SERVICE DESIGN AS A VEHICLE FOR EXPLORING NEW GEOGRAPHIES

CHRISTIAN BASON
Chief Executive
Danish Design Centre

"To see that a situation requires inquiry is the first step in inquiry."

John Dewey (1938)

EXPLORING DESIGN GEOGRAPHIES

The Economist

Immigration: Obama gets it right

The rift between China and North Korea

Can Egypt's revolution be rescued?

How to reform America's lawyers

The mystery of the Birdmuda Triangle

FEBRUARY 2ND–8TH 2013   Economist.com

The next supermodel

Why the world should look at the Nordic countries

A 14-PAGE SPECIAL REPORT

€5.80

# How can design (continue to) contribute to innovation in Denmark's business and society?

"Managers, as designers, are thrown into situations that are not of their own making yet for which they are responsible to produce a desired outcome. They operate in a problem space with no firm basis for judging one solution as superior to another, and still they must proceed."

Boland & Collopy (2004)

As they face increasingly complex problems, policy makers are looking to expand their policy options, and to create interventions that are more "human centred" and which create better societal outcomes.

But how?

LEADING
PUBLIC SECTOR
INNOVATION

Co-creating for a better society
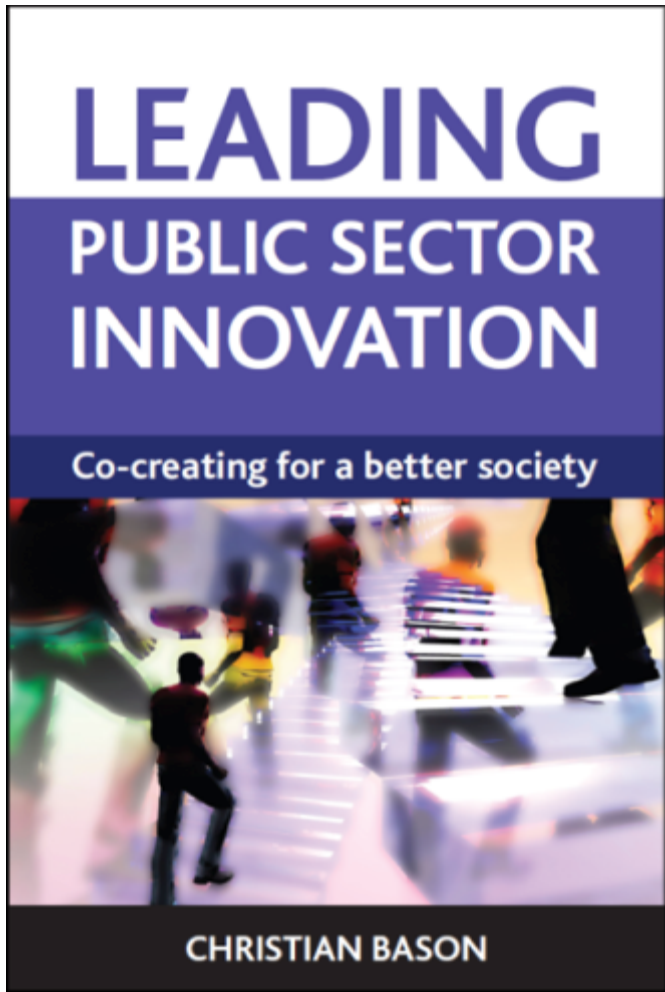
CHRISTIAN BASON

Policy Press 2010

INNOVATION IN GOVERNMENT

How to enable the public sector to create solutions that work better for people?

-> Common language, capacity, co-creation, courage.
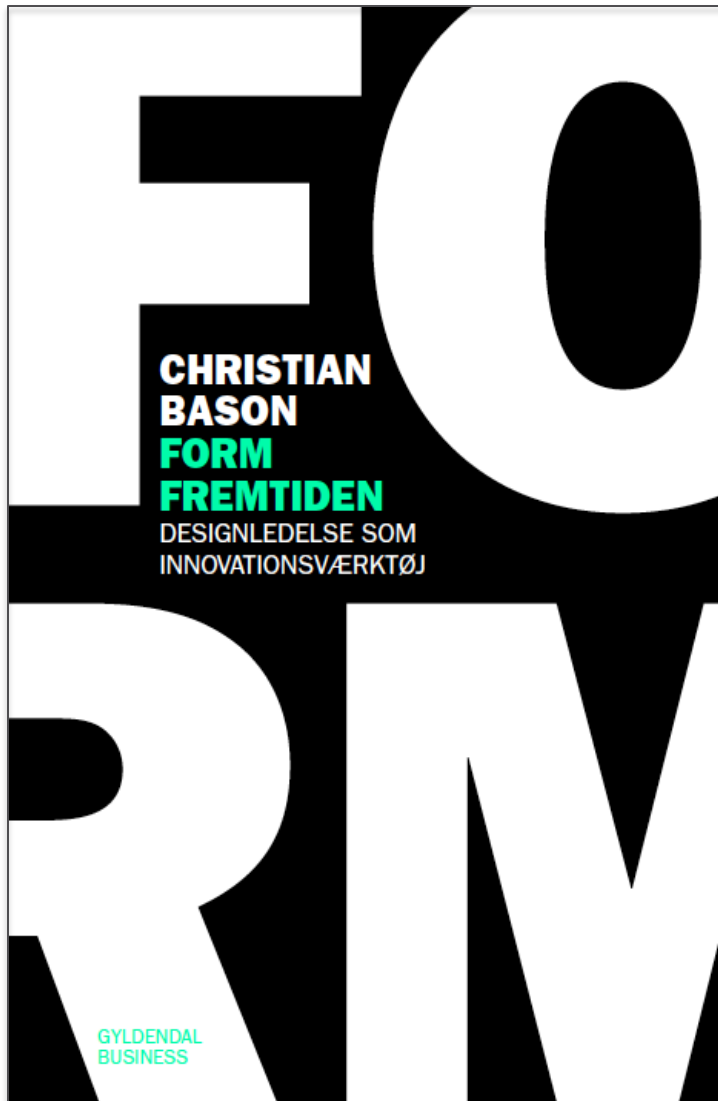
**Design
for policy**

Christian Bason (ed.)

Gower Ashgate 2014

POLICY-MAKING
What does it mean to create policies by using design methods?

-> Design as a systematic approach to citizen-centered innovation

CHRISTIAN
BASON
FORM
FREMTIDEN
DESIGNLEDELSE SOM
INNOVATIONSVÆRKTØJ

GYLDENDAL
BUSINESS

Gyldendal Business 2016

LEADERSHIP

How can you as a leader use design approaches to create change?

-> Leading design processes in practice; *engaging* with design

What policy makers need:

A set of approaches and tools that can help policy leaders on a journey of discovery.

The leadership to drive change.

A clearer picture of what kind of public governance might emerge.

DESIGN

**SOCIAL
COLLABORATIVE
STRATEGIC**

The splintering of design

Craft   vs   Mass production?

'Heroic' designer vs   Co-designer?

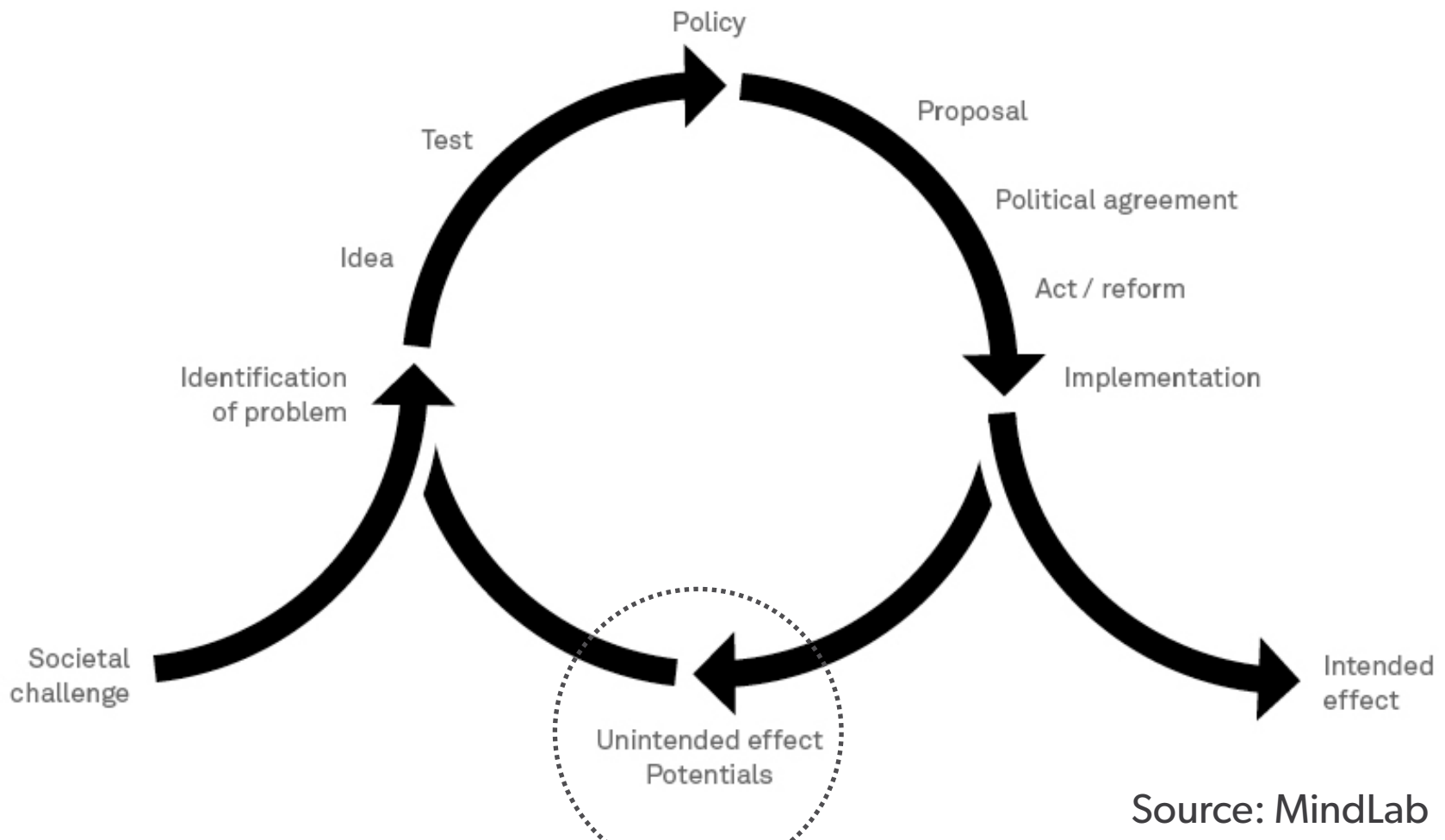Product design   vs   Service design?

Growth   vs   Social change?

A design approach is about engaging every relevant stakeholder, including citizens, much earlier in the policy process than we do today.
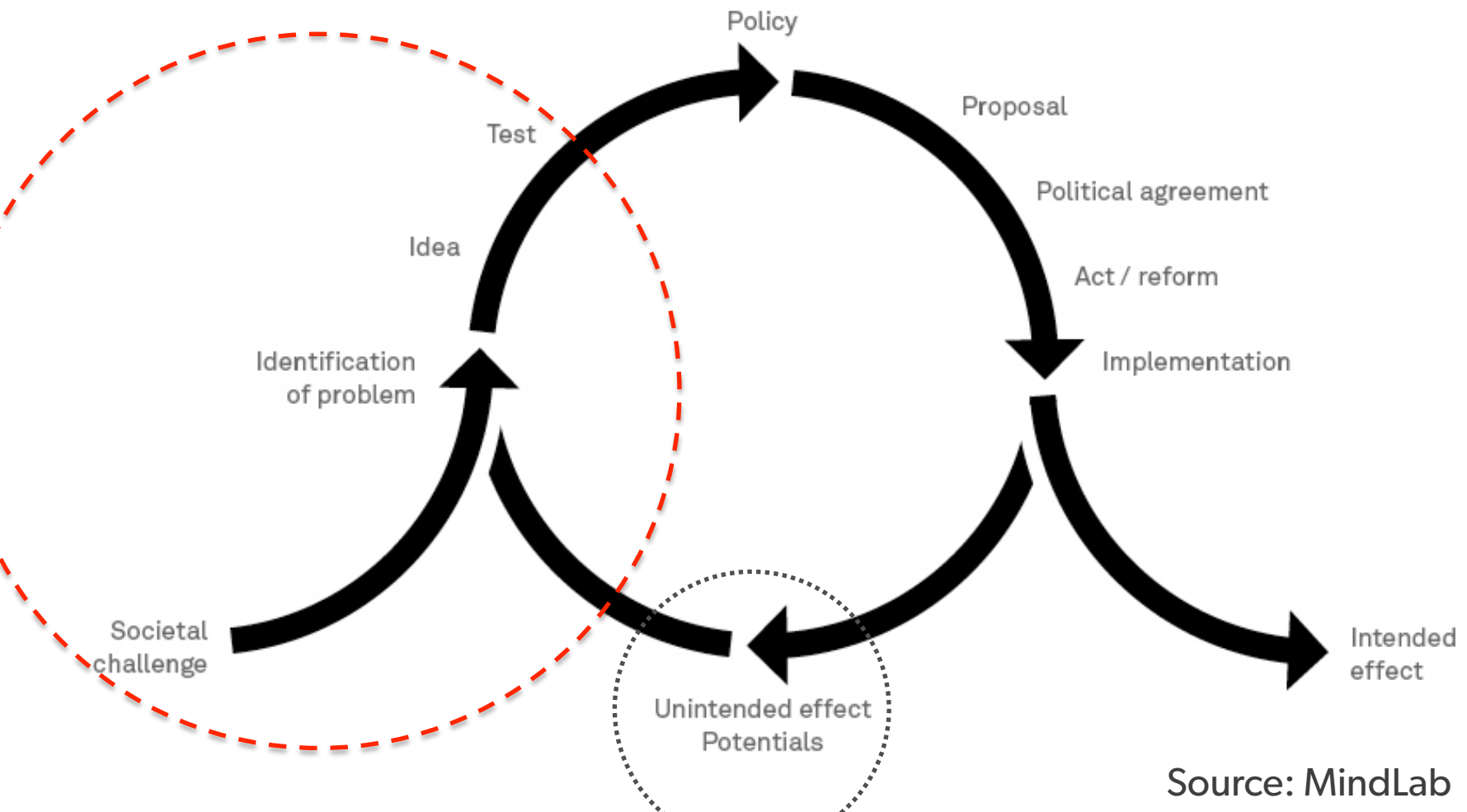
A new path for policy design?

A more ambitious, but also more humble approach

Source: MindLab

A new path for policy design?
Involving citizens and stakeholders *from the start*

Policy

Test

Proposal

Idea

Political agreement

Act / reform

Identification
of problem

Implementation

Societal
challenge

Unintended effect
Potentials

Intended
effect

Source: MindLab

Exploring the problem space

GENERATING ALTERNATIVE POLICY SCENARIOS

ENACTING NEW PRACTICES

Design for policy

MICRO LEVEL

- How do citizens experience public interventions over time?
- What is meaningful, useful, helpful to them?
- What drives behaviour and, ultimately, outcomes (learning, integration, health, etc.)?

MACRO LEVEL

- What interventions?
- Which organisational structures and processes?
- What type and way of funding?
- What regulation?

LEADERSHIP

DESIGN ENGAGEMENT AS AN EXTREME PERSPECTIVE ON LEADING CHANGE

"A design attitude views each project as an opportunity for invention that includes a questioning of basic assumptions and a resolve to leave the world a better place than we found it."

Boland & Collopy (2004)

DESIGN AS FUTURE-MAKING   DESIGN AS DECISION-MAKING

Towards managing as designing

From

"Which decision should I make?"

To

"What should I make a decision about?"

Decision attitude ("managing")

Design attitude ("designing")

What is the decision space?

What is the problem/ opportunity space?

What is the current or past situation?

What could be a better future situation?

Which decision should I make?

How might we expand our range of options to decide about?

The decision is there to be found.

The decision is there to be created.

DDC
Danish Design Centre

#1 Challenging assumptions

EXPLORING THE PROBLEM SPACE

#2 Leveraging empathy

6 LEADERSHIP ENGAGEMENTS WITH DESIGN

#3 Stewarding divergence

GENERATING ALTERNATIVE SCENARIOS

#4 Navigating the unknown

#5 Making the future concrete

ENACTING NEW PRACTICES

#6 Insisting on value-creation
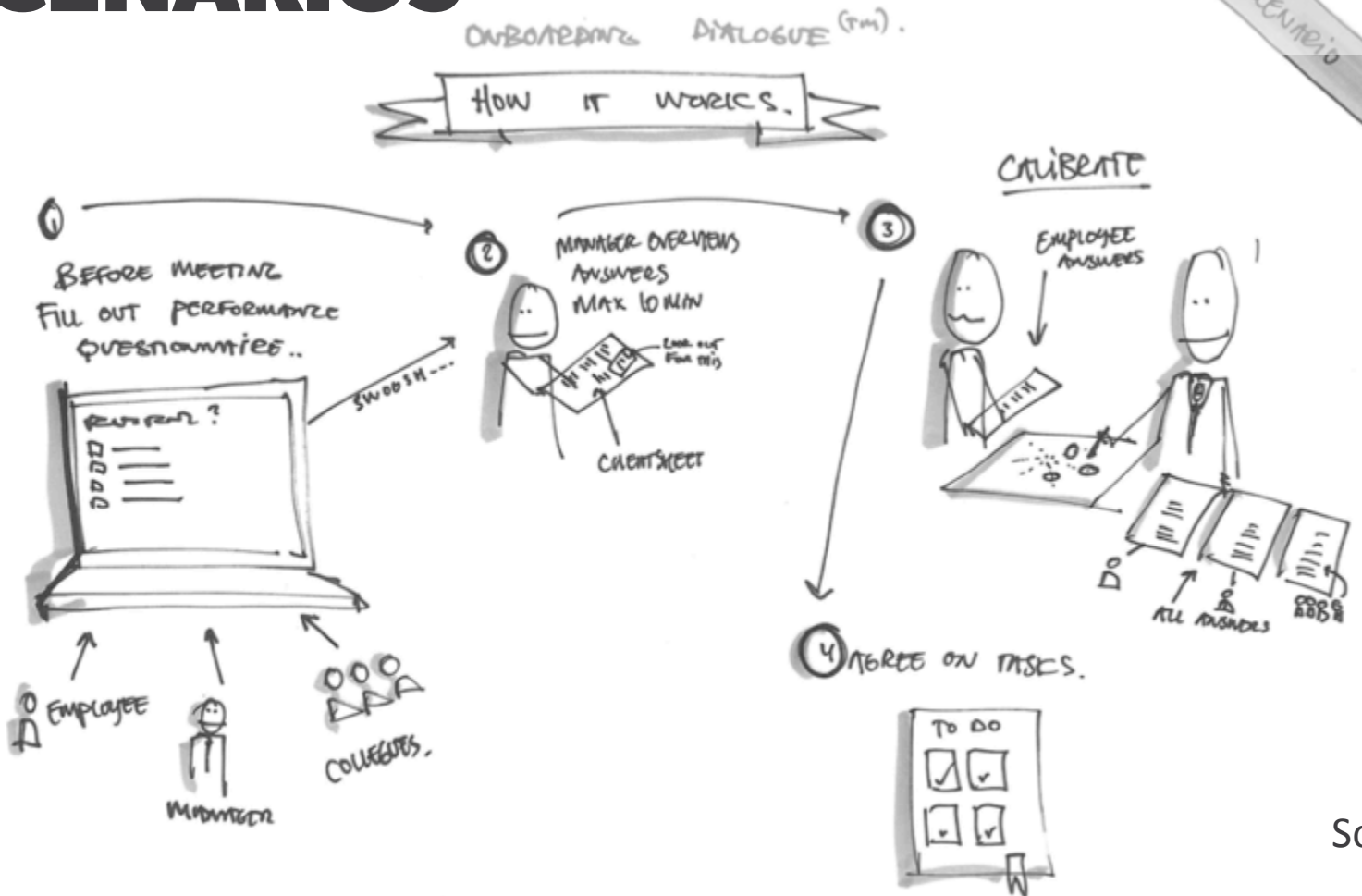
Exploring the problem space
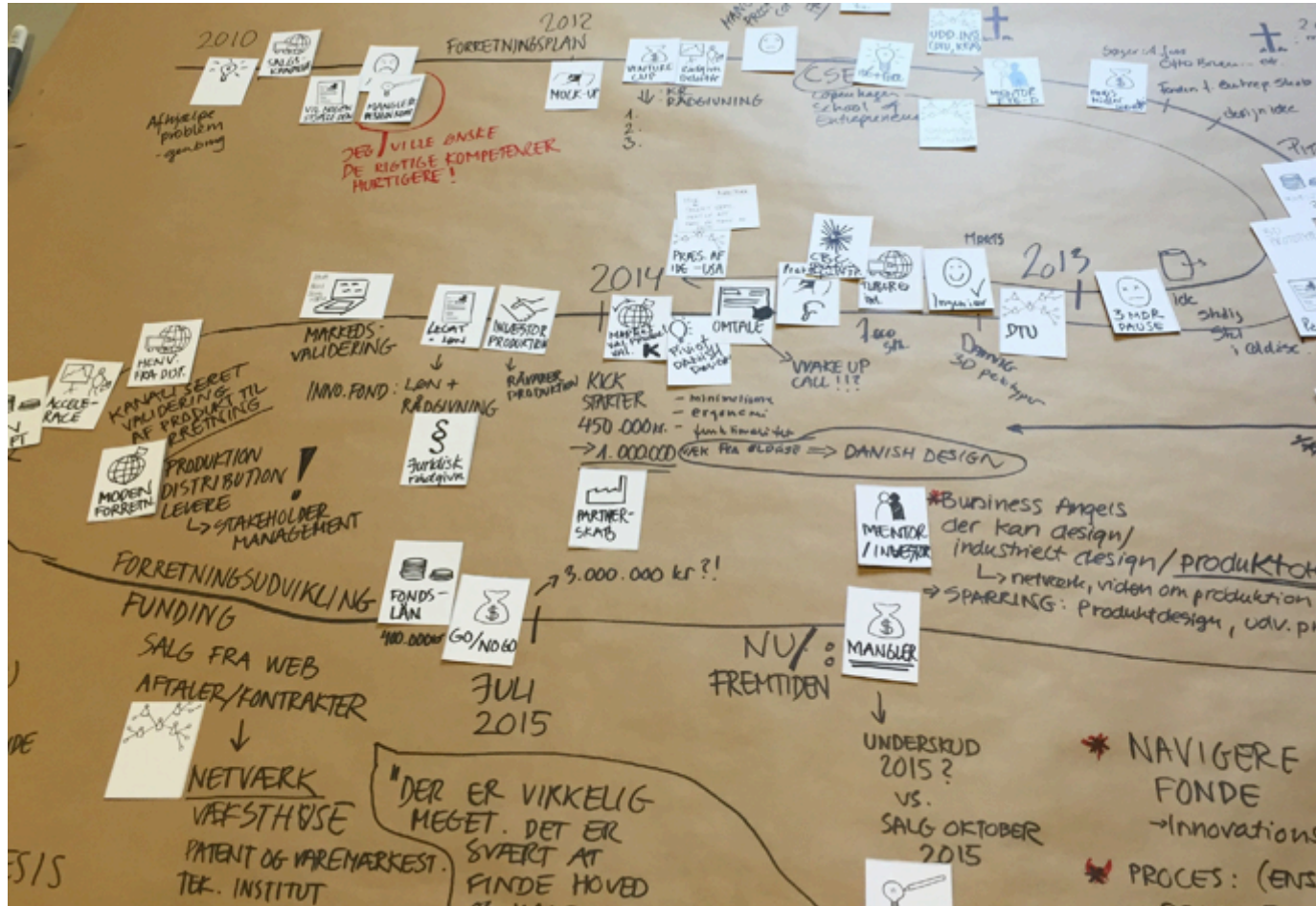
Source: DDC

#1 CHALLENGING ASSUMPTIONS

"It was an eye-opener".

#2 LEVERAGING EMPATHY

"Sometimes you have to make a choice. Citizens first, or employees first?"
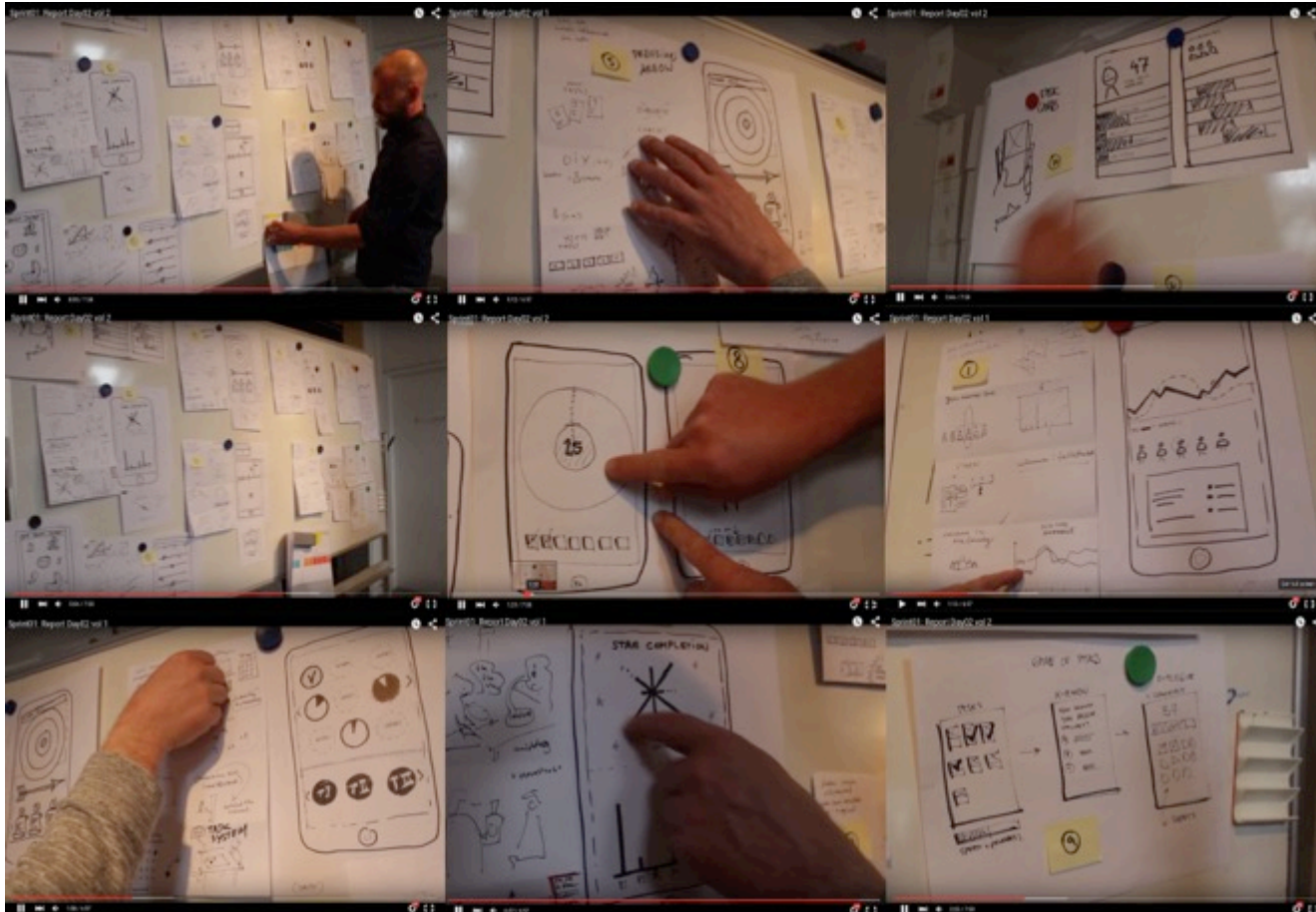
Generating alternative scenarios

Source: 1508

#3 STEWARDING DIVERGENCE

"We briefly told them this, and then we played the sound bites from patient interviews. What we wanted was to disturb them."

#4 NAVIGATING THE UNKNOWN

"It was a loss of control, but it was a positive loss of control."

ENACTING NEW PRACTICES
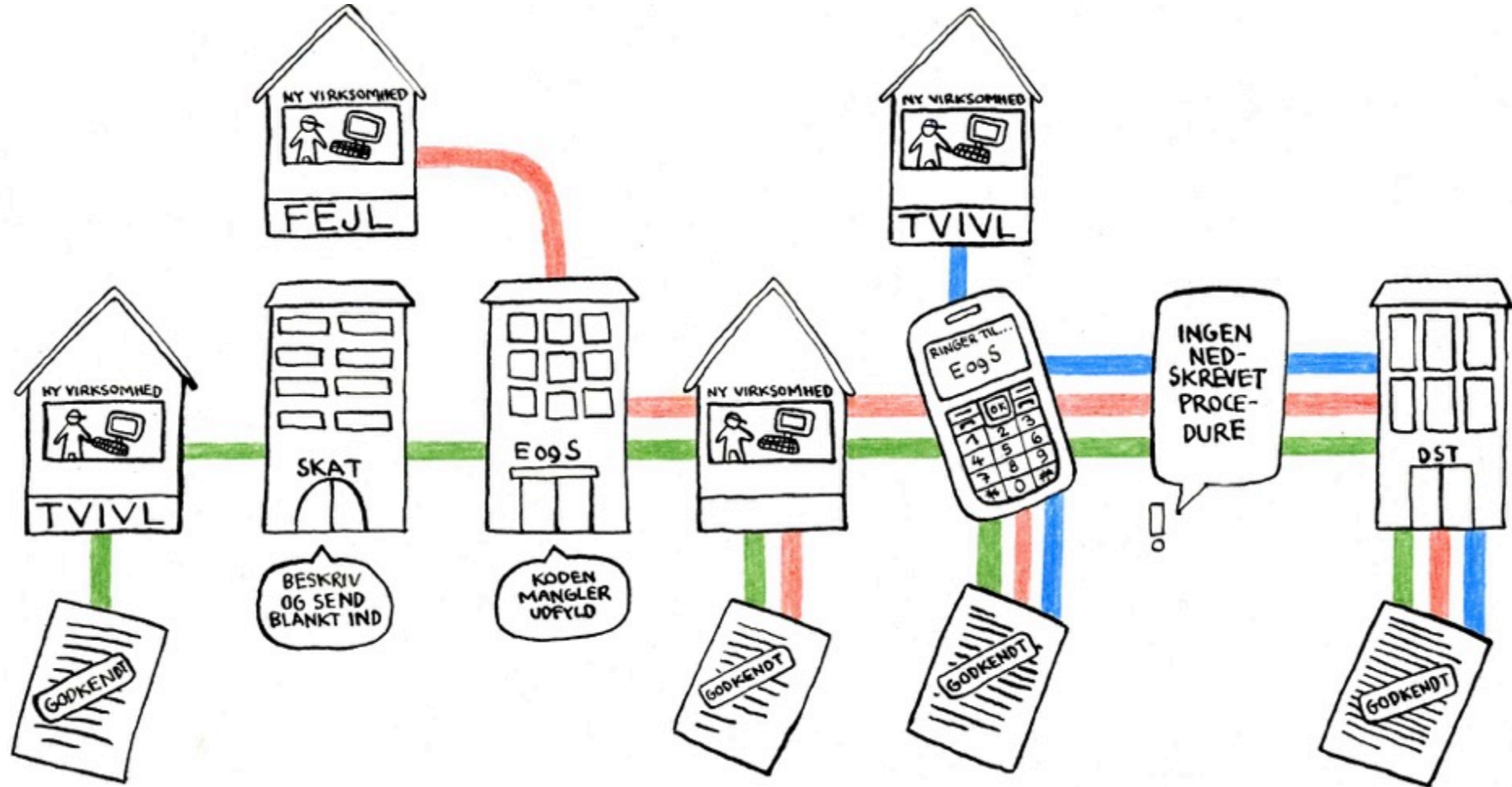

Source: 1508

#5 MAKING THE FUTURE CONCRETE

"What else could be crazy?"

#6 INSISTING ON (DOUBLE) VALUE

"I want everybody to win."

Return on Investment (ROI): 23:1 over 3 years.

GOVERNANCE

"THE BUSINESS MODEL OF GOVERNMENT": EMERGENCE OF THE NEXT PARADIGM?

Converging territories?

|	**Emerging public management**	**Emerging design**
Opening up	Recognising the need to deal more proactively with emergence, turbulence, complexity	Embracing new social and policy contexts; adopting disciplines such as anthropology into design practice
Focus shift	Shift from focusing on political and systems level to (also) engaging and differentiating user level experience, outcomes, public value	Shift from supporting industrial mass production to increased individualisation, tailoring of services and products to (co-create) value
Transforming discipline	Search for new tools to achieve change and innovation; recognising that new processes, skills are needed	Offering new tools for stakeholder engagement and collaboration; changing role of designers in relation to organisations and users
Implications	More systematic innovation in governance and focus on interactions/relations with citizens	Move to strategically position design to support innovation processes in public organisations

Some governance alternatives

	Traditional public administration	New Public Management	X governance?
Context	Stable	Competitive	Continuously changing
Population	Homogeneous	Atomized	Diverse
Needs/problems	Straightforward, defined by professionals	Wants, expressed through the market	Complex, volatile and prone to risk
Strategy	State and producer centred	Market and customer centred	Shaped by civil society
Governance through actors	Hierarchies Public servants	Markets Purchasers and providers Clients and contractors	Networks and partnerships Civic leadership
Key concepts	Public goods	Public choice	Public value

Benington & Hartley (2001)
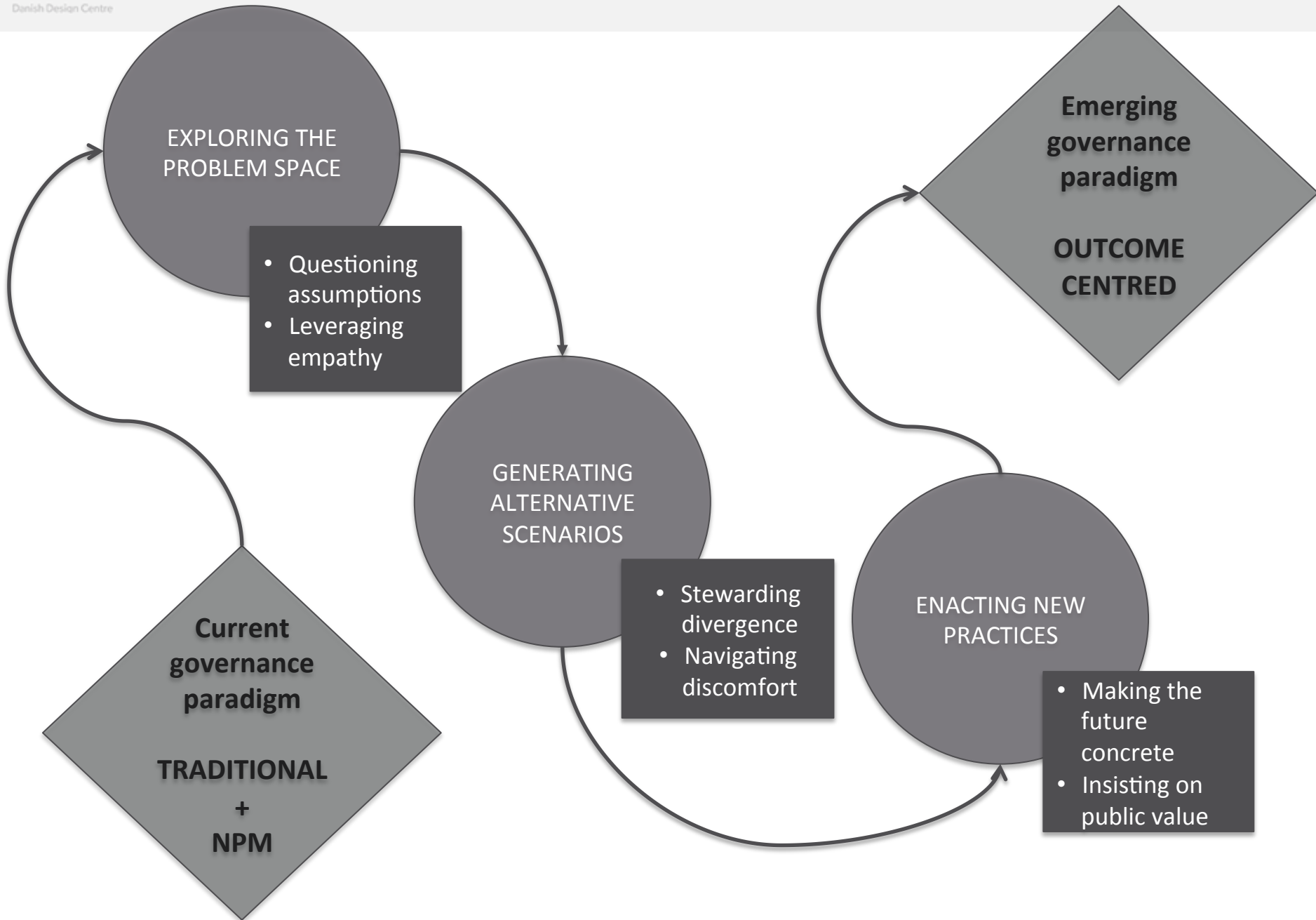
Contours of a new governance territory?

Relational: Shift in relationship with users towards outcomes

Networked: Activating new or different resources beyond primary users

Interactive: New artefacts to mediate and facilitate collaborative governance processes

Reflective: Understanding the word more qualitatively, exploratorily

Performance of a new paradigm?

Outcomes	Bureaucratic governance *achieved through*	Outcome centred governance *achieved through*
Efficiency	Scale Standardization Specialization	Relations Networked Individualisation Prevention
Predictability and objectivity	Hierarchical management Recruitment practices Rule-based	Adaptability Empathy Embracing complexity
Procedural fairness	Uniformity of rules no matter the context Equality in terms of activities	Differentiation of processes to fit with differing contexts Equality in terms of outcomes
Democracy	Transparency of basis for making decisions	Transparency of means to achieve outcomes

To create better experiences and outcomes for citizens we should be prepared to (re)design *everything*.

ddc.dk