

Futurice culture handbook

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01 Prologue

Culture has been in our focus from the beginning. It's our everything and made us what we are today. It defines what we will be in the future. We believe in it – not because it's trendy, but because it makes us stronger and more cohesive.

Culture is the underlying structure, the code of conduct that explains how we behave.

Culture tells us what is permanent and original at Futurice. It tells us what's ok and what isn't. It's worth is measured by what happens when nobody is watching.

We are very proud of the culture we've built upon our four core values: Care, Trust, Transparency and Continuous Improvement.

But as proud as we are, we also recognize that culture is never constant. It changes over time – sometimes a little, sometimes a lot. It changes to reflect what people are rewarded or criticized for.

Even the most load-bearing of the building blocks we base our work on – like 3x2 thinking, which we'll tackle in detail a little later – are just reflections of our culture. To prevent it from drifting freely, it must be observed and steered. This is why it needs to be thoroughly understood.



Culture is the
underlying
structure, the

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how we behave.



Antti Kosonen

Head of Mobile, VR Group

“

I've managed to get hired by Futurice twice. Both times have helped me grow as a person, as a member of a community and as a professional. Without Futurice, there just wouldn't be that much to me.

Futurice has given me the best things in life. The best boss I ever had, the best internal functions I ever saw, the best friends and clients, the most interesting projects I ever worked on and the most useless controversies in the form of countless #futugate eruptions in our internal chats. It has been my best working life so far.

In its own way, Futurice is a company of extremes. It talks about big things alongside little things. Money is a constant subject of discussion, but so is making the world a better place. At its best, Futurice is a value-led pioneer, at its worst a nihilistic UTZ machine – but it's never mediocre or lukewarm. Futurice always provokes a feeling or sensation of some sort.

In the end, the best thing about Futurice is that the company – and by company I mean all you people – takes HR, people management and the importance of people having a good time at work with the utmost seriousness. It makes Futurice a place that glows with security. You're allowed to screw up, you're given the chance to succeed. Futu cares.

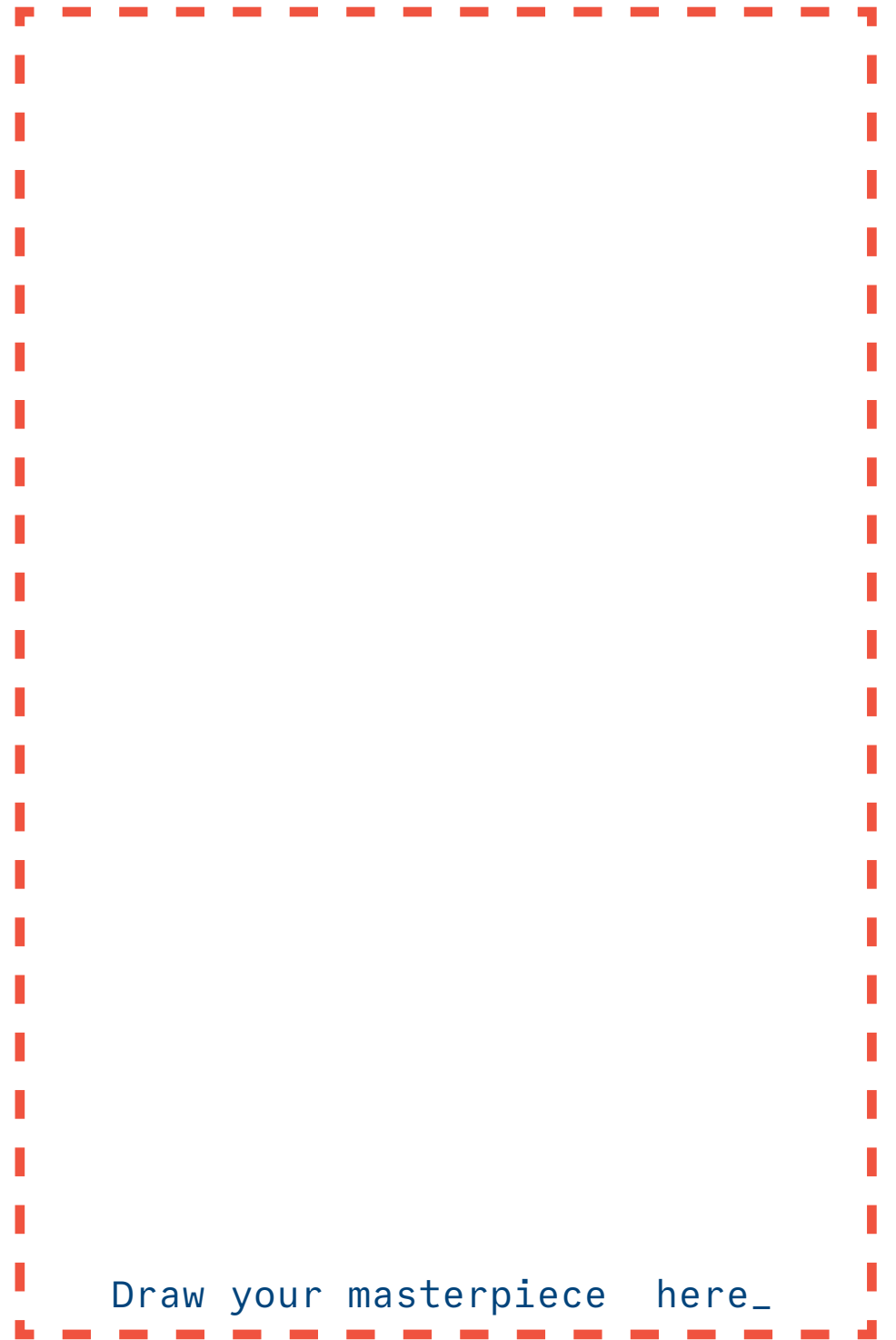
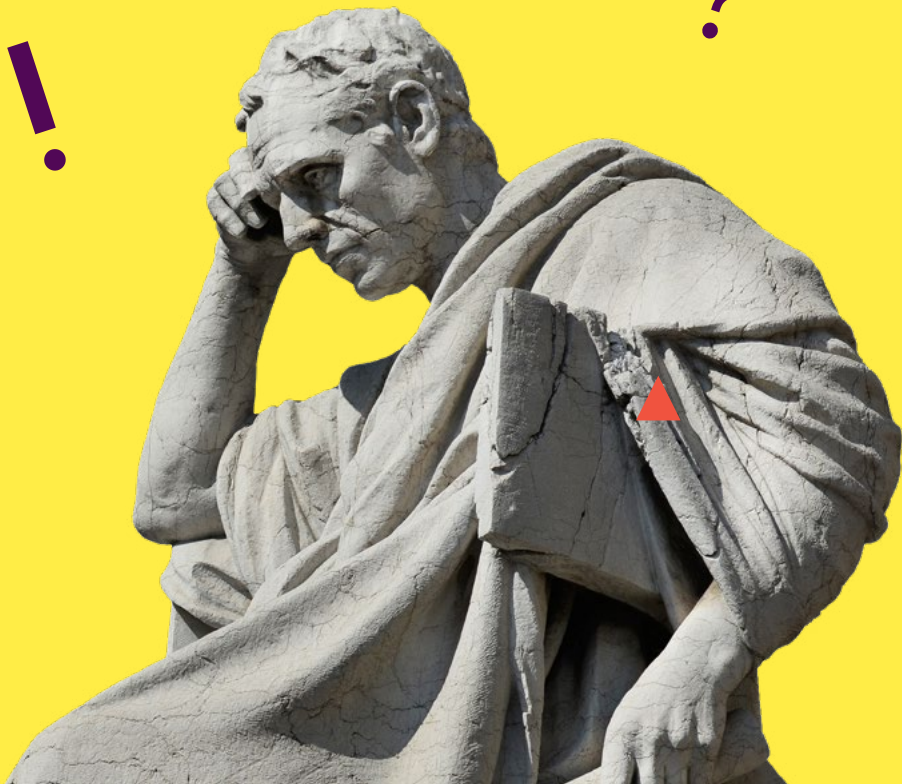
This pamphlet does a great job of crystallizing some of the principles behind the company's success. It also brings out some of the characteristics and features of a the company's rich subcultures.

Going once, twice, three times...

”



Exercise: Draw a picture of the Futurice culture and send it to the Futurice flow.



Draw your masterpiece here_

02 Why we exist?

It all started with four young technology university students and a thought: **you must have fun at the workplace.**

For the 4 quartet of Tuomas, Hanno, Mikko & Markku, fun meant 1) working with nice and intelligent people, 2) doing something new and cool and, 3) the possibility for continuous learning. They also felt strongly that you must really care about the issues and the clients you work for. You should never work just for the money.

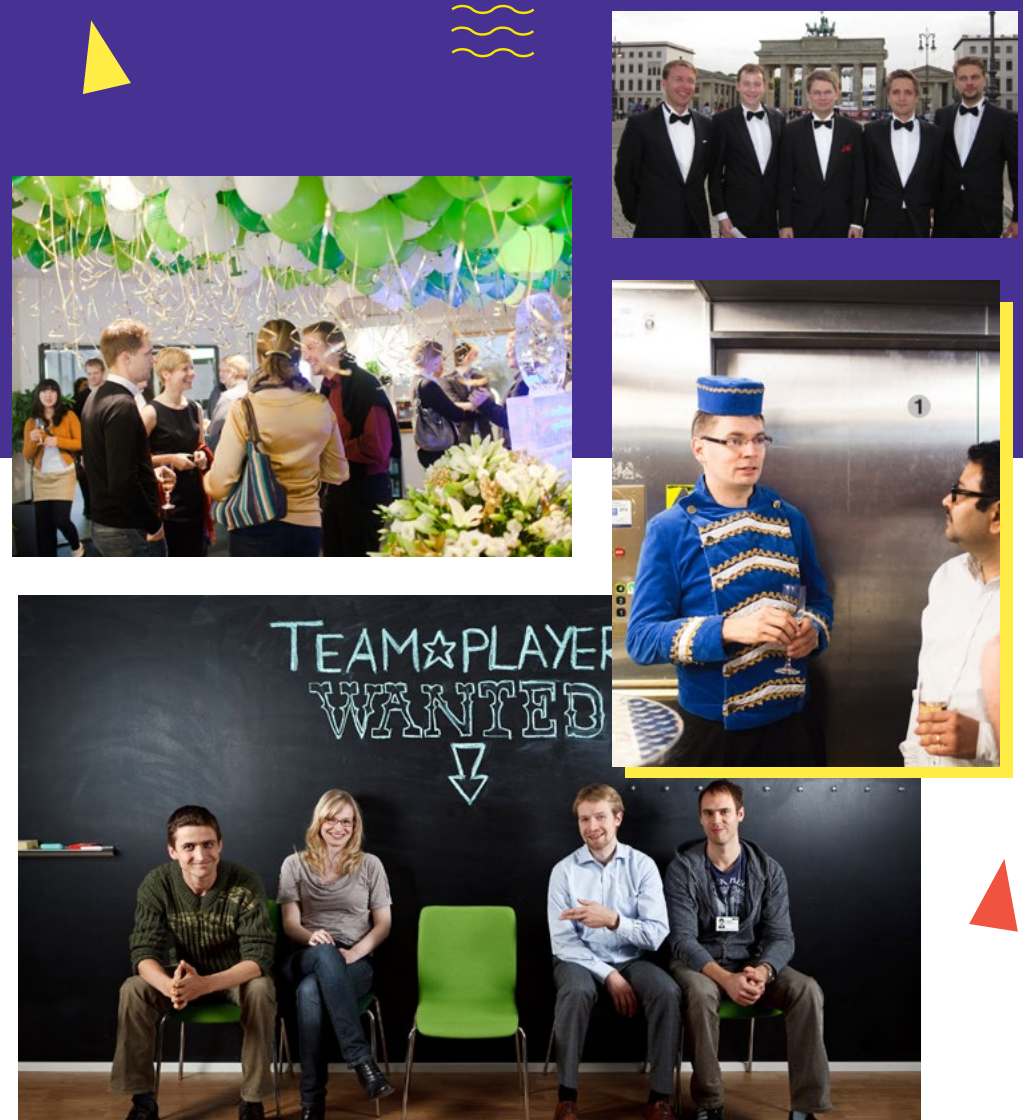
These 4 requirements became the guiding principles upon which Futurice was founded. These same principles still guide our work every day.

These ideas were not born in a vacuum. Tuomas, Hanno, Mikko and Markku all had bad experiences from their previous workplaces under their belts. The work was often interesting and they even loved some of their jobs, but the workplaces were terrible, ruined by bad management. They made a very conscious decision to build a company that would operate in a different way.

It started as a product company. There were successes and failures. Over the years, focus shifted towards consulting. The change was made as a result of becoming increasingly aware of the employees' motivational drivers. They were continuous learning, making an impact, or both.

Based on our experience, we thought the consulting business offered the best platform for both drivers to thrive on and even reinforce each other, building an infinite loop of maximum learning and maximum impact.

The world around us has changed a lot since those days, but the focus on people and impact still remains ●



REAL LIFE EXAMPLE OF WHY WE EXIST:

“Every now and then we stop and look to the future. We are obliged to do so by our name.

Last time we dug up our crystal ball and the Tarot cards, it was the summer of 2017. Let’s see if Bryan Adams writes a song about it, or will one of our house bands, Bad Finance or Missing Hours, beat him to it?

To be honest It’s pretty hard to predict the future and there’s no trick or thing that outperforms open-minded and intelligent people working together. That’s why we threw the crystal ball and Tarot cards back in the drawer and got a big group of Futuriceans together to brainstorm and define what the future might look like. You know, that’s our default way of working here. We get people involved in all development projects we – or they – can think of.

During the summer and autumn 2017 we created a new vision for our company. It was a kind of a continuation of our previous vision, but we raised the level of ambition and level of impact we wanted to achieve. And we’re pretty excited about it.”

Client: Just wanted to say: amazing, thank you, you guys kick *ss!



Lela on Oct 19

Good morning beautiful humans!

It's Gratitude Time! I challenge you to take 5 minutes out of your busy day to reflect on what you are grateful for and post something here :) @team

#gratitude #gratitudejournal #cultofhappiness

ASSIGNMENT:

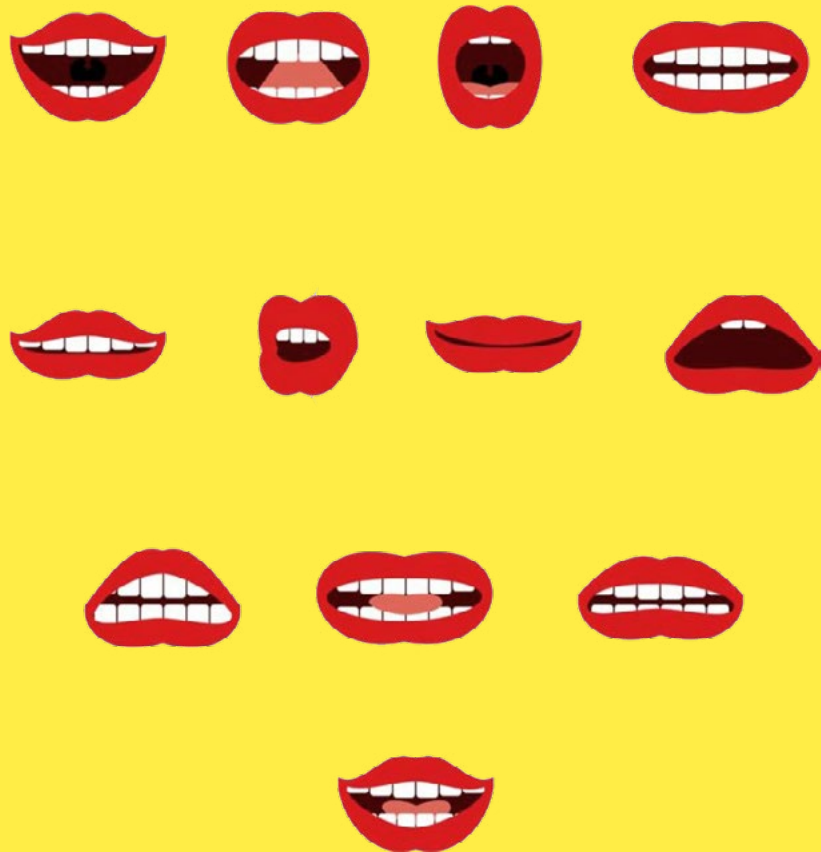
What does the name Futurice stand for? Choose all the answers that apply:

- Time orientation = Future
- Solution orientation = Solutions for the Future
- Business orientation = ICE = Information, Communication & Entertainment (hot topic!)
- Client orientation = Everyone = Rice is the food of the masses

ASSIGNMENT:

At the moment we don’t have an official elevator pitch, so you have to come up with your own. You’ll find a few ideas in this book, but the most important ingredients of the pitch can be found at the client interface. When making your own pitch remember to make it bold and meaningful.

Task: Let's practice how to pronounce Futurice. Choose the right mouth pictures with X when saying Futurice. London office will help test your skills :)



03 Who we are?

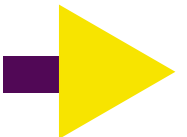
FUTURICE BRAND PERSONALITY

- Professional and proud, but easy to approach
- Creative, but friendly
- Strong, but humble
- Visionary, but down to earth
- Passionate, but trustworthy
- Specially skilled, but willing to share
- Shy, but actively working on overcoming the quietness

Branding is your behaviour. It's about knowing, showing and telling who you are, what you do, and what you can bring to the table – in every context, occasion, encounter and touchpoint.

Brand is also you.

We couldn't keep our branding and marketing departments out of this project and that's what they came up with. Everything is true, if not a bit cheesy. Who we are always boils down to our people. Following are some interesting facts about our employees.



ASSIGNMENT:

ALTERNATIVE FACTS. SPOT FAKE FROM THE REAL ONES:

- A. We all have diverse backgrounds – we have at least a sailor, a chemist, a hypnotherapist, a composer, a number of PhDs, a neuroscientist, a professional cook, an amusement park experience designer, and futurists working with us.
- B. Approximately 10% of workforce consists of freelancers and externals.
- C. 15% of our employees own dogs, 10% own cats, and Juho owns a snake called “Man Eater”.
- D. 100% of our employees support the Finnish National team in Ice Hockey.
- E. We are people from over 35 different countries.
- F. At the last big party we threw, people ate 350 kg of candy.
- G. We have two dinosaurs working at our Tampere office.

Our real strength is that
we are all different.

ASSIGNMENT:

How do you perform an ethics evaluation of your work? Try out the Wall Street Journal test: “How would you react if WSJ featured your work on its front page?”

Futurice

is you!



We are people from over 35 different countries.

04 Our values

Our culture is built on our four core values: Care, Trust, Transparency and Continuous Improvement. We didn't invent our values – we found them on our journey.

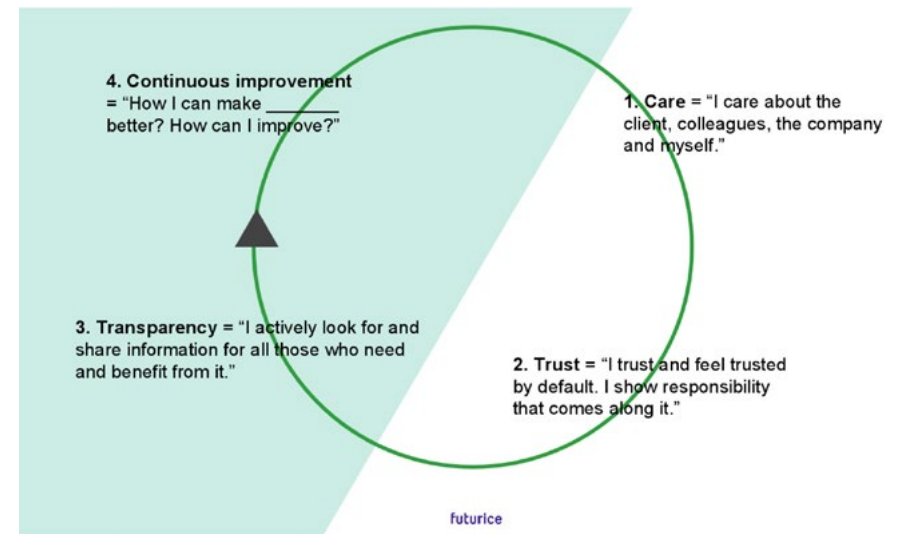
Values tell us what kind of behaviour and thinking is valued at Futurice. Values-based behaviour is expected of every Futuricean: your colleague, your superior and the CEO.

Values don't tolerate exceptions. This means that performance can't ever override values. A salesperson who always exceeds his or her targets has no place in our organization if they don't behave according to our values.

The challenge with values is that they are abstract and open to subjective interpretation. The more actionable and tangible the values are, the easier it is to come to grips with them without resorting to interminable conversations. Though we excel at those, too.

Values also require conscious thinking – values are made real in every action and decision. When new people join the company, leading by example is necessary to make newcomers understand our culture and the way we work.

OUR 4 CORE VALUES:



CARE

Our culture is built on our four core values: Care, Trust, Transparency and Continuous Improvement. We didn't invent our values – we found them on our journey.

Care became a value we openly express in 2007, when our clients started saying things like "You guys really care about us." As we said, you can't invent values. You have to find them. We treated our employees and colleagues with care from the very beginning, but when somebody from the outside said it out loud, we understood how important and special caring was for us. We have an HC (Human Care) team instead of an HR (Human Resources) department.

Caring is

the key to

creating


valuable

decisions for and

together

with other

people.



In the context of the employer-employee relationship, Care means respect and an understanding that people are psycho-socio-physical entities and individuals, who also have a life outside the office. The well-being and happiness (more on those later) of Futuriceans is in the core what we are and our Vision 2023 is built around the growth of our people.


In the context of the colleague-colleague relationship Care is respect and constant support on both professional and personal levels. Caring is never transactional – you care for the sake of caring, not because you want something in return.

Caring takes on many forms. Sometimes it's constructive feedback. If your superior or colleague gives constructive feedback on your actions or behaviour, you should accept it as an act of caring. Giving feedback – especially the constructive kind – is always hard. **Keep in mind: Getting feedback is the best way to develop and that's why it's always (!) a gift.**

As a part of the employee-Futurice relationship, Care is a bit obvious and might sound like corporate pep-talk, but the one thing about caring we'd like to emphasise in this context is that in addition to taking care of our customers needs via project work and of Futurice's profitability by working and spending the company's money wisely, we ask every Futuricean to always

constructively challenge the way we work and operate. This “challenging is caring” notion is closely linked to continuous improvement as one of our values, but if you care about Futurice as a company and as an employer, you should always think of ways to make things even better than they are right now.

For the Futurice-client relationship, Care means respect for the clients' true needs over easy solutions and “easy money”. We don't sell our clients the easy solutions they want – we offer them solutions they need. That's REAL caring.



REAL LIFE EXAMPLE OF CARING:

So you're from Futurice?

yeah

Are you doing only one project at the moment?

yeah

It's so great, I used to have 3-4 projects at the same time, it's tough.

yeah

I also see futurice teams usually have at least two members. Never seen any of you alone at a project.

yeah

It's so nice that you have all these good practices at work!

yeah

Have a good day!

Thanks, you too!

REAL LIFE EXAMPLE OF CARE:



Jussi Vaihia

Senior Software Developer

“Caring is also about owning the workspace and caring for it. Two weeks back I was getting fresh coffee and saw Jussi from IT wiping the coffee area tables clean while getting his coffee. It got me on a good mood to see him care for the office like he would for his own place – talk about it being your ship! It’s also the little things that are good yardsticks for how we live up to our values – you see something that you can fix and you fix it :)”

REAL LIFE EXAMPLE OF CARE:

Two weeks before I joined the company, I got an email and detailed programme what’s going to happen during the first days and how do I fit in for the next first months. Wow!

Hey there, and welcome to Futurice also on my behalf! Great to have you here!



“I’m Milla from the HC team and sending you now the onboarding schedules. If you already had them earlier – nothing has changed. Just making sure you have them.

What’s most important: Maiju from the Helsinki office will meet you on Monday 6.11. 9am at the office/FutuCafé (8th floor). She will also confirm where all the other info sessions will be held.

You can already mark to your calendar that Onboarding Camp will be held 23-24.11.2017. That will be two full days learning about Futurice :)

Attached files: our onboarding goals, info about onboarding process and the actual schedule for first two days.

If you have any concerns, don’t hesitate to ask!

All the best, Milla”

TRUST

At Futurice, Trust is given. It doesn't have to be earned.

Our founders Mikko, Hanno, Tuomas and Markku wanted to build a company that was based on Trust and on the belief that people are fundamentally good – not bad. It doesn't sound like a huge thing, but trust (here's the word again) us, it's the one thing the corporate world traditionally lacks.

The assumption that people have good intentions lies at the very heart of Trust. Trust and trusting is a conscious decision. In other words, it's a matter of faith, belief. You have to really trust for Trust to work and that's why we want you to become a **Trust believer!**

The more you Trust, the more you are trusted. Trust always breeds trust. At Futurice, the organization takes the first and the second steps in building trust-based relationships. If necessary.

Here everyone has the power (i.e. the Trust of the organization) and the obligation to make good, transparent and fair decisions on any issues that make our people, our clients or our numbers better, now and/or in the future.

We call this the **3x2 model** and we'll look at it in more detail in the "How to make decisions" chapter.

Trust leads to autonomy. Autonomy, as we understand it, means acting independently, without the involvement of others **in a power dynamic**. Autonomy means everyone has the power to make independent decisions based on as good an understanding of the collective good as is possible at the time. Autonomy does not mean you're going at it alone, because this understanding requires input from and awareness of others. **Be nice. Consider the impact your decisions have on others.**

Trust as a value at Futurice dates back to the year 2000.

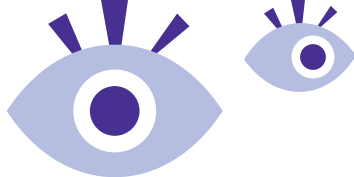
How does Trust manifest itself in our everyday interaction and work? Let's see:

REAL LIFE EXAMPLE OF TRUST:

Everyone gets a company credit card on their first day at work. Credit cards are given for people to use. If you want to have soy milk in our cafeteria and there's none, you can go and buy it. If you run into an interesting book and we don't have it in our library just buy it.

We trust our employees to use their cards wisely and generally they do. We don't let a few questionable decisions – and there have been a few – kill this practice. Mistakes are made, you discuss them, you learn and life goes on.

TRANSPARENCY



Transparency enables Trust.

Transparency was the last value we discovered on our journey. The year was 2009 and we had grown to a company of 50 people. Our external advisors always talked about how things change fundamentally once you reach this magic number. We didn't believe them.

Looking back, we probably should've listened more closely, but not for the reasons they thought. And we should've looked harder for other solutions than the ones they were suggesting.

So what happened at 50?

People started making stupid decisions. We were totally amazed and couldn't understand what was going on. Had our employees become stupid or what?

At the same time, our advisors became louder and more insistent about the need to take corrective action and start acting like a real, grown-up company. The journey towards corporate adulthood started at Amazon.com, where Tuomas bought every available book on leadership and management. And, boy, there were many.

For the next six months, Futurice was led with ideals cribbed from an endless shelf of hardcover management handbooks. It didn't help and things just got worse. After giving the matter some thought and a good deal of serious discussion, we realized that the initial idea of "power to the people" wasn't broken.

It was something else.

We realized the "stupid decisions" weren't actually stupid at all from the perspective of the people making them. In fact, most of them were quite logical. They were stupid from a management perspective, because management had all the relevant information needed to make wise decision from a company perspective.

On the day we had this revelation, we discovered Transparency as a value and Futurice became a transparent company. From that day, every company employee has had access to all the data in our company. All folders, discussion flows and meetings were made open and accessible to all. Unsurprisingly, armed with relevant information, people started to make better decisions. Transparency brings shitloads of good!

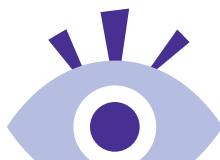




We chose Transparency. We believe Transparency feeds trust and enables better decisions.

Transparency is a two-way street. I am expected to actively find the information I need by asking around and looking for different sources. I am also expected to push out information, so others can find it faster, to make myself available as a source. Communication can not be delegated.

One way to look at transparency is that it's binary – you either are or aren't transparent – but that's not how it works in the corporate world, and whether we like it or not, that's the world we live in. We strive for extreme transparency, but it doesn't mean everyone knows everything.



Transparency

brings

shitloads

of good!



There are always topics and areas that just aren't public or subject to **transparency**:

- Personal HR stuff, like salary (we would love to be open about them), information regarding employees health, recruitment candidates' names, etc.
- M&A activities (mergers and acquisitions). We have to respect the other party's will, but you can count on us to be open about these as soon as we have the clearance.
- Some top secret client projects with the "break this NDA = you'll pay us 200k" – style contracts. Clients that require these kinds of contracts are generally listed companies and obliged to follow different legislation and rules. We are, for the time being, happily unlisted.

Ideas in someone's head and discussions among small groups of people. We are trying to improve our telepathic powers, but we're just not quite there yet. Some early stage ideation is hard to share, even on a management level, but we do encourage everyone to share all ideas as early as possible in all the potentially relevant quarters.

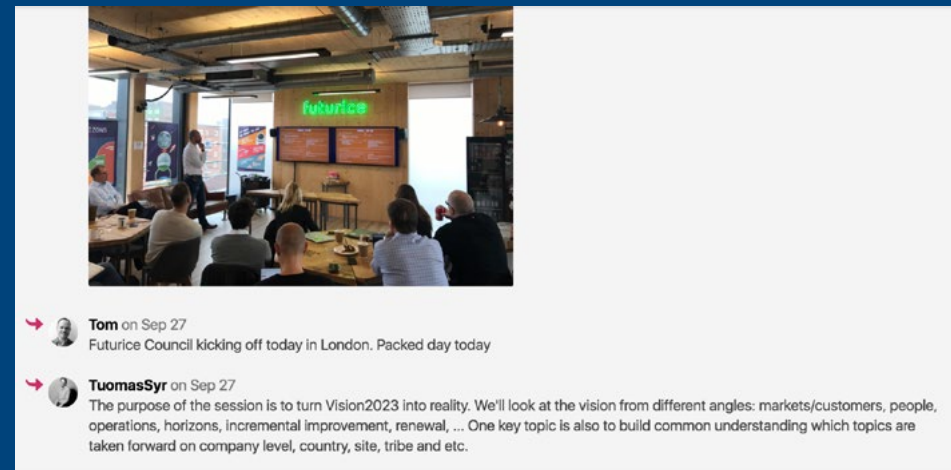
In conclusion: transparency should NEVER break TRUST.
Let's look at how Transparency works in practice.

REAL LIFE EXAMPLE OF TRANSPARENCY:

We share all financial information to all Futurice employees. We do it on company, site, country and tribe level and not just the main figures. We share everything.

All our training budgets and accruals are open for anyone to browse. There are no hidden "budgets" for training management or others. All these expenses are shared transparently.

At Futurice, everyone can participate in any meeting they want, be it Group Council meeting or any other meeting that sparks one's interest. We also do live commentary on our council meetings. Here's an example from Group Council meeting in London:



Transparency
should NEVER
break TRUST.



CONTINUOUS IMPROVEMENT

We have never settled for average – in recruiting or the solutions we offer our clients. The desire to become a little better every day has been one of our driving forces from day one. It fuels us as an organization and as individuals.

At Futurice, Continuous Improvement is an aspiration to understand, learn and adjust behaviour based on what has happened. Making decisions based on care, trust and transparency should lead into an open discussion and knowledge sharing.

Continuous Improvement comes from lean thinking. It is one of our most concrete values and the most obviously rational. Small steps and incremental change is preferable to a big bang or messy revolution. Learning is about curiosity and creativity. It allows us to fail and try again.



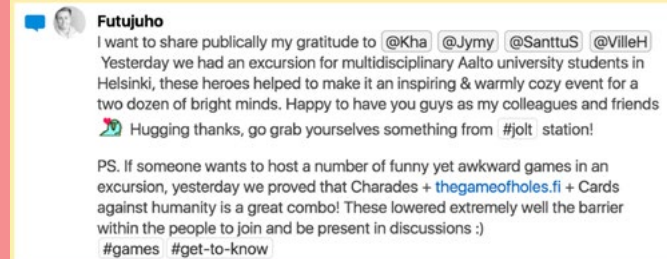
We are known for our humble attitude. There's two sides to this, too. In some countries and cultures, like Finland, being humble is seen as a virtue. As a marketing strategy, it's not that great.

Continuous Improvement as a value goes a long way towards explaining our humility. We are rarely satisfied and we excel at pointing out the flaws in everything. "Yeah, that's pretty good, it COULD be better..." is a fairly common comment around here and heard too often about a truly world-class solution, successful blog post or kick-ass presentations we delivered. In the words of Sheryl Sandberg: Sometimes done is better than perfect.

Let's keep our ambition level high, but let's be proud of our achievements.

Continuous Improvement is a call for critique and feedback. There are many ways to provide critique and feedback. When giving feedback to a colleague or superior, be constructive and remember to do it with Care. It is, after all, one of our core values.

REAL LIFE EXAMPLE OF TRANSPARENCY:



Futujuho
I want to share publically my gratitude to @Kha @Jymy @SanntuS @VilleH
Yesterday we had an excursion for multidisciplinary Aalto university students in Helsinki, these heroes helped to make it an inspiring & warmly cozy event for a two dozen of bright minds. Happy to have you guys as my colleagues and friends
🤗 Hugging thanks, go grab yourselves something from #jolt station!

PS. If someone wants to host a number of funny yet awkward games in an excursion, yesterday we proved that Charades + thegameofholes.fi + Cards against humanity is a great combo! These lowered extremely well the barrier within the people to join and be present in discussions :)
#games #get-to-know

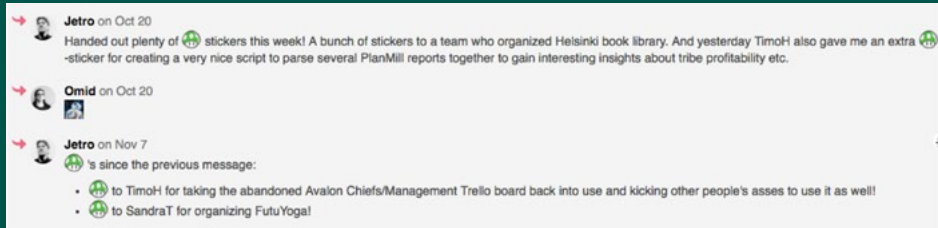
REAL LIFE EXAMPLE OF TRANSPARENCY:



Juho Vähä-Herttua
Senior Software Engineer

Juho Vähä-Herttua made an experiment to building payroll system in Ethereum blockchain. As part of our pursuit of organisational transparency, any Futurice employee can browse these reports. The user identifier is encrypted to allow people to maintain decoupling of their identities. Someone might contribute to an open source project under a pseudonym, and would not want this identity of hers to be connected with her real person. This is fine and should not invalidate our sponsorship. However, because of the a forementioned reporting transparency, our employees can make the connection.

REAL LIFE EXAMPLE OF TRANSPARENCY:



Futuricean Jetro Suni has a solid track record creating initiatives that improve Futurice on all levels. In the fall 2017, Jetro designed the 1UP-concept, which is an additional system for thanking people who have made the lives of others at Futurice a little better.

1UP is a term used in gaming. One of the best known 1UP symbols is a green mushroom in Super Mario. In Mario games, 1UP Mushrooms give the player an extra life.

Jetro commissioned Anniina Hautala to design a sticker featuring a Futurice version of the 1UP Mushroom. Jetro ordered a limited edition 50 piece run of stickers and he's handing them out for selected and published improvements done by futuriceans. According to the rules of Jetro's 1UP campaign The improvement can be anything (big or small), but it should be an improvement, not a downgrade.

1UP Mushroom stickers have become a sought after collectable and thanks to the actions performed to acquire them, Futurice is, once again, a little bit better as a company.



ASSIGNMENT:

Try to find a work-related question that makes your colleague feel uncomfortable. That's when learning happens.

Assignment: Create an experiment in your tribe or your work/project team. Use the formula:

We believe that your action

Will results in outcome

We will have confidence to proceed when success factor metric

Which creates 3X2 value

05 Making 3x2 decisions

The pace at which the world changes is accelerating. Hierarchies or decision-making processes that slow our operations down are unacceptable. We must be able to act **NOW**.

We operate in a highly competitive environment and must be faster, better and more agile than our competitors. When our competitors are asking for permission and playing their organizational games, we already deliver.

The key point here is that we recruit intelligent grownups. We believe the best decisions are made by those people whom the decisions have an impact on and who have the practical hands-on understanding of the issue at hand. Management layers as a part of the decision-making process are a waste and we've done away with them. We've built a devolved, low hierarchy organisation where decision-making power lies with the people doing the work – the individual Futuricean.

Based on these fundamentals, we have created our own operating and decision-making system. It's pretty simple and it's called 3X2.

What does 3X2 means in practice?

To put it in simple terms, at Futurice, everyone – yes, you too – has the power to decide on basically anything.

How does the 3X2 work?

When making a decision – regardless of magnitude – there are three (3) times two (2) aspects to consider.



3x2 is an advice process. 3x2 doesn't allow you to make decisions in isolation, instead it requires you to seek information and advice from people around you. Advice process still doesn't take the power of decision away from you, it just aims to make decisions better.

3x2 is deceptively hard for

at least two reasons.

First; 3x2 really is our decision making system. You can't demand someone make decisions for you. You can't really wait

for someone else to chip in.

You are a decision maker.

Second; once you've made a decision, you have to stand by it. Even if it sometimes means admitting and owning failure.

HERE ARE 5 ESSENTIALS OF 3X2:

1

The key thing is: **in 3x2 all five aspects are equal.** Why? This eliminates the risks inherent in emphasising any one aspect over others, because basically anything under the sun can be justified by choosing the right angle and disregarding the rest. For example: “Let’s buy a pool to make our people happy. If we are happy, clients like us and revenue will improve.” Well, ok... even though we believe happy employees = happy clients = happy owners, a swimming pool might not be the right or most sustainable solution to increasing the kind of happiness that leads to greater productivity. One-eyed decision-making is the most common way in which decision-making itself becomes blurry.

2

Sometimes it’s enough if one or two aspects of the model improve, but only if the other aspects stay the same, i.e. don’t get worse.

3x2 was created to make experimentation easier and faster. It allows you to try things. For experiments, it’s important to consider the purpose of the experiment. Why are we doing it? What are the metrics? How do I tell others that this is an experiment? For example, if we decide to see if replacing soy milk with oat milk in our cafe might make sense, we’d tell people oat milk is available this week and on Friday we’ll interview selected people about how it went. This will provide insight on whether a new non-dairy alternative makes sense, how to do it and who is responsible. As questions go, non-dairy milk is a fairly simple issue, but it works the same way for the bigger stuff, too. Trust us.

3

4

The “bigger” the decision, the wider its impact on people. Buying a book for the project team is an easy decision to make on your own, but choosing a learning management system has an impact on the whole company. So please try to engage people, seek for the best knowledge and find data to support your decision-making process.

5

With power comes responsibility and the obligation to make good, transparent and fair decisions.

When you are new at Futurice, your scope of decision-making is usually quite small. This is natural. It takes time to understand and accept the fact that you CAN make decisions. It also takes a while to establish the networks and find the data you need to backup your decisions. Nonetheless,

we urge you to be active in decision making from day one.

Every decision made takes us a little further. In some direction. Asking for binary yes/no opinions is not 3x2. It is 3x2x1. Especially supervisors tend to experience pressure to provide ready answers and decisions if someone asks for their opinion. How to do it then? We need everyone to support their colleagues in making independent decisions and accepting the responsibility that comes with with the decision – that’s cool!

REAL LIFE EXAMPLE OF 3X2:



Sebastian Hojas became a Futuricean in 2016. He did what we encourage our employees to do from the beginning, he wanted to improve things and he acted upon his vision. Here's Sebastian's 3x2-story:



Onboarding camp 11/2017

“



I was so enthusiastic about Futurice when I joined. It seemed like a place full of caring, innovation and individual ownership. I attended my Onboarding Camp, and I was really disappointed. The welcoming of new employees should be a big celebration, but instead, I was listening to interesting, but really overwhelming and monotonic PowerPoint presentations for two days long.

I talked to my colleagues and checked whether they felt equally disappointed and they were. I mentioned this in the Onboarding Camp feedback survey. Luckily Katja and Maiju from HC were clever enough not to interpret my very harsh feedback as destructive, but as a chance to get new energy to make a change.

I proposed a new concept and together with HC we tried the concept in the next onboarding camp. The feedback exceeded our expectations and gave us confidence, that we are on the right track. In the past year, we iterated over the concept to improve this.

A fun fact was that my 'supervisor' Janetta only really heard that I was leading the Onboarding Camp after it happened for the first time. I felt that she had so much trust in me to do good for Futurice that I didn't see the necessity to talk to her whether I can use my time for this (as long as I still honour my client responsibilities).



”

REAL LIFE EXAMPLE OF 3X2:

A great example of trust, caring and smart 3x2 is how Tammerforce folks jointly organised an awesome Halloween party (or actually two – one with family focus, the other with friends) with detailed decorations, snacks and beverages, and scary costumes. In addition to “normal” Halloween parties Tammerforce built not one, but three (!) commercial-quality escape rooms into the Tammerforce meeting rooms. All done by people at the office, out of their own excitement and motivation to provide nice experiences for their colleagues! And what’s more, after these events, there was this:

Office Clean-up Steering

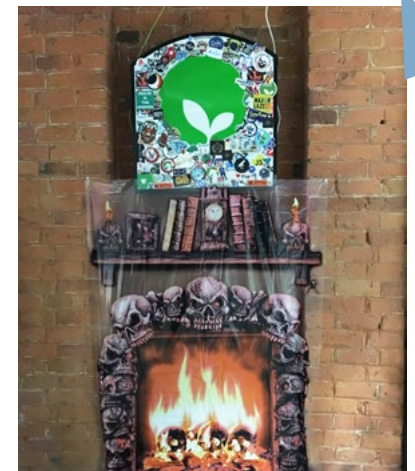
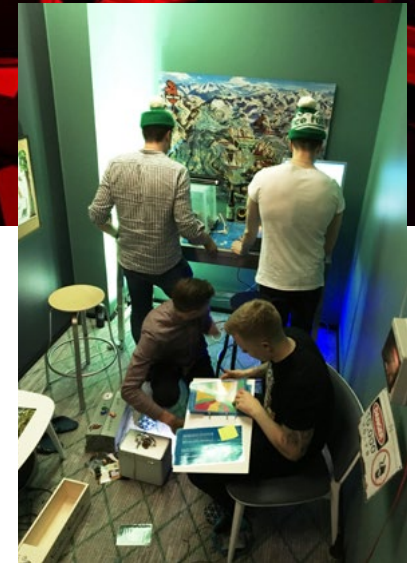
 tampere (67) ▾

Hello, fellow Tammerforcean!

After the Halloween parties and cake throwing during Miro's farewell, it may as well be a right time to get the office back to how it should be - blinking with cleanliness, things laying where they should. (Let's break a myth that it's impossibru!)

If you feel like joining - please do! Otherwise the participation is optional. This could also be the time to check on your own desks, and trash anything that's outdated (like that mug that stood there for a year and started a life on its own..).

Special targets: stage area, meeting rooms (especially all the box supplies and wires), kitchen, private area sofa & canvas area. Pew-pew 🍷



OPERATION SNOWFLAKE
— 3X2
IN THE SNOW



Last April, 25 Futuriceans headed to Levi in Finnish Lapland for a week of skiing, snowboarding, working and paljuing (for non-Finns that's bathing in a wooden hot tub). Again in 2018, we'll take over three cottages and bring together people from Tampere, Helsinki and London for more of the same for a week — 3x2 on a big scale happening here.

As well as skiing and working last year, the team went cross-country skiing, snowshoeing, fatbiking and running.

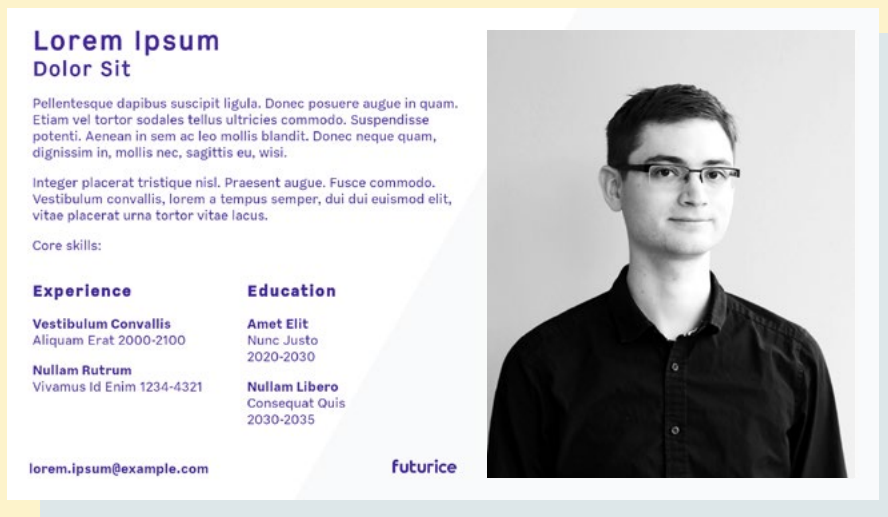
In addition to all of these activities, the team at Levi attended **41** meetings, wrote **6100** lines of code, spent **343** hours downhill skiing and **108** hours in the sauna.

The trip provides people from all our locations with an opportunity to come together, get to know each other a little better and enjoy a different working environment.

Some Snowflakers take the opportunity to use the trip as their FutuHike. FutuHike is an initiative that provides all willing employees with an opportunity to visit cities we have offices in, meet the local team and do their work in a new environment. Operation Snowflake is a pop-up FutuHike location, available for just one week a year.



REAL LIFE EXAMPLE OF 3X2:



Renewal of our CV generating tool is a great example of our Continuous Improvement value and for a 3x2 decision. Daniel Landau thought our CV generating tool needed improvements, so he made the needed improvements and then declared it official. This is how he communicated the change and the process. Hats off to Daniel.

From Daniel Landau
To all@faturice.com
Sent October 27, 2017 10:18

Hello all!

There was some talk a while ago about our CV generating tool (<https://cv.app.faturice.com>) not having the new brand style. It's there now, so feel free to use the tool once more. The dimensions and processing for the image have changed, so you need to reupload your image. If you need to still generate a CV with the old layout, you can for the time being do so at <https://cv-old.app.faturice.com>.

It was also noted that the CV tool is not an official tool. I'm happy to announce that we have decided to make it official! What follows is some details presented in QA form.

Does this mean that I have to do my single page CV with this tool now?

No. As always, you are free to use whatever tool makes you most productive.

Does IT now support and develop the CV tool?

No. It's an official tool, but not maintained by IT. They will keep doing what they do currently, which is the "have you tried turning it off and on again" treatment, but will not debug or develop further than that.

Who does development, then?

The CV tool is really simple, it can easily make do with bench and/or 3x2 time for the required minimal changes.

Ok, but who really?

It's your ship. Just do it. Developer documentation in the readme: <https://github.com/faturice/cv-generator/>

Who made this decision?

I did.

What do you mean you did, who are you?

I am nobody. Just a dev among many. 'Twas my 3x2. It felt that *nobody* was the right person to make the decision to make the CV tool official, so I went ahead and made the decision. Some decisions flow top-down, and some require proper credentials to make. This I think is not one of them.

Br,

Daniel

REAL LIFE EXAMPLE OF 3X2:

You want to participate in a two-day conference in San Francisco, with a price tag of 2.000€. You went last year, and it was great!

How do you decide whether to go or not?



People: The seminar is interesting and you think it brings value for you and your colleagues. You had a great experience last year. But what if a colleague would like to go instead? Be transparent. Let others know about the seminar, explain the benefits for you, others and the company, and share ideas how to make the learning tangible.

Clients: The seminar will help you with new insight into problems clients are having with their business – it has value. If your project schedule allows you to take some time off, go ahead. Have you asked your client if someone from their team might want to go, too? Knowing clients as well as your colleagues outside the work role helps you co-work in a team.

Company: The cost of the seminar is 2.000€ + travel and accommodation 1.000€. Time away from billable work is a cost. Say your daily billable rate is 1.000€. Two days off from the project has internal cost of 2.000€. In total the seminar cost comes out to 5.000€.


Put in another way. If your colleague's billable work is 11.000€/month (in Finland), from this the profit is 1.500€ after costs like 3000 €/month salary, taxes, tribe/bench/overruns etc. This means that to cover the seminar cost, someone needs to work approximately three months to compensate the actual cost to the company.

Now: Don't let the above numbers intimidate you, but try to identify all possible costs, as well as value. Good 3x2 decisions require both feeling and data. We want our people to regularly take trainings, go to seminars and develop their competencies. If we start saving money in developing ourselves, forward momentum and renewal will stop.



The salient question is:

how are you going to make your learnings tangible and reusable for other people at Futurice – what is the value?



Blog-posts, tweets etc. are great for marketing purposes, but not for knowledge-sharing. We hope you present your seminar findings at Weeklies or other internal events. Can you sell a project where you can use your new skill and apply the new tools and thinking in your projects?

Future:

ask how do the themes of the seminar fit our Vision2023 and what the company drives forwards? Or maybe you have team-level learning objectives to fulfill?

So what to do?

There is no right or wrong answer – you decide and, if necessary, discuss the pros and cons with other people. Transparency means that someone might ask you these tough questions, but the final call is always yours.



Assignment: You are doing technology selection for a project. What to consider? Who to involve, when, why and how?

Assignment: After a company party on Saturday, do you take taxi or a bus home? If bus, why? If taxi, why?

Assignment: A colleague is going on a six-month leave and you want to organize farewell party for 15 people. Do you pay the party with the company credit card? If not, why? If yes, why? What is reasonable 3x2 sum/participant?

One more time: 3x2 is super hard, for we imply that you consider our fellow colleagues, client and numbers as well.

Assignment: How to become a futuricean?

1. Hang at Futu Cafe or at the kitchen. Have a beer at Weekly or Friday after work – get to know your colleagues
2. Join as many Flows in Flowdock as you want
3. Use Futurice stickers, t-shirt or jumper
4. Use Lean Service Creation and think about why it works
5. Business Model You – learn how to present your skills and passions clearly
6. Be nice and fair to people. Ask how your colleagues are doing and how you can help them. Be wary of siloes and binary value-based judgements – we all have our conscious and unconscious biases.
7. Love the problems, not the solutions but keep in mind that sometimes how you see the problem just might be the problem.

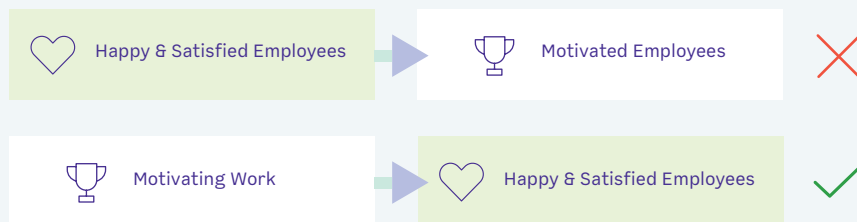
06 How we work

We want to empower our employees to become a better version of themselves and to have more of an impact on the world.

There's a common misunderstanding that happy and satisfied employees are automatically motivated employees. We don't see things that way. Happy and satisfied employees are an important priority for us, but we think causal relationship is reversed: people are happy and satisfied when they have work that motivates them.

For us, an employee's happiness is the primary goal, not a tool for raising productivity or profitability.

Happiness & satisfaction are end goals, not starting points_




What kind of work is motivating in our context? People yearn for purpose in their work and want it to have meaning that creates value:


Purpose, for people and organizations, comes from making an impact on the world.


Meaning & significance comes from providing value to someone else – in our case, clients.

Clients (not us) define the value of our actions, always.

And that's why:

Everybody at Futurice must have a client-driven agenda.  This makes our work meaningful

All roles, skills, behaviors and etc. have to provide value to our clients.  This creates purpose for our work

Roles, skills and etc. are to provide competitive advantage / capability for us and for our employees - either in terms of being better or different.  This keeps us alive, in other words: in business

To put it simply, our work gravitates around clients. Period. But we twist and bend in all directions to be able to align the needs of the market, the value our clients seek and the development desires of our current and future employees.

At Futurice, you will (almost) never work alone. We work in teams and mostly at our client's premises. This is how we prefer to do it. The closer we are to our client, the more we interact with them and the easier it is for us to have a dialogue with stakeholders on the client's side. This means we can offer better (read: meaningful, valuable) solutions to our clients.

We do our best to staff our employees into projects where they can learn something new – a new language, domain, project model or something else.

We don't have "sales guys" who sell whatever clients are willing to buy, hand it over to "delivery" and then move on to the next case. Our projects are lead, managed and delivered by the same people who sold them. We can, with great pride say, that our company there is no sales versus delivery gap. We are one.



We have two initiatives that offer our employees an opportunity to have a beneficial impact on the wider world: **Spice Program** and **Chilicorn Fund**.

THIS IS WHAT SPICE PROGRAM IS ALL ABOUT:

Spice Program = An open source and social impact program sponsored by Futurice

Supporting free time contributions

Our employees can work on open source and other social impact projects on their own time and get paid for it.

Use professional skills

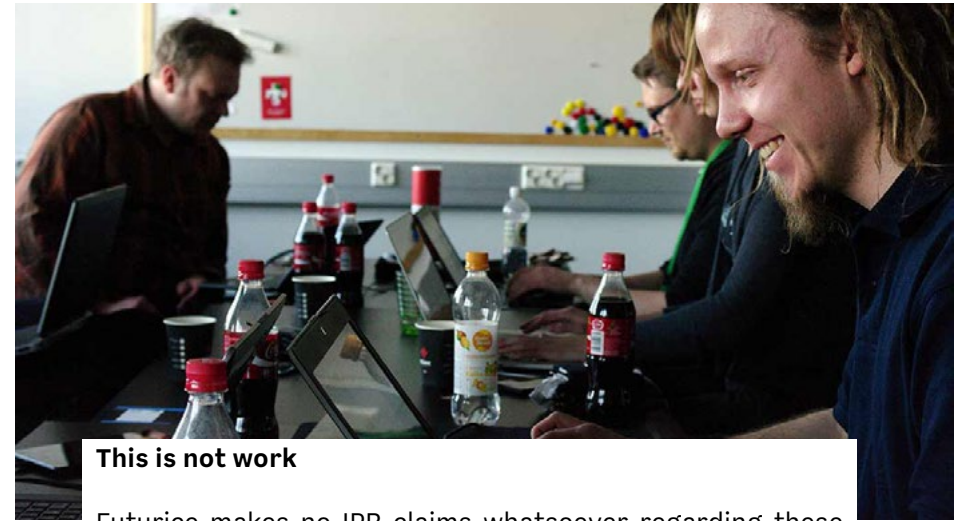
We pay 15€ / hour on top of regular salary for employees' free time contributions that use their professional skills.

Share as open source

Any project goes, as long as the outcome is shared with an open source license. This is not just for developers. It's for all our specialists.

Keep the balance

We have a 30 hours/person monthly limit on how much is supported. It's meant to protect employees' from overloading themselves.



This is not work

Futurice makes no IPR claims whatsoever regarding these contributions. In fact, we insist on employees taking their due credit for their efforts.

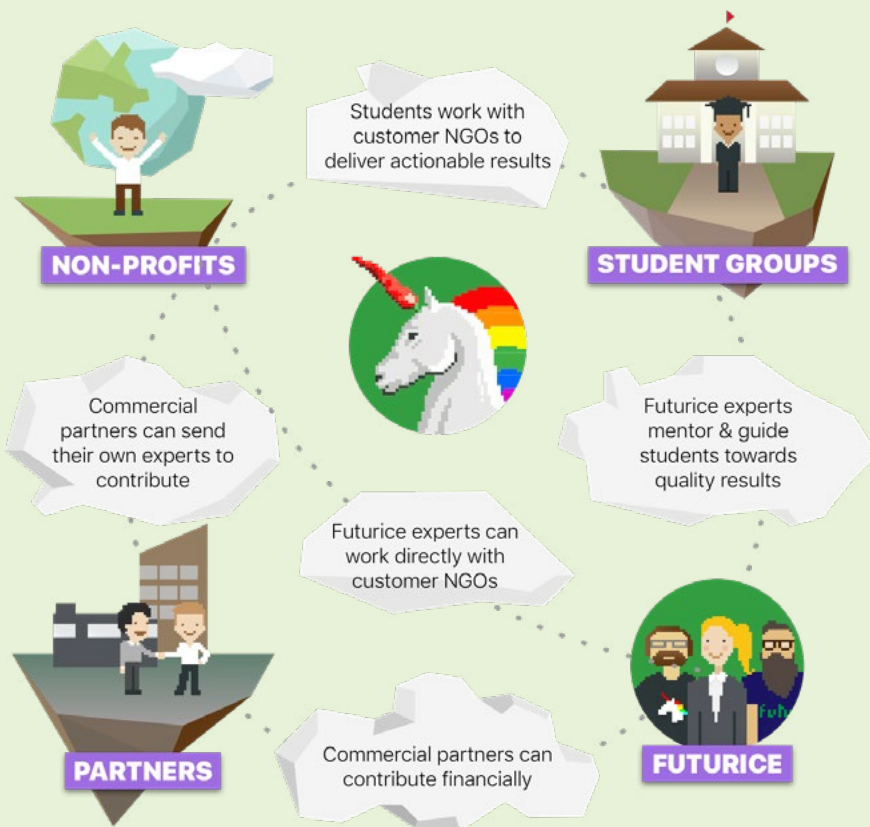
Like one Futuricean put it: "Spice Program means being able to create what I believe should exist, and being rewarded for that."

By the way, in 2017 we allocated 500 000 euros worth of our time to Chilicorn and Spice Program. And that's a big pile of money, moolah, dough, nuggets or whatever you want to call it.

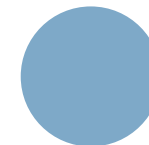


Chilicorn Fund = Pro bono projects for a slightly better world,
by Futurice

The Chilicorn Fund's aim is to work with nonprofits to create meaningful and impactful digital services. The expertise and time investment comes from the Futurice team, student groups and partner companies. The projects we select must always generate value for individuals working on the project, the companies supporting and society-at-large.



Through The Chilicorn Fund we've worked with Startup Refugees, SaferGlobe, Citizen Mindscapes, Aller Media, City of Helsinki, Haaga-Helia Polytechnic University, University of Helsinki, Save the Children, Nice Tuesday and many more. The Chilicorn Fund has made the world a slightly better place by increasing transparency in the arms trade, working to integrate refugees into society, making it easier for children placed in host families to communicate about how they are faring and in many more small(ish) ways. Many of the cases have also provided our employees and students to learn new things that will help them along their career path – whatever they choose to do.



REAL LIFE EXAMPLE OF CULTURE:

“

We work Culture first. When we open new offices we transplant our culture to the new site.

In 2010, we decided to start conquering Europe markets more aggressively. We rarely use words like ‘aggressively’ and ‘conquer’, but let’s give it a try here, out of curiosity to see how it works out. Will we feel like digital warriors by the end of this paragraph? But we digress... Anyway, we decided to do it by establishing new offices and Berlin was chosen as the site for our first ‘European’ office.

The expansion strategy was to send a team from Finland to the new territory and build the office around them. This was seen as the best way to export our most crucial success factor, our culture, to a new office. We chose Sampo Hämäläinen to lead the expansion to Berlin and later the Berlin office.

”



Sampo was 27 years old when he left for Berlin, with a handful of colleagues from Helsinki. Sampo had no experience founding a company, establishing a company site in another country or even running a company, especially in a foreign country. What he had was trust in his own capabilities, our trust in him and a group of skilled colleagues with a pioneering attitude. That was all it took. Would we do it the same way again? Would we still trust a 27 year old to do it? Not sure, but we should.

REAL LIFE EXAMPLE OF CULTURE:



Giuliana Mazzetta

Business Designer

“

Joining Futurice has however taught me that employment can feel very different.

At Futurice we have a truly unique culture. Highlighted in our core values and the non-hierarchical nature of our set up, we're encouraged to be transparent, speak our minds and give constructive feedback to each other. We're also empowered to take part in all key decisions. It's liberating and inspiring.

This ethos of caring and engaging comes to life in different day-to-day ceremonies, with radically open and honest activities like 'Friday emojis' and the peer to peer coaching initiative. I feel that I can bring my whole self to work and that my job here at Futurice connects with who I am, captures my potential and helps me progress towards my self-made career goals.

”

ASSIGNMENT:

Before starting a project, discuss with your team:

Business, technology and design should be visible from the very beginning. Do we have right people in the team? Do we know how the team might evolve in the future? How can we build a team without a wall between us and the client.

Psychological safety: Can we take risks on this team without feeling insecure or embarrassed? Avoiding value-based judgments like good/bad helps build trust. Be mindful not only of words, but how you deliver those verbally/non-verbally and what your intent is.

Dependability: Can we count on each other to do high-quality work on time? Do I know how other people work and react under a stress. Explain your working style and your hopes, expectations and fear in team work.

Structure & clarity: Are goals, roles, and execution plans in our team clear? Who looks after budget, work quality or billing?

Aim for high quality interactions: How, when and why do we communicate inside team, Futurice and client organization?

Meaning of work: Are we working on something that is personally important for each of us? Do we have mechanism to gain a sense of progress daily?

Impact of work: Do we fundamentally believe that the work we're doing matters? Can we measure the impact? In all cases, understand the business objectives, stakeholders in the topic and success factor. Fill the business context canvas with the client ->

BUSINESS OBJECTIVE AND CONTEXT

Fill together with the person funding this project

How will we know that we have succeeded?
(After a month? After one year?)

Who needs to be involved?
(Stakeholders, old and related projects..)

What is our business objective?
(business problem/need/opportunity..)

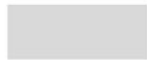
What enables us?
(Our brand, our new strategy, competencies, resources, new legislation, previous project, specific conditions, new trends...)

Why is it important?
(How does it fit our strategy?)

What restricts us?
(Budget, Schedule, Organization, Legal, Competition..)

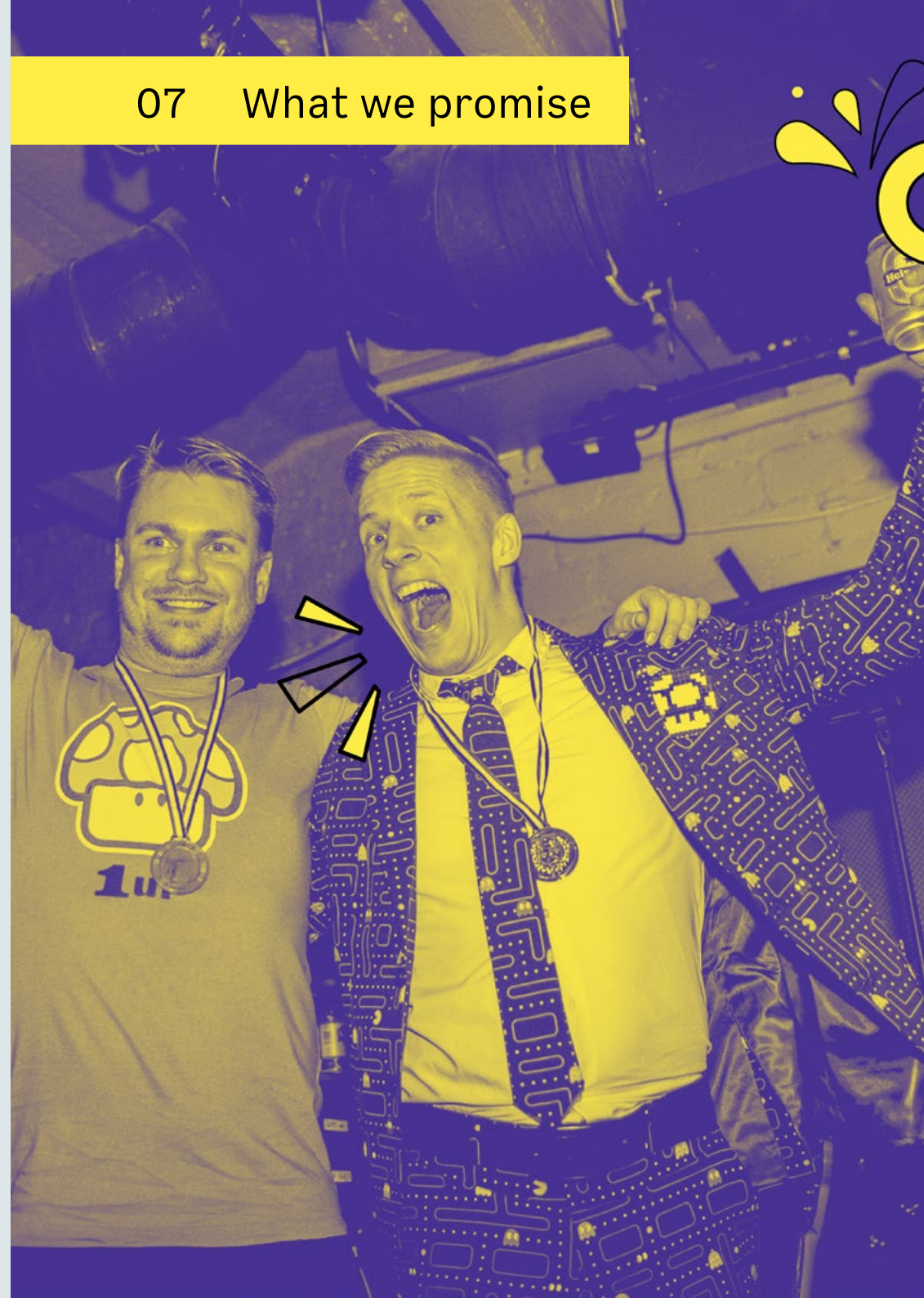
ASK WHY.

futurice LEAN SERVICE CREATION



Task 4: Describe how it is to work at Futurice?

07 What we promise

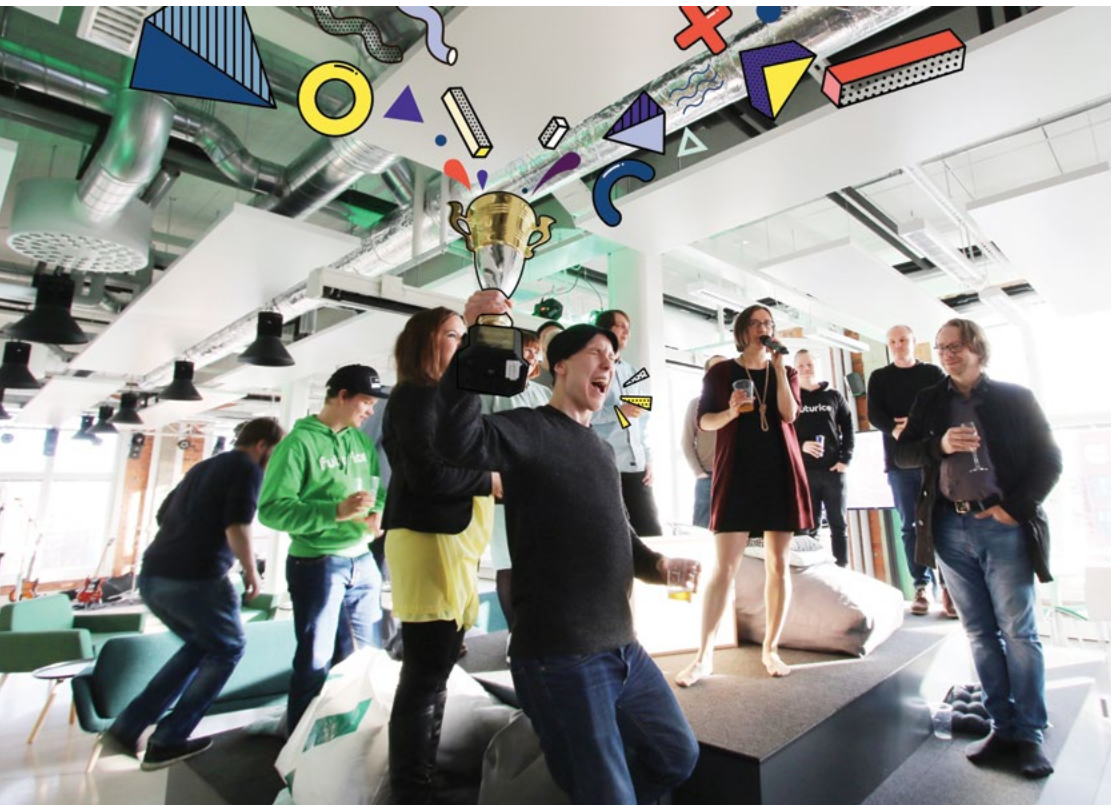


Our People Promise

can be summed up
in one sentence:
We want to empower
you to become a better
version of yourself

and have a bigger
impact on the world.
It's a big, bold promise, but
it can be broken down into
ten “smaller” promises.

1 We are a company with a strong and ambitious Vision.



We want to have a real and measurable impact on the world. Our strong vision allows us and our employees to focus on doing the right things every day.

2 Futurice(we) = = diverse && equal.



There is no Futurice type. You'll never recognize someone as working here based on an outward attribute or based on background. There are almost 500 of us at time of writing, all different and unique. Here you can be what you are and become who you really want to be as a person.

3 At Futurice trust is default.



You don't have to earn trust and the benefits that come with it. It's all in the minute you join us.

4 You have the power.



That's right. You don't need to fight for it. Our 3x2 operating system lets every Futuricean make any decision in the company if s/he thinks it's good for our 1) people, 2) clients and 3) our numbers, 1) now and 2) in the future. You own your decisions, development, career and well-being. We offer you the best platform in the world to make best out it. You have the power – use it.

5 We operate transparently.



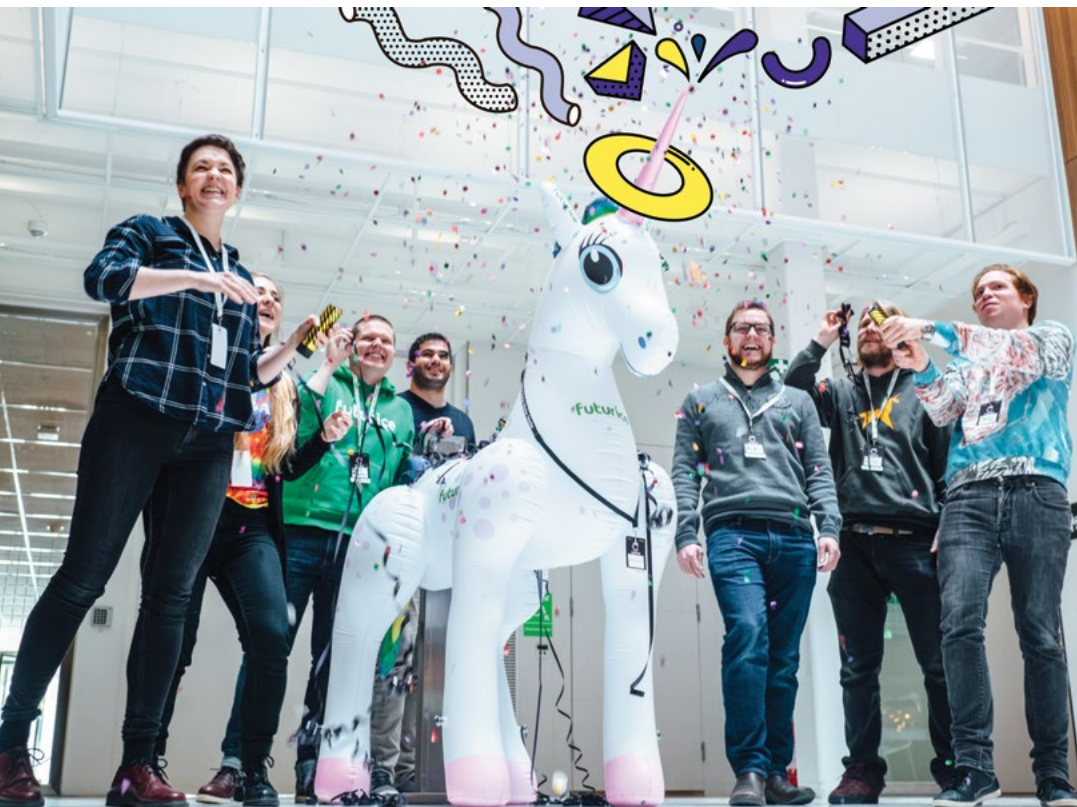
You have access to all information flowing in our company – financial data, internal development projects or client projects. We believe transparency brings s#itloads of good.

6 We are smart and we get things done.



For some time now, we've bragged about how we are thought leaders for a world beyond digital, but the fact is that we are even more: do-leaders of the world beyond digital. We make things happen. And working with the brightest human and AI minds is great. We recommend it.

7 We believe purpose in action comes from having an impact on the outside world.



Our development imperative comes from our ambitious clients and their needs. Meaning and significance comes from creating value for someone else, in our case clients.

8 We challenge you to become and stay future capable.



Your work is the best way to develop yourself. We invest significant effort in finding interesting cases for you to work on and provide our employees with the option to choose the projects they feel offer them the best personal development opportunities. We endeavor to work with the world's leading companies – ones that challenge us and our competence. We create and develop our own new companies to challenge the markets. Challenges makes us better at everything we do.

9 We insist you have a life.

10 We are global.



Outside Futurice, that is. Period.

Well, strictly speaking we are international right now, but global is the goal. We have offices in six different locations in Europe and we are seriously looking at another continent right now. We encourage our employees to relocate and see the world. We offer real possibilities to work abroad. Or the very exotic Tampere :-)



futurice

futurice

TORJESTÄ

FINLAND

ORI

ICE HOCKEY
WORLD CHAMPIONS

