

# Reshaping the Innovation Process through Social Innovation

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Finnish innovation fund SITRA



# A gift to Finland

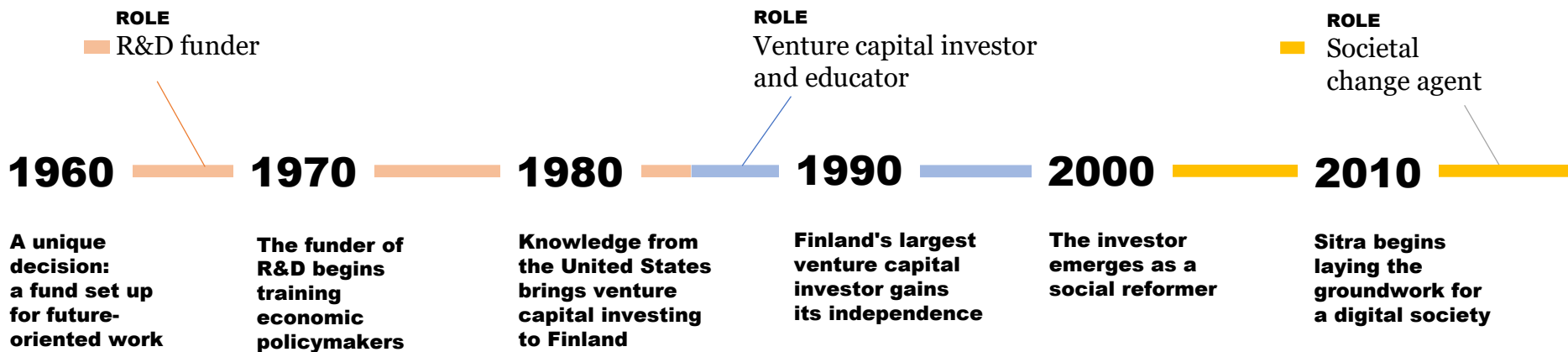
The Finnish Parliament established Sitra as a gift celebrating the 50th anniversary of Finland's independence.

The public future-oriented organisation was given the mission to build the successful Finland of tomorrow.

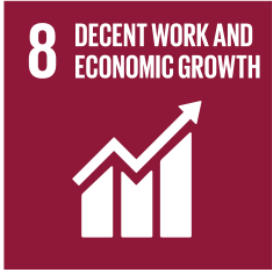
The year was 1967.

**SITRA**

# From R&D funder to societal change agent



<http://www.sitra.fi/history>





SITRA  
LAB

**Social innovations**

**Futures thinking**



**Systems thinking**

**Co-design**

1. WE NEED TO TALK MORE ABOUT SOCIAL INNOVATIONS

We define social innovatio as new ideas (products, services, models) that simultaneously meet **social needs** and **create new social** relationships or collaborations.

**THE OPEN BOOK OF SOCIAL INNOVATION**

Murray, Caulier-Grice, Mulgan 2010





Innovation has become nothing less than **a survival strategy.**

CHANGE BY DESIGN  
Tim Brown



SITRA

A vibrant, lush tropical jungle scene. The foreground is filled with various green plants, including large, broad-leafed plants and palm trees. In the background, a traditional thatched hut is visible, surrounded by more dense foliage. The overall atmosphere is bright and verdant.

**Probe-Sense-Respond**

Today, in a networked society, *all design processes* tend to become ***co-design processes.***

**DESIGN, WHEN EVERYBODY DESIGNS**

Ezio Manzini

In the transition toward a networked and sustainable society, all design is a design research activity and should promote sociotechnical *experiments*.

**DESIGN, WHEN EVERYBODY DESIGNS**

Ezio Manzini

2. EMBRACE COMPLEXITY, CREATIVITY ETC.

But with some ***tough love.***



**Harvard  
Business  
Review**

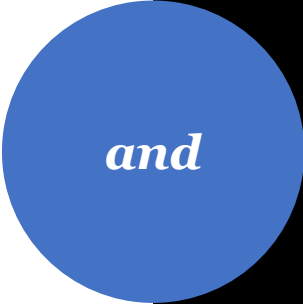
# The Hard Truth About Innovative Cultures

by [Gary P. Pisano](#)

FROM THE JANUARY-FEBRUARY 2019 ISSUE

**SITRA**

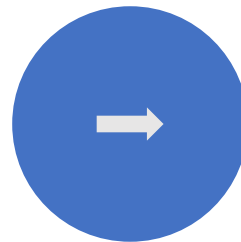
**Tolerance for failure**



**No tolerance  
for  
incompetence**



Tolerance for failure.



Only obligation is to learn.

**EXPERIMENTATION CULTURE IN FINLAND –  
PRESENT SITUATION AND DEVELOPMENT NEEDS**

Antikainen et al. 2019



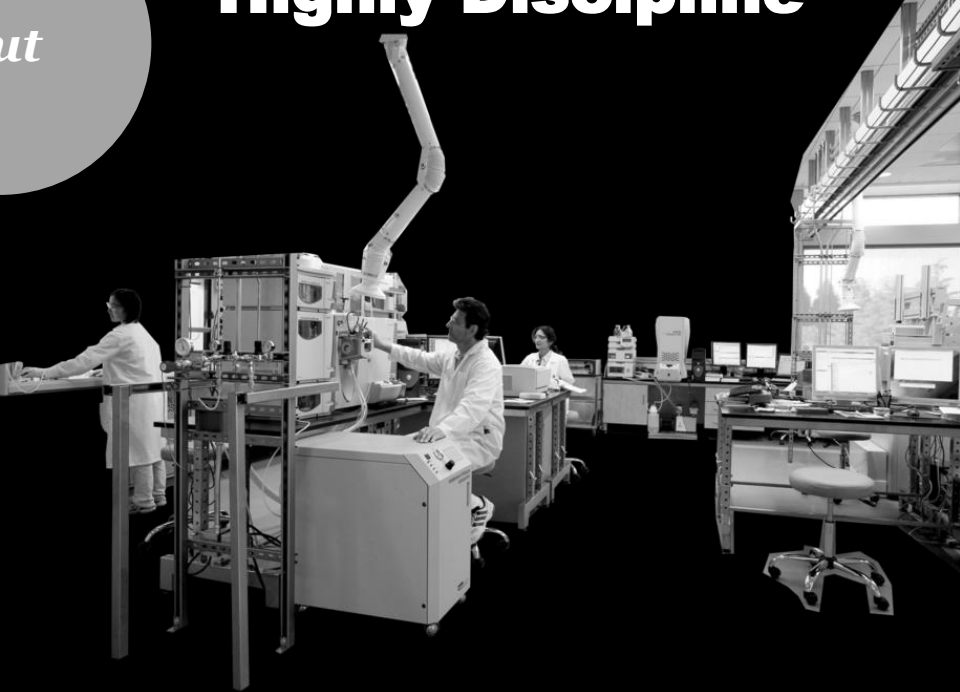
GARY P. PISANO, Harvard Business Review 2019.

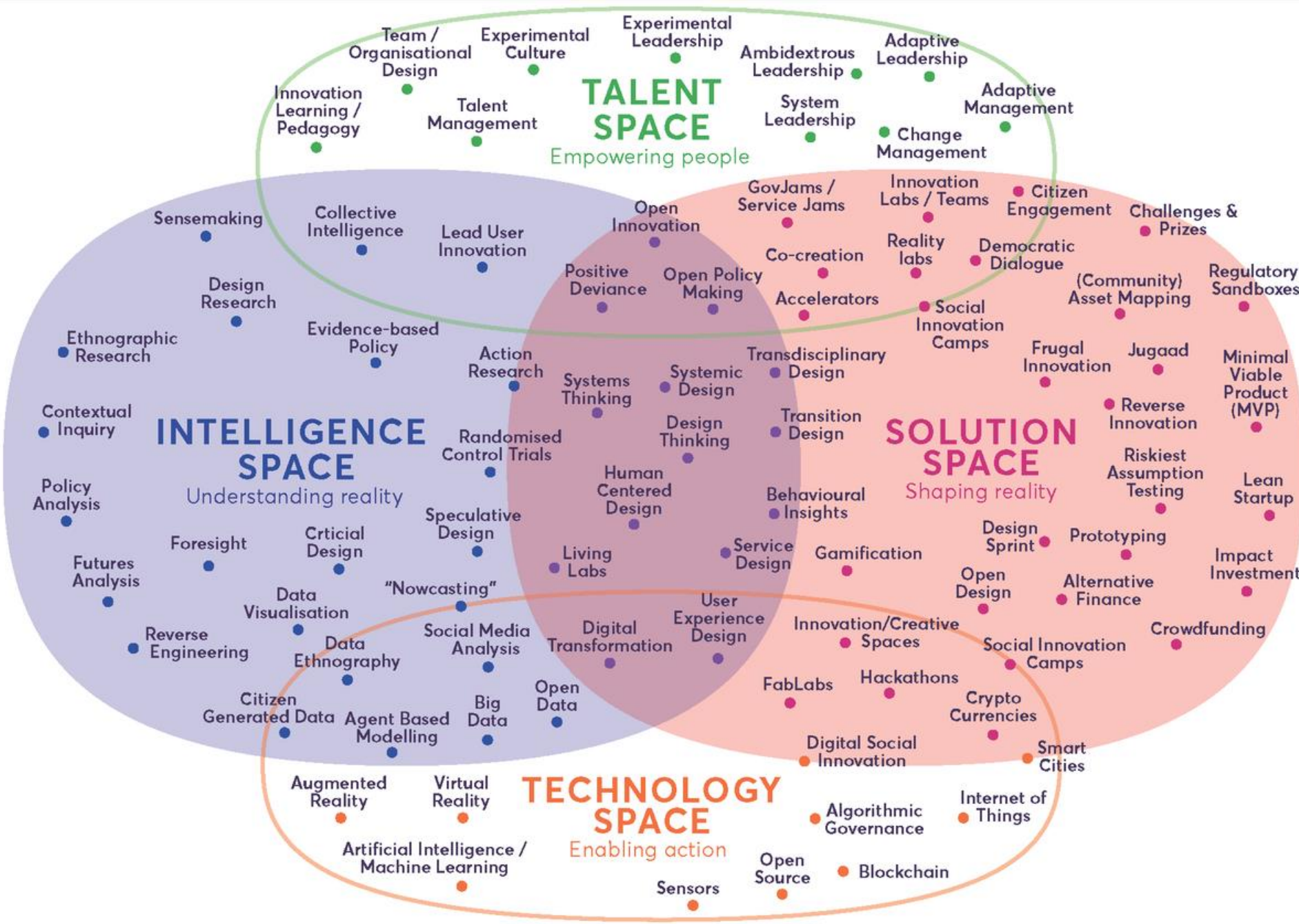
**Willingness to Experiment**



*but*

**Highly Discipline**

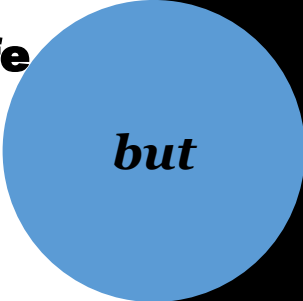






GARY P. PISANO, Harvard Business Review 2019.

**Psychologically Safe**



**Brutally  
Candid**



# TIME UT



**CARDS FOR  
FACILITATING  
A DISCUSSION**



GARY P. PISANO, Harvard Business Review 2019.

**Collaboration**

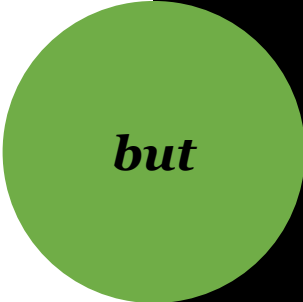
*but*

**with Individual  
Accountability**



GARY P. PISANO, Harvard Business Review 2019.

**Flat**



*but*

**Strong Leadership**





# Portfolio sensemaking and design

Experimentation 1.0:  
Learning how to do it:  
mindsets & skillsets



**CONFETTI**

Experimentation 2.0:  
Experimentation +  
governing the phenomenon

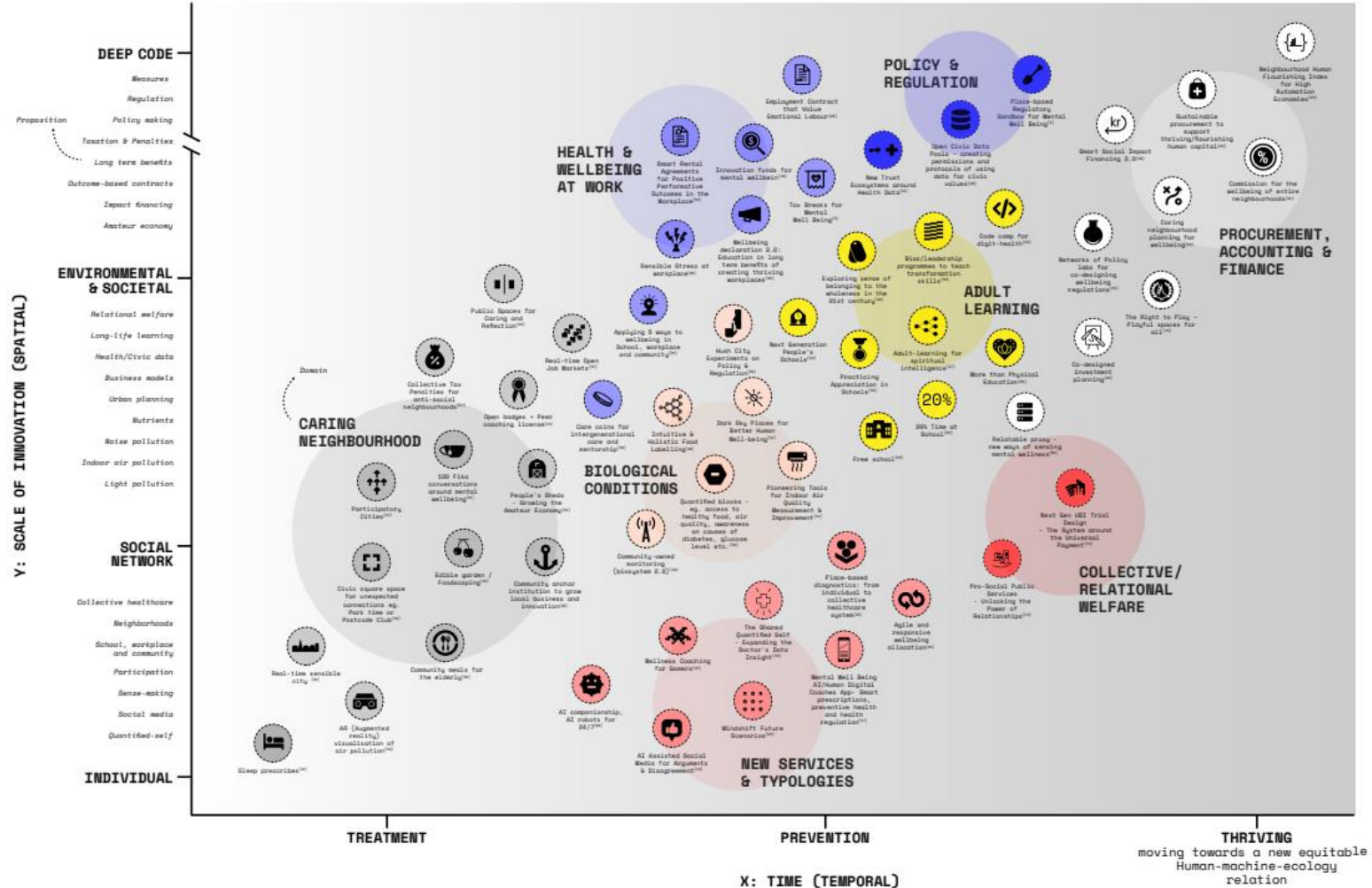


**SPAGHETTI**



# Portfolio of Experiments

MIND//SHIFT





**Visibility and  
learning with others**

**System level  
approach that  
supports leading the  
transformation**

**RISE TO  
SHINE!**



[sitra.fi/en](http://sitra.fi/en)

@riinapulkkinen      

**SITRA**