

HANDBOOK INDUSTRY 4.0 TRANSITION WORKSHOP

**TRANSITION
WORKSHOP**
Transforming people and businesses

DEALING WITH CHANGE

EMBRACE UNCERTAINTY

SMART INDUSTRY
NEW MINDSET
NEW BENEFITS

DIGITAL FUTURE

Contact: Trienke Drijfhout
T +31 (0) 6 134 07 707
E t.drijfhout-roeters@pl.hanze.nl

Interreg
North Sea Region
GrowIn 4.0
European Regional Development Fund

EUROPEAN UNION

1 INTRODUCTION ROUND & ENERGIZER

1. Welcome and framing of the Transition Workshop (why in this firm, what is the expected outcome). Exercise: 20 minutes.
2. Introduction:
 - ask participants to think about a major change in their life (can be positive or negative, for instance a baby, new house, an accident, etc)
 - Let them draw the change on a small white paper
 - When all have finished drawing, let each shortly introduce the card and put it on the wall
 - Facilitator wraps up and stresses how change can impact our life. And relates this to digital change (back to the goal and outcome of the workshop).

Note: always consider other introduction games, important is that the game fits within the corporate culture , participants and overall workshop setting



Source: Transition Workshop Score (May 2019), Tolbert The Netherlands

2 FUTURE THINKING: HOW DO WE LOOK AT THE FUTURE

1. Give a short introduction on how digital change impacts our current jobs and the firm's future. Let participants feel the urgency of looking at the future and related challenges by giving practical examples or showing a short movie on industry 4.0. You can also hand out the [Ostfalia I4.0 Catalog](#), which was developed in the Growin 4.0 project. Exercise: 10-20 minutes.
2. Stand by your quote game:
 - Put a long rope on the floor and ask participants to wait in front of you
 - Formulate 3 statements related to the firm. For instance: 'in 25 years my job is carried out by robots'
 - Propose a statement and ask participants to choose sides: left of you is 'Agree', right is 'Disagree'. Participants can position themselves on the extremes or in the middle as they choose.

- Facilitator runs a discussion between 'Disagree' and 'Agree': what made you choose this place on the rope? And why did you choose the middle? What are the main arguments to choose this side? After facilitating the discussion the facilitator asks if anyone wants to change their position on the rope.
- 3. Wrap-up: dependent on what happened in this game the facilitator may conclude it is hard to change opinions, but not impossible. Dealing with change is tough and may provoke emotional discussion

Note: you can also consider floor exercises by using the rope and make a circle on the floor. In the circle you make quadrants with rope or tape. Left side is 'disagree', right is 'agree'. Top is 'not able to influence future', bottom is 'able to influence future'. Facilitator names a statement and asks participants to agree/disagree and choose the position on the line in the circle. The second question is about if participants think they can influence the future and choose the place in the quadrant. Facilitate a discussion as above in 'stand by your quote'.

- 4. Offer a coffee/tea break, give participants time to relax and have informal chats on the experiences up till now

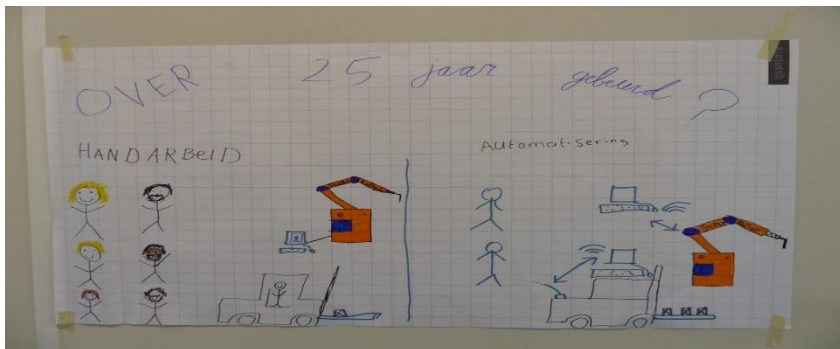


Source: Transition Workshop Production Platform Friesland (organized by Seproma, June 2019), Sneek, The Netherlands

3 BUSINESS FUTURE: HOW DO WE SEE OUR BUSINESS IN TEN YEARS

1. Facilitator creates a 'dreaming' setting. Let's start dreaming... Ask: if industry 4.0 becomes reality and digital technologies are applied, what will your business look like in 10 years? What will change on the floor? In production? Machinery? ... (the formulated dream question is customised with the firms future digital needs)
Exercise: 45 minutes
2. Let participants think and ask them each to draw on A4 paper a future design. Encourage to draw, in case participants are not willing to, offer other options like writing. If possible offer many creative materials to draw (or even build a factory design)
3. After 10 minutes participants should have finished drawing. Encourage all to check out the other drawings and each select one they find interesting. They then pair up and talk about their future design.

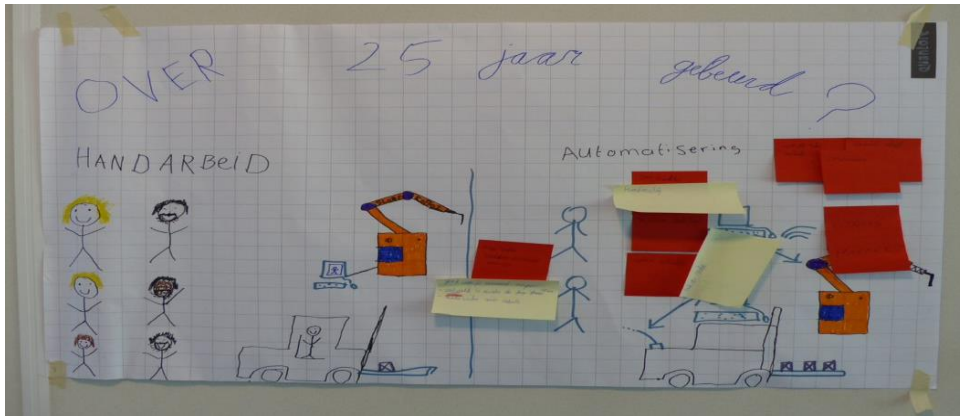
4. After discussion in pairs, ask each pair to group up with another pair. Let pairs select themselves which drawing appeals the most
5. Let two pairs become a group of four. Offer them a flip over and ask them to build one future design based on the individual drawings. Give them 20-30 minutes, they will enjoy co-designing together!
6. The facilitator gently brings this exercise to an end and asks a group to present their design
7. One group volunteers and puts the drawing to the stick wall. Let them explain in 5 minutes.
8. Take a picture of the group and drawing, and ask for the next group to volunteer.
9. After all groups presented, great future designs are stuck to the wall. Enjoy the happy feeling and give participants a short coffee/tea break



Source: Transition Workshop Score (May 2019), Tolbert The Netherlands

4 DARK THINKING: WHAT CAN GO WRONG

- 1 The facilitator praises the group for their drawings and announces the possibilities of disruption. What will happen if there is a drop out or shortage of electricity? If your solar panels are destroyed in a hail storm? What if...
Exercise: 10-15 minutes
- 2 Hand out red post-its and ask the participants to think of disruptions. Write them on the post-its and stick it on your drawing. After finishing, walk by other drawings to check if you can add a new disruption to the future design. This exercise can be done within 5-7 minutes
- 3 After all disruptions are posted, the facilitator selects the disruptions and starts with the disruption most often posted. Have a discussion about this disruption and its feasibility. If there is sufficient time, select another disruption for discussion.
- 4 Wrapping up: we can think about digital change and its future impact, but it can also be easily destroyed. We don't know what the future will bring. It was nice to think about the future together, many (unexpected) inspirational ideas came up, some in the group will be able to see also the positive challenges the industry 4.0 future may bring...



Source: Transition Workshop Score (May 2019), Tolbert The Netherlands

5 REFRAME FUTURE: WHAT ACTIONS TO TAKE, WHERE TO START

1 The facilitator walks to the flip-over and draws a quadrant with the marker. It is time to connect the dots and bring all information together. A quadrant is drawn with on the top left 'Benefits', top right 'Disbenefits', bottom left "Talks to Management" and bottom right 'Actions to take' .

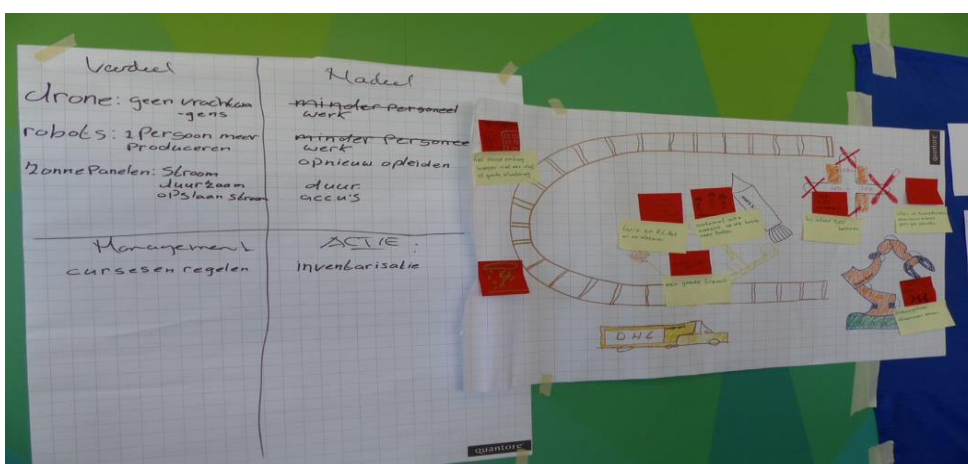
Exercise: 10-15 minutes

2. Facilitator says, 'thinking about the industry 4.0 future and imagined future designs today, what should we take for our firm? What are the main benefits (opportunities) we have to focus on? Our main disbenefits (risks) to consider? What is our digital focus and what should we start doing now to boost implementation of digital change in our firm...'

3. Facilitator leads plenary discussion and fills in the quadrant

4 Facilitator ensures prioritization of benefits/disbenefits/management needs/actions to take

5 End this exercise in a good and trustful atmosphere. All should agree on prioritization.



Source: Transition Workshop Score (May 2019), Tolbert, The Netherlands

5 EVALUATION & WRAP UP: HOW TO MOVE FORWARD WITH INDUSTRY 4.0

1. Bring all participants together to the group table and let them sit down.
Exercise: 10 minutes
2. Hand out mood balls (variety of emoticons needed) in a box and ask participants to choose a ball that resonates with how they feel after the workshop experience
3. After handing out, put the empty box on the ground. Challenge the participants, one by one, to throw the ball in the box. Ask them why they have chosen this particular emoticon.
4. End the workshop in a fun mood.

Note:

- if you need a more extensive workshop evaluation, have your forms ready and ask participants to fill in after the workshop
- always evaluate the workshop with the firm's managers involved
- If the Transition Workshop was held on the firm's building: leave the sticky wall in the firm or put the drawings up on the wall. The canteen is a perfect place. Employees will be reminded of the workshop and the conversations about industry 4.0/digital change will continue with all employees after the workshop was held



Source: Transition Workshop Score (May 2019), Tolbert The Netherlands & Transition Workshop Production Platform Friesland (June 2019)

MISCELLANEOUS

The overall duration of the Transition Workshop is 2 or 2.5 hours. The desired number of participants is around 12 persons. It's best done with two facilitators. We have run the workshop together with the HR manager of the firm or main organizer (consultant) of networking events. To prepare the workshop, you need a 'sticky wall' or work with a whiteboard, markers in different

colours, white and coloured papers, post-its in different colours and tape. Creative materials are highly stimulated in phase 3 (Business Future) of the workshop.

More information on the role of facilitator and co-designing a workshop, training and facilitation methods used for the Transition Workshop are available in the 'Training, Education and Recruitment of Industry 4.0 Qualified Staff' report:

<https://northsearegion.eu/growin4/about-the-growin-40-project/training-education-and-recruitment/good-practice-report-wp5/>

The digital catalogue is available on the same website. And if you need a follow up on benefits identification on industry 4.0 (phase 5) also consider the Handbook Benefits Identification:

<https://northsearegion.eu/growin4/>

FINAL NOTE

The Transition Workshop was successfully held in The Netherlands and Belgium and introduced in the UK and Denmark. Currently the workshop is in development for other HRM related workshops how to embrace digital change in your company.

If you are willing to try out the workshop, enjoy it as much as we did. The co-design, co-facilitation and collaboration with the firm are pivotal in putting the Transition Industry 4.0 Workshop to success.

11th June, 2020

Trienke Drijfhout Ma.

<https://www.linkedin.com/in/trienkedrijfhout/>

