

SHAPING

THE ORGANISATION OF THE FUTURE

SPECIAL EDITION

cinfo 

WWW.CINFO.CH/IMMERSION



INNOVATION

WHY IT MATTERS

**WORKING &
COLLABORATING**

IN THE AGILE AND DIGITAL AGE

ORGANISATIONS

and their path to
transformation

IMPRESSIONS

of the Immersion Day's many
activities

DESIGN THINKING

a method for experimenta-
tion and agile working



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Innovation

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**Playing is
serious business**

The riskiest thing
we can do is just maintain
the status quo

DAILY BUSINESS
KILLS INNOVATION

Agility requires
clear rules

Being agile
doing \neq
agile

Courageously
share unfinished
work

Fail early -
learn quickly

If you want impact,
understand the needs
of your users

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The Editors Letter //

The Sustainable Development Goals (SDGs) call for the transformation of existing solutions and operational models to address today's growing humanitarian and development challenges.

Switzerland may be one of the most innovative countries worldwide but the level of investment in innovation in the development sector remains chronically low, lagging behind the corporate sector. Innovation skills are inadequate and the organisational culture remains risk-averse.

Therefore, we proposed the issue of digital transformation, agility and innovation for the 2019 immersion day. We wanted to inspire participants with stories, and provide an overview of tools and methods, as well as a space to discuss and create a support network of peers and partners.

Of course, innovation does not happen at the touch of a button. With this gazette, we have captured the essence of the discussions of the immersion day, and highlight the key changes required to become an 'organisation of the future'.

We hope that you will emerge with many ideas and the drive to realise them in your daily work. We wish you a stimulating read.

For info: Nina Prochazka, Babette Pfander, Dino Beerli

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Give it a try

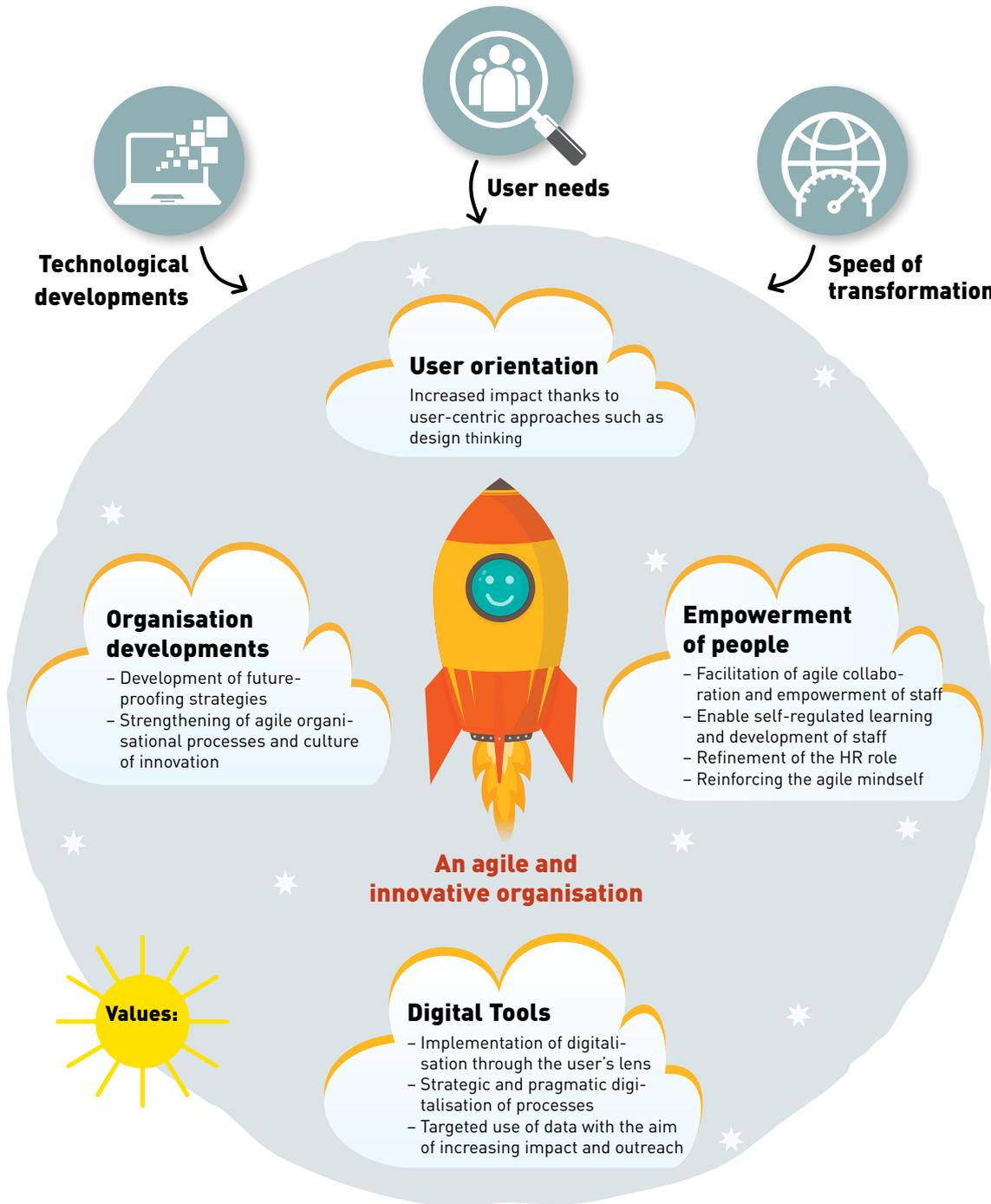
Why
design
thinking?



Future map

What are the critical elements of the world we are living in?

What is really changing and which challenges are relevant to the context we are operating in? This map shows it all.



THE ORGANISATION OF THE FUTURE

INNOVATION IS A MUST FOR NGOS

THIERRY AGAGLIATE ◀
TERRE DES HOMMES

After several positions as country and regional director, Thierry Agagliate helped Terre des Hommes to set up an innovation unit in 2016, which he now leads. He understands innovation not just as an invention or a new idea but also as a working solution that represents a new way of addressing a problem. His wish? That NGOs consider innovation as an absolute must to make the best use of their scarce resources. They should take the private sector, where innovation is an essential competitive advantage, as a source of inspiration. “We NGOs were all created by social innovators – but our organisations are now functioning like machines with similar (almost packaged) projects.”

Thierry considers himself as an early believer in the potential of digital tools for development. What is the link between digitalisation and innovation? “Digitalisation is the context. It causes a global transformation of our economies, our production capacities and our learning abilities. Digitalisation is an infrastructure with the potential to trigger radical changes in power dynamics, in the relationship with beneficiaries, in our projects’ outreach and capacity for leverage, in the intelligence provided by data”.



Today, the most successful innovation at Terre des Hommes is in the field of digital health and aims at strengthening primary health care in rural areas in West Africa. Used on digital tablets, the tool, called “Integrated eDiagnostic approach”, guides health personnel to accurately diagnose sick children. Data is stored and processed for analysis, reporting and quality control improvements. The project has improved the quality of care for 2.5 million children in Africa. “This innovation is the outcome of an iterative process that started about 10 years ago”, says Thierry.

What are the qualities of an innovator? Although there are some characteristics which foster innovation – entrepreneurship, creativity, a capacity to connect dots and intrinsic motivation – Thierry believes that no-one can consider themselves as an individual innovator. The capacity to innovate arises from the combination of mindsets and skills. “I am lucky to work with a complementary team – only together can we achieve good results”, he concludes.

“

Our organisations were created by social innovators. But let’s be honest: we are not innovative anymore.



Watch the full interview at
www.cinfo.ch/immersion

Testimonials

ONCE UPON A TIME...

14 professionals tell us why and how their organisations have taken the path of transformation.



ROLAND THOMANN
Swiss Solidarity

START WITH “WHY?”

Innovation needs an intrinsic driving force. In the humanitarian field, the why is the fact that humanity won't meet the various challenges with traditional means. We launched an innovation fund to support Swiss NGOs to identify, develop and implement innovation within their projects.



ANNE BICKEL
Swisscontact

ROLE BASED LEADERSHIP

We are becoming agile. In 6 different domains, we have defined specific roles with clear accountability, output and decision-making authority. Decisions are consulted in a circle. Translating the model to our daily work is not always easy as we still fall back into old habits.



PATRICK STADLER
New Incentives

TESTING BEATS PLANNING

First, test whether your project and tools are well understood. Second, test whether your project and tools are used. Iterate where necessary. Be comfortable with testing low-quality and partial solutions.



THOMAS IMBODEN
Swiss Red Cross

IT TAKES COURAGE BEYOND THE CONVENTIONAL

We needed to modernise data management, increase transparency and improve digital marketing products. A chief digital officer was hired to tackle these challenges. We have implemented new working processes.



ALEJANDRO ORTEGA
Swiss Cancer League

CULTURE EATS STRATE- GY FOR BREAKFAST!

Digitalisation is not simply the introduction and use of new technologies. It requires adjustments in strategy, organisation, processes, competences, working methods and culture. It is about reducing fears and giving people the desire and time to learn.



ANTONIA DOES
Helvetas

DIGITAL DATA MANA- GEMENT

Our data should be useful, and not end up in data cemeteries. We want to be more efficient and increase the availability, analysis and visualisation of data. Our country offices have proactively started to test digital tools for monitoring, evaluation, accountability and learning.



Testimonials



ERNESTO IZQUIERDO
ICRC

BUILDING COMMUNITIES

We had 3 objectives: work together better, connect HQ and the field, enhance peer to peer support. We moved from a centralised system to a networked organisation. We built 160 online and offline communities that help us transform the organisation and our projects by getting feedback from staff and partners.



JOSIAH KAPLAN
Save the Children

INNOVATION AND NOVEL APPROACHES

We launched a new Migration and Displacement Innovation Platform – an organisation-wide effort, bringing together a broad range of knowledge partners to collaboratively develop innovative tools, solutions, and know-how.



BARBARA BURRI
Solidar Suisse

PLANNING IN UNCERTAINTY

We cannot predict the future, but we are able to come up with multiple scenarios of the organisation's future context. Our new strategy process is not based on one future but analyses different scenarios and the position we should take in these various political, economic, social contexts.



MORRIS GYGER
Swisscom

INNOVATION BOX

During my apprenticeship at Swisscom, I asked why my training did not include modules in the field of innovation. This questioning led me to create entrepreneurship training for generations y/z: the Innovation Box.



THIERRY AGAGLIATE
Terre des hommes

SYSTEMATIC INNOVATION MANAGEMENT

Innovation at TdH was driven by ideas from the field. To introduce an innovative mindset, we replaced formal training with awareness-raising sessions, internal thematic conferences on important technological developments, co-construction bootcamps using the design thinking approach...



MAYA SHAH
Médecins sans Frontières

SCALABILITY IS KEY

Innovation must be done in partnership to work and be scalable. The roles and responsibilities of the partnership must be clearly articulated right from the beginning, otherwise it will not be scalable.



FRANZ THIEL
Helvetas

SHARING CULTURE We initiated an innovation award. Innovation is happening in different contexts and is the result of our sharing culture. People microblog on our intranet wall, we have TED-style talks, 'share weeks' for strategic dialogues and 'share days' for global discussions around emerging topics.



CHRISTOPH OCHSENBEIN
Brot für alle

SHARED LEADERSHIP The main purpose of our transformation to an agile organisation was to give employees back their ability to act and decide, thereby transforming leadership from an individual to a shared model. Today we guide staff by looking at jointly defined criteria of quality, not by giving them piecemeal tasks.

Spotlight on...

Innovation in non-profit-organisations

Should NGOs and NPOs be innovative? If so, how do you develop innovation in organisations whose intention is to provide a public service or even make the world a better place?

FORMS OF INNOVATION

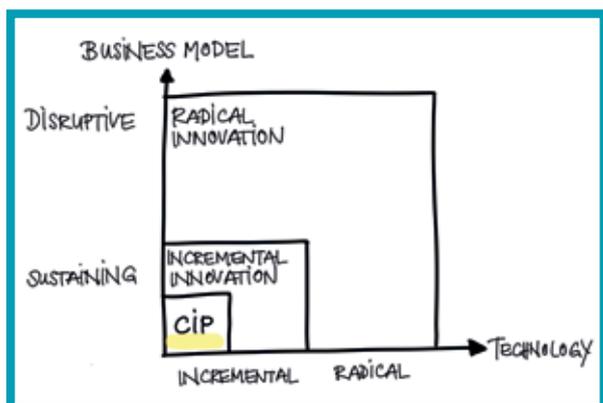
Irrespective of whether you aim to earn a lot of money with your business or are a non-profit, innovation can be defined as using new ideas to solve the challenges and problems of a defined target group radically better, faster and cheaper. Innovation does not always have to be radical but it clearly differs from a continuous improvement process (CIP). Innovation is not interested in optimising what is already known but tries to go in new, and often unknown, directions in order to find different, better solutions. Improving the comfort of contact lenses is CIP, whereas creating a procedure to eliminate your visual impairment is radical innovation.

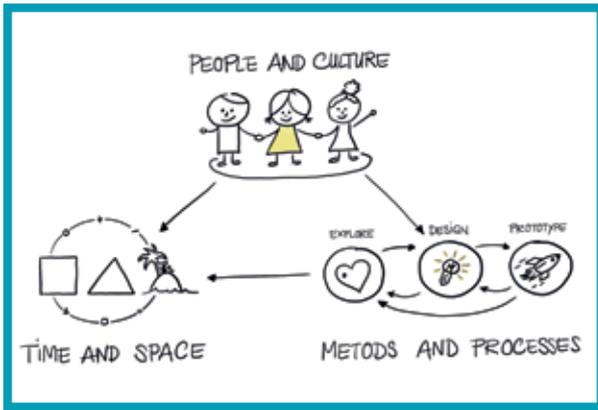
WHY INNOVATION IN NON-PROFIT-ORGANISATIONS?

At first glance, non-profit organisations appear to operate in a non-competitive market. So why bother to be innovative? Actually, these organisations should be intrinsically motivated to develop their capacity for innovation because their mission is (usually) to improve people's lives and protect the environment. NPOs should therefore constantly strive to question their solutions and look for ways to solve the problems in this world differently, better, faster and cheaper. Imagine, for example, if every franc donated could generate 4 times more impact than is the case today!

WHAT IT TAKES TO DEVELOP INNOVATION IN NON-PROFIT-ORGANISATIONS

Developing innovation competence in non-profit organisations does not differ greatly from the private sector; the main difference is that they have less money for expensive Inno-Labs, trips to Silicon Valley etc. This could be a bonus, because this kind of innovation is usually more expensive but not necessarily better. So, what does it take? In short: people, methods and space.





If you want to run a marathon but never have time to go jogging, it might be difficult to get to the finish line. The same is true of innovation: only by practicing it in your organisation on a day-to-day basis will it eventually happen on a larger scale. This means creating safe spaces for employees to try new ideas, experimenting and failing, without fear of reprimand.

But above all, the innovation mindset must be developed, and the entire management and corporate culture must be aligned with it. And this is exactly where all organisations have a hard time: Innovation is cool, but my boss' chair is not being shaken. Agile cooperation is great, but we'd better not get rid of the many hierarchies. Make mistakes? Are you nuts? You must let go of the old ways, but you are rewarded with something new: employees and managers become more creative and efficient. Performance continuously increases because people enjoy their work. And above all, employees are aware that, together, they make a significant contribution to improving the world by constantly trying to solve real problems differently and better.

Dino Beerli
Superloop Innovation



Key takeaways

THE CORNERSTONES NATIONAL TRANSFOR

Four thematic workshops took place during the immersion day based on the topics of user-centred projects, new HR, digital tools and leadership. Professionals from a variety of organisations, from the field of international cooperation and elsewhere, told us about their path to innovation. Their stories can be found on pages 8 – 11 or under www.cinfo.ch/immersion. Find here a summary of what we learned.

1

THE USER IS IN THE CENTRE

Beneficiaries and their needs should always be at the centre of our work, especially in our branch. We are facing a climate and migration crisis – and if we do not find answers now, our society will face serious challenges. It is high time our organisations took an interest in innovation and user-centred approaches. We should remember that it is not about what we need, politically or institutionally; it is about what the beneficiaries need. Methods such as design thinking ensure that we do not lose sight of this objective.



2

CULTURE COMES FIRST

To work in a user-centric and innovative manner, an organisation must adapt its approach to human resources. Innovation can come from everywhere – from the field, from HQ, from management. To give employees the ability to innovate, you have to give them space, adapt structures, and foster trust and a spirit of entrepreneurship: it is all about culture. In a safe space, based on trust and the right to make mistakes, employees will feel empowered to try out new ways of working, in accordance with the principle of “safe enough to try”. They will also be more motivated and willing to share information, successes and failures with colleagues.

OF ORGANI- MATION

3

TECHNOLOGY CANNOT SOLVE EVERYTHING

Digital tools have become an important part of development and humanitarian projects, for example in monitoring their impact. They collect data and create algorithms that influence decision-making processes in projects. However, this growing reliance on new technologies faces a major challenge present in every organisation: behind every technical solution there is an often-underestimated human element. Innovation is not just about the tool; it is also about people's commitment to organisational change. You may face resistance to the process of implementing digital transformation. Staff may sometimes be overloaded and unable to develop new skills or adapt their processes. Be sure to provide the necessary support to ease the digital transition.



THE ROLE OF LEADERS

An essential prerequisite for an organisation to develop a culture of innovation is for its managers to fulfil their role of enabling and supporting innovation. Mistakes must be allowed and space for innovation has to be created. This can mean creating a physical space that encourages new ways of thinking about the problem to be solved, enough time in the weekly agenda or time dedicated to innovation in employees' annual objectives. An innovative culture requires the willingness, support and commitment of the management, which has to relinquish power.



Making innovation visible

MAYA SHAH// INNOVATION COORDINATOR,
MÉDECINS SANS FRONTIÈRES

Maya, what does innovation mean to you?

It means challenging the status quo and always doing better. In our specific context, the challenge is to bring western medicine and quality of care to our patients living in low resources settings, without proper structures, maybe without electricity or internet access. How can you bridge this gap? This is the purpose of innovation at Médecins sans Frontières. Humanitarian medicine can be perceived as providing second-rate care to poor people. However, MSF has shown that innovative treatments and strategies allow contemporary medical care to be provided in contexts that require unconventional approaches.

What challenges is Médecins sans Frontières (MSF) currently facing in terms of innovation?

MSF has been an innovative organisation since it was created. We are now developing processes to make innovation more systematic. At the same time, we want to avoid too many processes, because innovation is also about creative freedom.

“

The innovation unit became a service to the different departments.



When you try to do your best in your job, you become innovative.

MSF is currently developing an internal ideation platform. What is its goal?

The platform is called 'Think Up' and is used to capture ideas from the field and share them across the organisation, from one project to another, in different countries. The goal is to make innovative efforts visible – whether it concerns a tablet for Ebola or a power generator – and find synergies and inspiration. Its purpose is also to work collaboratively. We offer people in missions, headquarters and field offices a space where they can collaborate and create communities of practice.

The innovation team at MSF was initially a separate unit before becoming an internal support unit. Why this transformation?

This change reflects organisational maturity and culture. At the time when we were a separate unit, MSF did not really have a culture of innovation. Our team managed the innovation projects itself, sending the signal to other departments that innovation only happened in our team. Then, gradually, the organisation matured; we realised that we did not actually need a separate unit and so we became a service to the different departments. We function as a catalyst; we help to establish partnerships or search for resources, such as human, expert and financial resources. We help to put in place co-creation and design workshops. We are no longer innovation project managers: our mission is to help others in their own projects.

Is there a specific mindset that fosters innovation?

Yes, not being risk averse. Obviously, organisations should not take harmful risks, but there should be room to experiment with new solutions. And then you need direction and a leadership that is ready to make this creative space available. You need political will, the ability to point out what is not working, and the right to fail.

What qualities are required to be innovative?

Being innovative is about being solution oriented. And in my opinion, when you work in the difficult contexts in which MSF is active, without access to the resources available in our countries, you learn to innovate – because you learn to make do with what is around you to provide the best quality of care. I don't think anybody in the humanitarian or development field thinks "I am not going to do my best job". And when they try to do their best in their job, and try to be solution oriented, they become innovative.

Lausanne, September 2019



Watch the full interview at www.cinfo.ch/immersion

19

While cleaning up an old folder, you found a description of a 12 year-old knowledge management process. You rename it and present it as a brand new concept. Thrilled by your idea, the CEO grants you a bonus for the most outstanding innovation of the year. **Move forward 2 boxes.**



15

Your boss caught you singing "Plus ça change, plus c'est la même chose" during your department's karaoke party. **Miss your next turn** to explain this is a tune your grandmother used to sing to you and that you didn't mean it personally.



22

Your digital assistant is having an affair with your connected vacuum cleaner. Confidential files have disappeared. **Miss your turn** while you reboot both culprits with new firewalls.



Goal

34



24

You are hosting a webinar on Remote Team Management. Suddenly, a registered participant enters your office and apologises for being late. **Skip a turn** while you explain that participants can log in from anywhere and do not need to travel to your office.



20

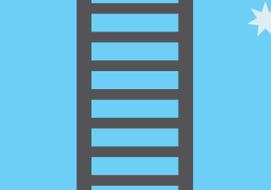
21

28

As the new Chief Change Management Officer, you recently attended a leadership course. Inspired by the concept "leading by example", you shaved your head to show your colleagues that letting go is possible. **Move forward 3 squares** for your courage.



18



33

Your digital identity has been hacked. Your computer doesn't recognise you and is becoming hostile. **Skip one turn** while you unplug it and finish an urgent report with a pencil and paper.



17

16



Start

1



3



Rules of the game:

You can play this game with 1 – 4 colleagues with a dice and game pawns. You can also play alone against your computer, Siri, or any other virtual assistant.

You need a 5 to start moving on the board. The winner is the one who reaches the goal first.

No dice on hand? Go to www.random.org/dice

You were expected to give a speech at the opening of the "Global Change for Worse Management Forum" in Freiburg, Germany. Your GPS drove you to Fribourg, Switzerland. 5 minutes before the opening of the event, you manage to establish a connection to be virtually present at the forum. **Move forward 3 boxes.**



10

32

31

30

29



27



23



25

26



14

13

12

11



9



4

5

6

7



Change happens very fast in your organisation. You discover you've been relocated to Jakarta while you were at the cinfo Immersion Day. As compensation, **move forward 2 boxes.**



2

You found a way to make your emails automatically erase themselves after 90 days. You've been nominated for the Smart-Work Prize. **Stay where you are for another turn.**



8

Give it a try

The design thinking methodology has long been used in the industrial sector and was transferred to the service sector in the 1970s. What makes it a highly relevant approach today for both the business and non-profit sectors?

- Design thinking puts the user at the centre of everything, thereby assuring the relevance of services and products developed.
- It delivers solutions that go beyond the framework of existing ideas by combining and complementing ideas.
- It strengthens the collaborative character of teams as work is done in direct interaction with others.
- Playfulness is an important aspect of design thinking, thereby increasing both the level of creativity and staff satisfaction.
- Design thinking works best in multi-disciplinary teams and therefore includes multiple user perspectives in the idea development process.

Initially, the application of the method in working sessions may not seem very serious – but appearances are deceptive. The use of design thinking in a work context requires careful planning and follows well-defined principles and clear procedures.

1

Design thinking operates in cycles, following the stages of empathising with the client/user, defining the design challenge, idealising, prototyping and testing. The cycles are relatively short, allowing for rapid feedback that helps to improve products or services as they are developed.

2

The solutions are evaluated according to the three quality criteria of relevance (desirability for the client/user), technical feasibility and financial viability. These three perspectives ensure that the products or services developed make sense in the real world and are worth their investment in terms of time and money.

3

The method is based on seven core attitudes: empathy (with the user/customer), creative confidence, optimism, learning from failure, repeated iteration, acceptance of ambiguity and rapid creation of tangible results.

Why design thinking?

How to prepare a successful design thinking workshop

Before planning the next design thinking workshop in your own organisation, consider the following points:



- As with any workshop, you **must be very clear about the purpose of the event**. This allows you to determine who to involve, the sequence of steps, the procedure and required feedback loops – in short, everything.
- **Pay sufficient attention to the design thinking mindset**. This is crucial to the success of the endeavour. For example, how can you boost your creative confidence? What framework is required? These questions have a philosophical foundation but are highly practical.
- **Do not use design thinking just because you find it fun** – it could be counterproductive. Using the method is usually fun, but will only bear fruit if you are clear and structured in your preparation and apply the method professionally.
- **Be careful not to rush the early stages of the process**, i.e. empathising and defining the design challenge. If you neglect them, the subsequent phases will not yield satisfactory and/or new solutions.
- Be sure to **dedicate enough attention to the transfer between prototyping and your work context**. Prototyping is one of the most fun parts of thinking design, but in this jovial atmosphere people tend to forget to define and consider the full potential of the models – which is a real loss of creativity and possible solutions.

If you are new to design thinking and testing it for the first time, **invite someone** experienced to plan the event together with you. You can facilitate it yourself, if you have facilitation skills – however, seeking back-up in the planning phase will give you the necessary toolkit and peace of mind during the actual event.

And, above all, enjoy and make sure you learn something every time you apply design thinking.

A fund to foster innovation

DAVID DANDRES// HUMANITARIAN PROGRAMME
MANAGER, SWISS SOLIDARITY

David, you are responsible for Swiss Solidarity's Innovation Fund – What is the idea of this fund?

It is a support tool created by Swiss Solidarity to help Swiss NGOs develop innovation in their projects. Our ambition is to trigger changes in the way NGOs work, because they aren't used to taking risks. They have been rolling out their projects for many years and receiving funds for doing so. Our role here is to allow them to take time to think outside of the box. Our fund is there to bear the risk that NGOs wouldn't otherwise be ready to take.

Tell us about a success story of the innovation fund...

-We are currently financing 7 projects. One success story is an ongoing project addressing the lack of ambulances in Mozambique to bring women to the health centre. The innovation here has been to create a taxi-ambulance company that transports people for profit during the day, but brings women who need to go to hospital for free.

“

**We allow NGOs
to take risks.**



**If they don't
innovate,
they die.**

What exactly is innovation?

You innovate when you stop for a moment to question your activity or project and explore alternative ways of doing it. It is a question of mindset; it is also about partnerships, and about creating space for new ideas to emerge. Remember that innovation is not a new concept: it is not a generational question and it does not only concern technology – it could be a service you are trying to improve.

What are the qualities needed to be innovative?

You need psychological skills: being open-minded, curious, being able to appreciate change and accept questions about your way of doing things without feeling criticised, enjoy working with people outside your usual circle. The good news? I don't think you are “born” innovative – it is something you can learn and teach.

Is there a key element of being an innovative organisation?

Innovation must be in the mind of management. If programme managers or coordinators innovate on their own, they will have difficulty communicating their ideas and generalising this mindset. Management must be convinced of the potential contribution of innovation. This does not mean that everything must change completely. It is a process that will develop slowly in the organisation's culture and that needs to be supported by the management.

When did you first become interested in innovation?

I am a newborn innovator. I have been working as a programme manager for many years, developing projects in the traditional way, but only in recent years have I begun to consider other ways of working and reflected on how we could improve the quality and impact of our projects.

What is your inspiration in terms of innovation?

The private sector has demonstrated the most radical changes in its approaches. The GAFAs in the Silicon Valley have changed the way we communicate, the way we work, our daily life. The private sector is on top of it because they know that if they don't innovate, they die. For me, these players are true innovators. But we can't simply reduce innovation to this technological area. I am thinking, for example, of the people who invented microcredits in India 20 years ago, which enabled thousands of farming families to have access to bank credit – they were very innovative.

Is there a key tool or methodology organisations should use?

The best way to consider a project is to bring the end users together at the table and ask them questions: What could we do differently, what exactly do you need and how can we help you achieve this expectation? This ideation is key to developing innovation.

Lausanne, September 2019



Watch the full interview at www.cinfo.ch/immersion

AGILE MATURITY TEST

We know that the impetus to move towards an agile organisation is found in strategy and culture, in structures and processes, and in the skills of employees and managers. But are agile leadership methods and models widely known and used in your organisation? To what extent are your structures and related processes agile?

Gain a clearer picture by completing this test. The answers will give you the impulse to get on the right track. Good luck!



KNOWLEDGE

- Q:** Certain terms are associated with agility. Could you explain these to someone else?
- A. Design thinking
 - B. Scrum
 - C. Prototyping
 - D. Holacracy
- A:** I can explain the meaning of the term / I've heard of it / I don't know what it means

VALUES AND CULTURE

- Q:** How strongly do you agree with the following statements? In my organisation...
- A. we work with interim targets during the year, which are continuously reviewed and adjusted.
 - B. we consider the ability to change as a central element of our strategy – anyone can initiate and actively shape changes.
 - C. mistakes are celebrated.
 - D. trust is the (most characteristic) foundation of our cooperation.
 - E. employees have far-reaching decision-making freedom.
- A:** I completely agree / I partly agree / I don't really agree / I totally disagree

METHODS

- Q:** Are you personally already using agile methods like scrum, design thinking or others in your daily work?
- A:** Yes, regularly / Rarely / Never

REASONS

- Q:** Why did / does your organisation want to adapt its working methods or structures in order to be more agile?
- A. Optimise processes.
 - B. Respond to employee requirements.
 - C. Strengthen innovative power.
 - D. Enable the use of new technologies.
 - E. Decrease costs.
 - F. Increase user orientation.
 - G. Offer employees a better working environment.
 - H. We have not yet taken any steps towards agility.
- A:** Yes / No

TRANSVERSAL WORKING

- Q:** Are there areas or departments in your organisation where project groups are assembled in an agile way (i.e. flexible, depending on project requirements and employee competencies)?
- A:** Yes regularly / Rarely / Never, agile project groups do not exist in the organisation yet

MANAGEMENT MODEL

Q: Which of the following leadership models best describes your everyday work?

- A:**
- A. A classical hierarchy
 - B. A participatory / non-hierarchical structure
 - C. An agile management model

USER CENTRICITY

Q: To what extent does your organisation focus on the needs of its users?

- A:**
- A. It is not clear exactly who the users are.
 - B. User groups are defined, but rarely placed at the centre of the work.
 - C. User groups are systematically involved in all phases of service and product development.

THIS TEST IS MAINLY BASED ON THE FOLLOWING ARTICLE: AGILITÄT KOMMT LANGSAM VORAN, HEIKO WECKMÜLLER, haufe.de, 2017

RESOURCES

Do you want to learn more about the topics covered in this magazine? We asked around and compiled a list of useful references – tested and approved!

| | |
|--|---|
| How To Run An Awesome Design Thinking Workshop careerfoundry.com/en/blog | ▶ A design thinking workshop will spark innovation, foster a user-centric mindset, and get cross-functional teams working together towards a common goal. |
| Liberating Structures – the app www.liberatingstructures.app | ▶ 'Liberating Structures' are easy-to-learn interaction methods that enhance relational coordination and trust. This app helps you find the right structure for your challenge. |
| Kulturelle Transformation zu mehr Agilität TrigonThemen www.trigon.at | ▶ Collection of articles: Designing a culture with structures / Agility needs patience / Do we have to become agile? ... |
| Agile Organisationsentwicklung Claudia Schröder and Bernd Oestereich | ▶ This book is aimed at people who would like to try out collegial, self-organised leadership and agile organisational development in practice. |
| Agile at Scale Harvard Business Review, May-June 2018 hbr.org | ▶ Collection of articles on how to create a truly flexible organisation. |
| 33 Werkzeuge für die digitale Welt: Wie jeder die Methoden der Tech-Giganten nutzen kann Leila Summa and Christine Kirbach | ▶ Leila Summa and Christine Kirbach give a unique overview of the best methods and show concretely how they can be integrated into your everyday business life. |
| OECD – Directorate for Science, Technology Innovation www.oecd.org/sti | ▶ A wealth of information and references: Reviews of innovation policy / Measuring the digital transformation / Going Digital: Shaping Policies, Improving Lives/ ... |
| Stanford D. School's collection of resources dschool.stanford.edu/resources | ▶ Use these activities, tools, and how-tos as a starting point: Design Thinking Bootleg / Virtual Crash Course in Design Thinking / ... |
| Non-Bullshit Innovation Radical Ideas from the World's Smartest Minds, David Rowan www.youtube.com/watch?v=aEpg53tb29E | ▶ David Rowan tells a story of transformation: how an organisation has found a new way of doing things through innovation driven by ruthless entrepreneurial imagination. |

Facts & figures



60 PEOPLE, 1 BIG ROOM

More than 60 people attended the Immersion Day. The facilities at Creaholic reflected the theme of the day; the space was repeatedly transformed, remodelled and redesigned to best suit the presentation and chosen collaboration formats.

○ Fact 1



WHO ARE OUR USERS?

The Immersion Day addressed 4 types of profiles, represented by our “personas”: Katharina the top manager, HR specialist Sophie, Seb the project manager and Marie, innovation enabler. These characters helped us keep our “users” in mind throughout the whole process.

○ Fact 2



1, 2, PROTOTYPE!

One of the fundamental principles of design thinking is the construction of a prototype, often built with whatever means are at hand. Our participants were able to practice by making a prototype of the organisation of the future.

○ Fact 3



BREAK THE ICE

Many people told us they felt at ease from the very beginning of the day. Our ice-breaking games contributed to this; strangers got to know each other during a Mission Impossible session and strengthened their bonds by playing “Granny, Tiger, Samurai”!

○ Fact 4

“

Hearing these real-life stories made me realise how far advanced other organisations are in these issues, and also gave me a glimpse of the pitfalls and difficulties that can arise when trying to innovate.

IMMERSION DAY PARTICIPANT

Fact 5



SURVEY RESULTS

Most respondents to our evaluation walked away with new ideas and perspectives and found themselves encouraged to connect with others about innovation. It seems the most appreciated part of the day was the storytelling and subsequent exchanges.



Fact 6



NEXT EVENTS

Interested in continuing the dialogue? Agiamondo, Horizont 3000 and Comundo are organising a conference on the topic of digitalisation and personnel development cooperation on 27 and 28 April 2020 in Lindau. More information at www.comundo.ch



THANK YOU FOR YOUR PARTICIPATION

FOR FURTHER INFORMATION

Website : www.cinfo.ch/immersion | **E-Mail :** info@cinfo.ch

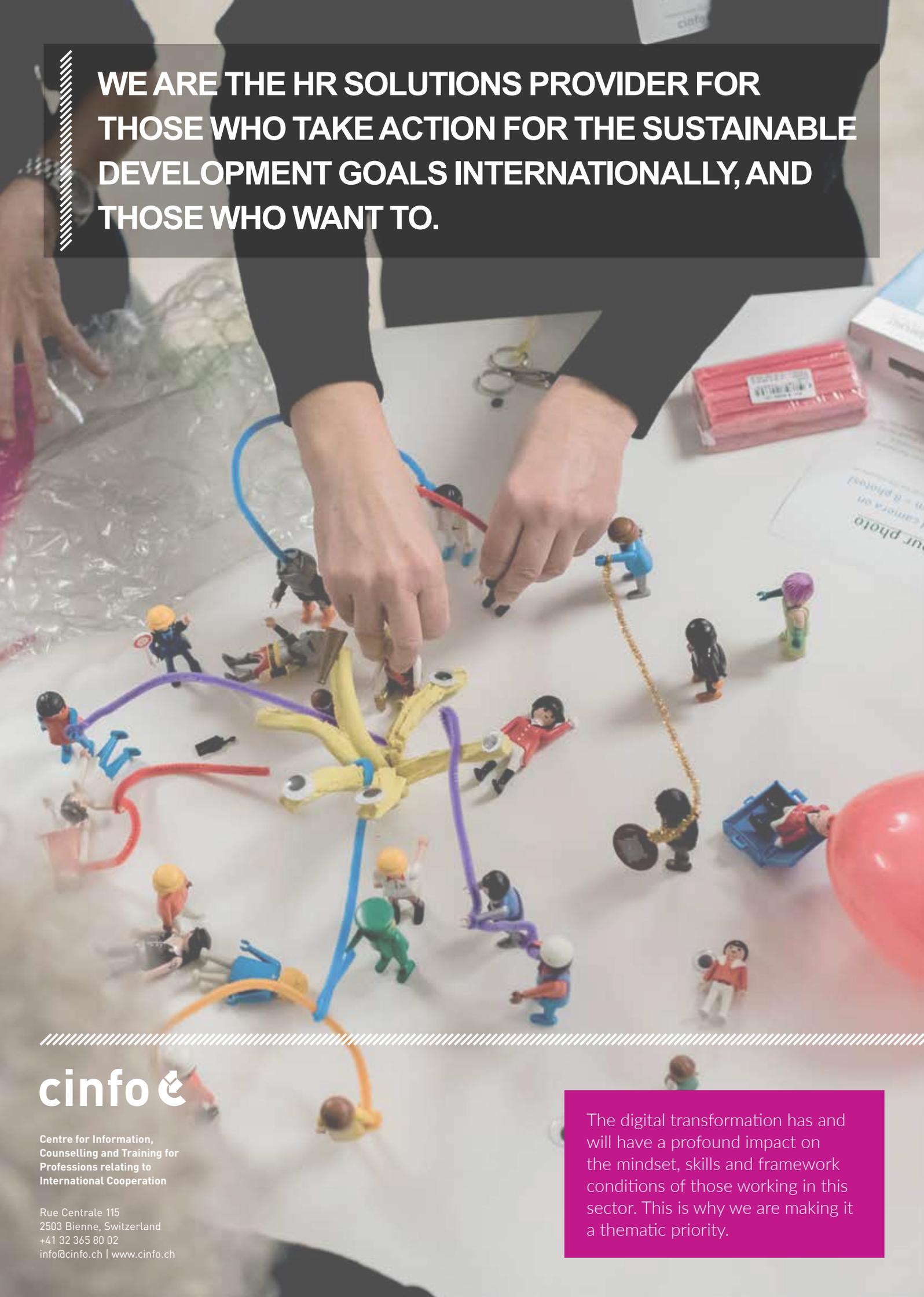
Closing words

I took home the following key messages from the immersion day:

- Swiss NGOs are incredibly active in terms of digital transformation, agility and innovation. The many examples in this gazette testify to this.
- Innovation in the development sector remains a cultural and structural challenge. The usual tools, such as long-term planning and fixed budgets, are often not agile enough to enable innovation.
- Crucial for successful transformation are the alignment between field and headquarters, the early involvement of partners and staff, and the commitment of the management.
- A mindset that allows for a trial and error approach is essential. Yet, experimentation and room for mistakes need to be carefully embedded in the organisation's risk management. Risks related to digital technologies remain an issue which requires detailed attention.

As for cinfo, we will work with you to co-create and develop our services – for example, developing skills for field staff or providing tools to attract new employees. And cinfo will continue to offer a space for learning and reflection on personal and organisational development. In this sense, we hope to become part of your story towards digitalisation and agility. I wish you courage and success in your journey!

Lisa Isler, Director, cinfo



**WE ARE THE HR SOLUTIONS PROVIDER FOR
THOSE WHO TAKE ACTION FOR THE SUSTAINABLE
DEVELOPMENT GOALS INTERNATIONALLY, AND
THOSE WHO WANT TO.**

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The digital transformation has and will have a profound impact on the mindset, skills and framework conditions of those working in this sector. This is why we are making it a thematic priority.