How to impact employee experience through service design?

– a case study at Nuuday

Master thesis by

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I. Abstract

This thesis examines how service design tools can support the process of developing an employee experience. Employee experience is a topic that has recently gained attention for organizations due to the shift in the work environment that came with the emergence of different needs and expectations demanded by employees. Previously, service design has touched upon employee experience through case studies, but a more rigorous analysis of service design tools is missing.

The research was done in the context of employee experience, where a case study, in collaboration with TVLab, one of Nuuday's departments, was used to explore three selected service design tools. The study reveals how these tools were examined in a practical context in the teleoperator industry, based on the challenges the employees in the organization are facing. The case resulted in a service proposal for the current onboarding of Nuudays' TV Lab, as well as insights into how service design approach and the selected tools can be applied in the context of employee experience by both organizations and the service design community. This thesis consists of two parts; an academic research process where several tools from the service design field are used in the context of employee experience and a design process in which the given problem statement is investigated.

In this paper, researchers discuss both the opportunities as well as challenges they faced as well as the academic insights that enriched the knowledge of the topic studied. The insights gathered from this research reveal how each of the selected tools touch upon employee experience from a slightly different angle and help to identify gaps. They will become more powerful if the organization is able to identify the scope prior to the process. The deliverables in this thesis project point out how service designers are a valuable asset in the phase of delivery and implementation of the new service offering.

II. Preface

This document is a master thesis, written by Adina Coteanu and Mirja Hopiavuori for the master's program in Service Systems Design at Aalborg University Copenhagen, from 1 February until 28 May 2020. The project was supervised by Luca Simeone, assistant professor at Aalborg University. Our motivation for this project was to demonstrate our Service design competencies in the context of a relevant challenge from the industry and thereby to graduate from the master's program. The thesis aims to focus on the area of employee experience and how Service design tools function in this context. As Service designers, the area of employee experience interests us because service design has not been touched upon to such extent. We assume that service design brings value when designing employee experiences when traditionally it has been concentrated in designing customer experiences.

The learning objectives for this thesis are following both the official objectives defined by the Service Systems Design department from Aalborg University and our personal learning objectives. We are expected to demonstrate the acquisition of competencies, skills, and knowledge for mastering the profession of service design.

The official learning objectives (Aalborg University, 2019):

Knowledge

- Must have knowledge about the possibilities of applying appropriate methodological approaches to specific study areas.
- Must have knowledge about design theories and methods that focus on the design of advanced and complex product-service systems.

Skills

- Must be able to work independently, to identify major problem areas (analysis) and adequately address problems and opportunities (synthesis).
- Must demonstrate the capability of analyzing, designing and representing innovative solutions.
- Must demonstrate the ability to evaluate and address (synthesis) major organizational and business issues emerging in the design of a product-service system.

Competences

- Must be able to master design and development work in situations that are complex, unpredictable and require new solutions (synthesis).

- Must be able to independently initiate and implement discipline-specific and interdisciplinary cooperation and assume professional responsibility (synthesis).

- Must have the capability to independently take responsibility for own professional development and specialization (synthesis).

Personal learning objectives are in accordance with the author's individual motivations:

- Find own strengths in the field of service design and specialize in SD skills that are helpful when designing employee experiences.

- Learn about the corporate environment, its structure and processes.

- Finding ways to improve the current state of employee experience with service design in order to promote the importance to the company and to the field of service design.

- Come up with a solution and/or approach that may be applicable to other organizations.

III. Table of Contents

1
Introduction

This chapter introduces the topic of the thesis. After the general introduction, the aims of the thesis are presented. This is followed by the description of the case company and the project context.

The following sections in this chapter are:

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1.4 Project context

1.1 Introduction to the topic

At the present day, the citizens/people live in the middle of the information revolution that affects the way people live and work (Thomson, 2015). A new generation is to join the workforce who expect to be enabled by technology and thus question the old and fixed working practices, inherited from previous generations (J. Morgan, 2014). The values, attitudes, and working styles of the new workforce are inherently different (Ibid., 2014). This combination of social change in attitudes towards work, combined with the freedom that comes with technology, employers are facing an employee population in which fewer than half are satisfied with their jobs, despite a minor increase (Weber, 2016). As stated by Plaskoff (2017, p.2):

> 'For the first time, we have four generations working together side-by-side – the traditionalists, baby boomers, Generation Xers and Millennials – each with expectations of the workplace shaped by its own history'.

A report from Great Place to Work (2018), showed that as Baby Boomers and Generation-Xers move up in rank, their experience of the workplace improves greatly. However, the data showed this being not the case for Millennials, whose experience stagnates the higher up they move. Working practices of the twentieth century are still in place, continuing on in existing companies, whereas new firms operate very differently, allowed by technology (J. Morgan, 2014). Due to the pace of changing the work environment and the continuous pressure to adapt, the most important challenge in 2017, according to the surveyed executives, was to concentrate on building the organization of the future (Bersin et al., 2017).

The competition for skilled talents in the knowledge economy has resulted in organizations having an integrated focus on the entire employee experience, instead of a narrow focus on employee engagement (Bersin et al., 2017; J. Morgan, 2017). As marketing and product departments have gone from customer satisfaction to look at total customer experience, so are Human Resource departments concentrating their efforts on developing initiatives, strategies, and teams that recognize and continually improve the entire employee experience (Bersin et al., 2017). According to Gartner research, 51% of HR executives identified the employee experience as a key initiative for 2019 (Baker, 2019).

Employee experience (EX) is defined as everything an employee experiences in relation to the employer and the interactions between employee and employer along the whole employee journey (J. Morgan, 2017). The journey starts from attraction when the candidate becomes aware of the company and all the way to the time in the company to the stage when the employee has left the company (Plaskoff, 2017; J. Morgan, 2017). The experiences are related to cultural, technological, and physical environments at work (J. Morgan 2017). Plaskoff (2017) writes that it is important to empathize with employees and to think holistically about the entire experience to understand the employee's perception of the relationship with the employer.

MIT research shows that organizations with a highest-quartile employee experience have twice as much innovation initiatives, are able to double the customer satisfaction, and have 25 percent higher profits than counterparts with a lowest-quartile employee experience (Dery & Sebastian, 2017). A focus on employee experience has proven to correlate directly to customer experience (B. Morgan, 2018). Several well-known companies, such as Adobe, IBM, Airbnb, and Starbucks, have already invested in employee experience by establishing dedicated teams or brand new departments (Lesser et al., 2016; Crebar, 2016).

Service design (SD) community has begun to pay attention to the topic of employee experience in the workplaces and by bringing the user-centricity and service design offering from customers to the employees (Shah-Brandenburg, n.d.). It is now recognized that service design approach can help organizations and the HR to understand the employees better by utilizing SD methods (Ibid., n.d.). As being said, service design is commonly focused on improving the customer experience (CX) and it utilizes specific methods and tools to enable the improvements and service development. However, there is a lack of understanding of how service design tools adapt when designing employee experiences instead of customer experience.

The inspiration for this project emerged as one of the researchers' works in the case company of this thesis. The interest in employee experience sparked as the researcher faced poor experience from many different perspectives throughout the employment. The common interest for this topic led to the motivation of investigating how service design can fit into this topic. As service designers and upcoming professionals in the field, both aim to influence how employees are being perceived and taken care of in the workplace.

1.2 Aims of the thesis

The main audience of the thesis is the service design community, including both researchers and practitioners. They may be interested in reading how service design tools, which usually focus on designing customer experience, can be applied when developing employee experience. Secondary audience is organizations and their employees who have Human Resources related responsibilities and may seek ways on how to develop employee experience.

The aim is to provide a theoretical lens for service design tools when used in the context of employee experience. The tools used in this thesis are customer journey map, ecosystem map, and persona, which will be elaborated in the literature review for their motivations. In addition, this research tries to understand how service design approach can be beneficial when developing employee experience.

By using this lens, the researchers tries to understand:

- in what way the selected service design tools can be beneficial when designing employee experience
- what shortages do they have in the context of employee experience
- new considerations for the tools when designing employee experience
- how can service design approach be of use when designing employee experience

Work done in this thesis is based on the design brief given to the authors by Nuuday in December 2019 and a research question defined by the authors, presented in section 2.2.

1.3 Case company Nuuday

The research study is conducted for the company Nuuday. Nuuday is the subsidiary of TDC Group, Denmark's biggest telecommunication company that dates back to 1879. It has approximately 7000 employees and 7,000, serving more than 6 million customers (TDC Group, n.d.). TDC Group was split up to Nuuday and TDC Net in 2019 with the intention to create two new independent companies where TDC Net will focus on infrastructure based on fiber and wireless connections, and Nuuday delivering digital services that embrace all TDC Group's customer-oriented brands such as YouSee, Telmore and TDC Business (Jorgensen, 2019).

Entertainment is a focal point for Nuuday, and in 2018, the company brought together more than 700 developers to build the next generation of digital entertainment solutions (Jorgensen, 2019). The name 'Nuuday' symbolizes a new day for the company and its customers and that they will use the energy of starting fresh to become an even more innovative and customer-oriented company (Ibid., 2019). Currently, Nuuday is restructuring the whole organization and its processes to follow 'enterprise agile' and to become 'an effective and cool place to work'. Some of the parts of Nuuday have already worked according to the 'Spotify Model' (Kniberg, 2014) that consists of Tribes, Chapters, and Squads (Figure 1) but now the aim is to make everyone work in this set up with agile tools and processes.

According to an article presented by Atlassian (nd.) 'the Spotify model is a people-driven, autonomous framework for agile development, that underlines the importance of network and culture' (Ibid., n.d.). According to this framework, a company consists of Squads, Tribes, Chapters, and Guilds (Ibid., nd.)

A squad is an autonomous, self-managing team and they work in an agile setup of their preference; kanban, scrum, xp, or other agile approaches (KendisTeam, 2019). Each squad has a product owner and an agile coach - the first one prioritizing and managing the backlog for the Squad, while the second one works with the squad to accelerate transformation (Atlassian, nd.). Several squads that work on a common area comprise a Tribe which is limited to approximately 100 people (Ibid., nd.). A Chapter is linked to squads and consists of a group of employees that share the same competence (Ibid., nd.). Last is a Guild which consists of people regardless of their competence but share a mutual interest (Ibid., nd.).

This research concentrates on one Tribe which is called 'TVLab'. The reason for this is to operate on a smaller scale and where the researchers had the opportunity to work with. TVLab-Tribe's responsibility is to provide streaming services to its customers via YouSee streaming package that enables TV, apps, and web platforms. TVLab is led by a Tribe Lead who ensures the product TVLab is offering are running and developed into a direction according to their vision. As in the Spotify model, this Tribe has several squads that each have a specified area of responsibility in regards to the products. At TVLab the usual setup of a squad consists of an iOS, Android, and a web developer as well as a Quality Assurance (QA) and one or two designers. The squads are led by a Product Owner who takes ownership of this particular part of the product and sets what needs to be done. As depicted in Figure 1, all the squad members belong to their dedicated Chapter that are led by Chapter Leads. Chapter Leads are to make sure that the members of the Chapter follow the same technologies and processes and to develop their profession further. To work in a more agile manner, as the Spotify model indicates, TVLab hired 'Agile Coaches' in order to train all the squads in order to make sure they are more customer-centric. They are currently being trained to be competent to fill this job.

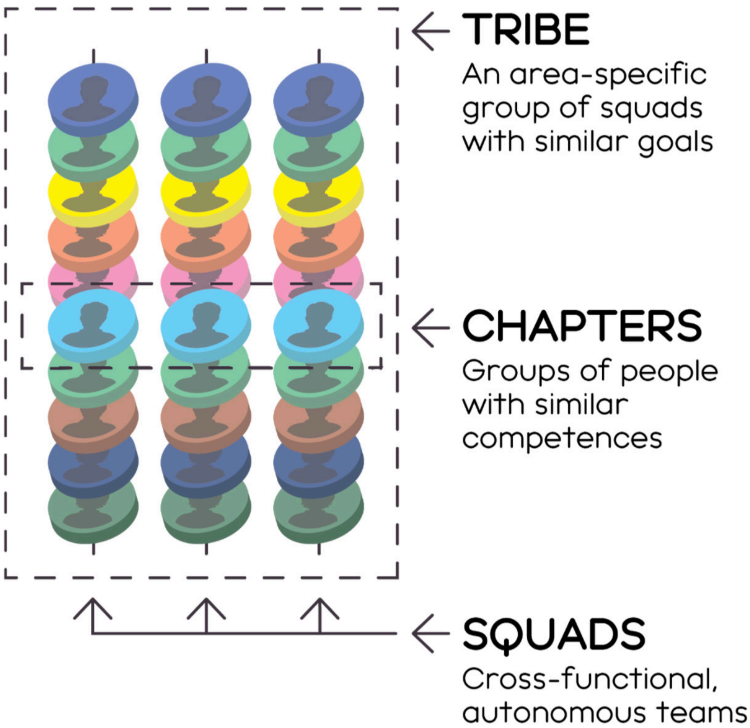


Figure 1: The Spotify Model of Nuuday

1.4 Project context

As Nuuday is now a separate entity, it loses the competitive advantage of having the monopoly since TDC used to own all cables. They will be in the same position as other digital service providers. The competitive advantage thus consists of knowledge and talent acquisition. Their strategic choice is to develop the best working environment and employment for its professionals.

B. Morgan (2018) points out that a compelling employee experience will help organizations in attracting and retaining skilled employees and it is known to be connected to better customer experience. Therefore, the development of employee experience becomes legitimate and has business relevance for this particular organization, as Nuuday's mission is to provide both excellent customer experience and be a top-employer (Nuuday, 2020). As mentioned in section 1.3., the researchers of this thesis decided to focus on the TVLab tribe. TVLab has not had an employee experience concept previously, but the department understood its purpose and legitimacy. Therefore the authors of the thesis were given the brief to design an employee experience concept with a value proposition, by applying service design approach and tools.

An initial problem statement was formulated, after discussing with the Agile Coach-lead, in December 2019:

How might service design help Nuuday's TV Lab improve the employee experience?

TVLab did not define on a more concrete level of what the outcome should be. The particular department had no previous experience of applying service design, but they were willing to conduct research and develop a concept proposal with this approach. The case company is in an interesting intersection of changes - the employees of the company have gone through a lot of changes and uncertain times. Therefore development efforts are thought to be necessary.

2

Literature review

This chapter lays the theoretical foundation for the thesis, which includes an exploration of employee experience through a review of the related literature. The design brief will be used to explore an academic research question that contributes to the field of service design. The chapter concludes with a gap found in the literature in service design tools and the usage in employee experience development. Therefore, topics in this literature review cover the definition of employee experience, what factors constitute employee experience, its challenges, a brief introduction to service design, and a selected group of service design tools.

The following sections in this chapter are:

2.1 Emergence of employee experience

Employees' expectations, values, attitudes and styles of working are changing as the employee demographics are shifting (J. Morgan, 2014).

> 'With the rapid emergence of new technology and millennials barging into the workplace and upward through the ranks, employee expectations have evolved--they don't just want jobs—they expect experiences' (Barker, 2017, p.1).

A State of the American Workplace survey by Gallup has shown how more than 35% of workers have changed employers in the past three years, and 91% of workers have left their business for this reason (Mann & Adkins, 2017). Employees can afford to seek through options due to the tightened labor markets and increased competition for skilled performers (Ibid., 2017).

To provide meaningful experiences for workers, instead of asking what workers want or thinking about what they want, employers need to react in what they need and to decide what workers truly value (Baker, 2019). Supporting what employees value increases employee performance by 20 percent (Ibid., 2019). Thus, organizations and employers are now reexamining their employees' experience at work and think of employees more like customers as a path to improved job performance and sustained competitive advantage in a global economy (Lesser et al., 2016). They have started to realize how to pay closer attention to 'moments that matter the most' to both the possible candidates, and current employees (Gallup, 2018).

The correlation between customer experience and employee experience has been identified as organizations with leading customer experience rates have 60 % more engaged employees (B. Morgan, 2018). Those that focus on the employee experience—not just on engagement— appear up to 40 times more often on lists of the most innovative organizations and the best places to work (Barker, 2017). Additionally, organizations that focus on the overall employee experience exhibit up to four times more profit per employee, three times higher revenue per employee, and show a turnover rate 40 percent lower than the average company (Barker, 2017; Kaemingk, 2019). Therefore, it is important that organizations take into consideration this shift in the work environment, as employee experience not only influences the turnover of a company but also addresses the emergence of a different set of needs and expectations that the employees demand, which translates through an improved employee experience.

2.1.1 Definition of employee experience

The term and concept 'employee experience' (EX), originated as a parallel to the customer experience, once an HR leader explored that he could use the customer experience to internal use as well (Volini et al., 2019). According to Carney (2018, p.1), employee experience is 'essentially the concept of creating an environment for employees that mirrors that of a company's customer experience'. This being said, employers should evaluate the physical, social, and cultural environment each employee is surrounded by (Lesser et al., 2016). The goal is to hire and keep high-talent by promoting an overarching working experience for employees that reflects their social, professional, and personal values (Carney, 2018; Dery & Sebastian, 2017). It considers the full spectrum of an employee's experiences throughout their entire time at a company (Price, n.d.).

Similarly, Plaskoff (2017) and Lesser et al. (2016) define employee experience to be a combination of physical, cultural, and technological environments. Fundamentally EX can be understood as a sum of everything related to employees´ relationship with its employers, such as their interactions with their boss, their software, and their teams (Kaemingk, 2019; Price, nd.). It considers what employees see, hear, believe, and feel about all aspects of their employment' (PeopleInsight, 2019). However, organizations are examining employee experience from many different perspectives by linking the employee experience to the organization's culture, fostering a collaborative community, and building purpose and value in work (Lesser et al., 2016). Positive workplace feedback highlights the advantages of greater equality through empowerment and communication channels (Ibid., 2016).

2.1.1.1 Difference of employee experience and employee engagement

Traditionally, organizations have talked about employee engagement and applied metrics to measure this. When talking about employee experience it is important to point out how it is not the same as employee engagement.

> 'Employee engagement can be thought of as the end goal, while EX is the means to that end' (PeopleInsight, 2019).

Forbes (in Sturt & Nordstrom, 2018) has another interpretation of the difference between employee experience and employee engagement: employee engagement is a top-down philosophy where the organization hopes the employees will choose to engage with the workplace culture, purpose and work. Employee experience, one the other hand, is a bottom-up concept where working conditions and operations are built in accordance with the employee's needs (Sturt and Nordstorm, 2018). Additionally, it is mentioned how these two are built differently; EX should be built on design thinking, where organizations watch and observe and continually ask employees open-questions about their experiences, whereas employee engagement is left often to engagement surveys without further management of the survey results (Wiley, 2018).

In this thesis, the researchers take a similar approach to design thinking - by asking and understanding what the employees see, hear, and perceive that results in their experience at the company. Since employee engagement is the end result, the thesis will not take focus on that.

2.1.1.2 Employee journey in the employee lifecycle

The literature mentions how the employee experience occurs throughout the entire 'employee lifecycle' (Plaskoff, 2017; PeopleInsight 2019; Gallup, 2018). Price (nd.) describes the employee lifecycle (ELC) being the 'chronological journey of an employee at the company'. Gallup (2018) identifies seven major stages in the ELC that employers need to get right within the employee experience. These contain both attraction, onboarding, and exit stages, but also the arrangement of engaging facilities, handling performance and developing employees (Ibid., 2018). These stages and elements are thought to capture the most important employee-employer interactions that constitute the experience (Ibid., 2018).

Plaskoff (2017) talks about a 'journey' where the employee perceives their relationship with his/her organization that is derived from all the interactions at touchpoints along the employee lifecycle. The employee journey is a detailed description of an employees path through the employee lifecycle from a first-person point of view where they encounter several interactions and milestones (Plaskoff, 2017; Gallup, 2018) The interactions that are happening in this described journey result in employee experience (Plaskoff, 2017).

> ‘The quality of employee experiences at each stage and touchpoint has a direct influence on employee satisfaction, engagement, commitment, and in the end, performance’ (Plaskoff, 2017, p.2).

Understanding the key milestones in the employee journey can further refine insights into areas where experience may be lacking and what actions can be most effective (Lesser et al., 2016). However, it is important to think holistically about the entire experience rather than a collection of events and to understand that the perception of a relationship starts before the employee enters the company and stays after they leave (Plaskoff, 2017).

The description of the employee lifecycle and the observation of it as a journey is similar to the customer journey mapping tool, which is one of the most used tools in service design. This tool is used to address customer-centricity and it shows where and how the customer uses the service in a diagrammatic form (Følstad & Kvale, 2018). This correlation is taken into consideration further in the thesis.

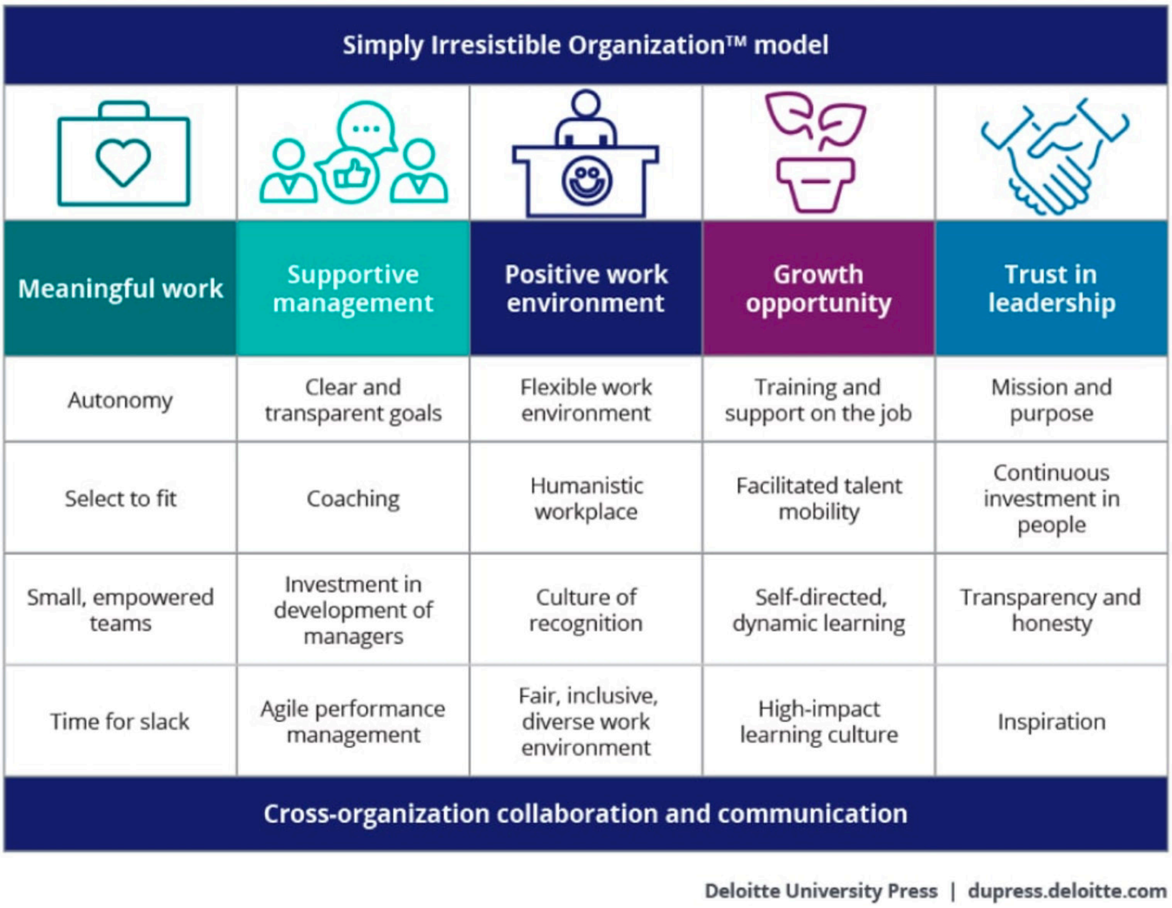
2.1.1.3 Factors that influence employee experience

Besides the stages that are defined in the employee lifecycle and the interactions happening at each stage, the literature identifies additional factors that influence a positive employee experience. The report from IBM Smarter Workforce Institute (2016) mentions:

- meaningful work
- organizational trust
- coworker relationships
- recognition
- feedback
- growth
- empowerment and voice
- work-life balance.

Similarly the Deloitte Human Capital Trends 2017 (Schwartz et al., 2017) report has comprised a list of factors that contribute to positive employee experience, similar to IBM’s list of factors (Figure 2). Both lists of factors address meaningful work and Deloitte’s list opens it up through empowerment and autonomy in deciding direction within a team. The rest four columns (supportive management, positive work environment, growth opportunity, trust in leadership) are, if not entirely but to a great extent, dependent on human relationships and communication. Similarly, the factors listed by IBM are cultural factors and are built on common agreements and enabled through behavior based on these agreements.

The researchers acknowledge that these factors that happen overtime throughout the employee lifecycle are more abstract than interactions usually happening when depicting customer interactions. It poses a challenge to find out which of these factors are enabled and if so, how are they executed and perceived. To conclude, the employee experience is a rather abstract concept and happens over time through various interactions in the physical, technological, and cultural environments. It underlines the importance of collaboration, communication, empowerment, and greater meaning for work. These aspects will be taken into consideration throughout the design process of the thesis.



Simply Irresistible Organization™ model

Meaningful work	Supportive management	Positive work environment	Growth opportunity	Trust in leadership
Autonomy	Clear and transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Investment in development of managers	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Agile performance management	Fair, inclusive, diverse work environment	High-impact learning culture	Inspiration

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Figure 2: Factors that contribute to positive employee experience

2.2 Challenges in employee experience and implications of service design

A report by Deloitte Human Capital Trends (Schwartz et al., 2017) shows how nearly 80 percent of executives rated employee experience very important (42 percent) or important (38 percent), but only 22 percent reported that their companies were excellent at building a differentiated employee experience. The report mentions how 59% of the respondents 'were not ready or only somewhat ready' to address the challenge regarding EX (Schwartz et al., 2017).
As stated before, a good employee experience is perceived holistically. The employee's point of view is considered from the first day they enter the organization (Dhingra et al., 2018; Plaskoff, 2017).

> 'A company must truly understand and empathize with its employees, both as individuals and as part of representative groups, to think holistically about the entire experience rather than just discrete events, and recognize that perception of the relationship begins before the employee joins the company and persists after they leave' (Plaskoff, 2017, p.2).

This fact results in the challenge that remains: the components that constitute employee experience are realized throughout and across several entities (Price, nd.). It is said the development of EX requires a human-centric approach to understand an employee's needs that can enable having moments that matter to the employee (Dhingra, et al., 2018). Thus, it has been acknowledged that a design thinking-mindset may be beneficial by placing the employee at the center of problem-solving processes and by taking their perspective (Nelson & Doman, 2017).

Service design community has recently taken interest in employee experience (Shah-Brandenburg, n.d.). Service design utilizes tools such as journey mapping that can be addressed to look at the employee lifecycle amongst other methods and tools that take the employee's perspective. Some literature addresses employee experience through service design approach; both Heikkonen (2019) and Forsman (2018) have studied employee experience with a service design approach through a case study. However, Forsman focuses on enhancing employee engagement and Heikkonen used not only service design but also 'Service-Dominant logic' and 'Customer-Dominant logic' (Vargo & Lusch, 2016). More rigorous research on how the tools being used in service design can be applied to the development of employee experience is missing.

Due to the lack of focus found in literature about employee experience and its relation to service design tools, this master thesis focuses on going more in-depth in analyzing three tools that are being used by service design and other practitioners. Through building and using these tools in the company case setting, this thesis examines how persona, journey map, and ecosystem map can support the process in designing better employee experience. Argumentation over these tools can be found in section 2.3.1.

Thus a research question for guiding the process was framed as follow:

Exploring how different service design tools can help to create solutions that impact employee experience.

2.3 Introducing service design and selected service design tools

In order to understand the formulated problem statement and research question, a brief introduction, and definition of what service design is needed. Design practice itself has changed from seeing the users from a design-centered observational perspective into making contact with them, which is at present-day called user-centered design (Moritz, 2005). The current design field gives opportunity to people, traditionally considered non-designers to participate in multidisciplinary approaches. Service design (SD) is no different: the outcome is in itself a process, where value is co-created between customers and service organizations (Holmlid, 2009).
It has been portrayed as 'the use of a designerly way of working when improving or developing people-intensive service systems through the engagement of stakeholders' (Segelström, 2013, p. 27).

However, instead of being only user-centric, it is considered to be human-centric. Sanders and Stappers (Sanders & Stappers, 2008), describe this human-centered design as the overall approach which includes both user-centered design and participatory design, meaning that it not only involves users as research subjects (user-centered design), but also as co-creation partners (participatory design). It is an iterative, holistic and people-intensive approach based on a variety of tools borrowed from other areas, such as marketing, branding, and user experience design (Stickdorn et al., 2018).

Besides using a set of tools, the SD process includes phases of research, ideation, prototyping, and implementation (Ibid., 2018). In this process service designers tend to look at entire service systems and consider the people in them; their needs, intentions, expectations, as well as the context, resources, and the location where the service takes place (Ibid., 2018). The holistic understanding that results from these investigations is then summarised and visualized to enable a transition to a new service development or an improved service offering (Moritz, 2005).

2.3.1 Service design tools

Despite the fact, service design can be considered initially as a mindset and a pragmatic, co-creative and hands-on process (Stickdorn et al., 2018), one of the distinguishing practices in SD is the extensive use of visualization techniques in early stages of the design process (Segelström & Holmlid, 2009). The service design tools that are often mentioned and presented in the SD literature are journey maps, personas, service blueprints, system maps, and prototypes (Stickdorn et al., 2018; Stickdorn & Schneider, 2010; Davies & Wilson, n.d.).

Meroni and Sangiorni (2011) cluster SD tools in four main activities: analyzing, generating, developing, and prototyping. These activities can easily represent the four common stages of the design process. Given the iterative nature of any design process, the same tools can, however, be used more than one time and at different stages (Ibid., 2011). Most tools and methods can be adapted by altering the level of detail, sketching quickly, or developing in-depth, depending on the outcomes needed or time and resources available (Davies & Wilson, nd.) By making use of visual representations, designers can evaluate, consider, and design possible ideas (Giordano et al., 2018). Additionally, the SD tools can act as 'conversation facilitators'; to represent and transmit meaningful conversations in a collaborative manner in order to create a common perception and make implicit knowledge, opinions, and assumptions explicit (Stickdown et al., 2018).

The three tools that were selected for bigger analysis and to address the research question (section 2.2) are persona, journey mapping, and ecosystem map. Initially, the research process guided the decision process for the usage of these three tools and it was not known at the beginning which would be further analyzed. However, as the employee experience literature (e.g. Plaskoff, 2017) talks especially about employee journey mapping; it became evident that a journey map is one of the tools to be used. Similarly, persona is being mentioned in HR articles that talk about the development of EX. As service design 'looks at systems and subsystems of relationships and interactions' (Mager, 2009, p. 11), it was expected to use some type of a systems related visualization tool. A further argumentation on the selection of ecosystem map and persona tool will be elaborated in section 4.2.2. and 4.2.4. In order to reflect upon the usage of the selected tools in the context of employee experience, a further literature review on the tools is presented in the following sections. These reflections based on the literature review are lastly presented in Chapter 5.

The service design tools used in the Deliver-phase are not part of the research scope no longer since there was no opportunity to test and develop them further with the stakeholders. However, they present the visualized outcome based on the results-driven from the insights and ideation with the employees. These visualizations and a final proposal are presented to the company stakeholders in an additional product report.

2.3.1.1 Persona

The concept of 'persona' was originally introduced by Cooper in the human-computer interaction-community (Cooper, 2004), but has since evolved into other fields including product development, marketing, communication, and service design (Nielsen, 2019). According to Cooper (2004), the persona is an accurate description of a user's characteristics and what he wants to achieve. It needs to be based on sound field research and could be presented in text and image (Cooper, 2004). They are not real people, but hypothetical archetypes of actual users being represented throughout the design process (Nielsen, 2019). In other words, it is a profile, representing a group of people; such as a group of customers, a set of employees, or any other employee group (Stickdorn et al., 2018). Although they are imaginary, they are defined with significant rigor and precision (Nielsen, 2019).

The purpose of persona

A persona is usually generated to help designers understand, describe, focus and clarify user's goals, experiences, and behavior patterns, even if the descriptions were fictional (Cooper, 2004; Stickdorn et al., 2018; Lemon & Verhoef, 2016). They can be used to share research findings and insights between teams and even across departments (Stickdorn et al., 2018). That will help the teams to get onto the same page and to build empathy with different customer groups (Ibid., 2018). The potential lies in the empathic descriptions of customers or target groups, explained in an understandable manner (Ibid., 2018). It is stated how they can help in product features, interaction, or visual design decision making (Goodwin, 2008). They are perceived to be more successful if they are used alongside various quantitative and qualitative methods (Pruitt & Grudin, 2003).

However, as mentioned above, their greatest value is said to be in providing a shared basis for communication, as information from various data sources can be conveyed efficiently to all project participants (Pruitt & Grudin, 2003). Cooper (2004) emphasizes communicating the design and its rationale among designers and their clients - it can be easier to explain and justify design decisions when they are based on the persona's goals.

There are several purposes and ways with different values companies have used the tool so far (Nielsen, n.d.): in concept and product development, as a strategic tool, a common communication platform, for a qualified understanding of the users, understanding edge-case users, validating the final product and for documentation and argumentation for specific solutions, to mention a few.

Considerations for persona usage

The key to being effective with personas is to start with the right research and identify behavioral patterns from the data (Adlin et al., 2006).

> 'In most cases, personas are synthesized from a series of ethnographic interviews with real people, then captured in 1-2 page descriptions that include behavior patterns, goals, skills, attitudes, and environment, with a few fictional personal details to bring the persona to life' (Goodwin, 2008).

Originally, it is composed of text and a picture representing the user (Cooper, 2004). Practitioners nowadays design and use personas in various media, such as posters, websites, and real-size cardboards (Pruitt & Adlin, 2006 in Chang et al. 2008). They can have a broad or narrow scope but they should not be one-size-fits-all research artifacts: their scope of influence needs to be defined and decided what they are for (Flaherty, 2020). The broader the scope, the less precise actions can be taken as the understanding is more high-level (Ibid., 2020). In a similar manner, the accuracy of the persona depends on the quality of the data -- the shallower the data, the less benefits the personas have (Cooper, 2004).

The literature today offers four main perspectives regarding personas: Alan Cooper's goal-directed perspective (Cooper, 2004); Jonathan Grudin, John Pruitt and Tamara Adlin's role-based perspective (Pruitt & Grudin, 2003); the engaging perspective, which emphasizes how the story can engage the reader (Nielsen, 2019); and the fiction-based perspective (e.g. (Djajadiningrat et al., 2000). These three persona types are commonly agreed to be based on data (Nielsen, 2019.). Nevertheless, the fourth view, the fiction-based view, does not use data as the basis for the representation of the personas, but stems from the imagination and perceptions of the designers; they are also called as ad hoc personas, assumption personas, and extreme characters (Nielsen, 2019). Floyd et. al. (2008) refer to three additional types: a quantitative data-driven persona derived from natural groupings in quantitative data: user archetypes similar to personas, but more generic, typically identified by role or position; and marketing personas produced for marketing purposes rather than design support.

Criticism of the tool

As the different types of personas and ways of usage indicate, the tool is not uniform (Nielsen, nd.) With a shift from a method used for IT systems design to include more areas such as marketing and communication, the method is constantly evolving and there is still no clear definition of what the method encompasses (Ibid., nd.).

There is a shared view on the persona being a fictional entity, but it does not become clear if that definition was based on assumptions or evidence and opinions also differ on what the persona description should include (Ibid., nd.). In addition, there is no consensus on the benefits of the approach in the design process; the benefits range from raising the emphasis on customers and their needs, to being an efficient communication tool, directly influencing the design, such as making better design decisions and defining the product feature set (Cooper, 2004; Cooper et al., 2007; Grudin & Pruitt, 2002; Miaskiewicz & Kozar, 2011). The method has also been criticized for its inability to describe real people as it relies on only characteristics (Nielsen, 2019). This can result in difficulties to see a correlation to actual customers (Ibid., 2019.). From the implementation perspective, the method is thought to be preventive to encounter actual customers (Rönkkö et al., 2004).

Use of persona in employee experience

The researchers looked for existing research or evidence on the usage of personas in the context of employee experience. Several HR related articles were identified where the persona tool is discussed and proposed to be used when developing employee experience e.g. (Qualtrics, n.d.; Bennetts, 2019). This gives more legitimacy for choosing the tool to be analyzed and used in this thesis.

2.3.1.2 Customer journey map

Throughout the field of service design, the importance of understanding the service delivery process from a customer's point of view has long been articulated (Halvorsrud et al., 2016). This perspective is said to be the foundation of successful management and design of services and customer experiences (Ibid., 2016). 'Customer journey' or 'customer journey map' is one of the most used tools to address customer-centricity (Segelström, 2013). It is used in respect to a process, path, or sequence through which a customer accesses and uses a service (Følstad & Kvale, 2018; Halvorsrud et al., 2016; Holmlid & Evenson, 2008; Heuchert, 2019). Diana et al (2009) characterize customer journey map visualizations as 'flows' which are depicted in a diagrammatic or abstract form. In this form, a service process is presented over time, which identifies the supplier 's main encounters, evidence and key actions (Diana et al., 2009; Meroni & Sangiorgi, 2011). Customer journey maps can also be interpreted in different ways, such as 'an engaging story' about a user's interaction with a company or a service, from the initial contact to the engagement process and to a long-term relationship (Stickdorn & Schneider, 2010; Boag, 2015). They can either focus on a specific part of the journey, or they can provide a summary of the entire experience (Boag, 2015).

Purpose of the customer journey map

Among service designers, customer journey maps are known as a preferred means of summing up customer research (Segelström & Holmlid, 2009), and are considered to be valuable for communication and for strengthening stakeholder empathy with customers (Segelström, 2013). The literature describes the tool to be useful in tracking, analyzing, and understanding the experience from a user's point of view (Crosier & Handford, 2012; Kaplan, 2016). They may also be used to determine the quality of a service, to report issues, to evaluate what works, and to recognize opportunities for change and innovation (Crosier & Hatford, 2012; Meroni & Sangiorni, 2011; Mangiaracina et al., 2009). This is said to be especially helpful in the analysis of complex processes linking multiple touchpoints, channels, and systems (Brugnoli, 2009). Kaplan (2016) opens up different usage aspects for customer journey maps:

- to shift a company's perspective from inside-out to outside-in
- to teach and focus on the thoughts and emotions of the customers
- to break down silos in order to create one shared vision and collaboration
- to assign ownership of key touchpoints to internal departments
- to target specific customers
- and to understand quantitative data by figuring out the 'why'-factor

In general, the journey maps are being used both in consumer markets and for the management and design of public sector services (Parker & Heapy, 2006; HM Government, 2007) and can be used at an exploratory stage as well as later on when the detail of a new service is being specified (Meroni & Sangiorgi, 2011).

Usage of customer journey map

A customer journey map can be designed in various ways but usually, it results in an infographic form. The creation begins by assembling a set of customer goals and actions into a timeline (Kaplan, 2016; Halvorsrud et al., 2014). The complex customer service is simplified by dividing it into distinct touchpoints (Følstad & Kvale, 2018), which are claimed to be the most important construct for the modeling of the map (Halvorsrud et al., 2016; Rosenbaum et al., 2017). The touchpoints are placed to the map in a chronological order (Heuchert, 2019) and this chronological order is often divided into sections, typically termed steps or stages (e.g. Crosier & Handford, 2012; Kimbell, 2011). Other identified terms of use for such sections are events, steps, stages, or periods (Folstad & Kvale, 2018).

Apart from the touchpoints, emotional and cognitive responses are also described in the journey map (Folstad & Kvale, 2018; Halvorsrud et al., 2016). The map can also have a lane for synthesizing detected issues and potential changes to be made (Meroni & Sangiorni, 2011). In general, customer journey maps can include several optional lanes that can be useful depending on the project topic (Stickdorn et al., 2018).

When designing services, several parts of an organization can be involved (Meroni & Sangiorni, 2011). A more accurate representation of a service journey can be generated of when and how value is co-produced, if cross-functional teams and end-users work together (Ibid., 2011). The data being used for the journey map is the prior research, inspired by ethnographic methods (Ibid., 2011). However, it is through co-creation workshops where different stakeholders work together to map the journey and useful opportunities arise for improving the service (Kaplan, 2016).

Considerations for customer journey map

Even though most customer journey maps share the above-described structure, a wide variety of different types of journey maps can be found. Several factors have an effect on the quality, focus, and level of detail in the journey maps (Stickdorn et al., 2018).

> 'Journey maps can have various scales and scopes, and usually, several versions are needed to represent different aspects: from a high-level map showing an end-to-end experience, to more detailed maps focusing on one step of a higher-level journey, to very detailed step-by-step descriptions of micro-interactions' (Stickdorn et al., 2018, p.44).

In order to gain successful results in journey mapping, it can not only rely on placing the correct elements (Kaplan, 2016). As mentioned before, journey map creation ought to be a collaborative process that is built on research and well-defined objectives (Ibid., 2016). The why and the what and the business goal will support the journey map requirements and elements to be presented (Ibid., 2016). Therefore, questions of who will use it needs to be asked; who is it about and what experience does it address (Ibid, 2016).

Criticism of the tool

Heuchert (2019) mentions that the study of the customer journey map literature shows the lack of methodological guidance for the tool. Despite the tool being commonly and widely used, a lack of common understanding exists of what customer journeys maps are, and how different approaches would support service management and design (Folstad & Kvale, 2018; Halvorsrud et al., 2016). It has been said how the tool faces weaknesses as it lacks the common terminology, visual language and the methodological framework as mentioned before (Halvorsrud et al., 2016). Some consider customer journeys as a tool for reporting and visualizing user research (e.g. Segelström, 2013), others discuss customer journeys in the context of generative design activities (e.g. Steen et al., 2011). Additionally, an overarching framework of how they should be carried out, for example, in an organizational setting is missing (Folstad and Kvale, 2018). In addition, organizational management lacks awareness of how customer journey mapping can be used as a cross-functional, strategic tool to facilitate service innovation (Rosenbaum et al., 2017).

Halvorsrud et al. (2016) point out how the support for analyzing the actual rendering of a service is missing - making it hard to depict a service journey's potential state. This is the result of having difficulty in depicting the true journey, experienced by the individual customers, as the journey tends to be merely hypothetical visualization (Crosier & Handford, 2012).

One perspective on issues of the tools is the conceptualization of customer's service experience in terms of the mentioned 'phases' or 'steps' that usually correspond to operational systems of the service (Gyimóthy, 2000). This type of conceptualization of the map indicates the creators of the customer journey map presume that customers would rationally evaluate every single phase in the consumption process (Ibid., 2000). These chronological phases may reveal service encounters that catalyze a typical service journey, but it is unlikely that they explain how they contribute to an individual customer's experiences (Ibid., 2000).

The literature also identifies issues in the usage of touchpoints as they are not standardized (Halvorsrud et al., 2016). Some authors describe touchpoints as instances of interaction or communication between a customer and a service provider (Zomerdijk & Voss, 2010; Patrício et al., 2011), whereas others view touchpoints as the location or channel mediating the interaction or communication (Clatworthy, 2011, 2010). In addition, the purpose of touchpoints varies; some see touchpoints as the key building block of customer journeys (Meroni and Sangiorgi, 2011; Stickdorn and Schneider, 2011), others disregard touchpoints in their discussion of customer journeys and rather address events (Crosier and Handford, 2012) or service encounters (Halvorsrud, et al., 2016; Folstad & Kvale, 2018). Finally, both academics and practitioners tend to hypothesize that all customers would experience the same organizational touchpoints similarly to them and view them as equally essential (Rosenbaum et al., 2017).

Use of journey map in employee experience

The researchers looked at whether a customer journey map has been used in the context of employee experience. One use case was found where it was used to analyze an onboarding journey in a library setting (McKelvey, 2018). A use of employee journey mapping has also been mentioned by Stickdorn et al. (2018). Similarly, as a persona tool, there are several online articles that talk about the usage of 'employee journey mapping' (AIHR Digital, 2018; Qualtrics, nd.). Despite the evidence of a customer journey map being a functioning tool in this context, no further analysis of it has been conducted.

2.3.1.3 Ecosystem map

Due to the changed landscape in industrial production to generate more individualized solutions to the market, there has been a paradigm shift to represent complex systems and immaterial services to a wider audience with proper tools (Morelli & Tollestrup, 2006). To address this paradigm shift, new tools to visualize systems have emerged (Morelli & Tollestrup, 2006; Forlizzi, 2013). Currently, the service design community acknowledges and uses various tools to map systems such as an actor's map, product ecology map, stakeholders map, and ecosystem map (servicedesigntools.org, n.d.).

The process of this thesis led the researchers to use an ecosystem map. What is described of the ecosystem map is that it is a synthetic representation of all main functions that have an impact on the customer, company, and service environment (servicedesigntools.org, n.d.). It is constructed by first displaying all the involved entities, and then connecting them based on the type of value they exchange (Ibid., n.d.).

Harris (2018) and Umbach (2017) explains how the map can be used in order to understand a client's business environment, the current state, and by showing all high-level exchanges of value between the client and the groups with which it's interacting. Fraser (2017), addresses the significance in understanding people, processes, tools, and information that interact with each other and to identify the value in that system - 'it can be looked as a meta-journey- the summary of the experiences that happen around a product, or products' (Fraser, 2017). According to Umbach (2017), the ecosystem map is to uncover how and why teams approach certain tasks or view the organization from their unique perspective. It can lead to insights, connections, and breakthroughs that may not otherwise be possible without a broader understanding and context (Umbach, 2017).

Known also as an ecology map (servicedesigntools.org, n.d.), Forlizzi (2013) has created a Framework called ‘product service ecology’. Similarly, the tool helps to look at a situation holistically, understanding a system, the roles of people within the system and its part-whole relationships, whether they are consumers, clients or other stakeholders (Forlizzi, 2013). It can be used to concentrate on specific details such as individual features of the product or larger problems such as the social and contextual context surrounding the system (Ibid., 2013).

The ecosystem map should reveal the pain points: who, what, when, where and how (Harris, 2018). He gives examples such as transactions and whether they are slower than they should be, or if information gets lost between parties. The way to map out the pain points is to redraw lines in red or put a sticky note over the transaction (Ibid., 2018). Depending on who is participating in the exercise, some questions may not get answered completely (Ibid., 2018).

The issue that was found within the literature review was that there is no unified language or specifications for the different types of maps and they all share very similar goals and usage descriptions. In addition, there are not many case studies that would argue why one map is better to use than the other. However, the ecosystem map was chosen due to its more flexible nature on what and how stakeholders or/and actors can be shown in it. This aspect of the ecosystem map will be further elaborated in section 4.2.4.

3 Methodology

This chapter presents the Double Diamond methodology which will be used as the design process in accordance with the problem statement and research question; to explore how a service design approach can impact employee experience and how do the selected service design tools work in this context. The Double Diamond methodology consists of ‘Discover’, ‘Define’, ‘Develop’, and ‘Deliver’-phase, in which the main focus will be on the Define-phase to address the research question. This chapter also provides a critical evaluation of the methodology, although still arguing over why it was chosen.

The following sections in this chapter are:

3.1 Design process

For the design case for Nuuday's TVLab, the Double Diamond was adopted as a process framework. The model was launched in 2004 by the Design Council, a British design organization (Design Council, 2015). The shape of two diamonds represents a process of wider and deeper thinking (divergent thinking) that leads to more focused action (convergent thinking). The process is divided into four phases: Discover, Define, Develop, and Deliver (Figure 3). As the figure may indicate, Double Diamond is however not a linear process. The researchers may be led back to the beginning as they learn more about the underlying problems.

Some of the Double Diamond 's criticisms are that this is not a linear but a more dynamic process (Lipiec, 2019). Macmillan (2002) concludes that models that describe a sequence of stages, do not show iteration between the stages. Despite Double Diamond being described as an iterative process, the framework is clearly presented in a linear manner. In reality innovation today is an ongoing process with a constant reassessment of context and possibilities (Inns, 2019). However, the Design Council has published a new and extended version of the Double Diamond in 2019 (Design Council, 2015). The new version introduces a lot of additions such as a method bank and design principles. One of the crucial additions to the model is now the added blue circles indicating the iterative nature of the design process.

Despite the shortages, the researchers still decided to adopt the Double Diamond as the methodology for this thesis. The main reason for choosing the Double Diamond is that after comparing other well-known design frameworks (Stanford School Design Thinking, IDEO, IBM Loop, Google Venture Design sprints) they are all based on the same concepts: discover, define, design, test and learn. Double Diamond is a simple, visual, and structured way of constructing the whole design process and the company is also already familiar with this framework, indicating that it is not limited to only service design activities. This helps to reduce barriers when communicating with stakeholders and other employees at Nuuday who come from various backgrounds. Even as if Double Diamond is presented linearly, the Design Council specifically emphasizes the iterative nature of the process and lists other principles of the framework:

- Put people first: Start with an understanding of the people using a service, their needs, strengths, and aspirations.

- Communicate visually and inclusively. Help people gain a shared understanding of the problem and ideas.

- Collaborate and co-create: Work together and get inspired by what others are doing.

Due to the nature of our research question and earlier mentioned human-centric approach of service design, wthese principles were found specifically helpful to back the process.

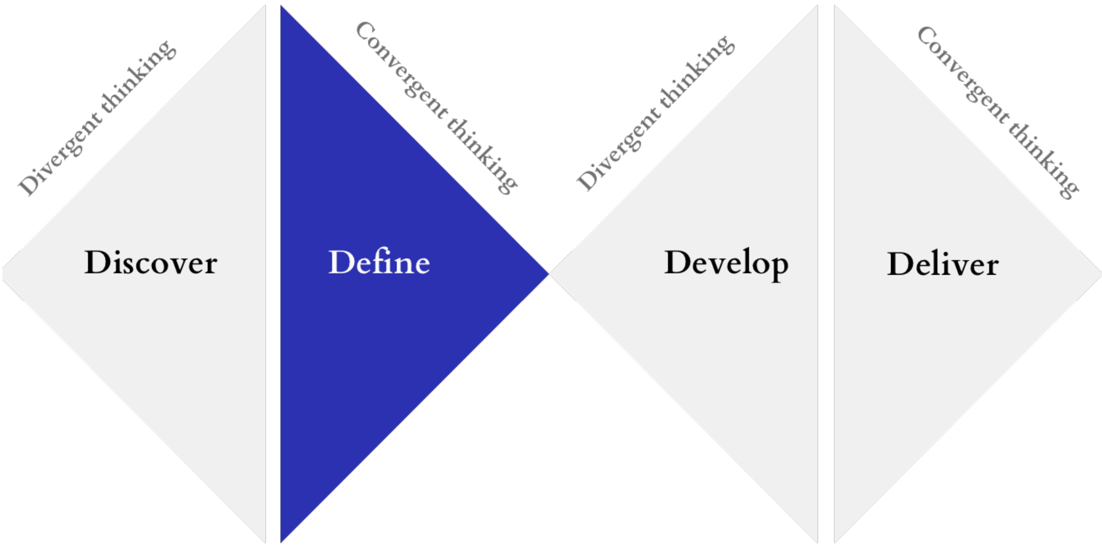

Figure 3: Double Diamond (Design Council, 2007)

During the first phase, the objective is to use divergent thinking to gather new insights from employees and their context with various tools. This allows to explore the types of relationships, pain points, and opportunity spaces around the initial theme and to get more understanding of the people who are being designed for. The main focus in this process is in the Define phase where the goal is to address the research question. This phase begins by analyzing the findings from the Discovery phase and they are being synthesized into a more understandable format.

In the Develop stage, the aim is to develop solutions for the addressed problem statement that was refined in the Define phase. The ambition of this thesis is to examine how the selected three service design tools can be impactful in the context of employee experience as well as how service design approach itself can help to improve EX at Nuuday's TVLab. The last stage, Deliver, is where convergent thinking is used to finalize the service concept and deliver it to the client for internal evaluation.

3.2 Academic research process

The design process for Nuudays TVLab will be used as a means to explore both the problem statement and the academic research question. Therefore, the Double Diamond can be seen as part of the bigger research process of this thesis, which is visualized in the timeline in Figure. 4. The timeline shows the methods and critical activities throughout the process. As the research question is about exploring the three selected SD tools (persona, journey map, and ecosystem map), the Define-phase will have a slightly bigger emphasis on this thesis.

Before the Double Diamond, the preparatory research and defining of the initial direction with Nuuday are shown. The selected tools characteristical for service design will be tested in the Define-phase and refined together with the employees to explore the research question. By going through the research process, the aim is to develop two project outcomes, one for Nuuday and one for service design academia, which is shown in the timeline. The first is to come up with a service concept as a deliverable for Nuuday. The second outcome will be the results of the academic research question. In addition, implications for a wider audience interested in the role of service design in employee experience will be presented and discussed.

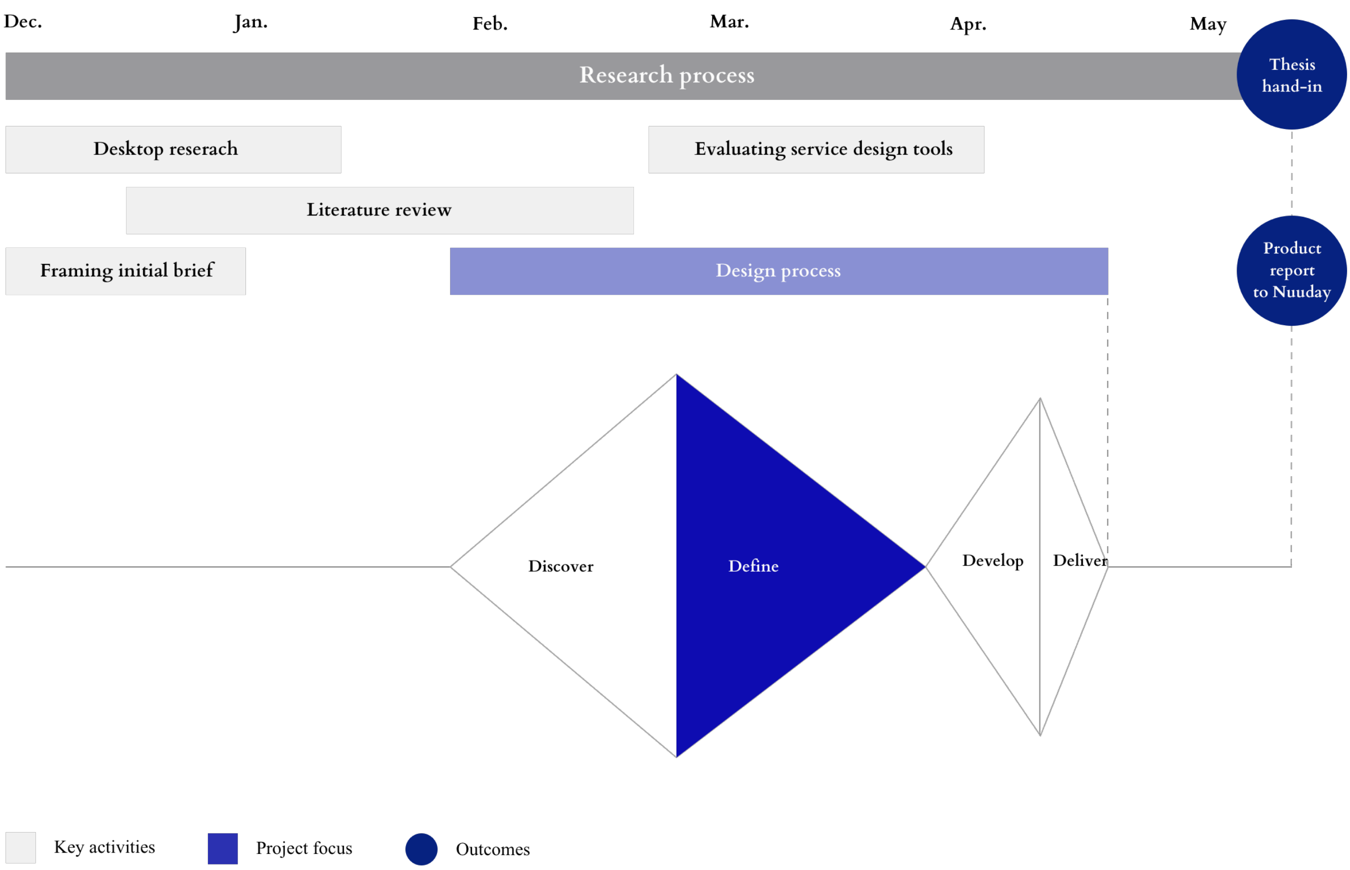

Figure 4: Research process and design process timeline

4
Design case

This chapter documents and reflects on the design process, which is used to explore the design brief and academic research question. During the Discover phase, several methods of user research were conducted to understand the needs and perspectives of TVLab employees. In the Define phase, these findings were used to narrow down to a specific focus area. During the Develop phase, the ideas generated led to new insights that put the process briefly back to Discover-phase to elaborate on the received insights. The following analysis of these new insights led the process to the Deliver-phase where the final outcome and service proposal is presented.

As the Double Diamond consists of four phases, this chapter consists of the corresponding four subchapters:

4.1 Discover
4.2 Define
4.3 Develop
4.4 Deliver

4.1 Discover

In the Discover-phase of the Double Diamond, the researchers started to explore the topic of employee experience and what it constitutes of. Those findings led to the facilitation of a focus group for the employees from different squads. Later on, another focus group for Agile Coaches was conducted to understand their role in the company better. These initial insights led to the use of a survey to elaborate and deepen the insights. Simultaneously, semi-structured interviews were held to several employees with different roles in TVLab. These interviews were conducted to understand different perspectives throughout the Tribe. All this could be seen as the preparation step for framing a clearer focus area in the following Define-phase. All these methods were used to understand the current situation of the Tribe.

The following sections in this subchapter are:

4.1.1 Focus groups

In order to discuss and explore the topic of Employee experience, the researchers conducted two focus groups, that were planned in accordance with the idea of running them separately with both the employees of different squads and the Agile Coaches of TVLab. This helped researchers gather information and explore the topic of the study from two different perspectives.

Powell & Single (Powell & Single, 1996, p.2) define focus group being ‘a group of individuals selected and assembled by researchers to discuss and comment on, from personal experience, the topic that is the subject of the research’. According to Gibbs (1997), the main objective of focus groups is to draw on the respondents’ experiences, emotions, thoughts, and beliefs in a way that would not be possible through other approaches, such as one-on-one interviews or surveys.

The purpose of conducting a focus group in this research was to look into how the different squads operate, looking into the lifecycle of the employees and the experiences within and to define a direction for the discovery phase. In addition, the intention was to gather insights fast in a short period of time, as it is the benefit of this method (Freitas et al., 1998).

The researchers acknowledge the limitations of focus groups, which can be the tendency to express opinions that are socially more acceptable and how certain participants can overrule the conversation (Smithson, 2000). Additionally, the topics discussed in the focus group may lead from one to another (Myers, 1998 in Smithson, 2000) and are not in isolation where many topics are raised by the facilitators over a short time span. The opinions may change and develop during the timespan, at times by individual voices that dominate the group (Smithson, 2000).

Despite the shortages, the focus groups were conducted in order to give a first-hand understanding of the journey and perceptions of the employees. Silverman (1993, in Smithson, 2000, p.3) argues that ‘neither kind of data (artificial and naturally occurring) is intrinsically better than the other; everything depends on the method of analysis’. Therefore, it is argued that focus groups discussions should not be analyzed as if they were natural, but as discussions that are realized in a controlled environment.

The focus group was done twice and the second one with a slightly modified agenda. The first focus group was conducted for 5 different squad members and the second one for 4 Agile Coaches. The idea was to see and compare the employees’ results to Agile Coaches who are to establish a relationship with the squads. The approach that was taken to both focus groups was through a means of a workshop. The first workshop with squad members included three exercises that would allow delving deeper into the topic and bringing positive insights in the discovery phase of the research. The second focus group had to be held in a more flexible manner, following only the first two exercises, and ending in a more informal interview, as the format of the meeting was held in a shorter period of time due to the tight schedule of the Agile Coaches. Nevertheless, even though the formats were slightly different, valuable insights were taken from the two sessions.

4.1.1.1 Focus group 1 for employees

The first focus group consisted of 5 participants that came from different squads: two iOS developers, one web developer, one Android developer, and one designer. The focus group was started by a warm-up exercise that was to ‘draw yourself in your work environment’ (Figure 5). The purpose of this exercise was to first of all break the ice but also to see how they perceive themselves in the company as an employee. It gave researchers an idea about what the participants are thinking about their work:

‘I see TDC being a big machine and my role being a small part of it together with my squad’. (Focus group 1 discussions, 2020, Appendix 1)

Other important aspects that were found from this exercise were temporary workplace-related issues, people missing work, and a misalignment between things needed to be done. In the second exercise, the participants pinned their experience in an employee lifecycle through various faces that depicted different emotions (Figure 6). The lifecycle consisted of different factors that are mentioned to affect employee experience (section 2.1.1.3.). The results sparked a good and more elaborate discussion in regards to which factors are prevalent. At the end of the exercise, the participants were given three stickers to put on to factors in the employee lifecycle that they saw the most crucial ones for improvement.

The last activity held was a so-called ‘factor improvement’, where the participants were asked to answer ‘How might we?’-questions regarding the different factors that influence employee experience. The purpose of this exercise was to understand what they would do to enhance those factors.

Main findings

This first focus group reached its goal that was to give first-hand understanding of the themes rising regarding the employee experience and what direction should be taken next. These factors in the employee lifecycle that were voted the most were:

- onboarding
- physical environment
- collaboration & communication
- and opportunities for growth

An Interesting aspect that appeared was how differently the participants had been onboarded. The general reaction regarding onboarding was negative for most of them. They all shared the same viewpoint that this is an area that needs improvement and can be done better by the company. Growth opportunities were perceived to be missing.

‘If they would just be talking to people, where do you see yourself going? They have a lot of attention on the recruitment, but after it’s only your responsibility and nothing coming from outside.’ (Focus group 1 discussions, 2020, Appendix 1)

All these factors that rose from the focus group gave an opportunity to ask further questions about them in the means of the survey method. The survey method will be argued and elaborated in section 4.1.2.

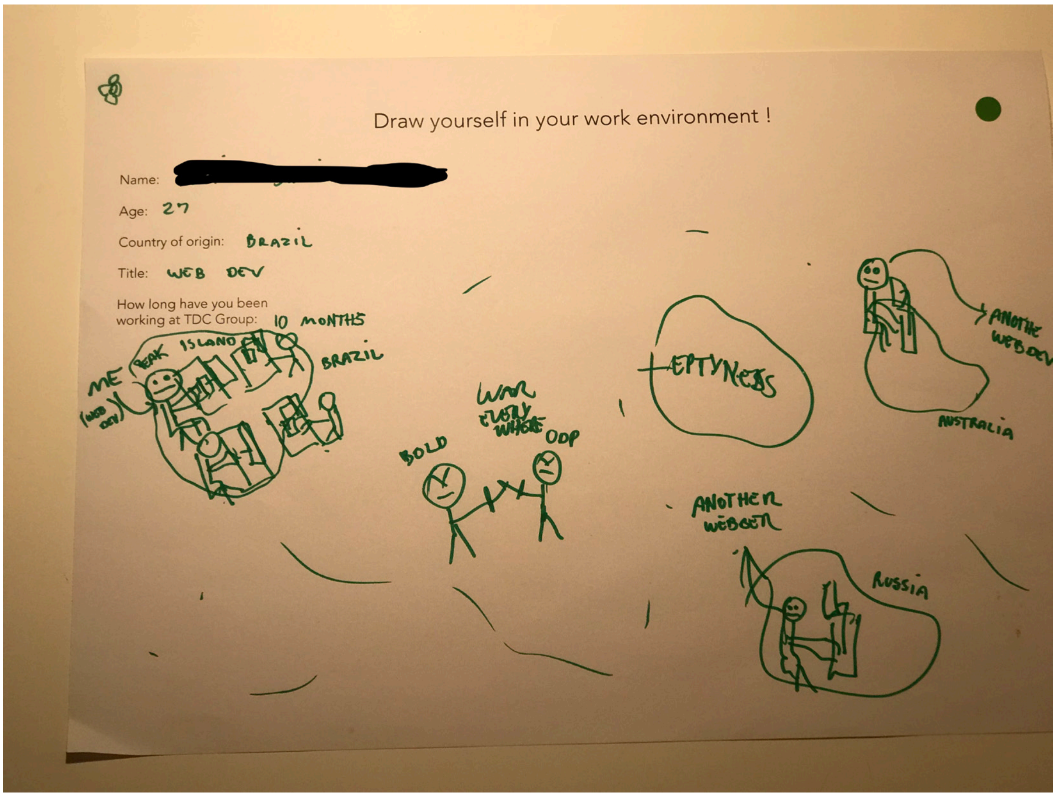

Figure 5: Exercise 1: Draw yourself in your work environment

Figure 6: Exercise 1: Filling the employee lifecycle

4.1.1.2 Focus group 2 for Agile Coaches

The second focus group was held later in the process, where the researchers interviewed four Agile Coaches, respecting the same type of workshop as in the first focus group. The first activity was the same: ‘draw yourself in your work environment’, where participants discussed how they perceive themselves in the company and what they are surrounded by. This exercise gave the possibility to get a more in-depth impression of what the role of an Agile Coach is, and how they regard their work.

After the drawing exercise, an open discussion was held that covered several topics such as:

- how is ‘agile’ understood in the company and how they understand it themselves
- what is their role as a coach
- what issues and opportunities do agile coaches face in the company?

Lastly, the same ‘factor improvement’-exercise was held where the Agile Coaches were asked the same ‘How might we’-questions as in the employee focus group. It was important to see their answers compared to the employees one as well as giving the researchers a possibility to harness these insights into actionable outcomes.

Main findings

The occurring themes that came out from the discussion after the exercise, unveiled some of the following topics:

- Leadership mindset
- Trust in Agile Coaches
- Resistance to change/ Resistance to Agile Coaches
- Resistance from leadership for collaboration
- Misalignment in communication
- Blurred perception of Agile Coach role

Another outcome from the discussion led to several views about the interpretation of agile:

- Continuous learning, exploration, fast feedback loops
- Delivering value to the customer
- Quickly iteration based processes
- Minimizing risk
- Customer centricity
- Focus and do the most important thing first

The results of the discussion are found to be very interesting as there seem to be a lot of pain points on how the Agile Coaches are perceived both from the leadership and employees’ side. It was stated how the misalignment in communicating their role results in the resistance in trusting Agile Coaches and misunderstanding of what they can offer.
The discussion led to their point of view on what agile means as the company is trying to transition in being more agile with the help of Agile Coaches. This interpretation of agile was later asked in the interviews of the stakeholders (section 4.1.3.) to understand whether there is alignment on this.

The agenda for the focus group turned out slightly different than the focus group 1, as it needed to be more flexible to fit the schedule offered by the coaches.The findings were also quite different and thus harder to compare. However, the main findings that were obtained from the focus group 2, paved the way in using persona tool, which will be discussed in section 4.2.2.

4.1.2 Survey for the employees

In order to validate the four areas arisen from the lifecycle exercise in focus group 1, as well as what factors would need improvement, the researchers decided to use a survey as the following method. With a survey method it was possible to investigate the given themes that appeared in the focus group by a bigger sample of employees. In addition, the survey method is known to elicit information about attitudes that are otherwise difficult to measure with only observational techniques (McIntyre, 1999, in Glasow 2005).

However, an important concern of a survey method is the issue related to validity and reliability of results. According to Pedersen (1992), when collecting data there is an inconsistency that can be associated either to a lack of consistency in the answers, lack of truth or a 'fleeting occurrence of the phenomenon observed'. Even when questions are correctly formulated and well-intentioned, they often end up being inadequate or even irrelevant with respect to the culture and values of the respondents (Ibid., 1992). At the same time, survey study methods are impaired by biases or affected by the researchers' value system and philosophies. (Ibid., 1992). Secondly, in a survey, there is only a single sample from which to generalize (Fowler, 2009a). By chance, that sample can and will differ slightly from what it would look like if it perfectly mirrored the distribution of characteristics in the population (Fowler, 2009b).

Despite the limitations appearing in survey research, it was considered to be the best method to back up the findings from the focus group. The limitations are kept in mind when analyzing the data later. The researchers decided to conduct a group-administered survey instead of an online survey. In a group-administered survey, a sample of respondents is brought together and asked to respond to a structured sequence of questions (Trochim, 2020). This is for convenience as the researcher can give the questionnaire for those who are present and assure a higher response rate (Trochim, 2020). Respondents are gathered in a group, questionnaires are handed out to each and the questionnaires are completed within the group situation. It is often an organizational setting where it is easier to assemble the group of respondents (Ibid., 2020). The survey conducted in this thesis was done by placing boxes on a table in a common area, where the present employees were easy to call to take part. The survey participants could then put their responses on post-it notes (see Figure 7).

Based on the insights from focus group 1 and literature review, six open-ended questions were designed to both validate some findings and to explore more on factors that affect employee experience (Appendix 2):

- The first question was to ask and validate findings of onboarding that appeared to be problematic based on focus group 1.

- The second question was to find out more about how the company listens to its employees. Regular feedback and listening is thought to be one of the crucial factors of enhancing employee experience (Duncan, 2018).

- The third and fourth question was asked to validate the insights about growth opportunities - what kind of opportunities and plans do exist in the company.

- Fifth question was to address and explore more of the aspect of empowerment as this factor, according to IBM Smarter Workforce Institute (2016) leads to a positive employee experience.

- The sixth and final question was included to investigate Nuudays vision that is to be a top-employer of Denmark, and what does it require to achieve this, from the employees' point of view.

The reason the survey questions were designed to be open-ended is that it allows the respondents to answer in their own words. They encourage researchers to discuss ideas which otherwise would not be conveyed and will be helpful for additional insight gathering (Salant & Dillman, 1994, in Glasow, 2005). They are also useful when the researcher is less familiar with the subject area and cannot offer specific response options (Glasow, 2005). However, the respondents may need more effort and time to think for replies and therefore the questions may result in longer replies (Salant & Dillman, 1994, in Glasow, 2005). It is also pointed out how the results obtained from open-ended questions are more difficult to analyze (Glasow, 2005).

The survey was conducted in the common area of TVLab. The researchers informed the employees about the event in a common online channel, in which it was described to come to a designated space to answer the questions. From the collected answers from the survey, the replies were put into a table with three categories: positive, in-between, and negative (Appendix 3). This helped researchers to analyze the data and categorize it, in order to observe the differences between the responses. The sixth question was not put onto the table since the answers could not be analyzed in a similar manner.

Main findings

The results from the survey validated the fact how onboarding is rather unstructured and more negative rather than a positive experience. Nobody has a similar process and a great amount of information has to be figured on their own. There is a lack of general information and the onboarding happens through a Mentor whose job is to show practicalities on how to make the tools and platforms running.

The second question about feedback and the leader's responsiveness gave mixed replies both positive and negative. The main finding is that the chapter level feedback works, but it gets more difficult when trying to communicate with leaders from a higher level. Feedback status meetings are held on a Chapter level where the Chapter Lead asks for feedback. On a Tribe level, this appears to be missing, or it is felt that they do not respond to the feedback and requests.

In regards to growth opportunities (3rd and 4th question), the answers were mostly "in-between"-answers or negative answers. Only two were positive. The opportunities cannot really be seen or imagined. It is perceived to be hard in getting up in the ranks despite having the will in taking responsibilities. No plans are being discussed. Empowerment answers to the 5th question were generally positive. However, even if they are being listened to, participants state that there is not much action being taken.

The sixth and final question was formulated as 'what should be done so that Nuuday can be the coolest place to work?' and the responses varied greatly (Appendix 4). However, a good amount of responses were related to the physical environment and how it needs to be improved. Other replies were related to cultural and communication factors.

Figure 7: Employee filling the survey boxes

4.1.3 Stakeholder interviews

During and after the survey, several stakeholder interviews were conducted in order to obtain different views on the employee's experience within the organization and understanding the employees' roles better. The interviews were conducted at TV Lab, where various one-on-one interviews were scheduled with fifteen members across the tribe.

An interview enables interviewees to 'speak in their own voice and express their own thoughts and feelings (Berg, 2007 in Alsheneqeeti, 2014, p. 39). Sewell (n.d, in Adhabi & Anozie, 2017, p.88) characterizes qualitative research interviews as 'attempts to understand the world from the subject's point of view, to unfold the meaning of peoples' experiences, to uncover their lived world before scientific explanations.' By taking into consideration the above mentioned, the purpose of these interviews was to understand the participant's personal opinions and points of view and experiences within the company.

The interviews were conducted as semi-structured. In a semi-structured interview, the interviewer has a list of questions of particular topics to be explored, which are often presented in what is called an interview guide, in which there is space for the interviewee in how to reply (Bryman, 2012). Therefore, questions may not always carry-through exactly as outlined in the guide and could be asked when the interviewer picks up on the information that interviewees have said (Ibid., 2012).

Often, qualitative results depend too much on the unsystematic opinions of the researcher about what is relevant and significant, which may lead to biases (Ibid., 2012). Therefore, it is more likely to be sympathetic to certain matters than others; the participant's responses to qualitative studies are likely to be influenced by the author's characteristics (Ibid., 2012). Because of the unstructured aspect of qualitative data, the analysis can be affected by the researcher's biases (Ibid.,2012).

However, the researchers chose this method due to the flexibility that semi-structured interviews can offer, as well as being able to further narrow down the scope, based both on the interview results and other data collection methods. The participants selected for the interviews were Product Owners of TV Lab squads, such as Tribe leads, Chapter Leads an Agile coach, and different types of developers. The reason for this selection was to get a different perspective across different roles within the organization, their individual perception of the work, needs, motivations, and pains. For the researchers, it was also a way to understand what the Tribe consisted of.

The interview lasted approximately 30 min and was divided into three parts, carried out on a one-to-one basis: the first part was an introduction, where the participants presented themselves, talking about how long they have been working in the company, and what are their roles and responsibilities within the squads. The second part of the interview was labeled as 'communication & collaboration' due to the findings of the focus groups that needed further attention. In this part, questions regarding decision making, alignment within and outside the squads, team dynamics, etc. were asked. In addition, this part enabled the researchers to expand on the topics by addressing more specific issues. The third part tackled frustrations and motivations, where the participants were encouraged to give their personal opinions and insights on how the company could improve.

The reason to divide the interview into three parts was to help to sort out relevant information easier and shorten the process for data synthesis in the later phase. Due to the roles of the participants, the interviews were not always following the same structure. The first part of the interview dictated where the second part of the discussion took over, which Bernard (1988 in Partington, 2001) mentioned as one of the benefits of the semi-structured interview: the researcher is in charge of the interviewee's process of gathering knowledge, allowing to follow new leads as they emerge. In the third part, the interview structure stayed mostly the same. Despite the shortages mentioned, fruitful insights were collected. The interview data would be analyzed together with the data from the focus groups, survey, and logbooks in section 4.2.1. All the interview transcriptions can be found in Appendix 9.

4.1.4 Preliminary reflection

In the Discover phase, four different methods were used for research purposes; focus groups, a survey, and stakeholder interviews. The focus group can be thought of as the type ‘co-creative workshop’ where the participants were putting their emotional journey along the employee lifecycle. The interviews and a survey were participant approaches. The aim in the Discover-phase was to have an initial understanding of the current situation of the company and what experiences, pain points, and motivations the employees have.

The focus group method was chosen to begin the process as the researchers did not have an initial understanding of the situation. It was found as a useful method that gave a sense of direction for deeper exploration. However, the data generated is a result of exercises the researchers had set initially. The atmosphere and group dynamics may have affected the answers. Besides this, the session did not include all the squad members so that may have also given a somewhat false initial understanding. Looking back this session was a successful first experience and setting the stage for the research and to look deeper into the factors that the participants voted for. The exercises also prompted free discussion. It is hard to reflect what could have been done differently as overall it was a positive experience for both the researcher and the participants.

The second focus group that was held with the Agile Coaches should have followed the same structure as the first one in order to generate more useful insights that are comparable. Due to the tight schedules of the Agile Coaches, a more condensed session was the only solution at the given time. However, the goal of this session was somewhat fulfilled in the sense that an understanding of their role and related pains and needs were elaborated.

The survey method was a natural continuum to get more volume and validate the insights gathered from the first focus group. Earlier findings were able to be validated as positive but also as negative as the question about empowerment showed that the respondents do mainly feel they have enough saying and decision making power in their work. It also gave additional, new insights to the researchers. The manual survey method enabled a different type of interaction than what would have been with an online survey method. It is hard to say whether an online survey would have been a better option since the research indicates it having a low response rate (Fowler, 2009a).

The semi-structured interviews allowed researchers to enable a more clear direction towards the project. They revealed different perspectives from several roles of the TVLab Tribe. Due to the semi-structured approach the interviews sometimes delved deeper into specific issues that were either role-related or subjective opinions. Some questions in the interview guide became obsolete depending on the answers and the role of the interviewee. It was apparent that the 30-minute interview was not enough and as the conversation sometimes took another direction. Thus, there was not always enough time to get all the answers that the researchers would have hoped to get from all the participants. Besides the employees with the Product Owner role, there were no interviews with more stakeholders who would share the same role, which would have resulted in richer data.

To conclude, despite some shortages regarding the methods used, they, however, offered the researchers a good starting point and insights in order to proceed to the Define-phase.

4.2 Define

The Define stage has two goals in this thesis: firstly, it was to narrow down and find the prevalent problem in order to move to the Develop-phase. Secondly, it was to explore the research question through a workshop, where together with the employees the selected service design tools were co-designed and tested together with the participants. The process in this phase begins by synthesizing data that was gathered from the Discovery phase. This data together with the findings in the literature review resulted in using the persona, customer journey map, and ecosystem map. The argumentation over these particular tools will be elaborated in their designated sections. Eventually the findings gathered from the Define-workshop led to the formulation of a new refined problem statement.

The following sections in this subchapter are:

4.2.1 Data synthesis
4.2.2 Personas
4.2.3 Employee journey map
4.2.4 Ecosystem map
4.2.5 Define-workshop
4.2.6 Refined problem statement

4.2.1 Data synthesis

After the Discovery phase was over, the Define phase began by synthesizing the qualitative data, aiming to interpret the information that was gathered. The end goal was to understand which tools typical for service design would be most beneficial to visualize the data into an understandable form. At this point, the research had used method triangulation in order to gain data from multiple sources and to avoid potential biases and to increase accuracy (Stickdorn, 2018, p. 107). In order to analyze the data and to keep track of the emerging findings, all the data from different sources were gone through one by one, starting with the focus group findings and continuing to the interview findings. The most important comments, notions and repeating themes were highlighted. These highlights were written into post-its that established the research wall (Stickdorn et al., 2018, p. 111). The survey results were then analyzed. The survey results were already in themes due to the questions. The answers were divided into positive, neutral, and negative answers. All of the data was put as post-its onto the research wall. Once they were there, it was possible to start looking at the interconnection and emerging patterns. In addition, it revealed which service design-related tools were most suitable to visualize the findings.

What was noted was that the stakeholder interview, as well as focus group 2 findings, were having some interconnections, but for instance, it was identified that many stakeholders have different needs, pains, and motivations. This indicated that a **persona tool** could be beneficial to represent these different roles and to visualize their needs as they differ depending on the role. In the end, all of the main findings from the interviews were able to be presented in the persona tool. Focus group 1 and the survey findings pointed to the usage of the **journey mapping tool** as many of the questions were directly connected to the employee lifecycle. The main findings that supported the usage of this tool were opportunity spaces in onboarding, growth, performance, and facilities. In the end, the data was composed of bigger thematic clusters. It was revealed that general needs that are common for each of the employees are alignment in ways of working and communication between the squads and chapters of the TVLab Tribe. This indicated the possibility to use an **ecosystem map** as a service design tool in order to explore these needs further. The following sections will describe the creation of these tools that visualizes the key insights of the data.

4.2.2 Personas

The research findings, mainly the stakeholder interview data, indicated a need for usage of the persona tool. The broad scope of the process required the researchers to hear many stakeholders, which eventually led to insights that indicated the stakeholders having needs, motivations, and pains related to their role. Similarly, the researchers created the personas to have a broad scope (Flaherty, 2020), to gain a high-level understanding of the stakeholders' roles, with the initial purpose to build empathy by communicating them later on to the stakeholders. In the end, a user archetype persona (Floyd et al., 2008) was found to be the most beneficial as it is said to not be a precise persona but identified by a role or a position, rather than a name. This persona type enabled the researchers to synthesize the findings into several persona descriptions (Figure 8). All the persona visualizations can be found in Appendix 5.

The persona's that were created depicted the 'profiles' of the main roles that Nuuday/TVLab has:

- Tribe Lead
- Chapter Lead
- Agile Coach
- Product Owner
- Quality Assurance (QA), and
- Developer

Each persona visualization followed the same structure with the following sections:

-Motivations
-Jobs-to-be-done
-Needs
-Pains
-Agile perception

The 'agile perception' section derived from the focus group 2 conversation about how do the employees understand what it means. This same question was eventually asked in the stakeholder interviews. In the personas it is demonstrated how each of them has their own opinion about it and this is one source of friction. Unfortunately, some roles were still missing, such as designers and system engineers, as they could not be reached for the interviews. To give a more in-depth understanding of the different typologies, the descriptions of each persona, based on the data synthesis, are presented in the following pages.

Taking into consideration the insights brought by each of the personas, a pattern emerged that demonstrated issues and frictions in regards to communication and collaboration. Moreover, the persona's insights show that several challenges are found between different stakeholders, which influence the ways of working in the organization. In general, this tool helped the researchers to understand different perspectives on the roles and to capture emerging patterns from the user archetype personas. Therefore, this method was useful as the data and insights gathered, gave the researchers more context that could be further used in the design process. Further testing and validation of the tool were then conducted in the 'Define workshop', described in section 4.2.5. Furthermore, a thorough analysis and reflections will be found in Chapter 5.

The Tribe Lead persona depicts the role of the one in charge of leading the product and vision within the organization. Motivated by launching new products and ensuring efficiency, whilst creating a workplace where employees feel comfortable coming to. The Tribe Lead has to ensure the quality and have the product overview at all times. The frustrations encountered by this persona are the lack of data in decision making, the misalignment caused by silos communication in common goals and purposes, as well as the organizational instability during the agile transformation.

The Chapter Lead persona depicts the role of managing all the chapter members and has HR responsibilities such as onboarding. The Chapter Lead is motivated by their team and by having the freedom to learn new things. Their role is to make sure the chapter teams are happy and to teach them to take responsibility and ownership. The Chapter Lead is driven by autonomy and purpose, by having a common vision and by setting more realistic estimations on features. Several frustrations are met by this persona, such as the constant change of focus and the organization having too many priorities at the same time, too little time spent on onboarding, and not having enough time in doing things the right way, old processes and ways of working.

The Agile Coach role is to train teams on how to run experiments and to build culture and strong teams by setting an example. An agile coach needs to create trust between them and the teams, and have a holistic overview of people and goals. The motivation of an Agile Coach is people. Besides that, the Agile Coach is motivated by bringing value to the teams, to the organization and the customer. An Agile Coach is driven by shaping the culture within the organization. This persona comes across several frustrations such as encountering resistance from squads, misalignment from leadership on what they should offer, as well as a lack of understanding from people on what they can offer and do.

The Product Owner role is to manifest the vision to the squad on a daily basis, by keeping the overview of the product and the tasks that build it. The PO makes employees understand the ‘why’ and what to prioritize based on what brings value to the customer. The PO needs to keep deadlines without stressing the squad, as well as helping coordinate with other squads. The PO is motivated by seeing that the customers are using the product and by how it is used by them. Some of the frustrations encountered by the Product Owner persona in TV Lab is the lack of vision, clear focus, and clear priority within the organization as well as the politics behind decisions taken.

The Quality Assurance role is to make sure the quality and level of the code is good. This persona was found to have multiple needs such as more automated testing built-in, more ownership towards the product from each employee, more communication between squads, making sure that the organization is hiring the right people and they focus on processes to ease technical debt. The overall understanding of this persona is that the quality needs to be elevated. The frustrations met by the QA is that the attitude towards their role is not good, there is not a good collaboration with developers and there is no end to end capabilities in the squads- as there are too many dependencies between one another.

The Developer persona is to develop and create the code in their specialized field of either Android, iOS, or web and to support co-workers in their tasks. The Developer role is motivated by accomplishing tasks and by being approved by the QA, as well as by continuous learning and being in good company and having a good work-life balance. Their needs are to have faster release cycles, test environments, and experience radical innovation. Some of the findings showed that the Developer profile believes that the Product Owner should take ownership of the product better. The frustrations met by the Developer persona are being in meetings where they feel they do not bring value, the communication outside their own squad and chapter is bad, there are too many dependencies on other squads.

AGILE COACH PROFILE

Role description

Train teams on how to run experiments, how to test with users how to teach teams to always go out and validate

Motivations

- People
- Bring value to the teams, organisation and customers
- Shape the culture within the organisation, etc.

Needs

- Want to start remembering the customer, and be more efficient, less handovers and work in cross-functional teams
- To be visible, transparent and clear with what they can help with

Perception of Agile

- Delivering value to the customer
- Quickly iteration based processes
- Customer centricity
- Continues learning, exploration, fast feedback loops
- Focus and doing the most important thing first

Jobs-To-Be-Done

- Building culture & strong teams by setting an example
- Holistic overview on people and goals
- Be a role model in times of stress
- Create trust between them and the teams

Pains

- They are not perceived well
- Resistance from squads
- People do not understand what they can offer and do
- Misalignment from leadership on what they should offer

Figure 8: Persona of an Agile Coach

4.2.3 Employee journey map

Part of the research data was being able to be condensed into a journey map which is amongst the tools this research wants to analyze. As described in the literature review, a customer journey map is a flow type of visualization, depicting a service process across time, where main encounters, evidence and key actions of the supplier are identified (Diana et al., 2009; Meroni & Sangiorni, 2011). This is constructed by mapping out the customer experience which is the result of several interactions with a company throughout multiple touchpoints (Lemon and Verhoef, 2016). The literature points out how the journey mapping activity is typically associated with customer experience programs, but used properly, journey mapping can also be a way to understand the moments that matter most to employees (Thurthle, 2018). In the context of employee experience it can be called an 'employee journey map'.

What is said about employee journey mapping is that it visualizes the various stages an employee goes through in the employee lifecycle - from recruitment to the exit phase (Kaemingk, 2019). Similarly, it allows to identify pain points and critical moments, derived from all the interactions at touchpoints (Plaskoff, 2017), where employee feedback and action is needed to close the gap from a current to the desired state (Kaemingk, 2019). .

The Employee journey map that was constructed (Figure 9) followed 10 phases and 7 lanes altogether. where four phases belong to the beginning, three to during and another three to the end of the Journey in the company:

Beginning

1. Pre-candidacy (employee becomes aware of the company)
2. Candidacy (employee decides to apply to the company)
3. Recruitment (employee goes through the recruitment process)
4. Onboarding (employee is being introduced to the company)

During

5. Work environment (employee interacts with the people, facilities and channels that are being used)
6. Performance (how the employee performs in his/her work)
7. Growth (how the employee is able to grow professionally)

In the end

8. Pre-exit (employee decides whether to stay in or leave the company)
9. Exit (employee leaves the company)
10. Post-exist (employee's life after leaving the company)

The seven lanes that followed through the phases were:

1. Employee goals
2. Processes and channels
3. Scenario
4. Pain points
5. Gain points
6. Think & feel
7. Experience

The employee goal lane describes what the employee wants to achieve in each phase. Below are the touchpoints of this journey visualization, showing what physical channels the employee uses at each stage. The scenario lane is to support in describing what the user does at that phase.
The pain point lane shows what elements cause pain to the employee and vice versa with the gain point lane. The think and feel lane was to show some of the comments of the employees derived from the Discover-phase data. The experience lane was used later in the Define-workshop (section 4.2.5). As the map shows, some phases and lanes were left empty as the researchers did not have an understanding of what is happening, especially in the exit phase of the journey. In order to gain understanding, that would have required interviews with former employees. However, some lanes, for example the touchpoints that were identified, were shown later in the Define-workshop to the employees who would elaborate them more and to help to fill them out.

At this point it is good to acknowledge that the researchers were able to create only one journey which is more general and high-level, that depicts the different phases an employee generally goes through before and after joining the organization. The different nature of stakeholder interview data that supported the creation of personas was not applicable in supplementing the creation of the employee journey map. A bigger reflection on this and how it could have been done otherwise is discussed in Chapter 5.

However, the goal for this map was to comprise the data gathered from the Discover-phase and to gain a more holistic understanding of the employee lifecycle. Another goal was to understand how well the tool fits in the context of employee experience and further analysis with the reflections can be found in section 5.1.2.

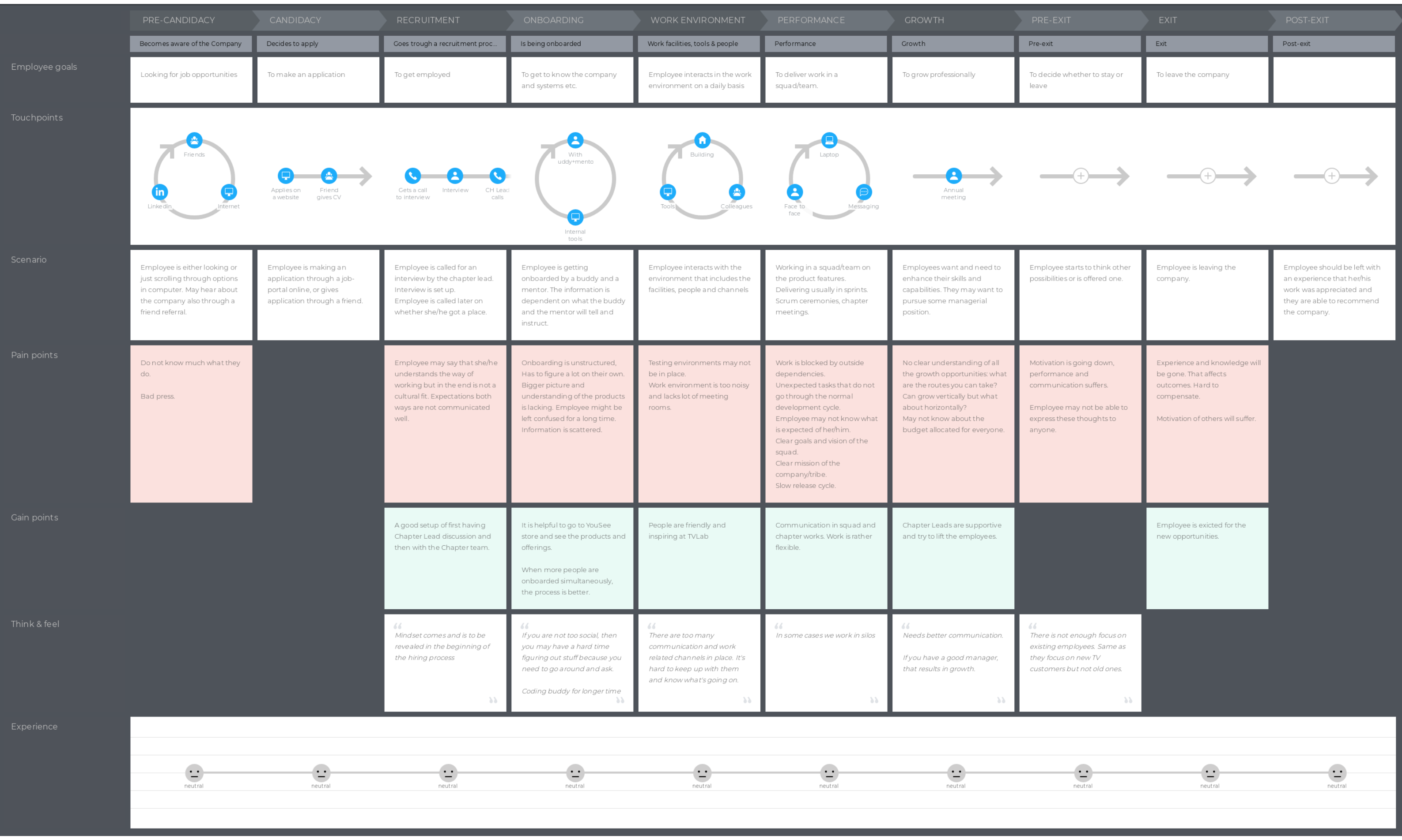

Figure 9: Employee journey map

4.2.4 Ecosystem map

Many of the findings from the data indicated issues and friction in regards to communication and collaboration. In addition, the personas pointed out that many of them have pain points in this area with other internal stakeholders. The researchers thought that this is important to investigate through a bigger picture. Therefore, it was thought to be beneficial to create a type of system map which the researchers thought could work as a tool to address communication and collaboration topics on a bigger scale.

Due to the nature of employee experience having a strong focus on human relationships (2.1.1.3), an ecosystem map was thought to be the most suitable tool to analyze the stakeholder relationships. As argued by Umbach (2017), the ecosystem map is to uncover how and why teams approach certain tasks or view the organization from their unique perspective. It can lead to insights, connections, and breakthroughs that may not otherwise be possible without a broader understanding and context (Umbach, 2017). Similarly Forlizzi (2013) talks about this tool in helping to look at the situation more holistically and to understand the people and their relationships.

As the employee experience factors emphasize and the research data points out, it was crucial to understand the human relationships that 'form the system' of the TVLab Tribe. Therefore other physical elements were not thought to be relevant in this case that is mentioned in other maps such as actors map (Morelli & Tollerstrup, 2006) or a mere system map (servicedesigntools.org, nd.). A further argument over using an ecosystem map is the more flexible nature of the tool; they can use a variety of sectors depending on its focus (Stickdorn et al., 2018). 'Actors in an ecosystem map can be whatever makes sense to visualize a system: people, departments, organizations..' (Ibid., 2018, p. 63). They can use anything to describe the interaction between people that can be simple descriptions of relationships (Ibid., 2018). This is exactly what the researchers wanted to understand: what are the relationships between the 'actors', in this case, the employees. A focus on technological systems was not thought to be relevant as the prior data does not point out that transactions in physical systems bring friction in employee experience.

The researchers approached the map visualization by placing the recognized personas from the TVLab to the map. In order for the TVLab to run, it needed to depict the 'leadership department' to which all the Tribes are connected. Tribe Lead is one of the personas identified and connections from Tribe Lead were able to be done based on the data gathered. Besides the personas, the known squads and other stakeholders were placed there that either constitute or are somehow connected to the 'TVLab system'. Based on the prior research, the researchers were able to draw parts of the lines that depicted the 'lines of interaction'. However, a lot of gaps were missing in regards to the lines of interaction. In the end, the map that was constituted resembles an organizational chart but it became organically as such as the TVLab is the clearest to describe this way in order to clearly show the squad, chapter, and other relationships (Figure 10). Prior to this depiction, the researchers used a system map software but that was not thought to be a well functioning way to demonstrate the system as it became very messy and incomprehensible.

The next step would be to co-design the ecosystem map together with the employees in a similar manner as Harris (2018) demonstrates:

‘to map out pain points by redrawing lines in red or by putting a sticky-note over the transaction’. The next step would be to validate and map out the pain points, but also gain points together with the employees. This will be elaborated further in the following section.

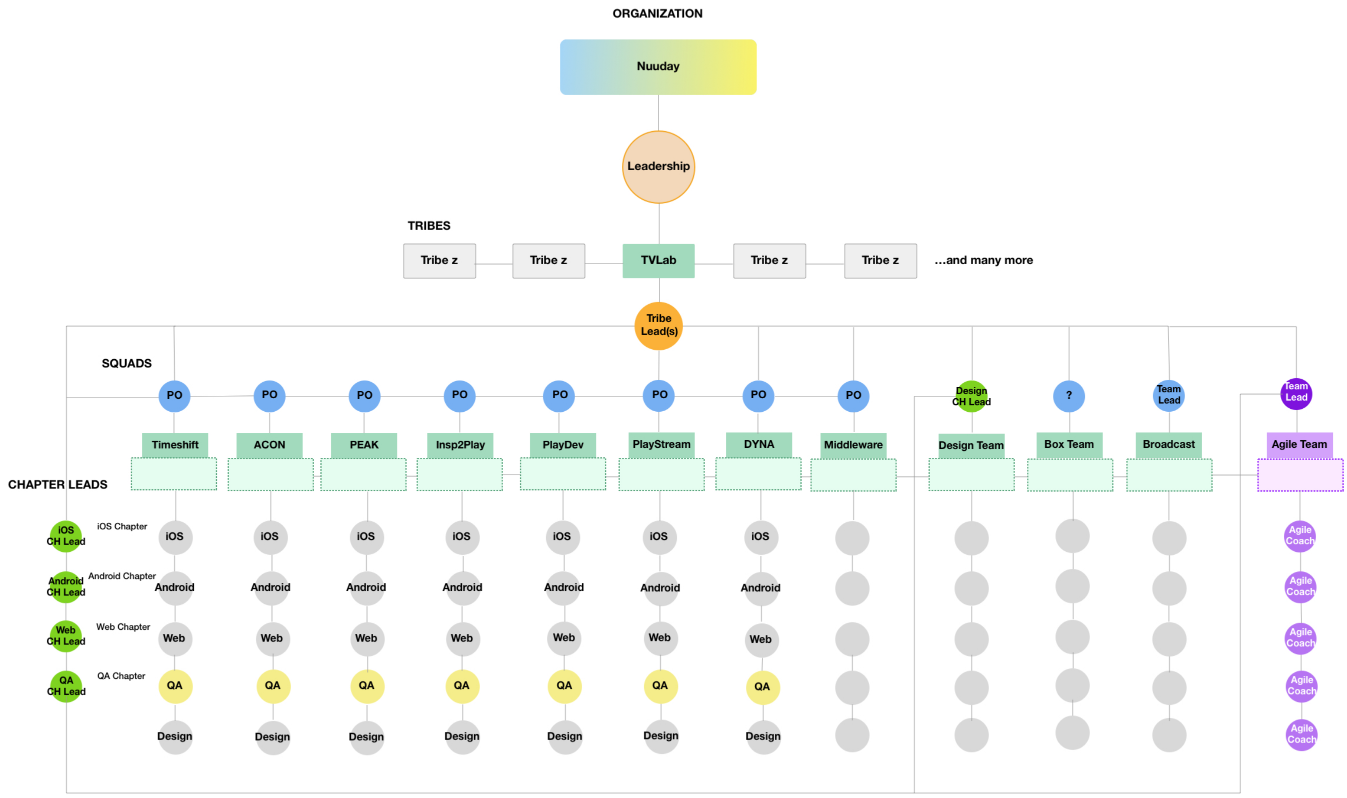

Figure 10: Ecosystem map

4.2.5 Define workshop

After the data was visualized into the three selected service design tools: journey map, personas and an ecosystem map, a workshop was held in order to define the findings and fill in some missing details. The researchers had two different goals for conducting the workshop. One was to narrow down the scope of the project through the validation and elaboration of the findings with the workshop participants. Another goal was to investigate the research question:

Exploring how different service design tools can help to create solutions that impact employee experience

The workshop was held firstly in an open space as an attempt to draw attention spontaneously from the employees. The visualizations were printed on paper where the participants could then see and contribute to them. However, that strategy did not work very well, since people were not keen on participating proactively. On a second day, it was moved into a room, and ad hoc recruitment needed to be done in order to get participants. In total 11 employees took part in this activity.

The workshop started by telling the participants to have a look at the personas and discuss their thoughts for each one. Then, they moved on, observing the journey map where they were asked to comment on their individual experience. In the end, they were asked to put on a face that depicted an emotion that was reflecting their experience on a particular phase of the journey. The researchers used the same faces as in focus group 1 that the employees could choose from (Figure 11). If none of these faces expressed their emotion, they could use a post-it to draw their own. Finally they were asked to place a sticker on to a phase that they found the most crucial. Lastly, the researchers explained the ecosystem map and asked the participants to fill in connections with a pen. They could either draw a green connection for good, yellow for place for improvement and red for bad connection. The results of the participants drawings can be seen in Figure 12.

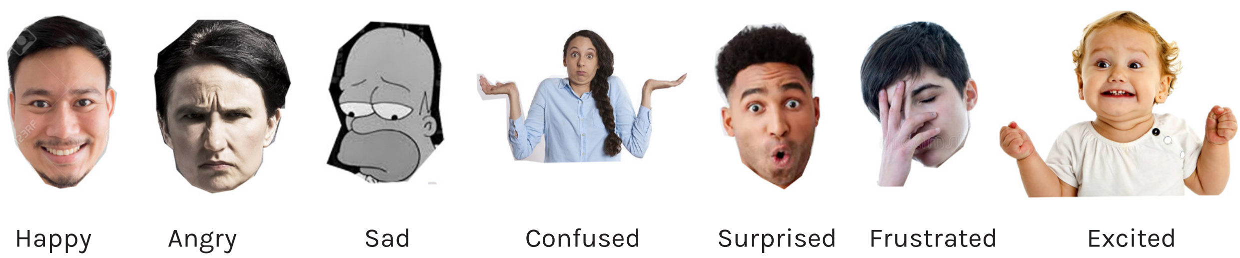

Figure 11: Ready made emotion faces

Main findings

The majority of the participants agreed upon the findings of the personas. Some corrections were made upon the ones that reflected their own role. Tribe Lead, Agile Coach and QA profiles did not get to be refined since the representatives were not able to take part in this workshop. However, some comments that indicated value for the tool were given:

'It is nice to see wthese profiles to see what each role in this company is about and why everyone plays a valuable part'.

'It is good to see some of the painpoints of each role so we can help each other out'.

This indicates that they fulfilled certain aspects that are said to be the purpose of persona:
they managed to build empathy and convey insights to different participants (Stickdorn et al., 2018) As Pruitt & Grudin (2003) argues, one of the greatest values of the tool is to provide a shared basis for communication. In the employee experience context, they worked as a conversation starter and if they were to be presented to a wider audience, they would work well as a strategic tool when trying to solve the issues related to the personas (Nielsen, nd.) It can now be reflected on how the personas could have sparked more conversation if they were to be used together with the employee journey map.

The employee journey map was looked at together with the employees and the researchers were able to validate many aspects on the journey. The touchpoints that they encountered during the journey thought to be correct. None of the participants mentioned any painpoints in them. In addition, the participants gave more elaborative insights into the phases and lanes. Naturally the exit phase could not be elaborated further. With this tool the project scope was able to be narrowed down and to refine the problem statement. This will be elaborated more in the next section 4.2.6.

The ecosystem map that was depicting the TVLab as a whole gave interesting insights. The participant was asked to find their role from the map and then to elaborate on the connections and interactions with the other employees and roles. This approach led to insights on where pain points (yellow lines) and good communication lines (green lines) exist. It revealed issues amongst certain squads and roles that otherwise would have been hard to detect and present to a further audience.

All these tools served a different purpose and enabled the researchers to get a bigger picture on all of the stakeholders' individual needs and motivations, detect where communication and collaboration has friction, and which phase of the employee journey is to be focused on. It was the researchers' decision to narrow down the focus based on the employee journey map. Another road could have been in focusing on the communication and collaboration issues detected from the ecosystem map. However, the ecosystem map findings indicated that it would simply require restructuring in the squads and Tribe and this would be the decision of the Tribe Leads. Therefore, the ecosystem findings will be simply shown in the product report, to the ones responsible for such changes. A bigger analysis of these tools will be in Chapter 5 to address the research question.

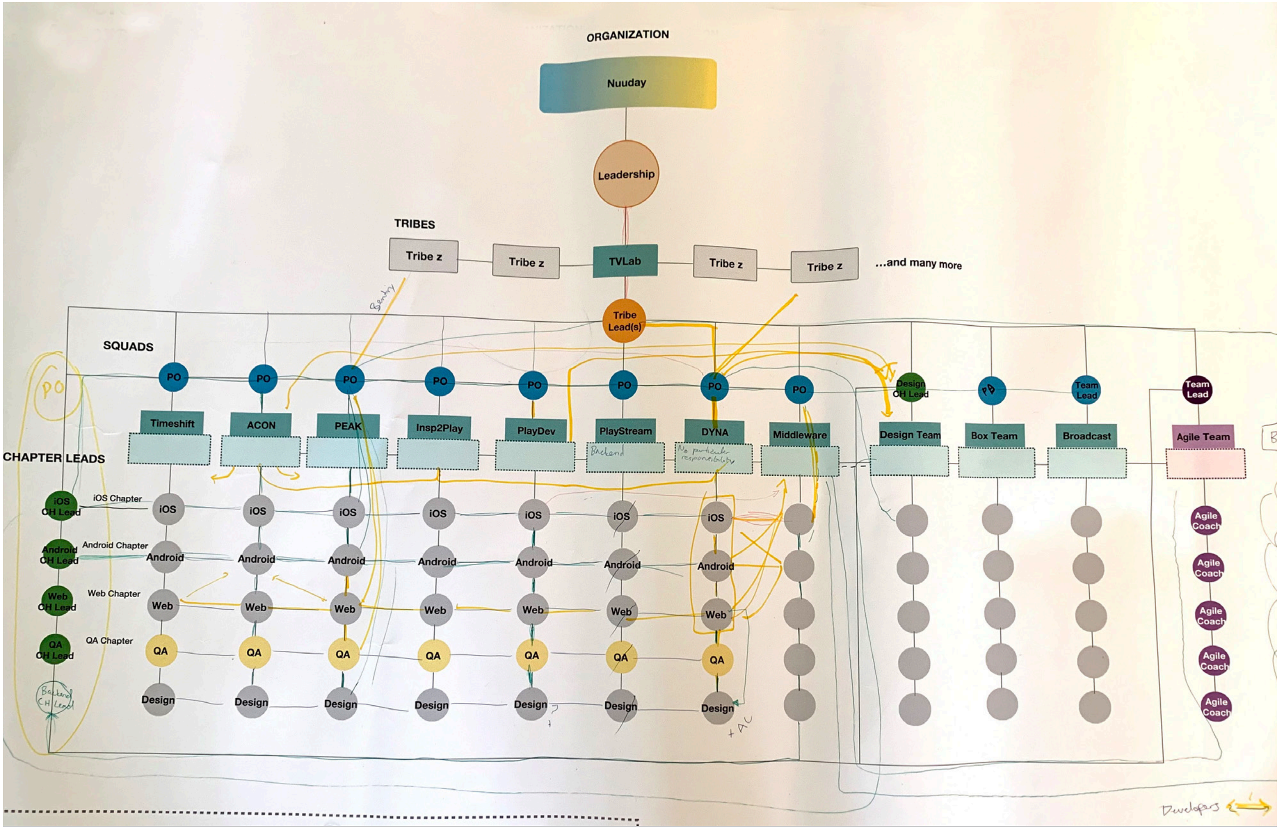

Figure 12: Results of the drawings in the ecosystem map

4.2.6 Refined problem statement

After the Define workshop, the employee journey map was used as a main tool to discover the potential areas for improvement. A couple of them stood out as the participants had put a sticker on to the phase of the journey they think is crucial. In order to make sense of the results, the emotional faces that were put into the experience line of the journey map were analyzed and put into an excel table that eventually visualized the data into a column chart (Figure 13). In the chart one can see how performance has even anger and growth has sadness. There is confusion in all of the phases, but most happens in the onboarding phase. Since the previous data backs up that onboarding is a big pain point amongst the employees, regardless of the role, small desk research was conducted on this topic and a lot of statistics on the importance of onboarding was found (Appendix 6).
Onboarding can be considered to be divided into several stages that span from pre-boarding to the first day/first week to the first 90 days (James, 2017).

Optimized onboarding presents clear and significant benefits (Paul, 2018):

- Increase in productivity
- Ensuring compliance with the organization's vision, mission, goals, philosophy, and objectives.
- Strong workplace relationships.
- A better understanding of the company culture
- Increase in employee engagement, motivation, and retention

Other than that, a strong onboarding process results in happier employees (Grones, 2019) and helps them to get to know each other and learn how to communicate properly (Strayboots, 2018). In addition, a well-designed onboarding allows workers to understand how their positions complement the rest of the organization (Bauer, 2010). It facilitates the building of relationships that is an important element of a satisfying working life (Ibid., 2010).

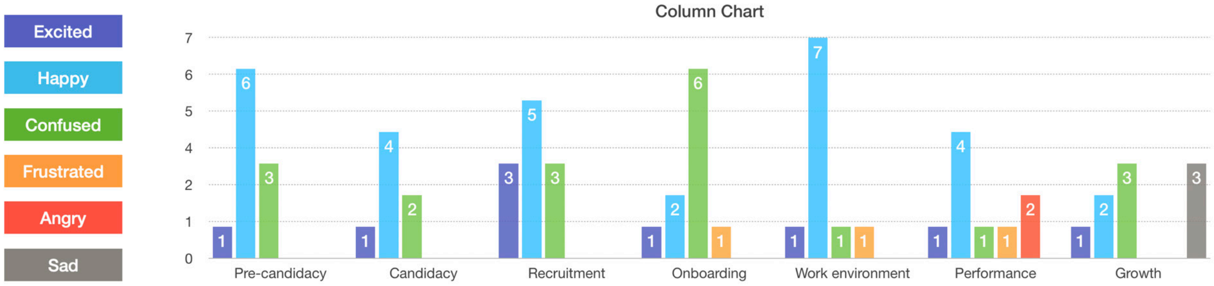

Figure 13: Column chart of the journey mapping results

These benefits that onboarding results into, are correlated to the earlier findings that the researchers got from the discovery and define phase. Earlier it was indicated that there is a lack of clear goals, mission, purpose, communication and collaboration. Some of the interviewees also mentioned how the squad turn over is very high (Appendix 7) and that results also in lack of motivation. Other than that the pain points seemed to cultivate on the first stages of the onboarding. Based on this understanding, the initial problem statement was reformulated in order to have a proper scope for ideating a new service concept.

Initial problem statement:

How might service design help Nuuday's TV Lab improve the employee experience?

Refined problem statement:

How might service design approach help to design a better onboarding experience for Nuuday's TVLab?

4.3 Develop

The previous Discover and Define-phase were required to frame the right problem and in this section, the aim was to understand the onboarding process more in-depth. This new round of Discovery upon this topic was executed through an ideation workshop together with the employees. In addition, some materials of the current onboarding at TVLab were found and analyzed. The findings from the workshop and the additional desk research led to the visualization of the current onboarding through two journey maps: on how the journey of the onboarding goes from TVLab's perspective and how it is experienced from the employee's perspective. After these two journeys were compared and analyzed, they enabled the researchers to create and come up with a proposal that can further benefit the organization's employee experience.

The following sections in this subchapter are:

4.3.1 Ideation workshop

Now that the problem statement had been refined and the project had narrowed down to onboarding, the researchers decided to hold an ideation workshop where the agenda would be both to clarify the current state of the onboarding experience but also to spark ideas of improvement. It is said how an ideation process takes shape in many ways: 'it can be done alone or in a group, in-person or remotely, the session can be short or span several hours and can be as formal or informal as needed' (Harley, 2017). This workshop was decided to be held in a group, collaboratively, as collaboration and multidisciplinary group of people results better in diverse ideas (Ibid., 2017).

Due to the circumstances of the COVID-19 in spring 2020, there was no choice but to make the ideation workshop online. That also affected the form and agenda of the ideation workshop. Altogether, 5 participants were recruited who consisted of one Android developer, three iOS developers, and one Agile Coach. The objective was to have a versatile group of people but unfortunately Web developers, QA, PO, or Design representatives could not be recruited. The workshop itself took place in Miro, which is an online tool for project management and workshopping.

The participants were walked through the software by the researchers, with clear instructions on how to use it and an already made example of one journey, in order to get familiar with the template. The participants were explained how long they should spend on each exercise and timed accordingly. The researchers also added a sticky note under each exercise as well as other relevant information, as visual props, that would help participants to go back to, after the overall instruction and introduction to the workshop. This was found beneficial, as the participants thought the facilitation was clear and it was easy for them to stick to the given time.

The workshop agenda consisted of three exercises and the first one was the participants' writing and describing their experiences on a journey map-template that focused on the first three months of the onboarding (Figure 14). The researchers had constructed the onboarding journey of seven phases:

1. pre-boarding
2. day 1
3. week 1
4. 1st weeks
5. 1st month
6. 2nd month
7. 3rd month

The participants were asked to write a 'scenario' on what happened in each phase. During their writing, they were also asked to point out pain points and gain points in red and green. This helped the researchers later for analysis. The goal of this exercise was to understand their current Journey and experiences in it.

This exercise also worked as an inspiration for the participants to move on to the ideation part: to ideate upon the good and bad experiences as well as the overall onboarding and how to improve it. According to Stickdorn et al. (2018) group ideation is a way to develop shared ownership of ideas, as participants build on each other's input. Generating many ideas can be good training for divergent thinking, as the team practices temporarily suspending judgment (Ibid., 2018).

After that, each participant got to present their ideas that were written on post-its (Figure 15). As the third exercise, all the post-its were placed on to an artboard to cluster them into bigger themes. In the end, everyone had the three most important ideas by putting up a dot into a post-it-idea that they thought to be the best ones. The four biggest themes that emerged from the clustering of the ideas were:

1. Intro and information: the biggest cluster of ideas suggested that there needs to be a better introduction to people and relevant information.

2. Team building activities: The second biggest cluster gathered ideas of more social events with the squad, and generally to have more effort on team building.

3. Tasks and expectations: the third cluster was about the tasks and expectations and how they should be aligned and the goals set up with the PO and Chapter Lead. Some tasks should be already ready for the new member.

4. Better Buddy system: similar size to the previous cluster, there was a request of the Buddy and Mentor system actually working and that they would be interested.

5. Some ideas were also related to the squad way of working and them being completely independent as well as physical environment related ideas.

The first exercise gave interesting and valuable insights on what the participants' employee experience was in regards to onboarding. Generally, the onboarding phases differed for each participant. Not all of them remembered what exactly happened in those phases. Pre-boarding had a similar structure for everyone. However, one received the contract very late. On the first day, not all received the required materials. The Buddy and a Mentor were the same person for one participant. This was a result also revealed already in the survey answers. Week 1 appeared to be generally a positive experience as they would work on their first task and there is excitement to begin working. Many experienced the pain in getting started during the first month and it took a long time to reach sufficient productivity level, due to system legacy issues and communication. In the second and third months, there is a clear challenge that participants have in terms of prioritization of tasks and lack of coordination, as there is not much support so one felt alone when figuring out the work tasks. From the developers point of view, there seems to be a technological environment that hinders the experience as the legacy systems are old. Furthermore, there is not much documentation on the prior code.

The researchers are aware that these insights are basically from the developers point of view on the onboarding and that sets a limitation to the research. However, the results were in line with the findings of the onboarding from the Discover-phase. Therefore it can be assumed that some of the issues are relevant for a bigger group of employees. The common denominator of the findings supported by the prior data is that the onboarding is unstructured. The ideas that the employees had, supported how to solve this issue.

The scope of this workshop was fulfilled; to understand the onboarding from the employees perspective and gather ideas that would also reveal further pain points / opportunity areas. The scope did not include further development of different concepts as the researchers yet needed to understand how the TVLab officially conducts the onboarding and what guidelines and materials they have for that. This will be elaborated in the following section.

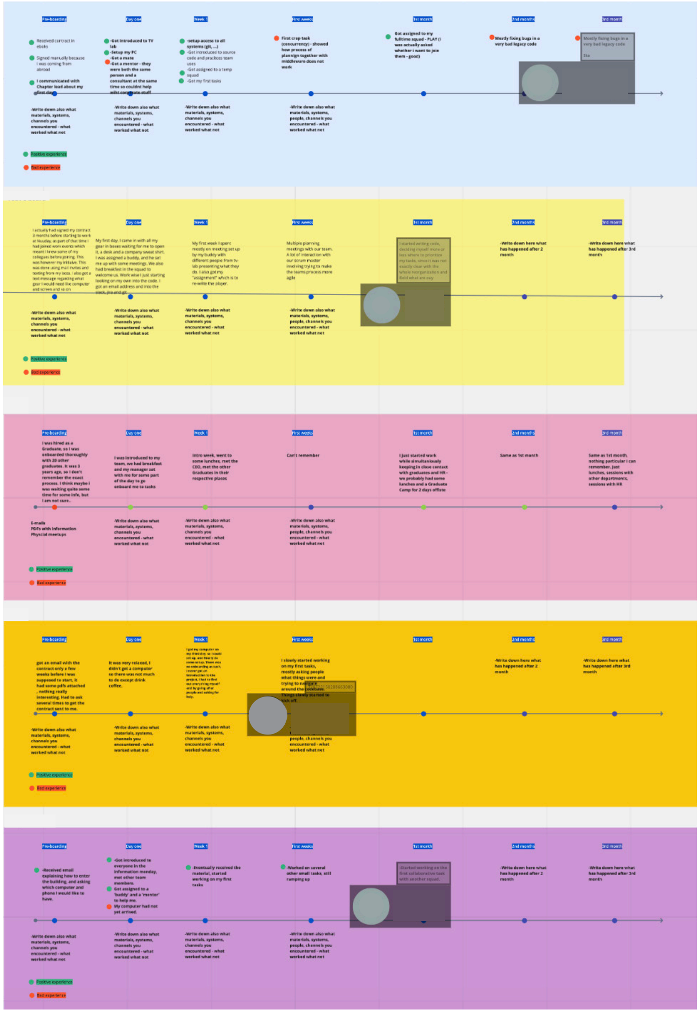

Figure 14: Participants filling the onboarding journey

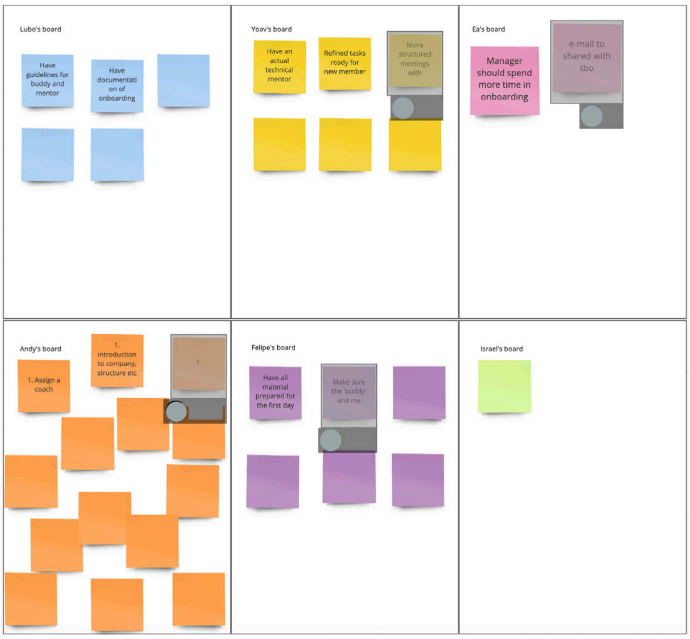

Figure 15: Participants writing ideas to post-its

4.3.2 Research and analysis on TVLab's onboarding

As pointed out in the ideation workshop section, the researchers felt that it was important to understand how the onboarding is officially conducted at the TVLab, to compare the results with the experience of the employees. Therefore a small discussion was held with the Chapter Leads as they are responsible for the onboarding (Appendix 8). Eventually, Chapter Leads from web, System administrating, and Android were informally interviewed. What they were being asked was on what is being done prior to the first day, and then in the first day/first week and the upcoming 90 days.

The Chapter Leads had very varied answers that also indicated the unstructured process that the TVLab has on it. One Chapter Lead stated how it is not on their responsibility. The researchers got several materials from one Chapter Lead but the others did not know about their existence. The replies and material helped to comprise two journey maps - one on how the onboarding journey is officially done by TVLab and one from the employees perspective, based on the results from the ideation workshop.

4.3.2.1 Onboarding journey from TVLab's perspective

The onboarding journey map from TVLab's perspective was described similarly to the template made for the ideation workshop (section 4.3.1). It had the phases of pre-boarding, Day 1, 1st weeks, 1st month, and 2nd and 3rd month. The first lane underneath describes the scenario in each phase. Similar to the general, high-level journey (section 4.2.3), there is again the goal lane depicting what the stakeholders need to achieve in each phase. A touchpoint lane was also added to investigate what the physical channels were being used. Lastly, there was a pain point lane that was filled based on what the interviewed Chapter Leads were describing. The improvement space-column was added after the identification of the pain points (Figure 16).

The scenario section helped to grasp the roles and tasks of the stakeholders involved, offering a good overview of the situation. In some phases, more clearer goals were established but the 1st weeks lacked data to define any goals. This results in the pain points of how there is no guidance for the Mentor and Buddy on how to proceed in those times. If the information would be more detailed and broken down into first, second and third week as phases, there would be more clarity on the expectations of all the stakeholders that are involved in the onboarding.

The touchpoint section of the journey map did not work so well when detecting the current Journey since the majority of the touchpoints are related to human interactions. However, some touchpoints were detected that are onboarding material for Chapter Lead, Buddy, Mentor, and the new hire. On the first day the new hire should receive flowers on the desk and a new laptop. The systems, ID card, and channels should be in place as the new hire starts. Other than that the new hire receives an information package in the first week. Similarly the Buddy and the Mentor will have a 'checklist' on what to do with the new hire. The Chapter Lead will also have a guideline paper on what needs to be taken care of prior to the first and during the onboarding. The researchers got a hold on to the materials for Chapter Lead, Mentor, and Buddy.

After analyzing them it became clear how the list for a Buddy and a Mentor is very short and vague and lacks clear instruction on how and when the list items are executed. The discussions with Chapter Leads confirmed that not all of them use this information provided but the Buddies and Mentors are left to take responsibility on their own. After 3 months, the latest, there is a survey that is being filled by the new hire. However, as the researchers looked at it, there are only 5 questions that are very general and do not reveal any insights besides the satisfaction rate. This visualization and analysis of some of the touchpoints helped to understand the current journey and showed where needed information is missing that can help to identify spaces for improvement.

	Pre-boarding	Day 1	1st weeks	1st month	2nd and 3rd month
Goal	Chapter Lead is informed on what they need to do for the new employee and that those things are being taken care of.	Employee can meet relevant people face to face and buddy breakfast ensures a good start. Employee gets to know expectations and is shown the onboarding plan. Gaining knowledge of the working culture of the team, TDC / Yousee.	No official writing or data about goals for the first weeks. The goals are left for Chapter Lead, Mentor and Buddy to define.	Chapter tries to ensure that the employee goes through everything they need to know.	Chapter tries to ensure that the employee goes through everything they need to know
Touchpoints	Information package for Chapter Leads. Information letter for Buddy and Mentor Checklist for the Chapter Lead on what to do.	Building, Chapter Lead Chapter Team Buddy Mentor Information package on the desk Flowers on the desk	Chapter Lead Mentor Buddy Squad Physical folder about all the information needed Survey about onboarding	Chapter Lead	Chapter Lead Mentor Buddy Squad
Scenario	Chapter Lead establishes the Mentor and Buddy agreement weeks before the first day. CL makes a 3 weeks onboarding plan in cooperation with buddy and mentor. CL orders software and hardware, ID card, internet, mobile, subscription, bouquet of flowers. Establishes access to common drives and systems.	Employee gets to know the relevant information in a package. A buddy and a mentor are introduced. The buddy takes the employee to a breakfast. The buddy introduces the new employee to the culture and work environment. Chapter team is introduced via Chapter Lunch.	Chapter Lead sets up relevant accounts for the employee. The employee Gets to know the squad. The employee has a session with the mentor about daily work. Chapter Lead and employee has a follow up meeting.	Employee and Chapter Lead has weekly 1-2-1's about basic day to day work flows and practices. It is also a discussion about personal and career development.	The employee has meetings with relevant internal co-operatives and external collaboratos. There is a follow-up on whether the employee can solve tasks independently. The employee goes to observe customer center / store. 1-2-1's continues with the Chapter Lead. Employee evaluates the onboarding.
Pain points	Who informs the Chapter Leads? Where can they fetch this info (what website?) Systems are old, the ordering may take a long time and it is not sure whether the order went through Some information and data becomes obsolete quickly, hard to maintain documents.	No structured process for how to be a mentor Not enough structured data on the technical side Information is not accessible and may not be best comperenhded through wiki-page.		No follow up from the squad or from the tribe How to help people to find the answers they need	No follow up from the squad or from the tribe
Improvement space	Clearer role descriptions for Chapter Lead, Buddy and Mentor —Improved guidelines for each and given information so they can fullfill their role properly	Better and accessible way on how to show then needed information to the new hire in the beginning.	Have a standardized guide for the buddy and the mentor on what the employee should do and get to know in the first week. There should be set up goal for this week and then it can be also measured.	Make sure there is a follow up after first month and to find out how automously the employee can find information they need.	The onboarding evaluation needs more elaborative questions on why the onboarding did or did not succeed. Separate evaluations on Chapter Leads, Buddies and Mentors.

Figure 16: Onboarding journey map from TVLab's perspective

4.3.2.2 Onboarding journey from the employee's perspective

This journey map was built with the same template as the previous one, based on the template presented in the ideation workshop where participants wrote about their individual experiences in each phase of the onboarding. It became clear how they had difficulties in remembering certain aspects of the onboarding accurately, and therefore the data is imprecise.

To reflect back, the sessions should have been the other way around, where the researchers would have already identified the TVLab's perspective on the onboarding journey and then showed it to the workshop participants. That might have helped them to remember better and ideate more, resulting in more accuracy and information for each lane. In this journey, it can be seen (Figure 17) how the goal lane is now empty as this was not really elaborated by the workshop participants. In addition, the ideation workshop did not concentrate too well on the actual touchpoints at a given time, as the researchers did not yet have a hold on the onboarding materials and relevant information that was later given by the Chapter Leads. However, some physical touchpoints could be detected in the pre-boarding phase but in the later phases, the human encounters became more relevant again, as Figure 16 points out. The participants mentioned how they receive the contract through e-boks and communicate with the Chapter Lead by calling or via text messages. On the first day of arrival, they mentioned the flowers and laptop that was at their desktop. Some pains were related to the fact how the contract was received late as well as the laptop or other materials were not in place upon arrival, which made the employee feel they can not start working properly.

Upon analyzing both journey maps, the 'improvement space'-lane served researchers to identify the common denominator that would address many pain points in each phase. Both the organization and the employee perspective
journey map demonstrate how the roles need to be clear and currently the responsibilities are not aligned between stakeholders. The discussion with the Chapter Leads revealed how onboarding suffers immediately if the Chapter Lead is not there or does not know how to lead the process. The employee perspective journey shows the unstructured Buddy and Mentor program, that sometimes results even in the absence of the Buddy. The ideas that the employees brought in the ideation workshop now connect to the fact how the more defined roles and what each role includes, is a way to an improved onboarding experience. The researchers believe that by clarifying the roles and emphasizing the closer connection to the Buddy, it could soothe the pains that are experienced by the lack of missing items or materials if the Buddy or Mentor could be more supportive. The other important fact is that the onboarding has to function properly even in the absence of the Chapter Lead. Therefore, these insights led the process to the delivery phase, where a final concept proposal is created. This proposal recreates and restructures the roles of the needed stakeholders and emphasizes the Buddy and Mentor responsibilities to ensure a good onboarding experience.

	Pre-boarding	Day 1	Week 1	First weeks	1st month	2nd and 3rd month
Goal						
Touchpoints	Contract through eboks Calls / text messages with Chapter Lead.	Macbook, information package, flowers	Systems such as: GIT, Jira, HockeyApp..	Squad		
Scenario	Employee receives an email with onboarding information. Receives employment contract to e-boks. Is in touch with Chapter Lead about the first day.	Employee gets introduced to TVLab. Gets to set up the PC and the systems and tools. He/She is assigned to mentor and a buddy that sets up meetings. Has a breakfast in the squad.	Employee sets up access to all systems. Developers get introduced to source code and team practices and get their first tasks. Employee gets to know different people of the TVLab via meetings.	Employee is working on their task and in the project. There are multiple planning meetings within the team. Lot of interaction with the scrum master.	Employee is working in the squad.	The employees tasks become more streamlined and he/she is more self sufficient to carry a task from start to finish. Some employees are introduced to bigger tasks.
Pain points	Some employees receive contract only few weeks before and has to ask it from Chapter Lead several times. Employees don't have a clear idea who the HR specifically is.	Mentor and buddy is sometimes one and the same person. With the work the employee starts to look on their own. May not have a computer in the first day.	Employee receives the computer and systems setup late. Might be assigned to a temporary squad. May not get a proper introduction and the employee has to figure out lot of things by themselves. No introduction to the company mission or vision or to the project.	Process of planning together with some other squad do not work. Process of starting to work starts slowly. Has to ask different people what things are and mean.	No documention / knowledge transfering. Hard to find help without constantly disturbing colleagues. There is no clear goals or deadlines so it is hard to know which tasks to prioritize.	Work can become cumbersome if there is no good documentation for the code (legacy). Invidual employee expectations are not met. The employee can feel that they work mostly alone what comes to planning.
Improvement space	-How can we assure that the contract and needed information comes in time? Make sure the new hire is stayed in loop if there is system failures? -Define clear roles	-Stronger buddy and mentor program -How might we assure the new hire is getting the right "tools" to start working more autonomously	-Stronger buddy and mentor program			Culture needs to be established in a way that the new employee understands what it is to be proactive but it is also okay to ask questions

Figure 17: Onboarding journey map from the employee's perspective

4.3.3 Preliminary reflection

At this point it is good to reflect on the refined problem statement:

How might service design approach help to design a better onboarding experience for Nuuday's TVLab?

The refined problem statement led the process to the Develop-phase of the Double Diamond. In a human-centric manner, as service design indicates (Sanders & Stappers, 2008), the researchers held an ideation workshop involving the employees to elaborate on their perspective on the onboarding experience. This workshop included a brief iteration on the Discover-phase as the Double Diamond- methodology allows. The goal of the ideation workshop was reached and it gave the researchers an understanding of the employee's experiences on the onboarding process in a more detailed manner. On the other hand, it is to be acknowledged that the results gave quite a narrow view on the onboarding since four out of five participants were developers and the rest of the roles that have been in focus are not being researched. The ideas that were generated indicated where there are places for improvement that can be done.

To reflect back, what should have been planned better was the type of participants that were being recruited. One did not remember too well about the onboarding since the person had already been 3 years in the company. However, the rest of the participants were recruited to the company a year ago or less than a year and they remembered better what had happened. A future recommendation when researching upon onboarding and creating an employee perspective onboarding journey is to recruit participants that are newly employed in the organization. In addition, it is recommended to hold the ideation workshop after the current onboarding on how it 'should go' is analyzed.

Again, the researchers went back to Discover-phase to use a participatory approach as data collection (Stickdorn et al., 2018) by interviewing the Chapter Leads. This was to understand the current journey from TVLab's perspective by discussing with the Chapter Leads, who are responsible for it. The use of the journey map tool helped to compare the journeys - how it should go from TVLab's perspective and how it is perceived and experienced by the employees. Together, the two journey maps in comparison gave an understanding of what the main pain points are and what can be improved. To conclude, the methods and journey mapping tool relevant for service design were able to help to understand how to design a better onboarding experience for Nuuday's TVLab. The proposal for an improved onboarding process will be presented in the following section

4.4 Deliver

The last phase of the Double Diamond is Deliver, where the final concept is transformed into deliverables for the stakeholders at Nuuday's TVLab Tribe. The Develop phase and further research upon the Onboarding resulted in clarifying the point of improvement that is amongst the stakeholders and clarifying their roles in it. This revelation resulted in defining the best tools for delivery. Several representation tools were used to communicate on how to improve the current onboarding process.

The following sections in this subchapter are:

4.4.1 Deliver approach
4.4.2 Stakeholder's overview
4.4.3 Stakeholder map
4.4.4 Motivation matrix
4.4.5 Action journey

4.4.1 Deliver approach

To present the final outcomes of the service concept with visualizations appropriate for service design, four representation tools were chosen that enabled the construction of the new onboarding process. These were a stakeholder overview, stakeholder map, motivation matrix, and an action journey. Stakeholders' overview presents all the needed employees that contribute to the onboarding. These stakeholders are then placed into a stakeholder map, firstly by showing the present state and then proposing a possible future state by a new stakeholder map.
A motivation matrix was created in order to clarify each role, responsibilities, and their motivations. Through this, each stakeholder would become aware of the value they bring to the onboarding process. Lastly, an action journey was created in order to execute the new onboarding process.

4.4.2 Stakeholder overview

The first representation tool used to communicate the new onboarding process was a stakeholder's overview. The example can be seen in Figure 18. Stakeholder's overview is presented by Giordano et. al. (2018). Researchers used this representation in order to provide a description of the stakeholders and what their role is in the context of the onboarding. These stakeholders are represented by the following roles:

- New hire is responsible with integrating into the new position, as well as becoming a trusted employee
- Chapter Lead, which has the managerial responsibilities of the new hire and communicates the values of the companies and ways of workings
- Buddy, the main responsible stakeholder that helps the new hire transition in their role
- Mentor, responsible of transferring the technical knowledge the new hire needs
- Chapter team supports the new hire professionally, making him/her feel part of the team
- Squad team helps to establish a good team spirit together with the new hire
- Squad PO helps to onboard the new hire into the product they build
- Tribe Lead ensures the bigger picture, values, and vision and is being kept in the loop about the quality of the onboarding
- HR department that is in charge of the employee contract and legal matters

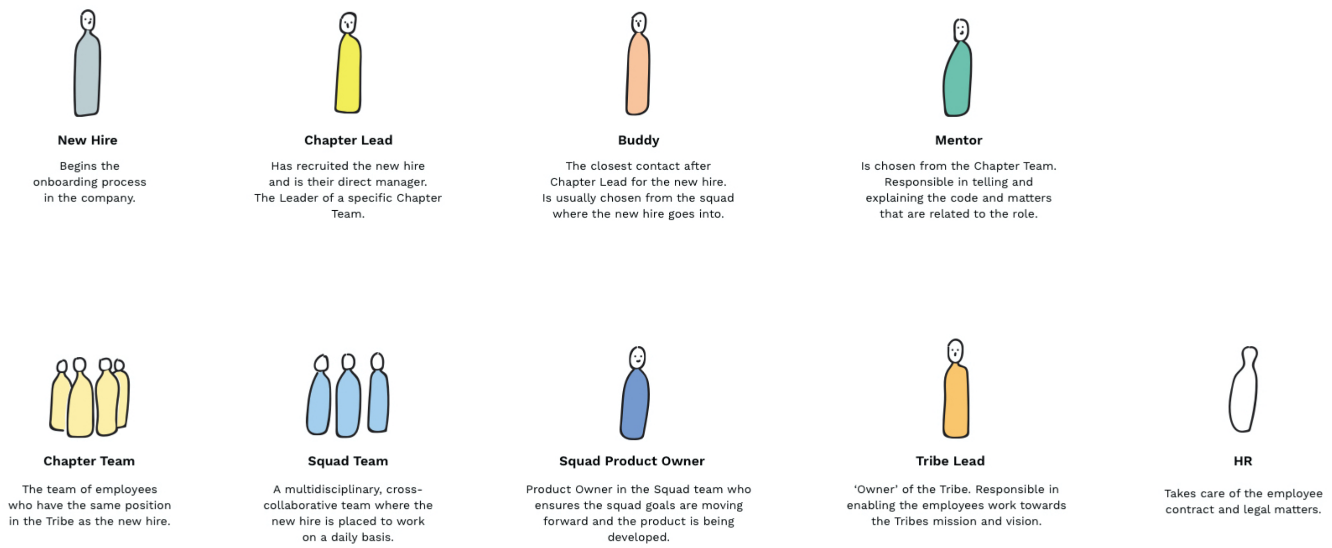

Figure 18: Stakeholder overview

4.4.3 Stakeholder map

Once the stakeholders were identified, they were placed in a stakeholder map. According to Stickdorn & Schneider (2010), a stakeholder map is a valuable tool that offers an overview of network relations. It can trigger conversations about roles, positions and structures (Ibid., 2010). In the literature, this tool is used to not only identify stakeholders but also to quantify and estimate their capacity of influence and impact (Bourne & Walker, 2005).

The stakeholders were mapped in three levels of interaction to represent the current state of the relationships between one another (Figure 19). Based on the discussion and research conducted, the Chapter Lead is in the first level and he/she is the closest contact the new hire will get in the beginning. The problem that was identified here is that the responsibility of the onboarding should not solely rely on Chapter Lead and this is where the problems start to arise. The Buddy and the Mentor are still further away since their roles may not always be in place and their relationship is not constant with the new hire. The Tribe Lead stands in the third level of interaction since their interaction happens through a meeting where he/she explains the company's vision and goals to the new hire. This meeting sometimes does not even happen. Outside the levels stands the indirect interaction with the HR department who take care of the contract and legal matters.

Based on the insights drawn from the journey maps presented in section 4.3.2.1 - 2 an improved stakeholder map was comprised (Figure 20). The future state shows the strengthened role of Buddy and the Mentor, who are placed in the core of the first level of interaction with the new hire. The Chapter Lead also stays still in the first level of interaction but the responsibility resides more heavily on the Buddy and Mentor to prevent the onboarding from failing if the Chapter Lead is absent at times. Chapter Team is brought closer together with new Stakeholders: a Squad Team where the new hire is being placed and a PO. These stakeholders play an important role in onboarding the new hire into the squad team and their vision and mission. Tribe Lead is still in the outer interaction level but brought a bit closer to indicate the importance of explaining the new hire about the company vision and goals. Due to the minimum contact that the employees have with the HR department, who only handle the legal matters, the HR stakeholder is placed outside the three spheres.

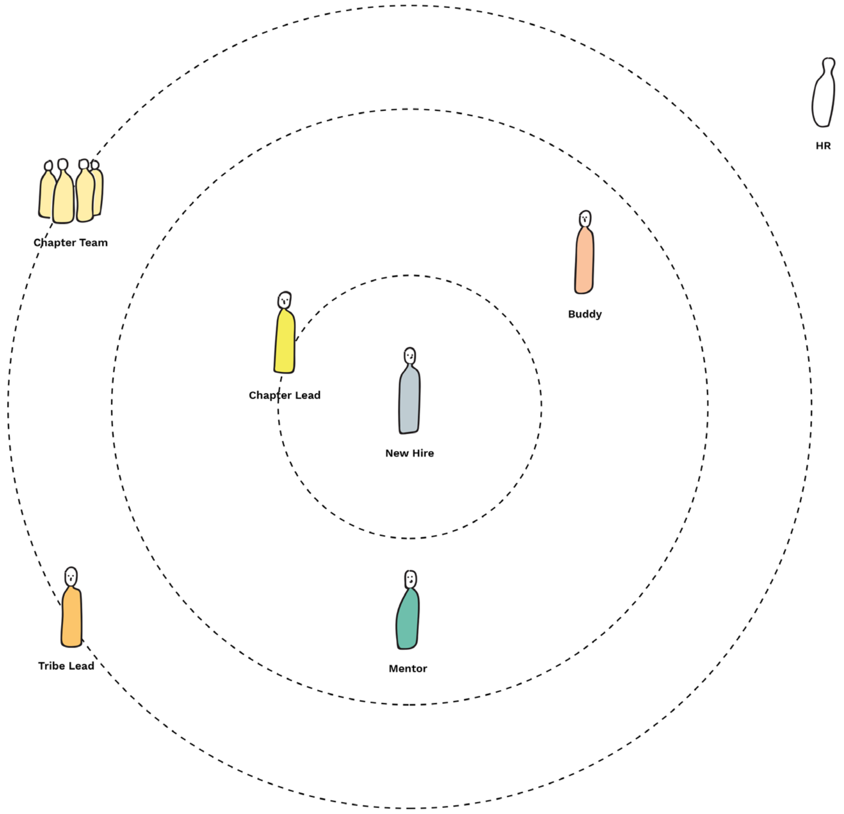

Figure 19: Current stakeholder map

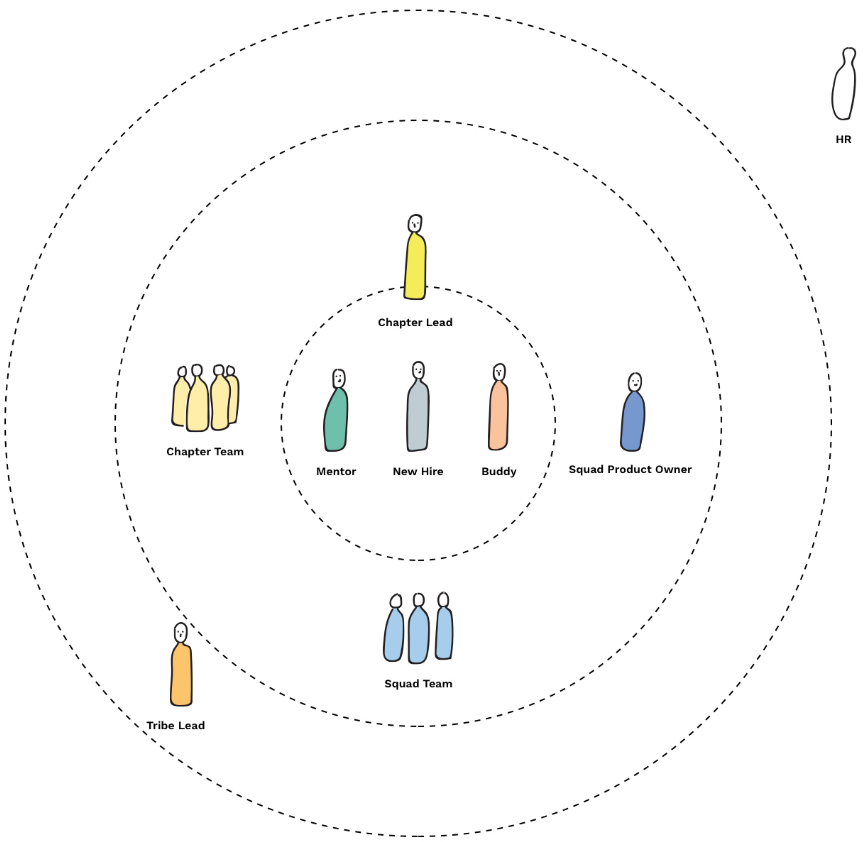

Figure 20: Future stakeholder map

4.4.4 Motivation matrix

In order to clarify each stakeholder's role in the onboarding process, their responsibilities, and motivations, a motivation matrix was created (Figure 21). It serves as a continuum from stakeholder mapping to open up the newly established roles and 'power relations' (Morelli & Tollestrup, 2006; Giordano et al., 2018).
The motivation matrix shows the solution from the point of view of the stakeholder's interest in taking part in the partnership and also investigate their motivations behind their actions (Manzini et al., 2004). Cross-referencing the stakeholders allows them to check what are or could be their respective motivations to evolve their current business; what each can bring to the partnership and what each gets out of the partnership; and what potential synergies/conflicts may occur between partners (Manzini, 2004). It is constructed by filling up the cells in the motivation matrix, which forces the designer to actively reflect upon each actor's relation to the whole system and its single actors (Ibid. 2007).

> 'The motivation matrix is mainly targeted at internal use and the perspective is primarily technical due to the construction point of view: the reason why each actor should be part of the system' (Morelli & Tollestrup, 2006, p. 3).

All the stakeholders were added to the matrix and the main function is to describe what each can bring to the onboarding process, what they get from the process, where the interactions exist, and where not. All of the stakeholders interact ('gives to') respectively with the new hire. The motivation matrix shows clearly how some of them are not in direct contact with one another. The responsibility of each stakeholder in regards to the onboarding is described in the yellow item.
Since the map shows gaps in the interactions, this is an opportunity for co-creation and detailing the roles and improvements that can be brought to the onboarding process. For now, the motivation matrix shows the increased responsibility for the Buddy and the Mentor and how they, together with the new hire, need to assess the quality of the onboarding. This assessment is then being discussed with the Chapter Lead and Tribe Lead in the end. In addition, it reveals an action for co-designing the detailed requirements for the Buddy and the Mentor.

Gives to	Chapter Lead	New Hire	Buddy	Mentor	Chapter Team	Squad Team	Squad PO	Tribe Lead
Chapter Lead	Manager of the new hire. Communicates the culture and ways of working.	Establish a good manager-employee connection. Makes sure the new hire feels welcome. Teaches how to take responsibility and ownership.	Makes sure the buddy knows the capabilities and responsibilities for this role. Understands how the buddy could do better next time. Follow-up session.	Makes sure the mentor is capable in mentoring a new hire. Understands how the mentor could do better next time. Follow-up session.	Make sure the entire team welcomes the new hire.	—	Aligns with the expectations of the new hire.	Gives the information on onboarding quality.
New Hire	Enables to fill the empty position that is needed for the Tribe to function properly.	Integrate into the new position. Become confident and trusted employee.	Gives the buddy the experience of becoming a better buddy. Enables the buddy to have a bonus.	Gives the mentor the experience of becoming a better mentor.	Addition to the team. New knowledge.	Fullfilss missing team position. Fullfills expectations and begins to deliver within the team.	Keeps PO in the loop. Ensures features are being implemented.	Assessment on the onboarding quality.
Buddy	Shares the responsibility with Chapter Lead to integrate the new hire. Follow-up and metrics on how the onboarding went.	First hand contact. Gives all the needed information - higher and detailed. Helps to integrate to the squad team.	Make the new hire autonomous and productive and capable. Ensure a good experience.	Communicates with mentor about the new hire and their development and how they can help further.	—	Enables that the new hire integrates to the squad.	Makes sure the new hire becomes a productive team member effectively.	Assessment on the onboarding quality.
Mentor	Shares the responsibility with Chapter Lead in ensuring the new hire knows the technical side.	Giving new hire all the technical information and transfers knowledge.	Communicates with buddy about the new hire and their development and how they can help further.	Make the new hire be better in their role from technical perspective.	—	Indirectly helps to make the new hire deliver their work to the squad.	Gives status update on the new hires progress.	Assessment on the onboarding quality.
Chapter Team	Evaluates on how the Chapter Lead does their job on a constant basis.	Homebase for the new hire. Feedback and peer support in regards to the role.	—	Co-create the role of the mentor —> what it should be	Support the new hire professionally - make him/her feel part of the group.	—	—	—
Squad Team	Gives feedback on how the new hire performs.	Enables the new hire to become part of the team.	Co-create the role of the buddy —> what it should be	—	—	Helping to establish a strong team spirit together with the new hire.	—	—
Squad PO	Align with the expectations	Set expectation of the new hires deliveries. Shows and tells squad vision and mission.	Be part of clarifying the role of the buddy.	—	—	Be part of the squad team, ensuring a good team spirit. Manifests the vision to the squad on a daily basis.	Helping to onboard the new hire into the product they build.	—
Tribe Lead	In contact with onboarding experience and quality.	General intro to the company, make sure the employee understands the mission and vision and how they contribute.	Understands how the buddy could do better next time. Follow-up session.	Understands how the mentor could do better next time. Follow-up session.	—	—	—	Ensures the bigger picture, values, vision. Is kept on loop about the onboarding quality and success.

Figure 21: Motivation matrix

4.4.5 Action journey

Since the vital Stakeholder in the onboarding had been identified, the researchers created an action journey (Figure 22) in order to fully execute an improved onboarding process. This tool was presented in the Master's thesis of Innocenti et al. (2018) which is to 'activate the potential group of stakeholders by creating awareness of the values of common spaces and to gain their interests in the process'. Moreover, the role of the designer is to then facilitate the activation process and ensure the different stakeholders are on board and have a clear understanding of the roles, resources and actions needed (Innocenti et al., 2018).

With the action journey, the researchers want to facilitate the activation process and to ensure the above mentioned will happen. Similarly, as in the thesis project of Innocenti et al. (2018), the researchers would support active involvement by using a co-design approach. Freire & Sangiorni (2010, in Vink et al., 2016, p. 3) describe co-design to be 'a practical approach for engaging service users, service providers, and other stakeholders in the design of a service' .

The action journey has two types of (what): steps for alignment and co-design activities. It would begin by two alignment steps by presenting the insights about the current onboarding process to the relevant stakeholders. This meeting would be followed up by another one where a common ground for action in regards to a new proposed onboarding process. After that a first co-design activity would take place where the created motivation matrix and stakeholder map would be validated and modified with the stakeholders that are included in the stakeholder overview. This is important in order to ensure that the right stakeholders are included in order to ensure that the onboarding would result in decreasing the issues that were found throughout this research and increase the benefits that a successful onboarding would bring (Appendix 6). The following co-design activities would be to define the role and guidelines for the Buddy together with squad teams and former Buddies, who would have prior knowledge and experiences to share. In a similar manner, this would be held to define the role of the Mentor together with the Chapter teams and former Mentors. The next step would be to present the co-designed roles and guidelines to the Tribe and Chapter Leads. In order for the process to be evaluated, metrics would have to be set in place; what to measure and how to evaluate the quality of the onboarding process. It is again a co-design activity together with the stakeholders in order to gain different perspectives on what is relevant to measure. The last step would be to simulate it. The simulation could happen for example by asking an employee from other part of the organization to act as a new hire. It would last few days so that the Buddy and Mentor would be able to practice the new defined roles. The 'new hire' would then evaluate the simulation in a retrospective. This can bring opportunities to iterate the process. The process can be then be scaled up to other parts of the company.

These actions presented in the Action Journey could not, unfortunately, be executed due to the circumstances of the COVID-19 happening in spring 2020.

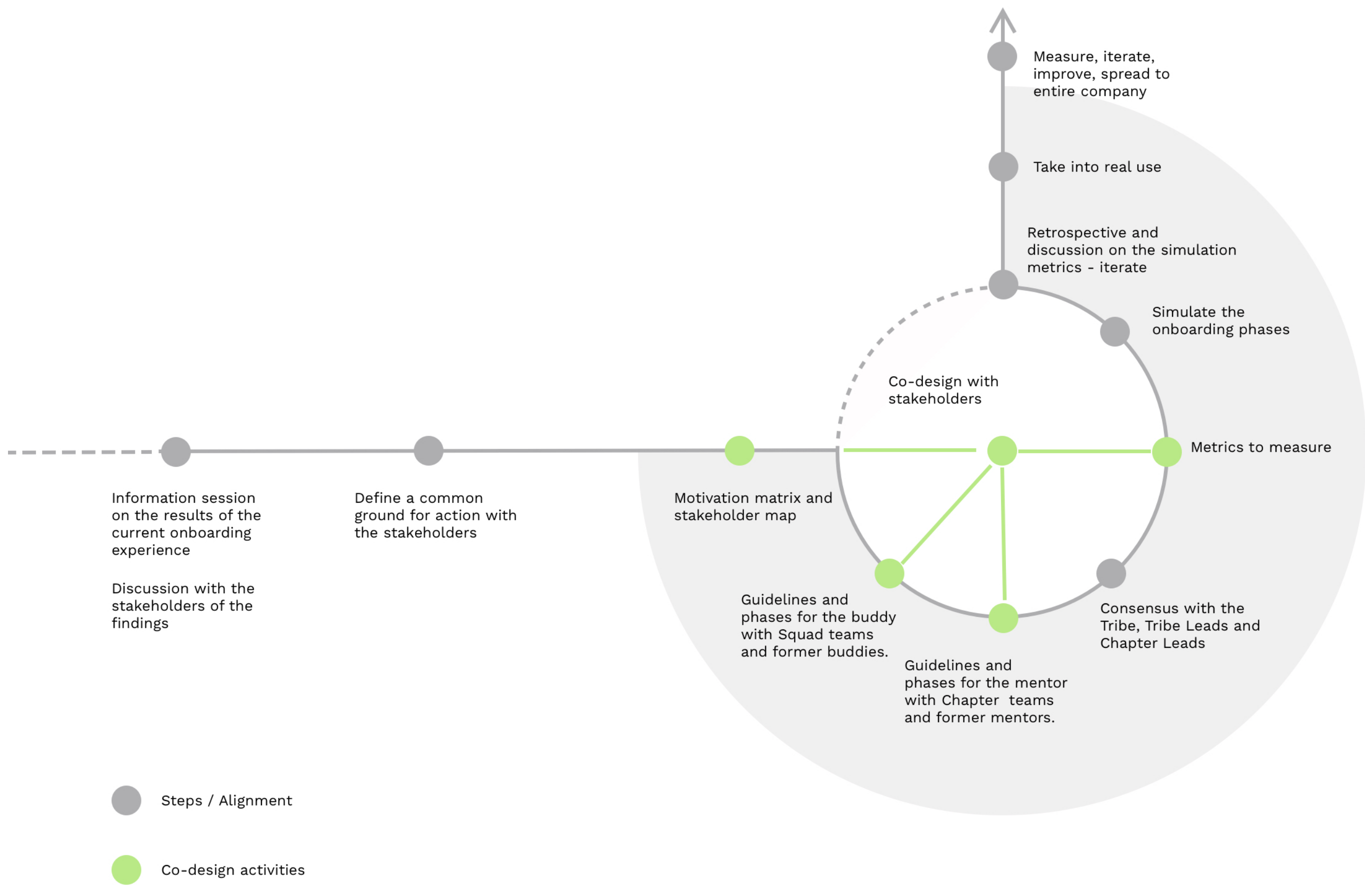

Figure 22: Action journey to establis an improved onboarding process

5
Discussion

Throughout this thesis, several methods and tools have been presented as well as a practical case study; the combination of the two has provided a basis for answering the research question and problem statement. The following sections contain reflections on the different tools of interest that the thesis has addressed. In addition, a discussion on the role of service design when designing employee experience will be discussed.

The following sections in this chapter are:

5.1 Reflecting on the process and creation of the tools

The researchers decided to take an explorative approach towards the topic, as they were unfamiliar with what constitutes the complexity of the employee experience. This brought both benefits and challenges to the project process and usage of the tools. In order to answer the research question 'exploring how different service design tools can help to create solutions that impact employee experience', the researchers selected three tools that were used in the Double Diamond process. The customer journey map and persona tool were selected due to their recognition in the employee experience literature and ecosystem map was chosen along with the process but also due to the nature of service design approach that looks services on a systemic level.

As the scope was wide and the sampling of the participants was encountered with difficulties, no specific target group was defined early in the process. On one hand, this approach helped the researchers understand and empathize with different roles within the organization, providing an observational and objective edge, but on the other, sometimes undefined goals affected the creation of the tools. In addition, the complexity and abstract form of the employee experience topic affected the usage of the tools. As the literature review points out, the employee experience can be looked at in multiple ways; through the lens of the three environments (physical, social, and cultural), through the employee lifecycle and through the list of factors that the majority are very abstract. This complexity resulted in the tools to be difficult to be applied in a more specific context. In a typical service design process the context is some kind of a service environment that sets the boundaries. When looking at employee experience, such context does not exist. Although the process was influenced by the wide scope of the project and the complexity in EX, each tool was considered to be useful and provided insights that were relevant for the process at the time.

5.1.1 Reflecting on persona

In order to understand the stakeholder's roles, a user archetype persona was considered the most useful as it is said not to be a specific persona, but is identified by a role or position, rather than by a name (Floyd et al., 2008). The persona was developed from the series of interviews that were further analyzed and visualized on a template that constitutes the user archetype persona. The researchers acknowledge that there are biases gathered from the data, as it was not always possible to interview a considerable number of participants from the same role. The scope of the persona was beneficial to understand the different roles within the organization on a macro level, and how each role influences each other within the company.

Even though the persona was not used further to justify design decisions, the main benefits of using the tool were to understand roles, build empathy, and as a tool for communication. The needs and pains of each role helped the participants understand how they could be of help or in which situations to be more considerate towards their colleagues. This was revealed in the Define workshop, where different stakeholders were asked to analyze the personas developed by the researchers and provide their feedback. The biggest revelations happened between developers and QA as they work together very closely and simultaneously. The developers gained an understanding of the QA struggles since from their perspective the relationship is problematic.

This aspect brought a positive perspective on the usage of the tool. To reflect upon what constitutes employee experience, the persona addressed best the more abstract factors (communication, collaboration, clear goals).

The benefits of using a broad scope persona were the fact that the researchers had a holistic understanding of different stakeholders, which helped in understanding how the insights gathered can bring different perspectives on how the ways of working in an organization are being influenced. As a future recommendation, the persona tool would be further used in the process, in order to showcase more accurate and personalized scenarios that can be applied when using an employee journey map.

5.1.2 Reflecting on customer journey map

The literature review on employee experience indicated since the beginning that a customer journey map tool would function in the context of employee experience. It follows the chronological flow similarly than the employee lifecycle. Due to the nature of the project scope being very broad in the beginning and therefore the employee journey map that was created (section 4.2.3) was very high-level. It consisted of the phases reflecting the ELC: pre-candidacy, candidacy, recruitment, onboarding, work environment, performance, growth, and from pre-exit to post-exit.

It became evident that the high-level map faced shortages; the data where it was based was perhaps too scattered and therefore it did not have a focus on a particular stakeholders point of view. In this map the main touchpoints were identified in a general manner. In this project they present the physical devices that are being used in the phases. However, they did not seem to bring that much value as the pain points and gain points were constantly related to human encounters. Thus, one finding is that the employee journey map functions a bit differently as there is no particular ‘service provider’ that would offer distinctive touchpoints or service encounters that the employee would move along with. The experience is heavily reliant on people and only a little to systems whose main function is not to provide service. The touchpoints and other lanes were left empty in the exit phases as there was no access or opportunity to gain understanding on what exactly happens there. This would have required interviews with the former employees. However, in general this journey map was constructed from lanes that are commonly mentioned in customer journey maps.

The main function for the high-evel journey map was to fill in the gaps that were missing, together with the employees that took part in the Define-workshop. In addition, the ‘experience-lane’ as the last lane in the map served as a good indicator for which phase of the employee journey requires more concentration and it led to the creation of a more detailed journey map of the onboarding phase.

In order to depict the onboarding journey, the researchers had to go back in the Double Diamond methodology back to Discover-phase in order to understand the current journey from the company's perspective. Similarly, the ideation workshop served to understand how the employees have experienced the onboarding from their individual perspective. In the end, the similar template for onboarding journey was created with both perspectives that allowed the researchers to compare the two. Again the onboarding journey maps showed that the touchpoint lane became obsolete and the entities that were relevant were again human encounters with relevant stakeholders regarding onboarding. At the end, these two journeys and the pain points identified from both enabled the researchers to analyse and hypothesize where the main problem resides and that led to the final service concept proposal.

To conclude, the high-level journey map helped to understand the experience from an employees point of view and served as an exploratory tool (Meroni & Sangiorni, 2011). In addition, it offered opportunities for change and ideation for later in the process (Crosier & Handford, 2012). The onboarding journeys served, as Kaplan (2016) mentions, 'to figure out the why factor'. If the scope of the project would have been more clear from the start, the researchers would have been able to target data gathering to a more specific group of employees and comprise the journey map by using also persona. However, when the process is open and nothing is known, it can be questioned whether the journey map needs a persona but it is able to work in the purposes that was mentioned above.

5.1.3 Reflecting on ecosystem map

The ecosystem map was chosen based on the process and result on the data. This tool is said to be more flexible when presenting entities on the map. The map that was visualized was to only show different employees and groups and their interactions. The physical entities and systems were left out as the insights that were gathered pointed out on the issue of communication and collaboration and the lack of understanding the bigger picture. It was thought crucial to understand what the TVLab constitutes of and where the issues in employee relationships exist. An initial ecosystem of the TVLab based on the data gathered was able to be created but it was then co-design together with the workshop participants who looked at the map from their individual perspective, wherever they found themselves on the map. The participants then pointed out who they communicate with and where there are issues and why.

One of the project owners of the Tribe found a big value in seeing a filled map and how different stakeholders point out the positive and negative lines of interactions. It was pointed out how this map can be beneficial by showing it to the Tribe Lead so that changes can happen accordingly. This could have resulted in restructuring the system by placing stakeholders differently or creating new ways to improve some dependencies that some squads face. This tool underlined one of the crucial factors that is said to influence employee experience. The communication and collaboration factors are very abstract but this map helped to reveal pains and gains and could work as a tool to address them.

5.2 Reflecting on how service design can improve employee experience

Lastly, it is good to bring the discussion to a more general level and to address the problem statement formulated in the beginning of this project: how might service design help Nuuday's TVLab improve employee experience? One of the aims of this thesis was to understand how service design approach can be of use when designing employee experience.

As mentioned in the literature review, service design approach is thought to be human-centric through the involvement of users as research subjects and as co-creation partners (Sanders & Stappers, 2008). As employee experience is recommended to be developed through the employee perspective, service design approach fits well in this context. This project utilized this approach by researching the employees through interviews and survey methods and making them participate in the insights gathering through focus groups and workshops. However, when researching upon employee experience it can be difficult to identify which stage of the employee lifecycle or the three environments (physical, cultural, social) may need more focus as well as the factors that are more abstract and not specific to any of the stages. Without recognizing the focus area before the process can start, the usage of service design tools become more explorative and useful for insights gathering rather than means for development efforts for new 'service offerings'. Therefore, a framework to specify and identify which environment, phase of the journey or a factor of EX needs to have more focus so that organizations can then utilize a service design approach to its full potential. Such a framework to identify employee experience gaps is yet to be established but is highly recommended. This could be for example some kind of an employee experience maturity test that is held in the organization prior to the actual service design process. It is not wrong to start without knowing the focus but it becomes difficult to identify target groups and use persona tool and the other two tools interconnectedly. The broader scope enabled the tools to function independently and they raised discussions, consensus and understanding amongst the stakeholders.

As the 'why' factor was identified based on the iteration round in the Double Double diamond and from the input from in the ideation workshop, the service proposal was created. The action journey pointed out the next steps in the process to improve the onboarding journey which impacts other pain points that were identified. This action journey emphasizes the nature of service design through 'co-design' workshops where the roles of the relevant stakeholders need to be jointly designed. These workshops need facilitation where service designers can contribute through the service design process and tools. Again, the human-centric aspect of service design can be thought to bring value when designing either a stage or a factor of employee experience that consists to a great extent of human relationships.

5.3 Reflecting on the learning objectives

5.3.1 Official learning objectives

This master thesis in collaboration with Nuuday's TVLab gave the researchers the opportunity to practice a methodological design approach to a relevant case study in the teleoperator industry. The methodology that was used was known to the researchers but new in this particular field of study. The focus area on employee experience added complexity to the project because the topic has not been explored much, which gave the researchers an opportunity to gain new knowledge from a service design perspective. The researcher began with a broader scope due to the unexplored nature of the topic. There was a need for understanding the department on a macro level; how it works, how employees feel, perceive, and think about their employment and all aspects surrounding employee experiences.

The researchers had initial knowledge in some of the methods used but again the context was new so these methods always need to be adapted in an unknown setting. More in-depth knowledge of the benefits and disadvantages was gained both from the known and new methods. The methods used revealed general problem areas that TVLab is facing. However, having an exploratory approach resulted in difficulties having a specific focus, as there are multiple angles and problem areas - it is hard to verify which problem area is the most important to design for. This issue resulted also in the fact that there was no specific group of employees to whom to concentrate more in-depth. Furthermore, the circumstances due to the COVID-19 hindered the ability to focus on a specific group. The Discover-phase took a significant amount of time of the process and this resulted also in the fact that testing and iteration of the researched tools was left minimal. However, the researchers were able to narrow down the topic with the help of the tools and workshops that were held together with the employees. In the end, this particular focus on onboarding made a lot of sense for theTVLab to focus on as it impacts on so many other pain points that they are struggling with.

5.3.2 Personal learning objectives

One of the main objectives of this thesis was to find strengths in the field of service design and to develop SD skills that are helpful when designing employee experiences. The methods used in the thesis revealed what works and what does not and how to approach them better in the future. The collaboration with Nuuday's TVLab helped to gain knowledge about the teleoperator industry by accessing information through different employees. The process enabled the researchers to work with different types of people with different roles and responsibilities in the organization. The variety of stakeholders gave an understanding of the difficulty in developing new service proposals in the area of employee experience.

The third objective was to find ways on how to improve employee experience with the service design approach - it was difficult from time to time to use the selected methods and tools as the employees were unavailable to take part and had tight schedules. However, the use and testing of the selected tools in order to address the research question resulted in insights that indicate them being useful when developing employee experience. The service proposal that was created was based on the findings, specifically for TVLab. Therefore, it cannot be assumed the solution might be applicable to other organizations but they need to be able to identify their own context that can be reached through the service design process.

6
Conclusions

This chapter concludes the findings from examining three service design tools through a case study. It also presents the limitations and possible future research for this thesis.

In this thesis, three different service design tools were explored to find out how they fit and benefit the context of employee experience. A study for Nuuday's TVLab on how to improve their employee experience has been used to examine these tools. The Double Diamond was used as a methodology, starting with a Discover-phase that began by exploring the problem statement through focus groups, interviews, and a survey. The Define-phase included the analysis of the gathered data, resulting in the selection of the three tools to be used, tested, and analyzed.

By using the journey mapping tool inspired by the customer experience, the researchers were able to map out a high-level employee lifecycle. The journey map tool enabled to narrow down the project scope into a specific phase in the employee lifecycle. It worked further as a more detailed visualization of the onboarding phases. From the detailed onboarding journey map, an opportunity space for new concept proposals was detected. Some limitations were detected when using the tool; it may not reach its full potential if it does not have a focused scope and even so, the journey may not depict a 'service journey' that would consist of physical touchpoints and clearer 'service encounters'. It can be thus concluded that a customer journey map is a viable tool to pinpoint areas for improvement in the employee lifecycle but it is recommended to be used in a specific context.

The persona tool helped to condense the findings into a template that depicted different employees with different roles in the department. However, it did not serve as a decision-making tool, which was also due to the fact that no service development happened at this point with a specific target group. On the other hand, it served as a communication and discussion facilitator between the stakeholders and to increase understanding and empathy towards the roles. Later on, when the scope was narrowed down and the concept proposal was clarified, the researchers were able to look back on the role descriptions, needs, pains, and motivations to clarify roles in regards to onboarding. It can be concluded that a persona tool can be a beneficial tool for other organizations to understand each role and what needs, pains, and motivations they contain and to address them further once the scope is again narrowed down.

An ecosystem map helped to understand the structuring and stakeholders of the department (TVLab). However, it was highly modified for this particular research and lacked, for example, physical elements or other actors. However, this was a conscious decision that resulted from the finding of a lack of communication between stakeholders. It can be argued whether this map can be called differently than how the service design community is defining it as. This type of map served well in revealing interactions between different squads and employees and it would have been beneficial to show this to the higher managers in order to accelerate change. It can be concluded that this mapping and exercise are beneficial to address communication and collaboration issues whether that is identified as a pain point in organizations.

When thinking about the choice of tools, each of these three tools touches upon on employee experience slightly different angle; the customer journey map reflects the employee lifecycle stages as well as the physical and cultural environments, persona can address the social environment and other factors and ecosystem map highlights the communication and collaboration factor that belongs to the social environment. The researchers acknowledge that the perspectives on what employee experience consist of overlap, but this on the other hand strengthens the tools power to address multiple perspectives simultaneously.

In general, organizations can benefit from using these tools in identifying gaps in employee experience. When starting from the beginning, the nature of the tools shifts a bit to bring the insights alive and function more for the purpose to narrow down the focus. However, if the organization is able to identify the scope prior to the process, the tools can become more interconnected and powerful. If the organizations do not have any knowledge in general design thinking, it is recommended that service designers are brought to the process to bring the human-centric point of view who are then able to highlight both the employee perspective and to develop insights through service design tools. As the deliverables in this thesis project indicate, service designers are a valuable asset in the phase of delivery and implementation of the new service offering.

This research faced some limitations such as the broad nature of the topic resulting in difficulty in finding a focus earlier in the process. This resulted also in the usage of the tools and what they eventually were able to offer. Therefore, a future research initiative could be to find a way on how to identify which perspective or aspect of the employee experience should be addressed in a company case if it is unknown prior to the process. In addition, this thesis focused only on three selected service design tools. Therefore, future research can explore either other tools, other methods or iterate upon the findings of this thesis and to validate claims that the researchers present in the conclusions. Another interesting area of research could be to conduct such a process in a different type of organizational setting in order to compare the findings.

7
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Appendix

Here the following appendices can be found.

- Appendix 1: Focus group 1 recording
- Appendix 2: Survey questions
- Appendix 3: Survey answers
- Appendix 4: Answers from the sixth survey question
- Appendix 5: Interview transcriptions
- Appendix 6: Personas
- Appendix 7: Statistics on onboarding
- Appendix 8: Interview findings about employee turnover
- Appendix 9: Chapter Lead discussion recordings

Appendix 1: Focus group 1 recording

The audio recordings of the focus group 1 can be entered via this link:

https://drive.google.com/open?id=1rdkx4ye70nE4FBFmJU07EgSYVVZGSGYe

Appendix 2: Survey questions

Six open-ended survey questions:

1. Describe and write your opinion about the onboarding process when you started at TDC
2. Does the company ask for feedback from you? Do the leaders respond to it?:
3. Do you have knowledge about the growth opportunities at TVLab?
4. Do you have a plan how to further evolve within the company?
5. How much do you have a voice to say how things should be done and what should be done?
6. What should be done so that Nuuday can be the coolest place to work?

Appendix 3: Survey answers

	Positive	In-between	Negative
Onboarding: Describe and write your opinion on the onboarding process you had when you started at TDC:	It was good, a long time ago I was onboarded through actual experience. I was given access to the systems which were required with a guide and explanation of how to use it. Then I was given a task and tried to solve it, while asking a lot of questions. It was kind of OK, maybe because more people started at once. Scrum master was great at onboarding me. Rest of the team was also great. There was time to get to know the processes before taking an active part.	I started as a customer supporter in customer center, and we had 4 weeks of training before getting on the phone. I liked the onboarding but it could have been more high level with the whole TDC. Would have bee nice with a mentor in the chapter. I only had a buddy to help with practical things. Nice with the store visit. Very generic..but it was 20 years ago so likely no longer applicable. I had a 3 -week introduction when I started working as a sales rep, but as I elevated, later on, the introductions were more "learning by doing" rather than an intro I had a buddy and mentor, they showed me most of the important things, but overall it felt pretty unstructured.	I would describe it as the bare minimum onboarding. Leaves much to be desired. It was not that good but maybe it was just a bad time. I came in a very stressful squad. Started 3 years ago. There were practically no onboarding other than help with getting the tools installed and access to systems. It could be much better. I had almost no onboarding when I started in 2015. The process is now much more clear I believe. Mine was good but only because of my boss. In general its bad.

Communication: Does the company ask for feedback from you? Do the leaders respond to it?:	Yes, my chapter lead asks for feedback. Mostly listen, and I have been allowed to try out new things. We have weekly chapter meetings where we discuss issues. My leader is very responsive to requests and questions. They ask from time to time, but they ask more generally. But i make sure to tell them what I think.	I get asked annually how I rate the company and now as we have the daily stands we always involve each other. My chapter lead sometimes does, not much else. I don't think the company askss for feedback, but the team is built to let each team member express themself if they have any problems/ concerns at any moment. Yes, somewhat. Big company and change are slow. Not much feedback is asked for, however it is assumed you participate proactively.	We have feedback/status meetings in our chapter, but not on a higher level (tribe). We dont do it enough. They respond to the input that is prioritized. There have been attempts from management to gather feedback. In my experience they refused to take action for 1 year. But now with enterprise agile they seem to have listened (impediment wall). Well it can always be better. We really need better communication. Not much really. I think they ask for some. Don't feel like they execute on it. The company asks for feedback but I don't feel any one is responding.

Growth: Q1: Do you have knowledge about the growth opportunities at TV Lab? Q2: Do you have a plan for how to further evolve within the company?:	Q1: Yes I do! We did a pilot project with onboarding with personal growth. This is done with HR. Q2: I think I have a pretty good sense. Just haven't decided which way to do. Q1: yes Q2: yes	Q1: Yes Q2: No Q1: if you want knowledge, you can always pursue it. Q2: well, if I do a good job and make people aware of you. Q1: Yes Q2: No I've quit Q1: Only the guides online on sharepoint. If there are other methods or if they are outdated, no. Q2: The only plan is to work and if I encounter a problem then research how to solve it. Then gain more and more knowledge to could work where I want or work with multiple workstations.	2 x Q1: No 2 x Q2: No Q1: No not so much Q2: No plan discussed by with chapter lead Q1: Chapter lead maybe? Not much more Q2: I currently cant see myself evolving with the company. There are not any opportunities that I can imagine. Q1: Not really, everything seems to be "agile". Not much serious for developers. Q2: I'm an external consultant, so no. Q1: I don't really see any… Q2: No not really, it's hard to get up in the ranks despite the wish to take more responsibility. Q1: Nope, but this is on me, i don't attend those information meetings. Q2: Nope Q1: Not really Q2: Not within the company

Empowerment: How much do you have a voice to say how things should be done and what should be done?	We can always suggest and discuss and it's up to PO/Chapter to make a decision. A lot. I feel that I have a voice here. Keep it up! <3 Both in the chapters and squads we have good discussions on what to do and how. I feel everyone have a voice to express their opinion. Then each idea/opinion will later be discussed in the team to further explain the idea and get feedback from the whole team. A lot on what. Easy to influence the roadmap. We have this initiative in tv lab called Spacelab where you can present your idea to the department. Then groups are formed and we work collectively on the idea. It's really cool!	You are free to speak your mind but I don't thin it changes much, except for within the team. I have something to say when I need to be heard. Feel listened but getting actual results are lacking. New things I suggest I can try out. But problem that we are very dependent on other tribes sometimes. Really slows things down. Quite a lot, Po's value in our opinions (programmers). But sometimes we have no say at all, either because we get told about the task very late, or the business just pushes hard. Plenty on how, little on what	Very little Not enough! There's a lot of talk about empowerment but it gets killed in over-management. There is not enough respect for the qualifications that people actually have.

Appendix 4: Answers from the sixth survey question

PERFORMANCE

Ways of working

- Focus on work smart - not hard * remove critical pain points: test accounts and “production like-test-environments” are non existing results in a lot of waste of time.
- Much faster release cycle, so it will be possible to test and experiment on product development.
- Release notes, statistics on different features
- Less deadlines, more estimates
- Less meetings or that you dont have to attend if you do not bring value
- Remote first or at least remote friendly
- Measure and process statistics about the interactions with our coders
- Being more serious, professional and structured
- Having a system of general check in on how people are feeling
- Set aside time to get to know each other,+ retros to share learnings

Decision making

- It should be more on a team level within some kind of framework (agile), what makes sense you should do and should not do.
- Show the data! Teach them to measure impact
- Help teams in measuring their impact. Make measuring impact a fixed part of each cycle that
- Daily statistics

Freedom and autonomy

- Completely full-stack teams, no outside dependency.
- Giving squads the freedom to do their work and to decide on how things are made
- More autonomy in the squads, more customer centric, being bold in getting a hold of the customers, have more fun, help each other more
- Less pressure, more freedom to work on what each person believes in.
- Make squads self efficient and empower them to make 99% of decisions themselves

Expectations and goals

- Tell them why and let the teams find the what and how
- Shared goals. Kill reward/punishment.
- Aligned expectations to my responsibilities and freedom to improvise
- Total transparency in expectations and responsibility
- Define targets and rewards for achieving them

WORKPLACE

Noise in the office
- Using one big “shared office” results in noise *way too bad work environment
- Less noise and nerf guns. Difficult atmosphere for serious development. Must often work offsite.
- Ensure that we have a quiet work environment
- Less open office space, that wouldn’t be the coolest but more practical. At least dedicated meeting spots that do not disturb others.
- There is too much noise, we are moved to a place where the desks are even smaller.
- “daily stands” are performed at the same time, in the same room by many teams resulting in way too much noise.
- Rooms
- Uncloggable toilets
- Too few meeting rooms

Generally
- We need a cool office
- Exciting office spaces.
- Co-location, great collaborative spaces and awesome facilities.
- One thing that we underestimate is our physical facilities.

CULTURE

Acknowledgement & Appreciation
- Show it. Celebrate and share with everyone.(accomplishments)
- Share wins-celebrate much more-even small things/wins! Make a celebration wall!
- Acknowledgment of contributions and noticing the smaller wins as well
- Nuuday can make sure that they facilitate getting to know people more so they are more invested in their employees
- I think between chapters and learning part what each other is doing and learning how we can make stuff better. The learning we had locally in my squad, maybe applied to a bigger scale to a TVLab and maybe applied later in all of Nuuday.

→ Also through that comes the appreciation to other people’s job much more instead of saying: “he’s a QA, he’s a PO, he’s a developer” but know a little bit .. have little bit of overlapping knowledge and what problems might they face.

Feedback
- More feedback from immediate managers
- Feedback from peers and stakeholders
- Nurture a feedback culture.

Leadership
1. Just be more visible (leaders)
2. Build/create trust (not that it is easy). Show that we have a flat hierarchy.
3. Transparency

Events

- I think that it has a lot to do with culture! We did a spacelab initiative while working with culture.. but we didnt get to do a workshop (which was planned) . I think it is important to involve everyone as much as possible to create something sustainable.
- Provide academy, on psychological safety.
- To do small events with people that comes with a smoothie, massage, yoga classes,etc

Other

- Innovation is slow in the company. With regards to technical innovation and also product wise - bold could've been earlier in the market.
- I hear so many things here mostly from rumors or office gossip. That should change
- Flexibility - they allow families to leave earlier but when I want a holiday once a month its not ok.

MISSION, VISION & GOALS

- Clear mission for tribes and squads (WHY, WHAT, WHEN)
- Building a sense of alignment with goals and professionalism
- Have a roadmap with overview of where we are and where we are going
- Clear vision
- When i mean i don't see the bigger picture, I don't understand where the company actually wants to get to. Like what is the exact vision.
- With a clear vision and goal(s) for the organisation. And making them alive in what we do.
- Giving a clear vision and giving the squad the freedom to do that as they see fit
- I think that management (tribe leads) should be more realistic about what they are trying to achieve here
- Only few but clearer goals

GROWTH

- More encouragement of internal rotation
- By better communication
- Visibility of perks
- Make a program for growth in engineering, not only management
- Better people. plan to attract and retain good people, experienced people.
- Make initiatives where everyone's ideas can be heard and seen
- There's ton of opportunities for sparring and developing yourself.
- Transparent career model with own budget. Offer lots of opportunities and be transparent about how much money each employee makes

COMMUNICATION

- By asking questions, taking feedback
- By having more communication within layers
- Cadence to meet-up : info monday, project sync meeting, remember big picture
- Make a place of all communication. A "Live wall/screen with info,etc
- By improving communication across layers

Appendix 5: Personas

TRIBE LEAD PROFILE

Role description

Product and Vision lead
Organizational enabler

Motivations

- To create a new culture
- To have an opportunity to be part of the launch of new products
- To create a workplace where employees feel comfortable coming at

Jobs-To-Be-Done

- Ensure efficiency
- Keeping the overview of the product
- Keep an eye on "corner flags"

Needs

- Quest for innovation to avoid stagnancy
- More customer focused approach
- Take more risks
- To put more effort on work facilities and environment

Pains

- Acknowledging the lack of data in decision making(we're really good at gathering data, really bad at operating on them)
- Silos communication causes misalignments on common goals and purposes
- Organizational instability and turnover due to the transition

CHAPTER LEAD PROFILE

Role description

Manager of the chapter members with some HR responsibilities

Motivations

- Own team
- Freedom and ability to learn new things

Needs

- Have a common vision
- More realistic estimation on features
- More changes without being afraid of the risks
- More attention to the work processes
- More autonomy
- Automated testing
- Less framework, more purpose

Perception of Agile

- Doing things faster
- No bureaucracy
- Trial and error

Jobs-To-Be-Done

- Getting people onboard and pointing them to an united direction
- Making sure that the chapter team members are happy
- Teaching on how to take responsibility and ownership
- Share information from above to the team

Pains

- Organization still very top-down, culture change needs to come from bottom-up
- Constant change of focus and too many priorities at the same time
- Still working "old ways" and with same processes

PRODUCT OWNER PROFILE

Role description

Owner of the product, keeping overview of it. Analyses and prioritizes features based on what brings value to the customer.

Motivations

"Working at a company where so much is possible. There is such a big development power and being able to do many cool things."

- Seeing that customer use the product and how they use it
- Seeing results

Needs

- Find the vision and what motivates everyone
- Improve relationship with leadership
- Less bureaucracy
- More ahead thinking, long-term planning to create more advanced features instead of working from sprint to sprint
- More time to prepare or less simultaneous tasks
- Be more data driven

Perception of Agile

- Should not be too strict
- Gradual change
- Room to explore what works for everyone

Jobs-To-Be-Done

- Getting users involved
- Taking care of scrum activities
- Prioritise tasks
- Get stories ready for development
- Help coordinate with other squads and stakeholders
- Keep deadlines without stressing the squad

Pains

- Lacks vision,clear focus & clear priority (TVLab)
- Decisions should be aligned with the vision and operational team
- Collaboration with system engineer team
- Politics behind decisions
- Inside-out thinking
- Losing developers

AGILE COACH PROFILE

Role description

Train teams on how to run experiments, how to test with users how to teach teams to always go out and validate

Motivations

- People
- Bring value to the teams, organisation and customers
- Shape the culture within the organisation, etc.

Needs

- Want to start remembering the customer, and be more efficient, less handovers and work in cross-functional teams
- To be visible, transparent and clear with what they can help with

Perception of Agile

- Delivering value to the customer
- Quickly iteration based processes
- Customer centricity
- Continues learning, exploriation, fast feedback loops
- Focus and doing the most important thing first

Jobs-To-Be-Done

- Building culture & strong teams by setting an example
- Holistic overview on people and goals
- Be a role model in times of stress
- Create trust between them and the teams

Pains

- They are not perceived well
- Resistance from squads
- People do not understand what they can offer and do
- Misalignment from leadership on what they should offer

DEVELOPER PROFILE

Role description

To develop and create in their specialized field of either Android, iOS or web and support co-workers in their tasks.

Motivations

- Accomplishing tasks and being approved by QA --> seeing own work in production
- Learning
- Good colleagues
- Good company to work for, laid back, good work-life balance

Needs

- Faster release cycle
- Test environments for everyone
- Full understanding of what each squad in TVLab does
- More radical innovation
- PO should take ownership of the product better

Jobs-To-Be-Done

- Writing good, quality code
- Does what is being asked to deliver

Pains

- Being in meetings where they feel they do not bring value
- Communication outside own squad and chapter is bad
- Dependencies on other squads
- Noisy workplace & too little meeting rooms
- No focus on existing employees
- Old fashion mindest and resistance to change

Perception of Agile

- Scrum
- Quick and dirty - trying out things and see if they work or not
- Being less bureaucratic

SQUAD MEMBER QA PROFILE

Role description

Testing the product and making sure the quality and the level of the code is good.

Needs

- More automated testing built in
- More ownership towards the product from everyone
- Realistic expectations from Tribe Leads
- More communication between squads
- Quality should be elevated
- Appreciation towards the contribution of employees

Pains

- Developers do not want to show their work before something is completely ready
- QA often blamed on errors: "they did not test enough"
- Attitude towards QA is not that good
- No good collaboration with developers (one QA left because of this)
- Squads are delivering only on Friday before regression period
- No end to end capabilities in the squads - dependencies between one another
- Too hard deadlines

Perception of Agile

- Close collaboration working together
- 2-week sprint is still a mini waterfall.

Appendix 6: Statistics on onboarding

Onboarding is thought to begin when a recruitee has signed their contract and ends when they have reached full productivity levels (Sapling, nd.). Research shows how the majority of the organizations stop the onboarding activities after one week, that is thought to be insufficient for new employees to become accustomed to their role and organizations culture (Sapling, nd.; Kaiser Associates, 2007). The best onboarding programs expand into the first 90 days of employment and even reach as far as for 1 year to ensure the productivity levels are good (Sapling, nd.).

'Organizations with a strong onboarding process can improve new hire retention by 82%, whereas employees who had a negative onboarding experience are twice as likely to look for new opportunities in the near future' (Laurano, 2015, p. 12).

Statistics comprised by Click Boarding (Paul, 2018), present clear and significant
Benefits for onboarding -- a successful onboarding process helps to:

- Increase productivity
- Ensure compliance with the organisation's vision, mission, goals, philosophy, and objectives.
- Cultivate strong workplace relationships.
- Promote a better understanding of the company culture
- Increase employee engagement, motivation and retention

Other statistics found (Marino, 2015) on the value of onboarding is how:

- 69% of employees are more likely to stay with a company for three years, if they had a positive onboarding experience.
- 58 % of employees are prone to stay even after three years if the onboarding process was successful
- Organizations with a standardized onboarding process yield results in 50 percent greater new-hire productivity.

Other than that, a strong onboarding process results in happier employees (Strayboots, 2018). Onboarding helps workers get to know each other and learn how to effectively communicate (Ibid., 2018). It facilitates the building of relationships that may result in friendships which are important in order to have a satisfied working life (Ibid., 2018). Majority of people will refuse a high-paying job if there was a chance of not coping well with their co-workers (Ibid., 2018).

Appendix 7: Interview findings about employee turnover

Tribe Lead

"I think lack of loyalty is definitely an issue. I think that's being encouraged by the transformation. So people become disloyal when you're not loyal to them, so when we can't sit down with an employee, look them in the eye and say you have a job. Obviously, if you're a skilled employee and you have other options you're gonna look at this that " I don't need this, I have other options". That's the main issue because we spent so many resources on recruiting many new people and because of this process a lot of the people are going elsewhere. That's the biggest brain drain of this immense.. We're losing so much knowledge and skilled employees. Not saying its 50 % but like 10 % and it's a lot of people, especially when we didn't have a single employee churn until we actually communicated about it. People actually like being here, people love being in TVLab, it's a great place to be. But as soon as we started communicating the good rebellion, the churn started".

***

"Startups can yes but then you need to make sure the framework and foundations are in place, you need to have the right support, HR processes, onboarding material needs to work. The entire process. We're just not equipped to do that here. Were not a startup, were not equipped to onboard 65 people. We don't have the HR setup to do that. I think we lost a lot of people in that process, because it was simply too big. People didn't understand why they came into work, how they contributed to each little part of the product. For me, that will be the most important thing to do: get everybody to understand how each can contribute".

QA

"More of a good mood around the squads, we need more communication between the squads. What I see and what I would like to see more of in staying hungry for new things. At getting better in what you do and maybe in where you are necessarily not good at but trying to understand what other people do because if you don't, some of the struggles from QA perspective, or what my PO or developers are going through would be better in conveying a solution or understanding the problem and approach different persons in a little bit more of their realm in understanding. To say "hey we have a problem, maybe we can find a new avenue to solve it." That i find very helpful. That's the general thing: more communication between squads, I think in general at TVLab we are good together as colleagues. I would like that. From the company I would like a more rewarding way of keeping good people, instead of just ok one dev goes we just replace him. Understanding those people who've been here for awhile, have been onboarded, have been contributing to the company and are talented in general, then you don't just switch them out and expect stuff to continue. So if you switch around people all the time then you always have a new onboarding process. It eats people that are there. Its like you never really get to the peak. We had a lot of turnover on people here which I guess to a certain degree is normal but we do not really have the old experience that much to compensate for that. I think since I started we got apart from Bjarke, we got a completely new web chapter, maybe twice. We got that much and you lose so much every single time you do it.. and yea, it's been like: why are we not performing to our standards? We have all the people but it's not working. I want the company to understand that. You need to build up people, you need to try keeping them. That's the lesson that needs to be learned".

PO 3
"There has been many switches in personnel in squad x, but the need also changed, tacit working flow, we didn't need to be very strict about the scrum rules, when they departed the team : the needs of the development changed, some very experienced with the code and mature, we had a tacit flow".

QA
"Lot of people have resigned. Like you said, there are some expectations that are not met, this is why you have 3 months of trial period, I actually had a developer a day before the trial ended. And he's already highlighted to me that he had all these issues like really (unrelated tasks). And he was being met with all these strange things and hes already 50 yo and said "lifes just too short for this, im not going to work for a company that is so incompetent". And he resigned. He didnt even have any other job, but he was rather being without than being in a company that is so dumb to have such issues".

Appendix 8: Discussions with Chapter Leads

The audio recordings of the discussions with Chapter Leads can be entered via this link:

https://drive.google.com/open?id=1rdkx4ye70nE4FBFmJU07EgSYVVZGSGYe

Appendix 9: Interview transcriptions

Disclaimer: some parts of the interviews are left out if there is a material that might be confidential

PO 1

How do you make decisions in your squad?
By the book, I would be the one making the final decisions, but since it's a flat structure in the company, we encourage everyone to make a decision.

How do you communicate your squad goals and do you feel like everyone is aligned with common purpose?
One of the biggest challenges in tv lab there hasn't been a clear vision for tv lab.
The challenge is for us POs to tap into that vision
Every time we are making the decision, we have to actively ask why. It's very new for tv lab to have a vision, also because the split makes it even more

How do you ensure that everyone has their voice heard in the meetings and decision making?
I've learned a lot on my scrum master, I think we very intentionally created a vibe where she has a very empathetic role, a very supporting role and somewhere they go to if they are very frustrated, where they come to me for more objective issues, let's execute on something. So depending on the issue, they will go either to me or to her. What we are working on right now is trying to make me encompass both the empathetic side, but also the execution driven, business side. I need to be both mom and dad when I don't have my scrum master. And a lot of execution actions retros, so what we want to get out of those retros are one maximum two actions for the next sprint.

Speaking about motivation, how do you communicate the goal to the squad and how do you align it with the vision of the company?
I think that is something that is the biggest challenge right now at Tvlab, I only been here for one year, but for the majority of the time there hasn't been a clear vision, a clear focus, a clear priority. I think thw Tribe Leads have ideas, but there has never been a clear vision where you could say these are the 3 main things we want to accomplish. I think it's only now, but the challenge is for us the POs to tap into that vision, really communicate it out into the squads, so really having that trickle through into the squads and having it manifest every day.
So what we really should do is that every time we make a decision, we should say why are we making that decision and how do we see it fits into the vision? And we are not doing that actively enough. We do focus on what is the customer value, what is the business value, cost, but we don't feed enough into the vision, the reason if because it's very new for tvlab, for us the POs, we are splitting into two with Enterprise Agile, so there has to be a new vision and focus.

How are the dynamics of the squad? Do you work well together or are there currently some concerns that you're having?
Quite a stable squad, there has been a lot of moving, because developers are self-organizing, so they basically can move around to other squads. We try to minimize that.

How do you communicate to your squad the vision?
X specifically has a vision, but I don't think the developers are aware of it. So what I try to do

is every time there is a change, a larger change (we are testing this, this is what we are seeing) I communicate that with the squads. It's very important that they know why we are doing it. One of my priorities is to make them understand the why, because they are very much in the day-to-day tasks, they are very operational. There is the operational, tactical and strategic level and my purpose is to connect to the operational aspect and the tactical and strategic, and vision. I have to tap into all that and the best way to do that is to take each task they are working on and ask ok, how does this affect what we are doing? That could be difficult, because one vision is to get an NPS score, and when a developer in DYNA works on something feel good it is hard to see how it translates into making the NPS score higher. So that is something we have to work on a little bit.

What is the biggest issue that you are having in general at your work?
There will always be a deadline, my concern now is that if we are close to the deadline, we want to make something that has high value, but we don't have the luxury of netpicking, so my concern is making it to the deadline without rushing too much. It sounds a bit paradoxical, but it's important not to stress everyone too much.
Making sure we are focusing on the right things and the right amount of time

Does everyone seem motivated to work and reach common goals?
There is a lot of transition happening, there is a lot of unknownness, for a lot of people uncertainty also means a lack of motivation. So motivation is not high, there will be new teams and some people will need to find their place and they will feel surprised at their own frustration or that things are not just going well, so things will take time, but it will help when people will know their department and will stabilize.

What motivates you the most?
That we are working on a product that I'm using myself. That we can see that our customers use it and see how they use it.

What frustrates you the most?
Lack of motivation (a lot of PO are very passionate and driven) and if you have people that are not so motivated to get the job done, it's frustrating

If there is something that you could do differently, what would it be?
Empathy and understanding, if I understand the thoughts and reasons behind a person that would help. Being critical in a positive way, not being afraid to ask as many questions, challenge the status quo. It's very much up to both from PO, the people that are in control,
We have to find the vision, what motivates the developers, what will motivate you to get this

Relationship with leaders:
It's good, me and Tribe Lead are very direct, we don't sugarcoat anything.
He's not that close to the squads because of Enterprise agile, it would be important to get to know people better

What would you do in order Nuuday to be the coolest place to work?
It has a lot to do with the people.

PO 2

How do you make decisions in your squad?
Fairly organic, something we just do, if the developer understands the tasks we go with it quite fast. During the time we had the scrum-master it was more formal, so we talked about what worked, what didn't work, what to change and right now the team has been good at writing down what they want to do, how long it would take, "we want to try, this or that" and then we evaluate 2-4 weeks later, has it actually brought any impact, had it changed anything or not? Doing reflective and evaluating

How do you track the data?
To a limited extent, if we had some sprints that didn't work, we go over and see what needs to be done, why didn't it work ? do we need to go back to that? Features: how people search on different screens, compared to mobile and web, we check what people do, etc., we look at data from mixpanel,

How do you communicate to your squad about the decisions and do you feel like they understand why you have to do certain things next?
I hope they understand, every planning session we look at the release, what's the roadmap, what we are looking at , what is happening and explain why?

Do you feel that people understand?
Most likely not on a detailed level, but on a general level they do because we talk a lot about what we do, so it's not all about how we want to do it. We discuss a lot why, what we want to achieve, and how we will do it. But that is different from each developer, how interested they are, how much they want to get involved, but that's what I try to do.

Do everyone seem motivated and want to reach the same goal?
I think so, yes, the difference is in what are people motivated by, we have for e.g one developer that is not motivated by a specific task, but by being in the team that he likes to work in, by the kind of people he wants to work with. Then we have people that are motivated by working with something where they can make a difference and can see that. There are different ways people are motivated, but they all seem motivated in their own ways.

How do you ensure that everyone has their voice heard in the meetings and decision making?
I ask them a lot of questions. If I have an idea about something we should do, I go and talk with the developer. I try to get their ideas on how to make a certain feature, from their experience. We have a lot of discussions, some people have more input than others, or are more interested than others and I try to get as much information as possible and in the end try to make a decision based on that.

How are the dynamics of the squad? Do you work well together or are there currently some concerns that you're having?
I think we work well together as we are right now, but with the changes that have happened, people being moved around, suddenly we had a scrum master, then we didn't, but it seems to work as it is outside of the organization change.
We always struggle a bit with the interaction between the operational guys and the system engineers, and the rest of the squad, the more traditional squad but that's something we just got better at, because they are not doing tasks for the squad, so that's been a bit strange.

To whom are you accountable for at the end of the day?
My boss is the Tribe Lead. He's been good at giving direction and setting mandates, so I am clear at what I have decision power over, and within those areas and if it's a bigger decision i will probably ask, but he will probably not ask and he will probably not disagree. I think it's not because he doesn't care, but because he's good at giving people the responsibilities that need to make their own decisions, and they don't need to argue a lot and bring slides to convince him.
Formally is me making the decision, but if I have a squad saying something different I will listen my best to their opinions

How much does the squad have to say?
Finally, I'm the one making the decisions, but if i have a squad telling me that this is a bad idea because we will regret this in six months from now, then I will as far i am able to I will adjust and listen to them, sometimes we have projects where someone has set a deadline and decided we need this by then, if we have a fixed scope and timeline, we do that. As some things we cant adjust, but if

a developer says this is a hack, we should do it later, then i will discuss it with the project team of course, and if their position and its the same, we will do it that way. We work pragmatically, so I don't try to make decisions without listening, unless something i am certain has to go that way.

What is the biggest issue that you are having in general at your work?
Overall no problems, besides the organization change.

What motivates you the most?
Working with people that care about their work , doing stuff that matters and impacts the people, the customers, something that is somewhat difficult to achieves

What frustrates you the most?
Politics - sometimes unproductive discussions, sometimes we need to make decisions that I can kind of understand, but they don't end up with us making a better feature or a better platform. That's actually something that Henrik is good at giving push-backs when that happens, so I learned to do the same when I can.

To what point do these decisions go?
Usually between different departments, for eg. project managers and us, we disagree about how something works, and we usually have meetings to agree on how we should further do something. That can be a bit draining and feels pointless, but if you ask them they could say the same.

If there is something that you could do differently, what would it be?
I would like to think more ahead, plan long-term and have overall bigger goals to create more advanced features, instead of always working from sprint to spring, where you mostly know what you have to do, as where I don't take the time to prepare enough and this is a question of time management, but also a question of having many things at the same time, where I have to be part of the conversation and figuring out how to do something.

What would you do in order Nuuday to be the coolest place to work?
-Giving squads the freedom to do their work
-Giving a clear vision and giving the squad the freedom to do that as they see fit
-Keep and built with agile

PO 3

What are your tasks as a PO? How would you describe your daily activities?
Fairy normal scrum development, facilitate the story mapping sessions, get stories ready for development, prioritize and help with scope and figure out things along the way, help coordinate with other squads, our QA sometimes has many times, so we help out. Other squads work with another framework, less agile, they are more traditional

How do you feel it impacts you?
It's more rigid, its less room to be agile, change is slower, it's hard to get results.
It's hard to stay laser focus on a project when it takes longer from writing a prospect to a vendor, it's a long process and it's hard to remain focused on that, because they get caught up in operational tasks.

How do you manage between these squads?
It's definitely difficult, but I have a project manager in the backend team, so once in a while he can help, so I can swing the pendulum to the dev team, but usually it works.

How do you make decisions in your squad?
- my dream is to be driven by data, what we solve come from specific targets, I try to map my feature decisions, what to prioritize to affect those KPIs and tv lab KPIs, NPS to be more in place

How well are you understood by your squads/ Do they understand the bigger scope?
Some do and want to understand everything about the company and some just do their executions, but it really depends on the people you have in your squads

How do you communicate to your squad about the decisions and do you feel like they understand why you have to do certain things next?
I try to be transparent and let them know what I know. My boss is fairly transparent about what's going on, so I try to do the same

How do you ensure that everyone has their voice heard in the meetings and decision making?
Make sure to be open to people's ideas.
Prioritization, the how is what the developers do, and I concern myself with the what -but as we influence each other, I try to listen to everybody so we prioritize under the hood stuff, gather input from the developers, to involve them so I know what's the benefit on what they are doing

How are the dynamics of the squad? Do you work well together or are there currently some concerns that you're having?
There has been many switches in personnel, but the need also changed, tacit working flow, we didn't need to be very strict about the scrum rules, when they departed the team: the needs of the development changed, some very experienced with the code and mature, we had a tacit flow.
That was a bit slow for me to see, it took me sometimes to understand that and it caused some dysfunction but we have addressed so we are working in having a more stringent process
Other squad:
System engineers: we had a lot of problems throughout the year, when they were forced into agile work compared to what they were used, so that caused a lot of friction.They have a lot of experience, they are set in their ways, but they are critical resources that we couldn't risk leaving for eg. It didn't come to that but there was some friction, we scaled down to less retrospectives and meetings for them.

What motivates you the most?
Working at a company where so much is possible, working with such a cool product in tech, there is such a big development power and being able to do so many cool things

What frustrates you the most?
The transition.
The process where they seemed open to input, when in reality they weren't, it seemed an unlocked process, it seems things were already decided

If there is something that you could do differently, what would it be?
Tv lab was founded 2 years ago, and for me we just started to have our own culture, I don't think it should split.

What would you do in order Nuuday to be the coolest place to work?
It's fluffy, more than nice coffee. Empowerment, flat structure, a lot of the time seems to be command and control, that's the style of the managers, middle managers, the old guard is kept in check.
-Cultural change.

PO 4

How do you communicate your squad goals and do you feel like everyone is aligned with common purpose?
I think so, I told them several times that this is the focus. There are always some other small tasks that sometimes come in.

How do you ensure that everyone has their voice heard in the meetings and decision making?
When we talk about new user stories, and everybody likes it a lot.
Example mapping(tool) for the squad.

How are the dynamics of the squad? Do you work well together or are there currently some concerns that you're having?
It's still a fairly new squad, everyone is getting to know each other better and trying to help each other, but I think it's going pretty well.
We can always improve, which is also why we started breaking the tasks into smaller ones.
The agile coach is good at making people talk on the retros. A leader is missing.

What motivates you the most?
It's fun to solve people's problems.
Coming here from my previous background, you can see the results and that's rewarding.

What frustrates you the most?
Everything is slow, its a very big organization.
I found out that is better to have a personal relationship with people, go there and talk to them, I think that works a lot better.

What should there be more and what less?
Less bureaucracy, people should be informed better about things. I like the people working here, the vibe is good, the people in my squad like what they are doing and they are having fun. Have a good tvlab culture going on. Interaction on a daily basis is good.

AGILE COACH

How do you assure that people align with the purpose or that they are aware of it?
It's either, so I would never dictate it but you have POs, you have chapter leads, a squad needs to know what's their overall purpose and goals. It can be through objective goal results, you don't have to be strategic and make goals for a year or 3 years ahead but you have to have a vision of what do we want to change and how do we get there? And take it with baby-steps

What is the vision of the company now and its goals?
1.Radical effective
2.Customer centricity
3.A cool place to work

How do you want to achieve it?
Planning across Nuuday every 3 months, more collaboration across instead of these small kingdoms, where everyone works but they don't know. So having user journey experts, getting the customer onboard, having developers with the customers, figuring out how to reduce customer calls (everyone can do a bit to help the overall goal). Employee NPS, share what we want to achieve and track, so more being more data-driven, being able to see that, metrics in place.

How do the squads perceive and how are they aligned?
Old organization: bad at getting the basics right, we don't always have a mission, employees, squads, etc don't see how they make a difference, they have too many things and they lose focus, all these tribe leads instead of being strategic, political, spending time on meaning they should be on the floor helping the squads succeed.
New organization: getting the basics right, not top-down, but me sitting at the top, I am sitting with 50 people opening a draft, define the purpose (this is how I see it, how do WE see it? And remodel, make it something that you can see and feel, and everyone can identify with it and take ownership.

What do you think the company is struggling with and perhaps should do better?
Communication is always bad, change management in a transformation is very important, the main reason transformation fails, being more transparent doesn't mean we are transparent.

CHAPTER LEAD 1

How do you make decisions?
I try to make decisions unanimously, the entire team decides. But of course there are decisions I need to make, but only those I really need to make. But it's more or less in their hands. I am teaching them how to be responsible and take ownership. I am responsible for whatever choice I make and you guys need to be part of it as well and ownership of their actions. I give them full autonomy and only intervene if it's going off of our mission.
I spend an entire day explaining this is your code base, this is your product, what are your plans with it, vision, plan for the team, what is our vision? We need to have a common vision.

How do you communicate with everyone about the decisions?
We have weekly meetings, where the bigger things are taken. It has taken time for me to make the guys bring their own ideas, actually bringing their own stuff "I'm gonna make this change" and ask others opinions. And we discuss it together.
You can't order people to just share more. But it was also their understanding that it's not because of me and I just say it but you need to have an understanding that you are 10 people working together. If you need help you should bring it to the meeting and there are others willing together. It's your own interest. If you're doing big changes, the chances are that it will affect the others' work.

What are the things that are being brought up in these meetings (concerns etc.?)
It's all of it. They might need info from me and I have something for them or I need info from them. Like is there anything they need my help with? Then simple ones: if I get something from Tribe Lead I share it. Full transparency. Any questions and I try to answer as best as possible. Also, the enterprise agile - are they feeling safe, scared, what kind of meetings am I in, am I a chapter lead in the future, and so on. Then technical discussions.

Do you feel like they understand the mission and vision?
I feel that we are on board, most of them. I've had 2 sessions with them, the initial session and a follow-up session, where I lean back and talk only when no one is talking, just feeding the conversation. "What kind of architecture we should build since its a mess.." and everyone has an equal say and they are all equal on me. I don't get to say "no we should do that". That would be wrong.

How do you communicate your tribe goals and do you feel like everyone is aligned with common purpose?
Transparent, asking about how they feel and think about, what is our focus areas,

Does everyone seem motivated to work and reach common goals?
They seem motivated. Some talk more than others but that's OK, as long as they feel like they can bring something to the table. Some are more silent but mostly if it's already being said. but overall content

What is your ideal setup for work?
An ideal setup would be something other than this one. While I see the value in cross-functional teams, I also see the value in having a closely sitting team in one place physically.
If we were all sitting together with devs we would be way faster in solving problems.
You could still belong to a squad but it's the eternal discussion and there are pros and cons in both, but since I have some people sitting alone they don't get the daily sparring that I feel they should have. Ofc they are good at getting off the chair. Still feel like there's a lack of communication.

What prevents these changes?
Because the decision of the Spotify model is to have cross-functional teams.
I've had a lot of other things to focus on and this is not the fight I'm taking on.

How much feedback has been asked, what would employees prefer? Some feedback has been there, but not sure how much..

Do you recruit people? How do you do that?
I recruit people by interviewing. First alone for half an hour and then bring the team for 1 hour of questions. I need to know about salaries and nontechnical stuff. The technical stuff is done by the team. I need to know they're technically competent. interviewing them for 30 min and then I bring the team for another h where they ask questions, if everyone is happy then I get to offer the candidate the job. If not, we do not see the fit.

Are you part of the onboarding?
Some of it. I spend too little time onboarding. Its been working in progress forever, but I find someone in the team/squad to be their buddy. Make sure they go for lunch and stuff like that. But mostly it's just getting an ID card, computer, getting into systems. Then I leave them with the co-worker in the squad who gets splitting tasks with each other. (No feedback about that to him).

What are your personal goals?
To have one of the greatest workplaces in Denmark

Do you feel the mighty 3 (mission) is aligned to the way you work?
I think we're trying. It started with good rebels united, all of that. It's starting to get traction but one reason is not that it's made from the top. If you want cultural change, it needs to come from down. And I've been working a lot on the culture in my chapter, in my team, we have a great culture because we hired the right people. We don't have it because I said we need to have this type of culture. If you feed it. I might not have the strongest developers but they work together immensely.

What motivates you the most?
My team.

What would you do differently?
I could care less about not important things and be more focused at work sometimes.

What would you do in order Nuuday to be the coolest place to work?
They are trying to make everything like in the 80s. I would throw out every interior and bring more fatboys and make more agile in a sense of how people can dictate. Eternal discussion of what is agile...Agile is taking something and adjusting it to your own way. Not everybody sees it this way.
What about agile coaches? We will never agree on that. They are very much into the scrum book, I think they want us to do it scrum by the book. It never is. it's always ends up being your own adaptation of scrum and what it means to your organization. It should be more on a team level within some kind of framework, what makes sense you should do and should not do.

CHAPTER LEAD 2

What are your tasks as a Chapter Lead? How would you describe your daily activities?
It depends on whatever day it is: sometimes I do dev all day, those are the best times. Other times I spend time talking to people, right now I do 1-1 meetings. It's something TDC wants us to do, that I don't believe in because I rather talk about things as we go along rather than once a month. Some people like it and obvs those who prefer we do it with but most of the guys we talk along as we go.
Weekly meetings: we talk about current issues, where do we want to go, we always talk about the status, everyone tells theirs. Then we demo stuff, we talk about educating each other. It's basically our hour trying to spend as good as we can.

Your responsibilities?
Pointing people in a direction, not necessarily that I set it but to getting everyone on board in a united direction. I think the team should make decisions together, not just one person - that would be bad. I try to make people think about which direction

to go, how can you influence whatever we're working on.

Concerns your team has?
It's everything from what's happening in the organization to code reviewing.

How do you ensure everyone reaches the common goals, are they aligned?
It's hard. Most people don't know what it means to them. It's a lot of unknowns. Hows the split going to be who are we going to work with. Some are very motivated, some are neutral, some really don't care. During my time there have been 4 transformations.

How does communication work from above?
I think there's a lot of communication. I am onboard, I probably know more than I should. That's good.

What is your ideal set up for how to work?
I am happy the way things are. I wouldn't change that much (squad setup), the big problem is our office but that's going to be changed. It's very corporate and it doesn't reflect the way we want to work. There are pictures in check-in and images in the new buildings.

How do you recruit people?
If someone knows someone, or I go to LinkedIn and look at their profiles, and most of the times I'm right about my assumptions (I look at experience, how long they've been at their current jobs, what countries do they come from, I had someone from Vietnam that didn't understand the culture)
I usually we do an hour interview, first half an hour I spend time getting to know the person and then for the other half-hour we bring people from the team and we give them 15 lines of code with errors and we ask them to point them out and see how they deal with problems, that shows a lot about how a person works.It's a fairly quick interview process, but it's very effective.

How do you onboard people?
We figure out where they need to sit and in what squad. They have a buddy and the entire team contributes to onboard the new person. We go through the code, and some of the easy tasks. As time goes on we give them more advanced stuff.

How has it gone so far?
Generally speaking developers don't talk much about it, but the feedback I have gotten it went well. It's really hard to get feedback from our people sometimes.

How do you see the vision of this company and what are the long term goals and how do you communicate those?
The mission is obviously to make the customers happy, the vision is how do we do that and that's by enabling employees to work together across tribes. I will set up a Guild, basically if there's interest across Tribes. There are few other Tribes that have Android developers, that would also enable them to share things across.

What are your personal goals?
I can't sit still and I have a tendency of taking responsibility and doing stuff. To begin with I was kind of unofficial team lead before the titles, so I was the go-to guy and then titles came and naturally I was a good candidate and I've been here the longest so it's fitting that I have the final say. So something, I don't want to say management related, but something people related so they can do their best. I have no idea on how to do that, its something i'm figuring out every day. I have a post-it that asks what is a chapter lead.
I would see myself working more with developing people.

What do you think brings empowerment and autonomy in the squad?
I'm very laid-back, I hate to think of myself as a manager. I want everyone in the team to make decisions together. In the end if no one wants to make decisions I'm the one to make it. Another

thing is vacation and time management, I just want to know when they are taking time off. If they want more, that's totally fine, if that's what they need. This is how I prefer to be managed. I rarely hear from him, I mean I do but he trusts me on what I'm supposed to do. He gives autonomy to everyone.

What is the biggest issue that you are having in general at your work?
Thinks quite some time I want to get more focused at thinking of your colleagues as your friends, with some people at the friendship level, and with some is still some formality, and I would like that to change.

What do you think the company is struggling with and perhaps should do better?
We are too afraid of making changes.

What motivates you the most?
Freedom and the ability to continue to learn stuff, people management - it's something I didn't have much experience of and having the opportunity to learn, that has been very good.

What about others, how do they have space to grow?
That's the good thing about this company: it's so big that you can find so many different areas where you can go. Let's say if the front-end wants to do backend that's something you can definitely do.

What frustrates you the most?
Bureaucracy - in the sense that we are too complacent, we think way too much of things instead of just doing it. I'm much more to do and see the result. Where a lot of people here are like, slow down. We are way too few of that mindset (agile). 90% of people here are not with it, I'm afraid it probably won't work with the majority of the people. People are too slow, that's really annoying. It's a matter of changing people.

If there is something that you could do differently, what would it be?
I definitely need to focus on my team on the overall journey, where do we go. When its everyday work kind of gets away from mind, then no one's thinking about it (purpose).

What would you do in order Nuuday to be the coolest place to work?
Office redecorating it's a good thing. I think it's based on the people who work here and for the team that works here. So for my team its easier to hire people when they see other people who work here. We have a huge android team who work here. Here we have 20. There's a ton of opportunities for sparring and developing yourself. To get to know one another. But again if those people are slow-moving and not accustomed to feeling all that great about just doing things, it's going to be hard. We had one developer who had the impression that it's a cool place to work, then he realized everyone's slow and processes are slow, expectations did not meet. So he felt he wasted half a year of his time and our time.

QA 1

How does your squad work (if there is)? The processes, tools, scrum way?
Hesitates/thinks... Developers work on their tasks, once when they feel they are ready they will assign it to me and I can test it for them. Since we were trying to go agile and use sprints etc. I still feel like it's a mini waterfall. It's very difficult for people to be agile in those two weeks. You know they're developing something and there's waiting time. It's still work in progress I guess. Some people are more agile than others.

How do you see agile?
In classical waterfall you have a certain timeframe and you hand it to another one and her/he does their thing. Agile you are supposed to have loop backs in each phase, so you can work much faster and see the issues upfront and change them before it

actually happens. Do prevention. It's only possible only if we are working on something together, like you're writing something and you sit next to, you can do a review simultaneously and maybe do something about it. If you sat together it would be much faster. That's what we are missing, some developers are focused on their own tasks. They don't really want someone to look at it before they're done.

What would be the solution?
Certain things you can do: Where you try to move in the development process as further up as you can, e.g. you could also start reviewing the requirements the business gave. Sometimes they might be very ambiguous, so your interpretation might be different than, so devs are different than what business wanted. So start talking about it and about the testing requirements, so you can start your review process from the beginning. And this goes all the way on the chain.

How do you make decisions (together with your colleagues?)?
Whatever we do we do it together in the chapter. I come up with some proposals, but I also leave it open so people can come up and propose things. If they don't have something then I give them time to come up. It's a bit difficult since some of the people do not have any background in testing, no certificate or education. Often many rely on me for solutions because they don't have the expertise. But I still give them some time so at least they might have some input. Hopefully with the new role that I'm getting, cause I haven't had an HR role, it was a bit specific for QA, but now I can send people to courses and I promised people to lift them up. So I'm sending people to courses so they will get properly certified in testing.

Do you feel like they understand why you have to do certain things next?
I would say the PO's are still deciding most of the stuff. I mean we do understand their goals and their mission but that's something that is being already decided. But that will change in the new setup so that a PO is not necessarily the one who has to drive this but the whole squad can contribute to this. But up until now POs are having the mandate. You can't even deny anything. At least in our squad he is good at listening to us, but I heard in other squads the PO has a list of features that needs to be delivered.

Will the PO's be given a mandate from above or how does it work?
Seems like it's from above. We don't really know much about it.
I think they have a general roadmap that they want in their products, obviously, we do not have much to say in it. They do have a mandate in that.

Who's a fault do you think that is?
I don't think it's.. You as a PO want some deliveries and if you're not getting something you should highlight that. I think, one issue could be that all the POs we have, they don't all have the understanding of a PO, some used to work as product managers. So they came to an interview and somebody described what a PO is and they thought they could manage this but they haven't really taken deep ownership of this product. So in their head, they're still running the normal project, so they don't follow up on stuff, they don't ask you direct questions about what's going on behind the scenes. And that for me is a no go.

How do you communicate between PO's and chapter leads?
I don't think there is any official communication, but if I hear something from devs or from any QAs that there are issues, I go around and talk with people. I don't usually write emails or comment on any Jira tickets. I go around and talk with them.

So how do you align with each other?
We have had a general agreement that on Fridays we make bills, mostly after lunch time, so before that everything needs to be done. From a QA perspective it should not be done on Friday but

actually on Wednesday or Thursday. So you have time. Because when the chapter leads are pulling all the code from 12 different squads, he will have merge conflicts. He needs to sit and figure out that "do I take your part, or do I take his part". Because you are otherwise overwriting some of hers (code). So there are some conflicts that need to be solved. If this happens on a Friday afternoon, then you can sit here for the weekend.
And TVLab here also has Friday bars starting already after lunch time, so nobody actually works on Fridays. And this is really painful for me that we've been at least officially going agile now for a year and a half and this is still a problem for PO's. So this is why I actually went to a PO today 8:30 this morning, I went to the squad, nobody was there and then went by 9 o'clock, one android developer showed up and I asked him "where is your squad" because I need to figure out what their deliveries will be and he did not know where people were so I was just waiting. Then she showed up at 10 o'clock and I had to go for a meeting and at 11 o'clock the rest of the squad showed up. For me it's a little unprofessional and lazy when you have 9-5 work hours, people show up 10-11-12. How do you control this since its the last day before regression?

[some parts are taken out from here]

She knew that I had been asking about her so she came by my desk and asked me what I was looking for. I just highlighted "it's your call but you know the chapter leads are starting to build this and it's not going to be there then". And if I had written that by email the email would have been forgotten and on Monday it would ve been too late. So I usually go around talking with people, figure out how we can solve these problems.
This is why I talk about the project management thing because if this was a PO in the sense that what its described as on, she would have taken ownership of this issue. Because they come from a project management background and mindset, they're hoping that people can manage it themselves. It doesn't really happen every time. Some people are more mature than others, you need to be on top of that.

Do you feel like it's only the POs who should feel ownership or perhaps the squad too?
Definitely. The entire squad should normally have the feel of ownership. We don't have that in my squad.

It could also be a communication issue "can I take ownership of this?"
Could be many things..I don't know. But I agree. In our squad, we had a good retrospective today, we all took ownership, even for stands, but as I said, people are on different levels, its a question of maturity, I guess. And another thing is ..like on a ship you have a captain, but everybody's contributing so the ship is going in the right direction, but the engine guy and all the other people on the ship, they all have a sense of ownership of whatever they're working on. And the captain needs to steer the ship. So in my perspective the PO is kind of the captain and if he sees e.g. that the ship is not sailing as fast as he wants, there could be something with the engine. Then the captain goes around and asks if they need something for the engine. Everybody should have this ownership feeling, but not everybody does.

What do you think of the purpose aspect, to steer the ship?
I think people talk a lot about the purpose of the work we do, but even when people do that, why doesn't that create a sense of ownership? Maybe it's not always...or maybe the purpose is not clear enough? Or maybe it's the wrong purpose? I don't really care what there is in a feature because that's just delivery. The overall purpose of any product does not really matter what it is, it is something for an end-user. The purpose will be for the end-user, and the end-user will be part of this purpose, so whatever you develop, you have to remember them, and if you forget them, then you can say I want to have a fancy screen that has nice colors all

of that, but it doesn't really matter if the person is not going to be using it and doesn't get the value. So why talk about the purpose of these individual features if you can't communicate this out. I feel that is what is sometimes missing and thus people cant take ownership sometimes. I take ownership cause I know that at some point we will have some customers who will get angry and will start calling. The reply I got from her as a PO: "yea but I've been only asked to do this". Yes ok, but what if it doesn't work.." have only been asked to do this but not make sure that it works".. What? So in her mind, the purpose is only to deliver some screen. It's not actually the customer on the other side. You can write any fancy purpose but it doesn't make sense. And this is why I feel people do not have this sense of ownership. I could be wrong but that's just how I see it.
If something breaks it: "oh, QA didn't test it" No, it was not designed to do this, we highlighted this. We cannot just be narrow-minded looking at your own little bottle, we need to keep looking around as well: who is this going to affect, who is actually going to be using this - and take ownership of that. It hurts me as a quality conscious person that I don't have any mandate for the people who have actually mandate to do this work, they don't really care about it.

So it sounds like it's your frustration currently?
Definitely, sometimes it is but I also let go at some point cause I'm only in one squad. I don't have the ownership of all squads. But I highlighted it now and if somebody does anything else and says something then we will have a discussion about it I guess.

How do you see the vision of this company and what are the long term goals?
I don't really see that. The general goal is that we want more customers and happy customers but that's the same everywhere.

Ideal set-up at work:
Thinks I would definitely have more automated testing built-in. So we have this 6 weeks release cycle we spend two last weeks to test it. If we could automate some of that we could save time and release more often. Instead of 6 weeks we could release every second week.
Which is what Spotify, youtube, and Netflix are doing today. So this is why we're still doing these 2 weeks regression time. So definitely cut that down because its a trivial task, its the same thing you have to do over and over on a lot of different devices. And you get tired of that and it doesn't bring any value and at some point, you
start overlooking issues as well, because it's the same thing you've been looking at. Same screen you've been staring at for many hours
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[some parts taken out]

So QA has always been the last resort, and we haven't really been that much appreciated. I've actually had QA's who has left this department because of this. Developers talking down to him, he actually had a master degree in software development, yet he was being talked down and he got sick of it after one year. So we've also had different perspectives of testing.

Do you think QA and software development should work more closely together?
Definitely need to work more closely but it's also the developers who need to learn to appreciate that.

Maybe they have misconceptions about QA and how beneficial they are?
Yea, true. In our squad for example. It's very difficult (discussions together). You only talk about development. You don't really talk about anything else. You don't really talk about testing ..so the mindset is already seeded there. For example in our squad we have 3 devs who were actually part of a startup so they know what it takes to get from A to Z with the interaction with

the customers. And they know how beneficial it is for them to have someone like me sitting next to them. But people who come in directly from uni, they have only learned to code. So in their mindset they don't even want to know what the business is doing, and they definitely don't want to know what QA is doing. You have to understand the other aspect of it is that you're delivering some work as a dev, I come as a QA and find false from your work and need to deliver that message back. And also I need to deliver that message also in a way that the dev appreciates it. Some people do feel attacked because maybe they are junior developers so if I find a lot of issues in their code and maybe it gets highlighted too much and suddenly it will be difficult for them to get a salary increase or anything like that. So people are also very scared, and that is something a QA can only fix, its something that needs to be fixed by management that it's ok if you fail. Nobody's judging you because we had some code issues, QA is not trying to put you down. Because it's not really our work, it's the developers' work and we're here trying to help them to improve. And that's the message we try to deliver. We don't go out and dash people to the head "what a crappy code you gave" but its always the other way around and we know how it feels when people keep saying "QA didn't test properly". We know how it feels so we don't go to a developer and say it like this. But you can feel the insecurity that certain developers have about their work and then you can't really have that kind of collaboration. And that's not something that should be any QA's job to fix. That's from higher management and somebody like a PO, again, a captain should know if he can trust his employees. It's not really the engine man who should run around and figure out what they are doing on the upper floor or the other places. That's what the captain should be able to see. Otherwise you're not too fit to be a captain, in my perspective.

What is the biggest issue that you are having in general at your work?
It is the Mindset, if people understood the agile way and had the right mindset, a lot of problems could be solved.

Do you have an idea of how this would be achieved better?
Communication basically. I think it's just communicated out both by management and any kind of chapter leads. I think it's still lacking a lot. Cause I don't think it really takes that much to go and talk with people.

Do you sit down together with other Chapter Leads?
No we don't. Not that much. We actually had some that were basically a chapter lead dinner that was held every second-month last year. I think it stopped half a year ago. I think for me it wasn't that good cause it was basically having one and people gave a quick status of theirs. We didn't really discuss any issues so for me it was not effective enough. Didn't solve anything.

What do you think the company is struggling with and perhaps should do better?
We need to get fresh blood in but it doesn't mean that its someone fresh out of uni who doesn't really have work experience because they were trying to deliver something to the customer..someone's coming from uni who doesn't have that direction, it's really difficult for them. Especially if you, during your interview, were promised that this department has a really flat structure, so that you can always talk to your boss. Then the juniors think ok, I can say anything and now people will listen to me. But that's not how it works. We will listen to you if you have something solid. If you're just saying something because it works theoretically and you won't accept that practically that's not how architecture works that's not how the backend system works, then you should just try to listen to the people who have experience. And grow first. Then you can come. Before beating a master you need to learn this. And TVLab has been hiring a lot of people that think that they're already masters. But you don't know what you're talking about.

We’ve also had people who are really good at this, its a question about their mindset. It’s very easy in the interview to say the right words cause you already knew what the company is looking for but then once people start working they realize they don’t really know what they’re talking about.

What motivates you the most?
Being heard, being able to do my work without being blocked by others because they have a mandate. That has happened a few times.
E.g. Our architects. Because I’ve been in a company who have architects as well, and normally what I’ve seen is, an architect is normally a developer himself who knows and he has seniority level that he knows what architecture platform should be. Then with the team you design and the developers should fill out the blanks because the architect is senior enough to ask “will this be future proof, will this last longer what we expect, can we maintain it, will it be stable, will it be fast, etc.” but here it sometimes feels like the architect are sitting in their own corner, they don’t really talk with the devs who are actually doing the work and they try to turn it around once they’re done with the work. So it’s actually the other way round, for example, when you start building a building, you start with a blueprint, the designer and architect will have the design and with the engineer they figure out whether it’s even possible to build it. Here they go around, try to see if it fits, it doesn’t fit, then let’s try to make a blueprint. I was like what are you trying to do. And when the architect is trying to complete the blueprint and he can’t complete it, then he asks QA to verify certain things, he asks devs to change something cause it doesn’t fit in the blueprint. It’s completely the other way around. Then I ask “why am I wasting my time doing something that’s upside down, that’s just a waste of my time, why would I want to be part of a product development where people are working this way?”. That’s not the way to do things.
And that’s definitely a demotivator for me. We get pulled into some things that it’s not even our responsibility. There was an architect who was supposed to do something, and he didn’t do his work, and instead of owning it and maybe highlighting that, he tries to patch it in some obscure way.
A lot of people have resigned. Like you said, there are some expectations that are not met, this is why you have 3 months of trial period, I actually had a developer a day before the trial ended. And he’s already highlighted to me that he had all these issues like really. And he was being met with all these strange things and he’s already 50 yo and said: “lifes just too short for this, im not going to work for a company that is so incompetent”. And he resigned. He didn’t even have any other job, but he was rather being without than being in a company that is so dumb to have such issues.

Again why is it like this?
There’s too much legacy. You have people who have been here for 20 years, that can’t be kicked out. But they cannot work in the new way. They don’t know how to work in that way, its too fast or maybe a lot of things.

What would you do in order Nuuday to be the coolest place to work?
I think that management (tribe leads) should be more realistic about what they are trying to achieve here and do they even have the right people. Sometimes it seems it’s just the game of numbers. You want resources? Fine, we go out and recruit and magically the problem should be solved. Not going to happen. If there are people who don’t have the right skills.

TRIBE LEAD

Question about HR:
It depends on what we need. The classic HR line is now in the chapter leads hands. So they hire and fire, set salary, 1-1- talks, and make sure you evolve in your craft. But then again the chapter leads don’t necessarily sit together with their chapter members, so they don’t know how they are performing on a daily basis. So they

are reliant on the squads input to each chapter member's performance and also the PO's input into that. Then the CL are both supported by the tribe leads and also separate HR functions, which we are gonna call "people". So there's gonna be these different supporting functions within HR, within people who are going to help chapter leads and also gonna evolve on how we measure those things, depending on what you ask. There are specific HR people but there are also chapter leads that are getting some responsibility.

Your responsibilities?
Right now I'm still responsible for PO's so again I'm responsible for the product of the old cut, but then the 1st of April will be responsible for the chapter leads in another Tribe. So my role as Tribe Lead is to be essentially a coach, that's also the role I try to practice today, I try to be extremely hands-off, but try to mitigate and remove obstacles as they appear. It's really the best way to describe my role is to give people the right playing field to actually act and do the best work. Make sure the people know what the vision is and the product they know what direction they need to run in. I always use this metaphor "football field" where I sort of set the corner flags and they need to make sure they know where the playing surface is but what happens inside that it's up to them. I try to intervene as little as possible, like if people ask I would love to tell but that's not really my role to come and tell what to do. I really believe in empowerment, they are hired for a reason so make sure that people utilize it to its full potential. But then my primary role is to make sure we move ahead of right things, keep that overview of the entire product, make sure we do the right things, make sure that we change those corner flags when needed, and I use a ton of time in trouble shooting and making sure we solve an issues on a day to day basis - you know things that come to a steal made and arguments that people have and that they can back up with data, then the way that it works is that it always comes up and people look at me and expect me to make a call on x issue and I say let's proceed and we do this then.

How do you make decisions, together with the board of directors, they come up with some proposals or..?
So we had to talk about it. In my mind it's so much after the 1st of April, but I've been talking pre or after? Right now it's a very classical, hierarchical organization meaning that the board of directors come up with a strategy, setting up vision, typically on a 3-year horizon. After the 1st of April it's a bit different, it's a bottom-up approach, we're gonna run this QUP (Quarterly united priorities) process, essentially it's an agile way of planning. Instead of planning 3 years ahead which nobody could do anyway, you won't know what happens in three months let alone in 3 years, so we're gonna plan every quarter instead. Every quarter we're gonna set overall guidelines. Within those guidelines it's up to tribes to say ok, if we need to say we're gonna have 1 more broadband customer in Q1 2020, how can my tribe help do that. So it's up to the tribes to say the direction as opposed today it's top-down and they say we need to have one more broadband customer, you need to do x and y. So this change is quite big.
In a broad sense they have so far set the "hows" to do things in a certain manner. There's always tactical implementation on things that usually happens with us. But today it's still more carved out in stone: "these are the focus areas, this is what we need to do". Whereas after 1st of April there's gonna be much more interaction, dialogue on where should we go and what's the focus, where are we struggling, where we could benefit from tuning: is it the tv business, mobile business is it broadband business and we need to do innovations, we need to strengthen up our portfolio etc.. that discussion we will be able to have.

How do they still come up with proposals in these QUPs?
Based on input from the tribes. So obviously there's still the overall strategy of Nuuday, we are still a telco operator, we still make money on mobile,

broadband and TV, that's our core business. That's given. We have a big fiber push that is rolling on so we need to do that, but then how do we do it? That's up to us. Whereas the data today is not much the case so we need more both what we need to do and how we do it. So we flip that around saying we need to roll up fiber, we need to make money on it, how do we do that? So there are things that are given but we try to make it more inclusive, we're trying to flip that process around. And also you're able to do that cause the hierarchy will be so much smaller. We are moving two tiers of hierarchy in this whole transformation, meaning the level is smaller to reach. Up until now I have 3 managers above me just to get to that CLTT. If I have a good idea about the overall Nuuday strategy I have 3 managers, three vice presidents to get through. In the new setup there's only one. So it's much shorter. So for my chapter leads there are two and then from the "guys on the floor" there will be 3 people. So essentially its much shorter process, much less bureaucracy. Faster clarifications, easier input.

Is everybody aligned with the common purpose?
From my side: definitely not. I think we still struggle, again, TVLab grew immensely last year. We onboarded 65 new employees, it's a lot and it's too much. In retrospect, you can't onboard 65. Startups can yes but then you need to make sure the framework and foundations are in place, you need to have the right support, HR processes, onboarding material needs to work. The entire process. Were just not equipped to do that here. Were not a startup, were not equipped to onboard 65 people. We don't have the HR setup to do that. I think we lost a lot of people in that process, because it was simply too big. People didn't understand why they came into work, how they contribute to each little part of the product. For me, that will be the most important thing to do: get everybody to understand how each can contribute. You can only do that if you have a certain scale, so that's why there's a fixed limit of 200 ppl in a tribe because you can't simply communicate to each individual how they contribute if you're 500 people - it's impossible. That's how it its in Yousee today. YouSee is a massive organization right with around 2500 people and you just get lost in an organization like that. Of course since its so big. I think it's a conundrum that a lot of big companies have but you still need to address that and you can address it fairly easily: making sure the Tribes have the right sizes and they're not too big and they're still efficient. Because we were so many people, so many new faces, the efficiency just dropped because you had to take time to onboard and learn peoples roles, whether it's in UX, coding, PO. They need to learn from the bottom how we do things here and this just takes a lot of time, a lot of effort from the entire organization. That's super hard. So to answer the question, no we definitely lack a lot in that area. And it's partly due to the fact that we onboarded so many people.

Do you have any other measures to communicate the goals etc tribe related matters?
It's a tricky question. We actually did a product vision back in august which was sort of sidetracked by this whole transformation. We did do a product vision because we knew that we needed something that was tangible and people could actually read and see that we have these 4 pillars, 4 main areas that we focus on. They were very clear about what the vision was in each area as well as the main KPIs we needed to figure out, like how can we tell that was a success: ok if we reach this target by 2020, we're a definite success. That actually worked super well, people thought it made sense, they can actually see that that's the way to go and I can see how I can contribute to reaching that goal. But again since this whole transformation happened and TvLab didn't exist anymore because it sort of disbanded, it sort of disappeared and it all became a bit mushy again. So I think there's a lot of restarting in all of that after the 1st of April. We really need to start from scratch in a lot of ways because we're rebuilding so much: people's faith in it, rebuilding culture, getting new people from all over the organization. It's pretty much a fresh

start. A lot of the stuff we had and did do, it really doesn't count for much right now.

What are your personal goals?

Umm.. I think, my main goal is to achieve something. I like to do something that touches people, that sounds like a cliche but working on a product that hits 1,2 million Danes on a monthly basis it's pretty neat. Not a lot of people get to do that. I think that's super motivating, both frustrating whenever we have downtime or we fuck up or you hear these discovery things. We get all this bad press but it's a privilege to work on something that touches so many people and that so many people have an opinion on- whether its good or bad. We can try to change that but at least. that's privilege to me. I have to say, I graduated from being the specialist as a PO, I knew a lot about the product, I was good at that, but then being a tribe lead, you're still a specialist, you still know about the product, but all of a sudden you need to start developing people and then as a tribe lead your focus shifts totally from being a specialist to developing people. I think I found out how much I enjoy enabling others, enabling work through others. I think that's the key in being a good manager - not be that puppeteer that needs to control everyone all the time but rather making sure everyone understands the vision and where we need to go, making sure that everybody understands how they fit into the big machine and how they can contribute and make sure they have the best prerequisites possible to actually do that work. I think that's inspiring.

[some parts are taken out]

If there is something that you could do differently, what would it be?

One thing that we underestimate, is our physical facilities. I would spend way much more money on that. Amenities arrive, tasks that actually can make the place, a place that looks nice. Now we're moving and it looks like a dump, but it looked like a dump before. It's an underestimation of how much you can do in the workplace. if you make it attractive for people to stay at work, when it is required. How can you support the needs, how can you create modern work: free lunch, a massage, a gym, a kindergarten?

Now we're renovating the new building but why are we not doing it to all the buildings and it's hard to justify why some people get to go there and some are staying in this highschool environment of the '80s. I honestly don't get why it's so under prioritized. When you look at other tech companies they put so much money on it. Just make sure you have some colors on the walls, put some posters up, it doesn't take a lot. It is just whether you prioritize it or not. I don't know why it isn't.

They asked feedback for the new building who were targeted, what kind of features you want, how to make cool open workspace, we've been in the process. I don't understand why its so different from… I don't know who's going to be sitting there but those who are not are gonna be very pissed. Everybody wants to sit in the new cool shiny stuff. It's not healthy, it creates this competition because some might be seen as less valuable. From the psychological effect, you create this space between employees that is very weird.

MANAGED TEAM LEAD

How does your squad work (if there is)? The processes, tools, scrum way?

The team that I have not to offend anyone, is a mature team, some of them are close to 60, one is passed. It's not all the nonsense we hear from these other teams, they show up at 7:30- 8 in the morning, they work. They are absolute experts in their field. They don't complain about tasks. We discussed technical development. What do they need in regards to that? Their focus is on the work environment.They think we are sitting too tight and there is too much noise in the room and for some of them they feel the work-life balance is challenged, that goes for few of them For e.g for one guy in particular, in Jan-Feb when there is a

big project so I have to make sure he doesn't have any other tasks, there's not much load.
-We have retrospectives, these guys always deliver,
-They don't go on Monday mornings, they are 10 guys that know their position is not threatened because their skills are highly needed.
-They are not as engaged, they don't care to attend information because they don't think they have the time to run around to meetings.
They call it a managed team because it's not a scrum team, so they called it like that. I don't know if it's because I have 2 roles, that is not ok by the book, but we find out this is what works for us. I applied for a chapter lead job, I was interviewed for a chapter lead job, I thought I got a chapter lead job, but now they called it a managed team leader. That's actually one of the problems I have with HR and I discussed with the Tribe Lead, because when they have to call all the chapter leads, they have to include us, and when they invite all the POs I'm not invited, because they don't see me as 100% PO. For me onboarding up to this journey is as important as it is for them. And that's a problem, because I work as a PO 80% of the time. With the roles there we have in enterprise agile, you can only be Chapter Lead, PO, and Agile Coach.

There are things that haven't fallen into place. I think it's important that all POs are given the same information, we are onboarded in the same way, if something has changed from the past 2 years when we were onboarded. It's a frustration that everything is put in place and it's so bureaucratic.

How do you make decisions (together with your colleagues?)
Actually it is divided into 2: platform maintenance and upgrading TV-platforms, that's what we discuss in the teams, to discuss what technical direction we are taking in order to upgrade the TV-platforms, because technology evolves and we need to be on that journey and it's something that's happening in TV lab.

How do you communicate with everyone about the decisions?
We normally have a dialog about " we have these tasks " and what we can push.
The team is great because we meet all the commercial deadlines. They know the value they bring, that commercial deadlines need to be met, and when it's necessary we have dialogs with partners.

Do you introduce new people?
We brought a guy in, We are expanding the team soon. In enterprise agile we have given the responsibility for a technical tool that is being used by a lot of people in TDC Net and Nuuday, so we are expanding with a guy in the team. It's a team that is stable.

How do you see the vision of this company and what are the long term goals?
They are technical guys so their focus is not on the commercial side of it, but I tried to bring it in. When we gather I talk with them for eg about the dev customers, are we gaining or losing customers. How are we rated on different platforms? So it's important for me that they have a sense of how we are performing, because every time there is an error it directly affects the customers. I try to bring this sense of importance that we are on our toes about errors and how to make people not make mistakes twice.
I'm trying to explain to them why it is important for them from a commercial point of view, and also to bring people a sense of pride from the results of their work.

What are your personal goals?
It's hard to see development in the new structure. I'm very fond of the team that I have. They are extremely good at what they do. I thrive by seeing things being done and we have a lot of projects at the same time, because every individual has their own project and I get a lot of energy from them.
For me if the team thrives and we deliver I am happy and gives me energy.

We have money to source new platforms, implement them. It’s hard for me to say where I see myself in 3 years within this company.

What kind of feedback have you heard the most from the employees?
Not much, I think they were glad because we worked for a long time together so I think it’s a good team spirit. When we get the surveys we score the highest. I think they don’t want to do the follow-up, but they are in general happy about their job. We have stands every week, where everyone is saying what their projects are, they get a sense of where they are going, I also visualize for them this is the commitment I have given, there are the official releases. I think it’s important for them to see there are some milestones. We use a product board, it’s a tool that Henrik Harder brought in TV lab. You can see for the next release I have committed to do this, then all POs are meeting to discuss it. It’s also visual for our commercial partners so they know where we are on the task for the next release. It gives a good overview, so that we know what we deliver. We handle tasks in JIRA but we have the Product board and we also see and align there.

What tips do you have for other squads?
It’s an individual based work, they built their own stuff, they deploy it and they also quality assure their own work. We are also very close to the customers, so these guys know their work has a direct impact on the customers.

What is the biggest issue that you are having in general at your work?
In regards to the team: people don’t respect the way we work in TVLab, because the rest of the organization doesn’t work in the same way.
Conflicts with our way of working, they don’t respect that we have PO and initiate tasks when the tasks are not coming in through Jira as we want so then it’s hard to prioritize.
Finding out what role do I have in enterprise agile.

What motivates you the most?
Delivery, work on things that impact the customer,

If there is something that you could do differently, what would it be?
Finding the balance to how rigid I should be, in order to motivate the people, to give them a sense of purpose. I think that this team has been doing this for so many years, so it’s hard for them it’s hard to do things in one way. In the way the set up is now, it’s hard for them because they have a high degree of involvement, but not a sense of ownership they had before. Sometimes it’s hard because a team member has given a commitment to a project that I don’t even know exists, so for me it has been a bit difficult to make them understand that we need to be aligned.
The organization has allowed this team to be different and hasn’t been rigid and they listened, so we made a way of working that makes sense for this work. The vision and goals are vague. We got some KPIs but we missed some guidelines about the direction of where we are going.
In this organization prioritization is hard, because we shift focus a lot, so it distracts us from what is actually the most important thing. How do we insure we align these things?

What would you do in order Nuuday to be the coolest place to work?
For me I think there are a lot of cool things going on. They are just feeling like there is too much noise, we are moved to a place where the desks are even smaller.
These guys have technical equipment, so they are feeling they are not respected for their work, but just put in a new flashy desk. My team is more frustrated with the physical environment.

QA 2

How did you find about this company?
Just a lot of applications, shotgun approach, sending applications everywhere. Then one guy responded they have something that's not allowed to be named. I had a couple of interviews with him, before I then came over here, into the old setup. Not even TVLab but the one before, to basically transform the current QA, that were student helpers to a fixed department, where you have people fulltime and not something in between.
My background is in x, but it's not on the right cut yet. So my focus was interaction design, we worked a lot with tech. I was not into software design but more of the user perspective. But I do feel quite confident with technology and debugging and digging down in certain areas. So I found this to be quite a nice challenge. When I started here that was my first job after uni so I don't have much to compare to but I do have colleagues who have to compare to. So far it's been a mixed rollercoaster and been fairly stable last year.

How was the recruitment process and onboarding?
Beginning was wild west..I was part of the badge of 4 people of QAs that got hired to start up a fixed department, it was all students before. We started out basic regression testing. QA did not have a very good basic testing, and not very good appreciation. People were annoyed by QA. No respect, you had developers and they were best left alone and that was something that came partly from them but also from management. It was different management back then. We were running regressions all the time both on tv products and their music platform. So it was just coming, getting to know the product, here are some regressions and we just started, put up issues. We gradually evolved from there to the feature development process, and started to establish a relationship with different developers making them feel that they were not just students that are sometimes there and sometimes gone. So trust between testing, QA, and development. That took quite a long process. We had 2 or 3 transitions in the 3 years I've been here. So every year there's the next big thing we have to do. So in the start, we were like semi-agile that I would call like a scrum-fall, who are kind of having a JIRA board and kind of working in agile: where they started working on a feature and then came to QA when now we're moving toward more agile processes where we discuss the features. We still get features from PO's or from the company like they want something but we can discuss what's the smartest way to do it and work together with the devs from day 1 and find the issues from early on. Instead just running regressions. Generally the relationship has gotten better and in the department QA became more appreciated.

How do you make decisions in your squad?
--- And then we just start breaking it up about what we actually need to do and what's the smartest way to do. That's where we primarily get to have a saying. Also some of the requirements we try to elaborate on: we have example story mapping sessions which are trying to look at the feature from a users perspective and come up with concrete examples towards business requirements. So we're gonna set up requirements like 5 and then we try together with PO, Developer and Designer and QA and we try to make examples that are not implementation-oriented but what the user would do and what should happen in the app and how things should look. And from that perspective we can already try to debunk some of the requirements: some are way too much to take in now, this one needs to be split or this one is too costly timewise for features that are not enough worthy to a customer. So with that, we can make more informed decisions that make sense to a customer perspective. But also from a company perspective: we need to have this feature doing these 4 things, it would get us closer, we could release something that is useful for everyone and we can add stuff later in the process.

Do you sit together with the developer and do the work?
That's the ideal set up, yes. It happens most of the time but we quite often run into different dependencies on other squads. We could say we can do all of this but our work basically stops here or we don't have the necessary preconditions for us to do all the work before we hit a roadblock. This has been an issue for a while. It's getting slowly better. Because both with the forced transformation and people are getting aware of the bottlenecks were facing, like missing testing and staging environments and the inter-squad communication cause the latest transformation (one before this) that kind of felt like were supposed to have end-to-end capabilities cause you don't get e.g a middleware resource in every squad which is needed to do certain things. Also sometimes the squads they have become part silos in the sense that there's not always enough communication between squads and I guess you could also think that in your squad you get a certain amount of work you need to finish to get to your quota, which makes it sometimes hard to have requests from other squads or help them because they're gonna be busy with filling up their quota. So in that sense we should be end-to-end, we don't have enough resources in our squad also there'll sometimes be a time management component or resource component " do we want to finish our own work" and then there's the communication between squads that is sometimes lacking quite a lot. Like you could be working on similar features and everything works fine and then you commit your stuff and then some other is working on the same feature without necessarily knowing and then some of your changes get revoked. It's an ongoing challenge.

Can you describe the dynamics of your squad?
I think we work really well together. We all have a similar kind of humor that helps. Almost all of us are foreigners. Except our PO and scrum master that are danish. The rest of us are all around. The dynamic is really good. People are taking initiative and also listen to proposals to try to make things better. We've been a pretty bad squad at the start because we didn't do agile really well and stuff got done ad hoc. There was no structure. We established structure now, we have a fulltime PO which we didn't have before. There's some good velocity going on, like synergies are working pretty well and we established nice trust between everyone, that's really nice.

How did you do that?
Exercises are always a thing. I feel like they are always very artificial. Like when you start uni and you play this name game. I think we established by trying and working together and each and everyone trying to find a better way of doing stuff and presenting it. Let's try to figure it out this way. And not so much by examples but more by trying to make the everyday work smoother.

Any frustrations in your squad?
I do think there is. There's ongoing frustrations with not being end-to-end even if we want to be. We're not well resourced, we sometimes have designers and even designs are getting pushed from another place where we don't really have a say. That frustrates us because in an agile setup you should be able to a larger degree be autonomous. That's an ongoing problem we're trying to address. It has been frustrating in how we bring everyone from different clients together if we're not working on the same feature. Because then you suddenly don't talk the same. Right now were working on the same features so we can all discuss even though we're on different technologies but when that's not the case, I see a lot of potential friction and people feel they are wasting a lot of time on meetings when they're actually not working on it either right now or we won't be working on it. But I guess the important part is by trying to create value from that, getting input from somebody who might not be working on that but there might be a pitfall I know that can help improve the process.

What do you think could make it better?
I know the new Tribe is gonna employ a product manager, end product owner, somebody that looks at the whole product from an elevated perspective, working with the user. That would be nice. There's a lot of resources that would be needed to make it better. I think its also a mindset. [some things are taken out]

What do you mean by external communications?
Different Tribes. I would sit with different areas of the application. Like the onboarding, sign up flow would be in different Tribe, or the rights allocation to whatever you choose on a channel shop. So if I choose that it would not be in a TVLab but somewhere else. And if there's an issue there it would not need two tribes who are responsible. So I hope it gets better. It looks like it could. But also a shift in mentality would help a lot.

Speaking of tribes, how good of understanding what each tribe does?
Each tribe I don't have a good understanding of that. I've been to some of the meetings, and to tribe bazaar. But my focus has also been in staying either in tv+ or bold. There's technologies I'm interested in. So I haven't really been focusing on other tribes.

Do you understand the bigger vision and purpose of the company and why you're doing what you're doing?
I don't think everyone's aligned. I would assume some are thinking a bit like I do. Stuff has changed a lot in 3 years. I didn't know that so many visions and missions could change that many times. I guess you get a bit fatigued, numb. Then you get those big events to onboard everyone in the company to your new visions and your new values. But they really don't change that much, it's just a package how they change I guess.
We always say we put the customer first. But I don't always see that in the way we're supposed to push our new products. Of course we are a business, we need to make money right, if you don't, you cannot put anybody before cause there's no business. But I think the customer hasn't really been in focus.

What do you think the company is struggling with and should do better?
Nuuday should do better the whole transparency of the transformation. They highlight it but they're not really that. They're having all these events but for me it feels like at the end were just resources and we get placed where it makes sense. If all the talented people are basically leaving because they have better places to go. Why would you not hold onto talent that has been onboarded? Then I don't think Nuuday cares too much about the employees. People are more focused in the Tribes and within the squads, but I dont think its the case in the higher level. Everybody's hip now with the nice sweaters, american style presentations on a big screen and yes everyone's cool right. It just doesn't feel that real. But thats my personal impression. It feels a bit hollow. Of course it's difficult, you can't be in touch with everybody but it's like nobody really knows where they're going with the new thing. It just creates unhappiness.
I do have a feeling, and obviously they're trying to make the hierarchy a less pyramid. And I do have a feeling that TDC used to be this big bucket of managers and a lot of people are just pointing stuff out needing to be done. Which when I started really felt, you have so many niveau coming to you saying "i need this". The idea that everybody needs to be on a squad and needs to contribute. I don't know if that's actually gonna happen because you have that many middle-manager thingies that are used to doing very narrow things instead of sitting in a squad and doing actual work, like producing value. I have a difficult understanding of how that many managers.. They just seem like very old inflexible companies. So I think Nuuday is trying to become a more flexible company because I think everybody should contribute to bringing value. So thats a really nice thing that i think the way they are doing it right now is that "we need to fire a lot of people to create value" but then the people that are actually creating value are leaving

already. And then its like “yea we can’t really hire any new ones..” but the ones that have really the knowledge they left.
It’s the cost of every transition. All of the 3 transitions that I’ve been part of, many people left. And I rarely see less talented people leave.

Do you feel motivated and engaged? Why?
In general yes. I am mostly motivated by my squad cause we’ve been through the rough time and now we’re working towards the right direction. It starts rolling. Also I get better at my work everyday which is a nice feeling to be able to learn. Going deeper with different technologies.

What about others?
I think generally fairly high. There are recurring issues with certain topics where everyones just fatigued and rather not touch on that. We have some frustrations. But i think overall people try to stay positive about things, which is always not possible.

What should there be more and what less?
More of a good mood around the squads, we need more communication between the squads. What I see and what I would like to see more of in staying hungry for new things. At getting better in what you do and maybe in where you are necessarily not good at but trying to understand what other people do because if you don’t, some of the struggles from QA perspective, or what my PO or developers are going through would be better in conveying a solution or understanding the problem and approach different persons in a little bit more of their realm in understanding. To say “hey we have a problem, maybe we can find a new avenue to solve it.” That i find very helpful. That’s the general thing: more communication between squads, I think general at TVLab were good together as colleagues. I would like that. From the company I would like a more rewarding way of keeping good people, instead of just ok one dev goes we just replace him. Understanding those people who’ve been here for awhile, have been onboarded, have been contributing to the company and are talented in general, then you don’t just switch them out and expect stuff to continue. So if you switch around people all the time then you always have a new onboarding process. It eats people that are there. It’s like you never really get to the peak. We had a lot of turnover on people here which I guess to a certain degree is normal but we do not really have the old experience that much to compensate for that. I think since I started we got apart from Web Chapter Lead, we got a completely new web chapter, maybe twice. We got that much and you lose so much every single time you do it..and yea, its been like: why are we not performing to our standards? We have all the people but it’s not working. I want the company to understand that. You need to build up people, you need to try keeping them. That’s the lesson that needs to be learned.

What would you do in order Nuuday to be the coolest place to work?
What is cool? Is it cool to have a foosball table and buy a shittons of sodas and just stack them up.. I don’t know if that’s cool or not.
I guess it’s the communication between people, the inter chapter communication and learning. So between chapters and squads and also how can chapters help each other out. Because sometimes they make their own strategic decisions, which is fine, based on language or architecture they’re working with. But trying to make it a coherent whole and were pulling towards the same goal, instead sometimes pulling to different directions “oh we decided this, we decided that” but in the middle there’s something , ok now we’re going apart in like some of our core technologies. I think between chapters and learning part what each other is doing and learning how can we make stuff better. The learning we had locally in my squad, maybe applied to a bigger scale to a TVLab and maybe applied later in all of Nuuday. Also through that comes the appreciation to other people’s job much more instead of saying: “he’s a QA, he’s a PO, he’s a developer” but know a little bit ..

have little bit of overlapping knowledge and what problems might they face, if you understood that, everything might be a little easier and to approach people instead of pissing somebody off by not knowing or by accident. So I think that would be my magic wand thing. It's hard, it needs ongoing commitment.

DEVELOPER 1, iOS

How did you find this company?
Through a friend referral

How was the recruitment process and onboarding?
Interview with Chapter lead and almost the whole chapter (8ppl). That was very nice. 30 min with the Chapter lead, and 30 min with chapter.
I was called to be told I was hired on the same day, later in the evening.
Salary wasn't bad, they gave me what I wanted. So that's always good. Also it seemed like a nice place, I already had some info from the friend that referred me to the job. Such as how the team works, I was mainly comparing to what I was doing before and I saw that this was better for me. Because this is a huge team working on one app and previously i worked in teams max 2 ppl. So this is a much more dynamic team and many changes are being developed at the same time. Also this was a new experience for me.

How was the onboarding?
Onboarding: I was picked from the reception with a gift basket. I got a buddy assigned and a mentor - which was one person at the same time. Normally it's two separate people. Mentor is from the chapter and supposed to give an overview of the technical stuff on how we work and buddy shows the company related stuff (benefits etc..) I had this buddy/mentor from the chapter. And first, I started in his squad and then afterwards I was put in a different squad. They already told me in the beginning that they expected me to go to another squad, but I didn't have to if I didn't want to but I didn't know what I was signing into so it was hard to say anything.
The onboarding wasn't very structured but workwise it was good enough, i didn't need more. Maybe more from the company's side such as the benefits and how they work and what we can take advantage of would have been more clear and visible, especially since I don't speak danish.

How does your squad work? The processes, tools, scrum way?
That's the thing, the process is not in place. That's the problem with my squad. We used to pretend we do scrum and it got a little bit better, but it's still not ideal. I think it's the PO and the fact that ever since I was there we didn't really have a full time scrum master which kinda forms the process or helps us to form it. Because you don't really need a dedicated scrum master to do scrum, it can be someone from the team. But the PO, he was very used to doing things ad hoc. Maybe it's not his fault. He had difficult developers before who refused to do scrum.

Has it gone any better now?
Hard to say because the company is still in a process. I dont think I'm going to see it getting any better while I'm there.Our QA was starting to push story mappings because it was also difficult for him. We didn't really have any refinements for user stories where he could base his tests on, and we didn't really know what to develop.
There were just so many issues, no process at all. He just came to us asking if we can start developing a new synopsis. "This guy is gonna do backend for you and this guy has a design in a dropbox". So I didn't even start on a task, but they still tend to do this thing that they work ahead in refining stuff, which i dont think helps. But it has gotten better. That was a low point - when somebody says "can you start working on this" and then you don't even know what it is.

Did you use Jira?
Yea. Initially there was no backlog. There was

just a dropbox with design. Nowadays we use Jira more, and story mapping , user stories. It's still not ideal but much better than back then. But we still get sometimes confused if we forget about something and the designer comes wanting to change something but then it's too late. I mean we can refine, that's what Agile is but being agile doesn't mean we should be doing things as they come into your mind.
Were not really all aligned with the process we should have, that's where all these small misunderstandings come from. And that causes frustration. And then comes a task from somewhere else, from behind telling what needs to be done and it was not discussed with us at all and we were just told to do it in X way.
I just can't understand that they give us tasks and they don't really give us the option to say our opinion before we need to..we have a deadline to implement it. Deadlines can be legal for example. We have no saying but just to complain.

How many dependencies do you have to other squads?
Not really, mainly on the backend. Sometimes other squads break the code, but that is also because the code has bad legacies. You touch one thing and there is other stuff that breaks here. It's just bad code design, everything is connected in a very complex way.
It's because the developers who made this code, kind of connected everything, making hard connections into the core of the app. Now we're rewriting the core of the app and it does cause troubles.

How are the dynamics of the squad? Do you work well together or is there currently some concerns that you're having?
We get on really well. Mainly the concern is that the process is not in place and still not working ideally..

How autonomous do you feel?
I have power to make decisions codewise. Also design wise, I feel like I have a lot of power there because the designer also asks a lot of opinions. So that's good. But with regards to other tasks, I feel like I have a very little.

Do you have any goals in place in your squad?
I think it's pretty straightforward: we work with our code, and it should work well and designers make a new design and we catch up with the latest trends..but goals could be better defined.

Do you know how the decisions are made (data driven..?)
Not really. As far as I know, sometimes it's not very data driven. Designer designs a screen and we say whether it's comlex to implement or not. What I feel like he's making the design super fancy and it takes a lot of time for us..so maybe here the PO should step in and say that we just need a simple version in the beginning and roll it out asap and then we continue. Sometimes I feel like the decisions are random and based on somebody's feelings.Sometimes its a legal issue, e.g. the concurrent limitations. That's why sometimes there is no time, the backend is telling us we have to do it in a certain way because before they did it this way, and we are in awe that nobody discusses it.And also with the design decisions, I ask sometimes the designer if we really need something because it is really complex. And the way they argue is because he thinks people will like it, but there are no statistics to back it up. I'm not sure whether we actually track this.

What do you think the role of the PO is?
He should be taking ownership of the product and setting priorities on what should be developed. He knows quite a lot about the product and I feel that sometimes he should be stepping in saying whether we need something or not. But at the same time he's afraid to cut the scope, cut the features to existing customers. For me he should be the one making decisions and explaining them to us. In

certain areas we should be the decision makers but product wise and design wise were not the ones. But they should make those decisions ideally backed by data.

How customer centric are you?
I don't know...in the middle? I don't interact with the customers. First of all I think the apps (iOS, Android, Web, SmartTV) are not great at all. Because they are crashing all the time and the UX is just not the best, nowhere near other top apps. I feel like the priorities are not in order.

Who prioritizes those in the end?
I'm not sure. It is probably changing now.

Do you understand why you're doing these things? Bigger purpose?
Yeah, of course. I think after this new presentation I understand the mission of Nuuday. Before this I did not feel like I understood. Mission of the company is to go further in the telecommunications market in Denmark. And Nuuday is to make digital products in the area.

What frustrates you the most?
The lack of communication and collaboration with other squads. Its terrible. We have a backend which is like a huge database and these other squads are sitting in with us in TVLab and it's hard to feel listened to. There is not a common process set up for everyone, so decisions influence each other's work.

How would it be better if they sit in their squads?
This stuff like I said we need to do something and they need to do something, so they would be connected, instead of them just telling us they did something. I could probably address this issue to tribe leads and they should sort this out.

What about others? Are they motivated?
I don't think they are motivated but we get on well together. So at least there's that, we have fun sometimes. I think since February it's going to be one person leaving every month now. The process simply should be better.

Where are the agile coaches?
There's still learning to be agile coaches. Agile coaches are teaching agile coaches. So our squad is without a scrum master. We had some visits but they just tried to understand and didn't do much.

What could the company do better?
Hard to say but maybe that they would listen even more to the complaining employees.
Because they complain for some reason. We did complain and there was this impediment wall. That felt like they really weren't listening to us.

What should there be more and what less?
I like the parties and it kinda feels nice there lots of young people working there. It's not a bad environment. Maybe less meetings.
Maybe the overall mission of Tvlab should be more aligned.

What would you do in order Nuuday to be the coolest place to work?
They're not very flexible. Maybe more than most corporations.Less open office space, that wouldn't be the coolest but more practical. At least dedicated meeting spots that do not disturb others. I think the companys trying to change and be more modern, mainly from the customer's point of view so the brands are not part of tdc. It's good that some things are happening. Innovation is slow in the company. With regards to technical innovation and also product wise.

DEVELOPER 2, System Administrator

How did you find this company?
I applied for it, I was looking for a job and I saw an opening at TDC and they called me after a few months, I put in my application and I didn't follow up on it, but then they called me to tell me I got the job. Then there was a process of interview and

then I got accepted.

So did you have any preferences or?
I do have, cause I applied for the role. But i didn't have a preference for a company. I was actually trying to find a big company because before I was only working in startups so I wanted to see how it is to work in a corporation. And it's totally different. TVLab is a bit more spatial because it doesn't have all that bureaucracy that i find in other departments. But still being such a big company you find a lot of dependencies which forces you to talk to different departments, which probably have higher bureaucracy levels. It takes a while.
Right now its much better than when I started - when I started it was the old structure. But in the last couple of years things improved a lot more, so now it's the vibe of not so much bureaucracy.. Especially with the new transformation I think is a very nice improvement. Even Though people see it as a big pain point. I get it, but then again you work in IT, and my philosophy is: if you work in it and you stop learning things, its the moment you're going to fail. Its a continuous transformation. Its not like law or mathematics where they have the same formulas and principles that don't change.

How does it affect everyone here?
Again, that's the thing. Big corporation, old legacy, lot of legacy, old people working old ways. This kind of forces people to work in new ways and implement technologies.

What do you think about agile?
I like working agile, I work on a premise that, if it works on the first time youre not working hard enough to break it, so all you have is to push yourself. For example I'm this person that works for new technologies. There are a lot of unknowns there: if it fits your solution, probably not but how do you know if you don't try it?
So I fail fast. Because by failing fast you enable the company to have the right portfolio and to use the right technologies etc. For example, you already tried that and it doesn't fit your model, so then you can evolve towards something better. So i totally agree with it, i wish it would be faster but it's a big corporation, it takes time. But i'm really happy with it.

How has the company met your expectations as an employer?
It was a bit confusing in the beginning because when there were changes, it was not so much information. I started in the beginning with the confusion of what it actually is, but during the time it passed, we had more meetings and follow ups. That was the only downside because nobody knew where we were going exactly towards. Company wise I think it's a very relaxed environment to me.

Is there something you would hope the company would do differently?
I don't think about the company but much more about the people, people are more laidback. As far as i noticed. It's good politics for work-life balance. It's a good company to work at. If you have a kid you can take a sick day and you have a lot of holidays. At least these days. But of course there are some frustrations here and there, like i said it takes time and it may take 2 more years to actually see the real result. But of course people are different.

What frustrates you the most?
Sometimes people work in different ways, in the old ways and they refuse to see the advantage of new technologies.That's the thing. But it's getting better.

How do you see yourself in the company? How is your voice heard?
I think we have a strong input for other teams. And we show them that look its not the right way and its better for them to try this for their application. And sometimes they come to us and ask questions and are more than happy to help them out.

How would you describe the collaboration between all the squads?

It's really good lately. Right now all the infra in microservices, there's a big team, and that's just talking face to face but normally in slack and if something more important just go and talk.
And the dynamics within my team is very good. We are a young team and we have our own positive and negative things but i think its very good. We're all into technology and like to try out stuff. Were not afraid of just getting our hands dirty even though it's a big unknown.

Do you understand the bigger mission of what the company wants to be and where?
According to what the management says, we're supposed to become the biggest entertainment provider in Denmark. That's the bigger goal and another thing is also to be an ideal workplace. We are already a tech company, but i think what they're trying to do is to become this nice tech company where you have good open source, you have the latest technologies, very nice cool office and sharing of knowledge.

What gets you motivated?
laughs Good question. I like the task i'm doing. If I'm enjoying the task then I'm motivated. And the team, I like working as a team. I don't like to be very individual. I like to be open about what im working and ask for opinions and i may have some stupid questions sometimes. The most important thing for me is the team and topic.

What's the best thing about this company?
Going through this transformation. We get to work with a lot of technology which has never been implemented. We had to achieve some huge milestones in the past couple of months so it's a very good thing for us. Because having such legacy and old systems, working old hardware and old technology, it's very nice and really really good thing.

How much do you get to decide what you do?
In our department we decide what we do. Whatever we do. It's of course a mutual decision.

DEVELOPER 3, Android Developer

How did you find this company?
I knew about the company for awhile, since.. almost 4 years ago because since I came to Denmark four years ago i started looking in the list of companies I could come and work so I have already seen it either like online positions (probably linkedin, cant remember for sure) and I Iwas looking different platforms: job index etc. Probably Linkedin. So about the company, I heard it before but in the beginning i was working in another company. 5 months ago I started looking for new opportunities and actually someone I knew working here referred me

How was the recruitment process and onboarding?
I sent my CV via email to the chapter lead of the android team. Then I guess he called me to set up an interview. And here we do the interview in a set up of tests on the same day. You do a skill test right after the interview. Then later the same day I got a call that I got in. The chapter lead did the first part of the talk and then for the skill test I think 3 more people joined but not the whole chapter.
It was very nice, I left with a good impression and also the feeling that its something I want because when I came and started looking for a job I wasn't in a hurry to have something but just searching for better opportunities to learn more.
But in the end, after the interview I got a very good impression. I didn't have to think much whether I accepted the offer or not.

What did you think the company could offer to you?
The main attraction for me in the interview itself was what the team was offering. I don't know, maybe you will know you see, if you look at the developer profile, we don't think growing vertically so much. .We don't care about moving to the next step in terms of moving above and above but moving in our skills and profession. So

that was the first thing cause I noticed that the team was working with many technologies I haven't been working before so that was an opportunity to learn new things. Also a new language, because it's becoming..this language is becoming something big but not all companies are following up so I wanted to be kind of updating myself. So that was the main thing. They also got me what I needed in terms of salary expectations. They asked me what I wanted and I got it. Also the team lead and the team that I met, they also seemed like people with the same profile as I had. So I didn't feel like I was too distant in terms of people being not like me. So I felt like I could belong to a team. Those were the main things.

Has the expectations now met so far?
Yes so far so good. Im enjoying and still feel like i have a lot to learn and i usually like the feeling instead of there's nowhere else to go..like feeling busy. There's a lot of things I can still do and learn in this current position. I have many years of experience in the market (8 years) but it's always hard to say your senior in something because sometimes you're very good at specific product for 2-3 -years but when you change company and going to another world with many new things I don't think I can ever reach senior level..but i would say intermediate. Seniority etc its very relative.. But I like it when I have senior colleagues because then I can learn.

How was the onboarding?
At that point I have some criticism but maybe its something the company can do much. I felt I lacked some information in the beginning but maybe if I were given all the info in the beginning I would not absorb so ..I don't know. So my onboarding was: I had a buddy from the same team / Chapter. I think the buddy focused especially on the technical things which were good and necessary. Then I think it was basically a month where we were doing some things together and he was explaining what technologies the team is using and these kinds of things. WHich is also important in onboarding. Other than that we had some nice meetings with some other leaders like the tribe lead trying to explain but more of the big picture. Like what is Nuuday and TDC net and TDC group. We also had that meeting, like more organization things which are also interesting. But I think at the beginning I lacked a bit of the overview of the project and the systems that we worked with. Because there's a lot of "letter soup", we call it, a lot of abbreviations and for different systems you know. This morning we were doing this thing in our chapter where each person would tell a bit about what you're working on so the others are aware what's out there so others are not lost when hearing these abbreviations and systems and stuff like that.. So I think it's still going on. And maybe even if it was put to the beginning of the process, I'm not sure if that would be too much or id that would help..im not entirely sure. But maybe I would prefer some kind of intense training in the beginning like maybe on or too weeks, getting the product i'm working with.. Not only in terms of technicality but also even as a user..I didn't have an overview as a user: this is the product, these are the possibilities, these are the sections of the app. So that I had to kind of find out for myself.

Do you now know what the other squads are and do?
Actually not entirely.. I have a feeling I don't know all of them. And they're gonna change.

What does your squad do and is responsible for?
I think it's a mix of things because i'm not sure originally what was supposed to do because the name is timeshift, maybe it was something related to time but we don't do anything related to time. We have a few responsibilities as other squads have. E.g. whenever there's a fix or something you do in a particular area for example: offline content, or download, or recordings or search recommendations. So in those areas this squad takes care of those. So whenever there's either an improvement or a new feature or bug fix - those

they give to us to handle. I think that's how it works in other squads as well so they have mixed responsibilities, like they are responsible for a list of areas.

How reliant are you on other squads?
I think our squad works a lot together with another squad and I think theyre gonna be merged. So we sometimes need to agree on some things before we do

How much do you make decisions?
I think we have a lot of flexibility in that sense. We need him to guide us in a way that we need to know what's more urgent to the company and what..there's also some things that are already in the chapters, either ios or android, some things that need to be done behind the scenes that are not necessarily to the user. And whenever these are necessary the PO gives us the flexibility to do those things first and then we continue other things. And we also know more or less how long each task is going to take, we are the ones who have to decide how much goes into the sprint. because he can prioritize but then depending on how long each one is going to take we can take 3 at once, there's only time for one. That thing we decide.

Do you understand why you're doing these things? (goal, the purpose why you're doing)
I think so, it's basically about ..i think the end goal is to provide the user with a better experience, if it's a bug, if it crashes we add new functionalities or improve functionalities that already exist so its all to make the user like your app and not suffer using it. And have good experience and maybe like rate and that would get you more users. It's all about the users right.

Do you have some squad goals?
We started discussing something about the squad goals as well, but that was.. That didn't work so well because..i mean we have some of our goals are specific to areas, et.c. Let's make search better (that's a goal) then we have measurements for that. We can have those goals but it's still very.. we can't really grasp it. Sometimes each one of us is working on something different, not necessarily searching, so then in some sprints we were like what's the purpose of this goal if everyones working on something different?
I think it will make sense to make a squad goal, and we have discussed that a lot, if it's.. Like we have a task where everyone is going to work on that task together then I think it makes more sense. But if it's just putting out fires and doing something different then the goal is basically "we need to solve those" so usually it's some goal of trying to solve something.

Is it going from sprint to sprint?
Maybe sprints have different goals depending on the moment, like this sprint is regression so it doesn't really have ..its very flexible. So the priority now is to fix the bugs coming from QA. So even though we have made a plan, it's gonna change. So it doesn't mean we have to finalize those we committed. In the other sprint our goal is to finish the task we agreed to.

Do you understand the bigger vision and purpose of the company?
If I know it by heart? I don't. But its..you mean like in a sentence or something?
I have a general idea, I think that initially the idea is to create something to attract a younger audience because the company is very dependent on older customers and tv is not something people watch anymore. I think that's one of the big goals to bring things to the online platform and be less dependent on the boxes. I think that's the main one.

Do you understand now the overall product that you're building?
I understand the product and I use the product but if you ask about the overview of all the business rules and technical things then nobody has that. Its very big project.
So i dont think there's a person, not even QA, who's supposed to know everything, not even

them has such a detailed overview of everything of the product. Especially the developers, I think QA maybe has a better idea because they have errors they can test, they write all the things they need to test. But developers, especially if they were beginners, were usually working on small areas here and there. So we don't have a whole overview of the project, not one of us. Its different squads and every squad takes care of something else. And even though we review each other's code for technical mistakes, sometimes we don't fully understand what's the end result.

Do you find communication between the squads an issue?

I think sometimes, yes, maybe, we have some things that affect each other's squads. We try to keep everyone updated, we have weekly meetings where we kinda try to update each what everyones doing so trying to keep each other updated. But there's probably still some, maybe most serious ones are not so much related to what we discussed which is very technical. Maybe the biggest problems are about like..people having different objectives or maybe someones squad wants something in a way and others wants something other way. I'm not sure how the PO's how often they talk or align these things..

What do you think Nuuday could do better?

I think for me it's a bit too soon to notice on these problems cause i'm still finding out a lot of stuff.. So you mean in a specific sense like what is lacking in terms of offering? I have heard some others complaining about things like lack of alignment, some people starting to develop something but then someone changes their minds and that's gonna be thrown away after weeks of work. So i have heard such things but i haven't experienced myself. For me I don't have much to complain in that sense. But i hear some people complaining about communication issues but i cannot point exactly who is responsible for that or could do better.

What are your expectations towards the company?

Right now I think what everyone expects is where are they gonna sit. But in general, I think it's working well for me. I feel that I have flexibility to decide what I'm gonna work on in a way. Ofc there's things that are going to be prioritized but you can choose what you can work with. You can choose to make improvements that were not defined by them but you suggested. And you can say how long you want to do this, you're not pressured to be working harder or extra hours. That's actually what I expect from a company, that I'm not here more than I should be. So for now I see that everyone is very flexible about this.

What motivates you the most?

Things that I was told in the interview. That i have new things to learn, that i could improve my skills. That's mostly it.

What would you do in order Nuuday to be the coolest place to work if you had the magic wand and you could decide?

I'm not that creative but they have all the magic words. I really like what they're doing with the brand and what behind the agile enterprise thing. They have the keywords like 3.. I don't remember all of them, I like the idea. I like where this seems to be going.

I would like it to continue as it is or better. I like the way my squad is doing things. I just hope that the new team will be also as nice and the new PO is also good because it's an important figure in the squad. So for me i hope it's not gonna get any worse than what was advertised.

I would actually like the meetings to be shorter. That is a happy day when there's no meetings. Some of them are too by the book, some of the other meetings with the chapter e.g. are useful because of the technicality. But some of the scrum meetings are 1,5 h long and sometimes we do two in a row so its 3 hours in a meeting room because we got to have this meeting because that's how scrum tells you to do. Sometimes the meetings can't be done in a sprint, then they are postponed to another sprint so then the old stuff takes time from a new sprint. So that pisses me off a bit, but i think that will be up to the agile coaches to organize. I think they should be more concise. We don't need 1,5h meetings. It needs to be 30 min-60 min maximum.

How was the onboarding?
At that point I have some criticism but maybe it's something the company can do much. I felt I lacked some information in the beginning but maybe if i were given all the info in the beginning i would not absorb so ..I don't know.
So my onboarding was: I had a buddy from the same team / chapter. I think the buddy focused especially on the technical things which were good and necessary. Then I think it was basically a month where we were doing some things together and he was explaining what technologies the team is using and these kinds of things. WHich is also important in onboarding. Other than that we had some nice meetings with some other leaders like the tribe lead trying to explain but more of the big picture. Like what is Nuuday and TDC net and TDC group. We also had that meeting, like more organization things which are also interesting.
But I think at the beginning I lacked a bit of the overview of the project and the systems that we worked with.
Because there's a lot of "letter soup", we call it, a lot of abbreviations and for different systems you know. This morning we were doing this thing in our chapter where each person would tell a bit about what you're working on so the others are aware what's out there so others are not lost when hearing these abbreviations and systems and stuff like that.. So I think it's still going on. And maybe even if it was put to the beginning of the process, I'm not sure if that would be too much or id that would help..im not entirely sure. But maybe i would prefer some kind of intense training in the beginning like maybe on or too weeks, getting the product i'm working with.. Not only in terms of technicality but also even as a user..i didn't have an overview as a user: this is the product, these are the possibilities, these are the sections of the app. So that I had to kind of find out for myself.