

The background of the cover is a complex abstract composition. On the right side, there is a detailed illustration of a lightbulb, rendered with fine lines and a textured, almost wireframe-like appearance. The lightbulb is surrounded by a vibrant explosion of colors, including bright yellow, green, blue, and white, which radiate outwards. On the left side, there is a large, semi-circular shape in a deep red or maroon hue. This shape has a mottled, painterly texture with various shades of red and some darker spots. The overall background is a mix of these elements, with additional splashes of blue, green, and yellow paint scattered across the surface, creating a sense of dynamic energy and creativity.

IGOR HAWRYSZKIEWYCZ

DESIGNING CREATIVE ORGANIZATIONS

Tools, Processes and Practice

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INVESTOR IN PEOPLE

The book is dedicated to Matthew, Isabella, and Michael.

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Preface

This book describes why and how organizations must become agile in the emerging complex world. Agility is increasingly needed to respond creatively to the often unexpected disruptions and opportunities in today's emerging complex environment. Chapters 1 and 2 cover the characteristic of the complex environment and the impact of emerging technologies in driving continual change. The continual change poses challenges to design business models that address the continual change. The focus throughout the book is on such design, which is seen as taking an idea and converting it to practical use. Creativity plays a big role in design. Creativity is needed to respond to unexpected situations which in turn require thinking outside the box, a prime property of creative thinking. The outcome of the design process is a business model. A design culture where ideas originating throughout the enterprise are followed through in a systematic way to change the business model whenever seen advantageous.

The emphasis is on the design processes and ways designers' use design thinking. It is not just about design thinking but how to use it effectively in business model design. It recognizes that system thinking also plays a role in design and integrates them into the design process. Design thinking is now increasingly used in many organizations. Design thinking introduces new design thinking tools such as journey maps to model interaction with customers. Such tools foster creativity through providing new

ways to see situations and lead to creative solutions. Most of these tools are described in Chapter 3. Chapter 4 then describes some examples of application of design thinking in industry.

Chapters 5–10 describe design processes and the activities that make up these processes. This includes how design thinking can become part of any design process in an organization. The design process draws on ideas from design thinking and starts by defining themes from stories gathered from stakeholders, developing the innovations needed to address any issues identified in the theme. This is followed by defining joint value propositions, followed by system design, and then creating business models to realize the value in practice.

The book also emphasizes technology, and management and leadership and their role in design. It is not just learning about technology but seeing technology as a contributor to innovative solutions and realizing value; technology is both the driver of change as adding to business value. It is how to use the power of social media or the cloud or big data – the current popular emerging technologies? It is how we make them fit into an increasingly mobile world. You don't have to invent a new technology but often just utilize existing technologies more creatively. You need to look at new ways of working now made possible by technology

The importance of management and leadership in encouraging design is stressed throughout the book. Its importance is both in creating a design centric culture as well as systematic design processes that bring out innovative ideas. The book provides guidelines on the management and leadership practices needed to foster the creativity all stages of the innovation value chain; the practices draw on previous experience of multi-disciplinary teams brainstorming to develop solutions that create business value. It describes tools that foster creativity and how these tools can be put together to lead to business solutions in a systematic way.

The book draws on current developments in small and major corporations, who are successfully creating a design centric culture to encourage innovation in their products and in ways they engage with clients. The business design centric culture – one that asks the question of how do I design my business to make things

work better, rather than how I use the existing system to do something (Kolko, 2015); and how brainstorming together with analytical thinking are increasingly used in business to encourage innovation.

Brainstorming is emphasized in the book; it is the basic activity in design thinking – it is how ideas come up and are explored especially when combined with interdisciplinary teams who bring in ideas and critical thinking from different perspectives. This innovation process includes activities such as defining themes from stories gathered from stakeholders, addressing any issues identified in the themes, finding innovative solutions, and creating business models to realize these solutions. Guidelines to create collaborative team structures that provide the domain knowledge while supported by creativity centered tools are provided. These tools include storytelling, journey, and persona maps, defining themes and forming joint value propositions.



The Challenges of the Global Environment

Study Goals

- Know the characteristics of complex situations and how they arise
- Be able to identify complex or wicked problems and the challenges they provide to information systems design
- Be able to describe the challenges faced when introducing a new business information system in a global organization
- Identify the knowledge and sources of knowledge needed in creating a new organization
- Be aware of the trend to digital business and how businesses will look like in the future
- Understand what is meant by business model and business model disruption
- Be aware of *wicked problems*
- Why unique solutions are needed in wicked environments to satisfy stakeholder value

- Begin to use tools such as *rich pictures* that improve your understanding of the system and its complexity
- Be able to identify *stakeholders*

This chapter introduces the global environment and its impact on organizations. Business systems and society in general now operate in a connected globalized world. Connectivity when combined with new technologies leads to continuous change and disruption to organizations. This chapter identifies the kinds of disruption and the challenges they present to organizations and the need for organizations to become more creative and adopt new practices and processes to respond to the challenges. Increasingly organizations need new design methods to create such processes and practices. The book describes these design methods in later chapters.

The chapter begins by describing the nature of the environment and the kind of disruptions some industries face. It then describes the management and leadership practices needed to support design in such environments. The emphasis is on creative ideas to address challenges and design methods to put these ideas into practice.

1.1. Introduction — The Globalized World

An organization in a global world is seen in this book as a collection of businesses, business units, or firms that work together to satisfy each other's needs, while together meeting some social goal. A *business* or *firm* is a legal entity that usually has some inputs (that it acquires from other businesses in the organization), which it processes, and sells to other businesses or individuals. The *organization* is thus a number of firms that work together to meet a global social goal. Often organizations center on an industry. For example, a food chain is an organization whose goal is to provide a secure food supply to people. A farm in this

organization is a business that grows the food; a supermarket is a business that sells food to consumers. Each business has or develops the expertise, which it needs to meet the social need — thus a farm develops the expertise to grow quality food; a delivery company delivers the farm produce to a supermarket. Businesses see benefits in working in an organization as it provides them with the market to sell their goods and services. Each of these firms and their people are seen as stakeholders of the organization; they have a stake in having the organization survive and perform well. If the organization does not perform well then each firm in the organization will lose business and struggle to survive. *The organization itself is not directed; it emerges.* Firms often need to change their practices to both fit in and change as the organization changes. The business environment is now one where:

- There are *many stakeholders* in the organization with competing needs. There is a great variety of stakeholders.
- There are a large numbers of *closely connected business systems* whose people interact with each other. These can include farms, supermarkets, and transportation systems. Businesses and firms build and maintain relationships with other firms. Thus, transportation firms deliver products to processing plants or supermarkets.
- There are *strong relationships* between firms or units in an organization. These relationships *continually change*, often rapidly, requiring firms to quickly adapt to changes in other firms.
- The knowledge in each business system continually grows.

In summary, the problems found in industry and society are getting *increasingly complex*. They are *multi-dimensional* and *multi-disciplinary* with changing relationships between different parts of an organization. Solutions must be holistic and satisfy all dimensions such as financial, technical, and organizational. These call for design processes that bring together the wide variety of