

# New skills and learning in the digital age

EIGHT COMPANIES, EIGHT PERSPECTIVES



Working patterns are changing and becoming multi-located. The transition towards a carbon-neutral society and digitalisation leaps will require businesses to innovate. This is also reflected in skills needs and learning styles.

○ Digital Game Changers -publication related to the project

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# Preface

## **The Corona crisis accelerated the upheaval, which is also reflected in the need for skills**

The global Corona pandemic has caused a major upheaval in the business world. Ways of working, well-honed value chains and established market positions have changed in an instant.

This crisis has also changed customer expectations and behaviour. This change cannot be explained by Covid alone, but also the maturation of a number of new technologies. The Covid crisis has deepened and accelerated the upheaval, and investments in the stimulus packages will further accelerate the pace of change.

The Confederation of Finnish Industries EK set up a Covid Digital Game Changers Task Force working group in late spring 2020. The aim was to bring together globally operating Finnish digitalisation pioneers to reflect on how the Covid pandemic is changing business, ways of working and customer expectations. It was clear from the start that the upheaval is also an opportunity to support and renew the skills and competitiveness of Finnish business.

As the work progressed, it became apparent that the need for change was also focused on skills and new ways of learning. Changing ways of working and multi-locationality, the move towards a carbon-neutral industry and society and digital leaps requires companies to innovate and evolve. This publication is a response for the need to describe the skills needs of enterprises and the evolution of skills and competences development in today's working life.

Skills development in enterprises is a systematic process, driven by the strategic objectives of the enterprise. Alongside the constant change in skills needs also the ways of learning are also in upheaval. Digitalisation and technological advances are enabling completely new ways of learning and monitoring the development of skills. We describe them in this report. Learning new things happens mainly by working and the traditional way of gaining new knowledge by educating yourselves becomes less important. In addition, the emphasis on self-management in a multi-location job makes it one of the key skills needs.

Accelerated by Corona, digitalisation is both creating a whole new set of skills needs as well as reinforcing existing ones even more. One example of a skill need that is becoming increasingly critical is cybersecurity skills and their management. Cybersecurity must be regularly on the management agenda, and it is important to strengthen the cybersecurity skills of all staff.

In this publication, pioneering companies share their changing skills needs and ways to respond to them. This publication aims to share the experiences of Digital Game Changers and provide new ideas on how to increase skills. This publication provides valuable information on competence development in enterprises for business leaders, political decision makers, civil servants as well as educational institutions alike.

Forerunners are leading the way here too: what today is a current competence need for forerunners, will soon be a need for others.

**Jyri Häkämies**

Director General

Confederation of Finnish Industries (EK)

# EK's Message

Finland thrives on skills. A digitalising world and working life are changing our skills needs. Skills renewal and development belong to everyone. Continuous and systematic competence development is worth investing in.

As part of the Digital Game Changers work, pioneering companies made recommendations to management, employees, policy makers and the education sector. The most relevant recommendations in terms of skills development were:

## Management should

- create a culture that supports innovation and enables networking and knowledge sharing
- ensure that skills development and cybersecurity are regularly discussed by board and management teams and are on management agendas at all levels of the organisation
- promote and lead learning at work. New learning on the job should be systematic and a goal-oriented process, assessing both skills needs and new competences
- Promote multiculturalism and internationalisation, because it's the key to success in a digitalising world and business environment

## Employees should

- be open to new technologies and actively participate in various opportunities to acquire new skills
- recognise that lifelong continuous learning is the key to succeeding in a digital world. Learning in the workplace and on the job is the most important way to acquire new skills.

## Decision-makers should

- ensure adequate funding for R&D and business-driven ecosystems
- allocate funding to lifelong, short-term modular learning that supports on-the-job learning
- putting knowledge and renewal on the political agenda and in the social debate.

## The education sector should

- invest in digital learning environments and technologies
- ensuring that learning content is available online in digital format. The potential of new learning must respond to the rapidly changing demands of the post-Covid world of work.
- ensure a good dialogue between education and business and the relevance of education and training to the world of work to meet the needs of the business world in an agile and continuous learning environment. Courses tailored to customer needs in cooperation with enterprises.
- rethinking and reforming training content to support future needs. RDI activities is a bridge to continuous learning, requiring joint programme preparation between business and higher education.

# Summary

**Eight different business examples illustrate how to manage competence and how to develop the skills of staff and managers in different sectors through e-learning and digital platforms - and what is involved in learning new skills and competences is changing. It is also worth considering cybersecurity and information security in a new way as part of normal business and a guarantee of business continuity.**

At **ABB** part of business development is the identification of talents as well as developing the skills of these talents. Therefore, knowledge management at ABB is integrated into strategic planning. The company has built a model that combines innovation, development of new services and the development of skills and new business models, which can be applied to the development of a new business area regardless of size or complexity.

**Danske Bank** is considering what kind of capital know-how is needed in the future. Every industry needs learning skills, self-development skills and understanding of the changing world around us. And what kind of sustainable development expertise in the financial sector and other industries need to be achieved in the future for sustainable development?

Multi-location and hybrid working are changing leadership, says **Kreab Helsinki**. Information overloads must be taken into account in management and communication. So, focus on the essentials. Minimise the impact you create for information overload to others. Managing for the future also requires value leadership and the ability to balance the friction that arises in people's interactions, the more different people there are.

At **Ensto Group**, competence and development are increasingly assessed on an ongoing basis, not just annually, and it is not just a task for HR. That is why competence development must be a part of every manager's toolbox. It requires new skills and talents from managers – a big change from the past.

**Fortum** responds to the new skills required in digital transformation of the energy sector for example, with the help of nano-learning. Online training is changing, and one of the drivers of change is nudging. This means very short, about a minute to a minute and a half of nano-lessons, where the message is compressed right to the core. Quick, easy to absorb and memorable messages come regularly. Experiences are good.

Data security ensures business continuity. It is a question of quality, not only about threats and minimising the possibility of cyber-attacks, stresses **Finnish Information Security Cluster (FISC)**. Business continuity is the ability of a company to keep its commitments to the customer as agreed and within the agreed timeframe. Security expertise and a security-conscious approach contributes to this.

**Cyberwatch Finland's** statement is that digitalization offers great opportunities for business, but only hand in hand with cybersecurity. Therefore cybersecurity management must be part of normal business operations. You need to identify the risks and know how cybersecurity can improve your own competitiveness.

Outsourcing know-how is one way to gain skilled staff for the company and it smoothens the need for staff caused by labour market fluctuations. **StaffPoint** stresses, that it requires a thorough analysis and discussions, and often the outsourcing strategy proceeds in a phased approach. Workforce management comes up increasingly in outsourcing discussions. It is developing the work and the work environment, and it can also be outsourced.

## COMPETENCE MANAGEMENT AND BUSINESS CHANGE

### Ismo Laukkanen

ABB, Head of Talent & Learning

Ismo Laukkanen leads ABB's Talent & Learning sector, which is responsible for learning and competence and organisational development. His doctoral thesis deals with know-how and learning knowledge transfer development in an industrial environment.



#### COMPETENCE DEVELOPMENT

##### Ismo Laukkanen's recommendations:

1. Skills development is business development. Needs come from there, and investments in knowledge directly benefit customers needs. Companies need to have systematic processes in place to integrate skills foresight into strategic business planning.
2. Continuous, lifelong learning is vital. Even a good business idea will not work if there are no skilled people to implement it. Continuous skills development, upskilling and reskilling are essential for the success of a strategic business development.
3. Managing and optimising knowledge networks. Building knowledge networks and operating in them is a very important part of competence management. In addition to the creation and development of networks, its management is an important competence.
4. Dynamic capability development. New business needs and opportunities are constantly emerging. New competencies and agile development of new skills is a vital prerequisite for companies operating in a global competitive environment.

# Customer projects define key competences and capabilities

## COMPETENCE MANAGEMENT AND BUSINESS CHANGE

**ABB sees lifewide learning as the key to business success. In recent years, knowledge development focus has shifted from the competencies of individuals to teams, as well as to the capabilities of organisations and networks.**

“At ABB, the identification of skills and the development of competences is part of business development. HR supports the management of the business units. In addition to this the global Talent & Learning teams help the management in identifying talent and in developing the organization,” describes Ismo Laukkanen, Head of Talent & Learning at ABB.

At ABB, talent management is integrated into strategic planning. It is based on business objectives and it also identifies the most important skills needs.

“Together with businesses, we plan how to acquire the necessary capabilities. Will we develop our own skills, or will we recruit talent and skills from outside, from partners or through acquisitions? In different situations, all these means are used.”

## Skills development an important part in innovation projects

Even a good business idea won't work without the people who implement it. Developing skills and anticipating skills needs are a key part of strategic business development. Typically, innovation projects focus on the development of new products and technologies. ABB's model is used to develop and transfer knowledge integrated as an important part of innovation projects. Laukkanen gives an example:

“For example, in digitalisation we work with customer teams that implements new solutions for customers. Through this, we learn what key competencies and skills are needed and -capabilities in different business areas. In addition to traditional products, we deliver a range of customized digital solutions.”

“So, we bring competence development directly to each individual team. In practice, this could mean that someone from Talent & Learning teams are involved in an innovation project. More often it is joint workshops with the client project team. We facilitate the workshop and through that we get an understanding of what the specific skills needs of that team are. We have good experience of this in Finland.”

## Competencies and dynamic capabilities in Digital and IoT solutions

	Digital add-on Services	System solutions	Customer co-innovation	Ecosystem co-innovation	Market shaping
ECOSYSTEM CAPABILITIES	<b>Ecosystem capabilities:</b> Global Supplier Mgmt	<b>Ecosystem capabilities:</b> Solution Business Concepts	<b>Ecosystem capabilities:</b> New business models Customer value & strategy	<b>Ecosystem capabilities:</b> Orchestration of business networks & ecosystems	<b>Ecosystem capabilities:</b> Transformational leadership
ORGANIZATIONAL CAPABILITIES	<b>Organizational capabilities:</b> Management of digital Services	<b>Organizational capabilities:</b> Solution Business management	<b>Organizational capabilities:</b> Value selling & management Co-Innovation workshops	<b>Organizational capabilities:</b> Change management Strategic sourcing Ecosystem innovation	<b>Organizational capabilities:</b> Change management Market shaping Ecosystem management
TEAM LEVEL CAPABILITIES	<b>Team level capabilities:</b> Value based selling	<b>Team level capabilities:</b> Business understanding Capture team selling Operation change mgmnt	<b>Team level capabilities:</b> IPR management Productization and commercialization Co-innovation concepts	<b>Team level capabilities:</b> Value management in networks	<b>Team level capabilities:</b> Value management in networks
INDIVIDUALS FUNCTIONAL & TECHNICAL COMPETENCIES	<b>Functional competencies:</b> Usability / UX Analytics / AI methods SW design/management Cyber Security Digital connectivity Tactical sourcing Cost management	<b>Functional competencies:</b> System project mgmnt Integrated data architectures Cross bus. collaboration Cross bus. project mgmnt	<b>Functional competencies:</b> Cloud architectures Scaled agile methods	<b>Functional competencies:</b> -	<b>Functional competencies:</b> -
	SMARTSENSOR	DIGITAL POWERTRAIN	INTELLIGENT BIOMILL	AUTONOMOUS SHIP	DESIGN-BUILT-OPERATE

Source: ABB





ISMO LAUKKANEN, ABB

Close co-operation  
with HR, business  
development and  
product development  
enables anticipation  
of competence.

– ISMO LAUKKANEN –

### Innovation projects need three connecting factors

Traditionally, HR thinks about skills and their product development and business development innovation, but HR, business development and product development don't necessarily talk to each other very much. Just discussion and close cooperation are important here and Ismo Laukkanen stresses that "collaboration and cooperation is very important and enables the anticipation of competencies."

ABB set out to build a model where innovation, the development of new services and the development of skills are connected, and which can be applied no matter what the size and complexity of the new business area is.

"We found three connecting factors, bridges between innovation projects and knowledge development. First is the work with the teams working on real client projects. This allows us to identify the need for skills, but provides exactly what skills development the teams need," Laukkanen begins.

"The second bridge is knowledge transfer. Innovation projects generate significant amounts of new knowledge and skills. The rapid transfer of this knowledge to be used across teams and business units in ABB is critically important."

"The third bridge is experts and resources. Many projects involve universities, so students are involved in writing theses or dissertations. They are potential new talent for ABB."

Whether you're making a single sensor, a smart factory or a self-driving ship: all will benefit from ABB's digital solutions, but what skills are needed to be developed and each delivery varies widely. ABB's model seeks to concretise what kind of skills the customer needs.

### Using all means to transfer knowledge

One patented solution for transferring knowledge within an organization does not exist, so even ABB has a whole range of different tools. The latest digital technologies are

widely used and are being developed together with leading partners and universities. Designing customer solutions and optimising their performance, digital technologies are also used in simulation models, Digital Twins. They are used for example, to optimise customer-specific product sizing, energy use or operational performance during their life cycle.

"Simulation models are a good way to try things out in practice, test and optimise things and get the information into a transferable form," Laukkanen summarises.

### Task-gathered knowledge anatomy

ABB also uses a database, Book of Jobs which focuses on tasks and their competences. It contains a type of skills anatomy of the hundreds of jobs at ABB and their requirements. What kind of competences are required for each job? What are the career paths for each role? How can you develop your skills from one level to another?

"We want to offer good opportunities to develop your skills and career development within ABB. For example, if you want to move into product development, they can see what kind of jobs are available and what type of skills are required for each position. This allows them to plan with the manager and HR, a career path accordingly, so that they can develop the skills they need."

## SELF-DIRECTED TEAMS

### Mikael Jungner

Mikael Jungner is the CEO of Communications Agency KREAB Helsinki.

Kreab Helsinki is part of a Swedish chain, which operates in 20 countries. Jungner was a Member of Parliament 2011-2015 and the CEO of YLE, the Finnish Broadcasting Company 2005-2010.



#### COMPETENCE DEVELOPMENT

#### Mikael Jungner's recommendations:

1. On-the-job training is the most valuable learning.
2. Even the most agile organisation needs a connecting thread. You can give a purpose (why this is done) or values.
3. Minutes matter. Protect the info and meeting hype.
4. Ensure diversity, but ensure symmetry alongside it. Asymmetry is an imbalance that occurs when people interact: some take and gain more space for their opinions than others.

# Leadership skills for the future: value leadership and smoothening friction within interaction

## SELF-DIRECTED TEAMS

**A self-directed team is self-motivated and self-learning. It needs responsibility and power, but not strict instructions on how to be self-directed. What to consider, when managing self-directed teams and their competences?**

The work involves solving concrete problems that need to be solved. At the same time, you learn. Communications Agency Kreab Helsinki Mikael Jungner, CEO believes that on-the-job training is particularly important in specialist work.

“In hierarchical organisations, the aim is to create processes and routines. Routine is a way of learning no less than when it is tailored to the needs of the individual according to the situation at hand. In expert work on-the-job learning is the most valuable learning. It is therefore better to tailor work to the needs of the individual rather than be routinised. As every job is unique, it leads to a more forward-looking, visionary approach to work.”

If you want to build a self-directed organisation and self-directed teams, they are also self-driven and self-learning, because self-direction is based on initiative, Jungner points out. Teams must therefore have not only the responsibility to be self-driven, but also the power to be self-driven. Rigid instructions are not good.

### **Relationships between people are important**

It is difficult for self-directed teams to combine the objectives of the goals of the organisation as a whole, but through human relations it can be done, says Jungner. Of course, you need structures and ERP systems, but ultimately, it's the relationships between people that matter, says Jungner. As head of information society relations at Microsoft in the early 2000s and more recently at Kreab, which operates in 20 countries.

“Linking the micro-work together in an international organization is tricky, but it works when people in different parts of the world who know each other and know each other's areas of expertise. A couple of hours of work tasks in Brussels is organised by getting in touch with a familiar face in the Brussels office and explaining the need.”

### **Smoother project work through a quick acquaintance**

Even small connections between people makes project work go smoother. This is one of the things that should according to Jungner be taken more into consideration when managing hybrid and project work. More attention should be given when getting to know each other quickly.

“A company's job is to solve other people's problems for a fee. The most effective way to do that is to combine the best available skills. Teams are assembled as needed on an ad hoc basis. Half-acquaintances or complete strangers to each other can suddenly be in a joint project. People should find a common thread as quickly as possible, preferably in less than an hour.”

“This can be influenced by the culture of the company. A company can have a culture of openness or personalisation. When people tell you a bit about themselves, their family, and their hobbies, trust and respect between them soon develops. It makes it easier to work together.”

### **Focus on what matters**

It is estimated that the multi-location and teleworking acquired during the Covid era will at least partly survive. Many workers in expertise tasks work part-time in the workplace and partly remotely. Hybrid working and self-directed teams are changing the management.

Jungner states some of the things that should be changed in management and communication. The first is information overload taking into account the flood of information. Focus on what matters sums up Jungner.

“Reduce the volume of email and other information overload. Don't fall into the trap of information overload and minimise the information overload you create for others. So, in your messages, first make the essential point, then the arguments. No novels where the main point is at the end of the message after protracted reasoning.”

# Did you know?

Self-direction is a different way of organising: the coordination required for collective action is achieved by means other than a hierarchical chain of command. It is not an elimination of structures, but their replacement. Structures that work are found by trial and error, because there are no ready-made models. For example, supervisors have tasks to do - you have to figure out how to do them if the roles of the supervisors are changed. A change in self-direction starts with trust.

Source: Frank Martela, Jari Hakanen, Hoang Nhi, Johanna Vuori: Self direction and work engagement in Finland  
– Is self-direction a source of well-being at work or a source of job satisfaction?  
– Is motivation a source of job satisfaction or a source of malaise?



MIKAEL JUNGNER, KREAB HELSINKI

**The more self-directed an organization is, the more it needs a value based, communicative, unifying thread.**

– MIKAEL JUNGNER –

## A clear connecting thread

The second is value-based management. The more self-directed and agile the more value-based it needs to be, a value-based, communicative common thread. It helps to understand what you are doing and why.

“In a hierarchical community, the thread is strategy and the structures that support the hierarchy. When you want a faster and more agile way, you need to move away from strict micromanagement and a strategy driven way. When you abandon them, chaos follows unless something replaces it. I would argue that in its place there should be a guidance to the common thread. In a self-directed, self-driven, self-initiated world, the structure that keeps the package together is an easy to remember and understandable common thread.”

Jungner illustrates the point with an example of Finnair: in Finland home for the evening, feeder traffic in Europe, growth from Asia.

## New skills for management: symmetry for human interaction

Jungner raises another issue of future management skills needs for the future. From diversity, from plurality, it has become much talked about and its importance is better understood. It works well in some areas, badly in others, says Jungner. In practical life, it needs to be matched by symmetry, says Jungner.

By symmetry, Jungner means the manifestation of disparity that shows in the interaction between people: in the fact that some take and receive more space for their own opinions than others.

“Asymmetries in human interactions e.g., differences in charisma, differences in power status and differences in types of character. When there was no diversity, but more hierarchies, symmetry did not matter. Now it does matter. One important skill for future leadership is how to correct this asymmetry.”

How to make everyone's voice heard in the workplace regardless of status, background, gender, education or their personalities?

## TRAINING SUPERVISORS

### Kirsi-Marja Ura

Ensto Group's HR Director.

Ensto is a Finnish family business that designs intelligent electrification solutions for electricity distribution networks and buildings. It has about 1,400 employees in more than 20 countries. Ensto operates in Europe, the United States and Asia.



#### COMPETENCE DEVELOPMENT

##### Kirsi-Marja Ura's recommendations:

1. Central to the development of competence is that it is thought through, it happens in everyday life and it is constant. Development discussions once a year with forms and long training programs remain as history.
2. Developing an organization's capabilities is absolutely crucial in creating value for the company. I believe that ability is a measure by which companies are evaluated in the market in the future.
3. Accountability and sustainable development goals and implementation leadership will be a significant part of all supervisors' work. All supervisors need to understand just how the company's sustainable development goals are implemented.

# Competence development is continuous, and it challenges supervisors

## TRAINING SUPERVISORS

**Competence development must be continuous. It must be a part of every supervisor's toolkit, not just HR chores. It is a big change, says Kirsi-Marja Ura from Ensto.**

"I don't think we will have long training programs anymore, but fast, tailor-made training tailored to a specific need of videos, Teams and LinkedIn. They are a quarter rather than an hour long, making them is easy to go through alongside your work, says Kirsi-Marja Ura," Ensto Group's HR Director.

Ensto has more than ten factories and sales offices in a total of 21 countries. Organizational structures vary from one country to another, and staff work in varying positions. For supervisors doing international work Ensto has global training programs, such as a training path for new supervisors which everyone has to complete. In addition, training modules on various themes are offered and country-specific, national legislation training. In Finland, for example, it is for well-being at work related topics such as work ability support and in matters that are addressed at work.

"Now, during the Covid era, we have supported supervisors especially in virtual management. It is an important addition to the supply. We created it in the summer of 2020, when the need for it became apparent. Group coaching remotely will no doubt continue."

### Competence development is continuous

At Ensto, competence needs are defined through strategy. Management annually assesses what the need for key competencies of the entire group level is and how their development is emphasized. This is linked to development discussions and capability evaluations, talent review processes. Also, the top management skills needs are defined in relation to strategy, Ura highlights.

"We are moving more and more to that direction, which means competence and development are not assessed annually, but instead it is continuous. It requires new skills and abilities from supervisors. We are no longer going for any development discussion template but supervisors must informally discuss with their staff constantly."

This is a big change. That means, in Ura's view, that supervisors need to face their subordinates in a more structured way and more regularly.

"It must be understood whether this issue is being discussed one step further. Do you really think what actually motivates this person, where is this person now and what do they need? There is a difference between a conversation and a debate, although of course superiors are discussing with their staff constantly."

Ura emphasizes, that the evaluation of development of competencies and abilities must be a strong part of each supervisor's toolbox. HR in this matter is sparring and supporting them.

"If supervisors don't see this as their own business, but doing this because they have been told to do it then these things just won't work out."

**How do you get to the bottom of future skills needs? How to seek understanding and gather information on it and how to document it? This is being considered feverishly in every company.**

– KIRSI-MARJA URA –





KIRSI-MARJA URA, ENSTO GROUP

### How to figure out future skills needs?

Another big change that Ensto is working on is how to get to the bottom of future skills needs. How to seek understanding of it, how to gather information from it and how it is to be documented?

“This is certainly a feverish issue in every business, for there is no model for this. There are two involved matters: dialogue with people about what they need to develop and motivate in their work as well as exactly where this company and the world around it are going.”

“The world and technology are proceeding at such a fast pace that in order to stay at the front you really have to be very much in the front seat,” Ura describes.

### Mentoring and job rotation increase internal competence

Kirsi-Marja Ura sees mentoring, people coming from different countries and development projects combining activities as a good way to increase expertise within Ensto. Job rotation is also included in this.

“We must be able to offer to the potential, and the talented people the opportunities to develop and expand their skills. For us, it means international projects, and hopefully in the future also postings abroad.”

“We must work to keep talented people in our company. People need to have a feeling that they can expand their knowledge, so that they are looked after and that we want them to grow in their roles,” Ura points out.

For this reason, Ura considers it important that the company has a functional capability management process.

“It is important to have a discussion, what kind of people, what kind of capabilities and potential across the organization there is. Ultimately, it must be brought to the company’s board. It’s to the board I also report on these issues.”

## Did you know?

- The role of the supervisor in learning and competence as a mentor is significant. A supervisor’s role is to act as a social influencer, enabler and atmosphere modifier.
- Work community culture guides learning strongly. The prevailing hidden assumptions and practices strongly guide employees, but often unconsciously.
- At the heart of learning today is interaction and development of new solutions with others.

Source: Fredriksson, Saarivirta:  
Management yesterday and today – the role of  
leadership as an enabler of learning

### Management, actively listen to summer workers and trainees

Ura brings up another important tool: listening to summer workers and trainees.

“It is vitally important for us that the leadership in all countries gathers students and summer workers together at the end of the training period and listens to them. What do they think about their work and how do they see Ensto? It is important that they really challenge the leadership, and that the leadership really listens to them, what they have to say. Young people bring new insights.”

## NANO - LEARNING

### Ann Boije af Gennäs

Head of Fortum's Transformation Services.

It is part of Business Technology, which develops Fortum's strategic IT, digital innovation and change. Fortum operates in over 40 countries and employs nearly 20,000 people.



#### COMPETENCE DEVELOPMENT

#### Ann Boije af Gennäs' recommendations:

1. Nano-learning is based on science and is a learning method of the 2020s. If you want to be an up-to-date employer, find out about nano-learning, find a service provider and make a pilot of some concrete subject.
2. Use nano-learning to bring about a change in behaviour, small steps at a time. It is also suitable for management training and among other things safety or staff training.
3. Implementing nano-learning takes more time in a company than one could imagine, but it is worth it.



# Fortum seeks fuel from nano-learning for the digital revolution

## NANO-LEARNING

**The energy sector is undergoing major upheavals on the way to carbon neutrality. One of them is a digital revolution. Fortum responds to the required new skills, for example, through the help of nano-learning.**

Three years ago, Fortum began to develop a new approach to develop their operations and expertise. At the core is the Business Technology (BT) feature. This means a broader and more strategic approach to technology than information technology.

“BT is taking Fortum’s digital transformation forward. When we set up the unit, we understood while we must retrain and conduct continuous training with Fortum’s staff. We started thinking about how to do it,” explains Ann Boije af Gennäs. She leads Fortum’s Transformation Services.

### **Own “Academy” for technological know-how needs**

“We had, of course, HR, which develops and organizes training, but the situation was more complicated. We needed among other things cloud, data, and analytics skills, traditionally these trainings HR has no preparedness for. To get a large group of people to work together agilely we needed to develop ways to train people among other things in cloud management and planning. This was a very specialized area of expertise for Fortum as a whole. We founded our own “Academy” for technological know-how needs. The “Academy” operates in the Business Technology Unit, which is now about 400 people large. The training the “Academy” provides are available to a large number of Fortum staff.”

“Business experts and IT experts work today in our projects together, so they also needed to be trained together. This was the purpose of the Academy, and it worked,” Boije af Gennäs describes the situation three years ago.

### **The pandemic brought a need for a new type of learning**

When the pandemic struck, Fortum’s experts moved on to teleworking. In the initial uncertainty, projects were postponed, so people had the time and need for continuing training.

“We took the opportunity. After all, we also had to communicate to people, how we thought the situation would change leadership and practices in general. That’s when we started to get acquainted with nudging-type training. It’s something completely different than days-long attendance training. I think they will come back too, but not anymore to the same extent,” Boije af Gennäs estimates.

### **Nudging changes e-learning**

Online training is also changing, and one of the forces for change is nudging. It means very short about a minute and a half long “lessons”, where the message is squeezed right to the core. Fast, easy-to-absorb and memorable messages come regularly. The power of nudging is precisely in speed, in clarity and density.

Boije af Gennäs compares e-learning to a book, and nudging to a TikTok video. You focus on the book or browse for a longer time. Something will probably stay in your mind, but you hardly return to the topic. The TikTok video comes and goes, but repetition and the continuum leave a trace of memory and begin to affect behaviour.

“Both are needed, but when it comes to changing behaviour, nudging like nano-learning has been researched and it works. We started figuring out how we could take advantage of it. We first made a pilot that dealt with data security. First the actual nano-learning package included ten, about one minute “lessons” of leadership. There we talked on a personal level about how we see leadership and how we lead ourselves.”

# Did you know?

Nudging, pushing people subtly in the way to change their ways for their own best, but give them also a chance too choose otherwise. Nudging is based on a 2008 development theory by behavioural economists Cass Sunstein (Harvard) and Richard Thaler (Chicago University). For example, Covid bulletins are based on nudging.

Source: McKinsey: Much anew about nudging

## The next nano-training on hybrid work

Fortum has now tested on how different lengths of nudging courses operate. The nano lesson will be emailed either immediately in the morning or at lunchtime. The time can be determined by each to suit themselves.

“The nudging message is a push message: the recipient chooses whether to open it or not. It’s regular as a new post follows periodically. We ended up at twice a week periods. One course can take a couple of weeks depending on the theme or a couple of months.”

Fortum is currently considering a nano-learning package of hybrid work. It would be short as a whole and is to be directed at employees.

“Everyone will also receive nano lessons by Office365 special features. By the way, you can find them directly from O365,” Boije af Gennäs suggests.



ANN BOIJE AF GENNÄS, FORTUM

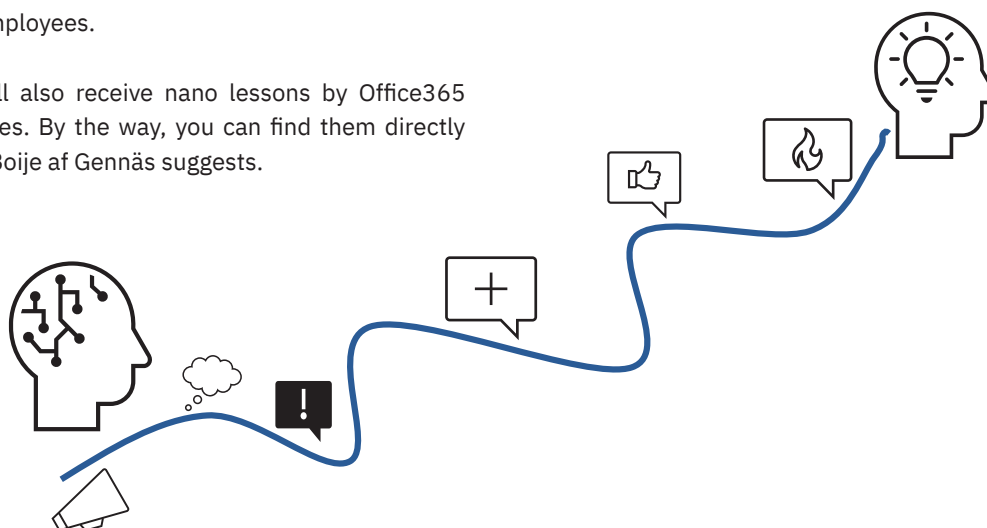
## Nudging forces you to find the core of the message

Nano lessons according to Boije af Gennäs are excellent as a means of education and a good but demanding means of communication. In a specific form and very short, the message must be compressed to the very essence.

“It is much more difficult than constructing a 45-minute lecture. The fact which makes things easier is that the next message will appear in a couple of days’ time. So, you don’t have to and don’t need to say everything at once.”

At Fortum, feedback on what has been available so far of the nano courses have been good, Boije af Gennäs says. People have given the content good ratings. Up to 96 percent of those who started the course have completed it to the end. There is room for improvement in that more is needed to open course messages.

“I firmly believe in nano-learning. Implementing it in an organization takes your time as it is a new way to teach and train. It’s not even a big investment, so it is possible for SMEs as well.”



## SUSTAINABLE DEVELOPMENT

### Riikka Ristola

Riikka Ristola is Danske Bank's Finnish operations HR Country Lead.

Danske Bank has approximately 2,000 employees.  
Danske Bank operates in 13 countries.



#### COMPETENCE DEVELOPMENT

#### Riikka Ristola's recommendations:

1. Think about what sustainability means in your industry. What types of skills are needed? Sustainable development is here to stay. It is not a trend, but something that needs to be understood in terms of your own actions.
2. Build human capital so that you can drive sustainable development in your sector.
3. Take care of your ability to learn. Learning is the key in the future world of work. Learning requires people who are fit to learn, so, take care of your wellbeing. A tired and stressed brain won't be able to learn.

# We need to talk about skills as capital – do we have essential capital for the future?

## SUSTAINABLE DEVELOPMENT

**The ability to learn, self-development skills and understanding the changing world around us are the key points in sustainable development skills in any sector, as it cuts across all sectors of industries. What skills are needed to achieve sustainable development for a sustainable future?**

Self-management and self-development skills, the ability to learn, will only become more important in the future, Danske Bank's HR Director for Finland Riikka Ristola begins her reflection on the kind of skills that the financial sector will face towards sustainable development.

Another important aspect of sustainable development skills is the understanding of how the world has changed and is changing.

"Those of us who work with clients need to understand, for example what kind of world the customer is operating in and the situation from which they seek our services. Understanding the bigger picture. That skill is a very different skill from than, say, the substantive knowledge of finance."

### T-shaped skills are required

Riikka Ristola talks about the T-shaped knowledge claim: developing both broad skills and more in-depth knowledge in a particular field.

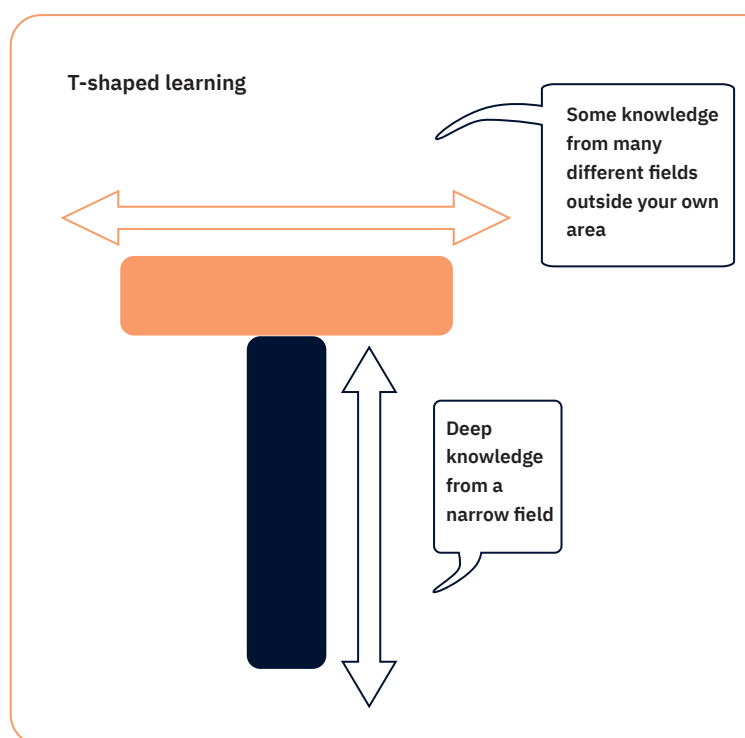
"I talk a lot about this in our company. Sometimes it's worth thinking about how much deep knowledge you need in your current job. And what are the areas of broad skills that you need to be able to do your job? These vary from job to job. It is motivating to see what this T of today is and what it will be in the future. What things do you need to learn more of and what do you need less of?"

### In which roles is deep understanding of sustainable development needed?

The skills needs related to sustainable development also depend on the role, Ristola points out. A role requires deep knowledge, while another requires a basic understanding of what sustainable development is about and why it is important. Understanding the role of banks in society in general as a driver of financial flows and the green economy is important, and it will certainly bring a meaning for sure to many peoples work.

In Danske Bank, the approach to sustainable development is based through customers. How does it affect customers in different sectors?

"We have identified key roles in which deep knowledge of sustainable development needs to be at a good level. Funding experts are still experts in finance, but they need to understand sustainable development dynamics and its implications across different sectors. Then you need to understand what the customer enterprise is doing, what





RIIKKA RISTOLA, DANSKE BANK

are their value chains, what impact it has on the financial sector's views on (ESG) are. In addition, it is necessary to identify, which projects are eligible for green funding. We have created informational training on these. Through ESG we assess how the enterprise meets the criteria of good governance."

E (environment) stands for environmental impact, S (social) social impacts and G (governance).

"In the role of a deep knowledge worker, for example, are the group's sustainability reporting and product development. Currently we are building a set of indicators for the corporate lending portfolio to be able to reach the Paris Climate Agreement carbon emission targets for 2023."

### A kick-start in the form of online training

An overview of sustainable development is offered to all Danske Bank employees for a couple of hours of basic online training. Everyone will receive a basic understanding of sustainable development, the changing regulation, its impact on legislation and how the financial sector applies the UN's Sustainable Development criteria.

"Everyone is required to complete the online training. You receive the knowledge side of it, but the actual learning is when you think about what sustainable development means in their own work. How to apply and use this knowledge?"

"On diversity and inclusion we have a larger training session coming up for everyone, a three two-hour session. It's a kick-start. Then they will think about what diversity and inclusion means in their own work."

"At the Finnish level, the link between diversity and inclusion is the labour shortage which many sectors are struggling with. We do not always either find the skills we need from Finland, although in the financial sector the labour shortage is not yet a very acute issue."

## Did you know?

The three components of sustainable development are the environment, the social component and the economy. There is now plenty of talk about social diversity in the social component diversity and inclusion. Diversity is broader than gender, it refers to the diversity of people of different ages coming from different backgrounds and different educational traditions. Its benefits come from different perspectives and competences, thus any given issue can be looked at in a broader perspective.

### What is sustainable human development?

Riikka Ristola ponders what even the financial sector hasn't yet thought about with regards to sustainable development.

"Have we been able to ask what are the competences that are needed to achieve sustainable development in a sustainable future? Perhaps we have become accustomed to the idea that competence development is a matter for HR. But competences should be talked about as capital in the same way as any other capital of an enterprise. Do we have the kind of capital that is relevant from the future perspective?"

Capital thinking is not, in Ristola's view, about training people for their current jobs, but rather one that is formed when people work together.

"It is a capability approach: producing something together, that moves us forward. We may be looking at too narrow a sectors at a time, and our education system is leading to a siloed mentality. That is no longer the case in the world of work. How to support cross-cutting, horizontal skills? Sustainable development is a good example. It cuts across all sectors and activities."

## DATA SECURITY

### Mika Susi

Mika Susi works as Head of Security for Thales.

Mika Susi worked until September 2021 as the CEO for the Finnish Information Security Cluster (FISC) which belongs to Technology Industries of Finland. FISC is a cyber security industry lobby group, with around 80 member companies. Susi is currently working as the head of security at Thales.



#### COMPETENCE DEVELOPMENT

##### Mika Susi's recommendations:

1. Think of data security as a quality issue, whether it's your own business or the service or product to be delivered to the customer, to which you are committed to by contracts.
2. Data security is an opportunity. It's worth including it in even the smallest enterprises and projects. What are the benefits and opportunities that can be gained through data security? What are the risks?
3. Educate staff, encourage data security thinking, reward success. Invest in people, so that they can constantly learn about data security.
4. If you are unsure about data security issues, contact a professional. They can be found e.g., through the Technology Industry at FISC. Small things can get you started. They matter just as much as the individual such as Covid19 vaccination: a small act for the individual but significant for everyone.



# Data security guarantees operational continuity

## DATA SECURITY

**SME's, thinks data security as a quality issue. It's not just about threats and the potential for cyber attack minimization. It is a continuity of operations and reliability, recalls data security professional Mika Susi.**

Reliability is the ability of a company to keep the customer commitments made to the customer in the agreed manner and within the agreed timeframe. Data security expertise and methods that take into consideration data security contributes to this.

The level of data security skills varies widely across SMEs depending on the industry, says Mika Susi, who has also worked as the CEO the Finnish Information Security Cluster (FISC) which belongs to the Technology Industries of Finland.

“For example, in the cyber sector and in the defence industry we have very competent and aware SMEs. However, the big picture in Finland's 300,000 SMEs is different. Unfortunately, there are still a lot of companies that haven't given it much thought.”

Fortunately, you can start with small things.

### The most cost-effective way is to train people

Data security does not necessarily cost a lot, Susi assures. In addition to basic data security, the most cost-effective way to get started is by training people. As awareness of security issues grows, also the operations can be shaped by small regulations. Vital is management commitment by example.

Even a small company can request a security audit and, if it wishes an acid test of their own systems.

“Services suitable for SMEs are now readily available. Just because a company orders a security audit, for example, does not mean an army of consultants in-house, but cost-effective packages of services. It is worth asking around and comparing them.”

### Security expertise can also be purchased externally

And you don't have to know everything or do everything yourself.

“Even a small business can outsource its data security issues at least partially. You can hire a data security manager to work for the company a few hours a month. Of course, it's good to remember and understand that the company cannot outsource its responsibilities. The management is always responsible for data security, whether who is responsible or not,” Susi emphasizes.

You should contact the university and university of applied sciences in your own area, Mika Susi advises. Many educational institutions provide data security training, and educational institutions need and appreciate connections with companies.

“You can also commission work related to data security as a student work. It benefits both the company and the educational institution.”

### Customers are also starting to demand data security consideration

More and more SMEs are waking up to external pressure.

“When customer direction or regulatory requirements come in, companies are taking a more proactive approach to data security. And customers are increasingly asking and demanding from their partners and supply chains, including in terms of data security,” Susi points out.

An organisation's level of data security can be demonstrated through various certifications, but more and more companies want to carry out a concrete audit of their new partner's data security measures. Therefore, a good management system and practical solutions are worth investing in, Susi recommends.

“Customers demand quality, and data security is one of the key elements of quality, but above all a question of trust and reputation.”

# Did you know?

Finnish Cyber Security Cluster (FISC) estimated in the spring of 2020 that its member companies employed 6,500–7,000 cyber security professionals in Finland. By 2025, the need will be 15,000 experts in the field. More than a half of all company respondents said that there is a shortage of skills in the industry.



MIKA SUSI, THALES

## What's the difference?

Cybersecurity aims to improve security in a networked society. Cybersecurity identifies, prevents and prepares for the consequences of electronic and network disruptions to connected systems especially for functions critical to society.

Data security focuses on securing data (e.g. business files, personal data, bank identifiers, personal identification).

The Vastaamo case was an extreme example of this: a serious data leak in the psychotherapy sector led to a loss of trust and confidence in the company and ultimately their bankruptcy.

### Think of data security as an opportunity

Susi calls for data security to be in the mind more from a business perspective than as an opportunity.

“In many enterprises it is more of a necessary evil, to which at least some attention must be paid. Instead, one often fails to think that it also brings opportunities. It is, of course, a question of time, cost, investment, but it is also about managing continuity. This means that there is a good level of reliability, and business continues uninterrupted,” Susi recalls.

### Information security is about securing investments

Susi urges you to think about the data security conducted by the company through investment. If the company has acquired, for example a plasma cutter, can anyone interfere with its operation? That would only be a business risk.

“Even at home, there can be unexpected places of data security risks. Personally, I was just examining the ground source heat pump in my house that is connected online. A surprisingly unsecured connection was also found there. That has now been fixed.”

**More and more companies want to audit their new partner's data security measures, as data security is one part of quality.**

– MIKA SUSI –



## CYBER SECURITY

### Aapo Cederberg

CEO Cyberwatch Finland.

Cyberwatch Finland is a strategic cyber security company, which specializes in cyber threat detection and counter measures, as well as providing comprehensive situational awareness.



#### COMPETENCE DEVELOPMENT

#### Aapo Cederberg's recommendations:

1. Corporate management teams and boards of directors play a key role in cybersecurity. They are required to raise the level of situational awareness.
2. Every individual can improve their own skills and thus become a more productive employee.
3. Create a cyber culture in the company that enables change and keep up with changes in the world. The safer the company, the more competitive it is.

# Cybersecurity must be an integral part of the business

## CYBER SECURITY

**Cyber security must be a part of normal business operations, says Aapo Cederberg from Cyberwatch Finland. Digitalization offers great opportunities for business, but only hand in hand with cybersecurity.**

Managing cyber security is part of business, and understanding cyber situational awareness is the foundation.

“You need to identify the risks and know, how cyber security can improve your own competitiveness,” says Aapo Cederberg, CEO of Cyberwatch Finland.

But first you need to understand how your company operates at a level of cyber awareness, cyber maturity. Every company is different, so you always have to define, what needs to be included in your case.

### Strategic snapshot: big phenomena

Cederberg divides the cyber landscape into three parts. First is the strategic snapshot. It includes global, major phenomena: how cybercrime is evolving, how cyber intelligence is evolving and in what direction the cyber world passes. Also, world politics, its repercussions and

the spill-over effects on their own activities are included here. What about disruptions in the supply chain? The repercussions can be dramatic.

“In addition to these, the strategic situation needs to be looked at including the role of technology, human activities, organisational policies and processes.”

### Cyber Risk Literacy: understand the level of risk

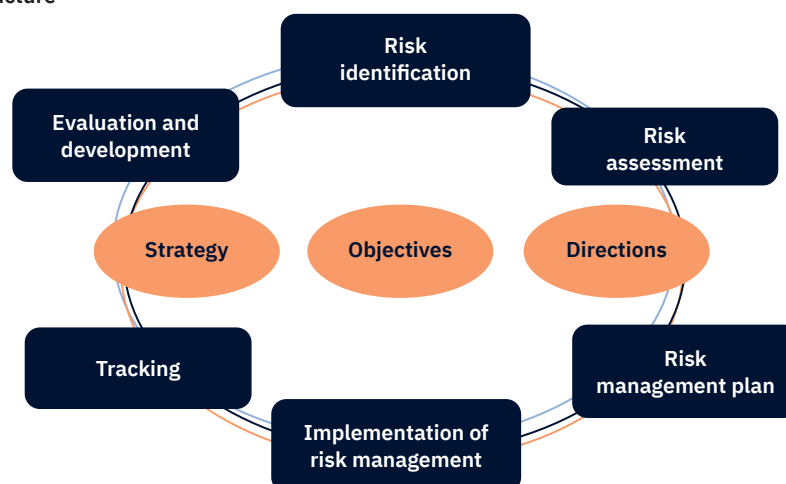
The second part is cyber risk literacy. Cyber risks for the company are strategic, operational, financial, human resources and reputational risk. They affect the company’s operations at all levels, cutting across all functions of the entire organization.

Therefore, a company should understand where the level of its cyber risks are at and must have a plan to manage them. It is therefore worth conducting a cyber risk analysis.

### Technical monitoring: data alone is not enough

The third part is the technical monitoring of data, which many companies have outsourced.

Cyber risk analysis structure



Source: EK



AAPO CEDERBERG, CYBERWATCH FINLAND

“In the new normal we live in now, mere technical and monitoring of technical vulnerabilities are not enough. Businesses need to have information and data on a snapshot and an understanding of what is done with that knowledge. You need to have an understanding of what to do with the information, which is different from situational awareness.”

“A snapshot is data. Situational understanding is that you understand what should be done based on data and information. It comes down to leadership, or understanding, which turns into decisions, preparedness, and action,” Cederberg points out.

### Cyber security cannot be bought off the shelf

According to Aapo Cederberg, Finnish business management is reasonably aware of cyber security. However, there is still room for improvement in that the basis of leadership has a reliable situational picture and a clear understanding of the consequences of cyber risks.

According to Cederberg, one third of companies have conducted cyber risk analysis well. The second third has done something but the third has done nothing.

“I’m a little worried that digitalisation is a huge opportunity, but it will not materialize if it is not built together with cyber security. The right things must be done in the right order and be built with the right pieces. One must realize that cybersecurity is complex and it cannot be bought off the store shelf.”

### Cyber security boosts competitiveness

“Management must have a proper understanding of the situation. Based on that You can make the right technology choices that will be based on the company’s operations and its cybersecurity maturity level, train people, maintain cybersecurity capability and testing. Monitoring, where the cyber world is going because it’s moving all the time. It’s also worth having exercises every now and then and investing in a constantly updated cyber risk analysis.”

## Did you know?

- One in three Finnish companies was involved in a data leak in 2019, and micro-enterprises are not accounted for in the statistics.
- Cyber-crime will rise during 2021, to be the world’s third largest economy behind the US and China.
- Cyber-crime costs the worlds largest companies in 2019 an average of 3.8 million €.

Sources: Cyberwatch, Etna Economic Research

“Besides, taking care of cybersecurity is in fact productive. The more secure a company is, the more competitive it is in the marketplace.”

### Educate and motivate people

Human action in cybersecurity is both a threat and an opportunity, Cederberg reiterates. That’s why every company should support people’s learning across different channels.

“This is especially important now that people are working remotely a lot. Many people have an office at home and need to know how to do it to make it work in terms of cybersecurity. You need to know, what to do and what not to do and what not to talk about in Teams.”

“It’s worth educating and motivating people, not just scaring them. This is an easy thing to do, if you do the right things, in the right order. People are motivated by the fact that they know and feel that they’re professional. That’s important too, that people understand that they are in the cybersecurity as key players, not just potential victims.”

## OUTSOURCING COMPETENCE

### Anu Ahokas

CEO of Staffpoint.

StaffPoint is one of the largest staffing companies in Finland. It has an average of 12,000 of their own employees working in its client companies. StaffPoint operates in the service sector, industry, logistics and provides a wide range of experts and managers to businesses and the public sector.



#### COMPETENCE DEVELOPMENT

#### Anu Ahokas' recommendations:

1. The staffing partner helps to find solutions on the shortage of experts. It's on everyone's lips right now.
2. The employee partner sparring the company's HR strategy and its everyday life in choice of means.
3. The HR partner helps identify HR risks and manages them.
4. It is easy to manage seasonal fluctuations in the workforce through an employee partner and temporary resource needs.

# Outsourcing of skills requires a thorough analysis

## OUTSOURCING COMPETENCE

**Competence outsourcing is one way to acquire know-how in a company and smoothen fluctuations in labour demand needs. What should be considered when taking into account staff leasing?**

“Outsourcing know-how is always a trade between two. It requires strong planning and mapping of options. There must be a good dialogue between the company and the human resources industry, begins Anu Ahokas,” the CEO of personnel service company Staffpoint group.

“You should make sure that a potential staff partner understands the business of the company well enough. Then you will be able to really discuss the business goals and what the company can do best and where the partner could complement the company’s expertise. When considering outsourcing it is also important to think about the company values.”

“The key question is what area does the company know best. It’s worth keeping it to yourself. And keep in mind that outsourcing cannot outsource overall responsibility to a company. The outsourced part of the service is still part of the company’s overall service and value creation,” Ahokas recalls.

### Backed by in-depth analysis

What HR services should a company do itself? What is it worth buying from outside? The range is large: an extreme example is the outsourcing of an entire function, such as HR. At the other end, help is sought to find an individual expert or tailor made coaching for the needs of the company are organised.

Personnel coaching is sparring and consulting. Coaching programs are typically designed for business management and with HR management. Usually, they are part of the company’s broader competence development plan.

“It is very typical that the company does one part itself in some competence development project, the partner does the other part. For example, we can facilitate discussion, develop leadership skills or customer experience.”

### Phasing for best results

“Staff outsourcing always requires strong analysis and discussion. Over the conversation table both sides must see the full benefits. The worst option is if the company is represented in conversations with a person who may have their own position threatened in the outsourcing process.”

According to Ahokas’ experience, the biggest weakness is to become too greedy at once.

“The outsourcing strategy is often phased, progressing in stages. And when it comes to outsourcing, from a company perspective one should also consider how the agreement allows, if necessary to back away.”

### Sparring to clarify personnel strategy

Ahokas considers the use of personnel services as a significant benefit in having an outside partner to help the company to clarify its human resources strategy. Another big benefit is the reduction of personal risks.

“They are a less thoughtful benefit. Incorrect recruitment or failure to intervene in a timely manner can lead to great financial losses. The biggest HR risks are work ability management and related risks,” Anu Ahokas says.

“Already in the recruitment situation you must be able to consider whether the person has the skills and physical ability for the suitable task. For example, a three-shift job can be stressful. The trial period on both sides should be considered an opportunity to ascertain whether the work is suitable for the person or not.”

# Did you know?

Temporary workers accounted for 2% of employees in 2019 (2020 is not comparable because of Covid). The largest number of temporary workers was in the accommodation and catering sector at about 6% of wage earners. The industry annually employs more than 150,000 people. This is equivalent to about 50,000 person-years. The most temporary workers were in the accommodation and catering sector in addition to wholesale and retail trade, industry and electricity, water, and waste management as well as in construction.

Nearly half of human resources workers are under 25 years of age. In a Temporary Work Survey conducted in 2018 5% of all respondents were aged 55–62 and over 63 years there was 1%. The number of senior employees is on the increase.

Source: Association of Personnel Service Companies



ANU AHOKAS, STAFFPOINT

**Competence outsourcing  
requires strong planning,  
thorough discussions and  
step-by-step progress.**

– ANU AHOKAS –

## Work ability management on the rise

Indeed, work ability management is an area that comes up more and more in discussions with personnel service companies and their clientele. It is the development of work and the working environment, measures to support work ability, identification of work ability risks at an early stage and addressing them before they give rise to greater problems. Personnel service companies offer services here as well.

“The labour market is now in a very hot situation. People who are coming to work may have been away for a while from working life and others who are already overloaded. In this case, well-being at work will become even more important in companies. Companies must have good tools and work ability management processes to be able to notice in time, for example signs of impaired working capacity.”

In practice, these are beginning to be resolved through discussions with occupational health care and possible working arrangements.

“Disability, accidents and ultimately premature retirements are a tragedy for the individual and costly for society.”

## With short trainings against labour shortage

However, the number one problem is the labour shortage.

“It has deepened and challenges the management to think again about its own staffing strategy. There is a shortage of expertise is a big growth challenger in the company, in some cases even an obstacle. A human resources partner can help a skilled workforce in finding skilled workers.”

Anu Ahokas gives a practical example from the HoReCa sector (Hotels, restaurants, catering).

“Now it is really challenging to find waiters and cooks. We have created short training models together with educational institutions, and through them we can quickly produce skilled workers in the labour market. With Perho Pro we have ongoing recruiting chef training programs. Also, grocery stores have difficulties finding staff for their service desks, so, we have created a short training concept for it. Competence can be developed already at the recruitment stage, and, of course, during the employment relationship.”



For pioneers, skills need topical for today,  
will also soon be that for others.

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