

OSAAMISEN JOHTAMINEN KÄYTÄNNÖSSÄ

Taru Salo
Siili Solutions



We help you find
what's essential.

Then we build it.

MAKE IT REAL



COMPONENTA

2011-2014

Helvar

2014-2016

DESTIA

2016- 2021



2021 -



Osaamisen johtaminen käytännössä

1. ANALYSOI JA ENNAKOI

Liiketoiminnan tarvitsemat strategiset kyvykkyydet ja osaamiset

- Mitä rekrytoidaan?
- Mitä valmennetaan ja kehitetään nykyisen henkilöstön osalta?
- Mitä alihankintaan?
- Mitä voidaan hankkia yritysostojen kautta?

Henkilöstömäärä ja laatu

- Eläkepoistuma ja vuosittainen vaihtuvuus huomioon
- Työsuhteiden pidentäminen
- Seuraajasuunnittelu
- Diversiteetti

2. TOTEUTA

Rekrytointi

- Suunnittele ylätasolla 1-3 vuotta
- Työnantajamaine, oppilaitosyhteistyö
- Junioriohjelmat, maahanmuuttajat
- Oppimispolut, urakierto
- Nykyhenkilöstön verkostot

Henkilöstön kehittäminen

- Luo käytänteet
 - Perehdytys
 - Kehityskeskustelut
- Mallinna oppimis/ urapolut
- Mentorointi, oppisopimuskoulutukset, verkko-oppiminen

Sitouta

- Tunne henkilöstösi
- Rakenna kulttuuria ja johda arvojen kautta
- Osallista
- Tunnista potentiaali ja kehitä talentteja

Palkitse

- Arvojen mukainen käyttäytyminen
- Osaamisenkehittäminen ja tiedonjakaminen
- Linkitä palkkakehitys osaamisen kehittämiseen
- Tulokorteille henkilökohtainen kehittyminen

6C Framework for Employee Experience Development

Company

Siili is a growing company with low hierarchy. We have 14 offices across Europe and US.

Career

We offer various professional paths to our employees. You get to define your career.

Compensation

Your seniority, skills, role, and delivery define your compensation in a fair way.



Culture

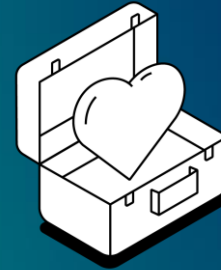
At Siili, you can be you. We believe in kindness, responsibility, and making things happen.

Customer Cases

We offer impactful and meaningful customer cases for you to work with.

Care

Siili takes care of you and the environment, from medical care to clubs and Siili Forest.



Care



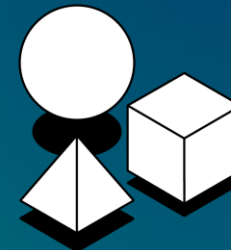
Company



Career



Customer Cases



Culture



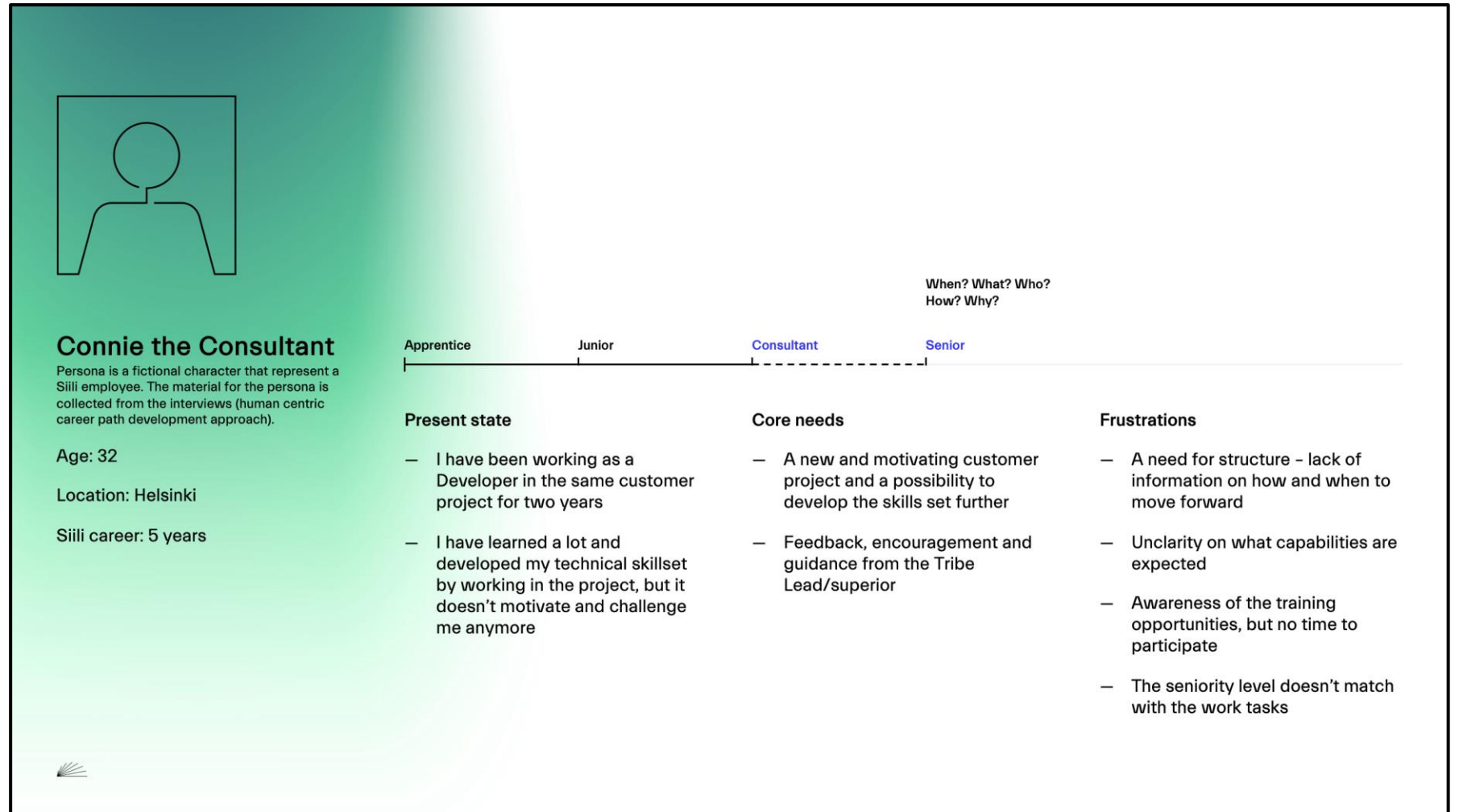
Compensation

Ihmislähtöinen osaamisenkehittämisen viitekehys

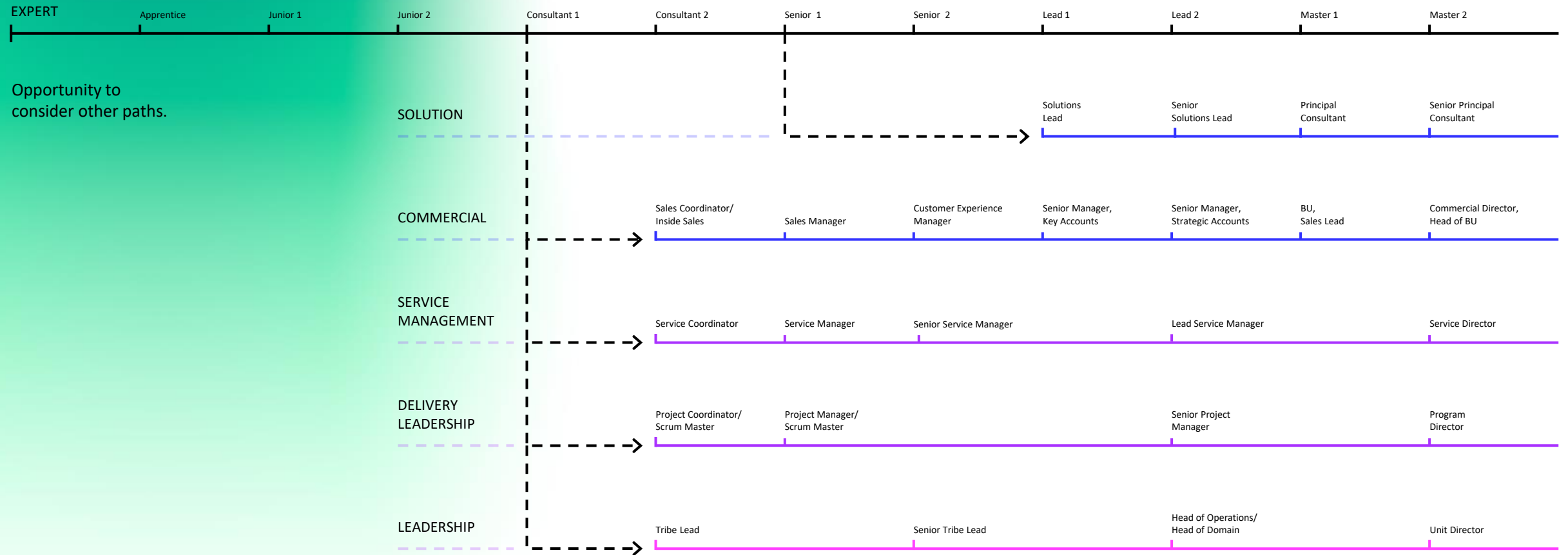
Several extensive interviews with our employees.

Insights from these interviews as the basis for the work.

Insights revealed some core themes and topics that the people working on the career models then aimed to match.



Visualisoidut urapolut helpottaa vaihtoehtojen hahmotuksessa.



Continuous Learning Mindset

Self-reflection is key.

Learning on-the-job

70%

- Project content
- Customer/industry content
- Methods
- Agile ceremonies
- Lean rituals
- Knowledge sharing
- Webinars

Learning from others

20%

- Collectives
- Mentoring
- Coaching
- Group/team coaching
- Collaborative learning
- Learning by modelling
- Networks, social media
- Master and apprentice pairs
- Book clubs

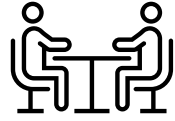
Internal and external training

10%

- People skills & task skills (role specific training)
- Qualification training and certifications



Learning



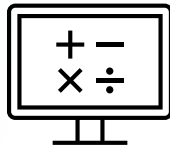
Growth discussions and follow-ups



Individual development plan with learning targets



Siili Academy, Studytube, Collectives



Learning in customer cases, reflection after each project



Learning from others – mentoring, coaching, bookclubs, etc.



MY PERSONAL DEVELOPMENT PLAN

Name:

Role:

Current Seniority level:

Seniority in the new model:

Length of experience in the role:

Wellbeing	Evaluation of the past period	Seniority level and ambitions	Goals/ Development plan/ conclusion points
<ul style="list-style-type: none"> — How would you describe the level of your wellbeing? — What supports your wellbeing? — What would you need to have less/more? 	<ul style="list-style-type: none"> — How would you describe your thoughts and experiences about the past period? What were your primary tasks, goals and how were they realised? — Customer feedback from the current project(s)? — Feedback from the peers from current project(s)? — Your learning/development possibilities in the current project(s)? — What were your previous development objectives and how were they realised? 	<ul style="list-style-type: none"> — Your strengths? — Target seniority level? And timeframe for reaching it? — Key development actions in order to reach new seniority level? — Your long term career ambitions? 	<ul style="list-style-type: none"> — Targets for the next performance period — Development/ career target — Technologies/hard skills: Schedule — Responsibility/soft skills — Schedule — Your action plan?/Your initiation?