The Future of Leave-taking (Appendix)

Research and design for leave-taking experience in an aviation context

Ginny Yang | Master Graduation Thesis | August 2019 | Industrial Design Engineering
IPD Master Thesis
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Graduate student
C.T. Yang
Ginnyctyang@gmail.com

Company
KLM Royal Dutch Airlines

Supervisory team
Ir. J.D. van der Meer (Chair)
M.M.E.M. Oonk MSc (Mentor)
T. Kiemel (Company mentor)
Appendix

A. The Recap of Kick-off Meeting

Design for leave-taking
Create a pleasant and self-steering leave-taking experience

Problem & Goal

KLM HR has a vision to empower their employees. Ultimately, their goal is to encourage their employees to become self-steering. This vision applies not only to employees’ daily job, but also to the occasionally situations, among which leave-taking is the main scope of this project.

According to the Global Payroll of the Netherlands, there are three types of leave-taking: pay leave, unpaid leave and sickness. Pay leave includes vacation, reduced working hours and maternity; unpaid leave includes strikes and special leaves; sickness includes disability and accident. While the categories are clear in the Dutch laws, in the real situations, not all the cases can be easily classified and processed. In many cases, the situations are complicated, and it could be difficult for the employees, their managers and the employer to define the type of every single leaves with no ambiguity.

What makes the problem even more difficult to tackle is the emotions and the sensitivities of leave-taking employees. When an employee is taking a leave for an emotionally negative reason, one could be very fragile and sensitive, consequently leading to a poor working performance even when they get back to work. Such situations are hardly improved with any rational management, but can only be approached with empathy and supports. The main challenge is to figure out what kind of role the KLM HR can play in those cases.

Having observed these difficulties, KLM HR wants to know what they can do to support the employees better. Based on the vision of self-steering employees, HR wants to create pleasant and flexible leave-taking experiences. In this project, the first goal is to empathise with employee’s leave-taking experiences and to understand the practical restrictions from manager’s perspective. And then, to generate some ideas that could solve some of the problems. In the end, to create a design that improves the leave-taking experience aiming at inducing some more self-steering employees.

Assignment & Deliverable

Exploration
Understand the leave-taking experience, needs and wishes of employees.
Understand the experience of supervising leave-taking and the practical restrictions from the managers.
Understand the implementation restrictions and possibilities from HR people.

Creation
Design a concept prototype, including user interfaces and the entire flow. Provide other possibilities and suggestions.

Reflection
Evaluate with employees and the clients. Present the results and provide future recommendations.

Implementation
Involve the people who will possibly implement the concept in the entire process. Provide implementation methods and recommendation.

Focus of the research & The research order

The main focus of the project is to understand the experiences and the needs/wishes of the employees.

The second focus is to understand the practical restrictions the managers have.

The third focus, which is also the domain of the project, is to understand what is within the scope of KLM HR services, what can be implemented and how to implement the ideas.

The research of the first and second focus will be done simultaneously due to the time limit. The research about the implementation will be done after that and till the end of the project.
**Planning**

The question mark means the date/participant is not yet decided.

**Exploration**
- 1/4-5/4 Booklet
- 8/4-12/4 Session
- Employees
- Managers

**Creation**
- 1/5-7/5 Wed.-Tues.
- Generative Session
- 20/5-24/5 Conceptualisation Session
- 3/6-7/6 Evaluation Session
- Employees

**Reflection**

**Implementation**
- 15/4-24/5 Implementation Session
- HR Business Partner / HR Digital / HR Shared Services

**Meetings**

The time and date of the midterm meeting should quickly be arranged.

*Fridays are not convenient for most of the people, thus are excluded in the following dates.*

- **Midterm Meeting@KLM**
  - 22/4-25/4
  - Problem Definition
- **Green Light Meeting@KLM**
  - 10/6-13/6
  - Concept Evaluation
- **Graduation Presentation@TU Delft**
  - 8/7-10/7
  - Whole Process & Concept Presentation

**Context mapping**

*Keep in mind, it is not about the job title, but about whether you are the one who takes leave or the one who supervises leave-taking.*

**Employee who takes leave**

**Goal**
The goal is to understand employee’s leave-taking experience and their needs and wishes from KLM HR services.

**Dates**
- 1/4-5/4 fill in the booklet themselves
- Any time in 8/4-12/4 for the interview sessions

**Requirement**
- 6 people who are willing to...
  1. Share their experience of leave-taking, it is even better if they had difficult leave-taking experience to share.
  2. Write and speak English. Not necessarily have to be fluent.
  3. Fill in the booklet and participate the 1 hr context mapping interviews.

**Manager who supervises leave taking**

**Goal**
The goal is to understand manager’s leave-taking supervision experience and their needs and wishes from KLM HR services.

**Dates**
- 1/4-5/4 fill in the booklet themselves
- Any time in 8/4-12/4 for the interview sessions

**Requirement**
- 6 people who are willing to...
  1. Share their experience of supervising leave-taking, it is even better if they had difficult supervision experience to share.
  2. Write and speak English. Not necessarily have to be fluent.
  3. Fill in the booklet and participate the 1 hr context mapping interviews.
Introduction to the research project

Thank you for participating in this research project. I am an Industrial Design Engineering student researching the topic of leave-taking in KLM. This project aims at creating a pleasant and self-steering leave-taking experience.

Using “context-mapping” design techniques, my goal is to gain a better understanding of employee’s work activities and your experiences of taking leave. With your help, we develop a better HR services for leave-taking management in KLM, together in co-creating sessions.

Your participation to the research consists of the following activities:
- Receiving a personal booklet
- Using the booklet to map out your work activities and your leave-taking experiences
- And finally being invited to a one-hour recorded interview in which you will explain what you fill in the booklet and do a short exercise.

Thanks again for your participation. Feel free to contact me if you have any question.

Ginny Yang

Consent statement

You are being invited to participate in a research study performed by Ginny Yang from TU Delft. The purpose of the research is to understand employee’s leave taking experience and the needs and wishes from KLM. The data will be used for creating leave-taking journeys and designing new experiences/services for the employees in KLM.

Your participation in this study is entirely voluntary and you can withdraw at any time. You are free to ask any question.

To the best of our ability your answers in this study will remain confidential. I will minimise any risk by storing all information solely and internally, share data and insights anonymously with only KLM project owner(s), participants and TU Delft supervisors, and adequately secure and store the research after the the completion of the project.

Signature

__________________________  ____________________________  ____________________________
Name of the participant       Signature                  Date

For questions or remarks, please contact Ginny at:
Email: ginnyctyang@gmail.com
Phone: +31626734699
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C. Sensitising Booklet for Employees and Managers

My leave-taking experience in KLM
What is leave-taking?
According to the Global Payroll of the Netherlands, there are three types of leave-taking: pay leave, unpaid leave and sickness. Paid leave includes vacation, reduced working hours and maternity; unpaid leave includes strikes and special leaves; sickness includes disability and accident.
Welcome!

Thanks for contributing to this project!

In preparation of the interviews I have developed this booklet for you. Filling out the booklet will help you during the interview. Inside are short daily tasks that will only take you 5 to 10 minutes. The idea is to do the assignments spread out over one work week.

Have fun and good luck with your assignments this week. Remember: you can be as creative as you like!

Hint 1
Don’t give the booklet to anyone, just bring it to the interview.

Hint 2
The only purpose of the research is to improve the services of KLM. You will not be judged and no one will be judged because of what you write.

Hint 3
Feel free to write anything. Everything you write will be anonymous and confidential.

Who am I?

I’m Ginny Yang from Taiwan, a TU Delft Industrial Design Engineering student who focus on experience and service design. I’m currently doing graduation project about leave-taking experience in KLM. My goal is to create a better leave-taking experience with you and for you!

Who are you?

Your name:
Your date of birth:
Your department:
Your job title:
Your working years in KLM:
Numbers of people in your team:
Marital status:
How many children do you have:

For questions or remarks you are welcome to contact me at:
Phone: +31 6 26734699
Email: ginnyctyang@gmail.com
Day 1 What are your work activities?

Step 1
Think about all the activities you do in your work and place them on the pie chart according to how much time do you usually spend.

Hint 1: you can decide your own categories
Hint 2: trust your instinct. It doesn’t need to be accurate

e.g.
Reporting
Phone call meeting
Face-to-face meeting
Face-to-face talk
Emailing
Checking
Planning
Machine Operation
Solving staff’s problem
Solving customer’s problem
Day 2  Who are the people around you in KLM?

Step 1
Think about the people around you in KLM, and place them on the chart according to how closely they are to you and whether you have personal connection with them.

Hint 1: please include your colleagues, boss, managers, staffs, HR people and whoever you usually work with/talk to.
Hint 2: please write the "job title + name". The name can be a nickname or an abbreviation, as long as you can recognise who you refer to.
Hint 3: personal connection here means you can talk with the person not only about the work but also about your feelings and even your personal life.

e.g.
Staff Tim
Staff E
Colleague ABCD
Colleague L.Y.
Boss XXX
HR S.
Day 3 How were your leave-taking experiences?

**Step 1**
Think about what leave-taking experiences you had in KLM. Put them on the chart according to how frequent you had them and how difficult the experiences were.
Day 4 The most difficult leave-taking experience

Step 1
Try to recall the most difficult leave-taking experience. What happened? Show the entire process on the timeline, from the time that the incident happened to the time that you came back to work.

Step 2
Draw your mood chart.
Day 5  The future leave-taking experience

1. When the incident happen...

I wish...

I wish there’s no....

2. When asking for leave...

I wish...

I wish there’s no....

3. When you are taking leave...

I wish...

I wish there’s no....

4. When you go back to work...

I wish...

I wish there’s no....

Step 1
What do you wish to have/not have in the leave-taking process? Try to imagine what KLM HR and your manager can do better in the future.

Hint: be creative and bold!
My leave-taking supervising experience in KLM

My name:
*What is leave-taking?*
According to the Global Payroll of the Netherlands, there are three types of leave-taking: pay leave, unpaid leave and sickness. Pay leave includes vacation, reduced working hours and maternity; unpaid leave includes strikes and special leaves; sickness includes disability and accident.

*What is supervising leave-taking?*
According to the KLM Absence Policy, the manager is responsible for ensuring the employees do not take unnecessary leaves of absence, and is also responsible for a successful progression of the absence and re-integration trajectory.
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Who am I?

I’m Ginny Yang from Taiwan, a TU Delft Industrial Design Engineering student who focus on experience and service design. I’m currently doing a graduation project about leave-taking (supervising) experience in KLM. My goal is to create a better leave-taking (supervising) experience with you and for you.

Who are you?

Your name:

Your date of birth:

Your department:

Your job title:

Your working years in KLM:

Numbers of people in your team:

What do you care more about:

(Make one of the circle)

- Better performance of the team

- Future development of the company

- Individual employee

Better performance of the team

Future development of the company

Individual employee

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*Hint 1:* you can decide your own categories
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e.g.
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- Phone call meeting
- Face-to-face meeting
- Face-to-face talk
- Emailing
- Checking
- Planning
- Machine Operation
- Solving staff’s problem
- Solving customer’s problem
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Hint 3: personal connection here means you can talk with the person not only about the work but also about your feelings and even your personal life.

e.g.
Staff Tim
Staff ABC
Colleague ABCD
Colleague L.Y.
Boss XXX
HR S.
Day 3  How were your leave-taking supervising experiences?

**Step 1**
Think about what kind of leave-taking you have supervised in KLM. Put them on the chart according to how frequent you receive the requests/notifications and how difficult it was to supervising the leaves.
Day 4  The most difficult leave-taking supervising experience

Step 1
Try to recall the most difficult leave-taking supervising experience. What happened? Show the entire process on the timeline, from the time that you were notified of the leave to the time that your employee came back to work.

Step 2
Draw your mood chart.
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Signature

__________________________________________________________________________
Name of the participant   Signature    Date

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Email: ginnyctyang@gmail.com
Phone: +31626754699
D. Printable Toolkit

I’m understood & trusted

Optimal staff behavior
- Reach out
- Take ownership
- Be competent
- Go further

I’m appreciated & supported

Optimal leadership
- Connect
- Set-up for success & result
- Guide
- Challenge & inspire

I’m empowered & encouraged

I’m in control & enable

Need

Value

System & Flow
Integration
Seamless connection
Differentiation
Predictability
Automatic
Adaptability
Transparency

Culture & Organisation
Flex employees
Teaming
Leadership

Agreement
Health
Simplification
Flexibility
Principle
Personalisation

Service
Connection
Flexibility
Self-serving
Personalisation

When to use it?

Information
Digitalization
Accessibility
Presentation

1
For both employee and manager
They are both expected to be able and willing to reach out to customers, to take ownership, to be competent and to go further.

For manager
Managers are expected to be able and willing to connect employees, to set-up for success, to guide employees and to challenge and inspire the team.

I am a manager
I have full control of the situations. KLM provides me the tools and information I need.
I am an employee
I have full control of my life and my work. KLM and my manager provide me the tools and information I need.

I am a manager
KLM believes me and empowers me to manage and develop my team. I'm encouraged to try, to improve and to go further.
I am an employee
My manager believes me and encourages me to improve and go further.

I am a manager
KLM understands my difficulties, needs & wishes and is willing to provide me as much support as possible.
I am an employee
My manager understands my difficulties, needs & wishes and is willing to provide me as much support as possible.

I am a manager
My staff understand the goals and the tasks of the team. They know the reasons behind my decisions and will support and cooperate with me.
I am an employee
My manager and colleagues understand me as a person and my work attitude. They trust me and are willing to help me when I need to take a leave.

Bring out KLM Value

Discover the values - What are the values behind the vision?
Check the values - Does the new implementation bring out KLM Value? - What does it bring out? - Does it conflict with anything? - How to reduce the conflict?

For manager
Managers are expected to be able and willing to connect employees, to set-up for success, to guide employees and to challenge and inspire the team.

I am a manager
I have full control of the situations. KLM provides me the tools and information I need.
I am an employee
I have full control of my life and my work. KLM and my manager provide me the tools and information I need.

I am a manager
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I am an employee
My manager believes me and encourages me to improve and go further.

I am a manager
KLM understands my difficulties, needs & wishes and is willing to provide me as much support as possible.
I am an employee
My manager understands my difficulties, needs & wishes and is willing to provide me as much support as possible.

I am a manager
My staff understand the goals and the tasks of the team. They know the reasons behind my decisions and will support and cooperate with me.
I am an employee
My manager and colleagues understand me as a person and my work attitude. They trust me and are willing to help me when I need to take a leave.

Discover the needs - What are the needs behind the problems?
Check the needs - Does the design fulfill the basic needs of managers and employees? - What does it fulfill? - Does it conflict with anything? - How to reduce the conflict?

Health
- e.g. Regulations about night shifts became more strict
- Simplification
- e.g. 5 types of leaves became only KLM Leave & Employee Leave
- Flex workers
- e.g. Flex workers in Ground Services & Inflight Services
- Teaming
- e.g. Teaming concept in Engineering & Maintenance
- Principle
- e.g. Correction of the misused leave rules in some hangars in E&M
- Personalisation

Flex workers
- e.g. Flex workers in Ground Services & Inflight Services

Seamless Connection
- e.g. Multiple functions in myHR by Future rostering

Flexibility
- e.g. Shift replacement for making holiday planning more flexible in Passenger Services

Health
- e.g. Regulations about night shifts became more strict
- Simplification
- e.g. 5 types of leaves became only KLM Leave & Employee Leave
- Flex workers
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- Teaming
- e.g. Teaming concept in Engineering & Maintenance
- Principle
- e.g. Correction of the misused leave rules in some hangars in E&M
- Personalisation

Teaming
- e.g. Teaming concept in Engineering & Maintenance

Transparency
- e.g. Employees should be able to check the availability of leave-taking by themselves
Information
Information of leave-taking rules, sickness resources, leave balance, present/absent data, absenteeism data.

Responsibility

Agreement
The agreement, policy, rule, regulation regarding leave-taking, rostering and sickness.

Responsibility

Service
The service for managers and for employees regarding leave-taking, rostering and sickness.

Responsibility

System & Flow
The system for planning, rostering, swapping and leave-taking.

Responsibility

Culture & Organization
The composition of teams, the organization structure, the working culture.

Responsibility

Timing A
Let's generate some ideas!

Timing B
Let's check the design!

Leave-taking Design Toolkit
Researched & Designed by Ginny Yang

How to use it?
Follow the five steps

1. Sort the cards according to the colours.
2. Choose either timing A or B, follow the steps.
3. Read the action cards and read the cards that are related to the questions on the action cards.
4. Write down the answers and insights on paper.
5. Select the ideas that are more relevant or potential, and create a coherent concept out of it.
Big team & Shift
A big team with employees who work in shifts.

Small team & Shift
A small team with employees who work in shifts.

Small team & Non-shift
A small team with employees who work in regular working hours.

Big team & Non-shift
A big team with employees who work in regular working hours.

#24 Leave-taking supervising
Presence status monitor

#25 Leave-taking supervising
‘Family relation’ problems

#26 Leave-taking supervising
Unshared knowledge and experience

#6 Shift Swapping
No shift-swapping facilitation

#9 Shift Swapping
No effective roster sharing

#10 Shift Swapping
Discrete systems and information

#11 Leave Regulations
Untitled leave types

#12 Agenda
Leave-taking system and agendas are independent

#13 Leave registering
Leave without registration

#14 Leave approving
Meaningless leave approval

#15 Leave requesting/approving/registering
Redundant manual operations
- Flexibility of leave-taking & holiday planning: Very high
- Frequency of interaction between managers and employees: Low
- Sense of teamwork: Very low
- Rules & Regulation requirement: clear, accessible
- System & Service requirement: self-serving, self-explanatory, automatic

- Flexibility of leave-taking & holiday planning: Low
- Frequency of interaction between managers and employees: Very high
- Sense of teamwork: Very high
- Rules & Regulation requirement: flexible but principled
- System & Service requirement: predictable, integrated, flexible, adaptable

- Flexibility of leave-taking & holiday planning: Very high
- Frequency of interaction between managers and employees: Very low
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- Flexibility of leave-taking & holiday planning: Very low
- Frequency of interaction between managers and employees: High
- Sense of teamwork: Very high
- Rules & Regulation requirement: clear, accessible
- System & Service requirement: predictable, integrated, self-serving, self-explanatory, automatic

Identify your target group

Target group

Identify the target groups
- Who are the main target group of the problems you are responsible for?
- What are their features?
- What do they need?

Check the target groups
- Do the design meet the requirements of the target group?

There are important or emergent events, such as the graduation ceremony of their children, that employees really want or need to take a leave. These events, however, do not belong to any entitled leave categories. For staff without a roster, it is not a problem as they have little restriction in taking a normal employee leave. The problem occurs to staff who work in shifts. They cannot take an employee leave if the minimum on-duty personnel has reached on the desired day. In the end, whether they can take the leave depends on their managers to make exceptions for them or not.

The CLA regulations, the rostering system, the leave-taking system and the overview of employees and their skills are all separate in E&M. Such discrete systems and the disconnected information hinder roster planners, managers and employees from doing shift swaps.

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The CLA regulations, the rostering system, the leave-taking system and the overview of employees and their skills are all separate in E&M. Such discrete systems and the disconnected information hinder roster planners, managers and employees from doing shift swaps.

Managers do not share their way of management frequently. There are lack of opportunity for them to learn from each other and improve their managing skills.

Some managers have a close relation with their staff. This kind of "family relations" makes it difficult for them to be strict to their staff such as making an unwelcome decision.

For managers who want to check the staff’s presence status, they can only go through the system one-by-one. This could be impractical for managers with a large team.

Shift swapping is not facilitated in some divisions such as in-flight.

Most of the leave requests have nothing to do with managers. The managers only check the quota for leave and approve accordingly. Such an approval control does not mean anything to the managers while it troubles them and employees in leave taking process.

Some people, especially those in high positions, do not need to report to anyone when they take leave. If they forget to register their leave, which happens frequently, HR will not be able to track their leave days.

The leave-taking system and the agenda systems are not connected. When employees take leave, they have to mark that they are away manually in their agendas, which is not convenient for them, especially when they use multiple work agendas.
### Understand Existing Problems

#### Discover the problems
- What are the problems existed in your responsible group?
- What is more severe?
- What do you want to solve first?

#### Check the problems
- What problems/wishes I should consider in the design?
- What can I solve?
- What can’t I solve?

<table>
<thead>
<tr>
<th>Problem</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workload prediction</td>
<td>Not well predicted in E&amp;M, not well predicted in Ground Services.</td>
</tr>
<tr>
<td>Workforce prediction</td>
<td>Not well predicted in Ground Services.</td>
</tr>
<tr>
<td>Leave-taking</td>
<td>Managers find it difficult to grant leave due to the poor workload or workforce prediction.</td>
</tr>
<tr>
<td>Holiday planning</td>
<td>Difficult to plan holidays for everyone, particularly for those who wish to enjoy the summer vacation with their young children.</td>
</tr>
<tr>
<td>Workload/workforce</td>
<td>System that predicts workload/workforce and determines leave-taking quota. Leave-availability not visible to employees.</td>
</tr>
<tr>
<td>Staff leave</td>
<td>Leave balance presented differently to employees and managers. Payment for leave in 'percent' for employees, 'day' for managers.</td>
</tr>
<tr>
<td>Health issues</td>
<td>Various kinds of leaves scattered in different systems. KLM Health Services trying to solve these problems. Effect limited so far.</td>
</tr>
<tr>
<td>Manager support</td>
<td>Not all managers can meet employees regularly. Some managers supervise excessive employees or have different agendas.</td>
</tr>
<tr>
<td>Personal problems</td>
<td>Employees have different needs, problems, and wishes at different stages of life.</td>
</tr>
</tbody>
</table>
Presentation + Workshop

The future of leave-taking

Ginny Yang

Outline

1. Introduction
2. Method
3. Research result
4. Hands-on session

Introduction

Ginny Yang

- From Taiwan
- MSc in Industrial Design Engineering in TU Delft
- Graduation internship in KLM
- From the beginning of March to the end of August
Introduction

Assigners
- From Odette Wagemans & Caroline Janssens

Assignment
- "Understanding leave-taking (supervising) experience in KLM"

Problem definition
- "Untitled leave"

Deliverable
- "Suggestions & Service Design Concepts for HR people (and other stakeholders)"

Method

1. Literature study on absenteeism
   - On the internet
   - On myKLM system

2. Stakeholders interview

3. Context-mapping research with managers and employees

4. Data Analysts

Stakeholders interview
Stakeholders interview

- Responsibility?
- How are they related to leave-taking experience?
- Done? Doing?
- Which part of the study they are interested in?
User Research

Stakeholders Interview

Responsibility

Trends

Shift-scheduling --- Systems integration

Information Flow --- Service

Agreement --- Culture

Teaming concept --- Night-shifts regulation

Cultural & organisation (organisation) (agreement)

Negotiation concept --- Night-shifts regulation

Shift-scheduling --- Systems integration
**User research** Context-mapping

- the experts of their experiences
- Small exercises
- Latent needs

**User research**

10 managers+employees in

- Inflight Services
- Ground Services (Passenger Services & Planning)
- E&M (Hangar 14)
- Commercial
- Digital, IT & Technology

**User research** groups & patterns

Non-shift & Small team
e.g. Commercial, IT, HR

- Flexibility of leave taking & holiday planning: very high
- Frequency of Interaction between employees & managers: high
- Sense of teamwork: high
- Regulation & System & Workflow requirement: flexible but principled
Non-shift & Big team

- e.g. Commercial, IT

- Flexibility of leave taking & holiday planning: **very high**
- Frequency of interaction between employees & managers: **low**
- Sense of teamwork: **very low**
- Regulation & System & Workflow requirement: clear, accessible, self-serving, self-explanatory

Shift & Big team

- e.g. Inflight, ground services, E&M

- Flexibility of leave taking & holiday planning: **very low**
- Frequency of interaction between employees & managers: **very low**
- Sense of teamwork: **very low**
- Regulation & System & Workflow requirement: clear, accessible, self-serving, self-explanatory, predictable, integrated

Shift & Small team

- e.g. E&M, IT

- Flexibility of leave taking & holiday planning: **low**
- Frequency of interaction between employees & managers: **high**
- Sense of teamwork: **very high**
- Regulation & System & Workflow requirement: flexible but principled, predictable, integrated, adaptable

User research problems & wishes

- Rostering: Unpredictable rostering result > difficult private life planning
- Shift-swapping: Inefficient communication for swapping shifts
- Holiday planning: Imbalanced holiday planning
- Leave regulations: Untitled leave types
- Leave availability: Poor workload/workforce prediction
- Leave taking: Redundant manual operations
- Agenda: Leave-taking system and agendas are independent
- Health: Choosing between health and salaries
- Sickness: Bad consequences of high sickness
- Leave-taking supervision: Unclear leave balance
Future rostering team
problems & wishes requirements

- Rostering: Unpredictable rostering result > difficult private life planning
- Shift-swapping: Inefficient communication for swapping shift
- Holiday planning: Imbalanced holiday planning
- Leave regulations: Untitled leave types
- Leave availability: Poor workload/workforce prediction
- Leave taking: Redundant manual operations
- Agenda: Leave-taking system and agendas are independent
- Health: Choosing between health and salaries
- Sickness: Bad consequences of high sickness
- Leave-taking supervision: Unclear leave balance

Needs & KLM Values

Needs in leave-taking

- I am understood & trusted (e.g. making decisions)
- I am appreciated & supported (e.g. difficult situations)
- I am empowered & encouraged (e.g. go further, try)
- I am in control & enable (e.g. work & life)

KLM values KLM Compass

Optimal staff behaviour
- Reach out
- Take ownership
- Be competent
- Go further

Optimal leadership
- Connect
- Set-up for success & result
- Guide
- Challenge & inspire
Needs in leave-taking & KLM values

When/How can we use the research result?

Hands-on Session

When to use it?
How to use it?

**Timing A**
Let’s check your logo!

- The problem I want to solve: problem-discover the problems
- The needs behind the problems: need-discover the problems
- The main target group: target group identify the target

Follow the five steps
1. Sort the cards according to the colours.
2. Choose either timing A or B, follow the steps.
3. Read the action cards and read the cards that are related to the questions on the action cards.
4. Write down the answers and insights on paper.
5. Select the ideas that are more relevant or potential, and create a coherent concept out of it.

How to use it?
How to use it?

**How to use it?**

- **Problem**
  - Understand Existing Problems
  - Discover the problems
    - What are the problems involved in your responsible group?
    - What is more severe?
    - What do you want to solve first?
  - Check the problems
    - What problem could solve?

- **Need**
  - Discover the needs
    - What are the needs behind the problems?
  - Check the needs
    - Does the design fulfill the basic needs of managers and employees?
    - Does it fulfill all?
    - Does it conflict with anything?
    - How to reduce the conflict?

**Problem**: #11 #16 #14 #13
How to use it?

- The problem I want to solve
- The needs behind the problems
- The main target group
- The values of the design
- Ideas
- Trends

Feedback & Follow-up
Presentation + Workshop
The future of leave-taking

Ginny Yang

Outline

1. Introduction
2. Method
3. Research result
4. Hands-on session

Introduction

Ginny Yang
-From Taiwan
-MSc in Industrial Design Engineering in TU Delft
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F. Evaluation Form for the Participatory session

1. The research provides me a clear overview of leave-taking
   totally disagree 1 2 3 4 5 6 7 totally agree

2. The research provides me clear insights into the needs & wishes in leave-taking experience
   totally disagree 1 2 3 4 5 6 7 totally agree

3. The creative session provides me a useful way to generate ideas
   totally disagree 1 2 3 4 5 6 7 totally agree

4. The research and the creative session help me with what I’m doing
   not applicable / totally disagree 1 2 3 4 5 6 7 totally agree
5. I'm _________________ and this is my feedback on the research and the creative session:
G. User testing animation slides

- Manager dashboard
- Think-aloud
- Scenario
  - You want to check who's on early shift today.
- Employee attendance overview
- First product
Scenario

You want to check who was sick this week.
Because you notice someone has frequent sickness, you want to check what’s going on with him/her.
Assume that you already know the sick absences were because of eye problems
You can also enter ‘Absenteeism and healthcare support’ from here.
First time to use the absenteeism dashboard.
### Absenteeism Dashboard

#### Summary

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headcount</td>
<td>907</td>
</tr>
<tr>
<td>FTE</td>
<td>829</td>
</tr>
<tr>
<td>Average Age</td>
<td>49.3</td>
</tr>
<tr>
<td>Average Years of Service</td>
<td>20.4</td>
</tr>
<tr>
<td>Absenteeism Current Month</td>
<td>5.1%</td>
</tr>
<tr>
<td>Age 65 Years</td>
<td>15.8%</td>
</tr>
<tr>
<td>Female Percentage</td>
<td>19.7%</td>
</tr>
<tr>
<td>Absenteeism 12 Months Average</td>
<td>5.2%</td>
</tr>
</tbody>
</table>

---

#### History

- **Week 1**: Average Age 49.3, Average Years of Service 20.4, Absenteeism Current Month 5.1%
- **Week 2**: Average Age 49.3, Average Years of Service 20.4, Absenteeism Current Month 5.1%
- **Week 3**: Average Age 49.3, Average Years of Service 20.4, Absenteeism Current Month 5.1%
- **Week 4**: Average Age 49.3, Average Years of Service 20.4, Absenteeism Current Month 5.1%

---

#### Team, Division, and KM

- **Team A**: Average Age 49.3, Average Years of Service 20.4, Absenteeism Current Month 5.1%
- **Team B**: Average Age 49.3, Average Years of Service 20.4, Absenteeism Current Month 5.1%
- **Team C**: Average Age 49.3, Average Years of Service 20.4, Absenteeism Current Month 5.1%
### Absenteeism Dashboard

#### Summary

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Absenteeism</td>
<td>907</td>
</tr>
<tr>
<td>Average Age</td>
<td>49.3</td>
</tr>
<tr>
<td>Average Years of Service</td>
<td>20.4</td>
</tr>
<tr>
<td>Absenteeism Current Month</td>
<td>5.1%</td>
</tr>
<tr>
<td>Female Percentage</td>
<td>19.7%</td>
</tr>
<tr>
<td>Absenteeism 12 Months Average</td>
<td>5.2%</td>
</tr>
</tbody>
</table>

#### History

<table>
<thead>
<tr>
<th>Year</th>
<th>Absenteeism</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>907</td>
</tr>
<tr>
<td>2014</td>
<td>829</td>
</tr>
<tr>
<td>2015</td>
<td>907</td>
</tr>
</tbody>
</table>

#### Absenteeism per Month

<table>
<thead>
<tr>
<th>Month</th>
<th>Absenteeism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>907</td>
</tr>
<tr>
<td>Feb</td>
<td>829</td>
</tr>
<tr>
<td>Mar</td>
<td>907</td>
</tr>
</tbody>
</table>

#### Absenteeism vs Average amount of absence cases/month

<table>
<thead>
<tr>
<th>Year</th>
<th>Absenteeism</th>
<th>Average amount of absence cases/month</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>907</td>
<td>2</td>
</tr>
<tr>
<td>2014</td>
<td>829</td>
<td>1.5</td>
</tr>
<tr>
<td>2015</td>
<td>907</td>
<td>2.5</td>
</tr>
</tbody>
</table>

#### Absenteeism per Month in 2016 (%)

<table>
<thead>
<tr>
<th>Month</th>
<th>Absenteeism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar</td>
<td>907</td>
</tr>
<tr>
<td>Apr</td>
<td>829</td>
</tr>
<tr>
<td>May</td>
<td>907</td>
</tr>
</tbody>
</table>

#### Absenteeism vs Average amount of absence cases/month

<table>
<thead>
<tr>
<th>Year</th>
<th>Absenteeism</th>
<th>Average amount of absence cases/month</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>907</td>
<td>2</td>
</tr>
<tr>
<td>2017</td>
<td>829</td>
<td>1.5</td>
</tr>
<tr>
<td>2018</td>
<td>907</td>
<td>2.5</td>
</tr>
</tbody>
</table>

**Note:** The data is specific to a certain department and time period.
Scenario

You want to print ‘Summary’ and ‘Absenteeism vs Age’
Scenario

You want to report the possible correlation you found to HR Analytics.

Assume that you have checked those examples already.
The absence rate of female staff in function A is much higher than the male staff. I remember those sick absences are mostly about back problems. Is it likely that women hurt their back more easily when they do A?
You select the document you want to upload.
Employee attendance overview

Absenteeism and Healthcare support

Absenteeism dashboard
# H. Evaluation Form for User testing

## Employee attendance overview

1. It is clear for me how to use it.

<table>
<thead>
<tr>
<th>totally disagree</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>totally agree</th>
</tr>
</thead>
</table>

2. It enables me to have more control of my management team.

<table>
<thead>
<tr>
<th>totally disagree</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>totally agree</th>
</tr>
</thead>
</table>

3. It enables me to have more understanding of my employee's attendance situation.

<table>
<thead>
<tr>
<th>totally disagree</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>totally agree</th>
</tr>
</thead>
</table>

4. It encourages me to pay more attention to individual's sickness situation.

<table>
<thead>
<tr>
<th>totally disagree</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>totally agree</th>
</tr>
</thead>
</table>

5. I will use it in the future.

<table>
<thead>
<tr>
<th>totally disagree</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>totally agree</th>
</tr>
</thead>
</table>

## Absenteeism and healthcare support

6. It is clear for me how to use it.

<table>
<thead>
<tr>
<th>totally disagree</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>totally agree</th>
</tr>
</thead>
</table>

7. It enables me to find the right information to support sickness more easily.

<table>
<thead>
<tr>
<th>totally disagree</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>totally agree</th>
</tr>
</thead>
</table>

8. It encourages me to help and guide sick individuals more.

<table>
<thead>
<tr>
<th>totally disagree</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>totally agree</th>
</tr>
</thead>
</table>

9. I will use it in the future.

<table>
<thead>
<tr>
<th>totally disagree</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>totally agree</th>
</tr>
</thead>
</table>

## Absenteeism dashboard

10. It is clear for me how to use it.

    | totally disagree | 1 | 2 | 3 | 4 | 5 | 6 | 7 | totally agree |
    |------------------|---|---|---|---|---|---|---|--------------|

11. It enables me to have more understanding in absenteeism situation.

    | totally disagree | 1 | 2 | 3 | 4 | 5 | 6 | 7 | totally agree |
    |------------------|---|---|---|---|---|---|---|--------------|

12. It enables me to discover the factors which are potentially correlated to absenteeism more.

    | totally disagree | 1 | 2 | 3 | 4 | 5 | 6 | 7 | totally agree |
    |------------------|---|---|---|---|---|---|---|--------------|

13. It encourages me to keep track of absenteeism situation.

    | totally disagree | 1 | 2 | 3 | 4 | 5 | 6 | 7 | totally agree |
    |------------------|---|---|---|---|---|---|---|--------------|

14. It encourages me to react on absenteeism data more.

    | totally disagree | 1 | 2 | 3 | 4 | 5 | 6 | 7 | totally agree |
    |------------------|---|---|---|---|---|---|---|--------------|

15. I will use it in the future.

    | totally disagree | 1 | 2 | 3 | 4 | 5 | 6 | 7 | totally agree |
    |------------------|---|---|---|---|---|---|---|--------------|
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.

**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!

**SUPERVISORY TEAM **

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

-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.
Procedural Checks - IDE Master Graduation

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

chair: Jr. J.D. van der Meer  date: 11-3-2019
signature:

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

Master electives no. of EC accumulated in total: _____ EC
Of which, taking the conditional requirements into account, can be part of the exam programme: _____ EC
List of electives obtained before the third semester without approval of the BoE:

name  date  signature

FORMAL APPROVAL GRADUATION PROJECT
To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **.
Next, please assess, if (s)he approves and signs this Project Brief, by using the criteria below:

- 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/23 weeks?
- Does the composition of the supervisory team comply with the regulations and fit the assignment?

Content:  APPROVED  NOT APPROVED
Procedure:  APPROVED  NOT APPROVED

comments

name  date  signature

IDE TU Delft - E&Ss Department /// Graduation project brief & study overview /// 2019-01 v30
Initials & Name  C.T. Yang  Student number  4710519
Title of Project  Design for Absenteeism through co-creating with employees
**Title of Project**

**Initials & Name**

**Project title**: Design for absenteeism through co-creating with employees

**Student number**: 

**start date**: 12-02-2019  
**end date**: 12-07-2019

---

**INTRODUCTION**

Please describe, in a concise and complete manner, the context of your project and address the main stakeholders (interests) within this context. 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, technology, ...)?

KLM Royal Dutch Airlines, founded on 7th of October, 1919, is the oldest scheduled airline in the world that is still operating under its original name. In the year of 2017, the KLM Group operated worldwide flights with over 200 aircrafts, generating €10 billion revenues and employing 34,872 staff (KLM, 2017). Having to manage more than 30,000 employees, KLM HR department needs to make its operational job efficient but also with high quality and be convenient for its employees. Since 2016, HR has been working on digitalisation of its services, aiming to make the organisation more flexible, productive and innovative. (Muzus, 2018)

One of the four digitalisation programs of HR Digital is Health & Vitality (fig. 1). Research has shown that a healthy and engaged workforce can reduce the cost per employee more than $1,600 (Caver, Davenport, & Nyce, 2015). Employees with a better well-being are not only more productive, but can also bring the team in coherence and create a positive working environment (BELIN, 2018).

To measure the health and engagement of employees, the absenteeism rate is an important indicator for companies. Literally, absence is the result of an employee who is not healthy and therefore is unable to work. Absenteeism, however, is a habitual pattern of absence without a good reason. In a massive company such as KLM, absenteeism costs the company a significant amount of money, according to the HR department of KLM. Therefore, the goal of this project is to find out the root causes behind the absenteeism in order to improve the health and vitality of the organisation as well as reducing the employing costs (fig. 2).

---


introduction (continued): space for images

---

**Image / Figure 1:** HR Digital model

---

**Social Ecological Framework**

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 complexity of the absenteeism causes will lead to two major challenges: how to extract the organisational or job problems, and how to make a change for everyone. Absenteeism is the statistic pattern of employees being absent from work. As a company with more than 30,000 employees, KLM suffers significantly from the high cost of absenteeism. While absence can be roughly classified into two groups, innocent or culpable, the root factors of absenteeism among the massive employees in KLM remains unclear.

One major difficulty in dealing with absenteeism is the false feedback from the employees. When employees are absent while they are actually capable to work, they tend to submit a false excuse while the genuine reason could be a low motivation levels, dissatisfaction from the job or even a discouraging atmosphere in the working environment (Zigu). Another difficulty is that the causes of illness cannot be recorded by the employers. As the General Data Protection Regulation (GDPR) has been implemented in May 2018, the employers in EU are only allowed to record the data that is required to assessing the continued-wage payment for the absenteeism supervision and re-integration. This makes the direct analysis of absenteeism extremely difficult to companies in Europe. As a global company, the context in KLM is inevitably complex, and the sophisticated nature of aviation industry only makes it worse.

Expecting to be integrated with the service of KLM HR digital and be used by all the employees, there will be three design challenges: how to be aesthetically attractive as well as coherent with the current user interfaces, how to be cognitively ergonomically acceptable for older employees and how to technically integrated to the system.


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.

The expected deliverable including an analysis report concerning the causes of the absenteeism in a certain department, a prototype of a digital product, and the user testing results as well as the client’s evaluating input.

There are two major phases in this assignment. The first one is the understanding of the context and the root causes of the problem. It will start with the literature research and stakeholders analysis, follow by the statistical data regarding absenteeism provided by KLM. Afterward, few context-mapping sessions will be exploited to dig out the root causes of absenteeism. From there, design opportunities shall reveal for moving on to the following phase.

The second phase is design. This project expect to make a use of creative sessions, together with the employees of KLM, in ideation stage. With some synthesis and modifications, promising ideas will be sieved with field tests. In the end, a final concept of design is proposed and expected to be tested in the real context with the client, potentially in a pilot group. Criteria of the final concept is a product with good aesthetic attraction, well-enough ergonomical cognition and can be technically integrated into the digital services from KLM HR department.
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.

<table>
<thead>
<tr>
<th>start date</th>
<th>end date</th>
</tr>
</thead>
</table>

The project lasts for 20 weeks and consists of seven phases. Every week, there will be a voice or video call meeting with one of the supervisors for updating. And every four to six weeks, there will be a meeting with both supervisors and the clients to put everyone on the same page.

1. Introduction
2. Exploration
   - Client analysis
   - Theoretical background research
   - Stakeholders analysis
   - Scoping
3. Definition
   - Conceptualisation sessions
4. Ideation
   - Generative sessions
5. Conceptualisation
   - Prototyping
6. Evaluation
   - Evaluation from the client
   - User testing
7. Finalisation
   - Evaluation
   - User Testing
   - Presentation

IDE TU Delft - E&SA Department // Graduation project brief & study overview // 2018-01 v30
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 on a specific subject, broadening your competences or experimenting with a specific tool and/or methodology, ... Stick to no more than five ambitions.

I have an ambition to teach people design thinking, in order to change the culture of organisations and to incept the mindset into decision makers. In my master studies in TU Delft, I was fascinated by all kinds of tools designers have created. We have learned how to use the tools in various situations and we can even create new ones for other designers. One of the tools I learnt in the elective courses is Context Mapping Skills, which helps designers to gain in-depth understanding of people. Another tool that opens my eye is Creative Facilitation, which helps designers to be a facilitator who arouse people's creativeness. The common of the two tools is they both involve users to participate in the process and I believe this is how you bring design to general people. This concludes my design ambition to this project: to involve users as much as possible and to explore design possibilities with them.

My personal goal that I wish to accomplish through this project is to become a better coordinator. To learn how to communicate with different parties, and to learn how to hold efficient meetings, for both hearing the feedback from the supervisors and for deciding directions with the clients. I also want to learn how to verbally present my works in an attractive way. Both my supervisors and my clients have pack schedules, it is thus very important for me to make the most use of the meetings.

Another personal ambition is to become a better researcher. I want to practice my skills of conducting research and writing academic thesis.

FINAL COMMENTS

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