

*ONE MILLION*

# FutuStories

*FACES AND STORIES  
BEHIND FUTURICE*

futurice

# futurice

Founded in 2000 in Finland, we are an international digital innovation company that helps organisations transform their business by bringing together complex software engineering and beautiful human-centred design. We create digital products and services and unleash a culture of innovation that makes our clients future resilient.

But who are we? We are a close community of more than 650 people coming from many different countries and backgrounds – and everyone brings their own fascinating story. Stories that want to be told and inspire. This booklet tells some of those stories and gives you a glimpse of the wonderful talents in our FutuFamily!

# futu facts

## COFFEE CULTURE

Combined, we drink more than 250 coffee cups each day.

## TRAVEL

We visited 7 different European cities for FutuCamps.

## EVENTS

We were part of over 100 events in Germany last year.

## AN INTERNATIONAL BUNCH

We are 21+ nationalities in Germany and more than half of us have an international background.

## COMMUNITY

We are 115+ Futuriceans with 3 offices in Germany and a total of 650+ bright minds worldwide.

## LITTLE FRIENDS

We love our 7 office dogs. (Berlin: 4, Munich: 2, Stuttgart: 1)

## NO MATTER THE DISTANCE

The shortest distance from bed to office is 400m.

## ROBOTICS

We have 4 robots and 3 self-driving cars at our sites - globally.

## CHILICORN SOUNDTRACKS

We produced over 57 Chilicorn tracks for Soundcloud.



## NOT SO LITTLE FRIENDS

We have 2 residential dinosaurs in Finland.

# Laura

Laura is a Senior UX Designer and based in Munich. Moving from Colombia to Germany to pursue her career goals has not only opened her eyes for societal matters but also given her a new perspective on her design work.



## WHAT ORIGINALLY MADE YOU WANT TO BECOME A DESIGNER?

Initially, I wanted to study Marketing in Colombia where I graduated from high school at the age of 16. The studies turned out to be too much about talking people into buying things, so I chose a somewhat more creative major: Interactive Media Design. My mum disapproved of dropping out, so I found myself enrolled in a Marketing and a Design degree at the same time. Today, I admit that it is the combination of the marketing perspective and the design knowledge that enables me to create good, problem-solving tech platforms and makes me a successful UX designer.

## HOW WOULD YOU DESCRIBE YOUR APPROACH TO DESIGN?

I see myself as a facilitator helping people to figure out what they really want and need. Because I am convinced that deep down, people know it already. As a designer – equipped with the necessary tools – I help them to realize it themselves. It took time to learn that my work is not only about my ideas and creativity, it is foremost about the users' needs and wants.

## PROFILE

Current location *Munich*

Hometown *Popayán, Colombia*

Last used app *Instagram*

Top bookmark *Notion*

*Alaska or Hawaii Tokyo?*



or



Recommended reading

*Ruined by Design by Mike Monteiro*

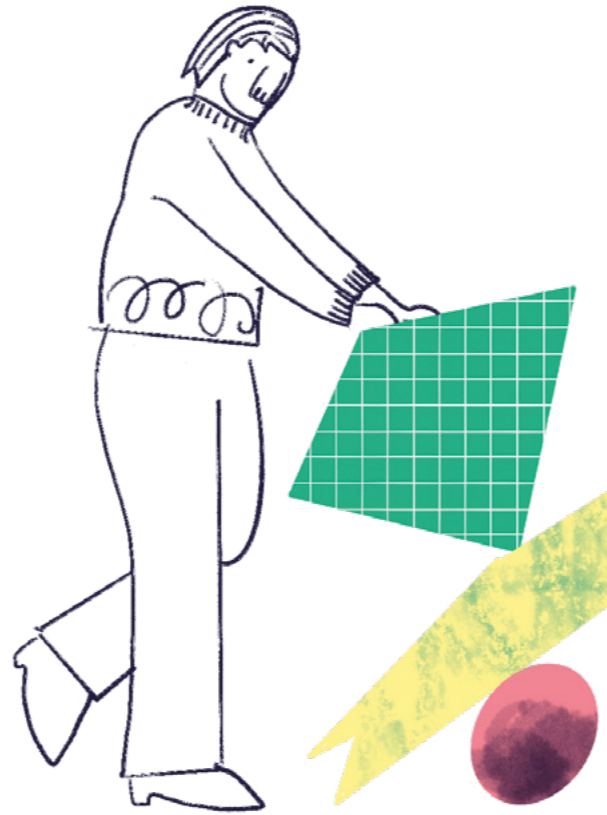


or



**WHO OR WHAT HAS BEEN THE BIGGEST INFLUENCE ON YOUR WAY OF THINKING?**

I would say my perspective as a foreigner in Germany. Coming to Germany has been the greatest opportunity of my life, but being far away from home comes with mixed feelings, too. I had to learn to choose what feelings to embrace and what to let go of and to unceasingly reflect on my current situation. Taking time for reflection has further opened my eyes for all people and their diverse needs. I truly believe that diverse ideas create better products. So I came to really appreciate my team – people from different backgrounds with different perspectives. The diversity fosters empathy for people, accessibility and inclusion – reflected in our design work.



**WHAT SHOULD BE SAID OUT LOUD MORE OFTEN?**

Three simple words: I love you. It may sound cliché, but it is so important. I think we should care about each other more and also show each other. In Spanish, we usually distinguish between the expression ‘Te amo’ for lovers and ‘Te quiero’ for friends. However, I tell all my friends ‘Te amo’, as I am not afraid to show my affection.

**IT’S 2120. WHAT WOULD YOU TELL FUTURE FUTURICEANS?**

When the founders were asked what Futurice is about, they said ‘It’s a one hundred years meta-modern experiment’. At the time I didn’t really understand the term, but I get the sense of it now: Futuriceans are always encouraged to try new things and not be afraid of making mistakes. What I would add then: ‘The experiment is never over.’



**BESIDES BEING A DESIGNER, YOU ARE VERY ENGAGED IN OUR D&I ACTIVITIES. WHAT DOES DIVERSITY & INCLUSION MEAN TO YOU?**

I started to engage in feminism when I moved to Germany. I was frustrated to see so many things go wrong in society and felt excluded myself. Somehow it took me travelling halfway around the world to realize the injustices that exist anywhere in the world. By now, I learned that I don’t need to fit into society’s idea of a submissive woman to be taken seriously. The best things in life happen when I am not trying to be someone I am not. That includes finding a partner who wholeheartedly supports the same ideals and respects me as an equal. So, feminism is not only about women but about all people feeling excluded from society. To me, D&I is about making sure that no one needs to feel any kind of discrimination or exclusion just because of the way they were born.

One day, I managed to add a design perspective to my anger: people don’t do things out of bad intentions, but because they were taught to do so. As a designer, I know I cannot change the world as it is, but I can solve one problem at a time. So I reach out to people, I foster conversations about D&I, I join forces with people who feel the same way and we fight against inequalities together.

# Berlin



The Berlin office was the first one to be founded in Germany. After outgrowing the old office, the team moved to the bustling heart of Kreuzberg, where it's easy to fall in love with the colourful and creative neighbourhood. There are so many lovely shops and delicious restaurants close by that it's hard to pick a place for lunch! The office itself is in an old industrial building, where brick walls and high ceilings meet colourful meeting rooms. A special highlight is our very own event space, where we regularly host events or enjoy our Friday team lunches, cooked by our very own office grandpa Paul.



What makes the Berlin office so special? The people, of course. We are a unique, playful, friendly, and easygoing mix of all kinds of humans. What I love about my job is the sound of loud laughter echoing through our corridors and I treasure all the little colourful post-its of appreciation that I received during my time here. My personal highlight every day is when I get a warm smile from my sleepy peers when I greet them with a sunny "Good morning!" in the morning.




**THERESA, OUR OFFICE & FEEL GOOD MANAGER**



# Bence

## PROFILE

Current location *Stuttgart*      Hometown *A little village near Budapest*

Last used app *Spotify*  or  Recommended read *Victor Papanek - Design for the Real World*

Inspired by *Exploring new places and people*      ~~Pencil or graphic tablet~~ 

Bence graduated with a double design degree from Budapest and Schwäbisch-Gmünd and moved from Futurice Munich to the newly opened Stuttgart office to contribute to the new office culture and boost his learning curve!

### WHO DID YOU WANT TO BECOME WHEN YOU WERE YOUNGER?

Ever since I was a kid, I wanted to become a car designer. It used to be so simple: I like drawing and cars – why not become a car designer? I studied industrial design and specialized in exterior and transportation design until I suddenly had doubts. I realized that design is much broader and I wanted to be on the digital side of things. By becoming a designer at Futurice, I turned my long-time passion into something that also reflects my intentions as who I am today: reach people and make an impact on humanity.



### ARE YOU THAT PERSON NOW?

I am a designer, but not a car designer. The transformation to the digital side of things has shifted my perspective towards a more diverse and inclusive one. At Futurice, I have the opportunity to widen my horizon as project work allows me to jump on different tasks requiring different skills. This is why I have learned so much within the short amount of time since I started at Futurice. Especially seeing how my colleagues handle their work has taught me a lot.

### IS YOUR JOB WHAT YOU WOULD HAVE EXPECTED WHEN STILL AT UNIVERSITY?

I already had some professional experience when I graduated. However, I was afraid of fully committing to a job at such an early stage. Where I am from, people stick with one position for most of their lives. So I felt my first job was an important decision I didn't want to rush into. I remembered a uni workshop where I met one of the IoT Kit creators from Futurice. Really fun guy! Later, I understood how lucky I was to set a foot into Futurice, where there was a lot more for me to come. I started a full-time position and would have never expected to be able to learn that much in such a short time.

### WHAT MOTIVATED YOU TO MOVE FROM FUTURICE MUNICH TO OUR NEW OFFICE IN STUTT GART?

I was curious to see how it feels to help build up a new site. I'm at a point in my life where a well-established office is not yet important. What mattered to me was the opportunity to try new things and make an impact. By default, I like to push myself out of my comfort zone. The new office felt like one of those opportunities on the edge of my comfort zone. I learned a lot about company culture in Munich – simple things, such as an open feedback culture. And here I am now, doing my part to build up that kind of office culture in Stuttgart and contribute to a new community.



### WHAT ARE THE BIGGEST DIFFERENCES BETWEEN THE FUTU OFFICES?

The volume of the projects is different. As we are newly starting with most clients, our projects in Stuttgart are rather short-term so far. Besides, I see Futurice as the unicorn in the area due to the diversity in the team. It is harder to find that many international, diverse and talented people elsewhere in this area. Regarding our office culture, everyone is new, so everyone is equally committed to investing time to get to know each other, the office and the off-site area. The smaller the office, the easier to create cosy family vibes. To me, the new Stuttgart office is a great opportunity – both in terms of business and personal growth.

### WHAT'S STILL TO COME? WHAT ARE YOUR DREAMS?

I feel good where I am and I want to keep the positive spirit about where I am headed – individually and on a team level. I am open towards the future and excited to gain more confidence and experience as a junior designer – finding the balance between my skills, goals and real-life limitations while keeping my eyes open for learning opportunities. Cars will always be a hot topic for me, but I want to go more towards future-proof mobility services as a whole. With my work, I want to positively impact people's everyday lives.



# ONE DAY WITH Melanie

As the youngest member of the Futurice board and new mother of a son, Melanie knows how to combine a family and a career. She always makes sure her encounters with others are honest and authentic.

## PROFILE

Current location *Berlin*

Hometown *Tegernsee area (south of Munich)*

Last used app *Whatsapp*

Smartest device *Phone*

Sweet or salty *Salty*

Haribo or Milka *Lindt Dark Hazelnut Choc*



### WHAT GETS YOU UP IN THE MORNING?

What gets me up in the morning is the prospect of exciting topics awaiting me at work (e.g. data enablement, human centred design and leadership), as well as my smart and kind colleagues. And before work, it's the good mood of my son who usually sleeps in.

### WHAT DO YOU ENJOY MOST ABOUT YOUR WORK AT FUTURICE?

In the end it comes down to two things. Firstly, my work at Futurice combines great company values with forward-thinking professional topics and areas – digital transformation and helping companies and society to improve by leveraging the power of design, tech and data. Secondly, I enjoy the company of people around me at Futurice a lot. They find a great balance between being smart problem-solvers while being kind, and supportive with the right values in mind.



DESCRIBE YOUR WORKDAY IN FIVE WORDS.

**Variety:** As part of my work, I encounter a variety of topics and tasks in constantly changing contexts. All this and the new challenges make it so exciting and intriguing.

**Continuous learning:** I can learn and develop different kinds of expertise and skills every day – soft, hard and interpersonal.

**Human interaction:** Cooperation and exchange with others are important to me. I love meeting mutual challenges with and through other people – colleagues, clients and other stakeholders.

**Challenge:** I can tackle and master new challenges every day. Futurice gives me the freedom and confidence to seek them out and set goals for myself.

**Impact:** For me, having an impact on people, their work, their lives, and society as a whole is important – both on a personal level and as a company.



HOW DO YOU SEE YOUR ROLE AS A BOARD MEMBER?

I saw board membership as an option for a distant future, but when several people reached out, I started to see that I could have a positive impact now. I also saw it as an opportunity for personal growth. At the first board meeting, I felt humble – surrounded by people with impressive networks and decades of board experience. But they were all very welcoming and showed great interest in my insider point of view. I understood that my role is to bring my own unique perspective to the table and diversify the discussion. Of the current members, I am best equipped to bridge the gap between the board and the rest of Futurice.

WHAT'S YOUR SECRET SUPERPOWER AT WORK?

I have a black belt in judo – a sport that suggests the gentle way: combining soft and dynamic activity, using your opponent's strength without being aggressive yourself. One's action is a result of what happened, how it happened, and what the implications will be. This mentality and calmness accompany me through my daily life. I believe the fact that I assume good intentions in discussions has helped my career. Different opinions come from different personal experiences and backgrounds, which need to be disclosed. I always try to meet people eye to eye, as equals in any discussions. So authenticity is probably my real superpower. Honesty and credibility impress colleagues and clients. Everyone knows things don't always run smoothly, so transparency and openness always win!



# Munich

Our Munich office moved into its current space in 2016. It's a beautiful location in the greenery of the historical Isar Werkstätten, right next to an Isar stream and natural pool. The office hosts 55+ Futuriceans and remains true to its location. The old brick industrial building extends over three floors and has everything you need for a varied working day: besides numerous meeting rooms – named after the most beautiful places in Munich – there is a large cafeteria, a garden and a BBQ terrace. And let's not forget the bicycle cellar, where you can also find some surfboards to try your luck at the Eisbach wave during lunch break.



I really appreciate the open-minded and friendly atmosphere at the Munich Office. Of course, as an Office Manager, there is always a lot to do but any work is easy with so many caring and supportive colleagues around you.

**ANNE, OUR OFFICE FAIRY**

# WHAT'S IN MY BAG

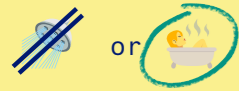
## PROFILE

Current location *Berlin*

Hometown *Fort Dodge, Iowa, US*

Last used app *Two Dots*

Favourite accessory  
*The cord that my phone hangs on. I could live without it but I'd rather not.*



Inspired by  
*Arlan Hamilton, ingenuity (human and otherwise) and the tenacity of beauty everywhere*

Smartest device  
*My bluetooth-connected bike helmet to listen to podcasts and audio books, take phone calls, and make turn signals while commuting.*

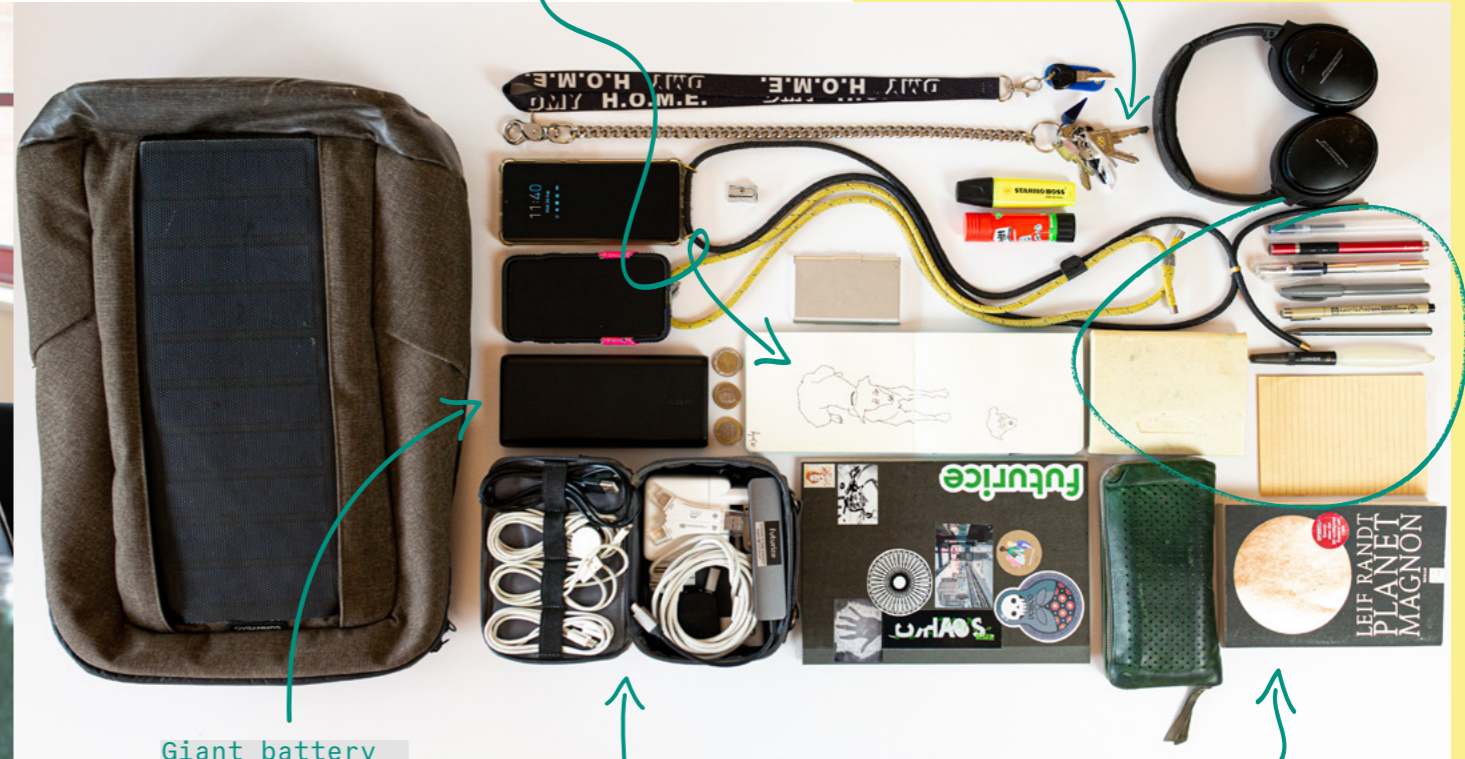


TRACY

Experience Director Tracy is a real bundle of energy. Not only does she always give 100% at work and in contact with clients, but she is also fully involved as a speaker at external events and internal initiatives. Take a look inside her solar panel backpack and all the stuff she usually carries around on her busy days.

Sketchbook: these come from a wonderful art supply store called Le'Zarts which is located around the corner from where I used to live in Paris. I stock up whenever I visit.

Keys including a bottle opener and a blue pointy diamond which is a map marker for Platial, the start up where I began my tech career. One of our power users made it for me!



Giant battery that is plugged into my solar panel at all times

Every cable and adapter in the world

German sci-fi book Planet Magnon, recommended to me by one of our Berlin designers

Art supplies for sketching and visual note taking





# Antti

Antti is a Senior Business Development Manager from Finland. Here he shares nine valuable insights he has learned at Futurice and as an expat in Munich.

## NINE THINGS I'VE LEARNED

### 01 HOW TO MAKE YOUR CLIENT HAPPY

It all comes down to providing value by delivering useful products and services – without a good team, there is no good delivery. What makes a good team? The ability to communicate, discuss and solve problems together. The team needs to market their solutions, too – work their magic and tell the world (or at least the client) about it.

### 02 WHAT COLLABORATION CAN DO

We deliver much better results when we build a solution in close collaboration – regardless of the size of the team. We are having more fun, we validate each others' thoughts and give valuable feedback. From my perspective, the biggest hassle of teams is that people often work on different projects at the same time and only have limited time and attention to give. The challenge is to bring the right people together and have them play the same game. Booking people early and explaining the importance of the task helps.

### 03 HOW TO SUCCEED AS A PRAGMATIST

As a pragmatist, I try to solve the problem the moment it occurs and am quick to throw out a lot of ideas. These ideas need validation from the rest of the team – so collaboration is key here, too. Clients seem to appreciate my very pragmatic and solution-oriented approach to problems.

### 04 HOW TO FIGURE OUT YOUR OWN SYSTEM

We all have different operating systems that we need to figure out and configure. It is not a one-size-fits-all thing – you need to actively look out for other peoples' systems and learn from them. Making the effort to organising your attention, more specifically your time plus energy and focus, plays a big part. That means you need to plan your days according to your energy levels and tasks that either bring or drain your energy. I personally feel like good planning is the most important thing to be successful at my job.





## 05 WHAT DOES EXPERIENCE REALLY MEAN

Experiencing different cultures gives you different lenses to look at the world through. I've always liked to travel, widen my horizon, get different perspectives on the world and gain 'experience' that is highly valued in the professional world. But what does experience actually mean? It doesn't necessarily mean having twenty years of work experience in one job. Rather, experience means acquiring the ability to apply learnings at the right moment. The wider the variety of situations, the more learnings you can choose from and apply to new settings. This is what experience means to me and what my expat experience has primarily taught me.

## 06 HOW FINNISH IS FUTURICE GERMANY

At all our German sites you can feel that we are a Finnish company. However, it is still not Futurice Finland and, frankly, it shouldn't be. It is a good thing that each site is a different place with a similar feeling. As all offices are operating in a different environment, economic and client structure, the same ways of working do not play out everywhere the same way. What's important is that all offices reflect our community and culture and our values are carried out across all different sites. I think it can be experienced quite quickly that we have a culture of trust, regardless of location.

## 07 HOW TO ADAPT AS AN EXPAT

The location-specific characteristics have such a huge impact on company cultures and operation modes, so it would be too easy to believe that you can simply adapt all good practices from Finland. It takes some validation to see whether good practices from one country also work in another one. There are two levels of adaptation: first, you need to understand the learnings from one culture on a deeper level and then apply them appropriately to another culture. Second, we usually already expect differences before we experience a new culture first-hand, but it takes some effort to actually feel and handle those differences in real life.

## 08 WHAT GERMANS CAN LEARN FROM FINNS

Finns do not take work as seriously as Germans. I think work should be fun and some joking makes day-to-day life lighter. The Finnish working attitude fits the world's move towards a more agile and collaborative style. In a more relaxed environment, where there is no perfect plan, results are more natural and managing expectations is easier. At the same time, there are things I value highly in the German working culture. I like how Germans take their free time as seriously as their work. They actively use their free time and after work nights for nice activities. They find a balance that reflects positively on their work performance.

## 09 HOW TO FIND YOUR BALANCE

I learned that it is important to actively recharge your batteries. Spending time with my family helps fill my energy reserves. I am lucky to see the way my little son faces challenges and tries to solve them which is enormously uplifting. Also, spend time in nature, travel and plan further trips.



# Stuttgart

The recently opened Stuttgart office embodies vintage charm combined with minimalist and sustainable design. The small Stuttgart office has the potential to grow quickly and is already known as Unicorn in the Stuttgart area, due to its diversity and internationality.

As a small team, the Stuttgart team quickly bonded to develop their own unique office culture. Besides table tennis tournaments, they take the chance to settle in together as a team – off and on-site.



Our new office, located halfway up the hill over Stuttgart city valley, is light and heavy in the right proportions. Its stable historic foundation, wall ceilings and floors provide a solid presence you can subtly feel. At the same time with the energizing colours from our Futurice corporate identity, a creative lightness surrounds you. We made a point of furnishing with reused, recycled and repaired impact pieces – consciously working on keeping our environmental impact low. Our multidisciplinary teams from various corners of this world love the atmosphere that caters to concentration and co-creation alike. Drop by if you're in the neighbourhood.



**EMILE STOVERINCK, DIRECTOR STUTTGART**



# Andrada



## PROFILE

Current Location Berlin

Hometown Medias, Romania

Last Twitter used app



Super Mario or Tetris  
Super Mario

Smartest device My analogue camera (Practika MLTs)

Inspired by Rachel Thomas, Emily Bender

Andrada is a passionate data scientist who engages in voluntary research projects around the topic of language on the internet. What she knows for sure: all opportunities deriving from data science leave no space for redundant inequalities and biases.

### WHY DID YOU BECOME A DATA SCIENTIST?

I've always imagined my life in a lab, conducting experiments with tubes of different shapes and sizes and nodding approvingly (or not). Data science brings me the same joy (and challenge) of designing experiments and holding my breath to see if my assumptions were right or not. The field implies a steep learning curve and requires a diverse skill set. It's exciting to stay on top of things in a fast-changing field and I find it particularly appealing to learn numerous new techniques and methods.



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#### WHAT IS WORKING AS A WOMEN IN THIS FIELD LIKE?

I am very privileged to work in a company like Futurice that genuinely cares about gender equality. I especially appreciate our company's continuous involvement in D&I initiatives and its strive to be better. In general, data science communities that I am part of in Berlin are very open-minded and attentive to correcting gender biases and dynamics.

There is a very subtle bias that occurs from time to time. The most prevailing issue, that I often find myself fighting, is being invisible. It's a double fight: first being acknowledged, second proving that, indeed, you know what you're talking about.

What is truly disheartening about this, is that when you call this out, the response will be that you are not assertive, confident or loud enough.

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#### WHAT SHOULD YOUNG WOMEN INTERESTED IN SCIENCES KNOW?

Women are equally capable and driven to succeed in sciences. A deep societal change is needed to bring awareness to gender biases and convert more people into allies. Until that happens, the least we can do is support each other. So I want young women to know that there are women out there just like them, with the same background and likely the same doubts who fought hard and

they will need to fight themselves. Having role models is very important and provides an extra boost of motivation. From my personal experience, it's very important to find a mentor as early as possible, who can support your professional journey and personal growth. I have a mentor at Futurice and one outside. Having somebody to spar with is incredibly valuable, especially when they challenge your own assumptions and push you to become a better version of yourself.

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#### ANY SIDE PROJECTS YOU'RE PASSIONATE ABOUT?

I've always been interested in languages, so I specialized in NLP (natural language processing). Language defines our experience of the internet. To make the internet more inclusive, I want to contribute to the development of technology that is fair and accurate for any language. Last year, I joined a project called Opt Out and have been organising their data team since. Opt out is a browser extension hiding misogynistic tweets from social media feeds through machine learning. The team is lovely and diverse and has grown considerably over the last few months as we've been collaborating with experts from linguistics, social sciences, content creation and engineering. I also worked on another research project on

hate detection in different languages last year. I realised that there is no research in automatic hate speech detection in my mother tongue Romanian at all, so I created the first labelled dataset. I presented the results at the PyCon & PyData Berlin 2019 Conference and several meet-ups. Finally, I've been working on training a Romanian language model boosting NLP tools together with a start-up in Berlin.

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#### WHAT ARE YOU PROUD OF?

Giving a talk about a personal research project at a big conference was definitely my proudest moment from last year. It allowed me to collaborate with incredible people and connected me with peers with similar interests, dedicated to fighting against social inequalities. Technology alone is not sufficient for creating lasting change and positive impact, but instead, a more holistic approach is needed that includes humans with various backgrounds and life experiences.

# ONE DAY WITH SEBASTIAN

## PROFILE

Current location *Munich*

Hometown *Friesach, Austria*

Top bookmarks *Gmail, Headspace, Reddit*



Inspired by *Non-violence*

Favourite accessory *My bike helmet*

~~Movies~~ or board games

As a Strategy & Culture Consultant, Sebastian enjoys the variety in changing between project work and the bike rides to his clients. He puts a lot of effort into the development of the company culture and the Futurice community.

## WHAT'S YOUR DAILY ROUTINE?

Frankly, there are no routines at all. My everyday work-life consists to a large extent of consulting activities with clients and designing working methods together. Internally, I moderate training, workshops and meetings. That means my workdays are shaped by changing projects and colleagues – which is great fun. I am grateful for the freedom to decide for myself when and how much I can invest in work at a time. But there is definitely one weekly thing I wouldn't want to miss: the community days and learning events mainly happening on Fridays, followed by a BBQ and a beer in summer.

## WHAT MAKES FUTURICE DIFFERENT FROM OTHER COMPANIES?

At Futurice, you are given as much responsibility as you are willing to take – you set the frame yourself. That also means that Futurice really has its focus on people. What's remarkable is that I work on a local and global level with people who I trust. I have a whole list of mentors in the company to call for coaching and I know that they would never let me down with their expertise and empathy. As friends, we simply do a better job together.



WHAT IS YOUR FAVOURITE TOOL TO SUCCEED IN PROJECT WORK?

For remote workshops, that's clearly Miro! The tool provides so many options for group work, sometimes it is even more efficient than a face-to-face meeting. Besides, I would say my bicycle, which I ride it to the clients and back, so I always arrive with a clear head.



WHAT IS THERE NEVER ENOUGH TIME FOR?

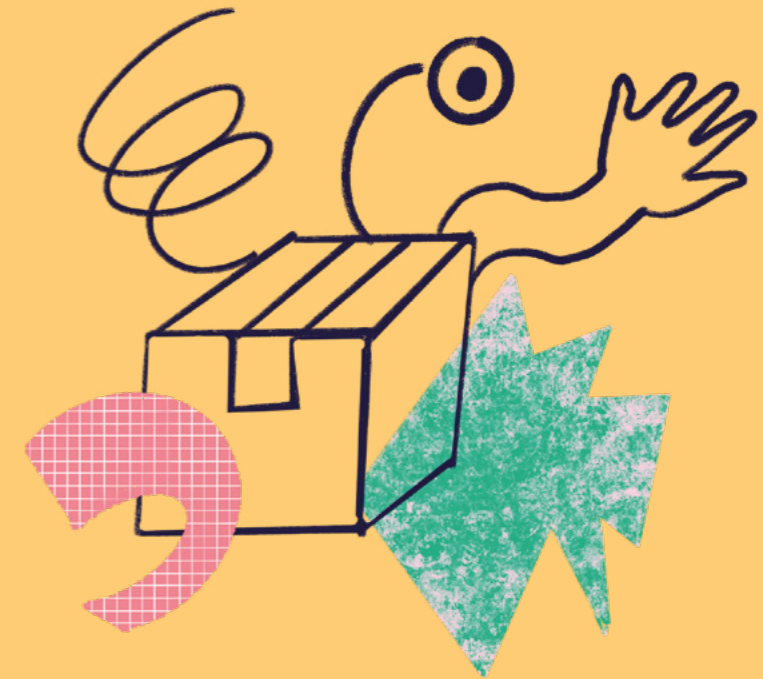
I wish there was more time to read and try out all the resources and inspiring suggestions shared by colleagues. Futurice has such a variety of inspiring people with their own stories and thoughts. I would love to have breakfast with different people every day to exchange ideas.

WHICH PROJECTS IS YOUR HEART SET ON?

Projects with clients who are ready to go through an (often painful) process of change into new ways of working. That process can be extremely difficult and requires a lot of commitment. Internally, I burn for projects promoting our sense of community and cohesion. I want to make my contribution to the topic of how we can and want to develop as a company and as a community. It is part of my job to find out how I can make the biggest impact. And that, in turn, is part of the system – everyone here at Futurice has this challenge. Even without a formal role in management, you can have an incredible influence on the office and the company as a whole, if you are willing to get involved.

WHAT INSPIRES YOU?

I am inspired by purpose-driven organisations that combine impact with economic success. And even if a company is not there yet, it is the will for change. I am inspired by companies with the courage to question their corporate purpose and try completely new things – despite the risk of a backfire. There's so much joy and potential in experimenting and accepting mistakes instead of playing it safe.



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From  
**futurice**  
with love.