

# Vision

LEADERSHIP THROUGH ENGAGEMENT



European Students of Industrial Engineering and Management  
[www.estiem.org](http://www.estiem.org)

**ESTIEM**

Editorial 3

An introduction to Vision 4

The idea of the cooperation 5

    How we work 6

    Interview Satu-Julia 8

Overview of the locations 10

    12 Coordination Meeting Karlsruhe

    13 Kick-off Event Gothenburg

    14 Vision Gothenburg

    16 Vision Lyon-Grenoble

    18 Vision Luleå

    20 Vision Helsinki-Tampere

    22 Vision Stockholm

    24 Vision Ankara-METU

    26 Vision St. Petersburg

    28 Vision Groningen

    30 Vision Final Conference Istanbul

Academic outcome 32

    Facts and figures 34

    A visionary team 36

    Appreciation 38

    Outlook 39

**Editorial staff**

David Brandstädter  
Jonas Enlund  
Judith Hartl  
Kristine Heil  
Etkin Ikizoglu  
Victoria Martinez  
Antti Mattila  
Ilka Petersen  
Tea Suuronen

**Layout & design**

Anne-Laure Ladier  
ESTIEM Public Relations  
Committee

**Contact**

vision@estiem.org



This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



David Brandstädter  
Project Leader of Vision Leadership  
through Engagement

*Dear Europe,*

It sometimes needs an outside perspective to make you realise how outstanding and special something is you took for granted and normal. So it happened for this Vision Project, the 18<sup>th</sup> in the history of the ESTIEM student network. It was the academic facilitator of the Aalto University from Helsinki (and later University College London), Satu Teerikangas, who concluded at the Final Conference in Istanbul that the biggest success of this series was to train 200 young European students beyond their disciplines in Industrial Engineering and Management. All of them now know about the topic of engagement, its enormous impact on business and private life and what engagement is influenced by.

This booklet was published in order to give you an insight into the preparation and execution of this series, the participants' experience and the academic findings of both, the research team of Aalto/UCL and us, the Vision Project team. We put together this publication for participants and organisers but definitely also all other interested and open-minded readers.

*Enjoy!*



Vision – that means having a view, having an insight into something. For ESTIEM this is an insight into a topic related to Industrial Engineering and Management.

When the founders of the ESTIEM Vision Project in 1993 thought about “giving an insight”, they had in mind to look at a topic from different perspectives: the corporate perspective from business life and an advanced academic perspective from universities’ side. Adding an “entrepreneurial perspective”, this is still valid



for the 18<sup>th</sup> edition of Vision Seminars, “Leadership through Engagement”.

But the topic itself is only one part of the Vision experience. The other part is determined by the participants. “Intercultural communication” is a common subject taught in Europe’s universities, but understanding and “feeling” what it means to work with foreigners in a foreign country on a foreign topic is not part of the curriculum.

The ESTIEM Vision Project is aiming at exactly this: providing a professional framework for intercultural exchange strongly linked to a highly relevant topic.

With the 18<sup>th</sup> edition of Vision a new concept was encouraged: a close cooperation with academic institutions. In this case the well-known Aalto University in Helsinki and the University College London. In this Vision series participants had the opportunity not only to be passive participants but also to contribute to on-going research.



Antti Mattila  
Vision Project Leader in 2009  
Vice President of Activities 2010

Already back in 2009, it was clear that ESTIEM was starting to move closer to universities and try to cooperate with them in different ways. However, until the initial spark of Vision – Leadership through Engagement, the cooperation between universities and ESTIEM was mainly focusing on the promotional and financial aspects, rather than the academic and intellectual possibilities.

After some discussions in the ESTIEM Forum, we decided to try our chances with professors and academicians, and see what they think about the idea of students all around Europe, from different backgrounds and cultures, actually participating in an academic research of their university.

The start of the cooperation between the Vision Project and Aalto University dates back to November 2009, when I had the first discussion about the idea with the future academic facilitator, Satu Teerikangas. The discussion took in the end place in a white lounge-bar,

during an exchange program excursion to Tallinn, Estonia. From the very first moment I presented the idea to Satu, she had the Vision - a vision how to enable about 200 students all around Europe to participate and contribute to an academic research, and at the same time let the students also explore themselves and their lives on the way.

Later on, in late 2009 and early 2010, we had several follow-up discussions with Satu, and finally when the Project started in Council Meeting Porto in April 2010, I introduced Satu and the newly elected Project Leader David Brandstädter to each other.

In the end I have to say, that if it wasn’t for ESTIEM’s open-minded approach, and the supportive atmosphere from both students’ and academicians’ side, there might have never been a Vision – Leadership through Engagement.



- 2009 Efficiency in Communication
- 2008 Vision of Responsibility
- 2007 Visionary Marketing
- 2006 FREE Vision
- 2005 Vision of Cycles
- 2004 Vision of Change
- 2003 InnoVISION
- 2002 Vision of Risk
- 2001 Customer Vision
- 2000 FIRM Vision
- 1999 BIG Vision
- 1998 Vision of Knowledge
- 1997 Global Vision
- 1996 IT Vision
- 1995 Future Logistics
- 1994 Ecology and Economy
- 1993 Total Quality Management



Kristine Heil  
Academic Responsible

## The Vision Team

Within the Vision team we have been accompanying the whole process of the project from the initial strategic planning of the seminar series, to the supervision of the single events and last but not least the outcome preparation. After the choice of locations and the elaboration of the seminar concept together with Aalto University and University College London, a kick-off meeting with all the local organisers took place in Gothenburg, with the aim to create a common orientation for the seminars. Thereafter the Vision Team had regular Skype chats with organisers to keep up with the progress of the event preparations and provide them with support and guidance.

Together with the research team from both academic partners we developed certain measures to get as many useful results as possible for the research team and the highest possible benefit and learning effect for participants. Engaging flight readings, provided by Satu

Teerikangas, served as a preparation for the participants and questionnaires were designed to first discover previous experiences with and opinions on engagement by the participants, and second to capture experienced engagement during the event week and the provoked changes of perspective.

In addition an introduction workshop by Julia Vertesy, Satu Teerikangas or David Brandstädter was held in the beginning of each seminar, in order to bring participants in the right mood and explain the topic of engagement thoroughly. Participants were also provided with notebooks to encourage them to write down thoughts and learning outcomes for themselves during the daily reflection sessions. An integrated holistic event concept ensured the implementation of the engagement concept also during the free-time part and in the choice of spaces and places.

Summing up the event, the final report creation was the last element of the seminar. Here, participants designed

the final outcome for Aalto. The design of this final report varied from, very “free” at the first seminars (“create something on the topic of engagement, with whatever you want, you have three hours”), to certain topics that were to be discussed and certain media that ought to be used.

There is always room for improvement and for the future we would like to set a focus on exchanging the voices of all involved parties: students, the corporate and the academic world.

## The Aalto University team

The project was founded by the Finnish Funding Agency for Technology and Innovation (TEKES) and led by Professor Liisa Välikangas. The research team from Aalto University, represented by Julia Vertesy and Satu Teerikangas (UCL), has set its research focus on investigating how places and spaces affect engagement. Thus, during the seminars Julia Vertesy was observing moments of high engagement or silence, group

dynamics and key participants through (group) behaviours and in-depth discussions. She was facilitating working sessions and simultaneously identifying moments of high engagement that were characterised by authenticity, high energy, deep concentration, presence, self-organisation and spill overs. This hands on research delivered qualitative data about high engagement and silence moments during the seminars that were analysed further by the research team, leading to a model of group engagement dynamics. This particular research focus was challenging and exciting for participants as well as researchers because the cooperation between ESTIEM and Aalto University and respective roles were not clearly defined beforehand. Summarizing this new academic approach to the Vision seminar series can be called a success story with new research results on the topic of engagement and valuable experiences for seminar participants.



# Interview of Satu Teerikangas and Julia Vertesy

Hello Satu, Hello Julia. You are known as the “Academic Contact Persons” of the Vision Project. Could you first introduce yourself and describe where you are now?

**J:** I’m Julia Vertesy, 25, I graduated from my IEM studies in Budapest University in 2010. I got involved with the Engagement project as a part time research assistant during my exchange year in Finland. My role in the ESTIEM/Aalto collaboration was to attend a few Vision events, as a trainer and as an observer. Right now, I still am in Helsinki, waiting for my lunch to be ready.

**S:** I’m Satu Teerikangas, ex-ESTIEMer and an ex-IEM student, graduated in 1999. After a short stay in the industry in the Netherlands at Shell, I knew I wanted to become an academic – to teach and have research impact in areas I believe in. Right now, I am in London, working at the University College and getting used to a city that witnessed major riots some weeks ago, partly just behind where I live. This is London...you never know what happens next. You remain ‘engaged’.



Satu, you have quite some experience working with students. Did you notice any difference working with students from ESTIEM?

In regular classes, you need to pay attention as a lecturer to ensure that you get everyone on board, enthusiastic, inspired and engaged. In contrast, in ESTIEM events, the engaging culture is already there. People are engaged, as they are participating on a voluntary basis – because they like it, see that they gain from it, and most importantly,

they enjoy it. At the Istanbul seminar the working groups presenting their work were on average so much more engaged than an average class group – whilst the latter gets the grade, the former just get the experience. And yet they were the most engaged! That does make you think. Where is engagement in non-voluntary organisations?

**What do you think is the toughest upcoming challenge for Europe’s youth?**

**J:** To know what they want to do once they graduate. And if they know, the next challenge is to be persistent enough to really go for it.



**S:** There are a number of challenges:

1. keeping Europe alive economically, keeping jobs in Europe, and maintaining strength through new competitive tactics faced with emerging market competition,
2. building a sustainable planet,
3. becoming people centred leaders – inspirational, visionary, emotionally intelligent, energetic, not focused on control and hierarchy only. Here, experience like ESTIEM is critical,
4. humbleness – great leaders are humble.

So you see, you guys are needed out there. It’s not an easy ride, but that is why life after graduation is so exciting. Seriously. You can make an impact. And that if something makes you tick.

**Does the Vision Project support in coping with that?**

**S:** Spot on. Where else do you hear from best practices of corporations across ten seminars Europe-wide?

**J:** Getting all kinds of experience in general supports that. Being active in different projects, e.g. the Vision, can also support coping with the persistence challenge. An important learning from this can be to be brave and proactive in achieving different goals.

Julia, you participated in several Vision events; what was your key observation as an “outsider”?

One thing I found of key importance is facilitation. What and how meaningful the activities are; how much the overall – both academic and non-academic – activities link together; what the daily and weekly rhythm of the events is like; how different and dynamic the intensities of the moments are, during the days, etc. Facilitation plays an important role in influencing the engagement level of a team.

**What is your own motivation for the topic “Leadership through Engagement”?**

**J:** In moments of engagement we learn, we thrive, we are creative, we do something meaningful for us, we really are our true selves and enjoy it. Once we are aware of it, it’s a fun experience to actively look for it, to find the true source of it for us.

**S:** Major. We don’t manage machines in the 21<sup>st</sup> century. We manage, or enable brains, creativity. Now that is an area we know too little about, so it’s time to start thinking more.

Read the full interview on [vision.estiem.org](http://vision.estiem.org).

11th-13th June 2010



Coordination Meeting, Karlsruhe

17th-20th September 2010



Kick-Off Event, Gothenburg

21st-26th September 2010



Vision Gothenburg

5th-12th December 2010



Vision Grenoble-Lyon

19th-23rd January 2011



Vision Luleå

7th-13th February 2011



Vision Helsinki-Tampere

22nd-27th February 2011



Vision Stockholm

16th-20th March 2011



Vision Ankara-METU

4th-9th April 2011



Vision St. Petersburg

1st-6th May 2011



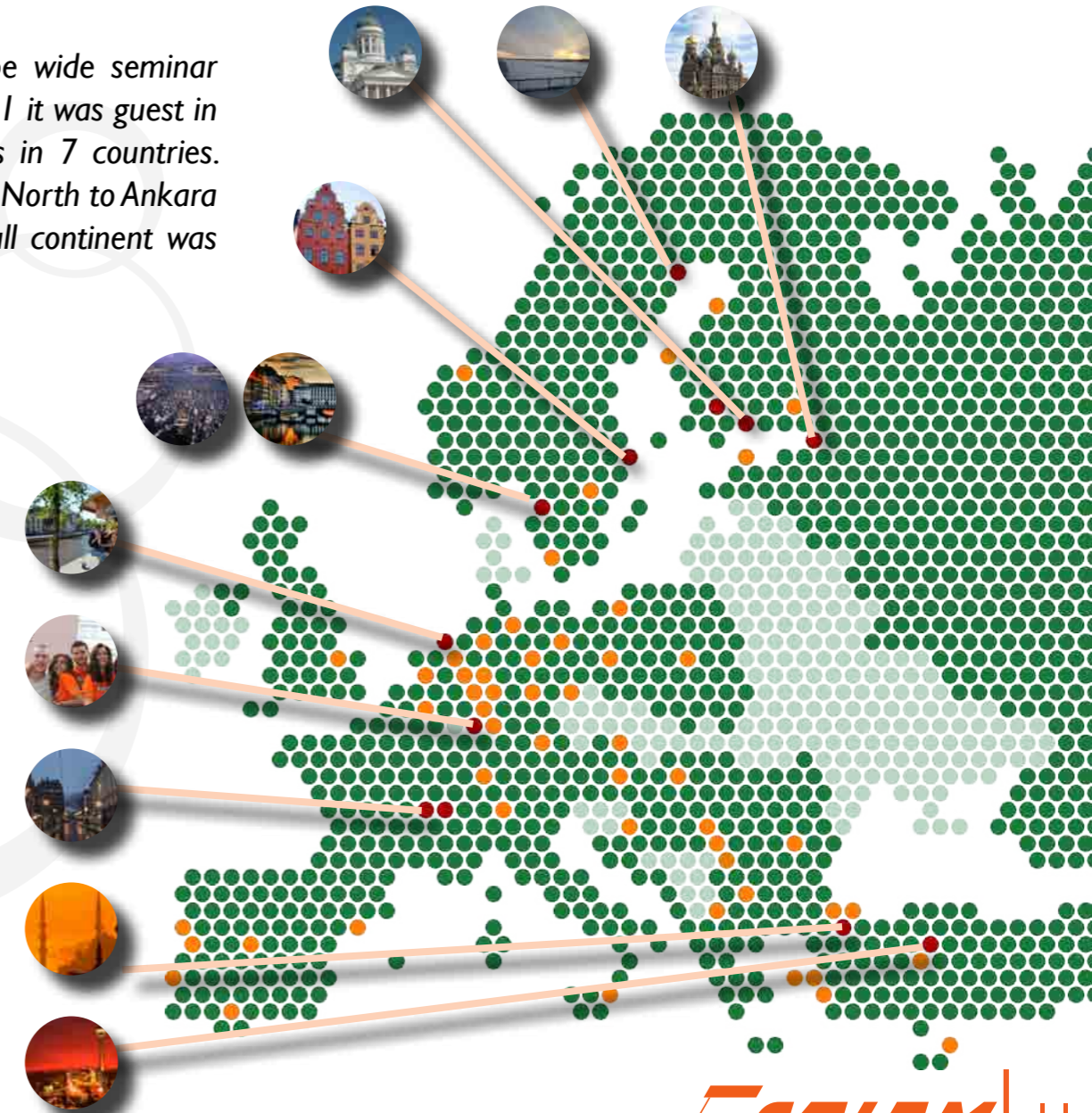
Vision Groningen

22nd-27th May 2011



Final Conference Istanbul-Boğaziçi

*Vision is a Europe wide seminar series. In 2010/11 it was guest in 12 different cities in 7 countries. From Luleå in the North to Ankara in the South, a full continent was covered.*





It was June 2010, shortly before the hottest days in the year, when the Vision Team came together for a Coordination Meeting in the middle of Europe: to Karlsruhe.

Eight participants from six countries locked themselves in to discuss about the time schedule for the seminars, a communication concept, and responsibilities and, most important, where the seminars would take place. Interested organisers were asked in advance to hand in an application where they had to present their concept and ideas about how to combine the principles of Vision with their local venue.

Although disturbed every now and then by some broadcasts of the Football World Cup in South Africa, the hard jury managed to select the most promising applications. Time was about to become crucial since it was only a little more than three months until the official Kick-Off Meeting in Gothenburg. With the collaboration of experienced and new members, a shared responsibility approach and a big scoop of engagement, the

Vision Team managed to tick all checkboxes behind the agenda entries after only three working days.

Let's not forget to mention the charming hospitality of Local Group Karlsruhe and the stimulating evening programme they offered. Although none of the participants' home countries managed to win the World Cup, all of them went home with a big bunch of tasks and motivation ready to kick-off this Vision series at their next meeting in Gothenburg.



Whereas the eleven participants had at least one dozen definitions and opinions about what 'engagement' means, it was Satu who cut the topic down and arranged it in a way that all the future Vision organisers had a common understanding about 'being engaged'.

After the interactive lesson in engagement, the organisers and Satu defined guidelines for the event organisation and design. Especially the question how to create a usable outcome for the research group of Aalto had to be tackled. The group came up with what most participants of Vision events later should experience as the "4 Hour Final" group work.

During the two days of focused working in Sweden, the organisers caught momentum and could transfer it to their organising teams at home. Looking back, the Vision Kick-Off Meeting was an essential key to reach high quality in all perspectives of an ESTIEM event throughout the entire season.



The official academic cooperation with a research institute was something never done in ESTIEM before. Therefore it was decided to hold a Kick-Off Meeting inviting at least one representative of all nine organising teams and, of course, Satu Teerikangas, to Gothenburg in Sweden. With constant rain and dark clouds, Gothenburg didn't show its best side. But that didn't matter since all participants were locked up in a cosy room located in the basement of Chalmers University.

After a technical overview of the Project, it was Satu to give an introduction into her field of research and the Vision topic: engagement and its influence on the work of today's leaders in companies and society.



In Gothenburg the participants learnt about re-engagement, motivation and how to keep high engagement levels during bad times. The seminar was started with the IEM Program Responsible Dan Paulin having a presentation about Chalmers, Gothenburg and some personal experiences with engagement. A small case study was done to start the thinking process about Leadership through Engagement. The presentations of the solutions helped the participants share and gain different points of view of the importance of and reasons for engagement.

The following day, a presentation by Peter Elmfeldt from Santa Maria, a Swedish livestock company, was held. He talked about how they motivate their employees and how the internal strategy for engagement works.

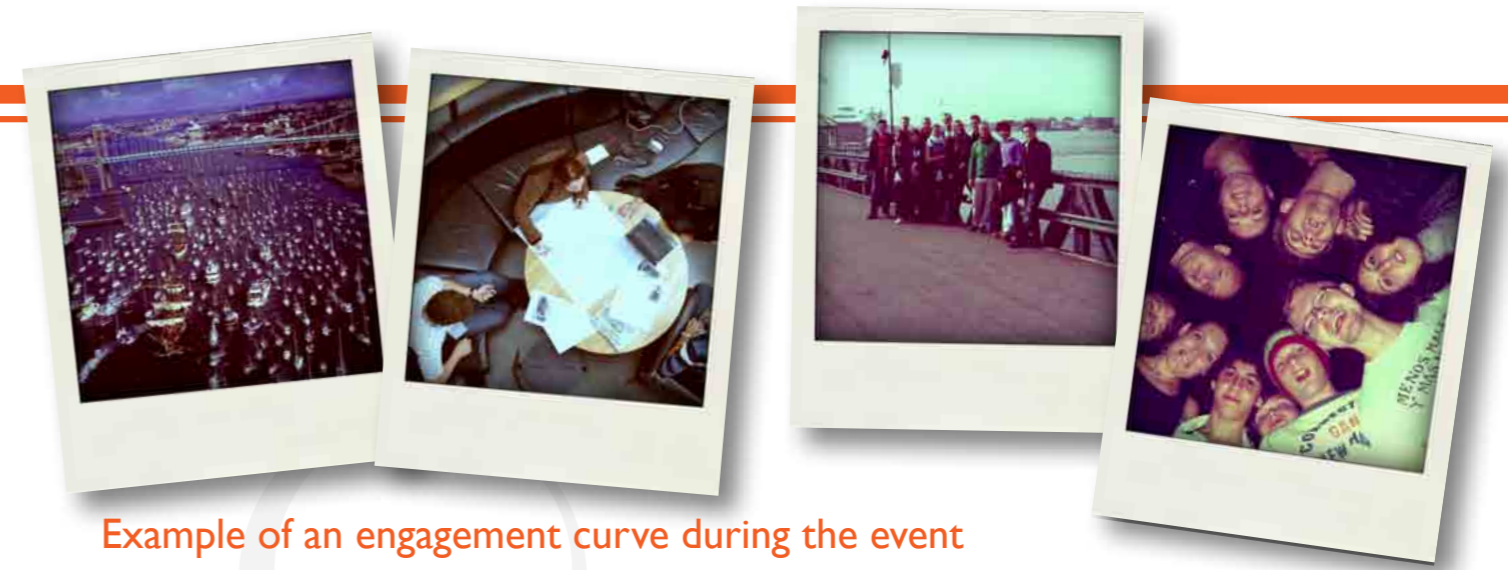
The day after that the participants were given a tour at the Volvo assembling plant in Gothenburg. Here they learnt about how the blue collar workers get engaged from one of the main responsables of Volvo's human resources management. Final program point at the Volvo plant was a tour through the Volvo Branding Center, showing the history of Volvo and how important Volvo has been for the development of the western parts of Sweden.

## Academic outcome

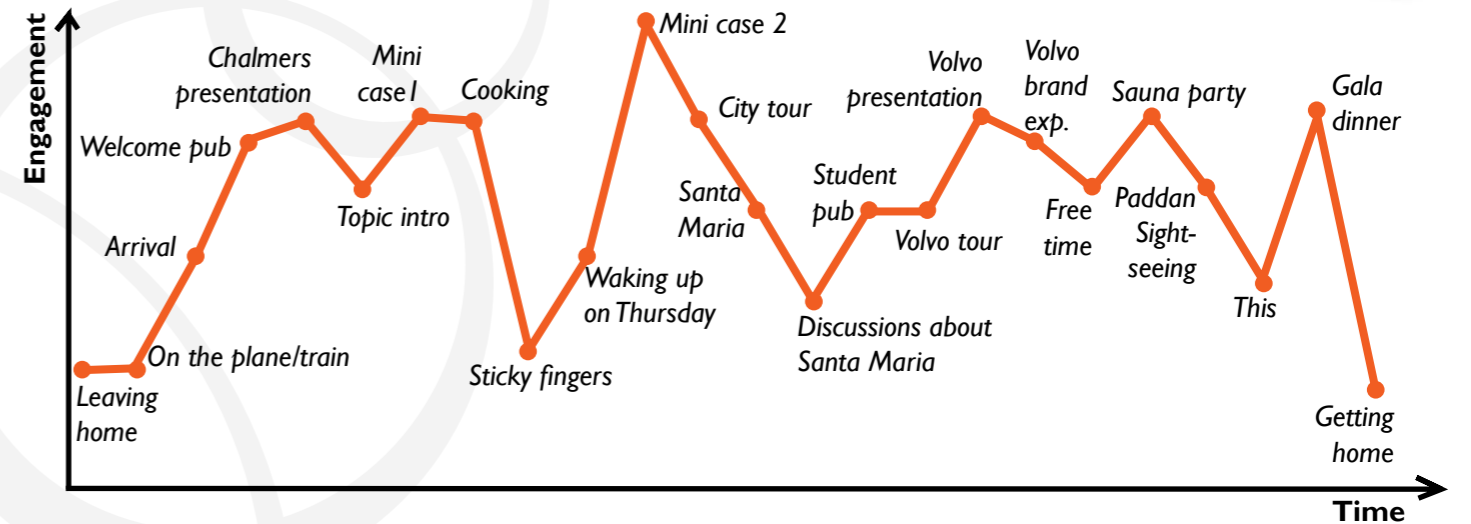
At Volvo, participants understood how to prevent worst-case scenarios and major cut-backs with leadership through engagement. In combination with the lecture by Santa Maria, this gave an interesting insight in corporate life and their understanding and use of engagement. As an element of the outcome creation, participants were asked to draw their personal engagement curves for the Vision seminar. Although the levels of engagement of individuals are not comparable, the engagement curves show similarities and tendencies: Peaks and lowest points were congruent in many cases; interesting is also that the academic parts of the event were the most engaging for many participants.

Yusuf Taşlı, Ankara

“Being part of a good team with common goals can be very engaging for me. Motivated co-workers will have an influence on my own motivation, so do motivated leaders.”



Example of an engagement curve during the event



François Engler, Lyon

“We had an amazing week in Gothenburg in terms of knowledge, experience and fun. Self engagement and own commitment enhance motivation in the whole group.”

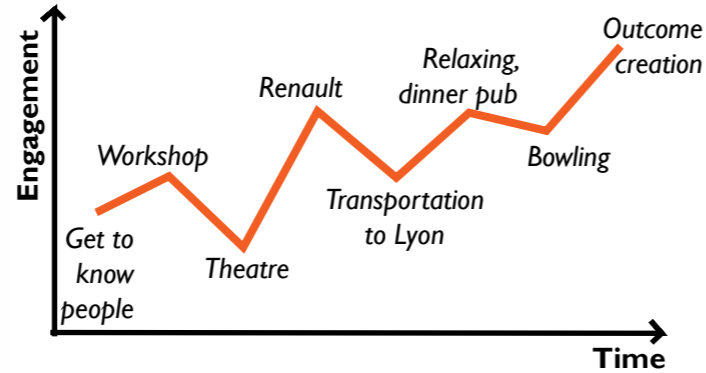


The Vision Seminar in France combined two of the most attractive French cities, urban life and nature, work and French savoir-vivre, edging and retreating. Spaces and places where explored during the “Fête des lumières” and mountaineering in the Alps and wine tasting in Lyon.

One of the highlights of the week was a case study by Krohne. After a very interesting speech about engagement and leadership ethics, the participants took action themselves. They were divided in eight groups and had to deal with different topics in the field of engagement and leadership. As there were always two groups dealing with the same topic, it became clear that there exist very different points of view on the same issue, leading to different outcomes and actions.

Another highlight of the week was the theatre workshop in Grenoble, organised by a local actor instructor. During this session, participants had the great chance to work with their body language in different situations and understood the big impact body language has on engagement and in leadership positions. It was very interesting to see how a timid, passive group changed into a joyful, creative and motivated team!

## Participant point of view : engagement



Elena Shepeleva, Milan

“Imagine... One week in France with a perfect team! And then you can understand that the participation in the Vision was the concentration of new knowledge, all-round experience and infinitely positive emotions coming from all the workshops, company visits and people!”

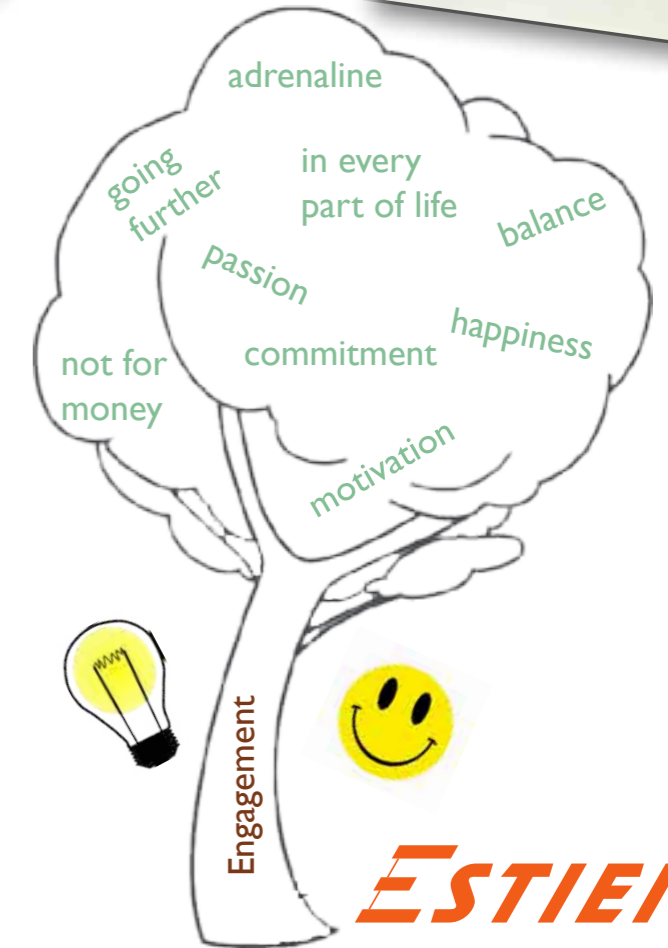
Carolina Gonçalves, Porto

In my opinion this event had just the right amount of work (yes, I still feel engaged!), play and free time, and each day had a great new activity that kept us excited, and with the support of the organisers full of good spirit!”



## Outcome: what is engagement?

- Providing incentives can help to engage people, but it is not the most important motivation method.
- It makes people engaged feeling the support and appreciation of others. It is important to receive regular feedback which is honest and constructive.
- I think that nature has a strong engaging effect. Therefore Grenoble with all the mountains around had a great effect.
- It was a new fact to me that location can also affect the degree of engagement that people in a company have.
- Being engaged means to be convinced that the stuff you are doing is worth it, to sacrifice a bit of yourself.
- Engagement enables engagement.



January's Vision took place in the northernmost Local Group ESTIEM has, Luleå. The extremely cold weather gave the participants opportunity to really find out how places and spaces influences on one's engagement especially during outdoor activities. During the company visit to the local steel company SSAB the manager Börje Tötterssön elaborated his personal engagement to the area of living with around 74 00 inhabitants for more than four decades even when the winter time temperature goes below -30 degrees.

Assistant Professor at Luleå University of Technology Tim Foster, who moved from the US to the north of Sweden, welcomed the participants to a lecture about leadership styles. He demonstrated the difference between a boss and a leader and underlined his points with lots of examples. To name one: The boss says 'I', the leader 'we'.

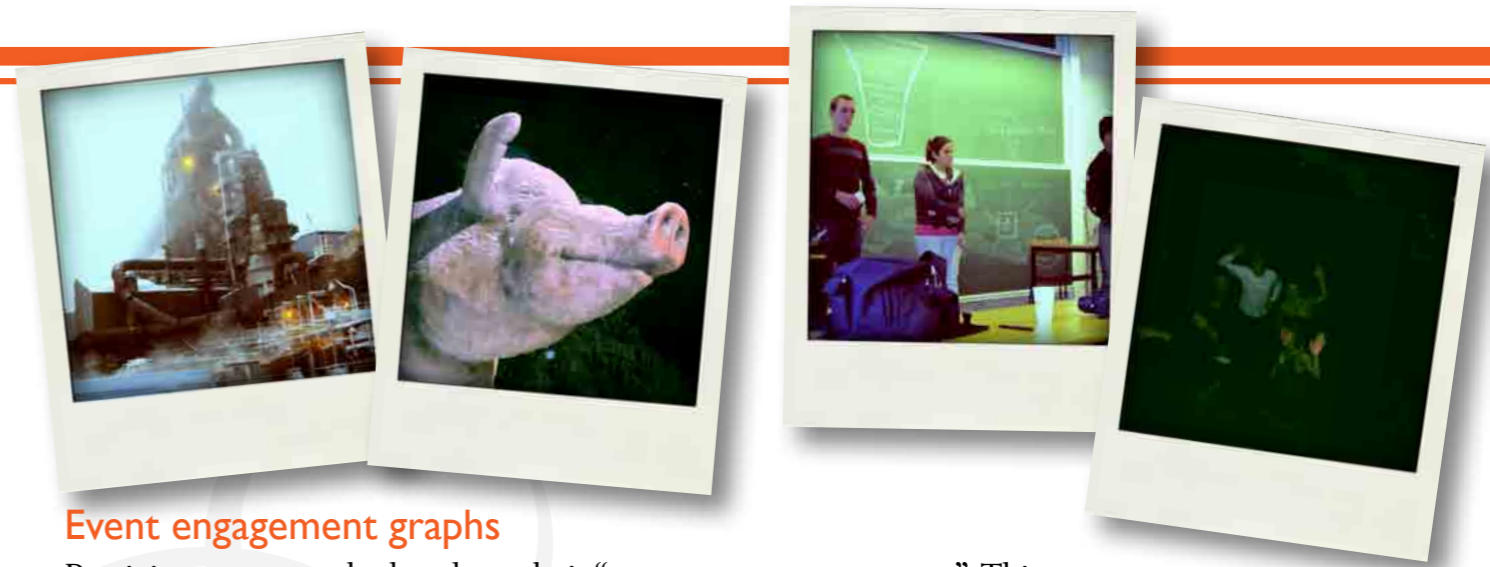
The academic program was framed by typical Swedish outcome activities like a bonfire in the snow and a traditional sledge race (Pulka).

Bilal Paşalıoğlu, İstanbul-Boğaziçi

## Engagement and places

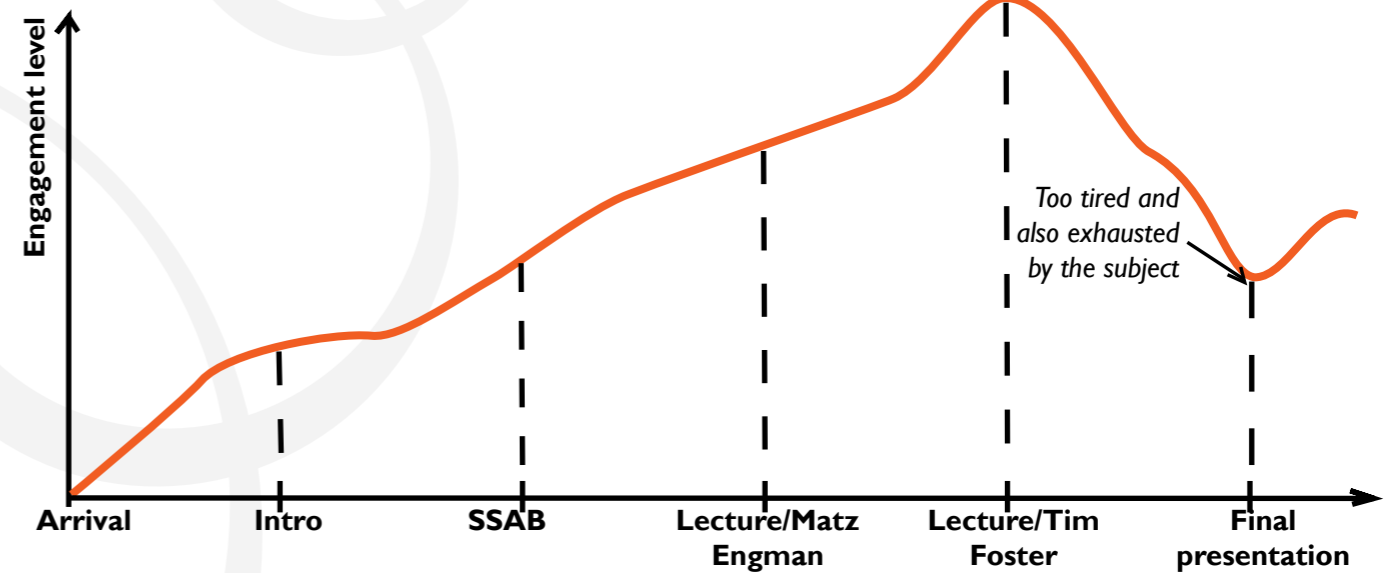
For most of the students Luleå was the northernmost spot they have visited. Tremendous changes in place can have a true impact on your engagement: "Northern Sweden as a whole: It has a very inspiring, calm and beautiful landscape where I am able to be very concentrated and relaxed at the same time. Luleå as a city with very open-minded and nice people were also a trigger for motivation and engagement. The sauna was also great because it was a contrast to the outside weather. You could warm up in there and also gain more mental confidence."

"Before the Vision Luleå, all I knew about Leadership through Engagement was all I read. In the northern part of Sweden I learnt why "Engagement" is essential for one to love his job, thus master his skills easily. Comprehending the great importance of this factor in the business world while enjoying the extreme cold and parties, was definitely one of the things that I want to experience once more in my life."



## Event engagement graphs

Participants were asked to draw their "event engagement curve". This example shows how their engagement developed during the event.



However, even after an intense seminar it was hard to define engagement: "You can't really describe engagement, you have to feel it to understand it."



Vision Helsinki-Tampere was divided between the two most important trade cities in Finland in the middle of the winter.

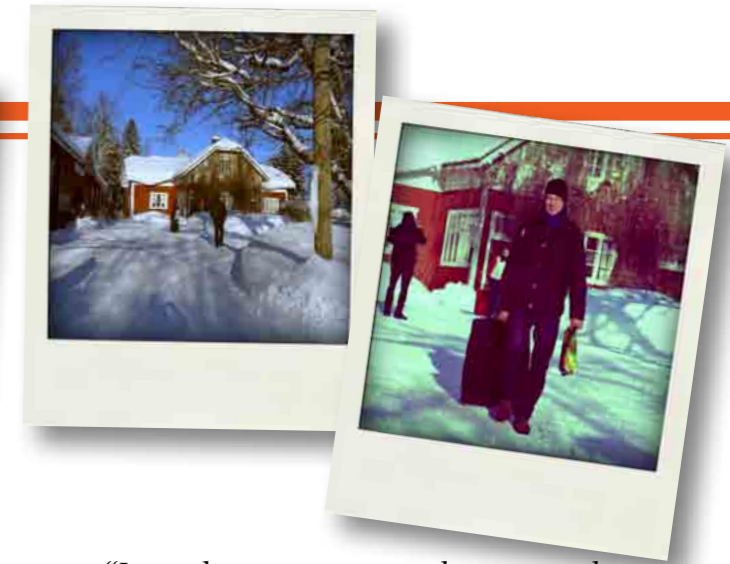
The first part took place in Helsinki where participants also gathered to enjoy the Finnish sauna directly on the first evening. The academic part of the event started with a lecture by Thomas Kiehl. His lecture was about “How engagement affects developing innovations”. The lecture also included “Brain-puzzles” for participants to really learn how to think outside-the-box. The academic part was followed by a company visit to a Finnish energy company Fortum. Participants got a lecture there from an old ESTIEMer who showed all participants how they can build-up to knowledge they gather from ESTIEM. This ESTIEM Alumnus introduced us to the current system about how they follow-up employees engagement. The participants got also tips and tricks for how a leader can enable engagement by their own day-to-day behaviour. The Helsinki-part of the event was finished with a huge Sitsit-party for all participants and students from Aalto University. The event continued at Tampere where the second part of the week started with a com-

pany visit to Metso. After the company visit participants got a lecture from Tampere University of Technology about engagement in University society. After this lecture the total crown of the event took place: all participants and organisers spent a night in the middle of the forest in a cottage. There was also traditional smoke sauna and hot tube under the stars. The bravest ones even went to swim into the ice-hole although the air temperature was around -30°C.

On the last academic day it was time for the Final session with Julia. Each participant wrote some topics and notes from the week and then we went through all of those. Not surprisingly the cottage trip came out to be the total highlight of the week with its isolated atmosphere, sauna and outdoor activities which were done there and the wild nature all around.

Marius Hille,  
Siegen

“With the right mixture of interesting lessons, company visits and a multicultural atmosphere we got a lot out of the academic part of the Vision event.”



### What is engagement?

- “After this week, engagement is even more difficult to define as there have been discussed many different aspects.”
- “Engagement is if you want very much to do something.”

### What makes you engaged?

- “The weather influences my engagement.”
- “Engaged leadership – engaged leaders have a great influence on others.”
- “Desire, love and relationships can be very engaging.”

### How do you engage others?

- “I motivate people by just saying “Yeah, you are good”.
- “I engage others by sharing my ideas, feelings and my energy.”

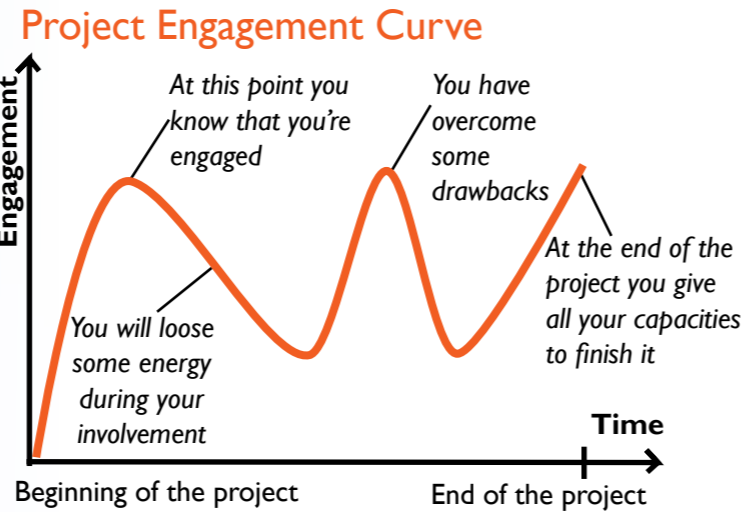
- “In order to engage others, you have to show them the effect of their work.”

### Think about the most engaging surroundings experienced during the Vision Seminar.

- “Very engaging was the sauna where we had a great time together and many memories remained. There was an atmosphere of equality without any roles or hierarchies.”
- “Feeling cold was very discouraging for me, although all other circumstances were really good. The cold had a huge impact on me.”
- “The architecture and atmosphere of Aalto University engaged me, as well as the winter feeling around.”
- “The Kyykkä (traditional Finnish game) event made me feel like I was part of the Finnish society!”



The Vision “Leadership through Engagement” seminar in Stockholm was full of highlights; the first one should be described here in detail. The head of the Industrial Engineering and Management department, Henrik Blomgren, gave a lecture about how engagement had affected his work life and how successful managers engage their employees. One of his examples was Steve Jobs, the creator of Apple, who held a speech at the Stanford University. His speech was full of rhetorical figures and appealed to the students on an emotional level. It showed how important it is that we feel engaged in the things we do in our lives. During Mr. Blomgren’s presentation, we took a break to discuss what made us feel engaged. During the discussion, the terms ‘money’ and ‘salary’ were mentioned several times as a useful incentive to engage employees. Mr. Blomgren went on with his presentation to talk about Herzberg’s motivation-hygiene theory to explain that only the motivating factors make us feel satisfied and engaged whereas the hygiene factors can only lead to dissatisfaction if they are not present. Salary is a hygiene factor hence a higher salary does not lead to engagement.



Jennifer Weingarten, Enschede

“The Vision ‘Leadership through Engagement’ in Stockholm was one of the most memorable events I have been to so far. Its academic content truly bonded all the participants together. Discussing ‘What makes us engaged?’ and ‘How to engage others?’ led to a group of people knowing that there is more than just being a leader. And this thought was carried on throughout the entire event, resulting in unforgettable days where the ESTIEM spirit once again engaged of all us.”



## The perfect world leader

During one session, participants were asked to think about the perfect world leader and draw this imaginary person. The different concepts were presented, discussed and merged at the end:

- “Engaging people can be identified by being tolerant and flexible and giving others space to be creative.”
- “Paying attention to people and to their thoughts and ideas is very important for motivation.”
- “Sharing responsibility within the group and giving people the feeling that you trust them will make them feel engaged.”
- “Leaders should always try to show people what others accomplished with their level of engagement and use those as good examples and inspiration.”

World leaders should have passion, charisma, a vision and patience. They should leave people space for individualism, be good facilitators and know how to attract and convince others. Good leaders should moreover provide orientation and structure and encourage their followers.

In a nutshell, world leaders have to bring:

- Experience
- Foresight
- Integrity
- Intelligence
- Charisma
- Reasonability



Turkey has raised quite some attention throughout the last years. A prospering economy, growing society and worldwide well recognised universities. One who might have seen that coming was the German Robert Bosch who opened an affiliate in today's Istanbul only in 1915. It was Herman Butz, General Manager of Bosch Turkey, who explained the activities and success of his employer in the past and present to the Vision participants. He pointed out how important it is to follow a well-defined vision in a large-scale company.

But it wouldn't have been a real Vision if there wasn't any hands-on experience. And there were loads. A leadership workshop by IBM Public Sector Leader Giovanni Aliverti, who gave deep insight into the major change programme of IBM in the late 90s. An Origami session, a discussion with the conductor of the Bilkent Orchestra, one of the best professional orchestras in Turkey. To name only a few of these experiences.

Impressive and unique was a field trip to the Anitkabir, the mausoleum of Mustafa Atatürk whose activities and work influenced the modern Turkish society tremendously and are still present in the national day-to-day philosophy.

## Academic outcome

At the last day of the event, participants met in small groups to work for three hours on a given statement. One group investigated the difference between a hobby and work and had a look into the reasons why it is easier to get engaged in the first one. The conclusion? If you manage to make work feel more like a hobby, you can unveil great engagement potential.

Questioned about how they engage others, one participant stated: "I let them discover the beauty of the thing I want them to be engaged about." Any new influence factors regarding engagement due to the event? A participant replied: "The most important part are always the people."

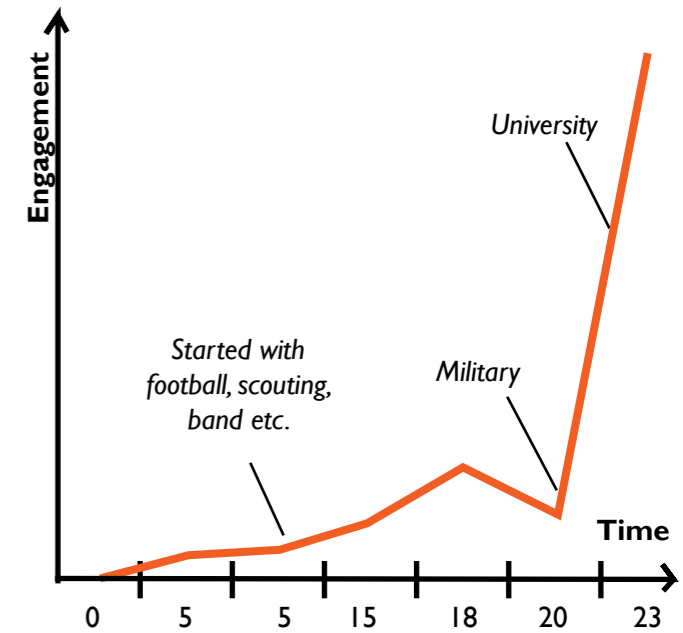
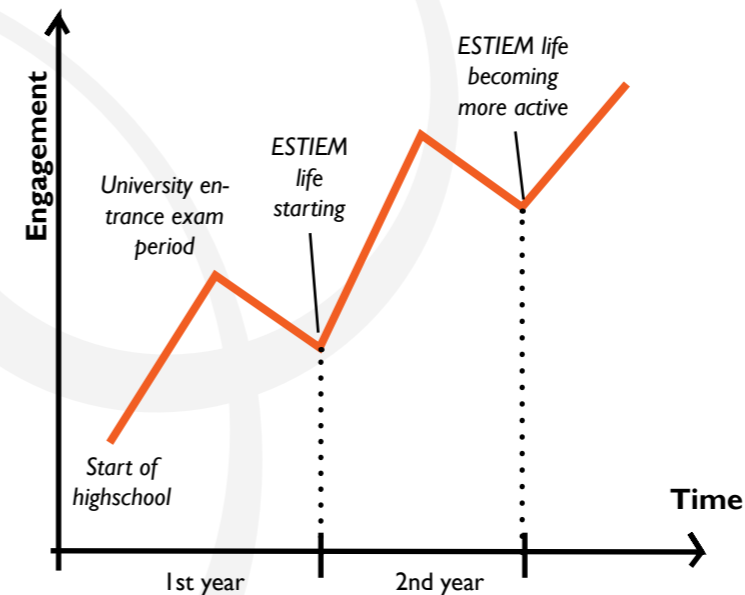
Leander Hartenauer,  
Karlsruhe

"Vision Ankara-METU was an excellent event. I have never encountered a better symbiosis of lectures, company-visits, city tours, fun and ESTIEM spirit before. Thanks again to LG Ankara-METU for a perfect organisation and the really warm-hearted atmosphere throughout the whole event! It was unforgettable!"



## Life engagement graphs

Also in Ankara, the participating students were asked to draw their "life engagement graph".



The Vision seminar in St. Petersburg already had a highlight on the first day with a funny team-building game which helped to get to know all the participants and names.

The introduction lecture about the meaning of engagement was very interesting and facilitated the understanding of the topic leadership through engagement. The most interesting thing was a case study that had to do with the main topic of the Vision: motivation. It was nice applying what we had been taught in the lectures to the case of a real company and comparing it with the solutions of other groups.

The company visit to Baltica was great. It was very interesting to see how beer is produced and in combination with the nut testing it was a memorable experience. And after a long day of lectures and the company visit it was very relaxing and fun to play billiards, bowling and laser-tag.

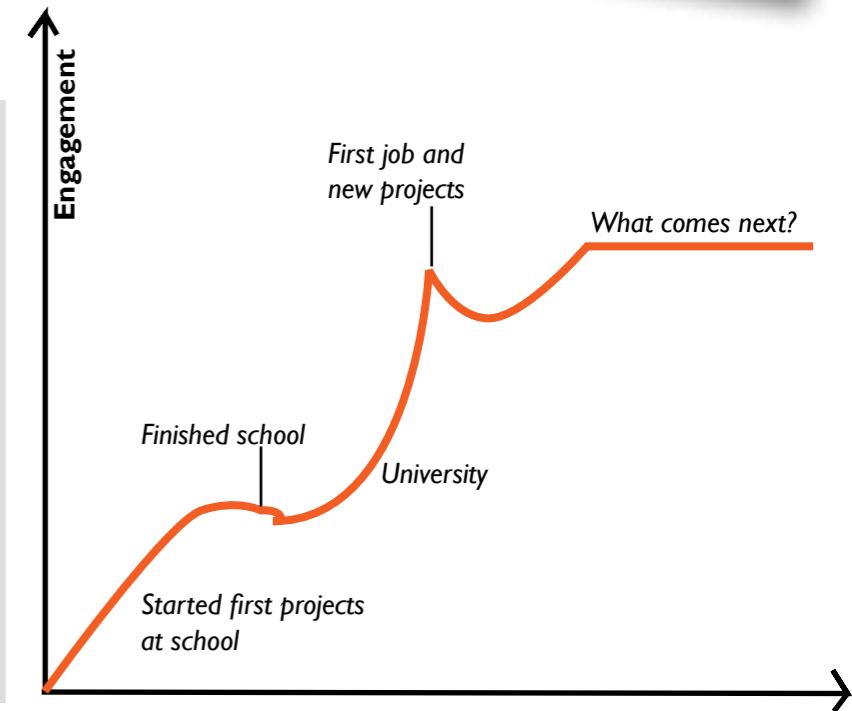
Hermitage museum is one of the biggest art museums in the world. It is huge and it can be quite exhausting to walk through the whole exhibition, but it is a unique experience. Having dinner at locals was also really interesting and a good way to get to know the Russian culture.

## What are the most engaging environment you experienced in your life?

- Nature and and people in India. Nature gives you so much freedom that you feel like beeing part of it and the people make you feel however you want to feel.
- The school where my friend works was very inspiring because there are many motivation programs and motivated individuals.
- Helping kids who are handicapped.
- New York.
- Working environment with architectural style and good light, nice colleagues.
- St. Petersburg: I've always wanted to be here, in Russia, I was dreaming about it.
- I guess it's not so much the place which surrounds you, it's more about the team you have.
- Voluntary work at festivals, making books, newspaper, programs. Green space.

Merve Isler, Istanbul-Yildiz

“Tasting ESTIEM spirit is something everybody should do. It was very exciting to see the mystery of St. Petersburg and to learn important things for my life after school. Visiting locals, getting to know each other, the glory of Heremitage museum, great beer experiences at Baltica and an exciting case study ... were all fabulous. Thanks ESTIEM and Local Group St.Petersburg for this great experience!”





During the seminar in Groningen, participants had the opportunity to get very different insights into the topic of engagement. Starting with a lecture by Wouter Prins, a professor at the department of Business and ITC, the relevance of leadership in employee engagement was discussed and different leadership styles were evaluated regarding their influence on motivation.

The idea of “Leadership through Engagement” was also analysed from a critical point of view. Intense discussions on questions like

- Is LtE for every employee?
- Live to work or work to live?
- For every situation?
- Is there any development in leadership?
- Is LtE for humans or for profit?
- LtE – Mean or End?

followed and lead to the conclusion that “LtE works under specific circumstances, for specific tasks, for specific people in specific organisations.”

In the evening, the participants experienced engagement themselves during an exciting speed-dating session with the locals.

A company visit to Philips in Drachten the next day showed how companies engage their em-

ployees and it was interesting to see how they actually measure their employees’ engagement level on a regular basis through surveys. During a workshop with Wimold Peters, a successful founder of multiple start-ups from Groningen, participants could develop their own business ideas and learnt how important it is to “love what you do” in order to be engaged.

Last but not least the four hour final on the last day gave participants the opportunity to reflect upon what they have learnt during the seminar and share their thoughts with the group. This was also a very engaging moment where everybody was still focused and present despite long nights and little sleep throughout the week.

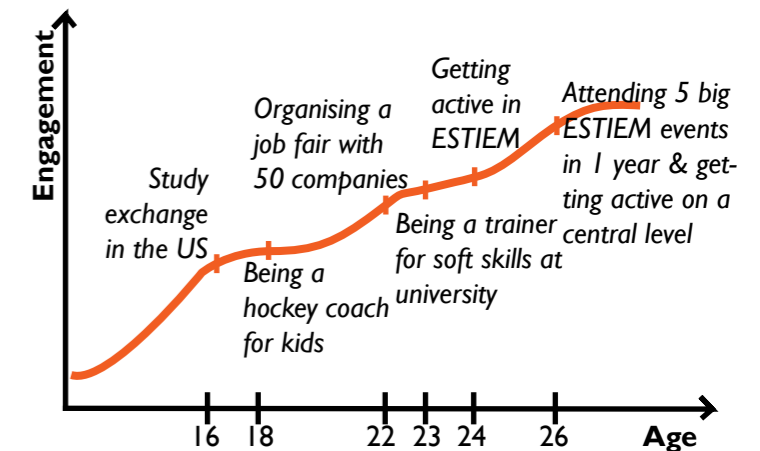
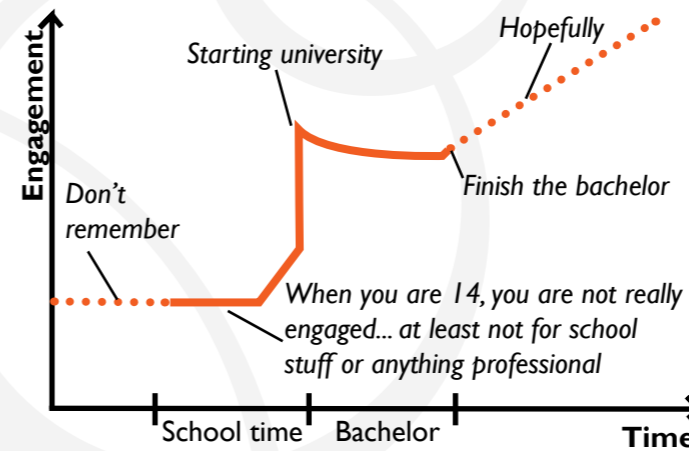
Daniel Stegmann, Ilmenau

“Vision Groningen 2011 was a great experience. I’ve celebrated and worked with very nice and interesting people from all over Europe and learnt many things about the topic Leadership through Engagement in the workshops, Philips company visit and final presentation. An event I will never forget.”



## Life engagement curves

Participants were asked to visualise their life engagement in graphs, starting from childhood until now. The outcomes of this exercise were very diverse, as shown with the two examples below.



Lukas Eckermann, Ilmenau

“The Vision in Groningen was a great mix between theoretical information, watching the implementation in a company and creating something on our own. There were different lecturers with academic background and practical experience which gave us a global view on the topic Leadership through Engagement.”



# Vision Final Conference, Istanbul - Boğaziçi

The last seminar of the Vision Leadership through Engagement term took place in Istanbul. The participants of the Final Conference had their first highlight of the city at the first lunch break from the roof-deck of the economics building, where they had a breath-taking view of the Bosphorus. Later that day, the group got an even closer look at the beautiful surroundings of the river during a crazy boat party. Interesting lectures and presentations by representatives of Bogaziçi University, Procter&Gamble and Google made the event well-rounded. Not to forget the impressive visit to the Grand Bazaar, the city tour and a relaxing afternoon at the beach.

But most striking and memorable was the workshop with Satu Teerikangas who really inspired the participants with her speech and made them draw their very own picture of engagement during an intensive group working session. The day was crowned by a special surprise from the organisers, who had arranged small wooden boxes which had the participants' names carved into them and were filled with "Turkish Delights". A truly wonderful gift that will always make the participants look back at the seminar with joy.

## What were the most engaging surroundings during the seminar?

- I think that the most engaging place on this seminar was the bus because we were always singing some songs and talked to each other a lot while we were traveling.
- The most engaging surrounding for me was the fire that we made at the beach. All participants and organisers were together and sharing a unique moment.
- The area between Hagia Sophia and Sultanahmet was very engaging because of the sight of two impressive historical buildings/monuments.

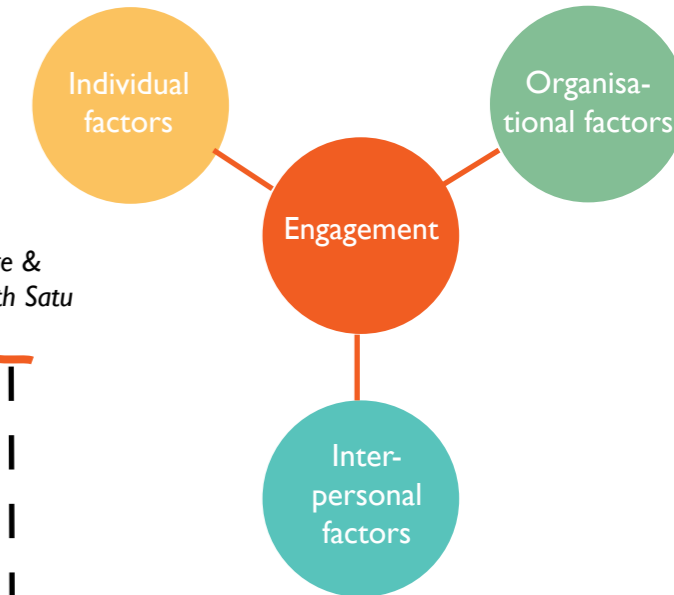
Maja Jovanovic, Belgrade

"My first Vision, and was absolutely great! So many different people, different languages and different cultures but we managed to have so much fun! Istanbul is beautiful city and very exciting! And not to forget to mention we learnt so much through those NOT boring workshops."

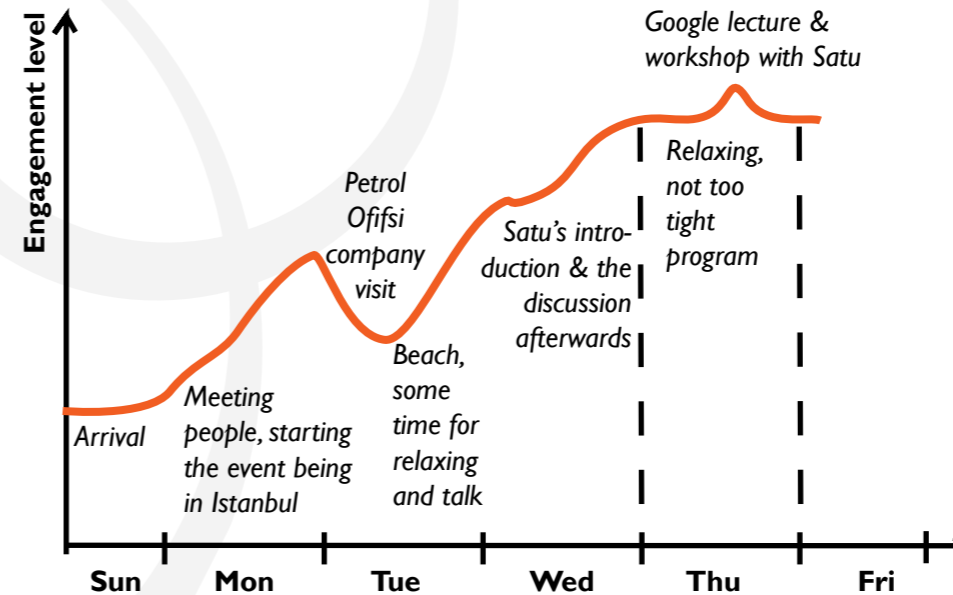


## Engagement factors

During the introduction by Satu, participants got to know that thinking about engagement and the factors that engage one is like a journey of self-reflection. An individual's engagement is influenced by organisational, individual and interpersonal factors.



## Event engagement graph





At the beginning of each seminar, before the introduction presentation and in the end of the seminar, after the groups presented their outcomes, participants were asked to fill out a questionnaire with six questions.

The 'opening questionnaire' contained questions such as "What means engagement for you?". In the 'closing questionnaire' corresponding questions were asked: "Did you change your definition of engagement throughout the seminar?".

It was remarkable that, even though most of the participants had only marginal knowledge about the topic, they tackled the same areas. Namely, that engagement is a personal question, the strong connection to performance, the interaction with other individuals and the role of feedback. Moreover, bringing together all the 200 individual definitions of engagement gathered in this series and "intersecting" them would lead to a definition close to the one used in research.

### Engagement curves

At the end of both questionnaires, participants were asked to draw an 'engagement curve'.

The first was supposed to describe the 'engagement level' of their lives, the second one the 'event engagement level'. Both curves were highly congruent: mostly, the curve starts in the origin of the diagram and shows a steady growth until the start of university. A big leap in the drawings illustrates the positive influence of a university environment regarding engagement: higher level of freedom, social interaction, meaningfulness and "personality forming". Often, joining ESTIEM shows another raise in the engagement level. That confirms the hypothesis that social activities have a strong impact on engagement. The majority of the participants predicts a relatively steady growth of engagement throughout the entire work-life, thus has a positive attitude towards working.

Analysing the closing questionnaires, a remarkable upward trend of engagement towards the end of each seminar was discovered.

This shows the effect of team spirit, trust and acquaintance that were fostered during the seminar. It is also a sign for the high quality of the seminar series and the great success of the academic cooperation with Aalto University.

### Findings and lessons learnt

In the introduction presentation the concept of edging and retreating (Teerikangas & Välikangas, 2011) was explained. This topic was thoroughly accepted by participants and often mentioned in discussions and presentations. Edging defines a time of a high level of engagement whereas retreating stands for relaxing and mental distraction. The idea is that both 'extremes' have to take turns and a period of edging entails a following period of retreating. During each Vision seminar companies presented their way of employee motivation and how the leaders are trained. This shows the practical importance of the 'Leadership through Engagement' topic.

Comparing more than 1 000 questions from questionnaires filled in nine different locations, it also became clear that exotic locations have a bigger influence on peoples' thoughts. To give an example: One could read a lot about the environment (climate, landscape, and atmosphere) in the questionnaires of Luleå and Istanbul whereas these topics were only side aspects in answers from Groningen and Stockholm.

Regardless of the location, basic needs such as food, sleep and the weather were all remarkable factors for motivation.

It was observed that the role of an expert can also hinder a group's creativity. Especially when the participants worked together in small teams to create their outcome presentations, an active intervening of a (more experienced) facilitator slowed down the work process. Safety questions were asked "Isn't that right? What do you think? Can you help us?" which did not occur without an active expert present or with an expert in the observer role.

### Open discussions

Throughout the seminars, a few discussions appeared several times that participants were not able to conclude. "Does a good leader need to be engaged? Can engagement be enabled without being engaged yourself?" Furthermore, the question whether a leader has to be an outstanding member of the group or is only the head of the group enabled through the position he holds was raised and left open.

Our **11** events brought together **184** participants from **42** European universities.

Istanbul-Bogazici | Karlsruhe | Bucharest | Gothenburg | Hamburg | Belgrade | Groningen | Stockholm | Tampere | Helsinki | Luleå | Lyon | Ankara-METU | Famagusta | Darmstadt | Ilmenau | Dresden | Lappeenranta | Warsaw | Paderborn | Istanbul-ITU | Porto | Skopje | Brussels | Milan | Ankara-Bilkent | Berlin | Kaiserslautern | Vienna | Enschede | Istanbul-Yildiz | Izmir-Economy | Madrid | Seville | St. Petersburg | Trondheim | Siegen | Braunschweig | Chios | Bremen | Zurich | Grenoble |

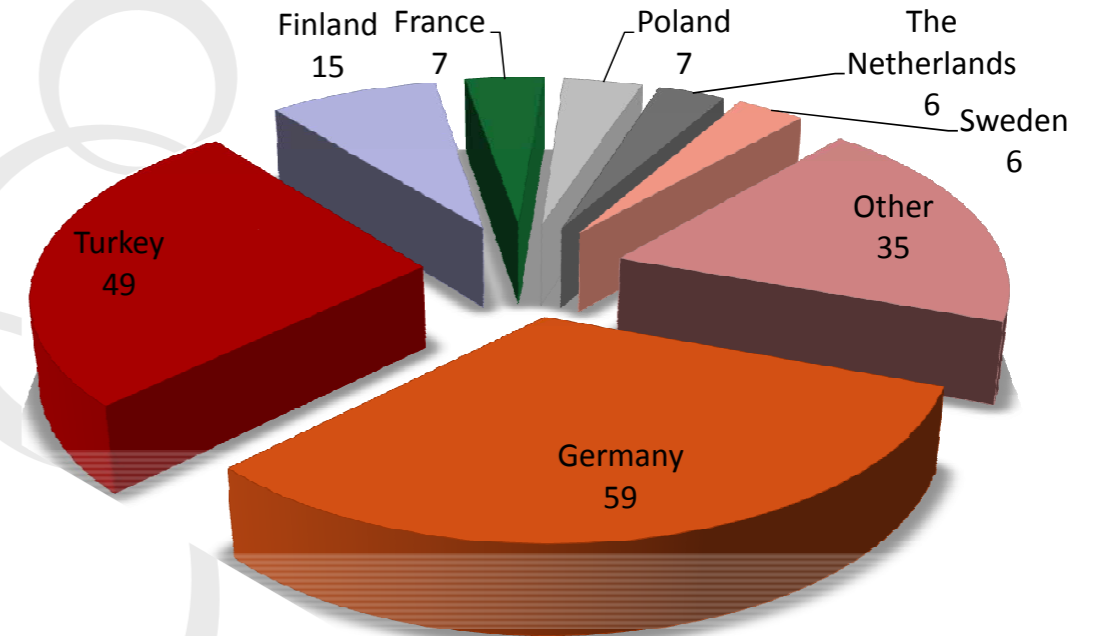
All the seminars in a row would represent **62** days : two full months spent in studying Leadership through Engagement!



Our participants travelled **322 100 km** to attend the seminars. That represents about **800 hours** spent on airplanes.



The participants were from **20** different countries.



Further readings

- Collins, Stenfors, Vertesy and Teerikangas: Engagement and co-created innovation in virtual spaces (*Proceedings, European Group of Organization Studies, 2011*)
- Teerikangas, Välikangas : At the source of passion for work (*Proceedings, Steamboat Springs Colorado, USA 2010*)
- Schaufeli: The measurement of engagement and burnout and: A confirmative analytic approach (*Journal of Happiness Studies, 2002*)
- Kahn: Psychological conditions of personal engagement and disengagement at work (*Academy of Management Journal, 1990*)



## A visionary team

The Vision Project Team has members from all over Europe: Passionate ESTIEMers who spent hours, weeks and sometimes months to support their favourite Project. Although being a literally virtual team, a lot of team spirit was developed among its members. Project management across the continent, this is how a 21<sup>st</sup> century team works!



**Tea Suuronen** worked on the Vision Outcomes and the academic content. **Ilka Petersen** is member of the ESTIEM Board, the very first Vice President of Education and Responsible and big supporter of the Vision Project.



**Antti Mattila** is a former Vision Project Leader, was Board responsible in 2010 and is still active in the Vision Team.



**Etkin Ikizoglu** attended his first Vision in Groningen and decided afterwards to join the Vision Team to support the booklet making.



**Victoria Martinez** is very active in the ESTIEM Committees and worked on the Vision Booklet.



**Anne-Laure Ladier** is an alumna and one of ESTIEM's best. Despite of her work life is she still supporting ESTIEM whenever her skills are needed. She was undoubtedly the most important person in creating this Vision Booklet which would never have been published without her help.



Looking into the camera at the Vision Coordination Meeting in Karlsruhe: **Jonas Enlund** was organising the Kick-Off Meeting, **Bahar Akinci** was the Vision Final Conference organiser and future Project Leader, **Jarno Pons** is a former Vision Project Leader, **Ivana Pešic** was responsible for any kind of Public Relations, **Maria-Alexandra Bujor** supported organisers with grant applications, **David Brandstädter** was the Project Leader.



**Judith Hartl** and **Kristine Heil**, framed by some Vision participants, did not only enjoy the sun but worked intensively for the Vision Project. Both were "Academic Responsibles" and managed the analysing of the participants' outcomes.

Thank you!



David Brandstätter  
Project Leader of Vision Leadership  
through Engagement

This Project would not have been possible without the strong support of dedicated ESTIEMers and partners. In detail, a big thank you to:

All the **9 Local Organising Teams** for their effort to **create seminars** nobody has seen before.

The almost **200 participants** for their **interest and input**.

**Satu Teerikangas** and **Julia Vertesy** for the **support and guidance** to a new ESTIEM experience.

The funders of the **SPACE Project** of the Aalto University.

The responsible Board members **Ilka Petersen** and **Antti Mattila** for their **trust**.

**Anne-Laure Ladier**, **Bahar Akinci**, **Judith Hartl**, **Kristine Heil** for the countless hours you spent on bringing forward this Project.

All the past, current and future members of the **Vision Project Team**.



Bahar Akinci  
Project Leader of Vision Crisis  
and Change Management

Vision 2011/12 – Crisis and Change Management

Today’s highly dynamic world made the awareness on Crisis and Change Management a must for any organisation to be able to survive and grow.

With the trigger effect of the world’s globalisation, companies, individuals and organisations are facing the daily challenges of how to deal with crisis situations even more frequently than before.

The global competition concentrated the attention on something that is inevitable when it comes to dealing with cri-

sis and unexpected situations: “Change”. Stability is no longer a valid option and as the leaders of the future, we will be the ones that will be required to set up successful change programmes. Identifying the crises, managing it and most importantly extracting learning out of that crises and using it as a trigger to start a change program is what will differentiate us as a good leader.

During the upcoming year, we will use ESTIEM’s strength of diversity to expand our perspectives on “Crisis and Change Management”. We will be able to observe different crisis situations faced by different regions, efficient/inefficient change management strategies that were used and we will be able to raise our knowledge about one really important issue on the international level.

Upcoming Vision seminars

November 20-27	Grenoble-Lyon
December 13-18	Karlsruhe
February 13-19	Helsinki-Tampere
February 28 - March 4	Trondheim
March 4-10	Enschede-Groningen
April 15-22	Ilmenau-Darmstadt
May 9-15	Famagusta
May 22-27	Vienna





Vision  2010-2011  
[www.vision.estiem.org](http://www.vision.estiem.org)

Price 0€