

MNGT-C1010

# ORGANIZATION DESIGN

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## Module 5: Initiating and "doing" the change

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30.3.2023



Aalto-yliopisto  
Aalto-universitetet  
Aalto University



# MODULE 5: Initiating and "doing" the change (JM + Visitor: [Anna-Mari Fagerström](#))

**Themes:** Initiating and "doing" the change. Basic tools of doing organizational development.

**Learning objectives:** After the module, you are able to capture the systemic and nonlinear nature of organizational design, learn to comprehend and appraise how "imperfect-by-design" relates to organization design. You will also learn basics on how to setup structures for continuous, iterative, and user-centric organization design .

## **Mandatory readings:**

Garud, R., Jain, S., & Tuertscher, P. (2008). Incomplete by design and designing for incompleteness. *Organization studies*, 29(3), 351-371.

Dunbar, R. L., & Starbuck, W. H. (2006). Learning to design organizations and learning from designing them. *Organization Science*, 17(2), 171-178.

Madsen, P., Desai, V., Roberts, K., & Wong, D. (2006). Mitigating hazards through continuing design: The birth and evolution of a pediatric intensive care unit. *Organization Science*, 17(2), 239-248.

# MODULE 3: Readings & Sessions

**Tuesday 13-15 – Lecture - U356 (ALMA MEDIA)**

**Guest Lecture: Anna-Mari Fagerström (Futurice, Head of Strategy & Culture Consultancy)**

**Themes:** Principles of doing the change

**Readings:** Garud, R., Jain, S., & Tuertscher, P. (2008). Incomplete by design and designing for incompleteness. *Organization studies*, 29(3), 351-371.

**Thursday 13-16 – Workshop – U119 (DELOITTE)**

**Themes:** Practicalities of doing the change

**Readings:** Dunbar, R. L., & Starbuck, W. H. (2006). Learning to design organizations and learning from designing them. *Organization Science*, 17(2), 171-178.

Madsen, P., Desai, V., Roberts, K., & Wong, D. (2006). Mitigating hazards through continuing design: The birth and evolution of a pediatric intensive care unit. *Organization Science*, 17(2), 239-248.

Optional: Suarez, F. F., & Montes, J. S. (2020). Building organizational resilience. *Harvard Business Review*, 98(6), 47-52.

# Discussion on the readings

Dunbar, R. L., & Starbuck, W. H. (2006). Learning to design organizations and learning from designing them. *Organization Science*, 17(2), 171-178.

Madsen, P., Desai, V., Roberts, K., & Wong, D. (2006). Mitigating hazards through continuing design: The birth and evolution of a pediatric intensive care unit. *Organization Science*, 17(2), 239-248

## Discuss in pairs:

- **What did you find most interesting?**
- **What questions arose?**

# Focus of the day

We aim to address the following questions:

1. What is are the different practices in continuous, user-centric, and iterative organization design process?
2. Try it out in a case study

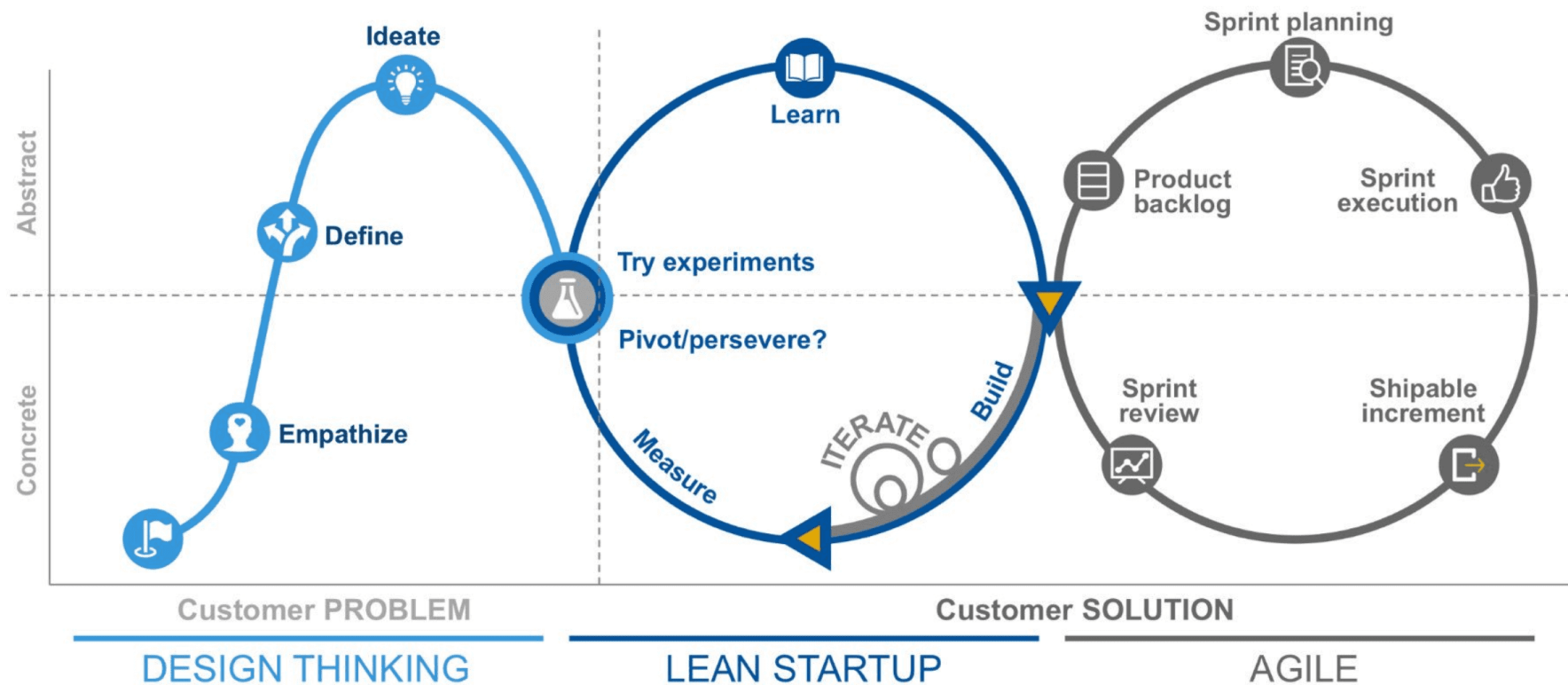
# — Organization Design - Practices

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# The Whole Picture



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# Ways of Working – Design Sprint and Lean Startup

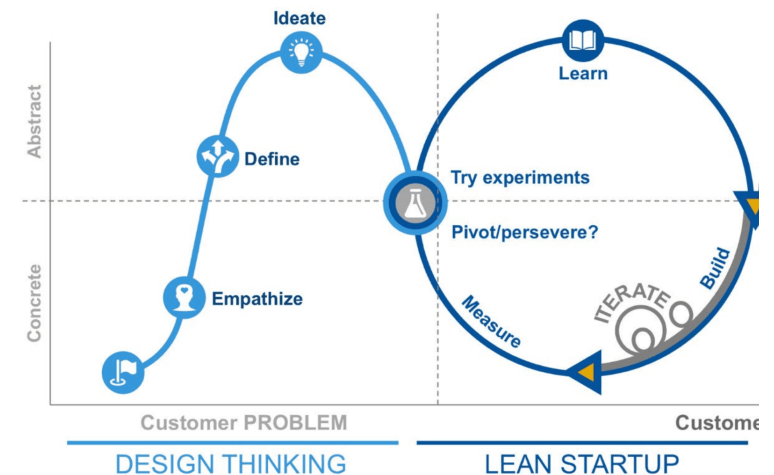
Validate problem worth solving:

- Interviews
- Quantitative data sources
- Process diagrams
- Create synthesis

Scope down and prioritize

Design alternative solutions (set-based design)

Experiment – Collect insights before scaling



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# Ways of Working – Agile

## Artefacts:

- Change roadmap/vision
- Change backlog
- (Sprint backlog)
- (Definition of Done)

## Ceremonies:

- Prioritization and sprint plan
- Sprint review
- Retrospectives
- Dailies
- Change backlog improvement

## Agile roles if applicable:

- Change owner
- Scrum Master

For bigger projects – use LeSS or similar scaled framework

## The Scrum Framework



# Ways of Working – Team Composition

## Multi-disciplinary:

- Right people with the right know-how
- Invite people in
- Avoid handovers, try to do end-to-end

## Resources:

- People as full time as possible (at least 50%)
- Enough people to do work in teams / pairs
- Possibility for external services

## Management support and direct link:

- Direct line to management for prioritization and clearing of obstacles



# Ways of Working – Prioritization vs. Deadlines

## Prioritization:

- Prioritization enables teams to utilize pull system
- Pull helps teams to take just enough tasks to keep them busy and keep WIP low
- **Low WIP = fast**
- Low WIP keeps the number of simultaneous dependencies low between teams and individuals.
- With fast flow of value and without time pressure, teams can keep organization development debt low and quality high.
- **System of work stays fast.**

## Deadlines:

- Deadlines put pressure on teams to take multiple tasks under work on parallel.
- **High WIP causes slowness**
- High number of parallel work creates high number of dependencies.
- **System of work gets even slower.**
- Time pressure combined with systematic slowness forces team to take shortcuts and make subpar work.

# Thank You!



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