UNIVERSITY OF TURKU

ABSTRACT

Abstract

Sustainability demands, new consumer values and fast technological development are forcing companies to change in order to survive. This case study describes the new futures research method, Co-Creative Envisioning Process, that was tested at a small and medium-sized manufacturing company. The process aims to help companies to thrive in change. The key core elements are in building hope for the future, employee engagement, soft skill learning and co-creative futures envisioning. The process has six steps; roots, empathy, hope, flow, flourish and fruits. In the first steps, the management, or a similar smaller group, will participate in the groundwork, followed by a workshop for a wider group of people. In the co-creative envisioning workshop the participants create their ideal future images on the given topic and the practical steps to get there. Besides Pentti Malaska and Karin Holstius views on visionary leadership, I studied the research of Markku Wilenius and Linda Holbeche for this literary review about visionary leadership, agility and employee engagement. The objectives of this research were to create a co-creative envisioning method and to test and observe the method in practice. The research question was how could a Co-Creative Envisioning Process method help organizations in change? The study method was a qualitative study in combination with quantitative methods such as semi-structured interviews. The process helped the case company to create futures orientation and positive future images and increase hope for the future as well as enhance understanding of the importance of the soft skill management in the company. It can help to enhance communication, inspire employee engagement and build motivation, enthusiasm and a better work atmosphere. Also, it can assist to find a futures vision, clarity of the key problems and action steps to reach the vision. The method can help the management in decision-making.

TURUN YLIOPISTO

TIIVISTELMÄ

Tiivistelmä

Vastuullisuusvaatimukset, kuluttajien uudet arvot ja nopea teknologinen kehitys pakottavat yrityksiä muuttumaan. Tämä tapaustutkimus kuvailee uutta tulevaisuudentutkimuksen menetelmää, Yhteisöllistä Visiointiprosessia, ja sen testaamista sekä vaikutuksia eräässä keskisuuressa tuotantoyrityksessä. Prosessin ydintavoitteena on auttaa yrityksiä menestymään muutoksessa. Keskeisiä elementtejä ovat tulevaisuuden toivon rakentaminen, työntekijöiden motivoiminen muutokseen, ihmistaidot sekä tulevaisuuden visiointi. Prosessissa on kuusi vaihetta; juuret, empatia, toivo, virtaus, kukoistus ja hedelmät. Ensimmäisissä vaiheissa johtoryhmä tai muu ydinryhmä osallistuu työskentelyyn, jonka perusteella järjestetään työpaja laajemmalle osallistujajoukolle. Yhteisöllisessä visiointityöpajassa osallistujat luovat yhdessä positiiviset ihanteelliset tulevaisuuskuvansa annetuista aiheista. He myös luovat yhteisöllisesti askeleet niiden käytännön toteuttamiseksi. Koko prosessin tarkoitus on mahdollistaa yhteisöllinen visiointi positiivisena muutosvoimana. Tärkeimmät lähdeteokset olivat Pentti Malaskan ja Karin Holstiuksen sekä Markku Wileniuksen ja Linda Holbechen tutkimukset visionäärisestä johtajuudesta, ketteryydestä ja työntekijöiden sitoutumisesta. Tämän tutkimuksen tavoitteena oli luoda yhteisöllinen visiointiprosessi ja testata sekä havainnoida menetelmä käytännössä. Tutkimuskysymys oli, että kuinka Yhteisöllinen Visiointiprosessi menetelmänä voisi auttaa organisaatioita muutoksessa? Tutkimusmenetelmä oli laadullinen tutkimus yhdistettynä kvantitatiivisiin menetelmiin, kuten osittain jäsenneltyihin haastatteluihin. Keskeinen tutkimustulos oli, että prosessi voi auttaa parantamaan yrityksen kommunikaatiota, kasvattaa työntekijöiden sitoutumista sekä lisäämään motivaatiota, innostusta sekä parempaa työilmapiiriä. Lisäksi se voi auttaa löytämään yhteisen vision sekä selkeyttämään avainongelmia, että tarvittavia askeleita ja toimintavaiheita sen saavuttamiseen on helpompi löytää. Lisäksi metodi voi auttaa yritysjohtoa päätöksenteossa.

Avainsanat	Tulevaisuus, visiointi, yhteiskehittäminen, muutos

CO-CREATIVE ENVISIONING PROCESS

Case study: how a new futures research method can facilitate organisations to thrive in change

Master's Thesis
in Futures Studies

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TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

1   INTRODUCTION

"Change is the only constant in life."

Heraclitus, a Greek philosopher, ca. 500 BC

"It always seems impossible before it is done."

Nelson Mandela, anti-apartheid revolutionary and president, 1918 - 2013

1.1   No hope for a better future?

History shows that evolution, development, and change are constant in nature, societies, organizations and in fact, all aspects of life. Many of today's global challenges are manmade and development in many areas feel like deterioration. "We collectively create results that nobody wants: massive environmental destruction, societies breaking apart, and social media-induced mass separation from our deeper sources of self" (Scharmer, 2019). We live in the times of drastic change in the many areas; political, economic, sociological, technological, cultural and ecological. Concerns are increasing as scientists warn us of global warming and the consequences such as rising sea levels, clean air and water crises, deforestation, the mass distinction of animals, the spread of pests and extreme weather conditions. The news keep broadcasting about ongoing wars and conflicts, terrorist attacks and catastrophes. There are various complex global problems and megatrends with no easy solution. The population in developed countries is growing old and deteriorating while the population in developing countries keep growing at a fast pace. The United Nation estimates that 47 least developed countries will double their population between 2019 and 2050 and that the world population is to reach 9,7 billion in the year 2050 (www.population.un.org). Besides the climate change, one of the biggest challenge is depletion of natural resources on the Earth. The rich become richer and the poor get poorer and exploited.

Do we act now or react when it is already too late? These choices define how the world will evolve in the coming decades. Environmental developments affect to the way we live now and there is an urgent call for change practices in many levels. With the growing global population, the problems are likely to grow fast. Future has always been and will always be uncertain but as Eleonora Masini puts it, "the more complexity the

greater uncertainty" (Masini, 1993). People cope differently with uncertainty. For many, it causes a feeling of fear and is "uncomfortable, aversive, upsetting, or an emotionally threatening experience" (Sorrentino et al, 2009). Already in 1973, Donald Michael wrote that "uncertainty is a characteristic of our time" (Michael, 1973) and since then, there is an increasing development of complex global problems, climate change and technological advancements that are changing the world familiar to us fast. At times, I feel that the world has gone insane and that we are on our way to some Orwellian dystopia, especially now, at the times of the global pandemic of COVID-19 or Coronavirus, outbreak. I am not alone in my unrest for the unknown. Some people take drastic measures such as not bearing children to this world to avoid adding up to the negative consequences of climate change (Fleming, 2018, Scheinman, 2019).

The paradigm shift and necessary change can also be seen as an opportunity to create better ways to live, work and manage organizations. Why is it important not to lose hope for the future? Snyder (2002) writes in his well-known Hope Theory that "hope is defined as the perceived capability to derive pathways to desired goals, and motivate oneself via agency thinking to use those pathways". According to Snyder (2002), hopeful people are more persistent and creative in pursuing their goals. Hopelessness, on the other hand is an emotion characterized by a lack of hope, optimism, and passion (Snyder et al, 1991). How we perceive the future can influence our level of hope (Pleeging, Burger and van Exel, 2019). An individual who feels hopeless has negative expectations and the sense that one cannot influence creating the future he or she desires (Alloy et al., 1988). Hope can be seen as psychological capital in organizations that helps employees act in a creative, flexible and engaged manner (Youssef and Luthans, 2007). An individual employee can perform the required work tasks well but without engagement, caring and hope, there is no extra effort or engagement to contribute to the organization. Hope is a vital fuel for our existence and building a better future together. Immanuel Kant, one of the forefathers of Philosophy, had three question he claimed all philosophy ultimately aims at answering and one of these three questions was about hope: "What can I know? What should I do? What may I hope?" (Kant, 1781). More than 200 years later Arnaldi et al. (2020) write that in the wisdom of the future hope is essential in building a future of wisdom.

1.2   Future of automatisation

Markku Wilenius (2014) claims that cultural clashes will increase with globalization and because there will be a lack of natural resources due to their over-exploiting and pollution. Companies need to innovate new solutions and become future-oriented and responsible (Wilenius, 2014). Holbecke (2018) has similar standing and explains that for companies that aim to succeed in the future, the agility to act to change and capability to innovate are extremely important. Agility is the ability to respond in the changing circumstances, to adapt and thrive in the new.

Companies face the external pressures to change and technological advances will drastically change organizations from the inside. In fact, the societies are fundamentally changing due to machine learning, artificial intelligence, and automatisation. In the future of work scenarios, a large percentage of people will lose their jobs (see e.g. Glenn, 2019). This development has already started and is likely to increase its pace. The World Economic Forum estimates in its Future of Work report that more than two-thirds of today's children will grow up entering jobs that do not exist yet (World Economic Forum, 2016). OECD report (2019) estimates that the digital transformation, globalization, and demographic changes are impacting the development of work life and 14% of existing jobs can disappear in the next two decades and more than 30% is set to change radically due to the automatisation.

Due to these different developments, there is an urgent need to adjustments and changes in organizations to in order for them to thrive in the new. One of the main aspect of future of work is to develop the human aspects; leadership and human resources management. What are the elements that are important for change and in the future in human-centric organisations? According to Wilenius (2014) new leadership themes are arising and companies should take them into consideration already now. Firstly, employee motivation should be taken more seriously. People could be engaged by a vision that inspires them. Secondly, companies should align themselves with the new societal values such as sustainability. Thirdly, organisational skills should be improved as successful organisations of the future are agile, adaptable for change and ever-learning. With the new leadership qualities, management is more socially aware, more transparent in communication and encouraging employee empowerment. (Wilenius, 2014) Due to the change, new kinds of requirements arise for people at work. Cognitive or technical skills or knowledge are just the basics for the employees in the future of work

(Lazarus, 2013). Soft skills, such as emotional intelligence, creativity, futures thinking, creative problem-solving, communication skills, empathy, ability to motivate and inspire are increasingly important to master in the future of work and leadership (AbuJbara and Worley, 2018).

1.3   Organizational need for rebirth

Half a century ago, in 1972, The Limits to Growth book questioned the continuous quest for the growth in economies (Meadows et al., 1972). Today these voices have become louder due to the challenges we face as a human kind. Another Club of Rome publication states: "the human footprint is increasing fast and will – if not reversed – eventually lead to a collapse of the global economy" (Weizsäcker and Wijkman, 2018). There are some signs of change and sustainable ways of thinking yet too little is still done. Eco-awareness and value-based consumption are fast becoming the norm in the Western World for some groups of people. Yet, we all need to take responsibility for our choices and to decrease our carbon footprint and consumption of natural resources. Companies have an enormous pressure to look at their ways to become sustainable due to the new consumer values and environmental laws.

It is not easy for individual to give up privileges nor companies to change their ways. We are entering the sixth wave in Kondratieff's theory of socio-technical cycles. A new cycle or wave starts with technological development and has socio-economic impacts along with rising values of sustainability, new social practices and organizational cultures. The arising new development require more efficient and intelligent use of resources and in many cases organizational reinvention (Kurki and Wilenius, 2015).

The pressure to innovate in the ever-changing markets is a continuous journey for all companies. To thrive in the change, organisations need to be able to reshape themselves. In order to master the change, leadership performance in all the levels of organisations, nation-states and even at the EU level needs to be recreated in order to meet the new requirements. The old way was a very hierarchical top-down approach but the new leadership needs to become comfortable with the bottom-up method. This new less hierarchical way will lead to more committed personnel and stakeholders (Wilenius, 2014). The need for leadership rebirth is true for big and small organisations. Visionary leadership is one of the elements to thrive in change. Former Finnish 'crown jewel' company Nokia was not able to reinvent itself anymore and crumbled from its global

market leadership position. "Jorma Ollila was a visionary leader that we all trusted at Nokia. After he left, the vision was not there anymore, not a real vision that would have engaged us like before" explains Jean-Marc Hering, Senior Principle Designer during the time of Nokia's golden years (Hering, 2020).

Start-up companies have a strong future-orientation and their key attribute is the ability to grow (Forbes, 2016). All the big corporations grew from small yet many companies also stay small. Nine out of ten companies are small and medium-sized enterprises (SME) in the EU and they form a vital part of the societies as employers and taxpayers. Innovating in small companies differs from bigger organizations. They have the same need for innovation, futures envisioning and futures thinking but usually have the fewer resources for those (Storey and Greene, 2010). Small and medium-sized organizations especially need help in their change process to find their new North Star, or desired future images or destination goals that keep lighting the way for its people to navigate in even in the dark periods. "In most modern organizations, innovations are not hampered by lack of ideas, but rather a lack of noticing the good ideas already there" claims David Burgus (2013) in his Harvard Business Review article. This holds truth especially in the organisation cultures that are not familiar with innovation processes.

1.4   Co-creative Envisioning Process help organizations in change?

Futures research aims to give tools and methods to help to ease the uncertainty and decision-making and can, therefore, help in the change and finding new directions. Eleonora Masini, who is often referred to as the mother of the Futures Studies, spent her professional life advancing the understanding of the importance of hopeful visions as a tool for a better future building (Stevenson, 2006). We cannot stay where we are and therefor there is a need for new visions and images of the future to lead us to the new directions. Strategies or the action steps are built on the visions. Visions give "a sense of causation, and it sets an agenda for both thought and action" for strategic management (Malaska and Holstius, 2011)

Nelson Mandela was a legendary man who maintained his hope and visions in the conditions most of the humans have perished. After his 27 years in his prison, he led South-Africa through a non-violate revolution with his visionary leadership. Mandela gave an example of how to inspire and compassionately engage people in their best potential in order to co-create a positive outcome. Organizations can take Mandela's ex-

ample in use in their need of understanding the importance of human soft skills for the future creation. Such skills as internal motivation, enthusiasm, empathy, commitment level, and reliability are often hard to measure (Parente et al., 2012) and therefore easy to overlook. Interpersonal human skills of honesty, empathy, sense of humour, integrity and, communication (Parente et al., 2012) are important and connected to the new values. Emotions are part of the individual's personality (Sigmar et al., 2012) and they have an effect to his or her soft skills. Understanding, identifying, training and managing soft skills of individual people and groups together can increase productivity and success of the organisation (Benjamin et al., 2012, Dean, 2017). Earlier the focus has been on training only the cognitive skills such as abilities and knowledge. The future of work and the pressure to organisational change calls for the new understanding of people. Kyllönen (2013) claims that soft skills are more important than cognitive skills and can determine a person's success in school or at the workplace. I view that it is very relevant for any leader to understand the importance of soft skills when developing their organisation and leading people through change. People's level of hope, enthusiasm, motivation, commitment, communication, responsibility-taking are soft skills that have an enormous effect on the organization and yet they have been largely ignored in many companies.

In this thesis, I had a special focus on facilitating the training of soft skills and positive future images. Images of the future have a big influence on an individual's behaviour and choices. Many times, this happens at an unconscious level. An inspiring image of the future can motivate person's choices to reach the imagined positive goal (Rubin, 1998). My thesis was written as part of the Masters Programme for Futures Studies. I was drawn to this academic field for its multi-disciplinary quality that can contribute to creating solutions developing a better future world. I agree with Mika Mannermaa (1986) that "futures research should always be related to social development in general and planning, as well as decision-making activities, in particular. A futures study which does not have any kind of direct or indirect impact on the development of society is totally useless, and cannot really be called a futures study" (Mannermaa, 1986).

My motivation for this thesis work was to find a new effective method that could provide organizations a tool to increase hope for the future and a way to thrive in the change. I did not find an existing method that would facilitate organisational change in such multiple layers, thus I decided to design my own method by using elements from the futures research, business coaching and facilitation. I have training and experience

as a professional coach and facilitator and felt that taking these elements could enhance the impact of catalysing the change both in the individual and organisational level. Organisations will need to change drastically in various ways to keep up with the changing world environment and the technological advances. There are naturally more aspects to the change but the scope of this research is in the human aspects in the organisational change. The underlying assumption was that in the future organisations need to have the flexibility to change and a capability to reinvent themselves. My special focus was for the small and medium-sized companies. I studied elements that hinder and enable change. I reflected those to the leading views on the future of organisations. In the literature, visionary leadership were often acknowledged to be one of the keys of a successful company, now and in the future. However, only a very few researchers talked about the importance of middle management alignment or commitment to the vision. Even fewer wrote about employee commitment to the vision. My hypothesis is that the Co-Creative Envisioning Process (later also CEP) could help organizations to change. For this research, I was interested to test if a co-creative envisioning of the future would engage the employees and help the organisational change. I tested this process as a case study in a small and medium-sized manufacturing company. The process had elements of futures research methods, business coaching, and facilitation. The aim was to facilitate the company to find its new future vision and the steps to get there as a co-creative process with the employees. Traditionally visioning has been done by the management. The objectives of this research were to;

1) create a co-creative envisioning method
2) test and observe the method in practise.

My research question was how could a Co-Creative Envisioning Process method help organizations to change?

1.5   The case company

I conducted my research at a traditional family-owned small and medium-size company that manufactures plastic goods in a small town in Finland. They had 36 employees and a turnover of ca €5.600.000 in the year of the research. The company was a pioneering plastic manufacturer in Finland and has been very successful within the 80 years of its existence. The business environment has been rapidly changing in the recent years and

especially for this company. The case company can be seen as a great example for an organisation that is affected by the change in various levels both internally and externally. The management of the company was very open to participate in this Co-Creative Envisioning Process. The choice to conduct a case study for this research gave me a wonderful opportunity to study the topic in real company setting.

1.6 Outline of thesis

The outline of this thesis is the following; in the literary review, I analyse some of the leading academic views on the relevant topics; future of work and organisation, visionary leadership and the factors that can enable or hinder change. I look deeper to aspects of soft skills and employee engagement. In the following chapter, I explain the research objective, method, and the elements of the Co-Creative Envisioning Process. In chapter five, I present the case company, its history, the situation prior to the process and my analyses of the company's key challenges and strengths. Then I proceed to explaining the research findings at the case study. After that, I follow with discussion and conclusion.

1.7 Additional information about the privacy

It was agreed that I would be able to publicly for this work write about the company by its name and also use the name of the CEO in the research. However, I chose not to use the company name and all of those few names that are here mentioned are fictional. I write about the key persons here with their titles e.g. Sales Manager or Secretary.

2 ORGANIZATIONAL CHANGE TOWARDS THE 6TH WAVE

"Attitude is a choice. Happiness is a choice. Optimism is a choice. Kindness is a choice. Giving is a choice. Respect is a choice. Whatever choice you make makes you.

Choose wisely."
Roy T. Bennett, writer

6th wave is a paradigm shift where we need to organize our society and production in a new more intelligent way (Wilenius and Kurki, 2012). Organizations are facing the pressure to change to survive and perhaps thrive in the new environment. Markku Wilenius is an expert in Kondratieff wave theory which is an interesting way of looking at the long cycles of modern economies and societies. According to Kurki and Wilenius (2015), the world is about to enter the new phase or wave of development. This calls for organizational adjustments to the new wave of innovation and development. Sustainability challenge forces us to look for new resource productivity and a way to organize our society. The diagram (Figure 1) shows the different key elements that are interconnected in the search for the new resource productivity.
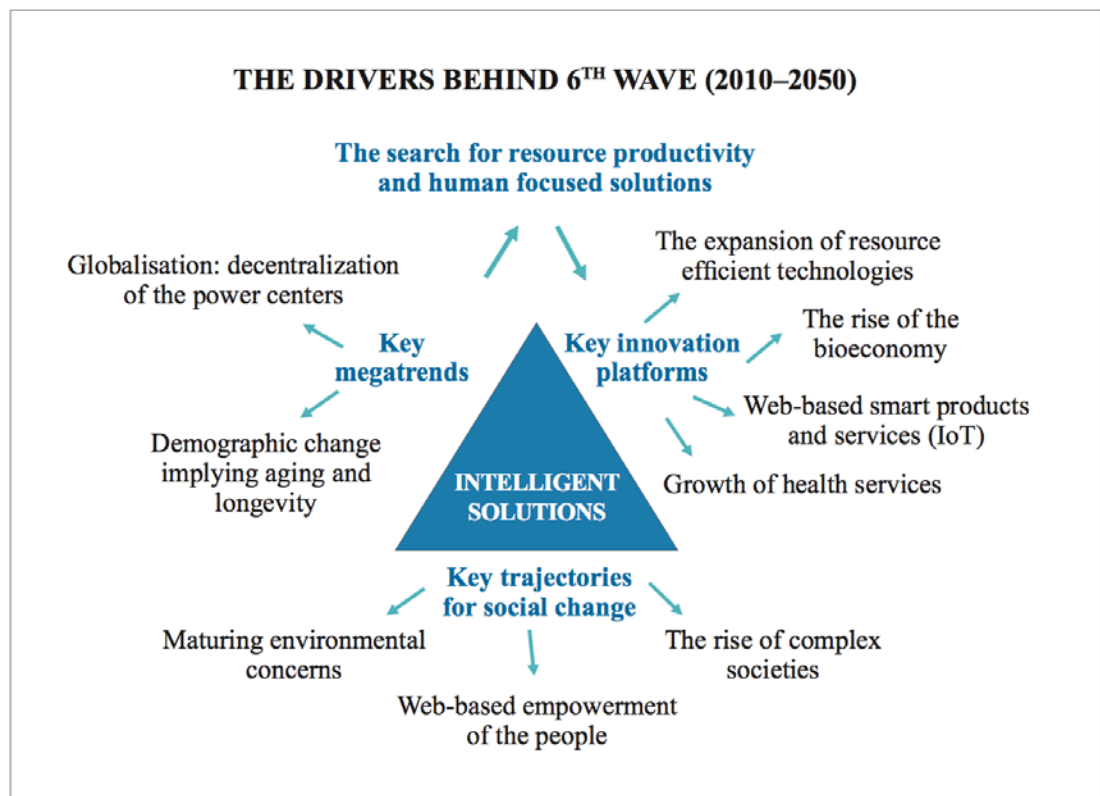
Figure 1 Key drivers for the 6th wave (2010 – 2050), Wilenius (2014)

Organisations are on their way of automatisation of various tasks and this is likely to mean that many existing jobs will disappear. In history and at present, human capital has been exploited for repetitive and even dangerous tasks. Many of these monotonous and health-harming jobs will be robotised. Change has both losers and winners. Some will lose their jobs and some will get more inspiring jobs. In my view robotisation can be a way towards human-centric organisations. Some of the tasks will be automatised and the remaining human work will be reorganized. One of the key challenges for organisations can be how to inspire people through the technological development, sustainability challenges and resource shortages. People are becoming more empowered and there is a shift in societal values systems that demands sustainability and social responsibility.

Visionary leadership is widely seen as one of the important keys to a strategic change and success in organizations (Greer et al., 2012, Venus et al., 2013, Stam et al., 2014). Thriving organisations of the future, in the 6th Kondratieff wave, have leaders that are empowering, socially aware and transparent in their decision-making and communications (Wilenius, 2014). Visionary leadership is needed to build an agile organisation that is flexible reinventing itself for the new era. Yet too little emphasis, in general, is given to the importance of employee engagement in visioning in academic literature. Visionary leadership alone does not have any impact. Leadership needs the middle managements' support and the employees' engagement. When middle managers do not commit to the company visions, they are not likely to effectively implement these visions and all the necessary steps within their teams (Ates et al., 2018). In a human-centric organisation the employees are engaged in the organisations vision and committed implementing them at a practical level (Leana and Van Buren, 1999). According to Ates et al. (2018) there is "the dark side of visionary leadership" in such case when middle management is not aligned to the top management visions. My research interest was to engage all; the leadership, management and the employees in the co-creative envisioning process to enable successful change in an organization. Besides Pentti Malaska's and Karin Holstius' views on visionary leadership, I studied the research of e.g. Markku Wilenius, Otto Schindler and Linda Holbeche for this literary review about visionary leadership, agility, and employee engagement. In the following chapters, I explain more in detail about these topics. I also studied different futures research methods like Futures Cliniques by Sirkka Heinonen.

2.1 Visionary leadership

When the business environment changes and the uncertainties arise, strategic management needs to adapt and excel as there are many different decisions to be taken into account. Visionary leadership acknowledges the imminent need to adapt to a new environment and acts accordingly. Malaska and Holstius (1999) explain that visionary leadership helps companies in complex, changing turbulent environment, by giving direction, leading the way towards change and giving the action steps to new. Strategic vision helps to guide, motivate, build trust, improve performance and profitability. I agree with Malaska and Holstius (1999) that visionary leadership is increasingly important when building a successful future for an organisation.

There are three main variants of decisions with different time perspectives managers make; opportunistic, strategic and visionary. Figure 2 shows the different management decisions and their time frames. A visionary decision is always future-orientated and furthest to the future, with time perspective more than 5 years. Opportunistic or tactical management decisions are taken with the shortest time span, within one year. Strategic decisions are taken within 3 years and they are like the steps to reach the vision. The very relevant question for the visionary decisions is what kind of decisions we need to take today to reach our vision in the future. (Malaska and Holstius, 1999, 2011)
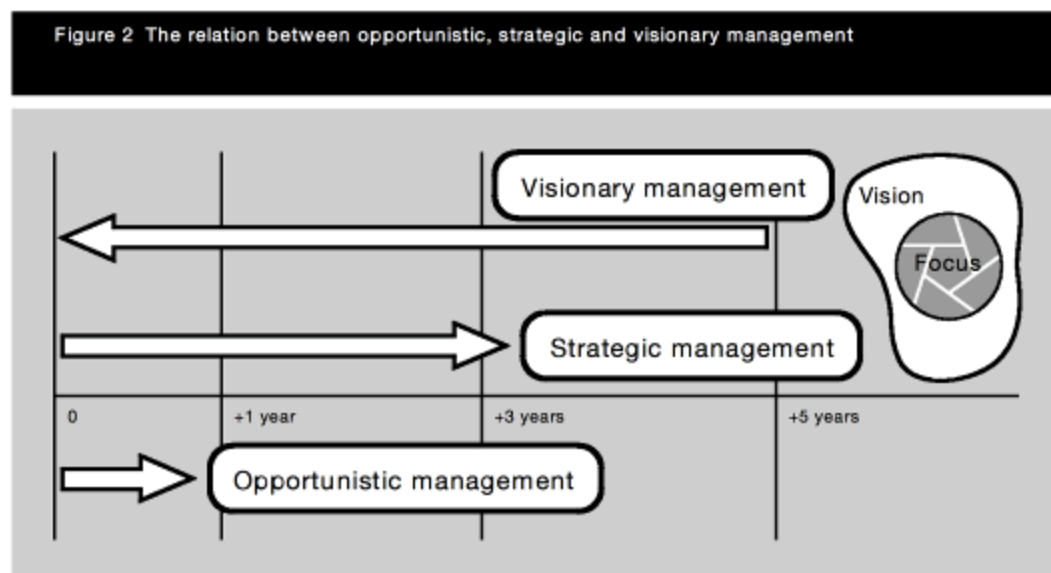
Figure 2 The relation between opportunistic, strategic and visionary management

Figure 2 The relation between opportunistic, strategic and visionary management, Malaska and Holstius (1999)

Opportunistic decision-making is done for the short-term and with more certainty of the situation. This is commonly known as the low hanging fruits; the obvious thing to be done with the least risk-taking involved. In strategic decisions, the situation is likely to be changing but it feels predictable in the time frame of the decision. Visionary decisions are more long-term and they help to focus and cope with the uncertainty that is present in the long-term decision-making (see Figure 2). New thinking and skills are needed to envision the future and the ways to thrive in the change. (Malaska and Holstius, 1999) Futures research can help all these levels of decision-making.

Table 1 Three kinds of good decisions

Determinants of decision	Opportunistic decision	Strategic decision	Visionary decision
Situation	known	changing but predictable	discontinuous & unpredictable, emergent
Purpose and objectives	maximize profit and cash-flow	adaptation, return on investment, growth	excellence of performance, long-term survival, finding new options
Means and resources	fixed	reallocation of available and attainable resources	new skills, reframing of business, envisioning, creating new capabilities
Management by	Control	Reallocation	Visionary renewal

Table 1 Three kinds of good decisions, Malaska and Holstius, (1999)

The technological innovations, the fast pace of digitalisation, automatisation of work, the overall disruption in the society require leaders to create visions and communicate them positively in the organisation (McKinsey, 2016). Visionary leadership is not only about visionary thinking. The leader needs to get the people along to create the change in practise. Grove (2006) states that great visionary leaders know how to engage and inspire people in a vision that inspires change. Visionary leadership enables an organization to thrive in many different ways. Taylor (2014) explains how this can manifest even in complex and uncertain times in various creative ways in providing a framework that allows prioritizing and goalsetting with alignment of supporting policies and progress measures. Hering (2020) states that visionary leadership is to communicate the necessity of the chosen strategy, regardless if it is about "jumping on an opportunity,

evolving solidly or jumping the curve". The message must be simple and compelling as it needs to be understood by everybody to create the commitment in the organization.

Finding solutions to today's global social, political, environmental, and financial challenges require bold goals, new innovations and ideas of what future of business is. Leaders are expected to have a moral and ethical backbone and willingness to pursue sustainable solutions and longstanding positive impacts despite the uncertainty and change. The aim could be co-creative eco-system awareness. Scharmer (2009) explains in his famous U-theory how groups and organizations should develop new kinds of leadership standards and skills and personal leadership capacities in order to create or-ganisations that are contributing to building a better future. The core element of his thinking is a call for the responsibility to act as a human from the soul level and with good intentions;

"Holding space for listening other, oneself, the collective. Effective listening re-quires the creation of open space in which others can contribute to the whole.

1) Observing without the "voice of judgment"
2) Sensing with the open mind, the open heart, and the open will
3) Presencing with your soul and will
4) Crystallizing; commitment of key persons to the purpose and outcome
5) Prototyping; dealing with the resistance (of thought, emotion, and will) and inte-gration of thinking, feeling and practical applications and learning by doing
6) Performing organizations need to perform at the macro level: they need to con-vene the right sets of players and to engage a social technology that allows a mul-ti-stakeholder gathering to shift from debating to co-creating the new. " (Scharm-er, 2009)

Scharmer (2009) claims that most leadership challenges require letting go of the past in order to learn from the possibilities of the future. The pressure to change and to transform may feel heavy but can be seen also as an opportunity to develop things for better, also in the midst of uncertainty and fear for the future. The change represents always the risk of failing and absence of the acquired comfort zone. Many of us do not want to fail nor leave our familiar circumstance and that is why change can be scary to some.

New leadership can lead the way to change. Wilenius (2014) views that there are key aspects in a new kind of leadership in the 6th wave helping companies to thrive in the new era;

1) "The company needs a vision that motivates and charges its employees: something which goes beyond narrow operative goals such as securing profits for the shareholders. The vision must also be developed, processed and communicated in a way that engages the entire organization.

2) Social ends become business ends. Creating shared value becomes a norm in how companies strategize.

3) Employees must be shown how they can use and develop their skills comprehensively within the organization. " (Wilenius, 2014)

It is rather safe to say that only financial gains have been the driving force behind majority of the companies in the past. In many cases, the money-driven decisions have caused a lot of negative effects on the employees, animals, nature, and societies. A terrifying example of such is the French teleoperation company Orange whose former CEO was sentenced to prison after his policies led to 35 employee suicides in the past decade (Forbes, 2019). With great power, there should be also great responsibility and high ethical standards. There is a call for more sustainable values for the companies.

2.2   Change, agility, resilience and purpose

Agility is seen as an essential trait that enables organisational change as it allows quick reaction to the change and ability to thrive in it. Agile organisations have:

- a future focus with the ability to interpret the trends and to anticipate change
- collaboration with customers and stakeholders
- iteration
- sense of creativity, experimentation and innovation
- empowerment of people. (Holbeche, 2018)

Resilience is needed next to agility as the flexibility to bounce back and the capacity for absorbing and responding to change (Holbeche, 2018). Key elements of resilience are employee engagement and wellbeing, in other words, people are involved and have

a shared purpose. Resilient organisations have a capability for renewal, ever-learning, better risk management and network building (Holbeche, 2018).

People are complex with their psychology, feelings and emotions. In order to engage, motivate and inspire, on should understand how relevant positive emotions are in change for expanding people's point of view, encouraging them for better decision making and allowing them an essential feeling of vitality. When psychological capital is increased by positive emotions, this affects the worker's attitudes and behaviour and this helps the organizational change. (Luthans et al., 2010)

People are affected by their belief systems, internal motivation, and feelings, maybe even more than to rational decisions. Deep human psychological needs are autonomy, competence and relatedness (Ryan et Deci, 2017, 10). In other words, people want to feel free, that they are good and part of something. Important elements for the wellbeing are the elements of psychological capital; hope, optimism, self-efficacy, and resilience (see Figure 3) (Luthans et al., 2010). They form our "hero within" (Luthans, 2014).
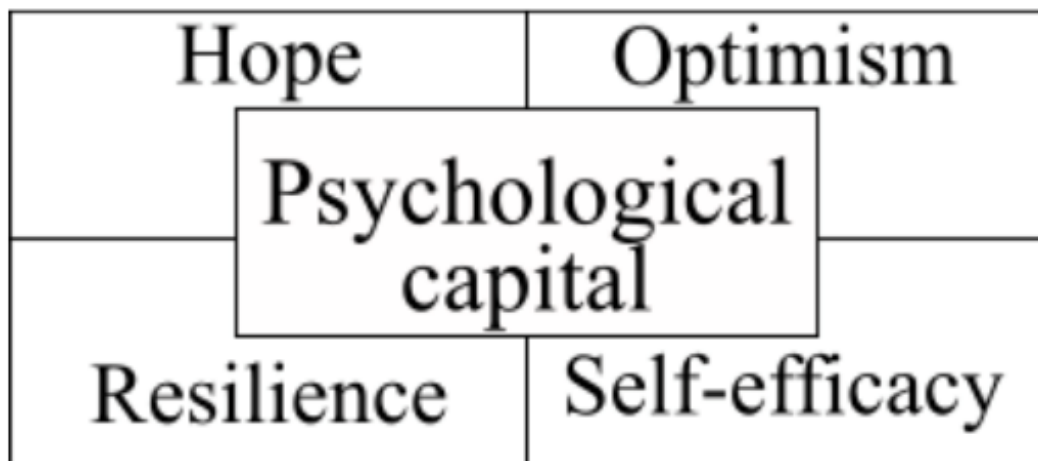
Figure 3 The basic elements of human psychological capital, Luthans et al., (2010)

2.2.1   Barriers to agility in organizations

Agility is the capability to change and reinvent. If agility is one of the key important enablers of successful change, then what are the barriers of agility? Siloed hierarchical organisation, poor communication, fixed mind-sets, unwillingness to collaborate, inflexibility, short-term management focus, top-down leadership, and poor communication

are creating agility-barriers. Where agility is a wide and deep organisational culture phenomenon also the non-agile culture is deep negative cultural mind-set towards change, the silent resistance. According to Dean (2017), workers many times in such case are lacking communication, problem-solving, self-confidence, and interpersonal skills. Holbech (2018, 306) claims that many leaders have poor capability to deal with complexity and lack the skills to help people through change.

2.2.2 Agility and resilience in the organization

The agile resilient organisations have:

- an organisational culture that is flexible and allows change
- engaged people
- a learning agile mind-set
- processes that drive innovation. (Holbeche, 2018, 306)

Valued identity, common purpose and shared beliefs are at the core of individuals' and groups' resilience (Coutu, 2002). Resiliency is a creative, fast response to change and the ability to bounce back from mistakes (Weick and Sutcliffe, 2007). Key concepts of resilience;

- *Involvement;* all people are treated with respect and this leads to a active engagement and participation of employees
- *Renewal*; organisation with focus, hope, and meaning
- *Shared purpose;* people have faith and commitment
- *Learning;* ever-learning, experimenting and innovating in a culture that allows mistakes
- *Risk management*; responsible decision-making where unnecessary risks are not taken yet new opportunities are openly evaluated
- *Networks*; partnership with different stakeholders
- *Employee engagement and well-being*; people are valued (Holbeche, 2018).

2.2.3 Purpose

The purpose is the essence of human-centric modern organisations. According to Gerbrands et al. (2016) purpose defines the why, the reason an organisation exists, and it

combines both the mission and vision. This group of researchers conducted a human values project for KONE, one of the biggest Finnish companies, about how it could improve its internal innovation and productivity capabilities (Gerbrands et al., 2016) The focus of the research was in the new human-centric approach. The research team found seven common key principles at the leading-edge successful companies where purpose is an important motivator that directs the actions of the people;

1) "High ambition level in the quality of collaboration and sharing of information.

2) A careful balance of technical and social skills in each individual working for the organisation.

3) Continuous focus on innovation leading to fast collective learning.

4) Passion for radical solutions based on whole systems thinking.

5) Committed to long-term leadership.

6) The ability to take risks and encourage creativity.

7) The focus on emerging future instead of repeating the past" (Gerbrand et al., 2016).

The purpose of the company can be internally or externally driven but it is always a human issue. Reaktor, a Finnish IT-consultancy, aims to be the best possible workplace. Their motivation is to make employees happy with the logic that happy employees deliver the best possible quality work for the customers. Another example of a purpose-driven company is Buurtzorg, a Dutch nursing company, that wants to serve the clients as well as possible. Traditionally such care-units are very hierarchical or profit-driven and therefore the Buurtzorg-way to put the client first and to give the nurses autonomous decision-power is revolutionary.

The third example, Patagonia, a Californian outdoor apparel company, is known for its own unique way of acting and for it's "don't buy" campaigns. Patagonia's purpose is to protect the environment. They claim to use all their business resources, investments and people skills to help the environment (Patagonia.com website).

2.3   Employee engagement and visioning

Sometimes visions are created by visionary leaders but these exceptional visionary individuals like Nelson Mandela, Martin Luther King, Steve Jobs or Elon Musk, are scarce. However, even these individuals could have not realised their visions alone but needed other people, nationwide movements or inspired employees to reach their dreams. The vision should resonate with the people of the organisation. It should speak to all the different stakeholders the direction of the future, the interests, purpose and the prospects to grow (Malaska and Holstius, 1999). Malaska and Holstius (2011) summarize the key factors of bringing the visions to alive, as "***thoughts*** are for knowing and understanding the factual and unfolding world around, ***emotions*** bring commitment to the work, choices, and objectives, and ***willpower*** is needed to make it all happen in practice". How then enhance positive emotions that engage commitment and increase willpower?

If there is no employee commitment behind the visionary leadership, reaching the vision lacks employee commitment and therefore stays hollow. According to Holbeche (2018, 36) employee voice is the key driver of engagement. People have their thoughts, feelings, ideas and the need to be seen, heard, respected and loved. If people have no opportunity to voice their concerns, some might start silently resisting the big change such as digitalization. The change is "all about people and their trust and trust with technology in the end" claims Marco Ryan (2017), the head of Digital Transformation at Wärtsilä, and shares from his experience that successful digital transformation requires agile leadership, information and communication. These elements together create trust and exhilaration in the change process.

Creation, in fact, is always co-creation. It is people who create, innovate and implement together. Even the visionary leaders are impacted by other people and their environment. Successful organizations do not have deep hierarchical systems anymore and people are all seen as capable of innovation and solution-finding. In fact, one of the most important proactive moves to motivate the employees is to let the employees take part in envisioning and creation of purpose. People are the masters of change and transformation. Wilenius (2014) views that a company where people work without silos across organizational boundaries, structures and hierarchies with the internal motivation and dynamics to change, have the potential to meet the requirements of the 6th wave of development.

The traditional organisation structure, the remanence from the early industrialism, is very hierarchical where workers are expected to execute the orders of managers "silently", without questioning the orders. The innovation potential of the people in the lower levels of the hierarchy have been ignored largely. In my view, workers in the low-level jobs are often seen as kind of robots who perform the tasks without a voice. In this old way of thinking about workers, work and organisational hierarchy, the employee thoughts or feelings were not seen as important. It is easier to manage rational strategic thinking than feelings that are personal to each individual. Feelings, emotions, and thinking, however, are at the core of being of us all being human beings. These are elements of any innovation process. Yet, it is people who innovate, not processes, organizations or systems. It is individual people who think, feel and get ideas or frustrations. They may feel excited, motivated to excel, inspired to find new ideas or afraid of losing their jobs. Holbech (2018, 306) states that people are not inspired nor internally motivated with cost-cuts but they should be inspired and engaged rather with innovations and growth potential. I agree with Bettina Von Stamm (2008, 2) that it is people who have ideas and innovate and therefore an innovative organization needs to have a human-centric approach. Her holistic approach to innovation is that innovation touches all aspects of the organization and that all of the people in an organisation are responsible for innovation (Von Stamm, 2008, p.329).

"You can either scare people, threaten them and force to adapt or to make them believe the necessity for the change and create an atmosphere where they are enthusiastic about the new"; says Hering (2020). Holbeche (2018) has similar views in her demand for new styles and skills of leadership that are not based on command nor control but empowering the employees, developing soft skills and encourage team capabilities. People of today and the future need to be inspired to engage and commit. New leadership creates a sense of purpose, an open and agile culture that provides direction (Holbeche, 2018). It is also about accepting the mistakes as a learning tool and respect for all the team members. Amy Edmondson from Harvard Business School became famous for her research for psychological safety. She found out that companies with a trusting workplace atmosphere perform better. Psychological safety is formed from many things but mainly from empathy, appreciative communication style, the possibility to make mistakes and ongoing learning from each other. Edmondson argues that building a psychologically safe organisational culture is increasingly important in the future (Edmondson, 1999). This can increase employees' intrinsic motivation. According to Ryan et

Berry (2000), intrinsically or internally motivated person acts because he or she finds it interesting, challenging or perhaps fun and not because of external pressures or even rewards. An individual is willingly doing things from his or her internal motivation and then also his or her creativity increases (Grant et Berry, 2011). Creativity, innovation, and envisioning are all connected to our ability to imagine and they can be stimulated and supported through training, better work environment and atmosphere (von Stamm, 2008, p.2).

An individual's decision-making is strongly influenced by the images of the future the person has (Rubin 1998b). These future images are built from a mental combination of a person's world views and images, believes, presumptions, memories and long-term goals that one perceives as probable, possible, and preferable to happen in the future (Rubin, 1998a, Rubin 1998b). People who have a goal perform better than those without one (Reeve 2005, 204). Envisioning is a powerful tool as it allows people to imagine and take responsibility for their future (Tilbury and Wortman, 2004).

Perlman, a consultant from John Kotter International summarized the informal Back End of Innovation seminar guests' insights on the betterment of innovation in the organizations in 6 points;

1) "Connections
2) Ownership
3) Confidence
4) Flexibility
5) Risk tolerance
6) Action, Now." (Forbes.com, 2013)

The first point, connection, gives existing employees enough time, opportunities, and physical space to connect with other people. Ownership builds processes that encourage people to contribute ideas and have the opportunity to work on them throughout the process (Forbes.com, 2013). Confidence means dedication and commitment due to a belief that these ideas will come to fruition. Passion is more important than the bureaucratic policy in the flexible and low hierarchical organizational structure. In the risk-tolerant organization learning is encouraged and failure is seen as an accepted part of innovation. The last point of action, now, is to share the concept with the customers early in the process (Forbes.com, 2013). In the future organizations creativity and ability to innovate are essential resources.

3   THE RESEARCH

"The future depends on what you do today."
Mahatma Gandhi

I designed a futures research method that combines soft skills development, management coaching and futures research as a process that aims to help companies to find future visions and the steps to get there as a co-creative process. My hypothesis was that the Co-Creative Envisioning Process (CEP) could help organisations to change. The underlying aim of this thesis is to create a method that can help organizations to change or to transform.

The objectives of this research were to;
1) create a co-creative envisioning method
2) test and observe the method in practice.

Co-creative Envisioning Process simplified steps are;
1) finding out the current challenges and overall situation
2) free-flowing visioning of the preferred futures
3) back-casting from the preferred futures how to solve the current challenges and to get the action steps to reach the preferred futures.

3.1   Research questions and methodology

My research question was; how can a co-creative envisioning process help companies to thrive in change? I created a process that I feel is an anticipatory action learning or research method. Floyd (2012) concludes the two purposes of action research is to gain practical knowledge;
1) that is useful to people in everyday lives
2) to enable to increase common well-being in the society; economic, political, psychological, spiritual (Floyd, 2012).

Floyd argues that action research and futures research have the same world-view of improvement and aiming to help making the world a better place for the present and

next generations. Action research's emphasis is on the practical knowledge, the re-search-in-action. The action researcher is actively and directly participating in human situations; experiencing the process and being also the research object. One of the natural sciences' key criterion of *repeatability* cannot be so strictly applied because of complexity encountered in action research. (Floyd, 2012)

Futurists commonly utilize different participatory workshop methods in futures research. Besides more traditional learning methods such as Anticipatory Action Learning (AAL) which draws from action learning/research traditions. For example, futures workshops that create alternative futures ideas with the active participation of the people, see Figure 4 (Inayatullah, 2006).

Traditional Research

Empirical studies | Forecasting, futures research

Present — Future

Action Learning | **Anticipatory Action Learning**

Action Learning/Research
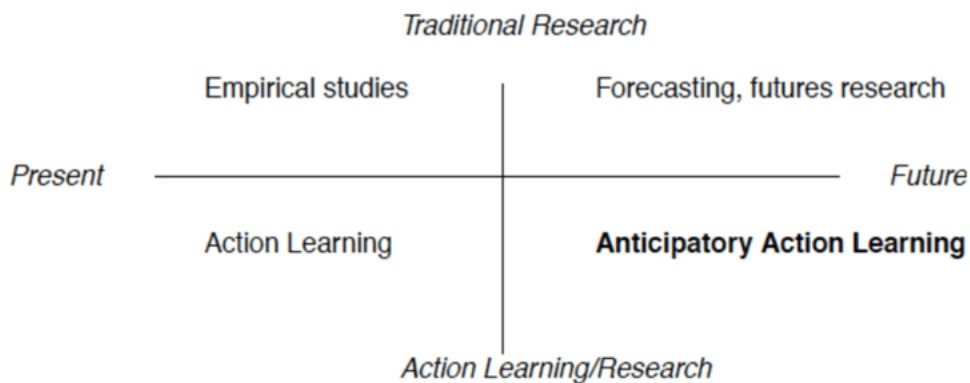
Figure 4 Anticipatory Action Learning/ Research map from Inayatullah (2006)

3.2   Qualitative study in combination with quantitative methods

Foresight and futures studies are used to help navigate through uncertainty and complexity in the rapidly changing world (Floyd, 2012). Malaska (2013, 19 – 20), one of the founding fathers of Futures Research in Finland, divides futures research into syntactical, semantical and pragmatical segments. Syntactical futures research concentrates on studying the development of futures research methods. Semantical futures research is content-centered and studies themes that are likely to be relevant to the future. I chose the pragmatical futures research approach in a case study. Qualitative research has a wide range of different study approaches; (1) narrative, (2) phenomenology, (3) grounded theory, (4) ethnography and (5) case studies (Creswell, 2007). This research is a case study with a pragmatic orientation with an observational technique method that is typi-

cally used in social research. I made observations of different phenomena in their natural setting. I observed the people, their behaviour, communication and wrote down their views and comments. I chose this method for my research as it can reveal many interesting insights that might not otherwise surface such as the way people communicate with each other and what kind of atmosphere is present in the room. I felt this approach as the most suitable for my research as it allowed me the freedom to adapt more easily as the process advanced. With this technique, I could also use all of my senses as well as my training as a life and business coach in the people observation. A qualitative study design enhanced the ability to gain an understanding of the impacts of the tested method.

I interviewed the management with semi-structured questions. Two months after the last workshop, I sent them a short questionnaire of how they feel about the process and its effects on the company. All the employees were sent a survey during the process. I made observations of the atmosphere the comments people made, their expressions, body gestures, and communication. These are all my personal observations and some, of course, could be wrongly interpreted. It can be argued that all the knowledge that we obtain as humans are affected by our own perspective, purposes, and language. I have worked with my utmost sincerity within the research process to be as objective and sensitive to the people and their reactions as possible putting my personal perspectives and biases aside and be as objective as possible. I aimed at that the end results of the process would;

- facilitate the change process
- create hope for the future
- help the management in futures thinking and decision-making
- help find ways to cope with the current challenges
- motivate employees to find solutions
- find better and more effective ways to work
- find futures visions
- increase employee engagement and commitment.

I analysed my observations, survey answers, all the communication, interviews and all the available materials reflecting these factors.

4   CO-CREATIVE ENVISIONING METHOD

"Cultivate the habit of being grateful for every good thing that comes to you, and to give thanks continuously. And because all things have contributed to your advancement, you should include all things in your gratitude."

Ralph Waldo Emerson, writer

I could have used an existing futures research method or their combination to this research study. However, I wanted to add elements that would make the participant more engaged on a very personal level to the process. I also aimed the process to lead something very tangible and practical. I feel that many of the existing methods do not engage the participant enough, they are too abstract and too far-fetch for any non-expert to attend. I wanted to design a process with different elements that would build up on top of each other and bring futures thinking in the reach of anybody who would attend. The process aimed to lead people to start openly think about the future and how they want to create it. Employee engagement is vital for the motivation to put the work in action but also for the great ideas they have for the vision and even more so for finding the solutions for everyday problems.

I am a professional life- and business coach and I have both training and practical experience both in coaching and facilitating workshops. I was inspired by different workshop methods and practices from futures research, coaching and facilitation when designing this method. I used backcasting, a futures research method where a desirable future is defined first and then the steps, policies, and programs, are identified to get there, as a backbone philosophy. Backcasting is increasingly used for finding for example new sustainable ways for the future (Bibri, 2018). Kok et al., (2011) summarise the process in three steps:

1. find a vision used as end-point.
2. define obstacles and opportunities.
3. identify milestones and interim objectives.

The simplified core elements of Co-Creative Envision Process are;

1) finding out the current challenges and overall situation
2) encouraging free-flowing envisioning by the management and employees

3) backcasting from the preferred futures to how to solve the current challenges and to get the action steps to reach the preferred futures.

This method has a human-centric approach. The colourful graphic of the process steps (see Figure 5) mimics nature and has artistic shapes of hearts in it by purpose. I view that all people and organizations ought to respect and learn from nature. After all, we all are part of nature; people, animals, and businesses live from it. Organizations are increasingly expected to become responsible for all of their stakeholders and the natural environment. In the following paragraphs, I will explain the process steps in detail.
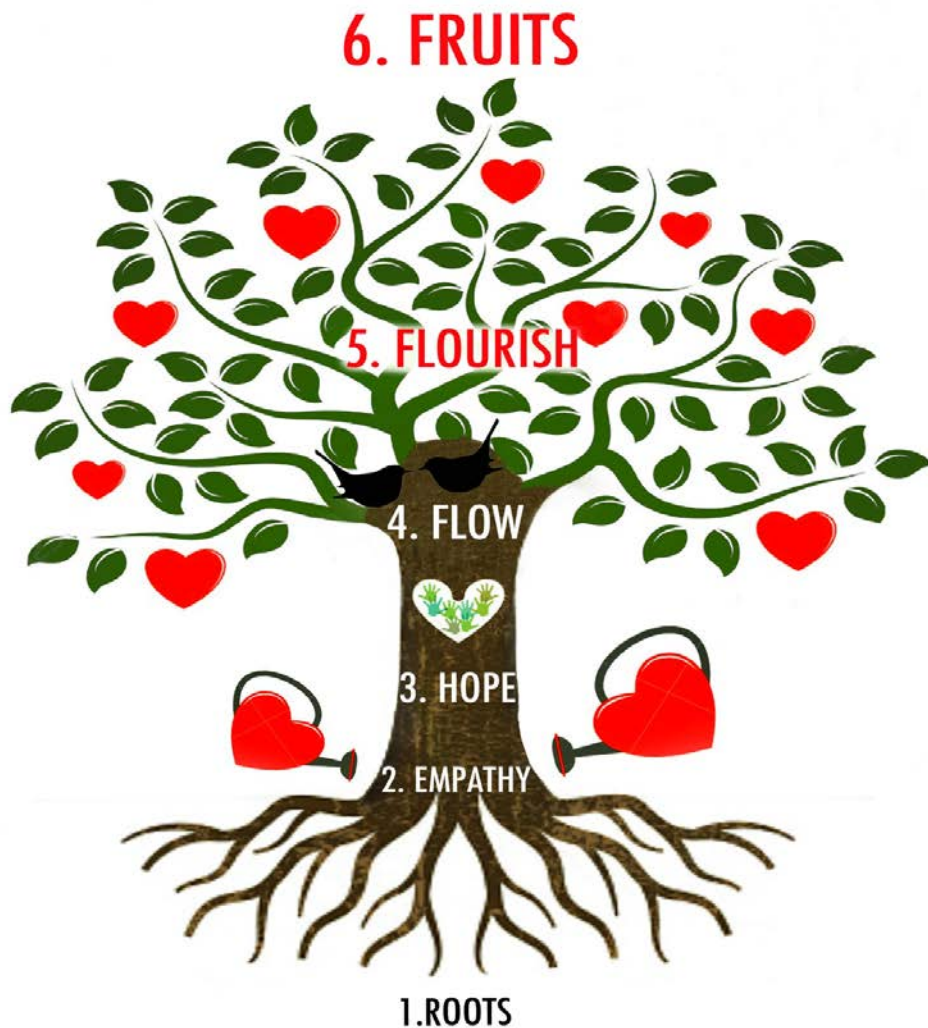
Figure 5 Co-creative Envisioning Process steps, Fors (2020)

Here are six main steps of the process (Figure 5);

1) **ROOTS**; current situation analysis from external materials; website, articles

2) **EMPATHY**; discussion with the client; past, present and future, the objectives of the process

3) **HOPE**; small group management coaching with key decision-makers towards future thinking, two half a day meetings, ideally within a month

4) **FLOW**; survey to personnel about the current key challenges and development ideas

5) **FLOURISH**; Co-creative Envisioning Process with the team, half a day workshop

6) **FRUITS**; Findings summary, next steps, implementation

There were different exercises and steps with their key elements in the process (see table 2). The different tasks and steps of the process are designed to support and increase;

- *Change flexibility*; to create more agility or understanding of its importance into the organisation.

- *Gratefulness;* to create a deep positive personal feeling. All the people have something to be grateful for. This exercise was chosen to remind people about the good things at the company, at their work and in personal life. I wanted to create a positive feeling that would allow positive hopeful thinking towards the envisioning.

- *Visibility and voice;* we all want to be seen, heard and appreciated no matter what is our work title. I wanted to give this experience to all of the staff. All the people have good ideas and this is an underexposed pool of silent knowledge that can be used for developing any organisation.

- *Problem-solving;* I wanted to encourage "we can do this" attitude and that all the problems can be solved.

- *Hope for the future;* hope is the gasoline for better futures building. All the futures images were created as ideals and with a positive tone in order to build an idea that the future can be positive.

- *Visioning and decision-making;* the co-creative visioning process aimed to find 5-year visions and the action step to reach them. The whole process was de-

signed also to aid managers to get clarity and understanding for better decision-making.

- *Engagement & motivation;* people would care for the company development and commit giving their best to their work.

Co-creative Envisioning Process steps and their important key elements

1. ROOTS
History, company narrative current strenght/challenges visions, goals, future images aim of the process.

2. EMPATHY
What is already well, gratefulness, introduction to futures thinking compassion, open safe discussion, facts, feelings, future orientation. .

3. HOPE
What is important, what are the core problems/aims, all people have their voice heard, inspirational futures talk, the idea that future can be better and we can all influence it's creation.

4. FLOW
We can solve this, engagement we find the answers, joy, better future is possible to create, we are all important.

5. FLOURISH
What is the ideal future image, what are the steps to get there, what are the issues we need to solve, how will the ideal image feel like.

6. FRUITS
We know where we are heading, we solve the problems to get there, we take responsibility, time-tables, concrete action points, enthousiasm we can succeed together,

Table 2 The Co-Creative Envisioning Process steps, Fors (2020)

4.1 Preparatory phase / Roots

In the preparatory phase, the focus is on learning about the client organisation, their current situation, the challenges and their wishes and goals for the process. It is important that the facilitator conducts a very open interview with the client and reads relevant available material and analyses the current situation of the organisation.

4.2 First group coaching / Empathy

This is a half a day session with a selected group of people. Ideally, there could be the key managers plus a mixed group of throughout the organisation to contribute with different perspectives. The same group continues to the second coaching session and therefore it is important to inspire people to commit to the process and to show the value in it. The main goals of the first group coaching are to introduce futures thinking, encourage people to openly talk, to learn about the current challenges and to increase hope and

positive atmosphere. The facilitator is leading the process, orchestrating the group synergy and keeping a positive tone without leading the group towards pre-set agenda.

1) Introduction and discussion about futures thinking, 45 minutes
2) Personal writing exercise, 20 - 30 minutes
3) *Write what you are grateful for in your personal life and in your work. Write down everything that comes to your mind. Even small things.*
4) Discussion about the findings what people are grateful for (voluntary sharing), especially in the workplace, 15 - 20 minutes
5) Letter from the future
6) This exercise is adopted to the organisation in question; *Think about this company in a celebration 20 years from now. Write the speech you give there about these 20 years.* 15 min.
7) Pause for coffee/ toilet, max 10 min
8) Participants read their letters to all, 15 minutes
9) Open discussion of what are the biggest barriers hindering from getting to that celebratory future image? 30 minutes
10) Introducing the idea of a co-creative envisioning workshop where the entire company will be present envisioning the future and solving the challenges that hinder getting there. 15 minutes
11) Closing of the session, 10 minutes. The second session is either scheduled already or agreed to be scheduled within one month from this session.

4.3   Second group coaching / Hope

This a half a day session where the same group of people attends than in the first meeting. The aim of this coaching session is to deepen the understanding of the key concepts of what is aimed to be achieved in the company and through the envisioning process.

1) Discussion about topics that were raised in the first group coaching, 30 min
2) Introduction of the backcasting method and thinking and how the co-creative envisioning workshop will be held in that manner. 15 min
3) Exercise of where everyone writes key challenges that are present in the company in a large paper put on the wall. This is an individual work. 15 min.

4) Discussion about the key problems written by the participants. 30 min.

5) Participants go to circle the most important challenges that are written on the paper.

6) The next step is to look if there are some core or binding factors for these chosen challenges.

7) Once these core problems are identified then they are shifted into the opposite positive aspects. These are discussed.

8) Participants write words connected to their ideal company on the paper on the wall. This is an individual task. 15 minutes.

9) Participants go to circle the most important aspects of the ideal organization.

10) Discussion about the findings.

11) The findings are related to the survey questionnaire. Key elements of the questionnaire are formulated.

4.4 Questionnaire to employees/ team / Flow

A very powerful way of receiving information is to ask it from the people involved. In the preliminary discussion and the two coaching sessions, a lot of insights are gathered for the current state, the goals and the key issues to be developed. Based on this information it is easy to form relevant questions to the team or even the entire company. Some of the questions could be numeric and some of them open for people's views and opinions. Emailing the questionnaire is easy and fast.

4.5 Co-creative envisioning workshop / Flourish

The team or company is invited to half a day workshop. The precise content and goals are created by the facilitator and the management together beforehand. It is important to have a clear aim for the workshop results so this can be communicated easily and that there is a focus for the work. I chose 5 years' time frame as I felt that it is enough abstract but still in the scope of feeling believable and close enough to motivate the free-thinking. Five years as a futures perspective is generally very short in the futures research.

The workshop program with the estimated time for each step;

1) Preliminary work by the facilitator who finds the core elements from the coaching sessions, questionnaires, and the management goals and summarizes them into interesting topics to work for. The space should be made inviting and practical and all the tables with numbers, cardboard with topics and all the necessary information should be ready before the participants come in. 1 day.

2) People come in and sit down. Welcoming words by the senior manager and the facilitator. Time 5 minutes.

3) The objectives and the timetable of the workshop are presented. The facilitator tells about the core ideas about futures thinking, envisioning and the aim of the workshop to build 5- year visions for the company together. 20 minutes.

4) The first task is that the participants write down what they are grateful and happy for both in their work, the organization and in their personal life in general. This is an important step to allow people the possibility to think in a very positive way and to realize that they already have many good things in their personal life and at work. This is a basic coaching technique. 10 minutes.

5) The letter from the future (20 years) is presented by a manager. This gives one futures perspective related to the organization. The letter was written in an earlier group coaching session. 5 minutes.

6) At the wall, there are topics that were chosen by the management. The number of topics is related to the size of the group. A good number of topics are divided by 5 or 6 from the number of participants. This allows a good size of the group for further work. There is cardboard with a topic on the wall and next to is there are statements about the topic to inspire the thinking. These statements are taken from the management insights, questionnaire replies, and company goals. All the workshop participants write down their key ideas about the different topics of how they would ideally be. The facilitator can ask for example; "think how this (topic) ideally would be in the perfect situation and write down the core elements that make it so". Everyone writes down one idea per each post-it-note and minimum three per topic. 10 minutes

7) Vision 20 years topic is a separate topic and has its own board. The participants are asked to contribute their ideas also under this topic. 5 minutes

8) All participants are divided into groups randomly. The ideal group size is 5-6 persons. Groups are then asked to find their topic table and introduce themselves to the team. 5 minutes.

9) Teams are asked to study all the post-it-notes of their topic, then select the most important and to discuss together that what are the most relevant key aspects for their given topic and why. 30 minutes.

10) Each group presented for all the ideal situation of their given topic with the key important aspects and the reasoning why they choose these. 30 minutes

11) Coffee break for 15 minutes

12) The teams move to the next topic table. The teams are given instructions to find the best action steps for reaching the ideal situation presented by the previous group. Particular emphasis for the group work is in the themes of responsibility, equality, respect, and communication. The main task for all is to think about how these elements can be woven into everyday life practices. 30 minutes.

13) All the groups then present their findings to others. 30 minutes.

14) Vision 20 years results are viewed. 5 minutes

15) The workshop is closed with the final words. 5 minutes.

4.6   Summary findings, next steps, implementation / Fruits

The facilitator writes down the summary of the workshop or the whole process. The client then writes the plan of how to implement the chosen action points. Ideally, shortly after the process, organisation would draw a plan and assign persons responsible to realise then. If the fruits are not collected at the right time, they will drop and rotten. In organisations, even the best ideas, vision and such process results may be forgotten under all the everyday tasks.

5   THE CASE COMPANY

*"You realize that our mistrust of the future makes it hard to give up
the past."*
Chuck Palahniuk, writer

I had an opportunity to test out my co-creative envisioning process at a real life setting at a small and medium-sized company with an interesting history. Here I first describe the company background and the situation prior to the research project. Then I analyse the key challenges related to the research topic.

5.1   Company history

The company manufactures durable plastic goods for everyday use in Finland. The traditional family-owned company with 3-shift factory work was founded in 1936. In 2016 the company employed ca 35 people and its turnover was around 7,5 million euros with a negative profit margin of ca 350.00 euros. In 2017 the net sales went down to 5.63 million but the net profit became positive for the financial year with 161 thousand euros. The turnover in 2018 remained within a 5-million-euro range. The net sales grew by 2% and the net margin was again positive with 166.000 euros.

In the 1940s the company's key sales products were plastic combs. *Americanize your kitchen utensils* were the key advertising message of the company in the 1950s. Plastic goods represented the modern Western world after the war and the company invested heavily in machinery and new factory buildings with the vision to succeed in the new development. In 1960's they invested in blow molding and injection molding methods and made headlines with the sales of 60.000 watering cans to a Swedish chain store. During the decades of different plastic toys, storage vessels, homeware, the company's goods are in use in most Finnish households. Products are well designed and designers such as Eero Aarnio have designed their products. Currently, there are five lines of products aimed at home and kitchen, at summer cabin and garden, for children and playing, berry-picking and storing, car and boat usage.

The company strategy involves developing new products for changing customers' needs. The product development process is being developed in cooperation with Aalto University. Their strategy is to strengthen the sales to existing customers and invests in exports. Store conceptualization is aimed to strengthen customer relationships. Investing

in production equipment makes it possible to develop multipurpose and profitability. The development of the order-delivery process improves competitiveness.

From the 1950s the company has been owned by the same family. The current CEO represents already the third generation of the family heading the company. His brother works as a Sales Manager. Their father chairs the board of directors.

5.2 The situation prior to the research process

The company values are to be joy and creativity, courage and openness, confidence and cooperation, Finnish work, profitability, and growth. Vision 2016 – 2019 from public information tells their aim to become a meeting point for consumers' ideas, designers and Finnish work. Their vision is to create, develop and create new products together with consumers and trade and to implement new products together with designers (Appendix 1, 2).

When I visited the company for the first time I only then realised how many of the household goods, especially kitchenware I, my mother and grandmother possessed were from there. Branding is one of the core problems the company. The company itself is not widely known even if their products have been in popular use for decades, by different generations. Marketing of the wide range of low-margin goods is challenging. Their vision slogan is *Design your everyday life*. This in practice is an idea of a lean co-creative process with the consumers to produce the goods for consumer needs.

The company celebrated its 80th anniversary in 2016. The company is relatively old by Finnish standards. The heart of the company is a factory where the products are manufactured by people using the machines day and night in three rotating shifts. Decades of factory-based manufacturing work has created a lot of established ways of conduct. Along with the factory work, the company employs warehouse personnel, a sales team, and a bookkeeping department. Family-owned companies have their unique character. People know each other as family members and then work together in different roles. At the company, there are currently two generations actively working; father as a chairman of the board, brothers as a CEO and the Sales Manager.

Some of the employees have worked for the company all their working lives. The external pressure is increasing as the cheap global products from the lower wage countries are sold in competition with the company's products. Environmental issues and sustainability demands are growing concerns and plastic is seen as harmful material by

many consumers, affecting their purchasing decisions. Change in the retail market in Finland. One of the company's big sales channels, Anttila chain, went bankrupt in 2016 and many of the other department stores are challenged their profitability. The retail market is in pressure to change too.

5.3   Key strengths and challenges

My analyses are based mainly on the information I received during an intensive 3-hour conversation I had with the CEO and the Sales Manager. I also read available web-pages and -articles about the company.

The key strengths;
- Established company with a production facility, many products, and machinery
- Existing clientele
- Skilled employees, new Production Manager
- Family ownership that brings commitment and endurance
- Strong sense of identity through the historical narrative and family ownership
- Young enthusiastic managers; CEO, Sales Manager

The key challenges;
- Siloed and hierarchical organizational structure in the 3-shift manufacturing setting where poor to no communication between the departments
- Uncertainty and the feeling of (too) many problems and challenges
  - internal; employee motivation, sales, communication, production efficiency, new product design, branding and marketing, lack of resources
  - external; global change, environmental concerns, competition against cheap labour countries
  - customers; brand not known, sales down, change in the retail environment, attitudes towards plastics products, changing consumer values
- "This is how we always have done this" – attitude; many employees have worked decades at the company and the company's history seemed to have a lot of weight in the feeling like "I owe to my grandfather to make the company successful"

- The employees had "silent power" but no voice and were not fully following the young management especially in their visions about the future. The employees had not been engaged in creating the visions but those were given from "top-down".

- Visionary leadership efforts are not taken by the middle management nor the employees and put into practice

- Plastic has a growing reputation as the pollutant of the oceans

- Complex company vision seems vague.

Agility, according to Holbech (2018, 306), is a wide and deep organisational culture phenomenon. Siloed hierarchical organisation, fixed mind-sets, unwillingness to collaborate, inflexibility, short-term management focus, top-down leadership, and poor communication are creating agility-barriers. Many of these factors were present at the case company. The challenges were manifold and interconnected. For example, the strict division of departments caused poor inter-department communication and this created confusion and uncertainty. As a result, it caused inefficiency in sales and unnecessary costs as the departments did not employ synergies possibilities.

Mind-set of the people is one of the main barriers against the change. At the company, people have long working histories. Some have worked there for 40 years. The manufacturing environment has been rather hierarchical and people have been expected to focus on their own tasks and perform in them. The new management was very open to change the company but felt that there are very many problems to tackle at the same time. The challenge was to lead the people in different departments together towards a common goal. Ates et al. (2019) write in their Harvard Business Review report about their research findings that "visionary leadership is a double-edged sword". If the middle management is complying with the vision, the more committed the team is to the execution of the strategy. On the contrary, if the middle management is not aligned with the visionary management view, it shows as a lack of commitment to realise the strategy in practice. (Ates et al., 2019)

6 CO-CREATIVE ENVISIONING PROCESS CASE STUDY

"The future belongs to those who believe in the beauty of their dreams."

Eleanor Roosevelt, political figure and activist

In this chapter, I explain my observations of the Co-Creative Envisioning Process at the case company.

6.1 Initial meeting 7.9.2016

I met the company's CEO and his brother, the Sales Manager, at the initial meeting. They told me about the company, the products, current challenges, concerns about the future, some of the new developments and goals they had. The brothers are in the thirties and had quite different views on the state of the family business founded by their great grandfather.

The CEO talked about lean philosophy, co-creative processes with the consumers, new Creative Factory project they had. He talked about the future, automatisation and different ways to develop the company. His brother talked more about the current day challenges, the pressure to have more sales and problems with the personnel. He was frustrated with his brother's optimism and focus on non-everyday-issues. In their interaction, I could sense the challenges of working with close family members as the personal relationship and working relationship can be very much intertwined in such a situation.

When the CEO and the Sales Manager were telling me about the company, the main focus was on current challenges and problems. The history of the company was full of success stories such as that it had been a pioneering company in the 1950's to 1970's in many ways. From all the material, the interviews and discussions I formed an image to my mind of an 80-year-old boat that heads into unknown dangerous waters without a clear direction nor help from the crew. The brothers were put in charge of trying to steer to a new course but as the crew was not with them, the mission felt impossible. They both agreed that a new course should be taken yet there was no agreement about the direction.

Before gaining insight about the situation within the company, I thought to propose an envisioning topic for finding the purpose, perhaps new values of future visions relating to the increasing environmental concerns. After the initial meeting and the first coaching session, I realised that it was way too early to concentrate on such a goal. The key problems to my mind were at the organisational level, at the soft skills such as in the lack of communication and employee engagement. According to the brothers, people at the company were not happy nor motivated. Without solving the problems "under the deck" at the organisational level, they could not get the necessary help of the staff to steer the grand old lady to the new direction. If the crew fails the boat, the course has no importance as the journey is doomed to fail.

I felt that the CEO was very knowledgeable and enthusiastic about the new trends and developments. He studied new management styles with great interests. He talked about lean manufacturing principles, philosophical questions, and the company vision to enable customers to design the products, the company then would produce. His younger brother was the manager of sales. He seemed more down-to-earth-type of personality and talked a lot about the problems, challenges, and fears he had. There was often a lot of frustration inbuilt in his comments. The family traditions and expectations had been put on these brothers' shoulders and the younger brother said "I will do my utmost that I will not be the last one who puts off the lights here for good. The factory was built by my Grandfather and I want to carry on his legacy."

The objective of the meeting was to find out the current situation, the challenges and the client's wishes for the process. I read and analysed available material about the company before to the initial meeting with the management. In the three-hour meeting, we discussed about the company, the current situation, the past and the future and their hopes for the process. We agreed about the process schedule. they decided about their preferred management coaching group and the approximate times for the sessions. The timing was crucial, as there should not be too much time between the two group coaching sessions. Then a survey would be sent to the employees. Based on the findings in the coaching process, the answers in the questionnaire and management objectives, the co-creative envisioning session would be held for the whole team, and in this case the whole company. I will explain the steps more in detail in the following chapters.

6.2   First coaching meeting 7.11.2016

In our second meeting, five people from the company were present. The company's CEO, Sales Manager, Production Manager, Project Manager for the Creative Economy Factory and Secretary who was representing the workers at the meeting. We had a half a day meeting at the company's building which is called the Creative Economy Factory (Luovan Talouden Tehdas). The group was coached towards the futures thinking and to their inner thinking. The participants were asked to write answers to such questions as what are you grateful for at the work and in your life.

Self-knowledge, according to Scharman (2009), is an inquiry into the two root questions of creativity;

1) Who is my Self (what is my highest future possibility)?
2) What is my work (what is the future that I want to be part of in my journey forward)?

I agree with Scharman (2009) that we all humans should answer these questions and rooted in the group coaching questions. I also introduced the idea of gratitude and asked all the participants to write what they are grateful for in their personal and in their work life. I presented core ideas of futures thinking; how it is vital to think about what kind of future each of us wants to create. How it is better to maintain a hopeful view of the future and how it is useful to realise that we humans co-create the future with each other.

All the participants wrote and read their "100 years" vision. This was written in the form of a speech to be held at the company 100 years celebration to look back on what happened in the last decades. All the letters were written in a very positive optimistic tone. During this coaching session, it came up that one of the core problems at the company is that there is a poor work morale and atmosphere. The new manager of production was very openly participating in the coaching session and it was clear that he was very willing to bring a positive change to the company.

The employee representative was the only woman in the coaching group. She had been working for the company for almost four decades. She took only little part in the conversation and felt out of place in the group and said, "what do I have to say about these". Yet, during the first coaching session, she suddenly said, "the real problem is that there is a poor working atmosphere and work ethics here". Her revelation changed the conversation and all the group admitted that this indeed was the case. They could all

agree that there were some 6 - 8 people within the company who "poisoned the atmosphere". This lead to a discussion of what should be done with those people. There were different opinions from letting them go "if they do not want to be here" to "give them a chance to improve".

The Project Manager of the Creative Factory space was also very positively participating in the first coaching sessions. He felt that finally he was seen and heard. He told us about his experiences when he joined the company that he was not introduced to the people or the company values. This had led to a very uncomfortable experience where no-one greeted him and he felt like air to the people working in the same office with him. In the first coaching session, I asked the group to write about what they are grateful for in their personal life and their work. People wrote a lot and took a long time to write their answers. Many were very touched when they realised how much good they had in their lives already. The atmosphere became more open, more receptive and positive. I introduced ideas about futures studies and how we can all influence our lives and how we humans co-create the future. Participants were listening and I felt that these future oriented perspectives were new to them. Things had gone well and it was time to look back at last decades' development.

6.3   Second coaching meeting 2.12.2016

Four people out of five attended a half a day session where I facilitated the second coaching session. The content was agreed to be around the key issues that were raised during the first coaching session; e.g. poor atmosphere and working moral. The topic of responsibility was also one of the main themes. How to build common good spirits and enthusiasm? What are the key topics for the questionnaire to the employees?

During this session, it was decided that all of the people working for the company would be invited to the mandatory Growth Day (Kasvupäivä in Finnish) in January. This day would be dedicated to envisioning workshop where the entire staff would create a company growth vision together. One of the persons came at the beginning of the coaching session that she "needs to do proper work today and therefore cannot participate". The person was excused by the management without further questions.

The focus was in the futures thinking about the current problems and the best possible future vision in 20 years' time. The management and the researcher built a questionnaire that was sent to all the employees of the company. In the open questions, par-

ticipants were asked to write about their opinion on their current problems at work and with the entire organization. Based on the previous coaching sessions and the answers in the questionnaires, the visioning workshop for all the employees was created. All of the staff, regardless of their position in the company, were randomly assigned into groups to create the best possible future image and defining the steps to get there. From the output, the key findings and best-practices were written.

6.4   Questionnaire 21.12.2017

The questionnaire (see Appendix 3) was obligatory for all the employees to answer under their own name. The results of the survey were surprisingly good after the sad toned discussion in the two coaching sessions reflecting the poor work atmosphere (Fors, 2017). 32 answered the questionnaire but not all answered all the enumerative questions. The claim "The company is a good place to work" got an average score of 3,8/5 out of 32 replies. Concerning the open questions, the answering rate was lower and varied a lot. The lowest scores between 3,0 – 3,5/5.0 and were given on support and training, growth possibilities and the feedback given to work.

	1 = poor				5 = excellent
WORKPLACE	1	2	3	4	5
This is a good place to work		3	6	14	7
MY WORK	1	2	3	4	5
I know my responsibility		1	2	11	16
I know my goals		2	2	10	16
I know what I am expected		2	4	13	11
I know my superior			2	3	25
I get support and appreciation		7	6	7	8
WORKING TOGETHER (Team)	1	2	3	4	5
I know my team		1	2	8	19
I know the goals of my team and ways to measure the success		1	6	14	9
We have a good team spirit		1	9	9	11
I get help in a team when I ask it	1		6	5	18
I help when I am asked to help			2	5	23
We encourage each other	1	1	11	4	13
DEVELOPMENT - AND GROWTH	1	2	3	4	5
I get support and training	4	5	8	9	3
	4	5	9	10	1
I have a possibility to succeed at my work Minulla on mahdollisuus onnistua työssäni	1		11	9	9
I get feedback for my work	2	2	15	4	6
We see mistakes as learning experiences	1	2	8	9	10
I want to learn			4	7	19
My attitude towards growth is	1		4	8	17
	1 = poor				5 = excellent

Table 3 Personnel questionnaire and the answers, Fors (2017)

6.5 Co-creative envisioning workshop 20.1.2017

Aim of the last workshop was to:

- Bring all the personnel together to discuss the company's future
- Give everyone a chance to be part of the company's future development
- Develop solutions to the key challenges together in a positive way
- Create a company future vision together
- Encourage the entire personnel's inner motivation to work towards the company vision together

I received a last-minute email from the CEO who asked that the Growth Day would start by listing good things, which people are grateful for, what they have done and what they appreciate. He explained how it is very important to create a culture of experimentation where mistakes can be seen as places of learning and growth (private email exchange, 2017) and how "we need to create the spirit that the problems can be solved and that this is our common task. And of course, we can do it! This creates a positive maximum flow of growing value for customers and all stakeholders."

One of the key areas where employee engagement is vital is in the future visioning and strategic goals setting (Wilenius, 2015). An important goal of this futures coaching method was to engage all the personnel to contribute to the visioning of the future. Traditionally visioning has been created by higher management only. All the personnel was invited to The Growth Day and it was mandatory to attend. This was the first time in the company history that the entire factory was closed down in order to bring all of the employees together at the same time. Normally the factory is run in shifts and therefore the manufacturing people are never present at the same time due to the different working hours.

Prior to The Growth Day, all the personal were asked to answer The Growth Day questionnaire where they were asked different questions about their work, motivation, learning, problems, and ideas to develop the company (see Appendix 3). The key challenges that arose from the questionnaires were chosen as the team topics in futures coaching for The Growth Day. The most important challenges were the atmosphere, teamwork, communications, company growth, working conditions and personal growth.

The program of the Growth Day

1) Welcoming words by the CEO
2) *I* presented the objectives of The Growth Day, explained about futures envisioning aims and the topics of the group work (Figure 6). I explained the importance that everyone participated and took active part in the day. I then asked questions; *who is coming to the workplace when you come* there and *what kind of energy will you contribute to the others*, in order to raise consciousness about personal responsibility about our emotional state and the energy we radiate to others. This intrigued a conversation and comments like "*I never thought about this. I need to think about this before. I was just always reacting*". (Fors, 2017) Participants were asked to write about their gratitude in their personal life and at work.

Figure 6 Fors gives the group instructions at The Growth Day, Fors (2017)

3) The first task was for the participants to write down what they are grateful for and happy for both at their work and in their personal life in general.
4) The Head of Production read his visionary text of *The company celebrating it's 100 years*. This text was written in the first group coaching session. He described in a very positive manner the success of the company along with the historical

perspective of the company. The company turned 80-years in 2016 and the text gave an idea for its next 20 years.

5) All the participants were asked to create their own ideas about The Best Company 2017-2022 in the six different topics (atmosphere, teamwork, communication, profitability, company growth, working conditions, and personal growth). They were inspired to think about how these given topics could be diploid ideally in the best possible circumstances. This task was given 15 minutes and everyone was expected to write one idea per each post-it-note and encouraged to have as many ideas per each topic as possible but minimum of 3 topics. There were dedicated boards for each topic where the post-it-notes were put, see Figure 7.

Figure 7 Working sheets at The Growth Day, Fors (2017)

6) Vision 100 years topic was a separate topic and had its own board. The participants were asked to contribute their ideas also under this topic.

7) Participants (including the owners, entire management and factory workers) were divided into 6 groups randomly by all counting 1 – 6. Groups were then asked to find their topic table.

8) Groups were asked to study the post-it-notes of their topic and to discuss what would be the most relevant key aspects for their given topic if they think about

the ideal situation e.g. in Teamwork. Working time was about 45 minutes after which each group presented the ideal situation with the key aspects to the entire staff.

9) Coffee break for 15 minutes
10) The teams changed the topics and were asked to find practical solutions for reaching the ideal situation (see figure 8). Particular emphasis was put on the group work defining themes of responsibility, equality, respect, and communication. These elements had surfaced in the employee survey and therefore were included in assignments for the groups. The main task for all was to think about how these can be woven into the everyday life practices of the "Best Company". The findings were then presented to all the people present.

Figure 8 Group work at The Growth Day, Fors (2017)

11) Vision 100 years results were viewed.
12) The workshop was closed with the final words.

The general atmosphere after the workshop was very positive and many participants came to personally thank me. I felt that people were tired but happy. They worked hard

and very motivated to give their best. There were only a few exceptions to this and even those individuals contributed in a relatively active manner. One woman was complaining that she has worked at the company her whole life and is soon to be retired. In a bitter tone, she asked: "*what should be her motivation to develop a future plan or make anything better as she had nothing like that in all her decades there*". One of the participants wrote in the evaluation form "*I came here with a gloomy thought that this is going to be just nonsense but I was very happily surprised about the content. For the first time, I felt that my opinions were heard.*"

6.6 How can a co-creative envisioning method help organizations respond to change?

My observations of the key benefits of the process were:

A. Futures perspective thinking;
- The management group could distance themselves from the current problems and create a space where they could start seeing new possibilities more openly.
- The management group was able to see the future perspective in a positive way and that there are many possible future paths.
- The employees were introduced futures thinking and especially the idea that actions of today will create the future of tomorrow. We all influence the future building and the atmosphere at work.
- "*I never realised that it actually matters that how I feel here at work. I need to pay attention to my own mood and how it affects the people around me.*" *An employee after the Growth Day*

Besides the CEO, nobody else had experience in futures research perspective at the company before the research process. The small management group was exposed to more futures research thinking in the two times of group coaching but yet the entire employee group was interested to learn about core ideas of futures research. The deliberate emphasis of these discussions was to open up the idea that there are many possible futures, the future is created by the decisions and actions we all take today and that future can be also very positive. In fact, the positive image of the future may create enthusiasm, motivation, and engagement and at least enable positive feelings.

B. Positive mind-set for the work and the future;

- To give hope for the future and to see its various different possibilities.

- To enable people to find solutions to the challenges they are facing.

- To understand that there are already many things well that can be appreciated. A positive outlook enables more positive outcomes. Solutions might already be there to be discovered.

- The management group was able to see the strengths, assets and positive elements the company already possesses.

C. Employee engagement in co-creative problem solving;

- The management group was able to face some of the then hidden problematics that were possibly causing challenges

- The employees were asked through a survey about their motivation, challenges and development views. They gained "their voice".

- *"I was very surprised to see that "Peter" was so involved in the team works and happy to share his ideas and the ideas were really very good. He has been one of the biggest problems causing poor atmosphere in the workplace. Now I understand that he may have been frustrated because he had all those ideas and nobody was interested in listening them. I am very happy to see this development now. He is like a different man now." Sales Manager*

- The employees were given an open opportunity to find solutions to the key challenges they were facing.

D. Motivation and enthusiasm, a seed for a better work atmosphere

- To get people motivated

- *"I came here because I had to. I had an attitude when I came, I admit that. I thought that this would be a waste-of-time nonsense gathering. I am very positively surprised. I think we really took a big leap forward finding solutions to problems that have been bothering us for a long time. Thank you!" A participant*

- To empower people to have a voice and tell their view. They are the experts of their everyday work and have good insights about the possible improvements.

E. Management got insights for decision-making

- The coaching sessions, employee survey, and the Growth Day workshop gave management valuable information about the necessary attention points
- The clarity of the company challenges increased.
- Future images became more "reachable" and the management was able to take decisions to enable the company to reach these goals.

I asked after two months the feedback from the co-creative envisioning process. Three out of five coaching group attendees replied with a numeric estimate of 9,66/10 for the entire process. Here are their reactions about the process and its impacts to the company;

"The benefits of the Growth Day; increased activity, negative attitudes diminished, readiness for change, development of atmosphere and co-operation as well as internal communication."

"Yesterday at the warehouse "Mikko" came in to say, there is much more positive spirit here now and feel much more fun at work!"

"I think people have started to think more. In addition, there has been clarity in our doing and thinking of others! This was a very positive experience and now there is a much better work engagement in the factory!"

"The vision has become brighter all the time. For me, the biggest benefit of the Growth Day was building a broader common understanding. Perhaps the best thing for myself was that there should also be a lot of focus on clear basics (clear price lists, selections, job descriptions, etc.)."

"It is important to continually improve communication; from the bottom up, from top to bottom and within teams. I think cooperation has improved and in purchasing, the goals setting has guided operations in a very profitable direction."

7 DISCUSSION

"You cannot have ideas about the future unless you have rich memories.

The extend of your memories determines how much you can

imagine about the future."

Theodore Zeldin, Oxford scholar

In this thesis, I found answers to my research question of how can a Co-Creative Envisioning Process helps companies to thrive in change. My research aim for this thesis was to create and test a new method to help organisations to navigate and thrive in change. My special aim was to create a process that would beside envisioning, engage the employees and facilitate positive soft skills development.

The source of envisioning or future image creation is in the human imagination. That is why there are many different futures research methods where creative free thinking is encouraged. Milojević and Inayatullah write about narrative foresight (Milojević et Inayatullah, 2015) with the focus on the future storytelling. "Fictional prototyping combines storytelling with science fact to explore a wide variety of possible futures" (Graham, Greenhill et Callaghan, 2013). "Scenarios are stories" says Burnam-Fink (2015) and indeed many researches the use of science fiction prototyping in creative story-telling techniques in futures research. Heinonen and Hiltunen emphasize how "weak signals can be perceived through all five human senses: they can be seen, heard, smelled, felt or even tasted". They developed a new visual method, Futures Window, which employs visual images for encouraging people to take part in creating alternative innovative futures thinking (Heinonen et Hiltunen, 2012). I agree with the power of narratives, the role of imagination and the encouragement of using all the five senses in the creative futures research methods. Yet I am questioning the ease for people letting themselves dive into their creativity in front of others and tuning themselves to imagine the long-term future of 20 or 30 years ahead. I myself preferred to add coaching methods that inspire, encourage positive emotions and build psychological capital that is interconnected with persons' soft skills. In CEP I aimed to keep attendees within a comfortable time-frame of the future, especially if they are not trained with futures thinking. I view that five years is far enough for it feel like the future yet close enough that it is easy to imagine. This is a very short time-frame in the futures research.

Regardless of the organization or its size, its members inner landscape is vitally important in the innovation process. In the new research findings, the very personal feeling of shame is a huge blockage to innovation. For a balanced person, vulnerability is the birthplace of creativity, innovation, and change. In leadership, vulnerability is an asset that can be seen in openness to ideas other than your own, accepting uncertain states and recognizing your own limitations. (Brown, 2006) Coaching, compassion and systems intelligence, among other methods, are ways to better the individual's inner world. Why is it important to have such methods? I am with Markley's (2012) view that rational and analytical methods are not enough but for futures research and planning but that imaginational or higher intuition visioning methods are of great importance. This is especially important in times of great change (Markley, 2012). I used coaching techniques to touch people in a personal feeling level to inspire and motivate them to positive future image building. For example, I wanted to create a safe and positive atmosphere and therefore asked the participants to write about what they are grateful for in their personal life and at work. Feeling grateful creates a space for connection to your own and the larger good. Harvard Medical School (2019) defines gratitude: "a thankful appreciation for what an individual receives, whether tangible or intangible. With gratitude, people acknowledge the goodness in their lives … As a result, gratitude also helps people connect to something larger than themselves as individuals–whether to other people, nature, or a higher power".

I have taken part in different futures research methods like Futures Workshop and Futures Clinique as a participant and felt that I wanted to continue their work and to extend Co-Creative Envisioning method to have steps that encourage finding the core challenges and highest goals of the client. To my mind, some of the current methods scratch the surface of the issues and have the risk of losing the focus and drifting to a direction that does not actually do much more than entertain the participants. My aim was to design a method that is flexible and could help the client in many ways. In personal or group coaching, three or four times of continuous process gives the best result considering the invested time against the benefits for the client. I wanted to use the same structure here so that the benefits will build up on to the top of and between the meetings. The sessions before the last workshop build the foundation for the biggest workshop, yet they have importance for management to gain clarity of the core challenges of the organisation and the goals they want to reach. For practical reasons, it is good to keep the group for the first coaching sessions rather small. This gives people a safe

place to discuss even painful topics. It is also easier to find a common time for organising the meetings.

The Co-Creative Envisioning Process has different elements. First, the management is interviewed in the initial meeting where the organisations current state is assessed along with the strengths and challenges and the goals for the process. The two group coaching sessions are to open up the ideas of the futures thinking, get a deeper understanding of the company and its challenges. It is important that participants are encouraged to engage on a personal level to this process. The facilitator creates an atmosphere of trust, openness, hope, and honesty. Group members are asked to write what they are grateful for in their personal lives, work and at the company. This easily opens up a different level of human discussion. One of the underlying goals is that the facilitator creates a positive atmosphere of the future and increases the hopeful feeling of the future. The second coaching session deepens the thinking about the core challenges and goals. After that, the team or company is sent a questionnaire with relevant questions giving insights to the selected core challenges from the process. The next step is to hold the big half-a-day co-creative envisioning workshop. The workshop is designed to give solutions to the given challenges. The survey answers help to define the specific details of the topic introduction and instructions.

Vision is an ideal and unique image of the future (McGivern and Tvorik, 1998), a direction, a goal or dream, or the path to what the company wants to become, achieve and create (Miller, 2001, p.140). Inayatullah (2006) sees futures workshop as a visioning tool that connects the past and the present with the future. He argues that this kind of creative connecting or mapping to "allow the group to explore deeper motivations and understanding behind official strategic plans. I agree with his views and see that this kind of workshop can engage people in a common vision. Malaska and Holstius (1999) claim that "the most crucial part of the visionary working process is an intensive visionary workshop, typically lasting two days, during which the team creates a stockpile of ideas for the vision". I see the value in such intensive days to get many ideas that can be processed further as a vision. This may work for the higher management that is used to working in such ways. I wanted to design a method that is more accessible time-wise and also for all the people and that has a shorter time frame, five years. I view that this time-frame feels like a future but at the same time is close enough that for imagining it.

Jungk and Müllert wanted to create workshop methods that can be used anywhere where people meet and discuss with each other. The relevant issue is that they commit

working with their own important issues, expressing their desires and visions freely with the focus on the future (Jungk and Müllert, 1987). I find this idea very interesting and wanted to bring such a safe conversational place with personal opinion exchange to an organizational environment. When describing the day and weekend future workshop methods and phases, Jungk and Müllert (1987) emphasize the importance to realize that there are both sensible logical minds and feeling/intuition levels present in the workshops. To value human feelings and intuition equally important contributors with rational logical analytical reasoning was quite a pioneering standpoint. I wanted to inspire people with creating positive future images using a backcasting method structure. There a desirable future is defined first and then the steps, policies, and programs, are identified to get there. Backcasting allows very new ideas creating without the restrictions of the historical narratives. The future does not need to be built as a continuing element from the past. New directions should be taken as the problems cannot be solved with the same logic that created them. Backcasting is increasingly used for example for finding new sustainable ways for the future (Bibri, 2018). Heinonen and Lauttamäki (2012) view backcasting workshops as good choice "when a non-disputed view on the state of the future is agreed upon". They see that then "the goal of a futures workshop is to create and examine characteristics of various paths leading to this future state" (Heinonen and Lauttamäki, 2012). I had a different approach and asked the workshop participants to create the preferred future images and after that to find the necessary steps to get there. However, I acknowledge in the earlier steps of the process, the management had decided on the areas of focus. One of the main goals of the co-creative workshop was to give an opportunity to the personnel to create images of future that would guide and motivate them to engage in the change process.

I question if different workshop results are ever having any practical use. The funny ideas that are written in the colourful post-it notes may not have any real value. In the original Futures workshop implementation phase had equally strong importance as preparation, critique and fantasy phases as the aim was to find solutions that can be implemented. Idea without implementation stays useless. (Forbes.com, 2013) article urges management to think about how they are encouraging innovation. Creative problem solving is a well-defined process that can help the process from problem definition to implementing solutions. Facilitation brings structure to the process. Creative problem-solving skills are said to be one of the core skills required at work in the future (Forbes.com, 2013).

After the preparation, the critique phase is focusing on investigating the problem critically and thoroughly (Jungk and Müllert, 1987). There are many method developments from the original Jungk and Müllert workshops. Many times, in Finland Futures Research Centre (later FFRC) workshops are facilitated in the critique phase through futures wheel where the participants are encouraged to engage in building a common visualized brains-storming map where the general issue or the session topic and the indirect consequences are discussed (Lauttamäki, 2016).

ACTVOD table variables:

A (actors): those who produce and do things

C (customers): the actors for whom things are done

T (transformation process): the goal of operations and the basic tasks of the actors; i.e., that intended for accomplishment through activity: condition X changes by means of action Z into condition Y.

V (values): the values connected with operations (among other things, the values of clients and actors)

O (obstacles): those factors which act as obstacles to the attainment and realization of objectives and goals

D (drivers): those resources and other factors which help the actors to achieve their aims

Table 4 ACTVOD table variables, Hietanen et al., (2011)

Lauttamäki (2016) states that "in addition to systemic view on the topic, another benefit of futures wheel discussion is that it offers a good chance for the participants to get acquainted with the subject, its characteristics and the views of the other members of the group. In a whole day workshop 45 to 90 minutes of time should be reserved for this exercise." Futures table is a method for collecting and organizing futures information (Lauttamäki, 2016). In the FFRC futures workshops critique and fantasy phases are usually done together in the ACTVOD (see Table 4) process where the participants are led

to examine the topic in a more detailed manner (Lauttamäki, 2016, Hietanen et al., 2011). I view ACTVOD as an effective tool for clarifying different aspect that impact the future.

Futures Clinique

Purpose: Futures thinking + Creative ideation
Mode: Multi-Sensory Futures Provocation
Tools: Futures Window + Futures Wheel + Futures Table
+ Horizon Scanning (megatrends, trends, weak signals, black swans)

Pre-Phase:
Background Research Insights and Foresight Feeds

Session I: Gaining Perspective
Session II: Focusing the Foresight Lense
Session III: Digging Up the Diamonds

Post-Phase:
Documenting, Analysing and Broadening the Results

Participants

Radical ideas + Innovations + Identification of Disruptions
= Futures Learning

Figure 9 Futures Clinique, Heinonen and Ruotsalainen, (2013)

FFRC's Professor Sirkka Heinonen has developed Futures Cliniques (see Figure 9) a futures workshop that uses a combination of different methods; Futures Windows, a collection of thought-provoking images accompanied by music, Futures Wheel, a mind-map tool and Futures Table and a version of PESTEC. Beside these futures research methods, some creativity-enhancing methods are often used. Heinonen and Ruotsalainen (2013) write "Futures Clinique is a participatory and exploratory futures workshop and a collective research method. It is designed for a deeply networked, constantly changing and increasingly systemic society flooding with information." They point out that fundamental challenge of the current Futures Clinique ways is how to capsulate the main core idea and simultaneously get the interesting workshop conversations documented for further examination (Heinonen and Ruotsalainen, 2013). I like that this method is combining many different tools and has multiple sessions that allow

deeper knowledge to arise. The third session is named Digging Up the Diamonds for a good reason.
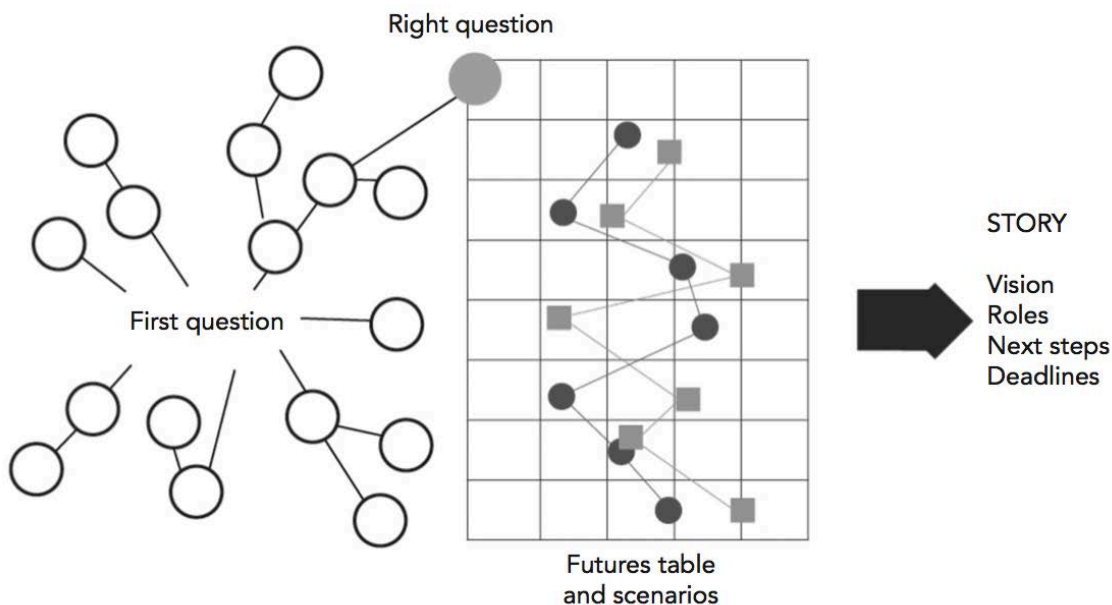
Figure 10 The ACTVOD futures process, Hietanen et al., (2011)

The ACTVOD futures process is very interesting (see figure 10) and has a lot of similarities with the Co-Creative Envisioning Process. Yet in the latter, there were no futures tables or scenarios in use. The CEP has many similarities also with the Futures Clinique method. In Co-Creative Envisioning Process the steps are:

1) ROOTS; current situation analysis from external materials; website, articles
2) EMPATHY; discussion with the client; past, present and future, the objectives of the process
3) HOPE; small group management coaching with key decision-makers towards future thinking, two half a day meetings, ideally within a month
4) FLOW; survey to personnel about the current key challenges and development ideas
5) FLOURISH; Co-creative envisioning process with the team, half a day workshop
6) FRUITS; Findings summary, next steps, implementation

The biggest difference between CEP and many other futures research methods is that here the image of the future is a tool to gain the other positive impacts to realize the change in the company.

7.1 Core findings

My observations of the process gains were very encouraging. Analysing the experience and all the material, I conclude that the Co-Creative Envisioning Process can;

- create futures orientation and increase hope for the future and positive future images
- enhance understanding of the importance of the soft skill management in the company
- enhance the communication
- inspire employee engagement
- build motivation, enthusiasm, and better work atmosphere
- help gain clarity of the key problems and action steps and to help management decision-making based on insights gathered in the process.

Many of these are elements of agility and my view is that was of the core benefits of the process. CEP enabled to lessen the agility barriers and created more agility. This happened for many reasons but in my mind the most important was that the core challenges were found; positive futures images and hope were seeded and the employees were empowered with a voice and an opportunity to engage in solving the challenges. People took more responsibility and created a better work atmosphere. The effectuation principle of Bird-in-Hand underlines that success can be found from what you already have, that the company can create solutions with the resources available here and now (Sarasvati, 2009). I agree with Sarasvati and at the company I witnessed people together creating solutions to the company challenges.

Small companies are flexible to adapt but are usually with limited resources and this force to create with what is available and to be alert to new innovative resources and opportunities. Focus is on survival and short-term success and the real feedback from the clients, rather than betting on predictions or long-term plans. Understandably small firms prefer short-term developments they can control and risks they can afford. (Berends et al., 2014). Yet also a longer-term vision is useful and gives guidance to a firm of any size.

7.2   Data analysis

Two of the future leadership core tasks (Wilenius, 2014) are very much interlinked; creating a vision that motivates and engages its employees and secondly that the employees are encouraged to use and develop their skills. Employees can have an "I just work here" – attitude or internal motivation and engagement along with the freedom to find solutions. The encouragement to find solutions is vitally important and it can be practiced in the co-creative envisioning process. I believe that it is possible to find even bigger visions with this method but I encourage to start practising the process with smaller more defined backcasting visions. This can add to the motivation to find solutions to implement the practical steps. The last of the three Wilenius' core task is that social ends become business ends. I feel that for a traditional organisation in change, this is the next level task after the basis of agility, motivation and employee engagement has been built.

7.3   Purpose, agility and resilience

The organisational agility can be seen as one of the keys to success in change. At the beginning of the process the case company had different agility barriers very present hindering the flexibility to reinvent and change. There were siloed departments that had poor communication with each other. The old legacy of a manufacturing company's hierarchy was still present. The company culture was not encouraging employees to have their voice. Many felt that they lacked in training, support and recognition. People were not engaged nor committed in the managerial visions for the company. There were mixed signals about the company culture and work atmosphere.

Agility can be bettered in a conscious effort of building a new trust-based employment relationship, where the employees are empowered, supported and given responsibility. The management team was open to build a new better culture where these elements would be present. According to Holbeche (2018) these kinds of agility enhancing changes are fundamental and require multilevel development e.g. in work processes, management practices and cultural practices.

This is traditionally a Human Resource (HR) area and it can help agility become the norm. Agility can be trained and nurtured by sourcing, developing and giving necessary technical, people and agility tools to build agility in teams. Holbeche demands that the

end goal of the HR should be to increase value for first employees and this will lead to a positive effect on all other stakeholders (Holbeche, 2018).

At smaller companies, it is unusual to have an HR personnel. This can be seen as a challenge as well as an opportunity. Challenge lies in that there is no dedicated person who would have resources and expertise to improve these human relations issues. Without HR, the entire management and all the employees are responsible for developing a culture where employees are engaged and actively learning. "The culture needs to be conducive to agility, typified by empowerment, disciplined innovation, willingness to experiment, share learning and push back boundaries" (Holbeche, 2018, 309).

Gerbrand et al. (2016) found seven core principles related to purpose that both motivates and directs the actions of the people working in these organisations. Holbeche's (2018) description of a resilient agile organisation has similar ideas with Gerbrand et al. (2016) that the learning culture and lean organisational structure can facilitate change with the co-creation of people who open to change and innovation and willing and able to give of their best to the process. My observation was that the case company was not yet this kind of a human-centric organisation where the purpose and these elements were in place. However, with the motivation of the management to develop the company towards this direction, it is possible to create such an organisation where these principles are inbuilt in the internal culture.

7.4   Employee engagement

Automatisation will affect most of the companies and many of the basic repetitive jobs will disappear. Sadly, many people will lose their work but at the same time, there is an opportunity that companies get more human-centric and the remaining jobs become more safe and meaningful. At the fundamental level being a human means the ability to feel and think yet in the past many were merely expected to perform their work task without showing their feelings nor ideas. This has been an unused pool of creativity and knowledge as you could see the worker also as an expert in his or her work. Many of the workers told me during the visioning process that they had not been asked for their opinion before in their even decades' long working history for the organisation. The human potential has been recognised at Buurzorg, the nursing company that empowers nurses with the freedom to make their own decisions as long as they serve the end cus-

tomers (Gerbrand et al., 2016). Such employee engagement is not only vital for the motivation of the people but it enables the vision to be brought into practical steps.

When employees are engaged in visioning, it creates more certainty of the future for the organisation as the employees are more motivated to create a better future. Co-creative visioning as it best can create wonderful innovations, practices and a common future image by the people for the people and for the common good. Employees can work together for finding their preferred future and the action steps on how to get there. In my experience organizations need processes in place to make strong, well-informed, and innovative decisions and different creative problem-solving ways, coaching, facilitated workshops and future research tools give an opportunity to find creative co-created solutions.

Without employee commitment to support visionary leadership, the effects are likely to stay ineffective. Besides the great idea, there needs to be people's commitment and willpower to reach the visionary goals. The shared commitment will enable reaching the common vision, see figure 10 (Malaska and Holstius, 2011). I feel that the first steps towards such engagement were taken. Communication improved between people within and between departments and with the management. Emotions and commitment can be built by seeding hope, training soft skills, by letting people be seen and heard and to respect their ideas. In highly innovative organizations is not all about the technology but the company culture that values innovativeness throughout the whole organization. Creativity can be accelerated by creating a positive working environment with an atmosphere of acceptance, encouragement, and empathy. In the innovative organizations, all the employees are encouraged to take part in the innovative process.
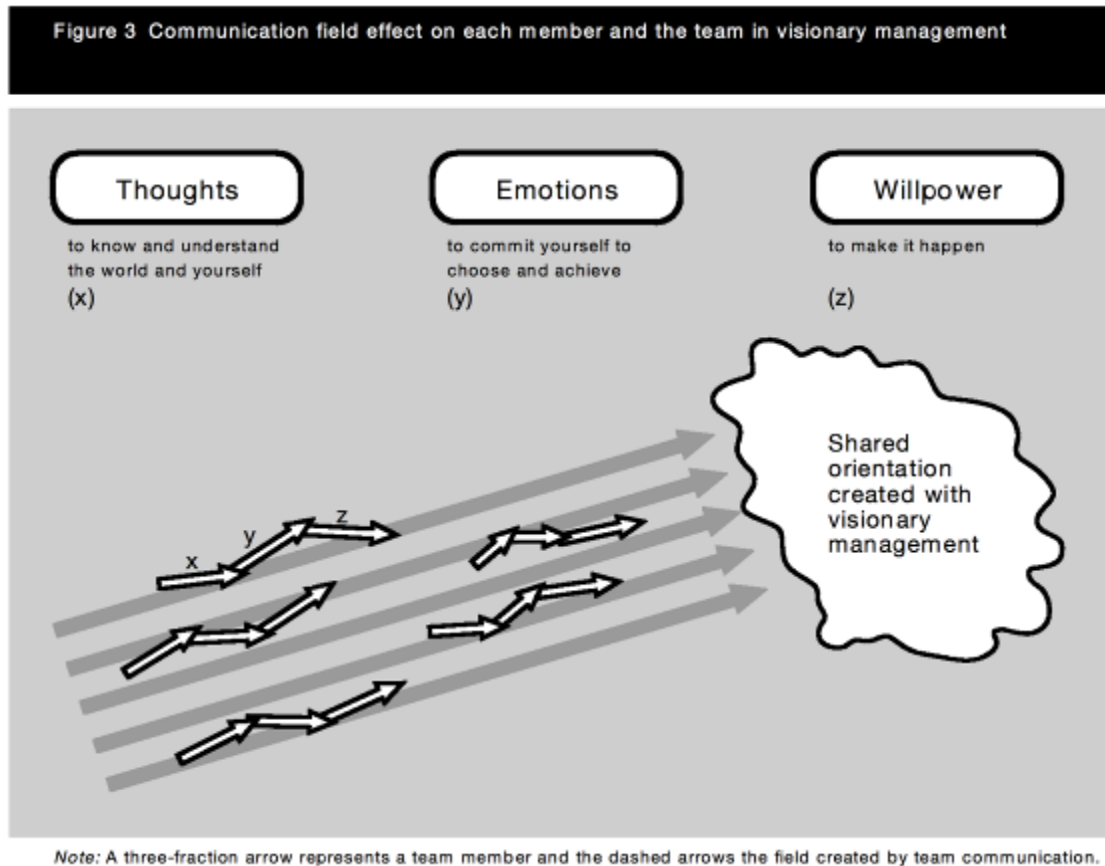
Figure 11 Communication field effect on each member and the team in visionary management, Malaska and Holstius (1999)

7.5 Hope for the future, positive future image, future thinking

Masini's third principle of the multiplicity of futures states that no one possible future exists, but the future is created through personal values and choices (Masini 1993, 9). Then the question is what kind of a future do you want to create? I feel that one of the biggest core findings of the thesis was that how important it is to define the goal, know the future you want to create, to define the destination where you want as an individual, team or a company to go. This might seem obvious, yet it can be forgotten in the busy everyday life or work life, especially in the small or medium-sized companies where there are no internal strategists or resources to hire external help for futures visioning work. It is impossible for anyone to predict the future but it is vitally important to take time to think where you are now and how you want to build your future. This gives a mental map of end destination and then it is easier to decide what needs to happen in

order to get to that point. A pleasant image of the future can motivate one's behaviour to reach the imagined positive state. (Rubin 1998a) What kind of obstacles are needed to overcome in order to get moving to the desired direction?

The company narrative was heavily relying on the historical story of the company. The role of the almost heroic Grandfather was mentioned many times in the company success story after the war and in the 1960s and 1970s where the plastic homeware was new and there was hardly any competition. The world was very different back then and there were no concerns of today such as the use of plastic, climate change, global competition, automatisation and the use of AI. People have a hard time distancing themselves from the current reality and its challenges, problems and the "narrative". We all have a belief system and internal narratives. Images of the future does influence individual's behaviour and choices both on conscious and unconscious levels. People who have a goal perform better than those without one (Reeve 2005, 204).

There are stories we keep repeating in teams and in organisational level. Some of the stories are very hopeful and some of them are very negative. It is not easy for people to leave those stories when they are asked to visualise the future. I believe that in the method of asking people to envision the best ideal future of the topic they have an interest in, it releases them from the current situation and the narratives linked to it. Five years is long enough time for people to relate to and set off their imagination. It is not too far in the future so people feel it is just playing some silly game that they cannot solve.

First someone needs to be able to imagine travelling to the moon and then a team of engineers can start solving how to build a rocket to fly there. They also need to know the starting point, the budget, the take-off environment. Human imagination has the potential to create solutions, visions and great innovations but that is just the beginning. The whole process from the first envision to the landing to the moon requires a lot of inspiration, motivation and hard work. Malaska and Holstius (2011) write a lot about visionary management but with the acknowledgement that it is the people who bring the visions alive. Individuals need to commit to their emotional level first to find the will-power to implement the visions in practice.

People create many ideas and some of them are developed further. Implementation them means putting these ideas to practice in reality. This process is made up of three aspects: idea selection, development and commercialization. To achieve implementation, organizations need processes, procedures and structures that allow the timely and

effective execution of projects (Von Stamm; 2008). Peter Drucker agrees and emphasizes that innovation requires that innovation itself must be organized as a systematic activity and that also the business itself needs to be organized as a successful innovator. Drucker claims that in order to make innovation effective in the market place needs both a discipline of innovation and a discipline of entrepreneurship (Drucker, 2011). For the expected scope of this Master's Thesis, I only touched the implementation phase for this work. Yet, implementation is the key to getting the results. A list of implementations was written and hopefully put into practice as in this way management is able to show commitment to change by completing these tasks.

The power of positive narratives can build hopeful future images and positive perspectives. Leading the management and employees into a hopeful future-orientated process could help them to solve the current problems and the practical steps to reach the common vision. I would encourage the management to seed a new type of positive and hopeful company narrative to the company culture. Repeated "negative talk" should be changed "how can we change this for better" – attitude. Narratives within organisations vary and they might concentrate on problems, fears and failures that people repeatedly tell each other. A better option, like in purpose-driven organisation, is to find solutions and to work towards common goals that everyone contributes to reach. This is linked to resilience, the valuable bouncing back skill that comes from a strong sense of a valued identity, common purpose and shared beliefs (Coutu, 2002).

Witvliet et al. (2017) define gratitude in their study as the "appreciation of a gift received; happiness is the enjoyment of a present good; and hope is the desire for a valued future". In their research finding grateful remembering increases significantly present happiness and hope for the future. I felt that one of the key findings in this case study was the importance of hope-building in an organisation; hope that there can be a better future and hope that solutions can be found for all the challenges arising. I would like to introduce this idea more widely in society. Feeling hopeful and having positive future images inspires people to actively seek for new better solutions. This is what is needed urgently in a globally; hope that solutions can be found to the complex problems that we are facing as a humankind.

7.6   Better atmosphere

"Every day at work, a positive attitude to growth and respect for others. I think this has developed ahead already :) "

Atmosphere is not always easy to measure like human feelings yet it is a very important element in the workplace. A positive work atmosphere enables people to flourish and bring out the best in them and therefore lead to better organizational performance (Geue, 2018). In fact, positive feelings contribute to business success by greater employee contribution including problem-solving and work attendance (Lyubomirsky et al., 2005a). Positive feelings and a better atmosphere are not luxury elements but important elements that affect the company success.

The last workshop, The Growth Day, brought all the people of the company together. In the manufacturing organisation, this was very unique as normally people work in shifts and departments and therefore do not see each other often. For the first-time the employees could have their voice heard about the company development. This was a very good first step building "togetherness", employee engagement and a better work atmosphere. The management reported that people we more positive and open two months after the workshop.

7.7   Visionary leadership

"The present study's findings suggest that emotional expressivity skills allow visionary leaders to establish an emotional connection with followers that may overcome resistance and produce meaningful organizational changes. " (Groves, 2006)

7.8   Next steps, implementation

One week after the workshop I received an email from the CEO about the implementation plan. They were following the topics and the results from the of the Growth Day. Responsible managers were named for the tasks. The feeling was that the organization took the benefit from the CEP. Here is the list of their very practical task to be implemented. Besides the very practical improvements such as profitability, most of the im-

provements are in the areas that can be seen as the core elements of agility; atmosphere, communication, training and clarity, positive attitude and respect for others.

Atmosphere;

- The teams are;
  - sales team
  - order-to-delivery team
  - production teams
  - day shift
  - Shifts 1, 2 and 3.
  - Warehouse Team
- We update the organization chart and divide them to all
- Clear goals for the team for 2017, CEO, Production Manager

Communication;

- Meeting practices are well established
- 12 times a year newsletter and figures for all staff, CEO, Production Manager
- Y-station into order
- Update work instructions
- Updating and clarifying price lists and "oka" calculations
- Exploring the potential for internal intranet, more efficient use of info-TV, etc.
- Conversations and LISTENING TO THE OTHER!

Profitability;

- This year's Priority 1:
- Increasing prices
- Product selection
- Purchasing Responsibilities, Goals and Trading Warehouse
- Monitoring of yield and loss of raw materials
- Freight tendering
- Purchasing services to a minimum
- Focus on profitable products

Working conditions;

- Clarify responsibilities, CEO, Production Manager

- Preventive Maintenance of Machines

- 5S (cleanliness) and Lean principles in use

Own Growth;

- Growth discussions continue for all personnel, CEO, Production Manager

- Clarify responsibilities, objectives, indicators for all staff and establish a training program (internal, external)

7.9 Significance, limitations and generalizability of the study

I facilitated the futures visioning process myself and simultaneously observed the process. This was rather challenging and inevitable some of the observations are likely to have been lost from my noticing. I could have employed a research assistant for the coaching sessions and especially for the workshop day and I am sure this would have helped get more insights for the research. I aimed to make the research findings consistent with the subject of the study but applicable to also other settings. Similar circumstances and participant groups could be challenging to be found, if the research were to be repeated. I wanted to make the process description as general as possible so that it could be repeated easily. The research design could have been better. I understand now that there could have been more focused on hope-related questions in the questionnaire. If the case company would have agreed, there could have also been another survey sent in one years' time to measure the long-lasting effects of the Co-Creative Envisioning Process. I could have used another means or method of data collection but I am happy with the overall choices I made for this research.

7.10 Theoretical contributions and research suggestions

The current paradigm shift can be seen as a threat or an opportunity. We are entering a new area or 6th wave and change is inevitable in the societal and organisational levels. Along the speedy technological development and automatisation, the complex world problems such as climate change, diminishing natural resources and growth of the world population will force the change.

7.11 Practical contributions and suggestions

My aim for this thesis was to learn about the elements that enable and hinder change in organisations and how a co-creative envisioning process could help the change. For further research insights of the process, I would like to encourage to send follow-up questionnaires after 6 and 12 months after the process. For further research, I would suggest the topics of the importance of hope in organizational success and the effect of positive future image related to work motivation.

8   CONCLUSION

"Where there is no hope in the future, there is no power in the present."

John C. Maxwell, transformational coach

The future is uncertain and may appear gloomy but in the end, it is up to us to create a better future. In this rational world of complex problems, we need positive spirits and imagination to find better solutions for the future. The world is changing rapidly in various ways and we need to adapt and develop our ways. We can choose our actions wiser, more responsible and with more compassion. Organisations too are facing internal and external pressure to find better, more sustainable ways. When automatisation takes over some of the traditional work tasks, people, the human capital will grow in importance for its' creativity, innovations and for all human insights. I wanted to understand different elements of change and to design a futures research method, Co-Creative Envisioning Process, that could help organisations to thrive in change. In my case study, I researched the process at a case company. Method was built with the futures research tradition but with elements from life-, business coaching and facilitation. I researched how this process could help organisations to thrive in change.

I wanted to grow my knowledge about envisioning, visionary leadership, future of organisations and elements of change and about the importance of the soft skills in work environment. I explored organisations change and how my research findings could help organisations to thrive in change. According to Gerbrand et al. (2016) in human-centric organisation purpose acts like the North Star to lead and motivate people. In the purpose-driven companies people work together, share information, are willing to learn, encourage creativity, focus on innovation, balance technical and social skills well, have passion, are committed, take risks and focus on the future to come. Such a company can be seen as an agile resilient company. Both qualities increase the ability to cope with change. Hierarchy, on the other hand, with siloed departmentalised organisation structures, poor communication and strict employee policies that discouraged to think and voice their opinions openly, are agility-barriers (Gerbrand et al., 2016).

I tested and observed my new Co-Creative Envisioning Process at the case company. My aim was to facilitate the change process, create and increase hope for the future, help the management in futures thinking and give tools for better decision-making with their challenges. I hoped to motivate, encourage and engage the employees in finding

new solutions, visions and better ways to work. I took an ambitious goal to reach with my new method. I feel that I succeeded better than I expected in all of these areas. Initially I viewed that the vision was the highlight of the journey but already during the process it became clear the journey and what it seeded in the organisation was the biggest achievement. Agility, atmosphere, employee engagement and communication in the organisation grew better. The management was able to see more clearly the change barriers and the necessary decisions to act upon them. The process encouraged futures thinking among the management and employees. I felt that hope for the future started growing with the people. In my view, the process gave a good ground work for the company in the change process. The next steps would have been to start finding a greater vision and mission that together form a purpose, the reason for organizations' existence. I found in my research that with Co-Creative Envisioning Process companies can get tools to respond to ongoing change and enhance a hopeful positive attitude among its' people. This process can help them to view at the future with an open mind. Leaders, middle management and employees learn to co-create their preferred future, tackle the current problems with more ease and engagement. Visionary leadership is like being the captain of a ship. To navigate, one needs to know where the journey starts and where is the desired harbour. To sail a mighty vessel, the crew is equally important performing their task and giving their best effort to sail her safely to the chosen destination.

I used Nelson Mandela as an example for his amazing visionary leadership skills which was coupled with vulnerability and compassion. I am grateful for him guiding me in this writing process. In the Hope for the future- series in a popular Finnish newspaper (www.iltasanomat.fi, 2020) there was an article telling how "robots started to do boring and dangerous jobs at the factory in Porvoo with the positive outcome that workers' wellbeing increased and the number of sick leaves diminished". Change can bring many positive aspects. We are part of the nature and its cycles. CEP can be seen as a process to create something new that like a fruit, will feed and bring joy, yet also make the roots stronger by the composting remains. I will leave my writing with a poem from the Father of futures research, Professor Pentti Malaska, whom I never had to chance to meet in person but whose legacy I studied for this work. His wisdom inspires me to remember that it is only a brief moment of time we have on this beautiful blue planet and that we could choose to use our time well and in contributing to a better future building.

"LIKE A BREEZE OF WIND

Like a breeze of wind in a misty cloud

Are our experiences and thoughts in the world

as they create reality."

Pentti Malaska, visionary and humanist

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APPENDICES

Appendix 1. Case company's vision 2016 – 2019, 1
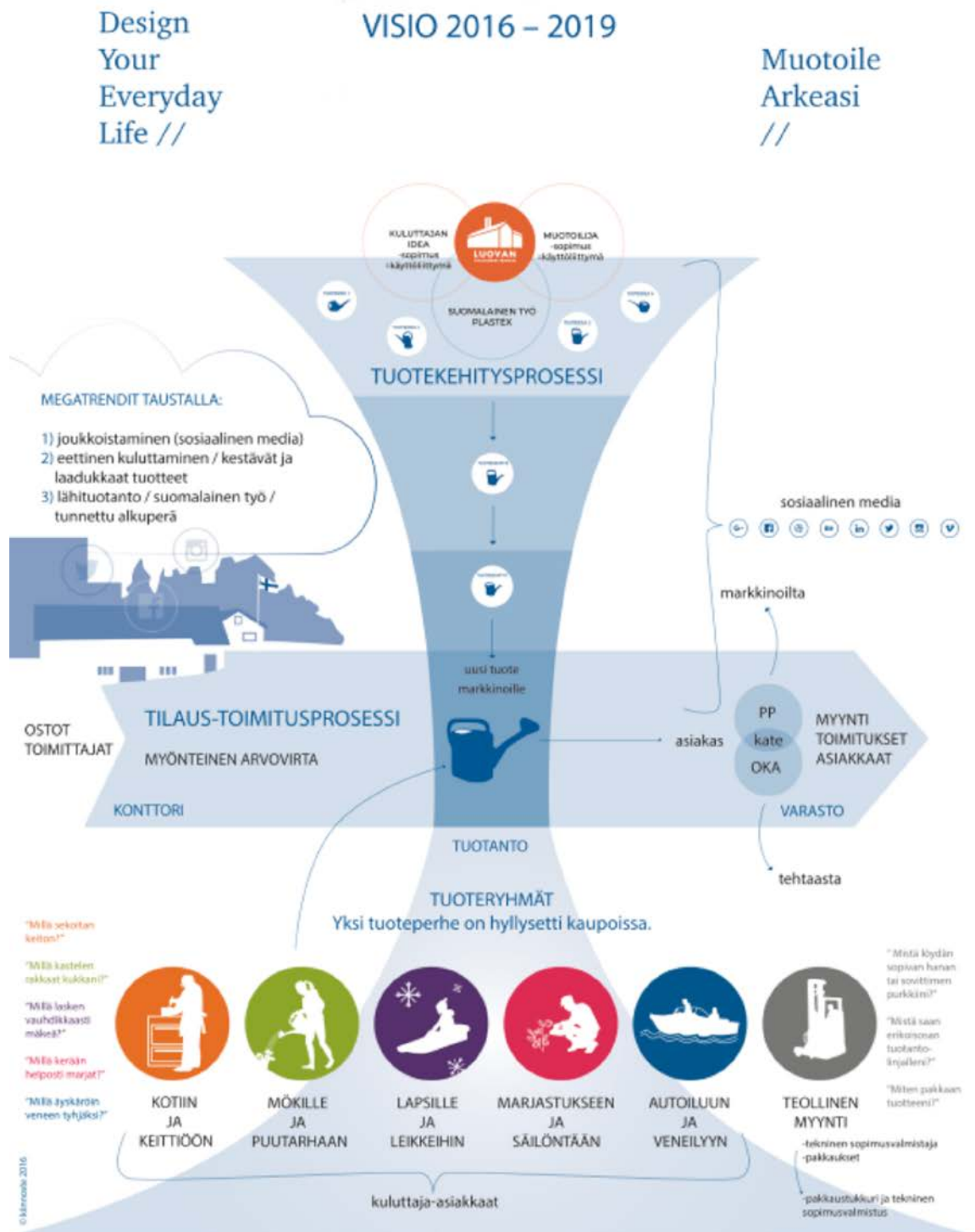
Appendix 2. Case company's vision 2016 – 2016, 2

VISIO 2016 – 2019

ARVOT

ilo ja luovuus
rohkeus ja avoimuus
luottamus ja
yhteistyö
suomalainen työ
kannattavuus

MYÖNTEINEN ARVOVIRTA:

tieto

€

tuote/
palvelu

KEHITYSTAVOITTEET 2016 – 2019:

1) myymäläkonseptit / esillepanon kehittäminen
2) tilaus-toimitusprosessien määritys ja kehittäminen:
   98% toimitusvarmuus
3) asiakaspalvelu / asiakaslähtöisyys
4) LEAN-ideologia / filosofia: pyritään tuottamaan
   asiakkaalle lisäarvoa ja minimoimaan aika /
   muut panostukset suhteessa lisäarvoon
   (välttämään hukkaa, varastointia, turhaa seisokkia)
5) Tekijät, suunnittelijat ja suomalainen työ paremmin esiin
6) Tuotekehitysprosessin määritys

Appendix 3. Questionnaire sent to the personnel

22.12.2016

GROWTH QUESTIONNAIRE 2017

The Growthg Day on 20.1.2016 at 12 - 16 at the Creative Economy Factory.
This questionnaire will be delivered to all of the personnel.
All the answers are righ, important and with confidentiality :)

Name:
Started at the company at year:

	1 = poor				5 = excellent
WORKPLACE	1	2	3	4	5
This is a good place to work					

MY WORK	1	2	3	4	5
I know my responsibility					
I know my goals					
I know what I am expected					
I know my superior					
I get support and appreciation					

WORKING TOGETHER (Team)	1	2	3	4	5
I know my team					
I know the goals of my team and ways to measure the success					
We have a good team spirit					
I get help in a team when I ask it					
I help when I am asked to help					
We encourage each other					

DEVELOPMENT - AND GROWTH	1	2	3	4	5
I get support and training					
The company offers me an opportunity to learn and grow					
I have a possibility to succeed at my work Minulla on mahdollisuus onnistua työssäni					
I get feedback for my work					
We see mistakes as learning experiences					
I want to learn					
My attitude towards growth is					

1 = poor   5 = excellent

QUESTIONS

How could the company help me to succeed in my work?

_____

_____

What would make my work easier?

_____

_____

How can we get the common spirit to become better?

_____

_____

When and how do I feel successful in my work?

_____

_____

What irritates me and hinders my work?

_____

_____

What should be done at the company?

_____

_____

Which products should we be manufacturing?

_____

_____

_____

Other ideas, thoughts and comments?

_____

Appendix 4. Programme of The Growth Day 20.1.207

1. Welcoming words by the CEO

2. Piritta Fors presented the idea of The Growth Day, futures visioning and it's aims and the topics of the group work. She explained the importance that everyone participated and took actively part in the day.

3. First task was that the participants wrote down that what they are grateful and happy for both in their work and in their personal life in general.

4. The head of production, read his visionary text of *Us celebrating the company's 100 years.* This text was written in an earlier coaching session. He described in a very positive manner the success of the company along with the historical perspective of the company. The company turned 80-years in 2016 and the text gave an idea for the next 20 years of the company.

5. All the participants were asked to create their own ideas about The Best Us 2017-2022 in the six different group topics. They were inspired to think how would these given topics be ideally if all would be in the best possible circumstances. This task was given 15 minutes time when everyone was expected to write one idea per each post-it-note and encouraged to have as many ideas per each topic as possible but minimum 3 topics.

6. Vision 100 years topic was a separate topic. The participants were asked to contribute their ideas also under this topic.

7. Participants (including the owners, entire management and factory workers) were divided into 6 groups randomly by all counting 1 – 6. Groups were then asked to find their topic table.

8. Groups were asked to study the post-it-notes of their topic and to discuss what are the most relevant challenges for their topic. Working time was about 45 minutes after which each group presented the main challenges for all.

9. Particular emphasis was on responsibility, equality, respect and communication. These elements came to the forefront in the employee survey and therefore were included in assignments for the groups. The main task for all was to think about how these can be woven into the everyday life practices of the "Best Company".

10. Workshop, New Small Groups Discusses Practical Steps and Implementation of Core Issues at the company

11. Vision 100 years flipchart was viewed

12. Day was closed with the final words.

Appendix 5. Questionnaire replies and group work results in topic atmosphere

Group 1. Atmosphere

Replies to the Growth Survey (mandatory and replied with employee's name) about work atmosphere:

- "Fair and equal treatment; one set of rules for everyone. "
- "Insecure instruction irritate me."
- "There is a need for transparency, equality and an encouraging atmosphere."
- "Quit unnecessary nonsense and start working on common good -> success!"
- "Everyone should look into the mirror and decide to promote the common good with their own example. "
- "Everyone should be responsible for their work; not typing on a cell phone nor watching movies

  during working hours. "

Atmosphere - general idea how things should ideally be in 2017 - 2022

1. All the people have the same equal rules
2. Say hello and smile
3. Clear responsibilities
4. Friendliness
5. Remember to glance in the mirror
6. Positivity
7. A positive attitude
8. Ill-meaning attitude away
9. Positivity (no cursing)
10. Positive encouragement
11. Do not say if just negative
12. Leadership training for all managers
13. Mistake is an opportunity to learn - attitude
14. We all together create the atmosphere
15. Negative criticism should end

16. ☐

Key issues / summary of the ideal atmosphere in vision 2022

1. A very good financial situation makes it possible that no one needs to change jobs. There are new employees coming as much as they can fit in.
   - Personnel has internalized their responsibilities / duties and thus experience them being treated fairly and equally
2. When an employee feels good and safe, he dares to make mistakes and be happy at his work. None of that "someone else did it"- lack of responsibility.
3. You can dare to suggest improving things
4. You can advance in your career as you dare to suggest improvements
5. Confidence and acceptance!

Practical action steps

Results of the second workshop on implementation of the core issues at practical level:

1. Everyone reviews their own attitude
   - to become encouraging and with positive attitude
2. We create common game rules
   - we plan can and agreed together upon things and issues
3. We plan and implement a training plan
4. We create an incentive system
5. WE TOGETHER DECIDE THAT THIS WILL HAPPEN!

Appendix 6. Questionnaire replies and group work results in topic teamwork

Group 2. Teamwork

Replies to the Growth Survey (mandatory and replied with employee's name) about teamwork:

● "Work spirit can be improved by doing more teamwork"

● "Attitude change is needed; others come to work and others "just work" ... "

● "I am irritated by some peoples "indifference attitude" and this hinder my own work."

● "That we would do things together to keep our jobs!"

● "Who cares - attitude out!"

Teamwork - general idea how things should ideally be in 2017 - 2022

1. Settling in another position

2. Listening

3. □

4. Valuate each stake in the team

5. Responsibility for own making -> quality

6. Your attitude

7. Everyone understands the importance of their contribution

8. Help others

9. Equality

10. Understanding Others

11. Attractive attitude

12. Valuation

13. Better communication

14. If someone else has 2 machines so others can help if there is time

15. The opportunity for everyone to do everything

16. Responsibilities - Work for the company, not for himself. Quality!

17. The connection between office, inventory and production is better

18. Listening

19. Staff turnover to minimum

20. Good feel brings results

Key issues / summary of the ideal atmosphere in vision 2022

1. Help others

2. Appreciate every single contribution to the team

3. Everyone is committed to doing their job by 110%

4. Constructive feedback

5. Responsibility for Own Work

6. Improving co-operation between office, warehouse and production

7. Provide an opportunity for job rotation within the turn

Practical action steps

Results of the second workshop on implementation of the core issues at practical level:

1. Training in teamwork and their construction

2. Help others / job rotation

3. Internal training to help you

4. 110% labour input: an effective incentive scheme

5. Improving co-operation: clarifying job descriptions both within teams and between teams

6. The employer allows the "team spirit" to rise, for example. events and events during EMPLOYMENT!

Appendix 7. Questionnaire replies and group work results in topic communication

GROUP 3. Communication

Replies to the Growth Survey (mandatory and replied with employee's name) about communication:

● "Negative; making another "stupid," an impassioned speech. "
● "Things should be able to speak directly with whoever is concerned."
● "Too much pustules."
● "Clarification and discussion of work and responsibilities are needed."
● "Fair and equal treatment. If he does wrong, he should be responsibility! "

Communication - general idea how things should ideally be in 2017 - 2022

1. Instructions for working correctly

2. Inter-communication

3. Explain clearly what to do

4. A clear communication plan

5. No blocking

6. Communications within the team

7. Discussion

8. Communication of the cable

9. Listening to and appreciating opinions

10. Things in affairs and conflicts are resolved in face-to-face

11. Give feedback: good and bad

12. □

Key issues / summary of the ideal atmosphere in vision 2022

1. Work instructions in good working order

2. Clearly told what to keep (get) done

3. Intercultural communication (including daytime) communication

4. Communication within the team

5. No blocking

6. Leadership Communication

Practical action steps

Results of the second workshop on implementation of the core issues at practical level:

1. Renewal of Work Instructions by Designing -> Concreting ASAP

2. Work orientation, product training, quality!

3. Communication of defective products to the manager

4. Clarification of Responsibilities and Tasks (Increasing Certainty and Motivation "Managing Your Own Land")

5. Communication: intranet = development / deployment of internal communications

6. Communication of the cable

- accessibility for everyone in the internal network

Appendix 8. Questionnaire replies and group work results in topic company growth / profitability

GROUP 4. Company growth / profitability

Replies to the Growth Survey (mandatory and replied with employee's name) about profitability:

● "When new products are started to design, you should really think about the manufacturing and finishing process. For example, Hookie potatoes can not be profitable because finishing takes too much time and the employee goes to health. "

● "The toy range is quite small."

● "More sales are needed!"

● "Good work is done together that jobs are maintained. Good quality for the world! "

● "Profitable plastic products. Investments in exports and industrial production. "

● "More injection molding products eg frisbee golf reels."

● "Profitability is generated by the elimination of unnecessary costs and operations more effective. "

Company growth/ profitability - general idea how things should ideally be in 2017 - 2022

1. Focus on profitable products

2. Less crowded

3. Do things right at a time (no teletappi humor)

4. A profitable product portfolio

5. Increasing sales by removing barriers to buying

6. QUALITY, QUALITY, QUALITY

7. Safe products away

8. Raise your prices

9. Add more money to the company's cashier

10. A clear selection that is done efficiently

11. Sales are suitable for production with what is sold / made and delivered

12. Simppeli products last

13. A clear selection that is done efficiently

14. Black color is preferred

15. Everyone gives up on EVVK attitude

16. Freight rates

Key issues / summary of the ideal atmosphere in vision 2022

1. We are brave to eliminate unprofitable customers and deliveries

2. Profitability is in focus as well as the big picture

3. We care and take care of the "welfare" of machines

4. Enough training so we get rid of the dependency for H's and K's expertise

5. Clear instructions!

6. Sufficient surety of matters

7. There are no dumb questions!

Practical action steps

In sales:

1. Raising prices
2. Clear selections
3. Making purchases easy; package sales
4. Add / focus on profitable products
5. Pricing takes into account the awkward products

Production Planning / Purchasing:

1. make a good production plan for production

In production:

1. designed products and work steps to make it easy to manufacture
2. Repairs machines
3. Staff turnover to a minimum
4. Partial transfer of the purchase of products to the company

Better understanding of sales and production with people and teams -> common discussion and desire to understand one another. Better profitability is made up of better sales (PP) and lower cost of ownership (OKA).

Appendix 9. Questionnaire replies and group work results in topic working conditions

GROUP 5. Working conditions

Replies to the Growth Survey (mandatory and replied with employee's name) about working conditions:

- "Unambiguous working instructions and quality criteria."
- "It would be easier if the storage balances were up to date."
- "The dirtiness of the stock irritates me and it produces extra work for me."
- "Neat workstation and all the necessary parts available would be nice."
- "Appropriate tools & would be good if the machines worked."
- "Some colleagues' indifference to machines complicates my work."
- "Organizing shifts better would make sense."

Working conditions - general idea how things should ideally be in 2017 - 2022

1. Good indoor air quality
2. Everyone has their responsibility and interest in the product quality
3. Clear working instructions
4. Air conditioning in the summer
5. Ergonomics of work
6. More workable tools
7. New machines and clear responsibilities
8. A comfortable safe workstation
9. General cleanliness
10. Ergonomic counter tops
11. General cleanliness
12. Cleanliness of the warehouse
13. Clarity and simplicity in everything
14. Unambiguous working instructions and quality criteria
15. Everyone's responsibility and interest in quality in education
16. Sufficient tools

17. Clarify the Illustrative Work Instructions

18. Clearer Responsibilities

Key issues / summary of the ideal atmosphere in vision 2022

- the core work of the 1st workshop in the workshop

1. Workplace ergonomics

2. Facilitating work with a better design of workstations

3. Condition of machinery and tools

4. Condition the air conditioner

5. Clarification of factory and storage facilities

6. Clearer Responsibilities

7. General order and cleanliness!

Practical action steps

Results of the second workshop on implementation of the core issues at practical level:

1. Machines are in order

2. Assembly lines should be fixed

3. Shelves closer to workstations

4. Adjustable desks

5. Dust problem: more often cleaning days

6. Tools in their right places

7. P's window is fixed

Appendix 10. Questionnaire replies and group work results in topic my personal growth

GROUP 6. My personal growth

Replies to the Growth Survey (mandatory and replied with employee's name) about the personal growth:

● "I would like to have more training."

● "It would be great for me if I got to get familiar with and get training for my work."

● "Wage should be there to encourage, motivate to be result-oriented and to the independent

work and to take initiatives in all matters boldly. "

● "More constructive criticism / feedback would help to be more successful."

● "More positive feedback."

My personal growth - general idea how things should ideally be in 2017 - 2022

1. Kindness

2. Collaboration

3. Good processes

4. Courageously towards the new

5. Immediate feedback smartly pronounced

6. Work spirit: proud to come to work

7. Communication

8. Helping more people

9. When there is change, then we are ready to change; not accusing the others

10. Self-reflection and "looking at the mirror" often enough. Stop to think!

11. Improve the spirit of the whole community; festivities, etc. I'll take care of the workers!

12. Feedback during the working day

13. Co-operation ability

14. I give encouraging feedback to a co-worker

15. I ask and try myself help other's requests

16. Increasing cooperation and communication between departments and the entire working community

17. Courage and desire to go my own "discomfort zone"

18. Focus, focus, focus

19. I seek to improve knowledge about my own work and cooperation

Key issues / summary of the ideal atmosphere in vision 2022

- core work on the 1st workshop in the workshop

1. We are positive

2. We are trained

3. We are aware of our own work / responsibilities

4. We are cooperative, part of the team

5. We are ready to make changes

6. We listen to others

7. We respect other people's opinions

8. We get feedback on our work

9. Positive successes

10. Constructive "failures"

Practical action steps

Results of the second workshop on implementation of the core issues at practical level:

1. Come to work joyfully; leave any bad things to the trip

2. Others are not responsible for your liking; you are

3. Be proud of your expertise and increase it by asking more about your coworker

4. Learn to appreciate yourself and others, then it's easier to help those who do it need

5. Learn to accept criticism when it is presented properly, do not be offended worthless

6. Openly address new issues and thoughts

7. The employer will clarify the training needs and arrange the necessary training

Appendix 11. Summary of the Growth Day group work results, done by the case company

Hei Piritta,

tässä on tekemäni yhteenveto kasvupäivän vastauksista.

Nyt työstämme kaikkia osioita eteenpäin. Alla muutamia poimintoja konkreettisesta tekemisestä. Kohtia ja asioita on niin paljon, että tärkeää priorisoida.

1. **Ilmapiiri**
   a. Jokainen työntekijä joka päivä, myönteinen kasvun asenne ja toisten kunnioitus. Mennyt mielestäni jo nyt eteenpäin :)

2. **Tiimityö**
   a. Tiimit ovat
      i. myyntitiimi
      ii. tilaus-toimitustiimi
      iii. tuotantotiimit
         a. päivä
         b. vuorot 1., 2. ja 3.
      iv. varastotiimi
   b. Päivitämme organisaatiokaavion ja laitamme jakoon
   c. Tiimeille selkeät tavoitteet vuodelle 2017, CEO, Production Manager

3. **Kommunikaatio**
   a. Palaverikäytännöt vakiintuneet
   b. 12 kertaa vuodessa infokirje ja luvut koko henkilöstölle, CEO, Production Manager
   c. y-asema järjesteykseen
   d. työohjeiden päivitys
   e. hinnastojen ja oka-laskennan päivitys ja selkeytys

    f.   selvitetään sisäisen intran vuorovaikutteiset mahdollisuudet, info-tv te-
hokkaampi käyttö jne.

    g. keskustelut ja TOISEN KUUNTELU!

4. **Kannattavuus**

- Tämän vuoden 1. prioriteetti:
  - hintojen nosto
  - tuotekarsinta
  - ostovastuut, tavoitteet ja kaupintavarasto
  - saannon ja raaka-ainehukan seuranta
  - rahtien kilpailutus
  - ostopalvelut minimiin
  - keskitytään kannattaviin tuotteisiin

5. **Työolosuhteet**

    a. Selkeytetään vastuut, CEO, Production Manager

    b. Koneiden ennakkohuolto

    c. 5s käytössä (siisteys) ja Lean eteenpäin

6. **Oma Kasvu**

    a. Koko henkilöstön kasvukeskustelut jatkuvat, CEO, Production Manager

    b. Selkeytetään koko henkilöstön vastuut, tavoitteet, mittarit ja luodaan koulutusohjelma (sisäinen, ulkoinen)

Päivitämme arvoja myös ainakin siltä osin, että on todella tärkeää ottaa mukaan tasapuolinen kohtelu / tasa-arvo.

Nyt työstämme kaikkia osioita eteenpäin. Alla muutamia poimintoja konkreettisesta tekemisestä. Kohtia ja asioita on niin paljon, että tärkeää priorisoida.

1. **Ilmapiiri**
   a. Jokainen meistä, joka päivä, myönteinen kasvun asenne ja toisten kunnioitus. Mennyt mielestäni jo nyt eteenpäin :)

2. **Tiimityö**
   a. Tiimit ovat
      i. myyntitiimi
      ii. tilaus-toimitustiimi
      iii. tuotantotiimit
         a. päivä
         b. vuorot 1., 2. ja 3.
      iv. varastotiimi
   b. Päivitämme organisaatiokaavion ja laitamme jakoon
   c. Tiimeille selkeät tavoitteet vuodelle 2017, CEO, Production Manager

3. **Kommunikaatio**
   a. Palaverikäytännöt vakiintuneet
   b. 12 kertaa vuodessa infokirje ja luvut koko henkilöstölle, CEO, Production Manager
   c. y-asema järjesteykseen
   d. työohjeiden päivitys
   e. hinnastojen ja oka-laskennan päivitys ja selkeytys
   f. selvitetään sisäisen intran vuorovaikutteiset mahdollisuudet, info-tv tehokkaampi käyttö jne.
   g. keskustelut ja TOISEN KUUNTELU!

4. **Kannattavuus**
   - Tämän vuoden 1. prioriteetti:

- o   hintojen nosto
- o   tuotekarsinta
- o   ostovastuut, tavoitteet ja kaupintavarasto
- o   saannon ja raaka-ainehukan seuranta
- o   rahtien kilpailutus
- o   ostopalvelut minimiin
- o   keskitytään kannattaviin tuotteisiin

5. **Työolosuhteet**

    a. Selkeytetään vastuut, CEO, Production Manager

    b. Koneiden ennakkohuolto

    c. 5s käytössä (siisteys) ja Lean eteenpäin

6. **Oma Kasvu**

    a. Koko henkilöstön kasvukeskustelut jatkuvat, CEO, Production Manager

    b. Selkeytetään koko henkilöstön vastuut, tavoitteet, mittarit ja luodaan koulutusohjelma (sisäinen, ulkoinen)

Appendix 12. Feedback from Sales Manager, Co-creative Envisioning Process

VASTAUS 1, myyntijohtaja

Oliko tulevaisuusvalmennus-prosessista hyötyä?

  - 0 - 10? (0 = ei hyötyä, 10 = suuri hyöty)

10

  - Jos oli niin mitä?

Viimeksi tänään varaston "Mikko" tuli sanomaan: Onpas tänne tullut positiivisempi henki ja tuntuu että on paljon hauskempaa töissä!

  - Miten tulevaisuusvalmennuksen vaikutus näkyy käytännössä / arjessa?

Ihmiset ovat alkaneet mielestäni ajattelemaan enemmän. Lisäksi on tullut selkeyttä tekemiseen ja alettu ajattelemaan muita! Tosi positiivinen kokemus ja tehtaalle tullut paljon parempi meininki! ☺

  2. Oliko hyötyä koko henkilökunnan osallistavasta Kasvupäivästä?

  - 0 - 10   (0= ei hyötyä, 10 = suuri hyöty)

10

  - Jos oli niin mitä?

Yhdessähän me tätä tehdään! Jos kaikki eivät olisi olleet mukana niin torsoksi olisi tämä jäänyt!

  - Miten Kasvupäivän valmennuksen vaikutus näkyy käytännössä?

Ihmiset mielestäni myös uskaltaa tehdä enemmän! Tullut vapautuneisuutta enemmän?

  3. Mitä muutoksia on tapahtunut tulevaisuusvalmennuksen seurauksena? (ensimmäisestä tapaamisesta tähän päivään)

Erityisesti näissä: motivaatio, innostus, aloitekyky, yhteistyö, innovointi, kannatta-vuus, hyvinvointi, ilmapiiri

- henkilöstölle?

Mielestäni kaikkea ylläolevia! ☺ Jotenkin tuntuu, että vastustaminen on jäänyt vä-häisemmälle! Ei enää pelätä niin paljon uutta.

- sinulle?

Tuonut selkeyttä tehtäviini ja tiedän paremmin, mitä voin odottaa muilta!

- yritykselle?

Positiivisempi ilmapiiri ja myönteisempi työilmapiiri!

4. Millä lailla tulevaisuusvalmennus on kirkastanut yrityksen visiota?

Yhdessä tekeminen on taas löytynyt! Ja sitä pitää vaalia!

5. Muita heränneitä ajatuksia?

Nyt me tiedämme, mitä henkilökunta odottaa yritykseltä niin meidän pitää pystyä vastaamaan huutoon! Nyt jos jätämme tekemättä pyydetyt asiat niin ollaan taas lähtöpis-teessä…

Appendix 13. Feedback from Production Manager, Co-creative Envisioning Process

VASTAUS 2, tuotannon johtaja

1. Oliko tulevaisuusvalmennus-prosessista hyötyä?
    - 0 - 10? (0 = ei hyötyä, 10 = suuri hyöty)

9

    - Jos oli niin mitä?

Aikajänne arviolle on vielä vähän lyhyt, mutta valmennus toimi ikään kuin ponnahduslautana ja aktivaattorina uusien mahdollisuuksien, toimintatapojen, jne. käyttöönottamisessa.

    - Miten tulevaisuusvalmennuksen vaikutus näkyy käytännössä / arjessa?

Aktiivisuus on kasvanut, nähdään jo hivenen enemmän mahdollisuuksia.

2. Oliko hyötyä koko henkilökunnan osallistavasta Kasvupäivästä?
    - 0 - 10   (0= ei hyötyä, 10 = suuri hyöty)

9

    - Jos oli niin mitä?

Kasvupäivä oli erinomainen juttu jo siinäkin mielessä, että kerrankin melkein koko yritys oli yhdessä koolla. Sen tuloksena on tapahtunut hyvää 'kasvua' yksilöinä ja tiimeinä asetettuja tavoitteita ja haasteita silmällä pitäen.

    - Miten Kasvupäivän valmennuksen vaikutus näkyy käytännössä?

Ihmiset ovat olleet aktiivisempia kehitysluonteisissa asioissa, muuttaneet jopa muutamia 'piiruja' vakiintuneita toimintamallejaan toivottuun kehityssuuntaan

2. Mitä muutoksia on tapahtunut tulevaisuusvalmennuksen seurauksena? (ensimmäisestä tapaamisesta tähän päivään)

Erityisesti näissä: motivaatio, innostus, aloitekyky, yhteistyö, innovointi, kannattavuus, hyvinvointi, ilmapiiri

  - henkilöstölle?

Aktiivisuus kasvanut, negatiivinen asenne himpun vähentynyt, ollaan valmiimpia muutokseen, ilmapiirissä ja yhteistyössä kehittymistä sekä myös sisäisessä kommunikoinnissa.

  - sinulle?
Sama kuin edellä…, omalla kohdalla toki helpottanut myös yhteisten asioiden eteenpäinvientiä

  - yritykselle?
Hyviä kehityskohteita saatu eteenpäin ja toteutettuakin, joilla merkittävät positiiviset vaikutukset asiakaspalveluun ja myös taloudelliseen kilpailukykyyn

3. Millä lailla tulevaisuusvalmennus on kirkastanut yrityksen visiota?
Visio kirkastuu aktiivisemman yhteistoiminnan kautta ja tuloksena.

4. Muita heränneitä ajatuksia?
Kiitokset organisaation 'herättelemisestä' ja hyvää kevään jatkoa!

Appendix 14. Feedback from CEO, Co-creative Envisioning Process

VASTAUS 3: toimitusjohtaja

1. Oliko tulevaisuusvalmennus-prosessista hyötyä?
  - 0 - 10? (0 = ei hyötyä, 10 = suuri hyöty)
9
  - Jos oli niin mitä?

Mielestäni tulevaisuusprosessi ja ennen kaikkea yhteinen kasvupäivä "pakotti" pohtimaan tavoitteita ja tulevaisuutta. Kasvupäivässä tuli esille monta tärkeää asiaa, jota nyt on johdolla velvollisuus toteuttaa.

  - Miten tulevaisuusvalmennuksen vaikutus näkyy käytännössä / arjessa?
  Operatiivisissa tavoitteissa, palavereissa ja kohtaamisissa viedään eteenpäin mm.:
  - valikoiman selkeyttäminen
  - jatkuva palaute
  - toimenkuvien päivitys
  - tavoitteena rakentava ja myönteinen puhe

2. Oliko hyötyä koko henkilökunnan osallistavasta Kasvupäivästä?
  - 0 - 10   (0= ei hyötyä, 10 = suuri hyöty)

10
  - Jos oli niin mitä?

Olen täysin vakuuttunut, että osallistamalla luodaan yhteistä näkemystä ja sitoutetaan toinen toisemme yhteisiin tavoitteisiin.

  - Miten Kasvupäivän valmennuksen vaikutus näkyy käytännössä?

Minä pyrin joka päivä toteuttamaan kasvupäivän lupauksia.

3. Mitä muutoksia on tapahtunut tulevaisuusvalmennuksen seurauksena? (ensimmäisestä tapaamisesta tähän päivään)

Erityisesti näissä: motivaatio, innostus, aloitekyky, yhteistyö, innovointi, kannattavuus, hyvinvointi, ilmapiiri

- henkilöstölle?

Mielestäni työilmapiiri on parantunut. Yrityksen on hyvä tehdä henkilöstöilmapiiritutkimus uudestaan kesällä, niin saadaan myös numeerista faktaa.

- sinulle?

Minä koen, että on selkeät tavoitteet ja toimintamallit, jolla pyrimme yhteisiin päämääriin.

Liikevaihto 6 220 000 €, käyttökate 774 891 €, tulos +400 000 €.

- yritykselle?

Tärkeää on koko ajan kehittää viestintää ja tiedonkulkua alhaalta ylöspäin, ylhäältä alaspäin ja tiimien sisällä. Mielestäni yhteistyö on parantunut ja mm. ostoissa tavoitteet ovat ohjanneet toimintaa hyvin kannattavaan suuntaan.

4. Millä lailla tulevaisuusvalmennus on kirkastanut visiota?

Visio on koko ajan kirkastunut. Omasta mielestäni kasvupäivän suurin anti oli laajemman yhteisen ymmärryksen rakentuminen. Itselleni ehkä parhaiten selkeytyi, että tulee keskittyä myös paljon selkeään perustekemiseen (selkeät hinnastot, valikoimat, toimenkuvat ym.).

5. Muita heränneitä ajatuksia?

Mielestäni on tärkeää, että kasvukeskustelut jatkuvat ja pidämme syksyllä kasvuseurantapäivän viime kasvupäivän pohjalta. Eli katsomme, missä menemme suhteessa omiin lupauksiimme.