Designing Better Enterprises

A *Double Systems* Approach

Enterprise
Design
Associates

namahn

Hello

Milan Guenther
Enterprise Designer
Paris

@ent_des

Enterprise Design Associates

Architectural Thinking Association®

SciencesPo
ÉCOLE DU MANAGEMENT ET DE L'INNOVATION

What we will cover

- ☐ Why design enterprises?
- ☐ Enterprises as Systems
- ☐ Enterprise Design Systems

Why is Amazon so successful?

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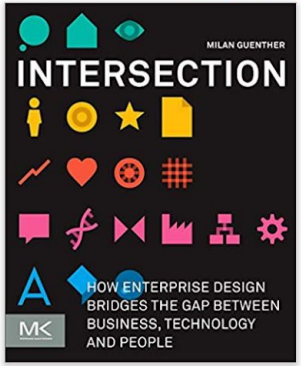
Intersection: How Enterprise Design Bridges the Gap between Business, Technology, and Peop

by Milan Guenther (Author)

3 ratings

Look inside



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Many organizations struggle with the dynamics and the complexity of today's social ecosystems that connect everyone and everything, everywhere and all the time. Facing challenges at the intersection of business models, technical developments, and human needs, modern enterprises must overcome the siloed thinking and isolated efforts of the past, and instead address their relationships to people holistically. In *Intersection*, Milan Guenther

What is it that makes Amazon so successful?

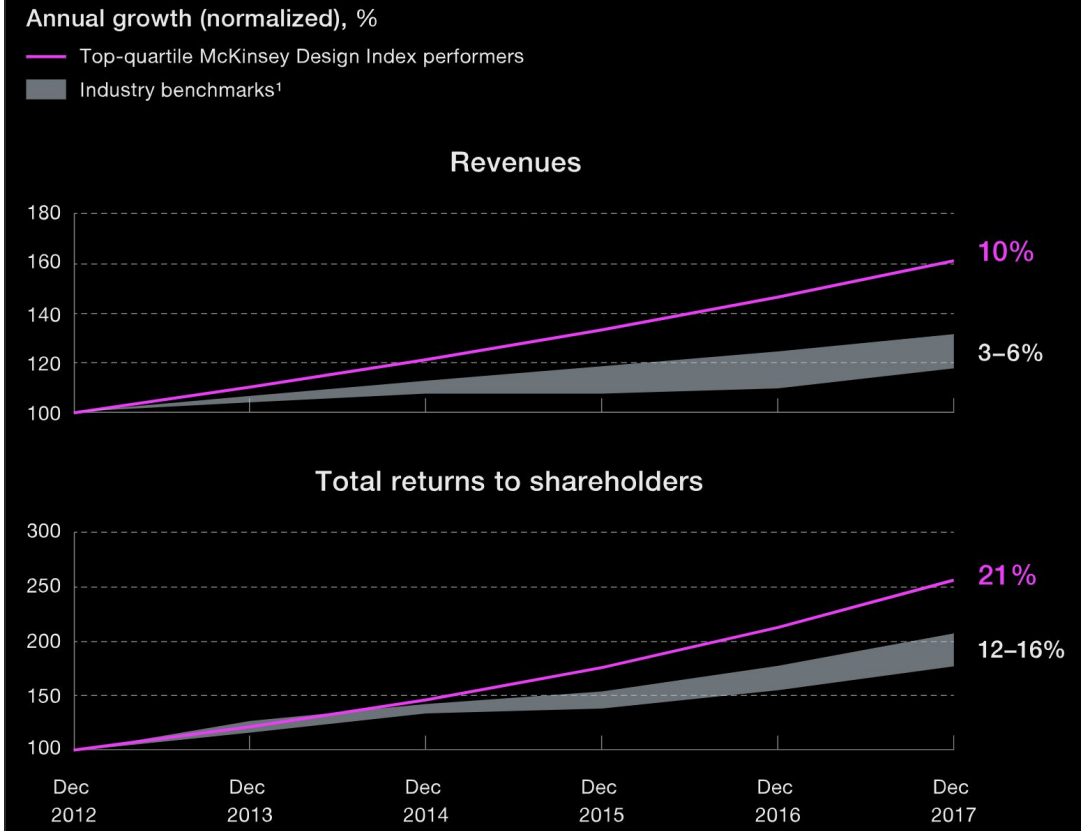
Mentimeter

41

The power of design

"We found a strong correlation between high McKinsey Design Index scores and ***superior business performance.****"*

McKinsey Design, 2018



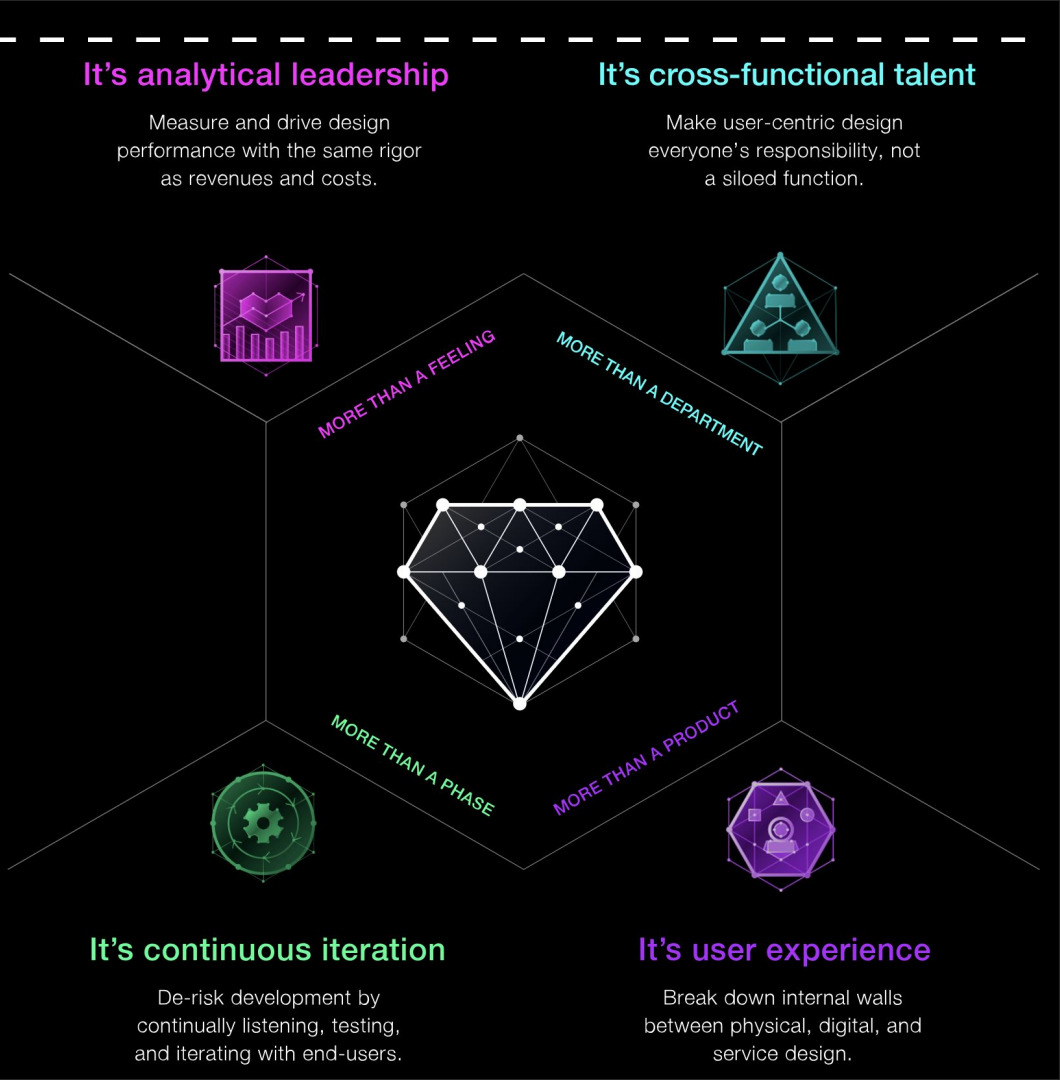
https://www.mckinsey.com/business-functions/mckinsey-design/our-insights/the-business-value-of-design

How to use design

"The companies in our index that performed best financially understood that ***design is a top-management issue.****"*

McKinsey Design, 2018

https://www.mckinsey.com/business-functions/mckinsey-design/our-insights/the-business-value-of-design



Dieter Rams	Good design is innovative	Good design is honest
Ten principles for good design	Good design makes a product useful	Good design is long-lasting
	Good design is aesthetic	Good design is thorough, down to the last detail
	Good design makes a product understandable	Good design is environmentally-friendly
	Good design is unobtrusive	Good design is as little design as possible

#entawk

Dieter Rams	Good design is ~~innovative~~ disruptive	Good design is ~~honest~~ agreeing to the terms & conditions
Ten principles for good design	Good design makes a product ~~useful~~ addicting	Good design is ~~long lasting~~ temporary
2017 Tech Industry Edition	Good design is ~~aesthetic~~ A/B testing	Good design is ~~thorough, down to the last detail~~ a prototype
	Good design makes a product ~~understandable~~ collect data	Good design is a chatbot? ~~environmentally friendly~~
	Good design is ~~unobtrusive~~ notifications	Good design is ~~as little design as possible~~ pleasing your shareholders

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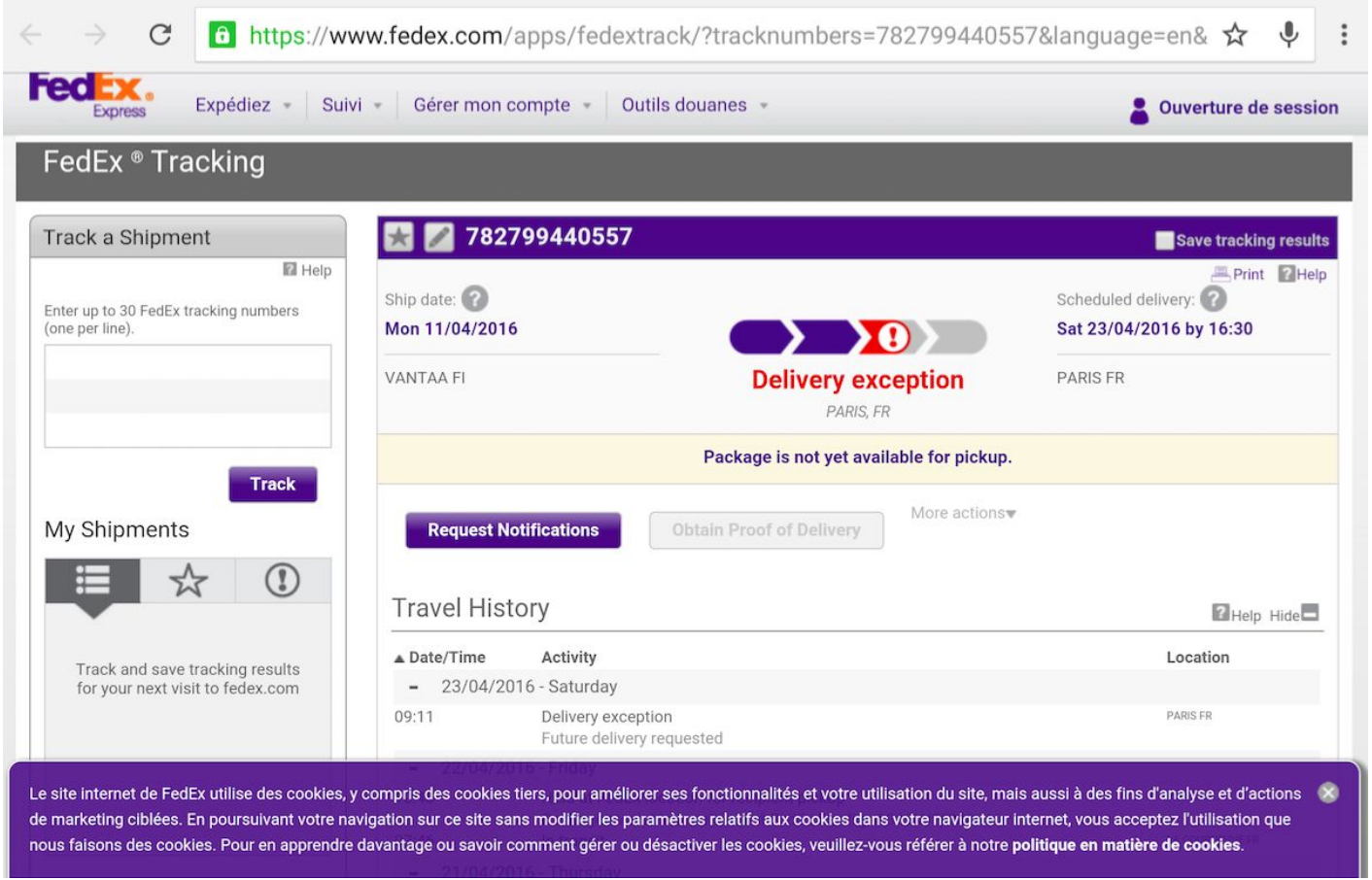
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Ouverture de session
FedEx ® Tracking
Track a Shipment
Help
Enter up to 30 FedEx tracking numbers (one per line).
Track
My Shipments
Track and save tracking results for your next visit to fedex.com
782799440557
Save tracking results
Print
Help
Ship date:
Mon 11/04/2016
VANTAA FI
Delivery exception
PARIS, FR
Scheduled delivery:
Sat 23/04/2016 by 16:30
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Package is not yet available for pickup.
Request Notifications
Obtain Proof of Delivery
More actions
Travel History
Help
Hide
Date/Time
Activity
Location
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Delivery exception
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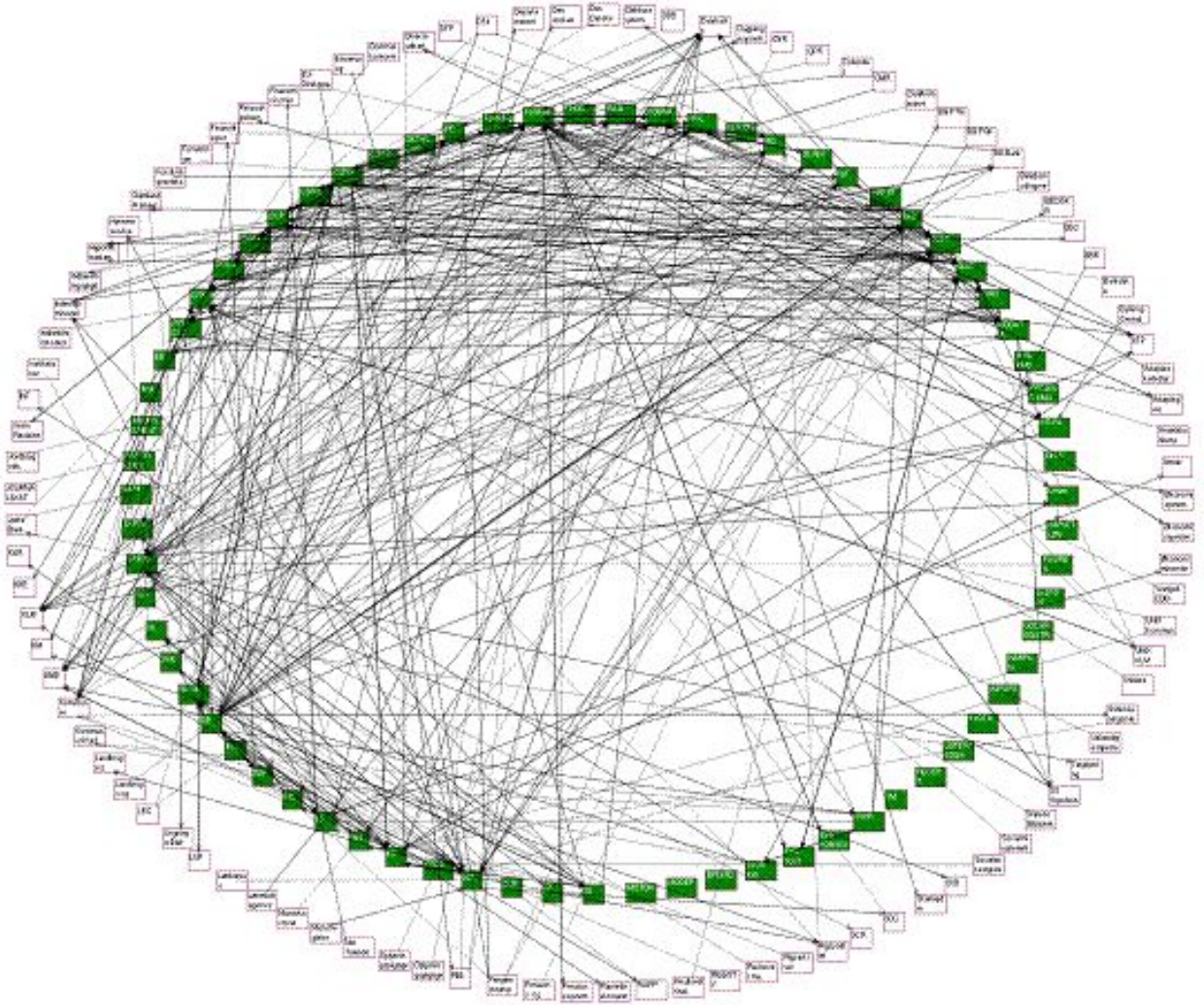


Rigsrevisionen (2004) Udvidet notat til statsrevisorerne om ToldSkats IT-systemer. Folketinget. (John Gøtze)

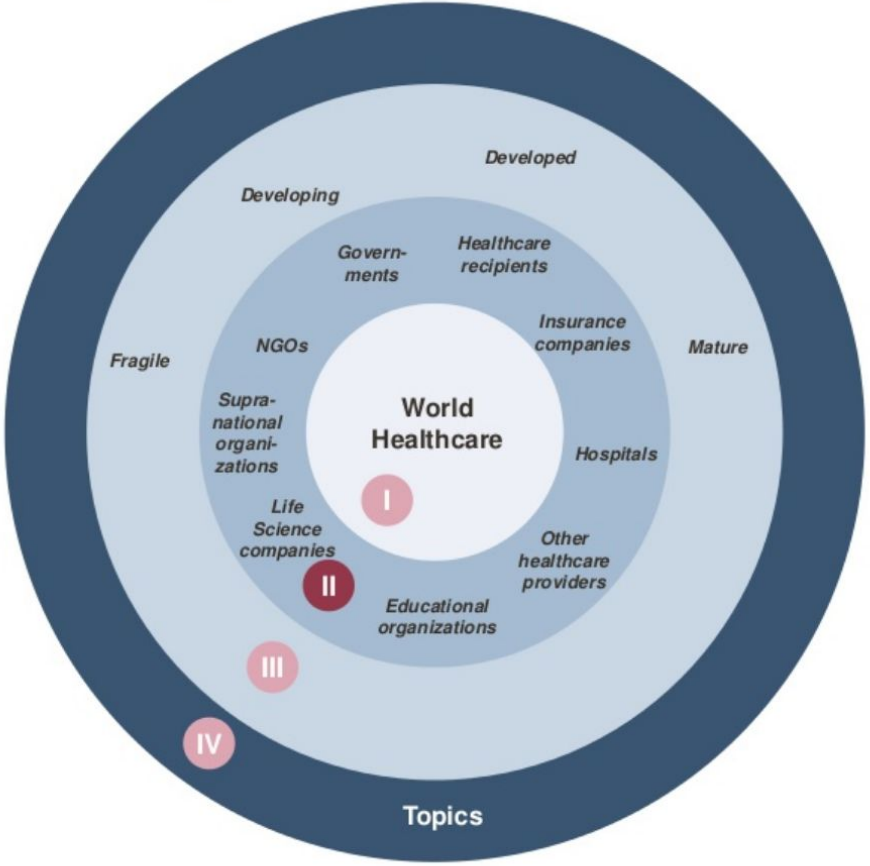
How traditional funding can ruin something good

- Traditional commissioning starts from an assumption that **competitive markets** work for public services, giving greater choice and efficiency. To understand why this assumption is so flawed, read this book chapter from Kathy Evans, Chief Executive of Children England.
- This means, in practice, the focus is on price. To compete and compare on price, the service needs to be **specified**.
- Specification means a **standardised service response**. This is where things really start to go wrong. People are people shaped – they don't fit in to neat little boxes. A standardised response cannot cope with the huge variety of people's need. As Mark Smith writes in his blog, *"[Standardisation] takes away an opportunity to apply judgement and nuance, borne from experience and an appraisal of what matters to whomever needs help"*
- Once you standardise you have **functional specialisms** or silos. Each service or provider is commissioned to only do specific things, and therefore won't do others. The people who come to that service are looked at and labelled through the lens of whatever that service is commissioned to do. Then they're referred or 'sign-posted' to the next service, who repeats the process again.
- When providers are commissioned only to do certain things, they introduce **thresholds** or assessment criteria – essentially gate-keeping. The thinking here is there's only a scarce resource available, so you need to ration what you do.
- But, when **people get turned away** (or referred, or sign-posted), it means they either present elsewhere in the system, or come back later when their needs are higher. Thresholds can be a false economy, as when people get worse they are more expensive to support.
- Instead of building trust and relationships with their partners, commissioners and funders are typically interested in **accountability** (which is a nicer way of saying management by fear). It means providers becomes concerned with external approval, which undermines intrinsic motivation and responsible practice.
- To hold providers to account, commissioners use monitoring and **performance management**. They ask for detailed information about how workers are spending their time, what activities they're doing, or if they are working to the standard. A damaging example is 'time and task' commissioning in homecare services.
- Another way to hold people to account is by setting numerical **targets**. I've written about the problems with targets in a previous post. They change the focus from doing the right thing to making the numbers look good, even if that means doing the wrong thing.
- The undesirable effects of targets can be made even worse by **payment by results**. They are a way to financially reward providers for producing data about targets, and not for helping the people they exist to help.

Sam Spencer http://rethinkingservice.blogspot.com/2020/03/how-traditional-funding-would-ruin.html

Context

World Healthcare ecosystem involves nine key stakeholder segments



WORLD HEALTHCARE FORUM

Examples per stakeholder segment

- *Healthcare recipients*, e.g. patients & relatives
- *Insurance companies*, e.g. Allianz
- *Hospitals*, i.e. primary care institutions
- *Other healthcare providers*, e.g. specialist clinics
- *Educational organizations*, e.g. medical schools
- *Life Science Companies*, e.g. pharmaceutical & medical equipment suppliers
- *Supranational organizations*, e.g. UN
- *NGOs*, e.g. churches
- *Governments*, i.e. country leaders

Simon Kucher

What we will cover

- [ ] Why design enterprises?
- [ ] Enterprises as Systems
- [ ] Enterprise Design Systems

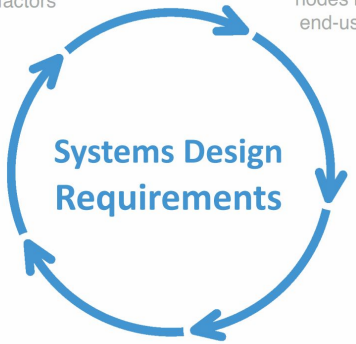
Systemic Design

Holistic

We want a design approach that is holistic in considering all relevant factors rather than partial.

Decentralized

Does not concentrate inwards and create dependency on centralized nodes but pushes outward engaging the end-user in the creation of the solution.



Open

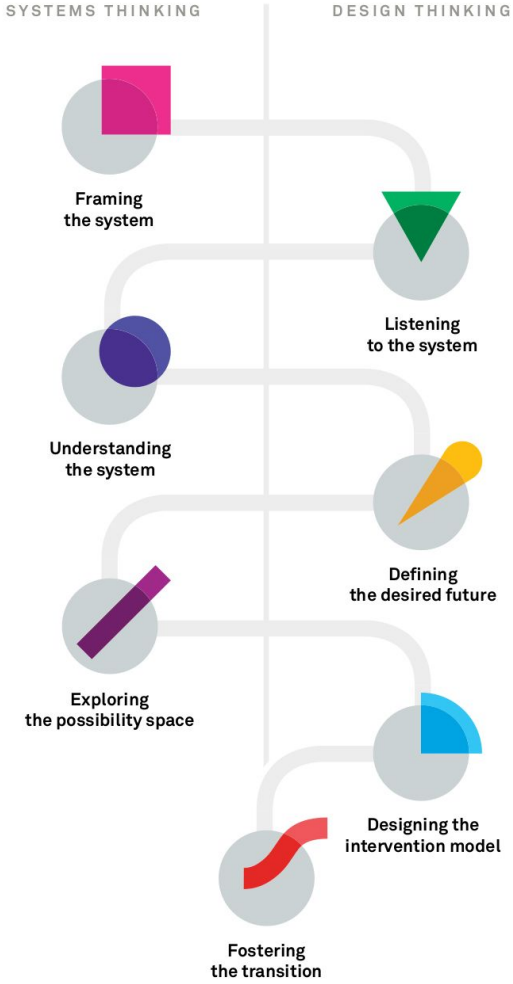
We want to develop systems that are open involving the contribution of the many rather than closed to only the few

Evolving

Design that works with the full systems lifecycle to create systems that are circular, regenerative and evolutionary rather than linear and degenerative.

Integrated

We need systems that are connected, accessible and integrated rather than siloed due to borders and boundaries.

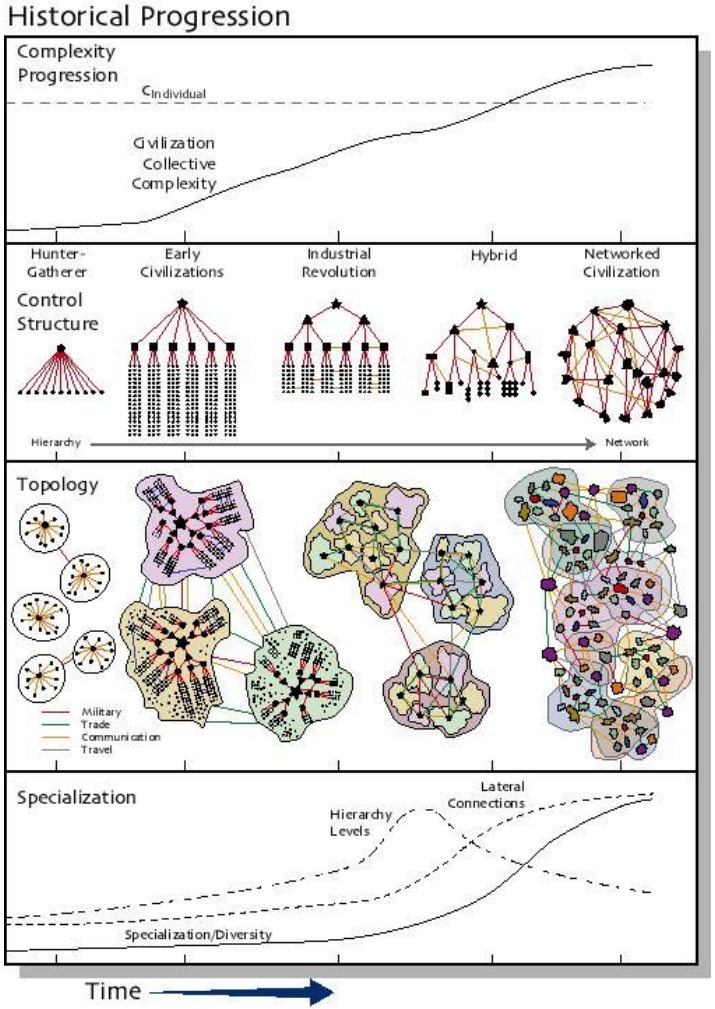


SYSTEMIC
DESIGN
TOOLKIT

What is required?

A bit of theory

(1) Systemic design requires dealing with rising complexity



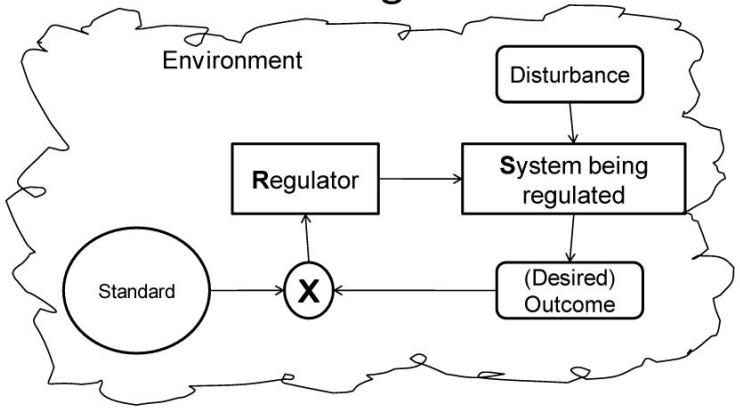
New England Complex Systems Institute 2002

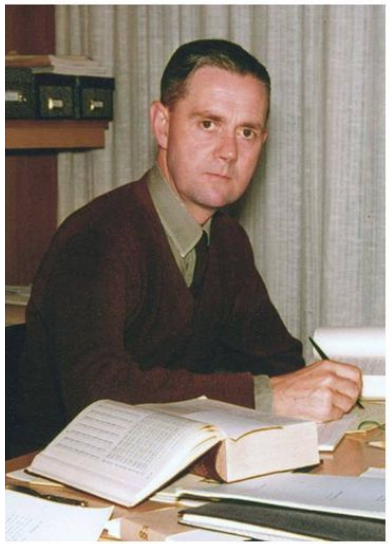
(2) Transforming systems requires modelling them

“Every good regulator of a system must be a model of that system.”

Conant-Ashby Theorem

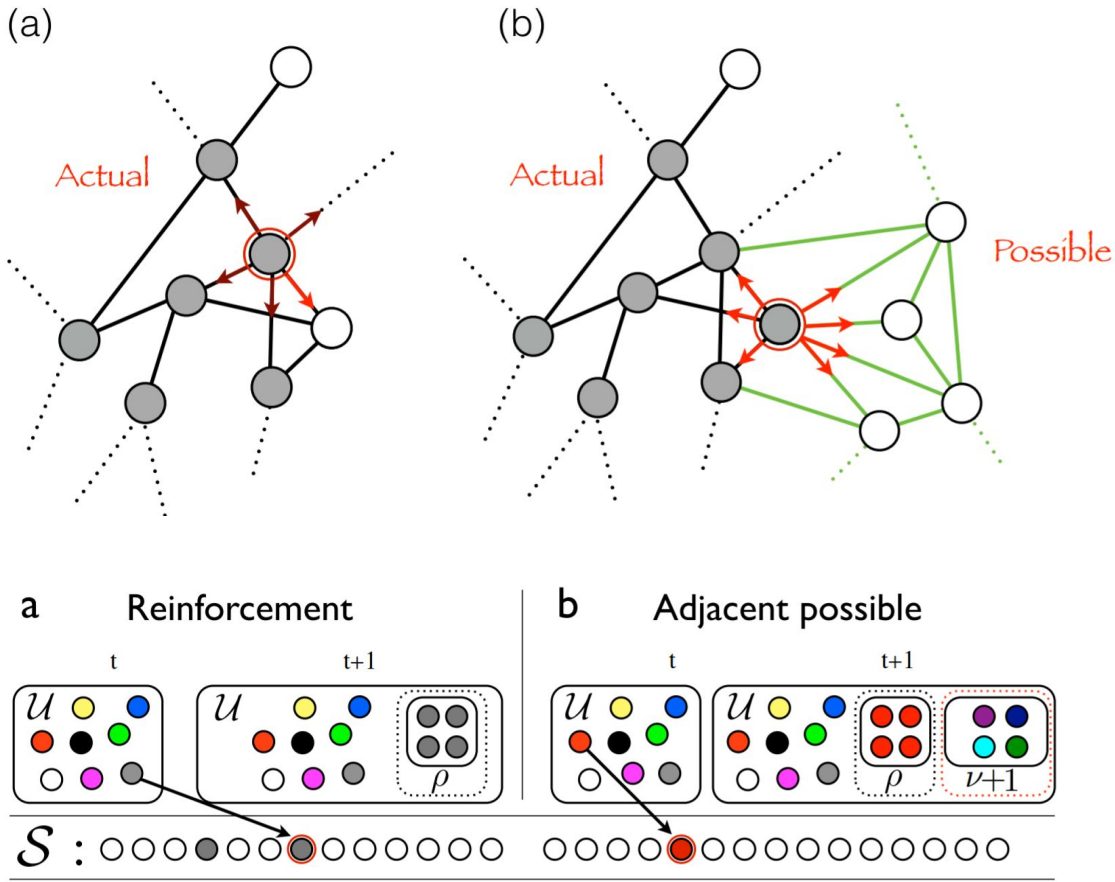
W. Ross Ashby, 1958(1903-1972)
and Conant & Ashby, (1970)
LRV and Good Regulator Theorem





$V_R \geq V_S$; or, within R there must be a model of S

(3) Innovation requires ideas to be shared



Vittorio Loreto, Vito D. P. Servedio, Steven H. Strogatz and Francesca Tria
https://arxiv.org/pdf/1701.00994.pdf

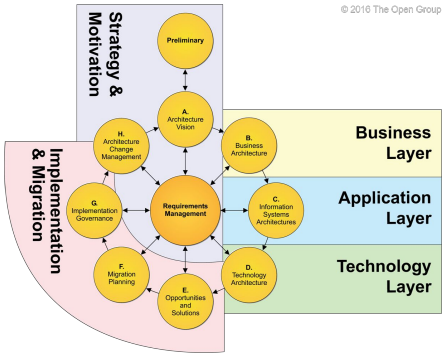
(4) Enterprises are ambitious endeavours that can and need to be designed.

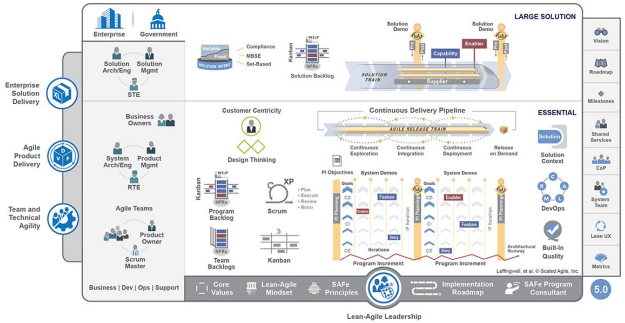
- The purpose of an endeavor is to achieve some outcome.
- The purpose of the organizations that undertake the endeavor is to successfully realize the endeavor.

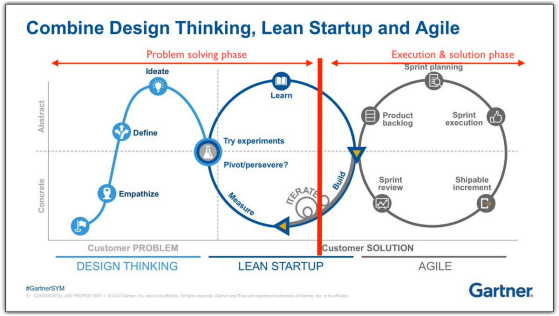
- We achieve fitness for purpose by designing:
  - The set of properties of an endeavor and its mission, its solution, and their environments that are deemed essential to the solution always being fit for purpose to achieve the mission in their environments, over the lifetime of the endeavor.

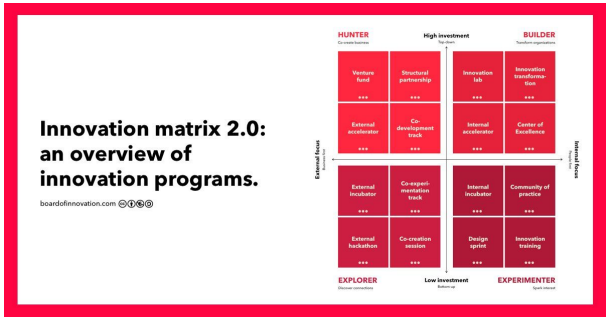
What is in your toolkit?

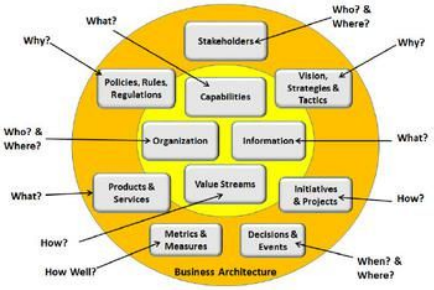
menti.com 22 49 73 www.menti.com/dw6ihcihnf





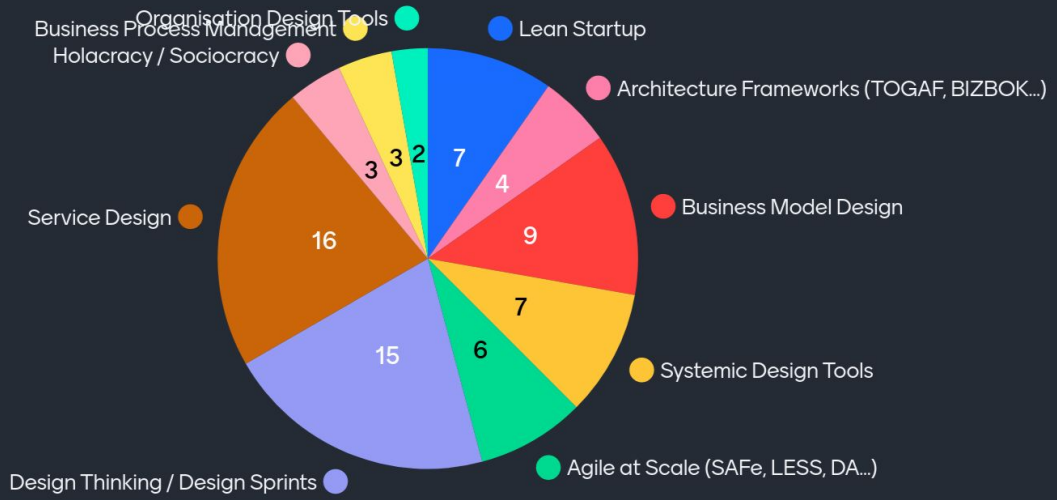






What is in your toolkit?

Mentimeter



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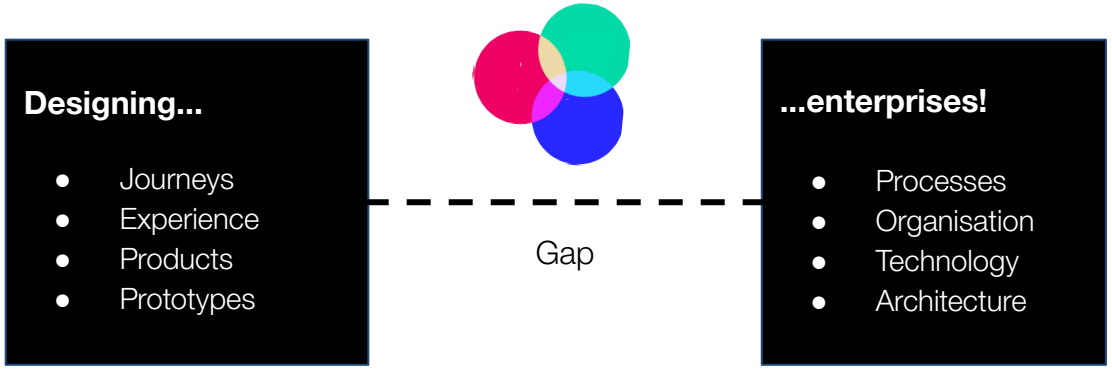
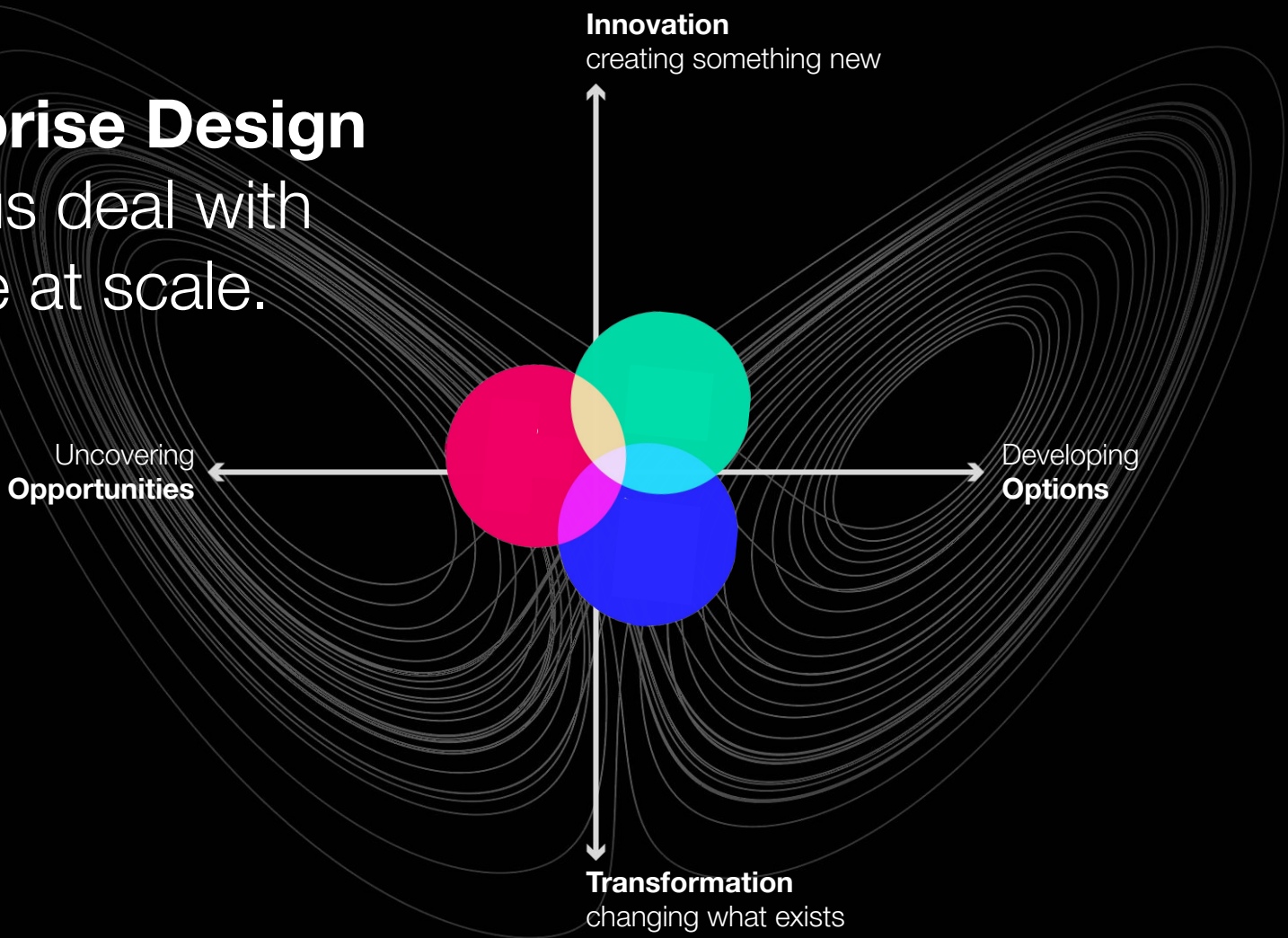
Making change happen

We believe that a key cause for failed design initiatives and limited impact is the **missing bridge** between Design and its execution into Delivery.

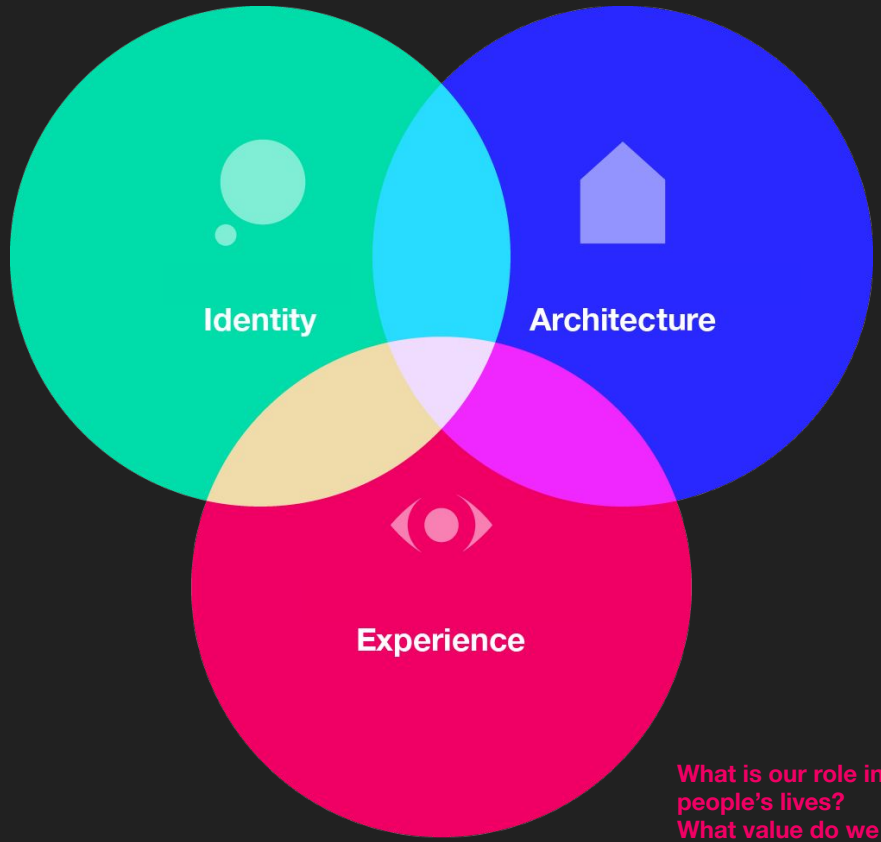
Enterprise Design is the missing bridge.



Enterprise Design
helps us deal with
change at scale.



Enterprise Design

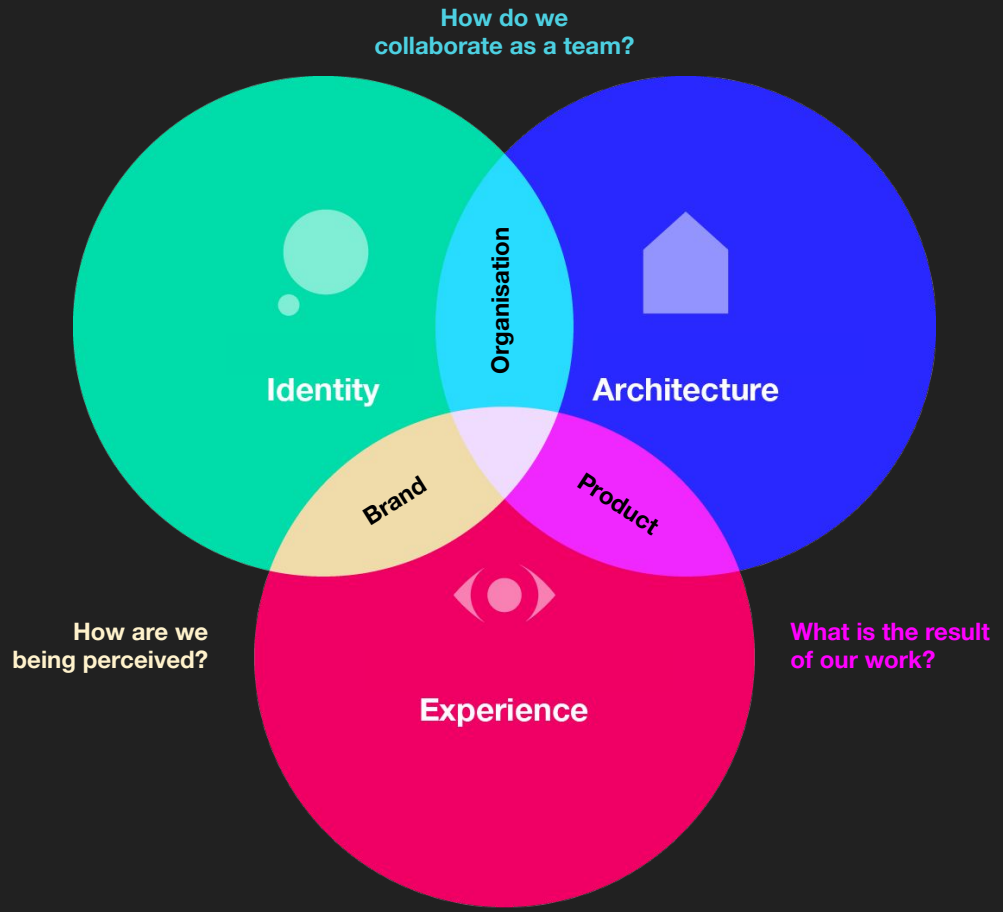


Who are we, why do we exist, what matters to us?
What makes us different and unique?

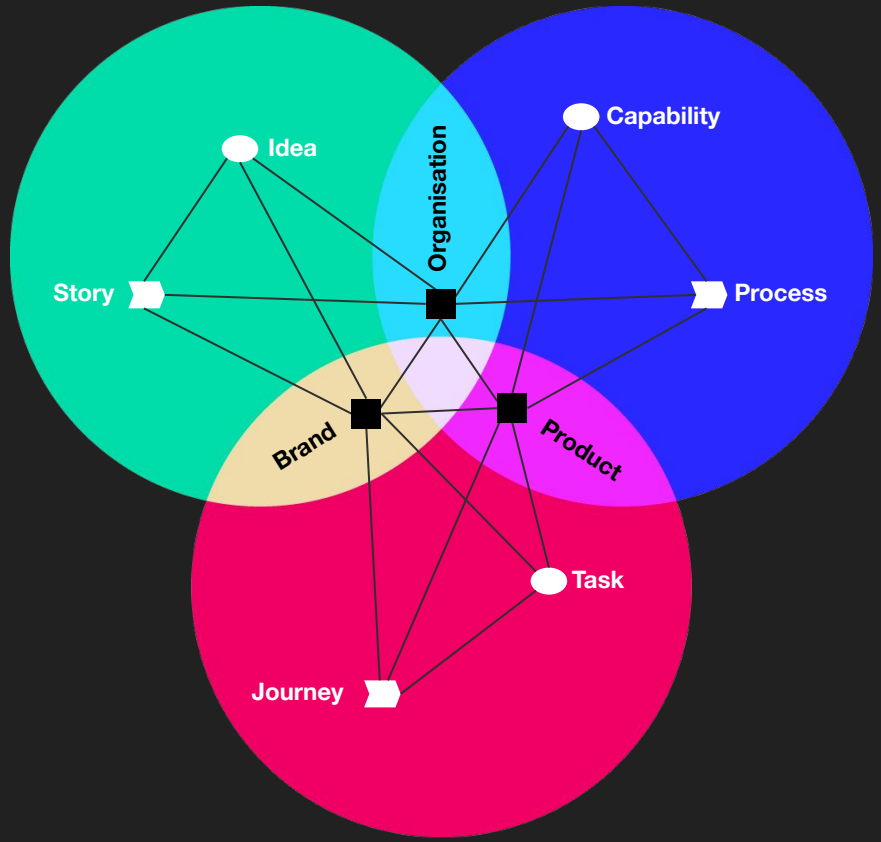
What makes all the parts in our enterprise work together?
What are we capable of achieving?

What is our role in people's lives?
What value do we create for people?

Enterprise Design



Conceptual Model



Object

Flow

Value

Definitions

Idea
what the enterprise pursues and believes in

Story
a shared narrative about the enterprise

Organisation
a group of people working together

Capability
what the enterprise can do and achieve

Process
related steps the enterprise carries out

Product
something of value the enterprise offers to people

Journey
steps taken when interacting with the enterprise

Task
what people want to achieve with the enterprise

Brand
people’s gut feeling about the enterprise

Enterprise
Our shared entrepreneurial ambition

Relations

Story realizes **Idea**

Brand tells **Story**

Brand stands for **Idea**

Organisation owns **Brand**

Organisation writes **Story**

Capability delivers **Product**

Process joins **Capabilities**

Organisation delivers **Capability**

Organisation runs **Process**

Process creates **Product**

Product embodies **Brand**

Brand appears in **Journey**

Brand promises to solve **Task**

Task is part of **Journey**

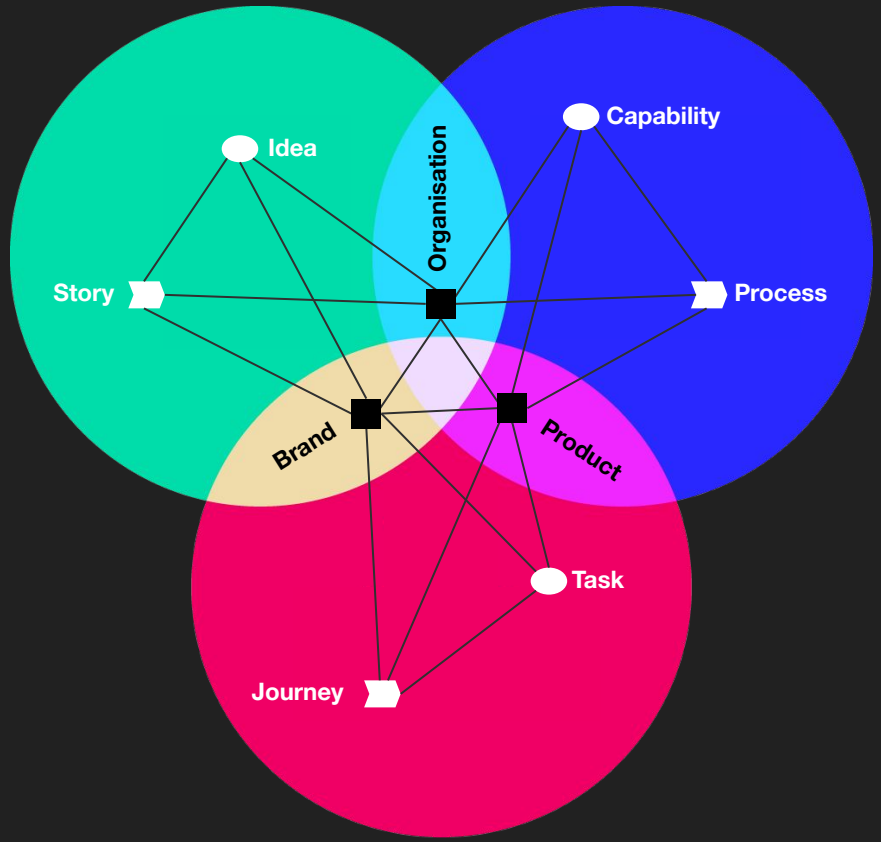
Product features in **Journey**

Product supports **Task**

Organisation owns **Product**

Organisation pursues **Idea**

Conceptual Model

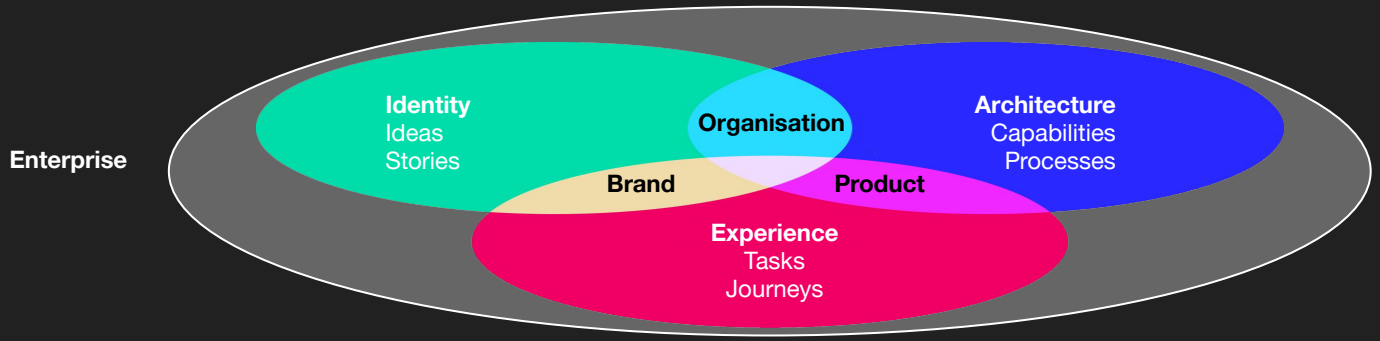


Object

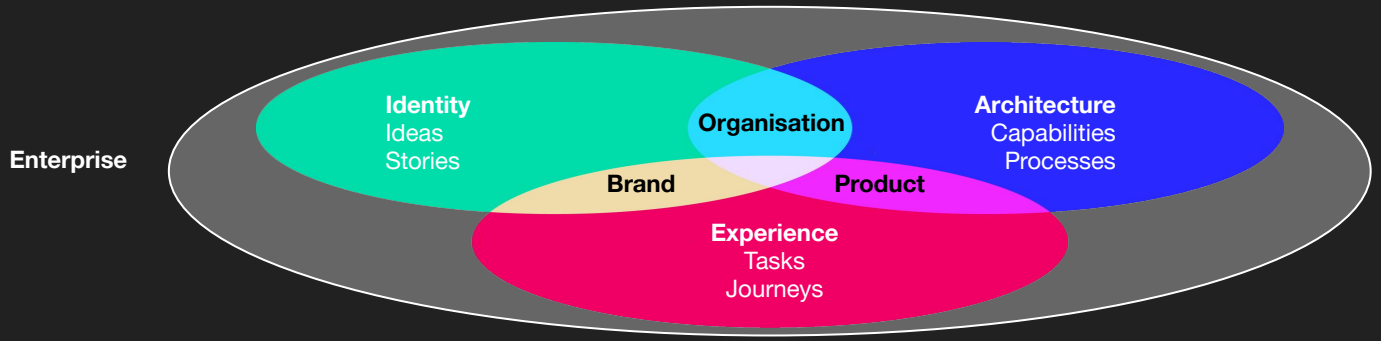
Flow

Value

Context

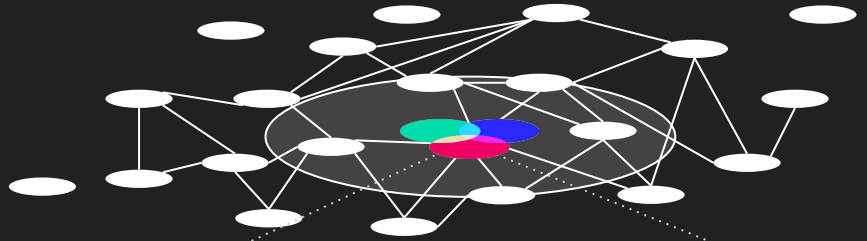

Enterprise
Identity
Ideas
Stories
Organisation
Architecture
Capabilities
Processes
Brand
Product
Experience
Tasks
Journeys

Context



Zoom
Level

Context



Ecosystem
Actors
Relations
Dynamics

Enterprise

Identity
Ideas
Stories

Organisation

Architecture
Capabilities
Processes

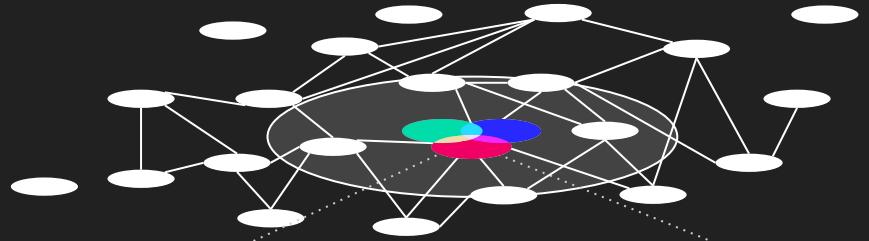
Brand

Product

Experience
Tasks
Journeys

Zoom
Level

Context



Ecosystem
Actors
Relations
Dynamics

Enterprise

Identity
Ideas
Stories

Organisation

Architecture
Capabilities
Processes

Brand

Product

Experience
Tasks
Journeys

Zoom Level

Intervention Space

Storytelling and Communication Design

Brand and Content Design

Experience and Interaction Design

Business Design and Models

Product and Service Design

Processes and Operating Model

Organisation and Ways of Working

What we will cover

- ☐ Why design enterprises?
- ☐ Enterprises as Systems
- ☐ Enterprise Design Systems

What is a Design System?

“A design system offers a library of visual style, components, and other concerns documented and released by an individual, team or community as code and design tools so that adopting products can be more efficient and cohesive.”

*“Formally, a system **is a set of interconnected parts forming a unified whole**. In the case of design systems, this definition actually alludes to not one but three interrelated systems you’ll need to solve for to be successful:*

- *a kit of reusable, interconnected parts,*
- *a set of cohesive, interconnected products, and*
- *a community of collaborative, interconnected people.”*

Nathan Curtis, EightShapes

https://medium.com/eightshapes-llc/defining-design-systems-6dd4b03e0ff6

Enterprise Design Systems

Principles

Platforms

Patterns

Principles

Developers DESIGN DEVELOP DISTRIBUTE

Enchant Me

Delight me in surprising ways

A beautiful surface, a carefully-placed animation, or a well-timed sound effect is a joy to experience. Subtle effects contribute to a feeling of effortlessness and a sense that a powerful force is at hand.

Real objects are more fun than buttons and menus

Allow people to directly touch and manipulate objects in your app. It reduces the cognitive effort needed to perform a task while making it more emotionally satisfying.

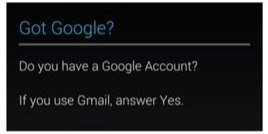
Let me make it mine

People love to add personal touches because it helps them feel at home and in control. Provide sensible, beautiful defaults, but also consider fun, optional customizations that don't hinder primary tasks.

Simplify My Life

Keep it brief

Use short phrases with simple words. People are likely to skip sentences if they're long.



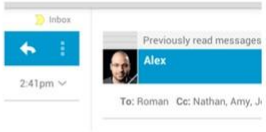
Pictures are faster than words

Consider using pictures to explain ideas. They get people's attention and can be much more efficient than words.

Make Me Amazing

Give me tricks that work everywhere

People feel great when they figure things out for themselves. Make your app easier to learn by leveraging visual patterns and muscle memory from other Android apps. For example, the swipe gesture may be a good navigational shortcut.

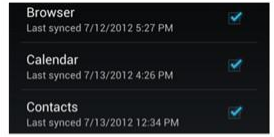


It's not my fault

Be gentle in how you prompt people to make corrections. They want to feel smart when they use your app. If something goes wrong, give clear recovery instructions but spare them the technical details. If you can fix it behind the scenes, even better.

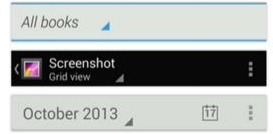
Never lose my stuff

Save what people took time to create and let them access it from anywhere. Remember settings, personal touches, and creations across phones, tablets, and computers. It makes upgrading the easiest thing in the world.



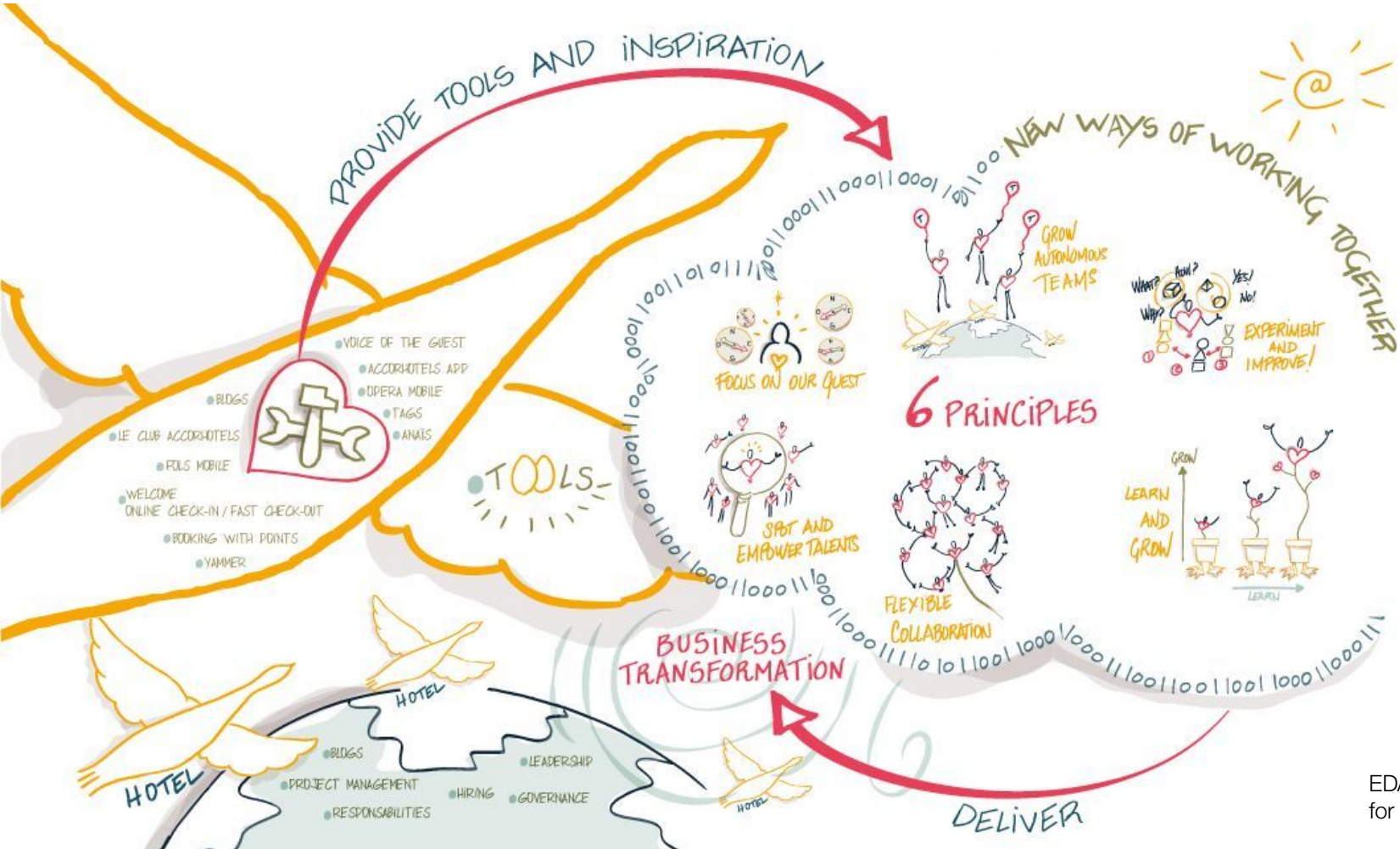
If it looks the same, it should act the same

Help people discern functional differences by making them visually distinct rather than subtle. Avoid modes, which are places that look similar but act differently on the same input.



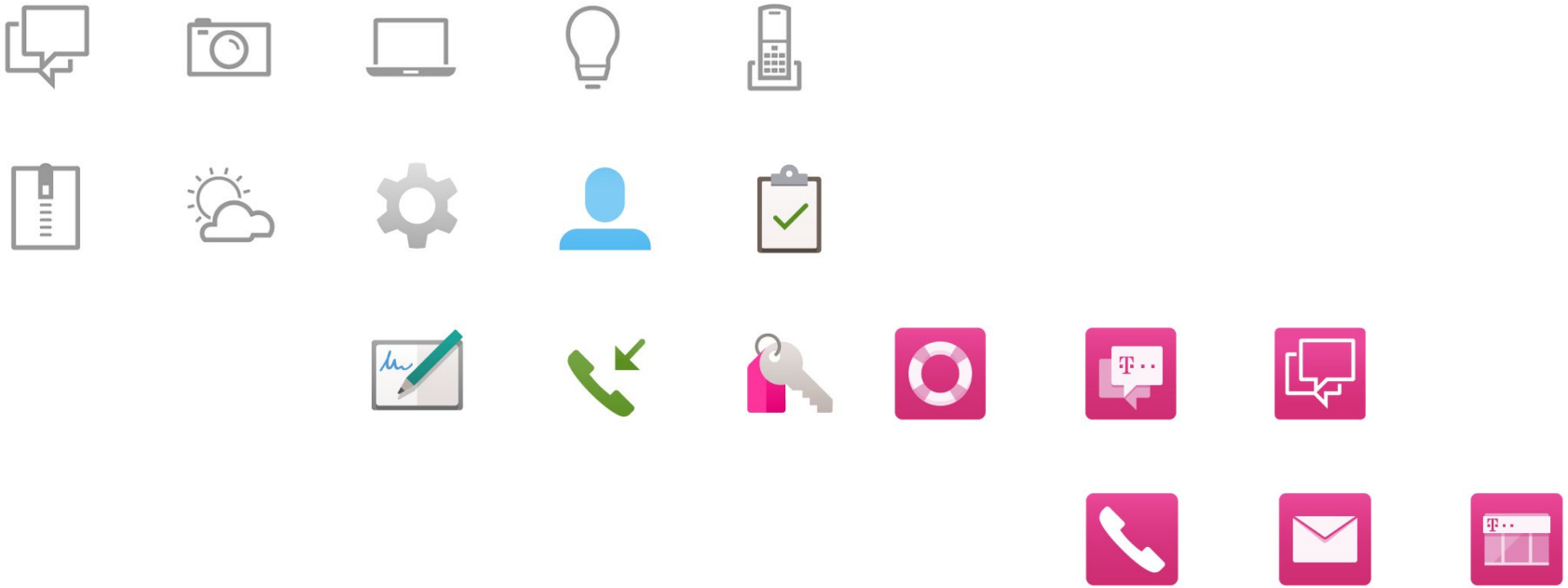
Google Android Design Principles

Principles

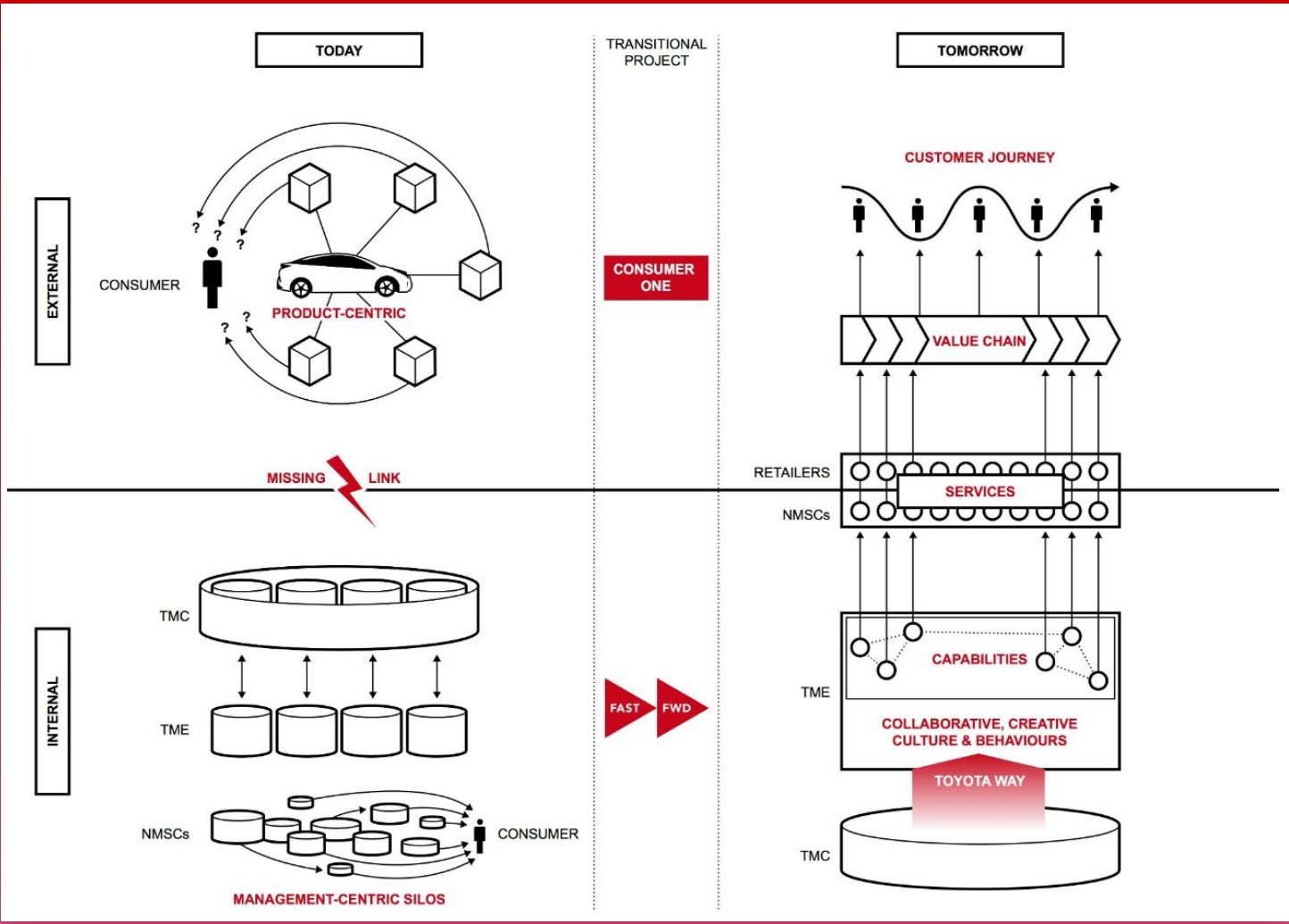


EDA with humanside
for Accor hotels

Platform



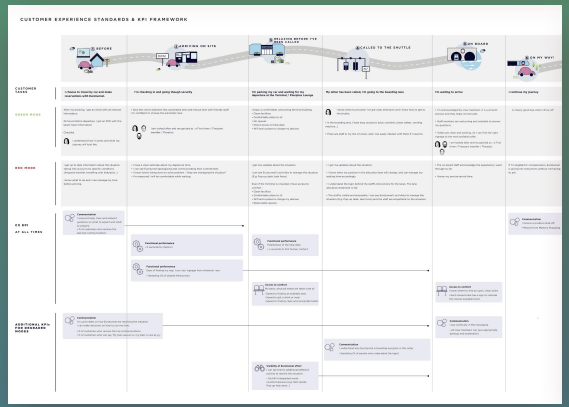
Platform


TODAY
TRANSITIONAL PROJECT
TOMORROW
EXTERNAL
CONSUMER
PRODUCT-CENTRIC
CONSUMER ONE
CUSTOMER JOURNEY
VALUE CHAIN
MISSING LINK
RETAILERS
SERVICES
NMSCs
INTERNAL
TMC
TME
NMSCs
CONSUMER
MANAGEMENT-CENTRIC SILOS
FAST FWD
CAPABILITIES
TME
COLLABORATIVE, CREATIVE CULTURE & BEHAVIOURS
TOYOTA WAY
TMC

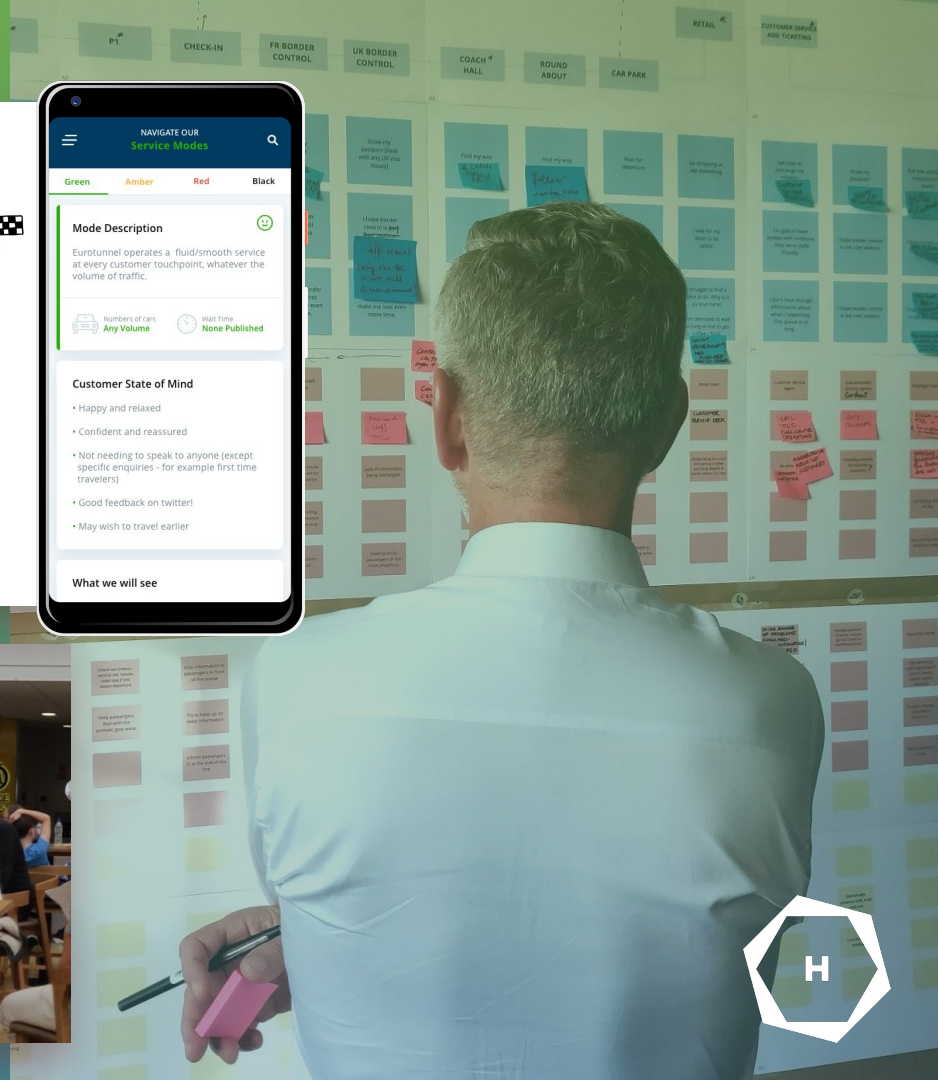
Platform

TRAFFIC
DELAYS
?

NAVIGATE OUR
Service Modes
Green
Amber
Red
Black
Mode Description
Eurotunnel operates a fluid/smooth service at every customer touchpoint, whatever the volume of traffic.
Numbers of cars
Any Volume
Wait Time
None Published
Customer State of Mind
• Happy and relaxed
• Confident and reassured
• Not needing to speak to anyone (except specific enquiries - for example first time travelers)
• Good feedback on twitter!
• May wish to travel earlier
What we will see


CUSTOMER EXPERIENCE STANDARDS & KPI FRAMEWORK

AA SHOP


P1
CHECK-IN
FR BORDER CONTROL
UK BORDER CONTROL
COACH HALL
ROUND ABOUT
CAR PARK
RETAIL

Design and build government services

All you need to design, build and run services that meet government standards.

Technology and digital standards

Standards for creating and running government services

Service Standard

The 14-point standard that government services must meet

Service Manual

Guidance on how to research, design and build services that meet the Service Standard

API technical and data standards

Guidance for using APIs to build the best possible digital services

Open Standards

Open Standards mandated by government

Technology Code of Practice

The standard you must meet to get approval to spend money on technology or a service

Measuring success

How to use data to improve your service: measuring, reporting, analytics tools and techniques.

Open all

Getting started with performance data

How and why to measure performance and benefits.

+

Data you must measure and report

Measuring and sharing performance data.

−

Data you have to share with the Performance Platform

Measuring digital take-up

Measuring user satisfaction

Measuring completion rate

Measuring cost per transaction

Join the community

Find out what the cross-government community does and how to get involved.

Performance analysis community

Product and service community

User research community

Get notifications

When any guidance within this topic is updated email

Is this page useful? Yes No

Is there anything wrong with this page?

Patterns

GSRM PROCESS PATTERNS: PROVISIONING

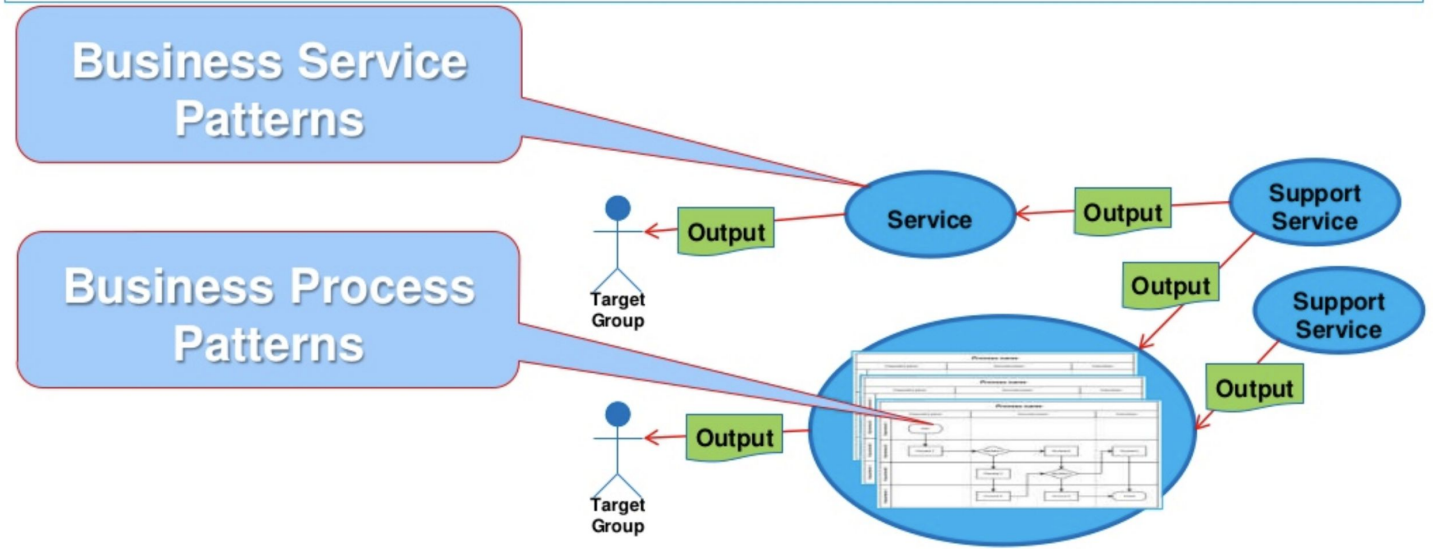
	GSRM PROCESS PATTERN NAME	DEFINITION
1	MONITOR SERVICE RESOURCE CONSUMPTION	Monitor resource consumption (including staff time) to ensure adequate supply
2	MONITOR SERVICE RESOURCE AVAILABILITY	Monitor resource availability (including staffing levels) to ensure adequate supply
3	CONFIGURE PROCESSES TO RESPOND TO DEMAND OR SUPPLY LEVEL LIMITS	Adjust processes when demand or supply levels change
4	CONFIGURE SERVICE PROCESSES TO RESPOND TO CONTINGENCY EVENT	Adjust processes when contingency event happens
5	SOURCE SERVICE RESOURCES	Determine where/how resources are acquired
6	REGISTER AND EQUIP SERVICE SUPPLIERS	Sign agreements, register and set up suppliers
7	ACQUIRE AND REGISTER SERVICE RESOURCES	Acquire resources (e.g. order supplies, hire staff); and Register resources (in inventory)
8	PAY FOR SERVICE RESOURCES	Pay for resources
9	MAINTAIN SERVICE RESOURCES	Maintain resources (e.g. upgrade computer, repair equipment, store information)
10	DEPLOY SERVICE RESOURCES GEOGRAPHICALLY	Deploy resources to locations (move goods, relocate staff, send information)
11	SET SERVICE SCHEDULE	Determine timing & frequency of service delivery
12	CONFIGURE SERVICE RESOURCES	Make resources ready to be used in service delivery (e.g. train staff, configure software)
13	PROTECT SERVICE RESOURCES	Protect and secure resources
14	PROMOTE SERVICE	Promote service to target group (awareness)
15	MONITOR AND MITIGATE SERVICE RISKS	Monitor and mitigate risks
16	PROCESS SERVICE COMPLAINTS	Accept, analyze and respond to complaints
17	REGISTER AND EQUIP TARGET GROUP MEMBERS	Register clients, and provide access privileges, documentation and training to use the service

Patterns

GSRM PATTERNS: PICK ONE, MODIFY, DONE.

FOR SIMILAR TYPES OF BUSINESS:

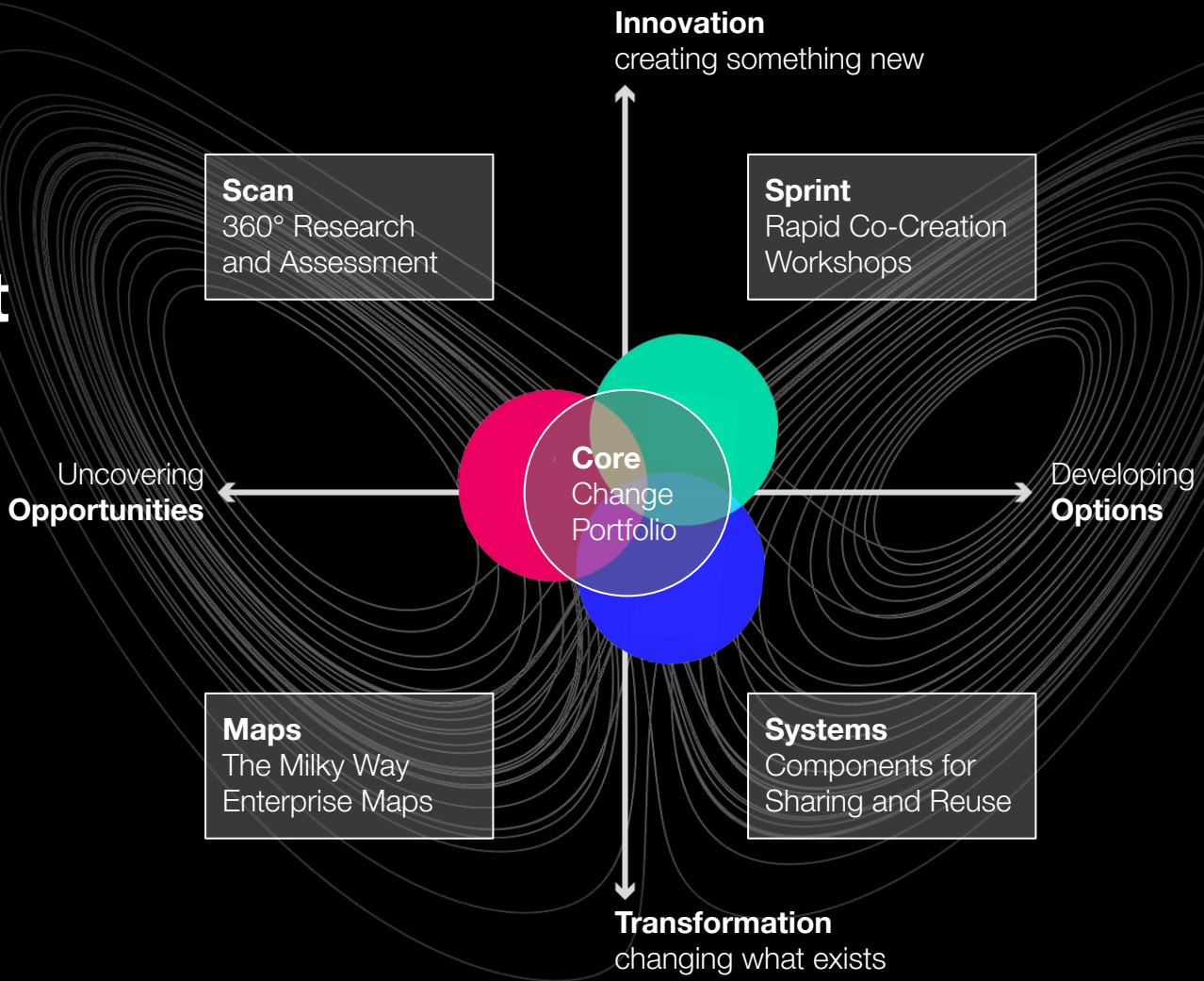
- Business Services follow the same Service Pattern
- Business processes follow the same Process Pattern



Agility:

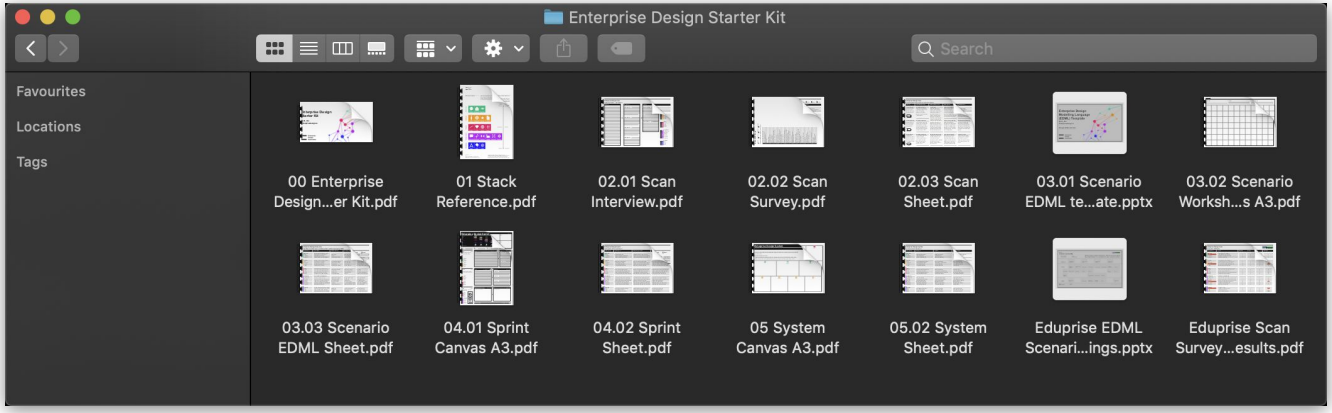
- **No need to re-invent from scratch, much higher speed.**

Open Source **Toolkit**



Will you attempt making an Enterprise Design System?

menti.com 22 49 73 www.menti.com/dw6ihcihnf

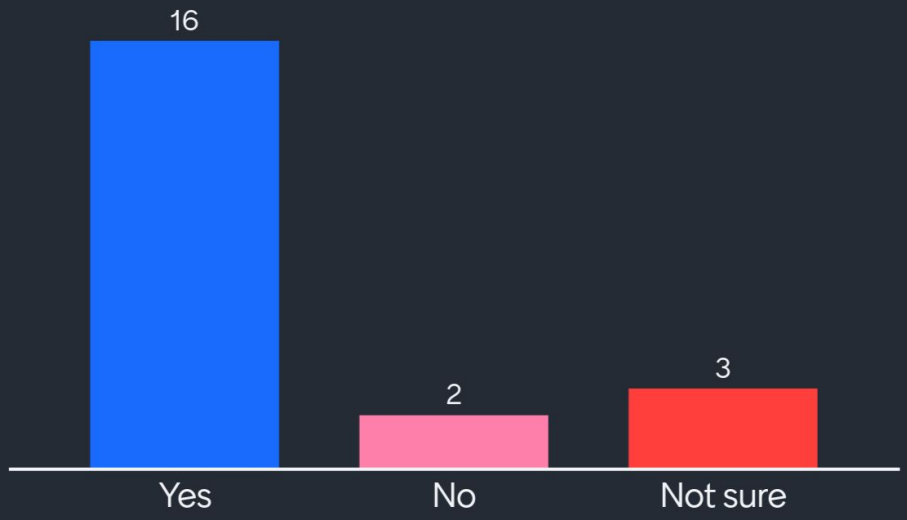


Get the Starter Kit for free at

enterprisedesign.io

Will you try making an Enterprise Design System?

Mentimeter



21

Intersection 20

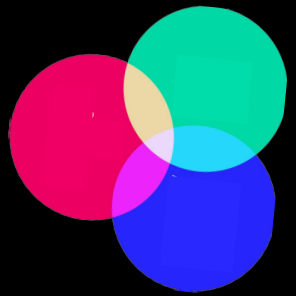
The Great Summit

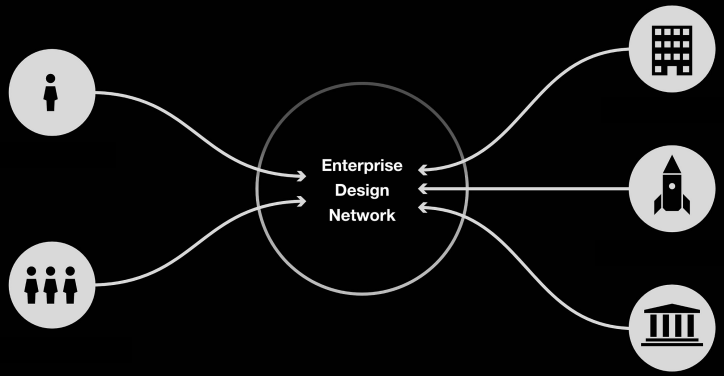
November 10-14, Local/Remote

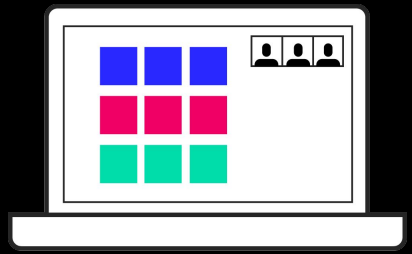
www.intersectionconf.com

- Learn next-gen Enterprise Design tools and approaches
- Deep dive with case studies from enterprises
- Put it in practice in your own enterprise context

Non Profit **Association**







Open Source Toolkit

A lightweight set of tools to do Enterprise Design for priority challenges

Community and Events

A global community of skilled practitioners and thinkers

Learning and Knowledge

Content, certified courses and digital tools delivered by our partners

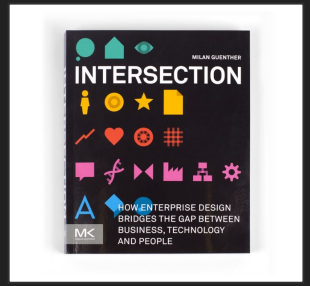
Our community

550+ members on Slack
1500+ newsletter subscribers

Enterprise Designers from various backgrounds:
About 40% Enterprise and Business Architects
About 40% Experience, Service and Business Designers

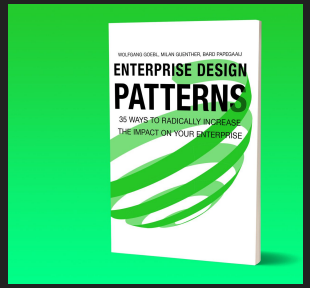
A diverse group of about 20% other, related profiles:
Business Analysts, Founders and Executives, Innovation or Change Agents, Operations and Process Designers, Organisation Designers and Developers, Branding and Marketing Experts, Agilists and Digital/IT Experts, Product Owners, Industry Experts…

Learning and Knowledge



Intersection: bridging the tech-biz-people gap

2012: A primer for holistic and systemic design at enterprise scale



A Pattern Language for Enterprise Design

November 2020: 35 instantly usable patterns for enterprise design

Training and tools for practitioners

Content, tools and courses delivered by our education partners

Milan Guenther
Partner, EDA

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