

How could we have
been so stupid?

John F. Kennedy

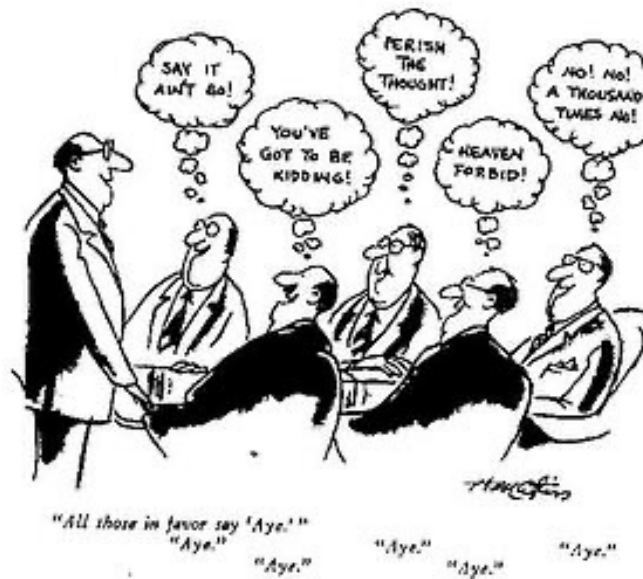




Group think in a nutshell

Groupthink

- **Groupthink** is the desire to avoid dissent from the group's position so as to maintain a consensus of the group.
- Generally, groupthink occurs when a very important decision is made in a stressful situation and when the stakes are potentially very high.



The Bay of Pigs

In 1961, 1,400 Cuban exiles launched what became a botched invasion at the Bay of Pigs on the south coast of Cuba.

Aim: To replace Castro regime.



- The CIA set up training camps in Guatemala to train a small army for an assault landing and guerrilla warfare
- Fighting lasted only three days
- The core group protected great leader
 - No evidence of potential uprising in Cuba, contrary to expectations
 - Training of a small army reported in the newspapers
 - No place to retreat if the assault landing fails
 - etc.

Cia-report

- The CIA exceeded its capabilities in developing the project from guerrilla support to overt armed action
- Failure to realistically assess risks and to adequately communicate information and decisions internally and with other government principals
- Insufficient involvement of leaders of the exiles
- Failure to sufficiently organize internal resistance in Cuba
- Failure to competently collect and analyse intelligence about Cuban forces
- Poor internal management of communications and staff.
- Insufficient employment of high-quality staff
- Insufficient Spanish-speakers, training facilities, and material resources
- Lack of stable policies and/or contingency plans

GROUPTHINK



Group think

- Illusion of invulnerability
- Belief in inherent morality of the group
- Collective rationalization
- Out-group stereotypes
- Self-Censorship
- Illusion of unanimity
- Direct pressure on dissenters
- Self-appointed mindguards

“How could we
have been so
stupid?”

John F. Kennedy

Stupidity is not
the explanation

Irving L. Janis

Antecedent conditions

A. Decision makers constitute a cohesive group

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B1. Structural faults

- Insulation of the group
- Lack of tradition of impartial leadership
- Lack of norms requiring methodological procedures
- Homogeneity of members social background and ideology

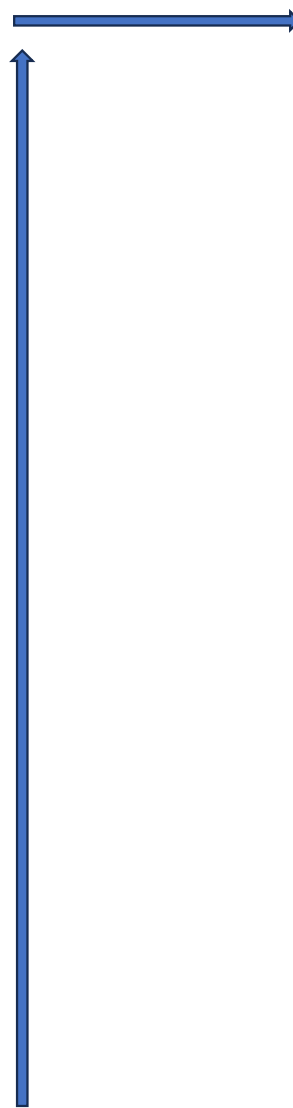
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B2. Provocative situational context

- High stress from external threats with low hope of better solution than the leaders'
- Temporally low self-esteem:
 - Recent failures
 - Excessive difficulties in decision-making
 - Moral dilemmas (apparent lack of alternatives except ones violating ethical standards)

=

Concurrence-seeking (groupthink) tendency



Observable consequences

Symptoms of group think

Type I – overestimation of the group

- Illusion of vulnerability
- Belief of inherent morality of the group

Type II – closed-mindedness

- Collective rationalisations
- Stereotypes of the others

Type III – pressures toward uniformity

- Self-censorship
- Illusion of unanimity
- Direct pressure on dissenters
- Self-appointed mindguards

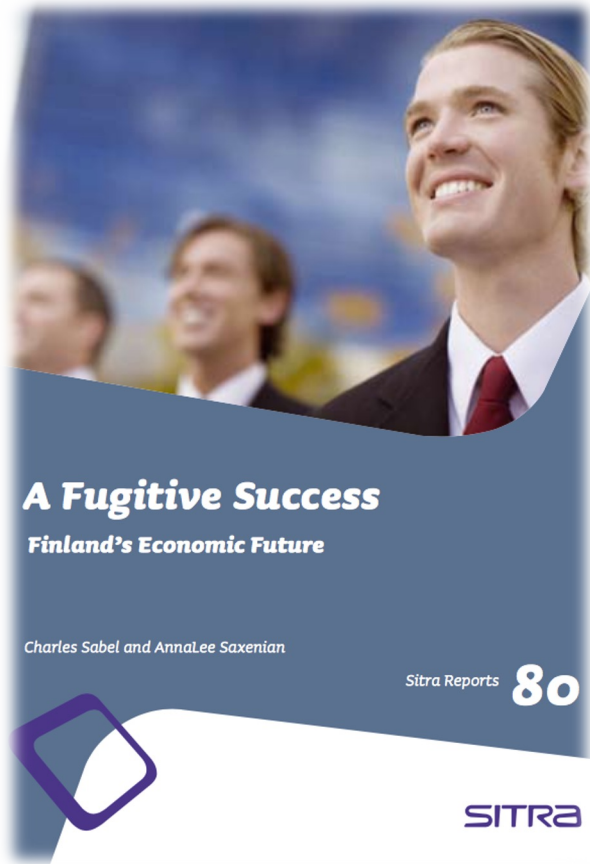


Symptoms of defective decision-making

- Incomplete survey of alternatives
- Incomplete survey of objectives
- Failure to examine risks of preferred choice
- Failure to reappraise initially rejected alternatives
- Poor information search
- Selective bias in process information at hand
- Failure to work out contingency plans



Low probability of a successful outcome



Sabel and Saxenian (2009)

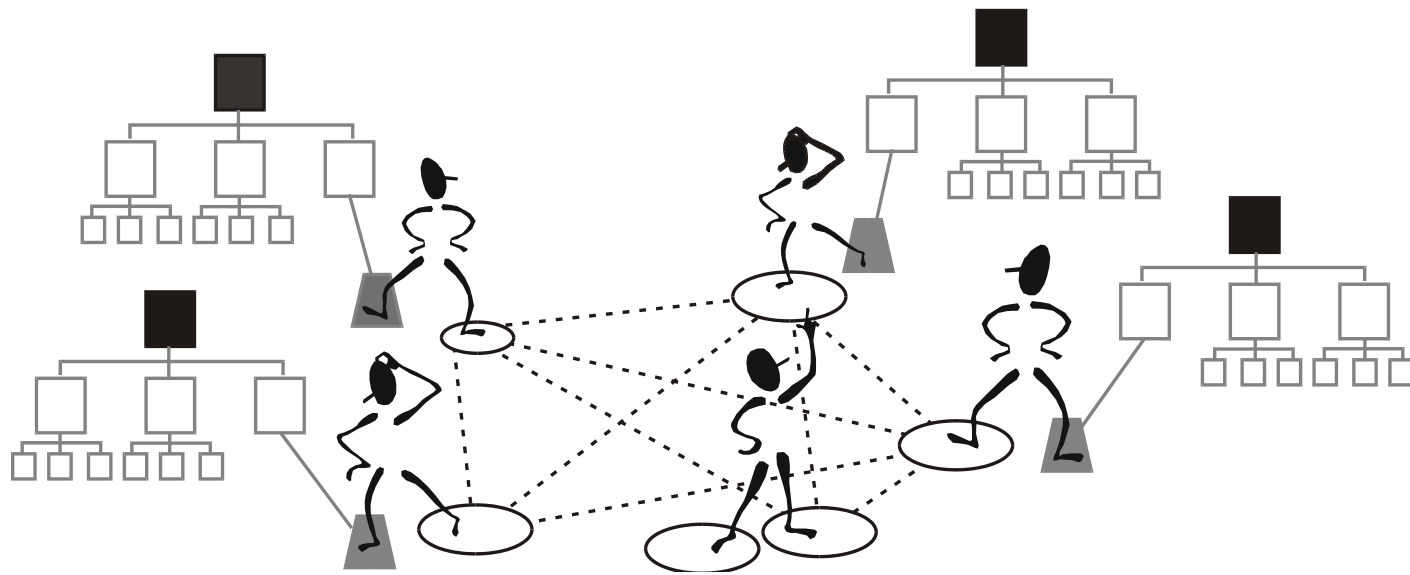
"Finland is at risk of becoming a victim of its economic success"

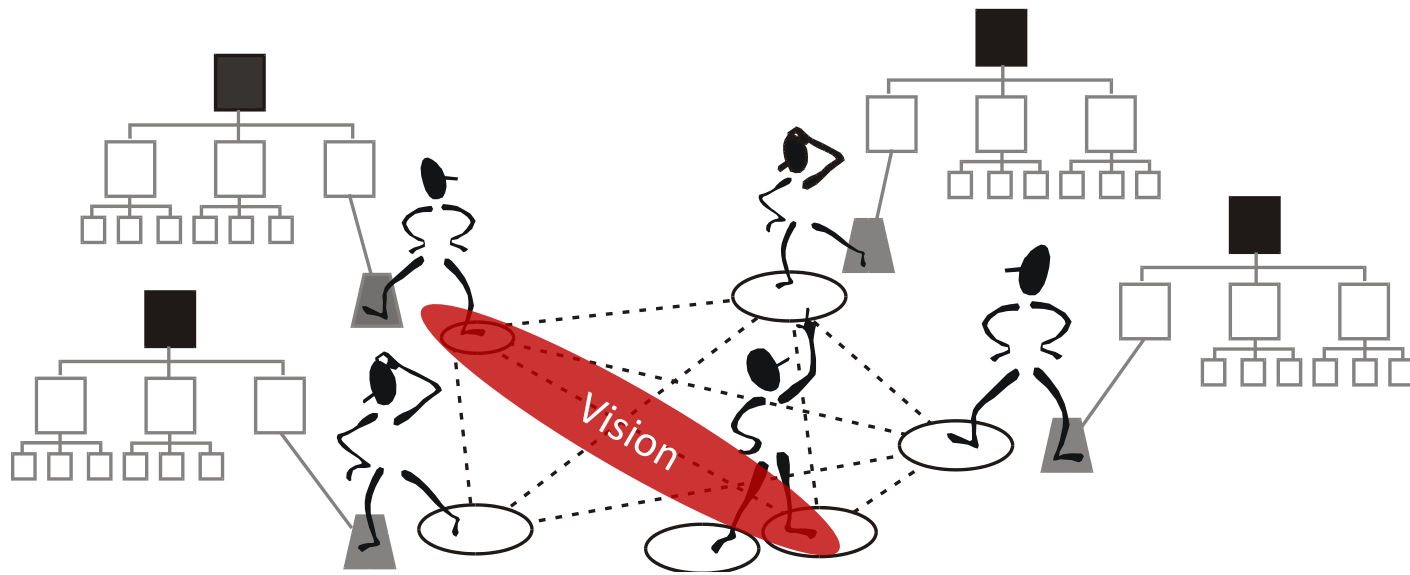
"The core products of both industries - pulp, paper and packaging for the one, cell phones for the other— have become commodities in the fast growing markets in the rapidly expanding economies of the developing world"

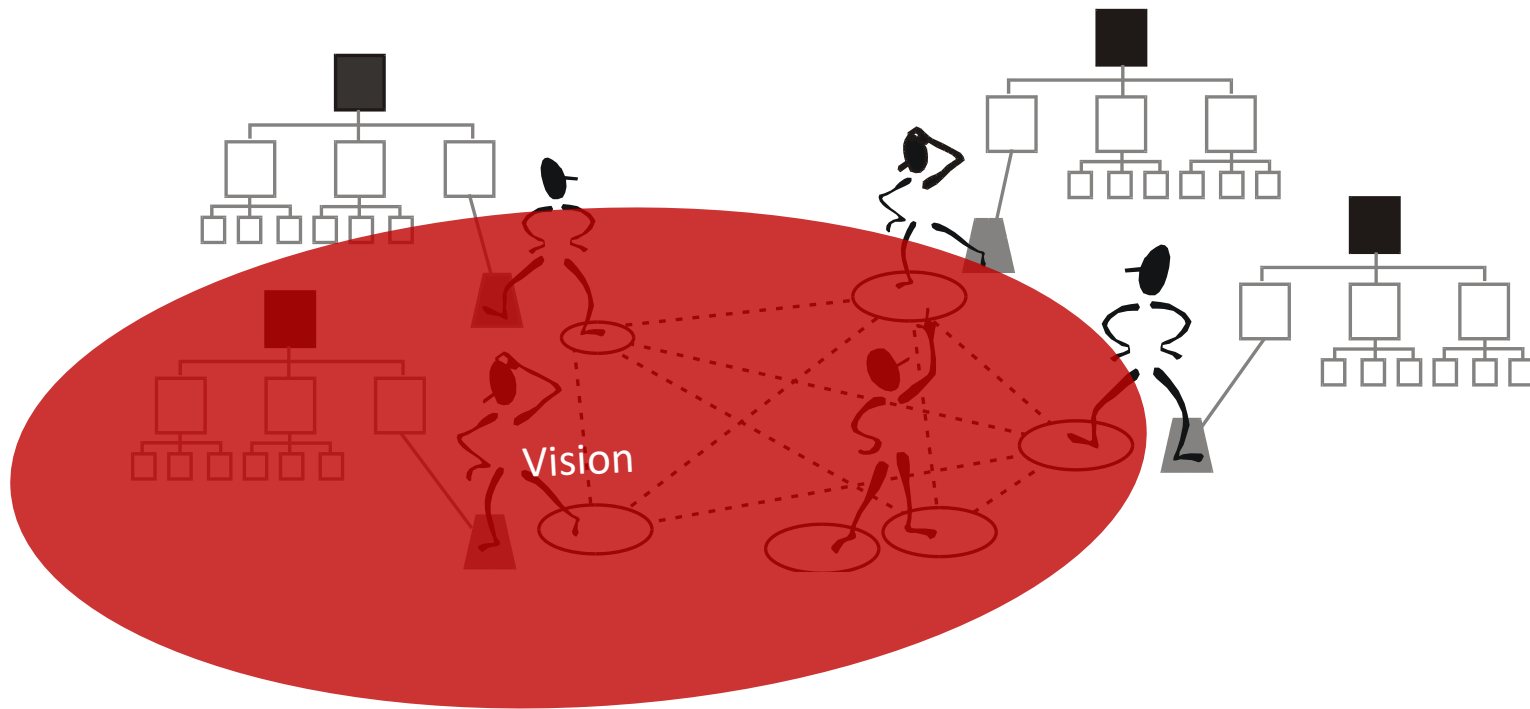
"...prospects of longer term growth in Finland will require rethinking [The system] that fuelled successful innovation ... appears to have become self-limiting in the global environment of the 2000s"

Could visioning and scenarios break through the group think









Vision

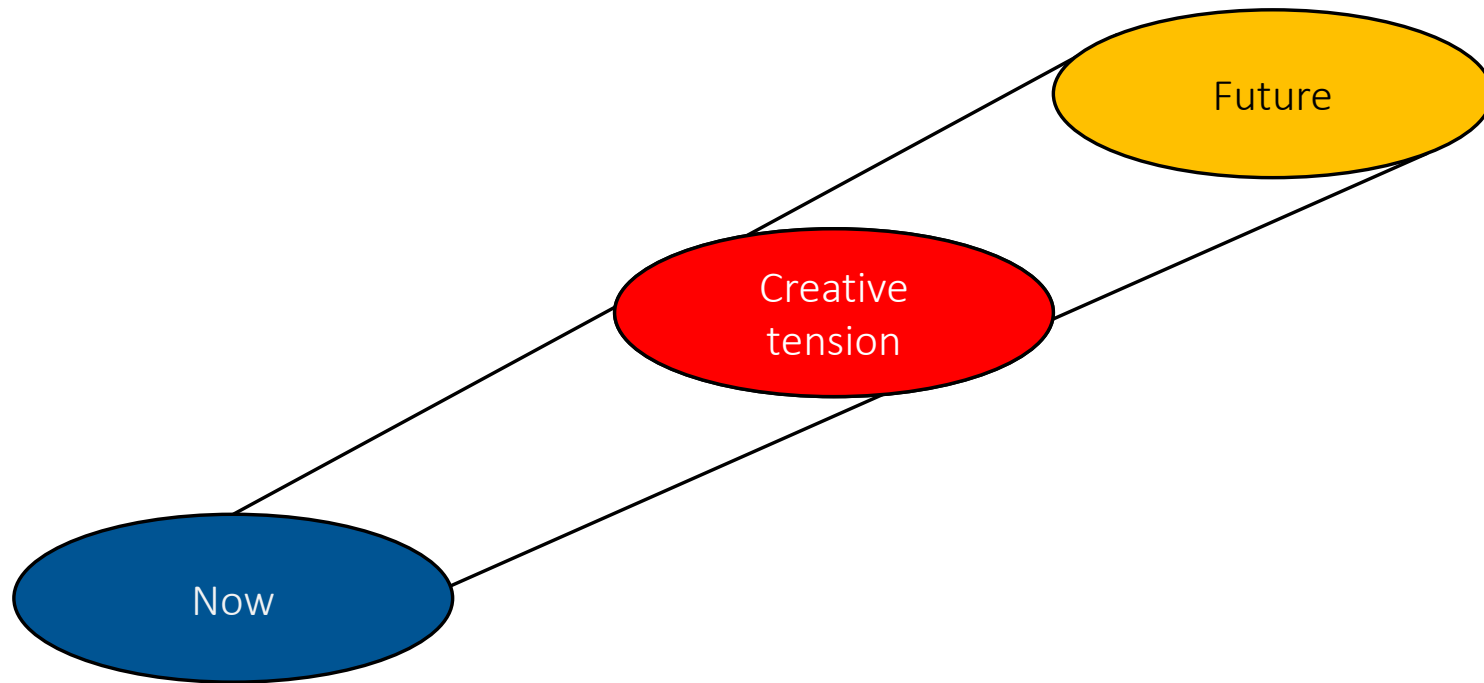
- The act or power of imagination
 - mode of seeing or conceiving
 - unusual discernment or foresight
 - Cognitive state of a desired future state (Bennis & Nanus, 1985)
-
- A shared vision is fundamental to network organisations (Avery, 2004)
 - Vision building is intended to create a fundamental and 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

A good vision

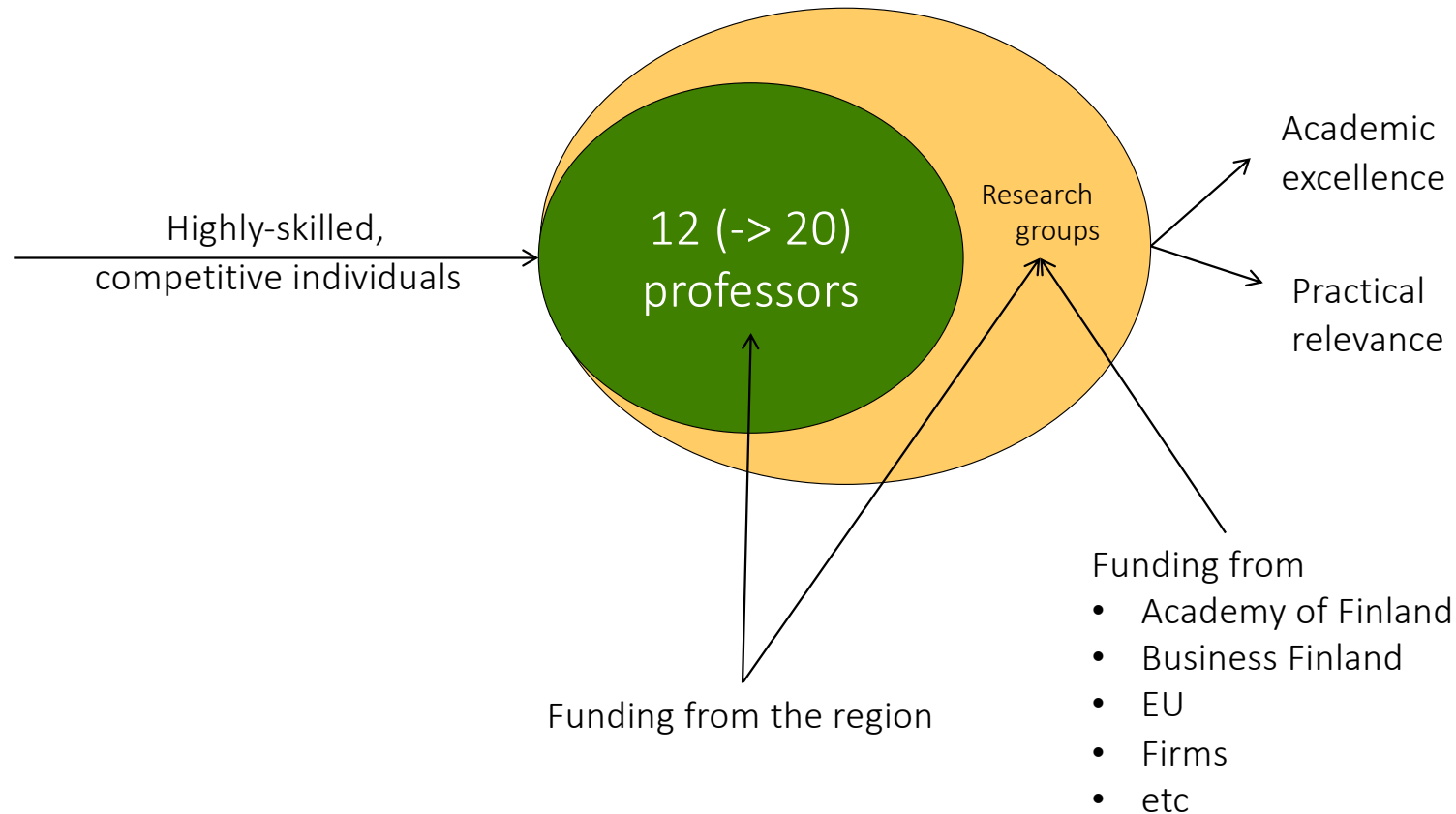
- Concise
- Clear
- Future orientated
- Stable
- Challenging
- Abstract
- Desirable and inspiring

- How to realise a vision
 - Communicate it
 - Align organizational processes and systems to support it
 - Empower others to act to achieve it
 - Motivate (incentives)



Main issue: Lack of competitive, highly-skilled individuals

The solution: Epanet



Helsinki-Uusimaa's vision for 2050 is to be the happiest, most innovative and environmentally smartest region in Europe.



Priority 1: Environmentally Smart Helsinki-Uusimaa

Helsinki-Uusimaa strives for climate neutrality by 2030, followed by carbon-negativity where the region's carbon sinks exceed its greenhouse gas emissions. We take action to halt the decline in biodiversity and to improve the environment. We moderate the use of natural resources and actively promote the circular economy. At the same time, we focus on operational and supply security and environmental safety, and improve our adaptability and preparedness for the impacts of climate change.

✓ **Main objective:** Helsinki-Uusimaa is the environmentally smartest region in Europe.

» **Indicators:** Greenhouse gas emissions, carbon sinks and nature reserves



Priority 2: Innovative Helsinki-Uusimaa

We provide a fertile platform for fresh ideas, innovative solutions and successful business which create new jobs and new exports. Innovative Helsinki-Uusimaa promotes RDI, which serves as a catalyst for the renewal of the entire region and enables growth within the planet's biocapacity. Our RDI activities seek to solve complex global problems with a multidisciplinary approach. Helsinki-Uusimaa's competitiveness is built on cooperation between companies, universities and research institutes, as well as on nationally and internationally acclaimed innovation ecosystems that attract talent, partners and investments.

✓ **Main objective:** Helsinki-Uusimaa is the most innovative region in Europe.

» **Indicator:** Regional Innovation Scoreboard



Priority 3: Happy Helsinki-Uusimaa

Helsinki-Uusimaa is safe and happy. People enjoy services, culture, nature and affordable housing in non-segregated neighbourhoods. Resident participation is strong and education is of a high standard. Public services and the third sector support the integration of immigrants and create avenues which facilitate social integration. Helsinki-Uusimaa seeks to be the best region in Finland for learning, which requires investments in education resources. Youth employment and the well-being and inclusion of the younger generations are supported.

✓ **Main objective:** Helsinki-Uusimaa is Europe's leading region in well-being.

» **Indicator:** EU Social Progress Index

The Five Star City Centre 2018-2030

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.

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

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.

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

Wind turbine

Hotel

Residential

Office

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

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

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.

ECOLOGICAL
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 materials. 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?





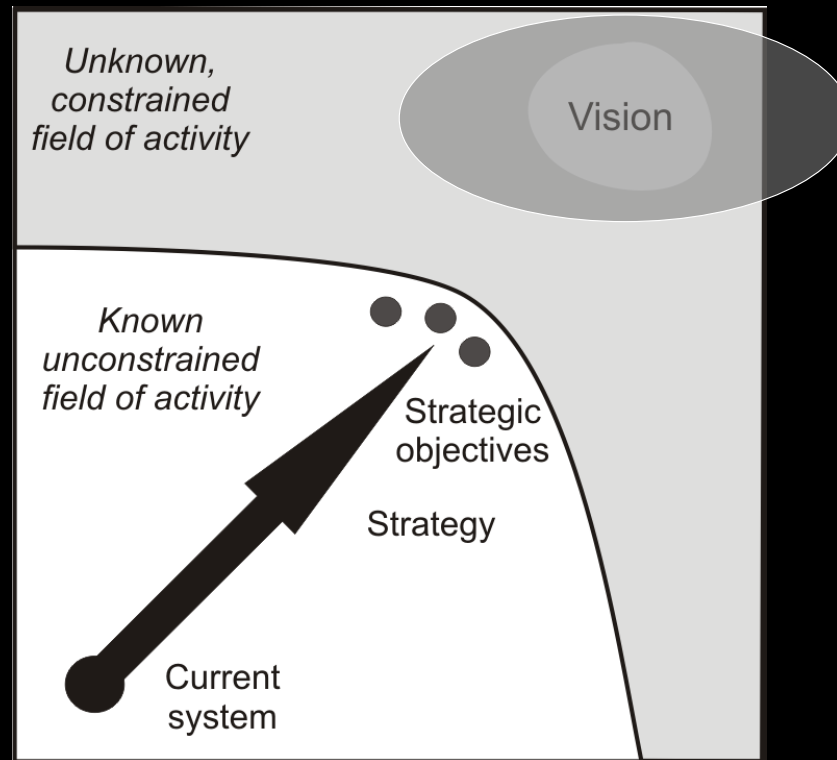
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Saudi Arabia Trims \$1.5 Trillion Neom Project to Redefine Futuristic City Living

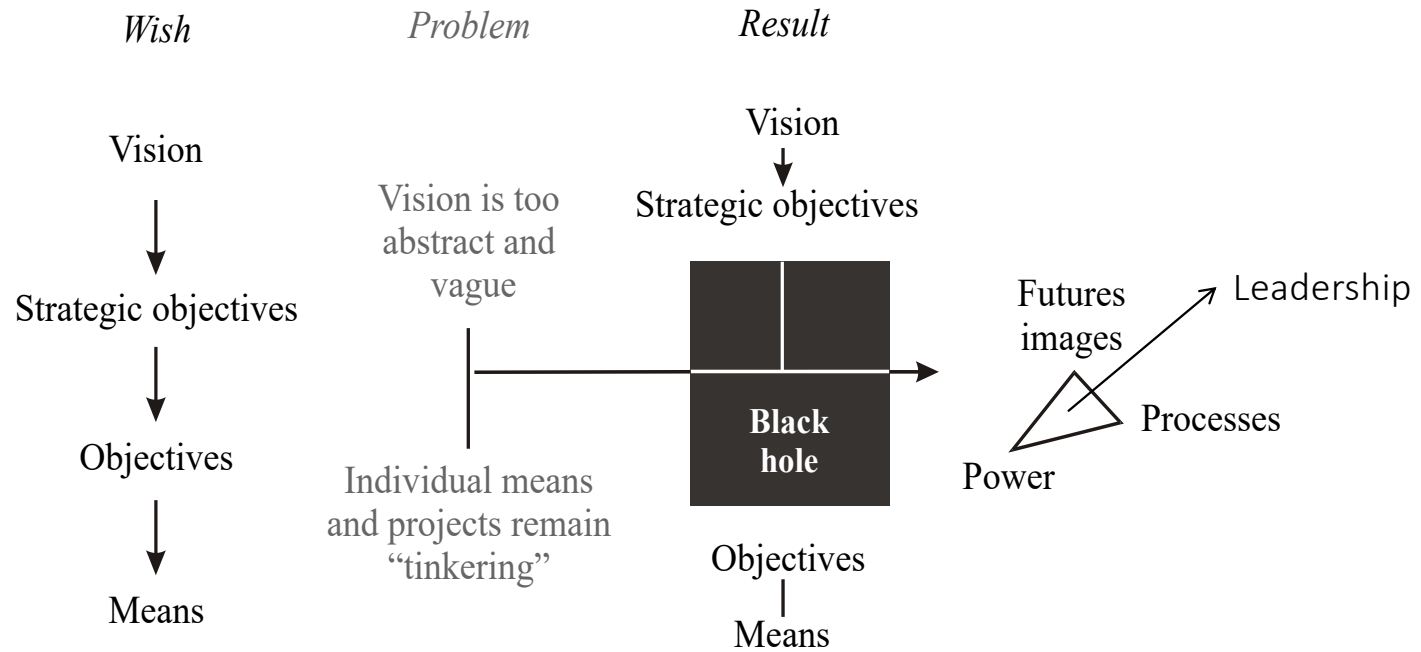
Saturday, April 6, 2024 [★ Favorite](#)



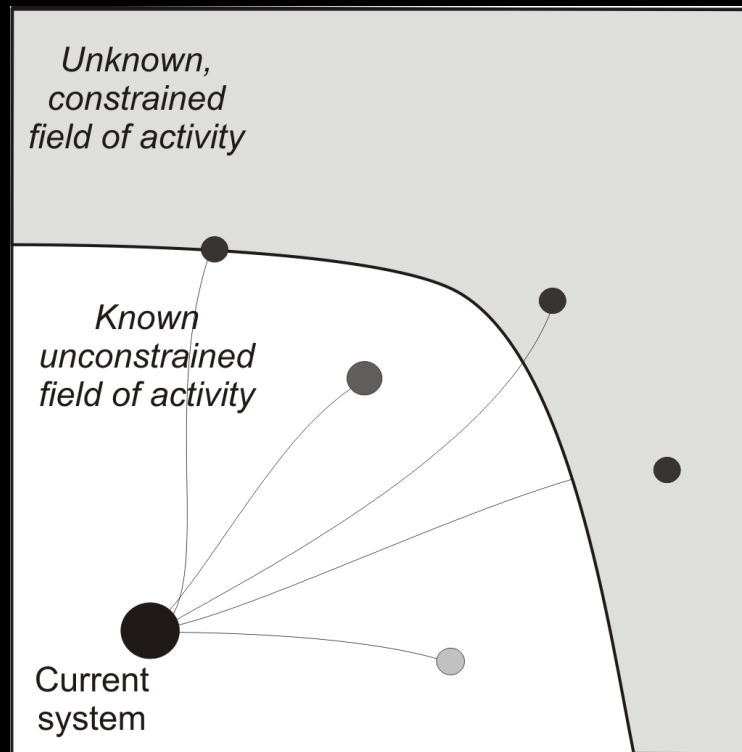
Classic approach



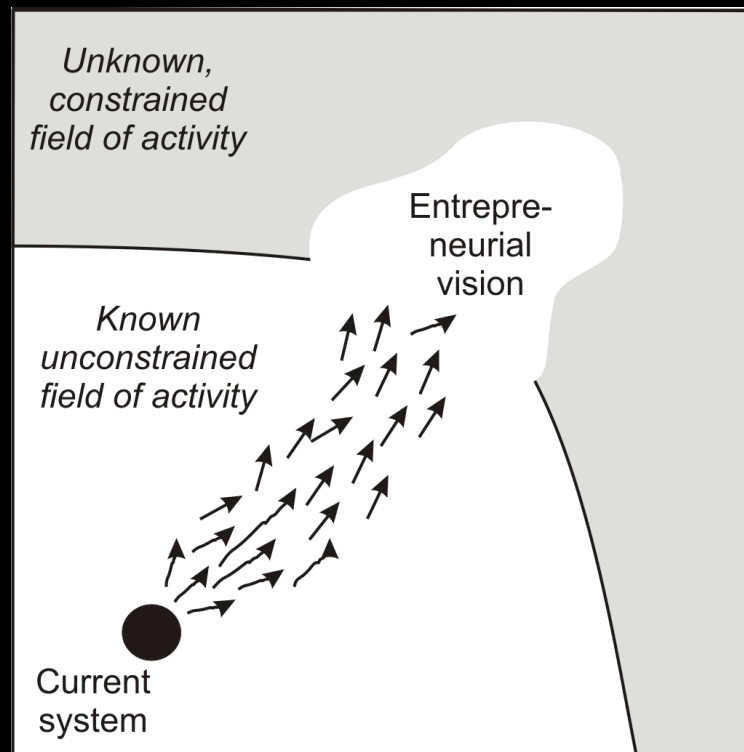
Simplified illustration of the black hole of classical strategy development



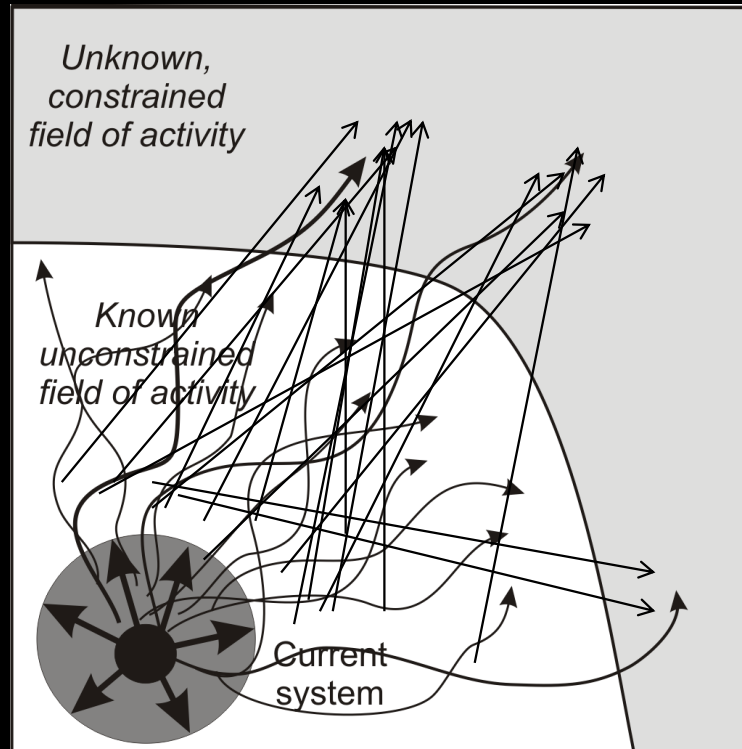
Experimentative approach



Entrepreneurial approach



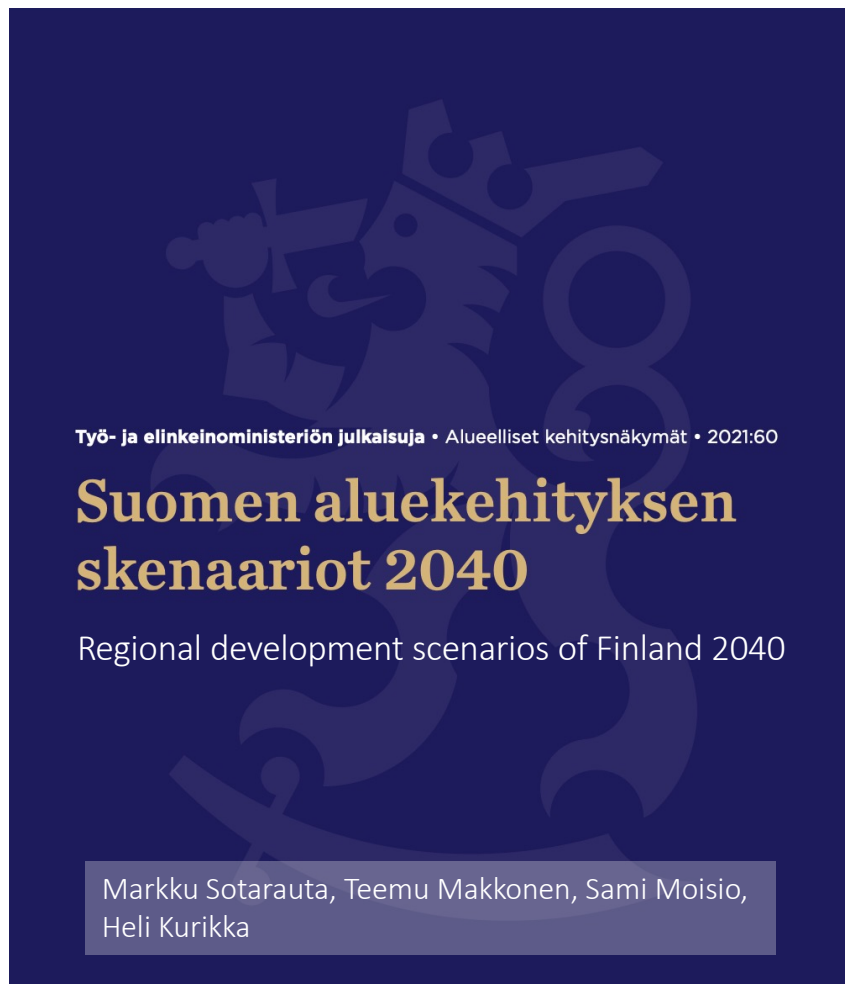
Innovation ecosystem





Regional development scenarios of Finland



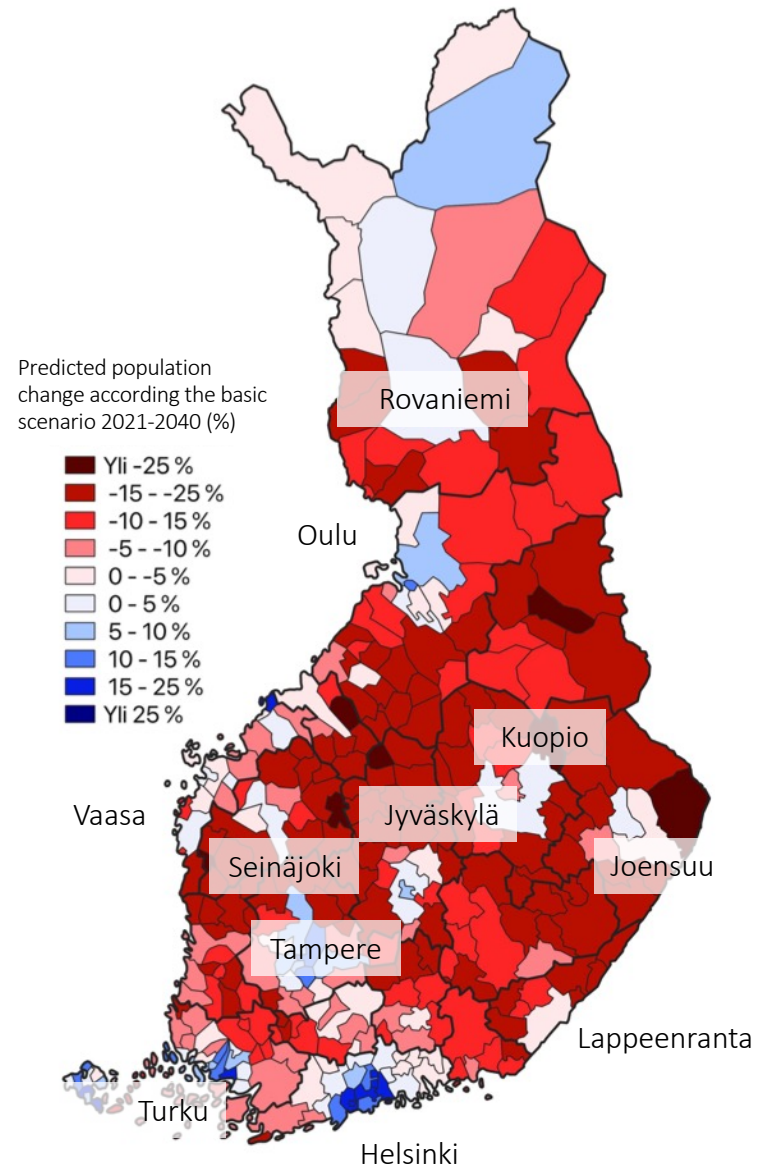


Finland's regional structure is becoming increasingly polarised

- The largest cities keep growing
- Small and medium-sized towns and rural areas are drifting into a cycle of underdevelopment driven by the diminishing population and declining economic activities

Predicted population change 2021-2040

(Statistics Finland, map MDI)



The scenarios

- Do not tell what the future will look like
 - Can be used to discuss possible futures and the related values
 - Are examined from the perspective of how Finland is connected to the global economy
 - Are not absolute but relative - the core elements of each individual scenario can be found in others, but with a lesser or greater relative weight
- Each individual scenario highlights the possibility of a simplified trend and plays with the idea:
 - what if some of the characteristics become stronger in relation to others – what would regional development look like in that case?

Regional development scenarios 2040



Globally selected Finland – main features

- Globalisation does not change significantly over the next 20 years
 - The global division of labour between companies is intensifying and competition for technology and innovation leadership is heating up
 - US and China dominate markets, while Europe's relative share of world-changing innovation is declining
- At the heart of the strategies are innovation, technology and international markets (high road strategy)
 - The economic-political-scientific elite is primarily interested in its own global networks
 - The vast majority of Finns are mainly attached to local and regional networks
 - Finland's productive capacity is eroding, except at the core of the innovation economy

Globally selected Finland – regional development

- Spatial structure continues to centralise
 - The 'network metropolis' of Southern Finland strengthens
 - Helsinki Metropolitan Area's (HMA) share of innovation activity rises to over 70%
 - Innovation capacity may weaken even in Tampere, Turku and Oulu
 - Tampere and Turku to become satellites of the HMA?
- New development paths are mainly emerging in the 'Golden Triangle'
- Small towns and rural areas are locked into local markets and negative development paths
- Public and private investments are mainly concentrated in HMA and to a lesser extent, in other large urban areas

Globally selected Finland – political climate

- The identities of people and, consequently, of regions become more differentiated
 - Global elites vs. "left behind" Finland
 - The technological divide grows?
- Business and technology development are core of Finland's climate strategy with the idea 'save the world and prosper'
 - Technologically capable and innovative actors create new solutions while the majority of Finland cynically rebels against the chosen line

Finland of raw materials and tourism - main features

- Growing tensions between the US and China make global markets unpredictable
 - National selfishness grows as tensions within the EU and international politics become more tight
 - The vast majority of the Finnish RDI investments directed to other countries
- The ability of Finnish actors to invest in the future declines
 - Sectors that have at least some chance of being anchored in the international economy will emerge at the heart of the economy
 - Tourism, mining and the exploitation of forest raw materials, data centres and wind farms

Finland of raw materials and tourism – regional development

- The ‘winners’ in regional development will be the small towns and rural areas which are at the heart of resource and tourism regions
 - Both public and private investment is largely focused on the resource-based economy
- Increasing emigration of highly skilled workers
 - More and more young people are applying to study at universities abroad
 - The population ages faster than before

Finland of raw materials and tourism – political climate

- Nationalism grows stronger across Finland and political tensions rise
 - The gap between Finns enjoying good wages and other benefits from multinationals and the others widens
 - The relationship between Finland and the EU becomes tense
 - The EU's environmental policy emphasises the protection of northern natural environments and Finland's efficient use of raw materials
- The importance of regional policy is acknowledged, but the scarcity of public resources means that there is almost no opportunity to influence development
 - Development efforts are focused on improving infrastructure and accessibility of raw materials and tourism hubs and centres
 - Innovation policy erodes

Finland as a patchwork – main features

- Economic activities and their connections to the global economy become increasingly differentiated
 - Accessing global markets requires specialisation in narrower sectors
 - No single sector or a city drives the economy - rather, development is fragmented - dotted
- National networks remain fragile as core players orient towards international hubs
- Finland's capacity to develop and exploit new opportunities depends on the sector and will vary a lot

Finland as a patchwork - regional development

- Positive developments concentrate in places where key players are able to build a strong positions in global networks.
 - In a patchwork Finland, there are no major regional divides but many small cracks
- Competition for skilled labour is becoming more diverse and the education system is struggling to meet the more fragmented demand
 - Finland is not an attractive destination for highly-skilled professionals, except in narrow niches

Finland as a patchwork – political climate

- Finland is dependent on the policies and decisions of the EU and other supranational institutions for its climate policy
 - Finland does not have a comprehensive climate strategy, but a collection of measures based on different interests
- Political movements are largely local and national
 - Tension between local politics vs. elite
 - Policy fragmentation at national level - fragmentation of the national big picture

Balanced Finland – main features

- Finland emphasises national cohesion and does not want to let the global forces direct economic development
 - Not very responsive to market pressures or changes
 - Development is strongly path dependent and the creation of new development paths is not seen as important
- The economic growth is flat, slower growth than in peer countries
 - No single sector is emerging as a driver of the economy
 - The higher education system is developing steadily but no discipline is at the forefront of international developments
- As economic development is levelling out, labour supply and demand are reasonably well matched

Balanced Finland – regional development

- There is a relatively good balance between the regions
 - The importance of the metropolitan area and other large urban areas will not become more dominant than in the past
 - Balanced regional development is at the heart of social policy and place-based programmes are of great importance
- The capital region and regional centres form the backbone of Finland's spatial structure
 - Urbanisation is becoming more evenly spread and more widely distributed throughout the urban system
 - Knowledge is not particularly concentrated - R&D is dispersed in many places
 - Supports balanced regional development but not scalable, internationally strong clusters of talent, knowledge and resources.

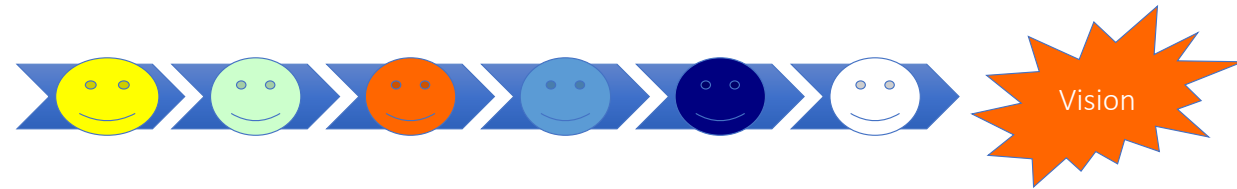
Balanced Finland – political climate

- Political tensions do not escalate, many regions and sectors doing well enough and no one is doing "too well".
 - Tensions between political extremes do not arise in the public debate when people are fed up with a divisive political climate.
- Finland continues to pursue an active climate policy. The climate strategy is developed and implemented in cooperation between the state, regions and municipalities.
 - Climate policy remains lame without ambitious key themes or strong core competences

Regional development scenarios 2040



A planner dream



Leadership relay

