

KYMENLAAKSON AMMATTIKORKEAKOULU

University of Applied Sciences

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Tuula Liukko

LEARNING TO BE ADVENTUROUS IN BUSINESS

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ABSTRACT

KYMENLAAKSON AMMATTIKORKEAKOULU

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LIUKKO, Tuula

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Ari Lindeman, Senior Lecturer

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This thesis examines Oy Woikoski Ab's unique leadership culture. This is a story of how to connect traditional issues and unique working environment with continuous development and high technology. The company is doing business without quartile economic pressure, tight organization, or tight annual budgeting.

The aim of this thesis was to model the leadership style of Oy Woikoski Ab and find its uniqueness. To model the leadership style, research problems were divided into three different themes: following the leader, risk management, and financial freedom to make decisions.

The method used in this thesis is autoethnographic. The research is mainly based on the researcher's own experience and feelings while working in the company. The literature on intelligent and audacious leadership was studied to find cues, directions, explanations and other grounds for the research. The owner of the company was interviewed for the sake of deepening knowledge and understanding.

As the company's history already proves, this kind of leading style can be profitable and functional. There is very little resistance to change in the organization and development seems to be easy. However, there is a lot of potential to develop the organization, working environment and whole business in accordance with the company's own unique ways. There are also a lot of ideas to be picked up by other companies. It is proved that the business can work and be profitable also leading in a different, more flexible way.

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1 INTRODUCTION

This thesis is built mainly upon my one-year work experience in traditional but innovative family-owned company culture. My earlier work experience is from big bureaucratic organisations and big corporations. Gas business itself is a special part of the chemical and medical industry.

The main office and the main production site of Oy Woikoski Ab are located in a unique region in southeastern Finland, near the famous Repovesi National Park. Production takes place in the middle of marvellous nature and products are turned from invisible air into visible products. In figure 1 is shown air gas plant in Voikoski. All this is connected to long history and traditional working and company culture.

This is a story of how traditional facts are successfully mixed with high technology and continuous renewal. Business is made with a big heart, meaning that there is much more than production, markets and clients. It is not just the business made with own or different business laws, being in the middle of forest does not mean being out of the development. This business has a soul growing from its long history. It is born to be different right from the beginning, while still staying different under the present conditions with economic pressures.

There is a lesson to be learned for me, as well as for companies around and hopefully that lesson is made more visible also for the company under review. To learn the lesson I will use an autoethnographical method, living in the culture and experiencing it. The main aim is to show that profitable business can be done in a very different way, realising the limitations and possibilities.

The work proceeds by first exploring the company culture and collecting experience from around. This experience is analysed by comparing it with literature. The themes are selected on the basis of these analyses. In the end the analysis of the themes and the various experience are collected together and modelled.



Figure 1. Air gas plant in Voikoski, making visible business out of invisible air.

2 WOIKOSKI AS A COMPANY

Woikoski is the oldest specialised gas producer and distributor in Finland. Its foundation lies in a carbon black factory back in 1882. The company has evolved through various colourful and adventurous phases and become an important producer of various gases and a pioneer in the chemical industry. Woikoski is a family company owned by the Palmberg family that has developed and cherished it during generations.

All of Woikoski's activities are based on gases, their production, development, application and distribution to Woikoski's valued clients. The service network covers the entire country and the distribution system never sleeps to allow rapid product deliveries to customers. Woikoski also delivers the most advanced equipment and consumables used in welding.

The gas production started as hydrogen production by degradation of water with electrolysis. Oxygen was formed as a by-product and sold for welding purposes.

The basic ingredient in gas production is fresh air which is borrowed to production and then returned back as clean as it was or even cleaner. In gas production, different components of air are separated and then refined to suit different purposes in industrial and medical use.

There is also a power plant beside the Voikoski plant by the river Voikoski, which means that the plant is partly self-sufficient in energy. It also guarantees reliability. The company has 13 plants and offices, over 200 agents throughout Finland. The annual turnover is over EUR 40 million and the company employs about 110 employees.

2.1 Closer look at history

Family tree in Pallmber's family is shown in figure 2. Knut August Palmberg, an engineer, founded the factory community in Tirva in 1888. The factories produced carbon black and sawmill products. Later on, Knut August moved to Helsinki and worked there very actively, among other things, as an advisor in a fire insurance company and some board mills. He also founded an engineering office with his brother-in-law. In 1902 Knut August integrated his business to a limited company called "Tirva Fabriks Aktiobolag".

Knut August's eldest son, Alfred, graduated from school as an engineer in 1903, moved to Tirva and established his own business there as the producer of mill stones. These stones sold well and superseded imported stones. Alfred bought the Voikoski mill in 1909.

Knut August's youngest son, Bertil, started his engineering studies and carried on with technical studies in Switzerland until 1906. When studying, Bertil worked for John Crosfield & Sons in England, where he got acquainted with fat hydrogenation. He got married in 1908. His first son, Sven, was born in 1909. The family moved to Germany

where Bertil completed his doctoral studies in 1912. Soon after graduation, the family moved back to Finland and to Tirva.

At the same time Alfred started to transfer his business operations to Helsinki and Bertil set up a chemical plant in Tirva in 1913. This factory hydrogenated fats, thereby producing stearine and tallow for the candle and soap business – unique products at that time in the world. Hydrogen was produced in own electrochemical cells by breaking up water molecules. Oxygen was produced as a by-product and compressed to 120-160 bars. Oxygen gas was sold for welding purposes. It was soon noticed that there were markets for gas and thus oxygen became the main product in the factory.

After Knut August passed away in 1914, the main responsibility for this plant was transferred to Bertil. He started to develop the plant even more and noticed that the energy production generated by Tirva rapids wasn't enough. After Alfred had sold the Voikoski area to Bertil, he set up a bigger chemical plant in 1916. The factory started production already in 1920 and Bertil founded a company called Oy Voikoski Ab.

In 1933, the first air gas plant started its production in Voikoski; the second air separation plant was built in Vyborg in 1936. The third air separation plant was built in Värtsilä in 1938 and Bertil's son Sven was nominated to Technical Director of Oy Voikoski Ab. The product range was expanded with hydrogen peroxide production at the Voikoski site in 1937. Unfortunately, this plant was destroyed by fire later on (in 1963) and the production of hydrogen peroxide was given up.

After Bertil had passed away in 1947, Sven became CEO of Oy Voikoski Ab. The company grew constantly. In 1947, a new air separation plant was set up in Imatra. In 1959, an oxygen filling station was set up in Varkaus and another station in Kotka in 1962. In 1975, new hydrogen plant was built in Espoo. Sven retired and his son Clas took over the responsibility for the company.

The company went on growing. In 1977, a new production site and office were set up in Varkaus. The filling stations in Kotka, Imatra and Voikoski were modernised. In 1977, hydrogen plant was built in Imatra. Argon, carbon dioxide, nitrogen and gas mixture filling plants were started up during the years from 1980 to 1982. A big struggle with a competitor in 1979 and the victory made it possible for the company to succeed in business. The company is still strong and has remained independent [1].

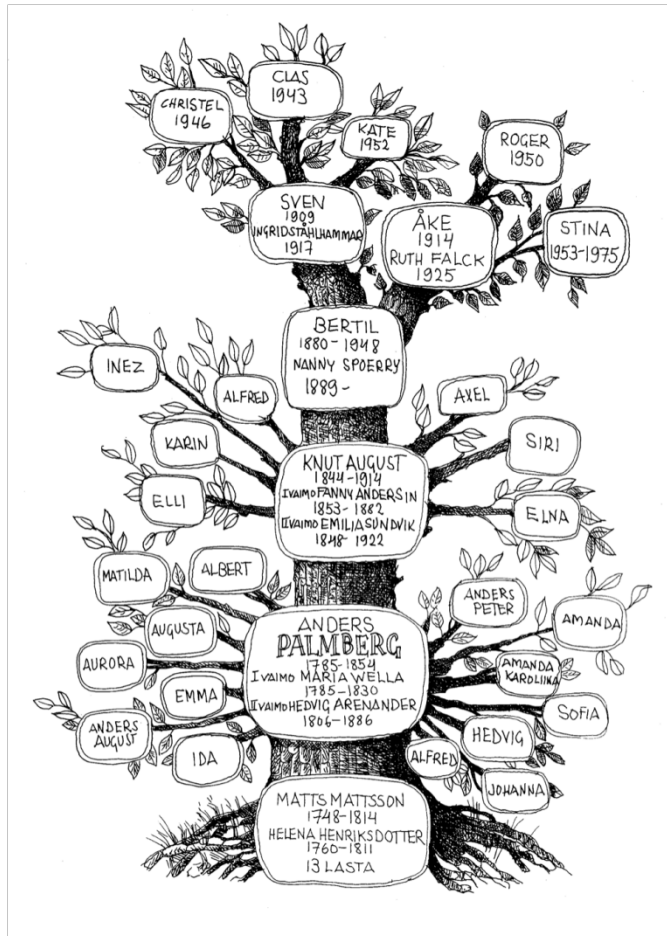


Figure 2. Family tree of the Palmberg family [1]

2.2 Gas business

The gas business is often thought to be quite traditional and old-fashioned and its operations seem to be based on traditional technology. This is partly true as bulk gases are separated from air still in the same way as in the past decades. However, the advent of modern technology to this sector has brought about new solutions. Measurement systems and process technology have developed production in a more accurate and controllable direction.

The real development of the gas business is going on elsewhere; it is not only among the bulk gases. The world has moved on with all its environmental issues, globalisation and developments in the medical sector. Growing technology and growing knowledge provide the gas business with big challenges. Changing regulations for example in environmental issues means that more analyzing is needed, and that means more need for special gases as a reference gas. Production e.g. solar panels need a lot of different kinds of special gas mixtures. Development in the medical sector and new devices there in gas systems means that more accurate gases and gas mixtures are needed.

New production and new technology also require the use of new and different types of gases, special gases, special mixed gases and ultra pure gases. Innovativeness in the medical and technology sectors means that there has to be innovativeness also inside the gas business. Accepting the challenge, trying to forecast the future, finding the weak signals and making the right decisions under uncertainty are the ways that lead this kind of business forward. It is not easy, it is not always safe, big risks have to be taken, but it's the way that allows you to follow the development around your business. That is, for sure, one of the reasons why the Woikoski business is led in a different way.

As Oy Woikoski Ab is not a listed company, it does not have the listed companies' pressure from an economical point of view. There is no pressure brought about by quarterly economy. There are no tight budgets made one year before. There is neither a straight and hierarchical organisation nor any tight job descriptions. There is more space, possibility and freedom to make different kinds of decisions and solutions, even at the employee level.

2.2.1 Own project

Starting to work with my own development project in such a business environment was interesting, much more interesting than any project in my life before. It was, in many ways, eye opening and refreshing.

The goal of my project was to develop special gas production right from the beginning, neither more nor less. A basic plant design project, for which I had been trained, I thought at first. I was so wrong. It was much more than that. It started to be a journey to something I have not ever known to exist.

It was a kind of amusing situation for a traditional plant designer who has graduated from the university and worked after that in big corporate projects. Now you were given free hands to take care of your learning, to find out the necessary know-how by yourself. Now I did not have tight timetables, budgets for the project, project organisation or a crystal clear vision how the plant should look like in the end.

What I had was the freedom to start to work in my own way. Money, well I don't know how much and the employees, an adequate number of them to get it started. The future was totally unknown. It's unusual, it may sound a kind of madness, it's totally different and it's a very audacious style for a project kick-off.

2.2.2 Background for special gases

Talking about special gases means talking about specific concentration and high purity gas and gas mixtures. Normally concentrations are measured by ppm (parts per million) level. Because of this, production is very difficult and requires a lot of professional knowledge. These gases are very expensive and very difficult to produce quickly to meet customer needs. Normal delivery times for these gases can be months, usually from five to eight weeks. The special gas business is a fast growing area, offering distributors a good growth opportunity.

The markets and clients exist already and there are a lot of chances to find new markets. Marketing area is wide, thus encompassing the whole world and the list of customers and applications includes as follows: air monitoring, breweries, cement manufacturers, chemical and pharmaceutical operations, communications and fibre optics, electronics, foundries, hospitals, primary metals, nuclear power plants, petroleum, medical research, plastics, pulp and paper, rubber, synthetic fibres, tobacco, universi-

ties and their research centres. Also the number of new innovations that utilise special gases is increasing all the time.

Woikoski Oy has earlier produced only %-level concentrations of special gases. The ppm-level gases have been bought and then delivered to the customers. This is a slow and very expensive way to serve clients, as anyone could guess. Now the vision is to move to ppm-level production, get a better profit from the sales operations, improve customer service and get a complete line of specialty gases in standard packages. Special gas pilot plant production is show in figure 3.

The facts of the markets, the needs for products, the possibility to step into a new gas production area – that all seems to make sense. It is obvious that such products are needed and there are ready markets for them. Still, it's a big risk, we don't know about competitors' plans worldwide. Do we know enough about the technology? We do not have many years of experience on such production, as compared with some competitors. We are not even sure that we can find educated employees to recruit in the future. The compny believes that it is capable of training all employees by themselves.



Figure 3. Special gas pilot plant and test runs

2.2.3 Development of new production

When starting to design a plant from scratch, and in this case, by jumping to an unknown world, it was important for me to find out methods and modern enough equipment. The price level must be right and sensible; the pilot plant equipment should also function in real production conditions. In this project the development of special gas production in a different direction became evident as well. It does not make sense to build something that is known to be a slow system; it is now time and a good chance to take a step forward, to find solutions for better competence. I noticed that the lack of a tight budget gave rise to increased economical thinking and at the same time it gave a possibility to think about new solutions.

The design work was started by planning a pilot plant to find out all the details needed for real full-scale production. This encompasses the whole-plant design, including all

technical drawings, process planning in the pilot plant, layouts, scale of production, employees and training, etc. Picture 4 shows the total project scope.

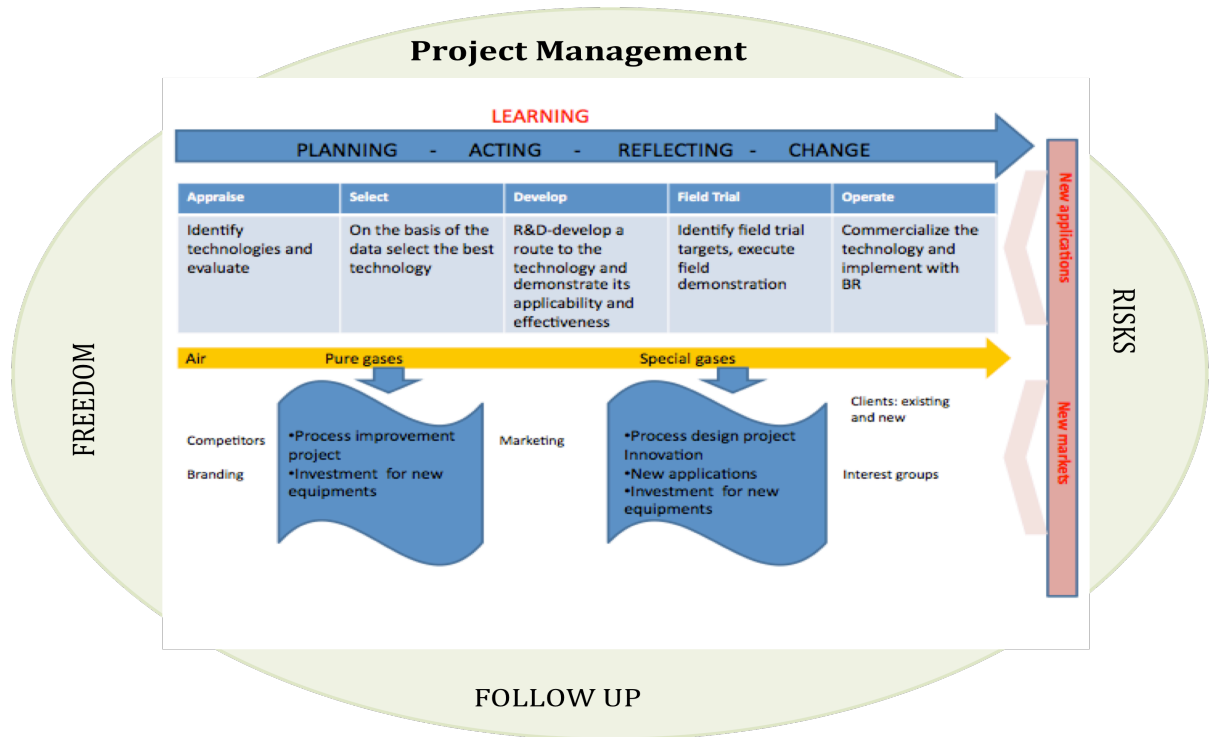


Figure 4. Special Gas Plant project, the whole scope.

2.3 Travelling the Woikoski way

As everyone can imagine, the traditional, long history based on the working culture can't ever be ready, but it has to be operational. How this is done and how necessary innovativeness and audacity are working in a culture like this? I hope that during my project and when living in this organisation I'll find the answers.

Another interesting issue, at least for me personally, is my own background in the business world. I have spent my entire working life, more than ten years, mainly in process technology management tasks. The whole gas business and the technology of producing gases are totally unknown environments to me.

I have more than ten years of work experience from big listed companies, their business environment and their way and the methods to handle big management issues like risk and change management. These big chemical companies where I worked are really acting in the way revealed by management courses and books. I am accustomed to tight quarterly financial demands, making a tight budget and surviving with timetables prepared long beforehand. I have always worked under tight job descriptions, had my “own” place in an organisation with clear responsibilities and “clear” visions for the future. How I’m going to adapt to the new world around me? New and foreign environment can be a chance, but, the other way around, it can be a failure.

This is one individual story of a trip to a different business world; this is also a story of making profitable business in an opposite way. Please try to follow me with open eyes. I’ll try to make my adventure with open eyes and soul, learning and developing myself as well as, hopefully, also my leadership skills.

2.4 Project Management

This thesis is planned to follow through a plant design project for new production from the very beginning. The main target is to observe the innovative, audacious and different business culture around. The success of this kind of leadership in this project and the project success in this kind of environment will be under review.

The way to control project risks, continual development and learning will be important, facing again the family business habits around. Tolerance of uncertainty and how it’s handled without losing innovativeness or business profitability will also be observed.

During the project it has to be solved, what kind of experience is needed to make all the areas like design, production, marketing, selling and end user viewpoints to communicate with each other. How does this impact the results and the success of the project? Also the support needed from the top management and the organisational knowledge in projects like this are particularly important.

The basic leadership idea is that everyone has the right to be led right and the work should provide you with positive experience and enhance your personal development during the project. At least it's one of the important things for me personally to lead a successful project. Employees are not there for the leaders, it's the other way round, the leaders should be there for the employees to serve them and in that way to make the working environment motivational and innovative, and the business more profitable and expensive projects more profitable in the end.

3 THESIS OBJECTIVES

The general aim of this thesis is to model this adventurous business culture. The aim is to find out the uniqueness of the leading style. To study innovative and audacious company culture which is made "own way", without pressure from quartile economy, tight yearly made budget and with more freedom to develop business with own innovativeness.

Research problems to model the leadership style are divided into three different themes: following the leader risk management and the organisational and financial freedom. These three themes are the ones that differ to the greatest extent, as compared with the big company's habits and those which amazed me most when studying my trip in this culture.

One objective is to find out, what kind of leadership is needed to be trusted. It is necessary to get the employees to give their best and to engage themselves with the company. What is the basis of following and how to build a working community in which the employees are following the leader even in uncertain situations?

Risk management in this kind of business culture differs from listed companies risk handling methods. There seems to be a different point of view to risk management. Objectives are to find out how we learn to handle the risk, how it's defined and how risky situations are observed. It's also interesting to find out how we learn to take the best out of risky situations.

The third area is the freedom, organisational and financial. There are lot of new business areas, new methods and new processes available. The objective is to discover how this kind of freedom is handled in the management, how the change management is led and what the advantage and maybe also the danger behind this kind of freedom is. One aim is to find out how organisational freedom and economical freedom influence the management, project management and continuous development.

These three themes are mirrored also to my own project. How to survive with my own background and how to successfully build my work in this environment? I am also exploring how the company culture affects my own motivational state and my position as an employee. How does it change my opinions of management and is there something to share with the others?

3.1 Choosing the research areas

The reason to choose these three themes stems mainly from the issues which caused the biggest amazement to me as a person when I started to work in this kind of culture and this kind of company. Well, it is very refreshing to find out something exceptional and share it with others.

Nearly all management and leadership books are full of good ideas about how to make a good analysis of risks and how to handle or avoid them in the right way. It's easy to find information about how to cope with change and how to manage it. What if the risk is not handled as a threat? Vice versa, the risk seems to be something to seek for to get a bigger advantage.

There are many methods about how to manage with your leadership in the right way, motivate your employees at their work. There is plenty of advice for organisational development, holding development discussions in the right way etc. But what if everything is done in the opposite way? Are the people still following you, believing in you and trusting in you? How to build that much talked and written intelligent organisation and intelligent leadership model, which could last over decades? What if everything is

based on organisational freedom? Nowadays there are other values than money to keep valuable employees in the company.

To find literature about these three issues was challenging. To break down old, good and proven business laws and habits is not quite common or popular, it's not worth writing books about. I have found a couple of interesting themes, which I'm going to use. The books chosen are Pentti Sydänmaalakka's Intelligent Leadership [2], Carter and Kourdi's book The Road to Audacity [3] and Minna Isoaho's book Dare to Lead, Challenge the Self-Evidences [4].

3.2 The DPT process

The process of doing this DPT goes according to the schema and time frame described in figure 5. First there is the exploring phase, getting to know the culture around. Observing at first with an outsider's eyes and then getting even more involved in the culture and, little by little, becoming one of the insiders.

After the exploring period and a better understanding of the culture I collected the issues that are the most special and that surprised me more at the beginning. Keeping these issues in my mind I have been reading and studying tens of books, trying to find explanations, research results and more knowledge. The literature and interviews are followed by the analysis phase, in which the business culture and the leading style will be observed closer through own development, company and society's viewpoint. The leadership culture will be modelled from the analysed results to Woikoski's way of doing business.

From an individual aspect, it is useful every now and then to get into something very different which wakes you up somehow and gets your eyes wide open. If your mind is open to learn there is also a possibility to take something suitable and useful out of it. Hopefully you as a reader learn something, get some new ideas for your personal leadership style. Hopefully after reading this, you think that there is also a reversal theory, things that can be done well in a very different way than before.

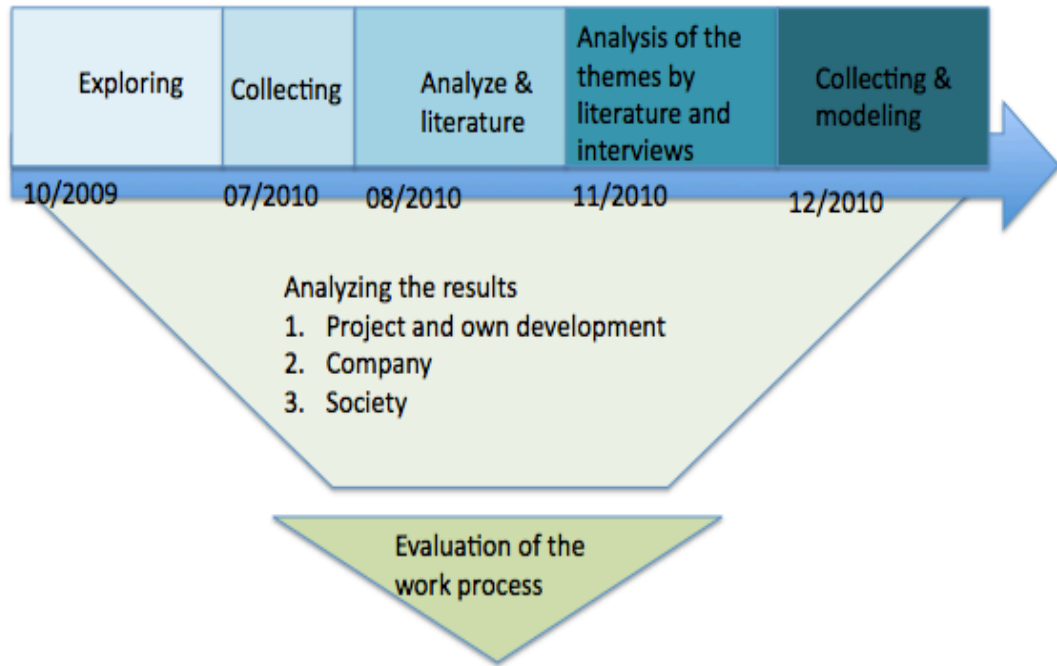


Figure 5. DPT process schema

3.3 Research method

As this research is strongly based on my own experience, the natural choice for the research method is autoethnographic. I'm every day working and living in this culture, watching and experiencing it with the eyes of an insider, trying to make sense of it and understand it. It must be remembered that I have only one-year-long experience on this culture and it often takes years to get into it deeply. Looking back and comparing it to my history and past experience would be of some benefit to the research.

The ethnographic research means that you have to be close to the field, observing and collecting first-hand experience. You are looking at the culture from inside with an emic, native's viewpoint and perspective.

Organisational ethnographies provide you with in-depth descriptions for a wide range of topics within the field of management and organisations, such as managerial action, organisational cultures, human resource practices, interaction of professional groups, work behaviour and co-worker relations [5].

In this thesis, two different ethnographic methods, i.e. observation and interviews, will be in use. Dealing with my own project and facing this culture and its success, the observation of my own behaviour and feelings will be one part of the research.

Observation is the most widely used method of collecting data for ethnographic research, it's also the most used method in this case. A big advantage to me in the use of this method is that I'm the participating member of the group studied, which provides me with the "insider view". Still some ethnographers do not believe that understanding a culture necessarily requires becoming a full and active member of the group studied. Actually some believe that this should not occur when the aim is to get a valid and fruitful account. It's claimed that the ethnographer should try to be both an outsider and an insider, staying on the margins of the group both socially and intellectually, and this requires both an outside view and an inside view [5].

The ethnographic study can be supplemented with interviews of people who can help to better understand the setting or the group of research. While the participant observation gives you information on action and behaviour, interviews provide a chance to learn how people reflect circumstances, identities, events and other things on their own behaviour. Interviews are valuable to fulfil the main goal of ethnography; gaining an insider's perspective [5].

An important part of the interviews is to establish a rapport with the participant. The best way to do this is by being a good listener, which means to listen and hear much more than talk and conversation. In order to get the participant to talk from their point of view, rather open-ended questions should be planned. Instead of just taking into account what is said you must concentrate on how it is said [5].

Analysis and interpretation of the results hopefully gives a good idea of the culture of the company. The research process gives an ability to learn continuously from the collected data. The purpose of the analysis is to organise the description in a way that makes it manageable and also in a way that leads to an interpretation [5].

4 THEORIES AND LITERATURE TO THE LEADERSHIP AND FOLLOWING, RISK MANAGEMENT AND FREEDOM

The three themes chosen are discussed below. Theories how they are handled in the books are collected from every chosen book mentioned above, chapter 3.1 These ideas picked up mainly from these three books are the explanations and theories with which I try to figure out this kind of different culture. Behind these theories is something about the Woikoski culture idea, there are also ideas to develop the culture and the leadership. In addition, there are ideas to develop my own thoughts about good leadership.

4.1 What makes employees follow the leader?

You are the leader only if others want to follow you. The employees need a different kind of leadership in the present business environment. Leadership can not be just controlling, commanding and correcting people anymore. Employees are an investment and it's wise to expect their engagement to continue for years ahead. By controlling, commanding or just correcting it's impossible to keep employees interested and motivated. There must be something else to offer.

Rath and Conchie [9] bring forward followers' four basic needs in their book Strengths based on leadership: trust, compassion, stability and hope. Followers will not tolerate dishonesty as they need honesty, integrity and respect. Those are the outcomes of strong relationships that are built on trust.

Leaders who show genuine compassion have an organisation where employees are more likely willing to stay and work more productively. They may even have much more engaged customers. Leaders should have positive "bias"; employees don't want to follow negative people.

Followers must know that leaders' core values are stable. The company's financial future must be stable and the employees must know that their jobs are secure in the future as well. There should be stability in times of crisis or elation. Hope gives the followers something to look forward to, helping them to see a way through chaos and complexity. It is a powerful motivator to know that things can and will be better in the future.

4.1.1 Employees need intelligent leadership

According to Sydänmaanlakka [2], there are three levels of leadership: rational, emotional and spiritual. Rational leadership means management by objectives, emotional means effective communication and spiritual leadership is management by meaning.

In this approach [2], the intelligent leadership model is composed of a comprehensive concept of a human being, including physical, rational (intellectual), emotional and spiritual dimensions. Sydänmaanlakka [2] has modelled a leadership competence tree, shown in figure 6, with the main competences needed for good leadership and an explanation what the leadership actually is. The tree has also long roots to describe what features the leader must possess.

The employee is not merely "a pair of hands" or "a brain worker" but "a whole person" whose total wellness is based on his or her professional, physical, mental, social and spiritual condition. The work should be changed from a meaningless job into a meaningful calling. The work should fire us up, not burn ourselves out. The organisation should change its priorities from growth and efficiency to sustainability and well-being.

Intelligent leadership is a shared and collaborative process. The intelligent leadership means putting people to work together efficiently, make them enjoy the work together, trust each other, trust that none of the team or organisation members wants to take advantage of other team members or to polish his/her own image. Intelligent leadership is not manipulation or management. Intelligent leadership provides people with energy and makes them work efficiently in a positive way. Intelligent leadership requires

the courage to be straight and fair, respectful, seeing the things as they are, out of the box. The leaders must be courageous enough to take and find the feedback, learn from it and be able to handle it and eventually, change themselves and their habits.

Intelligent leadership takes place in intelligent organisations. An intelligent organisation is capable of striving for continuous renewal and able to discern change and learn quickly. An intelligent organisation is not a mechanical machine, but it's like a living organism that can steer its own operations and development [2]

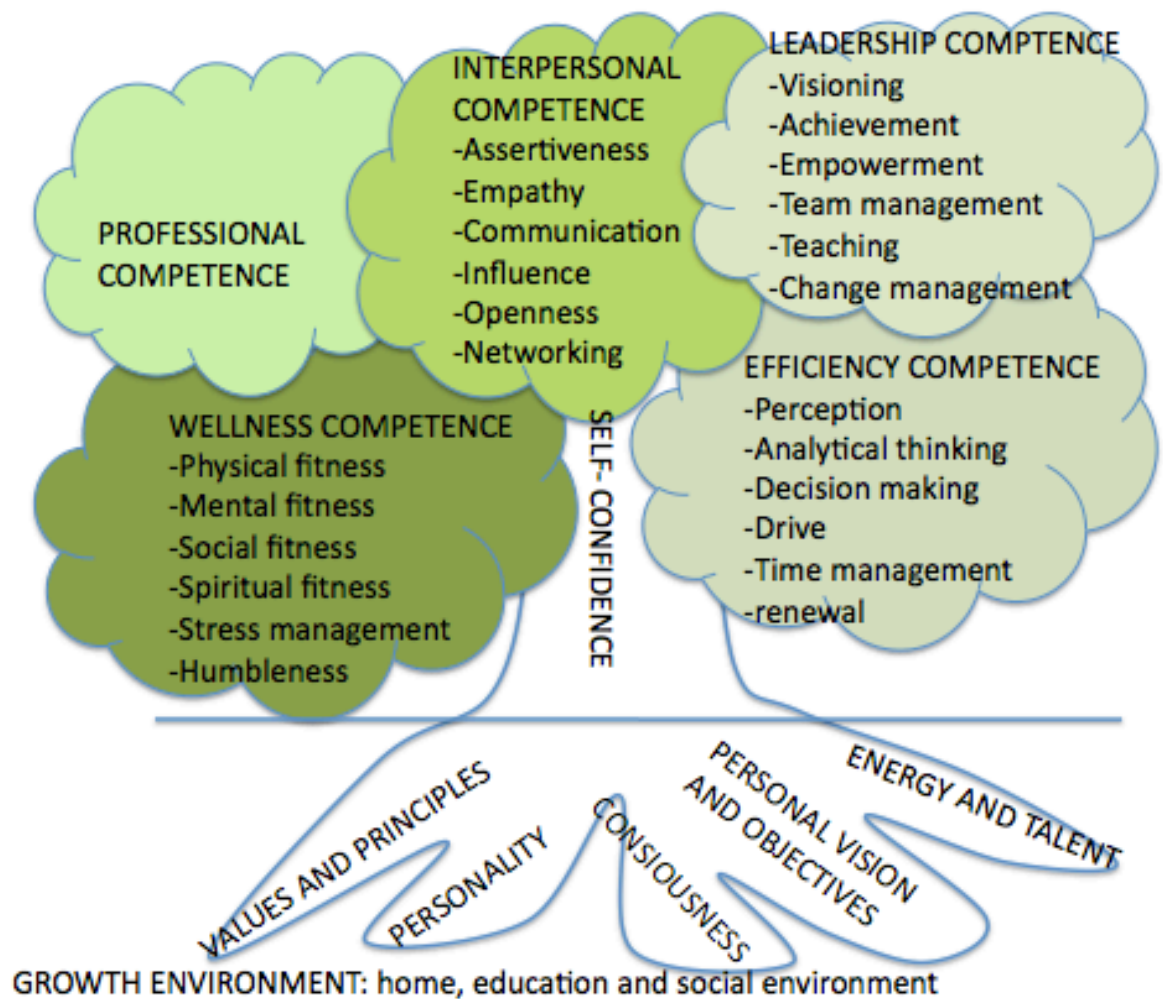


Figure 6. The leadership competence tree by Sydänmaanlakka 2005 [2].

The leadership competence tree in Figure 6 describes well all the competence areas in the leadership. From that model it's easy to notice that intelligent leadership consists of many different areas and contains a combination of many personal, behavioural, professional and social factors. Different features are pronounced in a different working environment, different skills must be more effective than others. If only companies

defined their needs and leadership competencies precisely as well as invested in training – realising that this all could give the company a huge advantage in the present constantly changing environment with hard competition. If the leaders themselves understand the meaning of this all, it would be useful and help them apply the intelligent leadership model to practice.

4.1.2 A motivationally rich promise

Karter and Courdi [3] write about the rich promise of leadership in their book *Road to Audacity*, thereby comparing it with mountain climbing. If there is a rich promise to work seriously towards some kind of stimulation vision of goals, enjoyment of intense exhilaration, to become a member of a special and closely knit club and being understood there is also motivating. Another motivationally rich promise is to strike out one's own and defy expectations, to learn and go on learning, to understand once more intensely and, at the same time, to feel that one is part of something bigger.

To build this kind of environment and to be aware of it is one way of keeping people with the business, following the leaders road would not always be an easy one. To build up a group of people who are prepared to support each other and to cross formal boundaries, to provide help and resources, to create informal teams to take advantage of opportunities and threats. According to Karter and Courdi, such communities exist in many of the most successful organisations and especially in those that can audaciously adapt to change.

Almost any kind of audacious activity will require ability to change additional focus. When changing the focus we must understand the specific opportunities, maintain a winning strategy, develop and utilise specific capabilities to achieve it all. The awareness of the leaders should be present and very clear during a change in the environment. The question “Are you with me?” don't mean just “are you concentrating?” but “do you see or experience what I'm facing?”. This level of awareness is critical. Individual awareness counts for much if we don't let false protective frames fool us. It also matters if we don't miss opportunities but challenge our assumptions about true nature of the risk. Some people are more naturally self-aware than others, but this is

also a skill that can be developed. Awareness is a skill to notice the level of the real following and makes its building easier.

4.1.3 Good leadership - minimum demand, not a special reward

Isoaho [4] brings out new and fresh ideas to leadership, attitudes and organisational habits in her book “Courage to Lead. Challenge the Self-Evidences”.

It's thought that good leadership with successful division of labour and well-done development discussions are rewarding for the employees. These should belong to everyone's rights and basic things in working life, they are not any special reward. Good working climate and other things related to it are signs of a competitive employer.

Same thing about awarding; it's not just the money that talks. Of course the basic salary should be at the right level and the reward system in balance with your results. There is still much more to keep people motivated and engage them to business and the company. Isoaho [4] suggests that the leaders think about the possibility of letting employees choose some of their work shifts. There should be a flexible possibility to learn new and grow to be capable of taking on more challenging duties. When doing the organising job and resource allocation, the leaders should be sure that the decisions made are purposeful and give a possibility to meaningful work.

To develop the organisational culture and get the employees to engage themselves with the company, the leaders must find ways to add inspiration and enthusiasm. The leaders must be sure that the daily grind at work is worthwhile in the same way as it should be at home. The company needs its personnel and the meaning of it is even growing in the future.

A firm organisation is not the only alternative anymore but there is also a social organisation in which space is created by reducing the hierarchy and using flexible duty combinations to make it possible to change and increase innovativeness [4].

4.2 Risk Management

What is risk, how to handle it, how to avoid it and how to forecast it well enough, how to be prepared? Those are maybe the most common questions. Many brilliant ideas are destroyed with one sentence “it’s too risky, it’s not even worth thinking”.

There is a lot of different kind of theories how we can calculate the risks and what we should do after getting the results. We are often blind to these results. We are afraid of the risk and most likely would remove it and if we can’t, we do something that must be done to minimise it somehow. The risk is considered to be negative and we are thought to react to the risks with concern and caution.

But what do those calculated risk scores tell us? Those cores can mislead us or make us blind. It’s forgotten that the risk can show the real value and the big opportunity behind it. It’s not easy to agree on this but we also need the excitement that comes with the risk when we do our best. Seeing risk taking with this kind of attitude is not only audacious but also requires a lot of courage and self-confidence.

Are we risk seekers somewhere deep inside? Are courageous people more curious and ready to take the risks, or maybe they don’t even think that there are risks but only opportunities and handling the uncertainty. Are the risk seeker only getting the excitement out of risky situations without fear of loss? It’s obvious that technology and life around us wouldn’t develop without people taking huge risks, individual and communal.

4.2.1 The situational leadership

Sydänmaanlakka [2] approaches the risk issue with the situational leadership model, shown in figure 7. This approach focuses on describing leadership in various situations. The basic theory is that different situations demand different kind of leadership. To be an effective leader the required style has to be adopted. This model of leadership is introduced as a situational leadership style. The model has four leadership styles: telling, selling, participating and delegating (S1-S4). The second important issue is the readiness level as the follower, which is an extremely important issue in risk management. It is also divided into four categories (R1-R4):

R1: unable and unwilling or insecure

R2: unable but willing or confident

R3: able but unwilling or insecure

R4: able and willing and confident

According to this model, you have to select your leadership style after analysing the follower's readiness level in a certain situation. The leadership style has to comply with the follower's readiness level and it's also important to remember that employees can move backwards and forwards along the readiness continuum according to certain points in time and tasks [2].

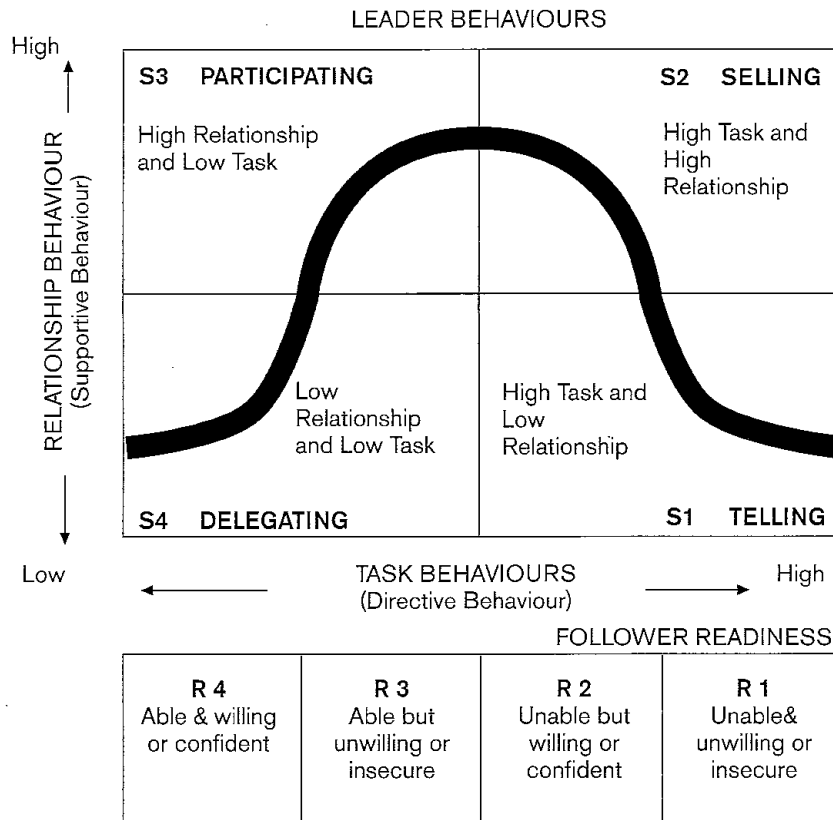


Figure 7. The situational leadership model [2].

4.2.2 Future and Irrationality

According to Isoaho [4], leadership can't ever be rational, at least there is an attempt to keep it very rational, even forcibly. Erratic changes in prices, ability to take risks on demand require courage to believe in future and see the strengths. In these situations the leaders must create hope in the organisation and fully believe in company's strengths themselves, creating "yes we can do"-culture and, in that way, guarantee a successful risk and change management process.

Good leaders make organisation stronger, encourage it to go further and give it a goal to go, although it can't be reached without hard work. It does not make sense to set too modest targets because such won't inspire anyone. The battle over the living space in present disappearing markets is not the glue that keeps the employees inspired. There must be something else and something bigger [4].

*“There is nothing so satisfying to the spirit,
so defining to our character,
than giving our all to a difficult task”*

Barak Obama 20.1.2009 [4]

The leaders encourage people to hope and believe and their encouragement to better results is based on the following issues:

1. Leader understands that leading means responsibility and caring.
2. Leaders respect targets, consider them valuable and worth seeking; they are not afraid of the workload, changes or spiritual challenges.
3. Leader is thankful for the given respect, and tries to maintain it.
4. Leader knows the history of the company and understands its effect on action.
5. Leader doesn't sacrifice skilful people just for the sake of short-term targets.
6. Leader can question obvious things and really does so.

Collaboration, resourcefulness and management of difficult situations are needed and top off this bold leadership, encourage to show the way and have wise words [4].

4.2.3 The value of taking risks

The capacity to take risks is the core of any business or enterprise. To succeed in risk taking requires an audacious business environment and audacious leadership.

According to Carter and Kourdi [3], organisations have managed to take excitement out of the risk. Increasing risk is fast seen to be negative, something to be avoided, skirted around, assiduously managed, minimised or removed altogether. When dis-

cussing risk, it's done invariably with a wary sense of concern, even alarm that has long bothered us. Being audacious and prepared to take risks counter-intuitively- the trend is for organisations to seek for certainty and to actively avoid risk.

Furthermore, the society teaches us as individuals to approach risk with caution and concern. The alternative is seen as gambling, an undesirable vice, and risk is seldom welcomed as an opportunity. This view of risk as bad is simplistic: it fails to take account of the value of the risk, that it can represent opportunity and most importantly, that we need the excitement that comes with the risk to perform at our best. Given such ingrained attitudes, it is useful to highlight the value of audacity and risk taking.

As Carter and Kourdi [3] write, risk is valuable for many reasons: commercial, economical and above all individual. Risk taking is natural behaviour for human nature; it's part of who we are. It connects very closely to our base value of freedom. Many people claim that they are afraid of taking risks; many organisations and leaders claim this as well. This concern is real deep and significant. We can feel trapped, because we as human beings are natural risk avoiders. Implicit in this is the risk of change and the uncertainty inherent in new or challenging situations. The ability to take risks is leading to change and it's a key towards learning and developing. Yet risk taking is often at best regarded as unusual and at times foolish or reckless. Still people are not stable; individuals are able to experience different things at different times, even when the situation appears to be the same. This is our readiness to change and to be audacious.

It's of course clear that audacity enables us to be radical, do something different and revel in the freedom of it, get more personal interest with excitement and maybe also gain wealth and status. We are different and organisations are different, the way one can handle uncertainty and find it acceptable is impossible to others.

4.3 Capturing the benefits of organisational and bureaucratic freedom

It is easy to find good models from the literature on how to build a good organisation, to make budgets right and analyse the numbers in a fruitful way to build future strat-

egies. Clear documents are also required from many authors especially if the company has a quality system and/or it's producing dangerous or medical goods. Clear organisations, job descriptions and well analysed past to build even better future is necessary and well-done. Those are the signs of a well-developed company. Supporting a reversal theory of these conventional habits is not popular.

4.3.1 Intelligent organisation

Sydänmaanlakka processes the organisational effectiveness, learning and well-being through intelligent organisation which is defined to be an ideal organisation type in the future.

Intelligence is an ability to use different competences in various domains and solve problems or create products. As Sydänmaanlakka writes, intelligent leadership is defined as a dialogue between the leader and the follower in which it is possible to create a shared vision effectively. This requires a certain kind of organisation, culture and trust. Intelligent organisation should also give individuals an opportunity to realise their self-actualisation needs. That kind of organisation should be able to use individual's creative intelligence, which is a combination of rational, emotional and spiritual intelligence [2].

In figure 8, Sydänmaanlakka quite clearly presents the leadership development towards intelligent leadership.

FEATURE	DEVELOPMENT PHASE				
TYPE OF ORGANIZATION	Machine	Mechanic	Organic	Dynamic	Intelligent organization
VALUES and CULTURE	Living in the past	Living in the here and now	Courage	Ethics	Dreams
PRIMARY NEEDS	Physiological	Safety	Social	Esteem	Self-actualisation
INTELLIGENCE USED	Physical	Physical	+ Rational	+Emotional	+Spiritual
COMMUNICATION TYPE	Command	Command	Debate	Discussion	Dialogue
ROLE OF FOLLOWER	Passive follower	Follower	Active follower	Indepentend follower	Self-leader
READINESS OF FOLLOWER	Know-how	Motivation	Commitment	Responsibility	Independent
TEAMWORK METHOD	Working individuals	Working group	Team led by supervisor	Partly self-directed team	Self-directed team
TOTAL WELLNESS	Professional condition	Physical condition	Mental condition	Social condition	Spiritual condition
LEADERSHIP STYLE	COMMAND (command, control and correct)	COACH (command, guide and support)	PARTICIPATE (participate, do together and teach)	DELEGATE (delegate, monitor and be available)	EMPOWER (empower, give freedom and stay away)

Figure 8. The features of intelligent leadership and their gradual development [2].

4.3.2 Less hierarchy, more action

According to Isoaho [4], in the new business model people make the organisation, not the structure or hierarchy. When the business is understood via part taking people, then building the aggregate, reality becomes clearer. The reality is built socially, not through adjudgement. In that way, the organisation is going to be a community with action.

Some hierarchy is needed of course, but the levels in the organisation have to be cut down. A high number of different levels are preventing the development of psychical and social processes and, at the same time, the flexible and changeable winning community is lost. A modern leader dares to go deeper and look after the strengths on

which social arrangement is built in an organisation. This is the base for a flexible organisation.

Strategic business units may also be barriers to development. It makes more sense to build competence portfolios than groups to different business units. Business ideas are born and dying all the time at an accelerated speed, so an organisation with business units is not a very clever and flexible way of working.

It's also good to remember that when the authority-based status is high enough, the visual contact downwards is lost. In the hierarchy-based organisation model, it is not possible to change the duty, even if desirable. If one dares, even a little bit, to give in to fanatic effectiveness and domination, the motivation of employees increases. There will be more room for intellectual thinking and innovations and it becomes possible to build a flexible organisation.

The most important mission for the top management is to create and introduce new working models and practices. Isoaho's vision of future leadership is shown in figure 9.



Figure 9. Leadership model [4].

4.3.3 Audacity in organisations

Kourdi and Carter [4] write about employee-phobia in their book “Road to audacity”. Their opinion is that organisations are afraid of their people and favour formal control systems and procedures in preference to more effective ways when trying to influence people’s behaviours and actions. In fact, people are not trusted by organisations, so narrowing the ways make people feel motivated. Employee-phobic organisations inhibit especially those areas of motivation that are vital for productivity; innovation, renewal and audacity in particular.

The evidence for lack of trust is everywhere. It is in the clauses of employment contracts, for example if one explains what a gross misconduct is, it will lead to dismissal, or emphasising the hours of work or ask the employee to “undertake any other duties that may be required from time to time”. The basic starting point in organisations seems to be that people cannot be trusted, no matter at whatever level they work, they always need to be controlled. The need for budgets, employment contracts, remunerations and audit committees, objectives and so on, people are managed and have to be managed. The effect of all this control inhibits us from gaining satisfaction in some states more than others.

How about talented people? Small to medium-sized companies are capable of attracting good graduates. The changing nature of work and working environment pushed on by globalization requires people who are willing and can entrepreneurially excel at multi-networked and cross boundary businesses [4].

Talent is mobile and what do talented people want? They want to be respected, trusted and to use their talent. They want to get satisfaction from the work; work is not just a list of duties for the day after day. They want to be audacious and learn from challenges. The McKinsey Report [4]. highlighted the motivationally rich expectations of what talented people regard as “a great job”. Number one was freedom and autonomy, another essential factor was a job with exciting challenges.

5 ANALYSIS OF OWN OBSERVATIONS AND EXPERIENCE ON AUDACIOUS COMPANY CULTURE

Entering to the new culture, as a newcomer, gives always possibilities to learn and change. In changing yourself there are three different phases. At first, you are new and an outsider. In the second phase, you'll get more familiar with the culture, you are accepted as part of it and you find your own place in the organisation. In the third phase, you have learned to live in the culture, you are able to act in the right way you are a tight part of the team.

After gone through all these phases, I'm figuring out my own development on the basis of three themes; following, risk management and freedom, through my own experience. I'm facing the culture in my own project, finding the driving force elements to make it successful.

5.1 Following

As a newcomer you need to be believed and followed. You need it from both sides, from top management and from employees. Following for me personally in this case was exceptionally easy. I liked the new project I got. It was just amazing to start something new from scratch. That made the entering phase easier for sure, but that also made my motivational level high.

Later on, I noticed how important that motivational state was to build the trust and belief in my professional competence. If I did not get that right from the beginning, I suppose that the management of my own project and getting the trust from the top management would have been much more difficult.

Actually when starting something very new, new business areas like those in this case and totally in a new professional area you do not have any other choice but to follow those you trust. You are a kind of blind until you have learned enough and are ready to make your own decisions.

After one year I have a much clearer view of the gas business, I have learned enough to be able to develop my knowledge level more effectively. I already have enough know-how to feel myself professional in this area, I feel I have something to give and I'm useful in the organisation. I have also found the people whom I want to follow and I feel followed.

5.2 Risk management

Being quite familiar with all kind of different risk analyses in relation to project management or plant design, I have to admit that this culture first shocked me totally. I started to plan methods to analyse the risks and thought about different kinds of methods to use. But there wasn't much interest for those. Starting to do something very new and very big seemed to be based on decision "let just do it, we can't fail". That doesn't mean that the decision was not well-thought or planned. I know now that risks had been talked about and thought through before making any decisions. The risk management just wasn't so visible to me.

The lesson I learned is that sometimes it would be useful to think whether these heavy methods are really useful. But, there is still a big "but," you really have to know what you are doing and what are yours and your company's competences to manage. The audacious culture really feels like you were mountain climbing. You have to know where to step and feel the danger if you are standing on a dangerous edge.

Risk taking also gives the excitement and keep your motivation level high. This kind of risk taking and jumping into new areas, needs brave employees, total following and trust. There can't be much resistance for change. It demands a lot of awareness and a possibility for openness from whole organisation.

5.3 Freedom

It's quite fun to think my personal way of working. I have always loved freedom at work. Thinking back my working life, there has been a lot of freedom but in bureaucratic organisations and big companies freedom is a little bit different thing. It's freedom to plan your own timetables, the way you work and similar kind of small things. You are still working under a tight one-year budget, under an annual strategy in a clear organisation with clear job descriptions and responsibilities.

Well, now I got it, the total freedom. I was told the big vision and then sent to make it happen. However, it does not mean that I was left alone to cold water to learn how to swim or to sink. I noticed I got it all there is to give to me from the whole organisation. The top management spent money and effort to train me around the world. Still the biggest amazement was caused by other employees who were really with me. I wondered where the famous resistance to change is, so that I could be prepared to fight against it, but it hasn't yet come out.

To a person like me, freedom like this was a marvellous chance; even in the way from a newcomer to a team member, it wasn't always easy. But who wants life that is too easy? Yes, I can imagine that this kind of situation could also be very stressful. It makes you give your best effort day after day and there is a fear of a total failure. The missing budget and the missing time frames to my project was perhaps the biggest issue that bothered me. Now I have understood that there is another side in the coin. You can do project management without these. What you need is a lot of awareness and trust.

6 INSIDE EXPERIENCE, MANAGEMENT STYLE AT OY WOIKOSKI AB

The owner of the company, Clas Palmberg was interviewed to find out the leadership model, his leadership style and opinions on audacious leadership.

As a company, Oy Woikoski Ab is not aiming to attain maximum economic profit; instead its target is to attain long-term growth. The growth is not a tight thought or a strategic plan drawn up beforehand. Neither is the market share all the time in the top management's mind. The way of doing business is freer and more flexible. There is not necessarily always understanding for a listed company's way of doing business, which can be even harmful for the company.

According to Clas Palmberg [6], nearly all big investments would have been left unmade during his leadership if the risk analysis had been made in the style of a listed company, a certain payback time had been calculated for the projects, or the decision to start the projects had been based on calculations. Investments are not made with a view to generate profit from the very beginning but to enable better business stabilization. Without hierarchy and big bureaucracy investment decisions can be made quickly if needed and a lot of time and workload is saved.

There is no need either to make annual income look somehow better. Clas Palmberg says: "We do not need to play with numbers to make everything look somehow better, we take the things as they are." [6]

6.1 Risk management and Oy Woikoski Ab

How to prepare real, good risk calculations and what do they tell us? Real truth? It depends on how they are made and how the risks are recognized. Real risks are often very difficult to realize and find beforehand.

Risk calculations are not done at Oy Woikoski Ab partly for the reasons mentioned above: it's not unambiguous what the numbers are really telling. There is no exact knowledge whether the risks are recognized anyhow and what's the real truth behind

it all, or if the real truth even exists. Risk calculations are not done partly for the reason that their preparation takes time and effort and does not give back enough advantage for all that effort.

Instead of risk calculations and analysis, common sense and awareness of the real risks are used. There has to be a clear awareness of how big the risk is. Risks are never allowed to be that big that they could lead to a disaster. The management must be aware of what it means if the worst-case scenario happens. Clas Palmberg's idea of risk management is to never take too big risks and that kind of risks which are not in your own hands. Palmberg's main risk management idea and idea of how to handle risks are such that there is not much to be done without risks. Counting risks in terms of money is not essential, but it is more important to know what you are doing and to keep everything under your own control. The situation where you are will determine the size of the risk you are able to take. You should never become too bold or too cautious.

The basic idea in the development of business is to increase the credibility of business to clients and develop it on the basis of client needs. Steps are always clear, and the main direction is clear. Developing something new while making the old foundation stronger are also basic ideas of this leadership style.

Clas Palmberg built his own strategy, steps and targets when he started his career at Woikoski. He says that he has lived with his own strategy in a very disciplined way and achieved all the targets he set. There is still something new he wants to find and achieve in accordance with the philosophy: “Whatever happens, there is still something interesting to do” [6].

6.2 Freedom and the company

Clas Palmberg told that he got total freedom when he started his work as the CEO at Oy Woikoski Ab. It seemed to be a natural and normal way for the company and his father to act. Of course when the relationship is as close as this, son-father, it's always easier to give total trust. The other side of the coin is that freedom brings a lot of responsibility; there is only yourself to blame if something goes wrong.

With Clas Palmberg's own words, he is happy to give a lot of freedom to others. He thinks that if you have to ensure everything, all starts to go wrong and there is not much to be done. Ensuring makes it all more ineffective. There is some experience that the freedom is used in a wrong way but this doesn't change his way or style of still giving the freedom. Neither does it make him bitter. Clas Palmberg has learnt that if you trust that somebody takes care of some specific sector, it will mostly end up to success. Even there can be disasters, it's just a lesson to learn and you still must look positively to the future. The number of successful jobs with the given freedom is higher than that of failures. Summa summarum, it's better to give the freedom. "We always learn the lesson the hard way" Palmberg sums up [6].

6.3 Following culture

Stability, good financial situation makes it easier for employees to follow the leader. Freedom adds the trust and the trust adds the following to both ways. To make Clas, as a leader, to follow you and your ideas, your ideas have to make sense, and there has to be some kind of proof that they are successful and some knowledge of what you are doing.

According to Mr. Palmberg, the business is so conservative that someone has to make something to find out new things. So the leading culture is already very open and ready for new ideas. The culture has to be open and the leader has to be bold to take new steps and follow other people's ideas. New innovative ideas will die if there are too tight limits. For example, too tight a quality system may cut down on innovativeness. According to Palmberg's business idea, the entrepreneur has to be very brave, the products don't need to be sold beforehand [6].

6.4 Development ideas, the next step

In Clas Palmberg's opinion, there are many more possibilities that can be seized and responded to in the gas business. Therefore, Oy Woikoski Ab should even more come

out of the old framework as a company and get new ideas and new things, like those big development and investment projects which are going on. One of those big projects, the special gas project, is described earlier in the text. The decisions to start on big projects are sometimes based on an intuition that the idea is good and profitable.

The business is unique in many ways. There are not many opportunities, for example, for outsourcing. Nearly all has to be done inside the organization, only logistics is partly outsourced. To make the company culture resemble that of bigger companies or listed corporations is impossible. In general, making the company culture coherent is very difficult and its uniqueness has to be accepted.

One big thing is that there is no education at all available to the sector. University level education is only available in Russia but it's much too theoretic. All the equipment in the Russian gas industry is frequently bought from the USA, so the base is not wide or even developing to be effective. There should be education to support practice and also more research studies completed at the university level.

The main idea in the development is to make the business more credible to clients and develop it in accordance with client needs. Steps are always clear, the main development direction is clear. "We have to develop something new and make the old basis stronger at the same time," Clas Palmberg told about his development strategy for the company [6].

7 MODELING

The adventurous leadership style at Woikoski is described below in figure 10. The style is in a ladder form and the ladders are built towards the sky from the bridge in the Voikoski river which is visible in the background. There are no limits to build the ladders higher or stronger, but there has to be a good base and a strong first step to keep them standing. This model describes the linear process, ladders available to climb towards the objective, one step at a time, collecting good, green things from the left side and avoiding red ones on the right side.

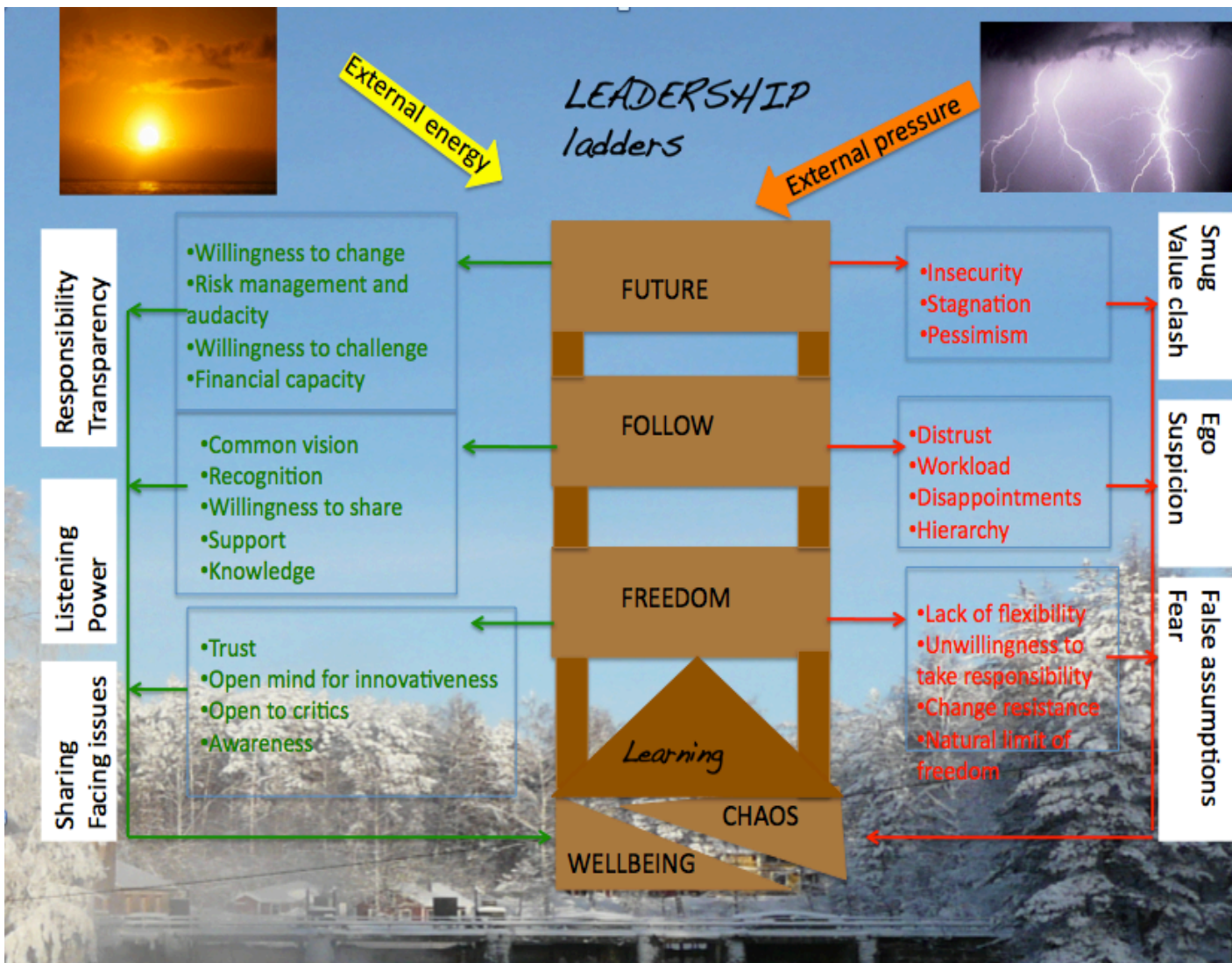


Figure 10. The model of Oy Woikoski Ab leadership style

The positive things, green ones, on the left side help you climb upwards. There are things to be avoided on the way up, those which bring you back to the beginning or makes your climbing more difficult. A failure at any level drops you back to the ground level; big failures can even destroy the base. There is always a possibility to learn and start to rebuild a process that strengthens the organization.

The first step is a broken one; there are chaos and wellbeing balancing each other. How good the balance is depends on the way of doings and leading habits in different situations. If there is some kind of a balance and the step is good enough to climb to the next level, it is possible to have good working climate and good results with team

spirit and the feeling of achieving the targets and goals together. To get to the next step “freedom”, a lesson must be learnt from previous experiments and history, or by foreseeing the future somehow.

On the step “freedom”, there are good things to take with you to the journey, such as trust, open mind for innovativeness, open mind for criticism and awareness. Without these there is no freedom. There are also dangers in the freedom which have to be taken into account, such as lack of flexibility, unwillingness to take responsibility, change resistance or natural limits for freedom depending, for example, on the structure of the organization or the employees' readiness to handle the given freedom. Giving the freedom results from sensing, it's wisdom that goes much further than knowledge. It challenges the person to open up and see the surroundings in a wider perspective.

Following the leaders or employers requires a kind of recognition, support from each other and knowledge of what we are doing and, of course, common vision where we want to go, what we want to get and how we want to work together. The negative things destroying the real following could be things like hierarchy or distrust in the organization, too big workload and too many and major disappointments, which were not solved in the right way.

There are always external pressure, counter forces and/or external energy coming from outside the organization. There is pressure coming from competitors, possible failures, clients, legislation etc. Positive external energy arisen from success, positive feedback, good projects provide the organization with inspiration and motivation to work more and seek better common goals and aspirations. They all influence the organization, but the way, maturity and skills to handle them have even greater influence.

Perhaps the ultimate test of the leader is not what you are able to do here and now, but instead, what continues to grow long after you are gone [9]. This ladder-model describes that as well. Looking back at the long history, the strong and wise base gives some of the answers. There is more behind than a quartile economy-style leadership, its leadership and business style from tens of years ago.

8 EVALUATION OF THE THESIS, METHODOLOGY AND PROCESS

The main purpose of the thesis was to find out good things from the company's style of doing business. The company's way of working differs a lot from the way that is nowadays approved and widely taught. One target was to find out explanations and theories for this kind of leadership style. The most amazing thing found was that the popularity of this management and leadership style in on the increase just now, there are a couple of new books with these theories, such as Minna Isoaho's books "Brave leader"[7] and "Courage to Lead, Challenge the Self Evidences" [4], as well as Carter and Kourdi's book "The Road to Audacity" [3].

8.1 Autoethnography as research methodology

Looking back and thinking about the used methodology shows that this might be the only and the right choice to do this kind of research. The timing was right for the adventure towards a new working and management culture. As a newcomer you see your environment in different eyes, and, little by little, you are growing more into it and the view is changing on the way. In this case, it was good to start the observation with new eyes and then, after a while, understand more. Learning more from history, people around and the working and management style used by the company.

As a method, autoethnography, just by observing and interviewing people, may seem to be simple and easy at first, but it turned out to be more challenging. It's not easy to observe your own working environment as an outsider, without letting your own feelings affect. It's not easy to plan a good interview to find out all the interesting issues and details. Somehow you also need to write it down right away, maintaining objectivity [8].

8.2 DPT Process

The whole process started in the autumn of 2009 when the observer started at her new job and in the project on the special gas plant design. It was clear from the very beginning that the rules of the project management and handling projects were very different. That observation aroused an idea to find out the reason, purpose and advantages of this kind of leadership. It was quite obvious that there has to be something special and unique behind it all if you look back at the company's history and its big success with strong growth potential during decades.

The main target was to get out the best ideas with good explanations from literature to find something new for others to learn, to shape your own thoughts and to increase the knowledge of an alternative way to lead business and handle employees.

Observation went hand in hand with the project and on the way got more contents. The management of the project got new styles, freer ones. The biggest change, and hopefully also development, happened in the head of the person responsible for the project, the observer.

The success of this kind of free project leadership model may be one of the reasons why it is already visible that the project is successful. Actually the results have surprised all the people involved. There haven't occurred any big difficulties which are normal in this kind of project. Thinking closely, where could we get difficulties when we had free hands, trust and not a limited budget? Getting free hands and mind to your own ideas and innovativeness is motivating but at the same time it requires crazy courage or a person who likes and needs extra excitement for his/her life.

It is not necessarily easy to understand the history and its effects all the way down to current situation. It is even more difficult to get a vision for the future and to understand all its possibilities. To enter this kind of culture and environment, particularly if you come from a very different world requires understanding. The top management is born into this environment and has seen a lot of business and life outside that culture. However, to be born into the environment is totally different than to enter this environment as a newcomer and outsider. It requires a lot of different kind of acceptance and understanding.

8.3 Evaluation of the implications

The most important thing is always learning. Learning so that it is useful for you and the people around you for the rest of your life. When you really concentrate on something you can't avoid learning.

To change your opinions and habits is not that easy or obvious but during this process it happened. As Sydänmaanlakka says in his book "Intelligent Leadership": "A good leader has been stewed in many juices" [2]. It's the point here as well. You have collected a lot of positive things to carry on and keep in your heart. Sometimes stepping out from the comfort zone and facing difficult things will force you to learn to know yourself and your own behavior better. Like Sydänmaanlakka says, the self-leadership is the core of intelligent leadership. If you don't really know yourself or your actions you can't lead others. Good self-knowledge and self-confidence is not enough if you don't have the ability to reflect objectively and develop your personal growth [2].

For me personally this year has taught more than I could have ever believed. It hasn't been just learning, I find that my opinions have changed in many ways. It was interesting to note that I also found something that fits my thoughts and ethics about leadership, something I haven't noticed earlier. To get support for your own thoughts and opinions was very important for me as a person.

These three main ideas about freedom, following and risk management will follow me also in the future. Especially the new way of thinking about risk management attracts me most. It's the biggest area where I see that I myself have changed. Previously, I loved different types of methods to solve risk factors and tried to find the real risks to be avoided. Now I understand that there are real risks that may be invisible and such that you have to be aware of. One of the most important lessons was to believe your intuitions and know that there are no exact good calculations or models to make your way easier.

The implications for the company are another interesting issue. Hopefully, this thesis helps the company get encouragement from existing positive things and understand

the uniqueness, respecting it and keeping it as a resource. There is plenty of potential in the company from the viewpoint of the business and people. Even top managers know it already. Hopefully, this thesis opens their eyes to understand it even better. There are huge opportunities to develop the culture and improve. You can't have a better competitive advantage than motivated people working under good working climate in which everybody wants to climb the ladders together and make visible results from the invisible.

There are lessons to learn for other small and medium-sized companies. Hopefully, some leaders will find the ideas and be audacious enough to apply them to their own leadership style. There are always different ways to develop your own working culture. It would be fruitful to see things sometimes in a different light and use some different methods to positively surprise the people around you. Maybe it's time to think about the meaning of the big hierarchy, whether it is really needed and you are strong enough to leave your hat outside and face your biggest capital, the personnel, the individuals with different needs and expectations for their career. It's time to understand that change management does not exist anymore, as the environment is changing all the time. The whole management is change management all the time and that requires a lot from the leaders.

It is an effort to understand why at least some of us want to make things in almost the opposite way than before, or provenly the right way. This approach, known as the reversal theory, was developed in the late 1970's by Mike Apter and his colleagues. It was radically at odds with human motivation [4]. The outcome was a theory of how we act, behave and experience things, how we motivate in different cultures and organizations. The reversal theory seems to work quite well in Woikoski's culture and I believe it's applied to other cultures with success as well.

8.4 Suggestions for further research and development

It could have been better to focus this thesis more on interviews of people at different positions in the organization. Clients could have been interviewed to get a wider picture. In that case, it is quite sure that the thesis would have been totally different. Now

the purpose was to find the uniqueness of this kind of leadership, follow one investment project by using the leadership methods, follow a self-learning process of the researcher and show that there is another way to do profitable business.

There is still quite a good connection between the management and employees. The hierarchy is very low. There are things that could have been done better. One of them is to find out the full capacity of the personnel. The opportunities to develop this area seem to be unlimited. There was surprisingly little resistance to change on the side of the employees during the special gas project. Nearly everyone was excited about new development projects and gave more new ideas. They were ready to help anywhere they could. It is extremely important to maintain this kind of environment, understand how it makes the development easier, and give positive feedback.

New ideas and innovativeness are sought after and wanted all the time. Management is very open to new ideas and ready to take good ideas seriously. There is some kind of excitement needed but the way to find the ideas was not very effective. There is a lot of good development ideas in the field among the employees as well. How to find these, get them on paper and maybe process them forward? There should be a systematic way to collect these and take advantage of them. Cooperation with universities and other schools, and a closer cooperation with clients could open new “doors” and get the ideas to flow better than before.

The company does not draw up very tight strategies. This gives, of course, more freedom but may affect the employees. They don't really know the real purpose or importance of their work. It would be best to share some kind of visible strategy or targets for the next year with them. To increase motivation, it would be good to view the importance of individual jobs and their connection with the company's targets and success. These actions with written personal targets would increase motivation even more.

Recruitment should be an ongoing process in the company, as Minna Isoaho writes in her book “Brave Leader”. Company's internal recruitment is very important to the motivation and commitment. The recruitment does not end after the person is employed by the company. It is an ongoing process in which abilities, motivation and willingness to develop are looked after all the time. It's an important way to notice the talent of people, keep them at work and take the best out of them [7]

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