IDEAS & OPPORTUNITIES

Competence	Hint	Description	Work-ability linkages
1.1 Spotting opportunities	*Identify opportunities for creating value*	• Identify and seize opportunities to create value by exploring the social, cultural and economic landscape • Identify needs and challenges that need to be met • Establish new connections and bring together scattered elements of the landscape to create opportunities to create value	Talking about work-ability refers firstly and foremost to employees' well-being and satisfaction at work. A great amount of literature provides for clear evidences for the fact that: the higher the satisfaction at work, the higher employees' productivity. Work-ability complaint practices should represent for entrepreneurs an opportunity for greater efficiency and effectiveness, rather than a burden.
1.2 Creativity	*Develop creative and purposeful ideas to generate value*	• Develop several ideas and opportunities to create value including better solutions to existing and new challenges • Explore and experiment with innovative approaches • Combine knowledge and resources to achieve valuable effects	The higher satisfaction at work of employees translates into new opportunities for capacity building development, generation of new competitive ideas and a more positive organisation climate overall.
1.3 Vision	*Work towards your vision of the future*	• Imagine the future • Develop a vision to turn ideas into action • Visualise future scenarios to help guide effort and action	A work-ability oriented organisation recognize that the positive effects of the work-ability compliant measure just put into practice are much more likely to manifest in the long-run. Organisation approaching to work-ability should put aside a short-term oriented vision and embrace work-ability at systemic and transversal level.
1.4 Valuing Idea	*Make the most of ideas and opportunities*	• Judge what value is in social, cultural and economic terms • Recognise the potential an idea has for creating value and identify suitable ways of making the most out of it	Full compliance with work-ability oriented implies also putting sincere trust into work-ability models as key driver for organisation well-being and catalysers of new development social opportunities.
1.5 Ethical and Sustainable thinking	*Assess the consequences and impact of ideas, opportunities and actions*	• Assess the consequences of ideas that bring value and the effect of entrepreneurial action on the target community, the market, society and the environment • Reflect on how sustainable long-term social, cultural and economic goals are, and the course of action chosen • Act responsibly	The implementation at organisation-level of sustainable work-ability solutions are also demonstration of a concrete act of Corporate Social Responsibility that entrepreneurs manifest to employees, STKHs, and more in general, the local communities together which MSMEs are typically bound.

RESOURCES

Competence	Hint	Description	Work-ability linkages
2.1 Self-awareness and self-efficacy	*Believing in yourself and keep developing*	• Reflect on your needs, aspirations and wants in the short, medium and long term • Identify and assess your individual and group strengths and weaknesses • Believe in your ability to influence the course of events, despite uncertainty, setbacks and temporary failures	Entrepreneurs committed to sustaining work-ability coherent practices and models recognize themselves as "agents of change" leading their organisation and their people towards new development paths.
2.2 Motivation and perseverance	*Stay focused and don't give up*	• Be determined to turn ideas into action and satisfy your need to achieve • Be prepared to be patient and keep trying to achieve your long-term individual or group aims • Be resilient under pressure, adversity, and temporary failure	Again, the benefits generated by work-ability compliant practices might not be tangible till a later stage of implementation. A trial-error learning process might be experienced on the way to work-ability pathways. How do entrepreneurs react to initial step-back and the perception of "ineffectiveness" influence and impact the long-term work-ability experience of the organisation.
2.3 Mobilising resources	*Gather and manage the resources you need*	• Get and manage the material, non-material and digital resources needed to turn ideas into action • Make the most of limited resources • Get and manage the competences needed at any stage, including technical, legal, tax and digital competences	Work-ability inspired entrepreneurs should analyse and understand which layers of the House they are most interested in and which are the most suitable. The roadway to workability required in-depth and careful planning so as not to waste precious resources, money included.
2.4 Financial and Economic literacy	*Develop financial and economic know-how*	• Estimate the cost of turning an idea into a value-creating activity • Plan, put in place and evaluate financial decisions over time • Manage financing to make sure your value-creating activity can last over the long term	It is no secret that work-ability does not come for free. Work-ability inspired entrepreneurs should base their judgment on sound, roust and reliable cost-benefits analysis that could provide for the most effective, efficient and economical solution.
2.5 Mobilising others	*Inspire, enthuse and get others on board*	• Inspire and enthuse relevant stakeholders • Get the support needed to achieve valuable outcomes • Demonstrate effective communication, persuasion, negotiation and leadership	Work-ability is a very comprehensive organisational experience involving both parties at the opposite pole of the internal value chain (people in charge of strategizing and implementing work-ability inspired procedures, and people benefitting from it). The way entrepreneurs communicate this embarks towards work-ability might concretely impact attitudes and behaviours of people.

INTO ACTION

Competence	Hint	Description	Work-ability linkages
3.1 Taking the initiative	*Go for it*	• Initiate processes that create value • Take up challenges • Act and work independently to achieve goals, stick to intentions and carry out planned tasks	The work-ability inspired roadmap starts with the definition of goals, expectations and desired impacts. Entrepreneurs should approach the House of Workability by starting to look at work-ability related challenges faced by their organisation.
3.2 Planning and Management	*Priorities, organize and follow-up*	• Set long-, medium- and short-term goals • Define priorities and action plans • Adapt to unforeseen changes	After setting the stage of the work-ability analysis, and after definition of the areas of intervention, entrepreneurs can scale-up the House of Workability starting with the definition of an concrete action plan specifically conceived to address those areas of intervention.
3.3 Coping with uncertainty, ambiguity & risk	*Make decision dealing with uncertainty, ambiguity and risk*	• Make decisions when the result of that decision is uncertain, when the information available is partial or ambiguous, or when there is a risk of unintended outcomes • Within the value-creating process, include structured ways of testing ideas and prototypes from the early stages, to reduce risks of failing • Handle fast-moving situations promptly and flexibly	As we mentioned already, implementation work-ability suitable solution is a trial-error learning experience. Entrepreneurs inspired by work-ability should follow a multi-staged, incremental and granular approach that eases and facilitate the monitoring of short and mid-term milestones, the impact of intermediate results, their coherence and alignments to long-term objectives, the work-in-progress tailoring and adjusting process.
3.4 Working with others	*Team up, collaborate and network*	• Work together and co-operate with others to develop ideas and turn them into action • Network • Solve conflicts and face up to competition positively when necessary	Work-ability inspired solutions are not isolated to a specific locus of interest. Although it is certainly true that experts and people with specific know-how should be in charge of the overall process, their action should always remain "sensitive" to feedback, comments and inputs collected by other parties, specifically if these represent the group pf interest of the initiative (i.e., workers in the production facility)
3.5 Learning through experience	*Learn by doing*	• Use any initiative for value creation as a learning opportunity • Learn with others, including peers and mentors • Reflect and learn from both success and failure (your own and other people's)	All in all, compliance with work-ability paradigms remains a matter of experimenting, testing, validating and exploiting good practice. The process leading to work-ability complaint models, and the setbacks experienced throughout the process, should represents for entrepreneurs – and people taking part to the initiative in

			general – a precious opportunity for self-reflection, understanding and further assessment of strength/weaknesses within the firm.