

THE GOOD COLLABORATION

A case study of inter-organisational collaborations of non-designers within the Scandinavian non-profit social housing sector.

AAU CPH MASTER THESIS BY
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STUDENT REPORT

I. ABSTRACT

This thesis examines how service design practices can support the implementation process within an internal collaborative service product. The research was done in the context of renovation cases happening in housing association services, where a case study, in collaboration with a housing organisation, was **used to explore the implementation process with in-depth interviews of experts & employees.** The **case resulted in recommendations** for an updated thorough booklet. The project aimed to strengthen & align the collaborators being involved in the renovation processes. **Through the case study,** the implementation phase was **examined in a practical context** of an industry with relevant challenges where different departments work interdisciplinary. Each interview discovers **advantages & disadvantages** of certain **methods** & approaches when designing for a collaborative service. **This study reveals that implementation phase studies** can best be done by using real-time-experienced prototypes, as **they showed** to have the highest potential when testing the added value of broadening the knowledge to a broader audience in terms of more departments within the organisation & the end-user of their services.

It also shows that when employees are test ambassadors & personalise a prototype this adds great value to a user test, but extra time & effort needs to be invested then approaching the implementation phase with testings.

Keywords: Service Design, Design Thinking, Implementation Phase, qualitative data, interdisciplinary collaboration, non-designers, co-creation, prototyping.

II. ABBREVIATIONS

Throughout this report, following abbreviations are used to important terms:

AAU CPH	=	Aalborg University the Copenhagen Department in South harbour
ESG	=	Environmental, social, & governance - Reporting Requirements
GDPR	=	General Data Protection Regulation
SSD	=	Service Systems Design
SPS	=	Special Educational Support
CBS	=	Copenhagen Business School

III. ACKNOWLEDGEMENTS

Throughout the writing of this master thesis, I have received considerable support from many people. I would therefore like to thank them for being involved in the project by providing their professional knowledge & personal experiences.

First, I would like to thank AAU CPH lecturer from SSD & supervisor Amalia de Götzen, who gave guidance to face the challenges that were encountered through the process. Furthermore, she was always enthusiastic to join the supervision meetings provided with her constructive feedback. Additionally, I want to mention my appreciation to the company of Olivia Denmark for providing the match with my mentor team to let me mentally & academically stay on track throughout the project. I would also have to mention my fellow peers at the Service System Design education. I appreciate all the feedback & experiences shared through the studies from autumn 2020 up until spring 2024.



Second, I want to thank the collaborative organisation. This thesis would not have been possible without the allowance of a six month internship with the organisation that I was led to by internship coordinator Flemming from the AAU CPH department. His own words were: *“I am sure that you will find this organisation interesting”*. Which I truly did. Thank you for opening up a door along the way. The professional knowledge & experience made within the non-profit public housing industry enhanced the foundation of the project & strengthened the linkage to an actual business case. This collaboration would not have been possible without the networking opportunity from key employees. Especially the closer employees that shared ways of incorporating their own service design capabilities within the Danish organisation.

Third, I appreciate all the participants who joined the interviews & user tests for contributing with their valuable opinions & time. Their personal experience helped us to understand the user’s needs, developing the ideas & refine the concept. A warm thanks to all the employees who had great insights of their daily work life but also in agreeing to collaboration & contributing with their professionalism into this thesis.

Thankful for the opportunity of having a coffee chat with external collaborator Ian Wisler-Poulsen whom I was given the chance to add-on in the form of an expert interview. He provided an essential view of how service design is used currently in the Danish setting. It was truly interesting to have his take on how we can manage to incorporate service design even more.

Last, I would like to thank family & friends for encouraging me during the project. Their great love, patience & support are truly meaningful for me.

ABOUT THE AUTHOR

Since my previous studies in multimedia design in 2013 I discovered the Service Design field & the ways of working towards this field as a career. Then followed by the top-up approach at KEA where the AP degree becomes a bachelor levelled study. This is where the service design was presented as part of an additional course within. Then searching for universities in Copenhagen which had service design as a master degree. Today you can find service design in various courses of almost all universities in Copenhagen where the naming of the education might differentiate but are built on the same principles. Finally to find the AAU department in Copenhagen where the Master of Science in Service Systems Design was studied. It was found to be the most hands-on approach which fitted the goals of becoming a service designer.



The years have gone by since 2013 including semesters abroad; from 2016 studies in creative industries in Toronto, Canada & later in the years followed by the pandemic covid-19 abroad nationally by gaining experiences & adding a semester with various courses at CBS.

From the 10 years experience as a student I have experiences from a variety of collaborative work settings with different companies helping them in the sense of focusing on the user-centred approach while acknowledging the generalist & specialist workers within.

It has been a wild ride & I am honoured to have been able to study the field of Service Design. By saying this I hope to inspire peers in the educational setting to pursue what you want. Time & resources are within your reach; you will have to look for the open doors along the way. It is not impossible. & I guarantee that you will learn a lot through the years. It is all about the learning by doing approach. I thank you for downloading this report.

Enjoy your reading.

External supervision

Master Thesis Mentoring

An external team of two mentees consisting of a mental mentor & a professional mentor helped with consultations through the process & offered professional support & guidance. They had great knowledge, capabilities & shared their current experiences with writing thesis reports. Through the SPS application at AAU I was matched with both of them. The mental mentor has experience with a large number of students undergoing their master thesis process & helped to focus on my health & my mental state along the way. The professional mentor has experience with report writing in both master degree & ph.d. degree & helped with structuring, improving & optimising the work through the process.

While having this academic English study it was important to acknowledge the language differences that might happen between the data that I had gathered from the Danish collaborative organisation & the translation process that needed to be done to english. I benefited greatly with having Danish mentees supporting the language barrier that occurred through the process.

Prior to the mentoring we had a meeting to make sure that the agreements & structures were planned ahead of time. Every Tuesday I had a 30 minute process update.

Then at the end of the week I would share my findings & present doubts & challenges that occurred on a weekly basis with an hour of mentoring with the professional mentor.

These planned meetings helped to reflect through the process as students often do when they plan a master thesis done in the group format. Due to being the only one with this project, it was great to bounce ideas along the way within this setting of a mentoring program. I would highly recommend this to peers. But also recommend the mentoring setting to anyone working with a project. Whether it is at home or a work related project.

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INTRODUCTION

1. INTRODUCTION

This thesis examines how internal collaborations within organisations can be strengthened with the help of service design methods & tools. Concretely, it was investigated how a common service systems design process within the design thinking methodology can add value in a final phase namely the implementation phase of the design thinking process. (Gibbons, 2016)

In this case the investigation of a prototype was done to make interview sessions more tangible for the employees. The thesis was done in collaboration with the case study collaborating with an organisation with approx. 500 employees within their administration house & even more employees in terms of workers working physically closer to the residents. This organisation allowed for the thesis to become a practical exploration of the topic of how to maintain the good collaboration

between these colleagues in a time of many ongoing renovation cases, digital & physical transformation.

Therefore the approach throughout this thesis has not only been user-centred towards the end-users as the residents but focused more on the approach towards the internal colleagues & how they collaborate in between departments with the help of co-designing & prototyping a physical product simultaneously while a larger digital transformation happened in the organisation at the same time.

The design process led through the common design thinking phases & a variety of methods were used in order to design a solution with a strong sense of ownership for the employees while trying to emphasise the importance to still focus on the end-user, which is the residence of the organisation, being a larger housing

association organisation, managing many local housing organisations.

To begin a literature review of the design thinking issues revolving around the implementation phase was performed in order to build a base for the further important research that needs to be done to gain ownership & stronger skill set for the service designers when working towards & within the implementation phase of any service design project. Later a local danish service designer is incorporated as an expert review to make sure to include the picture as-is in today how service designers in general are looking into the implementation phase.(Harley, 2018)

Then the design process started by exploring the holistic topic of the implementation phase in relation to reviewing a finalised, physically produced prototype & simultaneously interviewing employees gaining primary research of how

they received & perceived the product. Here a look into different ways of conducting the implementation phase further were explored as version two is elaborated to be launched in approximately six month time. (Appendix 5)

MOTIVATION

Already from my final years of high school, a curiosity arose about the phenomenon:

> Them vs. Us <

For some reason, we as humans try to differentiate from each other. The dictionary describes it as *“the tendency of individuals to view the social world in terms of an ingroup (“us”) & an outgroup (“them”). Consequently, people prefer to associate with those who are similar over those who are different, preferentially allocate resources to similar others, & hold more positive beliefs about similar others.”*(DictionaryApa, 2018)

Whether it is being specialised in how we work or individually go about our daily life. It is common for us to say & think *“Don’t tell me what to do”*. Through the years families in particular have been one of the first communities where we as individuals take on a role & often help with what we can in our own ways. It is here we develop our skills, share & develop our strengths, weaknesses, opportunities & threats. This is where we have learned to do our best for the common good & aim to collaborate with all family members or at least try to learn from each other through the years. It is difficult but interesting to dig deeper into the importance of collaborating.

In the year of 2024 it is still important to look into how we collaborate as the year continues to challenge how we work even more remotely & where the individual ways of working have become the norms of our daily lives. Self-management is seen as a core strength in almost any hiring position. (Engelbrecht, 2023)

But it should never overshadow the ability of working in great established teamworks. (Engelbrecht, 2023)

Through the years of experiences with balanced teamworks the insights are clear. We become better when we work together. It is through the successful teams that we are able to enhance creativity & boost our performances. Successfully, if a diverse team is assembled, different perspectives from within are leading to more comprehensive problem-solving for the common good.

If you are a fan of The Marvel Universe, you have watched the End-Game scene where all the heroes with each & one of them contributing with their individual special power. (Imdb, 2019)

They are able to come together for one last time to overcome their enemy & together embrace their diversity beyond their comfort zones to significantly elevate common goals & personal growth at the same time. The fighting scenes contain

elements of effective teamwork where the workload of fighting the enemy is distributed evenly. Preventing burnout & promoting a greater environment for them all to elevate each of their own fighting techniques along the way.

(FunExtreme, 2024)

Looking into the studies at AAU CPH where service design processes have had a focus on strong collaborative skills while focusing on all the service design phases within the double diamond. Here the experiences have been common with the final phase either being rushed through or overlooked after delivering the product, report & presentations at each semester.

Therefore the final thesis of this master would motivate me to look more into the final phase. Luckily the collaboration was established with an organisation where

they had a project in the middle of the double diamond phases. (Appendix 5)

This case study was possible with one of the largest Scandinavian non-profit social housing companies in Copenhagen. Here I was able to join an ongoing project & contribute with the learned skills of service design capabilities.

Together in a cross-disciplinary in-house team with two key employees from two different departments - I was able to learn more about the employees service design capabilities & learn more about their project management skills while together developing further on own service design practices through the final phases of this project.

Therefore I was motivated to investigate the final problem statement being:

**HOW CAN
SERVICE DESIGN
CAPABILITIES
& PRACTICES
STRENGTHEN
INTERORGANISATIONAL
COLLABORATIONS?**

Case

Case study Introduction

The collaboration with this case study was agreed with one of the largest Scandinavian non-profit social housing companies in Denmark. Due to confidentiality which had to be kept intact the image shows the overview of all the social housing companies operating in Denmark (Image 1) To understand the bigger field of non-profit social housing companies in Denmark.

In this case study one of these organisations distributed 100 copies as a first edition of the prototype booklet "Welcome to the good collaboration" & distributed these to be used in different renovation cases in 2024, which intends to strengthen the collaboration internally between departments being a part of the organisation.

With the practical usages of my SD capabilities an investigation of the testing

phase took place in the span of six months while analysing the implementation process happening in real time. The employee experience through the develop phase & the deliver phase is investigated to improve the employee experience at the organisation, leading to better service deliveries.

This includes in-depth interviews where this thesis focuses on the interaction between internal employees from different departments. It aims to understand, improve & optimise the experiences of employees who deliver services with a variety of interests, as well as how their inter-organisational collaboration can have an impact on the overall customer experience.

The organisation shared their ideal way of working as follows: *"We challenge our own practices. In all corners of the greater community - whether it is seen in a real estate office or in the administration house. We are aiming to continuously*

work with our processes & daily routines to reduce complexity & mirror them against the organisations method. This is done through aligned solutions where testing is done on a smaller scale before scaling big & standards are then shared for the benefit of the entire community. In this way, we create shared values".

(Organisation X, 2023)



Image 1: AlmenNet, 2024.

Vision, Mission & Goals of the organisation

Vision

We want to deliver better homes for everyone, with respect for the climate, biodiversity & people's well-being. We insist on creating value by professionally challenging practices & using the strength of the community for our common solutions. (Organisation X, 2023)

Mission

To create better & affordable housing for all with the mission of a mixed city. Which means that residents from different walks of life live in the same residential areas, neighbourhoods or districts. By mixing urban neighbourhoods to create diversity in residential areas & mixing public housing with owner-occupied housing & other types of housing in the same areas & districts. (Organisation X, 2023)

Goals

- Using the ESG as a committing framework to enhance:
 - E: better climate & biodiversity
 - S: social well-being among employees & residents
 - G: Goal setting & reporting the process & challenges
- Diversity across income, ethnicity, gender, status & resources. Our organisation should be for everyone
- Our professional work must make a difference. We must be clear about our goals & use data to document our efforts & create shared value. We share our high degree of professionalism.
- We lead the way, set standards, take responsibility & provide honest & relevant advice to our customers. Requiring clear direction, management structure & effective management of our processes. (Organisation X, 2023)

Constraints

Framework Constraints

The framework The Double Diamond (Design Council, 2007) has been used by the organisation before I was a part of the project. Therefore they have knowledge of the Design Thinking theory which will be broadly described but quickly the thesis will focus on the implementation phase as this is a heavily overlooked topic in the SSD master thesis project collection. The case with this inter-organisational organisation will investigate how a development project happened simultaneously with the daily work happening at the same time where the employee's focus & motivation might be stronger than within this case. The problem statement might seem open which is ment to open up to a possible variety of different methods which can appear in the implementation phase. This is done to ensure that more possibilities & future

practices could emerge & be applied through the final process. A focus through the process has been to ensure how to keep developing on the process of keeping up with the good collaborative work.

Time

Due to the time limit of the thesis & intern period the analysis process within this period of time required allocated time & patience to deeply focus on the findings. Even more in-depth exploration & understanding could have been investigated even more. Therefore in the framework setting of this thesis there has been allocated sufficient time for the data collection, transcription, coding the findings & interpretation of the outcome.

Language Barrier

Before the internship all the service design knowledge & academia had been practised in english. Then the collaboration with the danish organisation forced me as a researcher to translate all the knowledge

that I had to fit in the settings of the danish organisation. This meant to acknowledge the Danish employees who had a wish to read more about this investigation afterwards. Therefore the usage of visuals such as the data collection cloud had been created to emphasise a form of interpretation service for Danish speakers to quickly grasp the context & findings. This thesis will also help to bridge the gap & encourage language learning in the context of the organisation. As of today some of their residents are english speaking but all employees at the administration house are Danish speaking primarily between their departments. Which is important to acknowledge through this process. Therefore the language within the housing sector is recognised & translated close to the cultural nuances which emerged through the process.

Different Priorities

The organisation might have their own set of priorities determined within the year of 2023 & 2024. Simultaneously with this case a larger digitalisation process & other physical changes at the organisation happened & gave employees a set of different tasks & priorities to focus on. This might have been influencing the outcome of the case.

Qualitative analysis

As said it takes time & the original approach was to interview one employee from each department not only Project managers & customer managers. Through this approach the thesis avoids becoming quantitative & focuses on the qualitative outcome.

Handling confidential information

The investigation contains sensitive information which is crucial to be handled confidentiality appropriately. To make sure that the privacy of the participants was met Following guidelines have been applied:

First informing the participants about the consent possibilities & obtaining explicit consent from them before sharing any information related to their experiences or insights. Clearly explain the purpose, scope of data collection & how their input will be used. Then through the transcription phase anonymisation of data whenever possible & consciously a removal of identifying details such as the employees names & specific information removed such as the naming of projects in process.

Pseudonymisation of different employees have been referred to such as: “*Project Manager no. 1, Customer Manager no. 2 ect.*” (Appendix 6+7) has been used to refer to individuals throughout the document.

Since having specific limited access to data of the collaborative organisation the sensitive knowledge within have been shared with the team members involved in the investigation. Only broad open-source knowledge such as the vision & mission of the organisation has been shared.

The storage of the confidential information has been secured through the project period & only the anonymised transcriptions have been available to document the research. Phrases such as “*a common concern was*” are used to avoid attributing specific statements or ideas to individual participants unless explicitly allowed. Finally the goal is to protect confidentiality while preserving the richness of the gathered qualitative insights.

The role of the service designer intern

Not all employees had the knowledge of the service design field. Which was interesting to experience since I as the SD intern would have to explain the impact that Service Design could give them. Both in different departments but also in the bigger picture. I often told them that we work with these user journeys & often think of the end user in our work. In their case the end user would be the residents of the housing organisation. It was interesting to experience how we often focus on our own specialised work & not what the others do. With the service design intern it has been possible to look at the organisation from an outside view. Giving the organisation new ways to optimise & work towards greater collaborations between the departments within.

Thesis Structure Framework

The Double Diamond

The framework was already applied by the development team.(Bechmann, 2019, p. 249) I became a part of the team after they had begun the investigation of their problem definition in the middle of the framework. This made it possible for me to dig deeper into the implementation phase happening including test & refine processes. As the double diamond was already applied I additionally inserted the processes of iterating and redefining as shown in figure 1.

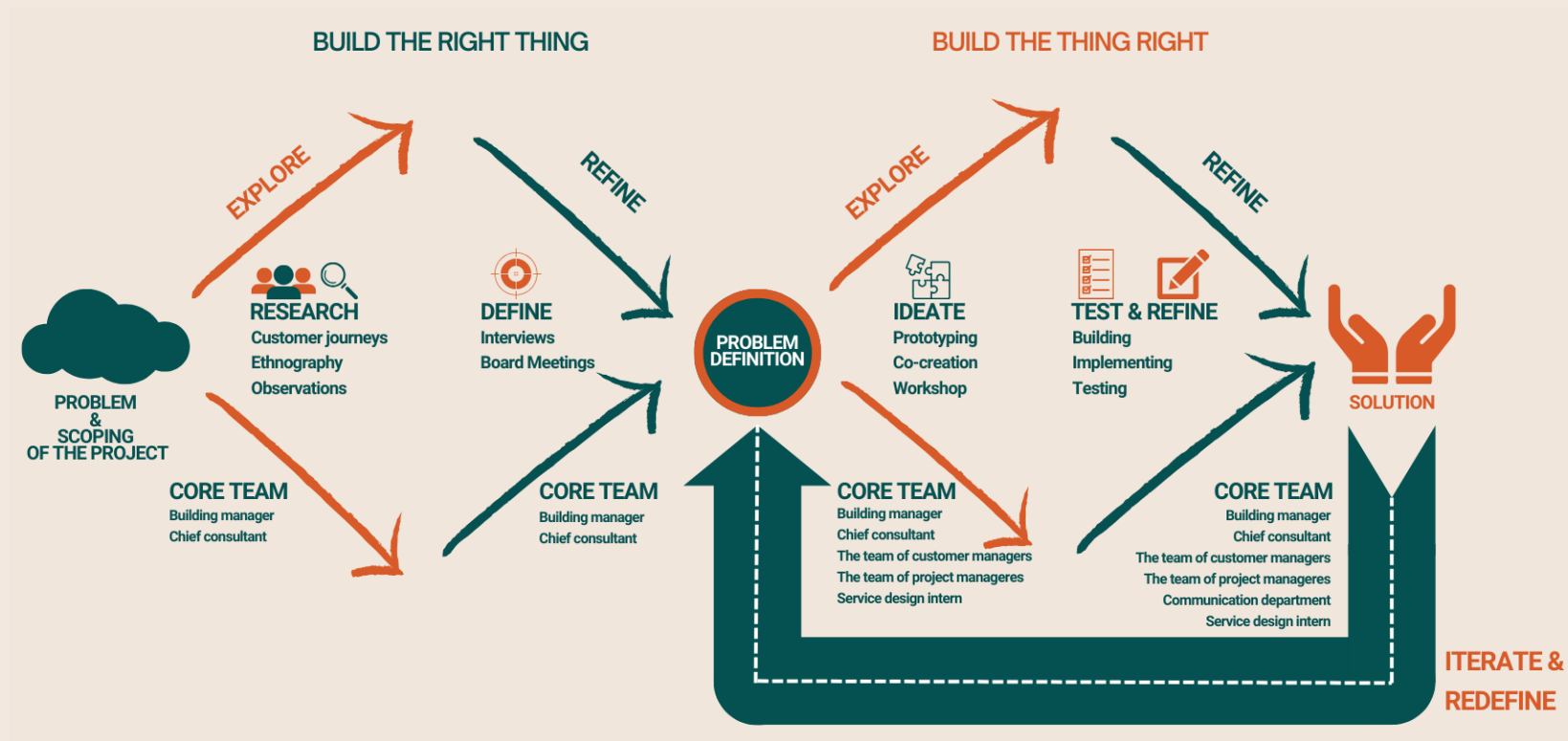


Figure 1: The double Diamond (own illustration) with the added process of iterating and redefining the second diamond phases.

Tentative Timeline

The first monthly plan of 2024 & overview was set as followed:

- JANUARY** - Framing the problem statement & gathering meeting agreements.
- FEBRUARY** - Gathering insights, interviews, focus groups, observations & field trips.
- MARCH** - Analysis of the process, literature review & hosting writing sessions.
- APRIL** - Gathering all insights & written report - incorporate more if needed.
- MAY** - Peer review & final finish up & proofreading of the thesis report.

Actual Timeline

The final monthly plan of 2024 & overview was set as followed:

- JANUARY** - Framing the problem statement & gathering insights & meeting agreements.
- FEBRUARY** - Planning the calendar ahead & find dates to conduct interviews, observations & field trips.
- MARCH** - Hosting interviews & simultaneously outline & analyse the process, literature review & writing sessions.
- APRIL** - Ongoing process of hosting both employee interviews & expert interviews.
- MAY** - Transcription process from AI processed text to appendices.
- JUNE** - Ongoing transcription process from AI processed text to appendices.
- JULY** - *SUMMER BREAK.*
- AUGUST** - Gathering all insights into the findings clustering wall
- SEPTEMBER**- A final finish up & writing remaining sections of the report.
- OCTOBER** - Proofreading of the thesis report.

LITERATURE REVIEW

2. LITERATURE REVIEW

Introduction

This literature review focuses on the crucial implementation phase within design thinking, which plays a central role in translating ideas into tangible solutions.

The Implementation Phase

From a Service Design Network talk in 2018 about the three-year study with Birgit Mager & Tina Weisser. They look to the future & these following four key considerations:

1. Self-reflection of Service Designers,
2. A growth in expertise,
3. Further education
4. A greater research field of SD.

These considerations are outlined to understand what to apply when looking at future implementation phases to be developed.(Mager et. al., 2018)

1. Self-reflection of Service Designers.

Clients using service designers should ask the service designers upfront, if they consider themselves as a part of the implementation phase & will be active in this phase. Service designers should self-reflect about their own responsibility in the implementation phase. Is there an agreement of going end-to-end with the implementation phase or only exploring certain phases eg. exploration or ideation & should be open about this at the beginning of the process.

Clarity & self-reflection of the role as a service designer is important.
(Mager et. al., 2018)

2. A growth in expertise.

Service designers have to grow even more. The customers' challenges are real world challenges & often of a high state of complex challenges. It is no longer about polishing up a journey or creating a new touchpoint within their existing services. Complex tasks than these are more often.(Ibid.)

3. Further education.

There is a need for new ways of advising service designers to draw more experts from the other fields to collaborate more strongly & not only think that design is the magic weapon that can fix everything.
(Mager et. al., 2018)

4. A greater research field of SD.

The SD discipline needs to do research about how to develop design specific tools used in the implementation phase. New methods must be applied explicitly & systematically to drive the implementation phase even further.
(Mager et. al., 2018)

The talk in 2018 led to the article in the Service Design Network where Tina Weisser introduced the KUER model in detail. (Weisser, 2020).

This model embraces the change in development projects whether it being in SD consultancies or in collaborative settings where service designers are working with non-designers in larger organisations. (Ibid.) This KUER model derived from a three- year qualitative study with 50 experts being involved. Weisser gathered 24 factors that influence the outcome of a successful implementation. These factors can be used for service designers to find barriers in the implementation of SD projects to determine optimisation potentials while considering to use these factors within future projects. (Ibid.) The model contains two levels of depth explaining the importance of talking about the implementation phase early in the SD process. First providing many ways of practising hands-on interventions within the implementation process. Then aiming

for the success of gaining alignment at the end of the SD project. (Ibid.)

The KUER model & ways of approaching the implementation phase will be taken into the discussion phase at the oral exam to determine what this project had been overlooking in the implementation phase & investigate what is commonly overlooked & learn from how Weisser have worked through the four phases of KUER & how these could have been merged into this thesis project when focusing on the final implementation phase.

METHODOLOGY

3. METHODOLOGY

Introduction

The chosen methodology of using a qualitative research approach offers a valuable lens through which to investigate the nuances & complexities of the implementation phase within a service design project. This methodology section outlines the approach taken to understand the lived experiences, perspectives, & contextual factors that shaped the implementation phase in the chosen case study. The qualitative method enables a deep understanding of the thought processes, challenges, successes, & interactions embedded within the implementation phase, shedding light on the human-centred aspects happening after a service delivery took place. Through in-depth interviews, observations, & thematic analysis, this research aims to uncover interesting narratives that capture the essence of how SD principles can be used during the implementation phase. By embracing a qualitative research framework, this study seeks to investigate an implementation process into real-world practices, to understand the dynamics that influence successful SD project implementations.

Research Overview

The main data collection contains the qualitative interviews. To approach this investigation the process contains the seven stages of an interview (Kvaler, 2004);

1. Thematising, 2. Designing, 3. Interviewing, 4. Transcribing, 5. Analysing, 6. Verifying & 7. Reporting.

The first stage of thematising the investigation emerged then the possibility of investigating the theme of the implementation phase found within service design process commonly known within the design thinking methodology. Therefore the investigation aims to acknowledge what the employees wished for to happen in that process.

The second stage of designing this study was to make an active choice to use the program Team's AI function where transcriptions are made along the way to make sure that I as the researcher had the possibility to focus only on the interviewee & our conversation while having recordings & transcriptions done by the program.

The interview settings were at the employee's physical departments for their convenience. First agreements of 30 minutes were accepted but often they took their time for additional 10 more minutes or even made it possible to conduct a follow up interview if needed.

The third stage of interviewing the preparations was approached when choosing to be practising a semi-structured interview guide providing a fixed guideline arranged in the chosen main theme. This allowed the interview to include additional questions in response to participant's answers & reactions to the interview situation. (Bjørner, 2015: 87)

This approach streamlined the interviews & kept the participants informed about their consent, GDPR rules & sharing the aim of this investigation up front. It was important to self-host the interviews as in-depth interviews which is best suited for situations where complex situations such as the implementation phase is highlighted by

the employees allowing them to talk about their work experiences. (Bjørner, 2015: 70)

The interview guide in the form of open questions kept the participants on track since renovation cases within the larger organisation is a broad area. A final future question about digitalisation helped to look into future opportunities in a potential new testing & evaluation phase.

The fourth stage of the transcribing & gathering the answers from the 20 participants containing a total of 163 pages of interview material ready to be analysed.

All participants' transcriptions were merged into categories so that their answers could fit into each of the asked questions. Since hosting the semi-structured interview there were made space for each of their own personal experiences & stories or if they wished to add comments which had been gathered in a final open question.

The AI transcription available within the TEAMS program caught most of

the conversation though to differentiate from researchers' comments needed to be distinguished away from the participants' answers.

The fifth stage of analysing the data collection & the insights using the meaning condensation method to gather the themes & patterns. The meaning condensation process allows for the meanings expressed by the interviewees to be shortened into precise formulations. (Kvale & Brinkman 2009; 205) As some words were mentioned twice or the usage of english words where the transcription did not catch what was said here that is said is rephrased in a few words. Then a manually look through helped with the audio being available these words were catched correctly. Some names were also not translated properly & also led to the anonymisation of the mentioned employees. Therefore a need to clean up each interview emerged to gain a more condensed text to analyse thoroughly.

The sixth stage of verifying the entire interview study to make sure that the final findings can become reliable & generalised.

The seventh stage of reporting going from the original ideas to this final report in the form of the thesis paper communicates the findings of the study with the methods applied living up to the SD criterias into account when writing out the results in this readable product.

Case Study Approach

At the end of my internship the development team which I had been working with was in the middle of the process of creating the first prototype before launching the physical product. Giving me as a SD researcher the possibility to investigate an implementation phase happening in-house in real time.

The project with an internal collaborative focus was chosen since the product was ready to be tested with users being the organisation employees.

Settings

This study took place in the building of the administrative organisation where access was provided within the internship agreement. The research was conducted in-house in their smaller group meeting rooms, where the employees usually are familiarised with their 1-on-1 conversations with team leaders & colleagues from different departments. The intervention of in-depth interviews was done with a pull out approach where each employee was contacted through the small talk sessions through an individual approach.

At a field trip walkthrough of the administration house with a new employee, these casual small-talk sessions happened

simultaneously & a short presentation of the thesis project was possible.

Several employees agreed to further contact for an interview. Then interview guidelines & instructions were sent to their work email letting them see the questions while accepting or declining the time-slot of the interview. The smaller conversation room contained a round table in the middle & four chairs. Each time the chairs were strategically put into place to create a common café kind of atmosphere for the interviews. Through the interview it was important to acknowledge the usage of non-verbal signals such as nodding, smiling calmly & mirroring the participants' gestures to show engagement & become an actively listening researcher.

This made the conversations more efficient & helped to better understand the participants point of view. Each interview ended with an appreciation for them to take

their time during their working hours by giving them a piece of Merci Chocolate. Firstly this approach was used to have a counting on the interviews. The total count of a chocolate box with 20 pieces provided a maximum count of the participants. Session ended by saying:

“I wish you a good workday.”

Participants

An overview of the final selection of different kinds of data collection. Observation were mainly used to understand the work environment & get to know the culture of the organisation from within. This gave great insights into work flows & current changes happening simultaneously.

The employees shared how they work together & had coffee chats as well. A daily log was used to collect these insights. This will not be shared or found in the appendix due to confidentiality. Instead mentioned through the report.

The selection criteria was to interview each role that has been mentioned in the booklet about renovation cases at the organisation containing the mentioned six different departments (Appendix 17).

Through the field trip walkthrough it was experienced which employees were more available than others. So availability became an important criteria for the participant to be approached. Then the criteria of the employee to be physically working at the administration house was added simultaneously since a broader travel schedule would be required if interviews should include the local employees from different local housing organisations to be applied. A surprising criteria came about since an employee had shown interest in becoming a part of this investigation. The employee saw this intervention as a benefit for themselves. In the middle of the process this direct contact was included as this employee was able to share knowledge from the point of view of one of the departments.

Only two interview sessions contained two employees from two different departments to investigate their collaborative setting in current renovation cases. The other interviews were approached with individuals from the different departments.

Afterwards a focus group was wished for but required an extra iterative phase instead more time was provided within the primary interviews & the focus groups were cancelled.

Research design

The usage of the qualitative methodology with a case specific issue was issued to investigate the implementation phase. The case approaching method made sure to gather actual knowledge of a current implementation process happening in real time. Here the usage of qualitative research gains focused knowledge of this process. Through the qualitative employee interviews experiences will be examined specifically in the implementation phase.

Consent statement & GDPR


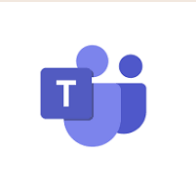

First email contained information about the development & described how the employees are seen as valuable members of the company to reflect with their expert knowledge being a part of previous renovation cases. (Appendix 1) Introducing a short statement of me as the Service Design intern & the interest into how the employees investigate the physical material & how this could be digitalised. When accepting the meeting they received an updated email containing the PDF version of the green booklet & the interview guided questions for them to read more about the interview. (Appendix 11) At the beginning of each interview, the consent statement & GDPR rules were mentioned both to acknowledge the guidelines of the workplace & the university perspectives. (Appendix 2)

The first 5 minutes was used for the participants to sign the contract & agreement to be recorded during the session with their verbal consent. Recording contained the sound of our conversations & video was only visually displaying me as the researcher through the interview. The paper with a declaration of consent was established to ensure the formal framework being met.

The paper of consent was received as a physical copy with my personal email in case of them wanting information deleted or elaborated further. Verbally the participants were reminded for the first couple of minutes. During the conversation if they wanted to share confidential information mentioned along the way, they were told to verbally state that during the conversation.

After looking through the transcripts all mentioned sensitive information was then made sure to be left out. The correction of names is done so that they cannot be identified in the final material.

Research tools

<p>Google Drive</p> 	<p>Writing on the online platform to lower the risk of losing the written work throughout the process.</p>
<p>Teams & the Ai transcription option</p> 	<p>A way of hosting the interviews & letting the program facilitate the recording while I as the researcher could focus on being present with my participants.</p>
<p>Microsoft 365</p> 	<p>To store & keep the many hours of interviews in order while ensuring the data is kept in a secure place. Simultaneously the mailing program Outlook managed the calendars of the employees & this way scheduling interviews with them through email & calendar made it possible to fit the interview into their busy work schedules.</p>

Research Reflections

Looking at the overall research process an earlier selection of methodology would have been beneficial. The research question was developed through the need of the organisation with the possibility to include the service design insight into use in a real case setting. The final methodology selection strengthened the systematic collection of the data & helped to strengthen the analysis to interpret the overwhelming findings. Unexpected challenges & obstacles such as limiting the participation to be less than 10 people was difficult. Leading up to the 164 pages of transcribed interviews. Earlier training in systems for analysing data would have been beneficial to learn before the master thesis project began. Earlier courses in the SD curriculum are provided with learnings in different programs helping with diverse ways of analysis. A common usage of Nvivo would have been great to learn in a course as well. (Nvivo, 2024) Through the process both strengths & limitations have emerged with the chosen research methods. Doing most of the transcription & analysis process manually was time consuming. The usage of automated systems would have helped. It was great to use the AI to transcribe but the cleaning of the outcome would have been great to do in an automated way as well. These methods helped to answer the research questions being best suited to listen to the participants' outputs.

The biggest adjustments that would have been beneficial was to host a focus group having the mixed opinions shared in a collaborative setting. Other adjustments that had to be made during the research process was the first collection of the interviewee answers shifting from a survey form created in google forms to the Teams program ai transcription where the participants did not have to use time to insert their answers into a survey but instead talk directly about their experiences leading to a more floating conversation. It was great to identify the importance of including all intern roles who are involved in the renovation cases. The access to all roles was more difficult than expected & proper preparations would have been beneficial in the earlier phases of the project. Important insights were both gained through talking to experts but also employees & learning from interacting with them as participants & main sources.

The data analysis process was interesting to conduct. The coding manually was an intense process while identifying themes a thorough translation from Danish to English had to be done. I concluded that the meaning condensation & coding was better done at this stage than only translating in the final report.(Kvale, 2018) It was difficult but educational to interpret the data, quickly through the questionnaire patterns & themes emerged through condensation collected through the MIRO board where the findings could be clustered together from all the in-depth interviews. These findings are greatly contributing to the primary research objectives. An important lesson learned through hosting the interviews was to verbally mention what number of questions we talked about for the analysis work to be more clear & easier to understand. Beside this it helped the interview session to not drift too much away into different topics along the way.

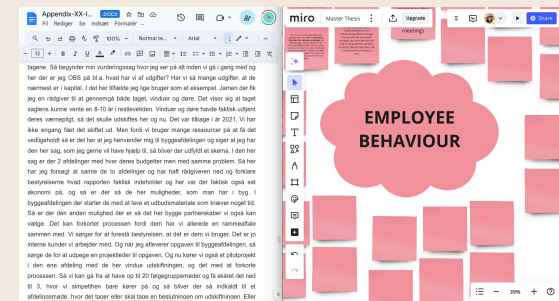


Image 2: Screenshot of process with findings clustering wall, 2024.

The main interpretation of the findings was done through earlier practices learned through the SD study. All learning up to this final thesis helped me to remember the importance of being aware of my own biases & often look at the project in a meta perspective, stepping myself outside once in a while to maintain the best objective approach possible. It was important for me to interpret the main research findings in relation to existing literature, theoretical frameworks, & real-world cases. Therefore the interview with a Danish SD expert had brought a great linkage between the

literature & the real-life experiences of the employees. The SD expert interview surprised me to be a great bonding between the theoretical frame & the hands-on experiences. Contradictions which occurred in the findings had shown to become important insights & in the end they shaped & impacted the final conclusions greatly.

Personally, the research process had a great impact in both my personal & professional growth. Skills that have been strengthened & developed are the ways of letting the interviewee feel comfortable & really know about their work setting before the interview. Making them as comfortable as possible for them being able to share as much knowledge as possible. Being open minded has been successful leading into a variety of knowledge both in a new industry but also in how the SD methodology works in a Danish organisation.

This experience will influence my future research & I will keep working both manually & mixing this approach with new technologies such as AI programs & other systems to be able to use my time on the softer human approach such as sitting face to face with human interactions & really be present in these moments. It was a great process to really know & stick to the GDPR rules while learning the ways of working with consent & anonymisation. I was not strongly aware of this approach before this thesis. Through the thesis process I experienced the actual high level of a sensitive subject which I was about to analyse. Giving me great knowledge in how to work with sensitive data in the future

.

Recommendations for future researchers who may be interested in exploring similar topics or using similar methodologies as I did. A strong recommendation to use systems such as AI to transcript & bounce of ideas when working independently. Learn an analysis tool helping to ease the analysis process beforehand. Areas for further exploration would be to mix the ways of doing research not just fixed to one way of doing interviews but experiment throughout the process to gain more learnings along the way.

These research reflections contained important key insights useful for peers & others of interest in gaining knowledge of their users within any project.

It was interesting to contribute my work to the broader field of Service Design & make it possible to gain more insights of an actual implementation phase which tends to be an overlooked final phase.

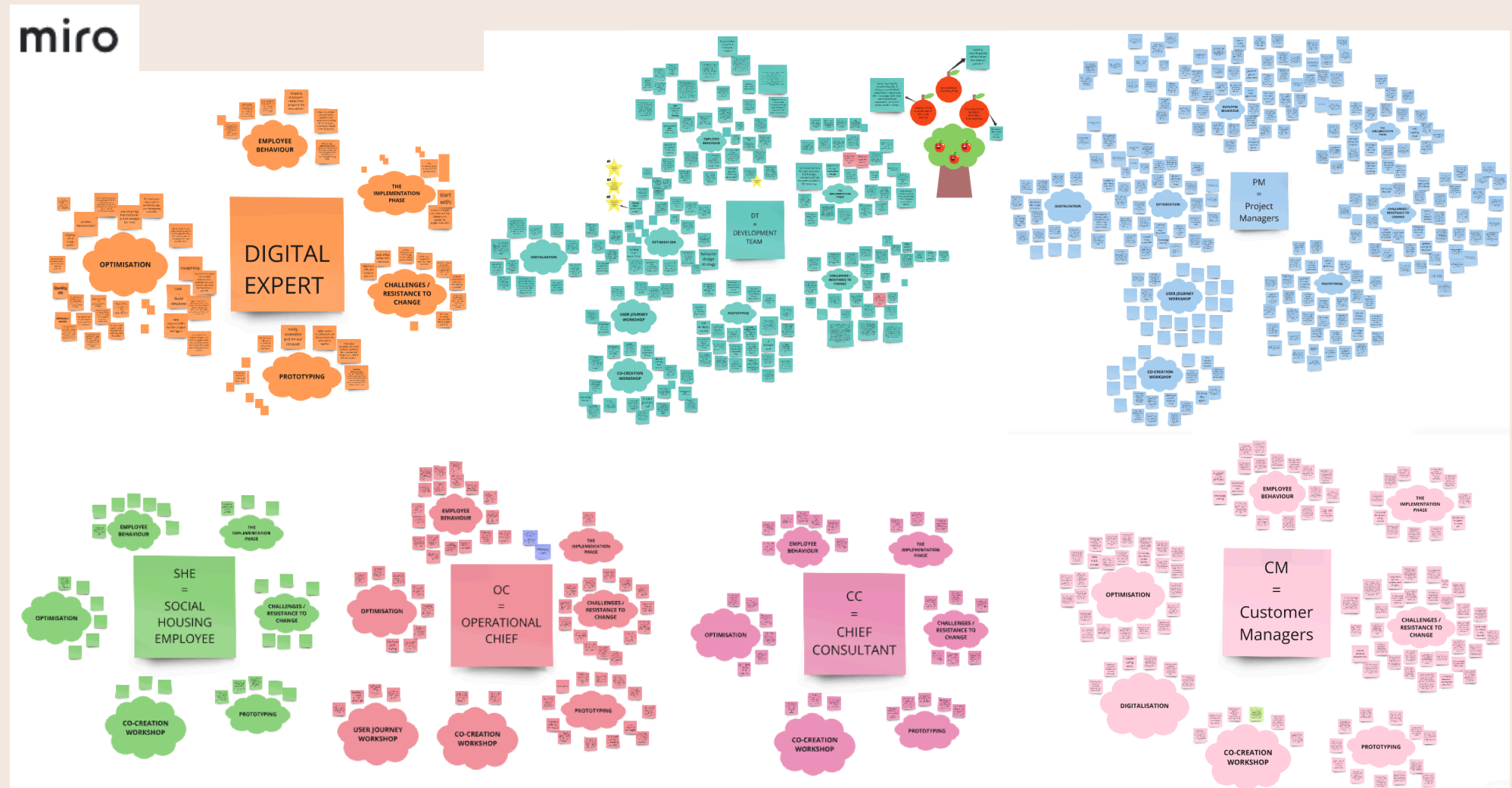
DATA COLLECTION

4. DATA COLLECTION

Through the analysis the following data collection has been used to verify the design thinking process happening from march 2023 up until spring 2024. The intervention in the form of interviews were held with experts within the project team & an expert interview with an external service designer & a key employee working with the newly established digital department. To understand the roles mentioned in the booklet employees were included to track their experiences as they received the first prototype.

The Data Collection	Participants	Hours of data insights
Expert interview from external service design consultant	1	2 hours
Employer interviews	A total of 20	
Expert interview of the project team	4	2 hours
Expert interview from the digital department	1	30 minutes
Building Project Managers	8	4 hours
Customer Managers	4	2 hours
Operational Leaders	2	1 hour
Chief Consultant	1	1 hour
Social Housing Employee	1	30 minutes
Fieldtrip Observations		
A guided tour in the administration building	2	2
Attendances in a follow up meeting with local residents in the suburb	6	1
Observations of larger corporate gatherings in-house		
Department meetings	50	5
Miro board workshop	10	2

The data collection in the form of interviews were then coded & condensed through the usage of a digital findings cluster wall. The program Miro was used to collect important quotes from the participants & to place these in relation to the main themes to gain a pattern & overview of the collected data. This provided a strong sensemaking through analysing the data collection which will be discussed in the next chapter. All interviews happened in the implementation phase as an intervention to conduct a testing of wishes for the project in the future & to identify what had happened throughout the previous phases of this development project.



CASE STUDY

5. CASE STUDY

Both theoretical research references & SD methods such as the in-depth interviews & desktop research are mixed to gain an understanding through this chapter.

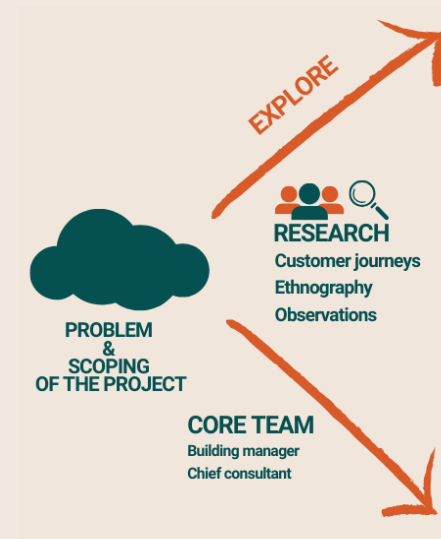
Discover

Introduction

This phase was conducted before I arrived at the organisation. The development team was established after a strategic meeting where the building department came down to three initiatives to be done through the year 2023. (Appendix 5) The process began with questioning the daily challenges which led to a research using the ethnography & observatory approaches to identify the needs of the employees through customer journeys done with the employees. They scoped the project to revolve around renovation cases leaving out larger building plans & new construction cases. The variety of meetings prior to this phase came to an understanding of a need to develop a physical prototype for the collaborative work to blossom.

Understanding the exploratory phase

Prior to this project an employee from the development team had attended local operational department meetings & facilitated co-creation sessions to gain understanding &



discover their thoughts of the collaboration with the other departments from their point of view. (Appendix 5)

The team managed to identify project management hiccups at the end of year 2022 concluding that renovation & construction cases led to the most difficulties leading to dissatisfaction, frustration &

ambiguities. Then in late 2022 through the beginning of 2023 she held co-creation workshops aiming to strengthen & change the behaviour of the roles being operations manager, customer managers & construction project managers respectively. In these working groups with three workshops in total, they gathered 11 employees & colleagues. Among them, the construction director & the deputy director of the customer centre were part of the working group. It was an important sign to include the leaders from both departments.

The development team insights

The interview with four different employees that had been a part of the development process gave great insights into understanding their process prior to my presence. Not only did I understand the project scope but even important aspects that might have led to the frustrations.

A short summary of important insights from appendix 5:

- ★ Through real-time practices in 2022 they looked at the collaboration aspects through new construction cases containing project hiccups.
- ★ After the year 2022 this project was limited to internal collaborations as they said “We begin with ourselves first”. Setting aside another project to specify requirements towards external partners.
- ★ They wanted to collect insights from previous projects with the new recommendations such as investigating employee behaviour & look at the established culture of the workplace to improve future projects.
- ★ The team shared the belief of “Greater Involvement”.
“We need to aim for the highest degree of involvement possible. Everyone should be sworn in & be involved in the process. Therefore everyone should help to build the prototype for this collaborative project.”

- ★ There is a common challenge to overcome when employees from different departments said:

“Now, why do we have to do this extra work?”

Leading to the challenges to communicate the importance of being a part of & set aside time for these development projects.

Reflection

What is interesting is hearing them talking about their previous process & how they are moving from the divergent thinking where they created spaces & possibilities for the employees to become a part of the project & preparing them for the next phase where the convergence thinking brings focus & direction to the project leading to the final problem definition.

The previously mentioned ways of sharing the information of the organisation gives a sense & a need for knowledge sharing with others not familiar with the core concepts within renovation cases.

“The construction department should do more work to aim for a stronger collaboration with the other departments”

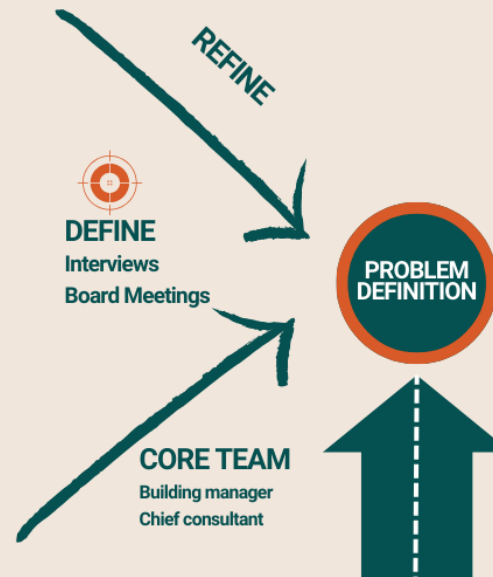
Define

Introduction

This phase happened through the year 2023 with a variety of co-creation workshops with the employees from different departments - mainly the construction department & the customer manager department with one employee participating from each department. This process wanted to make sense of the findings to understand how the employees define their needs & to make sure that the problem statement is aligned. The result in this phase led to the problem definition which clearly defines the challenges based on the insights from the previous phase.

The development team refining the insights

The team looked at their research findings & reframed the insight into the booklet. The collection of discussions were done through user journeys with each of the five phases. Two employees from each department would discuss their main points & opportunities & key insights into one of the phases of the renovation process that they work with on a daily basis. Giving each of their perspectives on each task. In the middle of this process where these interviews were conducted the team created a design brief & included me as the SD intern & stated



that their focused design brief would be to strengthen the collaborative work between internal departments.

This was planned to happen in autumn 2023 at the next official co-creation workshop where 45 employees in total would gather once again to share their knowledge & prototype the booklet to become even better & more in line with their renovation processes. By

including the departments this way the team ensured alignment & gave an opportunity for them to set a clear direction for the design process. An observatory preparation paper was received by me as the external researcher and SD intern to make sure that I was aligned with the development & fitted in, to become a part of their development process (Appendix 14). Then the additional interview guide was shared containing information about how they as non-designers approach the co-creation workshop & emphasises in knowledge sharing through the employees sharing each of their professionalism. (Appendix 15)

The team had continuous board meetings with their leaders & each other to make sure that they tracked the process & planned ahead to become ready for the next upcoming phase.

As part of the introduction to the project I was introduced through the help of an explainer video which has been made with the help of an external company in 2012. The six minute video explains the ways that public housing is operating. (confidential video) The short introduction explained the administrative work managed together with the resident democracy. As experienced as a service design method, these explainer videos are used to simplify the complexity & promote companies by clarifying the message & show a certain language & imagery that bring stories to life & for the audience to pay attention. (SketchGroup, 2024)



Image 3: Sketching by the SketchGroup “Simplify the complex”

This was a great approach to become quickly aligned with the development team. You need to some extent background information which can impact the project. Other information such as visual diagrams & professional dictionaries helped to understand the collaborative setting while getting into the project. (Appendices 18 + 19)

Reflection

Learning about how the organisation used service design elements & practices within this project. Experiencing their ways of hosting & facilitating co-design workshops & co-create with non-designers. Experiences with them telling their process with convergent thinking. To later be tested with the intervention. Incorporating user stories would have been beneficial at this stage since there was a need to know more from the other roles being a part of the renovation cases. This would have given more insights of what the booklet should include to have enough information from the other roles.

“It is all departments that should equally contribute to the collaboration to let it become better - not only the construction department should do better” (Appendix 5)

Develop

Introduction

This phase was conducted in spring 2023 through autumn 2023. I experienced the final co-creation workshops in the early autumn 2023 as part of being an intern in the organisation. I was at the organisation observing their process of co-designing with non-designers internally in the organisation. At this phase the employees are encouraged to give different answers to the defined problem to seek inspiration & co-designing with each other.



Co-design workshop including the prototype

I attended their co-design workshop as an observator. The aim for the session was to let the two departments work in groups & look through different phases within the renovation cases. They had to determine & discuss in mixed groups who could be given the responsibility for what within the process. Learning from each other's point of view by having different kinds of discussions. Approximately 45 employees attended the session. Due to the time frame of the session some key insights were gathered but more could have been collected if more time would have been available.

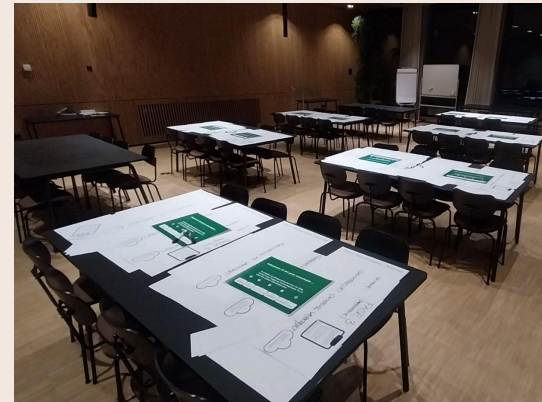


Image 4: preparing the co-creation workshop with printed materials.

Reflection

As I attended the interviews I saw how the dynamics between two departments were unfolding. They experienced some issues & discussions that would not have emerged if they had been interviewed as individuals.

This phase activated the process from going from observator to becoming more aligned with the facilitation role. Leading to the next phase of investigating what happened after the delivery within the implementation phase with the chosen intervention. This led to the intervention in the implementation phase where I set to interview two key employees from each of their own

departments but working on the same case to let them share their thoughts & dynamics while working together.

More testing with the real-users when they were prototyping at this stage would have been beneficial.

When going from observator to becoming the primary source of interviewing the participant activates the implementation phase which otherwise would have been neglected.

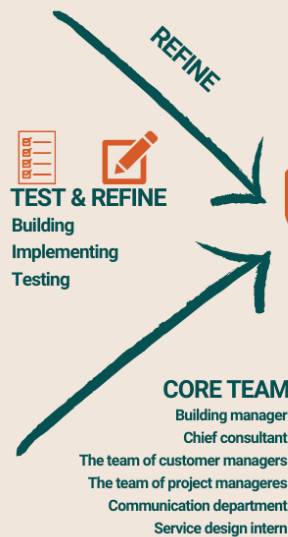
"It is all employees that need to become a part of the co-creation of the playbook. Not only the two departments - construction department vs. the operational department."
(Appendix 5)

Deliver

Introduction

As the project was launched & their double diamond process was ended I began the iterative & redefining process. As mentioned they had thoughts of testing within this implementation phase in previous develop & deliver phases though these actions did not happen. Therefore this chapter tells how they delivered a playbook with the goal of helping all colleagues involved in

renovation cases to understand how to approach the cases within each five phases & determine who is responsible & active participants within each task. Emphasising the usage of intern follow up meetings in all phases to manage the collaborative work with others in the multidisciplinary setting. It is with the collective knowledge & experiences of many colleagues that the playbook is broad together to support the renovation process so that involved colleagues can be supported across the organisation. In this context, this thesis will be highlighting the deliver phase as an investigation of the implementation phase. This phase included the intervention being interviews with employees seen as end-users of the physical booklet & expert interviews in the form of expert reviews of the booklet.



The Playbook - Welcome To The Good Collaboration

The playbook presented to the employees was told as being a visual guideline into the cross-sessions in construction cases it was published with the name:

"Welcome To The Good Collaboration - about renovations."

It is a physical guiding tool to be used by the cross-disciplinary collaborations in renovation cases. (Appendix 13)

Many of the employees from the two departments contributed in one way or another to the creation of this playbook.

As mentioned earlier the project is an initiative emerging from an earlier project, where the development team tested the optimal collaboration process when moving from a specific phase in the renovation process where the process is transferring from the building department to the operational department. (Appendix 5)

It culminated in an internal report to the executive board, which decided that a new development project had to be done. The playbook tells about who is responsible & what is expected of the various roles in a renovation project. It is a physical booklet in the first place, it was set to be evaluated through the year 2024, & with input from there an expectation was to have an improved 2nd edition in the autumn 2024, also in a digital edition. (Ibid.)

Briefly, it is divided into the five phases that especially project managers & employees in their department already know from their renovation cases. Each phase has a schedule where all tasks are listed & described. (Appendix 13)

An important note is that each phase starts & ends with an internal project group meeting. The idea is that the booklet must be used in all renovation cases & by everyone being colleagues who contribute to the renovation. Therefore when employees are invited to internal project group meetings, they are meant to prioritise these meetings. (Appendix 5)

These physical booklets were delivered at the same time as this thesis report was written & therefore created the opportunity space for me to investigate the implementation phase theories in real-time through the intervention in the form of in-depth interviews with employees & experts.

The solution was tested at a small-scale. Due to unforeseen elements as the development team had to focus on other tasks; the implementation phase was not involving everyone but contained a smaller number of employees. The focus within this phase & the work afterwards focused on what has been co-created & the process that has happened after the delivery of the physical booklets. Being the delivery defined by the 100 printed booklets with the title:

“Welcome To The Good Collaboration”

It is a physical guiding tool to be used internally in the organisation when working in cross-disciplinary collaborations in renovation cases. As mentioned I was able to observe their final co-creation sessions with the employees within the develop phase. After the official deliver phase was set, I hosted the interviews with both the development team of four experts who shared their knowledge of the whole process & what they aimed to provide with this project. (Appendix 5) Then I had the opportunity to talk with employees working with renovation cases & hear out their expectations, interpretation &

experiences with the new physical booklet & how they felt about the whole development process. (Appendices 6+7+8+9+10) Making it possible to deliver this report with insights into how they experienced an implementation phase where things didn't go as the development team had planned.

Target group

First & foremost the introduction of the new booklet is given to the new project manager employees that have recently started working at the organisation. They received an introductory meeting where leaders of their department walked them through the phases very broadly. (Appendix 5)

To begin with, each project manager will have to choose a single renovation case where they apply the booklet & use it in real-time. Then the nearest leaders will host follow-up sessions that are going to be a part of the ongoing 1-on-1 meetings to learn from the experiences & to use these experiences in the upcoming version autumn 2024. (Ibid.)

Testing as an intervention

Through this phase it was clear that the intervention which was investigated was the testing phase happening within the implementation phase to understand the phase and what happened from autumn 2023 through spring 2024. Therefore the intervention emerged containing interviews of 20 employees and 2 experts. There was a need both from the development team but also from myself as an SD student interested in the implementation phase, to investigate the participants' experiences & thoughts after being a part of this SD process.

Implementation phase outlined

This became an intervention carried by me as the external SD intern through employee interviews. To begin with a survey was created to be shared with “all employees” Since the booklet stated that all who are involved with renovation cases should know about this booklet. (Appendix 5)

The sharing possibilities of this was limited due to the project not being properly shared & communicated with all departments who are a part of the renovation cases. Instead primarily project managers & customer managers were approached & additional four other roles were included.

They shared concerns & knowledge of the local operational department which should have been approached as much as the other two departments. (Appendix 6+7+8)

Implementation phase will then be unfolded & explained in detail through these interviews with the setting of a thematic analysis first sharing implementation suggestions from the experts then themes that emerged from the employees' interviews.

Expert review - Implementation suggestions

The SD expert, Digital expert & the experts from the development team all shared their take on implementation suggestions. Here is a short summary of the most important ways of approaching this phase according to the external SD expert & the employees from the digital department at the organisation. Nine main themes were caught in the expert interviews being:

1. Design Thinking, 2. User Journey Workshop,
3. Co-Creation Workshop, 4. Employee Behaviour,
4. Prototyping, 6. The Implementation Phase,
7. Challenges & Resistance To Change & 8. Optimisation.

1. Design Thinking

At the SD expert interview he is talking about how it is much more important to look into the processes & systems, & here include a great deal of behavioural aspects. This is where we should focus as service designers. When using the design thinking methodology you are able to zoom out & share the big picture to then zoom in on all the individual interactions. He had an insightful quote telling that *“we should be able to understand all the employee groups.”*

(Appendix 3)

This quote highlights that it's really a very broad role you need to manage to play during the process going through the design thinking phases. He mentioned that it is significantly important that more & more SD profiles are coming into the field as they bring the SD elements to the spotlight. (Ibid.) But still the tendency is that the implementation phase is simply overlooked. It is more seen as some kind of realisation phase where more people experience it & therefore more people recognise it & recognise that the implementation phase is overlooked & should be taken more seriously, be taken care of & be planned ahead of the process.(Ibid.)

From his knowledge from the field what he experiences is that those who are successful in this approach are the ones who are dedicated & have the focus on the implementation phase.

He shared his own quote from one of his books:

“Customer experience should not be a department. It should be the entire organisation. But it's just really dangerous because when it's everyone, it's also no one.” (Appendix 3)

He's pointing out that someone needs to be dedicated to wearing that hat & focus on this approach in the daily work besides the development processes when including this Design Thinking methodology. So there must be someone who is assigned to be dedicated to this part of the process.

To encourage this implementation phase to be successful, he encourages both internal & external collaborators to be involved in this process. As well should companies be going from looking into what they want & instead investigate themselves to look at what they actually need, & this is an aspect that he often encounters. They want him to help where they thought they needed initiatives but actually these are not helping the underlying issues that might only scratch the surface in such processes. An important key statement that he said is that the SD external collaborators are needed to be much more involved earlier in the process because at this stage there is an actual possibility of killing darling ideas often portrayed as *“this is what we want to get done”*. (Appendix 3)

This statement goes hand in hand with the digital expert employee's approach. He stated that they want to have all kinds of initiatives from across the organisation to be going through the

digital department to actually being able to kill darling ideas & make sure that they are aligned in both the systems & processes going forward. (Appendix 4)

Therefore, as SD external collaborators, when we go in & gather some insights. We're actually good at stating some viewpoints & pointing to elements that can be done. When looking into the Design Thinking methodology we begin at the empathy phase & embracing what the actual problem is. As he is also stating that organisation is often too result oriented too soon in the process. Here the SD Expert stated that *“Companies are far too bad at being present in the empathy phase, so I would much rather point to SD profiles to work with the companies earlier in the process & through all phases be much more agile as early as possible.”* (Appendix 3)

He then encouraged external stakeholders to be involved in these design thinking processes as well. It is beneficial for all involved.

2. User Journey Workshop

Both the SD expert & the development team mentioned they mentioned to look into the usage of user journey workshops. The SD expert said that he is using the user journey approach in follow up workshops which can be used as an element to report back to on a monthly basis. *“We are able to create the ability to let employees see the actual benefits when the tasks should preferably be easier to solve in the long run. It could be a catalogue of tangible activities done through good intentions.”* (Appendix 3) Then he mentioned a case where a group of policemen focused on developing their first meeting point with the young kids, so they actually focus their work on the 1st touchpoint when the young people meet the police for the first time. So this is a way of using this user journey approach. (Ibid.) Then these user journeys can also be used to generate initiatives when testing in the implementation phase. At this point the user generated focus is important to let us act into the change instead of talking us into the action. Through acting into the change, instead of talking into the change. You experience the process through the user journey approach. So this could have been ideal in an extra iteration in the implementation phase. Use as an approach to not only let the employees be interviewed one-on-one, where they talk about what they want in the future, but also have them actively going through a new

session of their own user journey when working in renovation cases. This way they could practise the change that they actually want. (Appendix 3) Follow up workshops like this could be very good in sessions that the development team wished for before their next updated version of the booklet. The team stated that they experienced the knowledge sharing elements from the employees became even more visible through the user journey approach used in their co-creation workshops. They used this prototype as a physical booklet as a good starting point, & it should be seen as a stepping stone to something else. So now they have something that more departments can visually see & help to express themselves by having not only their own - To Do List - in the construction department but now are able to share the agenda with other departments through their user journey approach which is shared in these booklets. (Appendix 5)

It's interesting that the development team early in the process identified two similar project initiatives that were about to be runned at the same time. (Ibid.) At the time they figured out that they actually had the same goal. So indirectly two departments had each of their own user journeys. They both knew that they were looking at renovation cases & came to the same conclusion about strengthening these collaborations.

They mentioned this board game idea. Which could have been a new iterative process in the implementation phase. Then they would have set it up as a workshop & have the employees to run through it & have the training of knowing more about the renovation cases included.(Appendix 5)

Very roughly would they go through the phases as some kind of start up sessions in their renovation projects. They linked these experiences with other fields, like when looking at sustainability, where they have created a board game for others to understand the elements of working sustainably. They expressed themselves, telling that *“it's like putting the game board physically on the table. To tell everyone this is how we play when we work together on renovation cases”*.

(Appendix 5)

Having this physical object in front of them creates a tendency to talk objectively about something not going subjective against each other but rather more focused on the actual case & the actual collaborative work.

3. Co-Creation Workshop

When looking into the co creation workshop approach.

They have actually used this to aim for the optimal collaborative process as they used it to identify the existing data insights that they had gathered through previous projects. Here the employees & the residents evaluated, & they drew some insights based on these co-creation sessions. (Appendix 5)

With the basis of these insights, they made recommendations to the direction & through this process the development team acknowledged that they believe in greater involvement, meaning that they aim for a higher degree of involvement where everyone is sworn in, getting everyone involved in the process to help build the prototype.(Ibid.)

They stated that these co-creation workshops could be beneficial to use in the implementation phase. Here they have developed a product where everyone can experience using it & change it together. (ibid.) From earlier projects the insight concluded that the organisation should look more into the employee behaviour & look into the established work culture in the organisation.(Ibid.) They experienced that the participants in the first sessions were more invited into the buffet to help discuss the subject instead of taking action in order to optimise the collaborative projects. (Ibid.)

One from the team said that *“It's actually a bit difficult for some of the employees. They said - So why do we have to do this extra work? Why do we have to do this co-creation workshop? There is a need for them to see the results of the output”*. (Appendix 5)

Through the early practises that they had tested in 2022. They were looking into how the collaboration was working at that time. They asked in the co-creation setting - What are we doing & how can we make it better? They also approached the workshop with real time testing attached to a construction project where a specific collaborative project team was connected to, look at that exact collaboration happening in real time between different roles. Sessions like these could be applied in new iteration phases within the implementation phase testing on a larger scale amount of cases. In late 2022, the beginning of 2023, where they strengthened & changed the behaviour of three different departments.(Ibid.)

There were 11 employees gathering three times. They identified hiccups along these process & now they wanted to look into the process where there is more dissatisfaction & frustration & ambiguities in the process.(Ibid.)

An extra important thing that one from the development team stated is that before this project. She had attended local operational meetings. She was hosting these co-creation

sessions, collecting thoughts about how they experience the collaboration with the other departments. (Appendix 5) Meaning that the co-creation workshop was used as this kind of follow up workshop as mentioned earlier. They mentioned that an element called the following group is an important touchpoint where the residents at this point experience the service from the internal collaborators. Therefore, this touchpoint would also have been ideal to use in an iterative process. (Ibid.)

4. Employee Behaviour

The SD expert even stated that employees should be involved in the process earlier than just becoming a part of the implementation phase, because otherwise they do not value this process & this product as highly. So this thing with them being allowed to be more involved. It actually makes them want to engage more within final project development or in the final product that has been given to them. He mentioned that through the behavioural psychology approach there is an explanation that *“People tend to value something they themselves have created higher than what others have created for them”*.(Appendix 3) He refers to this as the IKEA effect, where you buy the products cheaper for the possibility of building it yourself. So it is only a production company that

does it for you, but you actually engage earlier in the process as a consumer. In this context the quote highlights that he is striving to gain employee ownership of the tasks & hand over a part of the responsibility within the development processes.

He says that there is a need to *“push the established culture & this should be done through continuous employee training trying to push the culture.”* (Appendix 3)

He said that we should not underestimate that it takes time to get everyone on board with initiating new processes & new systems. (Ibid.) When projects are released far sooner in the form of prototypes, the internal employees must also be involved early in the process to not become overwhelmed by new products & procedures as an employee.

Then the individuals must have an understanding of their own role being part of the implementation phase & even the previous phases. They will through experiences with the process begin to reflect on their own role. Instead of a common saying after the employees are told that their leader has been a part of an additional course once in a while where they say it will just be a phase that our leader has been on & now we have to apply it too. Therefore, if the employees are engaged in the courses themselves through the development process. There is a tendency that they appreciate it more & will apply it.

This goes hand in hand with the digital experts quote highlighting that he rather *“want to adapt the employees rather than adapting the new systems”*. (Appendix 4) Meaning that he relies on the new systems which have been validated to then make the employees work smarter, not harder. He also highlighted an interesting element when looking into employee behaviour. That if an employee stops at his job, they rarely spend the last month summarising all the cases that he has. People should probably be practising this & do it even more. (Appendix 4) It allows the organisation to practise this knowledge sharing through all phases, not only in the beginning in the process, but also in the end. He added that someone in the organisation was suggesting that the digital department should introduce their way of working on projects to the other departments.(Ibid.) But he stated that the other departments must want it. He can always tell about it & do this practice of knowledge sharing that the organisation does a lot. But he stated that it is important that the employees have to want to benefit from this. Though he did know through internal analysis that they have many individual processes ongoing in the different departments & because these processes are not digitised yet.(Ibid.) The processes have become more dependent on the individual & especially when you look into the construction department with the project managers. Where

each project manager has their own way of managing their collaborative projects.

So through the new system updates that they're doing, they are probably going to align this, he said. (Appendix 4)

To nudge the employee behaviour lies responsibility with each department leader. He stated that the finance director has the same responsibility, making sure that the system works & he needs to examine the new system into how the finance department can work within this & how his employees will merge this into their daily work. The same goes for the build director. He's responsible for both staying on target & making sure that the project managers use it & he is then responsible to help ensure that the gains that are foreseen with the usage of these new systems are realised. (Ibid.)

Moving on to the development team they also could confirm that they are trying to create better collaborations between the departments. It's not because it's bad, but it's very individual how each project manager characterises each collaboration that occurs & how they work differently. When we look at the employee's behaviour. One from the team stated that: *“There is a need for chosen employees to stick to the development processes & run it through. There is a clear conviction that it requires some people to keep running things,*

otherwise development projects like this will just be forgotten & done again in five years time”. (Appendix 5)

The team stated that measurement is key for a change to happen. So the measurement here would be to look into how the employees react, how their behaviour changes before & after a development project like this or even how their behaviour is not changing. They shared that a common behaviour is happening when employees are only told about new initiatives such as the internal project meetings through the renovation processes: *“if no one tells me or monitors whether I actually call for internal project meetings & run it accordingly to the structure. Then I wouldn't do it because it will require a lot of my system to do it & I have to run system 1 on a great deal of what I do on a daily basis. When it's burning under my feet & I have a next meeting coming up where my focus needs to be or there is a counselling call I need to take care of, or even there are some residents who are upset. That is the reality we see out there when we look into employee behaviour, there is so much more that is in need to be taken care of.”* (Appendix 5)

It's interesting that one from the development team mentioned the system 1 & 2 of the brain which goes hand in hand with the literature (Kahneman, 2011). Just as reports & analysis like this thesis where I had the primary time & resources set aside as a

researcher & being able to look more into this system 2 way of thinking. But of course when working at an organisation with daily tasks where you mainly use system 1, this will always become a first priority. (Appendix 3)

Which is leading to another part of the SD expert where he stated that “*Nothing trumps easy*” (Appendix 3) So however you begin these development projects towards the employees. These projects are in need of being introduced as short & completed courses/workshops etc.(Ibid.) A bit like how the development team approached the double diamond framework, they didn't go all into explaining the framework. It was only displayed as an extra visual frame at the workshop, not an actual element explained & used in the collaborative sessions. (Appendix 5)

5. Prototyping

When looking into prototyping used to evaluate the implementation phase, the SD expert suggests pursuing small manageable testing sessions. We need to have the people to try it out first. The participants should go from just talking about it to actually trying to experience the prototype. (Appendix 3)

He mentioned a policemen case where employees who wanted to change the culture were a part of the prototyping session to change the established culture. Then he also shared an element

used in his own book to emphasise the use of prototype elements in the final product for them to become more approachable.(Appendix 3) In his book he made a realistic coffee stain. The idea is that these elements can be done on purpose by making mistakes in a prototype precisely to get the recipient to change more of the things they have to deal with. He suggests using a marker design then getting it printed so the users get the feeling that it's there & not part of the printing process. (Appendix 3) If we look into a physical booklet that has been printed. We can't edit it that quickly. Then we start to sit & relate to it in a different way. Then he refers to another case study where the advertising industry hired illustrators to make prototype copies of what they had sat & created on the computer to make it look like it was in development. So a whole process of its own was created after that. (Ibid.) Another interesting case was highlighted as the disability case where they had a prototype & tested it to find little tiny obstacles that the team hadn't thought about at all, which in reality had a very important meaning. Showing that new considerations may occur even after the development team completely overlooks these elements. (Ibid) In these processes there is a need to learn from the digital prototypes to create better physical prototypes. He then suggested creating a mock using programs like Miro or Figma - these programs among other things, are using physical

known elements but digitalise it in a way so that people prematurely do not think that it's the finished result, but instead being able to feel that it's a prototype. It is still crucial that it has to be portrayed as being finished enough for me to be impressed by it anyway.(Appendix 3)

The digital expert shared that these prototypes work well as a dialogue tool in the implementation phase but there are details in the booklet that are transferring the dialogue tool to become an actual process description. At this point he suggested using the RACI model being easier to visually see through & understand the processes. The RACI model states who is responsible, accountable, who should be a consultant & then inform. A significant suggestion is that employee groups from one department should be the ones informing the other departments. To assure gained ownership in the implementation phase.(Appendix 4)

Leading to the plans of the development team who stated that they “*aim to keep it alive as being unfinished & test it & have it tested in practice with the employees to be able to evaluate & strengthen the booklet together between departments to make a version autumn 2024*”.(Appendix 5) Furthermore to align with the thinking of gaining ownership, they mentioned that different test phases should happen in several iterative processes. First approaching testing with their

own departments looking at themselves. Secondly testing with other departments involved to investigate the collaboration further. Thirdly testing with the administration house to broaden the larger group of collaborative roles. Fourthly testing with the local departments such as the local operation departments to make sure all roles in the process have been involved in the testing phase. (Appendix 5)

This process creates a possibility for the employees being nudged to reflect more on how each of them has used this tool along the way while providing a dialogue between the departments. It is then key in this process that the prototype must be used on both sides of the table as a collaborative tool between the departments.(Ibid.)

6. The Implementation Phase

The SD expert highlighted that “*It's the work afterwards that SD consultants don't do, that's the hard part, & that's the implementation. I see it as a 20/80 ratio right? So we actually spend 20% of the time on implementation, but we should spend 80%, because it takes up 80% of the time*”. (Appendix 3) Especially significant when we look into the democratic society in Denmark, with many being involved who would like to have a word to say, & they would very much like to be involved along the way, & that usually makes very good sense.(Ibid.)

He emphasised that external partners should be involved in the last part of the process as well. There should be a focus on concrete activities in the implementation & less focus on ideation & initiatives sessions. Instead organisations should take much smaller steps at a time.(Appendix 3)

An interesting case that he mentioned is the way facebook is managed. We are never looking at the finished version, as the team behind are constantly running development prototypes on the product all the time. This is easier with digital products where they often use A/B testing.(Ibid.) He then suggested that we should focus more on persistence & planning ahead to make sure we look at what we are doing in these processes. Look at it purely behaviorally & figure out when we need to do these development projects. Including looking into what we are not supposed to do? & how are we going to gain the space to get it done?(Ibid.)

He then further explained:

“I would hope or wish that someone looked a little more into their measures & got the parties who are important in that context involved. Because it's just insanely important. I know that the more people involved, the slower the process becomes. Time is money. Therefore, we must advocate that it is more sustainable according to this way of thinking. Then again, if we do it right, the task will end up being solved, but right here & now it's more difficult. Due to the perspective from the inside view. Still some departments may

be left out. These incidents often happen when we talk about organisations working in well defined silo division of the departments. Sometimes it just doesn't make sense in the individual silo, to involve the other departments”.(Appendix 3)

In order to achieve a successful implementation, he explained to prefer having something we can measure against. Data collection is often important but again, he experiences that it doesn't happen. Therefore an important suggestion relies on:

creating simple, real, concrete & focused activities to be done in the implementation phase. Pushing the usage of self-nudging methods & cultivating social proof. He gave an example when including the case of the three stone age men. Where the point of spending time on development tasks is so that we can save time in the long run. An overall assessment will determine a successful implementation, such as employee satisfaction hence encouraging the organisations to measure what the status is before the process starts. There is a need to emphasise doing frequent iterations & cultivate a lot more at the bottom of the implementation phase.(Ibid.)

Finally he suggests looking at digital vs. physical products where the digital elements can be changed instantly. *“Physical elements take longer & often only happen if a next version in the series is released”.*(Ibid)

In continuation of the previous statements the digital expert suggests the usage of an implementation model namely ADKAR, going through the five steps you activate the users by Awareness, Desire, Knowledge, Ability & finally Reinforcement. He further explained the usage of this method in their department:

First the employees have heard of the new system - they gained awareness. Then the employees look forward to using the new system - they desire this new product. Then they have received enough knowledge of how to use it because they have tested it & applied it in their own individual cases. Then the digital team configures the system within the process & makes it consistent across the board so that they learn to use it uniformly consistently in all departments across the organisation by creating the ability to do so. Then making sure that the team follows up in a secure manner so that they are sure that they get tasks done as quickly as intended with reinforcement of the process. (Appendix 4) He added that “you need to create an insight into - What are the barriers to a successful implementation?”(Ibid.)

Asking the development team of their wished approach towards handling the implementation phase they wished to use an evaluation design method. There are different types of evaluation designs that could be used according to what kind of types of evaluation questions the team wanted to focus on. These considerations have not been investigated further but did show an

interest in actively using these methods within the implementation phase. The team also mentioned an important insight that:

“Regardless of how many people have been involved & have been actively participating in previous phases. Then the implementation will not exist if we do not have the will power & driving force within the projects.” (Appendix 5)

Another team member who later become an important ambassador for the project shared more knowledge after receiving the responsibility for handling the implementation phase:

“Not because we don't do it well enough, but what can we always do better? What can we achieve to optimise?”.(Ibid.)

The new member of the development team stated that she looked forward to working with the implementation phase as she experienced working with the prototyping session earlier in the project. She was enthusiastic & shared her plan going forward: *“In terms of management, everyone should know that all project managers know about it & have read it & use it actively in the construction cases. In January 2024 we had to make sure that everyone has a copy in paper form & get a few more printed on an ongoing basis. The next phase, which is important, is to get feedback on the booklet. & the next phase is then about me talking to my employees & the other construction manager talking to his employees. Then we can say that we would like you all to use it. & it is actually a*

requirement that you use it, because then we can quite easily give a project from one to the other, so we know where in the process the individual renovation case lies, & you can say - check, we have done that". (Appendix 5)

7. Challenges & Resistance To Change

Looking towards these challenges & resistances the SD expert suggests incorporating the "Ambassador corps initiative". This is done through employees designing their own campaigns & activities. It is important to create ownership. Partly because they have been a part of the process early in the development process. (Appendix 3) To emphasis this initiative & avoid resistance there is a strong need for *"Good facilitators to have it played out so that all employees actually think that it was their own ideas that came up during the development phase then they would much rather be ambassadors & stand up for it."*(Ibid.) Is revolves around the idea to be inclusive within the implementation phase. Behaviorally he would go towards those who want to be apart of the change. If you manage to cultivate those who want to join in. *"Let's try to focus on them first & then make that group bigger & bigger because the more they are, social proof means that eventually it will be the last small group left eventually will change too"*.(Ibid.)

The digital expert adds this quote to the concerns regarding the usage of the booklet as followed:

"I'm a little afraid that such a booklet will disappear in a flash. We're having many system changes at the same time. We should also recognise that people rarely find such a booklet before each project & follow it through in various projects."(Appendix 4) Therefore he suggests that there needs to be action taken through meetings. *"don't just present it or put it on people's tables. You have to talk about it, & go through it with everyone involved."*(Ibid.) To this he adds the need to follow up many times in connection with the existing processes. He finally highlights that *"The main problem occurs if the employees are not using the new system & products whole-heartedly. Instead keep working as usual."*(Ibid.)

An important note from the development team was the realisation that *"No evaluation will be possible in the spring of 2024. What we expected has not happened."* (Appendix 5)

One from the team had to focus the daily work elsewhere due to a focus shift in the department. It was crucial to ask about what the team member experienced in the implementation phase happening after the launch.

The employee explained:

“After all, it is the use of this booklet that has now been produced that has to be evaluated & no one is using it. As far as I know. So you can say that we are in a project that has come to a standstill because the people who ran the project have been removed, in short. It is not said as if it has stopped forever, but it kind of means that right now nothing is happening. After all, I just switched off the project, so if it all suddenly comes to life in some way, it must be because all these parties who have been involved are starting to stir the pot again. I recently heard colleagues say that the deputy directors in operations & construction are holding a formal follow-up meeting in spring 2024”. (Appendix 5)

She emphasised the importance of finding future representatives who can be ambassadors for the usage of the booklet in various ongoing renovation cases. *“It is crucial that we can make the employees & colleagues pass on the good experience & share these stories so that other colleagues can benefit from their experiences”.* (Ibid.)

8. Optimisation

The SD expert highlighted the importance of having external people such as SD practitioners to come in & work with the employees & make employees do the work that needs to be done actively through iterations. Organisations should work with empathy aspects. They must become better at being humans & focus on creating human emotions beside the digital aspects done by the digital systems. Storytelling elements help to inspire the employees. It is hard to improve if you don't know where you are beginning the process. He also stated that organisations should be able to kill darling ideas early in the process. (Appendix 3)

The digital expert highlighted the thoughts of the organisation: *“We want to make it possible for any colleagues to possible take over projects internally in a smoother way.”* (Appendix 4) They are currently improving several processes to prepare an aligning into a new single system where knowledge sharing will be much more collaborative. (Ibid.) He states that there has been a need for a quality lift. This needs to be monitored to make sure that they can visually see that the users are using the products as intended. (Ibid.) Efficiency gains come from being able to do some things smarter, faster & better, & that can also be measured - can we run several processes at the same time or with the same people, or with fewer people than earlier.

They want to measure both on the usage & how it is received. The expert is even pushing for other departments to report more systematically & structured with a new database project.(Ibid.) He also mentioned the knowledge sharing in order to be able to help toward working more uniformly with the new systems that need to be applied. Here other departments could optimise their processes through learning his departments way of managing processes as followed:

“Once a month, the digital project managers have to report the finances, time & resources, risks & so on. They tell me that once a month, within a report in a fairly fixed template, so I can see how far it is? We also have a picture of the phases we have in our projects. How far along is a given project in that phase? That way, so we know, we have the necessary momentum. This is what we are very concerned about with the digital projects, & when we deliver them, we further investigate how the users use them.” (Appendix 5) Turning back to the “Killing darling ideas” The digital expert also stated that he is trying to kill projects that emerge frequently & instead support the most important significant projects that are shown to have an important contribution to the core processes towards the aligned system for all.(Ibid.) Two final quotes that are important to highlight is that *“The booklet needs to anchor the process in a digital tool that makes it not anchored in a*

person's written notes or an inbox or something. You have to collect it somewhere all together”.(Appendix 4)

Following this quote he adds that *“the steps described in the booklet should be anchored in something they do in everyday life.”*(Ibid.)

9. Digitalisation

The digital expert emphasised that data collection needs to be *“...Done before, after & precisely so that it is digital available. There needs to be an overview of what happened then? In this way, we can inform about the next digitisation effort itself”*. (Appendix 4)

All together the experts mentioned the importance of follow up meetings to ensure the implementation phase is happening so they can actively act on the situation, whether the implementation is still active or has gone to waste.

(Appendices 3+4+5)

Findings - themes & patterns from the employee interviews.

Through the collected data in the form of interviews these themes were identified as part of the thematic analysis process happening after coding the transcriptions of the audio interviews. Coding contained in highlighting quotes from each interview. Then gathered in the digital findings cluster wall shown in the previous chapter of the data collection.

A total of 8 main themes could be identified which were:

1. Employee Behaviour, 2. User Journey,
3. Co-creation workshop, 4. Prototyping,
5. The Implementation Phase,
6. Challenges & Resistance To Change,
7. Opportunities & 8. Digitalisation.

1. Employee Behaviour

The green booklet was received as a valuable tool for knowledge sharing & internal collaboration, ensuring that all employees, including new & senior staff, are well-informed & aligned. (Appendix 6) From the lens through the project managers point of view they described how they thought that the booklet emphasises the need for all departments, such as operations & customer centres, to understand that construction projects are a joint effort, requiring internal alignment on responsibilities & follow-up processes. (Appendix 6)

Project managers stated that they play a crucial role in passing on expert knowledge during internal meetings & ensuring smooth collaboration between departments, focusing on coordination throughout the project phases. A highlighted quote such as *“Different departments face unique challenges & may act differently towards them, with the digital department expected to update the booklet to reflect ongoing improvements. We’re ensuring that all employees, especially new ones, understand the processes & tools available is vital, with preparation for meetings & familiarity with project phases has shown to be a key to effective resource utilisation.”* (ibid.) Historical documents were mentioned as being valued sources for their insights into recurring problems, emphasising continuous improvement. Good communication & feedback was highlighted as being crucial in collaborative settings, with the booklet serving as a conversation starter & reference tool for new employees. (Ibid.) Other project managers also noticed that the booklet also includes a focus on residents, highlighting the importance of considering their needs during construction activities. Personal initiatives, like creating custom Excel sheets, are being encouraged by a few of them to manage work more effectively since they haven't used the booklet yet. (Ibid.) Finally the booklet is seen as a well-received tool that has undergone a

thorough process involving various project managers. (Appendix 6)

From the lens through the customer manager's point of view the green booklet has proven to be a valuable tool for facilitating communication & collaboration across various departments. (Appendix 7) When a new case arises, they feel that having a direct network allows for immediate contact with the construction department, ensuring the possibilities for better execution, action & support.(Ibid.)

They added that despite some previous meetings experiencing the presentation of the booklet as nearly finished, it hasn't always been the focus of conversations, particularly among project managers who often discuss resource scarcity & challenging cases. (Ibid.) Interestingly, some employees had not heard of the booklet until recently, highlighting a gap in internal communication. The booklet revealed to become a visual element supporting the customer managers in staying informed about renovation processes, enabling them to effectively communicate with the board & demonstrate a stronger internal coordination. (ibid.) However, there is still a need for better-defined roles & responsibilities to ensure all relevant parties remain in the loop. The responsibility for implementing & using the booklet effectively is a shared

concern, with ongoing discussions & presentations aimed at optimising its use.(Appendix 7)

The booklet was also highlighted as being received as a tool for new employees to get up to speed without involving all parties, ensuring a smoother integration into all cases.(Appendix 7)

Despite the challenges faced, there is a strong belief in working together & leveraging knowledge to improve the described processes in the booklet. A customer manager highlighted that the booklet's role in facilitating this collaboration is crucial, especially in large organisations like theirs where detailed involvement with important roles to be incorporated in renovation cases can be challenging.(Ibid.)

In total, the green booklet is seen as a well-received tool that supports both project managers & customer managers in their roles, promoting better communication, coordination, & knowledge sharing across the organisation. (Ibid.)

From the lens through the operational chief point of view it is important to acknowledge that the findings are based on one employee representing a department of more than 50 operational chief roles in the greater organisation.

He stated that the renovation process often begins with the local operations departments, which plays a crucial role in managing the initial stages. However, there is a sense of disconnection and exclusion felt by the local operations staff

from the larger administration house & collaborative meetings.(Appendix 8) This disconnection is particularly challenging because the local operations department is closest to the end-users and often feels left out of important discussions and decisions. (Ibid.) He highlighted that there is a responsibility issue within the operations department that can be fragmented, with tasks sometimes falling to the local secretaries or being initiated by resident inquiries to the board members.(Ibid.) The operations managers bring diverse perspectives to the table, but their involvement can vary widely, making it difficult to get a comprehensive view of the renovation process. Managing multiple departments further complicates deep involvement in all construction matters.(Ibid.) He added that the operations department are the ones who must assess whether a case is significant enough to warrant a major renovation, often jumping from one urgent issue to another. (Ibid) He emphasised that the role like his requires a broad skill set, as an operations chief they must balance immediate needs with long-term maintenance considerations, ensuring that chosen components are durable and practical. He added that the professional backgrounds within the operations department are diverse, including police officers, school teachers, engineers, and ex-soldiers, all of whom bring unique skills to the table. (Ibid.)

Here effective communication and execution are key, as is the ability to manage various concerns and ensure residents are properly informed and rehoused during renovations. Despite the challenges, the operations department shares a similar view of renovation cases with project managers, aiming for effective collaboration and resource management. The size of the department influences the ability to dedicate resources to each case, with smaller departments often able to focus more intensively on individual projects. (Appendix 8)

From the lens through the chief consultant point of view just like the previous point of view this employee represents a larger group with similar roles as his are being found across different departments in the organisation.

He stated that the role of a chief consultant is quite broad, they have various responsibilities and often acting as a deputy for a customer manager.(Appendix 9) An important note he said that the tasks, especially in renovation cases between a customer manager & one or more chief consultants, are shared based on the specific needs and available skills, without a formal management responsibility over other employees. (Ibid.) In some customer centres, there are no chief consultants, and the new established department he is a part of are helping by sharing several chief consultants across different cases & projects.(Ibid) He stated that introducing local

operation departments in these larger renovation cases are difficult, especially when they are used to handling smaller, immediate tasks, these kind of development projects requires significant effort & clarity to emphasis with these kind of roles.(Ibid.) He highlighted that there is a need for clear, formal documentation outlining responsibilities, which has been missed in the past. The importance of the sender of information is emphasised, often more than the format of the information itself whether it being a physical prototype or something else.(ibid.)

2. User Journey Workshop

Both the project manager employees and the operational chief employee shared ideas for an additional iterative user journey workshop to strengthen the booklet even more in future active learning sessions. The project managers suggests that creating a working group so that this booklet can successfully become usable for all parties involved in renovation cases.(Appendix 7) At this workshop they explained having a representative employee within all roles being a part of a user journey workshop to ensure knowledge sharing occurs through the process.(Ibid.) They highlighted that the representative colleague should collect insights from their own department all into the shared experience and learning -“so we actually make

sure that we get an ambassador from each department of all these places, who makes sure that they have looked back and had a talk with their department and takes the matter to them and collects the most important things that must be taken on”. (Appendix 7) One of the project managers highlighted that: *“Then, in the next round of a test phase, we will be able to gather the most new knowledge about how we actually work in the various departments. Yes, and then everyone will be dressed for that meeting where they all go through each of the tasks step by step”.*(Appendix 7)

Then the operational chief suggests to ensure the booklet becomes a valuable tool for all parties involved in renovation cases, a working group should as well be established. (Appendix 8) He agreed that the group should include representatives from all relevant roles, participating in a user journey workshop to facilitate knowledge sharing throughout the process.(Ibid) An interesting take on this idea is that it goes hand in hand with previous statements from the project managers. The operational chief elaborates: *“Each department appoints an ambassador responsible for gathering and sharing experiences and learnings within their team. This approach ensures that important insights are communicated back to the working group. During the new test phase, the group collects new knowledge on current*

departmental workflows, preparing everyone for comprehensive discussions and reviews. This collaborative effort aims to enhance the booklet's future usability and strengthen the effectiveness and usage across the organisation.(Appendix 8)

3. Co-creation workshop

From the lens through the project managers point of view they pointed out several elements. Firstly the experienced initial sessions began with the question, “*How can the department deliver better?*” which was not positively received. (Appendix 6) One of them stated that these workshops, which should involve a majority of the roles in the processes, are essential.(Ibid.) Another one added that establishing frameworks and selecting qualified employees to participate is crucial. Employees should complete questionnaires and engage in exercises to reflect on their roles and responsibilities. This process should start with rounds of interviews before forming the cross-departmental working groups of which they had experienced.(Ibid.)

Another employee said that practising working with the renovation phases in development projects repeatedly is necessary, to evolve from him mainly using excel sheet layouts by himself to use more informative checklists with colleagues.(Ibid.)

The goal for them was to create a checklist that clearly outlines what must be included in each phase. They are used to tasks often being assigned from leaders & due to this the employee did show interest in the possibilities for new co-creation workshops to further refine the processes.

(Appendix 6) Some of them mentioned that the booklet can be used as a report or checkpoint list, with columns to mark what is under control and functions to note when tasks are completed. In this context continuous consultation with employees throughout the process is vital to ensure effective implementation and improvement.(Ibid.)

From the lens through the customer manager's point of view they stated that the development and implementation of the booklet highlight the importance of including various roles in the collaborative process. The follow-up group is suggested as an additional collaborative role to be mentioned within the booklet.(Appendix 7) Ideally, operations managers should have been involved in developing the booklet to ensure it aligns with their views on renovation matters. Including more roles in the co-creation workshop is crucial for comprehensive input.(Ibid.)

Many individuals have contributed to the booklet, & those involved expressed interest in its success.(Ibid.) To ensure responsibility within the operational department, it is recommended from the customer managers that the

operational employees become a part of the working group and test phase during the booklet's development. (Appendix 7) There is also a suggestion for another booklet focused on new construction & a special housing concept that they have, which should be considered during the new editions to involve the right people from the start.(Ibid.) The booklets optimisation can benefit from internal collaboration and the experiences of those familiar with the processes and systems used. The transfer phase to the operational department was highlighted & the demand for interface charts and overviews are also noted as important areas for improvement.(Ibid.)

From the lens through the operational chief point of view he highlighted that to ensure the green booklet's effectiveness, it is crucial to establish a working group with representatives from each role, acting as ambassadors for their respective areas. (Appendix 8) He suggested that this group should thoroughly review the entire process, similar to a follow-up group. He said that including these employees as representatives during the booklet's development is essential, given the large community includes 21 property managers and 25 operations chiefs. Their involvement will help tailor the booklet to meet the diverse needs and perspectives within the community.(Ibid.)

From the lens through the chief consultant point of view co-create sessions were mentioned as being crucial for the employees to visually illustrate their ideas which are mentioned as being highly beneficial. (Appendix 9) These sessions not only foster creativity but also enhance understanding of the different roles involved in a renovation case. Having a clear knowledge of these roles is crucial for effective collaboration. (Ibid.) Additionally, he mentioned that working on ideas and illustrations after reviewing the booklet helps in refining and optimising the processes, ensuring that all perspectives are considered and integrated into the final product.(Ibid.)

4.Prototyping

From the lens through the project managers point of view they expressed that the booklet has been generally accepted as a reference work, providing an overview of renovation cases and helping to avoid controllable problems.(Appendix 6) However, there are concerns that the processes described are somewhat mixed up and not always reflective of actual workflows. (Ibid.) They highlighted that the booklet aims to cover various points that can arise during a renovation case, resulting in serving as a shared narrative for collaboration and a service level agreement.(Ibid.)

Project managers often find themselves doing much more than what is outlined in the booklet. (Appendix 6) While the booklet helps in reviewing processes and reactivating important points, it is highlighted that the primary responsibility of their role is seen often throughout the project. This clarity allows them to delegate responsibilities effectively, although some feel excluded from the prototyping process that has happened.(Ibid.) Furthermore the booklet is referred to as being useful during phase changes, prompting questions like “*Do we agree that?*” and providing a clear overview of meeting points. However, ambiguities remain, such as the division of responsibilities between the roles and external advisers. There is a suggestion for an introductory booklet to help understand roles and responsibilities before going into the stages.(Ibid.) One of them suggested incorporating all the previous booklets made by the organisation into one comprehensive guide to better understand the hierarchy and structure, which varies across different offices. The practice outlined in the booklet has been in place since the 80s and 90s, but its implementation has been inconsistent due to various challenges, such as busy schedules and job changes.(Ibid.) One of the employees elaborated that “*To ensure the booklet is effectively used, it should be part of a rigid structure with regular meetings and*

follow-ups. Otherwise, it risks being just another reference book that is not actively followed.”

(Appendix 6) Another employee explained that the booklet, while being detailed and comprehensive, could benefit from being shorter and more concise. It serves as a collaboration tool for coordinating internal communication within departments, aiming to ensure that everyone is ready to process necessary information for renovation cases.(Ibid.) An introduction for new employees is key, and should explain roles and fostering mutual respect & understanding, is suggested to enhance empathy and collaboration.(Ibid.) The booklet, inspired by an old renovation book, should use shorter sentences and act as a checklist to cover all necessary steps. Another one said “*Management support is crucial for prioritising this work, and handing out the handbook to new hires could be beneficial*”. (Appendix 6) Despite being sensible and asking good questions, another employee stated that the booklet’s graphics, readability, and usability need improvement.(Ibid) An employee from the communications department should understand the renovation process to help optimise these elements.(Ibid.) Overall, the booklet is seen as a definitive communication product but requires some refinements.

From the lens through the customer managers point of view They experienced the booklet as proven to be an invaluable tool, filling a gap that previously existed.(Appendix 7) It effectively highlights the importance of involving the right roles at the right time in the renovation process, which has been a significant achievement. The booklet's numbered points are understood as being crucial for optimising interdisciplinary conversations, and it is essential to communicate that these points are not meant to be followed slavishly but rather serve as guidelines.(Ibid.) Several employees in this department stated that the booklet provides a much-needed overview for all actors, including customer managers and project managers, & has clarified responsibilities and performance expectations.(Ibid.) This clarity has been beneficial in other projects as well, & blossoms the facilitating conversations about roles and responsibilities. The booklet also addresses shared responsibilities, prompting discussions about what shared responsibility means in practice.(Ibid.) Resident contact is another area where the booklet can be improved, with suggestions to differentiate between resident democracy and direct resident contact. The booklet helps ensure that all roles focus on residents, which is vital in renovation cases. For the booklet to be effective, project managers need to take

ownership and use it actively. This is easier with new project managers, but seasoned ones may find it challenging to adapt. Making the booklet more visible was mentioned as being in relevant forums and working groups, and possibly adding graphical elements to distinguish roles, could enhance its usability.(Appendix 7) The booklet should be integrated into ongoing processes and IT projects to become a natural part of the workflow. Overall, the booklet is a sensible and practical tool that, with some refinements, can significantly improve the renovation process.(Ibid.)

From the lens through the operational chief point of view the booklet was recognised as a crucial tool for outlining processes and responsibilities in renovation cases. (Appendix 8) It transitions from detailing the role of a specific project manager to encompassing the broader functions of a real estate office, which involves various tasks and responsibilities. The booklet emphasises the importance of follow-up and clearly defining areas of responsibility, particularly in assessing errors & ensuring resident feedback reaches the appropriate advisers.(Ibid.) During internal project group meetings, it is noted that all roles, including the real estate office, should be mentioned to ensure comprehensive coverage.

The booklet is said to give clarity and usefulness in managing renovation cases, highlighting the need for someone

to handle resident inquiries and follow-up communications effectively.(Appendix 7) It was then highlighted that the next edition of the booklet should include all relevant roles, such as energy consultants, who are vital from the project's start due to their expertise. (Ibid) The booklet should also feature a fast track model once the project is completed and evaluated. Making the booklet accessible to everyone on the intra system is beneficial, ensuring that the entire local office is familiar with its contents and can utilise it effectively.(Ibid.)

From the lens through the chief consultant point of view The green booklet, while useful, was mentioned as lacking a clear distribution of responsibilities, which is a significant oversight.(Appendix 9) It appears that the operational department, with its understanding of the diversity among local operation departments, was not adequately involved in its creation. (Ibid.) There has been a long-standing need for such a product, but the current version has evolved into something different. Having a starting point is beneficial, allowing for adjustments and considerations of financial aspects, but the booklet may be more detailed than necessary.(Ibid.)

5. The Implementation Phase

From the lens through the project managers point of view they suggested that the development and implementation of the booklet should have followed approaches used in other projects, but its effectiveness will only be known after thorough testing and evaluation.(Appendix 6) The prototype was said as being handed over to the employees too early, highlighting the need for an expanded test phase before finalising the product. (Ibid.) Beside this the word of mouth approach has led to increased interest, with some employees actively seeking out the booklet, looking for it in the office.(Ibid.) Future efforts should investigate the inclusion process of other roles, ensuring adjustments are made to reflect real-world practices. A/B testing was suggested to be used in current processes and real-time phase testing as recommended to validate the booklet's content. (Ibid) The booklet should be integrated into the renovation process, with operational managers already using it in new and ongoing projects. For the booklet to be effective, it requires active use and ownership by all parties involved in renovation cases. This includes aligning expectations early and ensuring everyone knows their role. Responsibility for the booklet's development should be shared between departments, with designated individuals overseeing the process.(Ibid.)

Regular follow-up meetings and continuous input from various roles are essential, they added.(Appendix 6) The booklet should be seen as an active reporting tool, helping project managers and other roles perform their tasks better. Ensuring visibility and usage of the booklet will help align efforts and improve overall project outcomes.(Ibid.)

From the lens through the customer managers point of view they highlighted the need to prevent a disconnect between the local operation department and the rest of the organisation, currently a parallel process is being implemented, which will benefit the future use of the booklet if actively used in cases by employees.(Appendix 7) One of them mentioned that a new customer manager is ready to test in the implementation phase through a case at her housing organisation.(Ibid) Operation managers, who are currently spread across three locations, are invited to the administration house to work together, facilitating knowledge sharing and accessibility to other departments.(Ibid.) The focus is on new project managers, starting with their adaptation to the booklet. Initially, roles such as project managers, operations managers, property managers, customer managers, and chief consultants will review the booklet to determine its relevance and what should be communicated to the follow-up group. (Ibid)

Locally, the booklet has not been seen as properly implemented yet, & there is uncertainty about the project's process and the involvement of all roles.(Ibid.) Therefore they expressed a need for an evaluation to avoid repeating mistakes in future renovations. The adoption of the green booklet by all project managers is not yet clear, and operational managers in some organisations have not been presented with it. Ensuring that all roles are involved and that the booklet is actively used and evaluated will be crucial for its success.

From the lens through the operational chief point of view he stated that he thought that the booklet had likely been introduced during cross-functional meetings with all operational managers. (Appendix 9) As these meetings provide an opportunity to familiarise everyone with the booklet, ensuring that all operational managers are aware of its contents and can utilise it effectively in their roles.(Ibid)

From the lens through the chief consultant point of view he highlighted that the success of the booklet should be measured by its practical benefits applied in real cases.(Appendix 9)

“If someone who has completed or is in the process of completing a case finds that the booklet made the process simpler or faster, it should be considered as being successful.”(Appendix 9) The booklet is said to be valuable for new employees, demonstrating standard practices within the organisation. The ultimate measure of success is *“whether users report significant benefits from using the booklet, making its impact very measurable”*.(Ibid.)

6. Challenges & Resistance To Change

From the lens through the project managers point of view a common suggestion explained was delegating tasks within the renovation process which are confusing, especially for new project managers who might struggle to understand their roles and responsibilities.(Appendix 6) The booklet helps some of them to clarify these roles, but there are still challenges, such as determining who is responsible for specific tasks and how to communicate with other departments effectively.(Ibid.)

The detailed graphics of the booklet was by some of them hindering flexibility, leading to resistance of the usage from their department.(Ibid.) Then they mentioned a common noticeable clash between departments that manage construction and those that build it, highlighting the need for clear communication and defined roles. (Ibid)

The booklet should therefore be concise and adaptable, allowing for necessary corrections and updates. (Appendix 6) Overloading the employees with too many tasks is seen as being problematic, necessitating the delegation of responsibilities or the involvement of additional employees.(Ibid.) In total a Information overload and inconsistent practices among employees further complicate the process. It is crucial to ensure all employees are aware of their tasks and the changes implemented. The booklet should be visible and accessible to everyone, reflecting the responsibilities of all roles involved in a renovation case.(Ibid) To improve the process, it is essential to involve all relevant roles, address any gaps in the booklet, and ensure a structured approach to archiving and accessing documents. Regular updates and clear communication will help align efforts and enhance the overall effectiveness of the booklet another employee added. (ibid.) The booklet faces several challenges in its implementation and acceptance. There is a noticeable lack of cooperation, with some project managers rejecting initial meetings and expressing scepticism about the booklet’s relevance. The task description and work group composition have been criticised for being out of touch with reality, leading to confusion and resistance.(Ibid.)

Therefore it is significant as they looked into Ownership of the booklet as an issue, with many feeling disconnected from the process.(Appendix 6) Employees stated that larger meetings between departments are often seen as unproductive, & the complexity of cases adds to the difficulty. Flexibility and mutual understanding are crucial for successful collaboration, but creating ownership remains challenging.(Ibid.) The booklet could then benefit from simplification, especially for experienced staff who need concise reminders rather than detailed instructions. New employees are more likely to use the booklet, but changing the behaviour of long-term staff is difficult. The booklet does not fully address the complexity of comprehensive plans, and resident democracy, while important, adds to the challenges.(Ibid.) Phase changes and commissioning often cause issues, and there is a need for updates in the 2024 edition to reflect these experiences. The construction department and operational department sometimes clash, particularly when errors and deficiencies are not rectified, leading to contractual disputes. Overall, the booklet was mentioned as being in need of more flexibility, simplified, and better integrated into the workflow to gain broader acceptance and effectiveness.(Ibid.)

From the lens through the customer managers point of view they highlighted a need of developing the booklet further as being essential to improve collaboration across departments and enhance the customer experience. (Appendix 7)

Maintaining a good relationship between the operation department & other departments is crucial, as they are all colleagues working towards the same goal. While it takes time for a large organisation to adapt to new processes, patience and persistence are necessary. The start-up phase was highlighted between the operations- and construction departments which has been challenging, with the booklet not yet fully integrated into daily collaboration. New processes are being tested to demonstrate their positive impact on other departments. The booklet has been communicated and discussed, but its practical use in daily operations remains limited. (Ibid.) They shared that there are regular clashes between departments, often due to unclear responsibilities and the complexity of renovation cases. The booklet aims to address these issues, but its success depends on active use and ownership by all involved. Simplifying the booklet and ensuring it is accessible to all employees can help. (Ibid.) It is crucial that the booklet should be clearly owned by either the construction or customer department to avoid confusion. Regular follow-up meetings and clear descriptions of basic concepts are necessary to ensure

everyone understands their roles and responsibilities. (Appendix 7) Despite the challenges, the goal is to foster better collaboration and make the green booklet a valuable tool for all departments. Accommodating the relationship between the local operations department and customer managers has been resource-intensive, requiring significant time and effort from both roles.(Ibid.) The collaboration between these departments is crucial, especially during the transition to operations, which has historically been problematic. Issues often arise due to unclear responsibilities, with project managers sometimes relinquishing control too early or being asked to handle tasks beyond their scope. Physical separation and fundamental collaboration challenges have further complicated the relationship between construction project managers and customer managers. The green booklet aims to address these issues, but it is difficult to simplify due to the many points it covers. Including more roles, such as customer consultants, who often get involved late in the process, is essential for comprehensive coverage.(Ibid.) The start-up phase between the operations and administration departments lacks focus, making it hard to establish effective collaboration. Long-standing employees may resist new processes, preferring familiar methods, which can be confusing for newer staff. Despite resistance, the green booklet has the potential to improve

process clarity and communication if actively used and supported by all departments.(Appendix 7) Acknowledging all roles within the process and ensuring their responsibilities are clear is vital. The organisational board should have been more involved earlier to provide guidance and support. Overlapping roles need to be addressed to prevent confusion and ensure smooth collaboration.

From the lens through the operational chief point of view he mentioned that the functional descriptions in the department often do not match real-world practices, highlighting a gap between documented roles and actual responsibilities.(Ibid.) It's crucial to recognize that the role of an operations manager can vary significantly across different organisations, making it important for new hires to understand these nuances early in their employment. He suggests that effective collaboration between operations managers and construction project managers is essential from the start to the conclusion of a project. Operations managers must ensure their teams understand their roles in the project and that adequate staffing and communication resources are in place. However, project managers often face resistance from operations staff, who may avoid involvement in projects.(Ibid.)

The way information about new systems or initiatives is communicated is critical. If the message is not conveyed effectively, it may not be followed. Start-up difficulties are common, and it is important to address problems proactively and transparently, especially in meetings with resident democracy where unresolved issues can lead to frustration. Handling operational matters requires clear answers and strategies, which are sometimes lacking. Coordination challenges, such as scheduling conflicts, can complicate collaboration. When project managers hand over projects, unresolved issues often fall to the property office, creating local problems.(Appendix 7) Regular meetings and proactive problem-solving are essential for managing renovation projects effectively. Ensuring that all parties are involved and that communication is clear can help prevent issues from escalating. The green booklet aims to facilitate this process, but its success depends on how well it is integrated into daily practices and how effectively it addresses the real-world challenges faced by the departments.(Ibid.)

From the lens through the chief consultant point of view he highlighted the debate about whether the resident or the housing association should be the central focus. (Appendix 9) As the booklet “The Good Collaboration” needs to better

address the operational perspective, especially for those in the local sector who are not text-oriented. A concise format, ideally no more than three pages, is necessary to ensure readability and comprehension.(Appendix 9) The issue is less about communication and more about clear decision-making from the executive board regarding departmental responsibilities. Large, complex cases require a comprehensive overview, but the processes involved are often more cumbersome and complicated than depicted in the booklet.(Ibid.) Common issues include unclear expectations for the local operations in construction cases and the need for early involvement to ensure everything runs smoothly. The booklet should emphasise the significant responsibility of local operations and provide clear, actionable guidance from the outset.(Ibid.)

7. Opportunities

From the lens through the project managers point of view many of them said that testing collaboration in real-time is crucial for understanding how the building department operates and the premises of a building case. (Appendix 6) Here facilitators need to be well-prepared, asking relevant questions to guide the process effectively. Educating the follow-up group on their roles within renovation cases is essential for smooth operations.(Ibid.)

Gathering data for interviews should be planned around holidays when people have more free time. The green booklet is a vital product, addressing significant gaps in the process. The fast track model aims to optimise processes by reducing unnecessary meetings and streamlining tasks.(Appendix 6)

Preparation is key for workshops, with participants needing to familiarise themselves with the green booklet in advance to avoid ambiguities and cancellations. A logbook for each case, documenting all phases, can help prevent future discrepancies. Effective communication and alignment of tasks are critical for successful collaboration.(Ibid.) Cultural and process optimizations are necessary, with a focus on phase 4 execution. The green booklet, based on hard-earned experiences, aims to improve customer satisfaction by providing clear structures and responsibilities. Management must insist on its use and follow-up to ensure alignment, especially with the new digital department.(Ibid.) Organisational charts and culture changes are needed to clarify roles and improve internal relations. The booklet serves as an introduction for boards, helping them understand construction cases better. It should be actively used in all renovation cases, involving suppliers and craftsmen early to optimise processes.(Ibid.)

The booklet must be easily accessible, with future follow-up sessions including more roles, he said. (Appendix 6)

Knowledge sharing within the larger industry community, such as AlmenNet, is important. Proper handover from managers is crucial for active use. The introductory meeting highlighted that the operations department also has responsibilities, emphasising the booklet's role in fostering internal collaboration.(Ibid.)

From the lens through the customer manager's point of view they highlighted that testing real-time collaboration is essential for understanding the building department's operations and the premises of a building case.(Appendix 7) Facilitators must be well-prepared, asking relevant questions to guide the process effectively. Educating the follow-up group on their roles within renovation cases is crucial for smooth operations.(Ibid.) Data collection for interviews should be planned around holidays when people have more free time. The green booklet is a vital tool, addressing significant gaps in the process. The fast track model aims to optimise processes by reducing unnecessary meetings and streamlining tasks.(Ibid.)

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From the lens through the operational chief point of view he highlighted that the booklet has significantly “*enhanced our understanding of processes, making it an invaluable tool*”.(Appendix 8) To improve it further, it is suggested that the booklet includes a detailed description of the operations phase after the renovation project is handed over. For new employees, a concise introduction to roles is essential, focusing on the most critical aspects without being overly detailed.(Ibid.) The booklet should provide an executive summary of the final phase leading to the maintenance of newly renovated buildings. Building partnerships through framework agreements can streamline processes, and these should be proposed to the board for approval. Actively including the booklet in conversations between various roles will help clarify responsibilities.(Ibid.) A pilot project in one department, focusing on window replacements, demonstrated that the process could be significantly shortened, reducing the number of follow-up meetings from 20 to 3. This fast track pilot testing has made customer managers more aware of the process. It is crucial to involve operations or property managers during the construction process, as they will be responsible for ongoing operations.(Ibid.)

The booklet should also detail the coordination required during the “transition to operation” phase, with specific points addressing errors and omissions before the 1-year review. This will ensure a smoother handover and better ongoing maintenance.(Appendix 8)

From the lens through the chief consultant point of view he highlighted that shaping projects together early in the process is crucial for effective collaboration. (Appendix 9) “The Good Collaboration” booklet serves as a useful reference, but it should inspire the creation of clear, case-specific overviews. Starting simple is key, and organising information by departments, rather than detailed title levels, can help maintain clarity.(Ibid.) For the booklet to provide real value, it must be anchored in management with a clear agreement on its use. Understanding the different roles involved in a renovation case is essential, and efforts should focus on clarifying the most important aspects to ensure everyone is on the same page.(Ibid.)

8. Digitalisation

From the lens through the project managers point of view they stated that integrating the booklet into the Digital department’s new project web platforms is ideal, ensuring all work processes and drawings are included. Digitising the booklet is a good idea, but effective communication and training are essential for its success. Some employees prefer physical copies, highlighting the need for both digital and physical versions.(Appendix 6)

Digitisation alone is not enough; it requires cultural and leadership support. The booklet must be easily accessible and intuitively placed for successful implementation. Naming conventions for document files should be clear and concise to avoid confusion.(Ibid.) The booklet should be available to all stakeholders, emphasising the importance of both physical and digital systems. Improving data gathering methods and ensuring templates are consistently located and accessible are crucial for a large organisation. Testing new systems alongside old ones can help identify areas for improvement and prevent mistakes.(Ibid.) The intra-site should include comprehensive information about renovation cases and roles, facilitating better internal communication and collaboration.(Ibid.)

From the lens through the customer managers point of view they mentioned using tools like Miro which could enhance the booklet's functionality by allowing tasks in different phases to be colour-coded or marked as complete.(Appendix 7) This would ensure thorough tracking and prevent the need for physical note-taking, which might not be digitised. Making the booklet more shareable and digitised is crucial for optimal use.(Ibid) They highlighted that digitisation should then be supported by a dedicated unit to assess current processes and identify areas for optimisation through follow-up interviews and development groups. Ensuring the booklet is available on the intra website is also important for accessibility and effective implementation.(Ibid.)

Development of the visuals

It is important to acknowledge the great impact that the visuals have had towards the users of the booklet. Some pages will have to look even more unpolished to ensure that suggestions of changes occur more frequently. (Appendix 3)

Key learnings

Some of the roles were very specific & others were in bigger clusters namely “the service office.” Here there might be 15 employees depending on the size of the housing association. (Appendix 8)

Through this intervention I did not talk with all roles involved in the renovation process. This would give a stronger sense of the collaborative issues as mentioned in the interview with the operation chief. (Appendix 8)

He stated that different departments should be involved in the next version of the development work needed to make sure that the people from his department are sharing their knowledge as much as the project managers have been involved.(Ibid.)

Even Though they had the pdf file sent to them it was not used or mentioned (Confidential document).

Tracing the downloading of this pdf file would be beneficial & tracing the usage as mentioned from the digital expert would be great in this process.(Appendix 4)

Through the project there was a need of understanding the organisation's practical challenges. Through the real-time implementation phase, insights into the already established practical challenges & obstacles were gained. It was important when both facing the translation of the theoretical concepts &

understanding these into their real-time practices. This understanding helped to identify areas where adjustments & improvements are needed for future successful implementation. It is important to acknowledge the importance of validating the theoretical frameworks used in this phase.

The real-time implementation phase has shown to provide an opportunity for validating both the theoretical frameworks & models used in the thesis. Insights gained from the implementation process have both confirmed & challenged the assumptions made in the theoretical framework.

This was towards assumptions such as “we will do this & this tomorrow”. When tomorrow comes. Nothing happened. This dilemma was both mentioned by the SD expert & the development team. It is good that they discussed what they want to do & acknowledge that practicalities change through the real-time experiences & daily work tasks are often prioritised first & foremost. (Appendices 3+5)

To achieve the project goals strategies & approaches within has shown to assist the project with effectiveness. Looking at this implementation in real time gives the involved participants the benefits of telling what is wrong & what should be done better. Was great to be able to work towards better & more effective implementation strategies in the future.

Key insights such as effectiveness & killing upcoming darling projects emerging anywhere in the larger organisations has shown to reveal which newly applied strategies work well & which ones need refinement or modifications.

These are methods used in other projects simultaneously with this one as mentioned the RACI model & the ADKAR model. (Appendix 4)

Summary of the Testing & Refining Phase

During the testing & refining phase, several critical actions has been shown to be necessary. These included version updating & maintenance to ensure the system remained current & functional. Additionally, learning & development initiatives should be implemented to enhance the service provided to employees. Creating maps & illustrations within the booklet to gain an overview of the roles involved was essential for clarity & coordination. Finally, maintaining a decision log was crucial for tracking decisions made & ensuring transparency throughout the process.

Reflection

When investigating a real-time implementation phase it is essential to reflect on various aspects of this analysis to gain insights into the effectiveness of the implementation process & its impact on the final project outcomes. Here are some final analysis reflections that others may consider to incorporate into future work within the implementation phase.

“The delivered prototype should be tested widely & used in cases to make sure to fit into the reality.”

(Appendix 5)

DISCUSSION

6. DISCUSSION

Introduction

This discussion explores key interventions to enhance implementation processes. These include training programs for employees, robust monitoring & evaluation systems, & feedback mechanisms for valuable insights. Continuous improvement processes, effective communication strategies, & early stakeholder engagement are emphasised. Adequate resource allocation & a sustainability plan ensure long-term benefits. An adaptive management approach allows for flexibility & responsiveness, creating a robust framework for successful project implementation & continuous improvement.

Interventions & initiatives

The implementation of training programs for stakeholders is crucial to ensure they possess the necessary skills & knowledge to effectively fulfil their roles (Appendix 6). This initiative is fundamental in bridging any competency gaps & fostering a more capable workforce. Monitoring & evaluation systems are essential for tracking progress, identifying challenges, & making data-driven decisions to enhance the implementation process (Appendix 4).

These systems provide a structured approach to measure success & pinpoint areas needing improvement. Feedback mechanisms play a pivotal role in gathering input from stakeholders, users, & participants involved in the implementation phase.

This feedback is invaluable for making adjustments & improvements. For instance, a construction department leader emphasised the importance of including evaluation design methods & follow-up sessions early in the process (Appendix 5). Her insights, if not incorporated by the development team, could have been overlooked, highlighting the necessity of early & continuous stakeholder engagement. Continuous improvement processes, such as regular reviews, feedback loops, & iteration cycles, are vital for refining the implementation strategy based on lessons learned (Appendix 3).

It is important to not only discuss these processes but to actively integrate them early in the implementation phase. Efficient use of established communication channels is necessary to ensure all employees from the different departments are well-informed about the implementation process, timelines, responsibilities, & potential impacts. Clear communication strategies are essential for maintaining transparency & alignment among all parties involved.

Early engagement & commitment, along with the establishment of a team of ambassadors, are critical for ensuring greater stakeholder engagement. Engaging key stakeholders throughout the implementation phase helps build consensus, address concerns, & foster collaboration (Appendix 3).

Allocating sufficient resources, including financial, human, & technical, is crucial for

the successful implementation of the project. This includes aligning other projects, such as the digitalization & integration of a new project management system, to ensure they complement rather than conflict with each other (Appendix 4).

Developing a sustainability plan is essential to ensure that the interventions implemented during the real-time phase are maintained long-term & continue to deliver benefits beyond the thesis project. (Appendix 5).

Finally, adopting an adaptive management approach allows for flexibility, learning, & adjustment based on real-time feedback & changing circumstances during the implementation phase (Appendix 5).

This approach ensures that the implementation remains responsive & effective in the face of evolving challenges & opportunities.

CONCLUSION

7. CONCLUSION

Summary of the findings

A hope for the future of the case study project wants to address the importance of allocating time & resources to development project to gain knowledge of the other roles across the table in these cross disciplinary teams across different departments even though there is an employee vs. client layer in between departments which has shown to have profound cultural & legal meaning from both sides.

Personal conclusions

Through this process I have personally gained a deeper understanding in how Service Design can operate as an external consultancy service within a collaboration with an organisation with approx 500 employees.

It was important to allocate time to evaluate how useful the methodologies & tools are in the process, specifically when working in the final phase of a service design process where the implementation & future developed tool & service are emerging. An important discovery was to take advantage of the residence democracy & match this with the the usage of service design elements to support the internal organisation but also to ensure the view of the end-user in order to let the organisation reflect on their own competitive advantages working with residence democracy.

Personally I have acquired a deeper understanding into how service design capabilities can become a part of a full time job as a speciality consultant or process consultant within a non-profit organisation in Denmark.

I have been able to use this thesis to show companies how service design can serve, support & impact them in the future & showing the service design network how the implementation phase can be done through a good collaboration between service design consultancies & Danish companies.

Finally I experienced using a co-creative approach to involve a variety of employees in the development phase to align expectations throughout the process & let more people influence the outcome before the launch of a new strategy for the whole organisation.

Including the greater community

In connection with a development project AlmenNet had incorporated several renovation cases to develop a evaluating tool for all in the general housing sector to use. One of the interviewees mentioned the organisation & said that they are the ones that should develop a project just like this towards greater internal collaborations. It is through these projects that experience is used as an advantage to make sure that the process is optimised as well as possible. As said in relation to their project:

“It is important to use the experience gained from one project to the next – both internally within a housing organisation & generally among general housing organisations.”

(AlmenNet, 2019)

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