Designing how your people work together: culture, mindsets, practices, tools

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Who we are and what we do

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We are one of Australia's most established and awarded service design firms.

- Our mission is to **improve the everyday lives of people** as they interact with the world around them

- As **designers by heart and by trade**, we believe that an inclusive, collaborative, iterative design approach is the best way to do this

- **We take employee experience seriously!**
  In 2020 we influenced Australian legislation to become the first local company to be Employee Owned by Trust (EOT). We're constantly designing and prototyping our own structures, processes, tools, mindsets, and practices

- We have **strong proof points** about the outcomes we've achieved ourselves and for others

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Clients hire us because they have ==problems== we can ==solve== together.

- **What's the real problem or opportunity?** It's on the tip of your tongue but you can't quite see it or describe it. Maybe you're looking at the symptoms, not the core problem.

- **Is this the right solution?** You've invested time and money but you're not sure it's the right thing. You need to explore.

- **We need an external view.** You have a thoughtful, expert opinion of what needs to change but it's an internal or expert-led perspective only; you don't truly understand what your customers or communities want or need.

- **We aren't aligned.** People see the problems and opportunities differently, so work is fragmented.

- **We need a new way of working.** You need new mindsets and practices embedded across your organisation to deliver your the outcomes you're after.

- **We have to keep up!** Citizen, customer and employee expectations are changing faster than ever, and you need to rethink your role or improve the experience you provide to continue creating value.

- **We don't know where to start.** You experience all of the above, it's overwhelming, and you're not sure where to focus first.

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Service design

We work with you to design better services, experiences and systems.
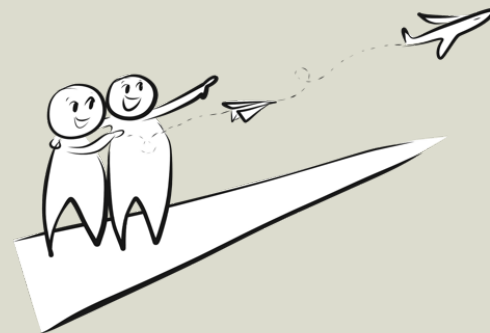

Capability building

We help you to bring design mindsets and practices in-house.

Organisation design

We help you to embed new mindsets and practices across your organisation.

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A short video about Meld Studios and the work that we do

To watch the video, click on the underlined blue text and click the link.

Employee experience, organisation design, service design, and customer experience

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What is service design?
How does it fit with customer
and employee experience?
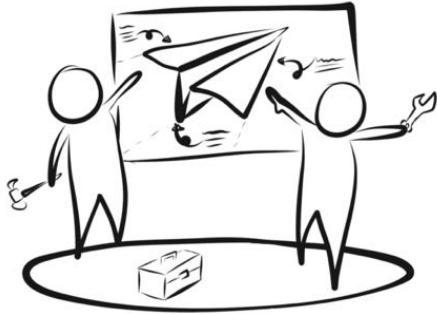
Design broadly means the process and act of design, without indicating the focus or "object" of design. **Service design** specifically means the process and act of designing *services*.

Service design involves the deliberate design of **all external-facing customer experiences *and* all internal capabilities** required to deliver that experience.

What do we mean by internal capabilities? **Employee experience is part of it**, and there's more to it. See the following pages.

You can [read more](#) about what service design is (and isn't) on our website.

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What is organisation design?
How does it influence
employee experience?
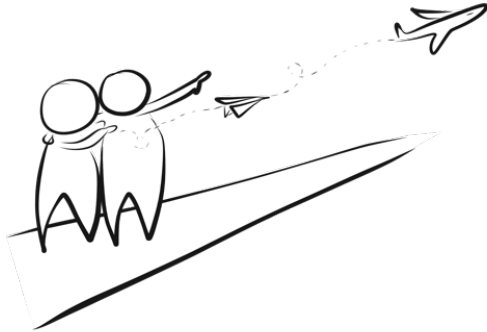
Organisation design is the process and act of designing how your organisation works.

Great employee experience is the result of great organisation design.

It is the result of designing your organisation's entire **ecosystem** (structures, tools, processes) *and* embedding the right mindsets, culture and ways of working to achieve your vision.

Organisation design involves **change management**. Our approach is to **co-design** everything, right from the beginning, as this embeds new mindsets and practices as we go.

You can read more on our website, and there are some nice visuals on the following pages.

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Creating a great employee and customer experience is complex challenge because you have a complex ecosystem of human and technical factors to design for
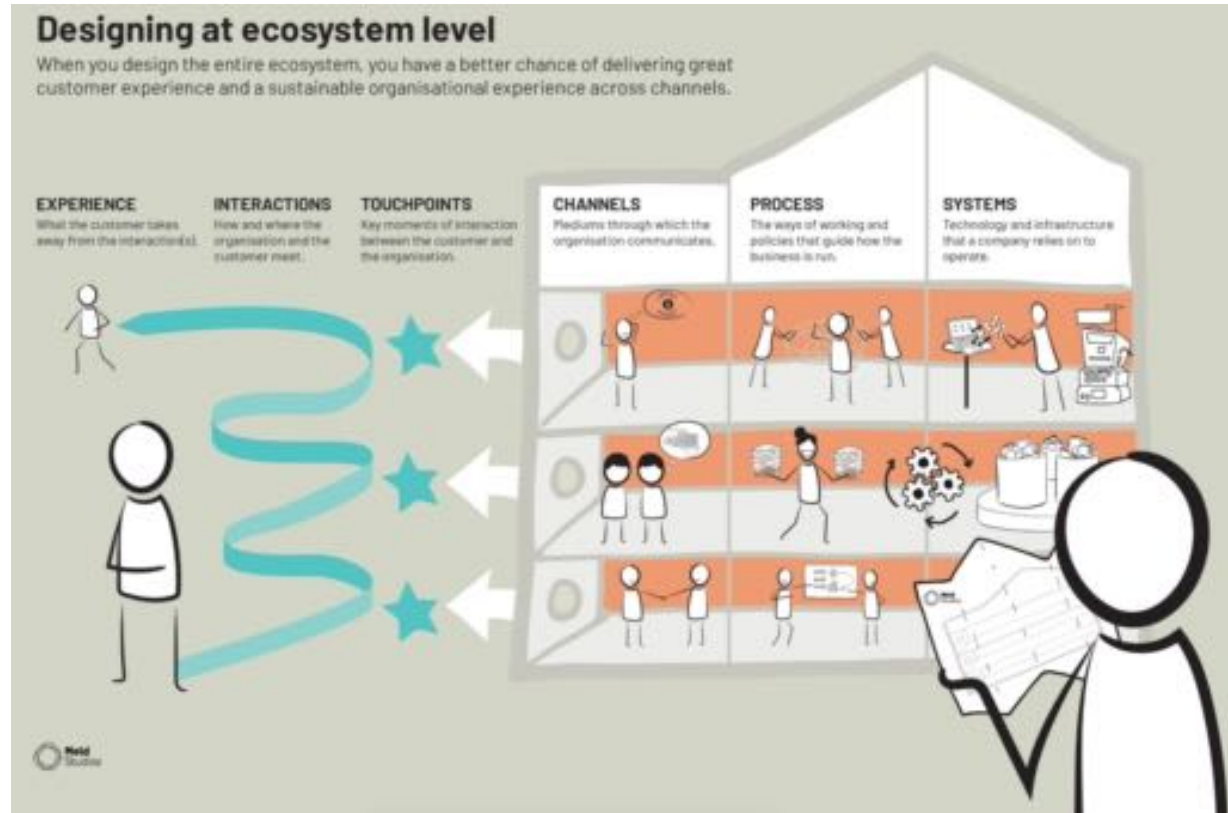
Click here to access a PDF of this diagram

Key components of your internal ecosystem, which all require constant design and refinement for your organisation to thrive

IMAGE: Meld Studios Organisation Design Framework © 2019

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So where do we start?

1) Choose an area that:

- has clear boundaries
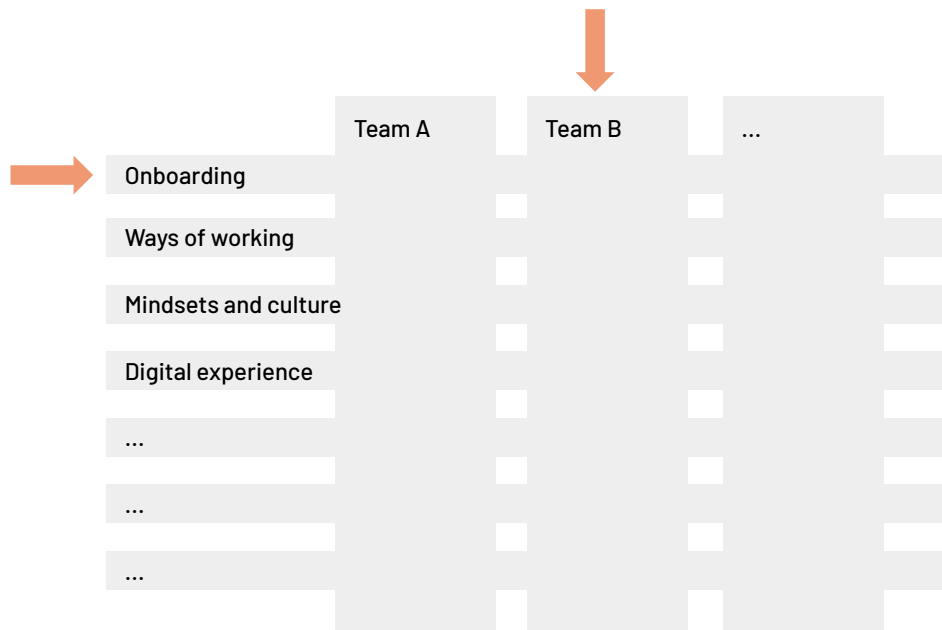- is a known pain point
- has resources committed to it.

2) Decide whether to focus on better understanding the **current state or** jump into defining your **future state**.
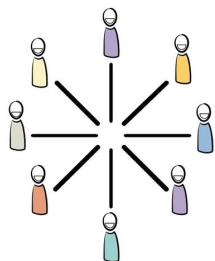
3) Spend **~8 weeks**:

- engaging with employees to understand pain points, opportunities and possible solutions
- create a visually engaging journey map or ecosystem to communicate the employee experience.

This increases engages employees in a collaborative process and, most of all, builds **confidence about what to do next!**
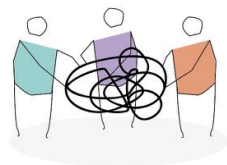
There's a nice visual of this process on the next page.

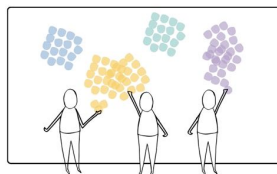|	Team A	Team B	...
Onboarding			
Ways of working			
Mindsets and culture			
Digital experience			
...			
...			
...			

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Design *with* to build capability and embed change as we go

Engage the diverse set of people / stakeholders involved in or impacted by the topic
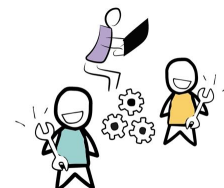

Enable them to collaboratively engage with the topic and define what is important to them and why

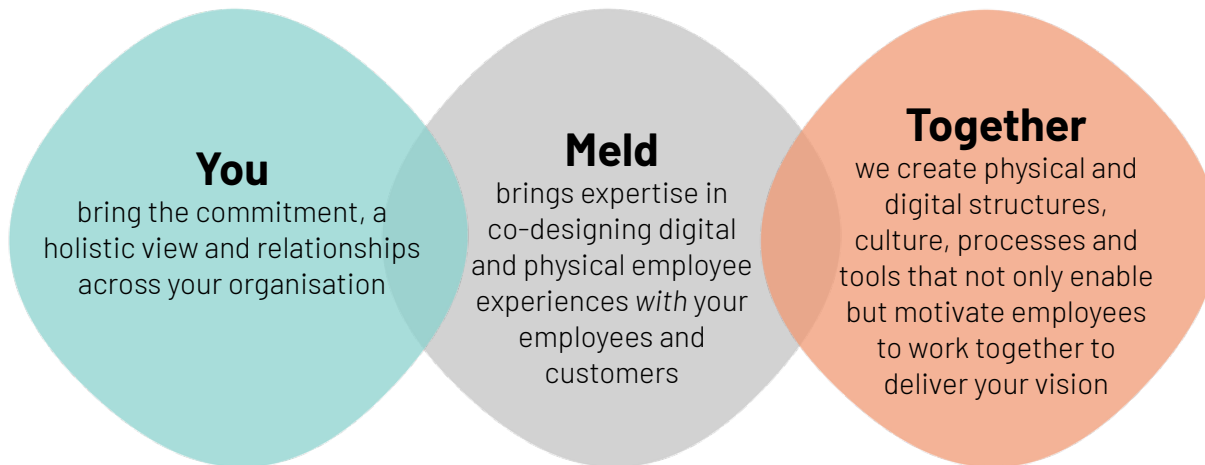Enable stakeholders to share, define and agree on what their collective priorities are

Based on collective priorities stakeholders generate ideas and solutions together

Together stakeholders build solutions or take actions that help them move towards their collective goal and priorities

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Our combined value proposition

You
bring the commitment, a holistic view and relationships across your organisation

Meld
brings expertise in co-designing digital and physical employee experiences *with* your employees and customers

Together
we create physical and digital structures, culture, processes and tools that not only enable but motivate employees to work together to deliver your vision

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Outcomes we've helped other organisations to achieve

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Public recognition of our expertise

Of the nine Good Design Awards we've won over the years, the following projects focused on **co-designing how people work together to achieve a shared goal**:

2020

GOOD DESIGN AWARD® BEST IN CLASS	GOOD DESIGN AWARD® BEST IN CLASS	GOOD DESIGN AWARD® GOLD WINNER	GOOD DESIGN AWARD® WINNER
Industry-wide collaboration to help volume builders sell more energy-efficient homes bit.ly/energyefficientbuilding	Co-creating ASIC's Financial Wellbeing Network bit.ly/asicfinancialwellbeing	Co-creating a framework for Delivering Great Policy across the Australian Public Service bit.ly/deliveringgreatpolicy	Co-creating Port Authority of NSW's Sustainability Plan bit.ly/portauthorityofnsw

2018

GOOD DESIGN AWARD® OF THE YEAR	GOOD DESIGN AWARD® BEST IN CLASS	GOOD DESIGN AWARD® GOLD WINNER
Best in Show: Growing human-centred design capability across Queensland Government bit.ly/qldgovhcdcapability	Best In Class for Public Sector Service Design: Growing human-centred design capability across Queensland Government bit.ly/qldgovhcdcapability	Co-designing the Fortitude Valley Housing Service Centre bit.ly/servicecentredesign

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A new workplace and ways of working for university staff

We facilitated a collaborative process with over 100 university staff to provide recommendations for the design of their new space and ways of working. Due to COVID-19 restrictions, we conducted all activities using digital collaboration tools. This included in-depth interviews, workshops, a survey and regular team check ins.

Staff generated 10 concepts to reflect:
- Spaces that support different modes of working, communication, connection and community
- Knowledge sharing in distributed ways of working
- Expectations, rituals and etiquette.

This work informs decisions about:
- Architectural and interior design
- Culture and leadership
- Tools and technology.

Next steps include:
- Elaborate concepts and test new ways of working
- Test detailed architectural and interior designs
- Post occupancy evaluation.

IMAGE: One of the concepts

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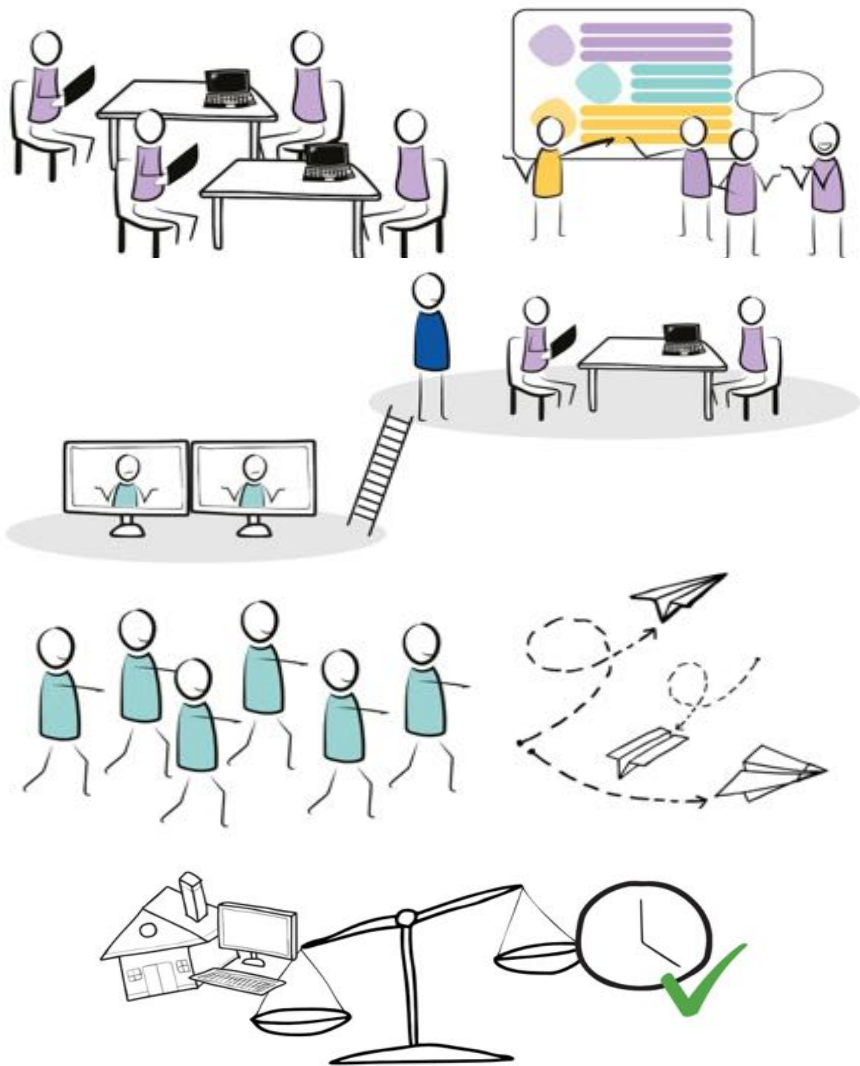
Exploring the future of work in a post-COVID world

COVID-19 has changed where and how we work, with flexible working now the accepted norm rather than the exception. It's pretty clear the hybrid model is here to stay.

In 2020 at the height of the pandemic, we worked with the Australian division of an European company to explore how things had changed for their employees and what that meant for the future of work.

Over the course of eight weeks, we engaged with a diverse range of employees from every business unit to understand their experience of remote working, and to explore options for the future.

Our recommendations included ways to help employees adjust to new ways of working; maintaining a strong culture in a hybrid WFH / WFO world; and adapting the office space to changing needs.

IMAGE: Visuals from our deliverables

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Embedding human-centred design mindsets and practices at scale

Queensland Government is on a journey to deliver better services and outcomes for the people of Queensland. The scope covers all digital and in-person services.

We helped Queensland Government to change the way staff think about collaboration, customers and community engagement. We helped to change behaviours and culture.

How? By co-creating a set of tools to help staff take a human-centred approach to service delivery.

Tools included: training about mindsets and methods, processes for involving complex stakeholder groups from the very beginning of projects, and tactics to overcome common barriers in a government context. To ensure these tools were fit-for-purpose, we tested them on two pilot projects.

This work won best overall at the 2018 Good Design Awards, placing first place out of 536 entries. Detailed case study: bit.ly/qldgovhcdcapability

Image:
www.forgov.qld.gov.au/human-centred-design-resources

GOOD DESIGN AWARD® OF THE YEAR

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Designing a future way of working at City of Sydney

In 2019, Meld Studios helped the City of Sydney to uncover a future way of working for a critical internal service body so that they might better inform, engage, and educate the community. This body, now known as the City Communications, comprises Marketing, Web, Creative Services, Communications and Media.

Using service design to uncover and define a future way of working was a big risk to the City, having never used this approach for a formal review. Our process allowed those who would be impacted to define how change should proceed. Through speaking with 133 people, we developed a comprehensive understanding of what was inhibiting their potential. This led us to broaden our scope from individual roles to new ways of working as a collective.

Our outputs included recommendations for:

- How to position the team's services
- How to deliver these services
- How work processes, team structures, and office environments can support these new ways of working.

You can read more our approach and outcomes on our website.

IMAGE: Visual journey map showing how teams will work together

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Improving employee experience with technology

We helped an iconic Australian organisation with 3000 employees to become better supported from their IT organisation. After receiving consistently low NPS ratings on their level of service, four major IT services were identified that would change the employee experience.

Working to understand the current state experience, we identified opportunities for change then prototyped and tested new service offerings. These concepts included an IT kiosk and a roaming IT service.

These new services led to the first positive staff satisfaction result for IT in three years, going from an average of below -70 to a new NPS score of +44.

IMAGE: Technology as an enabler or a blocker to work

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Transforming staff culture and service delivery

Frontline staff and public housing clients helped us to design a new housing service centre at Fortitude Valley in Queensland. We shifted and tweaked things together until the space was welcoming, comfortable and safe for everyone. Around 80 people from internal and external stakeholder groups participated in this 8-week process.

This project won Best in Class for Service Design at the 2018 Good Design Awards because Directors reported that staff feel recognised for their expertise, have more empathy for their colleagues and clients, and feel more confident than ever to deliver outstanding service.

*"I am absolutely overwhelmed with the feedback that we've been getting. People are feeling good about the environment that they work in." - James O'Brien, Director, Dept of Housing & Public Works.*

Queensland Government's video: bit.ly/qldhousingcentre
Detailed case study: bit.ly/servicecentredesign

IMAGE: Concierge service to help clients upon arrival to the centre.

GOOD DESIGN AWARD® GOLD WINNER

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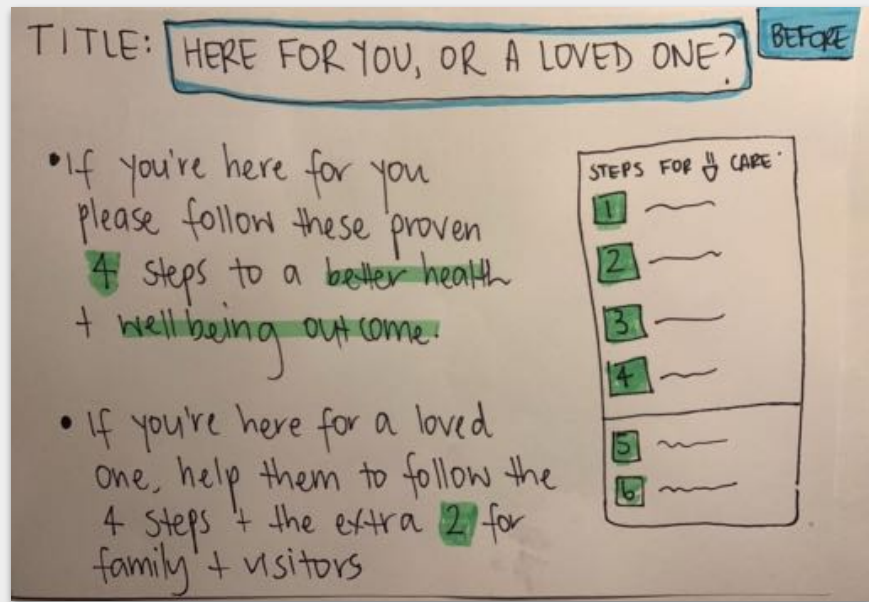
The 'Here for you or a loved one?' concept was a response to a project finding that whilst hospitals often ask patients and their families *not* to behave in aggressive ways (such as Worksafe's '...*it's never OK*' campaign.) They have not yet experimented with asking for the positive, nurturing behaviours they want to see.

Better understanding occupational aggression and violence

Working closely with the wellbeing manager for this large public health service organisation, we co-created a project designed to learn about the lived experience of occupational aggression and violence (OVA). We interviewed nurses, allied health staff and security guards *on the ward* so that we could better understand their experiences in context.

Through their testimony we were able to understand enough about the problem to run two ideation workshops with a diverse group of hospital staff. The concepts that emerged were then shared with *on the ward* staff for feedback - both the validated concepts *and* those not supported by the ward staff were shared for feedback with the executive team.

Given the complexity of the (wicked) problem space sense-making was conducted using a combination of human centred design and the Cynefin framework.

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Coaching the Australian Bureau of Statistics to deliver digital services

The ABS is on a journey to be more customer-centric and deliver innovative services to the people of Australia. We are supporting this multi-year journey by training, mentoring and coaching ABS staff as they tackle a range of projects — including the 2021 Census, a new customer-facing website, and a digital capability program.

Key achievements so far:

- Over 200 staff exposed to new ways of working, from senior executives to graduates
- Staff better understand the people who use ABS data
- Staff know how to use the Australian Government's 'Digital Service Standard'
- Customer perspectives are incorporated into processes and decisions
- Increased the likelihood of delivering relevant, easy to understand, digital-first services.
- www.abs.gov.au

IMAGE: Screenshot of new ABS website

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Let's chat!

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