

Fp

EUSKADI
LANBIDE HEZIKETA

EUSKO JAURLARITZA



GOBIERNO VASCO

HEZKUNTZA SAILA
Lanbide Heziketako Sailburuordetza

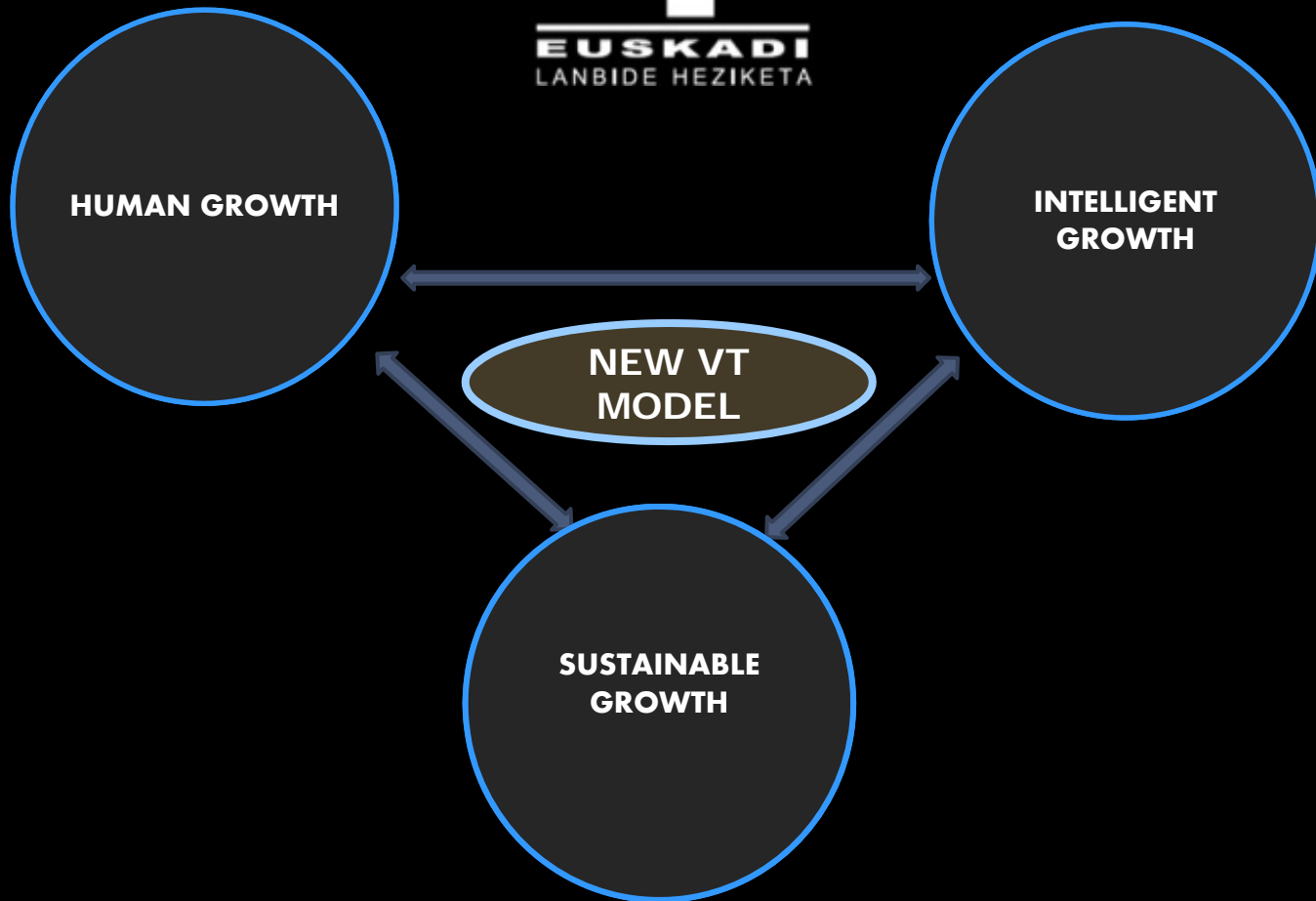
DEPARTAMENTO DE EDUCACIÓN
Viceconsejería de Formación Profesional

“Change does not always mean progress”

**“If you don't know where you want to go...
...then it does not matter which path you take.”**

Fp

EUSKADI
LANBIDE HEZIKETA



Enterprises Competitiveness

Productivity

SMEs

Innovation

Cost

Performance

Increasing

Disruptive

Efficacy

PEOPLE

Evolution

“Effectiveness”

Combined framework of training, innovation and entrepreneurship

Vocational training
integrated system

Applied innovation
system



Active entrepreneurship
system

Internationalization

**Cultural, scientific
and technological
component**

**Vocational
component**



**High qualification
and specialization**

4.0 values

TRAINING

High performance

**Comprehensive
training**

**DUAL
Training**

**Specialization
programmes**

Skill recognition

**Vocational
guidance**

INNOVATION

**Disruptive
innovation**

**Innovation
Routines**

**Competitive
Intelligence**

**Methodologies
Apprenticeship**

Integrated centres Vocational training



SMART ORGANIZATIONS

PROSPECTIVE
STUDIES

TECHNOLOGICAL
SURVEILLANCE

STRATEGIC
INNOVATION

ADAPTATION
TO CHANGE

CONTINUOUS
IMPROVEMENT

KNOWLEDGE
MANAGEMENT

INNOVATION
MANAGEMENT

CHANGE
MANAGEMENT

CREATIVITY
MANAGEMENT

IMPROVEMENT
MANAGEMENT

COMPETITIVE
INTELLIGENCE

INNOVATION
ROUTINES

CREATIVE
THINKING

EFQM
LEAN

APPRENTICESHIPS

Collaboration

Training
High performance

Spaces

Values

Nuevas
competencias

Creativity

CHALLENGES

**Intuitive
view**

**Informative
view**

**Analytical
view**



Creative view

**Constructive
view**

**Executive
view**

**Organizational
view**

Managing complexity

Analysing

Deciding

**Under-
standing**

Judging

Synthesizing

Transmitting



**Producing
proposals**

**Setting
objectives**

New capacities

**Assessing
priorities**

**Creating
alternatives**

ENTREPRENEURSHIP

PEOPLE

VALUES

Entrepreneurial
culture

Creation of
enterprises

INTERNATIONALIZATION



- **We work with 42 countries**
- **+ 1,500 Basque enterprises abroad**
- **We work in the field of advanced manufacturing**
- **Cooperation with other countries**

**Integrated centres
Vocational training**

Executive Management

Strategy area

Innovation area

Operational area

INTEGRATED VT CENTRES of the Basque Country



SOCIAL COUNCIL

EXECUTIVE MANAGEMENT

STRATEGY AREA

INNOVATION AREA

OPERATIONAL AREA

STRATEGY

KNOWLEDGE

TALENT

**ADVANCED
MANAGEMENT**

APPRENTICESHIPS

**CHANGE
MANAGEMENT**

TECHNOLOGY

INNOVATION

**STAFF
MANAGEMENT**

**ADMIN
AND SERVICES**

GUIDANCE

VALUES

ENTREPREN.

**CONTINUOUS
IMPROVEMENT**

STEAM

**KNOWLEDGE
NETWORKS**

ICT AREA

INTERNATIONALIZATION