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Professional application of systems oriented design
Romm, Jonathan and Larssen, Astrid T and Paulsen, Adrian

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GIGA-mapping and prioritization
Professional application of Systems Oriented Design

Jonathan Romm, Astrid T. Larssen, Adrian Paulsen

Halogen 2015
PRIORITIZATION in GIGA-MAPS
the transition phase between collecting and recording information towards prioritizing and taking action.
ABOUT HALOGEN
57 EMPLOYEES

16 SOD and Service designers
The initial “backbone” of the mapping – a visual structure or narrative that resonates with the project participants
Built into a GIGAmap of the problem, pain points and possible solutions within a relevant visual structure.
Reviewing our back-log of GIGA maps provided us with these main four map typologies.
PRIORITIZATION in GIGA-MAPS
the transition phase between collecting and recording information towards prioritizing and taking action.
How our systemic design practice evolved over time

**Beginning**: Systemic design was for designers only – limited to initial insight mapping

**Current status**: Systemic mindset and approach applied on many levels - interdisciplinary teams collaborate on gaining systemic insight and developing solutions

**How we got here**: Leadership support – sales force on-boarded – investment of internal time and resources – a culture of curiosity incentivized by real results
3 CASES
GYLDENDAL UNDERVISNING DIGITAL AVD.
(PUBLISHING HOUSE AND PRODUCER OF PHYSICAL AND DIGITAL EDUCATIONAL MATERIALS)
ACTIVITIES
2 workshops, 1 meeting, interviews w management team
Meeting w Gyldendal DPA
Fieldwork at 2 schools

Process of prioritization
Gyldendal
“Establishing a corporate strategic shift in how end user needs are understood and included in the development of new digital educational material.”
Results of prioritization
Gyldendal

- Shift in roles
- New tools
- New dashboard
- User admin
- Sales process
- New tech support
- Flight sheet
- Staffing services
- Docu Syst.
SIO – STUDENT HEALTH SERVICES
(Student welfare organisation)

EARLY PROCESS PRIORITIZATION
Process of prioritization
“SiO Helse – student-patient centered care”
Gain buy-in first from the employees in the GP section for the change process. Create understanding that change is coming, but we can influence the changes by participating in the process.
Prioritization was an early step in a long process of opening the organization to change and getting the organization to actively participate in a new service delivery.
DIFI – PUBLIC INNOVATION SERVICE
(Agency for Public Management and eGovernment)

MID PROCESS PRIORITIZATION
The interpretation and implementation of a new innovation mandate given to Difi
Moment of prioritization - Difi Innovation

ACTIVITIES
Interviews and workshops with relevant stakeholders including state-, municipal, private actors.
Results of prioritization
Difi Innovation

The new innovation service package – from web features to external partnerships
PRIORITIZATION in GIGA-MAPS at Halogen
the transition phase between collecting and recording information towards prioritizing and taking action.
Survey of Halogen designers
“Understand the company strategy and business model – then provide insight relevant to this understanding.”

About the strategic influences on data gathering
"It is a process. Identify key people, people with extensive knowledge of the process or subject matter. Do in-depth interviews, facilitate workshops, observations in context both inside and outside the organisation."

About the process of gathering data prior to mapping and prioritization
“Present a clear pedagogic storyline from context – findings – prioritized problem - idea/concept – solution.”

About presentation of the data
“THE DESIGNERS DO THIS, THEY OFTEN USE STICKERS.”

PROJECT MANAGER
“Design a prioritization WS in a balanced way, and allow room for discussion. Make sure everyone’s voice is heard.”

About preparing the prioritization process
"I can not make a choice for the whole hospital without speaking with the others."

Roles / hierarchy in an organization can affect prioritization, the activities have to be designed to control for this.”

Factors influencing prioritizations
“Get project owner and project team involved in presenting the map for prioritization to create a sense of ownership.”

About ensuring buy-in
“After prioritization enter a dialog with the client and discuss the prioritizations. Ask the client to take the prioritizations to the higher-ups (if necessary).”

About ensuring buy-in post prioritization
A collection of findings from our discussions
Successful prioritization = good design and strategic craft

Creating visuals + Facilitate people x Build experience = Design craft
The individual designers/team members personal approach to his/her craft has a strong influence of our current practice. This creates variations we should be aware of.
Prioritization takes place at specific time(s) in a project, but facilitating a successful one takes place within a process that happens over time.
Current prioritization methods are mostly snapshots

They do not take into account:

• the fact that prioritization takes place over duration of the project
• contextual dependencies by the process as a whole
Moving forward

- Keep building **systemic literacy** within the company and with clients – needed to develop a richer and more systemic understanding of our own processes
- Involve **other capabilities** (e.g. social sciences) to explore alternative perspectives – too important to be left to the designers.
- Keep developing (experimental) **frameworks/models** similar to the “GIGAmap typologies” and “Rich design space matrix”

**Ambition**: improve our ability to work within a systemic framework together with our clients
References


WARNING,
THERE ARE SYSTEMIC DESIGNERS
IN THE ROOM
HALOGEN.