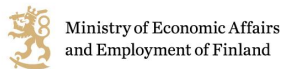


# Civil Servants and the Future



# Our Team



**BRAD  
MULLEN**

*Collaborative and  
Industrial Design*



**CHINNY  
WONG**

*Creative  
Sustainability*



**EMILIJA  
VESELOVA**

*Collaborative and  
Industrial Design*



**VILMA  
HÄMÄLÄINEN**

*International Design  
Business Management*

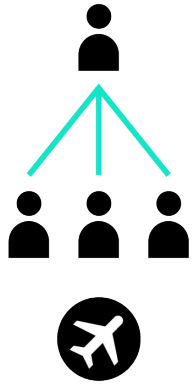


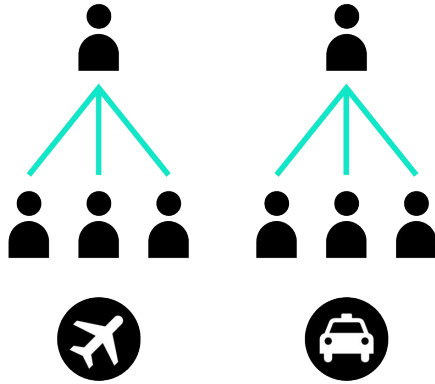
**YURI  
FUKAMATI**

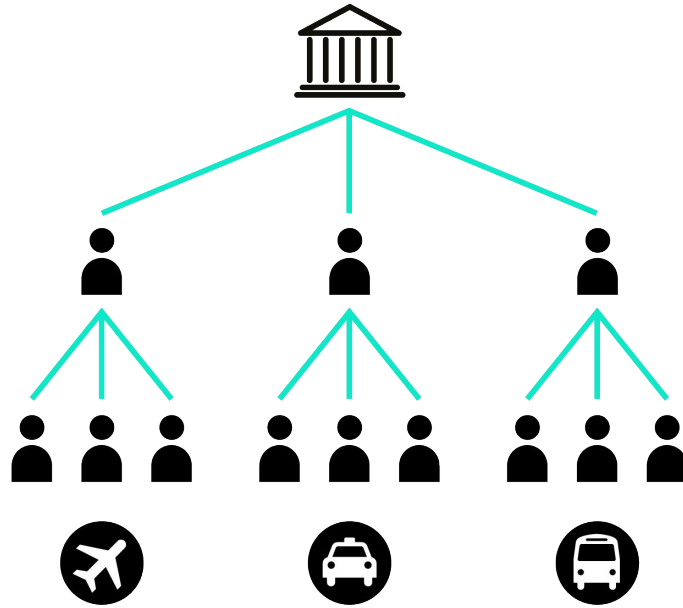
*Collaborative and  
Industrial Design*

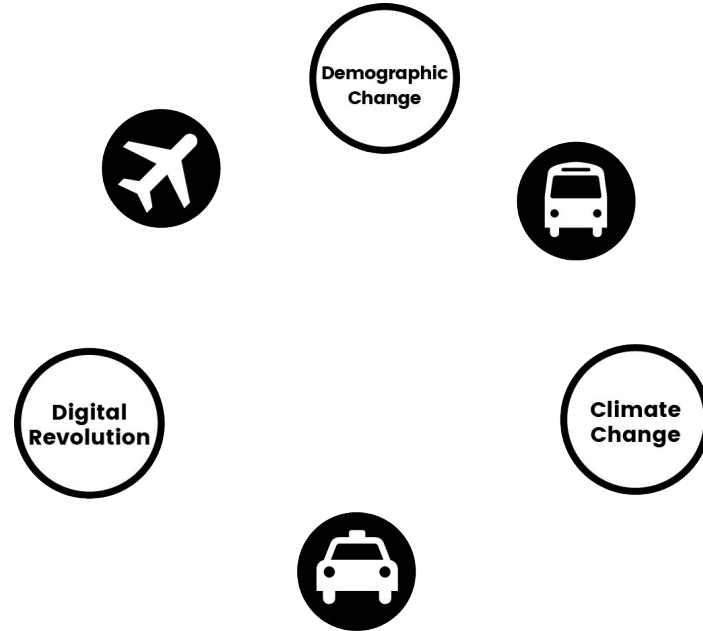
**The world is getting  
complex. Fast.**



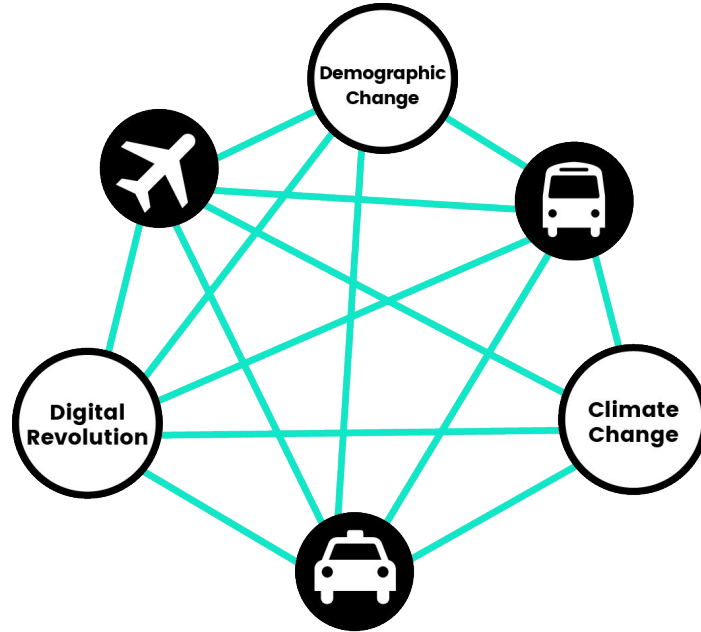












# Collaboration

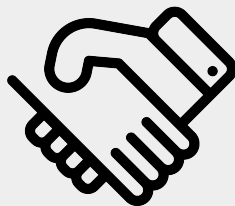
*A group working together towards a common goal.*

# Collaboration

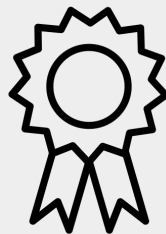
*A group working together towards a common goal.*



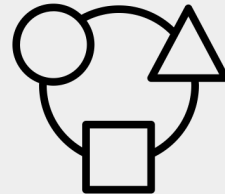
**EQUALITY**



**TRUST**



**ACCOUNTABILITY**



**DIVERSITY**

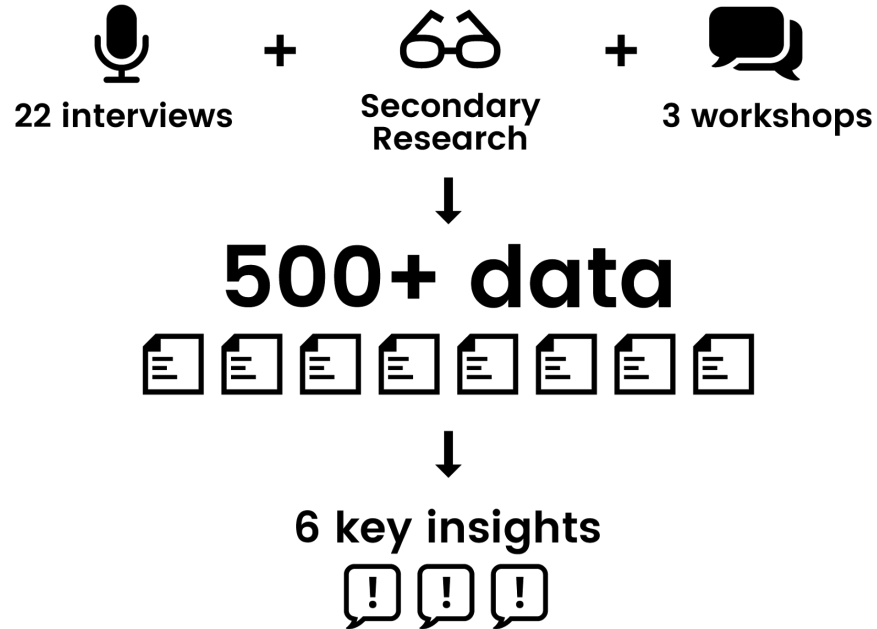
# **How is the Finnish government at the moment?**







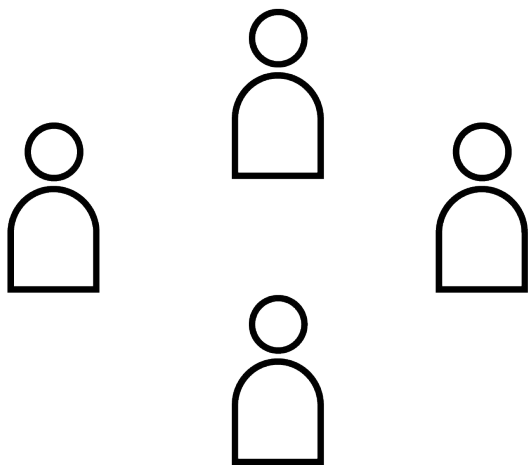






Key Insights

# ***Structural*** *and Cultural*



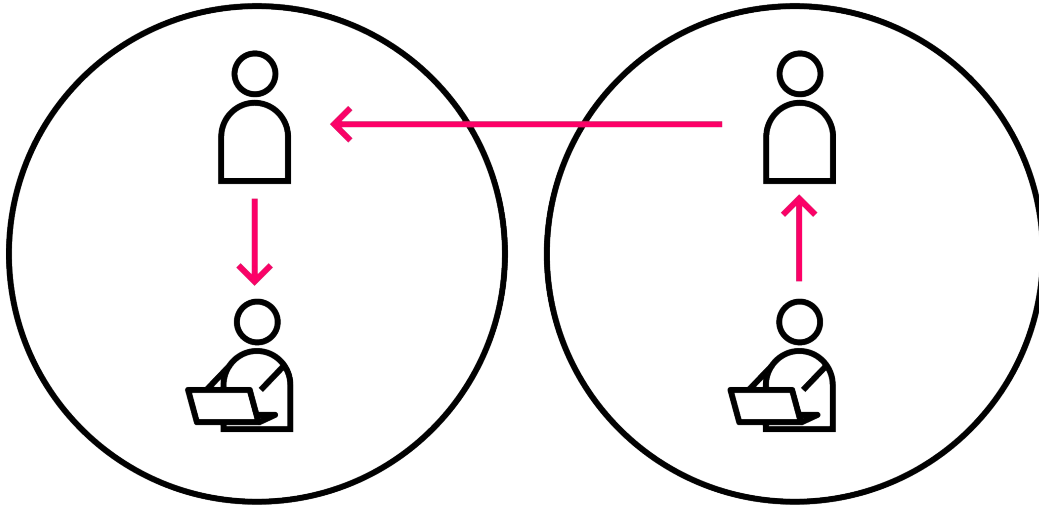
Insight 1:  
**Organization of work  
enforces individualism**



*In practice we don't really do  
teamwork. We get a request  
and we discuss among the  
team who'll do it.*

*Junior Specialist*

Insight 2:  
**Hierarchy blocks direct communication**



*I am used to being able to call anybody. Here I can't. I need to take [matters] to my superior and they take them forward.*

*Senior Specialist*

Insight 3:  
**Professional development of new  
managers is not enforced**

*A new position gives you a higher salary, but **you are still a specialist doing the same job** (...) This is a big challenge because people should see the new position as a completely new profession.*

*Strategy Manager*

## Key Insights: Recap

### **Structural**

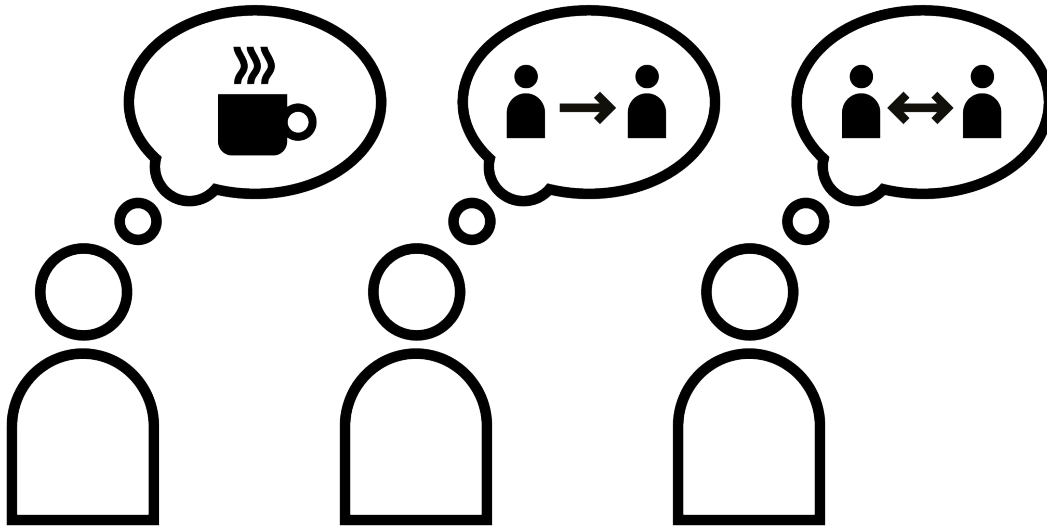
- 1 Organization of work enforces individualism
- 2 Hierarchy blocks direct communication
- 3 Professional development of new managers is not enforced

### **Cultural**

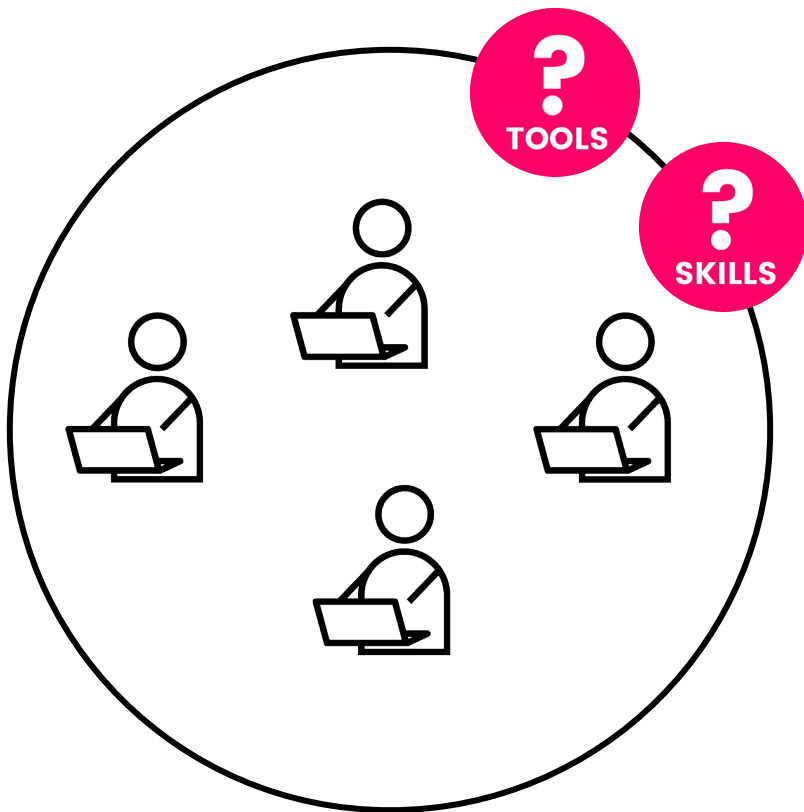
Key Insights

# *Structural and Cultural*

*Insight 4:*  
**There is no shared understanding  
of what collaboration means**





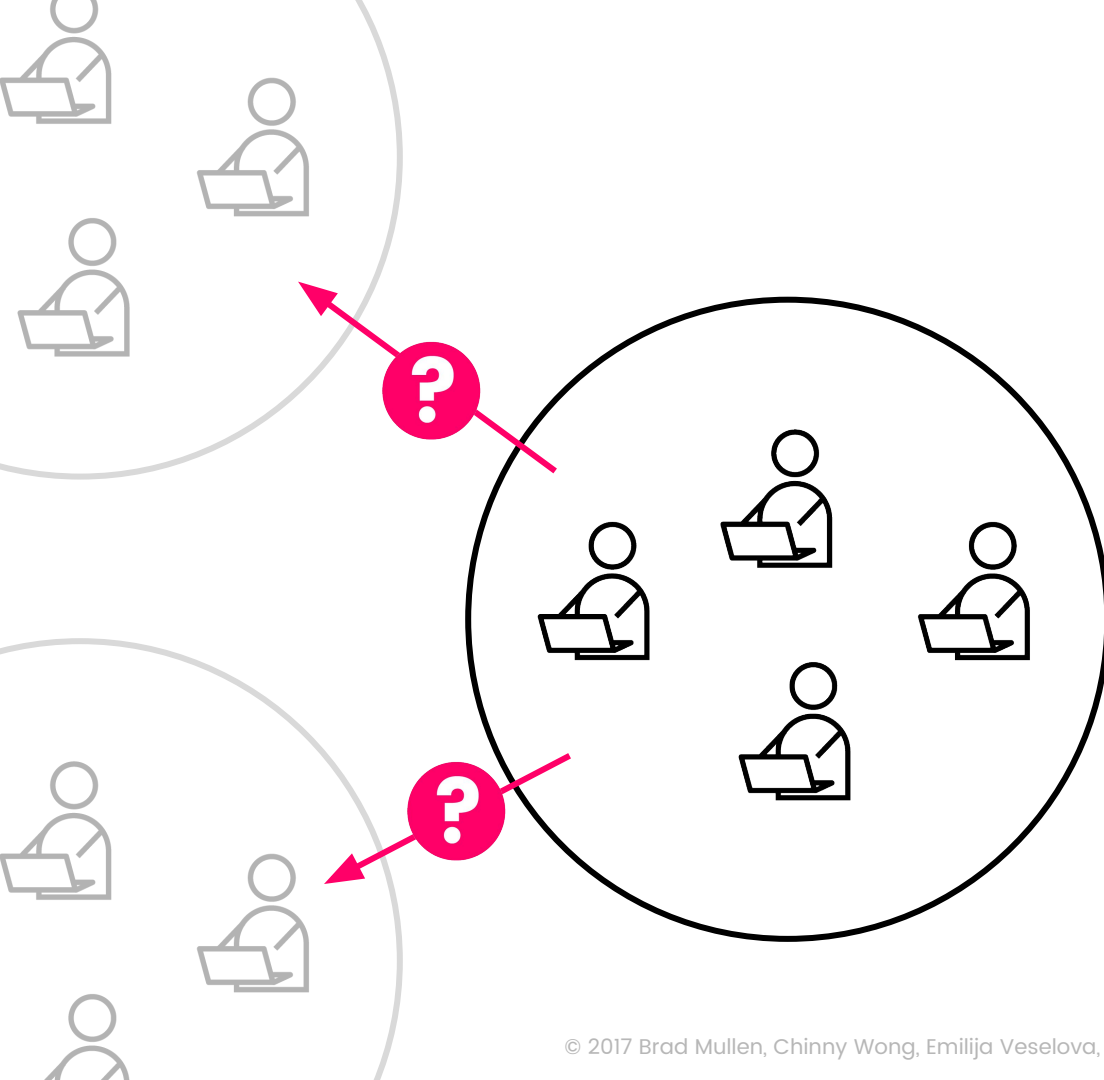


## Insight 5: **Civil servants lack practical know-how**

*We haven't had that many  
tools nor the time and ability  
to implement [collaborative  
ways of working].*

*Ministerial Advisor*

## Insight 6: Establishing collaborative links is difficult



*The others [civil servants] don't see [our team's] policy as part of their main activities or interests. It's easy to involve those whose task is to work with [this] policy.*

Ministerial Advisor

## Key Insights: Recap

### **Structural**

- 1 Organization of work enforces individualism
- 2 Hierarchy blocks direct communication
- 3 Professional development of new managers is not enforced

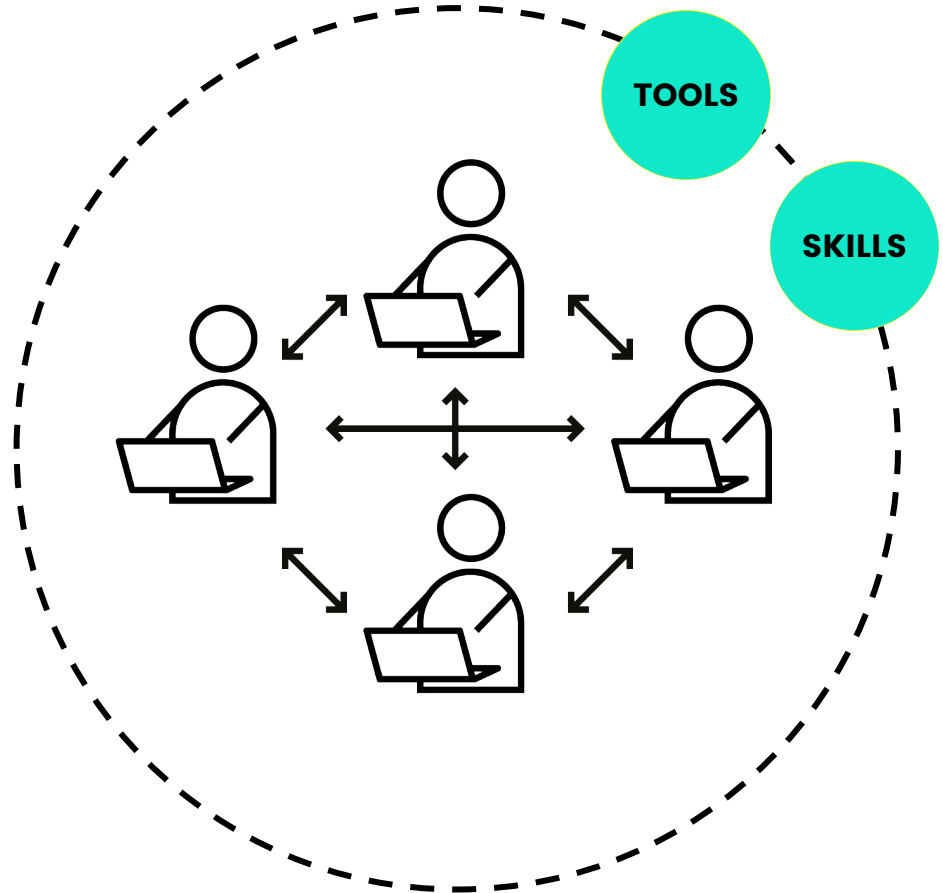
### **Cultural**

- 4 There is no shared understanding of what collaboration means
- 5 Civil servants lack practical know-how
- 6 Establishing collaborative links is difficult

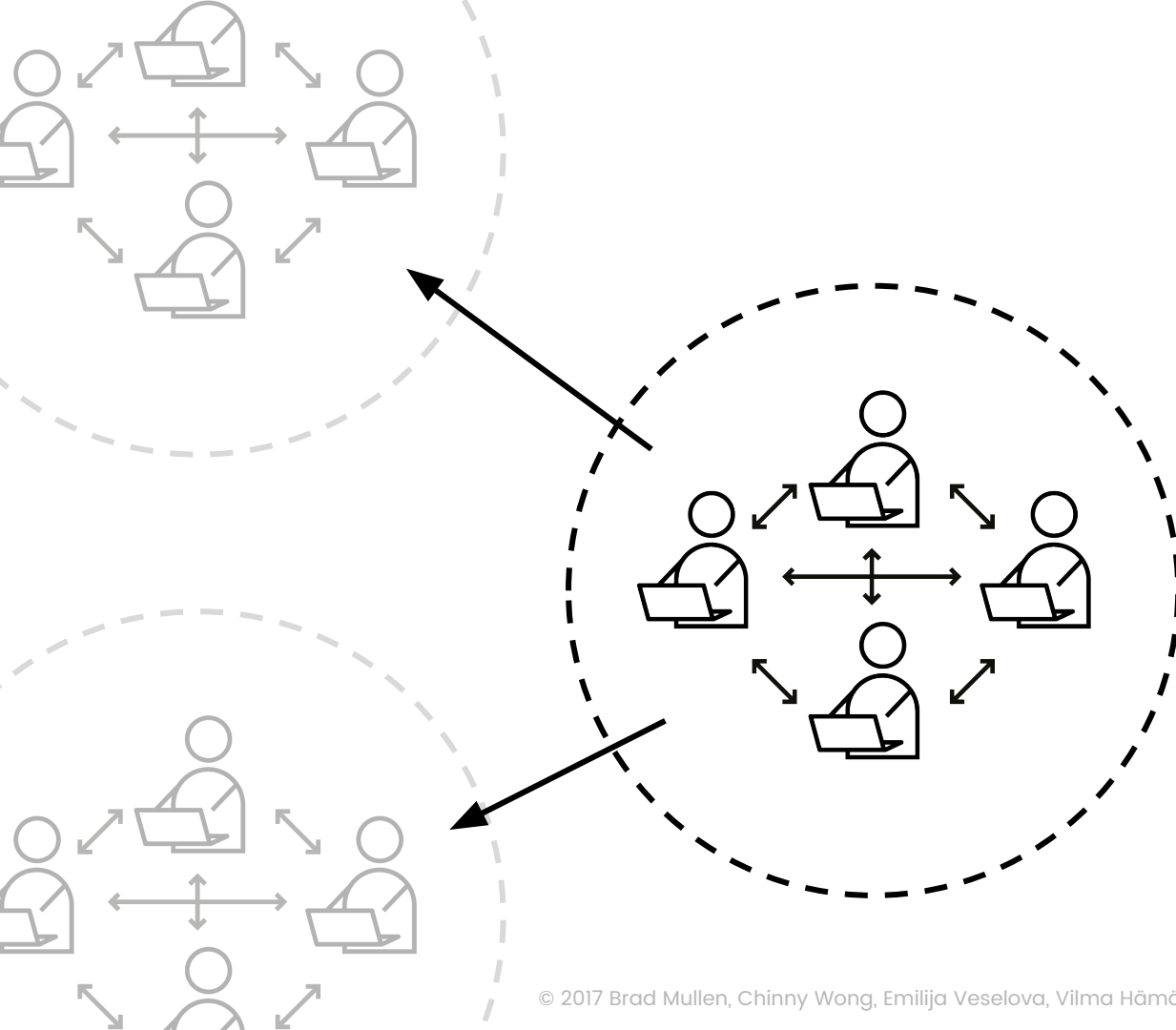
*Government Examples*

# TRANSPORT CODE & D9

# TRANSPORT CODE



# D9



**Why** have these cases been

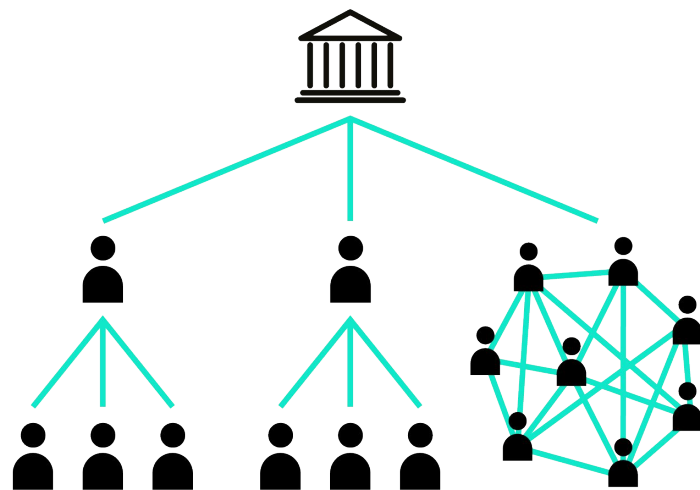
**possible?**

**Why** have these cases been

**possible?**







Civil servants have a

# difficult time

*working together.*



**STRUCTURAL  
CHALLENGES**



**CULTURAL  
CHALLENGES**



**PRIORITISING  
COLLABORATION**



# **BETTER TOGETHER**

*An action plan for creating a collaborative working culture  
for Finnish civil servants*



**Strategic  
Goal**



**Policy  
Change**



**Development  
Process**



## Strategic Goal

Civil servants effectively utilize collaborative working methods to address the increasingly complex issues facing the Finnish society.





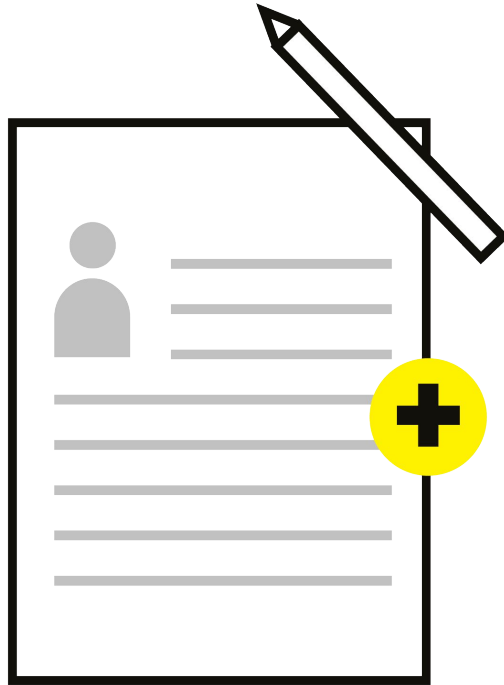
# Policy Change

Collaborative skills are a requirement for civil servants.





# Policy Change



**Collaborative Skills**





# Development Process

Government provides a training program  
in collaboration for civil servants.





## Block 1

## Foundations of Collaboration

- *Etiquette and Prerequisites*
- *Communication & Decision-making*
- *Different applications of Collaboration*
- *Synchronous Collaboration Tools*

## Block 2

---

### Collaborative Project Management and Facilitation

- *Team Leadership*
- *Facilitating Collaboration*
- *Managing Collaborative Projects*

## Block 3

---

### Strategic Collaboration

- *Embracing Uncertainty and Change*
- *Collaborative Strategy for Management*
- *Collaborative Leadership Skills*

## Block 1

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## Block 3

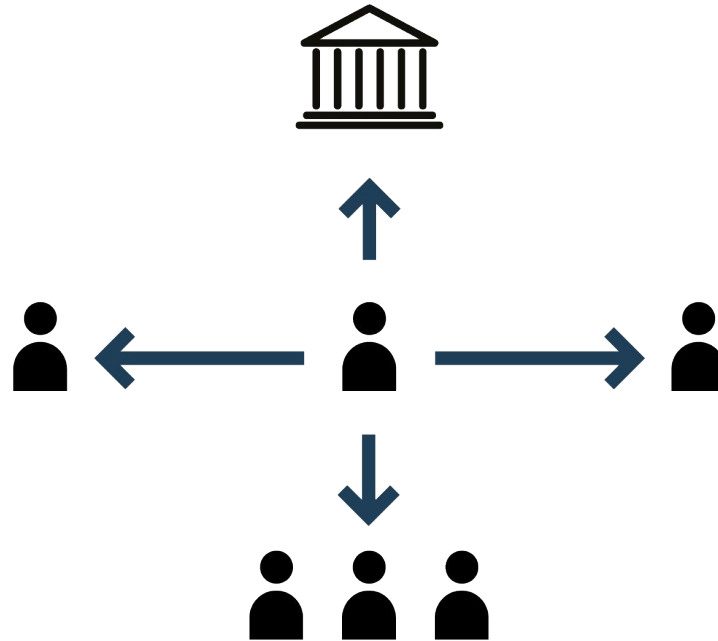
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### Strategic Collaboration

- *Embracing Uncertainty and Change*
- *Collaborative Strategy for Management*
- *Collaborative Leadership Skills*

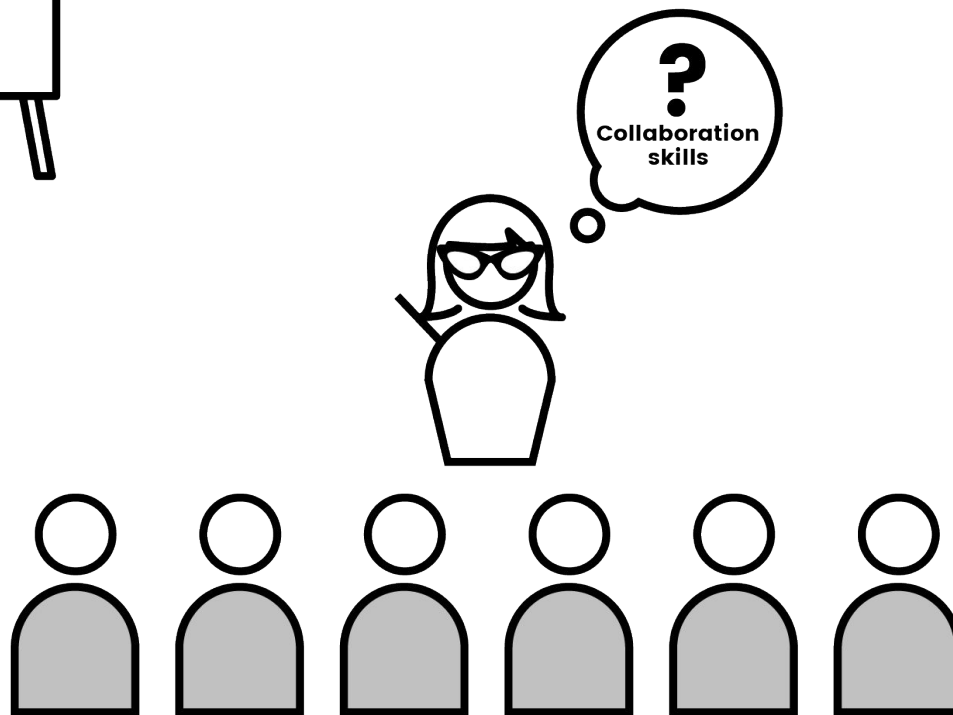
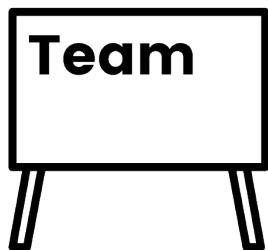


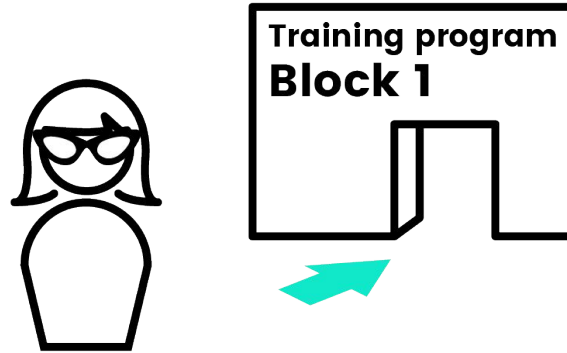
# Development Process



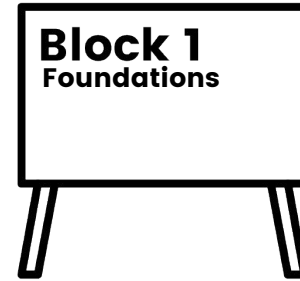
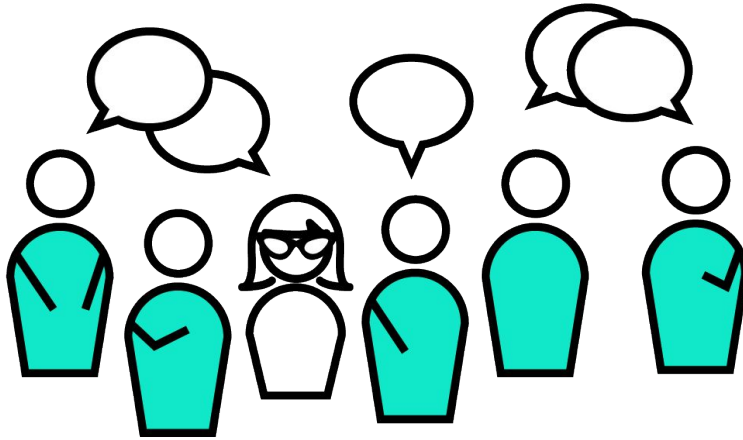


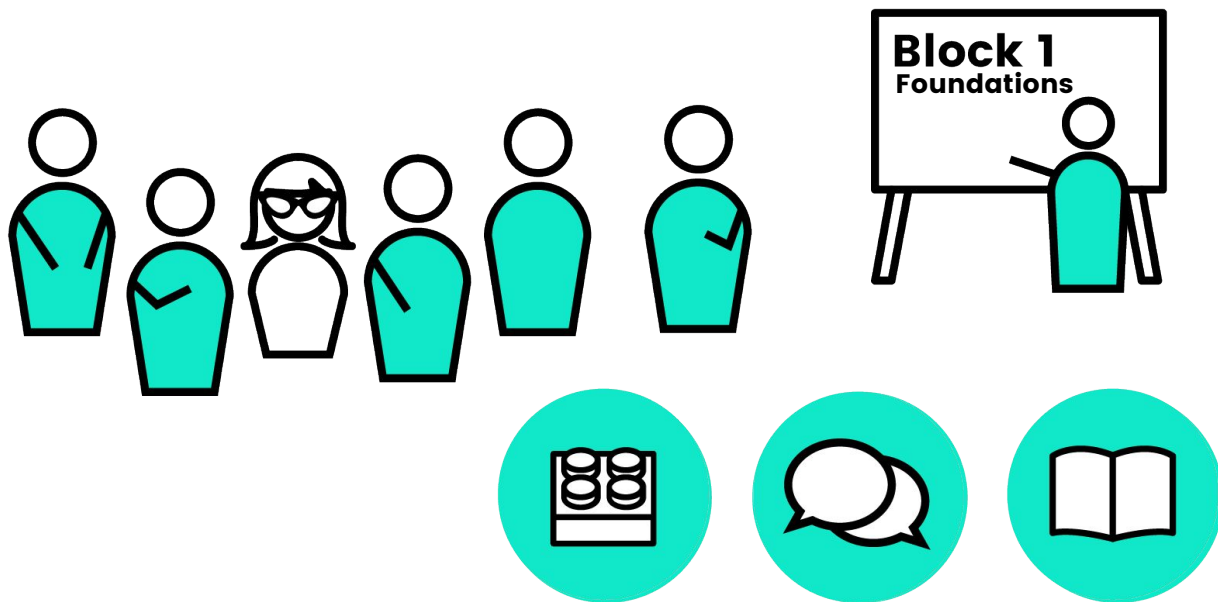


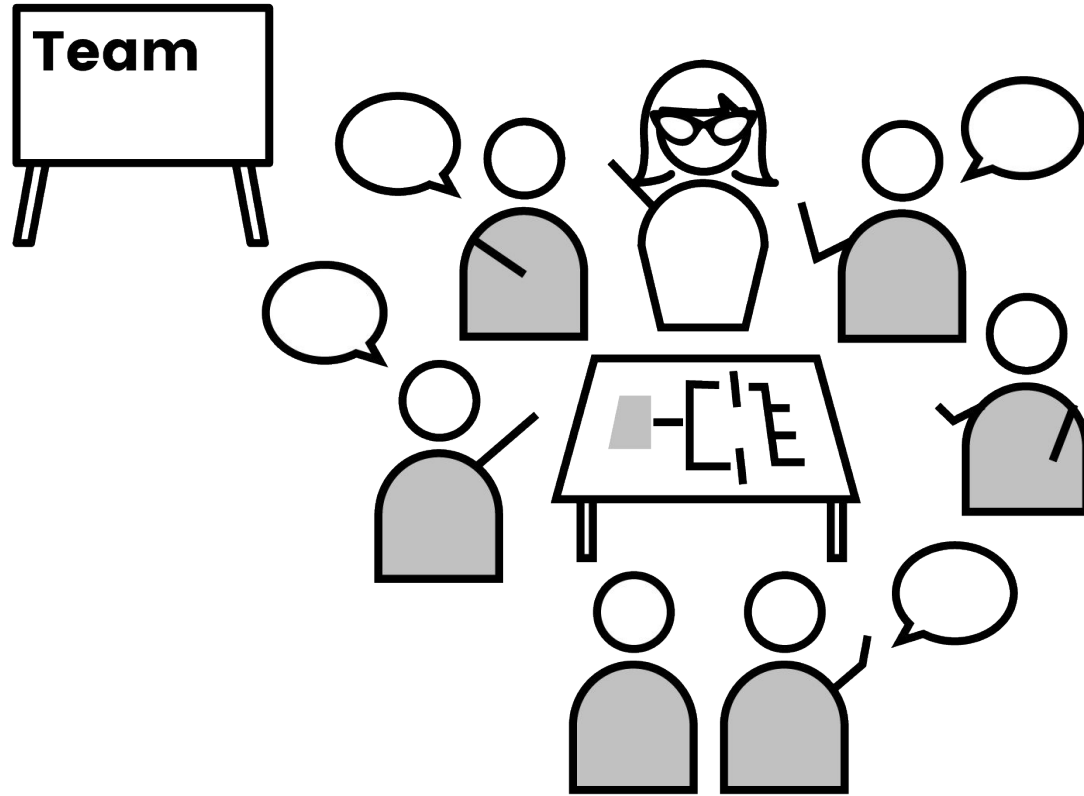


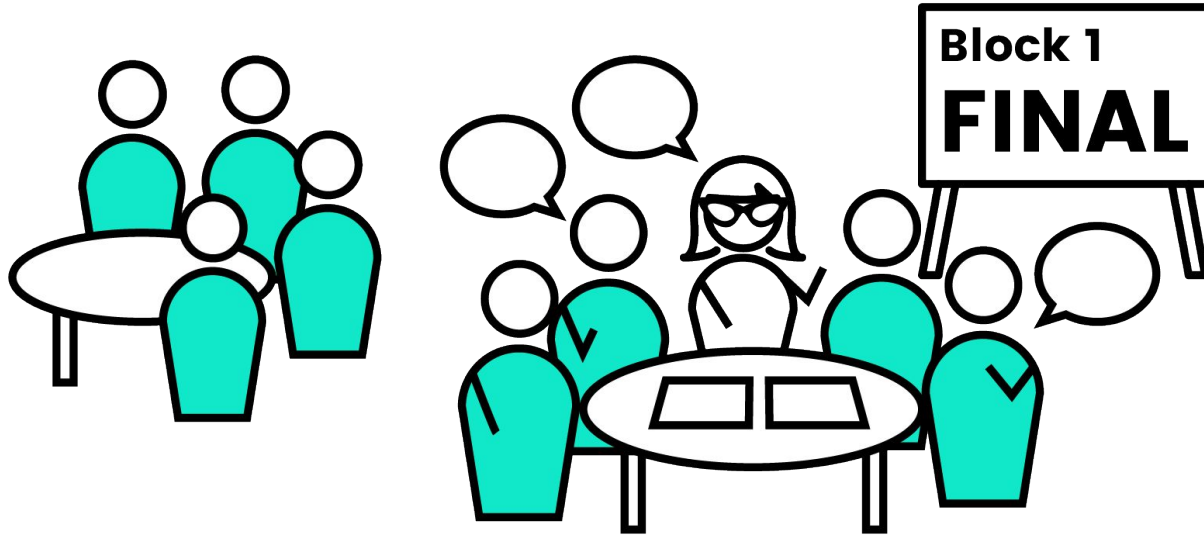


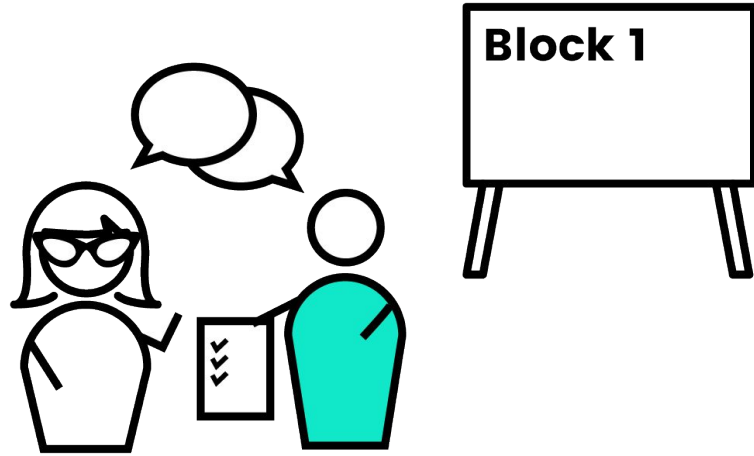














**Strategic  
Goal**



**Policy  
Change**

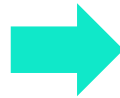


**Development  
Process**



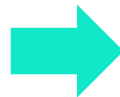
# Structural & Cultural Change

~~There is no shared understanding  
of what collaboration means~~



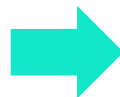
Civil servants know what  
collaboration means

~~Civil servants lack practical  
know-how~~



Civil servants possess  
practical know-how

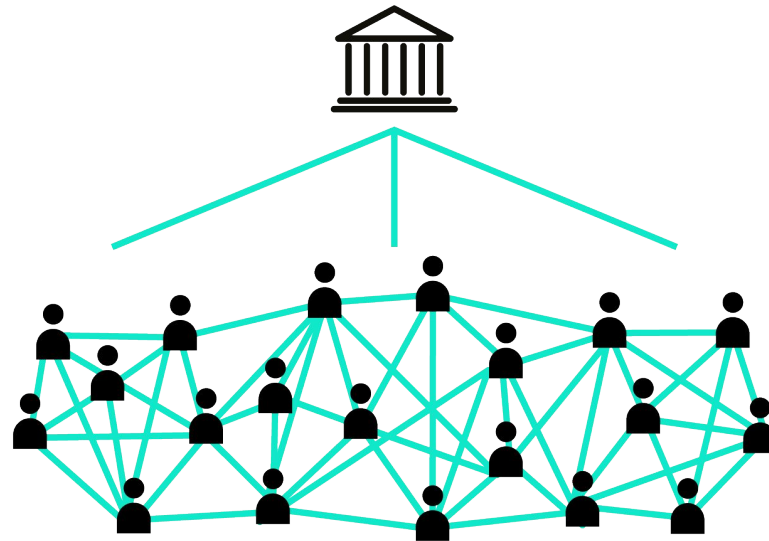
~~Establishing collaborative  
links is difficult~~



Civil servants routinely  
initiate collaboration



# Structural & Cultural Change





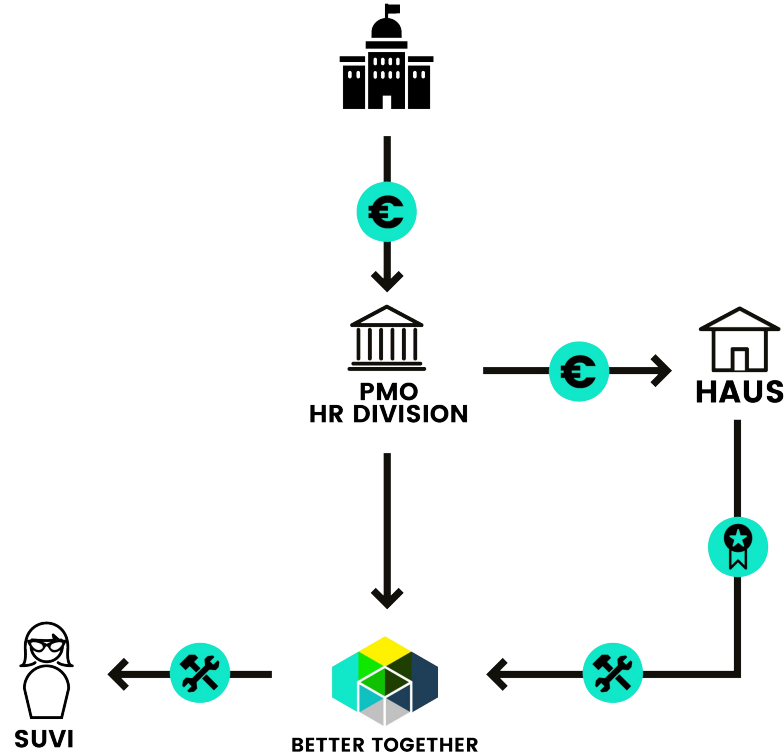


# **BETTER TOGETHER**

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# Infrastructure





# Training Program

