



ORGANISATION AS A PRODUCT

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Working at the interface between
product, organization and technology.

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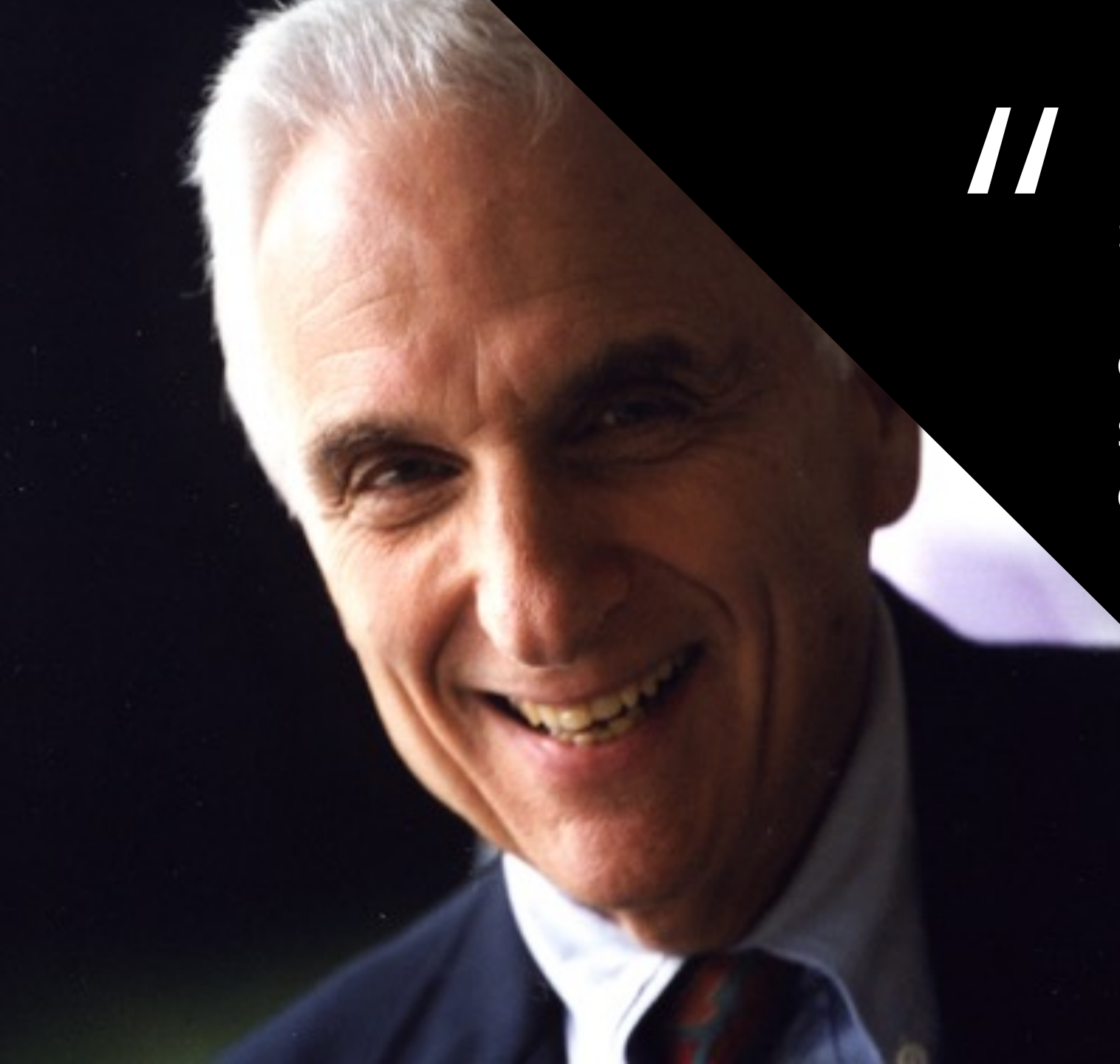
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**Your Organisation is your
MOST IMPORTANT
Product.**

**...so start treating your
Organisation like a Product**



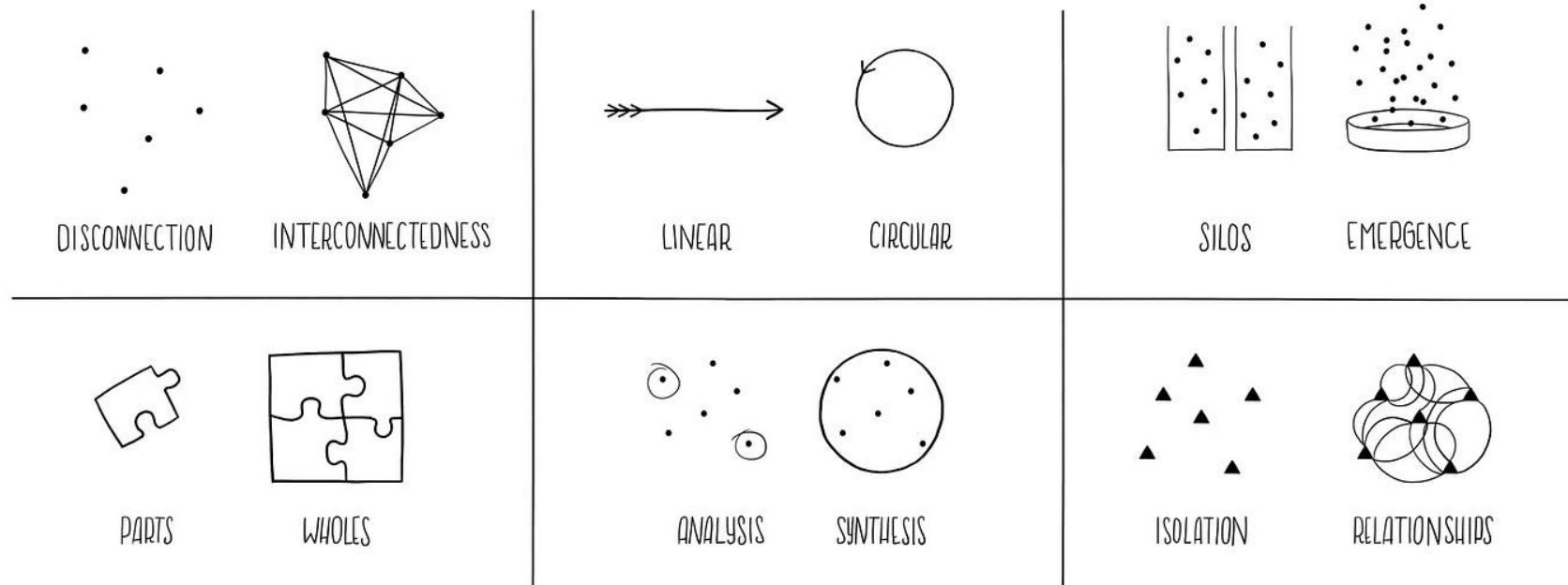
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...organizations which design systems ... are constrained to produce designs which are copies of the communication structures of these organizations.

- Melvin Conway, 1967

Systemic Thinking

TOOLS OF A SYSTEM THINKER



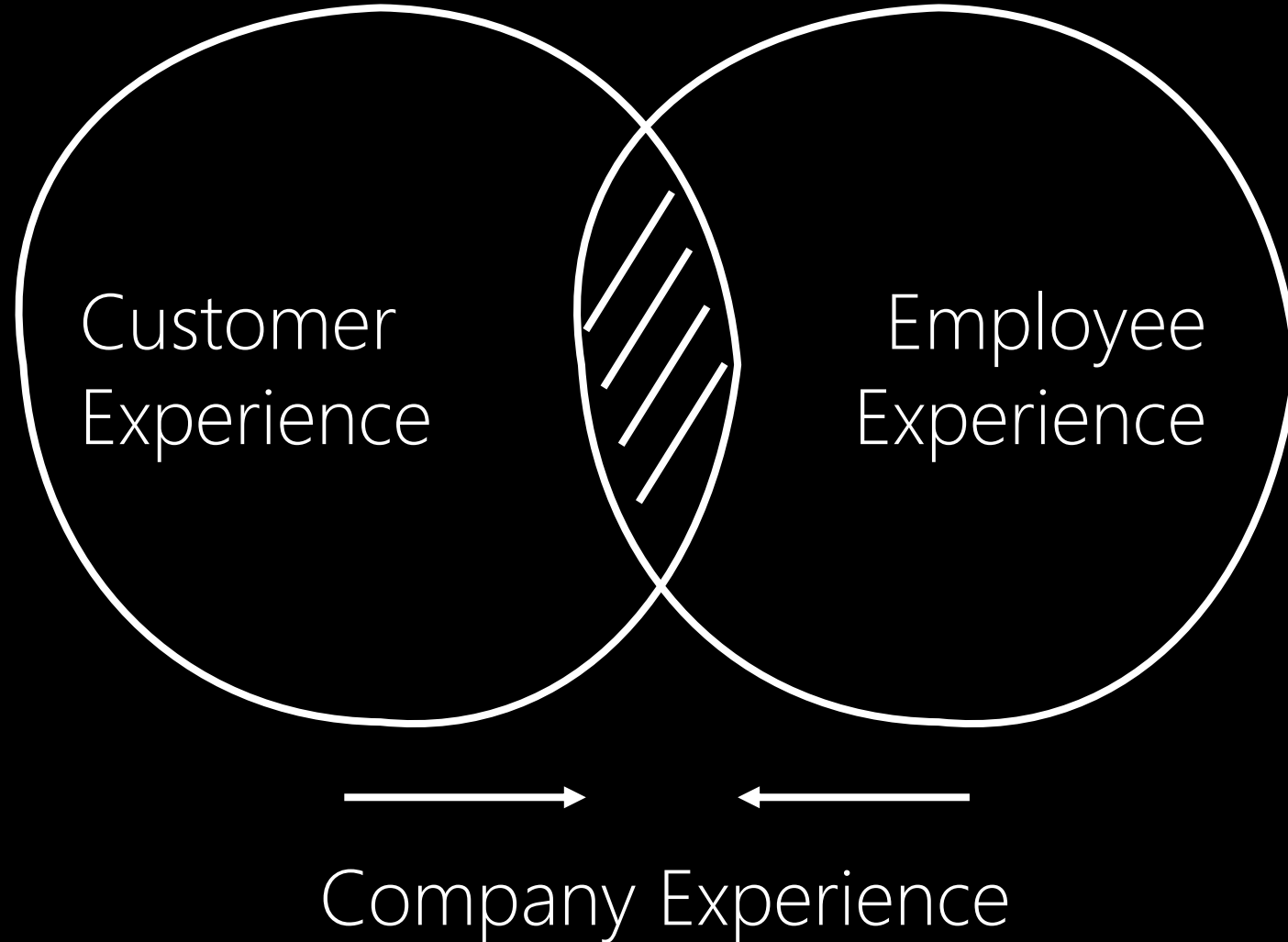
The Organisation-Product Analogy

	Product	Organisation
Components/Parts	Features, modules, and subsystems	Departments, teams, and individuals
Experience Focus	Customer experience	Employee experience
Design Process	Product design and architecture	Organisational design and structure
Users	Customers	Employees
Journey Mapping	Customer journey (awareness to purchase and beyond)	Employee journey (recruitment to offboarding)
Feedback Mechanism	Customer feedback, reviews, NPS	Employee feedback, surveys, eNPS
Development Methodology	Agile, iterative development	Agile, continuous improvement
Measurement of Success	Customer satisfaction, retention rates, sales	Employee satisfaction, retention rates, productivity

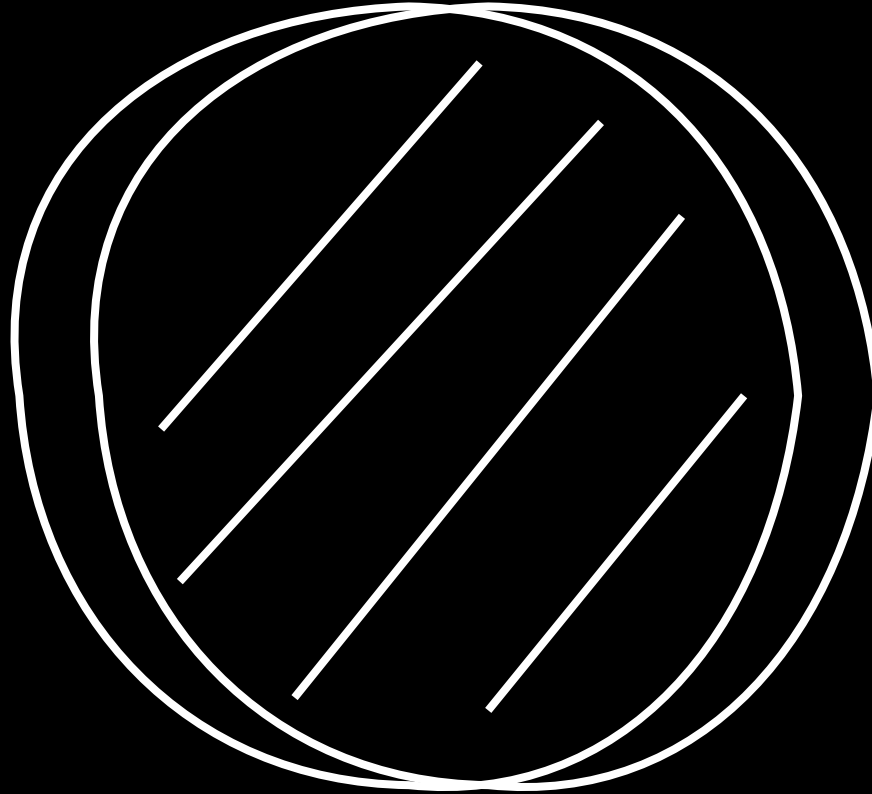
The Organisation-Product Analogy

	Product	Organisation
Personas	Customer personas	Employee personas
Goal Setting	Product goals, OKRs, KPIs	Organisational goals, OKRs, KPIs
Innovation	Feature updates, new product development	Process improvement, culture development
Stakeholders	Customers, users, investors	Employees, leadership, shareholders
Co-Creation	User-centered design, customer feedback loops	Collaborative decision-making with employees
Marketing	Product marketing, advertising	Employer branding, internal communications
Support Systems	Customer support, technical support	HR, IT, management

The Essence of Experience



The Essence of Experience



Company Experience

PRODUCT MANAGEMENT LANDSCAPE

ANALYTICS AND DISCOVERY

USERS TRACKING



USERS INSIGHTS



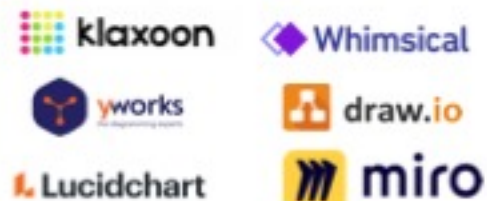
USERS TESTING



DOCUMENTING

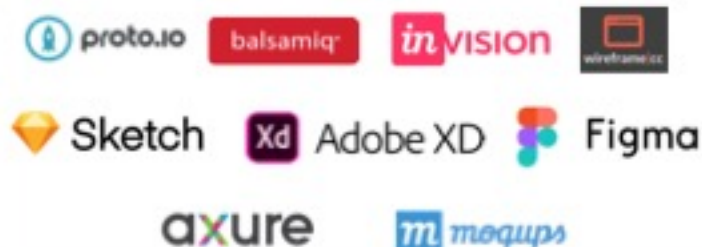


VISUAL MANAGEMENT



STRATEGY AND DESIGN

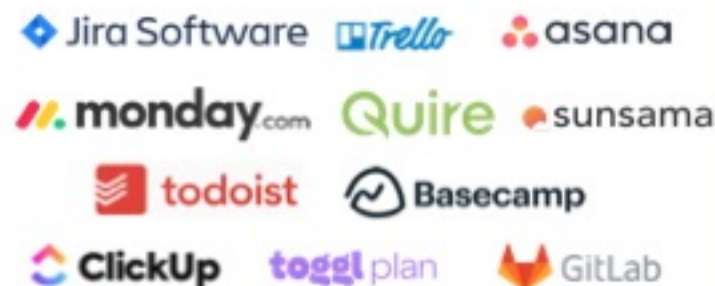
PROTOTYPING



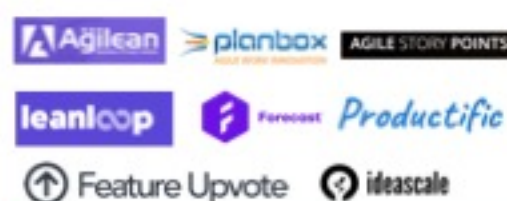
ROADMAPPING



TASK AND FEATURES MANAGEMENT



AGILE MANAGEMENT

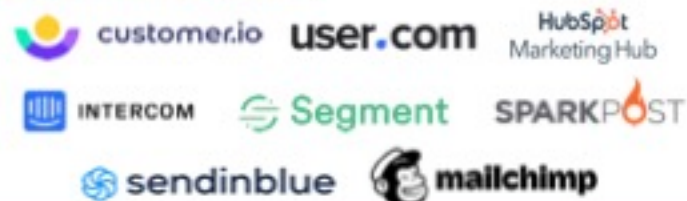


QUALITY MANAGEMENT



OPERATION AND SHIPPING

CUSTOMER AUTOMATION



TRAINING ONBOARDING



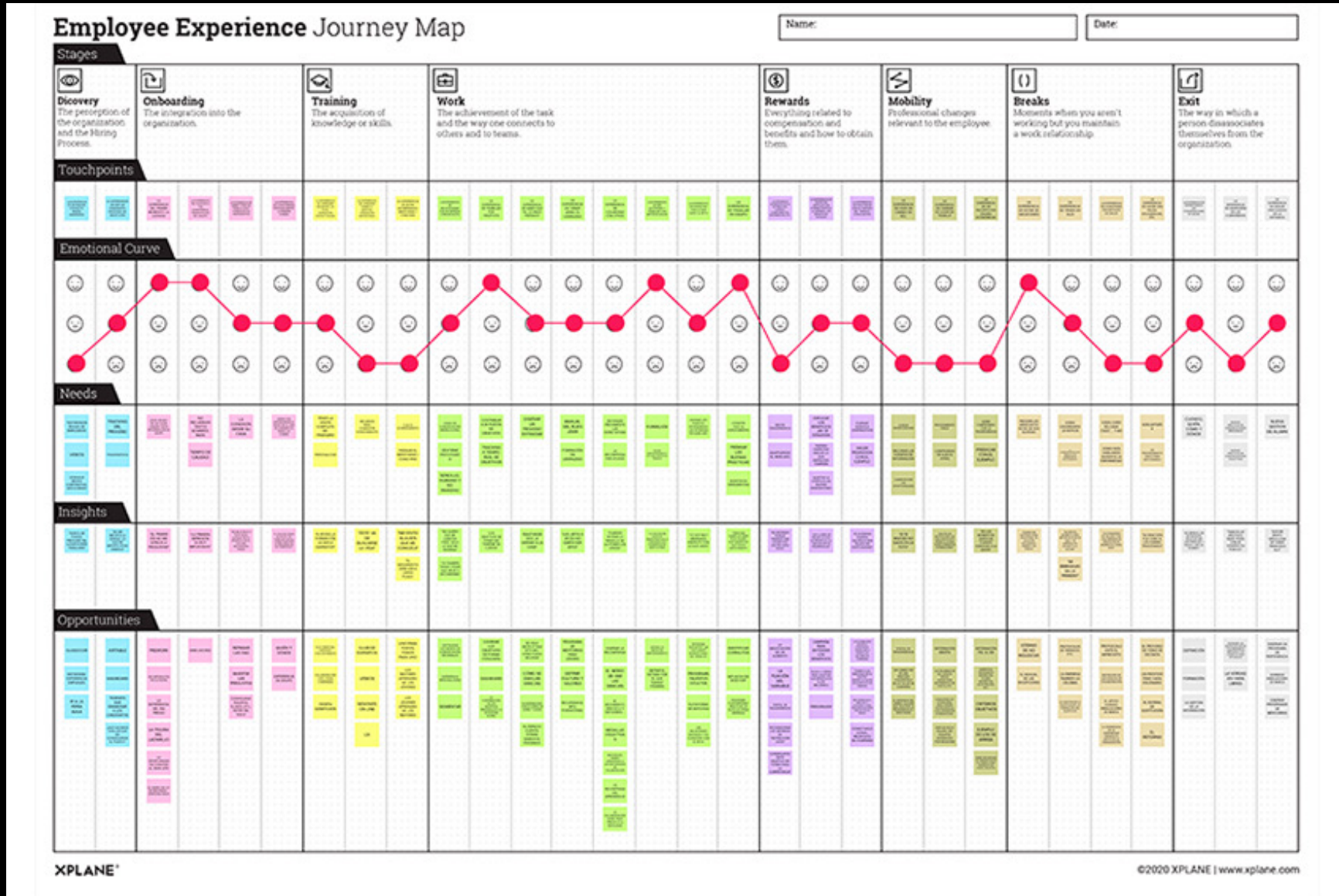
AUTOMATION WORKFLOW



DATA MANAGEMENT



Employee Journey Map



Employee Personas

CUSTOMER SERVICE WORKER SUE



PERSONAL BACKGROUND

- Age 45-55
- Married with teenage children
- Has a high school diploma

ROLE

- A front-line worker who deals with customers
- Works in a call center three days a week
- Has been with the company for more than 10 years
- Has to solve problems and keep customers happy
- Sometimes needs to escalate issues to her superiors
- Reports to the call center manager
- Has good interpersonal skills

GOALS & CHALLENGES

- Now her kids are older she would like to work more days and have more responsibility
- She values job security so she can provide for her family
- She likes to be recognized when she does a good job
- Her biggest challenge is being assertive with overly rude and aggressive customers
- She doesn't like people who waste her time or make empty promises

PERSONAL PREFERENCES

- Likes structure and order in her day
- Dislikes surprises
- Likes to receive information in short, sharp bursts as she's frequently inundated in her personal life
- Uses Facebook to share photos of the kids.
- Isn't on LinkedIn.

IT SPECIALIST SEBASTIAN



PERSONAL BACKGROUND

- Age 25-35
- Single, lives alone in an apartment
- Has at least one degree

ROLE

- Works in the IT department of the company, troubleshooting various IT issues and assisting work teams to implement new IT systems
- Works full-time
- Sometimes works very long hours and on weekends, particularly when there is a major issue that needs urgent rectification
- Has been with the company for less than two years
- Needs to have good technical skills and extensive knowledge of the hardware and software the company uses
- Reports to the Chief Information Officer

GOALS & CHALLENGES

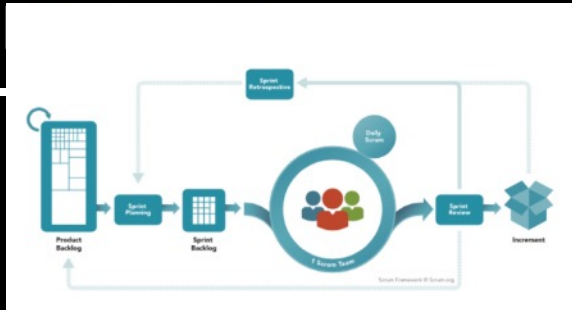
- Is starting out in his career and is ambitious
- Likes to get results and work through projects to completion Seeks to learn new skills and keeps up to date with industry trends
- Interpersonal and communication skills are not always great and people can misunderstand him

PERSONAL PREFERENCES

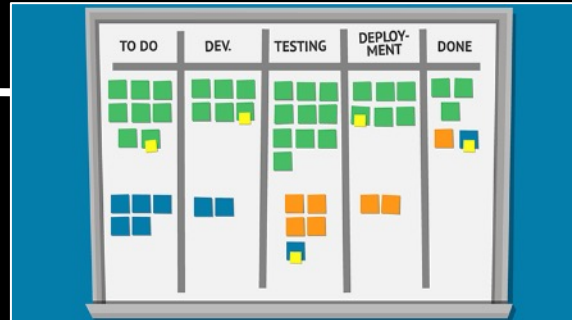
- Likes to work autonomously
- Enjoys challenges and problem solving
- Likes to try new technology
- Dislikes antiquated and outdated methods of communication
- Doesn't like meetings that could have been an email
- Uses Reddit

Agile Development of Organisations

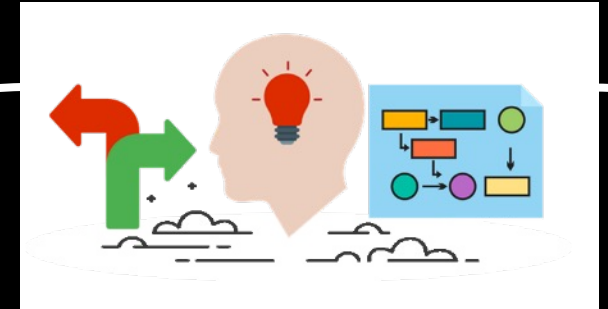
SCRUM



KANBAN

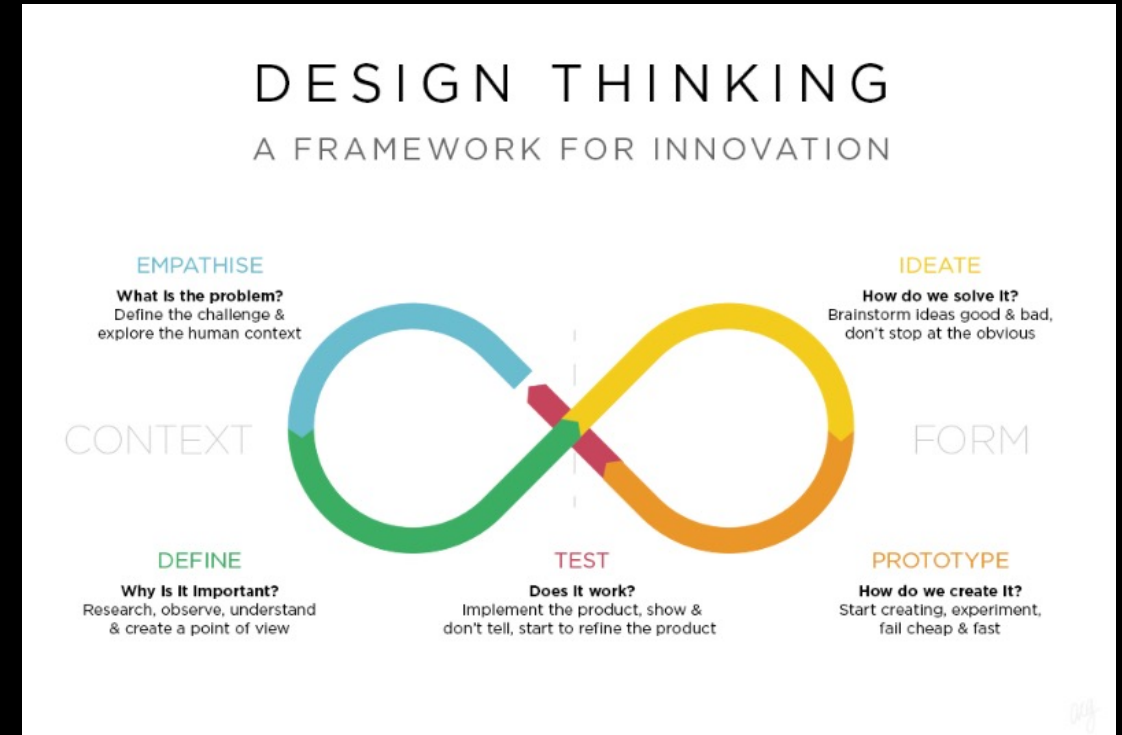
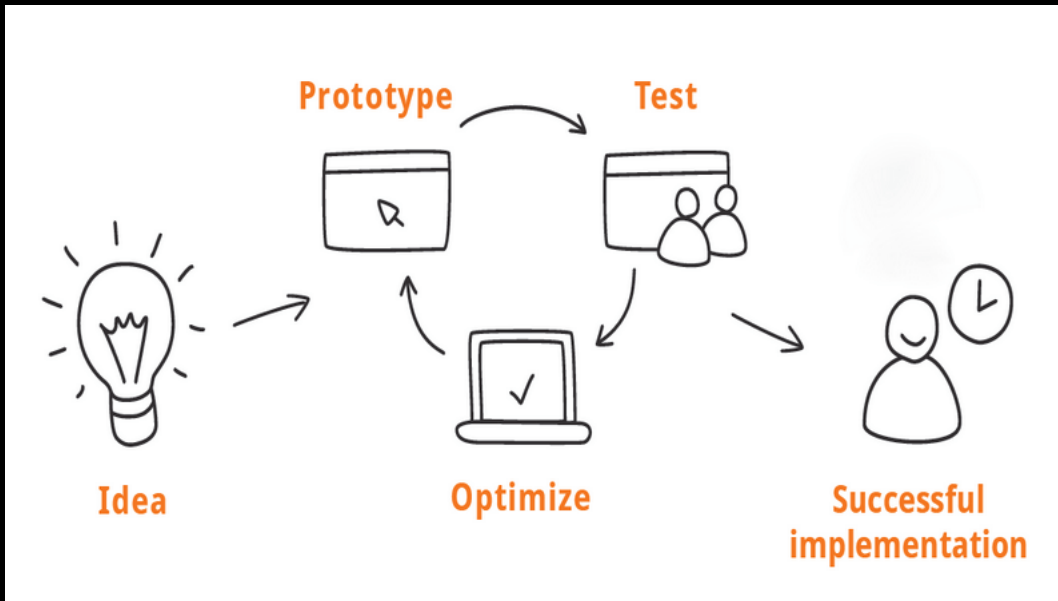


LEAN



...

Co-Creation with employees



Measuring Success

Employee Net Promoter Score (eNPS) Scale

Promoters



Score 9-10

- ✓ Employees who are highly satisfied and loyal to the organization.
- ✓ They actively promote it.
- ✓ Enthusiastic brand advocates who contribute to positive word-of-mouth and attract potential talent.

Passive/Neutral



Score 7-8

- ✓ Employees who are moderately satisfied but not actively engaged or enthusiastic about the company.
- ✓ While they may not actively harm the company, they also may not contribute significantly to its growth or actively promote it.

Detractors



Score 0-6

- ✓ They are dissatisfied and unhappy with the company.
- ✓ They may actively criticize it.
- ✓ Pose a risk to the organization as they are unhappy employees who may spread negative sentiments both internally and externally.

AIHR ACADEMY TO INNOVATE HR

	Company...	Customer... n = 2	Managers (Auto) n = 4	Non-Managers... n = 4	People and... n = 2	Sales n = 2
I am able to arrange time out from work when I need to	7.75 / 10 ↑ 1.71 ↓ 12.5	9 / 10 ↑ 1 ↓ 50	7.75 / 10 ↑ 1.47 ↓ 0	7.75 / 10 ↑ 1.92 ↓ 25	7 / 10 ↑ 2 ↓ 0	7 / 10 ↑ 0 ↓ 0
I believe my workload is reasonable for my role	8 / 10 ↑ 1.5 ↓ 12.5	9 / 10 ↑ 1 ↓ 50	8 / 10 ↑ 1.41 ↓ 0	8 / 10 ↑ 1.58 ↓ 25	7.5 / 10 ↑ 1.5 ↓ 0	6.5 / 10 ↑ 0.5 ↓ -50
I can have well-informed and constructive conversations with my...	8.87 / 10 ↑ 0.92 ↓ 75	8.5 / 10 ↑ 1.5 ↓ 50	8.5 / 10 ↑ 1.11 ↓ 50	9.25 / 10 ↑ 0.43 ↓ 100	9 / 10 ↑ 0 ↓ 100	8.5 / 10 ↑ 0.5 ↓ 50
I feel I am given enough freedom to decide how to do my work	8.62 / 10 ↑ 1.21 ↓ 50	8.5 / 10 ↑ 1.5 ↓ 50	8.5 / 10 ↑ 1.11 ↓ 50	8.75 / 10 ↑ 1.29 ↓ 50	8.5 / 10 ↑ 1.5 ↓ 50	9 / 10 ↑ 1 ↓ 50
I get enough feedback on how well I'm doing my job	9.62 / 10 ↑ 0.69 ↓ 87.5	10 / 10 ↑ 0 ↓ 100	9.75 / 10 ↑ 0.43 ↓ 100	9.5 / 10 ↑ 0.86 ↓ 75	9 / 10 ↑ 1 ↓ 50	9.5 / 10 ↑ 0.5 ↓ 100
I know how my work supports the goals of Leapsome Sandbox	8.37 / 10 ↑ 1.93 ↓ 37.5	10 / 10 ↑ 0 ↓ 100	7.5 / 10 ↑ 2.06 ↓ 0	9.25 / 10 ↑ 1.29 ↓ 75	10 / 10 ↑ 0 ↓ 100	6 / 10 ↑ 1 ↓ -50

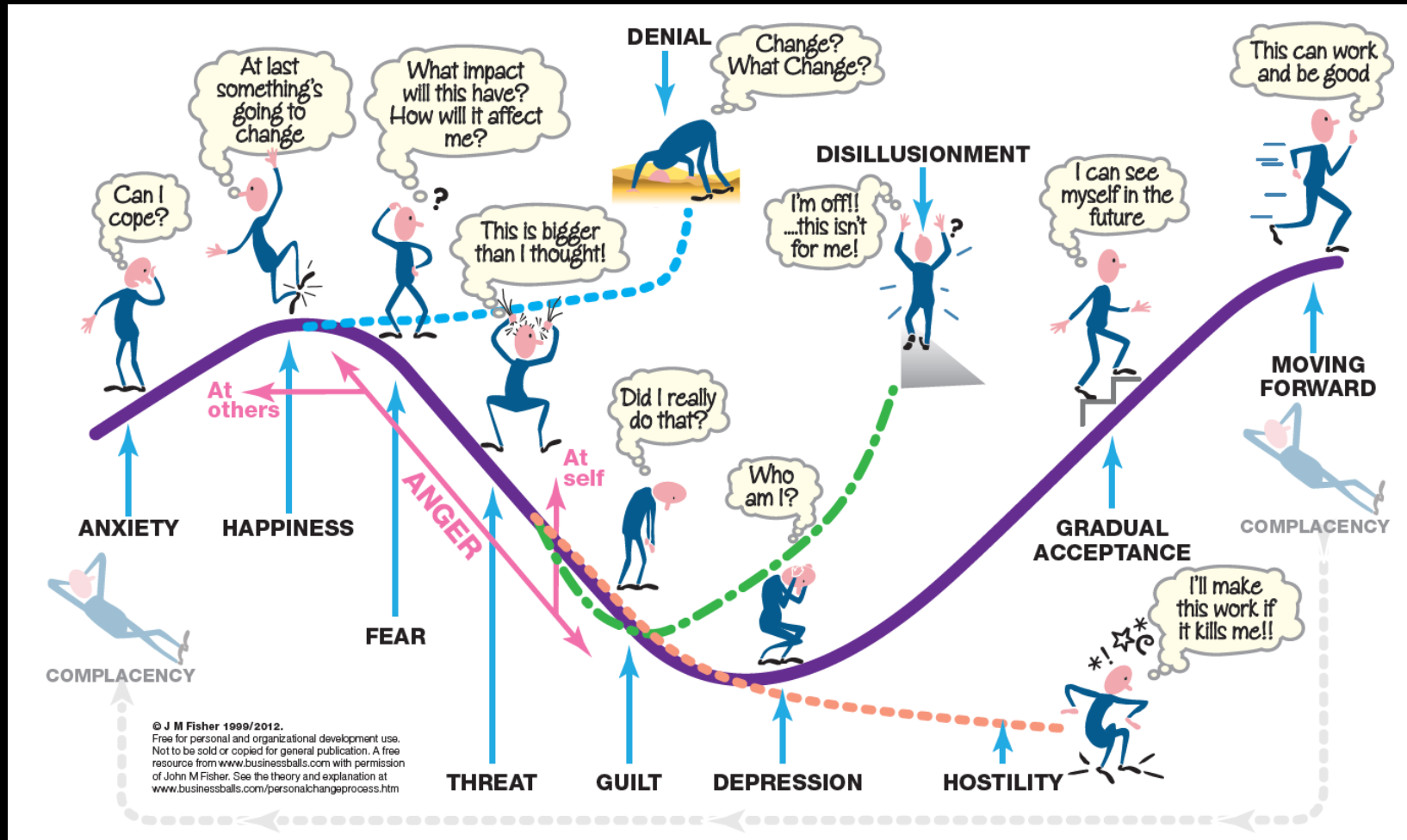
Potential Challenges and Flaws

	Mitigation
Resistance to Change	Implement a comprehensive change management strategy that includes clear communication, training sessions, and involving employees in the decision-making process.
Misalignment of Goals	Use frameworks like OKRs (Objectives and Key Results) to ensure all departments are aligned with the overall organisational objectives. Regular cross-functional meetings can also help align goals.
Lack of Leadership Buy-In	Present a compelling business case to leadership, highlighting the benefits and potential ROI of adopting product management principles in organisational development.
Insufficient Training	Develop comprehensive training programs and provide ongoing support to ensure employees are comfortable and competent with the new processes.
Cultural Misfit	Foster a culture of continuous improvement and learning. Encourage openness and flexibility through team-building activities and leadership by example.

Potential Challenges and Flaws

	Mitigation
Over-Reliance on Tools	Emphasize the importance of understanding the principles behind the tools. Ensure that tools are used to facilitate, not dictate, the processes.
Inadequate Feedback Loops	Establish regular feedback loops, such as employee surveys, retrospectives, and one-on-one meetings, to continuously gather insights and make necessary adjustments.
Resource Constraints	Start with pilot programs in select departments to demonstrate value and secure additional resources. Prioritize initiatives based on impact and feasibility.
Complexity of Implementation	Break down the implementation into manageable phases. Provide clear timelines, goals, and support at each stage to ensure a smooth transition.
Measurement Challenges	Define clear, quantifiable metrics for success before implementation. Use tools like eNPS, productivity metrics, and employee engagement surveys to track progress and impact.

Overcoming Resistance to Change



Overcoming Resistance to Change



Step 1

**Announcement
&
Communication**



Step 2

**Engage Leadership
Levels**



Step 3

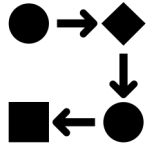
**Employee
Involvement**



Step 4

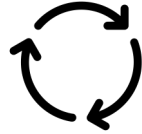
**Training &
Development**

Overcoming Resistance to Change



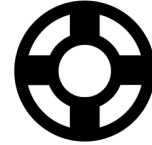
Step 5

**Incremental
Implementation**



Step 6

**Feedback
Loops**



Step 7

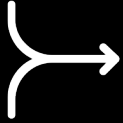
**Support
Systems**



Step 8

**Celebrate
Successes**

Aligning Goals across Departments



Unified Direction

Ensures all departments are working towards the same organisational objectives.



Enhanced Collaboration

Promotes inter-departmental cooperation and reduces silo mentality.



Increased Efficiency

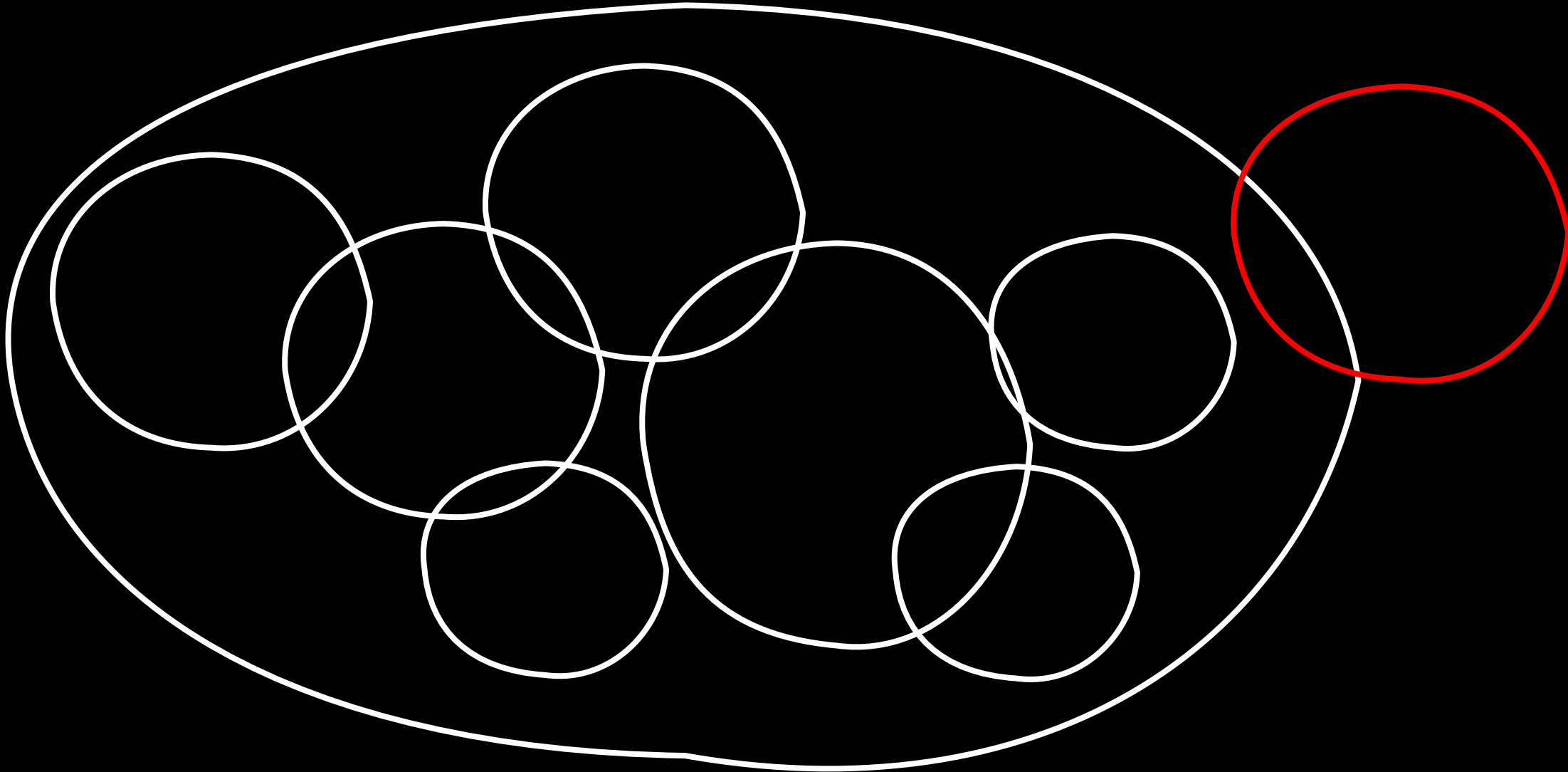
Streamlines efforts, reducing duplication and focusing resources on priority areas.



Improved Accountability

Clear goals help track progress and measure success across the organisation.

Aligning Goals across Departments



Concepts & Trends of ProductDev to take over into OrgDev



AI & ML



Data-Driven Decision Making



Personalization



Sustainability and Ethics



Agile Methodology



User-Centered Design



CI/CD



Customer Feedback Loops

Generate better
business
outcomes

Treat your
organisation as a
Product

Develop better
products

Create a
increased
employee
experience

**Start treating your
Organisation the way you
treat your product!**

THANK YOU

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