



Menestys edellyttää uuden ajan johtajuutta

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Leadership in the ever-changing environment – building blocks

Psychological Safety

(Emotional intelligence and empowering teams)

Embrace Change & Resilience

(change is the only constant)

Effective communication

(Timely feedback and co-creation)

Psychological safety

Psychological safety is “the belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes.”

“Psychological safety is not about being nice or lowering performance standards, it’s about giving candid feedback, openly admitting mistakes, and learning from them.

“Psychological safety is mission critical in today’s work environment. You no longer have the option of leading through fear or managing through fear. In an uncertain, interdependent world, it doesn’t work—either as a motivator or as an enabler of high performance.”



Amy C. Edmondson, the Novartis Professor of Leadership and Management at the Harvard Business School and the author of the book: *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth*

Psychological safety is a team environment where we:



These actions are not seen as big personal risks but rather opportunities for learning and innovation.

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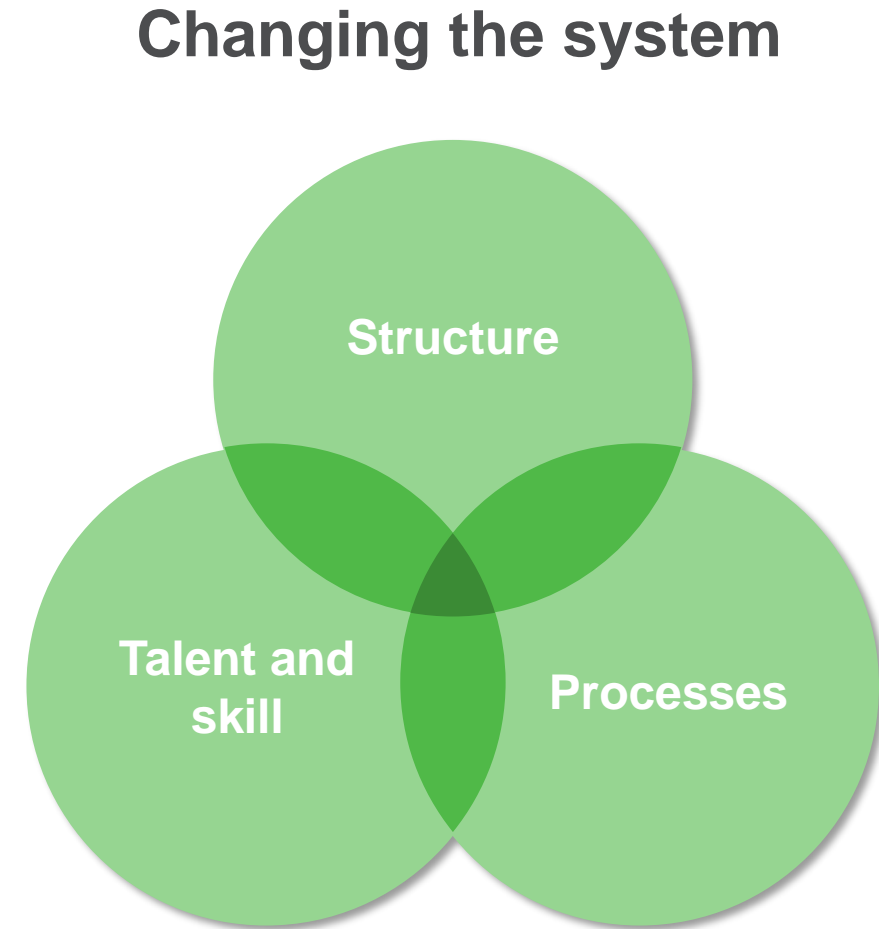
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Leading change is not only about changing the system – leading change is about leading people



Change is non-linear

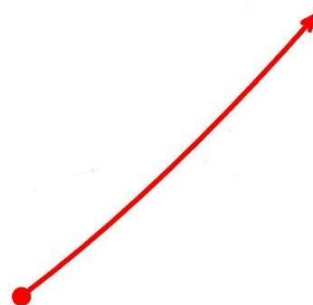
This illustration starkly contrasts the idealized path of change with the often tumultuous reality. While it's comforting to envision a straightforward journey towards success, real change is inherently messy, filled with setbacks, learnings, and unexpected turns.

It's important for everyone involved to recognize that feeling uncertain or challenged during a period of change is not only normal but expected. The key to managing this complex reality isn't to strive for perfection, but to foster resilience, adaptability, and continuous learning. By embracing the unpredictable nature of change, we can better support each other and find innovative solutions to emerging challenges.

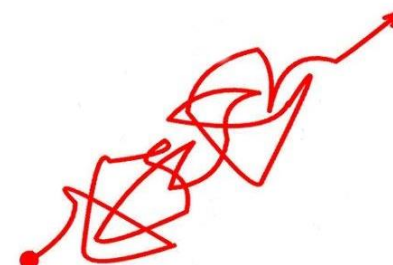
Remember, the path to meaningful and effective change is rarely a straight line; it's a winding road that requires persistence, understanding, and a supportive community.



Expect the Unexpected
Embrace learning
Foster resilience
Seek support
Communicate openly



What people think
the change journey
looks like...

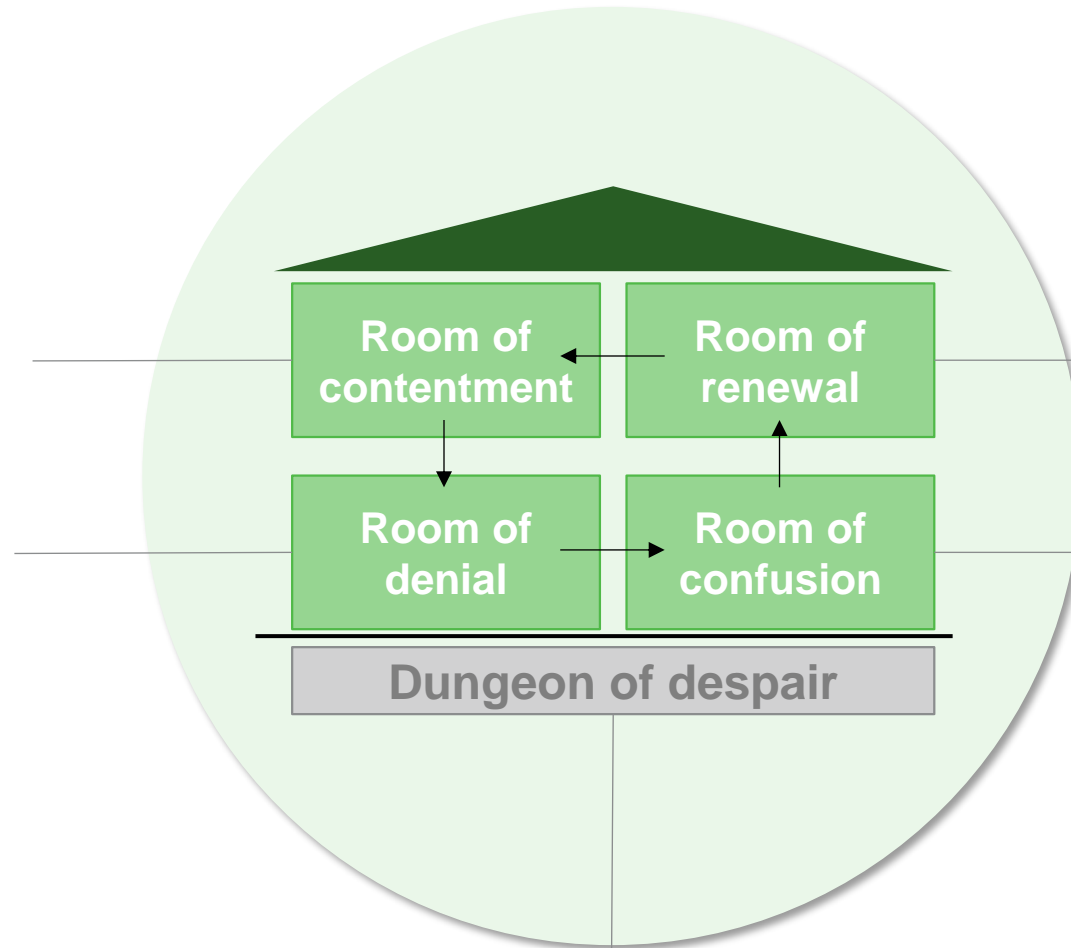


What it really looks
like...

The stages of change can also be viewed through “four rooms of change”

State of comfort and stability.
Individuals feel satisfied, things are going well, and there is no immediate need for change.

When change is introduced, there's **resistance and reluctance** to acknowledge the change or its significance.



Acceptance and adaptation to the new reality. People begin to integrate new behaviors and develop new stability

The period when the **change is recognized**, but **uncertainty and disorientation** take hold

State of feeling deeply overwhelmed, hopeless, or strongly resisting change.

Example - Managing Change Resistance

Understanding and effectively managing change resistance is crucial for success. Here are some of the common sources of resistance during change and some strategic approaches to address these challenges, ensuring a smoother transition and fostering a culture of adaptability and openness.

Common Mistakes in Managing Resistance

- ✗ Attempting to change the other's point of view
- ✗ Using "logical" arguments (and assuming what is "logical" to you is logical to others)
- ✗ Ignoring their emotions
- ✗ Confronting the person, but not their behavior or the issue

Effective Behavior in Managing Resistance

- ✓ Create rapport
- ✓ Identify the WIFM or 'What's In It For Me'
- ✓ Ask open-ended questions
- ✓ Focus on what **we** can do to work things out
- ✓ Occupy less than 25% of the airtime; keep quiet and listen
- ✓ Create win-win situations

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Effective communication, feedback and co-creation

- Regardless whether you work in the same office, in hybrid model or in multiple locations / countries, you need to master your skills in effective communication, feedback (receiving and giving) and co-creation
- Start by building the foundation i.e. getting to know the people as individuals, then you can lead the team successfully

Effective Communication

- ✓ Exchanging information in a clear and concise way
- ✓ Ensuring the information is understood by everyone
- ✓ Understanding and addressing the concerns of others to build trust and collaboration

Feedback

- ✓ Crucial part of communication
- ✓ Both positive and constructive feedback is needed for people to develop
- ✓ Specific, actionable and balanced
- ✓ Support offered

Co-creation

People working together to create value in open and honest dialogue that fosters innovation and problem-solving

How to master giving Constructive feedback:

Invitation:

- Could I talk to you about.. [our collaboration]?

Your observation & wish:



- When I see / hear..



- I think..



- And I feel..



- What I would wish is..

The other's thoughts:

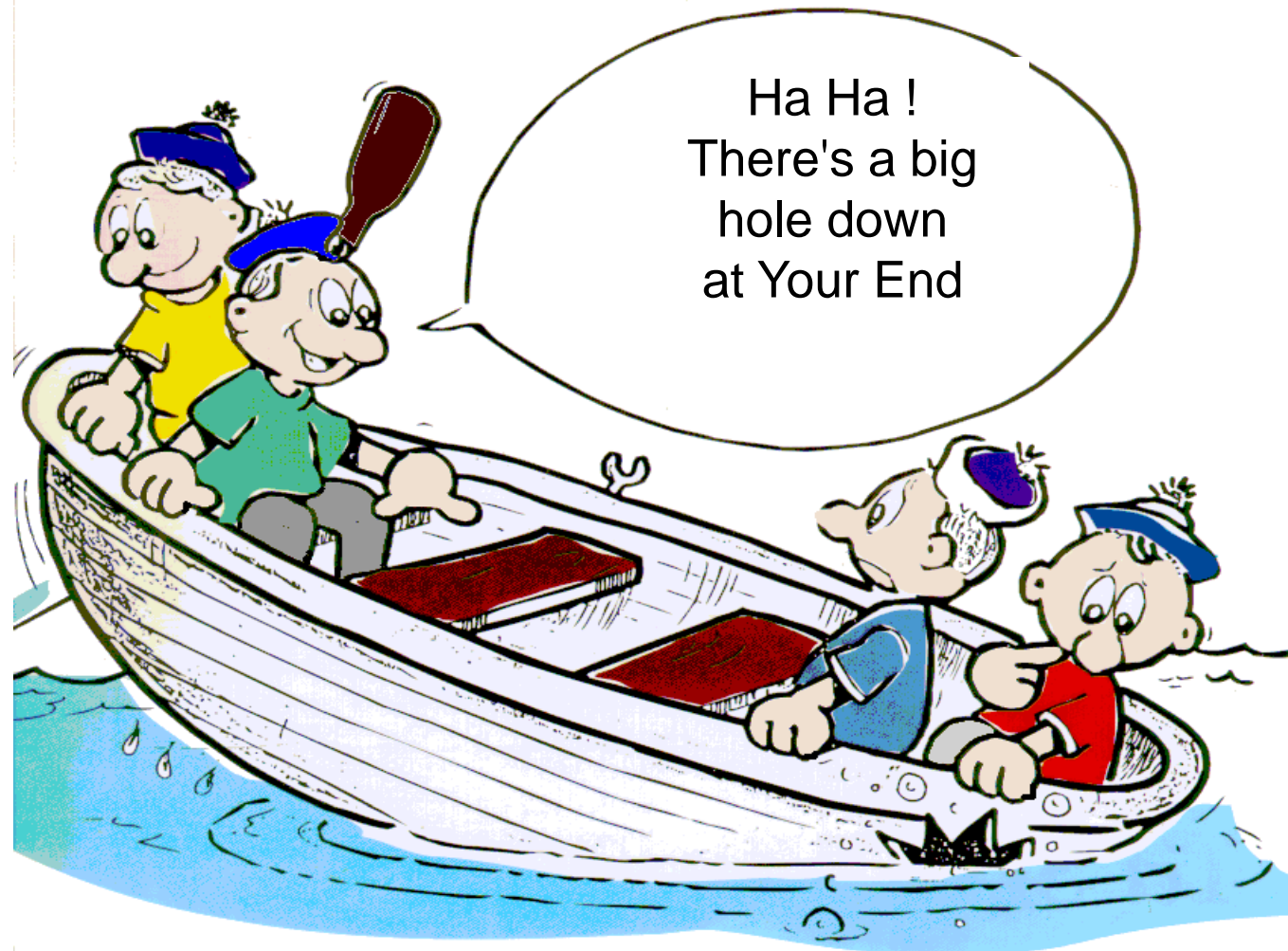
- What is your view?
- What am I missing?
- What could I do better?

Listen & Loop back:

- So what I hear you say is..
- Sounds / seems like..

Co-Create:

- What do you think would take us forward?
- How do you feel about trying this option...



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REFLECTION

Personal

What would make you a better leader in the ever-changing world?

Organization

How well these building blocks are in place in your organization?

The impact of how we are “being”

*“People will forget what you said,
people will forget what you did,
but people will never forget
how you made them feel.”*

Maya Angelou, civil rights activist



