

# Running a Digital Design Agency in Rural Kenya:

## A Working Process to Foster Teamwork and Ownership

This graduation project aimed to support a Digital Design Agency in rural Kenya in becoming a self-managing team. The agency is a sister organization of an NGO that provides IT education in rural areas. The employees of the design agency are graduates from the IT education program and still lacked knowledge and experience in working together as a team within an agency. Moreover, due to remote working arrangements and colliding activities outside of the agency, it was difficult for the team to align their schedules and collaborate synchronously. Consequently, there was little responsibility and ownership to address important matters that could improve the agency.

The solution was three-fold.

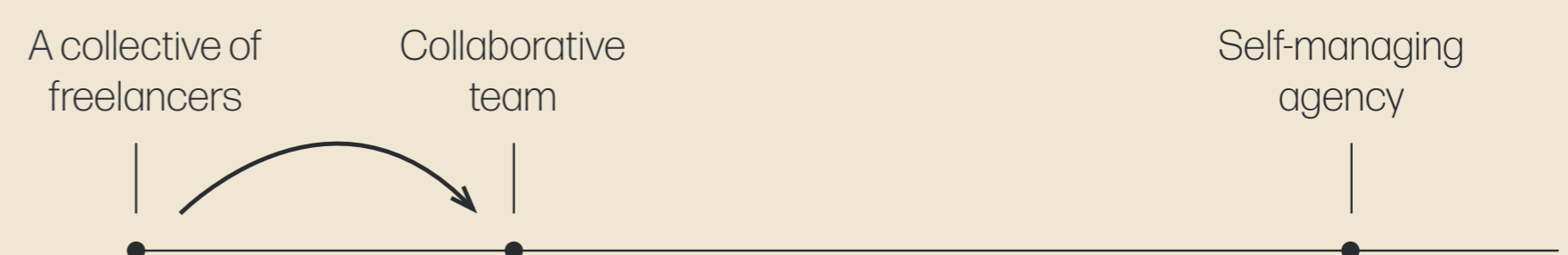
1. The team of 7 employees are divided into two subteams, called the Think&Do Teams. This makes aligning schedules to communicate and collaborate synchronously significantly easier.

2. The Think&Do Teams are provided with Action Sheets that guide them through a series of outlined activities or tasks within a given strategy to address an important agency matter. An example of such matter is to collaboratively

create a coherent Instagram content strategy for the agency. The Action Sheets provide high-level instructions and links to useful resources, serving as a catalyst for effective teamwork on real tasks.

3. The Think&Do teams are facilitated by the agency leader and foreign volunteers that support the agency. They are provided with an Action Sheets template and a filled in example, as well as a handbook on how to prepare the Action Sheets, so that the team is enabled to address important agency matters effectively.

By implementing this solution, the team slowly transitions from working like a collective of freelancers to a collaborative team. Over time the employees gain ownership of important agency matters and experience in truly working as a team. This solution accelerates the team in becoming a self-managing agency.



1. Think&Do Teams

2. The Action Sheets (Template + Filled in Examples)

3. The Handbook

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