



Faculty of Design

2015

Professional application of systems oriented design

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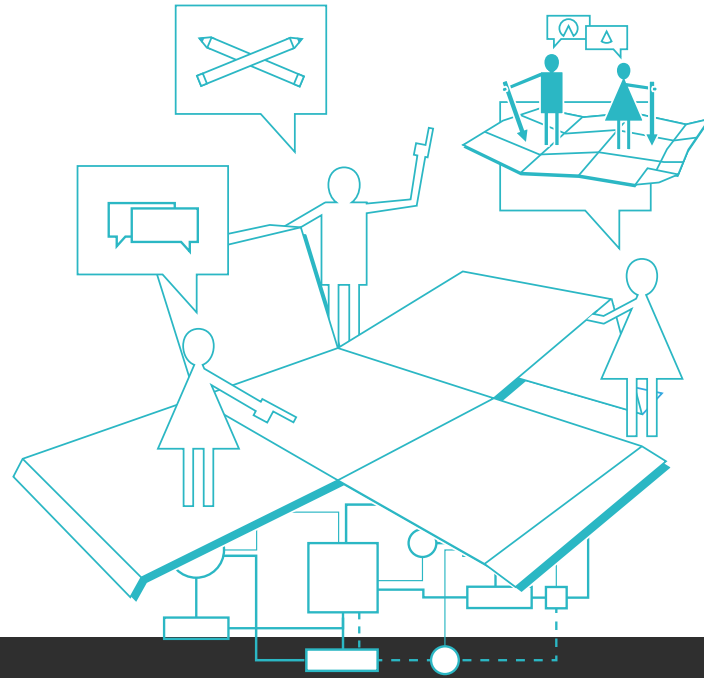
HALOGEN.

**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

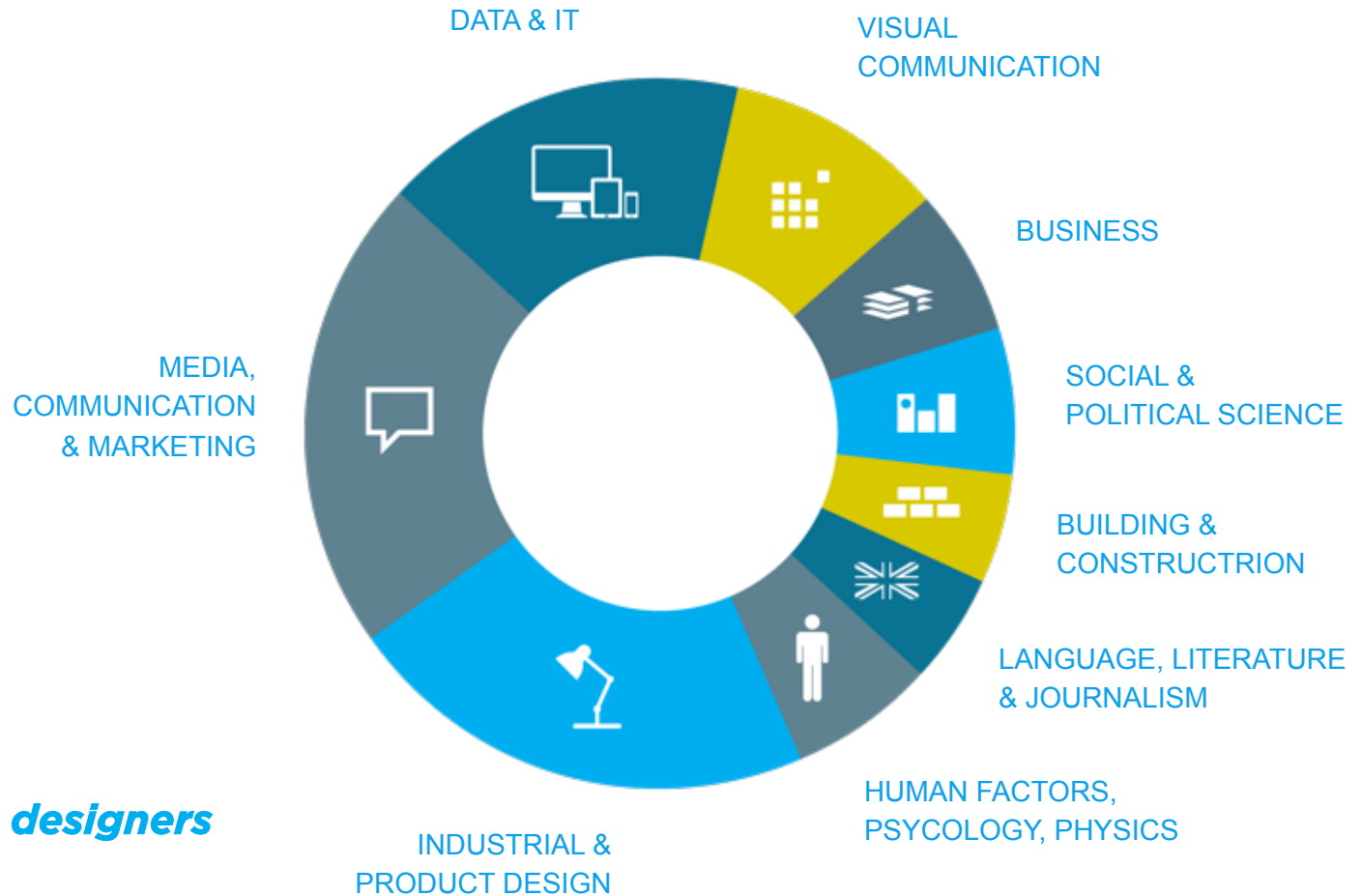
A man and a woman are shown in profile, focused on a whiteboard. The man, on the left, is wearing a blue denim shirt and has a beard. He is holding a blue marker and appears to be drawing or pointing at the board. The woman, on the right, is wearing a dark jacket and is looking intently at the whiteboard. The whiteboard is covered with various hand-drawn sketches, including musical notes, a diagram with vertical lines, and other abstract drawings. The background is slightly blurred, suggesting an office or workshop environment.

INDUSTRIAL DESIGN
INTERACTION DESIGN
GRAPHIC DESIGN
HMI DESIGN
SERVICE DESIGN
ORGANIZATIONAL DESIGN
BUSINESS DESIGN

HALOGEN.

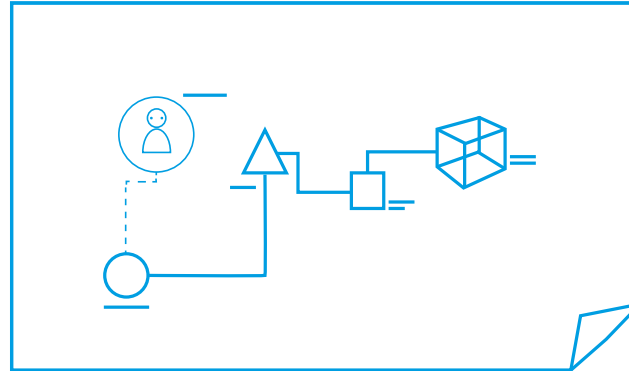
57
EMPLOYEES

16
SOD and Service designers

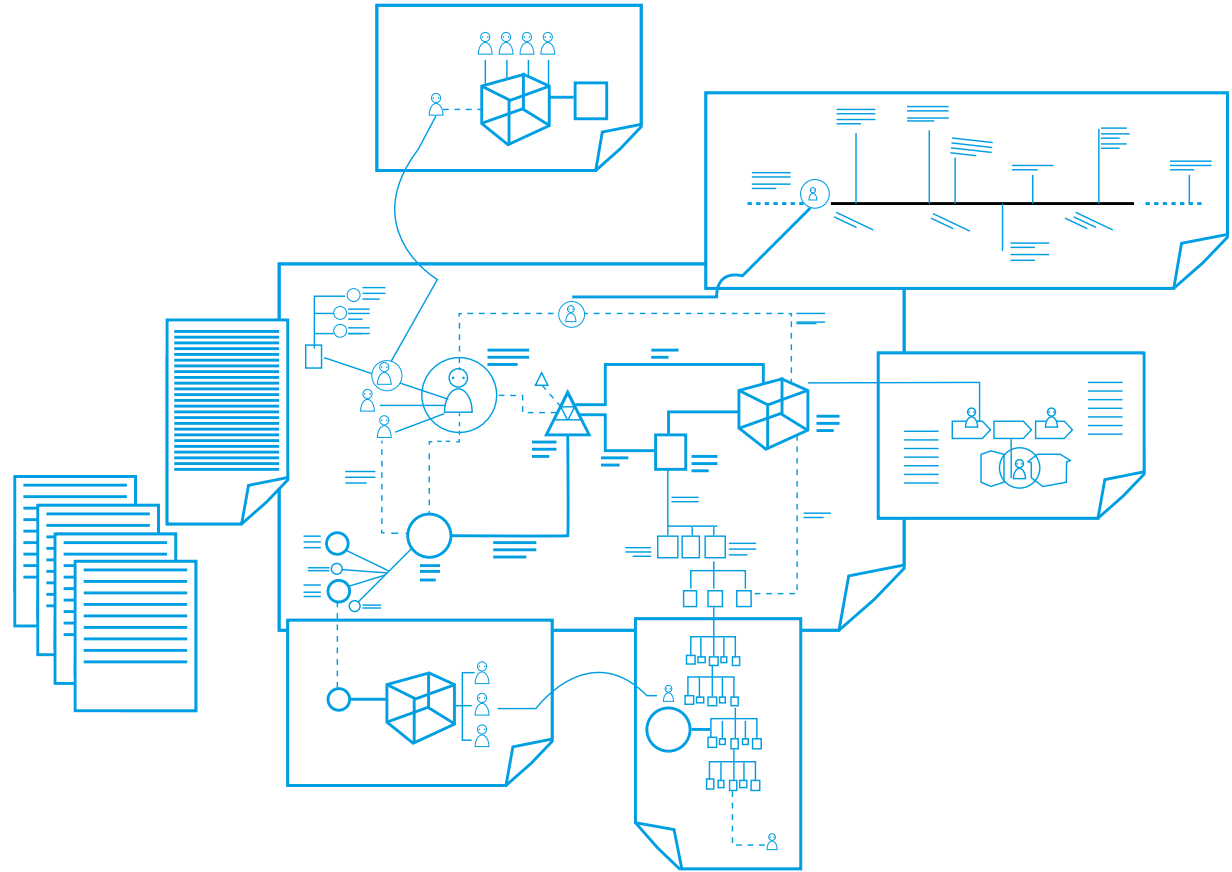


GIGA maps – brief intro

The initial “backbone”
of the mapping –
a visual structure or
narrative that resonates
with the project
participants

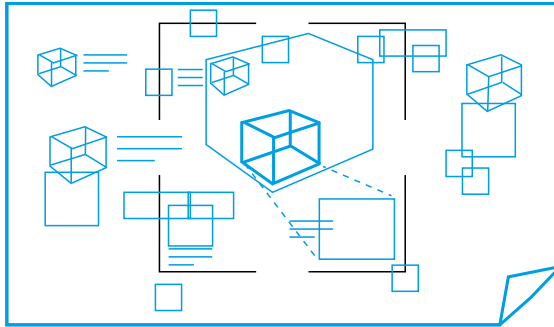


GIGA maps – brief intro

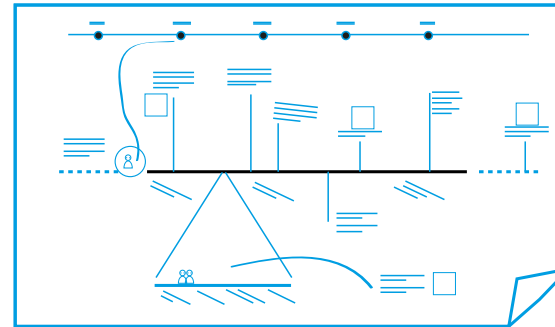


Built into a GIGAmapping of the problem, pain points and possible solutions within a relevant visual structure.

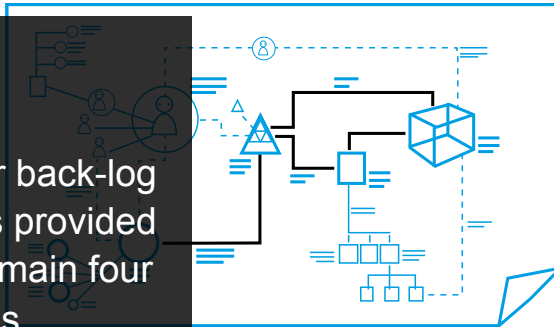
(Our) Main typologies of GIGA maps



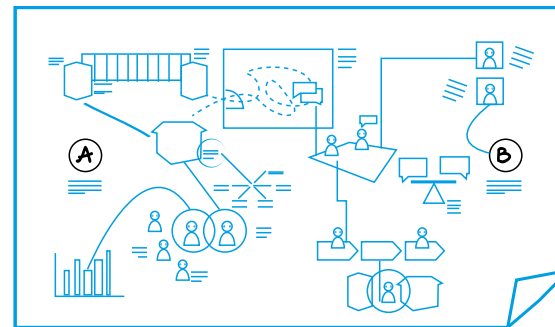
Context



Sequence

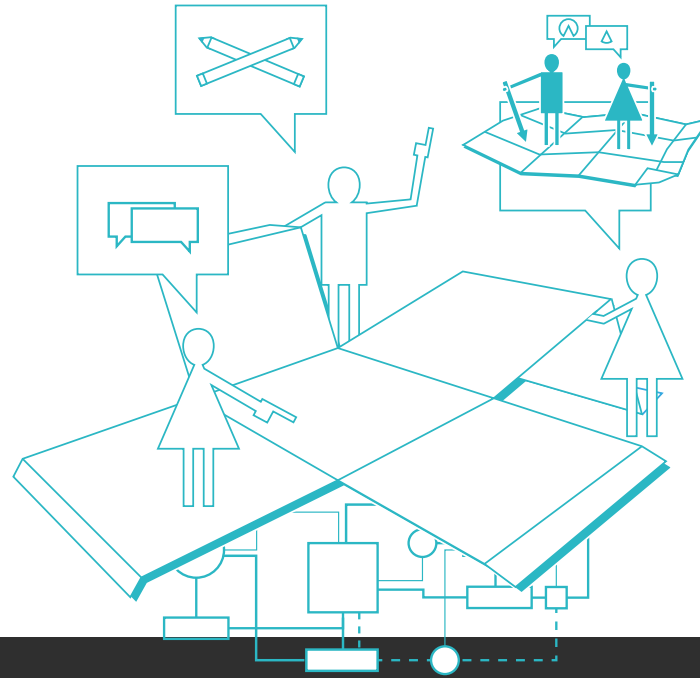


Relations



Exploratory

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

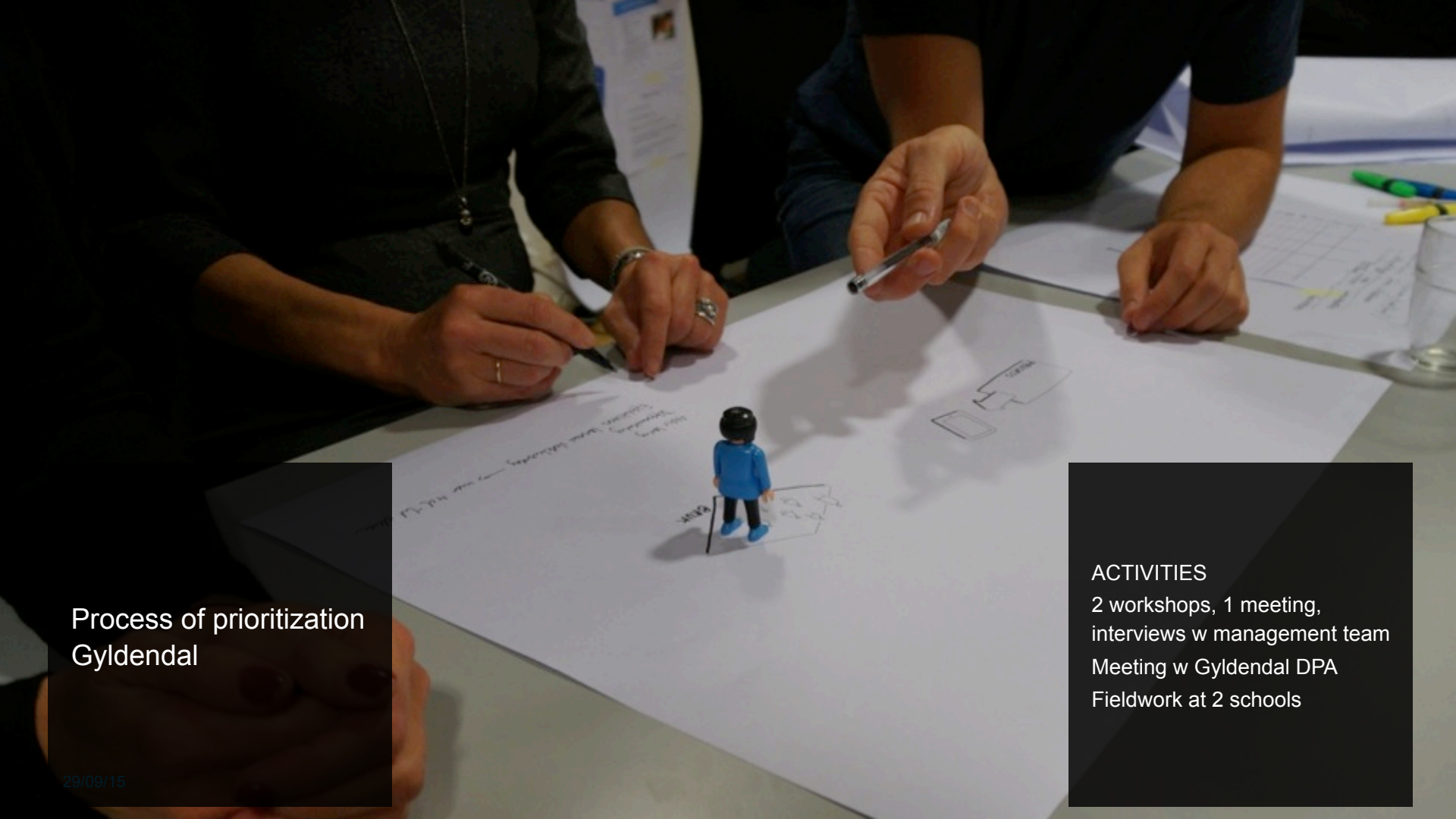
Beginning: Systemic design was for designers only – limited to initial insight mapping

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)

A photograph showing a close-up of a meeting table. Several people's hands are visible, some holding pens and pointing at a large sheet of paper. On the paper, there are hand-drawn diagrams, including a flowchart and a diagram with a small blue figure standing on it. The figure is wearing a blue shirt and a black helmet, and is holding a cane. The background is dark, and the lighting is focused on the table.

Process of prioritization Gyldendal

ACTIVITIES

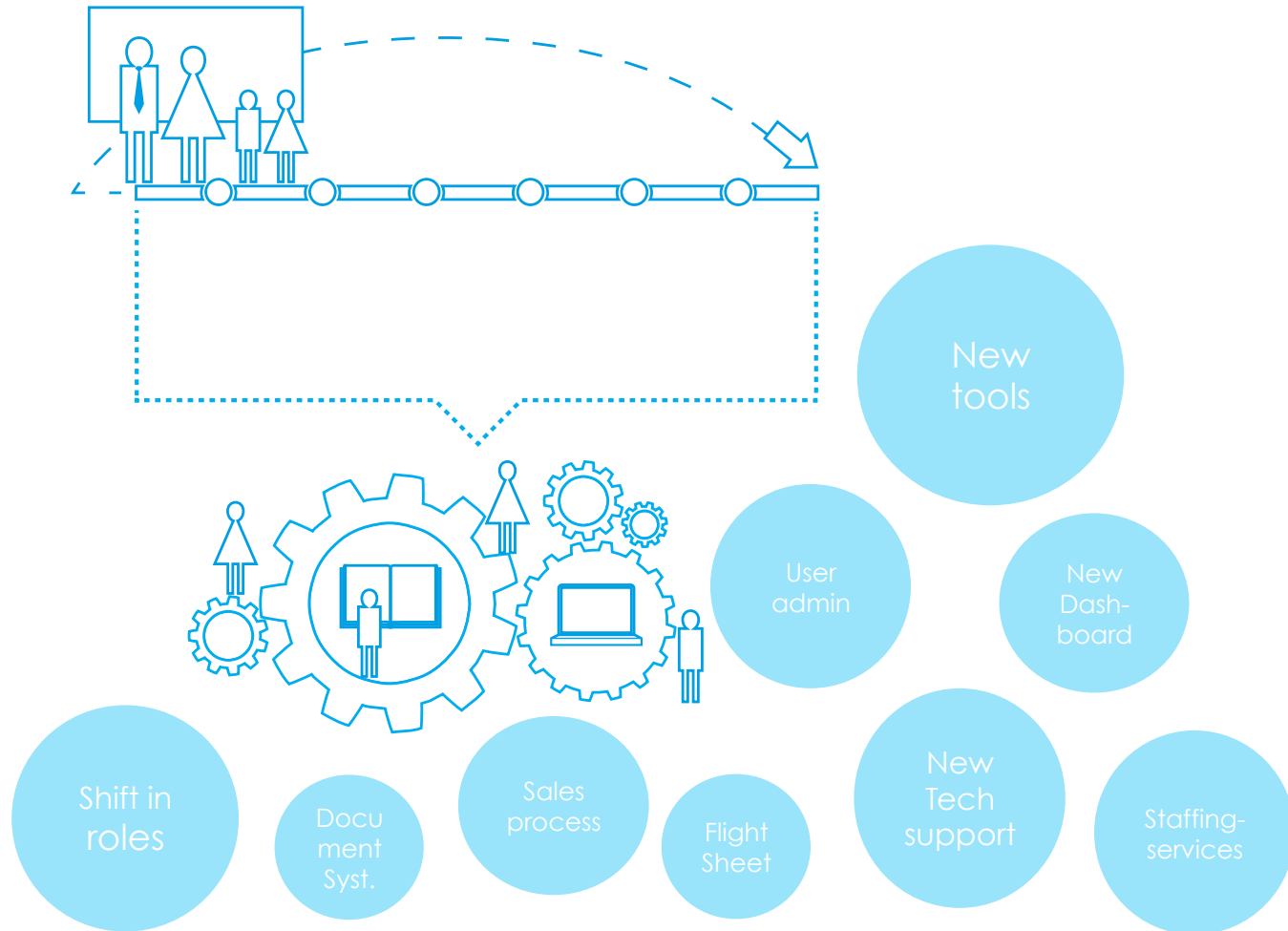
2 workshops, 1 meeting,
interviews w management team
Meeting w Gyldendal DPA
Fieldwork at 2 schools



Moment 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



**SIO – STUDENT HEALTH SERVICES
(Student welfare organisation)**

EARLY PROCESS PRIORITIZATION




Process of prioritization
“SiO Helse –
student-patient
centered care”

20/09/15

ACTIVITIES


Yearlong process:
workshops, fieldwork,
interviews, meetings w
management team,
presentations for the
organization



Moment of prioritization
SiO Helse

29/09/15

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.



Results of prioritization
SiO Helse

29/09/15

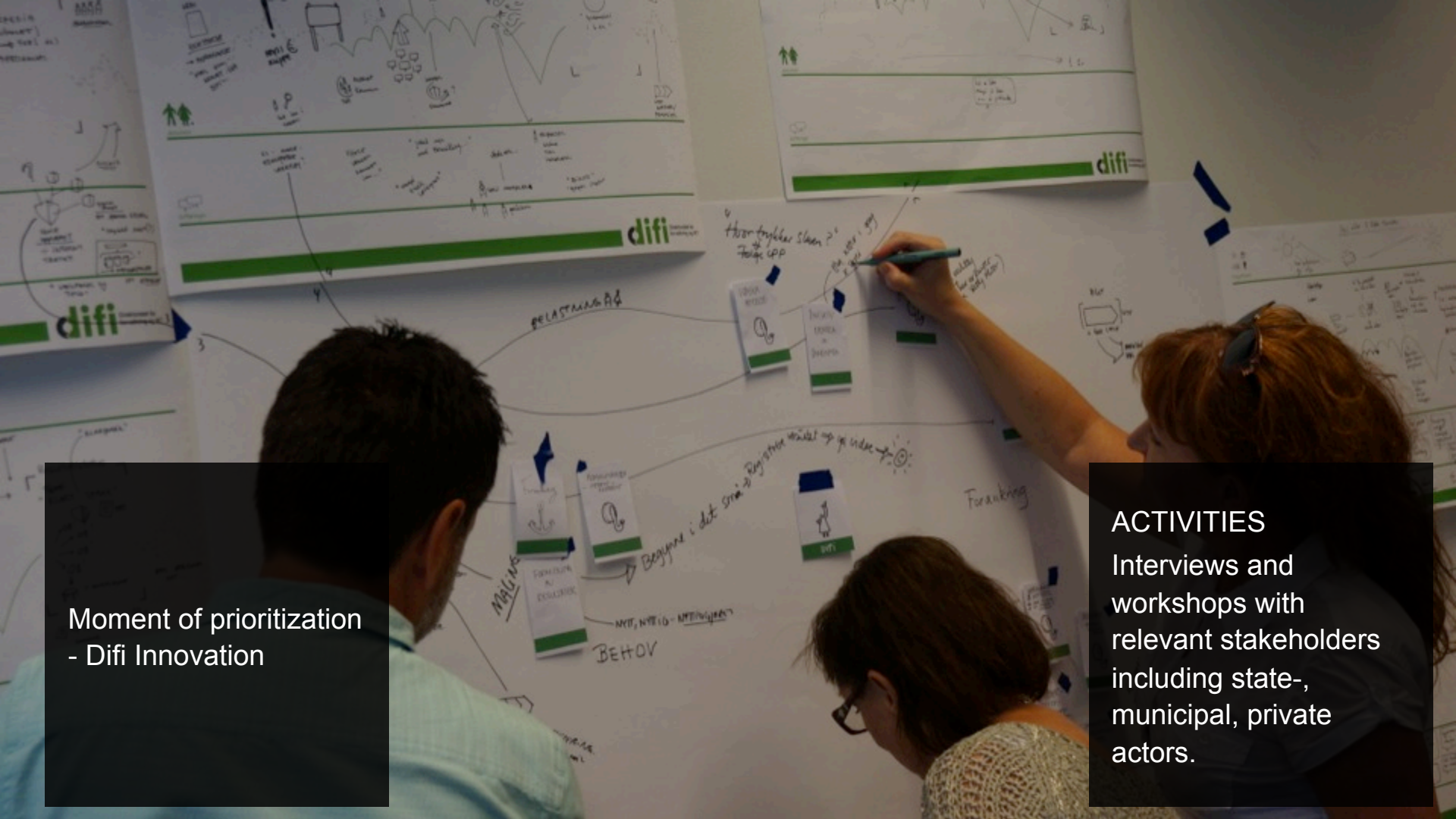
Prioritization was an early step in a long process of opening the organization to change and getting the organization to actively participate in a new service delivery

DIFI – PUBLIC INNOVATION SERVICE
(Agency for Public Management and eGovernment)

MID PROCESS PRIORITIZATION

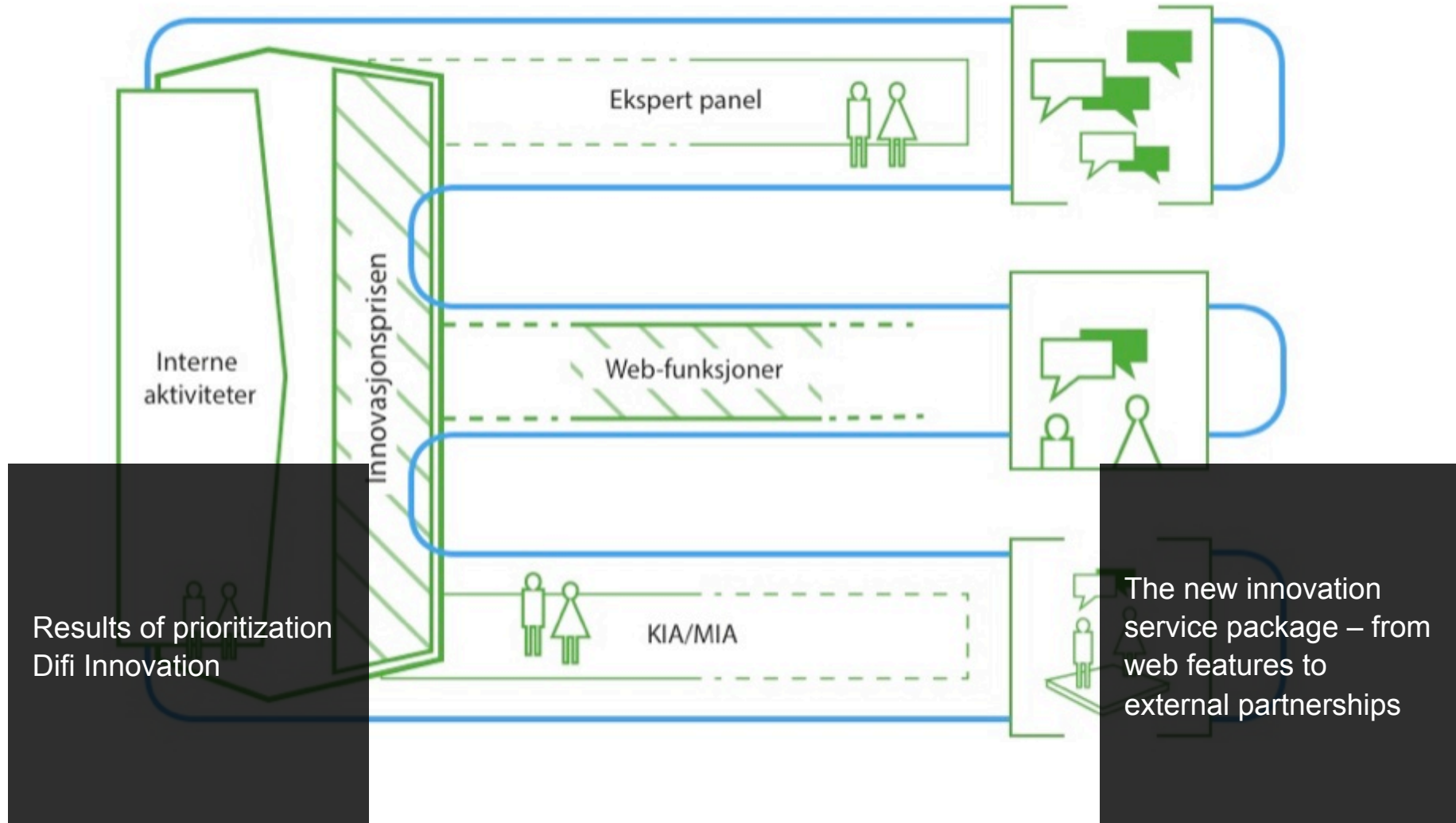


The interpretation and implementation of a new innovation mandate given to Difi



Moment of prioritization
- Difi Innovation

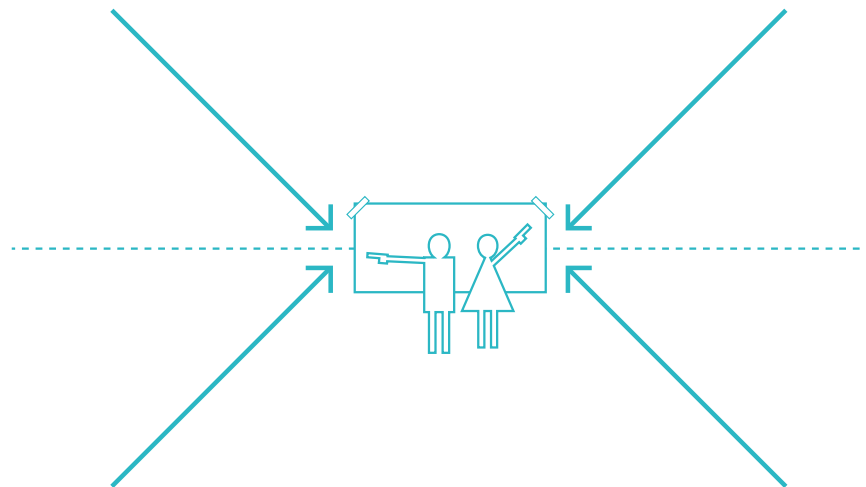
ACTIVITIES
Interviews and
workshops with
relevant stakeholders
including state-,
municipal, private
actors.



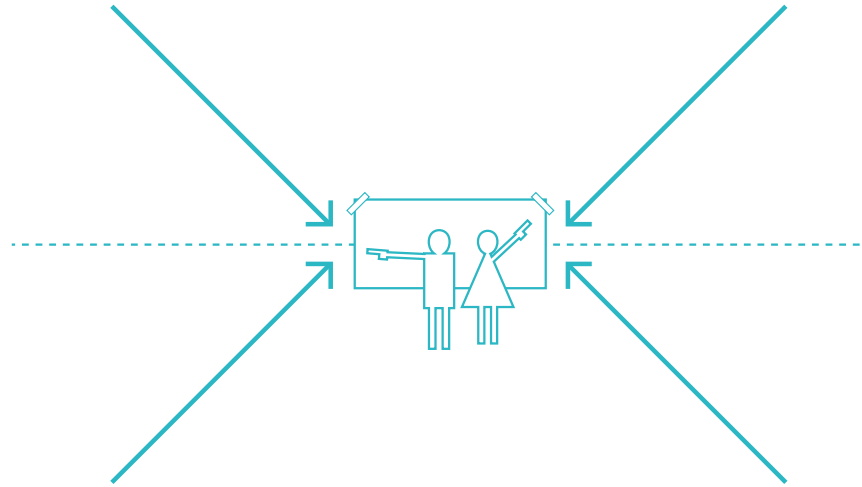


PRIORITIZATION in GIGA-MAPS at Halogen
the transition phase between collecting and recording information towards prioritizing and taking action.

Survey of Halogen designers



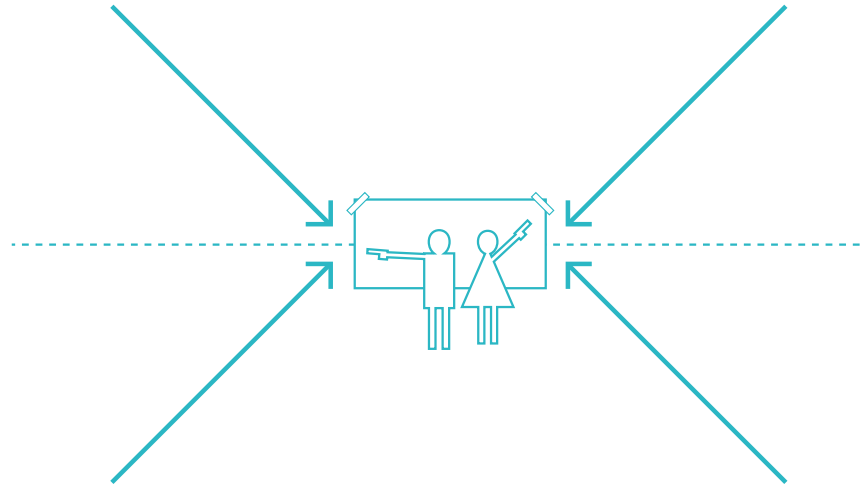
Before – Strategic



“Understand the company strategy and business model – then provide insight relevant to this understanding.”

About the strategic influences on data gathering

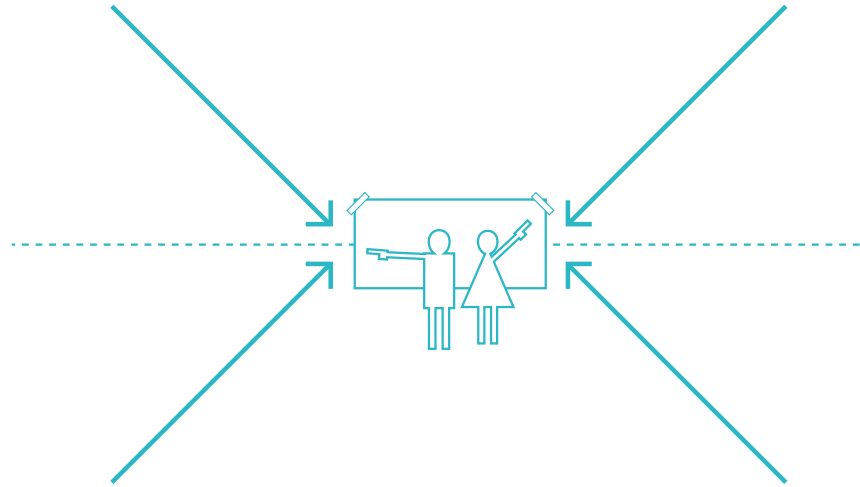
Before – Craft



”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

During – Craft



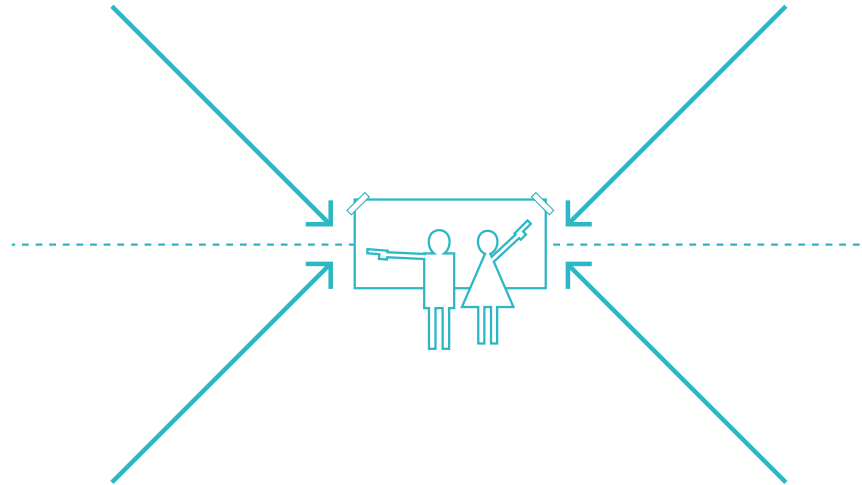
“Present a clear pedagogic storyline from context – findings –prioritized problem - idea/concept – solution.”

About presentation of the data

“THE DESIGNERS DO THIS, THEY OFTEN USE STICKERS.”

PROJECT MANAGER

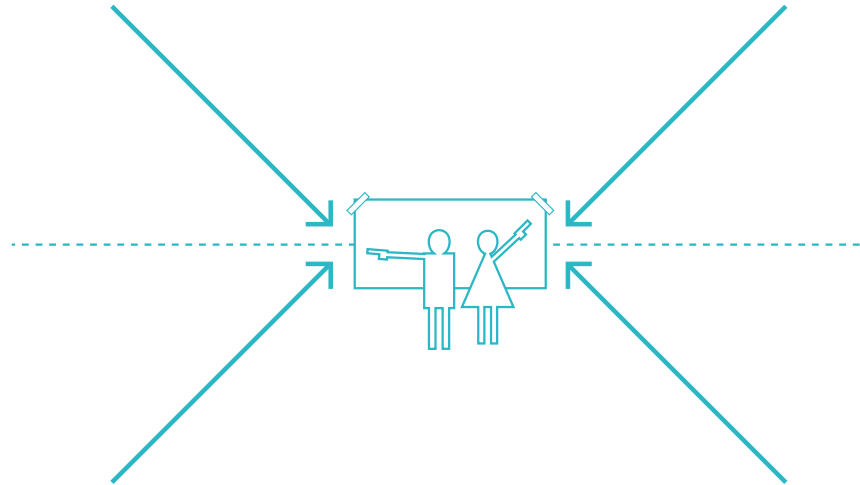
During - Strategic



“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

Contextual

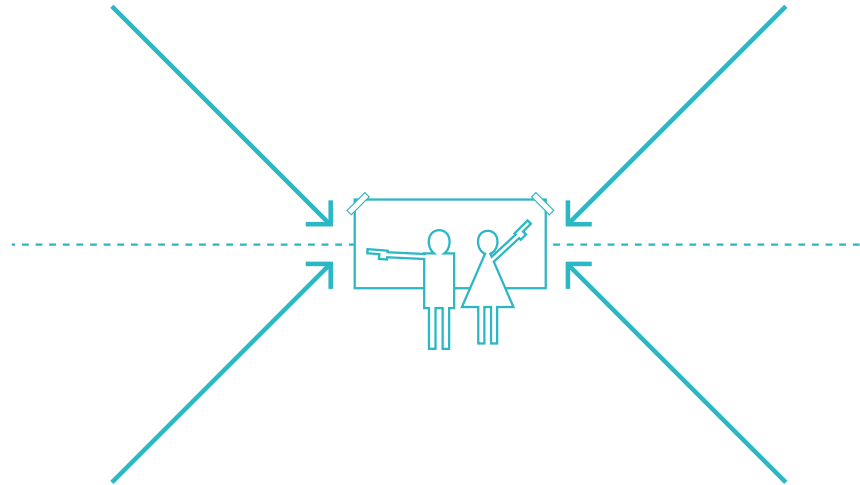


”I can not make a choice for the whole hospital without speaking with the others.”

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

Factors influencing prioritizations

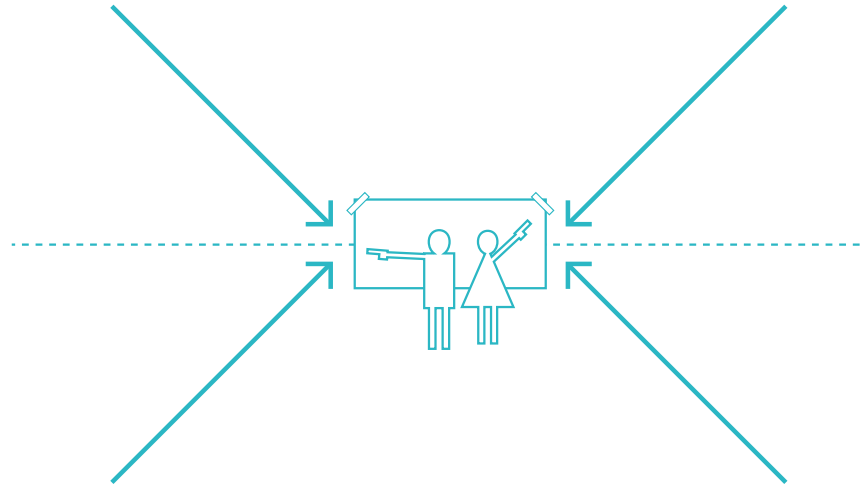
After - Strategic



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

About ensuring buy-in

After - Strategic



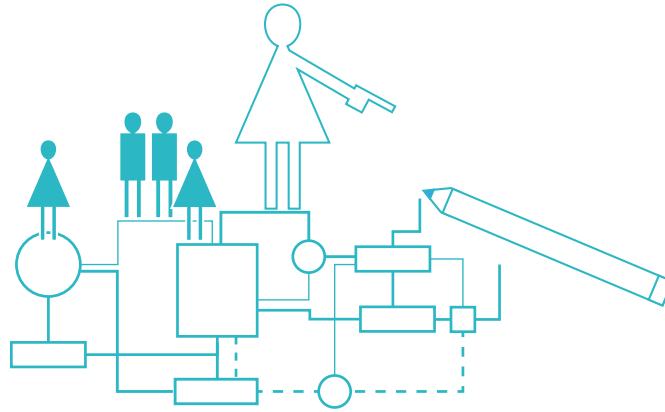
“After prioritization enter a dialog with the client and discuss the prioritizations. Ask the client to take the prioritizations to the higher-ups (if necessary).”

About ensuring buy-in post prioritization



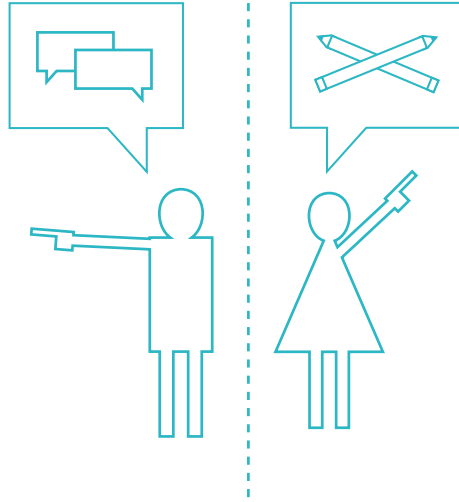
A collection of findings from our discussions

Successful prioritization = good design and strategic craft



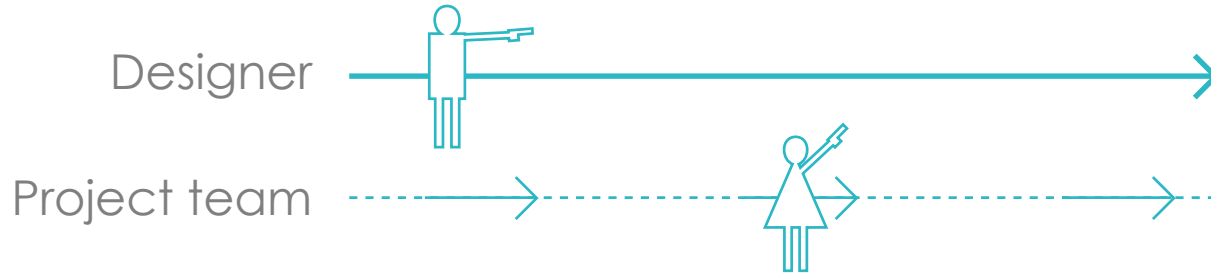
Creating visuals + Facilitate people x Build experience = Design craft

(be aware of) Personal variations of prioritization



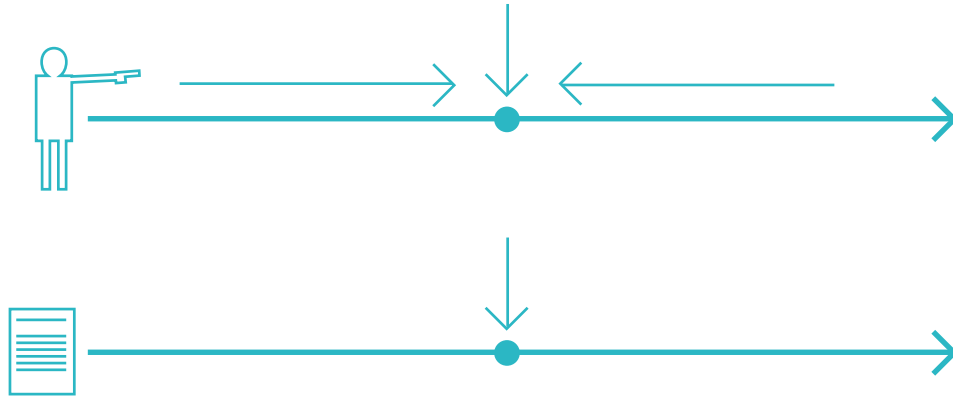
The individual designers/team members personal approach to his/her craft has a strong influence of our current practice. This creates variations we should be aware of.

(it really is a) Sequence of decisions



Prioritization takes place at specific time(s) in a project, but facilitating a successful one takes place within a processes which 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 – to important to be left to the designers.
- Keep developing (experimental) **frameworks/models** similar to the “GIGAmapping typologies” and “Rich design space matrix”

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

References

- Sevaldson, B. (2014), Evaluation criteria
<http://www.systemsorienteddesign.net/index.php/giga-mapping/zip-analysis>. Accessed Aug. 15, 2015
- Sevaldson, B. (2011), “GIGA-Mapping: Visualisation for complexity and systems thinking in design.” NORDES 2011, 30th May 2011. Retrieved from:
<http://www.nordes.org/opj/index.php/n13/article/view/104/88>
- Sevaldson, B. (2008), “Rich Design Research Space”. FORMAkademisk, 28 Vol.1 Nr.1. Retrieved from: <https://journals.hioa.no/index.php/formakademisk/article/view/119/108>



**WARNING,
THERE ARE SYSTEMIC DESIGNERS
IN THE ROOM**

GOT TO RETRIEVE
MY GLASSES!
BUT, WHENEVER
I OPEN MY
EYES--THOSE
DEADLY RAYS
BLAST OUT--!

HALOGEN.