Kirsi Elina Kallio, PhD

Researcher's Curriculum Vitae

Adult education scholar and postdoctoral researcher specialising in Developmental Work Research, workplace and organisational learning, professional development and systemic transformation of work. PhD in Adult Education and Developmental Work Research and Licentiate of Philosophy in Speech Communication. Over 30 years of university-level teaching experience in Finland and internationally, complemented by extensive experience in research-informed organisational development and cross-sector collaboration. Current research focuses on collective learning, agency, organisational transformation and AI-mediated work.

1. Personal details and date of the curriculum vitae

Surname and given names: Kallio, Kirsi Elina
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Date of CV: 29 July 2026

2. Degrees and academic qualifications

7 May 2026 Doctor of Philosophy (PhD)
Doctoral Programme in Cognition, Learning, Instruction and Communication; research field: Adult Education and Developmental Work Research.
University of Helsinki, Faculty of Educational Sciences, P.O. Box 9, FI-00014 University of Helsinki, Finland
Doctoral dissertation: Towards Value Co-Creation in Industrial Automation. Employing the Boundary-Crossing Change Laboratory to Support Strategic Transformation.

27 Nov 2001 Licentiate of Philosophy, Speech Communication
University of Jyväskylä, Faculty of Humanities, Finland.
Licentiate thesis: Työyhteisö viestintäteknologian käyttäjänä. Miten ymmärtää yhteistoiminnan mahdollistavan teknologian käyttöönottoa ja käyttöä suomalaisen monitoimialakonsernin kahdessa työyhteisössä?
*[*The Work Community as a User of Communication Technology: Understanding the Adoption and Use of Collaborative Technology in Two Work Communities of a Finnish Multi-Industry Corporation.*]*

10 Mar 1997 Master of Arts, Speech Communication
University of Jyväskylä, Faculty of Humanities, Finland
Master's thesis: Silkkaa tekniikkaa vai pelkkää mielikuvaa? Viestintäteknologian ja viestintäkäyttäytymisen välisen suhteen teoreettista analysointia.
*[*Purely Technology or Merely an Image? A Theoretical Analysis of the Relationship Between Communication Technology and Communication Behaviour.*]*

3. Other education, training and expertise

2023
EMCC Global Individual Accreditation (EIA), Senior Practitioner, EMCC Global
International professional accreditation in coaching and mentoring.

12 October 2021–22 August 2023
Certified Professional Supervisor (STOry), Step by Step
Professional supervision programme, 60 ECTS credits; qualification awarded on 22 August 2023.

31 August 2022
Approved Board Member Qualification (HHJ), Helsinki Region Chamber of Commerce
Two-stage board governance programme and examination; qualification completed on 31 August 2022.

September 2021–October 2022
Executive Business Coach Programme, Henley Business School Finland / Henley Business School, United Kingdom
Programme comprising 30 credits.

2017
University Pedagogy Studies, 15 ECTS credits, University of Helsinki, Finland

1 September 1999–19 December 2000
Professional Teacher Education and Formal Qualification as a Vocational Teacher, Jyväskylä School of Professional Teacher Education, Jyväskylä, Finland
Programme comprising 35 Finnish credits under the pre-ECTS study-week system; qualification awarded on 19 December 2000.

1990-1991
Radio Journalism Programme, Finnish Broadcasting Company Yle and Lahti Folk High School, Lahti, Finland

4. Language skills

- **Finnish:** Native language
- **English:** Advanced proficiency (**CEFR C1**); fluent spoken and written communication, including independent academic writing, university-level teaching, research communication and presentations at international conferences
- **Swedish:** Basic spoken and written proficiency (**CEFR A2**)
- **German:** Elementary proficiency (**CEFR A1**)

5. Current employment

1 Jan 2026 – 31 Dec 2028
University Teacher, University of Vaasa, School of Management, Vaasa, Finland, full-time.

Responsibilities include teaching in management and human resource management, course design and development, assessment and feedback, supervision of bachelor's and master's theses, postdoctoral research, serving as the University of Vaasa lead for the EU-funded Wellbeing and AI project, and membership of the project steering group.

Academic research career stage: Stage II, postdoctoral researcher, applying the Finnish four-stage research career model.

Current secondary position

October 2008–present
Part-time Lecturer in Education, **Open University and Faculty of Educational Sciences, University of Helsinki, Finland**
Teaching a broad range of university-level courses in educational sciences, adult education, workplace and organisational learning, expertise development, and developmental work research. The teaching has been conducted under multiple separate fixed-term and hourly paid employment contracts.

6. Previous work experience

Academic and research appointments

July 2025, July 2026
Part-time Lecturer, Häme Summer University / Tampere University Open University, Finland
Course responsibility for *Learning Across the Life Course and in Different Learning Environments* (5 ECTS), including course design, online teaching, student guidance, assessment and feedback.

3 February–13 March 2026
Part-time Lecturer, Kokkola University Consortium Chydenius, University of Jyväskylä, Finland
Teaching, student guidance and assessment on the course *Foundations of Interaction and Communication*.

9 November–18 December 2025
Part-time Lecturer, Joint Institute of Zhejiang Wanli University and Brand University of Applied Sciences, Ningbo, China
Prepared and delivered the intensive English-medium course *International Brand Culture & Communication* (120 class hours) for third-year university students. Responsibilities included course planning, teaching, student assessment and submission of the required teaching materials.

1 May–31 August 2025
Doctoral Researcher, Faculty of Educational Sciences, University of Helsinki, Helsinki, Finland
Finalised an article-based doctoral dissertation in adult education and developmental work research.

2021–2024
Part-time Lecturer, HELBUS Helsinki School of Business / University of Northampton, Helsinki, Finland
Delivered English-medium courses in Human Resource Management in face-to-face and online formats. Responsibilities included course preparation, teaching, assignment design, student guidance, assessment and feedback in accordance with the academic requirements and quality standards of the University of Northampton and Pearson.

5 November–5 December 2019
Part-time Lecturer, Aalto University, Helsinki, Finland
Human Resource Management (5 ECTS) for business students: 32 hours of teaching in English, and the supervision and assessment of course assignments.

1 October–31 December 2011
Project Researcher, Aalto University, Helsinki, Finland
Conducted research in a project focusing on tablet-based newspapers and the use of digital media.

1 January 2003–20 June 2009
Doctoral Researcher and Project Researcher, Centre for Activity Theory and Developmental Work Research, University of Helsinki, Helsinki, Finland
Worked as a member of a multidisciplinary research group and contributed to collaborative research, data collection, analysis and theoretical development. Responsibilities included the practical design, preparation and facilitation of a Boundary-Crossing Change Laboratory intervention in an industrial automation organisation, as well as the collection and analysis of interview, observational and video data. Doctoral training was undertaken within the national KASVA Graduate School in Education and included advanced studies in cultural-historical activity theory, developmental work research and the Change Laboratory methodology.

March 1997–August 1999
University Teacher, Department of Communication, University of Jyväskylä, Jyväskylä, Finland
Taught communication courses and participated in research. Planned and coordinated an EU-funded communication study programme.

Other relevant professional experience

March 2019–December 2025
Full-time Entrepreneur, Tmi Kirsi Elina Kallio / Kasvun Katalyytti Oy, Nokia, Finland
Designed and facilitated research-informed organisational development interventions, leadership development programmes and cross-sector collaboration processes. Provided executive coaching, professional supervision, service design, training and expert consultancy to public-, private- and third-sector organisations.

April 2022–December 2023
Ecosystem Partner, Humap Consultation Oy, Finland — independent contractor
Provided organisational and leadership development, coaching, facilitation and consultancy services.

4 January 2016–31 December 2017
Senior Specialist, Education and Communications, Flowbox Oy, Turku, Finland
Developed and delivered training and communications services and contributed to service

development. Responsible for the sales and marketing of digital video and video-based learning solutions to educational organisations.

September 1996–May 1997
Part-time Teacher, Finnish Sports Institute, Vierumäki, Finland
Taught Finnish language, communication and interpersonal skills.

7. Career breaks

Aug 2004 - June 2005
Parental leave - 11 months

July 2006 - May 2007
Parental leave - 11 months

June 2007 - May 2008
Career break due to family and health-related circumstances - 12 months

July 2009 - July 2014
Part-time employment due to demanding family and health-related circumstances - 67 months

8. Research funding and grants

2022
Finnish Work Environment Fund, EUR 6,000
Personal non-fiction writing grant for *Moderni johtaja*; applicant and author: Kirsi Elina Kallio.

2014
Finnish Cultural Foundation, EUR 22,000
Personal research grant for doctoral research in educational sciences; applicant and researcher responsible for carrying out the research: Kirsi Elina Kallio.

2014–2015
Travel Grants, University of Helsinki and Finnish Work Environment Fund
Funding for presenting accepted research papers at international conferences: ESREA, Osnabrück, 2014; EGOS, Rotterdam, 2014; OLKC, Milan, 2015; and EGOS, Athens, 2015.

2000
Finnish Cultural Foundation, FIM 80,000
Personal research grant for licentiate and doctoral research in speech communication on the use of communication technology in workplace communities.

1999
Finnish Cultural Foundation, FIM 80,000
Personal research grant for licentiate and doctoral research in speech communication on the use of communication technology in workplace communities.

9. Research Outputs

The research output portfolio comprises **17 publications and four academic theses**, including an article-based doctoral dissertation published by the University of Helsinki in 2026. The outputs address adult education, workplace and organisational learning, developmental work research, professional agency, communication technology, leadership and organisational transformation.

- **Five peer-reviewed scientific publications**, including journal articles and chapters in international edited volumes. These publications examine communication technology in organisations, workplace learning and professional agency in changing work practices, the implementation of process-optimisation technologies, and collaboration across organisational boundaries.
- **Seven other scientific publications**, including scholarly articles, chapters in edited volumes, conference proceedings and academic book reviews. These outputs address workplace communication, digital media, communication technology, civic participation and democratic engagement.
- **Five professional and popular publications** communicating research-based knowledge to professional and wider audiences. These include publications on workplace learning, leadership, competence development, video-based pedagogy and university teaching, as well as the professional book *Moderni johtaja: Työsuhteiden johtamisesta toiminnan johtamiseen*.
- **Four academic theses**, comprising two master's theses, one licentiate thesis and one article-based doctoral dissertation.

The article-based doctoral dissertation, *Towards Value Co-Creation in Industrial Automation: Employing the Boundary-Crossing Change Laboratory to Support Strategic Transformation*, was published by the University of Helsinki in 2026. It examines learning, contradictions, boundary crossing and the development of collaborative agency during an industrial organisation's transition from product-centred operations towards customer-specific value co-creation.

- **Conference presentations:** 31 presentations at international and national academic conferences, comprising 12 international and 19 national presentations. Conference presentations are reported separately and are not included in the publication totals.

A complete publication list, classified according to the publication-type categories of the Finnish Ministry of Education and Culture, and a separate list of conference presentations are provided as appendices.

Key publications:

1. Kallio, K. E. (2026). Towards Value Co-Creation in Industrial Automation: Employing the Boundary-Crossing Change Laboratory to Support Strategic Transformation. Dissertationes Universitatis Helsingiensis 4/2026. Helsinki: University of Helsinki. ISBN 978-952-84-1759-0 (electronic).

2. Kallio, K. (2015). Dilemmas in Automation Engineers' Daily Work and the Changing Form of Learning. In U. Haake, C. H. Jørgensen, H. Toiviainen & A. Wallo (Eds.), Working and Learning in Times of Uncertainty (pp. 117–130). Rotterdam: Sense Publishers.

3. Kallio, K. (2010). The meaning of physical presence: An analysis of the introduction of process-optimisation software in a chemical pulp mill. In H. Daniels, A. Edwards, Y. Engeström, T.

Gallagher & S. Ludvigsen (Eds.), Activity Theory in Practice (pp. 25–48). London & New York: Routledge.

4. Kallio, K. E. (2025). Työn muutos on oppimisen muutos [Learning in working life is changing]. Työn Tuuli, 2/2025.

5. Kallio, K. E. (2023). Moderni johtaja: Työsuhteiden johtamisesta toiminnan johtamiseen [The modern leader: From managing employment relationships to leading activity]. Helsinki: Kauppakamari.

Manuscripts submitted for peer review

- **Four research article manuscripts submitted to international peer-reviewed journals in June 2026.** These manuscripts are not included in the publication totals.

10. Research supervision and leadership experience

- University of Vaasa lead for the EU-funded *Wellbeing and AI* project and member of the project steering group, 2026–.
- Supervision of bachelor's and master's theses at the University of Vaasa since 2026; all supervision assignments are ongoing at the time of application.
- Supervision of students' research and development assignments, essays, learning diaries and working-life-oriented projects at several universities.

11. Teaching merits

- **Over 30 years of university-level teaching experience** in Finland and internationally, comprising more than 200 documented teaching assignments and course implementations and approximately 5,200 hours of teaching, supervision, assessment and related academic responsibilities.
- **Formal pedagogical qualifications**, including professional teacher education and 15 ECTS credits in university pedagogy, complemented by advanced training in executive coaching and professional supervision.
- Extensive experience in the **design, coordination and delivery of complete university-level courses** in adult education, educational sciences, workplace and organisational learning, expertise development, developmental work research, leadership, human resource management, communication and interaction.
- Strong record of **research-informed teaching and pedagogical development**, including the development of course structures, learning materials, assignments, assessment criteria, feedback practices and online learning environments. Experience also includes coordinating study modules, supervising tutors and collaborating with teachers, visiting experts, international university partners and working-life organisations.
- Experience across **face-to-face, online, hybrid, blended and flipped learning formats**. Specialist expertise in online and video-based pedagogy, including full-time work in 2016–2017 developing and implementing pedagogically informed video-based learning solutions for educational organisations.
- **International and English-medium teaching experience** in China, India and Finland. In China, responsible for preparing and delivering the intensive course *International Brand Culture & Communication* at Zhejiang Wanli University, comprising 120 class hours.

Additional experience includes teaching and assessment in accordance with the academic quality standards of international higher education partners.
- Extensive experience in **student guidance, assessment and constructive feedback**, including the supervision of bachelor's and master's theses, research and development assignments, essays, learning diaries and working-life-oriented group projects.
- **Teaching demonstration assessed as Excellent**, University of Vaasa, recruitment process for a University Teacher position in Management, 16 April 2025.

A detailed record of courses, teaching assignments, institutions, dates, teaching hours and responsibilities is available upon request.

12. Other significant academic merits

- **Session Chair**, 31st EGOS Colloquium, sub-theme *Activity Theory and Organizations*, Athens, Greece, 2–4 July 2015.
- **Session Chair**, Euricom Colloquium: *Electronic Networks and Democratic Engagement*, Nijmegen, the Netherlands, 10 October 2002.
- **Peer Reviewer of Scientific Manuscripts**, including review assignments for the *Journal of Workplace Learning*.
- **Anonymous Expert Reviewer of Research Funding Applications**, Finnish Work Environment Fund. Assessment of the scientific quality, feasibility and relevance of research and development project proposals.
- B**oard Member**, Tiedotusopillinen yhdistys TOY ry, 2002–2003.

13. Scientific and societal impact

Selected examples of research-informed societal impact

- **City of Helsinki, May 2022–January 2023:** Designed and facilitated a Change Laboratory intervention involving professionals from social work services for immigrants and municipal employment services. The process supported the joint examination of service practices, strengthened cross-service collaboration and contributed to the development of a more integrated approach to supporting immigrant clients.
- **Helsinki-Uusimaa Regional Council, TEPA24 project, March–June 2024:** Facilitated two thematic development groups focusing on employer and business cooperation and on integration and immigration. The work brought together stakeholders from different sectors and contributed to the preparation of collaborative practices for Finland's national employment services reform.
- **Yhdessä parasta project, January–May 2022:** Co-designed and delivered, together with Annarita Koli, a research-based development programme for professionals representing **25 Finnish vocational education institutions**. The programme introduced participants to developmental work research and provided practical methods for facilitating organisational learning and development.

Research-informed professional education and organisational development

- More than 30 years of experience in applying research-based knowledge to organisational development, leadership, professional education, facilitation and coaching. The work has

drawn particularly on workplace learning, cultural-historical activity theory and developmental work research, as well as expertise in communication and design thinking. It includes organisational development interventions, leadership programmes, cross-sector collaboration processes, tailored training and coaching, and extensive multi-module professional education programmes developed with universities and continuing education providers, including the University of Helsinki Centre for Continuing Education HY+. The work has involved leaders, experts and workplace communities across public-, private- and third-sector organisations.

Selected examples of science communication and public engagement

- **Author of the professional book** *Moderni johtaja: Työsuhteiden johtamisesta toiminnan johtamiseen* [*The Modern Leader: From Managing Employment Relationships to Leading Activity*] (Kauppakamari, 2023). The book translates research-based knowledge on leadership, workplace learning and organisational activity for professional audiences and was also published as an audiobook narrated by the author.
- **Host of the HENRY Talks podcast**, 2021–2022, communicating research-based perspectives on leadership, human resource management and changing working life to professional audiences.
- **Active research and working-life communicator** with approximately 20,000 LinkedIn followers in July 2026. Regularly communicates research-based knowledge on workplace learning, organisational transformation, leadership, academic work and the changing role of artificial intelligence in organisations.
- **Invited speaker, expert writer and media contributor** on topics including workplace learning, leadership, organisational change, communication and research. Contributions include commissioned expert articles, professional publications, keynote presentations, podcasts and expert interviews.

14. Other information

Selected academic and professional positions of trust

- **Member of the Researcher Working Group**, Finnish Union of University Researchers and Teachers, 1999–2001.
- **Member of HENRY ry, the Finnish Association for Human Resource Management**, including responsibility for leading its Strategic HR Network, 2018-.
- **Member of the Finnish Strategic Management Society (SSJS),** 2017-2025**.**

Selected societal positions of trust

- **Chair and Member of the Executive Committee**, Siuron Tuisku Sports Club, 2006–2022
- **Member of the Parish Council of Nokia Parish**, 2010–2014.