

How human centricity brings results?

- Learnings from large corporations



Themes of the day



1. The meaning of work in the crosscurrent of profitability and productivity
2. Motivation and inspiration of employees as the sources of productive work
3. The new opportunities of customer understanding

We interviewed large corporations about the meaning of work and human centricity



MAKING HIGH VALUE WORK: THE BUSINESS BRIEFING



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the
futures
company

The themes of the day are based on the *High Value Work Agenda* - programme of Suomalaisen Työn Liitto.

Interviewees included:

Merja Alastalo, *Head of Communications, NCC Construction*

Arttu Laine, *Executive Vice President, SOK*

Otto Lehtipuu, *SVP, Corporate Relations and Environment, VR Group*

Timo Leinonen, *Chief Financial Officer, Lassila & Tikanoja*

Päivi Leskinen, *EVP, Human Resources, Ahlström*

Caroline Lilius, *Director, Strategic Branding & Consumer Insight, Sanoma Media Finland*

Mikko Pelkonen, *SVP, Human Resources, Cargotec*

Anne Stenros, *Design Director, Kone*

Hemminki Sääksjärvi, *VP, Head of Marketing and Solutions, Fujitsu Nordic*

Pasi Tolppanen, *Managing Director, Pöyry Finland*

Marko Rissanen, *SVP, Human Resources & Vilhelmiina Wahlbeck*, *VP, Corporate Communications, DNA*

Teijo Valtanen, *Director, Human Resources, YLE, Finnish Broadcasting Company*

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Today, business isn't anymore B-to-B or B-to-C but it's H-to-H business (Heart to heart business). You need to understand different kinds of nuances, and empathy is capital. You have to have emotional intelligence as well as situational awareness: what is supported, what is allowed and what isn't allowed.

**Anne Stenros,
Design Director,
Kone**



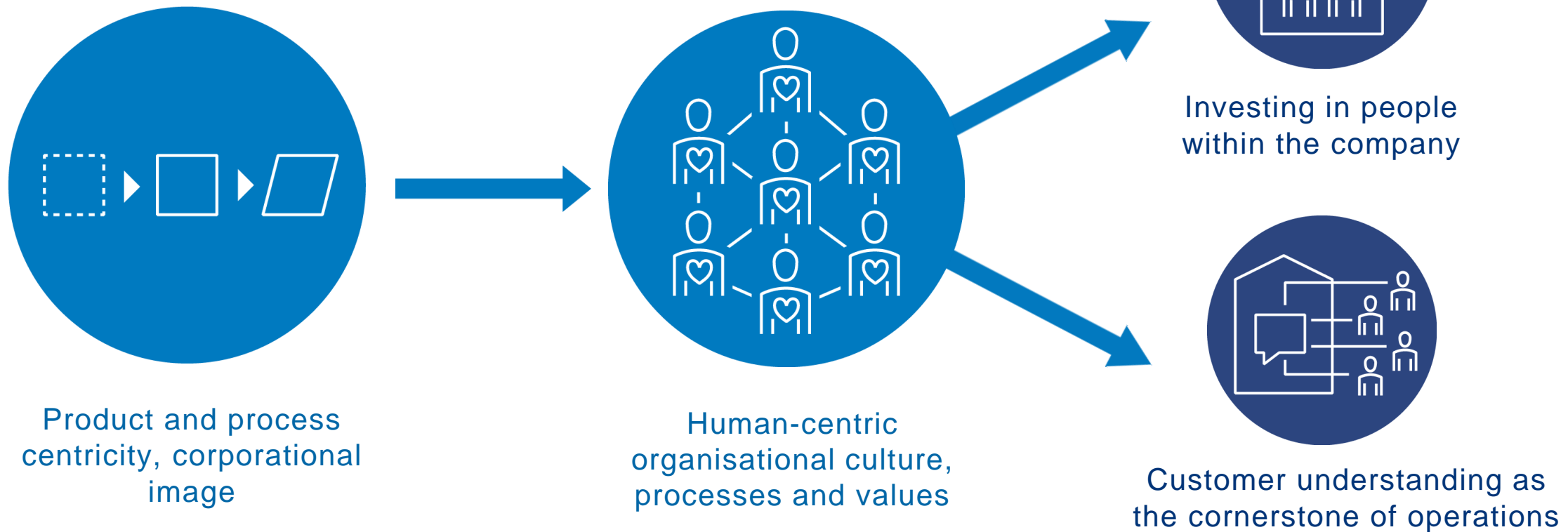
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The meaning and productivity of work is thought to be made of human-centric values and activities more strongly than before



Many large corporations are going through a change of culture to be more human-centric and customer-oriented. The change is seen as the requisite for productivity on the one hand, and on the other, as competitive advantage!



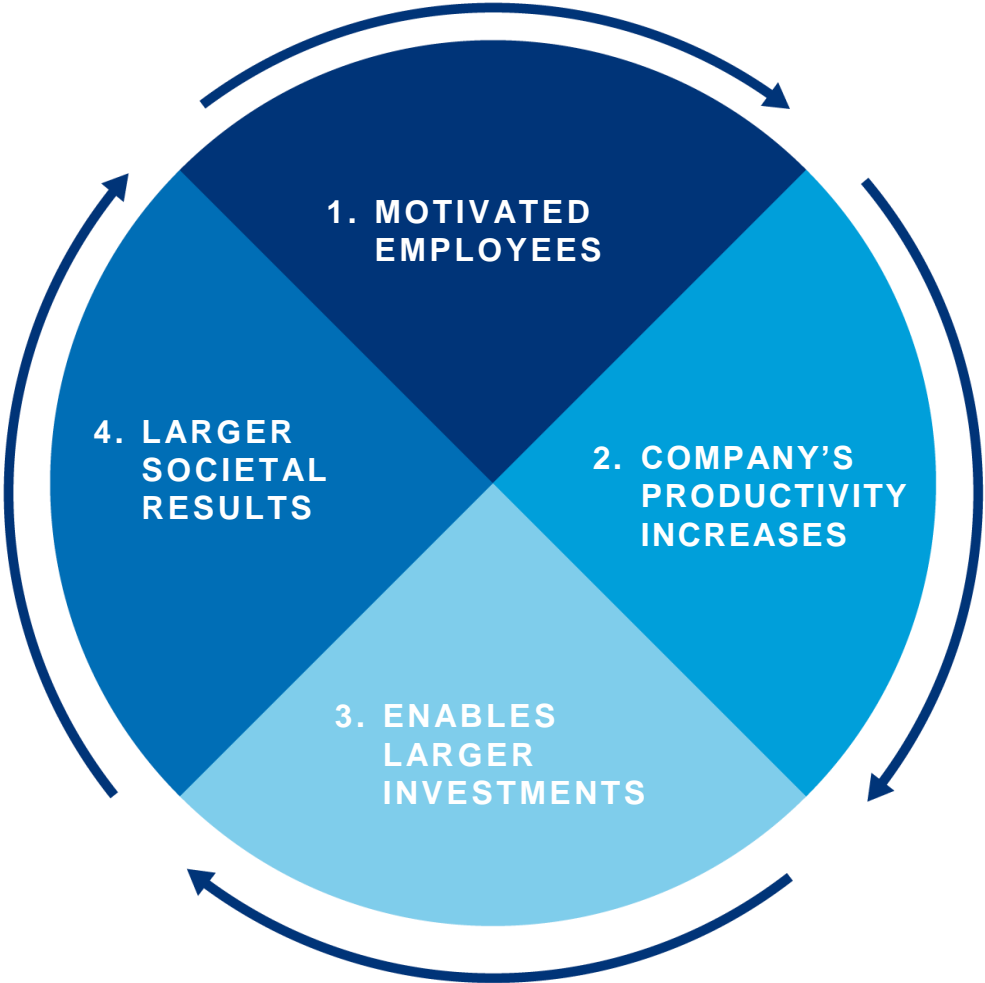
1. The meaning of work in the crosscurrent of profitability and productivity



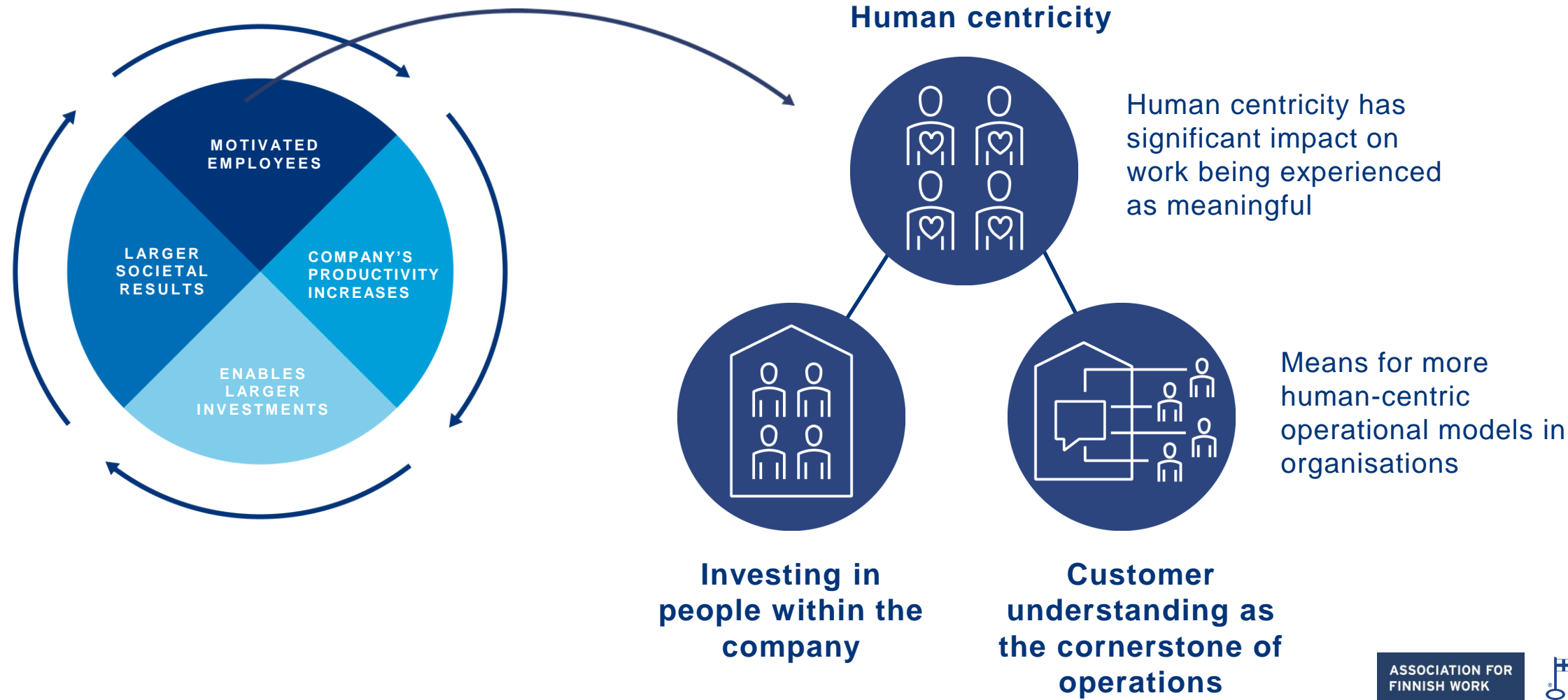
Large corporations see the meaningfulness of work as particularly important in the tight financial situation



When **people experience their work as meaningful**, work has the possibility to create a self-fulfilling, positive circle



Human centricity has a significant impact on work being experienced as meaningful



About the meaningfulness and human centrality of work



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People are the core of our business. We are a specialist organisation – people is all we have. Our people form a large, valuable capital for us.”

**Pasi Tolppanen,
Managing Director,
Pöyry Finland**

”

We have an ambitious vision – we want to reshape our industry and offer excellent sustainable solutions. This means that we have to find the innovativeness of our own employees and make it an asset. We have to support it in every possible way and find views that delve into human centrality and support motivation.”

**Merja Alastalo,
Head of
Communications,
NCC Construction**

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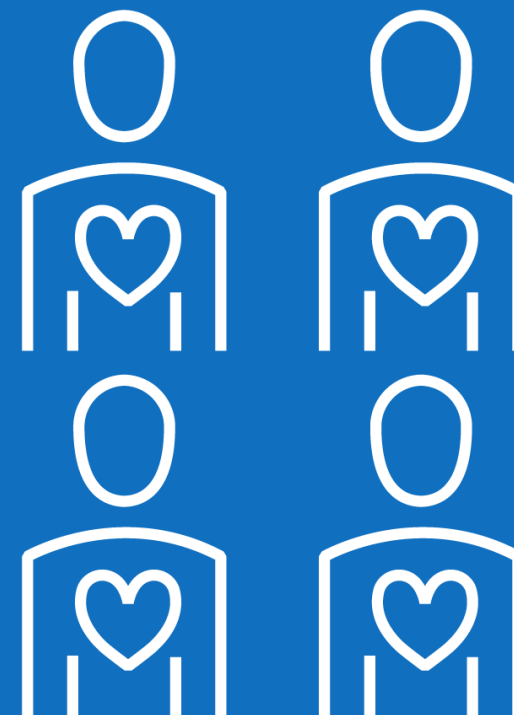
Certain activities are no longer possible with the current cost structure, which makes the need for renewal clear. With that, it is essential to forget what we've been historically good at and instead, find meaningful work and focus on what we should be good at in the future.”

**Mikko Pelkonen, SVP,
Human Resources,
Cargotec**

The human-centric work practices are also seen as ever more important means to both attract and keep talented work force



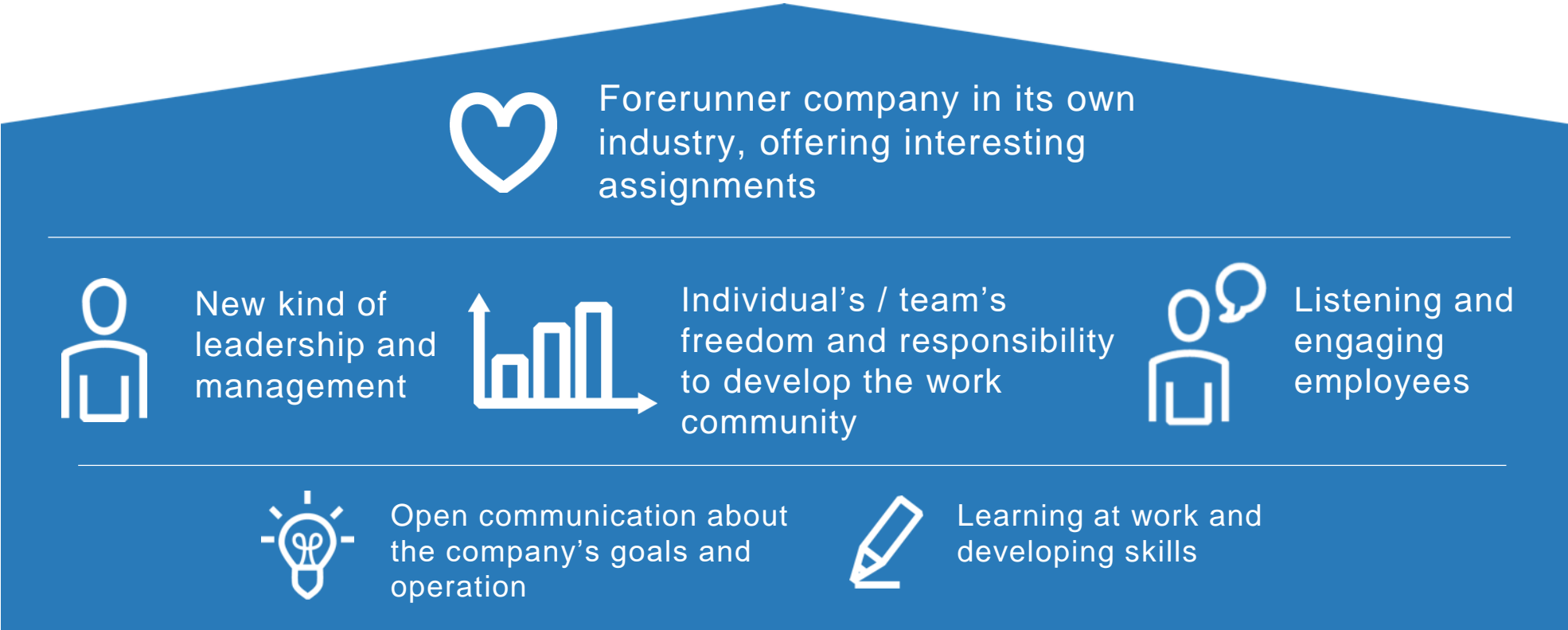
2. Motivation and inspiration as the sources of productive work



Money does matter, but new ways of leading and the freedom to organise work more practically motivate ever more often



Trending
means of
motivation



The basis of
motivation



New kind of leadership as means for motivation

VR

Changing management structure to increase both productivity and wellbeing.

Improving productivity does not always mean decreasing and cutting. VR hired more line managers which clarified reporting and enabled more direct encounters and dialogue with employees

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One of our slogans is: everyone has the right to a good manager.”

Otto Lehtipuu,
SVP, Corporate
Relations and
Environment, VR
Group

”

We have changed our management structures. Before one rail yard manager had dozens of employees to manage, which led to confusion and managers didn't have a chance to meet people. Increasing productivity doesn't mean cutting everything. We have, for example, hired more line managers and tried to break down the traditional and strong boundaries between different units. Work can be organised more practically and many times team spirit improves.”

Otto Lehtipuu, SVP, Corporate Relations
and Environment, VR Group

Large corporations also thought that...

Poor leadership does not cost any less than good leadership. Good leadership is linked to basic motivation and needs to be held on to in both good and bad times.



Case example



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Listening and engaging employees as means for motivation

NCC

A work model where thoughts are exchanged between different levels of the organisation.

NCC has adopted a work model which aims to better engage employees and encourage discussions between those levels of the organisation that have not previously had much dialogue.

” If there’s no true dialogue, innovation dies, too.

Merja Alastalo,
*Head of
Communications,
NCC Construction*

” We have an organisational work model in which we will invest more in the near future. It involves different kind of working groups in which people from different levels of the organisation exchange thoughts. We wanted to leave out the top management. The groups do involve some people from mid-management, but mainly there are workers. We want to narrow the gap between different people.”

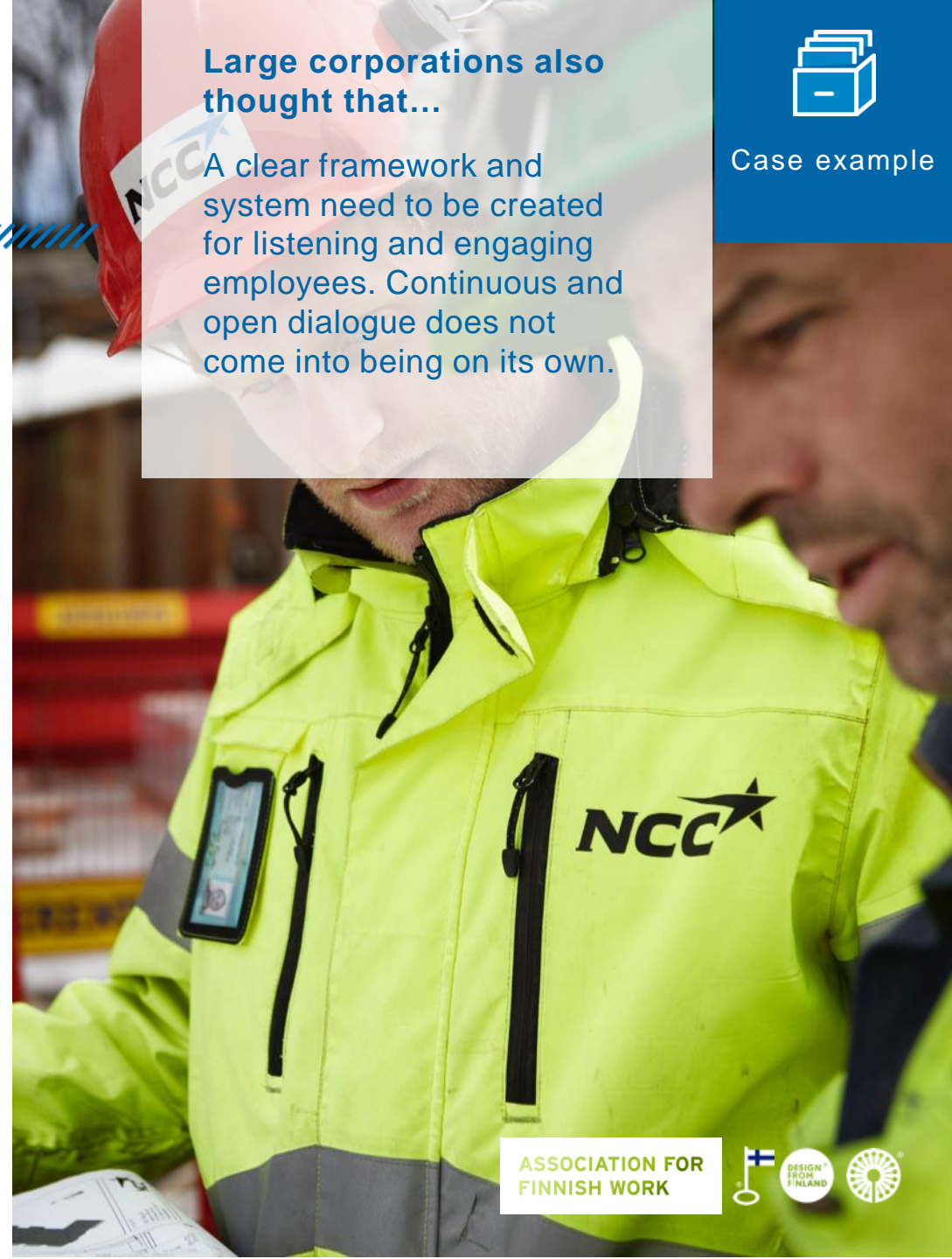
Merja Alastalo, *Head of
Communications, NCC Construction*

Large corporations also thought that...

A clear framework and system need to be created for listening and engaging employees. Continuous and open dialogue does not come into being on its own.



Case example



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Self-conducting as means for motivation

DNA

”Mutkaton työ” (*Easy-going work*) model where the employees get to personally define where they want to work, without discussing it with their line manager.

The model is based on trust: employees have freedom to define their work but also responsibility for results. Goals and performance indicators determine success, not the work hours. Even traditional office work is brought under this model.

”

A factor that affects wellbeing at work is what we’ve been talking about already for three years – ”Mutkaton työ” (*Easy-going work*). We’ve aimed to give full freedom to our employees to work the way they want. It’s not relevant how many hours they work but what the result is. Almost half of our personnel is already working under this model and they get to decide themselves where they want to work.

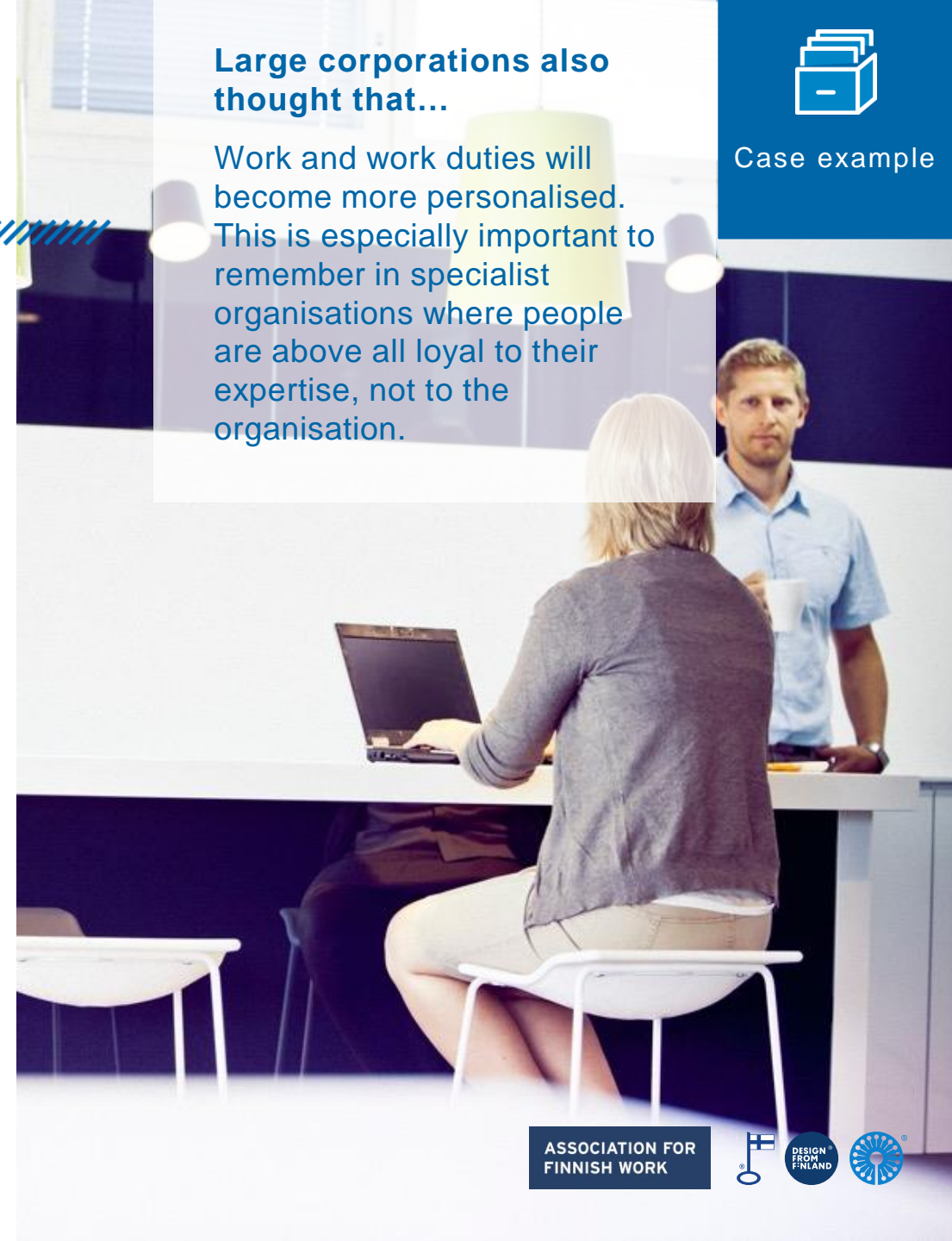
Marko Rissanen, SVP, Human Resources, DNA

Large corporations also thought that...

Work and work duties will become more personalised. This is especially important to remember in specialist organisations where people are above all loyal to their expertise, not to the organisation.



Case example



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Learning at work and developing skills as means for motivation



Case example

SANOMA

Learning at work by participating in product and service ideation process.

At Sanoma, the employees have the possibility to learn agile product and service development by doing it themselves. Learning takes place extensively through an own concrete case and in "lean spirit".

”

We've had two, three rounds of projects where the employees have been able to suggest a product or service idea and follow through the whole process (if the idea has been chosen). Learning takes place through your own case.

Caroline Lilius, *Director, Strategic Branding & Consumer Insight*,
Sanoma Media Finland



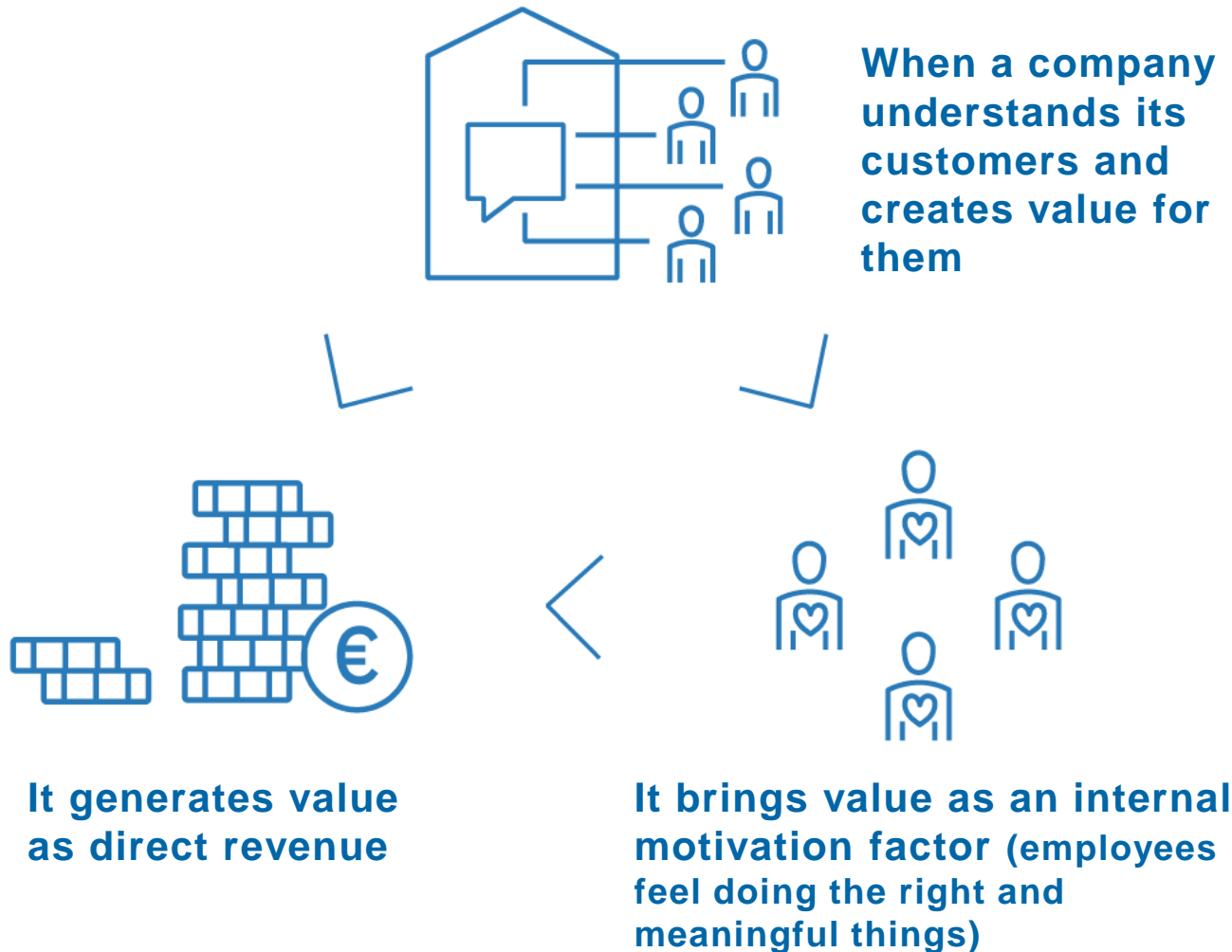
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3. The new opportunities of customer understanding



Customer understanding is seen as the most crucial factor generating value



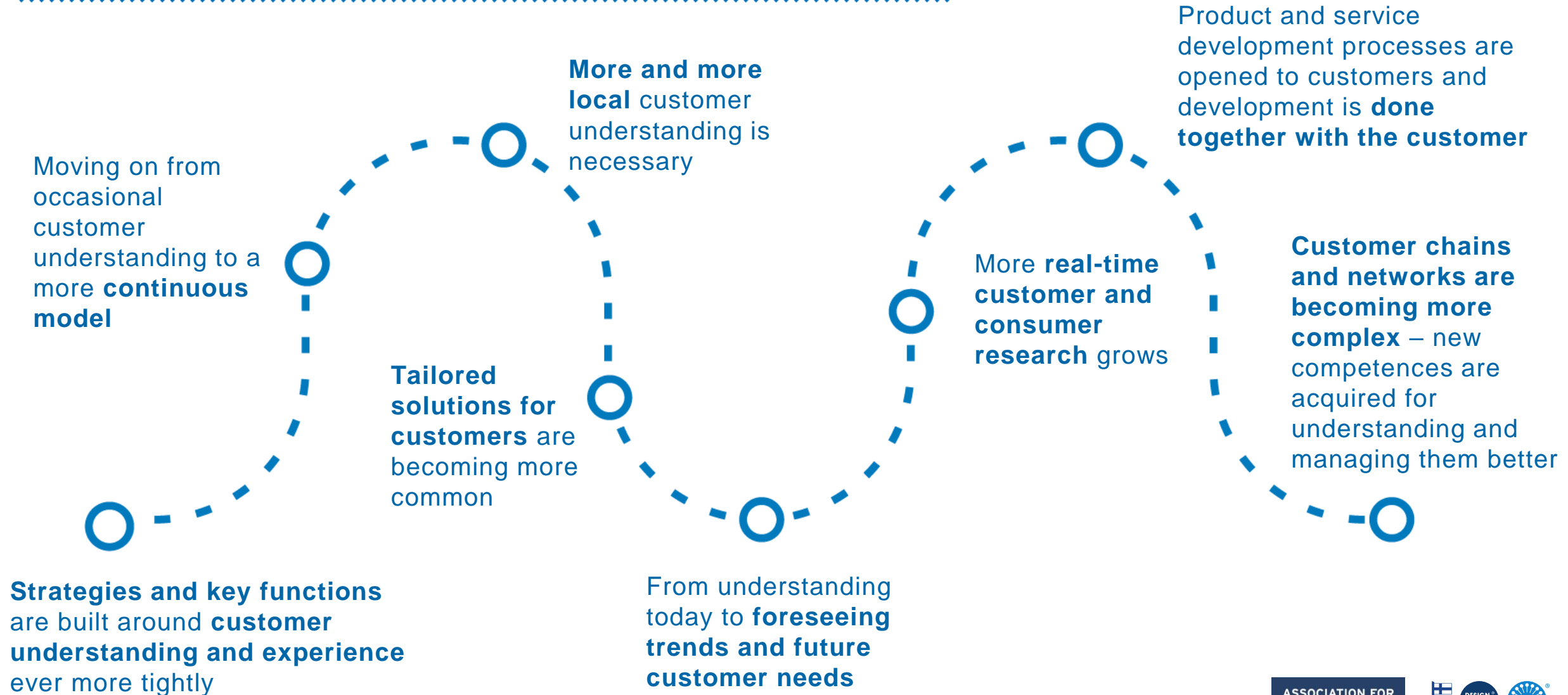
”

Without consumer dialogue, it's difficult to get it right.”

”

Customer understanding is the fundament and in the core of all doing.”

The new directions of customer understanding in large corporations





Customer understanding generating value



CARGOTEC

Innovations developed with the customer.

In the McGregor business area Cargotec developed a Twistlock innovation with Maersk. This technique enables attaching sea containers to one another in a way that increases the ship's capacity by 10-20%.

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With the technique we developed with Maersk, the ship's capacity can be increased by 10-20%. It's an amazing Finnish innovation (from Kaarina) and a great example of developing together with the client. It improves the client's business performance – 2000 more sea containers on the ship. It's pretty hard to compete with that.”

Mikko Pelkonen, SVP, Human Resources,
Cargotec



Human-centric organisation and practices are increasingly critical success factors in the future, for both productivity and commitment of talented employees.



Discussion:
How is human
centricity
manifested in your
own organisation?



How do you
motivate
employees?



How do you aim to
increase customer
understanding and
engagement?