

CULTURE YOUR CULTURE

Innovating Experiences @Work

CULTURE YOUR CULTURE

Innovating Experiences @Work

BY

KAREN JAW-MADSON

Co.- Design of Work Experience, USA



United Kingdom – North America – Japan – India – Malaysia – China

Emerald Publishing Limited
Howard House, Wagon Lane, Bingley, BD16 1WA, UK

© Karen Jaw-Madson. Published under exclusive licence.

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-78743-899-6 (Print)

ISBN: 978-1-78743-898-9 (Online)

ISBN: 978-1-78754-501-4 (Epub)



ISOQAR
REGISTERED

Certificate Number 1985
ISO 14001

ISOQAR certified
Management System,
awarded to Emerald
for adherence to
Environmental
standard
ISO 14001:2004.



INVESTOR IN PEOPLE

CONTENTS

<i>List of Figures</i>	xi
<i>Acknowledgments</i>	xiii
Introduction	1
DOWE Origins	2
How This Book Was Born	3
Using This Book	5
1. A Common Need	7
The Best Practices Myth	9
The Importance of Context	10
A Common Need	13
2. Enter DOWE	17
From Design to DOWE	17
What Is DOWE?	20
The DOWE Process	23
Behaviors and the Practice of DOWE	25
Role of Leadership	28
Caveats and Clarifications	29
3. DOWE Deconstructed	31
A Multidisciplinary Network	31
DOWE Principles	32
<i>Purposeful</i>	32
<i>Mindful</i>	34
<i>Meaningful</i>	35
<i>Inspirational</i>	36
Approach	36
Methodology	38

Debating DOWE	43
Room to Grow	44
Introduction to How-To	47
4. DOWE Prep	51
DOWE Expectations and Agreement	52
<i>Definitions</i>	52
<i>Roles</i>	53
<i>Employee Responsibilities</i>	54
<i>DOWE-R Responsibilities</i>	54
<i>Organization Responsibilities</i>	57
<i>Selection of the Core Design Team</i>	57
<i>Setting the Conditions for Core Design Team Success</i>	58
<i>Initiative Kickoff</i>	60
<i>DOWE Team Dynamics</i>	61
<i>Milestones and Sunset</i>	62
<i>Acceptance</i>	63
5. UNDERSTAND	65
UNDERSTAND Overview	65
People & Context	67
<i>Aligning Purpose and Scope</i>	68
<i>Identifying Early Assumptions and Key Questions</i>	69
<i>User Research Preview</i>	70
<i>Planning User Research</i>	71
<i>Selecting Users</i>	74
<i>Interacting with Users</i>	75
<i>Self-Understanding</i>	77
Insights	80
<i>Insights Defined</i>	81
<i>The Insight Building Mindset</i>	83
<i>Developing Insights</i>	85
<i>Examples of Insights</i>	87
<i>Using Insights</i>	88
Criteria	97
<i>Criteria Defined</i>	98

	<i>Importance of Criteria</i>	98
	<i>How to Develop Criteria</i>	98
	<i>Experiencing UNDERSTAND</i>	101
6.	CREATE & LEARN	103
	CREATE & LEARN Overview	105
	Explore	108
	Brainstorm	111
	<i>Setup and Warm Up</i>	113
	<i>The Brainstorm</i>	116
	<i>Potential Pitfalls</i>	118
	<i>Finishing Brainstorm</i>	119
	Play	120
	<i>Sort and Organize</i>	121
	<i>Serious Play</i>	122
	Experiencing CREATE & LEARN	124
7.	DECIDE	127
	DECIDE Overview	127
	Prototype	129
	Select	132
	<i>Constraints</i>	133
	<i>Using Constraints</i>	134
	Experiencing Decide	137
8.	PLAN	139
	PLAN Overview	139
	Roadmap	143
	<i>How to PLAN</i>	145
	<i>Successful Planning</i>	163
	Experiencing PLAN	163
9.	IMPLEMENT	165
	IMPLEMENT Overview	165
	Manage	167
	<i>Managing Leaders</i>	168
	<i>Managing the Organization</i>	168

<i>Managing Teams</i>	170
<i>Managing Individuals</i>	171
Measure	173
<i>The Measuring Scoop</i>	174
<i>Choosing Measurements</i>	174
<i>Tips on Quantitative Measures</i>	175
<i>Tips on Qualitative Measures</i>	176
<i>Making Sense (In More Ways Than One)</i>	177
Sustain	178
<i>Why Sustain?</i>	178
<i>Deployment of Sustain</i>	180
Experiencing IMPLEMENT	183
10. Finding Your Initiative	185
A Worthy Endeavor	186
...With Challenges	189
What to DOWE?	192
When to DOWE?	198
Sequitur	200
<i>Appendix A: Sample Team Charter Template</i>	203
<i>Appendix B: Culture Study Sample Table of Contents</i>	205
<i>Appendix C: Strategy and Design Blueprint Sample Table of Contents</i>	207
<i>Appendix D: The Stimulus Package</i>	209
<i>Appendix E: Commitment Template</i>	211
<i>Appendix F: Change Primer</i>	213
Introduction	213
Perspectives on Change	214
<i>Resistance to Change</i>	217
Change Management, DOWE-Style	218
<i>Learning on All Scales</i>	219
<i>Fueling Engagement</i>	221
<i>Transformative Communication</i>	224
Connecting the Dots	225

Contents

ix

Appendix G: Sample Appreciative Inquiry (AI) Summit Agenda

227

References

229

Index

241

LIST OF FIGURES

Chapter 1

Figure 1.1.	Context as a Hierarchy.	12
Figure 1.2.	Context as a System.	12
Figure 1.3.	Context by Scale.	13

Chapter 2

Figure 2.1.	McGaugh Hall, UC Irvine, Designed by Architect Arthur Erickson.	18
Figure 2.2.	DOWE Process Overview.	23
Figure 2.3.	DOWE Process (Detailed View).	25

Chapter 3

Figure 3.1.	DOWE Network.	33
Figure 3.2.	DOWE Process (Detailed View).	40

Chapter 5

Figure 5.1.	Matching Users to Methodology.	75
Figure 5.2.	Sorting Data.	76
Figure 5.3.	Data Storage.	77
Figure 5.4.	Team Barometer.	78
Figure 5.5.	Marsick and Watkins' Informal and Incidental Learning Model.	79
Figure 5.6.	Sorting for Insights.	85
Figure 5.7.	Provocative Proposition Chart.	92
Figure 5.8.	Culture Infographic Sample 1.	93
Figure 5.9.	Culture Infographic Sample 2.	93
Figure 5.10.	Experience/Journey Map.	95
Figure 5.11.	Spaghetti Diagram (before).	95
Figure 5.12.	Spaghetti Diagram (after).	96

Figure 5.13. Establishing Criteria.	99
Figure 5.14. Organization Criteria.	100
Figure 5.15. Employee Criteria.	100
Chapter 6	
Figure 6.1. Brainstorm Mindmap.	117
Chapter 7	
Figure 7.1. Example of Prototype.	130
Figure 7.2. Constraints.	133
Chapter 8	
Figure 8.1. Roadmap Matrix.	141
Figure 8.2. Burke—Litwin Model.	147
Figure 8.3. Roadmap Matrix.	156
Figure 8.4. Integration of Maturity Levels.	157
Figure 8.5. Line of Sight.	158
Figure 8.6. Work Streams.	158
Figure 8.7. Action Plan Template with RACI.	161
Figure 8.8. POV Range.	162
Chapter 10	
Figure 10.1. Business Strategy DOWE Targets.	193
Figure 10.2. Employment Cycle DOWE Targets.	194
Figure 10.3. Interactions DOWE Targets.	196
Figure 10.4. The DOWE Experience Word Cloud/Wordle.	201

ACKNOWLEDGMENTS

“Thank God.”

This phrase comes up in conversation quite often. The thing about common colloquialisms is that they sometimes lose meaning, and as a result, impact. And yet when it came to sitting down and writing my acknowledgments, “Thank God” was the first thing that came to mind. It speaks volumes for how I feel. This book played a part in my greater personal, spiritual, and professional journey over the last few years. By 2013, climbing up the corporate ladder left me unhealthy in body and spirit. I was burned out and wondered where my pursuit of an inspired, thriving life went astray. Over the course of time, I made a commitment to take better care of myself. The aim: to focus on work where I could truly find passion, make a difference, and personally grow. A folder on my computer is named “My New Life” and indeed it is.

At the tail end of this book project, my life (and my heart) expanded even more with the arrival of my son, who was aptly named Christian Hong-Ji. I am amazed at the abundance of good things that matter most. They exist in spite of the crazy world we share and the unique set of struggles each one of us are challenged to overcome. I hope to never lose sight of that fact.

So when I say “Thank God,” I am referring to first and foremost my profound gratefulness for the many blessings in my life that afforded me the opportunity to write this book and survive working independently. Were it not for my faith, my family, my friends, and colleagues along the way, I would not be where I am today. I truly could not have done this on my own. There are many to thank, especially Jesus Christ my savior, my parents Paul and Amy, best-husband-in-the-world Jason, my siblings, Timothy and Christine, and my extended friends and family for your steadfast encouragement and support. Thank you to Dr. Tom Keller, my chiropractor in the Midwest and informal life guide. You so patiently saw me through my healing journey with wonderful stories, gentle questions, and chicken soup for

both the soul and the body. Ron and Patricia, thank you for giving us our fresh start in CA. Much love to all.

I also have so much gratitude for Emerald, who saw the potential in my proposal – Pete Baker for bringing me in, Eve Hawksworth for getting things going, and Helen Alexander for the dedication and partnership throughout the editorial process. I'd also like to recognize Abi Masha and Sujatha Subramaniane for your partnership and hard work during the final edits of this manuscript. Thank you Dr. dt ogilvie for introducing me to my publisher in the first place. Eric Rayman, how glad I am to have met you through Timothy Rogers. Your sage advice on contracts was so invaluable. My appreciation is worth repeating for my husband Jason Madson, this book's very first editor and greatest cheerleader, and my sister, Christine Usmen, a busy working mom, for reading, editing, and providing your opinions and reactions. Special thanks also to Dr Rochelle Parks-Yancy for your thorough academic review and Annetta Hanna for your willingness to work with me in shaping the manuscript as my developmental editor. Not only were you wonderful to work with, but your coaching made this final version so much better than the first. I built greater confidence and skill under your tutelage.

For your time and willingness to provide stimulating conversation during the writing of this book, I'd like to recognize Len Banks, Becky Bearse, Carol Cherkis, Lawrence Chi, Rick DeVleeschouwer, David Esposito, Hua Han, Beth Kavelaris, Laura McHugh, Rick Moyer, Joe Mulhearn, Patrick O'Brien, Francine Parham, David Perls, Karen Smith, Brian Sorge, Mark Wefler, and Lindsay Wolff Logsdon. Your perspective inspired and kept me from feeling too lonely while writing.

I have many intellectual heroes, some of which were mentioned in this book: Tim Brown, W. Warner Burke, David Cooperrider, Jeanne Liedtka, Roger Martin, and Peter Senge. Many more have encouraged and stimulated this curious mind and fed its learning. This book is my contribution and in appreciation for your pioneering work.

All of you, named here or not, who have been a part of my life and contributed to my experiences, I offer my sincere thanks once again and dedicate this book to you.

Karen Jaw-Madson
Redwood City, CA