

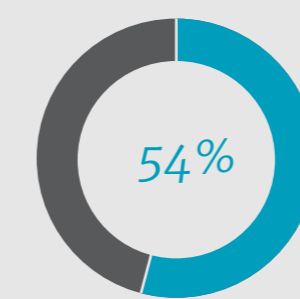
DESIGNING ORGANISATIONAL REVOLUTION

exploring the role of design in the quest for progressive organisations

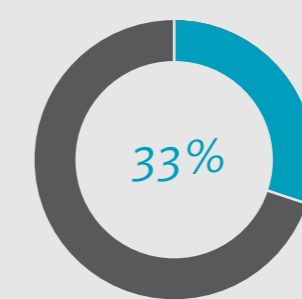
“ ”

Organisations today have a one-in-three chance of failing within the next 5 years, compared to one-in-twenty 50 years ago.

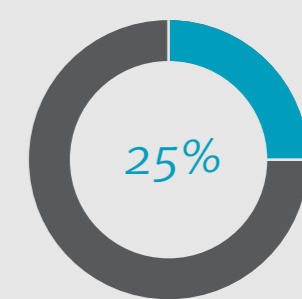
After Reeves & Püschel, 2015



2013 Strategy& Report



2015 McKinsey Report



2019 BCG Report

To achieve better success, many organisations pursue large-scale change efforts. However, only about 25 to 50% of these efforts succeed, and numbers are declining.

Aguirre & Alpern, 2014 | Ewenstein, Smith & Sologar, 2015 | Faeste, Reeves & Whitaker, 2019

REVOLUTION PRINCIPLES

The design process teaches us to work with iterations. Only through repeated learnings and experiments is it possible to achieve meaningful improvements to a complex problem. Approach organisational change as a (semi-) controlled revolution and apply three guidelines:



Planned to hacked!



Forced to invited!



Managed to viral!

The end-goal should not be to design or deduce static organisational plans, but to (constantly) adapt to the changing conditions, with the realisation that not all things can be predicted or controlled.

Use the revolution checklist to improve the success rate of change efforts.

REVOLUTION CHECKLIST



BE BROAD ABOUT IT

- create cross-organisational involvement
- have an aligned C-suite
- form a guiding coalition
- raise a volunteer army



APPROACH FROM ALL ANGLES

- appeal to head & heart
- lead with legacy culture
- leverage formal & informal solutions
- engage role models throughout the organisation



TALK ABOUT THE FUTURE

- create a shared strategic vision
- communicate continuously



CHANGE BY CHANGING

- lead by doing
- break hierarchies, structures and silos
- actively build (on) talent and skill



TAKE ONE STEP AT A TIME

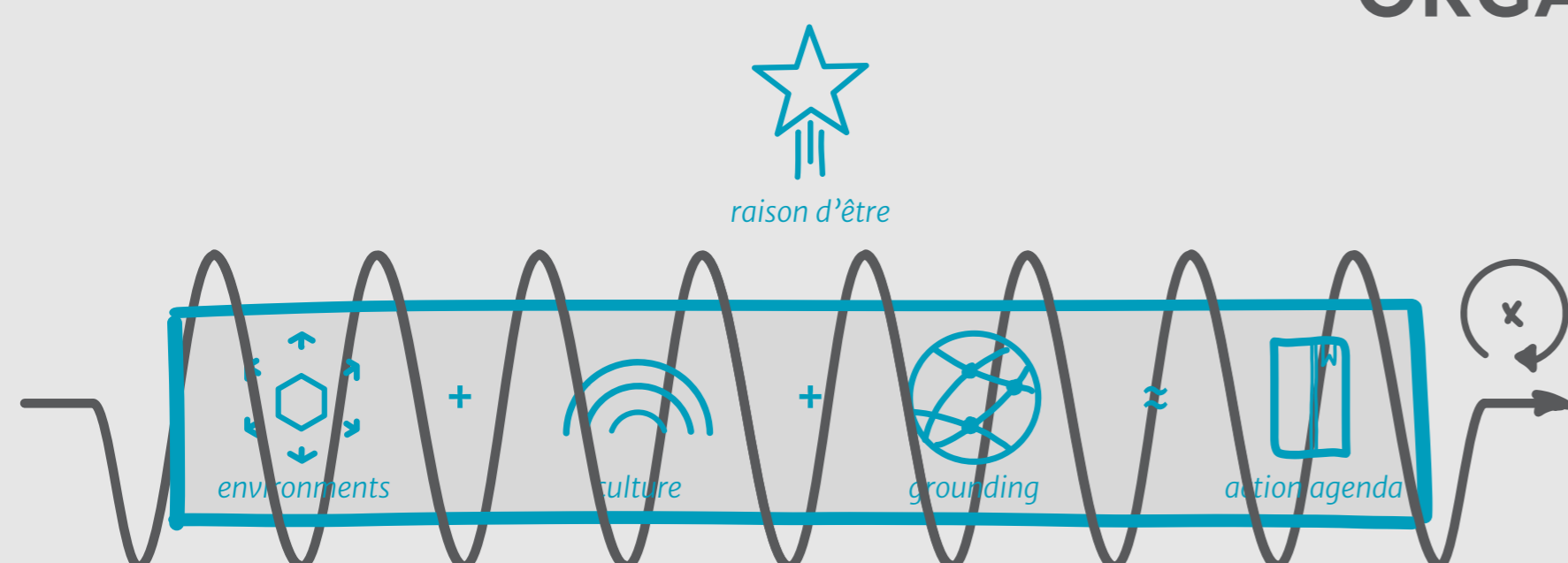
- iterate over and over
- keep building on progress
- build on data



BUILD ON 21ST CENTURY TECHNOLOGY

- personalisation & empathy through technology
- improved input & reach through technology
- iteration & reflection through technology

ORGANISATIONAL BLOCKS



Every organisation consists of five blocks, that describe different aspects of the relation between the employee and the organisation. The grounding, for example, is a dynamic

representation of the position someone has within the organisation, and all the formal and informal relations that they might develop over time.

The organisational blocks are a new view on organisations and how to make them more progressive. Blocks are the parts that make up the organisation from the perspective of the human: an employee. Together, these five blocks define the entire organisation, just differently than we have ever done before.

The goal of this approach is to understand organisations in a different way and to make it possible to build a new organisation together with its employees in an iterative manner.

Max Davidse

Designing Organisational Revolution: exploring the role of design in the quest for progressive organisations.

28 June 2019 | Strategic Product Design

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