

GOFORE

How to create sustainable innovation cultures

Working Products

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Desire to change the world is one of the key drivers of success for different organizations...

...but sometimes it also has the power to **cloud your judgement.**

2021 we live in a V.U.C.A. World

- **Volatile** – change is rapid and accelerating not easy to predict
- **Uncertain** – today and tomorrow are full of suprices.
- **Complex** – depedencies and expotential tehcnology possibilites
- **Ambiguous** – we don't know what we don't know

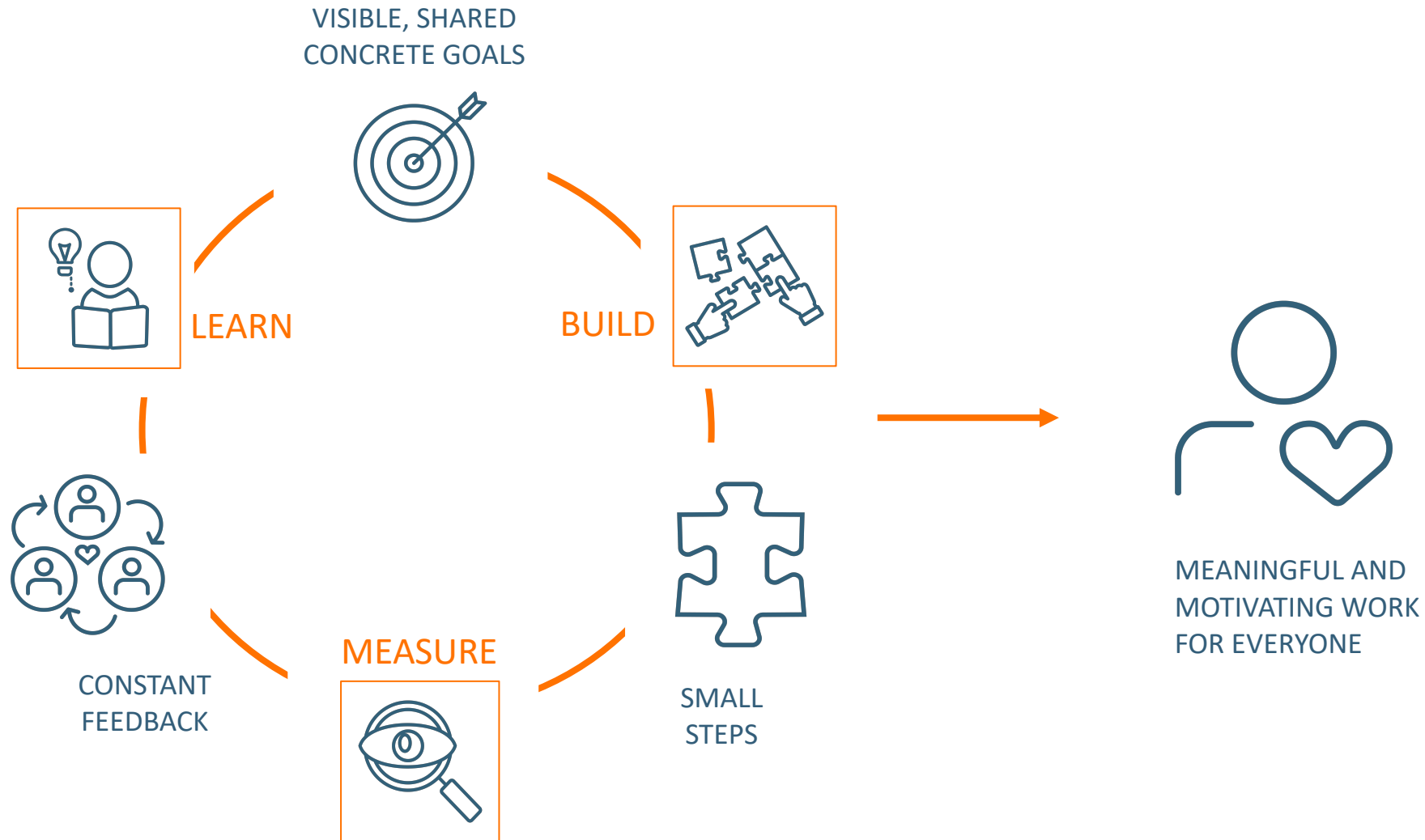


We look at things from inside. We work with people from our own bubble. We think we know our customers.

A person wearing a pink knit hat and a red and blue swimsuit is sitting in a hole in a frozen lake. The person is facing away from the camera, looking out over a vast, flat, white frozen expanse under a pale, overcast sky. The water in the hole is dark and still, reflecting the person and the sky. The ice around the hole is uneven and textured. In the far distance, a dark, forested shoreline is visible on the horizon.

What does she need?

We need ways of working which include:



Lean Startup

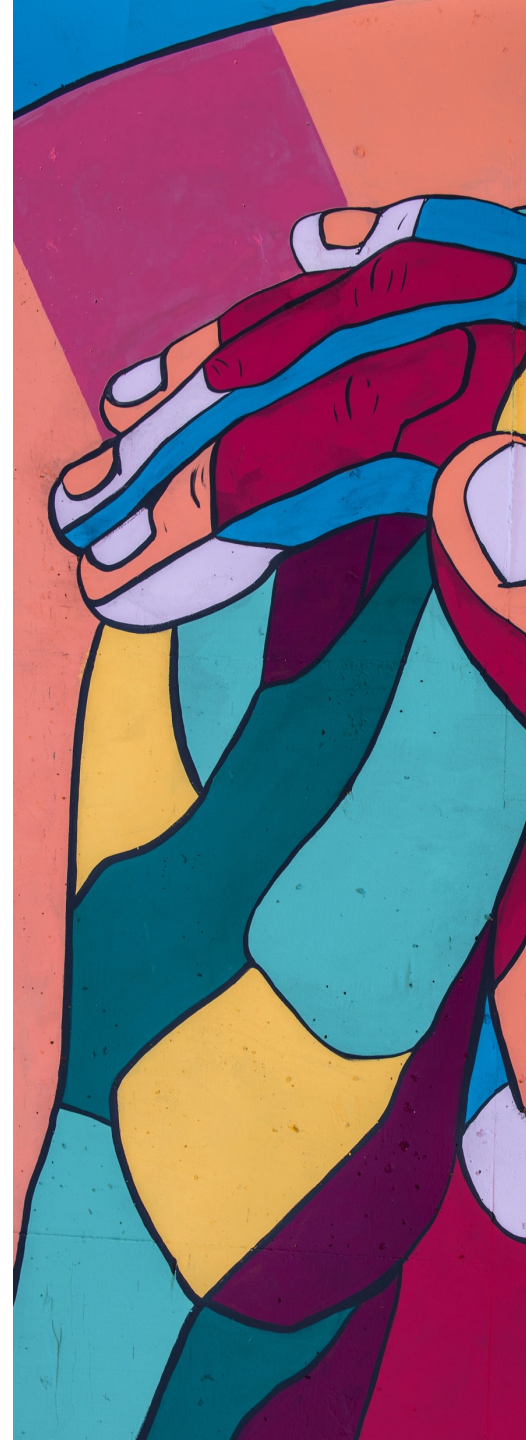
Fail Faster
Succeed Sooner

Agile Development

Changing needs -
Iterations step by step

Design Thinking

Brining the customer to the hear of everything



But, agile, lean and design thinking as such are not enough

We need teams and ecosystems which include:

DIVERSITY

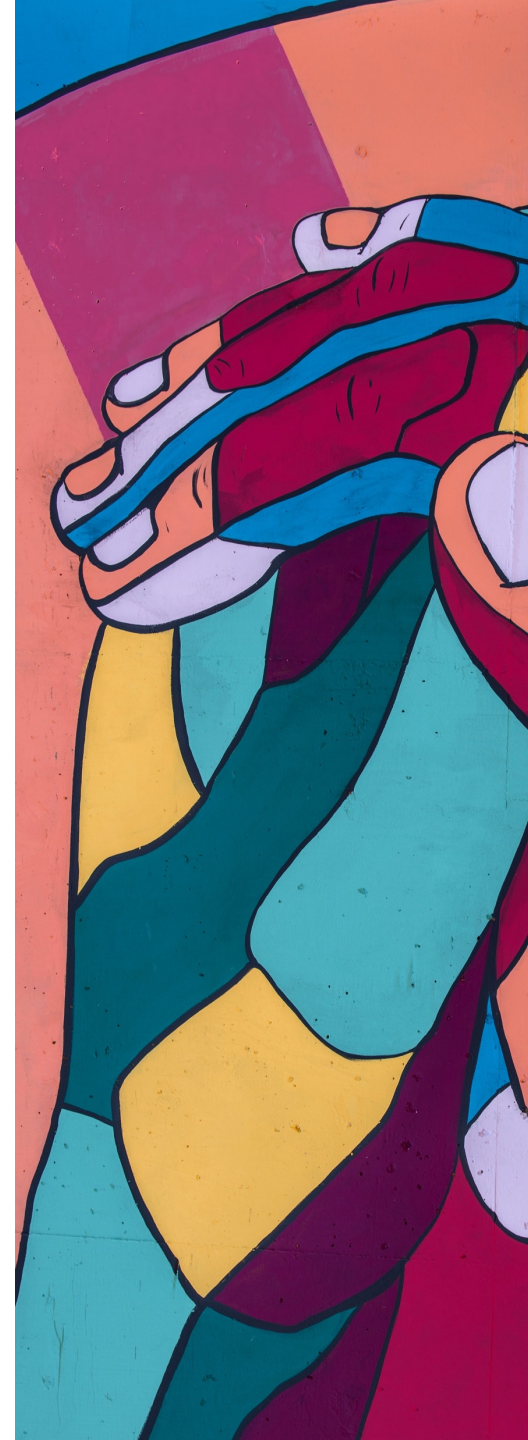
Presence of
difference in
identities and
abilities

EQUITY

An approach
ensuring equal
access and
opportunities

INCLUSION

People with
different identities
& abilities (feel)
valued, welcomed,
levraged



“Diverse and inclusive cultures are providing companies with a competitive edge over their peers.”

“Hire a chief innovation officer.”
“Change the culture.”
“Look outside your industry.”

https://www.bcg.com/publications/2018/how-diverse-leadership-teams-boost-innovation?utm_source=201804Q1TOP&utm_medium=Email&utm_campaign=201804_Q1TOP_TOP10_NONE_GLOBAL

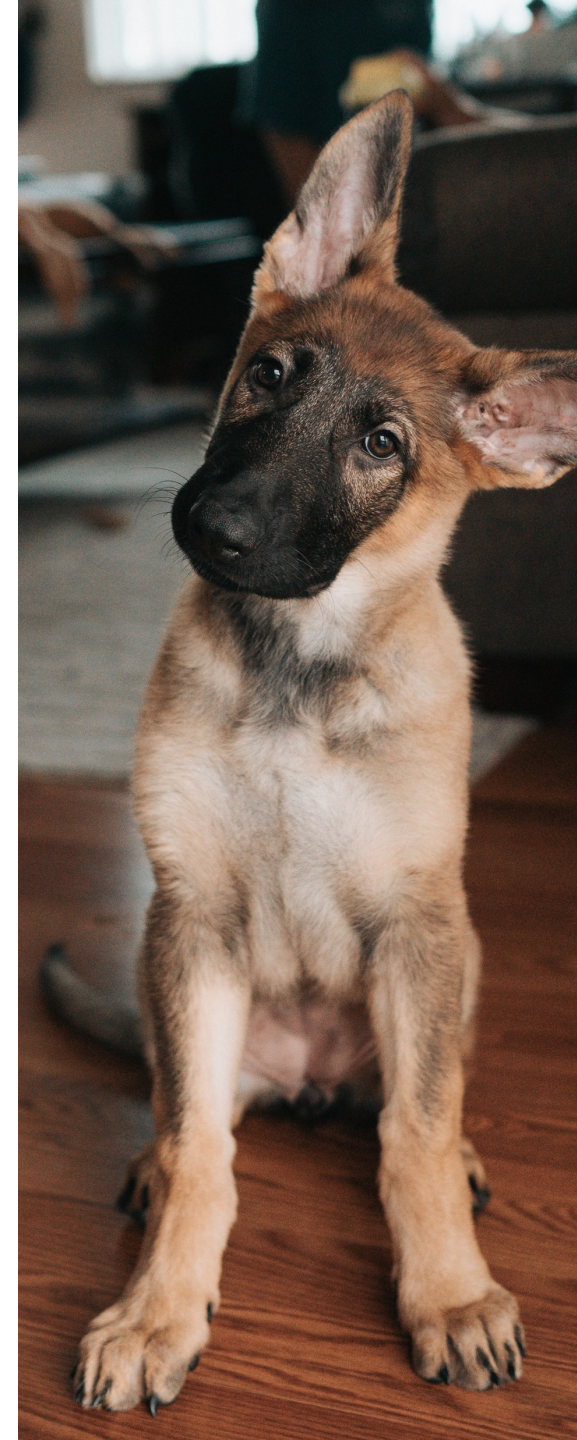




EXHIBIT 1 | Companies with More Diverse Leadership Teams Report Higher Innovation Revenue

Companies with
below-average diversity scores



Companies with
above-average diversity scores

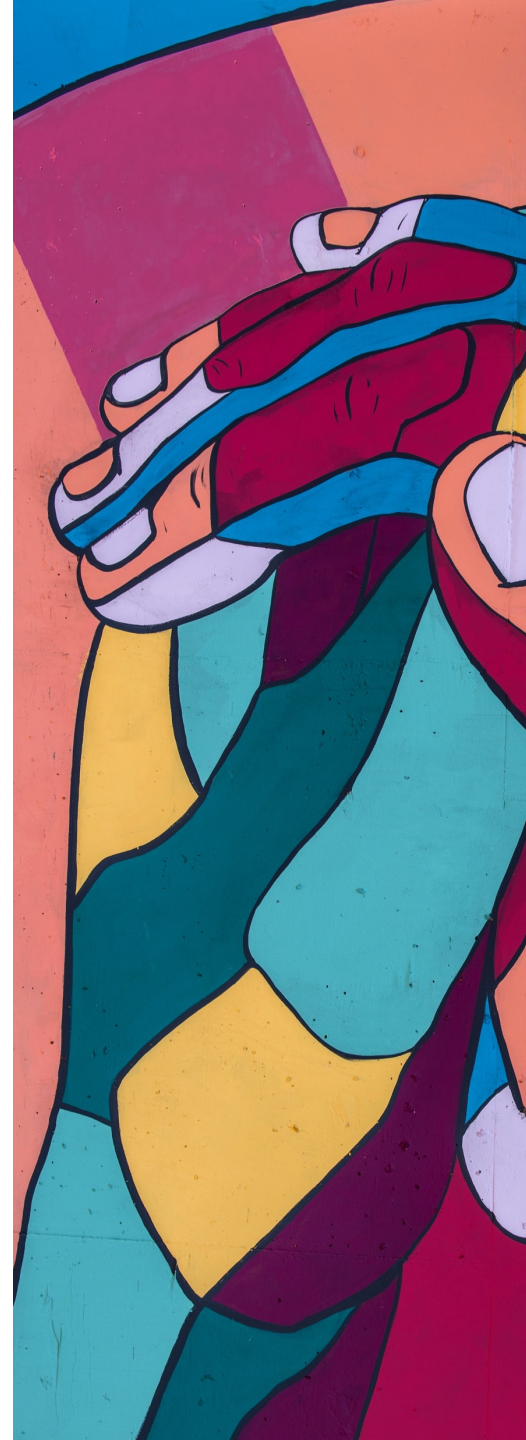


Source: BCG diversity and innovation survey, 2017 (n=1,681).

Note: Average diversity score calculated using the Blau index, a statistical means of combining individual indices into an overall aggregate index.

Fierce competition of top talents?

- Have a healthy culture that attracts talent.
- People sense and learn through different channels what the company's culture actually is like.
- Actions speak rather than words.



Create innovation culture that

- Loves collaboration & keeps learning
- Puts people at the heart of the experience
- Celebrates failure & embraces rejection
- Builds psychological safety & encourages transparency
- Gets out of the building
- Praises diversity, equity and inclusion

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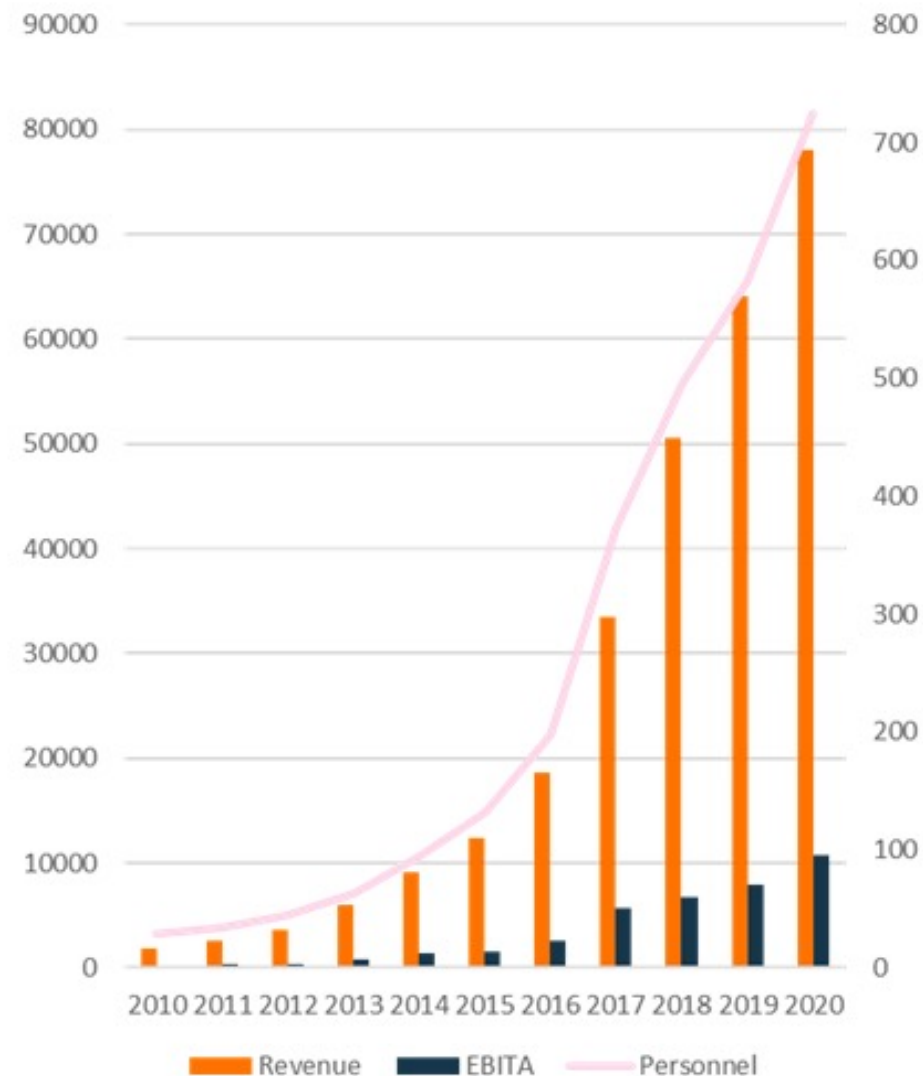
It's easier to act your way to a new way of thinking than to think your way to a new way of acting



Gofore's Sustainability Report 2020

*"Our high-quality services would not be possible without our competent employees and subcontractors. We have paid special attention to building a company culture that takes people into consideration. For us, it is important that people feel well in their work and feel their work is meaningful. We invest in reinforcing our community spirit, and we appreciate the differences in people. **Diversity is also an asset in our work.**"*

- CEO's review CEO Mikael Nylund



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Thank you!

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