Hello!

It's so nice to be here.

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@alisharp @wearemeld #alwayswasalwayswillbe #reconciliationaustralia

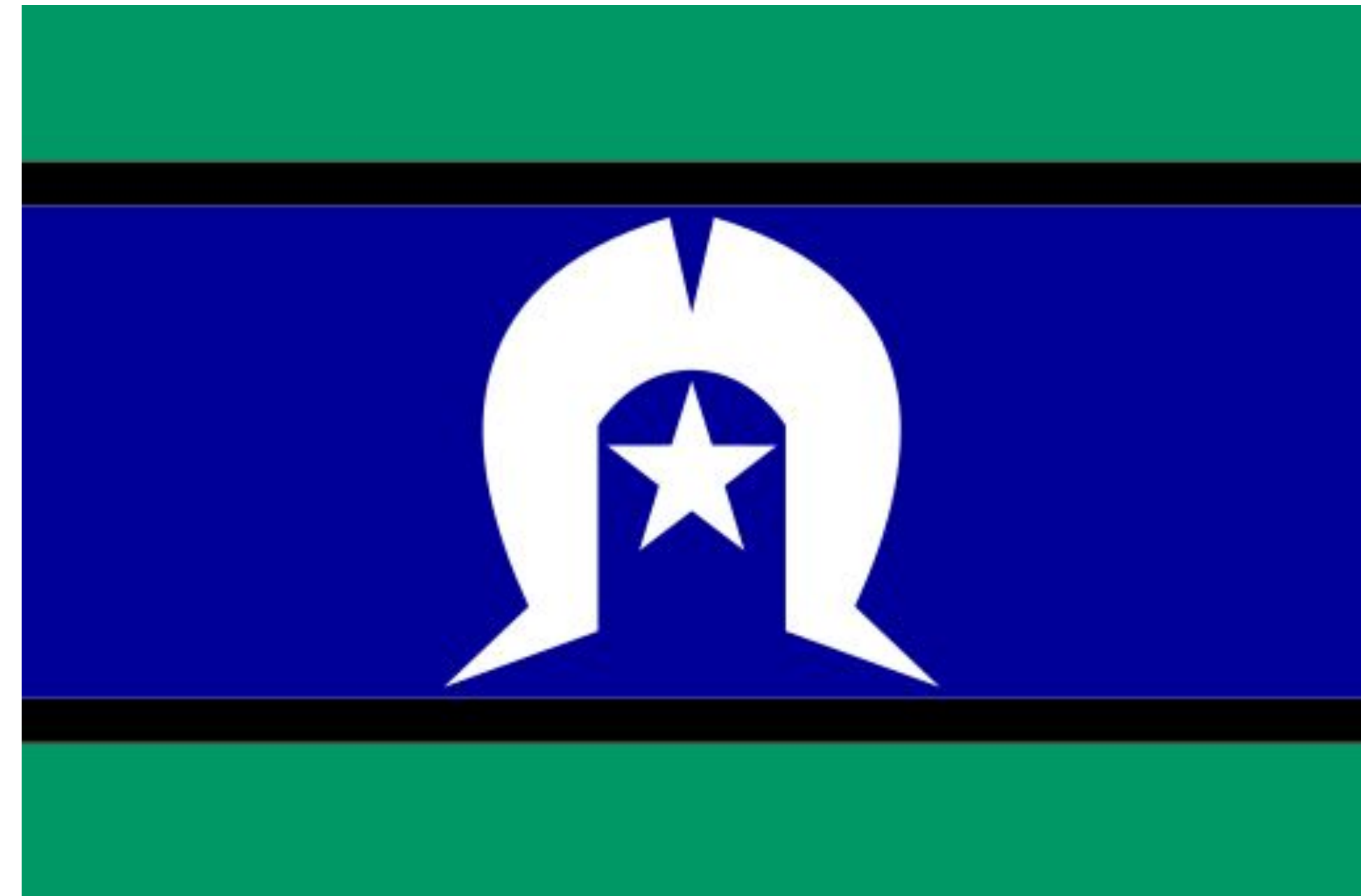Meld
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How design thinking can be used to create new ways of working

Alison Sharp, General Manager

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@wearemeld
#DEX2019
#meldstudios
#orgdesign

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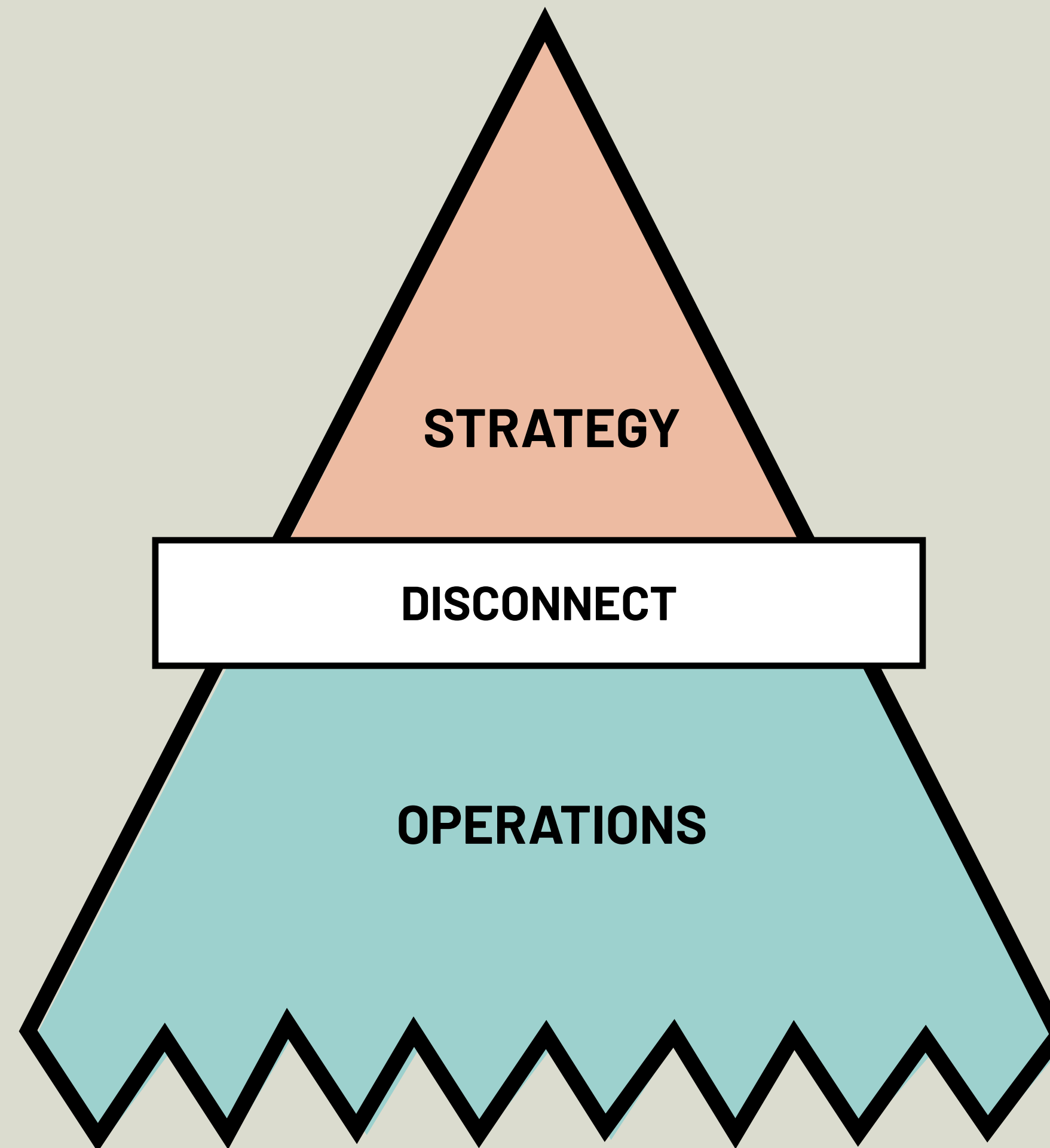
1

Why is it important to create new ways of working?

2

Our leadership opportunity.

How design thinking help.

3

Ways to get traction in a complex organisation.

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Why is it important to create new ways of working?

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Boards and Parliament

STRATEGY

DISCONNECT

OPERATIONS

Customers and Citizens

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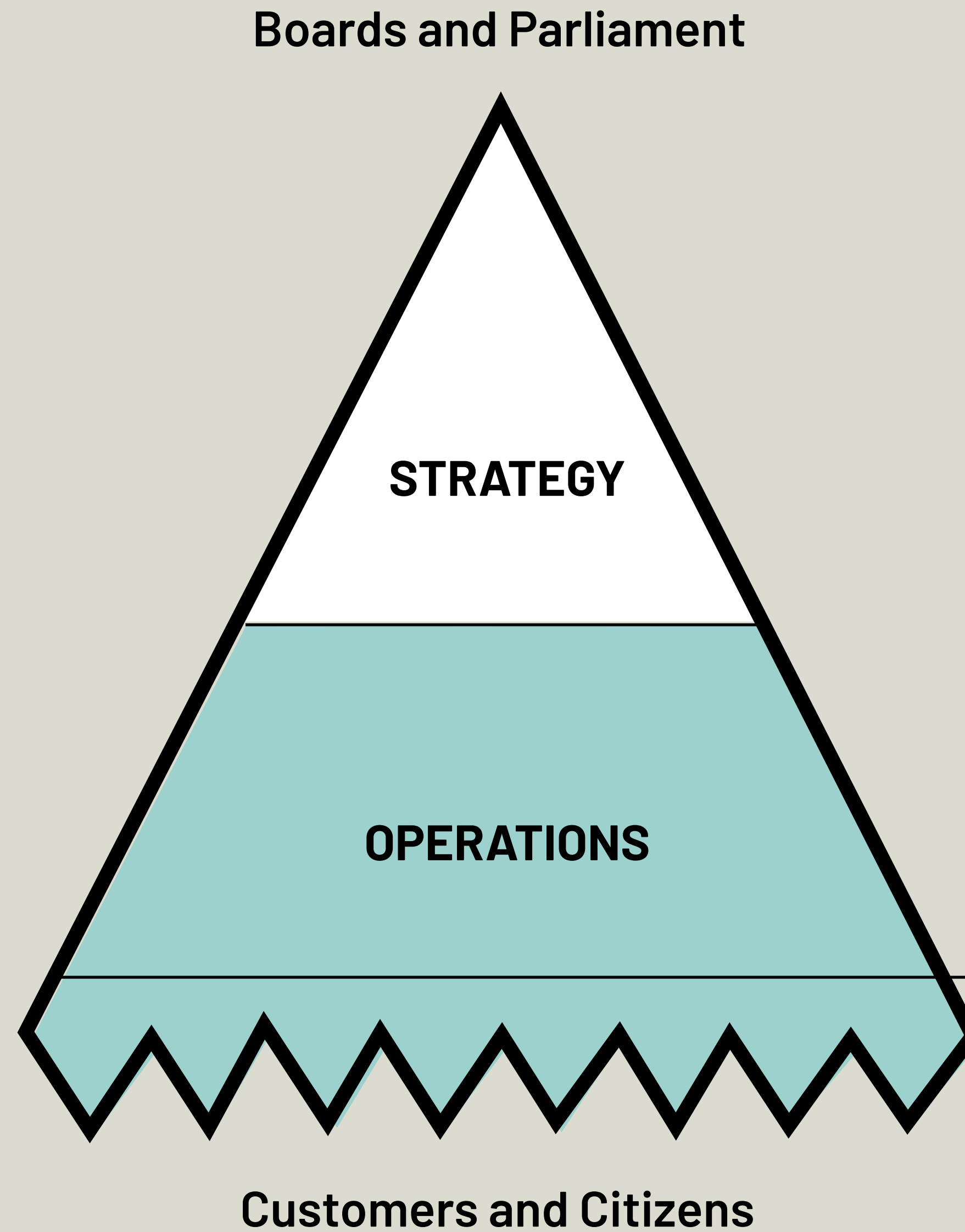
STRATEGY

OPERATIONS

Traditional ways of working
Short term targets
Financial return
Politics
Risk
Quantitative insights

Customers and Citizens

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It's hard to get traction! It's hard convincing people to implement the structural and behavioural changes required to deliver our good intentions.

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Our leadership opportunity.

How can design thinking help?

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Use design thinking mindsets and methods—**empathy, inclusion, storytelling, prioritisation, experimentation**—to improve how people within organisations work together and make decisions. **#orgdesign**

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STRATEGY

OPPORTUNITY SPACE

OPERATIONS

Customers and Citizens

"How do we get everyone working towards the same strategic priorities?"

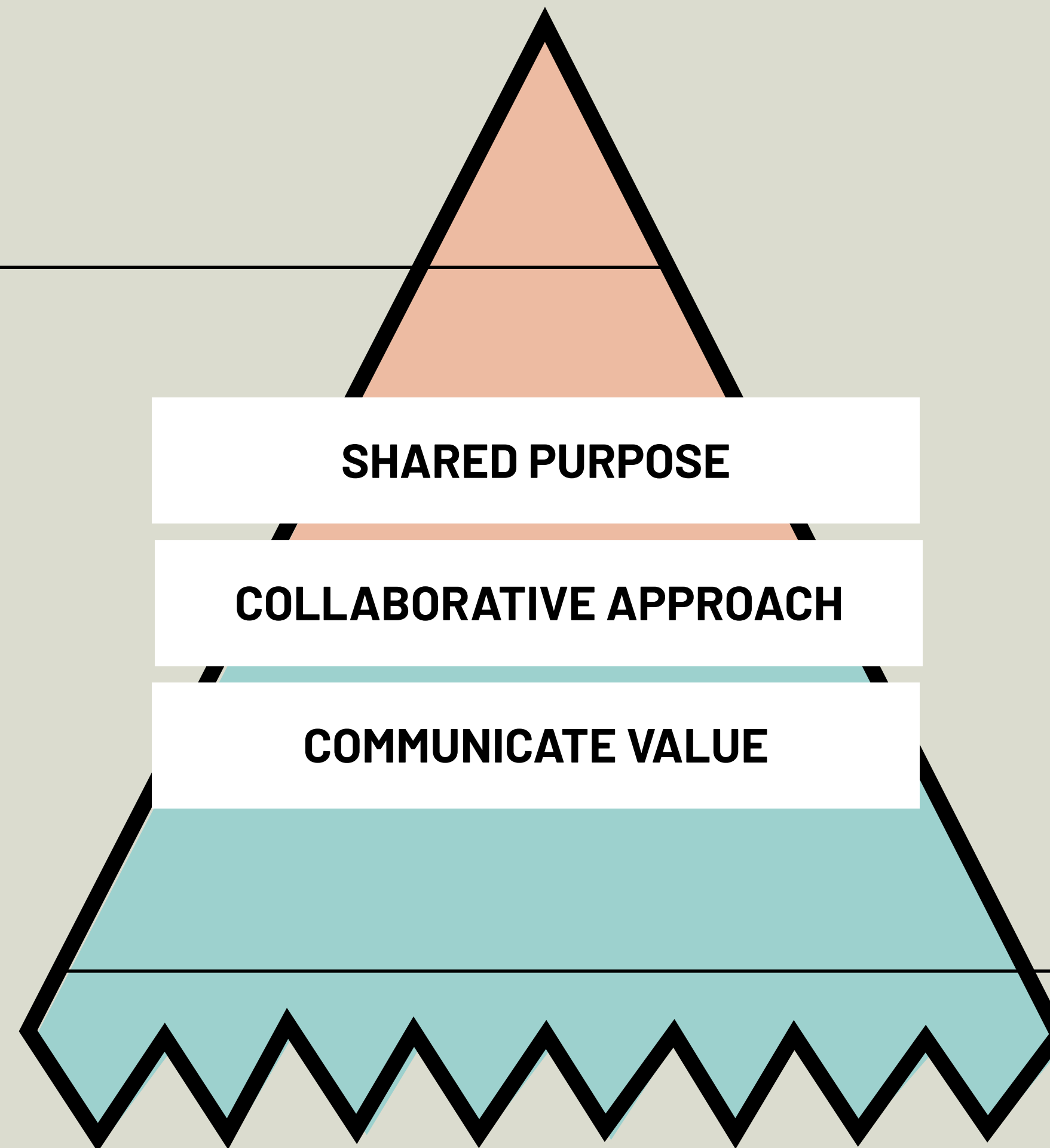*"How do we convince strategic decision makers to invest in a better future state?"*

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Boards and Parliament

SHARED PURPOSE

COLLABORATIVE APPROACH

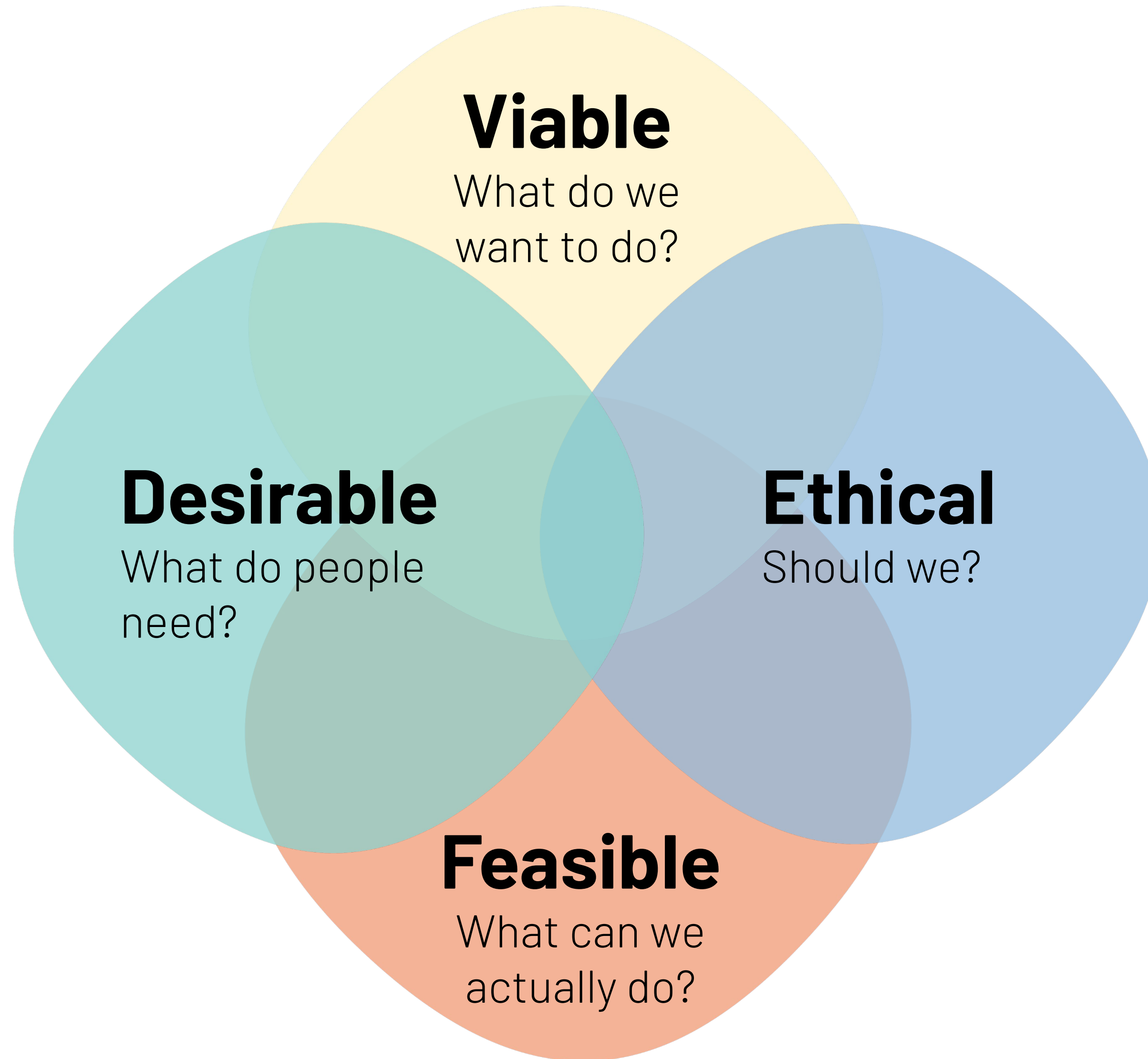COMMUNICATE VALUE

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Viable
What do we want to do?

Desirable
What do people need?

Ethical
Should we?

Feasible
What can we actually do?

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Ways to get traction in a complex organisation

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Ways to get traction in a complex organisation

1 Use stories to communicate value

2 Focus on mindsets and culture

3 Redefine what engagement looks like:
Co-design your purpose, outcomes, approach

4 Frame it all as an experiment

5 Design tools to support collaborative working

6 Befriend operational teams

7 Link your work to public reviews

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The power of visual storytelling

In a digital age that is challenging many organisations, State Library Victoria (SLV) was looking for ways to innovate. We helped SLV to define their future state vision.

We looked at how the building was used, technology aids, the staff rostering system, and staff capabilities. We designed and tested a range of ideas within the library and online through the website, chat and email. We used research sessions and workshops to involve 360 people in this process, including 170 staff.

"Meld's work helped inform the thinking behind our Vision 2020 development plan. We went on to secure $81m in funding to bring this vision to life." - Justine Hyde, Director at SLV

"A brilliant case study on the positive impact of a design-led approach in an area that is undergoing significant transformation and disruption". - Good Design Awards 2015

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IMAGE: Staff in a future state service model workshop

GOOD DESIGN AWARD® BEST IN CLASS

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New mindsets and ways of working for hundreds of NAB staff

In June 2018 we launched a tailored training program to raise awareness and understanding of human-centred design across NAB. The goal is to raise appreciation of how human-centred design leads to better outcomes, not to turn participants into design practitioners. We do this through practical exposure to core mindsets and methods, such as research, concept generation, prototyping and testing.

As of August 2019 we have trained over 250 staff.

Participants love this course and talk about how they have changed their approach to many different aspects of their BAU roles:

"The Human Centred Design program delivered by MELD continues to receive the positive feedback about the engagement, practicality and relevance to participant day to day work. " – Jim Apokis, Capability & Delivery Consultant, NAB

IMAGE: Bank staff testing ideas with customers during our one-day course

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Redefining what community engagement looks like

We helped Sydney Metro and TfNSW to involve over 800 customers and 100 stakeholders in the design of transport services and experiences for the new Sydney Metro rail line—redefining what community engagement looks like for a government department and pioneering a human-centred approach to transport planning.

Our work uncovered the personal stories of customers, exploring how public transport connects them to the people and places of significance in their lives. This meant hundreds of hours mapping out individual journeys in one-on-one research sessions, shadowing customers out in the field, and bringing customers and stakeholders together in co-design workshops. Qualitative insights generated during this work were further validated and augmented through quantitative surveys.

Our outputs—which included design principles, journey maps, and videos—have helped to inform the design of 18 metro stations, five precincts, and the development of an integrated transport plan for Sydney's North West region.

IMAGE: Research to understand travel patterns and mindsets

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Co-designing a new service centre with staff and clients

Frontline staff and public housing clients helped us to design a new housing service centre at Fortitude Valley in Queensland. We shifted and tweaked things together until the space was welcoming, comfortable and safe for everyone. Directors reported that staff feel recognised for their expertise, have more empathy for their colleagues and clients, and feel more confident than ever to deliver outstanding service.

"I am absolutely overwhelmed with the feedback that we've been getting. People are feeling good about the environment that they work in."
- James O'Brien, Director at Dept of Housing and Public Works

This project won Best in Class for Service Design at the 2018 Good Design Awards.

IMAGE: Concierge service to help clients upon arrival to the centre.

Redefining what staff engagement looks like

We helped the Department of Environment and Energy (DEE) redefine its approach to delivering internal finance, people, and business support services. We helped stakeholders to embrace a service mindset and build momentum to actively involve staff in the design and delivery of these services.

During a four-week sprint we helped DEE to:

- Design a research activity with three different research methods and five data capture techniques
- Conduct research with 26 staff over 2.5 days
- Turn raw outputs into a coherent story on a wall
- Walk key stakeholders through the findings, including several Departmental executives
- Create experience principles to guide future work
- Inspire immediate action and further ways to engage staff.

IMAGE: Our client learning how to use a 'design wall' to make sense of research notes

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Creating a student-centred organisational strategy

In 2017 we worked with the University of Newcastle as they were working toward a new organisational strategy. Meld was tasked with bringing the student voice to this new strategy.

We conducted co-design workshops with students and student-facing staff, and then aligned student insights to those gathered by an internal project team who had been using a Lean approach. By aligning the student and staff journeys we were able to understand where the highest value could be made to students by adjusting process internally.

The work culminated in a future state journey map which will be used to guide the teams as they embark on the next stage of their organisational change.

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IMAGE: International students reflect on their experience during a co-design workshop

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A future way of working for an internal service team

As the City of Sydney began to shape its 2050 strategy there was an opportunity to help an internal team reimagine the services it provides to help achieve the City's ambitions.

Through a human-centred approach, Meld Studios helped this team to understand the experience and needs of its internal clients and then co-create imaginative ways to reposition its services in relation to both external drivers and internal needs. We involved 133 internal customers and stakeholders in this process.

Our outputs included recommendations for:

- How to position the team's services
- How to deliver these services
- How work processes, team structures, and office environments can support these new ways of working.

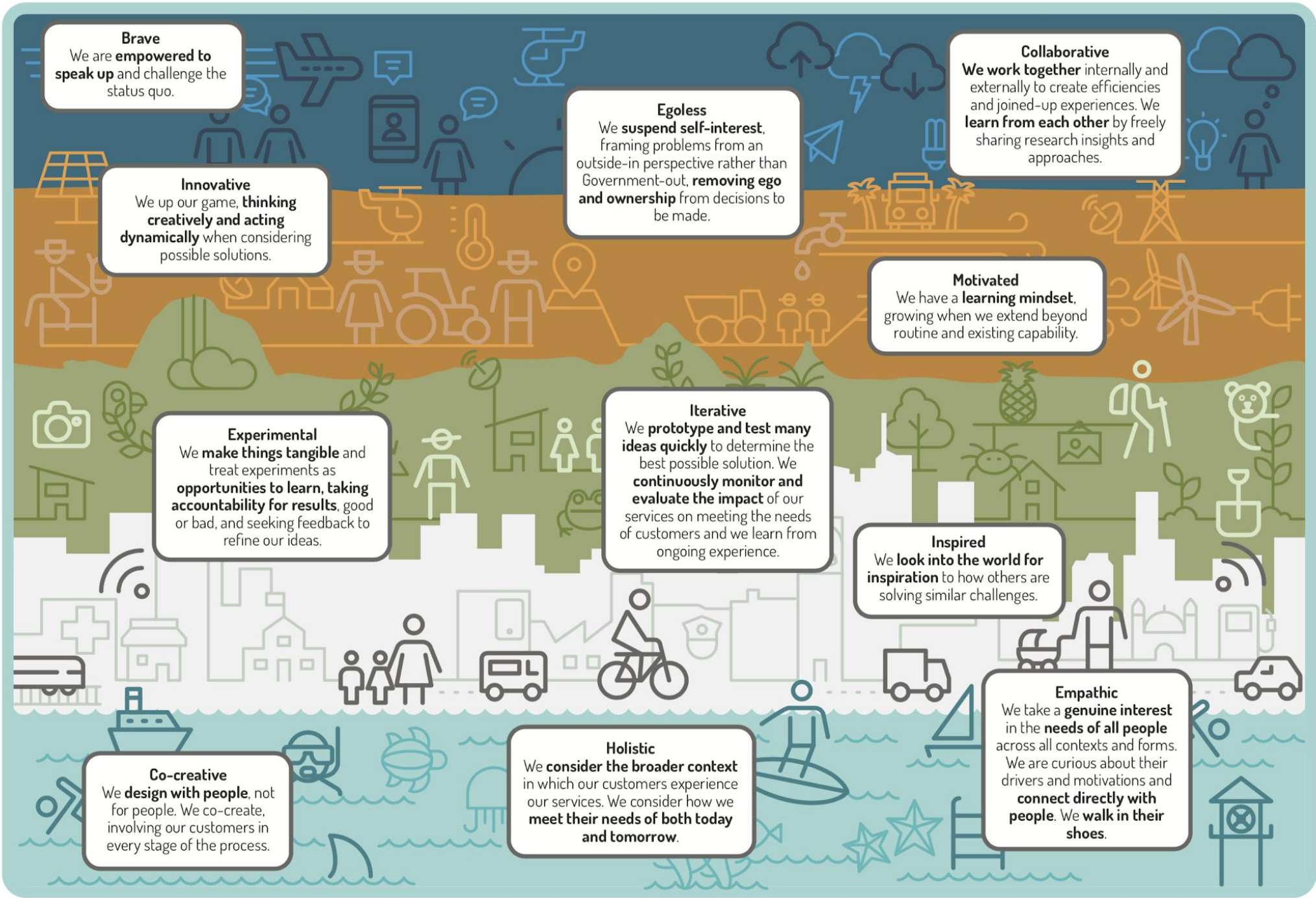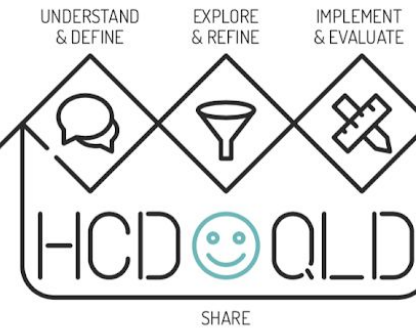IMAGE: Sydney Town Hall.

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HUMAN-CENTRED DESIGN IN QUEENSLAND GOVERNMENT

Governments are dealing with more change than ever before, with ever shifting paradigms in how we live, work, play, travel, learn, and consume. To support changing needs, Queensland Government is increasingly looking to strategic design practices to inform their policy and the design and provision of their services.

The Government is looking to centre their service delivery around the needs of the customer, rather than around how government is structured and organised. Good design is about making every part of a product or service offering work better for people, and to do this we need to put people at the centre of the design process.

To achieve this aim, The Queensland Government has adopted a repeatable, human-centred design approach, and you, as champions of the Queensland public, are the enablers of this.

You are a designer. To help you we have defined a set of **guidelines** that act as guidelines on what it means to adopt a human-centred approach and a toolkit to help empower everyone, at every level, to put people at the heart of what we do.

UNDERSTAND & DEFINE — EXPLORE & REFINE — IMPLEMENT & EVALUATE

HCD QLD

SHARE

Queensland Government

Brave
We are **empowered to speak up** and challenge the status quo.

Innovative
We up our game, **thinking creatively and acting dynamically** when considering possible solutions.

Egoless
We **suspend self-interest**, framing problems from an outside-in perspective rather than Government-out, **removing ego and ownership** from decisions to be made.

Collaborative
We work together internally and externally to create efficiencies and joined-up experiences. We **learn from each other** by freely sharing research insights and approaches.

Motivated
We have a **learning mindset**, growing when we extend beyond routine and existing capability.

Experimental
We **make things tangible** and treat experiments as **opportunities to learn, taking accountability for results**, good or bad, and seeking feedback to refine our ideas.

Iterative
We **prototype and test many ideas quickly** to determine the best possible solution. We **continuously monitor and evaluate the impact** of our services on meeting the needs of customers and we learn from ongoing experience.

Inspired
We **look into the world for inspiration** to how others are solving similar challenges.

Co-creative
We **design with people**, not for people. We co-create, involving our customers in every stage of the process.

Holistic
We **consider the broader context** in which our customers experience our services. We consider how we **meet their needs of both today and tomorrow**.

Empathic
We take a **genuine interest** in the **needs of all people** across all contexts and forms. We are curious about their drivers and motivations and **connect directly with people**. We **walk in their shoes**.

CUSTOMERS FIRST — EMPOWER PEOPLE — IDEAS INTO ACTION — BE COURAGEOUS — UNLEASH POTENTIAL

What is HCD?	Why do HCD?	How to do HCD?
What is human-centred design? 4	Benefits of adopting a HCD approach 15	• HCD up close 22
Why HCD in government? 5	Addressing common concerns 16	• Planning & setting up for success 23
Human-centred design guidelines 6	Case studies: examples of HCD design practice 19	• The emotional journey of the HCD process 26
Other design approaches and how they relate to HCD 8	Where is a HCD design approach being applied in government? 18	• Understand phase 27
What government problems can human-centred design be applied to? 9	Case study template 20	• Define phase 44
How HCD fits with other government processes and methodologies 10		• Explore & refine phases 48
How does this toolkit fit with other design and innovation toolkits? 13		• Implement & evaluate phases 53
		• Sharing process and outcomes 58
		• Where to get help 61

This part of the toolkit will help you:
☐ Form an understanding of what a HCD approach means within government.
☐ Gain insight into the benefits and importance of taking a HCD approach to your work.

This part of the toolkit will help you:
☐ Raise awareness and create buy-in amongst stakeholders and collaborators.
☐ Communicate the outcomes of human-centred design projects across agencies and government.

This part of the toolkit will help you:
☐ Practically apply a HCD approach to a challenge and identify the skills needed.
☐ Assess capability and skills at different stages of development, across different roles.

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CASE STUDY – ORGANISATION DESIGN

Embedding human-centred design at scale

Queensland Government is on a journey to deliver better services and outcomes for the people of Queensland. The scope covers all digital and in-person services.

We helped Queensland Government to change the way staff think about collaboration, customers and community engagement. We helped to change behaviours and culture.

How? By co-creating a set of tools to help staff take a human-centred approach to service delivery.

Tools included: training about mindsets and methods, processes for involving complex stakeholder groups from the very beginning of projects, and tactics to overcome common barriers in a government context. To ensure these tools were fit-for-purpose, we tested them on two pilot projects.

This work won best overall at the 2018 Good Design Awards (first place out of 536 entries).

www.forgov.qld.gov.au/human-centred-design-resources

GOOD DESIGN AWARD® OF THE YEAR

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To recap...

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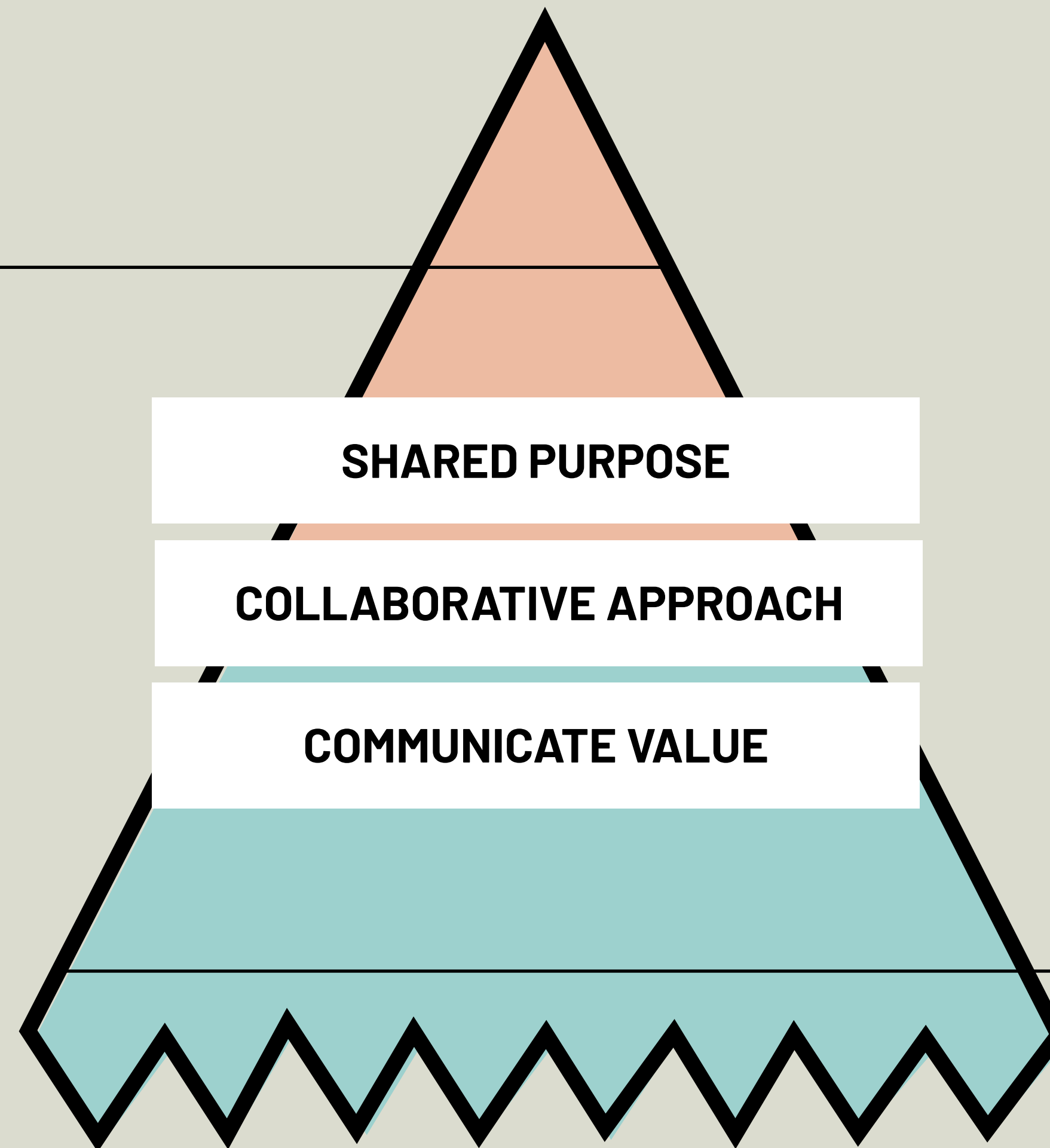Ethics
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Thank you!

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