Visioning

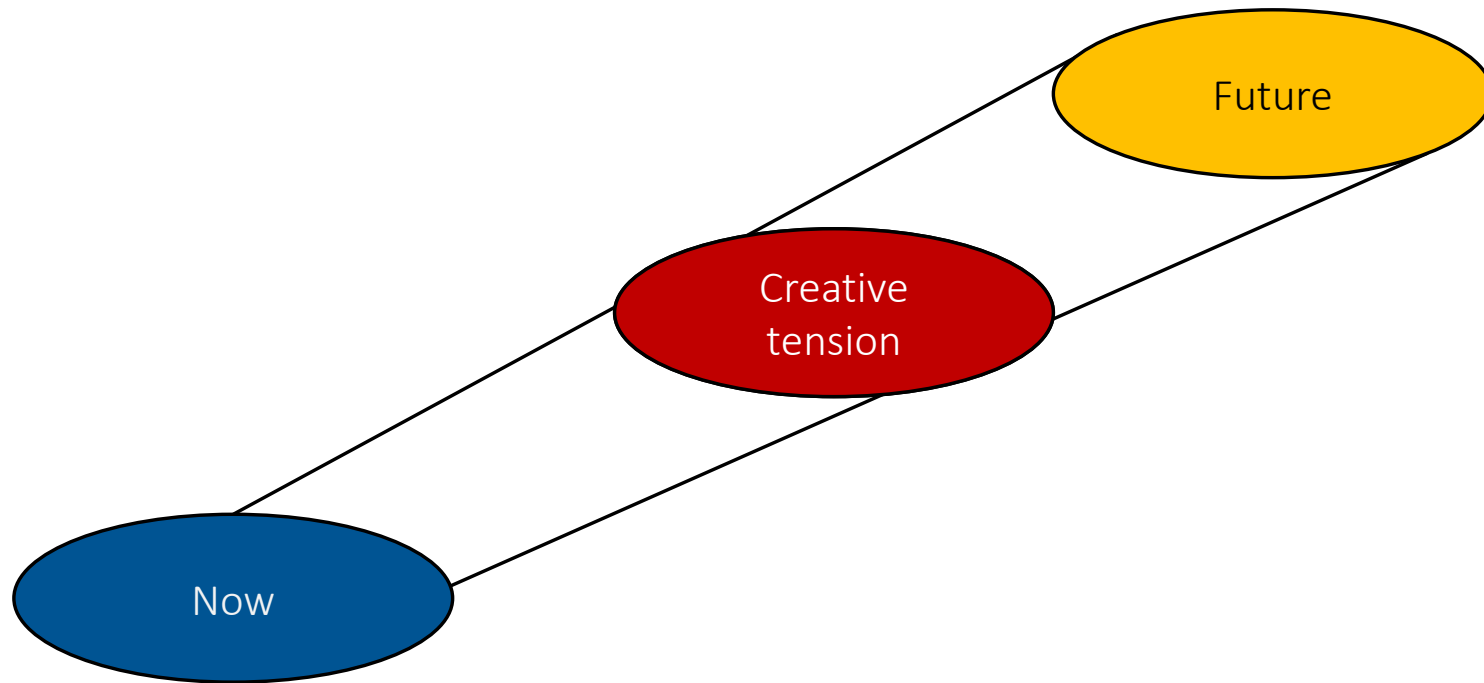Photo by Olivier Guillard on Unsplash

Vision

- The act or power of imagination
  - mode of seeing or conceiving
  - unusual discernment or foresight

- Cognitive state of a desired future state (Bennis & Nanus, 1985)

- A shared vision is fundamental to dispersed organisations, networks, clusters, ecosystems

- Vision building is intended to create a fundamental and ambitious sense of purpose and direction - to be pursued over many years

For four decades, scholars have argued that vision is important to leadership, strategy implementation, and change

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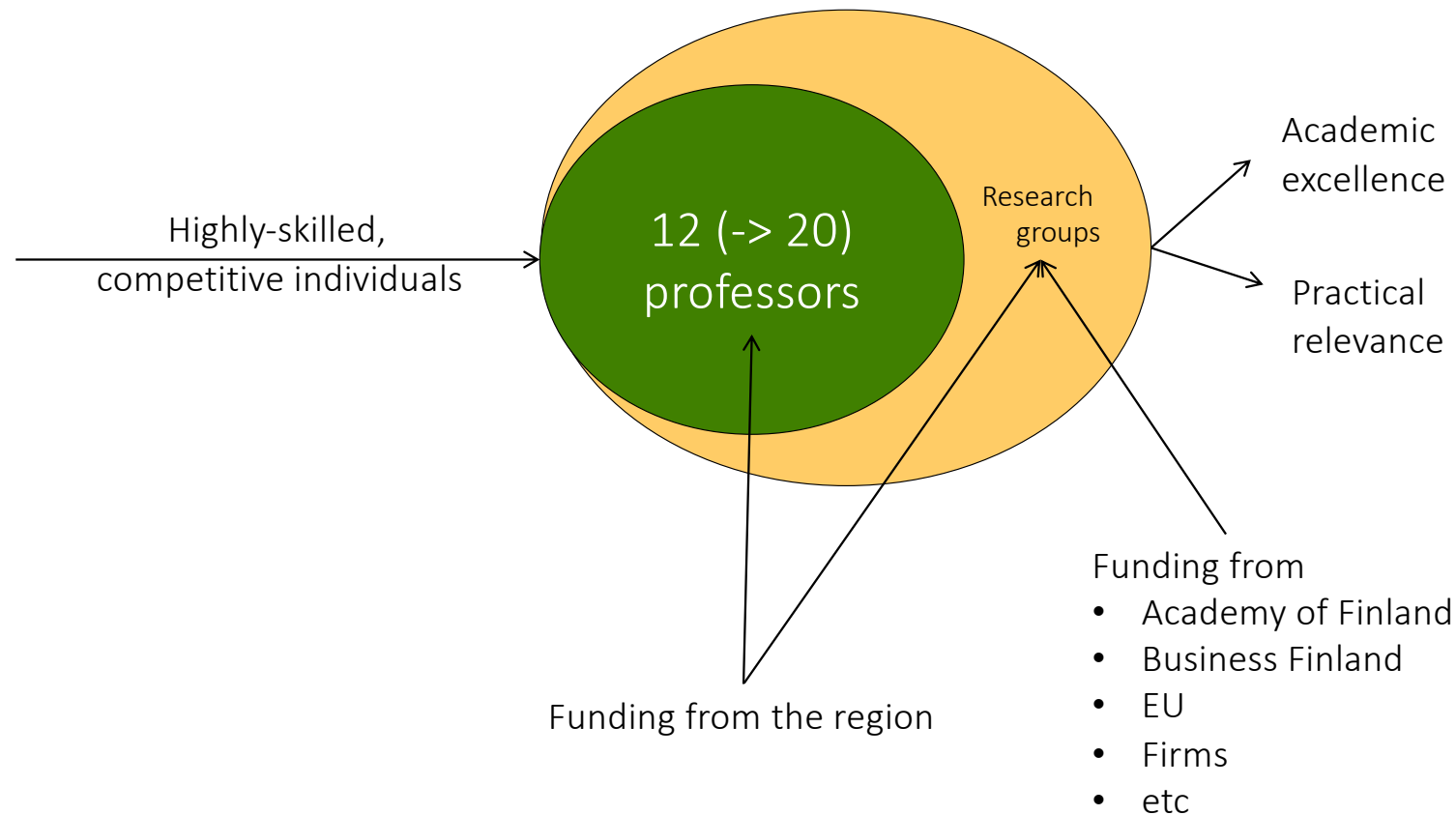
A good vision

- Concise

- Clear

- Future orientated

- Stable

- Challenging

- Abstract

- Desirable and inspiring

- How to realise a vision

  o Communicate it

  o Align development processes and systems to support it

  o Empower others to act to achieve it

  o Motivate (incentives)

Main issue: Lack of competitive, highly-skilled individuals
The solution: Epanet

Highly-skilled, competitive individuals →

12 (-> 20) professors

Research groups

Academic excellence

Practical relevance

Funding from the region

Funding from
- Academy of Finland
- Business Finland
- EU
- Firms
- etc

Storytelling

- In mobilising people and asset leaders often use an ambitious but believable story as a unifying force.

- Regional development is about competing ideas and interpretations
  - By a believable story it is possible to link fragmented pieces of information

- Leadership storytelling is the strategic sequencing of facts and emotions (Choy, 2022)

Using narratives

- to ignite action

- to communicate who we are and want to become

- to build brand

- to instill values

- to forge collaboration

- to create strategic awareness

- to neutralise gossip
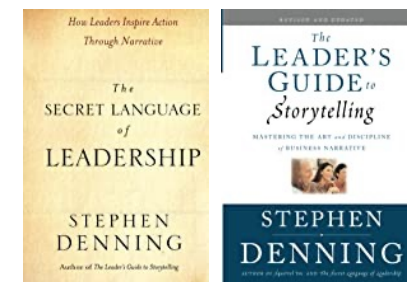
Elements of a good story

- A logical arc from the beginning to the potential end: From inciting action and evolving strategy to potential denouement

- A clear voice – it's WE

- A sense of genre – the development view

- Compelling characters keep your audience invested (lead corporations, start-ups, universities, civic groups, etc.)
  - Imbue your main characters with an internal conflict that drives their external struggle

- A structured storyline
  - Keep your narrative organized to flow logically >> hold onto audiences through development phases

- An insightful theme
  - Consider what ideas you want your audiences to keep thinking about long after they've forgotten a specific message

A place of growth

Helsinki City Strategy 2021–2025

We will move our deadline for achieving carbon neutrality up five years to 2030 and renew our Carbon-neutral Helsinki Action Plan.

In 2050, Helsinki metropolitan area will be the most competitive and attractive metropolitan area in the Baltic Sea Region (Helsinki Chamber of Commerce)

Helsinki is a place where people can realise themselves and create and seize opportunities.
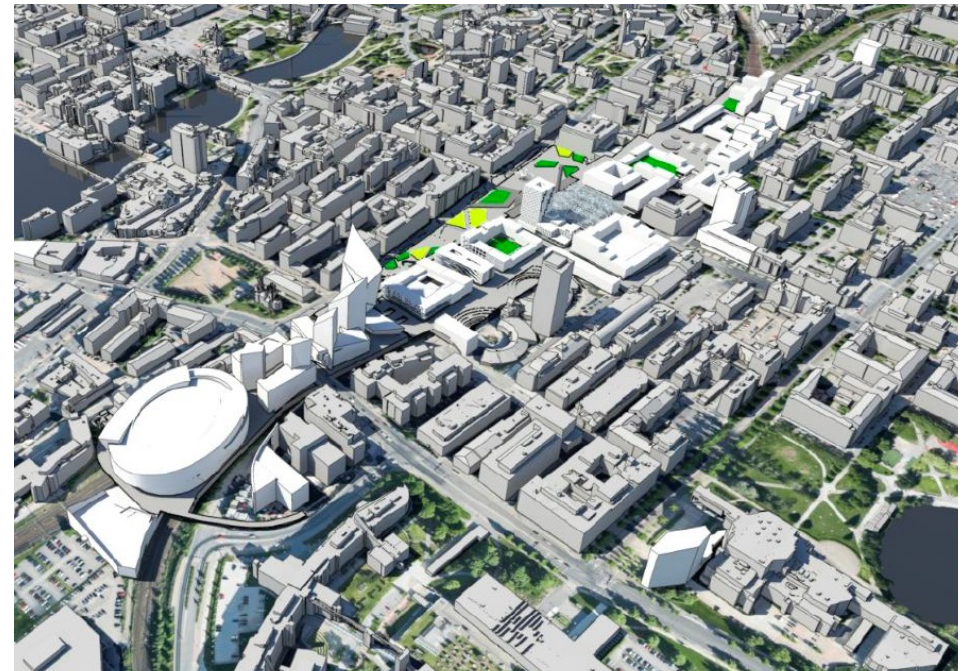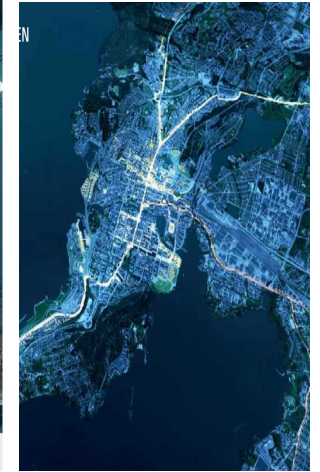
VIIDEN TÄHDEN KESKUSTA 2018-2030

TAMPEREEN KESKUSTAN KEHITTÄMISOHJELMA 2018–2030

TAMPEREEN KAUPUNGINHALLITUS X.X.4.2018
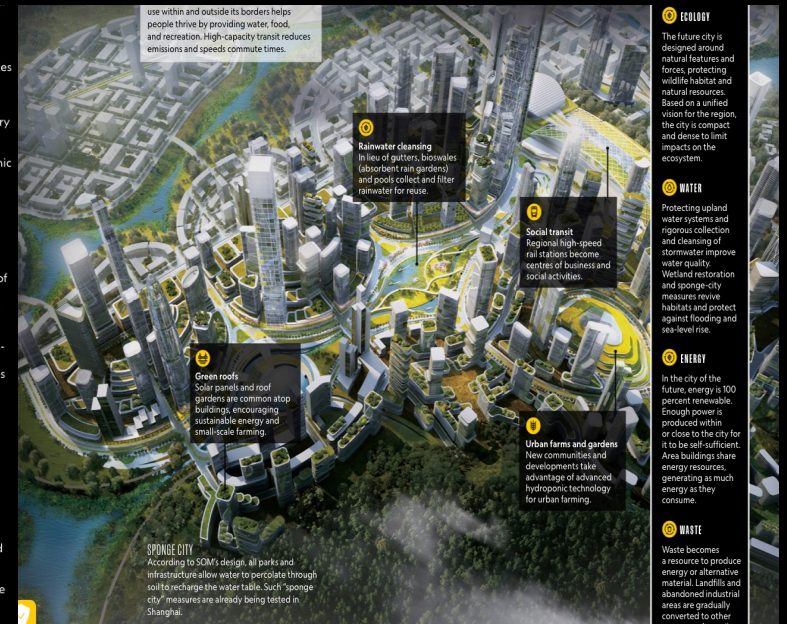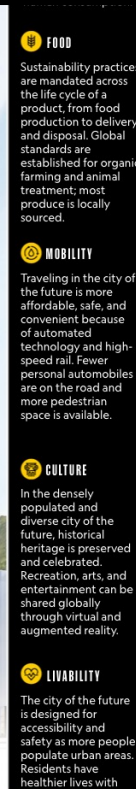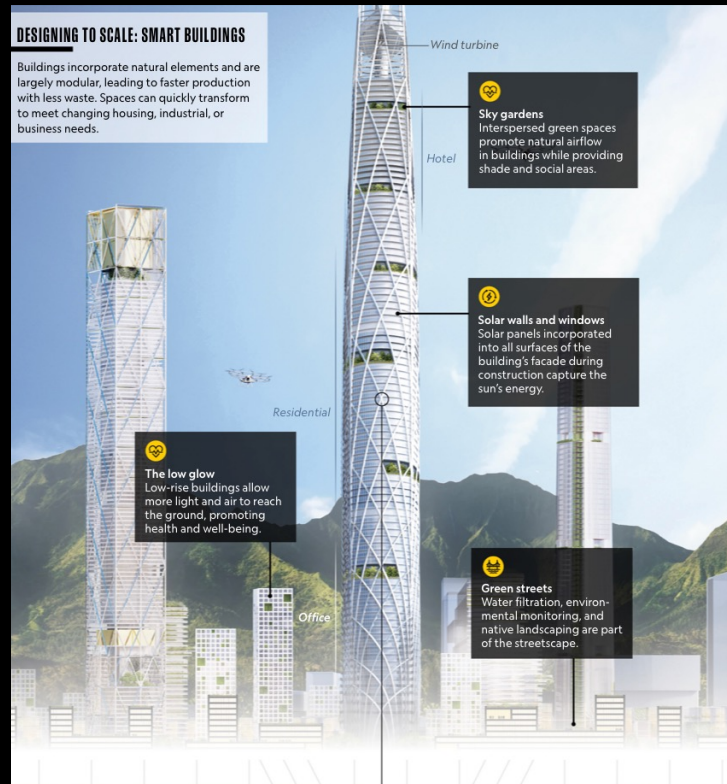TAMPEREEN KAUPUNKI KEHITYSOHJELMAT / VIIDEN TÄHDEN KESKUSTA

Vision statement, circa 1939

https://cityobservatory.org/visions-of-a-future-city-part-i/

DESIGNING TO SCALE: SMART BUILDINGS

Buildings incorporate natural elements and are largely modular, leading to faster production with less waste. Spaces can quickly transform to meet changing housing, industrial, or business needs.

Wind turbine

Hotel

Residential

Office

Sky gardens
Interspersed green spaces promote natural airflow in buildings while providing shade and social areas.

Solar walls and windows
Solar panels incorporated into all surfaces of the building's facade during construction capture the sun's energy.

The low glow
Low-rise buildings allow more light and air to reach the ground, promoting health and well-being.

Green streets
Water filtration, environmental monitoring, and native landscaping are part of the streetscape.

use within and outside its borders helps people thrive by providing water, food, and recreation. High-capacity transit reduces emissions and speeds commute times.

FOOD

Sustainability practices are mandated across the life cycle of a product, from food production to delivery and disposal. Global standards are established for organic farming and animal treatment; most produce is locally sourced.

MOBILITY

Traveling in the city of the future is more affordable, safe, and convenient because of automated technology and high-speed rail. Fewer personal automobiles are on the road and more pedestrian space is available.

CULTURE

In the densely populated and diverse city of the future, historical heritage is preserved and celebrated. Recreation, arts, and entertainment can be shared globally through virtual and augmented reality.

LIVABILITY

The city of the future is designed for accessibility and safety as more people populate urban areas. Residents have healthier lives with

Rainwater cleansing
In lieu of gutters, bioswales (absorbent rain gardens) and pools collect and filter rainwater for reuse.

Social transit
Regional high-speed rail stations become centres of business and social activities.

Green roofs
Solar panels and roof gardens are common atop buildings, encouraging sustainable energy and small-scale farming.

Urban farms and gardens
New communities and developments take advantage of advanced hydroponic technology for urban farming.

SPONGE CITY
According to SOM's design, all parks and infrastructure allow water to percolate through soil to recharge the water table. Such "sponge city" measures are already being tested in Shanghai.

ECOLOGY

The future city is designed around natural features and forces, protecting wildlife habitat and natural resources. Based on a unified vision for the region, the city is compact and dense to limit impacts on the ecosystem.

WATER

Protecting upland water systems and rigorous collection and cleansing of stormwater improve water quality. Wetland restoration and sponge-city measures revive habitats and protect against flooding and sea-level rise.

ENERGY

In the city of the future, energy is 100 percent renewable. Enough power is produced within or close to the city for it to be self-sufficient. Area buildings share energy resources, generating as much energy as they consume.

WASTE

Waste becomes a resource to produce energy or alternative material. Landfills and abandoned industrial areas are gradually converted to other

https://www.nationalgeographic.co.uk/cities-of-the-future
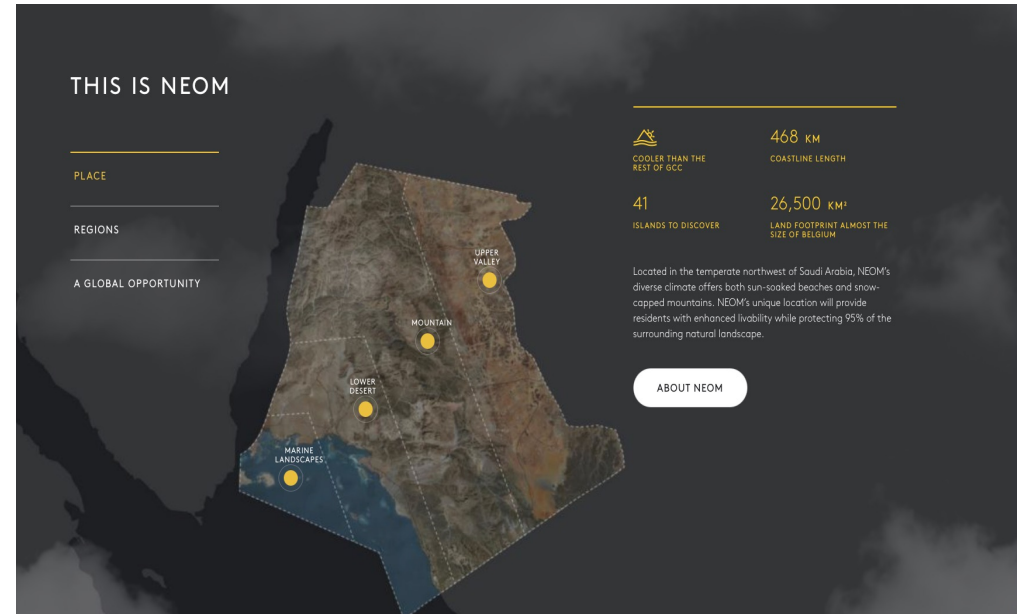
What stories do we tell ourselves about the kind of world we want to live in?

Saudi Arabia Trims $1.5 Trillion Neom Project to Redefine Futuristic City Living — Saturday, April 6, 2024
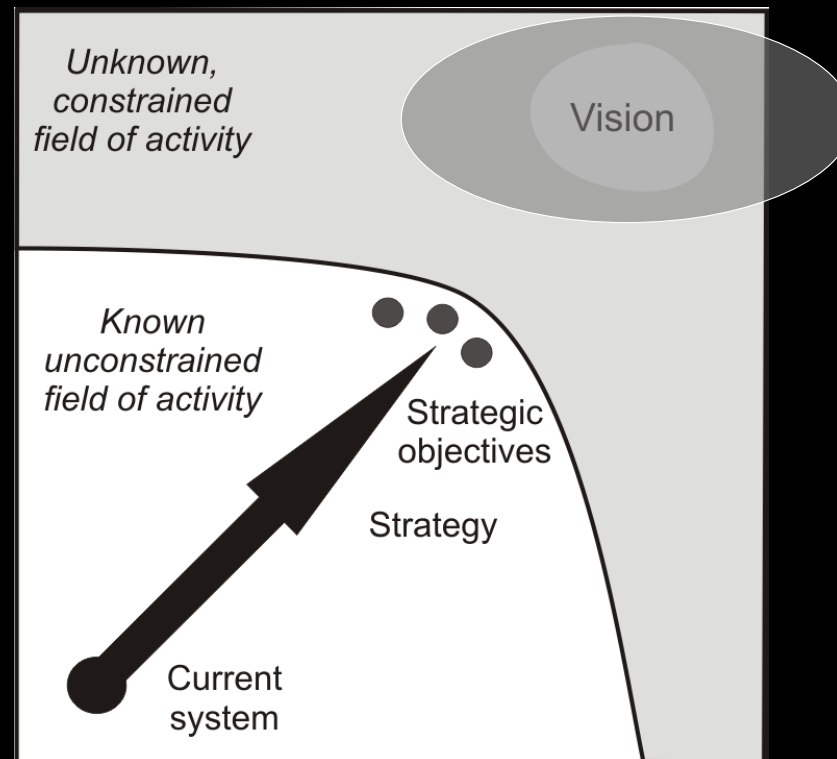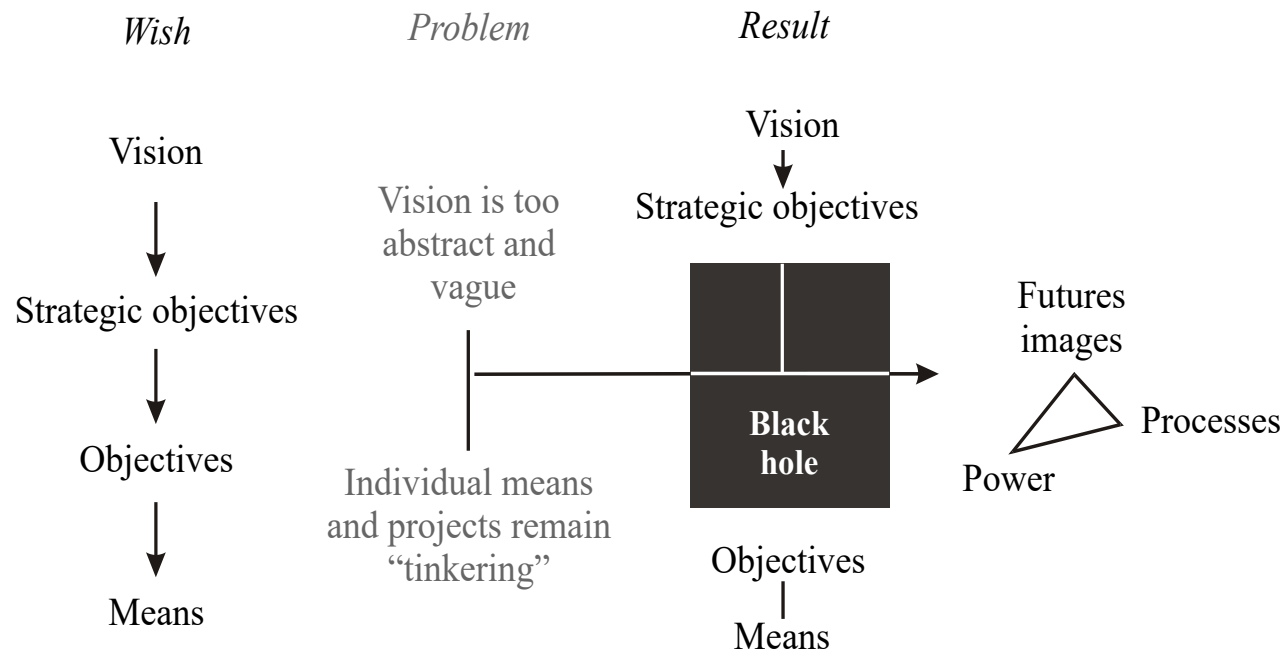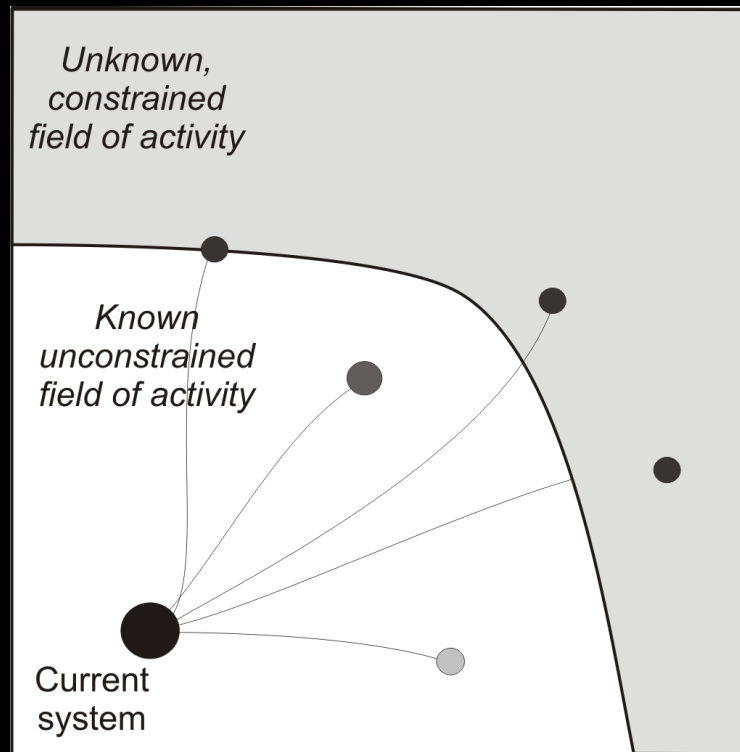
https://youtu.be/z2Fy4e-ZUb8?si=4GaXB_IQqFhhJZzq

Classic approach

Unknown, constrained field of activity

Vision

Known unconstrained field of activity
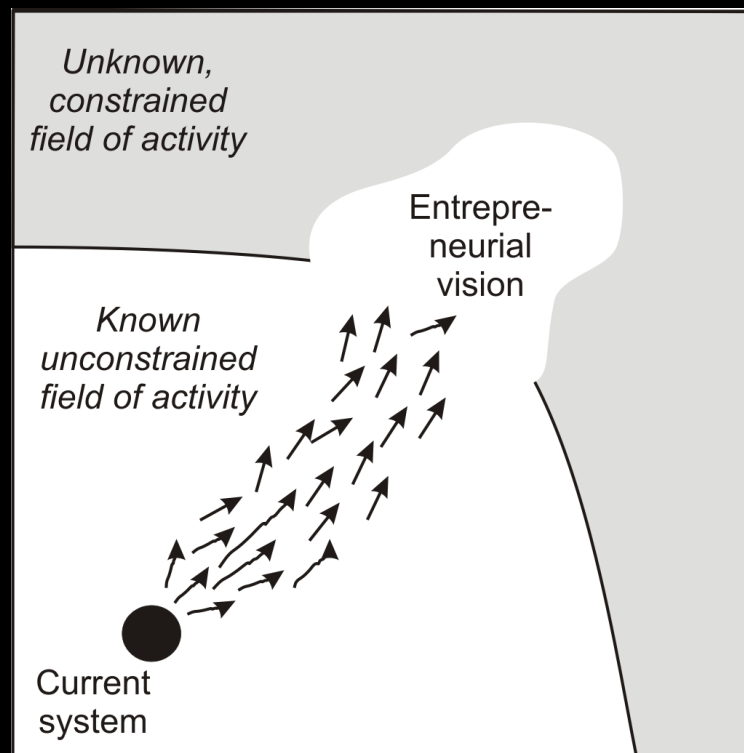
Strategic objectives

Strategy

Current system
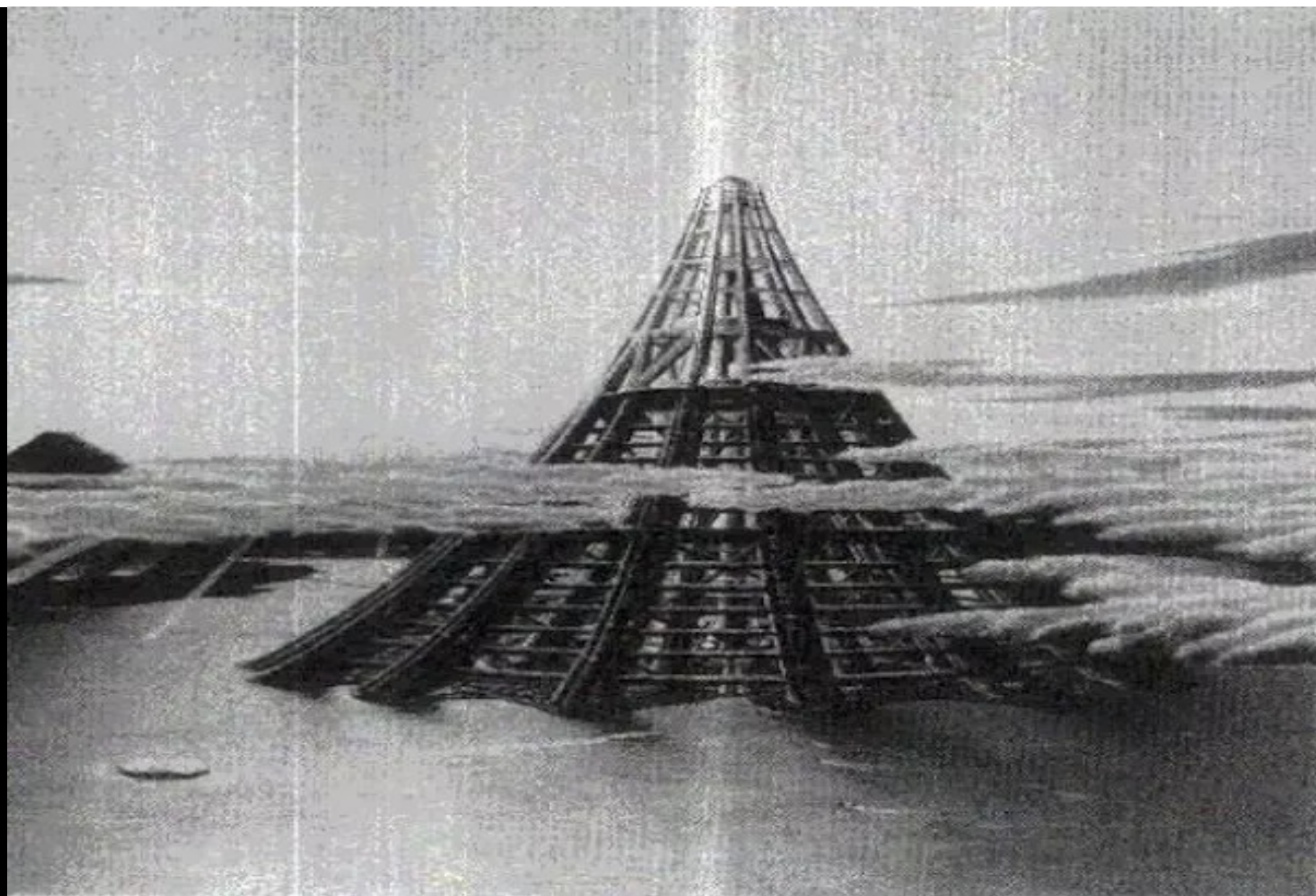
Simplified illustration of the black hole of classical strategy development
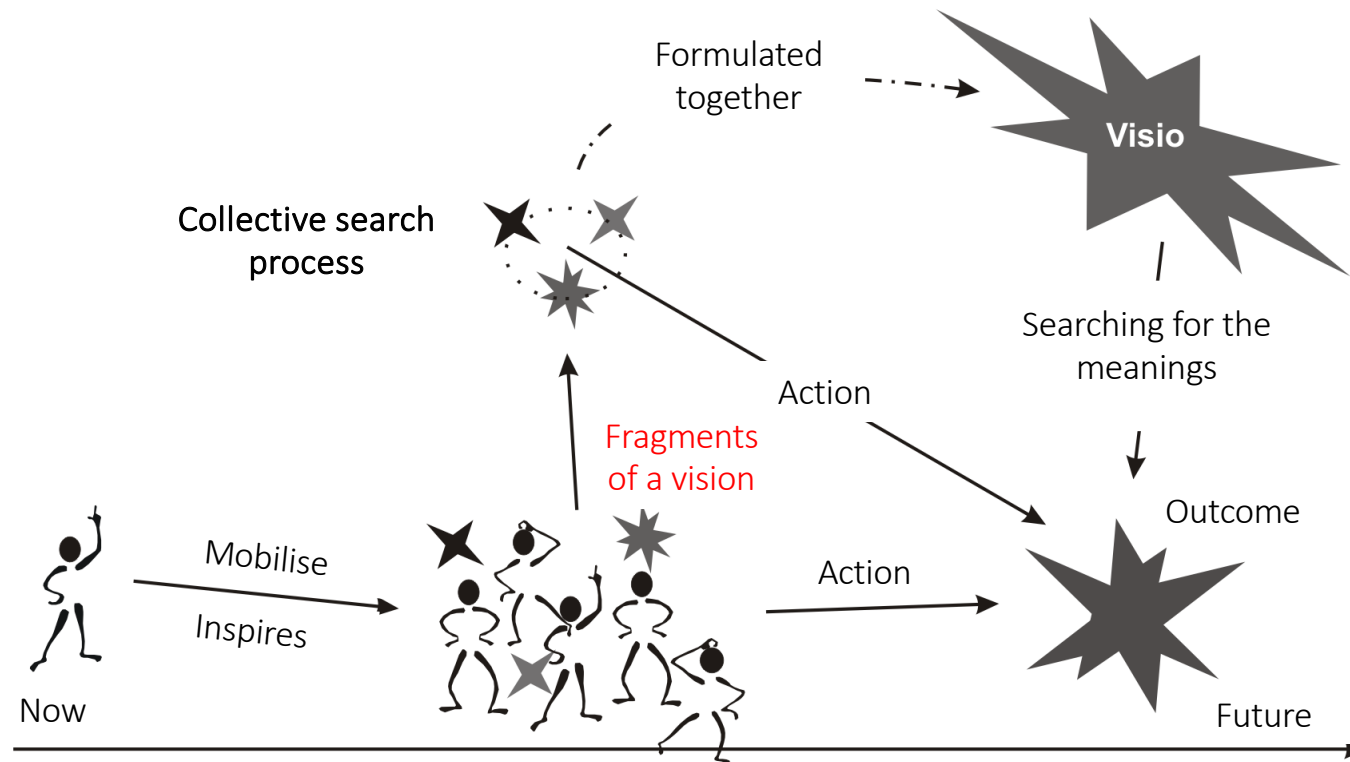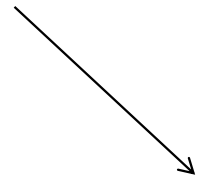
Experimentative approach

Unknown, constrained field of activity

Known unconstrained field of activity

Current system

Entrepreneurial approach

Unknown, constrained field of activity

Entrepre-neurial vision

Known unconstrained field of activity

Current system

Innovation ecosystem

Visio

Formulated together

Searching for the meanings

Latent vision

Action

Action

Identify

Leads discussions

Outcome

Now

Future

Formulated together

Visio

Collective search process

Searching for the meanings

Action

Fragments of a vision

Action

Outcome

Mobilise

Inspires

Now

Future

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Leadership

Independent actors make well informed synchronized decisions

... indicates strategic intention

Visions between visions

Strategic awareness

Creative tension

Ambitious, believable story

Sense of urgency
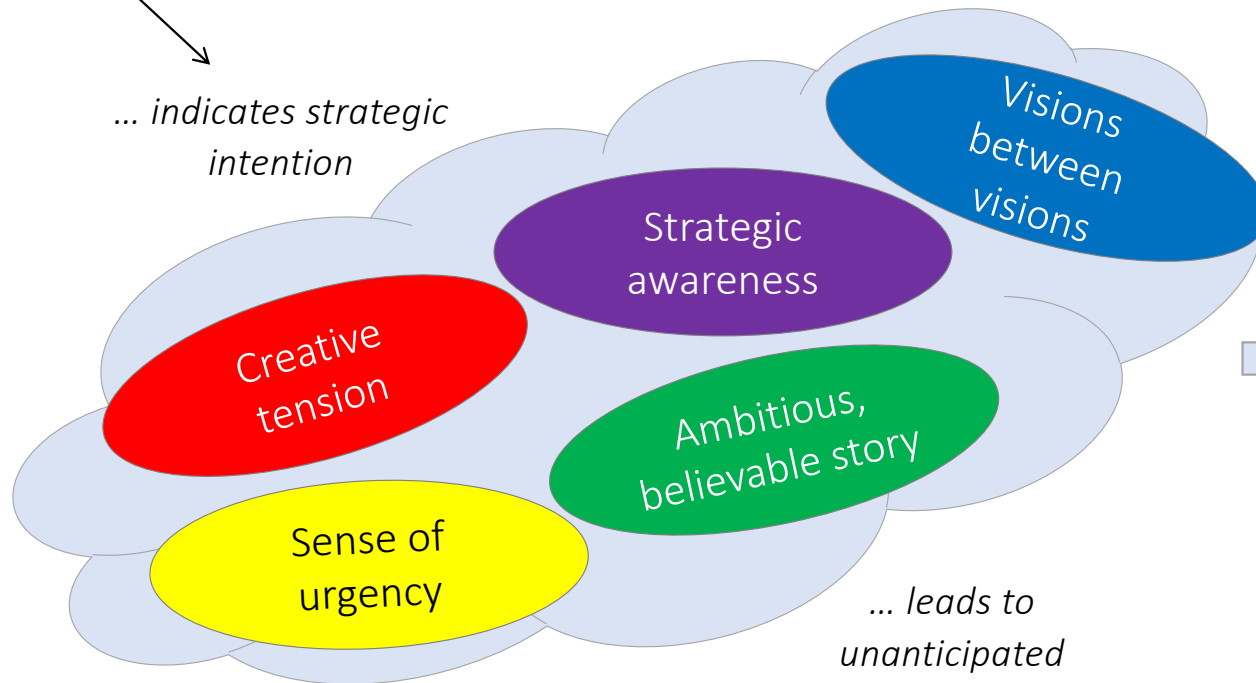
... leads to unanticipated events
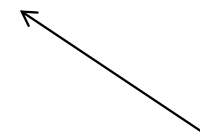
Emergent development

Capabilities and place leadership

Photo by Boris Smokrovic on Unsplash
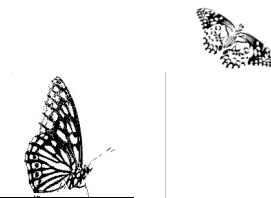
The main argument

If we want to change systems, we need (a) to learn how to integrate competencies across organizational boundaries; and (b) capabilities to lead complex constellations towards these ends.
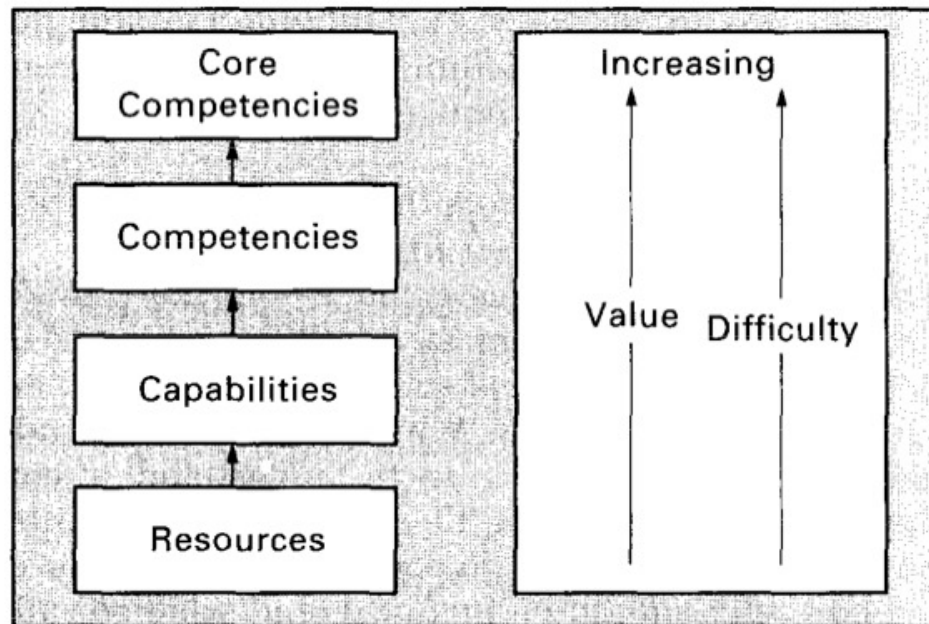
FIGURE 1. The competencies hierarchy.

Resources / assets

- Information and knowledge – e.g. universities, other research institutes, firms, and the new knowledge produced in their interaction

- Physical resources – e.g. infrastructure, location and logistical connections

- Firms – e.g. their expertise, resources and contacts

- Human resources – e.g. highly skilled people in the firms and other organizations, research and educational institutes

- Living-environment-based resources – e.g. natural environment, built environment, private and public services

- Financial and material resources – funds for regional development work, venture capital

- Connections – e.g. good external networks and high-level social capital

What's needed:

- Capabilities to utilize existing resources and to find new ones

- Capabilities to direct own resources and thus influence the strategies and operations of other organisations

- Capabilities to skilfully lobby to external financiers and decision makers and creatively utilize of external funding

- Capabilities to see different things as resources in regional development and to utilize them

Capability

- Capacity is the quantity and quality of work a region can perform to promote development

- Capability is the ability to handle a given matter and the ability to utilise the available resources and to create new ones (Javidan 1998)

- Capabilities are the network's ability to integrate, build, and reconfigure internal and external resources and skills (applying Teece et al. 1997)

- Dynamic capabilities emphasise leadership and management cutting across all functions (Lawson & Samson 2001)
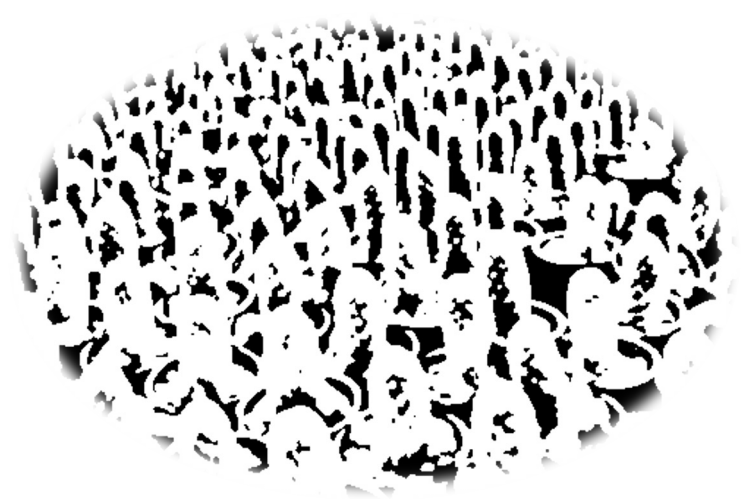
Competencies

- Competence refers to the combining and coordinating of capabilities cutting across functions (Javidan, 1998)

- Core competence is a collective learning process across the system

Competence set is a group of capabilities and competences, which belong together or are usually found together

Conversely, missing and/or poor capabilities and competences may freeze interactive transition processes and lock them in the past

Strategic capability

- Long-term consistency and directions, visioning, etc.

Integrative capabilities

- Institutional capability
  - Regulative, normative, cognitive-cultural

- Networking capability
  - Trust, mutual dependency, loyalty, solidarity, and horizontal co-operation

- Socialisation capability
  - Shared and often tacit knowledge that lead to social integration
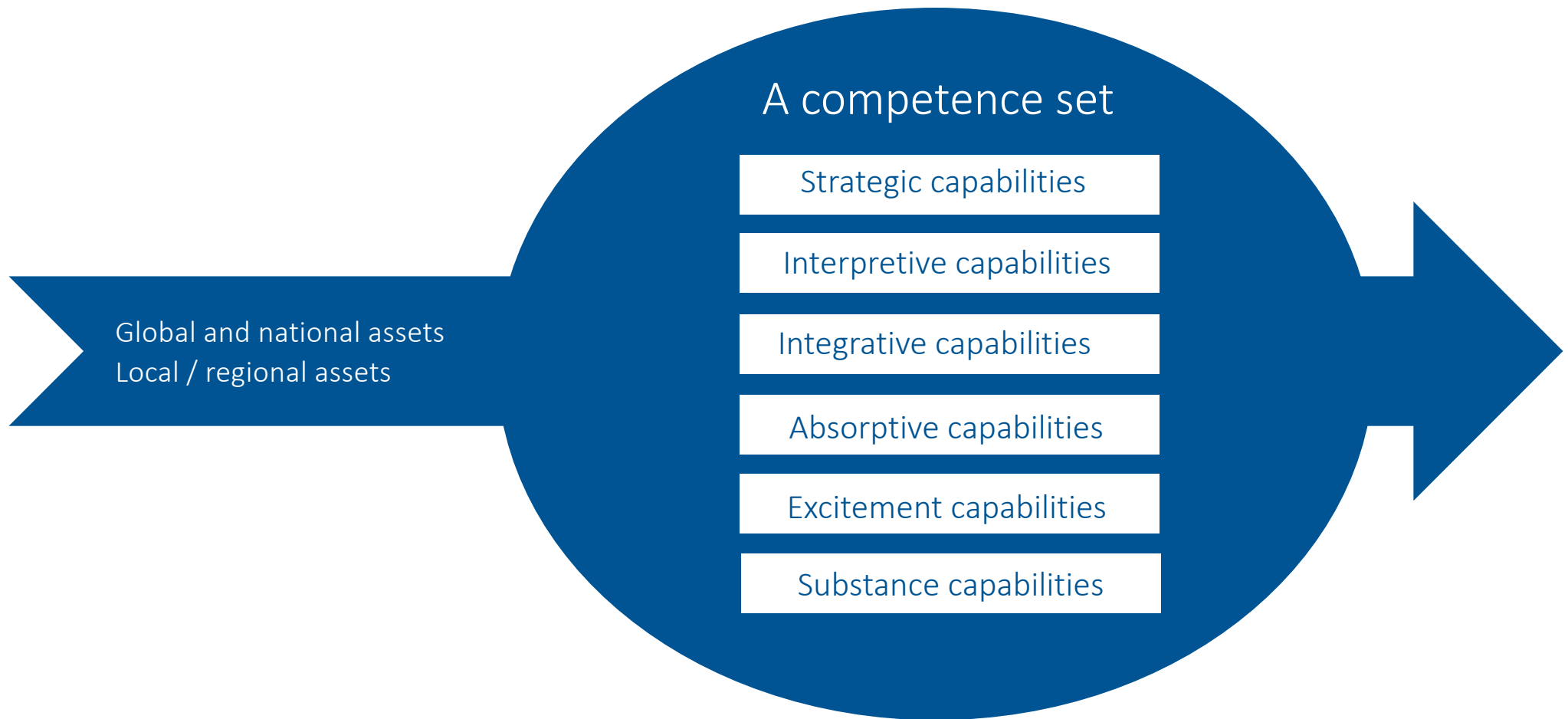
Absorptive capability

- Abilities to identify, assimilate and exploit knowledge

Interpretive capability

- Abilities to identify, respect and understand other thinking patterns

- Openness and transparency

- Identifying 'dialogue of deaf' and moving beyond

Excitement capability

- Abilities to excite the actors to 'development rebellion' - requires a good sense of drama.

A competence set

Global and national assets
Local / regional assets

Strategic capabilities

Interpretive capabilities

Integrative capabilities

Absorptive capabilities

Excitement capabilities

Substance capabilities

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Process and policy capabilities

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Paper province
Värmland, Sweden

- Packaging materials
- Packaging solutions
- Specialty paper
- Board
- Pulp- and paper machines
- Tissue paper machines
- Components
- Coating machines
- Barriers
- Engineering services
- Bio-energy solutions
- R&D

WE SHALL BE THE
LEADING
COMPETENCE NODE
FOR FOREST BASED
BIOECONOMY

Challenges

- Crisis push stronger than vision pull

- Need to reach beyond the obvious
  - Out of the box thinking
  - Imagination and foresight

- A stronger role for the local university
  - Chemical engineering
  - Service research

- Recognizing the customer is important but not adequate
  - Market hunch
  - Invisible needs
  - Emerging markets

- Sustainable funding

STRATEGIC IDEA

We shall demonstrate bioeconomy in practice

Expectation management

o PP is characterized by high hopes and enthusiasm both in the board, management team and stakeholder network

o Expectations range from contributions to business development to becoming the strongest hub in the world to very individualised organisational wishes and desires

o A variety of expectations is emerging

- Stakeholder needs and ambitions should be better understood and made visible
- The Board need to become strategic

Expectation management is one of the key ways to lead a complex network with a variety of needs

Expectation management is useful both in identification of new opportunities and facing future disappointments without endangering the well-established collaborative spirit.

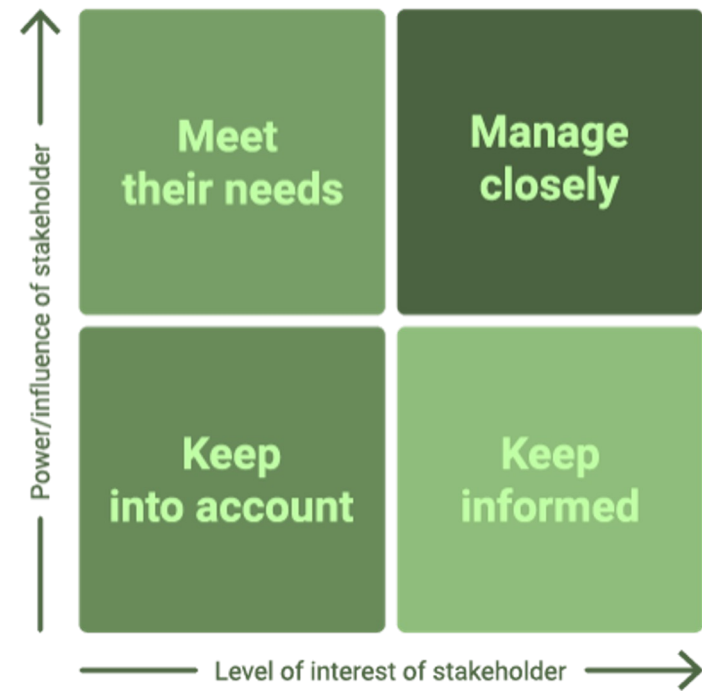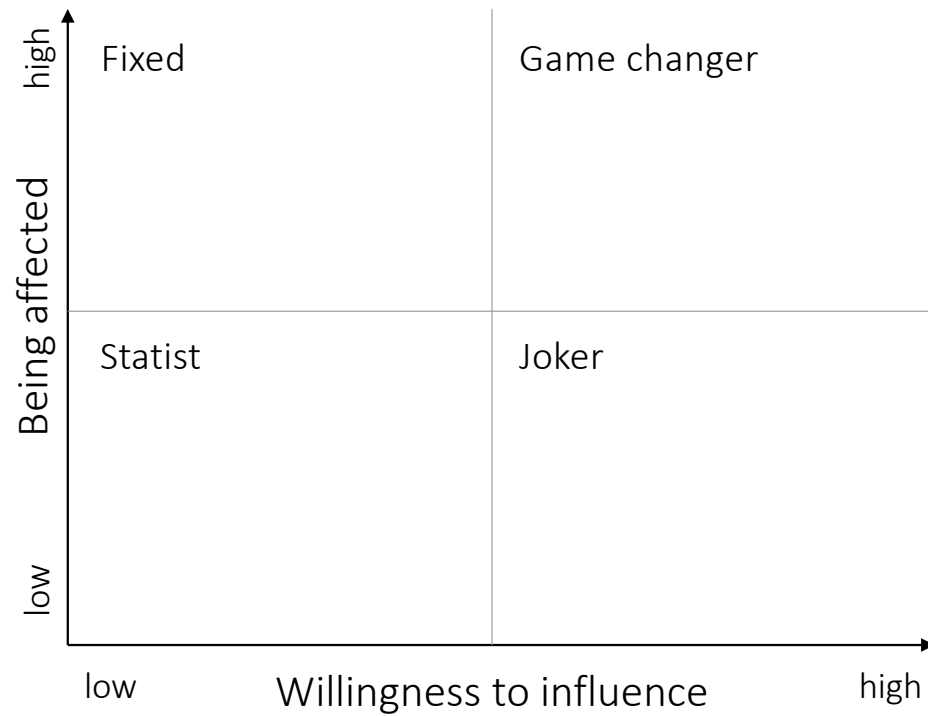# Recommendation 3: Make communication more strategic

Why

- To improve the visibility of PP

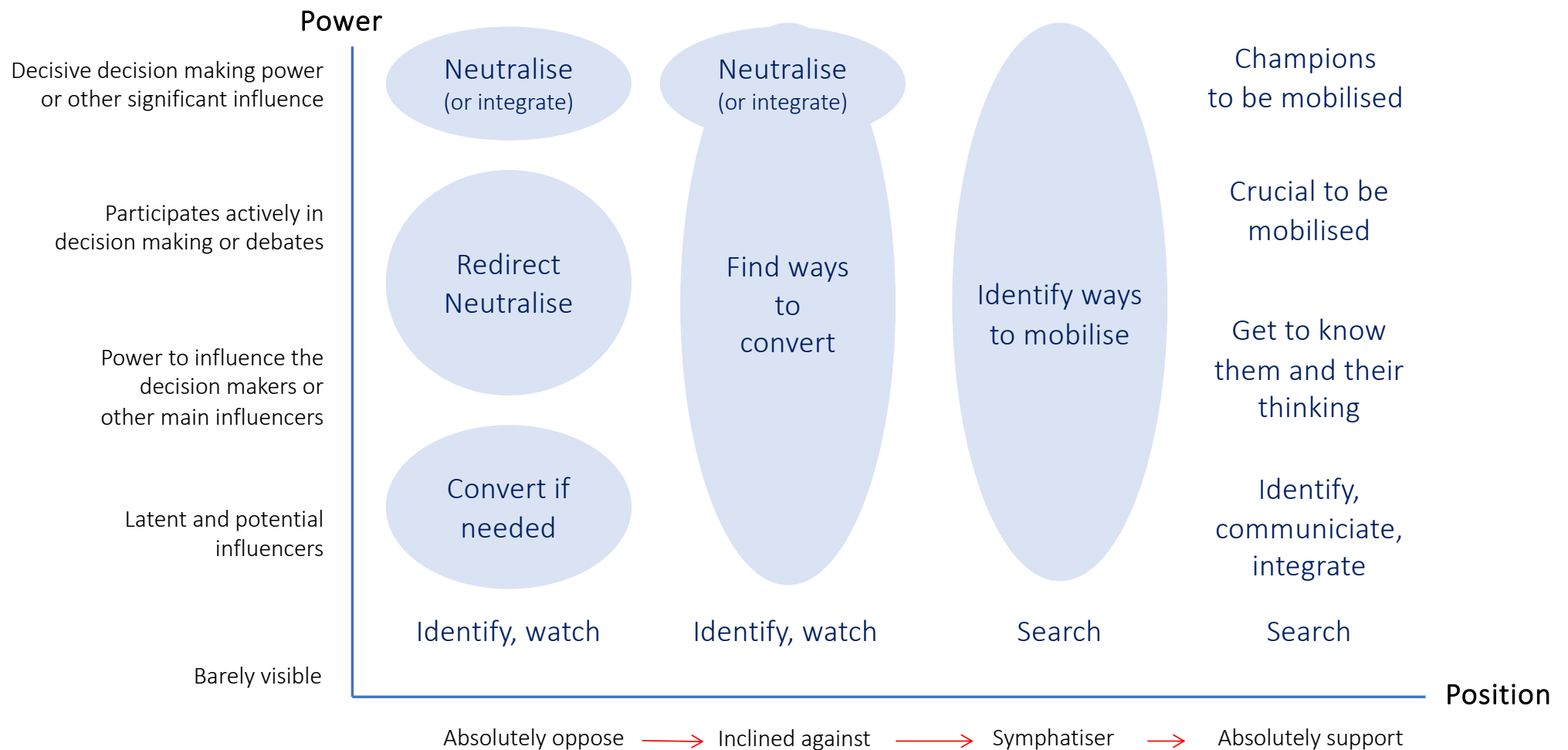- To ensure that everyone of the communication efforts aligns with the overall objectives

What

- Create a storyline with partners and stakeholders

- Select audiences

- Develop a communication mix

- Study main audiences

- Study communication of the PP partners and stakeholders and coordinate

From Paper Province to Bio Realm … or something else

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Stakeholder analysis

Being affected (vertical axis), Willingness to influence (horizontal axis):

	low ← Willingness to influence → high
high	Fixed / Game changer
low	Statist / Joker

Power/influence of stakeholder (vertical axis), Level of interest of stakeholder (horizontal axis):

- Meet their needs
- Manage closely
- Keep into account
- Keep informed

Conclusion

- System capabilities need to, and can be, analysed to construct a competence set

- Learning new capabilities for local/regional core competencies needs to be systematic

- Construction of a competence set calls for leadership

Photo by The Humantra on Unsplash, modified by MS