hi < > lo < > zero) Scientists (hi < > lo < > zero)
…	…	…	…	…
N	Policy makers (hi < > lo < > zero) Employers (hi < > lo < > zero) Unions (hi < > lo < > zero) Scientists (hi < > lo < > zero)	Policy makers (hi < > lo < > zero) Employers (hi < > lo < > zero) Unions (hi < > lo < > zero) Scientists (hi < > lo < > zero)	Policy makers (hi < > lo < > zero) Employers (hi < > lo < > zero) Unions (hi < > lo < > zero) Scientists (hi < > lo < > zero)	Policy makers (hi < > lo < > zero) Employers (hi < > lo < > zero) Unions (hi < > lo < > zero) Scientists (hi < > lo < > zero)

Tool 5: Linking Stakeholder Engagement to Impact

Productive interaction	Stakeholder	Sub-process	Delivery mechanism	Measurable impact	Comments
1	A				
2	B				
3	C				
4	D				
X	N				

Tool 6: Work package impact contribution

Phase	Project development	Project delivery	Production and dissemination of outputs	Output use
Input (other WPs, previous research, databases)				
Action				
Activities				
Engaged stakeholders				
How engaged				
Impact				
Concrete deliverables				
Sharing with stakeholders				
Scientific - General (core knowledge domains) - Specific (Publications, methodological tools)				
Policy/practice - Diagnostic tool policy (EU) - Diagnostic tools for practice - Policy recommendations and implementation (national and EU) - Why need EU approach - Competitiveness				
Capacity-building - Reach out beyond end users - Cascading knowledge & involvement - HRD				
Relational and cultural - Build connectivity for exchange knowledge and evidence - New enduring relationships with intermediaries as knowledge brokers - Increase willingness to engage				
Dissemination strategy - Publications - Meetings				
Dissemination Website, facebook, etc.				
Exploitation (end user involvement)				