



Organization design

“Doing change”

28.4.2023 Anna-Mari Fagerström, Head of Strategy & Culture

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Head of Strategy & Culture



Anna-Mari Fagerström

I have a passion for people, culture, business and technology. I believe in curiosity, caring, transparency, continuous learning and trusting each other.

My journey to become a leader in tech has been the most unconventional. **I promote the diversity of backgrounds in tech for building sustainable future.**



MY WORK:

- **@Futurice Head of Strategy Culture** leading our business & people, servant leader of strategy & culture experts team consisting of 30 experts, member of Finnish Leadership Team
- **Plus 10 years of experience** shaping organizational strategy, business, cultures, leadership, structures, processes and WoW to drive innovation and growth
- **Currently leading business and cultural transformation programs** focus on creating digital, data-enabled, lean & agile, human centric and continuously learning organizations
- One of the creators for **Lean Change Creation** methodology by Futurice

RELEVANT EXPERIENCE

Head of Strategy & Culture
Futurice 2018 – Present

People & Business Development Manager, Spirit & Culture Designer
Corporate Spirit 2011 – 2018

Project Manager, Consumer Research
Consumer Compass 2010 – 2011

EDUCATION

Master of Arts in Applied Cultural Analysis
Lund University 2010

Bachelor of Business Administration
Haaga-Helia 2007

Agile HR Practitioner

Scrum Master

Facilitator & Coach

We are an outcome-focused digital transformation company, empowering the world to act.



WITH THE POWER OF

People

...who always strive for improvement because they are the ones who truly care to make a difference.

Technology

...that helps us overcome the challenges of tomorrow and empowers us to create sustainable economies and societies of today.

Creativity

...that helps us to think differently and create something new.

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Nordic roots, global mindset

PEOPLE
800+

COUNTRIES
6

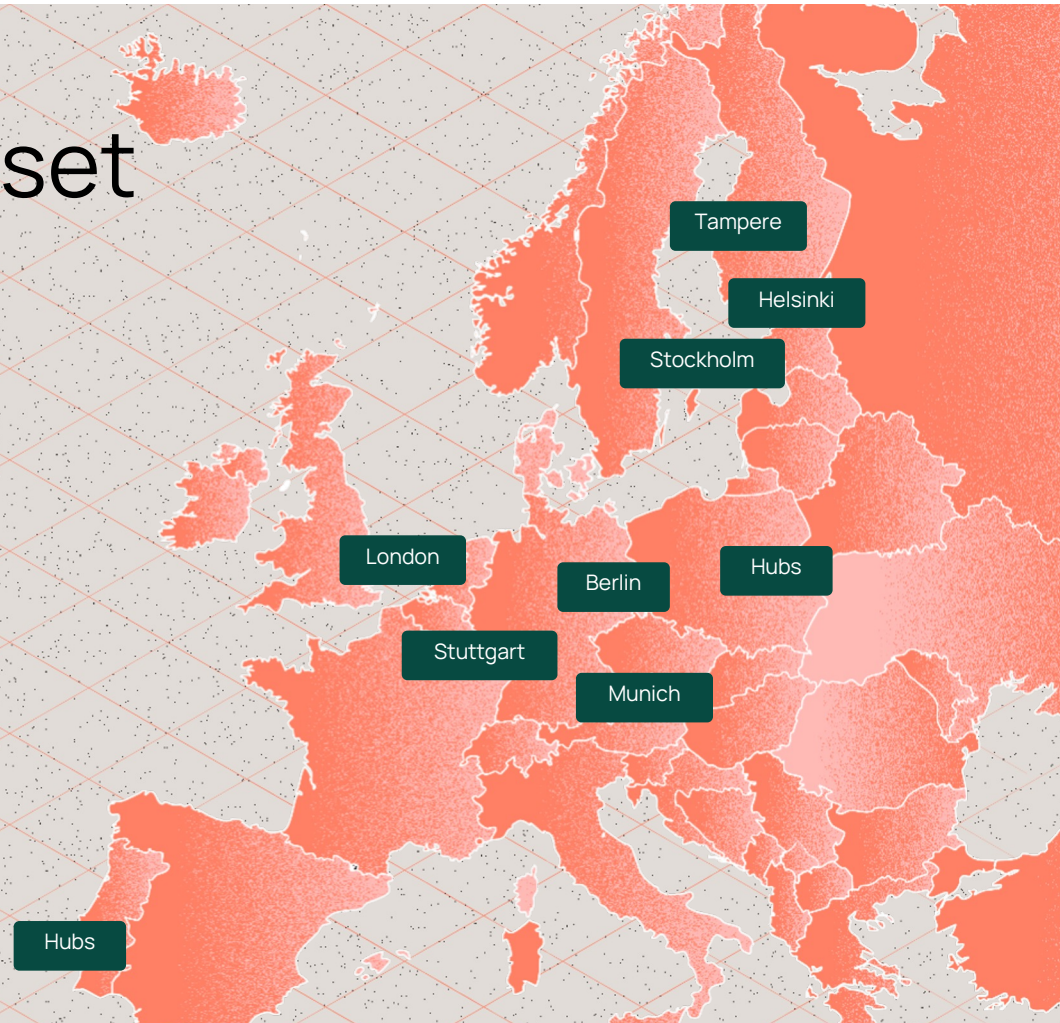
NATIONALITIES
59

CONS. YEARS OF GROWTH
22

FAMILY OF COMPANIES

Care. Trust. Transparency.
Continuous improvement.

These are our core values, and the cornerstones of our company culture. They define how we work, provide continuity in a changing world, and keep us unique. The worth of our culture is determined by what happens when nobody is watching.



eCommerce &
Growth Hacking



A Microsoft specialist
consultancy



Freelance developers
for your projects



Future-proof, robust, and
secure data solutions

Values as base of our culture



Care

“I care about the client, colleagues, the company and myself.”



Continuous improvement

“How I can make _____ better?”

How can I improve?”



Trust

“I trust and feel trusted by default. I show responsibility that comes along with it.”



Transparency

“I actively look for and share information for all those who need and benefit from it.”

Some of our clients



KESKO

fortum



sanoma

voi.

e-on

BOSCH

SAS

Lufthansa



Terveystalo

HUS⁺

VR

VATTENFALL

**SUP
ERC
ELL**

zalando

Helsinki



storaenso

future.com/case-studies →

future

Case Customer M

The brief from the customer

Case customer M is based on true story from 2022

Furice was approached by a large scale organization M with over 2000 employees.

The organization was undergoing comprehensive strategy directed business and cultural transformation to drive growth and become more customer-centric, agile and data-driven.

Customer needed additional support in the development of their overall data and analytics capabilities and specifically support in building data & analytics unit and business collaboration. **The main support needed was to execution - "doing" change.**



Needed to be re-designed

- Roles and responsibilities (including team leadership)
- Team structures and ways of working
- Collaboration inside and outside DA unit
- Operational model and workflow

Time restrictions

Expected that the re-designed unit works efficiently in new mode within 6 months.

Other

- Lots of changes widely in org
- Top level roadmaps and plans need to be taken into account
- Business challenges
- Identified challenges in employee experience

Leading change

Our approach to leading change

We believe leading change needs to be systemic, actionable, scalable, impactful and data-enabled.

Organizations must **embrace leading change** and to build organisation in such a way that it supports **continuous change and adaptation**.

70% of transformations fail...

... not on our watch.

Systemic

It can be tempting to separate the strategy & culture as their own entities to make it simpler, but in reality the desired change has to succeed as a part of the system and is interplay between these two.

We support in **approaching the business and organization as a part of the system working with the existing complexities and embracing the history.**

Actionable

One of the key challenges of all strategy work and implementation is change anxiety resulting from not communicating why the change is needed and not involving people in planning how it is executed.

We clearly reason the change and involve the people in planning and doing.

Scalable

The success of every strategy depends on the ability to turn it into concrete action - this is especially true for change, which boils down to behavioral change.

We translate vague concepts into concrete actions items covering aspects of business, culture, people and tech.

Impactful

While there needs to be an inspiring vision of the future and strategy in place, that can easily result into analysis paralysis, or a too big of a transformation that puts the whole organisation into a halt for tool long.

We support in having a big vision but starting iteratively chopping the desired actions in smaller pieces and following close from

Data-enabled

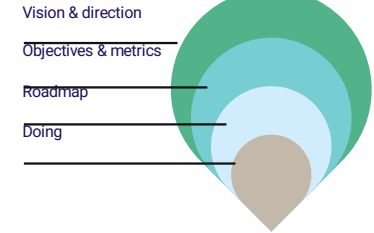
Relevant data is needed to fuel co-creation and reduce human bias in decision making. We will use data also to make progress visible and measure outcomes.

We discover what data and information is most crucial and define clear KPIs to measure the impact.

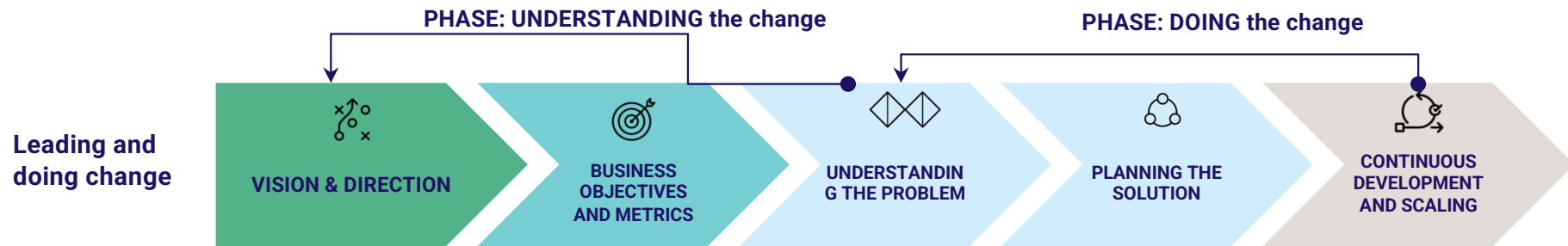
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Customer M - Journey

Business and cultural transformation is a continuous dialogue and a joint achievement of the organization

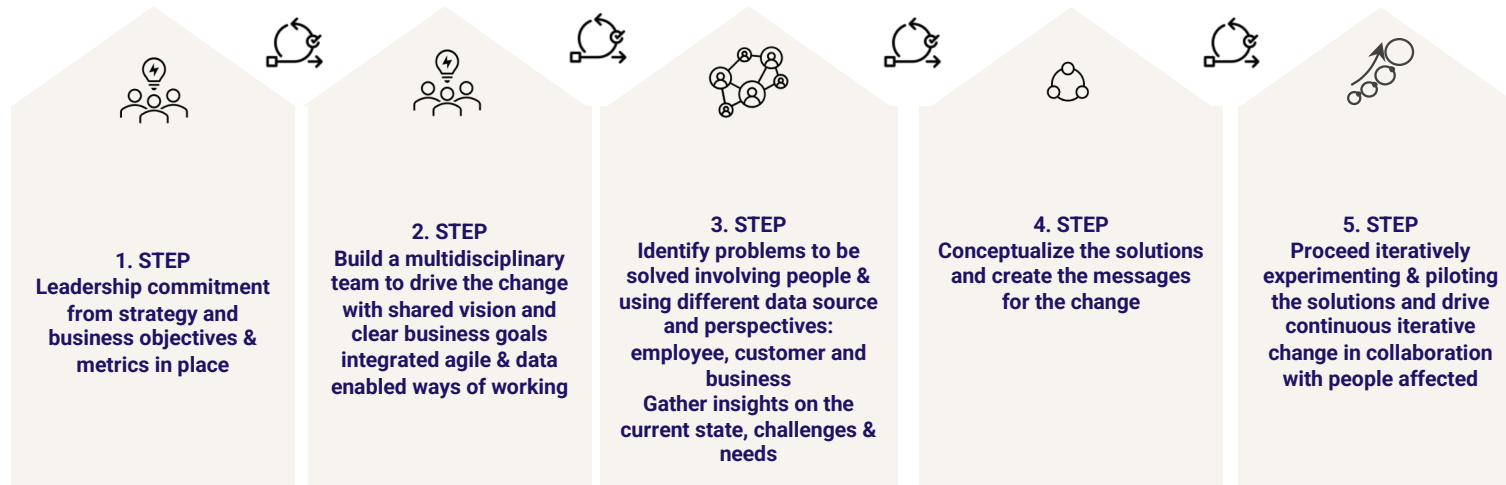


Continuous loop moving back and forth



Leading and doing change

Leading iterative change process together with organisation



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The steps described are not linear, but require creative movement backwards and forwards between them. **This often requires a new way of thinking and getting used to for the organisation, moving away from a model of change that first prepares and then implements.**

Lean Change Creation

How to succeed in renewing organisations and lead changes into practice

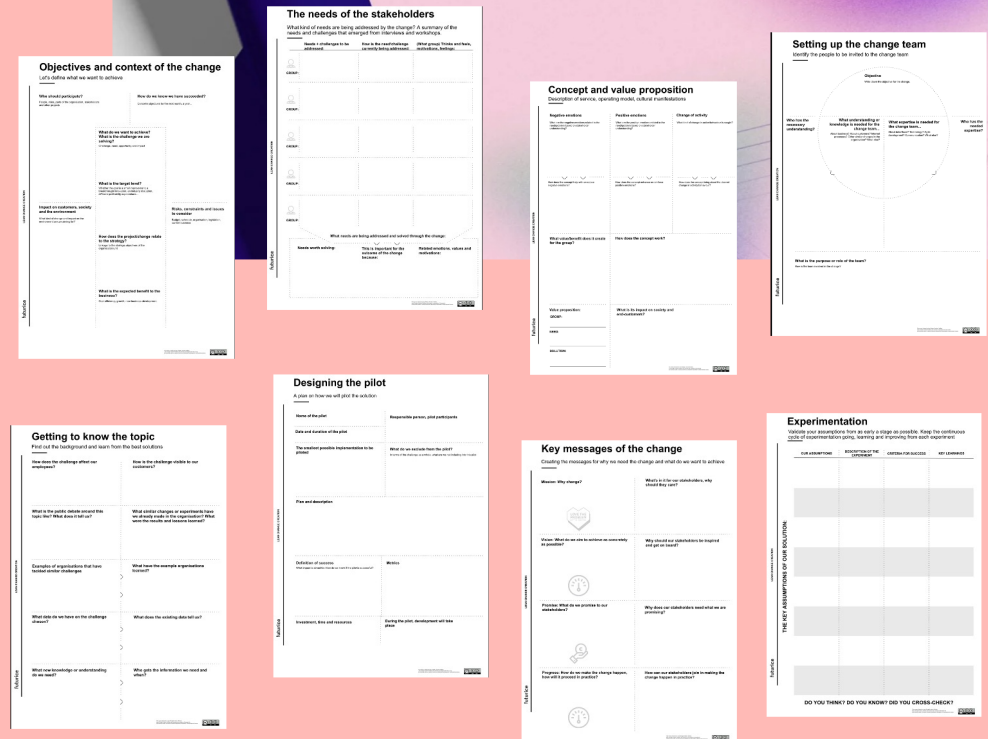
LCC


The LCC methodology described in the manual is **a collection of concrete** tools that enable change agents within the organisations to identify opportunities for action and can move forward step by step on the journey of change.

Making change happen can feel challenging, and it can be difficult to know where to start. LCC takes **a practical and modular approach to change needs, offering tools for different situations**, from clarifying the objectives of change to designing and implementing development experiments and building a roadmap for the future.

This methodology is grounded on a desire to provide validated practices for cultural and operational change and an approach where people can influence and co-design the future that suits them. **The canvases are there to guide to ask the right questions.**

The Lean Change Creation Handbook
Miten onnistut uudistamisessa ja viet muutoksia läpi ketterästi





Leading and doing change in customer M case has been learning journey and occasionally really slow.

Case Customer M

Leadership commitment from strategy

Everything started from the strategy and strategic choices that the organization was committed to.

- **Straight forward strategy implementation**, where strategic choices had already be taken by the business leadership for the next 4 year strategy period
 - **Must Win Battles** had been identified: business development, organizational capability development
 - Plan to implement strategy and MWB:s within 1 year timeframe was WIP. **First action to direct the DA unit development from strategy** and make the connections visible and understandable for why we are doing this?
 - **“Doing” change** was the key element to identified, where improvements needed to happen.
- 13 ● **Tools we used:** formulating key questions, discussions, desk research, data analysis, interviews, participant observation, workshop facilitation

Objectives and context of the change

Let's define what we want to achieve

Who should participate?

People, roles, parts of the organisation, stakeholders and other projects

How do we know we have succeeded?

Concrete objectives for the next month, a year...

What do we want to achieve? What is the challenge we are solving?

Challenge, need, opportunity and impact

What is the target level?

Whether the goal is a small improvement, a breakthrough innovation, an industry disruption, different profitability expectations...

Impact on customers, society and the environment

What kind of change and impact on the environment are we aiming for?

Risks, constraints and issues to consider

Budget, schedule, organisation, legislation, current business

How does the project/change relate to the strategy?

Linkage to the strategic objectives of the organisation/unit

What is the expected benefit to the business?

Cost efficiency, growth, new business development

LEAN CHANGE CREATION

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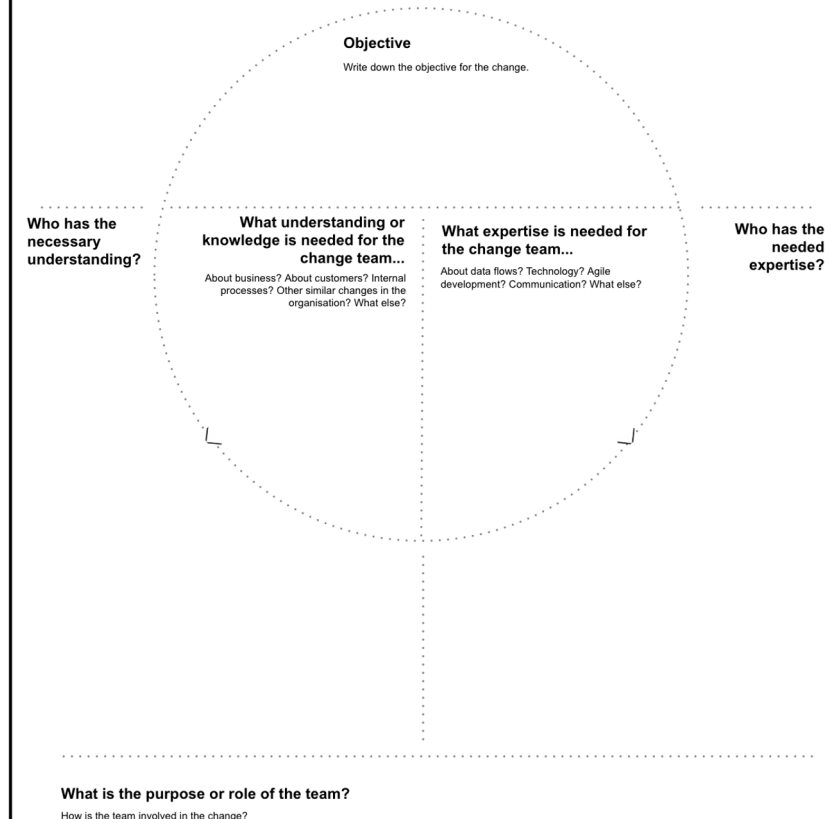
Build multidisciplinary team to drive the change

Execution in change is always about people and ability to get people onboard to take ownership and enable behavior change.

- Together with DA leadership we identified the **people to the change team to lead the change**. People in key roles to make the change happen with DA and stakeholders. Not only leaders or supervisor, but change agents.
- Multidisciplinary team meant participation from business units and tech, which means that the time usage needed to be well **justified by concrete business problem solving** to create value to customers. Started the work by building common objective, purpose and understanding of why for the team.
- Setting up **lean & agile ways of working to change team**, which meant meeting forums, workflows, backlogs, digital tools, prioritisation practices, iterative step by step approach, new roles such as Business Owner, Product Owner, Scrum Master - > walk the talk
- **Tools we used:** LCC canvases, lean & agile practices, digital tools for collaboration such is Miro, Mural, digital tool for transparent workflow Jira, concept of building high performing teams, discussions, workshops

Setting up the change team

Identify the people to be invited to the change team



Case Customer M

Identify problems to be solved

Key element we started with the problems worth solving identification

- The customer M **was already aware of the problem field**, had made DA maturity assessment, had lots of own data of the problems and was prepared to move on fixing them. However, we needed to do light 1 month current state analysis to dig deeper to the problems understanding the root causes and getting to know the environment and people to create trust.
- Used concept of 5 Trademarks of Agile Organization **to provide the current state**: strategy, structures, operating model, people and tech perspectives.
- Provided clear common picture of the current state to change team and to leaders supporting the change initiative. Lots of discussions and presentations to people not yet supporting. **Doing change is about communication and dialog.**
- **Tools we used**: interviews, participant observation, discussions, desk research understanding the materials, organization, business, customers, analysis of materials & data, workshops, presentations, different frameworks

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Getting to know the topic

Find out the background and learn from the best solutions

How does the challenge affect our employees?	How is the challenge visible to our customers?
What is the public debate around this topic like? What does it tell us?	What similar changes or experiments have we already made in the organisation? What were the results and lessons learned?
Examples of organisations that have tackled similar challenges	What have the example organisations learned?
What data do we have on the challenge chosen?	What does the exis
What new knowledge or understanding do we need?	Who gets the infor when?

The needs of the stakeholders

What kind of needs are being addressed by the change? A summary of the needs and challenges that emerged from interviews and workshops.

	Needs + challenges to be addressed:	How is the need/challenge currently being addressed:	(What group) Thinks and feels, motivations, feelings:
GROUP:			
GROUP:			
GROUP:			
GROUP:			
GROUP:			

What needs are being addressed and solved through the change:

Needs worth solving:	This is important for the outcome of the change because:	Related emotions, values and motivations:
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Case Customer M

Bring clarity to solution through conceptualisation and key messages

Presenting something as complex as the change was crucial for common understand of why, what and how?

- Concepting change took our first 5 sprints at last. **To put together solid Why? What? How?** And create the key messages for the change and communication actions
- **Why?** Included the strategy, MWB:s and linked to DA units targets and current state and identified problems to be solved, business case and motivation factors of benefits that these efforts will realize to customers and employees
- **What?** Included specific targets and metrics, what the good will look like in short and long term even from different perspectives (roles)
- **How?** The change process and leading change roles. New operating model, teams structures, workflow and collaboration drafts, how it could look like and what would be the first experiments and pilots?
- **Tools we used:** LCC canvases, workshops, operating model examples, mapping, interviews, continuous validation, iteration, feedback


Concept and value proposition

Description of service, operating model, cultural manifestations

Negative emotions	Positive emotions	Change of activity
What are the negative emotions related to the need/problem based on stakeholder understanding?	What are the positive emotions related to the need/problem based on stakeholder understanding?	What kind of change in action/behaviour is sought?
How does the concept help with or reduce negative emotions?	How does the concept enhance or reinforce positive emotions?	How does the concept bring about the desired change in activity/behaviour?
What value/benefit does it create for the group?	How does the concept work?	
Value proposition: GROUP: NEED: SOLUTION:	What is its impact on society and end-customers?	

Key messages of the change

Creating the messages for why we need the change and what do we want to achieve

Mission: Why change?	What's in it for our stakeholders, why should they care?
	
Vision: What do we aim to achieve as concretely as possible?	Why should our stakeholders be inspired and get on board?
	
Promise: What do we promise to our stakeholders?	Why does our stakeholders need what we are promising?
	
Progress: How do we make the change happen, how will it proceed in practice?	How can our stakeholders join in making the change happen in practice?
	

Case Customer M

Proceed iteratively with experiments and pilots

The execution of concept started in very early phase with validation, experiments and pilots

- The execution of described concept started **in early phase with experiments and pilots**. Change items lived on our change backlog as EPICS - big task that are continuously chopped to smaller tasks in 1 week sprints. Task are continuously prioritized according the changing environment and need.
- First two pilots included **establishing two new multidisciplinary teams around important strategic topics** bring together experts from DA and business collaborating. Team got Agile Coach to support in agile practices and customer centric way of working.
- Change team supported the team and the stakeholders. New ways of working and tools were taken into use. **Phases of the new operating model were tested in these teams**. Pilots running 6 months and then scaling.
- **Tools we used:** Agile practices, Agile change management, coaching, pilots, experimentation, digital tools such as Jira and Mural

Experimentation

Validate your assumptions from as early a stage as possible. Keep the continuous cycle of experimentation going, learning and improving from each experiment

	OUR ASSUMPTIONS	DESCRIPTION OF THE EXPERIMENT	CRITERIA FOR SUCCESS	KEY LEARNINGS
LEAN CHANGE CREATION THE KEY ASSUMPTIONS OF OUR SOLUTION: future				
	DO YOU THINK? DO YOU KNOW? DID YOU CROSS-CHECK			

Designing the pilot

A plan on how we will pilot the solution

Name of the pilot	Responsible person, pilot participants
Date and duration of the pilot	
The smallest possible implementation to be piloted	What do we exclude from the pilot? <small>In terms of the challenge as a whole, what are we not including into this pilot</small>
Plan and description	
Definition of success <small>What impact is aimed for. How do we know if the pilot is successful?</small>	Metrics
Investment, time and resources	During the pilot, development will take place

Outcome was not only the new operating model, but actually creating culture of continuous improvement

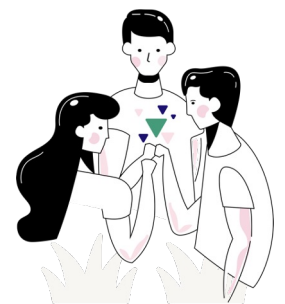
Targets and metrics for the redesign came directly from strategy to improve customer experience, employee experience and efficiency.

- **In 8 months we were able to:**

- get the experiences from the pilots (teams working in new setup with new WoW)
- iterate the operating model
- to test the new roles such as Product Owners, Scum Masters etc.. in real life and train people in these roles and responsibilities
- to solve few critical business cases in multidisciplinary teams
- test the new workflow from need to delivery
- take use Jira as digital tool for workflow
- describe the concept as a whole
- describe new roles and responsibilities
- get people onboard and take ownership
- able to demonstrate the benefits
- get change agents to run the show

- **In 8 months we were NOT able to:**

- get the change done....
- get everyone convinced about the benefits
- get people to learn all the new routines
- get enough clarity for everyone
- get the operating model functioning in scale
- tons of things to improve still



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We've got to put a lot of money into changing behavior.

Bill Gates



VS.



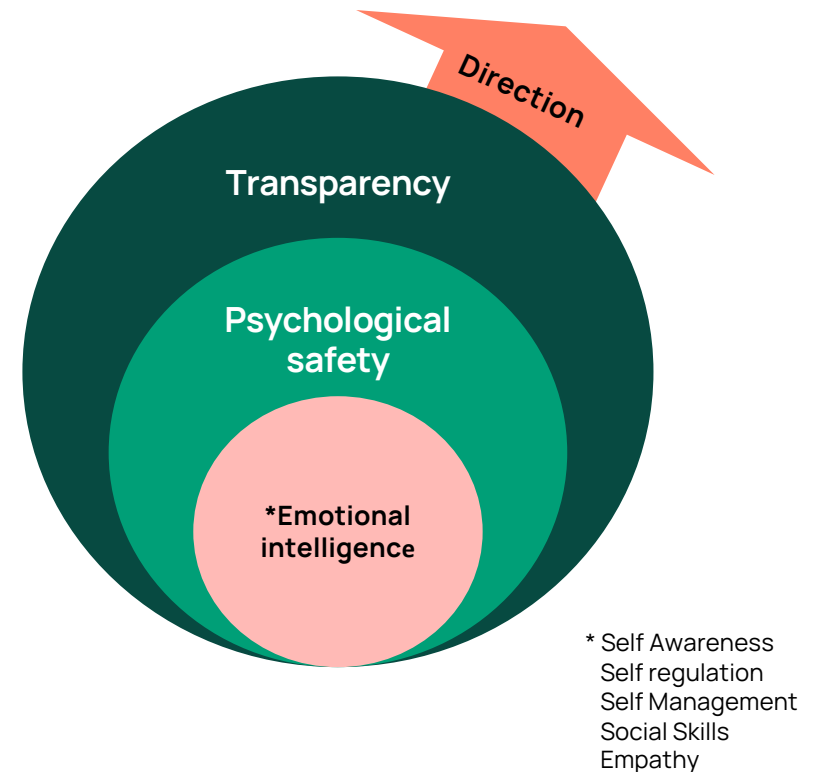
What we believe in leading “doing” change

Main reason why the collaboration with the customer M has continued for few years already. We strive for **psychological safety, transparency and shared direction**.

Psychological safety allows people to think out of a box, do things differently and experiment with new ways of working, which enables change.

Psychological safety depends on organization's

- **Attitude to risk and failure:** the degree to which it is permissible to make mistakes
- **Open conversation:** the degree to which difficult and sensitive topics can be discussed openly
- **Willingness to help:** the degree to which people are willing to help each other
- **Inclusivity and diversity:** The degree to which you can be yourself, and are welcomed for this



Any questions?

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Thank you!



Keep in touch!

Anna-Mari Fagerström

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