

CURRICULUM VITAE of PIRJO STÄHLE

Education

Doctor of Education, University of Helsinki	1998
Master of Science, University of Tampere	1984

Latest Career

Visiting Professor (Societal Innovations) Aalto University, School of Business	1.1.2012-
Professor (Future studies and Intellectual Capital) University of Turku, Finland Futures Research Centre	1.6.2011-
Research professor (Future studies and Intellectual Capital) University of Turku, Finland Futures Research Centre (Turku School of Economics until 31.12.2009)	1.6.2008- 31.5.2011
Visiting professor (Intellectual Capital) Turku School of Economics, Finland Futures Research Centre Finland Futures Research Centre	2005 – 2008
Professor (Knowledge Management and Intellectual Capital) Lappeenranta University of Technology, School of Business	2001-2007
Chief Knowledge Officer, Vice president of Intellectual Capital Sonera Oyj	1998-2001
Head of Unit Planning Officer University of Helsinki, Vantaa Institute for Continuing Education	1994-1998 1990-1994
Managing director Stähle Oy	1990-
Partner Stähle & Stähle Oy	1986-1990

Scientific and other Positions of Trust

<u>Chair of the Board</u> Finnish Cultural Foundation World Vision Finland (vice chair)	2009-2012 2010-
<u>Member of the Board</u> Supervisory Board, Finnish Cultural Foundation M-Brain Oy Workspace Oy CIMO, Centre for International Mobility	2012- 2012- 2011-2012 2010-

Educode Oy	2010-2012
VTT, Technical Research Centre of Finland	2010-2012
The New Club of Paris	2009-
LEF Future Center, Ministry of Transport, Public Works and Water Management, Netherlands	2009-
European Chair on Intellectual Capital Management, University of Paris-Sud (Scientific Board)	2008-
World Vision Finland	2008-
The Finnish Cultural Foundation	2003-2012
Statistics Finland	2003-2006

Member of the Editorial Board

Member of the editorial board of Journal of Intellectual Capital	2013-
Member of the editorial board of Lline (Life Long Learning in Europe)	2003-2004
Member of the editorial board of the journal Työelämän tutkimus - Arbetslivsforskning	2003-2007

Other positions

Adjunct professor, Lappeenranta University of Technology	2008-
Adjunct Professor, Tampere University of Technology	2001-
Leader of the Graduate School for Intellectual Capital and Knowledge Management (Lappeenranta University of Technology and Tampere University of Technology)	2003-2007
Founding member of the New Club of Paris (invited)	2005-

Professional Expert Positions

Chair of the quality audit of Helsinki University of Technology (nominated by Finnish Higher Education Evaluation Council, Ministry of Education)	2007-2008
Chair of working life committee / Information Society Policy Programme (nominated by Government of Finland),	2003-2007
Member of the quality audit of the administration of the University of Helsinki	2004-2005
Leader of the expert group: The Regional Impact of Innovation and Technology Programs (invited by Parliament of Finland, Committee for the Future)	2001-2004
Chair of the quality audit for Helsinki Business Polytechnic, (nominated by Finnish Higher Education Evaluation Council)	2003
Member of STRATA-ETAN high level expert group: Mobilising Regional Foresight (invited by Research Directorate General, Scientific and Technologic Foresight, European Commission)	2001-2002
Member of the Expert group: Development of University Management and Funding (invited by Ministry of Education)	2001-2002
Member of the international quality audit for university teaching in the University of Helsinki	2001-2002
Member of Quality Audit for the National Quality Award Competition (nominated by the Center for Excellence – Finland)	2001-2002
Member of quality audit for university teaching	

at University of Tampere	1999
Member of FINHEEC, Finnish Higher Education Evaluation Council	
(nominated by Ministry of Education)	1998-1999
Member of Quality Reward Audit for Schools and Institutes in Southern Finland	
(nominated by County Administrative Board of Southern Finland)	1995-1997

List of publications

Articles in refereed international journals and books

1. Ståhle, P. Knowledge Management as a Learning Challenge. 2002. *Lifelong Learning in Europe LLinE* Vol. VII issue 1/2002
2. Ståhle, P., Hong, J. 2002. Managing Dynamic Intellectual Capital in World Wide Fast Changing Industries. *Journal of Knowledge Management*. Vol 6, No. 2.
3. Blomqvist, K-M & Ståhle, P. 2003. Trust in Technology Partnerships. Maija-Liisa Huotari and Mirja Iivonen (Eds.). *Knowledge Management and Systems in Organizations*. Idea Group Publishing.
4. Ståhle, P., Pöyhönen, A. & Kyläheiko, K. 2003. Towards Operationalization of Dynamic Capabilities. Y. Hosni (Ed.) *Internet Economy: Opportunities and Challenges for Developed and Developing Regions of the World*. Elsevier.
5. Köppä, L., Sivonen, S. & Ståhle, P. 2004. Utveckling av expertis kunskap. Jernström, E., & R. Säljö (Red.) *Lärande i arbetsliv och vardag*. Jönköping: Brain Books AB (The development of expert knowledge)
6. Hong, J. & Ståhle, P. 2005. The co-evolution of Knowledge and competence management, *International Journal of Management Concepts and Philosophy*, 1(2), 129-145.
7. Ståhle, P. & Ståhle, S. 2006. Intellectual Capital and National Competitiveness: Conceptual and Methodological Challenges. A. Bounfour (Ed.) *Capital Immatériel, Connaissance et Performance*. L'Harmattan: Paris. ISBN 2-296-01128-4. pp. 415 -429.
8. Ståhle, P. & Bounfour, A. 2008. Understanding Dynamics of Intellectual Capital. *Journal of Intellectual Capital, special issue of Intellectual Capital of Communities: The Next Step*. Vol 9, No. 2, 164-177. (1)
9. Ståhle, P. 2008. Dynamics of Intellectual Capital of Morocco. A. Bounfour (Ed). *Le Capital immatériel du Maroc: Une stratégie pour le XXI^{ème} siècle*. Fondation Ona. Le nouveau Club of Paris. ISBN 9954-8946-0-8. PP. 45-71.
10. Ståhle, P. 2008. National Intellectual Capital as an Economic Driver: Perspectives on Identification and Measurement. G. Ahonen (Ed.) *Inspired by Knowledge in Organizations. Essays in honour of Professor Karl-Erik Sveiby in his 60th birthday 29th June 2008*. Publications of the Swedish School of Economics and Business Administration.
11. Ståhle, P. (2008): The dynamics of self-renewal: A systems-thinking to understanding organizational challenges in dynamic environments. A. Bounfour (Ed.) *Organisational Capital: Modelling, measuring and contextualizing*. London, Routledge.
12. Ståhle, P. 2010. Austria: Towards the Top League of Innovation Driven Economies. Guenter R.Koch (Ed), *Austria's Transformation into the Knowledge Society*. pp. 69-106. Verlag Holzhausen GmbH, Austria. ISBN: 978-3-85493-183-6
13. Junell, J. & Ståhle, P. 2011. Measuring Organizational Renewal Capability, Case Training Service Business. *Competitiveness Review*, Vol. 21, Iss: 3, pp.247 - 268
14. Ståhle, P., Ståhle, S & Aho, S. 2011. Value Added Intellectual Coefficient (VAIC): a critical analysis. *Journal of Intellectual Capital*. Vol 12, issue 4, pp.531 – 551. (2)

15. Stähle, P. 2011. Malaysia towards Knowledge and Innovation Society: Putting Fundamentals in Place. Ahmed Bounfour (Ed), *Bridging the Knowledge Divide: Building the Malaysian Link* Perdana Leadership Foundation: Putrajaya. ISBN 978-983-068-646-2
16. Aho, S., Stähle, S. & Stähle, P. 2011. Critical analyses of the Calculated Intangible Value (CIV) method. *Measuring Business Excellence*. Issue 4, pp. 27-35.
17. Stähle, S. & Stähle, P. 2012. "Towards measures of national intellectual capital: an analysis of the CHS model", *Journal of Intellectual Capital*, Vol. 13, Issue 2, pp.164 – 177.

(1) Outstanding Paper Award Winner at the Literati Network Awards for Excellence 2009.

(2) Outstanding Paper Award Winner at the Literati Network Awards for Excellence 2012.

Articles in refereed Finnish journals and Finnish books

18. Nylander, O., Stähle, P. & Nenonen, M. 2003. Informaatio-ohjauksesta tietointensiiviseen vuorovaikutukseen. *Yhteiskuntapolitiikka* 68, 1, 3-18. (From information based control to knowledge intensive interaction)
19. Stähle, P. 2004. Itseuudistumisen dynamiikka – systeemiajattelu kehitysprosessien ymmärtämisen perustana. Teoksessa Markku Sotarauta ja Kati-Jasmin Kosonen (toim.) *Näkymätön näkyväksi: Avauksia kehitysprosessien näkymättömän dynamiikan tutkimukseen*. Tampere University Press: Tampere (The dynamics of self-renewal – systems thinking as a bases for understanding development processes)
20. Keskinen, A. & Stähle, P. 2006. Tulevaisuustieto johtamisessa. Teoksessa Aki-Mauri Huhtinen (toim.) *Sotilasjohtamisen tiedon intressi*. National Defence College Publications, Department of Management and Leadership, Series 2, No:16/2006, ISBN 921-25-1668-3.
21. Stähle, P. & Kuosa, T. 2009. Systeemien itseuudistuminen – uutta ymmärrystä kollektiivien kehittymiseen. *Aikuiskasvatus* 2/2009, vol. 29, siv. 104-115. ISSN 0358-6197
22. Aho, S., Stähle, S. & Stähle, P. 2011. Aineettoman pääoman mittaaminen: VAIC ja CIV -menetelmien kriittistä tarkastelua. *Liiketaloudellinen aikakauskirja* 2011/1, 92-101.
23. Stähle, P. 2012. Yliopisto – tietämyksen edelläkävijä? Teoksessa Pirjo Stähle & Antti Ainamo (toim.) *Innostava yliopisto – kohti uudistavaa yliopistojohtamista*. Siv. 14-25. Gaudeamus. Tallinna. ISBN 978-952-495-222-4
24. Stähle, P. & Åberg, L. 2012. Voiko yliopiston uudistumista johtaa? Teoksessa Pirjo Stähle & Antti Ainamo (toim.) *Innostava yliopisto – kohti uudistavaa yliopistojohtamista* Siv. 26-55. Gaudeamus. Tallinna. ISBN 978-952-495-222-4
25. Stähle, P. & Åberg, L. 2013. Leimahduksia kaaoksen partaalla – organisaatiot ennakoimattomassa maailmassa. Teoksessa J. Hämeen-Anttila, K. Katajala, A. Aihvonen & I. Hetemäki *Kaikki syntyy kriisistä*. siv. 141-162. Gaudeamus. Tallinna. ISBN: 978-952-495-286-6.

Scientific monographs

26. Stähle, P. 1998. Supporting a system's capacity for self-renewal. Department of Teacher Education. University of Helsinki. Research Report 190. Academic dissertation in educational sciences. (pp.393)
27. Stähle, P. & Sotarauta, M. 2002. Alueellisen innovaatiotoiminnan tila, merkitys ja kehityshaasteet Suomessa. Esiselvitys. Tulevaisuusvaliokunta, Teknologian arviointeja 13. Eduskunnan kanslian julkaisu 8/2002. Helsinki.(pp.80) (The state, the meaning and the challenges of regional innovativeness in Finland. Published by the Future Committee, Parliament of Finland)
28. Stähle, P., Stähle, S., Pöyhönen, A. 2003: Analyzing Organization's Dynamic Intellectual Capital. A System-based theory and application. *Acta Universitatis Lappeenrantaensis* 152. Lappeenranta.(pp.191)

29. Ståhle, P. & Sotarauta, M. 2003. Alueellisen innovaatiotoiminnan tila, merkitys ja haasteet Suomessa. Loppuraportti. Tulevaisuusvaliokunta, Teknologian arvioiteja 15. Eduskunnan kanslian julkaisu 3/2003. Helsinki.(pp.226) (The state, the meaning and the challenges of regional innovativeness in Finland, II. Published by the Future Committee, Parliament of Finland)
30. Smedlund, A., Pöyhönen, A. & Ståhle, P. 2003. Yritysverkostot ja tietojohdaminen. Tekniikan akateemisten Liitto TEK. Helsinki.(pp. 94) (Company networks and knowledge management)
31. Ståhle, P., Sotarauta, M. & Pöyhönen, A. 2004. Innovatiivisten ympäristöjen ja organisaatioiden johtaminen. Tulevaisuusvaliokunta, Teknologian arvioiteja 13. Eduskunnan kanslian julkaisu 6/2004. Helsinki. (Leadership of innovative environments and organizations. Published by the Future Committee, Parliament of Finland)
32. Mika Hannula & Pirjo Ståhle (eds). 2004. Perspectives on Organizational Knowledge and its Measurement. Lappeenranta teknillinen yliopisto.
33. Ståhle, P., Smedlund, A., & Köppä, L. 2004. Välittäjäorganisaatioiden rakenteelliset ja dynaamiset haasteet: osaselvitys innovatiivisesta johtamisesta monen toimijan verkostossa. Report financed by Finland's Ministry of Trade and Industry. [http://ktm.elinar.fi/ktm_jur/ktmjur.nsf/All/82C22418EEFA2836C2256F26003D29AA/\\$file/jaettu_johtajuus_final.pdf](http://ktm.elinar.fi/ktm_jur/ktmjur.nsf/All/82C22418EEFA2836C2256F26003D29AA/$file/jaettu_johtajuus_final.pdf)
34. Hyrkäs, E. & Ståhle, P. (2005). Osaamisen johtaminen Suomen kunnissa. Kuntaosaaja 2012 -hanke. <http://www.efeko.fi/default.asp?path=71259;72036;72037;83670> (Competence management and development in Finnish municipalities)
35. Ståhle, P. & Ståhle, S. 2006. Osaamistarpeen ennakointijärjestelmä – Educational Intelligence System EIS. Tulevaisuusluotain. Elinkeinoelämän keskusliitto.
36. Ståhle, Pirjo & Ståhle, Sten (2007) [Education Intelligence System \(EIS\)](#). FFRC eBook 7/2007. Finland Futures Research Centre, Turku School of Economics. 62 p. ISBN 978-951-564-512-8.
37. Lönnqvist, A., Blomqvist, K., Hannula, M., Kianto, A., Kärkkäinen, H., Maula, M., Ståhle, P. (2007), Tietojohdaminen tutkimusalueena. Pilot-kustannus Oy, Tampere.
38. Pirjo Ståhle (ed.). 2007. Five Steps for Finland's Future. A high level Round Table initiated by The New Club of Paris, held in Helsinki November 14th, 2006 with and for Prime Minister Matti Vanhanen. Technology Review 202/2007. Tekes: Helsinki. ISSN 1239-758-X. ISBN 978-952-457-359-7.

Refereed conference papers

39. Ståhle, P., Salmi, M., Zienau, N. & Kojo, H. 1997. Using an evaluation model to measure organisation's ability for self-renewal. In Kodonas, D. & Argyropoulos. Change & Innovation: The Challenge for Small Firms. 27th European Small Business Seminar, 17-19 September 1997, Rhodes (pp. 503-508). Athens: Elkepa.
40. Blomqvist, K. & Ståhle, P. 2000. Building Organizational Trust. A paper presented at the 16th IMP conference, September 6th-9th at Bath, UK.
41. Ståhle, P. & Kyläheiko, K. 2002. Towards Operationalization of Dynamic Capabilities. A paper presented at IAMOT Conference, March 10 – 14, Miami Beach, Florida.
42. Hong, J., Ståhle, P. & Holland, D. 2002. Knowledge Management as Collective Learning Challenge: A Cultural Exploration. ISCRAT Conference June 2002, Amsterdam, Netherlands.
43. Ståhle, P. 2002. Self-generative Capability of Regional Foresight. The paper presented at a conference in Brussels by EU, Research DG: Europe's Regions Shaping the Future: The role of Foresight Conference, September 24th - 25th, Brussels.
44. Ståhle, P., Pöyhönen, A., Ståhle, S. & Hong, J. 2002. Valuing dynamic intellectual capital. Paper published in the CD-rom proceedings of the conference "The Transparent Enterprise. The Value of Intangibles.", November 25-26, 2002, Madrid, Spain.

45. Hong, J. & Ståhle, P. 2003. Competence-based perspective on knowledge management and its strategic implications. A paper presented at the 17th Nordic Conference on Business Studies, August 14-16 Reykjavik, Island.
46. Hong, J. & Ståhle, P. 2003. Complexity and trends of learning and competence development, paper at Sixth International LInE Conference: Valuing Learning - Learning Valuing, Helsinki September 25-27.
47. Hong, J., Pöyhönen, & Ståhle, P. 2003. Communicative tools and knowledge sharing, Work and Lifelong Learning in Different Contexts: 3rd International Conference of Researching Work and Learning, Proceedings Book IV, 83-92, University of Tampere.
48. Hong, J., Lehtonen, M. & Ståhle, P. 2004. Co-evolution of Knowledge and Competence Management and its Strategic Implications. A paper presented at OKLC conference, March 4-6, Innsbruck, Austria.
49. Pöyhönen, A., Ståhle, P. & Ståhle, S. 2004. The Link Between a Company's Dynamic Intellectual Capital and Business Performance. Proceedings of the International IC Congress: Interpretation and Communication of Intellectual Capital. 2-3 September 2004, Helsinki, Finland. (CD-rom).
50. Ståhle, P. & Pöyhönen, A. 2005. Intellectual Capital and National Competitiveness: A Critical Examination. Case Finland. In the proceedings of the European Conference on Knowledge Management. 8-9 September, 2005, Limerick, Ireland.
51. Hong, J. & Ståhle, P. 2005. Workplace learning and competence development, paper presented at the 4th International Conference on Researching Work and Learning, December 11-14 Sydney.
52. Hyrkäs, E., Hong, J., & Ståhle, P. 2005. Competence management and development in municipalities - case Finland, paper presented at the 4 International Conference on Researching Work and Learning, December 11-14 Sydney
53. Keskinen, Auli & Ståhle Pirjo. 2006. Foresight Knowledge in Strategic Management and Leadership, in Proceedings of ECW06, the 5th European Conference on Information War and Security, Helsinki, 1-2 June, 2006, Academic Conferences International Limited, UK.

Books

54. Ståhle, P. & Grönroos, M. 1999. Knowledge Management – tietopääoma yrityksen kilpailutekijänä. WSOY: Porvoo, Helsinki, Juva. (pp.218) (Knowledge management – Intellectual capital as a competitive advantage)
55. Ståhle, P. & Grönroos, M. 2000. Dynamic Intellectual Capital - Knowledge Management in Theory and Practice. WSOY: Porvoo, Helsinki, Juva
56. Ståhle, P. & Laento, K. 2000. Strateginen kumppanuus – avain uudistumiskykyyn ja ylivoimaan. Ekonomia. WSOY: Porvoo, Helsinki, Juva. (pp.165) (Strategic partnership – key to continuous renewal)
57. Ståhle, P., Kyläheiko, K., Sandström, J. & Virkkunen, V. 2002. Epävarmuus hallintaan – yrityksen uudistumiskyky ja vaihtoehdot. WSOY: Jyväskylä (pp.238) (How companies manage uncertainty and develop their renewal capability).
58. Ståhle, P. & Wilenius, M. 2006. Luova tietopääoma – tulevaisuuden kestävä kilpailuetu. Edita: Helsinki. (pp.258) (Creative Knowledge Capital – Competitive Advantage for Sustainable Future).
59. Ståhle, P. & Ainamo, A. (toim.). 2012. Innostava yliopisto – kohti uudistavaa yliopistojohtamista. 220 s. Gaudeamus. Tallinna. ISBN 978-952-495-222-4. (Inspiring university – towards renewing university management)
60. Hautamäki, A. & Ståhle, P. Ristiriitainen tiedepolitiikkaamme: suuntana innovaatiot vai sivistys? 207 s. Gaudeamus. Helsinki. ISBN 978-952-495-277-4. (Contradictory science policy in Finland)

Other publications

61. Lehtinen, E., Kess, P., Ståhle, P. & Urponen, K. 2000. Tampereen yliopiston opetuksen arviointi. Korkeakoulujen arviointineuvoston julkaisuja 1:2000. Edita. Helsinki. (Evaluation of eaching of the University of Tampere)
62. Benedict, F., Ekman, B., Heinimann, H.R., Lunnan, A., Pawsey, R., Ståhle, P. Willingness to Change. Evaluation of the Quality of Education and the Degree Programs of the University of Helsinki, Faculty of Agriculture and Forestry. Final Report of the International Evaluation Panel. Helsinki, March 2002 . (Unpublished)
63. Ståhle, P., Hämäläinen, K., Laiho, K., Lietoila, A., Roiha, J., Weijo, U. & Seppälä, H. 2004. Tehokas järjestelmä – elävä dialogi. Helian laatutyön auditointi. Korkeakoulujen arviointineuvoston julkaisuja 6:2004. Helsinki. (pp. 46) (Effective System – Living Dialogue. Evaluation of the quality system of Helia University of Applied Sciences)
64. Ståhle, P., Mäkelä, K. & Granqvist, N. 2005. Monititeisen tiedon tutkimuksen puolesta. Kanava 6/2005.
65. Pirjo Ståhle, P. & Liisa Virolainen (toim). 2006. Tieto ja osaaminen kilpailuetuna. Johtamisen käsikirjat. Kauppalehti. (*Knowledge as Competitive Advantage*)
66. Ståhle, P. 2006. Tietojohtaminen. Teoksessa Pirjo Ståhle & Liisa Virolainen (toim.) Tieto ja osaaminen kilpailuetuna. Johtamisen käsikirjat. Kauppalehti. (Knowledge creation and management in *Knowledge as Competitive Advantage*)
67. Ståhle, P. & Sotarauta, M. 2006. Innovaatioiden johtaminen. Teoksessa Ståhle, P. & Virolainen, L (eds) Tieto ja osaaminen kilpailuetuna. Johtamisen käsikirjat. Kauppalehti. (Innovative leadership in *Knowledge as Competitive Advantage*)
68. Ståhle, P., Karppanen, E., Kiiskinen, N., Okkonen, T., Saxen, H., Uusi-Rauva, E., Holm, K., Seppälä, H. 2008. Teknillisen korkeakoulun laadunvarmistusjärjestelmän auditointi. Korkeakoulun arviointineuvoston julkaisuja 1:2008. Tampere. (pp. 60). ISBN 978-952-206-076-1. ISSN 1457-3121.
69. Ståhle, P. 2010. Tuottaako kansallinen tietopääoma talouskasvua? Pääkirjoitus Tieteessä tapahtuu -lehdessä, Vol 28, Nro 4-5 (2010).

In addition over 100 articles and columns in popular and professional journals and over 400 lectures in academic, professional and business conferences.