

# Полная прозрачность в организации

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История от  
Hanno Nevanlinna



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Совет директоров

A close-up photograph of a light-colored wooden door. A silver metal handle is visible on the right side. A yellow rectangular sign is hanging from the handle with a thin gold string. The sign has the text "MEETING IN PROGRESS" printed on it in a black, serif font. The door has a subtle, repeating geometric pattern.

MEETING  
IN  
PROGRESS

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500+ сотрудников из 29 стран

Оборот 2017: 50М Евро

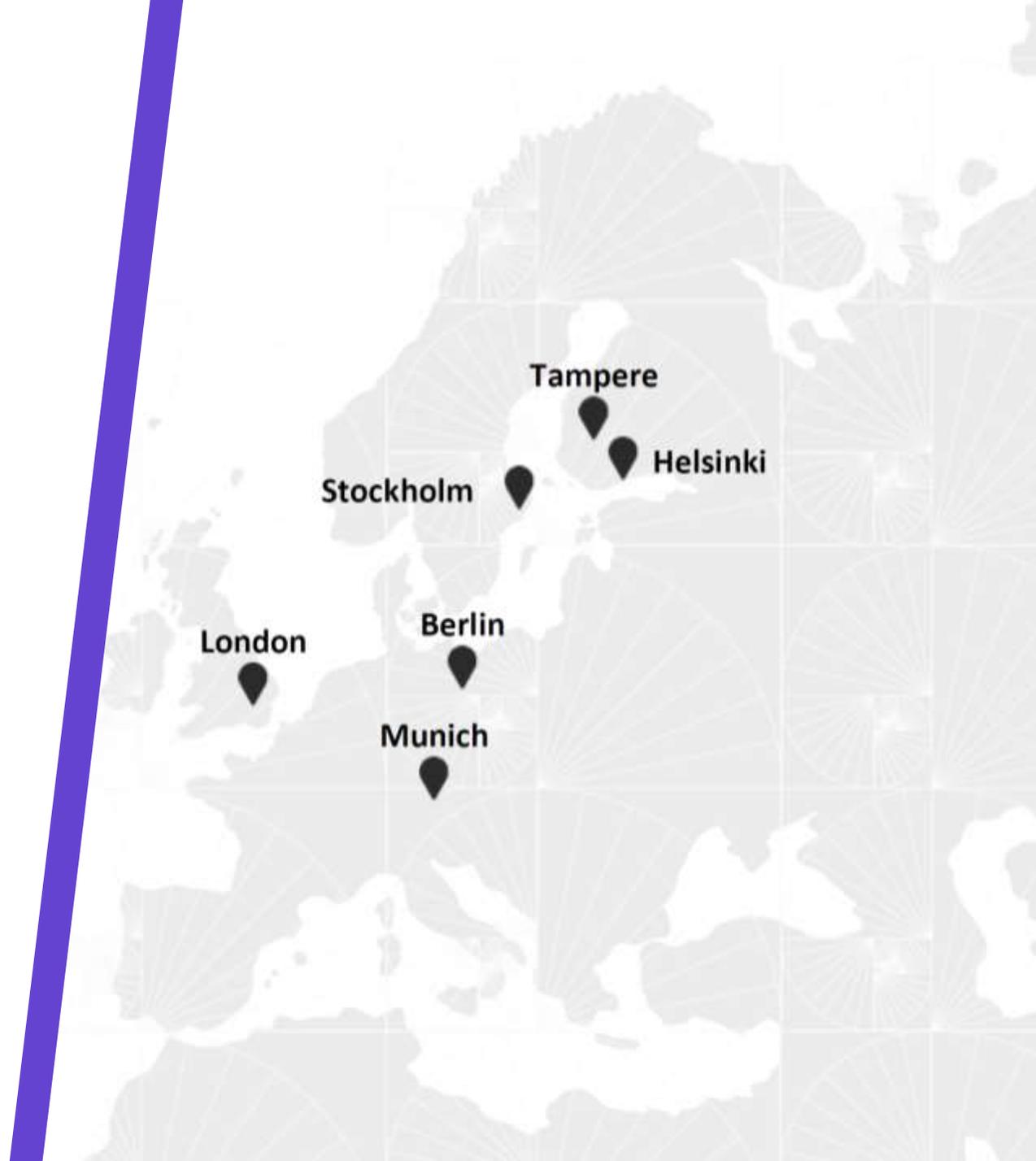
Органический рост 20 – 30% в год

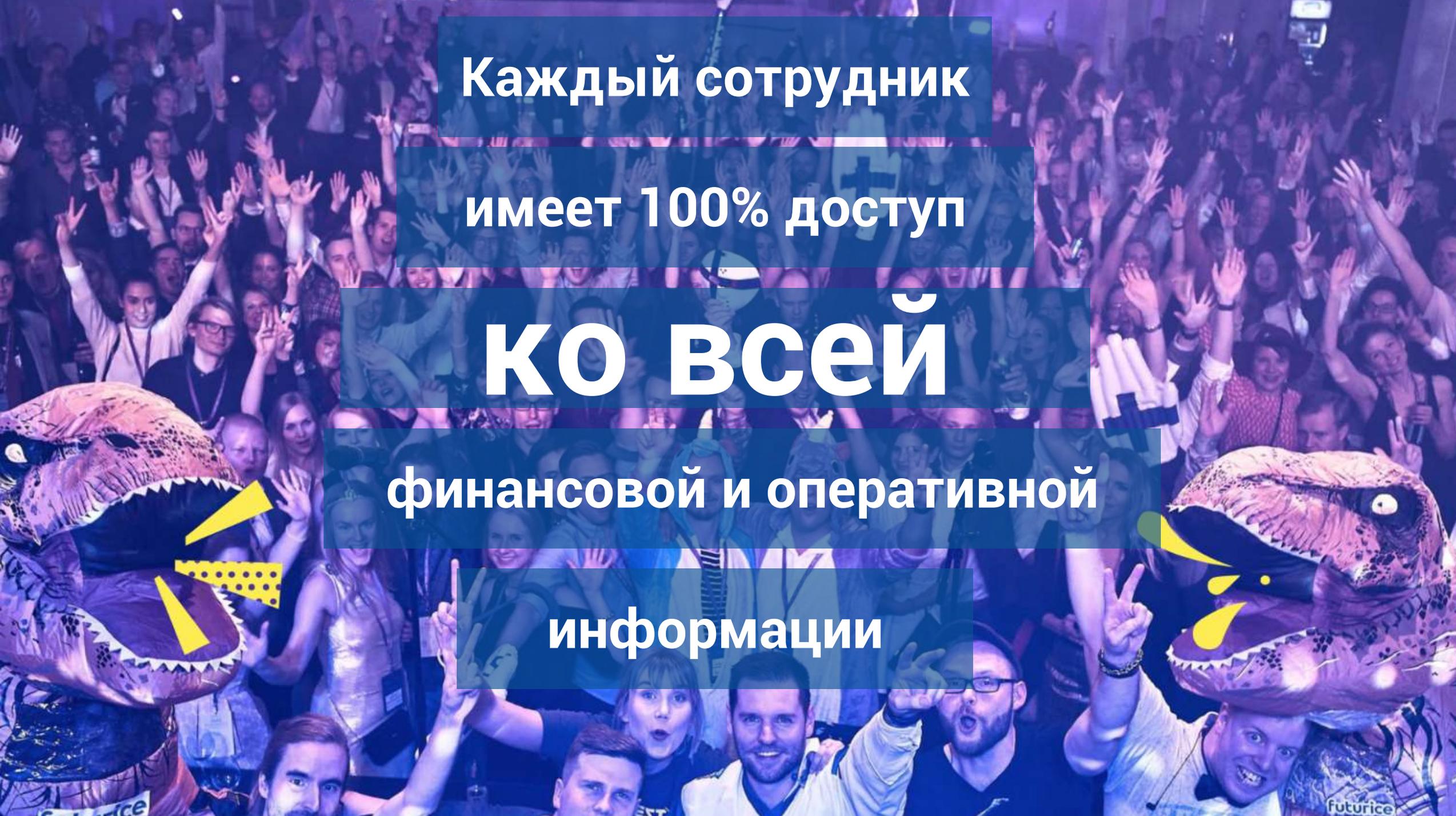
Последний неприбыльный год 2004

Офисы в Финляндии, Германии, Швеции, Англии  
и Норвегии

Дважды **“Best Place to Work in Europe”**

BERLIN · HELSINKI · LONDON · MUNICH · STOCKHOLM · TAMPERE





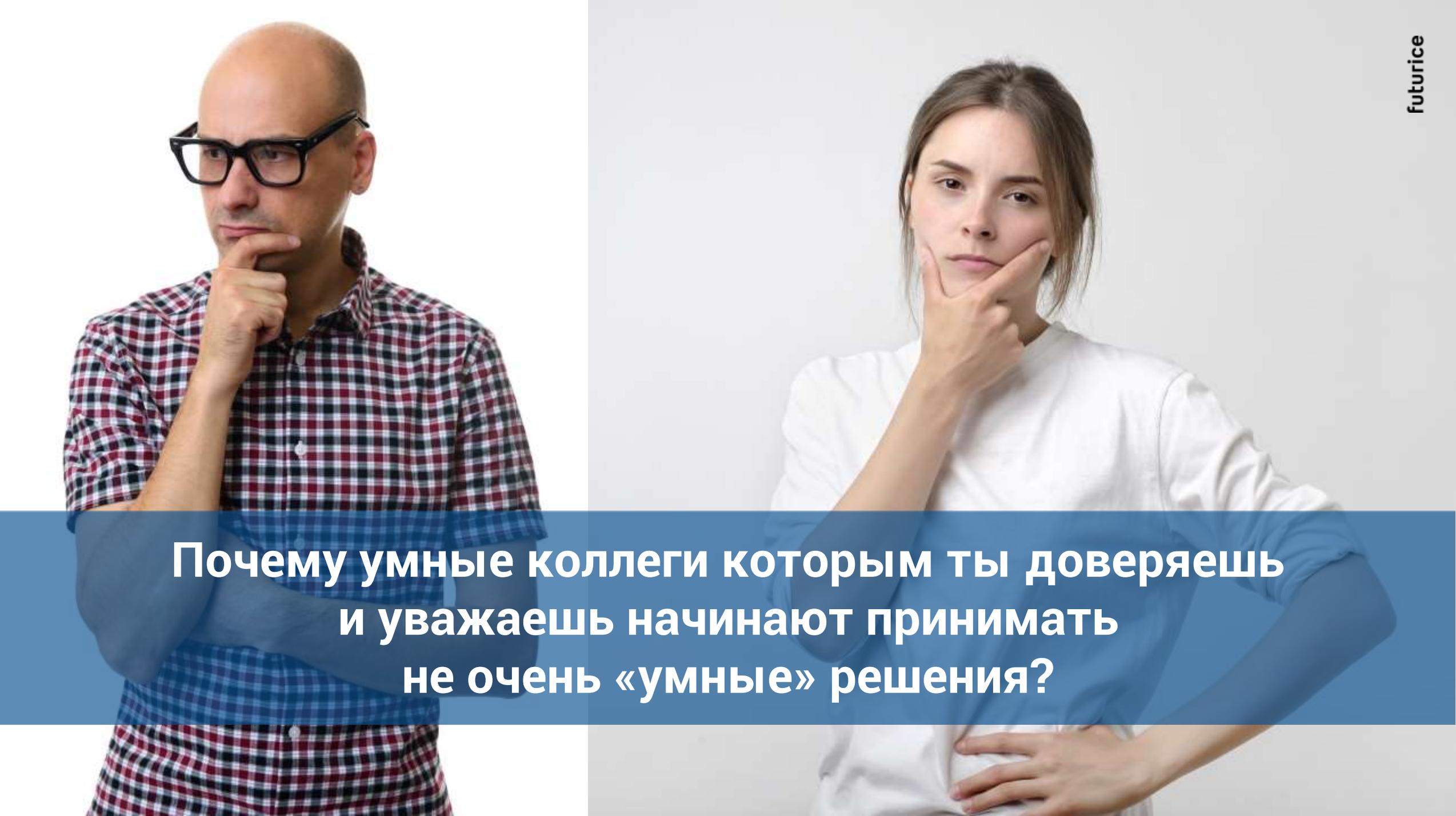
Каждый сотрудник

имеет 100% доступ

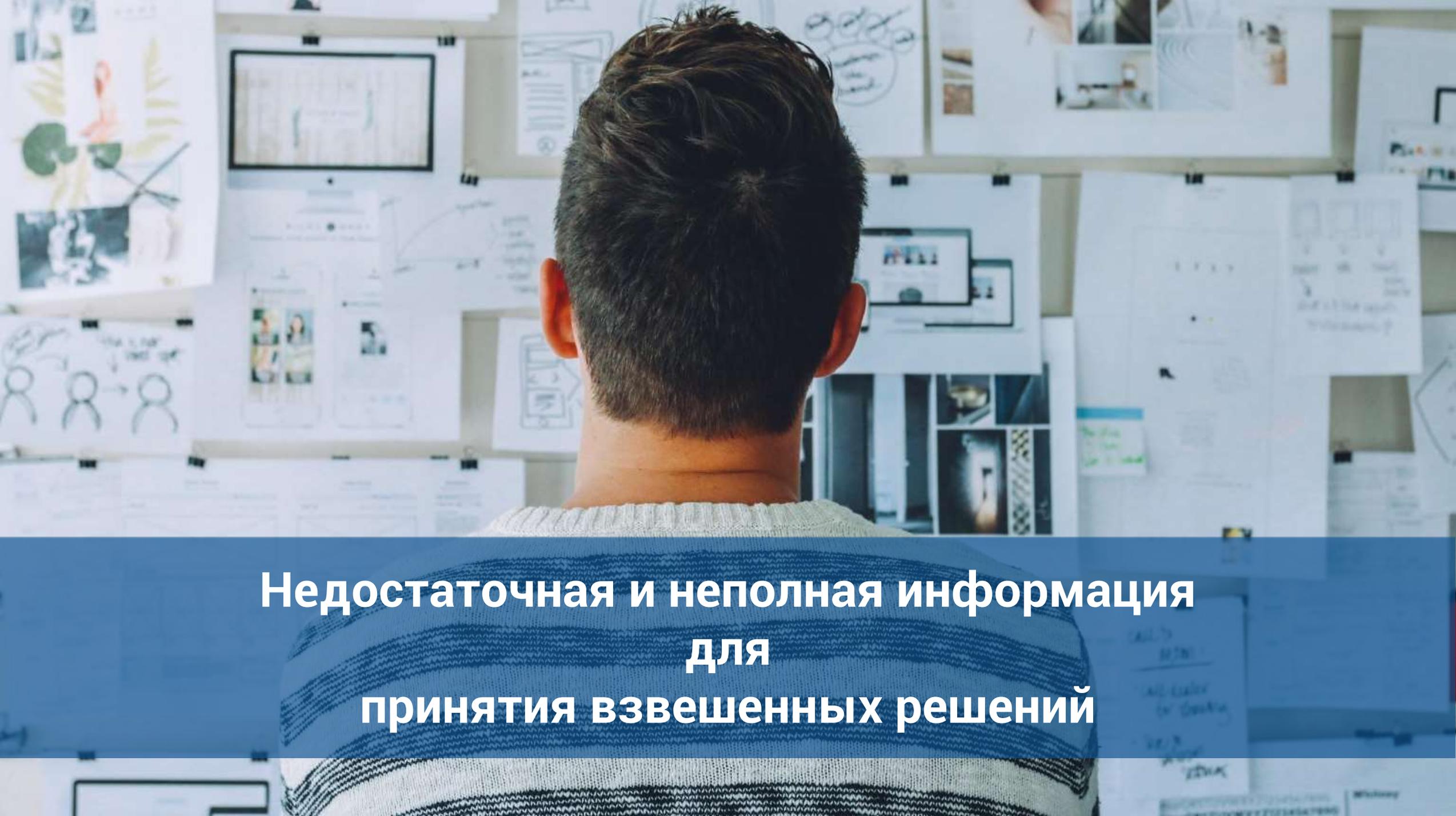
**КО ВСЕЙ**

финансовой и оперативной

информации

A composite image featuring a man on the left and a woman on the right, both in a thoughtful pose. The man is bald, wearing black-rimmed glasses and a red, white, and black checkered button-down shirt. He has his right hand resting on his chin. The woman has long brown hair and is wearing a white long-sleeved shirt. She also has her right hand on her chin. A semi-transparent blue horizontal bar is overlaid across the middle of the image, containing white text.

**Почему умные коллеги которым ты доверяешь  
и уважаешь начинают принимать  
не очень «умные» решения?**



**Недостаточная и неполная информация  
для  
принятия взвешенных решений**

СЛОН



ЗАСЛОНКА





DOVER 297

NORWICH 189

LIVERPOOL 112

FIELD 78

HULL 38

NEWCASTLE 98

FILEY 23

SCARBOROUGH 23

HARROGATE 37 1/2

MANCHESTER 81

YORK 17

DURHAM 78 1/2

GLASGOW 223

ACCLESFIELD 100 1/2

LEEDS 52

ROCHDALE 64

LONDON 229

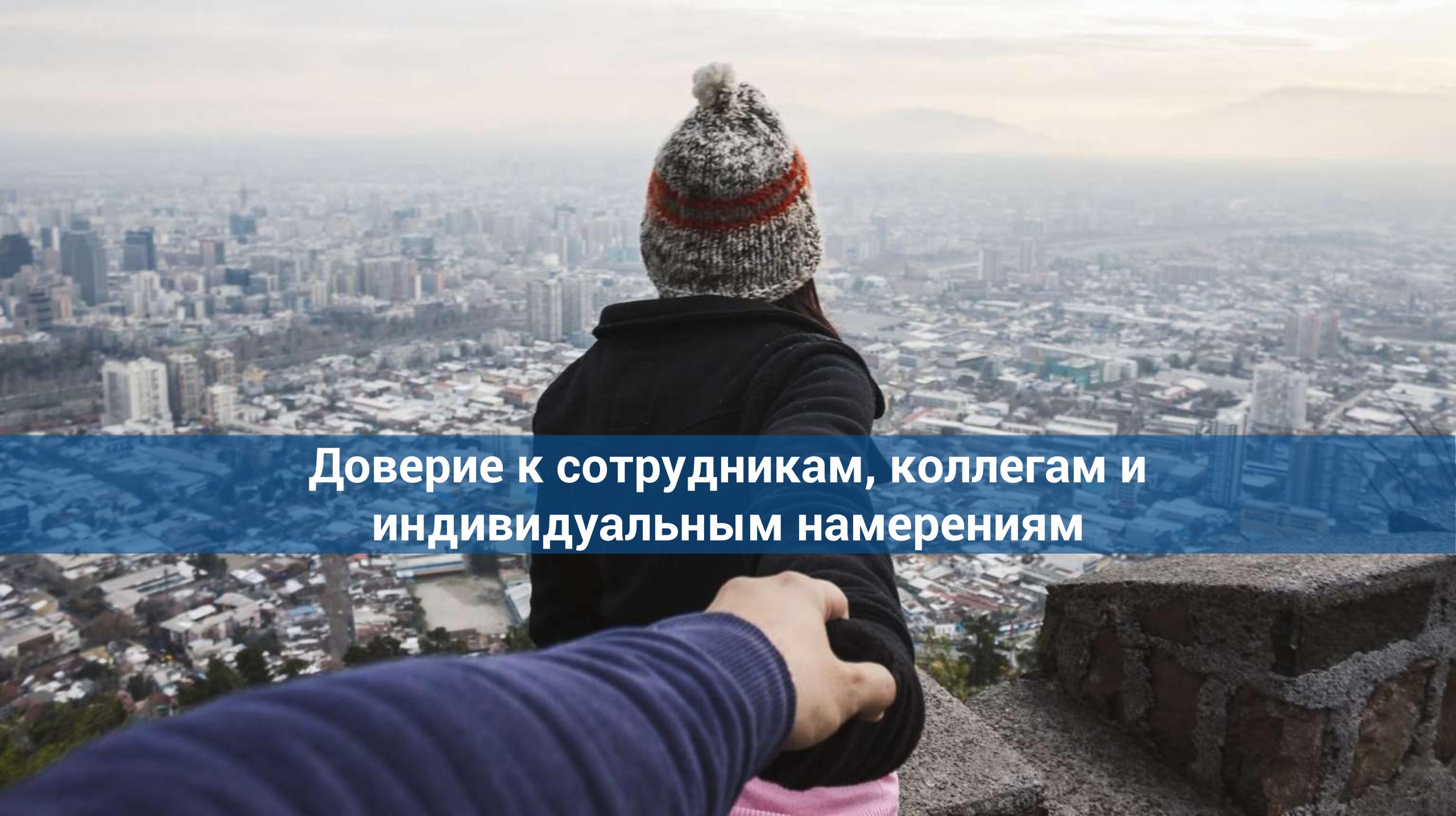
BRADFORD 50 1/2

SHEFFIELD 69

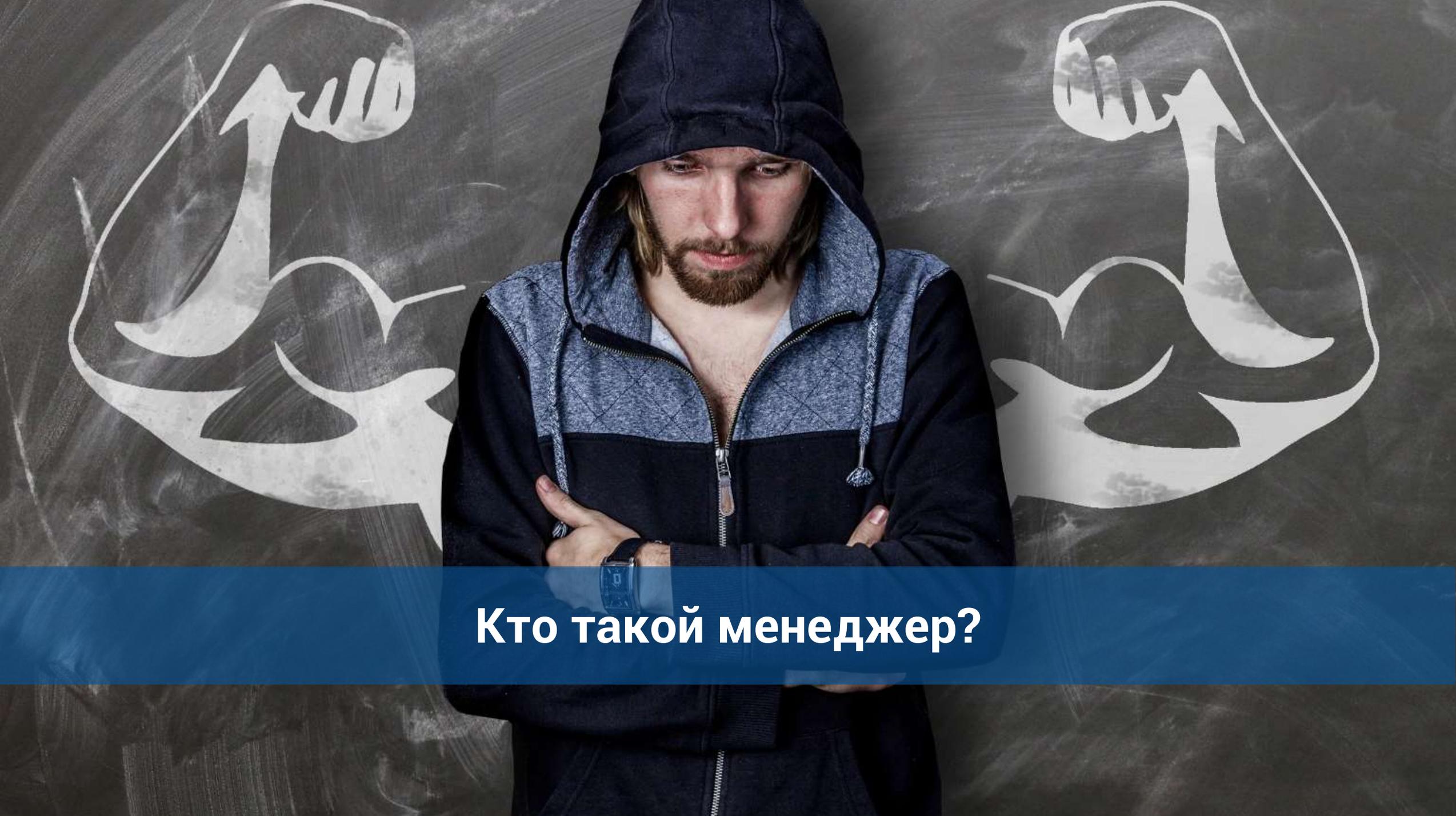
BEDFORD 165

BARROW IN FURNESS 134

BIRMINGHAM 115 1/2



**Доверие к сотрудникам, коллегам и индивидуальным намерениям**



**Кто такой менеджер?**



**Правило 3x2:  
инструмент де-централизованного  
принятия решений**



**Структуры организации: слабо связаны, четко направлены**



**WHY.**



ASK

WHY.

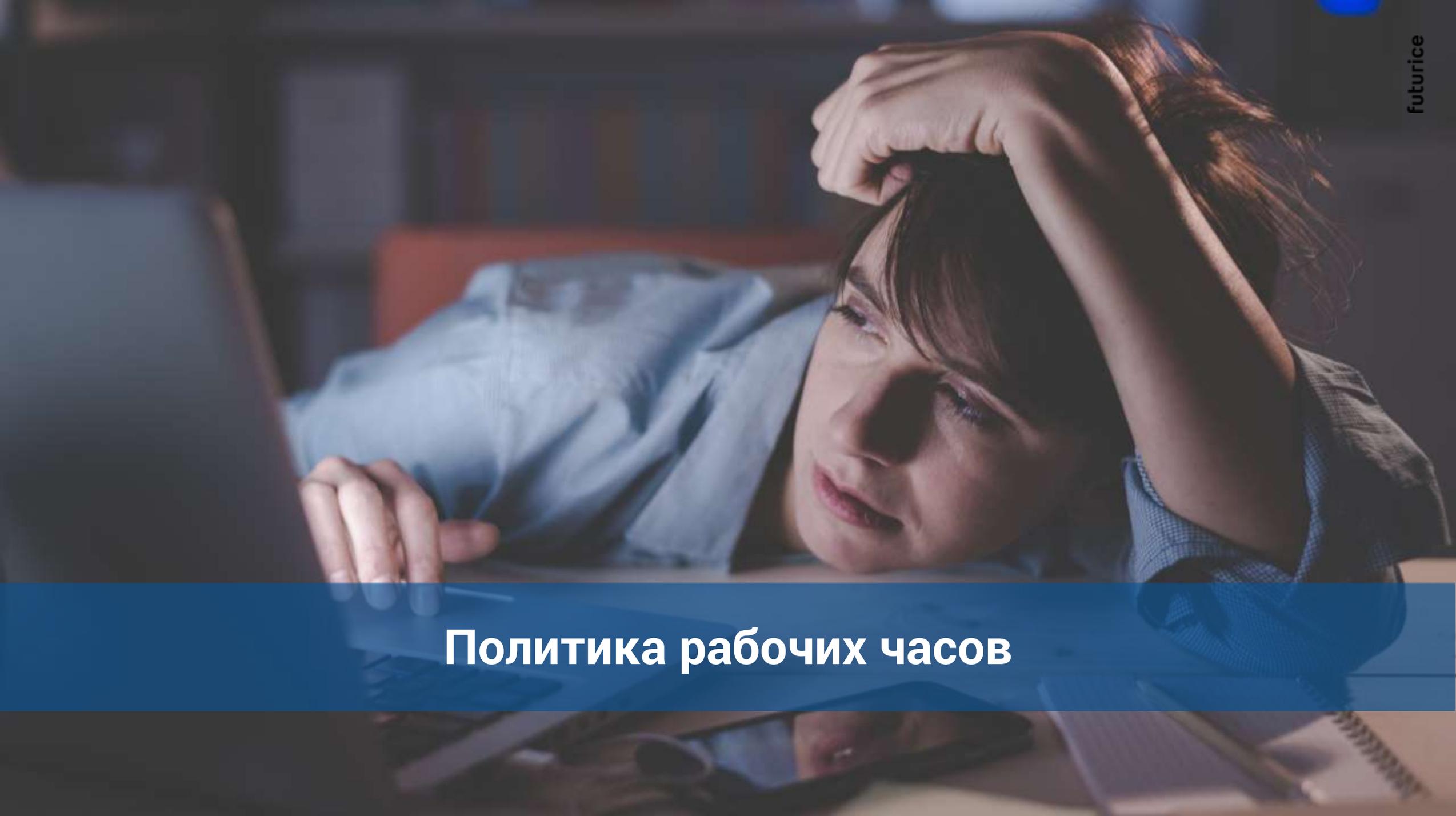
#futucomp

**Ежемесячные подробные  
финансовые отчеты**

**Еженедельный открытый  
операционный митинг**

**Живое текст / видео  
вещание всех менеджмент  
мероприятий**

**Проактивное продвижение информации**

A woman with dark hair, wearing a light blue button-down shirt, is sitting at a desk in a dimly lit office. She is looking at a laptop screen with a stressed expression, her right hand resting on her forehead. The scene is illuminated by the cool blue light of the laptop screen. A dark blue horizontal bar is overlaid at the bottom of the image, containing the title text.

# Политика рабочих часов

# Офис без иерархий



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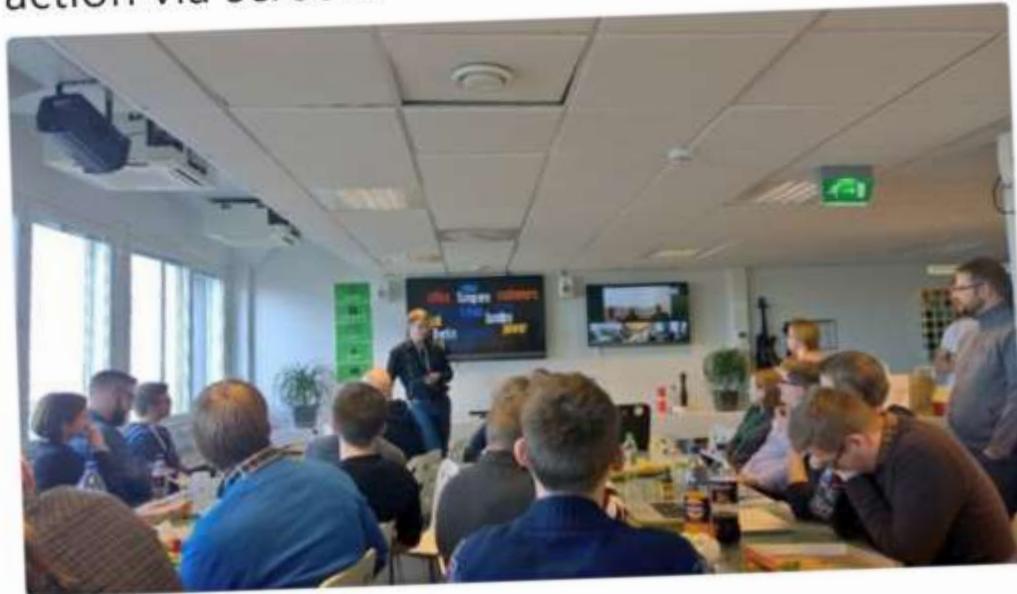
@futurice Follows you

Futurice is a new breed of innovation consultancy that has digital values at its core.

**Futurice**  
@futurice

Following

Ask the CEO at #FutuFriday. Lausanne team in action via screen.



1:44 PM - 4 Apr 2014



**Кредитные карты у всех сотрудников**

Sebastian Hojas





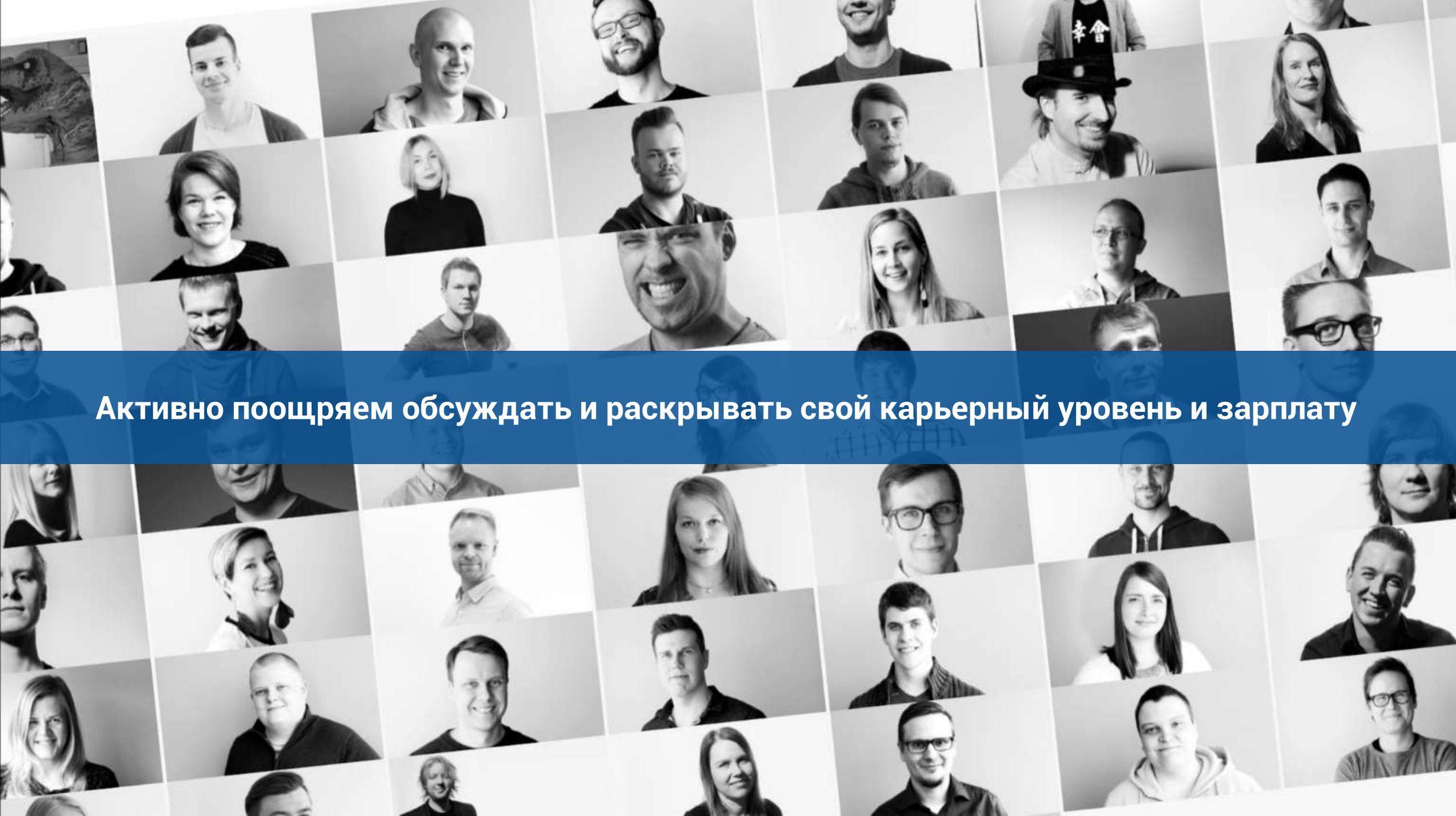


Определено законом:

M&A

Проекты со строгим NDA

Персональная информация



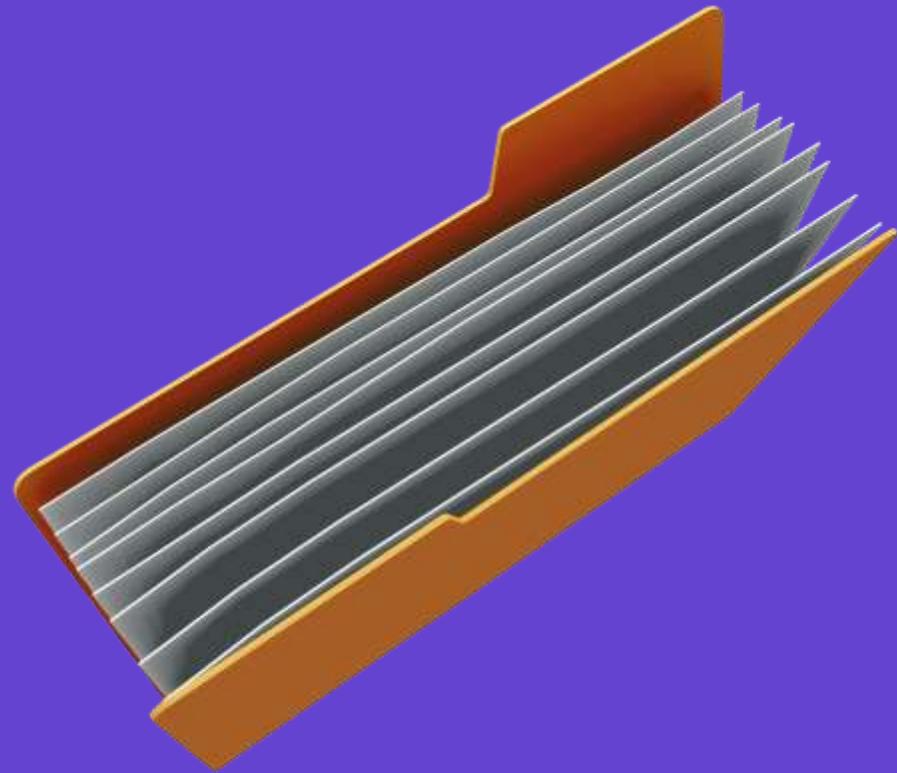
**Активно поощряем обсуждать и раскрывать свой карьерный уровень и зарплату**

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An orange folder icon with a tab on the top left corner, containing the text "Career Model".

Career Model

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Career level	General description	Scope of impact	Typical role examples
6	High impact on Futurice's global current and future business	Futurice and its future	CxO, roles with high global business impact
5	Recognized leader in content, culture, people and clients. Strategic role with high business impact and/or global impact at Futurice.	Futurice, site, Strategic area	Senior developer Senior advisor / strategist / business designer, Principal designer, Competence head, Site Lead, Senior Tribe Chief
4	Experienced professional with a customer advisory role. High continuous impact inside and/or outside Futurice. Enables organizational learning at Futurice.	Large project / Program, Account, Tribe	Senior developer / designer, Senior advisor / Strategist / Business designer, Transformation lead, Experienced PM/AM, Competence Head, Tribe Chief
3	Senior expert, fully competent of leading and delivering customer projects.	Account, Project, Team	Senior developer / designer, Business designer / Business Consultant, PM, AM, Tribe Chief
2	Focus on success of the project, contributing to the team work. Independent but asks for help when needed.	Project	Developer, Designer, Analyst Junior business designer, Junior PM
1	Focus mainly on success of his/her own work tasks and learning.	Own work	Junior developer, Junior designer

Распределение прибыли  
вместо  
локальных прощений





# Triboes

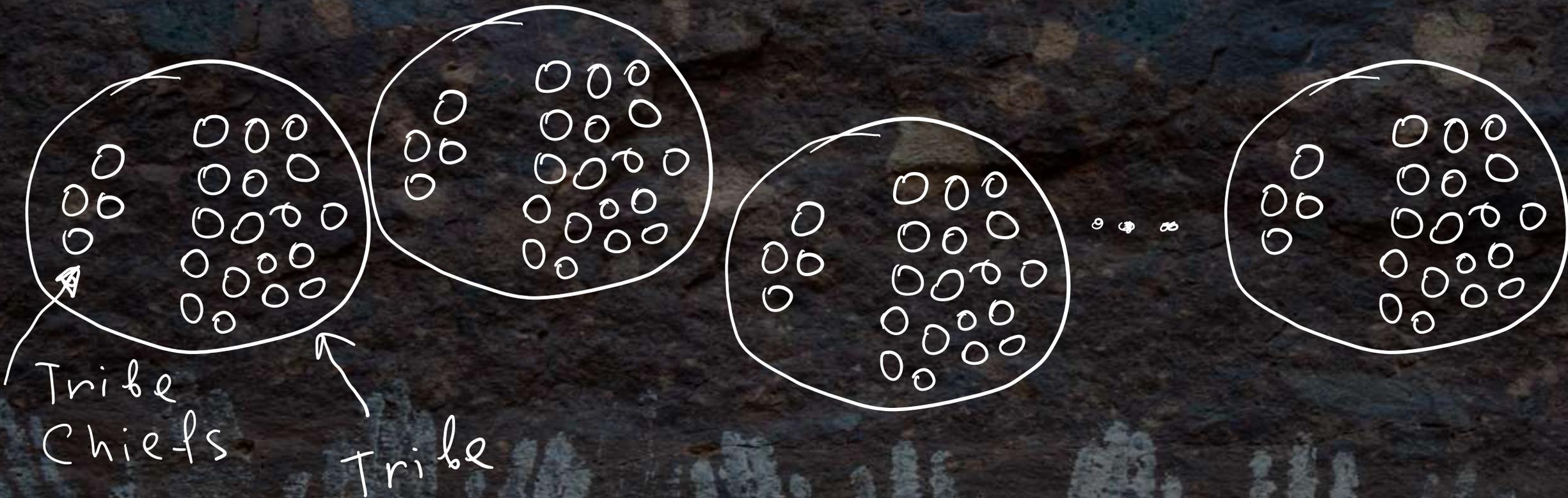


CEO

MD

MD

MD



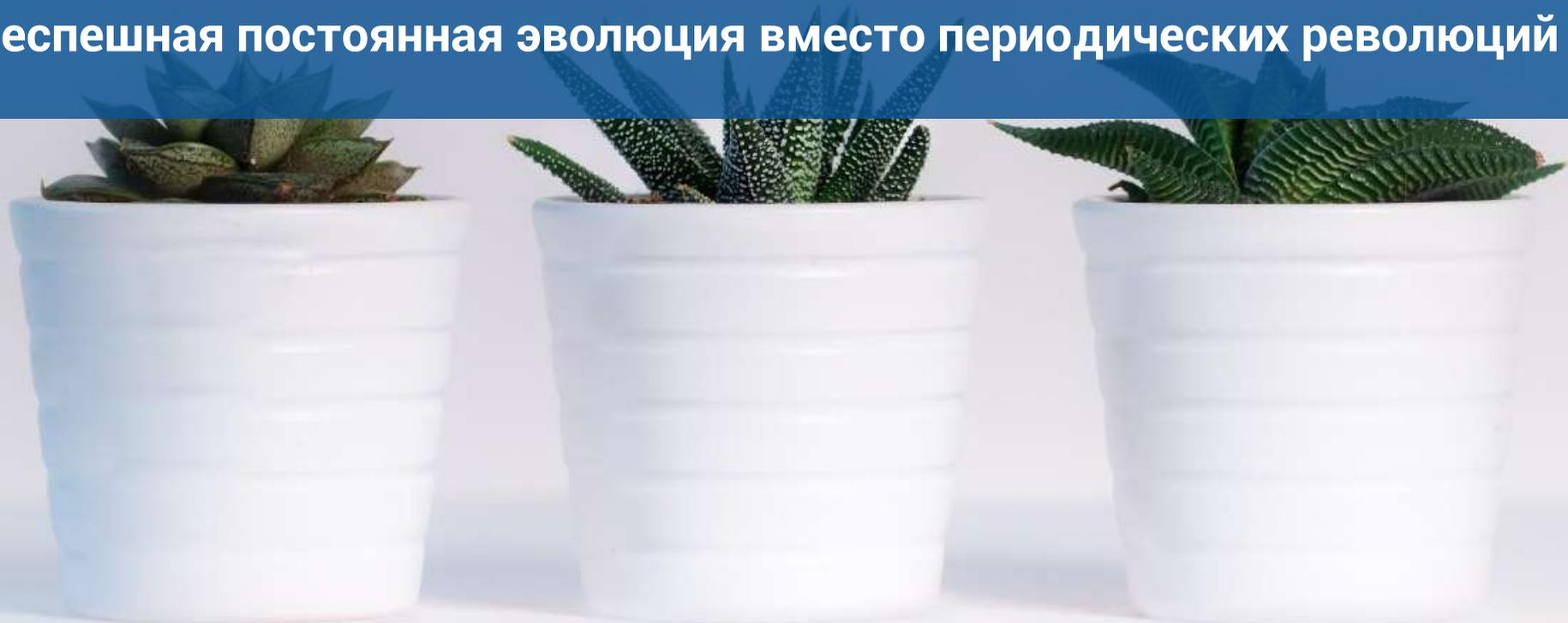


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# Коммерческое предприятие и демократия...

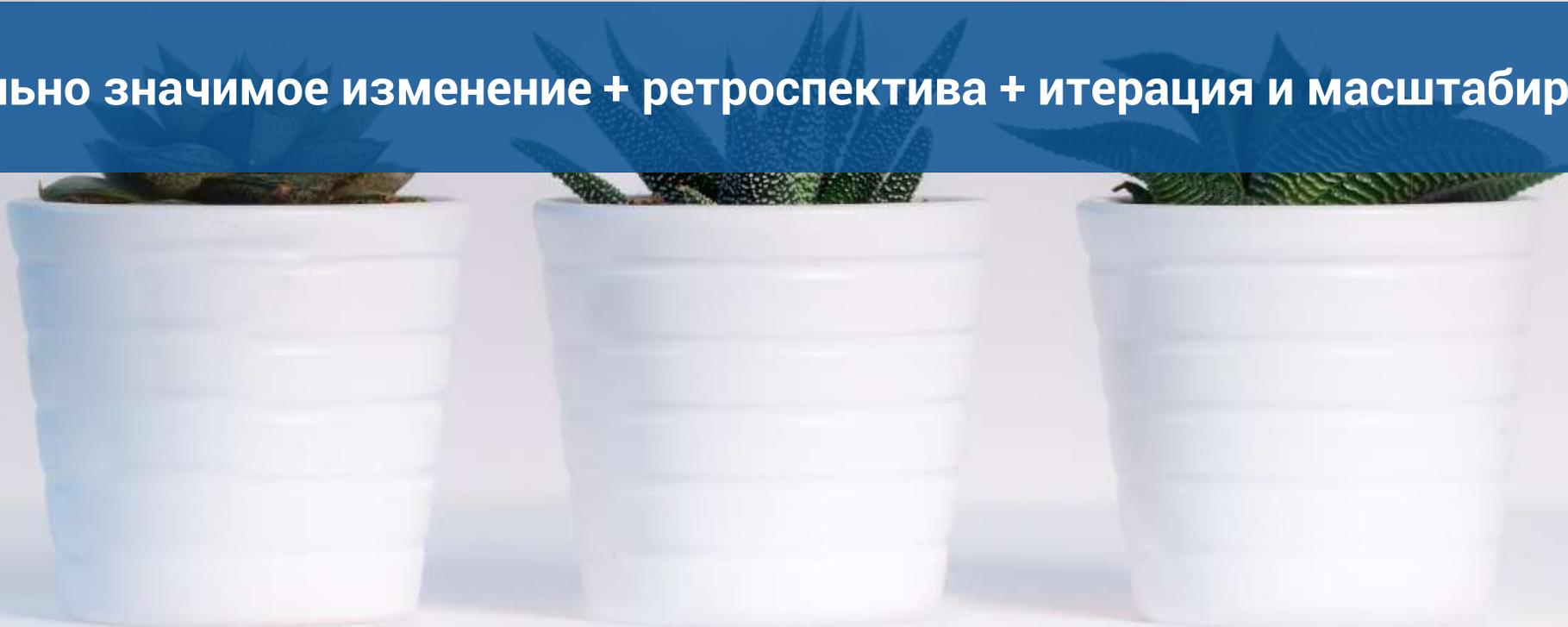


**Неспешная постоянная эволюция вместо периодических революций**



**Неспешная постоянная эволюция вместо периодических революций**

**Минимально значимое изменение + ретроспектива + итерация и масштабирование**



The image shows several apple corers arranged on a wooden surface. Each corer consists of a white plastic cage with a black handle, mounted on a circular wooden base. The bases are labeled with the names of different apple varieties in red text. In the foreground, the labels 'Honey Crisp' and 'Sweet Tan' are clearly visible. A blue semi-transparent banner with a floral pattern is overlaid across the center of the image, containing the text 'Tasting sessions' in white. The background is slightly blurred, showing more corers and a wooden surface.

# Tasting sessions

A close-up, high-angle photograph of a computer keyboard. The central focus is a single, light blue key with the words "Information overload" printed in bold, black, sans-serif font. The key is slightly raised and has a soft glow. Surrounding it are several dark grey keys with white symbols: a double quote key to the left, a key with a left-pointing arrow above it, a key with a right-pointing arrow above it, a key with a left curly bracket above it, a key with a right curly bracket above it, a key with a double quote above it, a key with a period and apostrophe above it, and a "Shift" key to the right with an upward-pointing arrow symbol. The lighting is dramatic, highlighting the textures and colors of the keys.

**Information  
overload**



# Каналы информации

**I**  **FEEDBACK.**

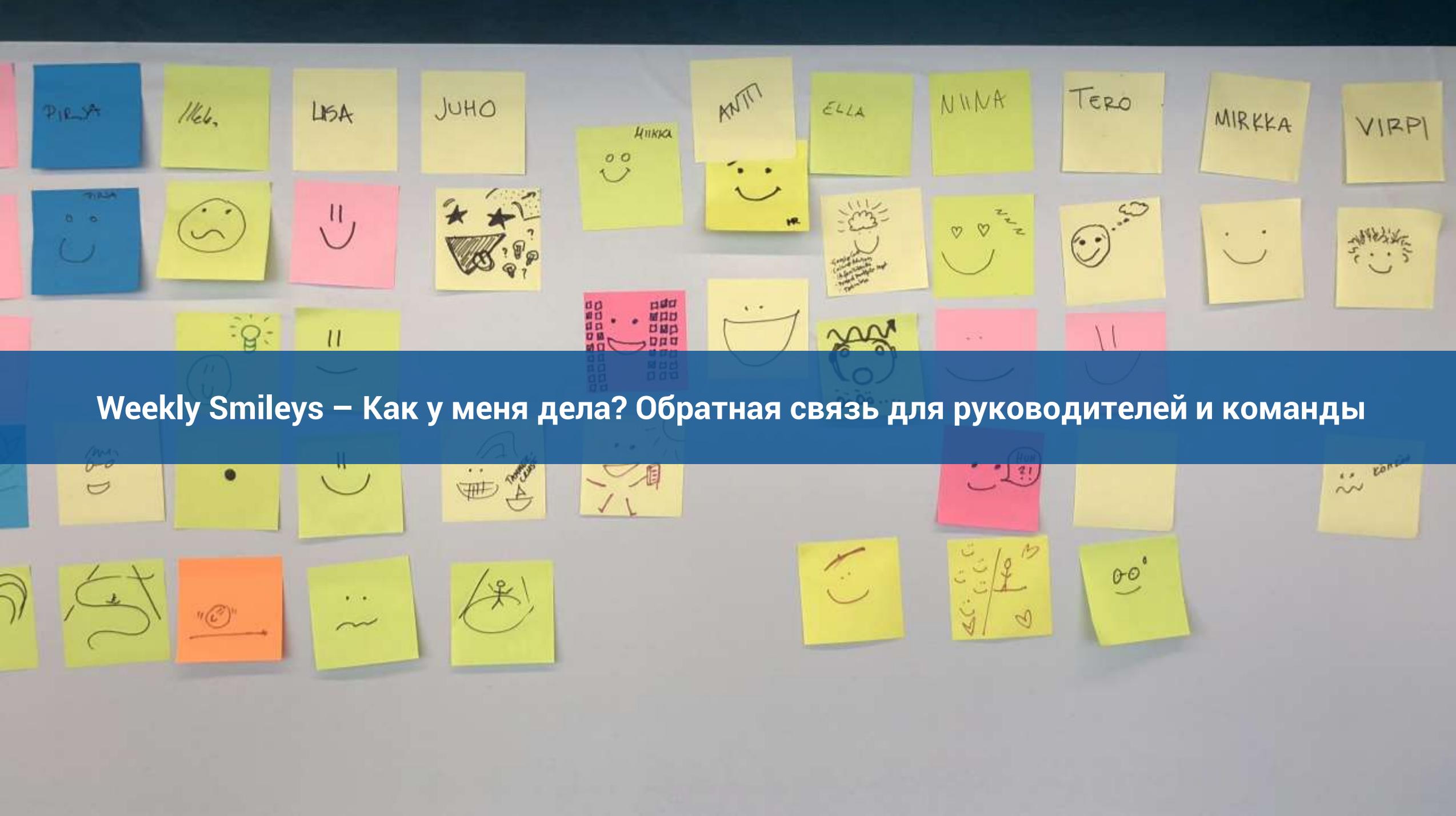
## Officevibe & Tribevibe – постоянная обратная связь организации

Suggestions for the Organization ?



9.2

[Go to Question Report](#)



**Weekly Smileys – Как у меня дела? Обратная связь для руководителей и команды**

mikko\_

Fri 16.3. 14:24

★ 4



Riku Valtasola

Fri 16.3. 14:25

★ 5



Lauri

Fri 16.3. 14:25

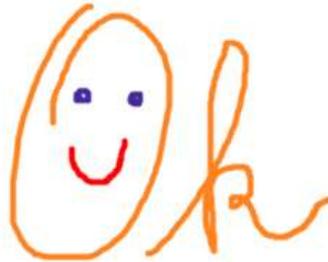
★ 4



Timo

Fri 16.3. 14:26

★ 4



Jaakko

Fri 16.3. 14:27

★ 3



Emmi

Fri 16.3. 14:29

★ 4



Juuso

Fri 16.3. 14:30

★ 3



Tomy

Fri 16.3. 14:30

★ 4

ok

Pekka

Fri 16.3. 14:30

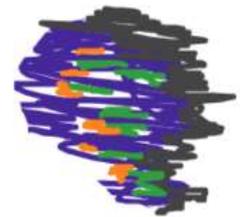
★ 4



Päivi

Fri 16.3. 14:31

★ 3



Sami

Fri 16.3. 14:31

★ 4



IlkkaP

Fri 16.3. 14:31

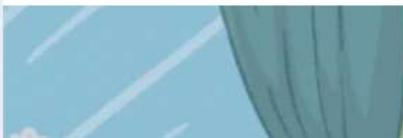
★ 4



AnttiPa

Fri 16.3. 14:31

★ 4



Joonas R

Fri 16.3. 14:31

★ 4



Joose

Fri 16.3. 14:31

★ 4



# Jolt\*-station

The oasis for positive feedback

1. Notice when your colleague makes something awesome. No matter how big or small!
2. Write their name and the awesome thing they did to the list.
3. Choose something fun or delicious from the station.
4. Give the present to your colleague!

\*We in the past there has been actual Ash-colas in this station



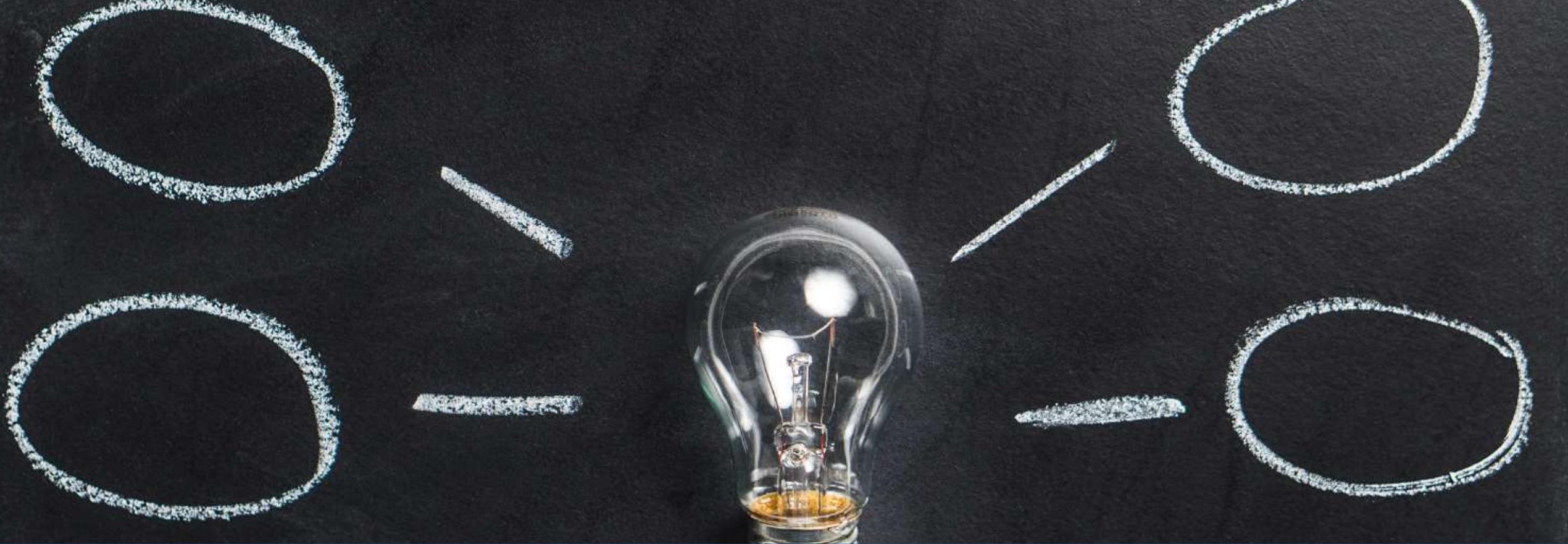
*and a nice sticker for your colleague to put to some visible place*

**Praise your co-worker!**

Getting noticed makes for a great workday!

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**When decisions aren't "outsourced", one considers matters from a wider perspective & takes responsibility.**

**This generates learning, growth, ownership.**

**The capability of the whole organisation to renew increases.**

Thank you!  
Kiitos!  
Danke!  
Tack!



FUTURICE CULTURE HANDBOOK:

[HTTPS://WWW.FUTURICE.COM/BLOG/THE-FUTURICE-CULTURE-HANDBOOK](https://www.futurice.com/blog/the-futurice-culture-handbook)



Michael Samarin

BUSINESS DIRECTOR

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