Appendices

Enhancing team collaboration in the Customer Experience department

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Appendix overview

Appendix 0: Project brief

Personal Project Brief - IDE Master Graduation

T̃U Delft

Enhancing team collaboration in the customer experience department*   project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date   09 - 03 - 2022   25 - 08 - 2022   end date

INTRODUCTION *
Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,…), technology, …).

*Full title: Improving collaboration between the teams of the Customer Experience department for more consistency of the implementation of customer needs.

A customer-centric view is nowadays essential for a company to remain successful, since the input of the customer helps to change perspective when necessary. Especially in our rapid changing world where continuous change is of high importance to stay ahead of the competition. With the focus on the customer as a person, how your company is being perceived by the customer, and how your organization fits in the modern world. You are doing right when the customer thinks your offered services are valuable. Fo███ o stay relevant, a shift towards a more customer centric focus was realized. In 2015 the CX department was founded. By doing s█████s exceeded in customer experience, and NPS was rising. They have been high in the ranks for customer focused companies for years. Nevertheless, in 2019, the by-then director, Mijke van Ballegooijen, already mentioned that even though they worked as integral as possible, cultural tradition and working in silo's would resist to the progress towards optimal customer experience, since a truly seamless customer journey cannot be reached when working in silo's (Redactie Adformatie, 2019). Silo working might lead to different departments trying to solve the same problem differently, or might result in different departments to see a problem as a problem or not as a problem, resulting in not solving one problem all together.

For a department to be truly customer focused, a great understanding of the customer is of high essence. But also a good integration and collaboration of different teams to create a seamless customer journey. The CX department has got six teams, each specialized in a different part of the customer journey where they are all working on optimizing to the wishes of the customer.

Currently, the CX department notices that silo working is an obstruction holding back the optimization of the entire customer journey and customer experience. They see that NPS is not rising above 50, while they are trying to improve their services per team. A more cross-functional way of working between the different teams, leading to more collaboration might be the solution. There are different factors influencing collaboration. If we were to divide them into six categories, we have environment, membership, process/structure, communication, purpose and resources (Mattessich, P.W., & Monsey, B.R.). I believe each of these factors are an influence that should be looked at for optimizing collaboration.

The overall problem is that customer needs are not sufficiently and consistently being answered throughout the customer journey. Multiple underlying issues might be the cause of this. Therefore, the CX department wants to improve this. I want to focus on optimizing collaboration between the teams so they can improve their service.

So: How can ▮▮▮▮ improve the consistent implementation of customer needs throughout the customer journey through more effective collaboration in the CX department?

By focusing on the sub questions:
1. What is the current way of collaboration in the department, and what is being done to optimize this?
2. What problems in collaboration does the CX department currently face that limits the cross-functional working, which obstructs optimal implementation of customer needs? Which factor of collaboration will be the focus area in this graduation project?
3. How can the CX teams optimally collaborate to make sure the voice of the customer is being answered throughout the entire journey?
4. What actions can the CX department take to improve this further in the future?

To design a product/service/system to create the first step for the customer experience department for a more collaborative working form, so that customer needs and wishes are optimally used.

Collaboration is a large term, where multiple factors play a role, like described in the introduction. I would like to discover where the most important pain points are in collaborating with other teams to focus on. Therefore I firstly want to have a look at all the possible underlying issues, to frame the entire problem, by interviewing the departments, after which I can scope the problem I will be focusing on. After that, a possible direction would be to design an awareness campaign, followed by a roadmap for the long term. By an awareness campaign, what I mean is to make employees more aware of what other teams are doing, what value they have for each other, so they will know in the future who they are supposed to reach out to.
This awareness campaign could be done in multiple ways. Currently, the direction of gamification sounds interesting to find a solution, so this is an optional direction. Therefore I would like to be inspired by the book: "Gamification for Business: Why Innovators and Changemakers use Games to break down Silos, Drive Engagement and Build Trust".

Appendix 1: Interview CoX team members

There have been meetings with all the members from the CoX team for getting to know each other, and to explore their opinion on how the collaboration within the CX department is currently doing.

Lack of awareness to involve another part of the customer journey

- The data consultants can see in the data that another part of the customer journey should be involved.
- There is unawareness from the teams that a solution might influence another part of the customer journey (even if they are aware). Data consultants try to connect these teams.
- There must more often be looked outside of the own small part of the customer joueny, but this often still lacks. CJMs should be responsible for this.
- There should be a midset to always watch holistically towards the customer journey.
- How do we link the teams who are all very aware of their own part of the journey, but how do we make them part of the whole? How do you structure this?
- CX is the department to work on integrality, which now still lacks.
- Problems should be looked upon from different angles.
- People are not aware of the effect it might have to look outside of your own journey part.

Solving small details in the customer journey

- Projects are set up from teams, for instance by looking at the competition, while this is not always the best way. Because then people are looking in the data for proof for the concept.
- There must be less solutioning, and more focus on what actually are the customer needs.

- People see a problem, which they think is a problem, and quickly think of a solution, while the problem might be broader
- Solving small details is easier, you have quicker results.
- We suffer from confirmation bias $\rightarrow$ looking in the data if the problem we think is a problem is described by someone.
- We are running behind our tails.

In a corporate, change should be implemented in small steps

- A lot can be realised in Flyco, but it should be done in small steps.
- Every step takes a lot of time, small projects can already take months due to disagreements.
- The easier the step is, the easier it is being implemented.

Unawareness of what other employees are doing in the department

- Only when necessary, there is collaboration, but there is not much.
- CJMs are already placed for 10-20% in other teams, but we want even more integrality.
- The connecting factors are only strategy, CX Way of Working and the CX demos.

Silo working organisation

- The company is stubborn, everyone wants to use their own approach.
- We are a corporate, we don't know on the left what we are doing on the right. Culture also differs per department.
- Communication is top-down, leading to no communication between the islands.
- People focus on their own expertise, staying in the same domain continuously.

Appendix 2: The Centre of Excellence team (CoX)

The Centre of Excellence team (CoX) consist of a director, two service designers, four data analists, a culture manager and a graduate intern. The team focuses on improving the customer experience in fact through improvement of the department.
The different roles have very different focus area for improving the customer experience department. There are four overarching themes that are included in the department. These are strategy, design, data and culture. Below these description are being explained.

Strategy

When the Covid-19 pandemic hit, the department focused a lot on crisis management, which led to a decrease of focus on strategy. When Covid stabalized a bit more, it was important to focus on the strategy again. Therefore they use a template called the OGSM (objectives, goals, strategies and measures). This is an effective tool to place your business planning on one A4 page. In short, this tool includes the goals you want to achieve and the different steps to get to this goal (Chaffey, 2021). In 2021 the OGSM was reintroduced in the department. The director of CoX focuses on the strategy.

Design

There are two service designers in the team, who focus on the usage of design throughout the department. The department aims to work according to the double diamond method and want to use different design methods in their process. However, the people in the department are no educated designers. Therefore the service designers jump in and really help the department in using design, and making it as easy as possible.

Data

There are four data analysts in the team focusing on the data of the customers. The input from the customer is measured using surveys as well physically as online (chapter XX describes this in further detail). The data analysts analyse the data and pass this on to the journey teams. All four data analysts have their own focus on one specific journey team. Since the data analysts are all focusing on their own specific team, but are also in the same team, they have a clear view on what all teams are doing to ensure that projects are not overlapping.

Culture

Lastly, there is one culture manager. Her focus is very much on the customer-centricity of the department, especially looking at staff behaviour towards the customers. The staff behaviour score can still be improved a lot, but there is no focus on training the staff to be more customer friendly. She also focuses on the cultural aspect, especially in a time where man and woman are getting more equal than ever, it is very relevant.

Appendix 6: Interview guide

The interview guide is based on the path of expression, where the interview is guided through. First, you focus on the present, whereafter you look at the past, and then on how the future might look like.

Present
- How doe you currently see the collaboration between the different teams of the CX department
- What is the connecting factor between the different teams?
- What aspects drive the different teams apart from each other?
- What do you think of the curernt way of communication within the department?

Past
- What is already being done to make sure projects cover the whole customer journey, throughout the different teams?
- Is there an example where the collaboration was very well?
- FOLLOW-UP: What was the reson that the collaboration was so good in this example?
- FOLLOW-UP: How do you notice in a project that the collaboration is doing well?
- Do you have an example where there was a lack of collaboration?
- FOLLOW-UP: What made this way of collaboration less optimal?
- How do you notice in the projects that there has not been good collaboration?

Future
- How would you like to see the collaboration in the future?
- Where should the collaboration be improved?

Appendix 7: Analysis of qualitative interviews

The transcripts have been highlighted, and the most important quotes have been combined into themes. These themes have been clustered to generate an overview of the main topics that came out of the interviews.

The teams are siloed from each other

Horizontal or vertical?

- "In all honesty, we work in silos, even within CX, and that's a shame. What you see is that we are very vertical, while we want to work more horizontal for years. But EVP like it that you can approach someone for its specific role. Why can we not do both?"
- "You can say silos or horizontal organisation, but why can we not have a matrix organisation?"
- "You notice that the silos are an obstruction in collaboration."
- "People are comfortable in their own silo, it is their own comfort zone."
- "Silos make it easier to manage the people you need, the more integral your role gets, the more difficult it gets for stakeholder management."

There is a desire for integrality but steered towards individualism

Individualism (working together or working alone)

- "The individualistic approach gives the EVP a clear person to approach per role and to keep responsible. Why can we not have both?"
- "Some people like it to be invisible, self-interest also plays a role and insecurity. It is a large step."
- "Why are we being managed on results? I believe it is better to manage on cocreation and commitment, since this style makes sure we stay individualistic."
- "Our style is individualistic."

- "You work on your own list of tasks to see if you are doing okay. Individualistic and focused on results."
- "CIMs feel responsible for their own piece of the customer journey alone."

Way of working, the approach

- "It is important that we approach a project simulary. I now know how to approach based on the double diamond a bit, but I am not an expert."
- "The approach differs per team, while you all want a same approach."
- "Preferably you always want the help of a service designer."

There is a lack of effective knowledge sharing

Connecting factor

- "Previously, the office would be a connecting factor, having chats with each other.:
- "Collaboration is very important."
- "Everyone gets along very well."
- "There is a feeling of trust and transparency in sharing things with each other."

Information sharing

- "It is okay not to share everything with everyone."
- "The CX demo gives insights into what everyone has done, but it is very short and without depth."
- "Much is being done double, because there is no communication on what people are doing."

Unawareness of other roles, journey teams and projects.

- "The question is who to reach out to?"
- "Data can help people more than they know"

- "You notice that sometimes, the connection with another journey teams has been made too late."
- "Sometimes people get involved a bit later, which is not the biggest issue, but sometimes in complex problem it is too late."
- "The awareness lacks that another part of the journey should be involved."
- "People do not focus on involving other people, only on their own list of requirements."
- "People who work intergally, look up each other."
- "What we need is something seperately from the guild, some sort of leverage meeting to align content."

There is not yet a clear vision and strategy

Vision to start with

- "You have the OGSM, but this was a hard project. You see that it is a must, but I believe it has not been approached correctly. The OGSM should be built from a vision, now it has been built from lists from the department, so the other way around. That is way too pragmatic."
- "A collective vision would be a way to make clear goals."
- "Something lacks, and that is a CX vision and strategy."
- "Maybe if you look at only customer needs, the list changes."
- "Why don't we focus on customer promises?"
- "We would like to have a CX vision on two slides."
- "OGSM is a mix of priorities, but it are not the most important priorities."

Too busy → prioritising

- "A CJM cannot do everything, you are limited and sometimes need to be facilitated."
- "Preferably, in every beginning of a project, you have a service designer helping you out."
- "Campagnes for all countries cost 95% of the time, which leaves only 5% for CX tasks, which is little."
- "We just do not have enough time."
- "We must have a clear way to prioritise tasks."

Appendix 8: Questionnaire design

The introduction text:

This study is being done for a graduation internship to gain insights into the current way of collaboration within the CX department and define where the focus needs to be within the graduation project.

The survey is divided into three blocks of team starting elements, team behaviour and enablers.

Your participation in this study is entirely voluntary and you can withdraw at any time.

Your answers in this study will remain confidential and anonymous. If you agree to the information above, you can proceed to the questionnaire.

Thank you for your participation.

Joëlle Kok – joelle.kok@flyco.com – graduate intern at CoX for the CX department

General
Liker scale from 1-4 / I don't know.
- Disagree
- Slightly disagree
- Slightly agree
- Agree
- I don't know

1. Stage-setting elements
- In my project teams, we first focus on which people we should involve from the CX department to cover the whole customer journey in the project.
- In my project teams, the right people from the CX department are involved from the beginning of the project.

- I am aware of what the other journey teams within the CX department are working on.
- I know which project teams are running in the CX department and what they are working on due to effective knowledge sharing.
- I know where and when to share the projects I am currently running.

Could you elaborate on your comments about the roles of other employees within the CX department and knowledge sharing? [open answer]

- In the beginning of a project team, we define the underlying problem and underlying customer need for the given issue.
- When starting a project with a project team, we have stated a clear strategic goal for the project.
- This clear strategic goal we have in the beginning is also a measurable goal.
- In my project teams, I feel empowered to make decisions on my own.

Could you elaborate on your comments about the stage setting elements? [open answer]

2. Team behaviour
- In my project teams, the team members effectively work together to a mutual goal.
- I feel committed to the project teams to contribute to the project.
- I have a feeling of responsibility for the projects that I am working on.
- There is mutual respect and trust within the CX department.
- There is mutual respect and trust within my project teams.
- FOLLOW-UP: Could you elaborate on your comments?
- There is effective and open communication

within the CX department.
- There is effective and open communication within my project teams.
- FOLLOW-UP: Could you elaborate on your comments?
- I am aware of the skills and knowledge that people have within my team.

Could you elaborate on your comments about team behaviour? [open answer]

3. Enabling elements
- My project teams give me a sense of control so I have the feeling I can open up my mind.
- The CX department gives me the training to improve my skills for my role.
- CX management is encouraging to my project teams, ensuring we approach the project broadly, including the entire customer journey.
- CX management steers towards team responsibility instead of individual responsibility.

Could you elaborate on your comments about enabling elements? [open answer]

4. Extra general questions
How long have you been working within the Customer Experience department?
- Less than one year
- One to two years
- Two to five years
- More than five years

Which department are you working in?
- Brand & Marcom
- IT, Data and Tooling
- Centre of Excellence
- Disruption and Care & Legal
- Flight & Partners
- Airport & Offer and Interaction
- Other (type yourself)

What is your role within CX?
- Legal
- Customer Journey Manager
- Director
- Brand / Marcom
- Data Consultant / Service Designer
- Other (type yourself)

Appendix 9: Factor analysis

To reduce the amount of data from the questionnaire design, a factor analysis was executed.

Factor analysis

The variables in the questionnaire are all tacit variables, which are hypothetical constructs that cannot be directly observed. Since there are a lot of variables in the questionnaire, it is hard to draw conclusions from the large amount of questions, and it is hard to keep an overview. To reduce the amount of data to a smaller number of factors, a factor analysis has been executed. This analysis will reduce the amount of data and finds the underlying structure. The figure on the next page shows an overview of all the statements that were in the questionnaire.

Data screening

The first step is to look at the inter-correlation between the variables. If variables do not correlate with other variables or very few, it should be considered to remove these variables. A correlation is considered average and is and is therefore relevant for the analysis when the correlation coefficient $r > |0.3|$ (Statistics Solutions, 2021). At this stage only variables that do not correlate, will be removed. All statements correlate with at least two other statements, and therefore they can all remain in the analysis. However, one question (q8) is being removed, since this a follow-up question on the question before, and therefore should not be included in the analysis.

KMO and Barlett test

The Kaiser-Meyer-Olkin (KMO) test shows the strength of the partial correlation between the variables. The outcome should be KMO > 0,5, which is the bare minimum for the analysis. When KMO is lower than this, the correlations might not be high enough. In this case, the KMO = 0.152, meaning this is still too low. Since the KMO is being calculated based on the diagonal of the anti-image matrix, it is important to check these outputs. The scores of the diagonal should be above 0,5 and when they are lower than 0,5, they should be removed (Field, 2018). Therefore I have first removed the lowest score in the diagonal of the anti-image matrix, whereafter I have rerun the analysis. I have kept doing this until all outputs of the diagonal were above 0,5. This resulted in the removal of questions q5, q9, q10, q12, q14 and q17. After removal of these questions, the KMO = 0.670.

Bartlett's measure tests the null hypothesis that the original correlation matrix is an identity matrix. A significant test means the R-matrix is not an identity matrix. $P < 0.001$ and therefore the factor analysis is appropriate

Rotation

Since I suppose that the factors might correlate, I use the direct oblimin rotation.

Extraction

Spss has extracted four factors based on Kaiser's criterion of retaining factors with eigenvalues greater than 1. However, this criterion is only appropriate when the communalities after extraction are greater than 0.7, which is the case in this analysis. However, if you do look at the scree plot, an amount of two or four factors is extracted. Therefore, an extraction of four factors is accurate.
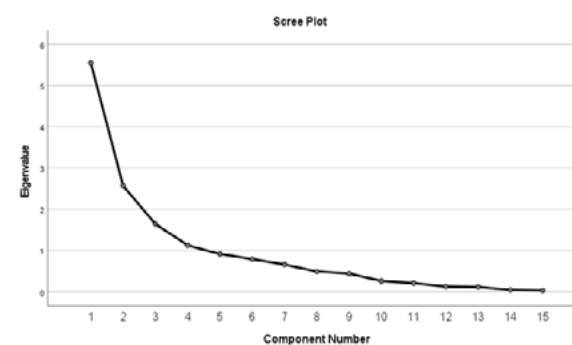
#	Questions
Q1	In my project teams we first focus on which people we should involve from the CX department to cover the whole customer journey in the project.
Q2	In my project teams the right people from the CX department are involved from the beginning of the project.
Q3	I am aware of what the other journey teams within the CX department are working on.
Q4	I know which project teams are running in the CX department and what they are working on due to effective knowledge sharing.
Q5	I know where and when to share the projects I am currently running.
Q6	In the beginning of a project team, we define the underlying problem and underlying customer need for the given issue.
Q7	When starting a project with a project team, we have stated a clear strategic goal for the project.
Q8	This clear strategic goal we have in the beginning is also a measurable goal.
Q9	In my project teams, I feel empowered to make decisions on my own.
Q10	In my project teams the team members effectively work together to a mutual goal.
Q11	I feel committed to the project teams to contribute to the project.
Q12	I have a feeling of responsibility for the projects that I am working on.
Q13	There is mutual respect and trust within the CX department.
Q14	There is mutual respect and trust within my project teams.
Q15	There is effective and open communication within the CX department
Q16	There is effective and open communication within my project teams.
Q17	I am aware of the skills and knowledge that people have within my team.
Q18	My project teams give me a sense of control so I have the feeling I can open up my mind.
Q19	The CX department gives me the training to improve my skills for my role.
Q20	CX management is encouraging to my project teams ensuring we approach the project broadly including the entire customer journey.
Q21	CX management steers towards team responsibility instead of individual responsibility.

Figure XX

Factor analysis

Next step is to look at the pattern matrix. All loadings smaller than 0.4 have been suppressed. There are two questions that load onto two scales. These are Q13 and Q19. The statements have been added to the scales where they load the highest (see the numbers in bold). In Q13, one question has a negative loading on the factor. This refers to the way that this variable relates to the factor. SO it means that people who score high on this factor will score low on this variable, and also the other way around, so people who scow low on this factor will score high on this variable.

Reliability analysis

For making sure the scales are reliable, a reliability analysis has been executed. When alpha is higher than 0.7, the scale is acceptable.

In the first three subscales, no items have been removed. All the three scales appear to have good internal consistency, alpha scale one = 0.776, alpha scale two = 0.808, alpha scale three = 0.824. In the fourth subscale, Q13 has been removed. The alpha before deletion of this question was alpha = 0.528, after deletion the score is alpha = 0.792. Therefore, the fourth subscale also appears to have a good internal consistency, alpha = 0.792. The reliability analysis confirms that the scales are reliable, which results in the following four factors:

1. Factor 1: We start a project with a clear strategic goal, commitment to the project, and effective and open communication.
   - Q7: When starting a project with a project team, we have stated a clear strategic goal for the project.
   - Q11: I feel committed to the project teams to contribute to the project.
   - Q16: There is effective and open communication within my project teams.

2. Factor 2: I know what the other (project) teams in CX are working on due to effective knowledge sharing, open communication and the right training.
   - Q3: I am aware of what the other journey teams within the CX department are working on.
   - Q4: I know which project teams are running in the CX department and what they are working on due to effective knowledge sharing.
   - Q15: There is effective and open communication within the CX department
   - Q19: The CX department gives me the training to improve my skills for my role.

3. Factor 3: CX steers on a broad customer journey approach in our project teams, defining the customer need and problem, giving me a sense of control.
   - Q6: In the beginning of a project team, we define the underlying problem and underlying customer need for the given issue.
   - Q18: My project teams give me a sense of control so I have the feeling I can open up my mind.
   - Q20: CX management is encouraging to my project teams ensuring we approach the project broadly including the entire customer journey.
   - Q21: CX management steers towards team responsibility instead of individual responsibility.

4. Factor 4: In my project teams, the right people are involved from the beginning of the project, covering the entire customer journey.
   - Q1: In my project teams we first focus on which people we should involve from the CX department to cover the whole customer journey in the project.
   - Q2: In my project teams the right people from the CX department are involved from the beginning of the project.

Pattern Matrix[a]	Component			
	1	2	3	4
Q7: When starting a project with a project team, we have stated a clear strategic goal for the project.	0,889			
Q11: I feel committed to the project teams to contribute to the project.	0,718			
Q16: There is effective and open communication within my project teams.	0,715			
Q3: I am aware of what the other journey teams within the CX department are working on.		0,931		
Q4: I know which project teams are running in the CX department and what they are working on due to effective knowledge sharing.		0,918		
Q15: There is effective and open communication within the CX department		0,759		
Q19: The CX department gives me the training to improve my skills for my role.		0,443	0,412	
Q21: CX management steers towards team responsibility instead of individual responsibility.			0,914	
Q20: CX management is encouraging to my project teams ensuring we approach the project broadly including the entire customer journey.			0,854	
Q6: In the beginning of a project team, we define the underlying problem and underlying customer need for the given issue.			0,649	
Q18: My project teams give me a sense of control so I have the feeling I can open up my mind.			0,563	
Q2: In my project teams the right people from the CX department are involved from the beginning of the project.				0,777
Q1: In my project teams we first focus on which people we should involve from the CX department to cover the whole customer journey in the project.				0,687
Q13: There is mutual respect and trust within the CX department.	0,417			-0,614

Extraction Method: Principal Component Analysis.
Rotation Method: Oblimin with Kaiser Normalization.
a. Rotation coverged in 13 iterations.

Figure XX

Resulting questions

The factor analysis was used to reduce the amount of statements to analyse. The remaining statements are the following (hereby the questions that were removed from the analysis in the beginning, are added again).

1. Factor 1: We start a project with a clear strategic goal, commitment to the project, and effective and open communication.
2. Factor 2: I know what the other (project) teams in CX are working on due to effective knowledge sharing, open communication and the right training.
3. Factor 3: CX steers on a broad customer journey approach in our project teams, defining the customer need and problem, giving me a sense of control.
4. Factor 4: In my project teams, the right people are involved from the beginning of the project, covering the entire customer journey.
5. I know where and when to share the projects I am currently running.
6. In my project teams, I feel empowered to make decisions on my own.
7. In my project teams the team members effectively work together to a mutual goal.
8. I have a feeling of responsibility for the projects that I am working on.
9. There is mutual respect and trust within the CX department.
10. There is mutual respect and trust within my project teams.
11. I am aware of the skills and knowledge that people have within my team.

Statement analysis

The answers of the remaining eleven statements have been put together into one boxplot. This boxplot can be seen in figure XX. In this boxplot, it is clear that there is a lot of difference in answers to the statements.

There is even that large of a disparity that on almost all questions at least one person fully disagrees, while another person fully agrees. Therefore, directly drawing conclusions from the data is not possible.
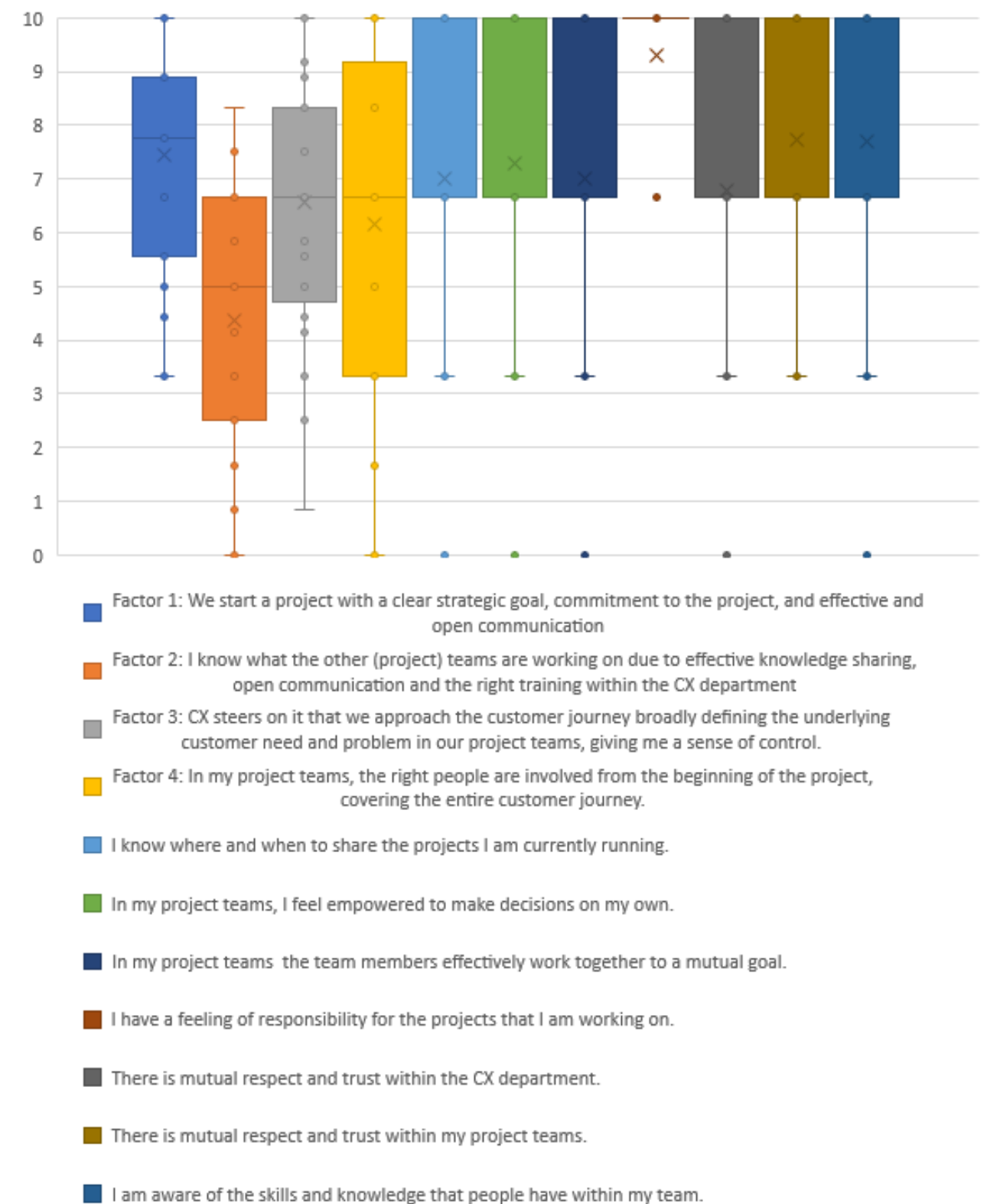
To have a better analysis of the data, I have split out the data into separate data of the six teams of the CX department and I have put these into histograms with their average scores. With this breakdown, there is less diversity in the data then within the entire data set. Plus, the amount of people who have now been grouped out, are smaller (maximum of 7), so the problem of generalizing the data is smaller.

To define where the focus should be, the questions have been divided into three different groups.
1. Statement with good scores – all teams at least slightly agree on the statement, this means that there is agreement on the fact that this statement is scoring well, improvement is not so necessary.
2. Statements with average scores – all teams at least think it is above the middle, meaning above a score of 5, these are more interesting statements to focus on, since the scorings are already lower.
3. Statements with low scores – the average of the teams is below the middle of a 5. These statements are very relevant to focus on, since there is still a lot to be optimized in these statements.


Boxplot combined statements

■ Factor 1: We start a project with a clear strategic goal, commitment to the project, and effective and open communication

■ Factor 2: I know what the other (project) teams are working on due to effective knowledge sharing, open communication and the right training within the CX department

■ Factor 3: CX steers on it that we approach the customer journey broadly defining the underlying customer need and problem in our project teams, giving me a sense of control.

■ Factor 4: In my project teams, the right people are involved from the beginning of the project, covering the entire customer journey.

■ I know where and when to share the projects I am currently running.

■ In my project teams, I feel empowered to make decisions on my own.

■ In my project teams the team members effectively work together to a mutual goal.

■ I have a feeling of responsibility for the projects that I am working on.

■ There is mutual respect and trust within the CX department.

■ There is mutual respect and trust within my project teams.

■ I am aware of the skills and knowledge that people have within my team.
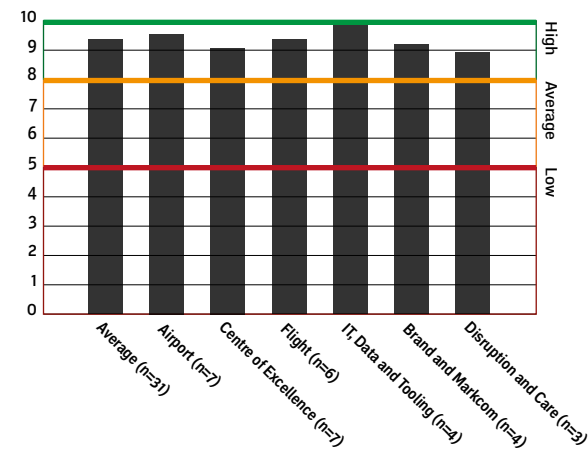
High scores

Factor 1: We start a project with a clear strategic goal, commitment to the project, and effective and open communication.
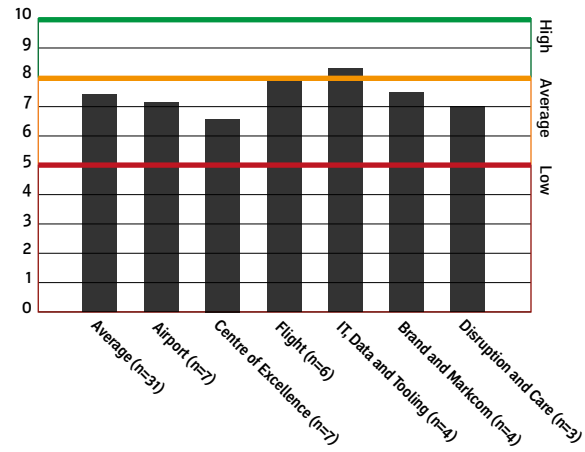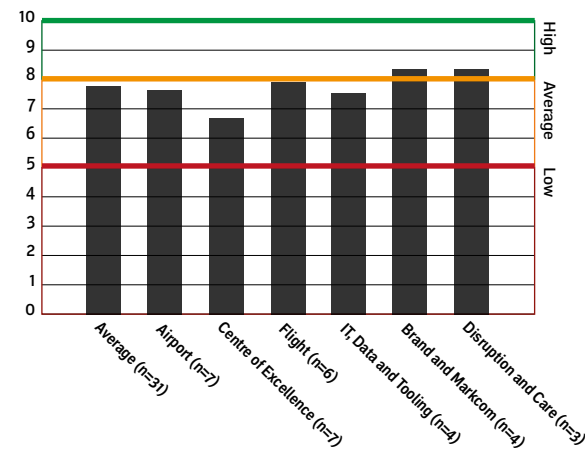

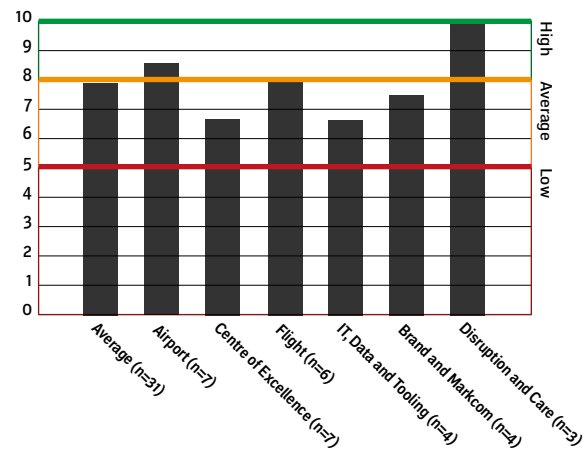**In my project teams, I feel empowered to make decisions on my own.**
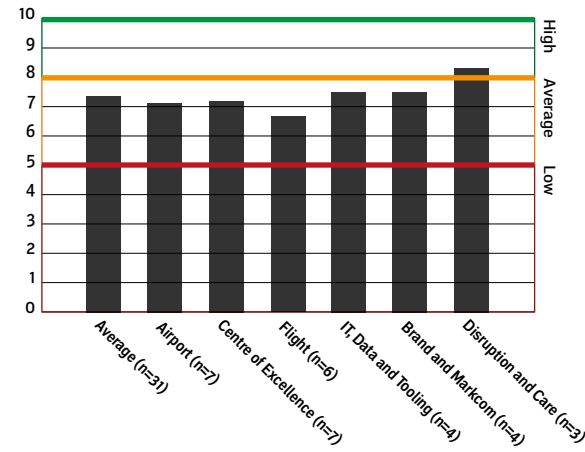
I have a feeling of responsibility for the projects that I am working on.

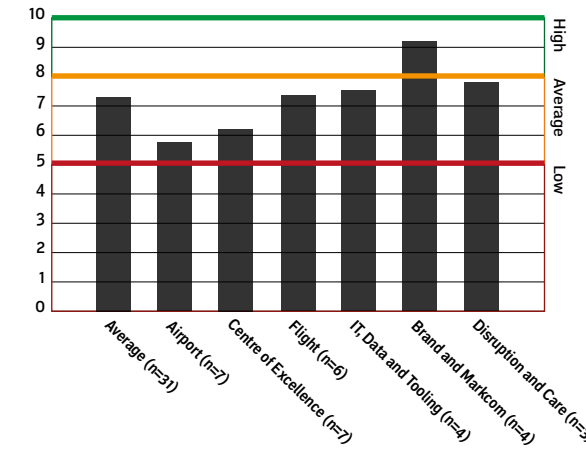**There is mutual respect and trust within my project teams.**

I am aware of the skills and knowledge that people have within my team.
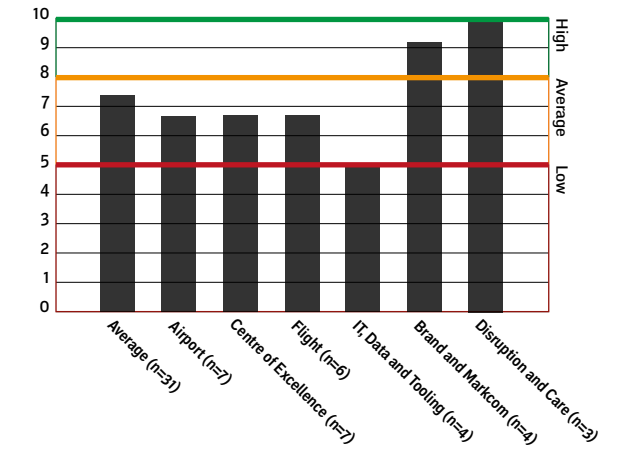

Average scores

I know where and when to share the projects I am currently running.

There is mutual respect and trust within the CX department

Factor 4: In my project teams, the right people are involved from the beginning of the project, covering the entire customer journey.
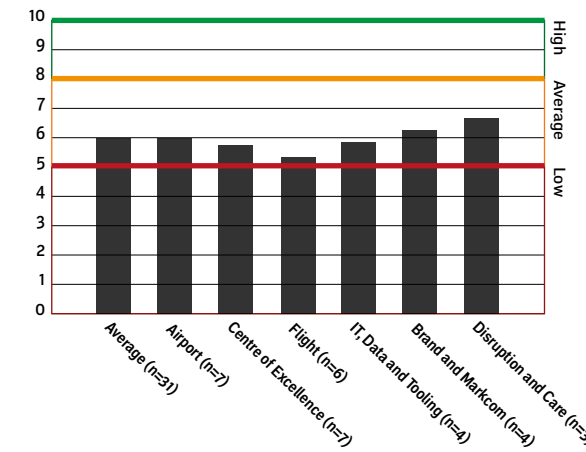
In my project teams, the team members effectively work together towards a mutual goal.
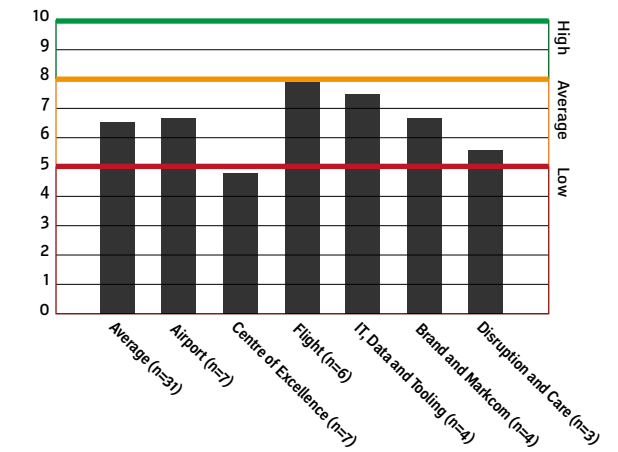
Factor 3: CX management steers on a broad customer journey approach in our project teams, defining the customer need and problem, giving me a sense of control.

Low scores

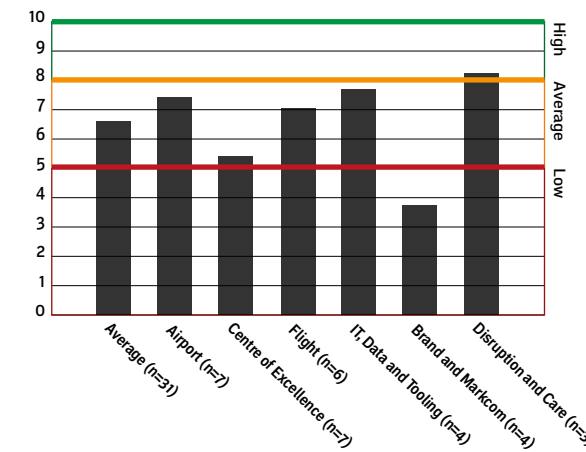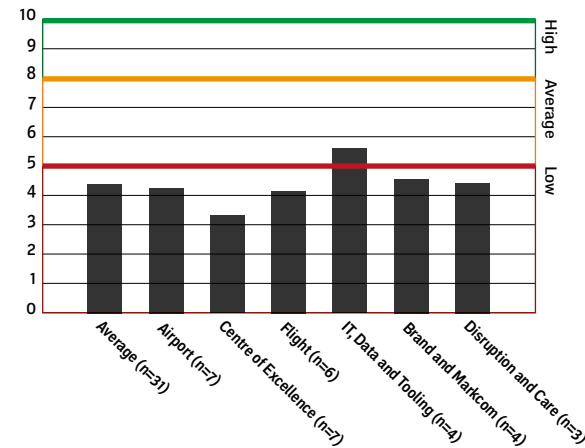**Factor 2: I know what other (project) teams in CX are working on due to effective knowledge sharing, open communication and the right training.**

Field, A. (2018). Discovering Statistics Using IBM SPSS Statistics. SAGE Publications.

Field, D. A. (2005). C8057 (Research Methods II): Factor Analysis on SPSS. University of Sussex, İngiltere.

Field, D.A. (2006). C8057 (Research Methods II): Reliability Analysis. University of Sussex, İngiltere. Statistics Solutions. (2021, March 24). Directory of Statistical Analyses. https://www.statisticssolutions.com/free-resources/directory-of-statistical-analyses/

Appendix 10: Rationale behind answers questionnaire

Open questions in the questionnaire

Centre of Excellence

- I (as CoX) often find it very hard to get a grasp on which projects are running. They often run in a vacuum until the demo or until an MT presentation. Being aware of what is going on requires me to be very connected on a personal level to CJM's or to teams in general.
- The teams do work in silo's, therefore it is not clear where everyone is working on. More important, because of that it is not possible to work 100% integral.
- When included, we do investigate customer needs, goals etc. But often, I am requested at a later stage, meaning most of my responses will be "slightly disagree". Also, I do feel I can say that based on data we should do something, but this often results in resistance.
- I am frequently invited to a project, after it has been kicked off, and requested to deliver data showing the need for the project. However, before a project kick-off, it should be investigated if the project is needed and if it will have a significant enough impact (and consider the costs). Considering sharing my projects, yes I know where and when, but there does not seem to be the option to discuss failures or reasons for project cancellations.
- We SHOULD have clarity on the stage-setting elements mentioned above.
- Communication happens within teams and from/to the MT regularly, but inter-team communications relies on personal connections or on being in a specific project.
- People within the teams work individual. The team effort is not visible.

IT, Data and Tooling

- In my role I am not working together with colleagues from CX as much, though my team can and should be involved in certain subjects more often.

Airport and Customer Offer and Interaction

- I have most insight in what Customer Journey Managers are working on, but less on Data/Tooling/Technology team and CoX team.
- We start the project but mostly we don't check if other departments work on similar subjects.
- Within CX, it is not always known on what projects teams (others than yours) are working on.
- we have the CX demo to show our activities but that is most of the time about the projects which are live/deliverd, not about running projects...
- I often hear that no time/resources are available from CoX to help executing data analysis and service design on subjects.
- We sometimes begun with solutions already and we do not often have a specific measurable goal as improving nps with.. or being done within a certain time with a planning.
- Not for all projects, a full business case is prepared or a clear KPI set......
- I feel we still act too much as individuals working on a (large) set of subjects, and as a result progress on each subject/project is limited and it feels like you keep on "pulling and pushing" the subject while not reaching the wanted progress and impact on the organization and our customers. Examples in which more people from CX work on a subject/project show to me that we can have more impact and progress, and it is easier to get all stakeholders at the table.

- There is no structural format for sharing project updates across CX (except for the DEMO).
- Still have the feeling that CX management is steering on too many topics. Feels like with more focus on a limited number of topics we can reach quicker and better results.
- CX is steered on silo's and individual targets, not by team efforts.

Short interview with five different employees

1. Interview questions

For the short interview, three questions were being asked, a few other questions were possible follow-up questions if some time would remain. The interviews took half an hour and there were five respondents.

- What was your score on the statement that you are aware of what other project and journey teams are doing, and why?
- What was your score on the statement that there is effective knowledge sharing, and why?
- What was your score on the statement that there is mutual respect and trust within the CX department, and why?

Possible additional questions:
- There are multiple ways to make a connection with someone, like the guilt or the demo. Why do you think that these moments do not contribute enough to effective knowledge sharing
- What should be done to find a midway between the guilt and the demo?
- Why does everyone think they are so busy?

2. Insights from the interviews

There is a lack of alignment between the different teams and a lack of knowledge sharing due to minimal physical contact.
- 1. It is due to laziness and no discipline.
- 2. CX only exists since 2018. After two years of Covid we have actually not done much in development or professionalising CX, while this was one of the EVPs wishes. We have come into

a surviva mode. There was a reorganisation, with 25% less FTE, meaning resources go down a lot. You have to rediscover yourself as an organisation.
- 4. You see stakeholders collaborate with different people from CX. If we don't agree amongst each other, we will not be professional towards our stakeholders.
- 4. Pre covid, you would hear at the office something about the other departments. Now you are at the office for one or two days, so you hear less at the office.
- 4. Communication is difficult in a large organisation, but with the hybrid working, it has become even harder.
- 4. We never say no to projects.
- 4. Management also has a role.
- 5. Until a certain level there is awareness, but not much best practices are shared, how to approach a problem, who do you involve?

The silo's keep people seperated from each other
- 1. We are organised in silo's, and I am convinced that is the root cause of our problem.
- 1. We have a very old structure, very hierarchical.
- 2. There are subjects that touch upon multiple omains, which might be useful to discuss with each other so there is no waste of resources.
- 2. Flyco is a very silobased company
- 3. The team will also make a difference, the one team is stimulated more than the other to cooperate.
- 4. If you do not align well with your colleagues, you are not working optimally, you might miss a part of the customer journey.
- 4. Meetings are also seperated.
- 4. You could use human resources way more efficient throughout the customer journey. Once there was a promise that we would reorganise after Covid. That we would be working with less people and not in the silos.
- 5. I think that in openness and in transparancy, there is a lot to gain.

There is a lack of tacit knowledge sharing, since the focus is on explicit and result oriented knowledge.
- 1. We are focused on chasing lists, very result oriented. You lose the knowledge sharing.
- 1. It misses depth.
- 2. I am not always aware what other teams are doing. Only about the OGSM themes.
- 2. Even though there is the will, there is not always good knowledge sharing.
- 3. There are two teams that I do not know a thing about.
- 3. The CX demo helps, but it is very superficial.
- 3. There is no standard process of knowledge sharing in the department. Sometimes within the MT there are meetings, but always about the main topics.
- 4. You do not know about the smaller cases.
- 4. I believe it is going well within the teams, but not in between the teams.
- 4. You always have to look up your information online, what you do not do.
- 5. I think that as CoX we know quite a lot, but other teams are maybe less aware.
- 5. The directors also have a lot of knowledge that is not shared with the teams.

Knowledge should perferably not always be shared with everyone, but only with the best fitting people to hear it.
- 3. People like to hear about what is going in. But to get continious updates about every detail in the department is not so necessary.

The current moments of knowledge sharing could be used for optimisation (meaning the CX demo or the guild)
- 1. The guild is meant for inspiring each other and learning from one another.
- 2. The CX demo might be the only way to be updated about what other teams are doing.
- 3. The guild is to share knowledge, which is more skill knowledge, to learn from. But there is a lot of intrinsic motivation.
- 4. The CX demo is a valuable moment to see what everybody is doing, but it is not about any

details.
- 4. We used to have the directors meetings to divide the CJMs over the projects, that is also not being done anymore.
- 5. CJM guild is really focused on skills instead of on results.
- 5. It is fun and valuable.

Appendix 11: Behaviour Change Wheel (BCW)

These steps are the worked out steps of the BCW.

Stage 1

1. Defining the problem in behavioral terms

- Identifying the problem behaviour that the intervention addresses (lacking of effective communication), who is performing this behaviour, list all other behaviours that might influence the problem behaviour.
- A lack of knowledge sharing is a large problem within the CX department, since there is not enough effective and open communication. Knowledge sharing scores incredibly low on the questionnaire. This results in unawareness of what other teams and project teams are doing within the CX department. Especially the ad hoc projects that come up are not known, which is necessary to know for the involvement of the right people for your projects. Also the skills that people have are not being learned from. As we can see in chapter 2.2.2, this leads to no consistent implementation of the customer needs, leading to an inconsistent customer journey experience. The CJMs who are responsible for optimizing the customer journey are involved in the problem, but also the team directors who share their knowledge with the teams. This happens at work.
- There is not yet well enough effective and open communication within the CX department, leading to unawareness of what other teams and project teams are doing within the CX department, while this is necessary for the involvement of the right people for the project teams.
- Being specific about the target individual, group or population involved, the behaviour itself.

2. Select the target behaviour

- Outline the new target behaviour (increase knowledge sharing), who needs to do it, what they need to do differently to achive change, where and when they need to do it, how often and with whom.

3. Specify target behaviour

- Looking at the people influencing the behaviour, especially the managers and the CJMs should focus on effective knowledge sharing. There needs to be more effective communication so that important knowledge is being shared. Since the online environment is hard for people to share their knowledge, it should be done at the office. Preferably the solution should be implemented in an already existing pattern, which will then be adapted. MT should focus on sharing it with the teams and CJMs should focus on sharing with each other.

4. Identify what needs to change

Com-B model looks at what needs to change

Stage 2

5. Identify intervention functions
6. Identify policy categories
→ these two steps are described in the chapter.

Stage 3

7. Identify behaviour change techniques.

Due to the long list, it has been decided to only focus on the BCTs that are mostly used (Michie et al., 2014).

8. Identify mode of delivery

Preferably physically

Target behaviour	The knowledge sharing should increase by implementing specific steps in the patterns for improvement	
	What needs to happen for the target behaviour to occur?	Is there a need for change?
Physical capability	Having the physical skill to communicate with others	Change is not needed, as their roles include mostly stakeholder management, which is not lacking.
Psychological capability	Knowing and being guided in the ways to communicate the right pieces of information.	Change is needed as not all people are sure of where and how to share their knowledge due to unawareness of the positive results or due to lack of time.
Physical opportunity	A physical opportunity where people can share their pieces of knowledge where the setting is made for it.	Change is needed to create an environment where this is supported by an activity.
Social opportunity	Have people influence one another by making sure everyone is involved.	Change is needed to make sure that it feels like a social oblivation.
Reflective motivation	Reflective motivation, meaning having the believe that behaviour change is good.	Change is not needed, since there is belief that knowledge sharing is good.
Automatic motivation	Having standard motivation and develop habits for better knowledge sharing.	Change is needed to establish routine and habit formation.

		Group	Y/N	Why
Environmental restructuring	Most frequently used BCTs:			
	Adding objects to the environment	12: antecedents	Y	Stimulates office interaction
	Prompts/cues	7: associations	Y	Physical stimulus in the environment
	Restructuring the physical environment	12: antecedents	Y	Stimulates office interaction where this is sometimes limited.
Enablement	Most frequently used BCTs:	Group	Y/N	Why
	Social support (unspecified)	3: social support	Y	Stimulates interaction between people, plus a reward is stimulated in KM
	Social support (practical)	3: social support	Y	Stimulates interaction specifically
	Goal setting (behaviour)	1: goals and planning	Y	Goals are important for alignment
	Goal setting (outcome)	1: goals and planning	Y	Clear planning is wanted by CX
	Adding objects to the environment	12: antecedents	Y	Stimulates office interaction
	Problem solving	1: goals and planning	N	Information sharing, not problem solving
	Action planning	1: goals and planning	Y	Important for executing the goals!!
	Self-monitoring of behaviour	2: feedback and monitoring	Y	Too much extra required from employee
	Restructuring the physical environment	12: antecedents	Y	Stimulates office interaction where this is sometimes limited.
	Review behaviour goals(s)	1: goals and planning	Y	Focused on optimizing behaviour
	Review outcome goal(s)	1: goals and planning	N	Too much focused on results again

# Appendix 13: Brainstorm ideas per concept direction

1. Triangle of feedback -> in the form of a template for structure
- Peer assist
- Learning review
- After action review

In this concept, the following brainstorm insights are included:
- Exchanging roles ones in a while for new insights (1)
- Using a template which everybody fills in (1)

- Stand-up sessions (1)
- A point reward or a game (1)
- Whiteboards on the 6th floor (3)
- Deliverables on the wall (3)
- Visible in your face (3)
- One structure for all people the same (3)
- Environment where sharing feedback feels safe (3)
- Kick-off demo for new projects (3)
- Knowing what is in it for you (4)
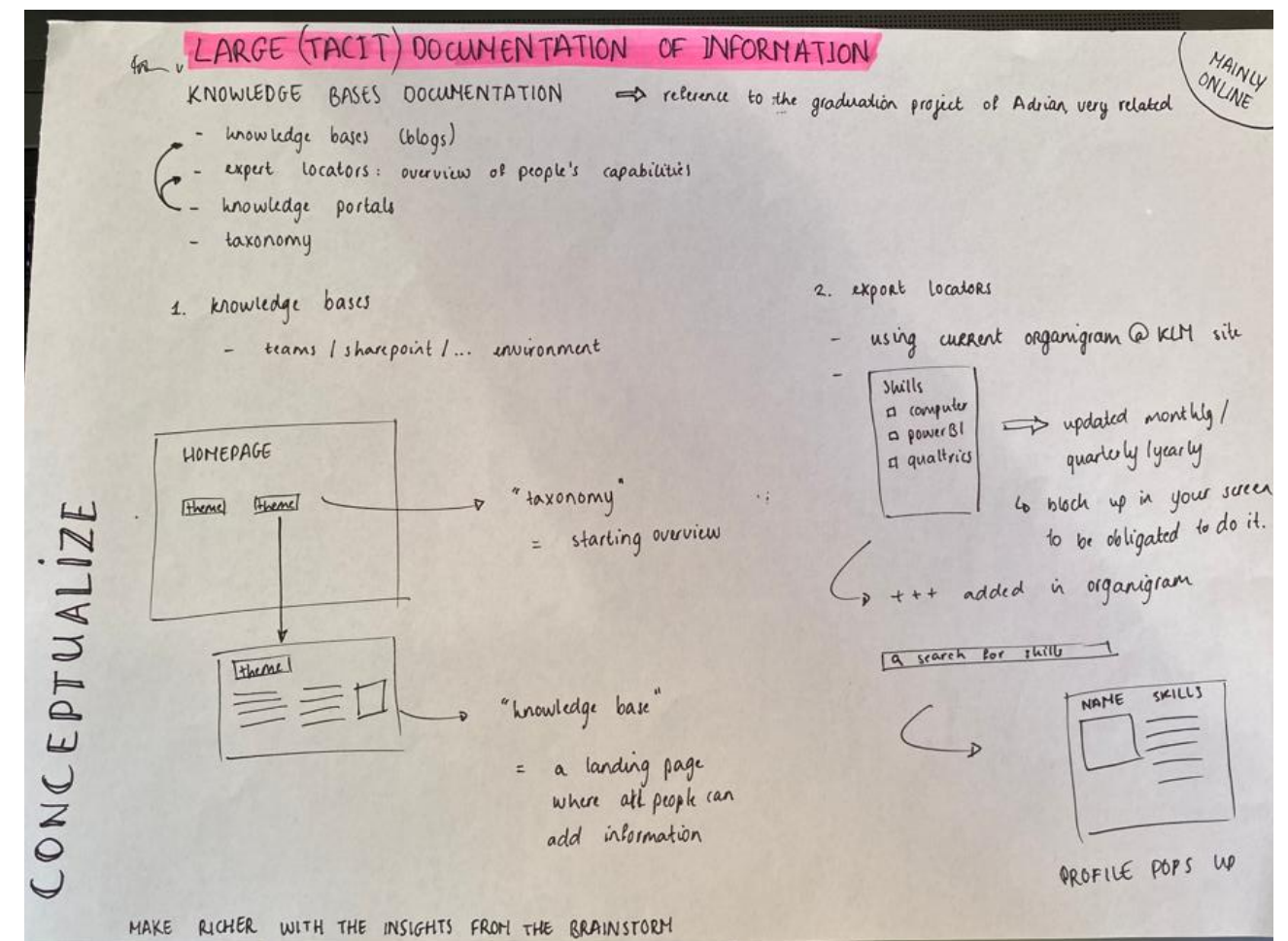- Visible acknowledgement for work (4)
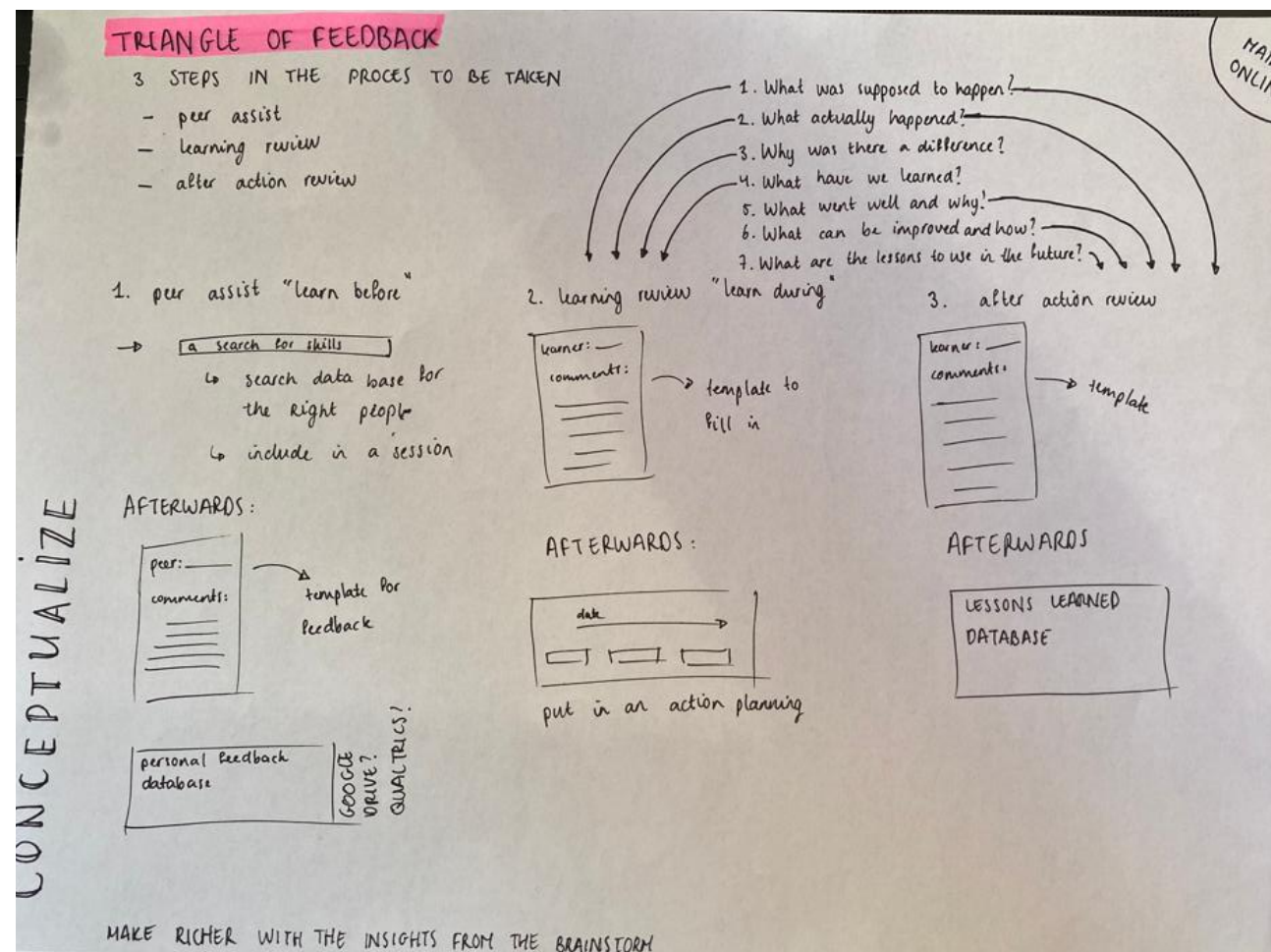
- Personal development (4)
- Task should fit with competences and talent (4)

2. Documentation / wiki of tacit information
- Knowledge bases (blogs)
- Expert locators
- Knowledge portal

In this concept, the following brainstorm insights are included:
- Exchanging roles ones in a while for new insights (1)
- Using a template which everybody fills in (1)
- Regularly sharing your activities (2)
- Keep an overview of the actions done, owners, next steps (2)
- Clear owners for each goal (2)

- Clear ownership and accountability (2)
- Clear governance on tasks (2)
- One structure for all people the same (3)
- One person responsible for the documentation (3)
- Newsletter (3)
- Jira / Miro / Drive (3)
- Guide for new starters to be introduced (3)
- Videos or animations (3)

3. A stimulating collaborative space
These can be seen as online platforms where people can remotely work together. For instance a good example is to gather everyone in teams, and then collaborate on a platform where multiple people can creatively work on, like Miro. Due to covid, this is also a method already being used at Flyco.
physical environment changing as in the BCW

Changing aspects and routines within the office, and directing the office in a way that it stimulates people into knowledge sharing.

In this concept, the following brainstorm insights are included:
- Planned bi-weekly sessions (1)
- Using a template which everybody fills in (1)
- Knowing what's in it for you (1)
- Realistic goals in a clear timeframe (2)
- Clear ownership and accountability (2)
- Clear owners of each goal (2)
- Clear governance and tasks (2)
- Define the tasks together with your team (2)
- Goals should be measurable (2)
- Regularly sharing activities (2)
- Dividing bigger goal in small activities that can be achieved (2)

- Monitoring of tasks and projects (2)
- Keep an overview of actions done, owners, next steps (2)
- Whiteboards on the 6th floor (3)
- Deliverables on the wall (3)
- Visible in your face (3)
- One person responsible for documentation (3)
- One structure for all people the same (3)
- Jira / Miro / Drive (3)
- Celebrating the successes and checkpoints (4)
- Ownership to the subject (4)
- Clear KPI's with a clear time frame (4)
- Clear results per taken initiative (4)

Could there be another concept based on these ideas?

4. Social support in large groups

Gronau, N. (2002). The knowledge café—a

COLLABORATIVE SPACE

MAKE RICHER WITH THE INSIGHTS FROM THE BRAINSTORM

CONCEPTUALIZE

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knowledge management system and its application to hospitality and tourism. *Journal of Quality Assurance in Hospitality & Tourism*, 3(3-4), 75-88.
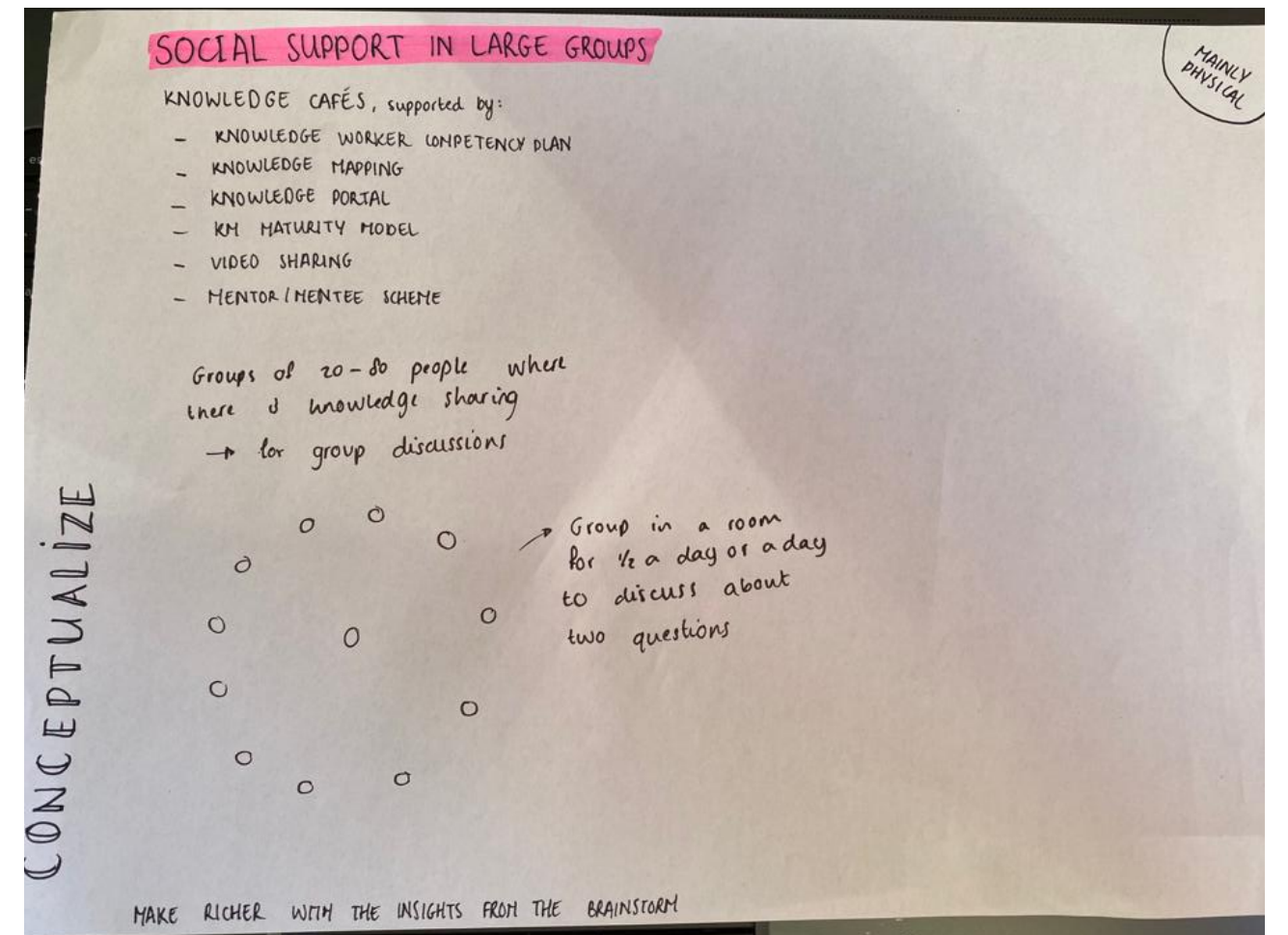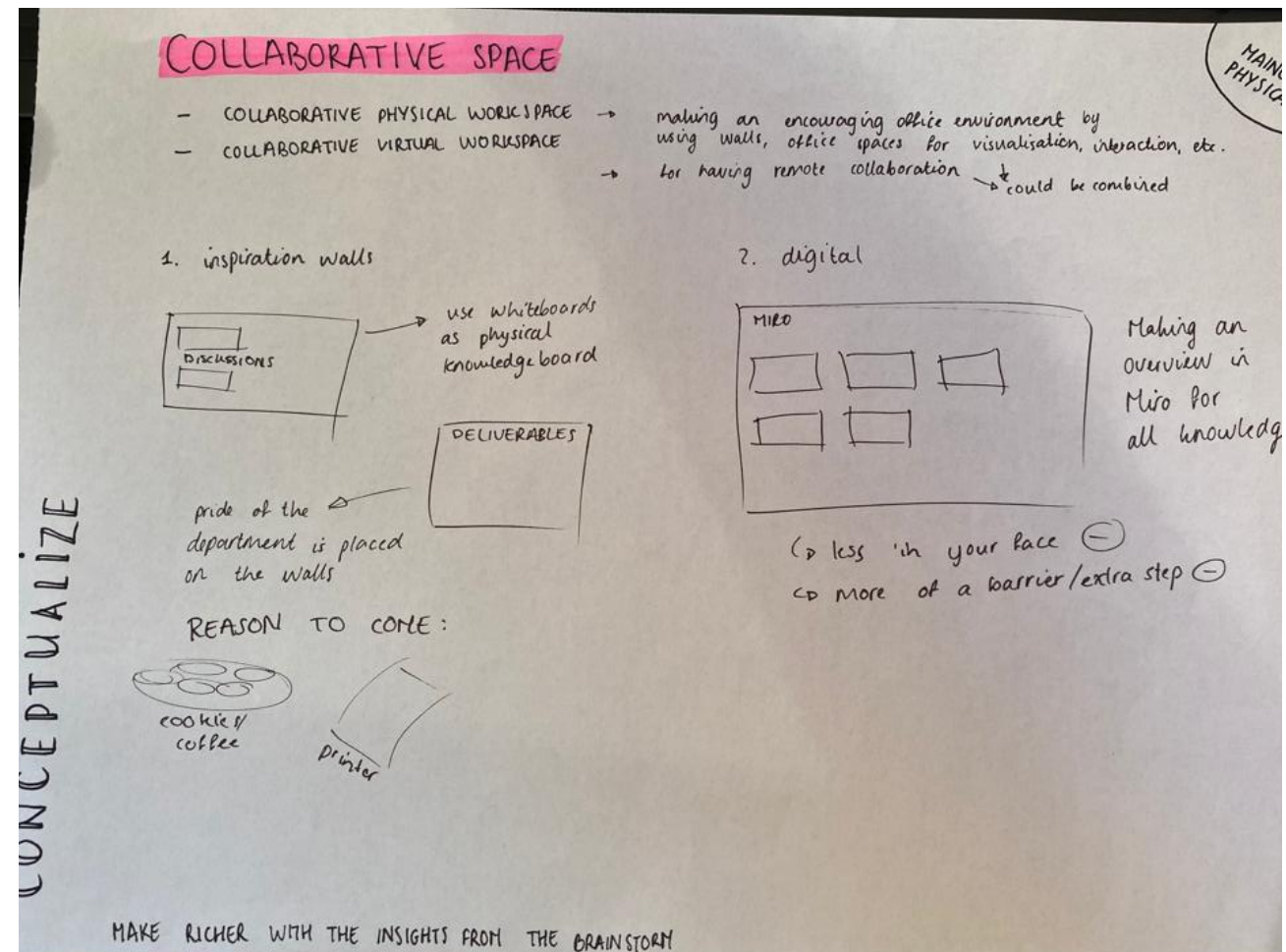- Knowledge cafes

Highly recommended:
- Knowledge worker competency plan
- Knowledge mapping
- Knowledge portal
- KM Maturity Model
- Video sharing
- Mentor / Mentee scheme

In this concept, the following brainstorm insights are included:
- Using a template which everybody fills in (1)
- Stand up sessions (1)
- Goals should be measurable (2)
- Realistic goals in a clear time frame (2)

- Define the tasks together with your team (2)
- Dividing bigger goal in small activities that can be achieved (2)
- One structure for all people the same (3)
- Environment where sharing feedback feels safe (3)
- Kick-off demo for new projects (3)
- One person responsible for the documentation (3)
- Deliverables on the wall (3)
- Visible in your face (3)
- Clear strategy and projects set by top management (4)
- Clear guidelines or instructions (4)
- Clear KPI's with a clear timeframe (4)
- Clear results per taken initiative (4)

SOCIAL SUPPORT IN LARGE GROUPS

MAKE RICHER WITH THE INSIGHTS FROM THE BRAINSTORM

CONCEPTUALIZE

5. Small rotating communities of practice

- Knowledge clusters
- Community of Practice
- Mentor / Mentee

In this concept, the following brainstorm insights are included:

- Knowing what is in it for you (1)
- Exchanging roles once in a while for new insights (1)
- Weekly update moments (1)
- Planned one-on-one sessions (1)
- A point reward or a game (1)
- Obligated coffee dates (1)
- Buddy system with set moments (1)
- Regularly sharing your activities (2)
- Dividing bigger goal in small activities that can be achieved (2)
- Monitoring of tasks and projects (2)
- Define the tasks tgether with your team (2)
- Environment where sharing feedback feels safe (3)
- One structure for all people the same (3)
- Deliverables on the wall (3)
- Whiteboards on the 6th floor (3)
- Celebrating the successes and the checkpoints (4)
- Personal development (4)
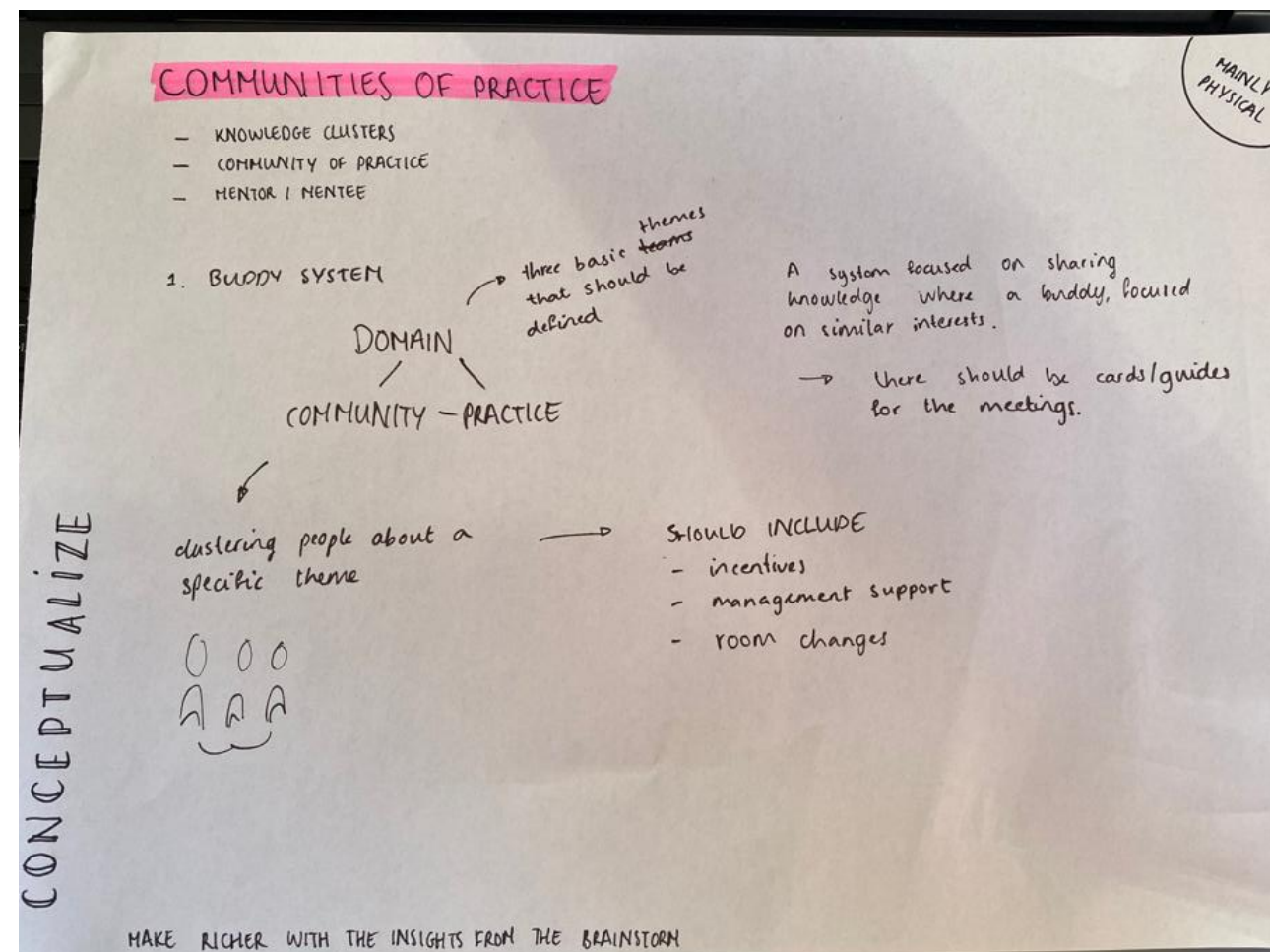
Appendix 14: hypotheses and assumptions

Hypotheses

1. Employees have questions or statements where they would like to have input on from other teams.
During the first test meeting, employees were asked about the topics they would be interested in to discuss, where they immediately came up with different directions of topics. However they all asked in what direction they should be thinking.

2. The employees preferably define their question or statement based on a broad range of options.
The employees were asked to describe what type of topic directions for statements and questions they were interested in to discuss. These options were very broadly defined, where most important outcomes were OGSM project, ad hoc project, process and organisational questions. Only the team of Brand and Markcom might have different focus areas.

3. Employees can come up with questions or statements to discuss.
Even though the first test meeting indicated that people could come up with questions or statements, once they had to define these in the third test meeting for real, it was more difficult than expected. There was a need for guidelines for posing the questions. But there was also the remark that posing the statements and questions alone is harder than within a team.

4. Employees want to choose their topic of interest to discuss by themselves.
Both the first and third test meeting made it clear that people are more interested in talking about a topic that they have gained expertise and knowledge in, which is also very relevant based on the literature of the CoP.

5. Twenty minutes is a sufficient amount of time to have an effective meeting.
During the first test meeting, people rated the amount of time to spend per subpart of the meeting. Only for preparing the presentation ten minutes was used, for all others, at least twenty minutes of time was located. However, meetings of twenty minutes rarely happen, they are mostly at least half an hour. Furthermore all participants were willing to spend half an hour per week on the topics, provided that the topic is one of their interests.

6. Five different meetings are enough to walk through the process of the CoP.
All participants agreed that the process could be walked through in five meetings, provided that the meetings are not long after each other to make sure people stay up-to-date about the topic. The CoP can decide themselves if more meetings are needed.

7. Employees are willing to meet weekly for this process.
During the first test meeting, every employee was willing to put at least half an hour per week into these meetings. The side note is that the benefit should be clear for the concept to work. What is important to keep in mind, is that people say they are willing to put time in it, but when planning the third test meeting, seven out of ten people cancelled on me, due to deadlines and busy days. This is clearly an important note to take into account.

8. Walking through the process with steps of diverging and coverging gives the separate meetings structure to have an effective meeting.
The first test meeting also focused on how the meeting should be classified to offer structure. All employees who participated agreed that the structure offered was helpful.

9. Having clear guidelines per meeting ensures the time is used efficiently.
During the first test meeting, the employees were asked to define whether further guidelines are needed in the meeting to ensure the time is used efficiently. Most importantly were the clear problem framing, time boxes and goals per meeting. Further input can be found in appendix XX.

10. Notes will help in recapping the information from the week before to begin efficiently.
All members indicated that it was helpful to start a meeting by recapping the key points discussed in the meeting before to start directly effectively. Also stating the goal of the current meeting in the beginning is helpful, to know what the final key points of the meeting should be.

11. The CoP supports alignment between the different teams.
In the third test meeting, the employees agreed that the process helped them get aligned on the topic. However, there was a side note that they had the feeling that they had quite similar opinions on the topic, which might have helped in them getting on the same page. This might be different if people have different opinions. Having a clear structure of advantages and disadvantages for arguments might help to solve this.

12. The CoP ensures people learn from each other.
After the third test meeting, all participants agreed that they had learned from each other from the meeting.
The CoP supports knowledge sharing and learning.

13. A facilitator ensures the meeting is supervised in a structured way.
During the first and third test meeting, it was asked what was needed to make sure the time was used efficiently. All people agreed that there was someone needed to keep track of time and planning.

14. All the outcomes of the CoP should be shown physically in the office.

This hypotheses has been rejected. Putting all knowledge in the office would not trigger to take a look at it, while having a short summary would.

15. There should be a template for the showcase at the office.
The second and third test made it clear that aksing to create a trigger at the office, would result in very different outcomes. In the second test meeting, people indicated what aspects would be helpful to put on this trigger so that people are interested. These were the problem statement, the outcomes in one sentence, the people involved and the action points.

16. There should be an object added to the office where the shared knowledge is put on.
All employees believed that the current office space would offer enough options and places to use for the trigger. Even if you would place an object, after a short time it would lose its special reference, where the object was probably intended for.

17. All the outcomes of the CoP should also be placed online.
In the second test meeting, people agreed that there should be a central form of documentation, like teams to place the shared knowledge on.

Assumptions

1. CoP encourages employees to apply their knowledge in the broadness of the organisation.
When people are interested in a topic of other teams, they are very willing to contribute to this topic and help the others further. As the test meetings showed, people get excited from helping other people with their expertise.

2. CoP is an effective method to share knowledge with each other within five weeks of time.
In the third test meeting of one hour, people could share their knowledge with each other during a real-life test. It was very helpful and new insights were gained by all members who participated. Based on the insights of the first test meeting, it was clear

that having five meetings of half an hour would be sufficient to walk through the process when the right structure would be given.

3. The CoP is adopted when it is perceived as a positive resource instead of a mandatory activity.
When people are interested in the topic, they are happy to contribute to this, but when mandatory, there is less willingness. Furthermore, people working against deadlines might cancel last-minute for these meetings.

4. The CoP meetings offer people the structure to share knowledge.
Currently there is no fixed structure to share knowledge with each other across the organisation. Therefore, this concept is very relevant and helpful for the employees as a starting point for more knowledge sharing in the CX department. In the CX Way Of Working launch, it also showed to be desired to have a structure offered to continuously share knowledge with each other.

5. The multidisciplinary insights from employees ensure that people learn from each other.
People could learn from the different backgrounds that were included in the third test meeting. These different expertises ensured they learned from each other. New insights were gathered. However, therefore it is relevant to ensure that people are divided, having members from different teams put together.

6. A facilitator is needed to give structure and support to the meetings.
The test members described that a facilitator is very useful in the process to offer structure and to make sure that the meeting time is used efficiently. When there is no facilitator explaining the guidelines, and checking time, the meetings are not used in full efficiency.

7. Showing information physically at the office is an easy and accessible way of sharing insights.
People agreed that using the office to share

information with each other is good. However, not all knowledge should be placed in the office, since this will lead to a overload of information. Therefore, putting only a summary of the project is more useful then placing every result coming out of the meetings.

Appendix 15: test approach

All three tests start with a short description on the topic:

Short description concept
The concept is based on the community of practice concept. It has five steps to go through. I briefly explain the steps to give you some clarity about the process.

1. First, a problem is identified within a team, which cannot be solved within the team itself. Which is then presented to the department.
2. Then groups are formed around this topic with people who find it interesting to talk about this topic.
3. These groups then exchange the knowledge they have about this topic on the basis of their experiences and acquired skills. They discuss their experiences with each other.
4. The group then reflects on the knowledge they have gathered to come up with an outcome as a solution to the problem.
5. This outcome is then shared with the department.

In the end, each team gets input on their own problems and issues from the other teams from different knowledge perspectives in order to learn from each other.

Test 1: focus on the community groups
Description:
In this meeting, I would like to talk about the meetings in the groups. These are divided into the following parts:
- Looking at the problem at hand.
- Sharing experiences from the different perspectives of the group.
- Discussing the problem with each other and reflecting on the insights.
- Reaching consensus to present to the rest of the department.
- Presenting and making physical

Questions:
1. Now I give you 120 minutes in total, of all 10 minutes, you can divide over the meetings. How would you divide these?
2. How much detail do you need to have described per item to have an effective meeting?
3. How do you ensure you start the meeting effectively, when the meetings are spread over multiple weeks?
4. If I would say this is going to be a weekly meeting. How much time are you willing to spend on it?
5. What subjects would you like to receive feedback on that you can think of now?
6. How would you show the results to your colleagues?

Test 2: focus on the showcase at the office
Description:
I would like to talk about the last part of the concept, making the results visible to the department. Since the meetings discuss the whole process, but it is relevant for people to also be capable of seeing the results when they have not participated in this group. Therefore I would like to create a trigger at the office.

Questions:
1. What presentation piece would trigger you at the office to look for more information?
2. If you were to draw this piece, how would you make it?
3. Does this trigger your attention enough?
4. What space in the office would you use for this?
5. Would you think an extra object is valuable?

6. What about the online environment, what would trigger you to look there?
7. What platform would you use for documentation?

Test 3: experiment by walking through the process
Before the meeting, people are asked to have pen and paper, and to think of a question or statement.

The meetings were done over teams.

Step 1: identifying questions or statements
- Define one or more questions or statements
- Type these in the comments.

Questions
1. How easy was it to come up with questions or statements
2. How much do you desire input from the other teams on these?
3. How many have you come up with?

Discussion moment to discuss if the questions and statements are all clear. If needed, the questions or statements are further defined. Then the decision is made which question or statement to continue on.

Questions
4. Do you prefer to be divided by a system in a topic, or based on preference?
5. How much do you already know on this subject?
6. How much do you like to discuss this topic?
7. How much do you think you can learn from the others?

One person is chosen to document.

Step 1 in the meetings: problem statement
- What is the problem?
- Who has the problem?
- What do we want to achieve with the solution?

Step 2: sharing experiences, skills

Step 3: Consensus finding
- Look at the generated insights
- Define advantages and disadvantages
- Which solution is best fitting to the initial goal?

Questions:
8. Would you like to have a facilitator seperate from time keeper and documentator?
9. How much do you now know about this subject?
10. How much have you learned through this meeting?
11. How much did you get aligned through this meeting?

Create a trigger for the office.

Open discussion.

Appendix 16: test results

Test 1: focus on the community groups

On the right side, the outcomes of the minutes per part of the meeting are shown.

Below, the outcomes of the meetings are shown, which is the input from the CX employees.