

Synchronizing juniors with senior consultants

A digital boundary object

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Master thesis

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Preface

Dear reader,

I proudly present to you my master graduation project report, which marks the end of my time as a student. The journey towards this end result was a rollercoaster that I did not expect at the start. I am proud of what I have achieved in less than 100 days of full-time graduating. I would like to use this preface to thank everyone who supported me during this journey.

First of all, I would like to thank my company mentor for giving me the opportunity to graduate on this assignment and for guiding me through this whole new corporate environment and its corresponding challenges. I would like to thank everyone from the company team who was involved within my graduation project to spend their valuable time on helping me with my project, by contributing in my interviews, creative session and validation test.

I would like to thank Frido and Giulia, my TU Delft supervisors. You both gave valuable advice when I had struggles during the project. Frido, I appreciated how you helped me finding the deeper layers within my project and therefore making it more scientific. Giulia, I appreciated how you supported me when I was stuck and giving me advice on how I could continue.

I would like to thank my parents for always taking care of me and giving me advice when I was stuck and helping me to put things in perspective. I would like to thank my friend Anne, for our weekly calls where we support each other during our graduation journey and our study Wednesdays on the faculty. I would like to thank my friends for always listening to my struggles and cheering me up, especially my roommate Chiel for studying with me to support each other.

Thank you all and enjoy reading!

Lotte

Executive summary

The scope of this graduation project was the current organizational design (OD) approach of the X team of a service company (SC). The initial assignment was to investigate whether there were opportunities within the current approach to make it more experience and/or user centered. The current approach is used for quite a long time and the assignment was to shine a new perspective on it by using design techniques.

This thesis started with understanding the scope. Internal documents were analyzed, and seven senior X members were interviewed to perform this. Out of these interviews it became clear that there were three areas with room for improvement within the current OD approach, namely ‘knowledge management’, ‘approach standardization’ and ‘visualization’. It was decided to chose approach standardization as the focus for the rest of the project.

After the focus area was defined, a second round of interviews was conducted to answer why, what and how the approach should be standardized. Out of these interviews the underlying problem came to the surface: due to experience the senior members in the team know what they are doing but they miss the simple tools/documents to bring this across to juniors or people outside the team. This problem has been used as the basis for the design statement of this project, which is: **design a tool for the X team that brings overview and gives the team the completeness to express their expertise.**

A creative session with X members was held, which made clear that there seems to be a paradox within the needs of the team. On the one hand there is a need for simplicity, but on the other hand everything they have should be in there. In other words, juniors need simplicity to understand OD projects, but seniors do not want to lose valuable information and therefore prefer documents that include everything.

Based on all the earlier gathered insights the OD toolbox was designed. The toolbox consists of two tools: the OD expertise map and the approach

generator. The OD expertise map provides an overview of all the subjects that can come across within OD projects. Next to that, the map consists of an OD narrative which provides a short description of the focus of OD to understand the expertise of the team. The approach generator is a tool that can be used to design the project approach at the start of a project, based on data of previous projects a substantiated approach can be designed.

The toolbox was validated with four senior and two junior team members and seen as valuable. It turned out that **the purpose of the OD toolbox is to create a shared understanding among members of the team and in this way synchronization of the different mindsets between the seniors and juniors is facilitated.** The tool works as a boundary object, because it is used differently by seniors and juniors. The seniors will use the tool as a quick catch up for information and juniors will mostly use the tool to understand OD projects.

List of abbreviations

OD	organizational design
PMO	project management office
SC	service company
TOM	target operating model

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01

Introduction

In this chapter the context, scope, assignment and project approach of this project are explained.

1.1 Scope & assignment

This master thesis is done in collaboration with the X team of SC. In this chapter the scope and initial assignment of the project are discussed.

1.1.1 Scope

The scope of this project is the current organizational design (OD) approach of the X team of SC. The X team has and continues helping many companies with their transformations. The team consists of approximately twenty consultants. The team conducts whole organization transformation projects as well as projects where only one or more departments of an organization transform. Within the X team there are two expertise areas, one that is focused on organizational design and one that is focused on the processes within an organization, called business processes. The business processes area is already quite detailed, developed and clear for everyone within the team, therefore this is out of the scope of this project.

1.1.2 Organizational transformation

Organizational transformation is ‘substantially changing an organization’s structure and practices’ (Orlikowski, 1996). It is the process of transforming the existing culture of an organization to address a challenge or to achieve competitive advantage. Many or even all the employees of an organization are involved by an organizational transformation (Wigston, 2016). Organizational transformation can be confused with organizational change; however, it is not the same. According to Palinkas (2021) change is a response to external influences where it is needed to act daily to ensure the desired results. While transformation is about ‘altering the nature of why a company takes a particular action’ (Muspratt, 2019). The biggest difference is that it is often possible to undo change, which is not the case for a transformation (Palinkas, 2021).

SC sees organizational transformation as the ‘hard’ side of transformations, think of the structure and corresponding roles of the new organization. Whereas organizational change is more focused on the ‘soft’ side of transformations. Sometimes

the X team and the change team work together on projects, especially when the X team signals a lot of unrest within the organization the change team gets involved. This project is in collaboration with the X team and therefore, the focus of this graduation project is on the process of transforming the structure of an organization and not on how employees can be involved within the transformation.

1.1.3 Assignment

The X team wanted to investigate whether there were opportunities within the current OD approach to make it more experience and/or user centered. The current approach, further explained in chapter 2.2, is used for quite a long time and the assignment for this graduation project was to dive into this approach and to shine a new perspective on it by using design techniques. Therefore, the initial assignment was quite broad with many different possible outcomes.

Because of this broad assignment, after the first research round within this project a decision was made to focus on a certain area of improvement. These areas are explained in chapter 2.4. The chosen area was approach standardization. Another research round was conducted to find the underlying problem within this area. It turned out that the seniors have the need to express their expertise to juniors, but they miss the right materials for that. Therefore, the final assignment was to design a tool that brings overview and gives the team the completeness to express their expertise.

1.2 Project approach

For this graduation project the Double Diamond approach is used as a starting point for developing the approach for this project (Heffernan, 2017). This approach uses both divergent and convergent thinking, what creates the distinctive diamond shape. Divergent thinking means to think broadly and to consider everything with an open mind. Convergent thinking means to think narrowly and to identify the key problems and/or solutions. There are four phases within this approach. The first one is **discover**, here the context is being discovered with an open mind. In the second phase, **define**, focus areas are defined as well as the area that needs a solution. The third one is **develop**, here the mind is opened up again to ideate and there are no bad ideas. The last phase is **deliver**, here the final design is designed and delivered.

Due to the complexity of the context of this project, two discover-define diamonds were conducted. In the first discover phase the whole current approach of the X team is analyzed and afterwards three potential design challenge areas were defined. Based on the chosen design challenge area another discover phase was conducted to dive deeper into the challenge area to define the design brief for the rest of the project. The brief consists of a design goal, statement and requirements. The last diamond started with ideation based on the design brief. Followed by the development phase where the concept is introduced and validated. In the deliver phase the final design is presented including the purpose of it and its implementation plan. This thesis ended with a design evaluation, final recommendations and a personal reflection.

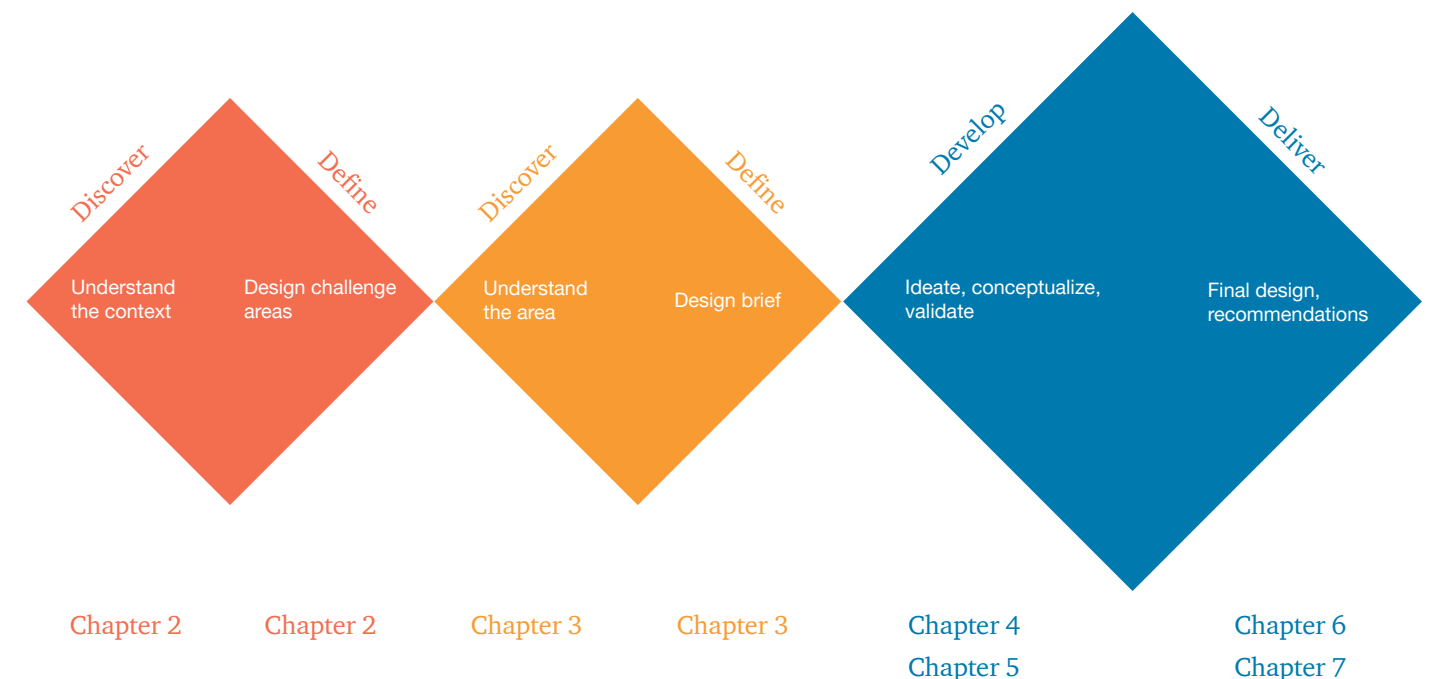


Figure 1: project approach.

02

Analyze

In this chapter the first discover-define diamond is conducted. The current OD approach of the X team is analyzed and interviews are conducted to understand the approach in practice. The analysis have led to three potential design challenge areas. This chapter ends with one chosen area for the rest of this project.

2.1 Research approach

As mentioned in chapter 1, the scope of this graduation project was the approach of OD projects within the X team. To understand what this scope exactly meant the research phase of this thesis started with analyzing the X team. This was done by introducing meetings with every member of the team, including business processes specialists as well to understand the difference between the two specialisms within the team.

A clear document of what the X team exactly does or what their OD approach is did not exist. Therefore, the recording of an OD refresher presentation (SC, 2020) of one and half year ago was used to start understanding the OD approach. This OD refresher was a two-hour session for the whole X team to refresh everyone's knowledge and due to the COVID-19 pandemic this session was recorded. A session with one team member was held to clarify the recording. In addition, more internal documents of SC were used to clarify certain elements of the OD approach. The findings of this first research phase can be found in chapter 2.2.

The gathered insights of chapter 2.2 were used to define the interview guide for the interviews of chapter 2.3. These interviews were held to provide insights into how the OD approach is used in practice and to identify rooms for improvement. These rooms for improvement, so called design challenge areas are further explained in chapter 2.4.

The chapter ends with an autoethnography where the personal experience of the author is used to extend the understanding of the context.

2.2 Approach analysis

The approach that the X team uses to conduct OD projects is called [name of method], which is a SC-wide model for transformations. The OD methodology behind this approach consists of four stages: phase 1, phase 2, phase 3 and phase 4. This approach is analyzed and due to confidentiality not shown in this report.

2.3 Process interviews

To understand the approach in practice and to find out what currently goes well and what could be improved, semi-structured interviews were held with seven senior X team members. The interview guide can be found in appendix B. To prevent superficial outcomes, three interviews are conducted specific for a certain case. Two of these interviews were about the same case for a telecom company and one interview was about a case in the industrial products sector. The other four interviews were about the process in general and to check whether the problems mentioned in other interviews are widely supported. For each interview a one pager of the insights is made which is due to confidentiality not shown within this report. A summary of the insights gathered in these interviews are shown in this chapter.

member stated that the pitfall of the bottom-up approach is that you will only end up with a summary in the end and therefore when the client does not agree, you need to do it all again.

2.3.1 Process insights

The interviews were used to gain insights into the current process. For every phase of the approach method the most interesting insights are summarized in figure 9. It is not often the case that the X team provides all four phases of the approach. Mostly phase 1 and phase 2 are sold first, and if the client is satisfied, the X team is sometimes allowed to perform phase 3 and phase 4 as well. A side note here is that clients often tend to say that they can do phase 4 themselves, the trick for SC is to prove otherwise. The gathered insights for each phase are due to confidentiality not shown in this report.

2.3.2 General insights

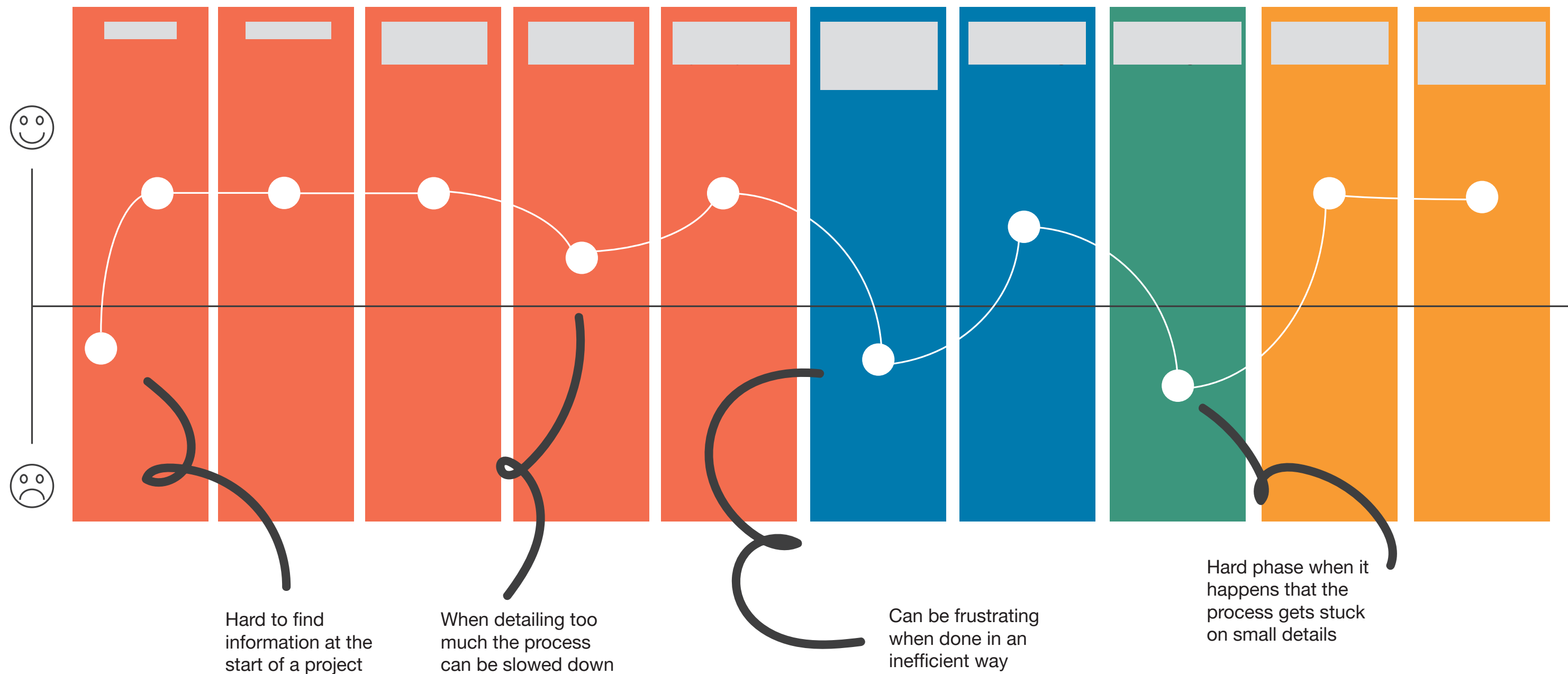
Besides process phase specific insights, there were more general insights as well. For example, that every assignment is unique and that it is always tailored for the client. Therefore, the approach method is an indicative framework. The approach used by the X team depends on the client question and level of top leadership involvement, resulting in either a top-down or bottom-up approach. There are different opinions within the team about which approach is preferred. A team member stated that the bottom-up method is more time-consuming but also brings more impact, while another team

2.3.3 Customer journey

Based on the case interviews the steps of the customer journey were defined, see figure 2. The customer is an X team member. Since every process is unique this customer journey cannot be seen as general, however it provides an idea on how an OD project process can proceed. The emotions showed in the customer journey were based on all the interviews, therefore not only on the case interviews.

2.3.4 Conclusion

When combining the process and general insights and the customer journey three areas with room for improvement became clear. These so-called potential design challenge areas were ‘knowledge management’, ‘approach standardization’ and ‘visualization’. Each area is explained in chapter 2.4.



2.4 Design challenge areas

Based on the insights of chapter 2.3 three design challenge areas were defined. The areas are shown on this page (figure 3) with corresponding paraphrased insights from the process interviews. In the next paragraphs the design challenge areas are further explained. The prototypes included in the paragraphs were made to facilitate understanding of the problem and to provide a sense for the solution direction, this helped by making a well-considered decision for the focus area of the rest of this graduation project.



2.4.1 Knowledge management

Five out of seven interviewees acknowledged knowledge management as an area for improvement.

Problem statement

It is sometimes **not clear where to gather information at the start of a project**. It happens too little that information is put on the internal database. Often people just ask in the WhatsApp group for information, which often works. You see that **information is secured in people's heads**, therefore when someone leaves the team the information leaves with them. When OD methodology content is properly stored and monitored, it **would make targeting and writing proposals easier** as well.

Several people have tried to increase knowledge management, but it remains a problem. It would be good to find the best fitting way for our team to effectively share our knowledge.

Placed within the process

This area is mostly important at the start of a project and at the end. Because at the start there is a need for previous gathered knowledge and at the end of a project the gathered information should be stored properly.



Pros and cons

The first pro to dive into this area is that it is a clear and urgent problem. Besides that, the author has experienced herself when working on this project that people asked in the WhatsApp group for information and that the shared drive contains a lot of information, but the author finds it hard to find something here. Therefore, there is room for improvement here for sure.

Cons to choose this area as design challenge is that it is a problem that occurs in every organization, therefore it is a question if this problem is even possible to fix. Furthermore, the X team has already tried to fix this issue in the past, but it remains a problem.

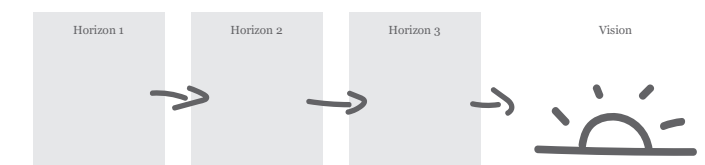
Possible design solutions

Through brainstorming two very early prototypes of possible design solutions were developed:



1. Knowledge sharing workshop

A workshop set up for internal use to share and capture knowledge.



2. Knowledge sharing roadmap

Design a knowledge management vision for the team for X amount of years. Afterwards design a roadmap on how to achieve this vision.

2.4.2 Approach standardization

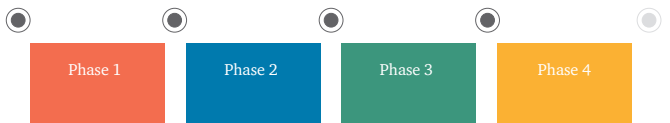
Five out of seven interviewees acknowledged approach standardization as an area for improvement.

Problem statement

Everyone agrees that **every project is unique**, but in the meantime, there is a **need for a solid basis** which can be used as the start for a project. This level of standardization can **help to promote the X team** both internally and externally. It also brings a solid basis for everyone within the team, especially for the one's with no or less experience for a kind of project. It would **bring more support** and therefore with **more confidence** can be said: this is how we do things and this is how we see it working.

Placed within the process

This area is mostly important at the start of every phase, because then a level of standardization is needed to get the phase started and to provide an overview of the possible steps to all the stakeholders.



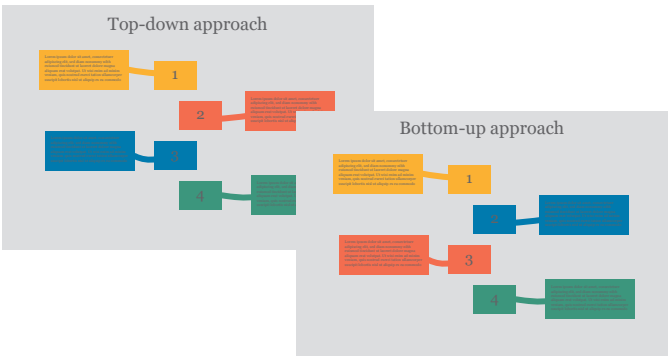
Pros and cons

The first pro of this area is that it is a realistic design challenge, which means that it has enough depth, but it is not too complex for the given time frame and resources. Another pro is that a solution for this area would help clients and X members to better understand what to expect. It also partly solves the knowledge management problem for not knowing where to start at the start of a project.

A con of this area is that people tend to use their own materials or just ask in the WhatsApp group for help, therefore it can be questioned if there is really a need for this. Another con is that it can be questioned whether someone would use a standardized approach when he or she already knows from experience how to handle a project. Therefore, it is probably most useful for people with less experience in the field.

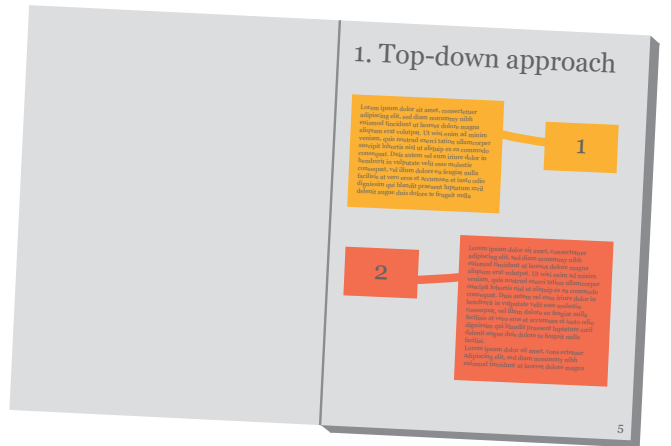
Possible design solutions

Through brainstorming two very early prototypes of possible design solutions were developed:



1. Project approach packages

Standard packages for the most common kinds of projects within OD. These can be used to give an impression of what the project could look like and acts as a basis for the project.



2. OD approach booklet

(Digital) Booklet / brochure where the most common kinds of projects are explained. This can be used to promote the X team as well as to inform new team members.

2.4.3 Visualization

Four out of seven interviewees acknowledged visualization as an area for improvement.

Problem statement

Currently PowerPoint is largely used to visualize, which works but is **time consuming**. Therefore, there is a need to have a **tool that helps visualizing outcomes** in a better way. Another aspect of visualization is that it is **hard to visualize deliverables with intuitive value** for the client. It is easier to make a report of 50 pages instead of making one poster that explains the core (must know) information. The X team **would benefit from standards on how to visualize** certain aspects of organizational design, for example governance and interactions within the organization.

Placed within the process

This area is mostly relevant at the end of each phase, because then deliverables are created to show to the client.



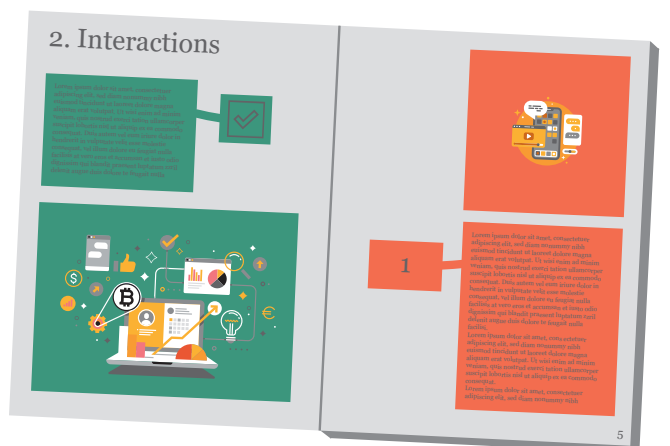
Pros and cons

The first pro to dive into this area is that PowerPoint is limited in the design possibilities it provides, therefore there is for sure room for improvement here. Another pro is that more intuitive deliverables can improve the professionalism of it.

A con of this area is that it will not be possible to design a whole new tool within the given time frame and the available resources. It is also quite hard to improve this area since the only currently available design tool is PowerPoint. Therefore, much effort from the X team members is needed to learn new programs and/or new skills. If there is a need for new programs also the costs for licenses need to be considered.

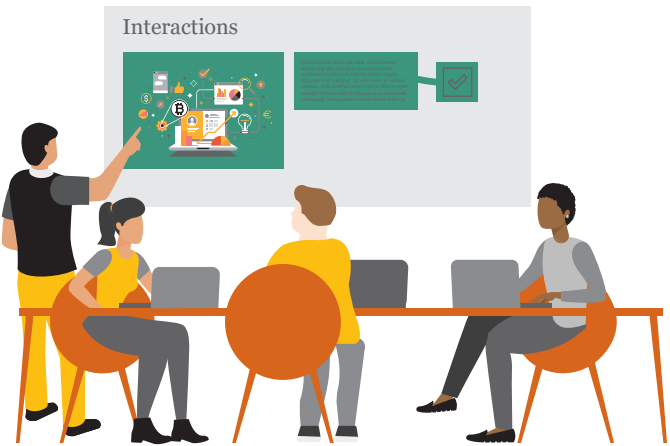
Possible design solutions

Through brainstorming two very early prototypes of possible design solutions were developed:



1. Guidance booklet

A (digital) booklet that provides guidelines on how to visualize certain elements of OD.



2. Visualization workshop

A workshop set up for internal use to understand and apply visualization guidelines.

2.4.4 Chosen area

A session with the directors and senior managers of the X team was held to decide which area was most interesting to dive into. Everyone agreed on choosing the area of approach standardization. This area was seen as a good combination of urgency and depth and it covers partly the knowledge management area, because a tangible product that can be used at the start of a project is designed. Approach standardization also partly covers visualization, because an intuitive product that could be used in client contact is designed. Besides that, a problem with the area of knowledge management is that this problem occurs in every organization and the X team already tried to fix it in the past. The area of visualization also has some cons, namely that options are limited because licenses and new skills are needed when new visualization programs will be used. This area has less depth when it comes to literature in comparison with the other two areas.

2.5 Autoethnography

This paragraph is an autoethnography, which is a personal experience used as qualitative research method to extend the understanding of the context (Wall, 2008). The personal experience of the author became relevant as it turned out later in the project that a major problem of the X team is the information transfer of senior team members to junior team members. And the author can be seen as a junior team member.

The problem that the author encountered was earlier mentioned in chapter 2.1, namely that there are no clear documents that explain what the X team does and how they do it. Already at the start of this project the author experienced that the current available information within the X team was unclear and overwhelming. All involved team members provided different deliverables from client projects or referred to other team members and/or the internal company database, which required a lot of effort to understand what you were trying to understand. Only after conducting the process and focus interviews (chapter 2.3 and 3.2) and explicitly asking for clarification it became more and more clear what the X team is exactly doing. It took therefore almost the whole graduation project period to truly understand the X team and what they do. It is not unthinkable that other new joiners of the X team experience an abundance of information and unclarity at the start. Therefore in chapter 5.3 the experience of junior team members is analyzed and taken into account for the rest of the thesis.

2.6 Key insights

- [Name of method] is the approach the X team use for OD projects, which consists of four phases: phase 1, phase 2, phase 3 and phase 4.
- Every project is unique, it depends on the client and the nature of the project which steps and in which order of the [name of method] approach are conducted.
- The X team prefers a co-creation approach with the client, by using for example workshops.
- Knowledge management is an area of improvement because it is sometimes not clear where to gather information at the start of a project and information is often secured in people's heads.
- Approach standardization is an area of improvement because a need for a solid basis was mentioned by the team members. This level of standardization could help to promote the X team and it brings more support especially for team members with less experience.
- Visualization is an area of improvement because PowerPoint is time consuming and there is a need for standards on how to visualize certain aspects of OD.
- Approach standardization is the chosen area to focus on for the rest of this graduation project.
- Through autoethnography it became clear that there is currently a problem in the information transfer from seniors to junior consultants. This problem is further explored in the rest of the thesis.

03

Focus

In this chapter the second discover-define diamond is conducted. As stated in the previous chapter the focus for the rest of this graduation project was on approach standardization. This is still a broad topic, therefore in this chapter the focus within approach standardization was further defined. This chapter ends with the design brief, which is the starting point for the design phase of this project.

3.1 Research focus

The problem statement for approach standardization is stated as follows (paragraph 2.4.2):

Everyone agrees that **every project is unique**, but in the meantime, there is a **need for a solid basis** which can be used as the start for a project. This level of standardization can **help to promote the X team** both internally and externally. It also brings a solid basis for everyone within the team, especially for the one's with no or less experience for a kind of project. It would **bring more support** and therefore with **more confidence** can be said: this is how we do things and this is how we see it working.

This problem statement can be broken down in a few research questions (RQs), namely:

1. What level of flexibility is needed within the standardization, since every project is unique?
2. Why does the X team needs help for their promotion and how can that be realised?
3. What are the different kinds of projects that should be distinguished by standardization or should there be one standard?
4. What is the level of support and confidence that is needed and why?

To keep the project managable within the given timeframe there will be only a focus on RQ1 and RQ3.

3.1.1 Conclusion

The narrowed scope and research questions for the rest of this project were the following:

Scope

Organizational design projects where the [name of method] approach is used.

Research questions

1. Why does the X team need approach standardization?
2. What are the elements that should be standardized?
3. How should 'it' be standardized?

3.2 Focus interviews

According to literature standardization is the limitation of solutions for a problem (de Vries, 2013). De Vries has mentioned as well that innovation can be damaged if standardization starts too soon and when standards are too detailed it can be difficult to implement them. Therefore, it was important to define the desired level and starting point of standardization for the X team. To perform this and to answer the research questions semi-structured interviews were conducted with the same seven senior X members as for the interviews in chapter 2.3. The interview guide for these interviews can be found in appendix C.

3.2.1 Currently standardized

Before it could became clear what should be standardized, it was important to know what currently is already standardized. The interviewees did not gave an unambiguous answer. Some said that the OD refresher was the highest level of standardization they have, which is a PowerPoint including the general order of the approach and a short description of each step. Somebody else mentioned that everybody is trained with the [name of method] method. Another interviewee said that only the theory of the organization chart is standardized.

It is interesting that not everyone gave the same answer, this implies that if there is something standardized right now within organizational design it is at least not widely known within the team.

3.2.2 Insights

Based on the interviews there is an answer provided for the research questions mentioned in chapter 3.1. The answers on these questions are written down in a storyline, which is an abstraction of the provided data (Birks, Mills, Francis & Chapman, 2009). This storyline is shown in figure 4. A more elaborative analysis of the interview insights is due to confidentiality not shown within this report.

3.2.3 Conclusion

All the interviewees agreed that standardization is important, and the reasons why are quite similar. The interviewees mentioned that there is no need to make a distinction between different sorts of projects where the approach is used, the standardization will be the same for all of these projects. Almost all the interviewees made clear that they would benefit from an overview of the current approach and some people mentioned that standardizing the assessment phase would be beneficial, more than the other phases since those phases differ a lot depending on the kind of project. Some interviewees already had some thoughts about how certain elements of the approach could be improved over time. At the same time almost all of them mentioned that there was no room for that within this project, because of the limited time and resources. Lastly, the interviewees have mentioned that the design should be in the first place for internal use but recommendations for external use are appreciated as well.

Why

Currently there is common ground within the X team about their approach, but this is not clearly written down. Therefore, **the overarching story is missing**. A clear approach would bring **more consistency**, for example when different sets of questions are asked to the same company it will lead to different results. It will also bring more consistency in terms of interchangeability of team members.

Next to that it would **save time** since the wheel does not have to be reinvented again. Currently an X consultant is depended on his/her previous projects or a conversation (by accident) with the right person. There are **too many existing tools** and it takes time to find out which tool is most applicable in which situation. It is sometimes difficult to find information, therefore improving this would save a lot of time. The quality would be improved when all the best practices of the team are put together.

It would also **help to argue better** why the X team conducts the approach in their way and a proven standardized approach makes the team more confident as well.

What

The **core elements of the approach should be universal**, therefore do not focus on different methods. Create a narrative about what the X team does and how they do it, to bring an overarching story. There could be something that **connect the templates**. Implementation is not in the core of X, therefore **focus on the phase 1 and phase 2** when defining an overarching story. Phase 2 and phase 3 can be seen as one phase: phase 2.

Contact persons for organizational design are currently missing, therefore **standardizing the team** could help.

Standardizing the assessment of an organization would help to bring consistency. There should be a standardized list of questions for assessing an organization, add configuration to it since the questions might need to be modified based on the context of the organization. The elements could stay the same.

Phase 1 is the only phase of approach that would be valuable to standardize, **for the other phases it would not be valuable to deeper standardize** than explaining the possible steps because it really depends on the project how these phases will develop.

Standardization of content in terms of a database would be beneficial. This could help to give the client a better idea within proposals and it brings a starting point at the start of that step.

It would be good to **show the expertise of the X team** within the overview of the approach, because this is sometimes a bit unclear.

How

It should be **ready for use at the start of a project**, and it should be so **generic** that it can always be used. On the other hand, it is argued that a distinction should be made based on the wanted result of a project.

Good to have an **overview of the approach at one place**, for example on a website or as a PDF. Even better if it is possible to **click on items** which lead to templates and/or more information. It could be a framework that shows clearly where you are in the process. Could be a high-level process overview, but **do not draw out the steps in an order** because the order can be different for different projects. It should show the whole process without already conducting the whole process, it is like a storyboard. All the **different materials should be 'married' to each other**. Define what is already there and show how some core elements of organizational design could **achieve a higher maturity over time**.

Also, standardization of phase 1 is a need. There could be a **standardized questionnaire** that could be used to benchmark the organization against other organizations. Besides the questionnaire it could also be used as an interview guide.

A boundary condition is that **it can be updated**, because non-updateability is the biggest reason why earlier attempts of standardization failed. This is especially important for details, a high-level story will stay relevant for a long time.

3.3 Need-based personas

Both process and focus interviews made clear that not all the members of the X team have the same needs when it comes to standardization. For example, some team members really feel the need to have standardization to better explain to others what he/she is doing, while some other team members not see this problem at all and see the most value in saving time. Based on the focus interviews four need-based personas are

defined: the analyst, the expert, the data-driver and the time saver. These personas do not focus on demographics but on shared needs (Koos Service Design, n.d.). Not every X member will identify with the same persona each time, it will depend on the context and purpose. During the develop and deliver phases of this project the personas were used to make sure that all the user needs are covered within the final design.



The analyst

The analyst sometimes has the feeling that his/her choices within the process are not supported well enough. The analyst finds it important that he/she can argue the choices that are made and to know where he/she is at that moment within the process.

'I sometimes wonder why we do the things the way we do it.'



The expert

The expert finds it important to know what his/her expertise field is within the organizational design process, currently this is sometimes unclear. The expert would like to know where he/she can excel in and what should be handed to others.

'I sometimes wonder what my expertise is within the projects I do.'



The data-driver

The data-driver prefers working with quantitative data over qualitative data. It bothers him/her that there is currently not enough data stored during projects.

'I would like to substantiate my choices more strongly based on data.'



The time saver

The time saver has enough experience to know what the next steps are, but there is a need to find the right document quickly. The time saver has no problem to figure out the process itself, nevertheless efficiency always makes life easier.

'I think the process is clear, but it could be more efficient.'

3.4 Design brief

To ensure a clear starting point for the design phase of this project a design brief was formulated based on the previous research. The design goal and statement with corresponding design requirements were set in this chapter.

3.4.1 Design goal

The conducted research made clear that there are multiple needs within the X team when it comes to standardization. Ideally, the team would like to have a website with all their information on it which is easy to use and always up to date. Besides that, they would like to have databases and an overview of all the tools they currently have. Lastly, the team would like to have a standardized questionnaire for assessing an organization and a tool that can generate valuable output. This is too much to achieve within this graduation project, but what became clear when reading between the lines is that the X team searches for a way to express what they are doing. Due to experience the senior members in the team know what they are doing but they miss the simple tools/documents to bring this across to juniors or people outside the X team. They overwhelm the juniors/outside with information, because they do not know which materials are truly important, and when they have provided sufficient information. It can be concluded that the team knows what they are doing, but clear materials to bring it across to, for example, juniors are missing. The underlying need of the (senior) X team is a solution to easily express their expertise to juniors and outsiders.

3.4.2 Design statement

Based on the brand statement theory of van der Vorst (2018) the previous stated design goal is translated into a design statement. Which describes the product category (1), target group (2) and the functional (3), emotional (4) and self-expressive (5) benefits of the design. The design statement can be found in figure 5. In the statement the word 'completeness' is used, which is a psychological need to integrate all the complex and rich information in our surroundings into a meaningful story (Cordaro, Brackett, Glass & Anderson, 2016).

3.4.3 Design requirements

Based on the storyline in figure 13, the design goal and statement the following ten design requirements were set up:

1. The design provides an overarching story.
2. The design brings consistency.
3. The design can be updated.
4. The design helps to argument the approach.
5. The design shows the expertise of the X team.
6. The design is generic.
7. The design saves time.
8. The design does not only show the approach in an explicit order of steps.
9. The design is ready for use at the start of a project.
10. The design is interactive.

3.5 Key insights

- The focus of this project is on OD projects where the approach is used.
- Currently there is no clear standardization within these projects.
- Within the X team four different need-based personas are identified, namely the analyst, the expert, the data-driver and the time saver.
- The design goal that became clear during the focus interviews is that the team searches for a way to easily express what they are doing to juniors and people outside their team.
- The established design statement is: design a tool for the X team that brings overview and gives the team the completeness to express their expertise.
- Ten design requirements have been set that the design must meet.

Design a tool⁽¹⁾ for the X team⁽²⁾ that brings overview⁽³⁾ and gives the team the completeness⁽⁴⁾ to express their expertise⁽⁵⁾.

04

Ideate

The develop-deliver diamond of this project starts with ideation. In order to start the creative process a creative session with the X team was held, followed by individual ideation. This chapter ends with the conceptualization of the two most promising ideas.

4.1 Creative session

To kick-off the design phase of this thesis a creative session was organized for the seven senior X members who participated in the interviews. Three of them participated in the session.

4.1.1 Goal

This session had multiple goals. The first one was to gather input on how the approach overview should look like according to the X team, the second goal was to gather ideas on what could be improved within the current approach and the third goal was to start creating ownership of the concept by the team members because they need to develop it further and adopt it in their way of working when this project is finished.

4.1.2 Approach

The approach of the session is shown in figure 6. First the storyline of figure 4 was explained to the attendees followed by the design challenge and the plan for the session. The brainstorm rules of the Delft Design Guide (van Boeijen, Daalhuizen, Zijlstra & van der Schoor, 2013) were explained to create the right mindset. The session started with conducting H2's (How-tos) (van Boeijen et al., 2013), this was done to get the attendees into a creative mindset and to generate some first ideas. The used H2's were the following:

- H2 provide consistency?
- H2 update documents?
- H2 show expertise?

The second step was to let the attendees draw out how they would like to see the generic overview, this was done to make the context more tangible for the participants. The third step was to brainstorm on how two different aspects of phase 1 could be improved. Afterwards the ideas were clustered, presented and the most interesting ideas were chosen to develop into a concept. Everyone developed individually an idea into a concept and presented it afterwards.

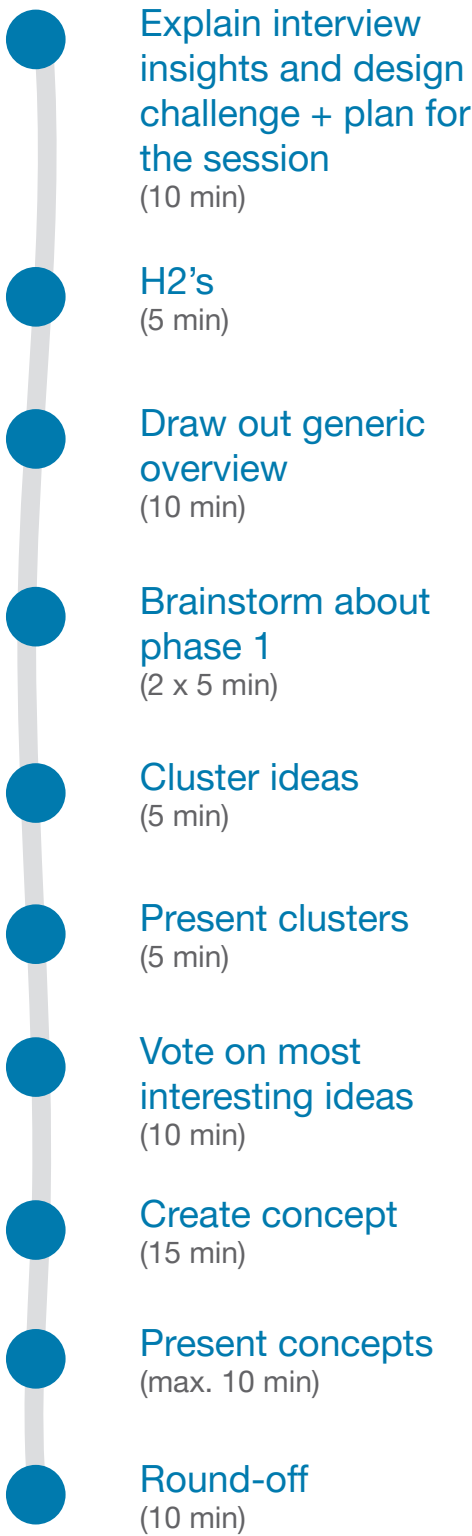


Figure 6: creative session approach.

4.1.3 Insights

Overview sketches

The participants agreed that they would like an overview of the whole approach and another page where the information is distinguished based on subject instead of stage within the process. The advantage of this is that you can easily add and delete subjects and you can easily find the information you need. All the participants thought of a website as a format for the overview. One participant also mentioned that a training for new employees next to the website would help a lot. The overview sketches can be found in appendix D.

Assessment concept

One participant mentioned the need for a standard data request checklist and a data input template to perform a good analysis of the company. Also a quantitative as-is questionnaire would be beneficial. For this participant backend would be sufficient, frontend is good to make it fancy but there will be probably no budget for this.

Another participant came up with the idea that there should be short movies, maximum of two minutes, to explain in a narrative why a subject is important, what the rules are and a good and bad example. According to the participant it is important to explain how a subject should be used, which makes it possible to use it independently. Now it is sometimes the case that people do assumptions themselves resulting in a result that was not envisioned by the person that gave the task.

The third participant would like a simple interface for the principles, no wall of text and explanation. Good to have it all together and not the tool in a separate Excel, that immediately let you think 'it will probably not be up-to-date'. The tool should be a list of all the principles with filters above it. Good to have a feature where you can give feedback or upload new principles. The owner of the tool will process feedback.

Conclusion

The most important insight gathered during this session is that less is more. There seems to be a paradox within the needs of the X team: on the one hand there is a need for simplicity, but on the other hand everything they have should be in there. It became clear as well that the X members struggle with the following issues:

- Where can I find the right information?
- Is this the right information?
- Do I understand it correctly?

See figure 7 for the most important quotes of the session, which was the basis for this conclusion.

'The challenge is how to turn this in a MVP [minimum viable product], ideally you have all the information on it. But before we achieve that it is three years later and already outdated. You need something that is immediately valuable and easy to update.'

- Participant A

'Isn't it the issue that we have the material but we just do not use it good enough?' - Participant B

'The success of business processes is that it is a clear method. The OD methodology is sometimes unclear which makes me insecure about where I should start. If you have an approach you would just follow it.'

- Participant B

'If you have a standard package, the chance that a client would refuse to perform a step is limited.'

- Participant C

'I never have time to anonymise client material, I have never uploaded it on the internal database. I feel guilty about it, but I know that I will not upload it on a website like this even if I would like to.'

- Participant A

'If there is a clear methodology it is also not necessary to look at all the deliverables of all the projects.'

- Participant C

'How can we make sure that it is simple and that we do not lose ourselves within all the materials.'

- Participant A

'It was never the goal to make it simple. Many people in our team prefer a lot of information, but now the problem is that we need to train juniors and we do not have clear and simple materials.'

- Participant C

'Currently the amount of information is sometimes paralyzing. A fear of missing out, wondering if this is the best information.'

- Participant B

'A short movie works better than a wall of text.'

- Participant A

'It is about simplicity but also about independency. Keep thinking about how people can work as independent as possible.'

- Participant B

'Maybe a solution for a part of the puzzle is better than a whole overview.'

- Participant B

Figure 7: quotes from the creative session.

4.2 Conceptualization

While keeping the design brief and insights gathered during the creative session in mind individual ideation was conducted. Brainwriting was used as well as several H2's:

- H2 bring completeness?
- H2 save time?
- H2 collect data?
- H2 create an overview?

Twenty ideas were generated and clustered, which was done to provide an overview of the generated options and to bring order (Heijne & van der Meer, 2019). In appendix H the clustered ideas can be found. The clusters were the following:

1. Design the approach
2. Helper during process
3. See existing materials
4. See others expertise
5. Design approach together
6. Know where you are
7. Add materials
8. Remove existing materials
9. Show expertise

Based on these clusters and taking the earlier gained insights in mind the following two concepts were seen as promising:

1. A tool to design the project approach
2. A tool to see and show expertise

Both concepts are further explained in the next paragraphs.

4.2.1 Concept 1: the approach generator

This concept is a merge of the clusters 'design the approach' and 'design approach together'.

Description

A digital tool that the X team can use to design the approach of a new project. At the start a goal of the project can be selected. This selected goal leads to an overview of all the existing steps of the approach. Based on the selected goal certain steps are selected and deselected, therefore the X member knows that this is a good approach for this project.

Manually steps can be selected and deselected as well to compose the preferred approach. When the user continues an overview of all the selected steps is presented, which can be shared with other team members and used to keep an overview during the project. If a step is unclear a question mark button can be used to get more information. A scenario of this concept is shown in figure 8.

Covered need-based personas

- **The analyst** - Because the list selection is based on previous projects and can therefore be used as argumentation to perform the approach in a certain way.
- **The data-driver** - Data of previous projects is used to define the list selection and therefore the data-driver can use data to argument his/her choices.
- **The time saver** - There is no need to look into other documents, because the automatically generated list selection and question mark buttons for extra information provide all the necessary information and argumentation. That saves a lot of time.

Pro

- Provides an overview of all the existing subjects within the approach.
- The selected subjects are linked to a project goal, therefore it helps to argument the chosen approach.
- The tool translates the selected subjects into an overview which can be used to keep track of the project.

Con

- Does not explicitly show the OD expertise of the X team.



I need to design the approach for my new project, but where do I start? Let's use the design approach generator.

Project name:

Goal:

Filters:

▶

I fill in the project name and select the goal of my project and I select that only phase 1 and phase 2 will be included. Click on the arrow to continue.

Goal: Strategy project

- ✓ Kick-off
- ✓ Confidential
- ✓ Confidential
- Confidential
- ✓ Confidential
- ✓ Confidential
- ✓ Confidential
- ✓ Confidential
- ✓ Confidential

▶

An overview of all the steps within the approach are shown, but only the ones applicable for my project goal are selected. The goal is shown at the top.

Goal: Strategy project

- ✓ Kick-off
- ✓ Confidential
- ✓ Confidential
- Confidential
- ✓ Confidential
- ✓ Confidential
- ✓ Confidential
- ✓ Confidential
- Confidential
- ✓ Confidential

▶

Manually steps can be selected and deselected to design the approach that I prefer. Click on the arrow to continue.

Strategy project for client X

- 1 Kick-off
- 2 Confidential
- 3 Confidential
- 4 Confidential
- 5 Confidential
- 6 Confidential
- 7 Confidential
- 8 Confidential

Automatically an overview of my approach is shown, which I can use to keep the overview.

Strategy project for client X

Kick-off

The kick-off is used to get all the stakeholders aligned and to start the project officially.

Owner: X

[Click here to provide feedback or input](#)

Explanation video:

- ?
- ?
- ?
- ?
- ?
- ?
- ?
- ?

To understand what kick-off means I can click on the '?' button for a short description and an explanation video. If something is not up to date I can easily provide feedback to the owner of the subject.

Figure 8: scenario of the approach generator.

4.2.2 Concept 2: the OD expertise map

This concept is a merge of the clusters ‘see others expertise’ and ‘show expertise’.

Description

A digital tool that provides an overview of all the OD subjects within the X team. The user can select whether he/she wants to see the buttons in the order of the approach of in alphabetic order. Every subject is represented in a button and by clicking on this button information about that subject is provided. Every subject has an owner which makes sure that the subject is up to date and acts as a contactperson for questions and/or input regarding this topic. Besides that, there is a button that shows a narrative of the expertise and qualities of an OD specialist. A scenario of this concept is shown in figure 9.

Covered need-based personas

- **The analyst** - Information about all the subjects is provided therefore the analyst can look up which subjects are relevant for his/her project.
- **The expert** - The OD narrative gives the expert a good understanding of the expertise field of OD and the map itselfs provides an overview of all the expertise subjects of OD.
- **The time saver** - All the subjects are at one place which makes it unnecessary to search for documents outside the tool. This saves a lot of time.

Pro

- Provides an overview of all the existing subjects within the approach.
- Provides explicitly information about the OD expertise of the X team.

Con

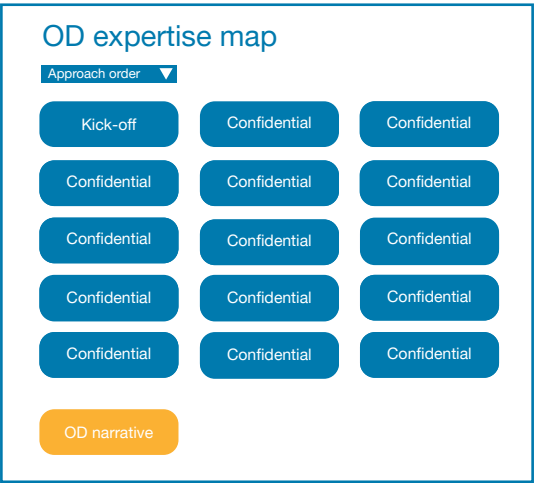
- Does not provide information about which selection of subjects is best for which project.
- Does not show an overview of a project.

4.2.3 Concept choice

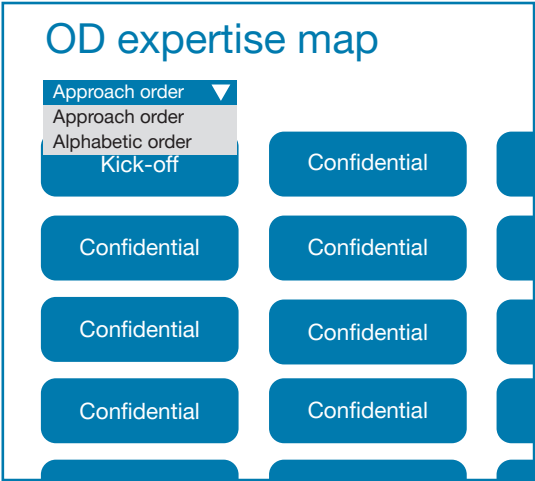
The two concepts are complementary and therefore the decision was made to use both concepts as a basis for the further development of the tool. When combining both concepts all the need-based personas (chapter 3.3) are covered, which ensures that all the needs of the X team are covered within the design.



I am not exactly sure how to perform a certain task, let's go to the OD expertise map.



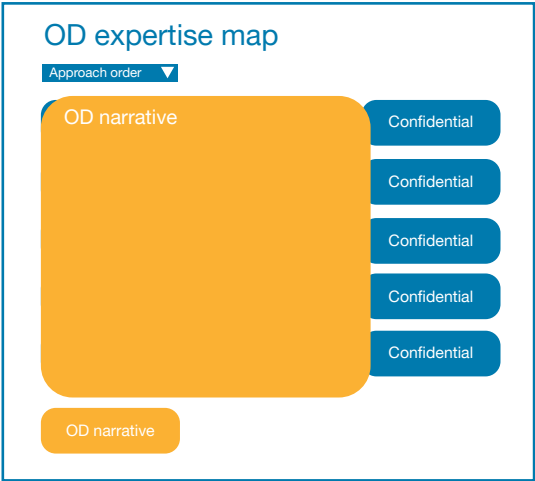
The homepage is an overview of all the OD subjects of the X team.



With the fold out menu at the top I can choose if I want to see the buttons in the order of the approach or in alphabetic order.



I click on the kick-off button because I want to know how to provide a kick-off meeting. If something is not up to date I can easily provide feedback to the owner of the subject.



The homepage also shows a yellow ‘OD narrative’ button, if I click on this button I can read a story of the expertise and qualities of an OD specialist within the X team.

Figure 9: scenario of the OD expertise map.

05

Develop

In this chapter the developed tool is introduced and validated. The chapter ends with input for the deliver phase.

5.1 Introducing the tool

The OD Toolbox is a tool that the X team can internally use to create overview and completeness. When designing the tool all the insights of the previous phases of this project are taken into account as well as the design goal, statement and requirements. The key elements when designing this tool were:

- Keep it simple
- To be used independently
- Make it more directive
- Assign an owner to every part of the tool

5.1.1 The tool

The toolbox consists of two tools: the OD expertise map and the approach generator. All the elements of the tool are shortly explained in this paragraph, including which elements covers which need-based persona (chapter 3.3).

Homescreen

When opening the tool, the home screen is shown. This screen consists of a button that leads to either the OD expertise map or the approach generator. There is a question mark button as well that provides explanation of both tools.

The OD expertise map

The OD expertise map provides an overview of all the subjects that can come across within OD projects. The subjects are aligned with the SC cookbook subjects. The cookbook is an ongoing project within the X team where templates and guiding materials are made for every OD subject. It is a great opportunity to align the OD expertise map with this cookbook to achieve the highest potential. The map covers the need of need-based persona ‘the time saver’, because all the OD information is easy accessible which saves a lot of searching time.

Every subject has an owner to increase the chance that the provided information is up to date and that there is a contact person for questions and input. These elements were mentioned as important in the previous conducted research.

Besides an explanation of every OD subject, an OD narrative can be found in the map as well. This narrative provides a short description of the focus of OD and the approach. This narrative covers the need of ‘the expert’ need-based persona, because the OD expertise is explained and placed within a bigger picture which makes it possible to understand what is part of the scope of OD and which is not.

The approach generator

The approach generator is a tool that can be used at the start of a project. The generator helps to design a project in an easy way and consists of three steps:

1. Select the duration in weeks, the type of project and the approach phases that should be included. *Note: phase 2 and phase 3 are combined into phase 2, because this was multiple times recommended by team members earlier in the project.*
2. A list of all the subjects of the approach is shown. Based on the selected type of project and phases a selection of the list is selected. This selection is based on data of earlier conducted projects of the X team with a similar duration and type. It is possible to change the selection to design the desired approach.
3. Based on the given duration of the project and the list selection an automatic generated overview of the approach is shown. This overview is again based on data of earlier conducted projects with the same characteristics. It is possible to move subjects within the overview and to lengthen or shorten the duration of it. It is still possible as well to add extra weeks to the overview. When the desired overview is reached the file can be saved for later or exported as a PDF.

The automatic generated list and overview covers the needs of both the need-based persona ‘the analyst’ and ‘the data-driver’. The analyst can use the automatic generated information to argument the decisions that are made. The covered need of

the data-driver is quite clear, because data is used to generate the list and overview.

5.1.2 Value proposition

As mentioned in chapter 2.5 and paragraph 3.4.1 the information transfer from seniors to juniors is not optimal. Seniors tend to overwhelm juniors with information, because they do not know what the correct materials are and when it is sufficient. Therefore, the main purpose of the tool is to convey OD knowledge among X team members in a simple and clear way. The value of the tool differ for seniors and juniors and is explained below.

Value for senior X members

For seniors the tool mostly provide value in saving time, because of their experience they will roughly know what all the subjects of OD are about, and they have designed their own way of working throughout the years. The OD expertise map can be used to quickly find some information about a subject, for example because the team member has not used that subject for a long time. The generator can be used to easily design an approach for a new project. This is especially useful when the senior starts working on a type of project he/she has no previous experience in, but is in the lead to design the approach because of his/her senior position.

Value for junior X members

For juniors the main value is to understand what OD projects are and how they are performed. Currently there are no clear documents available that easily explain the expertise of OD specialists within the X team, therefore juniors are dependent on the information that seniors provide to them. The OD expertise map can help juniors to understand the subjects and to find information easily that can support them in their tasks. The generator can be used by juniors to design a first version of an approach for a senior and/or to understand how approaches are different for different types of projects.

5.1.3 Persona scenarios

The need-based personas help to indicate the different purposes of the tool. In this paragraph for all four personas a short scenario is written down of how this persona would use (parts of) the tool. Not all personas are covered within the whole tool, in chapter 4.2 it was indicated which tool of the toolbox is relevant for which persona. *Note: the personas are based on the process interviews (chapter 3.2)*

and therefore only representing seniors. It can still be the case that juniors identify themselves with these personas, but this has not been investigated.

The analyst

For me the most value is in the approach generator. The preselected subjects in the generator are based on previous projects, which gives me the support that I prefer to argument to the client and team members that this approach is an effective approach. I can use the OD expertise map to search quickly for information if I want to argument a step when the project is already ongoing.

- I use the approach generator when I need to design the approach for a type of project where I am not familiar with.
- I use the OD expertise map when I need to sharpen my knowledge for a certain subject and to check if the subject is still relevant for the project.

The data-driver

The approach generator adds a lot of value to me, because it is based on data of previous projects. When I need to design an approach for a new project, I use this tool because it gives me input based on previous projects. I find it a missed opportunity to perform projects without using data of earlier projects. By using this data the argumentation for a certain approach towards clients is much stronger.

- I use the approach generator when I need to design the approach for a project regardless of my knowledge on this type of project.

The expert

The OD expertise map helps me to have an overview of all the expertise you should have as an OD specialist. If it is not totally clear for me how a certain subject works, I go to the map for a quick update. The OD narrative gives me a simple story on what my expertise field is, I can use this to explain to clients and other people outside the team what my expertise is. This helps a lot because what our team does is not so straight forward. The map as a whole helps me to define my area of expertise. Within SC the lines between teams are blurred sometimes, then it is good to have a tool to support what your expertise is.

- I use the OD expertise map to understand my field of expertise and to have support when I want to inform others about my expertise.

The time saver

Both tools are useful for me. I use the OD expertise map to quickly search for information about a topic

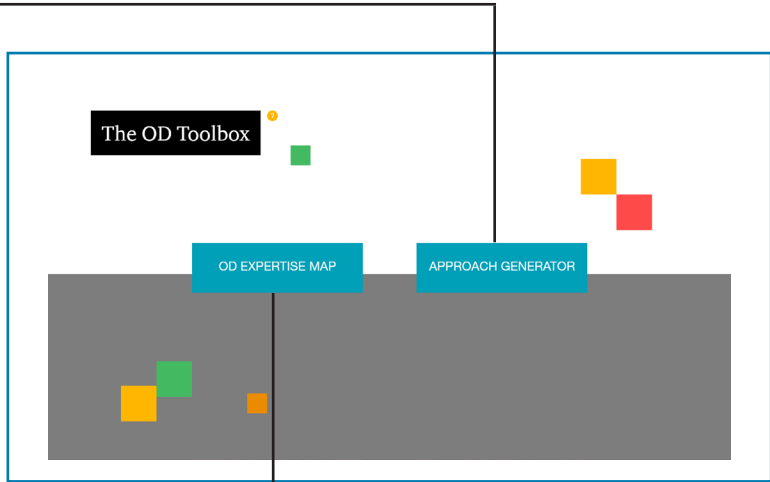
and when I need more information I can go to the cookbook or ask the owner. This saves a lot of time, because otherwise I need to dive in my previous projects for useful information or ask my team members. For the same reason I use the approach generator; everything that you need is in one place.

- I use the approach generator to quickly design an approach for a new project. I prefer to use this tool because it takes away the need to search into previous project materials.
- I use the OD expertise map to find information about a certain subject in a jiffy.

5.1.4 Personas mapped in the tool

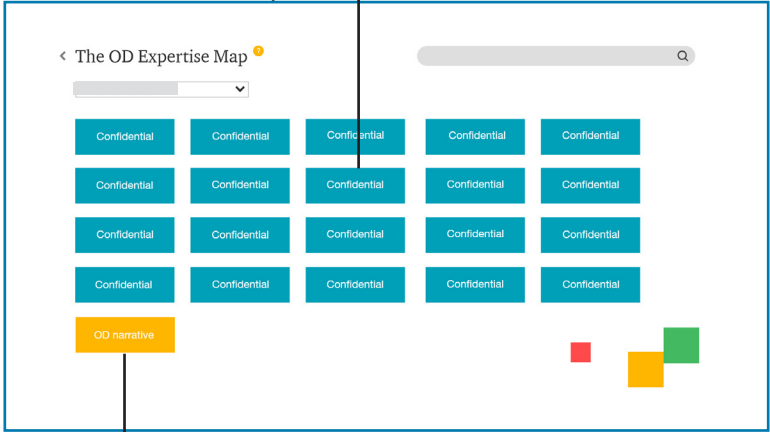
To get a better understanding on how the tool can be used the different digital screens of the tool are visualized on pages 56 till 58. The lines between the screens indicate how you can navigate within the tool. When a certain element within the tool is relevant for a specific persona this is indicated with the icon of the persona (see below) followed by explanation.

-  **The analyst**
 **The data-driver**
-  **The expert**
 **The time saver**



Home screen

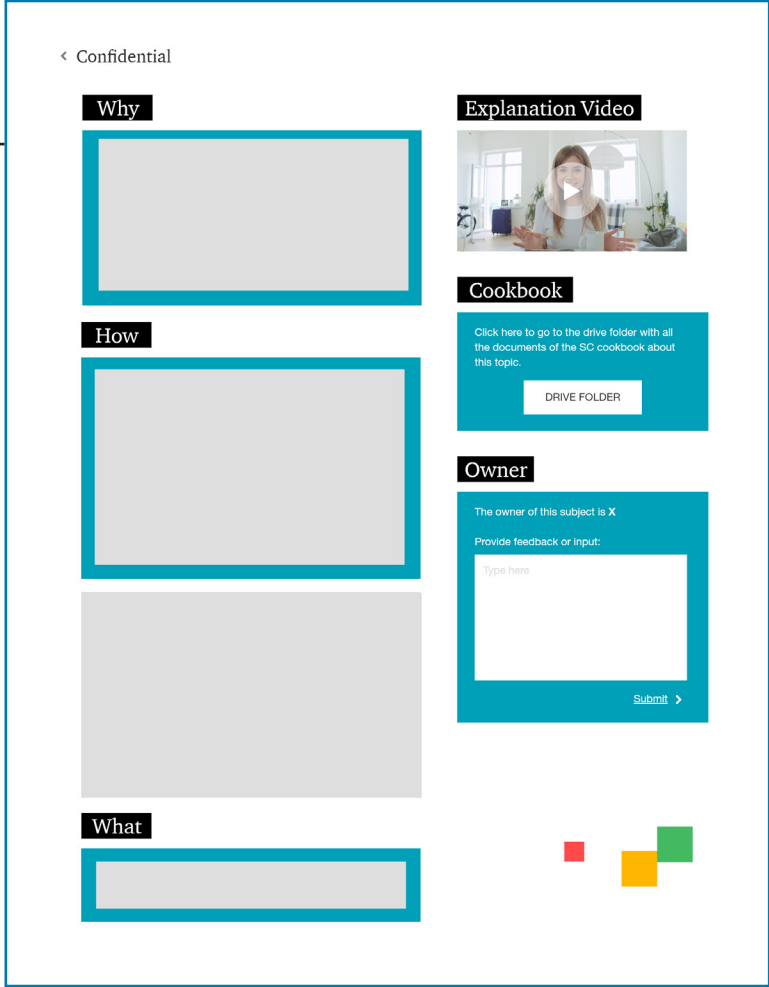
This is the home screen of the tool. When clicking on the '?' icon an explanation page (see appendix E) is shown to understand the tool. On the screen you find two buttons, one for the OD expertise map and one for the approach generator.



The OD expertise map start screen

This screen provides the overview of all the subjects within OD and a button to the OD narrative.

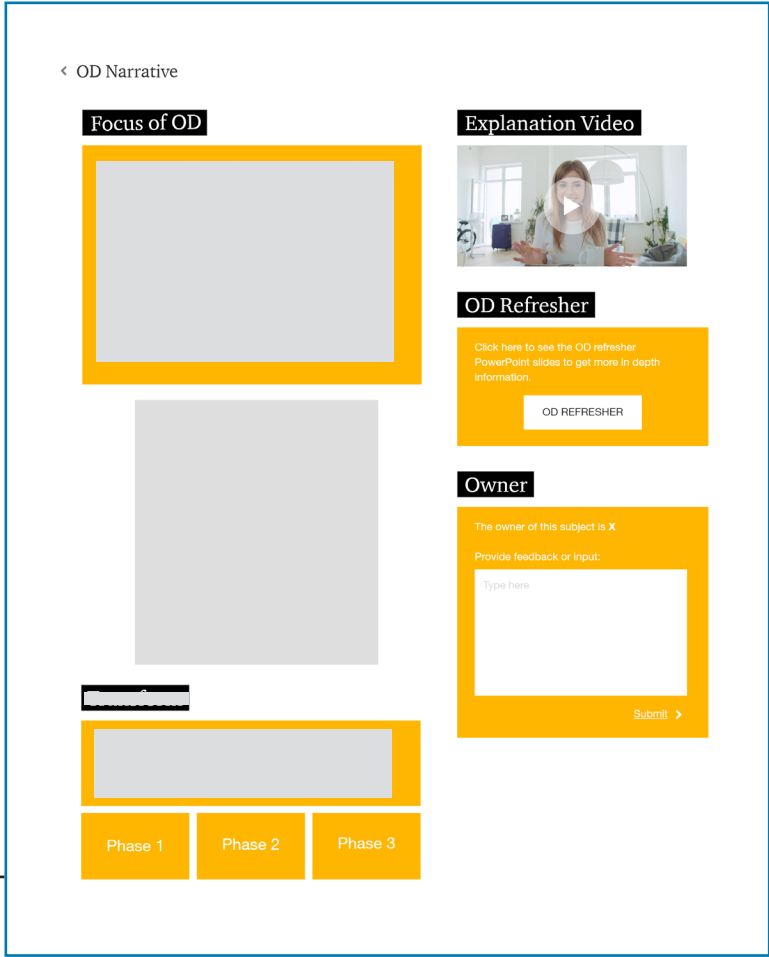
-  The map in approach order gives me a clear overview of all the subjects within OD. It helps me to understand which areas are part of my expertise as an OD specialist and which are not.
-  The overview helps me to see which subjects exists within OD, because all the information is stored at one place a lot of time is saved in comparison with searching for material in my previous projects.



Subject page

This screen provides the 'why', 'how' and 'what' of a subject, not all the details are given to keep it simple and clear. For templates and guidance documents the button to the cookbook can be used. It is possible to provide feedback and input to the owner of the subject (see appendix E).

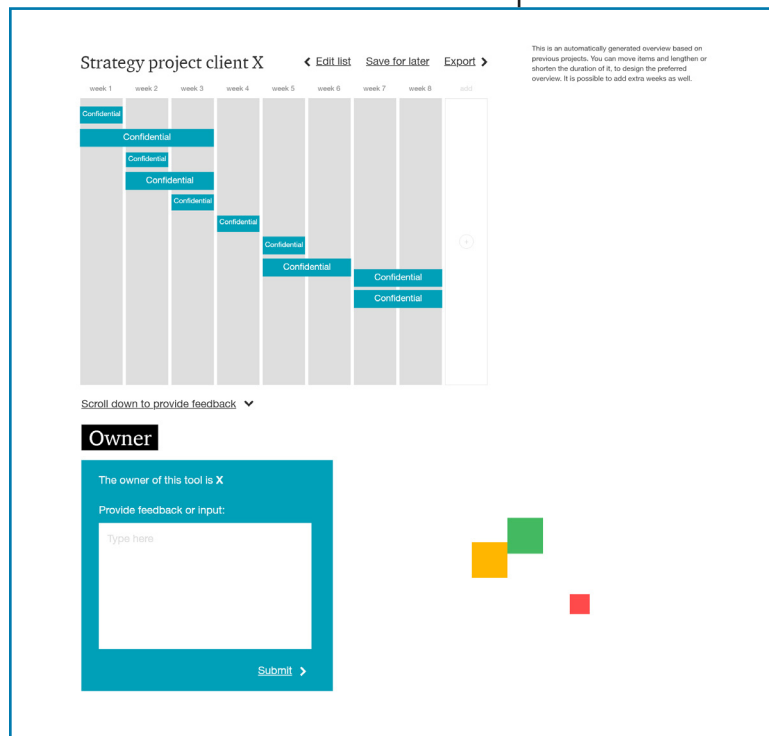
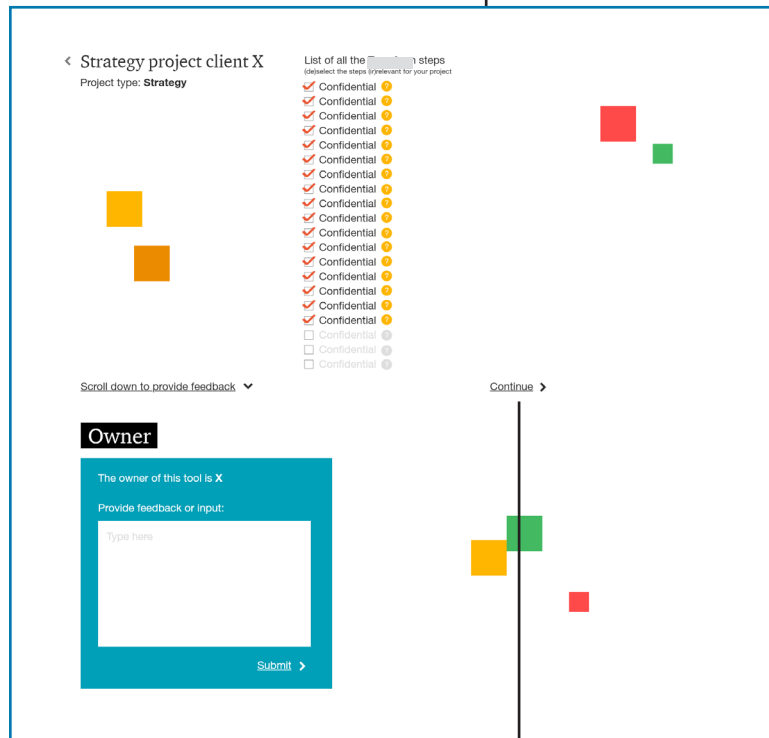
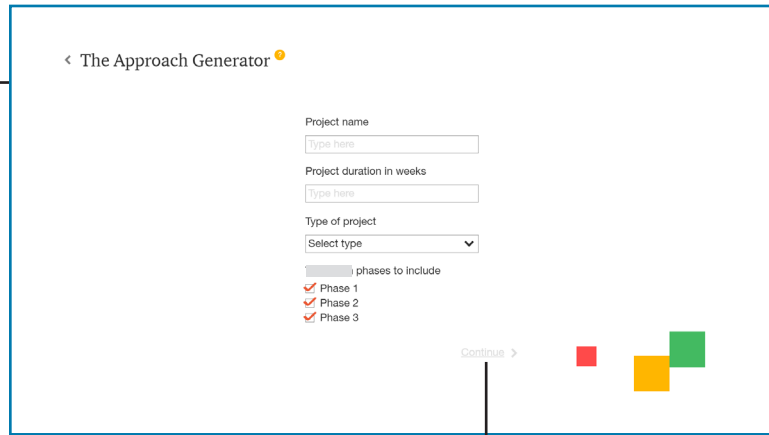
-  The descriptions of each subject help me to understand why and when a certain subject is relevant. This helps me to argument my choices within a project.
-  It gives me comfort to know that everything that should be part of my expertise can be found in these subject pages.
-  I really like that I have all the information of one subject at one place. The link to the cookbook is useful, because here I can find templates and guidance documents that complement the information on this page. Therefore, everything you need is easy accessible.



OD narrative

The OD narrative provides information of OD within its context and information about the approach as a whole (see appendix E). There is a button that leads to the OD refresher for more background information.

-  I use the OD narrative to understand what my area of expertise should be, this is helpful for myself but also to define a solid story to share with clients and people from other teams within SC.



The approach generator start screen

The user can fill in the project name, the duration of the project in weeks and the type of project. You can select which phases of the approach you want to include within the project.



The list of types of projects help me to understand which projects are part of the OD expertise.

List of subjects

Based on the filled in information in the start screen an automatic selection is made of all the relevant subjects for the project. The user can still change the selection to own preference.



Knowing that the automatic generated selection of subjects is based on previous projects gives me the support to trust this approach and to tell with confidence to the client that this approach is effective.



I appreciate it that the selection is based on previous projects, therefore I know that there is a good argumentation behind this selection and I can convince the client with data.

Planning overview

Based on the selected subjects an automatic overview planning is created. This overview can still be changed to own preference. When the overview is finished it can be exported as PDF or saved for later (see appendix I).



Knowing that this overview is based on previous projects, help me to argument this planning to the client.



Because this overview is generated based on data of previous projects, I can convince the client with data.



The approach generator works quick and easy and because it is based on data of previous projects, there is no need to dive into my previous project materials myself.

5.2 Senior validation

In Adobe XD a prototype of the OD Toolbox was made. This prototype is validated with four senior team members, these members have participated in the process and focus interviews as well. The used test guide can be found in appendix F. The results of the validation are shown in this chapter. The text in this chapter is paraphrased and for every team member a different color is used to indicate which person it is, to avoid confusion in case of conflicting feedback.

General feedback for the tool is provided below and on pages 60 till 62 screens of the prototype can be found with corresponding feedback.

General feedback

The prototype is for a hundred per cent clear. I would use the generator; it is just very easy to use to design your approach. Now we always need to look into different materials and make it ourselves in PowerPoint. It fits within my way of working. It could be on a website with your own account and if you log in you will see all your saved projects.

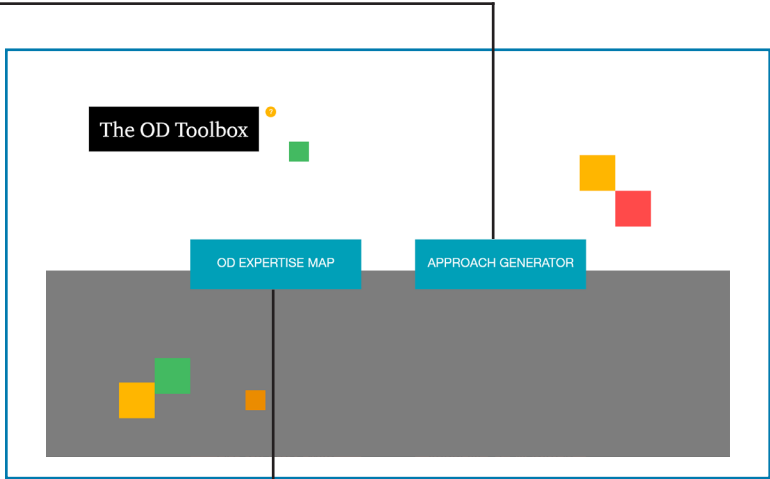
I like the look of the prototype and it is good that you can show it to others to explain what we as a team are doing. I really like the map. I like the generator as well, but I am in doubt about when I would use it. I get the idea of the list, to check easily if you have everything, but the overview is too specific for me. My needs are to find easily what we as a team are doing, that I know where to find good examples and who I can contact for what. I also like to know the sequence of the subjects, but is it necessary to have a generator for that? Maybe the generator should be combined with the map.

I find it cool, but I struggle with the practicalities. The struggle I have with the generator is whether the challenge we have with not knowing the approach is big enough that we will conduct the coding needed for it. It would be quite a lot of effort to put the automation in. Making the approach might not be the biggest issue we are having. I will probably not use the generator,

because I am very practical, and I know it will end up in PowerPoint. So, if this is a lot of extra steps in between and you need to modify it in PowerPoint anyway, I probably would not use it. Unless it is easy to automate and to keep updated. You always need to do so much modification in a project. It would be good to use as a starting point with the client, but I do not need automation for that.

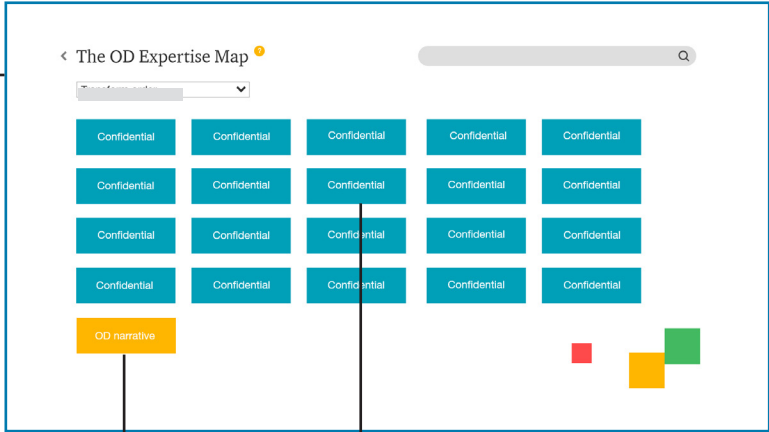
I like the link between the two tools. I think that the generator is useful, it provides an overview of all the elements within an OD project. Good to know if you forget something and useful that every subject is explained. Especially useful for junior people, but for more senior people it can be a refresher as well. It works as an interface for the cookbook. It would fit my way of working if I can upload it to PowerPoint as well, because it is better if you can make small adjustments in PowerPoint instead of in the tool. For the possibilities you will be limited to the tooling that SC provides. I think it will be hard to create the last step of the generator within the tooling of SC and if that is not possible it will lose its value. Then it is only a checklist and you can already use the map for that. Currently, I find the expertise map most useful, but the generator could be more useful if it has more functionalities. If there is a clear distinction between projects, the value of the generator would increase. But we need to find that out. If it turns out that all the projects are mostly the same, all the overviews will look like each other. Probably the biggest difference lays in which phases you conduct within a project. The generator will be most valuable when you perform a certain type of project for the first time, for later projects you might not use it anymore.

Feedback per screen



Home screen

The question mark icon is not so clear.



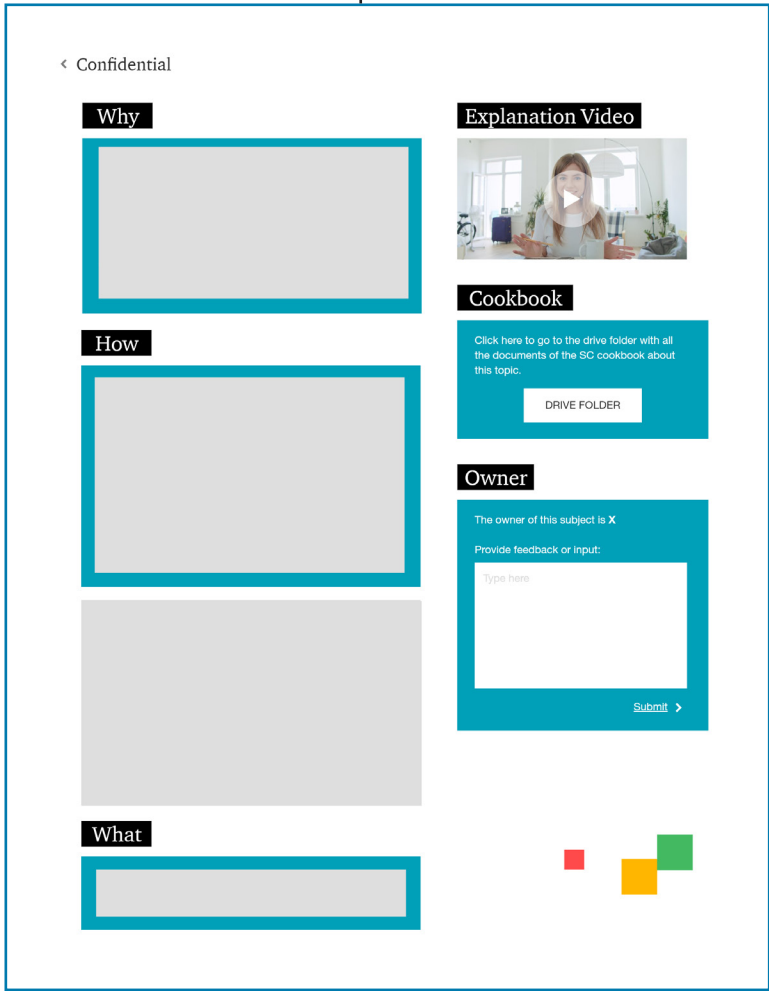
The OD expertise map start screen

- Not immediately clear what 'approach order' means. Alphabetic order is fine to add.
- It is not necessary to have alphabetic order if you can use the search bar. The tiles could have different colors, based on the phases of the approach.
- Put the OD narrative at the top, therefore it is clear that it brings the big picture. The levels of the subjects are not all the same, some are tasks and some are larger than that.
- Some elements are more vague than others. Good that these more vague subjects are mentioned as well.



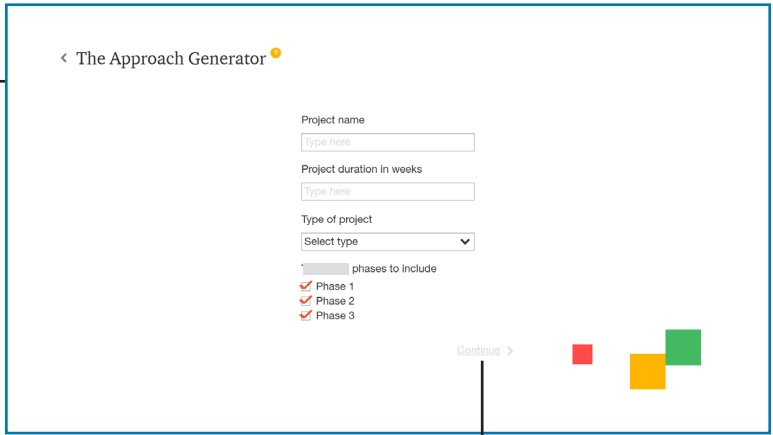
OD narrative

- Good to have this clear at one place and good that it is branding for our team as well. But I miss information about business processes. It should be used actively otherwise it will be quickly outdated. Not correct to say that the approach consists of three phases because in reality there are four phases. It might be better to have the 'X narrative', where business processes is included as well. Then it will not be necessary to have the steps of the approach within the narrative. I would place the narrative on the home screen, that it is immediately clear what the team is doing.
- Add a visual of the most common approach, which shows the timeline and the sequence of the subjects.



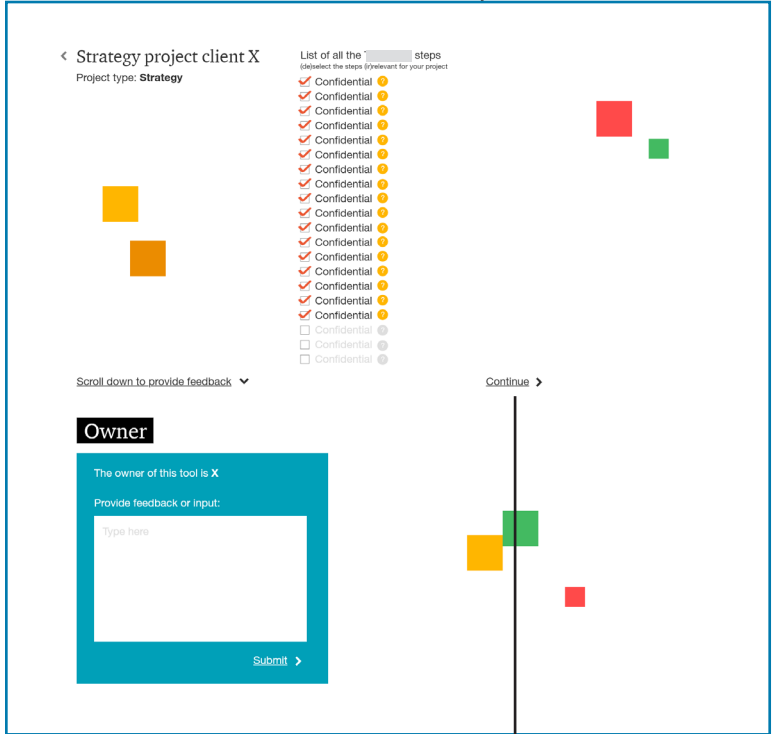
Subject page

- Good that it is simplified. It will be a lot of work to fill in all the information for every subject.
- I do not like it when I do not know who I can contact, therefore I like to idea of an owner. In practice not many people will send updates, but if this happens the owner will receive a lot of emails. Maybe new information should be put on the shared drive immediately. 'Cookbook' is too specific for our team, 'resources' or 'references of materials' would be better when shared with others.
- Good that it is linked to the cookbook. The idea of clear ownership is nice, but it depends on how general the topics are and what the overlap is. Maybe it is not necessary to have a tool to mail the owner, mentioning the owner should be enough. I like that it is simplified, it could replace a training. It should not be too difficult to maintain, the core elements will not change that much. It should be possible to add things.
- Add the average duration of the subject and when in a project it takes place. This is a back-up idea in case the generator is not possible.



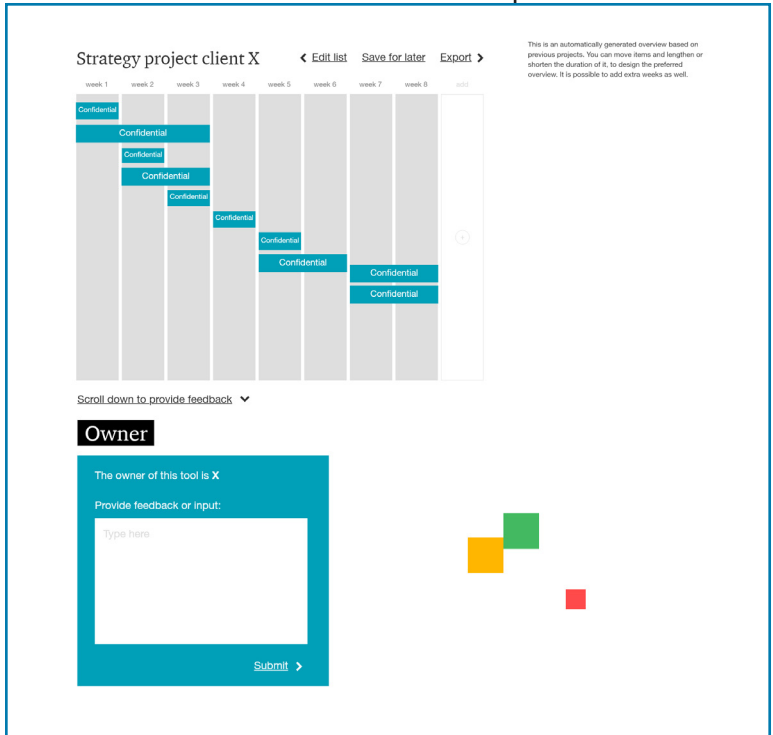
The approach generator start screen

Good to add agile as type of project as well. For agile the subjects are a little bit different and the implementation starts earlier. I would advise for the implementation to start with the most common projects and keep up the conversation about the other types. Maybe information about different kinds of projects should be added.



List of subjects

I really like the idea of the generator, to select the phases and the subjects. Good that you can still adjust your selection and that you can provide feedback.



Planning overview

It would be great if you can really move the subjects within the overview. The 'save for later' option is useful. No need to transport it to PowerPoint as long as you are able to edit the overview in the tool. The overview is too specific for me. I would never write the steps down as shown here. I would just make a list of all the steps, because in reality a project does not work like that. The overview helps, but if you have done this once you always have iterations later on. Even when the approach has a go, you still need to make changes later. If it is on a website where the overview cannot be easily changed I see a practical problem. We need to turn it into a PowerPoint, because that is the reality. Good if you could not only export it to PDF but to PowerPoint as well, because then you can adjust the colors for the client.

5.2.1 Conclusion

To end the development phase of this graduation project a conclusion of the validation is given. In this paragraph the input and corresponding actions are summed up for the deliver phase.

OD expertise map in general

The OD expertise map is seen as useful by all the participants. They like the simplicity of it and that it provides an interface for the SC cookbook. One participant mentioned to use color coding, **this is an iteration for the final design.**

OD narrative

One participant mentioned that it would be good to turn the OD narrative into an X narrative. Because the others did not mention this and business processes is out of scope for this project this is not considered for the final design but **is treated as a final recommendation** of this thesis. Another participant mentioned that it would be good to add an overview of a common approach to the OD narrative. **This is an iteration for the final design.**

The approach generator

The opinions of the participants about the generator quite differ. In principle they are all enthusiastic about the idea. However, two of them wonder if they would really use it. The biggest concern is that it should be exported to PowerPoint to let it fit in their way or working. One participant finds the overview the most valuable thing of the generator, whereas another finds the overview not valuable. There is no unanimous opinion on this tool, therefore **the practicalities are investigated** in the deliver phase to find out the possibilities here.

Ownership of subjects

The participants liked the idea of ownership of subjects, but it **was needed to be better thought out** in the deliver phase.

Digital environment

The digital environment around this tool **needed to be investigated**. One participant said that it would be good to have an account where you can log in, while another participant mentioned that logging in would be too much hassle.

Full prototype

All the screens of the prototype can be found in appendix E.

5.3 Junior validation

In chapter 2.5 it was stated that the author experienced a lack of clear materials and unclarity about what the X team exactly does. To validate if this problem is widely supported amongst juniors and to find out whether the OD toolbox can solve this, validation with two juniors, who started in September 2021, was conducted. The results of the validation are shown in this chapter. The text in this chapter is paraphrased and for both team members a different color is used to indicate which person it is.

Problem validation

I struggled with understanding what the team does, if I am honest I still do not know exactly. I am waiting for the away days (internal social event where workshops are provided) and refresher presentations. I found it hard that all the information came from different directions at the start and that it was not only about one topic, but about everything. It was quite hard for me to organize everything within my head. I conducted many 1 on 1 meetings with seniors to understand everything. There is no place where you can see what the different specialisms of X are and what it means. For example, I did not know what something was until I heard people mention it in a extra-curricular project and I asked for clarification. Everyone else knows it and talk about it like you know it as well, but in the meantime you do not know it exactly. It would be good to have a two-hour session in the first week as a junior, where you get an explanation of what the team does, what kind of projects the team conducts and who everyone is. This would help a lot.

I struggled at the start that I had to tell resource managers what I would like to do, but I had no idea what my options were. I used coffee meetings to understand what the X team does, by asking everyone what they do. Working on the cookbook as a project helped a lot to understand what we are doing. My current project was immediately clear to me, but my project team is very small. I can imagine that it would be more difficult to keep the overview if

you do a much larger project.

General feedback for the tool is provided below and on pages 66 till 68 screens of the prototype can be found with corresponding feedback.

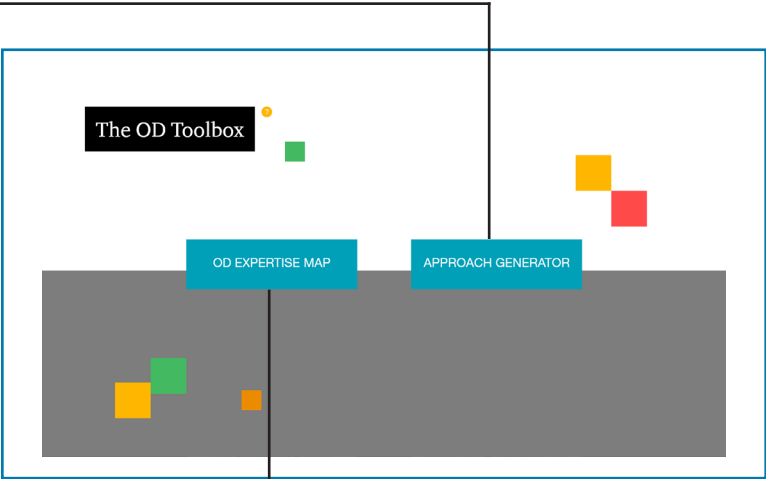
General feedback

The tool would help me, because it provides an impression of the overall idea and it provides practical information like the duration and order of steps. It helps that you can actually see it, because everyone else has it in their heads. The tool could be used to get an understanding of the X team. I could use the generator to understand an approach and maybe to provide suggestions to my team members. It can be used as a first impression of how a project approach could look like. Also when a junior is asked to make the timeline, this tool is good to use. The tool helps me to get an overview of all the subjects within OD and it helps me to know which types of projects the X team does, because this is not mentioned anywhere. I like it as well that the tool gives me a sense of how long certain elements within a project would usually take.

The tool is very clear and intuitive. I find it for 100% useful, it helps a lot for a new joiner to understand what the X team does, where I should start and where I can find more information. I like that this tool provides me the overview that I was missing. It would be good to add this tool as a mandatory training for juniors. I think that this tool is not only useful for juniors, but for everyone who starts a new project. I can imagine that the generator is useful, as reassurance to see if what you had in mind is correct. I do not have to design approaches myself currently, but I can imagine that it helps.

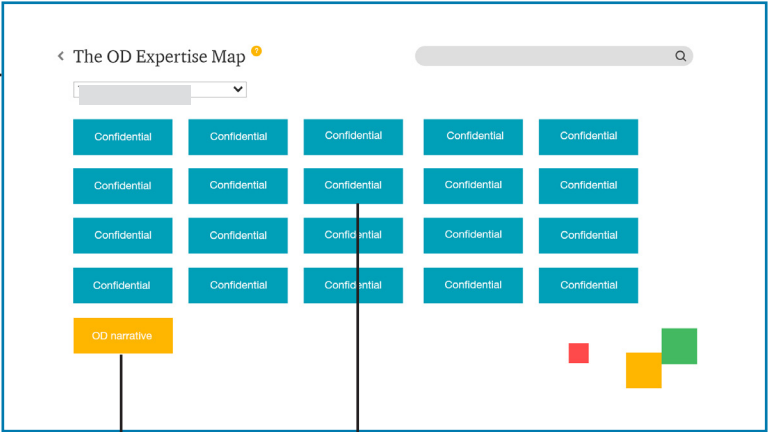
Figure 10: overview of the prototype in Adobe XD.

Feedback per screen



Home screen

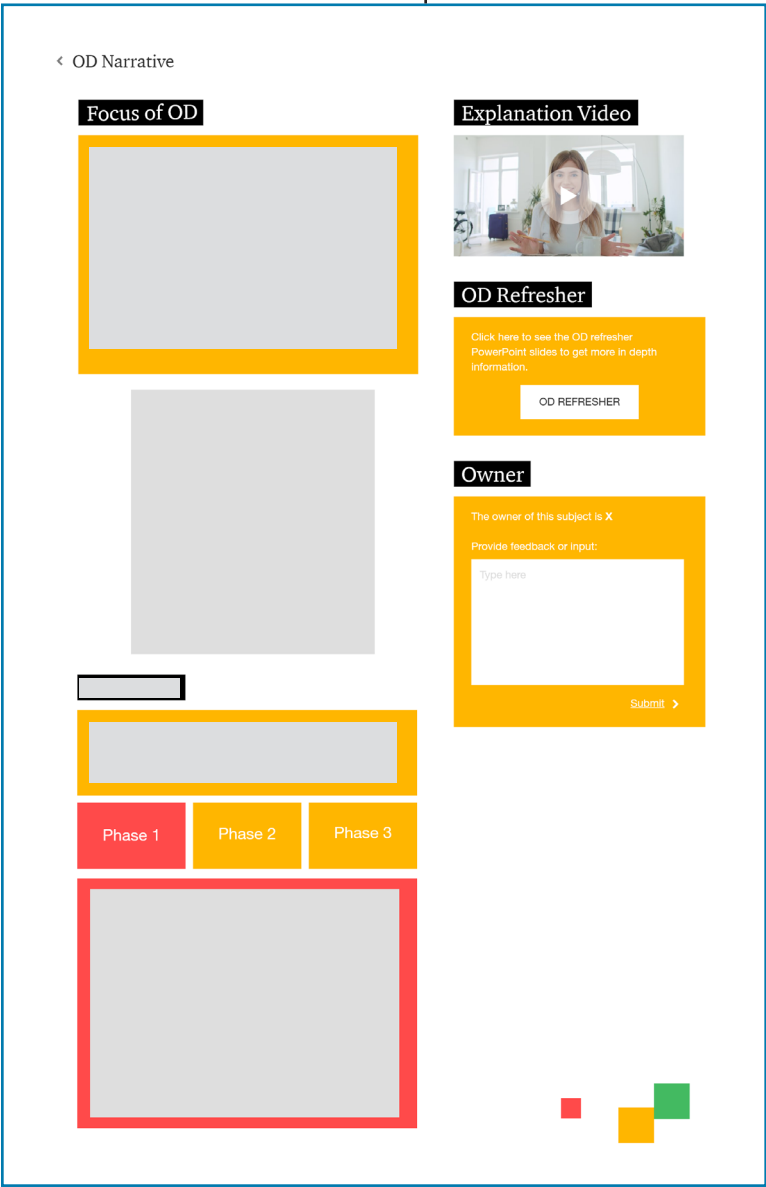
What is the abbreviation OD? Good to add the full word as well.



The OD expertise map start screen

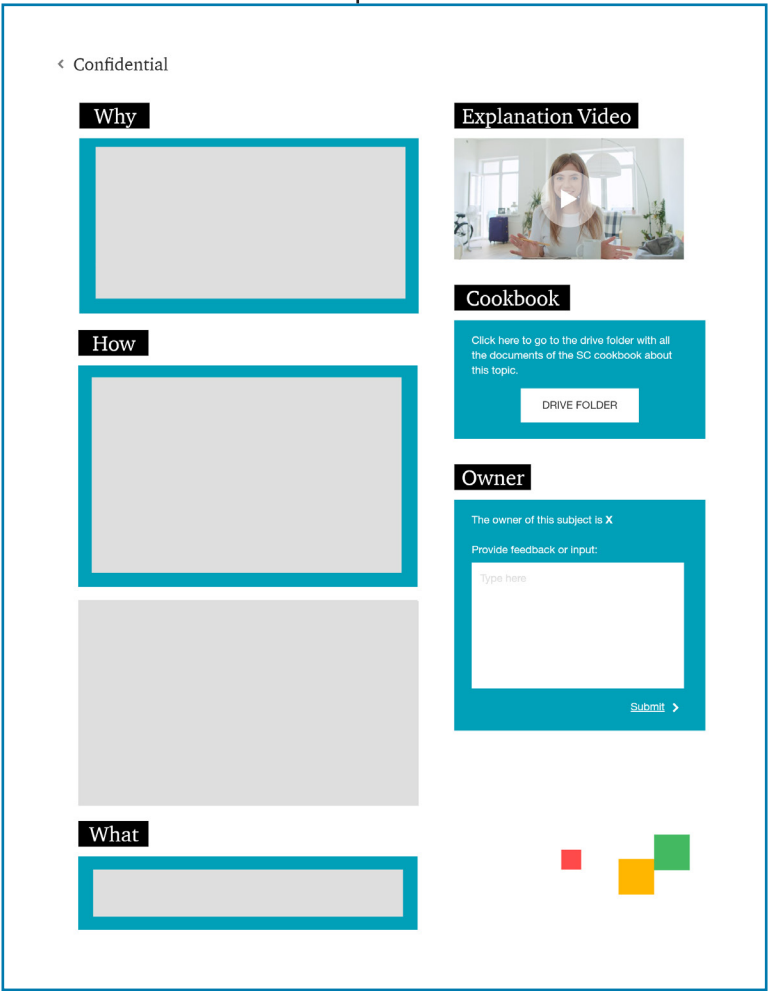
The order of the topics is not clear for me, should I read from left to right or from the top down. Good to divide the subjects into the three phases of the approach.

Good to add which subjects are part of which phase of the approach. Now I see a lot of names and wonder where I am looking at.



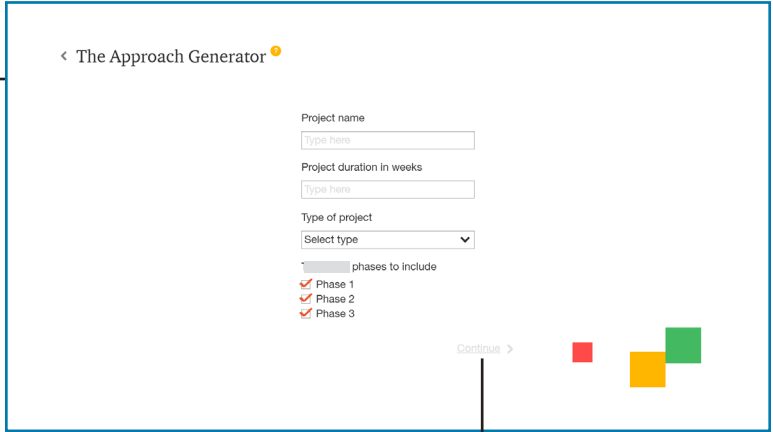
OD narrative

The link to the OD refresher is useful.



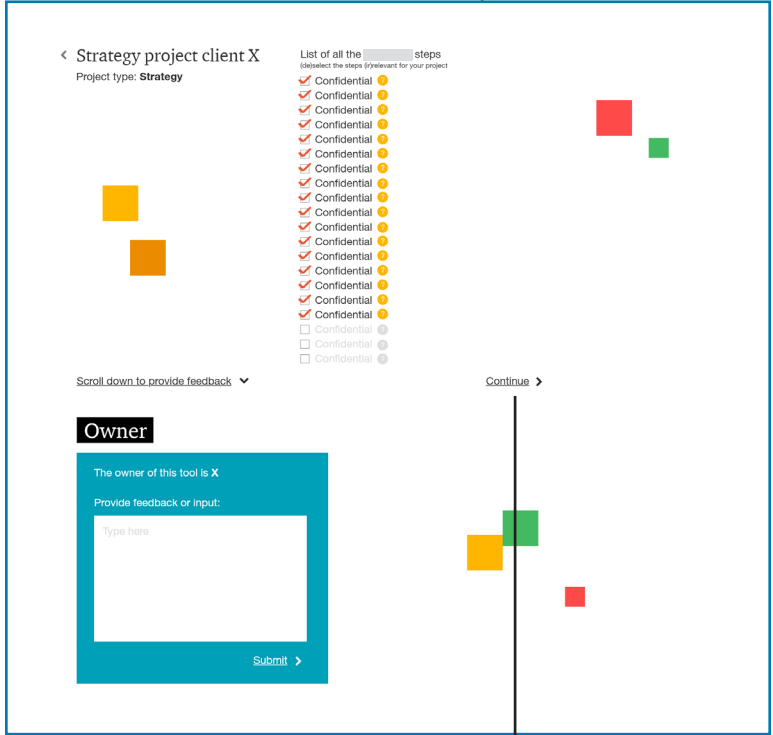
Subject page

I find it very nice that you can send feedback to an owner. I would replace 'cookbook' with 'example templates' that is more intuitive.

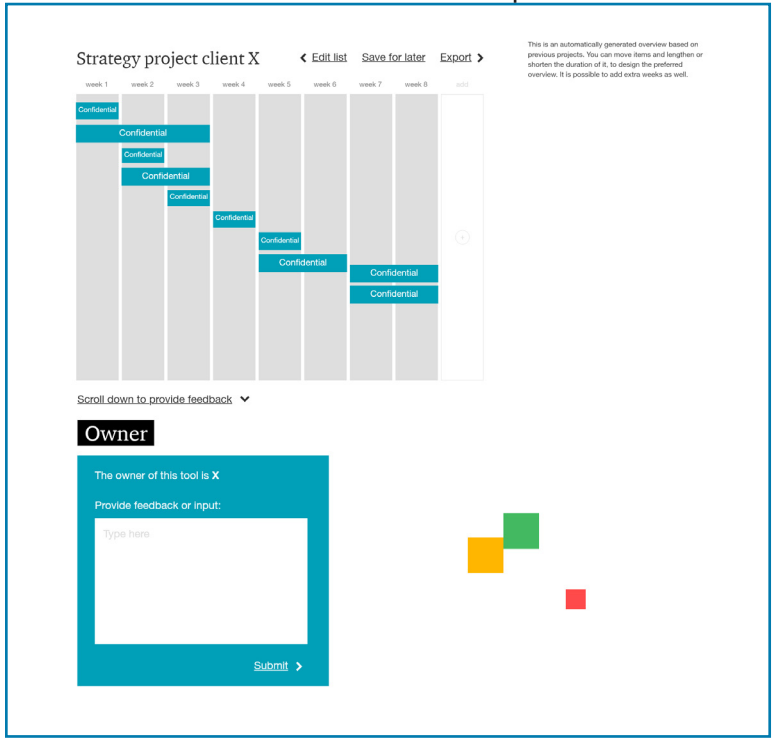


The approach generator start screen

I am wondering if this are the type of projects the OD team provides? I do not really know the projects they do, I sometimes catch some information in conversations. A list of all the types of projects would help me a lot.



List of subjects



Planning overview

The overview helps a lot, because it provides an indication of how long certain subjects take in general. At my project I struggled with understanding how long everything should take and that sometimes made me feel a bit lost. If we gather data from previous projects, we might can indicate what an average duration for a certain type of project is.

I can imagine that the generator is useful, as reassurance to see if what you had in mind is correct. I do not have to design approaches myself currently, but I can imagine that it helps.

5.3.1 Conclusion

The validation clearly showed that juniors struggle with the lack of overview when they start at the X team. They had to ask other team members what they do and how they do it, to understand what the X team truly is. By hearing senior members mentioning certain terms the juniors get to know what it means and that it is part of the expertise of the team. The materials that currently exists, the refreshers and materials of previous projects, are not easy to understand. The juniors need to ask seniors for clarification. This makes the juniors very dependent on seniors, because there are no materials where the juniors can fall back on. Both participants agreed that the OD toolbox would help them a lot to understand what the X team does and therefore become less dependent on seniors.

The OD expertise map

Both participants see the map as useful, it provides them the overview they were missing. One participant asked what the abbreviation OD is, **therefore the full word will be added to the final design.** Both participants asked to distribute the subjects based on the phases of the approach, **this is an iteration for the final design.** One participant mentioned that it might be unclear what ‘cookbook’ means, **it is an iteration for the final design to give it a more appropriate name.**

The approach generator

Both participants see the generator as useful, as a junior you are not able to design the approach for a project but you can be asked to make a first draft or to make the timeline. The participants see the generator as valuable for that. One participant asked if the list of the ‘type of projects’ are the types of projects that the X team provides, because she has no idea. Therefore it would be good to add a list within the tool where all the types of projects are explained, **this is an iteration for the final design.** One participant mentioned that it would be good to indicate the average duration of a certain type of project, **this is an iteration for the final design.**

Use as a training

One participant mentioned that it would be good to provide this tool as a mandatory training (as a new joiner you have to do some mandatory trainings), **this is taken into account within the implementation plan.**

5.4 Input for deliver phase

Based on the input given in paragraphs 5.2.1 and 5.3.1 the needed output to provide within the deliver phase became clear and is summed up in this chapter.

The validation sessions of the prototype made clear that the OD toolbox is seen as valuable for both senior and junior team members. It solves for both groups the same need, namely to easily find information and to support the choices that are made when designing an approach. Next to that, for juniors the need to understand what the X team does is fulfilled as well. The tool can help to let juniors work more independently, because they can use the tool to gather knowledge instead of asking seniors for clarification. The purpose of the tool is further investigated in chapter 6.1.

Some iterations for the prototype were recommended by the X team members, the final design including these iterations can be found in chapter 6.2.

The digital environment was important to explore, because it depends on the digital possibilities whether it is possible to build the tool within SC, this exploration is explained in chapter 6.3.

A number of questions were asked about the ownership of the tool, this is further investigated in chapter 6.4.

At last, in chapter 6.5 an implementation plan is shown which the X team can use for the realization of the OD toolbox, therefore it becomes more concrete for the team.

5.5 Key insights

- The OD Toolbox is a tool that the X team can use internally to create overview and completeness.
- The Toolbox consists of two tools: the OD expertise map and the approach generator.
- Validation with senior team members made clear that the OD expertise map is valuable.
- Validation with seniors made clear that there is no unanimous opinion about the approach generator.
- The digital environment around the tool had to be further investigated.
- The ownership of subjects within the tool had to be further investigated.
- Validation with juniors made clear that both the OD expertise map and the approach generator help juniors to understand OD projects.
- Input for the deliver phase is to explain the purpose of the tool, make final design iterations, explore the digital environment and ownership and provide an implementation plan.

06

Deliver

In this chapter the final design is delivered. By explaining the purpose of the tool, show the iterations for the final design, explore the digital environment for the tool, proposing an ownership structure and presenting the implementation plan.

6.1 Purpose of the tool

The validation sessions with seniors and juniors made clear that both groups see value in the tool and they would use it. However, they will not use the tool for exactly the same reasons and throughout the project it became more and more clear that most seniors prefer materials that include every existing detail, while juniors prefer simplicity and overview. The OD toolbox can facilitate synchronization between these two different mindsets. In this chapter the purpose of the OD toolbox as this facilitator is explained.

6.1.1 Asynchronous mindset

In a validation session with the whole supervisory team of this project it became explicitly clear what was implicitly mentioned multiple times within this project: most senior members prefer materials that include all their knowledge and present the so-called 'gold plated solution', but this is not what juniors need. Juniors need simplified materials and overview that help them to understand the X team and their OD expertise. The senior members of the X team look different to the existing materials within the team than new joiners. The senior members understand the core of what the team does and because of their tacit knowledge they can filter within the materials what is relevant for a certain project and what is not. Tacit knowledge is intuitive knowledge, gained through experience and often difficult to explain (Oragui, 2020). On the other hand you have the new joiners who do not have the experience and therefore not have the tacit knowledge that can support them when analyzing

the existing materials. The juniors look therefore different to the materials, what became clear within the validation sessions with juniors (chapter 5.3) is that they get lost within the information and therefore try to search for anchor points: something they had read before or something mentioned by a senior. Every senior has started once as a new joiner, but due to experience they have a lot of tacit knowledge and therefore they do not recognize the problems anymore that juniors have to deal with. This became clear in the conducted process and focus interviews (respectively chapter 2.3 and 3.2) with seniors, because nobody mentioned the problem that the current materials might be hard to understand for juniors. This causes the mindset of juniors and seniors to be asynchronous.

6.1.2 Shared understanding

Juniors always work together with seniors, but seniors work not always with juniors. Juniors are dependent on seniors, but seniors are not dependent on juniors. This can make juniors feel like a burden to seniors sometimes. For example, during the creative session (chapter 4.1) a (senior) participant mentioned that it is important that it is explained how a subject should be used, which makes it possible to use it independently. According to this participant, people now make assumptions themselves - because they cannot find how to use it or they do not want to bother the other by asking for clarification - which result in a result that was not envisioned by the person that gave the task. This interaction is simplified visualized in figure

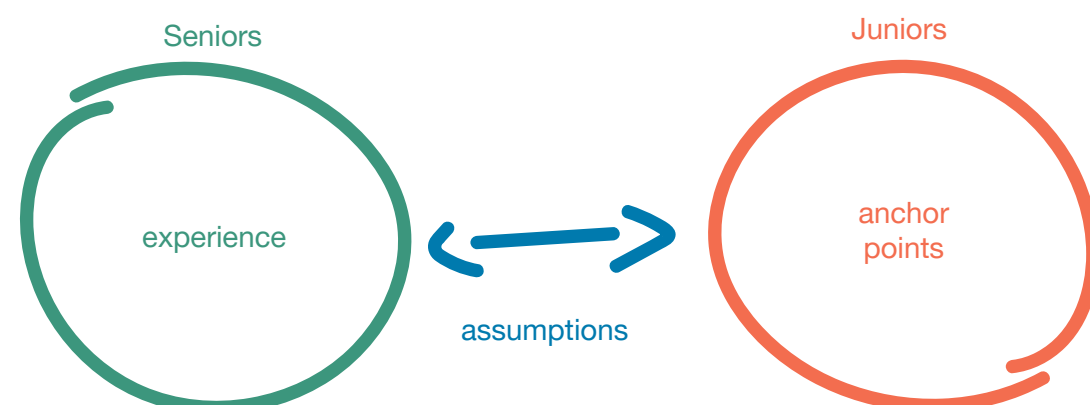


Figure 11: current simplified interaction between seniors and juniors.

11. This implies that the collaboration between seniors and juniors could be improved. However, a division between experienced and unexperienced members could be made as well. Because, some seniors are not experienced in certain subjects or types of projects and in these cases they will identify themselves with the needs of a junior: the unexperienced.

Working on an OD project is a social process on the inter-subjective level, which is the level between two or more individuals. For good and effective collaboration at the inter-subjective level a shared understanding is needed, which means that the involved individuals have mutual knowledge, assumptions and beliefs (Smulders, Lousberg & Dorst, 2008). It is therefore important that both the experienced and unexperienced members of the X team have access to the same knowledge, assumptions and beliefs when performing a project together. The OD toolbox can help to achieve this shared understanding between the different individuals working on the same project. The experienced know the information offered within the OD toolbox and, therefore know which knowledge they can expect from the unexperienced. Both individuals can assume that the other knows the information provided within the OD toolbox. When both individuals acknowledge this shared understanding, the needs of both communities should be fulfilled. The experienced know what to expect from the unexperienced and is aware that knowledge or assumptions outside the OD toolbox cannot be taken for granted as knowledge. The unexperienced on the other hand knows what is expected from the experienced.

By seeing the OD toolbox as a facilitator of a shared understanding which is differently used by seniors and juniors, the toolbox can be seen as a boundary object. 'A boundary object is an entity shared by different communities but viewed or used differently

by each other' (Baggio, Brown & Hellebrandt, 2015). In this case the different communities are the senior and junior members, or the experienced and unexperienced members. The interaction between seniors and juniors when the OD toolbox is used as a boundary object is simplified visualized in figure 12. Both seniors and juniors use the tool, and even when they use it both differently it facilitates synchronization of their mindsets because they use the same knowledge as a starting point. A senior can for example ask a junior to look up for some information in the OD expertise map, to prepare a client deliverable. Instead of having to send different previous client deliverables to the junior to search for the right information, while the senior understands these materials probably better than the junior. Another example is that a senior can ask a junior to make a first draft of the approach for a new project with the approach generator, which they can discuss together and design the final approach.

6.1.3 Conclusion

To conclude, the toolbox is the same for every team member, but the way it is used is differently, which means that the toolbox operates as a boundary object. As a boundary object the toolbox makes it clear for all the X team members which knowledge is common standardized knowledge that should be familiar for every member. This results in shared understanding and juniors that are less dependent on seniors. The purpose of the tool can be stated as follows:

The purpose of the OD toolbox is to create a shared understanding among members of the X team and in this way synchronization of the different mindsets between the seniors and juniors is facilitated.

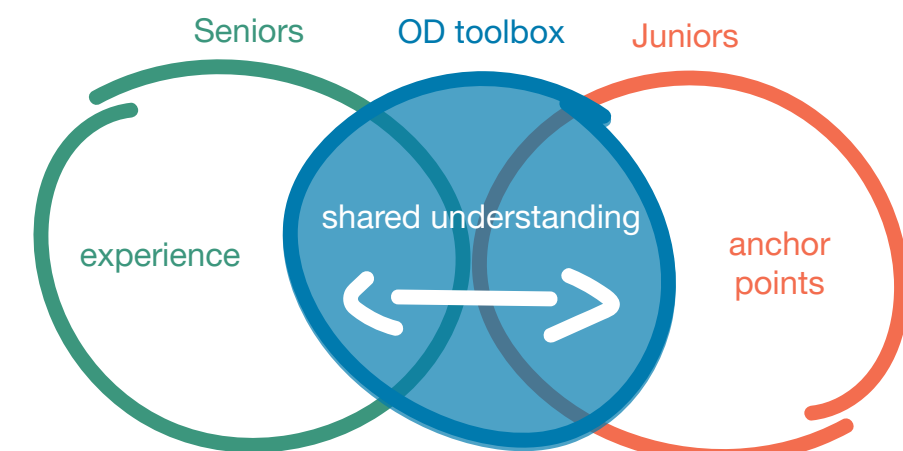
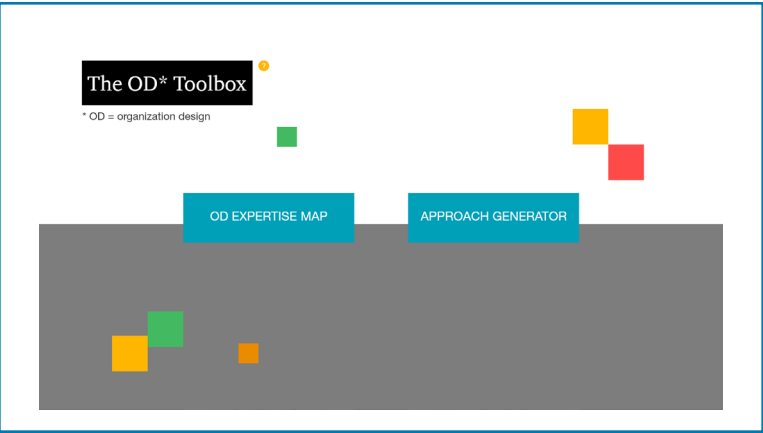


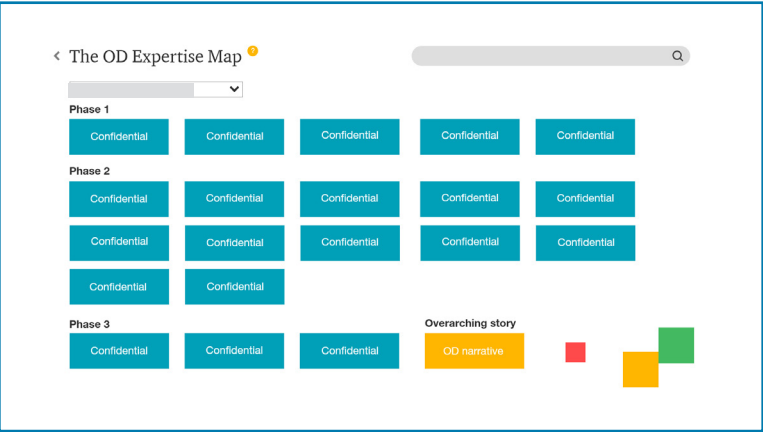
Figure 12: simplified interaction between seniors and juniors when using the OD toolbox as a boundary object.

6.2 Final design iterations

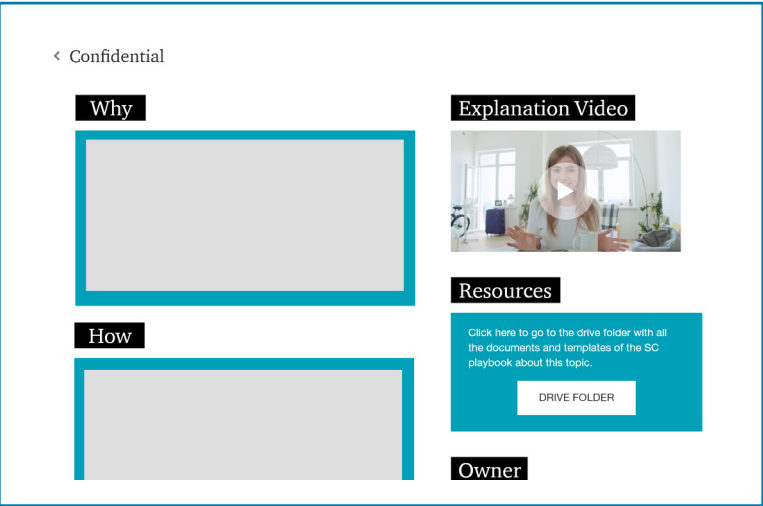
In paragraphs 5.2.1 and 5.3.1 some iterations for the final design were given. The iterations are shown in this chapter and in appendix G the screens that has changed after the iterations are larger displayed.



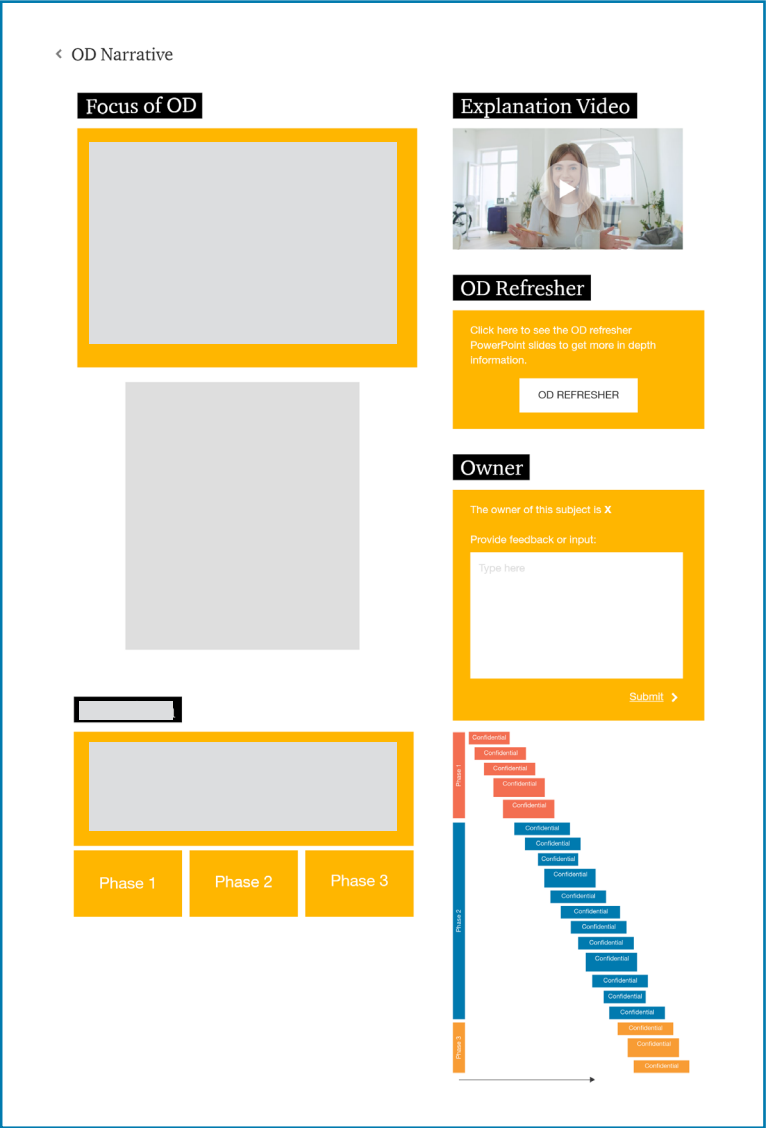
Home screen
In the title of the toolbox a * was added, which explains that OD stands for organization design. Because one X team member was wondering where OD stands for and she preferred an explanation.



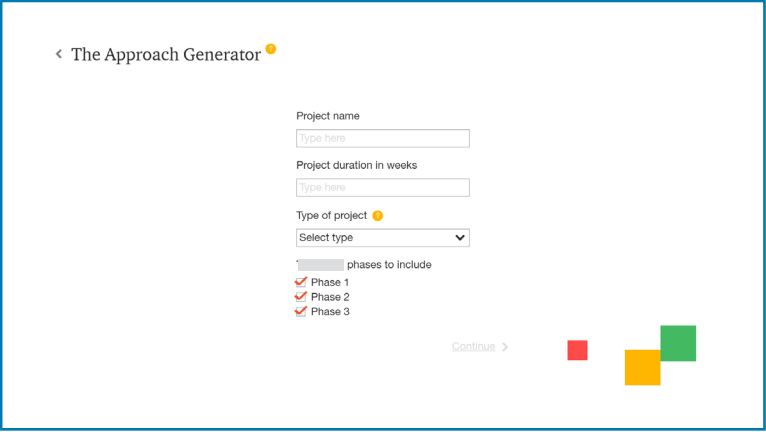
The OD expertise map start screen
Multiple team members mentioned to make a distinction between the subjects based on the approach phases. The distinction is realized.



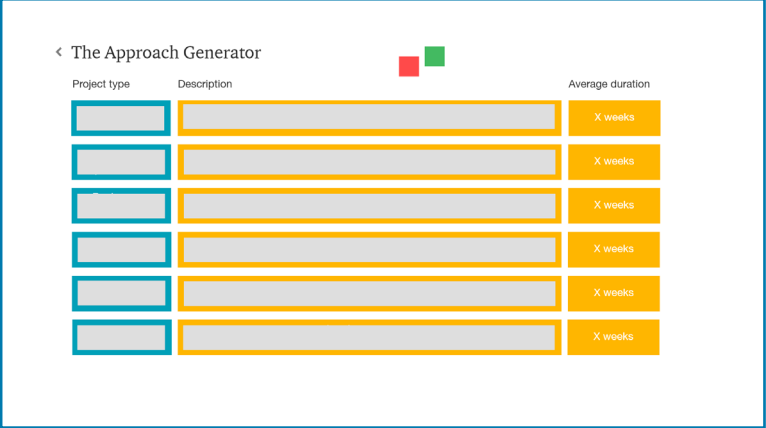
Subject page
On the subject page the 'cookbook' header is replaced by 'resources', to make it more intuitive. This was mentioned by two team members.



OD narrative
One team member mentioned that it would be valuable to add an overview of an approach in the OD narrative to provide an overview of the steps of the approach at a glance. This overview is added next to the explanation of the approach.



Generator start screen
One team member mentioned that it would be valuable to add an explanation and average duration of the different types of projects. By clicking on the '?' icon next to 'types of projects' you will go to the project types explanation page, which is shown below.



Project types explanation page
In this page all different project types are mentioned with short explanation. One team member said that it would be valuable to know what the average duration of a type of project is. The durations visualized in this page will be based on the previous project data.

6.3 Digital environment

During the validation with seniors, it became clear that the digital environment of the tool is very important. To investigate the possibilities, a freelance web developer and another employee were contacted. Due to confidentiality this chapter is not shown within this report.

6.4 Ownership of the tool

In paragraph 5.2.1 it became clear that the participants appreciate the idea of owners for every subject of the tool. But some questions arose as well. When everyone provide feedback the owner would get buried in mails and how would you manage this? Till what level can the owner decide to change information themselves and when is it necessary to discuss this with other team members and who organizes these discussions and how often?

Before answering these questions the boundary conditions to make developing and maintaining the tool work are explained. After that the proposed structure to maintain and build the tool is explained and this chapter ends with a scenario on how an owner of a certain element of the tool can handle feedback.

6.4.1 Boundary conditions

The purpose of the tool is to synchronize the mindsets between seniors and juniors within the X team (chapter 6.1). Therefore, it is important to involve both seniors and juniors in the ownership of the tool to ensure that the needs of both groups are secured within the tool.

To increase the chance that the tool stays up to date psychological ownership should be achieved. This is the case when an individual feel that they have to protect the tool while there is no legal claim for that. This sense of ownership is important, since it is associated with a sense of responsibility (Vandewalle, Van Dyne & Kostova, 1995). It is important that the X members feel responsible to keep the tool up to date, because in the focus interviews it became clear that non-updateability is the biggest reason why earlier attempts of standardization failed (see chapter 3.2, figure 13). The OD toolbox is updateable, but if nobody feel responsible for that the tool will become obsolete in such a way that the tool can be seen as not updateable.

In the process interviews (chapter 3.2) it became clear that internal projects are conducted above

the workload of projects for clients. Therefore, it is important that owning the tool is manageable and can be done quickly and, that every X team member stays aware of the value of it. To keep the sense of urgency it is important to conduct monthly meetings with everyone who is involved within the 'tool team' at least when developing the tool. To ensure that the tasks stay manageable and the tool up to date it is important to conduct biweekly meetings with everyone who is involved in a subtool (the map or the generator). When meetings are conducted less frequently there is a chance that the tool will lose its urgency and that new input will remains on the shelf. Tasks will pile up and the tool will become too much work to do besides client project work. When the tool is developed and up and run it is possible to change the monthly meeting into a quarterly meeting and the biweekly meeting into a monthly meeting.

6.4.2 Ownership structure

In figure 13 the proposed structure for developing and maintaining the tool is visualized. The structure consists of multiple teams, which are shown below including their members:

The tool team - meets monthly

- Tool owner
- OD expertise map owner
- OD narrative team
- Subjects team
- Approach generator owner
- Data collection team

The OD expertise map team - meets biweekly

- OD expertise map owner
- OD narrative team
- Subjects team

The approach generator team - meets biweekly (and quarterly)

- Approach generator owner
- Data collection team
- Generator review group (only quarterly meetings)

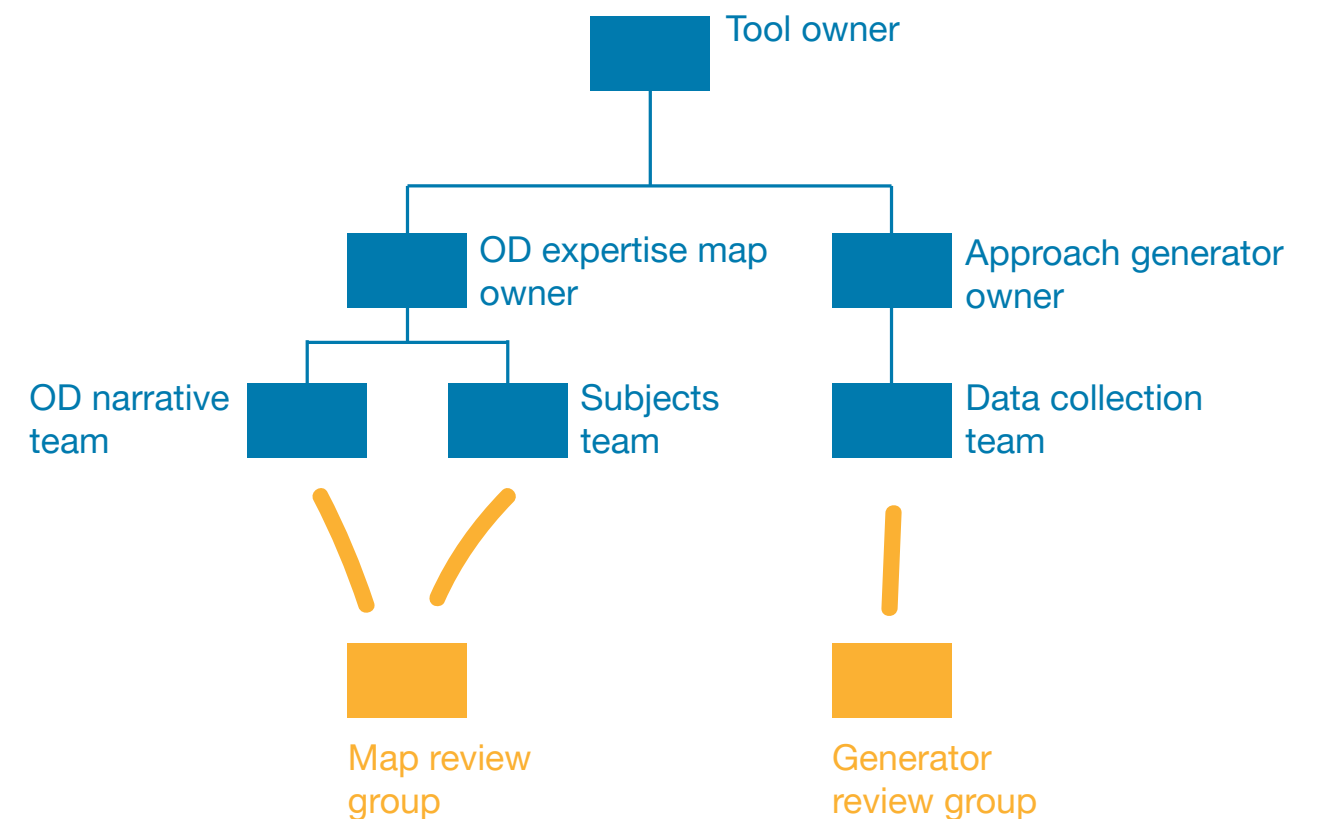


Figure 13: proposed structure for building and maintaining the tool.

Below the roles with corresponding tasks are described.

Tool owner

- Senior member of the X team.
- Plans and host the monthly meeting with the whole tool team.
- Keeps track of planning and is the contact person for generic questions about the tool.
- Ensures psychological ownership and the sense of urgency of the whole tool.

OD expertise map owner (subtool owner)

- Senior member of the X team.
- Plans and host the biweekly meeting with the OD expertise map team.
- Keeps track of planning and is the contact person for questions about the map.
- Ensures psychological ownership and the sense of urgency of the map.

OD narrative team (content specialists)

- Consists of two juniors of the X team.
- Design the interface of the whole map.
- Write the content for the OD narrative.
- Plan meetings with the review group to validate the content.
- Contact persons for feedback or input of the OD narrative.

Subjects team (content specialists)

- Consists of four juniors of the X team (overlap with OD narrative team to ensure consistency).
- Writes the content for the subject pages.
- Plan meetings with the review group to validate content.
- Contact persons for feedback or input of the OD narrative.

Map review group

- Consists of four seniors of the X team.
- 1 on 1 meetings with a junior of the OD narrative or subjects team to discuss the content.
- Ensures quality of the content, while keeping the needs of unexperienced members in mind.

Approach generator owner (subtool owner)

- Senior member of the X team.
- Plans and host the biweekly meeting with the approach generator team.
- Keeps track of planning and is the contact person for questions about the generator.
- Ensures psychological ownership and the sense of urgency of the generator.
- Contact person for the specialist.
- Plans and host the quarterly meetings with the data collection team and generator review group.

Data collection team (content specialists)

- Consists of two junior members of the X team.
- Design the interface of the generator (if applicable).
- Create the data input form to collect project data.
- Analyze previous projects and upload data in database.
- Contacts X team member of an OD project as soon as the project is finished to fill in data deck.

Generator review group

- Consists of two seniors of the X team.
- Participate within the quarterly meetings of the approach generator team to discuss the quality of the output of the tool.

6.4.3 Input processing

As mentioned at the start of this chapter, in the validation with senior team members it became clear that further elaboration is needed for the process of input processing. In paragraph 6.4.2 it is shown that all the roles, except the review groups, are in charge as a contact person for input. In this paragraph the responsibilities of input processing per role are discussed.

The tool owner is in charge for very generic questions about the tool, for example about the purpose of the tool, planning, and budget. If questions or input are important for the rest of the tool team, the tool owner will discuss the topics within the monthly meeting. The owners of the OD expertise map and the generator are in charge of questions related to the tool which are broader than pure content, for example a new subject to add to the map or to make some changes within the generator. The juniors who are in charge of writing the content of the map or collecting the data for the generator are the ones who will receive feedback in their mail, that is send to them via the tool. Small issues like a typing error or unclear sentences can be handled by the owner independently. For bigger issues, like adding a new template, the owner will suggest the issue during the biweekly meeting with the relevant team, which is either the OD expertise map team or the approach generator team. When it is necessary the owner will plan a meeting with someone from the map review group or will put it on the agenda for the quarterly meeting with the generator review group, depending on which tool is involved. The input processing workflow is visualized in figure 14.

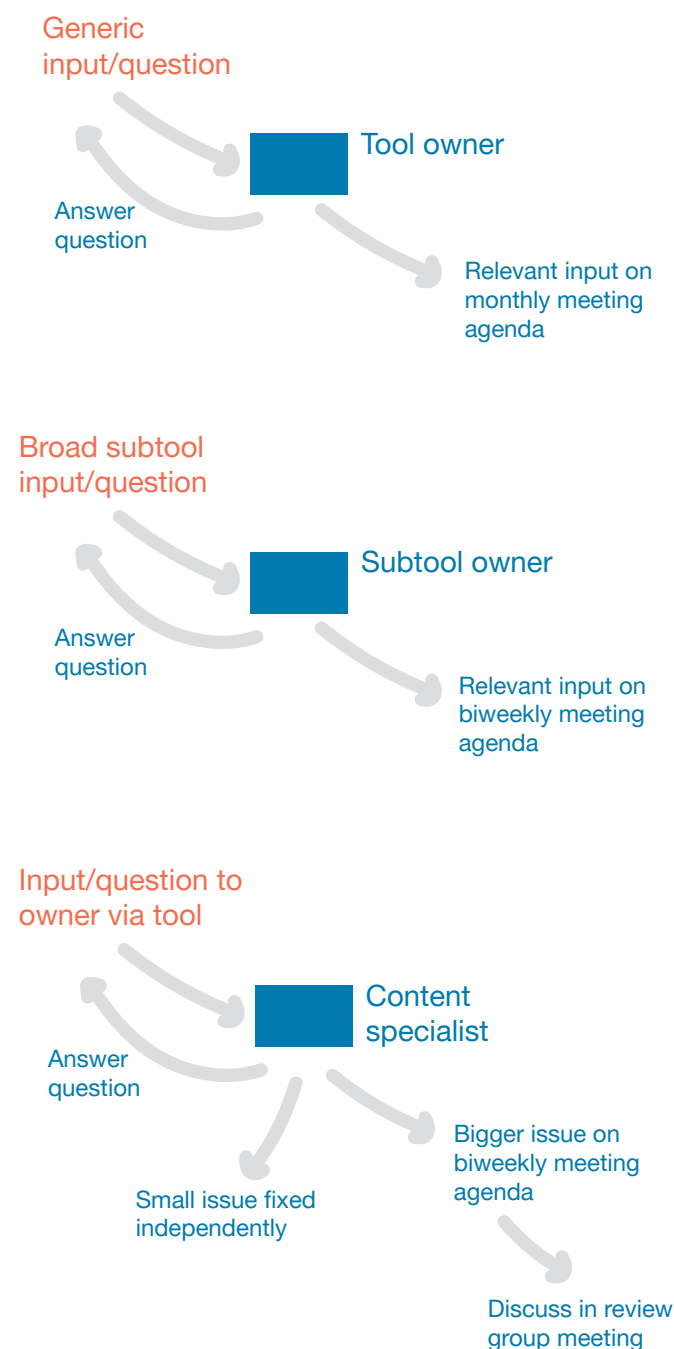


Figure 14: input processing workflow.

6.5 Implementation

In this thesis a concept of the OD toolbox is designed, and the tool should be further developed after the thesis to realize it and use it within the X team. In this chapter an implementation plan is visualized in the form of a roadmap, which is 'a visual portray of design innovation elements plotted on a timeline' (Simonse, Hultink & Buijs, 2015). A roadmap can be seen as a plan to turn a future vision into reality (Simonse, 2017). The roadmap is divided into three horizons that define the phases that should be conducted to achieve the vision, therefore it guides the X team through the implementation of the tool. The vision where this roadmap leads to is the purpose stated into chapter 6.1: **synchronization of the mindsets of junior consultants and seniors.**

In this chapter the three horizons are explained and in figure 15 the roadmap is visualized (pages 84 and 85).

Horizon 1 - develop

Jan. 2022

The first horizon starts in January 2022 and is all about developing the tool. It starts by assigning the tool team. When the tool team is set it is important to choose the best suitable option for the digital environment. The tool team should together define the list of approach subjects that will be used within the tool, so that the map and generator are aligned. After the list is defined, the OD narrative team and subjects team can start writing content and plan validation meetings with the review group members. The data collection team will set up a data collection form, which can be send to project owners directly after a project is finished. This team will also analyze previous projects and fill the form in for these previous projects with help from the project owners. This horizon will end when all the content is written and reviewed and both tools are ready for launch. It will really depend on the X team how long this horizon will take, it is important that the tasks for the tool are manageable because of the high workload of the team but it is important as well to keep working on the tool to make sure that it will be launched and stays urgent. For this graduation project it is assumed that this horizon takes six months, which means that this horizon is

finished right before the summer holiday period.

Horizon 2 - launch & maintain

Sep. 2022

The second horizon starts after the summer holiday period, because in the summer holiday period many employees will be absent. For this horizon the focus lays on making the whole X team aware of the tool and maintaining the tool. An official launch will be organized within a team meeting in September to make the whole team aware of the tool, also the contact persons are made clear to the rest of the team. After the launch the biweekly meetings of the tool team will turn into monthly meetings to make sure that the tool keeps up to date, because it will not be necessary anymore to meet that frequently since the tool is up and running. Besides maintaining the tool, it is very important to make new joiners aware of the existence of the tool. Only then the purpose of the tool can be achieved. It is therefore important that the so-called buddy of a new joiner makes the new joiner aware of the existence of the tool. This can be done by showing the tool on the first working day of the new joiner and explaining the purpose of it. Over time people within the X team get promotion or leave the team, therefore it is important to add new joiners to the tool team every once in a while. This keeps the urgency of the tool alive within the team and it helps for the new joiners to build psychological ownership for the tool. This horizon will continue until the Christmas holiday period.

Horizon 3 - evaluate & improve

Jan. 2023

The third horizon starts after the Christmas holiday period in January 2023. In this horizon the tool will be evaluated. The tool team will discuss with each other if the tool is working properly and if it is beneficial to further improve the tool. If the tool is not working properly it is important to find out what should be improved to make it work properly. Is the tool still up to date? Is everyone within the team aware of the tool and do they use the tool when they want to search for information or when they want to design a new approach? And if they do not, what can be improved to achieve this? If the X team is satisfied with the tool, further improvements will be discussed. For example, it was recommended

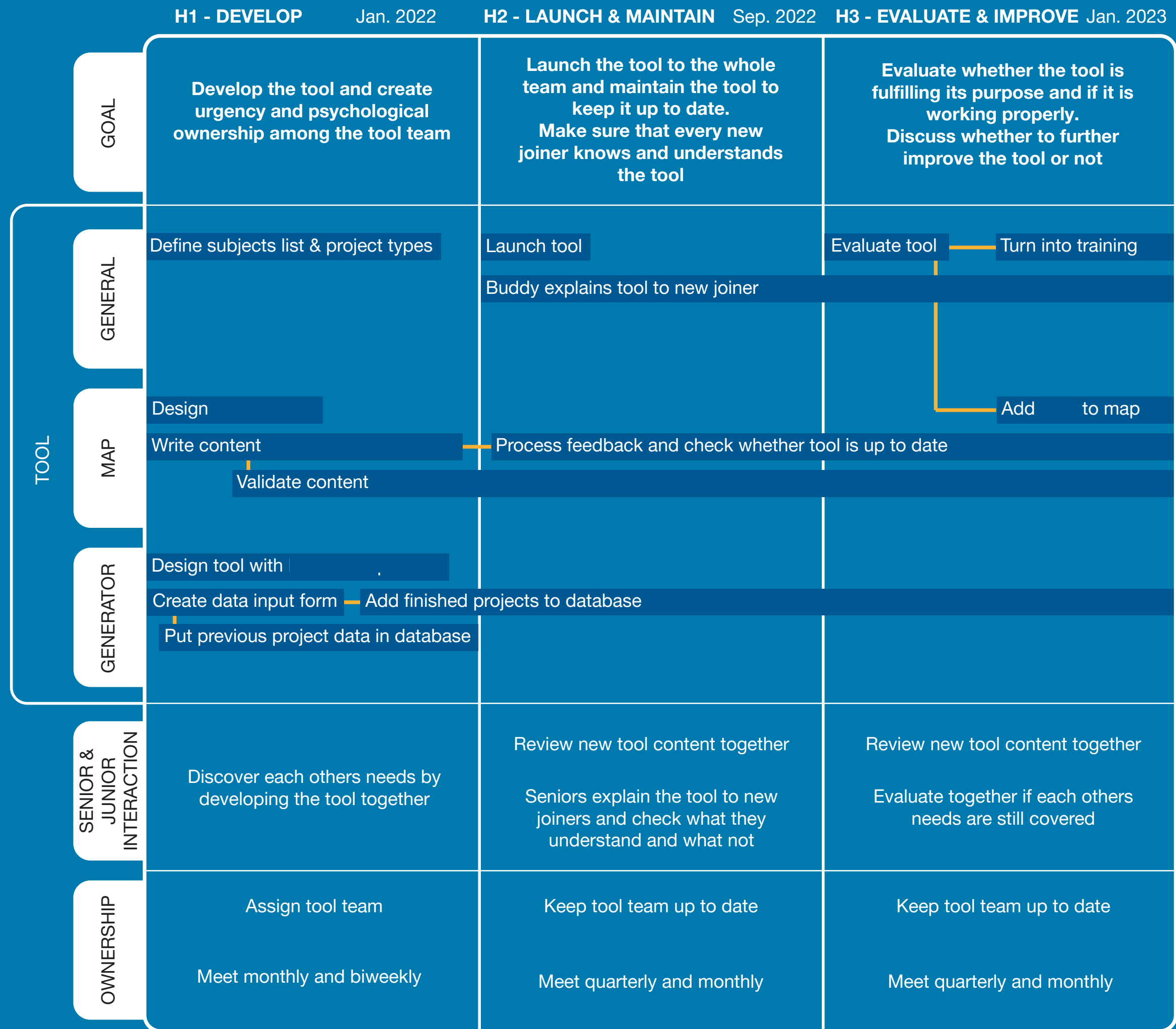


Figure 15: the three horizons visualized in a roadmap.

by one X team member in chapter 5.2 to include business processes within the tool as well. Another team member recommended to turn the tool into a training for new joiners (chapter 5.3). The X team should evaluate whether the benefits of these improvements will outweigh the effort. When the X team members are satisfied with the tool and they experience that the tool helps them to better collaborate with their team members who are on another experience level this horizon is achieved and the vision accomplished.

6.6 Key insights

- The purpose of the OD toolbox is to create a shared understanding among members of the X team and in this way synchronization of the different mindsets between the seniors and juniors is facilitated.
- To achieve the highest potential of the tool it is advised to create an ownership structure for the toolbox that ensures psychological ownership and urgency, to make sure that the tool stays up to date.
- The three horizons 'develop', 'launch & maintain', and 'evaluate & improve' are designed to facilitate the team towards the vision: synchronization of the mindset of junior consultants and seniors.

07

Conclude

In this chapter the project is concluded, by evaluating the design, providing final recommendations, providing a discussion and by closing off with a personal reflection of the author.

7.1 Design evaluation

The design evaluation consists of two paragraphs. In the first paragraph the final design is evaluated on the design requirements stated in the design brief (chapter 3.4) and in the second paragraph the design is evaluated on its desirability, viability and feasibility. For the evaluation chapter 6 as a whole is identified as the final design.

7.1.1 Design requirements evaluation

The design phase of this project was based on the design brief stated in chapter 3.4. To check whether the final design aligns with the design brief, the ten design requirements were used for evaluation.

1. The design provides an overarching story.

The OD toolbox as a whole serves as an overarching story, since it provides all the 'standard' knowledge of OD at one place. In particular, the OD narrative provides an overarching story because it explains OD within its context. This helps to understand what OD is and what the X team does with it.

2. The design brings consistency.

The design brings consistency, because X team members can base their projects on the knowledge provided within the tool instead of looking at their own previous projects. In this way every team member has the same starting point for a project, which provides consistency. Also the purpose of synchronizing the mindsets of seniors and juniors can be seen as consistency.

3. The design can be updated.

Updateability was seen as the most important aspect to keep the tool valuable on the long term. In the focus interviews it became clear that this should be seen as a boundary condition (chapter 3.2). When defining the digital environment the updateability of it was taking into account (chapter 6.3), as well as for the ownership (chapter 6.4), and the implementation plan of the tool. The content of the tool can be updated by the owners of the tool and input can be delivered via the tool to the owners. It is recommended to meet regularly to keep the tool up to date and to not lose the sense of urgency.

4. The design helps to argument the approach.

The approaches designed with the approach generator are based on data of previous projects. This helps the X team members to argument their choices for a certain approach. More generic, the expertise map as a whole provides information about each subject of the approach. This helps the X members to understand the approach and therefore to argument their approach to others.

5. The design shows the expertise of the X team.

In the OD narrative the expertise of the X team is shown in its context, which explains what part of the expertise of OD is and what is not. Furthermore, the expertise map subjects all together represent the expertise of the X team. The types of projects list provided within the approach generator, explains the kinds of OD projects the team operates in.

6. The design is generic.

With generic it was meant that the tool can always be used within an OD project, see chapter 3.2 figure 4. This is the case, since the subjects within the expertise map are not specified to a certain type of project and can therefore always be used. The approach generator is based on types of projects, but for every type of project accessible and therefore generic as well.

7. The design saves time.

For both senior and junior X team members the design saves time. Seniors can use it as a quick catch up, instead of diving into their previous project documents. It saves time for juniors as well, since they can work independently with the tool and they do not have to ask for clarification from seniors.

8. The design does not only show the approach in an explicit order of steps.

With an explicit order of steps, it is meant that not only one order is shown as 'the order', since the order can be different for every project (see chapter 3.2 figure 4). In the OD expertise map the order of subjects is shown in the classic approach order, but the alphabetic order can be selected as well to see no explicit order. In the approach generator

the order of subjects/steps is defined based on previous data and is different for different types of projects, therefore there is not only 'one' order of steps.

9. The design is ready for use at the start of a project.

After the tool is developed the tool is always accessible, and therefore ready for use at the start of a project.

10. The design is interactive.

The toolbox is digital and contains many interactive elements.

It can be concluded that the final design meets all the design requirements.

7.1.2 Strategic evaluation

This graduation project is part of the master Strategic Product Design, and 'strategic' means to be able to take desirability, feasibility and viability into account when designing a concept (see figure 26), in this case the OD toolbox. Desirability means whether the concept fits the needs and wishes of people. Feasibility means that the outcome of a strategic project can be given a tangible form in the near future. At last, viability means that when the concept is given a tangible form it can be sustained within the company on the long term (Calabretta, Gemser & Karpen, 2016). In this paragraph the final design is evaluated based on these strategic aspects.

Desirability

The underlying problem that was defined during the validation sessions with both juniors and seniors of the X team, it became clear that they see value in both tools. Not every senior member was convinced about the value of approach generator. However, in another validation session it became explicitly clear that both the map and the generator would help to solve the problem of the asynchronization between juniors and seniors. The OD toolbox as a boundary object facilitates synchronization of juniors towards seniors, which makes the juniors less dependent of seniors.

Feasibility

In chapter 6.3 the digital environment of the OD toolbox was investigated, and the proposed environment can be realized within the current capabilities of SC. Therefore, it is possible to turn the toolbox into a tangible form in the near future. Furthermore, the content for the tools needs to be provided by the X team, which can be a struggle because of the high workload of the team members. To increase the feasibility as much as possible an ownership structure was provided to keep the tool manageable and urgent (chapter 6.4).

Viability

It is important that the tool stays up to date, otherwise it will quickly lose its value. Both the ownership structure and the implementation plan provided in respectively chapter 6.4 and 6.5 helps to keep the tool up to date and therefore increase the viability of the tool.

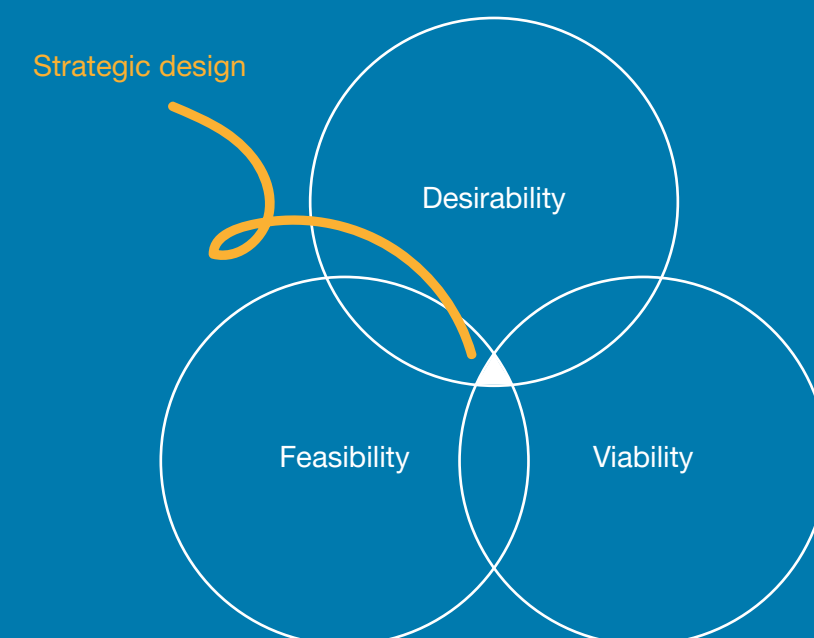


Figure 16: the domain of strategic design, own figure based on Calabretta, Gemser & Karpen (2016).

7.2 Final recommendations

Based on input delivered and observations made during the project, final recommendations were provided for the X team within this chapter.

Other directions

In paragraph 2.4.4 it was decided to focus on approach standardization for this thesis, however in chapter 2.4 two other areas for improvement were identified as well, namely knowledge management and visualization. It is recommended for the X team to dive into these areas as well to further optimize their way of working. Nevertheless, besides approach standardization the final design partly covers knowledge management as well. The approach generator is based on previous project data and by actively collecting the data and keeping the toolbox up to date, knowledge management is partly covered. Of course, this does not solve the whole issue the team has with knowledge management, therefore further research is needed here. During this project the visualization of the OD toolbox is validated with X team members, but research into visualization for (client) deliverables is not conducted. It is recommended to dive into this, since some X team members had mentioned this as room for improvement.

Consider the possibilities outside PowerPoint

A critical element throughout the whole project was PowerPoint, because this is the tool that the X team uses for almost all their client communication. Some senior members mentioned during the validation that they would only use the approach generator when the outcome can be converted to PowerPoint, however some members mentioned that it is not necessary to convert to PowerPoint. For this graduation project converting to PowerPoint is not taken into account, but it is recommended for the X team to discuss as a team what the possibilities are here. If the team wants to do more with visualization for example, it is recommended to explore what the other possibilities are that fit within the way of working of the team and fulfill their needs even better than PowerPoint.

Create an overview of all the existing tools

During the interviews conducted during this project, it became clear that it was unclear for many X team members which tools exist within the team. The members have mentioned that they would prefer an overview of the existing tools, with explanation on which tool is most suitable for which activity. It is recommended for the X team to investigate their current tools and see what is truly useful and update everybody about the findings. To keep it up to date it might be good to assign someone of the team that keeps track of all the tools, this could be for example the person who will act as the tool owner of the OD toolbox as well.

Create an overview of all the internal projects

During the graduation project it became clear that not every X team member is up to date of all the internal projects that are ongoing. It is recommended to create an overview of these internal projects, therefore it is clear for everyone what is going on and a greater sense of urgency can be achieved for these projects. The overview could be discussed within team meetings, by for example giving a short update of every internal project.

7.3 Discussion

In this chapter the results of this graduation project were discussed, by reflecting on the initial assignment and process, explaining the relevance for SC and closing with a reflection on the value of strategic design.

Reflection on the initial assignment

The initial assignment of this graduation project was to investigate whether there were opportunities within the current OD approach to make it more experience and/or user centered. However, during the project it became clear that there is not really 'one approach' within the team and as mentioned in the autoethnography (chapter 2.5), it was quite hard to understand the context of this assignment. After the first round of interviews, it became clear that there were multiple areas of improvement within the current approach and it was chosen to focus on approach standardization for the rest of this thesis. Therefore, the assignment changed to investigating why, what and how the current approach could be standardized. It was beneficial for the project to narrow the scope down to approach standardization, because with the broad scope from the start it would have taken even more time to understand the context and therefore to come to concrete insights as well.

Reflection on the process

The two rounds of interviews within this project were only held with senior members of the X team. Which was logical at first because the senior members have more experience and therefore can better explain the current OD approach. However, if juniors were involved earlier in the project process the addressed problem within this thesis would probably have been found earlier.

Relevance for SC

This graduation project was a project done for the X team of SC and all the input within this project came from the X team members. The author of this thesis can be seen as an outsider of the team. It is beneficial for the X team that they have let an outsider work on this project instead of a team member. Because of the difficulties that the author experienced when trying to understand the current

OD approach it became clear that the underlying problem within the X team is that due to experience the senior members in the team know what they are doing but they miss the simple tools/documents to bring this across to juniors or people outside the X team. You will never know if it is true, but it is reasonable that if this project was conducted by someone of the X team this problem would not have come to the surface. Because the X members with tacit knowledge will look different at the current materials within the team than somebody who does not have that experience. Therefore, this thesis has brought this problem to the surface for the team and the designed concept can be used to solve this problem by synchronizing the mindsets of the juniors and seniors within the team.

Reflection on strategic design value

The lesson learned from this thesis is that it is good to step away from the initial assignment and to trust your design approach even when the company you work with is not familiar with (strategic) design. Within a design project for a company who is not familiar with design, it can be good to just continue with your design process and show the company the results when you have finished an aspect, and always make clear that it is about a concept and not a finished product (yet). By just doing it you will force the company to look at the assignment from another perspective and to embrace the design process. It can be hard to explain the value of design to organizations, but as soon as it leads to tangible results it will help the organization to see the value of it. Showing a prototype for example can bring a lot of valuable insights, probably more than the company would expect at first. Beyond the case of this project, it can be stated that the value of strategic design is that it can help to let people within organizations think different about their fixed patterns within their way of working, because it shows another perspective. Strategic design can therefore help to synchronize mindsets within organizations and solve problems that were not seen as problems from the start but turned out to be important existing problems.

7.4 Personal reflection

Before starting my graduation project, I never expected it to be such a rollercoaster as it turned out to be. I know that I am someone who can work independently, I can easily motivate myself and I do not put things off until the last minute. I would rather describe myself as someone who works on a Saturday to make sure that I only have to read it one last time on the deadline day. Therefore, I thought what could go wrong. And indeed, motivation and planning were no problem at all, but my perfectionism reared its head. I was afraid for a lot of the meetings during my project, wondering if what I did was also what was expected from me.

My last project that I did on my own was my Bachelor End Project (finished in July 2018) and that is peanuts next to graduation in my opinion. I became quite anxious about the whole graduation thing, because the safe environment of a group was not there. Everything that I presented during a meeting was made by me, nobody else, and what if it was not good enough? In the last six years I became quite familiar with what the TU Delft would expect from me and I did not really worry about that. But working for a company and taking their expectations into account was new for me, of course there were client projects in the master but that was never that 'real'. However, during my graduation project I only got positive feedback, so it can be concluded that I should be less harsh to myself.

I do not exactly know why I sometimes was so insecure during this project, but I can conclude that I can be proud of myself now that I look back at the process and the end result. Successfully completing a twenty-week individual project is not easy and now I know that I can do this I know that life is full of opportunities. I learned from this project that everything will always work out, even when you think that it never will.

Besides the struggles, I also enjoyed this project. It was an opportunity to experience a corporate environment while doing a research project. I was able to hear about the kind of projects the team members work on and how they experience that.

I enjoyed learning about their way of working and their work environment.

Last but not least, I was happy to hear that the team see the OD toolbox as valuable and that they want to work on further realizing the tool. This is for me personally the crown on my hard work.

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A: Graduation brief

DESIGN
FOR our
future

TU Delft

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 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 Lochtenberg 5143

initials C.S. given name Lotte

student number 4440188

street & no. _____

zipcode & city _____

country _____

phone _____

email _____

Your master programme (only select the options that apply to you):

IDE master(s): ☐ IPD ☐ DFI ☒ SPD

2nd non-IDE master: _____

individual programme: - - (give date of approval)

honours programme: ☐ Honours Programme Master

specialisation / annotation: ☐ Medisign

☐ Tech. in Sustainable Design

☐ Entrepreneurship

SUPERVISORY TEAM **

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

** chair Frido Smulders dept. / section: DOS / MOD

** mentor Giulia Calabretta dept. / section: DOS / MCR

2nd mentor

organisation: _____
city: _____ country: _____

comments (optional) _____

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.

IDE TU Delft - E&SA Department /// Graduation project brief & study overview /// 2018-01 v30

Page 1 of 7

TU Delft

Procedural Checks - IDE Master Graduation

APPROVAL PROJECT BRIEF
To be filled in by the chair of the supervisory team.

chair Frido Smulders date 16 - 07 - 2021 signature 

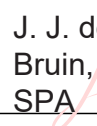
CHECK STUDY PROGRESS
To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair. The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: 39 EC
Of which, taking the conditional requirements into account, can be part of the exam programme 33 EC

List of electives obtained before the third semester without approval of the BoE

☒ YES all 1st year master courses passed

☐ NO missing 1st year master courses are:

name J. J. de Bruin date 19 - 07 - 2021 signature 

Digitally signed by J. J. de Bruin, SPA Date: 2021.07.19 14:18:22 +0200

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.

Content: ☒ APPROVED ☐ NOT APPROVED

Procedure: ☒ APPROVED ☐ NOT APPROVED

- updated version approved

comments _____

- 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 ?

name Monique von Morgen date 30 - 09 - 2021 signature _____

IDE TU Delft - E&SA Department /// Graduation project brief & study overview /// 2018-01 v30

Page 2 of 7

Initials & Name C.S. Luchtenberg Student number 4440188

Title of Project Opportunities to improve the _____ approach

Opportunities to improve the [redacted] approach 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 07 - 07 - 2021 13 - 12 - 2021 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, ...).

[redacted] is a common subject for innovative companies or companies that want to become (more) innovative. XX is a real expert in the field of [redacted] has and continues helping many companies with their transformations. For the duration of my project, I will join this team and work with them on their approach.

[redacted] is interested in assessing whether it could be possible to develop a more experience-driven way of working for [redacted] projects. There are many different sorts of clients, therefore it is likely that different kinds of approaches are needed for different kinds of companies. A design perspective can be used to implement experience within the [redacted] approach. Strategic designers take desirability, viability and feasibility into account when designing an end product, which can be for example a vision or business opportunity. A designer aims to balance these three elements, together with their own decisions and design principles. Examples of design principles are that design is co-creative, holistic and human. (Calabretta, Gemser & Karpen, 2016).

Therefore the goal of this graduation project is to redesign the current [redacted] approach of [redacted] using design practices and techniques (think of: envisioning, user interviews, generative sessions, roadmapping, visualisation). The aim of the end deliverable is to provide the [redacted] team with new insights in how to approach [redacted].

The main stakeholders of this project are the [redacted] team of [redacted] TU Delft and me. The interest of the [redacted] team is to have valuable insights in how design principles/processes can be used within the [redacted] approach. The interest of the TU Delft is to end with a graduation project of scientific level. I want to do research into [redacted], I want to successfully design a new approach for [redacted] and I want to end with a valuable result for both [redacted] and the TU Delft.

Source:
Calabretta, G., Gemser, G., & Karpen, I. (2016). Strategic design: eight essential practices every strategic designer must master. BIS Publishers.

space available for images / figures on next page

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.

The scope of this project is to find user-centered/experience opportunities to improve the [redacted] approach used at [redacted]. In this project I will first understand the current approach of the team, and afterwards help them to advance the approach by using design practices and techniques. Within the project I will use two client cases to validate my designs. Two members of the [redacted] team will take the role of product owner of their own case, I will interview them and hold sessions with them to validate my outcomes. Therefore I will not have direct contact with clients of [redacted] but indirectly.

[redacted] wants to investigate whether new ways of working and more experience/user-centered approaches can be used in [redacted] projects. They use the current approach for quite a long time and it is time to shine a new perspective on it. The task for me is to find user-centered/experience opportunities to improve the approach in a way that is appealing and convincing for the clients and that it is better aligned with the current needs of [redacted] will bring the present practice being used within [redacted] and design science/theory together to improve the current approach.

***** UPDATED PART BELOW (I am not able to highlight the text): *****

- Research questions:
- What are the current elements of the approach of the [redacted] team and what are the pros and cons of these?
 - What are the different kinds of projects the [redacted] team works for?
 - How is the collaboration between the [redacted] team and their clients?
 - What are the elements of the approaches of other [redacted] (consultancy) companies?
 - What are the opportunities by adding user-centered/experience elements to the current approach?

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.

Find user-centered/experience opportunities to improve the transformation approach of [redacted] with the use of [redacted] design practices and techniques.

The goal of this project is to help [redacted] identify potential innovative ways to perform [redacted] projects. I expect to deliver a design that is visualised in an appealing way. Possible outcomes are company personas, future vision and/or an implementation card set or roadmap, because these outcomes can achieve a new mindset and way of working within [redacted] the end product will consist of a description of the current approach of [redacted] and designed opportunities to improve this approach, with suggestions for which elements are especially useful for different types of clients/projects.

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 7 - 7 - 2021 13 - 12 - 2021 end date

Week number	1	Holiday				2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Date (week)	7-7	12-7	19-7	26-7	2-8	9-8	16-8	23-8	30-8	6-9	13-9	20-9	27-9	4-10	11-10	18-10	25-10	1-11	8-11	15-11	22-11	29-11	6-12	13-12
Kick-off meeting																								
Research																								
1.1 Research into organisational design																								
1.2 Research into the organisational transformation approach of [redacted]																								
- Interview product owners & analyse cases																								
1.3 Research into design processes/principles																								
1.4 Summarize outcomes, present first ideas																								
Ideation																								
2.1 First ideation based on research																								
2.2 Mid term meeting																								
2.3 Define design opportunities																								
2.4 Define future vision for the approach																								
2.5 Creative session with OT team members																								
Implementation																								
3.1 Design approach for different companies																								
3.2 Design validation with product owners																								
3.3 Document findings for green light meeting																								
3.5 Green light meeting																								
3.6 Design generic organisational transformation approach																								
3.4 Design validation with OT team members																								
Finalizing																								
4.1 Work on final deliverables																								
4.2 Prepare presentation																								
4.3 Graduation ceremony																								

My graduation project consists of 4 different phases: research, ideation, implementation and finalizing. I will work full-time on the project for a duration of 20 weeks, I will have a holiday break of 4 weeks between week 1 and 2 of the project.

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.

I started the master Strategic Product Design because I discovered my interest in business and strategy during my board year between my bachelor and master. I am fascinated about the way companies behave, especially since there is often a difference between how the management says the company behaves and how the company really behaves. I really enjoyed designing strategies for companies during the courses of the first year of SPD, but I felt that I missed the knowledge of truly understanding companies - which I think is necessary when designing a strategy for a company.

Therefore I decided to follow business administration courses at the VU Amsterdam to strengthen my knowledge about companies. During these courses I found out that it is a struggle for companies to truly change even when they say they really see the value of a transformation. This fascinates me and therefore I decided that I wanted to dive deeper into [redacted] within my graduation project. I am very excited about this opportunity [redacted] gave me to redesign their [redacted] approach from a design perspective. I know for sure that this will bring me considerable knowledge and insights into the world of [redacted].

FINAL COMMENTS

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

B: Interview guide process

Interview guide for case interviews (Dutch)

Intro

Bedankt voor je tijd, voor mijn afstudeeronderzoek wil ik het komende uur graag uitgebreid bespreken hoe het gebruik van de OD aanpak is verlopen bij de case van CONFIDENTIAL. Het doel van het interview is om de user journey van de OD aanpak in kaart te brengen voor deze case.

Case vragen

1. Kan je kort toelichten wat jullie opdracht was bij CONFIDENTIAL en waarom deze opdracht aan jullie was toegezegd? Wat was de team samenstelling, voor zowel SC en de client? Wat was de duur van het project (in weken)?

2. Hoe is het caseproces in het algemeen verlopen? (Goed, prima, kan beter?) Zijn de beoogde resultaten behaald?

3. Nu wil ik graag de stappen van de OD aanpak in kaart brengen, dit ga ik doen door alle stappen op post-its te plakken en op dit vel te plakken. Laten we bij het begin beginnen, wat was de eerste stap? En de volgende etc.?

Per stap vragen: ging dit zoals gepland? Slechter/beter? Kijk je hier positief op terug? Waarom ging dit slechter/beter?

4. Nu we het gehele proces in kaart hebben gebracht, waar ben je het meest tevreden over?

- Waarom?
- En waarover het minst?
- Waarom denk je dat dit minder ging dan verwacht?
- Hoe zou je dit oplossen in de toekomst?

5. In hoeverre is dit proces uniek voor deze case? Waren er bijvoorbeeld elementen die je nog niet eerder had gebruikt?

6. Hoe is dit proces tot stand gekomen? (Gebaseerd op vorige projecten, literatuur, wensen van de klant?)

7. Heeft het proces anders uitgedaakt dan aanvankelijk de bedoeling was?

Wrap-up (5 min)

Erg bedankt voor je tijd en input, heb je nog vragen of opmerkingen?

Interview guide for general interviews (Dutch)

Intro

Bedankt voor je tijd, voor mijn afstudeeronderzoek wil ik het komende uur graag uitgebreid bespreken hoe jij de OD methodologie in de praktijk ervaart.

Vragen

1. Wellicht een vrij brede vraag, maar schieten jou nu meteen interessante cases binnen?

2. Wat vind je over het algemeen goed gaan? In de projecten die je doet? En wat gaat er minder goed?

3. Wat zijn de taken die je altijd doet?

4. Wat zijn unieke situaties?

5. Wat is de lastigste fase in het proces?

- Wat zou jou helpen dit makkelijker te maken?

Vragen gebaseerd op eerdere interviews (*these questions are different for each participant depending on the order of the interview in the interview sequence and relevance*):

6. Heb je ooit samengewerkt met [REDACTED]? Hoe vond je dat?

7. Hoe vind je de interne communicatie?

8. Wat vind jij van het knowledge management binnen het X team?

9. Wat vind jij van digitalisering van de werkomgeving?

10. Wat vind jij van de rol van het X team binnen SC?

11. Maak jij gebruik van workshops met de klant?

- Voor welke stappen?
- Hoe bereid je dit voor?

Wrap-up (5 min)

Erg bedankt voor je tijd en input, heb je nog vragen of opmerkingen?

C: Interview guide focus

Interview guide for focus interviews (Dutch)

Intro

Welkom en fijn dat je weer tijd vrij hebt willen maken voor mijn afstudeerproject! Ik zal even een korte update geven van de status van het project sinds ons vorige interview. Uit de 7 interviews die ik heb gedaan, waarvan jij er een was, kwam naar voren dat er drie zogenoemde ruimtes voor verbetering waren. Dit zijn 'knowledge management', 'approach standardization' en 'visualization'. We hebben ervoor gekozen om met 'approach standardization' aan de slag te gaan. Het idee is om een soort template of deliverables te ontwerpen die gebruikt kunnen worden in een project. Dit interview wil ik graag gebruiken om echt goed organization design te begrijpen en om te begrijpen wat voor niveau van standaardisatie gewenst is. Ik heb je in de mail gevraagd om een organization design project als uitgangspunt te nemen voor dit interview. Heb je hier op dit moment vragen over?

Project algemeen

1. (In het geval dat het project nog niet eerder besproken is) Kan je kort het project toelichten? Wat was de opdracht en wat was jouw bijdrage?
2. Was het project een reguliere transformatie? Of iets anders?

Organizational design

3. Hoe heb je organization design gebruikt in het project om het project doel te bereiken?
4. Welke tools van de organizational design toolkit heb je gebruikt?
5. Wat was het behaalde resultaat?

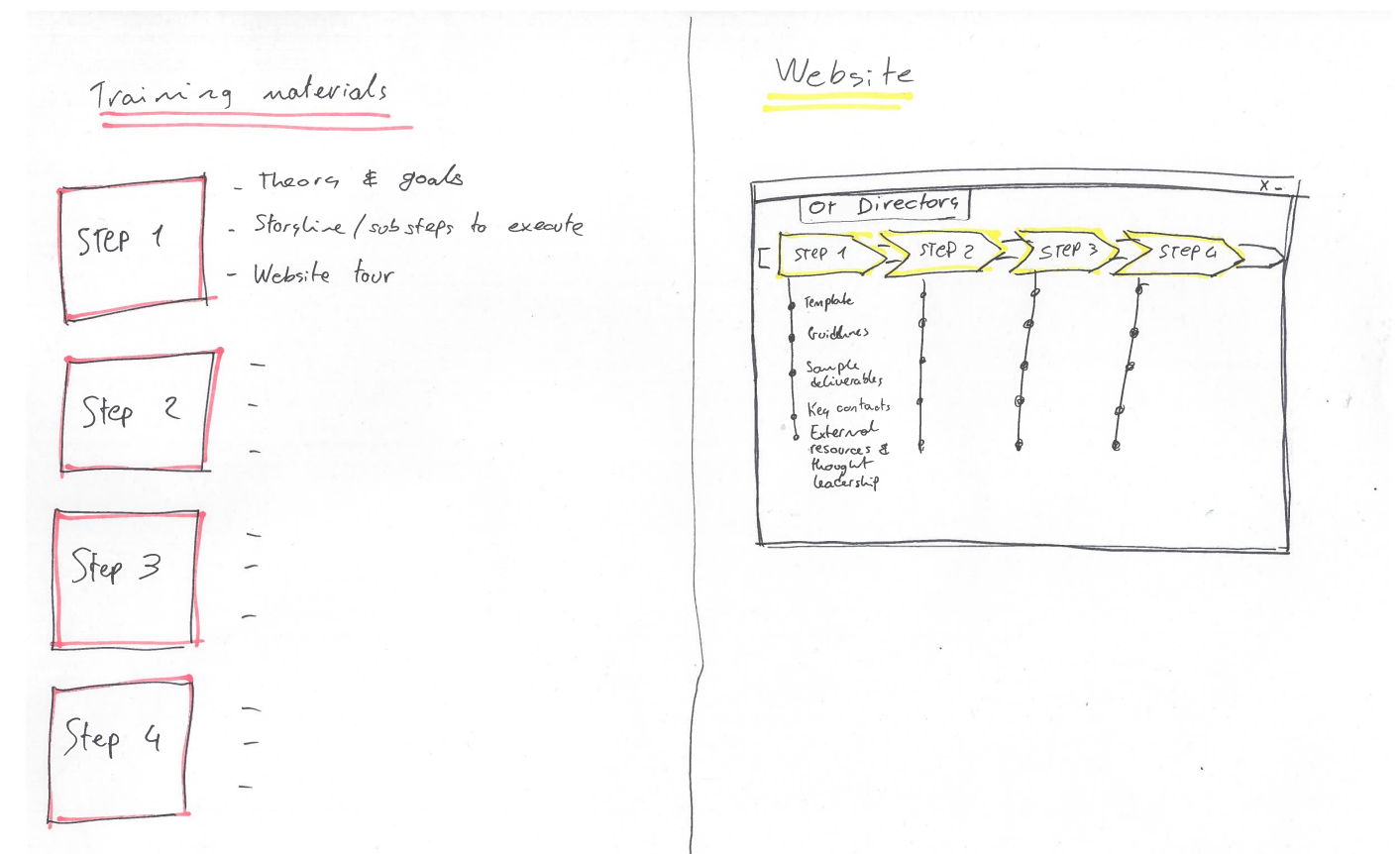
Standaardisatie

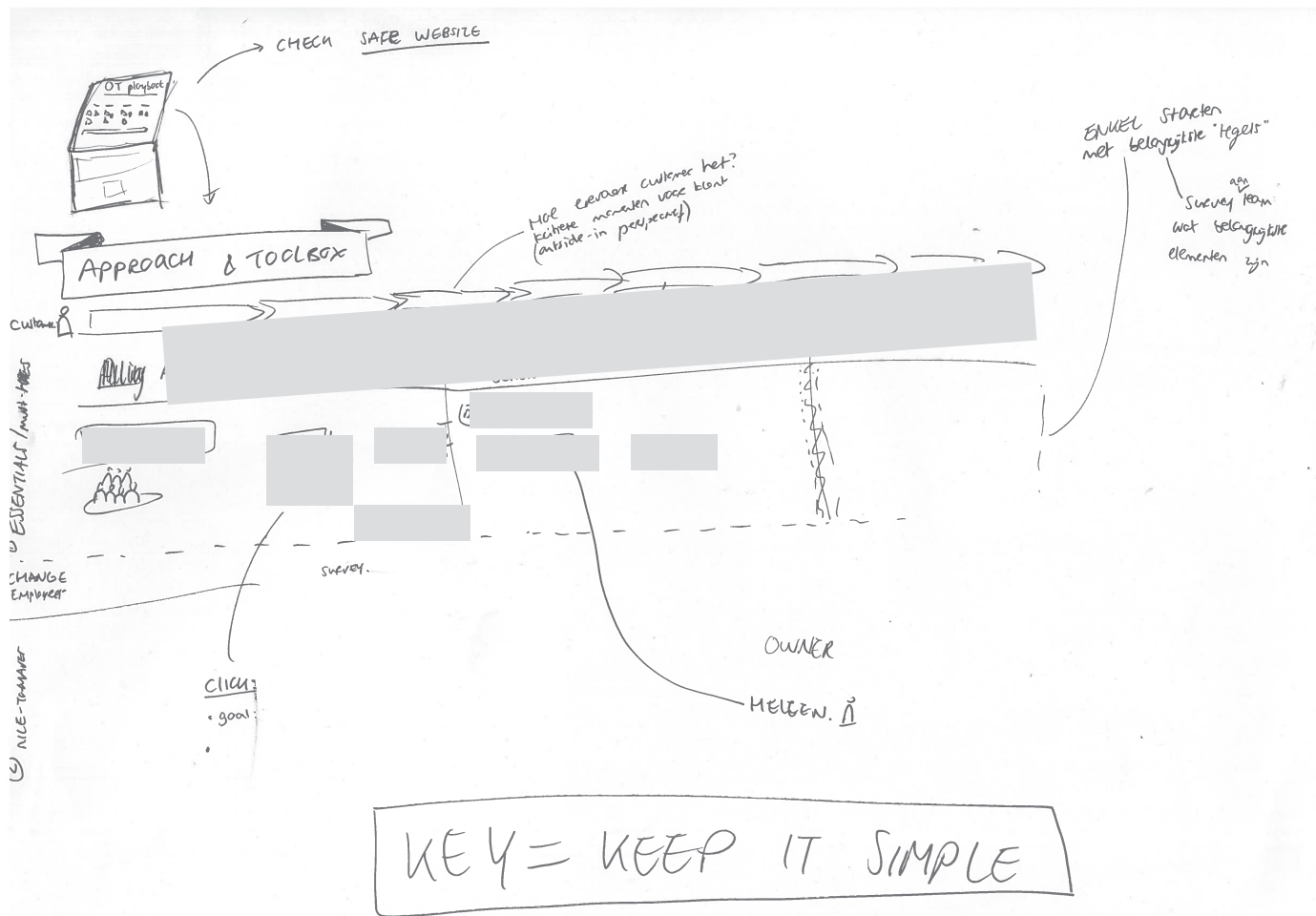
6. Jij hebt wel/niet aangegeven in het vorige interview dat je enige vorm van standaardisatie van organization design waardevol zou vinden.
 - Indien niet: zou je dit alsnog waardevol vinden en waarom?
7. De aanpak die jij normaal gebruikt in projecten, zou je willen dat anderen die aanpak ook zouden gebruiken?
8. Wat is er momenteel al gestandaardiseerd binnen organization design?
9. In de vorige interviews is door iedereen aangegeven dat elk project uniek is. Daarom vraag ik me af tot welk niveau standaardisatie volgens jou gewenst is?
10. Wat wil je uit de standaardisatie halen? Waarom?
11. Welke elementen van organization design zou je gestandaardiseerd willen hebben? (Wat moet er volgens jou gestandaardiseerd worden?)
12. Stel je hebt een gestandaardiseerd document over de organization design aanpak hoe zou je deze gebruiken? (Intern en/of klant contact / wanneer in het project / met welk doel)

Wrap-up

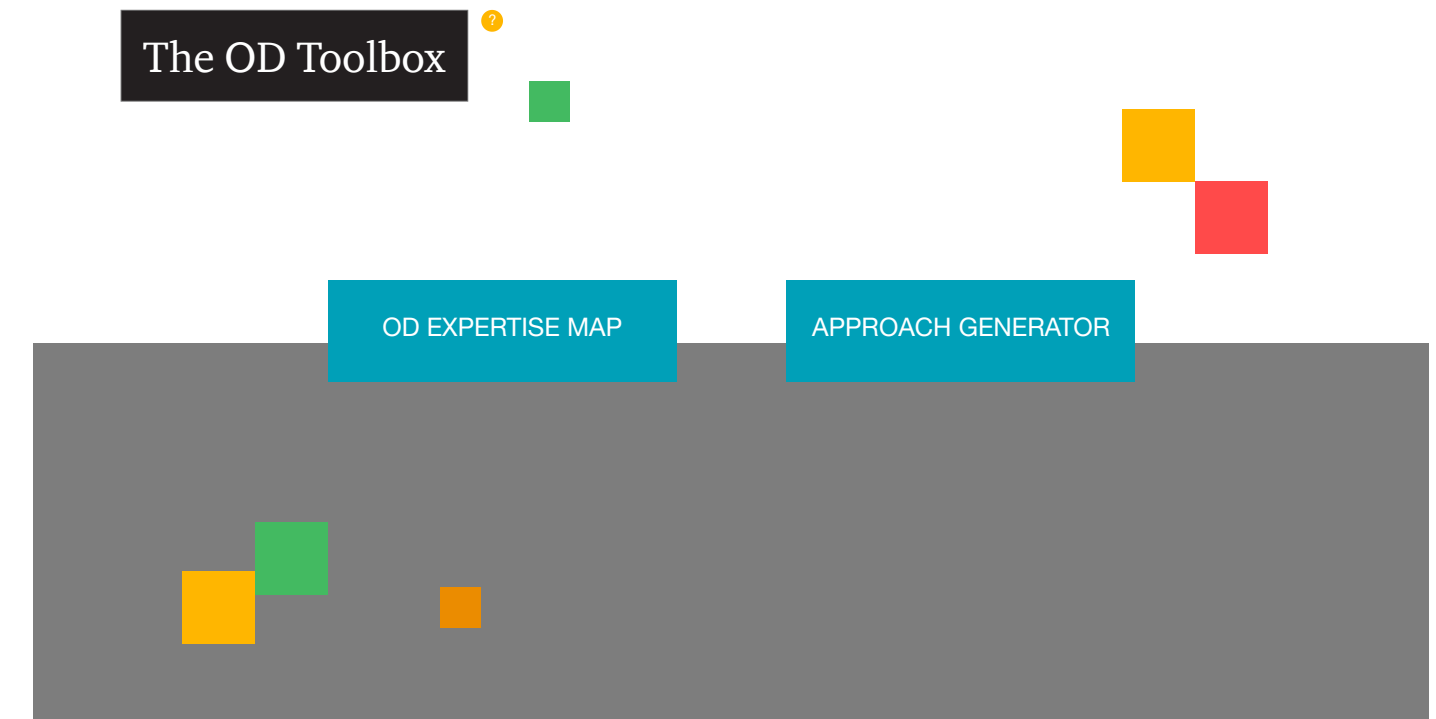
13. Bedankt voor je tijd, heb je nu nog vragen of opmerkingen?

D: CS overview sketches

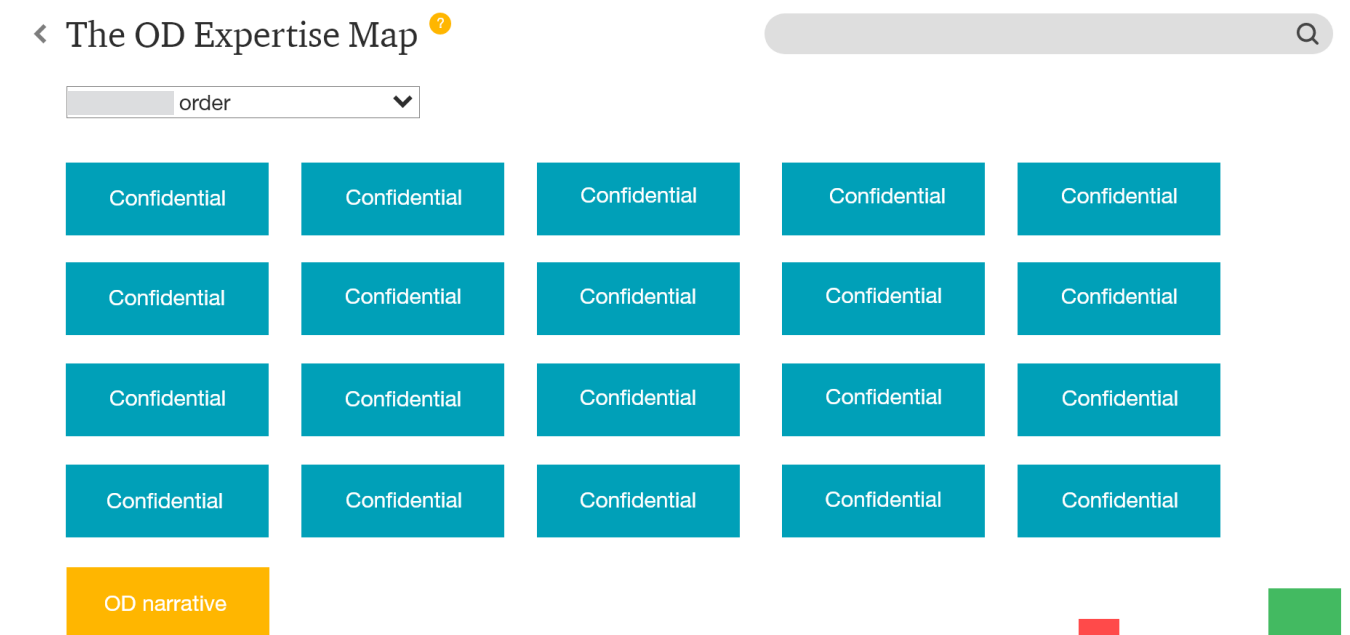




E: Prototype screens



Home screen



OD expertise map - approach order

Alphabetic order ▼

Confidential	Confidential	Confidential	Confidential	Confidential
Confidential	Confidential	Confidential	Confidential	Confidential
Confidential	Confidential	Confidential	Confidential	Confidential
Confidential	Confidential	Confidential	Confidential	Confidential

OD narrative



OD expertise map - Alphabetic order

This map provides an overview of all the subjects that can come across within OD projects. Click on a subject to read more about it. Every element has an owner to make sure everything is up to date, if you have feedback or input you can send that to the owner. The tool is linked to the SC cookbook as well, therefore on every subjectpage a link can be found to the cookbook materials of that subject.

Next to that, there is an OD narrative as well. In this narrative the focus of OD is explained, as well as the different phases of the approach.

Owner

The owner of this page is X

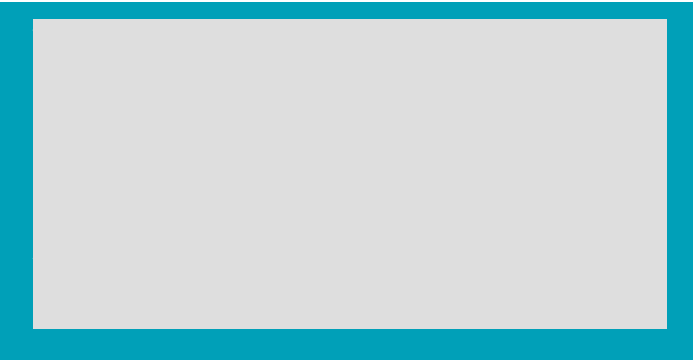
Provide feedback or input:

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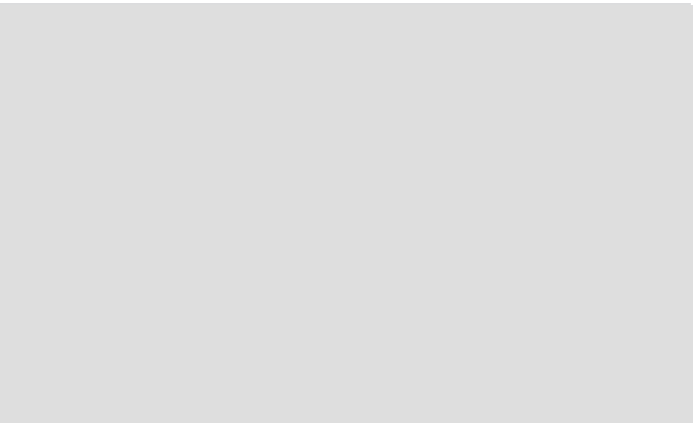
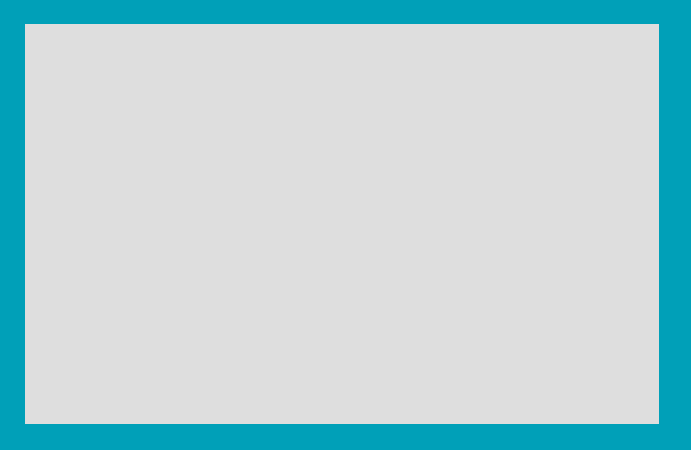
[Submit](#) >

OD expertise map - Explanation page

Why



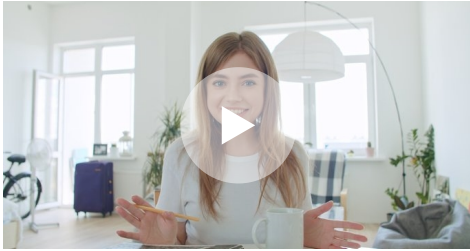
How



What



Explanation Video



Cookbook

Click here to go to the drive folder with all the documents of the SC cookbook about this topic.

DRIVE FOLDER

Owner

The owner of this subject is X

Provide feedback or input:

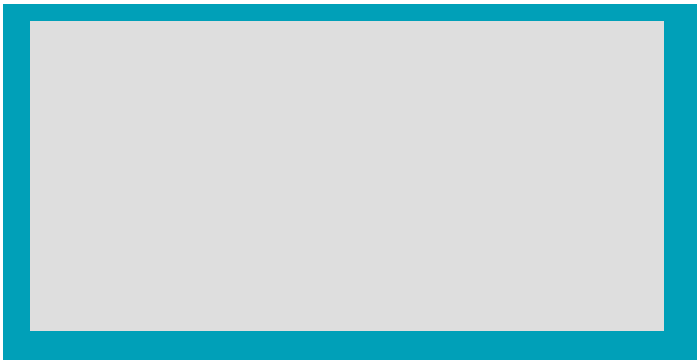
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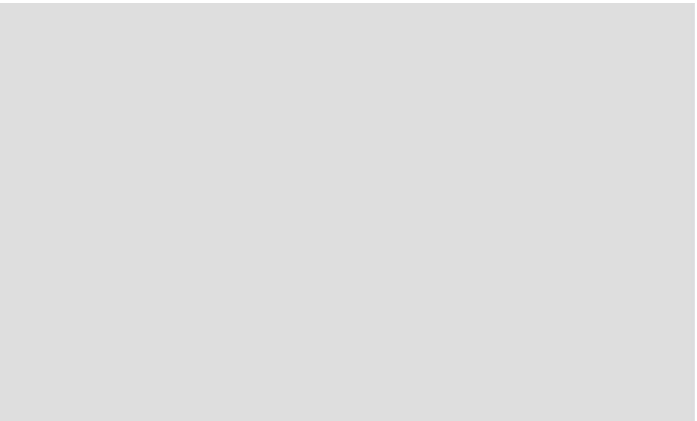
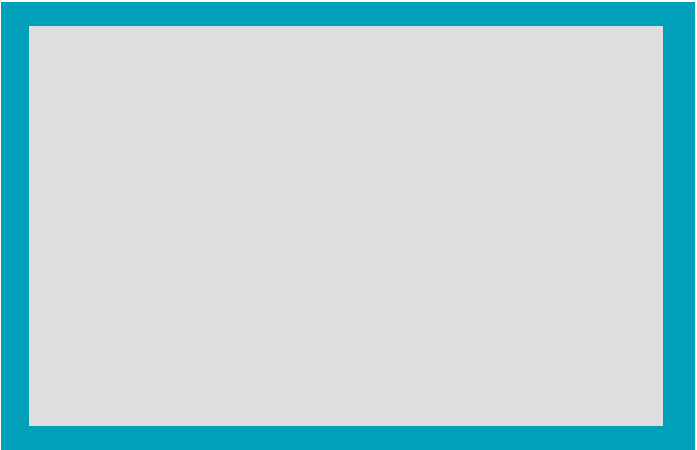


Subject page - start

Why



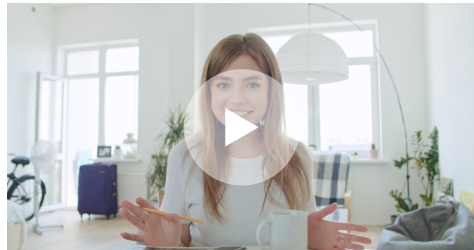
How



What



Explanation Video



Cookbook

Click here to go to the drive folder with all the documents of the SC cookbook about this topic.

DRIVE FOLDER

Owner

The owner of this subject is X

Provide feedback or input:

Hi,

For my latest project I made a good and simple visual of a chart. I thought maybe you can use it to update this section, I have attached it to this mail!

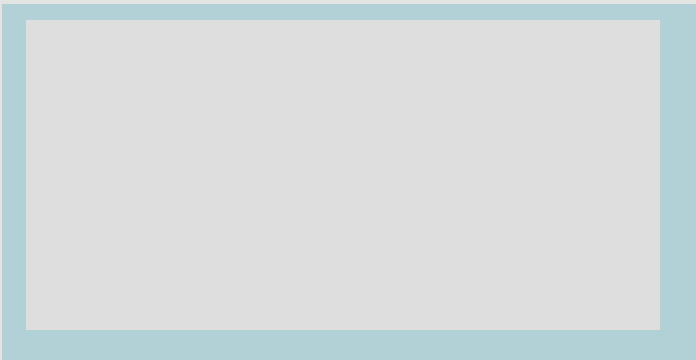


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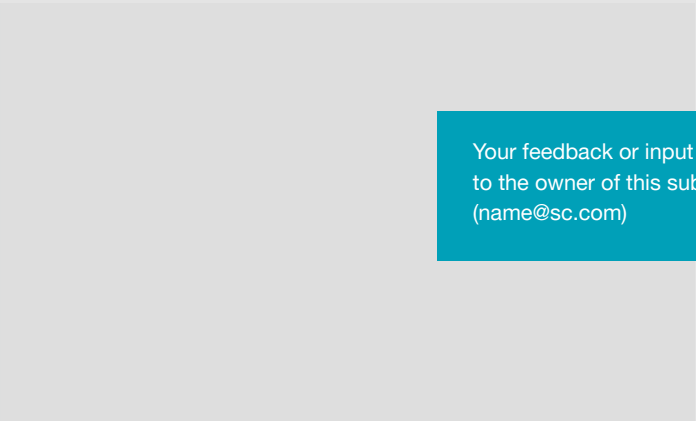
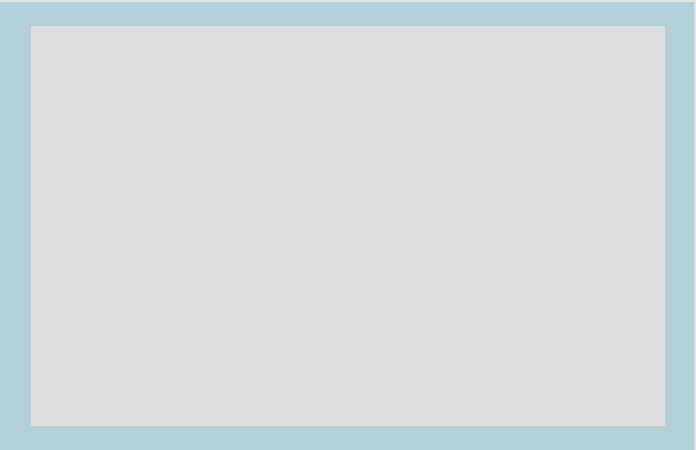


Subject page - feedback filled in

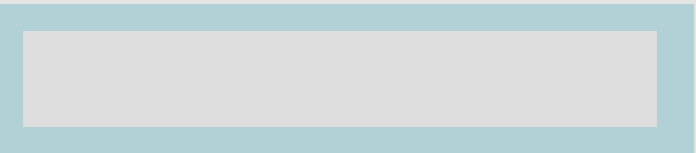
Why



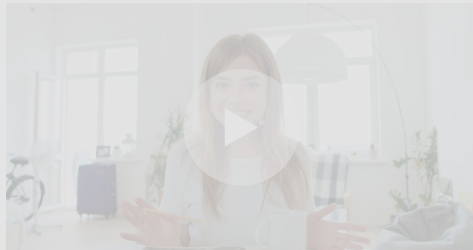
How



What



Explanation Video



Cookbook

Click here to go to the drive folder with all the documents of the SC cookbook about this topic.

DRIVE FOLDER

Owner

The owner of this subject is X

Provide feedback or input:

Hi,

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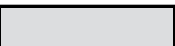
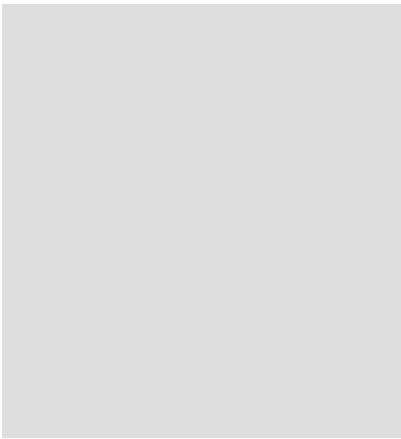
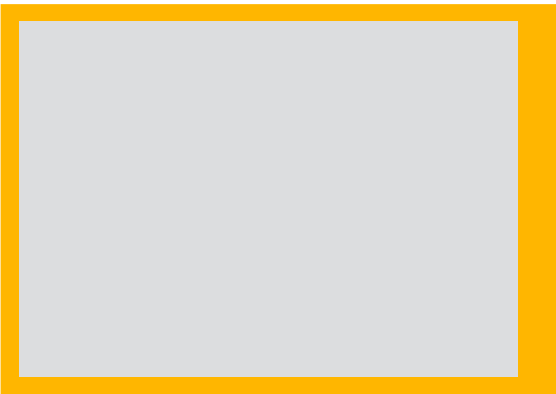
[Submit](#) >

Your feedback or input is successfully send to the owner of this subject: X (name@sc.com)



Subject page - feedback send

Focus of OD

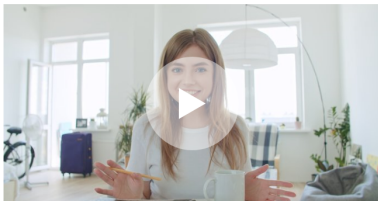


Phase 1

Phase 2

Phase 3

Explanation Video



OD Refresher

Click here to see the OD refresher PowerPoint slides to get more in depth information.

OD REFRESHER

Owner

The owner of this subject is X

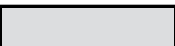
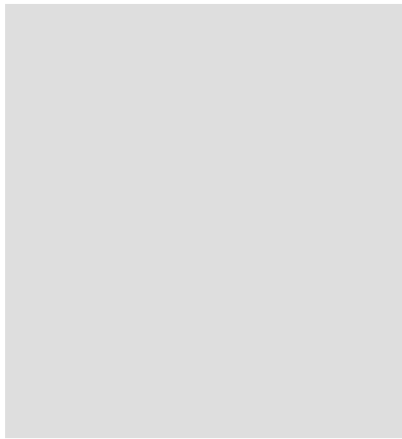
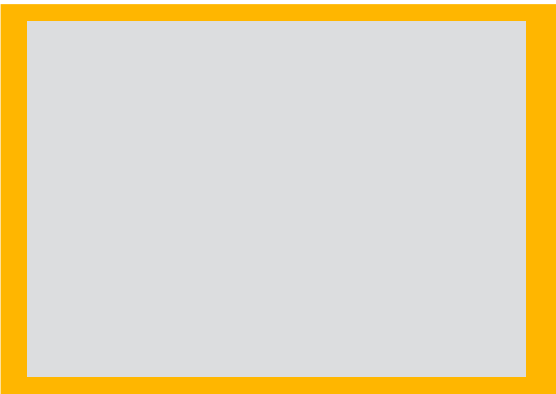
Provide feedback or input:

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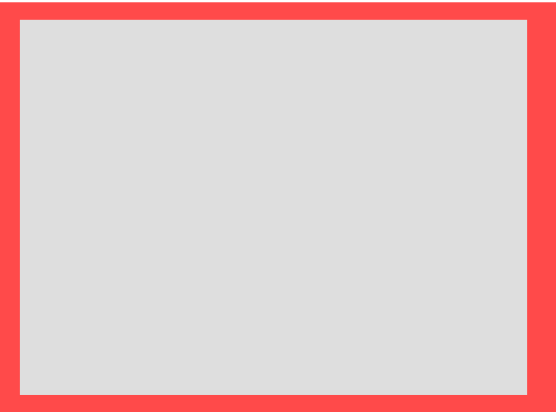
Focus of OD



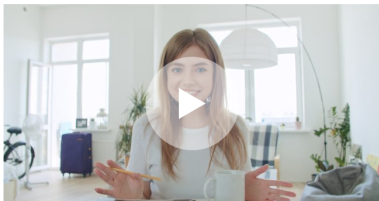
Phase 1

Phase 2

Phase 3



Explanation Video



OD Refresher

Click here to see the OD refresher PowerPoint slides to get more in depth information.

OD REFRESHER

Owner

The owner of this subject is X

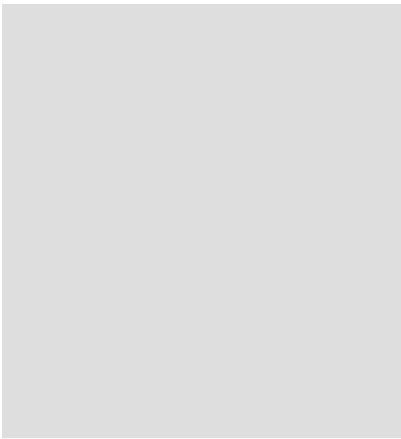
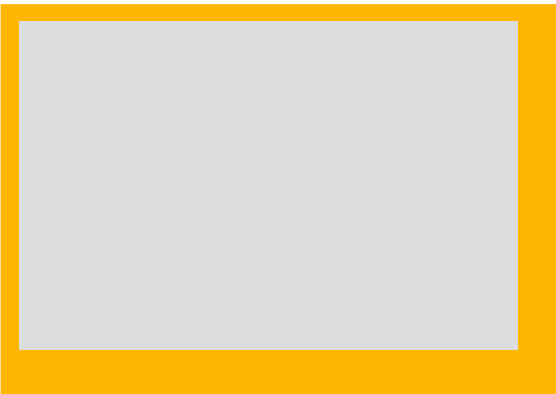
Provide feedback or input:

Type here

Submit >



Focus of OD



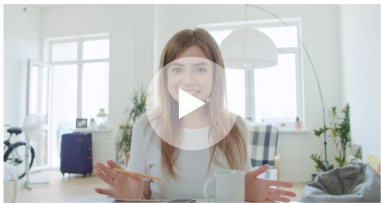
Phase 1

Phase 2

Phase 3



Explanation Video



OD Refresher

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OD REFRESHER

Owner

The owner of this subject is X

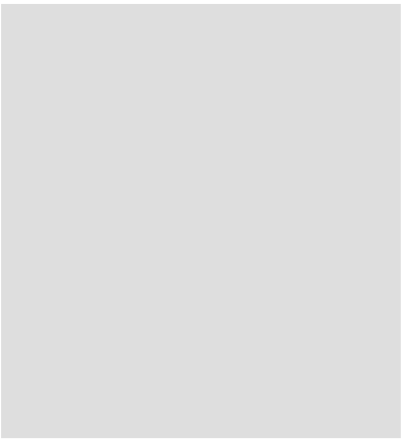
Provide feedback or input:

Type here

Submit >



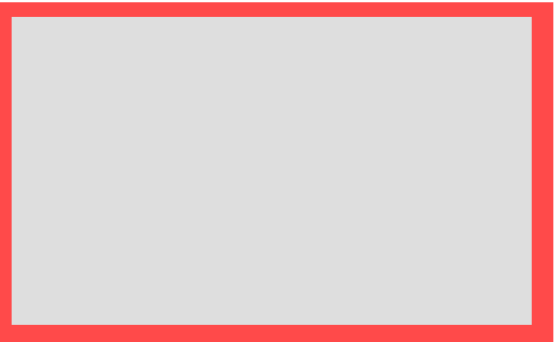
Focus of OD



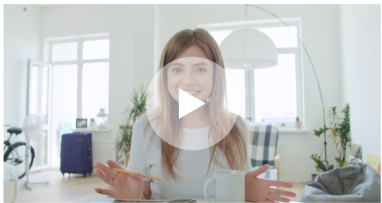
Phase 1

Phase 2

Phase 3



Explanation Video



OD Refresher

Click here to see the OD refresher PowerPoint slides to get more in depth information.

OD REFRESHER

Owner

The owner of this subject is X

Provide feedback or input:

Type here

Submit >



◀ The OD Toolbox

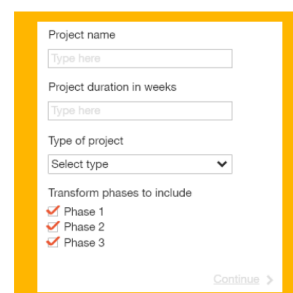
The OD toolbox consists of two tools: the OD expertise map and the approach generator. This page provides more information about the tools.

OD Expertise Map

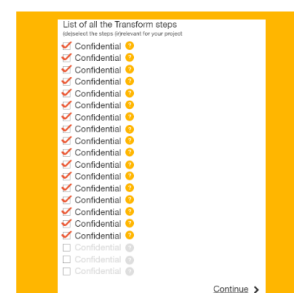
This map provides an overview of all the subjects that can come across within OD projects. Click on a subject to read more about it. Every element has an owner to make sure everything is up to date, if you have feedback or input you can send that to the owner. The tool is linked to the SC cookbook as well, therefore on every subject page a link can be found to the cookbook materials of that subject.

The Approach Generator

The approach generator is a tool that can be used at the start of a project. The tool helps to design the approach for your new project in an easy way. Below the steps of the generator are explained.



1. Give your project a name, select the type and duration of your project and select the phases that are included within the project.



2. A list of all the existing subjects within is shown. Based on the previous selected type and phases certain subjects are selected to use for your project. This selection is based on previous projects. Feedback can be provided to the owner if the list could be improved. You can (de)select subjects to create the desired set of subjects for your project.



3. Based on the given duration of the project and the selected subjects an automatic generated project planning overview is shown. This overview is based on previous projects with the same type and duration. You can move items and lengthen or shorten the duration of it, to design the preferred overview. It is possible to add extra weeks as well. You can save the overview to make changes later or export the overview to a PDF to share with team members.

General explanation page

◀ The Approach Generator [?]

Project name

Type here

Project duration in weeks

Type here

Type of project

Select type

phases to include

☒

Phase 1

☒

Phase 2

☒

Phase 3

Continue

Approach generator - start screen

◀ The Approach Generator ?

Project name

Strategy project client X

Project duration in weeks

8

Type of project

Select type

phases to include

☒ Phase 1

☒ Phase 2

☒ Phase 3

Continue

Approach generator - filled in

◀ Strategy project client X

Project type: **Strategy**



- List of all the steps
(de)select the steps (in)relevant for your project
- ☒ Confidential ?
 - ☒ Confidential ?
 - ☒ Confidential ?
 - ☒ Confidential ?
 - ☒ Confidential ?
 - ☒ Confidential ?
 - ☒ Confidential ?
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 - ☒ Confidential ?
 - ☒ Confidential ?
 - ☐ Confidential ?
 - ☐ Confidential ?
 - ☐ Confidential ?



[Scroll down to provide feedback](#) ▼

[Continue](#) >

Owner

The owner of this tool is X

Provide feedback or input:

Type here

[Submit](#) >



Approach generator list

Strategy project client X

◀ [Edit list](#) [Save for later](#) [Export](#) >

week 1	week 2	week 3	week 4	week 5	week 6	week 7	week 8	add
Confidential								
	Confidential							
		Confidential						
			Confidential					
				Confidential				
					Confidential			
						Confidential		
							Confidential	
								+

[Scroll down to provide feedback](#) ▼

Owner

The owner of this tool is X

Provide feedback or input:

Type here

[Submit](#) >



This is an automatically generated overview based on previous projects. You can move items and lengthen or shorten the duration of it, to design the preferred overview. It is possible to add extra weeks as well.

Approach generator overview

Strategy project client X

< Edit list

Save for later

Export >

This is an automatically generated overview based on previous projects. You can move items and lengthen or shorten the duration of it, to design the preferred overview. It is possible to add extra weeks as well.

week 1

week 2

week 3

week 4

week 5

week 6

week 7

week 8

week 9

add

Confidential

Confidential

Confidential

Confidential

Confidential

Confidential

Confidential

Confidential

Confidential

+

Scroll down to provide feedback

□

Strategy project client X

< Edit list

Save for later

Export >

This is an automatically generated overview based on previous projects. You can move items and lengthen or shorten the duration of it, to design the preferred overview. It is possible to add extra weeks as well.

week 1

week 2

week 3

week 4

week 5

week 6

week 7

week 8

week 9

add

Confidential

Confidential

Confidential

Confidential

Confidential

Confidential

Confidential

Confidential

Confidential

+

Scroll down to provide feedback

□

Owner

The owner of this tool is X

Provide feedback or input:

Type here

Submit >



Approach generator overview - added week

Approach generator - saved for later

Strategy project client X

< Edit list

Save for later

Export >

This is an automatically generated overview based on previous projects. You can move items and lengthen or shorten the duration of it, to design the preferred overview. It is possible to add extra weeks as well.

week 1

week 2

week 3

week 4

week 5

week 6

week 7

week 8

add

Confidential

Confidential

Confidential

Confidential

Confidential

Confidential

Confidential

Confidential

Confidential

+

Your project is successfully exported as a PDF

Approach generator - exported as PDF

118

119

F: Prototype test guide

Prototype test guide (Dutch)

Intro

Welkom en fijn dat je weer tijd hebt vrij kunnen maken voor mijn afstudeerproject. De afgelopen maanden heb ik onderzoek gedaan naar de huidige OD methode. Op basis van mijn onderzoek heb ik een design goal, statement en requirements opgesteld. Daaruit is het prototype gekomen dat ik vandaag met jou wil testen. Ik zal eerst kort het prototype toelichten en je door het prototype heen leiden om te kijken of het prototype logisch in elkaar zit. Als laatste heb ik nog een aantal vragen over het prototype zelf.

Prototype uitleg

Voor je zie je de OD Toolbox. Deze toolbox bestaat uit twee onderdelen: the OD expertise map en the approach generator. Klik maar op het vraagteken icon om meer informatie over de twee onderdelen te lezen. De expertise map is bedoeld om per onderwerp van OD overzichtelijk informatie te geven. Daarnaast is er een 'OD narrative' pagina die algemene informatie geeft over OD binnen het team.

De approach generator is bedoeld om aan de start van een project de aanpak te ontwerpen. Je voert de duur van het project en het type project in en aan de hand daarvan komt er een selectie van stappen uitgerold. Deze selectie kan je vervolgens aanpassen naar jouw wensen. Als je tevreden bent met de selectie zie je vervolgens een automatisch gegenereerd planning overzicht, dit overzicht kan je ook aanpassen naar eigen behoeften. De selectiekeuze en het overzicht zijn gebaseerd op eerder uitgevoerde projecten met hetzelfde type en tijdsduur. Elk onderdeel binnen deze toolbox heeft een owner waar feedback en/of input naar kan worden gestuurd. Heb je op dit moment vragen of is alles duidelijk?

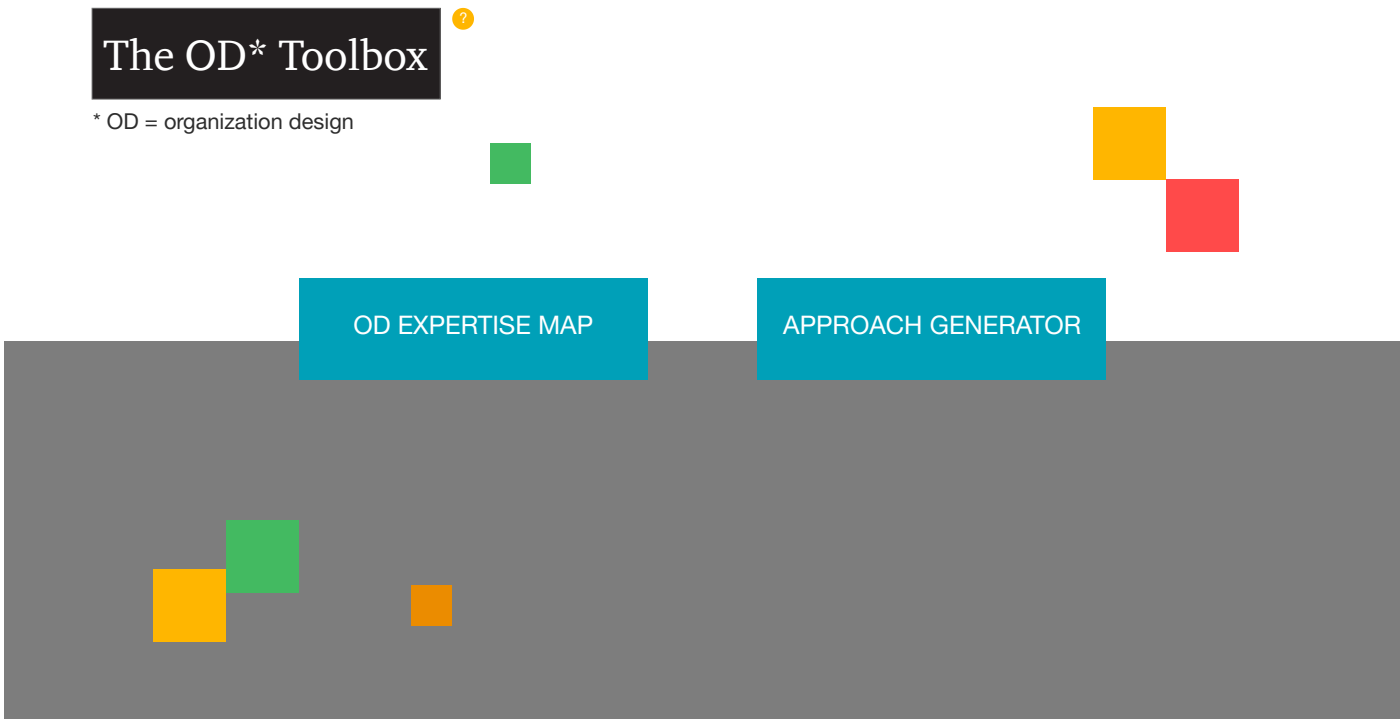
Vragen

- Is het prototype over het algemeen duidelijk?
 - Wat vind je duidelijk?
 - Wat vind je onduidelijk?
- Van welke onderdelen zie je duidelijk de meerwaarde?
- Zijn er onderdelen waar je geen meerwaarde in ziet?
- Mis je op dit moment nog onderdelen?
- Past dit ontwerp goed binnen je huidige werkwijze?
 - Zo niet, hoe zou het beter kunnen passen?
- Wat zou er volgens jou moeten gebeuren om dit zo succesvol mogelijk te maken?

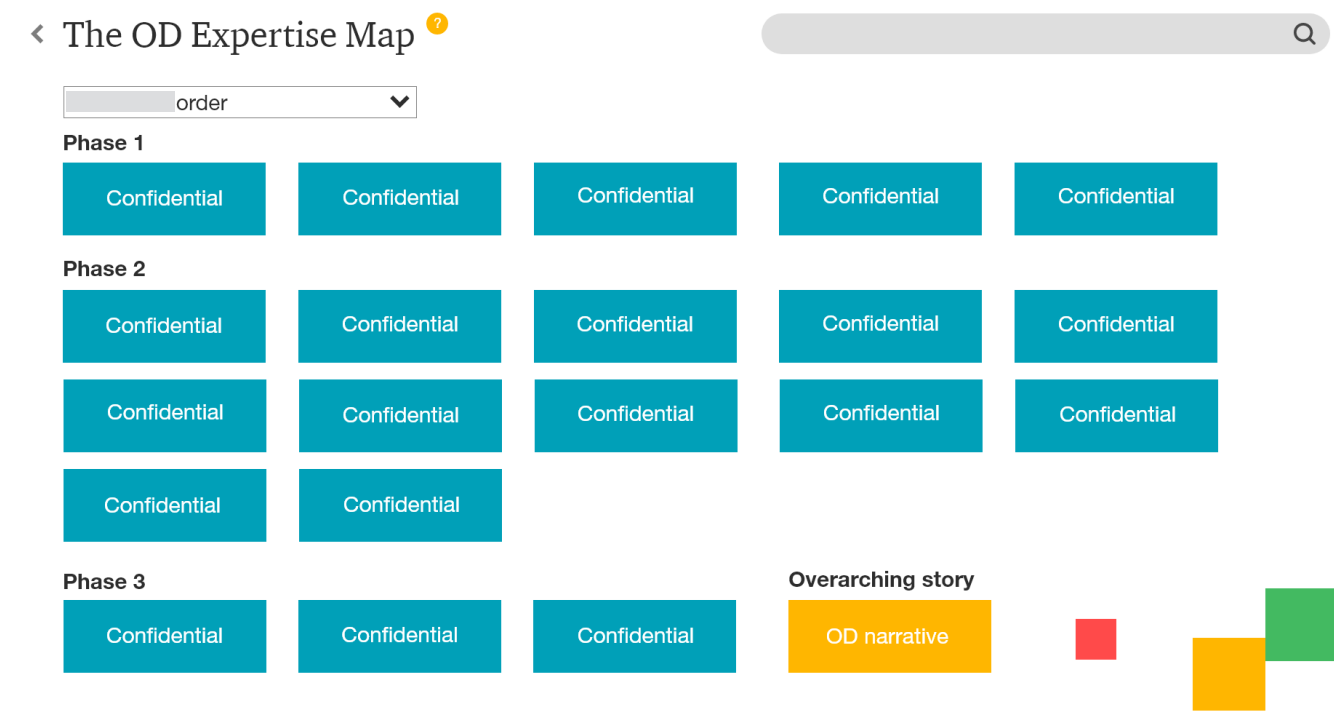
Wrap-up

- Bedankt voor je tijd, heb je nog vragen of opmerkingen?

G: Final design iterations

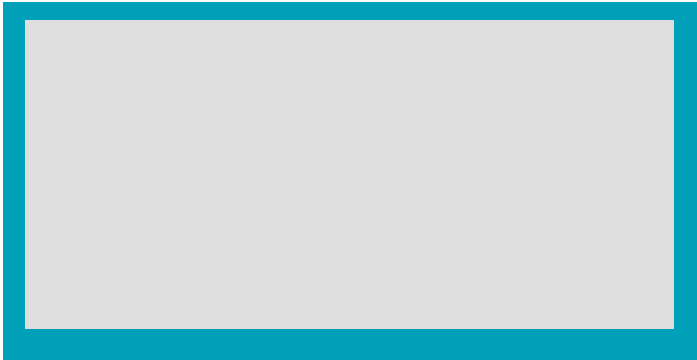


Home screen

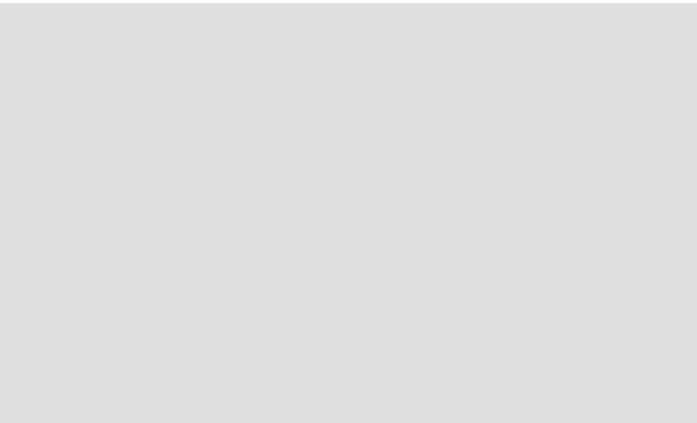
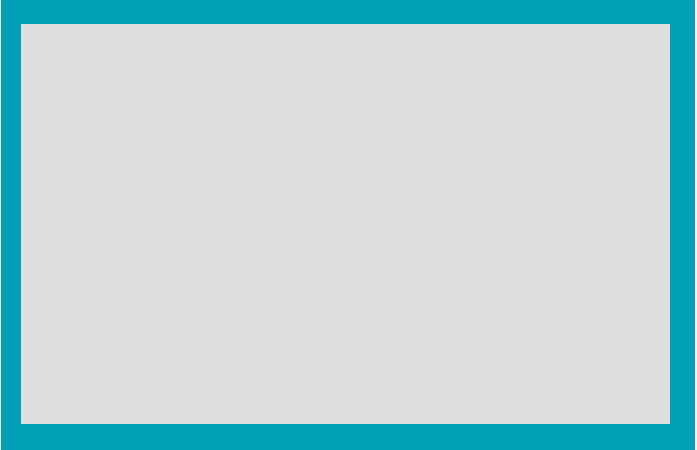


OD expertise map - approach order

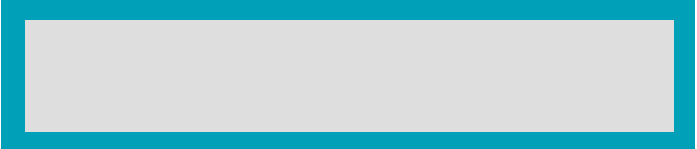
Why



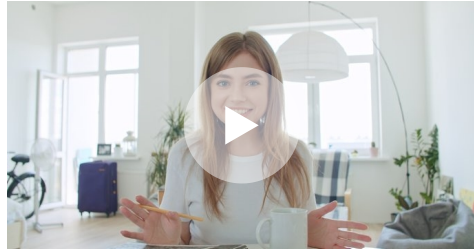
How



What



Explanation Video



Resources

Click here to go to the drive folder with all the documents and templates of the SC playbook about this topic.

DRIVE FOLDER

Owner

The owner of this subject is X

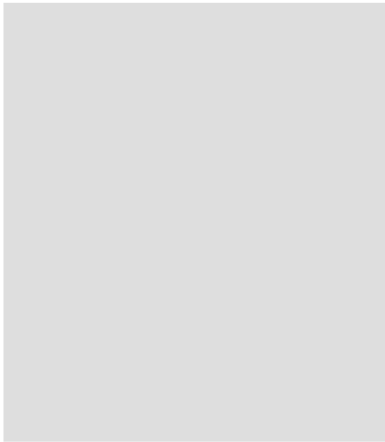
Provide feedback or input:

Type here

Submit >

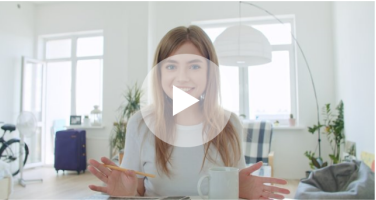


Focus of OD



Phase 1 Phase 2 Phase 3

Explanation Video



OD Refresher

Click here to see the OD refresher PowerPoint slides to get more in depth information.

OD REFRESHER

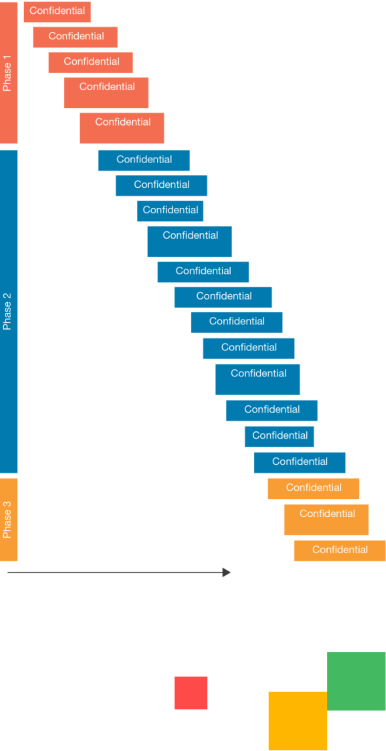
Owner

The owner of this subject is X

Provide feedback or input:

Type here

Submit >



< The Approach Generator ?

Project name

Type here

Project duration in weeks

Type here

Type of project ?

Select type

phases to include

☒ Phase 1

☒ Phase 2

☒ Phase 3

Continue >



Approach generator - start screen

< The Approach Generator



Project type	Description	Average duration
		X weeks
		X weeks
		X weeks
		X weeks
		X weeks
		X weeks

Approach generator - project type explanation page