

Project Journey Embassy

Foster the continuity in multidisciplinary collaboration towards the problem-solving innovation

The application of multidisciplinary collaboration has become a trend to prevent knowledge isolation obstructing business development (Schaubroeck, Tarczewski, & Theunissen, 2016), particularly in the IT industry as it pursue problem-solving innovation.

An IT service company is currently striving to transform into an IT innovation consultancy. Despite having a full-functional workforce and the Project Journey model, it is challenging for them to sell and conduct problem-solving projects to their clients. Not every employee from various disciplines is ready for multidisciplinary collaboration.

The project went through a variant Double Diamond process. The initial assignment was to mitigate the potential misunderstanding between different disciplines. After the generative design research to investigate the context and identify problems, the researcher concluded with a **reframed problem as an essential need to have a continuous and concrete guideline for the company's multidisciplinary way of working (WoW).**

The conceptualization process commenced with two co-creation workshops involving frontline workers. Subsequently, the solution is refined based on the insights from previous research and feedback during the sessions. The researcher also drew inspiration from established literature, such as the classic RACI model for multidisciplinary project management and the organizational change management model Plan-Do-Check-Act (PDCA). The final solution comprises three components as shown on the right.

Project Journey Blueprint, a multidisciplinary WoW framework (figure 1)

The researcher outlined seven factors of the multidisciplinary WoW framework in a service blueprint format. Project Journey Blueprint is more concise, intuitive, and actionable than RACI matrix. It reinforces a value-based illustration, reducing misunderstandings between different disciplines and fostering a more efficient and effective multidisciplinary collaboration.

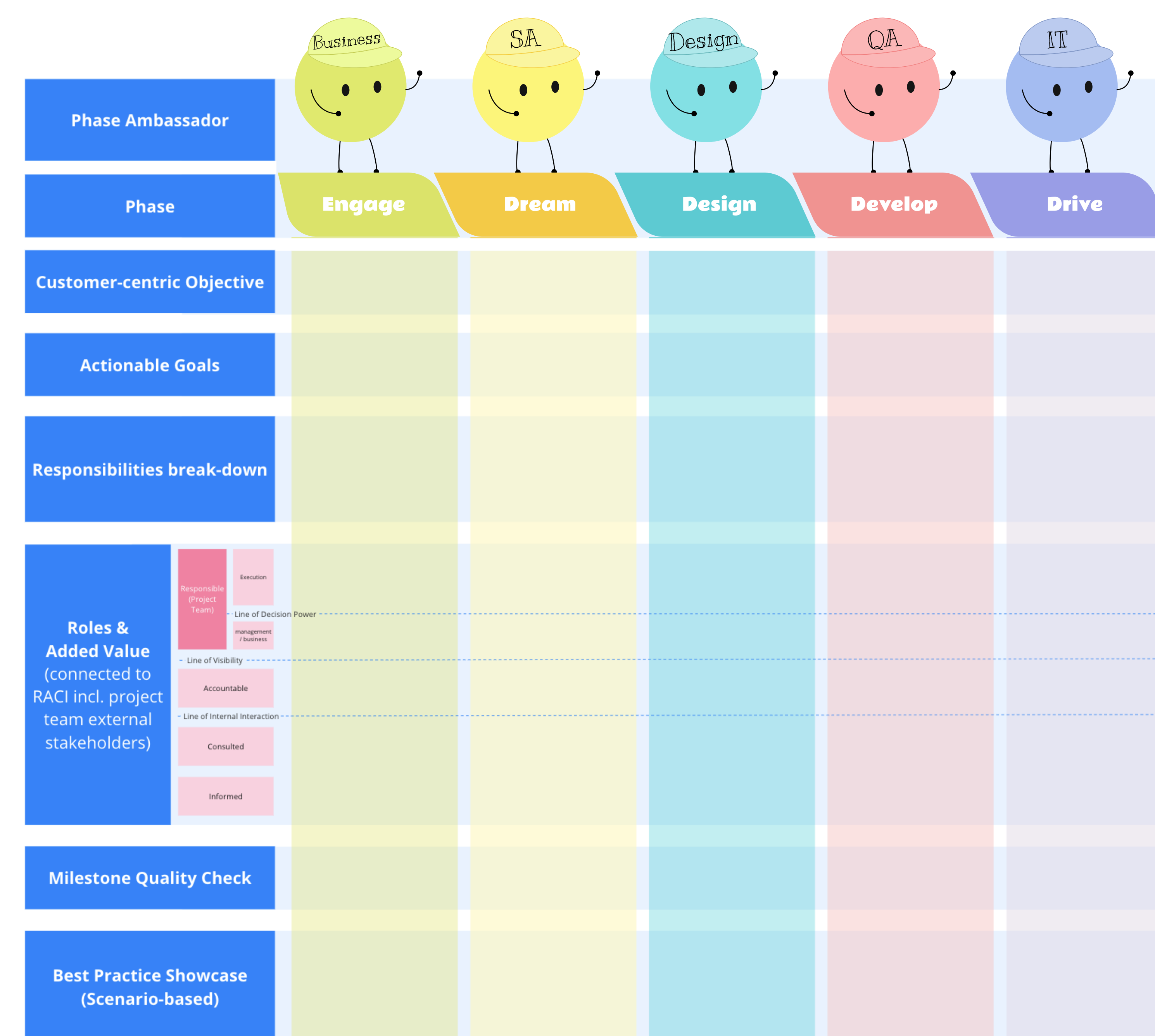


Figure 1 Unfilled Project Journey Blueprint

Project Journey Embassy, a co-creation toolkit for developing multidisciplinary WoW guideline (figure 2)

The researcher developed an online gamified toolkit with the aim of evoking ownership and mutual understanding. It includes a generative workshop within each discipline and an alignment workshop across all the disciplines, resulting in a consensus on multidisciplinary WoW guideline, including the ideal team configuration and a Minimum Viable Team (MVT).

A three-stage implementation approach to bridge the guideline into practice

The process begins with the bottom-up co-creation, followed by organizational-level PDCA, where Project Journey Blueprint is executed and updated quarterly. The third stage employs project-level PDCA obtaining insights reported to discipline ambassadors and discussed in organizational 'Check' moments. The ongoing cycle ensures a resilient continuity of the multidisciplinary WoW.

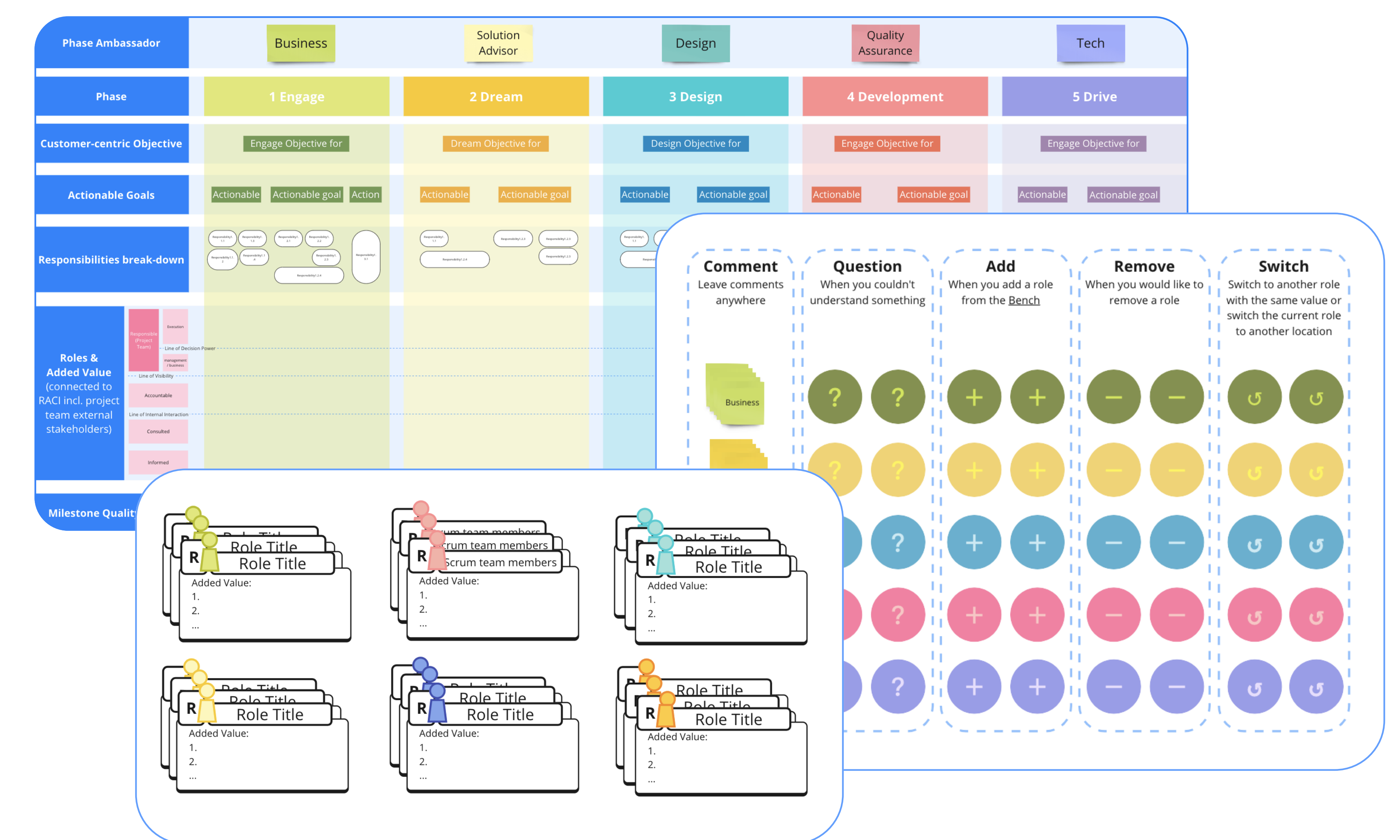


Figure 2 Project Journey Embassy toolkit

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30th October, 2023
Msc. Strategic Product Design

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