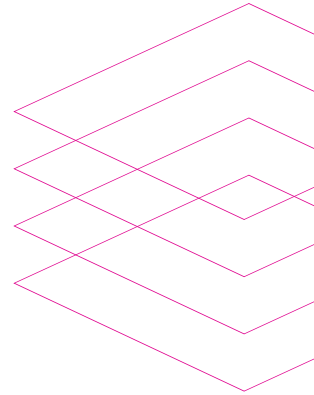


Seeing is Key to a Transformative Tomorrow

While Design Thinking has helped business operators imagine possibilities, there's something far more practical needed from designers—a window into work events that helps us see how to make work easier for employees and deliver value to customers faster.

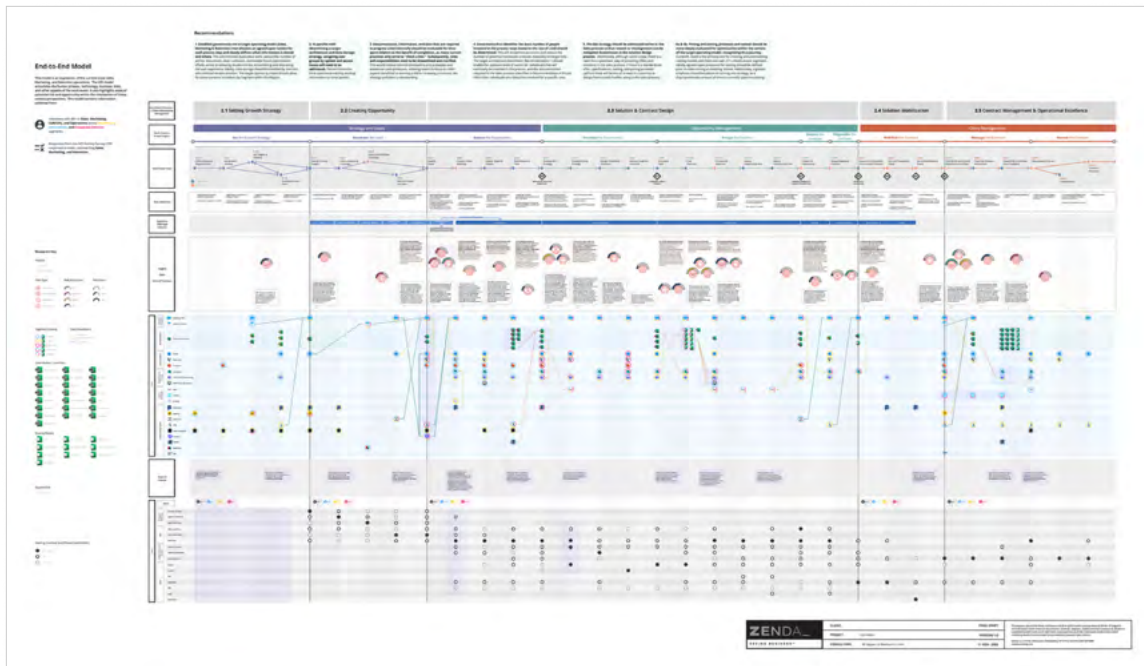


Imagine operating a machine the components of which are located in different buildings, cities and countries. What these components are intended to do is known—generally, but how they really work—well, that's anyone's guess. Sure, there's a parts inventory for each area of the machine, but an accurate picture of how things work together has never been drawn. Would you take the operational reigns of such a thing? Business operators do exactly this—lacking the means to see and understand the complex tangle of policy, process, tools, data and people that comprise the global enterprises they operate.

Decades into the automation of enterprise operations through the incorporation of technology into every aspect of the business, our complex institutions have evolved into a wide array of operating centers, professional disciplines and often divergent goals and opinions for how best to get the company's work done. Distinct methods, interdependent strategies, shared goals, unique workforce cultures and populations, and varying policies are just a few of the operational levers that must be aligned for optimal business enterprise performance. Without the ability to see and appreciate a comprehensive view of the system, our understanding of the operation is incomplete or wrong. And our ability to make adjustments, or formulate altogether new strategies, is seriously impaired or even impossible.

Flying Blind

Operators may be tempted to believe that there are advantages to developing distinct plans and maintaining separate views of the business operation. In isolation, a technical architecture can be rated as correct and effective, a data architecture may make sense, and the swim lanes of a business process can correlate to the most efficient assembly of boxes and arrows. The sum of these parts though does not deliver the necessary proof that the overall operational system is working or will work. Improving profitability, delivering value to customers and cultivating the best possible employee experience are all operational objectives that cut across fragmented operational definitions. Without the orchestration of these perspectives into a single picture, fully achieving these ends may not be likely and we are, to a great extent, flying blind.



A Picture is Worth a Thousand Words

What if we could unite the distinct operational views of business stakeholders, technologists, data scientists, regulators and a long list of influencers within the business operation into a single picture? We would have something almost as complex as the cockpit of a plane but every bit as necessary for the interdependencies and conditions that it must describe. Four key aspects define a work event and can organize such a picture of operations so that discrete concerns may be simultaneously refined individually, and collectively: the business, technology and mechanical infrastructure, data, and the human context.

With a picture that portrays all aspects of the work event, whether they are organizational (regions, departments, roles, etc.) or operational (technology, processes, policy, data, etc.) we have a tool that unites disparate and potentially conflicting views around a single, detailed model of the operation. Finally, autonomy within parts of the operation is no longer fraught with risk because individuals can now manage their respective decisions within the larger, interconnected context of the operation. This operational model is not an attempt to create a simplified view of the work event. It is an all-out embrace of the details and associations that historically have challenged the success of operational strategies and tactics.

When we can see and understand how we are working, we can assess, experiment and act with agility and confidence. The current pandemic has taught us that our businesses may periodically need to turn on a dime. The design and deployment of new or modified operating strategies and tactics may need to move from concept to operating reality in days or even hours. Today it is a pandemic. Tomorrow it may be our response to the latest disruptor.

Seeing the Transactional Become the Relational

In a business rooted in the transactional, concerns for the efficiency and accuracy of the exchange take center stage when operators think about improvement and innovation. Born of a manufacturing context, Six Sigma certifications and process improvement investments of the 90's-10's brought efficiency and quality concerns of the manufacturer's assembly line to the service environment. But in a business that seeks the long-term benefits of a relationship over the incremental, near-term success of a transaction, quality and speed are but two dimensions of a geometrically more complex engagement model.

In a business relationship, the qualitative and the quantitative exist as equal partners. The relationship will not bear fruit without planning and attending to both aspects. When growth strategies shift focus from transactions to relationships as the source of long-term opportunity, seeing the operational details across all axes of concern becomes critical. Today's multi-disciplinary teams need to see and understand both their collective and their individual perspectives on business processes, technology / mechanical infrastructure, human context, and data—as they relate both to the long-term relationship and to its incremental moments. This view is complex, because relationships are complex, and because the devil is in the details. Planning the relationship without a detailed picture is to commit to ignorance of insights and opportunity, to permit risk, and to encourage improvisation in the operational environment.

“Efficiency is doing things right. Effectiveness is doing the right things.”
—PETER DRUCKER

Designers Drawing What's Possible

Design Thinking investments of recent years brought business operators a handful of design methods skimmed from a deep set of skills and methodologies normally employed by design professionals. Although Post-it filled workshops led by 'design thinkers' sparked a great deal of creative energy and increased the use of Sharpies and flip charts, without the deeper skills of design professionals linking the imagined to the strategic, and the strategic to the tactical, tangible and measurable impact was rare.

Seeing the event of work in all of its complexity draws on the most important skills of design professionals—communication. Predating the Design Thinking era, drawing pictures of the complex so that many voices may contribute to a plan and successfully execute against it, has been essential to the success of architects, industrial designers, graphic designers, fashion designers—for centuries. Modeling the complexities of business operations in order to explore possibilities, co-create consensus, build proof, and finally act, is precisely what a blueprint or product specification does for their audiences. Business operations is just the latest sphere of influence for designers and their methods.

Value

Management consultant and well-known author Peter Drucker said, "If you can't measure it, you can't improve it." For business operators, a more appropriate take on this may be, "If you can't see it, you can't improve it." Finally, being able to see across the myriad aspects of business operations affords operators new opportunities.

A singular view. The once solitary technical architectures, business process diagrams, data strategies and service models are incorporated into a singular vision that simultaneously represents the discrete concerns of individual disciplines and the unified view of the whole operational event.

The velocity of vision. When communication is weak, cycles are wasted, and outcomes are at risk. The unmistakable clarity of a picture strips away subjective interpretation and quickly brings multidisciplinary teams to shared view of a common operational strategy. The plan is quickly implemented and results are predictable.

Seeing risk and opportunity. Understanding challenges and identifying benefits within the strategies and tactics of any single aspect of the operation, depends on how clearly adjacent influences and dependencies can be seen and understood.

Drucker also said, "Efficiency is doing things right. Effectiveness is doing the right things." Modeling operational events helps us to see what we need to stop doing, what we need to do and the implications of what we might do! Efficiency, and its cousin effectiveness, follow. In these times, understanding how we are doing has been supplanted by an immediate need to accurately see what we are doing and to formulate fast, complete, imaginative and proven plans for alternative futures. ■

About the Authors



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Chief Sales & Marketing Officer,
Sodexo

Bruno's role is to help Sodexo's Segments and Activities strengthen client and consumer focus as they develop differentiating offers. Bruno became a member of Sodexo's Executive Committee in July of 2018.



Sari Feltman
VP Transformation,
Sodexo

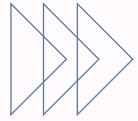
For Sodexo's executive leadership, Sari is a trusted business advisor across the enterprise—asking the right questions to identify issues, pain points, opportunities and build transformative roadmaps that deliver sustainable change.



Harold Hambrose
Chief Design Officer,
ZENDA

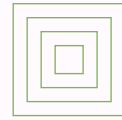
For more than thirty years Harold has brought designers into global business enterprises to explore the human context of work so that human insights can inform the transformation of business operations.

Sodexo's End-to-End Sales and Marketing Picture



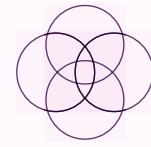
The Challenge

In the face of a global pandemic it became especially important for Sodexo, a global and highly matrixed company to unlock human potential in order to accelerate growth. To do this we brought our people together, across business segments and functions, to co-create their future way of working—putting people at the heart of exploration and solutioning. We knew that human-centered design could take us “deep into the weeds of daily work events” where we would discover transformational opportunities with measurable impacts.



Align + Plan

We began with a cross-disciplinary team of stakeholders. With designers imbedded, the team created a human-centered framework in which to explore the current state, identify pain points, and discover insights. We aligned on a common understanding of the work events and documented the team's beliefs about advantages and challenges.



Explore + Discover

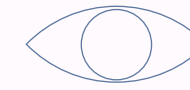
400 Sales and Marketing professionals were surveyed, and more than 40 interviews were conducted. We explored the current state of work from a variety of perspectives: the human context, culture, policy, organizational structure, processes and technology. Skilled designers helped Sodexo to see things differently, ask the right questions, objectively translate described work experiences, unpack pain points, capture stated and latent needs, and fully explore workforce experiences and ideas.



Analyze + Synthesize

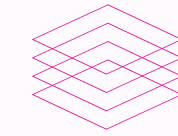
Next, the team sifted through insights, assessed the patterns and pervasiveness of discoveries, and organized risks into categories:

- **Client Experience**
→ anything that detracts from a client's successful experience
- **Process Effectiveness**
→ events and situations triggering non-value add operational costs
- **Organizational Dynamics**
→ events and characteristics resulting in costs over time
- **Human Performance**
→ ambiguity in process, policy, organizational structure, or other factors.



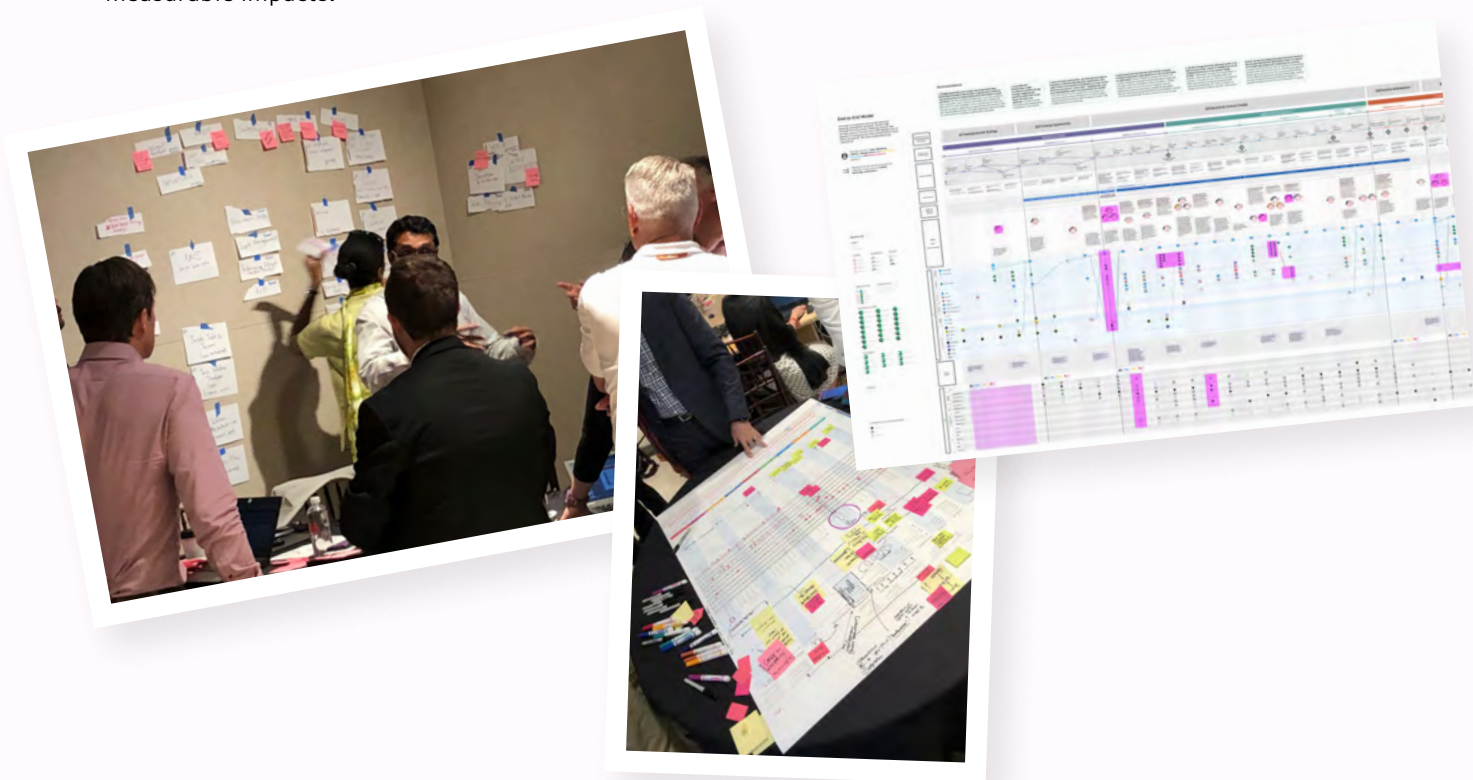
Visualize

An Operation Model was created. In this picture we could see how the multiple dimensions of Sales and Marketing interacted with each other. Within the technology aspect specifically, pain points, explanations for known challenges, conflicts, dependencies, and new opportunities became clear. The model created many ah-ha moments!



Ideate + Create

The cross-functional team used the model to co-create recommendations. The multidimensional view of Sales & Marketing work allowed the team to target high-impact opportunities for greater effectiveness and speed delivery of value to the customer. We had our picture of the path forward, making the implications of proposed changes clear, and communication among Sodexo's matrix organization highly productive.



Sustainable Results

- The co-designed target operating model set change in motion. The unified vision allows each function in our matrix environment to plan both autonomously and in unison.
- New business development, including cross sell activity, is 12% above this time last year, and our Marketing & Sales Distribution Centers surpassed Q2 pipeline goals.
- Employee experience is the ultimate measure of our success. Simplifying the way we work and taking care of our people, will in turn improve our customer's experience and speed higher value delivery and contribute to our customers' growth.