

DESIGNING ORGANISATIONAL PROCESSES THROUGH STRATEGIC INTERVENTIONS

THE LEARNING EXPERIENCE OF BOARD OF INNOVATION

The knowledge at BOI

The knowledge at Board of Innovation is divided into two streams - internally within the current employees and externally with the new ones.

Internal knowledge sharing with current employees

External knowledge sharing with new employees

Design Goal

Bring new processes that impact the learning experience of current and new employees without compromising the culture and values of BOI.

Creation of the role of Product Manager

Creation of a new Onboarding Process

The Context

Board of Innovation is undertaking a transformation to become a thriving Strategy and Innovation firm in the upcoming years. For this transition to happen, the organisation should create new environments that affect the intra-organisational aspects of the company.

This Master Thesis presents a journey of exploration through the environments the organisation operates in. By using the Frame Innovation Method of Kees Dorst, the research uncovers and identifies latent pain points that lies at the core of the company and provides strategic interventions to deal with them.

The Product Manager

For the internal part of the issue, a new role has been created within the organisation. This person owns the offerings and portfolio, and is responsible for envisioning new products, services and business for Board of Innovation. In this endeavour, the Product Manager devises new structures and mechanisms that support the daily work of the employees.

The Onboarding Process

This activity repurposes the previous structure by making it more human-centred and tailored to the needs of the new employees. Different stages - with their respective activities - have been defined. In addition, a strategy to set this solution in motion has been developed and tangible exercises to make this solution become a reality have been offered. Several tools and a workshop have been also developed.

Collecting employees' need



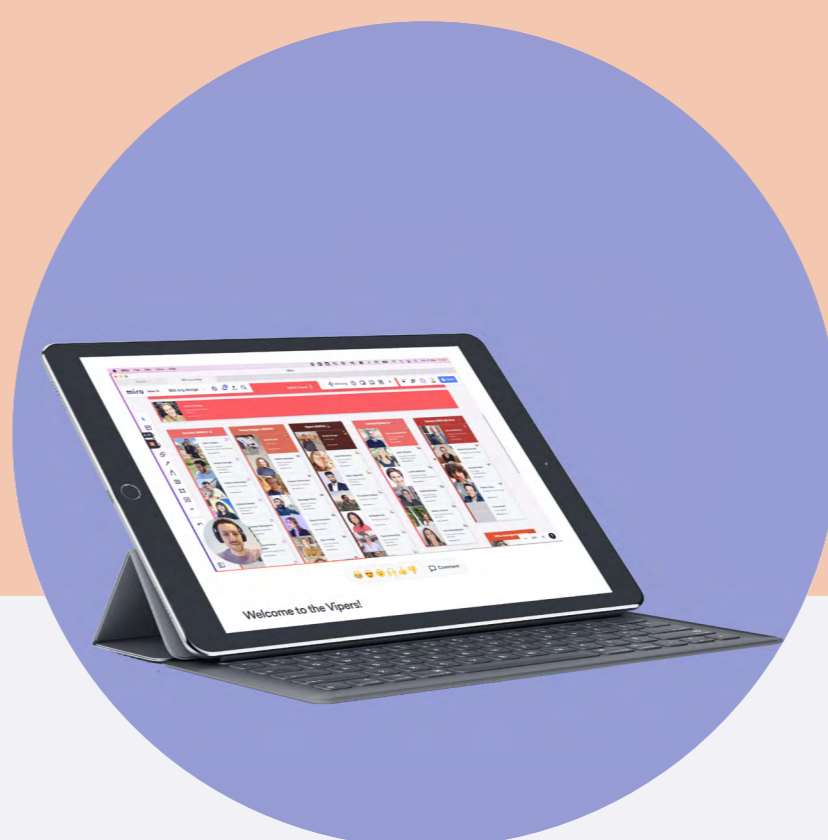
During the Pre-Onboarding, the Circle Leads are in charge of collecting important information concerning the knowledge of the new employee, in order to be able to prepare a tailored training later.

Preparing a tailored training



Right after this exercise, the Circle Lead will go through the second tool which facilitates the decision of which activities are more suitable for this employee; giving an overview of the future training.

Pre-recorded videos for getting the big picture

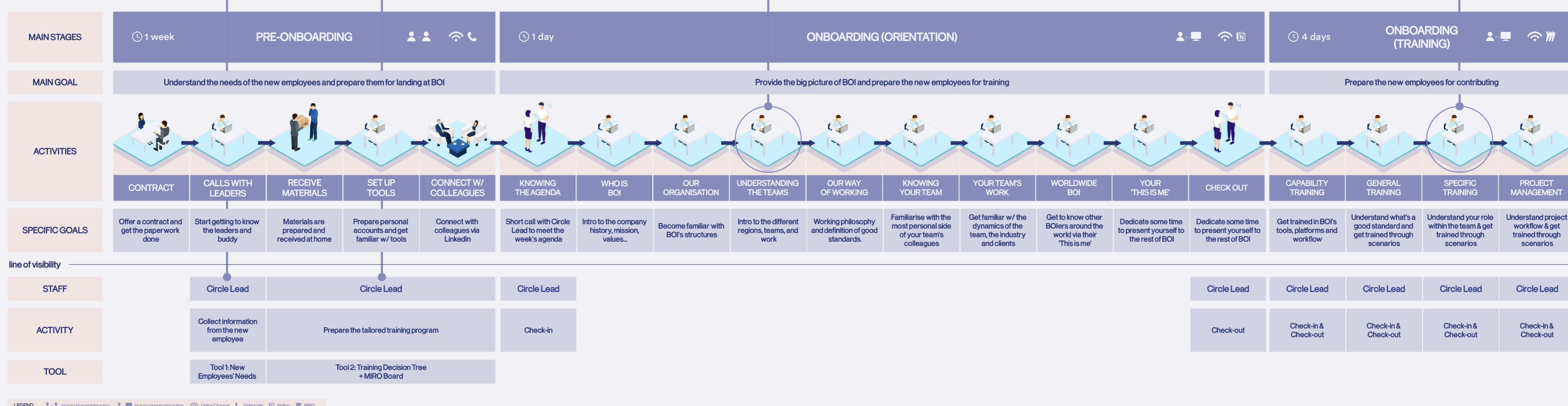


During the Orientation stage, the new employee will go through a conference-style training where (s)he will get the big picture of Board of Innovation. These videos will be the same for every new employee.

Tailored trainings according to their needs



During the Training stage, the new employee will receive a tailored program according to their needs. These activities are meant to offer the an overview of the working philosophy at Board of Innovation.



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 Designing organisational processes through strategic interventions:
 the learning experience of Board of Innovation
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 MSc Strategic Product Design

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