

Willkommen

Bienvenue

Welcome

tervetuloa

yôkoso

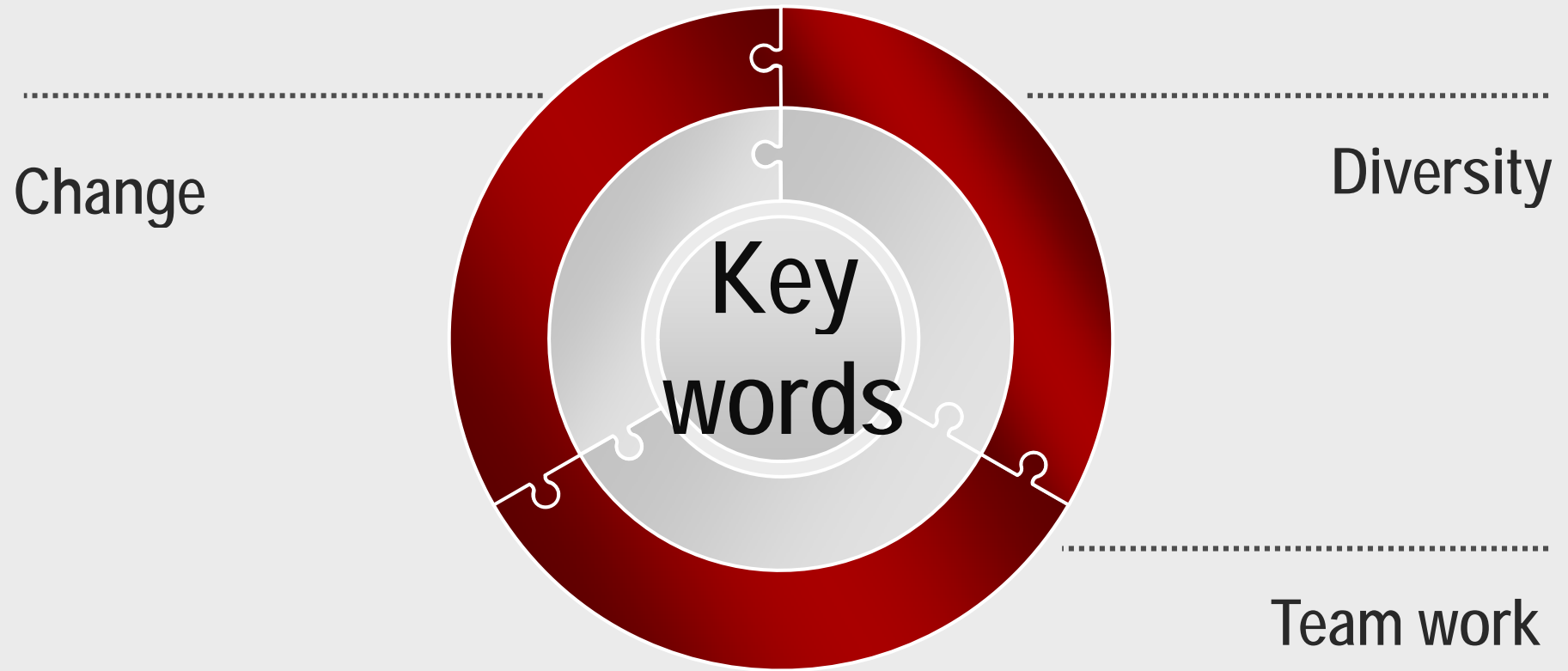
welkom

Benvenuto

Bienvenida



Please mute
Your cell!



Let's talk about



Loredana Padurean, Bosco Gurin, Building culture 2010



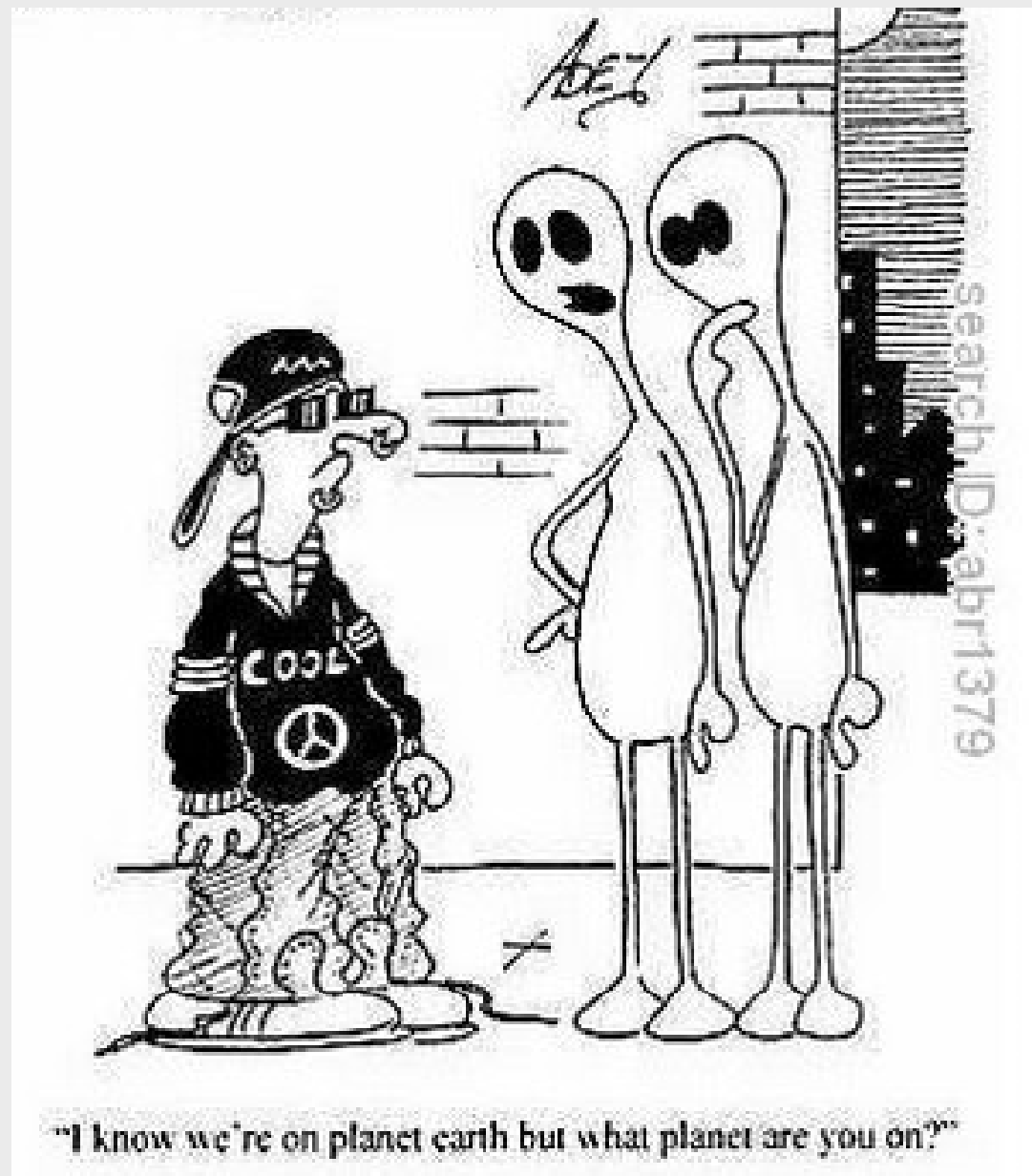
Chapter 01

Me

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Take away



EMBRACE DIVERSITY



LEARN FAST



CHANGE HAPPENS!



What defines you?

3 words

trendy

traditional

traditional

trendy

Image by JISC Holdings plc

perfect

imperfect

imperfect

perfect

JISC Holdings plc



We all tends to focus on certain variables while ignoring others

We all have a different set of priorities

Political, strategic and cultural

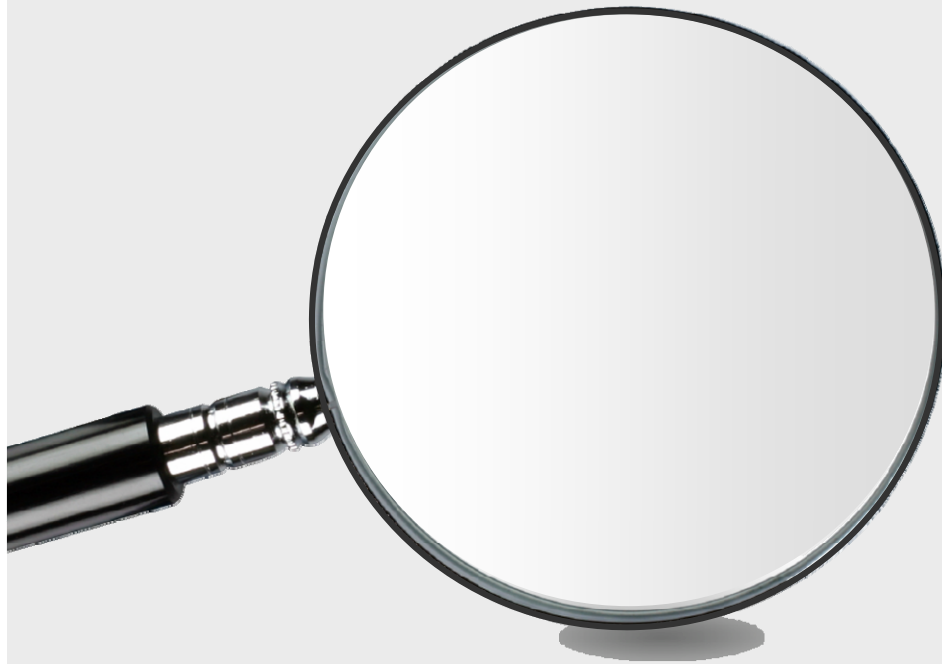
(Ancona et al, 1999)



The political lens

- ✓ Networks
- ✓ Coalitions
- ✓ Influence
- ✓ Power

They most likely negotiate, to satisfy the varying interests of multiple stakeholders



The strategic lens

- ✓ Strategy
- ✓ Operations
- ✓ Define goals, tasks
- ✓ Implementation

Will attempt to control the passions of the cultural and political members.



The cultural lens

- ✓ visionaries
- ✓ defining values and beliefs

Guide organizational behavior in ways that may not necessarily be obviously understood or explicitly recognized by organizational members



15 min. brainstorming

Task

In teams of 3, each wearing a different lens, start debating upon a current issue that concerns international tourism

Take away



Multiple perspectives



LEARN FAST



Break

15 min



Chapter 02

Us – the Team

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TEAM - a small number of people with complementary skills



- common commitment and purpose
- performance goals
- complementary skills
- mutual accountability



Teams persistently outperform individuals



Teams apply the knowledge, life experiences
and insights of their members



If small enough, they respond quickly to new
challenges



Teams are small (max 25)



Members possess complementary skills

- Technical or functional expertise

- Problem solving and decision making skills

- Interpersonal skills



Members share a common purpose and performance goals



Members develop a common approach



Members hold themselves mutually accountable



Lack of conviction



Personal discomfort and risk



Weak organizational – performance
ethics



Go for small wins



Look for new information and
approaches



Ask for help

Katzenbach and Smith, 1993

TEAMWORK



a set of **values** that encourage listening and responding **constructively** to views expressed by **others**, giving others the benefit of the **doubt**, providing **support**, and recognizing the **interests and achievements** of others.



An effective team is always worth more
than the sum of its parts.

IDEO's focus lies at the intersection of insight and inspiration, and is informed by business, technology, and culture.



DESIGN PARTNERSHIP
Samsung



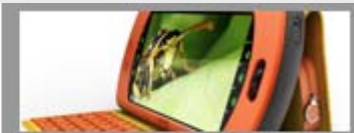
ETHICAL CONSUMERISM CONCEPTS
Oxfam GB



IMMUNIZATION DELIVERY METHOD
Intercell



SHIFT FOCUS
United States Department of Energy



CONCEPT PROJECT
Project Inkwell



SERVICE CONCEPTS
Productos Cementeros Mexicanos



N-GAGE GAMING PLATFORM
Nokia



BRAND STRATEGY
Numico



BRAND STRATEGY
Havaianas



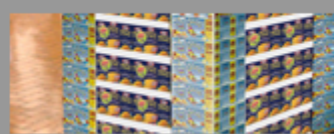
PATIENT-PROVIDER SERVICE
Mayo Clinic



TOWNEPLACE SUITES
Marriott



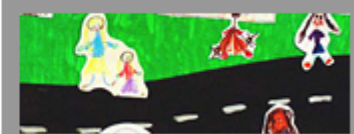
LIFEPORT KIDNEY TRANSPORTER
Organ Recovery Systems



CUSTOMER SUPPLY CHAIN
Kraft Foods



MONEYMAKER DEEP LIFT PUMP
KickStart (was ApproTEC)



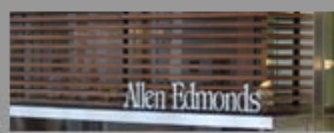
EARLY CHILDHOOD EDUCATION
UK Kellogg Foundation



BUSINESS PLATFORM
CleanWell



"KEEP THE CHANGE" SERVICE
Bank of America



BRAND EXPERIENCE
Allen Edmonds



BICYCLE DESIGN STRATEGY
Shimano



CD PLAYER
Muji



RIPPLE EFFECT
Acumen Fund & Gates Foundation



BLOOD DONOR EXPERIENCE
American Red Cross



BRANCH EXPERIENCE
GE Money Bank



HCD TOOLKIT
for NGOs and Social Enterprises



HEAT CONCEPTS
BASF

CLIENT LIST

Bank of America	Juniper Financial	Seventh Generation
BASF	Kaiser Permanente	Shimano
Baxter Healthcare	Kauffman Foundation	Skydeck
Bayer	Kendall-Jackson	Slow Food Nation
BBC [+]	KickStart (was ApproTEC)	Smith Sport Optics [+]
BBVA Group	KODA	SoftBook Press
Berkley [+]	Kodak	Sonic Force
Boston Beer	Kraft Foods	Source Audio
Boston Market	LabTec	SpaceTec
Bridge Medical	Laerdal Medical	Specialized [+]
Brigham and Women's/Faulkner Hospitals	Lars Hinrichs	SSM Health Care
Brilliant	Levi's	Stanford University
BriteSmile [+]	Leviton	Startl
Brivo Systems	LifeSize Communications	Steelcase [+]
Bug Labs	Liquidmetal Technologies	Stratus
Calypso Medical Technologies, Inc.	Logitech [+]	Streetspace
Caterpillar	Loyalty	Superflight
Centers for Disease Control and Prevention	Lucent Technologies [+]	Syva
Chervon	Lufthansa Technik AG	Target
Chicago PT	Mahindra Holidays	TaylorMade Golf
Cholestech	Marriott [+]	TDK
Chrysler	Matsushita [+]	Techno Source
Chrysler Design Awards	Mayo Clinic	TeleDanmark
Cingular	Medtronic [+]	Teleportec
Cisco Systems [+]	Memorial Hospital & Health System	Telespree
Clariant	Mercury	TeleTV
Cleanwell	Merloni Elettrodomestici	Tendril
Clearlab	Metro	Texas Children's Pediatric Associates (TCPA)
Coalesse Vecta	Microsoft [+]	Texas Instruments
Commonwealth Games	Midwest Dental	Thames Water
ConAgra	Miele	The Biomimicry Institute
Cooper-Hewitt, National Design Museum	Milton Bradley	The Centers for Disease Control and Prevention
Cranium [+]	MiTac	The Community Builders
CycleOps	Mitsui Comtek	The National Campaign to Prevent Teen and
Cvrano Sciences	MoMA	Unplanned Pregnancy

Done



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IDEO's principles



1 conversation at the time



Stay focused on topic



Encourage wild ideas



Defer judgment



Build on ideas of the others



Your comments

Take away



TEAM DIVERSITY



PROCESS ROUTINE



FOCUSED CHAOS



30 min. Group work

Devide in groups and use your diverse background as a source of inspiration to re-tackle in a creative manner a classic business model of a tourism entreprise. Decide upon your roles in the new business. Use the lenses and the lessons from IDEO. Present to your colleaguse your business idea in 5 min. arguing why is different and how your diverse background insipred you.



Group presentations

Take away





Questions, comments,
observations



Loredana Padurean

Università della Svizzera Italiana, Lugano

Loredana.padurean@usi.ch

Danke

Grazie

Multumesc

Gracias

Thank you

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