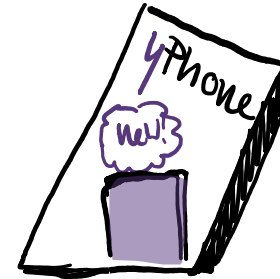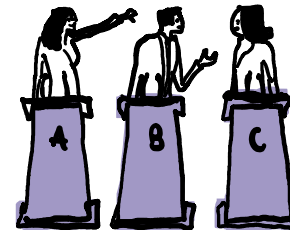# WHY ARE MOST ORGANIZATIONS SO TERRIBLE AT CHANGE?

Corporates **waste about $1.2tn on failed innovations** every year - more than the GDP of The Netherlands!

About **80%** of innovation projects are **misaligned** with customer needs - and **9/10** are **never completed**.

Despite all this effort, customers see no difference – only **5% of all brands are perceived as unique**.
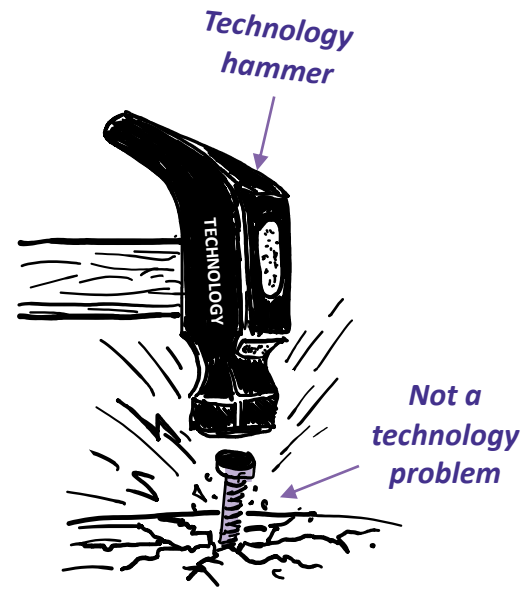

Meanwhile, **managers spend most of their time aligning internally** (70-90%) and have no capacity left to think.

MINDFLIP

THE PROBLEM IS HOW PEOPLE DECIDE WHAT TO DO...

'The problem is clear'

Technology hammer

Not a technology problem

'Why don't we just try this'

Due to a lack of time, most **managers' problem understanding is biased,** incomplete and hidden in their minds.
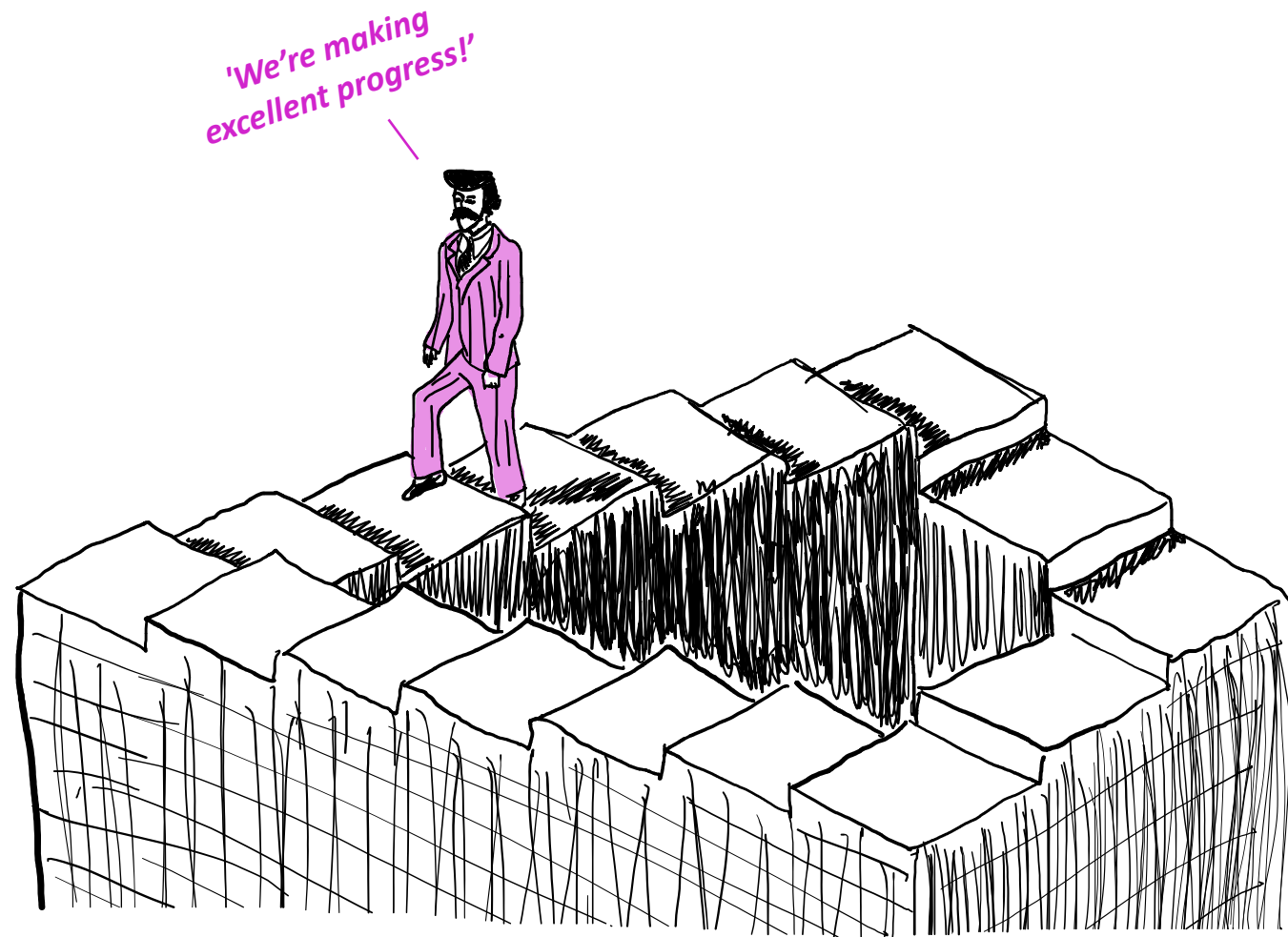
Their **ideas are tech-driven** and ignore critical human behaviors and decision-making

But to avoid being perceived as unproductive, they **leap onto the first solution** that seems viable...

MINDFLIP

# ...AND ONCE DECIDED, THEY GET STUCK DEVELOPING SOMETHING THAT MIGHT NOT WORK.

'We're making excellent progress!'

MINDFLIP

WHY, YOU ASK? MOST ORGANIZATIONS LACK A PROBLEM CULTURE!

While managers talk about **customer-centricity**…

BE MORE CUSTOMER-CENTRIC!

…they **fail to build a tangible vision** of customers' realities and problems

Teams **spend months** creating solutions to a problem…

HOW?

WHY?
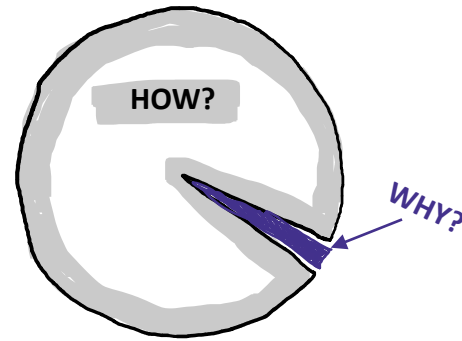
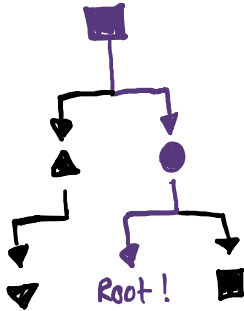…but nobody is brave enough to challenge **if it's really worth solving**

Employees are so stuck in **their office reality**…

Reality of customers

Reality of employees

…that they **loose sight of what matters** to the people outside

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AS A RESULT, CRITICAL IMPACT QUESTIONS ARE NEVER ASKED

Root!

What are the **causes behind our customers' challenges** that really drive their behavior?
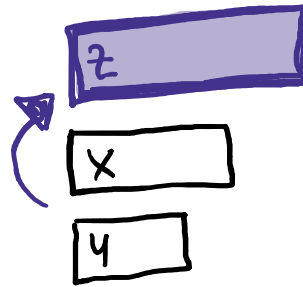
Instead of our first idea, are there **more effective paths** to creating the desired impact?
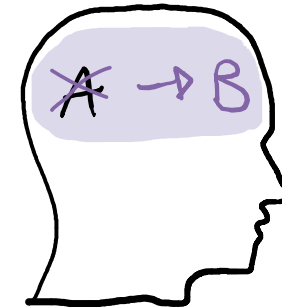
What **behavioral changes** does our approach imply? Will people actually play along?

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We help teams to **unlock the human experiences** at the core of their business

HUMAN-CENTERED

→

to **deconstruct business challenges** more holistically

PROBLEM-LED

→

and **design interventions** that maximize impact

INTERVENTION DESIGN

...while building a **problem culture** that strengthens adaptability and resilience.

CHANGE CULTURE AND RESILIENCE
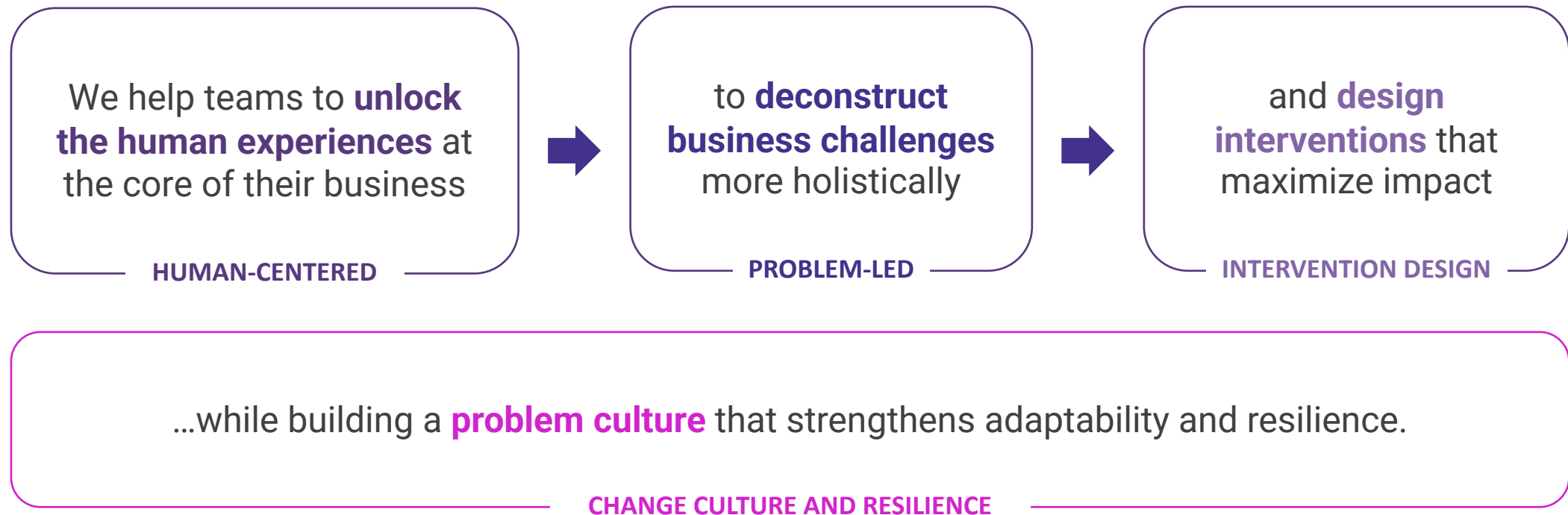
THREE WAYS IN WHICH WE HELP ORGANIZATIONS LIKE YOURS

How could we solve our challenge with customer loyalty differently?

Catherine
Head of Strategy

What could we do with our AI capability that really makes a difference?

Alex
Product Owner

Why do our innovation and transformation efforts keep failing?

James
IT Transformation

GET A NEW PERSPECTIVE ON A CHALLENGE

Systemic Problem Mapping

Research & Immersion

Intervention Design

FIND THE BEST PROBLEMS TO SOLVE

Problem Exploration

Impact Prototyping & Validation

## STRENGTHEN RESILIENCE AND A PROBLEM CULTURE

Leadership Development

Coaching Teams & Individuals

Human-centered Strategy

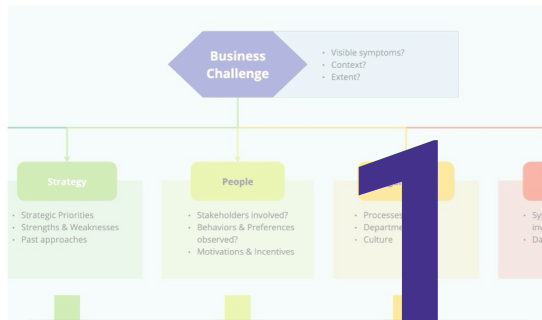MINDFLIP

WE'RE NOT LIKE OTHER CONSULTANTS...

Traditional consultancies **bring their approaches and teams, work in isolation** and send a report at the end.
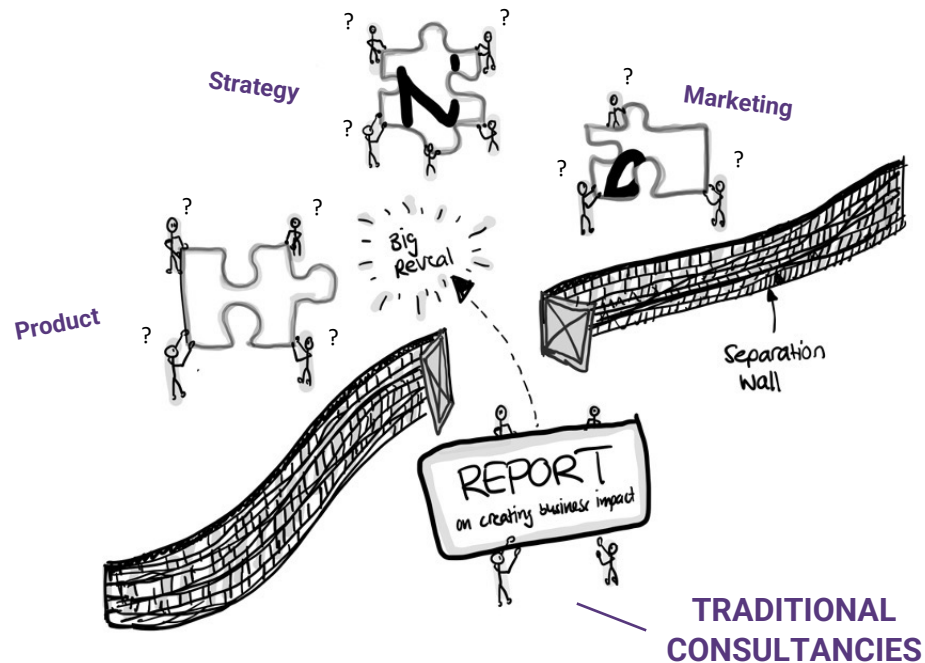
We **fit neatly into your teams,** build on what you know, provide tailored support and focus on building capacity.
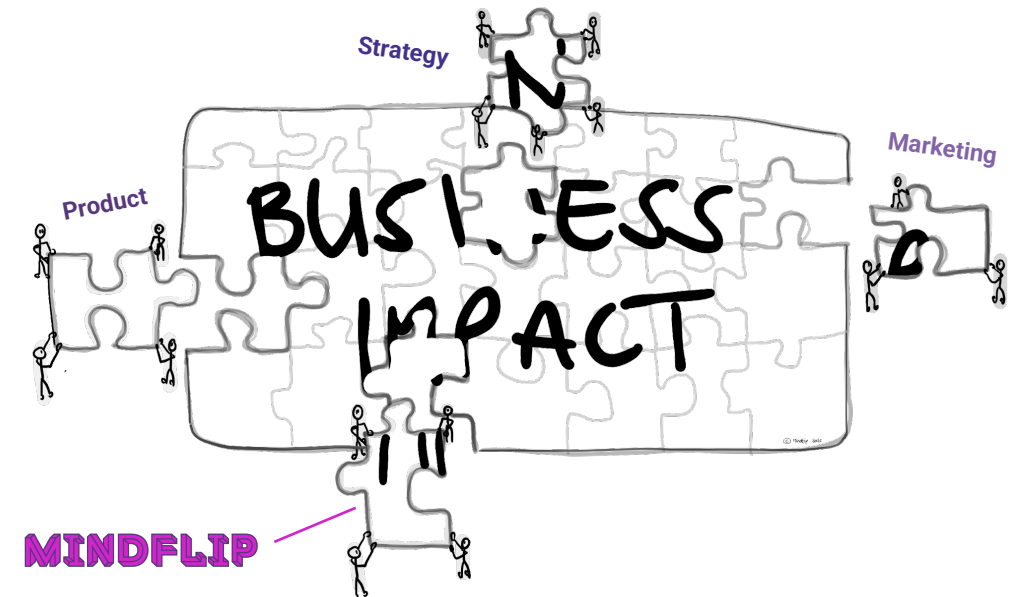
OUR APPROACH IS BUILT TO HELP YOU FOCUS ON WHAT CREATES IMPACT...

1

FRAMING

We start by mapping all the critical **people, processes, behaviors incentives etc.** involved in your business challenge and align on the problem hypotheses worth investigating.

2

PROBLEM IMMERSION

Starting with the biggest uncertainties, we then **dive into the realities of critical stake-holders and run experiments** to validate the drivers and causal connections behind your business challenge.

3

INTERVENTION DESIGN

Based on everything we learnt, we **design interventions** rooted in the human dynamics and decision-making and help you **think through the causal connection** between your actions and the desired impact.

4
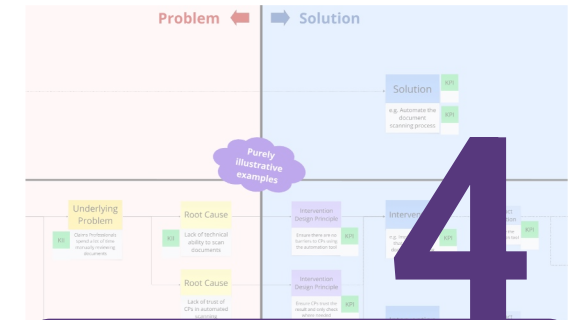
IMPACT NARRATIVES

Finally, since we've understood both challenges and interventions in-depth, we can **measure exactly where and how impact is created,** verify that the chosen path works and support your storytelling with evidence.

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...RESULTING IN AN END-TO-END UNDERSTANDING OF YOUR IMPACT SYSTEM
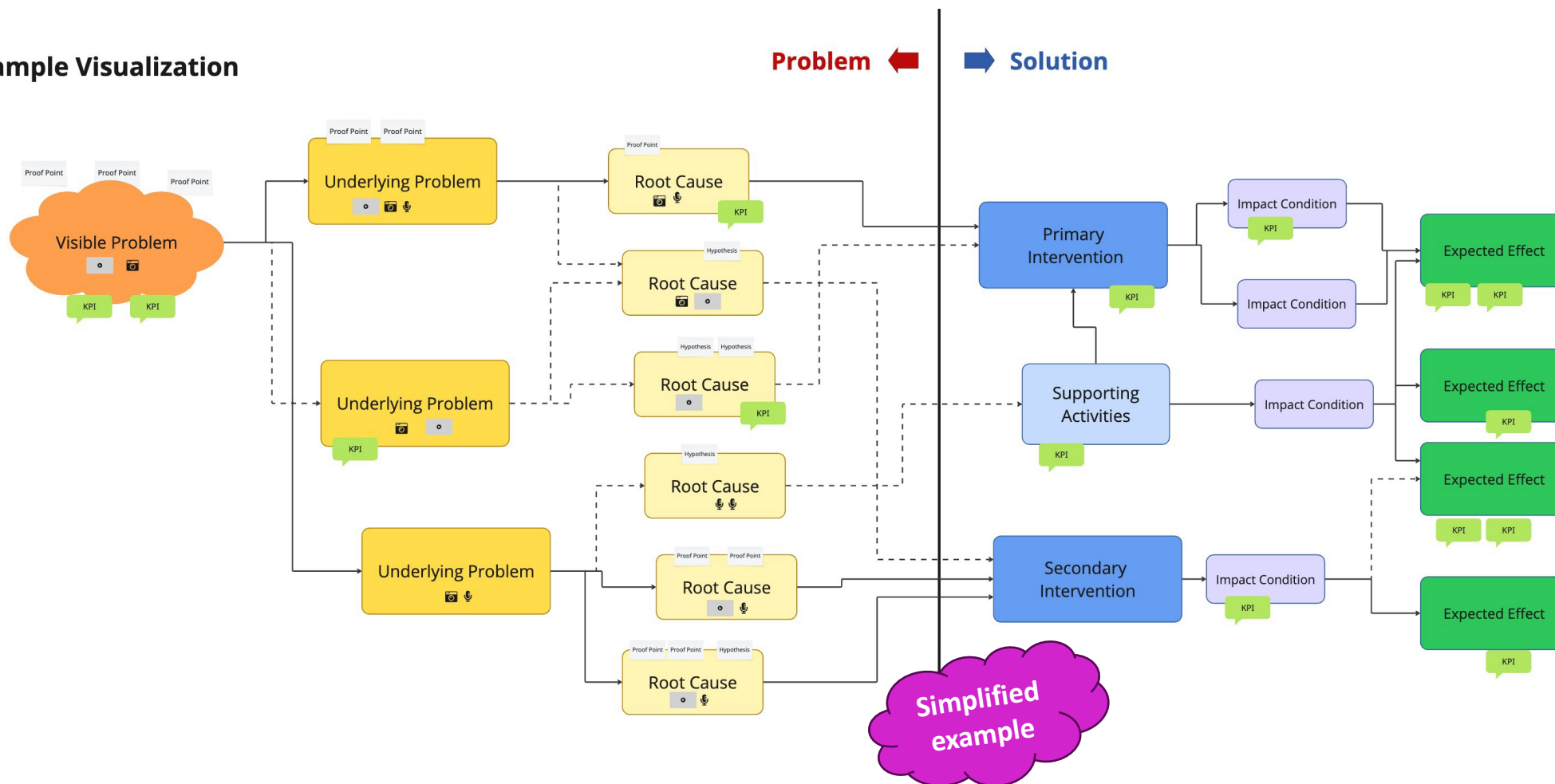
SOME OF THE CLIENTS WE'VE WORKED WITH

MINDFLIP

WHAT THEY SAID ABOUT WORKING WITH US

Mindflip was a **fantastic addition to our global innovation program.** They helped us validate the potential of innovative ideas and supported high-performing teams in bringing them to the market.

Joel Agard
Group Head of Innovation @ Zurich Insurance

Mindflip was an **absolutely critical change-agent and mentor** as we navigated a complex global project with a large insurance carrier.

Alex Schmelkin
Founder & CEO @ Sixfold AI

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SOME OF OUR PAST WORK

1

How we strengthened Zurich Insurance's **collaboration with world-class startups** by helping joint teams to navigate complex change.

2

How we surfaced the critical human dynamics involved in a major airline's **supply chain** to enable its transformation.

3

How we raised **awareness about disruptive shifts** and created a sense of urgency for change among the top managers at a large rental car company.

4

How we brought challenges in **inclusive education** to life by using video snippets from the realities of teachers and other critical stakeholders.

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1

ACCELERATING CORPORATE-STARTUP COLLABORATION

The Zurich Innovation Championship is one of the leading Innovation Programs in the insurance industry. In 5 years since it started, It has produced countless successful collaborations with startups.

How might Problem-centered Impact Design help to facilitate innovation in a setup where corporate challenges meet cutting-edge startup solutions?

Industry:	Insurance
Geography:	Global
Keywords:	Insurtech, Disruptive Innovation, Human-Centered Design, Coaching

MINDFLIP

CHALLENGE

Now in its sixth edition, the Zurich Innovation Championship seeks to implement tangible innovation from the company's relationships with high-potential startups from across the globe.

Zurich's global innovation team asked us to help them create a standardized approach that ensures that the winning teams develop solutions together that are desirable for users, feasible to implement and represent a viable, scalable business opportunity for Zurich.

OUR APPROACH

- As an extension of Zurich's Global Innovation team, we helped to **develop a coaching program** that helps focus the teams' efforts on what matters most – tangible value for Zurich and its customers.

- In a highly customized approach, we **worked directly with over fifteen of the winning teams** to align on the human problems they plan to solve, design the right intervention and facilitate its path to adoption.

- As part of the program, we supported some of these teams to **conduct unbiased customer interviews and design validation experiments** to ensure adoption once their solutions hit reality.

IMPACT

The three editions of the Zurich Innovation Championship we supported so far were a great success with outstanding feedback from Zurich's top management. The program is often referred to as one of the best startup engagement programs in the insurance industry.

During the Demo Week, the initiative teams got to pitch their ideas in front of Zurich's senior management team as well as 200 external guests from politics, innovation and business.

We developed a comprehensive toolkit - put together from various methodologies - to support each initiative team throughout the program and tackling their specific biases and uncertainties along the way.

2

TRANSFORMING SUPPLY CHAINS BASED ON CRITICAL STAFF'S REALITIES

Global supply chains are incredibly complex – especially in Aerospace, where a single plane consists of up to 6 million parts.

What might we learn from looking not just at the physical components, data and technical complexity in an airline's supply chain but at the people at its center and their challenges, motivations and pain points?

Industry: Aerospace

Geography: Europe

Keywords: Supply Chain Transformation, Human-centred Design, Critical Stakeholder Experiences, Impact Design

MINDFLIP

CHALLENGE

Our client, a major European airline, was struggling to keep up with competitors that are more efficient and cost-effective in their supply chain management and can therefore keep their planes in the air for longer.

Led by Flury & Partners, a specialized aerospace consulting firm, we were tasked to summarize the realities they perceived on the ground into problem spaces and help outline the most effective levers for change.

ACTIVITIES

- Based on series of in-person interviews with ground and corporate staff conducted by Flury & Partners, we created a **storyline that summarizes key insights as five critical moments** that occur in staffs' day-to-day.

- We then summarized the observations made during the investigation into four **strategic problem spaces** and visualized how these challenges impact various parts of the business.

- Finally, we summarized everything into a story that connects the challenges observed on the ground with a **roadmap of interventions,** prioritized based on their impact and operational feasibility.

OUTCOMES

This human-centered approach to structuring business challenges and grounding possible interventions in the realities of people at the frontlines added a new perspective to the client's problem understanding and created a sense of urgency for change.
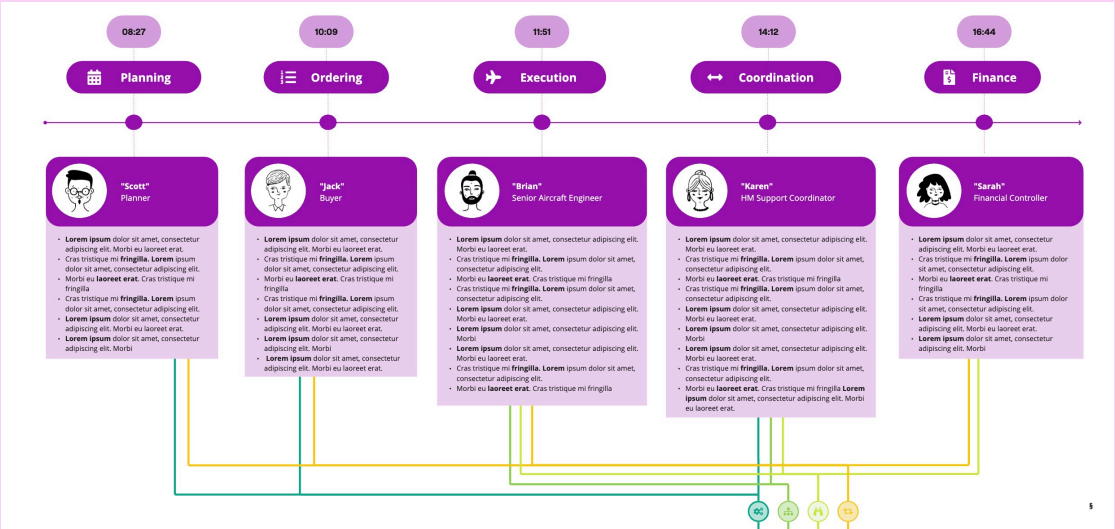
Based the interviews conducted by Flury & Partners, we were able to bring the realities of critical ground and corporate staff to life and surface countless real-life examples of how systemic challenges affect the organization every day.

Instead of listing problems blindly, we made sure to link them directly to the realities that Flury & Partners had observed. By surfacing the impact of each of these problem spaces, we managed to create a connection between the managerial perspective of the leadership team and the realities on the ground that is critical to ensure ongoing support for the transformation needed.

3

PREPARING LEADERSHIP FOR DISRUPTIVE SHIFTS AHEAD

How might Leadership be prepared for fundamental disruptions that is about to hit critical markets and be inspired to take action?

Industry: Mobility

Geography: Europe

Keywords: Disruptive Shifts, Leadership Awareness and Urgency Scenario Thinking

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CHALLENGE

Our client, a leading provider of mobility services, wanted to raise awareness among their executive management board on the disruptions in the mobility space and how it affects the organization.

ACTIVITIES

- In a lean project approach, we created **six diverse future scenarios** that challenge the client's core business in various ways.
- All these scenarios were underpinned with **credible evidence of early signs** to make sure the executives recognize them as probable futures.
- Through a series of workshops, we helped the **50 top executives** to understand the challenges that lie ahead and helped them define a **strategic roadmap to 2025**.
- We made sure to **activate the new company vision** so that each participant knows what steps to take in their individual roles

OUTCOMES

Through our work, the client was able to raise a sense of urgency about the disruptions that lie ahead and show a clear way forward. The scenarios were used as a basis to initialize transformation across the group.

Senior leadership during workshop to consider potential future scenarios, select a path and determine next steps
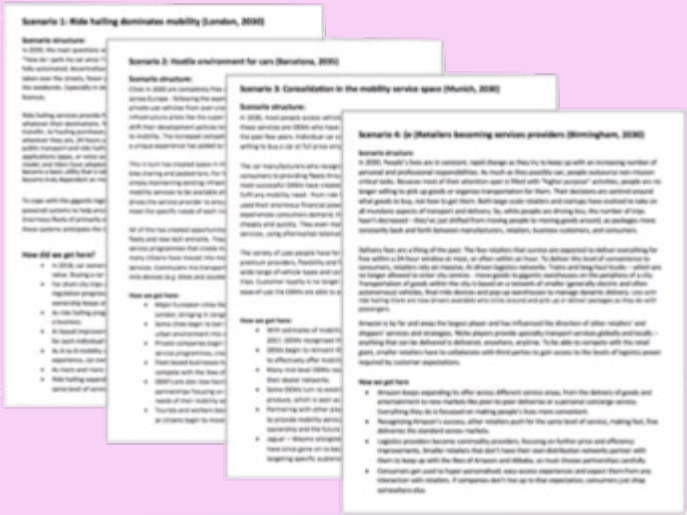
Screenshots of the four future scenarios we shaped as a reading document for the executives to help them capture the scenario quickly

4

SURFACING REAL-LIFE CHALLENGES IMPLIED IN INCLUSIVE EDUCATION

The inclusion of children with disabilities or migration backgrounds is a complex challenge mandated by many curricula.

What challenges are the education professionals confronted with that need to make it happen and how can institutional players best support them?

Industry: Education

Geography: Switzerland

Keywords: Inclusive Education, Stakeholder Immersion, Video Ethnography, Systems Mapping

CHALLENGE

In Switzerland, the inclusion of children with disabilities and learning difficulties into regular schools is mandated by the national curriculum.

Two teacher education universities asked us to help them understand the challenges faced by education professionals, how they've coped with them and to bring this reality to life.

OUR APPROACH

- We conducted **in-person interviews** in various schools in Switzerland and captured the professionals' statements on video
- We then developed a **systemic map** that helps to explain the different challenges they're confronted with throughout the school year
- Lastly, we identified 71 challenges that the interview participants had mentioned and placed them on the map as **3–5-minute video snippets**.

IMPACT

The video-enriched map is being distributed to education professionals all over Switzerland to help them learn from others' mistakes and solutions and has become a staple tool for education professionals in Switzerland.

We visited schools all over Switzerland and conducted in-depth interviews with teachers, headmasters and specialist educators to capture their reality, challenges and approaches to inclusion. To bring their perspective to life, we captured everything on video.

The result is a circular system map that outlines challenges and helpful approaches throughout the school year. It is centred around the child and builds out from individual empowerment to challenges on a classroom and school level all the way to systemic challenges that emerge in the 'outside world'.

CURIOUS TO TRY A DIFFERENT APPROACH?

BOOK YOUR SLOT:

cal.com/mindflip/try-us

GET A FIRST IMPRESSION OF OUR THINKING FOR FREE:

1. **Book a slot** ⬅ and share 1-2 paragraphs on a business challenge, a project or an existing solution that could benefit from our perspective
2. We deconstruct it together in a **free 90-minute online workshop,** following our custom-made templates (1-3 participants from your side)
3. After we've had some time to think through, you get a copy of your **problem board** with what we discussed and possible next steps

Get in touch:

yannick@mindflip.in
www.mindflip.in

Or find me on LinkedIn :

The Try-us Offer is reserved for new clients that have never worked with Mindflip.

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