

ENGAGING EMPLOYEES WITH THEIR ORGANIZATION'S VISION

using visual storytelling

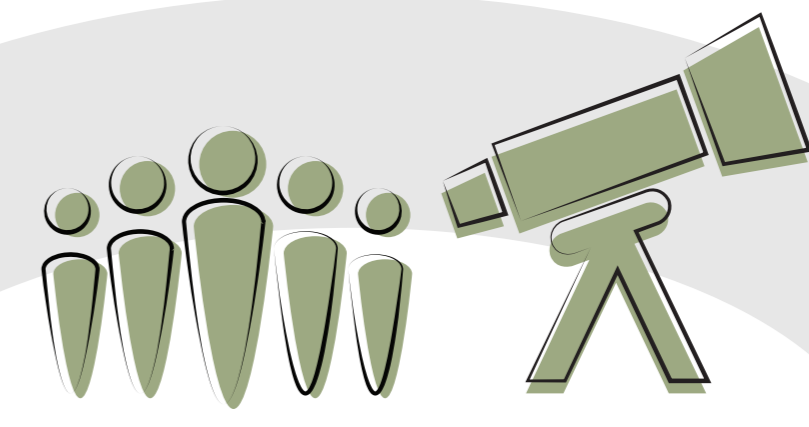
This graduation has been done in collaboration with P2 Strategy (P2S). P2S is the Strategy department of P2, a consultant in project-, process- and portfolio management. The final design is created for P2S to use.



Organizations are competing in a complex and dynamic environment (Tellis et. al., 2009)



Need for innovation by employees in line with the organization's vision & strategy (Le Breton, 1965; Gumusluoglu & Ilsev, 2009)



However, employees don't have a clear idea what their organization's vision is & how to implement it daily (Kaplan & Norton, 2005)

THE STUDY

The study consists of interviews and observations with the innovation consultant, and interviews with employees of a former client.



Internal Analysis (P2S)



External Analysis (former client)



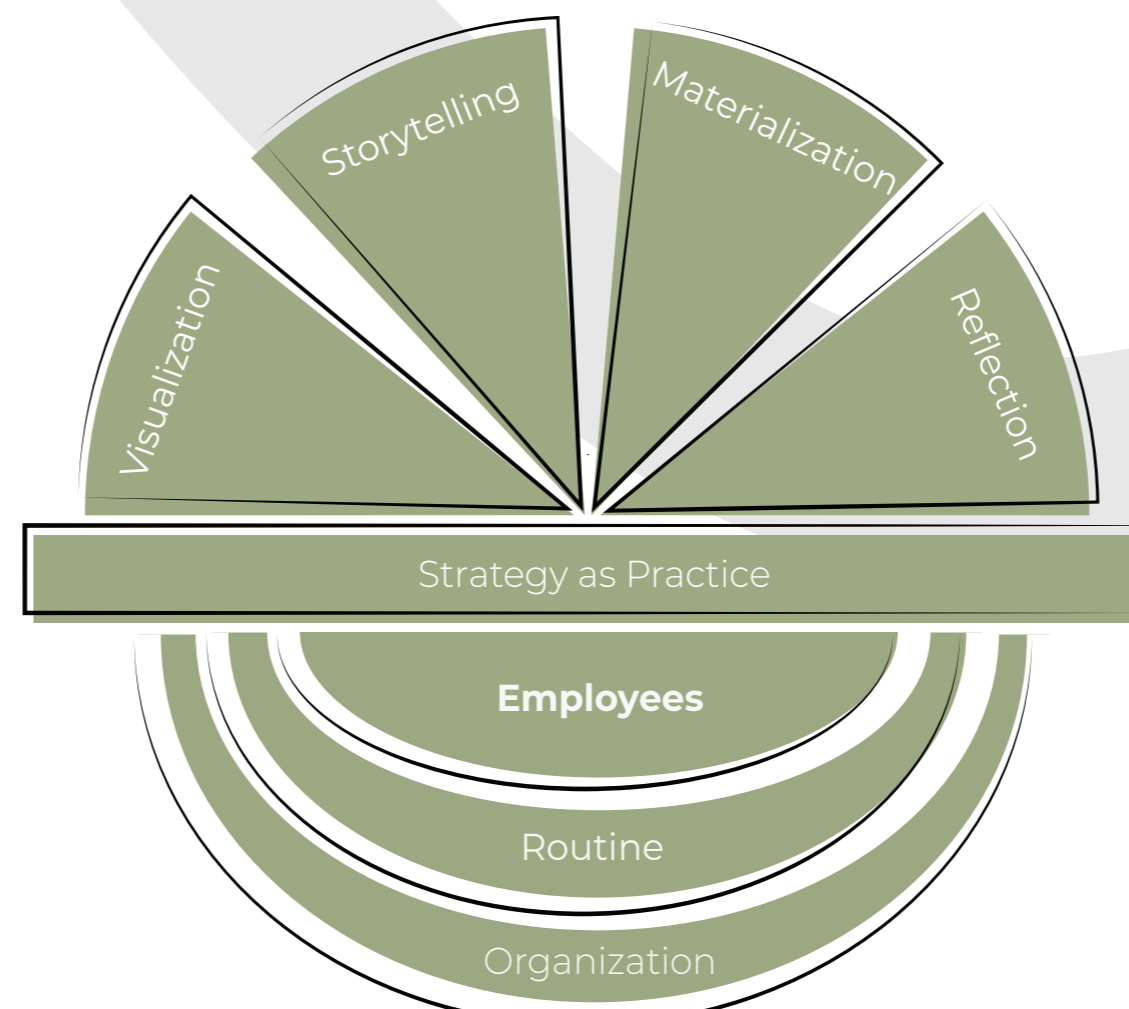
Interviews with 4 team members



Observations of the team



Interviews with 7 employees



Theoretical Framework as base for the study



Gap in knowledge: linking design and organization literature

Research Question:

"How to enable P2S (innovation consultancies) to get their clients' employees to better understand, be motivated about, and apply the vision and strategy into their daily work?"

Design direction:

designing a toolkit which can be used by P2S during workshops.

THE KEY THEORIES

Derived from literature.

- 1 Corporate culture and leadership are crucial factors for successful strategy implementation. These can be addressed by linking personal values of employees (leaders) to the vision.
- 2 Routines need to change for successful strategy implementation. This can be done by mapping out the routine and reflecting on it.
- 3 The vision should be shared in a storytelling manner in order for employees to understand and be engaged with the vision.
- 4 Design skills (storytelling, visualization, materialization) can help with these theories.

Tested in practice during the study...

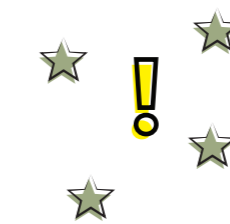
THE KEY FINDINGS

Derived from the analyses.

- 1 P2S (innovation consultancies) should focus more (explicitly) on strategy implementation during the process, by addressing routine change and incorporating reflection.
- 2 The most valuable part of the strategy process for employees is the journey (creating a new mindset), not the outcome. Personal attention and appreciation is needed to collectively reach a new mindset.
- 3 Employees aren't consciously aware of their values. They need help in making the values explicit.
- 4 The P2S team (innovation consultancies) can't properly reach the goal of employee engagement, without first changing their own routine.

P2S (innovation consultancy)

Visual Storytelling Toolkit



client's employees ('content team' leaders)



1. Retrieves personal values



2. Explains the vision in a storytelling manner



3. Links personal values to the vision



4. Playful idea exploration



5. Reflects on strategy implementation progress

The **Visual Storytelling Toolkit** is divided in five steps to be executed in a workshop with the 'content team' leaders, facilitated by P2S.

Z.S. Dankfort
The Visual Storytelling Toolkit: Engaging employees with their organization's vision
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MSc Strategic Product Design

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