



Organizational Futures Learning, OFL



About the speaker:

Futurist at Nokia,

PhD Student at Helsinki
School of Economics

PhD thesis topic: Weak
signals in Organizational
Futures Learning

Future related activities:

Weak signal editor in Future
Takes (WFS publication)

Board member of European
Futurist Conference, Luzern

Columnist at Wired



What is organizational learning about?

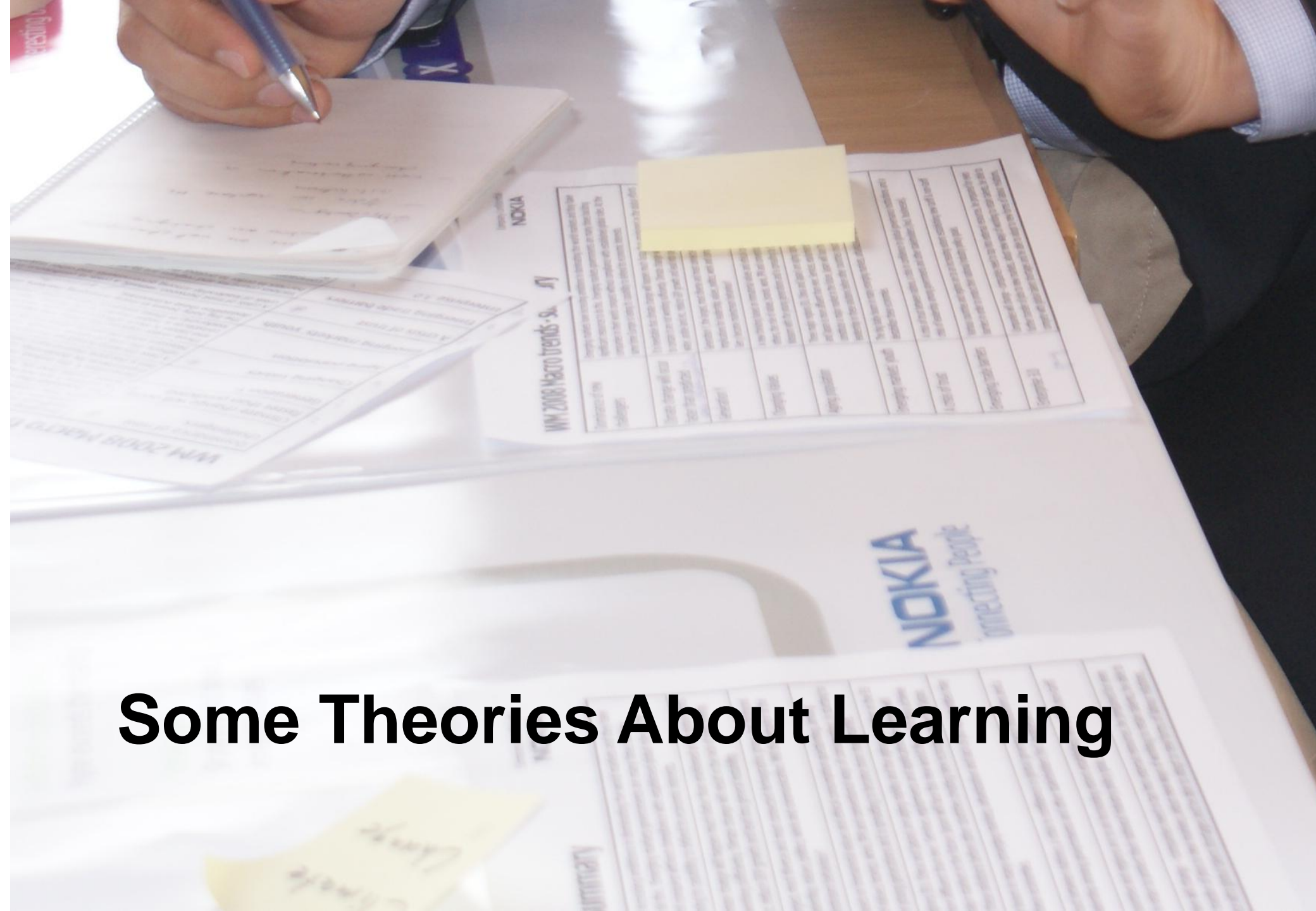
**What are futures methods
that organizations use in foresight practises?**

ORGANIZATIONAL LEARNING

+

FUTURES

Some Theories About Learning



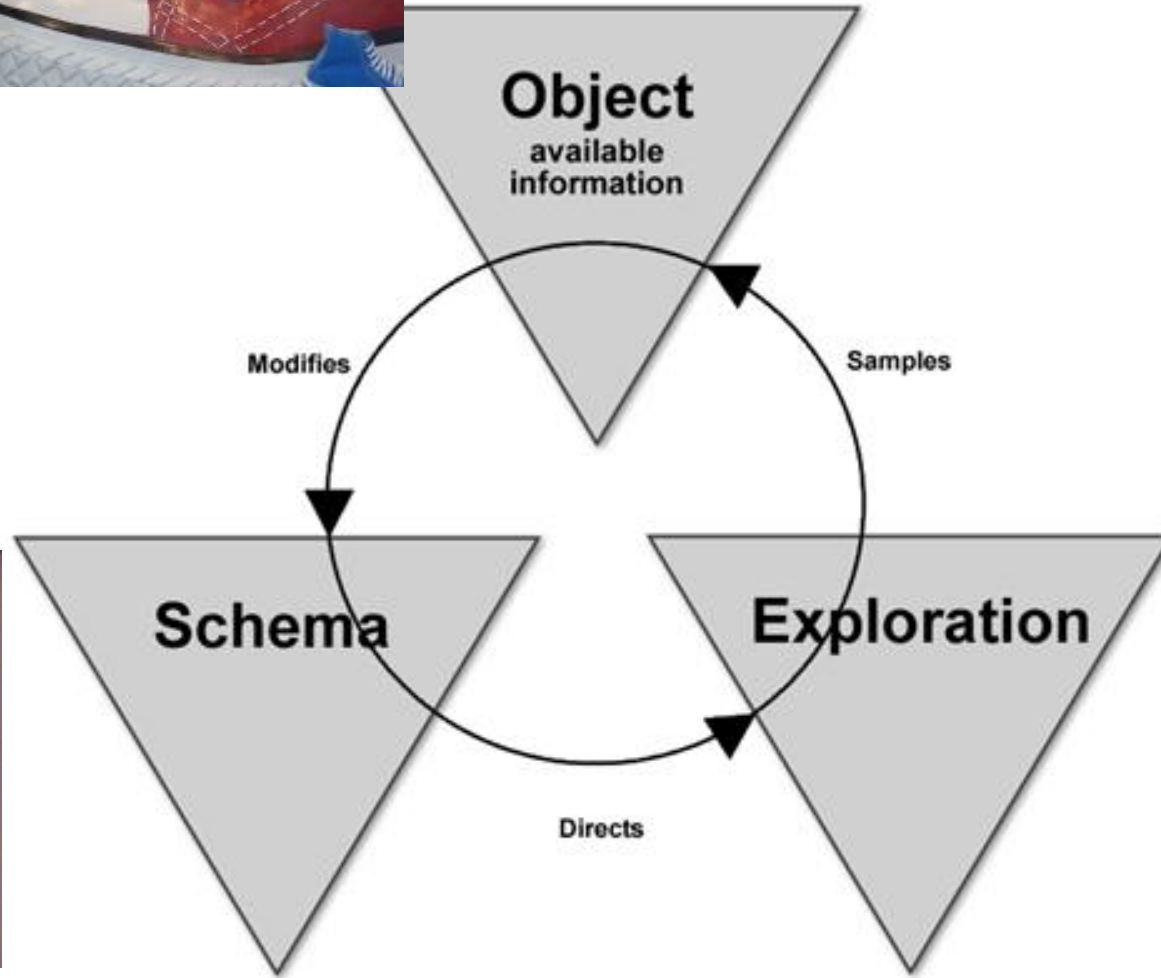
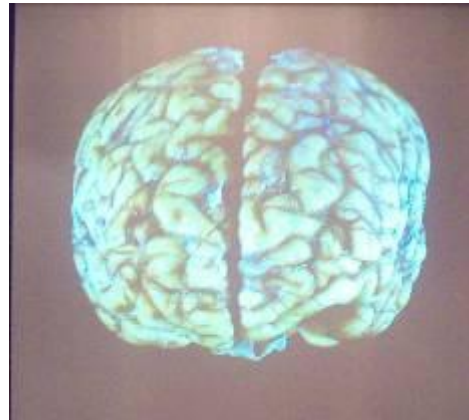
NOKIA

WIN 2008 Macro trends - SA - 07

Challenges	Opportunities	Key trends
Energy costs are likely to continue to rise, leading to higher production costs and higher prices for consumers. This will impact the overall demand for consumer electronics, particularly in the emerging markets.	Renewable energy sources, such as solar and wind, are expected to grow significantly, providing a new market for consumer electronics. This will drive innovation in energy-efficient devices and services.	Renewable energy sources, such as solar and wind, are expected to grow significantly, providing a new market for consumer electronics. This will drive innovation in energy-efficient devices and services.
Global economic uncertainty is likely to lead to a slowdown in consumer spending, particularly in the emerging markets. This will impact the overall demand for consumer electronics.	Emerging markets, such as China and India, are expected to continue to grow rapidly, providing a new market for consumer electronics. This will drive innovation in low-cost devices and services.	Emerging markets, such as China and India, are expected to continue to grow rapidly, providing a new market for consumer electronics. This will drive innovation in low-cost devices and services.
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Change

NOKIA
Connecting People



Neisser's (1976) perceptual cycle, where the schema directs exploration, which samples the object, which modifies the schema

Author	Main comments on organizational learning and change
Barr et al. ,1992	<p>-Managers' mental models are important</p> <p>- Mental models that can no longer match to or explain occurrences in the environment must be altered and new understandings of the environment must be developed</p>
Kaplan, 2008	<p>-A company is a collective of people with different cognitive frames, and that company's response to change is the result of interaction among these frames.</p>
Choo, 2006	<p>-Organizational learning takes place when members respond to changes in the environment by detecting errors and correcting the errors through modifying strategies, assumptions, or norms</p>
Argyris and Schön, 1978	<p>-Single-loop learning, that is adaptive, is possible when the modifications of organizational actions are adequate to correct the error without challenging the existing norms (Choo, 2006:, p. 299). Double-loop learning, on the other hand occurs when correction of norms are needed. It is generative learning that creates new public maps (Choo, 2006, p. 300)</p>
March and Olsen's, 1976	<p>-organizational choice and adaptation happens in various levels: individual, organization, and environment</p>
Nonaka and Takeuchi, 1995	<p>-human knowledge is created and expanded through social interaction (between individuals) between tacit knowledge and explicit knowledge. They call this. <i>knowledge conversation</i>. In organizational level knowledge creation is a continuous and dynamic interaction between tacit and explicit knowledge</p>

A silver humanoid robot with glowing orange eyes and antennae, standing against a brick wall. The robot has a metallic, segmented body with visible joints and a human-like face. The background is a textured brick wall. The text "Futures methods for organizational purposes" is overlaid on the right side of the image in white, bold, sans-serif font.

**Futures methods
for
organizational
purposes**

forecasting

Weak signals

megatrends

trends

Delphoi study

Scenarios

invariances

Futures wheels

FuturesMethods

Cross impact analysis

Wild cards

Trend extrapolation

disruptions

Anti-trends

backcasting

Environmental scanning

6c 11

TULEVAISUUSIKKUNA
Terveysten tulevia trendejä
Suomesta ja maailmalta.

Futures Windows

**Method created by Elina Hiltunen
-disseminating visual
weak signals in organization**





www.trendwiki.fi

Trend|wiki

Welcome, **Elina Hiltunen**

- What has happened since your last visit? (It was 41 days ago)
- You are all alone here. :-)

Tool for collecting weak signals Inside of organization

Check out!

Mobile learning **Sensor society** **Recruiting 2.0**

are rising trends. For example following the footsteps of e-learning, m-learning seems to become a major issue. However, the sources of growth are in developing countries. Please check out these, evaluate and give you opinion about them!

Popular tags

gaming sms **health** media oil space education m-learning

personal **fuel** environment **brain** robot

sensor learning energy food customize

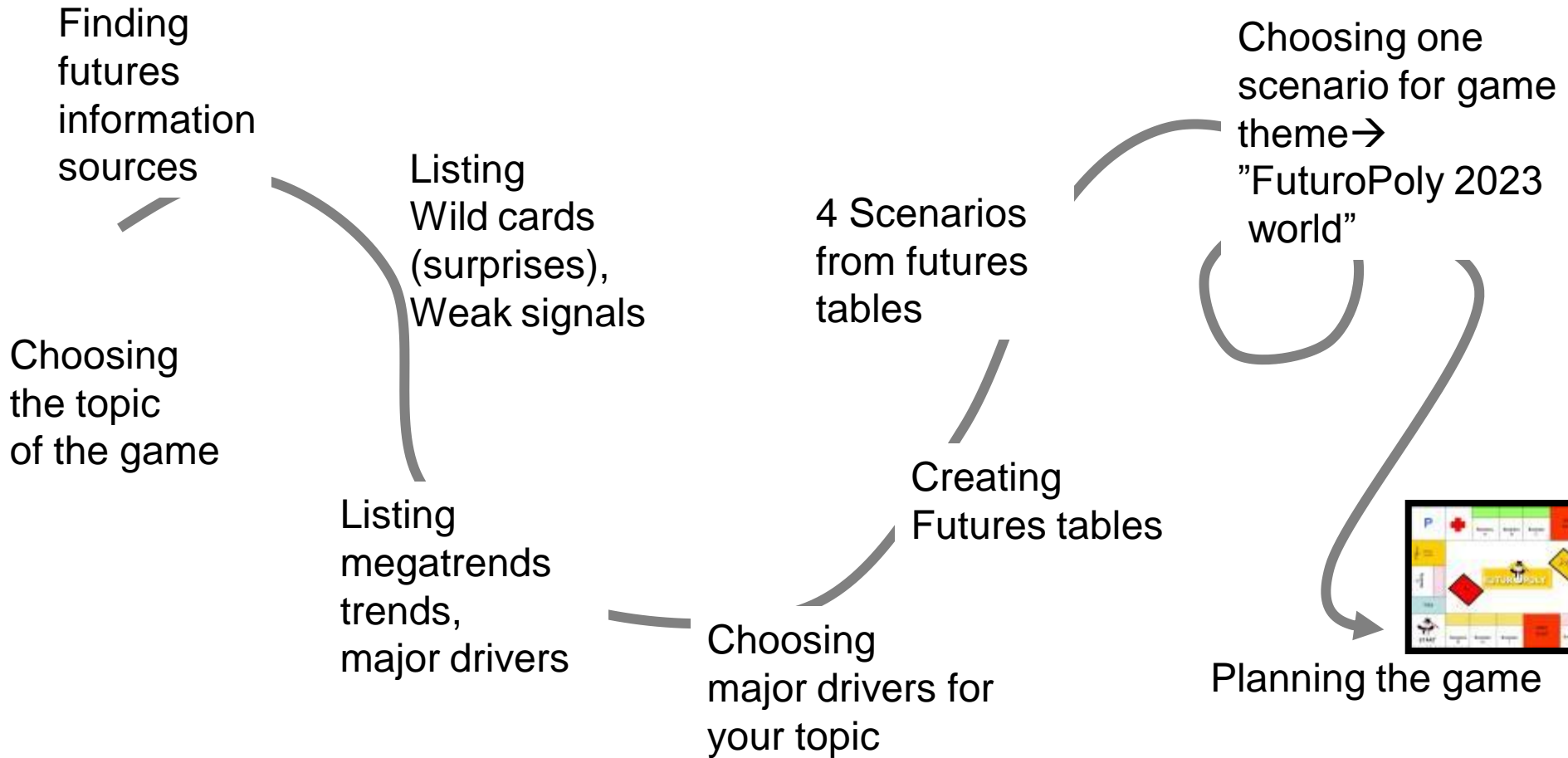
Futures window



Users of the virtual community Habbo-hotel are getting their own healthcare services



...process...



PURPOSES

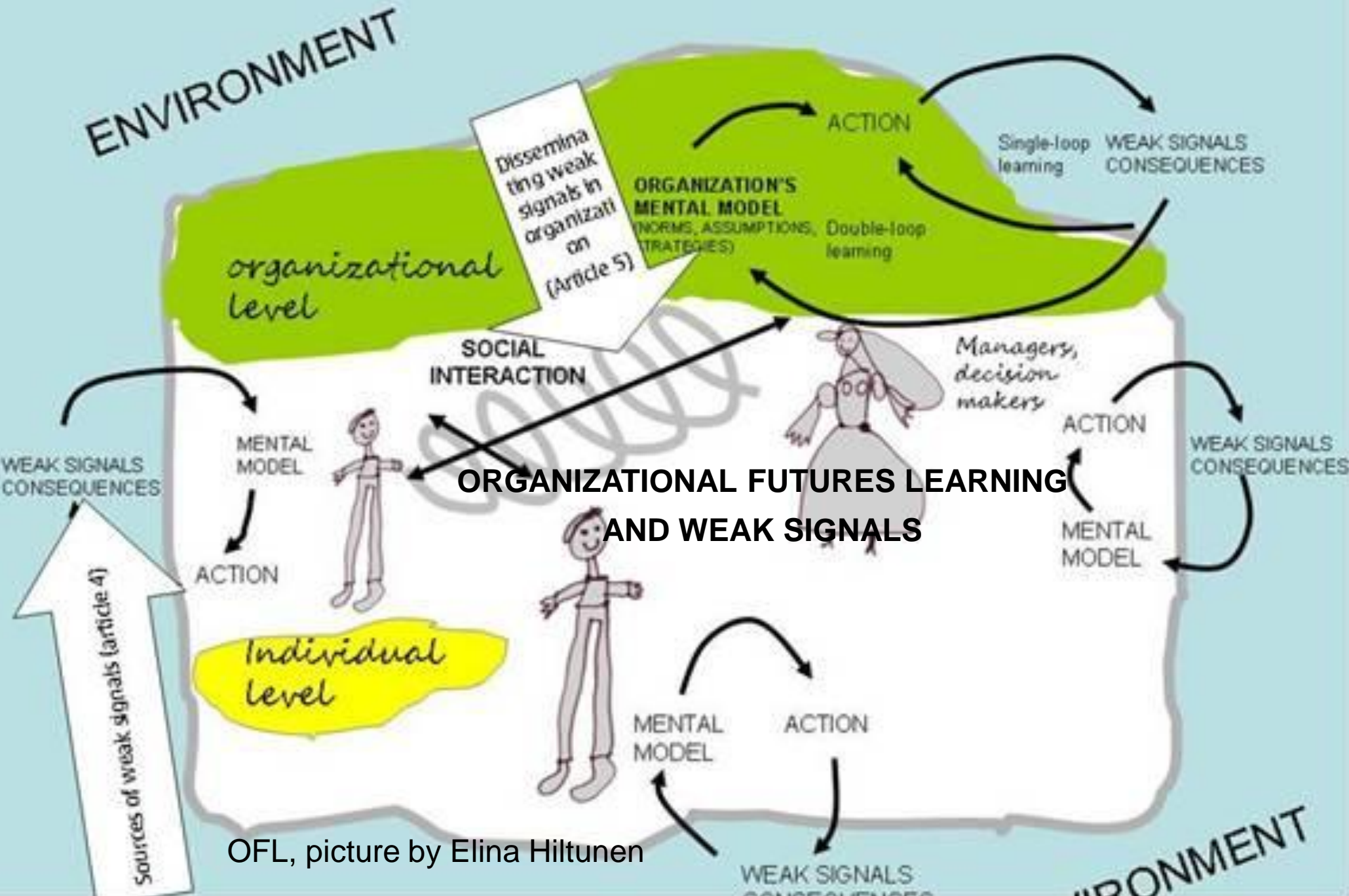
Innovate

Anticipate

Organizational Futures learning (OFL)

Is organization's learning about possible future threats and possibilities based on today's evidence of the futures (e.g. weak signals). OFL includes collectively becoming aware, obtaining, collecting and making sense of futures oriented information like weak signals, trends and megatrends, process of studying this information, analyzing it, disseminating it inside of organization, interpretation it, sharing it and using it in organization's various processes- also in creating the futures (new strategies, products, services).

-definition by Elina Hiltunen



ORGANIZATIONAL FUTURES LEARNING AND WEAK SIGNALS

OFL, picture by Elina Hiltunen

Nokia World Map

- Nokia strategy level annual foresight activity
- Timeframe 7 years
- Includes weak signal, trend and megatrend spotting activities in various areas on life (not only mobile trends)
- Includes scenario thinking
- Involves about 200 people internally + external experts of various topics
- Wm feeds strategy and visioning process of Nokia



Challenges in Organizational Futures Learning

Too internal focus

Not existing processes

Futures information not used in organization, nor communicated inside of organization

Not enough evidence that clarifies the assumptions

Organization's assumptions about the futures not challenged



Organizational Futures Learning

Effective OFL

Use externals

Challenge your thinking

Impact on manager's thinking

Use various methods

Disseminating the information to various levels and using various channels

Use the material also for innovating the futures



COURAGE

A photograph of two children and a dog walking away from the camera on a sandy beach. The children are wearing bright yellow raincoats and hats. The child on the left is wearing red boots, and the child on the right is wearing blue boots. A small, scruffy grey dog is walking alongside the child in blue boots. The beach is dark and wet, with footprints visible in the sand. The ocean is visible in the background under a grey, overcast sky.

Thank You!

Elina Hiltunen, elina.m.hiltunen@nokia.com, <http://www.future.vuodatus.net>