Faculty of Design

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Use Systems Oriented Design (SOD) for implementation

Wettre, Andreas and Christodoulou, Christodoulos

Implementation

Andreas Wettre / Christodoulos Christodoulou

AHO
Arkitektur- og designhøgskolen i Oslo
The Oslo School of Architecture and Design

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

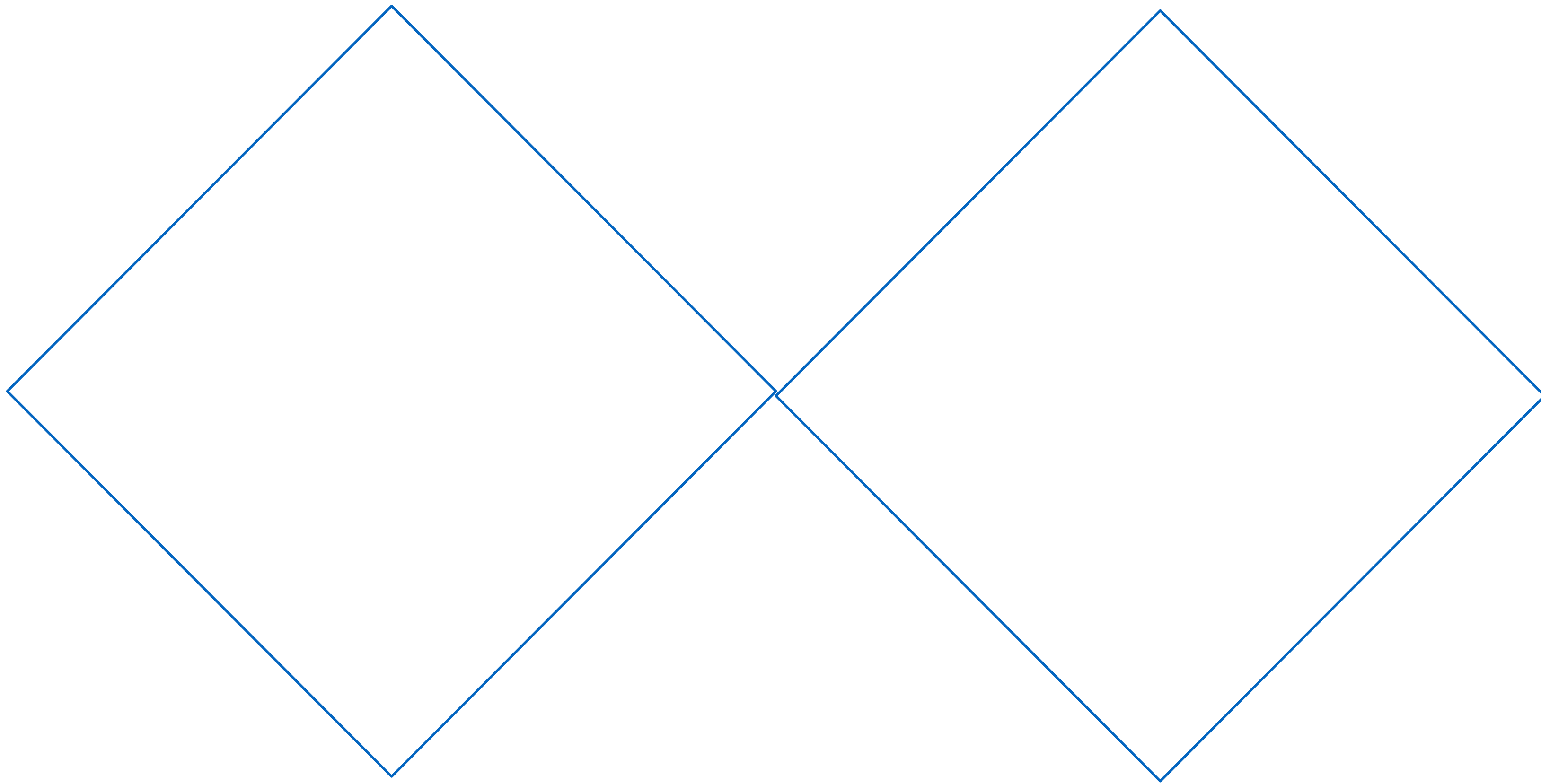- Student well-being – change teachers behaviour

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)

From Karina Solsø´s presentation on Staceys thinking

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
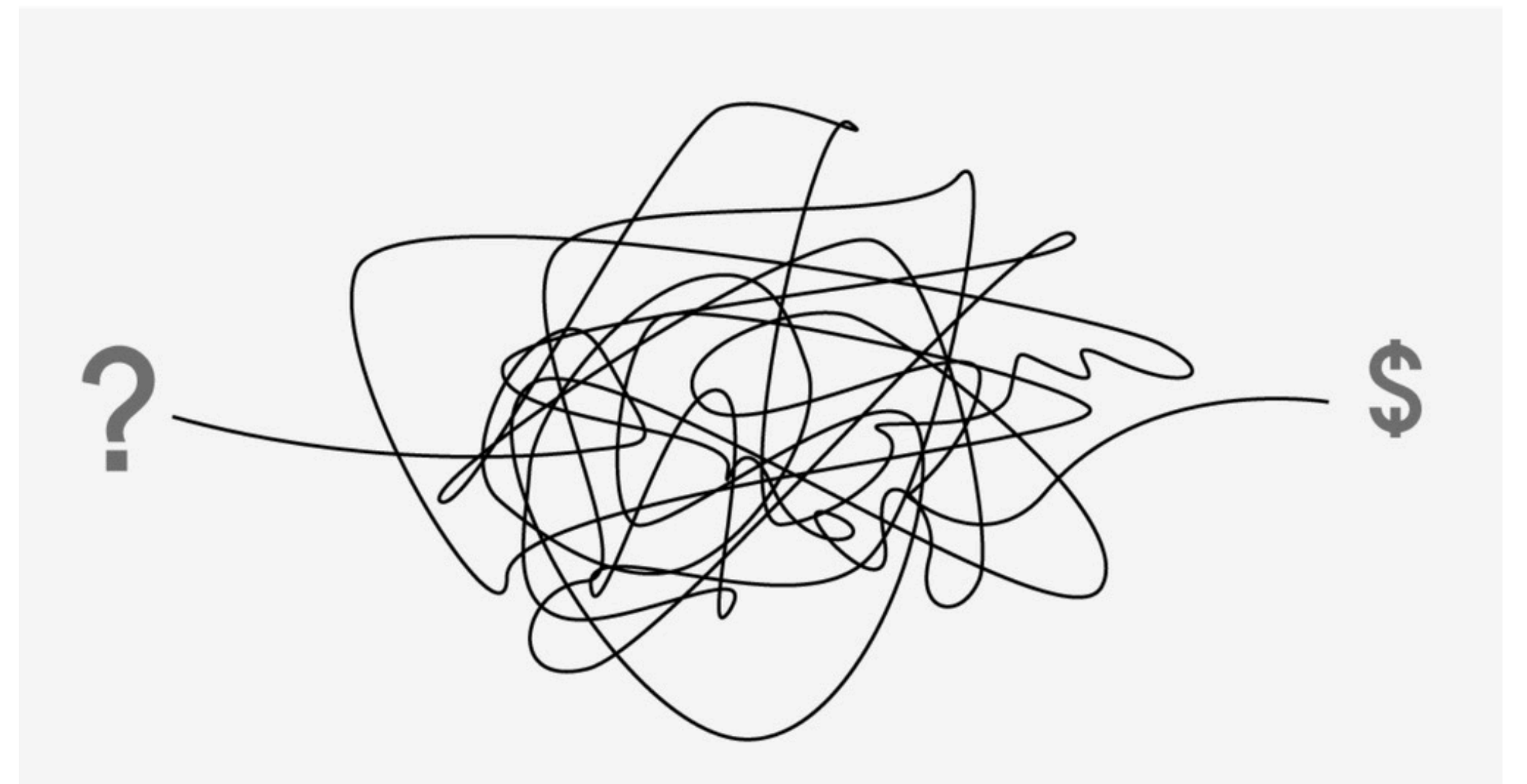
Adjustments and iterations →
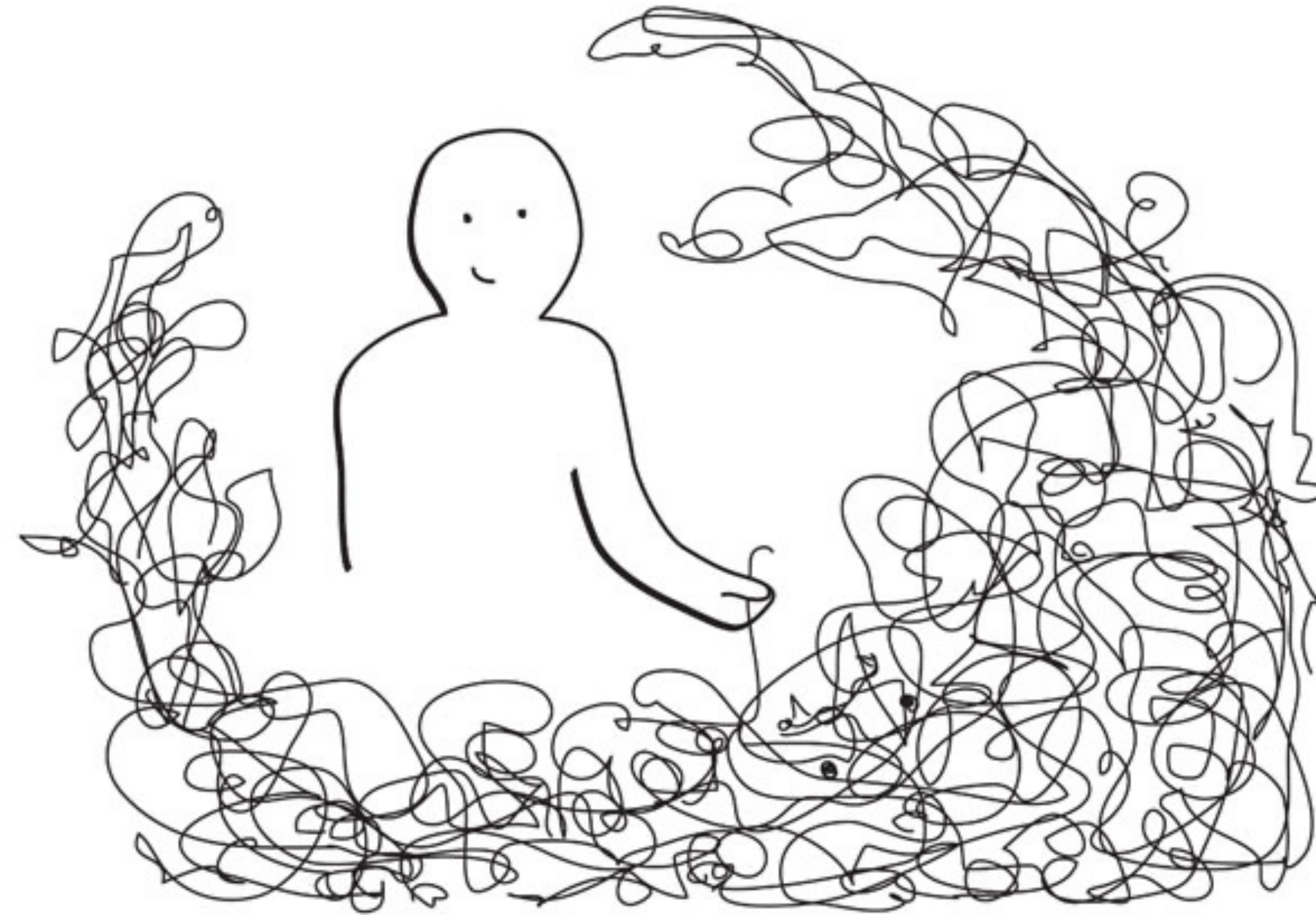
NOT linear

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"?

From "Complexity & Other Beasts" – Elisabeth Skjelten

- 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?