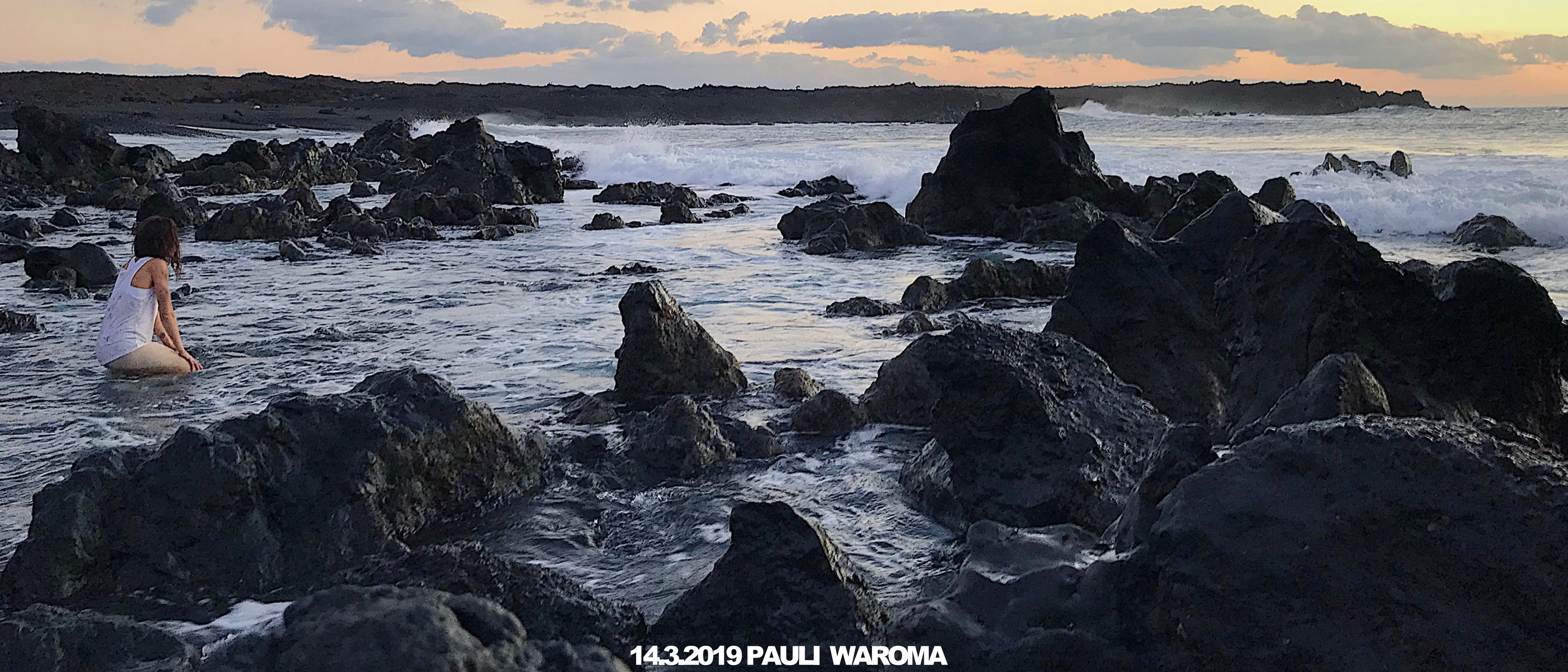
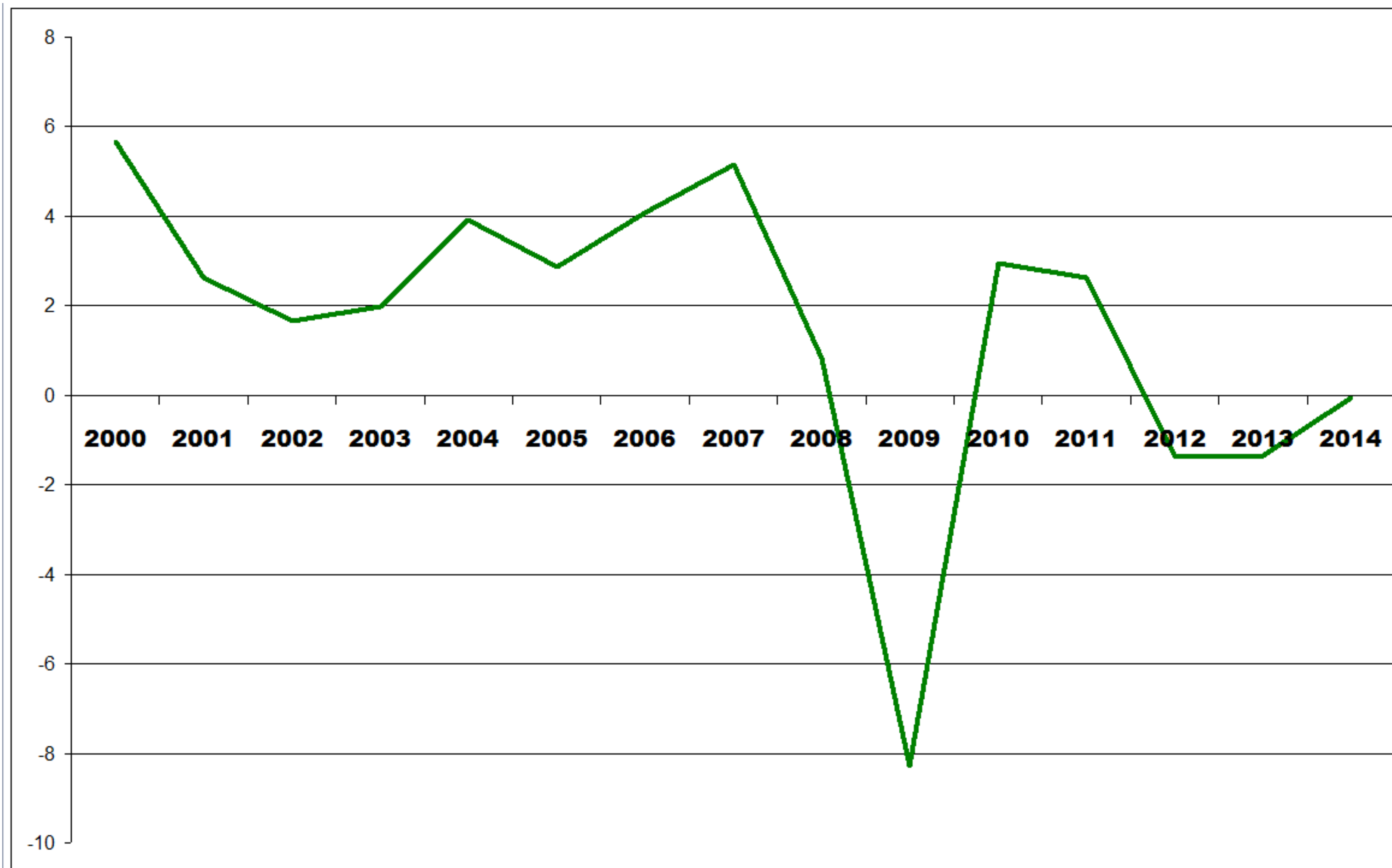
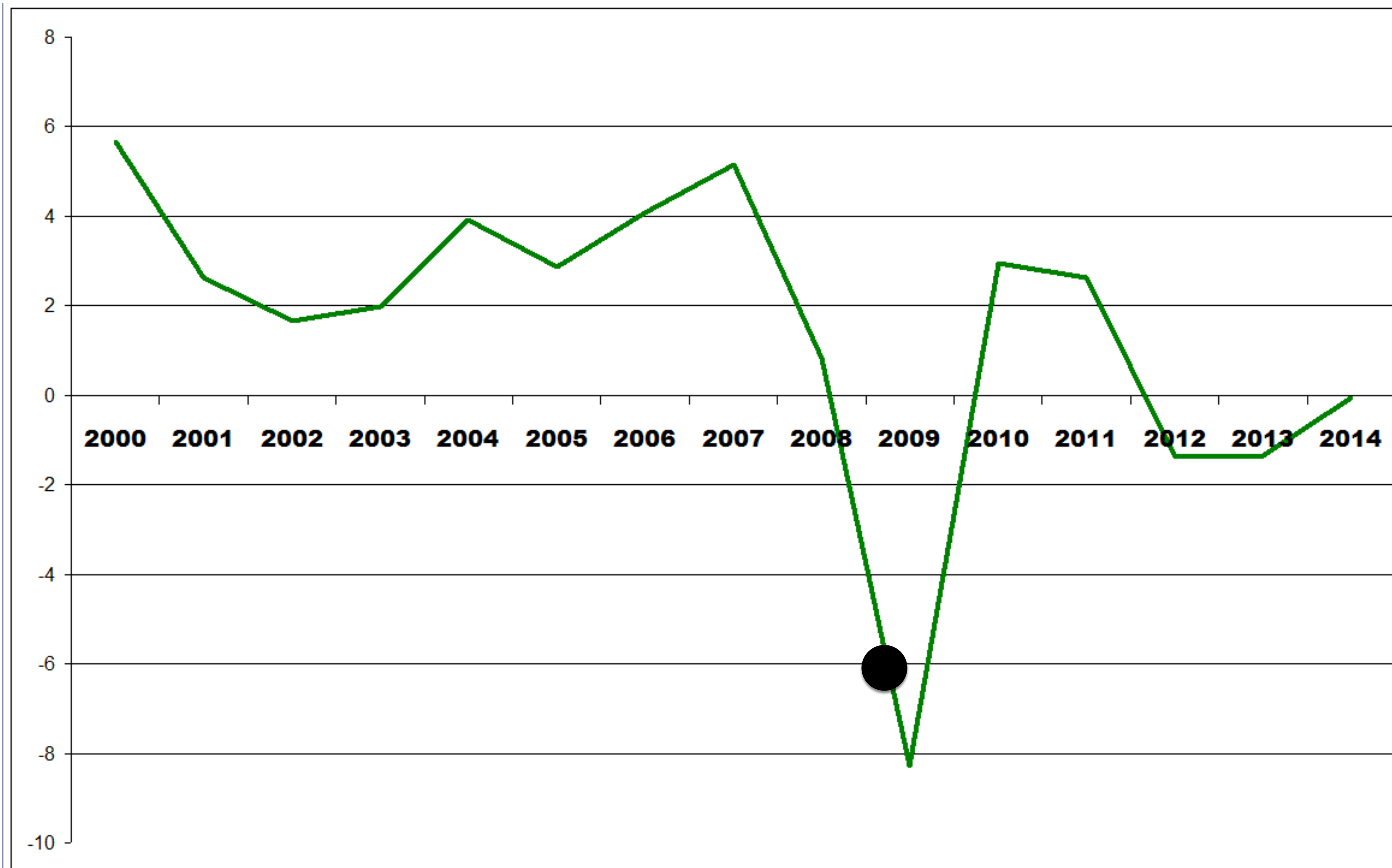


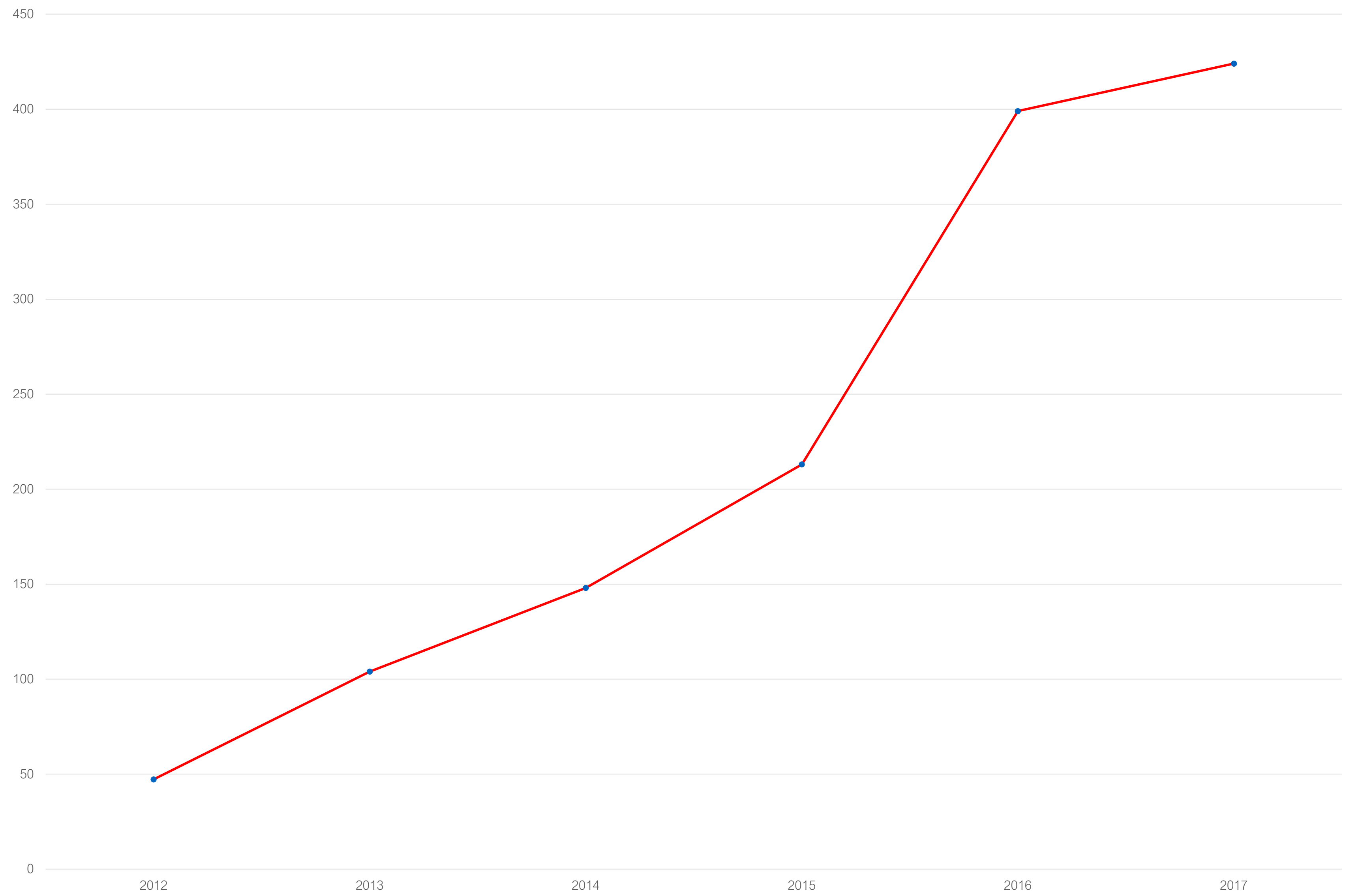
MITEN TOIMIA, KUN KAIKKI YMPÄRILLÄ MUUTTUU?

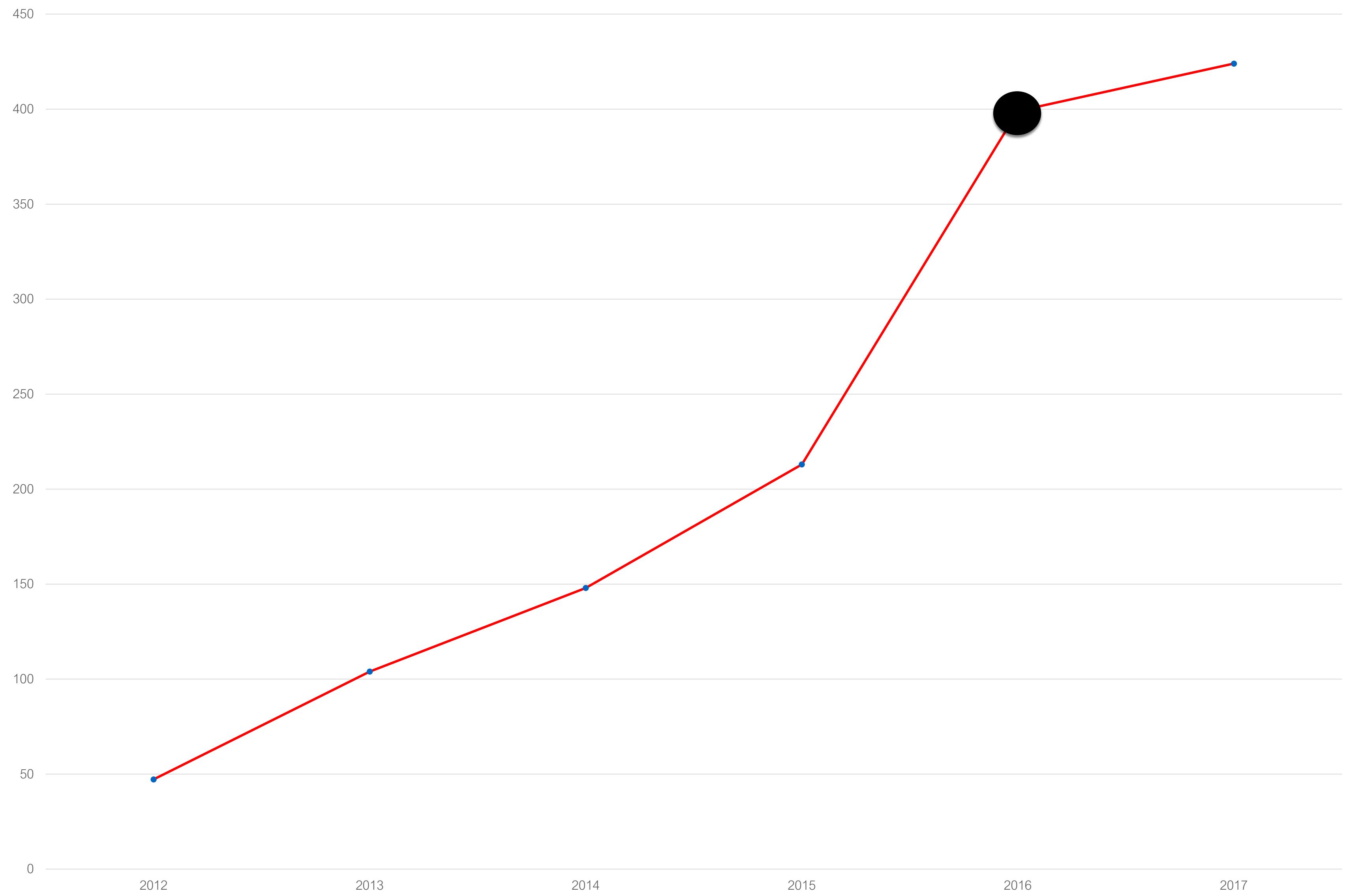


14.3.2019 PAULI WAROMA

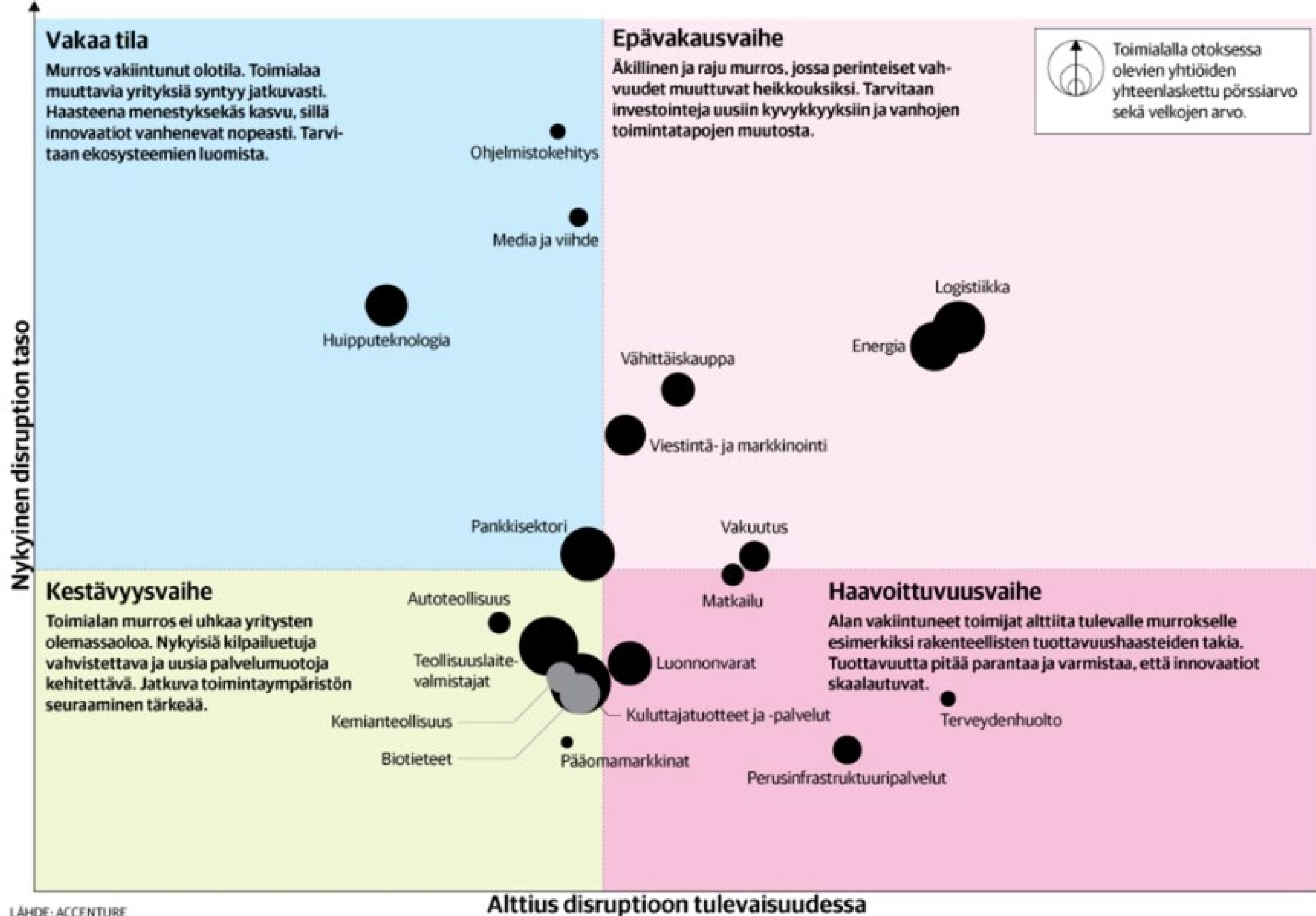








Disruptioindeksi Pohjoismaissa



LÄHDE: ACCENTURE



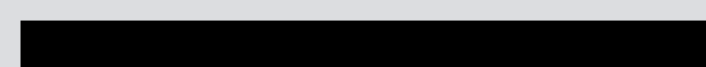
**KAIKESSA ON KYSE
MUUTOKSEN JOHTAMISESTA**

=

JATKUVASTA OPPIMISESTA

MIKÄ MUUTTAA MAAILMAA?

01

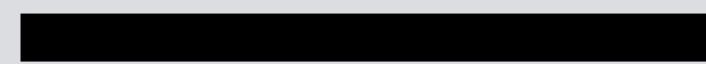


Dataismi

**Googlen ei tarvitse olla täydellinen.
Sen ei tarvitse olla aina oikeassa.
Sen tarvitsee vain olla
keskimäärin oikeammassa, kuin minun.
Kun Big Data -järjestelmät tuntevat
minut paremmin kuin tunnen itse,
auktoriteetti siirtyy ihmisiltä algoritmeille.**

Yuval Noah Harari

02



Ilmastonmuutos

**Todella epämiellyttävä totuus on se,
ettei kyse ole hiilestä, vaan kapitalismista.
Meille on kerrottu, että markkinat pelastavat
meidät, kun itseasiassa riippuvuus voitosta ja
kasvusta kaivaa meitä syvemmälle joka päivä.**

Naomi Klein

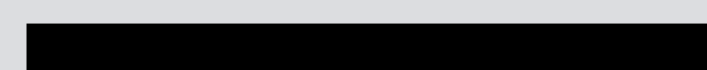
03

Koulutus

**Ihmiset eivät ole niin kykeneviä empatiaan,
kuin heidän pitäisi olla. Ehkä osan
muodollisesta koulutuksestamme pitäisi
keskittyä empatian opettamiseen. Kuvittele,
kuinka erilainen maailma olisi.**

Neil Degrasse Tyson

04



Palvelu

Ihmiset eivät maksa siitä mitä ostavat, vaan he kuluttavat ostamisen prosessia.

Christian Gröönroos

05

Väestön ikäääntyminen

Yli 65-vuotiaita Suomessa
2010 940.000
2030 1.500.000

MILTÄ MUUTOS TUNTUU?





Photo: Connor Moynihan / Unsplash



Photo: Eberhard grossgasteiger / Unsplash



**ISO
RASKAS**

**ISO
KEVYT**

**PIENI
RASKAS**

**PIENI
KEVYT**

MITEN VALMISTAUDUN

KETÄÄN EI KIINNOSTA TIPPAAKAAN

**TAVAT ON TÄRKEÄMPIÄ
KUIN TAVOITTEET**



Life

Poor, white and no longer forgotten

Simon Kuper

Opening shot

About four years ago, George Soros began to focus on Europe's white working class. This was a new departure for him: in Europe, his liberal Open Society Foundations tended to help and advocate for ethnic minorities. But Soros thought the white working classes had a lot in common with European Muslims: they were mostly poor, they suffered discrimination for the way they looked and dressed, and their needs were seldom heard.

The financier's sympathies might seem strange in the white working class. After all, Soros featured in Trump's final campaign ad alongside other prominent Jews — as one of "these people who don't have your good in mind".

Soros's OSF commissioned a study of six white working-class neighbourhoods around western Europe. This was groundbreaking work. The OSF believes its study in Lyon was "the only study of the white working class that has been conducted".

(Disclosure: as a paid member of OSF at the time, I was involved in the study.) The white working class has gotten any more visible in the UK, but the study was a political party, and it was meant to win the back of the working class. The OSF's study was a political party, and it was meant to win the back of the working class.

With the OSF's study, we started with the belief that if people felt great about working with us, our clients would too. That wasn't a new thought, but it's certainly one we took very seriously, going back about four or five years. We've seen it in our client experience scores. And if we're able to increase client satisfaction by five points on an account, we see an extra 2% in revenue, on average. So clearly

there's an impact. That's the business case for the change. But it has required a shift in mindset. Before, we tended to rely on experts to build our HR programs. Now we bring employees into the design process, co-create with them, and iterate over time so that we meet people's needs.

What does that look like in practice?
A good example is employee onboarding. The first process we took a very hard look at. We knew we wanted people to walk out thinking, "I'm superexcited I'm here, and I understand what I need to know to

No wonder, because their states had often abandoned them. The people I met in Manchester lacked decent public transport, childcare, elder care and mental health care (a particular issue for the poor). They distrusted the police. They had "zero-hours contracts" — agency work, with no guarantee of salary. In those weeks when they earned little, they had to fill out complicated forms at the office, and hope for the best. They didn't send their children to university because they couldn't afford the living costs. In Lyon, told me up on the street that they said, "I had come to other financial universities. Now I'm transferrable. But I'm not just a job seeker. I'm a professional."

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get going." But we started too small. We approached it in a traditional way: we made it all about the orientation class on the first day. Once we began asking new hires how their onboarding had gone, we learned things like "I didn't get my credit card in time for my first meeting," or "I had trouble accessing the internal network." All these things have affected how someone feels about joining the company. Once you

Co-Creating the Employee Experience

A CONVERSATION WITH DIANE GHERSON, IBM'S HEAD OF HR
BY LISA BURRELL

Companies that are adopting agile talent practices are giving a lot of thought to how employees experience the workday — in some ways, treating them like customers. Diane Gheron, the chief human resources officer at IBM, recently spoke with me about how that's playing out as the iconic tech company revamps its business model. Edited excerpts follow.

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LUE MYÖS FINANCIAL TIMESIA HARVARD BUSINESS REVIEWTA

Noah's arc

He's had an eventful first year since succeeding Jon Stewart on 'The Daily Show'. Over stewed pig's trotters in London, the comedian talks to Michael Skapinker about growing up mixed-race in South Africa and why the 'real fun' in US politics is about to begin

Trevor Noah, Johannesburg-born host of the satirical US television programme *The Daily Show*, has never been to China. But he has chosen our lunch venue, Bashan, an unglamorous Chinese restaurant in London's Soho, because he says it makes him feel

cultural feeling to this restaurant. On the wall is a picture of a man, a valiantly Chinese man.



Trevor Noah

ate wild spinach cooked with caterpillars. Today, we are not eating caterpillars. Our main courses arrive, including an enormous whole sea bass. "It's not as big as it looks. I always tell people it's an optical illusion," he says.

Many in post-apartheid South Africa have been unable to escape from poverty. Is he disappointed by how the country has developed? No, he says. "I only regret that the government that took over in '94 wasn't more honest about the pillaging of the economy by the apartheid government. I wish more people would talk about how the country was ransacked before it was handed over to the black people. I wish more people would talk about the fact that billions were taken out of the country, never to be seen again," he says.

In spite of allegations of corruption against the government and its president Jacob Zuma, South Africa is still a democracy — "a beacon in Africa" — with independent courts and a free press. "We know what Zuma is doing," Noah says. "He may face 700-and-whatever charges of corruption. That's a functioning country to be in. Robert Mugabe is not facing any charges. Bashar al-Assad is not."

In Trump, Noah says he sees both Zuma and Julius Malema, the firebrand leader of the Economic Freedom Fighters party. The US president-elect is "like a hybrid of Julius and Zuma: Julius in his lofty promises and populism, and then Zuma in his murky dealings with the business world." The parallels continue. Trump's "children are going to be running companies and we may see the links and money being filtered to them. It's a type of leader that is very familiar to us."

My chicken is excellent. The meat on Noah's sea bass has disappeared and he has started on the trotters. Let's talk about language, I say. His mother was determined that his first language would be English. "Yes, as most African parents were. They realised very early on that what would give you a huge leg up." But he also learnt four African languages: his mother's Xhosa, Zulu, Tswana and his stepfather's Tsonga.

languages saved Noah's skin. Once, walking in Soweto, he was in a group planning, in Zulu, to mug "this white guy". They all mug someone else. When his mother moved the family to a Coloured suburb, kids pelted him with mulberries because, while he looked like them, he didn't speak their language, Afrikaans. So he mastered that too. He also speaks some of his father's German.

Noah is now halfway through his trotters, placing the bones on a plate balanced on his upturned left palm. So, the job interview question: where does he see himself in five years? "I've stopped doing that. Do you know why? I'm a firm believer that sometimes your dreams will limit you. I never wanted to be a comedian. I wanted to fix computers. That was my dream. If I'd never veered off course I might be working now in some random IT company somewhere. I'd be the funniest guy in accounting, the funniest guy in IT. If my

age for Coloureds (descendants of early racial mixing), Noah's mother kept him out of sight, whether in Hillbrow or at his grandmother's house in Soweto. A fierce disciplinarian and fervent churchgoer, she used an ICI scholarship to send Noah to a private Catholic primary school and then to state schools

LUE
JOTAIN
IHAN
MUUTA





LUOTA MUIHIN



BLACK BOX THINKING



1. Don't confuse what you wish were true with what is really true.
2. Don't worry about looking good—worry instead about achieving your goals.
3. Don't overweight first-order consequences relative to second- and third-order ones.
4. Don't let pain stand in the way of progress.
5. Don't blame bad outcomes on anyone but yourself.

UI KYLMÄSSÄ VEDESSÄ



MUUTOKSEN JOHTAMISEN KOLME ULOTTUVUUTTA

**TARINA PAREMMASTA
TULEVAISUUDESTA**

REHELLISYYS



STOPPI HAIKAILULLE

Jos kukaan ei suutu, mikään ei muutu.

FOKUS:

**OLEMASSA OLON SYY
STRATEGIA
KULTTUURI**

OLEMASSAOLON SYY

Yrityksen ainoa tehtävä on tuottaa voittoa osakkeenomistajille.

VAI

Yrityksen tehtävä on tuoda maksimaalista lisäarvoa ja minimaalista yhteiskunnallista haittaa valitsemallaan toimialalla. Tästä sen tulee saada korvaus, joka tulee käyttää kannattaviin investointeihin, tai jakaa reilusti omistajien ja henkilökunnan kesken.

STRATEGIA

Strategia on jotain, mikä tuo johdonmukaisuutta pitkällä aikavälillä ja kiteyttää sen, kuinka aiot erottautua.

Gary Hamel

KULTTUURI

**Pehmeät arvot ovat kovia arvoja. Lopulta kaikessa on
kyse ihmisistä.**

ELI:

**Johdonmukaisuutta pitkällä aikavälillä
”kuinka aiot erottautua.”**

**Kyse on ihmisistä.
”Ole kiltti.”**

MUISTA

A person wearing a grey hoodie and dark sneakers is walking across a vast, sandy landscape under a dramatic, cloudy sky. The person is positioned on the right side of the frame, walking towards the left. The sand is light-colored with visible ripples and footprints. In the background, there are small, dark bushes and more sand dunes. The overall mood is contemplative and expansive.

**TULEVAISUUS ON SARJA PÄÄTÖKSIÄ
JOTKA TEHDÄÄN NYT**

**TE ETTE OLE
TELKKARIN EDESSÄ**

TE OLETTE

**KULJETTAJAN
PAIKALLA**

**ELÄMÄN TARKOITUS
ON EVOLUUTIO.**

**Tässä presentaatiossa on käytetty
useita eri harmaan sävyjä, koska
maailma harvoin on
mustavalkoinen.**

Kiitos, kun kuuntelitte.