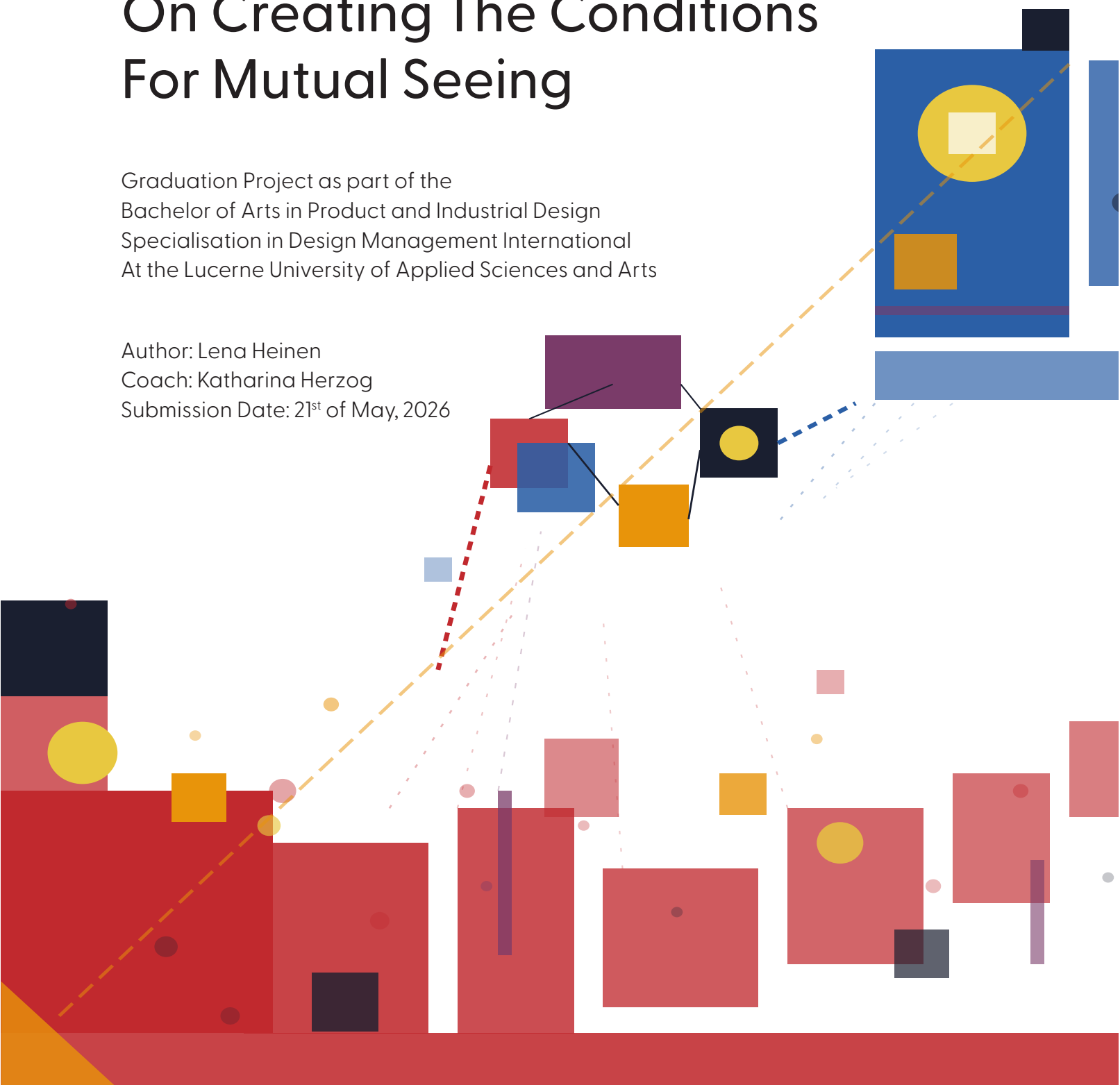


The Strategy Between Us

On Creating The Conditions For Mutual Seeing

Graduation Project as part of the
Bachelor of Arts in Product and Industrial Design
Specialisation in Design Management International
At the Lucerne University of Applied Sciences and Arts

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ABSTRACT

This Bachelor Graduation Project explores how design management can create the conditions for mutual seeing within a hybrid sales organisation in the medical technology sector. Embedded as an intern within the Commercial Enablement and Customer Success team, the research began with a question about silence, the kind that settles at the end of strategy sessions because people have learned that speaking up changes nothing. Through semi-structured interviews, cultural probes, and two co-design sessions, seven recurring themes emerged that pointed toward the same underlying condition: the people shaping strategy and the people enacting it did not have enough structured opportunity to see each other's realities. These findings reframed the research question from one of strategic alignment to one of relational sensemaking. The resulting proposal offers four interdependent interventions: Sensemaking Sessions, Simple Rules, Initiative Calendar, and Wiki Commons. All designed to make that mutual seeing possible.



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HOW TO READ

This paper documents my design research process during the Bachelor Graduation Project for Design Management, International at the Lucerne University of Applied Sciences and Arts.

What is Design Management?

Design management combines design, communication, and business principles to guide organisations through change. It achieves this by leveraging participatory design methodologies, bringing diverse voices into the decision-making process to co-create solutions that address real human needs.

The Organisation

For this project, I collaborated with a practice partner, a large, global medical technology company with commercial operations across Western Europe. To maintain their anonymity, I will refer to them as ‘the Organisation’. To still bring across the unique context and dynamics of this project while respecting this privacy, I have created two representative characters, that you will meet multiple times. Each were assigned a colour to clearly distinguish their insights throughout the text:

Marco - a Sales Representative

Marco embodies the sales teams operating within the regional markets. He is supported by actual voices of the various local representatives I interviewed throughout the research.

Sophie - a Customer Success Manager

Sophie represents the central Western European team responsible for overarching strategy, enablement, and regional coordination.



Chapter Dividers:

They act as a reflective compass, visually mapping my personal learning throughout the project. They also include a small moment of either reflection, realisation or learning.

IV.

ABBREVIATIONS AND AIDS

In case you are unsure what some terms or abbreviations mean this is the central hub for you to refer to.

TERM	MEANING
Work-as-Imagined (Wal)	the theoretical design and intended flow of a process
Work-as-Done (Wad)	the practical execution, shaped by real-world conditions
Western Europe (WE)	my geographical scope for the project
Field Support Sessions (FS)	the Organisation's internal programme designed to support Sales Representatives (The original name was changed due to confidentiality.)
Marketing Plan (MP)	the commercial Western European strategy distributed to regional markets
Consequentiality	the degree to which a person's contribution shapes what actually happens next (Jarzabkowski et al., 2021)
Sensemaking	the collaborative process through which people interpret ambiguous cues to construct a shared understanding and guide action (Weick, 1995)
Shadow Systems	informal workarounds developed by field teams when formal systems fail them
! LEARNING	a moment where my own thinking shifted during the research process
📖 LITERATURE	a theoretical lens used to highlight a core organisational tension
🔧 METHOD	a design tool or framework applied to gather and analyse data
” QUOTE FIELD	a direct, verbatim quote from a regional Sales Representative
” QUOTE WE	a direct, verbatim quote from a Western European team member
PERFORMANCE SPECIFICATION	a specific design criterion an intervention must meet, derived directly from the research
RESEARCH QUESTION(S)	the core questions driving this work, iterated throughout the design process

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01

THE SPARK



I realised the immense power of curiosity in navigating systemic complexity. Instead of accepting corporate silence as a simple, static symptom of individual disinterest, maintaining a deep curiosity allowed me to look past the surface and actively uncover the hidden relational realities and operational frictions that exist behind the symptoms.

The moment that sparked this project

Do you know the feeling when you ask a question and the room goes quiet? No one replies and you start to feel uncomfortable.

I have sat in that room: As an intern in the Western European Commercial Enablement and Customer Success (CE&CS) team of a global medtech company, I attended a field support (FS) session where the silence at the end was heavier than anything that had been said before.

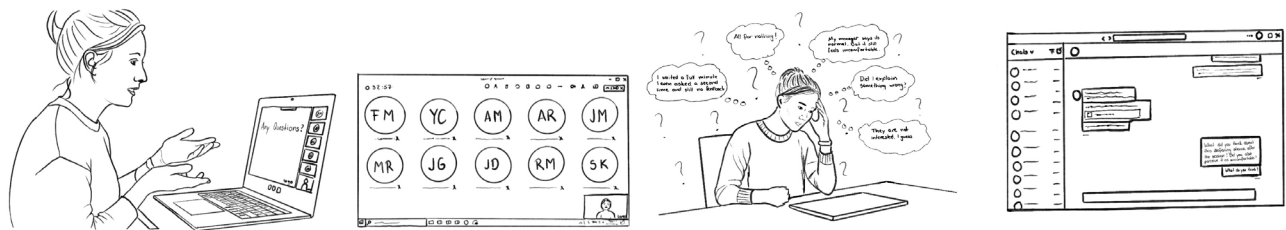


Figure 1
Silence during FS
(Heinen, 2026)

I did not immediately understand what that silence meant. After the session, my manager reached out to me, wondering the same thing. It unsettled something. The session had been designed with care. The materials were clear. The question at the end was genuine. And yet nothing came back. It made me wonder whether the tools and initiatives the team builds for the regional markets were landing at all.

In the system I entered, strategy moves in one direction: downward. It is designed at global level in the United States, translated by European leadership, and distributed outward to the regional sales teams who are expected to execute it in a market the people designing it rarely experience. The CE&CS team sits at the intersection of those two worlds.

The space between those two worlds is what I set out to understand.

RESEARCH QUESTION - INITIAL

How can design management methods improve the alignment between strategic intent and local execution within a hybrid sales organisation?

02

THE WORLD I ENTERED

The Spark

The World I Entered



I learned a completely new dimension of what the term strategy can actually mean. Through the literature of Whittington (1999) and Jarzabkowski (2004, 2021), I shifted my focus from looking at strategy-to-execution as a pure communication problem to understanding strategy as a live social practice.



LITERATURE APPLIED
ZHU (2025)

Lacking a shared physical workspace, remote and local teams rely on assumptions. The virtual team imagines the field; the field imagines the virtual team.

Two-sided

The Organisation operates across two different working realities. The Western European unit, virtual and centralised, designs commercial programmes, sets priorities, and develops the materials that support the regional markets. The sales teams operate locally: in person, in hospitals, in their own language, navigating their own clinical and procurement environments.

Zhu (2025) describes this as sociotechnical distance: when two groups rarely share physical context, each side gradually builds a picture of the other that is more assumptive than based on facts.

Figure 2
Sociotechnical Distance
(Heinen, 2026)



LITERATURE APPLIED
HOLLNAGEL & CLAY-
WILLIAMS (2022)

A sharp divide where the documented corporate strategy (WaI) collides with the fluid reality of execution on the move (WaD).

The gap between imagined and done

Hollnagel and Clay-Williams (2022) draw a distinction between Work-as-Imagined (WaI) and Work-as-Done (WaD). Work-as-Imagined is the strategy designed, the process documented, the enablement material presented in a Thursday afternoon session. Work-as-Done is what actually happens in the field.



LITERATURE APPLIED
JARZABKOWSKI ET AL.
(2021)

When centralised programmes ignore frontline realities, they lose consequentiality. To deliver results, field teams naturally design their own shadow workarounds.

The people designing the programmes are not often in the environment the Sales Representative moves in. Therefore the strategies can lack consequentiality as Jarzabkowski et al. (2021) put it. When the official version of the work does not reflect the reality of doing it, and when contributing to that official version does not appear to change anything, people can lose trust (Hao et al., 2022).



LITERATURE APPLIED
JARZABKOWSKI (2004)

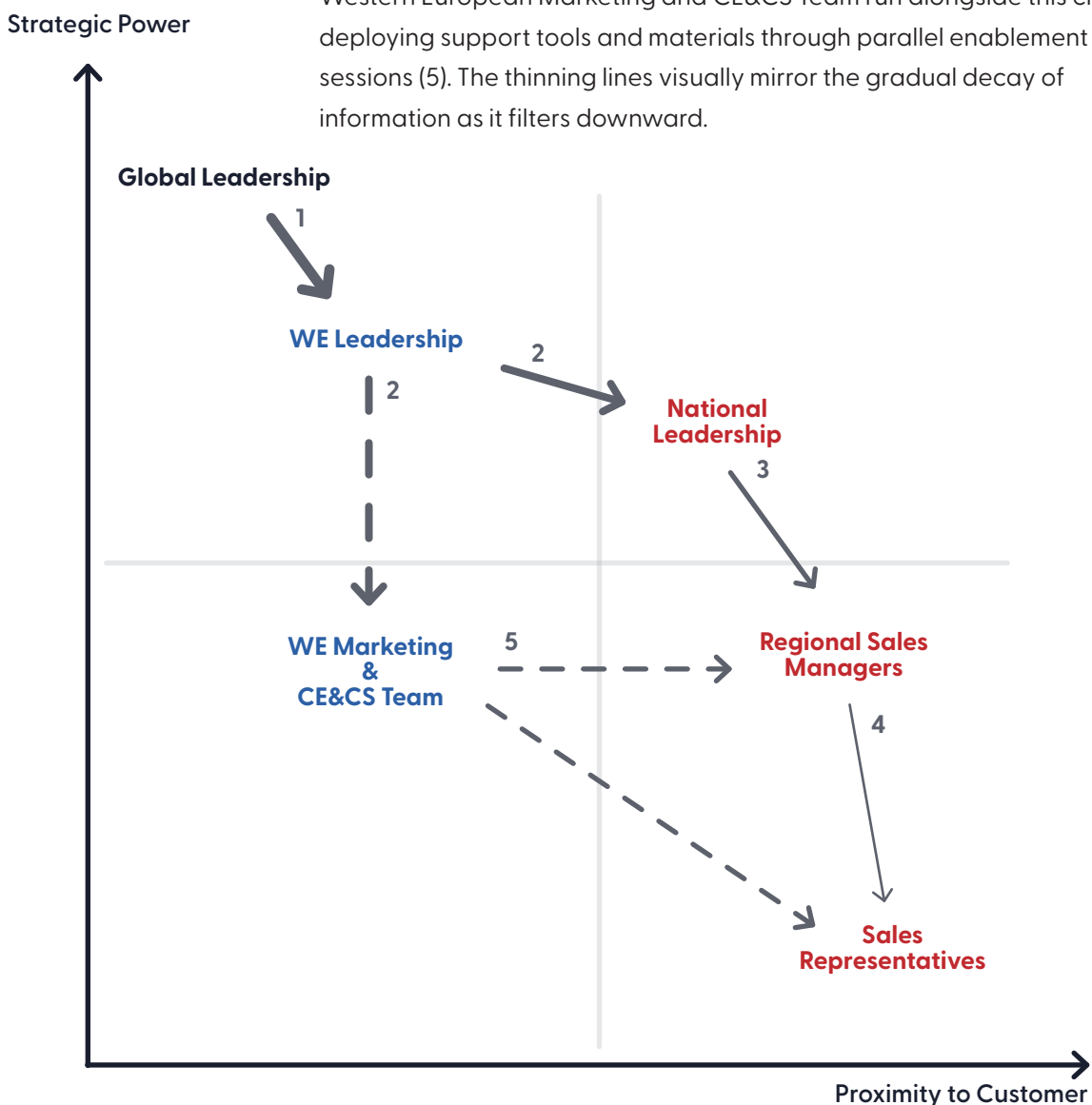
Strategy is not a static object owned by leadership; it is a live social practice. It is constantly reshaped, negotiated, and enacted through the everyday actions and micro-decisions of the sales team..

Who actually practices strategy

Strategy-as-Practice, established by Whittington (1996) and further developed by Jarzabkowski (2004), offers a valuable lens for this research by reframing strategy. Rather than viewing it as a static plan produced solely by leadership, this framing treats strategy as something continuously made and remade through the daily decisions of everyone who works within it.

In the beginning, I perceived the flow of strategic power as largely directional. Global Leadership sets the overarching corporate strategy and passes it to Western European Leadership (1), where it splits into two paths (2). First, it reaches National Leadership to be adapted for specific countries (3), where regional Sales Managers translate these goals into local execution targets for Sales Representatives (4). Simultaneously, the Western European Marketing and CE&CS Team run alongside this chain, deploying support tools and materials through parallel enablement sessions (5). The thinning lines visually mirror the gradual decay of information as it filters downward.

Figure 3
Power-Proximity Grid: Initial
(Heinen, 2026)



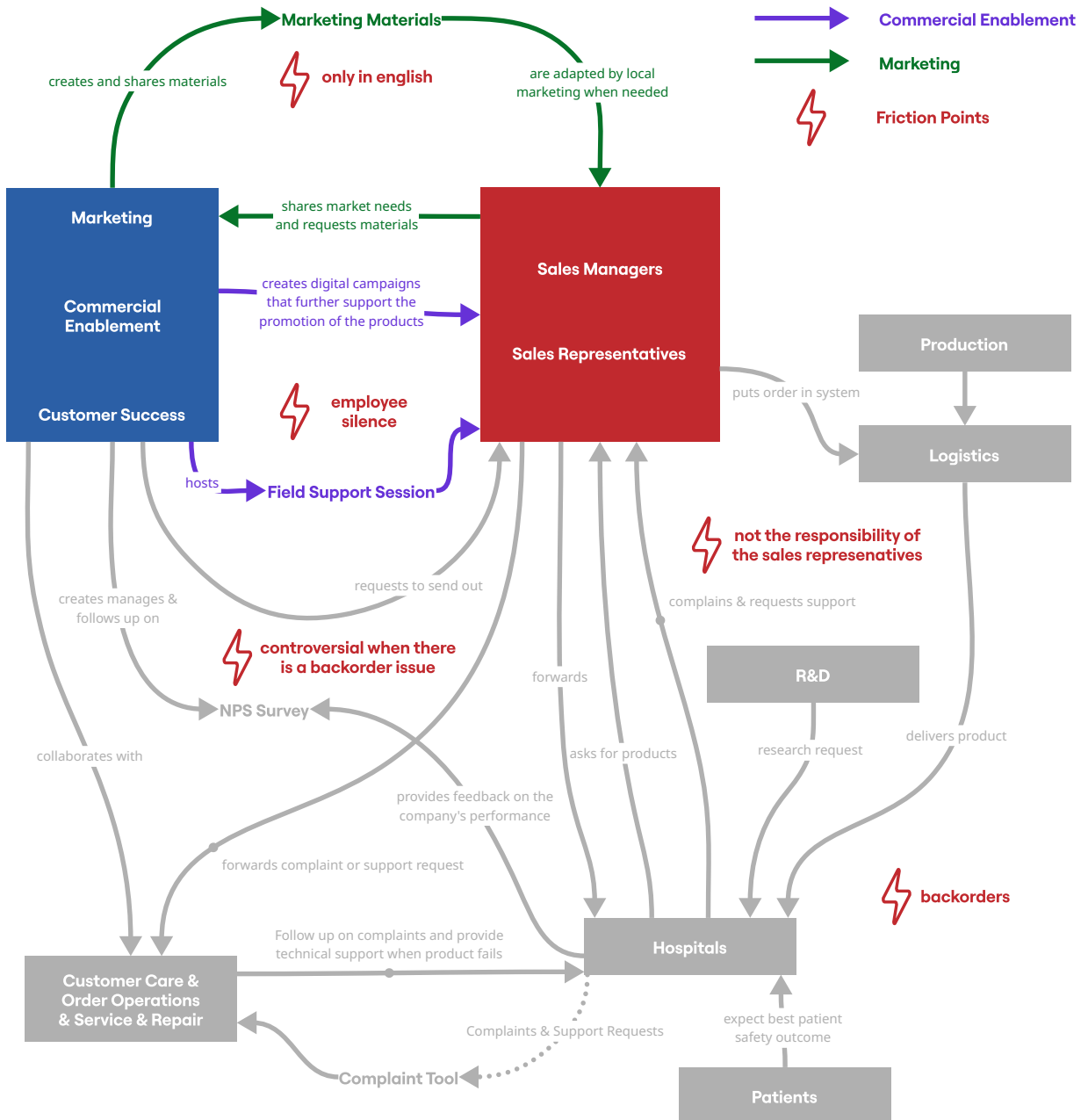
Beyond sales

The commercial organisation does not operate in isolation. It sits within a broader system that provides the infrastructure. Each of these functions shape the conditions in which the Sales Representative works.

This project does not attempt to address all of it. The focus is specifically on the Commercial Enablement and Marketing Material loop, the channels through which the Western European team designs and delivers support to the field. It is the area where my role as an intern gave me the most direct access and the clearest view of where the friction lived.

Figure 4
Loops of Friction
(Heinen, 2026)

→ Refer to Appendix A
System Frictions



03

LISTENING TO THE FIELD



I learned to fully immerse myself in the field and listen without preconceptions. Navigating my dual position as an intern within the CE&CS team and as a Design Manager in training, I shifted from a biased observer to an active, empathetic listener. Crucially, I learned that coming in with a single, well-prepared question is far more powerful than bombarding someone with five mediocre ones.

→ Refer to Appendix B
Interview Script

Methods for listening

To understand how the regional sales teams adopt strategy, I conducted eight semi-structured interviews with Sales Representatives, Remote Sales Representatives, and Sales Manager across Germany, Switzerland, and France. To ensure psychological safety and authentic expression (Edmondson, 2018), all interviews were conducted in the participant's preferred language.

The conversations were structured around three core thematic areas:

INTERVIEW QUESTION - **DAILY WORK STRUCTURE AND PROCESSES**

Walk me through the 'rhythm' of your day, what are the core processes you follow from the moment you start, and how do you navigate the physical or digital structures that define your work?

INTERVIEW QUESTION - **SUPPORT SYSTEM**

When you run into a challenge or need to get a task over the finish line, what does your personal 'support map' look like, which tools do you reach for first. Then how would you describe your relationship and frequency of contact with your local colleagues and the virtual WE teams?

INTERVIEW QUESTION - **STRATEGY-TO-EXECUTION**

When you receive a new strategic mandate or tutorial from leadership, how do you decide how to proceed? How do you translate the sometimes quite abstract and wishful strategy into concrete actions?



METHOD **CREATIVE PROMPTS**

A custom generative tool developed for this project, inspired by cultural probes. It uses targeted visual and written exercises to capture the implicit habits and thoughts that standard interviews fail to uncover.

→ Refer to Appendix C
Creative Prompts

After each interview, I sent out a set of 'creative prompts', short visual and written exercises, modelled after the logic of cultural probes. The goal was to keep the conversation going and uncover daily habits and routines that are usually hard to explain on the spot during a live interview. Unfortunately, the response to these prompts was limited. Looking back, I suspect this was likely due to platform unfamiliarity and time constraints.

I also tried to arrange two observation sessions, to see the shadow systems they talked about in action. Unfortunately, these did not happen due to scheduling conflicts.

Distilling understanding

→ Refer to Appendix D
Thematic Analysis

To make sense of this raw data, I applied thematic analysis (Braun & Clarke, 2006), a qualitative research method used for systematically identifying, analysing, and reporting recurring patterns across a dataset. This allowed me to cluster individual field experiences into broader, coherent concepts, from which seven distinct themes emerged:

Table 1
Emerging Themes
(Heinen, 2026)

THEME	EVIDENCE
<p>1. Strategy Execution Gap WEU strategy and regional reality operate in parallel. Work-as-Imagined rarely matches Work-as-Done. Leadership is perceived as structurally detached from local markets.</p>	<p><i>'Strategy comes from above. [...] But in reality, what happens is: I know my territory, I know my customers. [...] The strategy as imagined and the strategy as executed, there's a massive gap. And the people in the organisation who haven't seen a customer in years are the ones designing the strategy.'</i></p>
<p>2. Feasibility Paradox Growth mandates collide with persistent supply constraints. Sales representative have to recommend competitors to protect patient safety.</p>	<p><i>'It's a real contradiction, because we say very strongly that we want to grow, and then I ask myself: with what?'</i> <i>'For the patient's sake, please buy from a competitor right now, and I'll help you with that. [...]</i></p>
<p>3. Administrative Burden Multiple days per week consumed by non-clinical tasks. Tools like Salesforce are experienced as surveillance rather than support. Workarounds emerge to protect selling time.</p>	<p><i>'And what we certainly have a lot of today are many things that have been administratively added over the years. Everything gets pushed back onto us, everything is self-service, that certainly doesn't make it easier. It keeps us from doing our main job.'</i></p>
<p>4. Systemic Isolation Silence during the FS sessions is not indifference, it is a learned response to feedback that is not implemented.</p>	<p><i>'In principle the idea is good. Sharing knowledge, building alignment. But the format, a broadcast where someone presents and then there's silence, that's not the right format for complex topics. It needs to be a dialogue. And the silence at the end isn't indifference, it's a signal.'</i></p>
<p>5. Relationship Capital In healthcare sales, trust is not a soft skill, it is the primary asset. Patient safety makes relationships professionally existential.</p>	<p><i>'That relationship capital can't be built quickly. But it also shouldn't just retire when he does, it needs to be transferred.'</i></p>
<p>6. Informal Support Networks Knowledge lives in WhatsApp groups and personal networks, not systems. When experienced reps leave, institutional memory goes with them.</p>	<p><i>'If I have a question specific to our area, first I go to our chat group, we're quite close. [...] I also have calls with Sales Reps from Eastern and Central Switzerland where we exchange experiences, share presentations, support each other.'</i></p>
<p>7. Resilience & Navigation Patient precedence is non-negotiable. Teams sustain themselves through social infrastructure, shared humour, informal coordination, when formal systems create pressure.</p>	<p><i>'And now I'm at a point, since having a small child at home, where I say: at some point I have to stop. Because you can always find something to do. But I'm no longer willing to work until I don't know what time.'</i></p>



FIELD
THE GREY WOLF

'It's more taking the path together instead of being the lone wolf... what used to be... the grey wolf out in the field, trusted to do his job, has now turned into something completely different. There's a lot of bureaucracy that has crept in.'

Sales rep, Germany, April 2026, translated from German



FIELD
JACK-OF-ALL-TRADES

'It's like three jobs in one. You are a salesperson, you are a technician, and you are a little bit of everything else.'

Sales rep, Switzerland, April 2026, translated from German

Fragmented realities

The eight people I interviewed operate in entirely different regional markets and come with completely different background tracks. A few have been navigating the organisation for more than two decades, while others have been here barely a few months. Some work entirely on the road, driving between hospitals across large geographic territories. Others operate remotely, managing customer relationships without the physical presence that their colleagues use as the foundation of their work.

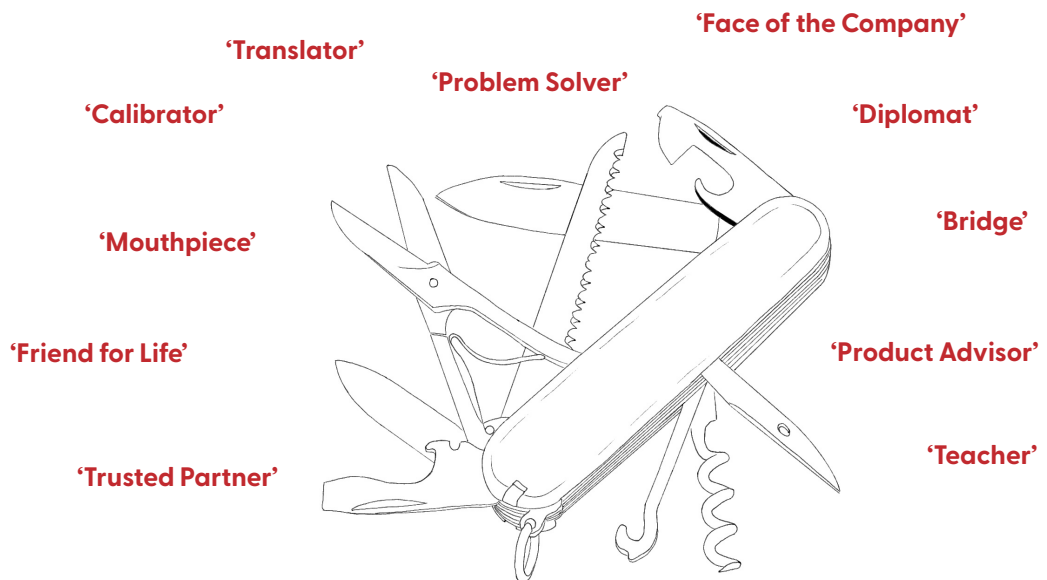
But no matter how distinct these daily routines look, they all share a working environment that is simultaneously demanding in its patient-facing responsibilities and increasingly pressured by administrative demands.

Swiss army knife

During one interview the sentence 'It's like three jobs in one' left an impression on me. The Sales Representatives do not just sell products, they are also the face of the company for the customers and therefore receive a lot of requests that do not primarily have to do with their sales responsibilities.

When I asked them to name their role, their answers painted a clear picture of a tool expected to solve every problem on the move:

Figure 5
Swiss Army Knife
(Heinen, 2026)



A Sales Representative's context

To understand how these seven themes relate to one another, I mapped the pressures acting on a Sales Representative. The map organises these forces along two dimensions: what is voiced in official channels versus what remains unspoken as well as what comes from inside the organisation versus what comes from the clinical environment outside it.

The proximity and thickness of the arrows reflect my own perception of the pressure's impact: the closer and thicker an arrow is to the centre, the more heavily I perceived that specific force to matter.

Together they describe a role that asks more than it gives back, more time, more flexibility, more absorption of pressure that originates elsewhere.

Figure 6
Sales Representative Forces Map
(Heinen, 2026)

Insufficient Support & Professional Integrity

Complex internal support processes and supply chain issues leave Sales Representatives with 'availability guilt', forcing them to navigate the system alone to maintain operations.

Administrative Burden & Growth Pressure

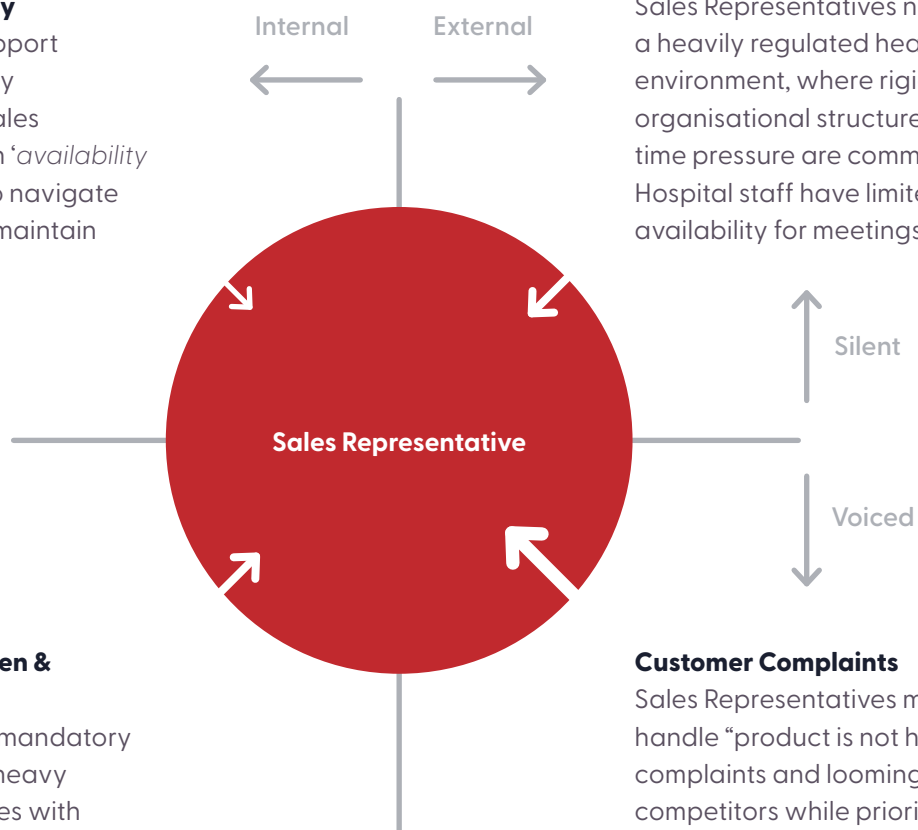
Using *Salesforce* for mandatory reporting creates a heavy workload that clashes with the requirement for sustained year-on-year growth and the introduction of new products.

Healthcare Environment

Sales Representatives navigate a heavily regulated healthcare environment, where rigid organisational structures, high time pressure are common. Hospital staff have limited availability for meetings.

Customer Complaints

Sales Representatives must handle "product is not here" complaints and looming competitors while prioritising 'patient safety first' to protect the relationship with their customers.





FIELD
LOST TIME

'I lose every day maybe two hours, two and a half hours, just to go somewhere because the territory is so vast... And it's not working time, it's just driving.'

Sales rep, Switzerland, April 2026, translated from German

The human behind the role

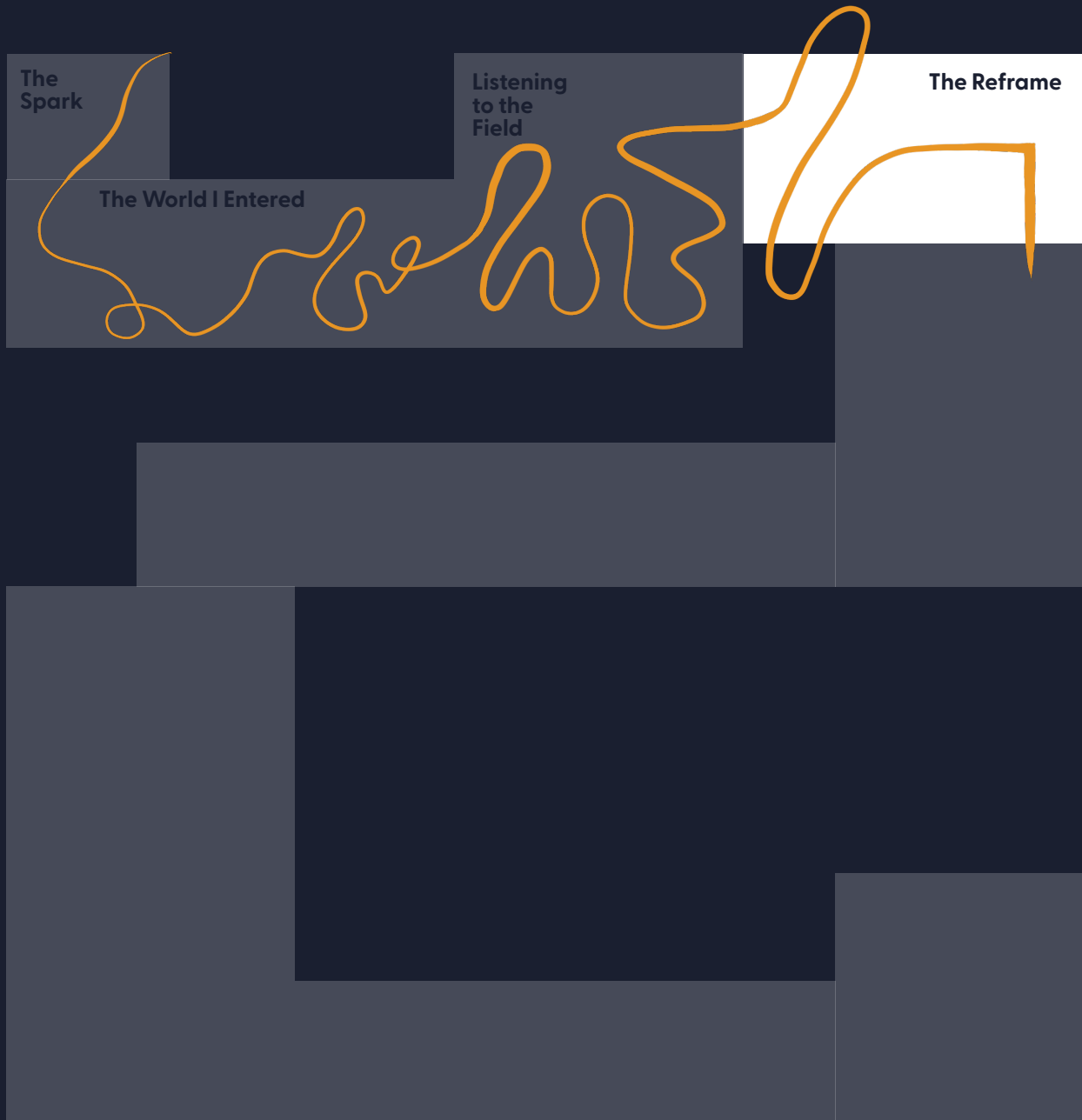
The forces map lays out the structural toll the system asks of the sales representatives, but what it cannot fully show is the actual weight of carrying it day-to-day. It is the hours lost in transit, the constant unpredictability of scheduling conflicts, and the administrative reports that still need filing after the kids are in bed. Yet, the people I spoke with were not struggling; they were managing with discipline, humour, and informal support networks.

That resilience and professional integrity stayed with me for the rest of the project.

Figure 7
Marco's Day in a Life
(Heinen, 2026)



04 THE REFRAME



I learned the true value of slow processing during qualitative analysis. By taking it one methodical step at a time through the thematic analysis, I discovered that clarity cannot be rushed; it emerges naturally when you allow yourself to sit with the data. Additionally, I think it is worth considering reframing the goal or approach in the project if the data reveals something new. This is not a failure of the first framing but a strength in reflective adaptability.

Challenging my assumptions

What I initially saw were merely symptoms. From my position on the Western European side, it was easy to interpret the silence as a simple lack of engagement. However, the field interviews completely shifted this view. The regional markets had not disconnected; they had simply built their own informal support structures to make strategy work on the ground.

Figure 8
Symptoms
(Heinen, 2026)

FIELD SUPPORT

“If I have a question specific to our area, first I go to our chat group, we’re quite close. I also have calls with Sales Reps from Eastern and Central Switzerland where we exchange experiences, share presentations, support each other.”

Sales rep, Germany, April 2026, translated from German



Table 2
Assumptions
(Heinen, 2026)

It was time to reframe my assumptions based on direct field evidence.

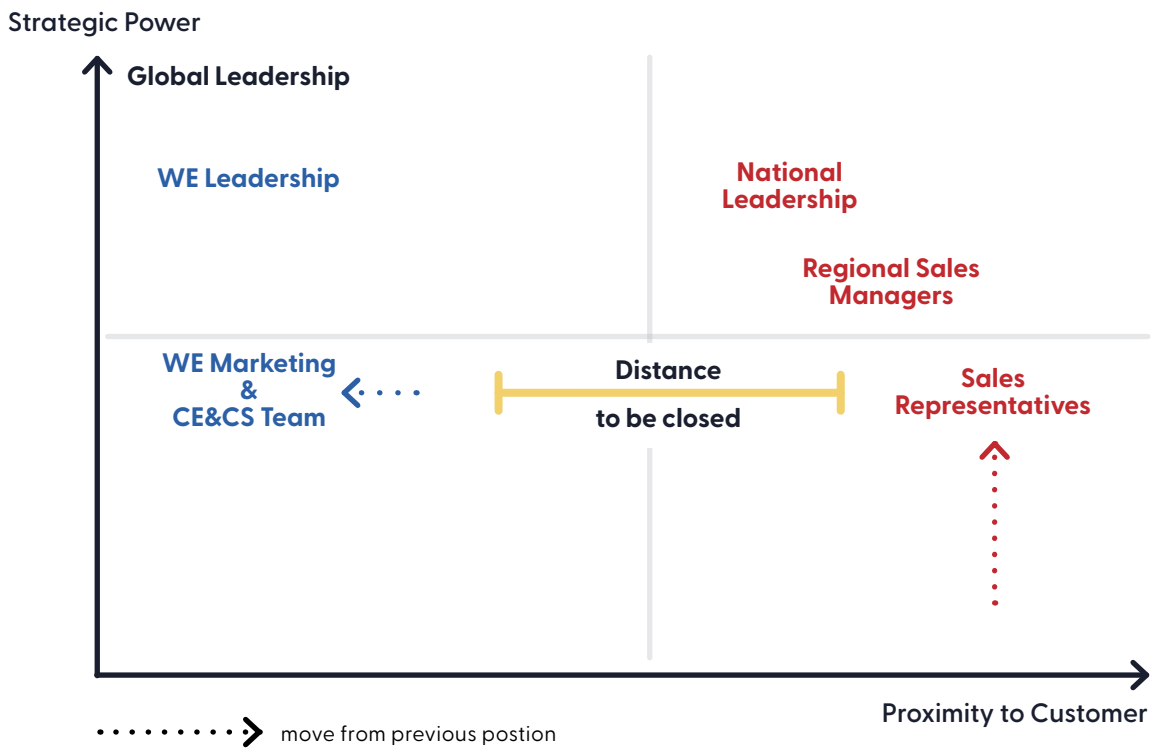
DIMENSION	INITIAL ASSUMPTION	REFRAMED REALITY
The 'Silence'	A lack of psychological safety or engagement during virtual sessions.	A strategic response to prioritise operational issues.
Strategy to Execution	Strategy fails due to poor communication or 'initiative fatigue'.	Strategy fails because it lacks consequentiality and ignores local supply chain constraints.
The Sales Role	A singular focus on sales and customer relationship management.	Three-Jobs-in-One: Sales Representatives act as salespersons, technical advisors, and Jack-of-all-trades.
Support Systems	Reliance on official digital tools like Salesforce for support.	Reliance on shadow systems, informal peer-to-peer networks and workarounds.

Rethinking stakeholders

Based on the insights gained, I have adapted the Power-Proximity Grid. The Western European team and the regional sales teams are further apart than I had initially placed them. Especially in proximity to the clinical environment where strategy actually becomes consequential.

Strategy is enacted by the Sales Representative when they meet their customers, by deciding what to say, what to prioritise, and what to let pass. That point of enactment is also the point furthest from the people who designed the strategy in the first place. Strategic power, I now understand, does not belong only to whoever writes the document. It belongs, in a different and equally real sense, to whoever decides whether that document becomes action. This is what Strategy-as-Practice is for me.

Figure 9
Power-Proximity Grid: Revised
(Heinen, 2026)



The refined research question

With this newly gained understanding the focus of the research question shifted: from improving how strategy travels from those who design it, to creating the conditions for those who practice it every day to shape it in return.

RESEARCH QUESTION - **REFINED**

How can design management facilitate relational sensemaking to bridge the gap between Work-as-Imagined and the realities of the regional sales environment?



PROCESS ANCHOR **PERFORMANCE SPECIFICATIONS**

A performance specification defines what a design intervention must achieve, rather than how it should function. Derived from research insights, these criteria set clear expectations, ensuring future solutions remain strictly anchored in evidence.

Performance specifications

As the next step in the process I defined performance specifications derived from evidence. These will be my guidelines for the development of my interventions and strategies:

PERFORMANCE SPECIFICATION - **OPERATIONAL RELIEF** - T2

Streamline or automate mandatory tasks to return time to the sales representative's primary sales responsibilities.

PERFORMANCE SPECIFICATION - **TACTICAL CONSEQUENTIALITY** - T4

Create a transparent 'Field-to-Lead' loop where local supply chain feedback results in visible systemic changes.

PERFORMANCE SPECIFICATION - **RELATIONAL SENSEMAKING** - T1, T5

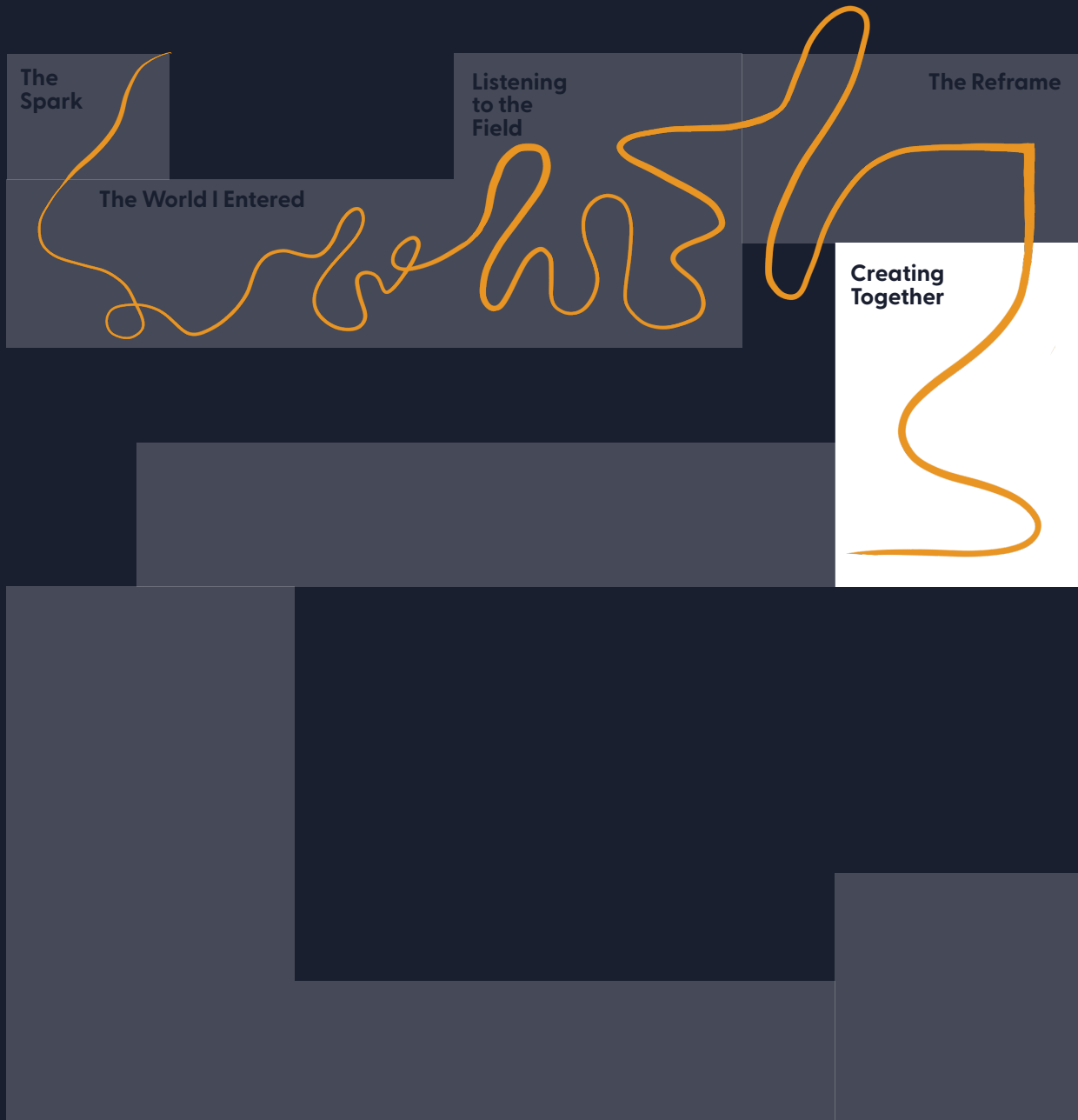
Facilitate a co-design approach where local markets help interpret and adapt goals rather than just receiving them.

PERFORMANCE SPECIFICATION - **RESILIENCE** - T7

Integrate "low-noise" periods or boundaries to mitigate burnout and initiative fatigue.

05

CREATING TOGETHER



I learned a vital new skill as a facilitator: stepping back. Reflecting on Nora Bateson's (2022) concept of readying, I realised that facilitation becomes significantly stronger when we 'tend to the prelude of change' rather than forcing an agenda. Allowing the team's autonomous, self-driven energy to unfold naturally proved that imposing too much pre-conceived structure can actively backfire, whereas leaving room for emergence truly captures the raw expertise of the system you are looking at.

Why participatory design?

The field tensions provided a clear picture of these systemic tensions, however, simply understanding the system was not enough. The people navigating this environment needed to shape the response; otherwise, any intervention I designed would risk the same fate as the central strategies: consequential in theory, irrelevant in practice.

Instead of returning to the same interview partners, I brought a new country team into the project: Italy. They offered a distinct market reality I had not yet seen, alongside an opportunity to meet in person. I wanted their entry point to be identical to the others: starting with daily reality, then moving from naming what was difficult to imagining what could change.

Designing the conditions

During preparation for the co-design, the Italian marketing manager raised a concern: conducting the session in English would create distance rather than openness. That is why I stopped and rethought what my session should do and for that defined a set of design criteria:



METHOD CO-DESIGN

Co-design treats people as active partners rather than passive research subjects, moving from designing for someone to designing with them. In complex systems, this ensures interventions are rooted in the practical, daily expertise of the field rather than just central theory.



PROCESS ANCHOR DESIGN CRITERIA

A design criterion defines how an intervention must be. Because co-design as a method is an intervention in itself, these criteria establish the emotional and psychological guidelines ensuring that participants feel comfortable.

DESIGN CRITERIA - LINGUISTIC ACCESS

Participation must be possible in the participant's first language. English as a working language creates cognitive distance that reduces honesty and depth of contribution.

DESIGN CRITERIA - NO PREPARATION REQUIRED

The session must not ask participants to prepare in advance. Field teams operate under high cognitive load; a session that requires homework before entry will either be declined or produces surface-level responses.

DESIGN CRITERIA - GROUNDED ENTRY POINT

The session must begin with the participant's own daily reality, not with the problem as the researcher has defined it. Strategic questions come after lived experience has been named.

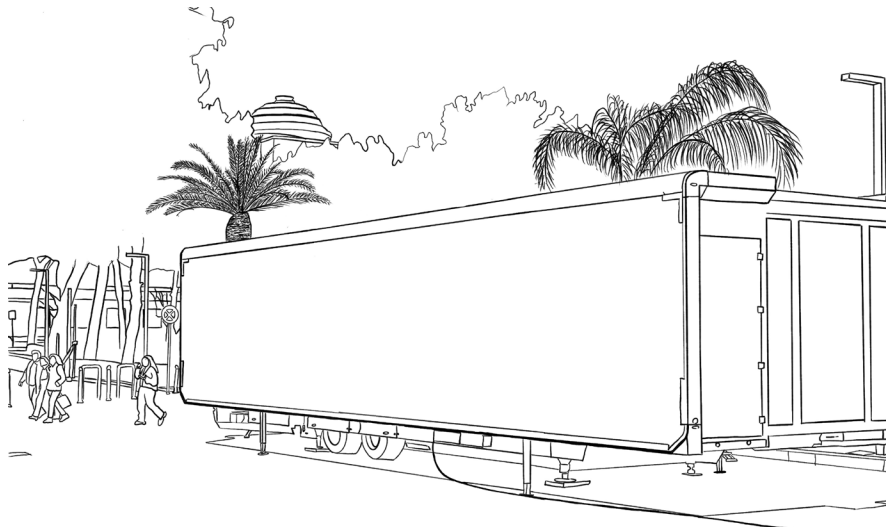
DESIGN CRITERIA - SPACE THAT BELONGS TO THE FIELD

Where possible, the session should take place in a space the participants already occupy and trust, not in a space that signals formality or hierarchy.

The space for co-creation

With these criteria in mind, the session was held two weeks later. The group formed a genuine cross-section of the Italian market: I sat with the Regional Sales Manager, the National Marketing Manager, two Sales Representatives, and an external agent, inside the organisation's mobile showroom, a converted truck that travels between hospitals and clinics. This is the space that belongs to the field. Because the team already knew one another, we bypassed formal introductions and moved straight into action.

Figure 10
Co-Design Setting
(Heinen, 2026)



→ Refer to Appendix E
Co-Design

I invited the team to speak in Italian, the National Marketing Manager translated into English for me. Participants built on one another's thoughts, often switching mid-sentence, no need for me to moderate. Instead I closely observed.

Figure 11
Session in Action
(Heinen, 2026)



Midway through, two groups of clinical staff entered the truck. Without discussion the team pivoted entirely. We stopped the co-design session as they engaged passionately with their priority, their customers. Standing in a corner of the truck, I observed two things clearly:

Figure 12
Customer Conversation
(Heinen, 2026)



Operational precedence:

A Sales Representative’s first loyalty is always to the customer, not to a meeting or a research exercise.

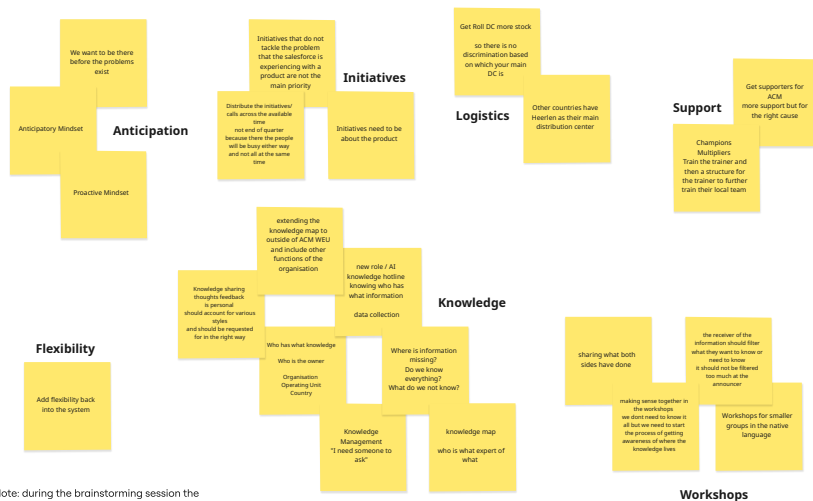
Social infrastructure:

In the quieter moments between visitors, the team’s natural coordination took over. Informal conversations and shared jokes, lifted the atmosphere.

After the customers left, the team eagerly wanted to continue the co-design session, and that without a reminder from my side. My one-hour session expanded into nearly two. The result was a field of raw ideas:

Figure 13
Co-Design Output
(Heinen, 2026)

→ Refer to Appendix F
Co-Design Output



Note: during the brainstorming session the participants were mainly involved in the dialogue so I took the notes myself

From eight ideas to four directions

→ Refer to Appendix F
Co-Design Output

Some came from the workshop itself, others from a conversation with a Sales Representative who arrived after the session had already begun. To shape this output I clustered four directions carried forward into the next phase.

Table 3
8 Ideas
(Heinen, 2026)

IDEA		CLUSTER
Strategic Alignment & Initiative Timing	Distribute initiatives and calls across the calendar, avoiding quarter-end pressure periods	Initiatives
The Knowledge Map & Navigator Role	Define who holds what knowledge at org, operating unit, and country level with an AI navigator providing direct access to answers	Knowledge
The Multipliers Network	Train-the-trainer structure extended beyond WEU to identify where information is missing across functions	Support
Anticipatory Regulatory & Compliance	Automated alerts for certificate expirations and a dedicated local regulatory resource before products are blocked	Compliance
Proactive End-of-Life Management	Cross-department synchronisation before product codes are discontinued, checking open orders first	Logistics
Empowerment & Customer Value	Customer service empowered to give realistic timelines; coordinated data collection protecting brand credibility	Support
Communication Architecture & Feedback Styles	Consolidate fragmented platforms into one findable point of truth; smaller workshops in native languages	Flexibility
Proactive Supply Chain & Inventory Equity	Automated, predictive inventory distribution ensuring fair stock allocation across all regions	Logistics

06

FINDING THE RIGHT RHYTHM



I was able to physically experience Nora Bateson's concept of Readying. While I had read the theory weeks prior, having to slow down, wait and adapt to the system's seasonal pace taught me that creation and profound organisational shifting happen even in moments of waiting and doing nothing. My project in itself is an intervention into the system, that nudges and shifts things, that I did not initially intend to.

From ideas to direction

The four emerging directions did not cover every tension the research had surfaced. But they addressed the tensions that a design management intervention could attempt to change. The others belonged to manufacturing decisions, organisational infrastructure, or structural shifts in ownership that sit outside what this project could responsibly claim.

Table 4
Four Directions
(Heinen, 2026)

INTERVENTION	OBJECTIVE	FORMAT	RELEVANCE
Sensemaking Sessions	Introduce participatory dialogue where local teams make strategy consequential to their own reality.	Structured reflective dialogues based on relational sensemaking, held in small local teams in collaboration with the Customer Success team. No preparation required from the field.	Relational Sensemaking / Systemic Isolation (T4)
Simple Rules	Empower decentralised decision-making with cognitive guardrails that reduce the need for constant escalation.	A small set of priority and boundary rules co-designed with Sales Representatives. Allows reps to quickly evaluate what deserves their attention in the moment. Built on Sull & Eisenhardt (2015).	Operational Relief / Administrative Burden (T3)
Initiative Calendar	Make collective workload visible and synchronise strategic initiatives with the sales cycle.	A living calendar managed by the Customer Success Team. Maps the voiced leadership calendar against the silent shadow timelines of when reps are under peak pressure. Creates intentional low-noise periods.	Resilience / Healthcare Navigation (T7)
Wiki Commons	Formalise the informal shadow systems already used by sales representatives into collective organisational capital.	Captures workarounds, peer knowledge, and intergenerational expertise, localised to specific roles and people. Ideally integrated with Service & Repair, Customer Service, and R&D to break down silos.	Operational Relief / Informal Support Networks (T6)

From directions to a strategy

According to Rumelt (2011) a strategy requires a diagnosis that names what is actually broken, a guiding policy that sets the direction of response, and a set of coherent actions that reinforce each other rather than pull apart. The question now was whether it would hold when tested against more than one market, more than one perspective, and the real rhythms of the organisation's year.

Table 5
 Diagnosis, Strategy and Coherent Action
 (Heinen, 2026)

DIAGNOSIS	LINKED TO:	GUIDING POLICY	COHERENT ACTION
Administrative Friction: Tool management and reporting requirements consume up to 2.5 days of weekly bandwidth.	T3: Administrative Burden	Prioritise activities that return time to the representative's primary responsibilities.	Simple Rules & Initiative Calendar
Information Silos: Operational knowledge remains trapped in informal networks, invisible to the formal strategic loop.	T6: Informal Support Network	Formalise shadow systems into a collective resource, turning individual resilience into organisational capital.	Wiki Commons
The Relevancy Gap: A disconnect between centralised mandates and local market realities.	T2: Feasibility Paradox	Facilitate a model where local realities visibly shape strategic interpretation.	Sensemaking Sessions

LEARNING
ADAPTING SPEED

This shift did not weaken the project. It improved it. The challenge was no longer just designing useful interventions, but designing them in ways that fit when and how the organisation could actually receive them.

When speed met reality

I entered the prototyping phase wanting to move quickly. The co-design session in Italy had generated momentum, clear priorities, and a sense that the project was beginning to take shape. My instinct was to build on that energy by moving the four directions into rapid testing and refinement. What I had underestimated was timing.

April marked the closing phase of the fiscal year. Annual Operating Plan deadlines were approaching, regional teams were stretched, and capacity was already spoken for. People were operating within a system that already had its own priorities, pressures, and pace. This became an important realisation. I had designed according to the rhythm of my project, not yet according to the rhythm of the organisation.

I was trying to move quickly, but the organisation moved slower, structured, and shaped by timing I could not ignore. Rather than forcing momentum, I had to learn when to slow down, observe, and work with existing movement instead of against it.

→ Refer to Appendix G
Feedback Form

→ Refer to Appendix H
CE&CS Session

FIELD
SUPPORT

'I would not participate if invited without knowing what we are talking about, it would be an extra meeting. Agenda communicated in advance is non-negotiable.'

Sales Rep, through form

FIELD
SUPPORT

'Knowledge at risk: SAP and logistics process knowledge currently held by individuals.'

Sales Rep, through form

WEU
PROCESSING

'I think that's really the core of the problem, people aren't actually processing what we're saying.'

- Commercial Enablement Team
Member, May 2026

WEU
PROCESSING

'Our teams don't like to follow rules.'

- Commercial Enablement Team
Member, May 2026

Testing the four directions across two perspectives

Testing ran across two parallel tracks. The first was a structured feedback form sent to field representatives across Germany, France, Switzerland, and Italy. The second was a sensemaking session with five members of the CE&CS team.

Wiki Commons:

the highest-ranked intervention on both sides (field: 3.8/5). Field respondents trusted the AI filter immediately and showed strong willingness to contribute. The CE&CS team saw it as ambitious but high-value. Both agreed it could start sooner than the others.

Simple Rules:

well received by the field (3.6/5) but the most contested in the CE&CS session. The label created friction on the team side; the field's condition was simpler: co-design it with us, or we won't trust it. Both sides pointed to the same first rule, patient and customer relevance as the primary filter.

Sensemaking Sessions:

the field gave it the second highest perceived importance (3.2/5); the CE&CS team named it one of their two top priorities. The gap between the two sides was not about whether, it was about when and how.

Initiative Calendar:

scored lowest with the field (3.0/5) but was the CE&CS team's other top priority. The field's message was direct: it needs to reflect how their year actually works, not just Q4.

What surprised me was how readily everyone recognised themselves in the proposed interventions. I had designed them, shaped by the Italian co-design session and grounded in the friction points the research had surfaced, but ultimately mine. I still felt I could have involved them more in the process. And yet the recognition was immediate and confirmed my framing of the situation. The interventions seemed to have hit the right spot.

Table 6
Conditions and Changes
 (Heinen, 2026)

Conditions for adoption

Alongside confirmation both sides also clearly voiced that there needed to be certain conditions in place for the interventions to be successful.

INTERVENTION	CONDITION	WHAT NEEDS TO CHANGE
Sensemaking Sessions	Leadership must take visible action on what was surfaced. Participants need advance notice of the theme. The session must have a follow-up mechanism thought off.	Small format. Agenda communicated in advance. Leadership must visibly act on what is raised. Follow-up mechanism required, outcomes must reach leadership with solutions, not dissolve.
Simple Rules	Rules must be co-designed with the regional teams. The co-design process itself is the first act of the intervention.	The label 'rules' may need reframing. Must be co-designed. Tool and reporting requirements addressed explicitly as the primary fatigue area.
Initiative Calendar	Leadership must genuinely respect the low-noise periods. A calendar that creates awareness without changing scheduling behaviour would not do its intended job.	Encode all four quarters as distinct pressure periods. Accommodate regional calendar variation. Two-layer model: WEU-level owned by CS Team, regional overlay owned by RSM.
Wiki Commons	Contribution must feel low-effort and time-bounded. Begin with a single topic area, at-risk knowledge held by specific individuals. The search function must work reliably from day one.	Contribution achievable in under two minutes. Pilot with one topic area, urgent logistics resolution named candidate.

From feedback to redesign

→ Scan to access
 Prototype



Based on this input, I iterated the prototypes I had begun developing during the transition phase. Building them with Claude AI allowed me to closely replicate the visual language and structure of the organisation's existing SharePoint site. By tapping into the team's familiarity with their everyday digital tools, I reduced the cognitive friction of my interventions.

The time available for testing was limited, the fiscal year closing and the organisation's full capacity meant that direct feedback on the prototypes themselves was not possible within this project's timeline. That is the next conversation to have, with the people who would use them.

Figure 14
Sensemaking Session Prototype
(Heinen, 2026)

I'm from the field
I'm from the WEU team

Request a session — field

YOUR MARKET

Select market... ▼

WHAT DO YOU NEED TO MAKE SENSE OF?

Describe the situation creating confusion or friction — e.g. 'The new AOP priority conflicts with how my market's tender cycle works. I need to understand which takes precedence and who to talk to.'

Figure 15
Simple Rules Prototype
(Heinen, 2026)

- 1 Patient and customer first — always**

If a supply issue, tool failure, or process delay puts a patient or customer at risk — skip the queue. Call your manager directly. This is never an overreaction. *Why: patient safety is the non-negotiable condition of this role. No process overrides it.*

2 Check the Wiki before escalating

If a colleague in another market has already navigated the same situation, the answer is probably already there. Search first — escalate if you don't find it. *Why: the knowledge exists. The problem is it isn't always findable.*

Figure 16
Initiative Calendar Prototype
(Heinen, 2026)

● Moderate — coordinate first ● Protected — do not schedule new initiatives (peak load UK low-noise)

■ WEU initiative ■ Regional entry ◆ Sensemaking session

Q1 — January · February · March
New-year push - High load

<p>JANUARY</p> <div style="background-color: #ffe0e0; padding: 5px; margin-bottom: 5px; border: 1px solid #ccc;"> ● Protected — AOP kick-off period. No new sessions. </div> <ul style="list-style-type: none"> ■ AOP kick-off (all markets) ■ E&E — weekly ■ New-year targets (all RSMs) 	<p>FEBRUARY</p> <ul style="list-style-type: none"> ■ Product training — France ◆ Sensemaking — DACH ■ E&E — weekly 	<p>MARCH</p> <div style="background-color: #e0ffe0; padding: 5px; margin-bottom: 5px; border: 1px solid #ccc;"> ● Open window — good for sessions </div> <ul style="list-style-type: none"> ■ Regional cluster reviews ◆ Sensemaking available
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Figure 17
Wiki Commons Prototype
(Heinen, 2026)

AI-ASSISTED SEARCH

Search

Ask in plain language — the AI finds the most relevant entry and shows you connected topics.

All topics
Supply & Logistics
Clinical navigation
CRM & Tools
Regulatory

Knowledge sharing

📦

Navigating backorders: what to say, who to call, how to bridge

⚡

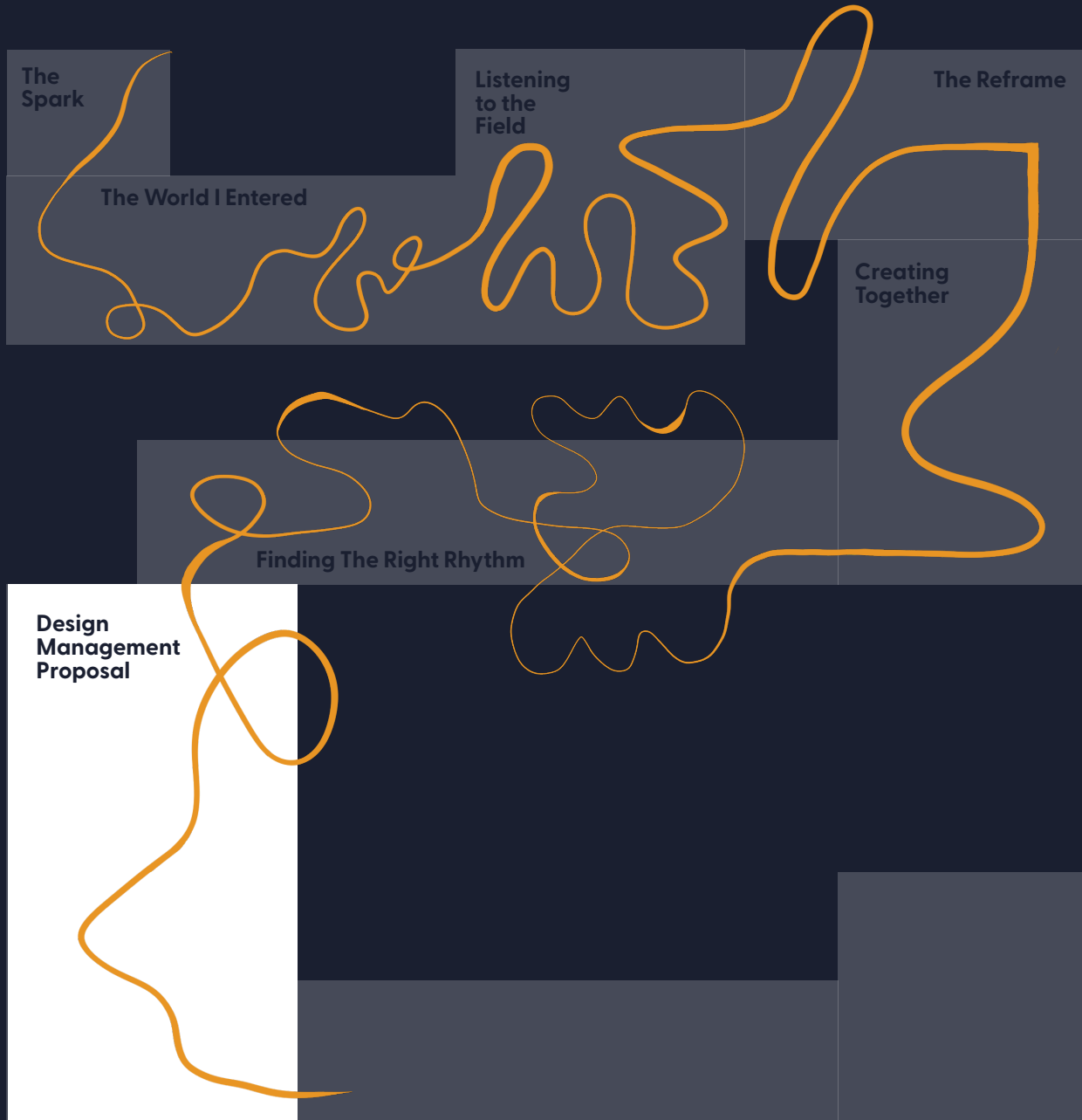
How to resolve an urgent logistics issue in under two hours

33

Bachelor Graduation Project – Lena Heinen

07

DESIGN MANAGEMENT PROPOSAL



I learned how to build onto the organic strengths of an existing ecosystem. Instead of trying to engineer a clean, artificial system from scratch, I focused my design lens on recognising and formalising the informal networks that keep the system running. This phase allowed me to tap directly into my own strength of thinking holistically in systems and I found it easy to formulate transformation strategies.

One strategic system for seeing each other

Everyone works toward the same larger goals while operating with only partial visibility of one another's realities. Strategic direction loses nuance as it travels outward. Local realities remain fragmented or informal as they travel back. The four interventions developed through this project are an attempt to change that, not by replacing existing structures, but by making them visible across the distance between the people who design strategy and the people who enact it.

Interdependencies

The four interventions do not operate in isolation. They organise into two mutually reinforcing sub-strategies, the first addressing how strategy is understood and adapted, the second creating the conditions that make that dialogue possible. That is what makes this a strategy rather than a list.

Sub-strategy 1: the mirror

Through the Sensemaking Session, strategy meets the reality it was designed for. Local teams interpret strategic goals against their own market context, making the gap between Work-as-Imagined and Work-as-Done visible to both sides at once.

The mirror does not flatter. It shows you where there is friction and resistances that would otherwise remain hidden. Rather than requiring anyone to arrive with solutions, it creates the space for answers to emerge through dialogue.

Figure 18
The Mirror
(Heinen, 2026)

Strategy gets tested against lived reality before it asks people to enact it. That is what makes consequentiality possible.



The session has two conditions it cannot create for itself: the people in the room need enough capacity to engage, and the willingness to sit with not knowing. Willingness to let the answer emerge rather than arrive with one. In a field where every hour is already claimed, that is a big small ask. For that reason, the session needs to be understood, by leadership and by the field, as a legitimate part of the work, not an addition to it.

Sub-strategy 2: the enabling infrastructure

The mirror only works if people can look at it. That is what the enabling infrastructure is for. Not to add new demands to a field already at capacity, but to quietly remove the ones that prevent participation in the first place.

The Initiative Calendar protects time:

It maps the leadership initiative calendar against the field's shadow workload timeline, making visible the moments when participation is possible and the moments when it is not. A Sensemaking Session scheduled during fiscal year-end is not a session. It is a disturbance.

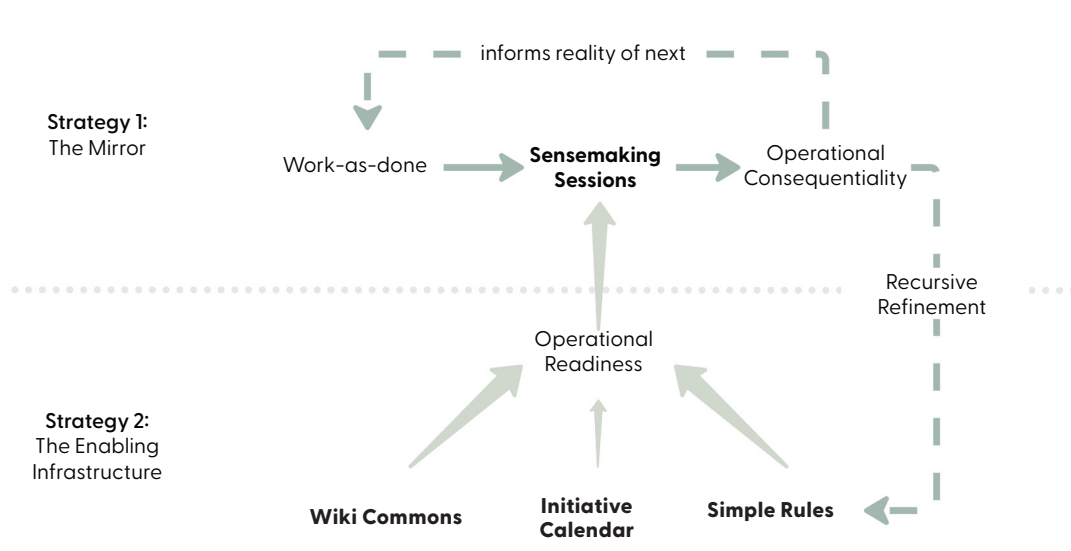
Simple Rules protect attention:

Sales Representatives lose up to two and a half days per week navigating administrative decisions. A small set of co-designed guardrails could ease this by giving people a clear basis for deciding what deserves their attention in the moment.

The Wiki Commons protects knowledge:

It captures the workarounds and enables new hires and colleagues from other regions to get easier access to presisting best practices. The knowledge a representative carries, built over years of clinical relationships and local navigation, no longer retires when they do.

Figure 19
Enabling Infrastructure
(Heinen, 2026)



Building on what already exists

The strongest argument for this system is that most of it is already happening, informally, consistently, and without the structural support that would make it sustainable.

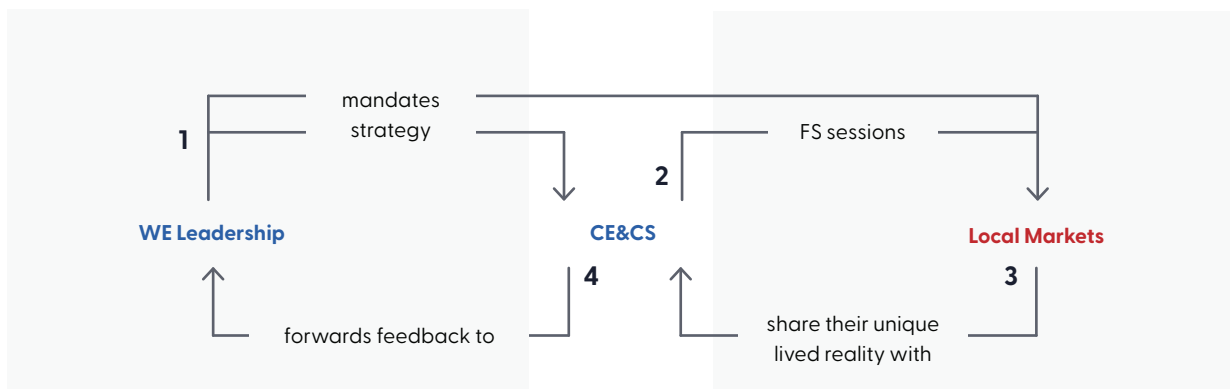
The Customer Success team occupies the critical interface between central strategy and regional execution. They are uniquely positioned to act as the bridge, able to host the Sensemaking Sessions and provide the enabling infrastructure.

Figure 20
CE&CS Position
(Heinen, 2026)

The system proposed here does not ask the organisation to become something entirely different. It asks it to recognise what it is already doing, and make it deliberate.

Strategy Design

Strategy Execution



Seeing each other

At its core, this project proposes a strategic system that improves how strategy travels. Rather than treating the strategy execution gap solely as a problem of communication, compliance, or operational inefficiency. The project reframes it as a challenge of visibility between the people shaping direction and the people translating that direction into everyday practice. Across interviews, co-design, validation, and redesign, one insight remained consistent: strategy often loses strength not because people are unwilling, but because they are working from different realities without enough opportunity to truly see one another.

The interventions developed throughout this project respond to that condition by creating stronger pathways for dialogue, timing, knowledge-sharing, and participation. Together, they aim to help strategy move more clearly across the organisation, with less distortion between intention and execution.

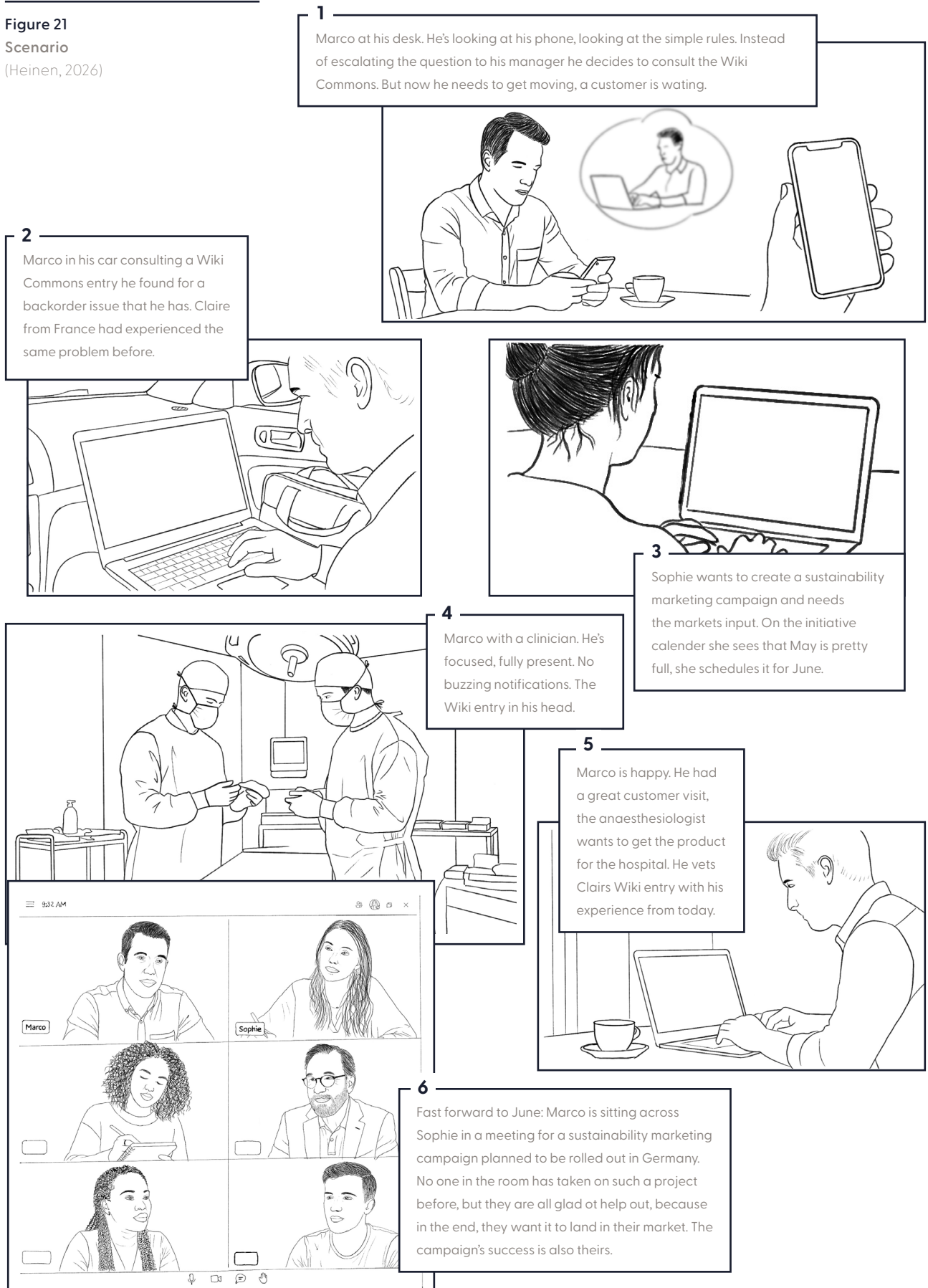
Seeing each other more clearly does not remove organisational complexity. But it can reduce how much of that complexity is created simply because people work beside one another without fully understanding what the other side sees.

Intended impact in practice

The system becomes most tangible through everyday use: Decisions happen faster because the guardrails are already there. Knowledge from one market reaches another before the gap becomes a problem. Initiatives land when the field has the capacity to receive them. The organisation retains what it learns and builds on it.

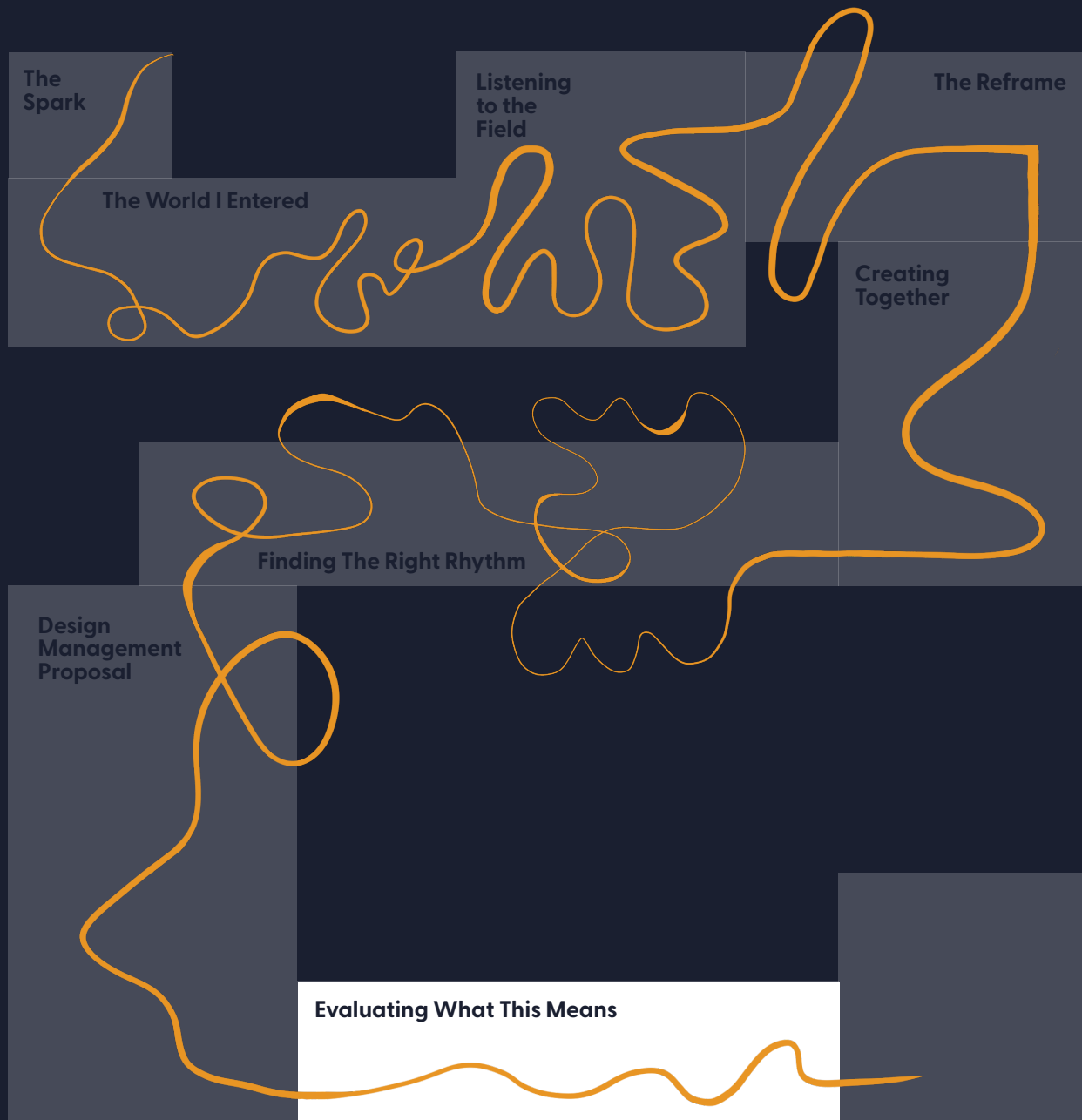
The deeper shift is relational. The space between the CE&CS and local country teams becomes one of continuous exchange. Everyone operates within their own specialty, but with a heightened awareness of each other. That awareness changes how the organisation navigates the complexity of the healthcare environment. Not by removing it but by facing it together.

Figure 21
Scenario
 (Heinen, 2026)



08

EVALUATING WHAT THIS MEANS



I learned to critically question and adapt theoretical frameworks instead of just applying them blindly. Guided by Frascara et al (2023), I developed the capacity to critically analyse why I selected specific evaluation lenses and how to carefully adapt them to my project's unique complexity.

Returning to the specifications

Table 7
Performance Specification
Evaluation
(Heinen, 2026)

The proposal is held up against its own ambitions. The performance specifications established in Chapter 04 were grounded in specific field evidence, tied to specific themes. The question now is whether the proposed interventions actually address what the field described.

SPECIFICATION	VERDICT	RESPONSE
<p>PS 1 - Operational Relief Streamline or automate mandatory tasks to return time to primary sales responsibilities</p>	<p>Partial: structural admin not addressed</p>	<p>Simple Rules gives representatives cognitive guardrails to triage what deserves attention, not eliminating admin, but reducing the decision-load that surrounds it. The Wiki Commons formalises workarounds already in use, converting individual effort into shared infrastructure. Both reduce time spent navigating ambiguity.</p>
<p>PS 2 - Relational Sensemaking Facilitate a co-design approach where local markets help interpret and adapt goals rather than just receive them</p>	<p>Met: design directly targets this</p>	<p>Sensemaking Sessions are the direct structural response to this specification. They create a recurring, low-preparation space for local teams to make strategy consequential to their own context. The CE&CS session itself confirmed demand, the Train-the-Trainer program can be build upon.</p>
<p>PS 3 - Tactical Consequentiality Create a transparent field-to-lead loop where local feedback results in visible systemic changes</p>	<p>Partial: loop present, follow-through contingent</p>	<p>The Sensemaking Sessions operationalise consequentiality by design: insights surface through structured dialogue to the Customer Success team, who act as the bridge to WEU leadership. This is consequentiality by proximity rather than by mandate, it relies on a willing intermediary.</p>
<p>PS 4 - Resilience Integrate low-noise periods and boundaries to mitigate burnout and initiative fatigue</p>	<p>Met: directly addresses fatigue rhythm</p>	<p>The Initiative Calendar makes collective workload visible by mapping leadership initiatives against the shadow timeline of peak pressure. It does not reduce workload, it creates intentional low-noise periods where sensemaking can happen without competing with the pressure of achieving the Organisation's goals . The delay in Co-Design became evidence that the calendar addresses a real and felt need. Framing the calendar as a structural gatekeeper rather than a scheduling tool is the design decision that makes this specification actionable.</p>

Two specifications are met in full; two depend on whether the system chooses to sustain the conditions the intervention creates, which is what design that prioritises readying over fixing is all about.



LITERATURE APPLIED

MEADOWS (1999)

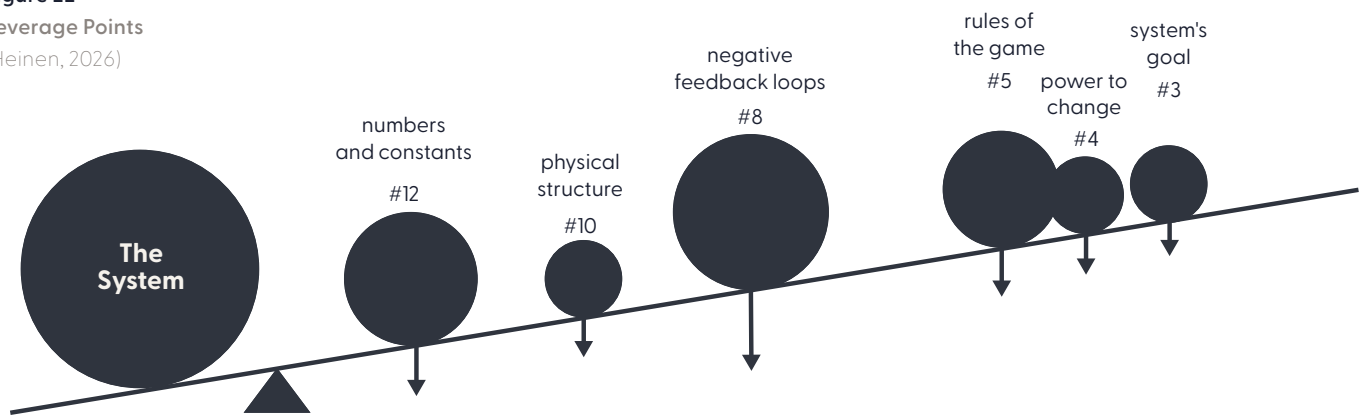
Moving beyond superficial fixes to fundamentally shift the "rules of the game" by redistributing decision-making power and protecting the field team's actual capacity.

Holistic impact

The four interventions do not all operate at the same depth, and this is intentional. Each one reaches a different layer of the system, from the way information moves, to the rules that govern decisions, to the fundamental question of who gets to define what the organisation is trying to achieve. What makes them consequential is not any single intervention acting alone, but the way they reinforce each other.

Donella Meadows (1999) identified twelve places where you can intervene in a system, arranged by the depth of change they produce. The deeper the leverage point, the harder the intervention is to achieve, but also the more lasting its effect.

Figure 22
Leverage Points
(Heinen, 2026)



Leverage point #8

Three of the four interventions act here simultaneously, each addressing how critical knowledge reaches the people who need it, at the moment they need it.

Leverage point #12

The interventions touch volume and frequency. The Initiative Calendar makes that rhythm visible for the first time, creating intentional space where participation becomes possible.

Leverage point #5

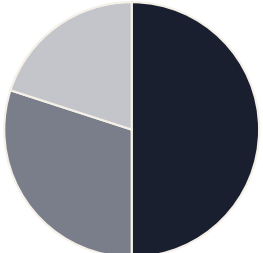
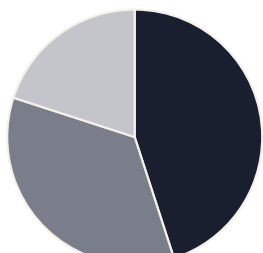
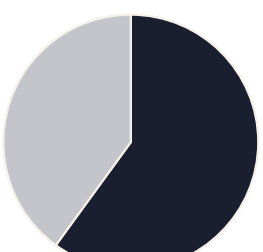
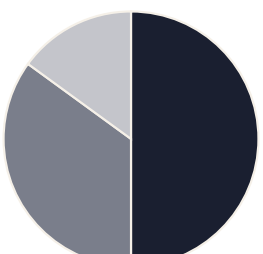
The rules of participation shift. Until now, strategy has been something the field receives. The Sensemaking Sessions change that, giving representatives an active role in shaping what comes next.

Leverage points #3, #4, and #10

They carry the least weight across the four interventions, but reach the deepest into the system. Changing what the organisation aims for, where knowledge authority sits, and how decisions flow. It is their leverage that gives the strategy its capacity for lasting change.

Instead of looking at the weigh of the leverage points themselves this table looks at where each intervention acts, adding a second lense to the intervention points from Donella Meadows.

Table 8
Intervention Points
 (Heinen, 2026)

INTERVENTION	LEVERAGE POINT	EFFECT
Sensemaking Sessions 	#3 Goals of the system	Local teams interpret strategy in relation to their own reality, challenging the assumption that goals flow only downward.
	#5 Rules of the system	Field teams are given an active role in shaping strategy, not merely receiving it.
	#8 Information flows	A formal upward channel for field intelligence is created for the first time.
Wiki Commons 	#4 Power to change the rules	Formalising shadow systems redefines where knowledge authority sits in the organisation.
	#8 Information flows	Operational knowledge becomes searchable and accessible rather than trapped in individuals.
	#12 Numbers and constants	Time lost navigating unofficial support channels is directly reduced.
Initiative Calendar 	#8 Information flows	Both the leadership calendar and the field's shadow workload calendar are made mutually visible for the first time.
	#12 Numbers and constants	Intentional low-noise periods are introduced as a structural parameter of the operating cycle.
Simple Rules 	#10 Structure of material flows	Co-designed guardrails reduce the need for constant escalation by structuring how decisions flow.
	#5 Rules of the system	Because representatives build the rules themselves, decision-making power is quietly redistributed.
	#12 Numbers and constants	Up to 2.5 days per week of administrative bandwidth is reclaimed across the team.

 LITERATURE APPLIED
HAWKEN (2021)

Shifting the focus from an extractive system to a regenerative structure that sustains and restores their long-term capacity.

Regenerating the system

In Paul Hawken's (2021) *Regeneration* book he asks twelve questions. Not to score them, but to surface what a project restores and what it risks. Selecting those relevant I shift the evaluation from leverage points toward questions of human and organisational health: Does this intervention create more life in the system, or extract it? Does it heal the future or defer its cost?

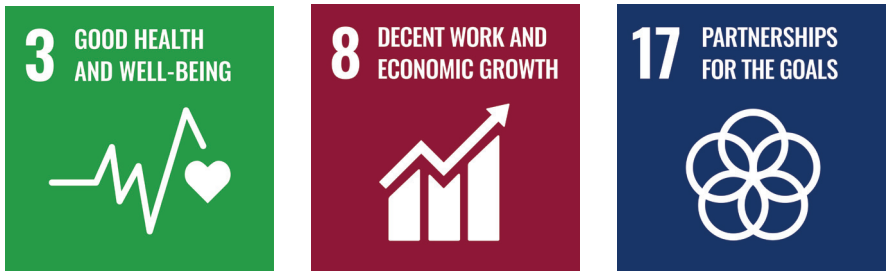
Table 9
Regenerative Impact
(Heinen, 2026)

CONDITION	BEFORE	AFTER
Creating More Life	Sales Representatives face a lot of work and are seen as the jack of all trades working on more than their job description requires them to.	Introducing relational sensemaking restores professional agency. Representatives actively shape 'consequentiality', returning energy to the customer relationship, rather than administrative firefighting.
Extractive vs. Regenerative	Current administrative processes deprive energy from the Sales Representatives, pulling time away from the field.	The strategies cultivate a knowledge commons where local insights feed back into the WEU strategy. It creates a self-sustaining loop that allows the system to learn from its own realities rather than exhausting its members.
Healing the Future	Vital customer relationships and insider knowledge are currently tied to individuals. As they retire, this capital vanishes, leaving the future system without its foundation.	The Wiki Commons formalises intergenerational exchange. It ensures that trust built over decades becomes a resilient organisational resource that survives personnel transitions.
Enhancing Well-being	High workloads and 'availability guilt' forced Sales Representatives to sacrifice personal boundaries to navigate a rigid environment.	Simple Rules enable the Sales Representatives to protect professional and personal boundaries.
Creating Livelihoods	The 'Work-as-Imagined' approach tries to systematise human roles, compressing the space for relationship-building.	The strategy protects the irreducibly human dimension of the role, clinical trust and contextual expertise. The relationship-intensive work is preserved and given more space.
Relational Density	A reliance on digital-only tools increased 'sociotechnical distance' and fragmented the entire team.	The proposed interventions thicken the bonds between field teams and leadership. The network is 'ready' for the next market shift because the communication infrastructure is built into the culture, not retrofitted during a crisis.

SDG alignment

The proposal connects to three Sustainable Development Goals: SDG 3 (Good Health and Well-being) through the protection of patient safety and the reduction of professional burnout; SDG 8 (Decent Work and Economic Growth) through the restoration of professional agency and the reduction of administrative friction; and SDG 17 (Partnerships for the Goals) through the relational infrastructure that connects field realities to strategic planning.

Figure 23
Sustainable Development Goals
(United Nations, 2015)

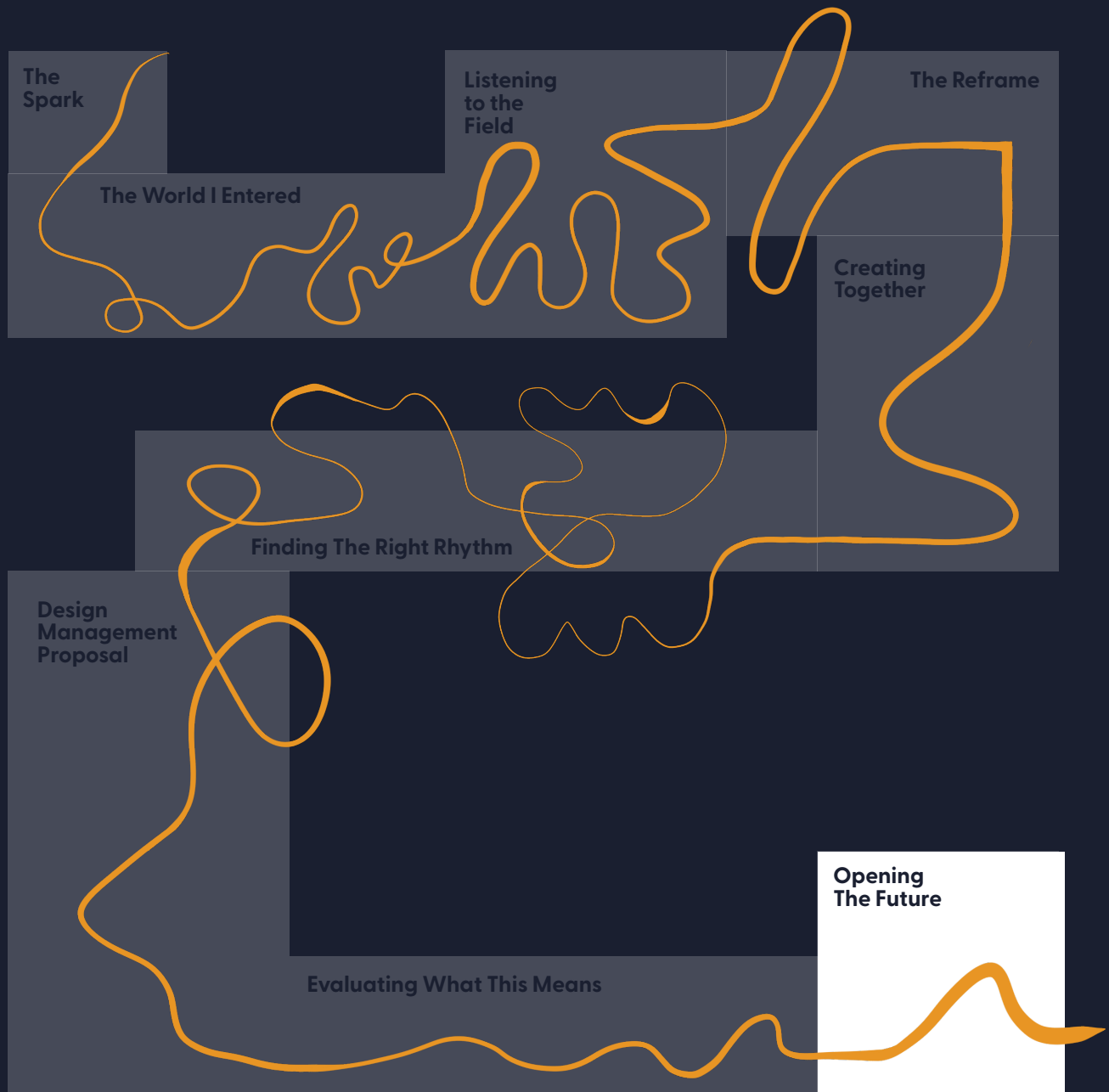


What this project cannot claim

This proposal has not been implemented. The interventions have been tested and prototyped at a small scale, five field participants, one CE&CS session. What can be claimed is that the design is grounded in evidence, that the conditions for adoption have been named honestly, and that the people who would use these tools were involved in shaping them.

09

OPENING THE FUTURE



I unstood my limits as a Designer and accepted what remains outside my control. I shifted from trying to over-engineer an unwritten future to confidently handing over an adaptive, sequenced lens of transformation to the Organisation.

Cultivating shared visibility

If I think about how to implement these interventions and strategies within the Organisation's dynamics, I realised its about creating a structured gradual approach for both sides to see each other's realities. That is because sales teams spend their days moving between hospitals, navigating local administrative tasks, and focusing entirely on patient needs. Meanwhile, central planning teams operate virtually, designing programs from a distance.

PERFORMANCE SPECIFICATION - **ADAPTIVE SEQUENCING** - T2

The implementation plan must respect the operational pace and capacity of the Organisation, by deploying interventions in managed stages.

The functions of a lens

To illustrate how the Organisation cultivates shared visibility step-by-step, it helps to look at it through two distinct optical concepts: aperture and focus. The camera aperture represents the Organisation's capacity to handle complexity. The focus represents our relational sensemaking.

Figure 24
Optical Lenses
(Heinen, 2026)

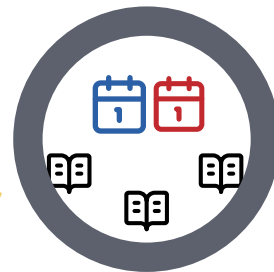
1. Adjusting the focus

Turning the focus ring brings the two calendars into sharp, crisp alignment. The Initiative Calendar makes capacity clear, allowing us to find the suitable windows where we can schedule our first conversations.



2. Widening the Aperture

Once our shared time is in focus, we open up the lens to let more elements into our field of view. This widening of the lens allows hidden, informal field workarounds and uncoded market practices to be pulled into the Wiki Commons.



3. Achieving Clarity

The enabling infrastructure has done its job and moved into the background, opening up the entire frame for a continuous, self-sustaining dialogue where local insights naturally inform strategy.



Activating the lens

To translate these shifting optical rings into daily operations, the following table outlines my proposal for a practical rollout of the strategy. It defines the specific tasks, responsibilities, and systemic logic required to smoothly ground each shift within the Organisation's existing regional markets.

Table 10
Implementation Plan
(Heinen, 2026)

SHIFT	WHAT	BY WHOM	HOW	WHERE	WHY
Focus (0-3 months)	Introduce the high-level Initiative Calendar and facilitate the first introductory Sensemaking Session.	The Customer Success Team maintains the calendar, supported by Regional Sales Managers who manage local market overlays.	Replicate the visual language of existing SharePoint tools to minimise technical friction. Map leadership roadmaps against known peak pressure periods in the field.	Virtually, across the Western European Commercial Operations network.	To build fundamental systemic trust by proving that central teams will actively protect frontline capacity during high-pressure quarters.
Aperture (3-12 months)	Launch the targeted pilot of the Wiki Commons and initiate Simple Rules co-design workshops.	Co-facilitated by the CE&CS teams, driven by the knowledge of experienced local Sales Representatives.	Seeding the Wiki Commons with one critical topic area, such as hospital equipment integrations or logistics workarounds. Optimise submission templates to ensure it takes minimal effort.	Placed inside a single, localised pilot region to ensure focused evaluation.	To formally value and formalise the hidden shadow systems that keep the company running, preserving knowledge before staff transitions occur.
Clarity (12+ months)	Fully embed the Sensemaking Sessions into a repeating quarterly cadence and utilise the Simple Rules as a living field compass.	Maintained as a continuous partnership loop between Western European Leadership and the Frontline Sales Networks.	Frontline teams utilise smaller, sub-group formats in their native languages to discuss strategic alignment, completely removing cognitive distance.	Fully integrated across all regional commercial markets within the operating unit.	To achieve true tactical consequentiality, making sure that speaking up will result in subsequent organisational action.

Contextual constraints and fields of uncertainty

Because a design manager’s job is to look honestly at the whole system, I want to map out the explicit boundaries where this project ends and the broader reality of the Organisation begins. These are the systemic conditions we must keep tracking as the strategy evolves:

Table 11
Constraints
(Heinen, 2026)

CONSTRAINTS	BOUNDARIES	CRITICAL QUESTION
Logistics and Supply Chain	Product backorders and physical device stockouts are highly disruptive to customer relationships, but they require structural logistics re-engineering. This project can help surface field data early, but it cannot fix structural manufacturing or logistics shortages.	If field teams share urgent backorder vulnerabilities during a session, will leadership respond visibly? If feedback is gathered but local realities do not change, the employee silence will return.
Decision Authority	High-level commercial strategy remains heavily anchored at the global headquarters in the United States. The Western European unit is structurally in an adaptive position. This project is designed to improve how local markets participate in adapting that strategy; it does not change the core organisational hierarchy.	Will central strategic teams continue to use these feedback loops to enrich their assumptions, or will planning naturally default back to a one-way broadcast? Will European feedback be considered in the United States?
Organisational Development	Structural tools cannot act as a substitute for human development. These four interventions build the readiness for engagement and clear the daily path, but they do not replace the ongoing need for personal coaching.	Will sales teams continue to actively cultivate and update the Wiki Commons once the initial momentum of the project fades? The platform’s health hinges entirely on maintaining a low-effort contribution threshold.

From framing to enabling

Developing this Design Management proposal taught me that my true role was never to fix the system by myself. My conceptual work was to design the conditions for mutual seeing, widening the aperture to reclaim capacity and adjusting the focus to allow separate realities to be collectively understood. But as this project ends and implementation begins, the lens is handed over. I am suggesting four interventions and a strategy for the Organisation to look into the mirror, coach itself, and navigate its own future. Hopefully, I will be part of this effort.



CONCLUSION

The research confirmed what the silence had suggested from the start: both sides wanted the same thing. Sales Representatives and the Western European team were working toward the same goals, they simply did not have enough structured opportunity to see each other doing it.

The four interventions proposed here are built on that finding. They do not introduce something foreign to the organisation. The Initiative Calendar, the Wiki Commons, the Sensemaking Sessions, the Simple Rules, some of them have versions that already existed informally. What this project proposes is making that effort deliberate, shared, and visible to both sides. I strongly believe that when the strategy is implemented, the Organisation this will profit greatly.

Creating the conditions for mutual seeing, structured, protected, and consequential, is what the strategy between us requires.

VI.

REFLECTION

This project was the last milestone of my Design Management journey. Just as much as I learned about the organisation I also learned about myself.

Reflecting on my social roles throughout this project (Deepa Iyer, 2017), I initially set out as a *Networker*, where I primarily wanted to create a direct bridge between the WE virtual team and the regional markets. However, I soon realised that simply bridging the distance was not enough; the system required me to become a *Weaver*. During the facilitation of the sessions and while writing this document, I naturally stepped into the role of a *Storyteller*. I developed my capability of framing the process to make it accessible to individuals unfamiliar with the project. Ultimately, I was also a *Visionary* developing four interventions and an overall strategy.

I redefined what the term strategy means to me. My project itself was an act of *Strategy-as-Practice*. I did not start with a predefined plan of what I needed to do and achieve; instead, I was equipped with the project guidelines and diverse tools from my studies, continuously making sense of them within the unique context of my project. I experienced my strategy emerge organically through action. Within this corporate environment, I learned a great deal about communication inside a multinational company. I further developed my strategic application skills by enabling the adoption of change through resilient strengths already embedded in the system and designing for the people who live in it. Crucially, I learned to adapt my own drive to the system's speed; I experienced that it is often worth slowing down simply to observe and listen.

At the end of my project, Design Management has become much clearer to me. Before, I often struggled to explain what it actually is, but through the execution of this project, my understanding has solidified: It is a practice of working with real human experiences and qualitative data, where the intervention and strategy for a systemic area truly emerge from the process itself.

To conclude, I am very proud of the final outcome of this document, both conceptually and visually. Finding my own distinctive design voice through this process gives me immense confidence as I continue to shape my future with my Design Management skills. I am proud to call myself a Design Manager now.

VII.

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A NOTE OF THANKS

There are a few people I would like to thank:

To my collaboration partner, for the support, for the openness to share their struggles, and for the warmth the Italian team showed me during the co-design session.

To Katharina, my mentor, for the valuable feedback and the discussions that shaped this project.

To my family, for the patience and encouragement through all of it. And to my dog, thank you for the unconditional support.

To my Spotify playlists, thank you for keeping my spirits up. You know what you did.

And finally, to myself, for pulling through, seeing it to the end, and trusting the process. It was worth it.

XI.

DECLARATION OF AI USE

Throughout this project, two AI tools were used in a supporting capacity.

Claude

- Translation of German interview transcripts into English
- Creation of feedback form and prototypes

Gemini

- Grammar and spelling checks
- Improving reading flow and linguistic clarity
- Editorial refinement across written sections
- Structuring and articulating complex ideas

Role of AI:

AI was used as a critical thought partner to navigate systemic complexity, assisting in synthesising field data and refining the language and flow of the narrative as well as helping with feedback retrieval and prototype coding.

Role of the Design Manager:

All conceptual ideas, the co-design, the metaphors, the visuals, the field observations, and the final strategy proposals, remain the original work and responsibility of the Design Manager. AI did not replace the creative process; it acted as a tool to help structure my thoughts.

XII.

AFFIDAVIT OF AUTHORSHIP

I, Lena Heinen, hereby certify that the Bachelor Graduation Project titled *The Strategy Between Us: On Creating the Conditions for Mutual Seeing*, consisting of 5889 words, is entirely my own work.

I have clearly indicated all sources (printed, electronic, personal, AI, etc.) that have been consulted. This thesis has not been previously published in the same or similar form, nor has it been submitted to any other examination board or university.



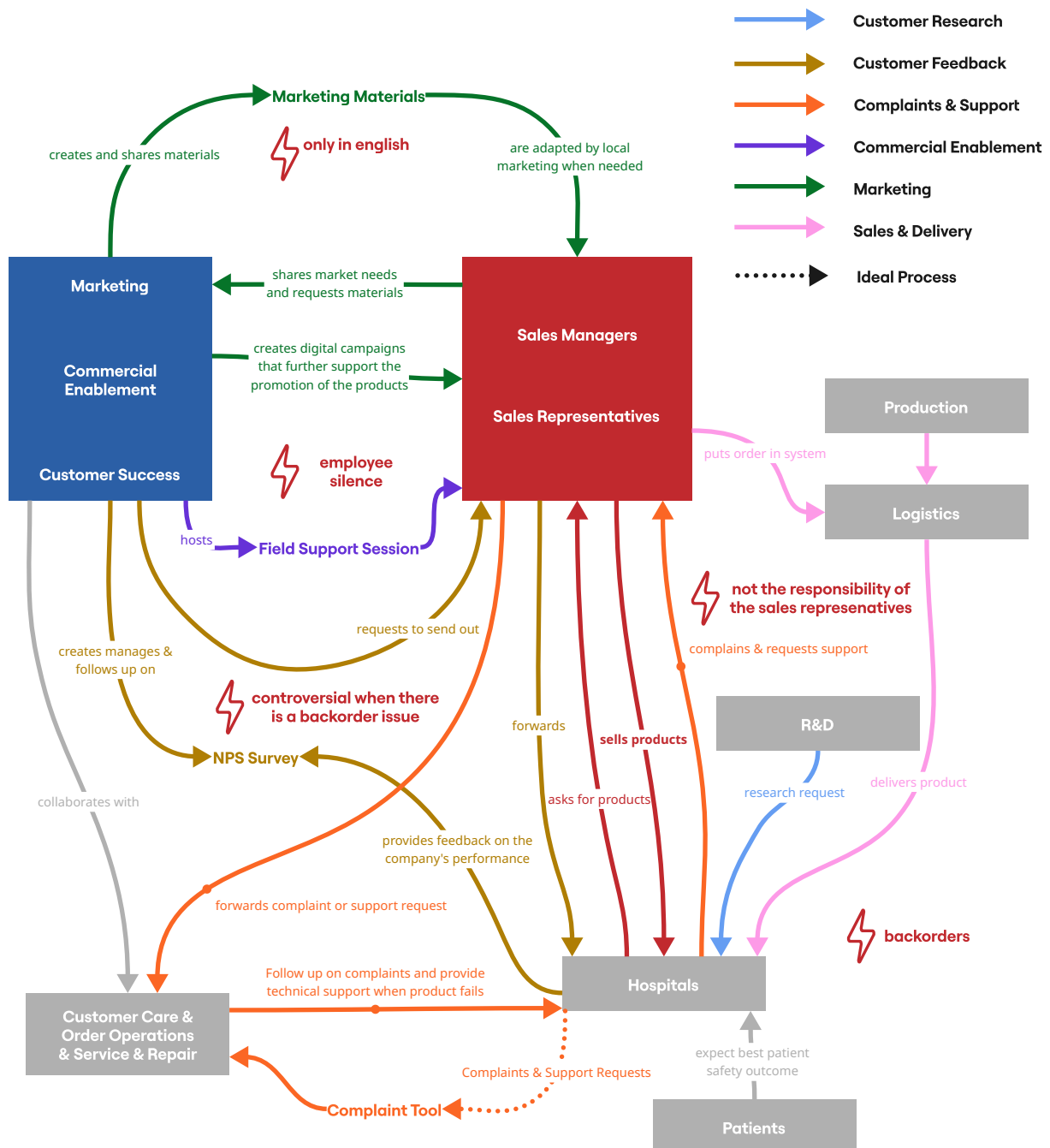
Lena Heinen
Embrach, 21.05.2026

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A

LOOPS OF FRICTION



B

INTERVIEW SCRIPT

Script

Intro

Thank you for taking the time to speak with me. As part of my Bachelor project, I am exploring the relationship between the Western Europe virtual team, primarily the Commercial Engagement and Customer success team and the Sales Representatives in the various regional chapters. I am looking to understand how we collectively understand and adapt strategy to make it relevant for the local markets through sensemaking and co-designing strategy.

My goal is with this interview is to understand your current work processes and structures you use on a daily basis, those adhoc responses that are done without thinking what you do. I want to understand your support system for your work and then also how you view / perceive and use strategy to get work done. There are no right or wrong answers; I am interested in your honest perspective. Everything discussed is confidential and your responses along side the other interviewees will be anonymised and analysed for a general overview of the ACM WE landscape. I will transcribe the meeting so that I can better analyse it afterwards. I hope that is fine? Do you have any questions before we get started?

Daily Work Structure and Processes

Alright so first of all: I am curious to know more about your typical daily work. Imagine your usual Tuesday or if you want also another day of the week, that's also fine.

Walk me through the 'rhythm' of your day—what are the core processes you follow from the moment you start, and how do you navigate the physical or digital structures that define your work?

Follow Ups:

- Which specific tasks feel the most repetitive or "automatic" for you?
- Where do you feel the most friction in your current workflow?
- How much of your day is spent in "broadcast" mode (receiving info) versus "active" mode (executing)?

2

Closing

We are right at our 30-minute mark, and I want to be respectful of your schedule.

Before we hop off, is there anything else on your mind that we haven't touched on? If you have anything you wish to share please just ping me on teams or write me an email. Any input is welcome.

So for the next steps:
To really understand the nuances we discussed today, would you be open to me joining you for a 'day in the life' observation in the coming days?
I will also send over a few brief, creative prompts that will help me capture some of those daily habits we touched on and expand on our conversation today.

Thank you so much for this. I'll be in touch soon. Have a great rest of your day!"

Support System

Moving from that big-picture view, I'd like to zoom in on the people, tools and other supporting aid you actually interact with and use every day. You explained before what your typical work day looks like. Now imagine the following:

When you run into a challenge or need to get a task over the finish line, what does your personal 'support map' look like—which tools do you reach for first. Then how would you describe your relationship and frequency of contact with your local colleagues and the virtual WE teams?

Follow Ups:

- When you have a topic, concern, or a success to share, do you feel you have the space and the right person to tell? Do you wish to share it or do you usually just celebrate or contemplate individually?
- How is your relationship with your co-workers and how does it differentiate from the teams working remotely?
- Which tools are particularly useful and which ones are rather bothersome?

Strategy-to-Execution

Moving from the support system I want to explore the role of strategy in your work.

When you receive a new strategic mandate or tutorial from leadership, how do you decide how to proceed. With this I want to know how translate the sometimes quite abstract and wishful strategy into concrete actions.

Follow Ups:

- What does strategy mean to you? and how could that potentially differ from the work that is actually done on a daily basis?
- How do you prioritize the top-down mandates with the requests from customers?
- What emotions do you have when working with or informed by strategy?

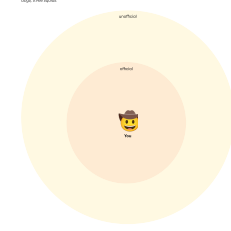
3



CREATIVE PROMPTS

The Supporters

Think back to a project you've worked on and think about the people who supported you. Who were the people who helped you? Who were the people who were not so helpful? Who were the people who were not so helpful? Who were the people who were not so helpful?



1. Who kind of support did they provide? Feedback? Technical support? Emotional support? Financial support? Other? Write here...

2. Who were the work best supporters? Who were the work worst supporters? Write here...

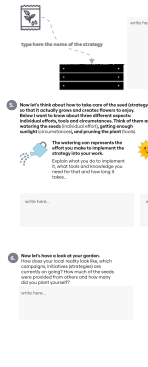
Checklist to be prepared

- 1. A strategy plan that has been approved by the board.
2. A list of all the people who are involved in the project.
3. A list of all the resources that are available.
4. A list of all the risks that are identified.
5. A list of all the milestones that are set.

The Strategy Garden

Strategy is often described as the long-term plan for an organization. But what if we think of strategy as a garden? What if we think of strategy as a garden? What if we think of strategy as a garden?

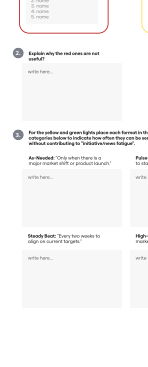
- 1. What are you doing to make the best use of your resources?
2. Do you see strategy as a process?
3. How do you know you're doing it?
4. How do you know you're doing it?
5. How do you know you're doing it?



The 'Just Right' Meeting

Think about the one meeting you've had that was just right. What was it like? What was it like? What was it like? What was it like? What was it like? What was it like?

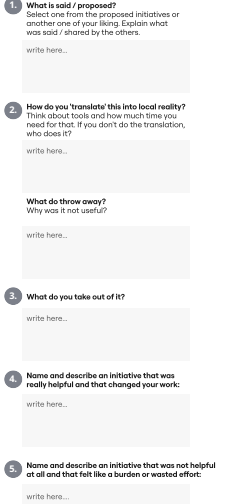
- 1. The meeting was the right length.
2. The meeting was the right time.
3. The meeting was the right place.
4. The meeting was the right people.
5. The meeting was the right agenda.



The Translation Tunnel

In the end, we are all translators. What we hear is filtered and translated to fit our needs. Help me understand how you travel through all the meetings and initiatives that the Western European team presents and what comes out at the end of the tunnel.

- 1. What is said / proposed?
2. How do you 'translate' this into local reality?
3. What do you take out of it?
4. Name and describe an initiative that was really helpful and that changed your work.
5. Name and describe an initiative that was not helpful at all and that felt like a burden or wasted effort.



Your tools

Imagine you are opening your laptop for a busy day. Which tools do you open because they actually help you do your work, and which ones do you avoid because they are not so helpful?

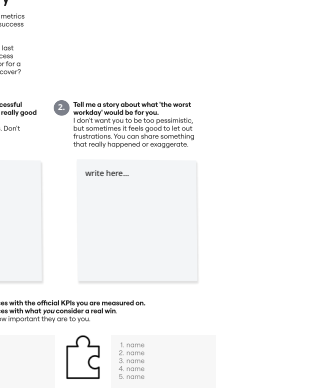
- 1. List here the official tools and programs that help you get your work done.
2. List here the official tools and programs you need to work with, but one is a hassle and not really relevant for your work.
3. Name up to three tools that you use, which are not actively required by the organization, but crucial to get your work done.
4. Name up to three tools that you use, which are not actively required by the organization, but crucial to get your work done.



The Success Story

KPIs, KPIs, KPIs. So many business metrics to define success. But what does success mean for you?

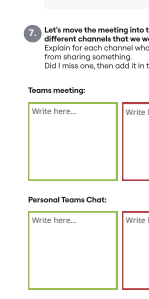
- 1. Tell me a story about a successful workday, one where you felt really good about your work.
2. Tell me a story about what 'the worst workday' would be for you.
3. Label the black/grey pieces with the official KPIs you are measured on.



The 'Off-the-Record'

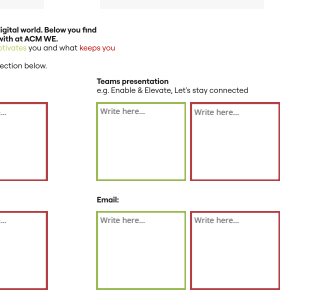
In meetings, some things are better left unsaid to keep the peace. You have probably attended all kinds of meetings where you maybe wanted to remark something or share feedback, but didn't feel comfortable to do so, because of 'unwritten corporate rules'. Or you just didn't want to deal with the resulting actions that this might require. So to keep the peace, we keep quiet.

- 1. Give feedback to a colleague in a meeting you feel comfortable sharing in the speech below.
2. Explain why you feel comfortable giving the feedback.
3. Now let's name the uncomfortable. What would be a feedback that you do not want to give a colleague.
4. Explain why you feel uncomfortable giving the feedback.
5. Generally what motivates you to give feedback?
6. What conditions need to be fulfilled to feel comfortable giving that feedback?



Let's use this space to reflect what makes us want to say things and what not.

- 7. Let's move the meeting into the digital world. Below you find different channels that we work with at ACM WE. Explain for each channel what motivates you and what keeps you from sharing something.
8. Teams presentation e.g. Enable & Elevate. Let's stay connected.
9. Personal Teams Chat.
10. Email.



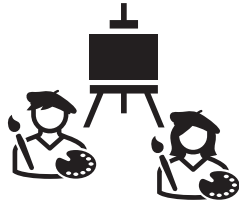
E

CO-DESIGN MATERIAL

Let's Design Together

Bari – 13.04.2026

Lena Heinen
Bachelor Project
HSLU DFK Design Management International



What We Will Do Together

- 15 mins** 1. Making Sense
 - Understand the scope of the project
 - Identify challenges, gaps and opportunities in your daily work
- 30 mins** 2. Brainstorming
 - Collaborate to imagine ideas and interventions to change the situation into a preferred one
- (3. Continuing Sensemaking & Creativity)
 - If you have more ideas please share them with me throughout the day

Background Information

What:
Bachelor Project in Design Management at the University of Applied Sciences Lucerne, Switzerland

Guiding Question:

” How can design management facilitate relational sensemaking to bridge the gap between “Work-as-Imagined” and local market reality within the WEU sales landscape? ”



What has been done so far



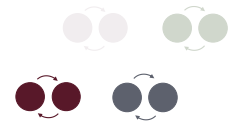
What have I learned so far

- 1. The “Three-Jobs-in-One” Burden**
Data shows sales reps are split between customer-facing work and internal administration, often spending 2.5 days a week on tasks like Salesforce reporting and approval processes.
- 2. Silence as a Survival Strategy**
Silence in meetings often occurs when the virtual content does not address the immediate physical needs of the local market, such as product availability.
- 3. Strategy is “Practiced,” Not Just “Received”**
When official tools are too slow or rigid, teams create their own networks to ensure patient safety and maintain professional integrity.

These insights were generalised from the Swiss, German & French teams, it might not be relevant for the Italian team.

Making Sense of the Situation

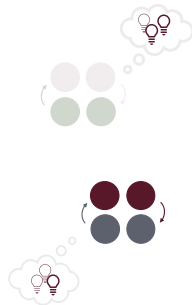
- 10 mins** **Imagine a typical Monday:**
 - What is working really well? → Strengths
 - Where are difficulties and what feels like a burden? → Pain Points
 - When things don't work out how do you respond?
- Exchange for 10 minutes with partner
- ✓ Take notes (words, sentences, drawings)



Co-Designing

- 15 mins** **Now, let's get together in a team of four (2:2).**
Share your pain points and strengths with the other team
- What could be done to overcome them?
- How could the future of your work look like?
- How could the strengths be further supported?
- How could the customer success team help?

✓ Add your thoughts and ideas down on the sticky notes (words, sentences, drawings)



Co-Designing

- 5 mins** **Let's get together.**
Each team shares their ideas.
- 10 mins** **Let's reflect:**
 - Would this idea work for me?
 - What needs to change so that it would work for me?
 - That idea make sense in your situation?





FEEDBACK FORM

LENA HEINEN - BACHELOR PROJECT - DESIGN MANAGEMENT INTERNATIONAL

Feedback on Intervention Strategies

This form is part of a Bachelor graduation project at HSLU – Lucerne University of Applied Sciences and Arts. Responses are collected for academic research purposes only and will not be shared externally.

Your role (optional)

Sales Representative Sales / Regional Manager Customer Success Marketing

Leadership Other

INTERVENTION 1

1 Sensemaking Sessions

Structured local team reflections – no prep required – where your team interprets strategy in light of your actual market reality

Would this be useful in your context?

Yes, this would genuinely help
 Possibly – with some adjustments
 Unlikely in my situation

Would you participate?

Yes, willingly
 Only if certain conditions were met
 No, I don't think so

What one condition would make you actually show up to this?

e.g. "I'd only join if it was under 30 min and held locally" / "I knew the outcome would reach leadership" / "If it was in my language"...

How well does the current Enable & Elevate format serve your team's actual needs?

Not at all – it feels like a broadcast we sit through
 Partly – good intent but wrong format
 Reasonably well
 Very well

What would make a sensemaking session feel worth your time?

e.g. "If we got a written summary of what leadership will act on" / "If the session was 20 minutes max and had a clear agenda" / "If I could join remotely"...

How ready do you think your team is for this – right now?

We could start this tomorrow
 We'd need 3–6 months of groundwork first
 This would need a significant shift in how leadership operates
 I do not see this working in our current setup

Your reaction to this intervention

I love it Needs improvement Good idea Be more realistic

How relevant does this feel to your day-to-day work?

Not at all Very relevant

1 2 3 4 5

INTERVENTION 2

2 Simple Rules

A small set of co-designed priority and boundary rules to help you quickly decide what deserves your attention – reducing constant escalation

Do you currently spend significant time deciding what to prioritise or push back on?

Yes – this is a real daily drain for me
 Sometimes – mostly in peak periods
 Not really – I've found my own way to manage it

It matters to you that these rules are co-designed with sales reps (not handed down from leadership)?

Critical – I wouldn't trust rules I had no input on
 Nice to have, but not essential
 Makes no difference to me

Finish this sentence: I should be allowed to say no when... (optional)

e.g. "...the request has nothing to do with a patient or customer" / "...I've already flagged the same issue three times" / "...it's after 18:00 and non-urgent"...

Which area creates the most decision fatigue for you right now?

Tool & reporting requirements
 Prioritising which customers to visit
 Deciding when to escalate vs. handle alone
 Navigating internal approval processes

What happens currently when you're unsure what to prioritise?

e.g. "I message my manager and wait" / "I handle it myself to avoid bothering anyone" / "I ask a colleague in our WhatsApp group" / "I just do whatever landed in my inbox first"...

How ready do you think your team is for this – right now?

We could start this tomorrow
 We'd need 3–6 months of groundwork first
 This would need a significant shift in how leadership operates
 I do not see this working in our current setup

Your reaction to this intervention

I love it Needs improvement Good idea Be more realistic

How relevant does this feel to your day-to-day work?

Not at all Very relevant

1 2 3 4 5

INTERVENTION 3

3 Initiative Calendar

A living document mapping the leadership calendar against peak-pressure periods for field teams – creating intentional low-noise windows

How often do you feel overwhelmed by overlapping initiatives or requests?

Often – this is a real problem for me
 Sometimes – mostly around year-end or quarter-end
 Rarely – I manage it reasonably well

Would a visible shared calendar of initiatives change how you engage with them?

Yes – knowing what's coming would help me prepare
 Maybe – if leadership actually respected the low-noise periods
 Yes – but only if I can also add to it and flag my own pressure periods
 No – the problem isn't visibility, it's volume

What would make this calendar actually useful – not just another tool?

e.g. "A November rollout that conflicts with the Italian procurement cycle would be visible immediately" / "I'd need to be able to flag my own busy periods, not just read leadership's"...

When do you feel the most initiative pressure during the year?

Q1 (new year push)
 Q2 (mid-year review)
 Q3 (summer + ramp-up)
 Q4 / year-end (AOP crunch)

Who should own and maintain the initiative calendar?

Customer Success Team
 Regional Sales Manager
 A rotating team member
 Leadership / WEU Team

How ready do you think your team is for this – right now?

We could start this tomorrow
 We'd need 3–6 months of groundwork first
 This would need a significant shift in how leadership operates
 I do not see this working in our current setup

Your reaction to this intervention

I love it Needs improvement Good idea Be more realistic

How relevant does this feel to your day-to-day work?

Not at all Very relevant

1 2 3 4 5

INTERVENTION 4

4 Wiki / Knowledge Commons

A peer-validated repository formalising the workarounds, local know-how, and intergenerational knowledge that currently lives in personal chats and individual memory

How much time do you spend navigating unofficial channels to find answers?

A lot – I regularly message colleagues or dig through old threads
 Some – but I usually find what I need eventually
 Very little – I know where to go

Would you contribute your own knowledge to a shared Wiki?

Yes – I'd welcome a formal place to share what I know
 Maybe – if it didn't take long and felt worthwhile
 Probably not – I do not see myself maintaining it

What knowledge do you think is most at risk of being lost in your team?

e.g. "The relationship with the procurement lead at Geneva University Hospital – only Marco knows how to navigate that" / "How to get urgent logistics resolved in under 2 hours" / "Which Salesforce workaround actually works for the DACH region"...

What format would make a Wiki feel usable for you in daily work?

Short searchable text entries
 Short videos or voice notes
 Structured templates per topic
 Doesn't matter – content is what counts

The Wiki would include an AI-powered search to help you find the right person or answer without digging through folders. How would you feel about that?

Very useful – I'd trust it to point me in the right direction
 Useful, but I'd still verify with a colleague
 Neutral – I'd use it if it worked well
 Uncomfortable – I prefer human-curated knowledge

If you were to contribute one thing first – what would it be? (optional)

e.g. "The informal contact list I use to fast-track urgent shipments" / "How to handle a complaint when the product is out of stock but the patient can't wait" / "The three questions that always work in a first hospital meeting"...

How ready do you think your team is for this – right now?

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1 2 3 4 5

OVERALL IMPRESSION

Your overall take

Which intervention resonates most? (select all that apply)

1 – Sensemaking Sessions
 2 – Simple Rules
 3 – Initiative Calendar
 4 – Wiki / Knowledge Commons

Do you feel these interventions address the right problems?

Yes – they go to the root of the issue
 Partially – some do, some miss the mark
 Not really – the real problem lies elsewhere

If "partially" or "not really" – where do you think the real problem is?

e.g. "The real issue is that leadership doesn't change anything after receiving feedback – so why give it?" / "The problem is the supply chain, not the communication" / "We need fewer tools, not more structured ones"...

If "partially" or "not really" – where do you think the real problem is?

e.g. "The real issue is that leadership doesn't change anything after receiving feedback – so why give it?" / "The problem is the supply chain, not the communication" / "We need fewer tools, not more structured ones"...

Is there anything important completely missing from this proposal?

e.g. "There's nothing here about the backorder problem – that's where I lose the most time" / "Something that actually reduces the number of tools we have to use" / "A way for customers to give us feedback that reaches the right people"...

Submit feedback

This form is part of a Bachelor graduation project at HSLU – Lucerne University of Applied Sciences and Arts. Responses are collected for academic research purposes only and will not be shared externally.



CE&CS SESSION

Let's Design Together

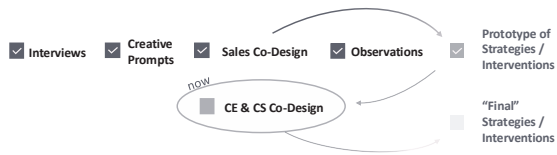
Virtually – May 7th 2026

Lena Heinen
Bachelor Graduation Project
HSLU DRK Design Management International

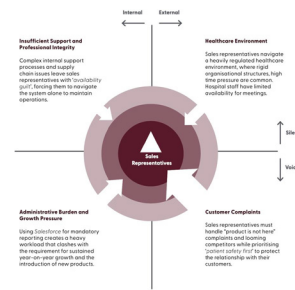
What We Will Do Together

- 15 mins** 1. Making Sense
Scope of the project & diagnosis
- 20 mins** 2. Describing your Reality
How do you experience this from your position?
- 20 mins** 3. Refining the actions collaboratively
Would this work? What needs to change? What's already in place?

What has been done so far



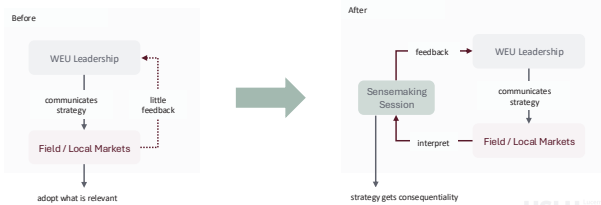
Diagnosis



- > **Operational Relief:** Streamline or automate mandatory tasks to return time to the sales representative's primary sales responsibilities.
- > **Relational Sensemaking:** Facilitate a co-design approach where local markets help interpret and adapt goals rather than just receiving them.
- > **Tactical Consequentiality:** Enable a transparent "Field-to-Lead" loop where local supply chain feedback results in visible systemic changes.
- > **Resilience:** Integrate "low-noise" periods or boundaries to mitigate burnout and initiative fatigue.

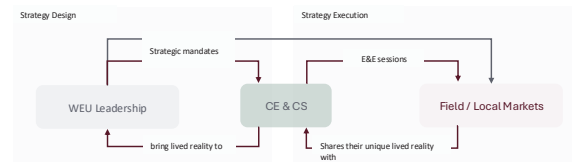
Guiding Policy

To shift from a top-down 'broadcast' of strategic mandates to a distributed intelligence model that facilitates relational sensemaking between the Western European Virtual Team and regional field realities.



Your Reality

- 20 mins** • From where you sit, between leadership and the field, how do you see the situation?
- What could we do in our position to change this?
- What moments from your typical week tell you about the gap between strategy and execution?



Opportunity

- How could we introduce spaces for 'participatory dialogue' after an Enable & Elevate session?
- What 'Simple Rules' could be co-designed with sales representatives to filter strategic information and reduce initiative fatigue?
- How could the Customer Success Team act as a bridge between the WE Team and regional markets, enabling leadership to better understand local market particularities and develop more relevant strategies?

! CE & CS sit at the intersection, close enough to leadership to influence strategy design, and closer to the field to understand what's actually happening.
-> That position is the leverage point.

Let's reflect & discuss

- Do these four actions resonate with what you know from your position?
- What are we missing, what does your experience tell you that isn't captured here yet?
- Is this non-sense?
- What exists already that we could build on rather than build from scratch?
- What thoughts did you have during the session that you haven't share yet?



Simple Rules
Initiative Calendar
Sensemaking Sessions
Wiki