

# Dialogic leadership – path to innovations

**D**inno 2012-2014

Seinäjoen ammattikorkeakoulu  
SEINÄJOKI UNIVERSITY OF APPLIED SCIENCES



UNIVERSITY  
OF TAMPERE



TAMPERE UNIVERSITY OF TECHNOLOGY



Finnish Institute of  
Occupational Health

Dinno 2012-2014

# Innovative project of Dialogic leadership 2012-2014

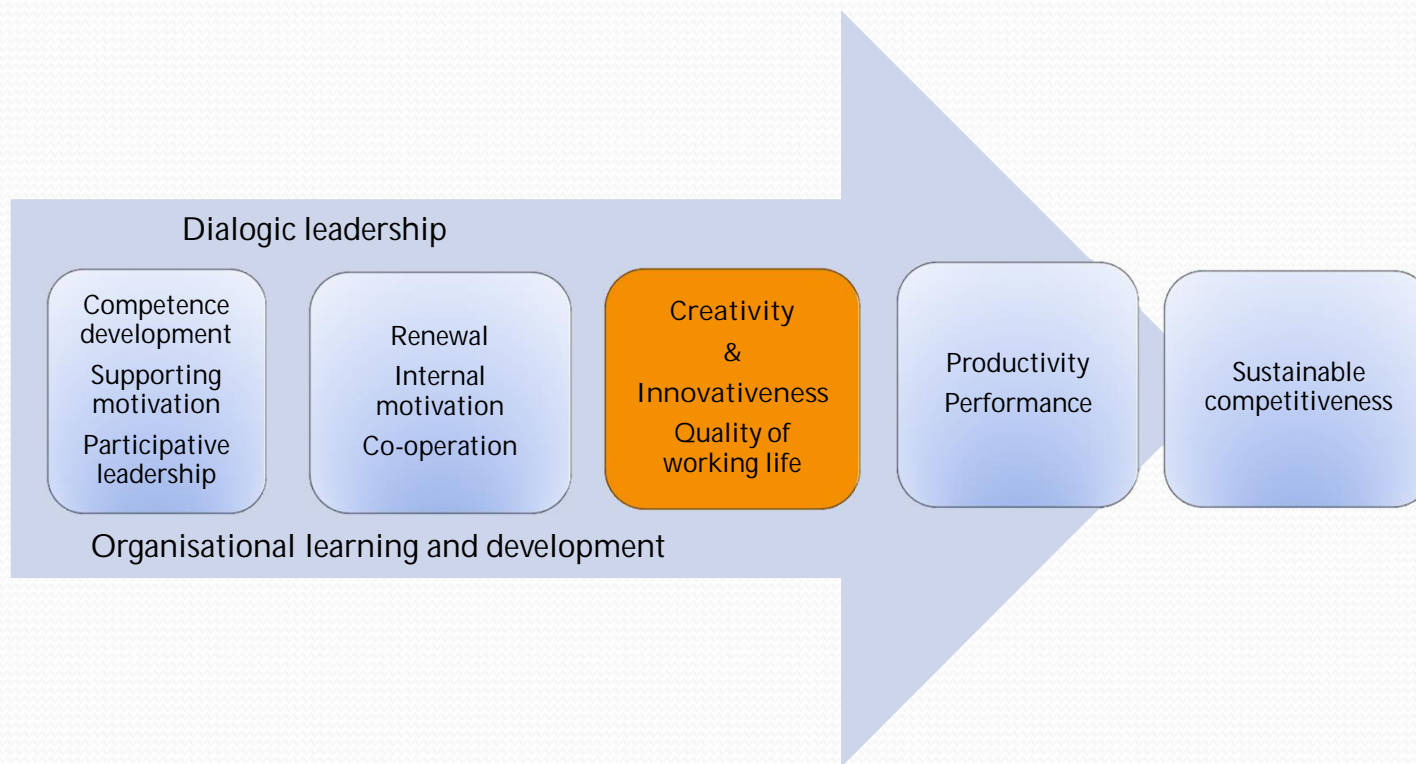
- One of the six innovative projects funded by Tekes (the Finnish Funding Agency for Technology and Innovation)
- Tekes funding 650 000 € (2012-2014), total budget 1 mil. euros
- Multidisciplinary network
  - Finnish Institute of Occupational Health
  - Seinäjoki University of Applied Sciences
  - Tampere University of Technology
  - University of Tampere
    - School of Management
    - School of Information Sciences (SIS)/CIRCMI
- Nine (9) research organizations from public, state, private and churchy sectors
- Three parallel TEKES –projects; Innotiimi Oy, Seija Strömberg consultant services and Onnenpari Oy

# Co-operation organisations:

- Innotiimi Oy
- The Trade Union for the Public and Welfare Sectors (JHL)
- School of Management (Johtamistaidon Opisto)
- Negotiation Organisation for Public Sector Professionals (JUKO)
- The Federation of Public and Private Sector Employees (JYTY)
- The Union of Church Employees in Finland (Kirkon alat ry)
- Technics and Health (KTN)
- Local government employers (KT)
- KEVA (handles the pension matters of employees of local governments, the state, the Evangelical Lutheran Church of Finland and Kela)
- Opinpaja Oy (training company)
- Central Organisation of Finnish Trade Unions (SAK)
- Finnish Union of Practical Nurses (Superliitto)
- TJS Learning centre (TJS Opintokeskus)
- TNJ (member organisation of Finnish Union of Practical Nurses)
- Edutech - the Centre for Continuing Education at Tampere University of Technology
- The Centre For Occupational Safety (Työturvallisuuskeskus)

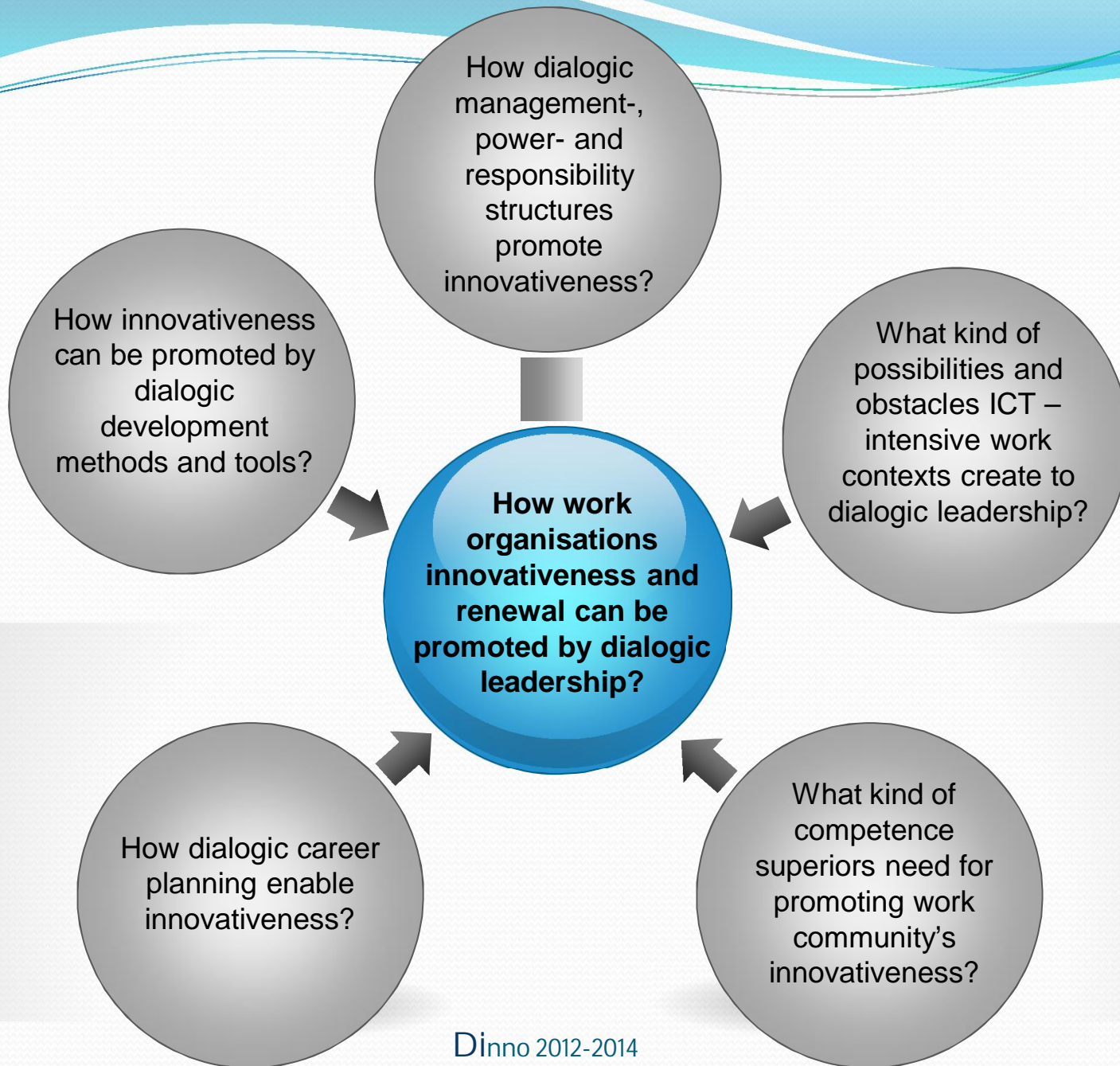
# Theoretical framework

- The aim of the research project is to produce multidisciplinary, theoretically justifiable and empirically tested dialogic leadership framework which combines theories from learning, motivation, creativity, innovation and leadership/management.



# Research tasks and responsible researchers

1. Dialogic leadership structures and power relations - paths to innovativeness
  - Assistant Professor , Ad.Sc.D, Sirpa Syvänen, University of Tampere, School of Management
2. Spaces of learning and innovation in ICT –dominated work contexts
  - KT Kati Tikkamäki, University of Tampere, School of Information Sciences/CIRCOMI
3. Superior´s skills and competences of dialogue and innovativeness, challenging cases and conflicts
  - DI Sari Tappura, Tampere University of Technology
4. Individual / nonconventional career planning for sustaining organisations renewal
  - KM Susanna Lundell, Finnish Institute of Occupational Health
  - YT Johanna Ruusuvuori, Finnish Institute of Occupational Health
  - Docent, YT Antti Kasvio, Finnish Institute of Occupational Health
5. Dialogic development methods, tools and structures
  - KT Kaija Loppela, Seinäjoki University of Applied Sciences
  - Docent, YT Timo Toikko, Seinäjoki University of Applied Sciences



# Benefits to co-operative organisations

- Research program will offer an open and participatory innovation environment for generating new ideas and sharing of competence
- Produces knowing about the state and developmental needs related to dialogic leadership
- Learning and innovativeness are constructed as a part of community structures and work processes.
- Results can be utilized e.g. in
  - development processes, induction and job orientation, training and development discussions
  - development of supervisor and leadership trainings

# Ways of generating data

- Theme seminars, work conferences, workshops
- Innovativeness questionnaire
- Individual and group interviews
- Participatory action research
- Case study
- Letters and diaries
- Reflective conversations
- Skills survey and self-assessment of competence



# Benefits and effects

- Research program will generate
  - new national framework of dialogic leadership

...and knowing

- about dialogic leadership promoting creativity and innovativeness
- about the dynamics of learning and development on individual, community and organizational contexts
- about the synergy of competence management, innovativeness and creativity approaches, concepts and models
- about the developmental structures and methods supporting innovativeness, creativity and competence
- about the impressiveness of creativity, innovativeness and competence supportive dialogic leadership

## Members of the Dinno -research group

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*Welcome to join us!*

