

# Lighthouse: Improving the Onboarding Process of Experienced and Proactive Workers

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## INTRODUCTION

This report describes the design process, design choices, feedback and results of the Lighthouse design by team K. The Lighthouse was made as a possible solution to the challenge proposed by Essense: to improve the employee experience by designing a unique onboarding process. For our team specifically, the focus lay on a proactive and experienced new employee who would be onboarding into a company of more than a hundred people. Besides the target challenge from Essense, the report will also describe the User Experience (UX) considerations of the results of the other two challenges from Mirabeau Cognizant and Philips Experience Design. Lastly, the report will discuss and reflect on the differences, similarities, learning points and process of design of the three challenges.

## TARGET CHALLENGE

### Our Challenge

The challenge given to us by Essense was to improve the employee experience by designing a unique onboarding process. A good onboarding experience contributes to employee retention, higher satisfaction of the workers in the company, and a more successful business [9]. All employees do however not have the same needs and demands. From previous projects, Essense has identified

four different profiles that experience the onboarding process differently. The profiles are based on if workers are experienced or inexperienced, and if they are proactive or reactive. The profile our team was supposed to design for was the experienced and proactive worker.

### Why Lighthouse

The Lighthouse is designed to catalyze the social connection and communication between a new onboarding employee and his buddy. A buddy is commonly known as an current employee who is assigned to serve and welcome new hires through their onboarding experience. Buddies introduce their hires to the rest of the team and assist them to acclimate to the company and navigate their questions and concerns when adjusting to their new work environment [4]. According to an interview with an HR manager, the buddy's time to 'serve' is precious; *'One of the pitfalls of onboarding, as a buddy, is being so busy with your own work that the new employee can't ask questions'* (see appendix A). On that note, to make the new employee feel welcome it is important that the social connection and communication feel natural, pleasant, and unforced. Despite the fact that the target audience is experienced and proactive, being introduced to a new social context can always be a challenge. This social habituation of the onboarding process is unique, meaning it is a matter of exploration for both the buddy and the new employee. The lighthouse

aids in guiding this social exploration, making the communication more transparent, and resulting in an overall more pleasant and efficient onboarding process. The concept is designed from the perspective to give rise to the onboarding story by being slightly playful, reciprocal, and attractive to use for both the new employee(s) and colleagues.

### What is Lighthouse and how does it work - Experience through action

The concept can be defined as an alert and help system. A social network containing a couple of paired lights. These lights are defined as *'Lighthouses'*. The user can adjust the Lighthouse's level of brightness through a pull and push system. The Lighthouse is in its passive state when the top is pushed down; the light turns off. The light becomes active when the top is pulled up. The top can be raised to two stages (see appendix B). In stage one, the light is less bright compared to stage two. In brief, Lighthouse communicates by changing its shape and visibility (light intensity) and affords a level of physical involvement to be used. Because the concept is focused on the onboarding experience by both the buddy as well as the new employee an extra light is added to the bottom of the Lighthouse. This light is turned on when the top of the paired Lighthouse is pulled up (see appendix C). Meaning the user knows the stage of their paired Lighthouse by looking at their own. So, what do these

stages communicate? This depends on the role of the user; the stages show what the user needs and to what extent. When a new employee pulls up their Lighthouse, they need help from their buddy. The higher the top is raised, the more urgent the new employee needs help. Regarding the buddy, the Lighthouse has a different purpose. As mentioned above, buddies are employees themselves, meaning they have their own work. To that end, buddies need to be able to communicate whether they are available to answer questions of the new employee or not. By pulling up the top of the Lighthouse buddies show they are not available. The first stage means the buddy has little time to help, and the second stage means do not interrupt. In other words, Lighthouse helps a buddy to find a balance between keeping their scheduled work tasks and giving the new employee a good introduction to the company. Having these defined interactions, the bottom of the Lighthouse can be used to give feedback, to anticipate, and interact with and on the decision made by the other Lighthouse. For example, when the new employee shows they have a question, the buddy can decide to do some shift in their work and push the light back down, showing they are available.

Implementation of concept: the buddy prepares the Lighthouses by pairing two lighthouses via internet connections. During the new employee's first workday, the buddy will introduce the new employee to the Lighthouse concept and give a brief explanation about how the lighthouse concept works and give suggestions on when it can be used. After the introduction, the two Lighthouses will be installed at both the desk of the buddy as well as the desk of the new employee (see appendix D). It can be the case they are working in separate rooms, meaning the Lighthouse of the other cannot be seen at all times. In that case, the user can look at their bottom light or just by walking by (see appendix E). When there are multiple employees onboarding at the same time the Lighthouse can be color-coded: making a distinction in color depending on whether the Lighthouse is used by a buddy or a new employee.

## **DESIGN DECISIONS MOTIVATED BY THEORY**

### **Design perspectives**

One of the first dilemmas the team faced was that neither of the members identified themselves as proactive and experienced. This made it more challenging to commit to the user. Taking the first-person perspective was out of the question, making it difficult for the group to make use of the theory of mixed perspectives in empathic design [15]. Therefore, a persona was created to specify the target group including the related traits. Based on these insights four interviews were conducted with both the target group, as well as the HR manager, leading to a concept that takes multiple stakeholder perspectives into account.

### **Physical solution**

Based on the interviews (see appendix A) it seems to be that the onboarding experience we are familiar with is rather straightforward. Meaning most of the communication in the office goes via digital platforms or face-to-face interactions. On some onboarding occasions this seems to cause miscommunication or being experienced as impersonal, lack of social connection. Thus, to make the onboarding experience more interesting and engaging the concept needed to be more unique, but in line with the environment of the office. A digital solution might be cheaper and faster to develop but lacks the haptic and tangible interactions of a physical product. Haptic feedback and tangible interactions result in a lower amount of required mental resources when using a product, which results in the user not needing to direct their full attention to the interaction [1]. This led to the discussion of whether it would be suitable to design a new digital concept or to make a physical concept instead. Eventually, it was decided to go for a physical concept; something unusual that involves a level of embodied action and can be stretched beyond the buddy and the new employee.

### **Experience through action- Push & Pull**

Because new employees are entering a completely new experience, they are in need of being in control [3]. This

makes the new employees feel more certain and less threatened by the new circumstances [14]. Lighthouse gives space to be in control. We are all familiar with raising your hand when you want help because it feels more subtle and less rude than speaking out loud. At the same time, it shows your surroundings you are in need of attention. Lighthouse mimics this experience by means of physical interaction. Similar to raising your hand the user has to control to retrieve their actions when changing their mind, by simply pushing back the light. At the same time, because turning on the light requires action, it might make the new employee think twice about whether to ask something or not. This results in the whole experience being more considered and makes the user feel in control. To take this into perspective, in many digital communication platforms, like an email, there is no option to retrieve back your outcome. On top of that, having something physical you can push and pull can be experienced as mysterious and playful and therefore more motivational compared to just touching the digital buttons you are used to [17].

### **Shared communication**

Lighthouse is placed on the desk, making the object visible to all people passing by in the office. The meaning behind this design choice is the fact that it has the potential to support communication and engagement among a larger group of people. In addition, the user experience of a product is not only limited to the time when a user is directly interacting with it [12]. Therefore, the user experience of the Lighthouse goes further than the interaction between the Lighthouses. Seeing other people at the office using Lighthouse will give a subconscious understanding of the system.

A colleague might perform fidgeting interactions subconsciously and unintentionally while still providing input to the system [1]. For this reason, Lighthouse focuses on a socially constructed experience, considering group behaviour and group attitude as an important part [12]. The concept is based on the approach of "*socially translucent systems*" proposed by Erickson and Kellogg

[5]. Bringing us to the question; why is Lighthouse a socially effective solution? Because Lighthouse has a round shape the light can be obtained from every angle, making it an object that is easy to notice. In addition, the light will be placed on a specific desk, meaning it belongs to a specific person. This can be useful when a company has multiple new employees at the same time. As humans, we are perceptually attuned to movement and human faces and figures [5]. In other words, colleagues will notice and react to the Lighthouse in combination with the new employee, more readily than they notice and interpret a, for example, text message with *‘I’ve got a question, could you help me?’*. In addition, the new employee might notice the facial expression of the colleagues noticing the Lighthouse. In brief, it makes the social need of the user more visible. Secondly, the Lighthouse supports awareness. There will be less social interruption or miscommunication because they know what the Lighthouse means. Thirdly, the somewhat subtler reason for the efficacy of the Lighthouse, namely the accountability. As stated by Erickson and Kellogg: *‘It is through such individuals’ feelings of accountability that norms, rules, and customs become effective mechanisms for social control’* [5]. Along these lines, Lighthouse will be examined by colleagues that are passing by. By this means, the Lighthouse is part of a bigger whole and is experienced by more than just the owners of the Lighthouse. In consequence, it creates a shift in responsibility: not only the buddy is held accountable for his actions, but also the by-passing colleagues. One remarkable topic that arose from the interviews was the experience of getting bullied at work. When an individual experiences a decreased social status or increased loneliness their need for social interaction also increases [18]. Dividing the responsibility for the whole office might lower the risk of being paired with a buddy that does not have time for the new employee, but it also increases the risk of a bystander effect when a problem occurs. All in all, this experience can better be defined as a shared experience. As a final note, every single new employee will walk through the same

Lighthouse experience. Every colleague has their own stories about the onboarding process. As a result, the new employee will feel more like being a part of the rest and less like a complete newcomer.

### **Complex vs Simple interactions**

When deciding on the details of the concept the team stood at a crossroads of making the Lighthouse a simple product with a low amount of conveyed information between the new employee and the buddy, or a more complex interaction with the possibility to enable more complicated information. Giving a user too many options can lead to some (maximizers) over-evaluate what action to take, which can cause a feeling of regret if a suboptimal option was chosen [13]. The more simplistic version of the concept had a lower risk of giving the primary users a negative first-time experience. It is also important that the buddy has a positive attitude during the onboarding process. If an individual has a negative attitude towards something, getting them to try it once and having a positive experience increases their chance of a long-term change in behaviour on that topic [15]. To increase the chance of making the first-time use of Lighthouse a positive experience for the buddy it was given as few interactions as possible to make it simple and intuitive. The simplistic interaction in combination with the anticipated from seeing others at the office use the Lighthouse increases the chance of a positive first-time experience, which leads to a greater chance of long-term success [12].

### **Next steps**

The next step in the product development process would be to do a user evaluation of the concept. The users were involved in the process by conducting interviews, but so far no evaluation of the concept has been done. Therefore, it would be suitable to re-ensure and validate the concept through an iterative design process. The first step would be to build a low-fidelity prototype and test the design by acting it out in context. By being a part of the onboarding context (first-person perspective), the team would test whether the experience feels relevant and motivational.

To further evaluate the UX it would be suitable to build a more high-fidelity prototype including the appearance and functionality. This prototype could be validated through a small company. In addition, the concept can take advantage of the shared responsibility and expand the concept by means of translating the concept to something you have to finish together. Like a gamification of the current solution.

### **Reflection of other teams with the same challenge**

The biggest difference of Lighthouse compared to the other teams' solutions is that the main focus was on shaping the communication between the new employee and the buddy. The other teams were more focused on a general integration into the company. Lighthouse approaches it differently and focuses on a specific part of the onboarding experience instead. This decision is made based on the target group's specific needs and goals. These traits were prioritized through the interviews and led to the following insight: the importance of having a social connection with one specific person can be more valuable for someone who is experienced and proactive than focusing on the onboarding experience as a whole.

*Team J's* box of smaller objects and events creates clear and predefined activities for the new employee. Their use of the service blueprint showed that they had thoroughly understood what was important during the different steps of the onboarding process. Their solution was a good example of shaping an experience that transcends its material value. One risk of commercializing this concept would be that it is very easy for companies to copy their box for probably a fraction of the original cost. Their claim however was that part of their concept was to customize the box for the specific company.

*Team L's* digital application and status coaster help the new employee to get a clear overview of their schedule, tasks, and company information. Their target group was the reactive and inexperienced worker, which is visible in their solution. The experienced and proactive workers from our interviews were able to gather information themselves, which shifted our focus to the human-to-

human interaction. For a reactive and inexperienced worker, it is more important to have clear tasks so that they do not misinterpret anything while they work under pressure. Something that the presentation missed was a clear user journey to clarify the specifics of the concept.

*Team M's* generated artwork manages to capture the experience through time, expanding the experience of the onboarding process. Allowing companies to customize the theme of the artwork generated by their new employees creates the feeling of identity, which makes the experience meaningful. The outcome of a new employee's artwork was determined by whom he had interacted with during the first week. This creates a focus on human-to-human interaction, giving added sentimental value for the relationship created to the new co-workers. One challenge of realizing this concept is to create a good balance of making the artwork abstract and readable. If the artwork would be too abstract it would lose meaning for the employee, and an artwork that is too easily readable feels obvious and boring.

## THE OTHER TWO CHALLENGES

Besides the target challenge from Essense the team has worked on, there were two other challenges, each with their own four student teams.

The first challenge was organized by Mirabeau Cognizant, a full-service digital agency with several well-known clients like KLM, Rabobank, and T-Mobile. They focus on helping their clients provide the people they serve with the best possible experiences. The focus of this challenge was to help Vitality, a medical insurance company that is a client of Mirabeau Cognizant, grow their presence in the healthcare market by improving the digital care experience. This mainly meant improving the onboarding funnel into self-service.

Below, is a quick overview of the designs the different teams made:

Team A: A voice-guided walkthrough app of important information, similar to a podcast.

Team B: Vita: a guide through the system (similar to Clippy from Microsoft) and a personalized overview.

Team C: Vito: a mascot for personalized and continued onboarding.

Team D: A personalized program for the user that shows progress and creates a community.

The second challenge was organized by Philips Experience Design. Emergency Medical Service providers have several responsibilities like assessing the patient's condition and situation, stabilizing the patient to provide first aid, and transporting the patient to the best care facility for follow-up care. On top of that, it is also their responsibility to report the situation. This is now mostly done after the fact considering the emergency priority of providing first aid. Therefore, this challenge centered around improving reporting modalities for EMS providers.

Again, a brief overview of the designs from the challenge 2 teams:

Team E: Intellispace Memento: a digital wrist drawing and note-taking device.

Team F: DocuPen: a wrist drawing and note-taking device and VocaBand: a voice recording armband.

Team G: An AI-based speech-to-text system in the ambulance, GPS tracking data, and a timeline creator with all of these parts combined.

Team H: Pictolog: a wrist drawing and note-taking device and an NFC tag and sensor system for medical equipment.

These other two challenges and the work their respective teams have done on them will be discussed according to some of the UX considerations that might still be points of improvement.

### Incorporating tangibility

In both challenges, but especially the first challenge from Mirabeau, most of the designs the other teams came up

with were purely digital systems. Of course, a lot of variety can be achieved in the digital space and there is certainly a place for digital solutions. However, tangibility and the usage of something in the physical space can add several extra elements to the user experience of a design. *“Much of this richness has been lost to the rapid flood of digital technologies”* [8]. Tangibility can, for example, encourage awareness of the surroundings and the surrounding people. It can also allow people to use the design in new and creative ways more easily. An app has a much more predetermined purpose, and therefore also a more limited potential for exploration from the user.

### Radical change

Another aspect that was quite noticeable in some of the other teams' designs, was the tendency to stick to incremental change, as opposed to radical change [11]. Though, again, this is not necessarily a drawback in itself, the limitations of only focussing on incremental change through design do need to be considered. Designs like the DocuPen from team F or Vita from team B stay very close to other already existing designs and slightly adjust them to fit the current situation of the challenge. The DocuPen drew inspiration from the idea of EMS providers already writing notes on their wrists, and Vita was heavily inspired by walkthrough assistants like Clippy. Though this is quite a safe approach, purely designing for incremental change can also cause design improvements to get confined to a certain set of well-trodden concepts. Therefore, it might be good to consider both incremental and radical design options for a challenge.

### Simplicity

Several teams designed systems that tried to cover multiple or even all aspects of their challenge. The result was often a very complex *“system-of-systems”* that combines multiple fairly unrelated functionalities. This was usually done in the name of simplification and centralization of resources, but it needs to be considered that these kinds of all-encompassing systems might also have the opposite effect of simplification. In order to

contain all functionalities, the system needs to become incredibly complex. This could mean that, as a result, instead of making the user experience easier and more accessible, the system must be so intricate and complex that it becomes daunting to learn.

*“Simplicity is a virtue”* [6]. It might be better to focus more heavily on a single aspect of the challenge and design something that fits that completely, than to create a design that addresses most aspects of the challenge somewhat.

### **Personalization**

Personalizing designs can have its benefits: it can allow a user to feel more connected to a design and it can allow the company behind the design to gather more useful information about their clients. But more personalization is not always better. Several teams from both challenges showed personalization as a key feature of their design. But, of course, the right to privacy of the user also needs to be kept in mind, and with some of the designs like Vito from team C or the AI recording and tracking of team G, some boundaries might be crossed. On top of that, the user should not be forced to give up personal details in order to have the full experience of the design; the design should still work for people who wish to stay more private.

Some other, more general points of improvement for the teams of the other challenges were to increase the use of persona's, (roleplay) scenarios, and incorporate different perspectives. Most teams did the bulk of the designing from their own, first-person perspective as well as online research. A more mixed perspective through the use of interviews or surveys may give a more complete picture of the design space, and thereby improve the quality of the design [15].

### **GENERAL REFLECTION**

#### **Comparing the three companies**

The first company Mirabeau Cognizant is a digital business that combines human-centered design by using the current technology on the market with their insights

to create top-notch digital solutions. The company is looking for answers to what can be efficient for the future. In the project, it is visible that the end-user is the central point. For example, it is creating pension awareness among Dutch citizens and giving tips about the consumption of unnecessary energy [10]. The company is focused on a large area of industry. This industry has a wide range of users like those who want to reduce energy consumption or keep farmers proactively informed about the quality of their milk. These users have different values and needs. These systems have to link and think about the good user experience that fits the customers. By focusing on this many targets, the quality of the individual products could be limited. This can be due to the project's time limit and the knowledge of company employees who must know all the targets and focus on different projects. Therefore, some aspects of the user's points of view can be lost due to various factors. A solution can be focused on one of the current systems and see where the missing gap is by using the User Experience spectrum [7]. It is a tool that communicates between the three different segments; Economy, Design and Technology. For example, the company's challenge to improve the digital care experience is one of the tool's segments.

Compared with Mirabeau, Philips Experience Design mainly focuses on healthcare products and services to improve people's lives. The company shaped the experiences with human-centered insights and the newest technologies for their research. Compared with Mirabeau, which is focused on many areas, Philips is focused on one specific area for future improvement. Therefore, the company can focus and use all its tools on one target. The employee can grow in their experience by increasing research on the same subject to be more efficient. This is a strength of the company to grow for further possibilities and solutions. By researching one target, Philips can focus on the user experience and the needs of these people. The end product will probably better fit the user values. However, focusing on one target can be tricky for the many other competitors looking on the business side, like Mirabeau, that focuses on all areas because their

challenge was also in the healthcare market to improve services. However, Philips was more specific in the challenges and narrowed it down to one particular character involved in healthcare.

The last company that is involved in this report challenge is Essense. Essense is focused differently. The company is looking at other companies' organizations in how they work and manage their customer journey. Comparing Essense with the other two companies fits in the middle. Essense looks at different companies to their employees. This means Essense has a specific target in many different areas, Looking at the employee user experience within different companies. It is a challenge because the company has to search about the other companies' goals and vision and see how the employee plays their role. This company looks at one specific target to create a better user experience within the company.

The company can grow further from each other by uniting people and improving their efficiency in projects and employee engagement. Compared with the other two companies, Essense target solutions can be also helpful for their own company to improve their employee engagement. The company stands close to the subject and experiences every day to improve the customer experience. In this way, the employee is more involved in the process and grows the user values, needs, and experience. The other companies' targets are a little further away and have to seek stories and experiences outside the company. This can be a good thing to experience new stories and insights, but the process can be longer due to finding the right customers. For Essense can be a pitfall to get stuck in the same vision circle in the company. However, Essense has many other big clients like bol.com and Philips itself to look and experience what is happening there and compare to their own company to find a fitting solution.

#### **The three challenges**

Looking back at the challenge, it was mostly about improving services. Comparing the three challenges with the three companies can result in different approaches.

The first challenge focused on improving a service in a Vitality medical insurance company. The challenge mentions it digitally. This means the teams focused on the digital way. However, physical interaction with tangible objects can also be helpful to look at how to improve services. It can give new insights and experiences into a digital concept. Therefore, the second and the third challenge made the option open. However, the second challenge was more drawn toward physical design, and the third challenge was more towards a digital design by mentioning the service design concept. As a result of the challenges within the different teams, different results came up. For example, in our challenge, it was visible. In this report, a physical communication tool is designed, and another group developed a service with different existing tools that can be used to create the user experience. Both ways can have good or bad influences. As the service for the other group is not social communication and the lighthouses that communicate between the new employee and the worker, the service can make more a welcoming feeling with more workers in the company besides one buddy.

Another overall aspect of the challenge was the perspectives. In the first two challenges, the groups had to see at other areas to find and develop the persona. In the last challenge, it was about four different employee characters. If the group has various characters, the challenge could be seen from the first-person perspective. For the other challenges and within our group it was more of a challenge to make use of the theory of mixed perspectives in empathic design [15]. It is a learning point that not every concept or challenge has to be in the first-person perspective and to involve the concept look at different points of view how they experience it.

#### **What can be modified for future user experience?**

This can be done in two different ways. First, make the service digital or physical because most communication goes via digital platforms or physical interaction with product-human or face-to-face interactions. By looking at the challenges to improve the user experience, a starting

point can be communication between the designers, engineers, business analysts, and the product and the user. The communication can be unclear or missing information, like miscommunication results. When making a digital platform, it can be easy to communicate all the information to the user and communicate between the developers. However, a pitfall for the digital platform is that the user can be overloaded with information. The user experience will be less when providing the correct information communicated by physical interaction. Physical interaction can form a simple way of communication. However, the abstract or tangible interaction can lead to a discussion on what kind of information is given.

In the different challenges, it can be seen that different approaches are used. For example, in our challenge, a group used abstract art design to communicate users' information to others. This can start a positive or a negative discussion because no other feedback hints are given in the format. Another example is the application in the Mirabeau challenge. An application can deliver much information to the user by using many buttons and subpages. On the other hand, the discussion can arise again about using a digital solution or physical interaction, which results in the user not needing to direct their full attention to the interaction [1]. A balance has to be found between the different interactions to fulfil the user values to create a user experience that can develop in the future.

#### **PROCESS WEEKS 4-6**

The team started to research our target. The target was a proactive, experienced employee who started at a new company. From this starting point, the persona begins to be defined. The service blueprint is used as a tool to create the first working days from the target at the company with other employees involved (see appendix F). The tool has shown which kinds of roles are involved in the user onboarding process. For example, the HR manager is the first person with a lot of interaction with our target. Therefore, the HR manager plays an important role in our

definition and concept. However, the research gave more descriptions than an experience. Therefore, the conducted three interviews discovered the actual definitions and experiences of being an experienced and proactive worker. The quotes gave a deeper understanding about the user onboarding process with their stories. One semi-structured interview with an HR manager working with the onboarding process at a company was conducted to gather insights from other stakeholders. The identified traits of our user were used to shape our persona (See appendix G), made to clarify for the team what makes a person an experienced and proactive worker. Therefore, the quotes strengthen our design purposes. For example, *"Having a contact person you can ask questions to is very important the first days."* - Information Analyst, 35 years of experience.

The quotes give us hints to think about a concept. By using the brainstorming technique *"Crazy Eight"*, the concept has formed. This brainstorming technique is a fast way to produce a wide range of ideas in just 8 minutes [2]. Each team member divided their plain paper into eight compartments. When the time starts ticking, each member has one minute to draw a concept in the compartment. After 8 minutes, each team member has made eight mini concepts. With this tool, the design makes a sprint stage within design thinking to think fast, creatively and get out of their comfort zone for creating abstract crazy ideas (see appendix H) [2]. From this tool, there was one outstanding concept with a playful interaction. It was a concept derived from the concept named *"Turn 4 service"*. When customers sit at a restaurant table, they can flip the light on their table [16]. When the light turns red, the waiter sees that the customers want to order. It is an easy communication tool. From this concept, the brainstorm tool is used again by a small crazy 8 to think about the flipping interaction. The paper was divided into four compartments to create a vision in four minutes. After seeing every result, the Lighthouse idea was formed (see appendix I). The concept was refined into a transparent communication tool for the office from this starting point.

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## APPENDIX

### Appendix A - The interviews

#### **P1 - Interview HR Manager**

##### **Quotes:**

*“A buddy functions as a personal coach for when you have work related questions.”*

*“With a buddy, the new employee gets to know the practical side of the company faster.”*

*“If the onboarding is good, the new employee will feel free to ask questions.”*

*“One of the pitfalls of onboarding (as a buddy) is being so busy with your own work that the new employee can't ask questions.”*

##### Wat heeft een nieuwe werknemer nodig om te kunnen beginnen?

- Een goede pre-boarding! En dat begint met ervoor te zorgen dat de nieuwe medewerkers zich 'betrokken voelt' al voor de eerste werkdag.

- Een welkom-gevoel door de ontvangst op de eerste werkdag (werkplek, apparatuur overhandigen, bos bloemen etc)

- Een rondleiding door het gebouw: waar staat de koffieautomaat en hoe werkt die! ;)

- Een buddy aan zijn zijde voor de eerste weken: dan leert de werknemer de praktijk nog sneller kennen; een buddy fungeert als een persoonlijke coach bij wie je terecht kunt voor al je bedrijfsvragen en werkgerelateerde vragen. Het helpt natuurlijk als een buddy iemand is die dicht bij de functie zit en dat dit niet iemand is die niet op de afdeling werkt waar de nieuwe medewerker komt te werken.

##### Zijn er dingen die vaak verkeerd begrepen worden door een nieuwe werknemer? Worden er bepaalde dingen regelmatig gevraagd door de werknemer?

Dat is afhankelijk of de inwerkperiode goed ingeregeld (inclusief buddy) is of dat iemand als het ware in het diepe gegooid wordt en het zelf

maar uit moet/mag zoeken: dan zullen er meer vragen gesteld worden door de nieuwe werknemer.

##### Hoe beleven de meeste nieuwe werknemers hun “onboarding” proces?

Als dit goed geregeld is kan de beleving ook alleen maar goed zijn en voelen mensen zich vrij om vragen te kunnen stellen als ze iets niet weten.

Als mensen in het diepe gegooid worden kan de onboarding als slecht en onveilig ervaren worden.

##### Waar in het proces “verlies” jij nieuwe werknemers vaak? Wat zijn de valkuilen?

Valkuilen: te druk zijn met je eigen werk (als buddy bijvoorbeeld) waardoor je je nieuwe collega niet genoeg helpt/ondersteunt. Maak hier dus echt tijd voor vrij dat is belangrijk voor het welkomstgevoel bij de nieuwe medewerker. Het voordeel hiervan is ook dat een medewerker sneller is ingewerkt en dus sneller zelfstandig aan het werk kan.

##### Hoe help jij een nieuwe werknemer zijn/haar nieuwe werkomgeving snappen/begrijpen/ervaring?

Door hem mee te nemen en hem alles te laten zien/ervaren en erbij te betrekken.

##### Als je voor een bedrijf bestaande uit 100 werknemers zou werken, hoe zou jij als HR manager de nieuwe werknemer introduceren aan het bedrijf/collega's?

Voor wat betreft zijn eigen 'werkvloer' en directe collega's: persoonlijk voorstellen aan iedereen: dus een rondje doen en de collega's laten vertellen wie ze zijn en wat ze doen in het bedrijf.

Voor de rest van de organisatie: via een nieuwsbrief op het intranet waarin de nieuwe werknemer zelf een stukje schrijft over wie hij is en wat hij gaat doen.

Als je aan je klanten wilt laten weten dat er een nieuwe medewerker bij je bedrijf begonnen is: via een nieuwsbrief op je website / of via mail. Zodat de klanten ook weten wie hun (nieuwe) aanspreekpunt is.

Wellicht heb je andere relevante informatie op het gebied van: *behoefte, verwachtingen, eisen, wensen en doelen* van nieuwe werknemers en daarmee wordt omgegaan.

Zorg ervoor dat een nieuwe werknemer zich:

- welkom voelt
- goed begeleid wordt door een buddy waar hij vragen aan kan (blijven) stellen in de eerste periode.
- een ingericht werkplek heeft of als het flexibele werkplekken betreft: werkende apparatuur heeft!
- stem verwachtingen af met nieuw personeel: zodat verwachtingen aansluiten bij wat je als werkgever kunt bieden. Dus wees transparant wat je van de werknemer verwacht (vaak is dit de taak van de leidinggevende)
- geef nieuwe werknemer het gevoel dat hij zijn behoeftes en wensen mag uiten zodat er bekeken kan worden of er ook aan voldaan kan worden.

## **P2 - Interview experienced economist worker for 30 years**

Who are you and what is your profession?

I work as an economist and have done so for the past 30 years.

What are the requirements for you to consider a vacancy?

I look for a wide range of work tasks and responsibilities. I want to do a bit of everything. The work as an economist can sometimes be very monotonous and that makes me feel like a machine.

What are the things you need to know from the company? (before interview/after interview)

If the company has more than 250 people I do not want to work there. The economy department can not include more than 10 people, because then the work tasks get too monotonous. I also watch the annual turnover, and the average time of people working there. How big the different departments are.

What is your usual way of finding vacancy?

I get a lot of tips from different staffing companies, they send over job applications that they think will suit me.

What is your purpose for working at your current job?

I was supposed to keep working with them with development work in the economy department, but I've chosen to resign since there is bullying in the work environment. There are mainly two co-workers who are treated badly. The first one gets some harsh comments, and the other one is systematically assigned the most boring working tasks. It took me about two months to see these patterns clearly. If people wouldn't have worked remotely because of covid I think I would have seen this quicker. The company does have a good action program for these kind of stuff, but they sadly choose to look in another direction.

What are your expectations going into the first day?

I expect to be assigned a work station. To have all the equipment and manuals I require to start working. If there is an introductory package I'm very happy. An introductory package includes information on how the company works, what they expect out of me, what I can expect out of them. Also contact information and other information necessary to start working. An introductory package is uncommon, but very beneficial. Most workplaces have already fixed a computer, phone and all material needed. I like to have a personal supervisor, since it gives you a working point of view that makes it easier and quicker to understand your work tasks.

What are the best and worst experiences you've had when joining a new company?

I can't really think of something special.

What do you feel when you start at a new company?

I feel like a newcomer. You can't find anything, you are nervous but also curious. Curious about learning lots of new things as soon as possible. Nervous about that I will do something wrong and that I don't meet their expectations.

- When did you stop feeling like this?

The nervousity usually lasts less than two weeks. If I have a supervisor it lasts shorter than that.

Describe your dream first day of work.

The first day i want to be welcomed by my boss and my supervisor. I want a tour, be presented to my workmates, be shown my work station and my material.

After that i want to meet HR and someone from the management team who represents the spirit of the company. After that i want my Supervisor to give me a light start of the work tasks. The first day should be light, but I want to start working the second day.

Supervisor vs Introduction program.

It might be possible to hand over some practical and obvious things to a computer, but I need to have a human to be able to discuss some things with.

What have you already figured out before accepting the job?

I've already had a meeting with the boss and someone else from the workplace. If I get a bad feeling I decline the offer. A warning sign for me is how the people at the company talk to each other, what words they use. It can also be if they express themselves vaguely.

What are your view of taking a part of the introduction system before starting to work?

I've never experienced it, but it would be nice! It can not contain anything too specific of how the company works. It would be nice with some compressed information that gives an overview of how the company works and is built up. I would like to see it already before the first interview.

**P3 - Interview experienced information analyst UWV, WW welfare payments**

Wat zocht jij in een nieuwe baan?

Overname van bedrijf, getronics pinkrokade. Afdeling en contracten waren overgenomen.

Naar UWV, na 5 jaar gedetacheerd geweest bij oude functie, gesolliciteerd om te blijven.

Bij capgemini zat ik niet helemaal op mijn plek, expertise lag bij UWV werk. Kon me niet verder ontwikkelen bij detacheringsbedrijf. "Carroussel" pastte ik niet in. Het werk dat ik leuk vond was achtergebleven bij UWV. Zij wilden mij graag terug hebben.

Wat is voor jou de meest gebruikelijke manier om een vacature te vinden?

Na mijn opleiding heb ik een keer gesolliciteerd, aangenomen als junior sollicitateur, en daar gebleven. Nooit behoefte gehad om te switchen.

Wat zijn voor jou de voorwaarden om een vacature in aanmerking te nemen?

Vacature was op maat gemaakt voor mij.

Wat zijn de dingen die je wilt weten van een bedrijf voor je een eerste sollicitatiegesprek begint? (En daarna?)

Redelijk bekend bedrijf, had een beetje een beeld. Hoe allerlei HRM aspecten zijn opgedeeld, mogelijkheden om cursussen te doen (carrièrekansen). Als je net begint ben je sneller tevreden. Wat voor afdeling, wat voor mensen, wat voor andere functies? Ze hadden toen bij het Gak een klasje gevormd. Er werden 20 tegelijk aangenomen. Ik was wel nieuwsgierig, en kreeg veel aan cursussen aangeboden, systemen leren kennen. Alles is nieuw.

Wat zijn jouw verwachtingen van de eerste dag bij een nieuwe baan?

Dan krijg je informatie, Capgemini moest je heel veel dingen zelf er achteraan moest (proactief zijn werd gewaardeerd). Onboarding bijeenkomst, eerder gegaan, hallo zeggen, vonden ze fantastisch. Mensen die nieuw in een organisatie komen: initiatief nemen wordt gewaardeerd. HRM, salaris, deze gesprekken krijg je wel te horen. Verder heb je handvatten nodig, cap stimuleert.

Bij UWV kreeg ik het standaard verhaal (1x per kwartaal). Je hebt je eigen manager. Een contactpersoon/gezicht is heel handig. Waar kan ik terecht met vragen?

Wat zijn de beste en de slechtste ervaringen die je hebt gehad bij het starten bij een nieuw bedrijf?

Vreselijk spannend bij mijn eerste switch, laatste was wel duidelijk. De onboarding ging alleen over de organisatie. Bij cap moet je meer zelf je weg vinden. Wat ik mooi vond van UWV is dat binnen de organisatie allerlei netwerken zijn. Deze zijn

voortdurend in beweging. Diversiteit, ouderen, jongeren. De informele structuur moet je ook aangereikt krijgen (vrijmibo). Dat was goed gedaan bij UWV.

Hoe voel je je tijdens het proces van het starten bij een nieuw bedrijf? Waarom? Wanneer ging (stress) weg? Was er iets waar je specifiek bezorgd om was?

Vreselijk spannend, had wel eerder via uitzendbureau gewerkt, maar nu ging ik als programmeur aan de slag. Fijne mensen wel, ik voelde me welkom.

Bij capgemini kwam ik met een hele groep, en was het meer "hoe pas je als individu". Toen zag ik ook de verschillen tussen Cap en goeddelijke bedrijven. Bij UWV wordt de medewerker centraal gesteld. Als er iets wringt moet diegene geholpen worden. Bij Cap gaan ze er vanuit dat je veel flexibeler bent. Niet gebonden, veel nieuwe dingen. Klussen in Finland bijvoorbeeld. Cap is perfect voor Young professionals, je kan er heel snel groeien. Maar mensen zoals ik hadden al veel te lang in een stabielere organisatie gewerkt. Die zijn veel meer gesetteld, en kunnen niet bijv. s avonds werken. Daar zijn heel veel mensen van mijn groep op stuk gelopen. Ik paste niet in het profiel. Het is een veel commerciëler bedrijf. Er zit erg veel druk op. Da heb ik bij UWV niet, de rust is fijn.

Zijn er nog andere dingen waar je specifiek bezorgd over was?

Je vind je weg wel, je gaat gewoon vragen. Opeens moest ik als nieuwe medewerker de onboarding doen. Je moet alle informatie krijgen.

Ik heb op een gegeven moment ook een onboarding verzorgd. Ik heb een leertraject opgezet. Onboarding kan je dus ook binnen een team doen.

Iemand met werkervaring heeft ervaring in een bedrijf. Ik denk dat het een uitgangspunt is, dat diegene al bagage heeft.

Iemand stelt ook andere vragen:

Iemand met werkervaring kan eisen stellen. Dichter bij huis, salaris, etc.

Onboarding moest aan de regels voldoen, ik kwam ook in het klasje van info wat ik al wist. Personeelsvereniging, etc. Gaat vanuit HRM uit.

Het is wel nuttig om bij te houden: zit je nog in het sollicitatietraject of ben je al aangenomen?

Bij een ander team hadden mensen open sollicitaties gestuurd. Daarvan werd een groepje gevormd, die werden aangenomen en als proef op een afdeling gezet. Ook met open sollicitaties. Dan reageer je dus niet op een vacature.

Quotes:

*"Having a contact person you can ask questions to is very important the first days."*

*"Besides the regular onboarding, you also need to be shown the informal side of the company."*

*"Experienced people bring along a lot of knowledge, but also many demands. They aren't as flexible as starters."*

#### **P4 – no experience in the field, starter**

What are your expectations going into the first day?

I would really like to get a tour in the company. To see new faces and see how the company works. And another thing to walk with someone the first two days. to see how he/she is doing their work day.

What are the requirements for you to consider a vacancy?

i like to check on linkedIn who is connected to the company and maybe see some familiar faces to ask some advise and questions. So i could maybe see if the job fits to me. and on a linkedIn i feel i see more projects of the company than on their website (not updated)

What is your usual way of finding vacancy?

follow up from linkedIn: i mail the HR from the company with my CV, motivation letter. but also ask friends or other people from my class for recommandations and maybe they recommand me.

What are the things you need to know from the company? (before interview/after interview)

what kind of projects they do. how big the company is. in what kind of field they are exploring further. maybe for future work that fits too me.

What are the best and worst experiences you've had when joining a new company?

once i was a intern at a company that was relative new. i saw that there was no structure. and the meetings where long with repeating questions what we did. It felt like they do not trust the new poeple. that was not trustfull feeling.  
best: i have not found me dreamjob haha.

When stress will stop?

i think the stress will stop when they trust me in my job. and not getting chaised

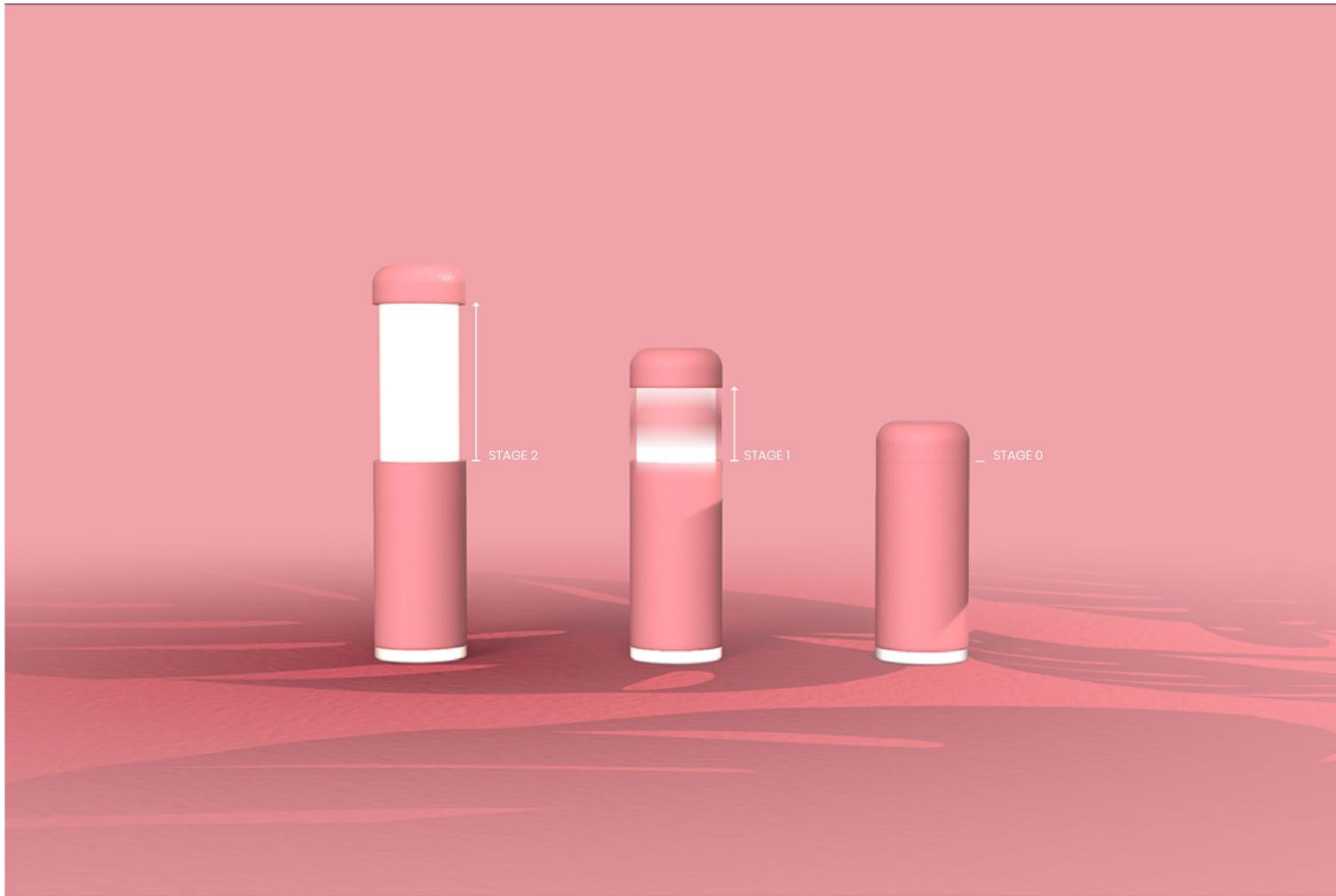
How did you like to get feedback?

i am a beginner of a company so i have to learn, see and feel what they goal is, how they are working in which kind of way. so i would make mistakes in the beginning. therefore, i would like to get feedback on that and not getting more a bad feeling of what i did wrong.

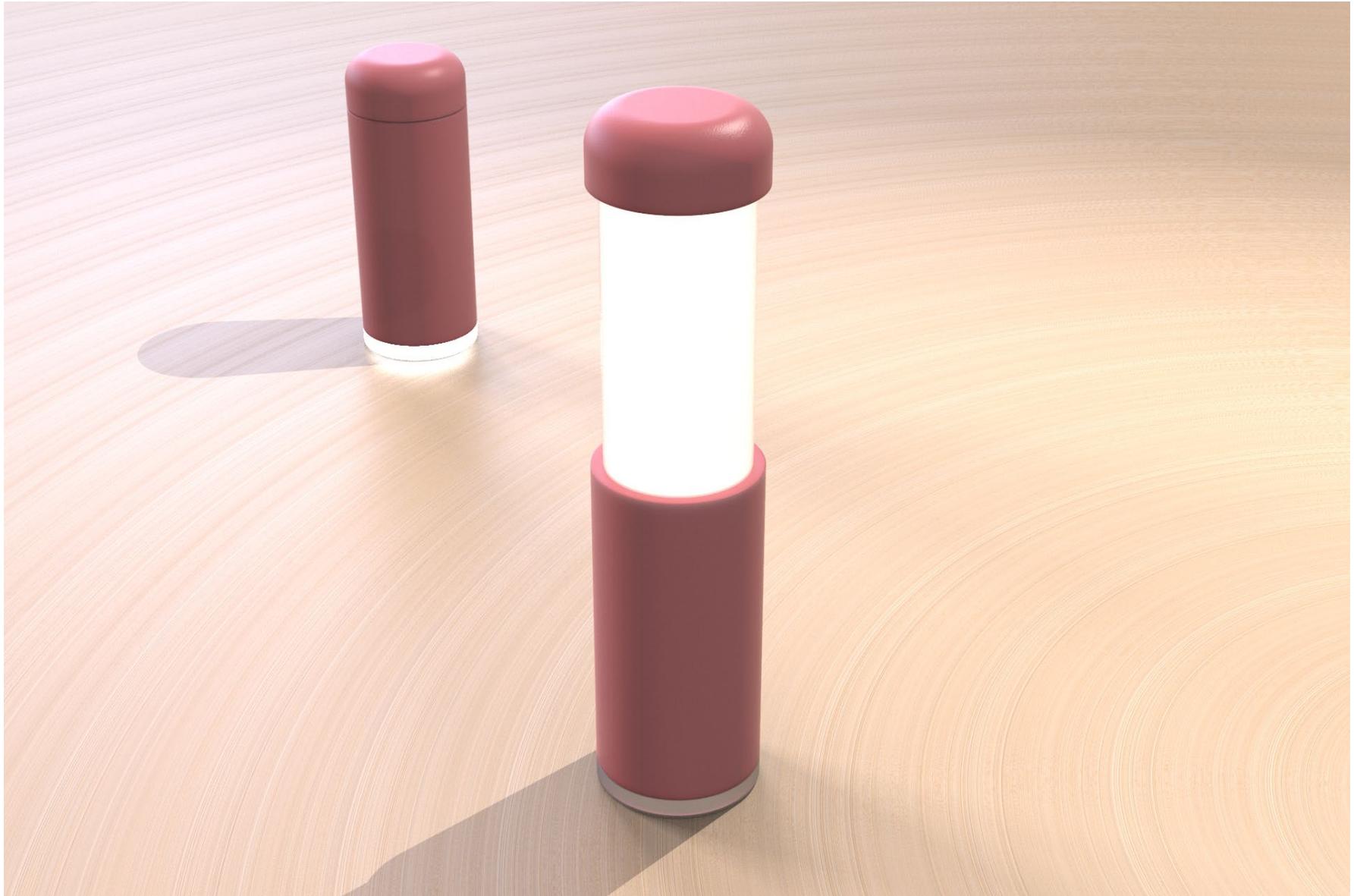
Where could you find the companies information?

maybe i like to get a central point in the company (maybe in the cantine) where i find stuff about the company and ask questions. maybe through the coffee machine. i most used device on a day.

Appendix B – Concept visual Lighthouse – Stages



Appendix C – Concept visual Lighthouse – Communication



## Appendix D - Context Lighthouse Visualization



Appendix E – Lighthouse Storyboard

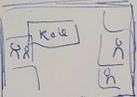
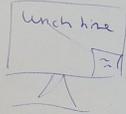
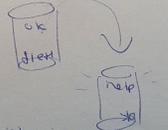


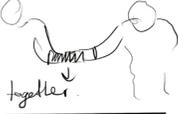


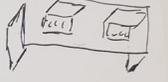
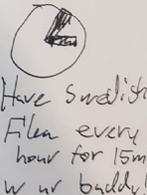
## Appendix G – Persona



# Appendix H – Crazy 8 part 1

<p>digital platform</p>  <p>Walk in platform before starting since need job</p>	<p>physical desk in same room</p> <p>make goals</p> 	<p>physical plant goal</p> <p>zoes work de plant</p>  <p>topic to talk</p>	<p>digital pop-up fix lunch</p> <p>lunch here</p>  <p>same time to lunch.</p>
<p>physical. wait for the coffee</p>  <p>se questions, hrs news.</p>	<p>digital pre volunteer site</p>  <p>choose who to work with team up.</p>	<p>physical ok direct</p>  <p>physical right fix help</p>	<p>digital small game with each other to get focus again</p> 

<p>magnetic board</p>  <p>map of the work environment</p>	<p>chat box</p> 	<p>conversation. personal improving → getting on a person level.</p> <p>"Truth or dare game!"</p>	<p>gamification → guess game</p> <p>shared activities</p>  <p>together</p>
<p>walking route outside, with signs</p> 	<p>mobile application drawing game</p> 	<p>How to get on a personal level quickly.</p> <p>Ice-breaker during coffee breaks</p> <p>"ask to bring to Moto's for on the wall of colleagues"</p>	<p>Answered appointment</p> 

 <p>Busy</p>	<p>Free</p>  <p>Busy</p>	<p>Record your questions</p> 	<p>Buddy Desk</p> 
<p>Text 2 voice</p> 	<p>Always connected</p>  <p>Buddy always find a way see</p>	<p>Just sit next to each other</p> 	<p>Have Swag! File every hour for 15min w ur buddy!</p> 

	Color on coffee cup			Video you can watch before you start
Buddy finder (scheduling)	Green card (to show you're a newcomer)	Newbie group (introduce new people in groups)	Systems walkthrough (show what's new online)	Day in the life of a...
Pressure cooker day/meeting	Newbie notebook (show what you know/remember of the day so people can inform you more)	Introduction wall (post who you are and what you do on an on or offline wall/board)	Miniature of workspace with notes (digsim-esque)	Lunchbreak introductions
	Parasocial relationship	5 quick questions		Coffee break

Appendix I - Crazy 8 part 2

