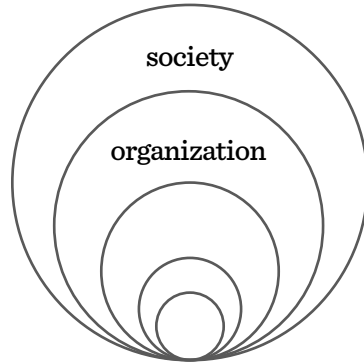


A photograph of a dark, winding road through a dense forest. The road has a double yellow line in the center and white lines on the edges. The scene is shrouded in thick fog, making the distant trees and road curves disappear into a grey haze. The word "Uncertainty" is written in a large, white, sans-serif font in the center of the image.

Uncertainty

Organizational transformation... sure.

Transformation of work life skills in general?



The Tayloristic Old Culture



The *Lean* New Culture

World Economic Forum

Future of Jobs Report, 2018

“By 2022, no less than 54% of all employees will require significant re- and upskilling.

Of these, about
35% are expected to require additional training of up to six months,
9% will require reskilling lasting six to 12 months, while
10% will require additional skills training of more than a year.”



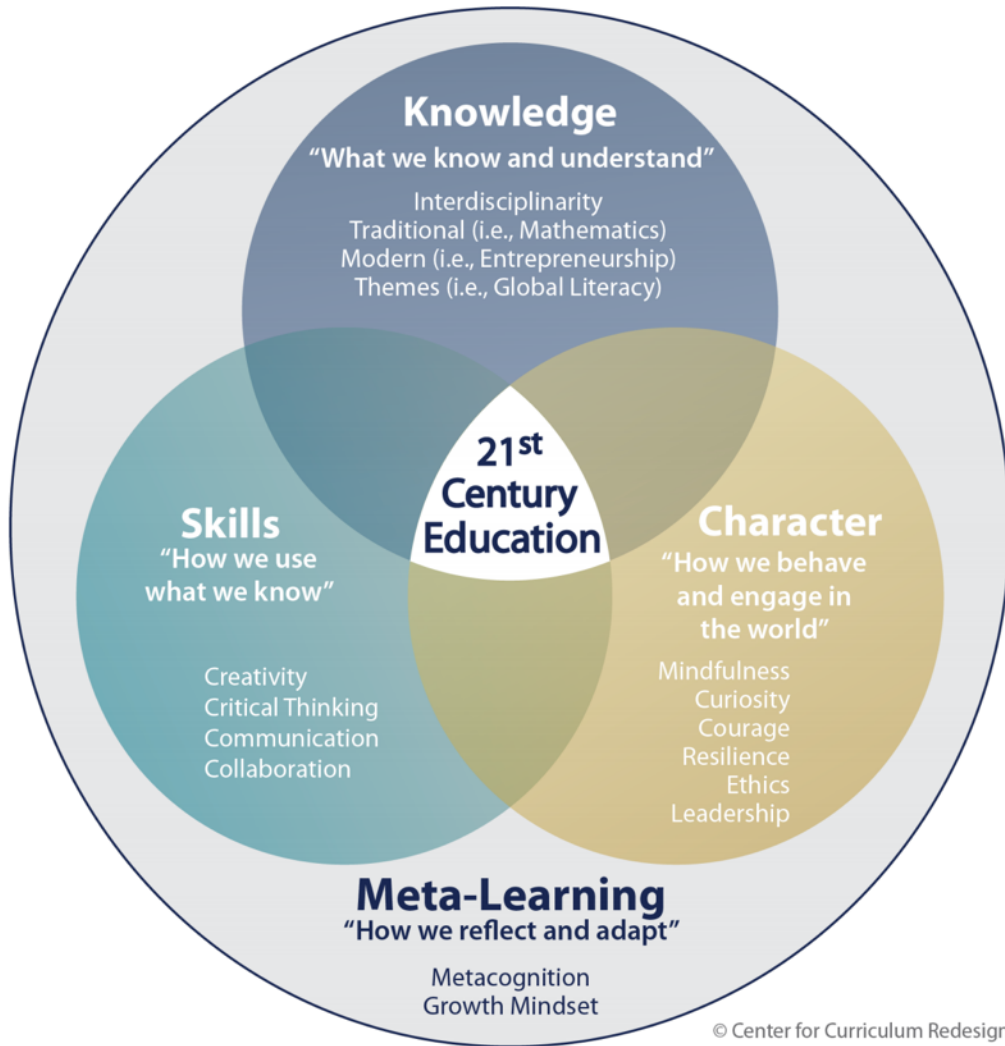
...and this was
“pre-corona”!!

SITRA

Eväitä työelämäään, 2017

Key skills in future work

- Continuous upkeep of own skills
- Knowing yourself
- Co-work, collaboration
- Networking
- Entrepreneurship & Problem-solving approach



**Center for Curriculum Redesign,
*Meta-Learning for the 21st
Century, What should students
learn? 2015***



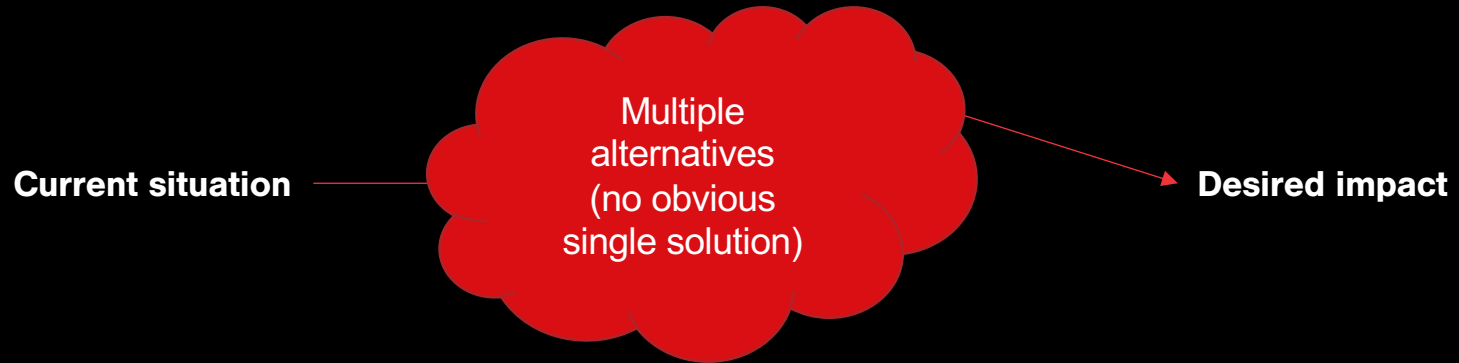
Demand for Facilitation?

- Is “digital transformation” = “skills transformation”?
- Getting the new experts to work with the old experts... and to work together.
- Helping others see the bigger picture & a long-term impact.

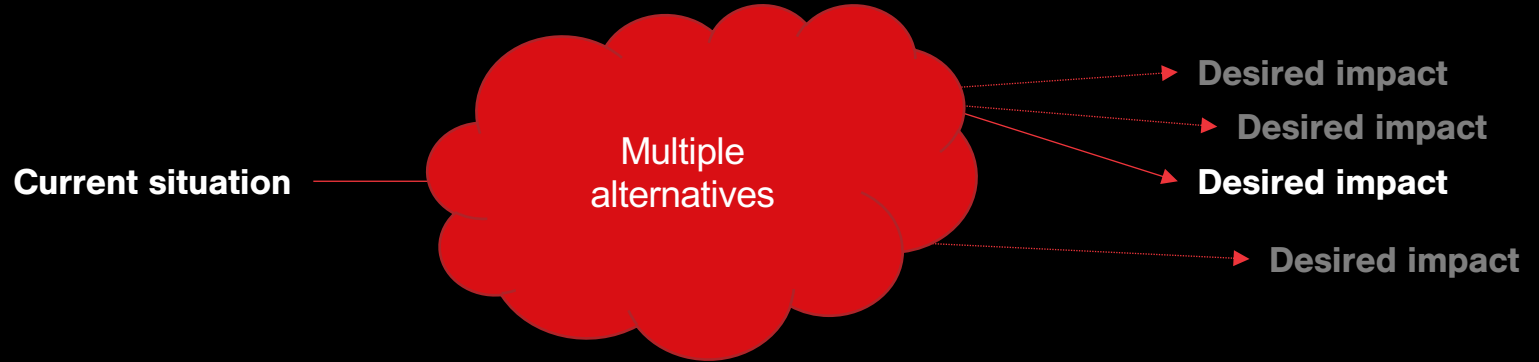
A large, intense fire is burning at night, with bright orange and yellow flames rising from a structure. In the foreground, there is a wooden structure with several vertical panels, possibly a gate or a wall, partially obscured by the fire and smoke. The background is dark, and the fire is the primary light source, casting a glow on the surrounding area. The text "Predictability & Taylorism in uncertain times..." is overlaid on the image, centered horizontally and positioned in the lower-middle section of the frame.

**Predictability & Taylorism
in uncertain times...**

”Doing change” in uncertainty.



"Doing change" in uncertainty.

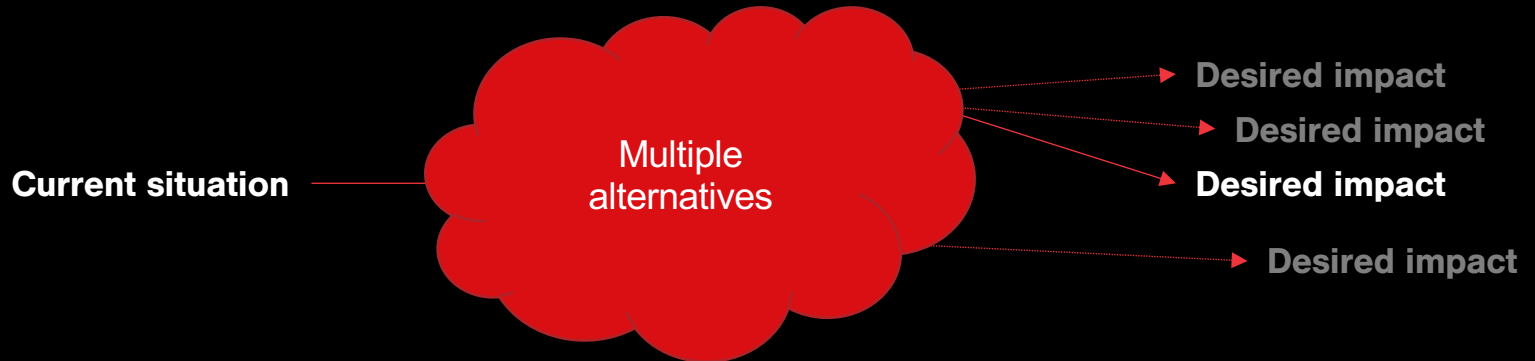


Required skills
are situational &
contextual.

The objective shifts &
is clarified.

No clear paths.

No clear roles & pre-defined tasks





Demand for Meta Skills?

**(skills not specific to
a certain profession/education)**

- Seeing the "big picture".
- Skills to iterate & clarify objectives.
- Continuous dialogue about meanings.
- Ability to bring different skills together.
- Facilitating different experts to work together.
- Your ability for self-leadership & well-being.

Uncertainty & transformation bring forth:



Exercise 1

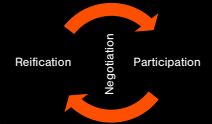
Seeing the "big picture".



Exercise 2

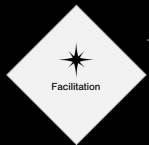
**Skills to iterate & clarify objectives.
Continuous dialogue about meanings.**

D.U.M.B.
Exercise 3



Exercise 4

**Ability to bring different skills together.
Facilitating different experts to work together.**



Exercise 6

Your ability for self-leadership & well-being.



Exercise 5

DANGER!

**Don't be naïve
or a populist.**

**The hazards
in “self leadership”
& “autonomy”.**



“Break the silos!”

“Our CEO is the only boss
in the whole company!”

“We have 300+ CEOs in the company!”

“You are the expert,
you make the best decisions.”

“Bureaucracy is bad ☹️”

“Everyone can
make decisions
themselves.”

“We formed to company
so that there would be no
idiot bosses.”

“Flat hierarchies!”

“We have our amazing culture!”

The *Lean* New Culture
Grassroots take Responsibility
Grassroots make Decisions
Transparency of Information
Focus on The End Result
Happy, Creative, Talented People.

**Be careful
what you wish for...**





The other side of autonomous organizations

Aliisa Pietilä: *Work Recovery in Self-Managing Organizations.*

Noora Väättinen: *“Does that sort of position even exist or is it completely imaginary?” – Hierarchy in Self-Managing Organisations.*

Ville Huovinen: *Supporting perceived wellbeing in a self-managing organization.*

A photograph of a stack of smooth, light-colored stones balanced on a beach. The stack is composed of about ten stones of varying sizes, with the largest at the base and the smallest at the top. The background shows a blurred beach scene with waves and a cloudy sky. The text is overlaid on the right side of the image.

Invisible hierarchies

Who has soft power?

Who can influence others?

Who is bold enough to use the autonomy?

The most social person has most power?

Roles & responsibilities in constant flux?

Unclear who makes decisions in practice?



Social Pressure

What is *normal* at work place ?
What is considered “success”?
How do others behave and work?

Too strong need of belonging & togetherness?
Without clear policies social norms overrule?
Is everyone really “a super autonomous talent”...?

Own beliefs and mental prisons?

Am I passionate enough?

What is enough *success* for me?

My own philosophy about work & non-work?

PASSION LED US HERE

Am I capable of managing my own stress?

Who makes me stop when I work too much?

Supportive structures for autonomous work

Shared meanings on what is “work”, “success”, and “autonomy” in practice.


Borders and boundaries on what an individual is responsible for, and what s/he isn't.

Visible roles, responsibilities, and the power associated with them. *Let people work in peace.*

Beware of *individualism*,
the point of an organization is collective effort.

The OS Canvas

PURPOSE How we orient and steer	AUTHORITY How we share power and make decisions	STRUCTURE How we organize and team
STRATEGY How we plan and prioritize	RESOURCES How we invest our time and money	INNOVATION How we learn and evolve
WORKFLOW How we divide and do the work	MEETINGS How we convene and coordinate	INFORMATION How we share and use data
MEMBERSHIP How we define and cultivate relationships	MASTERY How we grow and mature	COMPENSATION How we pay and provide

The background of the image is a dark, industrial-looking environment with large, rectangular metal cages made of wire mesh. One of the cages in the foreground contains a person wearing a bright red jumpsuit and a yellow helmet. The person is standing with their arms slightly out. The overall lighting is dim, with some highlights on the metal surfaces and the person's red clothing.

**What kind of an organisation
are you creating
through your facilitation?**