Service Designing Tools for Leadership

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Abstract

This thesis studies service designing leadership tools and it is commissioned by a bookkeeping and real estate management company. The theoretical framework for the thesis contains leading change and leading service design projects. As the well-being of the commissioner's employees is in focus, workplace well-being is an important part of the theoretical background.

The service design project implemented within the thesis follows the process presented by Tuulaniemi. Methods used in this project include a well-being survey, interviews and workshops. Business model canvas, a stakeholder map and employee journeys have been utilised as tools. Employees of the company participated in the co-designing process. The project identified six development goals, of which four prototypes were built. Three of the prototypes were piloted within this service design project. These were development discussions, team day and ground rules for the workplace.

The pilots were successful and the commissioner found the piloted tools useful. According to the evaluation, the tools will remain in use at the company. The development discussions were found especially useful. Other results of the project include, that the employees wish the CEO to take a stronger leadership role. This project successfully implemented the full service design process including prototyping and piloting.

Language: English Key words: Service Design, Leadership, Workplace well-being

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1 Introduction

This thesis will complete a service design process in the field of leadership of the commissioning company. The aim is to develop tools for leadership for the commissioner by utilising a service design process. The thesis will study employee feedback and provides employees with opportunity to participate in the service design process. The aim is to develop tools for leadership, which take the needs of the organization into account.

The commissioner of the work is the entrepreneur of a bookkeeping and real estate management company with four offices. The commissioner wishes to develop leadership practices and tools within the company through service design. The commissioner belongs to my extended family and the topic for the thesis emerged one Sunday afternoon over a cup of coffee. I mentioned that I must come up with a project for my thesis, and the commissioner mentioned some needs for development in her company, and so a common interest was found. In the first drafts, the project had a goal to support more financially sustainable organisational culture at the organisation, but during the project the focus shifted towards well-being of the employees. Involving the employees to participate in the project has been an important part of the project already from the beginning. The original ideas have been redefined and developed during the process, but the core has been to support leadership through service design.

Focusing on the leadership is very interesting also for me personally. In my previous studies, I included studies of working life to my sociology degree, and wrote my previous Master's thesis with a thematic focus on the sociology of work. I am happy to revisit the topics of work and leadership in this thesis as well.

The thesis will implement the service design process within the company. Leadership is seen as the service to be developed, the entrepreneur as the service provider and the employees as the customers. This approach towards leadership may not be usual, but it was selected as it seemed to be the most suitable in this case. This thesis will thereby act as a test for this kind of approach and will prove an interesting read for anyone interested in this.

The thesis operates in the theoretic framework of leadership, service design and well-being at work. Change management and leading change form a crucial part of the theoretic background for the work, and change management will be also examined from the perspective of service design projects. Workplace well-being is an important value for the commissioner, and it is included in the theoretic framework of the thesis.

1.1 Commissioner

The commissioner for this case is a bookkeeping and real estate management company with four offices in different locations. At the beginning of the project there were 5 offices, but two of the offices were merged during the project. The company has 22 employees, of which 14 work mainly in bookkeeping, four mainly in real estate management, two in both real estate management and real estate bookkeeping and one takes care of the company's IT (information technology) issues. Some of the employees have tasks both in bookkeeping and in real estate management. The main contact person for the project is the CEO and entrepreneur of the company, who will be called commissioner or CEO in this thesis. The company's main fields are bookkeeping and real estate management, but they also provide tenant management services and consulting services.

The commissioner has four offices, although in the beginning of the project there were five offices. The offices are named in this thesis as Offices A, B, C, D and E. Two of the offices merged in November 2018. Office D was closed and the employees moved to the premises of Office C. The merged office will be called Office C+D in this thesis.

The Office A is the main office of the company. It is also the office where the commissioner has her own office, and where she spends most of her time. The commissioner estimated, that she spends approximately four days a week in the Office A, and one day in the Office C+D. Her aim is to visit the Office B every two weeks and Office E when needed.

The offices of the company are located in small neighbouring towns. The company has been partially growing via acquisitions, and this is also one reason for having many different offices in neighbouring towns. The offices and the company's presence in the small towns is important, since this way the company can serve the local customers in the towns. Growing partially via acquisitions means also, that some of the employees have been entrepreneurs themselves. This is the case for example with the Office E.

The organisational structure of the company is rather low (see Figure 1). The commissioner is the supervisor for all of the employees. There is an office manager in the Office C+D. This means that one of the employees has been appointed to be an office manager among her other tasks. In other offices having an office manager has not been deemed necessary. The commissioner is often present in the Office A, which the other large office, and no separate office manager is needed. The Offices B and E are so small that having an office manager has not been considered necessary.

The Head of IT takes care of the company’s IT infrastructure including the software and equipment such as computers and servers in cooperation with software providers and IT administration company. He is the commissioners’ son, and he also provides support for the decision-making in the company. The Head of IT is not positioned in any of the offices. He works mainly from home and visits all of the offices when needed.

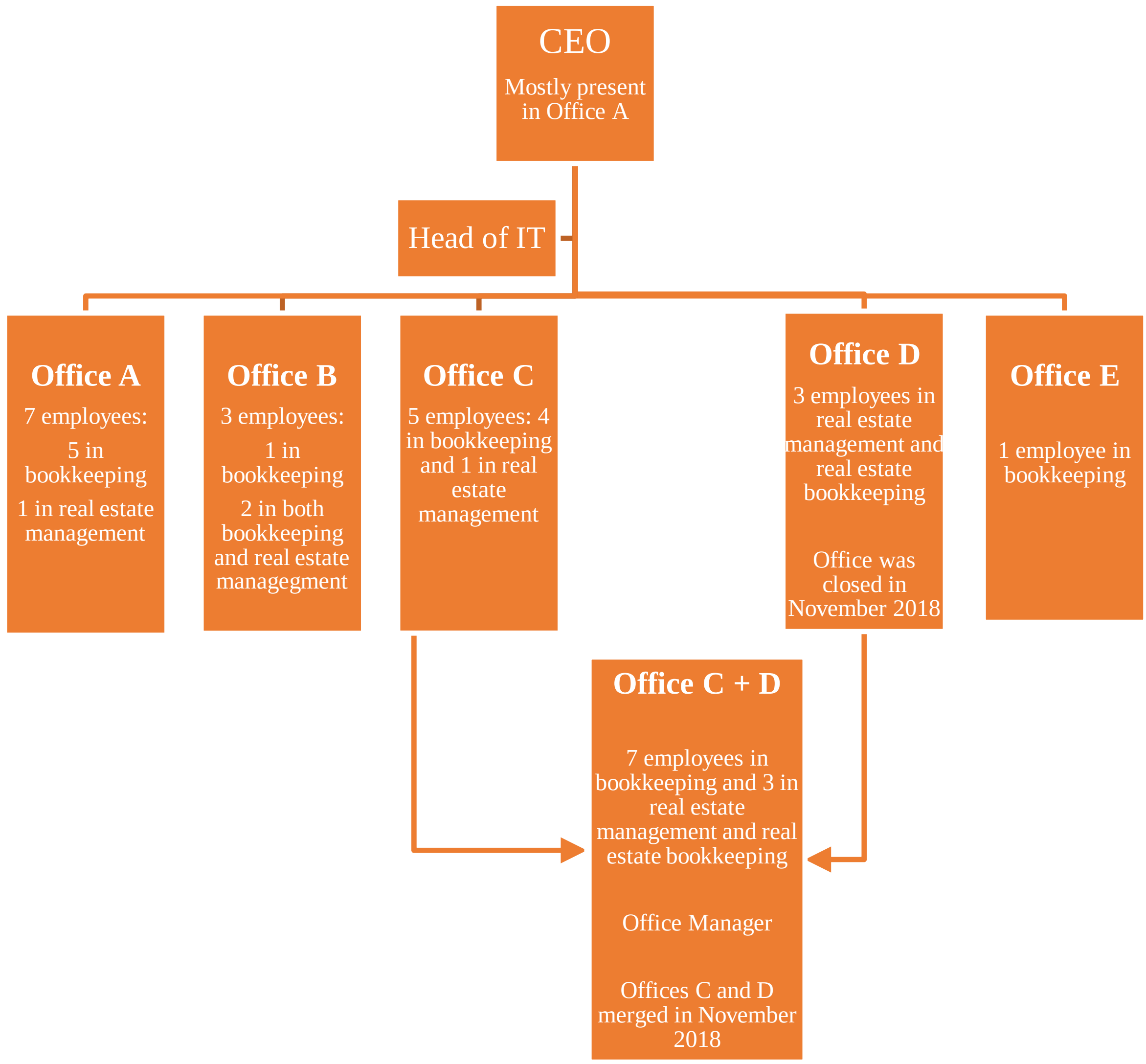

Figure 1. Organisational chart of the commissioning company

The company has many different kinds of customers. The bookkeeping customers are different size companies with different corporate forms, housing cooperatives, road maintenance associations, farms, statutory local fishing associations and other kinds of associations. Real estate management customers are different kinds of housing cooperatives.

The commissioning company is locally significant service provider, who have a wide range of services and broad expertise in issues related to bookkeeping and real estate management. The company is led by the CEO, who is also the supervisor for all of the employees.

1.2 Research questions

The main goal for the project is to create tailor-made leadership tools for the company using service design methodology. The entrepreneur is seen as the service provider and the employees as the customers and users of the service.

The commissioner wished to get support for the leadership and to develop internal procedures while supporting the workplace well-being. The project has from the beginning intended to include the employees in the process. In the best case, this can in its part wake up self-initiative and business-minded thinking among the employees. Involving the employees in the process gives them the opportunity to think about the work from a new perspective and see themselves as active participants in the business. In best case, the project can help to build organizational culture, where the employees also see the business side of their work and are active participants in the development projects in the company.

The main target group to participate in the co-designing process are the employees. This project has an internal scope within the commissioning company, and thus the external customers are not included. This is also the wish of the commissioner.

The research questions are:

- How to involve employees to participate in the co-designing process?
- How to gather development ideas from the employees and the CEO and build reasonable development tasks based on the ideas?
- How can service design can help the leadership in a small company and what is the impact of the project?

2 Theoretical background

The theoretical background in this thesis is diverse, but its point of view combines service design with leadership and well-being at work. Theory about service design is included, as is theory about service design leadership. Successfully implementing a service design project requires skills in change management, so theory about change management and managing change in service design projects is included.

The thesis contains a commissioned service design project for a small company, and the commissioner sees that well-being at work is one of the most important issues in running the company. Therefore theory of well-being at work is included also in the theoretical background. The commissioning company works in the fields of bookkeeping and real estate management, and thereby it is important to have a small introduction to these fields as well.

2.1 Frame of reference

Figure 2. Frame of reference

The different theoretical approaches are included in the frame of reference (Figure 2.) At the core of the project is workplace well-being. This is one of the key values in the company, and thereby it is an important aspect also in this project. As the goal of the project is to create new tools for leadership, the leadership themes of leading change and viewing leadership as a service are important. The environment of this project is the commissioner company, which works in the fields of bookkeeping and real estate management.

2.2 Well-being at work

According to Virolainen, workplace well-being consists of physical, psychical, social and emotional well-being at work. It is worth noticing that all fields are interconnected and they affect each other. For this reason it is important to think workplace well-being comprehensively instead of looking at one of the fields only. Shortcomings in one field are often reflected in other fields, for example psychically stressful work may be reflected in becoming physically ill. (Virolainen 2012, 11-12.)

Manka and Manka provide a different view by presenting the concept of *workplace well-being capital*. This could be described as the employees' likelihood or opportunity for experiencing workplace well-being and it includes the human capital from different viewpoints. First of all, it includes the individual's human capital, meaning psychological capital, attitudes, skills and knowledge. Secondly, it includes the social capital of the community. This means the social support at workplace and the relationships between supervisors and employees. Thirdly, it includes the structural capital at the organisation, meaning knowledge and leadership systems, investments on development and organisational culture. Manka et al. highlight, that the well-being at work is a strategic resource for the organisation, and maintaining well-being is important especially to ensure that the company will remain competitive also in the future. (Manka & Manka 2016, 52-53.)

The company can build workplace well-being capital by supporting the employees' capabilities to work, their chance to work in healthy and safe conditions and by supporting ergonomic practices. The essential base for the workplace well-being is built within the work itself. Especially the employees' opportunities to influence their own work builds a good basis for the well-being at work. Good skills in cooperating at the community and being committed to work can reveal that the employees feel well in the organisation. The psychologic well-being of the employees and the social capital in relationships between supervisors and employees are important parts of the workplace well-being. Well-being can develop also in networks, for example when working with projects and in cooperation with the customers. (Manka & Manka 2016, 54-55.)

Järvinen sees, that each organisation needs certain structures to ensure that people can be successful and act professionally in their work. The basis for the work is the core function of the work community. All work done in the organisation should be viewed from the point of view of the core function. The pillars built on the core function (see Figure 3) support the functioning work community. (Järvinen 2009, 85-86.) If the work community is functioning, it supports building the workplace well-being capital.

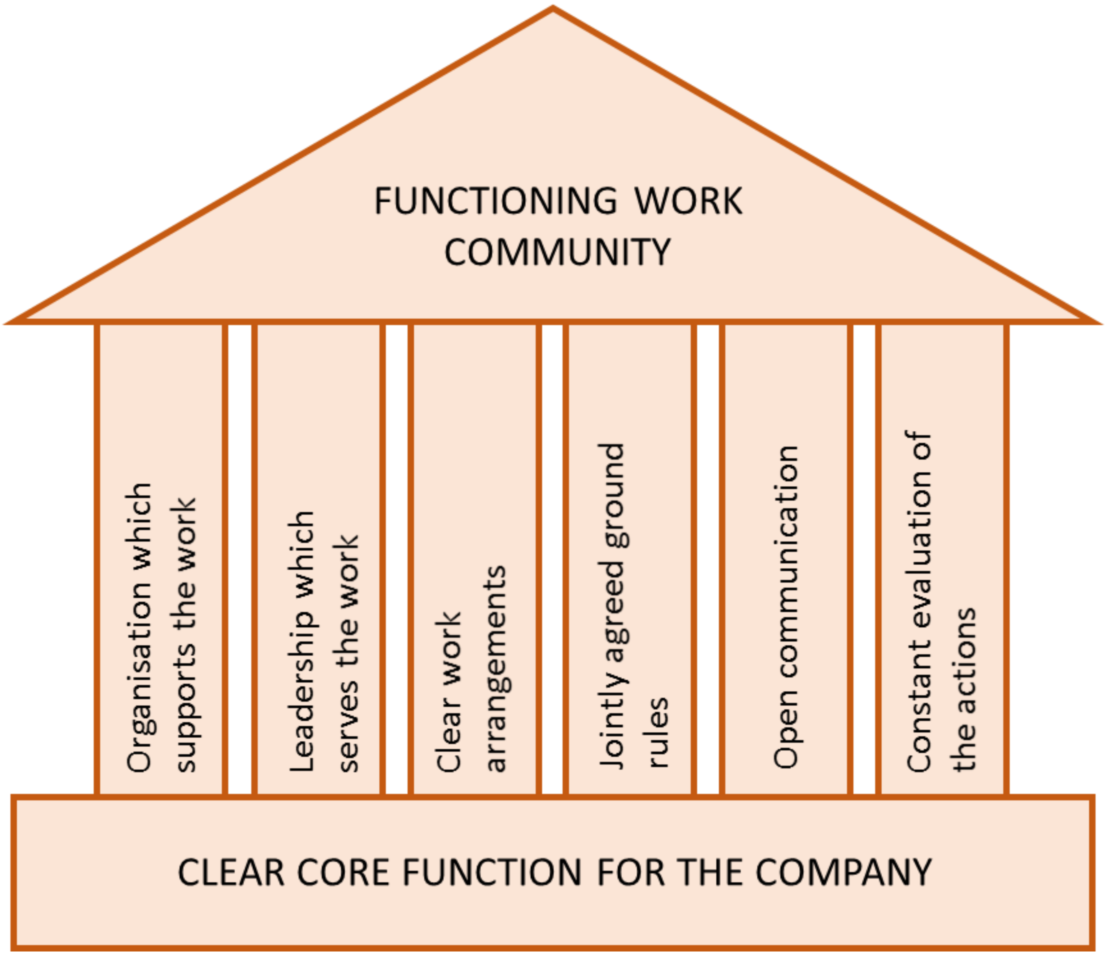

Figure 3. Structure for well-functioning work community (Järvinen 2009, 85)

The organisation's task is to build a framework for the work community to organise the work at the workplace. The good organisation supports reaching well-functioning cooperation and working productively. The leadership's task is to define the core function and to ensure that the conditions for work are properly arranged. According to Järvinen, the pressure towards the leadership has increased and employees need more support. Reasons for this are for example the constant change, increased requirements and decreasing resources. (Järvinen 2009, 86.)

Clear work arrangements mean, that everyone should have a clear view of their own and their colleagues' main tasks and responsibilities. Jointly agreed ground rules give structure for behaviour in the work community, and in functioning work communities the ground rules are revised often. Open communication is a wide concept, but it can include for example generally talking about work, discussing issues with those who are concerned, discussing constructively and ensuring that the communication has been understood correctly. The final pillar requires the company to evaluate and develop its actions constantly. (Järvinen 2009, 90-104.)

Järvinen views the functioning of the working community from the management and leadership point of view and examines what are the conditions that the work community needs in order to be functioning. This can be seen as one method of building workplace well-being capital as Manka et al. describe.

Virolainen sees, that society, organisation and the individual all impact the well-being at work. The society creates the frames for well-being through legislation and regulation. This includes that the organisations are obliged to ensure the safety of the workplace, follow the legislation and build a pleasant atmosphere at work. The individual, on the other hand has the responsibility about his/her own healthy lifestyle and following the rules of the workplace. It is worth noticing, that experiencing well-being at work is a combination of many factors, and if it is examined at individual level, it can be a subjective experience. (Virolainen 2012, 12-13.)

Being too busy and stressed can cause not feeling well at work. When this situation persists for a long time, it can cause losing the joy of work and it can even lead to burnout. But there are a number of issues can cause feeling bad at work. Stress at work is one of them. A stressful working environment, unclear role at work, uncertainty at work, personal relations at work, and the structure and atmosphere of the organization can all create stress. Other issues can include feeling burnt out, being uncertain of continuation of work, experiencing inequality at work, conflicts at work or workplace harassment. Harassment or bullying at work is a serious problem, which can make even coming to work difficult. (Virolainen 2012, 30-40.)

Leading well-being at work requires first of all viewing well-being as a comprehensive issue, which consists of many factors. Secondly, the leadership should view the efforts put in the well-being as an investment. This should be seen as any other investment made in the company. Thirdly, well-being should be woven to be a natural part of the company's values and organizational culture. Well-being at work should be an important part of every supervisor's work. It is worth noticing that well-being at work cannot be "ready" at any point. Instead, it must be maintained and developed constantly and this should be a natural part of the everyday work at every workplace. The leadership should be committed, and there should be resources, such as financial resources and working time, for the development of the well-being. (Virolainen 2012, 105, 134.)

Manka et al. list methods, how the employer can increase the workplace well-being capital. These include investing in strategic well-being at work, supervisors working in an inclusive manner, increasing the employees' possibilities to participate and impact, supporting the employees' skills development and career planning, noticing the factors related to employees' age or life phase, flexibility at work, and finally cooperation with workplace healthcare. The employees have methods to support their own well-being as well. These include taking responsibility of their own well-being, developing their skills, aiming to have a positive attitude, paying attention to life style factors such as the balance between work and other life, and finally focusing on work community skills and supporting others. (Manka & Manka 2016, 55-56.)

On organisational level the well-being at work needs systematic leadership, strategic planning, actions to support the employees' capacities and constant evaluation of the well-being actions. An organization experiencing well-being is goal-oriented, flexible in its structure, it is constantly developing itself and it is safe working there. (Manka & Manka 2016, 80.) This view resembles Järvinen's view on what a functioning work community is (Järvinen 2009, 85).

Developing well-being at work should be a well-planned long-term process, and it should involve the whole organization. If a company decides to start a project to improve well-being, the timing should be considered. It is not advisable to start a well-being project during the busiest season of the year or if the company has many other ongoing development projects. In these cases the results can often remain superficial. (Virolainen 2012, 134-136.)

It is worth noticing that reaching permanent results from a well-being project takes time. Virolainen points out, that even one-year long well-being development projects may not resolve all the well-being related problems in the company. A year can be a too short time to achieve well-functioning and sustainable development actions. (Virolainen 2012, 135.)

Manka et al. have studied strategic development of well-being at work in Finnish small and medium sized enterprises. Five development areas were identified with the companies, and by investing in these the companies are expected to have better working capabilities in the future. The five areas are leadership, skills, attitude, networks and joint goal and community. Investing in these means investing in the leadership and development and preparing for changes in the operating environment. It also means using the cooperation networks, sharing knowledge and having faith in the future. The community at the workplace is an important part of building the future, and the joint values, employees' participation opportunities and cooperation skills are important in building the joint goals. (Manka & Manka 2016, 85-86.)

Well-being at work is a combination of many different experiences, and many different kinds of issues impact it. The scale is large, ranging from legislative regulation to employees' own actions and attitudes. The organisations are still in the key role in facilitating a working environment where the structures support the employees' capabilities to experience well-being in their work.

2.3 Service design

Service design can be explained in many ways. It can be thought of as a mind-set of a group of people or even as a mind-set of the entire organization. In the mind-set point of view the group will talk about users, request research, create and test prototypes, and they want to gain insights through implementation of the insights. Service design can also be thought of as a process, driven by the design mind-set, trying to find solutions through the iterative and repeating cycles of research and development. For many, service design can be a toolset including customer journeys and sticky notes, but it is worth noticing that without the process and mind-set the tools may lose their impact or even make no sense. Service design can also be thought as a cross-disciplinary language, where simple tools and visualisations bring common understanding for people from different fields. Service design can also be seen as a management approach. If service design is sustainably embedded in an organization, it can even be used as a management approach consisting of collaborative work in a series of loops. (Stickdorn, Hormess, Lawrence & Schneider 2018, 21-22.)

Stickdorn and Schneider wrote in 2010 in their book *This is Service Design Thinking* that there are five principles of service design thinking. These were: 1) User-centred, 2) Co-creative, 3) Sequencing, 4) Evidencing and 5) Holistic. In the follow-up book This is Service Design Doing (2018) Stickdorn et al. revisit these principles. Many of the original five principles had stood the test of time quite well, but they have evolved and they noticed that there is a need for a new principle. The updated principles highlight that service design is human-centred and it considers the experience everyone affected by the service, not just the users. Instead of co-creative, Stickdorn et al. state that service design is collaborative and iterative. Collaborative means that stakeholders of various backgrounds and functions should be actively engaged in the process, and iterative means that service design is an explorative, adaptive and experimental approach which iterates towards implementation. (Stickdorn et al. 2018, 28.)

Stickdorn et al. write that service design should be sequential, and that the service should be visualized and orchestrated as a series of interrelated actions. Instead of evidencing, in the new book Stickdorn et al. call for service design to be real. The needs should be researched, ideas prototyped and intangible values evidenced in reality. Finally, service design should be holistic. This means that the services should “sustainably address the needs of all stakeholders through the entire service and across the business”. (Stickdorn et al. 2018, 18.)

2.3.1 Design thinking

Design thinking is a methodology or an approach to designing that should help the designer to be more consistently innovative. Design thinking focuses on people and it involves methods that enable empathy with people. It is a “collaborative methodology that involves iterative prototyping and series of divergent and convergent phases”. Design thinking combines analytical and creative thinking approaches and includes methods that can be applied to different types of problems by different types of people. According to Curedale the advocates of design thinking believe that the approach results in consistently innovative design solutions oriented towards people. (Curedale 2013, 30.)

According to Miettinen (2014), design thinking is a creative process which brings new aspects to business development and new tools to product development. Design thinking is a competence which can be utilized in product development, in building the brand and in communications. Miettinen states, that design is always about bringing value to both owners and customers, to other stakeholders and in large scale to the whole society. (Miettinen 2014, 12-13.)

Design thinking can support building organizational culture in different ways. First of all, design can bring new content, processes and knowledge for the leaders. Design tools can be useful in changing the service culture or developing and committing to new procedures. (Miettinen 2014, 15.)

The commissioner's company works in fields, which are not considered often as innovative or involving design. As in any field, the work requires constant development, but the design thinking attitude is not commonplace in the company. It will be interesting to test the service design process built on the design thinking attitude in this environment.

2.3.2 Co-creation

This work utilized the co-designing method and involved the employees to participate in the service development process. There are wishes that this co-designing process could help develop processes in the company and possibly even develop organizational culture in the future.

Polaine, Løvlie and Reason highlight that the idea in service design is to design *with* people and not just *for* them. Here service design differs from user-centred design and much of marketing. People are not just the customers, but it also means the service providers and staff. The experiences of both of them are interesting for service designers. (Polaine, Løvlie & Reason 2013, 41.)

Co-creation is according to Stickdorn and Schneider (2011, 198-199) a principle that can be used in conjunction with many other tools in the service design toolset. Almost all of the service design methods can be adapted for use in a co-creative setting, and many of the methods are designed exactly for co-creation. Co-creation sessions aim to explore potential directions and to gather a wide range of perspectives in the process. The results of the co-creation sessions will be used as an inspiration for the core design team, who develop and refine the ideas further in the next stages of the design process. Co-creation has the additional benefit that it facilitates future collaboration. By using co-creative methods, the groups have been brought together in the process, and it can create a feeling of shared ownership about the concepts and innovations to be developed. (Stickdorn & Schneider 2011, 198-199.)

According to Tanghe (2018, 276-279) participating in the design process can help reduce the resistance towards the change.

In ideal case the co-creation process can help the company adapt design thinking approach in their operations. The design approach can support organisations to explore, understand and work with more relational and softer aspects of a service, helping the company to reframe their businesses and provision around customer's processes of value co-creation. (Sangiorgi 2012, 103.)

2.4 Service design leadership

Judith Gloppen has studied service design leadership and how service design and leadership depend on each other. She points out that the society has moved towards a service economy, which may require a different approach from both designers and leaders of service organizations. Gloppen predicts that the leaders in service organisations will want to broaden their understanding of how they may collaborate and take advantage of designers' skills and competences on both strategic and operational levels. (Gloppen 2009, 88.)

Gloppen points out that enlightening organizational leaders could be done by designers being their discussion partners on a strategic level as well as by the practical designing of services in close collaboration between service providers and service designers. Leadership involves making decisions, and these decisions may influence design processes and outcomes. Still, leaders may not be aware of how they themselves may impact the design and innovation process. They could thereby benefit from adopting a design attitude. One way for the leaders of the service organisations to adopt a design attitude is to design the services in collaboration between the service designers and service organisations. Gloppen states that it may be claimed that successful leadership and strategic design may not be far from each other in their attitudes towards problem solving. (Gloppen 2009, 88.)

Gloppen continues in her later article that design management should be placed at corporate level, and not just at departmental or local level. Placing design management at a higher strategic level serves to emphasize future direction. This is needed to take advantage of the strategic value and competitive advantage of service design. To ensure that the designed service innovations are perceived as valuable by the users, the design management at the corporate level should adopt a leadership approach that synthesizes the most relevant competences from design and business. (Gloppen 2011, 21.)

Gloppen's views focus on the service design leadership from the point of view on how the leadership should react to the service design process in their company. Gloppen seems also to focus on large companies or corporations, whereas in this thesis the focus is on a small company.

2.5 Organisational culture and leadership

There are many views on what leadership is. It can be described as "the capacity of a company's management to set and achieve challenging goals, take fast and decisive action when needed, outperform the competition and inspire others to perform at the highest level they can" (Investopedia). Another view sees leadership as "a process of social influence, which maximizes the efforts of others, towards the achievement of a goal" (Kruse, w.y.).

There are also many views on what management is. It can be described as "a set of principles relating to the functions of planning, organising, directing and controlling, and the application of these principles in harnessing physical, financial, human and informational resources efficiently and effectively to achieve organisational goals" (Management Study HQ). Management can be included as a factor of production along with machines, materials and money (Business Dictionary).

Leadership can be understood as the leader's way of inspiring the employees and giving them a direction where to aim in their work. On the other hand, management can be understood as a process of organising the work in the best way. Both are needed in any company, and the challenge is to understand which is needed more in any given moment.

In Schein's view, leadership is always intertwined with culture. He sees that leadership cannot really be understood without considering cultural origins, evolution and change. On the other hand, the organisational culture and the subcultures cannot really be understood without considering the leadership at the company. (Schein 2009, 7.)

Sinclair presents two alternative broad views on how organisational culture is understood. The more popular view sees culture as "a variable to be managed in organisations". The second approach views culture as a metaphor or fundamental means for conceptualising organisations. The later view sees that culture is not something that the organisation has, but as something the organisation is. In this view the management cannot control the culture, because management is a part of that culture. Sinclair points out, that these two views have been debated, but there is no widespread acceptance of the concept. The popular understanding is, that organisational culture exists and that it’s important. (Sinclair 1993, 63-64.)

Schein views, that organisations are cultural units, and they have subcultures based on occupations and common histories within them. The subcultures within the company can be as strong as the corporate culture, or even stronger. The organisations, on the other hand, exist within broader cultural units, and culture issues are different in companies which are young, mid-life or older organisations. Culture resides also within individuals, and it is a hidden force which drives most of our behaviour both outside and inside of organisations. (Schein 2009, 3-6.)

In this project the commissioning company has its own company culture. As the company has the four offices, the different offices have their own subcultures as well. These subcultures can also impact the result of this project.

2.6 Leadership as a service

This thesis has the perspective of viewing the leadership as a service, and seeing the employees as customers. Viewing leadership as a service seems not to be a common practice. The background study about leadership as a service shows that the wording is catchy, but this concept is understood and explained in different ways.

One of the established concepts is servant leadership. Servant leadership is a set of behaviours and practices that reverse traditional “power leadership” model. In this model people do not work to serve the leader, but the leader exists to serve the people. The practice is centred on the leader’s desire to serve and it emphasizes collaboration, trust, empathy, and the ethical use of power. The goal of servant leadership is “to enhance individual growth, teamwork and overall employee involvement and satisfaction”. (Servant Leadership Institute, 2018.) A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong. Traditional leadership usually means that the leader in the top of the organisation accumulates and exercises power, but a servant leader shares the power, puts the needs of others firs and helps the people to develop and perform as highly as possible. (Robert K. Greenleaf Center for Servant Leadership, w.y.)

Wilson writes in the Digital Business Blog about Leadership as a Service from the perspective of technology leadership. In his blog text Leadership as a Service means a commercial service which provides customer companies with experienced technology leaders on a short notice. (Wilson w.y.) In this view, Leadership as a Service means offering temporary employment solutions especially to technology leadership positions. For Tiwari leadership as a service is about developing an environment and leadership process as a whole where people are liberated from the traditional hierarchical mind-set, and then people get inspired and do phenomenal things (Tiwari 2017). Tolvanen from Digitalist lists five ways how to create leadership as a service in practice. His tips include leading by example, being there for others, opening up for influence and new ideas, showing your colours and being part of the team and delivering beyond expectations. (Tolvanen 2017.) Tolvanen views Leadership as a Service as leader's behaviour.

Even commercial software solutions have been built to support the servant leadership approach, for example Vincit's Leadership as a Service LaaS. Vincit's product sees the objective of servant leadership to be removing obstacles that stand in the way of employees reaching their full potential. Their commercial product LaaS is a web service which claims to encourage self-organisation by offering the employees concrete tools for self-reflection, goal setting and competence development. The service automatically collects user data and feedback and allows to use that in managerial planning and decision-making. (Vincit LaaS w.y.)

As can be seen from these examples, leadership as a service has not established as a concept yet. For Wilson it is a temporary employment service, for Tiwari creating an optimal environment, for Tolvanen it is the behaviour of the leader and finally Vincit provides a commercial Leadership as a Service software. The approach in this thesis, viewing the leadership in a company as a service, is most related to the servant leadership model.

2.7 Leading change

Going through the service design process and implementing the results is always a change process, and it is important to understand the dynamics of change and how change can be lead. Kotter (2012) describes how leading change in organizations has many pitfalls, and presents an eight-stage process of creating major change in an organization. The eight steps are:

1. Establishing a sense of urgency

2. Creating the guiding coalition

3. Developing a vision and strategy
4. Communicating the change vision
5. Empowering broad-based action
6. Generating short-term wins
7. Consolidating gains and producing more change
8. Anchoring new approaches in the culture

The first four steps in the transformation process help to defrost a hardened status quo, and steps five to seven introduce new practices. The last step grounds the changes in the corporate culture and helps make them stick. The problem often is, that organisations try to save time in the change process. They can implement only the steps 5-7, or rush through the steps without finishing them, or they move forward without reinforcing the previous steps. According to Kotter, this way the change is deemed to be unsuccessful. (Kotter 2012, 24-27.)

Kotter's view on implementing change processes is quite linear and straightforward, and it seems to mainly describe changes in big corporations. However, Kotter's process can be adapted to suit small change processes as well. For example service design projects could benefit from understanding Kotter's view.

Establishing a sense of urgency is in Kotter's view the first step when leading change. This can help to reduce complacency, which Kotter sees to ruin many change processes. Establishing a sense of urgency is needed to gain cooperation in the process. If complacency is high, people are not even interested to work with the change problem. With low urgency, it is difficult to put together a group with enough power and credibility to efficiently create and communicate the change vision. (Kotter 2012, 37-38.) In service design projects, this step could mean reasoning the need for the change and elaborating these reasons to the people whose work will be affected by the project. Without this stage, it is difficult to motivate people to participate in the project and the implementation of its results.

Creating a guiding coalition means finding the right people to support in the steps during the change process. The guiding coalition should be strong, there should be the right composition, level of trust and a shared objective. (Kotter 2012, 53-54.) The guiding coalition in the service design project could mean forming a leading group of service designers and key persons from the commissioner of the service design project. This group would then both lead and manage the service design project. The commitment of this group is crucial for the success of the project.

Developing a vision and strategy means finding the right way to motivate people to participate in the change. Visions are useful tools in this process, as they are pictures of future with some implicit or explicit commentary on why people should strive to create that future. It gives direction for the change and motivates people to take action in that direction. (Kotter 2012, 69-71.) The next step is communicating the change vision. The power of vision is truly in use when many people share the sense of the desirable future. Communicating the change vision is difficult, but Kotter recommends to keep the message as simple as possible, using metaphors and examples, using many different forums, repeating the message, leading by example, addressing inconsistencies explicitly and listening. (Kotter 2012, 87-102.) In a service design project, the vision can come from the commissioner, but it can also be generated with the participants in a workshop. Service design has also tools to make the vision visual, which may help in communicating the change vision to the people.

Empowering employees for broad-based action means making sure that people do not feel powerless in front of the change. The purpose of this step in the change process is to empower the broad base of people to take action by removing as many barriers to the implementation of the change vision as possible. (Kotter 2012, 106-110.) When thinking about removing barriers from implementation of the change vision, service design can provide actual tools for this purpose. Drafting the first versions of the customer journey and service blueprint can reveal some of the barriers. When these barriers are removed, the whole process can become more fluent both for employees and customers.

Creating short-term wins is important in keeping the people motivated in the right way in the change process. Good short-term wins are visible, meaning that large numbers of people can see the result, they are unambiguous, meaning that there can be little argument over the call and finally they are clearly related to the change effort. The short-term wins for example give reinforcement to the change process, they reward the change agents, they help fine-tuning the vision and strategies, they help undermine cynics and self-serving resisters, they keep bosses on board and they build momentum. (Kotter 2012, 212-127.) Kotter stresses the step of creating short-term wins, but focuses on large change processes. In smaller change processes the short-term wins are equally important. Visible short-term wins can be for example publishing comparable information from before and after the change. This alone can create a feeling of a short-term win, but it can be combined with rewarding participants with small reward after reaching a goal.

Consolidating gains and producing more change means not celebrating victory too early. It means continuing to lead the change. The executive cannot lead all the change processes going on at the same time, but he/she can take care of the vision and empower the middle management to take care of the details in each of the change processes. (Kotter 2012, 142-151.) In service design process it is equally important not to declare victory too soon. The nature of service design project is iterative, and after reaching and implementing one result, there is always the opportunity to examine the results and think of improvements.

The final step in Kotter's process is anchoring the approaches in the culture. Even the change processes with good immediate results can fail if the change is not rooted in the organisation's culture. Rooting the new practices into the culture can be difficult, especially if the new practices are not consistent with the old core culture. Kotter places the culture in the end of his change process, as culture changes only happen when the people's actions are altered, after the new behaviour produces benefits for a longer period of time and after the people see the connection between the new actions and the improved performance. (Kotter 2012, 153-165.) In a service design project the final step can mean that the commissioning company takes the customer opinion and user experience more in focus of their work. Listening to the customer can be difficult, but adapting to the culture where listening to the customer is a norm can be very beneficial.

Yee, Jefferies and Michlewski (2017) provide a different view to driving change by examining different roles. Yee et al. have identified seven crucial roles that design, designers and design-thinkers play in the process. The roles are intended to be a tool for the leaders, they are a framework which can help the leaders in change processes where design is an important component. Yee et al. point out that these change roles are not mutually exclusive and that they can be activated simultaneously at various points of an organisation's transformation journey, depending on the context. The seven roles are (Yee, Jefferies & Michlewski 2017, 3):

1. Cultural catalyst

   Cultural catalyst stimulates the cultures to change through placing a clear focus on peoples' needs and involving deep empathy as a way to approach sensitive cultural changes. Cultural catalysts promote openness and pragmatism, and they embrace the plurality and multiplicity of voices as core beliefs. This kind of approach can create an atmosphere of trust which welcomes all voices, even those which are dissenting. (Yee et al. 2017, 12.)

2. Framework maker

Framework maker provides an important sociological and psychological safety net for those in the organization who seek to engage in an exploratory, creative and divergent mode of thinking and acting. The framework maker pushes the organization towards a position where it can take full advantage of the opportunities emerging in the fast-changing commercial environment. It also offers visualized and tangible markers of progress and prototypes, which can help to drive the conversation and the human-centred initiatives further. (Yee et al. 2017, 15.)

3. Humaniser

Humaniser increases empathy in the process and creates a human dimension to the work. This can make business challenges easier to relate to and engage in. Humaniser brings personas, journeys, role-play and many other techniques to the play in order to put a human face on the business discourse. Humaniser creates stories and visualisations that inspire people to take action, and challenges organizational structures, processes and protocols to understand the customer's experience. (Yee et al. 2017, 18.)

4. Power Broker

Power broker utilises the power of the consumer-centric purpose to focus everyone's attention on a pragmatic solution instead of their own, fractional interests. Power broker takes advantage of the design process and its focus on the user. This has the capacity to diffuse tensions and realign internal teams around a common goal. (Yee et al. 2017, 21.)

5. Friendly Challenger

Friendly challenger provides a safe haven for ideas to grow and develop before being challenged prematurely. It encourages an atmosphere of openness and genuine interest in the best possible solution. It also draws attention away from internal politics and tensions towards the users' needs. Friendly challenger creates an environment where it is the norm to question basic assumptions and to critique each other's work constructively and champion the search for the best possible solution. (Yee et al. 2017, 24.)

6. Technology Enabler

   The technology enabler makes technology useful by emphasizing the usability of the systems in place, and ensures smooth workflow between physical and digital platforms. It focuses on the usability as well as the aesthetics and makes sure that the employees' needs and expectations are catered to. It aims to put people in the position where they want to use the technology provided to them not because they have to but because they want to. (Yee et al. 2017, 27.)

7. Community Builder

   Community builder creates conditions for the community to come together by providing a safe, open atmosphere with the users and people involved. It provides tools and techniques that offer an instant feedback loop for the participants to respond to. It ensures a level of empathy, which enables the designers to connect with different members in the community on a deep and intimate level. (Yee et al. 2017, 30.)

These seven roles of change can be used simultaneously and discarded when they are no longer needed. The roles are one framework which can assist leaders and designers with decoding and enacting change efforts where design is a significant component. (Yee et al. 2017, 3.) Such change efforts could be for example changing the business model or ways of working in the company, especially if the new ways are service designed. The roles can help in making the change efforts successful.

Yee et al point out four important strategies to drive change by design. First of all, it is crucial to understand how design fits in the organization. While design is sometimes treated with suspicion in the corporate world, it is important to suit the design and the indicators to the company's particular circumstances. The design function should also traverse other functions, which ensures that design is not seen as a "resource competitor" but instead a resource to draw from and support others. (Yee et al. 2017, 5.)

Secondly, the design must be aligned with organizational goals and resources. It is important to keep an eye on how the money is spent and where the pockets of power are. Thirdly, it is important to label the processes correctly. This can help to reach the best results in the transformation process. The fourth point is ensuring that driving the change process through design needs executive level support and understanding of what design is. To ensure the support, it is often necessary to make a strong case for design through business examples. (Yee et al. 2017, 4-6.)

Kotter's view to the change focuses on the process and details the different steps in the process. This view resembles a recipe, where any change can be successful as long as the leader follows the process rigorously. The process is in focus, not the people implementing the process. Yee et al. focus on the people and their roles, and how different roles can help companies during their transformations. When examining these two approaches, it seems that Kotter views change from top-down and Yee et al as a process which can be boosted also from bottom-up.

2.7.1 Bottom-up leadership

In many leadership theories the leadership is viewed from above, as processes or practices made by top leaders in the organisations. However, there is another view to the leadership and that is to examine how the employees can lead and manage themselves. Among these approaches are self-leadership and job crafting.

Self-leadership can be described as an ongoing learning and impacting process, where the individual becomes aware of his/her own body, mind, emotions and values, after which the person can better direct his/her actions, thoughts and emotions. Self-leadership has become increasingly important, and reasons for this are for example constant haste, rapid changes in the working environment and the requirement to be flexible and to be able to renew and regenerate constantly. This is not easy for everyone, and for this reason the self-leadership has become increasingly important in maintaining one's own capacity to lead oneself. (Sydänmaanlakka 2011, 28.)

Job crafting is an approach for employees to design and make changes in their work in order to turn the work towards their own interests and make it more meaningful for themselves. Job crafting is an exercise which prompts the employee to visualize the job, map its elements and reorganise them to better suit themselves. Job crafting can help make the job feel more personal and it can help to gain a greater sense of control at work. (Wrzesniewski, Berg & Dutton 2010.)

It is worth noticing that job crafting is driven by the employee and not the supervisor. Still, crafting the job requires the employee to be open about the process. Creating trust with the supervisor is important, and in best case the supervisor can even help to identify opportunities for redistributing tasks within the work place. Job crafting can help make meaningful changes in the work. Sometimes it already helps to take a step back from the daily work and realise that there actually is the ability to reconfigure the elements of the work. (Wrzesniewski, Berg & Dutton 2010.) If the employee needs a change and is successful in reconfiguring the elements of the work, it can even prevent the employee from leaving the company.

2.7.2 Service design and change management

Service design company Hellon has in their blog post listed suggestions on how to reach results through service design and how to avoid pitfalls (Hellon, 2019). This list has some resonance with Kotter's stages in leading the change process. Hellon's first advice is to commit to the change in the way of thinking. This has similarities to Kotter's final step of anchoring the new approaches to the company's culture. Hellon's second advice is to link service design as a part of implementing the company's strategy. While Hellon adapts the process to the company's existing strategy, Kotter advises to build a separate strategy for the change process. Hellon's third advice is to start with quick gains. The quick gains will give the service designers leverage and trust in the eyes of the commissioner's leadership. Kotter's view is very similar, he as well advises to generate short-term wins to keep people committed and enthusiastic.

The fourth tip of Hellon is to be persistent and focused. This means trusting the process in the moments of uncertainty. This resonates with Kotter's step of consolidating gains and producing more change. In both views this part means being persistent with the process in all fields where the change is taking place. Hellon's fifth tip is to get the support of the sponsors. With this they mean getting the support of the CEO or some other person in a decisive position to support the process already from the beginning. Kotter phrases this issue as creating the guiding coalition, but both mean finding the most important people in the company and committing them to the process from the beginning.

Hellon’s sixth tip is to report and communicate constantly about the results. Reporting and communicating about the process and the intermediary results throughout the project is crucial in keeping the company committed to the process. Kotter mentions communication when he highlights the importance of communicating the change vision. Hellon’s view on continuous reporting of the results also contributes to other parts of Kotter’s process, such as consolidating gains and producing more change and anchoring the new approaches in the culture.

Another view to successfully leading a service design process can be found in Tanghe’s guest article in Stickdorn et al. (2018). In this article Tanghe writes, that sometimes service designers consider their work finished when they hand in the final service blueprint or the final prototype. Still, the most important part of the service design project is the actual implementation. The challenge in change management in service design is, that the designed service always wants to change how both the customer and the service provider behave. (Tanghe 2018, 275.)

The reality is that organisations do not change, but people do. Therefore it is important to know how people change. While some dislike change, many are willing to go through change to reach their goals. The service designer cannot change people, but what he or she can do is to set up the context for change. The probability for people to change depends on three factors: how much the people understand that they must change, how much the people want to change and how much they actually can change. (Tanghe 2018, 276.)

Tanghe (2018, 276) summarises that the chances of success are biggest if the designer can:

1) Start with motivation
2) Do one small, specific, but significant thing differently
3) Adapt the environment to make it as easy as possible
4) Establish a relationship with a group of people accustomed to that behaviour
5) Grow from there to a new definition of your identity.

To implement a successful change process it is important to understand how the new service impacts the organisation and what its consequences to the organisation are. There are also other things to consider. It is important to show to the people how they can do the change and how they can be good at it. The designer cannot forget the power of emotions. (Tanghe 2018, 276-278.)

There are three powerful tactics to tackle these issues. First is to use a human-centred and stakeholder-focused approach. There is a lot of talk about change resistance, but often people feel they have good reasons to resist the change. With empathetic methods it can be possible to find out these reasons. The second tactic is to use participation and co-creation. Tanghe writes that it is no coincidence participation decision making is used in service design, as there often is reverse correlation and high participation leads to low resistance. Co-creation should be seen as part of both the creation process and the implementation process. The third tactic is to use storytelling or visual storytelling. A good story can be a powerful tool in all the stages of the change process: transferring the sense of necessity, creating emotional appeal and giving instructions on what is the right thing to do. (Tanghe 2018, 276-279.)

2.8 Bookkeeping and real estate management

The commissioning company of this thesis has two main fields of work: bookkeeping and real estate management. Bookkeeping consists of company's profits, expenses, assets, own assets and debts and it produces information for management of the company. Bookkeeping means in practice first of all ensuring that the electronic receipt material is flawless and complete, and processing the paper materials either by scanning it to the electronic system or gathering and organizing it to be stored. Secondly bookkeeping means registering the receipts based on the practices of the selected bookkeeping system. Thirdly, bookkeeping provides calculations and reports for different authorities, company owners and management to support decision making. (Taloushallintoliitto w.y., Kirjanpidon ABC)

Bookkeeping companies usually have four kinds of services: a) running bookkeeping and closing of the accounts, b) salary calculation, c) thorough business accounting services and d) management accounting services. Running bookkeeping means making the entries in the accounts, and providing the daily or weekly services, and providing the statutory monthly and yearly reports for authorities (for example VAT reports, closing of the books and tax declarations). Salary calculations mean, that the bookkeeping company calculates the payments, tax and the employer contributions. It also includes sending the pay slips and making the reports for authorities. Business accounting means that the bookkeeping company can take care of the customer's whole financial administration. Management accounting services mean, that the bookkeeping company can provide calculations and support in for example calculating the profitability of products or companies. (Taloushallintoliitto w.y, Tilitoimiston palvelut)

Real estate management is an expert service which ensures that everyday life in residencies goes well, living costs can be anticipated and repair projects go according to the plan. Real estate manager makes sure that the housing company’s decisions are made according to the law, and that the board has enough information and can utilize help of external experts. One task is arranging the housing company’s board meetings and the annual general meetings and preparing the agendas for the meetings. Real estate manager also makes the budget for the following year based on the housing company’s strategy. Together with the board of the housing company, real estate manager manages the housing company based on the budget. There are approximately 50 000 housing companies in Finland who buy the real estate management services from a real estate management companies. (Isännöintiliitto w.y.)

Based on the interviews done in this project, the two different fields fit well in the same company and same offices. The bookkeeping employees tend to stay more in the office, while real estate managers visit the real estates every now and then. Bookkeeping is usually done within the office hours. Real estate managers arrange and participate meetings of the housing organisations, and these often take place in evenings. Both groups serve customers also via telephone and email, and both get customers visiting the office.

3 Service design project

Stickdorn and Schneider have summarised the service design process in four steps (2011, 128-135): Exploration – Creation – Reflection – Implementation. Exploration stage means exploring not only the problem at hand, but also the company who commissioned the task. It is important to find out, whether the company is prepared for a service design process, and what the sovereignty borders within the design process are. The second stage is creation, which is about testing and retesting ideas and concepts. Co-creation takes part in the creation stage. Reflection means testing the ideas created in the creation stage. The challenge in this stage is the intangibility of services, as it is more difficult to get feedback from a service concept than from a physical product. The final stage is implementation, which is always a process of change. Commitment of management is crucial, and change management theory can help in this process. Employees are in equally crucial role. Without their motivation and engagement, the services cannot be implemented sustainably. (Stickdorn & Schneider 2011, 128-135.) In this project the employee motivation and engagement are sought by actively involving them in the co-creation process.

The design process can also be built on the double diamond model (see Figure 4), as described by Design Council (2015). There are four stages in the double design model, and they are discover, define, develop and deliver.

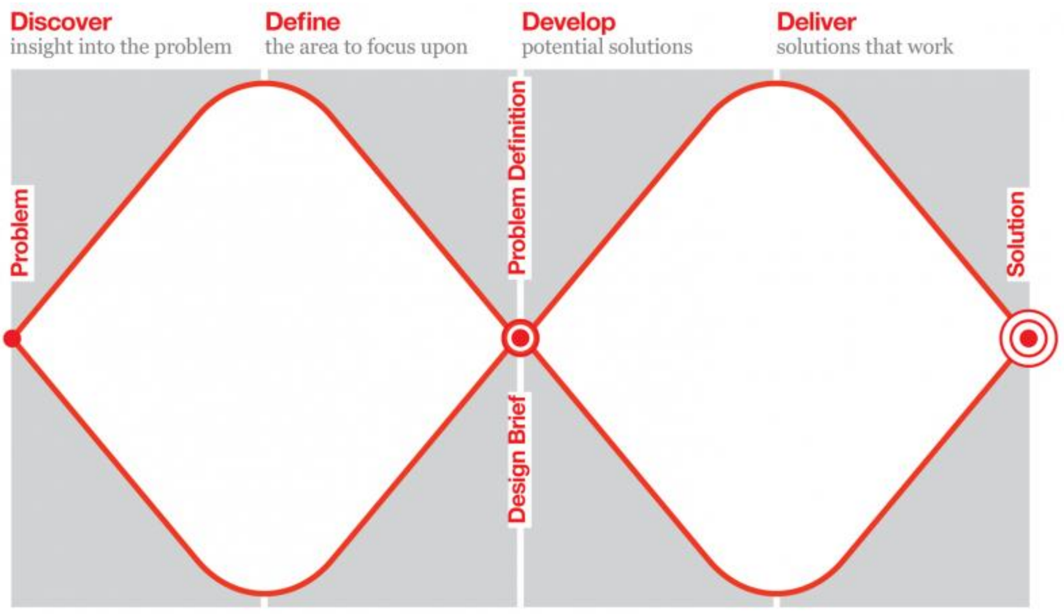

Figure 4. Double diamond model (Design council, 2019)

The first quarter of the double diamond model is a period of discovery. In this part the key activities include gathering inspiration and insights and getting to know the users and identifying their needs. Initial ideas may also be developed in this stage. It is important that the designers "look at the world in a fresh way", try to notice new things and to seek inspiration. Discover phase also means learning more about to problem at hand and the boundaries of the possible solutions. Discover phase utilises a wide variety of tools, both qualitative and quantitative, and for example user diaries, service safaris, user shadowing or journey mapping are useful tools. (Design council 2015, 7-8.)

The second quarter is the defining phase, where the designers try to make sense of all the possibilities and insights which they gathered in the previous phase. All the ideas are analysed and structured to create a reduced set of problems. These are then compared with the organisation's needs to decide which will be taken forward. The goal of the phase is to develop a clear and creative brief that frames the main design challenge to the organisation.

Useful tools in this phase are for example brainstorming and user personas. (Design Council 2015, 7-8.)

The third quarter of the double diamond process is the development phase, which is about creating, prototyping, testing and iterating solutions. This process is intended to include both trials and errors, so that the designers can improve and refine their ideas. The components of the service are developed in detail, and they are linked together to make sure that they form a holistic service experience. The users are involved in testing, and their feedback will be incorporated in the final service. Useful tools in this stage are experience prototyping, service blueprinting and drafting the business model canvas. (Design Council 2015, 7-9.)

The final quarter of the double diamond model is the deliver phase, where the resulting product or service is finalised and launched. The key activities and objectives during this stage are final testing, approval and launch, targets, evaluation and feedback loops. In the deliver phase the feedback from the process is shared with colleagues and partners. (Design Council 2015, 7-9.)

Tuulaniemi (2011) sees that the service design process consists of five different stages: defining, research, design, service production, and evaluation. Defining means building an understanding on which problem should be solved and what is the service provider like. Research means building a joint understanding on the development project through interactive methods with customers. Design means designing and conceptualising alternative solutions to the task, and testing these alternative solutions with customers. Service production means taking the service concept to market for customers to try and develop. The last stage is evaluation, where the success of the development progress is evaluated. The success of the service is measured, and adjustments are made if the experiences suggest there is a need for this. (Tuulaniemi 2011, 128.)

The service design framework as proposed by Tuulaniemi is a good tool to plan and design the service design project. The framework is also a good tool to show the different stages of the service design project to for example commissioner or other stakeholders. The Table 1 contains this service design project adjusted in the Tuulaniemi’s framework.

Table 1. Service Design project framework by Tuulaniemi (2011, 130-131), and this project in the framework

Parts of the process	Stages	Goal of the part	Progress in this project	Methods used in this project
Defining	**Starting**	Defining and describing the design challenge.	Meetings with the commissioner to agree on the task, its goal and limitations.	Meeting the commissioner
	Preliminary research	Building understanding on the organisation and its goals.	Interviewing the commissioner	Interviews, Business Model Canvas
Research	**Customer insight**	Increasing understanding on the users' needs, goals, expectations and motivations.	Interviewing commissioner and employees, implementing the workplace well-being survey	Workplace well-being survey, interviews, stakeholder map
	Strategic planning	Focusing the goals of the organisation on strategic level.	Aligning the project with the commissioner	Discussion with commissioner
Design	**Brainstorming and conceptualising**	Designing alternative solutions to the design challenge.	Workshop to involve employees in the project and to generate ideas	Workshop, SWOT analysis
	Prototyping	Designing the service by testing ideas and concepts in interaction.	Creating prototypes for the case	Prototyping three ideas
Service Production	**Piloting**	Taking the service concepts to the markets, refining the concepts based on the feedback.	Testing the prototypes in action, gathering feedback	Feedback via interviews, email and online survey

	Launching	Building a shared understanding on what kind of resources implementing the service requires.	Discussing with commissioner which tools remain in use	Discussion with commissioner
Evaluation	**Continuous development**	Standardising the service, continuous development.	Providing support after the project for follow-up surveys if needed	Follow-up surveys can be done after this project

4 Defining

All design projects start by defining the goals of the project. The work starts by describing the service idea and its story. The story and the design task are called a brief. The brief describes the goals of the design process. It gives the direction of the process, but does not point the results. The goals for the process are set by the company producing the service. It is important to define, which customer needs the company wants to respond to. The more precise the brief, the better starting point the service designer has. (Tuulaniemi 2011, 132-133.)

4.1 Preliminary research

The preliminary research is the starting point for the actual work in the service design process. The service designer needs plenty of information from the commissioner concerning the company to understand the company, the field of business, the products etc. With this information and supporting interviews the designer can create a view on the company, its strategic and commercial goals in general and in relation to the service to be designed. Benchmarking and mind mapping are useful tools in the preliminary research. (Tuulaniemi 2011, 136-139.)

The preliminary research in this project included interviews and informal talks with the commissioner to learn about the company, its environment and the current status of the company. The first draft of the Business Model Canvas was prepared based on the interviews to visualise the company's environment in more detail. A workplace well-being survey was also implemented in the early phase of this project. The survey was partially intended to support preliminary research, but it also contained questions which give input to the customer insight part. The results of the workplace well-being survey are presented in part 5.1.2 of this thesis.

4.1.1 Interviews with the commissioner

There was one initial interview and many informal talks with the commissioner. In structured interview the researcher usually has a list of questions, a script or an interview guide that they follow during the interview (Curedale 2013, 188). The initial interview was loosely structured around drafting the Business Model Canvas. The interview was recorded and the commissioner was able to talk freely about the company and her views on it. Drafting the Business Model Canvas during the interview gave the structure to the initial interview and lead to follow-up questions. The informal talks were not recorded, but they gave thoughts for the project.

In the initial interview, the commissioner listed the most important issues to ensure good results in the company. These are:

1) Well-being of the employees
2) Functionality of the ICT tools and keeping up with the technical development
3) Filtering the know-how to the company, knowing what must be known, training the employees

The issues mentioned are both challenges and goals. These issues are on good level in the company at the moment, but it is very important to ensure that they either remain on good level or become even better.

What works exceptionally well in the company are the relationships with the customers who use the company’s bookkeeping and real estate management services. The customers are happy, and a good signal of this is that the company does not have to do practically any advertising. Potential new customers hear about the company from existing customers. The customer relations are mainly between the customer and the employee taking care of their issues. These relationships tend to be strong, and they are very valuable for the company. The commissioner is a back-up support for the employees.

One of the issues where the commissioner sees room for improvement is invoicing. According to the commissioner it works as it is, but both the commissioner and the employees would like to see improvements. The commissioner would like to see the employees valuing their time more, which could possibly lead to invoicing more from the customers. The customers have not given feedback about the current pricing. The commissioner is aware that the employees would also like to unify the pricing and get some supporting tools for the invoicing, but the employees' and the commissioner's views on how this should be done are slightly differing. The company had not increased the fees in many years, and comparison with other companies shows that some of the competitors have higher rates.

The interview gave a good view on the company and its strengths and weaknesses. The task for the thesis was also discussed, but the main focus was on gaining a good view on the company. Business Model Canvas and Stakeholder mapping were important tools in this process.

4.1.2 Business Model Canvas

Business Model Canvas is according to Stickdorn and Schneider a usual tool for describing, analysing and designing business models. The canvas can benefit service providers in many ways. It can provide the organization with a deeper understanding of their work and its nature. Business Model Canvas can help to clarify organisation's core aims while identifying its strengths, weaknesses and priorities. In a way it is a "snapshot" of the organization and the environment where it is. (Stickdorn & Schneider 2011, 212-213.)

The Business Model Canvas lists the company's key partners, key activities, main channels, cost structure, key resources, value propositions, customer relations and customer segments. It is a useful tool to map and visualize the company and its environment. In this case the Business Model Canvas was used to provide an understanding of the company and its environment for the designer. Since the company is not named in this thesis, the business model canvas does not mention the names of the key partners, either. First draft of the Business Model Canvas was made during the initial interview with the commissioner. It was updated later with the Head of IT and the final version was discussed with the commissioner.

The key activities of the company are bookkeeping, real estate management, tenant management, consulting and positions of trust. The Business Model Canvas shows that the company has a wide range of key partners. They include auditing company, banks, insurance companies and authorities, such as the Finnish Patent and Registration Office and Tax administration. The key resources are staff and the IT infrastructure. The company's main values are trust, openness, honesty and customer centric approach. Tailoring the services to customers' needs means that the relations between the employees and the customers are very close. There is a wide range of customers, including different sized companies and different kinds of businesses, road maintenance and statutory local fishing associations, other associations, housing cooperatives, farmers and private persons.

The cost structure is based mainly on salaries, IT infrastructure (including equipment, maintenance and software licences), premises and other office costs. Revenues come from invoicing the customers. The Business Model Canvas can be found as an appendix I of the thesis.

4.1.3 Stakeholder map

A stakeholder map is a visual tool, which illustrates the various stakeholders who are involved in an experience. The task of the stakeholder map is to answer the question "Who are the most important people and organisations involved in an experience?" Stakeholder maps help to understand which stakeholders are involved in the ecosystem, help to reveal existing relationships between the stakeholders, identify informal networks of frictions between stakeholders and even help to find unseen business opportunities. The stakeholder map can be arranged in different ways. It can for example show the different stakeholder groups arranged as: a) customers b) internal stakeholders and c) external stakeholders or alternatively it can refer to the impact of the stakeholders as: a) essential stakeholders, b) important stakeholders and c) other stakeholders. (Stickdorn et al. 2018, 59-60.)

The stakeholder map of the commissioning company (see Figure 5) has been arranged in the latter version presented by Stickdorn et al. (2018, 59-60) and it divides stakeholders in to essential, important and other stakeholders. It mainly examines the cooperation partners of the company. The stakeholder map has been made together with the commissioner and it has been discussed also with the company's Head of IT.

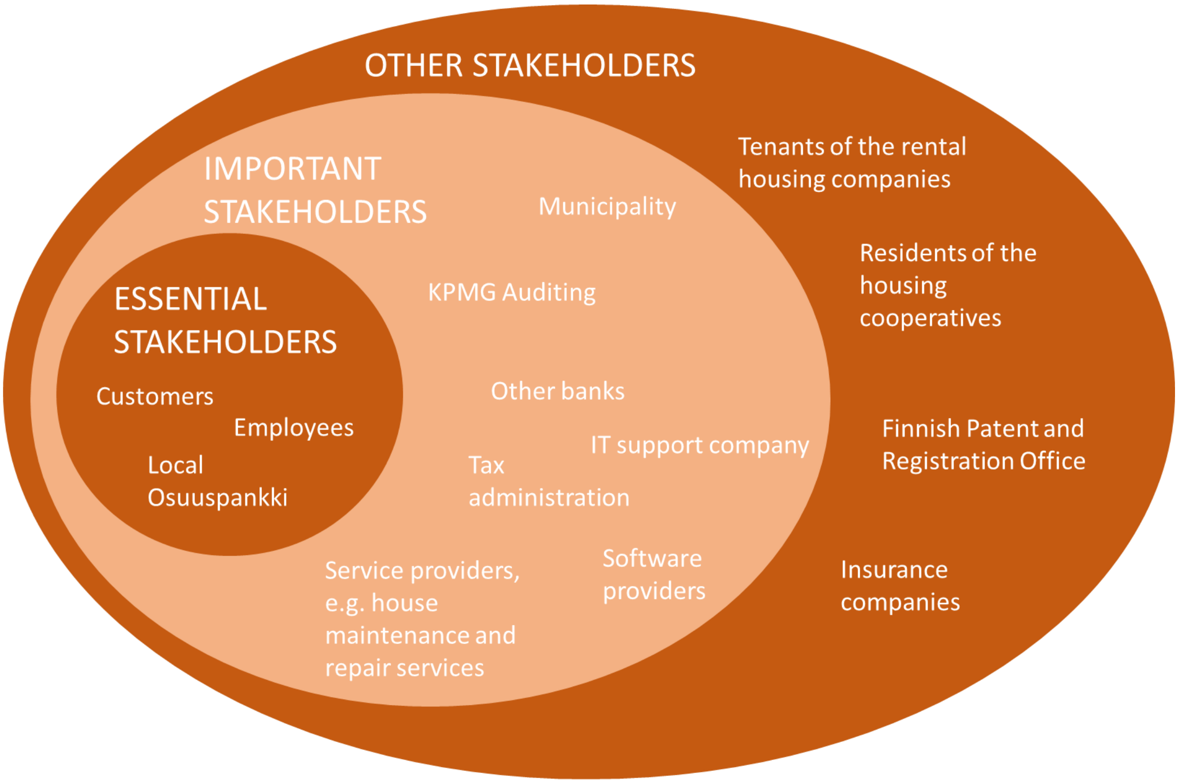

Figure 5. Stakeholder map

The stakeholder map puts the company's customers and employees in the very core of the company, where is also the closest cooperation partner. Customers is a wide category and it includes those stakeholders who buy services from the commissioning company. The important stakeholders are external cooperation partners, with whom the connections are daily. The other stakeholders include stakeholders who are important, but the contact is not necessarily direct or regular. The stakeholder map shows how versatile the work and the working environment is, and it clearly shows that in the field of business having good cooperation networks are very important.

5 Research

Research in a service design project means gathering user insights using versatile methods. The methods can be both quantitative and qualitative, and they can involve the users in the process. According to Tuulaniemi (2011, 144) both qualitative and quantitative methods and information gathered through them complement each other, but he sees that the qualitative methods are better for increasing customer insight. In this project the methods used in gathering customer insights were interviews and a survey. In addition, the employees participated in drafting the employee journey in both main fields of the commissioning company.

5.1 Customer insight

Increasing customer insight means studying the target group's expectations, needs and goals. It is one of the most critical phases in service design. This phase is all about gathering and analysing the customer data, and using it to guide the design process. The services are designed to match the customers' needs and wishes, so it is very important to observe and identify the real needs and the motives of the customers. Customer data can be gathered using both quantitative and qualitative methods. (Tuulaniemi 2011, 142-144.)

Customer insights can be gathered using for example existing background data about the customers, interviews and surveys, observation, involving the target group in the planning or by using cultural probes. Ethnographic research methods mean understanding the person's actions and its social meanings in a certain environment. In service design they are in a central role in understanding people's values, needs and wishes. (Tuulaniemi 2011, 146-147.) The main research methods in this project are interviews with both the commissioner and the employees and the well-being survey.

5.1.1 Interviews

The commissioner of the project was interviewed at several points during the project. Some of the interviews were more formal, as the one reported in the preliminary research part, and others were informal and open. They were very important in directing the project in the correct direction, in acquiring information about the company and providing support for the project.

The employees were interviewed in two series. The first interviews were conducted in Office A in August 2018. The interviews were rather short, and they took place during the work day. The interviews were recorded and they lasted 5-15 minutes, depending on the person responding. The interviewees could first choose which language they preferred to be interviewed in, Finnish or Swedish. Three of the interviewed employees worked mainly in bookkeeping and one in real estate management.

The interview questions were:

1) Tell me a little about your work

2) Can you estimate, how long do the different tasks or customers take time?

3) What is the most pleasant work task for you?

4) What is the most annoying work task for you?

5) How do you feel about invoicing? (Is it easy / difficult)

The interviews were intended to give background information about the employees' feelings about their work. This was important as background information, but it also helped to probe the feelings of the employees for the preparation of the workshop. The question about invoicing was included, as the commissioner had mentioned that invoicing is a challenge.

The interviews showed that the employees have versatile tasks and different kinds of customers. The customers varied in size, and varied in their corporate form. Each of the interviewed employees had different kinds of tasks within their field, for example bookkeeping is not just making the entries about customer's financial transactions. Instead, it includes salary calculations and payments, preparing the customers' invoices, advising customers in financial and taxation issues, preparing financial reports for customers and making announcements to the authorities. Some employees have tenant management responsibilities alongside of bookkeeping. Some of the real estate managers have bookkeeping tasks as well. The commissioning company also is not only working with companies and housing associations, but also with road associations, local statutory fishing associations, farms, and other associations. Diversity in the tasks was valued by the employees, who appreciated having a versatile range of tasks.

Pleasant tasks at work were often mentioned to be working with people and helping them in their problems, working with customers who provide the financial material, such as receipts, in time and in order, or when tasks are clear and can be finished shortly. On the other hand, tasks which require more thinking were mentioned to be rewarding as well. The unpleasant tasks were the opposite: working in a hurry was mentioned often, as were customers who bring their material late or were disorganized, or issues where the employee cannot resolve the issue (for example conflicts of the residents in the housing associations).

The invoicing question revealed that invoicing is in principle easy, but it is sometimes difficult to understand the different pricing models. While the company has a detailed price list, the pricing models can be different. Sometimes the employees feel that the amount to be invoiced does not match the workload. This happens for example with customers who bring disorganized material and it takes long to organize it before doing the actual bookkeeping, or when closing the accounts takes more work than expected. There is also work which cannot be invoiced from the customers, such as tasks within the company.

A second set of interviews was implemented in April 2019. These interviews were intended to give further information concerning one of the prototypes in the project. In these interviews, in total five persons were interviewed in Office C+D, five persons in Office A, three persons in Office B and one person in Office E. The outcomes of these interviews are described in the prototyping part of this thesis. The Offices B and E are located furthest away from the main offices. The staff in these offices were interviewed as well, some in person and some via telephone. The interview questions for the staff of offices B and E were a combination of the questions in the two interviews.

5.1.2 Workplace well-being survey

Based on the initial interview with the commissioner it appeared that a workplace well-being survey could be useful in the company. Such surveys about well-being at work have not been conducted in the company before, and the commissioner thought that this could be very useful. The commissioner sees that the workplace well-being is one of the key issues in the company, and thereby conducting a well-being survey can help to bring more information about the current state of the employee well-being.

The survey was created using the workplace well-being survey template of Työturvallisuuskeskus (2011) as an inspiration. When designing the survey the service design perspective was considered the question setting. In addition, some special characteristics of the commissioning company were considered as well (for example division between different offices in different locations). The questions in the survey were in Finnish, but respondents were asked to answer the open text questions either in Finnish or Swedish. The English translation of the survey questions are included in this thesis in appendix II.

The survey was done as an online survey using Webropol online survey tool, as Webropol allows to filter responses based on one question. This allowed to make comparisons between the offices. The survey was designed in the summer 2018 and the link to the survey was sent to employees at the beginning of August 2018. The official deadline for responding to the questionnaire was on 3 September 2018, but some answers arrived even after that. The survey consisted of four main categories with several statements each. The employees responded to the statements on a scale 1 to 5, reflecting how well the statement responds to their personal opinion. The four main categories were management, work and skills, workplace community and well-being and ability to work. After the four main categories there were some open questions, where the employees were able to answer in their own words.

The results are presented as a mean of all answers for each statement. The office-specific means are also composed, as this allows comparing different offices with each other. This can be beneficial if there are problems in some of the offices. In addition, each category has an overall grade, which is the mean of the means of the statements in the category.

The results show that the well-being is generally on a good level. When examining the mean grade given to each sentence, only six of the statements in the survey received a mean grade of 3,5 or lower. None of the statements received a mean grade lower than 3,3 which shows that the statements in general received positive grades.

The management category (see Table 2) aimed to find out how the leadership at the company supports the employees. The overall mean for this category was 3,8, which is rather good. In this category there were questions about the expectations from the leadership and support and feedback received at work. The statement “I meet my supervisor often enough” received the lowest mean in this category (3,3). One of the offices stood out in the answers in a negative way. In this office the mean scores in the statements “I get enough support from my supervisor”, “I meet my supervisor often enough” and “I receive enough feedback about my work” were considerably lower than in the other offices.

Table 2. Mean grades of the topic management

Workplace community	All offices	Office A	Office B + E	Office C	Office D
I know what my supervisor expects from me	4,3	4,7	4,5	4,0	4,0
I understand how my goals are connected to the company's goals	4,1	3,8	4,5	4,0	4,3
I get enough support from my supervisor	3,8	4,0	4,0	3,2	4,3
I meet my supervisor often enough	3,3	3,8	3,0	2,6	4,0
I get enough feedback of my work	3,6	3,8	3,3	3,0	4,7
Mean of all statements	3,8	4,0	3,9	3,4	4,3

The category work and skills (see Table 3) had statements about the division of the tasks and responsibilities, the skills and knowledge needed at work, work equipment and development ideas. The results were rather good in this category as well, as is shown in the overall mean of 3,6. The same office as in the previous category stood out in this category as well. This office received lower scores than the other offices in the statements "In my work community the tasks, roles and responsibilities are clear for everyone", "The equipment and devices I need in my work are sufficient and working" and "Development ideas are welcome in this company". It is noteworthy, that the same office received a score above the mean in the statement "My skills respond to the requirements of the work". Despite the challenges in the Office C, the employees were confident about their skills.

Table 3. Mean grades of the topic work and skills

Workplace community	All offices	Office A	Office B + E	Office C	Office D
In my work community the tasks, roles and responsibilities are clear for everyone	3,4	4,0	3,8	2,6	3,3
My skills respond to the requirements of the work	3,8	3,2	4,3	4,2	3,7
The equipment and devices I need in my work are sufficient and working	3,5	4,0	3,8	2,8	3,3
Development ideas are welcome in this company	3,7	3,8	4,3	2,8	4,3
Mean of all statements	3,6	3,8	4,0	3,1	3,7

The category workplace community (see Table 4) had statements about discussion and resolution of conflict, professional behaviour and helping each other at the workplace. In addition, there was a question which asked the respondents to evaluate how they feel about their closest community at work. The overall mean was again rather good (3,7), and the same office stood out with lower scores as in the previous categories. The means of the answers of the other offices varied in this category from 3,4 to 5,0 with most answers above 4. The responses of the differing office ranged from 1,6 to 2,6. The question how the respondents feel about their workplace community received the following answers: 4,2 (Office A), 4,3 (Office B+E), 2,2 (Office C) and 4,6 (Office D).

Table 4. Mean grades of the topic workplace community

Workplace community	All offices	Office A	Office B + E	Office C	Office D
Communication about issues is open and honest in my working community	3,6	3,8	4,5	2	4,7
Issues bothering working are openly discussed and resolved	3,4	3,8	4,3	1,6	4,3
We ask for and give help to others in my working community	4,1	4,7	4,5	2,6	5,0
People act properly in my workplace	3,9	4,3	5,0	2,4	4,3
Work atmosphere issues are OK	3,6	4,0	4,5	1,8	4,7
Overall I feel about my workplace community…	3,7	4,2	4,3	2,2	4,7
Mean of all statements	3,7	4,1	4,5	2,1	4,6

The fourth category was well-being and ability to work. The overall percentages of the answers show that the staff in general feel rather good working in this company. This can be seen in the figure 6 showing how the share of the different answers is.

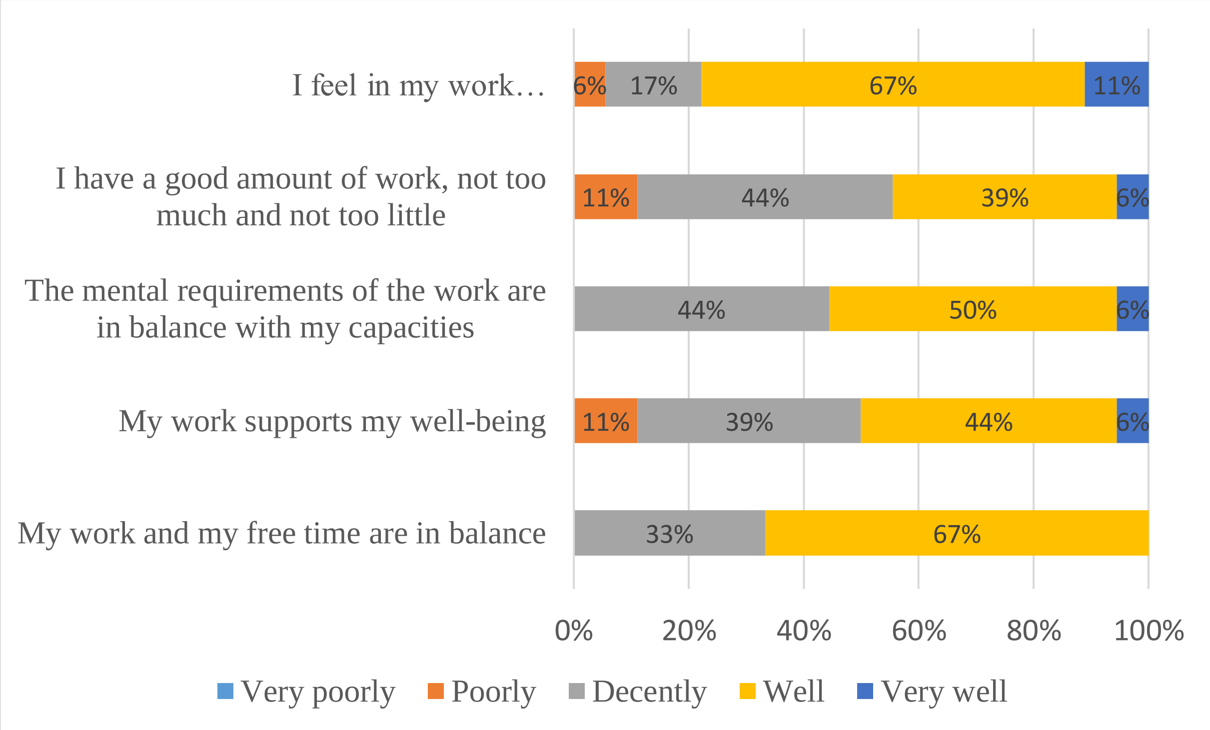

Figure 6. Answers in the topic well-being and ability to work

The overall mean in the topic well-being and ability to work was similar to the other categories, 3,6 (see Table 5). This category had questions about the balance of work and free time, amount of work and mental requirements of the work. In addition, this category had a general question "I feel in my work…", where respondents could choose the response in the scale. It is noteworthy that in this category the answers in all of the offices are similar, and none of the offices stand out, not even the Office C which stood out in the previous categories. Even the response to the question "I feel in my work…" was close to the mean.

Table 5. Mean grades of the topic well-being and ability to work

Workplace community	All offices	Office A	Office B + E	Office C	Office D
My work and free time are in balance	3,7	3,7	3,5	3,6	4,0
My work supports my well-being	3,4	3,7	3,5	3,4	3,0
The mental requirements of the work are in balance with my capacities	3,6	3,5	4,0	3,6	3,3
I have a good amount of work, not too much and not too little	3,4	3,3	3,8	3,2	3,3
I feel in my work…	3,8	3,8	4,3	3,6	3,7
Mean of all statements	3,6	3,6	3,8	3,5	3,5

The other questions revealed that the motivation among the employees is high, 89% of respondents are either motivated or very motivated by their work (see Figure 7). Ways to increase motivation could be more training, pay rises, doing something together with colleagues outside of workplace and more challenging tasks at work.

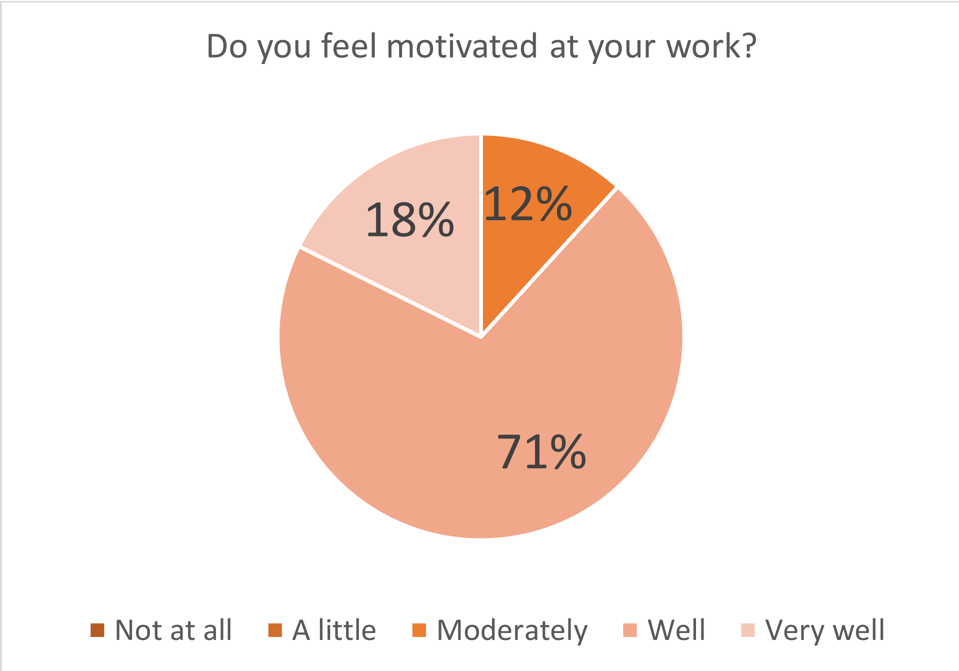

Figure 7. Motivation at work

The well-being survey also included open-end questions, where employees were asked for ideas how to improve well-being. After grouping the answers, four main topics could be presented: meeting colleagues more often outside of work, ergonomics, making the division of work more clear, less negativity. Other development ideas included suggestions to improve the team spirit and work equipment, having a common goal within the company, trainings, starting to send an info-letter and arranging workplace meetings for all employees.

Overall the results of the well-being survey were rather good, but still there is room for improvement. The Offices C, B and E wished for more feedback for their work and that the CEO would visit the offices more often. The Office C separated from the other offices in many of the questions, but mainly in questions related to the workplace community and atmosphere. Based on the responses, there are issues related to the atmosphere, communication and behaviour of the people to be resolved. This result was somewhat expected, since this office has according to the commissioner had some atmosphere problems already beforehand. After the completion of the survey, Office D was merged with Office C. In practice the four employees from Office D moved to Office C.

What was a very good result of the workplace well-being survey was, that on general level the responses concerning the balance of work and other life were on good level. What is even more noteworthy is, that none of the offices set itself apart in these responses, not even Office C, and this is a good result.

5.2 Strategic planning

In the strategic planning phase the initial brief is re-focused using the information gathered in the preliminary research. The goal is to direct the service under design process in a strategic manner. The company should choose its competitive strategy and the service can be directed towards the goals of the competitive strategy. The Business Model Canvas is a usual and useful tool in visualising this process. (Tuulaniemi 2011, 172-179.)

Tuulaniemi means with strategic planning that in this stage the company should decide what kind of competition strategy it wants to choose based on the insights gathered during the process. This could mean deciding to compete with price or by making a product or service which is different from the competitors or aiming to find competitive advantage by focusing on a certain segment or target group. (Tuulaniemi 2011, 174-175.)

This project focuses on internal development within the commissioning company. Thereby the strategic planning and finding the competitive advantage is not as important as it would be in designing a service which would be directed to external customers. The information gathered in the preliminary research part is very important in the next stages of the project. The decision about the focus will be made in the phase where the commissioner decides which ideas will be prototyped. This will be described in the part 6.4. of this thesis.

6 Design

The design part includes generating ideas and building concepts, which is the big picture of the service. In this project ideas were generated in a workshop with the employees. This project as an internal development project has a different focus than a project which would have designed a service for external customers. Instead of conceptualizing, the big picture for the work was decided when the commissioner made the choice of which tools would be prototyped.

6.1 Generating ideas

The goal for brainstorming is to create as many solutions to the problem as possible. Usually the problem is approached from far away and without criticizing, and as the process goes on, the target is refined more. In the beginning it is important to generate as many ideas as possible, and later they are evaluated whether they can be realised or not. The ideation can be either expanding or reducing. First a large number of ideas are generated, and then they are abandoned or combined with other ideas. (Tuulaniemi 2011, 180.) The Design Council's Double Diamond process repeats this process twice (The Design Council 2015).

Conceptualizing means building the bigger picture of the service, and it describes the central idea of the service. The service concepts present the larger concept of the service instead of single ideas. It is like a rough map: the outlines are in place, but the details are not visible yet. (Tuulaniemi 2011, 189.) In this case ideas were brainstormed in a workshop, and the service concepts were designed based on the ideas from the workshop and preliminary research.

6.2 Workshop

The workshop was included in this project, as it is a good tool to gather ideas from the employees. But there was also another reason behind involving the employees in the process. The commissioner wished to encourage the employees to develop their own work and in best case the workshop could give concrete development ideas to be implemented.

The goal of the workshop was to gather insights on three different topics. Firstly, the workshop was used to edit and correct the employee journeys, secondly to generate development ideas in both fields of work and thirdly, in case there was time for it, to create a SWOT analysis about the company.

Service designers use ideation techniques to structure and inspire group brainstorming sessions. They are usually simple exercises, which can be used to stimulate group discussions, whilst they also provide a structure within which to work. Different methods can be used in ideation, and they will be used in different ways. The important thing is in every case to generate a momentum or reflection during group discussion sessions. (Stickdorn & Schneider 2011, 180-181.)

Stickdorn and Schneider highlight that while co-creation is a good method, the sessions where co-creation is used, must be planned carefully. They list initial barriers of participation to be fear of saying the wrong thing, reluctance to disagree with superior and unfamiliarity with the co-creation principles. In addition, the designer must often moderate the session to ensure it generates the types of results that are useful in the next stages of the process. Moderation can be done for example by producing materials that set boundaries for discussion, without constraining the possible responses of the participants. (Stickdorn & Schneider 2011, 198-199.)

The first workshop took place on 16 October 2018. The workshop was organized as a part of the commissioning company's training day. The workshop was arranged in the morning, and training about current issues took place in the evening. The workshop was arranged in the town where Office D was situated, and all employees (apart from one who was on sick leave) took part in the workshop, even those who work in the furthest away offices.

People were divided in six groups for the workshop, each group had four persons (see Figure 8). The groups were pre-defined together with the commissioner. The idea was first of all to make separate groups for bookkeepers and real estate managers. Three groups were formed of accountants and two of real estate managers. The sixth group had the CEO and Head of IT who are mother and son, and two other family members.

Some people have tasks both in bookkeeping and real estate management. These people were divided in the groups based on their main occupation, but also group sizes were considered. Secondly, the groups were designed to make people interact with people they usually do not interact so much with. If the employees could have grouped themselves independently, there was a risk that people would have chosen group members with whom they usually spend plenty of time with.

Figure 8. Group working together in the workshop

In this workshop, the commissioner and the Head of IT, who often both represent the management, were put in the same working group with each other. The idea was to avoid the risk of people being afraid to disagree with their superiors, as Stickdorn and Schneider list one of the initial barriers of participation. The workshop participants do not use methods like co-creation and workshops in their daily work, so extra care was taken to explain the task and the working method carefully. The tasks were carefully planned, and the supporting material was planned to both help give ideas for discussion and to help the discussions to remain within the topic. In addition, the employee journey material was used to gather insights from the employees.

The main supporting material for the workshop was the employee journeys for bookkeeping and real estate management. These were separate documents, and the content of the employee journey was planned with the commissioner before the workshop.

The workshop material consisted of the draft employee journeys for both of the fields. The task was first to comment the employee journey and the give development suggestions. The tasks were formulated in the following way:

1) Are there some important stages of work that are missing? Write the missing things on the customer journey.

2) Think about the employee journey step by step. Which parts could be developed, and how? Is it possible to implement this idea right away, or is something needed before it can be implemented (for example time, resources, changes in law etc.)

The workshop timing was planned with SessionLab and timing plan is included in the thesis as appendix III. The first task of complementing the customer journey was given a short time, whereas the development ideas were given quite a long time. The company is bilingual, and both Finnish and Swedish are used in everyday work. For this reason, the workshop was conducted in the two languages. The instructions were given in both languages, the material (presentation and employee journey) was bilingual, and participants could give their input in whichever language they felt the most comfortable with.

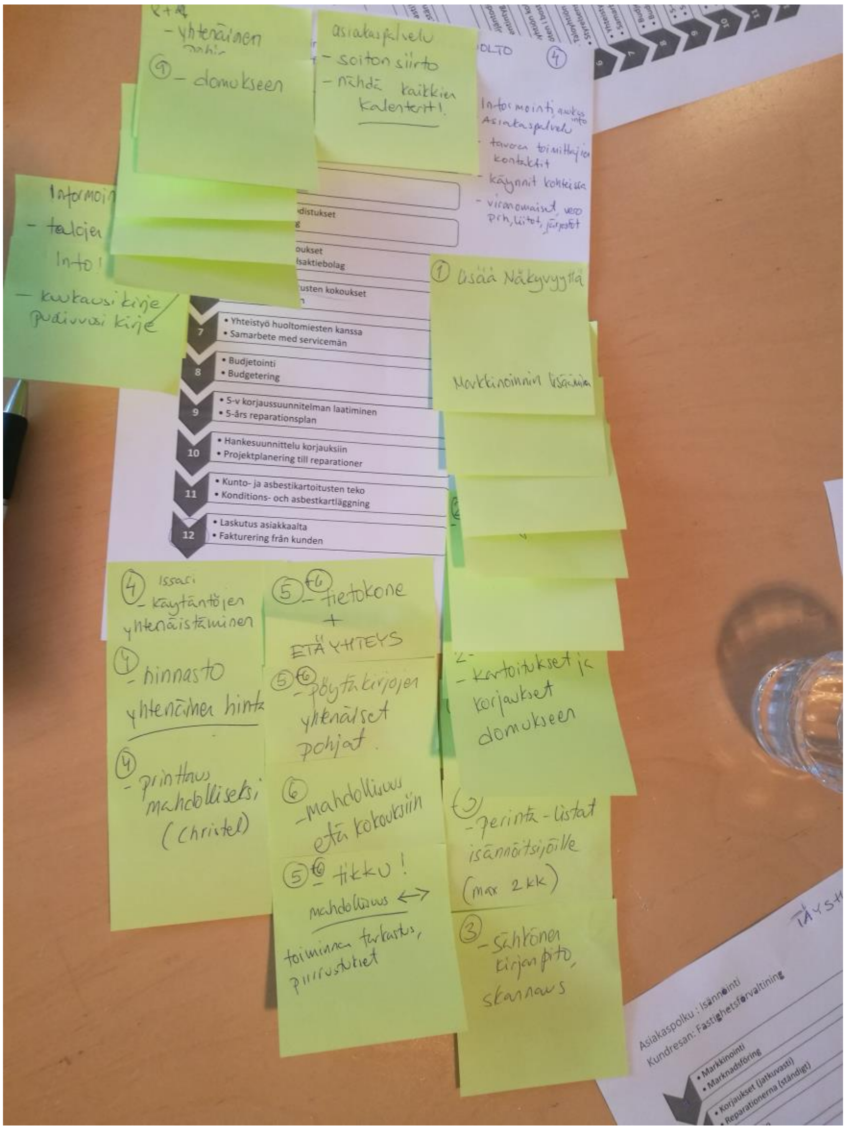

Figure 9. Ideas generated by one of the real estate management groups

The ideas generated in the workshops (see Figure 9) were gathered and discussed in the workshop. Some of the ideas presented by colleagues raised discussions, while others did not. After the workshop the ideas were all gathered together and summarized under a few headlines (see Table 6.).

Table 6. Categories of development ideas from the workshop

Bookkeeping	Real estate management
• Pricing, invoicing, productizing • Guiding the customers • Customer Contact • Internal communication • Work well-being • Work community and joint practices • Other issues (issues which were mentioned only once, or could not be set under any of the previous headlines)	• Unifying the work, developing the routines • Information to the customers and the residents • More extensive use of the real estate management software • Pool of contractors (which would be already competitively procured) • Technical developments

Each headline reveals issues which could benefit from some kind of development. The next stage in the work is to draft concrete tasks out of the ideas and discuss the implementation of the tasks with the CEO and the employees. Some of the headlines (for example work community and joint practices) could be discussed with all of the employees, even though this headline mainly came up in the discussions of the accountants.

6.2.1 Employee journey

Journey mapping was considered to be a good tool for this thesis. At first the idea was to create a customer journey, but afterwards it became clear that an employee journey could be a better solution.

The idea of the customer journey map is that it provides a vivid but structured visualization of a service user's experience. The touchpoints where users interact with the service are often visualised in order to construct an engaging story about the customer's experience with the service. The customer journey map should be visually engaging, so it is easily accessible for all, but it should also contain enough details to provide real insights into the journey in question. (Stickdorn & Schneider 2011, 158-159.)

A journey map visualizes the experience of the period when the person uses the service. Journey maps are a human-centred tool, which do not only include steps where the customer is interacting with the company, but all the steps of the experience. They help to find gaps in customer experiences and explore potential solutions. Journey maps can make intangible experiences visible and facilitate a common understanding about the process between team members. They are a way to visualize data in a simple way, but it is worth noticing that the quality of the map depends on the quality of the data it is based on. (Stickdorn et al. 2018, 44-46.)

Journey maps are mostly used to visualize customer experiences, but they can also be used to visualize experiences of other stakeholders, such as employees. Since well-motivated staff can be a key factor in delivering good customer experiences, an employee journey can be a very valuable exercise. The employee journey map can for example cover the daily routines or monthly sales cycle and strive to understand how the employee experience could be enhanced. In the employee journey the interactions between the customer and the employee become visible, as do the employee actions that take place backstage. These journey maps can help to reveal problems which customers experience even if the activities are beyond the reach of employees. (Stickdorn et al. 2018, 51.)

Employee journeys were prepared in this project for both of the main fields of work: bookkeeping (Figure 10) and real estate management (Figure 11). The employee journeys cover the daily work in both fields, but they do not include daily office tasks, such as bringing the mail or making meeting arrangements. The tasks are summarised in order to keep the employee journeys reasonable. For example, paying the salaries of the customer companies includes not only making the salary payment, but the calculation of salary, tax and side costs and making the payments as well.

The first draft of the employee journey for both two lines of business, bookkeeping and real estate management, were drafted together with the commissioner in a brainstorming session. The employee journeys were further developed in the workshop, where each group had the task to include any topics that they felt were missing out from the workflow chart. This was a good exercise, and the employee journeys became more detailed after this task.

1. Marketing
2. Contact with customer (in many different stages)
3. Establishing the company (advising in establishing the company, establishing the company in the bookkeeping system)
4. Instructing the customer: what to do, what is the customer's responsibility
5. Paying customer's bills, making the invoicing on behalf of the customer
6. Making the monthly accounting entries
7. Monthly VAT entries
8. Paying the salaries of the customer companies
9. Meetings (preparations, agendas, memos)
10. Interim balance sheets
11. Checking the taxes
12. Contact with authorities, auditors, boards of the companies
13. Advising
14. Closing the balance sheets
15. Filling customers' tax declarations
16. Invoicing from the customer

Figure 10. Employee journey in bookkeeping

The employee journeys show the work as linear process, completing tasks and moving to next ones. In reality a cloud could be a more suitable visual interpretation of the work. The tasks are parallel and conflicting, and there are many different ongoing cycles of repetition. Some tasks are repeated annually, some monthly, while some are done on an everyday basis.

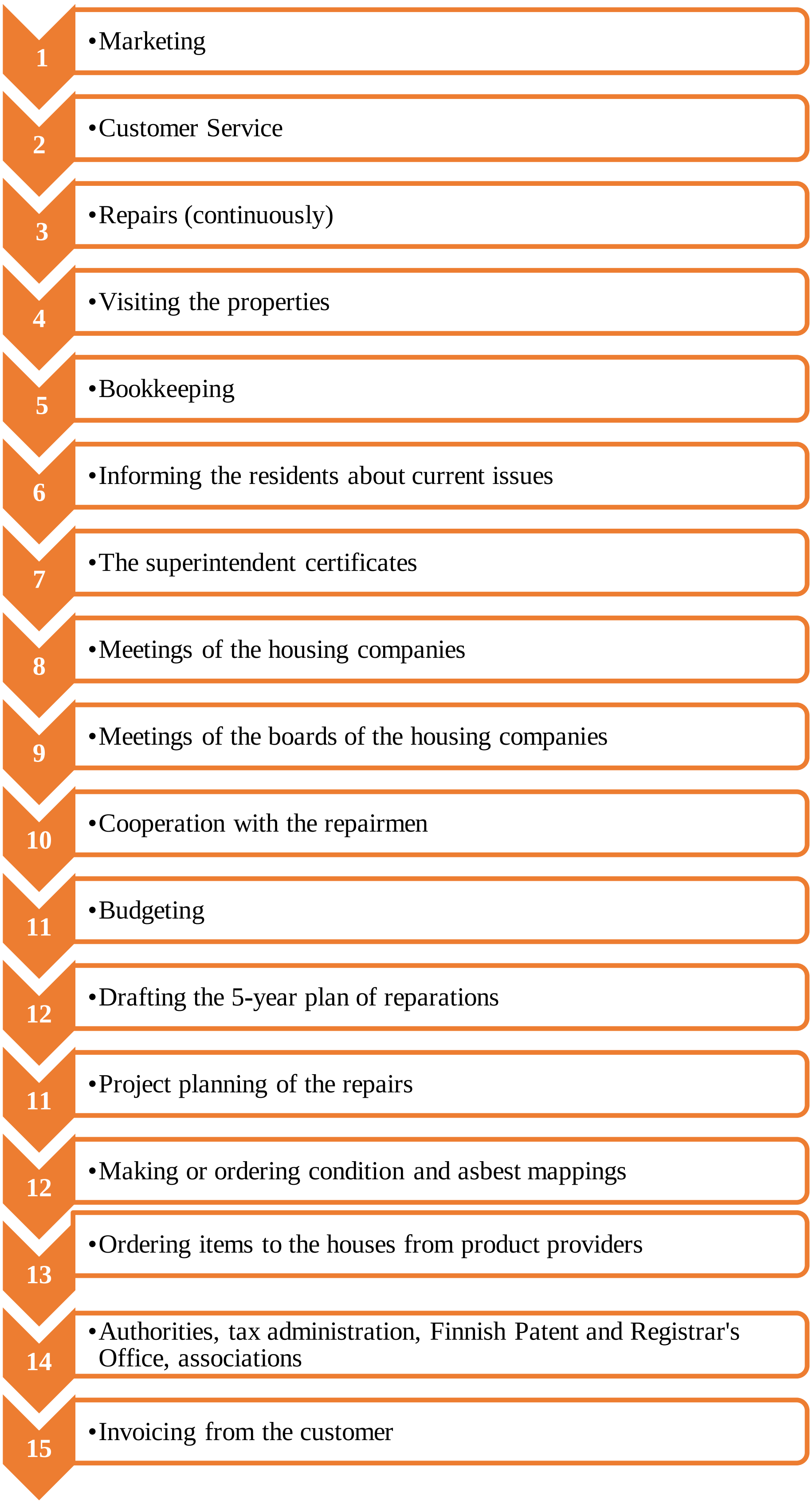

Figure 11. Employee journey in real estate management

The employee journey of real estate management has the same challenges as the bookkeeping employee journey. The linear visual presentation of the tasks is not the most accurate. However, there is some logic to the journeys: they both start with marketing and tasks related to starting the work with a new customer, and end in invoicing the customer. The invoicing is not the end of the process, but a recurring task during the ongoing and repeating process. The journeys show that the company has versatile tasks in both of the fields.

6.3 SWOT Analysis

SWOT analysis template was prepared for the workshop as an additional task, in case the main task would have taken less time than originally planned. As the main task took the time which was planned for it, the SWOT analysis was given to the employees as a voluntary task to complete when they have time. After the event there were four SWOTs submitted.

SWOT analysis is a basic analytical framework that assesses what the company can and cannot do, and it examines both internal and external factors. The name SWOT comes from the four topics of the analysis: strengths, weaknesses, opportunities, and threats. SWOT analysis should be short and simple, and the organization should be realistic about its good and bad points when preparing the SWOT analysis. SWOT can be used in for example business-strategy meetings either on company level or for a certain segment. (Investopedia: SWOT analysis.)

SWOT analysis is in this case made with the employee's perspectives. The employees had an opportunity to fill in a Harry Potter themed SWOT analysis template in the first workshop. The SWOT-template was made based on the example of Brand (2017, 64) and it is included in this thesis as appendix IV.

The results of the SWOT analysis (see Figure 12) reveal that the employees have a very thorough view of the company's environment. The list of strengths shows a company where employees enjoy working, where employees have very versatile skills, and which responds well to the customers' needs. The list of weaknesses show some development needs, such as flow of information and the need to unify some work routines.

STRENGTHS	**WEAKNESSES**
• Diverse skills of staff, good language skills • Good spirit • Togetherness • Wide network of contacts in the small towns • Tailor-made service for the customers • Company is good sized: big enough to offer versatility, small enough to be agile • Versatility • Good IT systems and programmes • CEO is present and supports the staff • Cosy offices • Employees feel well at work • Flexible employer	• Internal and external flow of information • Heterogenity: offices in different locations • Not enough routines, overlap in personnel • Customer relations are strongly connected to persons (this can be a strength, too!) • Development is slow • Respect from the customers (too low respect) • Old-fashioned programmes • Lack of very high specialists • Some colleagues are not flexible
OPPORTUNITIES	**THREATS**
• Growth potential • Increased cooperation • Retaining the personal customer relationships • Being small and flexible • Need for special expertise is increasing	• Customer contacts could be maintained better • New actors in the market • Not well known “brand” • Very heterogeneous routines • Big threat if key persons leave • Development of the fields • CEO has a big role, what if something happens to her? • Retirement of staff members • Customers are small companies • The customers are aging

Figure 12. SWOT Analysis

The list of opportunities shows that the growth potential lies in retaining the good personal relationships with customers and being flexible to take in new customers. While the developments in both of the fields are listed as threats, the majority of threats are quite specific. One key threat is related to the key persons and their skills. It is a challenge if skilled individuals leave or retire, or if something happens to the CEO. These threats reveal that it is important first of all to make sure that the employees enjoy working at this company and secondly to think about the future in recruitments. As the relationships with the customers are very strong, if a key person leaves to work somewhere else, most likely their customers would follow. The SWOT analysis was discussed with the commissioner, who recognized her company in this analysis. She pointed out, that many of the aspects in the analysis can be thought from opposite angles. For example, the strong connections with the customers were placed as a weakness, but at the same time it is a big strength for the company.

6.4 Problem definition

The problem definition phase occurs between the two diamonds in the double diamond model. This is the phase, where the initial ideas have been gathered, and it is time to choose which ideas will be selected for development during the second diamond. (Design Council 2015) In terms of Tuulaniemi, this phase would belong to the Strategic Planning phase.

The interviews, the well-being survey and the workshop produced a good number of development ideas for this project. Some of the ideas were connected to actual work and suggested which issues should be improved and even gave suggestions on how to do this. On the other hand, some ideas were connected to workplace, work community and leadership. In this project the commissioner saw most crucial to focus on the ideas connected to workplace, community and leadership.

The ideas concerning work and processes are very good outcomes of the project, especially as they have been generated by the employees. This kind of ideas are best developed and realised in cooperation between the commissioner and the employees. One practical example which emerged in the workshop, is the idea of creating an information package for new customers. This idea would be best realised if a small group of people would make a draft of the information package, others would comment on it, and everyone would jointly agree to send the information package to the new customers. There was excitement to start working on this idea after the workshop, but it has not been done yet.

The development ideas and practical suggestions concerning workplace, community and leadership were examined. These included pricing and invoicing, internal communication, workplace well-being relate issues, work community and joint practices. There were also many suggestions on how to develop the work processes.

The answers in the workplace well-being survey suggested four ways to improve well-being in the company. These were meeting colleagues more outside of work, ergonomics, making the division of the work more clear, and having less negativity. Other development ideas included suggestions to improve the team spirit, having a common goal within the company, arranging more trainings, sending out an info-letter, arranging more workplace meetings for all employees and improving work equipment.

When the outcomes of the short interviews, well-being study and workshop were summarised, it was possible to extract six suggestions for development. There were many other ideas as well, but the selected themes reflect on what could be done within this project. It seemed that testing a few practical ideas could help improve some of the abstract development ideas: more information, more things to do together and better atmosphere

The six development suggestions are summarised in the Table 7. These suggestions are mainly those concerning workplace, community and leadership, but one practical topic and a grouped topic of the field-specific development ideas were included in the table for clarity.

Table 7. Development suggestions

Idea to be tested	What is it?	Why?	Prototype to be developed	Decision of the commissioner
Development discussions	Personal development discussions with all employees. One person at a time, 1 – 1 ½ hours per person. Idea to facilitate giving feedback both ways.	Development discussions were mentioned in the well-being survey. Could improve the flow of information and allow discuss important issues (for example education, invoicing) in a friendly atmosphere.	Guide for development discussions, frame for the discussion and questionnaire for the employees to fill in advance.	Development discussions will be implemented.
Team day	Team day for all employees of the company once or twice a year. Would combine half-day of development work of current issues and half-day of leisure / teambuilding activities.	Feedback in the well-being survey asked for well-being days and doing things together. Could also improve the flow of information.	Designing, planning and organising the team day in May 2019.	Team day will take place on 7 May 2019.
Atmosphere and team spirit	New ground rules	Workplace well-being is important, atmosphere problems in one office. Could also improve the flow of information.	Making the ground rules together with the employees.	Will be implemented.

Internal info-letter	An internal info letter to be sent to company's staff for example once a month. Letter would include current issues in bookkeeping and real estate management, and news from different offices. The info letter would gather the important issues in one e-mail.	Need for increased flow of information was mentioned both in the well-being survey and in the workshop.	Template of the info letter	Template will be made, implementation will wait.
Invoicing	Updating the price list, making invoicing more efficient, making invoicing easier	Commissioner wishes more efficient invoicing, employees find invoicing sometimes difficult.	New price list, new practices for invoicing.	Will pilot a new invoicing software, invoicing will be discussed in the development discussions.
Improving the work and unifying processes	Encouraging the employees to develop their own work together with others (for example unified templates for meeting minutes etc.)	The workshop highlighted many development ideas, which the employees could implement by themselves.	Writing the course of action for employees how to proceed with development ideas and implement them.	Not to be implemented as such, the commissioner will start the implementation of the development ideas from the workshop.

The six development ideas were presented to the commissioner, and she made the decisions how to proceed with them. The ideas selected for implementation within this project were development discussions, team day, and ground rules for the company (as part of the atmosphere and team spirit idea).

Some work concerning the invoicing has already been done, as the price list was updated at the beginning of 2019. The efficiency of invoicing was tackled in two ways. Firstly, the invoicing was to discuss the invoicing in the development discussions. The second way would be to pilot a new invoicing software at some point. This software would be connected to the bookkeeping software, and it should make invoicing easier. Piloting the use of this software could thereby resolve some of the challenges in invoicing.

The first template of the info-letter will be developed, but it will not be implemented at this stage. The workshop resulted in plenty of ideas for improving work and unifying processes. The commissioner saw that the best way to start implementing these ideas is to start giving tasks to employees based on the ideas. As most of the ideas were closely related to the actual work in bookkeeping and real estate management, the development of these ideas was slightly outside of the task of this service design project.

6.5 Prototyping

Service prototypes are staged experiences and processes that replicate any chosen part of a service from frontstage to backstage. They contain or might even zoom in on other forms of more traditional physical or digital prototypes as important props or stages, such as physical mock-ups, scale models, wireframes or click-models. (Stickdorn et al. 2018, 64.)

Prototyping in service design means building a quick model to support design and development process. It helps testing the service and the concepts that have been developed. Prototyping is an inexpensive and quick way to test the concepts in practice. The goal is to understand the service under development better: what works and noticing what does not suit the service. Prototyping can be used both with customers and service providers. Prototypes can be physical prototypes and they can be built using for example cardboard, post-its, tape and scissors. Digital prototypes can be made with a special software. (Tuulaniemi 2011, 194-203.)

Prototypes can be thought of as concrete tools for learning. These help the developers to better understand the idea that is being developed. If prototypes are tools for learning, it is important to think what the issue is that can be learned through prototyping, how the prototype helps people experience this issue, and how the prototype helps the developers better understand the issues. (Hassi, Paju & Maila 2015, 134.)

In this project prototypes are built so that they can be piloted in real life, they are not just cardboard models or process charts on paper. Building prototypes for piloting allows to get feedback from the users of the prototype, and this is very valuable in this case. Based on the feedback the prototypes can be developed further.

6.5.1 Development discussion template

The first prototype to be built was the development discussion template and structure for the development discussions. The commissioner has previously had development discussions, but not in most recent years. The employees mentioned development discussions in the well-being survey as one development idea. The development discussions could be a good format for enhancing communication between the entrepreneur and the employees, and they could be a good platform for raising even difficult issues to discussion.

Anneli Valpola writes that development discussions are a basic tool for leadership. Development discussions are an easy way to check that the important issues in the company have reached everyone, and they are an annual check that the communication is flowing between the supervisor and the employee. The development discussion can also lead towards the future. The supervisor can tell about the future plans and expected changes in the company. The employee on the other hand can tell about his/her plans and wishes for the future. The development discussion can also be used to discuss about the company's goals or the roles of the employee. The development discussion gives a channel to give feedback also to the supervisor. (Valpola 2002, 9-10.)

Sari Kylväjä (2012) has studied development discussions in her thesis. She lists the four main tasks for the development discussion to be: 1) ensuring the interaction between the supervisor and the employee, 2) preparing the organisation for a developing atmosphere, 3) giving the employee a strong connection to the supervisor and 4) prioritising the work tasks.

Valpola encourages to use open questions in the development discussions. These produce more descriptive answers than the closed questions, which often result in short yes/no answers. She divides the questions in the development discussion in four groups: clarifying, opening, process and testing questions. The clarifying questions give room for the employee to tell about issues from their own perspective, and allow the supervisor to check that he/she has understood correctly. The opening questions aim to open the discussion and allow the employees to elaborate their view more. The process questions ask what kind of help the employee expects from the supervisor. The testing questions ask how the employee would resolve different issues. (Valpola 2002, 135-136.)

The development discussion prototype consisted of a short guide for the supervisor and the development discussion template. The template is a form which the employees fill and send to the supervisor before the discussion. Filling out the form makes the employees think about the issues already before the development discussion, and they are more prepared for the actual discussion.

The development discussion template is composed based on Valpola’s book (2002), the development discussion form by Työturvallisuuskeskus (2014) and development discussion form used at the University of Turku in 2019 (not public material). The questions on the form are related to the past year, current situation at work, skills and knowledge, and next year and future. The questions are open and allow the employees to answer in their own words. This form does not include numeric answers, such as evaluating statements on a scale from one to five. Follow-up questions are encouraged, and some suggestions for follow-up questions were provided for the commissioner.

At the end of the form there is room to list issues which were agreed on in the meeting. Valpola recommends that both the employee and the supervisor sign the evaluation part of the development discussion form. Listing the agreed issues will make the outcomes and future goals agreed on in the discussion more concrete. (Valpola 2002, 45.)

Hassi et al. write that it is often easier for the test persons to give feedback on prototypes, which do not look too polished. The reason could be that if the prototype looks too “ready”, it can be more difficult to criticize it. (Hassi et al. 2015, 135). In this case the development discussion form was prepared for actual use in a real development discussion situation. The commissioner had a need to actually implement development discussions, and the idea is to test the development discussion form in a real situation.

The draft development discussion form was discussed with the commissioner. Some changes were made to the original form. For example the question 9 was edited not to include a question “How much do you think that you are invoicing from the customers?” While the commissioner wanted to discuss invoicing in the development discussion, the question felt too harsh to be put on the form. This issue will be discussed with the employees as part of giving feedback.

The commissioning company operates in two languages, Finnish and Swedish. The first draft of the development discussion form was in Finnish only, and in the editing phase the questions and instructions were translated into Swedish and included in the form.

As a prototype, the commissioner received the development discussion form, the guide for development discussions and the toolbox for development discussion prepared by Kylväjä in her thesis in 2012. The English translations of the development discussion form and the guide for development discussions are included in this thesis as an appendix V and appendix VI.

6.5.2 Team day

The second prototype to be developed was to plan a team day for the commissioner's company. The team day planning was started by agreeing on the suitable date. In the well-being survey the employees had wished for more team spirit and arranging meetings or well-being days for all offices. The survey responses also gave practical suggestions for team day activities: bowling, escape room, cooking course and walks in the nature were mentioned. There were wishes for the team day to contain something both physical and relaxing. One comment called for having time to talk with colleagues, not just sitting in a theatre. The well-being survey answers also called for better flow of information. This concerned both better flow of information between the offices, and better flow of information about current issues and outcomes of trainings.

Based on the employees' wishes, both information and well-being activities were combined during the team day. Physical activities have to be such that everyone can participate. The location was decided with the commissioner at the same time when the time was decided. The location was decided to be the town where Office A is situated. The reason for this was, that the first workshop took place in the town where Office D was situated. A few weeks before the workshop, the company's employees had a training day in the town where Office B is situated. Therefore the town of Office A seemed to be a good option.

The team day was agreed to take place on 7 May 2019. The team day was designed to consist of two parts. In the morning there would be a discussion and a workshop about ground rules, and a short view to current news within the company. After the lunch the well-being part of the day would start. This would mean a 60-minute yoga class. An alternative for yoga would to go for a walk, although yoga is recommended for everyone. A local yoga instructor would instruct the yoga class for the employees. The yoga would be very easy to ensure everyone can participate in the class despite any physical limits. The English translation of the programme for the team day is included in this thesis as appendix VIII.

6.5.3 Ground rules

In a work community many things are taken for granted and people often expect everyone to think in the same way. This can cause conflicts, although it is natural that people think from their own perspectives. Ground rules for working can help to mitigate this. (Avaimia monimuotoisuuden johtamiseen, w.y.)

Järvinen writes that the rules governing work can be divided into roughly five groups: EU-level rules, national rules, organisation level rules, work community level rules and task specific rules. The basic framework of rules comes from the national legislation, although according to Järvinen the role of rules from EU is expected to increase. The national legislation includes for example Employment Contracts Act, Working Hours Act and Occupational Safety and Health Act. These include a vast number of regulations how the working conditions should be and what the rights and responsibilities of the employer and the employee are. Each organisation has their own policies, quality systems, guidelines and values which apply to everyone working in the organisation. In addition, each team usually builds their own, more detailed ground rules. Each task also has guidelines and regulations which must be considered. (Järvinen 2009, 91-92.)

Combining all these rules can be challenging. It will be even more challenging if there are rules from different countries to be combined, or if there are rules of two organisations about to be merged. Järvinen writes, that the most ordinary challenge for each team is to get every team member to play by the commonly agreed rules. Members of the team quite easily start to think that the rules do not really concern them, and this can lead to joint culture of not following the rules. (Järvinen 2009, 92-93.)

If breaking the rules becomes a habit in the group, one way to resolve the situation could be to discuss in the joint meeting how the jointly agreed rules should be interpreted. Often it becomes clear that there are different interpretations of the rules, or someone has not even heard of the rules. One sign for a well-functioning working community is that the common rules are often discussed. They might be clarified or new ones will be created for situations that need rules. This can help to avoid conflicts. (Järvinen 2009, 93-94.) When the ground rules have been jointly agreed on, it is important to make them visible. The ground rules are taught to each new person joining the team. This way everyone knows about the joint agreements and everyone is an equal member of the working community. (Avaimia monimuotoisuuden johtamiseen, w.y.)

The employees of the company are in a key role when designing the ground rules. After all, the rules are intended to help them in their work environment. The rules must be commonly agreed, and this is easier to reach if the rules come from the group itself.

The process of creating the ground rules started with interviews, where the need for ground rules was discussed with the employees in individual interviews. In this interview they were able to share their opinion on the need for the ground rules and to suggest issues where rules could be helpful. Commissioner was also interviewed about the need for the ground rules and she also gave suggestions for new ground rules.

In total 13 interviews were conducted at this stage to gather information about the need for the ground rules (five interviews in Office A and C+D and three in Office B). The interviews revealed that the staff in Offices A and B did not really see a need for having ground rules. The reason for this was, that the everyday chores and the daily work at the Offices A and B run smoothly. Everyone working in Office A has the responsibility of some chores, and they see no problems with this arrangement. In Office B the responsibility of the daily chores are not specially appointed, but everyone helps with the chores.

Office C+D is the office which has had problems with the atmosphere. This was also reflected in the interview responses. Most of the staff members called for ground rules to the office, and saw that they would be very important. The interviews were done in a middle of the working day and the interview questions were not sent to the employees beforehand. Thereby it was not a surprise that the employees did not come up with suggestions what the ground rules should include.

The idea behind the ground rules was to formulate general rules for the staff to follow in their everyday lives. The challenge with the general rules is, that if they are too general, they have no impact on the daily life. If they are too detailed, they may feel like micromanaging and can start hindering the well-being of the employees. Challenging in this case was, that while one office seemed to really need strict rules, the other offices did not see any need for such rules. Designing rules only for one office would highlight the problem too much. At the same time, having strict set of detailed rules in other offices could start interfering with the well-being in these offices, where the everyday issues have been running without problems.

Thereby it was important to find the middle ground. For this reason, the idea was to find suggestions for good ground rules from other organisations. City of Helsinki’s Social

Services and Health Care Division has designed a good set of general ground rules. These rules are simple, but they point out certain usual problems at workplaces. The Social Services and Health Care Division of the City of Helsinki is a large division with numerous different locations and communities. Still, these rules are general enough to suit every community but they still give advice for everyone. The rules include simple issues like “Be friendly”, “Listen and respect your colleagues” and “Take responsibility of your tasks and the atmosphere at your work community”. (The Social Services and Health Care Division of the City of Helsinki, 2017.)

The prototype of the ground rules was designed based on the example of the Social Services and Health Care Division of the City of Helsinki. Some new suggestions for ground rules were added to the prototype, as these suggestions reflect the commissioner’s wishes and the goals of this project. The draft set of ground rules was the following (see Figure 13):

Ground rules

- I act friendly towards everyone
- I listen to and respect my colleagues
- I take responsibility of my tasks and the atmosphere at my workplace
- I develop myself and my work
- I support and help my colleagues
- I remember to invoice from the work that I’ve done
- I am worth the customer’s trust
- I discuss difficult issues constructively with the people concerned.

Figure 13. Prototype of the ground rules

The prototype was tested by discussing the draft with the employees during the team day. The original idea was to reformulate the suggestions from the employees and the commissioner and to compare these with available literature to complement the suggested rules with other suggestions. As there were no suggestions from the employees, the team day was be used to generate suggestions from the group around different topics.

The suggestions were discussed in groups to find out if there are any rules missing. After this, dot voting was be used to find the most important rules. The aim of the dot voting was to identify 5 to 10 rules, which the community finds most important. In the end there was a discussion to validate the results of the vote. In the discussion the employees were able to give their comments on the set of rules. When the rules have been decided, they will be formulated to be consistent and easily understandable. After this, the ground rules will be given a visual design, and they will be distributed to all of the offices.

6.5.4 Info letter

The wish for more information between the offices emerged both in the well-being survey and in the workshop. There were wishes for better flow of information between offices, within the fields and from those who attended trainings to others. The info letter was also mentioned in the well-being survey as one development suggestion.

Everyday news and current issues are communicated to everyone in the company via e-mail. In addition, there is one form of info letter already in place. Tax authorities send a “taxfax” newsletter every Friday. The commissioner sends this taxfax newsletter to the employees involved in bookkeeping, and if there are any current issues, she includes these in the message where she forwards the taxfax to the employees. The taxfax is not usually sent to the real estate management employees.

The commissioner thought that the info letter was a good idea, but the concept must be thought through carefully. Information about urgent issues is distributed right away via email, and it would not be good to delay any urgent issues to the next info letter.

Composing the info letter takes some time from someone. The commissioner does not want to take this task herself, but would rather see someone from the staff composing the info letter. The person who would gather the info letter should be knowledgeable in both bookkeeping and real estate management. The best candidate with understanding of both fields is currently on maternity leave. Thereby it was agreed that the template for the info letter will be made now, and the issue will be revisited when the person returns.

The info letter prototype is rather simple. The info letter would be sent to employees as email text, and not as an attachment. This way the information is readable without any additional clicks. The info letter is intended to be easy to approach, and for this reason it can be good that it is not graphically sophisticated. The info letter should be easy to use also for the person updating the info letter.

The info letter has three main parts: current news in bookkeeping, in real estate management and current news from the offices. Dividing the content in three parts makes it easy for the employees to spot the content which is relevant for them. The news from the offices' part contains current news worth knowing or reminders about current issues

The company aims to resolve a part of the problem related to the flow of information by asking everyone to use the Outlook Calendar. Using online calendar and sharing it with colleagues can be very useful for the company. This way it would be easy to for example check colleagues' availability.

The English version of the prototype is included in this thesis as an appendix IX. The prototype will not be tested at this point, but it will remain at the commissioner's use for possible future implementation.

7 Service production

Service production is a critical part of the process. All the development work, company's strategic decisions, customer insights, ideas, service concepts and critical components should remain as planned in the process. The whole development work has been useless if the service does not reach the market and the customers. (Tuulaniemi 2011, 230.)

In this project service production means piloting the three prototypes and gathering feedback from these pilots. Based on the pilots, the services can be developed further.

7.1 Piloting

Piloting means taking the service concepts out to the market for the customers to test. The services are usually piloted when they are not yet ready. This gives the company and the designer the opportunity to gather the experiences of the customers who tried the services, and then develop the service further using the feedback of the customers. (Tuulaniemi 2011, 230-231.)

Service concepts have to be built to products early in the process and they have to be brought for customers to test. The pilots have to be half-ready, otherwise there is a threat that the development will detach from the end users. But it is important to remember that they are not ready. Service is about constant development. In digital services the service concepts can be beta-versions, which are given for the customers to test. Only after the pilot the product will be fully launched for the customers. (Tuulaniemi 2011, 232-233.)

The service concepts to be piloted are in this project the development discussions, team day and ground rules. A prototype was also developed for the info letter, but it was agreed that it will not be implemented yet.

7.1.1 Development discussions

The development discussions were be piloted in spring 2019 from the end of April to beginning of May. In the piloting stage seven development discussions took place. The commissioner, who is the supervisor of the employees, agreed on the suitable day for the development discussion in advance and sent the instructions and the development discussion template individually to each person a day before the development discussion. The reason for sending the template on a short notice was that the commissioner saw a risk that the development discussion template becomes too much of a topic for coffee break discussions and the employees start planning their answers in groups before the discussions. A longer preparation time could have given more time to think about the answers, but the commissioner's view was respected.

The development discussions were confidential discussions between the employee and the supervisor. The discussions were held behind closed doors, and without telephones and computers. Each discussion took approximately one hour to 1 ½ hours.

What was interesting with the test group was that one person had never had a development discussion before. Another one, who has been working elsewhere as well, had become used to yearly development discussions and had been waiting for a development discussion in this company already for a while.

After the development discussions, feedback was asked for from the supervisor and from the employees who had the development discussion. The feedback questions were sent via e-mail to the employees. Three answers arrived via e-mail and four feedbacks were gathered in an interview. One of the feedback interviews was made on telephone.

The feedback questions for the employees were:

1) How did the development discussion go?

2) Was it easy or difficult to answer to the questions on the development discussion form?

3) Were questions, that you consider important, missing from the development discussion form? What would you have wished for?

4) Did you get feedback in the discussion? Were you able to give feedback to your supervisor?

5) Was the development discussion useful? Why?

6) How often would you like to have a development discussion?

7) How did you feel after the development discussion?

The received feedback revealed, that there was a nice and relaxed atmosphere at the development discussions. According to the feedback, it was both easy and difficult to answer the questions on the development discussion form, and people appreciated that they were able to give either long or short answers. Most were not able to name any questions that they felt missing, but one person pointed out that there could have been a question about the atmosphere at workplace. Other persons mentioned, that they were able to include their comments to some of the questions, even if their comment did not exactly match the question. One respondent said, that in the beginning it felt weird sending the answers to the supervisor beforehand, as in her previous experiences the answers were not sent beforehand. Afterwards, she noticed that it was actually a good practice, since in this case the supervisor did not have to focus on writing the answers, but could better focus on the discussion. The feedback loop was mostly working. According to the feedback most employees felt that they had received feedback, and they had been able to give feedback to the supervisor.

Overall the employees considered the development discussions to be mostly useful, at least to some extent. While some found the development discussions not that useful, some found them very useful, meaningful and valuable. Some had plenty of everyday discussion with the supervisor already, and did not find it that useful to have a separate development discussion.

Even with a pilot group of seven people, it is possible to extract from the feedback three different attitudes towards the development discussions. These attitudes are summarised in the table 8 below.

Table 8. Attitudes towards development discussions

"We discuss a lot anyway"	**"I appreciate the discussions"**	**"I am not getting any better with these discussions"**
• Enough everyday communication at workplace • Any emerging issues are discussed rapidly • Nice to have a development discussion • Due to the constant everyday communication the development discussion is not that useful	• Appreciation towards uninterrupted discussion with the supervisor • Important to feel the connection • Development discussions should be every year	• Do not like development discussions or do not find discussions useful at all • Development discussions are not needed at all, or at long intervals (for example every 5 years)

The development discussions were piloted with employees from Offices A and B. The employees from these offices were better available for the development discussions during the piloting period. Office A is where the commissioner mainly works. She visits Office B regularly, but not very often. This can be seen in the development discussion feedbacks. The attitude "We discuss a lot anyway" can be seen in Office A, where the employer is present most often. There are opportunities for informal quick discussions on daily basis. The employees of the Office B mostly belong to the group "I appreciate the discussions". It became apparent that they value the uninterrupted time to discuss with the employer, and found the discussions very valuable. The attitude "I'm not getting better with these discussions" was in this case visible in Office A. It can also be due to having the employer present for daily discussions and problem-solving.

The employer was interviewed for the feedback of the development discussions. Her experience of the development discussions was positive. The development discussions had mainly remained within the planned time, but the discussions were given as much time as they took. The employees had mostly provided the discussion templates in advance, although not everyone had answered every question. The employer noted that it is good that she received the templates in advance, since this way it was possible to make notes beforehand and plan follow-up questions.

The template had been a useful structure for the discussions, and it was good that the template was divided in three parts (past – current situation – future). The employer could not pinpoint which questions would have been missing, but it felt that the important issues came up in the discussions in every case. The discussions were flowing nicely around the structure. The employer had received feedback during the discussions. Giving feedback had been in some cases difficult. The employer noted feeling a bit exhausted after the discussions, since they tended to be rather intensive. She thinks it was important to give time and to notice everyone as persons, and thinks that this has been appreciated.

Based on both the employee and the employer feedback, piloting the development discussions was overall a good practice. It gave room for discussions which might have been difficult to arrange in hectic everyday life. One example of this is, that the discussions gave room for discussing retirement issues. The company expects up to 5 people to retire in the next few years. The retirement has to be announced to the employer in advance, but it can mean applying for retirement only one month before the planned retirement (Ilmarinen). In a small company, however, it would be better if retirement arrangements could be planned in advance. The open and confidential discussions, such as the development discussions, can support this kind of planning processes.

The development discussion template was slightly updated based on the feedback. A new question about the atmosphere "How do you enjoy working?" was included in the template. In addition, the wording of the question related to stress was changed from "Are there stress factors in your job? What are they?" to "Are you stressed at your work? Why?" The former wording was maybe too complicated, and the answers could be better if the question is simpler. The updated development discussion form is included in this thesis as appendix VII.

7.1.2 Team day

The team day for the commissioner took place on 7 May 2019 in the town where Office A is situated. The team day had two themes: workshop and current news in the morning, and well-being in the afternoon. The English translation of the day's programme is included in this thesis as an appendix VIII.

The day started in the meeting room with morning coffee and a cake to celebrate the 60^{th} birthday of one of the employees, who had the birthday on previous Sunday. The actual programme started with a workshop to discuss and decide ground rules for the company. This discussion and its outcomes are described in more detail in the part 7.1.3. of this thesis. After the workshop, the CEO of the company quickly instructed the employees to make two small practical changes in their work in the future, starting to use outlook calendar and sending scanned documents from their own email. The official part of the day was finalised with the presentation of current news in company's information technology systems.

The day continued with a lunch buffet in a local restaurant. After the lunch there was a private yoga class for the group. There was plenty of time reserved for moving to the restaurant, for the lunch and moving to the yoga. There was enough time to even go for a walk after the lunch. Going for a walk was also an alternative for participating to yoga. Five people chose to go for a walk, while the rest participated in the yoga. The 60-minute yoga class was very easy and relaxing. As the work in the company is mainly characterized by sitting in front of the computer, the instructor had chosen easy yoga poses to ease pain in neck, shoulders and back.

After the yoga class or the walk, everyone gathered to the Office A, where afternoon coffee was served. The afternoon coffee was the last activity for the day. The day finished at 15.00, which is earlier than the usual time to end the work day.

From the organiser's perspective, the team day went very smoothly. The timetable felt to be pleasantly relaxed. The workshop timing had enough time for discussion, and there was enough time for the current IT news. There was also enough time for the people to move from one place to another. May is a busy time of year at the company, and too loose timetable could have created frustration, but everyone seemed to enjoy the day.

All participants were asked for feedback after the day via an online survey. The English translation of the feedback survey questions is included in this thesis as appendix X. In total 19 answers were received by the deadline. Based on the feedback the employees were happy with the day. The overall grade on a scale 1-10 (1 being very bad and 10 being excellent) for the day was 8,0. This is a good result.

In the feedback survey, the respondents were given certain statements and asked to tick all the boxes they agreed with. The discussion about the ground rules was found mostly useful (15 responses), but also inspiring (5 responses) and not good and not bad (3 responses). The current news in IT were found equally useful (14 responses), but also not good and not bad (4 responses). The yoga class received positive feedback from the participants, as it was relaxing (11 responses), nice (12 responses) and inspiring (4 responses).

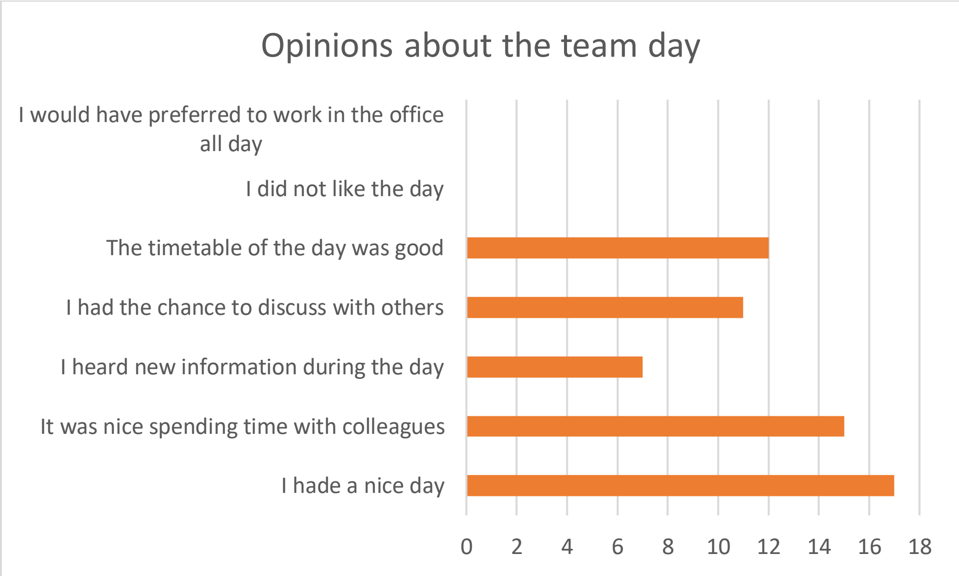

Figure 14. Opinions about the team day

The overall opinions about the team day (see Figure 14) show that the day was nice and that it was nice to spend time with the colleagues and talk with them. There was some new information for the participants, and the timetable was good. What was good, was that none of the respondents stated that they did not like the day, or that they would have preferred working in the office all day.

The free text answers confirmed that it was nice when there was no rush. According to the feedback the day was a good combination of information and relaxation. Suggestions for the next team days suggested doing something totally outside of the offices, so that there would not be a need to go to the office at all. There were some suggestions for activities, such as day trips, bowling and escape room. One wish was to have training for ergonomic issues. These suggestions can be considered when planning the next team day.

7.1.3 Ground rules

The workshop about the ground rules was arranged in the morning of the team day. It started with a short introduction to the company's values by the commissioner. She gave a short view on the ground rules and how they impact the everyday work at the company. After this, there was a short introduction to what is the background to the ground rules. This meant describing what the ground rules are or what they could be, that they would be applied in the whole company, and that the ground rules will not replace any practical arrangements in the offices. It was also mentioned, that the ground rules are nothing new, and that they are commonplace wisdom that people usually follow in every case. However, it can be good to write them down as well.

The draft of the suggested ground rules was presented, and each of the suggested ground rules was described shortly. After this, the people were asked to form groups with the neighbouring people, and to discuss the proposed ground rules with the help of two questions.

1) How do the ground rules look like?

2) Are there any new suggestions for ground rules?

Based on the discussions, small changes were made to one of the ground rules. The ground rule "I'm friendly towards everyone" was changed to "I'm friendly and/or professional towards everyone". There was an interesting discussion about this issue. The reason for the addition was, that there are also difficult customers and customers who do not behave well themselves. One person pointed out that sometimes especially elder people call or come to the office very often and ask the same issues over and over again. In these or other difficult situations it might be better to be firmly professional instead of friendly. New suggestions for ground rules were "I think positively" and "I treat others as I want to be treated myself".

All ground rules were put on the whiteboard. The one suggested change was included in the ground rule, and the new suggestions were as well added to the whiteboard. The next step was to use dot voting to find out the most supported ground rules.

Dot voting is a collective way to prioritize and converge a design solution that uses group wisdom. This method allows to select the favoured idea by collective rather than individual judgement, and it is a fast method that allows the design to progress. The design solutions are put on wall, and each participant has a limited number of votes to share. The votes are usually signalled by sticky dots or coloured pins. (Curedale 2013, 279.)

Each participant received five dot stickers and they were asked to place the stickers to those rules which they found most important. Participants were instructed to put only one sticker per one ground rule, but it was not necessary to use all stickers.

Dot voting revealed that the suggestions can be divided to three groups. There were three top ground rules (16-11 dots), four quite important rules (8 dots) and three rules which did not receive as much support. The results of the dot voting are included in the Figure 15.

Final ground rules

- I act friendly **and/or professionally** towards everyone (16)
- I am worth the customer's trust (16)
- I remember to invoice the customer for the work that I've done (11)
- I take responsibility of my tasks and the atmosphere at my workplace (8)
- I develop myself and my work (8)
- I support and help my colleagues (8)
- **I think positively** (8)

- **I meet others as I myself want to be met** (6)
- I discuss difficult issues constructively with the people concerned (4)
- I listen to and respect my colleagues (3)

*Changes and additions **in bold***

Number of dot votes in brackets

Selected ground rules above the dashed line

Figure 15. Final ground rules

After the dot voting, there was time to discuss the results. The common view was, that the selected ground rules are good and there is common willing to adapt them. One participant noted, that there is nothing new with the ground rules, they should be in use already now.

There was plenty of time to discussion and there was even time to discuss issues which were not directly related to the ground rules. One of these was a discussion about how and when the employees should keep up to date with the current issues, such as changes in legislation and taxation regulation. The challenge is, that there is plenty of everyday work, and it takes special effort to study all the recent changes.

One concrete suggestion was to arrange training days separately for bookkeepers and real estate managers. These should be on separate days, as some people have both bookkeeping and real estate management tasks. The employees wished for external experts coming to give the training instead of colleagues teaching each other. This suggestion can be considered in organising the training in the future.

In the end of the discussion, the ground rules were agreed to be adopted. The ground rules will be language-checked in both languages. After this, a nice poster of the ground rules will be designed and distributed to each of the offices. What remained unclear is, what happens if the ground rules are not followed, or if there will be a reward if everyone successfully follows the ground rules. It would first of all be very difficult to measure this objectively. What was considered as one alternative was, that the ground rules could be re-visited after a while, for example after six months or a year. The ground rules could then be discussed and people could evaluate whether there has been any impact of the ground rules, and if there are any needs to update or re-formulate them.

From the organiser's perspective the workshop went well. At first when the draft ground rules were presented, the employees were just quietly watching, it felt that it could be challenging to come up with the suggestions. But the group discussions were lively, and there was enough time to let the discussion continue for a while. Dot voting proved to be a very usable method to select the ground rules efficiently, and it seemed that the participants enjoyed it as well. The timing for the workshop was relaxed, which was nice. There was no need to rush the programme, and the discussions could flow freely.

The result of the workshop was good, as it was possible to select seven ground rules. The discussion was lively, and the discussion itself is already valuable. It is always beneficial for the working community to discuss atmosphere related issues with each other. When the group was able to agree on the seven ground rules as a result, it was even more valuable.

7.2 Launching

The launch of the service is the critical point in the development. Tuulaniemi suggests making a pre-launch for the new service to gather feedback and to create interest among the users. In launching the new service it is important to inform the target group in an environment suitable for them and in a manner natural for them. For example, promotion in newspapers is useless if the target group does not read newspapers. The customer insights built during the development process can be used also in planning the launch of the product. (Tuulaniemi 2011, 237-238.)

The publication of the services, the leadership tools, would in this case mean taking the three tools into regular use in the company. After evaluating the project results with the commissioner, this remains for the commissioner to decide.

Launching the development discussions would mean committing to organising the development discussions regularly from now on. Based on the feedback received after the piloting, the development discussion template was updated. The updated development discussion template is included in this thesis as appendix VII. The development discussions could be arranged every year or every two years. The time of the year when development discussions will be arranged, must be considered. May and June could be good, since the beginning of the year is always the busiest time of the year.

Launching the team day would mean arranging team days regularly. Based on the feedback, team days could take place once or twice a year. There is a strong interest towards training, and team days and training can be combined, as was done in the pilot. Another option is to arrange the training separately (for example half-day trainings for bookkeeping and real estate management), and arranging the teambuilding activities completely separately. The practices around the team day do not always have to be same, different models can be arranged. The project revealed that the employees value team days, training and free time activities highly, and it would be very good to continue team days in the future. One option could be to appoint a few employees to plan and arrange the team days. This way the commissioner would not have to take care of arrangements, and the employees could plan the team days according to their wishes within the budget and frame given by the commissioner.

Launching the ground rules, or principles, would mean communicating the finalised rules to all of the offices and putting them on a visible place. After this the employer should pay attention to how they are followed, and to give feedback if they are not followed. This is difficult, since there is no direct measure for measuring how the rules are followed. Therefore building reward system for following the ground rules or punishment system for not following them could be difficult. More suitable could be to remember that the rules exist, and remind the employees of the rules as well. The rules could be re-visited every now and then to ensure they are up to date and that everyone still finds them relevant.

8 Evaluation

When the product is launched for the market, it is time to evaluate the design process and its results. Measuring the result can be done by using for example return on investment indicator, but this may be too narrow as a view. Defining the key performance indicators already during the process can help to evaluate the process. Such key performance indicators could reflect the design brief, for example number of new customers, sales and customer experience. (Tuulaniemi 2011, 243-247.)

This service design project involved the employees of the commissioning company to participate in the process. As a result of the project, three prototypes were piloted and one was stored for further use. The process included many discussions with the commissioner concerning not only the project progress but also leadership in the company.

The project was designed to give the commissioner long-term tools for leadership. All of the prototypes are designed with the idea that they can be repeated or they have long-term goals. The development discussions can be repeated annually based on the development discussion template. The team day can be arranged as often as wished for based on the team day template developed in this project. The ground rules are intended to benefit the work communities long term and they can be revisited if and when there is need to review them.

Even the well-being survey is structured in a way that allows to repeat the survey. Repeating the well-being survey for example in autumn 2019 or in spring 2020 could bring valuable information and it could be directly compared with the results from summer 2018 when the survey was made for this thesis. This would show clearly what kind of changes there have been in the company and the well-being of the employees. Repeating this survey regularly would be an efficient tool to follow-up the results of this project and well-being in general.

8.1 Commissioner’s evaluation

Evaluation of the results of this project is slightly difficult. The task for this project was to design tailor-made leadership tools for the commissioner. The impact of leadership can be difficult to measure, and would need a longer time perspective. It would be useful to evaluate the result of the leadership for example after six months or one year of implementing the leadership tools. The timetable for the thesis does not, however, support such a long evaluation period. Thereby the most suitable evaluation method for this project was to interview the commissioner about the results. In addition to interviewing the commissioner, the company's Head of IT was interviewed as well. He has been involved in the process as well, but not as closely as the commissioner.

The commissioner stated that the project has been fun, interesting, rewarding and eye-opening, and it was different from everyday work. The project provided a chance and a push to think about well-being and leadership more. Leadership is an important part of an entrepreneur's work, but it is often neglected in the busy everyday routine. The commissioner stated that it was useful to stop and think about the issues. She sees that the employees appreciated that they were involved in the project and that the company cares about their well-being. The commissioner saw that it vas valuable to make the employees think and discuss about issues related to their work together in the workshops.

During the project, three prototypes were piloted. These were development discussions, team day and ground rules. The commissioner sees that they were all important. The development discussions were a good and important choice, as it proved to be an efficient feedback channel. The commissioner noted, that on certain level she knew what kind of feedback she would receive, but it felt more concrete when it came directly from the employees. The development discussions will be continued after the pilot stage with the rest of the employees in summer 2019, and the plan is to continue with development discussions annually.

The team day was a good experience. The company has had training days already before, and team or training days will be continued in the future as well. The project brought new suggestions for activities, and there was the suggestion to arrange training separately for bookkeepers and real estate managements, and to continue arranging team days for the whole company. The yoga class received good feedback both from the employees and from the commissioner. In the evaluation discussion there were already plans for the next team day, which would be arranged in the autumn 2019.

The commissioner appreciated the workshop and the discussion about the ground rules. As was stated also in the workshop, the ground rules are not revolutionary, but discussing them can be very beneficial for the company. As the workplace well-being survey revealed, one of the offices has had atmosphere issues. The commissioner pointed out how it was especially good when the ground rules were discussed without pointing a finger at anyone.

The project has brought learning experiences for the commissioner as well. One of the important learning experiences for her was to understand that the employees want her to be more in the role of a supervisor. She has not considered that she would be higher in the hierarchy than anyone else. Still, the feedback revealed that the employees would like her to take a stronger role of the leader in the company. Another learning experience for the commissioner is that she should focus more on taking care of the company and supporting the employees in their work. These could in best case improve the financial result as well. Among the concrete feedback was a wish that the commissioner would visit all of the offices more often, and she will aim to do this.

The commissioner sees, that the impact of the project on the well-being can be better observed better. Still, the employees had seemed happy after the team day. The commissioner thinks that the employees value the interviews and the development discussions, as these have shown that they are cared about.

According to the commissioner, the project has follow-up potential. She thinks that the well-being survey could be repeated at a later point and the development discussions will take place next year as well. The team day could be continued by organising a summarising event for the project in autumn 2019. This could include a discussion about the ground rules, a dinner and some cultural activity. This could partially also serve as a reward for participating in the project.

The Head of IT saw that the project has been very useful, that it has aimed to wake up development issues and that it has involved the employees. According to him, this process can improve well-being and productivity. He sees that the development discussions have been very useful and that it would be good to arrange them annually. Team day was good, and it should be arranged regularly. The ground rules are according to him important, but there is a risk that they will be forgotten and they will not be realised. For this reason it would be important to revisit the rules and to discuss them also later. The challenge is how to remind the employees about the rules without preaching about them.

Overall the commissioner and the Head of IT saw that the project has been successful. The development discussions were according to them the most important prototype, which will be continued in the future. The team day is also important, and it should be arranged regularly as well. The ground rules are important as well, but implementing them sustainably will take effort from both the employees and from the leadership.

8.2 Evaluation of the progress

The service design project proceeded well and mostly according to the plan. The different stages did not always follow each other in an orderly manner, but were sometimes parallel. However, this did not disturb the process. The progress of the work is described in Figure 16. The red boxes show the phase of the work, and orange boxes give further information for example about the tools used. Literature study and writing the thesis are included as yellow clouds in the background. This describes that these processes were ongoing and continuing throughout the project.

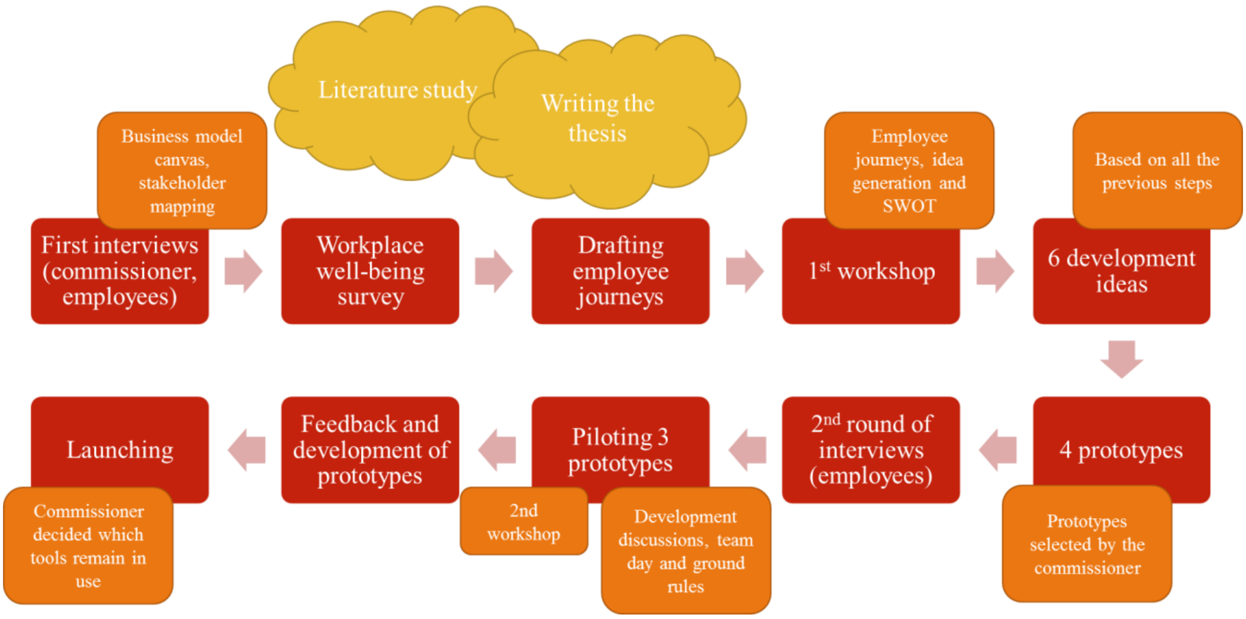

Figure 16. Progress of the work

Gathering insights from the employees and the commissioner took a while, but it gave good starting point for the design phase. The employees participated in the project well, when they were asked for contribution, and they were overall mostly positive towards the case.

One important moment for the project was when the commissioner decided which of the development ideas will be prototyped. This moment was clearly the point between the two diamonds of the double diamond project. After this, the work towards building the prototypes became more structured.

This project was very successful for finding three prototypes for piloting. It must also be said that piloting three different prototypes means a lot of work for both the designer and the commissioner. The background study revealed, that some students have been writing theses focusing either on development discussions or on designing ground rules for a workplace, and in this project these were two of the three prototypes to be piloted. The ground rules process felt for a moment to be too large to be implemented within this project, but it turned out fine.

In the beginning of the project, the commissioner’s main focus was on the financial result, and in the first plan the goal of the project was planned to be increasing the invoicing. During the project the focus shifted towards well-being and leadership. The project’s perspective of implementing an internal development project in the company remained the same throughout the project. The contact to commissioner was smooth and efficient in this project, partly due to the personal relationship with the commissioner. The contact with the employees of the company was important in the project as well.

It can be stated that the project has given the commissioner practical help in everyday management. All of the three piloted prototypes have been practical, and piloting has given the commissioner help in arranging these issues. The company has not had development discussions in years, but the piloting phase gave the tools and the push to arrange them. A team day should have been arranged in every case, now there was practical help in planning and arranging the team day. And finally, the ground rules can in their part hopefully help to support the atmosphere at the workplace.

The work has had limitations as well. Already in the beginning it was decided that this project will focus on the leadership and cooperation within the company, and the customers of the company will not be included in the process. This was a good choice. Another limitation is related to the atmosphere problems in one of the offices. It would have been irresponsible to aim to resolve these problems with this kind of service design project. The atmosphere issue did show in the well-being survey, but resolving it needs more skills and knowledge than those of a master student. To give support in the situation, some books which were encountered while doing the theory basis were recommended for the commissioner. Over the course of the project the atmosphere has according to the commissioner improved, but there can be many reasons for this.

There are a few things that could have been done differently in this project. Despite the fact that the project progressed time-wise quite well, there was a small break in December 2018-January 2019. This was due to being very busy at primary occupation, although it would have been good to avoid this break altogether. On the other hand, from March 2019 the project progressed rapidly. Another thing that could have been done differently is that the questions in the workplace well-being survey should have been in both Finnish and Swedish. When planning the questionnaire the language issue was discussed with the commissioner, who said it is sufficient to have questions in Finnish only. However, during the course of the project it became apparent that the employees valued highly having the materials I both languages.

Overall the project was a successful service design project which progressed well. The initial interviews were included as were versatile methods to gather insights and co-creative methods. Four prototypes were developed during the project, of which three were piloted. The development discussion prototype was further developed based on the received feedback. The commissioner decided to continue using all of the three prototypes also in the future, which shows that the developed tools were useful for the commissioner.

9 Discussion

This project was an interesting case which allowed me to get more familiar with the company that I already know, and to learn more about applying service design in leadership in a real-life setting. The project was a good example on how the service design process can be adapted to different development projects. Using the service design and co-creation methodology makes the view of the user more visible. This means that the development projects are not just brainchildren of the top management and consultants, but they really respond to the actual questions.

This project has helped to build the well-being capital at the company by enhancing social support at the organisation and by building closer relationships between the employer and the employees. The development discussions were positive experiences for the employer and for many of the employees, and they gave an opportunity to develop the relationships. The project also built structural capital for well-being by investing on development and organisational culture.

One of the important aspects of the well-being capital is supporting the employees' capabilities to work and their possibilities to impact their work. Job crafting means that the employees can impact their own work and include in it aspects that they are inspired about and it can increase the meaningfulness of the work and increase job satisfaction. The development discussion template included themes of how the employees would like to change their own jobs. The ground rules support taking responsibility of the own tasks and developing the work and oneself, and these can also create a positive attitude towards job crafting.

The project also aimed to support the functioning work community based on the clear core function of the company. From the supporting pillars (see Figure 3) especially leadership, ground rules and communication have been at the core of this project. The organisation and work arrangements were discussed in the development discussions, and there is a plan to follow up on the project and to constantly develop the actions.

One of the results of the project is, that the commissioner discovered that the employees have a stronger need for leadership. It seems that the commissioner has been focusing on management at the cost of leadership. The project has facilitated enhanced communication between the employer and the employees, and it has brought for example this issue up.

The leadership as a service –approach gave a good frame for the development project. However, viewing the commissioner as service provider and employees as customers is not the usual approach in the company. The commissioner’s company is small and personal relations within the company are close. The leadership as a service approach could better serve bigger corporations or different kind of working communities where the distance between the supervisor and the employees is longer. Servant leadership, on the other hand, is a more likely approach in the company. During the project, it became apparent that the employees would like to be supported more. The goals of servant leadership are enhancing individual growth, teamwork and overall employee involvement and satisfaction, and they are important for the commissioner as well.

Service design was in this project mostly understood as a process, where solutions were sought through iterative cycles of research and development. Design thinking and co-creative methods were used in the project. The most important reason for co-creative methods was that the voice of the employees was very important to be heard. However, one reason was that participation in the project through co-creative methods can lower the resistance to change.

Kotter’s eight steps were in the background, but it must be said that not all of the steps were successfully implemented. There was a sense of urgency, but this was mostly communicated between the commissioner and me. The guiding coalition for the project was formed, and it consisted of the commissioner, the Head of IT and me. Developing the vision and strategy was again mostly done within the guiding coalition. We knew what we want to do, but did not necessarily manage to communicate the change vision to everyone else. What was successful, was empowering broad-based action. The different methods of gathering insights and co-creation gave the employees the opportunity to participate and impact the process, and revealed development needs in the daily work processes.

Generating short-term wins were considered, but not implemented. However, the team day organised in May and the follow-up team day planned in autumn 2019 can act as short-term wins. Consolidating gains and producing more change means that the work towards well-being does not end when the project ends, and this seems to be the case in this project. The development discussions are continuing, and there are plans for next team days and a prospect of repeating the well-being survey. The final step of anchoring the approaches in the culture could be done in two ways. First of all, anchoring the ground rules to the culture would increase well-being, and secondly continuing to focus on the leadership can lead to better results.

The research questions for this thesis aimed to find out how to involve employees to participate in the process, and how to gather ideas and build development tasks based on the ideas. The research questions also evaluate the project by aiming to find out how service design can help the leadership in a small company and by examining the impact of the project.

The company does not have a history of such development projects or co-designing processes. Instead, the atmosphere at the company is down-to-earth, and it feels in a good way that people are there to do their jobs. The development feels to have come mainly top-down from the commissioner, and aiming to wake bottom-up thinking seemed to be a new approach. Development has been done through the daily work and case by case. Recent examples of development done in the company are the implementation of the GDPR regulation and its impacts and the implementation of the income register. Both of these required plenty of resources for the development. The commissioner noted, that despite the implementation of these issues was challenging, they were good experiences and gave confidence for the next development cases.

The employees did not seem to be that familiar with workshops and other co-creative methods. The well-being survey was an efficient way to gather insights from the employees, but the interviews were the most efficient way to gain information. The result of the first workshop was good, and there were plenty of development ideas for the company to start utilising. It can be stated that the project successfully managed to involve the employees in the co-designing process. Using many different methods to gather insights was a good beginning for the work, and the clearly defined workshop tasks allowed the employees to participate in the work. Using two languages in the workshops was a good practice, which seemed to lower the barrier to participation.

The result of the first workshop was a vast number of development ideas. Many were related to the work processes at the workplace and many to well-being and leadership. This project focused on well-being, and the ideas related to work processes were not resolved in this project. However, they have been given at the commissioner's use so that they can be taken care of. If these ideas will be realised, many practical problems in the everyday work will be resolved. After grouping the ideas, it was possible to identify the six development goals. Out of these, the commissioner chose four ideas related to well-being and leadership for prototyping and three for piloting. The prototypes are not revolutionary or highly innovative, but they reflect the company's needs. If the prototypes would have been radically new, there could have been high resistance towards them. It was possible to pilot the selected prototypes, and they will remain in use at the company also in the future.

The project had also a goal to wake up development-minded attitude among the employees. The results of this work cannot be measured yet. Maybe this project has been one spark in facilitating also bottom-up development projects within the company and showing that the commissioner is open towards the development ideas coming from the employees.

The company has four different offices. In addition to the company's organisational culture, each office has its own subculture. When visiting the offices, the atmosphere and environment is slightly different in each of them. The starting point for the project was different in different offices, and different subcultures can impact the also the result of this project.

The research questions also aimed to examine the outcome of the project. The impact of implementing the development tasks was one of the questions. As Virolainen wrote, even one year can be a short time to implement a development project in well-being. In addition, evaluating the results needs some time in between the implementation of the development project and the evaluation. Thereby finding solid answers for the questions about the impact of the project is difficult at this stage.

Based on the commissioner's evaluation of the project, it has been successful in reaching its goals. The piloted prototypes are planned to remain in use at the company, and the project has brought new insights to leadership at the company. It might be too soon to measure the overall well-being at the company, but the commissioner knows her company and the employees well. She has noticed that in the office which had atmosphere issues earlier, the atmosphere has become better. The commissioner has taken also other measures to impact the atmosphere, but I like to think that this project can have contributed in the good result. The commissioner noted as an exceptionally positive sign, when one of the employees in this office brought her a photocopy with the following quote:

> *"A good supervisor inspires the employees. There is no need to monitor and push an inspired person. It works like crazy from its own will. Happy employee is the company's most important resource"*

As a part of the SWOT-analysis in the workshop, I asked the employees to think about the strengths of the company. What I received as a result was a description of a company where customers are in focus and where employees feel well. The list of strengths included diverse skills of staff, wide contact networks, tailor-made services for customers and versatility. It also included the fact that the company is good sized: big enough to offer versatility and support, but small enough to be agile. And most of all, togetherness, good spirit and cosy offices were also mentioned. If all goes well, small companies can be very good with workplace well-being. The hierarchy is low, the leadership is close, the colleagues are near and the community is close. It can be a very enjoyable environment to work in. On the other hand, if the conditions for functional working community are not in place, it can impact the well-being as well.

There are many different opportunities in the future especially in bookkeeping. The bookkeeping practices are becoming more digital and artificial intelligence can revolutionise the field in the future. Bookkeeping companies have to think how they respond to these changes. The commissioner pointed out, that among the customers there are some who absolutely want to use the latest technical developments as soon as possible, and some who absolutely want to continue using the traditional methods. The vast majority of the customers is between these opposites and could be open for new methods or technology, if they find it beneficial. Therefore one of the most important challenges for the future is how the company keeps up to date with the technical developments in the field. If well-functioning IT solutions have been important already now, they are even more important in the future.

The commissioner mentioned also that finding skilled employees is a challenge in the future. The commissioner has earlier responded to this challenge by teaching and training employees from the beginning by herself, but as the company has grown, this would take too much resources from the leadership. Finding skilled employees is a challenge, since the company has some employees reaching the retirement age in the next few years. Technical development can increase productivity, but skilled employees are nevertheless needed. In a situation where skilled employees are difficult to find, the company's good reputation in workplace well-being can be a factor in attracting candidates to choose this company.

This thesis project has allowed me to further study the topics of leadership, change management and workplace well-being. I have found these topics very interesting already in my previous studies. This project also gave me the chance to implement a service design project on my own. I learned that managing the project, creating surveys and interviewing people are easy for me, but also that I had to focus on keeping the content and the direction of the project consistent. Additional challenge in the project was, that the company is bilingual and I had to implement everything with the employees in two languages. I think I mastered this challenge quite well. Other learning experiences were, that I found myself to enjoy hosting the workshops and that I felt comfortable speaking in front of the audience, even in Swedish. I also received good feedback about my presentation skills both from the commissioner and from one of the employees.

Overall this project has been an interesting and rewarding case, which has allowed me to learn more about the company and the fields in which they work. I have deepened my knowledge in leadership and change management theory, studied more about the service design process and completed a full service design process within this project. I am proud of the project and consider it to be successful as it not only completed the full service design process but also piloted three prototypes, which the commissioner wants to use in the future as well.

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Appendices

Appendix I

The Business Model Canvas

Designed for: Commissioner
Designed by: Mari Leino
Date: 13.5.2019
Version: 4.0

Key Partners

- Customers
- KPMG Auditing
- Local Osuuspankki
- Other banks
- Insurance Companies
- Finnish Patent and Registration Office
- Tax Administration
- Municipalities
- IT companies (software developers & IT administration)

Key Activities

- Bookkeeping
- Real estate management
- Tenant management
- Consulting
- Positions of trust

Key Resources

- Staff
- IT software and hardware infrastructure

Value Propositions

Main values of the company are:
- Trust
- Openness
- Honesty
- Customer centric approach

Customer Relationships

Customer relations are personal and close
Customer relations mainly between the customer and the employee, CEO is the back-up support

Channels

- No advertisement at the moment
- Customers
- Visibility from different key areas in society

Customer Segments

ACCOUNTING
- Companies (different sizes and all different forms of business)
- Housing cooperatives
- Statutory local fishing associations
- Road maintenance Associations
- Farmers
- Private persons

REAL ESTATE MANAGEMENT:
- Housing cooperatives

Cost Structure

- Wages and salaries (incl. side costs)
- IT infrastructure: equipment, maintenance, development, training, software licences
- Premises
- Office costs (telephones, connections, internet)

Revenue Streams

- Invoicing from the customers
- Monthly invoices from Housing Cooperatives

(English translation) Appendix II

Workplace well-being survey 2018

The workplace well-being survey is done in Summer 2018. All employees are wished to participate in the survey by 3.9.2018. It takes 15-20 minutes to respond to the survey.

The survey is anonymous, but the location of the workplace will be asked. The results of the survey are used as background material for the workshop and other developing the workplace well-being.

The well-being survey and the workshop are parts of Mari Leino's thesis to Yrkeshögskolan Novia in the degree programme Leadership and Service Design. If you have any questions, or you notice technical problems, kindly contact Mari Leino at (xxxxxxxxx@gmail.com).

The questions are only in Finnish, apologies! You can write your answers to the open questions either in Finnish or in Swedish.

Thank you for your responses already now!

1. **In which office are you working?**

   ☐ Office A

   ☐ Office B

   ☐ Office C

   ☐ Office D or E

Multiple choice questions

Please use the scale below (very badly – very well) to evaluate the following statements describing your work or workplace. If you want, you can justify your answers further in the text box after each segment. In the multiple choice question you should answer each statement, but answering to the text box is voluntary.

2. **Management**

	Very badly	Badly	Decently	Well	Very well
I know what my supervisor expects from me					
I know how my goals are connected to the company's goals					
I get enough support from my supervisor					
I meet my supervisor often enough					
I receive enough feedback about my work					

3. If you want, you can here give further information concerning your answers in the segment “management”

4. Work and skills

	Very badly	Badly	Decently	Well	Very well
In my work community the tasks, roles and responsibilities are clear for everyone					
My skills respond to the requirements of the work					
The equipment and devices I need in my work are sufficient and working					
Development ideas are welcome in this company					

5. If you want, you can here give further information concerning your answers in the segment “work and skills”

6. Workplace community

In this question the workplace community means the office where you work

	Very badly	Badly	Decently	Well	Very well
The communication is open and honest in my work community					
The issues bothering the work are openly discussed and resolved					
We ask for and give help to others					
We act professionally in my workplace					
The work atmosphere issues are OK					
Overall, in my opinion the workplace community feels…					

7. If you want, you can here give further information concerning your answers in the segment “workplace community”

8. **Well-being and ability to work**
   In this question the workplace community means the office where you work

	Very badly	Badly	Decently	Well	Very well
My work and my free time are in balance					
My work supports my well-being					
The mental requirements of the work are in balance with my capacities					
I have enough work, not too much and not too little					
I feel in my work…					

9. **If you want, you can here give further information concerning your answers in the segment "Well-being and ability to work"**

10. **Do you feel motivated at your work?**

    ☐ Not at all

    ☐ Little

    ☐ Somewhat

    ☐ Well

    ☐ Very well

11. **What would motivate you in your work more?**
    If you can't find a suitable answer, you can write your suggestion to the part "something else, what?"

    ☐ More education

    ☐ Pay rise

    ☐ More challenging tasks

    ☐ Doing something with colleagues outside of working hours

    ☐ Something else, what?

12. **What would be your preferred kind of joint activities that the company could arrange?**

If you can’t find a suitable answer, you can write your suggestion to the part “something else, what?”

☐ Christmas party

☐ Trip to the theatre

☐ Stand-up comedy

☐ A cruise

☐ I do not wish for joint activities, but e.g. new working equipment

☐ Something else, what?

Open questions

In the end of the workplace well-being survey there are a few open questions, where you can answer in your own words either in Finnish or in Swedish.

13. Which issues related to workplace well-being should in your opinion be developed?

14. What do you do to enhance good working environment and workplace well-being?

15. Which other things do you think should be developed in the company?

16. **Would you like to say something else related to workplace well-being, the company or this survey?**

Click the “send” button below to save your replies. Thank you!

Send

Appendix III

Workshop 16 Oct 2018

SessionLab
http://www.sessionlab.com

TIME	TITLE	DESCRIPTION	ADDITIONAL INFO
00:00 10'	**Introduction**	Welcome and introductions What is service design? Time plan	
00:10 5'	**Moving to groups**	Moving to groups Distribution of materials	Employee journeys Pens and post-its
00:15 5'	**Giving the task**	Giving the task to the groups	
00:20 40'	**Working in groups**	Groups work independently, answering questions if needed	
01:00 10'	**Short break**		
01:10 30'	**Discussion**	Discussion about the development ideas	
01:40 20'	**SWOT Analysis**	Work with the SWOT analysis	Harry Potter SWOT template
02:00			

TOTAL LENGTH: 02:00

Workshop 16 Oct 2018 - block details

00:00
10'
Introduction

Welcome and introductions

What is service design?

Time plan

00:10
5'
Moving to groups

Moving to groups

Distribution of materials

ADDITIONAL INFORMATION

Employee journeys

Pens and post-its

00:15
5'
Giving the task

Giving the task to the groups

00:20
40'
Working in groups

Groups work independently,

answering questions if needed

01:00
10'
Short break

01:10
30'
Discussion

Discussion about the development ideas

01:40
20'
SWOT Analysis

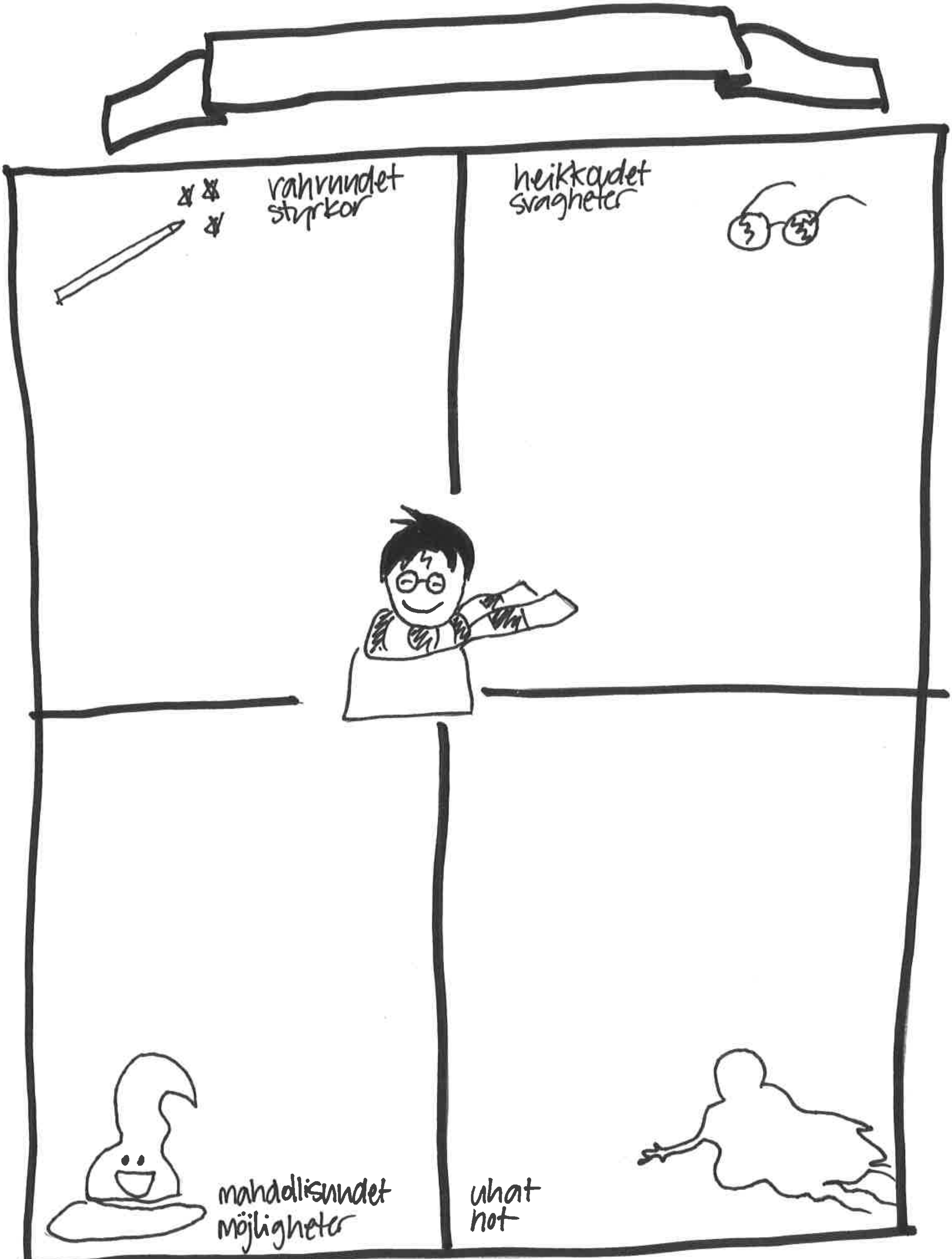
Work with the SWOT analysis

ADDITIONAL INFORMATION

Harry Potter SWOT template

HARRY POTTER-SWOT

Appendix IV



(English translation) Appendix V

Development discussion form 2019

Shortly about development discussions:

- The discussion is intended to be constructive, positive and directed towards the future.
- The discussion gives both the possibility to give feedback and discuss in confidential atmosphere.
- Well-functioning dialogue is the key, not following the development discussion form all the time.

Instructions:

- Prepare for the discussion by thinking about the questions beforehand.
- Fill in the form and send or give it to the supervisor before the development discussion.
- The development discussion form is made as a part of Mari Leino's thesis to Novia University of Applied Sciences. Mari will contact few of the first ones who have had the development discussion and ask feedback about the development discussion form. There will not be questions about what was the content of the development discussion.

Have a good development discussion! ☺

Name: Date of the development discussion:

The past year

1. How do you think your work has gone during the past year?
Plus: 2. Which issues have been meaningful and rewarding? Tasks that have been challenging and rewarding, and tasks in which you think you have succeeded.
Minus: 3. Tasks where you have had problems?

4. Issues that have been problematic / difficult in the work environment ➔ How would you solve these problems?

Current situation at work

5. Is your job description clear for you, are there areas which would need clarification?
6. Are there stress factors in your job? What are they?
7. Do you get enough feedback of your work?
8. My feedback to my supervisor a. Plus b. Minus
9. Feedback from supervisor: how has it gone, what has gone well, where is room for improvement? (You do not have to fill in this part of the form) Testing new software has been considered, are you interested to be a test user?

Skills

10. Do you get enough information concerning your job?
11. How have you been able to utilise your skills and knowledge during the past year?

12. What kind of training would you need, which would help you in your job?

Next year and the future

13. Where would you like your work to develop?
14. What do you think are the challenges and goals for the next year?

Is there anything else you would like to discuss about?

Summary

(to be filled together in the end of the discussion)

We agreed on these issues:

1.

2.

3.

4.

5.

How are the agreed issued followed-up?

Date:
Signatures:

______________________________ ______________________________

(English translation) Appendix VI

Development discussion

Guide for the supervisor

Aim of the development discussions

- The discussion is intended to be constructive, positive and directed towards the future.
- The discussion gives both the possibility to give feedback and discuss in confidential atmosphere.

Preparations

- The employee fills in the development discussion form and gives or sends it to supervisor before the development discussion
    - reason: this way the employees think about the issues beforehand, discussion becomes more structured with the form
- The supervisor thinks about the feedback to the employee beforehand: what has gone well, what could be improved, feedback about concrete issues if needed e.g. concerning invoicing

What must be discussed?

- Issues about job description and share of work
- Identifying knowledge, finding out if the person has skills that they think are not fully used in the current position
- It is worth discussing, how the person himself/herself feels about his/her skills for the work and what kind of support or training would be needed. Has the employee thought about participating in trainings?

Progress of the discussion

- The employee will do most of the talking. The supervisor can not reject what the employee says, but asking follow-up questions is allowed
- Choose open follow-up questions
- Reserve a peaceful space where you are alone with the employee, turn off the telephone and do not use the computer.
- In the beginning short conversation about other topics, then the development discussion and in the end the finishing conversation about how the development discussion was, and what both participants gained from it.
    - E.g. in one hour development discussion starting conversation 5 minutes, development discussion 45 minutes and finishing conversation 10 minutes.
- Reserve 1 – 1,5 h time for the discussion. If possible, leave some free time after the development discussion in case the discussion is longer than expected.

Advise for the development discussion (from Anneli Valpola's book)

- Do not interrupt (if you interrupt, you're pointing out that your words are more important than those of the person you are interrupting)
- Do not change the subject
- Make clarifying questions (e.g. Tell me more? How would you resolve this problem?
- A "reporter attitude" helps, be persistent to find out, be openly curious and listen to the answers, utilise also the small hints.
- Make summaries along the discussion. These help you to ensure that you have understood each other and can move to the next subject.
- Be patient to wait for answers. Leave room for the other one to think and to find answers. Remember that the silence can also press for answers.

Feedback for the employees (Question 9)

- Think in advance for each person a couple of good things and think about how to bring up the development issues.
- It is worth checking if the employee agrees with the feedback
- In this part the invoicing issue can be discussed.
    - "I have noticed you remember to invoice the customers regularly. Good job!"
    - "Can you estimate how much you invoice the customers? I have noticed you could remember to invoice more often."
    - Sometimes it can be worth telling the situation directly: "You are a very important employee but you have to remember to invoice the customers"
- It could be good to ask everyone if they're willing to test the new software.
    - The software is intended to e.g. make invoicing easier.

(English translation) Appendix VII

Updated development discussion form 2019

Shortly about development discussions:

- The discussion is intended to be constructive, positive and directed towards the future.
- The discussion gives both the possibility to give feedback and discuss in confidential atmosphere.
- Well-functioning dialogue is the key, not following the development discussion form all the time.

Instructions:

- Prepare for the discussion by thinking about the questions beforehand.
- Fill in the form and send or give it to the supervisor before the development discussion.
- The development discussion form is made as a part of Mari Leino's thesis to Novia University of Applied Sciences. Mari will contact few of the first ones who have had the development discussion and ask feedback about the development discussion form. There will not be questions about what was the content of the development discussion.

Have a good development discussion! ☺

Name: Date of the development discussion:

The past year

1. How do you think your work has gone during the past year?
2. How do you enjoy working?
Plus: 3. Which issues have been meaningful and rewarding? Tasks that have been challenging and rewarding, and tasks in which you think you have succeeded.
Minus: 4. Tasks where you have had problems?

5. Issues that have been problematic / difficult in the work environment

➔ How would you solve these problems?

Current situation at work

6. Is your job description clear for you, are there areas which would need clarification?

7. Are you stressed at your work? Why?

8. Do you get enough feedback of your work?

9. My feedback to my supervisor
    a. Plus
    b. Minus

10. Feedback from supervisor: how has it gone, what has gone well, where is room for improvement?

    (You do not have to fill in this part of the form)

    Testing new software has been considered, are you interested to be a test user?

Skills

11. Do you get enough information concerning your job?

12. How have you been able to utilise your skills and knowledge during the past year?
13. What kind of training would you need, which would help you in your job?

Next year and the future

14. Where would you like your work to develop?
15. What do you think are the challenges and goals for the next year?

Is there anything else you would like to discuss about?

Summary
(to be filled together in the end of the discussion)

We agreed on these issues:

1.

2.

3.

4.

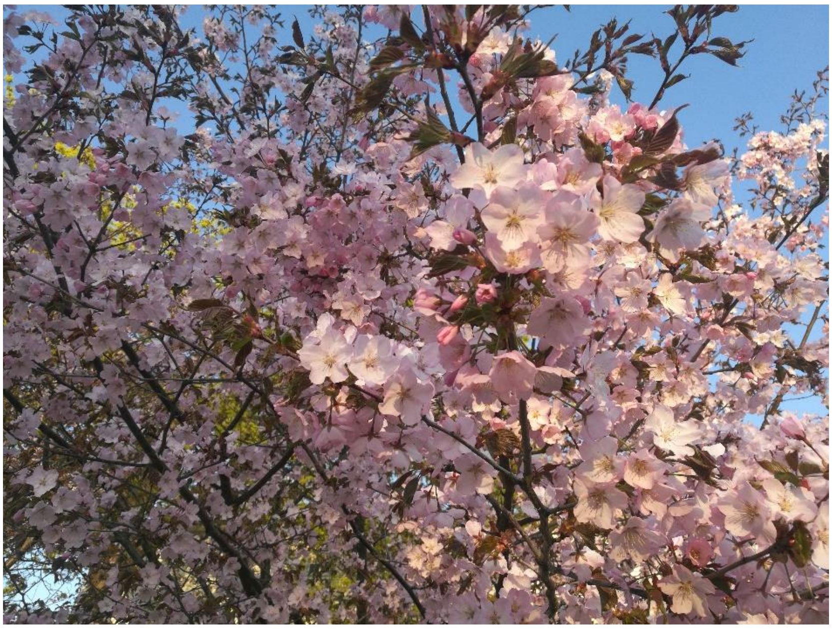
5.

How are the agreed issued followed-up?

Date:
Signatures:

_____________________________ _____________________________

Team Day
7.5.2019



Welcome to the team day on 7.5.2019!

In the morning we have current issues and in the afternoon we're relaxing and doing something together. And you should not forget good food!

Please pack with you good mood and flexible sports clothes.

Programme

9.00	Morning coffee
9.30	Thinking and discussing workplace ground rules
11.00	Current issues in IT
12.00	Lunch at a restaurant
13.30-14.30	Yoga class

The local yoga instructor will instruct the yoga class. The yoga class is easy and will suit everyone, and therefore we wish everyone to attend the yoga. If you can not attend the yoga, an alternative is to go for a 1-hour walk.

14.45	Afternoon coffee
15.00	The day ends

Appendix IX

Prototype: Newsletter

Title: Newsletter

Current news in bookkeeping

- Income register is in use. Remember to check the authorisations for each customer. If you have problems with the authorisations, ask XXX or YYY for help.
- New software will be piloted. This new software will make it easier to keep track on the time you've worked for each customer and will help in preparing invoices. We hope that 5-7 people would volunteer to test the programme. Please inform ZZZZ by 1.5.2019 if you want to join the test group.
- Remember to read the TaxFax taxation information letter!

Current news in real estate management

- A new laptop has been bought to Office C. You can take this laptop with you when you have meetings of the housing associations or the boards of the housing associations.

Current news from the offices

- Remember to tell your summer holiday wishes to XXXX as soon as possible!
- YYYY from the Office A is on holidays 1.5.-10.5. VVVV will take care of the urgent issues during YYYY's holiday.
- There will be an electricity break on Office D on Friday 3 May at 17.00-19.00 due to repairs in electrics.

Have a good week!

(English translation) Appendix X

Feedback of the team day on 7 May 2019

This questionnaire asks for feedback of the team day, which took place on 7 May 2019. I ask you to answer the survey latest on 10 May 2019. It takes less than 5 minutes to answer the survey. Based on the feedback, the team day can be developed further. Thank you for your help!

The discussion of the principles at the workplace was in my opinion (choose all that apply)

☐ Useful

☐ Inspiring

☐ Not good and not bad

☐ Boring

☐ Useless

☐ Something else, what? ___________________________

The Current issues in IT was in my opinion (choose all that apply)

☐ Useful

☐ Inspiring

☐ Not good and not bad

☐ Boring

☐ Useless

☐ Something else, what? ___________________________

The yoga class was in my opinion (choose all that apply)

☐ Relaxing

☐ Inspiring

☐ Nice

☐ Boring

☐ Something else, what? ___________________________

Choose all that apply:

☐ I had a nice day

☐ It was nice spending time with the colleagues

☐ I heard new information during the day

☐ I had a chance to discuss with the others

☐ The day's timetable was suitable

☐ I did not like the day

☐ I would have preferred to work in the office all day

☐ Something else, what? ___________________________

I give this grade for the day:

Very bad 1 ------------- 10 Excellent

Do you have comments or development ideas for the day?

Do you have ideas for the next team day?

Thank you for your answers!

Click "submit" to save your answer.