



Leadership Relationships in a Strategic Transformation

Manufacturing Performance Days
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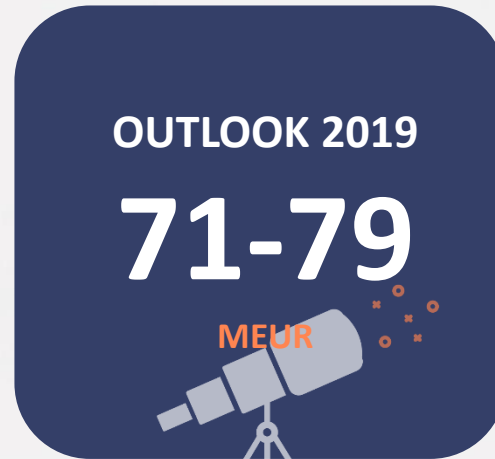
GOFORE

Eeva Kiiskinen



TRANSFORMATION LEAD, GOFORE PLC.

- PhD in Industrial Management
"Construction of leadership in change:
Narrative sensemaking perspective"
- Organization & Business designer



EXPERT SERVICES
FOR FACING
DIGITALISATION

GOFORE



RECODING INDUSTRY

- End user and market insights
- New digital services and business models
- Manufacturing process performance
- Service process efficiency optimization

DO MORE WITH **GOFORE**



OUR CUSTOMERS

SOCIETY



INDUSTRY



BUSINESS





Strategic transformation

Rational - Emotional

Plan managerial - Outcome leadership

Leadership is built in relationships

Defined by followers
In constant interaction



"Resistance" vs. constant dialogue

Follower leads the way:

"This is always good to read. Then I can see how much my own views are different from the management's views. And where we are at the moment."

Management leads the way:

"This blog text creates an impression that the manager has given some thought to these things, thinks about them all the time and tries to develop the company - - - but I guess it has to be the manager's role - - - to find the right direction."

Externality:

"Personally I don't care that much about re-organizing and all the hassle. It doesn't concern me at the moment at all."

Time will tell:

"So we have to make changes towards a matrix organization - - - It has been tried here earlier, and then we have returned back to the old structures."

Sensemaking:

"Well those basically just give you pieces, telling you to put the puzzle together by yourself. Until it's finally announced."

”War terminology”

How do we see others?

How do we reach our goals?



Why leadership relationships matter?

DECISION
MAKERS

ENABLERS

TEACHERS

COMPANIONS



**Competitive advantage
for industrial companies**



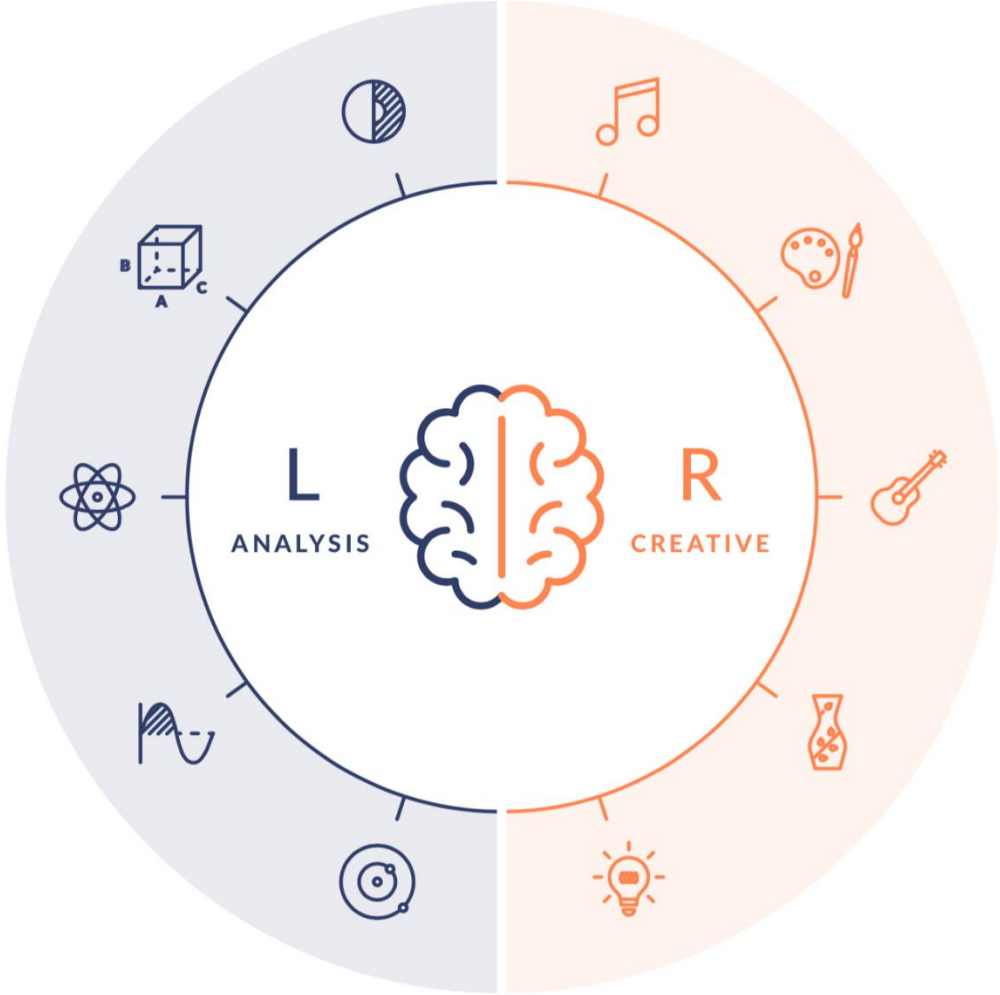
**Valuebased
worklife**

**Best
Workforce**

Dialogue

Collaboration

Change as an experience?



Thank you

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