



The story of Odile the **Organisation Designer**

Naomi Stanford





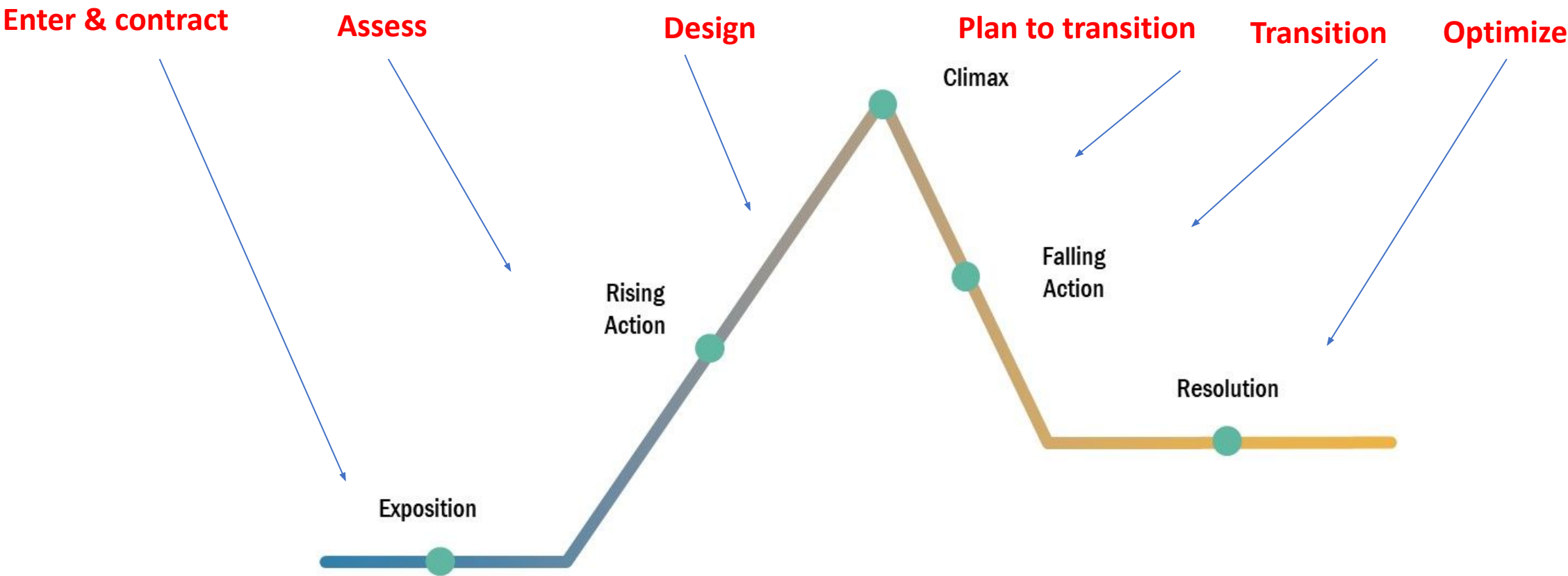
INTERSECTION GROUP

We help people create better* enterprises.



* those that pursue a clear purpose,
are useful for people and their lives,
perform and deliver on their promises.

Story arc mapped to design phases





*INTERSECTION
RAILWAYS*

Chapter 1

“Exposition”

March 1st, 2021



Introducing Odile



Intersection Railways Lead Organisation Designer

Background in social anthropology

Worked for Intel and Google on
people/technology interactions

Course at Insead, Design Thinking
and Creativity for Business

Railway enthusiast



Organisation design

- Organisation design is intentionally arranging how to align the business elements (systems, processes, people, policies, etc) to do the work necessary to effectively and efficiently achieve a business purpose and strategy whilst delivering high quality customer and employee experience into the future.

(The resulting configuration is the organisation's design)

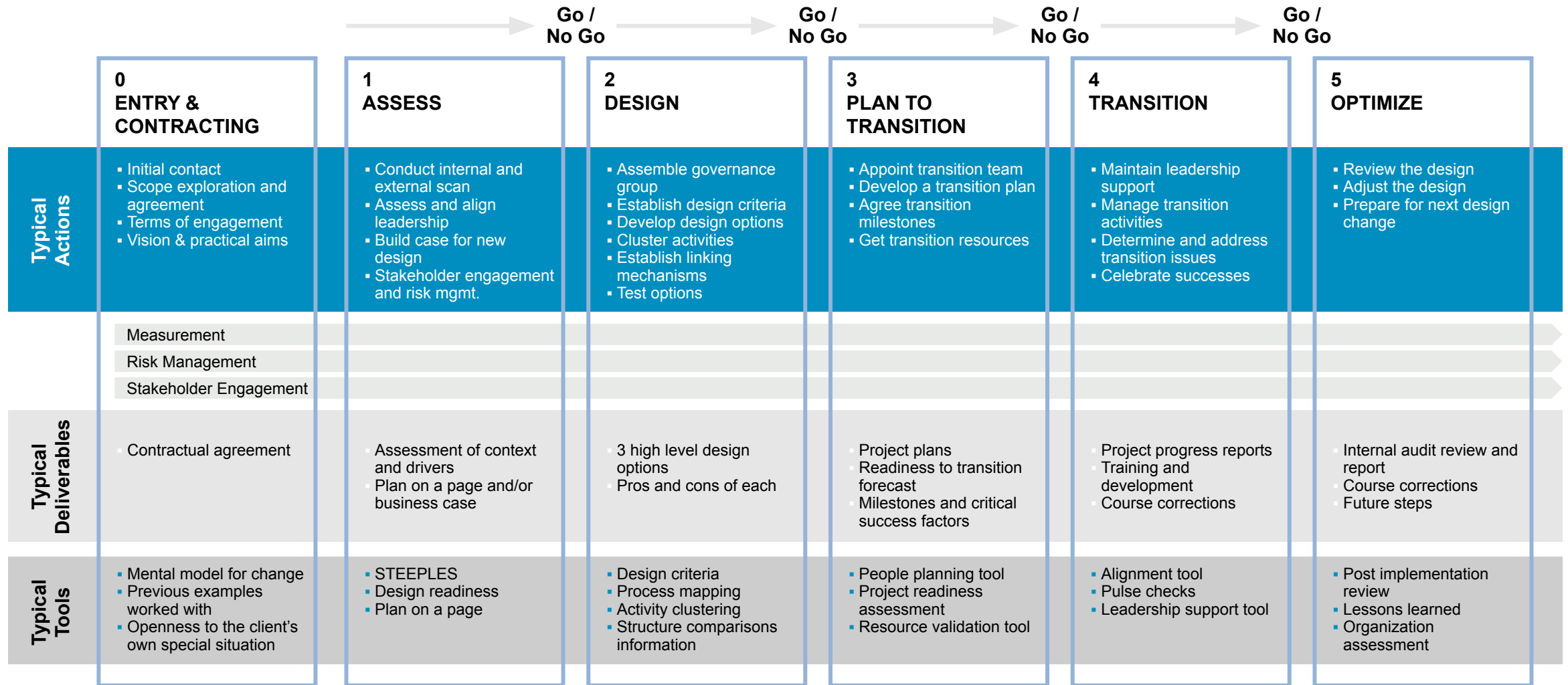
Method

Arranging involves *aligning* the with the strategy, creating *coherent* designs, while building *trust* among key stakeholders.





Steps in organisation designing





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Chapter 2

“Rising action”

March 15th, 2021



Odile's manager, Group HR Director



I'd like you to:

- Unite the various disciplines involved in change and design work - showing the value of collaboration.
- With collaboration develop a governance method that enabled continuous design oversight and design efficiency/effectiveness of the organisation without heavy handed 'control', to be:
 - evidence based
 - real-time
 - data driven model



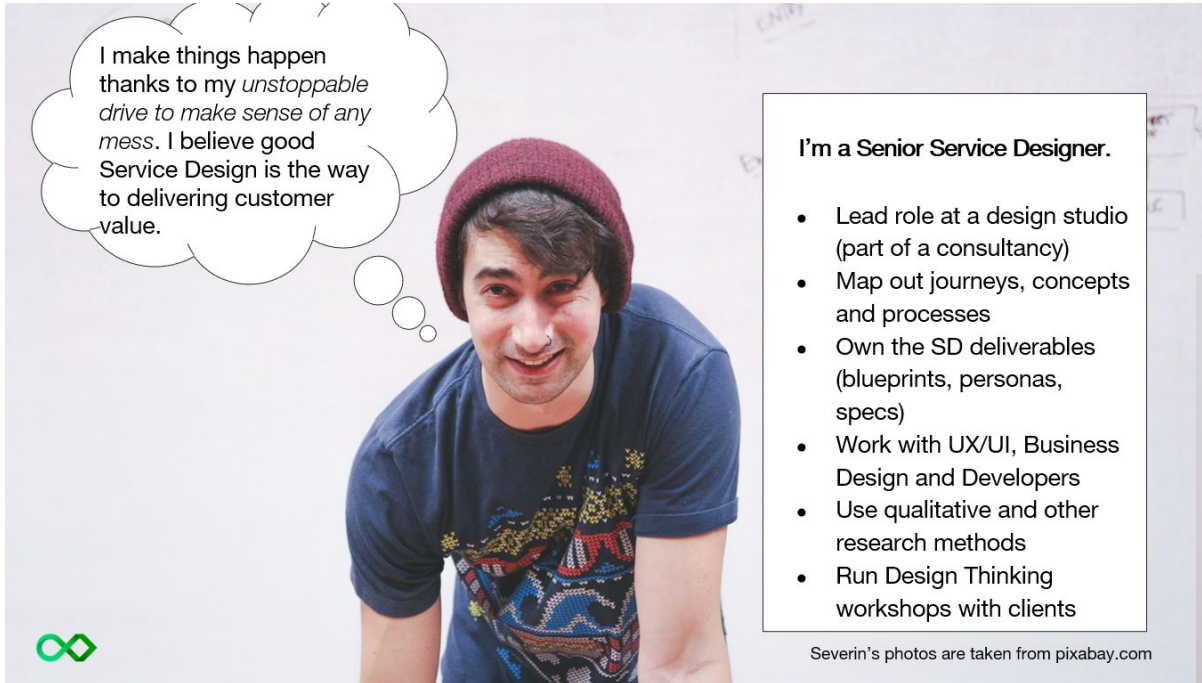
Clarifying with the marketing director

- Our strategy includes reintroducing night trains across Europe
- We want to beat the competition: other railway operators but also airlines, buses and private transportation
- We know *top notch customer experience* is key for this! We need a new app, think ***“Apple iTrain”***.



Building collaborative relationships

Severin the service designer

A man with a red beanie and a blue t-shirt with a colorful graphic, smiling. A thought bubble above him says: "I make things happen thanks to my *unstoppable* drive to make sense of any mess. I believe good Service Design is the way to delivering customer value." To his right is a box titled "I'm a Senior Service Designer." containing a list of responsibilities. A small green infinity logo is in the bottom left corner of the image area.

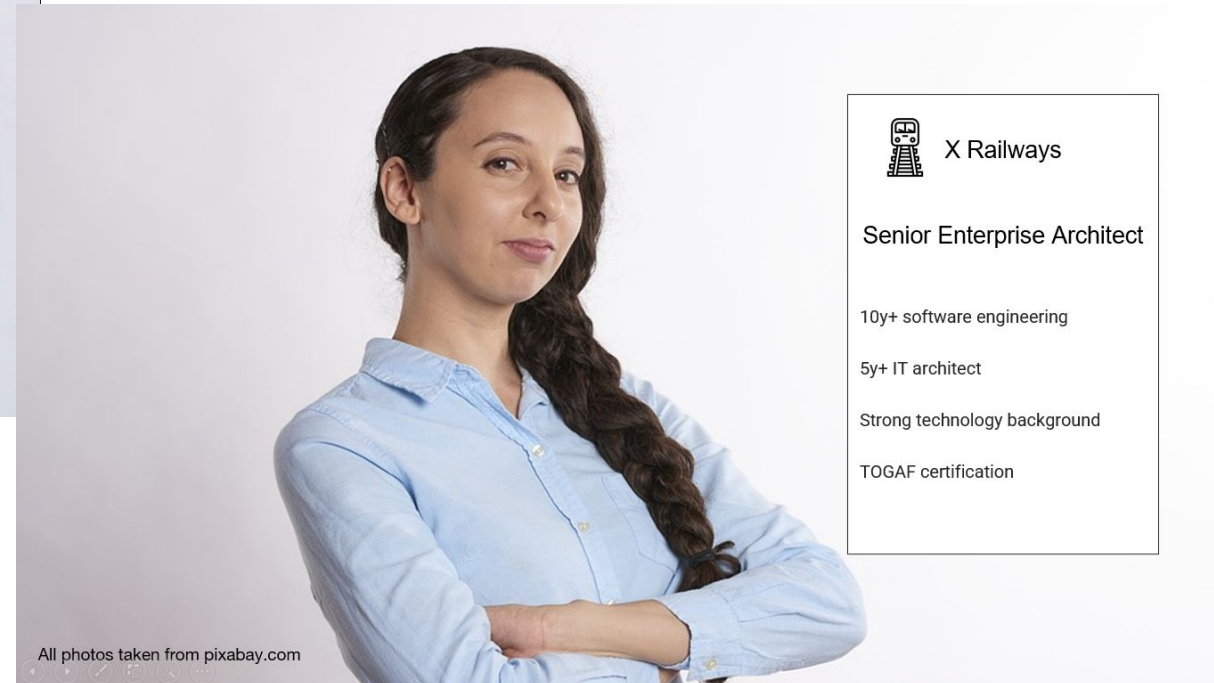
I make things happen thanks to my *unstoppable* drive to make sense of any mess. I believe good Service Design is the way to delivering customer value.


I'm a Senior Service Designer.

- Lead role at a design studio (part of a consultancy)
- Map out journeys, concepts and processes
- Own the SD deliverables (blueprints, personas, specs)
- Work with UX/UI, Business Design and Developers
- Use qualitative and other research methods
- Run Design Thinking workshops with clients

Severin's photos are taken from pixabay.com

Earnestine the enterprise architect

A woman with long dark hair in a braid, wearing a light blue button-down shirt, standing with her arms crossed. To her right is a box containing her title, company logo, and qualifications. At the bottom left of the image area is a small text credit.

 X Railways

Senior Enterprise Architect

10y+ software engineering

5y+ IT architect

Strong technology background

TOGAF certification

All photos taken from pixabay.com



Enterprise Design Facets

Why do we exist,
who are we, what
matters to us?

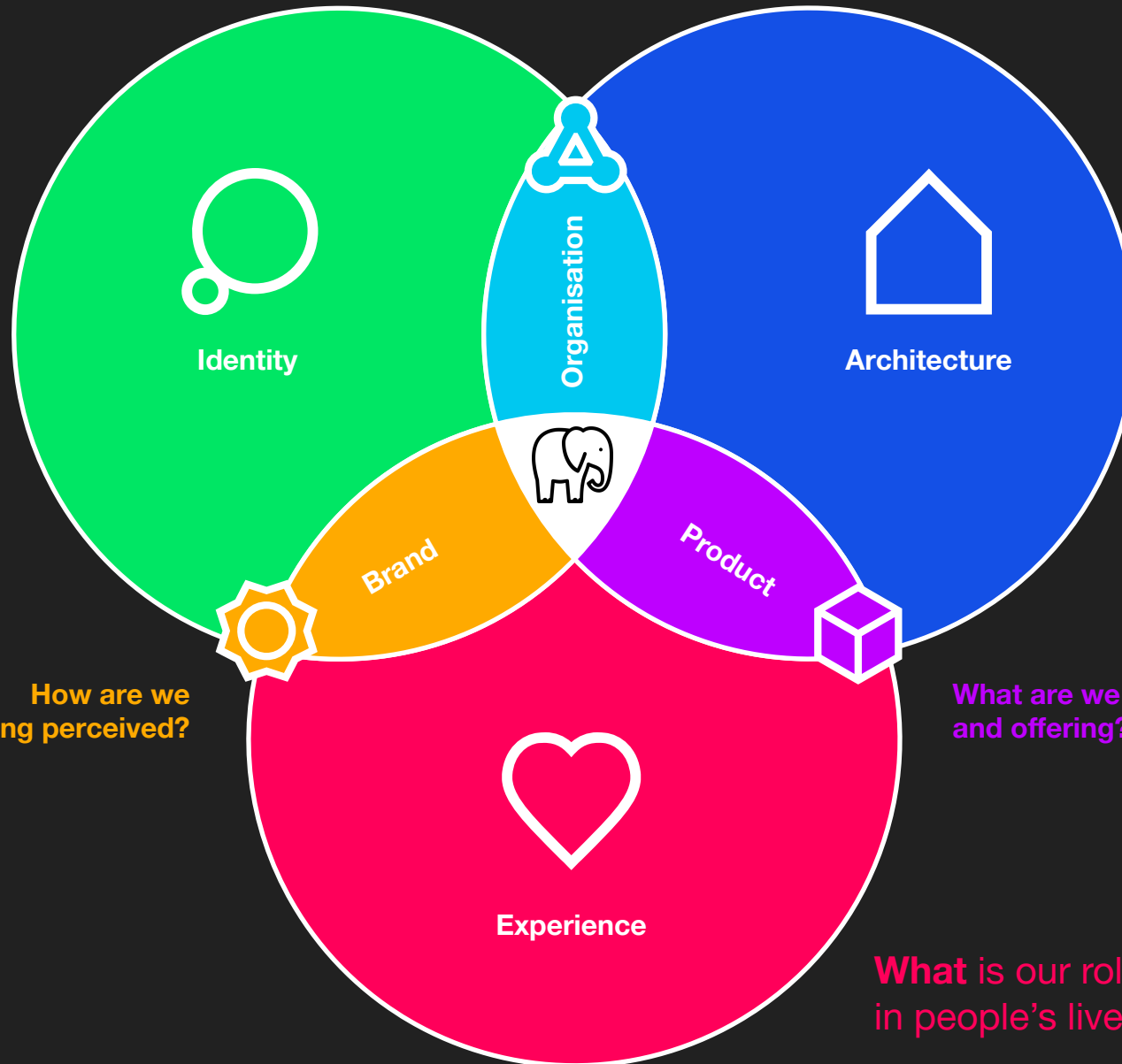
How are we
being perceived?

How do we work
together as a team?

How are we
operating and what
are we capable of
achieving?

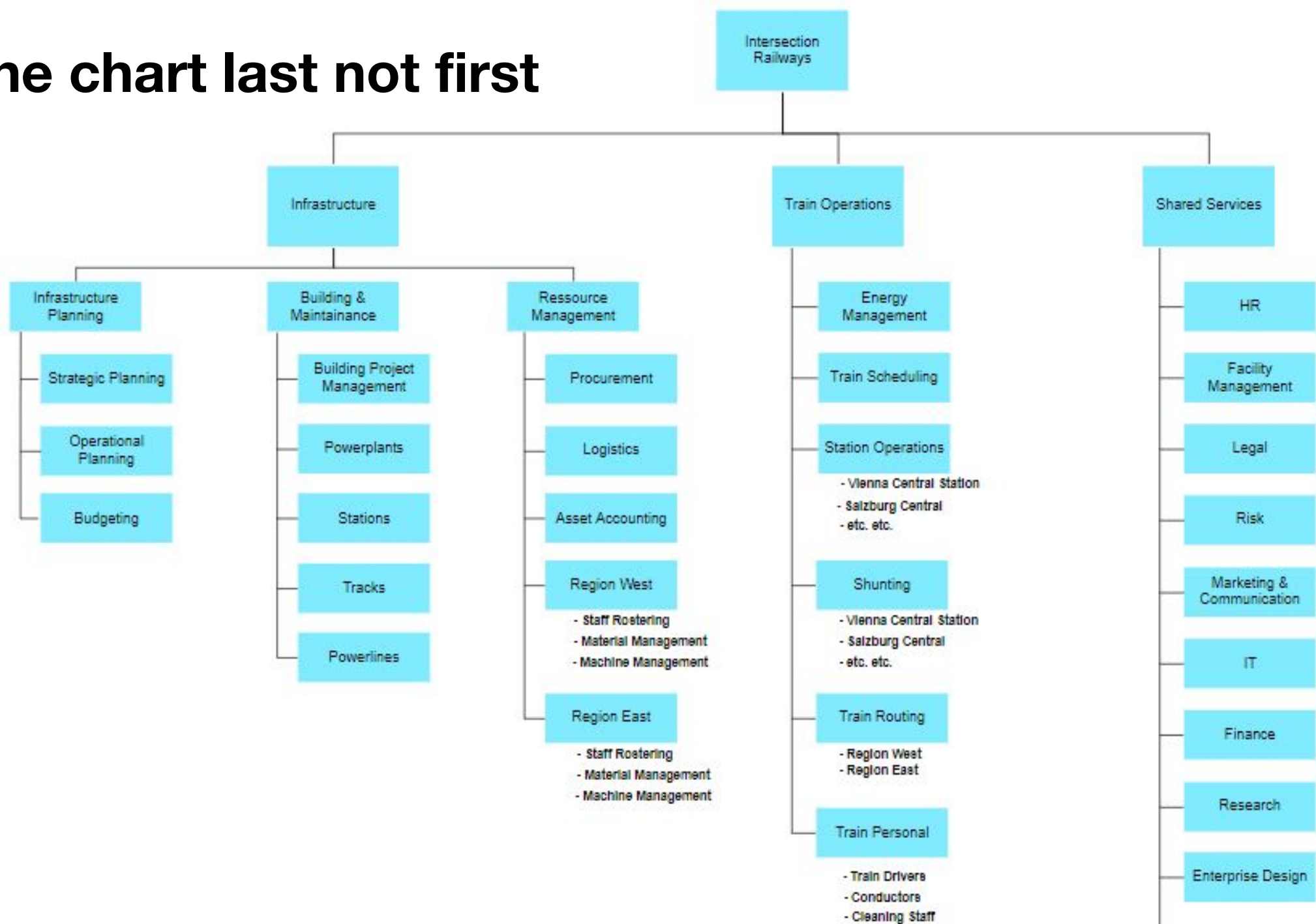
What are we making
and offering?

What is our role
in people's lives?



Fix the chart last not first

Assess



A complex web of infrastructure, companies, technology and regulations



Source: European Commission.



Baseline assessment (why/why not?)

I'm glad I did such a rigorous baseline assessment of the design landscape.

But it's a bit scary what it shows. I'll have to write it up carefully. How will the Exec react to seeing the hurdles, including their lack of knowledge, the fragmented design community, data issues, complex stakeholder landscape? They're still stuck in the org chart mentality.





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Chapter 3

“Climax”

July 1st, 2021





I think the night train project, colleagues are involved in, could provide a test bed for:

- Developing the strategy and design for a united collaborative design community
- Designing and agreeing an organisation design governance framework.

I'll draw on my social anthropology skills and use the night train app development to spark an organisation design 'movement'.



Executive team presentation

What's the cost and time of developing the minimum viable data set you recommend?

I'm starting to understand what you mean by complexity and the strategy-delivery link.

Your point about stakeholder losses and gains is well made.

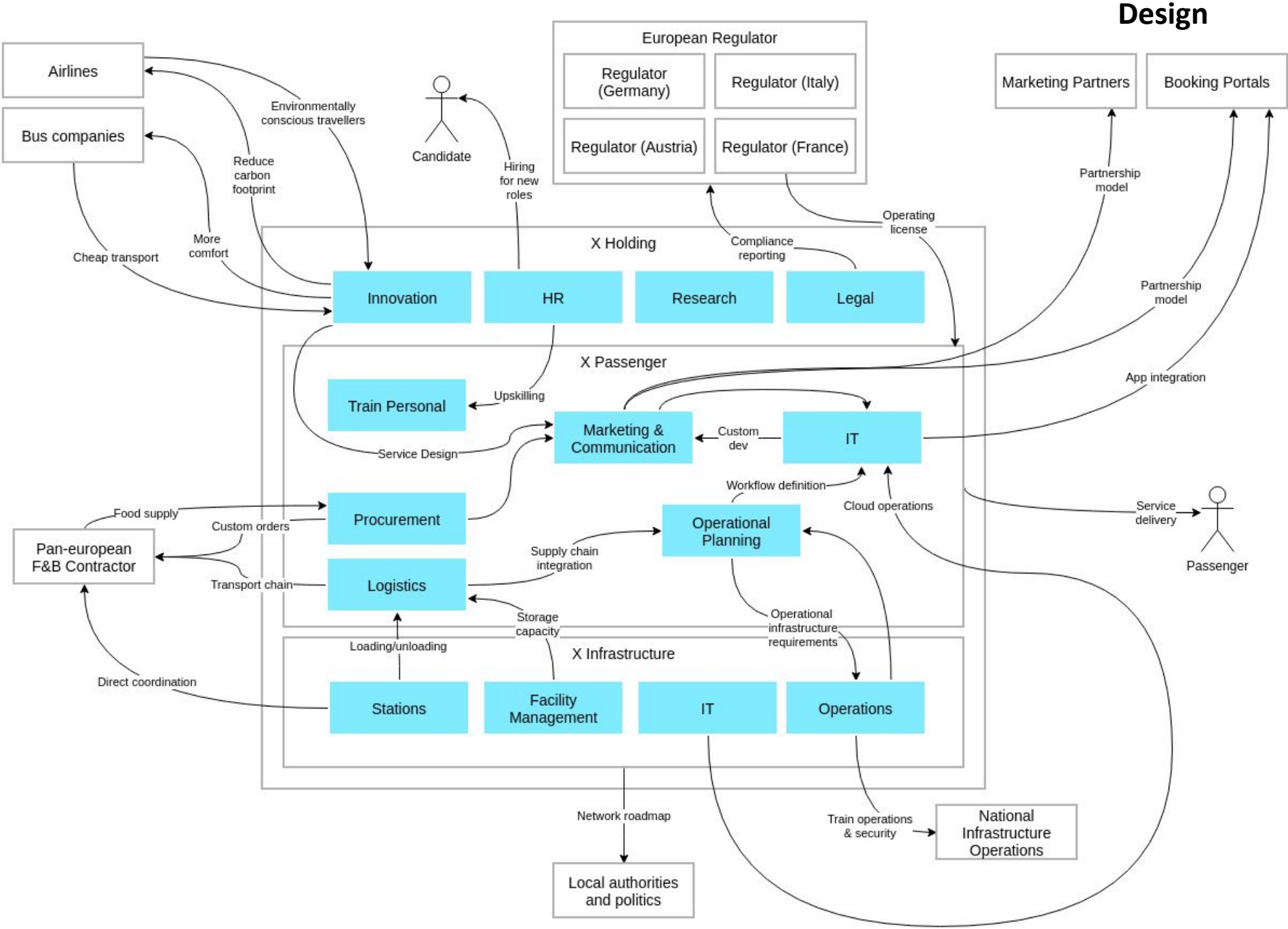
Your systems map really shows the need for close collaboration.



Oh, she's got a real understanding of our org, and in such a short time.



System Map





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Chapter 4

“Falling action”

December 1st, 2021



Detailed design follows high level design

I was surprised the Executive supported this –it's a radical shift for Intersection Railways. I'm anxious about their interpersonal dynamics and differing agendas.

Now for the detailed designs: the governance of both a design movement and the way we design products/services.



And there's the comms and wider engagement angle to plan in detail.



Discuss the design possibilities, be aware of interactions

What are the unintended consequences? Shouldn't we test our assumptions?

We don't seem to be speaking the same language here

I don't really agree with this, but I'm not going to say anything.

What if the context changes?





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Chapter 5

“Resolution”

February 1st, 2022

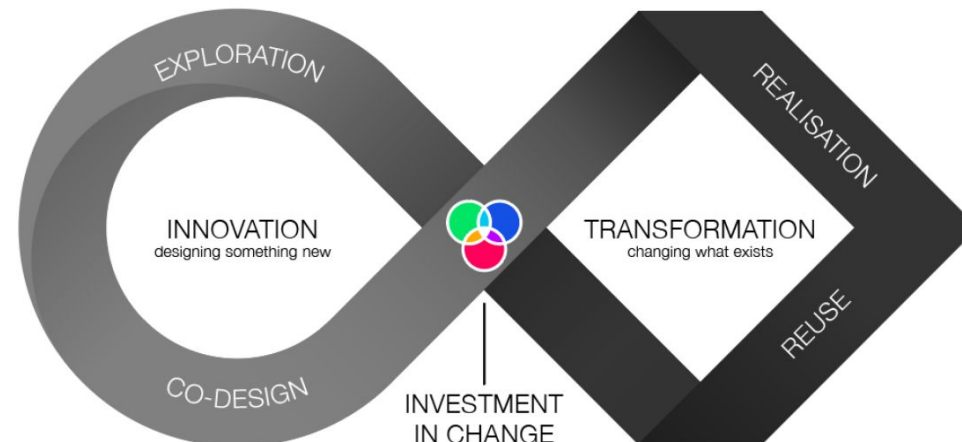


Discussing progress with mentor

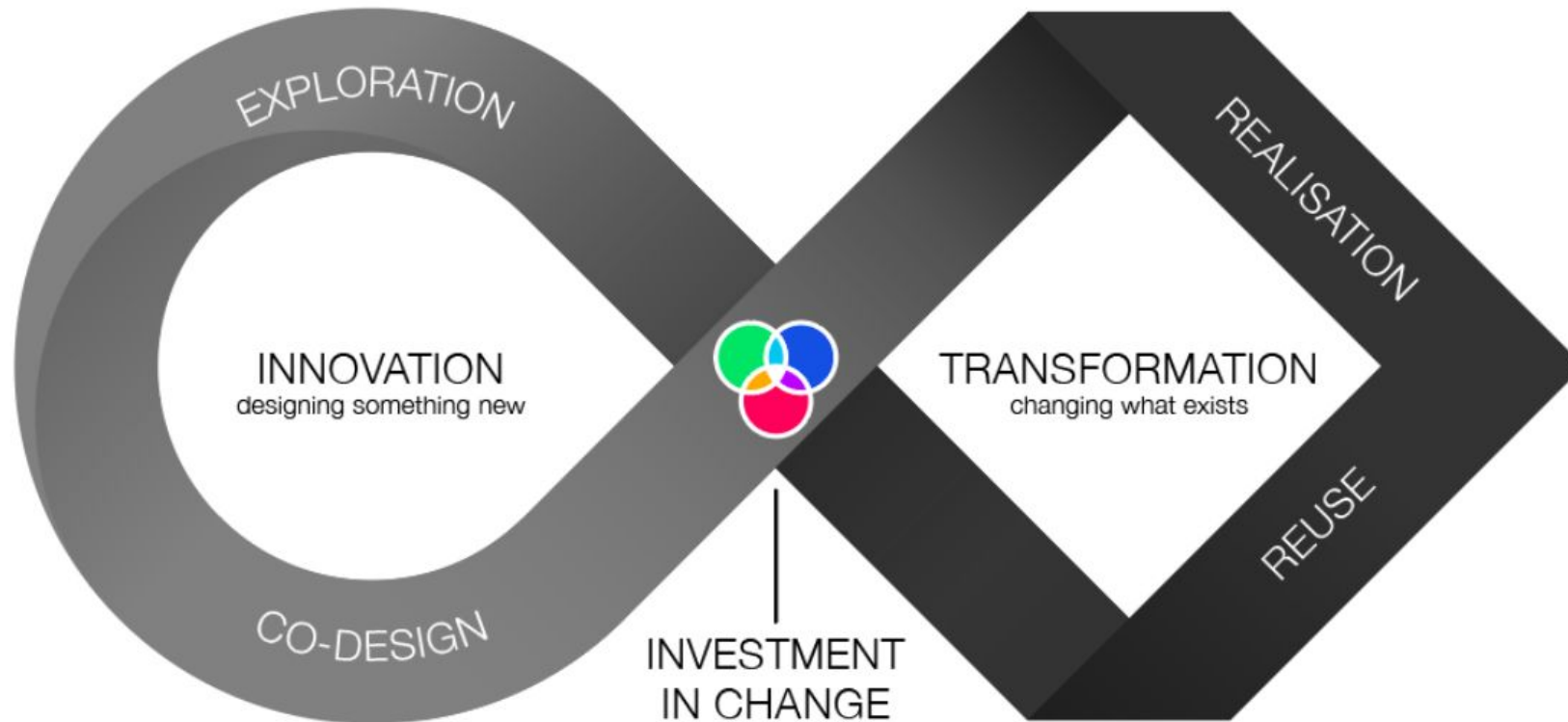
Have you thought that your work may have played a part in Intersection Railways creating this new role of Strategy Design and Delivery? You've had quite an impact on the Night Train and App's success.



From what I've heard, your idea to use it as a type of 'proof of concept' has made the point that integrated design approaches will help deliver a strategy. And you've made huge headway in speaking a common language, establishing a data set, educating on complexity, establishing a governance structure. Pat yourself on the back.



Establish a continuous, integrated co-design process





Yes, I'm up for congratulating myself at this point. It's been a struggle. And it's not the end. It's just the beginning of the next iterations.

The taxonomy and data sets are really helpful. How will we keep them current?

Do you think the Exec team will stay interested?

When does the new design community manager start?

I see the railway competition is hotting up and the legal regs are changing.

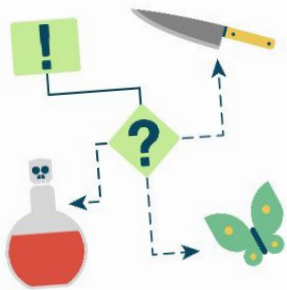


Image:

<https://fairygodboss.com/articles/powerful-reasons-we-need-older-women-in-the-workplace>

Patterns

24



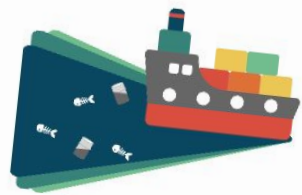
Corporate Politics

15



Listening to Understand

27



Unintended Consequences

4



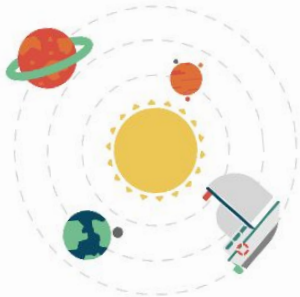
Executive Buy-In

3



Coalition Building

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Dancing to Enterprise Rhythms

30

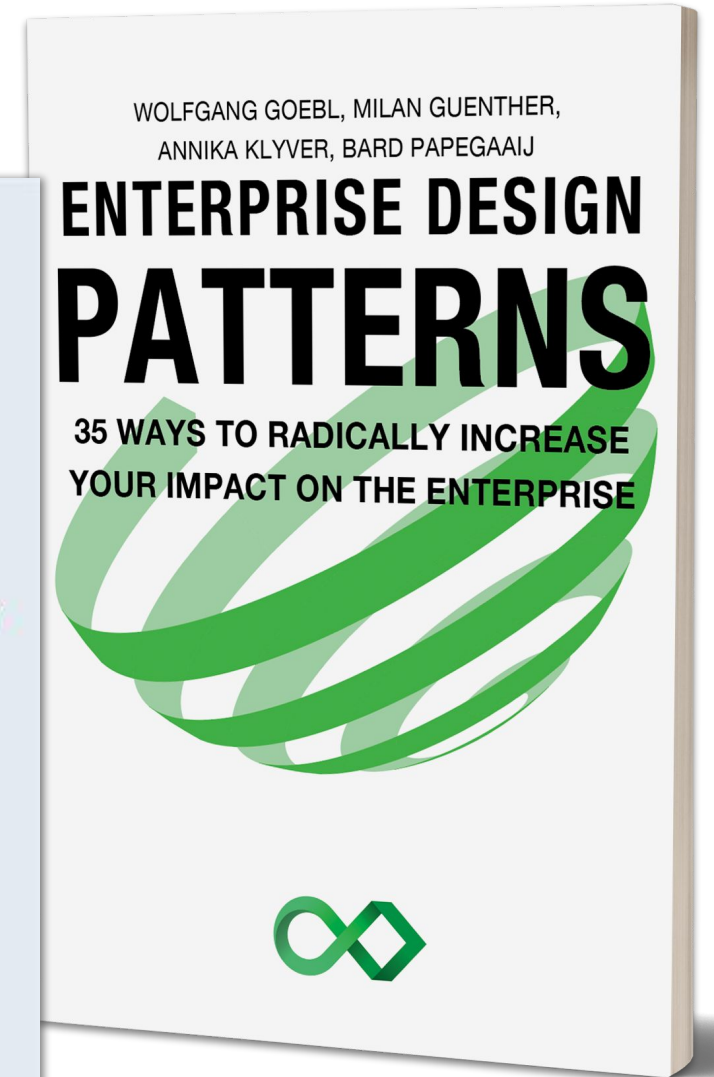
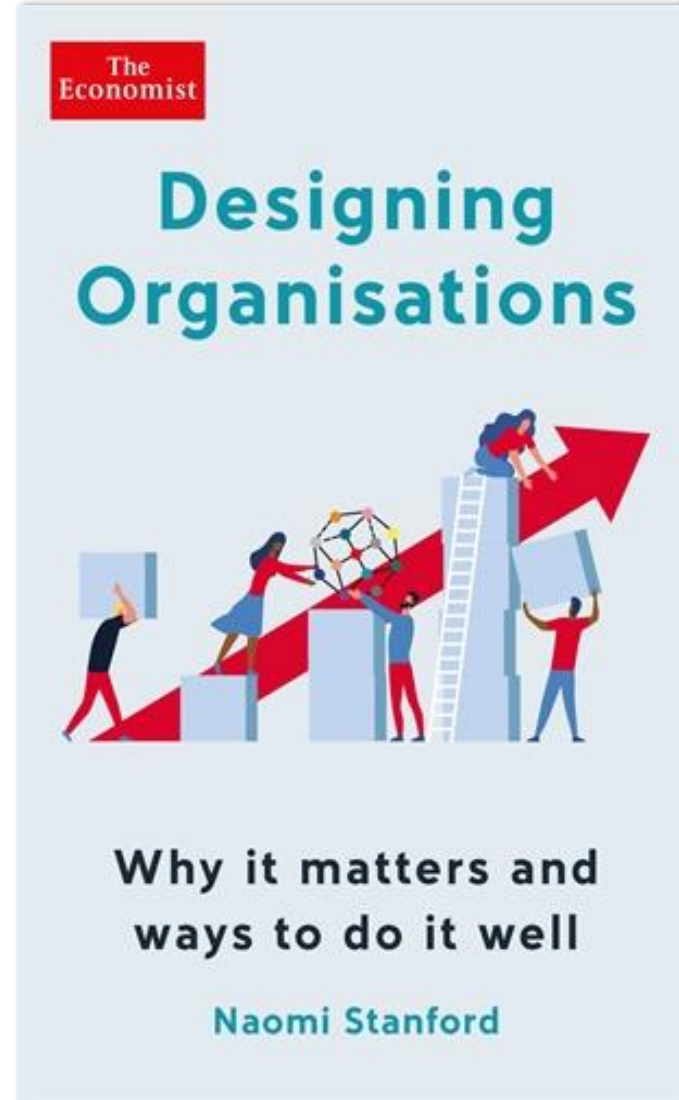


Depicting Shared Understanding

Resources

Read the story of *Odile the organisation designer* on Naomi's blog:

- Part 1
- Part 2
- Part 3
- Part 4



Our community

700+ members on Slack

3000+ newsletter subscribers

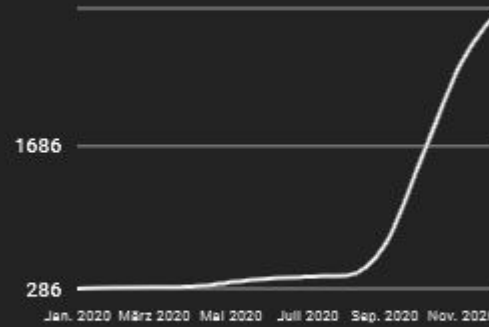
Enterprise Designers from various backgrounds:

About 30% Enterprise and Business Architects

About 30% Experience, Service and Business Designers

A diverse group of about 40% 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...

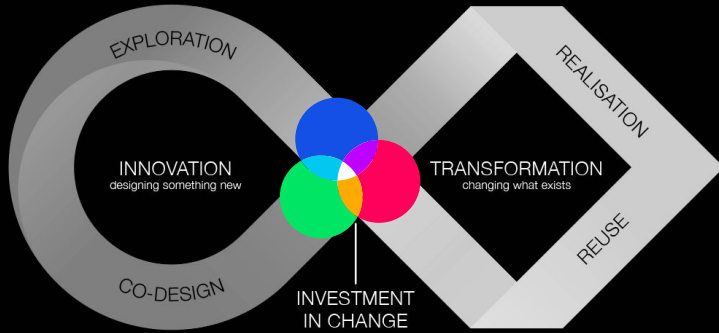


LISTENAUSBAU

↑ 1.166,4%

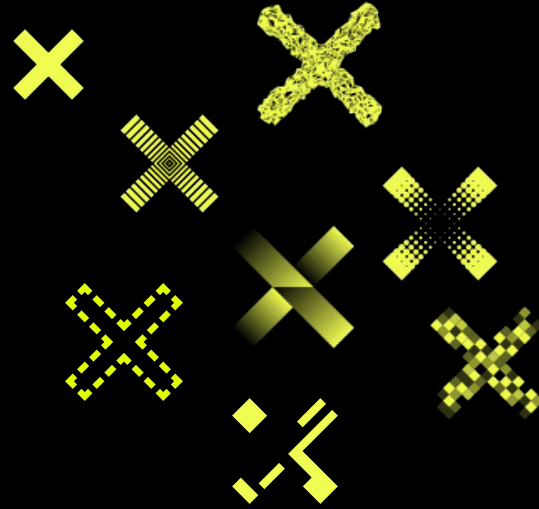


Intersection Group is a **Non Profit Association**



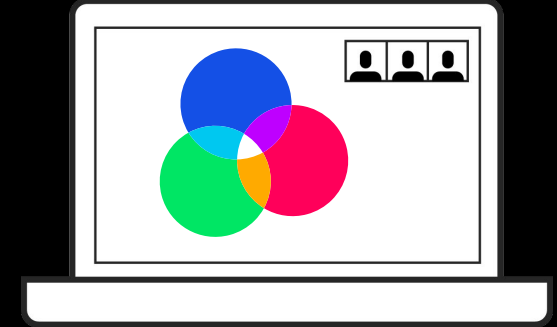
Intersection Toolkit

An open source set of tools to do Enterprise Design for key challenges



Community and Events

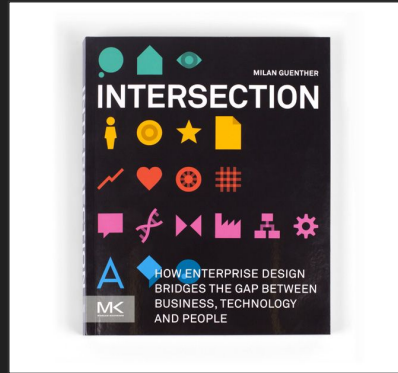
A global community of skilled practitioners and thinkers



Digital Tool Support

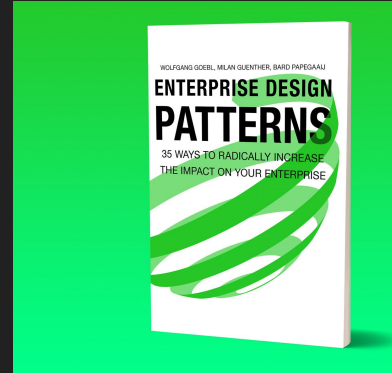
Software tools supporting EDGY, the Milky Way and other enterprise maps

Creating **Knowledge Products**



Intersection: bridging the tech-biz-people gap

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



A Pattern Language for Enterprise Design

35 instantly usable patterns for more impact with your enterprise design



Training and tools for practitioners

2022: Content, tools and courses delivered by our education partners



Any type



Any topic



Any date



Any location



The Customer-Driven Enterprise

With Jim Kalbach and Milan Guenther

Webinar

February 2, 2022

Online

Feb 2nd, 4pm Berlin, Paris - In this webinar, Jim Kalbach and Milan Guenther will take you through a customer-driven approach to designing better enterprises.

[Details](#)[Register for free](#)

Earnestine the Enterprise Architect

With Wolfgang Goebel

Webinar

February 16, 2022

Online

Feb 16th, 4 pm Berlin, Paris: In this webinar, Wolfgang Goebel tells the story of Earnestine from starting her new job as an Enterprise Architect to having set up an impactful collaborative EA practice.

[Details](#)[Register for free](#)

Odile the Organisation Designer

With Naomi Stanford

Webinar

February 23, 2022

Online

Feb 23th, 4 PM Berlin, Paris: In this webinar, Naomi Stanford tells the story of Odile from starting her new job as an Organisation Designer to having set up an impactful collaborative Enterprise Design practice.

[Details](#)[Register for free](#)

Three Changes that Make Your Enterprise Architecture Practice Work

With Wolfgang Goebel

Webinar

March 2, 2022

Online

Mar 2nd, 4 pm Berlin, Paris: In this webinar, Wolfgang Goebel will be presenting Intersection Group's approach that connects existing disciplines to enable collaborative co-design by the many true architects of the enterprise.

[Details](#)[Register for free](#)

Milky Way Enterprise Map

With Annika Klyver and Milan Guenther

Webinar

March 9, 2022

Online

Mar 9th, 4pm Berlin, Paris: Annika Klyver and Milan Guenther show you how to bridge the gaps across identity, experience and architecture with Milky Way enterprise maps.

[Details](#)[Register for free](#)

EDGY 1.0

graphical language for collaborative Enterprise Design

Webinar

March 16, 2022

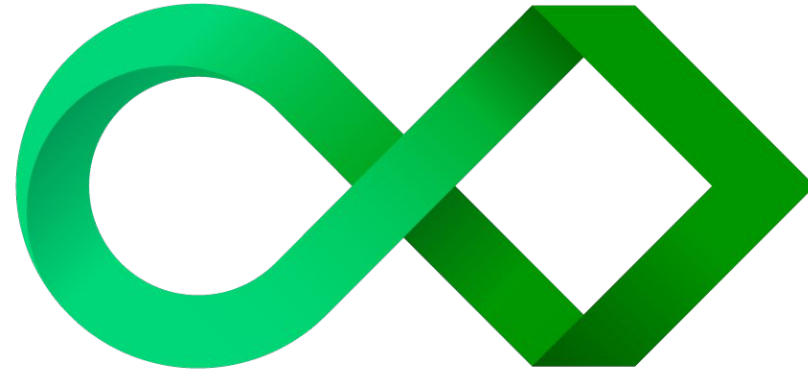
Online

Mar 15th, 4 pm Berlin, Paris - In this webinar, Milan Guenther and Wolfgang Goebel will be presenting the upcoming V1.0 of our graphical language for collaborative Enterprise Design.

[Details](#)[Register for free](#)

Thank you!

Naomi Stanford
naomi@stanford.cc
www.naomistanford.com



INTERSECTION GROUP

A large, stylized graphic in the background consisting of a light green circle on the left and a darker green hexagon on the right, both with a 3D effect. The text is centered over the intersection of these shapes.

Questions?

Join us: i-g.at/slack

