

MNGT-C1010

ORGANIZATION DESIGN

MODULE 3 : WORKSHOP

Taija Turunen & Jori Mäkkeli

16.3.2023



Aalto-yliopisto
Aalto-universitetet
Aalto University



Today

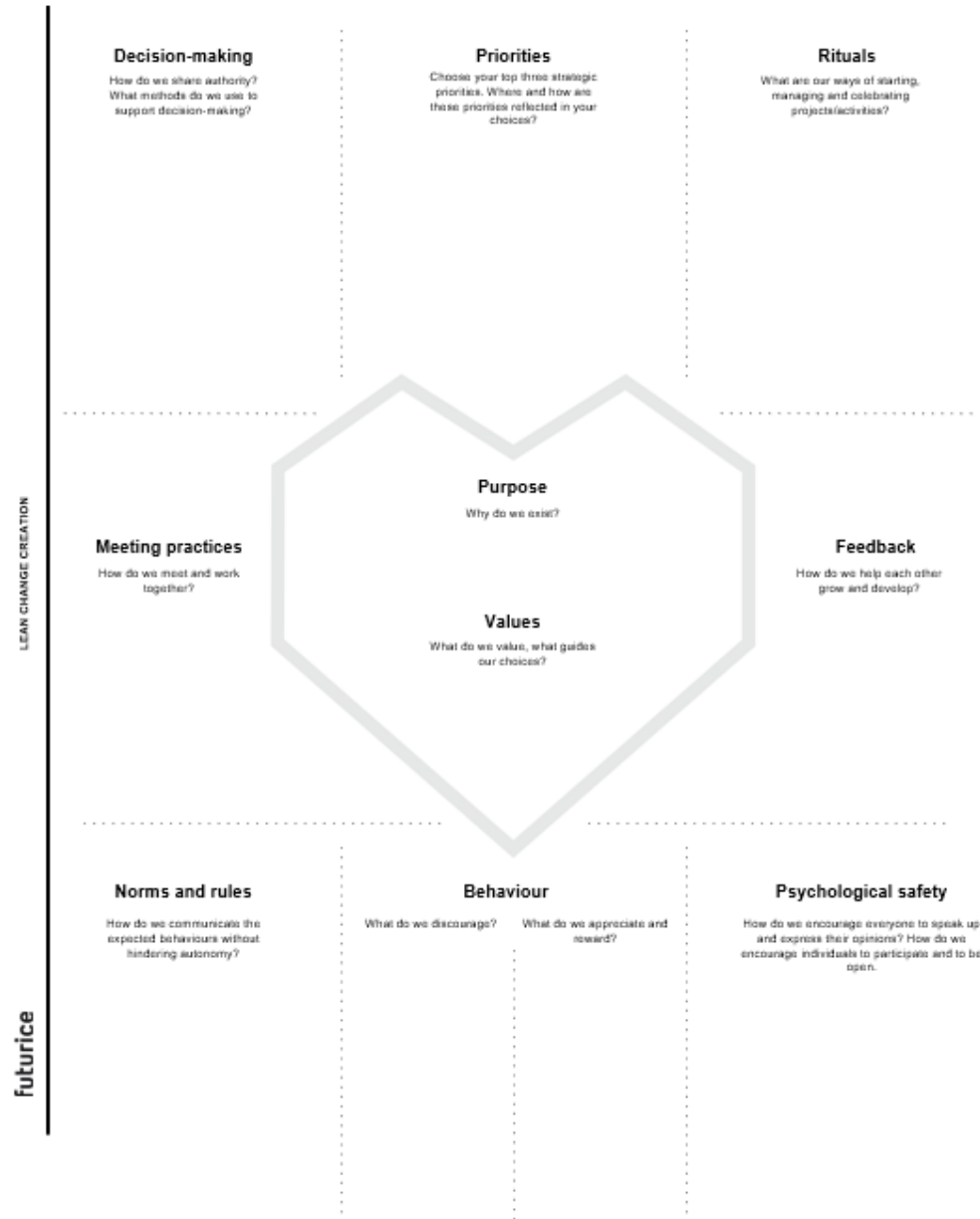
Thursday 13-16 – Workshop - U356 (ALMA MEDIA)

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?



Ideation

Development ideas that help address the needs and initiate change towards the desired direction.

Emotions and values

List the emotions and values that emerge from the stakeholder understanding.

Need/challenge

Describe the need/challenge at the top level.

The business objective

What do we want to achieve with the change as an organisation and for our business?

Change in actions

What is the operational change we want to achieve?

The importance of the change for the society

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

LEAN CHANGE CREATION

futurice

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_NewEmployeeHandbook.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?