

1. PERSONAL BACKGROUND

Name Pia Helena Lappalainen
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Education

Doctor of Science (Tech) Lappeenranta University of Technology, 2012
Faculty of Technology Management
Leadership, HR and Organizations

Communications Minor Helsinki University, 2003
Faculty of Social Sciences,
72 ECTS in Organizational Communications

Master of Arts Helsinki University, 1997
English Philology
Faculty of Humanities
French Philology
Pedagogics

Other diplomas

2017: MIT program - Platform Strategies for Business
2015: Leadership coach
2013: Conflict mediator
1988: High School Diploma, Pohjois-Tapiola High School, Espoo
1986: High School Diploma, Catonsville High School, Maryland, US

Awards and recognitions

- 1) **Voted as a Top-10 speaker by HENRY ry in 2022.**
- 2) **Proposal in the SSJS “Strategy Measure of the Year 2017” competition selected as finalist**
Proposed Fondia for changing rules of the game in its markets. Fondia was selected among top-3 finalists.
- 3) **Submitted a winning proposal to the “Interaction of the Year 2016” competition**
Prologos ry granted the prize to Timo Pehrman’s lifetime work on conflict mediation in Finland.
- 4) **Winner of the international SEFI Best PhD Award 2010-2012**
The prize was awarded for the thesis contributions to higher engineering education development.
- 5) **EJEE journal article among 10 most read articles in 2011-2012**
“Development Cooperation as Methodology for Learning Social Responsibility” ranked among top-10 articles.
- 6) **Winner in an Aalto Pedagogical Innovations Competition in 2010**
The prize was awarded for a PBL-project that encouraged students to enhance their social responsibility.
- 7) **SEFI 2009 conference paper on pedagogic development among Best Papers**
“Language Education as a Means of Enhancing Engineers’ Working Life Skills“ among 12 Best Papers.
- 8) **SEFI 2008 Conference paper on university development among Best Papers**
“New Openings in University-Industry Cooperation” among 8 Best Papers at SEFI 2008 conference.
- 9) **Rewarded for leadership guidelines in 2004**
At LM Ericsson, created a leadership training program for all managers.
- 10) **Received an honorary reward in a cost-savings competition at LM Ericsson in 2001**
Member of a team that devised a cost-savings plan focused on human capital development.
- 11) **Winner of the First Employee of the Month Award at LM Ericsson in 2001**
The award was granted for contributions to competence development in the international 3G product area.

2. WORK EXPERIENCE

LUT University	2019-2024	Docent Performance Management and Managerial Communication
National Defence University	2019-2024	Docent Workplace Conflict and Performance Management
Aalto University Executive Education	2019-	Senior Advisor Program Director
Leipzig University	2016-2017	Visiting Professor Project Management
Helsinki University	2013-	Program director Part-time lecturer at Medical Faculty
Lappeenranta University of Technology	2011	Grant researcher
Aalto University	2008-	Lecturer Conflict mediator Reflective work coach
Helsinki School of Economics (HSE)	2006-2008	Lecturer
OY LM Ericsson AB	2001-2005	Communicator BSC reporting; employee surveys; staff newsletters Member of Design Management Team
	2000-2001	Leadership development, stakeholder reporting Training Coordinator
	2000-2001	In charge of technical training for 3G Team Leader of the Information Design Team
	1997-1999	User information designer
Espoo City, Helsinki Vocational Institute	1989-1995	English Teacher
HSSP Bank	1991	Bank Clerk , summer trainee
Helsinki University of Technology	1988-1990	Librarian

Positions of trust

- 2024: Board member of the Finnish Conflict Mediation Forum
- 2017: CSW Conference Chair
- 2015: Board member of the Finnish Conflict Mediation Forum
- 2015-2017: Elected shop steward for Aalto University lecturers
- 2014-2016: Deputy member of the Aalto University Language Centre Board
- 2012: Member of the Management Team for Aalto Social Impact *How to Change the World* program
- 1997-2000: Representative of Finland in the international User Documentation Network (Ericsson)

3. PEDAGOGICAL MERITS

Pedagogical Education

Teacher training completed at Helsinki University for English and French in 1996.

Teaching Experience

2019-	Docent at LUT University
	Performance management and managerial communication
2019-	Docent at National Defence University
	Workplace performance and conflict management
2016-	Visiting Professor at Leipzig University
	Project management
2013-	Part-time lecturer at Helsinki University
	Asiantuntijaorganisaation Johtaminen ja Viestintä
	Writing Doctoral Research
2008-	Lecturer at Aalto University
	English for Philosophy and Systems Intelligence
	English for Managing Knowledge in Knowledge-Intensive Organizations
	Industrial Communications
	Communicating Technology
	Writing Doctoral Research
	Presenting Doctoral Research
	Development Cooperation
	Talking Technology
	Writing in Technology
	Academic Writing for Publication
2006–2008	Lecturer at Helsinki School of Economics
	Managerial Communication
	Business Communication
	Corporate Communication
2004-	Management consultant (Langwitch Ltd)

Teacher Exchanges

Royal Institute of Technology, Sweden	15.10-18.10.2018
Tallinn University of Technology, Estonia	04.05-06.05.2016
Leipzig University, Germany	26.04-29.04.2016
Leipzig University, Germany	02.06-05.06.2015
Tallinn University, Estonia	28.04-29.04.2014
Vaasa University, Finland	12.08-16.08.2013
Tallinn University, Estonia	07.05-09.05.2013
Tallinn University, Estonia	06.09-11.09.2012
IB program. HSE Mikkeli Campus, Finland	14.01-18.01.2008

Educational videos

Oulu University: Tunneälykäs esimiesviestintä	02/2019
Oulu University: Psykologisen turvallisuuden rakentaminen esimiestyöllä	02/2019
Oulu University: Restoratiivinen johtaminen	02/2019
Innerversity: Jaetut intuitiot	01/2018
HY+: Mitä on työyhteisösovittelu?	03/2017
Veikkaus ja Henkilökohtaisten Avustajien Liitto. Esimiehen vuorovaikutustaidot	10/2015

Competition assessor

Assessor in a junior competition jury for “Tutki-Kokeile-Kehitä” by Tekniikan Akateemiset	02/2016
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4. PUBLICATIONS

Books

Bradley, F.; Lappalainen, P.; Braidwood, E. (Eds.) (2015). Papers from the 26th Communication Skills Workshop. Identity Explored: Language Centre, Language Professional, Language Teacher, Language Learner. Helsinki University.

Lappalainen, P. Markkula, M.; Kune, H. (Eds.) (2015). Orchestrating the Regional Innovation Ecosystems. Espoo Innovation Garden. 4/2015.

Lappalainen, P. (2015). Työyhteisötaidot – esimiehiin ja alaisiin kohdistuvat osaamisvaatimukset. Lappeenranta University of Technology. Tuotantotalouden tiedekunta. Raportit ja selvitykset 47. ISBN 978-952-265-746-6. 01/2015.

Lappalainen, P. & Markkula, M. (Eds.) (2013). The Knowledge Triangle - Re-Inventing the Future. European Society for Engineering Education, Universidad Politecnica de Valencia, European Union.

Lappalainen, P. (2012). Socially Competent Leadership – predictors, impacts and skilling in engineering. Lappeenranta University of Technology, Dissertation Series 347.

Lappalainen, P. (Ed.) (2011). It's just People with People – Views of Social Responsibility. Aalto University Crossover Publication Series, 1.

Lappalainen, P. (Ed.) (2009). European Continuing Engineering Education. Conceptualizing the Lessons Learned. SEFI and TKK Dipoli. ISBN: 978-2-87352-002-1.

Leadership manual (2004). Boosting Your Leadership: When your actions speak louder than your words. Ericsson Plc. LMF/T/AGI-04:0002 Uen A.

Articles and Chapters

Lappalainen, P.; Saunila, M.; Ukko, J.; Rantanen, H.; Rantala, T. Diagnosing Leadership: construction and validation of the Leadership Impact Inventory. International Journal of Productivity and Performance Management. Submitted. Accepted with Major revisions.

Lappalainen, P.; Saunila, M.; Rantanen, H. (2024). From forced remote work to forced office work. Factors impacting change in willingness to work remotely. The Palgrave Handbook of Organizational Communication in the Digital Era. Examining the Impact of AI, Chatbots, and Covid-19.

Lindeberg, P.; Rantanen, H.; Saunila, M.; Lappalainen, P. (2023). The relationship between various social work environment elements and hybrid worker well-being. Facilities, 42(15-16), 1-16.

Lappalainen, P.; Pohjola, M.; Kykyri, Virpi-Liisa (2023). Konfliktit ja sovun johtaminen – loukkaantumisista keskinäiseen psykologiseen turvallisuuteen. Työn Tuuli, 1/2023.

Lindeberg, P.; Rantanen, H.; Saunila, M.; Lappalainen, P. (2022). The influence of physical, digital and the social work-environment changes on the development of perceived organizational well-being and productivity. Facilities, 40(15-16), 72-88.

Lappalainen, P.; Rantanen, H. (2021). HR:n uudet painopisteet esimiestyön kehittämisessä. Työn Tuuli, 11/2021.

Lappalainen, P. (2020). Ihmissuhdekonfliktit organisaation moraalin ja yksilöiden kasvun haastajina. Työn Tuuli, 2/2020.

Lappalainen, P. (2020). Walking and talking sensors: Conceptualizing restorative leadership to enhance people management education in engineering. European Journal of Engineering Education, 45(3), 473-490.

Lappalainen, P. (2019). Conflicts as Triggers of Personal Growth: Post-Traumatic Growth in the Organizational Setup. SciMedicine Journal, 1(3), 124-136.

Lappalainen, P. (2019). Saunila, M.; Ukko, J.; Rantanen, H.; Rantala, T. Managing Performance through Employee Attributes – Implications for Employee Engagement. *International Journal of Productivity and Performance Management*, 69(9), 2119-2137.

Lappalainen, P. (2019). Työn imu tuottavuustekijänä. *Työelämän Tutkimus. Työelämän Tutkimuspäivien konferenssijulkaisuja 7*, Kestävä tuottavuus ja inhimillinen elämä, 76-85.

Lappalainen, P. (2018). Tracing Pedagogical Progression on the Doctoral Level – review of instructional immediacy needs, behaviors and outcomes. *International Journal of Engineering Pedagogy*, 8(5), 58-73.

Lappalainen, P. (2018). Bolstering societal transformation with conflict mediation. *Futura*, 2/2018, 39-47.

Lappalainen, P. (2017). Työyhteisösovittelu vuorovaikutuksen kehittämisen työkaluna. *Näkökulmia, Prologi Viestinnän Vuosikirja*, 42-49.

Lappalainen, P. (2017). Stirring up Engineers' Systems Intelligence – A Case Study of Life-Philosophical Pedagogy. *International Journal of Engineering Pedagogy*, 7(3), 61-72.

Lappalainen, P. (2017). Industrial Leadership that Inspires - managerial communication as a mediator of organizational performance. *International Journal of Engineering Pedagogy*, 7(2), 142-165.

Lappalainen, P. (2017). Language Teacher-Researchers as Levers of Doctoral Curriculum in Engineering. *International Journal of Engineering Pedagogy*, 7(2), 48-64.

Lappalainen, P. (2016). Pedagogical Design Promoting Writing Productivity on the Doctoral Level – a case study from Finland. *Journal of Academic Writing. EATAW Special Issue*, 6(1), 108-121.

Lappalainen, P. (2016). Eettinen johtajuus organisaation vuorovaikutuksen perustana. *ProComma Academic*.

Lappalainen, P. (2015). Reframing Engineering Curriculum with Integrated Education to Foster Future Innovation Ecosystems. *eLearning Papers. Special issue: Teacher's Role in Educational Innovation*, 44, 1-7.

Lappalainen, P. (2015). Educating University Students for Working Life. Published in Bradley, Lappalainen and Braidwood (Eds.): *Papers from the 26th Communication Skills Workshop*. 37-47.

Lappalainen, P. (2015). Thesis Writing Skills. Published in Seliger and Hahn (Eds.): *Thesis Design. Research Meets Practice in Art and Design Master's Theses*. Aalto University. 134-147.

Lappalainen, P. (2015). Predictors of Effective Leadership in Industry – traditional intelligence, personality or emotional intelligence? *European Journal of Engineering Education*, 40(2), 222-233.

Lappalainen, P. (2015). Widening the Industrial Competence Base –integrating ethics into engineering education. Chapter in Sethy, S. (Ed.) *Contemporary Ethical Issues in Engineering*. IGI Global, 191-203.

Lappalainen, M. & Lappalainen, P. (2015). Nurturing multidisciplinary to promote Espoo Innovation Garden. Published in Lappalainen, P.; Markkula, M.; Kune, H. (Eds.) *From Triple Helix to Innovation Ecosystems*. The European Union and Aalto University.

Markkula, M.; Lappalainen, P.; Mikkilä, K. (2013). Learning Spaces as Accelerators of Innovation Ecosystem Development. *eLearning Papers. Special issue on Design for Learning Spaces and Innovative Classrooms*, 34.

Lappalainen, P. (2013). Promoting Innovation in the Classroom. Published in Lappalainen, P. & Markkula, M. (Eds.): *The Knowledge Triangle - Re-Inventing the Future*. SEFI, Aalto University, Universidad Politecnica de Valencia, Culminatum Innovation Ltd.

Lappalainen, P. (2011). Can and Should Social Competence be Taught to Engineers? *International Journal of Engineering Pedagogy*, 1(3), 2011, 13-19.

Lappalainen, P. (2011). Development Cooperation as Methodology for Learning Social Responsibility. *European Journal of Engineering Education*, 36(6), 513-519.

Lappalainen, P. (2011). Social Responsibility as an Emerging Competence Requirement. Published in Lappalainen, P. (Ed.) It's just People with People – Views of Social Responsibility. Aalto University Crossover Publication Series, 1/2011, 51-57.

Lappalainen, P. (2010). Integrated Language Education – A Means of Enhancing Engineers' Social Competences. European Journal of Engineering Education, 35(4), 393-403.

Lappalainen, P. (2009). Lifelong Learning Implementations in Continuing Engineering Education. In European Continuing Engineering Education. Conceptualizing the Lessons Learned. 978-2-87352-002-1. 101-111.

Markkula, M. & Lappalainen, P. (2009). New Openings in University-Industry Cooperation: Aalto University as the Forerunner of European University Reform. European Journal of Engineering Education, 34(3), 251-262.

Lappalainen, P. (2009). Communication as Part of the Engineering Skills Set. The European Journal of Engineering Education, 34(2), 123-129.

Conference Papers

Lappalainen, P. (2023). Meaningful professional dialogue as a vehicle towards individual growth. WORK2023.

Lappalainen, P. (2023). Narratiivit konfliktinjälkeisen eheytyksen ja yhteisymmärryksen keinona. Annual Social Psychology Conference, 4.-5.5.2023.

Lappalainen, P. (2023). Sovun johtaminen. Sovittelijapäivät 20.-21.4.2023. Workshop.

Lappalainen, P. (2022). Pedagogical leadership in the classroom. Language Centre Miniconference, 11/2022.

Lappalainen, P. (2022). Restoratiivisen johtamisen kulmakivet, tavoitteet ja keinot. Vuorovaikutuksen tutkimuksen päivät, Tampere, 09/2022.

Lappalainen, P. (2022). Inclusion and diversity in online education. EDEN conference, Tallinn, 06/2022.

Lappalainen, P. (2020). Esimiesviestintä työhyvinvoinnin rakentajana. Vuorovaikutuksen tutkimuksen päivät, 09/2020.

Lappalainen, P. (2020). Managing Diversity to Lead Performance in Engineering Industries. IEEE Global Engineering Education Conference, Portugal.

Lappalainen, P. (2019). Työyhteisösovittelu työhyvinvoinnin työkaluna. Language Centre Miniconference, 11/2019.

Lappalainen, P. (2019). Diversiteetin johtaminen työn imun edistäjänä. Työelämän Tutkimuspäivät, 11/2019, Tampere.

Lappalainen, P. (2019). Diversiteetin johtaminen työhyvinvoinnin rakentajana. Terveyspsykologian päivät, 11/2019, THL.

Lappalainen, P. (2019). Countering workplace incivility with dialogical interventions. 2nd international and interdisciplinary conference on discourse and communication in professional contexts. Aalborg, Denmark, 08/2019.

Lappalainen, P. (2019). Viestintätaidoista virettä työelämään - vuorovaikutus työn imun ja työhyvinvoinnin lähteenä. Kielikeskuspäivät, 06/2019.

Lappalainen, P. (2018). Työn imu työhyvinvoinnin rakentumisessa. Language Centre Miniconference, 11/2018.

Lappalainen, P. (2018). Työn imu linkkinä työkyvyn ja tuottavuuden välillä. Työelämän Tutkimuspäivät, Tampere, 11/2018.

Lappalainen, P. (2018). Triggering post-traumatic growth with restorative mediation. Conference on Positive Psychology, Hungary, 06/2018.

- Lappalainen, P. (2018). Harnessing peer reviews to intensify learning in a doctoral writing course. Kirjoittamisen Tutkimuksen Päivät, Tampere University, 06/2018.
- Floyd, D. & Lappalainen, P. (2018). Classroom teaching in the digital age. International Academic Conference on Teaching, Learning and E-learning. Budapest, Hungary, 03/2017.
- Lappalainen, P. (2017). Educating engineers for platform economy. Language Centre Miniconference, 11/2017.
- Lappalainen, P. (2017). Työyhteisösovittelu työhyvinvoinnin rakentajana. Terveyspsykologian päivät, 11/2017, THL.
- Lappalainen, P. (2017). Taking the communicative approach to social capital. FINELC Communications Day, 11/2017.
- Lappalainen, P. (2017). Mediating conflicts to leverage social interaction and well-being at work. ECREA regional ICSI section conference, 10/2017, Aalto University.
- Lappalainen, P. (2017). Also Engineers Need Positive Pedagogy! Self-awareness and self-affirmation as moderators of worklife skilling CSW Conference, 10/2017, Turku.
- Lappalainen, P. (2017). Conflict mediation as an instrument in promoting organizational well-being and productivity. WORK2017. Work and Labour in the Digital Future. 08/2017, Turku.
- Lappalainen, P. (2016). Repurposing video-recorded role playing for systemic intelligence. FINELC Communications Day, 11/2016.
- Lappalainen, P. (2016). Työyhteisösovittelu organisaation dialogisuuden lisääjänä. Vuorovaikutuksen Tutkimuksen Päivät, 10/2016.
- Lappalainen, P. (2016). Incorporating systems intelligence into an English course through life-philosophical pedagogy. NBR 2016 Conference, Tallinn.
- Lappalainen, P. (2016). Adopting life-philosophical pedagogy to educate systems-intelligent industrial leaders. Leading Passion: Motivation and Work in the Post-Industrial Era Research Conference. Porvoo, 04/2016.
- Lappalainen P. (2015). Työelämätaidot korkeakoulutuksen opetussuunnittelutyössä. Nordic Working Life Conference. Tampere University, 11/2015. Poster presentation.
- Lappalainen, P. (2015). Emotive Skills on the University Agenda. FINELC Communication day, 11/2015.
- Lappalainen, P. (2015). Educating Emotively and Socially Skilled Engineers for Working Life. Language Centre Miniconference. Helsinki University and Aalto University, 11/2015.
- Lappalainen, P. (2015). Enhancing Publication Productivity among Doctoral Students - a case study from Aalto University. EATAW conference. Tallinn University, 06/2015.
- Lappalainen, P. (2015). Subordinate Skills as a University Learning Objective. CSW Conference. Tartu University, 05/2015.
- Lappalainen, P. (2015). Tohtoriopiskelijoiden Kirjoitusprosessin Tukeminen – tapaus Aalto. Kirjoittamisen Tutkimuksen Päivät, 02/2015.
- Lappalainen, P. (2014). Facilitating Doctoral Research Writing. Language Centre Miniconference, 11/2014.
- Lappalainen, P. (2014). Integrating Working Life Skills into Language Education. FINELC Communication day, 10/2014.
- Lappalainen, P. (2014). Industrial Leadership Requirements – qualifications promoting competitiveness. SEFI Conference. The UK, 09/2014.
- Lappalainen, P. (2013). Pedagogy Enhancing Engineering Students' Employability. SEFI Conference. Belgium, 09/2013.

Lappalainen, P. (2013). Professional Skills in Curriculum Design. CSW conference. Helsinki University, 09/2013.

Lappalainen, P. (2013). Motivating Students with Communicative Language Teaching. Tallinn University Language Centre Conference, 05/2013.

Lappalainen, P. (2012). Educating Future Managers in Higher Engineering Education. SEFI Conference, Greece, 09/2012.

Lappalainen, P. (2012). Teaching Emotional Intelligence in an English Language Course. CSW conference. Tallinn University, 06/2012.

Lappalainen, P. (2012). Integrating Social Competence into Engineering Curriculum. SEFI/IGIP Conference. Slovakia, 09/2010.

Lappalainen, P. & Townsend, T. (2011). Educating for Globally Responsible Employees. CSR Communication Conference, Amsterdam, the Netherlands 11/2011.

Lappalainen, P. (2010). Integrated Courses Challenging Higher Engineering Pedagogues. Language Centre Conference. Tallinn University, 05/2010.

Lappalainen, P. (2009). Language Education as a Means of Enhancing Engineers' Working Life Skills. SEFI conference, the Netherlands, 09/2009. Selected among 12 Best Papers.

Markkula, M. & Lappalainen, P. (2008). New Openings in University-Industry Cooperation. SEFI conference. Denmark, 07/2008. Selected among 8 Best Papers.

Columns in the media

Lappalainen, P. (2024). Johtamisessa vaatiminen on välittämistä. Kauppalehti.

Lappalainen, P. (2024). Konflikteja työpaikoilla voidaan ehkäistä paremmalla dialogilla. Helsingin Sanomat.

Lappalainen, P. (2023). Sovun johtaminen on henkilöstötuottavuuden johtamista. HY+ blogi.

Lappalainen, P. (2023). Työyhteisön sosiaalinen inventaari tukee sovun johtamista. Kauppalehti.

Lappalainen, P. (2023). Luota niin, että ihan hirvittää! Sovittelusanomat.

Lappalainen, P. (2022). Haasteena sovun johtaminen. Kauppalehti.

Lappalainen, P. (2022). Työyhteisösovittelijalla on, mistä ammentaa työkaluja! Sovittelusanomat.

Lappalainen, P. (2022). Yliopistosektorista yhteiskunnan onnena. Yliote.

Lappalainen, P. (2022). Pakotetusta etätyöstä pakotettuun toimistotyöhön? Talouselämä, digi-Tebatti.

Lappalainen, P. (2021). Lähityöpakko tuntuisi takapajuiselta kontrolloinnilta. Kauppalehti.

Lappalainen, P.; Remes, S.; Kilpimaa, P. (2021). Jos et puutu, mikään ei muutu. Lapin Kansa.

Lappalainen, P. (2021). Sovittelulla täydet tehot irti työpaikan konflikteista. HY+ blogi.

Lappalainen, P. (2021). Hei me riidellään! Lapin yliopiston täydennyskoulutuskeskus, blogi.

Lappalainen, P. & Remes, S. (2021). Sopua sovittelemalla. HAUS blogi.

Lappalainen, P. (2020). Luottava on tuottava – etäajassakin. HY+ blogi.

Lappalainen, P. (2020). Unleashing leader potential with mentoring. Aalto Leader's Insight.

Lappalainen, P. (2020). Luottavainen työympäristö luo edellytykset tuottavalle etätyölle. Kauppalehti.

Komulainen, M. & Lappalainen, P. (2020). Henkilöstötuottavuus tulevaisuuden johtamisvaade. Metropolian blogi.

- Lappalainen, P. (2018). Sopua ja tehoa työyhteisösovittelulla. TEK member newsletter.
- Lappalainen, P. (2017). Tuottavuuden Johtaminen On Ihmisten Johtamista. HY+ blogi.
- Lappalainen, P. (2017). Writing doctoral research: learning through peer critique and feedback. DoctoralWriting SIG, University of Adelaide, Australia, 3.10.2017.
- Lappalainen, P. (2017). Arjen käytäväkohtaamiset suorituksen johtamisen työkaluksi. Kauppalehti.
- Lappalainen, P. (2017). Suomalaisten empatia on vähäeleistä ratkaisuhakuisuutta. Fakta.
- Lappalainen, P. (2017). If you are what you eat, then I'm a bratwurst. FINELC newsletter.
- Lappalainen, P. (2017). Työyhteisöjen konfliktit valtakunnan puheenaiheena. Sovittelusanomat, 1/2017.
- Lappalainen, P. (2017). Kulttuurisärmien sovittelu perustuu yhtäläisyyksien arvostukseen. Sovittelusanomat, 1/2017.
- Lappalainen, P. (2017). Aito halu auttaa. HY+ blogi.
- Lappalainen, P. (2016). Minä, johtaja, työnantajan edustaja. OAJ, jäsenlehti.
- Lappalainen, P. (2016). Työyhteisösovittelulla tulokuntoon. Kauppalehti.
- Lappalainen, P. (2016). Eettinen johtajuus tuottavuuden vipuna. Fakta.
- Lappalainen, P. (2016). Pomot, käyttäytykää! Kauppalehti.
- Lappalainen, P. (2016). Erilaiset persoonat – voimavara vai kaiken pahan alku ja juuri? Sovittelusanomat.
- Lappalainen, P. (2015). Johtajat konfliktien keskiössä. Sovittelusanomat.
- Lappalainen, P. & Pehrman, T. (2015). Sovittelulla voidaan ratkaista työyhteisön kipeätkin ongelmat. Talouselämä.
- Lappalainen, P. & Nederström, M. (2012). Ujo eikä niin välikkään – ja silti ihan hyvä pomo. Talouselämä.

Translated books

International Comparison of Engineering Education (2013). Academic Engineers and Architects in Finland – TEK and the Federation of Finnish Technology Industries.

The Guide to the Analysis of Financial Statements of Finnish Companies (2006). Committee for Corporate Analysis.

6. THESIS PRE-EXAMINER, SUPERVISOR OR ADVISOR

Rautio, K. (2024). Career development and success at work in and around construction sites – experiences and perspectives within Finnish construction management. University of Lapland. Dissertation pre-examiner.

Kaattari, J. (2023). Suomalaisten johtajien kokemuksia suorituskyvyn johtamisesta. LUT University. Master's thesis examiner.

Hakonen, I. (2021). Change management professionals' competences. Master's Thesis, Aalto University. Master's thesis supervisor.

Hakonen, I. (2017). Organisaation muutosvastarinta ja työntekijän sitouttaminen arjen muutosten johtamisessa. Aalto University, Bachelor's Thesis supervisor.

Hellström, S. (2017). Färdig att arbeta. Integrering av arbetslivsfärdigheter med svenskundervisning vid universitet. Master's Thesis, Helsinki University.

Rehula, E. (2017). Empathy Builds Bridges. Master's Thesis, Aalto University.

5. SOCIAL IMPACT

Blind reviewership and membership in editorial boards

- Blind reviewer in Journal of Engineering Education 2020-.
- Blind reviewer in Journal of Management Development 2018-.
- Blind reviewer in the International Journal of Engineering Pedagogy 2018-.
- Blind reviewer in the International Journal of Business Communication 2018-.
- Blind reviewer in the Journal of Academic Writing, 2017-.
- Blind reviewer in the Negotiation and Conflict Management Research, 2017-.
- Blind reviewer in the European Journal of Engineering Education, 2015-.
- Member of the review board of SEFI 2016 conference, track: Engineering Education Attractiveness.
- Member of the editorial board of the CSW Proceedings, Helsinki University, 2013.
- Blind reviewer in the European Journal of Engineering Education, 2010- .

Chairmanship in conference parallel sessions

- Interdisciplinary Conference on Discourse and Communication in Professional Contexts, Aalborg 2019
- Miniconference. Helsinki University and Aalto University, 2015.
- Communication Skills Workshop. Tartu, Estonia, 2015.
- SEFI Conference. Birmingham, the UK, 2014.
- Communication Skills Workshop. Helsinki, Finland. 2013.
- CSR Communication Conference. Amsterdam, the Netherlands, 2011.
- SEFI Conference. Trnava, Slovakia, 2010.

Membership in conference organizing committees

- Communication Skills Workshop. Tallinn University, Estonia 2024.
- Communication Skills Workshop. Turku University, Finland 2017.
- Suomen Sovittelufoorumin syysseminaari. Aalto University. 2015.
- Language Centre Miniconference. Helsinki University and Aalto University. 2015.
- Communication Skills Workshop. Tartu University, Estonia. 2015.
- Language Centre Miniconference. Helsinki University and Aalto University. 2014.
- Communication Skills Workshop. Helsinki University. 2013.

Membership in academic and professional forums

- Member of the European Group for Organizational Studies (EGOS).
- Member of the Finnish Positive Psychology Association.
- Member of International Society of Engineering Pedagogy.
- Member of the International Forum of Researchers in Education.
- Member of the Work well-being group at Aalto University Language Centre.
- Conflict mediator and board member of the Finnish Forum of Mediation (SSF).
- Member of the Työelämän tutkimusyhdistys ry.
- Member of the European Association for the Teaching of Academic Writing (EATAW).
- Member of the Aalto University work group for Work Community Skills.
- Deputy member of the Aalto University Language Centre Board.
- Member of Aalto Social Impact, a network of voluntary Aalto employees promoting societal issues.
- Member of the Management Team for the Aalto Social Impact How to Change the World program.
- Member of the Strategic Management Society of Finland (SSJS).
- Member of Naisten Pankki.
- Member of the SSJS Round Table 2011.
- Member of the SSJS Strategy Barometer Round Table 2010.