Designing for the greater good: design thinking and innovation in government

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Speaker
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Moderator
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Design Thinking
Choosing a Mindset

Geoff’s Cycle  
Growth Mindset

Life is a journey of learning, therefore …

Place small bets, quickly
Seek new
Build broad
Detect multiple hidden growth opportunities
Create stakeholder empathy

OUTLOOK

Accept

UNCERTAINTY

Seek new
Avoid new

NEW EXPERIENCES

Build broad
Have narrow

REPERTOIRE

Manage risk through action

This confirms …

Succeed more often in new situations

George’s Cycle  
Fixed Mindset

Life is a test, therefore avoid looking foolish and …

Place big bets, slowly
Manage risk through analysis

OUTLOOK

Fear

UNCERTAINTY

Seek new
Avoid new

NEW EXPERIENCES

Build broad
Have narrow

REPERTOIRE

Manage risk through analysis

This confirms …

Fail more often in new situations

Understand stakeholder data

Create stakeholder empathy

Find only a few incremental ideas
What is Design Thinking?

- Design thinking is a systematic approach to problem solving. What would be different if managers thought more like designers?

**Problem solving would be driven by three core beliefs:**

- **Empathy** – Start by establishing a deep understanding of human needs
- **Invention** – Discover new possibilities
- **Iteration** – Use the first solutions only as stepping stones to a better one
Design as a **Problem Solving Approach**

- **What is?**
- **What if?**
- **What wows?**
- **What works?**
- **$**
Steps to Designing For Growth

1. Identify an Opportunity
2. Scope Your Project
3. Draft Your Design Brief
4. Make Your Plans
5. Do Your Research
6. Identify Insights
7. Establish Design Criteria
8. Brainstorm Ideas
9. Develop Concepts
10. Create Some Napkin Pitches
11. Surface Key Assumptions
12. Make Prototypes
13. Get Feedback from Stakeholders
14. Run Your Learning Launches
15. Design the On-Ramp
Perspectives on design thinking

- tool kit for producing more creative ideas
- risk reduction strategy
- change management approach
- increasing the speed of innovation
- vehicle for empowering local capability building
- way to convene conversations for change across diverse stakeholders
Convening a conversation for change

Defining the Opportunity
Convening a conversation for change

- Defining the Opportunity
- Engaging
Convening a conversation for change

Defining the Opportunity

Engaging

Curating
Convening a conversation for change

- Defining the Opportunity
- Engaging
- Curating
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Defining the Opportunity → Iterating → Inventing → Aligning → Curating → Engaging → Defining the Opportunity
Convening a conversation for change

Defining the Opportunity

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Aligning
Measuring Design’s Impact

CHANGES IN
“HARD”
MEASURABLE OUTCOMES

MEASURABLE CHANGES
IN PERCEPTION

CHANGES IN
THE CONVERSATION

CHANGES IN
HOW PEOPLE
THINK
Design thinking in practice
Examples from the Victorian Public Sector

Christian Stenta
28 September 2016
“Participatory experience is not simply a method or set of methodologies, it is a mindset and an attitude about people. It is the belief that all people have something to offer to the design process and that they can be both articulate and creative when given appropriate tools with which to express themselves.”

Liz Sanders, MakeTools, 2002
A public sector that delivers exceptional outcomes for Victorians

**Challenge**

The public sector faces enormous challenges, including increasing community expectations, an uncertain environment, and the need to solve complex policy problems with increasing sophistication.

**Opportunity**

Government has a renewed focus on reform and innovation. By capitalising on this opportunity, leveraging efforts across government and the public purpose sector, the public sector can transform the way it does business.
People
Empowering a capable and collaborative workforce

Systems
Designing integrated systems to solve problems

Outcomes
Focusing on what matters and getting it done

Accountability
Holding ourselves to a higher standard
Family Violence & Social Delivery Reform

Outcomes which focus on what we achieve, not just what we deliver

- Structurally embedding a shared focus
- Co-designing with community, service sector and other stakeholders
- Service design at the centre of Support and Safety Hubs
Design thinking in practice...

- Intention to map victim survivors’ experience to understand key touch points, gaps, pain points and opportunities for early intervention
- Early learnings identified a need for broader ethnographic research, where victims could tell their stories in their own way
- Workshops used to support participation and enable collaborative synthesis
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Un-plan the future: futures and stories for public policy
Speaker: Dr Adrian Kuah
Melbourne 26 October

Volatility, Uncertainty, Complexity and Ambiguity: managing in a VUCA world
Speaker: Associate Professor Zeger van der Wal
Melbourne 9 December

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<td><strong>Women in Leadership: The essentials</strong></td>
<td>Canberra</td>
<td>11-12 October</td>
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<td><strong>Approaches to Wicked Problems</strong></td>
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