

LUOVUUS

KOMPLEKSISUUS

KOMMUNIKAATIO

LUOVAA

TOLKUNTEKEMISTÄ*

MUOTOILU

SYSTEMIAJATELU

Tietoisuus aloittamisen tavasta

How we start matters. If we are trying to achieve different kinds of outcomes, or bolder still, create change in a system **we need to start differently.**

If our starting point looks like same as always, it's not going to take us to a different place.

Everyday Patterns for Shifting Systems
GCSI & Auckland Co-Design Lab (2022)

AGENDA: Luova työskentely kompleksisuuden kanssa kommunikoiden

1

Miten saada paremmin kiinni, mistä on kyse?
Mitä voisi tai tulisi tehdä, ja mitä ottaa huomioon.

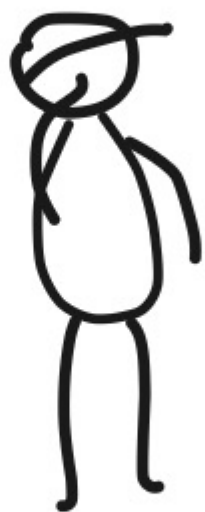
2

Miten kehittää (kriittistä ja luovaa) ajattelua dialogisesti
– keskustellen? Yksin ja yhdessä.

3

Miten luoda olosuhde (rakenne) uteliaalle työtavalle?
Epävarmuudesta ja epäselvyydestä ammentaminen.

Tolkuntekeminen luovan ja kriittisen ajattelun välineenä



MIKSI
ENTÄ JOS



Uteliaisuus



Vastuullisuus

Alkuasetusten voima

[Need to put more emphasis and resources towards the] pre-phase when understanding of issues and ideas are just beginning to take shape.

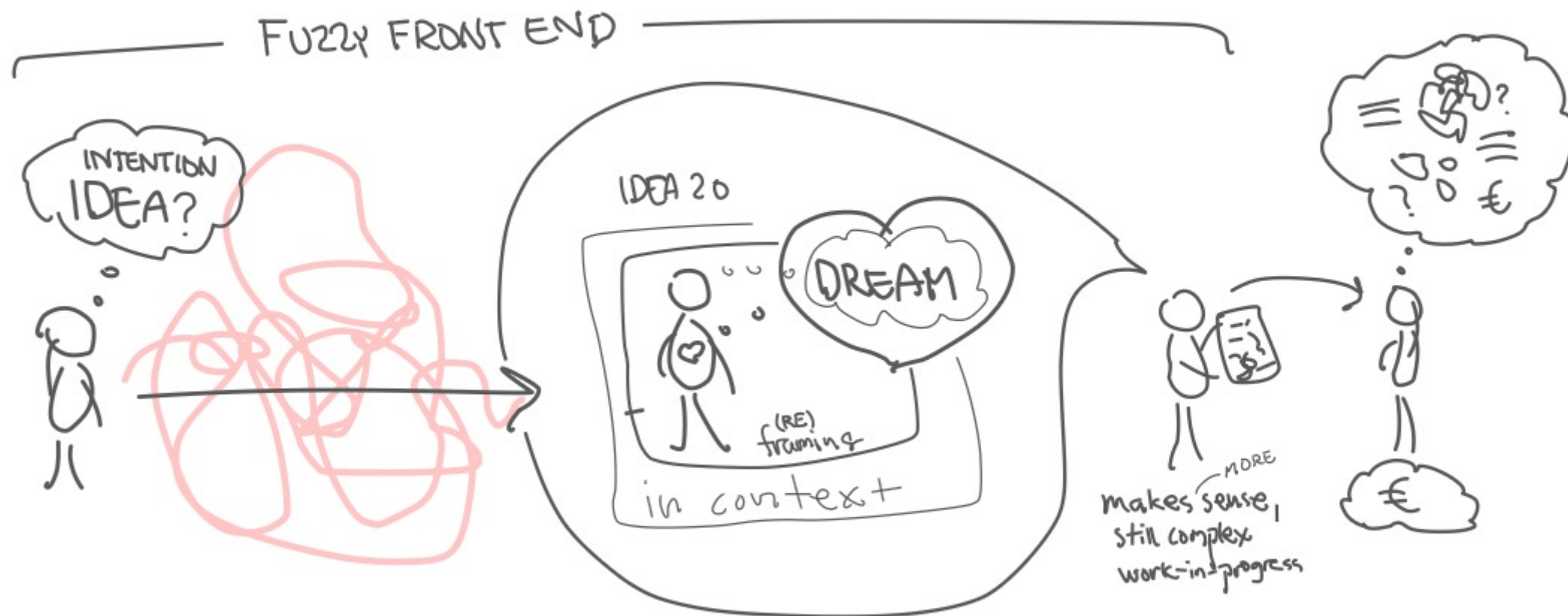
Phase when ideas once emerged are developed further.

My interest is in the efforts before any major commitments or decisions are made, or the planning towards action begun, but also in how these commitments, decisions and plans are eventually made, and by whom.

Miten tietoisia olemme siitä, mikä määrittää työtämme? Miten muodostuvat rakenteet, ratkaisut ja valinnat, jotka muodostavat työmme keskeiset reunaehdot?

- *What needs to be considered before any key choices are made? Are we aware of the framing we are making?*
- *Is there a possibility to examine, or not, the baseline conditions, the structural aspects of the context we are working in that sets the stage for what is possible?*
- *Do we accept these circumstances as they are, or do they need to be changed to make the process happen on the level of ambition that is necessary?*
- *With whom do we want to or need to partner, and how are we to work together?*

Alkühämärässä rämpiminen (muddling through fuzzy front-end)



Miten askeltaa intentiosta ja alkuideasta kohti toteuttamisen arvoista unelmaa?
Miten kommunikoida kompleksisessa tilanteessa ja asioiden kompleksisuutta?

Tietoisuus perusasetuksista

[Step Zero]

“the assumptions and ideologies, baggage and legacy, are drawn into an innovation or creative process, just as they are into any relationships, personal or political. Equally, they constitute much of soil from which new processes grow”

“there is always a design phase; the issue is whether it is done consciously or not. An unconscious design phase is likely to be full of assumptions, missed opportunities and limited engagement. It will tend to reinforce business-as-usual”

Dan Hill: *Designing Missions* (2022)

Kompleksisuuden luonteesta – tekemällä ja kokemalla oppiminen

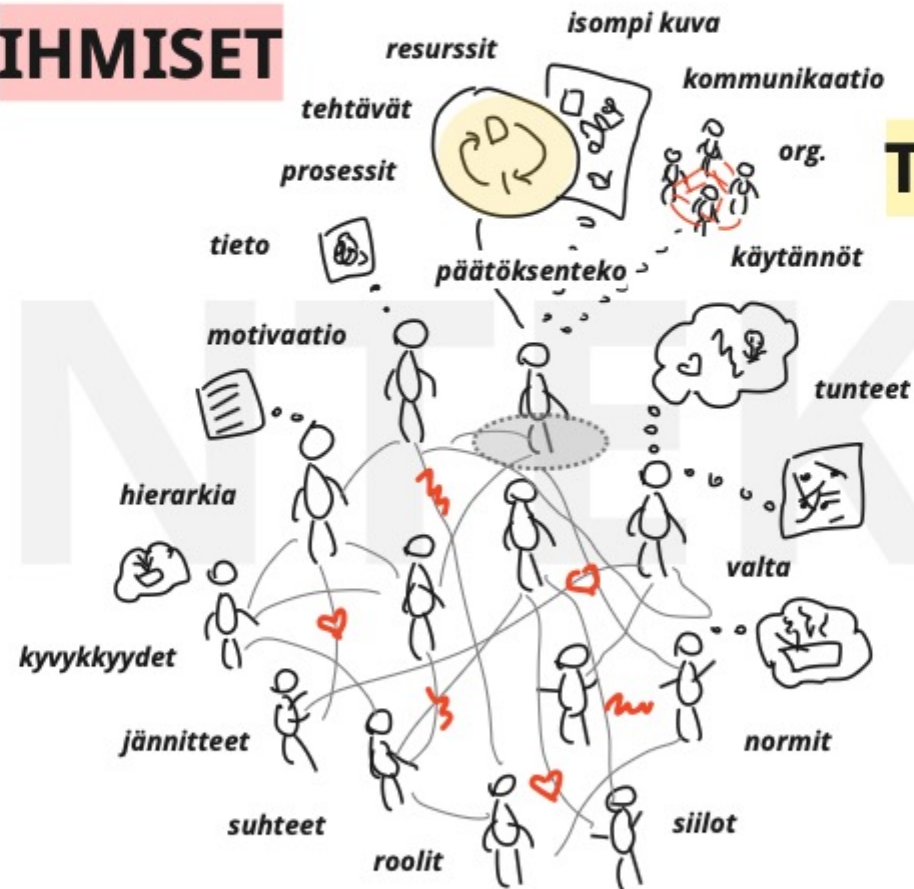
Our experience at work tells us that we make plans but they rarely turn out as we intended. We communicate as clearly as we can, but we are still often misunderstood. Even when acting with the best of intentions we can cause harm.

Chaucan et al: *Complexity and Leadership* (2023)

Tarkoituksellinen toiminta - mikä on mahdollista?



IHMISET



TARKOITUS

RAKENTEET

KONKREKSTI

Tarve selkeydelle ja ratkaisuille – epävarmuuden epämukava epätietoisuus

Many of us dislike that insecure state of uncertainty, and we will probably do our best to get out of it as soon as possible, unaware that this will prevent us from actually moving forward, heading towards new insights and perspectives.

Bottheim & Zingmark: *Art of Collaborating* (2024)

Luovuus & innovaatio

vielä olemattoman kuvittelu –
tuntemattoman kanssa työskentely

uuden merkityksen
ilmaantuminen

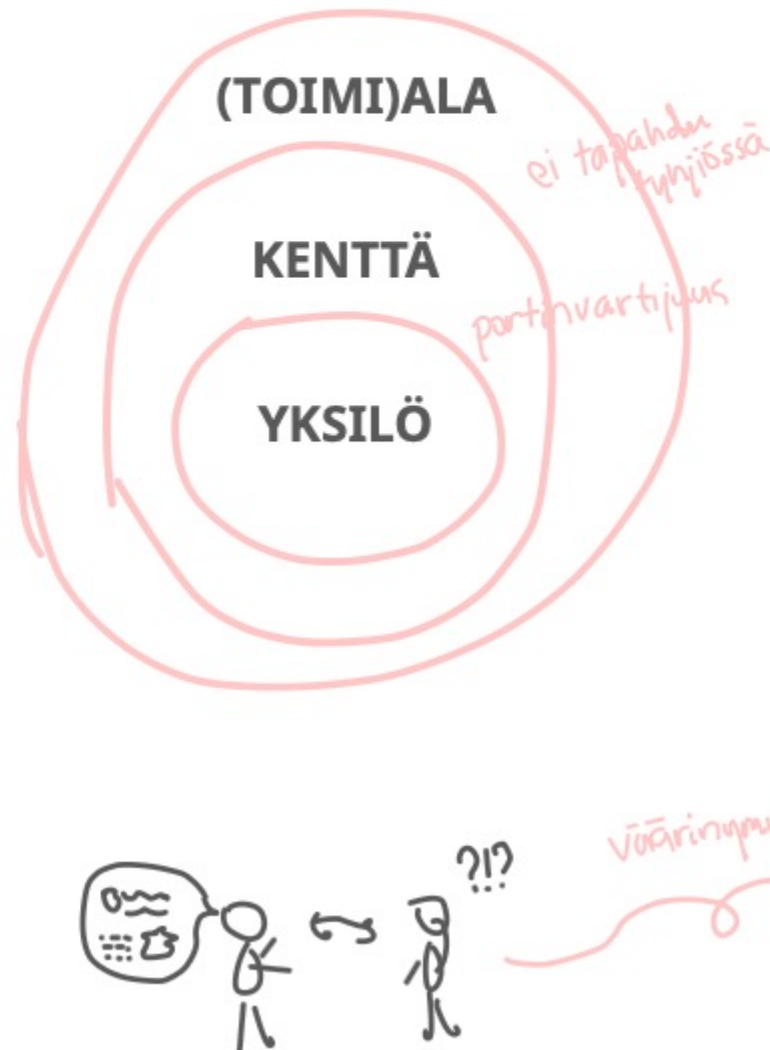
Hadamart

Luovan prosessin vaiheet



Csikszentmihalyi

Systeminen lähestymistapa
luovuuteen



Fonseca

Innovaatiot keskusteluista
nousevana uutena merkityksenä



Keskustelun laadusta & avoimen dialogin merkityksestä

Karoline Bottheim & Anna Zingmark: ***Art of Collaborating*** (2024)

“a tendency to fill up the agenda of a meeting with topics as if this makes it ‘worth the effort’ or worth the time spent on meetings. When we collaborate, this is in fact counterproductive, as we need a lot of time to make sense of things together”

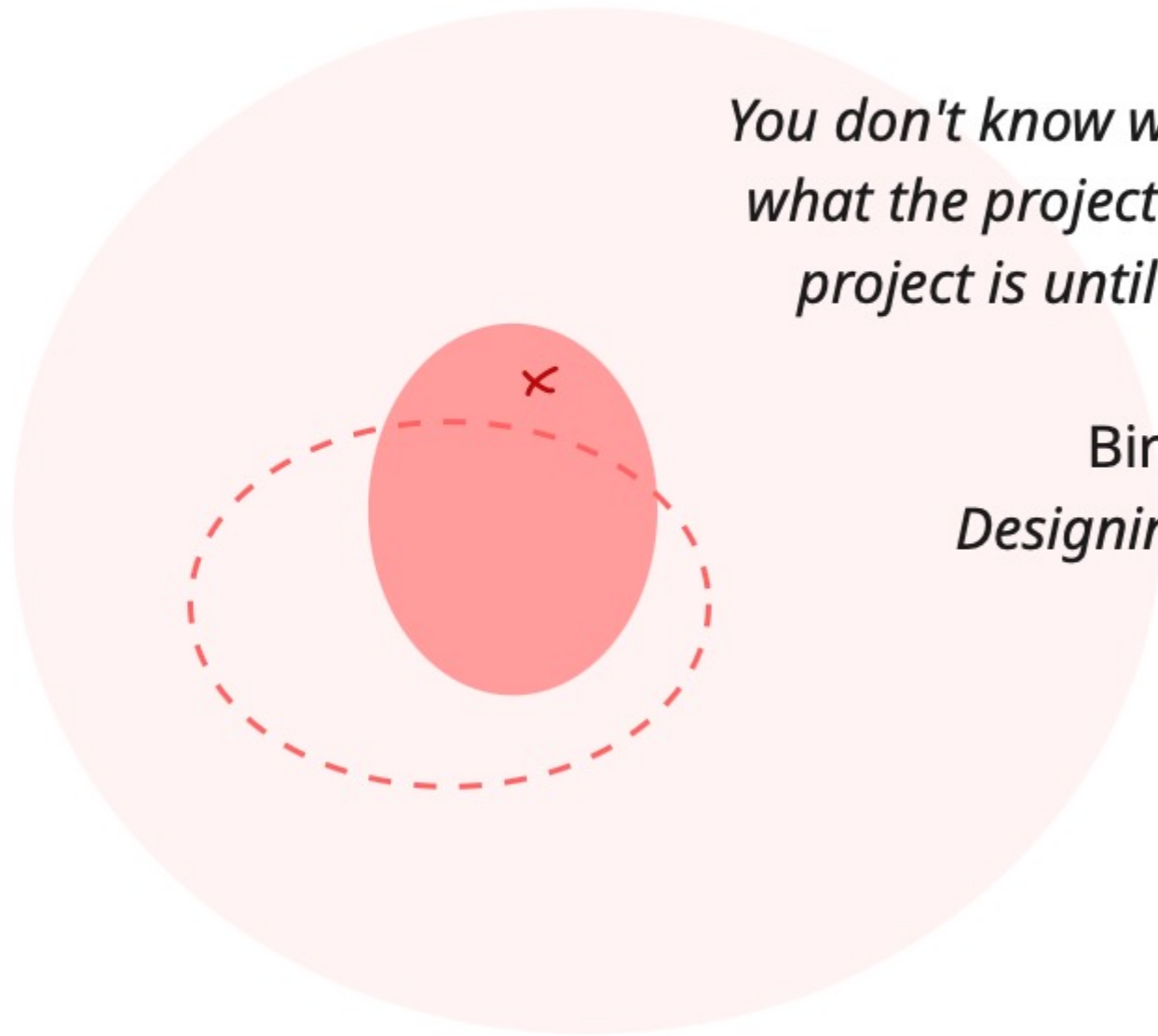
Patricia Shaw: ***Changing conversations in Organisation*** (2002)

“the under-specification increases the experience of diversity and multiplicity, disturbing routinized responses and increasing the potential for novelty.”

“participating in the conversation in a way that helps to hold open the interplay of sense-making rather longer”

“hold open the experience of not-knowing”

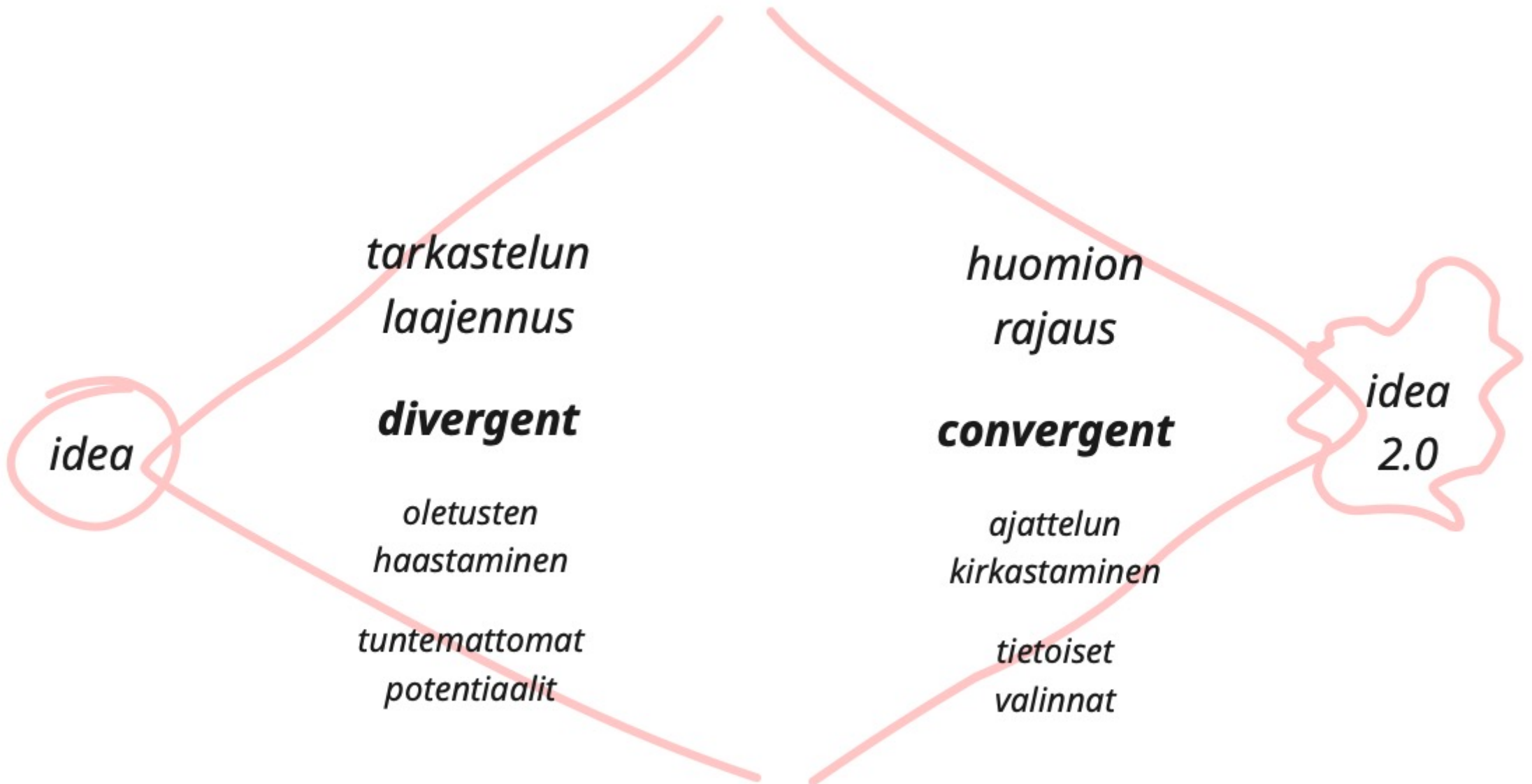
Tarkastelun laajentaminen – potentiaali tuntemattomassa



You don't know what is relevant until you know what the project is – you don't know what the project is until you know what is relevant.

Birger Sevaldson,
Designing Complexity (2022)

Muotoilu luovan tutkimus- ja kehittäelyprosessin ajattelu- ja työtapana



Rajaamisen ele – mikä on olennaista

When a decision is made to draw a perimeter around what or who is to be included in any particular project, it is done by making an **appreciative judgment** – based on appreciating what is important to consider and what is not; whose interest need to be taken into account and whose do not; and what level of complexity must be maintained as a substitute for never-ending comprehensiveness. It is within this context and against this environment, that the design process unfolds.

Harold Nelson & Erik Stolterman: *The Design Way – Intentional Change in an Unpredictable World* (2012)

Systems Oriented Design (SOD) ja navigointi kompleksisuudessa

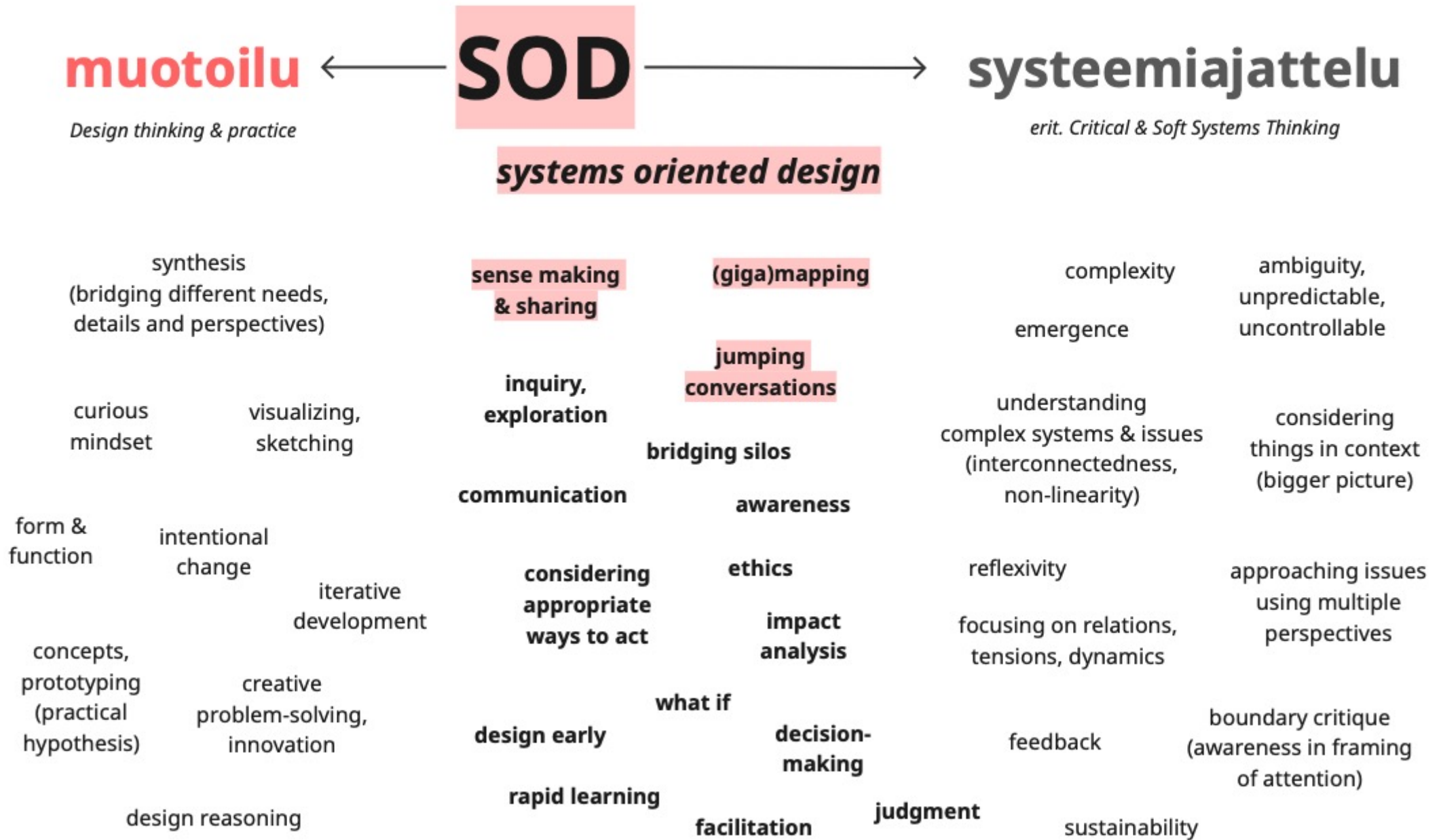
lähestymistapa tutkia, hahmottaa ja jäsentää kompleksisia kokonaisuuksia, konteksteja, rakenteita, erilaisia näkökulmia ja (asia)yhteyksiä (jne), kommunikoida asioista, kehitellä (jaettava) ymmärrystä sekä luovia ratkaisuja (synteesi, hypoteesi)

luova ja kriittinen ajattelutapa – välineitä ymmärryksen lisäämiseen, (yhdessä) oppimiseen, tietoisten valintojen tekemiseen ja tarkoituksenmukaisen toiminnan luomiseen

"It is not possible, through design, to solve complex situations in such a way that they are no longer complex. [...] Nevertheless, we can learn to navigate, cope with, interact with, influence, and change a complex situation"

Birger Sevaldson:
Designing Complexity
(2022)

Luova ja kriittinen lähestymistapa



Lähteitä mm. Sevaldson: *Designing Complexity* (2022), Nelson & Stolterman: *The Design Way* (2012), Midgley: *Systemic Intervention* (2000)

Tolkuntekeminen ja jakaminen (tulkinta / käsitykset)
sensemaking & sharing



Tolkuntekeminen – reflektointi

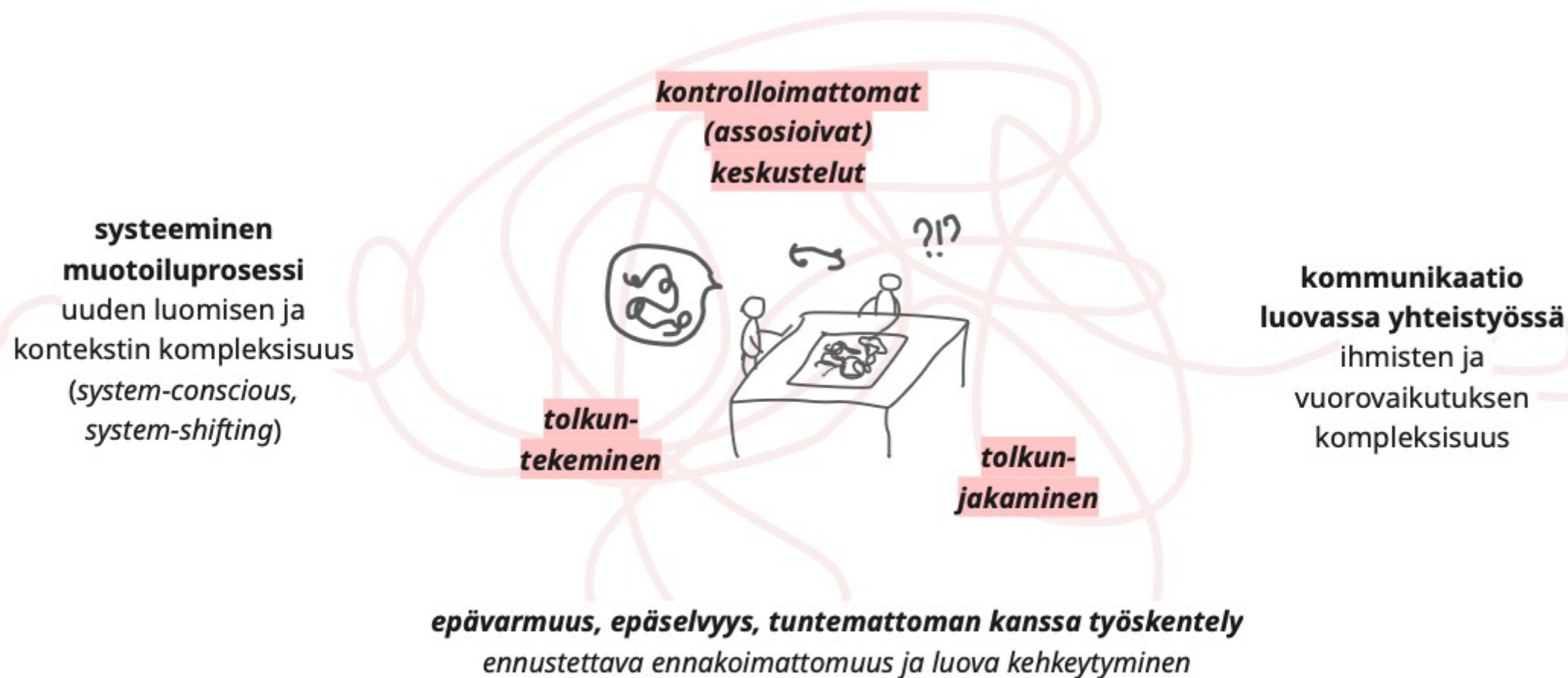
"What makes sense is asking ourselves **what are we doing and how are we doing it and why**, rather than hoping to find the 'best practice' by looking at what others are doing"

"if people think differently about what they are doing, they will find that in small way they are carrying out their work differently"

Ralph Stacey: *Tools and techniques of Leadership and Management* (2012)

Kompleksisuus, luovuus & kommunikaatio

CASE: Kansalaisteatteri (T2.0)



Tietoisesti (riittävän) tilan antaminen kompleksisuudelle: erillisen ajan ottaminen tilanteen ja tehtävän eri ulottuvuuksien tarkastelulle avoimessa dialogissa – huomion kiinnittäminen siihen, mistä kaikesta on kyse laajentamalla tarkastelun raameja, ei tarvetta tietää tai löytää heti vastausta

"uudelleen aloittaminen" (uudelleen orientoituminen, tehtyjen rajausten kriittinen tarkastelu)

Kirjallisuutta & muita lähdevinkkejä

Karoline Bottheim & Anna Zingmark: *Art of Collaborating – Your Guide to Successful Multi-Stakeholder Collaboration* (2024)

Jose Fonseca: *Complexity and Innovation in Organizations* (2002)

Harold Nelson & Erik Stolterman: *The Design Way – Intentional Change in an Unpredictable World* (2012)

Donald Schön: *The Reflective Practitioner: How Professionals Think in Action* (1983)

Birger Sevaldson: *Designing Complexity – The Methodology and Practice of Systems Oriented Design* (2022)

Patricia Shaw: *Changing Conversations in Organizations: A Complexity Approach to Change* (2002).

Ralph Stacey: *Tools and techniques of Leadership and Management* (2012)

Systems Oriented Design: www.systemsorienteddesign.net