

# Flourishing organisations

To grow and to flourish is to know what to nourish

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For more information on the background of this project and theories behind the model, scan this QR code to get to the website.

## The model

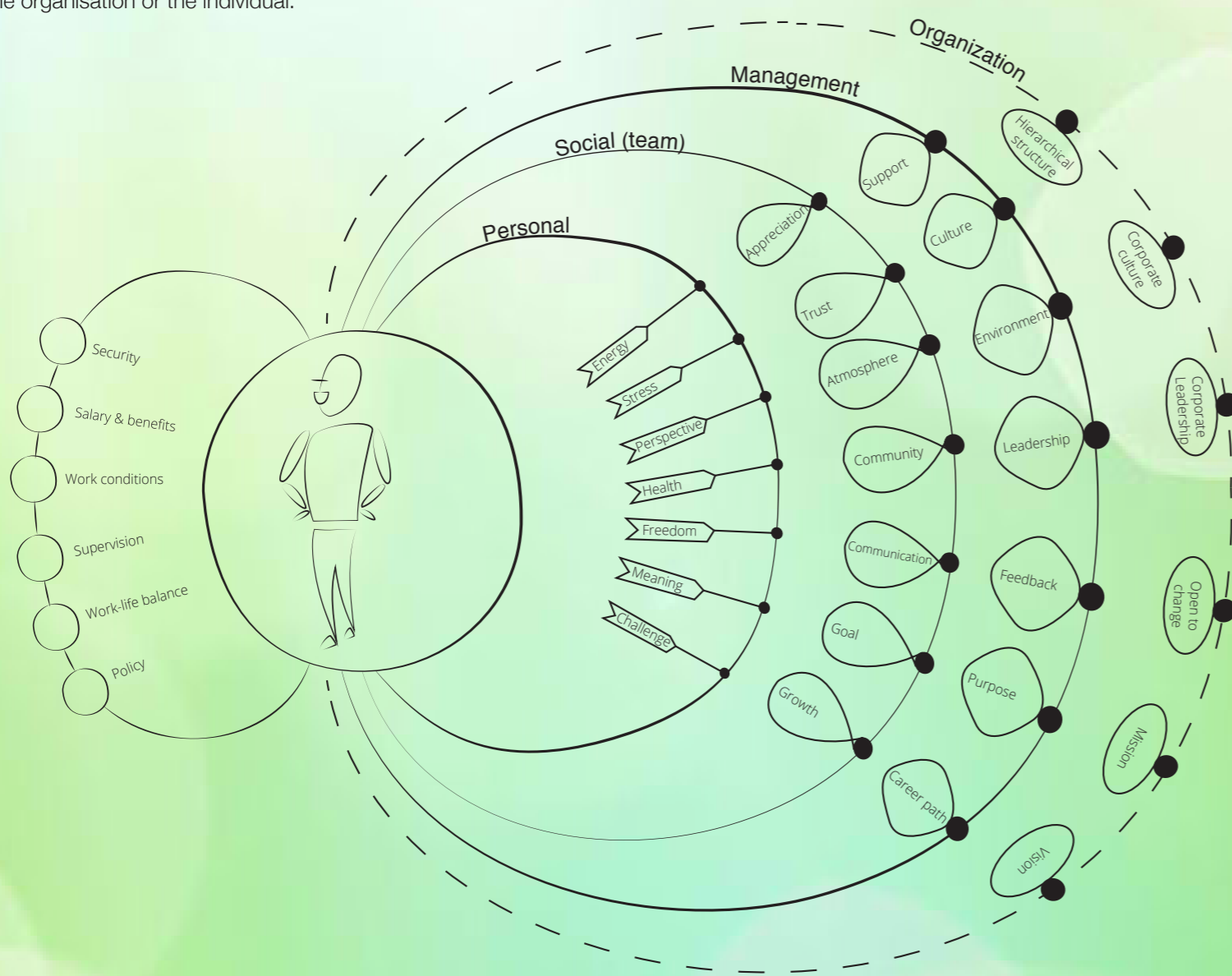
A tool to measure and visualise the qualitative aspects of an organisation that drive human flourishing

There are many factors that contribute to how we feel and perform in an organisation and in daily life. Some are more personal, and some have to do with how we interact with the people and environment around us.

On the left side of the model are the 'basic factors'.

These don't add to motivation or engagement, but cause frustration when they're not satisfactory. For human flourishing there should be a balance between the other layers. Personal, social, management and organisation should be aligned in values to give stability. Just like an apple do you need nourishment from different sources equally. Use this model to identify where the weak spots in the organisation are and where nourishment is required. This can be used as a tool by the organisation or the individual.

- Very good, high or agree a lot
- Good, above average or agree
- Not good not bad, average or indifferent
- Not good, below average or disagree
- Very bad, low or disagree a lot



## The insights

The recipe for flourishing individuals and a flourishing organisation

During this research I learned that there are several interactions and interdependencies between different layers in the organisation and the aspects that determine how that layer is perceived. The 'ingredients' below are what the model is based on. The aspects that are in the model have been based on interviews with consultants and existing theoretical models like that of Maslow's pyramid, Herzberg's hygiene factors and Seligman's PERMA model. The findings are mentioned above the 'ingredients', below 'on the table' the translation of that insight in the model is described.

'Nourishment' from personal, social and organisational sources is needed



There should be an embrace between organisation and individual



Color indication

The metaphor of the apple is used because an apple needs nourishment from soil, water and sun. These sources can't be comprised with another and neither can the nourishment from both personal, social and the organisation. In the model this is integrated by giving a 'color value' of each of the sources in the different layers.

Distance from individual

The individual and organisation are interconnected. When there is frustration in the outer layers of the model it might not be urgent, but it will result in deal-breakers along the way. It is therefore important to elicit the frustration that seem further away from the individual in time, so these can be dealt with accordingly.

You can't see from the outside what is going on in the inside



Making personal views visible

It is not always clear what people think or feel and the relative importance of those elements. This should be made explicit to understand what is preventing someone from flourishing. While the rating in the model is subjective, aspects that matter less are less likely to cause frustration. This way a personal reflection of someone's perspective can be made explicit.

Measurement should be fun, visual and 'hands-on'



An immediate overview

Current tools to measure subjective well-being are surveys that show results in numerical value. In this model the value of design is visible by having all aspects in one overview that show where the 'weaknesses' in the organisation are. The process is fun and active. The knowledge product is made so it can be re-used after taking a photograph.

To stay stable you need to keep a balance



The model 'tilts' when imbalanced

When there are 'red spots' visible, the model 'tips over'. The three rings on the right are motivators, but the basic layer on the left only causes frustration when having weaknesses and therefore tips over faster. To flourish there should be a balance between all layers. They cannot compromise each other and should all be green for individuals to flourish.

## Hello you!

This model is made for you. It is developed from the perspective of the individual and can be used to identify the 'weak' spots in an organisation. You can use it as an individual to evaluate your fit with the company or team you work with, or as part of an organisation to better understand how to improve your organisation based on the qualitative aspects that drive positive performance and motivation.

## The problem



The process and 'peeling' of the problem and programme

This project started by wanting to find the requirements for a 'happy' organisation, but no such thing exists. Every company and individual has fundamental beliefs, values and interest. An organisation exists of individuals who believe in those same values. For a company to flourish, its individuals should flourish and that is not always the case. Individuals have a personal compass, which might or might not be in line with the company. To make this explicit we need a tool that puts the individual at the centre and elicits their perspective on the organisation. Current tools are limited and often presented in the form of questionnaires, lacking to engage the individual.

## The purpose



The reason to develop this model

I wanted to make a model that delivers practical value to an organisation by placing the individuals who work somewhere at the centre. Individuals and emotions are dynamic and are constantly influenced by surrounding factors. I wanted to make a tool that can be used to give measurement to these factors so we can better understand why people are not flourishing. I hope that this model can assist in creating organisations where everyone is flourishing!

## The process



Where there is passion there is an answer

The honors programme allowed me to research a topic of my liking and it was a really interesting journey to make. I simply wanted to find out a golden formula, which of course doesn't exist. Instead I focused on an early stage in the process of 'creating' flourishing individuals, where I learned that if there is one thing that gets the best out of people it is passion. But not every one knows their passion, or has found the right surroundings that stimulate them. Over the course of this project I shifted my attention to identification of aspects that prevent people from flourishing. It is focused on the business environment as there is an increase of people getting burned-out or depressed. To make this model practical I reviewed different theoretical models and did interviews with several consultants focused on positive transformation. The model was tested during the Honors Programme Seminar with 20 participants which led to final iterations before validating at the consulting firm Deloitte.