

What is a Navigation Center™?

Navigation Center environments are flexible and innovative design facilities, from 1,500 to 12,000 square feet, that corporations create for the purpose of strategic planning, ValueWeb® development, departmental redesign, new product and service launches, human development, product design, information technology strategy, knowledge management, culture change, mergers and acquisitions, e-commerce strategic development, and more. Equipped with moveable WorkFurniture™ components, collaborative tools, a multi-disciplined research library, multi-media, creative work processes, and appropriate computer technologies, clients use Navigation Center systems to facilitate the growth of their enterprise in a fun, dynamic and new way. A Navigation Center can be thought of as the heart of an organization's Value



ueWeb, the place where communities work concurrently, changing 'hats' where appropriate, competing, cooperating and constantly evolving to bring higher order solutions, people, and opportunities into the web.

Imagine a space whose sole purpose is to achieve the mission of the enterprise, whose essence is the purpose of the company, whose every facet charts, documents

and facilitates the bringing of that purpose into reality. The work of the NavCenter™ system is to bring into being the company's vision for its future. Bringing the power of group genius to bear on the projects at hand, the NavCenter system brings the purpose into reality in such a way that new possibilities are continually revealed, selected and realized.

For such far-reaching goals to be accomplished, everyone in the organization must understand the work and the reasons for it. The NavCenter system manages and communicates knowledge of projects, of the company and of the world, so that the organization can act in a coordinated fashion. More importantly, the NavCenter system brings people into contact with this vast knowledge base and with each other in ways that promote collaboration, synthesis and Group Genius™.

In essence, creating a Navigation Center environment provides the internal capacity to anticipate, co-design and

deliver just-in-time, customized responses to the needs and desires of the enterprise through a wide variety of processes and tools. These include:

The DesignShop® Process

DesignShop events are three to five day interactive group experiences of scanning the new economy, focusing on valuable ideas, and developing action plans to grow the enterprise. This collaborative process results in strategic direction, time compression, ownership and implementation timelines. MG Taylor Corporation transfers the capability to deliver the DesignShop process over the term of the engagement.

Each strategic event is co-designed with project leaders and the NavCenter facilitation team. Project leaders bring history, objectives, content, and data to the design process and the facilitation team provides expertise in the DesignShop method, project management techniques, knowledge worker support, follow-up documentation and communication methods and research capability. Together, we design an experience that allows employees to fulfill essential objectives in a transformative way.

Workshops

MG Taylor, along with others in our ValueWeb, has developed a variety of workshops that provide multiple ways to experience and explore our system and method. While each event is unique, all of these workshops employ MG Taylor's processes, tools and environments to allow participants to create and experience Group Genius. In addition, NavCenter users learn to design and craft their own workshops, leadership courses and strategic planning sessions, thus taking tremendous costs out of the organizational transformation process.

Project Management

NavCenter systems become the home of many projects within an organization. Project leaders find that strategic maps and timelines created on 8' tall by 20' wide WorkWalls are essential for teams to think strategically as they dive deeper into operational issues. And, as the marketplace changes with accelerated rates of speed and complexity, the collaborative tools of the NavCenter system allow implementation teams to keep pace and course

correct as appropriate. More and more, companies are finding that strategic projects require a culture of "skunkworks" and "rapid design and prototyping" to succeed in today's marketplace.



Scanning the Market and the Future

An organization's ability to understand and respond to customers, markets, and the new economy is an important strategic objective. At times, individuals, teams, departments, and leadership must explore the world of work, study emerging trends, imagine possible scenarios and apply various disciplines to invigorate innovation and inform decision-making. The Navigation Center system utilizes creative tools (thought games, color, artistic supplies, toys), as well as a multi-disciplined knowledge base of books (complexity and chaos, living systems, technology, architecture, business, humanity, creativity, and more), future-oriented magazines (*FastCompany*, *Wired*, *Technology Review*, *Scientific American*, and others), and case studies in order to broaden the context of daily work and life.

Knowledge Management and Learning

Navigation Center systems become the system integrator for all corporate knowledge work processes, education and training functions. The NavCenter environment, with state-of-the-art multi-media and web-based capabilities, is a logical space for the collection and distribution of corporate information and knowledge used to further an organization's business and cultural purposes. The Navigation Center environment quickly becomes a favorite home for educational sessions, leadership development programs, computer skills training, continuous improvement workshops, and more.

What does it take to create a Navigation Center?

The viability of NavCenter systems, like that of any living system, requires a carefully managed and supported start-up period. A NavCenter environment does not launch upon its mission fully formed. It must learn to engage with the current corporate culture without sacrificing the integrity of the processes that allow it to bring projects to healthy fruition. It must evolve its own best practices in an organic fashion—reproducing and recombining its systems like successive generations of plants instead of mass-producing standardized forms like parts for a machine. Because working in a NavCenter environment differs so much from working in a traditional business environment, the center's Sponsor team must diligently cultivate the formation and expression of new habits from the start.

MG Taylor custom designs every NavCenter environment in collaboration with the client because each client is unique. This design is not an intellectual, paper-based exercise to be followed in linear fashion by build-out and occupancy. Instead, the design, building and using stages integrate and overlap with one another in multiple, rapid iterations. Even while designers execute drawings for a permanent center, the client occupies a temporary center where their experience is folded into the design in real time. Users, therefore, have a direct influence on the next iteration of design. And

since nearly all of the physical components that comprise a NavCenter environment are on wheels, the user retains the ability to reset the space to accommodate, anticipate, and facilitate change even after the "permanent" facility is deployed. This employment of the Design, Build, Use process includes not only the physical environment, but education, technical systems, project management tools, facilitation capability, knowledge management systems and venture management systems. While face-to-face interaction is a very large part of the NavCenter experience, virtual collaboration is also an integral part of the equation. From basic virtual tools such as e-mail and Web-based platforms, to the latest in telepresence technology, these tools are a critical part of the NavCenter experience.

"Borgess Health Alliance partnered with the MG Taylor Corporation in January 1999 because of a basic desire and need to change how meaningful work is accomplished. Borgess was beginning to question the linear and hierarchical manner in which healthcare planning and problem solving often occur. MG Taylor's Navigation Center environment, coupled with their system and method, has given Borgess the tools, resources and opportunity to respond differently to the complex and chaotic business conditions confronting the healthcare industry. The MG Taylor co-design methods, that promote collaboration and interactive work, have brought new perspectives to strategy development and implementation planning. The NavCenter environment has not only helped create a place for working together differently, it has become the neutral space that expands and invites much broader participation in confronting challenging issues by unleashing organizational creativity and Group Genius. In addition, the NavCenter has introduced many of us at Borgess to a diversity of new ideas through the extensive library that is part of the NavCenter. This knowledge is explored and acquired in many different ways that allow individuals to engage on their own terms."

The relationship between Borgess and MG Taylor is truly a partnership, not a dependency. MG Taylor worked diligently to teach and transfer skills to Borgess over a period of approximately 18 months. This transfer was explicit but not prescriptive and the relationship continues to grow and evolve in a collaborative, mutually beneficial context."

partnership

**Pat Dyson
Executive Vice President,
Borgess Health Alliance**