

## Curriculum vitae (CV)

Vartiainen, Matti Antero, male, October, 27th 2018

[https://people.aalto.fi/en/matti\\_vartiainen](https://people.aalto.fi/en/matti_vartiainen)



Date and place of birth: 19.08.1950, Lapinlahti, Finnish, Radiokatu 6 E 69, 00240 Helsinki, Finland

### Education and degrees awarded

Doctor of Philosophy 23.2.1988 at the University of Helsinki (psychology); Licentiate of Philosophy 6.3.1984; Master of Arts 24.4.1979. The MA thesis dealt with psychophysics of paradoxical heat sensations and was supervised by dr. Timo Järvillehto. The title of the licentiate thesis is: "The learning of an assembly task and transfer of motor and cognitive training". The title of the doctoral thesis is: "The hierarchical development of mental regulation, and training methods". Both were supervised by professor Valde Mikkonen.

Docent (Adjunct Professor) in work psychology at the University of Helsinki since 22.11.1990.

### Other education and training, qualifications and skills

Other skills:

- Communication skills: I am used to communicate diverse people from different cultures.
- Organisational / managerial skills: I have been a leader of several research projects and teams for years. I have also acted as the head of research and teaching unit (Work Psychology and Leadership) employing about 60 researchers and teachers.
- Job-related skills: My job is to do research, teach and supervise students. My skills in research consist of planning research designs, methodologies, data collection, their analysis in different ways, writing articles to scientific journals. I have also planned and taught tens of different university courses. I am also able to supervise master and doctoral level theses.
- Computer skills: Good command of Microsoft Office tools, including specific tools for research and data analyses such as SPSS and AtlasTi.

### Linguistic skills

Mother tongue: Finnish

Other language(s):

Other language(s)	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C1	C2	C1	C1	C2
Swedish	B1	C2	B1	B2	B2
German	B1	C2	B1	B2	A2

Levels: A1/A2: Basic user - B1/B2: Independent user - C1/C2: Proficient user  
[Common European Framework of Reference for Languages](#)

### Current position

Professor, Ph.D. Department of Industrial Engineering and Management, Aalto University School of Science

## Previous work experience

- Researcher at the Laboratory of Industrial Psychology in the field of work and task training
- Provisional lecturer in work psychology since 1.8.1986, and lecturer in work and organizational psychology 1.5.1990-1.5.1993
- Associate professor at the Helsinki University of Technology since 1.2.1994
- Full professor in major 'Learning Organization' at the Helsinki University of Technology since 1.8.1998
- Academy Research Fellow 1.8.2001-31.7.2002 (Academy of Finland)
- Research director at BIT Research Centre (<http://www.bit.hut.fi/>) since 1.5.2004
- Academy Research Fellow 1.1.2006-31.12.2006 (Academy of Finland)
- Head of the unit, Work Psychology and Leadership at the Department of Industrial Engineering and Management, Aalto University School of Science, 1.9. 2007-2013
- Visiting scholar at Stanford University, Scancor, 1.1.-31.12.2013
- Visiting scholar at Stanford University, Scancor, 1.9.-31.10.2017

## Research funding as well as leadership and supervision

### Research funding

The amount of funding has been from 1 to 1,5 million euros per year. I have been and I am the principal researcher in the research projects named below. My role means that I participate in writing research funding applications, act as the mentoring professor in each of the project. In addition, I supervise and instruct doctoral students.

After the basic degree, I studied development of cognitive and motor skills. The research resulted in the doctoral thesis (1988) and the book 'Psychological work training (1989, with V. Teikari and A. Pulkkis). In 1986 the development of the methods of work analysis and design was started. Several well-known methods and their versions (TBS and VERA from Germany, JDS- and JCI-questionnaires from USA) were introduced and adapted to Finland. Basic research concerning the usability of the methods was conducted. The titles of my main projects are:

- The tools and methods of the learning organizations (1990-92 funded by the Academy of Finland)
- Practical tools for management of change (1992-94, funded by the Finnish Work Environment Fund)
- HIPS - On-the-job support system (HOTS) (1994-95, EU-1060 project, funded by the Technology Development Centre, Finland)
- Grouplike work and cluster development of companies (1993-95, funded by the Finnish Work Environment Fund and companies)
- Compensation systems of group work, commitment and well-being (1996-97, funded by the Finnish Work Environment Fund, the Ministry of Labour and companies)
- Teamwork and reward systems in R&D (1996-98, funded by the Technology Development Centre and companies)
- Multimedia-based interactive information support system for individuals and teams (1996, funded by the Academy of Finland)
- Cognitive Requirements and Usability of Information Support - CogIS (1997-2000, funded by the Academy of Finland)
- Information System for Assembly and Disassembly - ISAD (1997-1999, funded by Technology Development Centre, Finland)
- Organizational innovations, reward systems and operative quality (1998-1999, funded by The Finnish Work Environment Fund, the Ministry of Labour and partner companies)
- A partner in the project 'Cross Cultural Team Trainers' (1997-1999, funded by EU Leonardo De Vinci programme and partner companies)
- Outcomes and Success of Teamwork Projects (1999-2000, funded by National Workplace Development Programme)
- Development of Results-Oriented Pay in Finland (2000-2003, project manager: Niilo Hakonen, funded by National Productivity Programme and partner companies)

- New Reward Systems, Fit and Reward Management (2000-2003, project manager: Niilo Hakonen, funded by National Workplace Development Programme and partner companies)
- Functionality and Effects of Employee Ownership Funds (2000-2001, funded by STS-Fund, Helsingin Sanomat 100-year Fund and The Finnish Work Environment Fund)
- Project Memory in Technology Projects (2000-2001, funded by Federation of Finnish Metal Engineering and Electrotechnical Industries)
- The Functionality of Virtual Organizations (2001-2002, funded by the Finnish Work Environment Fund; 2002-2003 funded by National Workplace Development Programme)
- The Content and Formation of Project Memory, Inter-Project Learning Mechanisms and their Organizational bases (2002-2005, funded by the Academy of Finland)
- The Functionality of Job Evaluation-Based Compensation and Equality of Pay (2002, funded by the Finnish Work Environment Fund)
- Equal pay for equal work with new reward systems in government sector (2003-2004, project manager: Carita Lahti, funded by State Work Environment Fund)
- Equal pay for equal work with job and competence evaluation based reward systems (2003-2006, project manager: Carita Lahti, funded by European Social Fund)
- Job demands and stress factors in dispersed work (2003-2004, funded by the Finnish Work Environment Fund)
- A partner in the project 'Wages and Working Conditions in European Union' (Project no. 0261) (2003-2004, funded by European Foundation for the Improvement of Living and Working Conditions, Dublin, Ireland)
- Challenges of mobile work (2004-2005, funded by the Ministry of Labour, Work Policy Research Programme)
- Mobile work: well-being and design principles (2004-2005, funded by the Ministry of Labour, Work Policy Research Programme)
- Reward learning network (2004-2009, funded by TYKES, Workplace Development Programme)
- Knowledge management in production (2005-2006, with Lappeenranta University of Technology, funded by TEKES, National Technology Agency of Finland and companies)
- Distributed workplace – dWork (2004-2006, funded by TEKES, National Technology Agency of Finland and companies Nokia, Nordea and Senaatti) with dr. Michael Joroff and prof. William Porter from the Massachusetts Institute of Technology (MIT) School of Architecture and Planning
- Virtual team assessment and development model – VITAL (2004-2007, funded by TYKES, Workplace Development Programme)
- Use and functionality of collaborative working environments as support of organisational capability – KYKY (1.2.2006-31.1.2008, funded by the Finnish Work Environment Fund)
- Compensation system renewal in church sector (2005-2007, funded by the Finnish Work Environment Fund)
- Reward systems in sustainable business strategy: performance and quality of working life (2006-2008, funded by Academy of Finland)
- Verkostojohtamisen menetelmät hajautetuissa toimintaympäristöissä – VERMEET (2006-2008, with University of Turku and Turku School of Economics and Business Administration, funded by TEKES, the Finnish Funding Agency for Technology and Innovation and companies)
- Research on the deployment of Nokia Networks' e-learning courses (2006-2007, funded by Nokia Networks Learning Support Services)
- Implementation of new salary system at Helsinki University of Technology and University of Joensuu (2007, funded by Ministry of Finance and Ministry of Education)
- Työympäristöresurssin johtaminen – Workplace Management with CEM Facility Services Research (2007-2009, funded by the Finnish Funding Agency for Technology and Innovation and companies, TEKES) with professor Renate Fruchter, the Project Based Learning Laboratory, PBL Lab and Center for Integrated Facility Engineering (CIFE) at Stanford University.
- NEW GLOBAL - Globalisation and new collaborative working environments (SMART 2006-0045) with University of St. Gallen, Delft University of Technology, empirica Gesellschaft für Kommunikations- und Technologieforschung GmbH and Telematica Instituut 2007-2008, (funded by European Commission, Information Society and Media Directorate-General)
- Moderni työ – uusi esimies-alaistoininnan konsepti (2007-2008, with Turku University of Applied Sciences and Turku School of Economics and Business Administration, funded by TYKES, Workplace Development Programme)
- Innovative Business and Collaboration in Virtual Environments (VINCO, 2008-2011, Helsinki University of Technology, MIDE – Multidisciplinary Institute of Digital Engineering) with Mechanical Engineering Design, Stanford University and Kyoto Institute of Technology.

- Virtual and Mobile Knowledge Work (wmStan) (2008-2010, funded by Finnish Funding Agency for Technology and Innovation, TEKES) with professor with Pamela Hinds and her research team at the Center on Work, Technology & Organization (WTO) in the Department of Management Science & Engineering and professor Renate Fruchter (the Project Based Learning Laboratory, PBL Lab and Center for Integrated Facility Engineering (CIFE) at Stanford University.
- Monipaikkainen virasto (MoVi) (2008-2010, funded by Finnish Funding Agency for Technology and Innovation, TEKES).
- Tasa-arvoa palkkaukseen: Työn vaativuuden sekä pätevyyden ja suoriutumisen arvioinnin toimivuus Suomessa (TAPAS) (2008-2011, funded by European Social Fund ja mukana olevat organisaatiot)
- Uuden palkkausjärjestelmän käyttöönotto yliopistoissa. Pitkittäistutkimuksen kolmas vaihe Teknisessä korkeakoulussa ja Joensuun yliopistossa (2009, funded by Ministry of Finance, Finland).
- Professional Collaboration and Productivity in Virtual Worlds (ProViWo) (2009-2012, funded by Finnish Funding Agency for Technology and Innovation, TEKES).
- Oppivat tuotantokonseptit (OT) – Välineistö verkostomaisen toiminnan hallintaan (2009-2011, funded by by Finnish Funding Agency for Technology and Innovation, TEKES and participating companies.
- Palkkatietämys Suomessa 2010-11 (Knowledge of Pay in Finland 2010-11) (2011-12, funded by the Finnish Work Environment Fund).
- Virtual Worlds as Innovative Working Environments. A Work-In-Net project (2010-2011, funded TYKES, Workplace Development Programme).
- Mobiilin ja monipaikkaisen työn työolojen ja työkuormituksen arviointimenetelmän kehittäminen (MoMoStressi) (Development of Model for Workplace Evaluation in Mobile and Multilocational Work) (2009-10, funded by the Finnish Work Environment Fund).
- Futorex – Future Experts (2010-2013, funded by funded by European Social Fund and partner companies).
- Työpaikkaselvitys mobiilissa ja monipaikkaisessa työssä (Workplace Evaluation in Mobile and Multilocational Work) (2011-12, funded by the Finnish Work Environment Fund)
- Collaboration Environments for Global Distributed Product Processes (ColPro) (2011-2013, funded by Finnish Funding Agency for Technology and Innovation, TEKES and participating companies) with VTT Technical Research Center of Finland and dr. Renate Fruchter (the Project Based Learning Laboratory, PBL Lab and Center for Integrated Facility Engineering (CIFE) at Stanford University.
- The national member of a European Concerted COST Action IS1202: Dynamics of Virtual Work (COST 4137/12) (2012-2016). [http://www.cost.eu/domains\\_actions/isch/Actions/IS1202](http://www.cost.eu/domains_actions/isch/Actions/IS1202)
- CityWorkLife – Smart and Flexible Work and Living in Metropolitan Areas (2013-2104, funded by Finnish Funding Agency for Technology and Innovation, TEKES and participating companies) with Santa Clara University (SCU), Leavy School of Business (prof. Terri Griffith) and University of California Santa Barbara (UCSB), Department of Communication (prof. Ronald Rice and prof. Karen Myers).
- Mobiilimenetelmä monipaikkaisen työn tutkimiseen (MobiMe) (2012-2013, funded by the Finnish Work Environment Fund) with University of Turku (prof. Kai Hakkarainen).
- Strategian ja palkitsemisen yhteensovittaminen uudistumisen ja kilpailukyvyn mahdollistajana (2012-2013, funded by the Finnish Work Environment Fund)
- Rapid Innovation Practices X (RAPI) co-ordinated by dr. Pekka Berg (2013-2014, funded by Finnish Funding Agency for Technology and Innovation 'Strategic Initiatives', TEKES and participating companies).
- Global time – well-being and innovativeness in global work (2012-2014, funded by Finnish Funding Agency for Technology and Innovation 'Strategic Initiatives', TEKES and participating companies).
- UNCODE - Uncovering Hidden Cognitive Demands on Global Learners (2013-2016, funded by Finnish Funding Agency for Technology and Innovation 'Strategic Initiatives', TEKES and participating companies).
- Henkilöstövähennysten kohteille suunnatun tukiohjelman vaikutus työllistymisen mahdollistaviin resursseihin sekä huolenpidon ja epävarmuuden kokemuksiin (2014-2015, funded by Finnish Work Environment Fund).
- PASSION - Leading passion – How to create a culture of engagement (2015-2017, funded by Finnish Funding Agency for Technology and Innovation, TEKES and participating companies: Clear Channel Finland Oy, Pipelife Finland Oy, Santander Consumer Finance Oy ja Suomen Ekonomit) in collaboration with HAAGA-HELIA University of Applied Sciences and Filosofian Akatemia Oy.
- POP UP – Knowledge Work Productivity (2015-2016 funded by Finnish Funding Agency for Technology and Innovation, TEKES and participating companies) in collaboration with Tampere University of Technology.

- MatchDesign: Collaborative Designs for Value Creation beyond Boundaries 2015-2018 funded by Finnish Funding Agency for Technology and Innovation, TEKES and participating companies.
- DISCO - Discrepancies of Interlude: Supporting Changing Organizations (with the Innovation Management Institute/DIEM, 2015-2016, funded by Finnish Work Environment Fund).
- DIVA – Digital Spare Parts (Digitaaliset varaosat co-ordinated by prof. Jouni Partanen, 2016-2017 funded by Finnish Funding Agency for Technology and Innovation, TEKES and participating companies).
- Smart Commuting - Smart and Mobile Work in Growth Regions. Urban Europe JPI:n Era-Net Cofund Smart Cities and Communities "Smart Commuting" consortium 1.4.2016-31.3.2018, funded by Finnish Funding Agency for Technology and Innovation, TEKES and participating companies.
- Raising impact capability in micro-, small- and medium-sized companies (PISKU) together with Turku University of Applied Sciences, Lapland University of Applied Sciences and University of Vaasa 1.2.2017-31.8.2019, funded by European Social Fund.
- Designing Mobile and Multi-Location Work Productivity and Well-being (NewWoW) together with Turku University of Applied Sciences, Lapland University of Applied Sciences and Technical University of Tampere 1.5.2017-31.10.2019, funded by European Social Fund.
- Change resistance in renewing organisations (MURO), 2018-2019 funded by Work Environment Fund and Neste.

### **Supervision of doctoral students and post-doctoral researchers (underlined)**

#### *Doctor of Science (in Technology or Philosophy)*

- 1999: Miia Martinsuo - Promotion of values in a multinational enterprise (Advisor)
- 2002: Kristiina Borg - Henkilöstöinformaation tulkinta ja käyttö julkisissa organisaatioissa (Advisor)
- 2002: Minna Forssén - The life cycle of bottom-up ideas. Case studies of the companies where the simulation game method was applied (Advisor)
- 2003: Jyrki Kasvi - Knowledge support in learning operative organisations (Supervisor)
- 2003: Pentti Sydänmaanlakka - Intelligent leadership and leadership competencies. Developing a leadership framework for intelligent organizations (Advisor)
- 2003: Lauri Jännti - Facilitation of collaborative and contextual learning in an enterprise environment (Advisor with prof. Matti Suonperä)
- 2003: Alex Kriman - International negotiations: a multi-case study on negotiation differences between Finnish and Chilean businessmen (Supervisor)
- 2005: Inkeri Ruuska - Social structures as communities for knowledge sharing in project-based environments (Supervisor)
- 2005: Jani Roman - A study of organizational dialogue. Facing truth, gaining inspiration and creating understanding of the function of an organization (Supervisor)
- 2007: Rainer Peltoniemi - Suomen puolustusjärjestelmän ydinosaamisalueet ja niiden muutoshaasteet mahdollisessa Nato-jäsenyydessä (Supervisor)
- 2007: Mikael Saarinen – Tunneälykäs esimiestyö. Esimiesten kykypohjainen tunneälyosaamisen laadullinen kuvaaminen ja määrällinen mittaaminen (Emotionally intelligent leadership. Qualitatively defining and quantitatively measuring performance-based emotional intelligence competencies (Advisor)
- 2007: Heikki Lonka - Projects as distributed cognitive actions – the management of two public building projects (Supervisor)
- 2007: Terttu Pakarinen - Tuloksellisuusarviointi ja henkilöstöjohtaminen muutosmekanismeina julkisessa tieto-organisaatiossa (Supervisor)
- 2007: Veli Matti Kuisma - Joustavan konepaja-automaation käyttöönoton onnistumisen edellytykset (Supervisor)
- 2008: Elise Ramstad - Innovation generating model – simultaneous development of work organization and knowledge infrastructure (Supervisor)
- 2008: Ria Parppe - Business coaching itsesäätelyn kehitysinterventiona (Advisor)
- 2009: Tiina Kalliomäki-Levanto - Keskeytykset ja katkokset työn etenemisessä: edeltävät tekijät, epäjatkuvuusolosuhteet ja niistä selviytyminen (Interruptions and gaps in the flow of work: antecedent factors, discontinuities and strategies for dealing with them in knowledge work (Supervisor)
- 2009: Aino Salimäki - Psychological mechanisms explaining merit pay acceptance and effectiveness (Supervisor)
- 2009: Kimmo Suominen - Consuming strategy: The art and practice of managers' everyday strategy usage (Supervisor)

2010: Marko Hakonen - Identification with virtual teams (Supervisor)  
 2010: Helena Palmgren – Leadership in a small enterprise (Supervisor)  
 2010: Niina Nurmi – World-wide work stress: multi-case study of the stress-coping process in distributed work (Supervisor)  
 2011: Christina Sweins – The impact of pay knowledge on organizational performance: Investigating Finnish profit-sharing schemes (Supervisor)  
 2011: Jussi Kulla – “Käskytämällä ei pitkälle pääse.” Tutkimus suurten suomalaisyritysten toimitusjohtajien johtamiskokemuksista (Supervisor) (“By dictating you can’t get far” A Study of the CEO Leadership Experiences in the Big Finnish Companies)  
 2011: Heli Bergström – Fluency experiences in knowledge-intensive individual work and collaboration (Supervisor)  
 2011: Timo Vuori – Emotional Sensegiving (Supervisor)  
 2011: Eija Korpelainen – Information and Communication Technology Adoption at Work. Employees’ experiences of adoption and learning (Supervisor)  
 2012: Anu Hakonen – Ei ainoastaan rahaa – Ryhmäperusteisten tulospalkkioiden merkitykset reflektioteorian näkökulmasta (Not only money – Meanings of group-based incentives in the light of reflection theory) (Supervisor)  
 2013: Tiina Tuominen – Innovation and Development Activities in Professional Service Firms (Supervisor)  
 2013: Johanna Maaniemi - Oikeudenmukaisuuden haasteet työsuorituksen arviointiprosessissa (Reflections of Systemic Justice? Employees’ and Supervisors’ Experiences of Injustice in the Performance Appraisal and Merit Pay Context) (Supervisor)  
 2013: Kristiina Halonen – Pari askelta jäljessä – TUURILLA MENNÄÄN (ALWAYS LITTLE BEHIND – relying on chance. A study on people risk management as a strategic management tool carried out by Finnish organizations and occupational health care) (Supervisor)  
 2014: Riku Ruotsalainen – The micro-to-macro problem: the generation of mobilizing frames through idea development conversations (Supervisor)  
 2015: Pekka Alahuhta – Shared Artefacts and Virtual Worlds in Computer-Mediated Creative Collaboration (Supervisor)  
 2015: Tua Björklund – The Dynamics of Proactive Striving. Initiating and sustaining development efforts in product design and entrepreneurship (Supervisor)  
 2015: Seppo Leminen – Living Labs as Open Innovation Networks. Networks, Roles and Innovation Outcomes (Supervisor)  
 2016: Tuomo Alasoini – Workplace Development Programmes as Institutional Entrepreneurs – Why They Produce Change and Why They Do not (Supervisor)  
 2016: Kiisa Hulkko-Nyman - Making Strategy Work: Sense and Sensibility of Results-Oriented Pay Systems (Supervisor)  
 2016: Meri Jalonen – The Construction of the Hybrid Package: Evolution of Product Concepts and Production Concepts Through Experiments with Artefacts (Supervisor)  
 2016: Jouni Virtaharju - Making leadership: performances, practices, and positions that construct leadership (Supervisor)  
 2016: Susanna Rahkamo – The Road to Exceptional Expertise – A Case Study of the Collective Creativity of five Finnish Multiple Olympic Gold Medalists (Supervisor)  
 2017: Sini Jämsén: Pay Reform Justifications and Criticisms – Institutional Logics in the Legitimation and Delegitimation of a New Managerial Practice (Supervisor)  
 2018: Emma Nordbäck - Shared Leadership in Global Virtual Teams: Building Conditions for its Emergence and Team Effectiveness (Supervisor)

### **Officially appointed supervisor to post-graduate students/doctoral students**

Niina Andrade, Mari Holopainen, Mohseen Koolaji, Olli-Jaakko Kupiainen, Sini Juuti, Virpi Liinalaakso, Tero Kauppinen, Johanna Koroma, Markku Markkula, Veera Mustonen, Hannamaija Määttä, Tuire Nyberg, Minna Nylander, Eero Palomäki, Kirsi Polvinen, Timo Punkka, Riitta Rönqvist, Ingrid Schembri, Hani Tarabichi

### **Supervised and instructed undergraduate and graduate theses (since 1990-)**

I have supervised and instructed theses on different levels at the Laboratory of Work Psychology and Leadership/Department of Industrial Engineering and Management, Aalto University School of Science:

### *Bachelor of Science (Technology)*

2008: Laura Fiskar, Henna Mattila, Ilona Mäkinen; 2009: Airi Lampinen, Sonja Saloranta, Mikko Juurmaa; 2010: Olli Jahkola, Mari Kallio, Piia Näränen, Juuso Pietilä, Ilkka Salminen, Otto Teinonen; 2011: Outi Herkepeus, Miikka Kujala; 2012: Sebastian Högnabba; 2014: Teemu Belt; 2015: Maarit Hirvonen; 2016: Laura Niemi, Mari Porko; 2017: Krista Huhtamäki, Kai Kekola, Tommi Silvennoinen, Saska Tirronen

### *Master of Science (in Technology or Psychology)*

1990: Jari Ylitalo; 1991: Moira Jaakola, Sakari Kallio, Virpi Ruohomäki; 1992: Matti Laitinen, Juhani Sulander; 1993: Jyrki J.J. Kasvi, Kristiina Selenius, Sari Tiula-Alho; 1994: Tapio Mansikkaniemi; 1995: Mari Reponen, Jarmo Suominen; 1996: Niilo Hakonen, Kirsi Hannonen, Tomi Rantamäki; 1997: Anni Simola, Marko Piira; 1999: Jussi Eronen, Mikael Huhtamäki, Ville Kinnunen, Kimmo Kukkavuori, Antti Matikainen; 2000: Kimmo Niemistö, Tomi Välimäki, Toni Koskinen; 2001: Laura Ansaharju, Maria Karttunen, Marko Malmberg, Kirsi Timonen; 2002: Jyrki Castrén, Ismo Hautala; 2003: Jussi Ahtikari, Ville Handolin, Hannu Henttinen; 2004: Olavi Koistinen, Sampo Korppi-Tommola, Kenneth Hörhammer, Riina Vanhanen; 2005: Pasi Kaitila, Maija Kärävä, Pekko Nieminen, Tiina Siponen, Laura Turkki, Antti Turunen; 2006: Jaarle Wilska; 2007: Timo Puurula, Sami Rinta-Kousa, Tommi Ryyppö, Kari Ylihärtilä, Marja Kempainen; 2008: Mikko Kallas, Mari Mankki, Christian Elg, Elina San; 2009: Katri Korhonen, Matti Levomäki, Johan Lönnblad, Johan Nygren, Eero Palomäki, Teija Seitola; 2010: Pekka Alahuhta, Erkki Haramo, Heini Hyytiäinen. Ilpo Kari, Rickard Kallis, Teemu Lepola, Teemu Leppänen, Eeva Myller, Timo Rantalainen, Mervi Rantanen, Petri Rikkinen, Vesa Tarvainen, Pekka Wetterstrand; 2011: Laura Hakala, Jarno Marin, Emma Nordbäck, Eric Stigzelius, Emmi Suhonen; 2012: Lassi Eskola, Yu Shi, Jaakko Taskinen; 2013: Maud Bocquillod, Nargis Guseynova, Olli Jahkola, Jukka Jokinen, Elina Kekki, Faraz Khan, Jussi Rantala, Aura Tiainen, Povilas Valiauga; 2014: Hussnain Ahmed, Teemu Karppinen, Abir Iqbal Malik, Sonja Palomäki, Pasi Pekkanen, Antti-Pekka Raitisto, Laura Savin, Silvain Toromanoff, Meri Vainio; 2015: Nedas Abaris, Zhang Chi, Saara Hyrkkö, Tomi Koponen, Henry Schwartz, Elina Suojala; 2016: Martin Björkvall, Heidi Burman, Tatyana Chuzhanova, Anne Haavisto, Ville Henriksson, Oona Hilkamo, Marja Jaarinen, Senja Jarva, Reetta Koivuniemi, Henri-Jérôme Pauwels, Markku Perttilä, Eliana M. Henao Rincon, Alexander Rodichev, Martti Suontausta, Olli Toivonen, Ines Vaittinen; 2017: Rosario Villar Ballesteros, Olli Bremer, Fabiano Paiva Brito, Derek Hsien Wei Chan, Nabeel Farhat, Vytautas Gudaitis, Mikael Hyövälti, Jori Jämsä, Taina Kaasalainen, Mukundhan Kulur Parthasarathy, Artturi Patrakka, Pia Purhonen, Tuukka Puumala, Heini-Emilia Saari, Mariia Seliuta, Timo Song, Atso Takala; 2018: Iman Asadi, Minna Lantto, Fernando León, Akatsuki Xiaofeng Liu, Panu Paukkeri, Anant Shiv

### *Licentiate of Science (in Technology)*

1999: Leena Lindén-Virta - Avointen ja joustavien oppimisympäristöjen suunnittelun lähtökohtia. Ajatuksia ja kokemuksia monimuoto-opetuksen suunnittelusta yrityksen henkilöstökoulutuksessa. Tapaustutkimus.  
2000: Mari Kira – The compensation systems of developing German organizations  
2000: Marko Nieminen - Information Support for Systematic User-centred Product Development.  
2002: Merja Ranta-aho - Understanding networked computer services: The role of the user interface in formation of adequate user's models of network services  
2002: Inkeri Ruuska – Critical project competences  
2004: Christina Sweins – Henkilöstörahasito palkitsemismuotona – tutkimus Suomen henkilöstörahasitoista  
2005: Heikki Lonka – Socially shared cognition and the management of a building project: dynamic action in a network  
2005: Elina Moisio – Osaamisen johtamista tukeva palkitseminen – kolme tapauskuvausta  
2006: Anna Ylikorkala – Tulospalkkauksen toimivuus palkkatyytyväisyyttä selittävien teorioiden valossa. Seurantatutkimus elintarviketeollisuuden yrityksen tulospalkkiojärjestelmän kehittämisestä tiimimäisen toimintatavan tueksi  
2006: Anu Hakonen – Tulospalkkauksen merkitys henkilöstölle ja sen vaikutukset yksiköiden toimintaan. Tutkimus palkitsemisen reflektioteorian toimivuudesta  
2006: Heli Bergström – Working roles on middle level managers. A case study in a developing and learning knowledge-intensive organization

2007: Johanna Maaniemi – Just not fair. Employees' injustice experiences in the performance appraisal process  
2008: Anni Simola – Lessons learned in new product development projects  
2008: Jussi Kulla – Tavoitteellisen johtamisen kehittyminen johtamisoppina ja käyttö suurissa suomalaisorganisaatioissa  
2010: Sini Jämsén – Uuden palkkausjärjestelmän perustelut ja kritiikki evankelis-luterilaisessa kirkossa – Institutionaalinen näkökulma palkkausjärjestelmäuudistukseen  
2010: Katarina Pätt – Values, consequences and attributes in Russian furniture preferences  
2011: Kati Varis – Kokemus tuo varmuutta: uusien työntekijöiden socialisaatio asiantuntijaorganisaatioissa  
2011: Tua Björklund - Product development expert problem representations  
2016: Raija Muinonen - Development of work community and it's connection to wellbeing and ability to work in the technology industry (advisor)

In addition, I have supervised the following Lic.Phil. (in Psychology) at the Department of Psychology, University of Helsinki: 1995: Mikael Saarinen; 1996: Terttu Pakarinen and Eva Tuominen; 1997: Titi Heikkilä, Tiina Takala and Anna-Maria Teperi; 1999: Jukka Leskinen and Panu Savolainen.

## **Merits in teaching and pedagogical competence**

See attached teaching portfolio

## **Awards, prizes and honours**

- Scholarship of the Jenny ja Antti Wihuri Fund 8.10.1982 for the development of process-control simulations
- Scholarship of the Finnish Cultural Fund 27.2.1986 for development of methods to evaluate usability of work study methods
- A nominate for "The IFS Advanced Manufacturing Awards 1987" (with Veli Matti Kuisma and Veikko Teikari) (The lecture and the article: "FMS training in Finland")
- A diploma: the best article of the year 1988 in Työ ja ihminen -journal (Finland) (with Veikko Teikari and Veli Matti Kuisma)
- A scholarship of the Literature Fund of Werner Söderström Publishing House 11.5.1993 for pedagogical experiments and studies
- A scholarship of the Literature Fund of Edita Publishing House 5.11.1999 for preparing book 'Knowledge in Work' (with Jyrki Kasvi)
- A scholarship of Helsingin Sanomat 100-Year Fund 29.11.2000 for research on personnel funds
- A scholarship of The Finnish Association of Non-fiction Writers 15.12.2000 for preparing an English version of the book 'Knowledge in Work' (with Jyrki Kasvi)
- A scholarship of 'Kirjailijoiden ja kääntäjien kirjastoapurahalautakunta' 20.3.2002
- A scholarship of Foundation for Economic Education 09.04.2003 for developing a Method to Evaluation and Development of Boards (with Leenamajja Ojala)
- A scholarship of Werner Söderström Osakeyhtiön Kirjallisuussäätiö 21.4.2004 for editing a book 'Rewarding in Global Finland'.
- A scholarship of The Finnish Association of Non-fiction Writers 25.11.2005 for preparing a book 'The Functionality of Virtual Organizations - From Co-located to Mobile Virtual Work'.
- Best textbook of Helsinki University of Technology 2005 (with Juhani Kauhanen) (delivered on the 8<sup>th</sup> February 2006).
- A reward grant of the Finnish Work Environment Fund 30-jubilee year for working life research 12.5.2009.
- A grant of Jenny and Antti Wihuri Foundation for sabbatical 2013.
- The badge of The Finnish Association for Human Resources Management - HENRY ry on 24<sup>th</sup> November 2015.

## **Other academic merits**

### **Pre-examiner of the doctoral dissertations**



1993: Anneli Leppänen (University of Helsinki, Department of Psychology) - The development and relationships of conceptual mastery of work and well-being on paper production (In Finnish)

1994: Mikko Korpela (Helsinki University of Technology, Department of Computer Science and Engineering) - Nigerian practice in computer systems development: a multidisciplinary theoretical framework, applied to health informatics

1995: Jaakko Virkkunen (Helsinki University of Technology, Department of Industrial Management) - Inner contradictions in inspections and the prospects for overcoming them - an inquiry into the tools and effectiveness of discussion-based work (In Finnish)

1999: Vesa Torvinen (University of Turku, Department of Computer Science) - Construction and evaluation of the Labour Game method

1999: Kyösti Waris (University of Turku, Department of Psychology) - Mental well-being in work. A sign of a healthy organisation and a necessary precondition for the organisational development

2000: Seppo Tuomivaara (University of Tampere, Department of Social Sciences) - Vapaa-ajan ja työn tietokonesuhteet ja käyttöhalukkuusmallit

2000: Pirita Seitamaa-Hakkarainen (University of Helsinki, Faculty of Education) - The Weaving-Design Process as Dual-Space Search

2000: Marko Mäkilouko (Tampere University of Technology, Department of Industrial Engineering and Management) - Leading Multinational Project Teams: Forma, Country Specific Perspective

2002: Riitta Asanti (University of Turku, Faculty of Education) - Työyhteisö tiimikulttuuria oppimassa - tapaustutkimus tiimityöskentelyä tukevasta koulutusinterventiosta yritysmaailmassa

2004: Jukka Leskinen (University of Helsinki, Department of Psychology) – Dairy farmers in a period of transition

2004: Hannakaisa Länsisalmi (University of Helsinki, Department of Psychology) – Innovations in organisations. The role of communication, expertise, and occupational stress in innovation.

2004: Dave Lamble (University of Helsinki, Faculty of Behavioural Sciences) – Safety aspects of drivers using interactive in-vehicle systems

2006: Teemu Reiman (University of Helsinki, Faculty of Behavioural Sciences) - Assessing organizational culture in complex sociotechnical systems – methodological evidence from studies in nuclear power plant maintenance organizations

2007: Anu Sivunen (University of Jyväskylä, Faculty of Humanities) – Vuorovaikutus, viestintäteknologia ja identifiointuminen hajautetuissa tiimeissä

2007: Pasi Koski (University of Tampere, Faculty of Education) – Työ ja oppimine rengastehtaassa. Organisatorinen oppiminen sekä sitä edistävät ja ehkäisevät tekijät teollisessa oppimisympäristössä

2008: Kirsi Korhonen (Lappeenranta University of Technology, Faculty of Technology Management) – Facilitating coordination improvement efforts in cross-functional process development programs

2008: Zlatko Bodrozic (University of Helsinki, Faculty of Behavioural Sciences) – Post-industrial intervention. An activity-theoretical expedition tracing the proximal development of forms of conducting interventions

2008: Heikki Haaparanta (Tampere University of Technology, Faculty of Computing and Electrical Engineering) - Tietokoneet perusopetuksen opettajan arkipäivässä: opettajien työhyvinvoinnin, työuupumuksen ja koulun tietostrategioiden vaikutukset teknologia-asenteeseen

2008: Veli Matti Heikkilä (University of Helsinki, Faculty of Behavioural Sciences) – Evaluation of driving ability of the disabled persons in the context of the psychological activity theory

2009: Jyri Naarmala (University of Vaasa, Faculty of Technology, Department of Computer Science) – ICT and teachers in higher education: A case study on adopting Web Based Training

2010: Tarja Kantola (University of Helsinki, Department of Education) – Transcending “the impossible”: from dead end to expansive learning

2010: Christine Maier (University of Trier, Fachbereich I – Psychology, Germany) – The impacts of leadership on employees’ attitudes towards their pay

2010: Harri Virolainen (Turun kauppakorkeakoulu, Turun yliopisto) “Kai sitä ihminen on vaan semmoinen laumaeläin” Virtuaalisen tiimin ilmapiiri

2010: Markku Tapio Häkkinen (University of Jyväskylä, Faculty of Information Technology) – WHY ALARMS FAIL: A cognitive explanatory model

2011: Petra Pekkanen (Lappeenranta University of Technology, Faculty of Technology Management) - Delay reduction in courts of justice – possibilities and challenges of process improvement in professional public organizations

2011: Maiju Vuolle (Tampere University of Technology, Faculty of Business and Technology Management) – Measuring performance impacts of mobile business services from the customer perspective

2012: Anna-Maria Teperi (University of Helsinki, Cognitive Science, Institute of Behavioural Sciences, Faculty of Behavioural Sciences) – Can mastery of human factors be improved in a safety critical ATM organization?

2013: Leena Eloranta (Lappeenranta University of Technology, LUT School of Industrial Engineering and Management) – Innovation in a non-formal adult education organization – multi-case study in four adult education centres

2013: Sari Mäkinen (University of Tampere, School of Information Sciences) – Records management in mobile work

2013: Pertti Laine (University of Turku, Faculty of Education) – Developing wellbeing at work. Studying the prerequisites

2014: Ulla Soukainen (University of Turku, Faculty of Education) – On the tracks of the leader – Leadership in distributed organizations of early childhood education from the quality and pedagogical support point of view

2015: Pia Pihlajasaari (University of Jyväskylä, Department of Psychology) – Straining compromises. Occupational well-being in the light of ethical, organizational culture and ethical strain

2015: Tarja-Kaarina Laamanen (University of Helsinki, Faculty of Behavioral Sciences) - Generating and transforming representations in design ideation

2016: Heljä Franssila (University of Tampere School of Information Sciences) - Coordination practices and information interaction performance in distributed work

2017: Virpi Mustonen (University of Helsinki, Faculty of Educational Sciences) – Challenges of Expertise and Organizational Learning during Digital Transformation of Forensic Fingerprint Investigation

2018: Olli Rissanen (University of Eastern Finland, Philosophical Faculty) Professional magician's unique and networked expertise

### **Opponent of the doctoral dissertations**

1999: Jukka Pukkila (Helsinki University of Technology, Department of Materials Science and Rock Engineering) - Implementation of Mine Automation: The Importance of Work Safety and Motivation

2001: Marko Mäkilouko (Tampere University of Technology, Department of Industrial Engineering and Management) - Leading Multinational Project Teams: Formal, Country Specific Perspective

2003: Mari Kira (the Royal Institute of Technology, Department of Industrial Economics and Management, Stockholm, Sweden) – From Good Work to Sustainable Development (with prof. Frans van Eijnatten, TU Eindhoven, and doc. Inga-Lill Holmberg, Center for Advanced Studies in Leadership, Stockholm)

2003: Riitta Asanti (University of Turku, Faculty of Education) - Työyhteisö tiimikulttuuria oppimassa - tapaustutkimus tiimityöskentelyä tukevasta koulutusinterventiosta yritysmaailmassa

2006: Netta Iivari (University of Oulu, Faculty of Science, Department of Information Processing Science) – Discourses on ‘Culture’ and Usability Work’ in Software Product Development (with prof. Richard J. Boland, Case Western Reserve University, USA)

2007: Kirsi Koistinen (University of Helsinki, Faculty of Behavioural Sciences) – From a group of friends to a business enterprise. Disturbances of production and learning in a rapidly changing company

2007: Johan Karlton (Linköping University, Department of Management and Engineering, Linköping, Sweden) – On stage. Acting for development of businesses and ergonomics in woodworking SMEs

2008: Kirsi Korhonen (Lappeenranta University of Technology, Faculty of Technology Management) – Facilitating Coordination Improvement Efforts in Cross-Functional Process Development Programs (with professor Asko Miettinen, Tampere University of Technology)

2008: Heikki Haaparanta (with prof. Hannele Niemi, Tampere University of Technology, Faculty of Computing and Electrical Engineering) - Tietokoneet perusopetuksen opettajan arkipäivässä: opettajien työhyvinvoinnin, työuupumuksen ja koulun tietostrategioiden vaikutukset teknologia-asenteeseen

2008: Tuomo Paakkanen (Department of Management Studies, Faculty of Economics and Administration, University of Tampere) – Verkkokoulutuksen kehittäminen organisaatioissa. Vakuutusyhtiön työntekijöiden kokemukset Internet-pohjaisesta verkko-oppimisympäristöstä ja verkkokoulutuksesta oman oppimisen ja osaamisen kehittämisessä

2009: Ritva Koivusaari (University of Helsinki, Faculty of Behavioural Sciences) – Personality and social psychological studies on computer-mediated communication in school settings

2009: Joris P.G. de Rooij (Member of the Doctoral Examination Committee, Delft University of Technology, the Netherlands) – Leadership for distributed teams

2010: Christine Maier (University of Trier, Fachbereich I – Psychology, Germany) – The impacts of leadership on employees' attitudes towards their pay (with professor Conny Antoni)

2010: Petra S. Bayerl (Member of the Doctoral Examination Committee, Delft University of Technology, the Netherlands) – The role of technology in distributed team coordination. A multi-method investigation of a technology change process in the field

2010: Harri Virolainen (Turku School of Economics, University of Turku) “Kai sitä ihminen on vaan semmoinen laumaeläin” Virtuaalisen tiimin ilmapiiri

2011: Petra Pekkanen (Lappeenranta University of Technology, Faculty of Technology Management) - Delay reduction in courts of justice – possibilities and challenges of process improvement in professional public organizations (with professor Matteo Kalchschmidt)

2011: Fernao H.C. Beenkens (Member of the Doctoral Examination Committee, Delft University of Technology, the Netherlands) – Acceptance of e-Health Technology. A Patient Perspective

2011: Maiju Vuolle (Tampere University of Technology, Faculty of Business and Technology Management) – Measuring performance impacts of mobile business services from the customer perspective (with dr. Harri Kulmala)

2014: Annarita Koli (University of Helsinki, Institute of Behavioral Sciences) – Searching for the Personal Sense of Work

### **Evaluation of academic/scientific competence**

1999: Professorship in Psychology 1.1.2000 - 31.12.2002 at University of Turku (docent Esko Keskinen)

2000: Adjunct professor (docent) application for University of Helsinki, Faculty of Social Sciences (Ph.D. Simo Salminen)

2000: Adjunct professor (docent) application for University of Helsinki, Faculty of Education (Ph.D. Merja Ikonen-Varila)

2003: Professorship in Professional Adult Education 1.6.2003-28.2.2007 at University of Tampere, Faculty of Education (Ph.D. Annikki Järvinen)

2003: Professorship of Psychology 1.7.2003-30.6.2005 at University of Turku (prof. Esko Keskinen)

2004: Adjunct professor (docent) application for University of Joensuu, Faculty of Social Sciences (Ph.D. Taru Feldt)

2005: Professorship in Psychology at University of Tampere, Faculty of Social Sciences (12 applicants)

2005: Adjunct professor (docent) application for University of Helsinki, Faculty of Social Sciences (Ph.D. Jukka Lipponen)

2006: Professorship in Psychology, specially Psychology of Work and Organizations at University of Tampere, Faculty of Social Sciences (3 applicants)

2010: Adjunct professor (docent) application for University of Turku, Faculty of Education (Ph.D. Econ. & Bus. Adm. Timo Lainema)

2010: A member of election panel for professorship at Department of Social Studies, Faculty of Social Sciences, University of Helsinki

2011: Adjunct professor (docent) application for University of Tampere, School of Social Sciences and Humanities (Ph.D. Psych. Anne Mäkikangas)

2012: Professorship in Information and Knowledge Management at Technical University of Tampere, Faculty of Business and Technology Management (6 applicants)

2013: A member of the tenure track committee for professorship in operations management in construction at the Department of Real Estate, Planning and Geoinformatics, Aalto University School of Engineering.

2015: Tenure Track Professor Position in Industrial Engineering and Management, especially Work Sciences, Management of Well-being at Work and Productivity (9 applicants). University of Oulu.

2015: A member of the selection committee for Professor of Practice in Design Business Management (IDBM) at Aalto University School of Business, Department of Management Studies. The program is a joint offering between the Aalto University School of Art, Design and Architecture, School of Science and School of Business.

2016: An external member of Academic Promotions Panel for promotion from associate professor to professor A (Dr. Karin Moser). London South Bank University, UK.

2018: A member of the departmental committee for the Professor of Practice (fixed term, 5 years) in the field of 'Information Networks'.

### **Member of international peer evaluation committees of funding applications**

1999: Healthy and Productive Workplace research Programme 1992-1996 carried out by the Institute of Occupational health (20.6.1999 with prof. Peter Westerholm, Arbetslivsinstitutet, Sweden)  
 2001: Evaluator of applications for The Nordic Academy for Advanced Study, NorFA since 2001  
 2001-2002: Country expert in the project "New Forms of Work Organisation: The Obstacles to Wider Diffusion" for European Commission DG Employment and Social Affairs  
 2002-2003: Member of the evaluation team of The Finnish Workplace Development Programme 1996-2003 (Other members: R. Arnkil, P. Rissanen, S. Pitkänen, T. Piirainen, P. Koski, P. Berg, B. Gustavsen, M. Ekman-Philips, H. Finne & C. Riegler). Helsinki: Ministry of Labour.  
 2004-2005: Member of the evaluation committee of the administration of University of Helsinki.  
 2006: A reviewer of the application for a Hertha Firnberg-Position for Austrian Science Fund in Vienna  
 2010: A referee for a Newton International Fellowship application, the Royal Society, the UK national academy of science.  
 2011: A reviewer of an application submitted to 2012 National Research Funding Competition organized by the National Commission for Scientific and Technological Development (CONICYT) and the Superior Council of the National Fund for Scientific & Technological Development (FONDECYT), FONDECYT is the Chilean government research funding agency created in 1982 to support research of excellence in all areas of knowledge.

### **Editorial Board in journals**

- Sub-editor of the scientific journal 'Psykologia' 1.9.1980- 30.12.1987
- Editor-in-chief of the scientific journal 'Psykologia' of the Finnish Psychological Society 1988-1991
- European Journal of Work and Organizational Psychology (Journal of European Association of Work and Organizational Psychology, EAWOP) (1999-2008)
- Work and Human (Työ ja ihminen, Journal of the Institute of Occupational Health) (2000-2009)
- Konsepti – toimintakonseptin uudistajien verkkolehti. (2004-2008)
- Chairman of 'Työn Tuuli' the journal of The Finnish Association for Human Resource Management - HENRY ry. (2008-)
- Guest editor (with Stephen J. Perkins from London Metropolitan Business School) in a special issue of Reward Management in Europe in Thunderbird International Business Review (2009)
- Member of the editorial advisory board of Journal of Workplace Learning (2011-)  
[www.emeraldinsight.com](http://www.emeraldinsight.com)
- Guest editor in a special issue of Journal of Personnel Psychology (2016)
- Member of the advisory board of the German Journal of Work and Organizational Psychology (Zeitschrift für Arbeits- und Organisationspsychologie ZAO) (2016-)
- Guest editor-in-chief of Futura 3/2018, the journal of The Finnish Society for Futures Studies

### **Referee for scientific and scholarly journals**

Baltic Journal of Management; Behaviour & Information Technology, An International Journal on the Human Aspects of Computing; Employee Relations, Environment and Behavior, The International Journal; European Journal of Work and Organizational Psychology; Human Resource Management Journal; Human Technology Journal; International Journal of Organisational Design and Engineering (IJODE); International Journal of Management Reviews; European Journal of Information Systems; Information System Journal; Journal of Systems and Software; Journal of Managerial Psychology; Journal of Military Studies (JMS); Journal of Personnel Psychology, Journal of Workplace Learning; Journal of World Business; Prologia, Puheviestinnän vuosikirja; Psykologia (Journal of the Finnish Psychological Society); Work and Human (Journal of the Institute of Occupational Health); Lifelong Learning in Europe LLinE –journal; Article 'Social Engineering' in The Handbook of Computer Networks by Wiley. A book proposal from Routledge; The Electronic Journal for Virtual Organizations and Networks; The International Journal of Human-Computer Studies; Social Science Information; International Journal of Knowledge Management Studies; International Journal of Services Technology and Management; Management Research News; Management Research Review; Liiketaloudellinen Aikakauskirja (Finland); Urban Studies; Work & Stress.

### **Administrative responsibilities at higher education institutions**

- Vice-member of the board of the vocational teachers' Hämeenlinnan ammatillisen opettaja-korkeakoulun johtokunnan varajäsen 1.8.1990 - 31.7.1994

- Member of the board of Doctoral Programme for Social Psychology funded by the Finnish Academy and the Ministry of Education since 2006. <http://www.uta.fi/sovako/sospsyk.htm>.
- A member of the international panel of International Monitoring Working - Learning - Developing Competencies. Potential for Innovation in a modern Working Environment. Center for Learning and Knowledge Management and Department of Computer Science in Mechanical Engineering. Aachen, Germany. 2008-2009. <http://www.internationalmonitoring.com>
- Member of the board of Doctoral Programme for Multidisciplinary Research on Learning Environments funded by the Finnish Academy and the Ministry of Education since 2003.
- A member of EAWOP Task Force to prepare the proposal of a Reference Model on European Work and Organizational Psychology Training Model 2006-2008
- Member of the board of Doctoral Programme for Social Psychology funded by the Finnish Academy and the Ministry of Education since 2006. <http://www.uta.fi/sovako/sospsyk.htm>.
- A member of a working group on Future Learning and Training 2008 (the Finnish Innovation Fund, SITRA) <http://www.sitra.fi/en/>
- A member of Adult Education Committee of Helsinki University of Technology, 3.3.2009-2010.
- A member of the Board of Finland Futures Academy (<http://www.tvanet.fi/en/>) since 1.1.2010
- A responsible professor for Human-Centred Information System module in Information Networks Degree Programme, which is carried out as collaboration of Department of Computer Science and Engineering, Department of Industrial Engineering and Management, and Department of Automation and Systems Technology.
- A responsible professor and director of the IDBM Program Director at the School of Science → 2017.

## Scientific and social impact of research

**Peer reviewed journal articles:** 34 articles in AI and Society, Brain Research, Group & Organization Management, Human Learning, Information and Software Technology, International Journal of Management & Enterprise Development, International Journal of Human Factors and Ergonomics in Manufacturing, International Journal of Organizational Design and Engineering, Journal of Management, Journal of Organizational and End User Computing, International Journal of Project Management, Journal of Knowledge Management, New Technology, Work and Employment, Project Management, Performance Improvement, International Journal of Project Management, the Journal of Workplace Learning, Information and Software Technology, The Electronic Journal for Virtual Organizations and Networks, International Journal of Management & Enterprise Development, Journal of Knowledge Management, Thunderbird International Business Review, Aikuiskasvatus, Hallinnon Tutkimus, Oikeus, Psykologia, Sosiologia, Työ ja ihminen.

**Other publications:** 22 chapters in edited international books, 57 chapters in international conference proceedings, 38 chapters in Finnish edited books and conference proceedings, 20 textbooks and other research-related books, nine scientific monographs, 21 other articles in scientific journals, 109 refereed abstracts in conference proceedings, 29 publications in university and department series, 101 articles in professional journals, three patents, software programs and products.

## Positions of trust in society and other societal merits

- Secretary of the Finnish Psychological Society 1.1.1980-31.12.1980
- Member of the board of the Finnish Psychological Society 10.3.1992 - 30.3.1998
- Member of the SAGSET (Society for Interactive Learning) since 1994
- Member of the board of Psykologien Kustannus Oy (Publishing House of psychologists) since 13.4.1992 - 30.3.1998
- Vice-chairman of the Work and Organization Psychology Forum (Finland) since 1992-1999.
- Member of the European Association of Work and Organizational Psychology (EAWOP) since 1994
- Member of scientific committee of the III European Congress of Psychology, July 4-9, 1993 Tampere (1992-1993)
- Member of the organizing committee of the 13th European Annual Conference on Human Decision Making and Manual Control June 13 - 15, 1994, Espoo
- Member of the scientific advisory committee of the 13th triennial congress of International Ergonomics Association, IEA '97, June 29 - July 4, 1997, Tampere, Finland

- Member of the Executive Committee of European Association of Work and Organizational Psychology (EAWOP) from December 13th 1997 to May 15th 2003, General Secretary since 2001-2003.
- Member of American Compensation Association (ACA) since 1998
- Member of the Product Development & Management Association (PDMA) since 1999.
- Member of the scientific board of the Finnish Work Environment Fund 1998-2002
- Chairman of the programme committee of the 9th European Congress on Work and Organizational Psychology, EAWOP, Espoo-Helsinki, Finland 12-15 May 1999
- Member of the programme committee of the 10th European Congress on Work and Organizational Psychology, EAWOP, Prague, Czech Republic 16-19 May 2001
- Member of the scientific program committee of ITK (Interactive Techniques in Education) Researcher Meetings since 2001-2010, 2012
- Member of the programme committee of the 3rd International Conference on Researching Work and Learning, 25-27 July 2003, Tampere, Finland
- Member of European Network of Organisational and Work Psychologists (ENOP) since 25.03.2002
- Chairman of the support group 'Organisations and Safety Management' for the Finnish Research Programme on Nuclear Power Plant Safety (SAFIR) 2003-2006.
- Member of the BIT Research Center Board 2003-2005.
- Member of the programme committee of 'Toiminnan teorian ja sosiokulttuurisen tutkimuksen päivät' 1.-2.12. 2003 Kauniainen, Finland
- Member of International Research Group on Mobile Virtual Work coordinated by prof. Erik Andriessen, Delft University of Technology, the Netherlands. The project is sponsored by SALTSA, a co-operation between LO, TCO, SACO and the National Institute for Working Life. Sweden. 2002-2006.
- Chairman of the programme committee of the 12th European Congress on Work and Organizational Psychology, EAWOP, Istanbul, Turkey 12-15 May 2005
- Member of the Program Committee of 'Toiminnan teorian ja sosiokulttuurisen tutkimuksen päivät' 16.-17.05. 2005 Kauniainen, Finland
- A member of the Program Committee of NBE-2005 Teaching-Studying-Learning (TSL) Processes and Mobile Technologies - Multi-, Inter- and Transdisciplinary (MIT) Research Approaches, at Rovaniemi, Finland, on September 15-17, 2005. <http://www.ulapland.fi/nbe/>
- A member of the Scientific Committee of European Productivity Conference, EPC 2006, Dipoli Congress Center, Espoo, Finland, August 30 – September 1, 2006. <http://www.epc2006.fi/>
- A member of the Advisory Committee of the XIIIth European Congress of Work and Organizational Psychology, Stockholm, Sweden, May 9-12, 2007. [www.eawop2007.org](http://www.eawop2007.org)
- A member of International Association of Applied Psychology (IAAP) since 2005
- Chairman of the support group 'Organisation and Human' for the Finnish Research Programme on Nuclear Power Plant Safety (SAFIR) 2007-2010.
- A member of the Continuous Innovation Network since 2003-2007
- A member of international review team of Network-Based Education (NBE) Conference at Rovaniemi, Finland, on June 13-15, 2007. <http://www.ulapland.fi/nbe2007>
- Founding member and the chairperson of the organising committee of the 1st European Reward Management Conference (RMC 2007), Brussels, December 17-18, 2007. <http://www.eiasm.org>
- A member of the organising committee of the 2st European Reward Management Conference (RMC 2009), Brussels, November 26-27, 2009. <http://www.eiasm.org>
- A member of the Program Committee of the 14th European Congress of Work and Organizational Psychology (EAWOP) Santiago de Compostela (Spain), on 13-16 May, 2009. <http://www.eawop2009.org>
- A member of the scientific committee, 13th International Conference on Productivity and Quality Research, 25th – 27th June 2008, Oulu, Finland <http://www.icpqr2008.org/>
- A member of doctoral team of JTO School of Management since 3.6.2008 ([http://www.jto.fi/jto\\_esittaytyy/en\\_GB/about\\_jto/](http://www.jto.fi/jto_esittaytyy/en_GB/about_jto/))
- A member of the board of BIT Research Centre <http://www.bit.hut.fi/> since 23.09.2008-2010.
- A member of Pertec Fellows, which is Pertec's team of Doctors, boasting top expertise in the field of leadership since 2008-. Pertec Fellows acts as an innovative leadership discussion forum, mapping out new paths for developing the theory and practice of leadership. Pertec Fellows organises high-level top seminars and produces the annual publication Leading Renewal. [www.pertec.fi/english/experts/pertec\\_fellows](http://www.pertec.fi/english/experts/pertec_fellows)
- Associate Editor for the Organizational Communications and Information Systems division of the Academy of Management for the 2009 Academy of Management Annual Meeting in Chicago.

- An academic member of the New Ways of Working Network, 2008-. <http://www.newwow.net/public/>
- A scientific reviewer of research applications for the Finnish Work Environment Fund since 1998-2002
- A member of Program Committee for The Fourth Finnish Conference on Cultural and Activity Research (FISCAR10) and Nordic Conference on Activity Theory at UIAH (University of Art and Design, Helsinki) in Helsinki, Finland, 24th -25th of May, 2010. <http://www.iscar.org>- A member of the Aalto HR Advisory Board since 2.6.2010
- Chairman of the support group 'Man, Organisation and Society' for the National Nuclear Power Plant Safety Research 2011-2014 (SAFIR2014).
- A member of the NBE 2011 Conference Programme Committee of The fourth international NBE Network-Based Education Conference will be held 20-22 June 2011 in Salla, Lapland, Finland.
- A member of the Advisory Committee of the 16th congress of the European Association of Work and Organizational Psychology, to be held 2013 May 22nd-25th in Münster, Germany:  
<http://www.eawop2013.org/>
- Member of COST Action Management Committee Action IS1202 Dynamics of Virtual Work 7th June 2012 – 6<sup>th</sup> June 2016.
- A member of the program committee of CO-CREATE 2013 (The Boundary-Crossing Conference on Co-Design in Innovation), 16-19 June 2013, Aalto University, Espoo – Finland.
- A member of the program committee of Network-Based Education (NBE) Conference be held at Pyhäntunturi, Pelkosenniemi, Finland, on August 5-7, 2013.
- A member of the organising committee of the 4th European Reward Management Conference (RMC 2013), Brussels, December 2-3, 2013. <http://www.eiasm.org>
- Working Committee Member of the Aalto University Tenured Professor's Council for the term 2014-2015.
- A member of Ed-Media 2014 at Tampere 23.-26.6.2104 Finnish Steering Group
- An Associate Editor of ECIS 2014, 22<sup>nd</sup> European Conference on Information Systems, 9-11 June 2014, Tel Aviv, Israel.
- A member of The Finland Futures Academy Board 2014-18.  
<http://www.utu.fi/en/units/ffrc/ffa/Pages/home.aspx>
- A member of the International Scientific Review Committee for the 19th Academic Design Management Conference (DMI: ADMC 2014), London, the 2nd- 4th September 2014.
- A member of the Research Network of Working Life 2020 set by the Ministry of Employment and the Economy 13.11.2013-31.09.2015.
- A member of EuroPsy Specialist Finnish Awarding Committee N-EAC since January 2014
- A member of the International Scientific Review Committee for the DMI 19th Academic Design Management Conference (DMI: ADMC 2014) in London on 2 and 4 September 2014
- Chairman of the 5th European Reward Management Conference (RMC 2015), Brussels, December 10-11, 2015. <http://www.eiasm.org>
- A member of the SCI Teaching Evaluation Committee for the period of 2016-2018 at Aalto University School of Science.
- A member of the scientific committee of Motivation and Work in the Post-Industrial Era Research Conference. 19-20 April 2016 Porvoo, Finland.
- A member of the International Scientific Review Board for the Design Management Academy 2017 international conference, Hong Kong 7.-9. June 2017.  
<http://designmanagementacademy.com/dma2017/>
- An external expert member in European Foundation for the Improvement of Living and Working Conditions (Eurofoundation) expert list on 'Working conditions and sustainable work' and 'The digital age: opportunities and challenges for work and employment' from May 2018 to March 2022.