

ESA SAARINEN
P.O.Box 15500
00076 AALTO, Finland
esa.saarinen@aalto.fi

CURRICULUM VITAE

DATE AND PLACE OF BIRTH:

July 27, 1953, Helsinki

NATIONALITY:

Finnish

FAMILY:

Wife Pipsa Pallasvesa (née Kaihua)
Children: Jerome and Oliver, twin boys, born 1989

EDUCATION:

1972 High school graduate, Hyvinkään Uusi Yhteiskoulu
1975 Master of Philosophy (fil.kand.), University of Helsinki, main subjects: Theoretical Philosophy and General Linguistics
1976 Licentiate of Philosophy, University of Helsinki
1978 Doctor of Philosophy, University of Helsinki

PROFESSIONAL CAREER:

I ACADEMIC POSITIONS

1973-1977 Occasional teachers, Department of Philosophy, University of Helsinki (tuntiopettaja)
1975-1979 Research Assistant to Prof. Jaakko Hintikka, Academy of Finland
1978-present Docent of Theoretical Philosophy, University of Helsinki
1979 Lecturer, Department of Philosophy, University of California, Los Angeles
1981 Visiting Scholar, Center for Cognitive Science, University of Texas at Austin
1980-1993 Assistant in Theoretical Philosophy, University of Helsinki
1982 Acting Professor of Theoretical Philosophy, University of Helsinki
1992-1993 Acting Professor of Theoretical Philosophy, University of Helsinki
1993-1999 Senior Assistant of Theoretical Philosophy, University of Helsinki (yliassistentti)

2001-2002 Acting part-time professor, Helsinki University of Technology, Systems Analysis Laboratory.
2002-2008 Professor of Systems Sciences-Applied Philosophy and Creative Problem Solving, Helsinki University of Technology, Systems Analysis Laboratory
2008-2010 Professor of Applied Philosophy, Helsinki University of Technology.
2010- Professor of Applied Philosophy, Aalto University

Qualified for full professorship, Theoretical Philosophy, University of Helsinki appointment process of the Ketonen chair to which Ilkka Niiniluoto was appointed in 1981.

II PROFESSIONAL POSITIONS OUTSIDE THE ACADEMIA

1989-present CEO, Muutostehdas Oy
1989-present Member of the Board, Ensto Group
1992-95 Member of the Board, Venäjän Kaupan Kilta
1998-present Chairman, Nostetuotanto Oy
2001-2003 Member of the Board, QPR Software

III OTHER ASSIGNMENTS AND MEMBERSHIPS

1977-1989 Editor of Synthese: An International Journal for Epistemology, Methodology and Philosophy of Science (D. Reidel/Kluwer Publishers, Holland)
1990-1993 Synthese, consulting editor
1975-1995 Member of the Board, the Philosophical Society of Finland
2003- Co-director of the Systems Intelligence Research Group, Helsinki University of Technology
2010- Foreign Member of the Center on Capitalism and Society of Nobel laureate Edmund Phelps (Columbia University)

AWARDS

- Eino Kaila award (given annually for an outstanding teacher of the University of Helsinki) 1990. This is the year the award was first introduced in connection of the 350 festivities of the University of Helsinki.
- Pro Me Naiset -mitali 1993
- Valkoisen Ruusun Ritarikunnan ritarimerkki, 1995
- Sotainvalidien Veljesliiton mitalli (Medal of the League of the Wounded War Veterans) 1997
- Helsingin yliopiston Pronssinen mitalli (Bronze Medal of the University of Helsinki) 1998.
- Keskuskauppakamarin rautainen ansiomerkki 2003 (The Medal for Extraordinary Achievement, The Central Chamber of Commerce, Finland)

CULTURAL IMPACT

MEDIAPHILOSOPHY

Since 1980, Saarinen has constantly appeared in Finnish media in tv, radio, magazines, newspapers, social media and youtube, serious and less serious, becoming a household name. Breaking new ground with the concept and practice of media philosophy and with popular lectures, Saarinen has brought philosophy far beyond the academic classroom and has helped to establish philosophy as an exciting and engaging discipline.

Saarinen has been a key force in the rise of the perception of the contemporary relevance and popularity of philosophy in Finland.

In a ballot of Helsingin Sanomat, Finland's leading newspaper, Saarinen was ranked in 1989 as the 4th most prominent intellectual of the country, ranking as the only intellectual of his generation in the top 20. In a ballot of Suuret suomalaiset (The Greatest Finns) arranged by the Finnish Broadcasting Company TV-1 in 2004, Saarinen was ranked no 92.

PHILOSOPHY AT THE WORKPLACE

In addition to changing the image of philosophy in Finnish media and in popular perception, Saarinen has broken new ground for philosophy in the corporate world. He has been a key driver in establishing philosophy as a recognized force in the context of modern Finnish management thinking. Serving as a lecturer and a coach for Finnish companies and organizations for over a decade, Saarinen has become a leading figure in the fields of inspirational lecturing and mental coaching in Finland. Saarinen worked extensively with Nokia during the "miracle years" 1995-2006 (e.g. in Inspiring Leader program 59 times until December 2008 when the program was closed).

PHILOSOPHY OF LIFE

A key aspect of Saarinen's approach is his conviction that one should treat the human being as a whole and that each lecture or seminar should make a contribution to the life of a participant as an individual irrespective of his or her background. Saarinen's engaging and exciting lecturing style combines concrete stories, typically drawn from his own personal life, philosophical reflection without academic overtones but drawing from the rich background of both western and eastern philosophy, together with an artistic intensity in the delivery of the line of thought. Individual people as well as whole organizations report significant and sometimes astonishing changes in their actual behavior after sessions with Saarinen. Yet no straightforward advice or to-do-lists are hardly ever given by Saarinen even in his Pafos-seminar which lasts for one week and has been arranged 40 times since 1995. Saarinen does not see himself as a provider of ready answers but as a catalyst of the individual's own thought processes. This reflects Saarinen's Socratic approach to philosophy as revitalized in current context. He wants to avoid the traps of academic philosophy in its elitist and technical overtones at the same time as avoiding the traps of the mechanic and quick-fix-seeking selfhelp motivators. The intention is to generate movement of thought, fresh perspectives and personal insights in the participants in the course of an energizing lecture experience and as a result of intensified focus directed by the lecturer. Saarinen's Pafos-seminar has established itself as a groundbreaking context for accessible-to-all everyday philosophy. Since its start in 1995 and continuing biannually, the seminar has seen more than 4000 participants. Since 2004, the summer Pafos Seminar has carried the title Tulenkantajat (Torchcarriers) and has established itself as a key life philosophical coaching environment for the Finnish younger generation managers, experts and future leaders.

OTHER CULTURAL ACTIVITIES

- Pasolini-ilta (Pasoline Night), one man theatre by actor Hannu Huuska, directed by Esa Saarinen, Suomen Kansallisteatteri, 1987.
- Muutostekijät (Change Factors), a four part tv-series with interviews and commentary by Esa Saarinen, TV-2, Finland, 1991 (4x 30 min).
- "Le Role des Intellectuels dans la Construction Européenne", conference with Jacques Delors, President of the European Commission, Leiden 22-23 October 1994, invited participant.
- The Place of Women in the European Project, Science and Culture Carrefour of the President of the European Commission, Echternach (Luxenberg), 21-22.7.1995, invited participant.
- "Une inspiration Éthique pour l'Union européenne", Science and Culture Carrefour of the President of the European Commission, Santiago de Compostela, 7.-8.5.1997.

- Congress of Europe, The Hague, 8-10.5.1998, invited participant in a panel on the future of European society.
- TV-program Keskusteluja filosofian kanssa (Discussions with a Philosopher), for Yle Teema 2004-2005.

ACADEMIC PEDAGOGICAL EXPERIENCE

Doctoral students

Frank Martela, Aalto University, 2013
 Merja Fischer, Aalto University, 2012
 Satu Teerikangas, Helsinki University of Technology, 2006
 Jari Kauppinen, University of Helsinki, 2000
 Jarkko S. Tuusvuori, University of Helsinki, 2000
 Mauri Ylä-Kotola, University of Helsinki, 1998
 Kristian Klockars, University of Helsinki
 Jukka Hankamäki University of Helsinki, 1997
 Merja Mietinen, University of Kuopio, 1996
 Pekka Vuoria, University of Helsinki, 1995
 Pekka Himanen, University of Helsinki, 1994
 Heidi Liehu, University of Helsinki, 1990
 Liehu was 22 years old at the time of her doctorate; Himanen 20 years.

Official opponent in the following dissertations:

Leila Haaparanta, Department of Philosophy, University of Helsinki, 1985
 Oli-Pekka Lassila, Theological Faculty, University of Helsinki, 1987.
 Irmeli Hautamäki, Department of Philosophy, University of Helsinki, 1996.
 Titi Heikkilä, Helsinki University of Technology, 1998
 Teemu Laajasalo, Faculty of Education, University of Helsinki, 2001
 Katariina Nummi-Kuisma, Sibelius Academy, 2010

ACADEMIC COURSES AND SEMINARS

Lecture series until 2000

- Lecture series have been given at the University of Helsinki unless specified otherwise
- Attendance to Saarinen's lectures at the University of Helsinki since mid 1980's were 100-200 students for any given course; at Aalto University (formerly Helsinki University of Technology) the attendance is over 500. None of the courses were compulsory.
- (Record of earliest courses before 1979 lacking)
- Introduction to Modal Logic, UCLA, spring 1979
- Kielifilosofia (Philosophy of Language), spring 1979
- Bertrand Russellin filosofiaa (The Philosophy of Bertrand Russell), spring 1980
- Johdatus metodologiaan (Introduction to Methodology), fall 1980
- Johdatus filosofiaan (Introduction to Philosophy), spring 1980, Taideteollinen korkeakoulu
- Kielifilosofiaa (Philosophy of Language), spring 1982
- Systemaattisen filosofian rajat (Limits of Systematical Philosophy), fall 1982
- Emootioiden filosofiaa (Philosophy of Emotions), spring 1983
- Eksistentialismi (Existentialism), spring 1983
- Kulttuurifilosofiaa (Philosophy of Culture), fall 1983

- Johdatus filosofian historiaan (Introduction to the History of Philosophy), fall 1984
- Nykyajan filosofia (Contemporary Philosophy), spring 1984
- Johdatus filosofian historiaan (Introduction to the History of Philosophy), fall 1985
- This voluntary introductory course was taken (with examination) by 248 students
- Hegel. Kierkegaard, Nietzsche, fall 1985
- This advanced course was taken with the examination by 90 students
- Nykyajan filosofiaa (Contemporary Philosophy), spring 1985
- Systemaattinen johdatus filosofiaan (Systematical Introduction to Philosophy), spring 1986
- Nietzsche ja Heidegger, fall 1986
- Johdatus filosofian historiaan (Introduction to the History of Philosophy), spring 1987
- This voluntary introductory course was taken (with examination) by 167 students
- Johdatus filosofian historiaan (Introduction to the History of Philosophy), fall 1987
- Osallistuva filosofia (Engaged Philosophy), fall 1987
- Sartren elämän filosofia I (Sartre's Philosophy of Life I), spring 1988
- Sartren elämän filosofia II (Sartre's Philosophy of Life II), fall 1988
- Filosofinen kulttuurikritikki (Philosophical Cultural Criticism) together with Thomas Wallgren, spring 1989
- Filosofinen aikalaianalyysi (Philosophical Diagnostics of the Contemporary) together with Thomas Wallgren, spring 1990
- Filosofinen aikalaiskritikki (I) (Philosophical Criticism of the Contemporary) together with Thomas Wallgren, fall 1991
- Filosofinen aikalaiskritikki (II) (Philosophical Criticism of the Contemporary), spring 1992
- Special pedagogical features of these lectures on cultural diagnostics were the use of a joint lecture concept and the invitation of high calibre guests such as Academician G.H.von Wright, Organizational Coach and Consultant Heimo Langinvainio, Fisherman-writer Pentti Linkola, Journalist Teppo Turkki, Chief Secretary of the Ministry of Education (Kansliapäällikkö) Jaakko Numminen, Writer and Director Jörn Donner, Artist Jorma Uotinen, Lawyer Matti Wuori, Jaako Pöyry President Henrik Ehrnrooth, Secretary of State Paavo Väyrynen, Marimekko owner and CEO Kirsti Paakkanen.
- Ranskalaista nykyfilosofiaa (Modern French Philosophy), spring 1993
- Toiseuden filosofia (Philosophy of the Other), fall 1994
- Johdatus filosofiaan (Introduction to Philosophy), spring 1995
- Johdatus filosofiaan (Introduction to Philosophy), spring 1996
- Johdatus filosofiaan (Introduction to Philosophy), fall 1997
- Saarinen's lectures in the 1990's drew record audiences up to 500 students.
- Onnistumisen filosofia ja psykologia (Philosophy and psychology of success and happiness), together with Kirsti Lonka, spring 1996
- Onnistumisen filosofia ja psykologia (Philosophy and psychology of success and happiness), together with Kirsti Lonka, spring 1997
- Onnistumisen filosofia ja psykologia (Philosophy and psychology of success and happiness), together with Kirsti Lonka, spring 1998
- These joint lectures, initiated by the Rector (subsequently Chancellor) of the University of Helsinki, Risto Ihamuotila, were held in the Grand Auditorium (Suuri juhlasali) of the Main Building of the University of Helsinki. The lectures drew record audience of some 800-1000 people, many from outside the university. At the start of the last series some 200 people were left outside the auditorium. The lectures ended with a standing ovation.
- 1900-luvun filosofiaa (Philosophy in the 20th century), Fall 1999

Since 2000-

- Filosofia ja systeemiajattelu (Philosophy and Systems Thinking), Helsinki University of Technology, Systems Analysis Laboratory, Spring 2001- (Aalto University). These popular lectures have been offered to students with different backgrounds and levels and have attracted also participants from outside the university. Each individual lecture has ended with an applause and each series with a standing ovation. In 2013 the entire series was put to Youtube where it has gained considerable popularity (more than 20 000 viewings by 30 Sept., 2013).
- Special guests have included the conductor and composer Leif Segerstam, CEO Kirsti Paakkanen (Marimekko), Chairman of the Board Jorma Ollila (Nokia and Shell), CEO Matti Alahuhta (KONE), Choreographer and dancer Jorma Uotinen and Nobel Laureate for Peace, Former President of Finland Martti Ahtisaari.

Special Seminars

- Imagologiat - sateliittiseminaari (Imagologies - a satellite seminar), Spring 1992. This breakthrough seminar was conducted with Mark Taylor of Williams College using videoconferencing techniques (then new) and email (then not widely in use). A group of Saarinen's students in Helsinki and a group of Taylor's student in Williamstown, Mass., US, created a weekly virtual seminar to discuss philosophy of technology and other themes of contemporary society from a philosophical perspective. The seminar led to the book *Imagologies: Media Philosophy* (Routledge, 1994) by Taylor and Saarinen. For media coverage of the seminar, see "A Weekly International Classroom, Via TV Link", New York Times 7.10.1992. One seminar participant was Pekka Himanen who soon became at 20th the youngest ever doctor of philosophy in Finland.
- Mediafilosofian seminaari (Media Philosophy), spring 1994, University of Helsinki.
- Soveltavan filosofian seminaari (Seminar on Applied Philosophy), together with Pekka Himanen, spring 1995, University of Helsinki. Three persons (Saku Mantere, Mauri Ylä-Kotola and Teemu Laajasalo) from this seminar have completed their PhD degrees, the first becoming a Professor, and the second the Rector of the University of Lapland.
- Onnistumisen filosofia (Philosophy of Success and Happiness), spring 1996, University of Helsinki.
- Onnistumise filosofia (Philosophy of Success and Happiness), spring 1997, University of Helsinki.
- Luovan ongelmanratkaisun seminaari (Seminar on Creative Problem Solving), together with Raimo P. Hämmäläinen, Helsinki University of Technology, Systems Analysis Laboratory, fall 2001-; since 2010 Aalto University. This highly innovative seminar has brought together students of different disciplines and backgrounds, together with managers and other participants from work life, generating a series of publications. Several participants have become Ph.D's.
- Philosophy for Managers, invited speaker, Royal Holloway (London), fall 2006.
- Mastering Top Management Dilemmas, invited speaker, IMD (Switzerland), fall 2007.

Text Books

- Saarinen's *Filosofian historia huipulta huipulle Sokrateesta Marxin* (History of Western Philosophy from Peak to Peak and from Socrates to Marx) appeared 1985 and has been widely used in various educational programs in Finland. 11th Printing 2007. total 34.338.
- Saarinen's high school text book *Filosofia* (Philosophy) was a huge success after its appearance in 1994. 13th printing 2001, total 65.201 copies. Also translated into Swedish.
- Saarinen's *Symposium: Filosofian keskeiset teemat ja ajattelijat* (Symposium: Fundamental Thinkers and Themes of Philosophy) (1999, reprinted with minor revisions 2001) is also used in many Finnish high schools, total 8054 copies.
- Saarinen's textbook *Filosofia!*, 2004, is used in Finnish high schools.

List of Publications

LIST OF ARTICLES AND BOOKS

I Articles in English

II Articles in Finnish and Swedish

III Articles in other languages

IV Books in English and other foreign languages (including edited books)

V Books in Finnish (including edited books)

VI Audio and TV materials

I Articles in English

- (I:1) (With Jaakko Hintikka) Semantical Games and the Bach-Peters Paradox. In: *Theoretical Linguistics*, Vol. 2, 1975, pp. 1-20.
- (I:2) How Complex is English Tense Structure? In: Fred Karlson (eds.), *Papers from the Third Scandinavian Conference of Linguistics*, Text Linguistics Research Group, Turku, 1976, pp. 337-348.
- (I:3) Backwards-Looking Operators in Tense Logic and in Natural Language. In: *Reports from the Department of Philosophy, University of Helsinki*, No. 4, 1977.
- (I:4) Backwards-Looking Operators and Partially Ordered Quantifiers. In: *That and "That": Essays in Honour of S. Albert Kivinen*, Helsinki, 1977, pp. 49-55.
- (I:5) Game-Theoretical Semantics. In: *The Monist*, vol. 60, 1977, pp. 406-418.
- (I:6) (With Simo Knuutila) Backwards-Looking Operators in Buridan. In: *Studia Excelentia: Essays in Honour of Oiva Ketonen*. Reports from the Department of Philosophy, University of Helsinki, No. 3, 1977, pp. 11-17.
- (I:7) Intentional Identity Interpreted: A Case Study of the Relations Among Quantifiers, Pronouns, and Propositional Attitudes. Reports from the Department of Philosophy, University of Helsinki, No. 5, 1977, 105 pp.
- (I:8) Propositional Attitudes, Anaphora, and Backwards-Looking Operators. Reports from the Department of Philosophy, University of Helsinki, No. 6, 1977, 46 pp.
- (I:9) Backwards-Looking Operators in Intentional Logic and in Natural Language: A Summary. Reports from the Department of Philosophy, University of Helsinki, No. 7, 1977, 15 pp.

- (I:10) Intentional Identity Interpreted: A Case Study of the Relations Among Quantifiers, Pronouns, and Propositional Attitudes. In: *Linguistics and Philosophy*, vol. 2, 1978, pp. 151-223. (A modified version of I:7).
- (I:11) Backwards-Looking Operators in Tense Logic and in Natural Language. In: *Game-Theoretical Semantics*, pp. 215-244. (A modified version of I:3.)
- (I:12) Intentional Identity Interpreted: A Case Study of the Relations Among Quantifiers, Pronouns, and Propositional Attitudes. In: *Game-Theoretical Semantics*, pp. 245-327. (A modified versio of I:10.)
- (I:13) Aarnio on Intention as Leading to Action. In: Aleksander Peczenik and Jyrki Uusitalo (eds.), *Reasoning on Legal Reasoning*, The Society of Finnish Lawyers Publications, Group D, No. 6, Vammalan kirjapaino, 979, pp. 199-205.
- (I:14) Introduction. In: E. Saarinen (eds.), *Game-Theoretical Semantics*. D. Reidel, Dordrecht, Holland, 1979, vi-xi.
- (I:15) Backwards-Looking Operators in Tense Logic and in Natural Language. J. Hintikka, I. Niiniluoto and E. Saarinen (eds.), *Essays on Mathematical and Philosophical Logic*. D. Reidel, Dordrecht, 1979, pp. 341-367.
- (I:16) Continuity and Similarity in Cross-Identification. In: E. Saarinen et al. (eds.), *Essays in Honour of Jaakko Hintikka*. D. Reidel, Dordrecht, 1979, pp. 189-215.
- (I:17) Quantifier Phrases are (at least) Five Ways Ambiguous in Intensional Contexts. In: F. Heny (ed.), *Ambiguities in Intensional Contexts*. D. Reidel, Dordrecht, 1980, pp. 1-45.
- (I:18) Dialogue Semantics versus Game-Theoretical Semantics. In: *PSA 1978*, vol. 2, East Lansing, 1981.
- (I:19) Preface, in *Conceptual issues in Ecology*, D. Reidel, Dordrecht, 1982.
- (I:20) (With S. Peters) Introduction. In: *ibid.*, *Processes, Beliefs and Questions*. D. Reidel, Dordrecht, 1982 vi-xxvi.
- (I:21) How to Frege a Russell-Kaplan. In: *Nous* 16, 1982, pp. 253-276.
- (I:22) Propositional Attitudes are not Attitudes towards Propositions. In: I. Niiniluoto and E. Saarinen (eds.) *Intentional Logic*, *Acta Philosophica Fennica* 35, 1982, pp. 130-162.
- (I:23) Linguistic Intuition and Reductionism. In: *Notre Dame Journal of Formal Logic* 23, 1982, pp. 296-304.
- (I:24) (Ed. with I. Patoluoto and P. Stenman) *Vexing Questions: An Urnful of Essays in Honour of Veikko Rantala on the Occasion of His Fiftieth Birthday*. Reports from the Department of Philosophy, University of Helsinki, No. 3, 1983.
- (I:25) A Note on Feminism. In: *ibid.*, pp. 117-121.
- (I:26) On the Logic of Perception Sentences. In: *Synthese* 54, 1983, pp. 115-128.
- (I:27) Davidson and Sartre. In: E. LePore and B. McLaughlin (eds.), *Actions and Events: Perspectives on the Philosophy of Donald Davidson*. Blackwell, Oxford, 1985, pp. 459-472.

- (I:28) The Perils of Progress. Georg Henrik von Wright in Conversation With Esa Saarinen, Books from Finland 3/1986, pp. 129-134.
- (I:29) Castaneda's Philosophy of Language. In: J. E. Tomberlin (ed.), Hector-Neri Castaneda. D. Reidel, Dordrecht, 1986, pp. 187-214.
- (I:30) Hintikka on Quantifying and Trans-world Identity. In: R. Bogdan (ed.), Jaakko Hintikka. D. Reidel, Dordrecht, 1987.
- (I:31) Contemporary Intellectual Life in Finland, Scandinavian Review, winter 1987, pp. 141-147.
- (I:32) The Art of Flying, City 7/88, pp. 10-12. Also in Tampere City 7/88.
- (I:33) An Aphorism, in Vaihtoehdot ovat välttämättömiä, Rautaruukki Oy, 1991, p. 78.
- (I:34) Marimekko - Woman's Wisdom. In: Look at Finland, No. 3-4, 1992, pp. 4-13.
- (I:35) An Aphorism, in Imagine, Synectics, London, 1993, p. 14.
- (I:36) Not the Last Word. In: ANY (Architecture New York), No. 3, 1993, p. 70.
- (I:37) All We Need is Love. In: M. Tobias, P. Fitzgerald and D. Rothenberg (eds.): A Parliament of Minds. State University of New York, USA, 2000, pp. 220-231.
- (I:38) Abstract of a lecture with Kirsti Lonka: International conference: Innovations in Higher Education: programme and abstracts, August 30 - September 2, 2000. Helsinki University Printing House, Helsinki, 2000, pp. 37.
- (I:39) (With Sebastian Slotte) Philosophical Lecturing as a Philosophical Practice, Practical Philosophy, Vol. 6, No. 2, 2003, pp. 7-23.
- (I:40) (With Raimo P. Härmäläinen) Introduction. In: Raimo P. Härmäläinen and Esa Saarinen (eds.), Systems Intelligence - Discovering a Hidden Competence in Human Action and Organizational Life, Helsinki University of Technology, Systems Analysis Laboratory Research Reports A88, October 2004.
- (I:41) (With Raimo P. Härmäläinen) Systems Intelligence: Connecting Engineering Thinking with Human Sensitivity. In: Raimo P. Härmäläinen and Esa Saarinen (eds.), Systems Intelligence - Discovering a Hidden Competence in Human Action and Organizational Life, Helsinki University of Technology, Systems Analysis Laboratory Research Reports A88, October 2004.
- (I:42) (With Raimo P. Härmäläinen) Systems Intelligence: a Key Competence for Organizational Life Reflections: The SoL Journal, Vol. 7, No. 4, 2006, pp. 17-28.
- (I:43) (With Raimo P. Härmäläinen) "Systems Intelligent Leadership", in Raimo P. Härmäläinen and Esa Saarinen, eds. Systems Intelligence in Leadership and Everyday Life, Helsinki University of Technology, Systems Analysis Laboratory, 2007.
- (I:44) (With Raimo P. Härmäläinen) "The Way Forward With Systems Intelligence", in Raimo P. Härmäläinen and Esa Saarinen, eds. Systems Intelligence in Leadership and Everyday Life, Helsinki University of Technology, Systems Analysis Laboratory, 2007.

- (I:45) (With Raimo P. Hämmäläinen) "Why Systems Intelligence?" In: Raimo P. Hämmäläinen and Esa Saarinen (eds.) *Systems Intelligence: A New Lens on Human Engagement and Action*. Helsinki University of Technology, Systems Analysis Laboratory, 2008, pp. vi-x.
- (I:46) (With Mikko Martela) "The Nature of Social Systems in Systems Intelligence: Insights from Intersubjective Systems theory". In: Raimo P. Hämmäläinen and Esa Saarinen (eds.) *Systems Intelligence: A New Lens on Human Engagement and Action*. Helsinki University of Technology, Systems Analysis Laboratory, 2008, pp. 189-210.
- (I:47) (With Raimo P. Hämmäläinen) "Systems Intelligence - The Way Forward? A Note on Ackoff's "Why Few Organizations Adopt Systems Thinking" *Systems Research and Behavioral Science*, Vol. 25, No. 6, 2008, pp. 821-825.
- (I:48) (With Jukka Luoma and Raimo P. Hämmäläinen) "Perspectives on Team Dynamics: Meta Learning and Systems Intelligence". *Systems Research and Behavioral Science*, Vol. 25, No. 6, 2008, pp. 757-767.
- (I:49) "Philosophy for Managers". *Philosophy of Management*, Vol. 7, Supplement (2008), 24 pp. Also in: Raimo P. Hämmäläinen and Esa Saarinen (eds.) *Systems Intelligence: A New Lens on Human Engagement and Action*. Helsinki University of Technology, Systems Analysis Laboratory, 2008, pp. 1-27.
- (I:50) "Philosophy in the 21st Century: Socratic Philosophy That Matters and Engages with People". *International Academy for Philosophy*, No. 20, October 2008.
- (I:51) (With Peter Kenttä) "The Radicalism of Phelpsian Good Economy", *CSS Working Paper No. 44*, November 2009. Center on Capitalism and Society, Columbia University.
- (I:52) (With Jukka Luoma and Raimo P. Hämmäläinen) "Acting with systems intelligence: Integrating complex responsive processes with the systems perspective", *Journal of the Operational Research Society*, 62, 2011, pp. 3-11.
- (I:53) Esa Saarinen and Peter Kenttä: *Phelpsian Good Economy: Twelve Radical Aspects* Columbia University, Center for Capitalism and Society, Center Working Paper No. 66, April 2011.
- (I:54) "Kindness to Babies and Other Radical Ideas. Rorty's Anti-Cynical Philosophy". In Alexander Gröschner, Colin Koopman and Mike Sandbothe (eds.) *Richard Rorty. From Pragmatist Philosophy to Cultural Politics*. Bloomsbury Academic 2013, pp. 144-164.
- (I:55) (With Raimo P. Hämmäläinen and Jukka Luoma) "On the Importance of Behavioral Operational Research: The Case of Understanding and Communicating about Dynamic Systems", *European Journal of Operational Research*, Vol. 228, Issue 3, pp. 623-634.
- (I:56) Esa Saarinen: *Life-Philosophical Lecturing as a Systems-Intelligent Technology of the Self*. A paper for the XXIII World Congress of Philosophy, August 6, 2013, Athens, Greece.
- (I:57) Esa Saarinen: *The Paphos Seminar. Elevated Reflections on Life as Good Work*. The Good Work Project webpages, Graduate School of Education, Harvard University. January 2013. Also in Frank Martela, Lauri Järvilehto, Jaakko Korhonen and Peter Kenttä (eds.) *Esa Saarinen. Elämän filosofi*, Aalto University 2013.

(I:58) Frank Martela and Esa Saarinen: The Systems Metaphor in Therapy Discourse: Introducing Systems Intelligence, *Psychoanalytic Dialogues*, Vol. 23 (2013), 80-101.

II Articles in Finnish and Swedish

(II:1) Analyyttinen filosofia "porvarillista"? (Is Analytic Philosophy Bourgeois?), *Dilemma tiedote* no. 1/1975, pp.11-12.

(II:2) Kieliopin testattavuus (Testability of Grammar). In: *Virittäjä*, No. 4, 1975, pp. 389-397.

(II:3) Vanhaa filosofiaa nykyaikaisin silmin (Old Philosophy from a Modern Perspective). In: *Parnaso*, No. 4, 1975, pp. 284-288.

(II:4) Kasassa Casassa (Together in Casa) *Lokki* 1/1976, *Eteläsuomalainen Osakunta*, pp. 6-9.

(II:5) Logiikka filosofian apuvälineenä (Logic as an Instrument of Philosophy) In: *Humanistisesta tutkimuksesta: Metodeja ja ajankohtaisia kysymyksiä*, *Gaudeamus*, Helsinki, 1978, pp. 64-80.

(II:6) Pop-maailman hurrikaanit (A review article of the rock group Hurriganes) *Rondo* 3/1978, pp. 28-29.

(II:7) Pasifismi nykypäivän Suomessa (Pacifism in Contemporary Finland) *Vartija* 4/79, pp. 178-185.

(II:8) Pispalan karhu ärähtää (A book review) *Vartija* 5-6-/79, p. 250.

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