



Teams and leadership

Introduction to the Module

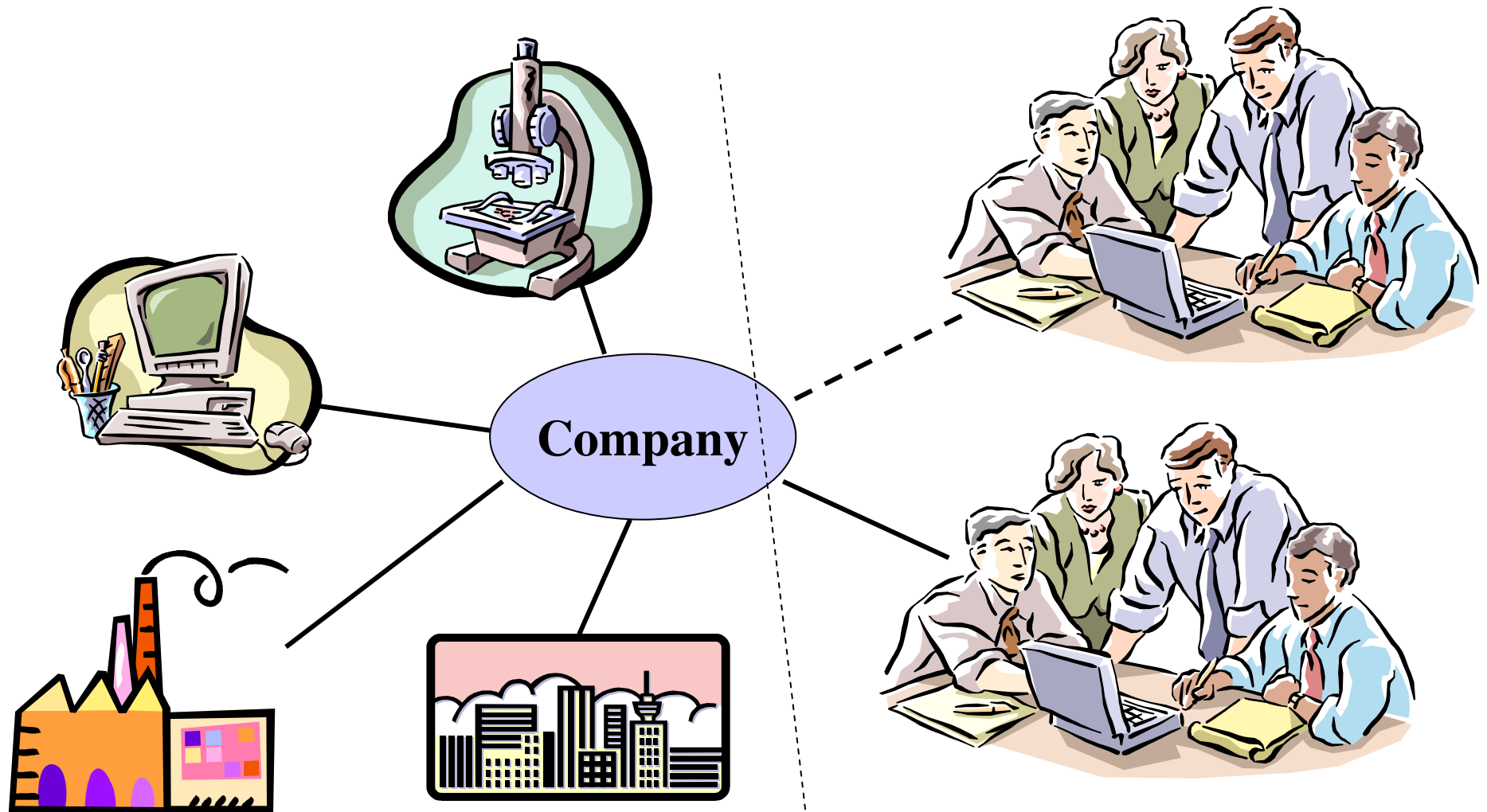
Master of Industrial
Management for ICT
Stadia

Leenamajja Otala

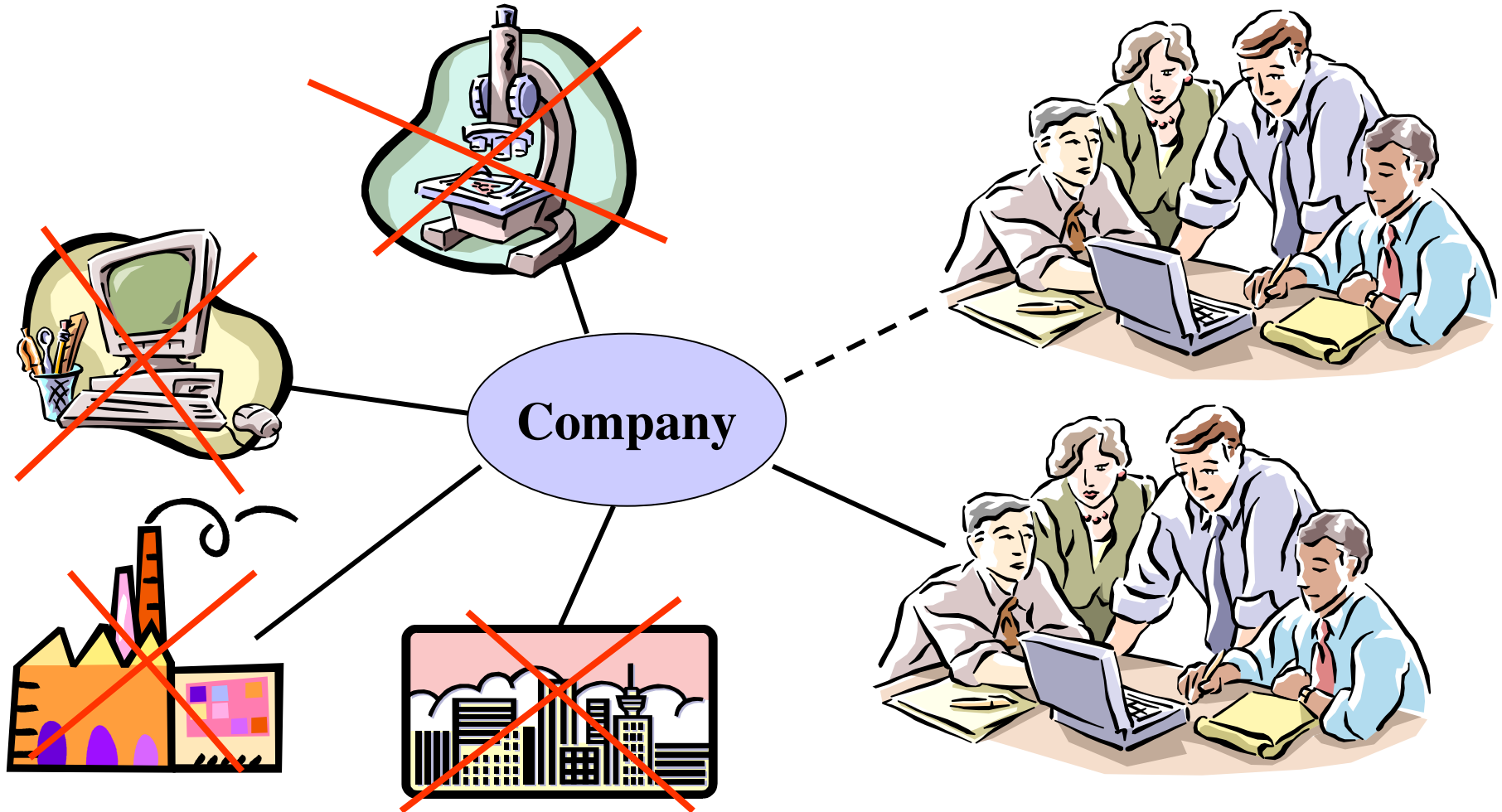
Sept 8, 2006

ce Oy Inc.

Business resources



Business resources



Changes in the business environment (provided by the students)

- **IT, mobility and virtuality**
- **Manufacturing goes to more favorable places**
- **Outsourcing of non core competences**
- **Information counts**
- **Competition increases**
- **Globalization**
- **Ethics and value become more important, money matters**
- **Customers become more important, must change**
- **Must be more dynamic**
- **From industry to service**
- **Quartal economy -short term thinking**
- **Flexibility**
- **Management???**

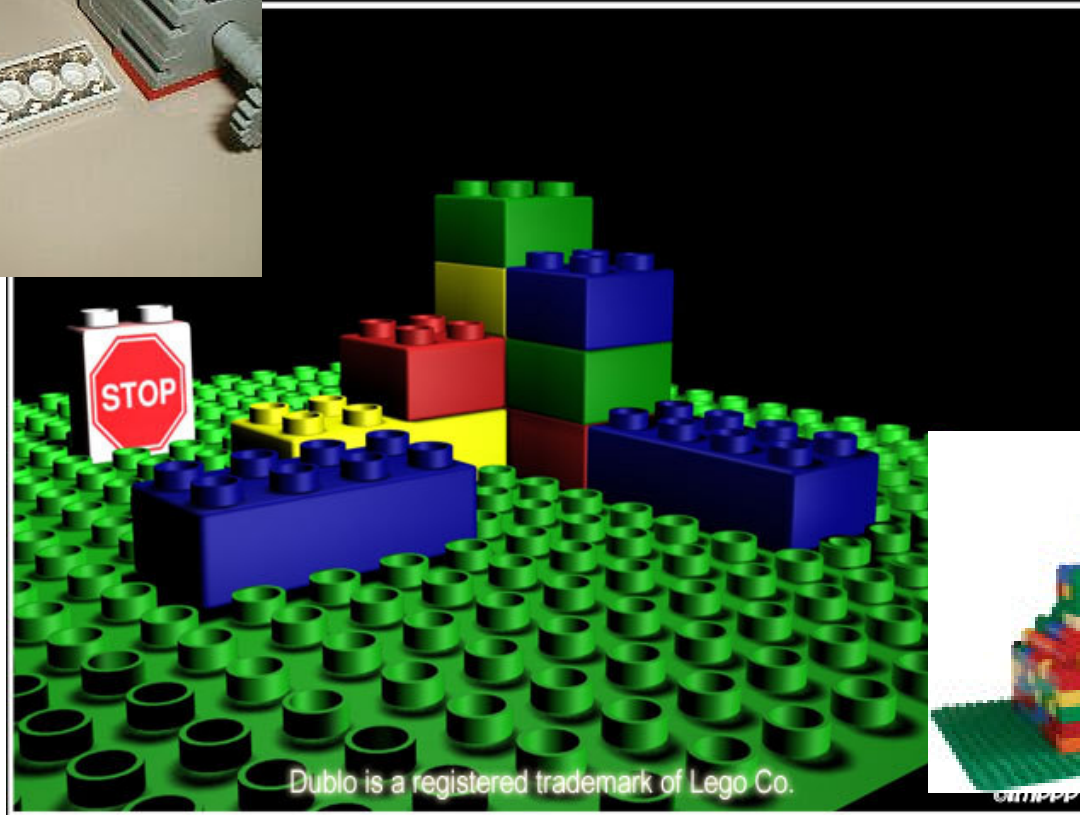
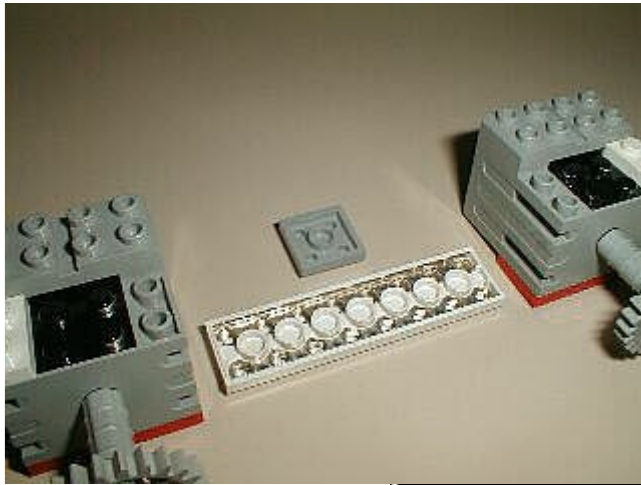
Globalization

- **Continuous restructuring of businesses**
- **Running after cost-effectiveness**
- **Running after educated people**
- **Running after customers**

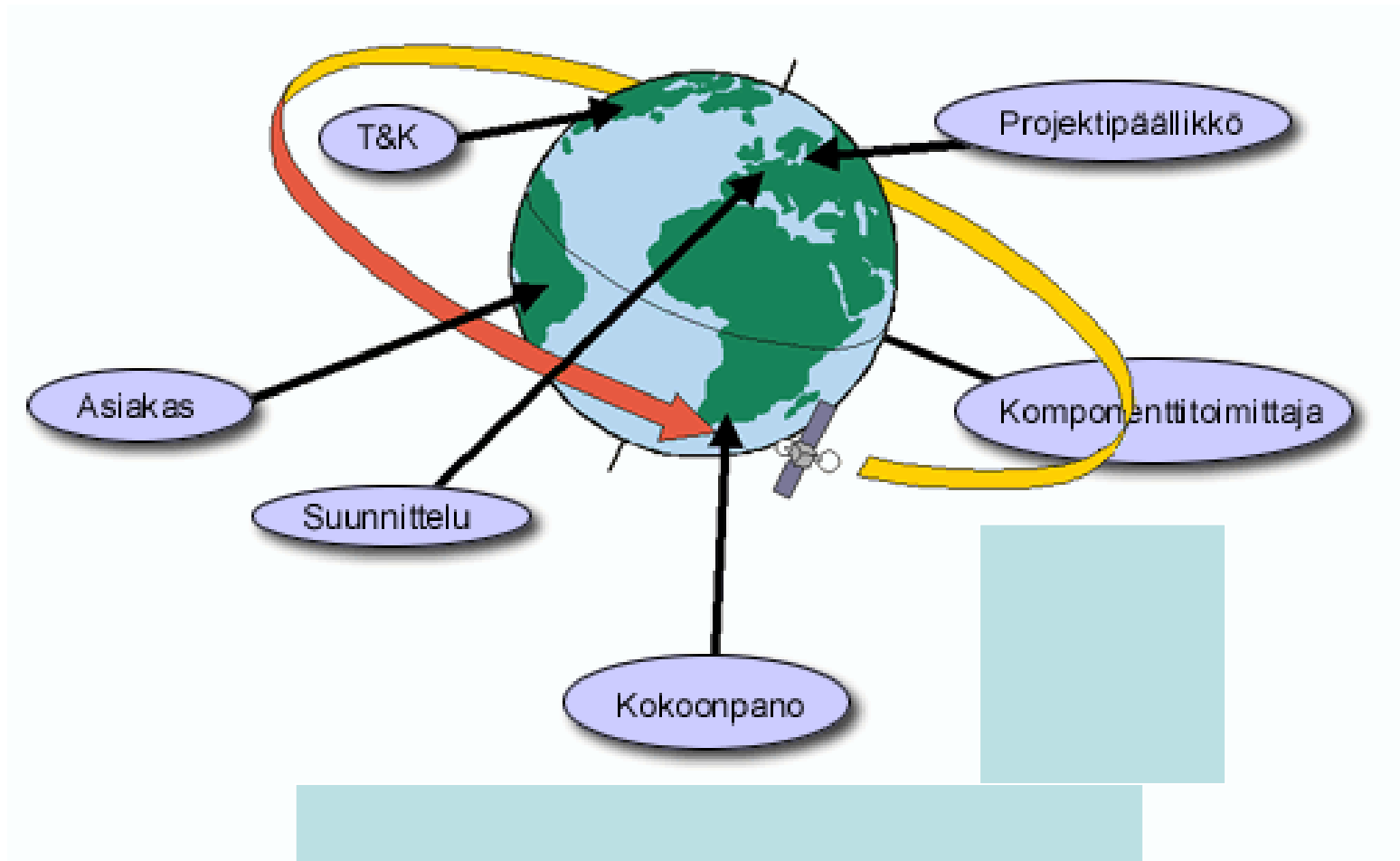
Examples of salaries industry (2005)

Country	Euros/hour
Germany	27
Finland	25
Sweden	23
USA	17
Estonia	4
Hungary	3,3
China	1,8
Russia	1,5
India	0,8

Continuous restructuring of businesses...



...into global networks



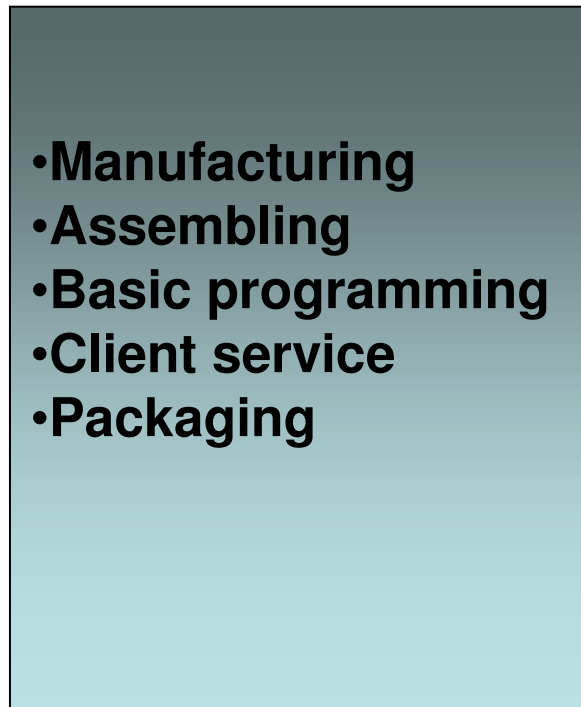
Focus on Pacific Rim



- **Economic Growth is fastest in the Pacific Rim**
- **Production is multiplying, while in Europe the production is decreasing**
- **Also white-collar jobs are moving to China and India**
- **3,3 milj knowledge jobs from USA => India and Asian countries, also R&D work**
- **Knowledge and competence no more a problem:**
- **More than 5 milj univ graduates in China every year.**
- **More engineers and scientist in India only than in Europe or USA.**
- **Global patents: Europe 10 %, USA 40 % and Asia 38 %**

Reshaping work and production

Low salary countries



High salary countries



Multinational
Production
network



Knowledge work

Work becomes virtual and mobile



Portal to a distant office. Shown here in mono, the remote office scene is normally viewed in stereo by the head-tracked user.



France Telecom R&D Telepresence Wall



Telepresence session in the TELEPORT room



Example of VIRTUE setup :
Virtual Team User Environment



Mixed reality environment used for natural téléopération of a remote robot (LSC Mixed Reality Environment)

Source: Prof. Matti Vartiainen, HUT, 2005

Samir OTMANE

Samir Otmane from Université d'Evry/Laboratoire Systèmes Complexes (LSC-CNRS). In IST Call 5 Preparatory Workshop on "Collaborative Working Environments" 13 April 2005, Brussels.

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Technology promotes the increase of knowledge workers

IT

1 billion internet users
2+ billion mobile phone users
Work independent from place and time



Mobility

1,6 billion cross-country trips in 2020
Working globally

Media

information
800 megabites /yr/person

Amount of information

about 1 milj books per annum,
Paper consumption quadrupled in 1975-2000,
Annualy published amoun of digital data
corresponds to 1500+ billion books

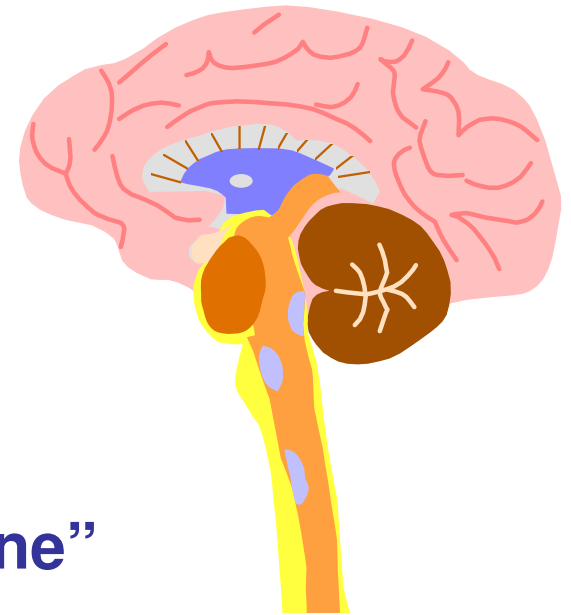
Work assignments

Projects

Trading of one's own expertism

Typical to knowledge work

- ITC equipments
- High level of education
- High level of cognitive skills
- No repetition, situational
- From instructions to competence
- Volunterism
- **Brain – the most important ”machine”**
 - Difficult to control and manage
 - Motivation and self-leadership

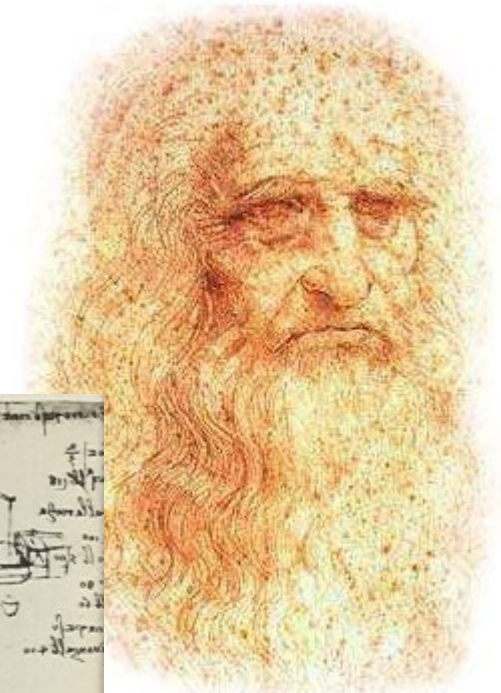
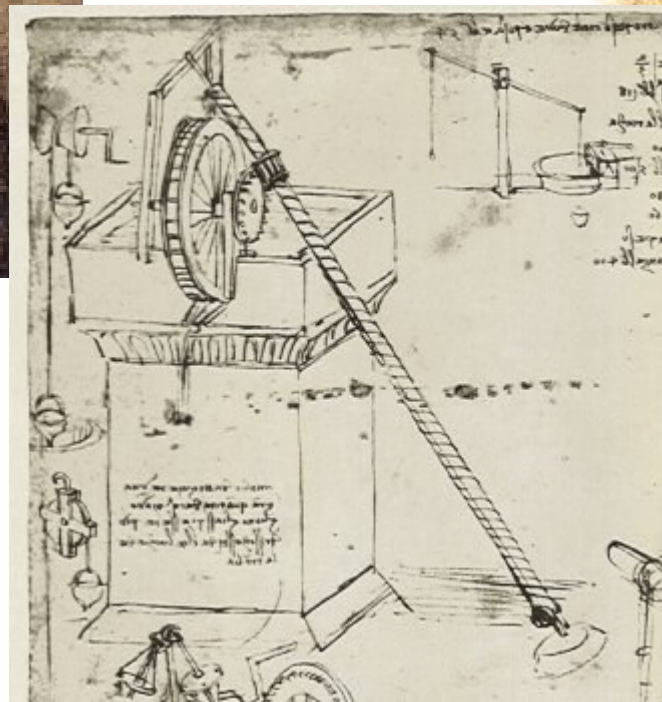


Explosion of information

- **During the past couple of years more information has been provided than in the history before that.**
- In 1999 2 exabytes, in 2002 5 exabytes of information (10^{18} bytes)(Lyman, Peter and Hal R. Varian, "How Much Information", 2003. Retrieved from <http://www.sims.berkeley.edu/how-much-info-2003> on [Aug. 23, 2006].



The time of one head is over

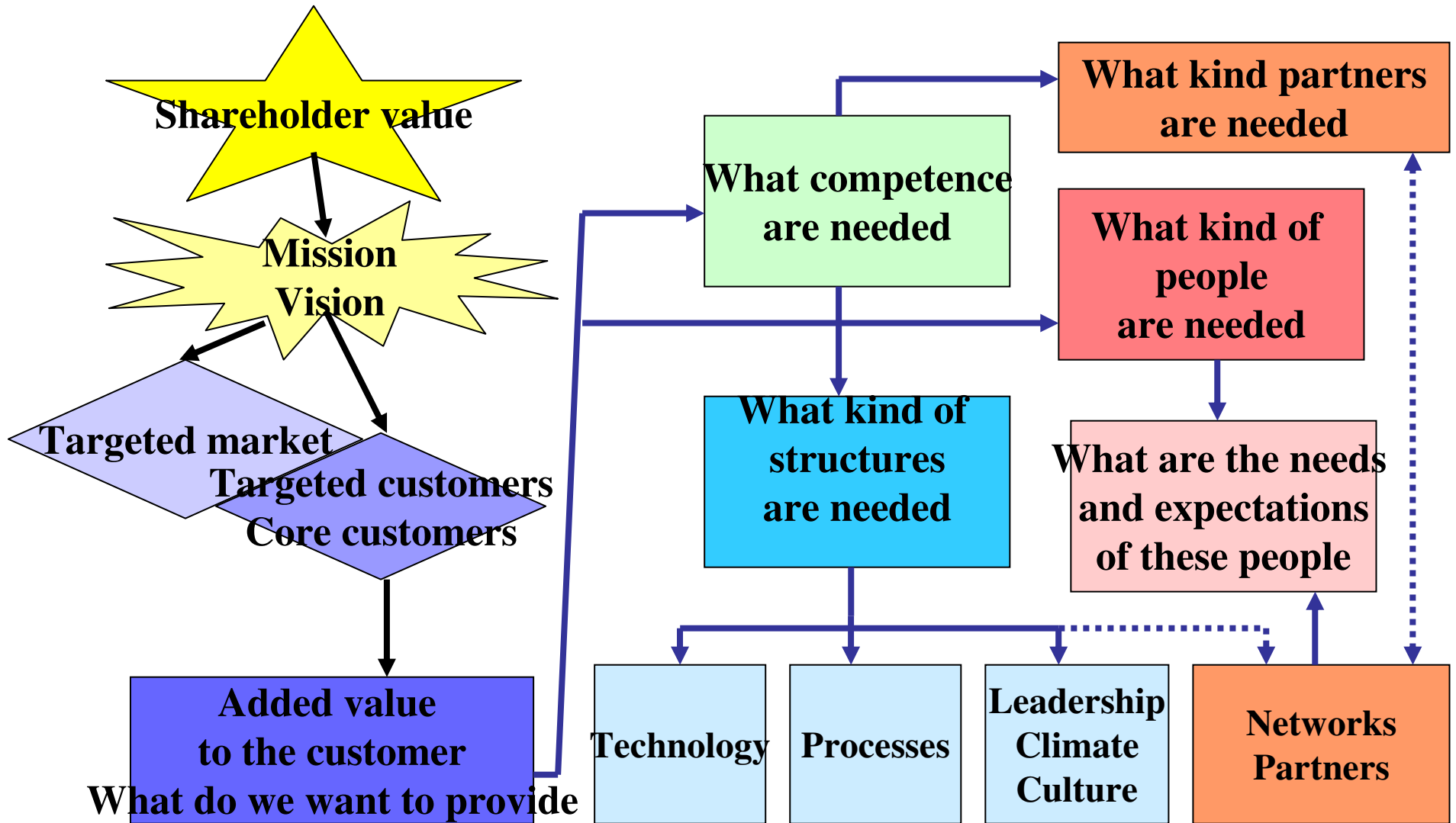


Instead, ...Competence is in several heads

- **Need for a wide variety of competences (many heads) for solving a problem or managing a task or developing something or making decisions based on intuition...**

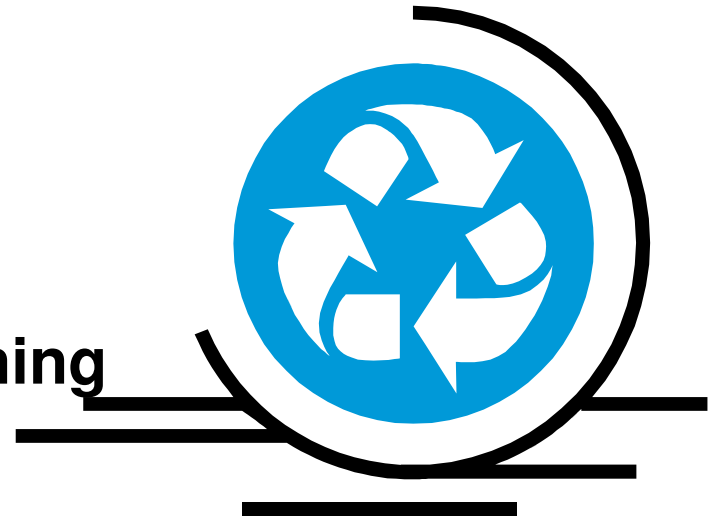


People in the Strategy



Learning is a core process

- **Continuous learning as individuals, teams and organizations is a must**
- **In knowledge work it is necessary to share and create new knowledge with other knowledge workers. One cannot learn fast enough on her/his own.**
- **All organizations are looking for methods to accelerate learning**



Key leadership challenges

- **What are most important leadership challenges caused by these changes in the business environment?**

Key leadership challenges (provided by the students)

- **Change management – more leadership and empowerment**
- **Diversity management**
- **Processes and values, stability vs. dynamism**
- **Procedures**
- **Outsource management**
- **Competence management**
- **Social skills, communication**
- **Flow of information**
- **Feed back**
- **How to keep people motivated**
- **Common goals**
- **Anticipate the change**

Objectives of the course

- **To understand the role of intangibles (knowledge, competence, innovativeness, learning) in business**
- **To learn basic processes and tools for creating a learning organization and for competence and knowledge management**
- **To learn to use information sources and management literature**
- **To learn to write a scientific paper**
- **To learn from each others' experience and to create new knowledge through collaboration**

Content of the course

- **New competitive assets – new leadership challenges**
- **Creating, developing and leading a learning organization**
- **Managing competence and knowledge as strategic resources**
- **Leading knowledge workers**
- **Me as a learner – me as a leader**
- **Teams and networks**
- **Reporting intellectual capital**

Study methods

- Lectures
- Papers prepared by students on various topics of the module/course
- **Discussions**, sharing of ideas and knowledge
- Case studies
- Hands-on, reflection

Content of the course

**Introduction
Competitiveness
today**

**Competence
Strategy**

**Leadership
Me as a leader
Me as a learner**

**Reporting
Intellectual
capital**

**Learning
organization**

**Leading
Knowledge
workers**

**Team
Leadership**

Seminar papers

Case studies

Seminar topics

Seminar topic	Presenter team	Date for presenting
What kind of competence and knowledge there are in a company		Sept 29
Benefiting and Managing tacit knowledge		Sept 29
Learning at work (on the job)	Jussi Mertjärvi Arto Lehtola Imad Abbadi	Sept 29
Competence Strategy as a part of business strategy	Tomi Maaniemi Ilkka Sompio Jarkko Laari Helmut Schäller	Oct 06
Transfer of knowledge in joint ventures and alliances		Oct 6
Forms of collaboration in business	Teemu Laakso Henrik Palin Heli Etuaro Vesa Aaltonen	Oct 6
Social software in knowledge creation	Jarno Mäki Kalle Mäkinen Matti Virtanen	Oct 6
Knowledge creations in a network		Oct 6

Seminar topics

	Presenter team	Date for presenting
Promotin knowledge sharing		Oct 12
Team learning	Tuukka Lindfors Tommi Järvinen Jakub Wojnar	Oct 12
Methods of organizational learning	Tomi Liimatainen Sami Vainio- Palkeinen Markus Shehaddh Abdi Jama	Oct 13
Enhancing innovativeness In a company		Oct 13
Skills and capabilities of a team leader	Sakari Sistanen Timo Selonen Kari Hämäläinen	Oct 13
Creating a learning culture		Oct 13
IT support to learning Or ??		Oct 13

Seminar paper instructions

- **An essee of the topic**
- **Based on litterature (books, articles, internet, interviews)**
- **7-15 pages**
- **Prepared by a team of 3-5**
- **Presentation to other students, preferably by ppt-slides**
- **Papers are collected in the course site**
- **A paper copy should be sent to the teacher 2 days in advance. (leenamaija.otala@stadia.fi)**
- **Writing instructions (style, references etc.) will be on the course site or given by Marjatta**

A case study, a team work

- **Select in teams one of the companies or organizations of the participants (or any other company you have access to). Offer the company "a consulting work" on *development plan towards a learning organization***
- **Start working with the case study and collect information about the company in order to write the description of the case company. (instructions and the content of the case study will be given).**
- **Evaluate the organization as a learning organization and point out development areas. (This is the second part of your case study.)**
- **Make a development plan or improvement plan for the company/organization based on your assessment. (This is the third part of your case study)**
- **A case study is presented to other students, who should contribute by their comments concerning the assessment and development plan.**
- **A written case study should be 10-15 pages, based on publiced and unpublished information about the company and interviews of company employees and executives.**