

DESIGNING (WITH) ORGANIZATIONS A CASE DESCRIPTION

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me |

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research project



content |

(1) background and theory

(2) case study

BACKGROUND AND THEORY (1)

background |

The pressure for organizations to become innovative in various areas is continuously increasing.

A recent surge of interest towards extending reach of design
- service design, design thinking, transformation design

Many public and private organisations are looking towards design as a new way of creating products, services and operations.

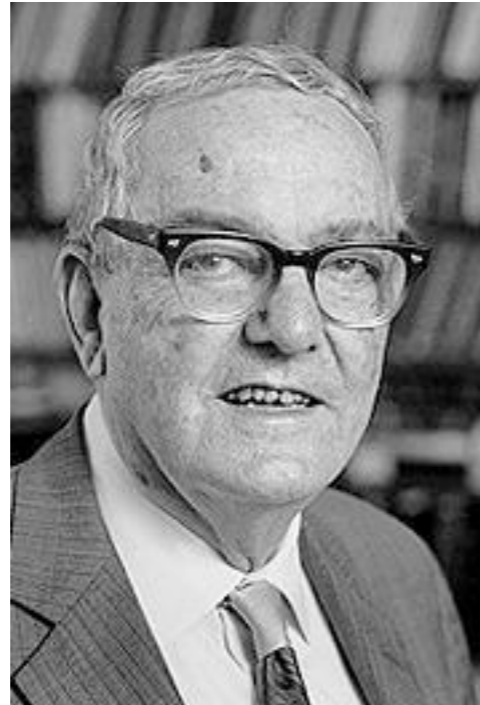
“WDC2012 Helsinki is fundamentally about using design as a tool in cultural, social, economic and sustainable development. Service design will be applied to make basic services like health care and public transport more user-oriented and efficient.”

– Jussi Pajunen, Mayor of Hki



WORLD DESIGN
CAPITAL
HELSINKI 2012

management is design? |



Herbert Simon

Like the engineer or the architect, the manager is a form-giver who shapes social organizations and economic processes to create value.

management = intelligence + design + choice

"Today, there is wide agreement that the decision process cannot be reduced to choice, and the role of information and the building of possible alternatives are widely regarded as critical."

(Langley et al. 1995)

“[D]esign could offer a new way to understand and practice management, leading to more human-centered organizations.”

Buchanan (2004)



SO WHAT MAKES DESIGN SO
USEFUL FOR ORGANIZATIONS?

design considers human experience |

Consideration for users is at the core of activity

- aesthetic experience
- values and ideals
- meanings



inclusion of stakeholders |

Much of human experience is tacit knowledge, which is hard to articulate

Often people are invited as a part of the design process

Participatory design is a learning process for participants and designers



tangibility and mock-ups |

Design seeks inspiration from objects

Design advances through an iterative process

Negotiation happens through constructing artifacts



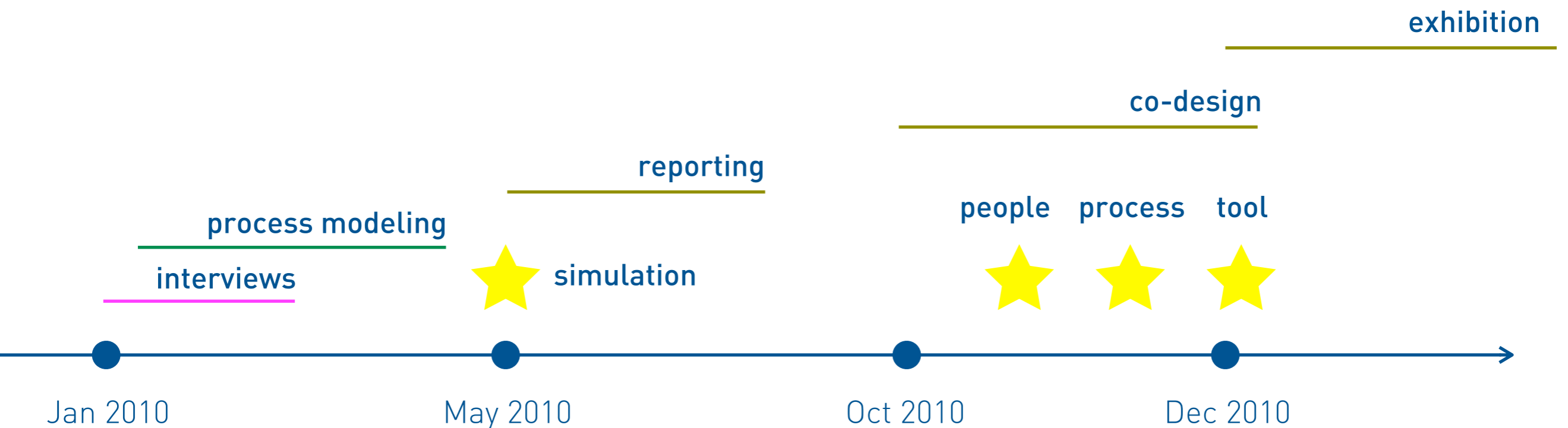
CASE STUDY (2)

DESIGN AN INNOVATION PROCESS?

project advancement |

SimLab process simulation method (as-is)

design approach (to-be)



process modeling approach I

Collaboratively constructing the as-is process based on interviews with management

Finding out problems in the process through interviews

Iterating and validating the process model in the simulation day

Based on a organization-centered approach



interviews |



interviews

Jan 2010

May 2010

Oct 2010

Dec 2010

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first process model |



process modeling

Jan 2010

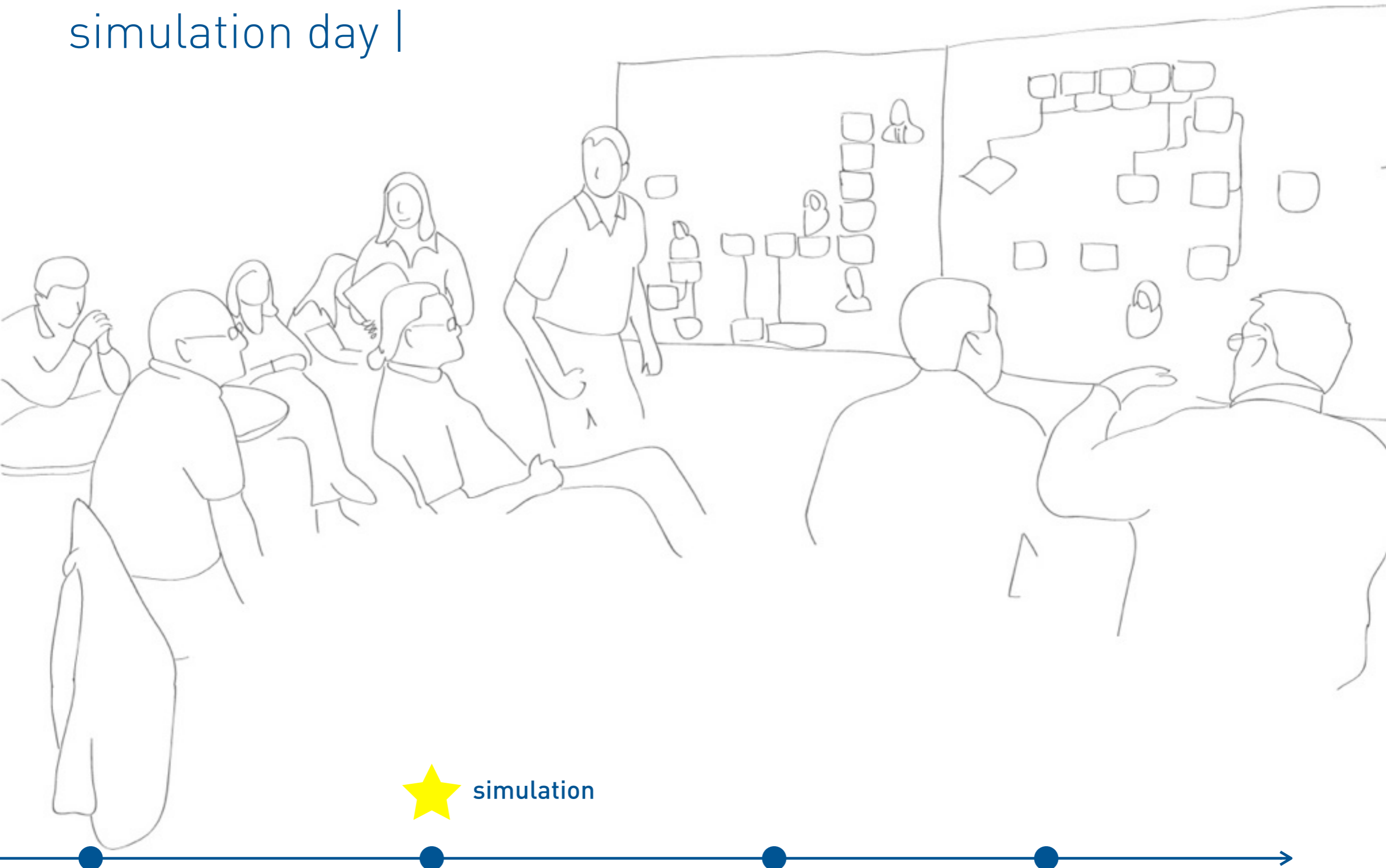
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simulation day I



★ simulation

Jan 2010

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design approach I

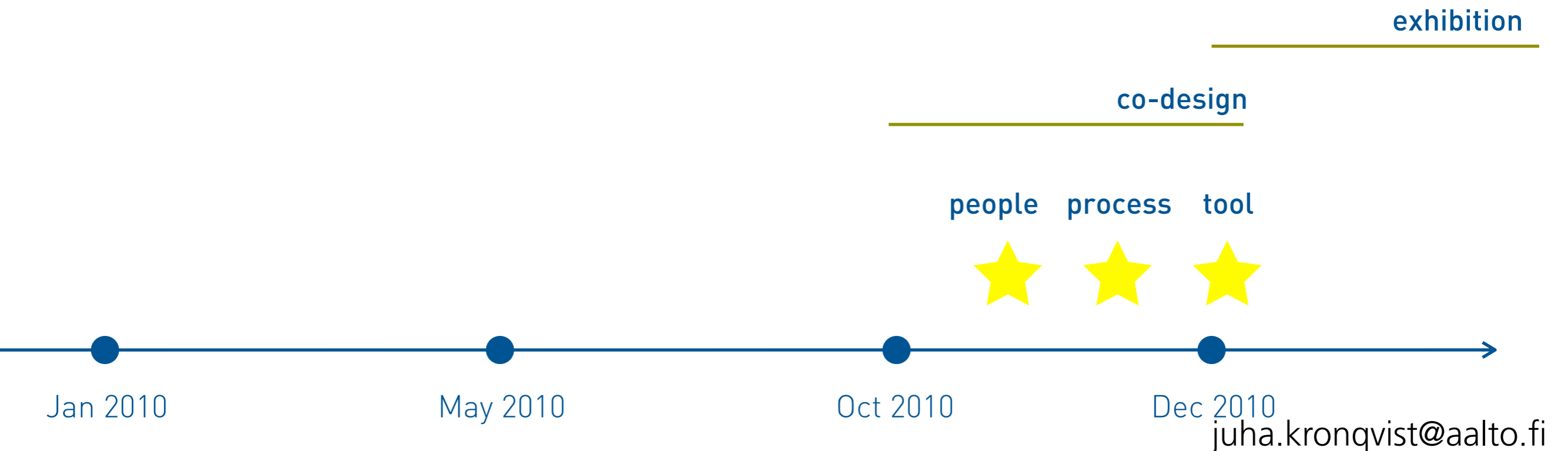
Utilizing design methods for constructing new tools and practices

Creating a rich setting for collaboration and ideation

Utilizing meanings derived from interviews

Focus on co-constructing prototypes and concepts

Based on a human-centered approach



people |



Future User
"The voice of silent experts. The army of Pezittis."

User is the key player in the process that has to be taken care of. Good ideas and comments do not enter the system unless there exists background motivation by the user to do so. According to the process model, the user helps the management in entering and screening good ideas, but at the moment she/he is slightly confused of the role and motivations in the process. In the future she/he is working towards creating good ideas and refining existing ones, motivated by a sense of expertise which is recognized by the management as an expert status in the system and also offline.

- Report recommendations
- Motivated by the development of expertise and an expert status
- Able to suggest decision making by diagnosis and coming up with great ideas
- Could achieve his work by getting relevant information from who he trust
- Reports management to give suitable acknowledgment (Substance, resources, motivation) and reports each other
- Reports the management to allow certain work as part of their job description



Future Champion
"You shouldn't approach things by asking why, but rather why not?"

For the champion, innovation is mostly a social process which can and should be supported through a facilitator, both online and offline. She/he is a person, who has enough subject matter expertise to see whether an idea can fly (or if not, he can rely on his wide expert network), but he was lacking of competence that allows him to support the transition of an idea that is not quite there yet. At the moment the champion is the work horse in the process and goes through every single idea entered with current champion often this will seem become impossible. Thus, new ideas should be generated but how to lessen the workload without missing the good ideas.

- Facilitator (to help the user)
- Write down positive arguments first
- Has a network
- Subject matter expert (expert)
- Motivated by personal interest in development work, collaboration, being things forward and personal visibility
- Reports management support to some of having the required time and resources (as part of job description)



Future Owner?
"The Boss - KONE tells only part of the story."

Owner is the godfather of the innovation process. She/he oversees the innovation process and decides on which ideas get the final go-ahead. For making this decision, the owner has to have a good grasp of the current situation in the organization, market trends and technological development.

On the other hand, the champion takes the heavy load - and by creating the vision she/he helps the company to see what the future holds. This requires the champion to have a good grasp of the current situation in the organization, market trends and technological development.

- Know the big picture (balance between business, markets and technology)
- Budget & resource pool owner
- Business PMO / Idea pipeline / change request
- Mobile
- Flexible innovation
- Works on the basis of strategic idea filtering, competence and speed

people



Jan 2010

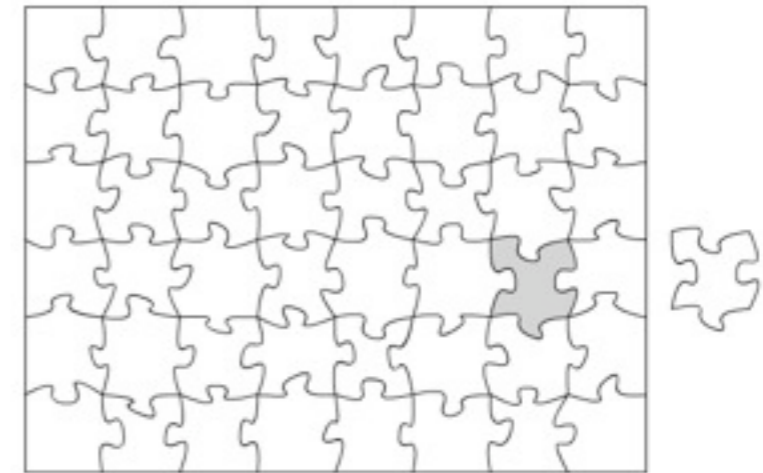
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process |



process



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tools |

Workshop concentrated on studying tools for innovation

Co-design of new tools

Products: interface representations and video scenarios



tool



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early take-aways |

1. focus on practice and experience
2. don't separate thinking from doing
3. take care of the atmosphere
4. balance quick fixes with envisioning
5. create scaffolds for co-design

research |

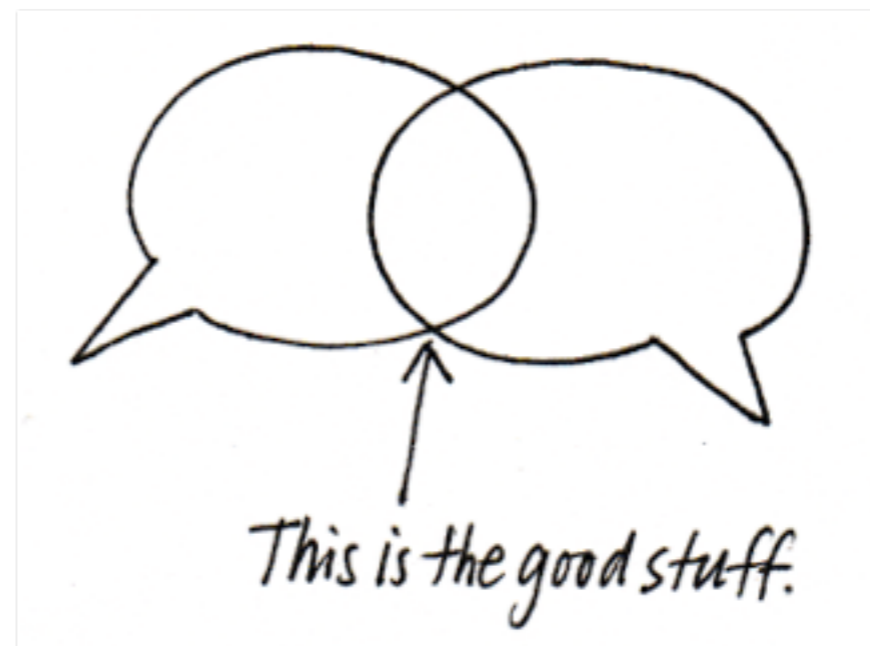
“Supporting Empathy in Business Process Simulation with Scenarios”

presented in Academic MindTrek 2010, Tampere

“Start with a small ball of snow” – Presenting Multiple Meanings as a Challenge and Basis for Participatory Innovation

presented in Participatory Innovation Conference 2011, Denmark

questions & comments?



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