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Applying design thinking approach to lead organizational change

***Integration of a designer's methods
and tools within the current human
resources intervention processes.***

Abstract

Today, the rapid acceleration of technology has brought a continuous transformation in the workplace, leading HR teams to shift focus from programs to integrated, high-value employees experience, so they are asked to integrate the design thinking approach. Design thinking can help them understand and redesign each aspect of the employee experience by responding to tomorrow's workforce's changing aspirations and needs, starting from the recruitment and new employee integration, through learning and development, work environment, collaboration, and reporting.

The dissertation aims to demonstrate a strict relationship between the HR and design thinking fields by comparing, on the one hand, the process carried out by HR departments and agencies to structure an organizational analysis and, on the other hand, the steps followed by design agencies for developing a context analysis.

The comparison was developed to understand what kind of corporate culture can activate organizational change and positively impact the workforce.

According to the emerged insights, the following step was to describe observable, tangible, and real organizations' contexts to identify specific benefits and limits of each kind of corporate culture and internal processes.

The visualization of the different existing organizations was built on the Images of Organization identified by Gareth Morgan and translated into the social enterprise's new context. They represent an overall description of the actual work that needs a human focus and significant employee experiences. In this way, each image has been transformed into an ideal scenario representing an ideal future picture, characterized by collaboration, learning, inclusion, engagement, and compliance. Each scenario was characterized by relating benefits, limits, human stories, and specific design thinking tools that could have been suitable to adopt in that particular organizational context and culture.

The highlighted design thinking tools have been tested with an HR selection agency and consultancy by carrying out the starting organizational analysis, building the scenario or Image of Organization, ideating meaningful interventions for achieving the change's goal, and testing the adopted solutions to measure the success results.

Keywords: *Design Thinking, Employee Experience, Human Resources, Change Management, Organizational Culture.*

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1.

*Design
thinking
for Human
Resources*



From customer's experience to employee's experience

The publication of the Cluetrain Manifesto, in 1999, was a significant contribution, and it remains still fundamental today. Among the many merits of the theses written by Rick Levine, Christopher Locke, Doc Searls, and David Weinberger, regarding the shocking changes in the world of communication and organizations of the late nineties, they spoke about the Web impact in the interactions between an organization and its external audiences (current and potential consumers) and internal (employees, collaborators, and business partners) (Levine et al., 2001).

Such a permeable approach to organizational boundaries is still a current and interesting topic for professionals and analysts. Many analyses place the demolition of silos between business functions as an urgent one, particularly those that work with internal audiences (HR) and those that target the market (Marketing). Never as today, external and internal are closely connected. In this regard, the research developed by Open Knowledge¹, a global management consulting firm, stated that breaking down these silos allows the diffusion of the digital mindset, elevating it to corporate culture and philosophy. The good experiences made available to external audiences arise within the company. Consistently, the experiences in the relationship with consumers must find correspondence with those aimed at employees, that is, towards customers within the company (OK People, 2020).

Today the market shows companies that compete to provide exceptional customer experiences, from the pre-acquisition to the post-consumption, involving everyone from marketing to product development and support. Brands realize their job today is as much about customer experience management as it is selling products or services, focusing on the orchestration and personalization of the entire end-to-end customer experience.

Customer experience has gotten attention for many years, but organizations are starting to realize the key to the world-class customer experience is nailing the employee experience first. This is the idea of Johanna Sinkkonen², customer experience expert, who underlines that a great customer experience always starts with great employee experience (Sinkkonen & Heikinheimo, 2019-present).

Following this thought, Johanna founded Lumoa, a platform that automatically generates, tracks, and acts on insights from their customers, employees, and markets. Lumoa was established to solve the challenges that Johanna, with the other founders

¹ Open Knowledge is part of the Bip group, one of the fastest-growing consulting firms globally. For over 10 years the company has dealt with digital transformation, change management, design, and communication.

² Johanna Sinkkonen is the co-founder and CEO at Lumoa. Lumoa is a CX platform that helps large and growing companies in translating their customer feedback into decisions.

¹ Shawn Achor is the winner of over a dozen distinguished teaching awards at Harvard University, where he delivers lectures on positive psychology. He is the CEO of Good Think Inc., a Cambridge-based consulting firm.

Carlos del Corral and Suvi Lindfors, faced while working with executives in some of the most successful and technologically advanced companies in the world, such as Microsoft and Nokia.

One comprehensive study developed by the psychologist Shawn Achor³ in the Harvard Business Review (2011), attempts to compile data from several different theories and sources, ultimately concluding that the workforce's happiness and engagement are the single most significant variables for success. On average, a happy, engaged workforce will increase sales by 37 percent, improve productivity by 31 percent, improve accuracy on specific tasks by 19, and increase the employees' health and longevity (Achor, 2011).

“Customer experience has gotten attention for many years, but organizations are starting to realize the key to the world-class customer experience is nailing the employee experience first.”

- Johanna Sinkkonen



HR leader as chief employee experience officer

With the rapid acceleration of technology, continuous transformation in the workplace is the new norm. To meet this new world of work and prepare for the future of work, HR teams shift focus from resource management to talent management, from recruitment to engagement, from internally focussed to user-focussed, from hierarchical structures to empowering individuals.

To lead this shift toward a more human-centered approach, CEOs and HR leaders are focused on understanding and creating a shared culture, designing a work environment that engages people, and constructing a new model of leadership and career development. In the competition for skilled people, organizations are vying for top talent in a highly transparent job market and becoming laser-focused on their external employment brand. Executives embrace digital technologies to reinvent the workplace, focusing on diversity and inclusion as a business strategy, and realizing that, without a strong learning culture, they will not succeed.

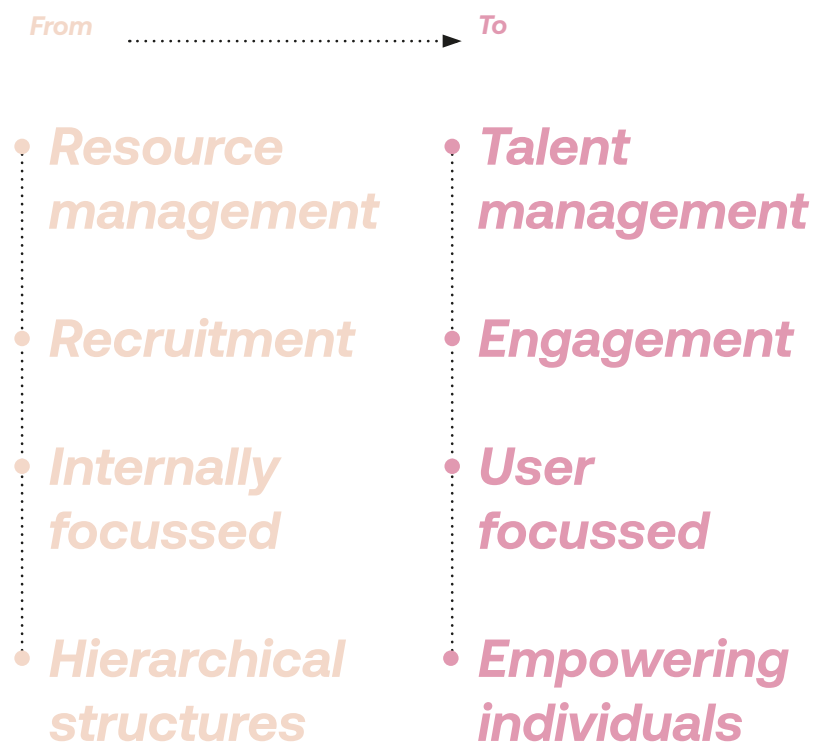
Amidst these changes, the HR function is taking on a new role as the steward and designer of these new people processes. The mission of the HR leader is evolving from that of “chief talent executive” to “chief employee experience officer.”

“HR needs to upgrade its skills to include people analytics, behavioral economics, and design thinking.”

- Deloitte Insights

Figure 1

HR teams' shift of focus toward a more human-centered approach



** Denise Lee Yohn is a brand leadership expert, business speaker and bestselling author. She is the author of What Great Brands Do and she is a leading authority on building and positioning global brands.*

According to Denise Lee Yohn⁴, author of *Fusion: How Integrating Brand and Culture Powers the World's Greatest Companies*, “employee experience and employee engagement are related, but the former is the means to the latter.” (Yohn, 2018, p.24). Yohn takes it a step further noting that “employee experience is the sum of everything an employee experiences throughout his or her connection to the organization—every employee interaction, from the first contact as a potential recruit to the last interaction after the end of employment”. (Yohn, 2018, p.27).

HR is being asked to simplify its processes, help employees manage the flood of information at work, and build collaboration, empowerment, and innovation culture. This means that HR is redesigning almost everything it does, from recruiting to performance management to onboarding to rewards systems. In doing this, HR needs to upgrade its skills to include people analytics, behavioral economics, and design thinking (Bersin et al, 2016).

Linda Naiman⁵ is the founder of Creativity at Work, a consulting firm that brings a multi-disciplinary approach to learning and development by leveraging arts-based practices to foster creativity at work, and design thinking as a strategy for innovation. Naiman (2017) declares that during the last years, many companies understood the importance of a design thinking approach and experimented with it.

In particular, Cisco hosted a non-tech hackathon to explore a wide range of HR issues with its employees. The result: 105 new solutions for its global workforce of 71,000 people to improve employee experiences in recruiting, onboarding, and learning and development.

Cisco has identified “moments that matter,” such as joining the organization, changing jobs, managing family emergencies, and redesigned its employee services around these moments to delight employees.

⁵ Linda Naiman advises senior leaders and their teams on building creative capacities, managing the creative process, and fostering a culture of innovation.

Figure 2

Moment of matter identified by Cisco to improve the employee experience

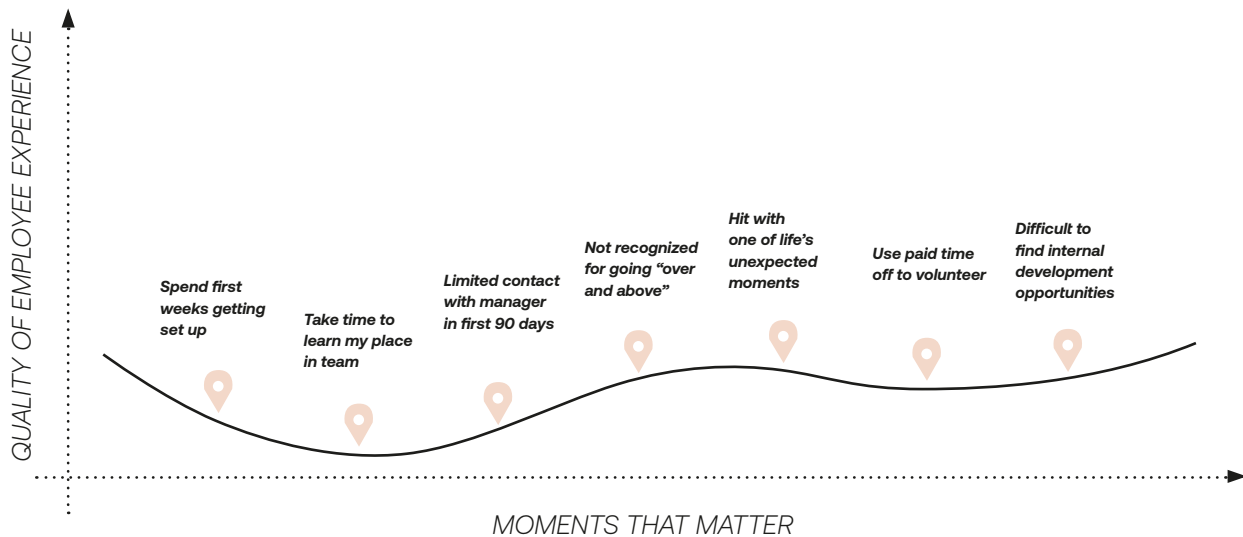


Figure 3

Milestones of Employee Experience at Cisco



Airbnb has changed the Chief HR Officer function into a Chief Employee Experience Officer function, recognizing that “experience” is the essence of a workplace, especially among millennials.

At Pixar, the Employee Experience Manager provides outreach, consultation, and support to various groups and individuals. This means lots of face time and conversations with employees and managers to understand better experiences, challenges, and development needs (Naiman, 2017).

Whatever the external influences, the fact is that this change requires new applications in the way companies think about their employees and design their people management strategies. In front of this change, which characterized the whole workplace and business organization, HR Leaders have noticed: Why not apply design thinking to improve the employee experience with the same care given to delight customers?



Actual application of design thinking in the HR's field

Design thinking is exactly one of the most recent trends for facing this new vision, and how it can be used as a tool to understand and improve the customer experience of HR is a widespread topic.

These considerations start to be adopted in many companies, like Cisco Systems, AirBnB, and Pixar, that are just mentioned above. Ian Bailie⁶, Senior Director of People Planning, Analytics, and Tools at Cisco Systems, is really interested in these themes. Today he is the Managing Director of myHRfuture.com and a consultant for start-ups focused on HR technology and People Analytics, including Adepto, Worklytics, and CognitionX. In his article “How to Use Design Thinking in HR” written for myHRfuture.com in 2018, he explained design thinking as a creative, solution-based method for problem-solving, based on understanding the in-depth needs of different stakeholder profiles to generate solutions that bring value to all stakeholders; in other words, based on solutions focused on the people involved. In HR's case, this could be the managers, employees, or candidates that experience any part of the HR process.

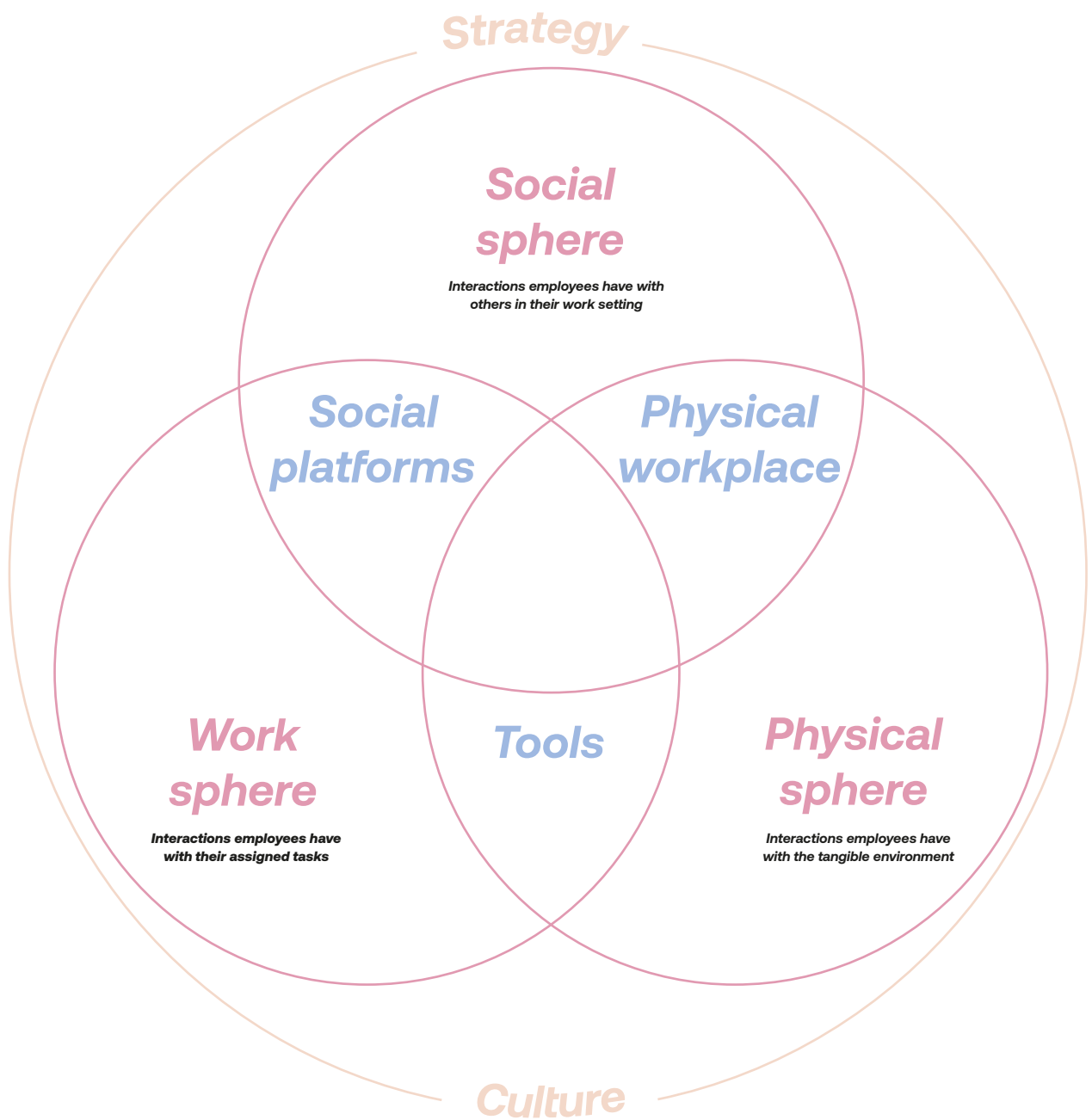
Bailie (2020) affirms that initially, design thinking was associated with product-focused companies, but, over the past years, organizations have started applying it across various functions, including human resources. This new field can be translated as a people-oriented, prototype-driven process for creative problem solving that helps develop innovative human-centric programs and experiences in the workplace. Given the changing nature of a global workforce and rapidly growing percentage of next-generation employees, concerns regarding skills shortages and the gradual shift of “power” to the employee, as well as changes in consumer behaviors related to new technologies, employee experience becomes a primary focus area for any HR transformation program, digital redesign projects for a company portal and employee interaction tools (Bailie, 2020).

HR leaders and departments are now called to generate meaningful employees' experiences, so they need to integrate design thinking skills and apply design thinking methodologies and tools. In fact, design thinking can help them to understand and redesign each aspect of the employee experience by leveraging new technologies and responding to the changing aspirations and needs of tomorrow's workforce, starting from the recruitment and new employee integration, through learning and development, work environment, collaboration, and reporting (Mazor et al., 2017).

⁶ Ian Bailie is ex-senior HR Director at Cisco. Actually, he is the Managing Director of myHRfuture academy, a learning experience platform for HR professionals looking to invest in their careers. For more informa

Figure 4

Three spheres of human interactions create unique facets of employee experiences by integrating design thinking approaches and solutions.





Comparison of different design thinking processes

Much of the rise of the design thinking approach's application can be attributed to a few key organizations such as design consultancy IDEO, Stanford's d.school group, Toronto's Rotman School of Management, and the UK Design Council. These organizations have developed a large number of frameworks which help with the execution of a design thinking approach and the most popular ones being UK Design Council's double-diamond stages Discover-Define-Develop-Deliver (Design Council, 2015); IDEO's HCD (Human-Centered Design) toolkit with the 3-phase process of Hear-Create-Deliver (IDEO.org, 2015); Stanford University's d.school 5-step approach of Empathize-Define-Ideate-Prototype-Test (Doorley et al., 2018). After careful consideration of the available design thinking frameworks, I chose, as a model to follow in this thesis, Stanford's d.school 5-step model. It contains and further granulates other frameworks well. In fact, although the above-mentioned consolidated design thinking processes are characterized by a different number of stages and different terminology, the underlying ethos and many of the methods are markedly similar, and they can be overlapped or integrated.

In this regard, after having analyzed the above-mentioned design processes, it is possible to see some analogies. In particular, I listed some important points which characterize the design process and its phases grouped in three main parts:

Discover & Define

Ideate & Prototype

Test & Implement

Discover & Define

Firstly the Empathize and Define phases of d.school 5-steps approach, can be juxtaposed to the Hear stage of IDEO's HCD Thinking process, and to the Discover and Define stages of UK Design Council double-diamond. These first steps are all about developing an empathic understanding of users, as well as defining the problem that the team is trying to solve. It serves the purpose of gaining a solid foundation in the context of the problem and sufficiently reframing it in order to progress. In this phases of the process, design thinkers need to:

- *Identify the design challenge to observe the intervention's area;*
- *Recognize existing knowledge in the challenge space;*
- *Identify people to engage with to see the deeper human side;*
- *Arrange ethnographic research activities to uncover insights;*
- *Develop perspectives or stories to guide the creation phase.*

Ideate & Prototype

The second and third phases of the d-school 5-stages approach, Ideate, and Prototype, similarly to the Create phase of the IDEO approach and the Develop phase of UK Design Council double-diamond, are concerned with exploration, experimentation, and learning through making. It involves pinpointing potential areas of exploration and then engaging those closest to the problem to co-create solutions. This allows design teams to maintain the highest levels of empathy during early design phases and weed out potential problematic assumptions made by designers who do not sufficiently understand the context.

- ***Highlight opportunities to explore from previous insights;***
- ***Recruit people for the co-design task among the stakeholders;***
- ***Create a safe space for people to maintain emotional sensibility;***
- ***Encourage storytelling and free expression;***
- ***Facilitate action-oriented creation of tangible solutions.***

Test & Implement

The fifth and last step of the school process is the Test step and it can be considered really similar to the Deliver phase of both IDEO HCD approach and UK Design Council double-diamond. All of them are in fact centered around logistical implementation and overcoming any obstacles which may exist when rolling out a solution within the required context. Though solutions arrived at may provide a functional patch to a problem, getting by in communities and bypassing any other roadblocks on the path of implementation is essential for the process to be completed successfully.

- ***Iteratively test the solutions with the end-users;***
- ***Test out different details and variables in small-scale;***
- ***Create feedback mechanisms for continuous improvements;***
- ***Define solution specifications from people's feedback;***
- ***Identify future steps to apply and implement the potential solution.***



The Hasso-Plattner Institute design thinking process

Among all the frameworks proposed by literature and their different application by different companies, this thesis focuses on the design thinking approach strengthened by d-school. I made this choice for the great importance it gives to multidisciplinary teams and applying the process in fields that can also be very distant from the traditional context of the design methods application and solution development.

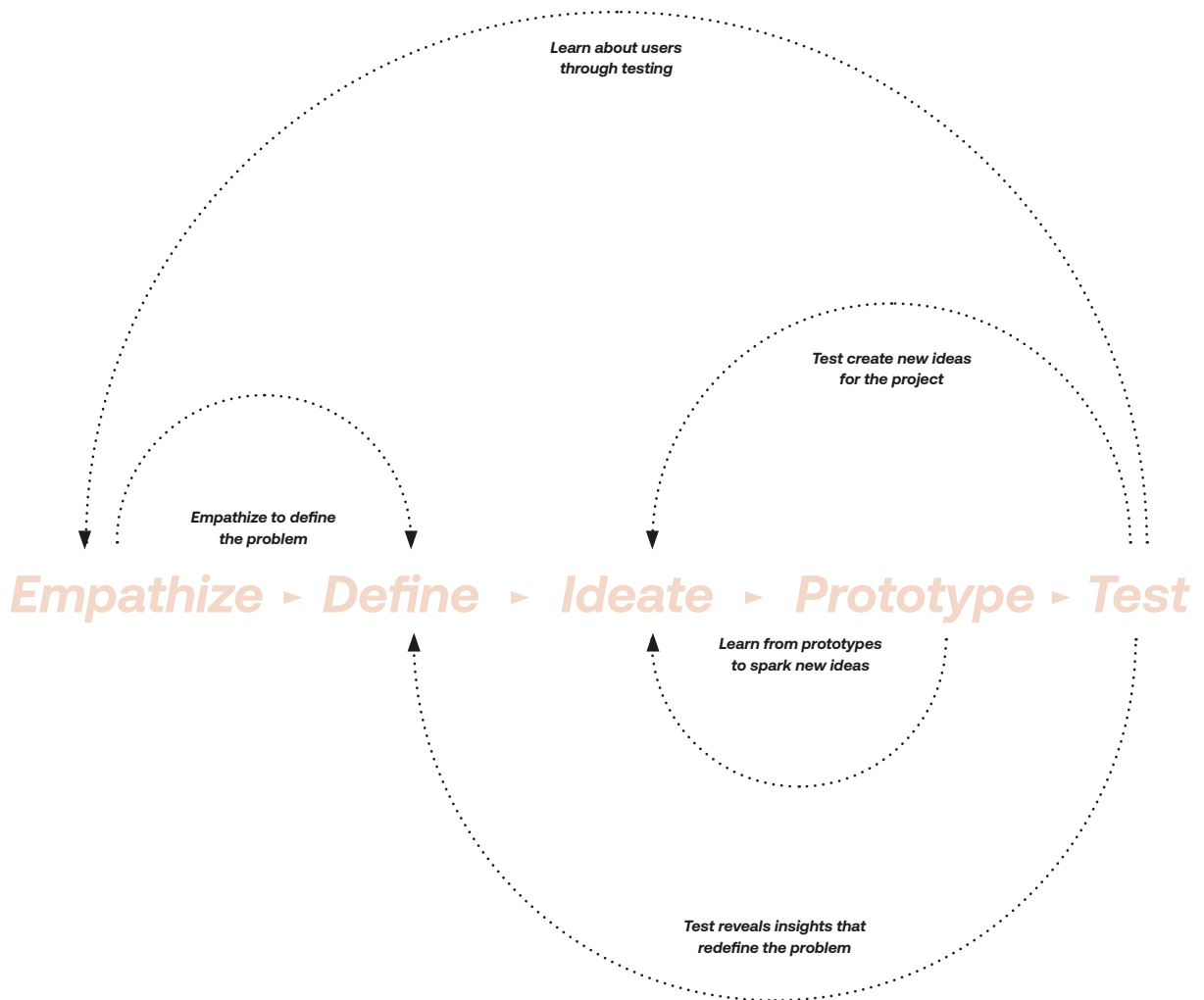
“We believe great innovators and leaders need to be great design thinkers. We believe design thinking is a catalyst for innovation and bringing new things into the world. We believe high impact teams work at the intersection of technology, business, and human values. We believe collaborative communities create dynamic relationships that lead to breakthroughs” (Plattner et al., 2011, p. 13).

These are the visions of the first two schools of design thinking, the d.school at Stanford University in the Californian Silicon Valley, and the d.school of the Hasso-Plattner-Institute in Potsdam, Germany. With overwhelming success since 2005, these schools educate young innovators from different disciplines like engineering, medicine, business, the humanities, and education to work together to solve big problems in a human centered way.

This thesis takes as the design thinking process that the Hasso-Plattner Institute defined, which was developed and taught to many no designers interlocutors. From this perspective, design thinking can be defined as the assimilation of human, business, and technological factors in problem forming, solving, and design. In fact, its human-centric methodology integrates expertise from design, social sciences, engineering, and business, blending an end-user focus with multidisciplinary collaboration and iterative improvement to produce innovative products, systems, and services (Plattner et al., 2011).

Figure 5

The five-stage Design Thinking model proposed by the Hasso-Plattner Institute of Design at Stanford (d.school). The stages do not follow specific order, and they can occur in parallel and be repeated iteratively.



⁷ Herbert A. Simon's was an American economist, political scientist and cognitive psychologist. He was among the pioneers of artificial intelligence, information processing, decision-making, problem-solving, organization theory, and complex systems.

There is a wide variety of design thinking process breakdowns and visualizations ranging typically between 3 and 7 steps. All of the implementation frameworks or models are distinguished by different names and number of stages. However, they embody the same principles described by Herbert Simon's theory⁷. Simon's *The Sciences of the Artificial* (1996) has long been considered a seminal text for design theorists and researchers anxious to establish both a scientific status for design and the most inclusive possible definition for a "designer," embodied in Simon's often cited "everyone designs who devises courses of action aimed at changing existing situations into preferred ones". (p. 111).

In this regard, starting from the above considerations, this thesis adopts as the design thinking process that one described by Hasso-Plattner Institute in 2005, which synthesizes the steps defined by Herbert Simon in the following five main phases: "Empathize," "Define," "Ideate," "Prototype," "Test and Refine."

The first "Empathize" phase is replaced with the "Discover" phase in the UK Design Council double-diamond process. Therefore I preferred to substitute the "Empathize" stage of the Hasso-Plattner Institute design thinking process with the "Discover" phase of the UK Design Council process. I made this choice because the concept of "Discovery" goes beyond the simple assumption of people's needs in order to deeply understand and uncover the motivations and influences behind them. The first stage of the process involves developing a sense of "Empathy" towards the people we are designing for, to gain insights into what they need and what they want, but it cannot be traced only to this designers' skill or personal attitude. "Empathy" is essential but it represents only a tool to "Discover" how people behave, feel, and think, and why they demonstrate such behaviors, feeling, and thoughts when living and interacting in a real-world setting (Design Council, 2013).

As it is explained above, all the most popular design thinking approaches show similarities. Indeed, the main reason that pushes me to adopt the d.school process for developing this thesis is its multidisciplinary aspect, which makes it really suitable for a potential integration between HR and design fields.

Starting from the five main steps which characterize the selected process, it is possible to see how design methods and tools can become important for managing a company culture and, consequently, its people, dividing the interventions throughout the 5-steps design thinking path (A. Meroni, personal communication, April 29, 2019). At its heart, design thinking is an iterative and non-linear process. Results from the final stage of the initial work process inform our understanding of the problem, help us determine the parameters of the problem, enable us to redefine the problem, and, perhaps most importantly, provide us with new insights so we can see any alternative solutions that might not have been available with our previous level of understanding.

1 *Discover*

HR need to step into the employees' shoes and gather a 360-degree view of the workplace from their perspective, so they can see the challenges that employees encounter on a day to day basis, such as: commuting to work, flexibility in working hours, harmonious work relationships.

2 *Define*

The next step is to identify and outline the employees' pain points clearly. For example, what is the biggest problem employees face in their day to day work? It becomes necessary to define the exact challenges employees face in terms of how, what, when, where, and why.

3 *Ideate*

Brainstorm and collectively work towards listing down some creative ways to address these challenges, selecting the most desirable, feasible, and viable solution in the organization's context.

4 *Prototype*

Creating storyboards for given scenarios, using mock trials, and putting together experimental scenarios for the chosen solution help understand how viable and effective it could be.

5 *Test & Refine*

The prototype can be tested out in smaller groups to gauge its effectiveness and viability, and feedback can be collected from the sample to understand what improvements can be made to the solution/approach adopted. The final insights can be the starting point of a secondary "Discover" phase.

1

Discover

2

Define

Divergence

Convergence

DISCOVERY AND DEFINITION
OF THE DESIGN CHALLENGE'S AREA

- Analysis of the status quo and the context of the design challenge's arena;
- Empathic understanding of the problem and identification of people to engage with to understand the deeper human side;
- Consultation with experts to find out more about the design challenge;
- Engagement in ethnographic research activities to uncover sufficient human insights by the actors who compose the problem's system;
- Immersion in the physical environment to gain a deeper understanding of the issues involved;
- Collection of any information, data, and insights.

- Clustering different points of view, needs, expectations, attitudes, and pains about the challenge's issue;
- Synthesis of the previous observations and identification of core issues;
- Identification of possible connections and relationships between the core elements of the problem's arena;
- Creative definition of the problem-statement;
- Definition of opportunities for further research and solutions development;
- Develop perspectives or stories to guide the creation phase.
- Scenario building for a future and meaningful intervention

3

Ideate

4

Prototype

5

Test

Divergence

Convergence

IDEATION AND TESTING
OF POSSIBLE DESIGN SOLUTIONS

- Thinking outside the box to identify new solutions to the problem statement and alternative points of view;
- Application of techniques to stimulate free thinking and to expand the problem space;
- Recruiting participants for the co-design task;
- Maintaining awareness of sensitivities by avoiding judgments;
- Creating a safe space where people can give a meaningful contribution to the development of the solution;
- Selection of the best way to solve a problem or providing the elements to circumvent it.

- Action-oriented creation of tangible solutions keeping in mind the human side;
- Inexpensive, scaled-down versions of the service;
- Testing and sharing within the design team or a small group of people;
- Identify the best possible solution for each problem.
- The prototypes are accepted, improved, and re-examined, or rejected based on the users' experiences.

- Iteratively test the solutions with the users and develop different details on a small-scale;
- Creation of a user feedback mechanism;
- Definition of solution specifications;
- Identification of future steps for the solution application and refinements to meet the users' expectations;
- Iteration of the process or the previous phases.



Six trends linking HR and design thinking

In April 2017, Linda Naiman, the founder of Creativity at Work, wrote a piece for Inc. Magazine. She positioned how design thinking could deliver great employee experiences that spark creativity, collaboration, and innovation. In her LinkedIn profile, she is described as an educator and coach. She brings a multi-disciplinary and personal approach to learning and development based on her background as an artist and designer. She leverages arts-based practices to spark creative inspiration and design thinking to manage the creative process for innovation. Organizations that have sought out Linda for her expertise include Cisco Systems, Dell International, Intel, BASF, and American Express.

In particular, in the article for Inc. magazine, she observed six trends linking HR and design thinking and connected this with a prediction from Josh Bersin⁸ at Deloitte proposing that HR teams in 2017 would have stopped designing “programs” for replacing them with integrated, high-value “experiences” that excite, engage and inspire employees (Bersin, 2016, p.26).

With more and more companies embracing design thinking, today, we can see the main trends that characterize its application and how HR teams can leverage it:

⁸ Josh Bersin is the president and founder of Bersin & Associates, now known as Bersin by Deloitte, a leading industry research and advisory firm in enterprise learning and talent management.

- *Organizational design*
- *Engagement*
- *Learning*
- *Analytics*
- *HR skills*
- *Digital HR*

Figure 6

The six trends allow HR teams to shift from setting specific “programs” to designing overall “experiences” for the employees.



Organizational design

The growth of the Millennial demographic, the diversity of global teams, and the need to innovate and work more closely with customers drive new organizational flexibility among high-performing companies. They are operating as a network of teams alongside traditional structures, with people moving from team to team rather than remaining in static formal configurations. This new mode of organization, a “network of teams” with a high degree of empowerment, strong communication, and rapid information flow, is now sweeping businesses and governments worldwide (Naiman, 2017). Two major factors are driving change. First, the pressure to get products to market quickly, combined with a generally greater sense of empowerment among the workforce, makes small teams a more natural and productive way to work. Small teams can deliver results faster, engage people better, and stay closer to their mission. Second, the digital revolution helps teams stay aligned. Today, teams can easily use

the web or mobile apps to share goals, keep up to date on customer interactions, communicate product quality or brand issues, and build a common culture (Mazor et al., 2017).

For HR, the implications of such changes to the organizational design can be profound, and the application of methodologies and tools from the design thinking approach seems to be necessary. Especially, job titles and descriptions, to cite an example, are becoming more flexible and broad to account for an individual's potential to be deployed to various teams. HR organizations will need to adapt to address the concept of administrative and operational control as companies switch from highly functional and hierarchical models to project-based organizations in which employees are constantly embedded in teams and ecosystems that form teams (McDowel et al., 2016).

Engagement

The demands and expectations of today's diverse, multi-generational, mobile workforce require a more flexible, employee-centric work environment. Companies need a strong focus on listening to employees, workforce health and well-being, job redesign, and an enterprise-wide analysis of all employee engagement (Schwartz et al., 2016).

The first and perhaps most important part of employee engagement is job-person fit. Companies need to make sure jobs are meaningful; people have the tools and autonomy to succeed, and that they select the right people for the right job.

Nearly every job has been changed and often transformed by technology, and organizations continuously look for ways to do more with less. Well-run companies constantly look at their work, trying to find ways to outsource more to technology and produce more output with less expensive human input. Despite these pressures to improve productivity, research shows that when we enrich jobs, giving people more autonomy, decision-making power, time, and support, the company makes more money (Bersin, 2015). From this perspective, the design thinking approach and tools can help make work more comfortable, more efficient, more fulfilling, and more rewarding (Naiman, 2017).

Learning

Most engagement research shows that learning opportunities, professional development, and career progression are among the top drivers of employee satisfaction. Employees under the age of 25 rate professional development as their number one driver of engagement and this is the number two priority for workers up to age 35. As employees get older, their focus on development shifts away from mobility and upward progression to align a job with long-term career goals.

⁹ Gena Cox is an industrial psychologist, executive coach, and researcher with Perceptyx, a technology platform in the analytics industry.

So organizations should offer developmental opportunities, both formal and informal, that let people learn on the job, take developmental assignments, and find support when they need help. HR professionals should design onboarding and transition management programs to develop a support and learning culture and give people time to learn (Mazor et al., 2017).

Secondly, the company should support facilitated talent mobility. Most people will not be promoted every year or two, but they want to feel that they are growing and can take on new assignments in their chosen area. Managers and the company need to support and facilitate internal mobility, giving people the freedom to try something new and move from a role where they are highly productive to one where they may be a trainee again (Bersin, 2015). Therefore new and self-directed learning experiences can be shaped by design thinking's central principle of putting the user experience ahead of the process (Naiman, 2017).

Analytics

Businesses have recognized they need data to figure out what makes people join, perform well in, and stay with an organization, who will likely be successful, who will make the best leaders, and what is required to deliver the highest-quality customer service and innovation. All of this can be directly informed by people analytics. Companies are hiring people analytics staff, cleaning up their data, and developing models that help transform their businesses. The name of this trend, "people analytics," reflects the use of people-related data to improve and inform all types of management, business, and HR decisions throughout the company. Today's people analytics teams often call themselves the "employee listening" department. They bring together data from various sources, including core HR systems, employee engagement data, survey data, external data (from LinkedIn, Glassdoor, and other systems), and text data from employee comments. They then analyze these data to understand the company culture and find opportunities to improve retention or performance or diagnose management weaknesses or other operational problems (Mazor et al., 2017). Adopting a human-centered approach, HR can integrate design thinking methodology for recommending better solutions, starting from the objective analysis of the employees' behaviors and perception (Naiman, 2017).

In this regard, Gena Cox⁹ states that plans and procedures are built around the most efficient and practical for the person doing the job (Cox, 2019). She is the founder of Perceptyx, a digital platform that, since its founding in 2003 has revolutionized the employee survey and people analytics industry, delivering enterprise-level employee surveys and people analytics to more than 30% of the Fortune 100. Perceptyx is only an example of the analytics industry and technology that makes it easy for managers, HR, and business leaders to discover insights deep within large and complex organizations, driving meaningful action to improve business outcomes (GlobeNewswire, 2020).

HR skills

HR teams and departments see significant progress in employee engagement, culture, analytics, and the adoption of cloud-based HR technology. While HR teams still face daunting challenges, particularly in leveraging design thinking, digital HR, behavioral economics, and real-time feedback, a new generation of inspired HR leaders enter the profession, and the progress is real.

“Today, more and more HR organizations are moving away from a service provider mentality to becoming valued talent, design, and employee-experience consultants” (Schwartz et al., 2016, p. 79). As HR makes this major shift from compliance and service provider to steward and champion of the total employee experience, some companies are beginning to think about HR in new ways, considering an upgrade to incorporate an understanding of digital design, mobile application design, behavioral economics, machine learning, and user experience design (Naiman, 2017).

“ Business International since 1987, a division of Fiera Milano Media, has been a leading player in Italy in the organization of conferences and training courses for senior executive managers and the proposal of personalized consulting services to companies.

“ Susan Heathfield is a professional facilitator, speaker, trainer, and writer. She has been the Human Resources and People Management Expert for The Balance since 2000.

Digital HR

HR has the opportunity to revolutionize the entire employee experience by transforming HR processes, systems, and the HR organization via new digital platforms, apps, and ways of delivering HR services (Naiman, 2017).

“HR teams are now rethinking the way people work and adding digital tools to make these solutions better. The impact of design thinking may be most profoundly experienced with digital application. Rather than building an onboarding system, a learning system, a performance management system, and a collaboration and coaching system, design thinking brings these solutions together in seamless apps that improve employee experiences across the board” (Schwartz et al., 2016, p. 98). The report “Future of Work and HR Tech 2020” developed by Business International¹⁰ and Osservatorio Imprese Lavoro Inaz (2019) highlights the smart-working trend and the digitalization of the organizational processes as the most demanded by the Italian workforce. In this regard, HR is increasingly focused on people’s need for flexibility in the organizational structure and in everyday workflow. Flexibility is a need, but in some cases, it can become a strict obligation, as everybody is experiencing today during the ongoing coronavirus pandemic. The activation of smart working policy broadly represents HR’s answer to this great demand.

However, smart working is not for everyone, and companies should introduce flexibility and easygoing tasks to find the right solution for each employee. In this regard, Susan Heathfield¹¹, a management and organization development consultant specializing in human resources issues, states that smart working can bring more disadvantages for people who are used to work in an office environment and find it challenging to handle when colleagues do not hold the same schedule.

Sometimes for office-based staff, it is hard to work effectively with telecommuting staff, and smart working deletes a clear dividing line between home and work,

misleading loved ones about people's availability (Heathfield, 2019).

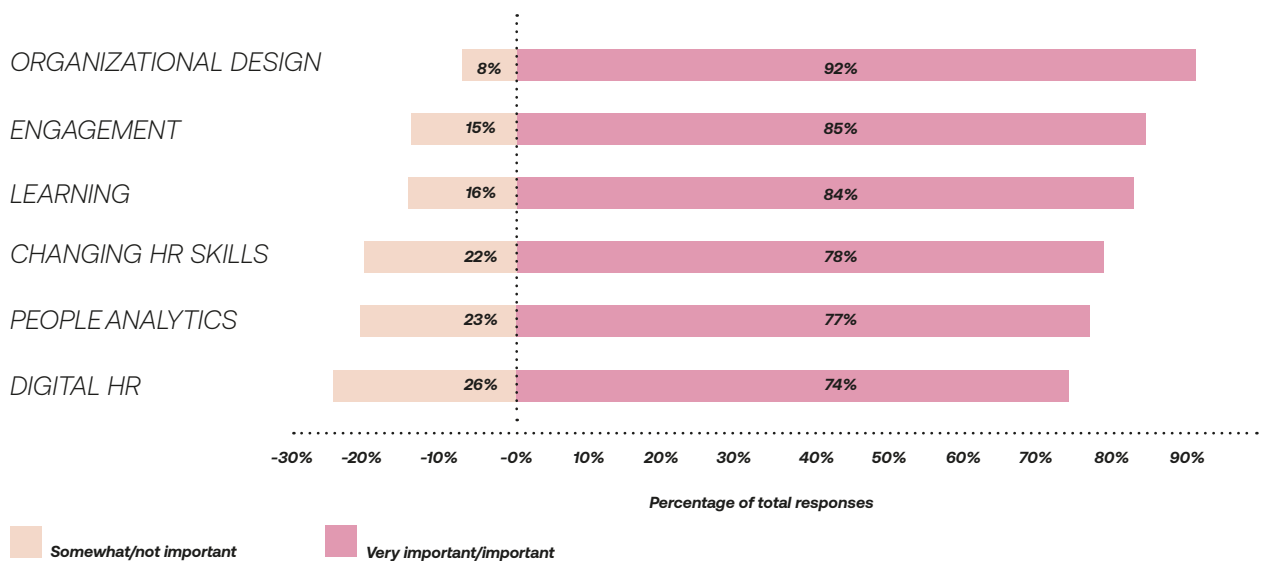
Digital HR, however, is more than just building apps. It encompasses developing a new mobile platform with a wide range of apps built with cloud and analytics technology behind the scenes. This platform can be used for hundreds of apps: from time and attendance to employee wellness, to recruitment, collaboration, goal-setting, and more. The design is integrated, the user experience is location-aware, and integrated data are used to inform and make recommendations to users throughout the day. New analytical capabilities are revolutionizing the field of HR, and evidence-based approaches are replacing intuition as the preferred way to make decisions in HR. Behavioral science theory and research can specify which information about employees HR departments should measure; technology platforms can now store large volumes of relevant HR information and offer sophisticated analysis methods. Open standards allow methodology experts to link disparate data sources to generate more accurate predictions about employee behavior (Guenole et al., 2018).

HR professionals need to ensure they do not infringe upon laws, social norms, and customs concerning appropriate data use. Working within these rules requires knowledge of worker attitudes towards how personal data will be used in workforce analytics projects. HR should also consider questions about what they should or should not do with data analytics, falling into the realm of HR analytics ethics.

The adoption of design thinking allows us to integrate mobile app design and real-time HR operations. Still, "to succeed in this new paradigm, HR teams will likely have to partner with IT, adopt design thinking, use integrated analytics, and analyze vendor solutions carefully" (Schwartz et al., 2016, p. 99).

Figure 7

The six trends ranked in order of their importance as rated by Deloitte survey respondents in 2016.



II.

*Organizations
as social
systems*



The social enterprise

In 2018 companies witnessed seismic changes in the workforce, the workplace, and the technologies used in the world of work. In this regard, Deloitte's report about Global Human Capital Trends 2018 showed a fundamental change Based on a global survey of more than 11,000 business and HR leaders, as well as interviews with executives from some of the leading organizations. "Organizations were no longer assessed based only on traditional metrics such as financial performance or even the quality of their products or services. Instead, organizations started to be increasingly judged based on their relationships with their workers, their customers, and their communities, as well as their impact on society at large, transforming them from business enterprises into social enterprises" (Abbatiello et al., 2018, p. 2).

The World Economic Forum¹ states that employees, consumers, and broader stakeholders increasingly demand companies to step up and lead the way in sustainable development; businesses, in particular, must make social impact part of their core business model. Social impact is how organizations, businesses, or individuals' actions affect the surrounding community. It may be the result of an activity, project, program, or policy, and the impact can be intentional or unintentional, as well as both positive or negative.

Businesses cannot ignore their business's social impact, as the Business Roundtable² explained in the updated Statement on the Purpose of a Corporation 2019. Today, the "business as usual" approach to social and environmental concerns is insufficient given the rapid pace of change of the actual industrial context.

To achieve the 17 Sustainable Development Goals³, adopted by all United Nations Member States in 2015, governments and businesses need to take action. People's social impact can be felt directly associated with that organization or individual or have a more far-reaching effect on people in different communities, states, and even countries (Schive, 2019).

A social enterprise is an organization whose mission combines revenue growth and profit-making with the need to respect and support its environment and stakeholder network. This includes listening to, investing in, and actively managing the trends shaping today's world. It is an organization that shoulders its responsibility to be a good citizen (both inside and outside the organization), serving as a role model for its peers and promoting a high degree of collaboration at every level of the organization (Abbatiello et al., 2018).

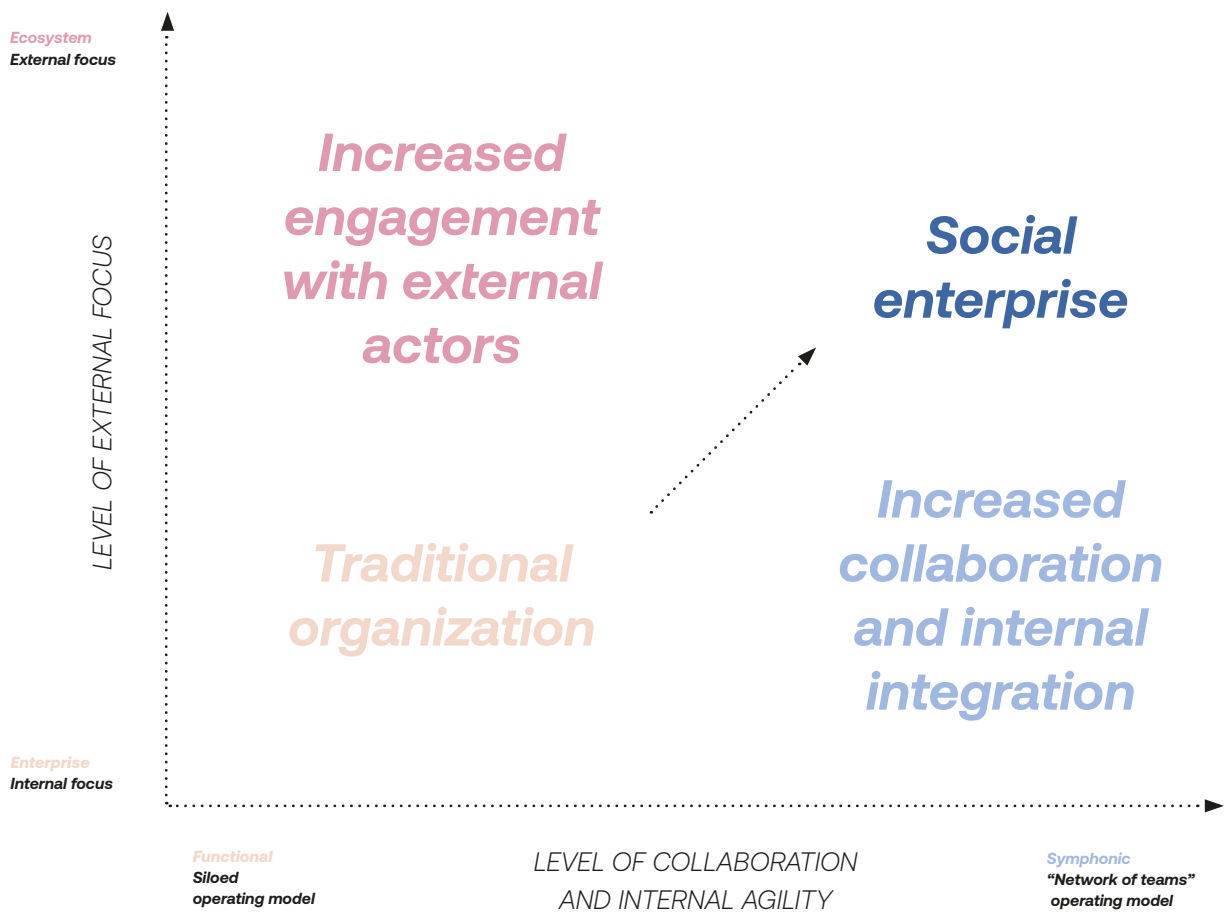
¹ The World Economic Forum (WEF), based in Cologny, Geneva Canton, Switzerland, is an NGO founded in 1971. It is a membership-based organization, and membership is made up of the world's largest corporations.

² The Business Roundtable is a nonprofit association based in Washington, D.C. whose members are chief executive officers of major United States companies

³ The Sustainable Development Goals are a collection of 17 interlinked goals designed to be a "blueprint to achieve a better and more sustainable future for all" and to be realized by the year 2030.

Figure 1

The evolution of the social enterprise from a siloed operating model toward a network of teams, increasing focus on the external environment.





Forces of change in the organizational context

Why has this shift occurred? It is probably driven by social, economic, and political changes that have grown since the global financial crisis. Despite the economic recovery the world has seen since 2008, many people feel frustrated that financial gains have failed to improve individuals' lives, address social problems, support political stability, or mitigate technology's unintended consequences. People today have less trust in their political and social institutions than they have in years; many expect business leaders to fill the gap.

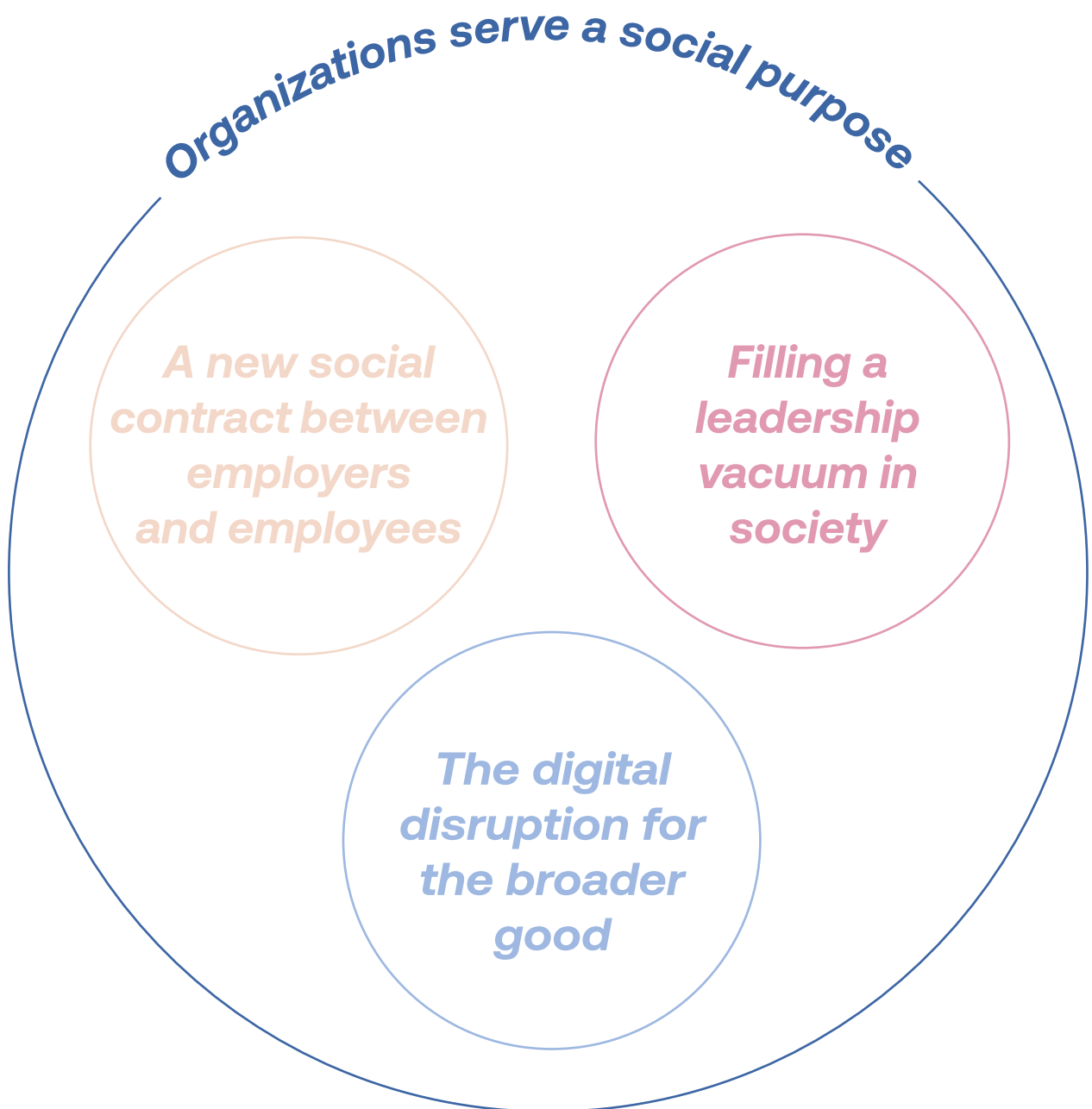
BlackRock chief executive Laurence Fink⁴ made this point this year. In his annual letter to CEOs, Fink noted that people are increasingly “turning to the private sector and asking that companies respond to broader societal challenges” and demanding that organizations “serve a social purpose” (Fink, 2018, p. 1). Fink stated that shareholders, including BlackRock itself, are now evaluating companies based on this standard. A New York Times report suggested that the letter could be a “watershed moment on Wall Street” that raises questions about “the very nature of capitalism” (Sorkin, 2018).

Among the many factors contributing to the rise of the social enterprise, three powerful macro forces are driving the urgency of this change: 1) the new social contract between employers and employees; 2) a widening leadership vacuum in society; 3) the digital disruption for the broader good.

⁴ Laurence Douglas Fink is an American billionaire businessman. He is the chairman and CEO of BlackRock, an American multinational investment management corporation.

Figure 2

The new social contract, vacuum in society, and digital disruption are the three primary forces of change in social enterprises.



1 *New social contract*

First, a new social contract is developing between companies and workers, driving significant employer-employee relationship changes. Young people anticipate working for many employers and demand an enriching experience at every stage. “This leads to expectations for rapid career growth, a compelling and flexible workplace, and a sense of mission and purpose at work” (Schwartz et al., 2016, p. 2). The power of the individual is growing, with millennials at the forefront. For the first time in mature markets, young people believe that their lives will worsen than their parents’. They are actively questioning the core premises of corporate behavior and the economic and social principles that guide it. Among this group, social capital plays an outsized role in where they work and what they buy, and 86% of millennials think that business success should be measured in terms of more than just financial performance. Millennials comprise most of the workforce in many countries, and their power is growing over time. The shift in power to the individual is moved forward by today’s hyper-connected world, enabling people to track information about companies, express their opinions to a broad audience, and sign onto social movements, globally and in real-time (Abbatiello et al., 2018).

⁵ The Edelman TRUST BAROMETER™ is the firm’s annual trust and credibility survey developed by Edelman, a global communications firm. In 2018 it comprised online surveys in 28 markets, 18 years of data, and 33,000+ respondents total.

2 *Vacuum in society*

Second, businesses are being expected to fill a widening leadership vacuum in society. Across the globe, people trust the business more than the government. The 2018 Edelman Trust Barometer⁵ reported that people worldwide place 52% trust in business “to do what is right,” versus just 43% in government (Edelman, 2018). There is a widespread perception that political systems are growing more and more polarized and less effective at meeting social challenges. People are looking to business to fill the void on critical issues such as income inequality, health care, diversity, and cybersecurity to help make the world more equal and fair. “Organizations that engage with people and demonstrate that they are worthy of trust are burnishing their reputation, winning allies, and influencing or supplanting traditional public policy mechanisms” (Abbatiello et al., 2018, p. 4). On the other hand, companies that appear aloof, tone-deaf, or disengaged face harsh headlines, negative attention on social media, and challenging questions from a range of stakeholders (Abbatiello et al., 2018).

3 *Digital disruption*

Third, technological change has unforeseen impacts on society, even as it creates massive opportunities to achieve sustainable, inclusive growth. Technologies such as mobile devices, 3D printing, sensors, cognitive computing, artificial intelligence, and the Internet of Things have changed how companies design, manufacture, and deliver almost every product and service. In contrast, “digital disruption and social networking have changed the way organizations hire, manage, and support people” (Schwartz et al., 2016, p. 2).

Digitalization and technology changed how the work is done, who does it, and how it influences society. People increasingly realize that rapid technological change, while holding out the promise of valuable opportunities, also creates unforeseen impacts that can undermine social cohesion. “Many stakeholders are alarmed, and they expect businesses to organizations channel this force for the broader good” (Abbatiello et al., 2018, p. 4).



Toward a more human focus within the organization

The rise of the social enterprise requires a determined focus on building social capital, which is described as the networks of relationships among people who live and work in a particular society, enabling society to function effectively. This aim can be achieved by engaging with diverse stakeholders, accounting for external trends, creating a sense of mission and purpose throughout the organization, and devising strategies that manage new societal expectations. In the social enterprise era, people no longer believe that financial results are the only or primary measure on which a business's success should be judged. They also judge organizations for the impact they have on the social and physical environment, as well as on their customers and the people who work for and with them (Volini et al., 2019).

In this new era, human capital is inextricably tied to social capital. This reality demands a fundamental pivot in how organizations do business today and prepare for the future's human capital challenges. Today's paradox is that while we live in a world of amazing technology, human potential moves, and always will do, us forward. Therefore, we need to define social enterprise as a human-focus enterprise, which brings to a total redesign of the whole organization. In 2019 Deloitte defined five principles that frame the "human focus" for the social enterprise and serve as benchmarks against which companies can measure any action or business decision that could potentially affect people:

1 *Purpose & Meaning*

Giving organizations and individuals a sense of purpose at work, moving beyond profit to a focus on doing good things for individuals, customers, and society.

2 *Ethics & Fairness*

Using data, technology, and systems in an ethical, fair, and trusted way, creating jobs and roles to train systems and monitor decisions to make sure they are fair.

3 *Growth & Passion*

Designing jobs, work, and organizational missions to nurture passion and a sense of personal growth, affording people the opportunity to create and add their own personal touch.

4 *Collaboration & Relations*

Building and developing teams, focusing on personal relationships, and moving beyond digital to build human connections at work.

5 *Transparency & Openness*

Sharing information openly, discussing challenges and mistakes, and leading and managing with a growth mindset (Volini et al., 2019).



From employee's experience to human experience

Organizations are investing in many programs to improve life at work; all focused on improving the day-to-day experience workers have. While much can be done to improve work/life balance, research shows that “the most critical factor is the work itself: making work meaningful and giving people a sense of belonging, trust, and relationship” (Volini et al., 2019, p. 45). As explained above, the term “employee experience” and the concept originated as a parallel to the customer experience. An HR leader at a travel services company used design thinking to study the guest and host experience and realized that this approach could also be applied to all of the activities going on internally.

The company had outsourced many internal functions, making the employee experience inconsistent; it had never been wholly designed. So the leader took on the newly created role of “global head of employee experience,” applied design thinking to the problem, and the idea and role took off (Bersin et al., 2019). Sometimes, organizations explicitly model their workforce experience efforts on their customer experience practices. For instance, MTN, the largest mobile telecommunication company across Africa and the Middle East, has long emphasized customer experience strategies with its heaviest users. At MTN, both the customer experience and “employee experience strategies are anchored on the EPIC principle, aiming to deliver Easy, Personalized, and In-control Connections with customers and employees alike” (Volini et al., 2019, p.46). This strategy is applied through a series of curated “high-volume journeys” targeted at generating a unique and continuous stream of human experiences that create lasting connections with the organization (Volini et al., 2019).

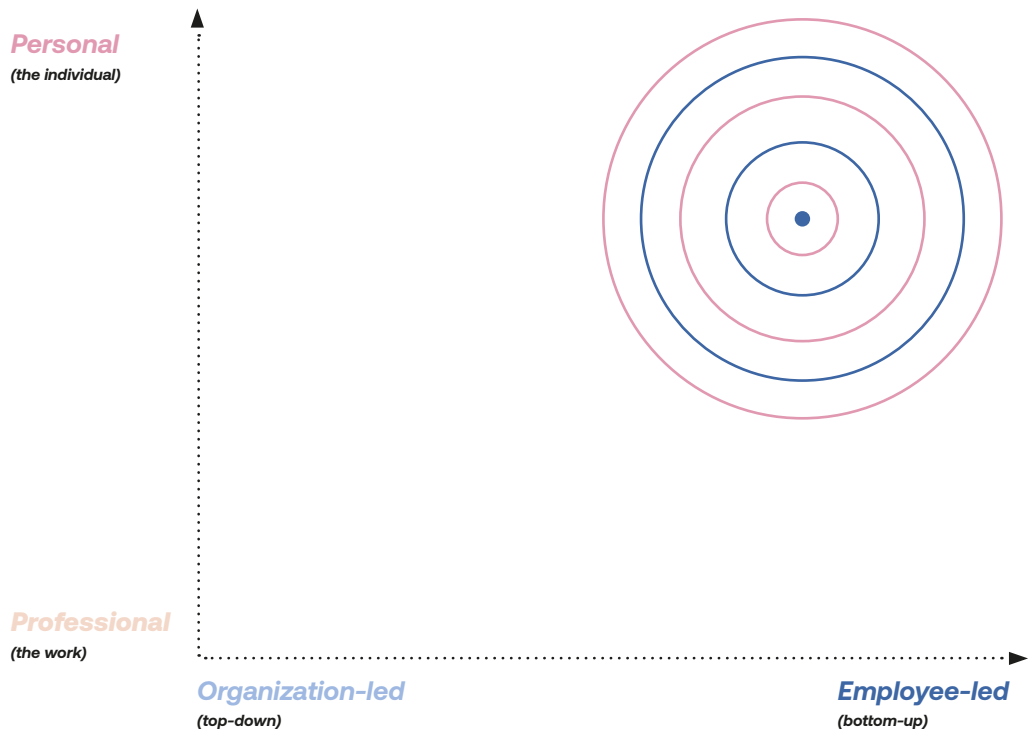
However, several new concepts have become clear. First, employees are different from customers because they have an enduring, personal relationship with their employers, unlike customers who can stop buying an organization’s products at any time. Second, the employee experience is social, and it is built around culture and relationships with others, moving well beyond a focus on an individual employee’s needs. Furthermore, third, and most relevant to the issue at hand, employees want more than an easy set of transactions; they want a career, purpose, and meaning from their work. To create an enduring relationship, be social in nature, and create meaning, the experience must come from and be focused on the individual.

⁵ Bersin by Deloitte, founded by Josh Bersin in 2001, provides research and advisory services focused on corporate learning. It gives HR professionals the information and tools they need to design solutions, develop staff, and implement new systems.

When the experience comes from the individual (bottom-up), it is designed starting with the employee’s preexisting tendencies to enable them to do their best work in a way that works for them. “When the experience is focused on the individual (personal), it is designed to incorporate all of the psychological needs that must be met in order for someone to perform their work well” (Volini et al., 2019, p. 47). Many organizations in 2019 tried to improve their employees’ experience, but they still focused primarily on the work itself. Last year Bersin™ research⁵ confirmed this when asking workers what their organizations had done to improve their employee experience. The top three actions respondents identified were: perks and events, rewards, and work/life balance. All, without question, are essential aspects of work, but none truly captures the personal meaning employees are looking for. Human experience builds upon the foundation of the employee experience but extends beyond work processes to focus on the meaning of the work itself (Volini et al., 2019).

Figure 3

Experience should be both bottom-up and personal.





Linking individual and organizational purposes

As anticipated previously, today, we can assist in a new kind of organization called “Social Enterprise.” From this assumption, the enterprise can be described as a social system, comprised of a collection of people, organized into a structured grouping, and managed to meet a need or pursue collective goals. Each social system is characterized by norms and rules as enforcement mechanisms to restrain people’s behavior. In this regard, the Actor-System-Dynamics theory, developed by Tom R. Burns⁶, has made major contributions (Burns, 2006).

The theory links agency and structure in describing social system dynamics and developments. In general, although human agents as individuals or organized groups are subject to institutional, cultural, and material constraints on their actions and interactions, they are at the same time active, possibly radically creative/destructive forces, shaping and reshaping cultural formations and institutions. In the process of strategic structuring, agents interact, struggle, form alliances, exercise power, negotiate, and cooperate within the constraints and opportunities of existing structures. They change, intentionally and unintentionally, the conditions of their activities and transactions, namely the physical and social systems structuring and influencing their interactions. The results are institutional and material developments but not always as the agents have decided or intended. To sum up, social systems dynamics are expressed in terms of the actors’ intentional properties that comprise the system and the interaction relationships between these actors (Burns, 2006).

Interactions between actors can occur to satisfy goals that are either common to actors or global goals that pertain to the society (organization) as a whole and lay outside the scope of any one individual actor (Huang & Wu, 1994).

In an article edited by the Enterprise Design Labs⁷, a privately held company that provides managerial process tools to improve performance and sustainable growth, the enterprises are described as social systems that have a purpose and are capable of independent thought, decisions, and actions resulting from the members’ behavior. These human actors constitute the organization (Enterprise Design Labs, 2016).

So in the new organizational context, characterized by a new structure called social enterprise, every actor tries to satisfy and pursue his or her own and individual goal, but this must still be representative and contemplative of a broader purpose, that of the company itself. Encourage involvement, passion, and growth of the individual

⁶ Tom R. Burns, born in 1937, is an American/Swedish sociologist, professor emeritus of sociology at the University of Uppsala in Sweden.

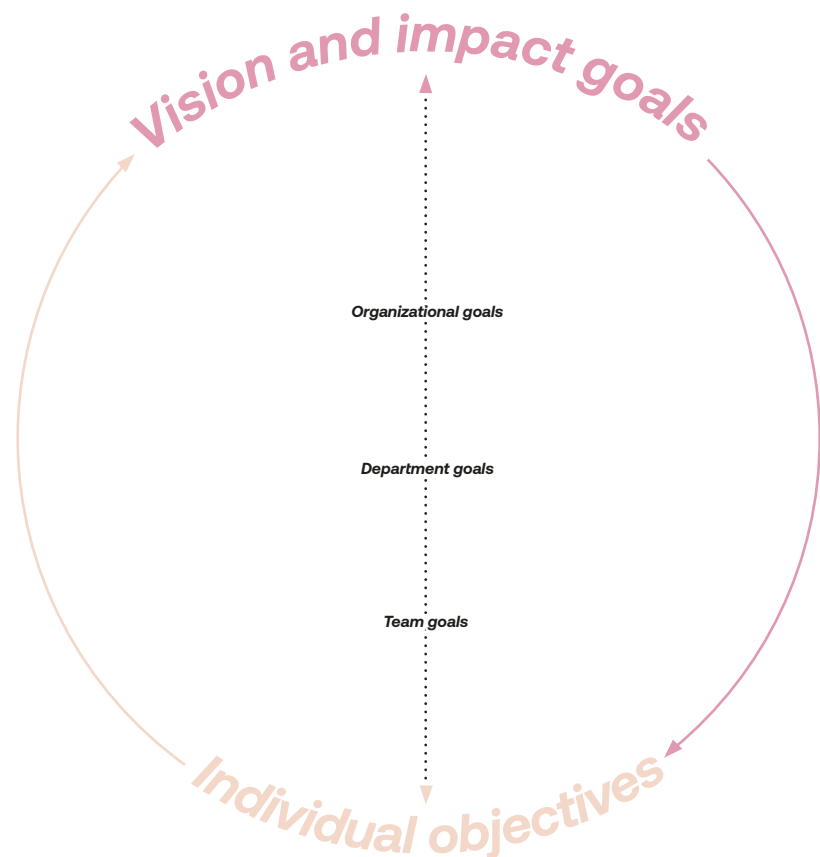
7 Enterprise Design Labs, founded in 2004, is based in Chicago. It provides organizations managerial process modeling tools that enable and support strategic management and decision-making tasks.

workers is necessary and ensure that their actions and behaviors are directed towards the expression of the corporate culture itself.

Hofstede et al. (2010) highlighted that dissimilarities between organization interest and self-interest should perfectly be matched. He defined two different typologies of culture: collectivist culture and individualist culture. In collectivist cultures, a group or organization's interest is valued more than an individual's interest. In contrast, an individual's interests are valued over a group's interests in an individualist society. In front of this differentiation, Hofstede also states that society's expectations in terms of individualism or collectivism are reflected by employees (Hofstede et al., 2010). In the workplace, employees in an individualist culture are expected to act according to their own interests, and the objectives of work should be organized in such a way that they match the individual's interests. In a collectivist culture, individuals belong to in-groups and the employees act according to the interests of this in-group, which may not always match their individual interests (Mulej & Lynn, 2008).

Figure 4

The vision and organizational goals are linked to the individual objectives.



III.

*Design
thinking for
organizational
culture*



Organizational culture shapes people's attitude and mindset

Culture has been defined in many different ways and by many different theorists. For instance, according to Hofstede et al. (2010), "it is the collective programming of the mind that distinguishes the members of one group or category of people from others." Kotter and Heskett (1992) noted that culture is "a set of beliefs, values, and behaviors commonly held by a society, being derived from social anthropology as a framework for understanding 'primitive' societies" (p. 3). Finally, Deal and Kennedy (1982) defined culture in short as "the way we do things around here" (p.60).

When establishing and developing a company or other organization, an internal culture will develop step by step. Its existence aims to improve solidarity and cohesion, stimulate employees' enthusiasm and creativity, and improve an organization's economic efficiency. Like cultures in general, organizational cultures are complex and unique and based on their personal history, leadership, and workforce.

Figure 1

Organizational culture is a set of beliefs, behaviors, and measurable results.



' Working with clients such as Google and New York City's Metropolitan Transportation Authority, Chris Cancialosi has leveraged the concepts of human behavior to enhance business performance while improving people's lives through collaboration.

To sum up, Chris Cancialosi¹, a recognized expert in leadership and organizational development, defines the “organizational culture” as the underlying beliefs, assumptions, values, and ways of interacting that contribute to the unique social and psychological environment of an organization. In business terms, he alludes to “organizational culture” with other phrases that are often used interchangeably, including “corporate culture,” “workplace culture,” and “business culture” (Cancialosi, 2017).

Organizational culture includes an organization’s expectations, experiences, philosophy, and values that guide member behavior. It is expressed in member self-image, inner workings, interactions with the outside world, and future expectations. Culture is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid (Business Dictionary, n.d.). Culture also includes the organization’s vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits (Needle, 2004).

While the above definitions of culture express how the construct plays out in the workplace, other definitions stress employee behavioral components and how organizational culture directly influences employees’ behaviors within an organization. Under several definitions, organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behavior for various situations, affecting how people and groups interact with each other, clients, and stakeholders (Ravasi & Schultz, 2006).

Culture plays several roles within an organization. First of all, it gives organization identities by creating boundaries between one organization and others. Further, culture could transform individual self-interests into something bigger, which coincides with an organization’s purpose. Moreover, since culture regulates the employee’s behavior by providing appropriate standards, it enhances the organizational system level. Finally, culture acts as a behavioral mechanism that guides and shapes the attitudes and behavior of employees (Robbins & Judge, 2013). Assuming that several definitions can describe organizational culture, we can sum up the term as a system of shared assumptions, values, and beliefs that show employees what appropriate and inappropriate behavior is. In this regard, culture can be perceived as a group of values manifested through representative actions carried out by the organizational context members. So it is made up of specific values that have a strong influence on employees’ behaviors and organizational performance.

As we anticipated above, the organization’s new structure is described as a social enterprise, so today, more than ever, a culture of shared values, exactly like in any community, can give employees a sense of membership and belong to the organization itself. It demonstrates how a culture functions as the “social glue” that bonds employees and motivates them to adopt the culture to their need for social identity. Therefore, organizational culture acts as a control system by persuading employees to behave in consistent ways with the company’s expectations.



Application of design thinking process to organizational culture

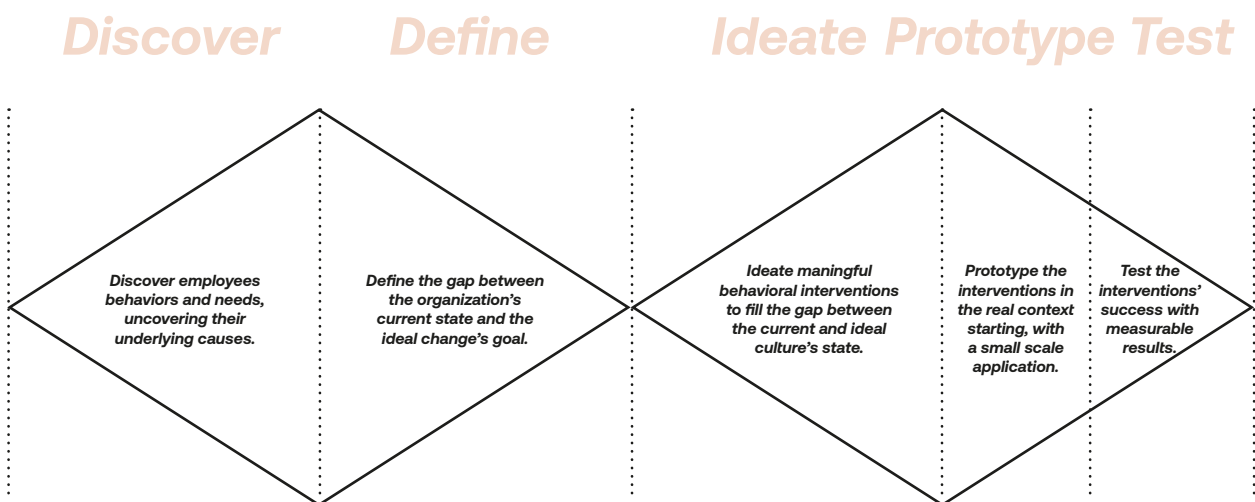
This thesis focuses on how design thinking can represent a guide for employees to make them aware of the behaviors that most reflect the corporate culture and purpose, consequently pushing each individual to the motivated adoption of the right action. The integration between the HR and design thinking approach can bring a deep understanding of the users' needs and even redirect their points of view. People and employees' needs are born in a specific cultural context, so they are already marked by experiences. HR and design integration should help them change their perspective and live the workplace environment with a new approach, from needs mapping to attitude change activation.

The actual application of design thinking in the HR field starts with five general stages that are explained previously in the first chapter and include "Discover," "Define," "Ideate," "Prototype," "Test and Refine."

¹ Fathima Farouk started as a management trainee in Whirlpool Corporation and later set up HR practices for Ford's newly formed IT Hub. She headed the HR function for a Toshiba owned R&D unit before joining AMD India in 2017.

Figure 2

Application of the design thinking stages to organizational culture's change.



1 Discover

² *Filiberto Amati is the founder of Amati&Associates, a management consulting firm with a specific focus on design, co-creation, and consumer research.*

³ *Leyla Acaroglu is internationally recognized as a leader in tools for the circular economy and disruptive design across sustainability and educational initiatives.*

The first step, “Discover” allows HR to step into the employees’ shoes and gather a 360-degree view of the workplace from their perspective. Keeping in mind that this thesis focuses on motivating employees to behave in a way that is expressive of the organizational culture and purpose, employees need to become aware of the actual culture, which characterizes their workplace. This phase focuses on what is going on, how people interact, how they behave, what is accepted and not accepted, how people feel about their work, their colleagues, and their leaders (Mazor et al., 2017).

Fathima Farouk¹, HR Head for the multinational semiconductor company AMD in India, confirms the idea that organizations can investigate the employees’ needs and perspectives by adopting several design thinking methods like interviews, workshops, journey mapping, observations, and empathy mapping (Farouk, 2019). According to Amati² “most organizational-cultural designs and redesigns begin with a standardized pre-cooked survey, aiming at taking a quantitative snapshot of the shared behavior, values, and beliefs, starting from a pre-defined and pre-scripted set of questions” (Amati, 2018). A design thinking approach, which might be more qualitative in nature, might help draw a more profound, more emotional, and less dry picture using ethnographic interviews, co-creation, and customer journey mapping. Design thinking is about getting deep down into people’s feelings, needs, and motivations: it is about digging into the all-important “why” (Amati, 2018).

When companies ask their employees these types of questions from the top-line in a static survey format, they do not get the needed depth. HR leaders do not see the body language and hear the inflection in their voice, expressing everything they want. Surveys do not allow HR leaders to ask a follow-up question to get them to the matter’s real heart (Wiles, 2018).

In particular, organizational culture finds its concretization when employees adopt its rules in their daily working routine. It needs a change of behaviors and attitude, allowing the organization to reach its purpose and vision. Indeed, in-depth research on people’s desires and points of view is not enough. Today, the HR departments and teams need to activate and change the employees’ perspective, providing them with a strong motivation to follow the organizational culture and achieve the organizational purpose. So if by one side the design thinking approach can build a foundation of shared understanding, the “Discover” (or “Empathize”) phase can also influence decisions that affect users and consequent behaviors, starting right from in-depth ethnographic research about people’s perspective and needs (Courage, 2019). In the organizational context, “Empathy” means understanding and activating people to motivate them to adopt specific behaviors and actions that should characterize their job roles.

Leyla Acaroglu³, designer, sociologist, educator, and founder of unschools.co, disruptdesign.co & coproject.co, has spent about a decade finding unique and productive ways of activating people for positive social change, figuring out what mechanisms motivate people to overcome biases and shift perspectives. In an article published on the online platform Medium, in 2016, she states that “activation is the

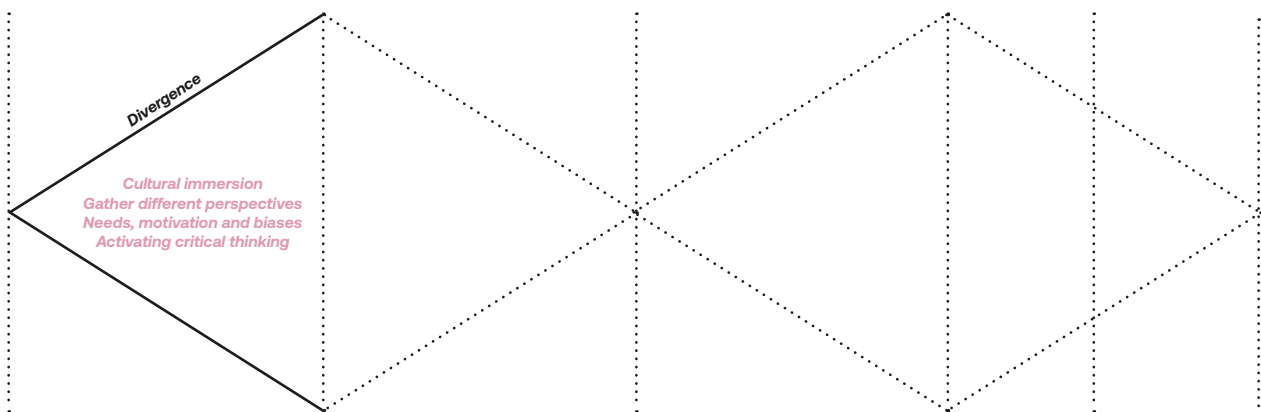
ability to curate change potential, to form a design perspective that is manifested through the use of well-crafted mechanisms that motivates people and moves them to action” (Acaroglu, 2016). She adds that an activation is a transitional experience that shifts someone from one state of being to another; it provokes a reaction or action rather than encouraging for a sedentary or non-implicated state. In particular, dealing with interaction and service design, she stated that traditional user experience design is intended to create a space that increases the likelihood of a user following a pre-drawn path. On the other hand, activation design is about creating an opportunity for people to reach an activated state of knowledge growth or intrinsic change, based on well-defined interactions and touchpoint, and often as a result of participating in an experience designed with an intent to create change (Acaroglu, 2016).

⁶ The Society for Human Resource Management (SHRM), headquartered in Alexandria, Virginia, promotes the role of HR as a profession and provides education, certification, and networking to its members while lobbying Congress on issues pertinent to labor management.

⁷ Bridgeable is a strategic design firm and service design consultancy based in Toronto, Canada. In 2017 Bridgeable developed the Behavior Change Framework to insert Behavioral Economics into the design process.

Figure 3

The outcomes of the “Discover” stage applied to the organizational culture.



2 Define

The second step, called “Define,” is to identify and outline the employees’ pain points clearly, understanding the exact challenges employees face in terms of how, what, when, where, and why. We anticipated in the previous chapter that there is a shift from employee to human focus, which brings the attention to experiences within the organization that comes from the individual and are bottom-up. The Society for Human Resources Management⁶ (SHRM) validates this new vision and considers culture redesign as a continuum of the employee’s preexisting tendencies to enable them to do their best work in a way that works for them (Society for Human Resources

Management, 2017). Today, organizations should imagine what they want their culture to look like considering what they are trying to achieve as a social system, involving all the organization levels and adopting a bottom-line structure. In this new organizational context, the so-called social enterprise, design thinking can also be used to co-develop the new culture and validate it in a way that fits with the strategic objective by staying relevant with the employees. Using a co-creative approach to the design of the culture, we also strike another critical objective: we ensure buy-in from all organization levels, reducing the typical friction that these types of change imply. Workshops and emphatic design can be used to validate and to evolve an effective, user-centric implementation plan. The latter is a critical step because an organizational culture change is nothing more than an innovative product launch: it requires educational programs; it requires habit changes and new habits formation. Moreover, design thinking can be used to analyze, redesign, and implement the new organizational culture by ensuring relevance, deeper organizational buy-in, and fewer development hurdles (Amati, 2018).

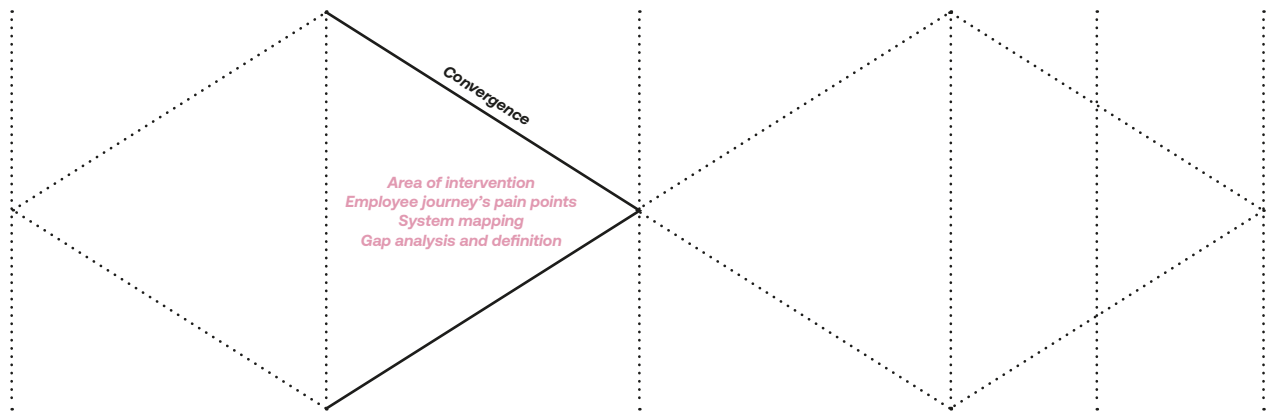
The words are often relied upon to drive the culture forward with little substance or follow through behind them. For instance, a company hardly desire to follow a culture of innovation, but what does “Innovation” means? What does “innovative” look like? How does “innovative” permeate through practices and ways of working? When we deal with a change of behaviors and attitudes, the contribution from Behavioral Economics is crucial, and its actual integration with Service Design already provides meaningful results. It is mainly used to “Define” specific moments of decision that guide people’s behavior. Behavioral Economics is a field of study that seeks to understand how humans make decisions through the lens of psychological, behavioral, emotional, and social factors (Camerer & Loewenstein, 2003).

To make sense of humans’ irrational behavior, behavioral economists have compiled an extensive series of ‘Behavioral Economics Principles.’ Each principle describes at a high level how the majority of people will behave under specific circumstances. In practice, these principles can a) help designers and HR to understand current behavior, and b) help them to change behavior by leveraging relevant Behavioral Economics principles at the right moment of decision making (Samson, 2015).

According to Bridgeable⁷, “Behavioral Economics and Service Design are both frameworks that develop insight into human behavior and translate these insights into behavioral interventions”. (Bridgeable, 2017, p. 11). Service Design looks holistically at the entire user/employee experience, while Behavioral Economics focuses on one specific decision and key moment in time (Bridgeable, 2017).

Figure 4

The outcomes of the “Define” stage applied to the organizational culture.



3 Ideate

The third step is the “Ideate” phase, which includes brainstorming and collectively working towards listing down some creative ways to address the defined challenges and selecting the most suitable solutions in the organization’s context. In a social enterprise, where individuals obtain importance, it is also not enough for culture to be designed purely by leadership or HR.

Aiur Retegi and Barbara Predan are the authors of “The Co-Create Handbook for Creative Professional,” a European cooperation project that creates and distributes a brand new curriculum on co-design. The handbook includes a set of valuable design skills that has gained increased relevance in recent years and can no longer be ignored. The CO-CREATE⁸ project confirms that leaders and HR need to get people involved to obtain a cultural alignment between the whole organization and each individual inside. Therefore, in the new organizational context, each employee’s unique nature comes together within the workplace environment and contributes to creating a culture (Retegi & Predan, 2019).

Through a co-design process, people can be involved at all levels, allowing them to talk, share, and create a collective vision. It is challenging for people to change their behaviors and culture, but it becomes easier to shift in a direction imagined and developed by themselves (Salmi & Mattelmäki, 2019).

Having analyzed the situation’s outline, HR and leaders should work out where the company’s current state is or does not match up with the collective ideal state. With a co-design process, each actor can look out for what the company claims to be and

⁸ CO-CREATE is an initiative of six partners committed to support the creative industries sector across Europe: Creative Region (Austria), University of Art and Design (Austria), Academy of Fine Arts and Design (University of Ljubljana, Slovenia), Deusto University (Spain), Creative Industry Kosice (Slovakia) and the European Creative Business Network.

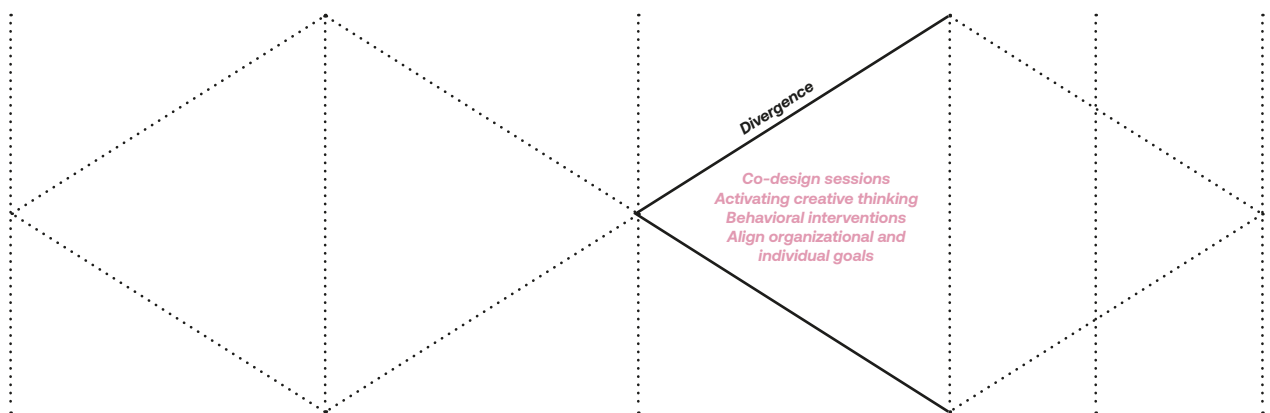
do, but which it does not actually achieve. This way, the whole organization becomes aware of the gap between the actual and the ideal state of the internal corporate culture (Manschot et al., 2011).

It is possible to understand which are the factors that negatively influence the organizational culture. For instance, HR could find out that the company has “innovative” values and that all the leaders want to achieve the ideal future state. However, the objective maybe comes up against some pretty fierce risk aversion behavior that stops it from becoming a reality. The gap analysis will also show where the organization is strong, finding some corporate and working aspects that are exciting and house amazing potential for the organization itself to achieve the ideal cultural vision. One of the positive factors that emerged from a co-design meeting, which influences a consequent positive culture, could be that employees are passionate about the organizational purpose or that the junior staff feel empowered by their direct managers. In this way, HR and leaders can consider the organization’s weaknesses and strengths, re-design the first ones and build on the second ones (Amati, 2018).

In this phase, the application of the Behavioral Economics approach can be useful for developing a solution that represents a bridge between the current and future states of observable behaviors. Once designers and HR have identified the Behavioral Economic Principles, they can ideate solutions for accomplishing the desired objective. This way, it is possible to think about specific features that can positively influence employees’ behaviors and attitudes (Bridgeable, 2017).

Figure 5

The outcomes of the “Ideate” stage applied to the organizational culture.



4 Prototype

The fourth phase is “Prototype,” which involves creating storyboard and mock trials for putting together experimental scenarios to understand if the chosen solutions could be viable and effective. Design thinking collaborative approach allows employees to get involved and potentially come up with solutions to specific gaps and opportunities that were uncovered. During workshops and co-design meetings, employees can start to cluster aspects that impact, considering prioritizing gaps and opportunities (Retegi & Predan, 2019).

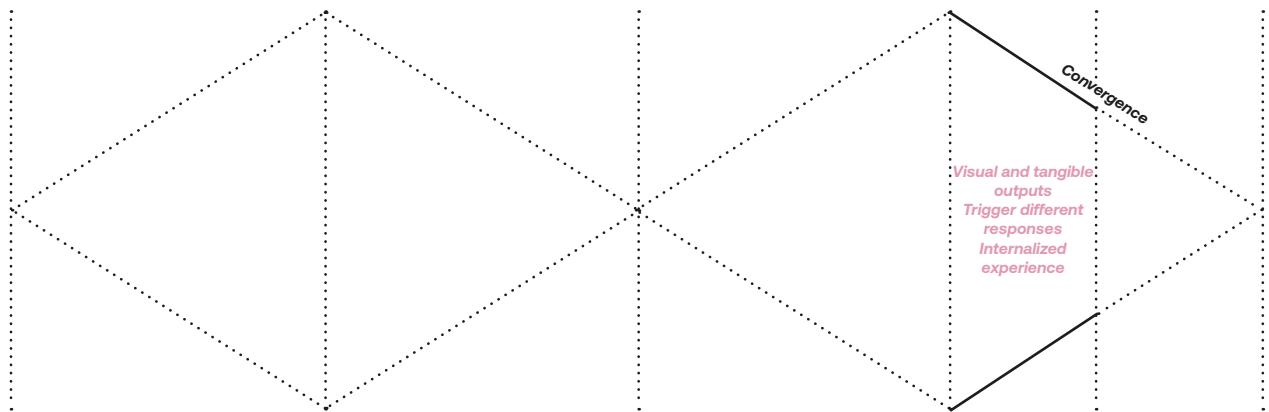
Observable behaviors can often represent the solutions to fill the gaps that emerged during the comparison between the actual and the ideal culture state. Behaviors allow changing the employees’ everyday work routine, introducing new kinds of actions representative of the corporate culture. If each actor adopts a more expected behavior of the ideal organizational culture, the totality of the changes adopted will bring the organization toward realizing the ideal culture vision. Therefore solutions are not so intrusive; they might be about how something is communicated, a new way of working, and some initiatives for celebrating positive results (Alvesson & Sveningsson, 2008).

Prototype behaviors and actions carried out by the employees in their working routine can allow them to make easier acquisition and change. It can often be difficult for people to articulate what they want or see the full picture of something until they experience it in reality; moreover, through testing a prototype with the users, HR could discover some new and important insights. The prototyping phase might uncover where things are or are not working, what HR teams and departments need to change, and in some cases, those things that need to be scrapped altogether. In this way, the fourth stage of the process focuses not only on the created solution but also on solving the problem or realizing the opportunity (Amati, 2018).

Design is a powerful social influencer that affects our emotions and experiences. While good design delights, lousy design can annoy and irritate. To design experiences requires considering the physical environment and the journey through space, coupled with the artifacts and visuals used to curate a particular outcome. It is not just the notion of a good feeling but also the imbued, internalized experience that evokes the type of change required from people to experience. All the simple spatial decisions that will trigger different responses in the selected audience must be considered, and in the same way also the room, the chosen visuals, and the introduction to the experience. All these components work together to create an atmosphere that people will respond to. Solving everyone’s needs is impossible, but HR and Design teams certainly can consider how subtle cues influence people positively or negatively and then alter things for the better (Acaroglu, 2016).

Figure 6

The outcomes of the “Prototype” stage applied to the organizational culture.



5 Test & Refine

⁹ Karen Jaw-Madson is Principal of Co.-Design of Work Experience, an independent consultancy that enables organizations with innovative approaches and customized solutions.

The last and fifth step is “Test and Refine,” which consists of an iteration of the previous prototype. In fact, in the fourth phase, the prototype can be tested out in smaller groups to gauge its effectiveness. The viability and feedback can be collected from the sample to understand what improvements can be made to the solution/approach adopted. Accordingly, the solution can be refined and applied to the organization at large.

Karen Jaw-Madson⁹, an organizational expert and independent consultancy’s executive, validates the idea that behaviors and culture are an ever-changing beast that cannot be tamed. Under this paradigm, HR should keep a design thinking approach, maintaining an eye on how the employees’ actions and organizational culture evolve, based on the collective intentional design, and continue to readjust. HR teams have to look continuously at the company’s current state and re-evaluating, where the whole corporate wants to be, based on how the organization is changing. Organizations often suffer changes and evolving conditions: governments change, CEOs retire, markets crash, new industries emerge, spin-offs are created, companies merge, a natural disaster hits, innovations disrupt, and strategies are born. Organizational cultures need to bend and change to adapt to new conditions by continually evaluating and designing the organizational culture and purpose (Jaw-Madson, 2018).

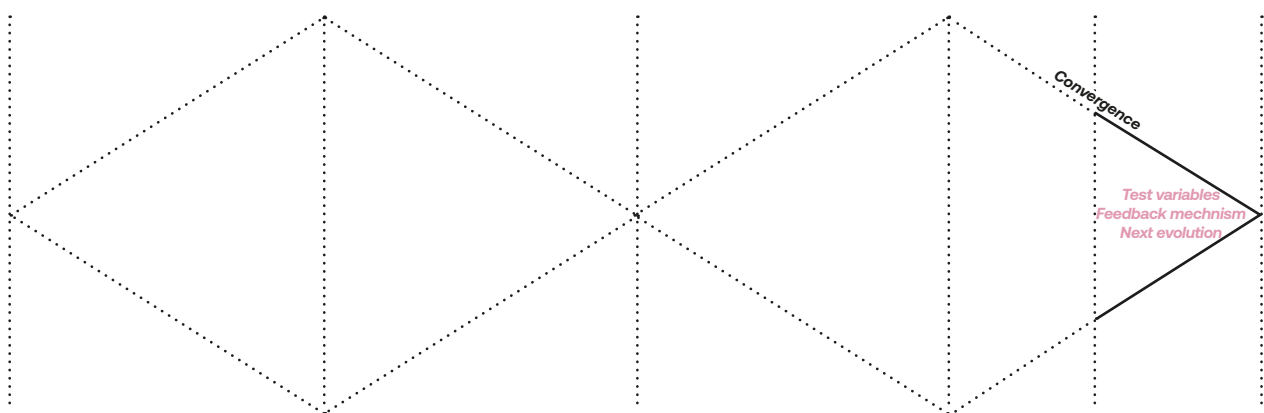
The right size of the knowledge gap is essential for activating people’s curiosity about change. Professor George Lowenstein has a grand theory about the relationship

between knowledge acquisition and curiosity. It is called the Information Gap Theory, and it is all about what motivates people to find out new things. If someone is presented with a colossal gap in their knowledge, they will ignore it because it is too hard to fill. If the gap between what someone currently knows and what they need to know is too small, they often ignore that too, because it is too easy. However, if the knowledge gap is “just right,” people will be intrinsically motivated to seek out the information required to fill the established gap (Acaroglu, 2016).

In this phase, the Behavioral Economic approach can be useful; in fact, testing is a fundamental component to both design and Behavioral Economics, but they often employ different approaches and methodologies. Behavioral Economics Principles enable to make an educated hypothesis about users’/employees’ behavior, but designs must be tested to qualify their effectiveness. The practice of the Behavioral Economics Principles to inform designs does not guarantee success because individuals are different and influenced by extrinsic and intrinsic aspects, like motivation and personal goals. Behavioral economists use the scientific method to test, usually in randomized control trials (RCTs), and designers can borrow the Behavioral Economics concept of ‘testing variables’ to increase the effectiveness of the interventions on people’s and employees’ behavioral change. A variable is a minor variation within a single feature, so testing variables is much like A/B testing: take the same design but tweak a small component to optimize for the most effective version (Bridgeable, 2017).

Figure 7

The outcomes of the “Test” stage applied to the organizational culture.





Design thinking tools for organizational culture

"Sebastian Fixson is a Professor of Innovation & Design at Babson College. Victor Seidel was a founding academic director of the entrepreneurship and innovation center at Oxford's Said Business School. Their recent research investigates how innovation performance is impacted through digital design tools and Design Thinking."

Following the general process that characterizes the actual integration of the design thinking approach in the HR field, particularly the specific re-design process of organizational culture, the thesis focuses on specific categories of tools from the design thinking method, which allow the theory to become real. Therefore, integrating the design thinking approach inside the HR field is possible thanks to these specific tools, initially developed only by professional designers. In this thesis, the encountered design thinking tools are divided into three categories, which follow a framework discussed by Seidel and Fixson¹⁰ in 2013. Each defined category also focuses on the potential role of design to develop a behavioral guide for people, activating them through motivation and changing their perspective about the workplace environment. These tools are fundamental for allowing the organization to accomplish and embody the culture it wants to be associated with, keeping a correlation with the employees' needs of personal growth and satisfaction. According to the research developed by Fixson and Seidel (2013), three methods and consequent tools are commonly cited within a design thinking approach:

Need-finding tools

Idea-generation tools

Idea-testing tools

Need-finding tools

Need-finding tools contribute to a focus on the user, or better on the employee who lives and perceives the workplace. According to Fixson and Seidel (2013), need-finding has been defined as “a set of activities for determining the requirements for a novel concept, drawing on a user-focused framework”. (p.4). Need-finding tools typically include: in-depth contextual interviews with potential users of a design solution, for instance, interviewing employees as members of a team; ethnography methods, by observing and shadowing employees of a firm to develop initial requirements for a new human resource management system; developing a holistic understanding of user experience through employee journey mapping, like engaging in actual customer experience better to understand strengths and weaknesses of a whole workday routine. In general, need-finding tools emphasize the development of deep user insights gained through observation, empathy, and immersion in the user’s context (Brown 2009; Leonard and Rayport 1997).

Mental models and perspectives are built through the experiences people have in the world, and in this case, research is a form of curated experience gathering insights to shift perspectives. The more people can explore the world through the lens of research, the more they can gain experiences that shift their worldview. As already discussed, there are qualitative approaches, based on research and interviews, and quantitative approaches, involving data, surveys, and less personal forms of inquiry. Big data and surveys all fall under quantitative research, and this impersonal knowledge sets help designers and HR gain insights into trends and organizational preferences, and mass actions in a system. These data types can be useful only for getting an idea of where one could start to explore more qualitatively.

On the other hand, nowadays, ethnographic research has become more popular in the design field. In particular, it is used for marketing and product development. It gives people direct information about what humans do in the world, rather than just many use case scenarios and assumptions. However, a hybrid observational and ethnographic approach can be very insightful when it comes to change-making approaches. Observing and asking questions is an essential tool for HR and designers to understand human actions and motivators. (Acaroglu, 2017).

In this regard, questions are essential tools for activating people’s critical thinking about their actual mindset and perception of the context. Setting up questions that ignite people’s curiosity and encouraging active participation not only creates an environment in which people feel invited to contribute, but it also challenges the brain differently from the standard flow of listening and absorbing. Questions can be rhetorical, open-ended, multiple-choice, quests, reflections, word associations, challenges, or hypothetical. They cannot be arbitrary or random things, but well-placed and thoughtful provocations that trigger critical thinking and inspire action. Questions are useful for igniting the mind, setting up a frame of reference, and providing the opportunity to see something different.

Asking questions can be an incredibly powerful way to spur reflection that will frame a point. Space is set up for people to question themselves positively and be curious

about the answers. The objective is not to prove someone is right or wrong; it's about creating the right level of curiosity so that, even if someone is wrong, they feel good about the new knowledge they receive (Acaroglu, 2016).

Another critical approach is observational research, which allows us to document, synthesize, and identify the way things are without impeding in their flow. Comparing observations of one phenomenon with someone else's is a beneficial way of making sure designers and HR do not accidentally observe what they only want to see.

On the other hand, Participatory Action Research is a method of actively participating in the process of research by engaging a community in dialogue and opening a space for action to occur out of the research process. It is an approach that empowers action and participation as critical parts of gaining new knowledge and insights with a community or group of people. This method bucks the traditional trend of social science that states the research must be impartial and, instead, embraces the fact that it is almost impossible not to participate in some way. The technique seeks to understand the world by actively trying to change it, using experimentation, and collaboration as the foundations for the approach (Acaroglu, 2017).

Idea-generation tools

Idea-generation tools allow the whole organization to focus on openness to ambiguity, risk-taking, and collaboration. In the studies carried out by Seidel and Fixson (2013), idea generation was primarily accomplished through the tools of group brainstorming and customer co-creation/co-design of initial ideas. Brainstorming is a group process applying techniques that promote the search for new solutions that might not be possible through individual ideation. While experimental studies of brainstorming have provided mixed reviews of its effectiveness for idea generation (Paulus & Nijstad, 2003), other research suggests that when employed in a field setting, the technique can be useful in generating creative ideas when used as part of a more comprehensive design thinking approach.

Co-design is a creative practice of allowing for problems to be unpacked and explored through facilitated collaboration. Sometimes called Participatory Design, it is about including everyone in the outcomes' discussion and design. There are many ways of employing this approach, like using question cards, gamified experiences, and team-based workshops to create an atmosphere of contribution and empowerment. Co-creating allows for an equal open space to be developed and should at least, in part, be utilized in the experience design. It is helpful to incorporate a collaborative space into the HR program, making people feel respected and appreciated. However, there are times in which the pre-established objective is to translate and transfer knowledge in a short period. Having everyone participate equally could ruin or derail the experience, but once a co-design framework has been drawn, it is possible to sprinkle it into the HR program where it fits more (Acaroglu, 2016). Fun can be

embodied alongside the design thinking process and especially in the ideation phase. Even if the topic is harsh and sensitive, there are ways of bringing the creative play to explore and understand the different elements at play.

Gamified mechanics can be used, such as reward and risk, to create environments that excite people, not only dumbing employees down or making them just about the play but incorporating game mechanics in subversive or subtle ways. Everyone knows how to play games; it was a critical part of our social construction to learn to play by the rules and the reward of winning, so games are a handy mechanism for creating fun and playful experiences that ignite change (Acaroglu, 2016).

For the ideation phase, storytelling could be an evocative and powerful tool for the mind. Stories trigger visuals and emotions. They are one of the primary forms through which the human experience is made meaningful, and people learn and interact. Stories allow people to articulate a different version of what they experience, igniting their imagination and helping them to form memories and construct future aspirations. Stories are powerful in enabling change; they are an embodiment of the experience and a mind's protest against conformity (Acaroglu, 2017).

Ana Luiza Bustamante Smolka¹², a university professor in the education and psychology fields, makes use of the Social Practice Theory¹³ to underline that the agency for change lies within the influences of social conditions. According to this idea, we all participate in maintaining or shifting the status quo based on how we replicate or disrupt the day's norms. The theory suggests that social constructs influence the individual to the degree that choice is colored by the conventions people have to participate in. That means that behavior is not an individual choice. It is a dynamic relationship between experiential influences, internal perceptions, and value states. We are influenced by social forces and personal choices we have made in the past. Behaviors are habits perpetuated through routine, which are either decided consciously or subtly influenced by society (Smolka, 2001).

The actual organizational context should be described and considered as a social system. Systems mapping is one of the main tools for systems thinking, and it is useful for exploring elements within and seeking connections. Once designers and HR have laid out all the critical parts and highlighted connections, it is possible to understand the status quo and areas that can undergo interventions to make a change. Just knowing about the powers at play in maintaining or shifting the status quo is not enough; designers and HR need to translate and transfer ways of activating change. Leyla Acaroglu (2017), in her *Disruptive Design Method Handbook*, proposes the Theory of Change tool for achieving this aim. It is a structured approach to outline a hypothesis and pathway to how change can be obtained in any given arena. It requires to start with the desired outcome and then work back through the steps needed to get the desired outcome. It could be beneficial for breaking down a change-making process into structured parts that people can walkthrough.

¹² Ana Luiza Bustamante Smolka is a Professor at the Faculty of Education at State University of Campinas (Unicamp), SP, Brazil, where she has been working since 1979.

¹³ Social practice is a theory within psychology that seeks to determine the link between practice and context within social situations.

Idea-testing tools

Idea-testing tools contribute to a focus on openness to experimentation, openness to failure, and design-oriented strategic thinking. Idea-testing tools include rapid prototyping, like developing quick and dirty models on a small scale to test ideas and experimentation, for instance, testing some parts of a solution with the real users. In this way, prototyping becomes the process by which novel ideas are developed into a preliminary model, enabling evaluation of a given approach and the potential for further ideation (Fixson & Seidel, 2013).

There are many ways to prototype, but the general idea is to take what has already been conceptualized and turn it into something tangible and understandable to someone else. It is something that people can interact with to understand designers and HR idea for the intervention. People and employees should be asked to interact with the prototype and give feedback to open-ended questions, which allow them to share freely and with richer detail. After receiving feedback, it is possible to pull out core insights that can be used to intervene better.

In the testing phase, gamification can be an exciting tool. Gamification is not just about making things “fun” and using play mechanics. It is a much more refined design process of creating mechanisms that motivate actions in a given environment. It is also a way of making an experience more effective, memorable, and cognitively rewarding for participants. Gamification techniques can curate experiences and services that reorient the way people perceive the environment to be more responsible and focused on achieving individual and organizational purposes. Gamification is made up of mechanics, mechanisms, modes, and motivators. Mechanics are the parts included in the intervention’s design that work together to make it operate in the desired way. Mechanisms are the drivers and influencers of action within the created arenas. Modes are the ways of playing/operating within the system. Motivators are the things that make the players act or perform in the desired way (Acaroglu, 2017).

Need-finding tools

Collect

Contextual interviews
Focus group
Videos/photos
Citations
Recordings
Trends analysis
Surveys
Desktop research
Blue-sky research
Behavioral Economics principles

Empathize

Participant observation
Cultural probes
Shadowing
Non-participant observation
Diary studies
Ethnographic tools
Empathy-building tools
Six Thinking hiHats
Service safari
Fishbowl

Outline

Brief/counter brief
User stories
Personas
Emotional map
Mind map
Systema map (current state)
Stakeholder map (current state)
User journey map (current state)

Idea-generation tools

Visualize

Metaphore exercises
Moodboard
Scenario building
Storyboards
Sketching
Boundary object
System map (ideal state)
Stakeholder map (ideal state)
User journey map (ideal state)

Trigger

HMW questions
Warm-up exercises
Battle storming
Brainstorming/Brainwriting
Storytelling
Trigger cards
Case studies collection
Wordplay
10 plus 10 ideas

Draft

Co-design workshops
Evaluation matrix
Positioning map
Clustering
Quick voting
Theory of Change map
Behavior Change Framework
Concept generation
Service blueprint

Idea-testing tools

Play

Subtext
Role playing
Body storming
Gamification
Desktop walkthrough
Service walkthrough

Realize

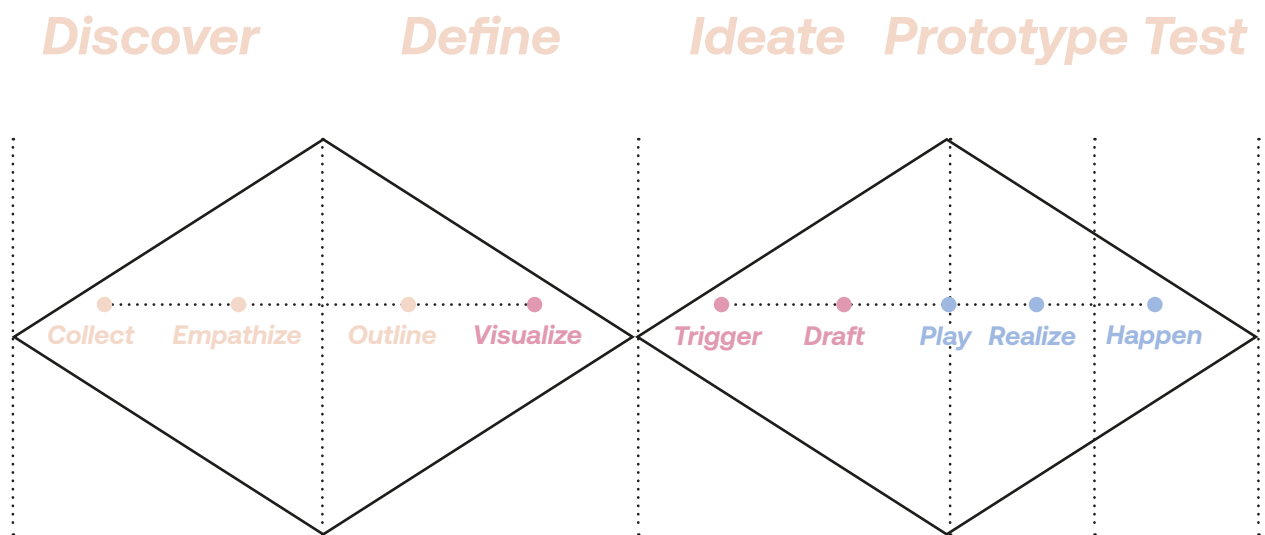
Wireframing
Cardboard prototyping
Paper prototyping
Service prototyping
Experience prototyping
Digital mock-up
Wizard of Oz
Business Model Canvas

Happen

Usability testing
A/B multiply testing
Post-use survey
End-user feedback
Focus group feedback
Experience diary
Success metrics

Figure 8

Clustering of the tools' categories within the design thinking process



IV.

*Case studies:
organizational
change by
design*

IV.

IDEO for Dr. Reddy culture change as a social movement

Figure 1

Dr Reddy's new vision focused on a a customer-centered approach



Figure 2

Workshop's activities developed by IDEO's team with Dr Reddy's leadership



Provider

IDEO is a global leader design and innovation company. From designing the first manufacturable mouse for Apple to advancing the practice of human-centered design, IDEO has long been at the forefront of creating change through design. Especially in the culture change field, it helps organizations to innovate by empowering the people who drive them (IDEO, n.d.).

Client

Dr. Reddy's is a 32-year-old global pharmaceutical company headquartered in India, with more than seven distinct business units operating in 100 countries and more than 20,000 employees (Dr Reddy's, n.d.).

Challenge

Over the years, the company's main focus was on producing affordable generic medication, but it was overgrowing. There was an urgent need to identify a core, unifying purpose that would articulate a set of shared values representing a specific corporate culture and align leaders on crucial business decisions and goals. So G.V. Prasad, Dr. Reddy's CEO, decided to partner with IDEO to home in on the focus that would bring about alignment (IDEO, 2016).

Approach

IDEO believes that culture change cannot be achieved through top-down mandate because it lives in the collective hearts and habits of people and their shared perception of "how things are done around here." Someone with authority can demand compliance, but they cannot dictate optimism, trust, conviction, or creativity. IDEO focuses on that most significant change often comes through social movements. Despite the differences between private enterprises and society, leaders can learn how these initiators engage and mobilize the masses to institutionalize new societal norms (IDEO, 2016).

1

First of all, Dr. Reddy's leadership team began with a search for purpose, work with IDEO to select critical people within the organization, and learn about everyone's needs, from shop floor workers to scientists, external partners, and investors.

2

IDEO team interviewed all the leading members and important stakeholders to understand the different perspectives of the main actors within the organization.

3

Together, they defined and distilled the company's essence, paring it down to four simple words that center on the patient: "Good health can't wait."

4

At this point, it was time to share the stated purpose more broadly. Prasad and the leadership members arranged an internal launch event, where all the employees learned about the new company's purpose and were invited to be part of realizing it. Everyone was asked to make a personal promise about how they, in their current role, would contribute to "good health can't wait."

5

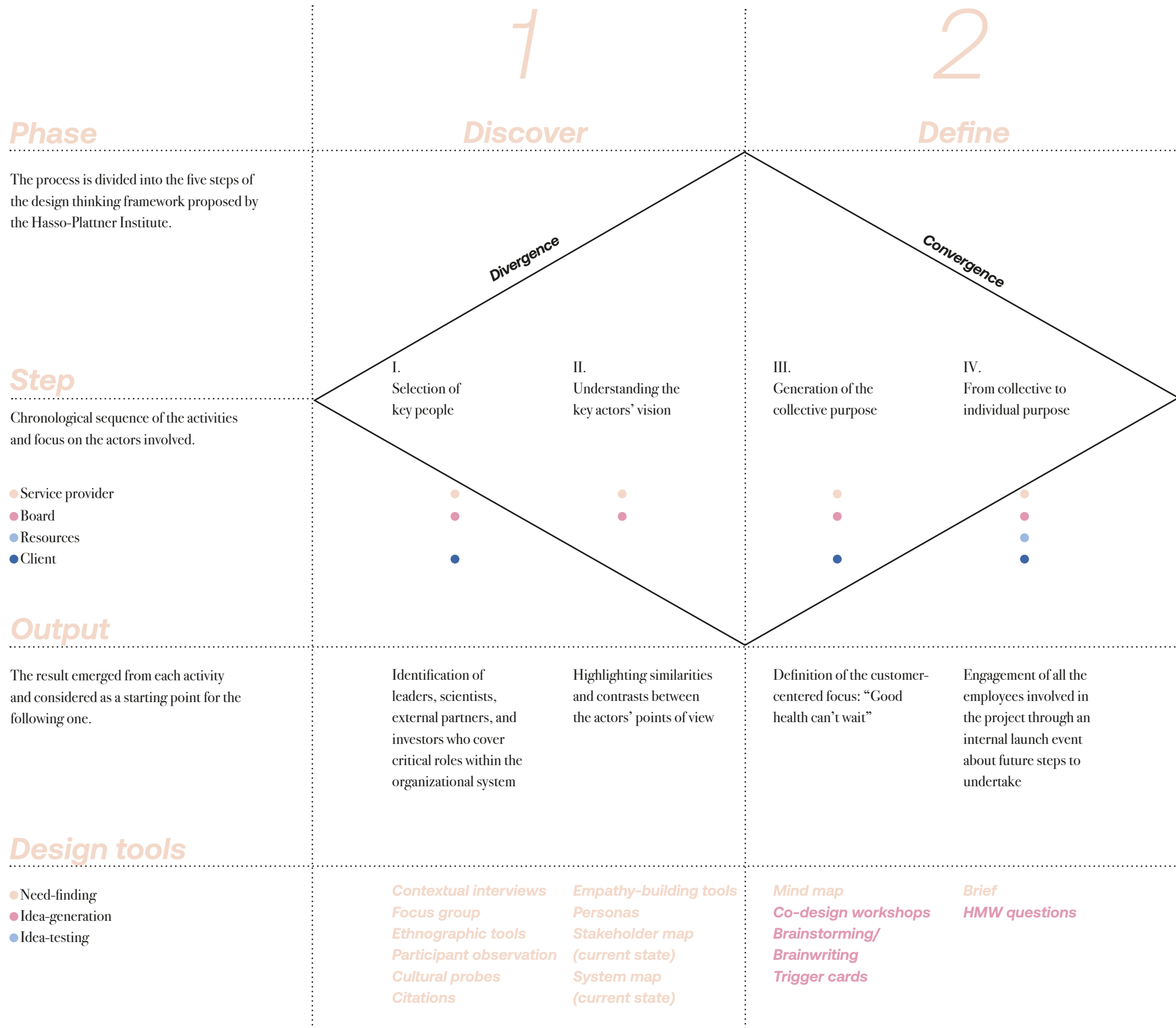
Instead of plastering this new slogan on motivational posters and repeating it in all-hands meetings, the leadership team began by quietly using it to guide their own decisions. The goal was to demonstrate this idea in action through selected projects across channels to highlight agility, innovation, and customer-centricity.

6

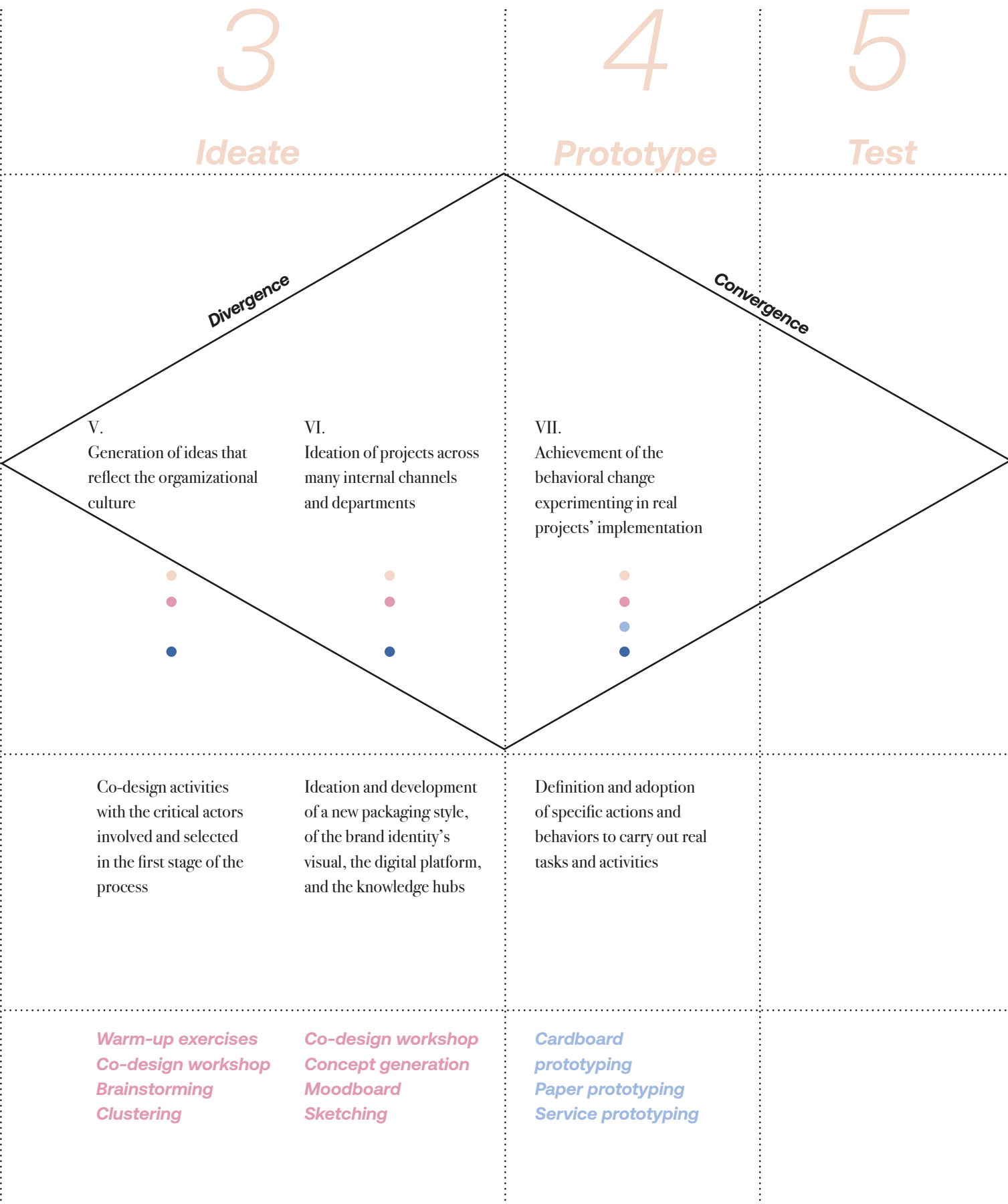
Product packaging was redesigned to be more user-friendly and increase adherence. The role of sales representatives in Russia was recast to act as knowledge hubs for physicians since better physicians lead to healthier patients. A comprehensive internal data platform was developed to help Dr. Reddy's employees be proactive with their customer requests and solve any problems in an agile way. Moreover, Dr. Reddy's linked its change in culture and purpose with a new corporate brand identity.

7

Prasad's hope was for individuals to act differently, and with IDEO's support, he understood to achieve a collective change through surrounding conditions that favored new behaviors more. All the real projects developed under the hat of "Good health can't wait" created a new environment that serves as a microcosm for change. All the involved actors could carry out their tasks with the common purpose of "can't wait," working in a space where it was easier for people to embrace new beliefs and perform new behaviors (IDEO, 2016).



Case study 1.



Outcome

The project's final aim was to create a new workplace environment where everything is represented by the new purpose of "Good health can't wait." Through the co-design and co-creation method, IDEO helped Dr. Reddy's leaders and stakeholders ideate potential representative projects of the new culture: an entire field of action that led all the employees to adopt the most coherent behaviors (IDEO, 2016).

Weaknesses

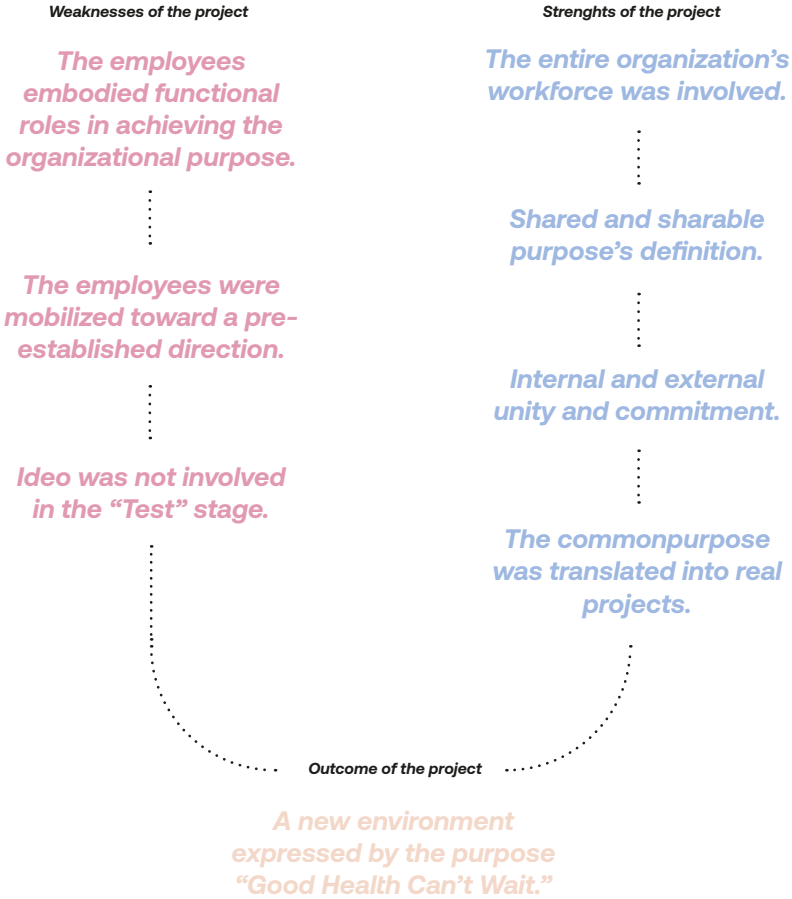
Although all the employees were involved during the launch event, their motivation was not taken into consideration. They were asked only to find their unique role in achieving the company purpose, decided previously by the leadership team. As in a social movement, they were mobilized toward a specific direction by charismatic leaders. Another lack of the project can be seen in the "Test and Refine" phase, where the IDEO team was not involved. The selected projects guided the employees in adopting specific behaviors that must be coherent with the new company culture. However, there was no accurate observation and test to understand if they were suitable for the involved actors.

Strengths

The interventions involved the whole organization, from front-line sales representatives to shop-floor personnel to scientists, allowing employees to be driven by a new meaning. "Good health can't wait" expresses a sense of motivation, driving people to do more, faster and better. Internally and externally, the real project development reinforced a message of unity and commitment, standing together to pursue a common purpose. When Prasad and his leadership team launched projects across key divisions, those projects demonstrated the efficacy of an agile, innovative, and customer-centered way of working and how the pursuit of purpose could deliver outcomes the business cared about.

Figure 3

IDEO for Dr Reddy's: outcome, strenghts and weaknesses of the project.



V.//

Fjord for Unilever spreading values digitally

Figure 4

Co-design workshop arranged by Fjord with Unilever's employees



Provider

Fjord is a global design and innovation consultancy whose focus is putting people first to design, build, and launch experiences that redefine industries in today's constantly evolving digital era. Fjord envisions and shapes services that simplify the complex for consumers and employees and work across multiple touchpoints (Fjord, n.d.-b).

Client

Unilever is a Dutch-British global company with 400 of the most popular brands in food, beverages, hygiene, and household products. Its global workforce exceeds 170,000 across more than 60 countries (Unilever, n.d.).

Challenge

Unilever asked Fjord for a vision for its employees globally, a world-class experience that would be dynamic and personalized. Unilever saw an opportunity to simplify the way employees found information through its many processes, systems, and content resources. They realized that such a change would also free up support agents' time to focus on higher-value human interactions, fostering a culture of innovation, collaboration, and ever-greater employee productivity (Fjord, n.d.-a).

Approach

Fjord responded to the challenge by making sense of the latest technology and designing a digital platform that delights the people who use them. Fjord's approach focuses on developing a machine-learning system, characterized by elegant simplicity whose aim was to solve the users' needs and help them face the complex working landscape. In this way, Fjord's team wanted to follow one of the most important trends related to integrating the HR and design thinking approach: the digitalization of the employee experience (Fjord, n.d.-a).

1

To understand how the employees felt, Fjord's team asked them directly. They conducted a qualitative study of one-to-one interviews with employees of all levels across different markets.

2

Using this valuable insight, Fjord worked collaboratively with Unilever and with Accenture Interactive R&D to co-design their vision. Accenture's long-standing relationship with Unilever brought a deep understanding of their business, which, coupled with Fjord's approach as a service design agency, enabled the co-creation of a groundbreaking, real vision built on what mattered most to Unilever's employees.

3

From the analysis of all the interviews, Fjord team could understand the similarities among the employees' vision, articulating three core pillars that would inspire Unilever's new employee experience: human experiences, simple interactions, meaningful impact.

4

These core pillars generated the idea of an 'Employee Universe' to unite Unilever's global workforce across hundreds of brands and functions from marketing and finance to supply chain management and facilities. The "Employee Universe" was created to enable the vision, which comprised a matrix of interconnected components and ideas that could develop a sense of ownership and awareness about the corporate company and values.

5

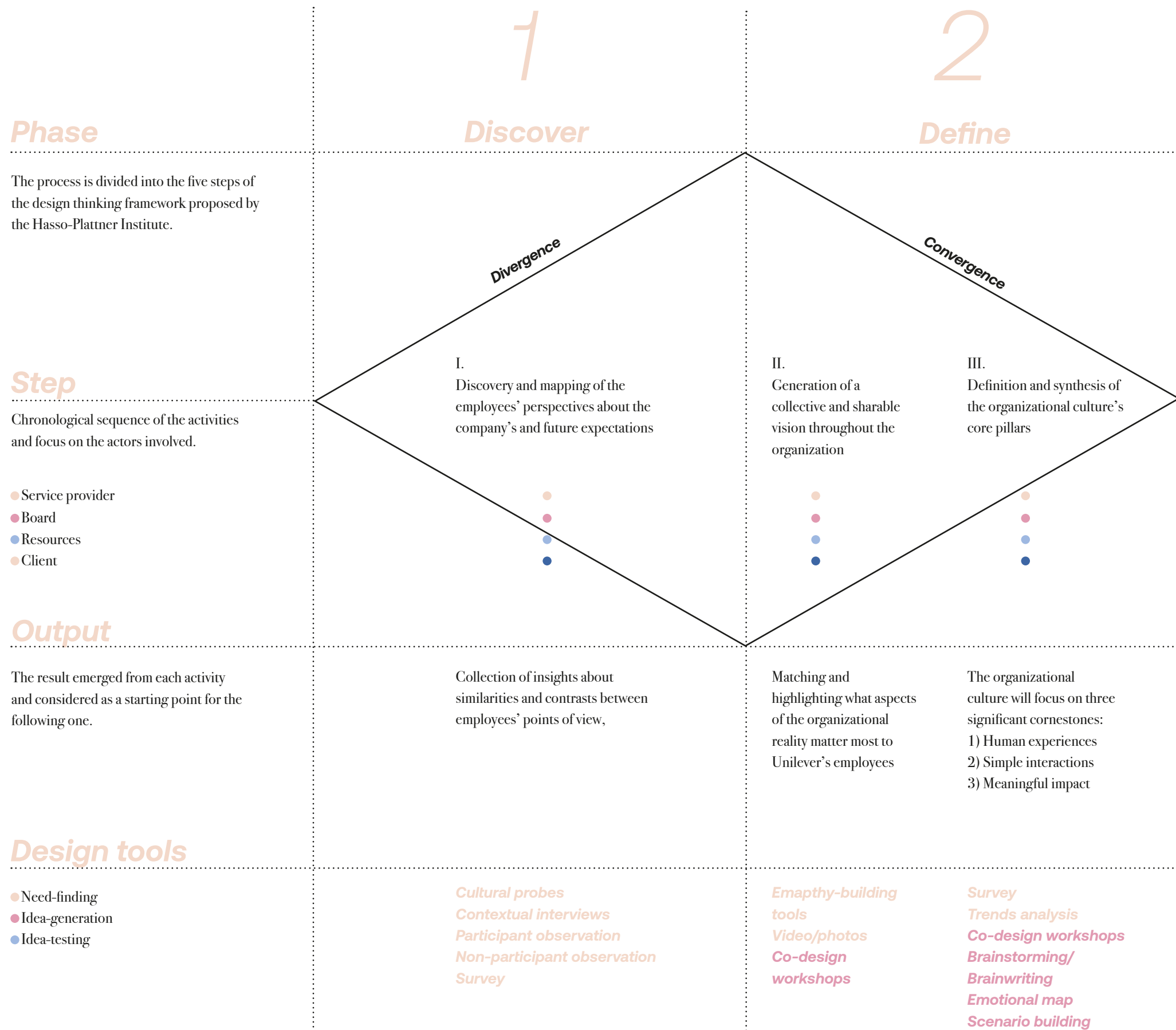
The “Employee Universe” was fronted by a chatbot named Una. In particular machine-learning-driven initiative was chosen to help new employees get started in their new roles, adapting to the day-to-day routines, as well as the corporate culture at the business. Unabot is a natural language processing (NLP) bot built on Microsoft’s Bot framework, designed to understand what employees need to know and fetch information for them when it is asked.

6

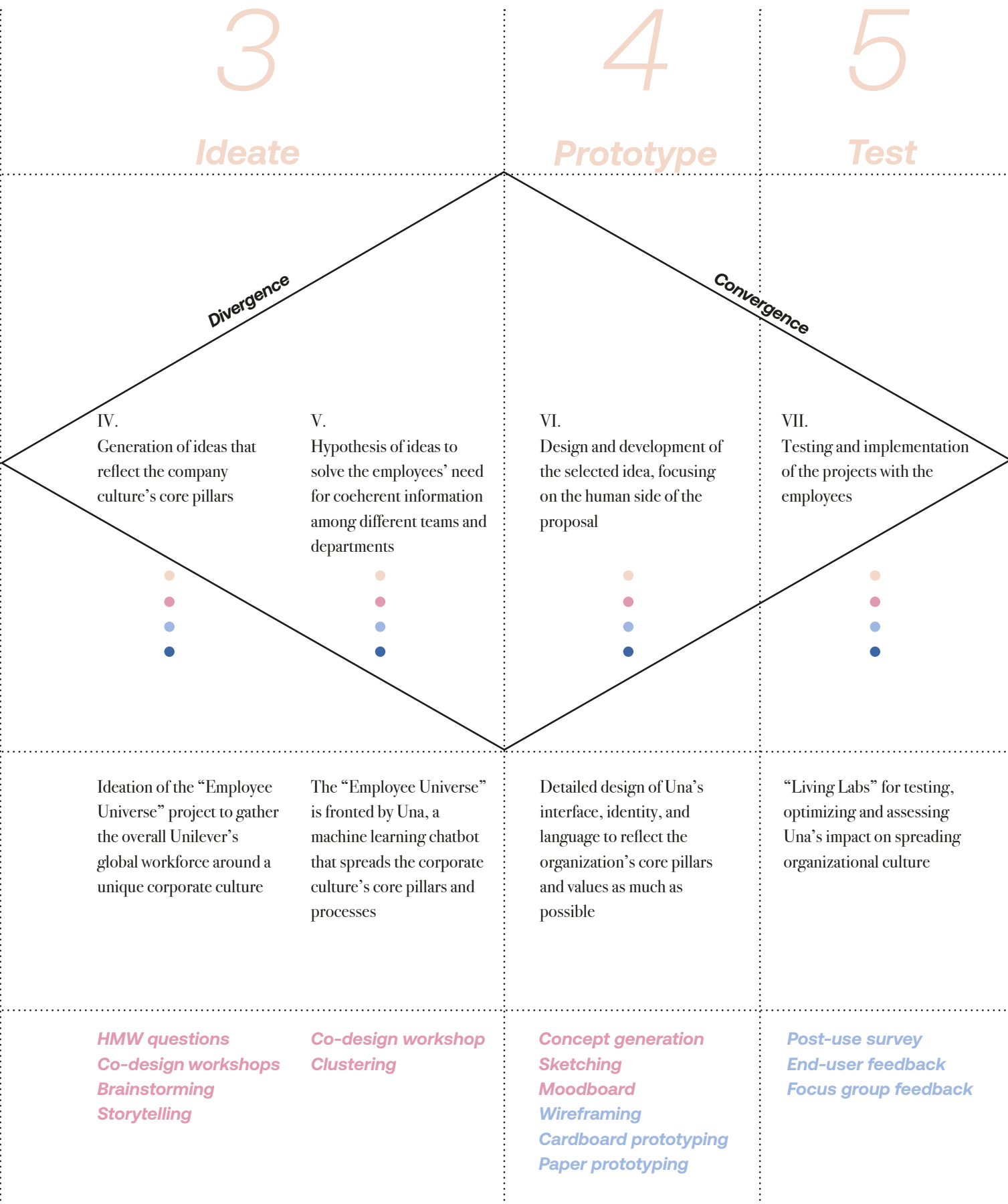
So Fjord created Una’s personality and designed her human-like conversation to reinforce Unilever’s brand and values. Una becomes a personal assistant, guiding the employee to what they need at that moment. Her conversations were contextually relevant and continuously improved through a built-in learning loop.

7

Fjord team ran a “Living Lab,” whereby they would rapidly test, assess and fine-tune throughout to ensure they maximized Una’s impact. Fjord delivered a Proof of Value to demonstrate how new hires would feel about using chatbot technology powered by AI to answer day-to-day queries and test and iterate the underpinning technology. Employees who tested the pilot enjoyed their initial experience of using Una, giving her a rating of 4.6/5 and 85% employee satisfaction (Fjord, n.d.-a).



Case study 2.



Outcome

The project's final aim was to create a new employee experience based on transparency, innovation, and collaboration. Fjord achieved the goal thanks to a co-design process that generated a digital platform for unifying and aligning the whole Unilever's workforce. The platform provides guidelines to the newly hired employees about the most appropriate behaviors to adopt to represent the company culture and values (Fjord, n.d.-a).

Weaknesses

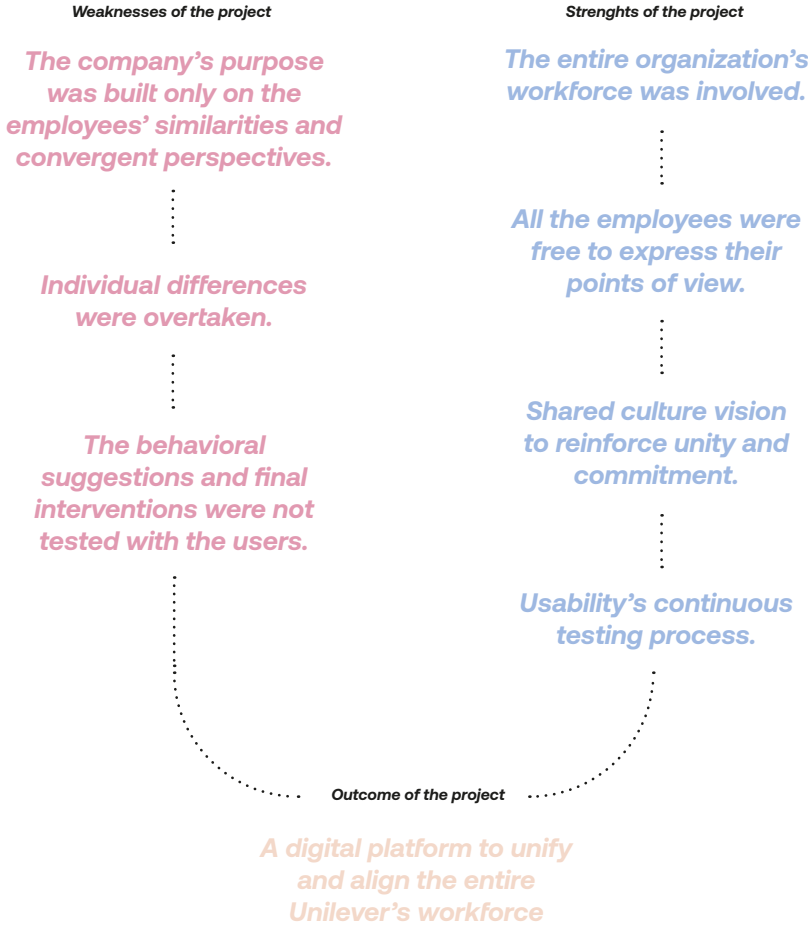
Although all the employees were asked to express their personal feelings and company values, Fjord and leadership teams generated one compacted vision. A unique purpose was built on the similarities that emerged from people's opinions, deleting individual differences and motivations. Another lack of the project is that Una chatbot provides guidelines for the adoption of specific behaviors. However, they were not analyzed and tested to understand if suitable and effective for the involved actors.

Strengths

The projects involved the whole organization, from the top to the bottom lines. This aspect gave a sense of motivation to the employees by providing them freedom of expression. Each employee's opinion was considered and analyzed to achieve a shared culture vision, reinforcing a message of unity and commitment. The co-design sessions gave voice to everyone in order to let all the employees' ideas to emerge. An essential aspect of the project is the continuum process of development and testing, which allows the digital platform's optimization to fit the users' needs and satisfaction.

Figure 5

Fjord for Unilever: outcome, strenghts and weaknesses of the project.



V.///

Solita for Fortum coaching culture by doing

Figure 6

Fortum's slogan for the Boot Camp training program arranged by Solita.

**Fortum
Innovation
& Venturing**

Figure 7

Co-design activities carried out by multi-disciplinary teams during the Boot Camp



Provider

Solita is a multi-talented community, including almost 1,000 experts in Finland, Sweden, Denmark, Estonia, Belgium, and Germany. They combine expertise from strategic consulting to service design, software development, AI & analytics, cloud, and integration services. Especially in the organization context, they build abilities and skills for teams and individuals to create new resources and customer-driven, sustainable, and effective change management (Solita, n.d.-b).

Client

Fortum is a leading clean-energy company developing solutions for their customers in electricity, heating and cooling to improve resource efficiency. It is a Finnish state-owned company focusing on the Nordic and Baltic countries (Fortum, n.d.).

Challenge

Fortum is one of the few Finnish corporations with its accelerator program for entirely new business operations. The company has established a business accelerator for its employees to generate more ideas and internal start-ups, so Solita was asked to exploit its potentiality for designing a training program for first-timers to spread the principal corporate culture value: innovation (Solita, n.d.-a).

Approach

Solita has designed and implemented an intensive Boot Camp training program for first-timers to practice the “innovative” vision of Fortum. The accelerator and incubator department has around 20 employees who focus on promoting innovation and generating internal start-ups. Hence, the annual Boot Camp program enables all of Fortum’s employees to contribute to creating and implementing new ideas. Mostly Fortum wanted to ramp up its innovation process by including Solita’s coaching team in the process, which focuses on the learning by doing approach (Solita, n.d.-a).

1

Solita arranged and implemented a seven-week Boot Camp training program, which brought the participants together once a week. As limited time was available and after many interviews with Fortum managers and leadership in order to understand the employees attitude, Solita team wanted to avoid theory and focus on learning by doing.

2

Fortum's Boot Camp program involved all employees, allowing them to participate regardless of their job, educational background, or physical location. In this way, the coaching team could create different clusters of professionals who would have generated creative ideas, bringing together experts in various fields.

3

One of Solita's team goals was to coach creativity and design methods to people whose day-to-day work was not related to the development of new products and services. So the training program needed specific methods for specific profiles within the organizations.

4

Each week had a theme with exercises related to the theme, and new methods that supported the work were introduced. Each theme showed a different method to let the employees choose which one fitted better with their attitude. The participants were coached using lean, start-up, and service design tools without needing to learn copious amounts of background information about the methods or tools. Solita compiled the methods used during the program, with short introductions, in The Innovator's Manual, which was published to be used across the company.

5

The templates enabled them to rapidly take various perspectives into account and select a few for further development. Moreover, they were provided with weekly coaching and feedback to promote their ideas.

6

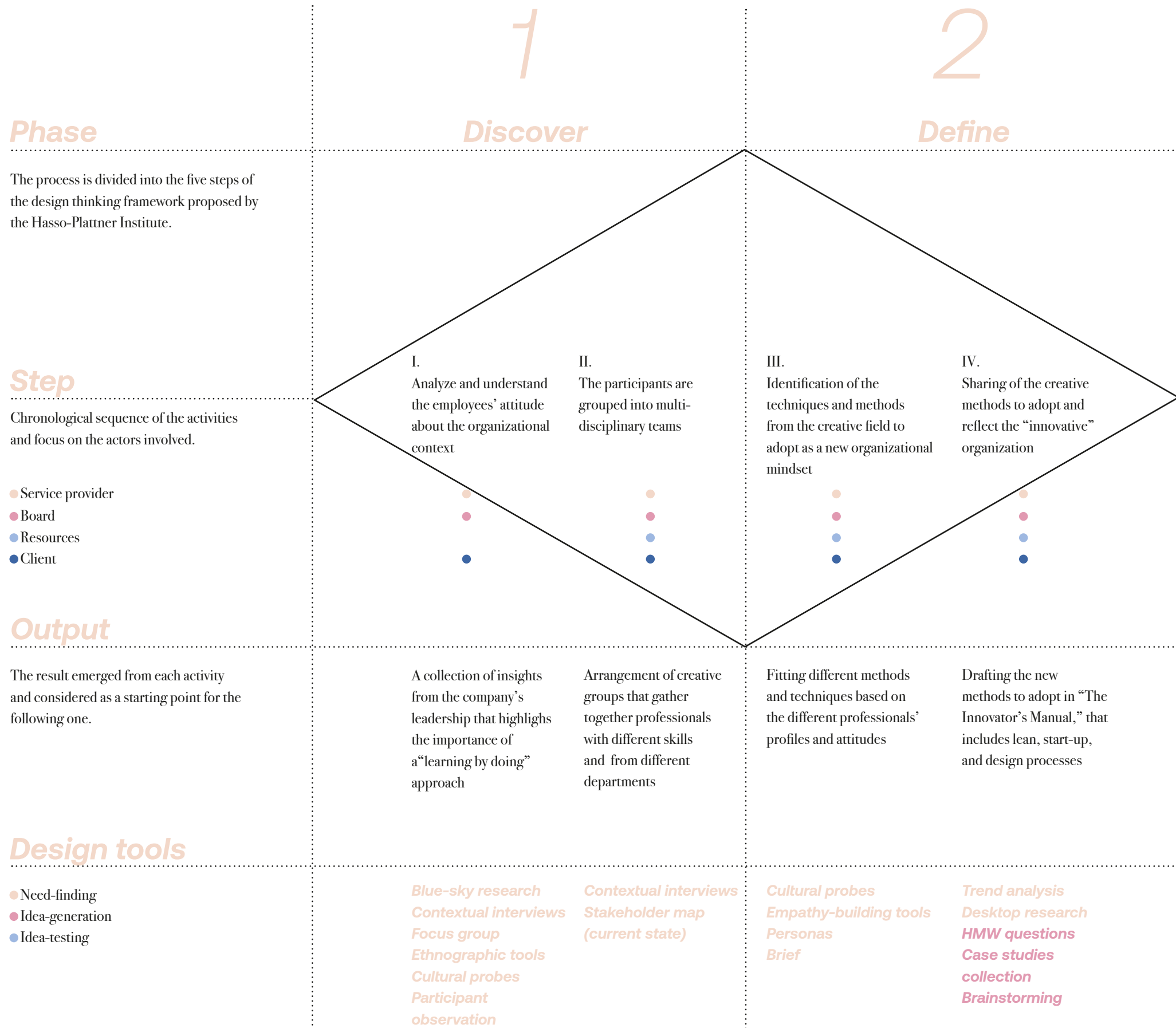
During the program, the participants sought to develop their ideas into profitable business concepts, build teams around their concepts, initially introduce their concepts to future users, pitch their ideas to a jury and ask for pilot funding.

7

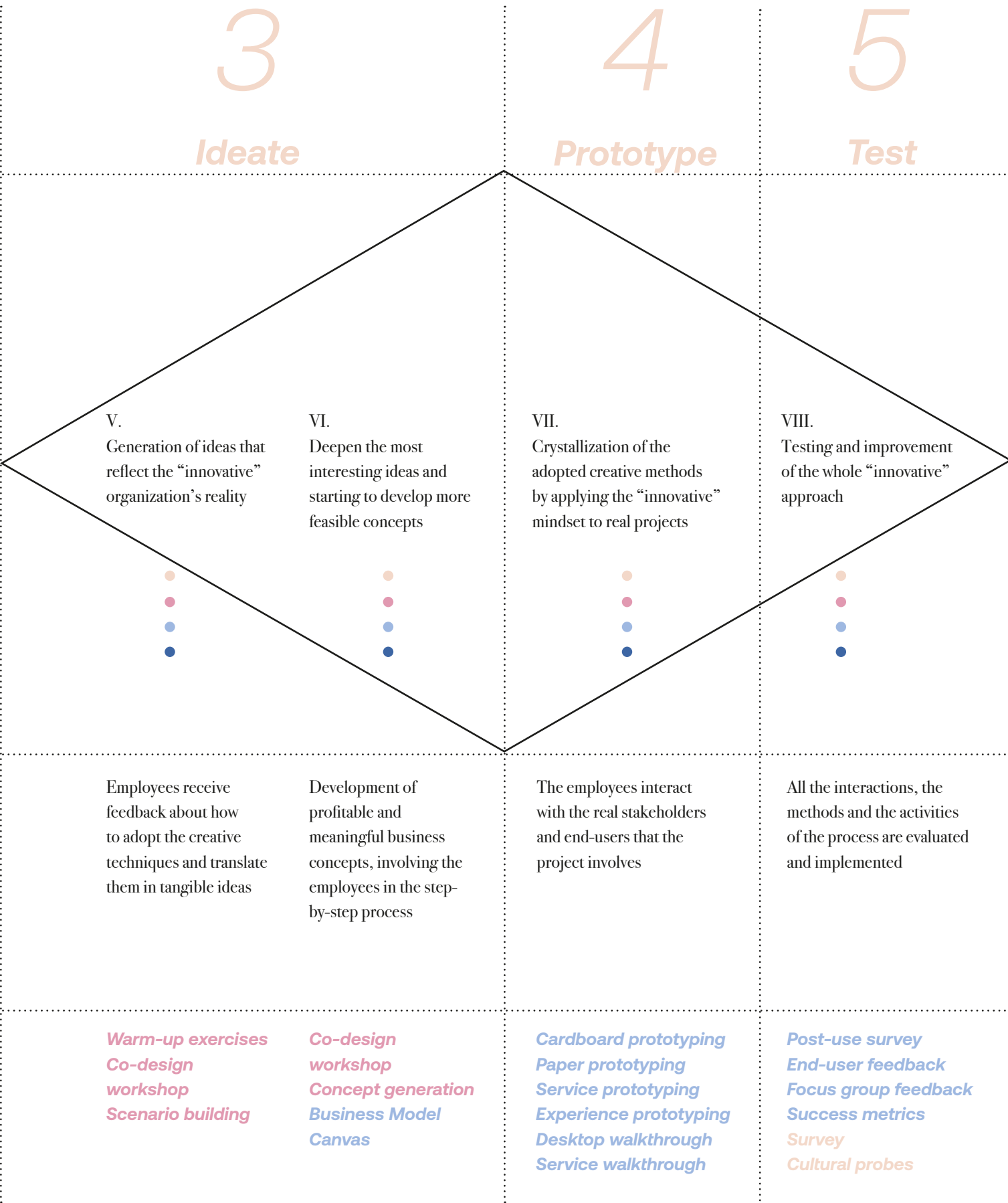
The coaching introduced the employees to the hectic world of innovation. They were quickly able to crystallize their ideas, carry out experiments with real customers, and undertake market potential and competition analyses. The best idea wins a budget to implement the concept or part of it and test it in its future users' environment.

8

In the final phase of the program, the most promising teams spent three days in Barcelona. There the participants have been working intensively with coaches and experts. They improved their pitches' quality, as funding will not be provided, even to good ideas, if the teams cannot sell their idea within the organization. In the early stages, the teams tend only to pay attention to the technical solution and its functionality. Good coaching and methods force the teams to pay attention to the end customers, technologies, and revenue model, guiding them in adopting the most suitable actions and mindset (Solita, n.d.-a).



Case study 3.



Outcome

The project's final aim was to create new methods for spreading a mindset guided by innovation value. This program enabled the participants to significantly improve their innovation capabilities and rapidly behave for converting early-stage ideas into practical concepts for the financing stage. "The Innovator's Manual" represents all the guidelines for achieving an "innovative" output, including different methods and actions that each employee can choose to adopt based on their behaviors and pre-existing attitude (Solita, n.d.-a).

Weaknesses

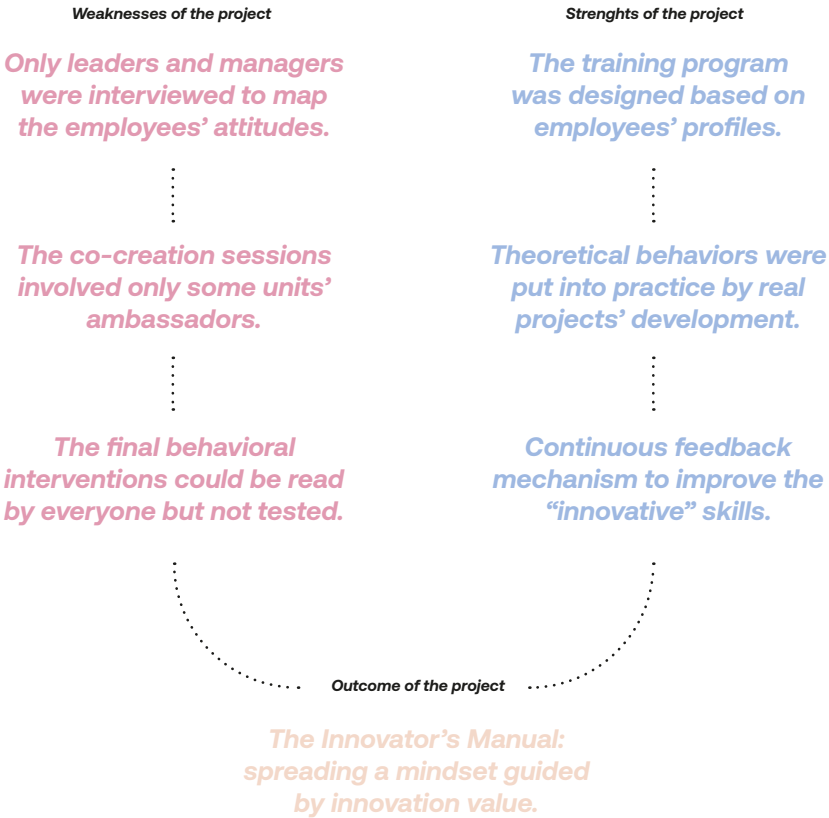
Solita interviewed only leaders and managers for analyzing the whole organization's employees' attitudes. In this way, the behavioral methods were generated without involving the project's direct users, and they were passively attributed from the top. The Boot Camp training program was arranged to involve only 50 participants from various parts of Fortum as ambassadors of innovation culture and methods. This is a considerable lack because behaviors cannot be read-only and synthesized in a manual; they need to be tested and changed concerning every one own attitude.

Strengths

The projects created a training program built on the identification of specific employee profiles. In this way, Solita could generate a manual of guidelines which fitted with all the actors involved. The methods and behaviors to adopt were previously explained in theory and then put in practice thanks to real ideas development. Solita coaching team guided the employees in adopting the most appropriate behavior for them and the company culture, improving their performance and attitude through continuum feedback.

Figure 8

Solita for Fortum: outcome, strenghts and weaknesses of the project.



V.

*Organizational
analysis and
design context
analysis*



Organizational and design context analyses: a comparison

The previous chapter has highlighted an increasing integration of human resources methodologies with design thinking processes and approaches. In particular, the new emerging goal of HR departments and agencies is designing a practical and meaningful employee experience through solutions that are compelling and beneficial, allowing people to find the right balance and satisfaction in their in-work and off-work life (Schwartz et al., 2016).

The first chapter of the thesis has already explained the substantial similarity between the five stages of the design thinking process, “Discover,” “Define,” “Ideate,” “Prototype,” and “Test,” with the HR path carried out for developing and realizing a meaningful employee experience in the new organizational context.

In particular, the employee experience is much more than the physical workspace or benefits employees can get. It is not just about understanding in depth the employees’ needs, but also about highlighting what kind of biases influence them in the actual and consolidated corporate culture’s environment. Once the HR’s and design professionals have synthesized all the collected information, they can realize a meaningful experience that represents an answer to people’s needs. They aim to activate positive change throughout the organization to fight the emerging biases (Ruggs et al., 2018).

In this regard the Society for Human Resources blog¹ published an article about the significant role of empathy in human resources management. It confirms that HR departments and agencies are already focused on understanding what people explicitly or implicitly need, empathizing with them through profound observation of their behaviors, meaningful interviews, and other well-structured tools. HR professionals base their success in understanding what people desire on a strong background in psychology and sociology fields, which helps them obtain an intense empathy relationship with their interlocutors (Ahn, 2016). In particular, these starting and igniting phases, that discover and define what people need and expect, are developed in the organizational analysis service provided by most HR departments and agencies.

¹ *The Society of Human Resource Management (SHRM) blog provides the latest insight into workplace trends. It offers SHRM members, HR professionals, and business leaders a platform about how organizations respond to change.*

Organizational analysis is the process of reviewing the development, work environment, personnel, and operation of a business or another type of association. The review's process is often performed in response to a crisis. However, it may also be carried out as part of a demonstration project, in the process of taking a program to scale, or during regular operations. Conducting a periodic detailed organizational analysis can be a useful way for management to identify problems or inefficiencies that have arisen in the organization but have yet to be addressed and develop strategies for resolving them (Organizational analysis, n.d.).

“Organizational analysis is the process of reviewing the development, work environment, personnel, and operation of a business or another type of association.”

- *Business Dictionary*

It is a service provided by HR professionals and aimed to identify why the organization needs to fill some gaps and focus on good opportunities.

² Mario Longavita is a human resources consultant and coach for SCR, a human resources selection agency and consultancy, where I did my curricular internship last year.

This thesis aims to demonstrate a strict relationship between the HR and design thinking fields, comparing, on the one hand, the process carried out by HR departments and agencies to structure an organizational analysis and, on the other hand, the steps followed by design agencies for developing a context analysis.

Both cover the “Discover” and the “Define” phases that cover the first and the second stages of the design thinking approach. These steps can be naturally followed by the “Ideate,” “Prototype,” and “Test” phases developed by possible future interventions to adopt for solving emerged internal problems or improving important highlighted strengths of the whole organization. In conclusion, both the organizational and context analyzes aim to identify specific gaps to be filled and suggest possible solutions to generate better and meaningful people’s experiences.

The following pages aim to compare the processes carried out by HR teams for developing an organizational analysis and design agencies for investigating a predefined design context. The client commissions both for uncovering specific gaps and problems to solve, so they are necessarily followed by a second project whose goal is to ideate solutions.

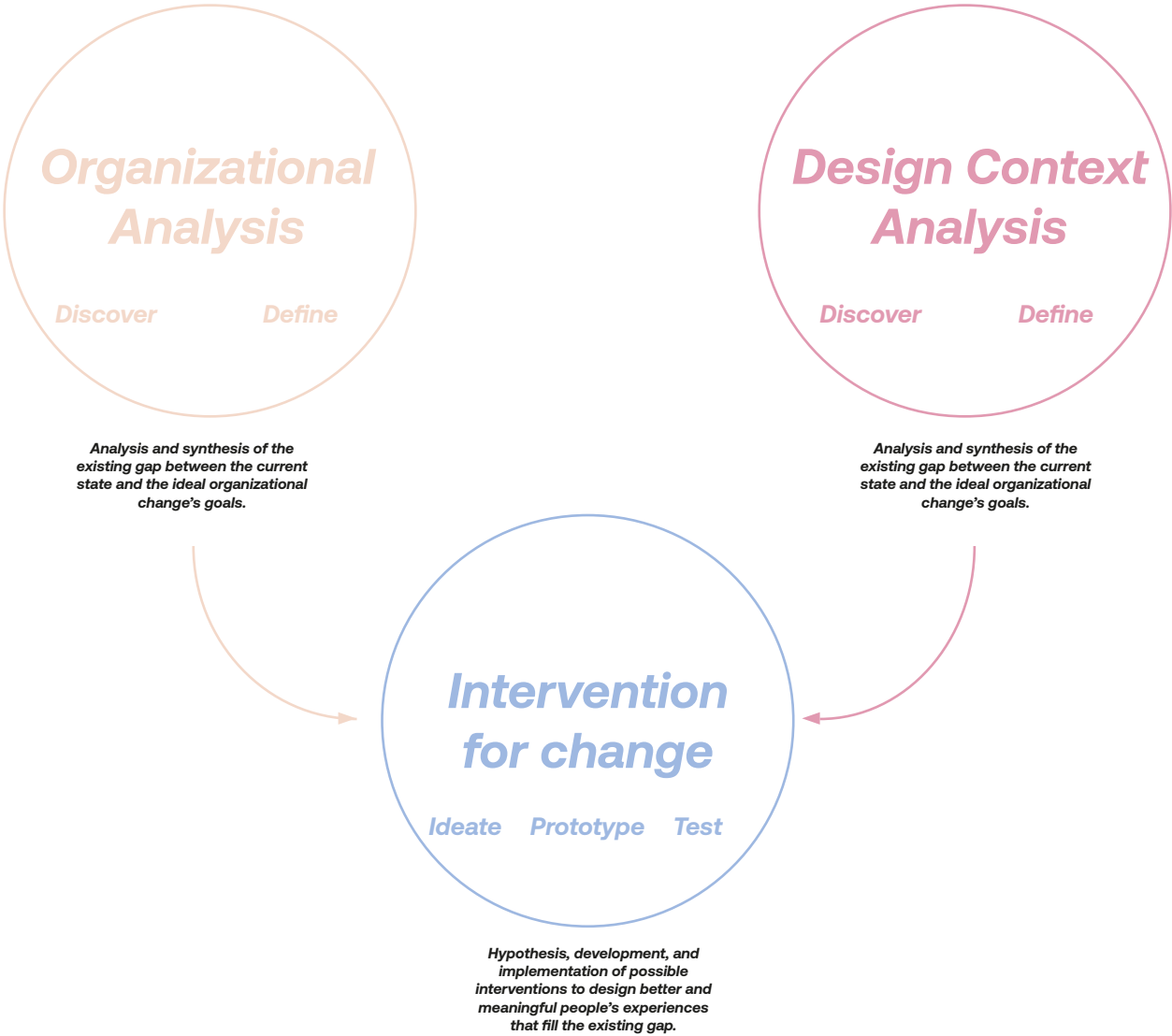
In particular, the organizational analysis process has been investigated, starting from a real case study on which I could work during my internship with the supervision of Mario Longavita², a human resources consultant and coach.

The company in question asked for an organizational analysis to highlight which gaps and weaknesses were negatively influencing the workplace and the employees’ results, obtaining the writing of a new organization chart as the output of this first phase. Secondly, the client asked for the following intervention aimed to reinterpret the jobs’ roles and descriptions. At this point, the HR agency suggested some important training classes to activate employees’ behaviors and competencies to reflect the corporate culture in their new roles (M. Longavita, personal communication, May 16, 2020).

The thesis considers this specific example because it includes the most common request and following outputs, representing a complete path for the organizational analysis part and the interventions it needs for achieving some crucial solutions.

Figure 1

Both the design context analysis and the organizational analysis aim to ignite and develop change interventions that fill existing gaps.





Actual process of an organizational analysis

To understand and deepen all the steps characterizing an organizational analysis development, the thesis examines the whole process conducted by SCR, an agency for human resources selection and consultancy, where I completed a curricular internship last year.

SCR is a small company of about 15 employees. Their headquarter is in Ravenna, but they have clients from all over Italy and abroad. SCR provides human resources research and selection services, organizational development, skills assessment, organizational climate analysis, and work-related stress assessment.

SCR culture is grounded on the belief that people and organizations are unique and in continuous evolution, so there are not general pre-established solutions. SCR team is convinced that an in-depth analysis of the labor market dynamics, made of different contexts and people, is fundamental for ideating solutions built on human needs and always improved (SCR, personal communication, February 12, 2020). SCR is a small company but aware of the new trends influencing the human resources field, especially integrating the design thinking approach and methods. For this reason, during my work schedule at SCR, the whole organization's employees were asked to attend an internal training day about the application of design thinking in the human resources field. The day was carried out as a workshop. We were divided into groups of work for developing innovative ideas starting from HR challenges and integrating the design process and methodologies. The facilitator explained to us the application of the Double Diamond approach, following the five steps described by Hasso Plattner Institute of Design at Stanford. This is why this thesis focuses precisely on this specific process among all the several design frameworks: it was more familiar to SCR reality.

As explained above, organizational and design context analysis represent the first two steps of a bigger picture characterized by a complete design thinking process. In fact, they are focused on understanding specific opportunities as starting points for solutions' development. All the activities involved in the process are aimed to improve employees'/people's experiences, providing answers to their needs, and activating some positive internal changes for achieving beneficial results throughout the whole organization.

Figure 2

Organizational analysis investigates three different areas of inquiry: executive board, organizational structure, and people.



In particular, organizational analysis investigates three different areas of inquiry: executive board, organizational structure, and people.

A dialogue with the executive board can give an overview of the expectation's convergence level and how each member has perceived the internal changes. The HR team interviews the board to obtain information about employees and collaborators and understand how to communicate the intervention to all of the project's resources. The second step consists of consulting all the documentary resources for analyzing the whole organizational structure.

Documentary resources and interviews with the board allow SCR to map the organization's functional and hierarchical asset, analyzing each role description and its level of clarity in the employees' eyes.

After having investigated and described the big picture, the HR team focuses on people. In particular, SCR conducts interviews and tests for defining a clear profile of each involved resource, from a professional and personality point of view.

Employees answer questions about their roles and tasks, their level of perceived well-being, and their expectations of improvement and professional growth. Secondly, employees are guided toward the organizational vision and mission, adopting specific behaviors representing the company's values. In the end, they receive results about their weaknesses and strengths, followed by guidelines to improve particular skills. For explaining how an intervention of organizational analysis is developed, SCR declares it aims to four different objectives and results:

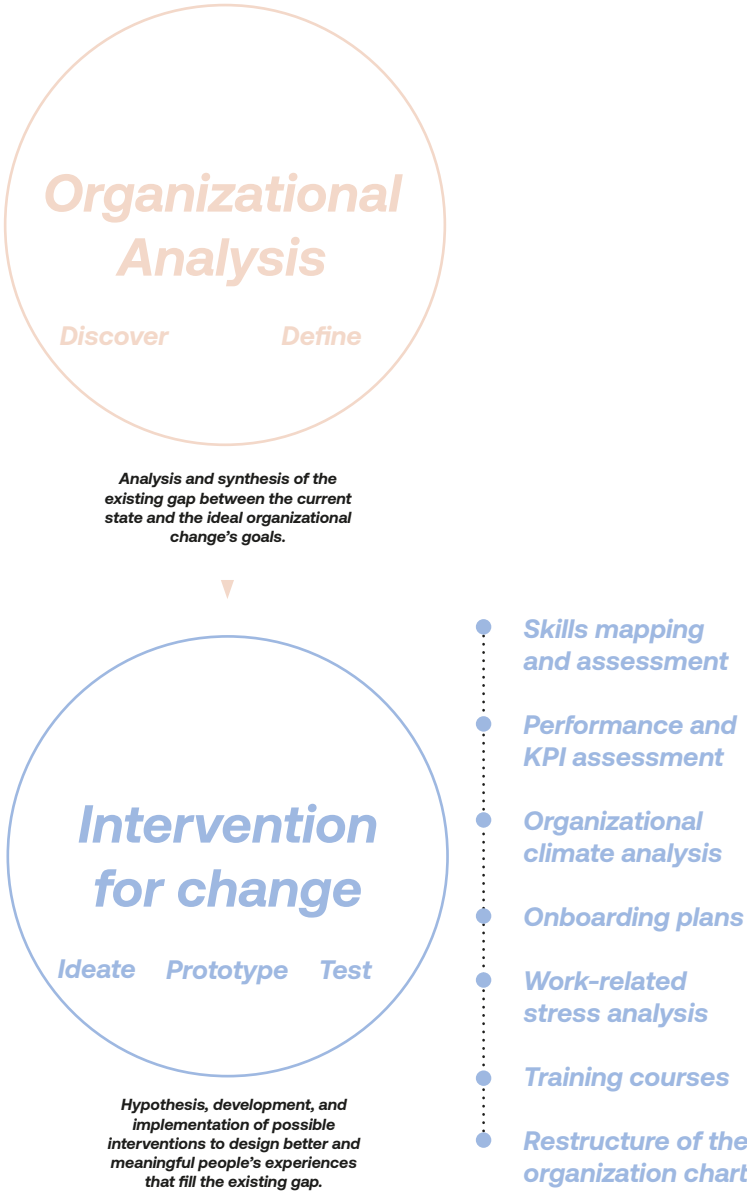
- *Get to know people to deeply understand the organization, who employees are, and what they do;*
- *Analyze the leadership style;*
- *Map the functional structure and the hierarchical assets;*
- *Identify the level of clarity and sharing concerning the current and future objectives.*

Starting from this aim, the SCR team carries out specific steps for achieving a detailed solutions proposal to solve the emerged organizational problems and fill some internal gaps. In fact, Organizational Analysis can be translated into the motto “know to manage” (SCR, personal communication, March 2, 2020).

Organizational analysis is a single service provided by the HR agency for highlighting internal problems. Still, it is often followed by other interventions that represent the solution to the issues that emerged. SCR in particular offers: skills mapping and assessment, KPI and performance assessment, organizational climate, potential assessment, onboarding plans, work-related stress assessment, training courses, restructure of the organization chart.

Figure 3

Possible interventions for change provided by HR agencies to fill the gaps highlighted with the organizational analysis.



The scheme in the following pages, among all the possible secondary interventions, considers the organization chart's restructuring and the consequent reinterpretation of the job roles and descriptions. Lastly, the process ends with specific and customized training courses to activate positive behaviors that reflect the corporate culture and focus on beneficial results for all the organization's levels and departments.

This choice was guided by examining a real project conducted for a social and digital advertising company, which allowed me to investigate the steps followed in an accurate intervention planning and development. Moreover, this kind of path represents the most accepted and standard process faced by HR professionals.

The next pages show the whole process conducted by SCR for obtaining an accurate organizational analysis, clustering all the phases in the five design thinking stages described by Hasso Plattner Institute of Design.

Phase

The divergent and convergent stages of the design thinking framework developed by the Hasso-Plattner Institute;

Step

The description of each chronological activity arranged inside the phases of the design thinking framework;

Substep

The list of all the smaller tasks carried out by the HR agency in order to fulfil specific objectives;

Actors

The scheme highlights four main actors involved in the project development: the service provider, the board, the internal human resources, and the client.

Service provider

The service provider is the external HR agency (in this case, I have considered a real project from SCR's portfolio), aiming to find better employees' experience and optimize the organization's results. The SCR's team comprises three business partners, two managers, ten recruiters, and three organizational consultants and coaches (SCR, personal communication, 2 March, 2020).

Board

The board is a governing body that can refer to both shareholders and the directors of a company. The board is responsible for protecting shareholders' interests, establishing policies for management, oversight of the corporation or organization, and making decisions about important issues a company or organization faces. In some particular cases, the board corresponds with the client (Chen, July 11, 2020).

Resources

The internal human resources involve all the organization's employees, going through the different departments, functions, and levels. Their involvement in the activities can change depending on the intervention's challenge, the organizational problems, and objectives. The SCR's interventions adopts a psychosocial approach that focus on the professional and human profiles of the resources involved in the project (SCR, personal communication, March 5, 2020).

Client

The client can be represented by the owner of the company or C-level executives. A network of clients spread over Italian and European territory often leads SCR's professional to leave the main office and personally meet the client. In particular, SCR's team works both with private customers looking for job positions and small, medium, and large companies requiring much more complex development and analysis plans (SCR, personal communication, March 5, 2020).

1

2

Phase

Discover

Define

The process is divided into the five steps of the design thinking framework proposed by the Hasso-Plattner Institute. It outlines a standard organizational analysis and the following interventions.

Divergence

Convergence

ORGANIZATIONAL ANALYSIS

Step

Chronological sequence of the activities and focus on the actors involved.

I. Intervention's challenge definition

II. Existing knowledge about the organizational context

III. Analysis of the involved human resources in the organizational context

IV. Synthesis of the analysis outputs

V. Framing the intervention's challenge

VI. Selection of "Defined" challenges and proposal of possible solutions

VII. Definition of the intervention's challenge

- Service provider
- Board
- Resources
- Client



Substep

The chronological sequence of the tasks carried out by the HR agency for each step of the organizational analysis process and the following interventions. The "Steps" are standard and always executed by the SCR team to provide the intervention's accomplishment, while the substeps can be selected and re-arranged according to the client's demand.

- Meeting with the client
- Alignment of the service provider's and client's goals
- Identify the actors involved in the intervention's challenge
- Planning of the project development
- Communicate the intervention to the involved resources

- Meeting with the board
- Gather information and insights

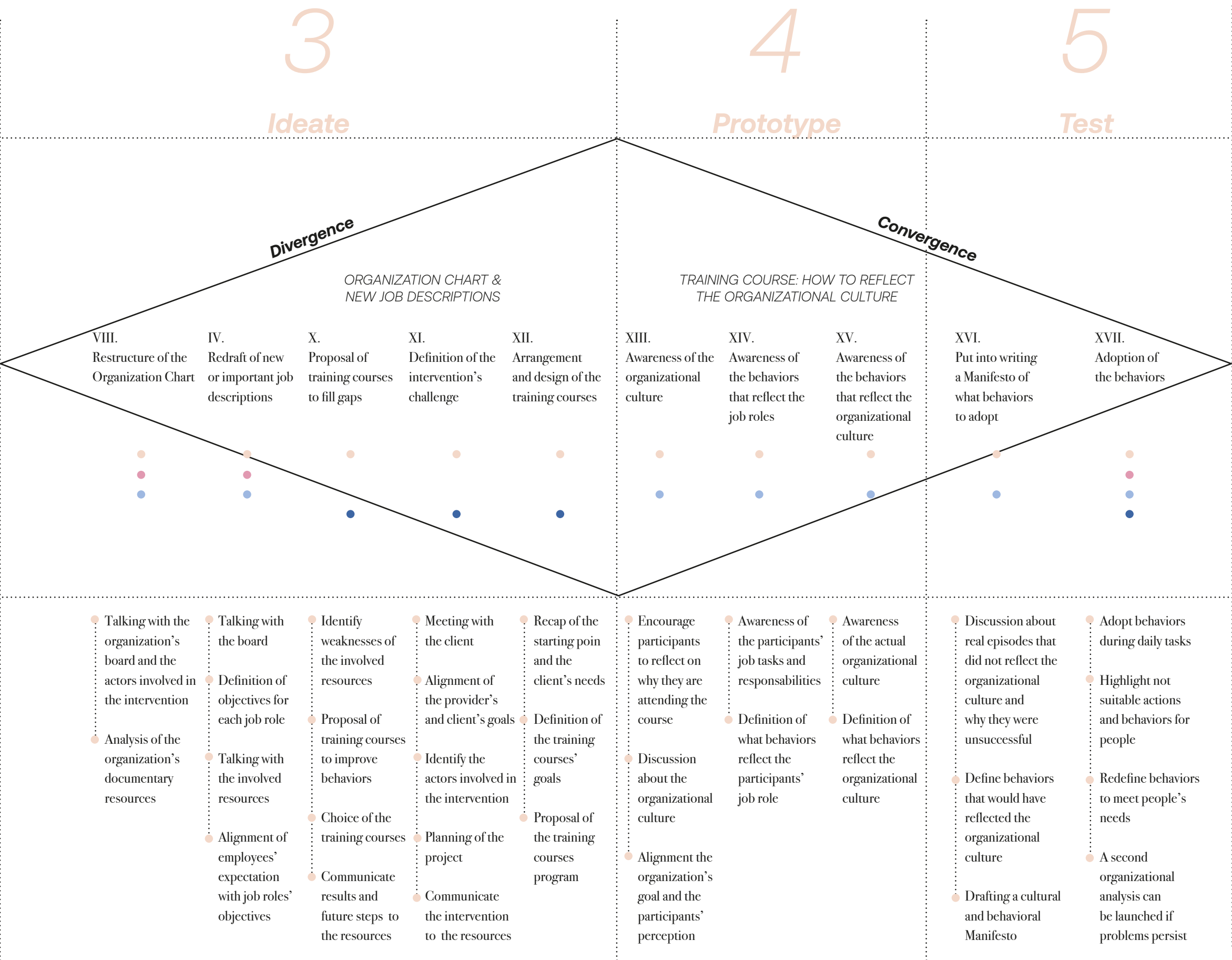
- Increase the engagement of the resources involved in the intervention
- Engage people in ethnographic research activities
- Gather information and insights

- Analyze the outputs from the previous phase
- Synthesize the findings into a reduced number of opportunities
- Select important opportunities to focus on

- Meeting with the client
- Choice of what results to show to all the resources involved in the intervention

- Proposal of possible future interventions
- Choice of possible future interventions filtered by the client
- Final presentation with all the involved resources
- Inform the involved resources about the results and future steps to be adopted

- Meeting with the client
- Alignment of the service provider's and client's goals
- Identify the actors involved in the intervention's challenge
- Planning of the project development
- Communicate the intervention to the involved resources



The first scheme focused on the phases, the steps, and the substeps that comprise the whole path, while the second part highlights the outputs and the tools that make the objectives' achievement possible. The second scheme considers what results are essential for finishing an activity and starting the following one. However, HR professionals achieve step-by-step the just mentioned outcomes thanks to adopting specific tools. SCR usually applies well-structured, established, and shared methods and techniques from the organizational management and the psychosociology field. All of them were clustered in:

Need-finding tools

They include in-depth contextual interviews, for instance, interviewing employees as members of a team, and ethnography methods by observing and shadowing employees. Need-finding tools allow the HR agency to develop a holistic understanding of the user experience through the employee journey mapping. In general, need-finding tools emphasize the development of deep user insights gained through observation, empathy, and immersion in the user's context, including all those methods whose aim is to empathize with people and discover their desires and expectations.

Activating tools

Activating tools include all those methods and techniques that aim to activate a positive change of perspective for the internal resources to create a better working environment. This kind of change points to bring to a meaningful and gratifying experience in their workplace, optimizing their results during the daily working tasks, and giving a tangible representation of the corporate culture. In interventions carried out by the HR agency, the main activating tools are the focus group and the behavioral manifesto. The last one is a list of expected behaviors outlined by all the participants to the focus group to reflect the corporate culture and the job roles' responsibilities and commitment.

HR templates

They include all those tools that represent support for making decisions in the HR field and are consolidated in the process carried out by this kind of agency and professionals.

- An organizational chart is a diagram that shows the structure of an organization, and the relations and relative connections of its parts and positions/jobs. It is used to indicate one department's relationship to another, or others, or one organization's function to another. The connections can comprise managers to sub-workers, directors to managing directors, chief executive officers to various departments, and so forth (Bloomenthal, 2019).
- A job description is a written narrative that describes the general tasks, or other related duties, and responsibilities of a position. It may specify the functionary to whom the position reports, specifications such as the qualifications or skills needed by the person in the job, information about the equipment, tools and work aids used, working conditions, physical demands, and a salary range (Frost, 2019).
- An aptitude test is an exam used to determine an individual's propensity to succeed in a given activity. Aptitude tests assume that individuals have inherent strengths and weaknesses and have a natural inclination toward success or failure in specific areas based on their innate characteristics (Kagan, 2019).

Digital support tools

They include methods and systems that can be across-the-board and cover many fields. They usually include Excel charts, PowerPoint presentations, and the online calendar. The first ones are useful to collect and cluster all the information from the interviews and the organization's documentary resources. The PowerPoint presentations are essential to share the activities' outcomes. Lastly, the online calendar can help coordinate the HR team's workflow and schedule the activities' program. The category is relevant for understanding the HR agency's digitalization level and which tools have already been implemented in this direction.

1

2

Phase

Discover

Define

The process is divided into the five steps of the design thinking framework proposed by the Hasso-Plattner Institute. It outlines a standard organizational analysis and the following interventions.

Divergence

Convergence

ORGANIZATIONAL ANALYSIS

Step

Chronological sequence of the activities and focus on the actors involved.

I. Intervention's challenge definition

II. Existing knowledge about the organizational context

III. Analysis of the involved human resources in the organizational context

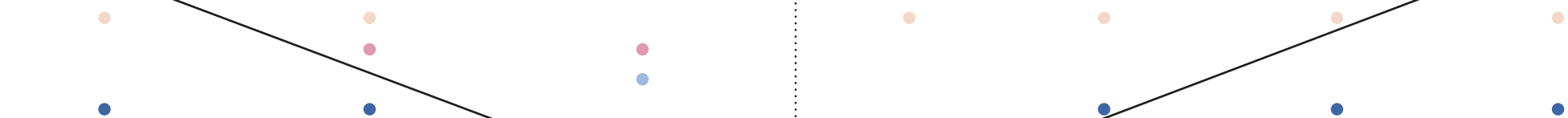
IV. Synthesis of the analysis outputs

V. Framing the intervention's challenge

VI. Selection of "Defined" challenges and proposal of possible solutions

VII. Definition of the intervention's challenge

- Service provider
- Board
- Resources
- Client



Substep

The result emerged from each activity and considered as a starting point for the following one.

- Client's goal
- Company positioning
- Internal changes
- Intervention timing
- Intervention activities
- Contractual aspects

- Company history
- Company growth
- Corporate culture
- Corporate leadership
- Work organization
- HR's strategy

- Professional and personality profile of the involved resources
- Job position awareness
- Level of commitment
- Workflow
- Communication
- Collaborators

- Resources' perception
- Recurrent topics
- Weaknesses
- Strengths
- Objectives' comparison
- Culture's identification

- Critical aspects to work on
- Reunion and presentation's arrangement

- Draft a new contract for the secondary intervention: restructure the organization chart
- rewrite critical/new job roles

- Client's goal
- Intervention timing
- Intervention activities
- Contractual aspects

HR tools

- Need-finding
- Activating
- HR template
- Digital support

Contextual interviews
Documentary resources
Organizational chart
Calendar
PowerPoint presentation

Contextual interviews
Focus group
Documentary resources
Organizational chart

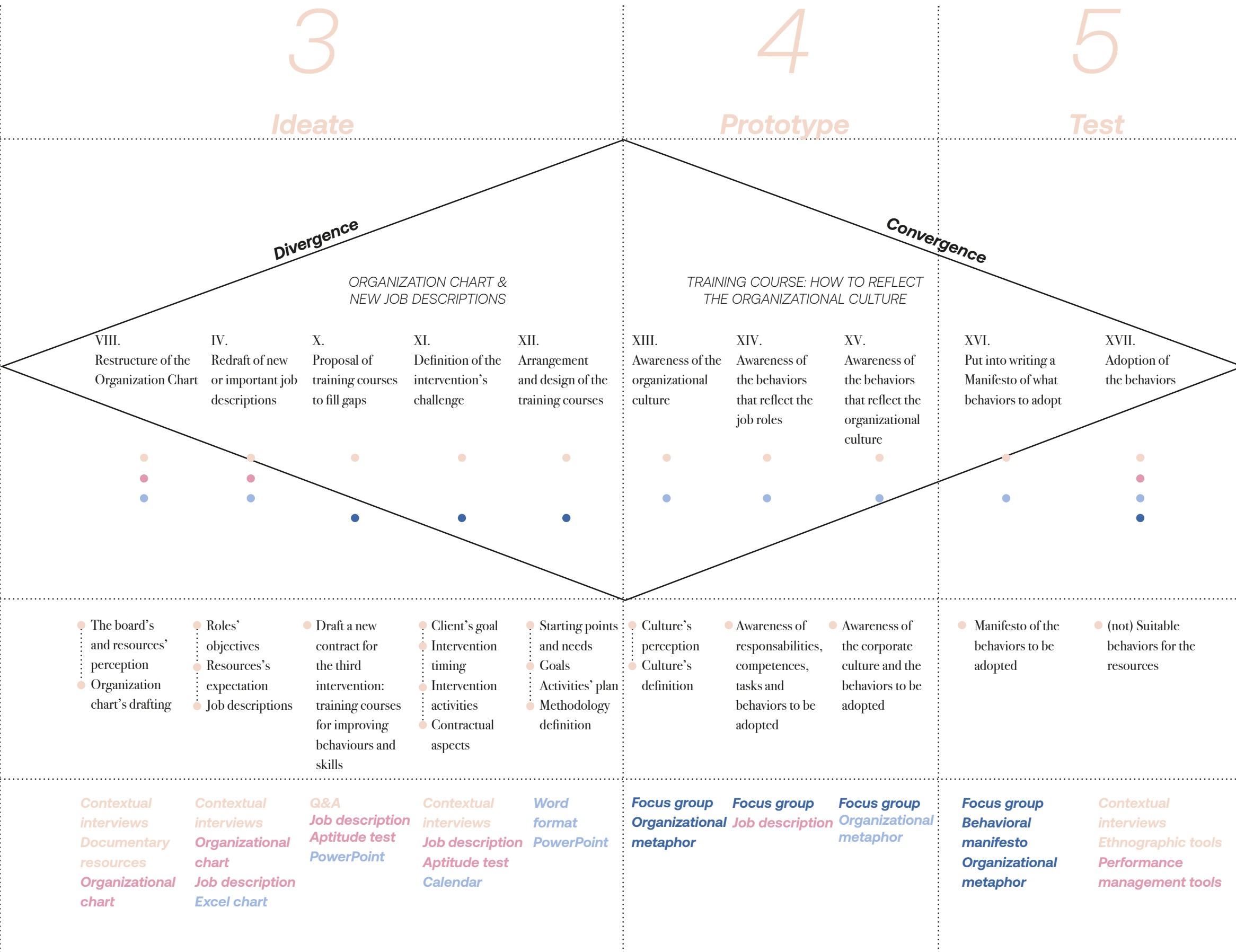
Contextual interviews
Single/double interviews
Documentary resources
Aptitude test
Job description
Organizational chart

Interviews' recap format
Organizational metaphor
Aptitude test

PowerPoint
Calendar

Q&A
Focus group
PowerPoint

Contextual interviews
Documentary resources
Organizational chart
Job description
Calendar



V.//

Actual process of a design context analysis

SCR is a private human resources agency, and it is not involved in the organizational environment and dynamics, as can be any HR internal departments. So in this thesis, the comparison between HR and Design fields is carried out considering an external design agency as the second term of comparison.

When we deal with HR, we are in front of service providers. For developing the comparison between HR and Design fields, the thesis describes the declination of the design thinking approach in the particular discipline of Service Design.

Service Design succeeds when it finds ideal solutions based on the real needs of real people. Therefore, seeing the world through the eyes of the employees is a first prerequisite to improving or designing a great employee experience. In particular, Stickdorn et al. (2018), propose six service design principles: “human-centered,” “collaborative,” “iterative,” “sequential,” “real,” and “holistic.”

- *Human-centered*
- *Collaborative*
- *Iterative*
- *Sequential*
- *Real*
- *Holistic*

³ Stefan Holmlid is a researcher and professor at the Division for Human-centered systems at the Department of Computer and Information Science at Linköping University, Sweden.

In 2011 the first principle was labeled with the term “user-centered.” “User” refers to any user of the service system, including the organization’s customers and employees (Stickdorn et al., 2011). Thus, the authors renewed “user-centered” to “human-centered” to make the meaning clearly that human includes all the relevant actors of the system.

“Collaborative” and “iterative” come from the principle “co-creative.” The service exists with users’ participation and is created by a group of people from different backgrounds. However, the term referred only to the meaning of “collaborative,” emphasizing the interdisciplinary nature of service design but ignoring a service only exists with a user’s participation. Therefore, the “co-creative” was divided into two “collaborative” and “iterative”. “Collaboration” indicates the process of creation by stakeholders from different backgrounds. “Iteration” describes service design as a process keeping evolve to adapt to the change of business objectives.

“Sequential” means that service need to be logically, rhythmically and visually displayed, because it is a dynamic process of a period of time.

Service often occurs in a state that the user cannot perceive, so “Real” means that the intangible service needs to be displayed in a tangible way.

Lastly, “holistic” thinking considers both intangible and tangible service, by ensuring that every moment of the user’s experience is considered and optimized. Moreover, users have multiple logics to complete an experience process and a service designer should think about each aspect from different perspectives (Stickdorn et al., 2018).

“ Service design suggests behavioral patterns or “scripts” to the actors who interact with the service.”

- Stefan Holmlid

In an article published by Stefan Holmlid³, a professor in interaction and service design, the difference between product and service design is clearly explained. On the one hand, tangible products are created and perceived by people before being purchased and used for the function and purpose they were created for. Designers can describe with great precision the exact configuration of a physical object. However, they cannot describe the result of the interaction between users and service providers in the same way, nor can he predetermine the shape of any emotional value generated for people through the service itself’s experience (Holmlid, 2007).

Consequently, the discipline of Service Design is an activity that deals with the planning and organization of the human resources, infrastructures, communication, infographics, and material components of a service (Hollins & Shinkins, 2006). However, it also suggests behavioral patterns or “scripts” to the actors who interact in that service. Understanding how these schemes and roles can intertwine and support each other to improve the quality of the interaction between the service provider and the people who will use it is a fundamental aspect characterizing Service Design (Holmlid 2012).

Designers (or HR professionals) can use the term “target behavior” concerning the expected result and the particular behavior they want to achieve through an artifact, a service, a system, or an environment. In this regard, Lockton⁴ and Bisset⁵ adopted the term “target behavior” and referred to an engineering approach to describe how people use the systems (Lockton & Bisset, 2010, p. 27). The success of the project can be calculated concerning the percentage measure in which the actual user behavior approaches the set target behavior (Lockton & Bisset, 2010).

Behaviors are strictly connected to decisions, which are deeply related to motivations and personal objectives. Service Design can contribute in this direction, providing solutions and interventions to achieve meaningful employees/people experience through a positive change of their personal biases and perspective about how things are going.

The actual business context is giving significant importance to Service Design, which starts to emerge as a great contribution to organizations. It is perceived as being most relevant as a practice and theory of designing effective, beneficial, and meaningful service interactions inside the organizational system. The organizational system we are referring to concerns the core elements of an organization. It comprises people with specific norms, values, beliefs, and behavioral patterns. It is made up of well-established structures, which include procedures, hierarchies, and tasks. It is characterized by human and physical resources and a shared vision, which gives purpose and guidance for how resources should behave or be adopted. In this regard, a service can never be isolated from these elements.

Recent studies have demonstrated the potentiality of applying the Service Design methodologies and tools to get a significant organizational change (Jungiger & Sangiorgi, 2009).

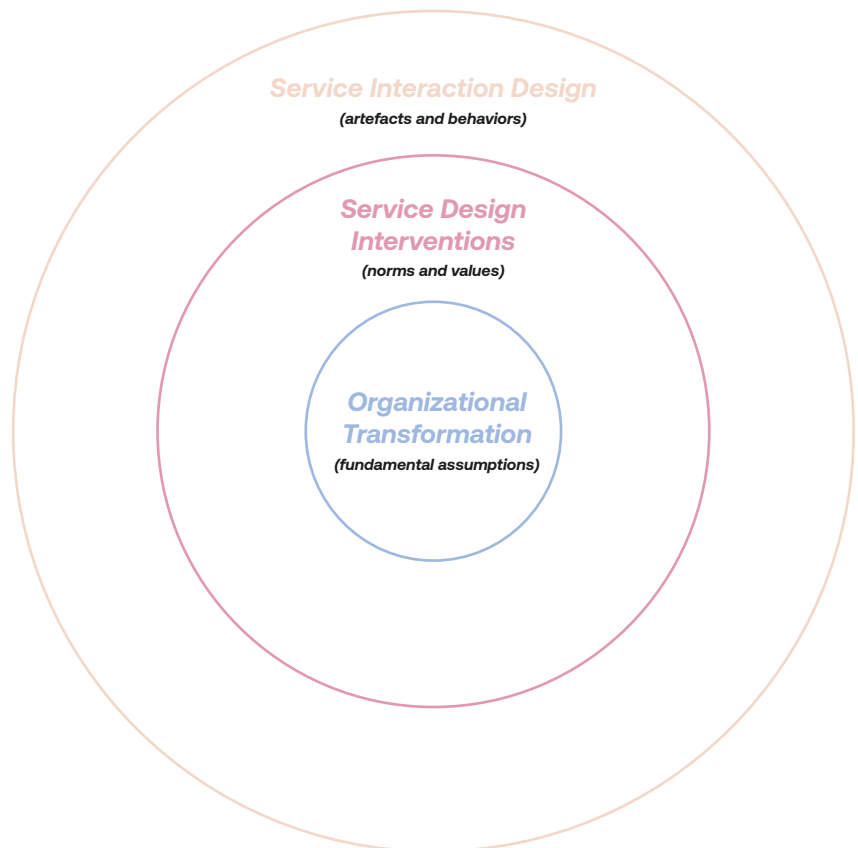
However, the integration of the fields is still rarely applied to real working contexts and organizations. It is not easy to find much material and information about projects already developed by service design agencies. Therefore the next pages’ scheme shows an example of design context analysis followed by the ideation of specific solutions that aim to activate positive behaviors and a change of mind for a responsible and sustainable improvement.

⁴ Dan Lockton is a researcher at Brunel University, exploring how design influences human behaviour. He developed the Design with Intent toolkit.

⁵ Fergus Bisset is a design researcher at Brunel University exploring the relationship of motivation and design.

Figure 4

Levels of potential impact of Service Design projects.



Nowadays, Design for Responsible Change is the most consolidated and practicable branch of the Design for Change discipline. In this regard, it is seen as a potent way to tackle some of the world's biggest problems around us. Already, individual examples appear to have much impact, enabling us to recycle, use energy more efficiently, crossroads safely, increase our exercise patterns, and change the way we think about social interaction (Niedderer et al., 2016).

For this reason, the thesis investigates the steps currently developed to obtain a positive impact in terms of social responsibility and sustainability in order to subsequently achieve the objective of translating them into an organizational context.

As before, the process is clustered in the five design thinking stages described by Hasso Plattner Institute of Design. In particular, it is possible to have a clear division between the first and the second diamond. The first one consists of design context analysis, which ends with defined challenges and questions for design opportunities. The second one covers the “Ideation,” “Prototyping,” and “Testing” phases for solution development that enable behavioral changes for a positive impact.

Phase

The divergent and convergent stages of the design thinking framework developed by the Hasso-Plattner Institute;

Step

The description of each chronological activity arranged inside the phases of the design thinking framework;

Substep

The list of all the smaller tasks carried out by the service design agency in order to fulfil specific objectives;

Actors

The scheme highlights four main actors involved in the project development: the service provider, the stakeholders, the end-users, and the client.

Service provider

The service provider is the external design agency, whose aim is to find solutions for achieving better people's experience and improving the quality of their life, creating a meaningful improvement through people's positive change of mind and behaviors. A design agency usually adopt the design thinking approach to design products, services, environments, and digital experiences (Morelli & Tollestrup, 2007).

Stakeholder

A stakeholder is a party that has an interest in a company and can either affect or be affected by the business. Stakeholders can be internal or external to an organization. Internal stakeholders are people whose interest in a company comes through a direct relationship, such as employment, ownership, or investment. External stakeholders are those who do not directly work with a company but are affected somehow by the actions and outcomes of the business. Suppliers, creditors, and public groups are all considered external stakeholders (Chen, March 4, 2020).

End-user

The end-users are the consumer of a good or service, with the added connotation that he or she has an innate know-how unique to consumers. In a literal sense, the term end user is used to distinguish the person who purchases and uses the good or service from individuals who are involved in the stages of its design, development, and production (Kenton, 2019).

Client

A client is somebody who buys goods or pays for the services. In the design context, the client's and the end-user's roles can be filled by the same person or company. In particular, it depends on the market the design agencies are facing: B2B or B2C. B2B and B2C stand for Business-to-Business and Business-to-Consumer, respectively. While B2B focuses on selling products or services to other businesses/companies, B2C is concerned with selling to consumers aka end-users (Kenton, 2020).

1

2

Phase

Discover

Define

The process is divided into the five steps of the design thinking framework proposed by the Hasso-Plattner Institute. It outlines a standard design context analysis and the following interventions.

Divergence

Convergence

DESIGN CONTEXT ANALYSIS

Step

Chronological sequence of the activities and focus on the actors involved.

I. Definition of the goal to achieve by the design intervention

II. Outlining the problem's arena to investigate

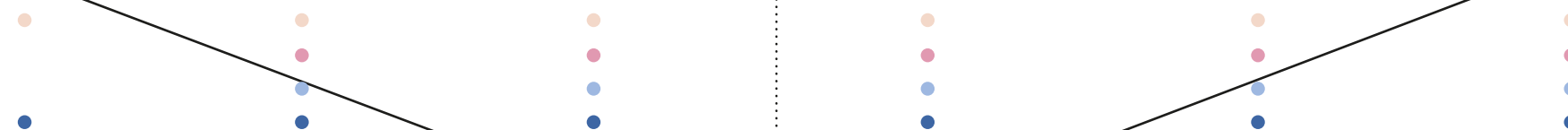
III. Analysis of the nodes characterizing the problem's arena

IV. Mapping the system of the problem's arena

V. Explanation of how and why the problem exists and persists

VI. Identification of leverage points for meaningful interventions

- Service provider
- Stakeholders
- End-users
- Client



Substep

The chronological sequence of the tasks carried out by the service design agency for each step of the context analysis process and the following interventions. The "Steps" are standard and often executed by most of the external design agencies to provide the intervention's accomplishment, while the substeps can be selected and re-arranged according to the client's demand.

- Meeting with the client
- Alignment of the service provider's and client's goals
- Project development and planning

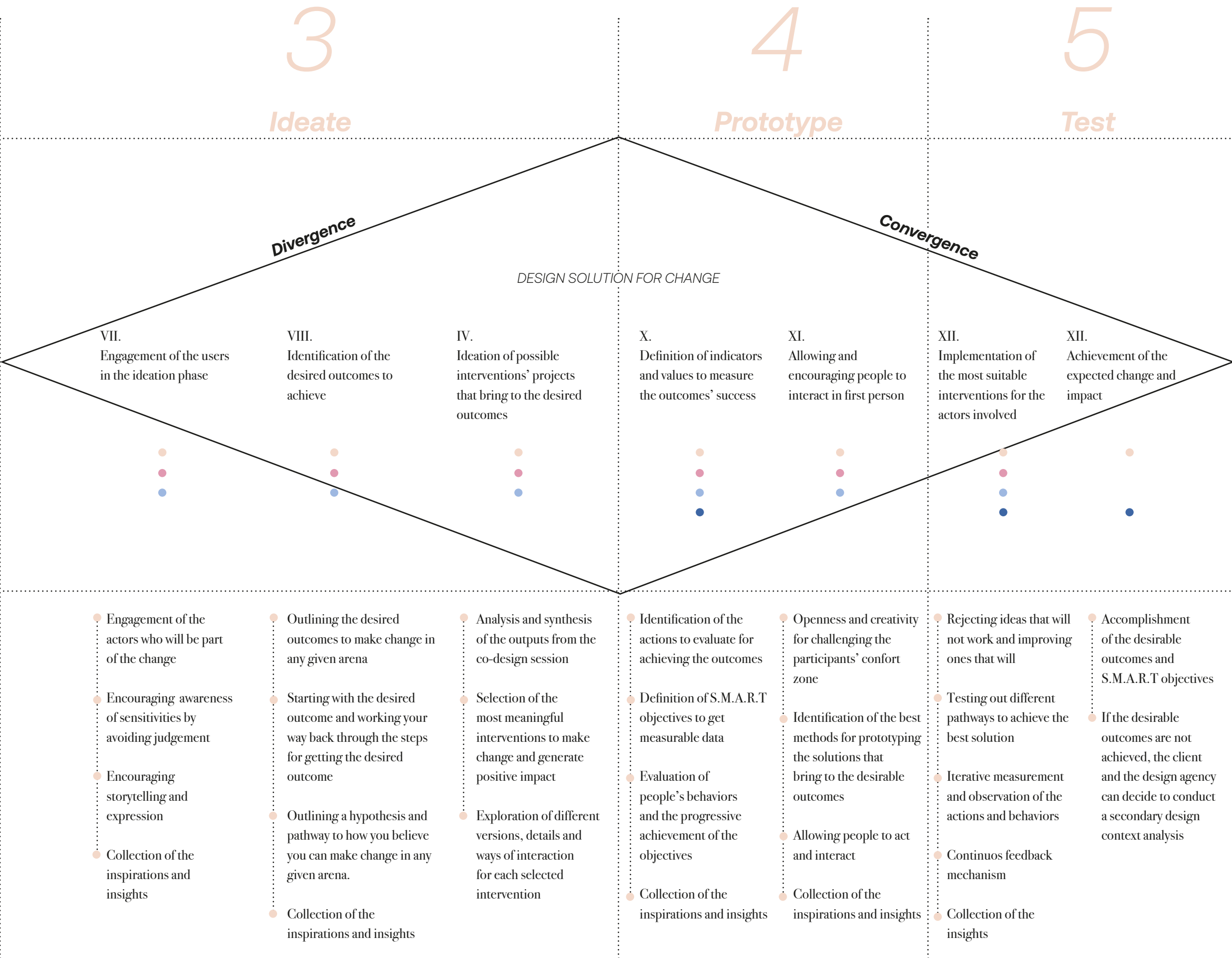
- Analysis of the status quo and the context of the problem
- Exploration of different points of view about the problem
- Collection of inspirations and insights
- Definition of the problem's arena to investigate

- Identification of the actors involved in the problem's arena
- Identification of the agents that act in the problem's arena
- Identification of the connections between elements that act in the problem's arena
- Collection of inspirations and insights

- Generation of the problem's system starting from the nodes and the connections identified in the previous phase
- Visualization of the system of the problem's arena starting from the nodes and the connections identified in the previous phase
- Collection of inspirations and insights

- Analysis and identification of the causes and the effects that keep the problem going
- Identification of the feedback loops and the actions that maintain or reduce the problem and its persistence
- Collection of the inspirations and insights

- Selection of critical points and areas of the problem's arena where to act for meaningful interventions to get a positive change
- Which matters most? Drafting a clear creative brief that frames the opportunities for the future interventions or solutions



The first scheme focused on the phases, the steps, and the substeps that comprise the whole path, while the second part highlights the outputs and the tools that make the objectives' achievement possible. The second scheme considers what results are essential for finishing an activity and starting the following one. A service design agency usually applies well-structured, and shared methods and techniques from the design and creativity fields. The encountered design thinking tools are divided into three categories, which follow a framework discussed by Seidel and Fixson in 2013. These categories are need-finding tools, idea-generation tools, and idea-testing tools. The fourth category of the tools has been added to the previous three ones, the "activating" tools.

Need-finding tools

They have been defined as "a set of activities for determining the requirements for a novel concept, drawing on a user-focused framework." (Seidel & Fixson, 2013, p.4) They typically include in-depth contextual interviews, ethnography methods, and a holistic understanding of user experience through journey mapping. Need-finding tools emphasize the development of deep user insights gained through observation, empathy, and immersion in the user's context, including all those methods whose aim is to empathize with people and discover their desires and expectations.

Activating tools

Activating tools include all those methods that aim to activate a change of perspective and behaviors for all the people involved in the intervention to achieve the desired outcomes and a positive impact. In interventions carried out by external design agencies, the main activating tools are the collaborative ones, like focus groups, co-design workshops, participatory-action research, brainstorming, fishbowl, battle storming, etc.

Other essential tools in this session are the ones that push the participants to be critical about the issue, understanding the status quo of the problem's arena and what kind of biases are already influencing their personal opinion about the topic. These tools can be the counter-brief, six thinking hats, triggers cards, boundary objects, etc. All the visualization tools allow people to understand the issue better and generate a different perspective about it, which could be against the consolidated and shared status quo.

The most crucial visualization tools are the infographics, the experiential map, the system map, the stakeholders' map, the user journey map, and the mind map.

Idea-generation tools

They aim to improve creativity and openness about innovative solutions for the identified challenge (Seidel & Fixson, 2013).

Idea generation tools can be the same as the activation session. However, their goal is to create something new, improving the current situation, aiming for a better experience for all the people involved in the interventions. In particular, they focus on future and possible scenarios where people could assume a different mind and attitude for a better everyday life.

This session includes important creativity tools as sketching, storytelling, and brainstorming, but also all the infographics mentioned above as the experiential map, the system map, the stakeholders' map, the user journey map, that now heads towards the future state and no more on the problem's arena's status quo.

Idea-testing tools

Idea-testing tools contribute to a focus on openness to experimentation, openness to failure, and design-oriented strategic thinking (Seidel & Fixson, 2013).

Idea-testing tools include rapid prototyping, like cardboard and paper prototyping, or service and experience prototyping, which allow the design team to develop quick and dirty models on a small scale to test ideas. They become mighty in understanding the real users' perceptions about the suggested solutions' specific details, highlighting which aspects can be improved to meet their needs and expectations. In this phase, the designers know that a continuous feedback mechanism from the involved people is significant for implementing the most suitable interventions.

Other important tools came from the theatrical field, and they are compelling for investigating emotion, timing, tone of voice, and practicalities of the use of space. Among these, the most interesting ones are role-playing, subtext, and body storming, allowing people to live in first person the idea and provide suggestions that can optimize or revolutionize it (Stickdorn et al., 2018).

1

2

Phase

Discover

Define

The process is divided into the five steps of the design thinking framework proposed by the Hasso-Plattner Institute. It outlines a standard design context analysis and the following interventions.

Divergence

Convergence

DESIGN CONTEXT ANALYSIS

Step

Chronological sequence of the activities and focus on the actors involved.

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V. Explanation of how and why the problem exists and persists

VI. Identification of leverage points for meaningful interventions

- Service provider
- Stakeholders
- End-users
- Client



Design tools

- Need-finding
- Activating
- Idea-generation
- Idea-testing

- Contextual interviews
- Focus group
- Blue-sky research
- Co-design workshop
- Brainstorming/Brainwriting
- Fishbowl
- Battle storming
- Trigger cards
- Service safari
- Counter-brief

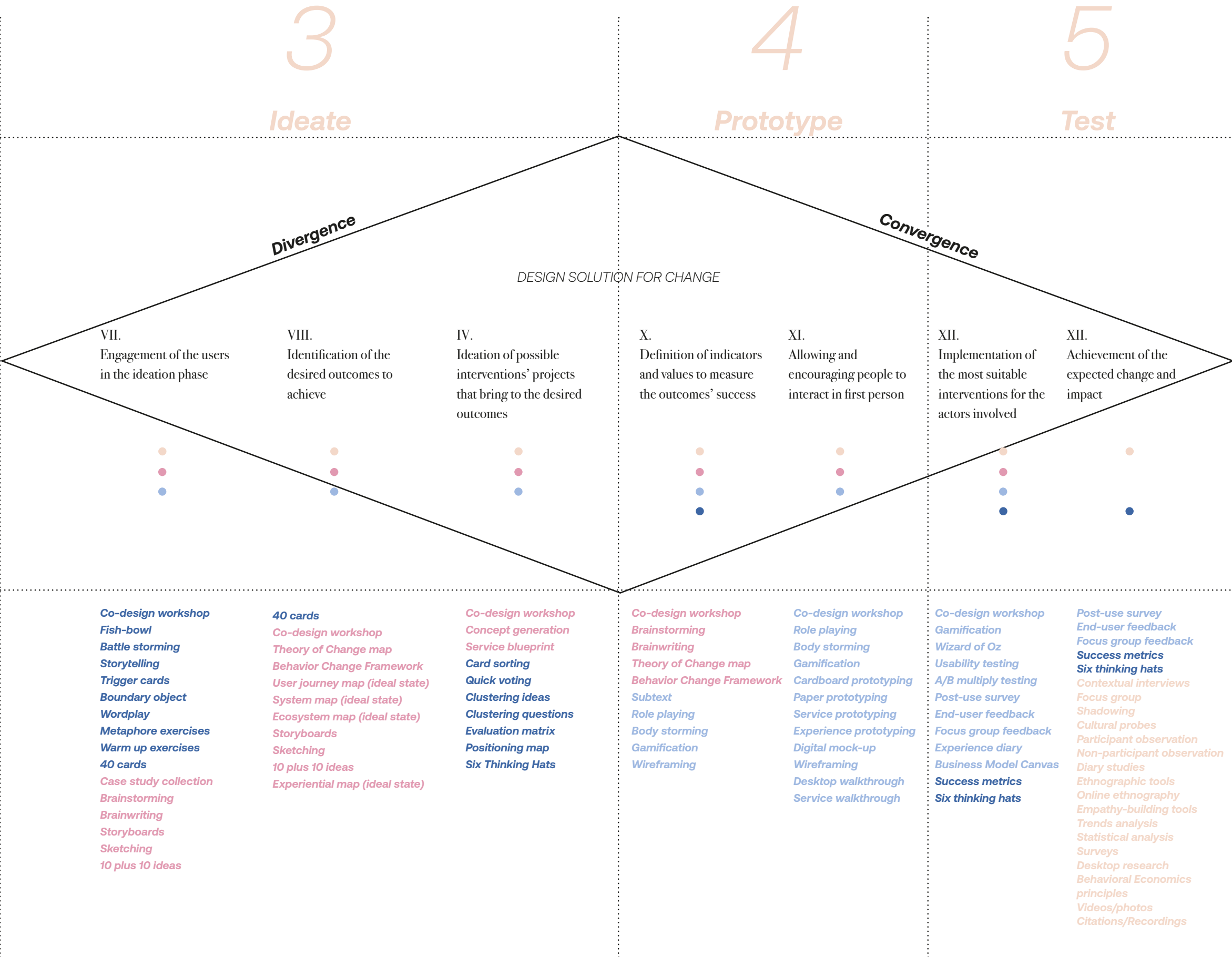
- Shadowing
- Cultural probes
- Participant observation
- Non-participant observation
- Diary studies
- Ethnographic tools
- Online ethnography
- Empathy-building tools
- Trends analysis
- Statistical analysis
- Surveys
- Desktop research
- Behavioral Economics principles
- Videos/photos
- Citations /Recordings
- Co-design workshop
- Brainstorming/Brainwriting
- Fishbowl
- Battle storming
- Service safari
- Moodboard
- Keywords
- Six Thinking Hats
- 40 cards

- Shadowing
- Cultural probes
- Participant observation
- Non-participant observation
- Diary studies
- Ethnographic tools
- Online ethnography
- Empathy-building tools
- Videos/photos
- Citations /Recordings
- Co-design workshop
- Brainstorming/Brainwriting
- Fishbowl
- Battle storming
- Trigger cards
- Service safari
- Scenario building
- Moodboard
- Keywords
- Emotional map
- Mind map
- Experiential map

- Co-design workshop
- Stakeholders map (current state)
- System map (current state)
- Ecosystem map (current state)
- Mind map

- Co-design workshop
- Personas
- User journey map (current state)
- Storytelling
- Writing user stories
- Storyboards
- 40 cards
- Case study collection

- Co-design workshop
- Developing key insights
- Card sorting
- Clustering insights
- Clustering questions
- Evaluation matrix
- Six Thinking Hats
- Scenario building
- Moodboard
- HMW questions





Objectives of both analysis processes

Organizational analysis and the following interventions

1 Discover

- Client's goal
- Company's internal organization (board's perspective)
- Company's history/growth/leadership (board's perspective)
- Company's internal changes (board's perspective)
- Workflow and information flow (board's perspective)
- Employees' perspective
- Employees' professional profile and personality
- Employees' awareness of their job position
- Employees' level of commitment

2 Define

- Comparison of board and employees' perception
- Identification of the corporate culture
- Internal weaknesses and strengths
- Critical nodes of the actual organization chart
- Critical job positions
- Methodology and activities to be followed for the training intervention

Design context analysis for change and further solutions

1 *Discover*

- Client's goal (project brief requested by the client)
- Critical thinking about the client's goal (counter-brief process)
- Different points of view about the problem
- Boundaries of the problem's arena
- Actors involved in the problem's arena
- People's biases in the problem's arena
- People's needs related to the problem
- Agents of the problem
- Future scenarios building
- Insights gathering

2 *Define*

- Nodes/ramification/relationships that compose the problem's arena
- System of the problem's arena
- Causes and effects which characterize the problem
- Feedback loops which support the problem
- Actions and behaviors that support the problem
- Aspects that influence people's decisions
- Critical points to act on for behavioral interventions
- Redefinition of the project brief

Objectives of both analysis processes

Organizational analysis and the following interventions

3 Ideate

- New organization chart
- New job descriptions
- Ideas of possible training courses to improve specific behaviors and skills
- Methodology and activities to be followed for the training intervention

4 Prototype

- Employees' awareness of the corporate culture
- Employees' awareness of their job positions' responsibilities/tasks/skills
- Employees' awareness of the behaviors to be adopted

5 Test

- Behavioral Manifesto reflecting the employees' job positions and the organizational culture
- Definition of S.M.A.R.T objectives to be achieved (KPIs assessment)
- Definition of S.M.A.R.T actions and behaviors to adopt (KPIs assessment)
- Highlighting (not) suitable behaviors and activities for the employees

Design context analysis for change and further solutions

3 *Ideate*

- People's awareness and critical thinking about the problem
- Framework of the current and ideal state's behaviors
- Framework of the desirable outcomes
- Ideation of feasible and suitable interventions for all the people involved
- Interventions' details and alternative versions

4 *Prototype*

- Definition of S.M.A.R.T objectives to be achieved
- Definition of S.M.A.R.T actions and behaviors to be adopted
- Measurable and observational methods for prototyping actions and behaviors to achieve the desirable outcomes

5 *Test*

- Highlighting (not) suitable interventions/activities for the people
- Continuous feedback mechanism from the people involved
- Implementation of shared and co-designed solutions
- Iterative assessment and observation of people's actions and behaviors
- New opportunities for future interventions

VI.

*Images of
Organization*



From current to ideal organizational scenarios

The sixth paragraph focuses on eight scenarios' building that visualizes the information and insights collected in the previous phases.

The aim is to describe observable, tangible, and real organizations' contexts to identify specific benefits and limits of each kind of corporate culture and internal processes. The visualization of the different existing organizations is built on the "Images" identified and explained by Gareth Morgan (2006).

Gareth Morgan¹ introduced a new concept to the organization's theory. He proposed "Imagination" of thoughts as a way of organizing. He wrote and put forward the book "Images of Organization." In his book, Morgan introduced metaphors to understand and handle business and solve the organization's problems. However, the list of these metaphors is not restricted to a specific set of organization's metaphors. The list is not exhaustible and can be used singularly or combined with others to guide one to understand organizations and their problems. Basically, "it explores ways of understanding business organizations by imagining and understanding them through multiple theories instead of positioning one" (Morgan, 2006, p. 27). The primary purpose of Morgan's idea is to open new perspectives to organization and management, where the idea of the metaphor is central to one's imaginative thought (Morgan, 2006; Visser, 2010).

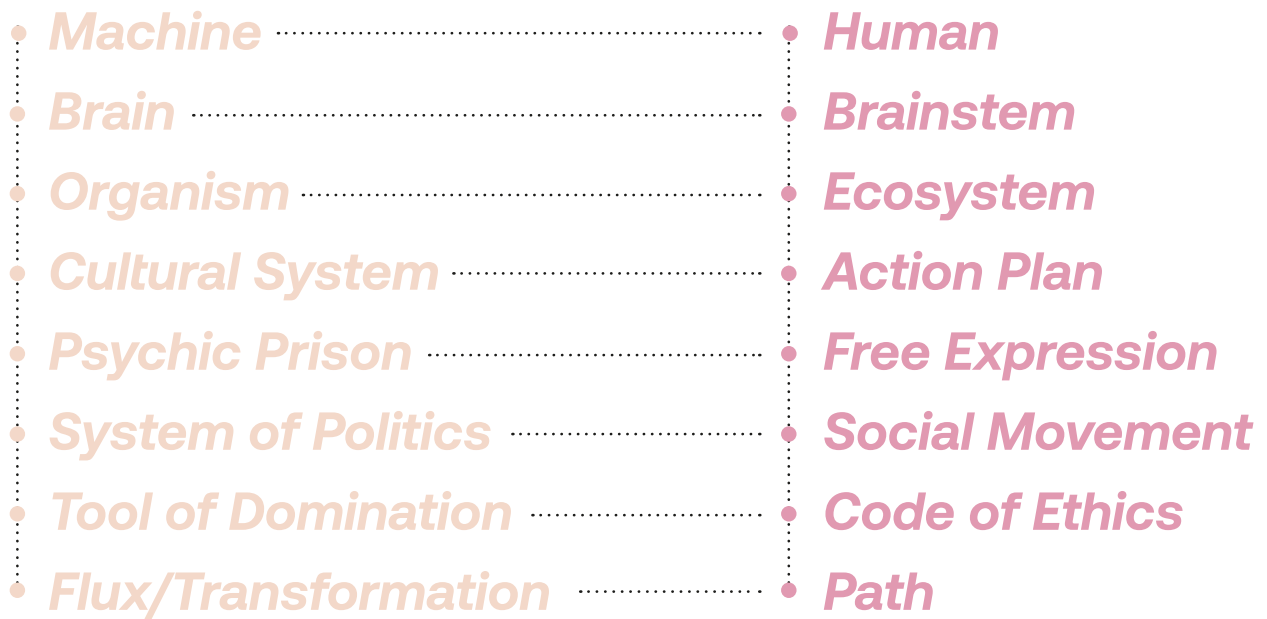
I created detailed scenarios starting just from the eight images outlined by Gareth Morgan, trying to translate each of them into the social enterprise's new context. In particular, all of the eight metaphors have been integrated with the information collected until now. They represent an overall description of the actual work that needs a human focus and significant employee experiences. In this way, each image has been transformed into a favorable scenario representing an ideal future picture, characterized by collaboration, learning, inclusion, engagement, and compliance.

Each scenario aims to represent an optimized workplace that organizations can aspire to for achieving the desired objective of shared corporate culture through the understanding and the activation of specific changes adopted by all levels of the organization. The eight ideal scenarios were developed as a continuum with the eight images laid out by Gareth Morgan: "Machine," "Organism," "Brain," "Cultural System," "Political System," "Psychic Prison," "Instrument of Domination," and "Flux and Transformation."

¹ Gareth Morgan is a British/Canadian organizational theorist, management consultant and Distinguished Research Professor at York University in Toronto.

Figure 1

From Morgan's Images of Organization to social corporate scenarios.



Following this process organization as a Machine becomes as a Human, for underlining the importance of apply a human focus within the whole corporate structure and activities; organization as a Brain becomes as a Brainstem, for highlighting the network's aspect and the increasing demand for flexibility and interconnection among functions; organization as an Organisms becomes as an Ecosystem, because employees should behave in order to achieve collectivist goals and acting as parts of a whole; organization as a Cultural System becomes as an Action Plan, because rules are not enough for achieving a shared culture, they need to find a translation into behaviors adopted by all the employees; organization as a Psychic Prison becomes as a Free Expression, for underlining the relevance of a collaborative environment where everyone can contribute to its culture implementation; organization as System of Politics becomes as a Social Movement, where leaders act as initiators able to provide influence that affect people positive behaviors; organization as a Tool of Domination becomes as Code of Ethics, for highlighting the importance of respecting people rights, while collecting relevant data about their whole work life; organization as a Flux/Transformation becomes as a Path, in order to identify and follow steps which are shared by all the employees toward the desired change objective.

VI.11

Organization as a Machine

Figure 2

A potential scenario of an organization as a Machine showing a bar counter of a coffee-shop chain.



The organization is perceived as a series of connected parts arranged in a logical order to produce a repeatable output.

*I have been working for six years in a famous coffee-shop chain. It isn't my dream job, and I think of looking for something that will give me a little **more satisfaction and responsibility**.*

*I want to find something that allows me to experiment with my skills and get involved, but I've seen **a certain balance here**, and it's not that bad after all.*

*I spend the day carrying out the **same actions and behaviors**, playing a specific role that doesn't leave much space for improvisation and errors. I know correctly all the tasks that I will carry out from the beginning to the end of my **7 hours work shift**.*

When a customer comes in, I smile and greet him warmly. I know the menu by heart, and if the customer is undecided, I immediately give advice. As soon as I receive the order, I make the coffee at first.

*I place the **right number of cups**, and I flick just one time for having the **right amount of coffee powder** for each cup. Then I put the capsule in the **appropriate insert**, and finally, I turn the knob to the right. I repeat the same operation as many times as the number of coffee to be prepared. Then I make the macchiato one and the cappuccinos. While the coffee is coming out of the machine, I place the **right number of saucers** and spoons on the counter.*

Once I have finished putting all the cups on each saucer, I have to say the total cost and the amount that the customer has placed on the counter to avoid unpleasant misunderstandings. Finally, I will directly give the change due to the customer.

*At this point, **I have to thank with a sincere smile**, inviting them to come back.*

And now... next customer!

- Lucia, 27 years old, barista

Limits

The organization is little adaptable to unexpected events and possible changes.

The employees can be subjected to the alienating effect.

The employees lose the meaning of work.

Creativity and self-expression are not accepted or encouraged.

There are not interactions between colleagues who do not collaborate on paper.

“This is not my job” effect (Morgan, 2015).

Benefits

People are aware of their job’s tasks and responsibility.

All the activities are coordinated , optimized and implemented.

Employees’ results and improvements are constantly monitored.

The outcomes are measurable and repeatable.

The workflow focuses on precision (Morgan, 2015).

Design for change

Need-finding tools

This kind of organization needs to understand what people desire and expect from their job. The top line should start precisely to plan and structure a better and meaningful working experience that improves employees’ outcomes.

Need-finding tools can help managers investigate employees’ different perspectives about their job and daily tasks, starting from these points to create a better working experience.

Activating tools

On the other hand, activating tools allow people to exercise and develop personal critical thinking about their role within the whole organizational system.

Need-finding tools

Shadowing

This tool is already widely used in organizations as a Machine.

The managers of each department often observe actions and behaviors adopted by their subordinates. In this way, they can control which tasks are carried out by employees and what results are achieved at the end of each work shift (Morgan, 2015). This tool should not be used to exercise control but to investigate what people desire to perform their jobs best. Shadowing is a useful behavioral observation tool where people can be observed in their natural environment.

Non-participant observation

In contrast to participant observation, researchers (or managers in this case) take a more distant role in non-participant approaches and do not interact with the research subjects (or employees). Non-participant observation is not biased through the observer effect when people change or seek to improve an aspect of their behavior just because they are aware of being observed.

These methods assure truthful information, and it allows employees to carry out their activities without pressure (Stickdorn et al., 2018).

Survey

Written questionnaires or online surveys allow researchers and managers to collect information about what people really think and their points of view about specific issues (Owens, 2002).

They can be filled in anonymously, guaranteeing employees privacy and eliminating any external influence that could direct employees' answers.

Empathy map

The empathy map is a canvas split into four quadrants (says, thinks, does, and feels), all positioned around the user or the employee.

Visualizing people's attitudes and behaviors in an empathy map could help managers and teams deeply understand who their colleagues really are with their dreams and expectations for the future (Ferreira et al., 2015).

● *Focus group*

“It is a classic qualitative interview research method in which a researcher invites a group of people and asks them questions on specific issues”. (Stickdorn et al., p.27). This tool allows all the participants to take part in the debate and to express their point of view about the problem’s arena to investigate. The aim is that participants feel free to discuss the given topics from their perspective during an informal meeting.

Activating tools

● *Warm-up exercises*

They can be described as exercises usually run right before the main proceedings to help participants relax and ease people into a group activity or learning situation. Warm-ups support many design thinking attributes, such as being mindful of and collaborating with other people (Stickdorn et al., 2018).

● *Trigger cards*

A card can contain an insight, a picture, a drawing, a feature, a keyword, a description, etc. based on the specific need. They act as prompts to suggest new interpretations of a problem and induce considering a different perspective; they can be used in many different ways, from identifying priorities to discussing relationships or merely facilitating the conversation (Stickdorn et al., 2018).

● *Stakeholder map*

The stakeholder map represents all the actors involved in a project, aimed at clarifying roles and relationships.

Depending on the specific need, the map can be created simply with two axes showing the level of influence and the level of interest in the project or a more complex scheme that describes each actor’s motivation and what value they exchange through the service delivery (Giordano et al., 2018).



User journey map

The journey map is a synthetic representation that describes step-by-step how users interact with a service or how employees interact with the organizational system that surrounds them. The process is mapped from the user perspective, describing what happens at each stage of the interaction, what touchpoints are involved, what obstacles and barriers they may encounter.

The journey map often integrates additional layers representing positive or negative emotions experienced throughout the interaction (Stickdorn et al., 2018).

Personas

Each persona is a reference model representative of a specific type of user, customer, or employee.

The more the archetypes assume a realistic feeling (e.g., name, age, household composition, etc.), the more they become real personas, fully expressing the needs, desires, habits, and cultural backgrounds of specific groups of users or employees (Stickdorn et al., 2018). In particular, co-creating personas allow the employees to think about their roles within the organization, characterized by specific behaviors, tasks, and objectives.

From organization as a Machine

Organization as a Machine is comprised of internal unbending structures, inhibiting fast adaptations, and adjustments to any change impulse and transformation. This kind of thinking model leads managers to strive for efficiency, precision, predictability, and reliability. The workplace is made up of specific sections, and each of them plays a predefined role contributing to the functioning of the total system.

Step

Chronological sequence of the activities to develop an organizational analysis' project and focus on the actors involved in each phase

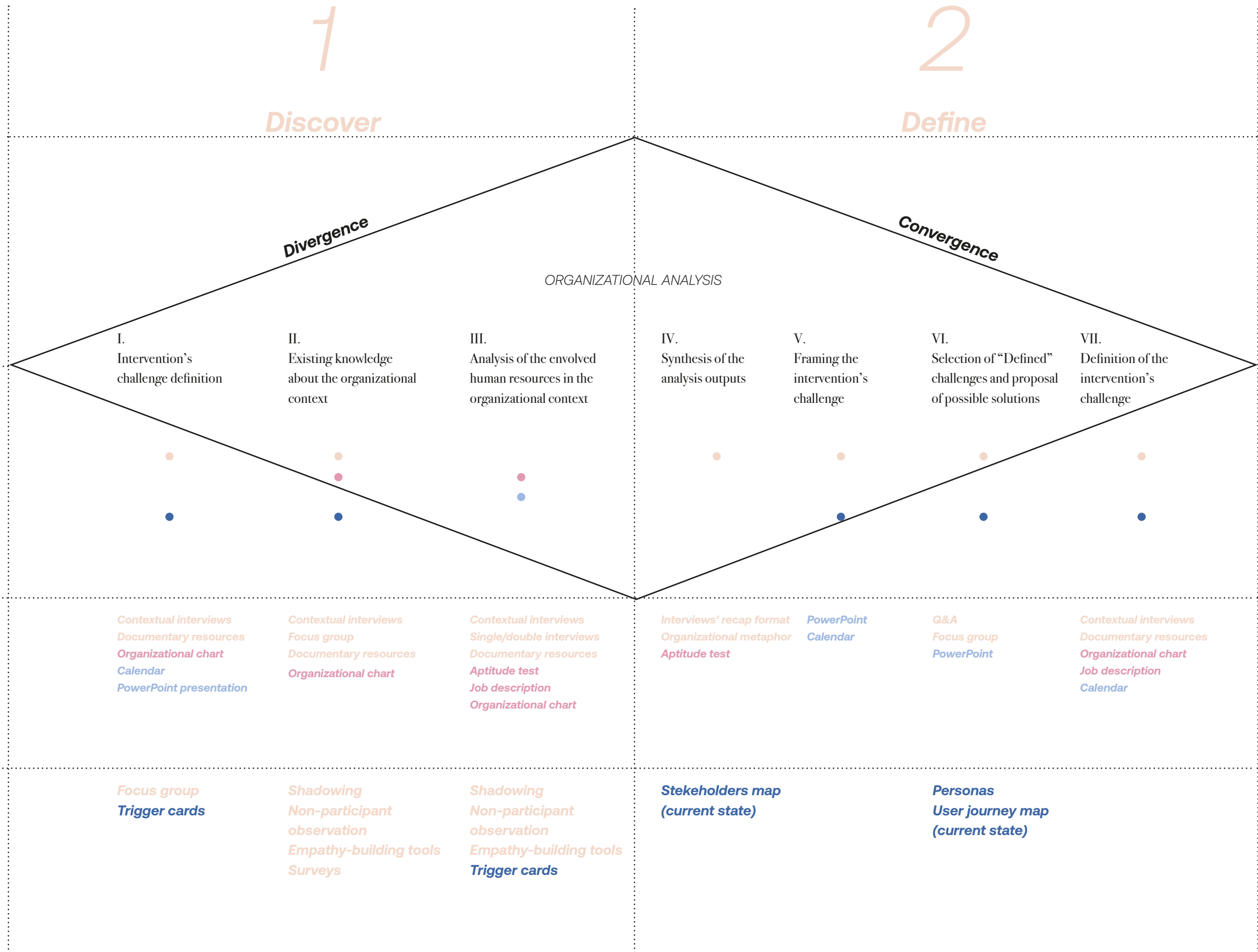
- Service provider
- Board
- Resources
- Client

HR tools

- Need-finding
- Activating
- HR template
- Digital support

Design tools

- Need-finding
- Activating
- Idea-generation
- Idea-testing



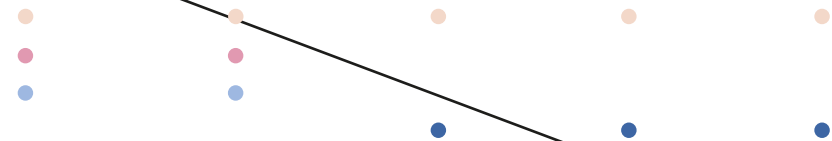
3

Ideate

Divergence

ORGANIZATION CHART & NEW JOB DESCRIPTIONS

- VIII. Restructure of the Organization Chart
- IV. Redraft of new or important job descriptions
- X. Proposal of training courses to fill gaps
- XI. Definition of the intervention's challenge
- XII. Arrangement and design of the training courses



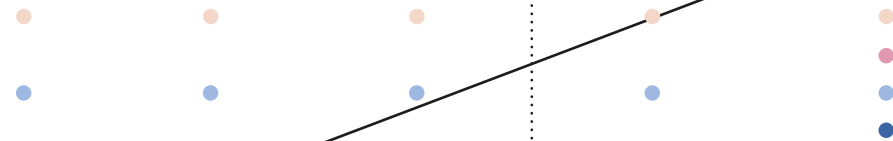
4

Prototype

Convergence

TRAINING COURSE: HOW TO REFLECT THE ORGANIZATIONAL CULTURE

- XIII. Awareness of the organizational culture
- XIV. Awareness of the behaviors that reflect the job roles
- XV. Awareness of the behaviors that reflect the organizational culture
- XVI. Put into writing a Manifesto of what behaviors to adopt
- XVII. Adoption of the behaviors



Contextual interviews
Documentary resources
Organizational chart

Contextual interviews
Organizational chart
Job description
Excel char

Q&A
Job description
Aptitude test
PowerPoint

Contextual interviews
Job description
Aptitude test
Calendar

Word format
PowerPoint

Personas
Stakeholder map
(current state)

Trigger cards
Warm up exercises

Focus group
Organizational metaphor

Focus group
Job description

Focus group
Organizational metaphor

Focus group
Behavioral manifesto
Organizational metaphor

Contextual interviews
Ethnographic tools
Performance management tools

Trigger cards
Warm up exercises

User journey map
(current state)

5

Test

To organization as a Human

Organization as a Human is the ideal and future state of organizations as a Machine, and it represents a translation of the metaphor in the actual social corporate context.

It underlines the importance of applying a human focus within the whole corporate structure and activities. All the procedures are built around the most efficient and practical for the person doing the job, identifying the employees' pain points. This kind of organization needs meaningful jobs, people have the tools to succeed, and HR selects the right people for the right job.

In particular, HR can identify specific Behavioral Economic Principles to analyze solutions that accomplish the desired objective. In this way, they can think about specific features that positively influence employees' behaviors. HR needs to step into the employees' shoes and gather a 360-degree view of the workplace from their eyes to consider, understand, and redirect their perspective.

Focus group
Shadowing
Non-participant observation
Empathy-building tools
Surveys

VI.III

Organization as a Brain

Figure 3

A potential scenario of an organization as a Brain showing a team's remote meeting.



The organization is a set of functions designed to process information and learn over time.

“About two years ago, I did a job interview for a position as a digital and web marketing strategist for a famous international manufacturing company. A week after the meeting, the recruiter phoned me to say I had passed the selection.

*However, during that conversation, I discovered that **the main marketing office was in London**, and I didn't intend to move abroad. I explained my concerns to the recruiter, and after a little snigger, he explained that I would never see London.*

*“How is it possible?” I asked perplexed. He replied that I just needed a **computer** and a **WI-FI network**.*

I immediately accepted without asking.

In the following months, I understood what the recruiter meant.

*The company had the central marketing department in London, but it also included **several offices scattered in various countries**, including the Italian headquarters in Milan. I have been working there for two years, without ever moving. **Information technology** allowed me to work always **collaborating** with the central marketing department in London, the customer service department based in Denmark, the several European dealers for distribution, and the research and development department based in Berlin.*

*This IT network has allowed me to adopt marketing strategies that always take into account the information coming from all the different departments: I **worked step by step** with the leading marketing office in London to define a **common general strategy**; I contacted customer service to find out which were the most frequent customer requests; **I interacted with** the various merchants in order so that their points of sale reflected the adopted communication strategy; I worked with the research and development department to figure out which product to launch to **meet people's needs and desires**.*

*In this way, we are all **geographically distant** but kept close by sharing the **same knowledge and information**.”*

- Valentina, 33 years old, digital marketing strategist

Limits

Most of the human interactions happen digitally.

Leaders have difficulties in monitoring the employees' daily activities and tasks

Some learning models can oppose other learning models generating frictions and contrasts between colleagues and departments.

The hierarchical structure is very unstable.

Self-criticism and open-mindedness are often foreign to key managers.

Not all the actors know the paradigms, metaphors, attitudes, and thought patterns that represent the organization's foundations (Morgan, 2015).

Benefits

The organization is a network of information and widespread values.

There are continuous relationships and interactions between people and departments.

Employees and teams assume the customer's point of view to develop better solutions

The organizational structure encourages learning processes and creativity.

Employees are encouraged to develop their critical thinking.

The organization is always questioned and reshaped.

Actions and changes are tested to develop better models (Morgan, 2015).

Design for change

● **Activating tools**

Activating tools can be integrated to complete the current focus on the customer.

These organizations are already calling on end-users to ideate and test solutions that fully satisfy their needs. Employees should approach the project considering the personal perspective and conditions of all the actors involved in the process.

● **Idea-generation tools**

Idea-generation tools can provide benefits for creating an open-minded and no-limits space where everyone feels free to share solutions for better people's experiences.

● **Idea-testing tools**

Idea-testing tools can be integrated into the actual learning process to control the continuous changes that characterize organizations as brains.

Activating tools

● *Service safari*

Service Safari helps designers develop insights and inspirations by experiencing service in first-person, as they were ‘in the shoes’ of a user or everyone else involved in the service delivery. While pretending to be a user, an employee, a supplier, designers can understand all aspects of the interaction and observe how other people in the same environment behave.

After having gone through the service, journey maps help generate documentation of the experience that can be used for ideation and comparison purposes (Design Council, 2015).

● *Fishbowl*

It allows people to step in others’ shoes (clients and employees) and understand the topic’s issues. The group is divided into two: one group plays the role of customers, and the other group plays the role of employees.

The first group forms a circle, and the other group stands around the circle. The people in the middle start a conversation on the given topic as if they were in a casual situation, while the people outside write down all the insights. Then, the groups are switched. In the end, all the results are shared and clusters (V. Auricchio, personal communication, September 19, 2018).

● *User stories*

Designers use storytelling to ensure that all work focuses on the users’ needs and the value they want to give those users. Designers use their insights to tell a story about who the users are, what they need, and how they’ll provide that.

This story makes it easy for everyone involved to empathize with the users and ensure that their work matches the story. Storytelling becomes meaningful for going beyond the trends analysis and understanding people’s point of view (Stickdorn et al., 2018).

● *Quick voting methods*

These techniques are used to get a sense of which ideas, insights, or data are most attractive to most people without having a long discussion.

Dot voting is a usual method where participants are given sticky dots or thick pens to mark their choices. “Nose-picking” is a quick method for teams to see if they agree. Each team member puts one finger on their nose; they count together to three, and each quickly puts that finger on their preferred item (Stickdorn et al., 2018).

Idea-generation tools

10 plus 10

Based on a common starting point, group members work individually to quickly sketch several ideas each, making around 10 ideas per group.

They share the group's ideas and choose one sketch as the starting point for the next round. After the second round, there are about 20 sketches per team on the table: a wide range of options from the first round, and a deeper drill from the second. All 20 are useful (Stickdorn et al., 2018).

Service blueprint

It is a diagram that displays the entire service delivery process by listing all the activities that happen at each stage, performed by the different roles involved. The service blueprint is built by listing the actors involved in the service process on a vertical axis and all the steps required to deliver the horizontal axis's service. The resulting matrix allows participants to represent the flow of actions that each role needs to perform along the process, highlighting the activities that the user can see and those in the back-office (Bitner et al., 2007).

Idea-testing tools

Bodystorming

Bodystorming is a physical exploration and discovery method that will generate ideas and understanding and quickly reveal assumptions and problems.

After a short immersion phase in the context of the challenge, the participants play through some ideas, taking on the roles of various stakeholders, groups, or platforms. For example, they might act out some variations of a sales pitch (Stickdorn et al., 2018).

Gamification

Gamified mechanics can be used, such as reward and risk, to create environments that excite people, not only dumbing employees down or making them just about the play but incorporating game mechanics in subversive or subtle ways. Everyone knows how to play games; it was a critical part of our social construction to learn to play by the rules and the reward of winning (Acaroglu, 2017).



Digital mock-up

Organizations as a Brain already take advantage of digital and online tools to connect the different teams that compose the whole organizational system's departments. In this specific context, digital mock-ups can be integrated for testing users' experiences.

Special prototyping apps allow anyone (even without prior knowledge) to create interactive click-models of an interface by taking photos of hand-sketched screens. They can be shown to potential users (or employees) to gather valuable feedback (Stickdorn et al., 2018).

Wizard of Oz

The responses from people, devices, apps, or the context/ environment are manually created by invisible operators ("wizards") behind the scenes. Wizard of Oz approaches can efficiently test user reactions before investing time and effort into more complex working prototypes. At the end of the testing session, the wizards are revealed, and they do a final debrief with the users.

This approach can be used in organizations that are sufficiently digitized to improve human interactions' existing online system (Stickdorn et al., 2018).

From organization as a Brain

Organizations as a Brain are multifaceted, holographic units that amalgamate centralized and decentralized characteristics, complex learning systems, and information processing models.

This kind of organization is capable of self-regulating, self-adjusting, and optimizing operational norms and standards. Morgan calls it a double-loop learning process, and it can be achieved through challenging, changing norms and creating democracy and openness.

Step

Chronological sequence of the activities to develop an organizational analysis' project and focus on the actors involved in each phase

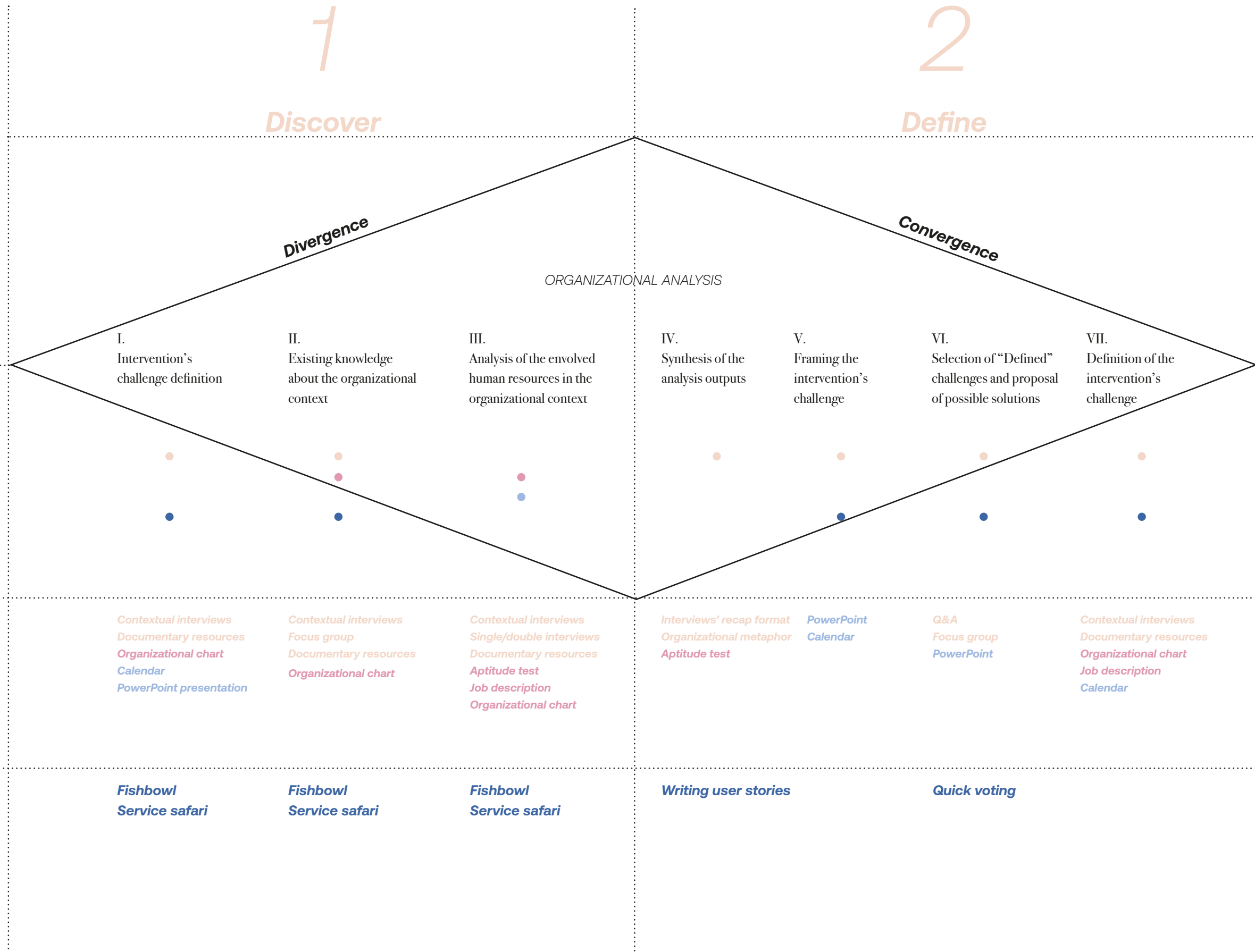
- Service provider
- Board
- Resources
- Client

HR tools

- Need-finding
- Activating
- HR template
- Digital support

Design tools

- Need-finding
- Activating
- Idea-generation
- Idea-testing



3

Ideate

Divergence

ORGANIZATION CHART & NEW JOB DESCRIPTIONS

VIII. Restructure of the Organization Chart

IV. Redraft of new or important job descriptions

X. Proposal of training courses to fill gaps

XI. Definition of the intervention's challenge

XII. Arrangement and design of the training courses



Contextual interviews
Documentary resources
Organizational chart

Contextual interviews
Organizational chart
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Excel char

Q&A
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Contextual interviews
Job description
Aptitude test
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Word format
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Fishbowl
10 plus 10 ideas

10 plus 10 ideas
Quick voting

Service blueprint

4

Prototype

Convergence

TRAINING COURSE: HOW TO REFLECT THE ORGANIZATIONAL CULTURE

XIII. Awareness of the organizational culture

XIV. Awareness of the behaviors that reflect the job roles

XV. Awareness of the behaviors that reflect the organizational culture

XVI. Put into writing a Manifesto of what behaviors to adopt

XVII. Adoption of the behaviors



Focus group
Organizational metaphor

Focus group
Job description

Focus group
Organizational metaphor

Focus group
Behavioral manifesto
Organizational metaphor

Contextual interviews
Ethnographic tools
Performance management tools

Body storming
Gamification

Body storming
Gamification

Body storming
Gamification

Gamification
Digital mock-up
Wizard of Oz

To organization as a Brainstem

Organization as a Brainstem is the social translation of single brain's units. The organization can be seen as a network of teams, with a project-based structure in which employees are regularly embedded in systems. Job descriptions are more flexible to account for an individual's potential to be deployed to various teams. The complexity of the network needs an accurate system mapping. Once HR departments and teams have laid out all the critical parts and highlighted connections, it is possible to understand the areas that can undergo interventions to make a change. This mode of organization allows employees to share information openly, discuss challenges and mistakes. Digital tools can help teams stay aligned, but HR should build and develop teams, focusing on personal relationships and moving beyond digital to make human connections.

VI.IV

Organization as an Organism

Figure 4

A potential scenario of an organization as an Organism showing a meeting room with the entire workforce.



The organization is a collective response to the environment, it must adapt as the external changes.

*“ I have been working here for about eight years, and I covered several roles, carrying out **different tasks** and being involved in **multidisciplinary projects**. We always work in **teams**.*

Here, individual work almost doesn't exist.

*Even now that I am a manager, my daily tasks involve decision-making I with my colleagues, **sharing different points of view**, and defining **collective goals**. This is a software development company, and we always consider our clients to be part of the same team.*

*We aim to create **maximal value to the end customers**: the customers of our clients.*

*Now I am a manager, but I am also aware that I **never stop growing** professionally, **learning** new things, and **changing** aspects of my work. Our organization has iteratively developed a set of boarding modules that are used for helping the teams develop their operations towards the company's future target state.*

*These modules are focusing on the team's own identity, mission, vision, and understanding of the business they generate, and they are all about how **the team is part of the whole system**, how they generate value for the system, and how do they get value from the system.*

*In my first boarding session, my team was asked to look at the system we have and start identifying how the team is related to the system and the most **critical interrelations** to other groups and value streams.*

This was really important because, in the following years, I changed many teams according to each project.

*In my first discussion with the recruiter, we tried to find an area where I could have an excellent chance to start the work, but then there was even more focus on **looking at the future** and potential areas for value creation in the longer term.”*

- Marco, 40 years old, BID Manager

Limits

The connections and relationships between the actors and the organizational nodes are instable and blurry.

The external environment acquires more importance than internal actors.

The organization adapts to the circumstances rather than trying to change them.

The individuals' objectives matter little compared to the organizational goals.

The individuals are considered only as resources to achieve the collective goal.

The employee's growth is subordinated to the organization's growth (Morgan 2015).

Benefits

The organization focuses on needs, expectations, and feelings to improve the employee working experience.

Job roles and positions are meaningful and pleasing.

Employees feel motivated to their best.

The workplace is characterized by interactions with the external environment, customers, suppliers, and competitors.

The individuals' goals are considered as part of the organization's long-term goals.

The organizational structure founds on change and innovation (Morgan, 2015).

Design for change

● *Need-finding tools*

Need-finding tools can create not only a purpose-driven organization, but a human organization as well. Need-finding tools should be used to achieve this specific aim: giving importance to individual goals and the collectives ones

● *Activating tools*

Activating tools become really meaningful in this context to increase the dynamism that already characterizes the actual relationships between people.

● *Idea-generation tools*

Idea-generation tools can be well integrated into the real collaboration context that describes the organizations as an Organism, where even external customers are often involved in projects.

● *Idea-testing tools*

Lastly, idea-testing tools can be handy to understand if the solution adopted fully satisfies all the actors involved in the process.

Need-finding tools

● *Diary study*

The participants are asked to monitor and report specific information over a defined time (Service Design Tools, n.d.). The diary can be analog or digital, request to simply log particular data, or even take photos and videos.

It can be described as a personal story told by each protagonist, focusing on the emotions and experiences that characterize the working day. It is also useful to facilitate self-reflection before an in-depth interview (Stickdorn et al., 2018).

● *Contextual interviews*

This kind of tool gives importance to each employee involved in the organization. Interviews allow people to have a personal moment for sharing their dreams and expectations of professional growth for the future (Stickdorn et al., 2018).

This tool is already widely used in organizations as an Organism. Still, it should focus more on an in-depth analysis of individual goals rather than on the role played by each resource in achieving the organizational purpose.

Activating tools

● *System map*

It is a synthetic representation that shows in one single frame all the different actors involved in service delivery compared with the organization and employees' objectives in this specific case.

The map shows the reciprocal links (e.g., flows of materials, energy, information, money, documents, etc.), and it aims to clarify how the different organizational components and roles are connected one to the other, highlighting the values they exchange (Morelli & Tollestrup., 2007).

● *Wordplay*

All the participants, one after the other, create a chain of words based on a particular association in their mind. This activity generates unimaginable pathways that lead to the activation of new areas of opportunity in the brain and define unexpected framing of the problem.

This tool is handy because design thinking is based on lateral thinking, and it requires training to become spontaneous (Stickdorn et al., 2018).

● *Scenario building*

Design-oriented scenarios are used to facilitate the design and innovation processes by generating a shared vision and the convergence of actions by different actors. This tool can activate the strategic conversation among the different actors to support participatory, rational decision making.

They can be a story, a collection of images, or a drawing that suggests visual and poetic ideas (V. Auricchio, personal communication, September 25, 2018).

Idea-generation tools

● *Co-design workshop*

Design Thinking workshops are useful for allowing a group of people to take a break in their daily work and reflect deeply on a specific “problem” you want to solve (V. Auricchio, personal communication, September 21, 2018).

The outcomes of co-design workshops are mostly assumption-based personas, journey maps, or system maps. These outcomes should be understood as tools in development. They can be precious for a team as a common starting point to design their research process or evaluate and enhance their collected data (Stickdorn et al., 2018).

● *Brainstorming*

People explore a wide range of ideas without feeling limited by possible constraints. There is not a right or wrong idea, and everything could have potential. The brainstorming is often organized by first allowing each participant to collect their thoughts individually and then start sharing to get to a broad set of possibilities (Stickdorn et al., 2018).

● *Clustering*

In the final part of the brainstorming, the goal is usually to cluster, analyze, and prioritize the different items to identify the most promising directions and define the next steps (V. Auricchio, personal communication, September 18, 2018). The method gives everyone an excellent overview of all the participants’ points of view about the given topic and encourages shared ownership of ideas between colleagues (Stickdorn et al., 2018).

Idea-testing tools

- **Roleplay**

It is a representation technique often used during co-design sessions; it allows designers to explain an idea by acting out an exemplification scenario of use. The roleplay typically requires defining some roles (e.g., the user, the service employee, etc.) and preparing rough prototypes to facilitate the performance. While a team is acting out their story, the rest of the audience learn about the idea, understand the high-level sequence of actions required, and know the hero moments (Stickdorn et al., 2018).

- **Business Model Canvas**

The Business Model Canvas is a high-level approach to co-create and visualize the key components of a business model that allows the team to test and refine various options iteratively (Osterwalder & Pigneur, 2010).

Prototyping and testing various scenarios can help understand the impact of various options on the employee and customer experience, and the business.

From organization as an Organism

Organizations in terms of living Organisms connote the idea that an organization possesses a definite structure consisting of interrelated subsystems that align with each other. Meticulous management and examination of organizations can help managers understand that organizations need to satisfy and balance internal needs and adapt to environmental circumstances for their survival and growth.

Step

Chronological sequence of the activities to develop an organizational analysis' project and focus on the actors involved in each phase

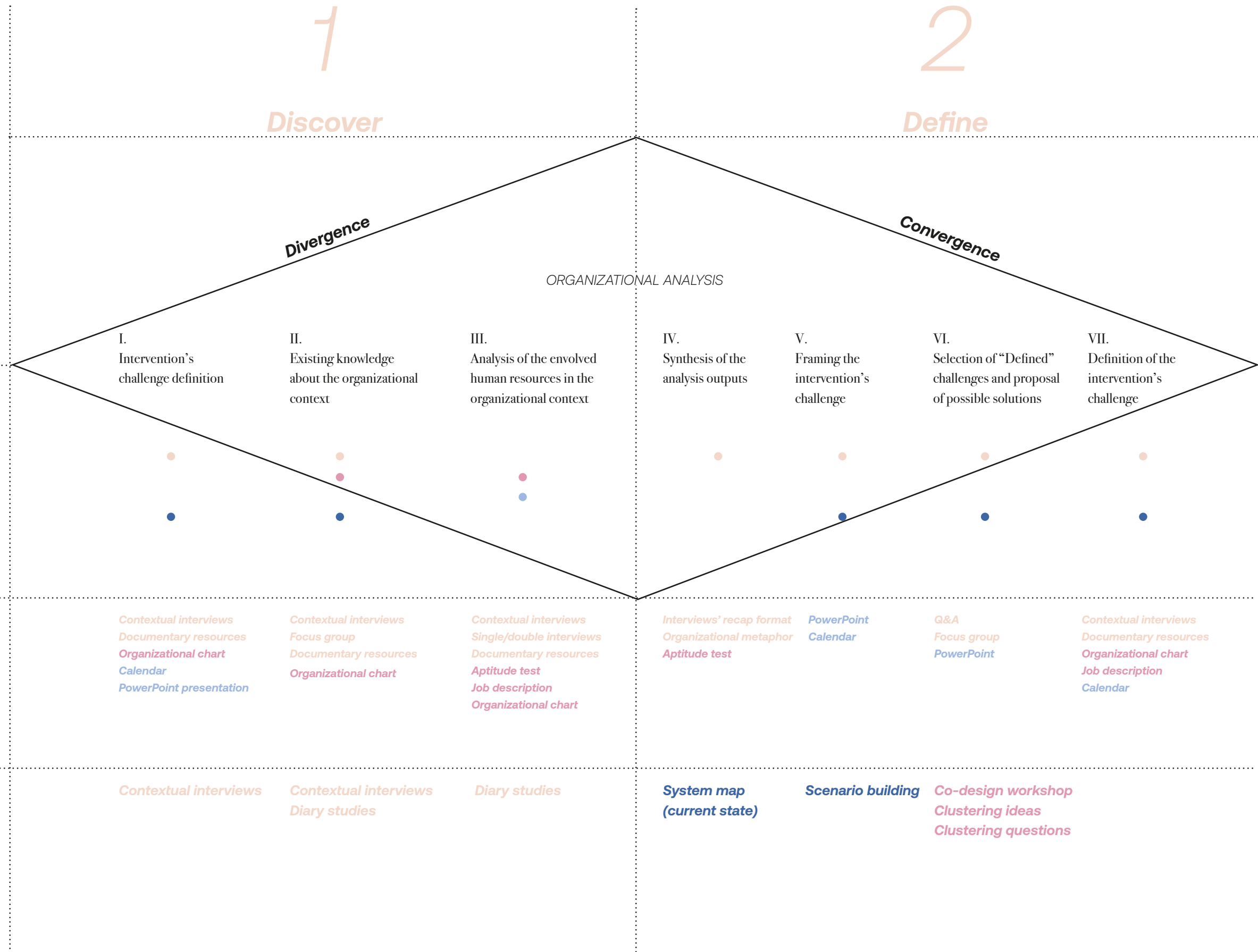
- Service provider
- Board
- Resources
- Client

HR tools

- Need-finding
- Activating
- HR template
- Digital support

Design tools

- Need-finding
- Activating
- Idea-generation
- Idea-testing



3

Ideate

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Prototype

5

Test

Divergence

Convergence

ORGANIZATION CHART & NEW JOB DESCRIPTIONS

TRAINING COURSE: HOW TO REFLECT THE ORGANIZATIONAL CULTURE

- VIII. Restructure of the Organization Chart
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- Documentary resources
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- Contextual interviews
- Organizational chart
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- Job description
- Excel char
- Q&A
- Job description
- Aptitude test
- PowerPoint
- Contextual interviews
- Job description
- Aptitude test
- Calendar
- Word format
- PowerPoint

- Focus group
- Organizational metaphor
- Focus group
- Job description
- Focus group
- Organizational metaphor
- Focus group
- Behavioral manifesto
- Organizational metaphor
- Contextual interviews
- Ethnographic tools
- Performance management tools

- Wordplay
- Co-design workshop
- Brainstorming
- Brainwriting
- Wordplay
- Co-design workshop
- Brainstorming
- Brainwriting
- Co-design workshop
- Clustering ideas
- Clustering questions

- Co-design workshop
- Brainstorming
- Brainwriting
- Co-design workshop
- Brainstorming
- Brainwriting
- Role playing
- Co-design workshop
- Brainstorming
- Brainwriting
- Role playing
- Business Model Canvas
- Contextual interviews
- Diary studies

To organization as an Ecosystem

Organization as an Ecosystem is the new interpretation of Organisms inside the actual organizational system. Different organisms have different needs, but this kind of organization must follow a unique and significant purpose. Against individual culture, where employees are expected to act according to their interests, organisms and teams should live and work in a collectivist culture. Individuals belong to in-groups, and the employees act according to this in-group's interests, which may not always match their interests. Organization as ecosystem asks its employees to be responsible, serve as a role model for their peers, and promote collaboration at every level. In this context, gamified mechanics can help guide individuals' actions towards the collectivist goal within specific rules and limits to follow.

VI.V

Organization as a Cultural System

Figure 5

A potential scenario of an organization as a Cultural System showing a ritual moment of sharing.



The organization is seen as a mini-society, with its culture and subcultures defined by particular values, beliefs, and rituals.

*"I currently work as a consultant in Rome in the operation center of a global company that operates in financial and travel services. My colleagues and I know well that **we are part of a reality** working for about 160 years to create a unique brand capable of promising its customers superior quality products, and excellent assistance service. In fact, we all learned by heart the **company mission**: "becoming the most respected service brand in the world." Since I have been here, the leaders have repeated the same **values** to us so often that now those **norms are imprinted in our minds** and are part of our daily lives. The values to be followed are: "commitment to customers," "quality," "integrity," "respect for people," "exemplary citizens," "personal responsibility," and "desire to win" to prove that we are the best in everything we do.*

*The whole organization and all its employees **adhere to these values** and **adopt them in the behaviors and activities** that we have to carry out every day. Every organizational aspect and physical space direct us to **assume a specific attitude** and carry out our tasks following **particular norms**.*

*For example, we have two different meeting rooms: one for official communications and one for open discussions regarding some projects' development. In the first case, the meeting takes place in a closed space within four walls. A large round table is surrounded by chairs, and there are notebooks perfectly lined up in front of each one. The second meeting rooms is not properly a room, but a relaxed pace where everyone can join and start a meaningful **debate** about some projects. There are billboards and blackboards on the walls for writing insights and sketching ideas.*

*Here, everything is a **symbol of creativity and open-mindedness**."*

- Anita, 24 years old, junior consultant

Limits

Networks of shared meanings run the risk of being replaced by manipulated ideologies, values, beliefs, languages, and social activities.

The activation of specific beliefs and behaviors should be voluntary to give more importance to the individuals' roles.

Norms, behaviors, and ideas risk to become mechanical and worthless.

The leaders should learn to structure adequate systems of shared meanings to mobilize the individuals' efforts in achieving the defined objectives.

Sometimes values are difficult to realize in practice (Morgan, 2015).

Benefits

Every organizational norm assumes a symbolic meaning and represents specific values and cultural aspects.

The organization is perceived as a collectivity where individuals belong, rather than space where several individuals co-exist.

The workflow is characterized by the activation of a shared mindset and attitude.

Every kind of change arises from a cultural evolution of values and ideologies.

The employees assume more responsibility towards the community they belong to (Morgan, 2015).

Design for change

Need-finding tools

The organization as a Cultural System should focus on individuals' personal goals considering them as essential agents of the cultural system and passive actors. Need-finding tools are handy for gathering this type of insight.

Activating tools

Organizational culture works as an activating system by persuading employees to behave in consistent ways with the company's expectations. So activating tools can be integrated into the onboarding process precisely to reach this goal.

Idea-testing tools

Finally, idea-testing tools can help verify if organizational values, behaviors, and activities are also accepted by people without any external manipulation.

Need-finding tools

● *Cultural probes*

Cultural probes are an approach of user-centered design for understanding human phenomena, and exploring design opportunities, collecting fragmentary clues about people's lives and thoughts in a particular situation. They come from Situationism, an artistic movement that focused on the precise effects of the geographical environment, consciously or not provided, which acts directly on individuals' effective behavior.

Cultural probes can be gathered and represented in a psycho-geographical (or experiential) map (V. Auricchio, personal communication, September 17, 2018).

● *Focus group*

This method can offer several benefits for teams inside organizations as a cultural system. In fact, a session could focus on what desires, expectations, and professional growth objectives are chased by employees.

Focus groups allow managers and HR professionals to gather information about who employees are to build an organizational culture whose values are more easily shared by the actors who make it up (Society for Human Resources Management, 2015).

Activating tools

● *Co-design workshop*

Co-design workshops allow a group of people to reflect on a specific issue.

In this context, it enables employees and teams to explore specific organizational culture aspects. Co-designing uses playfulness through which participants can explore experiences, distance themselves in time and place, try out roles, envision possible futures, and create and experiment with different solutions. A co-design workshop can be a fruitful moment for dealing with organizational values and their implementation through observational behaviors (Salmi & Mattelmäki, 2019).

Mind map

Culture is made up of several elements that are often abstract and a little noticeable. Putting every aspect in a written and visual form could be really beneficial for employees to make it concrete.

The exercise starts by putting a topic, idea, or problem (or values in this context) at the center of a blank surface and then write down other words, signs, drawings around it. All the elements are written as they come to people's minds, always showing the connection with the initial point or how they are linked one to each other (Moggridge, 2006).

Experiential map

Also known as a psycho-geographical map, they study the correlations between psyche and environment, against classical geography, putting at the heart of its purposes the re-creative definitions of urban spaces.

The technique of psycho-geographical exploration is the Drift, which indicates a sudden transition through different environments. To make a drift, designers, users, or employees should walk around without any aim or time constriction and choose the path not depending on what they know, but based on what they see around (D. Fassi, personal communication, September 17, 2018).

Moodboard

Moodboards aim to present a concept memorably by helping the audience immediately understand, perceive, and immerse into the envisioned experience. A mood board is a collection of visual elements related to a central theme as photographs, colors, typography, gradients, etc.

In organizations, culture moodboards become really meaningful to easily visualize the corporate culture allowing all the employees to understand and share specific values, ideologies, and languages (Stickdorn et al., 2018).

40 cards

It is a game of association using pictures, words, and concepts. These cards serve to play with ideas and create new ones. Ideas that were generated from a vision but linked to a random picture picked up.

It forces unconventional, out-of-the-box thinking, even for those who are strictly logical. (V. Auricchio, personal communication, September 21, 2018). This play can be really useful for imagining together what behaviors, activities, spaces, and processes can be developed or improved to represent the organizational culture.

.....

- **Success metrics**

The success metrics are a set of KPI to measure project outcomes and service success. Once the metrics are defined, it's also essential to identify a strategy for their measurement, keeping in mind the importance of accessing that information in several moments of the process and adjusting the workflow and features developed (Service Design Tools, n.d.).

KPI's are familiar to HR departments, and essential to measuring cultural aspects that the company wants to put into effect through observational actions.

Idea-testing tools

- **Rough prototyping**

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It simulates specific service components to better explain a service idea in front of other team members and start discussing the specific requirements of each touchpoint. Rough prototypes can be simply built with paper or with pre-assembled interface elements (Gordon, 2009).

They are a powerful tool during co-design sessions to allow everyone to visually translate specific thoughts into tangible objects or activities (Stickdorn et al., 2018).

- **Concept walkthrough**

The concept walkthrough allows feedback on a service idea at very early stages by walking some users or experts through the new desired experience and asking to comment (Polson et al., 1992).

The concept walkthrough only needs some low-fidelity mock-ups, sketches, or images to support the explanation. It comprises the desktop walkthrough and the service walkthrough (Stickdorn et al., 2018). HR can benefit from this tool because it allows employees to test blurry, and u defined cultural aspects using perceivable materials.

From organization as a Cultural System

Through sharing meanings and experiences, cultural models and organizational cultures are socially and dynamically (re)shaped and constructed, enticing further transformations and creativity. The employees are concerned with the organization's shared beliefs, norms, and rituals. They are thinking of the organization as a society and are interested in the holistic experience of being an employee of the organization.

Step

Chronological sequence of the activities to develop an organizational analysis' project and focus on the actors involved in each phase

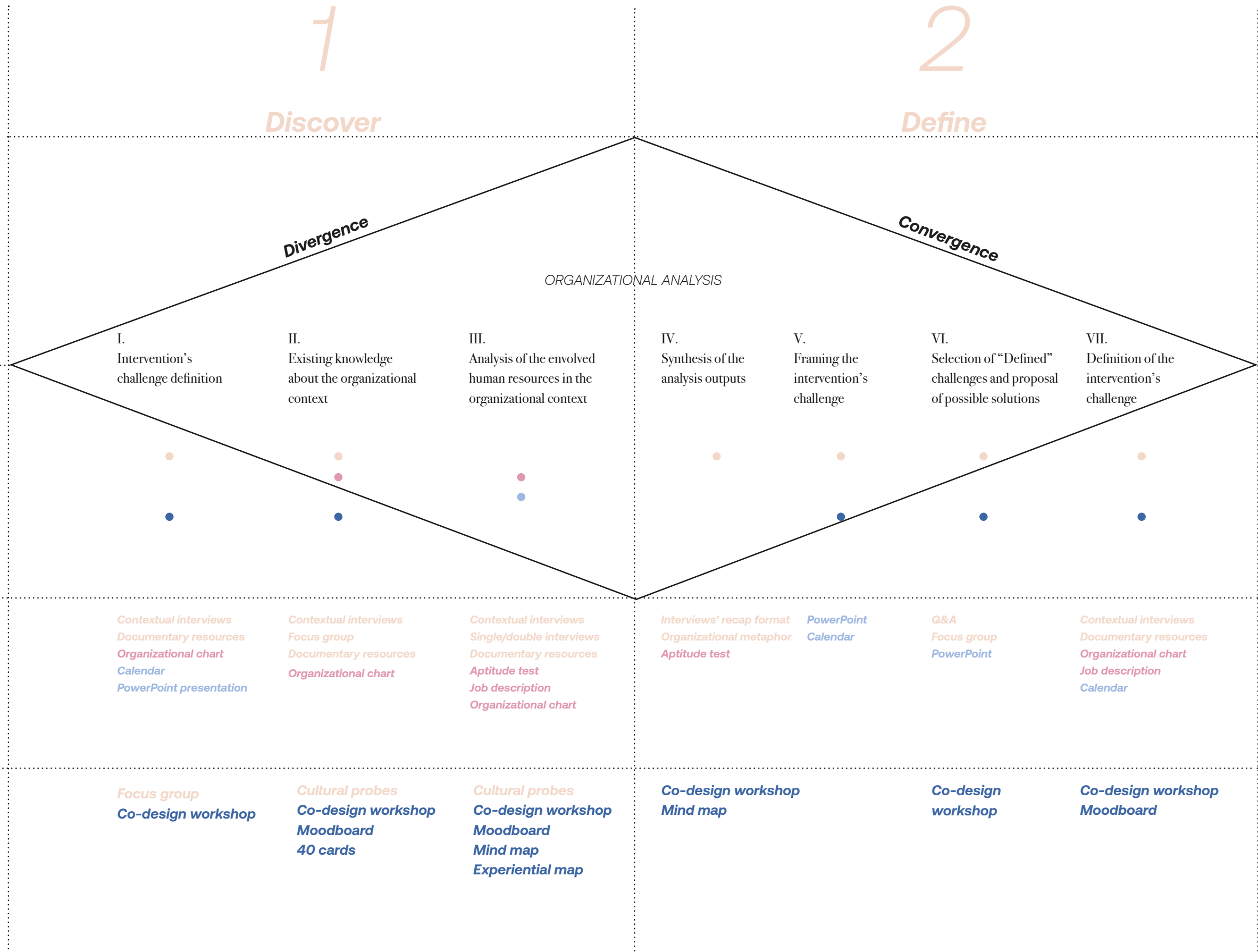
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Focus group
Behavioral manifesto
Organizational metaphor

Contextual interviews
Ethnographic tools
Performance management tools

Co-design workshop
40 cards

Co-design workshop
40 cards

Co-design workshop

Cardboard prototyping
Paper prototyping
Desktop walkthrough
Service walkthrough

Cardboard prototyping
Paper prototyping
Desktop walkthrough
Service walkthrough

Success metrics
Focus group
Cultural probes

To organization as an Action Plan

Organization as an Action Plan means to activate and practice the corporate culture. Organizational culture works as an activating system by persuading employees to behave in consistent ways with the company's expectations. Employees should behave in a way that aims to achieve their own goals of personal growth and satisfaction. However, their behaviors are also limited and guided by regulations and rules representing a specific corporate culture. Culture functions as the "social glue" that bonds employees together and motivates them to adopt the culture to their need for social identity. This kind of organization asks for a deep understanding of the users' needs and a redirection of them, helping people change their perspective and live the workplace environment with a new approach.

VI.VI

Organization as a Psychic Prison

Figure 6

A potential scenario of an organization as a psychic prison showing the "Employee of the month" philosophy.



The organization is built on a collection of myths and stories that restrict people's thoughts, ideas, and actions.

"I cover the role of a customer service manager for a telecommunications company.

Ever since I started working here, the company has always developed a customer service based on telephone communication. In fact, during the years, the company has built large call centers worldwide and from where our operators make telephone calls to establish and maintain contact with actual and future customers.

*However, nowadays, **this approach no longer seems to work**. In fact, privacy policies have made our usual way of interacting with customers more and more difficult. Our traditional means of communication is ineffective in obtaining people's attention because they are stressed, busy, and have no time to dedicate to our offers. People want to choose when and how to pay attention to commercial or service proposals.*

*We are having less and less success, and **no one is doing anything to change the situation**. On the other hand, solving the problem should perhaps consider changing the entire system of call centers by replacing it with more computerized e-mail systems. It would be an expensive investment, to say the least, and it would be **against the consolidated and traditional identity** that the company always embodied.*

*Our company has always focused on a direct operator-customer relationship, which would be eliminated with the introduction of simple, standardized e-mails. A change like that would also lead to further upheavals such as training courses for all the call centers' employees. Currently, they follow a **defined and standardized script** for telephone conversations, which should be converted for a written and more suitable format for digital media. **The energies and resources required would be too many, and who knows with what benefits...***

Obviously, call centers and telephone communication remain the best solution for more than one reason!"

- Marco, 51 years old, customer service manager

Limits

Some individuals and groups support ideas and values only for their interests.

There is over control of people's behaviors, desires, beliefs, and ideas.

The claim to only bring about feasible changes turns into a good excuse to maintain the status quo.

Knowing the existence of unconscious phenomena does not automatically produce positive changes (Morgan, 2015).

Benefits

A pleasant experience or a behavioral style can affect people, even if experienced once.

Subcultures represent significant reserves of ideas and projects to activate change.

Subcultures can gain attention for relevant aspects otherwise overshadowed by the overall corporate culture.

Negative behaviors can be examined to understand what deeper and unconscious anxieties cause them (Morgan, 2015).

Design for change

● *Need-finding tools*

This organization can benefit from need-finding tools as norms-finding tools to explore what beliefs, ideas, and attitudes characterize people's mindsets.

● *Activating tools*

Secondly, activating tools can be used to compare different behaviors and ways of thinking in specific scenarios to highlight what change of mindset is necessary to generate a positive organizational impact.

● *Idea-generation tools*

Finally, organizations as a Psychic Prison could take advantage of idea-generation tools by identifying what behaviors, activities, or processes can lead to people's change of mindset resulting in a positive impact on the organization.

Need-finding tools

● *Cultural probes*

HR can adopt it to understand human phenomena and collect fragmentary clues about people's beliefs and behaviors in a specific situation. Cultural probes focus on the precise effects of the geographical (or organizational) environment, consciously or not provided, which directly affects individuals' effective behavior. Cultural probes can be gathered and represented in a psycho-geographical map, and in this context, it could be used for mapping what people believe and consequently do (D. Fassi, personal communication, September 17, 2018).

● *Non-participant observation*

Non-participant observation can be overt or covert.

Overt means that research subjects know that researchers are present, but they do not interact with each other.

Covert non-participant observation refers to observing research subjects without them knowing that they are being observed at all. (Stickdorn et al., 2018). The second method is more feasible in organizations as a Psychic Prison because people do not seek to improve their behaviors. They continue to act spontaneously according to imprinted norms and beliefs.

● *Empathy map*

Traditional empathy maps are split into four quadrants (Says, Thinks, Does, and Feels), with the user or persona in the middle.

An empathy map is a quick way to illustrate user attitudes and behaviors.

Once created, it should act as a source of truth throughout a project and protect it from bias or unfounded assumptions (Ferreira, 2015). It is useful to deeply explore groups' organizational subcultures, investigating people's beliefs and expectations.

Activating tools

● *Trigger cards*

A card can contain an insight, a picture, a drawing, a feature, a keyword, a description, etc. based on the specific need. They act as prompts to suggest new interpretations of a problem and induce considering a different perspective; they can be used in many different ways, from identifying priorities to discussing relationships or merely facilitating the conversation (Stickdorn et al., 2018).

Fishbowl

The fishbowl aims to discover and share tacit knowledge around the topic.

In the first step, a group sitting in the middle to form a circle is assigned the role of possible “actors.” In a free discussion led by the group, designers identify the needs of the actors. In a second step, the group is assigned the role of a different “actor” and discusses the actor’s perspective (V. Auricchio, personal communication, September 19, 2018).

This tool helps understand people’s behaviors and beliefs in a given scenario to identify co-existing organizational subcultures.

Personas

In this kind of organization, personas can cluster and represent a group of people with shared beliefs, common behavior patterns, and fixed norms (Stickdorn et al., 2018). In organizations as a Psychic Prison personas can be meaningful for mapping all the human archetypes for groups of beliefs and attitudes in a specific work context or possible future scenario.

Scenario building

A user scenario is a story that describes, in an exemplification and narrative manner, how the user is going to interact with the service during a specific situation of everyday life. Writing user scenarios requires identifying a specific context in which the action takes place and characters and needs that define the user’s attitude (V. Auricchio, personal communication, September 25, 2018). HR professionals can benefit from this tool to investigate how people behave and think in specific scenarios.

Idea-generation tools

HMW questions

Developing trigger questions from insights and user stories is an excellent way to convert research into a wide range of actionable ideas. This is a good starting point for defining what specific aspects should change to ideate a positive impact on the whole organization and the employees. In a final step, the questions are sorted and grouped into useful clusters. These clusters or “opportunity areas” might be given names, or a few right questions might be chosen to represent the cluster (Stickdorn et al., 2018).



Case studies

A case study is a detailed study of a specific subject, such as a person, group, place, event, organization, or phenomenon. It is used in design research to generate hypotheses and to validate a method (Shuttleworth, 2008).

Case studies of some past behaviors, activities, and processes that brought a positive impact could be significant for activating people's change of mind. Organizations as a Psychic Prison should be aware of objective and feasible interventions that worked in the past for definitely accepting them.

Theory of Change map

It is a structured approach to outline a hypothesis and pathway to how designers believe in changing any given arena. It is a practical and linear approach to thinking through a change intervention. Linear as it may be, it allows people to articulate and transfer their perspectives of how change could happen in a given scenario.

“It involves some reverse engineering that requires people to start with the desired outcome and then work their way back through the steps needed to go through to get the desired outcome” (Acaroglu, 2016, p. 60).

From organization as a Psychic Prison

People who see organizations as a Psychic Prison want to broaden their ability to perceive, question, and change our organizations. Organization as a Psychic Prison helps leaders understand un/conscious factors that affect people and offers insights into how to control these adverse effects and challenges occurring within organizations. Being aware of un/conscious effects and factors can help managers push the organization in the right direction.

Step

Chronological sequence of the activities to develop an organizational analysis' project and focus on the actors involved in each phase

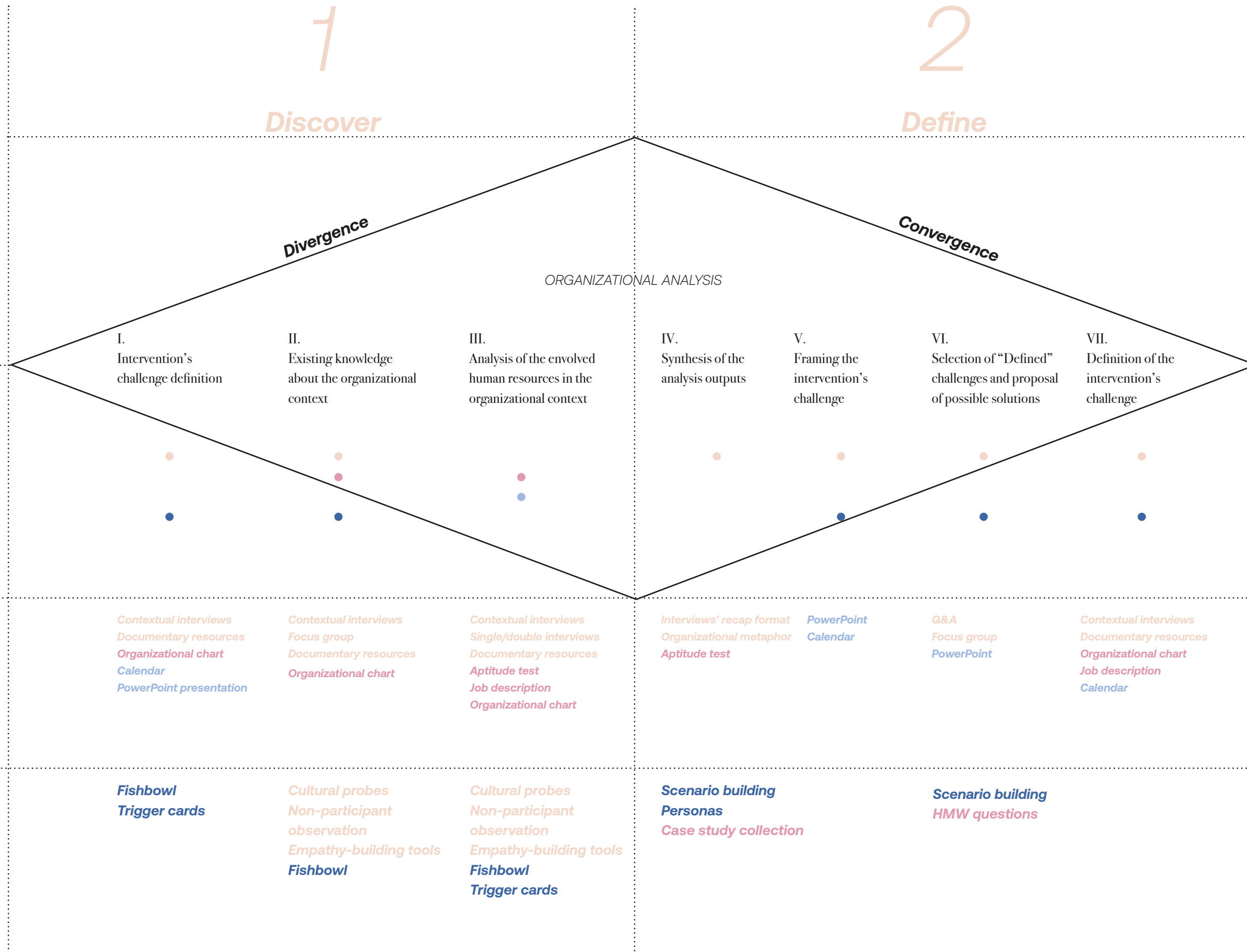
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3

Ideate

Divergence

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Prototype

Convergence

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5

Test

To organization as a Free Expression

Organization as a Free Expression oppose the image of organizational prisons.

Organizational culture cannot be designed purely by leadership or HR, but each needs to get involved.

A co-creative approach ensures buy-in from all organization levels, reducing the typical friction that these types of change imply.

Workshops and emphatic design can validate and evolve an effective, user-centric implementation plan, focusing on diversity and inclusion as a business strategy. Moreover, testing solution hypotheses with the employees can bring to some critical insights. Feedback can be collected to understand what improvements can be made to the solution/approach adopted, especially feedback to open-ended questions, which allow people to share freely and with richer detail.

- Contextual interviews
- Documentary resources
- Organizational chart
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- Job description
- Job description
- Excel char
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- Job description
- Aptitude test
- PowerPoint
- Contextual interviews
- Job description
- Aptitude test
- Calendar
- Word format
- PowerPoint

- Fishbowl
- Trigger cards
- Case study collection

Theory of Change map

- Focus group
- Organizational metaphor
- Focus group
- Job description
- Focus group
- Organizational metaphor
- Focus group
- Behavioral manifesto
- Organizational metaphor
- Contextual interviews
- Ethnographic tools
- Performance management tools

Theory of Change map

- Cultural probes
- Non-participant observation
- Empathy-building tools

VI.VII

Organization as a System of Politics

Figure 7

A potential scenario of an organization as a System of Politics showing the leader's attitude.



The organization is seen as a game of gaining, influencing, and coordinating power.

*“In 1976, my father and his brother started building a hotel chain in some Italian cities. When my cousins and I got old enough to work, they split the hotel properties, and we were introduced to that business. I continued to work with my parents in Firenze while my uncle and his family moved to Milan. Two very different locations, but both the structures have been managed following the same idea of a traditional **family business**, reflecting specific **consolidated values**.*

*I have always **admired** my father, not only because he was an **important figure** in my life but also for his entrepreneur’s skills. He always had **great charisma**, so it seems impossible that he could make mistakes or unfavorable decisions.*

When my father turned 50, and I was still too young to take over the hotel’s management, he began looking for a possible director who could manage the hotel in Firenze. In this way, my father could only focus on the general coordination of the business.

*However, no candidate seemed suitable as they were not entirely in line with **family values** and **tradition**. We **couldn’t change our tradition**, but we couldn’t change my father’s ideas and values above all.*

*One day during one of their annual meetings, my uncle told my father that he was exhausted and too old. He desired to eliminate the restaurant service targeting younger people or participants in events. My uncle seemed to be very convinced, and **the decision was made**. My father went on a **rampage**.*

*He could not believe that **family tradition** would be broken in this way and would **never approve** of such a decision.*

Since that day, our families have distanced from each other, and everyone continues to manage their business as they see fit.

*I can’t wait to **be in control** of the family business and do everything **my way** finally.”*

- Fabio, 31 years old, hotelier in a family-run hotel

Limits

A political system is based on different interests that lead to conflictual directions.
Different components of the organization could conflict with each other.
Politics and ulterior motives are found everywhere, even where there are none.
The organization is perceived as a game where there is a winner and a loser
(Morgan, 2015).

Benefits

This metaphor highlights that the organizational objectives can be rational for someone and senseless for someone else.
The organization considers a struggle of different rationalities and perspectives.
The organization is not a levelled out system, but an evolving coalition of interests.
The motivation behind some behaviors is already revealed as desire for power.
Political processes are constructive tools to produce social order (Morgan, 2015).

Design for change

● *Need-finding tools*

Organizations as a System of Politics can benefit from need-finding tools, activating tools, and idea-testing tools. Idea-generation tools could be misinterpreted in a workplace characterized by little sense of collaboration, and the struggle for prevailing over others is on the agenda. In this context, even need-finding tools are difficult to apply and the anonymous survey is the only one that makes employees feel safe and guarantees freedom of expression.

● *Activating tools*

Activating tools are really useful for collecting all the individual interests and building a purpose-driven organization that integrates all of them.

● *Idea-testing tools*

Finally, idea-testing tools can bet on the competitive environment to trigger change and positively impact people.

Need-finding tools

- **Survey**

Written questionnaires or online surveys allow researchers and managers to collect information about what people think and their points of view about specific issues. They can be filled in anonymously, guaranteeing employees' privacy and eliminating any external influence that could direct employees' answers (Owens, 2002). All the gathered information and data can be used to create personas based on interest groups (Stickdorn et al., 2018).

Activating tools

- **Personas**

Personas usually represent people with shared interests, common behavior patterns, or demographic and geographical similarities. Following the principle of "design for the average and test with extremes," designers have many more "edge-of-the-curve" personas to test ideas and prototypes with people from rather extreme ends of the user spectrum (Stickdorn et al., 2018, p.51).

In organizations as a System of Politics, this tool can be meaningful for mapping all the human archetypes for groups of interests.

- **Brainwriting**

Individual participants work in parallel and silence, writing their ideas or observations on paper pieces put to one side or passed on to the next writer. This method produces more ideas and more diversity than brainstorming but develops less energy as it is more quiet and thoughtful. It can empower less extroverted participants or where the atmosphere is a bit oppressive, and people don't feel free to express their ideas aloud (Stickdorn et al., 2018).

- **Battlestorming**

This tool aims to use each group member's tacit knowledge to find problems and solutions related to the given issue. The group is split into two halves, the first half has to find problems, and the second has to find solutions. The atmosphere becomes very active and dynamic, making most of the participants' energy and desire to prove their skills.

Once the battle has come to an end, the participants have to compromise on choosing the problem and the solution that merit special consideration (V. Auricchio, personal communication, September 18, 2018).

● **Card sorting**

It helps uncover people's mental models for better information architecture and understand how to organize information so that other people can find it.

In an open card sorting exercise, participants are asked to cluster the cards based on affinities and assign a name to each group. While in a closed card sorting exercise, participants are asked to organize the cards into predetermined categories (Spencer, 2009). Organizations as a System of Politics can integrate this tool to allow different individuals to express their perspectives, interests, and ideas about a specific issue.

● **Six Thinking Hats**

In the Six Thinking Hats exercise, participants are encouraged to adopt different viewpoints by changing hats: blue for managing the big picture; white for information and facts; red for emotions; black for discernment and logic; yellow for a favorable response; green for creativity.

This exercise allows participants to avoid conflict and approach the project playing a well-defined role without previous biases about someone else's ideas or points of view (Stickdorn et al., 2018).

● **Evaluation matrix**

The Evaluation Matrix allows designers to weigh different ideas, rating them based on a set of defined criteria to identify the most promising ones.

Shared and collective parameters can be beneficial in organizations where people always want to assert their interests. A common set of criteria includes the level of complexity related to idea implementation and the level of value to the user and the organization (Stickdorn et al., 2018).

● **Positioning map**

This tool can be handy to understand how the customer segments perceive existing solutions. In fact, positioning maps are built with real case studies that give an objective view of what is working or not for the users.

After discussing the case studies among the group members, a list of important keywords is generated to find the axes of the positioning map and develop clear directions agreed by all the participants (V. Auricchio, personal communication, September 21, 2018).

Idea-testing tools

● *Gamification*

Organizations as a System of Politics are very competitive, and they are based on processes that always consider a winner and a loser. This type of organization is already characterized by gamified mechanisms that often bring to power struggles and conflicts.

In this context, a well-designed gamification system can be used as a reward and risk to create environments that excite people and ignite change (Acaroglu, 2016). It leverages the competitive nature of the participants.

● *A/B testing*

“Testing variables are akin to what designers know as A/B testing. The scope focuses on testing a few variations of a single feature, looking to see which variant produces the optimal result” (Bridgeable, 2017, p. 12).

In a competitive and rewarding context such as that of organizations as a System of Politics, people could take advantage of this methodology to prove who is the most competent to solve the given problem.

From organization as a System of Politics

Political metaphor examines an organization as a loose network of individuals with a wide range of interests who have joined together for the aim of expediency.

A key concept in organizations is the power that can be considered as a means by which conflicts of interest are resolved. However, often this view does not take into account the group's interest and is often in favor of executives in authority.

Step

Chronological sequence of the activities to develop an organizational analysis' project and focus on the actors involved in each phase

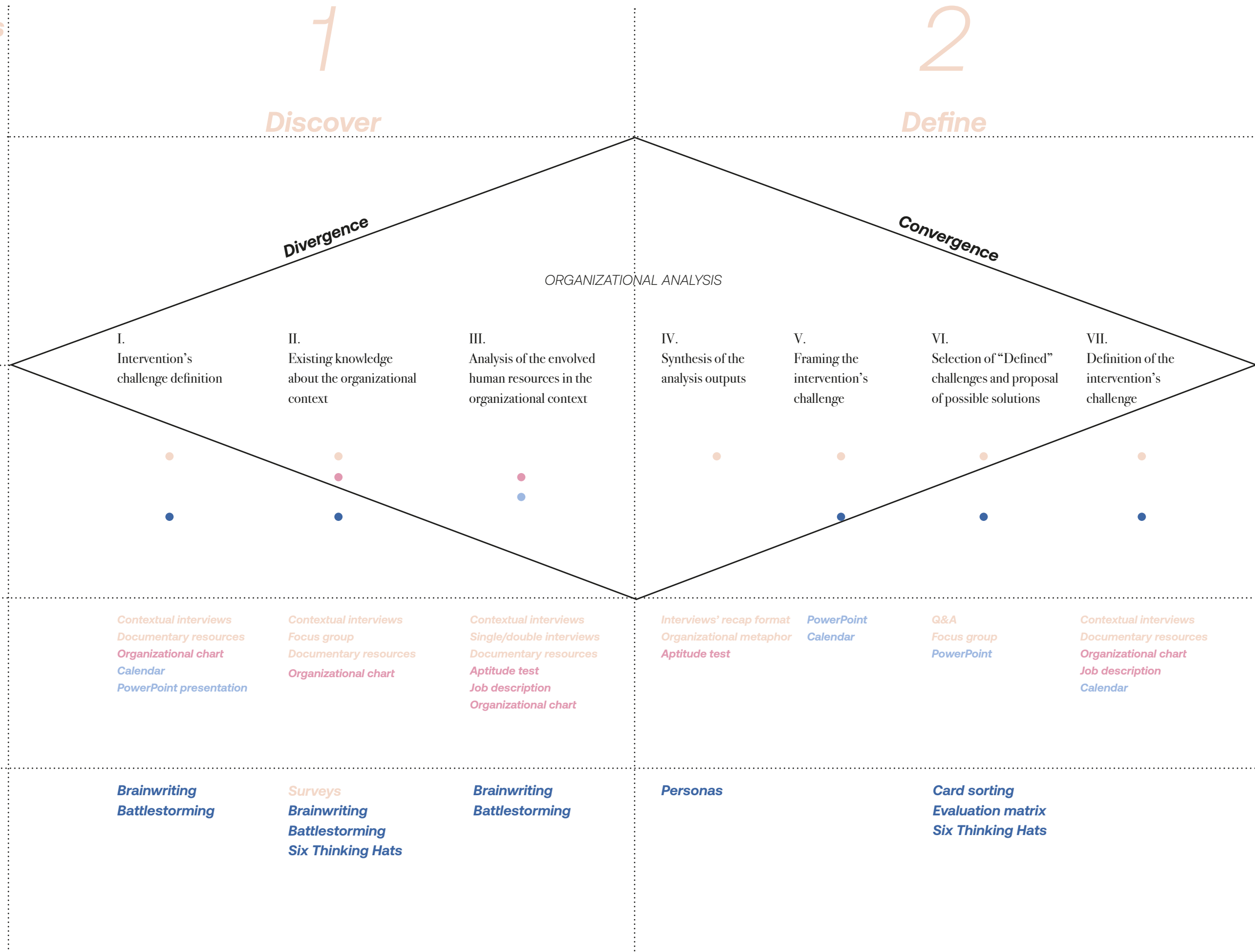
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- Board
- Resources
- Client

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- Need-finding
- Activating
- HR template
- Digital support

Design tools

- Need-finding
- Activating
- Idea-generation
- Idea-testing



3

Ideate

Divergence

ORGANIZATION CHART & NEW JOB DESCRIPTIONS

- VIII. Restructure of the Organization Chart
- IV. Redraft of new or important job descriptions
- X. Proposal of training courses to fill gaps
- XI. Definition of the intervention's challenge
- XII. Arrangement and design of the training courses

4

Prototype

Convergence

TRAINING COURSE: HOW TO REFLECT THE ORGANIZATIONAL CULTURE

- XIII. Awareness of the organizational culture
- XIV. Awareness of the behaviors that reflect the job roles
- XV. Awareness of the behaviors that reflect the organizational culture

5

Test

- XVI. Put into writing a Manifesto of what behaviors to adopt
- XVII. Adoption of the behaviors

Contextual interviews
Documentary resources
Organizational chart

Contextual interviews
Organizational chart
Job description
Excel char

Q&A
Job description
Aptitude test
PowerPoint

Contextual interviews
Job description
Aptitude test
Calendar

Word format
PowerPoint

Focus group
Organizational metaphor

Focus group
Job description

Focus group
Organizational metaphor

Focus group
Behavioral manifesto
Organizational metaphor

Contextual interviews
Ethnographic tools
Performance management tools

Battlestorming
Personas

Card sorting
Evaluation matrix
Positioning map
Six Thinking Hats

Gamification
Gamification
Gamification

Gamification
A/B testing
Six Thinking Hats

Six Thinking Hats
Surveys

To organization as a Social Movement

Organization as a Social Movement is a balanced scenario that may be realized in the corporate social context. Most significant change often comes through social movements.

Despite the differences between private enterprises and society, leaders can learn how these initiators engage and mobilize the masses to institutionalize new societal norms.

This kind of leader can influence decisions that affect users and following behaviors, starting right from in-depth ethnographic research about people's perspectives and needs, making them reflect and consequently activate a state of knowledge growth or intrinsic change. Leaders have to give organizations and individuals a sense of purpose at work, moving beyond profit to a focus on doing good things for individuals, customers, and society.

VI.VIII

Organization as a Tool of Domination

Figure 8

A potential scenario of an organization as a Tool of Domination showing the employees' psychological condition.



The organization is perceived as a means to impose one's will on others and exploit resources for personal gains.

*"I worked as a sales representative for an appliance company for about 35 years. This job led me to travel for work throughout Italy, making me be **away from my family** even for a long time.*

*At sixty, I no longer felt like continuing a life mainly led to the roads. After several **mental breakdowns**, I decided to reluctantly ask to be assigned for a position in Parma, my home town. In this way, I could have stayed at home. My children were now grown up, and my financial needs had decreased a lot.*

*I was convinced the company I had worked **for all my life** would find me a suitable job, even if my results were no longer what they used to be. But once I made my request, I was very disappointed...*

*Cristina, head of my sales department, seemed as she never had enough time for me. Despite the years I had **devoted** to the company and its success, I **didn't get** the answer I desired despite all the **promises** I received during my career. And above all, I didn't get the answer I deserved!*

*Within minutes, I even started suggesting a 20% salary cut since I only needed to earn what was enough to get by. I realized that this request had made Cristina uncomfortable. She even kept insisting that there was **no place for favoritism** in the company, insinuating that I asked for privileges! She made several attempts to **get rid** of me. Cristina maintained to have **no time for my pleas** and ran late for another scheduled appointment. She couldn't take a minute more for my requests. At that point, Cristina put an end to our meeting, informing me that I had become **unnecessary for the company**. I was shocked! I felt **empty**, and I completely **lost the value and meaning** of the 35 years I spent as a representative for the company. After all I had done, this was the thanks I got...*

*Suddenly **I was unemployed** even though I could still do a lot for the company, and I had many years ahead of me to keep carrying out profitable tasks for my department!*

- Maurizio, 60 years old, sales representative

Limits

The organization accentuates the inequalities among people who belong to it.

Only the highest roles' objectives are considered and achieved.

Domination leads to psychological pathologies and work-related stress.

The employees feel compelled to overwork and give up their rights to maintain their position or advance their careers.

The corporate code of ethics is ignored.

The individuals' choices are influenced by the norms and values that comprise the corporate's universe's standard practices (Morgan, 2015).

Benefits

All the employees are aware of their roles' responsibilities, tasks, and competencies.

The leaders have absolute control over their subordinates' daily tasks and results.

Advanced and digital systems are already adopted to monitor the organization's and employees' performance (Morgan, 2015).

Design for change

Need-finding tools

This metaphor exposes the ethical and social dimensions of the organization as important points of focus. Generally, it involves alienation and repression of imposing values, compliance, charisma, maintenance of power, force, exploitation, divide and rule, discrimination, and corporate interest. Need-finding tools can help HR professionals to respect the fundamental ethical standards by hearing the employees' opinions and considering their perspectives.

Activating tools

Organizations as a Toll of Domination usually adopt IT software and digital systems that store large volumes of relevant information and offer sophisticated analysis methods about employees' performance. In this context, HR professionals need to infringe upon laws, social norms, and customs concerning appropriate data use. Activating tools can be integrated into performance management's actual process to make people aware of how they will be evaluated in a more transparent environment.

Need-finding tools

● *Survey*

Written questionnaires or online surveys allow HR professionals and managers to collect information about people's needs and perspectives about specific issues. They can be filled in anonymously, guaranteeing employees privacy and eliminating any external influence that could direct employees' answers (Owens, 2002). This tool allows the organization to be perceived as more human by the employees, although it does not consider individuals' points of view in favor of trends and collective numbers. It can be only the starting point.

● *Shadowing*

This tool is already adopted in organizations as a Tool of Domination, where everyone is continuously observed to monitor the employees' skills and daily results. Shadowing can be used to exercise control and discover which aspects of the employees' daily activities can be improved to design better working experiences that lead to better results (Stickdorn et al., 2018).

● *Participant observation*

With this approach, the people who are being observed know that researchers are present and currently being observed in situations relevant to the research question. A specific participant observation method is called work-along, and it focuses on employees in their work environment to understand their daily routines and informal networks. Work-along can also be mostly a mix of participant observation and contextual interviews and include call monitoring, virtual ethnography, and non-participant observation.

Researchers look over employees' shoulders to learn about their everyday work routines and their interactions with fellow employees, clients, customers, and other stakeholders (Stickdorn et al., 2018).

● *Online ethnography*

Organizations as a Tool of Domination are used to install IT software and digital platforms to monitor employees' daily tasks and optimize performance management. In this context, "online ethnography can help investigate how people interact with one another in online systems and communities" (Stickdorn et al., 2018, p. 14).

Activating tools

Key insights

Organizations as a Tool of Domination need to create a more transparent environment where employees can be aware of their surroundings every day. Once all the information about the employees' performance has been gathered using need-finding tools, they should be comprehensible and shareable with all the organizational actors (Stickdorn et al., 2018).

Developing key insights is really meaningful in this specific context because the main findings from shadowing, participant observation, and surveys are summarized in a concise and actionable format for communication within and across departments.

Evaluation matrix

It allows designers to weigh different issues, ideas, problems, opportunities, rating them based on a set of defined criteria to identify the most promising or important ones (Stickdorn et al., 2018). Shared and collective parameters can help create a more transparent environment and share the information discovered in the need-finding phase with all the organizational actors or who cover related roles to the topic in question. A common set of criteria represents clear and defined parameters to be respected by employees in their daily tasks and by HR in the performance management process.

Personas

Each persona is a reference model representative of a specific type of user, customer, or employee. The more the archetypes assume a realistic feeling (e.g., name, age, household composition, etc.), the more they become real personas, fully expressing the needs, desires, habits, and cultural backgrounds of specific groups of users or employees (Stickdorn et al. 2018). In particular, co-creating personas allow the employees to think about their roles within the organization, characterized by specific behaviors, tasks, and objectives.

User journey map

In this context, the user journey map can be used to define in detail the activities that each individual or persona should carry out to achieve the desired output (Stickdorn et al., 2018). The template can be used as a manifesto of the specific behaviors to be adopted to reflect the organization's role as much as possible. The user journey map should be "co-creating" because it should be defined by each department's managers with their subordinates to co-design a precise and step-by-step sequence of the tasks to be performed.

Emotional map

The emotional journey is an extension of the usual experience journey map (or user journey map) that indicates the user's personal status at each stage of the experience. The emotion can be represented by a curve floating from moments of frustration to delight or by adding emojis and pictograms to the journey's specific steps (Stickdorn et al. 2018).

This tool can highlight which stages of the performance management process can represent critical points from the employee's perspective and improve their working experience and consequent results.

User stories

“Write these as seen from the user's perspective, using simple, concise words, so that everyone can understand them” (Stickdorn et al., 2018, p. 67). In service design, user stories are used to connect design research with actionable input for IT development. In the organizational context, user stories can provide essential insights about specific requirements to be respected in performance management from the employees' perspective. Often user stories are formulated like this “As a ... (type of user/persona/role), I want ... (action), so that ... (outcome)” (Stickdorn et al., 2018, p. 66).

From organization as a Tool of Domination

Organization as a Tool of Domination exploits their employees, the natural environment, and the global economy for their own selfish end. It exposes the ethical and social dimensions of an organization as essential points of focus. Generally, it involves alienation and repression of imposing values, compliance, charisma, maintenance of power, force, exploitation, discrimination, and corporate interest.

Step

Chronological sequence of the activities to develop an organizational analysis' project and focus on the actors involved in each phase

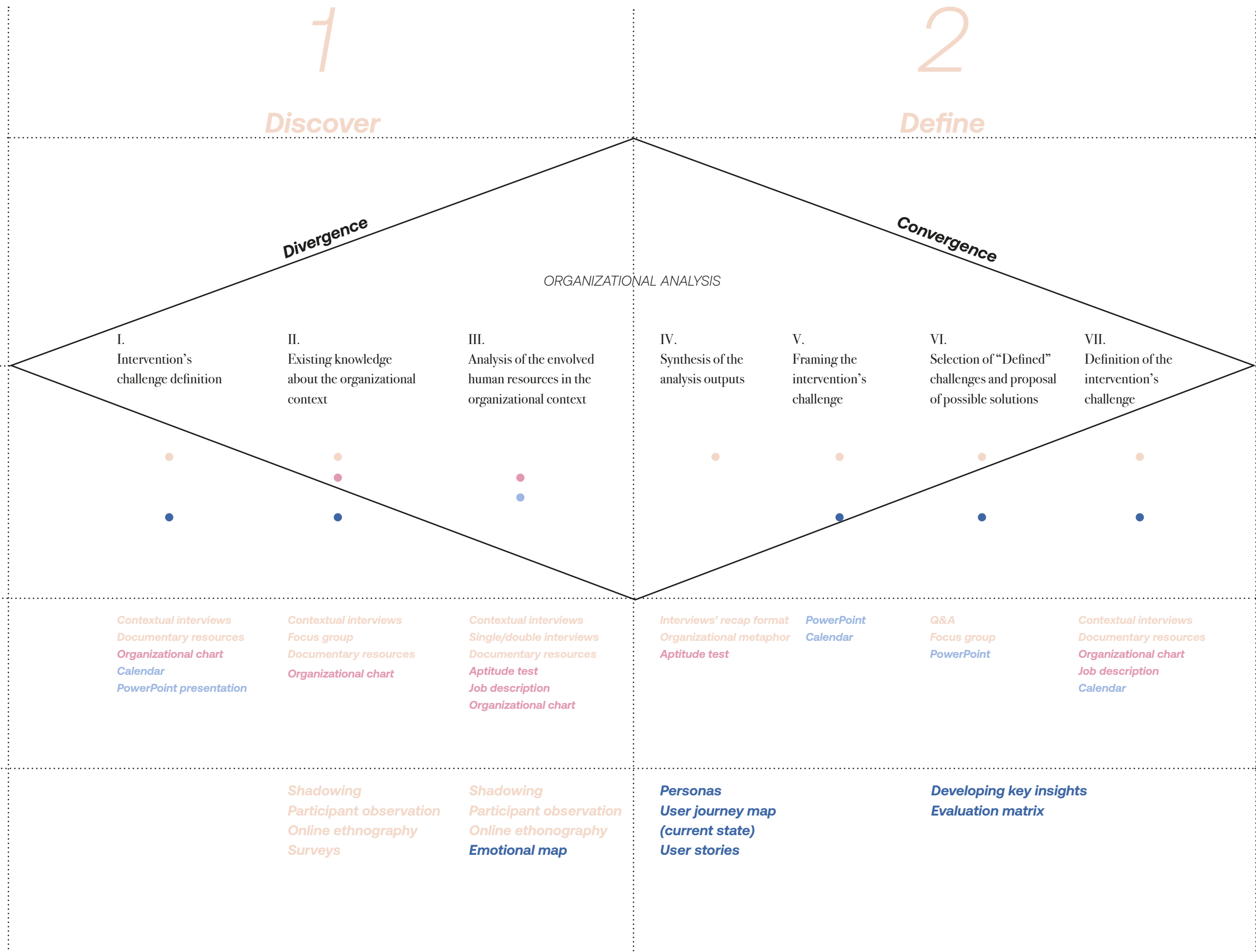
- Service provider
- Board
- Resources
- Client

HR tools

- Need-finding
- Activating
- HR template
- Digital support

Design tools

- Need-finding
- Activating
- Idea-generation
- Idea-testing



VI.IX

Organization as a Flux/Transformation

Figure 9

A potential scenario of an organization as a Flux/Transformation showing an international workshop.



The organization is considered an ever-changing system indivisible from its environment.

"I currently cover the role of a project manager in a diversified engineering, construction, and operations and maintenance firm. I have been working here for 12 years, and I directly experienced the crisis in 2013.

In fact, in 2011, the company made its first acquisition.

*We saw the **coming trends** of outsourcing, privatization, and design-build, and we wanted to position the company to **take advantage** of them.*

*However, deep financial losses damaged our credibility with all of our constituencies. We had taken over a construction company that had a culture of litigation and adversarial relations with clients. So we had not only litigation to resolve but **a corporate culture to change**.*

*We needed to **change the company dramatically** and very immediately.*

*The market was changing rapidly, and if we could create an entrepreneurial organization that was **creative** and **innovative**, we could take advantage of that market change. We knew we had to take a **great deal of risk**.*

In October 2014, the reorganization was announced.

*First of all, conventional strategic planning, which tries to predict the future and then takes action (such as an acquisition), no longer works in a rapidly changing marketplace. The company would have followed the business philosophy built on "**empowered culture strategic management**" and **small progressive successes**.*

The second element of the new business philosophy was our "quality service chain," which had the end goals of increasing revenue and profitability.

*We would have achieved them through customer loyalty, gained through continuous customer satisfaction with the quality of service, and so on, back to the basics: **taking good care of the organization's people**.*

*In this regard, our litigation problems were resolved in significant part by **working with the clients** to find win/win solutions".*

- Giovanna, 43 years old, project manager

Limits

Change cannot be predicted and the organization has to accept it inevitably.
Evolutive processes are often translated into destructive processes.
Evolutions as destruction can lead to unstable and pathological situations.
The order is only validated ex post facto.
Today's successes are tomorrow's weaknesses.
Change arises from opposing forces, but they can lead to conflict (Morgan 2015).

Benefits

The organization understands the logic of change and can influence the processes determining it.
The organization can generate new and integrated identities.
The comprehensive conception of evolutionary processes overcome the rigid boundary between the organization and the environment.
All the external actors are involved in projects.
Small interventions lead to far-reaching effects.
The underlying tensions can be reconfigured to create a new development path (Morgan, 2015).

Design for change

● *Need-finding tools*

Need-finding tools can help map employees' desires and expectations to achieve better working experiences. Organizations such as a Flux/Transformation already know that a positive organizational climate encourages and motivates employees to work better and embrace change.

● *Activating tools*

Activating tools can be integrated into this context to show the positive impact of change and nudge the employees to desire it personally. In this way, people are no longer called to respond to change, but they ask for it.

● *Idea-generation tools*

Idea-generation tools can help think about solutions that integrate different perspectives about future organizational change. In this way, ideas can be built starting from fruitful divergences.

● *Idea-testing tools*

Finally, idea-testing tools help HR professionals experiment with ongoing solutions and not only validate ex post facto.

Need-finding tools

● *Diary study*

In organizations as a Flux/Transformation, individuals are often moved to the background in relation to the collective and organizational objectives. Diary study could be an interesting tool for making people feel involved in the organizational change. This tool considers each employee as a subject of study giving everyone the right importance.

Diary study is often used as a starting point for facilitating self-reflection before contextual interviews (Stickdorn et al., 2018).

● *Contextual interviews*

This tool is strictly connected to the previous one, and it makes people feel involved in the organizational system and change process. Interviews allow people to have a personal moment for sharing their dreams and expectations of professional growth for the future (Holtzblatt et al., 2004).

The aim of interviews should be a deep focus on human desires and needs, and what everyone can do for the organizational transformation and achieve their objectives within it.

● *Behavioral Economics principles*

“Behavioral Economics’s power lies in understanding which decisions are crucial to nudging users’ outcomes and making a big impact where it counts” (Bridgeable, 2017, p. 5). It usually allows designers to identify and tweak pivotal moments of decision making to increase solutions’ (or changes’) success exponentially. Each principle describes at a high level how the majority of people will behave under specific circumstances. In practice, these principles help designers understand current behavior and change it by leveraging relevant principles at the right moment of decision making (Bridgeable, 2017).

Activating tools

● *Mind map*

A mind map can be a shared template to collect all the thoughts about a specific organizational aspect to be changed, optimized, or integrated. The participants write all the elements as they come to their minds, always showing the connection with the initial point or linked one to each other (Moggridge, 2006).

In this way, the change intervention begins to take structure and shape.

● **Ecosystem map**

It is a synthetic representation capturing all the key roles that influence service delivery, organizational change, and workplace. The ecosystem map is built by first displaying all the entities and then connecting them based on the type of value they exchange (Forlizzi, 2013). In organizations as a Flux/Transformation, this tool could focus on the existing relationships between all the organizational actors to develop an overview of the actual status quo.

● **User journey map**

It is a design thinking tool to identify opportunities to improve user experience to achieve a desired outcome or behavior. It also visualizes user processes, perceptions, needs, and relationships experienced during each step, providing a framework of how those experiences may influence people's decision (Stickdorn et al., 2018). A journey map can be used to make employees aware of how they behave and which steps harm the organization.

Idea-generation tools

● **Co-design workshop**

“The co-design workshops’ outcomes are co-creating system maps, ecosystem maps, stakeholders maps, and journey maps” (Stickdorn et al., 2018, p. 39). The maps represent a visualization of the participants’ proposals for an ideal working experience. The material shared in the activation phase become the starting point to generate solutions that impact everyone within the workplace.

● **Behavior Change Framework (A)**

It is a tool for integrating behavioral economics into the design process to help designers ideate behavior change. There are two parts to the framework.

The Part A leverages behavioral economics to ideate new features, while the Part B tests possible ideas to evaluate which are most successful at creating change. First, research insights, journey maps, and ecosystem maps are used to understand the user's current state behaviors and outcomes (Bridgeable, 2017). Designers or HR teams can then define the new actions and outcomes they plan to achieve through the change intervention in an ideal future state.

Next, “they will bridge between the current and future states by identifying behavioral economics principles at play and coming up with ideas that pull it all together to accomplish the future state” (Bridgeable, 2017, p.19).

Idea-testing tools

- **Behavior Change Framework (B)**

The Behavior Change Framework is an extension of the more comprehensive design process. It is made up of the Part A or Ideation Framework (explained above) and Part B or Testing Framework, which uses a behavioral economics lens to increase the designed solution's effectiveness.

Behavioral economists often operate at the variable level. A variable is a minor variation within a single feature. Testing variables are much like A/B testing: take the same design (or change intervention) but tweak a small component to optimize for the most effective version (Bridgeable, 2017).

- **Desktop walkthrough**

It usually helps the design team quickly simulate a service experience using simple props like toy figurines on a small-scale stage and test and explore common scenarios and alternatives. Compared to paper tools like user journey maps, desktop walkthroughs allow service concepts to be iterated at a much faster pace.

New ideas can be instantly identified, tried, and tested, and the service concepts (or change interventions) get refined quickly (Sitckdorn et al., 2018).

From organization as a Flux/Transformation

The concepts associated with organizations as a Flux/Transformation discuss organizations as a matter of self-reference, chaos, complexity, paradox, contradiction, and crisis. Transformation can be in the form of a system of mutual causality generated by positive or negative feedback. It can be created through a dialectical process concerning contradictions that result from the inner contradictions within social arrangements.

Step

Chronological sequence of the activities to develop an organizational analysis' project and focus on the actors involved in each phase

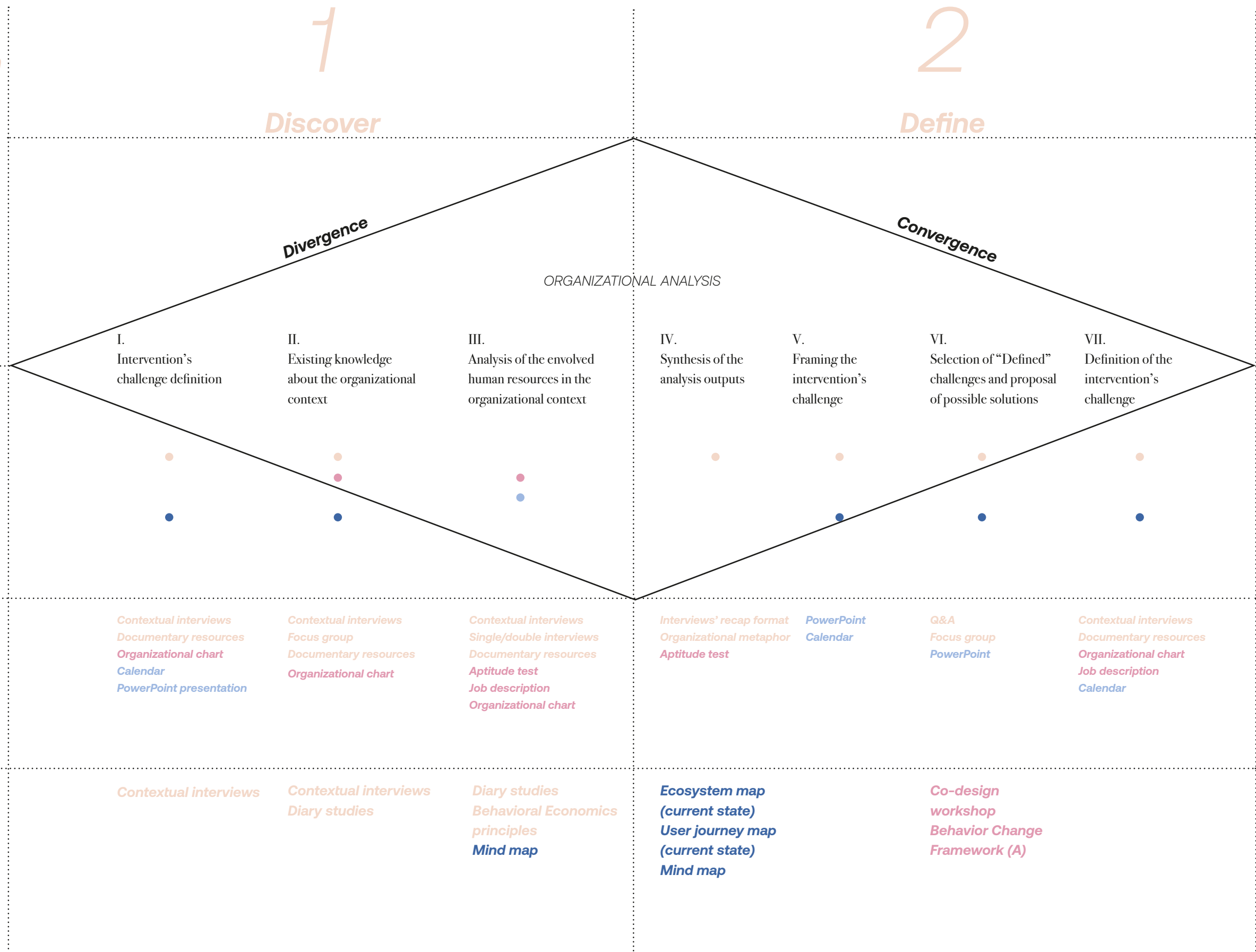
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- Activating
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- Idea-testing



3

Ideate

Divergence

ORGANIZATION CHART & NEW JOB DESCRIPTIONS

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- IV. Redraft of new or important job descriptions
- X. Proposal of training courses to fill gaps
- XI. Definition of the intervention's challenge
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Prototype

Convergence

TRAINING COURSE: HOW TO REFLECT THE ORGANIZATIONAL CULTURE

- XIII. Awareness of the organizational culture
- XIV. Awareness of the behaviors that reflect the job roles
- XV. Awareness of the behaviors that reflect the organizational culture
- XVI. Put into writing a Manifesto of what behaviors to adopt
- XVII. Adoption of the behaviors

5

Test

To organization as a Path

Organization as a Path represents a scenario where guidelines can direction a wild and random change context.

A driven transformation can be carried out by a specific and structured path that people can walkthrough. In this context, the HR leader becomes "chief employee experience officer." It means to deeply understand employees' needs and create with them the most suitable path to follow, maintaining an eye on how employees' actions and organizational culture are evolving, based on the collective intentional design, and continue to readjust.

Participatory Action Research can be beneficial for achieving a common vision because it engages a community in dialogue and opens a space for action to occur out of the research process. Starting from the collected insights, it is possible to build a shared journey to achieve the desired change objectives.

- Contextual interviews
- Documentary resources
- Organizational chart
- Contextual interviews
- Organizational chart
- Job description
- Aptitude test
- PowerPoint
- Contextual interviews
- Job description
- Aptitude test
- Calendar
- Word format
- PowerPoint

- Focus group
- Organizational metaphor
- Focus group
- Job description
- Focus group
- Organizational metaphor
- Focus group
- Behavioral manifesto
- Organizational metaphor
- Contextual interviews
- Ethnographic tools
- Performance management tools

- Co-design workshop
- Ecosystem Map (current state)
- User journey map (ideal state)
- Mind Map
- Co-design workshop
- Behavior Change Framework (A)
- Co-design workshop
- Behavior Change Framework (A)

- Co-design workshop
- Behavior Change Framework (A)
- Behavior Change Framework (B)
- Desktop walkthrough
- Co-design workshop
- Desktop walkthrough
- Contextual interviews
- Diary studies
- Behavioral Economics principles

VII.

*From images
to realities:
testing design
methods with
HR experts*



From a Design Workshop to a Design Work-Hop

The seventh chapter of the thesis deals with applying the design thinking tools and methods listed previously in a real organization. As mentioned above, last year, I carried out a curricular internship at SCR, a human resources selection agency and consultancy whose team collaborated with me for testing some specific techniques that came from the design approach and translated into the human resources field.

The HR agency allows me to develop some testing activities of the design thinking method for 8 hours, divided into two different working days. Both in mine and their imagination, these two days would have been organized as two workshops. The testing activities aimed to demonstrate that the integration between HR professionals' approach and a designer's tools and methods could provide meaningful results to impact the whole organization positively. In particular, we collaborated to investigate the actual adoption of a design thinking mindset to reach the change goal desired.

While I was arranging the first workshop's activities, I started to think that maybe it was not just a workshop. It could also be a kind of training course, a formation moment, a safe and activating space to call the employees into question about their perception of the workplace and people they interact with every day.

As a service designer, I consider workshops as co-design sessions or group work activities that include various actors involved in the provision or use of a service. All the participants are invited to discuss existing critical issues and identify possible solutions together, following a guided path.

On the other hand, the workshop's meaning for HR professionals is "a meeting in which people learn about a subject by discussing it or doing activities relating to it" (Cambridge Dictionary, n.d.). For example, they usually provide workshops on budgeting, marketing, or managing a business.

I thought that the activities I was planning for the testing phase of the design thinking methods and tools with the SCR team aimed to go beyond both mine and HR agencies' inclination of perceiving workshops. On the one hand, I have always arranged co-design sessions to investigate particular issues by different stakeholders' perspectives or ideate solutions by engaging people from different backgrounds. On the other hand, HR professionals usually structure specific training courses to improve people's hard and soft skills.

The activities I was designing overcame the learning and ideating aspects of the current processes for leading the participants toward the critical assumption of the organizational status quo and activating a deep and aware attitude to achieve the change's desirable goal.

So, I tried to reinterpret the service designers' and HR professionals' image of the current workshops' development: from a "Design Workshop" to a "Design Work-Hop". A Design Work-Hop allows people to hop toward an activating and aware comprehension of the organization's current state to positively change personal attitude and perspective about the ideal state to impact the whole organization.

Figure 1

The shift between the current perception of a Design Workshop and the new interpretation of a Design Work-Hop.

From▶ *To*

Leading the participants in the learning and solving process of a specific issue by discussing it or doing guided activities related to it.

Calling the participants into question to activate a positive impact on their attitude toward the organizational goal of change.



First Design Work-Hop: discover and define

The first Design Work-Hop activities arranged with the SCR team were structured to be carried out in four hours and were set at the HR agency's main headquarter in Ravenna, in the meeting and team-building room.

The participants to the first Work-Hop were six, and everyone represented a specific SCR's business unit or role. They were Stefania Suzzi, SCR Partner and main founder, Massimo Gaddoni, CFO and Operations Manager, Mario Longavita, Senior Consultant, Francesca Teodori, Marketing Project Manager, Francesco Fanesi, Recruiter, and Elena Baroni, Recruiter Intern.

The first Work-Hop aimed to realize an organizational scenario, an overall image of the current status quo describing SCR reality and covering the "Discover" and "Define" stages of the design thinking framework. The experience was designed to carry out a partial organizational analysis that highlighted the strengths and weaknesses characterizing SCR's reality. The final output should be generated collectively by the participants to the Work-Hop and sharable with all the other colleagues. So, It needed to be visual, tangible, and comprehensible.

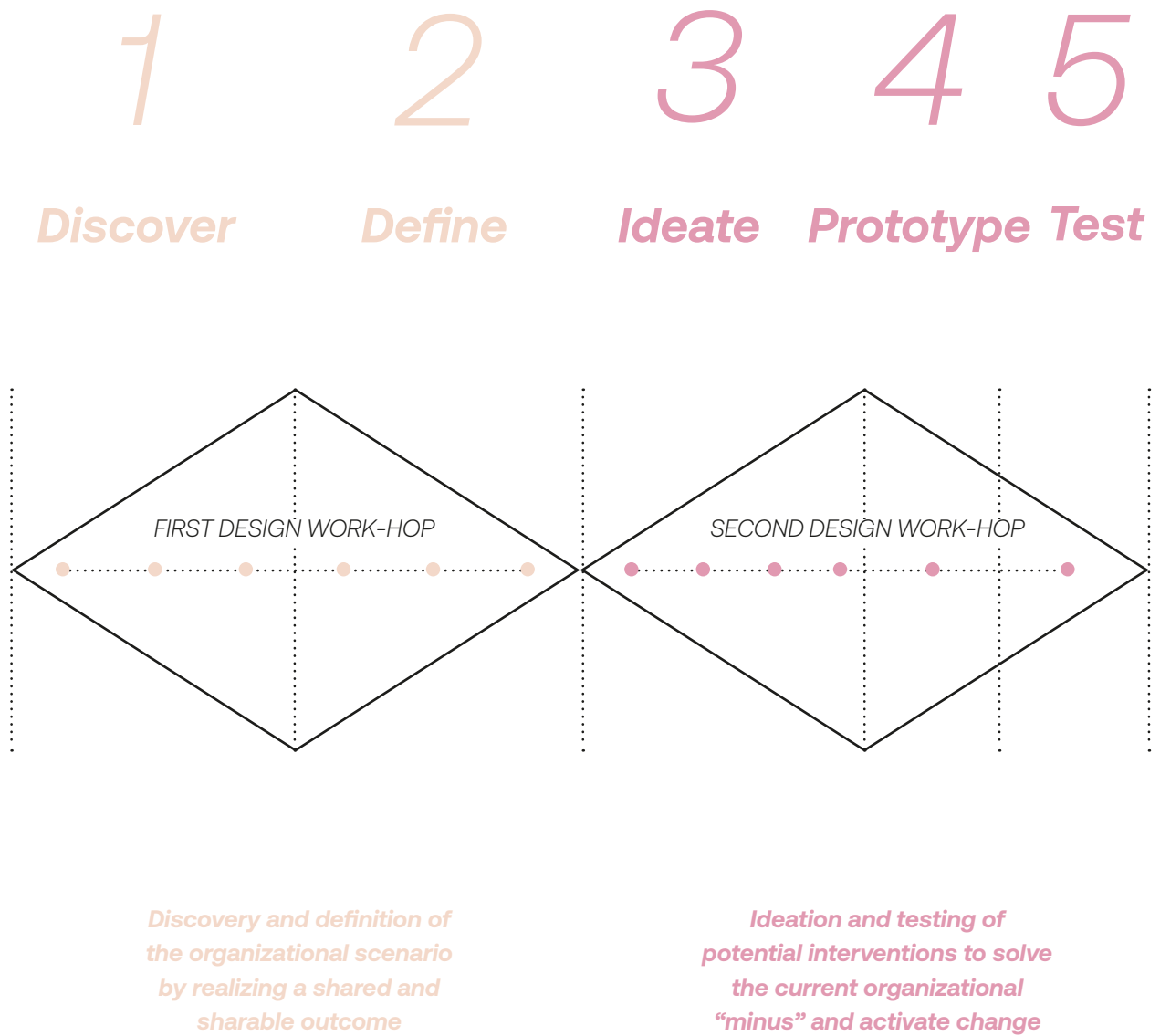
The first Work-Hop experience was designed, leading the participants through the exploration of SCR's positive and negative aspects by brainstorming all the elements that came to mind. Secondly, they could find some relations and nodes connecting the emerging strengths with specific weaknesses and vice versa.

As a result of the previous activity, the participants could create clusters about the organization's main intervention areas. The clusters were the starting points to create a map of the whole organization by adding pictures, quotes, and links that described the relationships and interactions between current organizational elements. The participants discovered how the culture and values followed by SCR were connected to the style of leadership, how the communication provided by SCR was linked to the internal and external relations established with several actors, and how the everyday workflow showed all the previously mentioned aspects.

Finally, they could visualize the current scenario describing SCR's reality as a meeting point between the several perspectives representing people who cover different positions and roles within the same organization.

Figure 2

The first Work-Hop covered the “Discover” and “Define” stages of the design thinking framework, while the second one covered the “Ideate,” “Prototype” and “Test” stages.



1

Discover

Firstly, the participants took their seats and received all the material necessary for carrying out the activities. I encouraged free expression and collaboration between colleagues with the “Yes, and...” warm-up exercise. The first activity started: the participants were asked to think about the last project they were involved in all together, and each of them played a specific role in achieving the final goal. They wrote the project’s name on a paper sheet placed in the center of the table.



Figure 3

The Design Work-Hop involved six participants in the meeting room of SCR headquarter.



Figure 4

The participants wrote down all the positive and negative aspects that emerged during a project.

The participants were divided into two groups: A and B. Keeping in mind the project positioned in the center of the table, the members of Group A were invited to write individually on different post-it all the strengths and positive aspects that emerged from the SCR team during the development of the project. On the other hand, the members of Group B wrote individually on different post-it all the limitations and negative aspects encountered by the team during the project.

Figure 5

The members of Group B wrote on blue post-it all the negative aspects about the project.

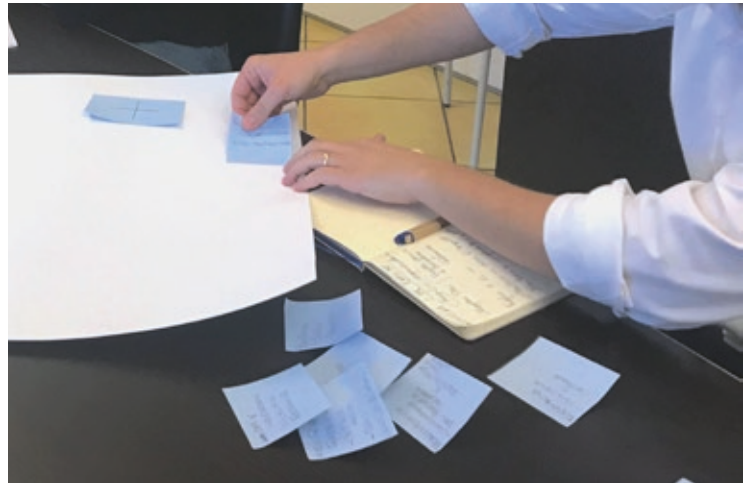


Figure 6

The members of Group A wrote on yellow post-it all the positive aspects about the project.



The following activity involved the participants sitting in front of a billboard previously divided into two sections, “+” and “-.” A member of Group A started the exercise by placing one of the written “plus” in the corresponding section. Consequently, a member of Group B replied by positioning a related “minus,” always keeping in mind the reference project. In reply, the members of Group A positioned another “plus.” The participants continued until they divided all the post-it into two sections.



Figure 7

All the negative and positive aspects highlighted by both groups were divided into two sections.



Figure 8

The team debated about the existing connections between all the emerged elements.

2 Define

All the repeated “plus” and “minus” were removed, and the team received five labels: “Leadership,” “Culture,” “Communication,” “Relationships,” and “Workflows.” The remaining “plus” and “minus” were arranged under the label to which they were related. If necessary, the participants could create additional groups by labeling them as they preferred. They discussed all together about the possible connections between each positive and negative post-it with the cluster of reference.

Figure 9

The team received the five clusters' labels and arranged them to describe SCR's reality.



Figure 10

The team clustered the negative and positive post-it, sketching the connections between them.



I gave a large paper sheet to the team where the previous keywords “Leadership,” “Culture,” “Communication,” “Relations,” and “Workflows” were already written and circled.

The participants were invited to add the other clusters and place the previous post-it around them. At this point, I encouraged them to sketch all the connections that linked each post-it to the others, identifying the relations between the highlighted clusters. Consequently, the participants received some newspapers and magazines about topics related to Human Resources, the field of work, or social issues. They could leaf through and cut them to enrich the written words with images, sentences, and clippings that could better describe previously expressed concepts.



Figure 11

The team leafed through some magazines and got clippards for their map.



Figure 12

The participants arranged the selected clippards on the SCR's map.

The participants could visualize the other eight maps representing possible organizations' scenarios. The maps described the 8 Morgan's organizational metaphors, and I briefly explained them to the team. Then, they were invited to vote for the metaphors that represent SCR's reality most. The participants collectively selected images and words from the chosen metaphors' map and add them to the SCR's one. At this point, I revealed the names of the eight maps representing an organization as a "Machine," "Brain," "Organism," "Cultural System," "Psychic Prison," "System of Politics," "Tool of Domination," "Flux/Transformation." Finally, the team gave a name to the SCR final scenario, generating the ninth organizational metaphor.

Figure 13

The team visualize Morgan's eight organizational metaphors.



Figure 14

Everyone voted the map that mostly represented SCR's reality.





Figure 15

The most voted map was “an organization as an Organism.”

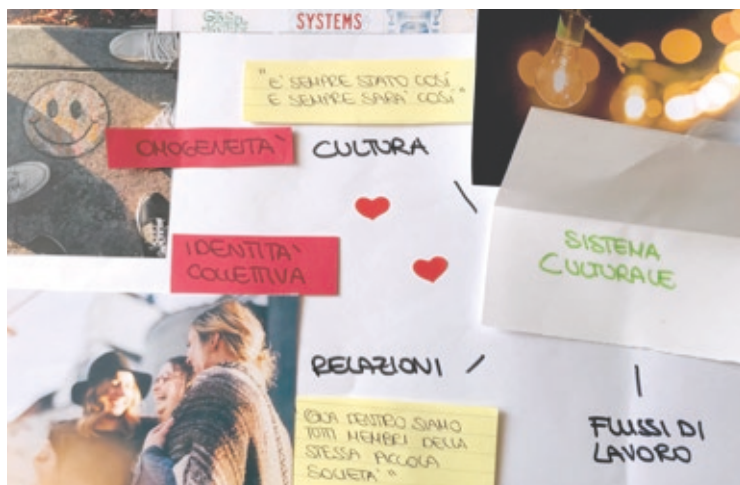


Figure 16

The second most voted map was “an organization as a Cultural System.”

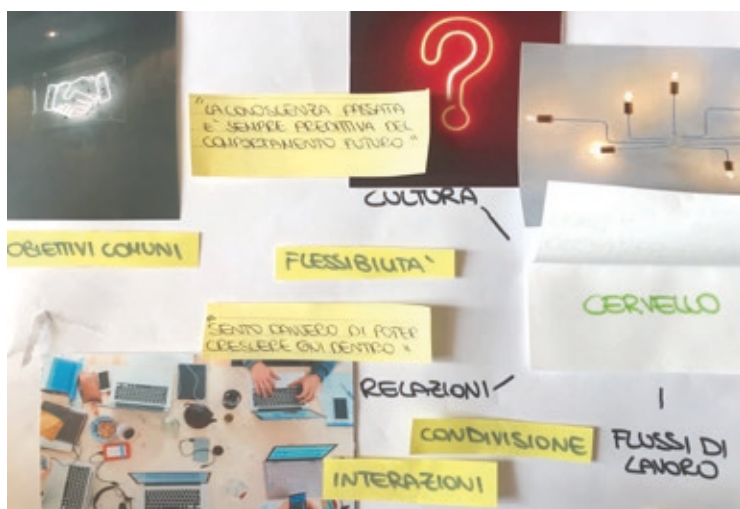


Figure 17

The third most voted map was “an organization as a Brain.”

Figure 18

The participants added images and quotes from the voted maps to that one representing SCR's reality.



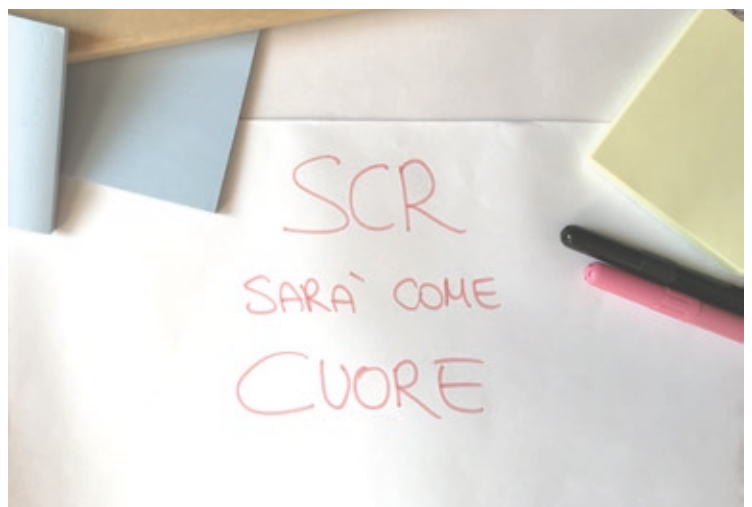
Figure 19

The team attached the final SCR's mind map to the wall of the meeting room to share it with the colleagues.



Figure 20

The participants defined the metaphor that better described SCR's reality.





Second Design Work-Hop: ideate, prototype, test

Like the previous one, the second Design Work-Hop activities arranged with the SCR team were structured to be carried out in four hours and were set at the HR agency's main headquarter in Ravenna, in the meeting and team-building room.

In this case, the participants were the same as the first Design Work-Hop representing the main SCR's business units and job positions. They were Stefania Suzzi, SCR Partner and main founder, Massimo Gaddoni, CFO and Operations Manager, Mario Longavita, Senior Consultant, Francesca Teodori, Marketing Project Manager, Francesco Fanesi, Recruiter, and Luca Lolli, Recruiter Intern, who covered for Elena Baroni, Recruiter Intern too.

The second Work-Hop aimed to ideate and put in practice possible interventions adopted by the SCR team to bridge the gap between the current organizational "minus" and the ideal state of change. The second experience was designed to generate shared and noticeable parameters to measure their applicability to success. Therefore, the second Design Work-Hop covered the "Ideate," "Prototype," and "Test" stages of the design thinking framework.

The experience aimed to transform SCR from an organization as an "Organism," "Brain," and "Cultural System" to the new metaphor of SCR as a "Heart."

The second Work-Hop experience was designed, leading the participants to ideate possible behavioral interventions to fill the gap between the current and the ideal leadership style. In this regard, Stefania, SCR's partner and founder, was the only one to perceive change as inner creativity. The other employees answered to demands came from the external environment or Stefania.

From this assumption, the participants were led in a service blueprint development about a real project carried out by the team.

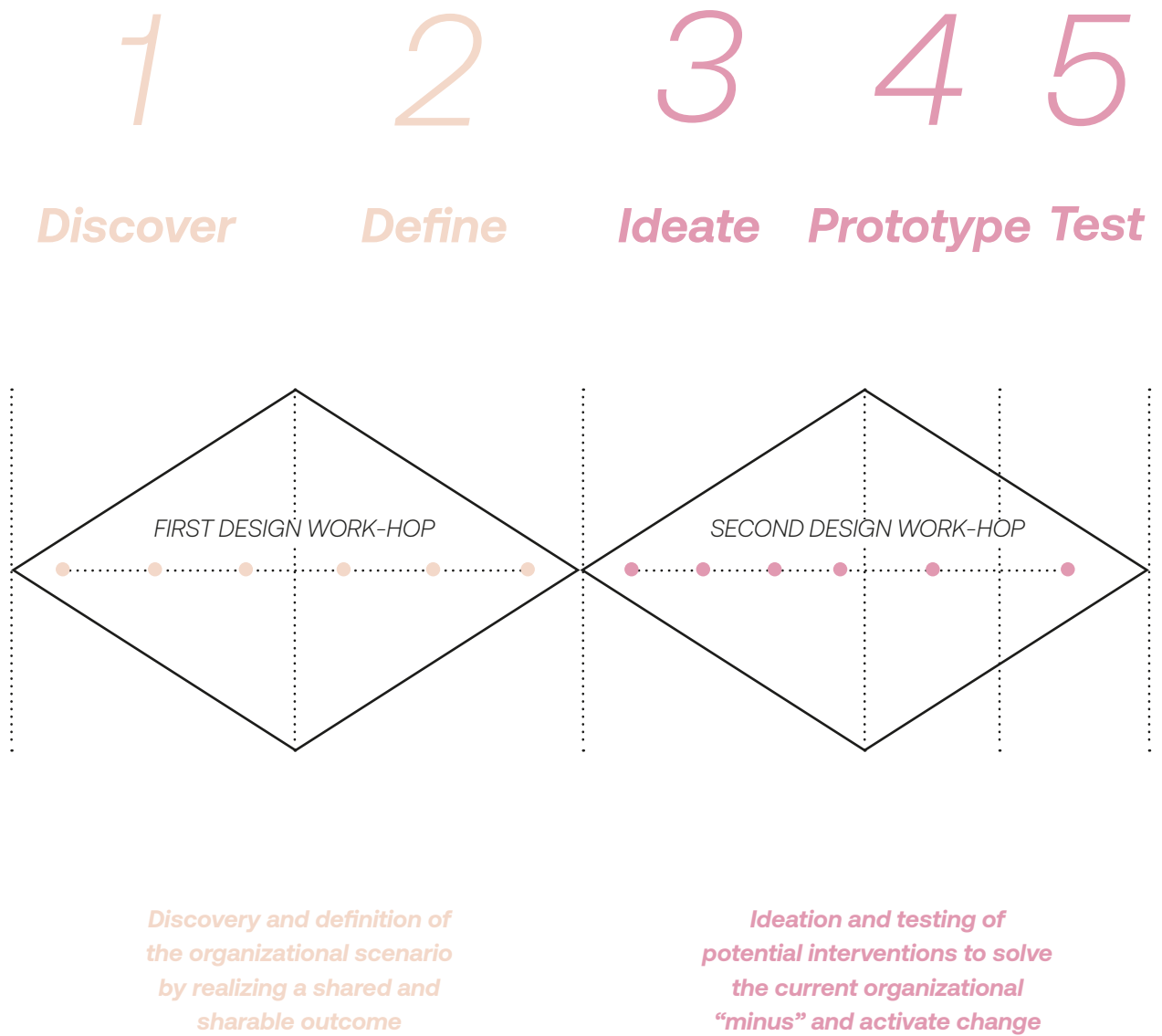
They went through the realization of the "Activities," "Actors," and "Behaviors" sections to describe the current leadership approach.

As a result of the previous activity, the participants translated the identified activities behaviors into a new leadership style. The new behaviors represented the ideal approach to SCR's change, leading to a more creative initiative.

The second Design Work-Hop finished with a roleplaying activity, and the participants could put into practice the defined behavioral interventions.

Figure 2

The first Work-Hop covered the “Discover” and “Define” stages of the design thinking framework, while the second one covered the “Ideate,” “Prototype” and “Test” stages.



3 Ideate

The participants took their seats and the first activity started: the participants were asked to answer individually to the question: “What is the change for you?”. Everyone wrote the answer on a post-it and shared it with the team. At this point, they were invited to join all the answers to create a unique change’s definition representing SCR’s vision.

The debate highlighted some differences: Massimo, Mario, Francesco, Francesca, and Luca agreed SCR tended to change as a reaction to external impulses, while Stefania, founder of the company, highlighted the creative aspect. The current definition of change for Stefania represented the ideal state of change for the other teammates.

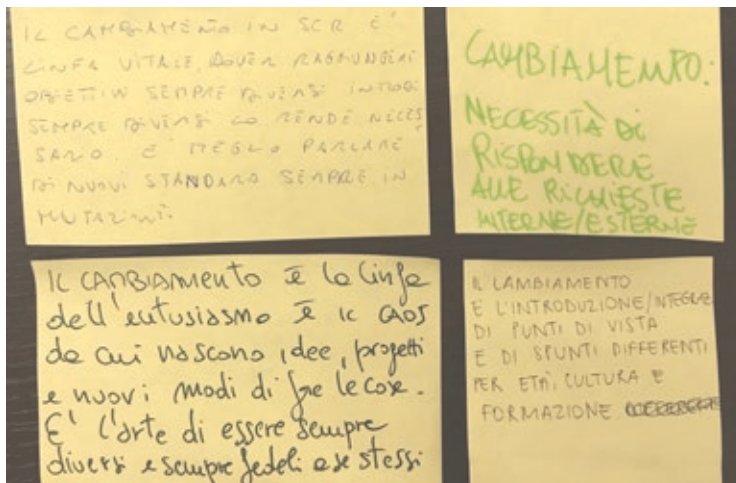


Figure 21

Some of the participants’ definitions of the change describing SCR’s reality.

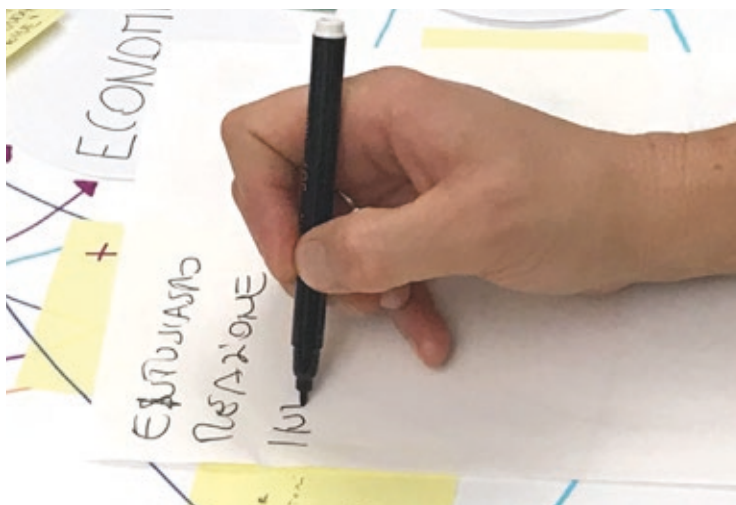


Figure 22

The shared keywords describing SCR’s approach to the change.

Figure 23

SCR's current metaphors and shared definition of change.

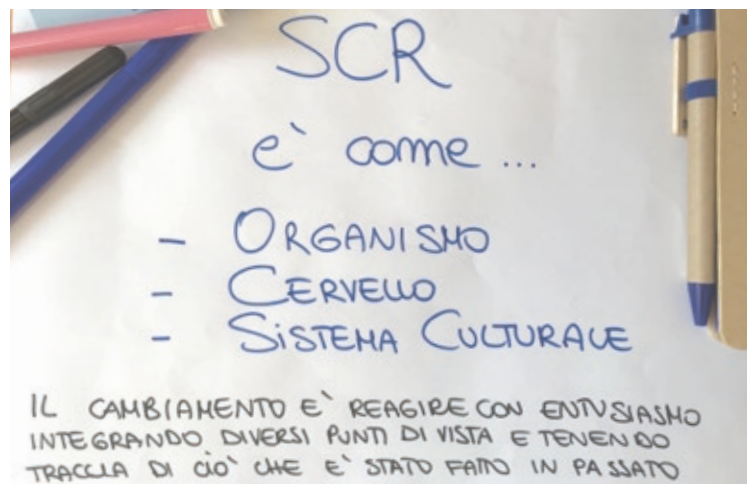
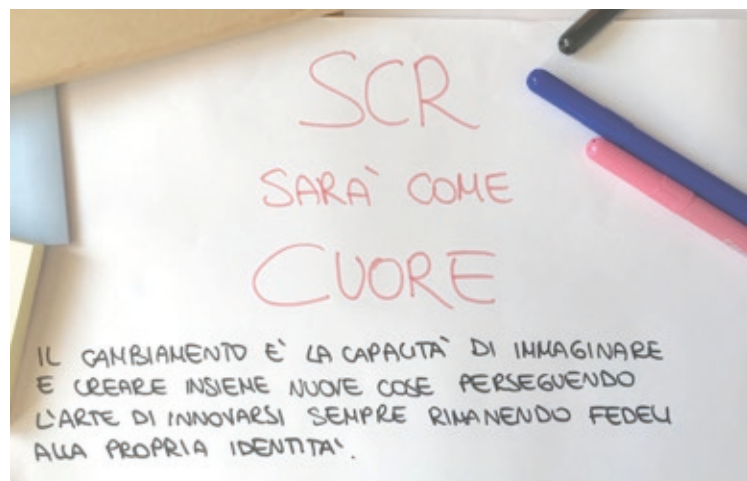


Figure 24

SCR's ideal metaphor and desired approach to change.



The second activity focused on encouraging the participants to think and debate about the reasons supporting the gap between the current and the ideal approach to change.

The team was invited to look at the mind map describing SCR's reality realized during the previous Design Work-Hop. They immediately identify a massive problem in the leadership cluster, with a higher number of yellow post-it (negative aspects).

Stefania, SCR's partner and founder, was the only one to perceive change as inner creativity while the other employees answered to demands came from the external environment or Stefania.



Figure 25

SCR's mind map realized during the previous Design Work-Hop.



Figure 26

"Leadership" cluster shows the higher number of negative aspects (yellow post-it).



Figure 27

The light bulb was attached to the map by Stefania and colored black to represent the SCR's current state of creative initiative.

The participants were invited to think about a project in which everyone played a specific role in achieving the final goal. Each one chronologically divided the activities carried out during the project and wrote them on a differently colored post-it assigned to each participant. The stages outlined individually by the participants were joined chronologically in the “activities” section of a service blueprint.

The team proceeded by completing the “actors” section. The participants received labels with their names and positioned them under the activities they carried out. Secondly, they wrote the name of other actors involved in each stage.

Finally, each one wrote on a different post-it all the behaviors representing the leadership style he/she embodied during the project’s development.

They were clustered in interactions with the client and with the team.

Figure 28

The service blueprint developed by the team during the meeting.



Figure 29

The “Activities” and “Actors” sections of the service blueprint.



4 Prototype

At this point, the participant continued to fill the template. It contained three different sections titled “personal objective,” “behavior to be adopted,” and “signal of success.”

Individually, each one wrote her/his personal goal of change by adopting a specific behavior and verifying the real result with an observable signal of success. After the individual part of the activity, the team shared all the written success metrics for the behavioral intervention to achieve the ideal state of creative initiative.

Figure 32

“How I am acting” and “How I desire to act” sections of the individual template.

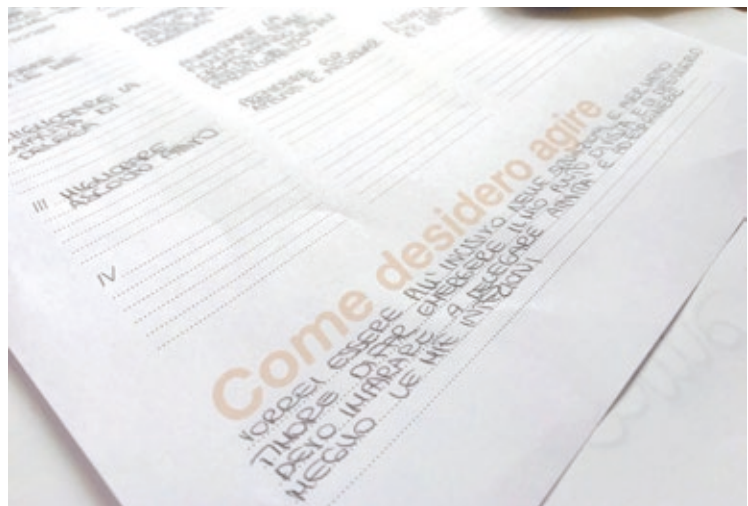


Figure 33

Each “personal objective” is achieved adopting a particular behavior and getting an observable signal of success.



5 Test

The participants were invited to think about a real situation where they did not behave following SCR's ideal leadership style. They started to talk about the mindfulness training course Stefania proposed them to do during their off-hours. The team was encouraged to have a real conversation about the issue, but everyone had to behave following the previously filled template. Stefania had to remain open to others' ideas, while the employees had to give creative solutions based on solid opinions to attend the course during their work schedule. The conversation led to an agreement: they invited the mindfulness course trainer during the already fixed session of team building the next week.



Figure 34

Role play: Stefania confirmed her stance about the course but listening to the colleagues' ideas.



Figure 35

Role play: Francesco and Mario suggested solutions to attend the course during the work schedule.

The Design Work-Hop experience's process

The overall Design Work-Hop experience highlighted important insights about integrating a designer's methods and tools within the current human resources intervention processes.

The first Design Work-Hop aimed to realize an organizational analysis of SCR's reality. It was carried out without the standard HR templates, aptitudes test, organizational chart, and job descriptions. Human resources agencies' tools were replaced by creative, visual, and shareable tools from the design thinking field.

The co-design workshop participants were the creators of the tools adopted to achieve the desired and pre-established outcomes. No templates were pre-set but co-created by the participants during the activities development.

On the other hand, the second Design Work-Hop aimed to ideate and implement potential behavioral interventions to fill the current and ideal leadership style gap. In fact, it was identified as the main problem's arena supporting the SCR's reactive approach to change, instead of the creative one.

The next pages show the overall Design Work-Hop experience structured in the design thinking stages and following the double diamond model's divergence and convergence aspects. The first Design Work-Hop covered the "Discover," and "Define" stages, while the second one covered the "Ideate," "Prototype," and "Test" stages. At the end of the first Work-Hop SCR team could visualize their organizational scenario built on the combination of three Morgan's images: "Organism," "Brain," and "Cultural System."

Having outlined the metaphors describing SCR's reality, the second Design Work-Hop was structured, integrating the most suitable tools for the images identified by the participants and investigated in the previous chapters.

The overall Design Work-Hop experience aimed to achieve an evolution of SCR's approach to change from the reaction to external impulses to the creation of innovative interventions and processes. The first Design Work-Hop integrated explorative, collective, and visual tools, while the second one focused on more structured and sequential tools. Exploration and visualization helped the participants to easily define the problem's arena, while the activities and processes frameworks led them toward the ideation of meaningful and measurable behavioral interventions.

From organization as an Organism, Brain and Cultural System

The first Design Work-Hop defined SCR's organizational scenario. It was identified in the combination of three of Morgan's images: Organism, Brain, and Cultural System.

"Change is reacting with enthusiasm by integrating different points of view and keeping track of everything that has been done to get here."

Step

The six participants represented a specific SCR's business unit or job position:

- Stefania: Partner and founder
- Massimo: CFO & Operations Manager
- Mario: Senior Consultant
- Francesca: Marketing project Manager
- Francesco: Recruiter
- Elena: Recruiter Intern

Substep

The chronological sequence of the participants' tasks to the Design Work-Hop and led by the service designer. The substeps are structured in order to achieve the step's desired outcome.

- The participants took place, and received all the necessary to carry out the activities.
- Collaboration and free expression were encouraged.
- The facilitator invited the participants to think about the last project they were involved in all together.
- The answer was written on a paper sheet.

- The participants were grouped into two different teams: A e B.
- The members of Group A wrote on a different post-it all the positive aspects emerged during the mentioned project.
- The mebers of Group B wrote on a different post-it all the negative aspects emerged during the mentioned project.

- A billboard was previously divided into two sections: "+" and "-."
- A member of Group A started the exercise by placing a written "plus" in the corresponding section.
- Consequently, a member of Group B positioned a related "minus."
- They continued until all the post-it were place into two sections.

- The repeated "plus" and "minus" were removed.
- The remaining ones were arranged under five labels: "Leadership," "Culture," "Workflow," "Communication," and "Relationships."
- If necessary, the participants could create additional clusters.
- They debated about the connections between each "plus" and "minus".

- The team received a big paper with the five clusters written on it.
- They added the other clusters and placed all the post-it around them.
- The team sketched the connections linking the post-it and clusters.
- They received some magazines about social and working issues for adding clippards to the SCR's map.

- The facilitator showed eight mind maps representing the eight Morgan's images.
- The participants voted the map that described SCR's reality most.
- The team selected pictures and quotes from the most voted mind map and add them to SCR's one.
- The team named the SCR final scenario, creating the ninth Morgan's metaphor.

1 Discover

2 Define

Divergence

Convergence

FIRST DESIGN WORK-HOP

I. The facilitator prepared the room, and the participants were engaged.

II. The participants explored the existing knowledge and perception of SCR's reality by mapping different points of view.

III. The actors shared and discovered SCR's reality, highlighting both positive and critical aspects that gave an overview of the organizational context.

IV. The participants synthesized the "Discover" phase's outputs and identified the most significant issues.

V. The participants structure and visualize the main aspects of SCR's reality.

VI. The participants got awareness of SCR's reality and defined the organizational scenario.

3

Ideate

Divergence

4

Prototype

Convergence

5

Test

SECOND DESIGN WORK-HOP

VII. The team identified the current and ideal approach to change.

VIII. They got awareness of the reasons supporting the gap between the current and ideal state.

IV. The participants translated SCR's "Leadership" current style in real adopted behaviors.

X. The participants translated SCR's "Leadership" current behaviors into the ideal "Leadership" behaviors.

XI. The participants declined the ideal "Leadership" style into individual interventions and behavioral solutions.

XII. The participants put into practice the behavioral interventions in a real situation.

- The participants took place, and received all the necessary to carry out the activities.
- Everyone answered the question, "what is the change for you?".
- The team shared the definitions and joined all the answers to create the SCR's unique vision of change.
- The debate highlighted the SCR's current approach to change and the ideal state to pursue.

- The team was invited to look at the SCR's mind map.
- They identified the area with a higher number of negative post-it: the "Leadership" cluster.

- The team selected a shared project.
- Each one divided the activities done.
- The activities were arranged chronologically, highlighting the actors involved.
- Everyone wrote the behaviors showing the "Leadership" style during the project.

- Each one wrote ideal behavioral interventions for each "Leadership" activity.
- Everyone received a template and defined "How I am acting" and "How I desire to act", translating the project's interventions into individual change's goals.

- The participants continued to fill the template writing their personal goal of change.
- Secondly, they identified the specific behavior to achieve the individual goal.
- Finally, everyone formulated an observable signal of success to verify the result's achievement.
- The team shared the written success metrics.

- The participants were invited to think about a real situation where they did not behave following SCR's ideal leadership style.
- The team was encouraged to have a real conversation about the issue by behaving following the previously filled template.
- The participants played their role and found a creative solution to agree with all the actors involved.

To organization as a Heart

From Organism, Brain, and Cultural System, SCR aimed to become an organization as Heart, pursuing an inner and creative approach to change.

"Change is the ability to imagine and create new things together, pursuing the art of knowing how to innovate, remaining faithful to our identity."

From organization as an Organism, Brain and Cultural System

The first Design Work-Hop defined SCR's organizational scenario. It was identified in the combination of three of Morgan's images: Organism, Brain, and Cultural System.

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Step

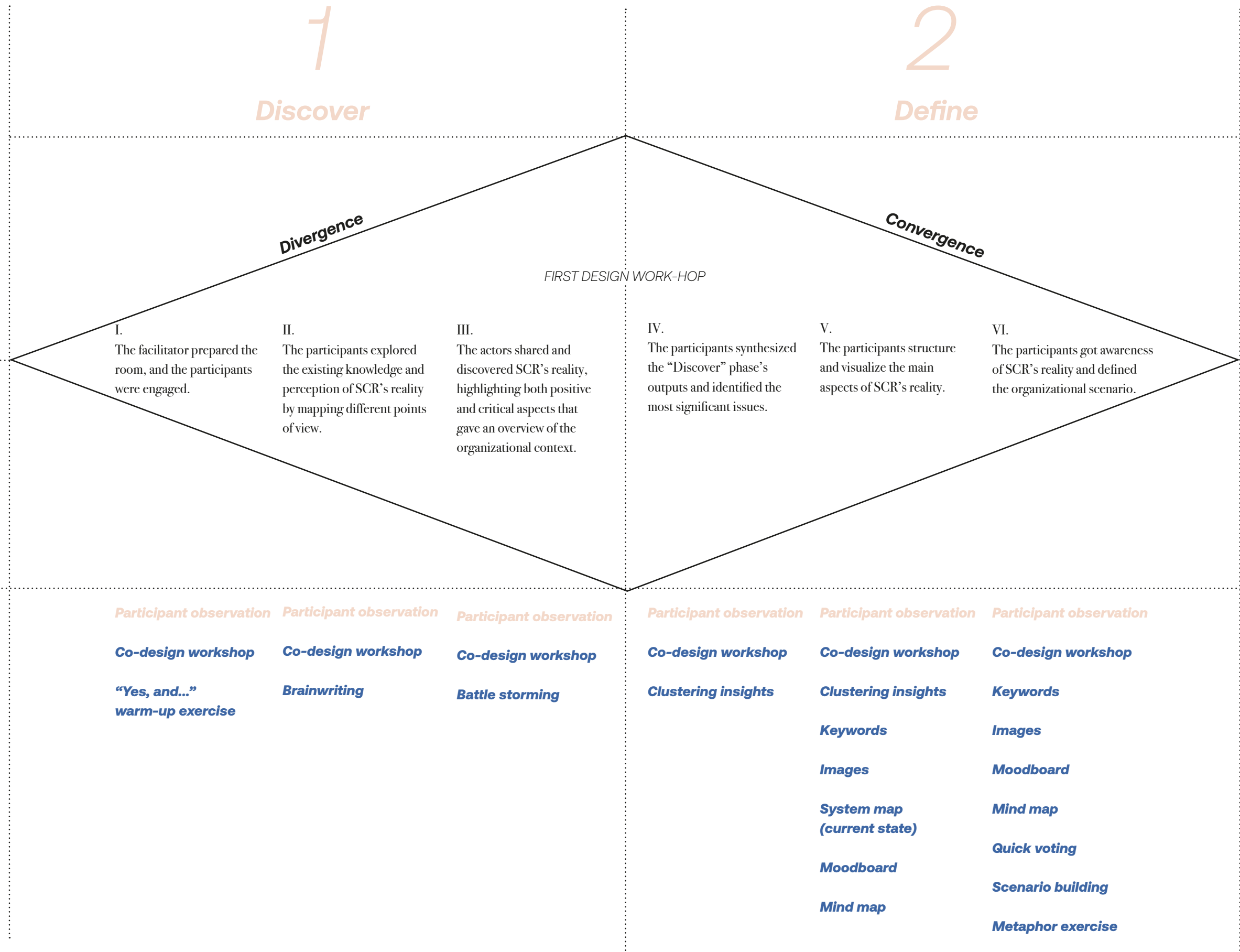
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Tools

The tools used during the first and the second Design Work-Hop came from the design context analysis. They are clustered in need-finding tools, activating tools, idea-generation tools and idea-testing tools. The tools applied in the second Design Work-Hop were selected from those identified in organizations as an Organism, a Brain, and a Cultural System.

- Need-finding
- Activating
- Idea-generation
- Idea-testing



3

Ideate

4

Prototype

5

Test

Divergence

Convergence

SECOND DESIGN WORK-HOP

VII. The team identified the current and ideal approach to change.

VIII. They got awareness of the reasons supporting the gap between the current and ideal state.

IV. The participants translated SCR's "Leadership" current style in real adopted behaviors.

X. The participants translated SCR's "Leadership" current behaviors into the ideal "Leadership" behaviors.

XI. The participants declined the ideal "Leadership" style into individual interventions and behavioral solutions.

XII. The participants put into practice the behavioral interventions in a real situation.

Participant observation

Co-design workshop

Focus group

HMW question

Scenario building

Participant observation

Co-design workshop

System map (current state)

Mind map

Moodboard

Clustering insights

Participant observation

Co-design workshop

User journey map (current state)

Service blueprint (current state)

Participant observation

Co-design workshop

User journey map (ideal state)

Service blueprint (ideal state)

Theory of Change map

Participant observation

Co-design workshop

User journey map (ideal state)

Service blueprint (ideal state)

Theory of Change map

Success metrics

Participant observation

Co-design workshop

Role playing

Success metrics

To organization as a Heart

From Organism, Brain, and Cultural System, SCR aimed to become an organization as Heart, pursuing an inner and creative approach to change.

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