

With the help of future dialogues

Case Rovaniemi

Heikki Ervast / Bologna 22.10.2014

Rovaniemi



- lies at the Arctic Circle
- area 8 017 km²
- population 62 000
- portion of working age people of the population 65,4%
- central area 85,7 residents/land km
- entire city 7,94 residents/land km
- decision-making: city council, city board and service boards (politicians)
- in administration no politicians
- the municipality is organizing and producing educational, health, social and community technical services for the inhabitants
- although services are organized in sectors or "silos", we are working and co-operating across sectors regularly

About me / Heikki Ervast

- age 54
- education/training: MEd (Master of Education, class teacher), Trained Management Specialist and Service Design Specialist, Trainer for 'taking-up worries'
- occupation: comprehensive school head master/principal
- chairman of the steering group 'Early Open Co-operation'
- career: 17 years as a teacher and 12 years as a manager or director (head master, head of the educational services /school, day care, youth services, head of school services)
- international co-operation on 'Early Open Co-operation': Italy, Netherlands
- now facilitating the organizational change in the municipality administration

From Rovaniemi to Bologna



My inner "anticipation dialogue":

- what are the expectations from me?
- the good position at 5 p.m. on Wednesday: we have had interesting thinking together and everyone has enriched one's own thinking
- most of the participants wants to take one step forward...

Challenges:

How to get from worries to good future?

How to solve difficult problems?

How to make changes happen?

5 minutes humming:

What are you worried about in your work nowadays?

What are your main challenges in your work for the next five years?

The starting point in Rovaniemi

- several conventional development processes: enthusiasm during project period; afterwards back to normal routines and ways of working
- lots of talk about cross-sectoral and multi-professional work without acts and changes
- new point of view appeared: could we start taking up worries instead of focusing on problems?

About dialogues /1

“In an ordinary conversation, the participants make a point and argue it.

Dialogue, on the other hand, is a conversation where the participants build on each other’s contribution. In a dialogue, participants are willing to let go of their pre-set ideas and listen to the contribution of others and, thus, are open to ideas generated as a result of this joint interaction which would have otherwise gone unnoticed. In other words, your opinion is not final, but a step towards the ultimate outcome. The aim of dialogue is to gain a new insight, a new understanding of an issue. However, it does not seek consensus, but to appreciate how others think. Thus, the secret of dialogue is that no one will know where it leads. Therefore, dialogic methods are ideal for acting appropriately differently.”

(Arnkil & Erikson: Taking up One’s Worries 2009, 36)

About dialogues /4: Early Open Co-operation / italian...

- L'intervento precoce non significa che "passiamo" il problema agli esperti in una fase precoce – se "passi" agli altri cammini da solo.
- L'intervento precoce significa che agiamo il più presto possibile, in modo più aperto possibile e in una buona collaborazione, nel prevenire l'insorgere delle situazioni problematiche.
- E' essenziale agire quando ancora hai molte opportunità ed alternative.
- Nell'intervento precoce prendiamo precocemente la responsabilità della nostra funzione di sostegno agli altri.
- E' per questo che preferiamo utilizzare la dicitura "Cooperazione Aperta Precoce" piuttosto dell'intervento precoce.
- Attraverso il dialogo Eticamente . Non dietro le spalle delle persone. Non focalizzandoci sul operare dei professionisti (il supporto maggiore viene dalla rete informale)

5 minutes humming:

What thoughts are waking up now?

History / 1: Early Open Co-operation in Rovaniemi

- project: "From drug route to care pathway" at the beginning of the millenium
- training on "taking up one's worries"
- "Early Intervention" –project
- co-operation contract with the National Institute for Health and Welfare and the municipality of Nurmijärvi (in southern Finland); year 2008
- part-time network coordinator and some trained network facilitators

History / 2: Early Open Co-operation in Rovaniemi

- after 2008 we've trained 40 network facilitators
- full-time network coordinator
- in steering group for 'Early Open Co-operation' we have the key managers and directors from each sector
- 'Early Open Co-operation' and the principles of working cross-sectorally and multi-professionally with taking care of the client's point of view are written on municipality strategy
- taking policy-makers into the process (they are also in our steering group)

What do we do?

- we are working on health, social, educational, elderly and technical services
- both working dialogically with clients and also with workers and practitioners
- training for taking up worries for municipality workers
- training new network meeting facilitators
- the network coordinator in organizing over 100 dialogical network meetings / year
- promoting, promoting, promoting, ...
- now we are facilitating the large organizational change in the administration of the City of Rovaniemi

Early Open Co-operation now in Rovaniemi / year 2020

Anticipating our good future:

- our organization is customer-oriented
- customers are planning the services with us
- workers and practitioners are working dialogically together and with the clients
- special services are overlapped in basic service structures
- customers are enough empowered to take their own responsibility for their own cases
- good peer learning processes with other municipalities (and Italy, too!)
- two full-time network coordinators

What is needed (generally)?

- cross-sectoral steering-group with committed managers/directors
- full-time network coordinator(s)
- training for workers
- trained network/dialogue facilitators
- you can practice dialogues only by dialogues
- right attitude is needed more than money
- time

How to run the dialogic processes?

- the question of leadership -

- leading networks is not the same as leading line organizations
- I – You >< I – It
- leader's own experience on dialogues
- to separate the moments of monologue from the moments of dialogue
- enough courage to say "I can be wrong, too"
- to tolerate uncertainty
- to choose the approach to management according to the type of the problem
- tamed or wicked problem?

TAMED



Well-defined problem
Algorithmic solution
[scientific management]

a more complex world

WICKED



Ill-defined problem
Multiple solution
[stake management]