Stream 3: Implementing large-scale change

Design Thinking for Implementation

Ingrid Burkett,
The Australian Centre for Social Innovation
Elements of Design Thinking

Source: Kimbell, 2012; Tschimmel, 2012;
Illustration: Ingrid Burkett
3 Core things a design approach adds...

1. Naming + Testing Assumptions
   How do we intentionally name and learn about what we don’t know and what we think we know about what works?

2. Expertise of Lived Experience + Professionals
   How do we intentionally learn from people - bringing questions to the table not solutions?

3. Prototyping - Testing + Experimentation
   How do we intentionally learn from action - framing, testing, learning?

In Design for Social Innovation....
Outcomes Rule
Using a design approach is the most effective and efficient approach we know to get to good outcomes.
Design ‘Thinking’ is much more about ‘for’ than with.

People-Centred Design

Participatory Design
What's the opportunity?  

What's the solution?  

Does the solution work?  

How do we spread the solution?
Planning Script

Data
Planning
Implementing
Evaluating

Design Script

Learn
Frame
Test
Try
Cost of change with time

Cost
In $s
Or reputation

Time
Discovery Design Pilot Rollout
Expensive and embarrassing to make changes here after rollout
Easier and less costly to make changes here using a design process

Expensive and embarrassing to make changes here after rollout
Design based approaches

That Tests assumptions

By using real life experience and professional expertise

In order to get better outcomes

Innovation = BETTER

By using prototyping
Where are you in the process?

- Discover
  - What’s the opportunity?
- Design
  - What’s the solution?
- Trial
  - Does the solution work?
- Spread
  - How do we spread the solution?
GOOD

INTENTIONS ARE NOT

ENOUGH
18 reports focussed on addressing disadvantage in the region in the last 5 years

- Focus on ‘what’ and ‘who’

- Any ‘how’ is mostly focussed on more business as usual & not ‘what works’
Innovation is testing assumptions
Design based approaches

**Discovery**
- Design research
- Literature
- Data analysis
- Analogous contexts
- Systems mapping

**Design**
- Idea Generation
- Prototyping
- Framing solutions

**Trial**
- Evaluation

**Spread**
- Implementation science
- Business eg franchising
- Social Innovation
- International development
Putting a face to data...

100% of Aboriginal children in out of home care in this community are involved in the youth justice system.

phase 1: How many children is this?

52

phase 2: What is the experience of these children and how do they see change to these outcomes happening?
What’s the problem?
Consultation works if...

Users are knowledgeable about the problem and solutions

Users feel confident to share
But in many places...

Problem and solutions are often unclear

User groups are often vulnerable
Contextual research
(rigorous hanging out)
7 important questions

**Contextual**
- Who are your customers?
- What’s their context?
- Who supports them?

**Evaluative**
- What helps them and hinders them?

**Explanatory**

**Generative**
- What do they value?
- What would create greater value?
Design research

Open and exploratory

Small sample size (eg 8-12, until saturation)

Deep research (Hours or days)

Range sample (not representative)

Including positive deviance
Design Research: Beyond interviews

What People:
- Know
- Feel
- Dream

Methods:
- Interviews
- Observations
- Generative Sessions

Knowledge:
- Explicit
- Observative
- Tacit
- Latent

“I will take anyone. I’m open to taking people who I ordinarily won’t employ. But where are they? I can’t help but conclude that people in this region don’t want to work. And yet there’s so much noise about youth unemployment - I just don’t get it. Somewhere someone has got things wrong” (Employer)
Entry Level Assessment Process

Phone screening
- basic suitability & wage expectations

Basic interview
- testing reading, writing, numeracy, ability to follow a simple plan

Interview with a trainer
- basic ability to use hand tools

Production line interview
- team fit

Medical
- basic fitness, injuries, drug test
I eat three good meals a day
Family by Family
What do families value?

Unhelpful help

She can’t relate, she doesn’t have kids

They tell you what to do

They were only available office hours

Helpful help

She understands, she’s been there

She helped me do what I wanted

They were there for me when I needed them
## Design based approaches

<table>
<thead>
<tr>
<th>Given available time, money and capability</th>
<th>Mostly in Design thinking</th>
<th>In and out User Centred Design</th>
<th>Mostly out Participatory Design</th>
</tr>
</thead>
<tbody>
<tr>
<td>The collaboration (co)</td>
<td>Bringing expertise and life expertise into the room</td>
<td>Interviews and ethnography</td>
<td>Peer researchers and designers</td>
</tr>
<tr>
<td>The design</td>
<td>In room prototyping Isolated testing</td>
<td>In and out of room prototyping</td>
<td>In and out of room prototyping</td>
</tr>
<tr>
<td>Decision making</td>
<td>Held by professional team</td>
<td>Held by professional team</td>
<td>Shared between users and professionals</td>
</tr>
</tbody>
</table>
## Design based approaches

<table>
<thead>
<tr>
<th>More likely to go well</th>
<th>Common Pitfalls</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start with questions, test assumptions and generate evidence</td>
<td>Start with answers</td>
</tr>
<tr>
<td>Learn from contextual qualitative user research</td>
<td>Engagement with service providers and representative bodies rather than actual end users</td>
</tr>
<tr>
<td>Learn from world best theory &amp; evidence</td>
<td>Little or no use of evidence and theory</td>
</tr>
<tr>
<td>Learn from controlled experimentation (prototyping)</td>
<td>No making, just talking.</td>
</tr>
<tr>
<td>A supportive context for innovation</td>
<td>Context does not provide conditions for innovation</td>
</tr>
</tbody>
</table>
512 versions
Accelerating Learnt

Pilot
One loop

Prototype
Many Loops
Our training
We offer training from beginner to specialist level and provide a variety of training to match your needs.

Introductions to design approaches for social innovation for:
• Policy makers
• Funders
• Service deliverers
• System stewards
• Innovation leaders

Introductory seminars
1 hr to 2 days

Foundational intensives
5 days

Social Innovation for Design Practitioners
Social Innovation for Innovation Leaders & Managers

Specialist skill development
3 - 8 days

Design Research
Service Design
Systems Innovation
Coaching
5 - 10 hours

Project Coaching
Executive Coaching

Enacted Prototypes
AKA: Role Play, Bodystorming, Experience Prototyping
Our training
We offer training from beginner to specialist level and provide a variety of training to match your needs.

Introductions to design approaches for social innovation for:
• Policy makers
• Funders
• Service deliverers
• System stewards
• Innovation leaders

Introductory seminars
1 hr to 2 days

Foundational intensives
5 days

Social Innovation for Design Practitioners
Social Innovation for Innovation Leaders & Managers

Specialist skill development
3 - 8 days

Design Research
Service Design
Systems Innovation
Coaching
5 - 10 hours

Project Coaching
Executive Coaching

Functional Prototypes
AKA: Experience Prototyping, Minimum Viable Product
Where to Start?

Service System
+ Intermediaries

Jobseekers

Employers