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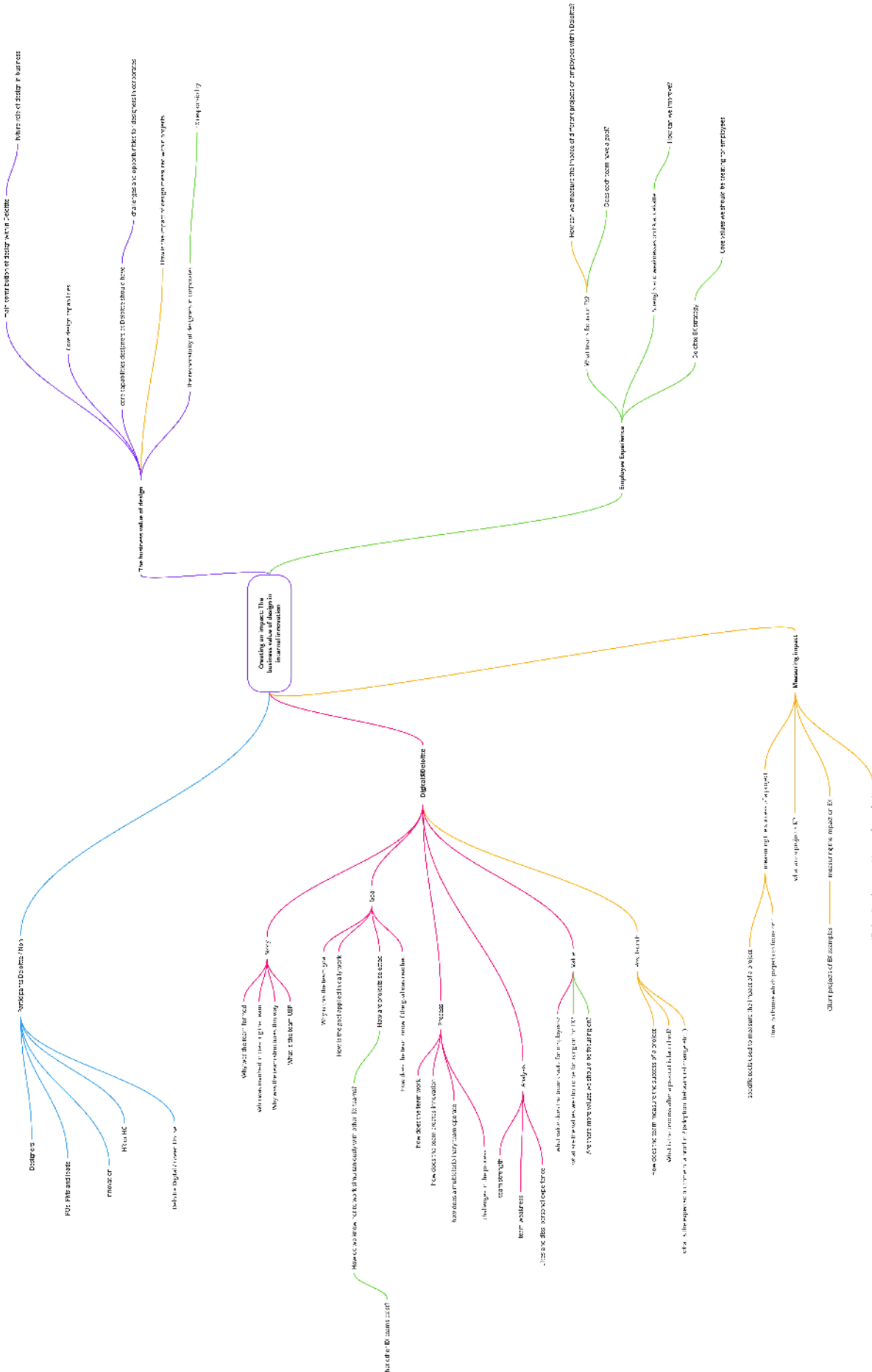
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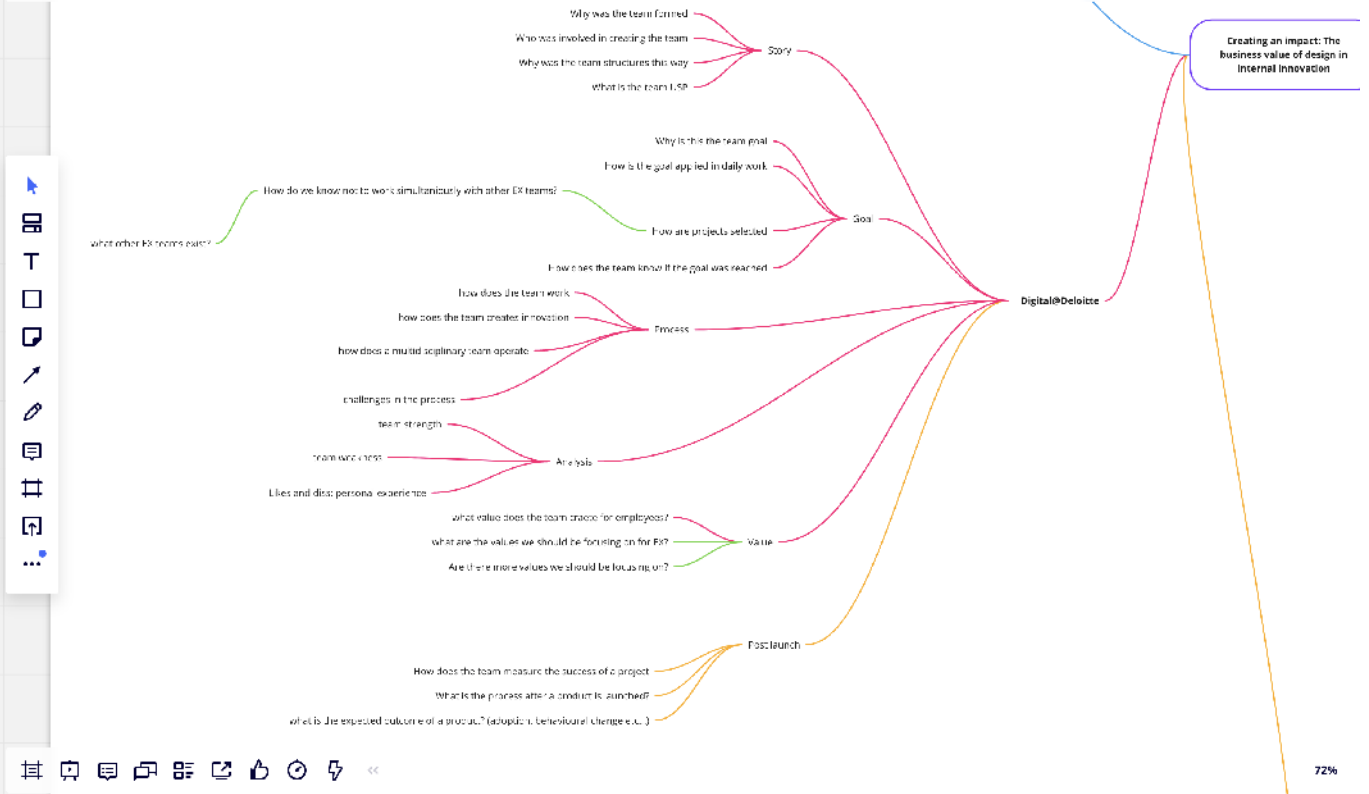
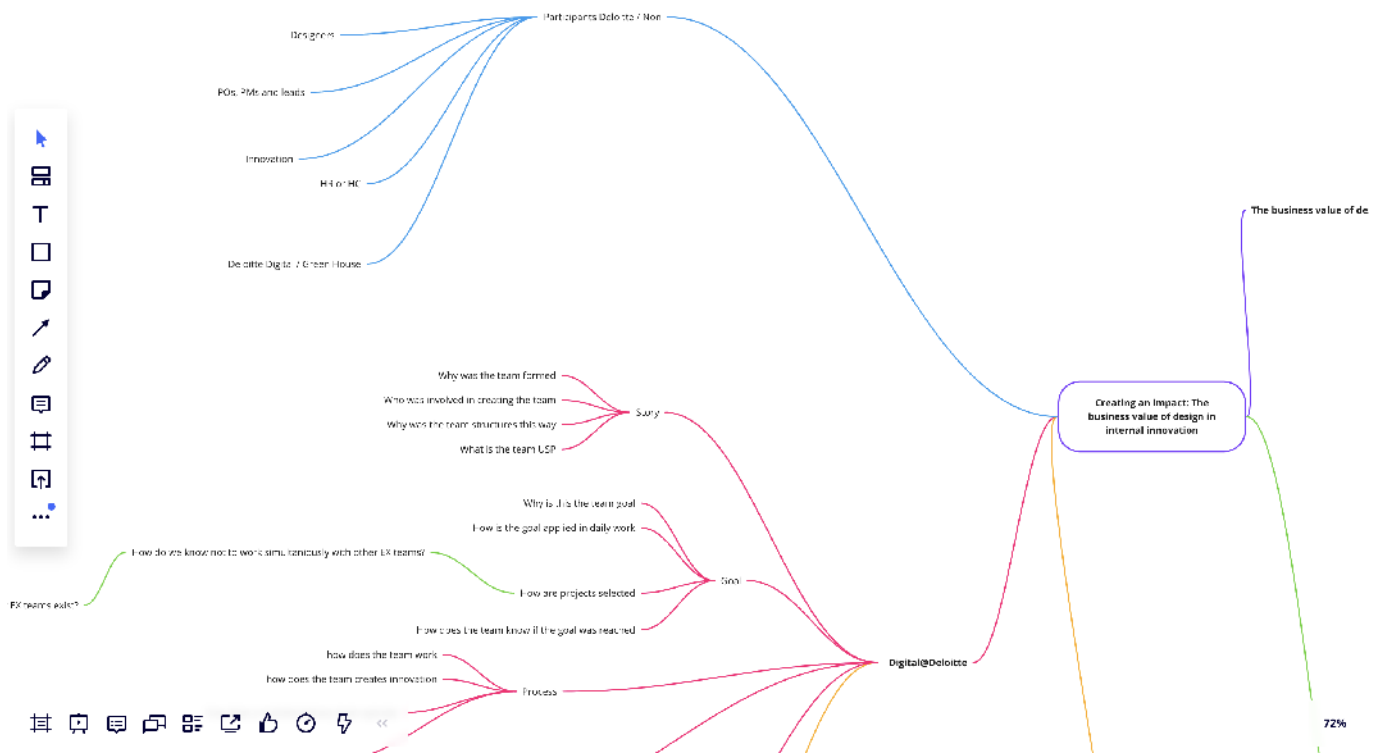
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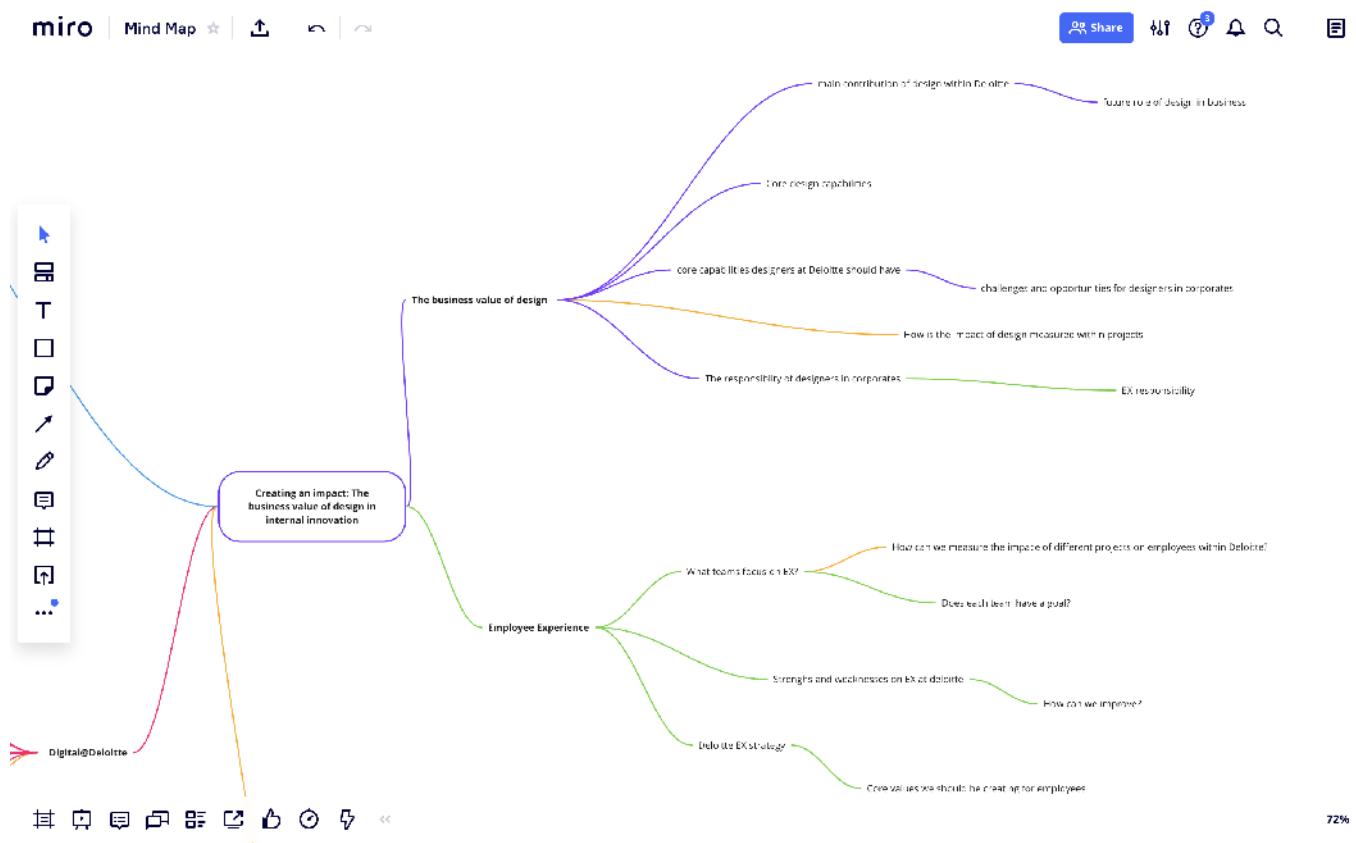
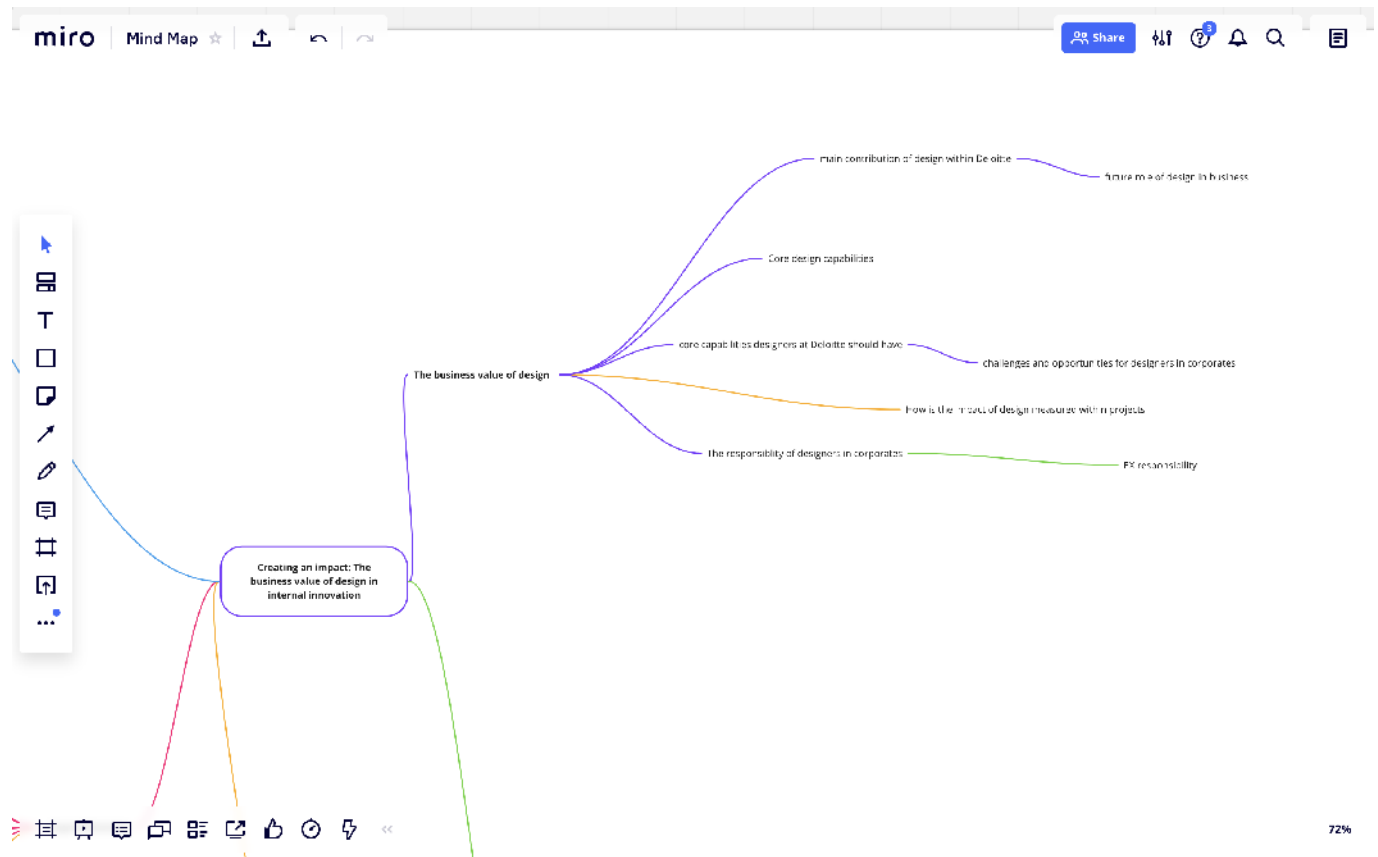
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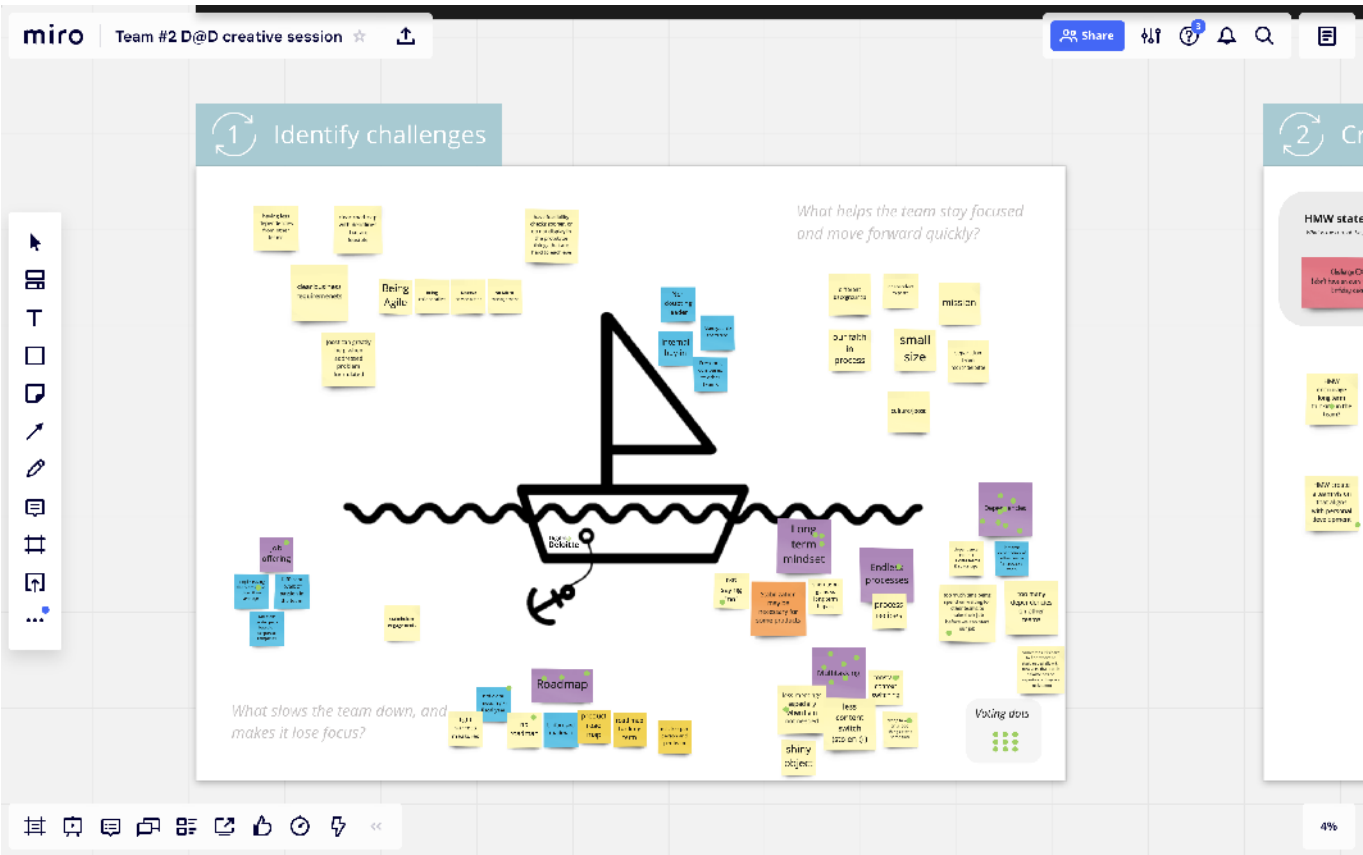
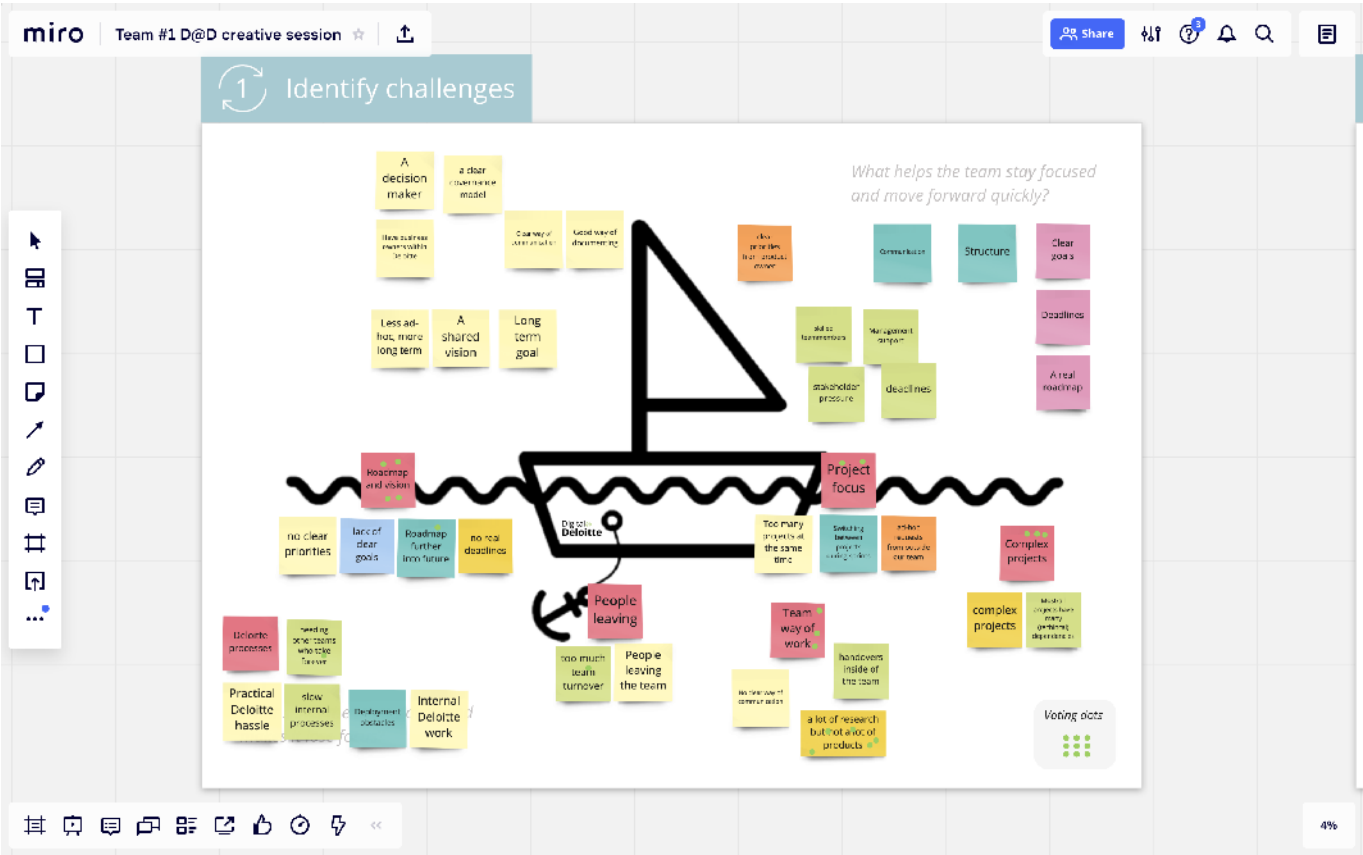
APPENDIX 1 | MIND-MAP







APPENDIX 2 | CHALLENGES FROM RESEARCH WORKSHOPS



APPENDIX 3 | FULL CARD DECK

#1


D@D team goal

Using new technology

Can this opportunity enable us to experiment with a new technology as a team?

CREATIVE EXERCISE

Think of two technologies we want to use as a team, and try to force fit them with this opportunity



Force fit is a creative method to spark innovative ideas by combining two seemingly unrelated elements

Digital
Deloitte

#1

#2

EX Goal

Sense of belonging

Sense of belonging was rated as a top employee experience trend for 2020 in Deloitte human capital report

HOW?

Can this enable employees to:

1. Feel respected and treated fairly
2. Be connected to people and teams
3. Contribute to meaningful work



*According to Deloitte's 2020 HC report, these are the three attributes that can foster a sense of belonging

Digital
Deloitte

#2

#3


Business value

Measurable Targets

As a team we want to prove our business value by measuring our success. Could this opportunity produce measurable targets?

MAKE AN ASSUMPTION

Try to come up with two numeric KPIs that can be measured to prove the success of this opportunity



Key Performance Indicator (KPI) examples: Number of users, Time saved, Employee satisfaction

Digital
Deloitte

#3

#4


D@D team goal

Inspire Deloiters

As a team we want to inspire our colleagues by sharing the ways we operate, collaborate and create innovation

DISCUSSION POINT

How can this opportunity enable us to inspire other Deloiters?



Tip: think about methods, tools and innovative approaches we use as a team that might not be familiar for other Deloiters

Digital
Deloitte

#4

#5

EX Goal

Feeling Valued

Research indicates that there is growing desire of employees to be understood as individuals, and valued for who they are

 **TOP GOAL**
Feeling valued was rated as a top EX goal by the D@D team and trend reports for 2020

DISCUSSION POINT

How can this opportunity help employees feel valued for who they are and what they contribute to Deloitte?



Tip: Consider soft and hard skills that can be acknowledged. Ex: Resilience, sensitivity, good communication skills, time management, being a good team player etc

Digital
Deloitte

#5

#6


Business value

Deloitte eNPS

The employee Net Promoter Score (eNPS) measures how likely is an employee to be an ambassador for the company by recommending it as a workplace to others

DISCUSSION POINT

Can this opportunity encourage Deloiters to promote Deloitte in their professional and personal network as a desired workplace?



WHY IS IT IMPORTANT?
eNPS score is a reflection of employee satisfaction. Numerous studies have found a strong correlation between high Net Promoter Scores and company revenue

Digital
Deloitte

#6

#7

D@D team goal

Increase Adoption

As a team we want to create a product that will be used by more than 1000 Deloiters in NL on a daily basis

MAKE AN ASSUMPTION

How many Deloiters would potentially find value in this opportunity?



TIP: Is it relevant to all Deloiters? Is it only usable by a specific group? Is there any data on number of potential users? Try to guess the users group size: small / medium / large

Digital Deloitte #7

#8

EX Goal

Well Being

Well being is proven to have direct impact on retention as well as organizational performance.

TOP GOAL
Rated as a top 2020 trend in Deloitte HC survey

DISCUSSION POINT

Can this opportunity enable us to design for well being? Consider the work itself as well as the programs adjacent to it



READINESS GAP
"Well-being had the largest gap between importance and readiness across this year's trends" (HC 2020 trend report)

Digital Deloitte #8

#9

Business value

Scalable Solutions

As a team we want to create scalable solutions that grow with time. We aspire to create solutions that are relevant to many employees, in the Netherlands and in NSE

DISCUSSION POINT

Can this opportunity be relevant to Deloiters outside NL? Could it scale over time to create a bigger impact?



Point to consider:
Remote work and covid-19 might change the way Deloiters work in the future. This creates new opportunities to design solutions that are scalable and relevant

Digital Deloitte #9

#10

D@D team goal

Become the "go-to" EX team

As a team we want to be well known within Deloitte, and be the "go-to" team for EX. Can this opportunity increase awareness to the team?

TOP D@D GOAL
Rated as a top goal by the team

CREATIVE EXERCISE

Think of a ways to market the potential solution that can stand out and attract attention from Deloiters



EVERY IDEA IS A GOOD IDEA
This is the moment to brainstorm freely. Consider interactive options, use of the office space, funny slogans, workshops, sessions with users and team members.

Digital Deloitte #10

#11

EX Goal

Purpose

Research indicates that the demand for ethical employers with a clear purpose is rising. Companies with a strong sense of purpose grow in revenue and profits and attract top talent

TOP HR GOAL
Part of the NSE 2020 value proposition

CREATIVE EXERCISE

Think of ways this opportunity can support Deloitte in creating an impact on society, the environment or the planet



DID YOU KNOW?
Four in ten Fortune 500 CEOs now agree that solving social problems should be part of their core business strategy

Digital Deloitte #11

#12

Business value

Actionable Insights

As a team we conduct in depth user centered research into Deloiters needs. A goal of the team is to collect actionable insights that can impact employee experience in various ways, now or in the future

DISCUSSION POINT

Does this opportunity contain actionable insights that can be relevant for other employee teams or to the D@D team in another time?



As a team we aspire to impact employee experience in many ways. Some insights from research might be relevant for Deloiters, but not for the D@D team, or not now

Digital Deloitte #12

#13

D@D team goal


Collaborate with other teams

Collaborating with other teams can be an opportunity to experiment with new methods, increase team impact and reach, inspire the team and support the creation of complex solutions

Digital@ Deloitte

MAKE AN ASSUMPTION

Consider teams or SMEs within Deloitte that could potentially contribute to the solution exploration of this opportunity



Consider different departments and functions. For example, digital, technical, innovation, human capital, human recourse teams and more

Digital@ Deloitte #13

#14

EX Goal

Personal Growth


Research indicates that for the millennial generation, personal growth has a crucial impact on retention, attracting talent and employee satisfaction

TOP HR GOAL
Part of the NSE 2020 value proposition

Digital@ Deloitte

DISCUSSION POINT

Can this opportunity enable Deloitte to learn new skills, discover opportunities, be inspired and build a network?



35% of millennials rate "Lack of opportunities to advance" as a reason for quitting. Research shows that this generation is prioritising personal growth and company purpose over a paycheck
(*PWC 2020 trend report)

Digital@ Deloitte #14

#15

Business value

Attracting top Talent

"Our ability to attract, develop and retain the right people is therefore a key success factor for our business and one of the pillars of our Plan 2020"

(Deloitte NL integrated annual report 2018/2019)

Digital@ Deloitte

DISCUSSION POINT

Can this opportunity contribute to Deloitte's desirability as a work place, reducing turnover and attracting top professional talent?



This goal is related to retention, eNPS, well being, personal growth and purpose

Digital@ Deloitte #15

#16

D@D team goal

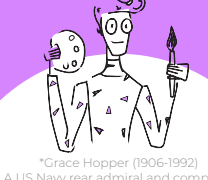
Challenge the Status Quo

As a team, we want to make a meaningful impact and stand out. Can we use this opportunity to challenge the status quo and create something that changes the way things are currently done?

Digital@ Deloitte

INSPIRATION

"The most dangerous phrase in the language is 'we have always done it this way'"*



*Grace Hopper (1906-1992)
A US Navy rear admiral and computer science pioneer. Known for coining the term "debugging" after removing moth from the circuitry of a malfunctioning Harvard computer in 1947

Digital@ Deloitte #16

#17

EX Goal

Creating a Community

As a team we want to connect Deloitte to create a strong professional community. Creating a community can foster a sense of belonging, enable internal cross functional collaborations and support knowledge sharing

Digital@ Deloitte

DISCUSSION POINT

How can this opportunity connect Deloitte to create a stronger community?



WHY IS THIS IMPORTANT?
A strong professional network can create a sense of belonging, reduce turnover, and foster professional collaborations to create value

Digital@ Deloitte #17

#18

Business value

Saving Time

As a team we want to improve and streamline processes in order to save employees valuable time

Digital@ Deloitte

MAKE AN ASSUMPTION

Try to come up with a metaphor to express potential time saved. Example: the same time as it takes tying your shoes every day



TIP: try to consider all stakeholders that can potentially be involved in the solution. Does this opportunity impact them daily, weekly, monthly or yearly?

Digital@ Deloitte #18

#19


D@D team goal

Experiments & Learning

As a team we want to experiment with new tools, methods and ways of working. We want to learn more about best practices and multidisciplinary collaboration to create real impact

CREATIVE EXERCISE

Try to think of methods this opportunity can enable us to experiment with. Think of possible things to learn using this opportunity



TIP: Consider collaboration methods, co-creation techniques or a development approach to experiment with. Perhaps something we want to test or validate

Digital Deloitte #19


EX Goal

Convenience

As a team we want Deloiters to have a seamless digital experience, reduce current friction and remove frustration

DISCUSSION POINT

Can this opportunity potentially improve the operations of Deloiters, making their days easier and smarter?



Can we create a digital experience for employees that is as convenient as the one they have in their private lives?

Digital Deloitte #20


Business value

Productivity

Can this opportunity increase Deloiters productivity and performance?

DISCUSSION POINT

Consider time saving and pain relief as well as creating focus, reducing annoyances and distractions



DID YOU KNOW?
Research indicates that productivity is strongly associated with well-being

Digital Deloitte #21


D@D team goal

Relieve painful pain points

As a team we want to focus on the most painful employee pains based on user centered research and co-creation with employees

MAKE AN ASSUMPTION

On a scale of 1-5, five being the highest, try to assume how painful is the pain for Deloiters



Consider data, insights and quotes discovered through research and the report-out

Digital Deloitte #22

EX Goal

Employee Happiness


As a team we want to increase employee happiness and create joy in their daily work

TOP GOAL:
Rated as a top goal by the team



DISCUSSION POINT

Think of ways this opportunity can create joy and happiness for employees in their daily routine



"There's little doubt that 'do what you love' is now the unofficial work mantra for our time." (Miya Tokumitsu)

Digital Deloitte #23


Business value

Data Collection

As a team we want to collect actionable data that can help us create a greater impact and improve employee experience

MAKE AN ASSUMPTION

Try to come up with two potential data collection points that correlate with this opportunity



TIP: consider different types of data collection: Event related data (how, when and why Deloiters use a product). But also, surveys, interviews, observations, focus groups and more

Digital Deloitte #24

#25

D@D team goal

Following Latest Trends

As a team we want to create innovative solutions and follow the latest trends in the products we create and the way we work

CREATIVE EXERCISE

Think of one or two recent trends you heard or experimented with, and try to force fit them with this opportunity



The trends can be related to anything, for ex: Gaming, communication, UX / UI, innovative technologies, collaborative methods etc

Digital Deloitte #25

#26

EX Goal

Work-life Balance

As a team we want to support employees in achieving balance between their personal, professional, and family life

DISCUSSION POINT

Can this opportunity improve work-life balance for Deloitters?



DID YOU KNOW?
22% of millennials rated "Lack of work-life balance" as a reason for quitting their current job

Digital Deloitte #26

#27

Business value

Employee Relationship

As an employee experience team we want to create a relationship with Deloiters, and enable direct communication in order to learn about their experience, co-create with them, and measure our impact

DISCUSSION POINT

How can we use this opportunity strengthen the relationship between the team and Deloiters?



WHY IS IT IMPORTANT?
Creating a stronger relationship between the D@D team and Deloiters can support the testing and creating of new solutions and position D@D as the "go-to" EX team

Digital Deloitte #27

#28


D@D team goal

Portfolio Development

As a team we want to create an innovative, diverse portfolio that demonstrates our impact, and helps us stand out in Deloitte

DISCUSSION POINT

How can we use this opportunity to contribute to our team portfolio, show a range of capabilities, prove business value and stand out?



Discuss and consider the team goals for the future, align on vision and potential impact of this opportunity

Digital Deloitte #28

#29

EX Goal

Meaningful Work

Deloitte HC report reveals that in order to create meaningful long lasting impact, EX teams should also focus the work itself, in addition to day to day life.

WHY?

How can we use this opportunity to support employees in having meaningful work?



RESEARCH INDICATES THAT:
Organizations should focus on job fit, job design and meaning rather than perks, rewards or support

Digital Deloitte #29

#30


Business value

Client Satisfaction

As a team we want to improve employee experience in a way that can impact client satisfaction and create business value for Deloitte

DISCUSSION POINT

Can this opportunity have an impact on client experience and satisfaction?



THINK OF:
Different aspects of client satisfaction. It can be related to employee productivity as well as to organizational purpose, talent retention, way of work and inspiration

Digital Deloitte #30

#31


D@D team goal

Must have solutions

As a team we want to focus on solutions that have a direct and meaningful impact on employee experience

DISCUSSION POINT

Reflect on this opportunity and discuss whether it's a "must have" or a "nice to have" for Deloitters



WHY IS THIS IMPORTANT?
This discussion can help evaluate different design opportunities and compare their potential impact, to ensure creation of meaningful solutions

Digital Deloitte #31

EX Goal

Efficiency

As a team we want to help employees work efficiently, remove hurdles and distractions to enable productive and enjoyable work

DISCUSSION POINT

Can this opportunity contribute to a more efficient work flow?



Efficiency by Cambridge Dictionary:
"A situation in which a person, company, factory, etc. uses resources such as time, materials, or labour well, without wasting any"

Digital Deloitte #32


Business value

Process Improvement

As a team we want to streamline processes and activities and reduce internal dependencies. We aspire to remove bureaucratic hurdles, and create simple and intuitive products for Deloiters

DISCUSSION POINT

Does this opportunity improve an existing process? How might this opportunity reduce the effort or annoyance from a current activity?



DID YOU KNOW?
This could potentially be measured by a CES score (Customer effort score) that measures the ease of an experience. This is usually done via survey or rating within a product

Digital Deloitte #33

D@D team goal

Alignment with team vision and goals

Does this opportunity enable us to create the impact we wish to achieve?

DISCUSSION POINT

Use this card to ensure a common understanding of our vision as a team. Stimulate a discussion to align on the opportunity relevance to team goals



This is a moment for us as a team to align on our goal and vision, and discuss how this opportunity can help us achieve the impact we want to create

Digital Deloitte #34

EX Goal

Diversity & Inclusion

"Leading organizations now see diversity and inclusion as a comprehensive strategy woven into every aspect of the talent life cycle to enhance employee engagement, improve brand, and drive performance."
(Deloitte HC trend report 2017)

DISCUSSION POINT

How can this opportunity support the creation of a diverse and inclusive work force?



FOR EXAMPLE:
Enable Deloiters to speak freely and contribute by providing their unique point of view. Inspire and educate employees on different cultures and lifestyles

Digital Deloitte #35

Business value

Retention

As a team we want to improve employee experience in a way that will influence employee retention, and reduce turnover

HOW?

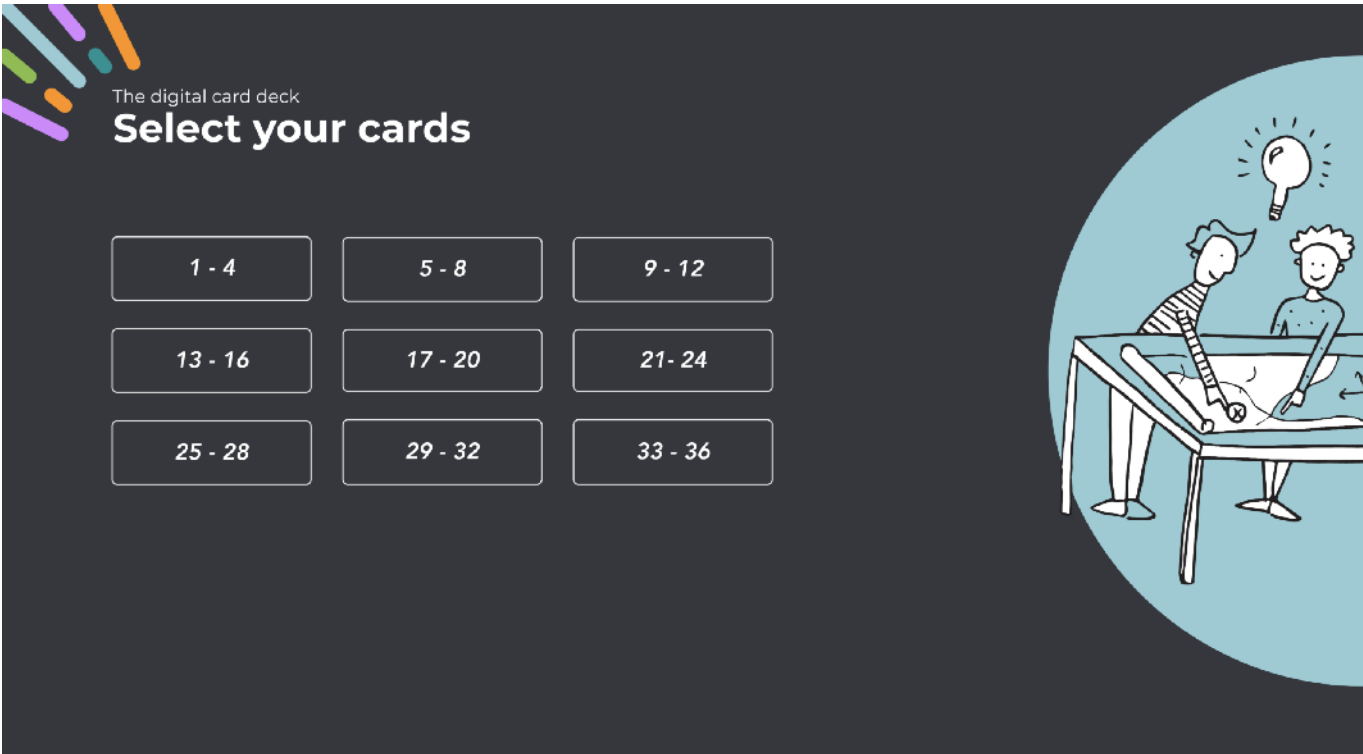
Well being, personal growth and learning as part of work flow have been proven to improve employee retention



DID YOU KNOW?
According to Deloitte's 2020 Human Capital report, burnout is the top factor for employee turnover

Digital Deloitte #36

APPENDIX 4 | PROTOTYPE FLOW EXAMPLE



CARDS #1 - #4

1. Select one card that you think is most suitable for the opportunity/ies
2. Use the back side of the card to prepare for the team session
3. Place the card you chose and any thoughts / ideas / assumptions / concerns you have on the MIRO board

Hover to see the back side on the card

ALL CARDS



Digital challenge #1

Using new technology

Can this opportunity enable us to experiment with a new technology in a team?

EX Goal #2

Sense of belonging

Sense of belonging was rated as a top employee experience trend for 2020 in Deloitte human capital report

Business value #3

Measurable Targets

As a team we want to prove our business value by measuring our success. Could this opportunity produce measurable targets?

Digital team goal #4

Inspire Deloitters

As a team we want to inspire our colleagues by sharing the ways we operate, collaborate and create innovation

Cards #5 - #8 →

CARDS #1 - #4

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Hover to see the back side on the card

ALL CARDS



CREATIVE EXERCISE

Think of two technologies we want to experiment with and try to force fit them with this opportunity

Think of two technologies we want to experiment with and try to force fit them with this opportunity

Deloitte #1

EX Goal #2

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Cards #5 - #8 →

APPENDIX 5 | EVALUATION WORKSHOP TEMPLATE

miro | Solution WS V2 ☆ ↑

Share ⓘ ⓘ ⓘ ⓘ ⓘ

INTRODUCTION

OPPORTUNITY AND CARD DECK

4%

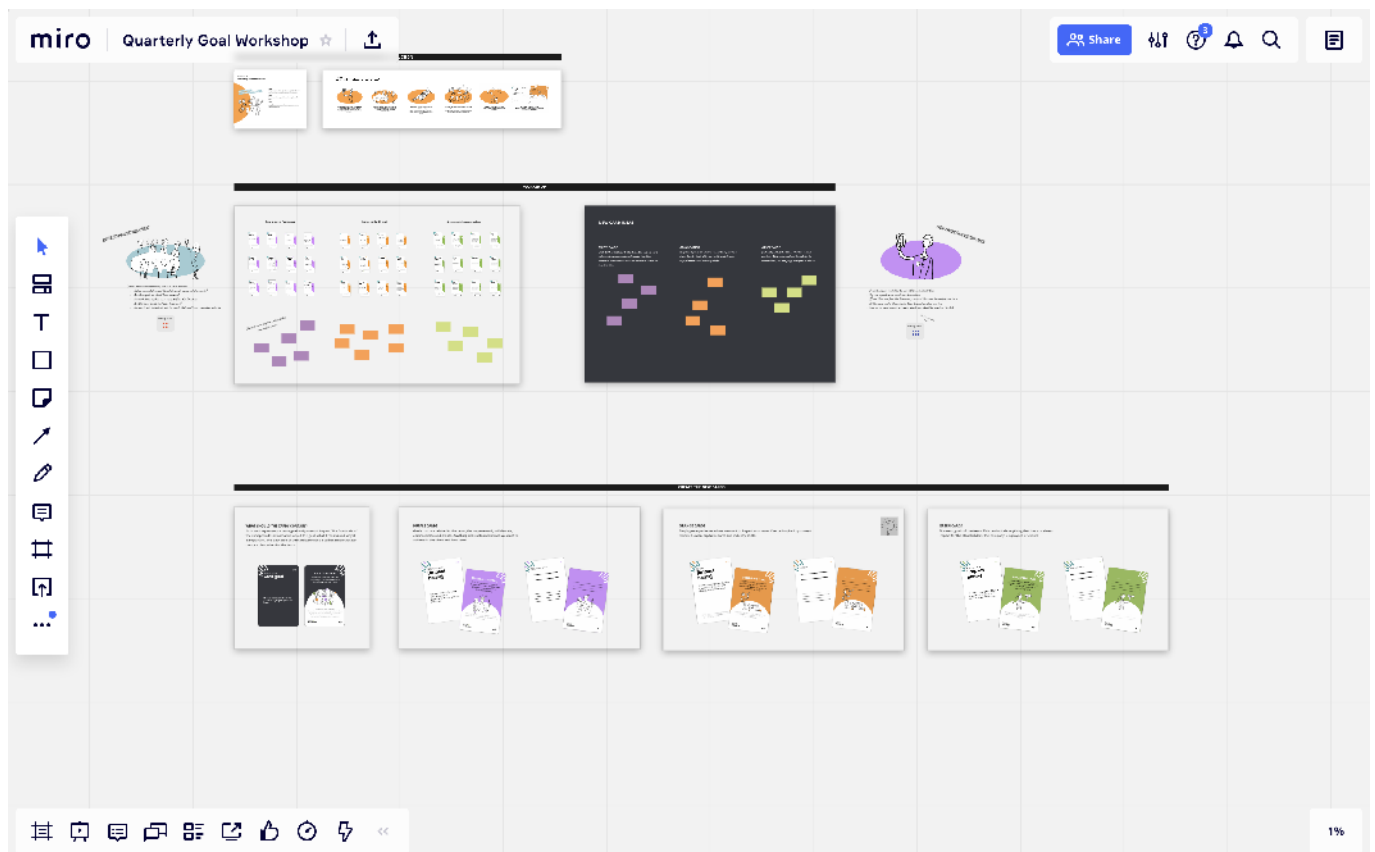
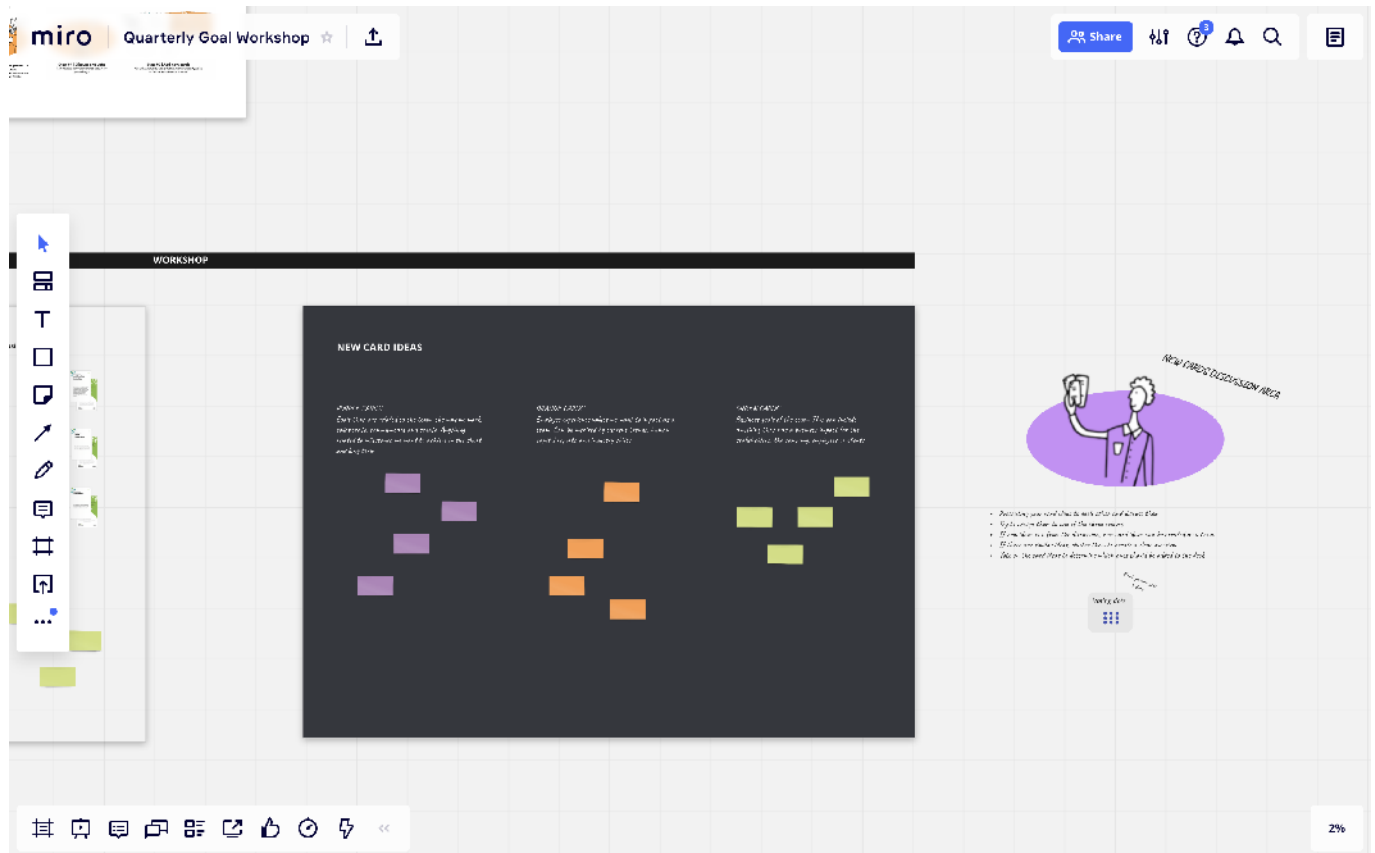
miro | Solution WS V2 ☆ ↑

Share ⓘ ⓘ ⓘ ⓘ ⓘ

WORKSHOP

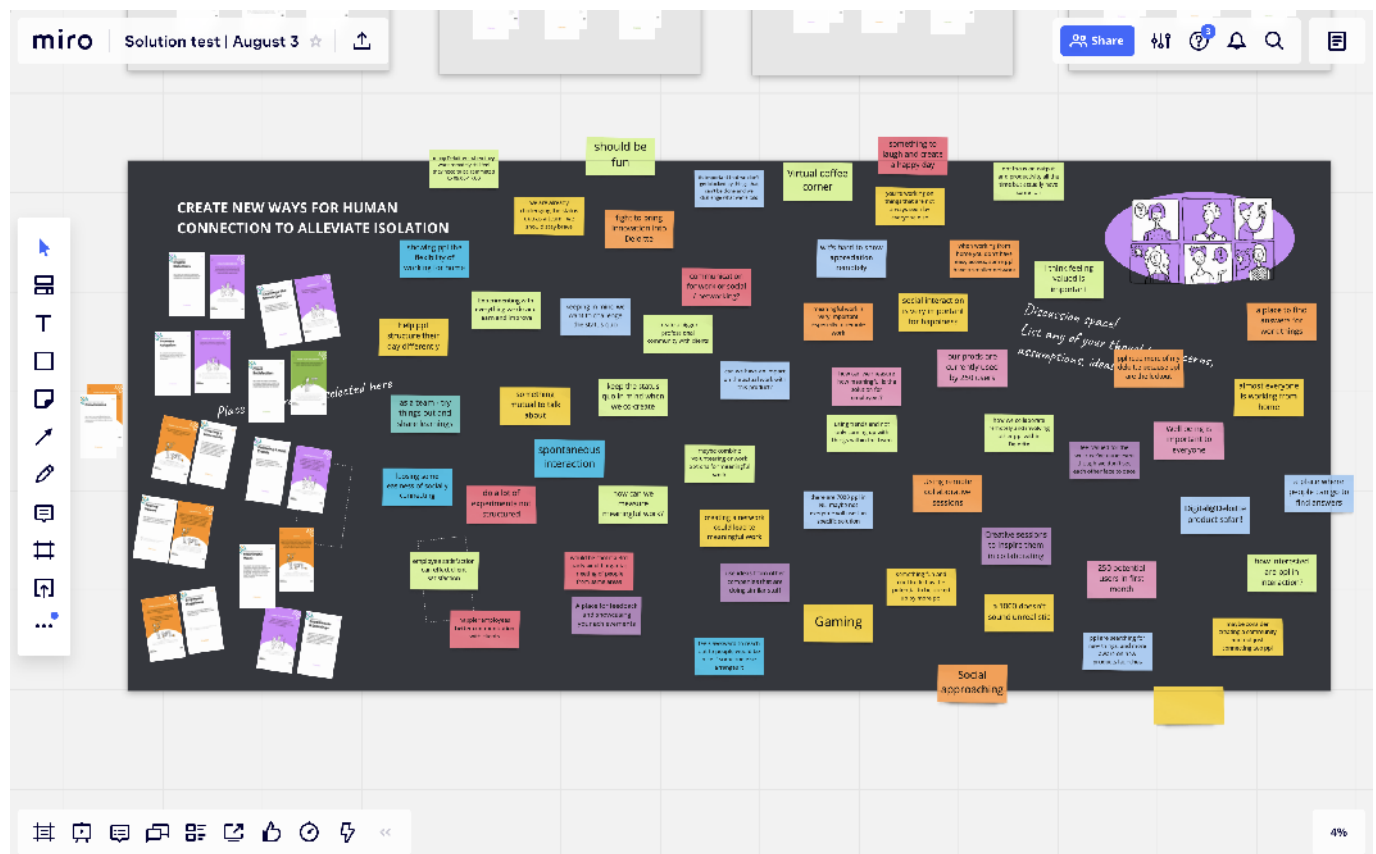
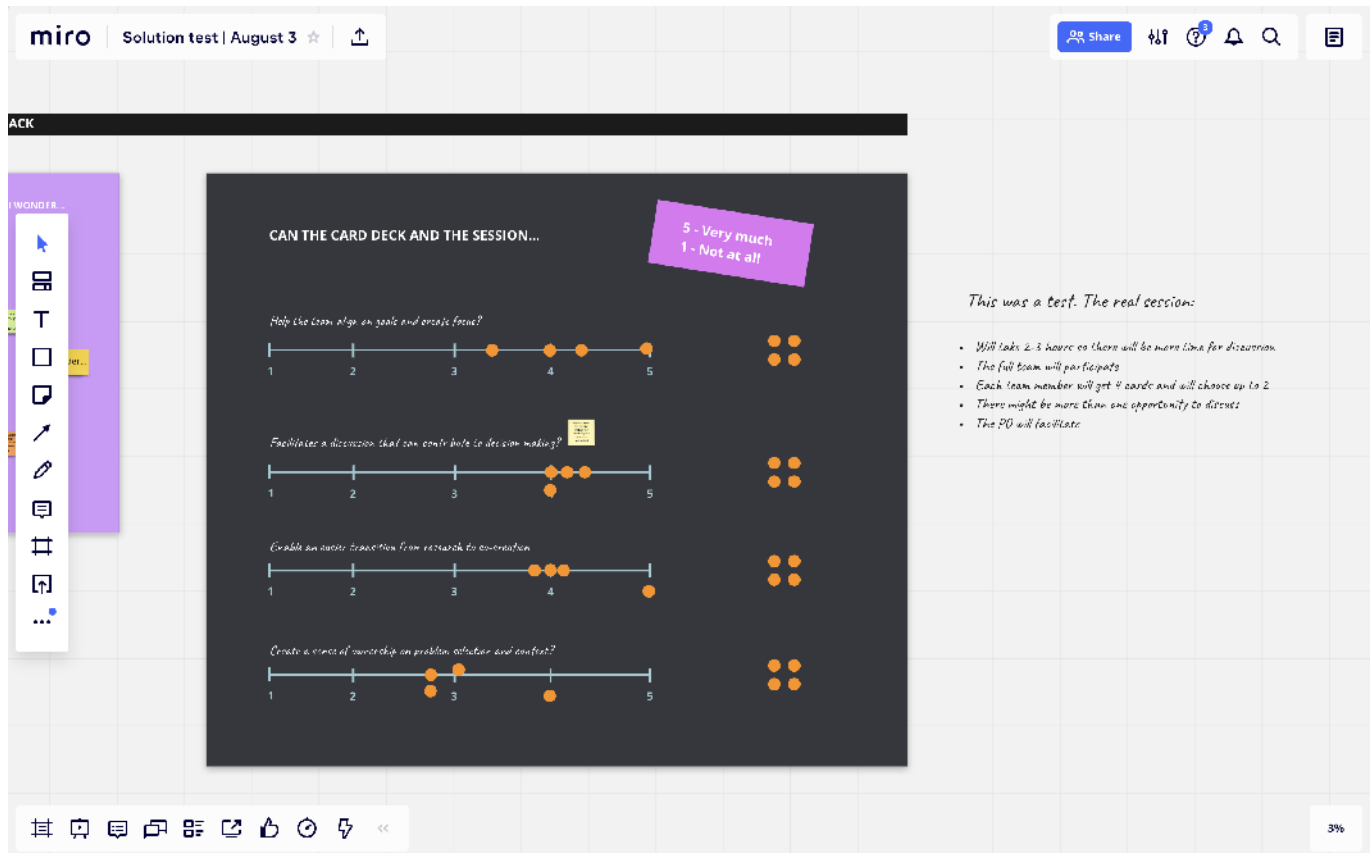
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APPENDIX 6 | QUARTERLY GOAL WORKSHOP TEMPLATE





APPENDIX 7 | TEST WORKSHOP OUTCOME



APPENDIX 8 | USER GUIDE FACILITATION INSTRUCTIONS

#2 Evaluation session Facilitation checklist

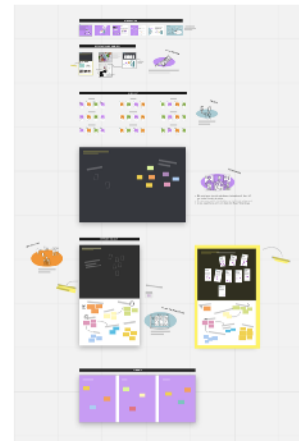
- ☑ Schedule 2-3 hours for the entire team, depending on amount of opportunities to be evaluated, and include a Zoom link
- ☑ Make sure the team is familiar with the opportunities that will be discussed
- ☑ Deal cards and ask team to prepare prior to the session
 - The digital deck divides the cards into groups of 4, according to 9 team members participating. Decide which team member gets which 4 cards and let them know prior to session
 - Participants can access the InVision digital deck via desktop: <https://invis.io/3RDMK25W4VP>
 - Depending on availability, this is not a mandatory step but can save time during the session and improve the quality of outcomes
- ☑ Check and adjust the Miro board
 - Access the board via: https://miro.com/app/board/f9L1n2y_HU-/
 - All yellow sections in the boards are comments for the facilitator and placeholders, make sure to insert the relevant opportunities and delete examples and explanations prior to session
 - Add team members to board (alternatively send them a link to join when the session begins)
 - Make sure the board is set and the cards that appear in the frames are the most recent ones
- ☑ For the session you will need:
 - A timer (included in some Miro accounts)
 - Zoom and Miro accounts
 - All team members (the session is designed to align the team, therefore not including all members will be counter-productive)

20.....The D&D impact kit

MIRO Collaborative board The session structure

The Miro board is fully designed for the session including instructions next to each frame to explain the process. It contains five sections:

1. Introduction to session
 - An explanation about the session itself
 - Agenda (edit hours to align with current session)
2. Introduction opportunity and digital card deck
 - Insert the relevant opportunity/ies
 - This area includes a link to InVision digital card deck
3. Workshop
 - All cards divided the same way as in InVision
 - A designated area for team discussion
4. Opportunity DNA - Session outcome
 - A template for the opportunity evaluation
 - An example of a possible outcome
 - Voting dots and Post its
5. Feedback area



21.....The D&D impact kit

#2 Quarterly goal workshop Facilitation guidelines

1 | Get cards Approx 5 minutes

- Each team member receives four cards and can access them via the digital deck according to their numbers (see Digital card deck)
- Preferably this step will be done prior to session

2 | Explore and select Approx 10-15 minutes

- For each opportunity, participants should select 1 out of the 4 cards that is most suitable
- Each participant should use the back part of the selected card to prepare for the session
- Team members copy the selected card from the Miro board and place it next to the opportunity

3 | Present & discuss 27 minutes per opportunity (27 - 81 min)

- Team members take turns presenting their selected card and explaining their thoughts based on the back side of it
- 3 minutes per card. For each card use a timer and have a quick team discussion
- At the end of this step, there will be 9 cards per opportunity

4 | Capture insights Included in step 3

- During the discussion, capture insights from discussion on the posits next to each card
- The facilitator may also decide to assign someone to be the "note taker"
- TIP: Try to keep the discussion as open as possible, quantity over quality, don't consider viability to feasibility at this point

5 | Decide on cards as a team 5 minutes per opportunity (5-15 min)

- For each opportunity, the team can select up to 3 additional cards from the whole deck
- Remind the team of the rules:
 - Each opportunity must have at least 2 cards from each colour
 - There can't be more than 12 cards per opportunity

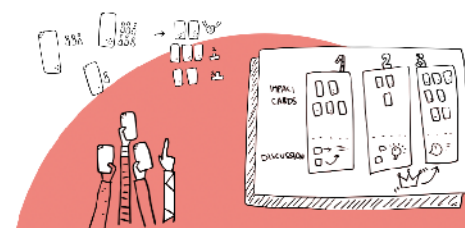
22.....The D&D impact kit

6 | Vote 3 minutes per opportunity (3-9 min)

- Copy paste the cards selected per opportunity into the DNA frame at the bottom of the screen
- The voting will take place there and help create focus on the most relevant impact of each opportunity
- Using 6 dots per opportunity, the team votes on the different cards
- After they are done, remove the cards that were not voted for and reorganises the cards according to number of votes, like an upside-down pyramid: most voted for cards are on top

Step #7 | Evaluate opportunities The opportunity DNA

- Using the bottom part of the DNA template, capture the most valuable ideas, assumptions and concerns that were raised in discussion for each opportunity
- Preferably this will be done with the team, if there isn't sufficient time, it can also be done after the session
- Discuss potential impact of each opportunity with the team, if there are multiple opportunities, ask the team to make a selection on which opportunity they want to continue to a design sprint based on the analysis
- Mark the 'winning' opportunity
- The DNA opportunity can be used in the co-creation session, to create a long-term vision on the impact of the goal



23.....The D&D impact kit

#3 Quarterly goal workshop Facilitation checklist

- ✓ Schedule 1.5 hours for the entire team, and include a Zoom link
- ✓ Ask the team to prepare 1-2 new card ideas prior to session
 - Cards can be from any of the three colours
 - Ask team to zoom through the existing cards and reflect on short and long term goals (add the link to the digital card deck: <https://miro.io/SRQ4655/BVP>)
 - Each team member can search for inspiration based on trends, literature and industry reports (see recommendations at the bottom)
 - Ideas can be brought to the session as posts, sketches, or in any format that can communicate the content
- ✓ Check the Miro board
 - Access the board via: https://miro.com/app/board/?91_c996tCO-f
 - Add team members to board (alternatively, send them a link to join when the session begins)
 - Make sure the board is set, and the cards that appear in the frames are the most recent ones
- ✓ For the session you will need:
 - A browser (included in some Miro accounts)
 - Zoom and Miro accounts
 - All team members (the session is designed to align the team, therefore not including all members will be counter productive)

INSPIRATION SOURCES

- Deloitte Insights
- Deloitte human capital yearly trend report
- Accenture Global yearly trend report
- McKinsey & Company
- Harvard business review
- Mediotron
- Site J: the Journal of Design, Economics and Innovation
- TU Delft appoortory

MIRO Collaborative board The session structure

The Miro board is fully designed for the session and contains three sections:

1. Introduction to session
 - An explanation about the session itself
 - A story board explaining the different steps of the workshop
2. Workshop
 - All the cards organised by colour for the discussion
 - A designated area for team discussion on new cards
 - Voting dots and Post-its
 - Instructions next to each frame to explain the process
3. Card design area
 - Blank cards from all three colours
 - Template cards explaining the content needed on each card



#3 Quarterly goal workshop Facilitation guidelines

- 1 | Reflect on existing cards **Approx 15 minutes**
 - Address cards of each colour separately (5 min per colour)
 - Capture insights from discussion on the posts below
 - The facilitator may also decide to assign someone to be the "note taker"
 - Possible question: Did we accomplish any of the existing goals represented on cards?
 - Possible question: Are there goals we should focus on more?
 - Possible question: Are there any cards that seem irrelevant?
- 2 | Remove or rephrase cards **Approx 15 minutes**
 - Facilitate a discussion on which cards should be adjusted or removed
 - Ask the team to vote using 3 red dots each
 - Each team member can decide how to use their dots: Place one on each card, place all on one card or not vote at all
- 3 | Present & discuss new card ideas **Approx 30 - 45 minutes**
 - Team members take turns presenting their new card ideas (3 min per card)
 - For each card use a timer and have a quick team discussion
- 4 | Discuss and vote on new cards **Approx 15 minutes**
 - Facilitate a team discussion on the new cards and their value
 - Assign them to one of the three colours
 - If new ideas rise from the discussion, new card ideas can be created as a team
 - If there are similar ideas, cluster them to create a clear overview
 - Remind the team of the rules, so they can consider them before they vote
 - Ask team to vote on the card ideas to determine which ones should be added to the deck, using 3 dots each in the same method as before

Step #5 | Session outcome The new card deck

THE NEW DECK

Based on the discussion and votes and following the session rules, adjust the existing card deck:

- Delete unnecessary cards
- Rephrase cards that should be adjusted
- Fill in new cards using templates: this can be done as a team, individually, small groups or pairs depending on time and number of new cards
- Use the blank cards to create new ones, and the templates to make sure the card structure is maintained

- AFTER THE SESSION:

- Edit the digital card deck in InVision to include all the changes
- Alternatively, use a new Miro board to contain all the cards, to save time

RULES | MAKE SURE THE CARD DECK IS BALANCED

- At least 10 cards of each colour
- Not more than 14 cards of one colour
- In total the deck should contain: 30 - 40 cards
- Maintain card numbers for future workshops



Guidelines and tools

Remote facilitation

Collaborative board | Miro

Both sessions were designed to be facilitated remotely via Miro collaborative white board. Each session is prepared on Miro, including an introduction, guidelines and all needed materials. It is recommended to create a copy of the board for each session.

Opportunity evaluation: https://miro.com/app/board/o9J_kn3y_HU-/
 Quarterly session: https://miro.com/app/board/o9J_kn9BrCQ-/



Digital card deck | InVision

The toolkit was designed to fit remote work. Therefore a digital version of the card deck was created and can be accessed in desktop via this link: <https://invis.io/3RQ4E6SUBYP>



Video and chat | Zoom

The workshops require an online video chat capability. Zoom was selected due to its convenience and breakout room feature. Additional features include recording the session, sharing the screen easily and sending text messages.



Set the scene: Approach & Tips



A good creative session requires a fun, energetic atmosphere, where all team members feel free to share, create and think out loud. In a remote session, setting the atmosphere in the "room" isn't always easy. Here are some tips:

1. Start with an ice breaker

- Team members probably joined the session after a previous activity, and they need to get in the right mood. An ice breaker can help achieve a more friendly and relaxed atmosphere.
- It can be anything from "one truth one lie" game to doing fitness exercises in front of the laptop.

2. Set some ground rules

- We are here to explore: Discuss as much as possible.
- We are here to experiment: There are no wrong answers or dumb ideas.
- We are here to brainstorm: Build on each other's ideas.
- We are here to align as a team: Your thoughts and ideas matter!

3. Be accessible and assertive

- In a remote session, participants are often more quiet and reserved.
- Make sure to let them know they are encouraged to ask questions and interrupt at anytime.
- If team members don't engage, don't hesitate to approach them directly.
- If team communication doesn't flow as expected, at any activity the Zoom "breakout room" option can be used to create smaller groups or pairs.

APPENDIX 9 | PROJECT BRIEF

DESIGN
FOR our
future



IDE Master Graduation

Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

! USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT

Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser.

STUDENT DATA & MASTER PROGRAMME

Save this form according to the format "IDE Master Graduation Project Brief_familyname_firstname_studentnumber_dd-mm-yyyy". Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1 !



family name	<u>Elbo</u>	Your master programme (only select the options that apply to you):	
initials	<u>GE</u> given name <u>Gal</u>	IDE master(s):	<input type="radio"/> IPD <input type="radio"/> Dfl <input checked="" type="radio"/> SPD
student number	<u>4946847</u>	2 nd non-IDE master:	<input type="text"/>
street & no.	<input type="text"/>	individual programme:	<input type="text"/> (give date of approval)
zipcode & city	<input type="text"/>	honours programme:	<input type="text"/>
country	<input type="text"/>	specialisation / annotation:	<input type="text"/>
phone	<input type="text"/>		<input type="text"/>
email	<input type="text"/>		<input type="text"/>

SUPERVISORY TEAM **

Fill in the required data for the supervisory team members. Please check the instructions on the right !

** chair	<u>Dr. Calabretta, G.</u>	dept. / section:	<u>PIM / Marketing and Consumer Behaviour</u>
** mentor	<u>Dr. Kranzbühler, A.-M.</u>	dept. / section:	<u>PIM / Marketing and Consumer Behaviour</u>
2 nd mentor	<u>Joost Harinck - Head of digital services North and South Europe</u>		
	organisation:	<u>Deloitte (Team: Digital@Deloitte)</u>	
	city:	<u>Amsterdam</u>	country: <u>Netherlands</u>
comments (optional)	<u>Dr. Calabretta and Dr. Kranzbühler belong to the same section, however, each of them offers a different contribution to the project. Dr. Calabretta's knowledge and experience regarding strategic design and its role in companies innovation along with Dr. Kranzbühler's knowledge on new product economics and experience with consultancies such as EY, can create a fruitful collaboration. I believe that the combination between them can be of great value to my project, as it will enrich it with both academic knowledge and professional experience</u>		

Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v..



Second mentor only applies in case the assignment is hosted by an external organisation.



Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.

introduction (continued): space for images



image / figure 1: Mindmap

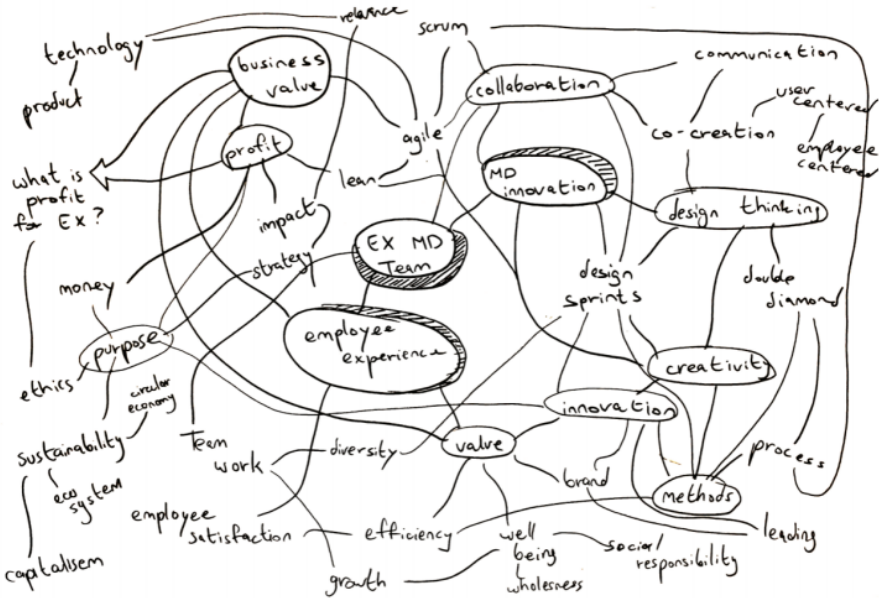


image / figure 2:

PROBLEM DEFINITION **

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

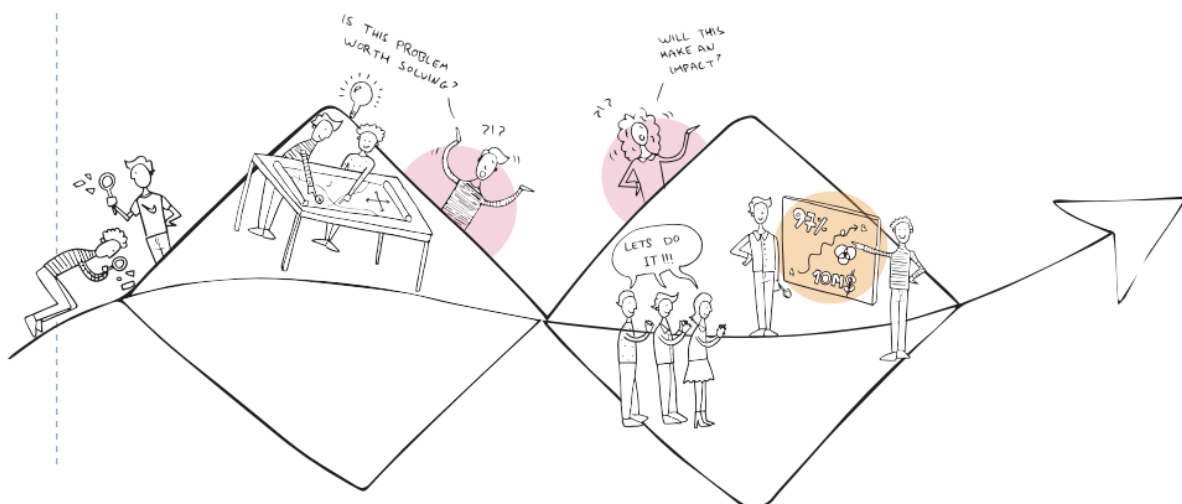
During my work with the team I recognized a struggle in forming the right methods to collaborate and produce innovation. There is a vagueness regarding the role of service design in the team, and where it overlaps with UX or product management. I participated in several sessions along with the team, with the goal of mapping the work process, defining responsibilities and possible flows. In that process, I noticed that the main struggle lies in the transition from idea to execution. That moment usually occurs in the transition from service design to the other disciplines in the team. For example, after a design sprint team has created and validated a prototype, and it is time to make decisions regarding the development. A few months ago I had the opportunity to facilitate a design sprint myself, and I learned a lot about the way the team operates. After the sprint has ended there was confusion regarding the following process.

I believe one of the reasons for this struggle is the lack of a clear definition of the business value the team aims to generate. A vagueness around the tools that can be used to measure the impact of a product or a project creates difficulties around decision-making. That causes friction around the shift from service design to other disciplines. The project will explore the business value of internal innovation, and eventually Employee Experience. With new business models and trends identified for 2020, it will include a discussion on the definition of value in the context of employee experience. In order to create real value for Digital@Deloitte, the deliverable will be a tool that can be used to enhance the impact they create, and influence the business values identified.

ASSIGNMENT **

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

In this project I aim to develop a tool that can help measure the value we create in the team. The goal of the deliverable would be to enhance the impact the team creates, and reduce the friction in the collaborative process



PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

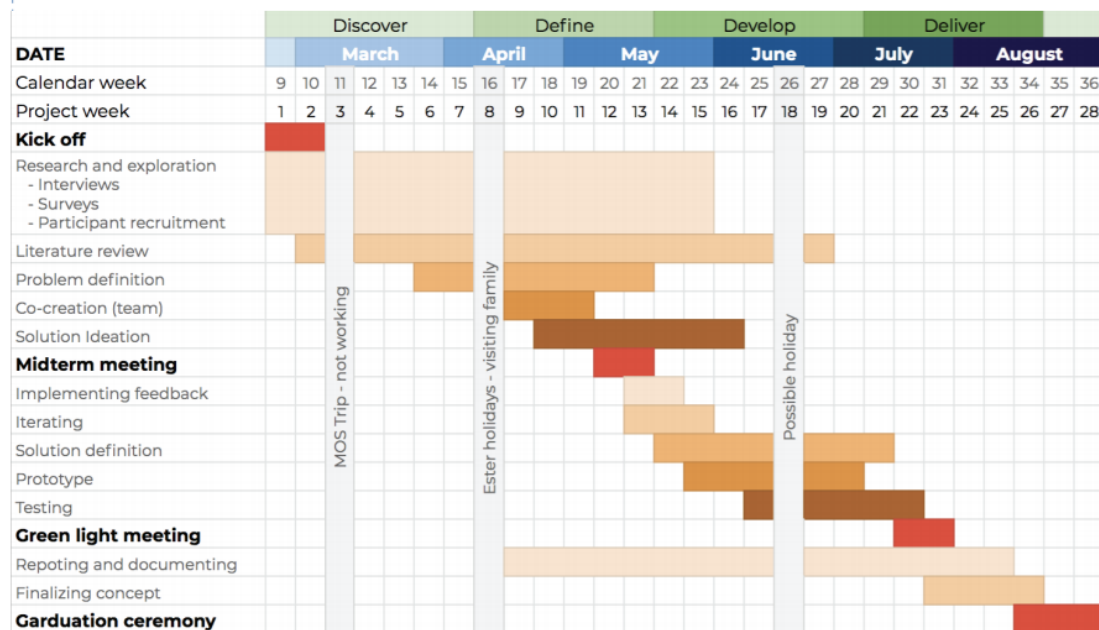
start date 24 - 02 - 2020

15 - 08 - 2020

end date

In my planning I used a few extra weeks to provide room for possible holidays, adjustments and iterations. Taking into account that my company supervisor has to work abroad at times, and that during the summer there could be vacations delaying graduation, I left room for flexibility. Therefore, I planned the important meetings (kick off, mid-term, green light, ceremony) within a two week range.

In order to formulate the planning, I referred to the double diamond frame work. I divided the project into 4 steps: discover, define, develop and deliver.



Procedural Checks - IDE Master Graduation

APPROVAL PROJECT BRIEF

To be filled in by the chair of the supervisory team.

chair Dr. Calabretta, G. date - - signature _____

CHECK STUDY PROGRESS

To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair. The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: _____ EC	<input type="radio"/> YES all 1 st year master courses passed
Of which, taking the conditional requirements into account, can be part of the exam programme _____ EC	<input type="radio"/> NO missing 1 st year master courses are:
List of electives obtained before the third semester without approval of the BoE	
<div style="border: 1px solid black; height: 60px; width: 300px;"></div>	<div style="border: 1px solid black; height: 100px; width: 250px;"></div>

name _____ date - - signature _____

FORMAL APPROVAL GRADUATION PROJECT

To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **. Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

<ul style="list-style-type: none"> Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)? Is the level of the project challenging enough for a MSc IDE graduating student? Is the project expected to be doable within 100 working days/20 weeks ? Does the composition of the supervisory team comply with the regulations and fit the assignment ? 	Content: <input type="radio"/> APPROVED <input type="radio"/> NOT APPROVED
	Procedure: <input type="radio"/> APPROVED <input type="radio"/> NOT APPROVED
	<div style="border: 1px solid black; height: 60px; width: 350px;"></div>
	comments

name _____ date - - signature _____

Creating an impact: The business value of design in internal innovation _____ project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 24 - 02 - 2020 15 - 08 - 2020 end date

INTRODUCTION **

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

For the past year, I have been a work student at Deloitte Amsterdam. I worked part time as a Service Designer in a multidisciplinary team called Digital@Deloitte. The team is in charge of employee experience and consists of designers, developers, agile experts and a product owner. The team lead is Joost Harinck, who formed the team a year and a half ago. Joost is in charge of digital services in North and South Europe. Identical employee experience teams exist in Copenhagen and London, and are managed by the same product owner and team lead. The team works agile in the lean startup method. The double diamond framework is used, and the work process begins with research and ends with an MVP. If its approved and the value is proven, the product moves forward into development and released for employees to use. The team has a strong presence of service design. They currently use various methods to create innovation, such as google design sprints. As part of my role in the team I conducted user research, planned and facilitated co-creation sessions, design sprints and focus groups, created and tested prototypes etc.

The goal of the team is "creating a smarter work day". The team uses the "impact VS effort" matrix, that can be seen in figure 1, to make decisions regarding development of products. I find that matrix to be quite vague, since "impact" can be defined in many ways. Preliminary exploration I had done in the team proved a lot of confusion around this matrix, and raised a mutual agreement for lack of a more curated tool. To further explore this topic, I created a mind-map, that can be seen in figure 2. In my exploration I contemplated on the value we are trying to create as an employee experience team, and the value of internal innovation in general. Business trends for 2020 as well as human capital reports from Deloitte reveal that capitalism is shifting, and companies are re-evaluating their role in the world. Corporate transformation will switch focus from digital to purpose. That raises a question regarding profit in general, and especially in the context of employee experience.

I believe this is an opportunity to re-define the business value the team creates, as a team that has implemented design as a strategy and uses design methodologies to make decisions and impact. Deloitte entails many opportunities for research due to its large scale. There are several innovation teams as well as business units and human capital experts who can support the exploration process. Deloitte in an international work environment, which would allow me to operate easily in English. A challenge at Deloitte could be finding the right people and projects, as it is a big organisation spread throughout the Netherlands. For that reason, I chose Joost Harink as my company mentor. As a team lead who has been part of the company for many years, he will be able to connect me to the relevant colleagues and help me find my way around. Having worked for Digital@Deloitte for the past year makes the start of the project easier, as I am familiar with the different tools and offices. I have worked with the team on several projects, and know the expertise of my colleagues. The support I have from the team as well as from Joost can turn this collaboration to a fruitful one, as I will get both freedom and guidance. When presenting my topic to Joost and the team, I learned it can create true value and be of use within the company.

space available for images / figures on next page

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, Stick to no more than five ambitions.

Before starting my master at TU Delft, I worked for several years in an Israeli start up. The company I worked for was tiny and consisted mostly of engineers. I was the only employee with design education and responsibilities. During my work, I had to explain and at times defend the business value of design. I had to demonstrate how can design create revenue, and perform as an ambassador of research and design methodologies. After several years of work for the company, it was acquired by a larger organization. The new company formed a design studio and tried to implement design as a process and strategy. As part of that process, several designers including myself were sent to different trainings, to learn more about service design and user experience.

The experience in my previous job developed my curiosity about the business value of design. Having to defend the use of design methodologies made me realize how much more there is to know. That process influenced my path, and made me choose to develop my education by applying for a master program at TU Delft.

During my studies I continued to explore the business value of design, by conducting research for KLM guided by Dr Price, R.A. As part of SPD Research course, I worked with a team to answer the research question: "How can design enable companies to overcome challenges in the implementation of innovative design solutions". Following a case study of a product called "Plug", that was developed in collaboration with TU Delft, we explored the value that design methodologies generates in an organization. The plug project was a product developed for KLM employees with the goal of reducing turn around time and eventually influencing the customer experience. In our research we explored the implementation of internal innovation and the challenges it entails.

I chose to work at Deloitte for an employee experience team because it reflects many of my personal interests and learning objectives. I'm curious about the value that design can create, and especially its internal impact in organizations. I believe internal innovation is extremely challenging and very rewarding. In the world of organizational change, more companies are realizing that they should treat their employees like they treat their customers. On that landscape, design is also shifting into life-centred rather than user-centred.

I seek to widen my knowledge regarding design methodologies and the implementation of them within organizations. I hope to gain a deeper understanding on what value we should be creating, and what responsibility I have as a designer creating internal innovation. I want to learn how to develop and create relevant tools to measure a business objective. Lastly, I chose this graduation project because I think it will complete my journey and answer the question that made me pursue a master in the first place - what is the business value of strategic design.

FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.