



Information Suite for Invited Companies

How could you make innovation visible and measurable in your company, and how can you compare it against other companies, other sectors and other countries? By joining the LLLight'in'Europe project you will be able to gather these and similar insights into your company and to better inform your personnel development strategy.

Demographic change and global competition have been transforming the way businesses deal with employees and their human capital – but how many instruments for human resources and lifelong learning policies provide implementable recommendations and quantifiable results? Research has not yet delivered on this.

With the support of the European Commission, the LLLight'in'Europe Project is looking at a new, trainable, quantifiable and more direct proxy for skills and competences. Join the programme and find out more about the hidden competitiveness of your workforce and which HR policies are best suited to leave the mark in your company.



Participate in the programme with the EU, OECD and other 50 companies worldwide.



Measure your skills and innovation level with the new instrument of Problem Solving measurement.



Leverage the capabilities in your company, in each and every colleague.



Improve your processes, working conditions, competitiveness.

*“We need more **flexibility**. And for this we need **measurement instruments**.”*

Wilfried Porth,
Chief Human Resources Officer
Daimler AG

*“I see a great **potential** for our **HR** development in this project.”*

Jürgen Holeksa,
Chief Human Resources Officer
ZF AG

*“Thanks to our innovativeness we are leading the **market worldwide** with our products. Measuring the innovation capabilities of our company through the instruments of the **Zeppelin University** helps us identify where we can improve ourselves further.”*

Dr. Andreas Wolf,
CEO LICOS Trucktec

*“I have **always** wanted to **know this**.”*

Michael Schleupen,
CEO and Partner Audicon GmbH

*“Fascinating **knowledge**.”*

Alexander Janoschka,
Partner Janoschka GmbH

What do you gain by participating?



Insights

- Measuring the complex problem solving skills (CPS) of your employees
- By measuring/comparing the level of CPS skills in your company you can gain concrete insights into how your employees can be more productive and adjust to ever-changing market conditions independently
- Relating the level of CPS skills in your working environment (workplace organization, Lifelong Learning)
- Insights into how to increase those skills
- Identifying HR training measures that promote such skills



Benefits

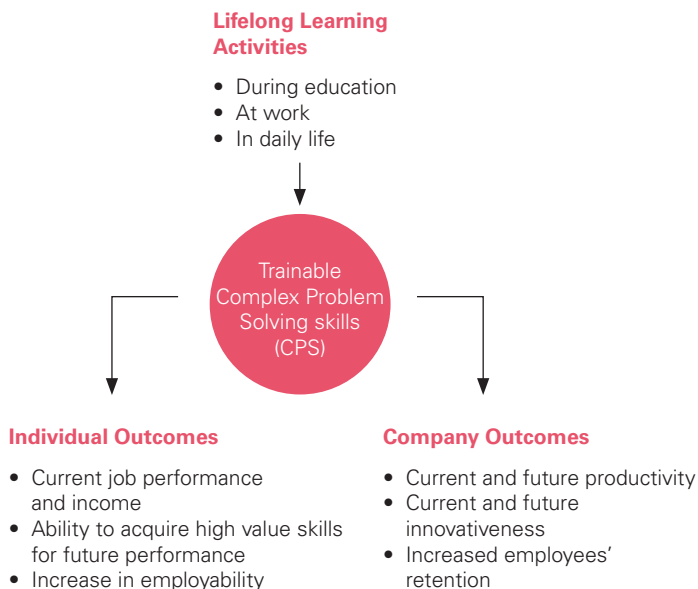
- An increase of market competitiveness (via better-trained and faster-responding employees)
- Promoting innovation (via increased skills and competences)
- Enhancing employees' satisfaction (via better division of tasks and workplace organization)

The Complex Problem Solving measurement (CPS) provides a unique and innovative instrument to illuminate all these important dimensions of company performance.

The new measure we want to test:

Complex Problem Solving in profile (CPS)

LLLight'in'Europe uses an innovative measure of human capital which is designed to test the individual's ability to deal with complex and quickly changing problems. This measure is called CPS – Complex Problem Solving. CPS is conceptually and empirically different from the proxies used so far to estimate human capital, including IQ, literacy, numeracy. By assessing a skill constantly required in an individual's daily and working life, CPS provides a more direct measure of human capital as a source of economic and social value to the individual and society.



Evidence indicates that this important skill is trainable throughout working life (rather than given at birth or fully developed within early stages in life, like IQ or literacy), and therefore that working conditions and Lifelong Learning activities at the workplace can improve CPS. Finally, beyond being a good way to measure and capture learning activities, evidence suggests that CPS is also a foundation skill for the acquisition of high-value, job specific skills determining an individual's future ability to create economic value.

Sneak preview: how CPS leads to more effective and efficient HR policies

1 Measurement

Assessing CPS scores of 50 employees in 50 enterprises worldwide.

2 Output

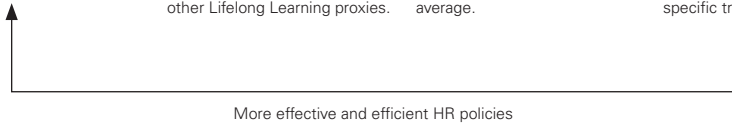
CPS aggregated scores for different groups, jobs, task complexity, qualification structure; cross-analysis with other Lifelong Learning proxies.

3 Outcome

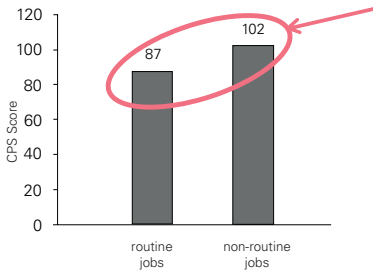
Among others, psychometric and statistical analysis of company's specific scores against country and industry average.

4 Impact

Identification of win-win potentials, bottlenecks, leverage opportunities and recommendation of specific training actions.

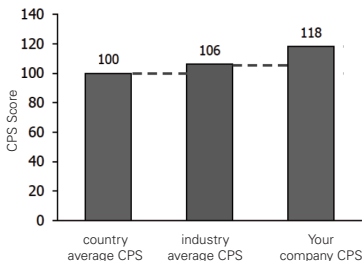


Output from pre-test carried out in 2011 at a major German automotive company.



A higher CPS score correlates with higher task complexity, thus providing evidence for both the origin of the problem-solving competence and the best way to target and improve it.

This is the kind of outcomes which you will obtain by participating.



Comparing CPS and its creation mechanism on different levels helps identifying

- which HR structures and actions are efficient
- where competitiveness is hidden and still to be tapped
- which elements lead to faster-responding and more autonomous employees
- how employability can be enhanced across different employee groups

LLLight'in'Europe – Process and Steps

1

Participation agreement and kick-off interviews

- **Confidentiality** and **participation agreements** signed;
- **Agreement** on overall project **time frame**;
- **Nomination** of **contact points** in the company and in the research team;
- **Kick-off interview**: 1 hour interview with managers in charge, conducted on site to improve **understanding of organizational structure** and culture and **gaining preliminary information** on LLL activities at the company.

Researchers will fly in at no cost to you.

2

Contact with researchers for organisation and logistics

- **Arrangement of dates** for interviews and CPS testing;
- Agreements on **structure of testing**;
- **Identification** of possible **participants' groups**;
- Agreement on how **possible participants** are to be **approached** in asking for their availability to participate.

Researchers will organize logistics and coordinate the interaction with the possible participants – no further resources required from you at this stage.

3

Testing at company

- Participants: **50 employees**
- Duration: **1,5 to 2 hours**
- Location: **at company site**
- Content: **computer-based testing** of scenarios from daily life situations, designed to tests participants' **ability to solve dynamic problems.**

What we require from you: 5 x a room for about 10 participants for 3 hours, support on site in reaching and accessing the premises.

We do NOT require computers, surveillance or any other effort from your side.



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- **Up to four interviews** (30–45 minutes, carried out at your premises) with **CEO, HR and R&D management, production** and if possible **workers’ council** carried out by our researchers to understand **how you manage lifelong learning** and **how it fosters innovation capacity** at your company.

Researchers will fly in at no cost to you.

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- Access to **generic publications** and to **uncommented results.**
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- Access to **specific company results** with **recommendations for your policies** and **your specific organization;**
 - **Discussion of the results** with the researchers at your discretion.
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Contact / further information

Contact

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About LLLight'in'Europe

LLLight'in'Europe is co-funded by the European Commission's **7th Framework Programme for Research and Technological Development (FP7)**, an initiative supporting high-impact projects crucial for "responding to Europe's needs in terms of jobs and competitiveness, and to maintain leadership in the global knowledge economy".

Duration

January 2012 – September 2015

Privacy Policy

The LLLight'in'Europe project takes privacy issues seriously and obeys European laws and guidelines on privacy protection. We appreciate that the data collected by us in the course of the project is sensitive, and it will be handled with all due consideration and care. Most importantly this implies:

- LLLight'in'Europe acknowledges that all data received from you in the process of this project is company property, and will be handled accordingly;
- All individual data will be treated anonymously;

- No individual data (testing results) will be made public, but only aggregated, company-specific results will be available;
- All data received from you will be handled confidentially: it will not be passed to any third parties, and will be used strictly for research purposes in the domain specified in this document only;
- All researchers working on the analysis of this data have signed confidentiality agreements and apply the project's guidelines on responsible data handling.

Research Consortium

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