



#2

Service Design Laboratory

Enrico Viceconte



Workshop #2 (09:30-13:00) [In The Shoes of the User]



#2



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Workshop #2



- Design for Public Services
 - 01.Setting Up with success
 - 02. Getting Inspired
 - 03.Developing insights and ideas





Design for Public Services

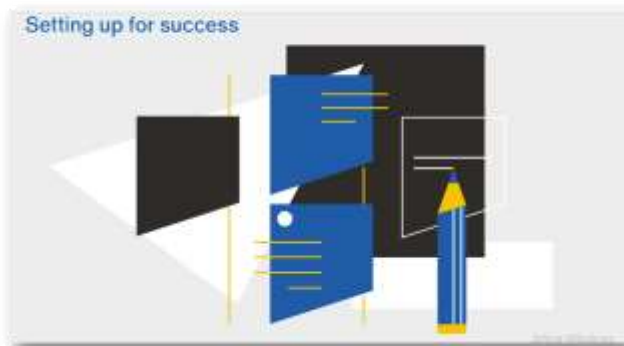
Designing for
Public Services

IDEO | DESIGN
CULTURE | Nesta...



01 - Setting up for success

Setting up for success



02 — Getting inspired

02 —
Getting inspired



03 — Developing insights & ideas

03 —
Developing insights & ideas





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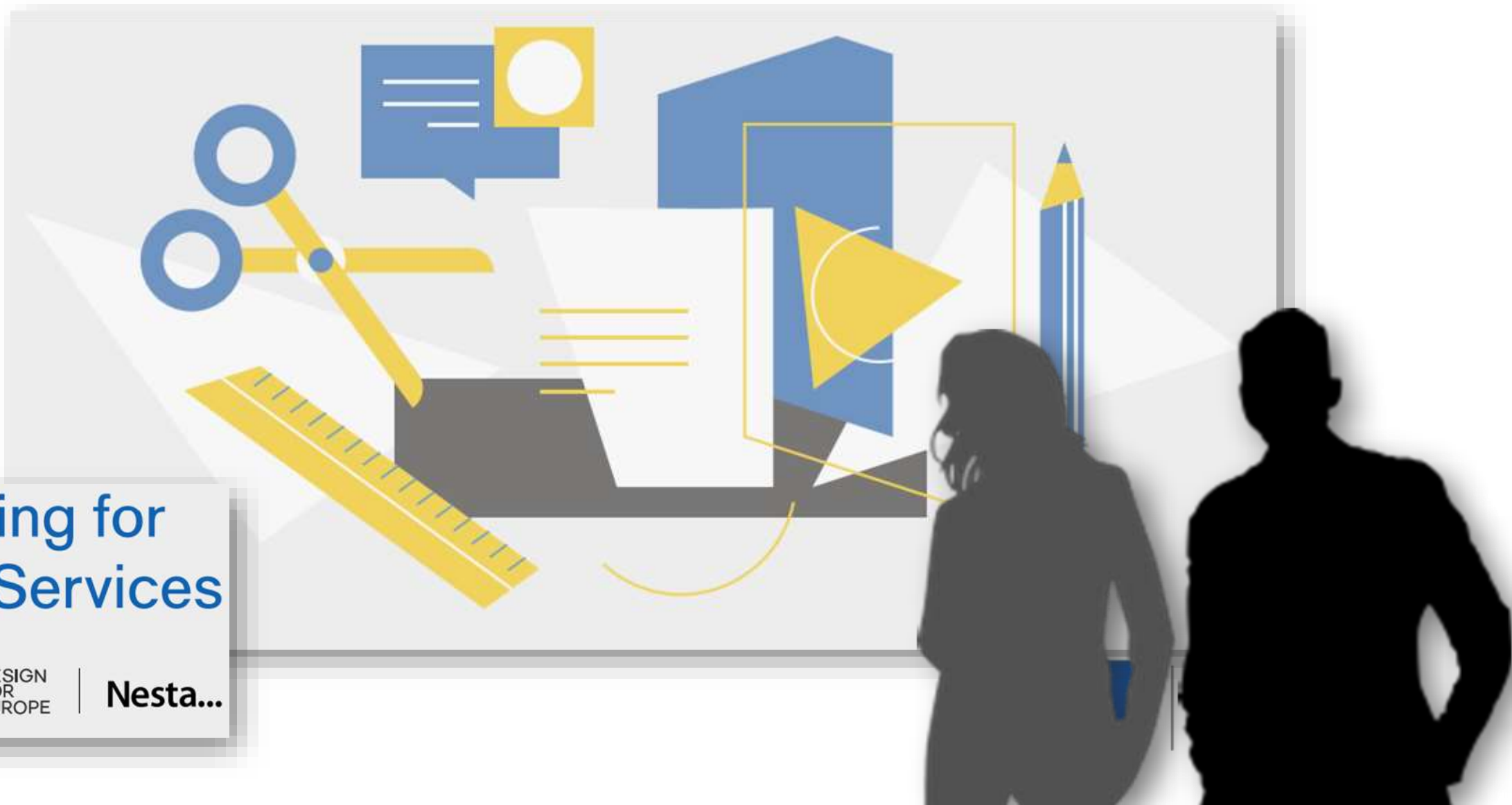
Design for Public Services

Designing for
Public Services

IDEO

DESIGN
FOR
EUROPE

Nesta...



Designing for Public Services

IDEO | DESIGN FOR EUROPE | Nesta...

Every economic process is a process that **produces value**.

It doesn't matter if there is a customer or a citizen who **judges this value** based on their expectations



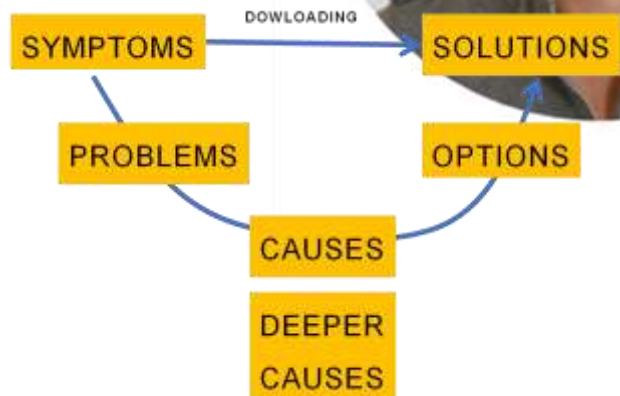
“Design is one of the most important drivers of the quality of experience for users of services. For governments to remain credible to their citizens, they must treat the design quality of their services as seriously as the best businesses.”

– Tim Brown, CEO and president, IDEO



Designing for Public Services

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"We are heavily programmed at work to have the answers to problems, and to have them as quickly as possible. But not all problems are created equal. Divergent thinking is critical when you are looking for very new solutions. This can feel very uncomfortable at first; you have to get used to the fact that you won't have the solutions in the early part of your project and you may have a feeling of uncertainty. With practice and experience though, this way of working becomes second nature."

– Andrea Kershaw, Partner, IDEO

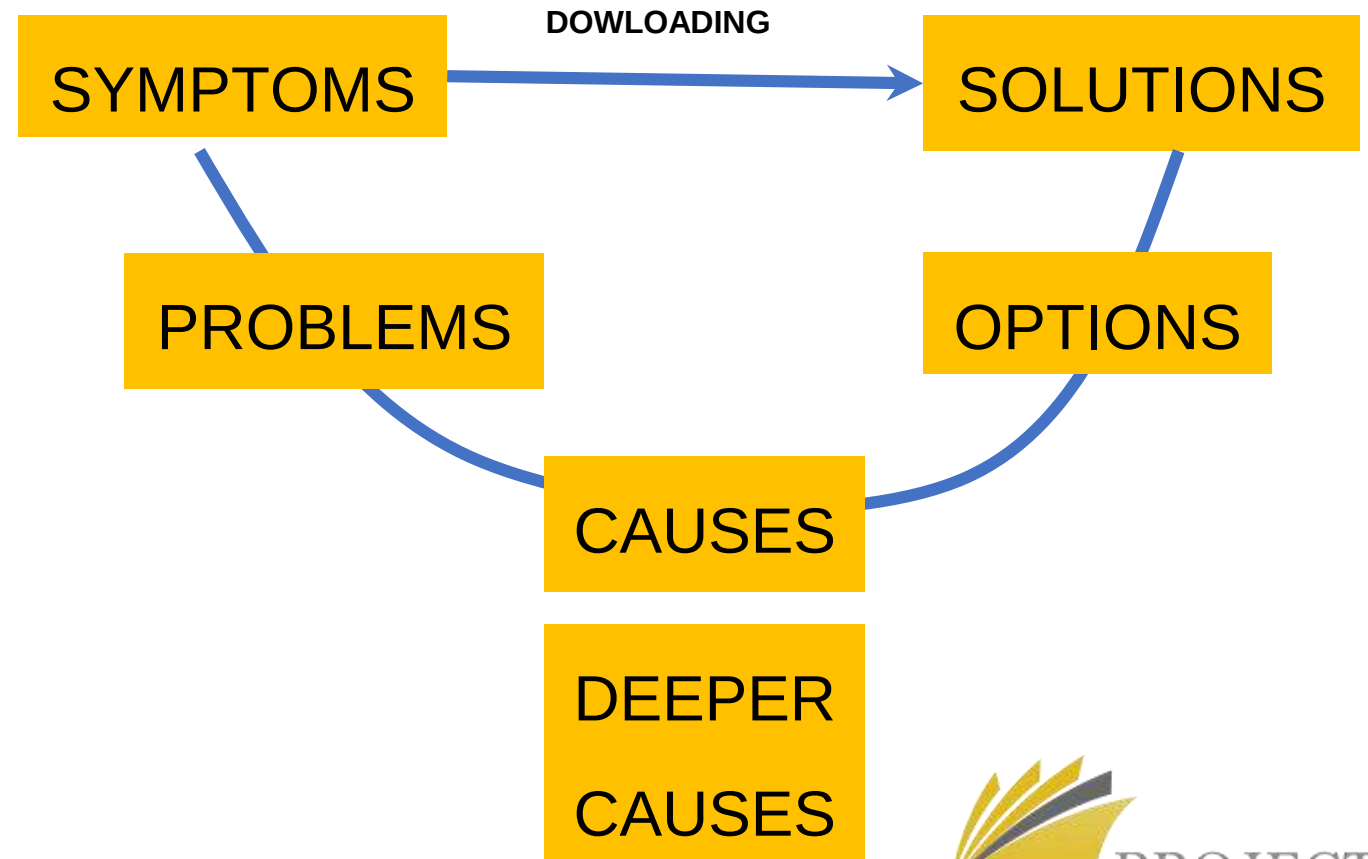


Attiva Windows

PROJECT
REVIEW
PREVIEW

Do you know the problem to be solved with your project?

- Sometimes what at first seems to be the issue is just a symptom of something deeper.
- It's important to see things through fresh eyes, and to open up your challenge by thinking about wider issues and influencing factors.
- Examining it from a number of different angles can help you uncover alternative perspectives, and this in turn will help you create a stronger brief for your project.



Designing for Public Services

IDEO | DESIGN FOR EUROPE | Nesta...

Listening users is an Outside-in process

Giving solutions is an Inside – out process



“Design methods can bring a vital new energy to public services by helping them to listen to citizens about their lived experiences, prototyping fast and learning by doing, and using visualisations as well as texts. All of these quicken the pulse of innovation and help governments get to better solutions more quickly.”

— Geoff Mulgan, CEO, Nesta

Approach to Public Services Development

TRADITIONAL

Inside-out, top-down, push and waterfall

- Driven by quantitative data about requirements and performance assessment
- highly structured and linear in how the projects flow
- most often deployed when optimisation of existing services is the goal
- using estimates for risk management (prevention and mitigation)

DESIGN THINKING

Outside-in, bottom up, pull and iterative

- Informed by quantitative data and inspired by qualitative data about citizens/users
- Iterative, test-and-learn approaches, Minimum Viable Solutions
- Most often deployed when innovation is the goal.
- Accepting small risks
- Reducing big risks of failure

Imagining = low risk
Designing = medium risk
Realizing = high risk

- “Design offers the capacity to engage with user needs and social needs, and to take a prototyping approach to solutions. This is a way to build a bridge between **uncertainty** and **risk**.”
- Marco Steinberg, government innovator and founder, Snowcone & Haystack, strategic design practice for government

Uncertainty (because of complexity): “has the new service value for the users?”

Risk: “Could the investment in money, time and focus be a failure?”

“What we are going to consider a success or a failure?”



A new kind of Leaders for innovation

- “Leaders can create the conditions for innovation; encouraging their people to empathise with users, generate new solutions and test and adapt them over time. It calls for a blend of humility and curiosity, patience and perseverance.” – Brenton Caffin, Director of Innovation Skills, Nesta

the core competencies of a service innovation leader

- The ability to ask the very best questions
- The ability to choose the right methodology against a particular problem and knowing how to govern the work, methodology dependent



01 — Setting up for success

Laying the foundations to get your project off to the best start

02 — Getting inspired

Digging deeper into your challenge area and gathering new perspectives

03 — Developing insights & ideas

Identifying new insights and looking for new opportunities

04 — Testing ideas through prototyping

Turning your idea into something tangible you can experiment with

05 — Preparing for implementation

Getting ready to launch your idea in the real world

06 — Overcoming challenges

Some common challenges and how you might address them





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01 Setting up for success



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PROJECT
PREVIEW

01 - Setting up for success

01 —
Setting up
for success
Laying the foundations to get your
project off to the best start

- First things first — the flow of a design led project looks and feels very different to other approaches you might be familiar with.

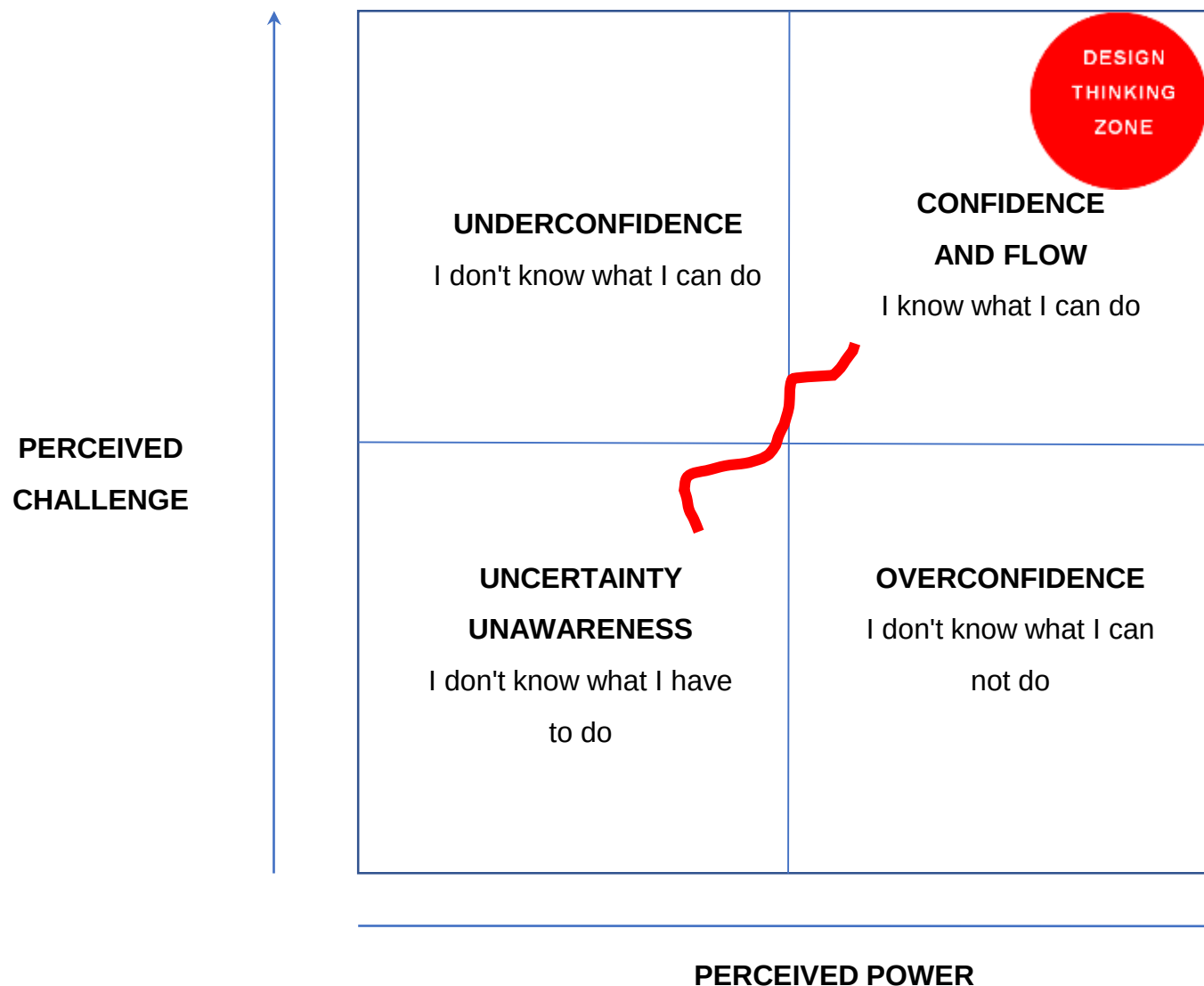
Challenge = Difficulty x Importance

Power = Competence x Accountability

01 - Setting up for success

01 — Setting up for success

Laying the foundations to get your
project off to the best start



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The process of Exploring the challenge



- With your team, identify the specific issue you want to reflect on and why you think it is important.
- The key aim here is to capture, compare and discuss different viewpoints on the problem. You can then review the notes and discuss with your team members whether you are making the same assumptions, and whether you are framing things in the same way.

The process of Exploring the challenge

DESIGN
THINKING
ZONE

- Discuss and write down on Postits who it is a problem for, and what social and cultural factors shape the problem. Think about what evidence you have that this particular problem is a significant one that it is worth investing in.
- Now, taking your notes into account, explore different ways of viewing the problem. Can you look at it from different perspectives?
- This exercise might lead you to 'reframe' the problem you initially addressed, which can then offer clues as to the direction of your project.



Creating a challenge brief

1. Phrase the challenge brief from a user point of view.
2. Articulate the challenge in an optimistic, inviting tone, often as a “How Might We...?”
3. Use action verbs and aspirational goals that encourage people to take on the task at hand.
4. Make sure it doesn’t presuppose a solution.
5. Take out words with bias.



CONFIDENCE
AND FLOW

know what I can do





1. The design challenge: How might we...

Set out an optimistic statement regarding what the outcome you hope to achieve is.

2. Why is this challenge important?

How would you describe the problem you are solving or the new opportunity you are looking to leverage, and why does it matter?

#2

TRIGGERING QUESTIONS

01 — Setting up for success

Laying the foundations to get your project off to the best start

3. Do you already have stated ambitions?

If so, what are they?

5. What is the project plan?

How will you achieve your goals in a given time-line? Refer to the 'Planning your project' worksheet



ECT
PREVIEW

Creating a challenge brief

01 — Setting up for success

Laying the foundations to get your project off to the best start

Brief template

- The design challenge: How might we...
- Why is this challenge important? How would you describe the problem you were solving for or the new opportunity you are looking to leverage and why it matters?
- Do you already have stated ambitions? If so, what are they?
- What research and resources do you already have? (Trends, bespoke research, etc.)
- What is the project plan?
- Who's involved? (Core, extended, leadership team, etc.)

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THINKING
ZONE

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Brief template

— Setting up for success,

1. The design challenge: How might we...

Set out an optimistic statement regarding what the outcome you hope to achieve is.

2. Why is this challenge important?

How would you describe the problem you are solving or the new opportunity you are looking to leverage, and why does it matter?

3. Do you already have stated ambitions?

If so, what are they?

4. What research or resources do you already have?

What have you collected that informs your brief? Think of trends, bespoke research, etc.

5. What is the project plan?

How will you achieve your goals in a given timeline? Refer to the 'Planning your project' worksheet

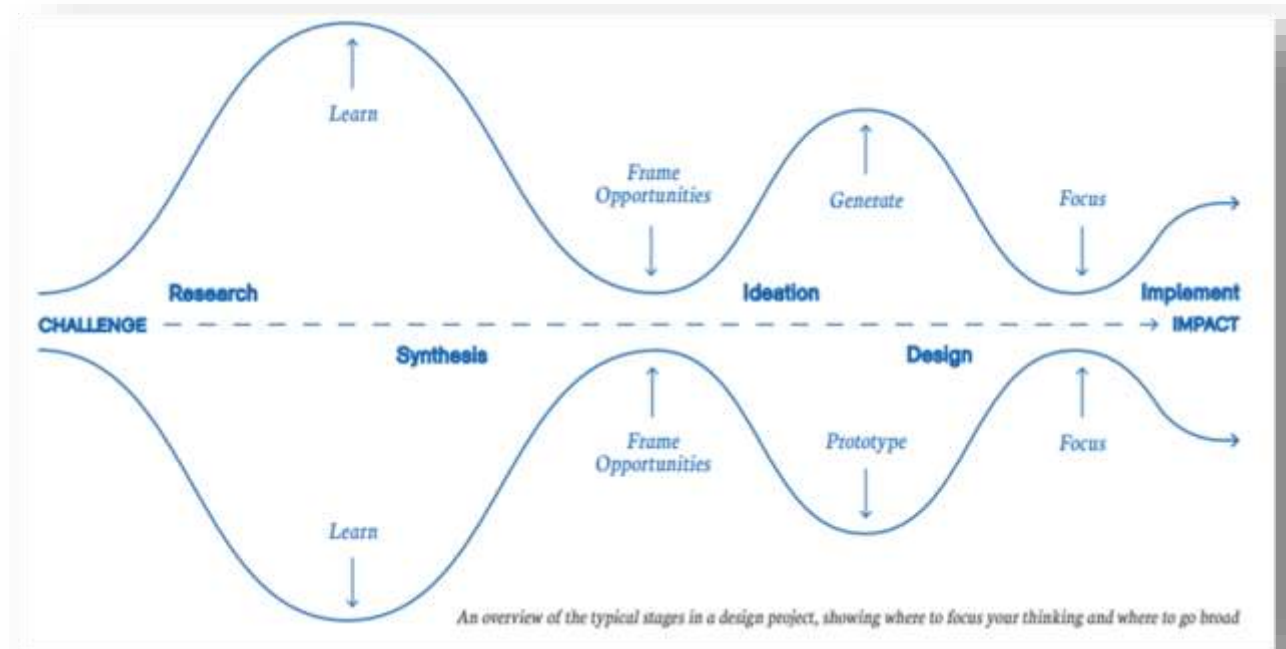
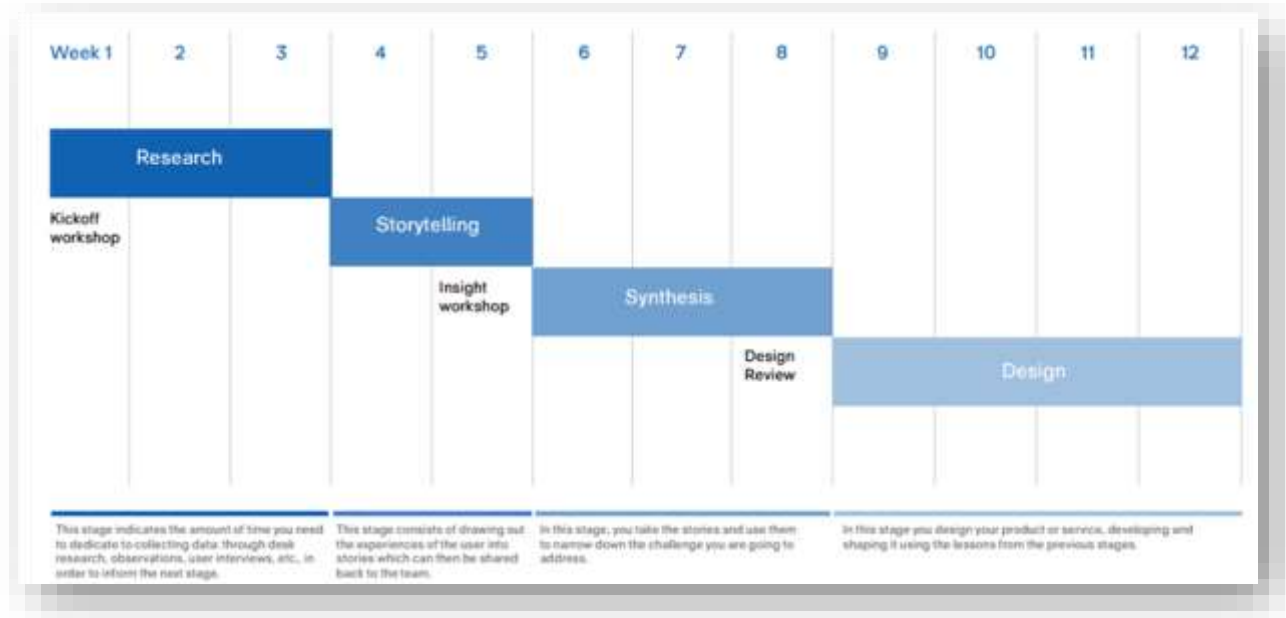
6. Who's involved?

Think about the core, extended and leadership team — and what their roles are.

get your
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Planning your project

- Plan your project by considering the challenges, outcomes, resources, and deliverables.
- Paint a picture of timing, with layers of engagement and progress markers.



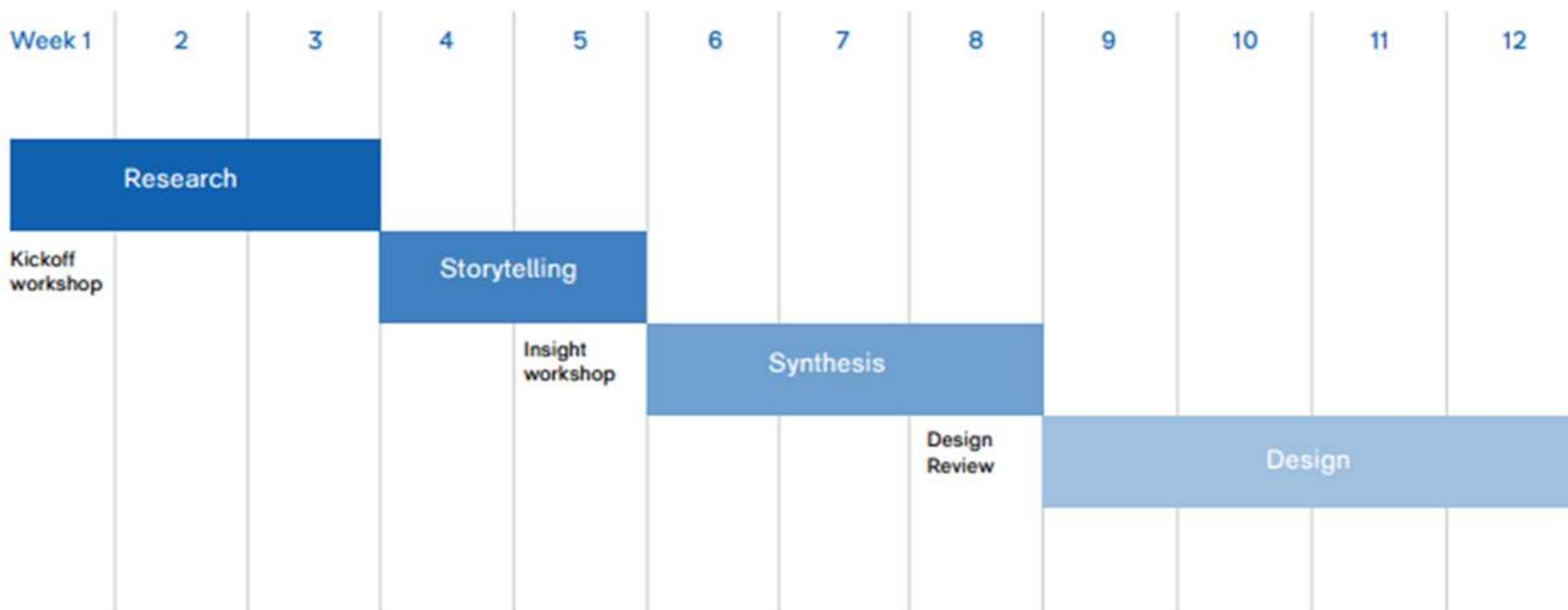


Planning your project

— Setting up for success,

01 — Setting up for success

Laying the foundations to get your project off to the best start



This stage indicates the amount of time you need to dedicate to collecting data: through desk research, observations, user interviews, etc., in order to inform the next stage.

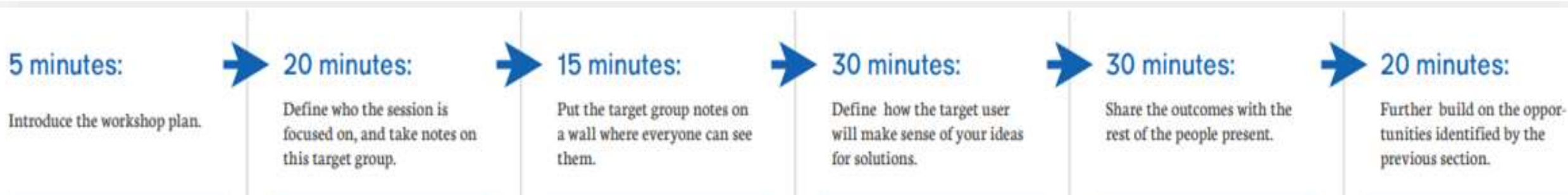
This stage consists of drawing out the experiences of the user into stories which can then be shared back to the team.

In this stage, you take the stories and use them to narrow down the challenge you are going to address.

In this stage you design your product or service, developing and shaping it using the lessons from the previous stages.

A TYPICAL CREATIVE WORKSHOP FORMAT TO BE INCLUDED IN THE PLAN

Duration 2 hours



Assembling your team

- Build a collaborative team consisting of the most optimistic, forward-looking and empathic individuals.
- Make sure the right people with the right skills or knowledge are engaged across phases and milestones.

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RACI Matrix of Team roles

Sponsorship

- At leadership, management or business unit level
- Invested in the success of the project and its impact on the organisation
- Gives permission, energy and emotional support to the core team, and the people they appoint
- Attends key workshops and project checkpoints to align direction

Project Lead

- Brings content knowledge and stays connected around the organisation
- In charge of steering the project forward and increasing its success
- Empathic, 'people'-person who is optimistic, resourceful and doesn't give up easily
- Often supported by a team member to coordinate schedules, communication and logistics



Core Team: Actively involved

What they do:

The core team are the soul of the project and its chief designers. They also own the project plan and ensure it stays on track. The Project Lead manages the core team and liaises with the extended and leadership teams.

Key project roles:

The team accountable for the outputs of the project.

Owners of the design process.

When bringing in collaborators, the facilitators of the conversations and input.



Extended Team: Engaged

What they do:

These are typically people identified as subject matter experts, and could come from the policy space and/or delivery space. They contribute their expertise to the challenge.

Key project roles:

Providing subject matter expertise.

Can also act as reviewers of the core team's work.

01 — Setting up for success



Leadership Team: Informed

What they do:

The leadership team are the final decision makers, but they should be kept informed along the course of the project and able to contribute their thinking. They are invested in the outcome and support the work of the team across the organisation.

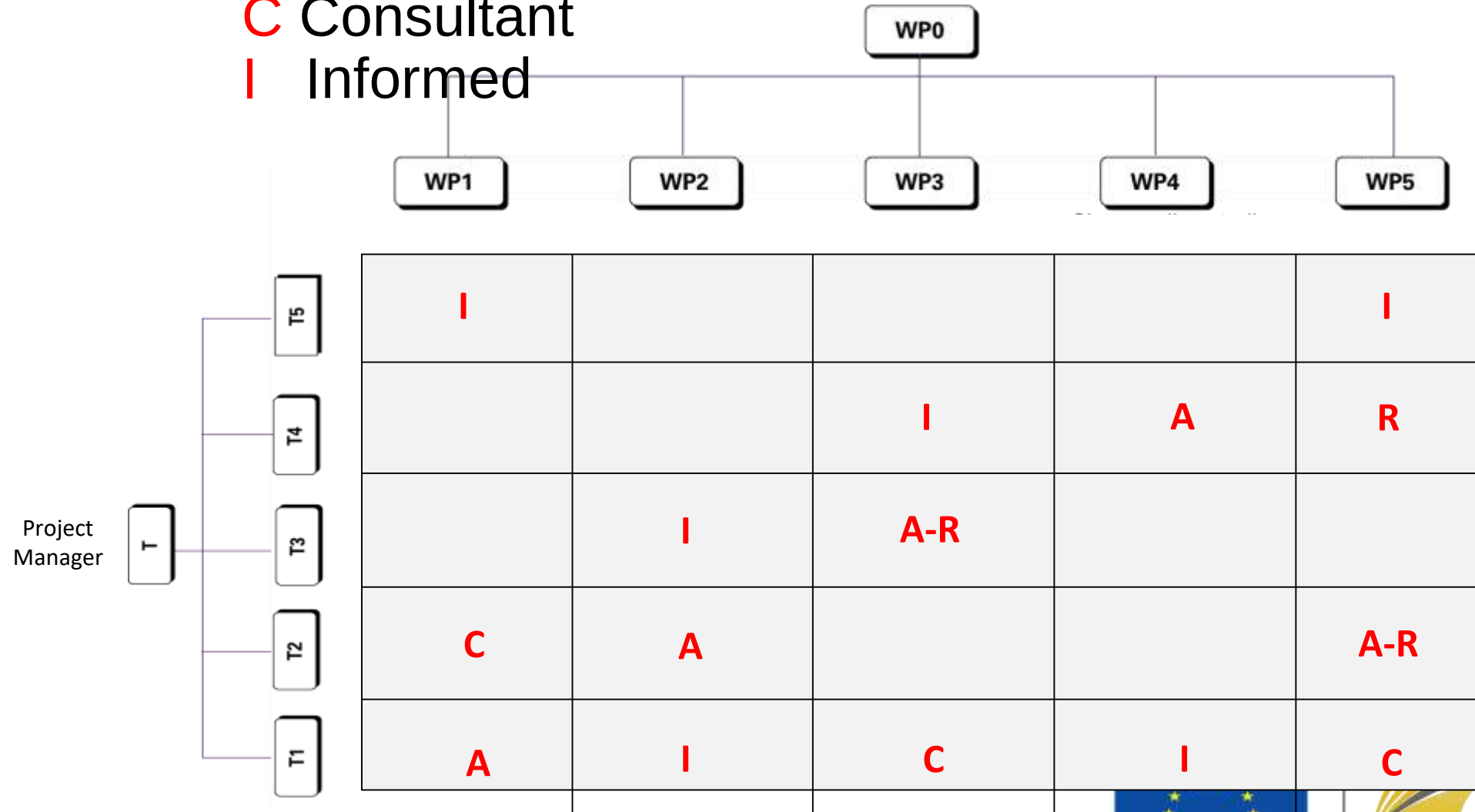
Key project roles:

Decision-making and air cover for the core team.



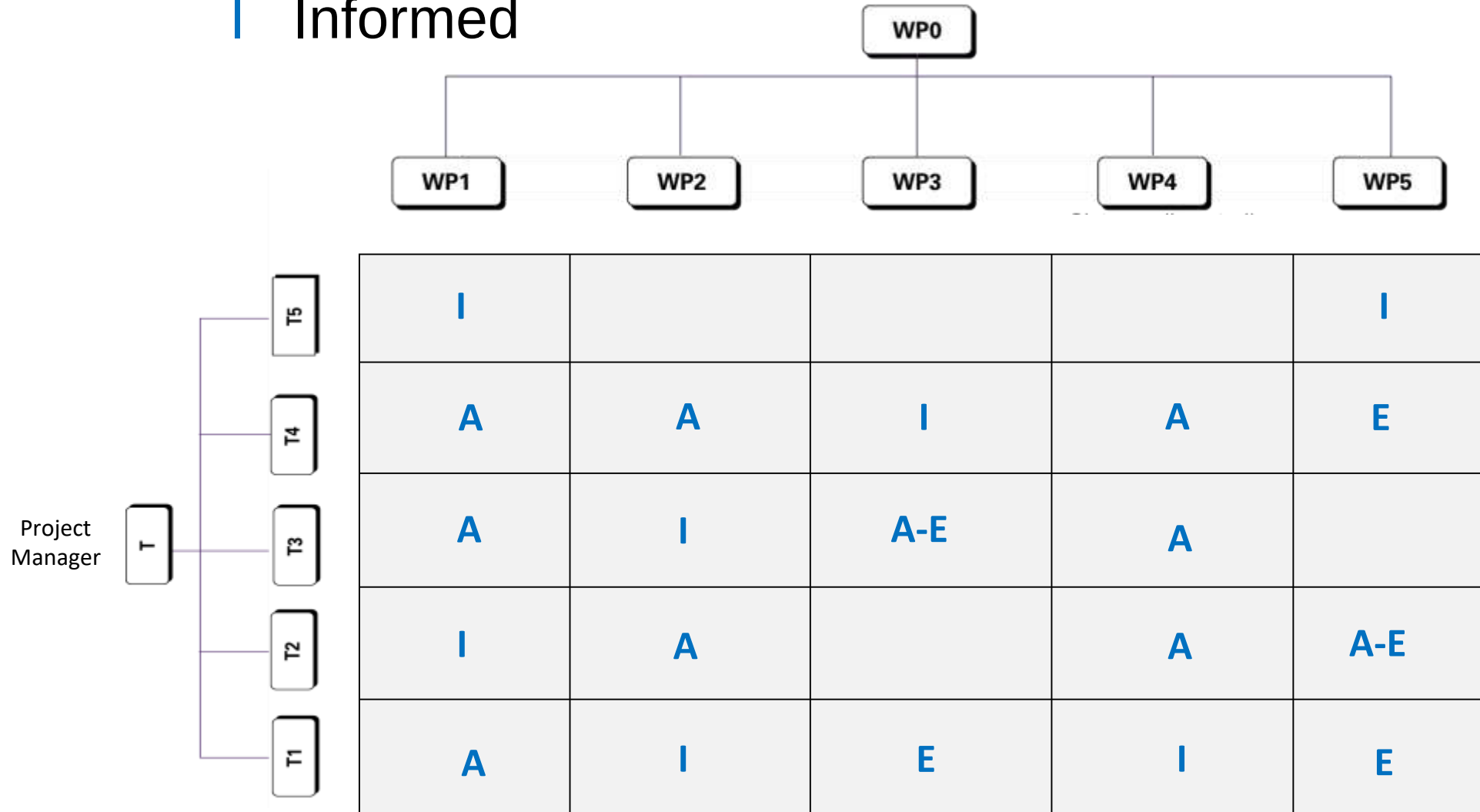


R Responsible
A Accountable
C Consultant
I Informed





A Actively Involved
E Engaged
I Informed

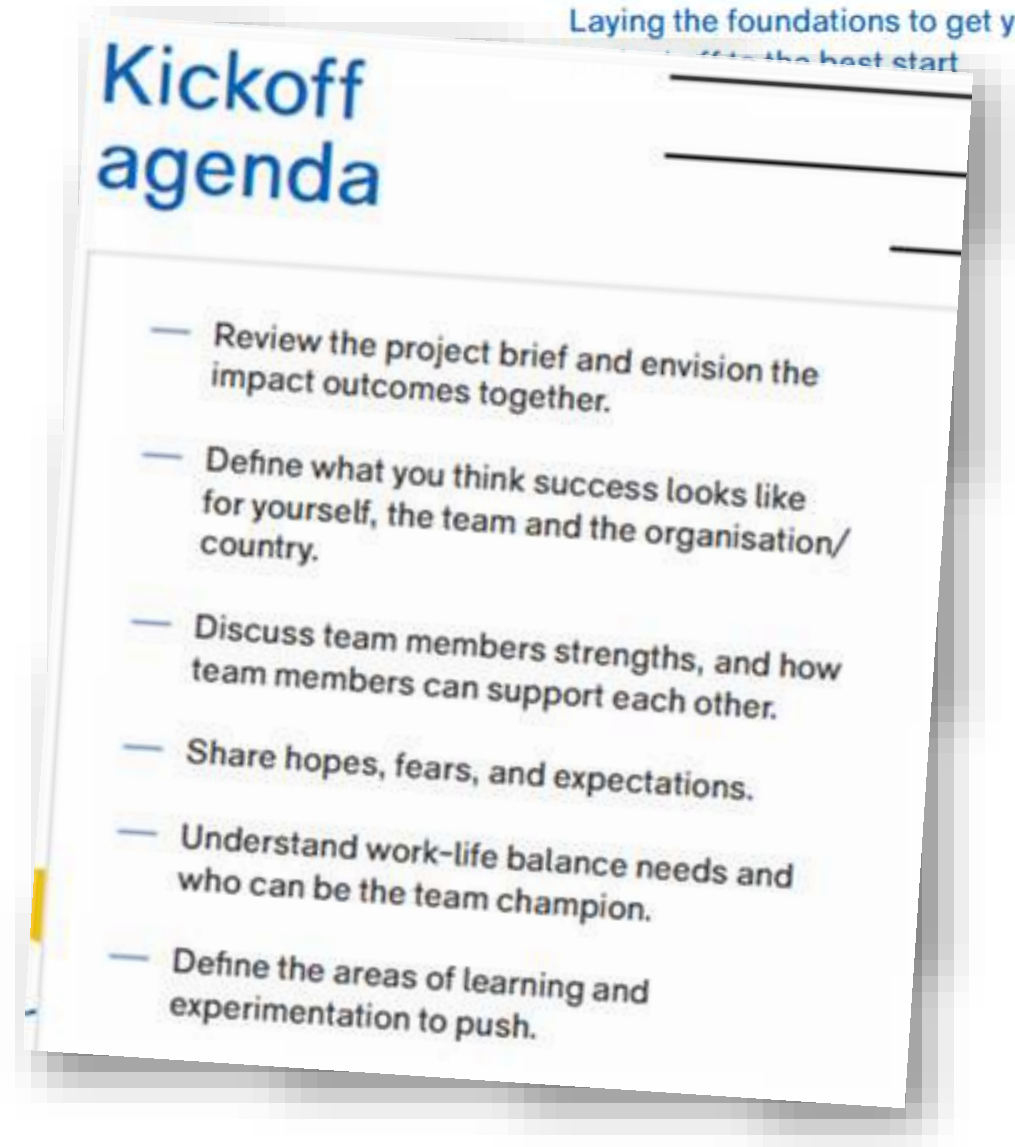


Setting up your foundations

01 — Setting up for success

Laying the foundations to get your
...the best start

1. Find an area you can dedicate to your project. Ideally it should have plenty of wall space and room to invite others in to engage with your activity.
2. Visually map out your project using Post-its and make critical milestones clear for others to see. You may even consider printing out a large project calendar and make it a fixture in your workspace.
3. Host a kick-off meeting at the beginning of your project, asking core team members to share thoughts about themselves, the project and the team.



Running workshops

- Design led projects are typically meeting light and workshop heavy.
- Workshops are about bringing people together, getting productive and moving the project along.

#2

DESIGN
THINKING
ZONE

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AND FLOW

know what I can do





Creative workshop template

— Setting up for success,

5 minutes:

Introduce the workshop plan.



20 minutes:

Define who the session is focused on, and take notes on this target group.



15 minutes:

Put the target group notes on a wall where everyone can see them.



30 minutes:

Define how the target user will make sense of your ideas for solutions.



30 minutes:

Share the outcomes with the rest of the people present.

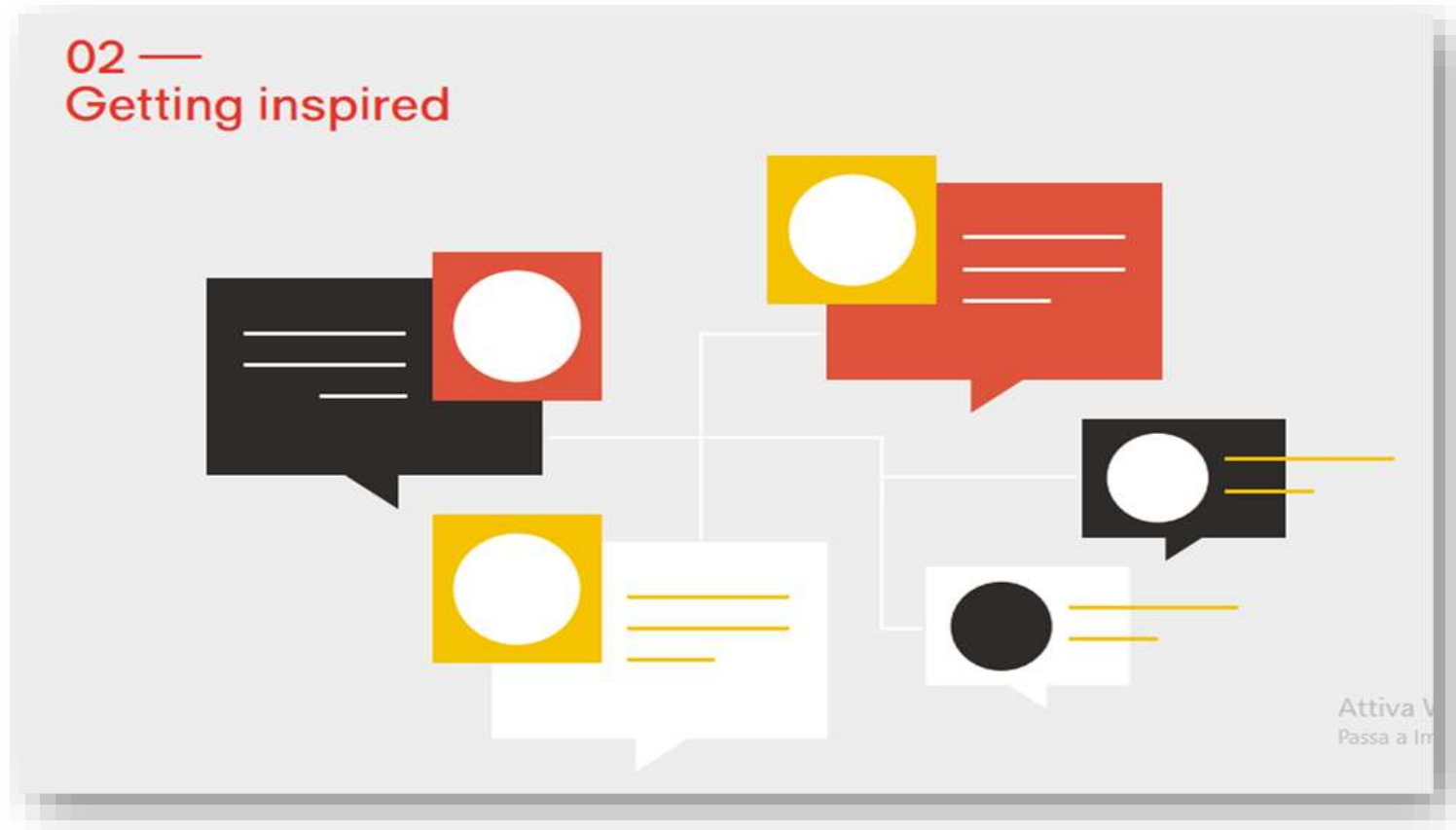


20 minutes:

Further build on the opportunities identified by the previous section.



02 — Getting inspired



02 — Getting inspired

02 —
Getting
inspired
Digging deeper into your challenge
area and gathering new perspectives

- The first stage is about exploring your challenge further, considering what you already know, and what else you may need to discover.
- You will now begin to dig deeper, and by delving into the detail and immersing yourself in the context you can uncover insights and see the challenge from new perspectives.

Kickstarting your research

02 — Getting inspired

Digging deeper into your challenge area and gathering new perspectives

- Organise a team brainstorm. Explore the knowledge gaps you have around your challenge and consider how you might cluster them into themes.



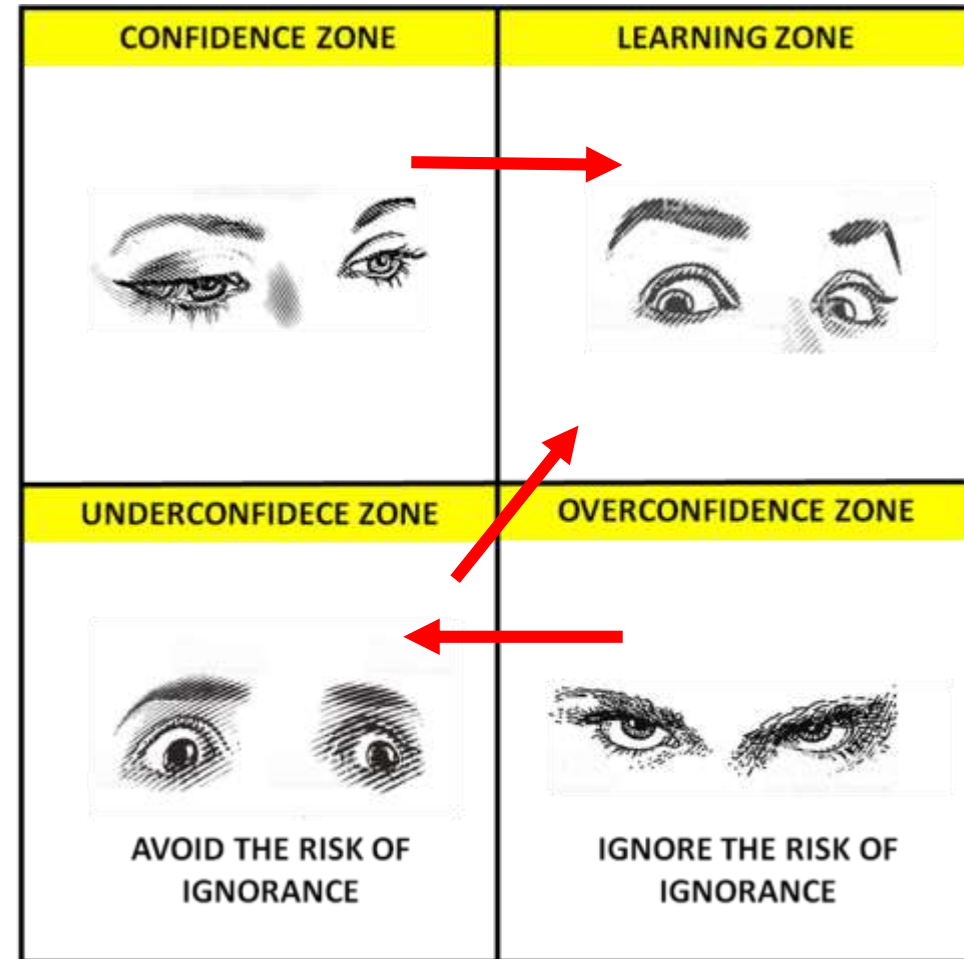
"We've been brainstorming for four hours and the best we can do is partly cloudy?!"

Kickstarting your research

- For each theme, discuss key questions such as: what do we think we know, not know, and need to know?

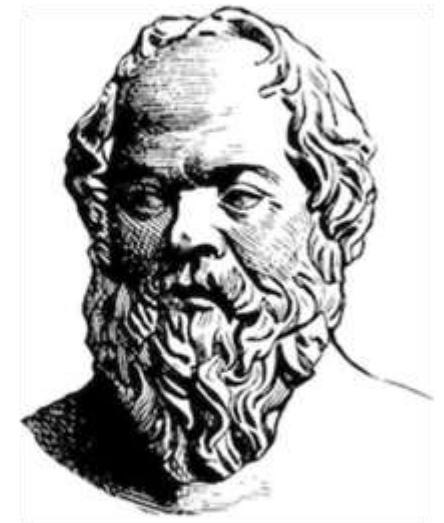
I KNOW ...

I DO NOT KNOW...



...THAT I KNOW

...THAT I DO NOT KNOW



SOCRATES
MATRIX

Kickstarting your research

02 — Getting inspired

Digging deeper into your challenge area and gathering new perspectives

- Ensure you consider different types of user profiles. Try to think about the extremes as well as the norms. It's important to include rich perspectives and human stories.

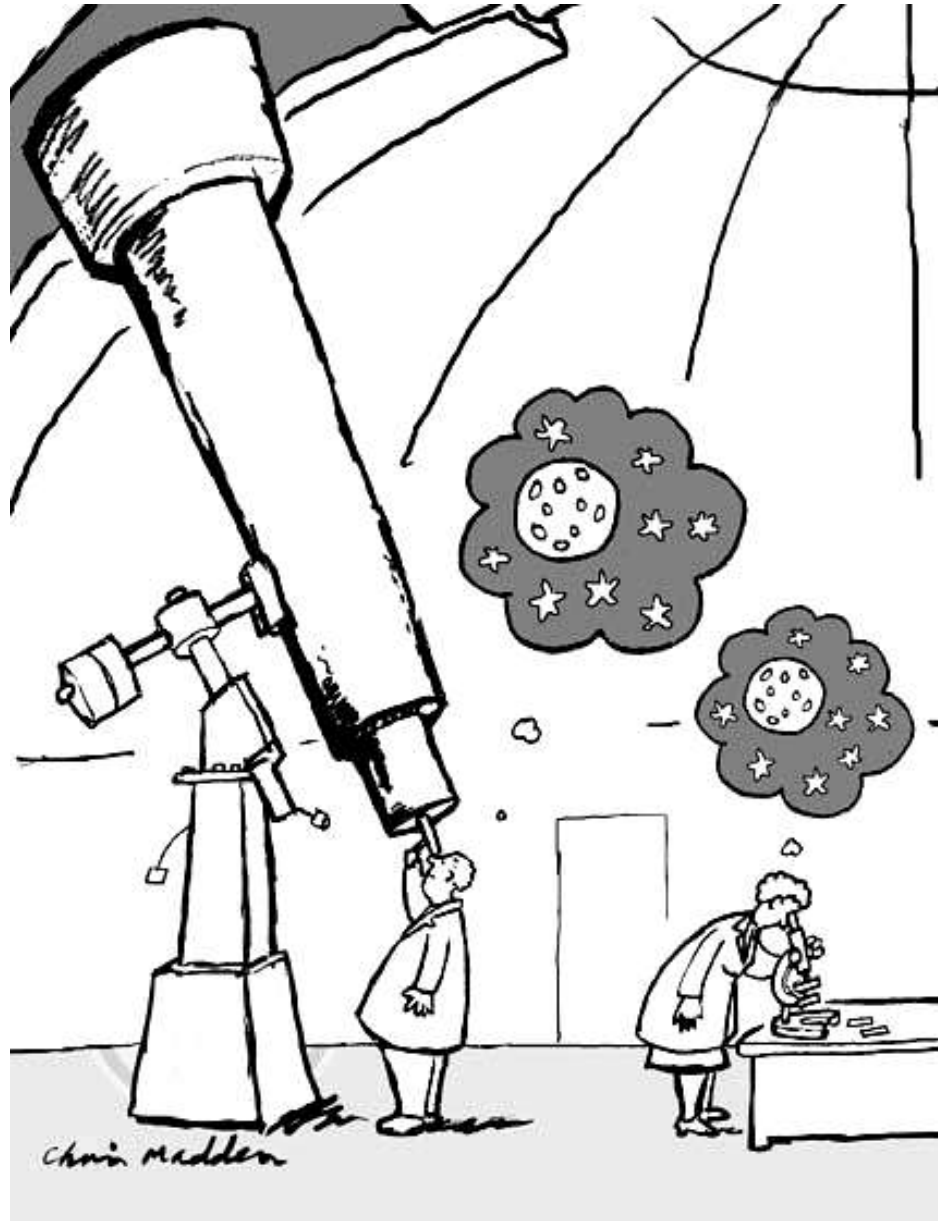


Kickstarting your research

- Think about what research methods might help you get closer to the gaps in your knowledge.

02 — Getting inspired

Digging deeper into your challenge area and gathering new perspectives



Kickstarting your research

02 — Getting inspired

Digging deeper into your challenge area and gathering new perspectives

- Explore within your group who has any skills that may be useful, and where else you may go to get support from within your organisation.



Kickstarting your research

1. Organise a team brainstorm. Explore the knowledge gaps you have around your challenge and consider how you might cluster them into themes.
2. For each theme, discuss key questions such as: what do we think we know, not know, and need to know?
3. Ensure you consider different types of user profiles. Try to think about the extremes as well as the norms. It's important to include rich perspectives and human stories.
4. Think about what research methods might help you get closer to the gaps in your knowledge.
5. Explore within your group who has any skills that may be useful, and where else you may go to get support from within your organisation.

Influencing forces

02 — Getting inspired

Digging deeper into your challenge
area and gathering new perspectives

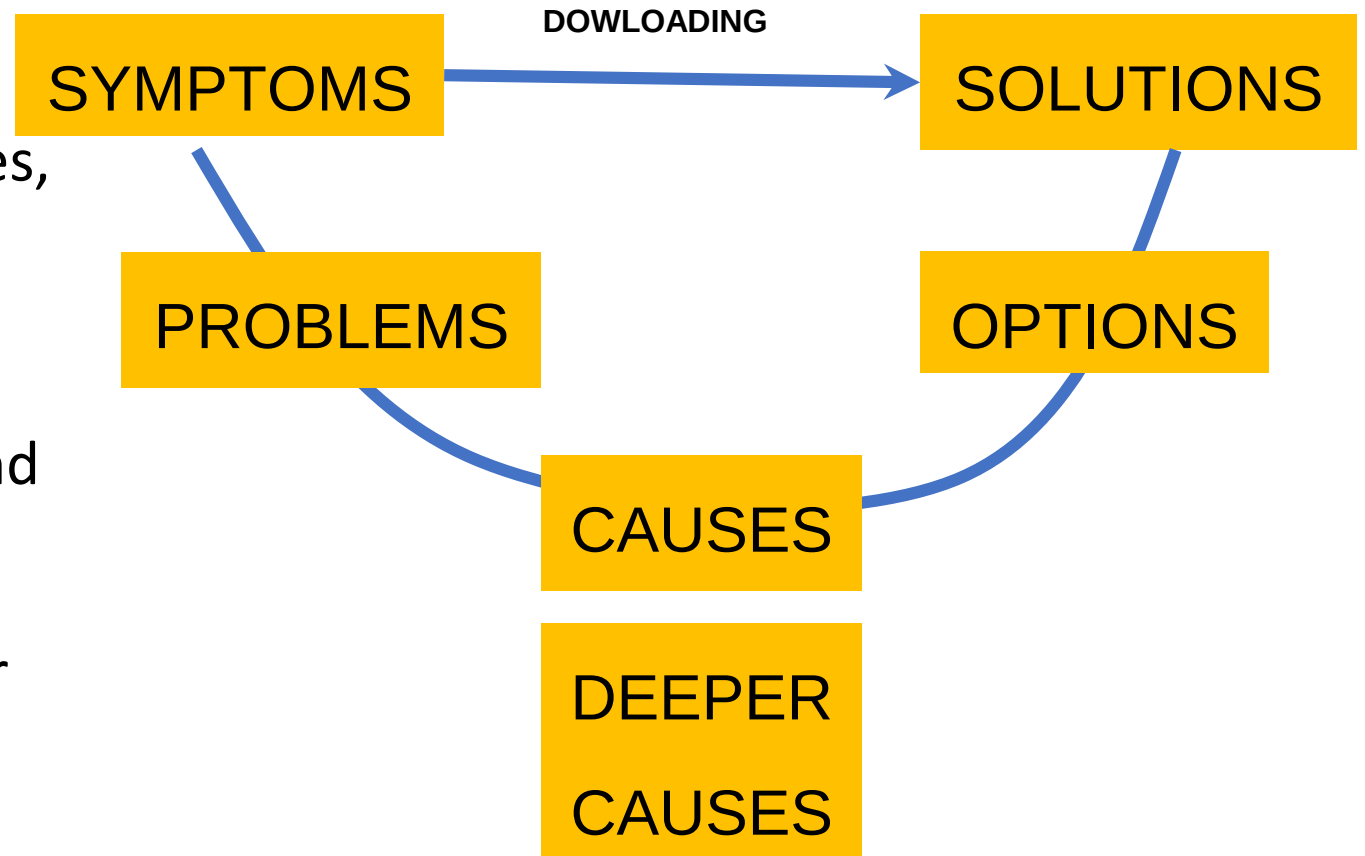
- Gather your team and begin by collectively identifying the core problem you want to unpack.
- Using Post-its, discuss and write down what you think the different symptoms are — including direct symptoms and less obvious symptoms — as well as any confounding factors that might influence the problem.

#2



Influencing forces

- Next, go through your symptoms and map out all the possible causes — again thinking about both direct and underlying causes, as well as other confounding factors.
- Once you've completed this, reflect on both the symptoms and causes and discuss what insights you can take from the process. Repeat the process for any other problems you want to explore.



Show me

If approaching a user in their own environment, ask him or her to show you the things they interact with (objects, spaces, tools, etc.) or have them walk you through the process in question. Capture pictures and notes to jog your memory later.

Think aloud

As they perform a process or task, ask users to describe aloud what they are thinking. This helps uncover their motivations, concerns, perceptions and reasoning.



Draw it

Ask participants to map out their activities and experiences through sketches and diagrams. This is a good way to debunk assumptions and reveal how people perceive and order their activities.

Be specific

People often generalise about what's typical and leave out rich important details. Instead, ask people to talk about a specific period of time. Instead of what's your typical day like, ask them what happened yesterday.



User interview discussion guide

— Getting inspired

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02 — Getting inspired

Digging deeper into your challenge area and gathering new perspectives

Qualitative research

- Qualitative research enables you to get closer to users, establish root causes to problems from their perspective, and inspire new solutions.
- Design teams include both quantitative and qualitative research in projects.
- There are many qualitative research tools and methods, but here we focus on three: — User interviews — Observations — Analogous research

User interviews

- These are typically face-toface interviews with users that can be carried out one-on-one or conducted as group interviews.

Recruiting interview participants

- **Look in:** people who represent internal perspectives from frontline to operations, management and ecosystem stakeholders
- **Look out:** users of the system, product or service
- **Seek out:** extreme users and experts: people who have interesting ways of using the system because they represent specific need sets.

Creating interview discussion guides

1. As a team, generate interview questions and exercises to ask your users and cluster them into topic areas to allow a comfortable flow (e.g. three umbrella topics of around 30 minutes each).
2. Ensure that the questions are open and non-leading. They shouldn't presuppose an answer.
3. Rephrase binary 'yes/no' questions to 'why', 'how', and **'tell me about a story when...'**.
4. Start with warming up, getting-to-know you type questions. Do a final review of the guide to check you have a wellrounded approach to eliciting experiences, struggles and aspirations.
5. Rehearse with a colleague to help you experiment with going 'off-book' and maintaining a 32 natural, casual flow.

Observations

1. Observe actions and interactions keeping your subject in mind, not yourself or the organisation.
2. Ask yourself what is being done, how it is being done, and why. Look for and capture patterns, workarounds, repetitions and what's missing.
3. At the end of an observation, ask to take a guided tour through the home, workplace or operating environment of the user.
4. This 'show and tell' reveals new talking points, helps you probe deeper and discover what's important.
5. Capture information responsibly — only take photos or videos of faces and belongings on agreement.

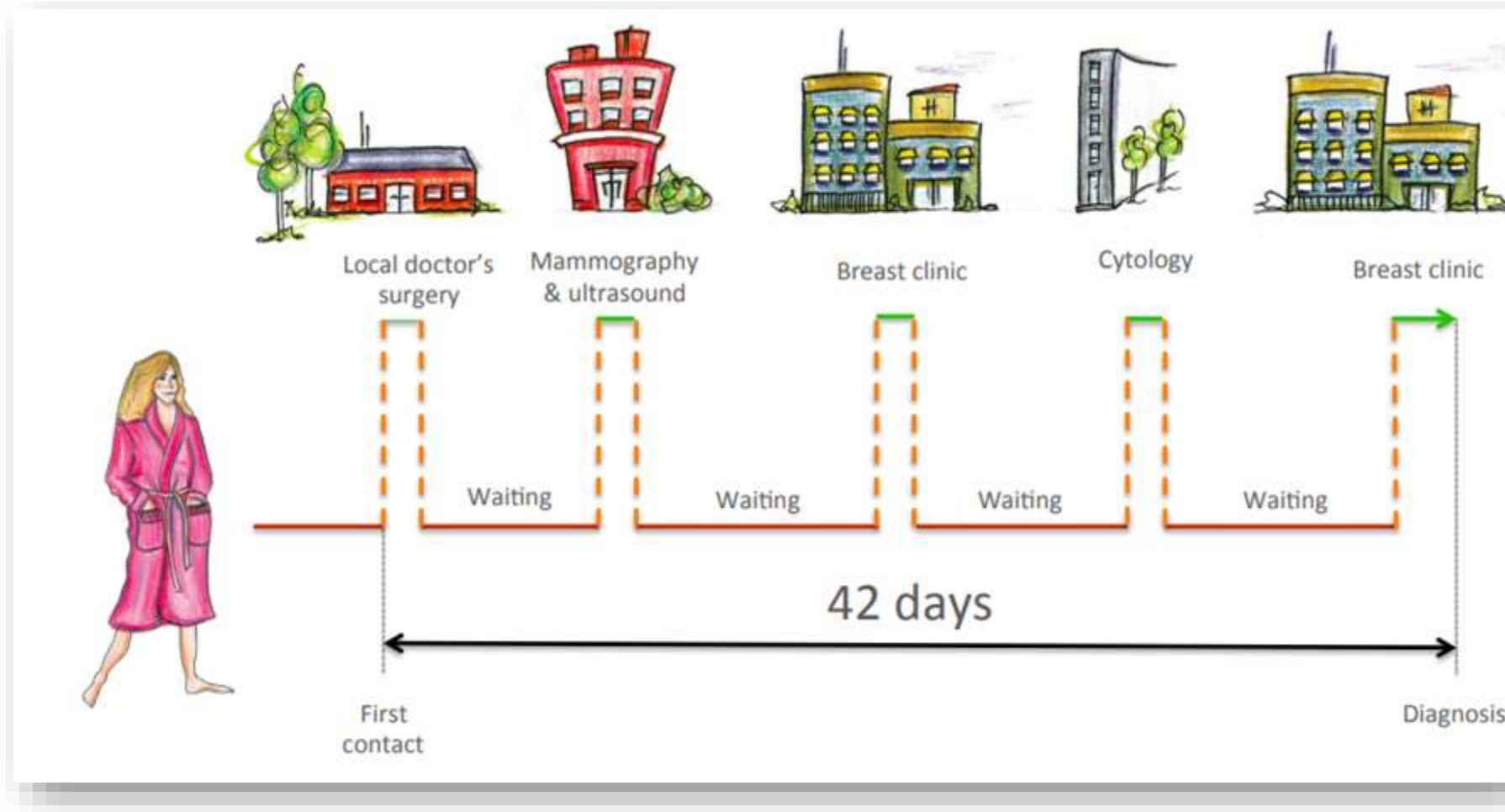
Analogous research

1. List the activities, behaviours, and emotions you might be researching.
2. Next to each, write a situation where you might observe these happening. For example, if the activity is “use a device at the same time every day,” parallel situations might be how people use alarm clocks.
3. Have teams vote on what they would like to observe or take a closer look at.
4. When there, pay close attention, stay curious, ask questions and share notes.
5. Reflect and synthesise as a team to map back thoughts to your challenge area.

Analogous research

02 — Getting inspired

Digging deeper into your challenge
area and gathering new perspectives

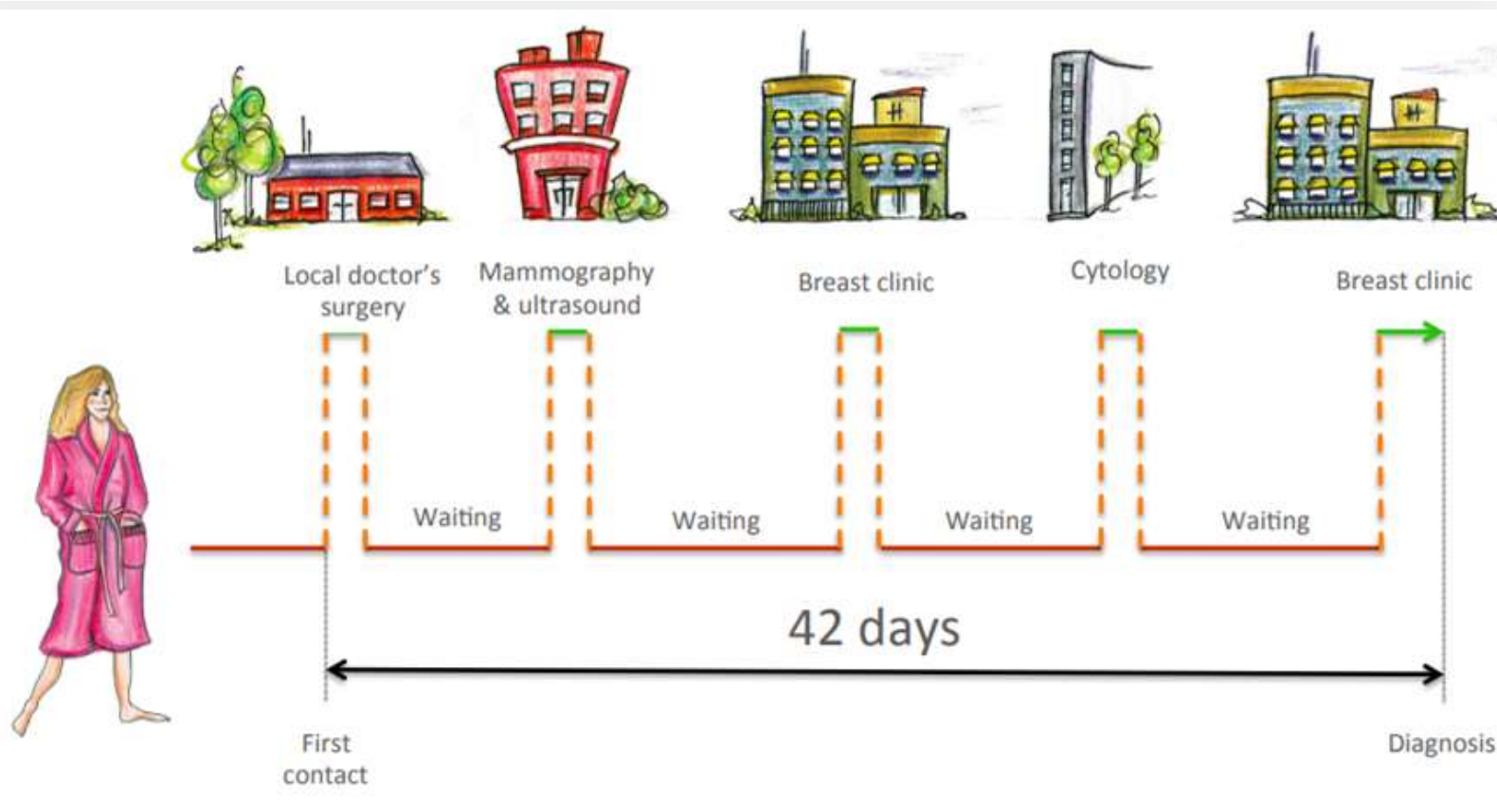


Analogous research

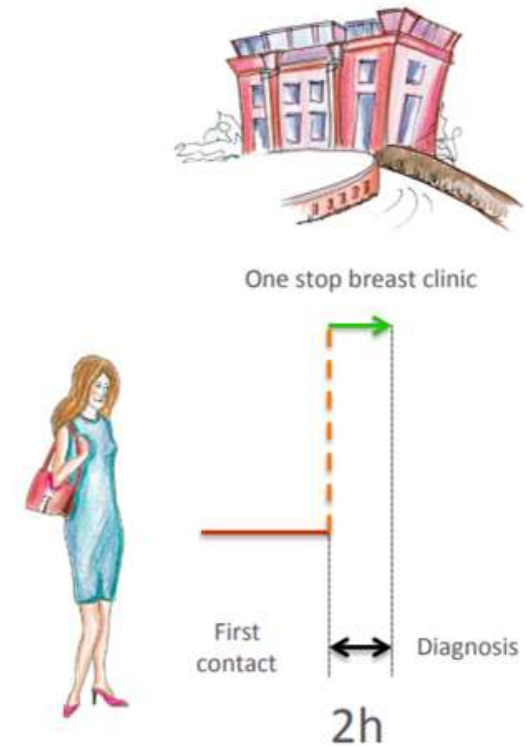
02 — Getting inspired

Digging deeper into your challenge
area and gathering new perspectives

AS IS



TO BE



Analogous research

02 — Getting inspired

Digging deeper into your challenge
area and gathering new perspectives



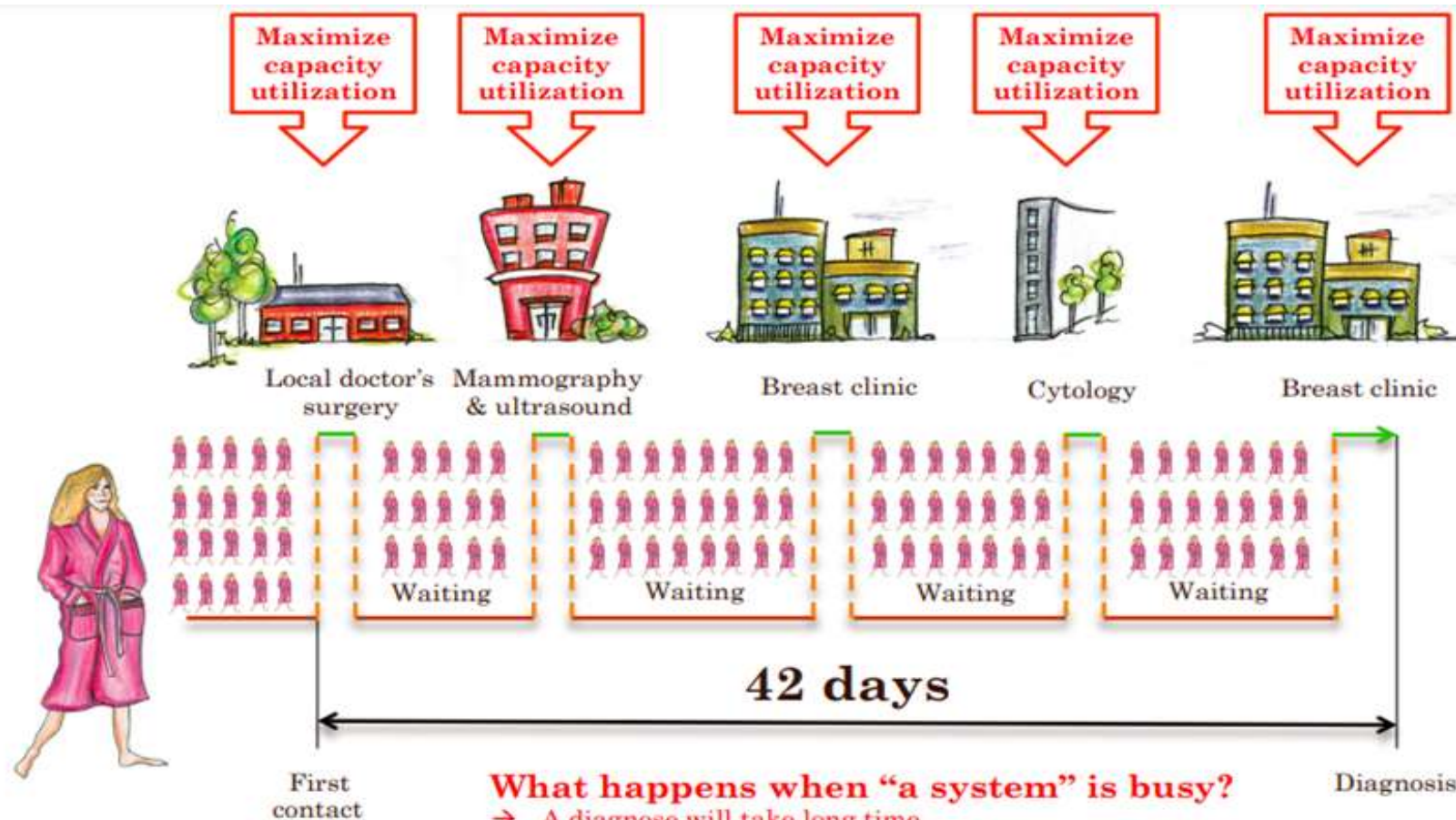
42 days 24h = 1008h



2h

**500 times
faster**





What happens when “a system” is busy?

- A diagnose will take long time
- We have to handle many patients at the same time
- We have to restart the diagnose many times

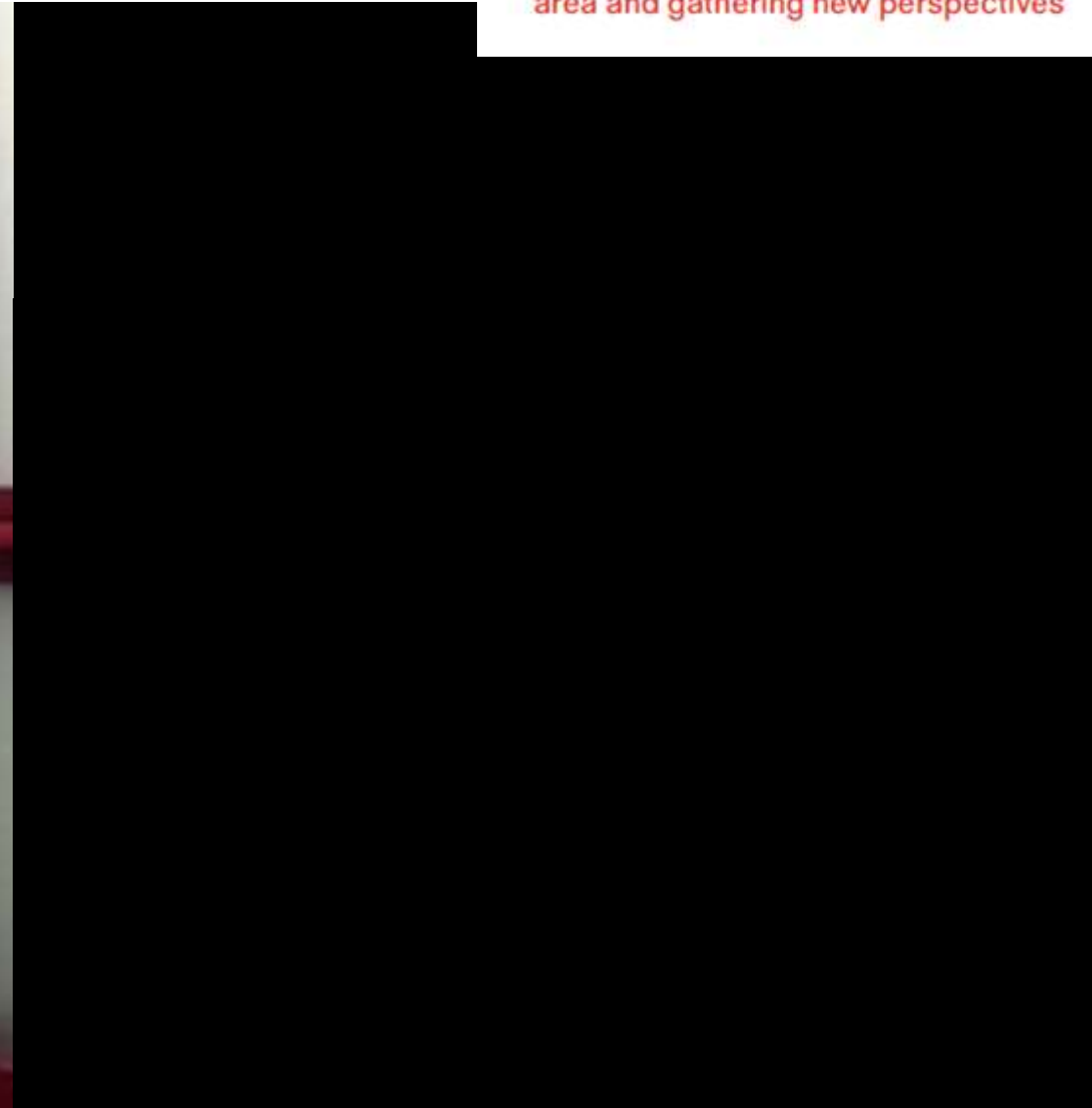




Analogous research

02 — Getting inspired

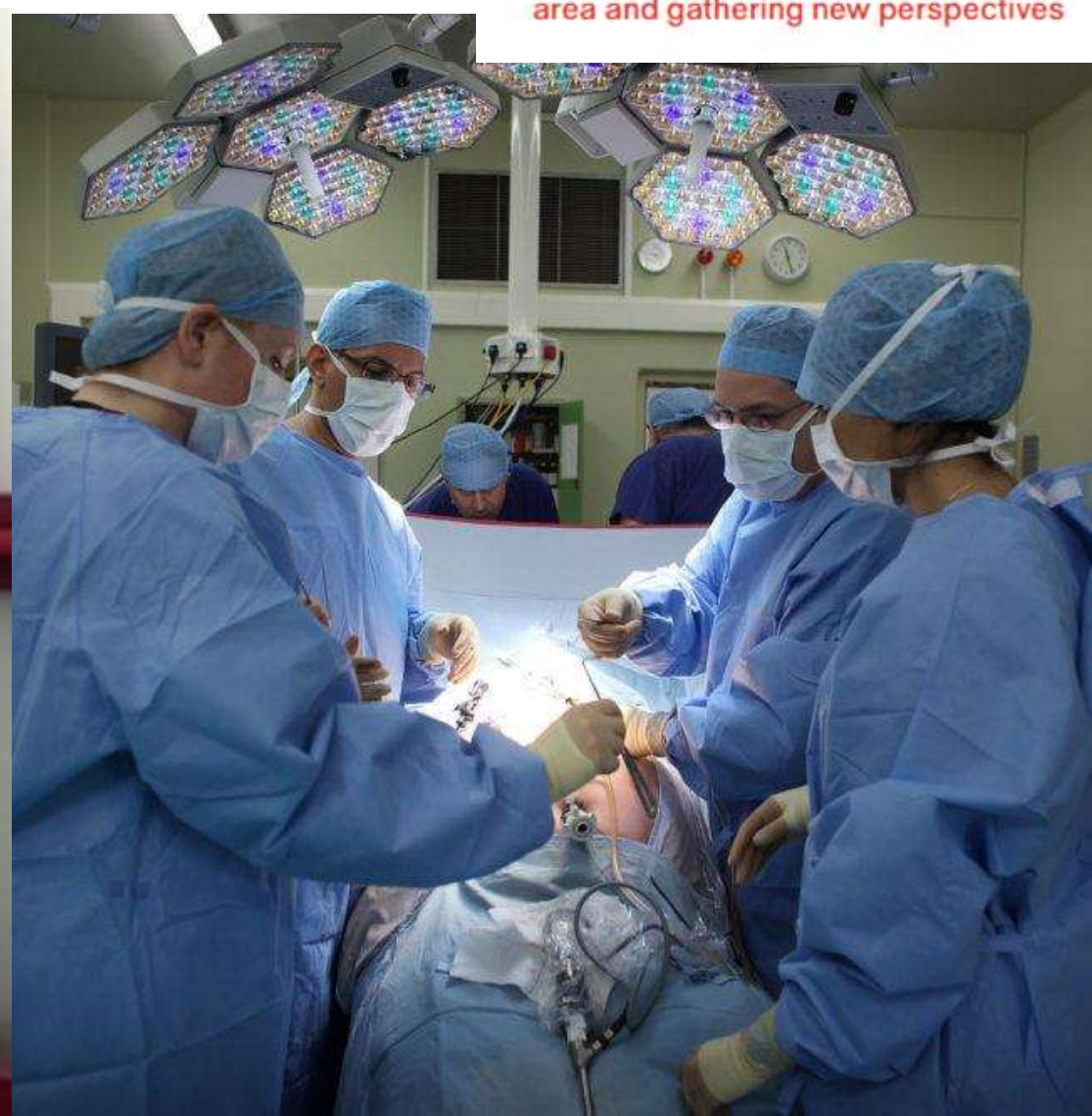
Digging deeper into your challenge
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Analogous research

02 — Getting inspired

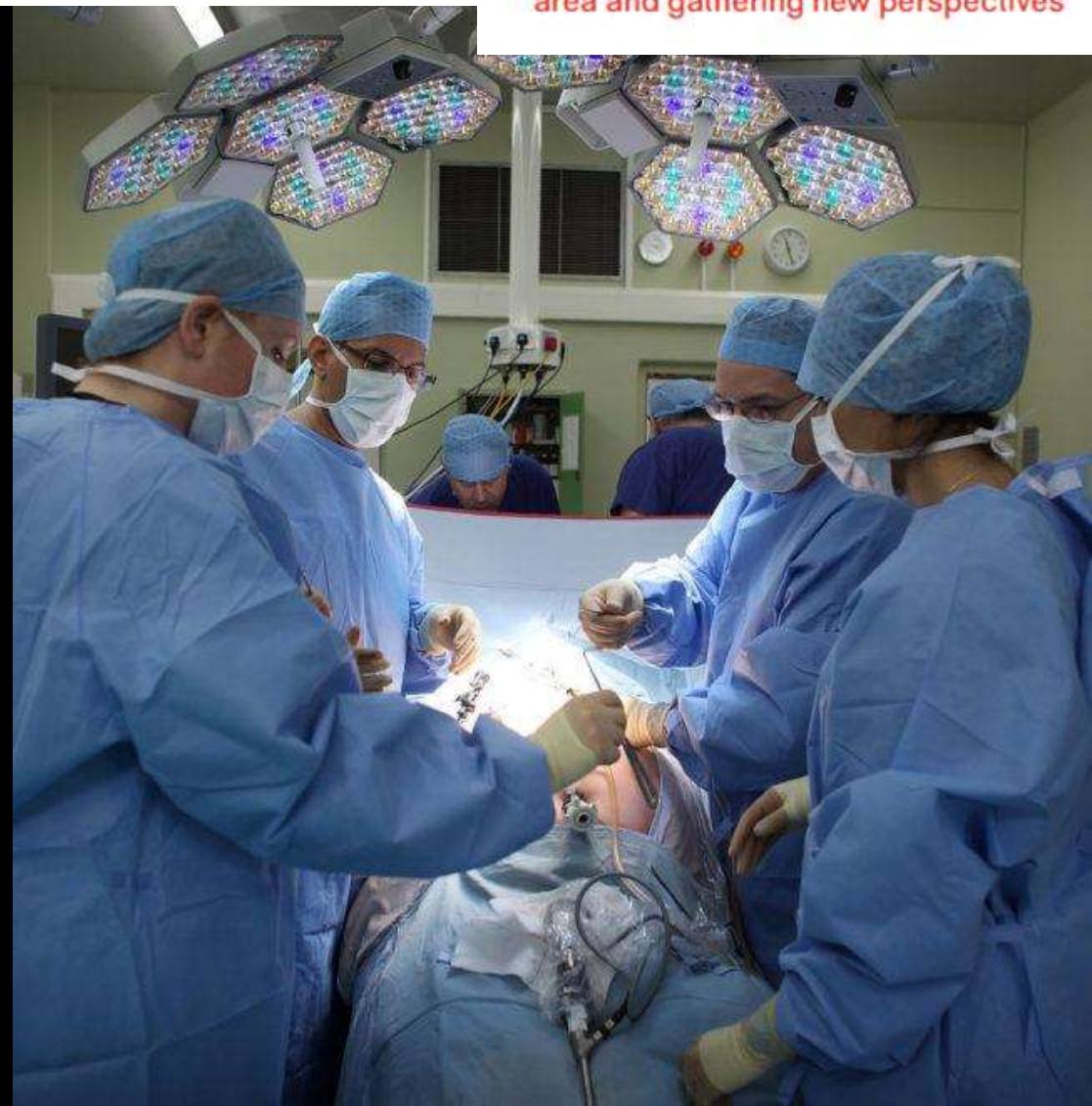
Digging deeper into your challenge area and gathering new perspectives



Analogous research

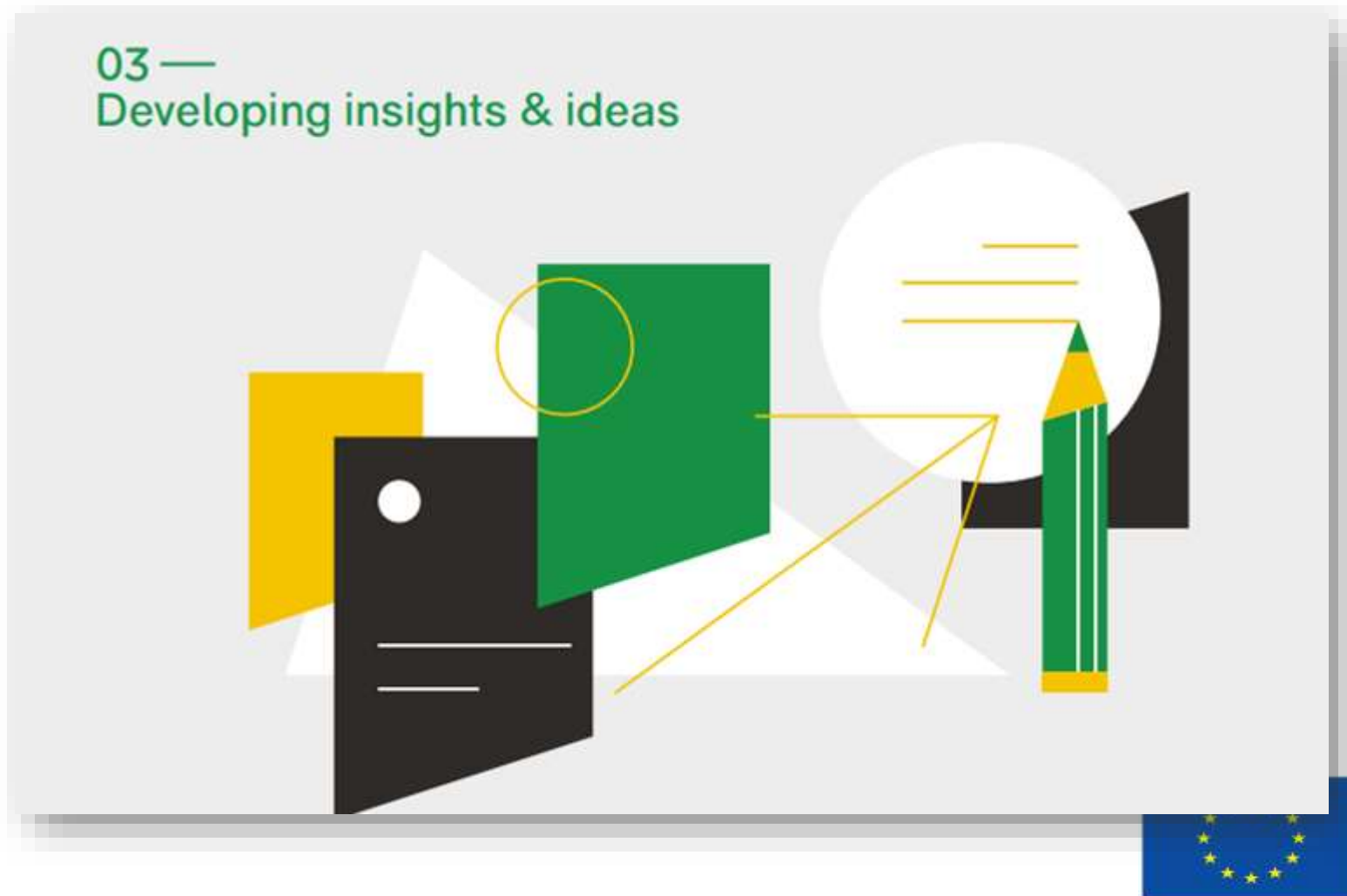
02 — Getting inspired

Digging deeper into your challenge
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03— Developing insights & ideas



03— Developing insights & ideas

03 —
Developing
insights & ideas
Identifying new insights and looking
for new opportunities

- Once you have completed your research, it's time to draw meaning from it all. With quantitative research, the data is normally numbers. With qualitative research, your data takes the form of stories.
- From here on in, it's about using these to create new opportunities for solutions.

Downloading your learnings

1. Find a place to conduct a download with all team members who attended the particular research session.
2. Find wall space or have boards at the ready so that you can capture the learnings and make them tangible.
3. One team member leads the download, with others contributing along the way. Share key information such as who you met, what you saw, and your impressions of the experience.
4. At the end of each download, you may want to check there is a logical flow to the story as you will be sharing this 40 with the rest of the team.

Sharing stories

- Once all the story downloads have been done, it's time to share amongst the team.
- This is about everyone in the team either sharing or hearing about the research learnings of others.
- Some learnings may reinforce assumptions you already have about the challenge, some learnings may challenge what you imagined to be true.
- Perhaps an assumption you had was simply a symptom of a deeper challenge your citizens are experiencing with your services.

#2

03 — Developing insights & ideas

Identifying new insights and looking for new opportunities

01 — Capturing

Affix a large piece of paper to the wall so you can capture the most interesting, relevant stories and observations as you story tell.

02 — Sharing

Using Post-it notes, write down the most compelling stories from the field that you feel are most relevant to the challenge, and then share them with the team. Write large enough so that everyone can read your notes.

03 — Organising

Put all the Post-its up on the large sheet of paper, organising them into separate categories for each person your team interviewed and each place your team visited.

04 — Synthesising

At the end of sharing stories, you'll have many sheets lined up on the wall with many Post-it notes. Consider this shared information as a group and pull out the most compelling stories you heard.

01 — Capturing

Affix a large piece of paper to the wall so you can capture the most interesting, relevant stories and observations as you story tell.

02 — Sharing

Using Post-it notes, write down the most compelling stories from the field that you feel are most relevant to the challenge, and then share them with the team. Write large enough so that everyone can read your notes.

03 — Organising

Put all the Post-its up on the large sheet of paper, organising them into separate categories for each person your team interviewed and each place your team visited.

04 — Synthesising

At the end of sharing stories, you'll have many sheets lined up on the wall with many Post-it notes. Consider this shared information as a group and pull out the most compelling stories you heard.

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Creating themes

1. Gather your team around the Post-its from your previous sharing stories session.
2. Look for patterns and relationships between your categories and move the Post-its around as you continue grouping. The goal is to identify key themes and then to translate them into opportunities for design.
3. Arrange and rearrange the Post-its, discuss, debate and talk through what's emerging. Don't stop until everyone is satisfied that the clusters represent rich opportunities for innovation.
4. Identifying these themes will help you create frameworks for developing your ideas.

Identifying insights

- Insight statements are incredibly valuable as they'll help you frame "How Might We" questions and give shape and form to subsequent brainstorm.
- It's not always easy to create them, and it will probably take some work editing them down to the three to five main insights that will help you drive toward solutions.

#2

What's an insight?

It is:

- A gut-felt response that makes you sit up and think
- A revelation
- A new way of interpreting existing information
- "I never thought about it that way before"
- It communicates a user's need (sometimes without them even knowing that need)
- An opinion-changer

It is not:

- Immediately obvious
- A head-nod that implies you understand but are not surprised
- An observation
- A new piece of information
- "I never knew that"
- It does not exist simply to provoke or prove a point

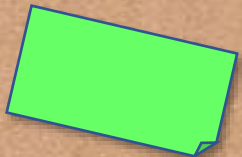
03 —

Developing insights & ideas

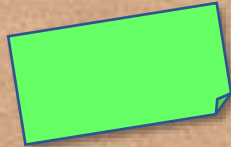
Identifying new insights and looking for new opportunities

INSIGHTS

A gut-felt
response that
makes you sit up
and think



A revelation



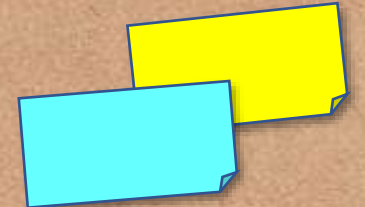
A new way of
interpreting
existing
information



"I never thought
about it that way
before"



It communicates
a user's need
(sometimes
without them
even knowing that
need)



Generating opportunities

1. Start by looking at the insight statements that you've created. Try rephrasing them as questions by adding 'How Might We' at the beginning.
2. The goal is to find opportunities for innovation, so if your insights suggest several 'How Might We' questions, that's great.
3. Now take a look at your 'How Might We' question and ask yourself if it allows for a variety of solutions. If it doesn't, broaden it. Your 'How Might We' should generate a number of possible answers and will become a launchpad for your brainstorm.
4. Finally, make sure that your 'How Might We' questions aren't too broad. It's a tricky process but a good 'How Might We' should give you both a narrow enough frame to let you know where to start your brainstorm, but also enough breadth to give you room to explore non-obvious, creative ideas.

Generating ideas

- We use brainstorming to tap into a broad body of knowledge and creativity.
- Over the course of your project, you should do them not only with your own team, but also with partners and the people you're designing for.
- Refer to the rules of brainstorming for a fruitful brainstorm.
- The best policy is to promote openness, lots of ideas and creativity over immediate feasibility.

Creating concepts

1. Bundle your ideas into groups and themes, and then put them up on the wall on Post-its.
2. Now might be a good time to start thinking about frameworks that help you visualise the wider systems related to your challenge, so try to notice where your bundles are pointing.
3. Don't worry too much about all the details of your solution now — you don't need a finely tuned strategy just yet. The goal is to get a robust, flexible concept that addresses the problem you're trying to solve.
4. Keep referring back to your challenge. Are you answering it? Are there elements missing in your solution? What else can you incorporate?
5. There will be a bit of trial and error here, and you'll probably create a couple that don't work out. That's fine.

#2

The concept capture sheet

- Give your concept a name
- Brief description of concept
- Who is your target user?
- What is the value to the user?
- What is the value to the organisation?
- Critical partnerships within the organisation?
- Potential partnerships outside the organisation?
- Anticipated barriers/challenges?
- Key factors to success?



03 — Developing insights & ideas

Identifying new insights and looking
for new opportunities

Worksheet

Concept capture sheet

— Developing insights and ideas:

What is the name of your
concept?

Describe your concept:

How does your concept work?

Who is the target user?

What value would it bring to
the organisation?

Are there any anticipated
barriers/challenges to your
concept?

What are the key factors for
success?

Draw your concept:

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Co-creating concepts

1. The first step is to identify who you want in your co-creation workshop. Perhaps it's a handful of people you've already interviewed or a particular demographic.
2. Once you know whom you want, arrange a space, get the necessary supplies (often pens, Post-its, paper, art supplies) and invite them to join.
3. Maximise a co-creation workshop with conversation starters, a brainstorm, role playing, rapid prototyping (see following section on Prototyping) or other activities to get your group engaged.
4. Capture the feedback your group gives you. The goal isn't just to hear from people, it's to get them on your team. Make sure that you're treating your co-creators as designers, not as interview subjects.