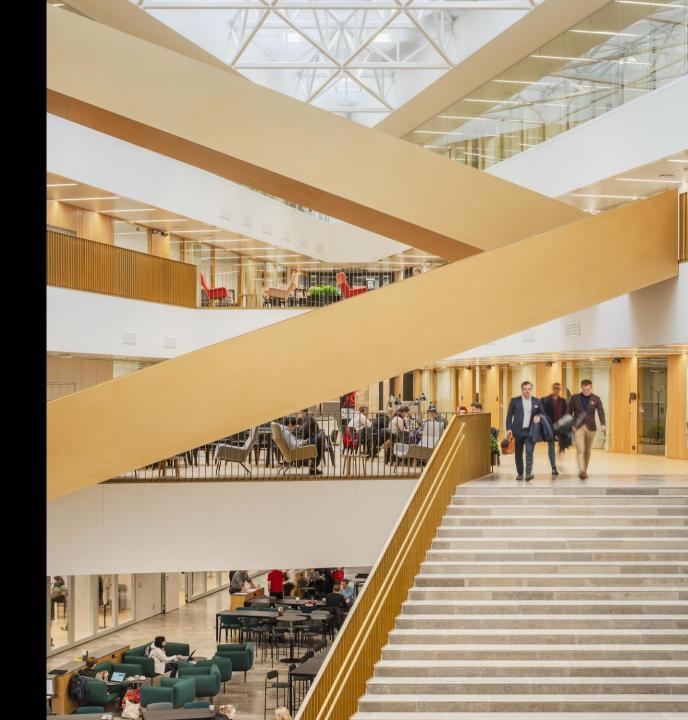
**MNGT-C1010** 

## **ORGANIZATION DESIGN**

## **MODULE 3: WORKSHOP**

Taija Turunen & Jori Mäkkeli 16.3.2023





# **Today**

Thursday 13-16 – Workshop - U356 (ALMA MEDIA)

**Themes**: People and culture in organization design.

**Readings**: Burton, R. M., Obel, B., & Håkonsson, D. D. (2021). Organizational design.

Cambridge University Press. 4th edition – Chapter 7



#### Designing the target culture

What kind of culture do we want to design? How does culture manifest itself?

	Decision-making	Prio	rities	Rituals		
	Decision-making How do we share authority? What methods do we use to support decision-making?	Choose your to priorities. Who those priorities	TITLES pp three strategic are and how are reflected in your ices?	Mittuals What are our ways of starting, managing and celebrating projectsfactivities?		
-						
-						
-						
	Purpose Why do we exist?					
	Meeting practices			Feedback		
	How do we meet and work together?			How do we help each other grow and develop?		
	Values What do we value, what guides our choices?					
	Norms and rules	Norms and rules Behaviour		Psychological safety		
	How do we communicate the expected behaviours without hindering autonomy?	What do we discourage?	What do we appreciate and reward?	How do we encourage everyone to speak u and express their opinions? How do we encourage individuals to participate and to t open.		
,						
Í						
חנחונפ						
			:			
•						
		:	i contract of the contract of			
		:				

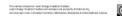




### Development ideas that help address the needs and initiate change towards the desired direction. The business objective Emotions and values Need/challenge Describe the need/challenge at the top What do we want to achieve with the List the emotions and values that emerge from the stakeholder understanding. level. change as an organisation and for our business? The importance of the change Change in actions for the society What is the operational change we want to achieve? How will the change help the society, the end-customer and the environment? Ideas that meet the need, the organisation's objectives and/or relevance to society Start brainstorming once you have answered the questions above

Ideation





Name	Website	Description	Something to think about?
Netflix	https://www.netflix.com/	https://jobs.netflix.com/culture	Is this the best culture for this kind of business model / organization?
Valve	https://www.valvesoftware.com/en/	https://steamcdn- a.akamaihd.net/apps/valve/Valve_NewEmplo yeeHandbook.pdf	Is this the best culture for this kind of business model / organization?
Futurice	https://futurice.com/	https://futurice.com/about/culture	Is this the best culture for this kind of business model / organization?
Fiskars	https://www.fiskars.com/fi-fi	Fiskars Group is a global lifestyle company with a unique portfolio of much-loved brands.	What can they innovate upon? What are their challenges? How can they keep all their different brands unified in some ways? Who are their customers? New markets?
Kemira	https://www.kemira.com/	Global chemicals company serving customers in water intensive industries.	Threats to their business? What are some ways in which they can be/are being more sustainable? How can they innovate upon their business model?
Mercedes-Benz	https://www.mercedes-benz.com/en/	Mercedes-Benz is known for producing luxury vehicles and commercial vehicles.	Trends they have to keep aware of? How can they tap into new markets and new customer bases? How has the rise of Electric Vehicles changed their operations?

