

**Interviewee : SW**

**Method: Telephone call**

**Time: 16<sup>th</sup> April 10:30- 11:10 (40 min.)**

**1. Why are you interested in my research?**

I am always interested in people who work in university. I think ...I am not in your research, because I don't have too much knowledge about what you work on, organizational issues, between the Eastern and the Western companies. Because...one of my PhD friends, she conducted...similar research, so I have personally, first of all, my interest...is more focused on ethnography, which is a research's talk. Also, so I don't think I am an appropriate person who can state to...

Project technique

To draw an attention

Personal perspectives projected

**2. Have you ever found any differences between your clients and where you grew up – Taiwan – during design project?**

I think, mainly, not Taiwan, specifically, I grew up in East, which is 20 years something. But I spent time, 12years in the UK. I am a kind of half British and half Taiwanese, now? I am a kind of...most of my spending time in the UK. The thing that I can tell you about is probably a bit exaggerating experience. Someone who grow up in Asia understanding Eastern way of working...so I think I work in ...now ...Western company...working for Seymourpowell is 4 years, now? After my PhD? I focus on many design research. I am a design researcher. I get to work on many different types of projects...quite international...from...your know...customer electronics, to graphic design types of project...also, to structural package...a sort of thing. I work on a lot of different types of project. Design researcher, normally, nobody are responsible front- end project, the project-based.

Project technique

To draw an attention

Personal perspectives projected

as a multicultural body

as a critical design researcher

design researcher regarded as one who only engage in project units

but not front-end involvement in a project

project characteristics are varied

**3. Ok, What is main difference between your clients from the East and the West in terms of design priority?**

In response to your first question, like I said, I am not working with the Eastern organizations.

**Don't worry!**

Bear in mind, I am a... someone who work in the Western organization, but who grew up in the East. I think...but based on my own personal experience, priority...is...something like Seymourpowell...is managing client's expectation, why making sure that to produce the best, possible, the most feasible outcome for the task that we had I think this is universal, actually.

### Design project

Aimed to accomplish the best feasible and viable outcomes as universal business role

The feasible outcomes aimed at satisfying client's expectation in business manner

In terms of our attitude toward managing project, I think what I noticed is...that...western organization is individually (inaudible) or more value. At least, this leads to more kind of creative output, at least freedom...I think that...Eastern organization...kind of from (inaudible) ...Southern Eastern Asian or Eastern Asia. They are more expecting their top manager's decision making. So...the priority of employee working on the project is to provide information as much as possible for...I think project manager as a final core. But when the west organization kind ...of respect individual's perspective a bit more, but the managers have to finally say ... (inaudible)...they still are in hierarchical structure ...during a project...they are more likely to be like...a mentor guiding a person in project onto the right part...that's kind of what I think...but I am not sure whether my...kind of... (it seems) out of date data...just a with a couple of companies I work for, a couple of project I work on...you know...more traditional Eastern organizations that's existed...

Different organizational attitudes in design project in the Eastern organizations and the Western

### Hierarchy and organizational structure

Western org: individual freedom and flexibility for creativity are more respected

Managers perceived as mentors

Traditional Eastern org:

Top one's order is somehow expected and respected

Top managers only appear in final phase of an end of a project

Lower level followers focus on delivering information and report only to a top decision maker

### 4. Could you explain about the name of Eastern organizations you worked with? Or could you explain about it?

No, definitely, name... I can't...confidential...because I am a consultant. We are not the...it's complex side. But, yes. I have worked with many Chinese client, as well as Korean clients...some of thing, way of management are different from how we manage our team. For example, one day, for me...my personal experience, it's kind of concept of western organization value your individual themes ...capability...so...you don't have to exactly follow hierarchy like...I can talk my manager...and kind of sit equally...if you see office as well...kind of like...we all sit next to each other...you know...manager, the director, in from of my senior manager.... You know in a meeting...I could have you know...bring you know...with company CEO? You know...when I imagine...this rarely happens in Eastern organization. you know... but again, it depends on organizational culture and company culture. I think also...when the...Asian organization as well. Even though it's Asian-based organization as well...you know ...even though they are Asian organization, that doesn't mean that they have Asian based approach. They might be much more

open-minded maybe, more democratic...I don't think that it's by...it...by culture...is limited geographical.

Hierarchy/ organizational structure and organizational attitude

Equality in terms of physical space in office and individuals' attitude

Western

hierarchy is barely found in order of sitting in office : juniors sitting next to a senior manager

Individual value is respected

Direct expression is somehow allowed

Eastern

hardly imagine that juniors speak out to superiors

Order to sit is somehow by status of position

Noted that organizational culture can be created beyond the given structure

##### **5. Did you have any challenges or difficulties, when you deal with your client or a client who sticks to hierarchical aspect during design project?**

Now...definitely...there is pros and cons....working with this type of client. I am not...saying ...western client is much better. It's just different attitude. I think , as a consultancy...we learn how to adapt to...kind of client organizational culture. So...understand...so we can...to be able to communicate...deliver...what they expect. So...in terms of difficulty...maybe...just because of way they expect is different from what we work. Sometimes, it takes...more time to adjust to what they expect...in terms of ...for example...project delivery...they require more regular approach, for example? To...the outcome ....maybe...they require to ...there...you know...throughout more frequently like guiding them and leading them by had throughout stages. I think ...that...that...back to the challenges. You can say it is difficulties. But I think it's just different way of organizational work. Sometimes it's not good when you work with western organizations. Their organizational culture...company culture is different. So we can face with difficulties with different companies.

Design project and challenge of organizational culture

Design project is carried out through mutual interaction and understanding between stakeholders

Project deliverable is to be accomplished by satisfying stakeholders' expectation : challenges are necessary to understand

Regular contacts are necessarily placed for understanding mutual needs of stakeholders

Design projects defined as multiple organizational works

Implicit organizational cultures are matters of carrying out design project for understanding of the expectation

**6. For me, hierarchy seems to affect to develop new design, service and product development and to communicate with them – members. How do you think about hierarchical aspects?**

I think ...hierarchy is important in the sense that people have to do the role and responsibility. What an employee...you know...it's not clear what you are she or he you meant to be, but that fact...there are a lot of difficulties for running for...employees...for employers...it's more hierarchy to be there. You know...for example...you know...you have in a design company...you have a junior level...so...middle level...senior level...as associate director. So we all have our own job. So hierarchy say to...kind of say...structure. but I think not to five order which we obey or to follow...you know I think...also hierarchy ...mainly...it's not nice word? ...I don't know...what maybe, structure...structure...structure is the best ... not much ...I think I need to say structure, rather than hierarchy. I think that every organization ...you know...regardless of whether design consultancy is or not...structure!!...so people have kind of defining roles and but you get foundation there and then we could start to work together. So you have like I said earlier ...so ...the top manager working in a vessel to guide ...you know ...people who were less experience. I think ...that's quite important...in any organization.

Hierarchy as significant organizational element

Hierarchy for managing

Hierarchy as structural guideline and organizational mechanism

The structural mechanism as foundation to determine individual member's role

Experienced mentor as a vessel leader guides less experienced ones on board

A design project reflects professional's experience

**7. Yes, you think that...if background of senior ,CEO, or top leader is also important, isn't it? In terms of hierarchy and decision making isn't it?**

No! I don't think...I mean ...that's not what I mean... I think...experience of senior level in manager is important. But attitude of way of ...kind of create team be able to be a mentor ...you know...people with your team is more important than the status...and the experience ...the leader has. That's why you become a seniors because you are more experienced and then...in ideal world they will be able to be a mentor...you know...of the...less experienced team member?

Leader's character and professional's reflective actions

Level of experience is more significant in mentor's role

Experienced mentor (senior) meant for leader: the leader meant for relevant experienced one

The design group can more reflect the experience in design projects

**8. Now, somehow, everyone can involve in design project in terms of open design and open innovation era. So role of leader seems to become more important. But still everyone can come up with their own ideas due to open design stuff...so it seems dilemmatic situation between hierarchy and member's open participation. How do you think about this situation, as a design consultant?**

I think difference ...especially...western...like I said...Seymourpowell. We are faced with ...creative workshop. There is no bad idea...you know...if someone have ...come up with great idea. You can take it and you can even make it better. You don't look at, negatively "no! it's bad idea!" in terms of role of leader or top manager...I think ...it...they ...still in their experience they supervise to monitor and to...kind of praise the best idea out including ...a...his own idea. Whether...the person like a gatekeeper...who kind of ...say ...turn out in from of me "no! what ...sick...it's rubbish...I don't mind getting rid of them". That's not that right at all. I think you know...even more importantly...you say...role to user experience to lead project and to guide project...in a right direction...rather than to ...harshly criticise to say whether this is right or this is wrong. That's not the goal of a project...the goal of project to do deliver something I expect rather than to say that you know...to create kind of hierarchical order.

Open design and organizational cultures : e.g. creative workshop

Importance of openness in implicit human interaction

Hierarchy and place of openness : superior as boss vs. mentor

All ideas are worth to be respected: all ideas can be asset of creativity

Leaders play roles as guides for members to foster ideas and clouding them, rather than gate keeper

Blaming and indulgence as negative elements for new ideas

Human centric design comes from professional's reflective actions based on mutual respects of them

Criticism and hierarchical orders on individual's one as negative which can come up with hierarchical artefacts

**9. Ok, you pointed out very interesting point. Do you think that such a design workshop and design program is really useful and effective for you to carry out new design project before?**

Yes! Yes! Incredibly vital...it's very useful...in a way...organization like that kind of have that kind of process. people can come together ...not only people only who are within Seymourpowell...not only the researchers who conduct a research, also designer who is going to design a product...also...clients coming from ...different departments, when their organization...to come together ...you know...obviously...for example...someone's group who has to be developing a mobile phone for past 10 to 20 years including that...her experience actual come emerged, mobile phone experience is far greater than ours. So...it's important to bridge different people together. They are expertise's...kind of...come to the...you know...creativity process...so we definitely...don't work to adopt.

Open design and organizational cultures: e.g. creative workshop

Design workshop carried out with multiple participants

Exchanging knowledge in the place

In-depth insights from other professional's expertise can be exchanged

Creative workshop rather focused on exchanging ideas, rather than accomplishing a project

Knowledge level – depth and extents – is existed between professionals

**10. Do you think that such a design workshop, design activities can influence decision making process of NPD or Service development within your client organization?**

Influence...how to generate idea...based on collaborative input...obviously...there are more work after that, our process from end of workshop. You know...you have to do a lot more carry on you know...how you actually create ...things your...refine your idea... our charge...you put your time something you analyse afterward. This idea need to be analysed as well. A lot of works afterwards as well...so this is very important like creative workshop...say important...in terms of process...to us...in the beginning during project.

Open design and organizational cultures: e.g. creative workshop

Creative workshop rather focused on exchanging ideas, rather than accomplishing a project

Open design as a part of iterative and multiple processes followed by major decision making for viability and feasibility

Rational and explanatory reasoning should be engaged, following the exploratory phase

**11. Ok, I will have a bit different question. Have you ever felt that there were different outcomes or unexpected ideas as results from your clients than you expected, although you help them to promote better ideas?**

No, it's obviously not about my idea, nor Seymourpowell's idea. It's not ...my decision...during work for a client. It should be we...are ...as consultants...we should advise for them. I think ...like I said...workshop like that...in a workshop...we group people together, so group you have ...some people from Seymourpowell and some people from client side as well...I would say...I wouldn't say our idea...my idea...their idea....actually...so, obviously, we involve at least...stages as well...to make sure that ...you know we kind of our own say...at the same time...

Design project characterised as multiples participants' ideation domain ,rather than one individual dominance

Ideation actors are blurred in collaborative works

One think I would more say as someone who grew up from...Asia...I think...I think there...is definitely pros...working in Asian organization...we grew up in ...kind of Confucius society...so that really influence kind of way of our work ...and...obviously today globalization is ...design...major world is much better, but I think Asian person...we are still kind of read ...and breadth of our traditional value...so, I think in terms of future ...maybe there is difference between East and West...it will be blurred . People was ...were still staying closer to traditional value that they care about...I think the East or the West...I think...it will be very interesting ...just kind of for your research working on the Eastern organization...it will be really interesting...

Asian society commonly grounded in Confucius philosophy – China, Korea, Japan

Projected experience: The value has been inherited through education and living in the society

Still cultural gap between the East and the West is existed, but to be blurred

Tradition and legacy in cultural level are not easily shifted in member's mentality

