

Friend Leadership

A Visual Inspiration Book

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Illustration Maija Kotamäki



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www.friendleader.com

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Introduction

Steps of Friend Leadership

You, that is generation Y youth, bring a new attitude with force. The leadership style of today is over 100 years old, it is the out-dated Taylor developed doctrine concerning making mass production more efficient. Here the power of leadership was supposed to concentrate information to the owner(s). With the revolution in information sharing, information became available for everyone including you. Thus, a new approach to leadership is needed, to enable people to flourish and to become empowered. Friend Leadership is a close relative to coaching and shared leadership models. It differs from these in that work content is equally agreed by you, the boss and the team. The term Friend Leadership is originally derived from a coaching program by Johannes Partanen¹ led (From the Young Manager Come Real New Leaders) at Tiimiakatemia² in Jyväskylä, Central Finland. The content is derived from the book Leadership Challenge (Kouzes & Posner 2007) area HIT MR philosophy, that is to say, we should challenge process, have inspirational vision, make actions viable, model the way and encourage the heart. So, Friend Leadership MICEE is the issue in question, because the order of philosophy steps is important. The sources of way modelling are leaders themselves. The shared inspirational vision is constructed from the dreams of the team. Process challenge means the ability of the team and its leader to challenge the way of thinking. Enable another to act, with trust, forms a group. Team member encouragement from the heart, demands that team leaders are committed from their heart. In addition, the Friend Leadership principles are presented in a 10 point declaration. This book describes the steps of Friend Leadership. How to lift yourself and how to get your team flourish.



1. The founder of Tiimiakatemia, teaching councillor Johannes Partanen.
2. Become familiar for Tiimiakatemia network by www.tiimiakatemia.com

Friend Leadership

- When performing tasks, responsibility and initiative comes in balance between the organisation and its members.
- The organisation has a genuine shared vision.
- The organisation is a community, that is to say, it is a community with a "us" spirit and rituals.
- The members of the organisation are friends with each other, more than acquaintances, but less than a close friend in the traditional sence, suits perfectly.



The core of the book is you, that is generation Y and Z, leadership and the new way to work. Generation Y (1977–1997) Friend Leaders are, in a way, very different to generation X types (1965–1976) and baby boomers (1944–1964). The real revolution is with generation Z (from 1998 to the present). With you, at the centre of your digital living is mobile technology, whereas generation X had television and baby boomers had radio. Generation Y is IT led. Smart phones are almost a physical part of you. You have been raised with the aid of interactive experience. Everything must happen quickly. You believe you have energy reserves to challenge work-place leadership principles. To you, a high standard of living is clear in itself. Finland has flourished into a country with high standards of living, where your parents played their part, at your cost. Wealth transfers from generation to another. You can increase your wealth and achieve a good income completely by yourself and easier than ever before. Wealth makes you glow.

You work at your appearance. Bell Figura (Italian for beautiful form) is seen not only externally but also in your attitude. Your own tribal style shows and feels. You live with brands and brands live in you. There are many brand tribes. We can call it collective individualism. Through brands you belong to many brands. However, with generation Y, in a more slight form. You want to be cool: interesting, suitably different and at the centre of the community. You drink, for instance, only Coca Cola, but it is just one sign of you. Your attire, smart phone, “fb & instgram friends” and musical taste define you into different brand tribes. You do not hide yourself, you just want to be seen. These form tribes, brand rituals and rites.

The principles of Friend Leadership suit in a co-operative, that is to say you are an owner and a doer. In this, you are responsible for performance, as a doer and leaner. The principles can be utilised in learning organisations, where a jointly shared vision is created. Defining performance is achieved by

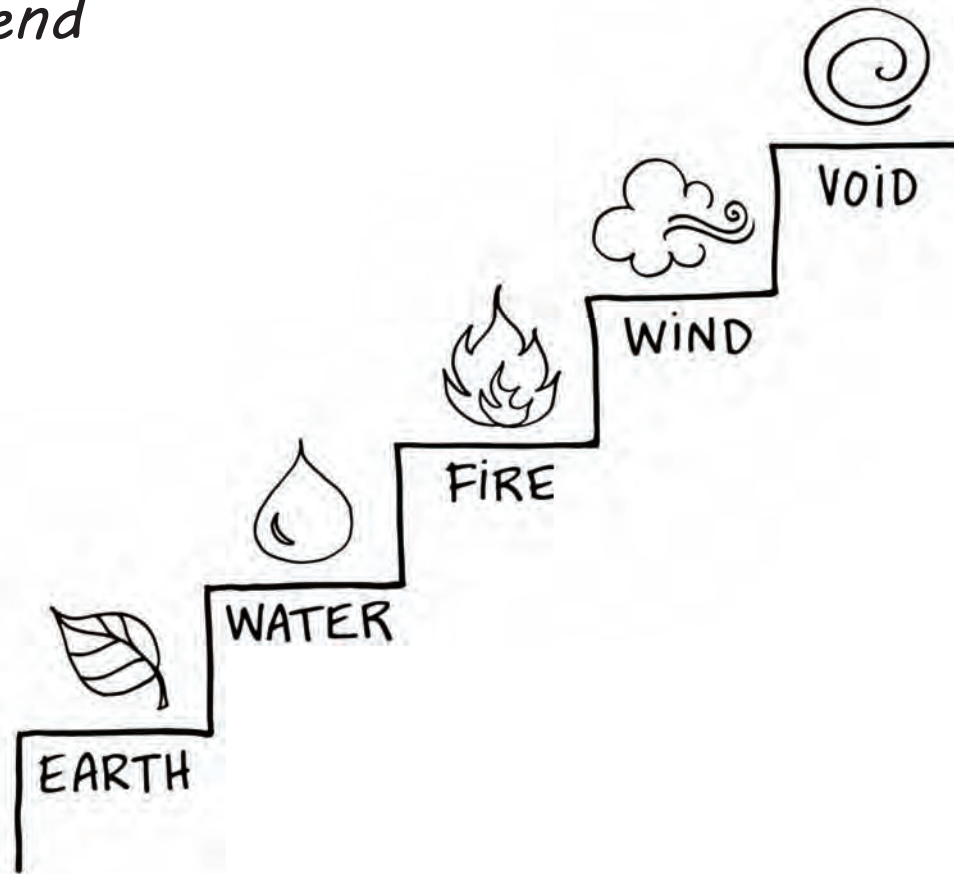
the joint agreement of the Friend Leader and the team members to be led. Tienari and Piekkari (2011) raised the term un-managing. As with un-managing, Friend Leading is the opposite to heroism and standing on ceremony. According to Tienari and Piekkari (2011), leading should not be seen. Whereas a Friend Leader you are not hidden, you are very much seen, both visually and with enthusiasm.

Don Tapscott³ (2010) spoke about an open world, where generation Y is carried with it. Tapscott’s view of the open world included 4 principles; collaboration, transparency, sharing and empowerment. Team Academy works with Nonaka–Takeuchi’s (1995) information theory with dialogue, reading, learning by doing, the creation of socialisation, externalisation, combination and internalisation which support Tapscott’s open world principles. Tapscott’s four principles will make you the present young glow.



3. Really competent home pages by Tapscott, Growing Up Digital (1st edition 2000, thenewest 2008)

Steps of Friend Leadership



Kouzes ja Posner (2007) produced the book named Leadership Challenge. The background to this book is research into leaders' natural characteristics over a period of more than 30 years. According to their research, the central characteristics are honesty, predictability, competence and inspirational leaders. Lauri Holja's (2013) thesis in you, representatives of generation Y, the same characteristics were evident, although competence was replaced by the ability to collaborate. The strive to collaborate accurately describes the required properties of you, generation Y leaders. You do not need to be competent, but you have to be able to collaborate. This observation supports the notion that leadership changes through the generations that emerge in working life. You, generation Y and Z doers cannot lead differently, leadership is to change towards Tapscott's (2010) described open world.

This book began in the TEKES Liminar project⁴, in which the central idea is the liminal situation. Liminality refers to the stage of a ritual, where participants "stand at the threshold" between their previous way of structuring their identity, time, or community, and a new way, which the ritual established. The term was originally created in the anthropological research of Victor Turner. Team and co-operative leading can be thought of in terms of a community, a close tribe. According to Turner a community is a group, with a "us" spirit and rituals. Friend Leadership combines Turner's described spontaneity, ideology and normative community signs. Fun, enthusiasm and passion are spontaneous. Ideological equality and continuous development go towards the ideal company? The co-operative model is a normative model. The work community or organisation has tasks, even such as: extinguishing a fire, rural market opening or a beer trek to the shores of Lake Jyväskylä during spring.

The taking on of responsibility can be seen from both your and the organisation's perspective. If the main responsibility is organisation, as with the fire

department, then it is a traditional organisation. If the community's task is to organise a beer trek without a leader, then you are in a community. If the task is to organise, with the team, a rural market in a town, then you have progressed to the steps of Friend Leadership. Here voluntary leadership and the best parts of systematic leadership are combined. Welcome to the Friend Leadership learning journey. This book has utilised the takes, the thesis and thoughts of Anna Säylä & Pekka Ylikojola, Anna-Mari Törmänen & Joonas Pesonen, Maija Kotamäki, Laura Holja, Tiia Lehtinen & Teija Välinoro, Niina Ahlgren & Tulikukka Mäkelä.

You will be a friend to each and everyone in your team. More than an acquaintance, but less than a close friend in traditional terms, suits perfectly. Irrespective of whether you are a leader, manager, coach, contemplator, doer or team player. It is futile to differentiate between issues and people managing. People do not decide from one side to another, logic on the left side and intuition on the right side. According to our way of thinking, leading comes from people and the team. Actions and strategy combine and form into co-creation in thoughts.



4. Make yourself familiar to TEKES Liideri-program (Leader). The target of the program is lift the Finnish working places the best in Europe.

Friend Leadership

- Be sensitive to people's emotions and act accordingly. As a Friend Leader, you must remember your own humanity.
- As a leader, always be attentive and available, a genuine listener.
- Only actions count in Friend Leadership.
- The basic task of Friend Leadership is the leading of a learning organisation, and the needed basic skill is the ability to inspire others towards the common goal.
- You can't lead others if you can't lead yourself.
- In Friend Leadership, it is vital to set up playing positions for all in the team company, and to concentrate on their individual strengths. Team building skills are the absolute prerequisite for successful team leadership.
- Everything rises and falls on leadership, and leadership falls on lack of communication.
- Friend Leadership is never an award – it must be earned every day.
- The Friend Leader's task is to create community positive thinking in the team company, together with its coach.
- Friend Leadership is always setting an example. What you give your attention to, others will also.



Friend Leadership:

- 1) When performing tasks, responsibility and initiative comes in balance between the organisation and its members.
- 2) The organisation has a genuine shared vision.
- 3) The organisation is a community, that is to say, it is a community with an "us" spirit and rituals.
- 4) The members of the organisation are friends with each other, more than acquaintances, but less than a close friend in the traditional sense, suits perfectly.

This book comes with a QR code link⁵, which can be opened. You are, for the main part, auditory, visual and a kinaesthetic⁶. One person's ability to take something in is stronger than another's ability. Another perspective contemplates one's own learning strategy which is for you to realise: you are 1) an active participant (activist); 2) practical achiever (pragmatic); 3) logical thinker (theoretic); 4) reflectors⁷. Most importantly is your attitude towards learning. Learning is a life-time opportunity. It is our aim to develop you and your team visually, because we believe in creativity, together with the powers of thought and vision. This book offers to you are different models, reference frames and enthusiasm. Pause a moment at the drawings and think of the image, who, what, how much, where and when.

This book lends from Samurai Miyamoto Musashi's⁸ 16th century strategy book. Earth, Water, Wind, Fire and Void. Earth is the establishment of operation. You are to identify to yourself and your team's resources, weaknesses and strengths. Water is crystal clear. Water is as powerful as a Tsunami or as a tiny drop. With the aid of positive dialogue a shared vision is formed. Water forms completely to the object just as your shared vision has. Fire, that is to say, Friend Leadership, ignites the team. The power of fire can be large



5. You can load the friend leadership test by QR code. There are also short videos and other support material back in QR codes. You can find the test as well as from www.friendleader.com. Excellent way to create QR codes is <https://www.createmashups.com>.

There you can change the content behind the QR code! QR codes are valid at least end of 2015.

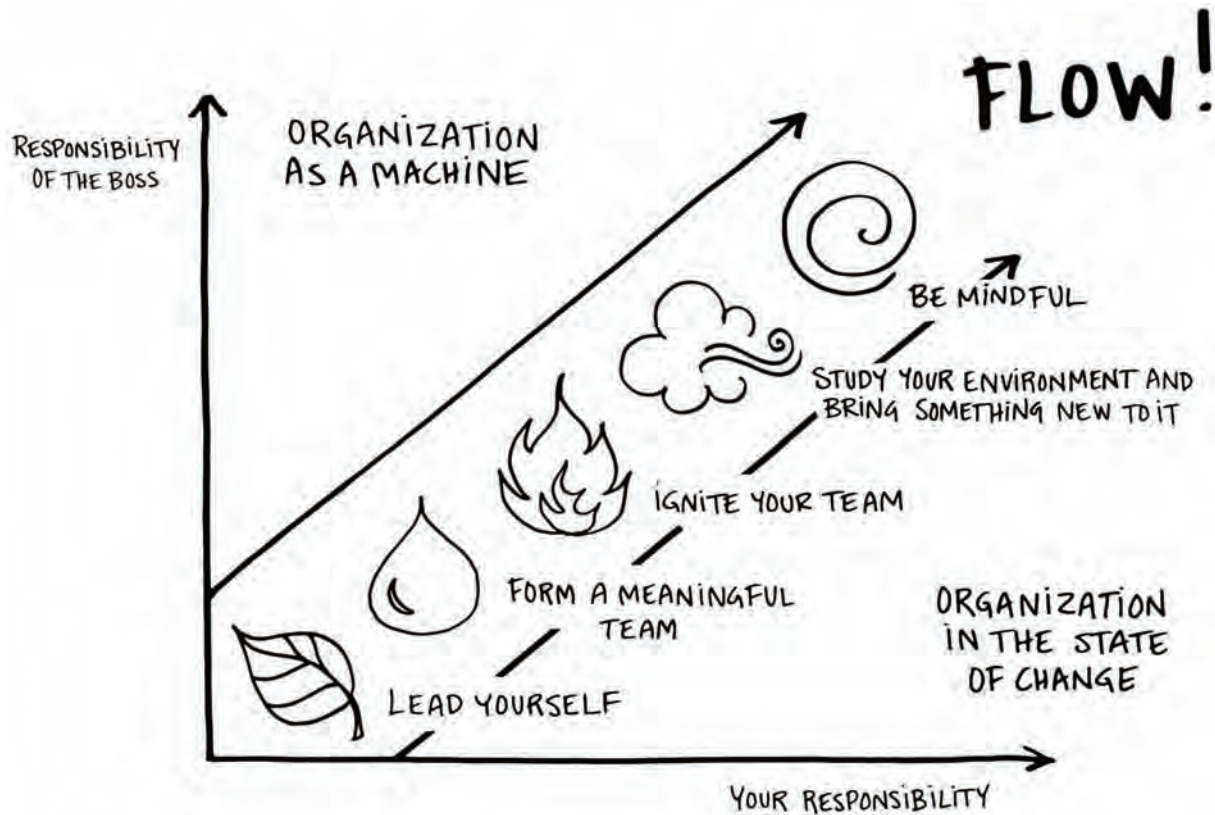
6. You can test your learning style, for example by education planner.

7. The test was originally generated by Honey and Mumford (2001) Peter Honey is offering a test.

8. Musashi, M. 1634 (1997). *Go rin no sho* (Earth, Water, Fire, Wind and Void). Keuruu: Otava printers.



Book Composition



or small. Wind comes from another land. Work place environment observation creates the foundation of success. The most important element is void. Presence. An understanding of the essential. The thought of it, what is known and what is not. Friend leadership in understanding the team. These form the steps to friend leadership.

The centre forms the steps to Friend leadership, through which a Friend Leader balances discipline and freedom. Responsibility for doing is yours and, half-way, the organisation's, which forms a genuine community, tribe and community. Management of the team and co-operative can be thought of as a community, a close tribe. According to Turner, a community is a group, with an "us" spirit and rituals. Friend Leadership combines Turner's described spontaneity, ideological and normative community signs. Fun, enthusiasm and passion are spontaneous. Ideological equality and continuous development go towards the ideal company. The build of a co-operative brings with it a normative construction. These tribal characteristics are excellently described in Timo Lehtonen's (2013) book *Tiimiakatemia* (Team Academy)⁹.

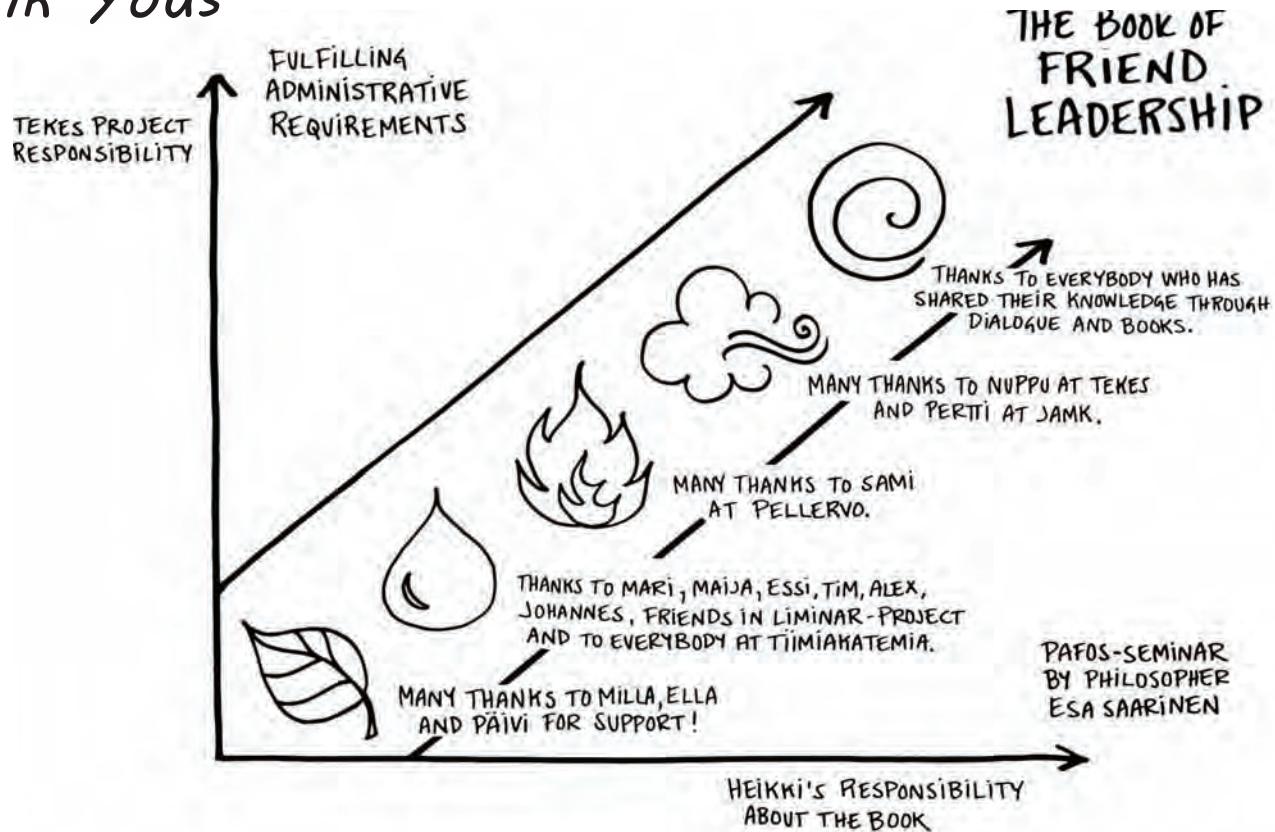
If a Friend Leader or if leadership does not provide sufficient freedom in your work, and only resorts to excess discipline, that is to say, into the realms of a non community, then you are part of a machine. If, on the other hand, there is excess freedom then it progresses into a situation of change. A Friend Leader can also perform both examples on purpose. In all such instances you are to start building the team from the first step again.

Earth is the foundation. Musashi explains the earth (1) "Know the smallest things, the biggest things, most shallow and the deepest." A good sign of a good management group and Friend Leadership is knowing yourself. Earth (1) is the foundation of your operation: lead yourself. You are to be conscious of your own energy reserves, weaknesses and strengths. An exemplary way of working, trust, psychological assets and road modelling are the first steps.



9. Read Timo Lehtonen's *Tiimiakatemia* book and be enthused, ([http://tiimiakatemiabook.com/.](http://tiimiakatemiabook.com/))

Thank Yous



Musashi determined water as follows (2): "When the foundation has water, spirit comes in the form of water. Water takes on the form of its container, it can be just a slight drop, or it can be a vast ocean. The colour of water is clear blue." The power of water is phenomenal when numerous drops of water join: form a meaningful team with the shared vision. The power of your team is determined as with water. Positive dialogue and a focus on strengths provide the team with energy. Water is also crystal clear. Water takes the form of surroundings just as the shared vision. Be aware of the different energy and be able to utilise it to the best advantage.

Musashi is enthused by the power of fire (3): "The spirit of fire is fierce, whether large or small. As with fire, spirit can become large or small. When it is large it can be easily noticed, changing it is difficult and predicting is simple. Whereas, when it is small it is harder to notice, changing the mind is easy but harder to predict. You are to practice the ability to make quick decisions, both day and night. Your spirit is to remain unchangeable" Fire (3) that is to say leadership is similar to the small flame of a candle or a blaze: set the right energy for your team. As a friend leader you are to ignite the team. You lead its energy requirement. You make its operation possible.

Musashi guides wind (4): "This is tradition. All roads have side roads. If you research daily some road and if you follow these side road and your spirit heads off in another direction, you can think you are on a good road when in actual fact you are not on the correct road. If you are on the correct road and you deviate even slightly, the deviation grows later." Finding the correct road for the team means following your own road: know your environment and bring something new to your business. Wind (4) is a non-yielding force. Sometimes it comes with immense strength and sometimes it is completely calm. As a friend leader you are to embrace a suitable flame, that is to say

business opportunities. Search for results and solutions. Challenge recognised processes and develop new ones. Possess the ability to grab possibilities and believe in allowing the sails to take you on the journey.

Musashi describes void (5): "A void is where there is no beginning or end. This principle signifies the understanding of non-achievement. A strategic road is a natural road. When you realise the natural energies and feel each and every pulse of situations, then you are able to win naturally." The central element to Friend Leadership is to be aware of presence: mindfulness, be aware about yourself and the spirit of the game. This actually means thinking of thinking. The most important element is void (5). Being aware of presence. Meaningfulness. Following by the book. Understanding essentiality. Thinking of what you know and do not know. Listening to your own heart and encouraging others. Understanding your team and your team's enormous possibilities. Being aware of presence is the Friend Leadership's highest level.

The above picture is the book project thank yous, which could be your own graph?¹⁰



10. More information about Heikki, please look www.strategiaretki.fi or www.friendleader.com

Seven principles of co-operative leadership¹²

- Voluntary and open membership
- Democratic member control (member/vote - principle). Leaders are responsible for membership.
- Member participation in financial issues – surpluses to be used in business development, member rewarding and co-operative capital interest.
- Independence and non-dependency – co-operatives are independent organisations controlled by their members.
- Cooperatives offer their members, elected representatives, managers and employee education and learning effective participation in the development of their cooperatives. They inform the greater public the benefits of the co-operative character.
- Cooperatives serve their members in a effective way and strengthen the cooperative movement by engaging in mutual cooperation locally, regionally, nationally and internationally.
- Co-operatives operate with its community with regard to sustainable development according to the decision of its members.



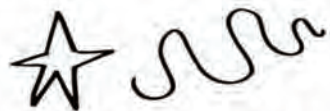
The Cornerstone of Co-operative Friend Leadership

A co-operative as a company form is an ideal basis for business operations. You are the owner, the entrepreneur, employee, employer and its leader. If the co-operative has any more than 6 members, in other words 7, then you are not given entrepreneur status at the employment office. This way it is possible to serve as an ideal platform for real business experience building, even though you are a student or an unemployed person. Pellervo ¹¹ provides instructions for setting up co-operatives. The management model of a co-operative can be constructed in a different form to that of traditional company forms. It is recommended to rotate the management. Each and everyone can take on the role of team leader, financial leader, creative leader, production leader, customer or marketing leader. This group can form a light management group or manage according to a dual management model. This means that dual managers are responsible for managing. One concentrates on managing and the other on production or another focus area. This style of management is especially used in the world of theatre.



11. More information about co-operatives from Pellervo's home page, www.pellervo.fi

12. Pellervo and Co-operative developers – The Coop Finland publication Co-operative management of personnel. A take from Tiia Lehtinen & Teija Välinoro thesis.



PRACTISE SOME
BASIC SHAPES

CRASH COURSE TO
VISUAL THINKING

COMBINE SHAPES
TO CREATE



... CHARACTERS



... ARROWS AND
MOVEMENT



... LANDSCAPES



FOCUS ON
THE ESSENTIALS

Energise Your Team with Visual Thinking

Maija Kotamäki

Visuality has a strong presence everywhere today. It is an integral part of communication and its importance is emphasised in social media, where images and videos play a central role. This is why taking visuality as a part of leadership is very timely and important. Visuality makes leadership interesting, engaging, and above all, effective. As a result, every Friend Leader should add some visual tools to their tool box.

The power of visuality is based on the fact that all people are in some way visual learners. Sure, each of us have our own learning style: according to a breakdown of our senses, we are either auditory, kinaesthetic or visual learners. The truth, however, is that sight is very strong and the greater part of incoming information to the brain comes from our eyes. Our eyes are constantly exploring the surrounding world and gathering visual information. Therefore, it is good to make sure that what our eyes see, supports learning and facilitates memorising things.

When talking about visual ability we are not talking solely of observations of the outside world made by our eyes. Each of us has a strong “internal” visual ability, that is, the tendency to visualise things in our minds. What comes to your mind if you are asked to remember what you did last Friday? Or, if you think about how your life will look in ten years? I can make a bet that in your mind there will appear some sort of image of a certain situation. Form-

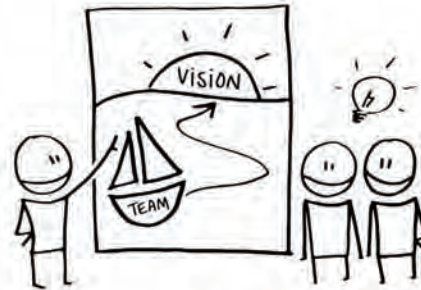
ing images about things and ideas is an essential part of human thinking process. In other words, we all are visual thinkers.

It is estimated that people think of some 60 000 ideas a day. It is no wonder that great ideas and vivid images sink into oblivion if they are not recorded in any way. With pen and paper it is possible to capture these ideas in a visual manner. Even large entities can be modelled quickly and easily. Drawing is perhaps the easiest and fastest way to adopt visual thinking to your everyday life. In this context, drawing should not be viewed as a activity that requires artistic talent. It should be considered more of a process with the aim of turning ideas, thoughts, plans and imagination into a visible form.

Visuality is a useful tool for enhancing your thinking, but its importance is emphasised particularly when you want to share your ideas with others. Through visualisation it is possible to detect things and to perceive people. Complex systems become easy to understand once they are turned into a visual format. Before you start visualising your idea, consider what are the main points you want others to see. Key questions when preparing for visualisation are: who, what, where, when and how? As a whole, the image should provide to viewer an answer to the question why. As a Friend Leader, one your most important duties is to promote mutual understanding in your team and help everybody find their work meaningful. As you can see, visuality is an excel-



PICK A SUITABLE METAPHOR
AND VISUALIZE YOUR IDEA



SHOW OTHERS



OUTCOME:
SHARED MEMORY AND
MENTAL MODEL

lent tool for building this consensus and strengthening joint, positive mental models within a team.

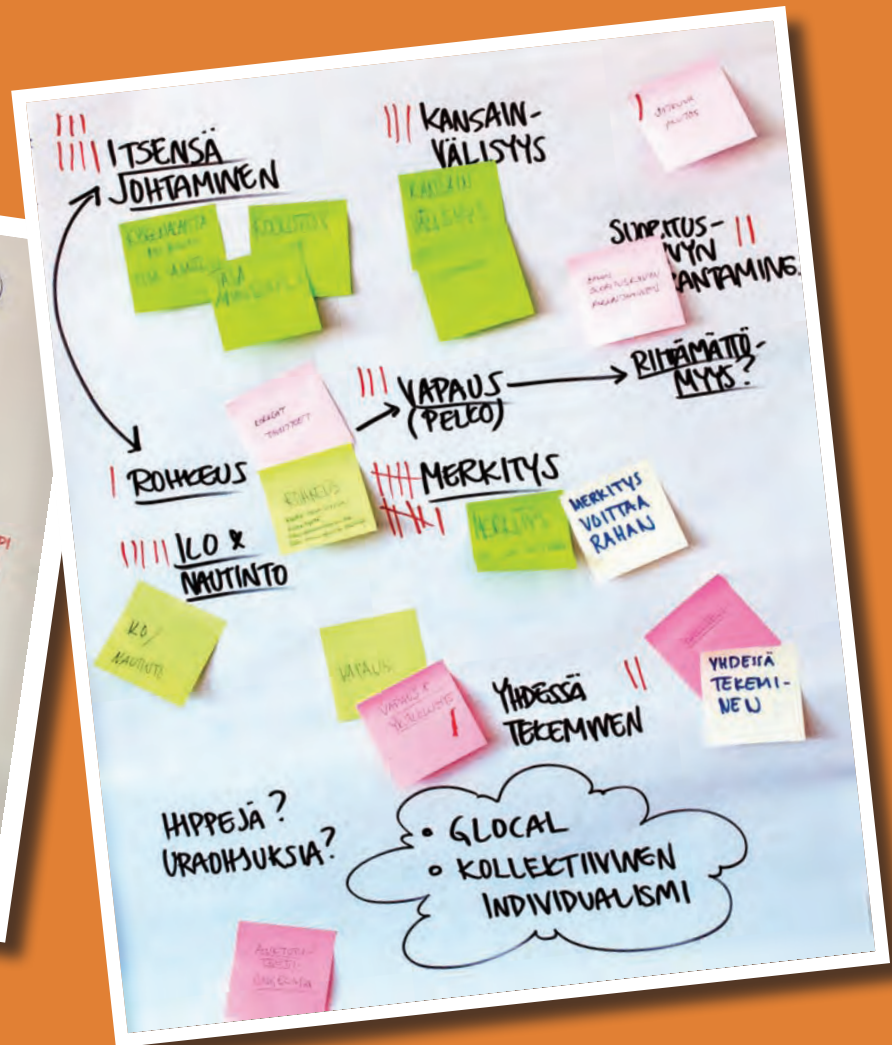
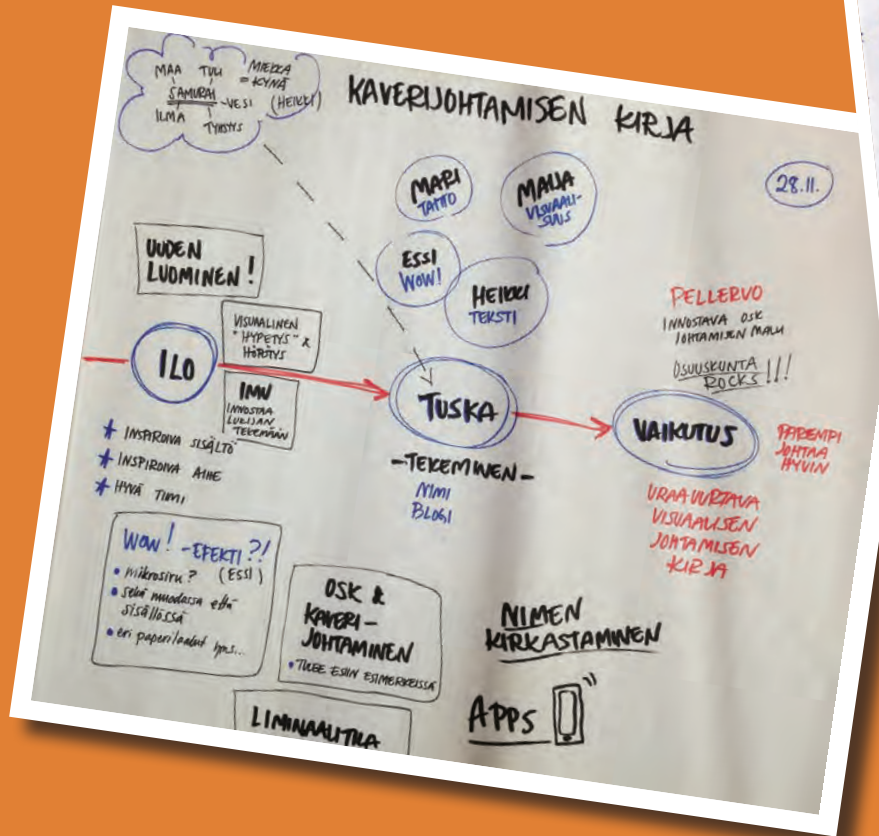
Working visually with the team has other benefits, too. Visuality energises the team. It helps people to become tuned and present. It will harness the power of visual learning. In addition, practical activity, such as drawing makes strongly kinaesthetic types become enthused. Ideally, visualisation should be made the team's joint thing, where everyone can participate, when desired.

The use of visuals will also enhance memory retention. Pictures made jointly by the team function as a type of group memory, with the aid of which, issues discussed and made decisions are easy to recall after time has lapsed. With practical experience it was found that simplified drawings can bring together a large amount of information and significance. Reports and memos often remain unread due to busy schedules, while images reveal all essential issues at a glance.

You can start visualising your ideas by picking up a pen and practising simple shapes and characters. Do not give in, even if your drawings tend to be clumsy and vague at first. It is good to realise in this point that drawing is a tool for thinking and communication, not an objective in itself. No matter how shaky your drawings are, people will enjoy looking at them. Hand-drawn pictures will make people curious. It has been studied that slightly mysterious and non-distinct images activate our brains more efficiently than fine graphics.

This book provides visual tips for situations that Friend Leaders come up against in navigating the team. Become inspired from the examples and sources in applying visual thinking in your team's everyday life.

Examples of visual thinking tools in use



• POSTERI



VIRTTÄYTY-
MINEN

• LISTAT



LINEAARINEN
AJATTELU

• "KLUSTERIT"



ASIOIDEN
YHDISTELY

• MATRIISI



VERTAILU

• MINDMAP



SYSTEMI-
AJATTELU

• PIIRUSTUS



MERKITYKSEN
SYNNYTTÄMINEN

• MANDALA



KOKONAISUUS

Earth

Lead Yourself





Earth

Lead Yourself

Your learning starts by knowing yourself. The tool for that is the learning contract. Write it properly. Draw it creatively. The process of writing and drawing will crystalize your central targets. To study yourself, use different kind of approaches, like psychological capital. Ponder how you do you develop via the learning 4 X drive: dialogue, customer, theory and learning contract drive you forward toward your targets. The power of vision is enormous. Search your vision in the co-operation with the customers, the idols, the change agents and media.

Musashi:

“Know the smallest issues and the largest issues, most shallow and the deepest.”



Learning Contract Questions

- Where have I been? (History)
- Where am I now? (Present)
- Where do I want get to? (Future)
- How shall I get there? (Methods)
- How shall I know if I've arrived? (Measures)



Learning Contract

Attitude to learning and development are factors determined by yourself. You can develop throughout your life. You are to find your own learning style and strategy. Knowing yourself is the basis of management. Disciplined thinking, learning and developing guide you forwards. Dee Hock's ¹³ (1999) leading principle is excellent: 55 % is leading yourself, 20 % comparative leading, 20 % leading superiors and 5 % leading those in your responsibility. Accepting yourself and developing crystallises the learning contract. When you write about your own self, then you are compelled to consider deeply, your own self. Personal mastering demands continuous discipline in deepening your personal vision. You are to learn how to focus your energy on what you want to achieve. Success in the workplace is achieved through the quality of usage of time. Important to people is the amount of time used – presence.

Learning contract¹⁴ (Cunningham 1994) central questions are

- Where have I been? (History)
- Where am I now? (Present)
- Where do I want get to? (Future)
- How shall I get there? (Methods)
- How shall I know if I 've arrived? (Measures)

When writing your own story, you will get a deeper understanding of yourself. Genuinely analyse yourself and be amazed. Understand your valuable past. Although you may have scars, they have made you stronger. You are a human work of art now. Life learning opens you up to developing. Request feedback from your peers, customers and superiors. Think carefully about what is your dream. Write it down on paper. What step will assist you

in achieving it? Draw up a learning contract on e.g. a thin card, and place it somewhere where it will be viewed daily. Look for someone who is near to your dream. Interview the person, but build your own path to the dream based on you yourself.

Self-concept, human perception and world view are your internal models. Physical, social and mental properties form self. Experience from your own family and your circle of friends plays a central role. You are to inspect and contemplate together with another, who you are and what you desire. What kind of world is yours and how do you act in it? Experiences and attitudes have driven and hindered you internally. You are an original individual. There is no one, other than you, who has lived as you have in your life. What kind of art form do you yourself want from your own life?



13. There are some variations about the per cents in Dee Hock's law.

14. There are some alternative ways to make the learning contract, a video or a drawing works as well. There great tips to visualise yourself in Lisa Sonera Beam's book: Creative Entrepreneur.

Journey - this metaphor describes your own path



In positive psychology¹⁵ you are to concentrate on the conditions that assist you in being well. When do you feel life is pleasant and take others positively? Concentrating on your own strengths will best lead you in going forward. The source of understanding comes from converting your psychological capital: self-efficacy/confidence, hope, optimism and resiliency¹⁶.

Self-confidence is the first asset of psychological capital. Your self-confidence is your ability to believe in your own abilities and knowledge. Set your own targets sufficiently high enough. Take on difficult challenges and practice that develop you forwards. Being brave from within controls you. Search for the surrounding environment, friends and partners that make you stronger. Think far forwards but take small steps.

Positive motivation shapes your future belief, another asset. How do you set your targets, achieve your targets and discover different ways to achieve your targets? A good target needs to be a realistic one that inspires you to strive to achieve it. You feel you are in control of your life. You are the artist of your own life. Just as an artist, you want freedom, independence and creativity. Beliefs develop and are a controlling element in your life.

You can affect only yourself. Through yourself you affect others. The third psychological asset is optimism. By concentrating on being a realistic optimist you will achieve better results. This means that for at least three positive actions or thoughts there is a maximum of one developable or critical action or thought. Gently analyse the past, plan and predict the future realistically.

Life is seldom easy. Facing difficulties and how you react to them tells something about you. Resiliency is the fourth asset in your psychological capital¹⁷. How do you deal with failure? How do you start again, adapt and learn from failure? This demands good self-discipline. If you read the story of Rovio's creation, you will become aware how tenaciously Niklas Hed developed Angry Birds for 10 years before it became a mobile phone game. Or how Team Academy's graduate, 22 year old Suvi Widgren, tenaciously persevered in securing funding, and along with the Vila chain manager established the first Vila store in Jyväskylä and four stores afterward.



15. Positive psychological guru Martin Seligman, check these pages, Positive psychological centre.

16. Martin Seligman has published the essential books about the positive psychology.

17. Brian Tracy has very good books about success, dream and self-discipline, for instance Eat that Frog or 21 Success Secrets of Self-Made Millionaires.

4 X Wheel Drive in Learning

PRACTICAL
ACTIONS WITH
CUSTOMER

THEORY



DIALOGUE

LEARNING
CONTRACT

4 X Wheel Drive in Learning

When you know where you are going, you can start 4 X wheel driving in learning, towards your destination. 4 X wheel drive learning¹⁸ includes front wheel drive which are theory, learning contract and time span, how fast you want results. Rear wheel drive is dialogue, together with learning and rhythm, which is the regular meetings with your team. The wheels are 1) learning contract; 2) books¹⁹; 3) regular training (dialogue with your team); 4) practical actions with customers. Read books or listen to books that support your actions. Do not load yourself with reading, read what you need. Learn with your team, that is to say train with them. Have dialogue with them while on their actions, theory and every issue that is current. Write the learning contract, own actions and trainings with the team with regard to the learning contract. If the team aids you in measuring your own learning, then learning becomes disciplined.

Consider your own way to follow development in your own sector via media: read blogs, magazines and books. As my strategy, I am to visit academic bookshops at least every half year. I ask about new most popular strategy books and purchase them. Be active and ask for book recommendations from others. Listen to many audio books. I have Audible's²⁰ monthly service which entitles me to download a new book monthly to my iPhone. Make your own learning contract, what you need to learn to do in support of theory. Read each and every day even for 15 minutes, but remember that half an hour per day means a whole book in one week. In general people read very little, even just two books a year. Think of the competitive edge you would have in theo-

retical knowledge of acquired knowledge, and above all, what you are able to apply in practice.

Your own team forms a very important learning platform. The rhythm of the team's meetings is very important – at least once a week, ideally twice. Regular interaction in these meetings with your team members will help you to develop. You have the opportunity to mirror your own know-how. Development occurs through genuine dialogue with your team. In this way shared and received tacit knowledge is transferred to you and to the team. Activities with customers result in the practical use of your learning. You will observe what works and what does not work.

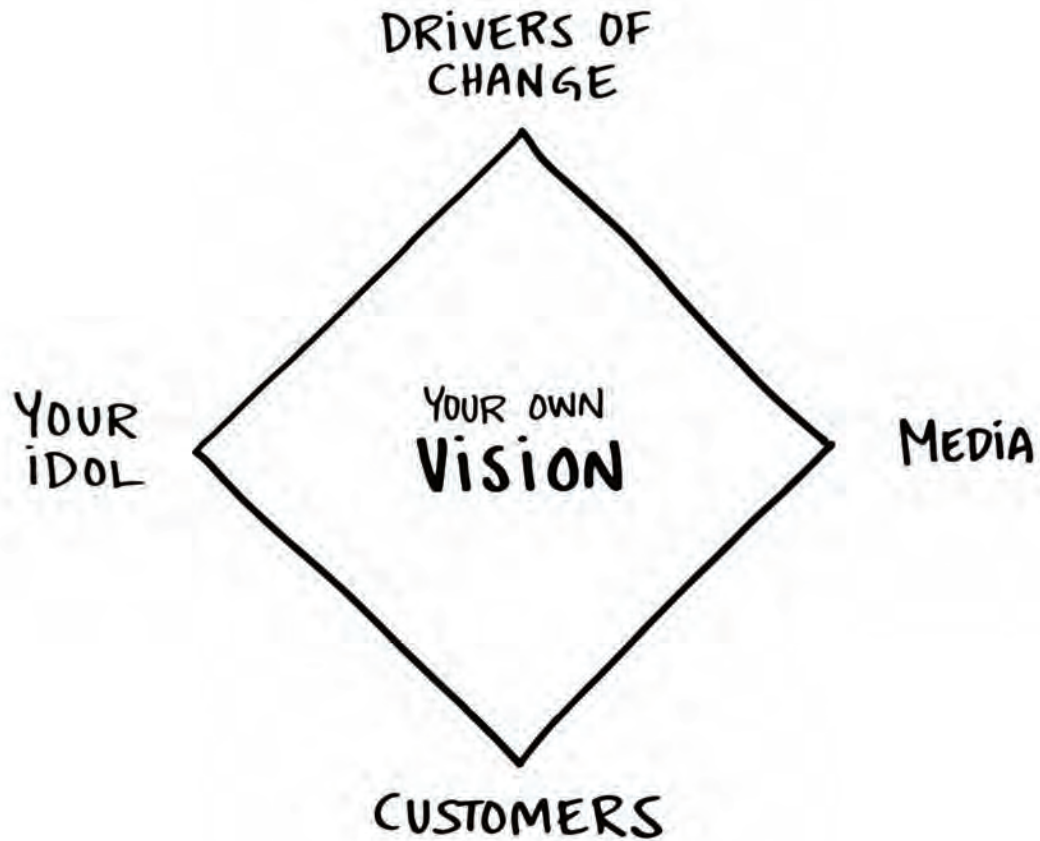


18. 4 X wheel drive is developed by Johannes Partanen. Please review his book about team coaching. Described as an inspiring book Hanna Tuuri: Let's Hope! Towards entrepreneurship a revolution!

19. The book of books published by Partus made by Johannes Partanen gives you the best advices to select the suitable books for your needs.

20. I definitely recommend you to try Audible book service. You can listen the books and do something else at the same time.

Vision Mandala



Vision Mandala

Experience helps you in finding your own thing. The chance to mirror your own skills to others. There is a tool for it. We call it vision mandala (canvas). Write in the middle of your own vision. Where you want to excel. Create a slogan. Think carefully about what you want, so it will happen. Try out your slogan on the customer. With a known person to start with, or with customers who you believe it would be cool to work with. Widely consider who the real trendsetter in your sector is. Who are your dream customers? Above all, which customer do you have fun with! Write their names in the bottom corner. Think about how often you should meet them. Test the slogan on them.

Think next about who influenced you. Think of people who are idols to you. Write their names in the left corner. Contact them. Some idols may very well be world class performers, send them an email. Be interested in them as a person, what is the secret of their success? Ask them and find out. Regularly meet up with people who follow your sector, for example, journalists and bloggers.

In an upper corner of your canvas think about what new you could bring to the sector. What are the drivers of change? Think, what is the operating logic of your sector. How can it be changed? If you are the owner of the cafe - the key element is the quality of service. How can the sector bring something new to cafeteria service? For example, one hairdresser (called MRoom²¹, in Finland) priced hairdressing service at one price of €330 per year to customers. This is the cost irrespective of how often you visit per year for the service. If a cafe applied the same method it would get €330 per customer and secure him or her as a loyal customer.

Consider which media you and your business activity should be visible in. And how social media use diminishes as age heads upwards. It is estimated

that those under 40 use social networks, but older potential customers are more reliant upon paper-based media. What is your role in social media? What do your customers follow? What actually is your customers' media? Are you going to write a blog? Are your customers on LinkedIn? Or on Facebook? Or Instagram? Or are you a twitterer or video maker? A young man named Janne Makkonen made a video about the NHL lock-outs and uploaded it to YouTube. A few days later more than 500 000 saw it. He was interviewed by a major North American newspaper²².

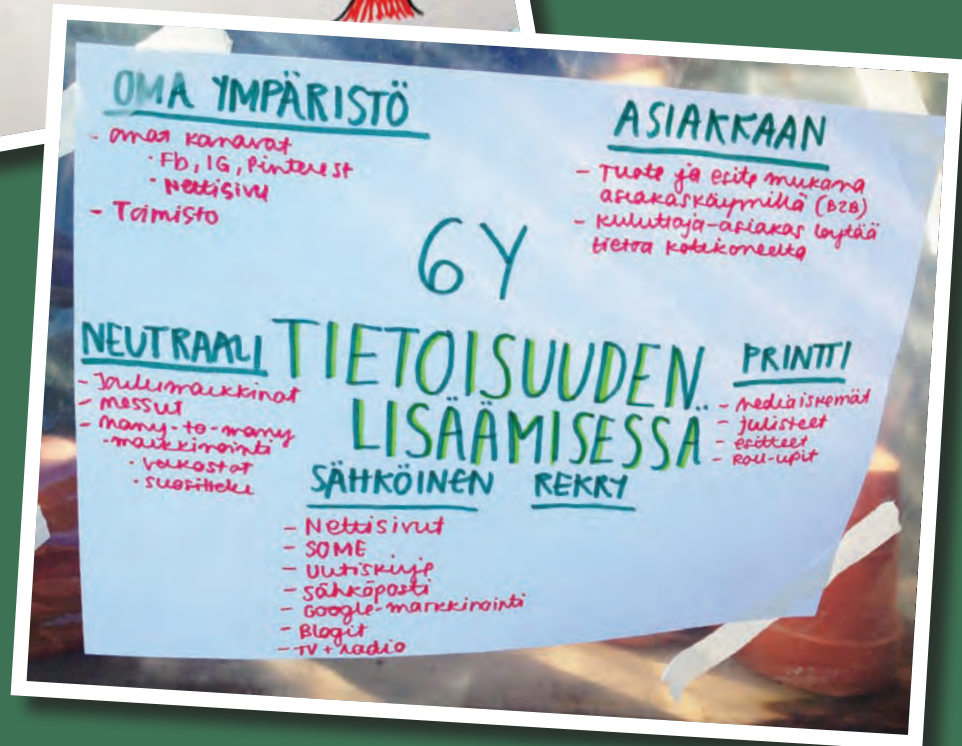
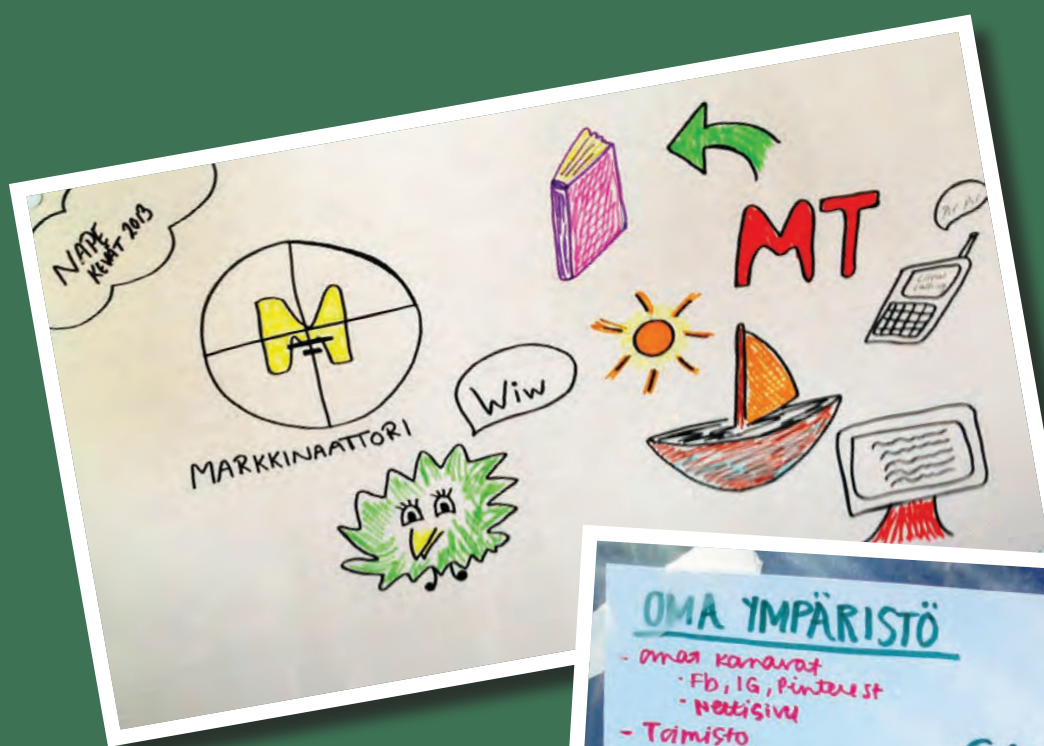
It is crucial in the foundation, or Earth, to follow your own passion. Be hard and forgive yourself. Listen to your heart and act. Carry out an experiment until the end, so over time you get lots of results for the correct customer. Start with such a silly product that you are barely dare to sell to your customer. Now measure and improve upon this. You have the ingredients for continuing where you decide to go. The world champion ski jumper's (Matti Nykänen) famous expression "life is your best time" holds a deep message. Live your life to the fullest. Write your own story in the learning contract and then you can start.



21. Please have a look for Mroom web pages.
22. Search Janne Makkonen's video from YouTube.

Examples of visual thinking tools in use





Water

Forms Team Significance





Water

Forms Team Significance

Team building starts by knowing each other. Build confidence. Form the team-meaning, mission, jointly with your team. Ponder the values and vision as well. To where is your team going? If your team does not have a target, you will get nowhere. Learn to know your team members via team roles. There should be thinking, action and people oriented team members in your team. Focus on positivity and fun!

Musashi:

“When the foundation has water, spirit comes like water. Water takes on the form of its container, in one it is a drop, in another an immense sea. Water is clear blue.”



Team Performance Model

- Orientation
- Trust building
- Shared vision development
- Commitment
- Practical results
- Flourishing
- Renewal



Leading Thoughts

Think about your attitude you have in team activities. A team's performance is the same as its weakest link. The result of the team is equal to the members of the team. If one member comes with 80% of an attitude to the team, then the team result is 80%. Equal to this, a negative attitude can easily spread to other team members. When a team has six members, and all have 80% of an attitude, the team result is 26%. If the team members are able to give 20% more, then the result of the team is 298%²³. Your own attitude has a hugely significant role on the result of the team. If a team member is not performing with a correct attitude, then it is your duty to raise the issue.

Team development phases can be described as phase1: orientation, trust building, shared vision development, commitment, practical results, flourish-ing and renewal²⁴. An alternative way of looking at the development of your team is the performance curve: working group, fake team, potential team, a real team and the high-performance team²⁵.

1) In the orientation phase your team should agree on identity and membership. Why are you and your friends in this team? This is an excellent tool for the team contract. This contract is to provide a visual representation of your team members, significance, indicators, knowledge and rewarding²⁶. The importance of the team is essential, that is the shared vision and purpose of its existence (mission). Draw up, with your team, the first team contract and agree to renew it at a suitable point in time, e.g. in half a year.

2) Trust is an essential basis of your team. How do you build the central values of your team, honesty and legibility? Trust is created through your actions. You play a crucial role. Your daily actions are important. Do what you promise and know what you promise. Openly recognise the successes of others. Be yourself. At this point, your team is showing the difference between a pseudo team and a potential team.

3) Shared vision development is the most important stage of team forming. Raise the issue of what your expectations are with your team. The team creates a common time and challenge. The presence of the team and its shared goal, that is to say its vision. Team activities are guided by the leading thoughts: values (how the team functions, keeping on the right tracks), vision (where you are going) and mission (why you exist). The leading thoughts create the significance of the team. These good leading ideas are simple and clear. They are so strong they evoke feelings and emotions. The leading thoughts are ethical and transparent. These leading thoughts kindle the team's spirit to succeed. Think big, at least 100 times greater! Contemplate with your team, what factors spurred you on to join this common journey.

4) During the commitment stage the actual character of your team is measured. Your team is turning into a real team. Draw up a visual action plan together with your team. Team member commitment is to be identified here. Team members take responsibilities. Your team recognises each member's expertise and utilises them to its advantage. You have a role in the team. The team can make decisions.



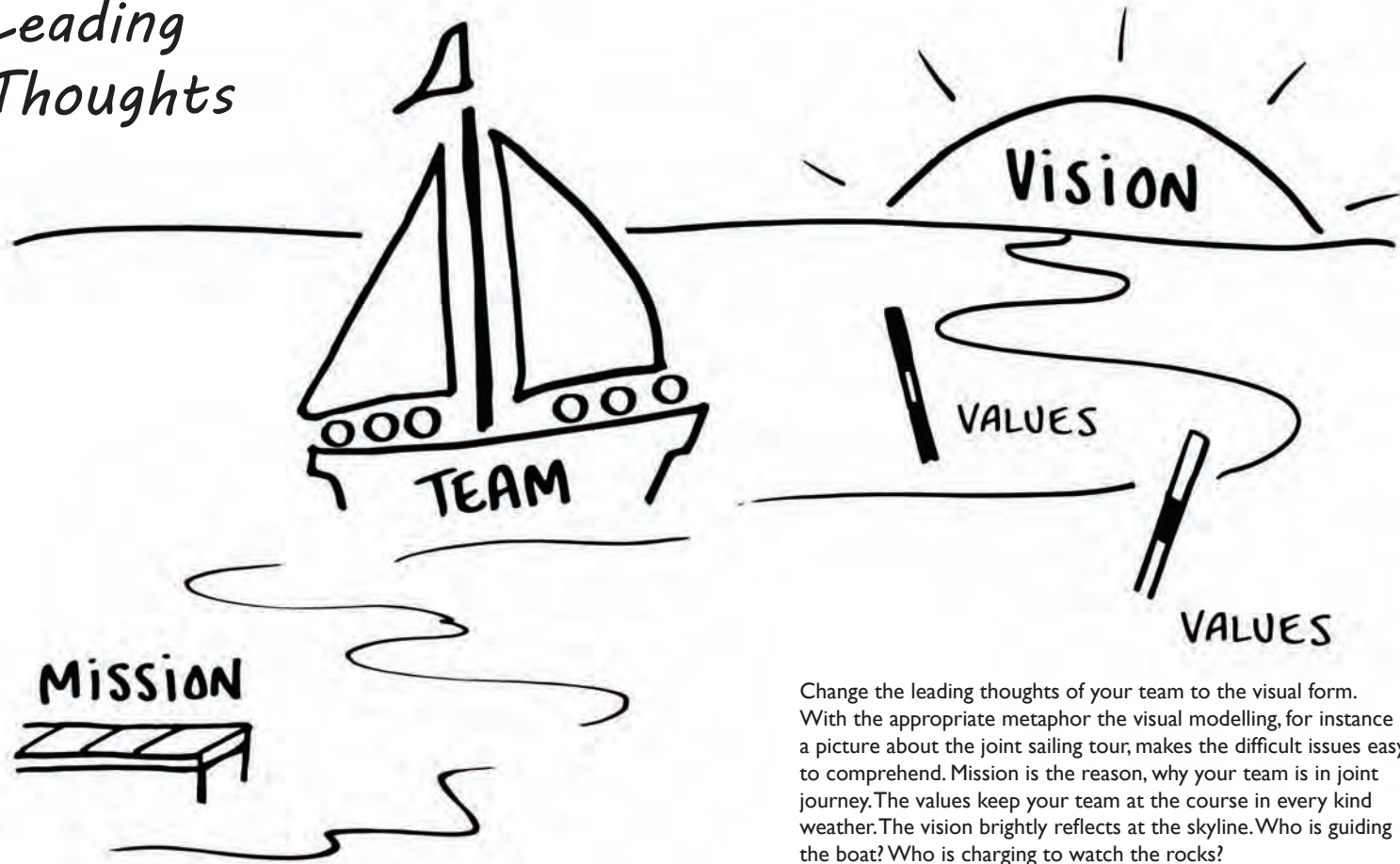
23. Philosopher Esa Saarinen presented the team equation of J.T. Bergquist at the Pafos seminar. Look more information from Esa Saarinen's home page.

24. The team steps are from the book of David Sibbet, Visual Teams.

25. Jon R. Katzenbach & Douglas K. Smith: The Wisdom of Teams. A classic book, read it!

26. Timo Lehtonen; Tiimiakatemia – How I Grow as a Team Entrepreneur. A great book about Tiimiakatemia!

Leading Thoughts



Change the leading thoughts of your team to the visual form. With the appropriate metaphor the visual modelling, for instance a picture about the joint sailing tour, makes the difficult issues easy to comprehend. Mission is the reason, why your team is in joint journey. The values keep your team at the course in every kind weather. The vision brightly reflects at the skyline. Who is guiding the boat? Who is charging to watch the rocks?

5) During the practical results stage, your team begins to show its efficiency. The questions who, what, when and where are clear to you and your team. You and your team begin to form clear processes. The team activities are one directional. Team activities are well disciplined.

6) The team is full of life in the flourishing stage. You and your top class team live with a full heart towards the goals of the team. With your team you exceed your targets. Spontaneous actions are made to the benefit of team members. The team has made a breakthrough and passed it followed by satisfaction. In your target is a championship team and your own personal level²⁷.

7) Every team has a renewal stage. When the team has won the championship, you can celebrate its fantastic victory. Then you have to stop and think: Why go on? Each year, especially in sports teams, teams are rebuilt. The championship culture can continue but it requires new orientation. The core processes of the team can move faster, but they start from scratch.

Discovering motivation is key to success. Motivation leads three issues: significance, autonomy and mastery²⁸. With leading thoughts you have contemplated the team's values with the team. The deeper meaning, why the team exists, guides you to make every day actions. Significance is formed when you and the team's ideas combine. For this reason the shared vision must be created carefully. Then you are genuinely with it. Each of us needs our own working space. And decide upon our own things. Autonomy requires good dialogue with the team, enabling activities to become free. When a team aims for the top then the significance is greater. Mastery requires well disciplined work. It is said that 10 000 working hours is required to achieve mastery status. This equates to 5–10 years of work²⁹. Significance of your own actions is realised during the achievement of champion status.

A positive and a good mind produces freedom. How can you believe in being yourself relaxed and spreading this to others? Humour is a combining factor, and also reveals the joint values of the team. When everyone is free to laugh together and a genuine joint source of fun is discovered, then the team has come far. A good example of the effects of joint laughter is laughter yoga³⁰. The world has more crazier forms, but laughter yoga is really inspiring. The international laughter yoga page instructs you on correct laughter techniques, it is true that laughter and oxygen have a beneficial effect on brain function.

Just a little positivity spreads delight in an average day. It can be in the form of a note on the team's info board, funny video on Facebook or a smile. Fun during an average day creates positivity³¹. One of the key elements South West Airlines success is the humor – the humor culture is systematically exercised. The pilots can comment the meals in very funny way.



27. Pat Riley's book: The Winner With tells in a lively way a basketball team's story, 4 times NBA champions.

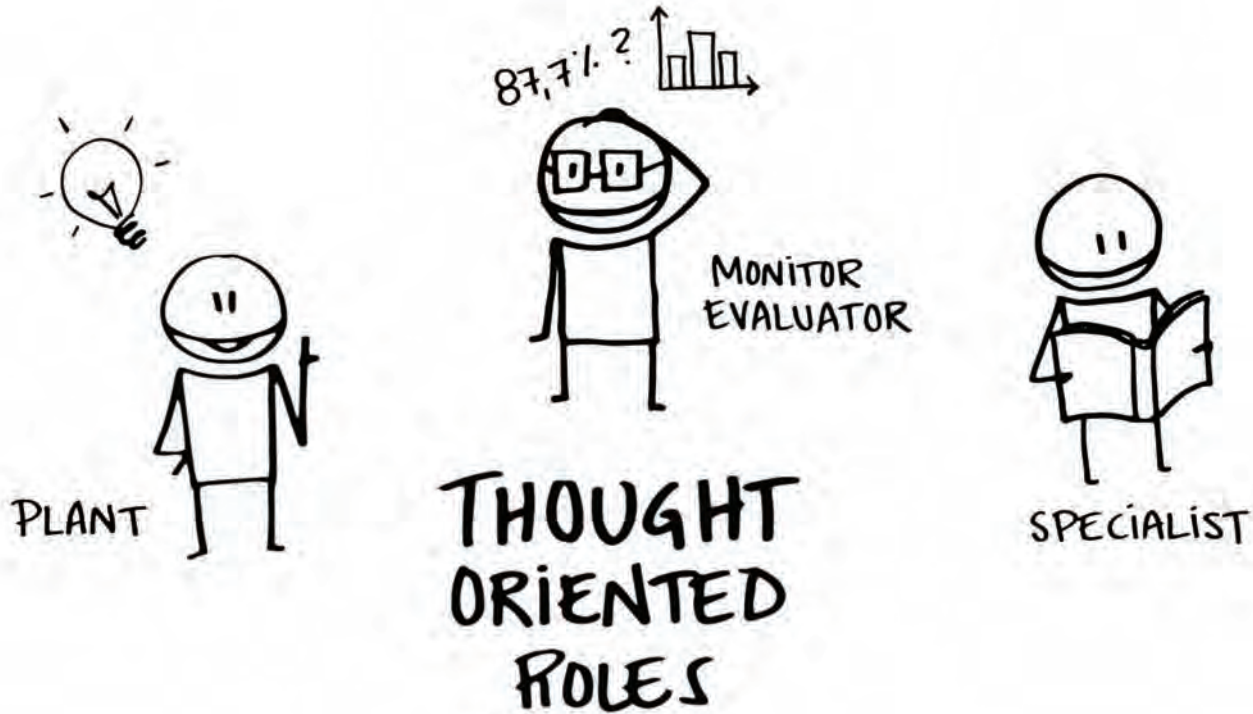
28. What Really Drives Us – Motivation-book by Daniel Pink is a fantastic book.

29. This is an interesting experiment underway, when Dan McLaughill wants to be a Golf professional and tests the 10 000 hour rule.

30. Laughter yoga is an international movement.

31. Check Jim Collins newest book, Great by Choice is telling the story about South West Airlines. Very great strategy book and interesting stories.

Team Roles



Team Roles

Team energy is based on trust and working together. Learn faster and more efficiently with the aid of the team. A good team has differing team members that complete each other. Variation is energy, that you will come to understand. With the aid of Belbin's³² team role test you can analyse your role and the role your team members have. You could be an action person or a slave to thinking. The balance of the team is key to its success. Your team is to have all team roles for its members. If you do the test, remember that it measures your own behaviour, and not your personality. Your role is situation linked and through this linked to the team.

Activity oriented roles are named as shaper, implementer and completer finisher. The shaper is energetic and target oriented. The shaper keeps the team moving. He or she does not lose a moment and drives the team's activities. The implementer is hard-working and a responsible implementer. He or she needs, in practice, a close strategy. He or she needs, in practice, a close strategy. He or she implements as efficiently as possible. The completer finisher is a precise and careful quality assurer. He or she is at their best, in seeing things to the end. He or she removes faults, and they are interested in the end result and not the journey there.

People oriented roles include the co-ordinator, team worker and resource investigator. The co-ordinator is goal-oriented and seeker of even strengths. He or she focuses on team objectives. He or she raise the team members work and delegates respectively. The team worker is a flexible and supportive mediator. He or she gets the team to work together. He or she raises the essential work of the team and finishes it. The resource investigator is curious

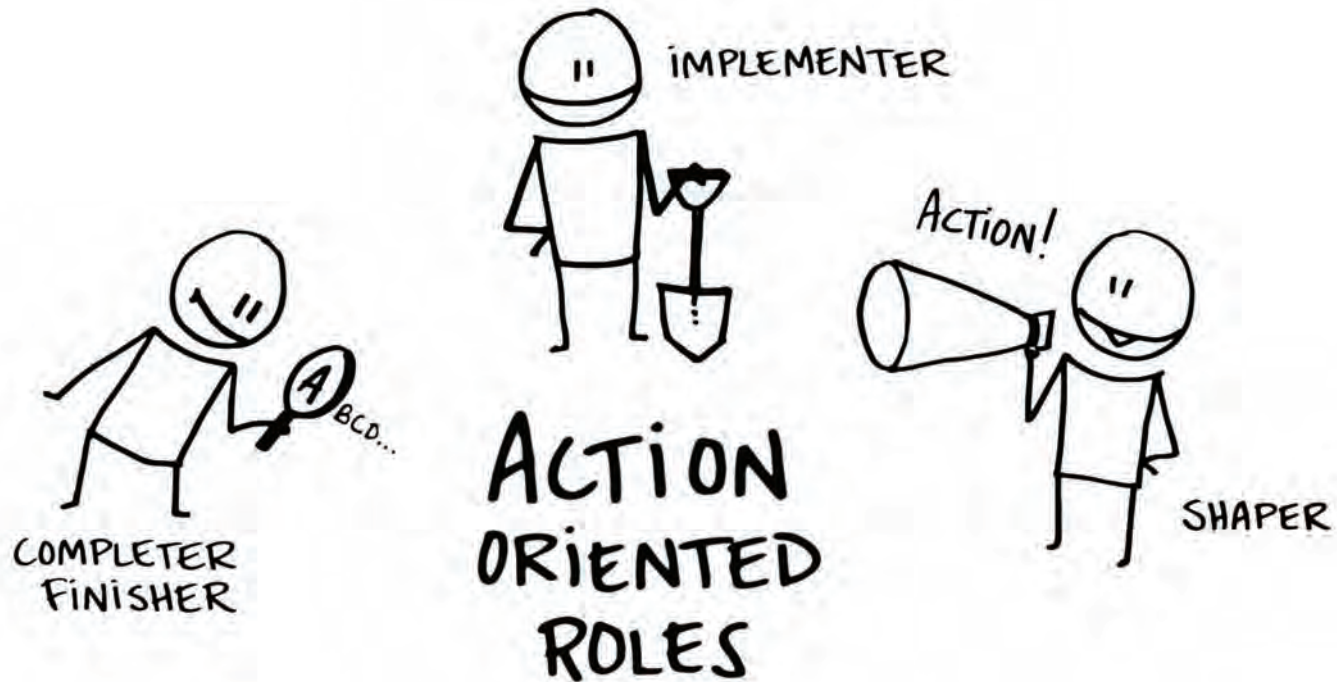
and an enthusiastic seeker of opportunities. If your team is threatening to become inward looking, then the scout introduces possibilities from the outside world.

Thought oriented roles include the plant (inventor), the monitor evaluator and specialist. The plant is a creative and original problem solver. He or she is a creative person, whose thoughts may be difficult to follow. Listen to him or her carefully. The plant produces original high-value solutions. The monitor/evaluator is a calm and objective critic. He or she is the logical voice of the team. He or she will consider solutions in a moderate manner. The specialist is a determined and self-guided person of knowledge. He or she has a deep and trustworthy knowledge in their specialist field. Listening to him or her is of enormous significance to the success of the team.



32. Have a look for the Belbin team roles from their web pages. Timo Lehtonen has described the Delbin team roles very well in his book: Tiimiakatemia - How to Grow into a Teampreneur.

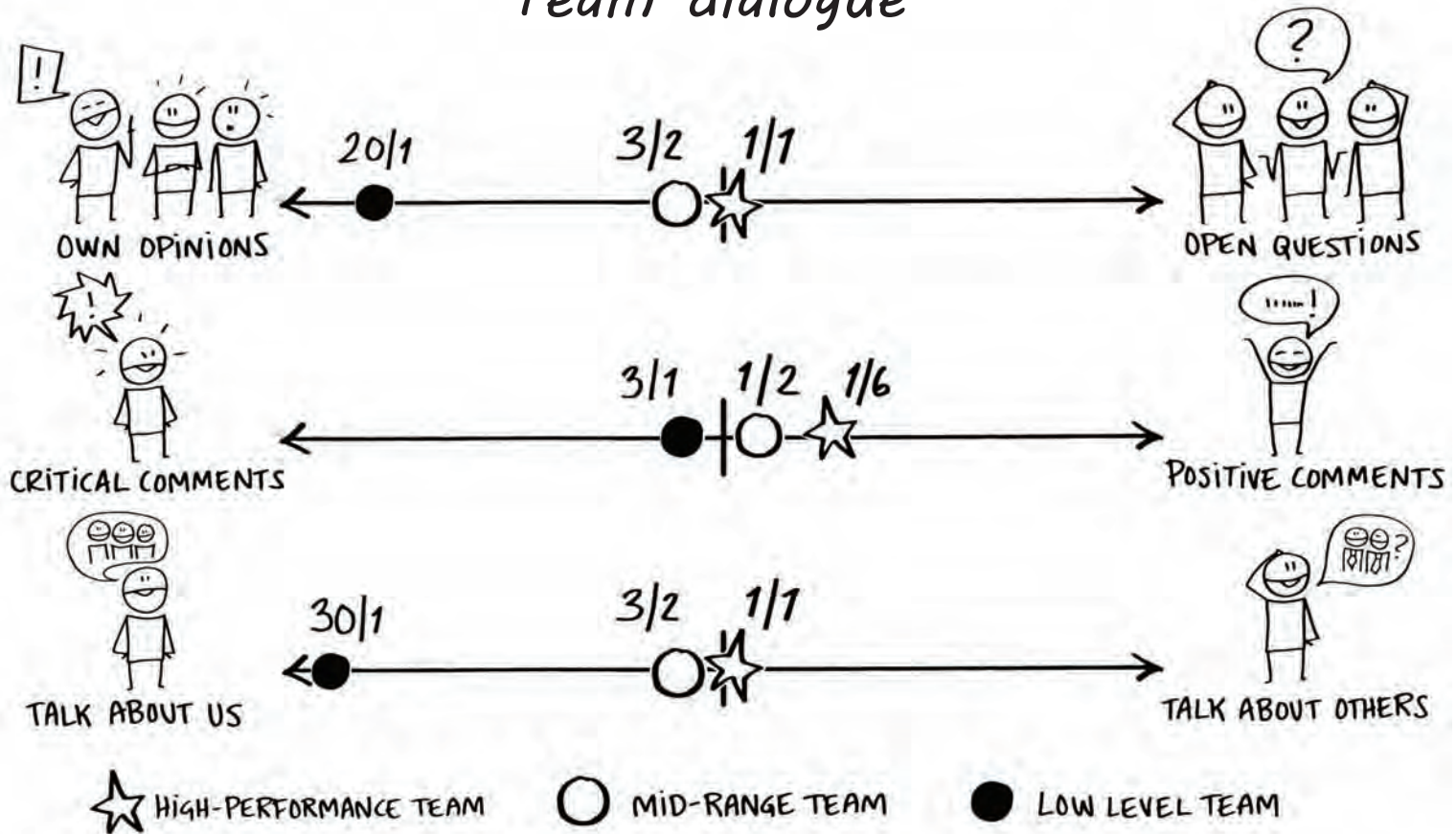
Team Roles



Team Roles



Team dialogue



Positivity and Fun

Positivity is an essential characteristic of a high-performance team. These teams have as many critical speaking turns to six (6) positive. Critical speeches are important for the development, but they should not be in excess. High-performance management teams in Finland talk about a team, when the ratio is three positive to one critical. A mid-range team has two positive to one critical comment in a year. A low level team has three critical to one positive.

Another essential aspect of dialogue is open questions and own opinions. Open questions can not be answered with a simple yes or no. Good open questions awaken the team and the effect is long lasting. The team discusses the issue from a new and exciting perspective. With high-performance level teams open questions are in balance with own opinions. With mid and low level teams, own opinions far exceed the number of open questions.

The third essential characteristic is the use of others and us in speech. A high-performance team speaks as much about themselves as others. Own activities are compared to others and customers are taken into account. A mid-range team talks about themselves more than others and the ratio is 2/3 (others/us). A low level team speech includes 30 times more about themselves than others. This reveals major internal challenges.

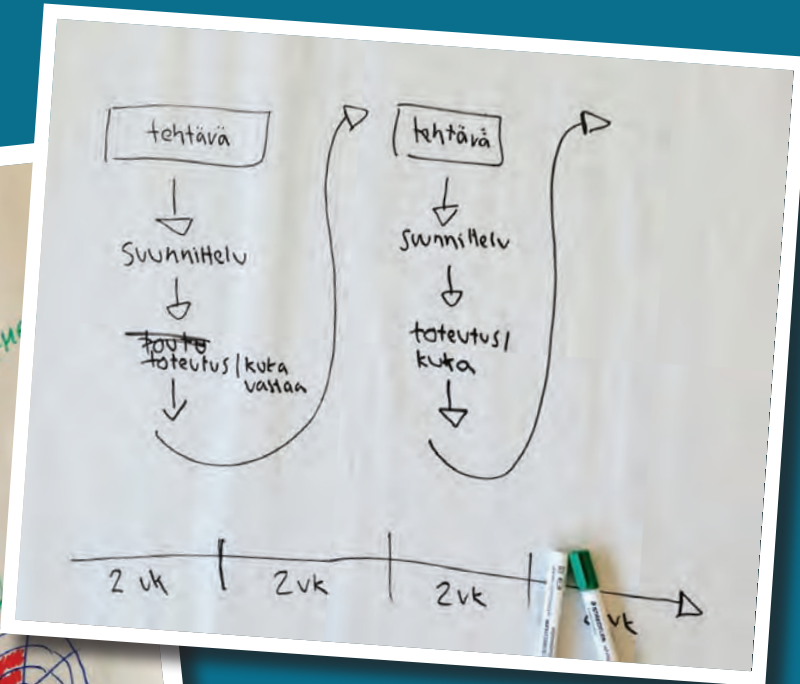
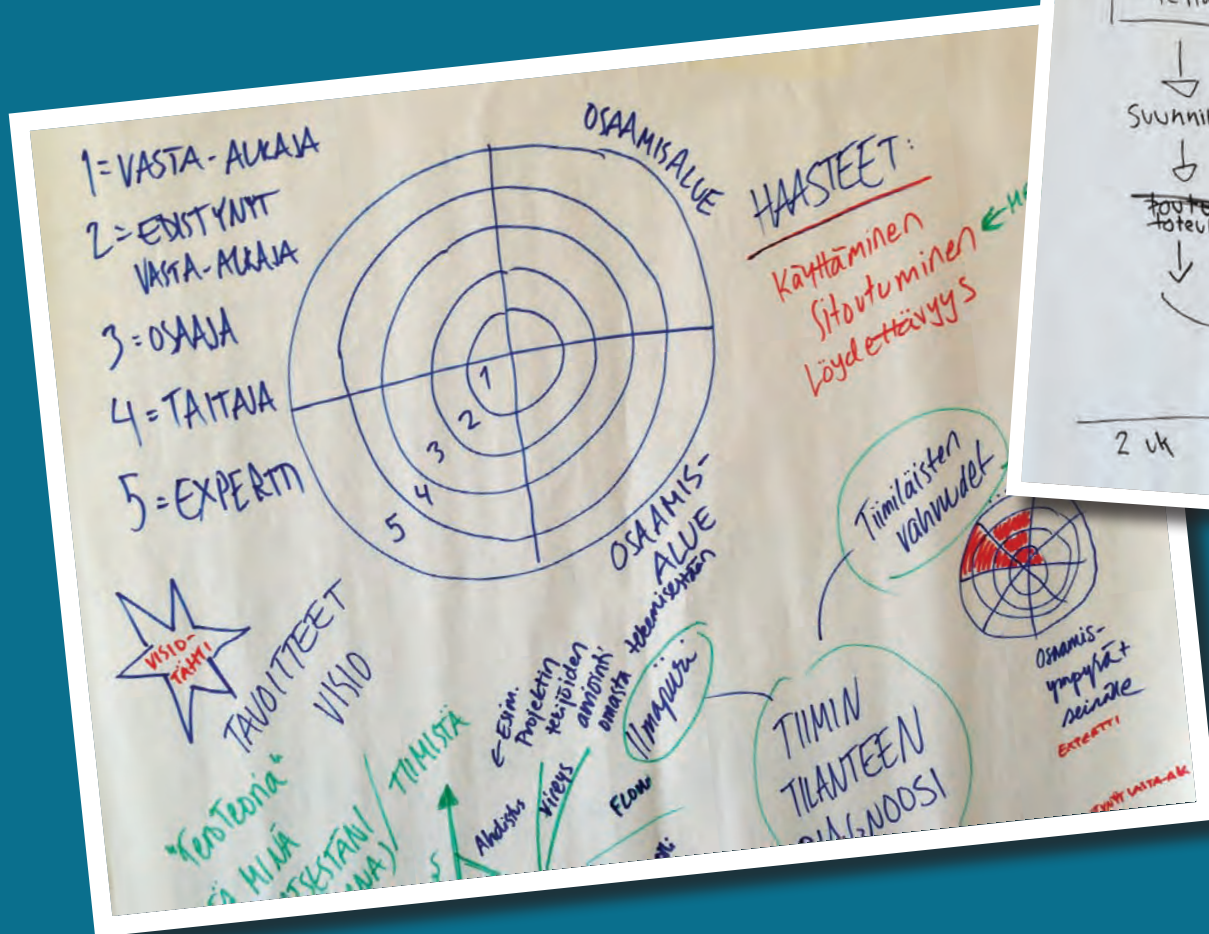
From your team's dialogue it can be decided the level of your team³³. You can monitor yourself, with your team, team development. Select from your team two people to monitor and observe the dialogue of your team for 30 to 60 minutes. Take advantage of the observation with Losada's three segments. The observers do not participate in the conversation, they just monitor the

quality of the dialogue. Everyone's complete sentence or comment is to be evaluated with the aid of Losada's three dimensions: was it a complete sentence or a comment a) own opinion or claim, b) critical or positive, and c) was it about team issues or external issues. Finally, observers inform the results of the dialogue, as well as other interesting observations of the team's dialogue. The summary can, along with your team, reach conclusions regarding the situation of the team's dialogue. Consider together how you can develop your team's dialogue: positivity, good open questions and balance with regard to them. Through team roles, you can consider if a particular type of person is missing from your team.



33. Have look for Marcial Losada's research about the top performing teams. The practical application of team dialogue can be found from Humap (Matti Hirvanen, Tapio Kymäläinen) in Finland.

Examples of visual thinking tools in use



23-25.4
2012

LÄHTEÄ
LENTOAA!



1DAY

WORLD
CAFE



2DAY



3DAY



Fire

A Friend Leader Ignites the Team



FIRE: A Friend Leader Ignites the team



Fire

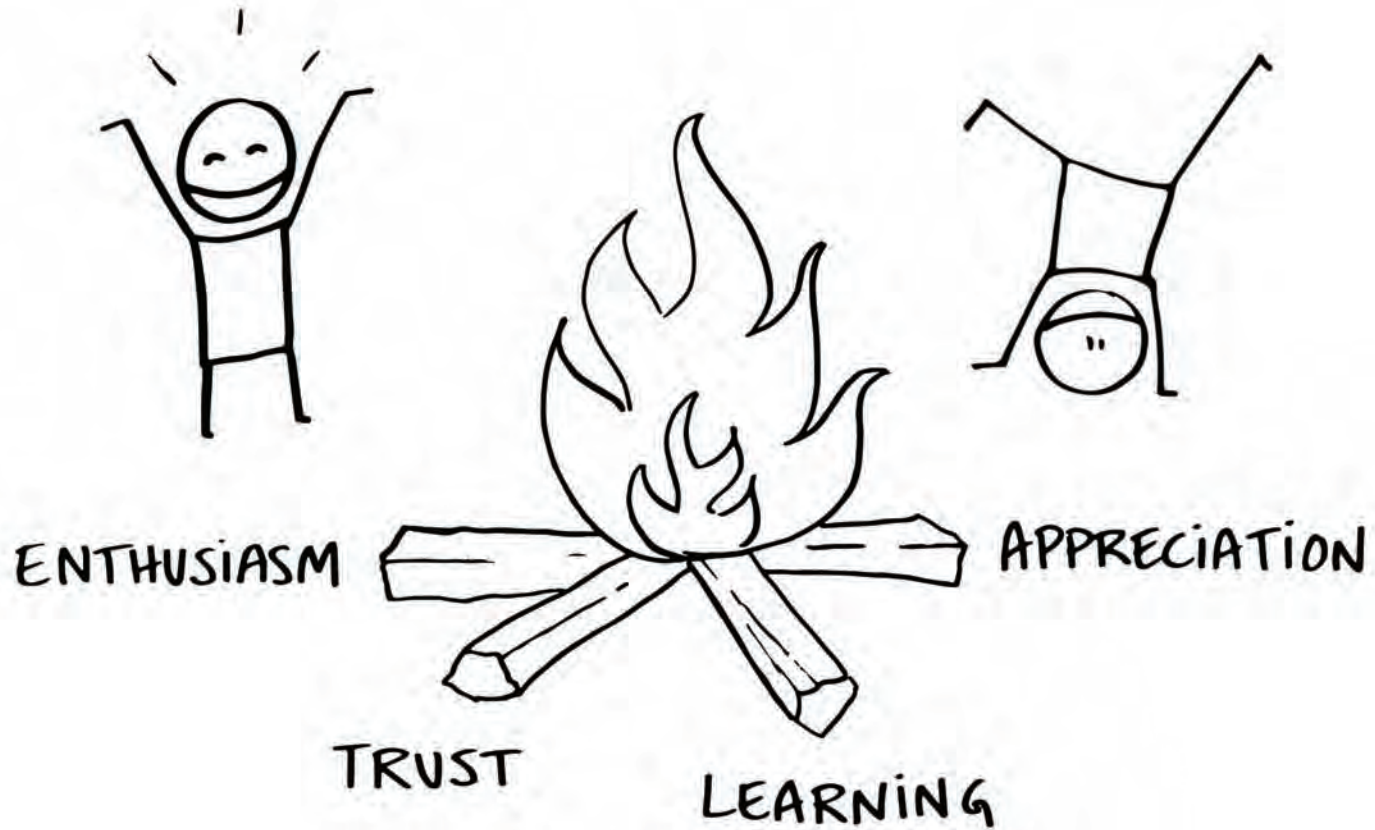
A Friend Leader Ignites the Team

The logs of deep leadership set the fire on your team: trust, inspiration, learning and respect. Friend leadership principles will deepen your team leadership. Lead your team toward to meaningful purpose: with heart, with results and without notes. Apply Micee-philosophy: model the way, inspire a shared vision, challenge the process, enable other to act and encourage the heart. Split our annual operating clock for spring, summer and fall. Take your own planning to month and week focused.

Musashi: “The spirit of fire is fierce, whether it be large or small. The spirit can become large or small. Large sizes can be noticed easily, changing it is difficult and predicting it easy. Small is difficult to notice, changing its mind easy and predicting it hard. You are to practice day and night making fast decisions. Practice is the basis for a normal life. Spirit is to remain unchangeable.”



Deep Leadership



Deep Leadership

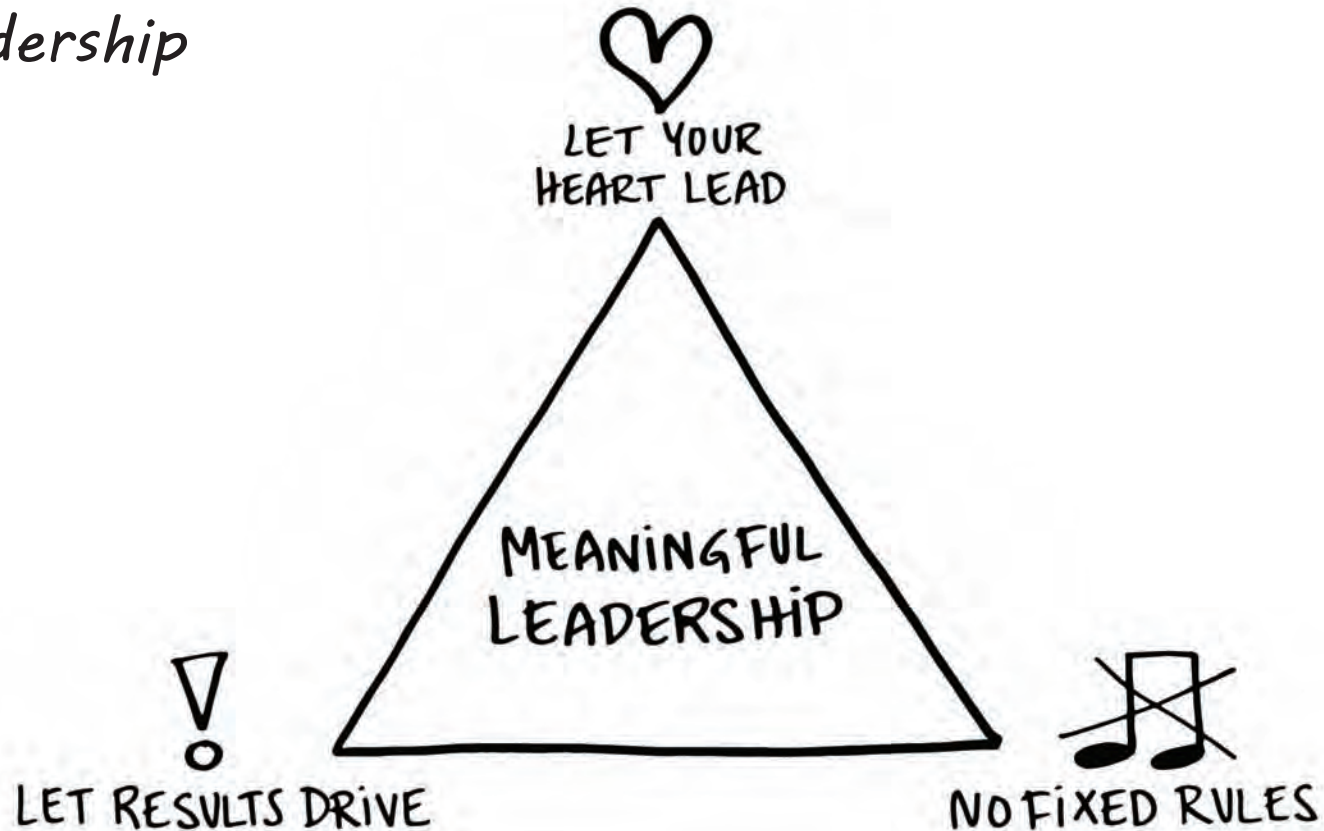
The deep leadership³⁴ model is found in the Finnish military. Deep leadership displays much of the same features as Friend Leadership. Deep leadership strives to create good interaction with your team: readiness - behaviour - influence. It is essential for you to actively collect internal and external feedback. On this basis you are able to develop the team's readiness and corporate culture. The first cornerstone of deep leadership is trust. Work in an honest manner, justifiably and equally. In principle, honesty is simple: do what you promise.

The fuels of deep leadership are trust (trust-building), enthusiasm (an inspiring way to motivate), learning (intellectual stimulation) and appreciation (individual person meeting). Your performance in target achieving and commitment to these are the basis of your motivation. Being your own example is very important. Learning (intellectual stimulation) means to support innovation and creativity. Appreciation (individual person meeting) means the acceptance of diversity. React positively to others. Be interested in others. You can evaluate your team, yourself and the Friend Leader's deep leading ability with the aid of the drawing. Deep Leadership principles are ideally suited for all leading, including Friend Leadership.



34. Check the home pages of Deep Lead (founded by Vesa Nissinen), there are the deep leadership principles described.

Meaningful Leadership



Friend Leadership

The Friend Leadership principles were created at Tiimiakatemia (Team Academy)³⁵:

- 1) Be sensitive to people's emotions and act accordingly. As a Friend Leader, you must remember your own humanity.
- 2) As a leader, always be attentive and available, a genuine listener.
- 3) Only actions count in Friend Leadership.
- 4) The basic task of Friend Leadership is the leading of a learning organisation, and the needed basic skill is the ability to inspire others towards the common goal.
- 5) You can't lead others if you can't lead yourself.
- 6) In Friend Leadership, it is vital to set up playing positions for all in the team company, and to concentrate on their individual strengths. Team building skills are the absolute prerequisite for successful team leadership.
- 7) Everything rises and falls on leadership, and leadership falls on lack of communication.
- 8) Friend Leadership is never an award – it must be earned every day.
- 9) The Friend Leader's task is to create community positive thinking in the team company, together with its coach.
- 10) Friend Leadership is always setting an example. What you give your attention to, others will also.

Friend Leadership comes from a positive view of mankind. Think, how would you implement these 10 principles? Read these 10 points once again. Write in your own words, what each of these mean to you in practice.

For the young there are five important things in work³⁶ freedom, fun, colleagues & work community atmosphere, significance and self-development. So, meaningful work, that is to say the significance of the work. How do you let your heart lead, let results drive you and without fixed rules like a jazz musician?

Allowing your heart to lead means to you, that you coach without special request to develop your friend. You engage in genuine dialogue with your team company. You build trust. You take responsibility for your team's community atmosphere. Determine what is relevant to your team members and implement it.

Results lead you towards the creation of objectives. In the centre is solution focus. You will not look for problems, only solutions. You maintain targets. This means that in setting goals, you need to be careful. Targets³⁷ are to be defined, large-scale, achievable, realistic and strict to time. You will challenge, in a positive way, team members to develop and maintain the targets. You are able to provide feedback, constructive, and above all positively. You are able to take feedback yourself. You are seeking results from business operations from your team. You know how the financial situation develops and you push your team on, encouragingly towards financial gain.

Leadership by without fixed rules like a jazz musician third cornerstone. You allow your team members the freedom to operate within the given framework. There is your own way to support others. You are flexible. You are open to change.

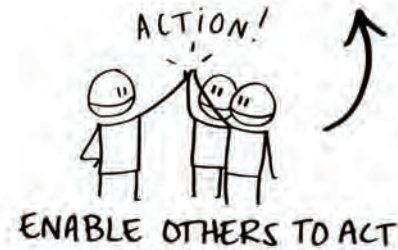
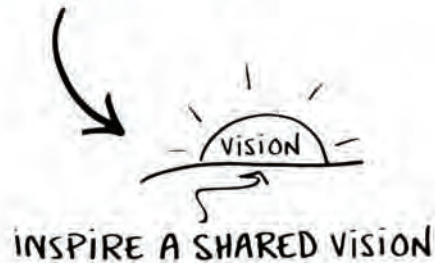
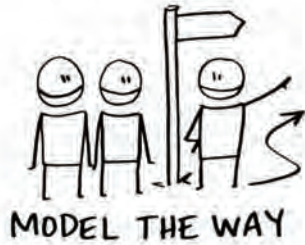


35. The principles of Friend Leadership are formed by Johannes Partanen and NJL (From Young Manager to True Leader) in 2008. More information www.partus.fi

36. The model is from the theses of Tiia Lehtinen and Teija Välinoro (2013).

37. S.M.A.R.T. = Specific, Measurable, Attainable, Realistic and Timely, top achievement web pages guide you to setting your targets.

MICEE Philosophy



MICEE Philosophy

Memory rule development with Leadership Challenge's HIT MR³⁸ philosophy principle has become blurred, because the order of the steps is not right. The rule came from Finnish language. The correct order is in other words MICEE³⁹:

- 1) Model the way.
- 2) Inspire a shared vision.
- 3) Challenge the process.
- 4) Enable others to act.
- 5) Encourage the heart.

Your first step is the modelling of the way. The way model is born by you. The first step is to model your own values and beliefs. You will need to listen to your own voice. Leadership has to be a dialogue, not a monologue. You will need to mirror your leadership to others. You will operate by example. You will need to confirm your values on the basis of the shared vision.

The second leap is inspiration and the building of the shared vision. Your team company's vision starts your team's dreams. The dreams form your team's future. As a pioneer, you need to trust your inner compass and dream. As Friend Leader you will inspire your team to see the exciting possibilities of the future. You and your team should form such an inspiring vision for the team, that is gets energy, optimism and hope in the vision.

In the third step, you will see the possibility of your team to achieve greatness. Your team is ready to do its best to change the world. The Friend Leader will seek challenges and test his or her and the team company's abilities. You will listen attentively, provide instruction and learn. Many ideas will not derive from you, instead, in practice, from the work of your team. Team development advances in small steps. Because you take risks along with your team, you face failure. Accept these as opportunities to learn and develop.

The fourth, enable others to work. You know that you can not operate alone. You and your team need partners. As Friend Leader you build trusting relationships. Support your team company's spirit and see your team like a family. Allow your team members to plan and make their own decisions. As Friend Leader you develop co-operative objectives for the team. Make sure that everyone wins. Reinforce the team members' self-esteem. You create such a team culture where everyone can flourish.

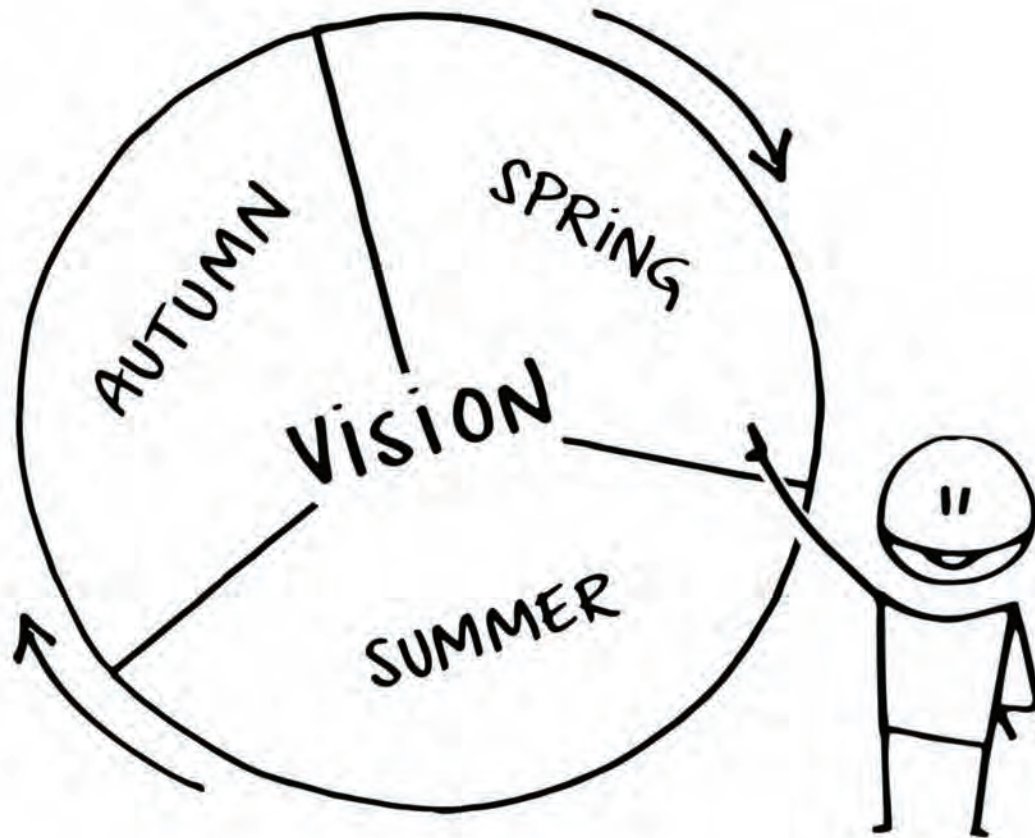
The fifth, or the highest level, you encourage the heart. As Friend Leader, you encourage your team to continue searching. Great results require that the team works hard. Your team members are clear about what is expected of them. As Friend Leader you are, from your heart, with your team towards the shared vision. Thank yous, smiles and open praise giving are part of your repartee. You reward team performance. You find creative ways to reward your team. Teamwork is fun. As Friend Leader you love your team, its products and its customers.



38. Johannes Partanen developed Hit Mr- philosophy based on Kouzes and Posner's model about Leadership Challenge.

39. Get to know The Leadership Challenge concept. Apple's APS store is the excellent The Leadership Challenge-APS, try it!

Annual Clock



Annual Clock

The operational quality of your team is measured in a day. How does your team measure in a day? Fostering a culture is a delicate task. A good operating culture can take years to build, and it can collapse in a day. Fostering a culture requires openness, discipline and motivation to benefit a team. The culture of openness is based on trust. And trust in knowing that help is available when you need it. You want to help others to achieve friends' objectives. However, this no favour to be returned. Unselfish and a positive attitude to help is the correct attitude. If you find someone taking advantage of your generosity, say so directly. In the daily life of the team, you can visualize the annual clock and the weekly plan.

The Friend Leader must also be the drummer in the team. The correct rhythm is to be sounded for the team. Maintaining this rhythm ensures adherence to the annual clock. The discipline of the team starts with the annual clock. As the co-operative is not a stock exchange listed company, it is natural to divide the year into three parts. Divide the four seasons' months into: autumn (fall), spring and summer. For each period, agree with your team, specific coloured label notes/marker pens the main targets and actions, money receivables and payables and cash flow. In the middle, think about with your team, the shared vision for the year.

The team company's vision is a vital part of your team company's shared vision. In your leading thoughts you have thought of the time span of your team's vision. At minimum, it can be 3-5 years. In some companies it is 10 years. Or as much as 30 years⁴⁰. This vision should be divided into smaller steps. A year's visions are formed from team vision. Contemplate with your team, which is important to your team.

After thinking over the vision, you can divide the year into three parts: spring, summer and autumn (fall). Some businesses are spring focussed, such as Kotakahvila (Kota Café)⁴¹, which maintains operations in Jyväskylä, on the shore, close to the winter lake ice rink. The business operates in the summer at Myllytupa⁴². And in Finland the university students use overall as a party costume and purchase a great number of badges for the overall. There is a specialised web shop for the overall badges, where the high season is at the fall⁴³. The business has certain peaks during student relocation times, such as with removal van rentals⁴⁴. On the basis of the nature of this business you have to think about your team's goals and activities during spring, summer and autumn. Write the main targets and actions on separate post-it-notes. At the same time, you can team up with your team to reflect on the key indicators. How do the indica-

tors support the vision of your team? How many customers per week to achieve the target? How many cups of coffee should be sold per week, to make the operation viable?

Predict expected revenue and expenditure in the spring, summer and autumn. Write them on separate post-it-notes. The difference between them equals the result. Follow revenues on a regular basis. Schedule a regular meeting with your accountant every month. Most importantly monitor cash flow. Cash flow is to be monitored weekly at least. Consider the cash flow for each period. Take into consideration you and your team company's activities operations. What investments are your team making? What working goods for example does the summer cafe require before the summer? When does your team need a new van for rental? If you fund operational development from cash flow from operations, what kind of working capital buffer do you have in cash? It would be ideal to hold enough working capital (cash) for three to six months on business, equal to costs for the period. If this cash is not held then think about financing.

The operation of your team should be paced in detailed weeks. Hold weekly meetings with your team. The source is operations successes and targets for the week. Think about your own learning, and, above all, questions to which you seek answers. Discuss these with your team. Finally, think about the future orientation of the week. What do you want to achieve and who is to do what?



40. The vision of Japanese Softbank is 30 years. Softbank bought a Finnish game company SuperCell. The vision of Partus (owner of Tiimiakatemia Brand) is set for 2037.

41. If you visit in Jyväskylä, Finland, try skating at Jyväslake and have a hot drink at Kota Café.

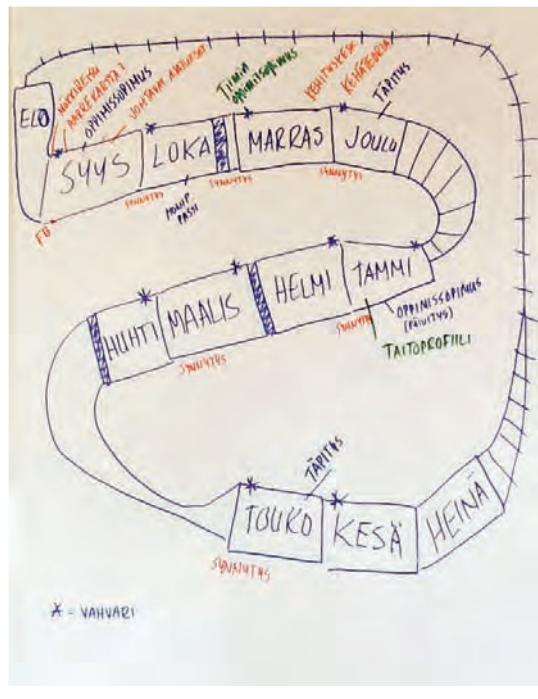
42. Make a visit at Myllytupa, a very charming cafeteria. Enjoy atmosphere with a cup of café or a bottle of beer.

43. Purchase an overall badge by searching by Google haalarimerkki.

44. Rent a van for removal by Proakatemia or Tiimiakatemia.

Examples of visual thinking tools in use





Wind

Know Your Environment and Create New





Wind

Know Your Environment and Create New

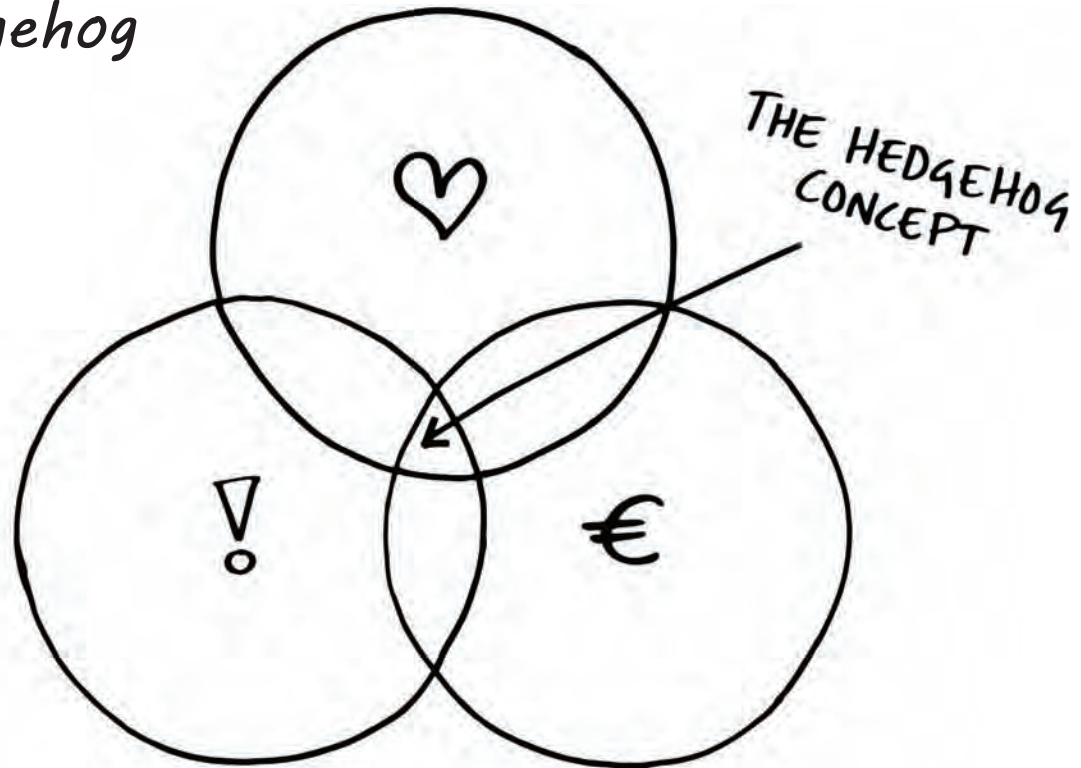
Listen your heart while forming the strategy. Build the hedgehog concept of your team: what inspires us?; where can we be the best; where can we make money? Build your hedgehog concept for the unique competitive advantage with the strategy profile forming. Clarify your unique sales promise through the brand envelope. Pilot your concept with real customer. Follow the development of your customers with the customer step.

Musashi:

“This is a tradition. All roads have side roads. If you study daily some road your spirit will head off in another direction, you think you are on following a good road when in fact you are not on the right road. If you are on the right track and deviate only slightly the deviation increases later.”



The Hedgehog Concept



The Hedgehog Concept

A road is a strategy. The strategy is the thread of operations. The strategy can be thought of from a mechanical perspective. In this, the organization implements the desired road, in other words, strategy, regardless of what the organization itself is or what it wants. Let's start from your team. Jim Collins⁴⁵ presents a strategy through three questions:

- 1) What inspires us?
- 2) Where can we be the best?
- 3) Where can we make money?

Create the team concept first with your team members personally, in such a way that each of your team members fills in their own passion, expertise, and business logic models. Move off with your team's skills. Think about where you can be the best. Perhaps start at home, but how can you become the best in the world⁴⁶? Think big for your team. How can you develop and what skills does your team need? After this, you can go to the team and jointly consider the road and the road to mutual passion⁴⁷. Discover together what ignites the team? Consider as a team its flow, in other words, flow moments. Where are they created and why? Thirdly, consider a suitable business earnings logic for your team. Why do customers pay for the enthusiasm and expertise of your team? And how does your team earn its money from customers? What is the original advantage, why customers should pay the team?

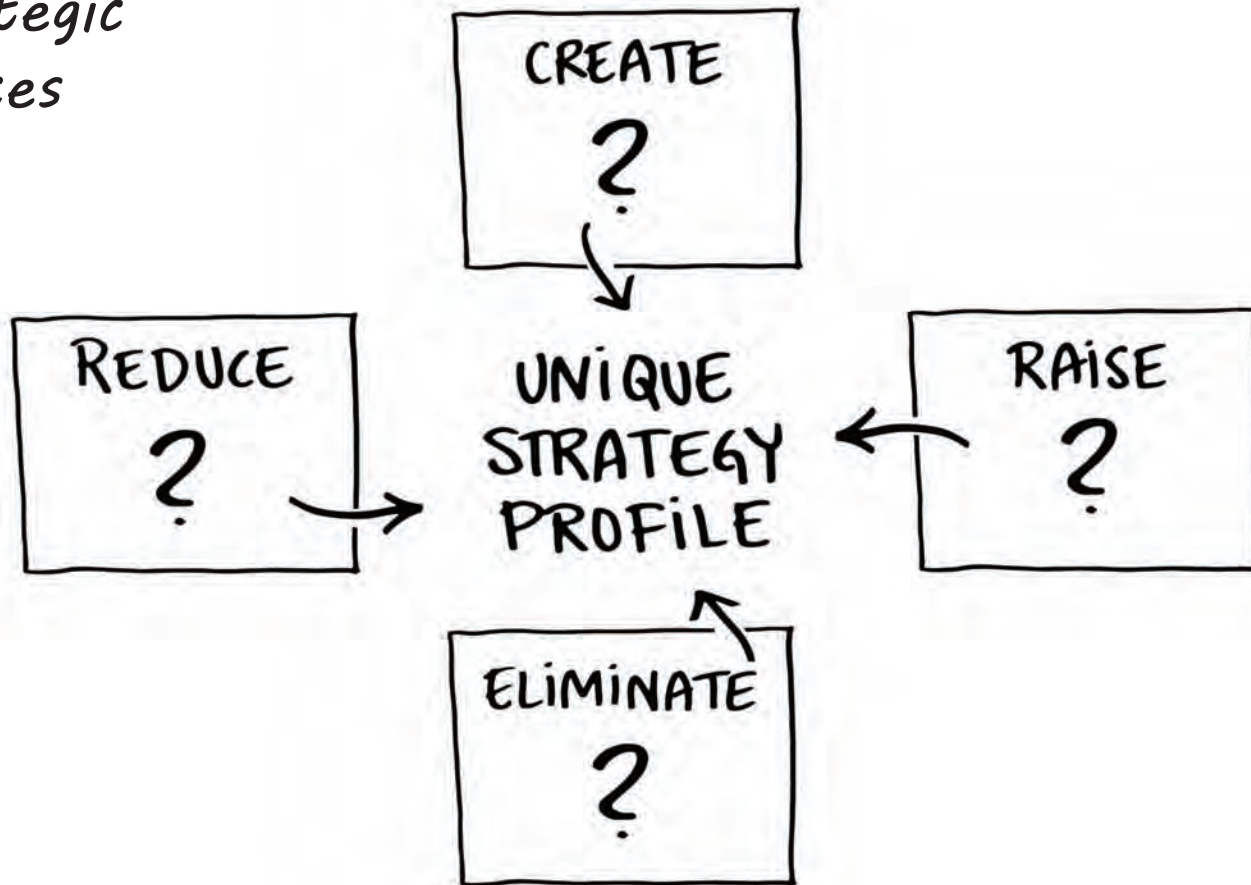


45. Read Jim Collins's book *Good to Great* (2001), the absolute strategic book classic. His new book *Great by Choice* (2011) has also a good model for strategic leadership: fanatic discipline, empirical creativity and productive paranoia produce level 5 ambition for the leader.

46. Young and ambitious entrepreneurs Hans-Peter Siefen and Jyri Linden started Nordic Business Forum. Great story, check the web pages.

47. Brilliant example of passion is Supercell, game making. See the passion professionalism and moneymaking capability from their web side.

Strategic Choices



Strategic Choices

Your originality can be based on three points:

- Excellent cost efficiency: how are you with money?
- Superb customer service: How do you get on with all types of people?
- Your uniqueness: where you differ for others in your sector, where are you best or what area do you want to develop to your real advantage?

The fact that you choose to be in the sector of the product, and cost-efficiency and customer service is excellent, does not eliminate the importance of the whole. And the fact, that you can combine these interests. Competitive advantage consists of the whole, but think about where you are really brilliant. Competitive advantage and the value chain to consider the business model through the canvas⁴⁸.

Only you can know which is your road. Analysis of your own road and consideration are vital to you. Unique evaluation is performed by customers. Ask them continuously why they chose you. Also ask those customers, who you want, but have not chosen you. Research your competition, which of these is strong and weak. Through this you will get the image of the competitive factors in your sector. When you have collected these factors, think which of these from your own perspective should be removed, decreased, increased or created. A good quality strategy creates added value and cost savings. You can draw here a strategic profile⁴⁹.

When creating a strategic profile and analysing your own operations a blue sea strategy profile-questions are an excellent tool. First, clarify the competitive factors in your sector. Then analyse your own main the central factors in your operation, why do customers buy from you? Consider reducing. What factors need significantly reducing, compared to the sector norm? Continue eliminating, what things are not of significance to your operation? What things hold business back in the sector and are to be eliminated? These reductions and

eliminated things are savings in the value chain. These are not offered to customers, as they consider them to be redundant and they understand such adjustments. Ikea⁵⁰ is an excellent example in adjustment. Their furniture designs, in flat-packs launched a self-assembly trend. Everyone saves, Ikea in transportation and assembly costs and you get to buy cheaper items.

Next, consider what you need to raise business operations. What factors should be emphasised much more than the sector as a whole? Finally, analyse what new thing should be created for the sector? These factors create a superior competitive advantage over other players. You will need to create three things: focus, diversity and motto. Focus refers to what you and your team must choose and you do and offer to your customers. And above all, what you do not do and do not offer. Being different in competition helps you save and offer genuine benefits to customers. The focus and diversity crystallises your team's motto. In other words, a genuine sales claim, or outrageous promises⁵¹.



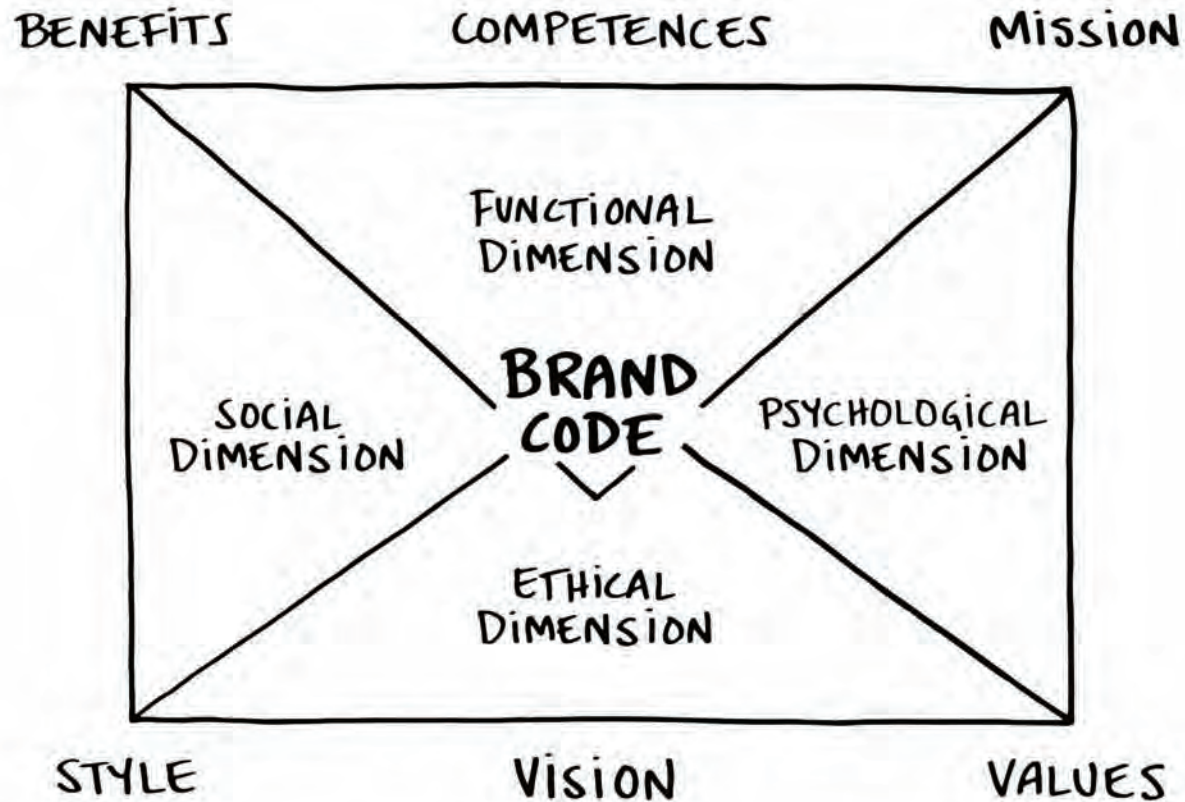
48. Load Business Model Canvas from App Store or from web side Business Model Generation for you iPhone and iPad. Business Model Generation is a great and visual business book.

49. Blue Sea Strategy (Kim & Mauborgne 2005) is a world favourite book on strategy. Highly recommended!

50. See Ikea's pages! And read Ikea's founder Ingvar Kamprad's story in book form.

51. Instead of unique sales proposition presented originally by Rosser Reeves in 1960s.

Brand Envelope



Brand Envelope

The team's mental associations with customers form brands. These associations comprise of image and reputation. The image of the business is what the customer views. Reputation describes the way you operate to customers. Brand management could be summarized as follows: genuinely do what you promise and do it in style. When you operate this way, you will save money in marketing and sales. Satisfied clients will tell you in advance. Your operational and imaginative factors form the dream of the customer. So, how you act and how other people think you is your brand. The brand is the target of your imagination. You can consider what you would like to be through your brand envelope⁵². Make it so good that the most evil pin it to their customer promises board in their office.

In the middle of the envelope write BRAND CODE, the core message or outrageous promise. Start thinking of the brand's Functional Dimension, how will customers benefit, really? The Functional Dimension informs customers the unique features of your products. What is your product (or service) efficiency, touch, taste and smell? In the Social Dimension you can think about your brand symbolises for the customer tribe. What kind of clientele do your new customers come from? Where are customers similar and get new comparisons? The Psychological Dimension tells the ability of your products to support individuals mentally. What kind of person is your product? How does your product suit the customer's beliefs? Your product's psychology supports customer learning and development. The Social Dimension answers these questions: what ideology does your product stand for? What is the deep down meaning of your and your team company's values? How does your product actually support the worldwide development of genuine ethics? Genuine consideration of these dimensions crystallises your brand.

In addition to these dimensions, brand value is crystallised in the same envelope, objectives, style, benefit, competence and mission. These slogans are the crystallization of the hard work of your team company members. You and your team will crystallise them through speech and memory⁵³. The values are the guiding principles that form the basis of daily life. The values should be transparent. The vision is told to the customer and the journey the customer is on with you. Style describes the way of working with your customer. Benefit, can be clarified for the client customers by asking what real benefits of your product or service will bring you to the customer. Competence describes the excellence of the team.

The task tells you the existing meaning, namely the mission. Why do your customers need you actually? Putting your Brand Envelope up in your office crystallises your team. Through this, your brand also crystallises, when you ask for with your team active feedback in the Brand Envelope.



52. Presented in Thomas Gad's book: 4D branding. Deep model and good book!

53. Have a look at an inspiring brand envelope about Monkey Business (from their web page or easier by googling image of brand envelope).

Pre-motorola

- What are this customer's targets?
- What are the customer benefits?
- What theory is applied or what doctrine?
- What know-how does this demand from the team and me?
- How will this customer relationship take the team towards the vision?



Post-motorola

- What went/is going well?
- What went/is going badly?
- What did we learn?
- What will we do better next time?
- How do we take into practice, so we get to our vision?

Steps of Customer Relationship

Customer relationship should be the at the development centre between you and your team. Feedback-providing, a little critical and co-operative customer is the best. This is a great formula⁵⁴:

- 1) Make as silly pilot as you dare to and sell it to the customer.
- 2) Sell it to the right customer at the right price (that is, you promise to correct the problems, develop and learn together with the customer, the customer may return it if it is not satisfied).
- 3) Measure the pilot and develop it. Listen to the customer, but decide yourself what you do.

Be careful along with your team, in particular in measuring the customer's needs. What you measure, you get! A target minded customer helps with objectives. If you do not have direction with a customer you will end up nowhere. A good target presentation tool is the ready made question system⁵⁵:

Pre-motorola

1. What are this customer's targets?
2. What are the customer benefits?
3. What theory is applied or what doctrine?
4. What know-how does this demand from the team and me?
5. How will this customer relationship take the team towards the vision?

In target setting you and the team will develop. Learning together with the customer will advance you. This is shown in Mikko Ojasen's⁵⁶ created Kaswu model: develop, open, adapt, double-check and renew. Development starts from your own attitude, strengths and goals. The opening means knowing human types. The adapting is the client's listening skills and needs mapping.

Double-checking is the clarifying and double-checking the client's needs. Renewing is a continuous learning process. Mikko Ojanen is a great sales trainer and brings something new to traditional sales.

Traditional problem-based sales advance through questions. In the first stage, trust is built through situational questions. You are genuinely interested in the customer. When a customer trusts you, you start to focus on their challenges, or problems carefully. Nobody is very willing to tell their problems in their own work, so advance carefully by careful listening. When you establish the customer's problem areas, you can deepen your knowledge of the customer's needs with follow-up questions. Through this, customer needs are identified. Next, match your own solution to the customer's needs with important questions. In the last step you serve customers by offering solutions that benefit their needs.

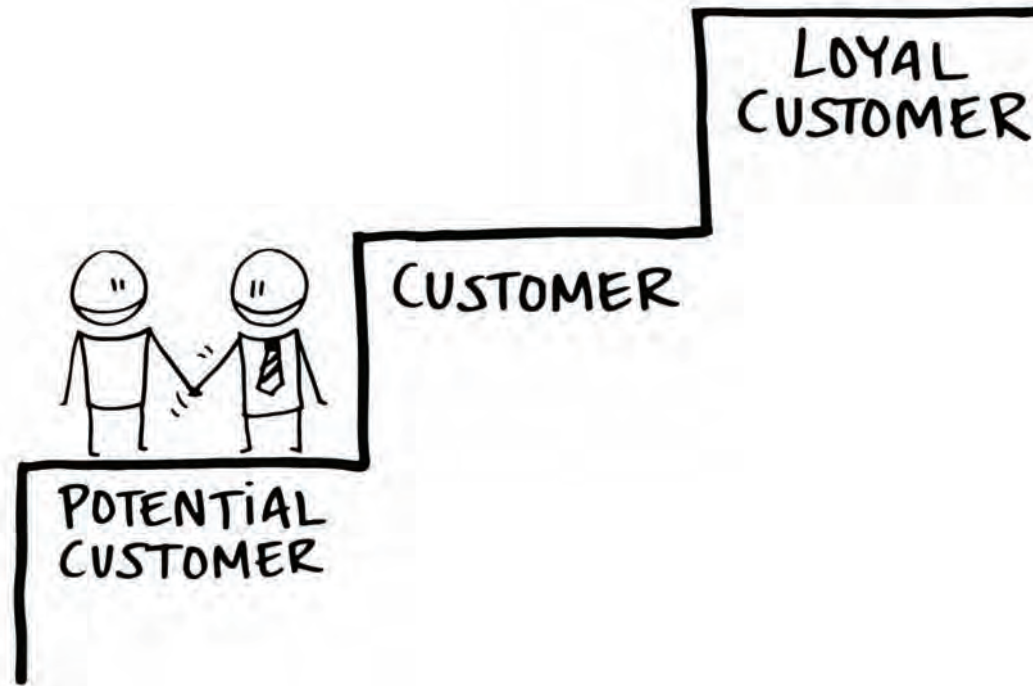


54. Eric Ries's book *Lean Start Up* is really inspirational, also as an audio book. Here is coming your very own lean-entrepreneurial tribe!

55. The pre- and post-motorola is explained in Johannes Partanen's book *Team Coach's Best Tools* and Timo Lehtonen's book *Tiimiakatemia*. Motorola-term is coming from the phrase of former Motorola-company's leader. He originally developed the post-motorola. Pre-motorola is developed in *Tiimiakatemia*.

56. Mikko Ojanen has published great salesmanship books in Finnish. Neil Rackham's *Spin Selling* is estimated all time best "how to sale"-books in the world.

Customer Steps



Door-to-door salesman, in the traditional sense, are a rarity⁵⁷. More important to you is your own enthusiasm than your sales technique. You are the flames of your own product(s) or know-now. You have two ears and one mouth, use them well in customer meetings. Listen, act genuinely and listen intently.

Think about the kind of customers you really want to co-operate with. What kind of customer can offer learning to and what customers can you learn from? Classify your customers into three steps: a potential customer, customer, and loyal customer.

Potential clients include the customer segments or your tribe, which you and your team have specifically chosen. Segmentation, or selection of potential customers is a precise task. Select customer age, gender, location, income, family situation, education, personality, company characteristics or products that you want with you and your team. Even though the products of your team are directed to another company, remember: a buyer is always another person. Thin out your segment as far as you dare. Then remove half.

Your customers trust you already to the point that they are willing to buy from you and your team company. The number of potential clients can, according to the 80/20⁵⁸ rule, be thinned out. If you had 100 at the beginning, you are now left with 20. Development of customer relationships requires movement and action. In fact, it is maths. You are to take many contacts with customers before you get an offer made? How many offers result in orders and customer relationships? Through focussing on your customers find out why they want to co-operate with you.

You should now have 4 remaining loyal customers, if customers have been eliminated according to the 80/20 rule, that is to say, out of the first 100 to 20 and then left with 4. Loyal customers are to be treated with utmost care.

They will account for 80% of you and your team company's revenue. You and your team have invested a lot of time and effort in acquiring these loyal customers. It is many times less expensive to serve loyal customers really well⁵⁹ than to acquire new ones. Maintain continuous dialogue with these loyal customers. You can think about how you learn from each other and draw up a joint learning contract. The set post-motorola is well suited for measuring customer satisfaction.

Post-motorola well in measuring customer satisfaction

1. What went/is going well?
2. What went/is going badly?
3. What did we learn?
4. What will we do better next time?
5. How do we take into practice, so we get to our vision?

You can do the post-motorola with your team after a customer visit on the way to your office. You can weigh-up your cooperation with the customer at the end of the visit through the post-motorola questions. This can also be the basis for you and your customer's learning or cooperation contract.

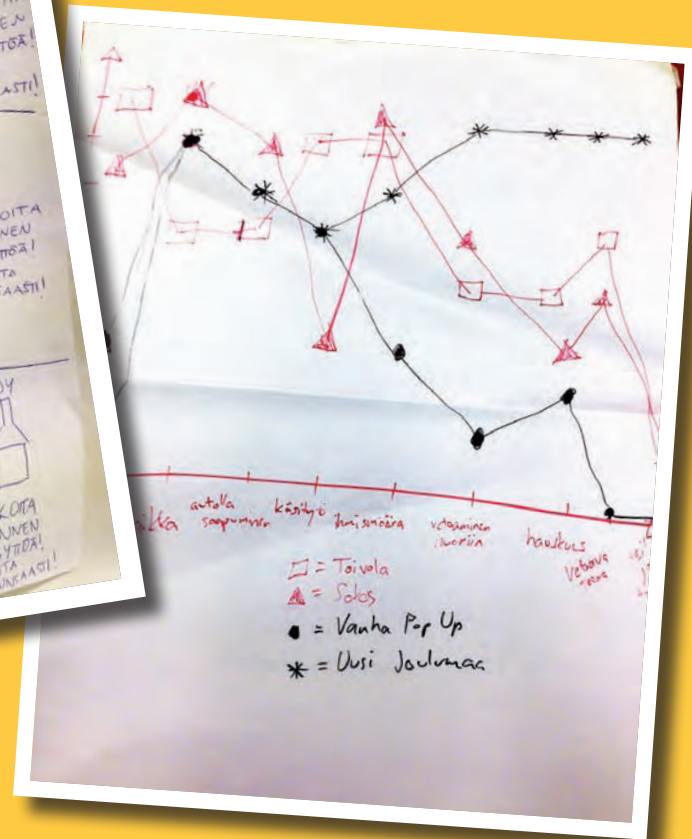


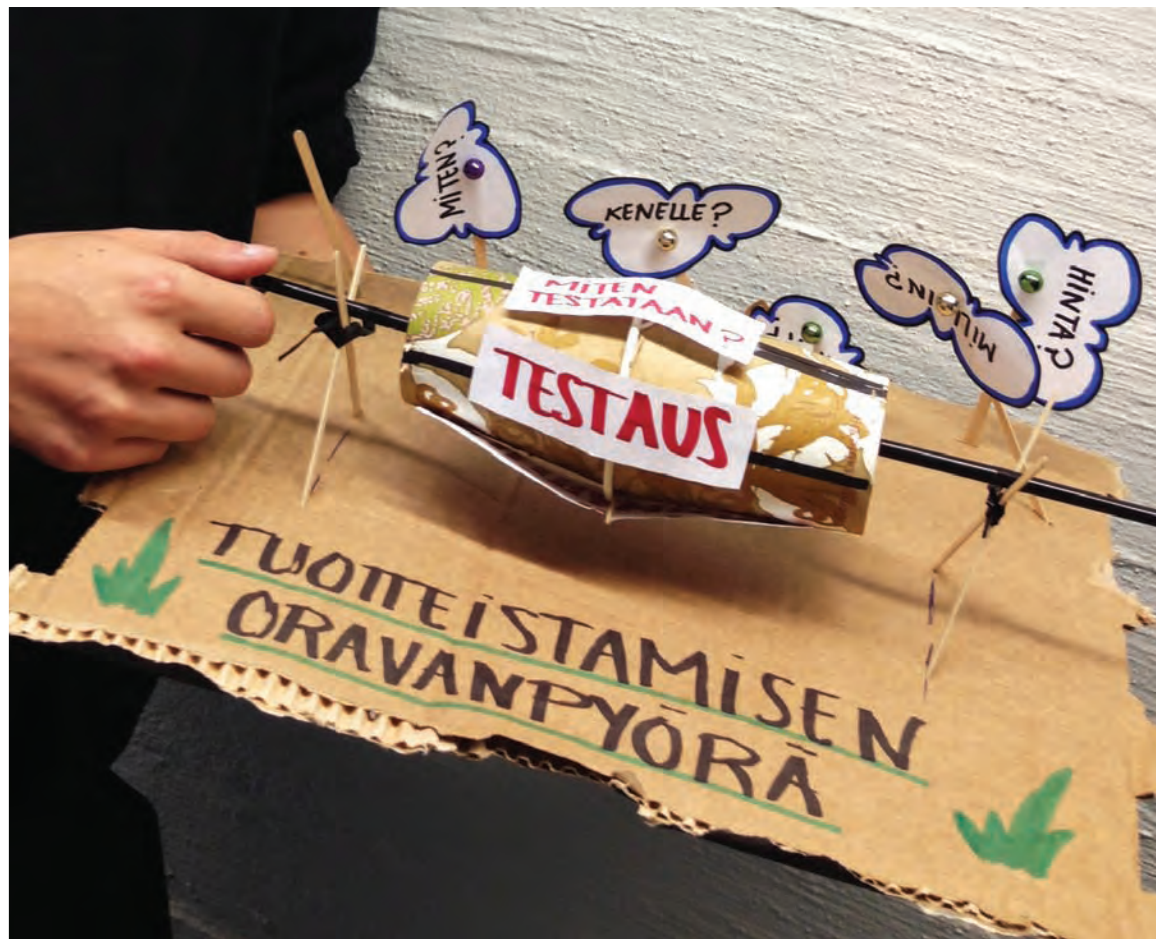
57. Daniel Pink's book *To Sell Is Human* is highly recommended. It operates very well as audio book as well. The short presentation is available in Slideshare.

58. Pareto principle is called also at the name of law of vital few. Originally used about 100 years ago in Italy where 20 % of population owned 80 % of land.

59. Based on the Pareto principle the regular customers bring 80 % of your profit.

Examples of visual thinking tools in use





Void

Mindfulness





Void

Mindfulness

Consider the game what you are playing. Invent yourself the rules of the games – it is easier and more comfortable to play. Play the game where everyone gets the benefit. Think what you are thinking. You can consider your thinking with the system one (fast) and system two (slow). Be present in a dialogue. Respect, wait, listen and talk straight. Measure your own outcome. Develop the measurement also for the future, not only for the past.

Musashi:

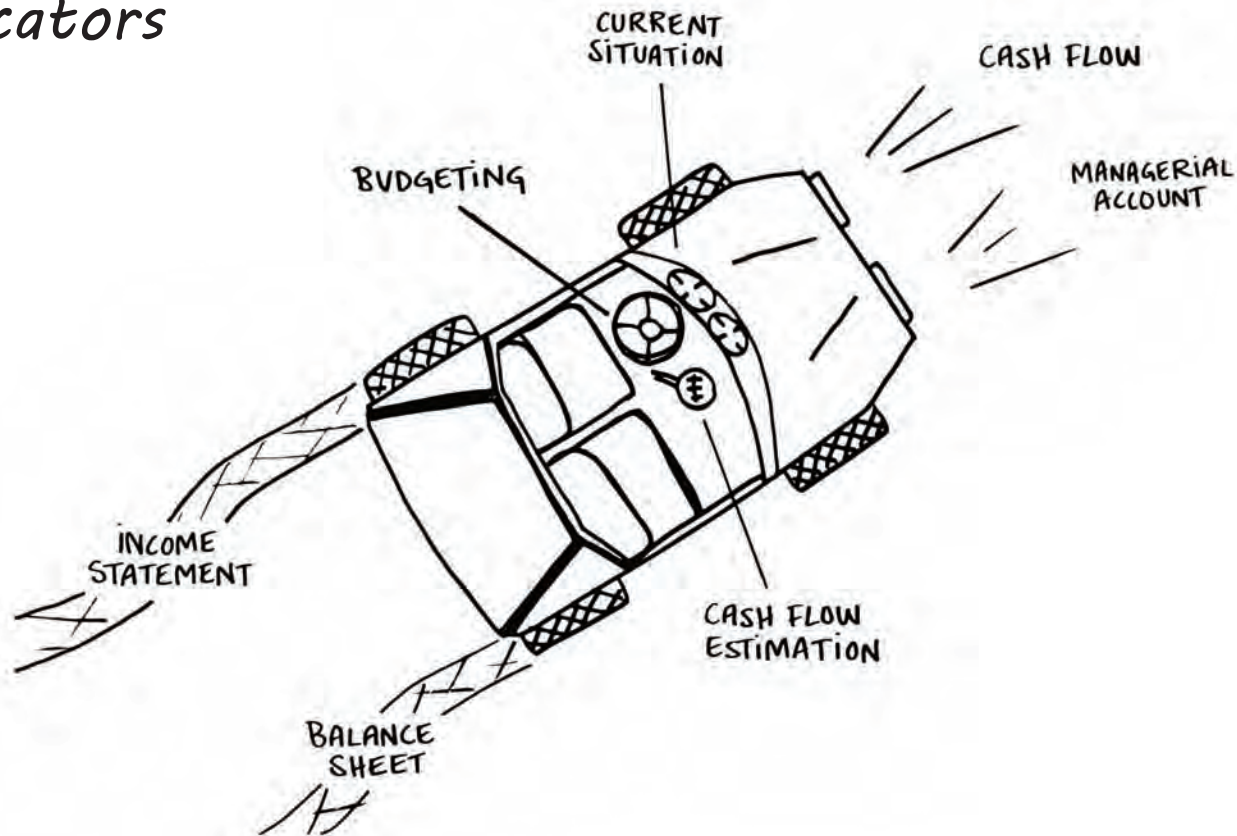
“Void refers to something that has no start or end.

This principle signifies understanding non-achievement. A strategic road is a natural road.

”When you realise the forces of nature and feel the rhythm of any situation, you are, naturally, able to win.”



Performance Indicators



Performance Indicators

You need to have a goal to get somewhere. Measuring the goal is crucial. Money is the easiest way to measure the results. The drawback with the money measurement is that it is backward looking. Your business is like a car. The left back wheel is the income statement. The income statement tells how profitable your business is. Revenue minus costs is income. It is supposed to be positive. The right back wheel is the balance sheet. The balance sheet describes the assets of your operations. Asset minus debt is balance. Your own capital is required to remain positive, if not, then you are bankrupt. The left front wheel is your business' cash flow. Cash in the bank is essential to run operations. A good amount of cash held in your bank account is at least 3–6 months expected costs of your operations. The right front wheel is the managerial account of your operation. You can calculate, for instance operating results of each sales person or per business unit. These wheels will leave four tracks on the ground. The drawback with these tracks is that you only get information about the past. Information is very important, but it will not tell you what to do next.

The steering wheel of your car helps you to steer into the target. The steering wheel is budgeting. You estimate your income and costs. You will steer to the source of the money. Your speed depends on your car's transmission. The transmission is your cash flow estimation. Shortage of liquidity (cash) is the biggest reason for bankruptcies. Make a realistic estimation; evaluate costs upwards and income downwards. In order to forecast the future you need a gauge. You can define your gauge as the indicators which will tell the future, for instance customer visits per week. You know that one hundred customer visits will probably produce 20 offers and 5 deals.

You need to follow performance indicators regularly. The result of the wheels i.e. income statement, balance sheet, cash flow and managerial account need to be followed at least once a month. Budget and cash flow estimation monthly, weekly or even daily depending on the character of your business. The gauge can be followed weekly, daily or even hourly. Consider what is important for your business. Make the indicators visual. Ensure everyone in your business is aware of where you are and where you want to go.

RULES OF THE GAME

- DE-FACTO RULES
- COMMON BELIEFS



Form the Rules of the Game

A Chinese proverb says it well: you should only play such games where the rules are determined by you. View your own actions through a sandbox. The sandbox is the sector, the business refers to the one which you operate in. The others in your sandbox are your competitors. You all have your own toys. These toys are your value chain. You use the toys to make strategic moves on your sand castle. You have rules for the game. You have de-facto rules, the boundaries of the sandbox, certain kinds of toys, and so on. You also believe such common understandings, which comprise of your common beliefs about how the game should be played.

At the centre is the spirit of the play or the game. Is it co-operative or competitive minded. How active are the players and how do you deal with the rules. Only co-operative play develops everything. It creates a plus-sum game. If the players are passive then it is a zero sum game. If the game is competitive it is a minus-sum game. Ask yourself, what kind of play do you play? What is your play spirit? Positive questioning of yourself is the best in developing your awareness, Bob the Builder⁶⁰ is a prime example. Bob the Builder often asks himself positively. Once you are able to look at your own actions from the perspective of the sandbox, you understand the power of nature, and you will be able to naturally win. And in co-operation so that everyone wins⁶¹.



60. Bob the Builder. Look at the intro via Youtube. Bob the Builder knows how to ask himself positively.

61. This is proof from a Paper and Pulp Doctor Thesis: From Lathe Operator to Servant – Pulp and Paper Machinery Industry Development from 1970s to 2000s. Found at Tampere Technical University library pages, search word Heikki Toivanen.

System 1

- Automatic
- Fast
- Comprehensive
- Illusions
- Sub-consciously aware
- Reality
- Old

System 2

- Controlled
- Slow
- Analytical
- Rules
- Conscious
- Abstract, evaluation
- Young

Conscious Presence, Mindfulness

According to the Finnish language a leader and manager are the same thing. In English a leader and a manager are often different people. This is not ideal in the world of today. The Finnish language seems to have managed to grasp this idea. A leader must know the major business lines and the smallest details. It is just then that managers create and implement strategy, the operational common thread.

Nobel Prize winner Daniel Kahneman divided the activity of the brain into two parts, namely system 1 and system 2⁶². System 1 is automatic and fast. It forms comprehensive understanding in a moment. Think emotionally and subconsciously. System 2 is controlled and slow. It thinks analytically and creates rules. Think rationally and with awareness. Then, once you understand your own reactions, you will be able to ask yourself positively, you are far along the way. Positive people survive better in their life according to Kahneman.

Life with your team and with your customers is dynamic and complex. You operate according to system 1. You go forwards easily and with the flow. System 1 crystallizes your automatic know-how. Your own mind model guides you. You have reason to every now and again break away from the system 1 operating model and consider your own mind model through system 2. Here you will be able to raise the intelligence level of your thought process develop it to the highest level.

High performance Friend Leaders are consciously present. This means thinking of thinking. Team Academy has a saying, created by head coach Ulla Luukas, which goes: “When you come in (the room), what comes in?” Everyday philosopher Esa Saarinen⁶³ speaks about own mind stewardship. According to him, better thinking gives birth to a better life. He proposes focusing on the upper register, in other words, a person’s positive side. You need the ability to listen to treat team members on an individual level. A five-level Friend Leader is able to think in guiding with one’s own thoughts.



62. Daniel Kahneman’s book *Thinking fast and slow* is a hard-core theory book, a bit too abstract for audio book.

63. Notes from Esa Saarinen’s lecture at the Pafos Wind Carrying seminar 9.-15.7.2013

Dialogue



A central element of presence is dialogue, in other words thinking together. The word dialogue is from the Greek language. “Dia” means “via”, and “logos” means “discourse”. In genuine dialogue there are no sides, no correct and no incorrect. You are ready to change your perception in advancing conversation. In good dialogue you understand your own feelings. Here you are able to listen, to wait, to respect and to speak directly⁶⁴. You have the ability to think about the situation in the dialogue through system intelligence. You can see the underlying forces. In this way, the power of your team grows larger than its individual members.

You know what you know. Open mind and presence. Presence at this moment opens you.

There is only this moment – right now. Live the moment soulfully. What is your own positive intellectual contribution to this moment? The world is not like this moment. It is the past from which you can learn. The future is unknown to you, but you can plan it. Think about how you seize this moment. You are not performing, just with the moment.

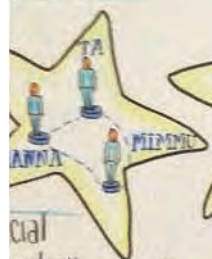


64. Read Daniel Isaac’s Dialogue book – excellent book. Or dialogue in practice and as a business idea is applied in the Socrates Café-book by Christopher Phillips.

Examples of visual thinking tools in use



international network



social mission

JOHANNES PARTANEN

golden mistake

most inspiring person

SARI & J.M

lem n
- San Petersburg

MTA LEINN

6800 POINTS

7870 VISITA

BENEFICIA

235 EQUIVALE

16 EMPRESA

226 725€

MTA MINN

49 EQUIVALE

5 EDIZIO

MTA TMINN

55 EQUIVALE

2 EDIZIO

MTA EKINN

55 EQUIVALE

4 TALDE

Join the tribe!



LO IMPORTANTE ES LO QUE APORTAS AL MUNDO

MTA

MONDRAGON TEAM ACADEMY



OTRÉVETE
equivócate
RESPETA
igualdad
EXPLORA

THE BEGINNING OF ALL IS FUN



BUILD TOGETHER



SE TÚ MISMO EL CAMBIO QUE QUIERES VER EN EL



Book Recommendations

Earth – Leads itself

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Graphic facilitator, **Maija Kotamäki**, is an entrepreneur and a representative of Generation Y. Maija's vision is to make learning and leading as an inspiring experience with the visual methods. Maija's inspiration and creativity is born from her background in team learning, team entrepreneur and clothing design.



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