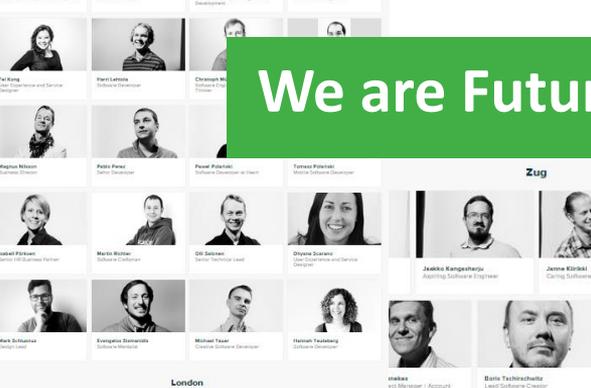
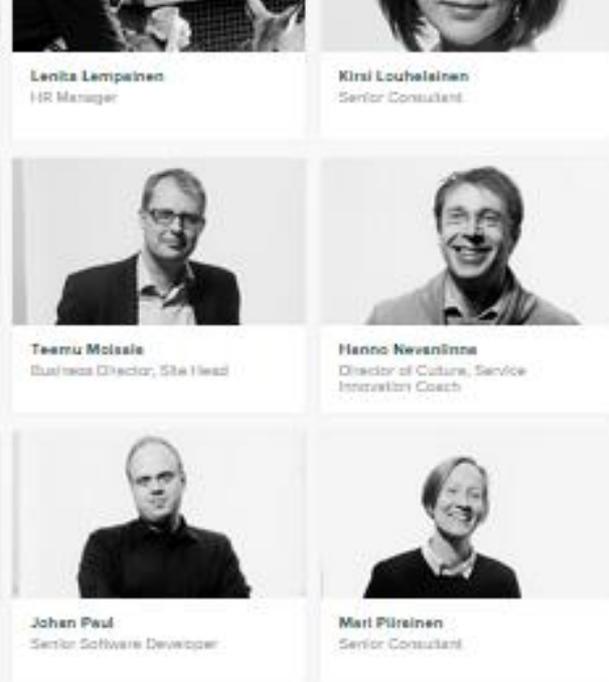
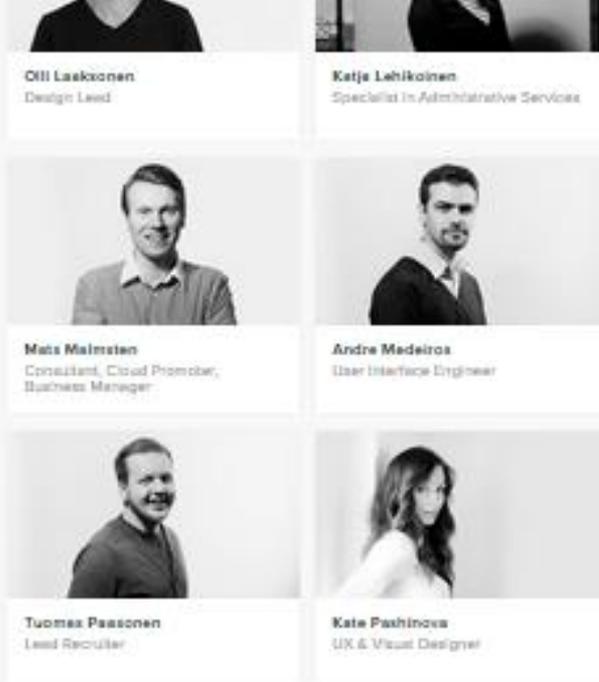
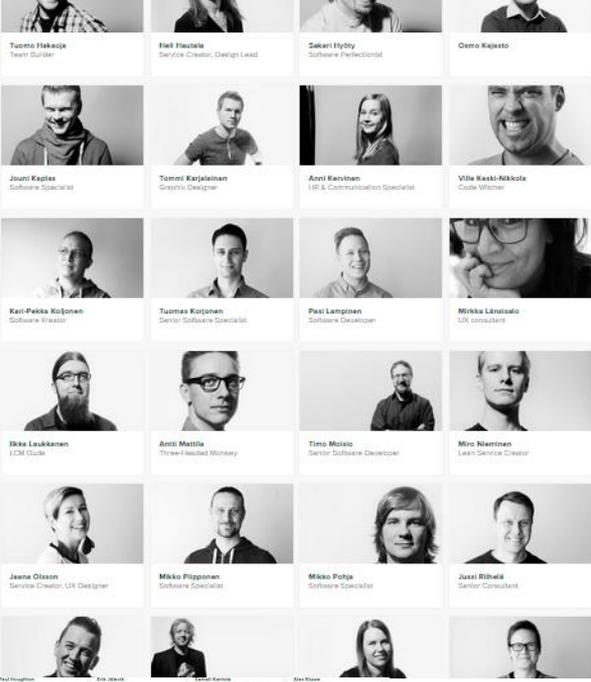


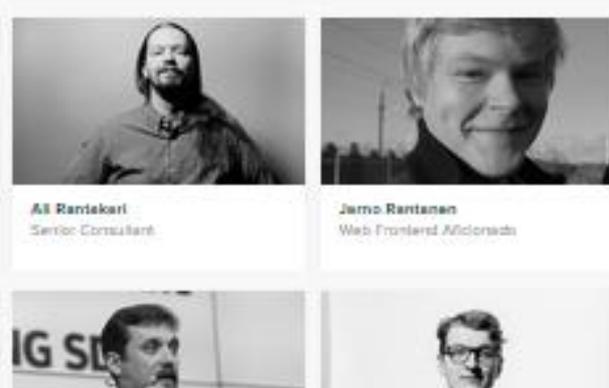
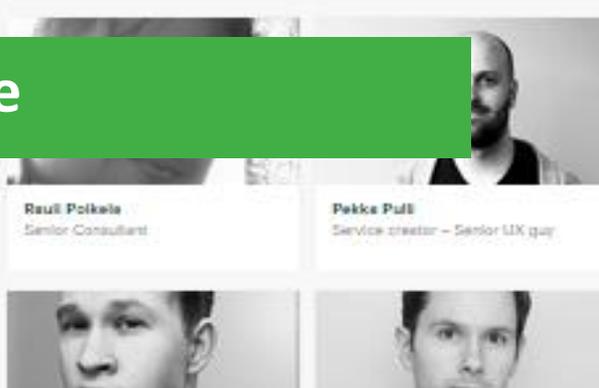
Highly Aligned, Loosely Coupled

Tuomas Syrjänen, Futurice
@TuomasSyrjanen





We are Futurice





"It looks like you have everything under control."

Futurice = Balancing on the Edge of **Order and Chaos**

Seeking emergence, innovation &
high energy levels

Freedom, empowerment,
responsibility, trust & transparency



futurice

in 2018

We Build, Innovate, & Change

e-on

Allianz 

Nordea 



Fortum 

Tampere 
Stockholm  Helsinki 

 London

 Berlin

 Munich

Founded

2000

People

600

Nationalities

35

Futurice has unique and awarded company culture that is built on trust.

Futurice Growth Story

People:

From 20 in 2005 to 600 in 2019
Huge personal growth stories during the journey

Offices:

From Helsinki to Tampere, Berlin, London, Munich & Stockholm

Skillset / Offering:

From tech to design to data science/AI to business consulting

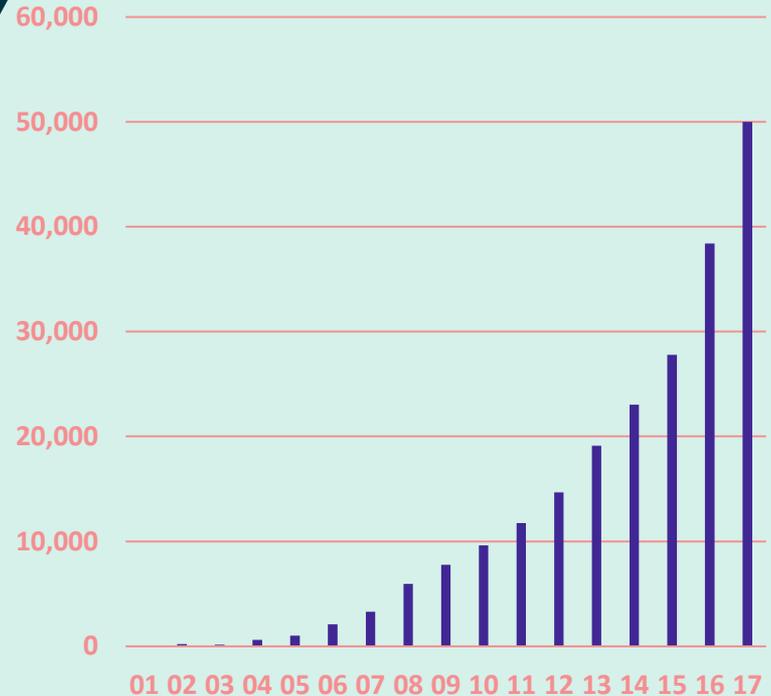
Company structure

From single legal entity to a family of companies

Numbers:

From 1M€ in 2005 to 50M€ in 2017
Profitable since 2004, 30% year-on-year
...pure organic growth

Revenues M€ '01-'17



Year 2008:
What is going on?
Smart reliable people
have become stupid &
irresponsible?





Complete transparency

Rules of Thinking



Close & Concrete Business (3x2)

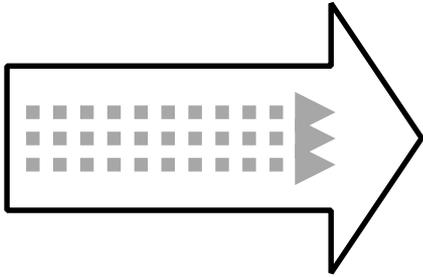
Highly aligned,
Loosely coupled.



...2012

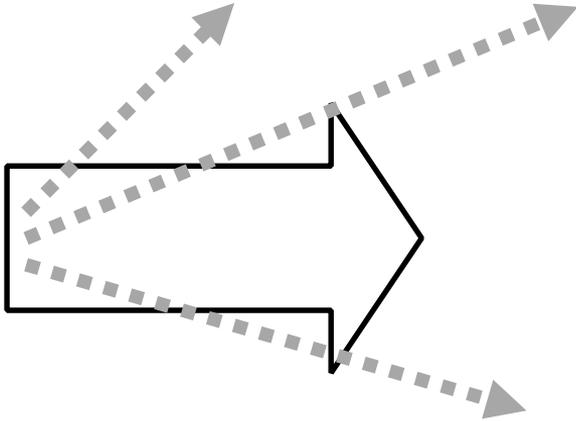
- “Can we buy your culture?”
- “We can’t decide about innovation because our ROI models are too fluffy”
- “Before we do anything, we need strategy but because of the uncertainty we cannot formulate strategy”
- “We need creativity – our management consultants are great with structured analysis but now we need creativity”

What we've learned



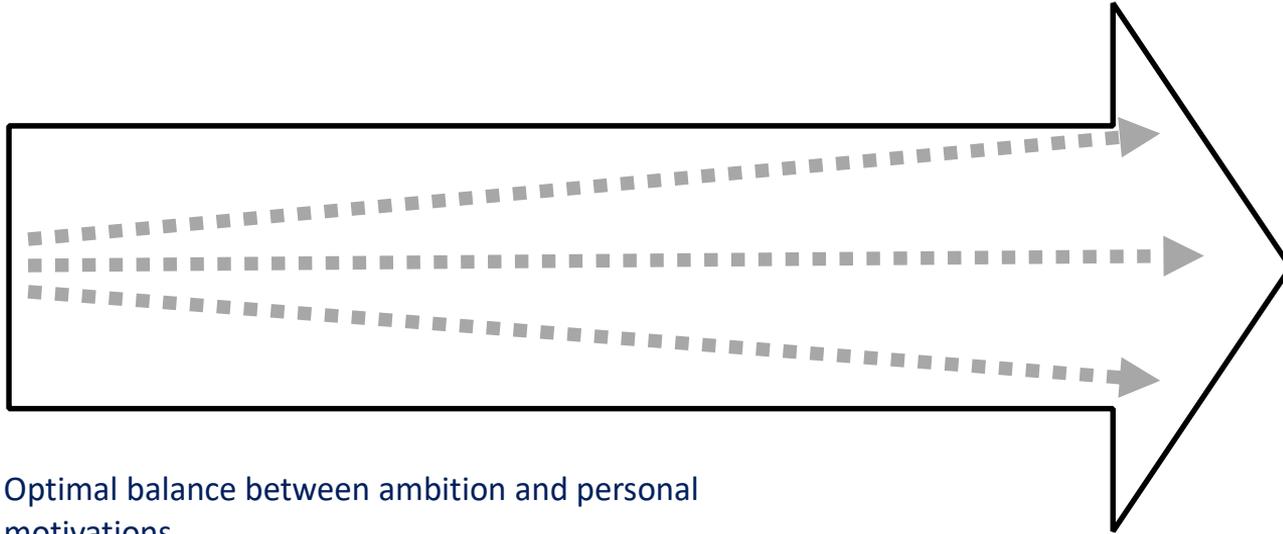
Too much alignment kills
motivation.
Limited growth.

What we've learned



Too little alignment = too many
directions.
Limited growth.

What we've learned



Optimal balance between ambition and personal motivations
Most productive place.

Vision, Strategy, Execution, Transparency

Toyota Kata inspired approach

“Where are we heading?”

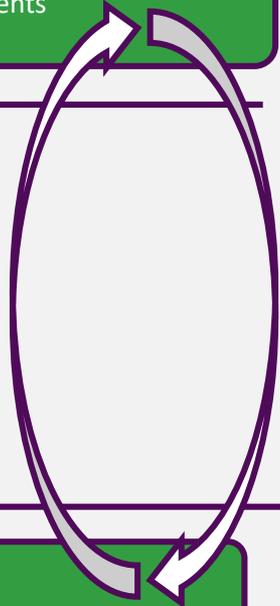
Company level agreement: Vision, Top-level Strategy, Thinking, New sites / major investments

“How are you going go towards our vision?”

Team, People level autonomy

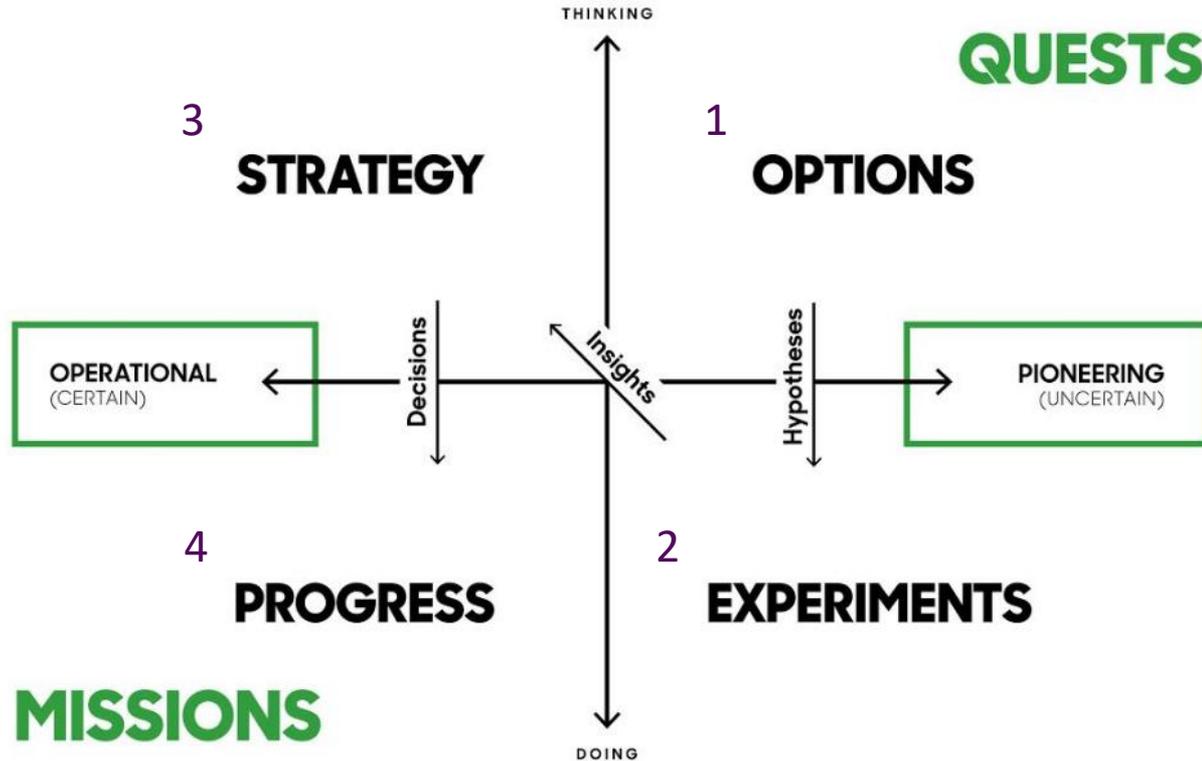
“How are we doing?”
Leverage

Transparency: e.g. how well cases, people, etc aligned with vision & strategy



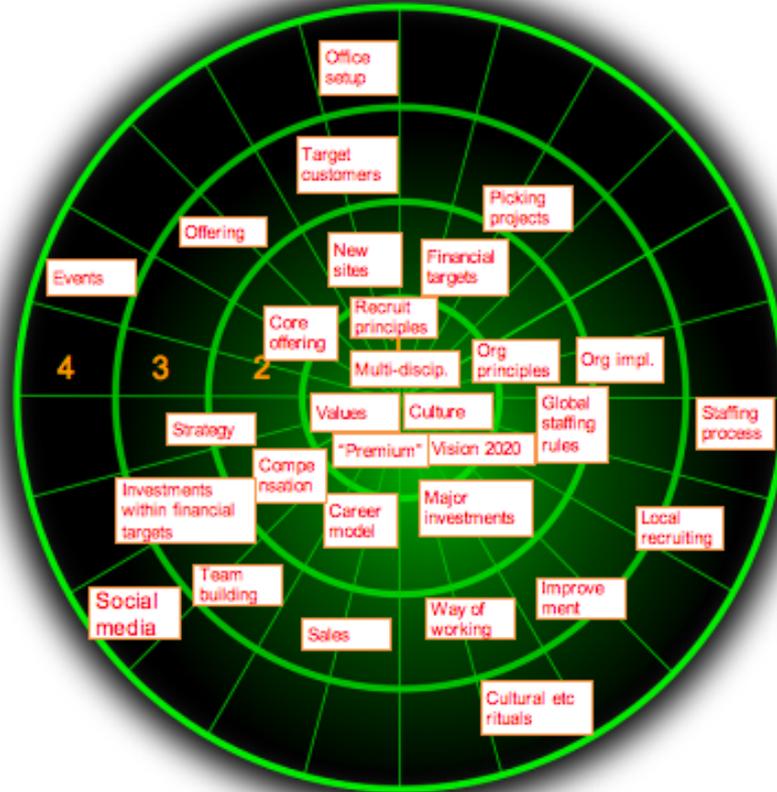
Strategy process that embraces uncertainty

future



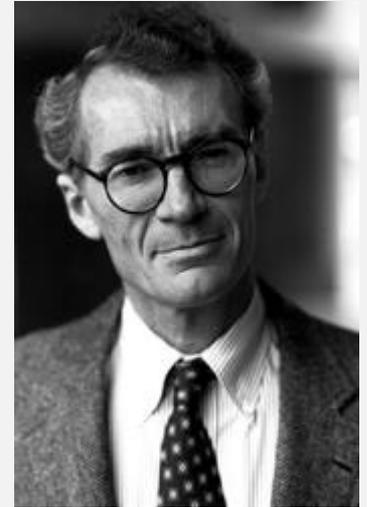
A tool: the Freedom Radar

1. Sacred
2. Agreed
3. Aligned
4. Sharing of best practise
5. Do as you please



Thinking: Strategy by Prof Robert A Burgelman

Strategy is thinking that drives actions to be successful in competition



Thinking: Two different approaches to guiding behavior

Results

Behavior & Action

Traditional management



Perceptions

Attitudes

Thinking &
Understanding

Emotions

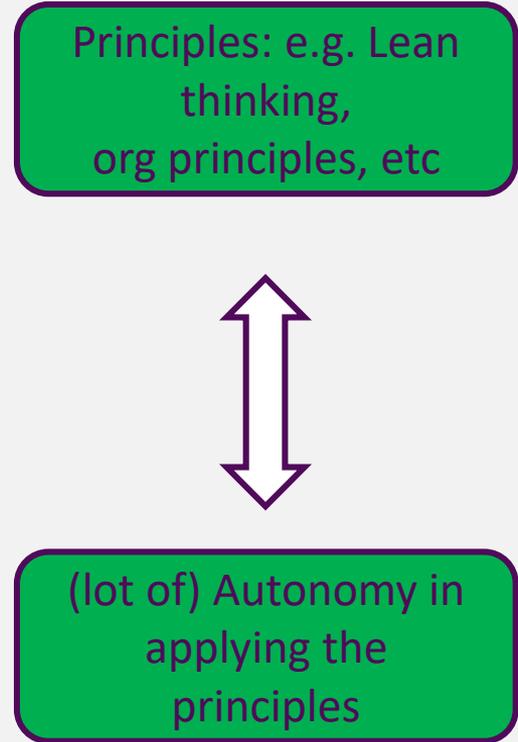
We seek impact here

Principles vs. implementation = alignment with autonomy

On company level we should agree especially the principles and then let operative units figure out implementation

Alignment via: Principles, Common thinking, Agreed target state (Kata) and Transparency

Autonomy, Action, Motivation, Renewal via operative level autonomy that is expected to take steps toward desired target state, within agreed principles which is then controlled via transparency



Building a digital innovation organisation_

	Certainty		Uncertainty
Team	Large and functional	➤	Small and cross-functional
Guidance	Specified plan	➤	Vision
Decisions	Directive top down	➤	Autonomous bottom-up
Budgeting	Project	➤	Venture
Timeframe	1 year	➤	3-5 years
Culture	Predictability, up-front plan & big execution, scale matters	➤	Fast & iterative build - measure - learn, small wins matter
Metrics	Revenue, profit, cashflow	➤	Innovation accounting
Market	Clear target segment and revenue/cost structure	➤	Open to new segments, business models
Incentives	Corporate	➤	Entrepreneurial

WHY TRANSPARENCY

1. Autonomy



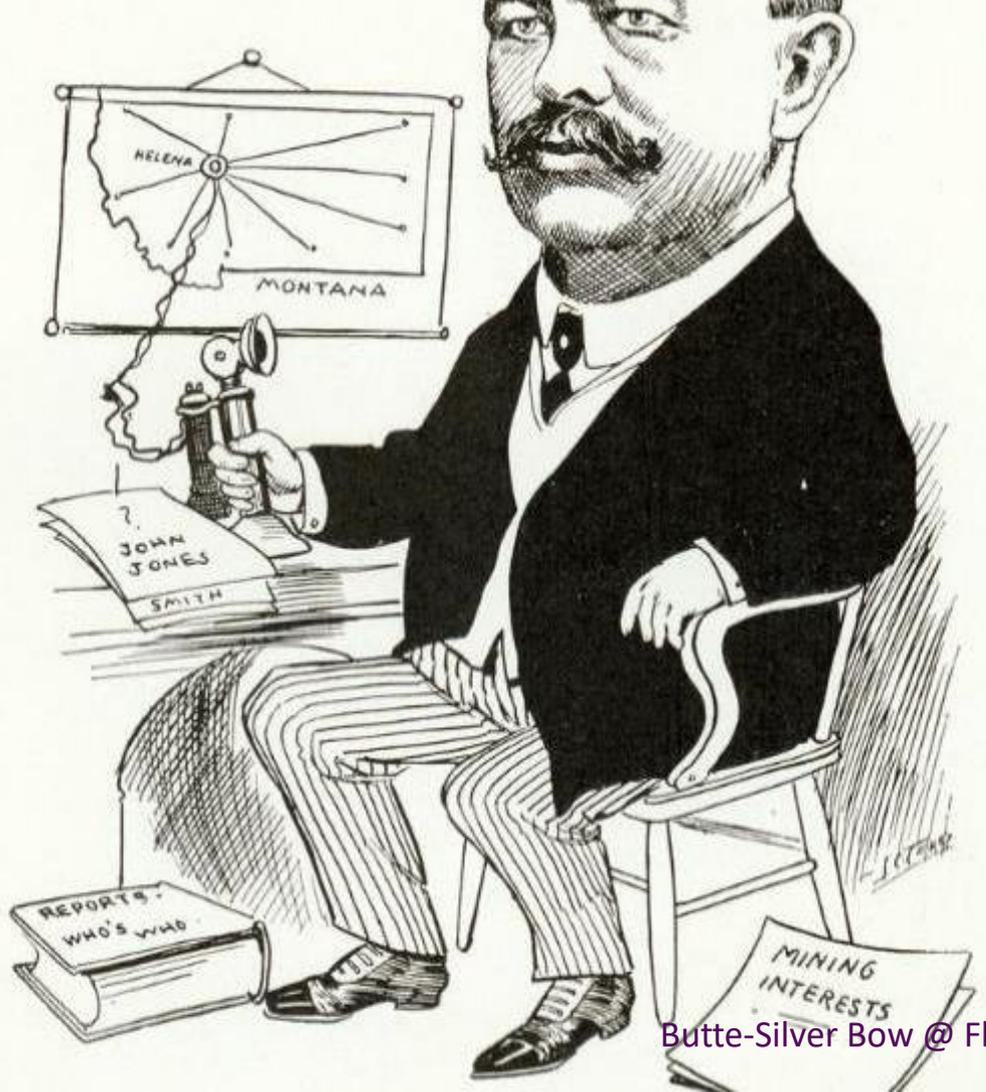
Moyan Beck @Flickr

Borkut88@hotmail.it

2. (Positive) Control



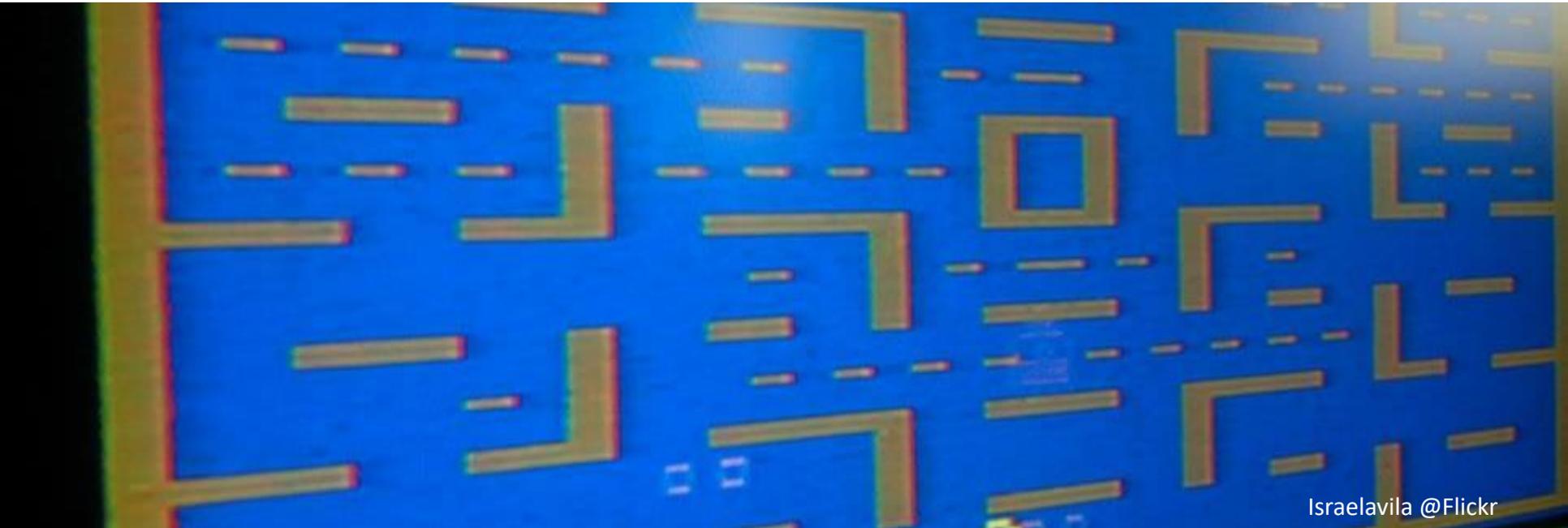
3. (Self) Management & Low Hierarchy



4. Trust



5. Feedback & Reinforcement



Israelavila @Flickr



6. Focus, Results, ...

THEY ARE GOOD FRIENDS
OF PACMAN
IN THE PACLAND

	SCORE	ROUND	NAME
1ST	127070	11	DAVE.
2ND	98900	10	DAVE.
3RD	80000	0	CAAAA

Monkeymanforever @Flickr



7. Credits, Identity

PAUL HUSTON

RYAN JONES

FRANKIE KWAK

KIMBERLY LASHBROOK

Marcin Wichary @Flickr





9. Cohesion



10. Change



It is not reality until it is shared



Too much info.
Not enough insight.



A little summary

1. Transparency ; understanding & wisdom trumps central management
2. Thinking via business responsibility (3x2) trumps exact rules what to do and what not to do
3. Clever, cheap, fast and low risk experimentation trumps central planning
4. P&L responsibility & financial performance ensures autonomy & flexibility to renew
5. Elevate people, and they will elevate you
6. Assume good intentions of other people, in case of not understanding, ask before judgement



"It looks like you have everything under control."

Any questions in mind?

Please give us a call, send us an email or drop by the office for a fresh cup of coffee_

We  feedback.

futurice

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