



Faculty of Design

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Use Systems Oriented Design (SOD) for implementation

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Implementation

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Andreas Wettre

Chair Systems Oriented Design

The Oslo School of Architecture and Design (AHO)

- Management consulting (20 years) – process design
- Manager (15 years) – designing tech systems



What bugs me? Why me? Why now?

- Best solution
- Nice designs never happens
- My experience
- Implementation as I see it
- Implement into a form of organisation
- Complex and Messy
- SOD as sensemaking



Implemented

When people do/use it - without thinking about it



A competition for the best solution?

- The Green shift



20 years of “making strategies happen”

- Too many good designs never “happen”
- Great PhD work straight into drawers
- Research work end in a report



Implementation examples

- Portfolio of interventions to create a more desirable future
- H-SEIF new request-system in large tech organisation
- Student project; Approximately two farms are shut down daily
- Student well-being – change teachers behaviour



Implemented into...

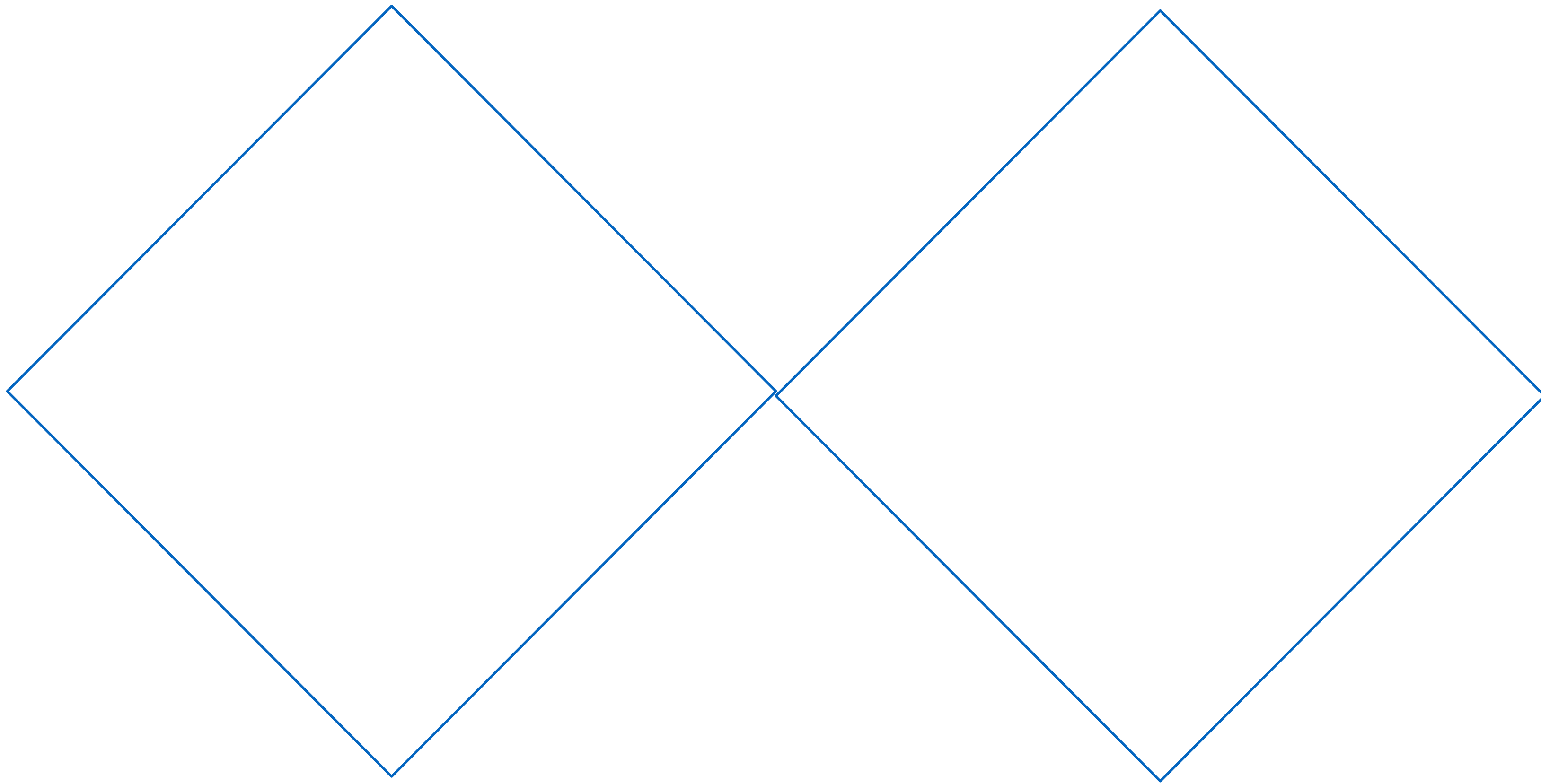
Organisations are local interactions



Local interaction
(micro-level)

- Organisations consist of myriads of **local interactions** between many people (Ralph Stacey)
- Organisations are **streams of conversations** (Patricia Shaw)

Phases



Involvement

- To get information
or to prepare for implementation?



Influence the “Streams of conversations”

- Workshops
(Good – Bad – What will it take)
Competence
Plans
- Many conversations (interviews)
1-1
Small groups
- Documents to be approved
- Lots of committees
- Back and forth with topics at many levels
- Neither Top-Down nor Bottom Up
- Middle management
- Clear the path
- Approvals
- Politics
- Training
- Symbols
- Structure and tools

Adjustments and iterations



NOT linear



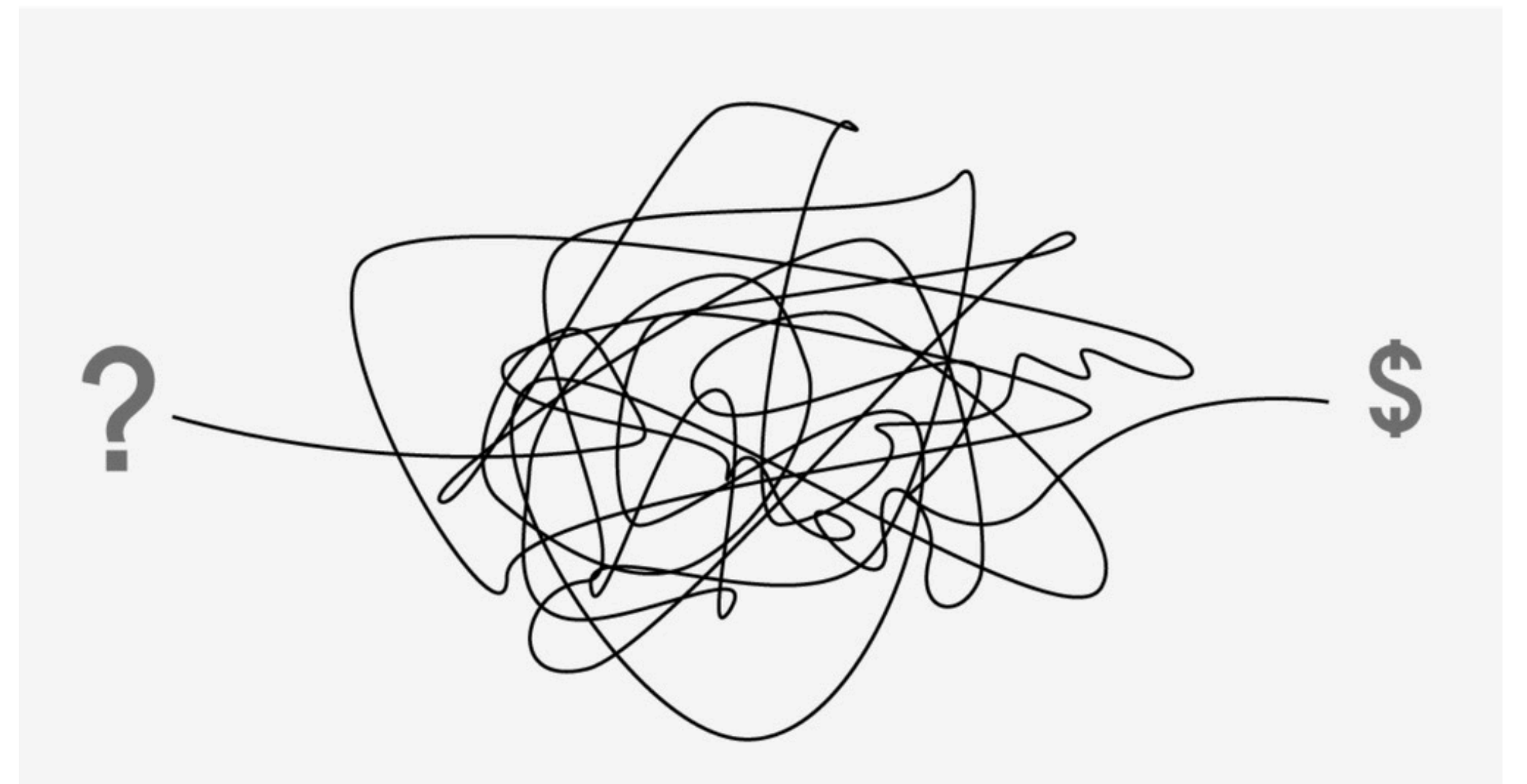
Questions

Timing



Messy

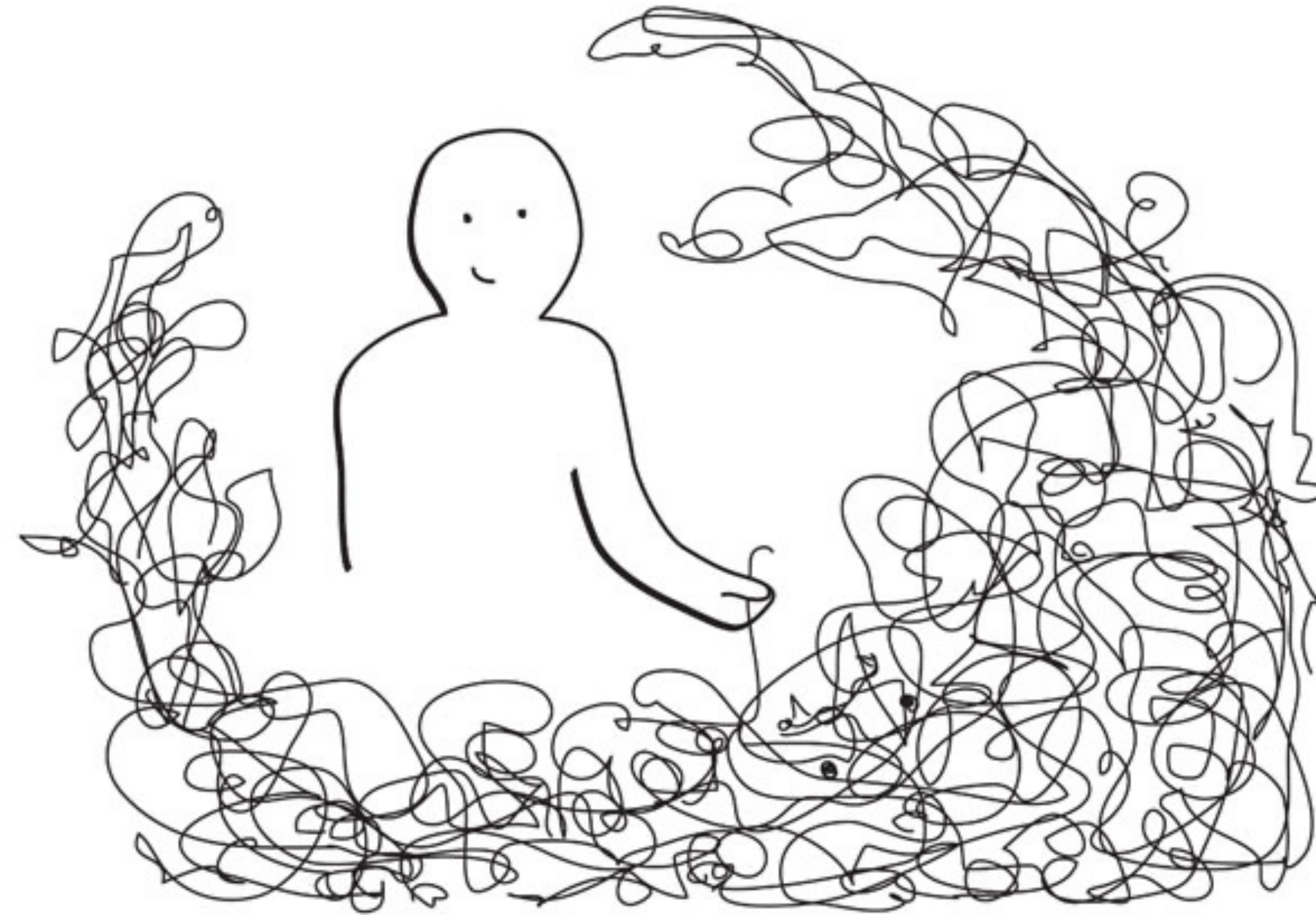
- Problem definition evolves
- Portfolio of interventions changes and grows
- New solutions being presented
- Resistance emerge – and dies
- Lots and lots of stakeholders
- Power dynamics



Too complex?

What role can SOD play?

- Where are we?
- What is next?
- What have we done?
- What are unforeseen effects?
- What is emerging?
- What is no longer relevant?
- What needs to be adjusted?
- Who have not been involved?
- Do we still believe in "it"?



- Problematizing change
- Gigamapping and Gigamaps
- ZIP analyses
- IMP analyses
- Boundary discussions
- Lots and lots of involvement
- Iterations / full re-design
- Overlapping phases

- Is this worth writing about?
... or am I knocking in open doors?