MEDIA BASED TRANSFORMATION

An Evolutionary Approach to Large Scale Transformation

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INTRODUCTION

Today’s global organisations are learning that rapid change is required to adapt to new and fast changing market conditions and environments. They are also recognising that it is almost impossible to do this using a top-down, imposed approach. Large scale collaboration across the whole organisation is required, and even the most sophisticated tools to achieve this have their limitations.

However the new tools available to all, combined with knowledge sharing and media production techniques are providing powerful opportunities for enabling large scale systemic transformation from the inside out.

We call this methodology of tools and techniques for enabling an organisation to transform itself through a multi-modal, multi-platform approach Media Based Transformation™ (MBT).

Essentially Media Based Transformation™ is about connecting the right team, with information, design resources, processes and media in a manner which enables deep understanding of the landscape of information, critical exploration of alternatives and providing the opportunity to prototype ideas.

We have found that this approach leads to rapid implementation of robust ideas and enables scalable and sustainable change within systems of people, technology and knowledge.
 медиа-направленная трансформация — эволюционный подход к масштабной трансформации

изменения на рабочем месте представляют возможности

Медиа-направленная трансформация™ подход — это способ ведения устойчивой стратегической и тактической трансформации в организацию, предоставляя инструменты для преобразования самой организации.

MBT решает три основных критика традиционной программной трансформации. Эти критики: устойчивость идей и их реализации, постоянное взаимодействие и доступ к богатству существующего контекста организации.

Наши исследования, в сотрудничестве с Лондонской школой экономики и политических наук (LSE), показали, как поддерживать масштабные изменения в организациях и культурах, привели нас к определению MBT как подхода, который объединяет знание о том, как группы учатся, работают и принимают решения эффективно, вместе с медиа, культурой и онлайн-инструментами и технологиями, чтобы поддерживать массовое участие и взаимодействие с очень большими популяциями людей, в разных условиях времени и расстояния.

Такой подход основан на принципах научного исследования и использует конструцистские методы, такие как “мысление через действие”, сотрудничающие авторы, участие в медиа-разработке и пир-на-пир-коммуникации через цифровые и онлайн-каналы.

В контексте, системы определяются как культура, люди, процессы, технология и знание, которые составляют деловые практики организации и ее способности.

Медиа-направленная трансформация™ использует новые инструменты и методы, чтобы поддерживать большие системы в процессе изменения самих себя.
THINKING BY DOING

A key component of MBT is ‘thinking by doing’. The creation of new knowledge, understanding existing knowledge and growing contextual knowledge is best enabled through making artefacts, objects and simulations of work rather than traditional text based mechanisms.

The development of media objects is both generative in process as well as transformational in outcome.

Complex programme management requires many threads to operate in parallel. Alignment between these parallel processes is enabled by continuous interaction and communication and joint construction of outcomes.

Richness in the outcomes is promoted by trans-disciplinary work, and knowledge exchange between all the actors.

GENERATIVE SPACES

We have been developing our knowledge of how physical and online spaces facilitate work and community.

In particular we are interested in addressing the challenges that have emerged with large scale facilitation events.

Namely:
- the ongoing engagement with the content by the participants,
- the commitment to decisions made in events after the fact,
- engagement with the wider context beyond the event,
- the sustainability of outcomes,
- speed from decision-making to implementation.

The research has led us to create an architecture of facilitated process that uses an infrastructure of online tools and online and physical events that enable work that could previously only be achieved in dedicated decision support environments. By supplementing physical events with online tools and processes to share knowledge, ideas and maintain communities - and by ensuring that media and resources are produced by the participants - a culture of continuous dialogue, development and discourse emerges within the population.
GETTING SIGNIFICANTLY DIFFERENT RESULTS REQUIRES SIGNIFICANTLY DIFFERENT WORKING PRACTICES

Today, everybody within an organisation who has a stake in the outcome of a project can voice their opinion and be heard across the organisation through online platforms. This access to resources and communication has a huge impact on the messages and narratives that are promoted and requires a significantly different way of organising projects.

Collaboration, both formally and informally arranged, has significantly increased within organisations as a tool for strategic development, innovation, corporate education, and problem-solving purposes. Alongside collaborative practices, action research, activity based systems and participatory media development are being employed as organisational processes for enabling active employee engagement. We call such approaches Collaborative Authored Outcomes.

COLLABORATIVE AUTHORING

Collaborative Authoring is the process of making media objects together as a means of reflection, decision making and processing of ideas. These objects are used to generate and visualise reflections on the past, present and future states of the system in focus. These techniques are based on cognitive, behavioural and social psychological models. Teams work closely with interaction and video production designers as supporting experts. Work can be event based, online or offline, or processed by smaller teams in many locations each following collectively coherent instruction sets. The techniques that successfully have enabled countless groups in recent years to align, create and make decisions in an intensive event process are extended across time and distance to allow many more people to engage and author their future. Social technology applied well facilitates this extension and enables more sustainable solutions to be developed. The media produced become communication artefacts for wide-scale communication and engagement and serve to focus the development and steering of projects across any field of endeavour. Our learning is that people engage in what they build, and the process of building media-based artefacts — which is an iterative, creative and engaging process — enables teams and individuals to align.

FLOW

In this method, we also strongly use the research of Mihaly Csikszentmihalyi who considered when people are most effective and engaged in their work. This relates to optimally matching the challenge with the capability of an individual. Supporting individuals with experts provided ‘just in time’, and other useful resources, equips people to stay in ‘flow’ whilst taking on further stretching challenges. Media Based Transformation™ allows for these techniques. For example, the approach provides specific creative resources to work alongside teams to create media artefacts and use media techniques (such as composition, storyboarding and prototyping) to produce knowledge resources.
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ACCESSING THE KNOWLEDGE WITHIN THE SYSTEM

The collective knowledge inherent in any commercial context contains a wealth of information. Such a database exists physically, virtually and socially, both within our heads and within groups or teams. Paying attention to the knowledge environment in which a group is innovating enables more powerful decision-making. Documenting work, in every format, text, video, sound, handwritten, photographic and the web, rapidly builds a rich contextual ‘story’ of the organisation and its transformation. Through ever more increasing cycles of feedback, a group is able to navigate its way through labyrinths of information. Providing documentation and knowledge bases for large groups as they move through cycles of creativity, design and production creates a narrative of the journey of their development, as well as cataloguing both the end goal and the iterations that were needed to achieve it. Beyond a single project, these virtual records become powerful learning tools for the next set of programmes. They also provide context rich records, which enable those joining the teams later in the cycles to understand what has been going on.

Online tools exist that enable asynchronous development of ideas across geographies and time boundaries. Collaborative authoring tools, participatory media, project management tools and other social software are enabling very large groups to exchange information. Video conferencing allows people to exchange ideas at their desktops. Personal Dashboards provide bespoke methods, models and connectivity for all employees. Virtual and augmented learning tools provide libraries of knowledge that can be used when the learning is needed most – directly in the workplace.
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PROTO-TYPING, SIMULATION & PLAY

When a large group is engaged in collaborative decision-making, it may be useful to construct all manner of models of conceptual ideas, and to test them. Simulation, the playing of games, the construction of small worlds, testing of hypotheses, questioning, the reordering of information, scenario testing are all tools used for innovation. A collaborative learning environment - physical or virtual - provides all the resources required to do so. These may include construction materials for modeling, spreadsheets for financial modeling, large surfaces to write on and iterate ideas, surfaces for moving information around the space, screens for running simulations between groups, areas for role-play, break-out spaces for groups to work in parallel, video facilities for groups to create scenarios.

LEADERSHIP IS SKILLS BASED

As a system moves through the cycles from design research though proof of concept, piloting, testing to production, marketing, communications and dissemination – the qualities and skills required of teams change. Media Based Transformation™ as a method, is sensitive to these modalities and creates the different conditions required for success at each phase. These phases have their own distinct personalities and qualities and it takes a savvy leader to promote the context, attitude and environment that is required for each team within each phase to be successful.
PUTTING IT INTO PRACTISE

Media Based Transformation techniques have been used in a number of strategic, transformation and learning contexts. The approach is designed to work alongside programme management techniques and follows six main phases:

01 **Design Research**: Understanding the organisation’s challenges by widely engaging its stakeholders.

02 **Design Architecture**: Working with stakeholders to design the future vision.

03 **Collaborative Working and Learning Methods** for Design, Planning and Decision Making. The methodology includes techniques such as DesignEvents, DesignWork™ Spaces and Mass Participation Techniques.

04 **Collaborative Tools** for learning and knowledge sharing on a large scale. Example Ludic collaborative tools include: myDashboard, myLearn, Interactive Magazines, Innovation Hopper and other Apps.

05 **Engaging Media** to build and maintain Employee Engagement. This includes Rich Pictures, Scribing, Films, Animations, Branding.

06 **Feedback**: Enabling the transformation programme to learn and iterate its approach. Techniques include: Competitions, Celebration, Award Events, Press and Publicity, Results Tracking, Diagnostics, Dashboards and Information Graphics.

The essential principles are the provision of enabling infrastructures to a group - including technology, social software, process, knowledge resources and visualisation mechanisms. The role of the advisor is to facilitate the organisation through a process of discovery, outcomes formulation, prototyping, testing and launch – as well as the ensure mechanisms are in place to ensure that learning takes place continuously – to the extent that the system is able to self-correct and navigate towards its desired goals.

The key components of the infrastructure are Social Media Platforms, Media Production Processes, Collaborative Authoring and Group Synthesis that are facilitated in the physical realm as well as online.
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IN SUMMARY

Ludic’s Media Based Transformation™ (MBT) tools and methods are designed to enable and support the alignment and engagement of programme teams across multiple stakeholders, geographies and systems. Using sophisticated collaborative tools, MBT creates platforms and media that enable large and virtual teams to determine the work that needs to be done and to navigate them through the complexity of the transformation effort. The Production Process is a very powerful tool for synthesizing and aligning. Communications Assets bring stories to life. The assets possess a generative and viral quality that enables the communication of the effort at every level of detail.

The MBT Suite of Methods and Tools includes:

1. **Design Research Methods**
   - Crowdsourcing, ethnographic and video production, qualitative and quantitative studies.

2. **Design Architecture – Collaborative Decision Making and Design Workshops to enable**
   - Synthesis, Decision Making and Programme Initiation.
   - Event webs and documentation to establish the platform for implementation.
   - Workstreams and Business Improvement Programmes.
   - Frameworks and tools for prototyping and implementing new ideas.
   - Collaboration Hubs and Design WorkSpaces™. Ludic’s powerful Collaboration Architecture and Collaboration Suites use new technology and interactive furniture and Activity Based Architecture principles for group work.

3. **Collaborative Working and Learning Methods**
   - Online Learning Tools, Methodology Sets for scaling best practices into the organisation including Libraries for Lean Thinking, Design Thinking, Continuous Improvement, Sustainability

4. **Collaborative Tools**
   - Ludic’s Social Networking Platforms including myLearn™ Dashboards for Desktops, Tablets and Smart Phones
   - Apps for collaboration and decision support including the ‘Innovation Hopper’ and Online Decision Tools

5. **Engaging Media**
   - Collaborative production of Information Graphics and Media
   - Rich pictures
   - Animates, Communication Videos, Workstream Booklets

6. **Feedback**
   - Award Programmes, Publications, Media, Online Communications, Dashboards, Information Graphics
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CASE 01

Transforming the business through the Executive Leadership development programme
Programme and Communication Design

Key Words

Social Media, Bringing the Brand to Life, Engaging Environments

Goal

To create a world-class, transformative leadership programme for the Top 100 leaders of a major global financial services organisation, together with the MBT and communications materials for the programme.

Solution

Working closely with the client, we created and continue to deliver a Media Based Transformation™ programme genuinely regarded as ground-breaking. The programme develops global business leaders so that they are equipped to respond to the changing market environment and to deliver the business’ growth agenda.

While supporting the client in the leadership programme development with our Education specialists, we have also developed the MBT infrastructure, Ludic’s proprietary Dashboard and the communications resources used before and during the leadership programme. For the sessions of the programme we have recreated the entire brand experience in the event environments so participants felt as if they were stepping into their ‘brand world’ and a distinct environment for learning. The physical and online space was brought to life with meticulous interior design, the creation of a Decision Support environment, the use of Visual Scribing during the events and careful event production.

The bespoke online Dashboard allows leaders in the programme to network, continue discussions online and access knowledge materials from the programme, bringing learning beyond the programme’s sessions and events and into the everyday workplace.
CASE 02

Mass Employee Engagement Campaign through Knowledge Sharing and Storytelling

Key Words
Storytelling, Engagement, Knowledge Sharing

Goal
To turn around employee engagement and a sense of apathy about the organisation’s commitment to change for an IT company of 11,000 people in the UK & Ireland, by developing an internal communications campaign which would help collaboratively design and achieve the organisation's future strategy.

Solution
Working closely with the client we developed and continue to run a pioneering employee engagement programme called Shaping Our Tomorrow to improve business performance and re-engage 11,000 employees. This programme uses knowledge sharing and the art of storytelling to shift the development of strategy, people and clients out of the boardroom and into everyday conversation. It gives every employee the opportunity to help design the future of their business. The campaign was developed based on a simple five-step model: Challenge, Collaborate, Create, Compete, Celebrate to encourage employees to participate and also be rewarded. Media Based Transformation™ techniques and tools were used to support the developments and rapidly scale up the company’s strategic transformation in a consistent and engaging way.

We deployed online and offline channels, virtual and physical collaboration tools, dynamic videos, animates, information graphics, rich pictures, visual scribing, collaborative decision making and design workshops as well as a series of online events such as an Ideas Festival and Live Discussions through the company’s online community platform.

To date and in only 6 months the results of the programme have directly contributed to a 5% increase in employee engagement; the first time this element has been scored higher than 50%. The number of employees participating has increased from 400 to over 4000. People across the organisation have started having more powerful conversations, sharing valuable experience and knowledge, and regularly publishing their ideas and stories online to share company-wide.

Currently the campaign is being continued with an employees workshop roadshow to run during the summer focusing on the key areas to the strategy going forward and has been rebranded to its second and ongoing phase as Keep Shaping Our Tomorrow.
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CASE 03

Large Scale Collaborative Working - Innovation Methods, Tools and Programmes

App Driven Design Events using iPads and Workplace Knowledge Tools

Key Words

Apps, e-Companions, iPads, Innovation, Engagement, Knowledge Sharing

Goal

To introduce new tools, methods and working practices of Innovation into the management of one of Asia’s foremost development companies.

Solution

Working alongside our Corporate Education Partners, DukeCE, we introduced innovative programmes of education, business improvement projects and toolkits. Our Innovation Libraries, eBooks and methodology libraries are used to support the Innovation effort across the management teams. A culture of Innovation is supported with useful content information, discussion groups, competitions and the creation of Media Resources.

Our ‘Everyday Innovation’ content libraries, ‘Innovation Hopper’ iPad Apps and other decision tools assist the client with focusing the huge quantity of ideas generated by the programme.

Our tools enable participants to carry the knowledge with them, continue the discussions, and sustain the Innovation work at the places it matters most – in the workplace.
LUDIC DESIGN

Ludic Design is a member of the Ludic Group. They are leaders in design thinking providing innovation, strategy and enterprise design services to the world’s most recognised organisations (including Bankinter, BASF, Bayer, Coca-Cola, JP Morgan Chase, Lloyds Banking Group, Rio Tinto, SCG, SAP). Ludic builds state of the art virtual collaboration environments, decision support environments, innovation labs, methods sets and research programmes - and are experts in achieving large scale sustainable transformation.

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