

The Strategic Use of Design Thinking

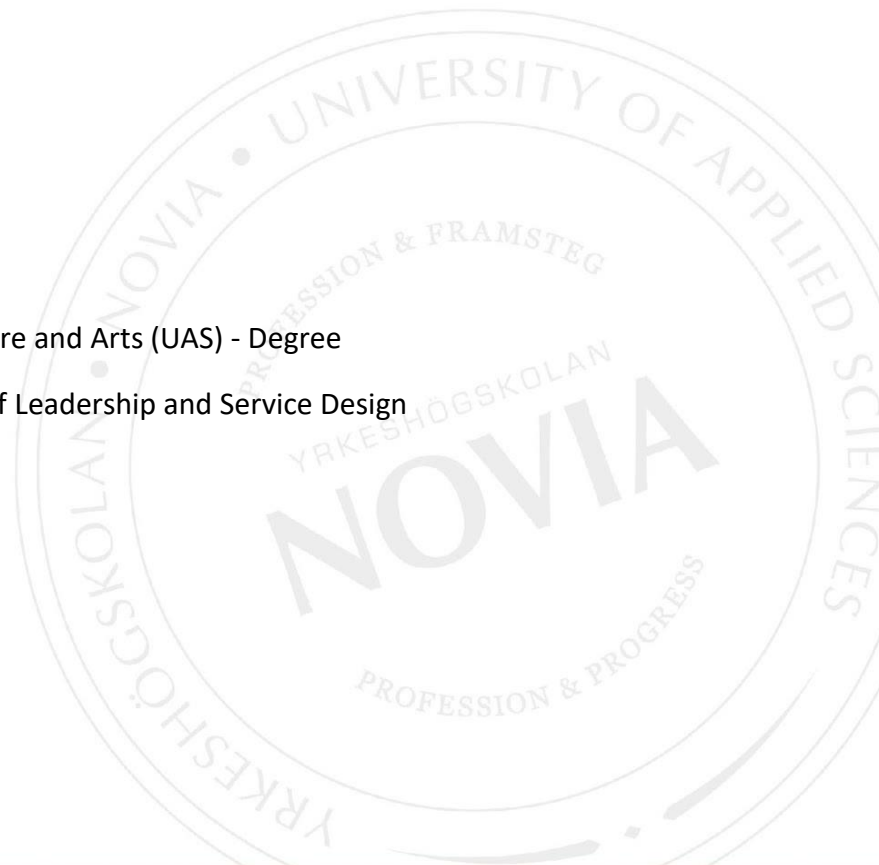
Supporting Leadership in Promoting Work Well-being in the Shipbuilding Industry

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Abstract

Design thinking and service design offer a holistic, cross-disciplinary and innovative approach to leadership and organizational development. The potential of design thinking is not yet exploited in organizations. The central theme of this thesis was to explore the organization's and management's role in influencing the well-being of employees and how leadership could be developed through design thinking.

The aim of this thesis was to explore and offer solutions for improving employee experience and well-being at work through quality of leadership and management in the maritime industry by using design thinking. The topic is relevant, as the work culture of today is going through a period of change, with more and more young people, millennials, and their values and ways of working taking over the world of work. The information society brings its own challenges to the transformation of working life.

The commissioner of this thesis is a company called Klusterdot oy. Klusterdot oy is a start-up company founded in 2019 the aim to serve the demanding needs of today's maritime industry. The company's main business is in consulting in naval architecture with a focus on supporting the concept and early design phases of a ship building process.

Klusterdot oy believes that quality in management will be an important competitive factor in the future, especially in the maritime industry, which already has limited human resources and can no longer afford to lose its marginal competence. The result of this thesis was to produce an educational package for Klusterdot, to enable the company to use the package for its clients for teaching and training purposes. The educational package was prepared for the needs of the commissioner of this thesis.

Language: English Key words:
leadership, service design, work well-being, maritime industry

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1 Introduction

According to the Finnish marine industries, 2020, the Finnish marine sector has about 1100 companies, it employs 25,000 people and has an annual turnover of €7.7 billion. The industry consists of marine equipment manufacturers, turnkey suppliers, design offices, system suppliers, software providers and shipbuilding, ship repair and offshore yards. There are approximately fifty design and consultancy companies for the maritime industry. (Industries, Finnish Marine, 2020). Improving leadership practices contributes significantly to Finnish national competitiveness. Shipbuilding industry is all the time more and more interdisciplinary. Different backgrounds and needs also calls for development of leadership practices. (Vahala, 2022.)

To this day, shipbuilding has been a very technically oriented, traditional and conservative field and currently the industry is facing a shortage of skilled leaders. The need for skilled leadership has been identified, but it is missing from its operations and processes, along with innovation, customer focus and design thinking. These are all vital for sales and business continuity. When working life changes, professional skills are also needed but new types of skills from members of the work community, supervisors and employees are also needed. These skills include, for example, social intelligence, leadership skills, digital literacy, human-machine collaboration, an innovative entrepreneurial mind, and life management skills. These skills can be learned, and they make it easier to navigate the ongoing change. (Vahala, 2022.)

1.1 Commissioner – Klusterdot Oy

The commissioner of this thesis is a company called Klusterdot oy. The logo of the commissioner can be seen in the Figure 1. Klusterdot oy is a start-up design - and consultancy company, founded in 2019, to serve the demanding needs of today's maritime industry. The company's main business is in consulting in naval architecture with a strong focus on supporting the concept and early design phases of a ship building process. Most of the responsibilities focus on conceptual design, management consulting, engineering services, related technical consulting, and process design.



Figure 1. The logo of the commissioner (Klusterdot Oy).

The process of shipbuilding is roughly visualized in Figure 2. The main work of the Klusterdot is concentrated in the sales and design phase.

In the process chart it can be noted that the sales and design phase also consist of research and development activities as well as conceptual designing. All of these activities are done before the actual ship contract is signed and can be started many years before the closure of the ship's final contract. In a successful design process, carried out by sales and design, the ship concept proposal leads to a signed ship contract, from which the basic design and detail design and finally the production can begin. This in turn ensures that there will continue to be work for all these 1100 companies and the 25,000 people they employ.

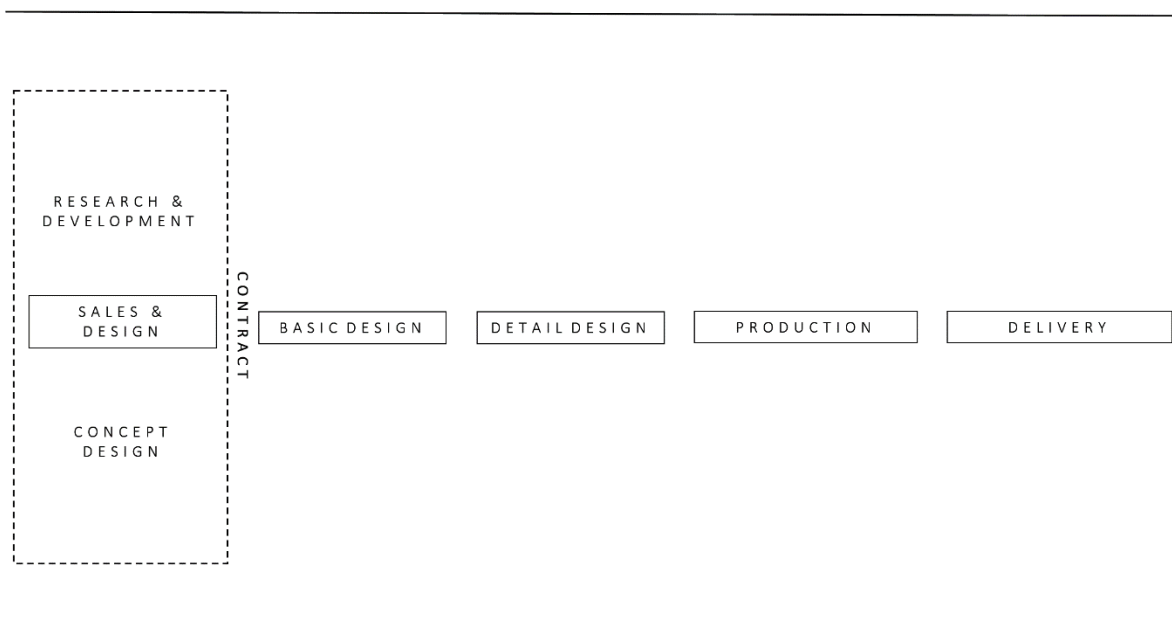


Figure 2. The Shipbuilding process

The employees of Klusterdot oy have been working for several years in this particular and very challenging area of the maritime industry. There is a relatively high turnover of employees in this sector. The work at this stage of shipbuilding is often perceived demanding, as it requires a very broad set of skills, combining large entities, both technical and creative approaches and working at the customer interface. The work also requires strong project management skills. The role of the leadership therefore becomes very important in creating employee commitment and well-being.

Klusterdot oy has identified the need for a guide for the leaders of the maritime industry. The guide would use design thinking approaches for developing the management work in the maritime industry. Klusterdot oy has commissioned the author of this thesis to produce this guide.

1.2 Problem, Aim and Goal

The motivation for this research came from Klusterdot oy's observations of a company in the shipbuilding industry that had failed on several occasions to create a successful employee experience, making its employees unable to work for work-well-being issues and eventually losing their skilled employees to another company.

The aim of the thesis is to analyze the reasons why a good and competent employee leaves the job. Through observations and thematic interviews, similar, specific themes emerged behind the employee's sickness and resignation. In this work, these recurring themes began to be opened up and explored in more detail. These findings allowed a closer look at these emerging themes and why and how they could be addressed.

The final product of this thesis is an educational package tailored to the needs of the commissioner, with the ultimate goal of helping maritime leaders to create a better employee experience. The aim of this thesis is to highlight the responsibility of organizations, leaders and managers in maintaining employee well-being. By providing concrete tools, this thesis seeks to help the company leaders to prevent burnout among their employees and themselves.

The objective is to provide guidance on building socially sustainable management cultures through design thinking practices. The thesis aims to highlight that leadership should take into account not only performance but also softer values and human factors such as emotions and cognition. Emotional intelligence, empathy and communication skills are also an invisible part of leadership and can be trained.

Klusterdot oy believes that quality of leadership will be an important competitive factor in the future, especially in the maritime industry. Many organizations do not understand their role in creating well-being at work. Leadership has emerged as one of the most important criteria for work place selection. Klusterdot oy believes that quality of

leadership will be an increasingly important competitive factor in the future, especially in the maritime industry. Compared to other industrial sectors, the maritime industry has very limited resources and cannot afford to lose its narrow expertise. Yet many organizations operating in this sector do not understand their role in creating attractive workplaces by emphasizing the importance of leadership and their responsibility in creating well-being at work.

The Finnish maritime industry has long relied exclusively on the power of technical expertise. However, in an increasingly competitive environment, success can no longer be based on financial and technological resources, but also on the competitive factors of the human factor. (Vahala, 2022.)

1.3 Schedule

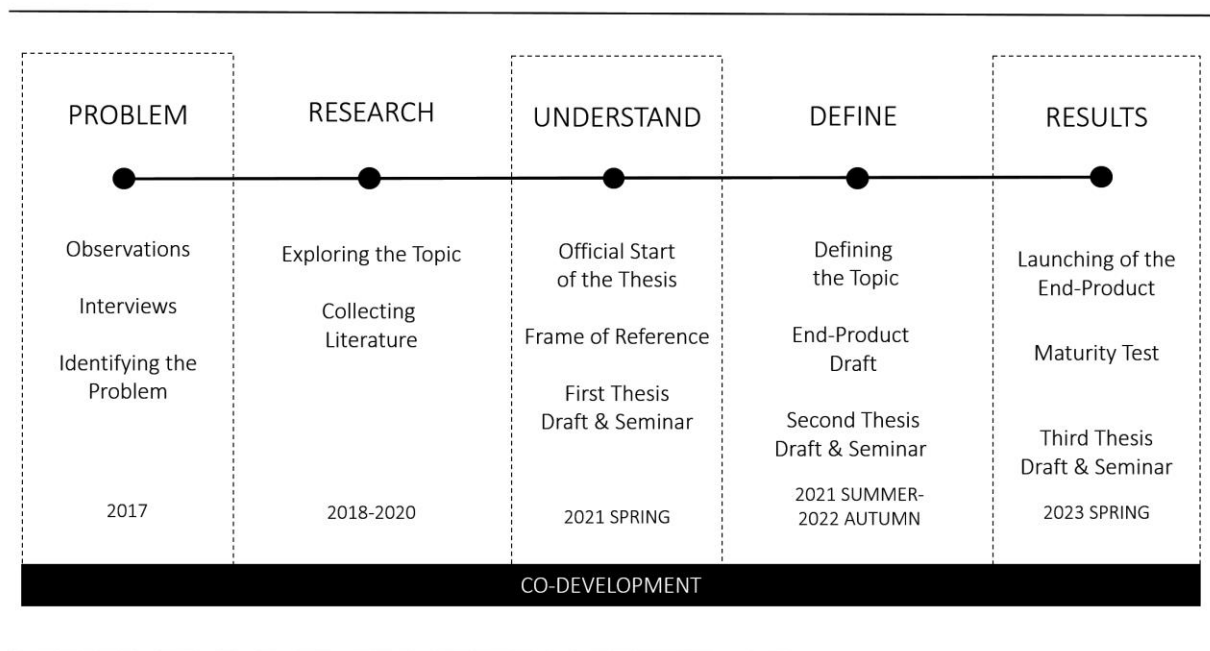


Figure 3. Thesis schedule

The schedule of the thesis process is seen in the Figure 3. The co-development of this thesis started back in 2017. It was a time when the founder of Klusterdot and the author

worked for a large company in the Finnish maritime industry. This time generated the interest in the development of the sector and the need to carry out this research.

The company this study focuses on suffered a problem: within a very short period of time, more than five people left the company due to poor work-wellbeing. This period is titled as "Problem" in the schedule. There were signs of employees leaving the company, even before the actual resignations, so it was possible to observe the people while they were working for the company and also to interview them after they had left. A research problem was hence loosely identified, and the aim was to explore it further and find answers.

In the years 2018-2020 the topic was explored more in detail. The collection of the literature started and after analyzing the collected data it could be seen more clearly that the the themes of well-being at work and poor leadership was highlighted. This phase is called "Research" in the schedule.

Work on the thesis officially began in spring 2021, when the first part, "Understand", was completed. The "Understand" phase aimed to outline the research problem, the research questions and the aim of the thesis. Observations and interviews were documented and the first draft of the thesis was completed in spring 2021, when the first thesis seminar was also held.

From summer 2021 to summer 2022, the author of this thesis was on maternity leave. During the maternity leave, a so-called "Define" phase was carried out. In this phase the theoretical information was narrowed down even more and other background information collected earlier was defined and analyzed deeper. The end-product –a guidebook for leaders, was also drafted. The next draft of the thesis was completed by autumn 2022, when the second thesis seminar was held.

The final stage "Results" was be completed in spring 2023. The "Results" stage reviewed the status of the thesis, summarized the results and finalized the thesis. The end-product was also launched. Co-Design with the commissioner continued throughout the whole process.

2 Research Design

In this thesis, we set out to investigate the impact of management on well-being at work and the possibilities of improving it through service design. In the following paragraphs, the research questions, the frame of reference and the different methods used to investigate the topic are presented.

2.1 Research Questions

Since the topic of the thesis is broad and complex, the topic was approached with both a research question and a development question. As for the solution, the research question was divided into two parts as follows:

Research question:

How do different employees perceive the impact of leadership on well-being at work in the shipbuilding industry?

Developmental question:

How could design thinking be used to support leadership in creating well-being at work for employees in the shipbuilding industry?

2.2 Frame of Reference

This thesis examines and analyses the impact of leadership on well-being at work from the perspective of design thinking. The starting point and framework of the research is design thinking and service design. The hypothesis is that when a leader adopts the structures and processes of design thinking, applies them in their everyday work, this would contribute to one's own and other employees' well-being at work. The conclusion for the frame of reference is shaped as showed in Figure 4.

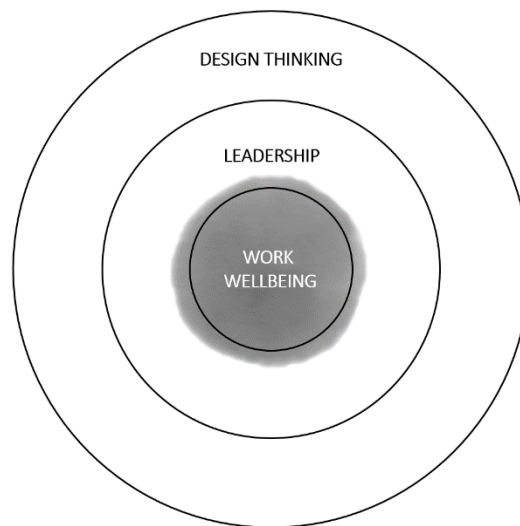


Figure 4. Frame of Reference

2.3 Research Methods and Tools

The chosen research methods and tools for this thesis are shown in the Figure 5. The aim was to use not only the classic research methods but also a wider range of service design methods. The content and use of the methods are described in more detail in the following paragraphs.

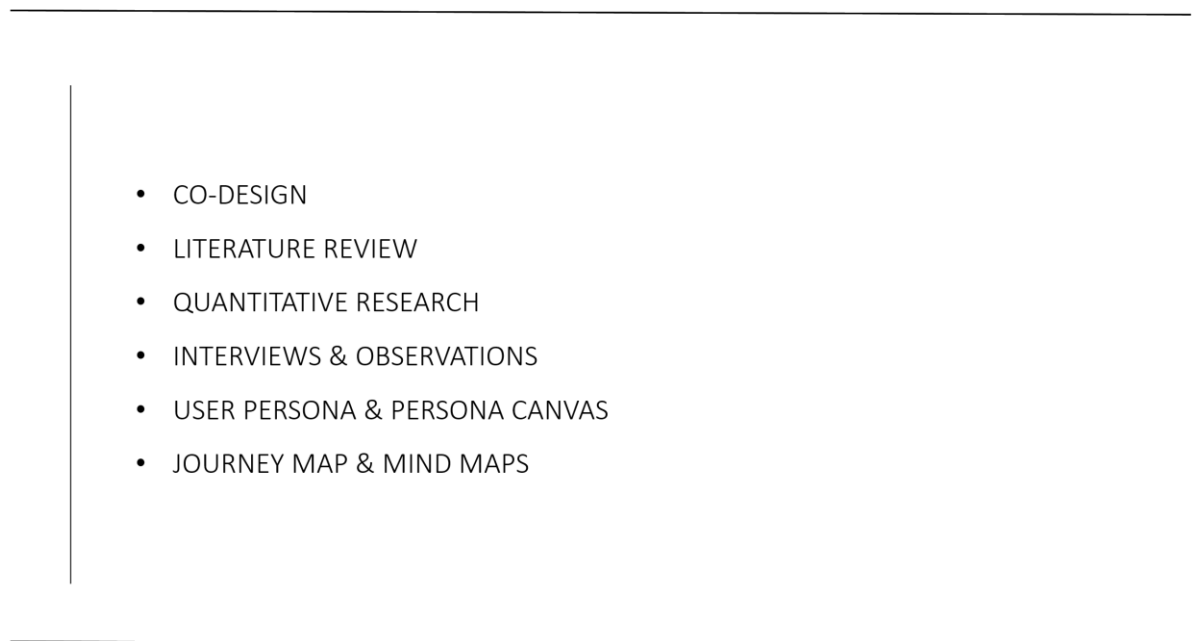


Figure 5. Research Methods

2.3.1 Co-Design

Co-Design or participatory design is a form of collaborative design. Ornamo Art and Design is the oldest community for design professionals in Finland. It describes the co-design process as a facilitated process of designing and developing collaboratively, bringing together different skills and stakeholder groups. It aims to contribute to the design process to ensure the result meets the need and is usable. (Ornamo, 2016.)

In the past, design mainly produced tangible outputs. Nowadays, design also includes immaterial design, where outputs can also be systems or processes. Expertise and

knowledge are also changing and are increasingly built through collaboration and dialogue. (Ornamo, 2016.)

This thesis is an example of a co-design process that was carried out from the beginning in close collaboration, as an iterative process with the commissioner. The co-design process is described more detailed in chapter 7.

2.3.2 Literature Review

Literature review is a method that surveys what kind of information already exists about the research area. Literature review always seeks an answer to the research problem and questions. In this thesis, information retrieval focused on the topics of design thinking, leadership and work wellbeing. With the help of the literature review, the whole topic of the thesis was outlined.

Literature review provides information on how much research information exists, from what perspective the topic has been studied in the past and by what methods. Literature review can be an article, a presentation or part of a thesis. The literature review provides an analytical overview of what is known about the phenomenon under consideration. It can also be used as a basis for developing a comprehensive theoretical framework.

The literature review of this thesis was started several years before the actual writing started. The process started with data collection. After a lot of data was collected, the information was analyzed and selected for the thesis.

2.3.3 Secondary Research - Quantitative Research

In this thesis, quantitative research was conducted as secondary research. A register survey is a type of quantitative research that uses register data, usually collected for a purpose other than that for which it is currently being used. The study may be based entirely on register data, or register data may be used to supplement other data, such as interview or questionnaire data, or clinical and sample data. A specific feature of register data is that the register data were not originally collected for research purposes. For this reason, a register study also has its own specific characteristics that distinguish it from other quantitative studies. It is usually carried out retrospectively. (Hoover, 2021.)

In principal, a quantitative study requires a sufficiently large and representative sample. Standardized survey questionnaires with pre-defined response options are usually used for data collection. Quantitative research uses numerical quantities to describe things, and often also examines interdependencies between things or changes in the phenomena being studied. Quantitative research usually helps to identify the current situation, but quantitative research does not usually provide sufficient information on the causes of things. No separate quantitative study was conducted for this thesis, but previous studies on well-being at work and work ability support this topic so strongly that it was felt necessary to report it in this thesis as well. s are co-design and literature review and of course interviews and observations. The tools of service design helped to better structure the research topic.

2.3.4 Interviews and Observations

Interviews and observation are one of the most used research methods in service design. The interviews and observations conducted for this thesis were used to identify the reasons that drove employees out of the workplace. An indicative list of questions asked of the individuals can be found at the end of this thesis in appendix 1.

The interviews were conducted using a semi-structured interview method. This method does not proceed by means of precise, detailed, pre-formulated questions, but rather by focusing more broadly on certain pre-conceived themes. This form of interview is more structured than the open-ended interview because the topics, the themes, which are drawn up on the basis of previous research and familiarity with the subject, are the same for all interviewees, although they can be moved around flexibly without a strict progression. In this thesis, the questions were not always addressed in the same way with all interviewees, but the dialogues were allowed to proceed at their own pace. However, these discussions often followed the same pattern, with the same themes emerging again and again. (TISDD, 2023.)

The observation was carried out using the Secret Non-Participant Observation method. This is the method of observing the subjects without their knowledge that they are being observed. Secret non-participant observation minimizes the risk of people being affected by the presence of the researcher. (TISDD, 2023.)

2.3.5 User Personas and Persona Canvases

In this thesis, when there is discussion about the user persona, this means the employee to whom this service design methodology is applied. Personas usually represent a group of people who share common interests, behaviors or demographic and geographical similarities. A user persona is usually a semi-fictional character, but in this thesis the personas are very real people.

User persona canvas was chosen as one of the tools for this thesis. A deep understanding of the target group was very important for solving the problem of this thesis. By understanding the user's expectations, concerns and motivations behind the action, it is possible to plan and help in the situation.

In this thesis, information on the gender, age, status and place of residence of the target person was collected for the user persona canvas. The canvas also included the type of job, i.e. full-time or part-time, and work experience in the current company. Personal preferences were also felt to be an important element to capture in the canvas to support and reinforce the aspects presented in the hopes, fears, goals and challenges sections. Personal data is kept only in the knowledge of the commissioner and will not be disclosed in detail in this thesis.

2.3.6 Journey Map and Mind Maps

The Journey Map is a classic service design tool, and it is a good tool to see how the user's path is formed and what touchpoints are encountered along the way. The Journey Map tool is well suited for mapping the path, as a basis for understanding and as a support for analysis.

In this thesis, the journey map was used to find the points in the user's path, in this case the employee's work life path which were causing dissatisfaction. The journey map was divided into three main parts, describing the challenges before, during and after the employee's employment. The Journey Map was constructed based on the interviewees' responses and the responses of all five interviewees were mapped into a single journey map. A common theme in the responses was that all the problems could have been addressed through good management. (TISDD, 2023.)

A mind map is a graphic way of representing ideas and concepts developed by Tony Buzan in 1970. It is a visual thinking tool that helps to structure information and to analyze, understand, synthesize, remember and generate new ideas. Mind maps are a great way to organize one's thoughts more productively. Mind maps also help to show how facts relate to one other. Seeing the big picture in one place helps one to review information effectively, remember it better and improve creative problem solving. (Buzan, Tony, 2017.)

In this thesis, mind maps were used on several occasions, but primarily when trying to grasp the bigger picture of a complex topic. Several mind maps were produced, and by following the keywords in these maps, the author was able to find literature relevant to the topic. The keywords for the mind maps were collected from interviews and observations made during the research.

3 Background information

In this section, the research that has been carried out in the past on management and well-being at work in the maritime industry is reviewed. Prior to this study, no extensive research on this topic could be found.

3.1 Previous studies on leadership and shipbuilding

Already in 2014, Kallio and Saurama analyzed the changing international business environment for the Finnish maritime industry and its key success factors for the future. This was a Delphi-study, which panel of experts consisted of nine leading specialists from different areas of the maritime sector in Finland. This study also found that there is a growing need in shipbuilding for a more holistic approach to skills and a better ability to manage. The study showed that as ship design and manufacturing continues to globalize, the effective management of market-specific supply chains requires a systematic approach. (Kallio & Saurama, 2014.)

According to the study's panel, maritime industry projects will become more complex and larger in the future. This will require particular attention from organization's leaders to focus on improving project management. According to the panelists, there is a lot of excellent technological know-how in the sector, but exploiting it to its full potential often comes down to poor business skills. The growing business of the maritime industry is seen as partly dependent on technology in the future, but also to a large extent on other factors such as customer service, brand management and financial solutions. In addition, marketing skills and attitudes are seen as necessary to improve the economic performance of Finnish company's growth in the future. Business models are expected to change from direct exports towards more customer-oriented and service-oriented international operations. (Kallio & Saurama, 2014.)

Communication and information flow are major challenges for shipbuilding. One of the biggest pitfalls in shipbuilding is its way of creating so-called silos, which leads to information and communication interruptions. To prevent the formation of silos, processes would need to be managed, standardized and facilitated properly. However, all of this would also require strong leadership. (Vahala, 2022.)

As was also observed in the interviews of this thesis, it is common in the field that the objectives of the work are unclear or that there is too much work or a constant rush. Constant change,

inconsistent management and poor communication are typical. Unfortunately, these issues are also listed as risks leading to burnout.

3.2 Previous studies on work well-being in Finland

In the following section, qualitative and quantitative studies on well-being at work in Finland are examined.

3.2.1 Quantitative research analyzes and explanation

Statistics from Statistics Finland, about the current demographic structure of the Finnish population was used. This statistics show the gender and age distribution of people of working age today. The interest for knowing especially the age distribution, was because a common, global assumption is that Millennials' expectations of their working lives place the greatest demands on company management. Studies also show that millennials rate the importance of management higher than, for example, salary. For this reason, management plays a major role. (Tilastokeskus, 2023.)

On the other hand, according to an Insight report published by consultancy Deloitte in spring 2020, different generations have similar needs. According to the study, many aspects that are commonly associated with millennials actually apply to all working age people (Deloitte, 2020.)

A survey on well-being at work already carried out by Eläketurvakeskus was noted. The aim was to determine the structure of disability pension beneficiaries from 1996 to 2020. This quantitative study was designed to establish and show that mental disorder has become the highest cause of disability: in 2020, 129 900 people received disability pension from the occupational pension scheme. Mental disorders were the largest cause of disability, accounting for 44%. In addition, other causes of disability pension were musculoskeletal disorders (24%), nervous system disorders (9%,) and circulatory system disorders (6%,). (Eläketurvakeskus, 2020.)

The Figure 7 shows that millennials are the largest age group within working age Finns. The millennials are a generation born between the 1980s and the end of the last millennium. They are the largest working-age group in today's Finland. It is well known that Millennials demand more of their work than their predecessors. For them, a job is not just a place to work. It is a community where you can realize yourself and spend time with like-minded people. The y-axis of the graph shows the amounts by age group. The X-axis is divided into blue (men) and green (women) by number. (Eläketurvakeskus, 2020.)

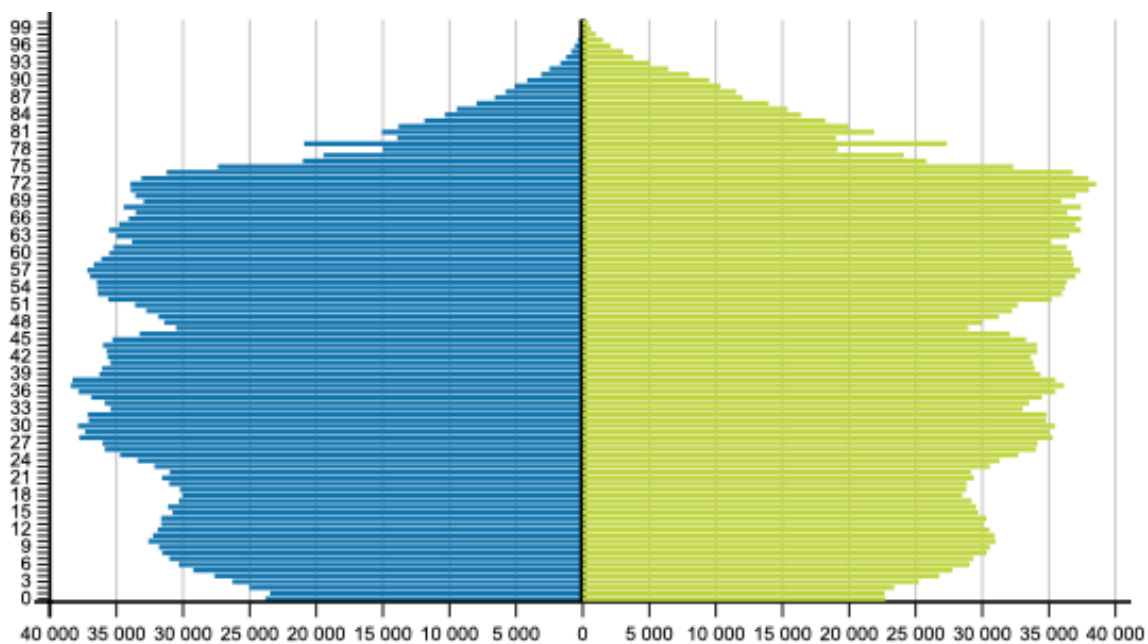


Figure 7. Demographic structure of Finland in year 2020 (Eläketurvakeskus, 2020)

Millennials' working life expectations place the biggest demands on the management of companies. Nevertheless, according to Insight's report released by consulting firm Deloitte in the spring 2020, different generations have actually very similar needs. According to the study, many aspects that are usually associated with millennials are, in fact, valid for all working-age groups. But it is only now that millennials are starting to bring them to the fore. (Deloitte, 2020.)

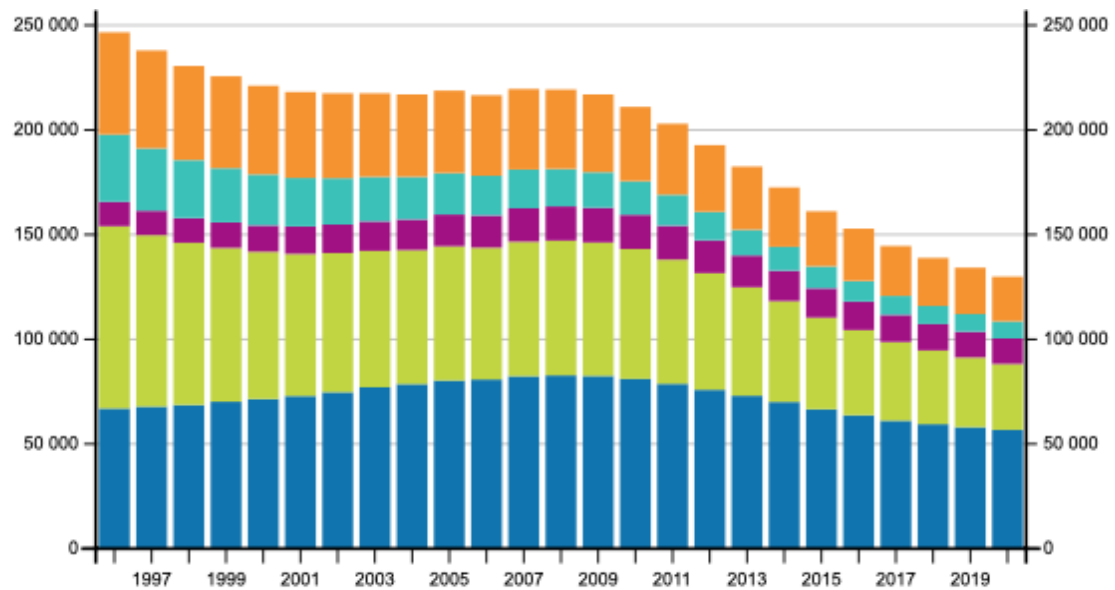


Figure 8. The structure of the recipients of an invalidity pension from 1996 to 2020. (Eläketurvakeskus, 2020)

The structure of the recipients of an invalidity pension from 1996 to 2020 is shown in Figure 8. In 2020, 129,900 people received an invalidity pension from the employment pension scheme. The largest groups of disability-causing illness were mental disorders (44%, blue), musculoskeletal disorders (24%, green), nervous system disorders (9%, violet), and circulatory disorders (6%, turquoise). (Orange color represents other diseases). The proportion of mental disorders is now the highest since 2000.

According to Pirkola (2019), perceived stressful work is a significant risk factor for depressive disability. There seems to be a plethora of factors predisposing to depression at work, although doing work is good for both a person's physical and mental well-being. Pirkola says that work must be safe and suitable for people. Risks leading to burn out have been shown in Figure 6. (Pirkola, 2019.)

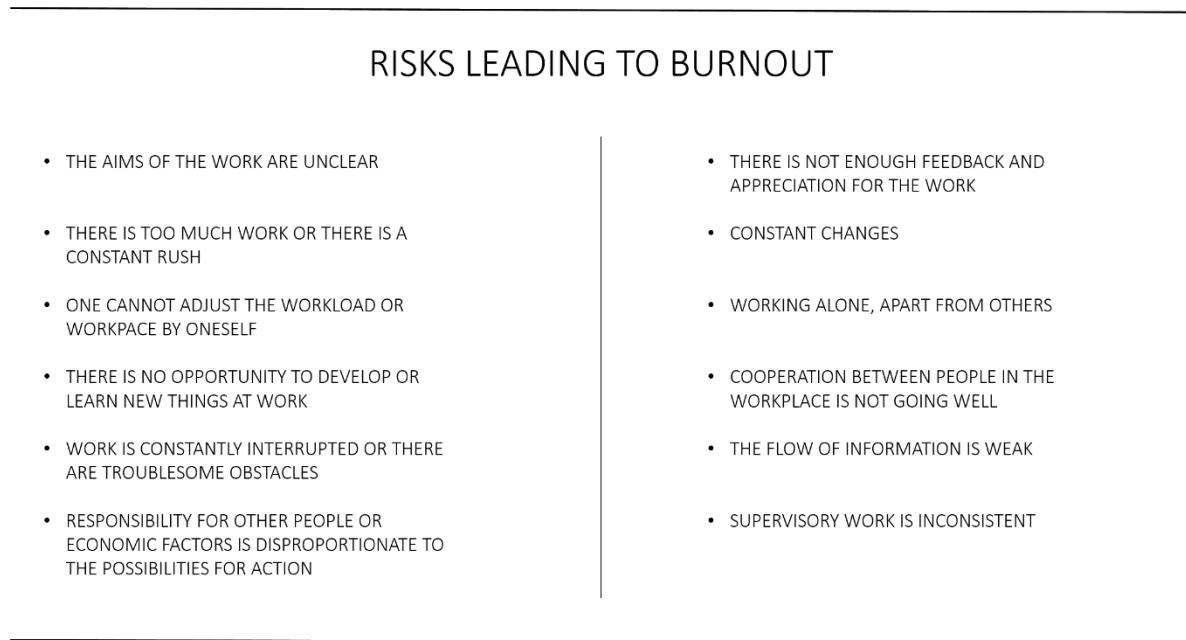


Figure 6. Risks leading to burnout. Adapted from Pirkola (Pirkola, 2019)

Work can expose you to depression and burn out if the job is too demanding or if the person is not allowed to influence their own work. Low social support at work, bullying in the workplace, experience of unfair treatment, a bad atmosphere and long working days also increase the risk of depression. A good work community can have a significant antidepressant effect. (Pirkola, 2019.)

For mental health reasons, people often retire at a younger age on average, and return to work is also less common than in other disease groups (Ilmarinen, 2020). In 2019, 20,300 people were transferred from the employment pension scheme to disability pension. In 2019, mental health reasons were, for the first time, the most common reason to retire on disability. They accounted for as much as 33 percent, or 6,700 people. In the case of young people, the mental

disorder is still clearly highlighted in more cases than average. (Eläketurvakeskus, 2020). Every day, eight young Finns under the age of 30 retire on disability pension for mental health reasons (Pirkola, 2019.)

According to the Finnish Institute of Occupational Health (TTL), well-being at work is the responsibility of both the employer and the employee. They maintain and develop well-being at work together. According to TTL, welfare is born in everyday life and is a significant part of management. Action to promote well-being is a long-term thing to do and cannot be achieved in isolation. Well-being is broadly focused on personnel, the work environment, the work community, work processes and the management already mentioned. Well-being at work is an investment that affects an organization's competitiveness, financial performance, and reputation. Well-being at work has a significant positive relationship with corporate performance indicators such as productivity, profit, customer satisfaction, lower employee turnover, sick leave and accidents. (TTL, 2021.)

Psychological safety means a trust-based work community and organizational culture in which every employee feels valued and welcome. Psychological safety is a state in which successes, difficulties and failure are tolerated. In a safe workplace, it is a self-evident right to express one's own opinions and to constructively challenge the opinions of others. Psychological safety is a key factor in dealing with potential threats to work performance as early as possible and in a proactive manner. (Ilmarinen, 2022.)

Promoting well-being at work in the workplace always takes place in cooperation between managers, supervisors, and employees. In this thesis the interest is in leaderships and organization's role in creating work-wellbeing.

4 Design Thinking

The aim of the thesis is to examine and analyze the impact of management on well-being at work. Based on these findings, the thesis aims to identify problem areas and to offer assistance to support management in improving well-being at work from a design thinking perspective. Design thinking can offer a strategic asset to support leadership in promoting work well-being in the shipbuilding industry. This section describes in more detail the nature of design thinking and why it would be a very valuable and necessary tool for organizational leaders.

Design thinking has its roots back in the 1950s with the emergence of industrial design as a separate discipline but was introduced as a term by Tim Brown from IDEO in 2008. Design thinking is a human-centered and solution focused approach to answer different development challenges in any industry and any discipline. (Brown, 2008-2018.)

Design thinking attempts to understand the need behind the mission and the connections between people, things, and systems. It is a solution focused mindset, thinking outside the box and finding new ways to approach challenges. Design thinking is a holistic approach which by

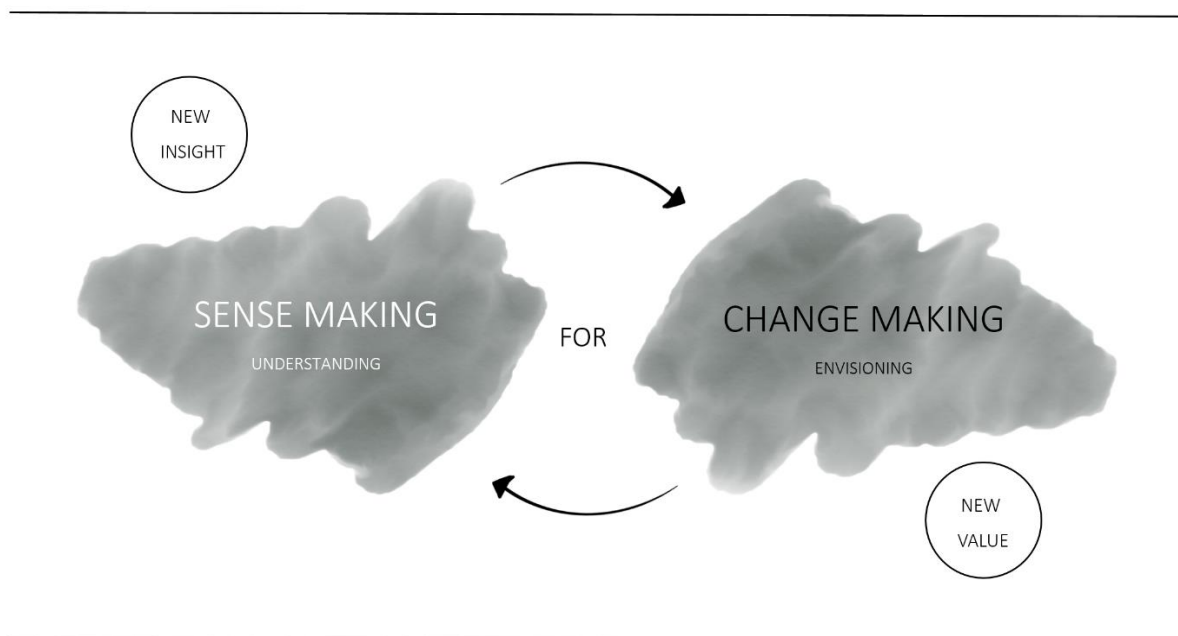


Figure 9. Sense making to change making. Adapted from Humantific (Humantific, 2002-2012)

re-thinking, questioning the conventional ways, brainstorming and co-designing are creating enhanced ways of doing. (Brown, 2008-2018.)

As illustrated in figure 9, by Humantific 2002-2012, design thinking is a creative problem-solving approach which includes two major phases: identifying problems and solving problems. Design thinking always seeks to understand and make sense to be able to envision and make a change. (Humatific, 2002-2012.)

Design thinking can also be seen as a company's ability to act creatively and proactively to challenges and to adapt its operations to change and provide tools for leadership and management. (Brown, 2008-2018.)

4.1 Service Design

Service design is based on design thinking and always starts from the need. Service design is the activity of planning and organizing people, infrastructure, communication, and material components of a service in order to improve its quality and the interaction between the service provider and its users. Service design should never be understood only as designing services. It is a holistic, multi-disciplinary, integrative, creative, and practical way of thinking and doing. (Brown, 2008-2018.)

The purpose of service design is to establish the most efficient practices for designing relevant, sustainable, and competitive services according to both the needs of the customers and the capabilities of the service provider. Knowledge and tools derived from service design can, therefore, be of valuable use to leaders in service organizations. If the quality and productivity of a service can be dramatically improved with the help of service design methods, these same methods might as well be used as a leadership approach, to make strategic decisions that directly affect both the short- and long-term direction of the company. (Brown, 2008-2018.)

Design thinking puts end users at the heart of the design process and enables teams to collaborate and work more efficiently. In 2018, IBM commissioned Forrester Consulting to conduct a Total Economic Impact™ (TEI) study and explore the potential return on investment (ROI) that companies can achieve by adopting Design Thinking. The purpose of this study was to identify and assess the potential economic impact of design thinking on businesses, both in terms of individual projects and wider organizational activities. (IBM, 2018.)

The study used design thinking to support, for example, the refinement of the business strategy. Correcting organizational culture by activating and empowering the organization and employees to think creatively without fear of failure or punishment. Designing better products to improve customer experience and sales. Accelerate project planning and implementation. Streamline cumbersome processes to reduce overheads. (IBM, 2018.)

Mager, 2020, describes the transformation of service design over the last 25 years. According to her, service design has become the new normal and is recognized as the design field in its own right. Service design has slowly made its way into the structures of organizations and has learned to make itself an effective asset and even a separate organizational unit. Today, service designers can lead projects both from outside and inside the organization, organize and facilitate workshops, enable co-creations, build and test prototypes. A service designer can organize and conduct further training for employees and managers in all sectors and in all types of organizations, and gain more and more influence at the strategic level of organizations, for example in structural and cultural change processes. (Mager, 2020.)

According to Mager, service design will in the future become increasingly important not only at the operational level of organizations but also at the strategic level. On the one hand, service design is a process and, on the other hand, a systematic and methodically supported approach. But most of all, service design is an attitude that can have a significant impact on the culture and structures of companies. (Mager, 2020.)

4.2 Design Thinking and Service Design in Leadership

Hirvonsalo 2017, points out in his article, that design thinking changes the way we work in two ways: Firstly, to gain a deep understanding of people's needs through empathy as well as secondly developing solutions through experimentation and prototyping. (Hirvonsalo, 2017.)

However, these two elements are completely new ways of working in most organizations. Many companies have found concepts of design thinking, empathy, and experimental culture, but there is a big difference between talking and doing. Hirvonsalo suggests that there is a need for a major global change in the way companies operate. The principles of design thinking should already be integrated into the development and innovation processes of organizations. (Hirvonsalo, 2017.)

Companies need more and more employees who are ready for this new way of development. People who are adept at empathy, who can reveal the needs of customers, people who see the whole but pick up the relevant details, people who can create creative hypotheses about new solutions, and design and measure experiments that affect the value of customers and companies. (Hirvonsalo, 2017.)

Gloppen, 2009, has suggested that the power of design thinking that service design can be used not only the conventional way: designing products or services but also when creating company strategies, internal processes, and leadership culture. Also, the fact that design thinking should be practiced by the leadership level and could be used also by persons that do not have design background was validated. (Gloppen, 2009). Tim Brown, argues that ‘design thinking can be practiced by everybody’ and should ‘migrate outward into all parts of organizations and upward into the highest levels of leadership’. (Brown, 2008-2018.)

As mentioned before, design thinking refers to an approach to creative problem-solving based on a human-centered design process. This way of thinking can be applied in any discipline and especially needed in leadership and management level. Using design thinking can be an effective way to enhance the leadership culture and working culture in any company. The current economy calls for rethinking within leadership and a new attitude towards leadership is needed. (Gloppen, 2009.)

Service design leadership is introduced as an approach where leaders in organizations should understand and use the power and value of design and design thinking. The leadership approach adopted there explains that leadership creates ‘a sensible and appealing picture of the future’ (vision) and creates ‘a logic for how the vision can be achieved’ (strategy). (Gloppen, 2009.)

Gloppen argues that often employees starting their careers in a new company, end up in a situation where the vision and strategy of the company has not been explained, clarified, and not achieved or the leadership and therefore employees understand them differently. Gloppen raises a question “If the leadership is not able to give the strategic direction, then who can?” (Gloppen, 2009.)

According to Gloppen, in the cases where vision, mission or strategy is unclear, service design and design thinking methods can be a huge help to find and point in the right direction. Gloppen suggests that design thinking could be used as a strategic tool, which can unlock confusing processes and create innovations in business. Even though there is a growing understanding of

the value of design in business in general, the effectiveness of service design depends on business leaders' openness to include, and learn from, design thinking to develop a visionary and effective service design leadership role. (Gloppen, 2009.)

The fuzzy front end of a new and challenging project is where leadership by strategic thinking and decision-making take place. Leadership, therefore, always belongs at the starting point of strategy. Management comes into play in the subsequent implementation phase.

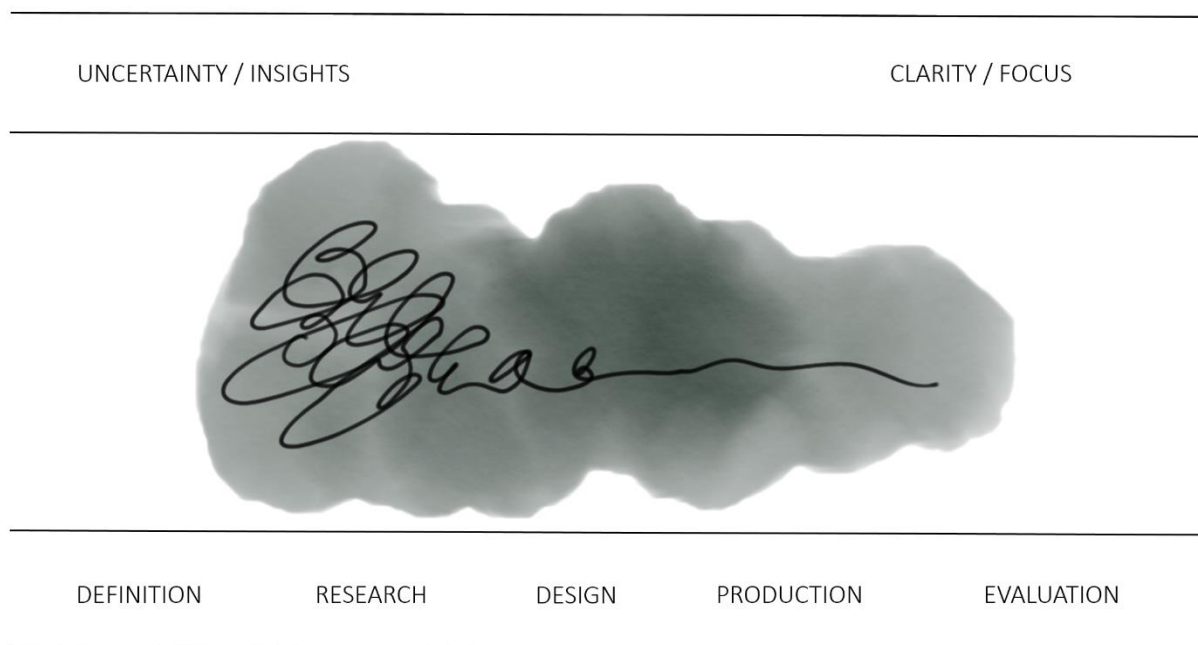


Figure 10. The Design Squiggle. Adapted from Newman (Newman, 2002)

Design squiggle (Figure 10), by Newman is a simple illustration of the design process. Since its first use in 2002, the design squiggle has been published widely and used globally. Design squiggle is a simple illustration of any design process. Newman describes the design squiggle as follows: *“The journey of researching, uncovering insights, generating creative concepts, iteration of prototypes and eventually concluding in one single designed solution. It is intended to convey the feeling of the journey. Beginning on the left with mess and uncertainty and ending on the right in a single point of focus: the design.”* (Newman, 2002.)

The design squiggle describes well how most of the new projects are like. The importance of the leadership showing the way forward in the front is vital. Leaders should be able to link design, innovation, technology, management, and customers to provide competitive advantage across the economic, social/cultural, and environmental factors. This is at least as important when creating new innovations and design solutions. (Newman, 2002.)

Leaders of the organizations are often not professionally schooled designers. However, they are part of the design and innovation process through their involvement in creating visions and strategies and making design-related decisions to obtain the envisioned future. (Gloppen, 2009.)

In 2006, Simon Sinek gave a successful TED talk on "How great leaders inspire action". In this talk he introduced the golden circle (Figure 11). The talk and the visualization sums up leadership, quality and marketing success in one key question: why. (Sinek, 2009.)

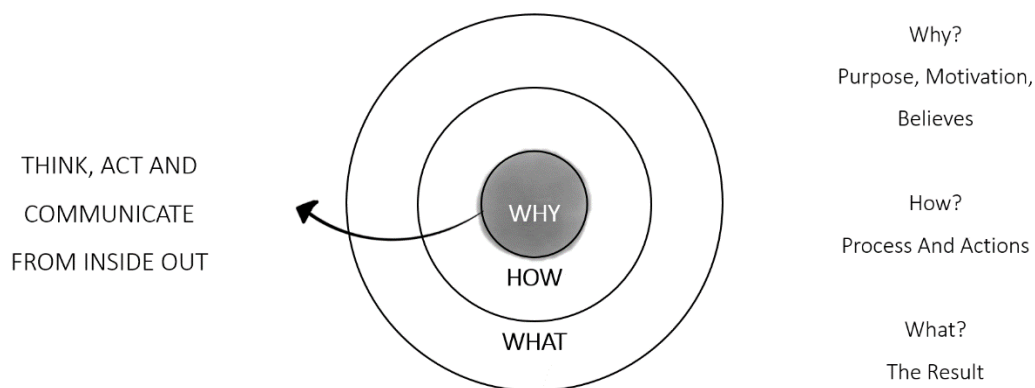


Figure 11. The Golden Circle. Adapted from Sinek (Sinek, 2009)

According to Sinek, the "why" question should be the most important question in any organization's operations. In his talk, Sinek also visualized the so-called Golden Circle. It is a concept that explains how successful leaders and organizations win over their followers by asking three questions - why, how and what. (Sinek, 2009.)

Corporate communications often focus on telling their employees primarily about the outer circle of Simon Sinek's Golden Circle of "what". E.g. what does the company do? For some companies, communication also answers the question "how". How does the company do business? However, according to Sinek, the best and most successful communication is about the inner circle of Simon Sinek's Golden Circle of "why". Why does the company exist? The "why" question is important in both internal and external communications. If a company's employees do not know why they make the company's products, it is challenging to get both themselves and their customers to believe, like, buy and engage with the company and its products. (Sinek, 2009.)

5 Leadership

Leadership is based on an organization's values, vision, mission, strategic objectives and how to get these into Actions and KPI's. The strategic planning pyramid, Figure 12, is essential for any type of organization to succeed. The top is the "why" part of the pyramid.



Figure 12. The Strategic planning pyramid. Adapted from Thoft-Christensen (Thoft-Christensen, 2013)

The "why" section is at the top of the pyramid, as it is the most important of the sections. This section establishes that the company exists, why it exists, how it benefits the community and

what it hopes to achieve. The middle is the "how" part of the pyramid. Defines how the above elements are achievable and tangible goals. Here are the "how" elements that will enable the company to advance the vision and mission in realizing its values. The bottom is the "what" part of the pyramid. Once the "why" and "how" elements are defined, it is time to develop an actionable plan. The action plan often includes specific tasks on "what" the company needs to accomplish in order to achieve its goals. (Thoft-Christensen, 2013.)

If a company is struggling to develop its strategy, a SWOT analysis can be used to help. A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is a method that can be used to help a company develop a strategy, identify, assess and develop learning or problems. It is a tool for planning company activities, processes or projects. The SWOT analysis can focus on a company's activities in its entirety, the position of a product or service, or its competitiveness. (Mindtools, 2023.)

S_{TRENGTHS} W_{EAKNESSES} O_{PPORTUNITIES} T_{HREATS}

Figure 13. SWOT. Adapted from Humphrey (Mindtools, 2023)

The SWOT analysis records what is being analyzed: internal strengths, internal weaknesses, external opportunities, and external threats. The SWOT analysis can be used to draw conclusions on how to build on strengths, how to turn weaknesses into strengths, how to exploit future opportunities and how to avoid threats. The result is an action plan on what to do about each issue. (Mindtools, 2023.)

5.1 Leadership vs. Management

The goal of people management is to make the necessary things happen and employees to act as desired to achieve the organization's goal. Leadership is first and foremost about working together. The results are achieved with the help of people and with them. Uniform management practices, which are always determined and agreed at the organizational level, create fair and equitable management. Clearly defined processes clarify and help management. It is important to make the entire staff understand the totality of the workplace's activities and the importance of their own work for its functioning. This creates predictability in the workplace. (TTK, 2018.)

Supervisor work is defined through responsibilities, duties, and roles. By defining these clearly, it focuses leadership on issues that are important to the organization. Responsibilities are related to managing both things and people. It is the supervisor's responsibility to build the work framework in such a way that work progress, successes, and pain points are discussed in the workplace. In doing so, the supervisor ensures that employees contribute to the development of work and working conditions and, above all, are well. Taking responsibility for employees and trusting in their ability to come up with ideas and find solutions to identified pain points is good managerial work. (TTK, 2018.)

The leadership of both people and things is the kind of leadership that produces well-being at work. The purpose of leadership is to direct the staff to work in the desired direction. Leadership combines responsibility for both the people and the everyday tasks.

Management is a systematic activity in which goals and systems support activities and thus produce well-being at work. The agreed operating models, plans, and rules of the organization should not change as people change.

5.2 Servant Leadership

The term Servant Leadership first came up in 1970 when Greenleaf wrote his essay "The Servant as Leader". Servant leadership is a philosophy and a multidimensional view of people-centered leadership; according to it, the employee comes first and only then the customers and the goals of the organization.

When people feel well and thriving, customers become well served, and the goals of the organization are achieved. The serving manager shifts the focus away from oneself and makes

sure employees can do their jobs as well as possible. At the heart of servant leadership is the identification of sources of employee motivation. Several studies show that if work serves a person's motivational structure, a better outcome is obtained with less workload and more effectively. The idea of serving leadership is to avoid competition within the work community. (Mindtools, 2023.)

5.3 X and Y Theory

Theory X and Theory Y were first explained in the 1960s by McGregor in his book, "The Human Side of Enterprise". The theory seeks to outline people's motivation for work. McGregor's theory is based in part on Maslow's hierarchy of needs. According to McGregor's theory, supervisors have two Styles of management - authoritarian (Theory X) and participative (Theory Y). (Mindtools, 2023.)

Theory X managers tend to take a pessimistic view on the employees. Supervisors who accept X-theory seek to emphasize rules, control, and detailed leadership. According to McGregor, the traditional organization represents this human conception: e.g. decision-making is focused only on management and work is controlled externally. According to Theory X, work is inherently repulsive to most people, and they want to avoid doing the work if possible. (Mindtools, 2023.)

Such supervisors believe that people want to be led, they want to avoid taking responsibility, they have relatively little ambition, and they want security above all. In addition to this, according to X-theory, employees have little capacity to creatively solve problems in an organization. Motivation for work is only related to meeting physiological and safety needs. (Mindtools, 2023.)

If a supervisor believes that employees do not like their work and are not motivated, often the supervisor starts with an authoritarian management style and, among other things, uses micromanagement as a means of leadership. The approach that the leader takes will have a significant impact on the ability to motivate the employees. It is crucial to understand how managers own perceptions can shape the management style. (Mindtools, 2023.)

Theory Y Managers have an optimistic, positive opinion of their employees. According to the Y-theory, motivation occurs at the level of connection needs, appreciation needs, and self-

fulfillment needs as well as related to physiological and safety needs. People can be self-directed and creative in their work. (Mindtools, 2023.)

This management encourages a confidential relationship between the manager and the team. According to Y-theory, employees are capable of self-direction and self-control to achieve the goals to which they are committed. According to the theory, a satisfied employee is also committed to the goals of the organization. Employees take responsibility and managers encourage them to develop their skills and suggest improvements. (Mindtools, 2023.)

5.4 Ethical and Value Management

Values are the guiding principles of human life choices. They guide a person to know what is important in life and what is worth pursuing for. In organizations, values create the basis of organizational culture. With its own values, the organization communicates to its staff and other stakeholders what is important to the organization and what is not, how it treats its own employees and its environment, what the working community tolerates and what it does not, and what the community rewards and punishes. Once values have been identified and their meanings internalized at all levels of the organization, they begin to guide everyday operations. (Kauppinen, 2020.)

It can be said, that all management can be considered value management because values are reflected through management. The supervisor needs to realize that more important than speech is how he or she works in practice. Managers' example gives the employees of the work community a model of behavior and action. The executive levels strong commitment to the implementation of values throughout the organization is the starting point for value and change management. (Kauppinen, 2020.)

Kauppinen argued in 2002, that value management involves selecting values and defining their content (vision level), managing a culture of values in a goal-oriented way (strategy level), energizing and anchoring operational plans (operational level) and standardizing values into behavioral patterns (individual level). Values are at the same time an organizational issue as they are an individual issue. As a concept, values are linked to the emotions of the individual, acting like a genetic code, sometimes unconsciously guiding the choices of the individual, the group and the organization. (Kauppinen, 2020.)

Value management should not be a separate phenomenon in an organization. It is linked to management throughout its entire length, from environmental analysis and intention formation to strategic choices, goal setting and measurement and monitoring. Value-based management brings people into management. It creates a new kind of commitment and enduring motivation, which is always tested when changes are made in an organization. It changes the culture of leadership, cultivates new skills in managers and requires new practices and metrics. (Kauppinen, 2020.)

5.5 Change Management

Organizational change processes are challenging opportunities for leadership and organizational development. These changes may be related to takeover transactions, strategy reform, and expansion into a new market, restructuring or redundancy. Whatever the reason for change, success depends on many factors, such as competent leadership, planning and employee engagement. Successful change is therefore strongly linked to human factors such as trust, motivation and emotions. Leadership plays an important role in successful change. (Terveystalo, 2023.)

The key to successful organizational change is the involvement of the whole work community. Change should start with a clear goal setting by management. The problem that needs to be changed is made concrete, a target situation is set and the means to achieve the goal are developed. In this way, the change process is planned, transparent and clear to all. In a successful change, the organization's employees and customers will be able to describe the change at its conclusion. This is good to keep in mind when leading the process: the stages and objectives of the change should be communicated regularly and in a way that is easy to understand. The change process involves analyzing the current situation, planning, implementing the plan step by step and monitoring it. (Terveystalo, 2023.)

Developing an organizational culture goes hand in hand with change. Organizational culture is made up of the factors that an organization has adopted at different levels in its approach to solving problems and achieving success. Elements of organizational culture include the behavior of members, the norms and principles that govern behavior, shared meanings and values, and the structures and processes of the organization. Leadership is the foundation of organizational culture. (Terveystalo, 2023.)

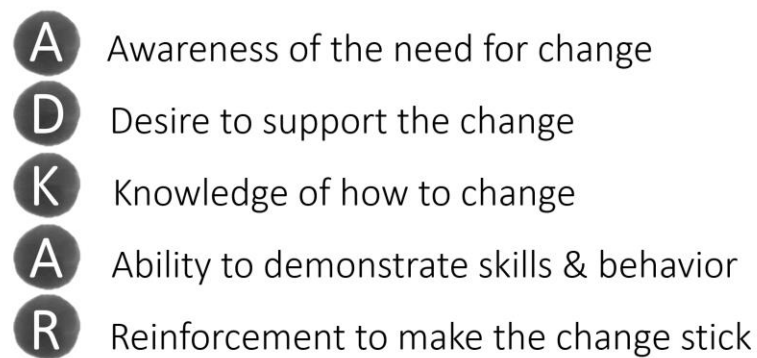


Figure 14. ADKAR model. Adapted from Prosci (Prosci, 2003)

There are different models for implementing change. One of these is the ADKAR model (Figure 14). ADKAR stands for awareness, desire, knowledge, ability and reinforcement. The aim of the awareness phase is to make people aware of the change and its causes. In the desire phase, the person knows how the change relates to his or her work and goals. At the Knowledge stage, the person already has a deeper understanding of what the change is about. They know that there are new processes, tools and objectives. At the Ability stage, people have been able to test the change in practice. In the Reinforcement phase, people have seen the benefits of a new approach or technology and acted on it. Reinforcement is the process of ensuring that people do not revert to old habits. (Prosci, 2003.)

5.6 Self-Management

Given the limited possibilities for individuals to influence behavior other than their own, it is also appropriate to explore the concept of self-control. Self-management can influence one's own well-being at work. The transformation of working life, constant change, remote working and information overload have brought the term of self-management to the fore. Self-management usually refers to setting and achieving goals effectively, regulating one's actions and emotions, and well-being skills. Many of the themes associated with self-management are central to individual's well-being. Planning your work and knowing yourself well will help you to manage your own work. Managing one's own work is a valuable skill in today's world of work, which is constantly changing. Employees are increasingly empowered and responsible for the content and objectives of their work. That is why it is important to lead yourself. Setting goals, prioritizing tasks, planning time, recognizing stress, not multitasking, promoting your own well-being and encouraging and valuing yourself are examples of good self-management. (TTL, 2020.)

At the heart of self-management is always a good sense of self: clarifying one's values, understanding how one's thinking and beliefs “works”, being able to cope with different emotions and connecting with one's needs. By identifying one's own values and core needs, and understanding one's own thinking and beliefs, it is possible to set out to create habits and goals that support them. A good sense of self is the foundation on which to build meaningful work, social relationships, ways of spending time and self-actualization. The experience of a life worth living. (Maijala, 2022.)

Self-management is often dealt with through individual goals. Its key benefits are seen as maximizing a person's own effectiveness. However, while different ways and methods can help with routine tasks and habits that support personal wellbeing, focusing solely on day-to-day performance can lead to a lack of reflection on whether the direction is the right one in the first place. In many cases, meaningfulness, creativity and wellbeing flourish when the focus is not just on performance and efficiency. They happen in connection with other people. (Maijala, 2022.)

Self-management can also mean consciously directing our actions to promote self-humanization and reflection skills. It does not exclude the individual's own goals or, for

example, the success of an organization - quite the opposite. Humanity, flexible thinking and self-awareness are skills that will not be replaced by automation and AI. Self-development has the potential to do more than just fulfil an individual's own needs and perform effectively. It can help create a more sustainable working life and a better well-being for all members of the work community. (Maijala, 2022.)

6 Holistic Leadership

Leadership in general does not require being a multi-disciplinary specialist in everything. Leaders do need the work-skills but on top of that they also need people-skills and self-skills. This is a holistic model for leadership development and it was established by Bensson 2017. Holistic leadership (Figure 15) means that all these three above mentioned skill sets are balanced. (Benson, 2017.)

HOLISTIC LEADERSHIP

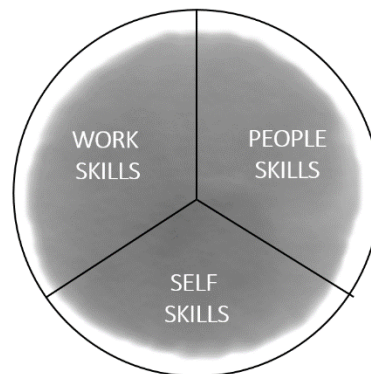


Figure 15. Holistic Leadership. Adapted from Benson (Benson, 2017)

Work skills are what managers need to be technically good at their jobs. Without technical skills, managers are unlikely to gain anyone's respect or trust. Without trust, people will not follow their leader. Typically, it is the skills in the workplace that are most directly visible to

other people. It is also the most likely reason people are promoted to higher levels of authority. However, it is known that there is no direct link between high levels of work skills and competent leadership. (Benson, 2017.)

People skills are the abilities that enable a leader to interact with a variety of individuals and groups, often in stressful situations. These are interpersonal skills that are also visible to anyone who watches a leader in action. Examples of interpersonal skills include communication, conflict resolution, listening skills, giving and receiving feedback. Conducting meetings and presentation skills, coaching and mentoring others, performance management skills and dealing with diversity in all its forms can be mention as people skills. (Benson, 2017.)

Self-skills are the internal skills that distinguish true leaders from one another. Self-skills are invisible from the outside. They are sensed or experienced rather than perceived. Although intangible, self-skills are core skills that make a profound difference in the quality and depth of real leaders. Examples of self-skills include developed self-awareness. An understanding of one's own strengths and weaknesses. Knowledge of one's personality type, core values, biases and goals. Recognition of behavioral patterns adopted in the family of origin and their impact on current group behavior. (Benson, 2017.)

All the areas within business should be managed holistically to create value for customers, the organization's employees, and the organization's return on investment. It may be argued that designing successful, holistic services needs to be approached in an integrated, multi-disciplinary way that includes most design disciplines in addition to visionary leadership. A holistic view of a larger system allows one to understand the different sub-subsystems and their links. (Gloppen, 2009.)

6.1 Motivation

Maslow's hierarchy of needs (Figure 16), 1943, explains what motivates human behavior. It is one of the best-known theories of motivation. This hierarchy suggests that people are motivated to fulfill basic needs before moving on to other, more advanced needs. The hierarchy is usually portrayed as a pyramid, with more basic needs at the base and more complex needs near the peak. Maslow was interested in learning about what makes people happy and what they do to achieve that aim. Maslow believed that people have an inborn desire to be self-actualized. (Cherry, 2022.)



Figure 16. Maslow's Hierarchy of Needs Adapted from Maslow (Cherry, 2022)

There are five different levels of Maslow's hierarchy of needs. To achieve the goal of self-actualization, several more basic needs must be met before. Examples of these stages include the need for food, which is the lowest, physiological need. The next step is safety, the third step is love and belonging, and the fourth step is self-esteem. After this, the final step, the peak and goal of being self-actualized, can be reached.

6.2 Orientation

Orientation or familiarization for work refers to all the measures by which a new employee gets to know his or her workplace, its habits, people, and expectations related to his or her job. Orientation involves introducing a new employee to the work community. Work guidance is part of the orientation. Work guidance includes all things related to doing the work itself. These include, for example, clarifying the totality of the work and what parts, processes and stages the work consists of and what knowledge and skills the work requires. In Finland, the Occupational Safety and Health Act obliges the employer to familiarize the employee with the work and working conditions, as well as the correct use of work equipment and safe working methods. (TTK, 2018.)

Systematic orientation and job guidance cover all personnel groups and temporary workers, summer workers and other seasonal workers. Orientation should also be obtained when moving to a new task or changing tasks. Figure 17 illustrates an example from TTK for a checklist for orientation. (TTK, 2018.)

In support of orientation and job guidance, a written plan should always be made to monitor the progress of the guidance. The results of orientation and guidance should also be monitored and evaluated. The purpose of the orientation is that the new employee receives adequate guidance on their own tasks, workplace operations, work equipment and occupational safety both psychological and physiological. Discussion of workplace rules, such as identifying

harassment and inappropriate treatment and anticipating excessive mental strain, is also part of the orientation. (TTK, 2018.)

CHECKLIST FOR ORIENTATION	
1. PLAN FOR ORIENTATION	6. ORIENTATION FOR TASKS
2. GUIDANCE OF THE EMPLOYEE BEFORE STARTING WORK	7. CONTINUITY OF ORIENTATION
3. INTRODUCTION TO THE WORKPLACE AND THE WORK COMMUNITY	8. FEEDBACK AND ENCOURAGING
4. CONTRACT REVIEW	9. EVALUATION AND DEVELOPMENT
5. GUIDANCE TO HEALTHY AND SAFETY AT WORK	10. CONTINUITY OF DEVELOPMENT

Figure 17. Checklist for orientation. Adapted from TTK (TTK, 2018)

6.3 Roles and Responsibilities - RACI

A RACI matrix (example figure 18) is a matrix of all the activities or decision-making authorities undertaken in an organization set against all the people or roles. RACI is an acronym that stands for responsible, accountable, consulted, and informed. The RACI matrix has been called by many different names, but first version of it the Linear Responsibility Charting (LRC), was perceived by Ernst Hijams, in the 1950s. (Morris, 2022.)

Responsible one is responsible for completing the task. Accountable delegates work and is the last one to review the task or deliverable before it is deemed complete. It is crucial to have one accountable person assigned to each task or deliverable. Consulted provides input based on either how it will impact their future project work or their domain of expertise on the deliverable itself. Informed needs to be kept in the loop on project progress, rather than roped into the details of every deliverable. (Morris, 2022.)

	R .	A .	C .	I .
	Responsible	Accountable	Consulted	Informed
	MANAGER	DESIGNER	CONSULTANT	
RESEARCH	R .		I .	C .
TEST	A .		C .	A .
REPORT	I .		R .	A .

Figure 18. R.A.CI model. Adopted from Hijams (Morris, 2022)

At its core, a RACI matrix helps set clear objectives about project roles and responsibilities. That way the team does not have multiple people working on the same task or against one another. A RACI matrix also encourages team members to take responsibility for their work.

6.4 Human Biopsychosocial Entity

Service design and design thinking is aware of the human as a biopsychosocial entity. It means that that these disciplines understand human functioning from a biopsychosocial, holistic perspective and utilizes this knowledge in its activities. The biopsychosocial model is illustrated in the figure 19.

Functional capacity refers to the physical, mental and social conditions that enable a person to cope with the activities of daily living - such as work. Functioning can be described by the International Classification of Functioning, Disability and Health (ICF). The ICF is an international classification of functional capacity, disability and health based on a biopsychosocial model. The ICF describes an individual's functional capacity as a holistic, dynamic state, consisting of the interaction of health status and individual and environmental factors. The dimensions of functional capacity are interrelated with each other, with environmental demands and conditions, and with the individual's health status and other personal characteristics. Good physical, mental and social functioning and a supportive environment help people to feel well, find their place in society, cope at work and manage their daily lives independently. (THL, 2022.)

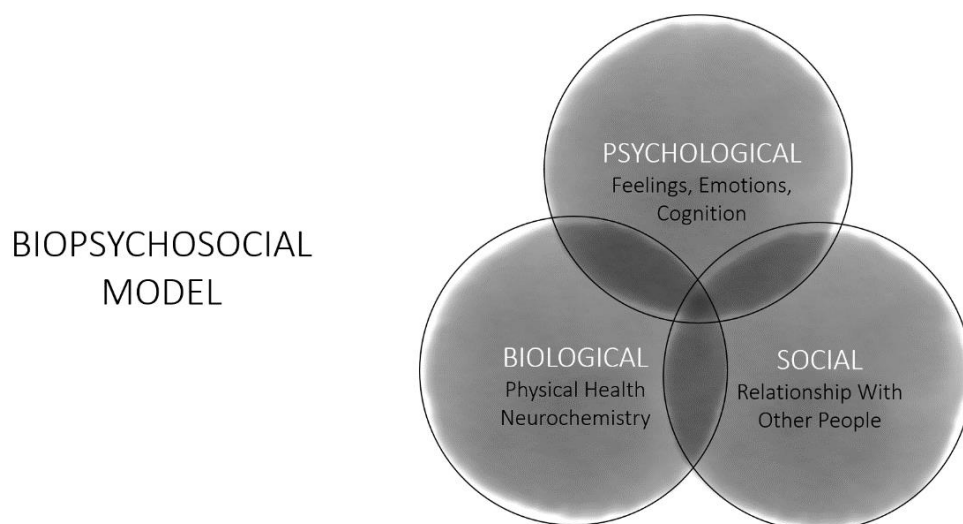


Figure 19. Biopsychosocial Model. Adapted from THL (THL, 2022)

Goleman, 2019. Suggest that by improving one's emotional intelligence, one can become a better leader. Goleman suggests that it would be highly desirable and helpful for managers to be aware of the root of the actions and reasoning behind an employee's actions. Therefore, it makes sense to understand human emotions and their formation. (Goleman, 2019.)

Emotional intelligence encompasses the following skills: knowing one's own emotions, managing one's own emotions, motivating oneself, recognizing emotions in others (empathy) and handling relationships. Emotion is a short-lived mechanism that arises in a particular situation. A mood is a long-lasting, positively, or negatively toned emotional experience, such as depression. Emotions help people act in different situations and create a willingness to behave appropriately in a situation. Emotions are built on biological, psychological, and social components. Physiological changes in the body and brain activation are associated with the biological component. The psychological component is represented by emotional experience and cognitive interpretations of the situation, such as "I am scared". The social component is reflected in how other people for example their presence, affect emotions. (Goleman, 2019.)

It is important for any leader to understand the needs of employees, customers and other stakeholders and recognize critical situations such as customer problems and team conflicts. This all is called empathy. Empathy is a fundamental people skill, allowing us to read what others want or need. This skill is especially important in "caring professions," such as sales, management, or teaching. When a person has subordinates, it is essential to even try to understand them. Only by making the effort to search for understanding, the leader can give the team the support, encouragement, and solidarity they need. This support is essential for establishing mutual trust and empowering the team to achieve more. Not everyone has a strong emotional intelligence but it can be taught and learned (Goleman, 2019.)

People who know their emotions are aware of their moods as they happen and can be mindful about how they deal with them. This skill also helps to relate to others. When one recognizes one's own emotions, one can manage them, motivate oneself to do better, and empathize with others.

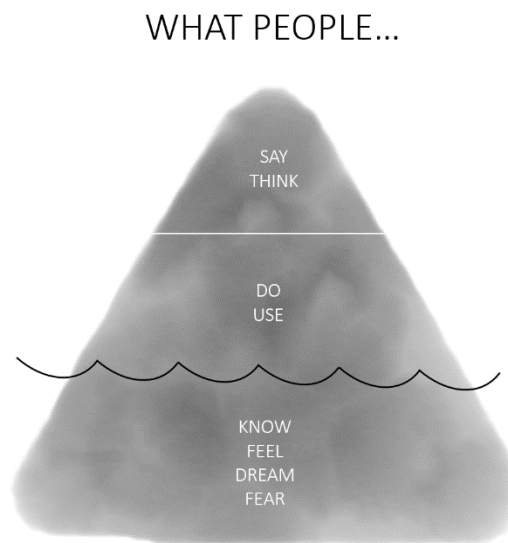
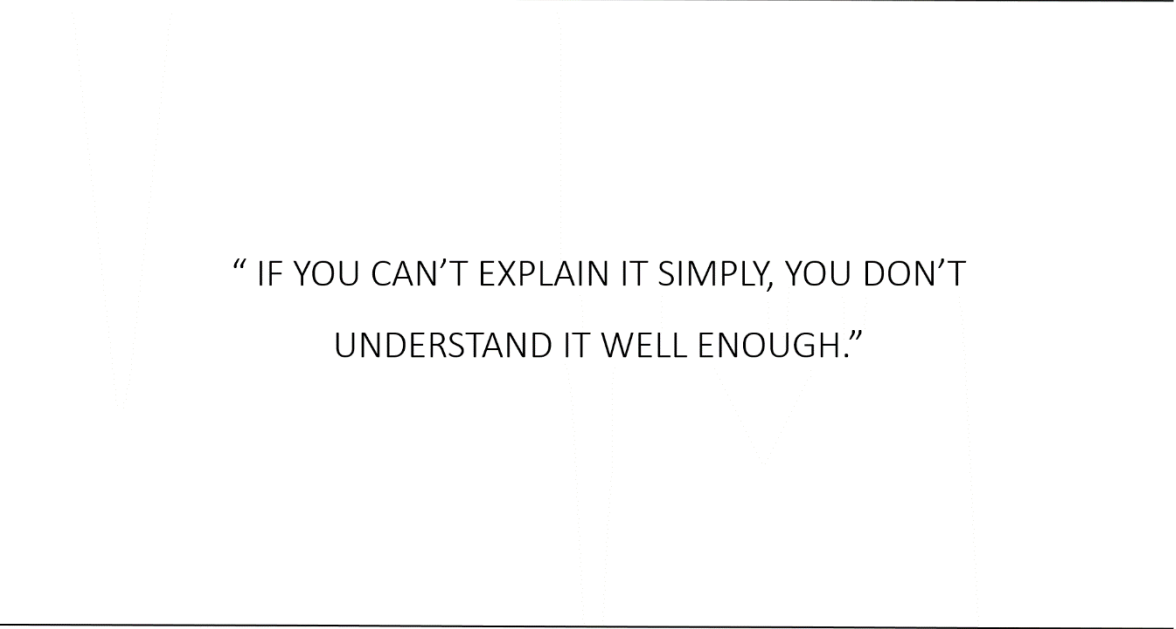


Figure 20. UX pyramid. Adapted from Cambridge Cognition (Cambridge Cognition, 2015)

Cognition is a significant but invisible factor in our daily lives. Cognition is the mental Faculty of knowing, which includes perceiving, recognizing, conceiving, judging, reasoning, and imagining. Cognition thus refers to the various mental processes involved in understanding, acquiring, processing, storing, manipulating, and retrieving information. Cognition is also part of the act of making decisions, reacting to situations, and producing appropriate responses. It affects how the received information is used to control behavior. (Cambridge Cognition, 2015.)

The manager should be aware that people, employees, and customers can often understand the very same thing differently. It is, therefore, important that nothing should be taken for granted. Therefore, it is very important to strive for your message as clearly and simply as possible. Albert Einstein (1879 - 1955) has aptly said, "If you can't explain it simply, you don't understand it well enough." It would, therefore, be of paramount importance for those in charge to be fully aware of the goal itself before going out to give instructions to others.

For a leader, emotional intelligence and the understanding and knowledge of human biopsychosocial entity, emotions, and cognition would be very important if not essential. The leader should be aware of the different cognitive characteristics of people and strive for clarity and consistency in their actions. Unfortunately, people in leadership positions can often assume employees know the same as they do. Making such generalizing assumptions is dangerous. Cognitive activity is a critical factor in everyday life that guides our thoughts and actions both at work and in our free time. We need it to understand the world around us.



“ IF YOU CAN’T EXPLAIN IT SIMPLY, YOU DON’T
UNDERSTAND IT WELL ENOUGH.”

Figure 21. Einsteins quote

6.5 Resilience

Resilience has become a key concept in terms of what today’s working life is asking from its leaders and employees. According to American psychological association resilience is the process of adapting well in the face of adversity, trauma, tragedy or threats. Resilience refers to the mental capacity by which a person is able, often unconsciously, to utilize the resources and strengths that maintain his or her well-being in a variety of situations. (American Psychological Association, 2013.)

Resilience allows a person not to be broken by adversity, but to be able to recover from stressful situations and continue their life. Thus, resilience helps the employee to cope and recover from challenging situations, crises, and adversities, even in the workplace. (American Psychological Association, 2013.)

People's different conventions and abilities to recognize and utilize their own resources affect the interpretations they form about different situations and the choices they make in their lives. Different people have different amounts of resilience, but fortunately this trait can be strengthened. (American Psychological Association, 2013.)

Factors influencing the development of resilience include: the upbringing of a person in childhood, an important role in the development of resilience is the caring and supporting relationship with family and loved ones. Resilience is also affected by the biological characteristics of the individual, the individual's own experiences positive and detrimental factors arising from the close circle and the environment. (American Psychological Association, 2013.)

The capacity to make realistic plans and take steps to carry them out, A positive view of oneself and self-confidence, skills in communication and problem solving and the capacity to manage strong feelings and impulses are all factors which are strongly connected with a person's resilience. All these above-mentioned factors can be developed. (American Psychological Association, 2013.)

Some people have more resilience than others. However, resilience can be practiced. American psychological association suggest ten ways to build resilience which are represented in the Figure 22.

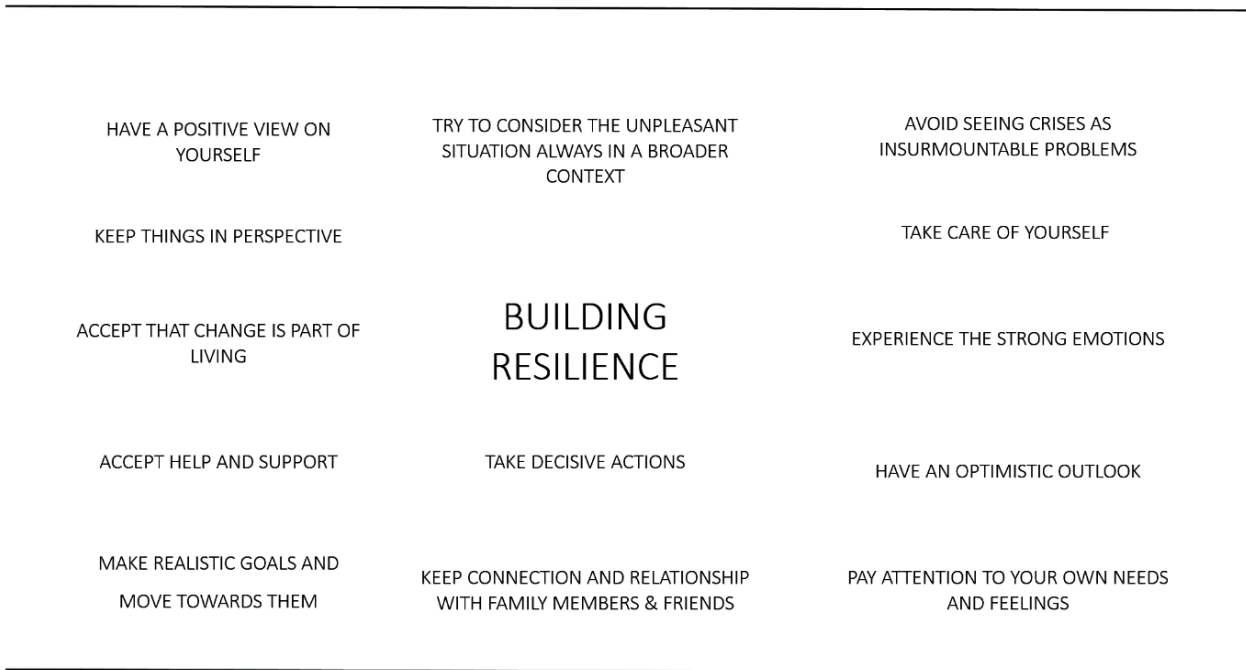


Figure 22. Building Resilience Adapted from APA (American Psychological Association, 2013).

7 Design Thinking Process

The main objective of this thesis was to investigate the impact of organizations' leadership on employee well-being and how it could be improved through design thinking. The purpose of the study and the use of the design thinking process was to use the found information in helping to create the guide for managers. The design process was done in close co-development with the commissioner.

Design thinking is a human-centered, holistic and comprehensive way of thinking and was, therefore, seen well suited to support the topic. Leadership in the maritime industry has often been based on expertise rather than leadership skills. A holistic leader possesses not only expertise but also self-skills and people skills. It would therefore be particularly important to

bring a modern, holistic concept of leadership into the maritime industry. It is important to take account of the human being as a biopsychosocial being who needs holistic management to be able to perform well. Today's working life requires us to consider the human being as a whole, and softer values are needed to help develop well-being at work.

The Double Diamond, Figure 23, is a visual description of a design process launched by The Design Council in year 2004. The Double diamond model was used for developing the outcome of this thesis. The Double Diamond mediates the design process for designers and non-designers alike. The two diamonds represent a process of looking at a broader or deeper issue (divergent thinking) and then taking targeted action (convergent thinking). (The Design Council, 2004.)

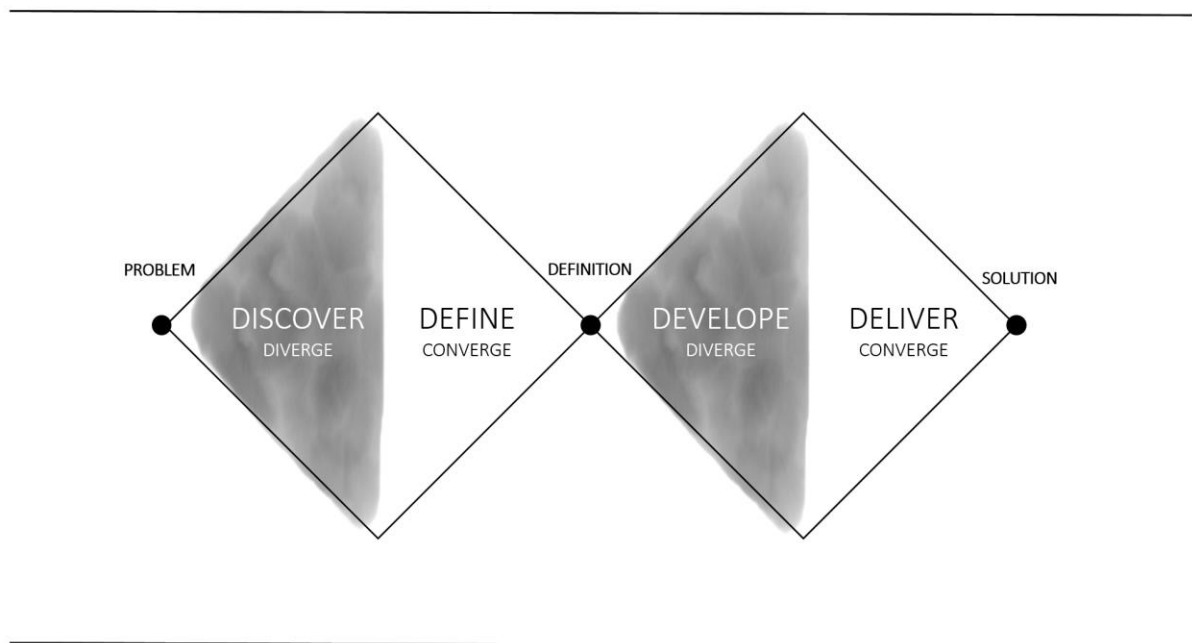


Figure 23. Double Diamond. Adapted from The Design Council (The Design Council, 2004)

In 2019, the design council updated the double diamond. The new version highlights the culture of the organization and how it interacts with employees and other stakeholders. The role of leadership was also highlighted as an important element in the success of the double diamond design process. Leadership is needed to encourage innovation, develop skills and competencies, and give permission for experimentation and learning. Strong leadership also

enables projects to be open and agile, to see results along the way and to be able to change them. Developing links and building connections is as essential as generating ideas. (The Design Council, 2019.)

7.1 Discover

The first diamond is designed to help people understand the root cause of the problem. In this phase of the co-development, the thesis working group talked and spent time both within the working group and with people affected by the issue. Interviews and observations were carried out during this phase. There was also an extensive review of the literature and quantitative data to support the hypothesis.

In this thesis, five different employees were studied, with the common factor that they were all mentally unwell at work, and wanted to leave and later quit working for the same company. Findings of their persona types were recorded in a persona canvas. Figure 24, shows the template of the persona canvas of which was used in this thesis.

During the time of the observations and interviews, each of these people went through their own situation in different ways. Most of them first turned to HR and occupational health, as well as to the shop stewards. Many did not trust HR and occupational health, perceiving them as only looking after the interests of the company. Various unions provided support. Being unwell at work can be seen in several ways: some people close down, others cry openly and speak negatively about the company. Some take out their dissatisfaction with their employer and management on their colleagues. For many, however, these well-being problems manifested themselves as either psychological or physical problems, often in the form of challenges with sleep or various kinds of pain, in addition to depression and anxiety.

The results of the findings were recorded in the persona canvases. The persona canvases were a great help to crystalize the findings in a similar, comparable format. The canvas showed that gender, age, education or status had no influence on the answers. In terms of position, these persons were employees or senior employees. Their jobs were so called information work. The work focused on the research and development, sales and design or basic design phases of shipbuilding. In other words, the earliest stages of shipbuilding. Some of them had subordinates, some did not. They had between 1 and 10+ years of

experience in the industry. As a fear or pre-existing challenge, they had a range of very challenging mental wellbeing issues; insecurity, anxiety, social insecurity, exhaustion, depression and even burn out. All mentioned dissatisfaction with management in interviews. Their desire to be heard and understood by management was undeniable. All the filled persona canvases can be found from appendix 2.

There was an interest in looking more closely at the stages of their careers at which problems occurred, and the types of problems they encountered in their careers. Were there any points at these stages where good management could have helped? What were the problem areas that caused the most emotional distress, insecurity and anxiety for the employees?


<p>PROFIL</p> <p>Gender</p> <p>Age</p> <p>Education</p> <p>Status</p> <p>Area</p> <p>Role</p> <p>Characteristics</p>	<p>Work Experience Within The Company</p> <p>Personal Preferences</p> <p>Goals</p> <p>Challenges</p> <p>Fears</p> <p>Hopes</p>	
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Figure 24. Persona Canvas

7.2 Define

Also in the define phase the team took advantage on the service design tools. The tool chosen for Define-stage was the journey map (Figure 25). The aim of the journey map was to give a more concrete picture of the different stages of the careers at which

different challenges arose. Based on the results, the journey map was divided into three separate sections: “Before”, “During” and “After”. It was found that challenges arose at each of these stages.

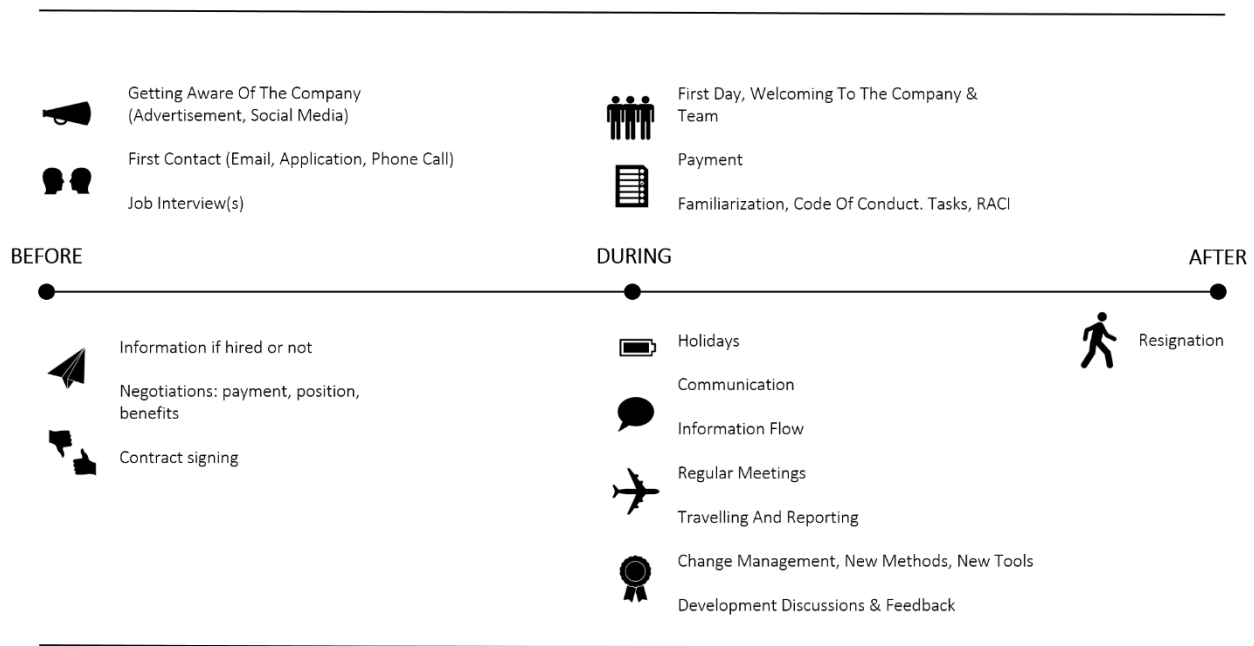


Figure 25. Journey Map

In the before-stage, the main challenges mentioned in the interviews, at the beginning were ambiguity in the job description, the lack of or non-existence of familiarization and the code of conduct, meaning that the values and strategy promoted by the company remained unclear.

In the during-stage, many challenges emerged in terms of communication and information flow. Challenges were also found in very basic areas such as the lack of common processes and ways of working. There were also shortcomings in feedback and development discussions.

In the after-stage, the biggest single problem was the way in which the dismissed employees were treated emotionally, including afterwards, for example in relation to the payment of their wages. The interview also revealed that neither the supervisors nor managers of these individuals themselves had challenges with their own management

about the same issues. The problems therefore went all the way down to the organizational level.

The insights gathered during the discovery phase helped to define the challenge in a different way. In this phase it was tried to go through the data and unify the understanding of the problem. At the same time, the amount of literature and data used was limited. A preliminary outline for the final product of the thesis was developed. For all of these actions, service design tools offered a great help.

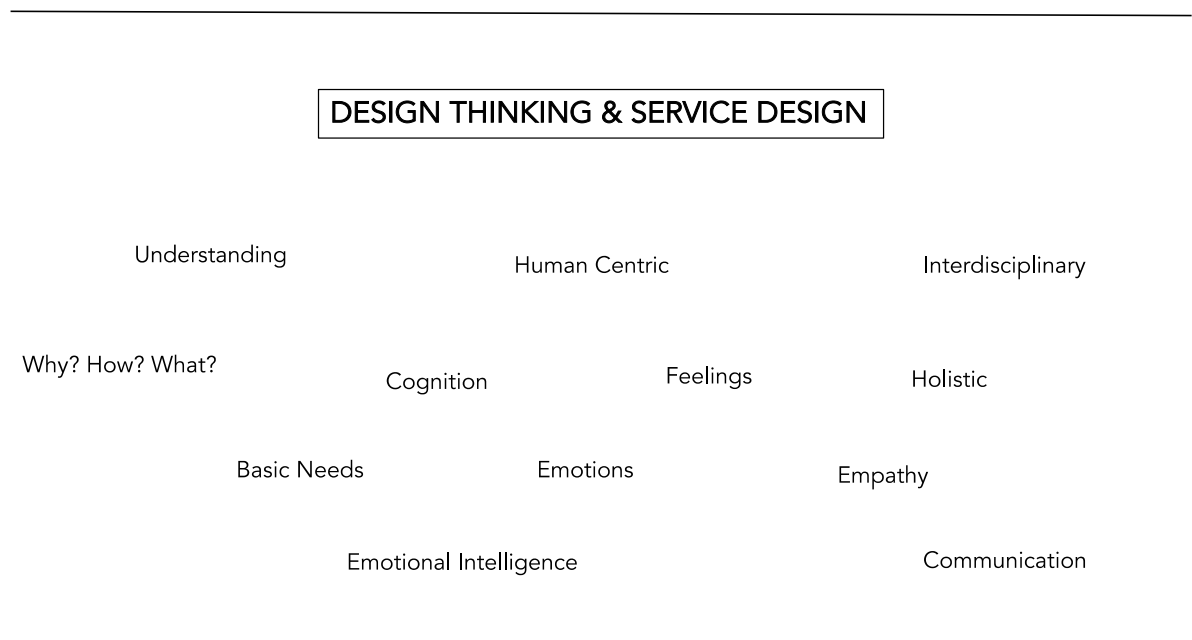


Figure 26. Mind Map

7.3 Develop

The second diamond encourages different answers to the defined problem, to look for answers elsewhere and to design with different people. At this stage, the aim was to go even deeper into the roots of the problem and assess the reasons that had led to this situation. Several experts from the maritime industry and health care professionals were

involved in the evaluation of the selected literature to determine the accuracy and the need for it for the final product.

During the time of the develop phase, it occurred that in history, it was common that the best expert on a substance was elevated to lead the team or community. From the outset of the research, it became clear that the people studied in this thesis, wanted more than just technical assistance on a project. Based on this observation, it was set out to find out why it was important for a manager to have also other skills than so called work skills and what those skills should be. Thus the holistic concept of leadership and related concepts such as social intelligence and empathy emerged on the research agenda. It was also important to highlight the bio-psycho-social entity of being human. One cannot lead a human being in a one-dimensional way.

The interviewees also often had the feeling that they did not know what was expected of them in their work. It turned out that in a line organization, even job descriptions could be missing from employees. Orientation to the job and feedback, development discussions, could also be completely lacking. To address this challenge, the aim was to create clear stepping stones for the manager and an explanation of why people need to know their role. Motivation theory and Maslow's hierarchy of needs were also examined in this context. In addition, a basis for training material was created to support development interviews.

There were also some ambiguities in the line organization guidelines, the so-called project organization. Communication and siloing has always been a challenge in large-scale projects. Focusing on the importance of communication was a key factor. The need for clear communication and, among other things, understanding the concept of cognition - that not all people understand things in the same way, was seen as an important factor to open up this work, so that the manager can see the reasons behind it. It is also important to understand people's differences in how they communicate to the leader. This situation is well illustrated by the iceberg model. Often what people say or think out loud, or what they do, is just the tip of the iceberg. It would be important for the leader to get below the surface.

If an employee lack an understanding of why she/he is hired, what is actually expected of her/him and how the job should be done, it is extremely difficult to stay engaged. This

lack of commitment is a real threat to the company and a threat to productivity. Therefore, it was essential to get this insight also part of the thesis while it is always important for a manager to take into account the why, what and how. Only when the employee has a deep understanding of the need for the job, or the current state of the project, is it possible to move forward. This is why it is also important for the company's productivity to familiarize people with their job description and their role. And also to give team members the necessary tools to succeed in their job. In order to facilitate orientation, a checklist for orientation was drawn up for this exercise.

In order to provide his/her employees with the necessary tools to succeed in their jobs, orientation, clear job descriptions, the manager himself/herself must be aware of the strategic goal of the company. It was therefore also felt important to introduce the strategy pyramid into this work, as it shows in concrete terms that the values, vision and mission of the company are at the top of the organizational structure, and that the strategy it creates is the starting point for implementing them. Only after this is the action to be considered to implement the strategy in order to complete the mission and vision of the organization and to realize the values of the company.

As a conclusion, it turned out that in fact good leadership does not require any fancy tricks, but is built on doing very simple things. The most important finding was that employees understand: why, how and what is expected of them. An important observation that emerged from the work was that it is particularly important for the manager to know both himself and the organization well. To ensure that the core values and strategy of the organization are communicated to every employee, the manager himself must be fully aware of them. The same applies to the management of both the line organization and the project organization.

7.4 Deliver

Deliver involves testing different solutions on a small scale, discarding those that don't work and improving those that do. The Deliver part will continue after the thesis, when the data package will be put into wider use. The tools selected for this work are those that the team saw as the clearest for immediate use as training material to support the leadership in shipbuilding. In the manual, it was important to carefully justify the effectiveness of the methods and to

motivate the manager to develop his working methods to meet the changing needs of the working environment. The methods in the handbook will be applied immediately to projects that have already started and their management needs. It is also intended to be used as training material for consultancy needs. The results and the output of the this thesis can also be used for staff training needs and for various ship sales and development projects to engage the project and help the different actors to find the core and focus of what they are doing.

The material package is the property of Klusterdot oy and will therefore not be published with the work for open use. Klusterdot's process consultant will make use of the material in her work immediately for the purpose of professional guidance. The material package will be further developed depending on the client and their needs on a project-by-project basis. It is likely that the methods will also be combined with other approaches. The figures illustrated and selected for this thesis form the skeleton and the framework of the Educational package. A sneak peek of the product can be seen in the Figure 27.



Figure 27. The Final Product

8 Conclusion

This thesis examines and analyses the impact of leadership on well-being at work from the perspective of design thinking. The starting point and framework of the research is design thinking and service design. The hypothesis is that when a leader adopts the structures and processes of design thinking, applies them in their everyday work, this would contribute to one's own and other employees' well-being at work.

Since the topic of the thesis was broad and complex, the topic was approached with both a research question and a development question. The research question was "How do different employees perceive the impact of leadership on well-being at work in the shipbuilding industry?" and the developmental question was "How could design thinking be used to support leadership in creating well-being at work for employees in the shipbuilding industry?" The research will be used to produce an educational package based on the commissioner's client's needs. This educational package will be used to meet the training needs of the commissioner's client companies.

This thesis focused to study deeply five different employees in the same maritime industry company. Chosen research methods of this thesis were co-design, literature review, quantitative research, interviews and observations, user personas & persona canvases, journey map and mind maps. Co-design and literature review were the most important research methods of this thesis and can be seen useful also in the possible future researches. For this thesis, a separate quantitative study was not conducted, but previous studies were used to support the topic. Future studies would also benefit from a separate, more extensive quantitative study, for example in the form of a survey.

The qualitative research for this thesis included co-design and literature review, interviews and observations, user personas and persona maps, journey map and mind maps. These studies could also have included a larger sample of employees to study. On the other hand, a larger sample of employees might have compromised the ability to get as deep into the feelings and needs of these employees as was now possible.

None of the studied employees were on the executive level in the organization, and the highest studied employees were on the middle management level of the organization. The

results between the middle managers and the other employees were similar. This finding again raises the profile of the top management of the organization and their importance as creators of well-being at work. The challenge is whether it makes sense to leave the well-being of many thousands of people in the hands of a few individuals. Would it be worthwhile to focus on empowering all of us to lead ourselves, to reflect on our own being, to take the lead and responsibility for our own well-being at work, to focus on building resilience, to learn how to use tools and techniques to deal with psychological challenges? In the end, the target of the thesis was to highlight the responsibility of organizations leaders in effecting employee's wellbeing. Too many times this responsibility is given to the individuals.

Shipbuilding is a very complex and challenging industry. Not only does it bring together a large number of technical and creative professionals from different disciplines, but its final product should be an innovative and time-resistant multifunctional entity that is attractive to passengers. Thousands of people can work on the same ship project.

The nature of work has become more mentally challenging, while the employment situation for many is precarious. Mental strain and mental endurance have become a central theme in structuring working life. Mental vulnerability is manifested by work stress, exhaustion, and depression. However, it is difficult for many to understand how an operating environment can contribute to mental health and well-being. Projected changes in working life 2020s include globalization, technological development, redistribution of resources, networking, and partnership, restructuring of the workforce and change in work culture. Each era and culture have its own folk diseases. The post-industrial information society and the transformation of working life have changed working life challenges as well. The current work in information society is straining memory, concentration, and emotional skills. Information work often consist of huge amount of data, fast pace of work, short lead times, and working in silos. This fundamental change should also be considered in leadership. The traditional work culture has been restrictive for the individual, but it has given people a sense of security, direction and meaning. As the traditional work culture, and with it the traditional frame of reference, has increasingly disappeared, it may upset many and cause feelings of anxiety and confusion. This also makes it easier for an employee to submit to any authority that is willing to give certain answers. It is very important that a reflective workplace framework

and a valid value system are in place. If this is not created, uncertainty creates anxiety, which in turn can lead to burnout.

The idea for further development is to continue the research by focusing on the management of creative work in the shipbuilding sector. Creative leadership was originally the primary focus of interest in this work. When creating something new and innovative, organizational culture and psychological sense of security are the key of succession. Psychological safety is a culture of trust in the work community and the organization, where every employee feels valued and welcome. In a psychologically safe culture, the rules of the workplace are always an acceptable topic of discussion. When an organizational culture is based on trust, honesty and goodwill, employees have the courage to talk about their successes, problems and difficulties. However, psychological safety is achieved through good management. However, when managing creative work, it is important that the 'basic needs' are met. That is why, this thesis needed to be done to enable the future study of creative leadership.

It is clear that taking care of employees is the responsibility of the organization. According to Finnish law, a director representing an employer is obliged to take care of the well-being of employees at work. Leaders should build an atmosphere of trust and take care of their own well-being and that of their subordinates and lead by their own example. It is of the utmost importance that people have the tools and support they need to do their jobs.

However, as much as one would like employers and organizations to do their part to fulfil their responsibilities under Finnish law, it is also a fact that none of us can actually influence the actions of anyone but ourselves. That is why it is particularly important for every employee to take care of themselves, their own resources and their own well-being.

Organizations and leadership have a big role and responsibility for employee well-being as they are one of the most important actors in maintaining the well-being at work. Especially in the future, good management will be an important competitive factor in the labor market. As the millennials have taken over the labor market, old-fashioned management strategies will no longer work and good employees will be competed for.

Every organization needs a clear plan for how well-being at work is taken care of. The plan considers both employees and managers, because just like other employees, managers need preventive work ability support and targeted support in stressful situations. Everyone in the organization benefits from tools to better identify their own situation. Supervisors can make organizational improvements and change their management style. These skills can be learned, and they make it easier to navigate the ongoing change.

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APPENDIX 1. Themes of the semi structured interviews

THEMES OF THE SEMI STRUCTURED INTERVIEW

How do you feel?	What are the reasons you want to leave the company?
Do you feel safe?	What do you hope from the leadership?
What are you afraid of?	How does the company leadership effect on you?
Why you feel bad?	What is good/bad leadership from your point of view?
How to deal with exhaustion?	What could be better? What could be worse?
What could help your situation?	Why does the leadership effect on you /employees?
	How does the leadership effect on you /employees?
What creates meaningful work for you?	
What motivates you?	What kind of working culture we currently have?
Do you feel motivated?	What creates working culture here?
Is your work relevant?	How could we build a healthy working culture?

APPENDIX 2. Employee personas

<p>PROFIL 1</p> <p>Male 40 years M.A. Married Not Local Senior Designer, Shipbuilding</p> <p>Creative Open minded Concerned Sensitive</p>	<p>Has Been Within The Company For More Than 2 Years</p> <p>Loves Creative Work Likes To Try New Technologies Prefers Respectful Communication</p> <p>Goal: New Innovations, Learn New Things, Study More Challenges: Get Under Estimated Fear: Getting Old, Get Fired, Burn Out Hope: Get Proper Equipment, Independence Of Work, Opportunity To Influence Own Work</p>	
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<p>PROFIL 2</p> <p>Female 30 years M.Sc. Married Local Engineer, Shipbuilding</p> <p>Innovative Clever Considered Honest</p>	<p>Has been within the company for less than 2 years</p> <p>Likes Scientific And Creative Work Enjoys Research And Development Challenges Cherish New Innovations</p> <p>Goal: Make A Difference, Constant Development And Learnign</p> <p>Challenges: Not Enough Responsibility, Not Respected Fear: Burn Out Hope: Recognition, Trust And Credit From The Management</p>	
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PROFIL 3

Female
45 years
M.Sc.
Divorced
Local
Manager,
Shipbuilding

Cooperative
Strong
Open
Critical

Has Been Within The Company For More Than 10 Years

Values nature and environment.
Loves reading educational literature

Goal: More Sustainable, Ecological Ships And Shipyard
Challenges: Small Team, Big Goals And
No Actions From The Management Level, No Respect
Fear: Climate Change, Exhaustion,
Not Able To Take Care Of Kids
Hope: Bigger Team, Common Actions Towards
The Common Goal



PROFIL 4

Male
50 years
B.A.
Married
Not Local
Manager,
Shipbuilding

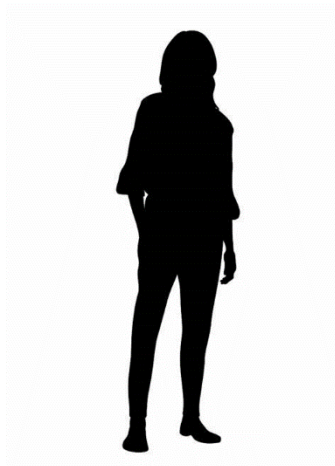
Fair
Calm
Encouraging
Formal

Has Been Within The Company For Less Than 2 Years

Seeks To Become Plausible
Cares About Other People More Than Himself
Sympathy And Empathy

Goal: Be A Good, Empathic Leader, Learn The New Field
Of Field. Challenges: Too Big Teams, No Time For
Leading,
Too Much Work
Fear: Not Getting Te Job Done, Let People To Suffer
Hope: To Have A Stabil Life For Family, Be Able To
Stress Less And Enjoy More On Life



<p>PROFIL 5</p> <p>Female 25 years M.Sc. Single Not Local Student, Shipbuilding</p> <p>Ambitious Determined Straight forward Confident</p>	<p>Has Been Within The Company For Less Than 1 Year</p> <p>Has High Standards Expect Good Manners From Other People</p> <p>Goals: To Become Te Next CEO Of The Company Challenges: Age Fear: Of Not Getting Wellpaid Job, Fear Of Not Getting Promotion, Fear Of Not Getting Enough Respect Hope: Get A Fulltime Job With Higher Salary And Better Position, Be Better Than Average</p>	
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