



Faculty of Design

2015

## Seeding and spreading capacity for systems design across social service organisations

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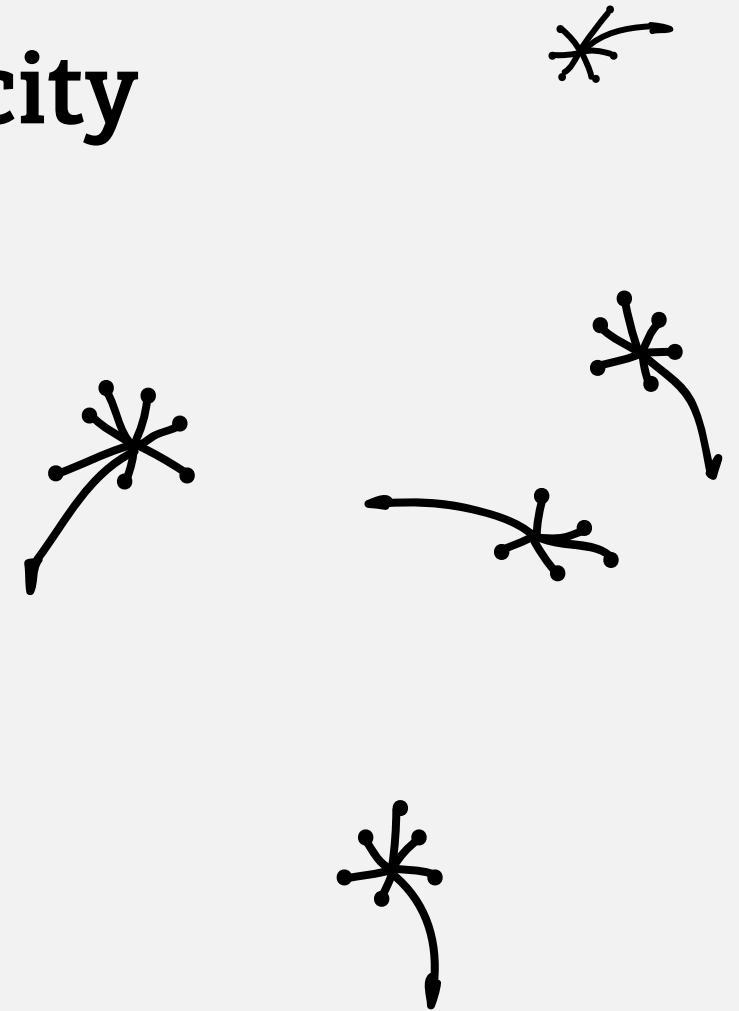
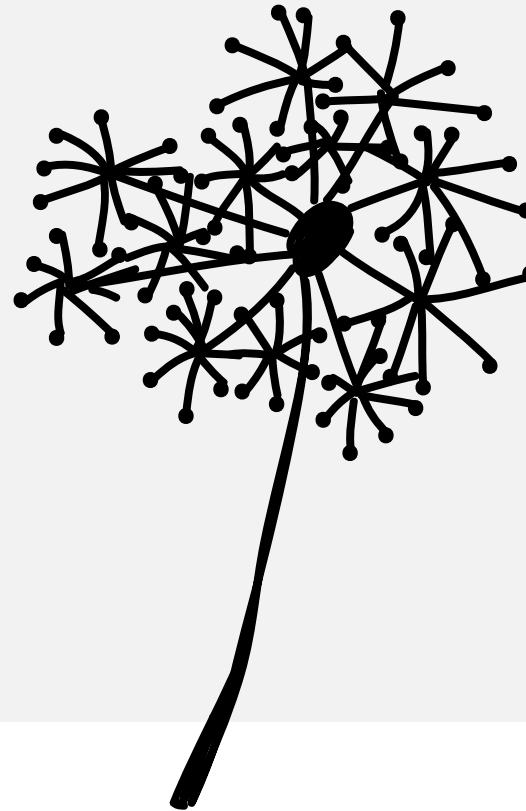
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# Seeding & Spreading Design Capacity

## Case Study of Fifth Space

Systemic Design Symposium [RSD4]  
1-3 Sept. - The Banff Center



## 5 organizations collaborating:

*3 social service delivery agencies, 1 social enterprise & 1 design university*

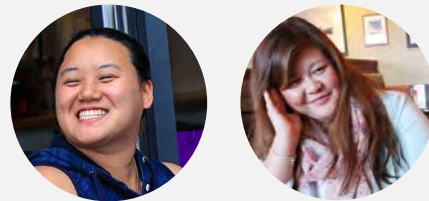


**Wendy Moore**

*Frontline Social Worker*

**Krista McGrath**

*Home Share Coordinator*



**Bobae Kim**

*Frontline Social Worker*

**Janey Roh**

*Senior Manager*



Burnaby Association  
for Community Inclusion



**Lisa Joy Trick**

*Senior Manager*



**Sarah Schulman**

*Director*



**Manuela Aguirre**

*PhD Fellow*

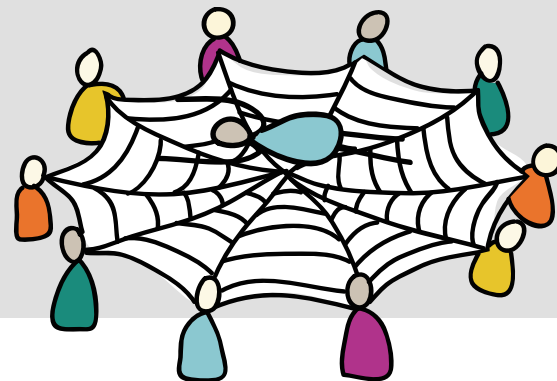
## what unites us?



Burnaby Association  
for Community Inclusion



*transforming social services  
from safety nets into trampolines*



@inwithforward #RSD4

# A mixed track record:

#disability  
#homelessness  
#youth  
#addiction  
#family  
#domestic violence







@inwithforward #RSD4



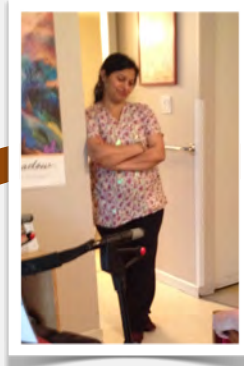
**But we didn't change  
what the system did.**

@inwithforward #RSD4

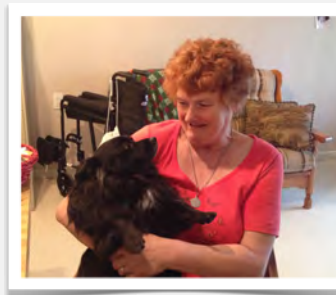




Shifting  
human  
resourcing,  
procurement,  
metrics, etc.



Shifting the  
feedback  
professionals get



Shifting Fay's context  
& conversations

***What is the smallest increment of change that might represent that we are changing in the right direction?***

*Ann Pendleton Jullian*



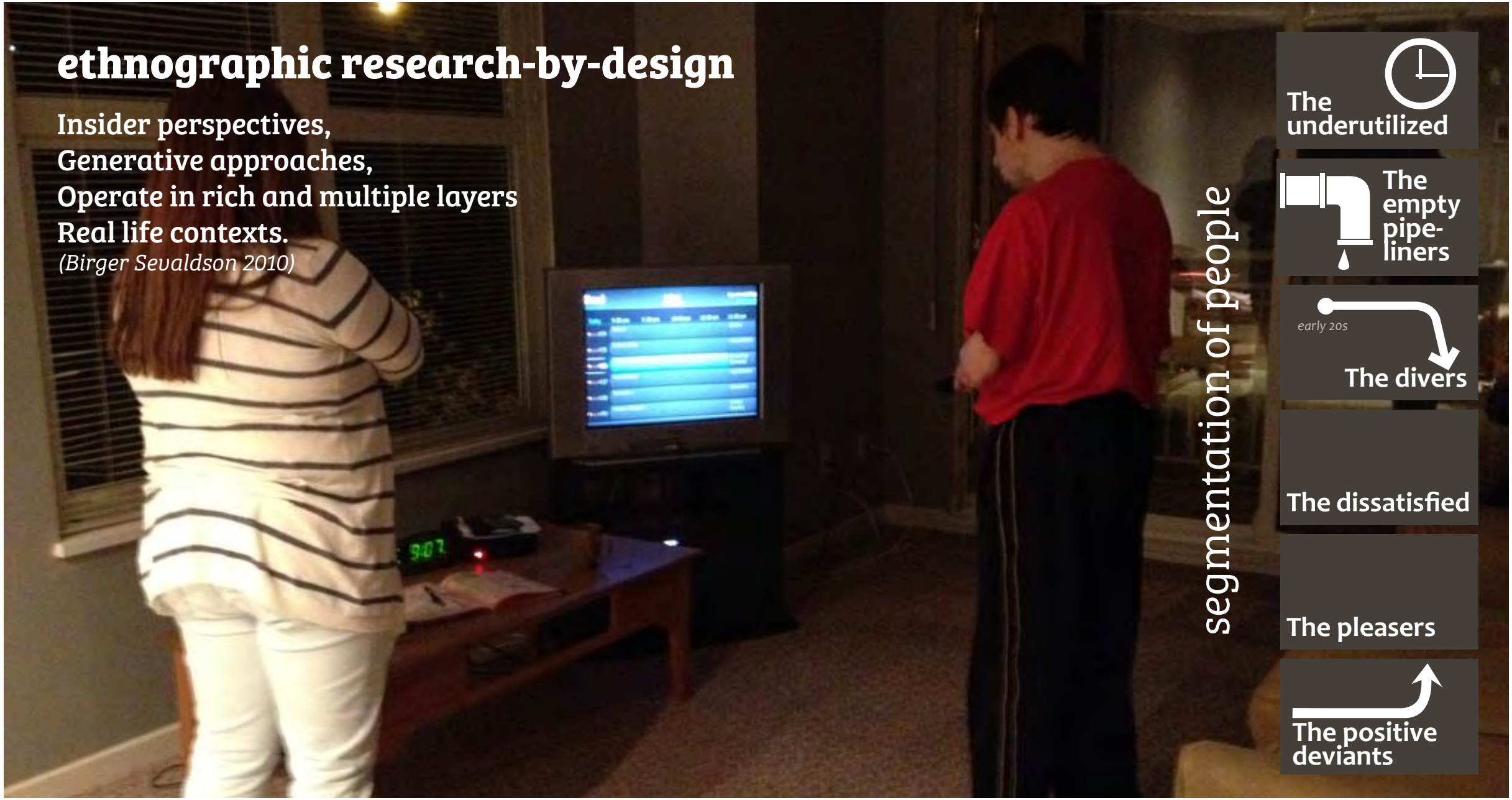
*So we move here, to a social housing complex, in a suburb of Burnaby. Lived 3 months. Blend of designers, social scientists, secondies from agencies.*



**the starter project was a way  
to test the partnership**

# ethnographic research-by-design

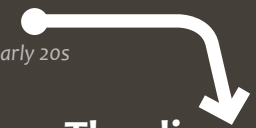
Insider perspectives,  
Generative approaches,  
Operate in rich and multiple layers  
Real life contexts.  
*(Birger Sevaldson 2010)*



segmentation of people


The underutilized 

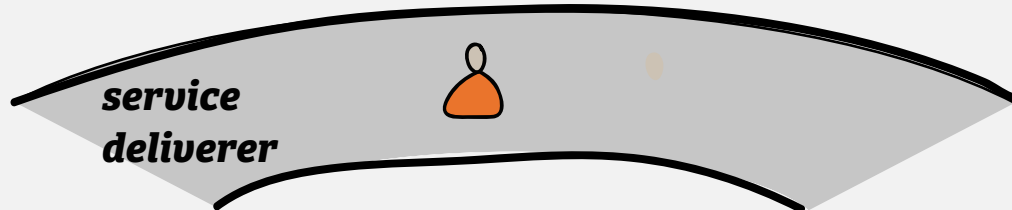
The empty pipe-liners 

early 20s   
The divers

The dissatisfied

The pleasers

The positive deviants 



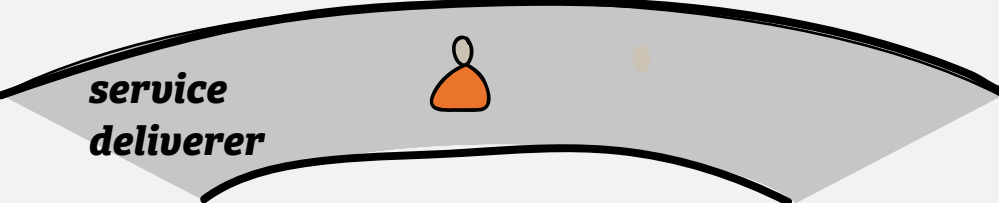
formal system



Has been going to the same day program for 20 years.

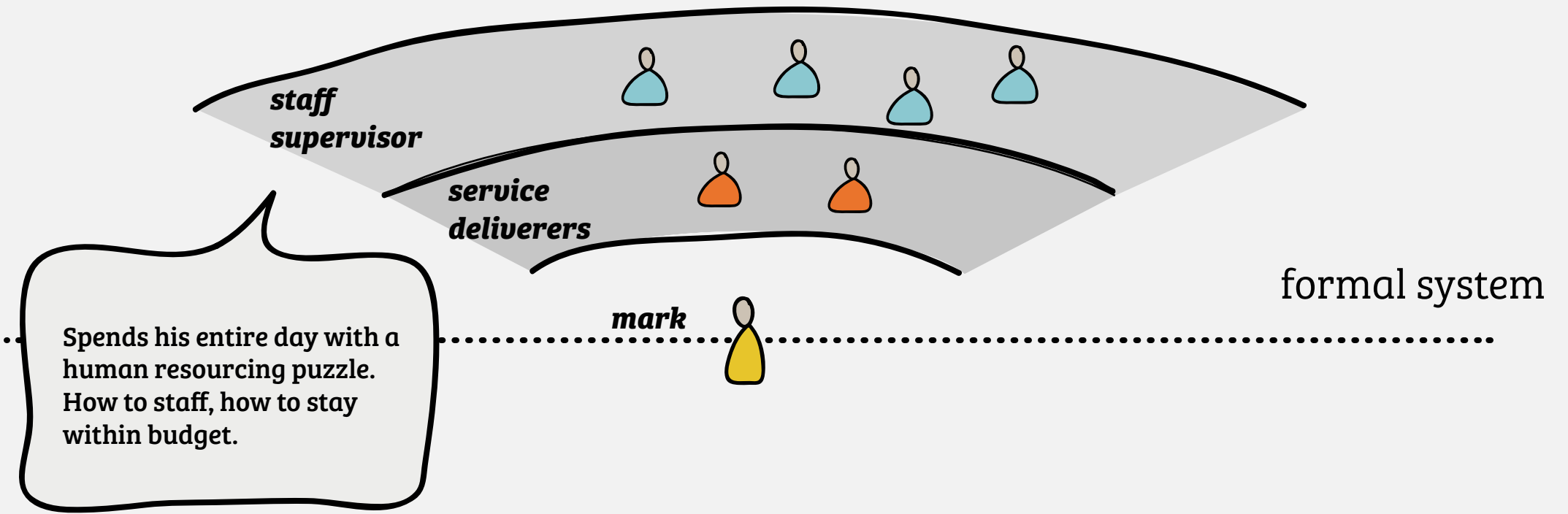
*“I’m tired of making spaghetti. I’d really like to learn to make a roast.”*

Also feeling a bit stuck.  
No source of new ideas.  
Same thing day in, day out.

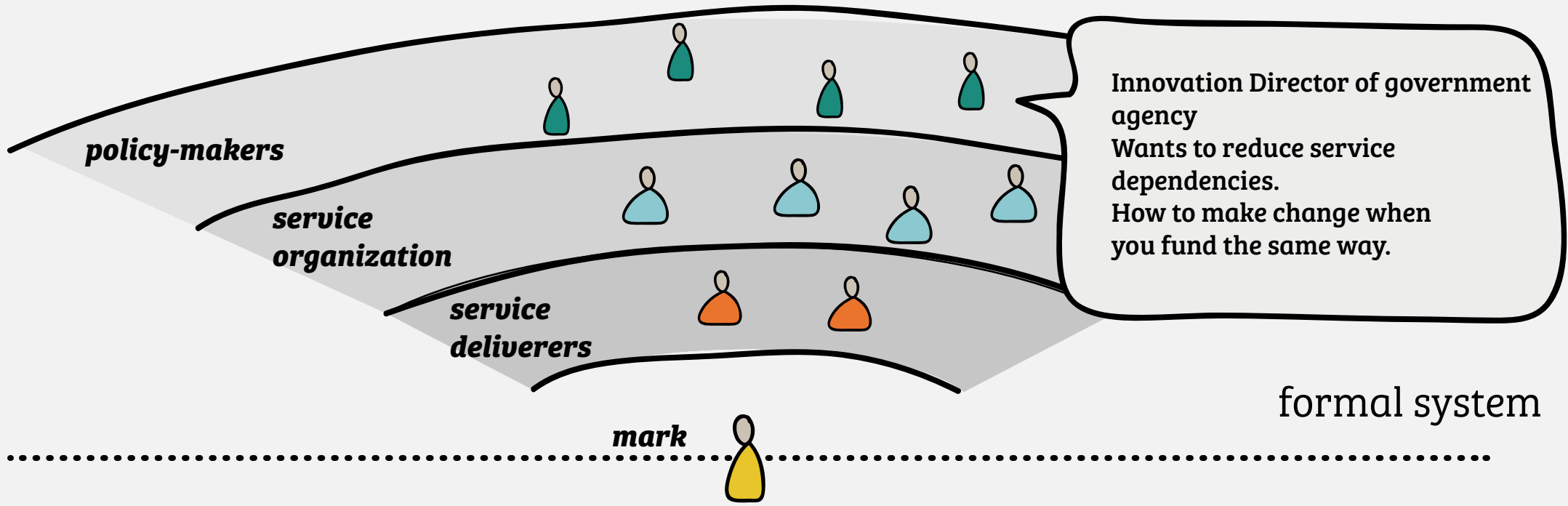


formal system

informal system









**policy-makers**

**service organization**

**service deliverers**

formal system  
.....  
informal system

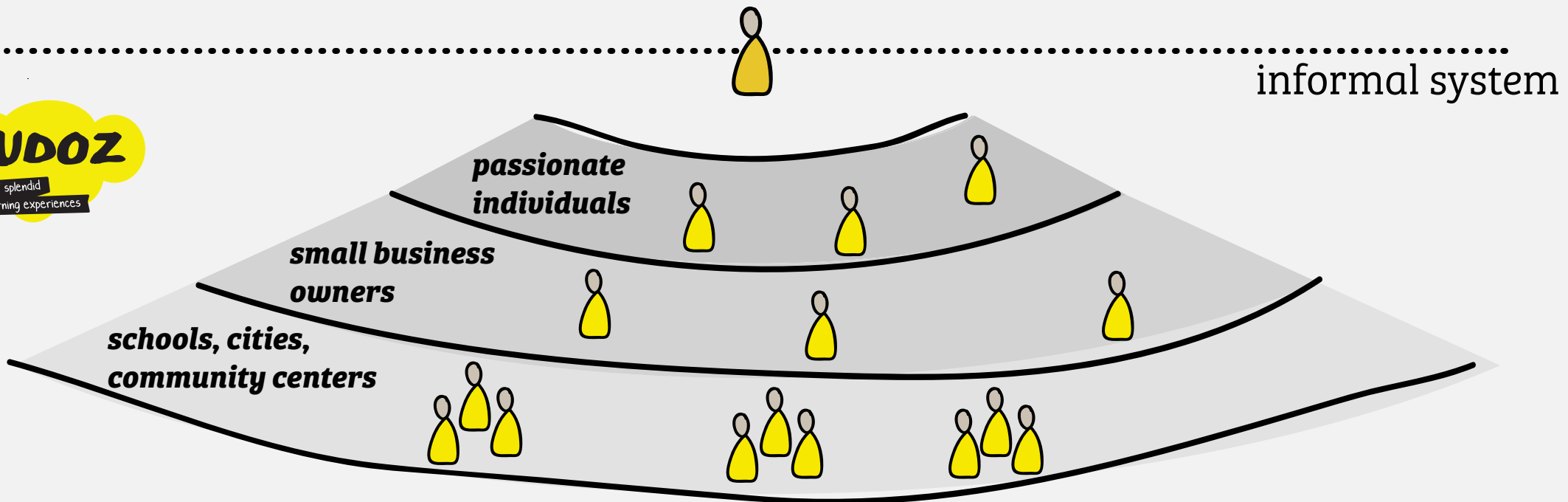


**passionate individuals**

**small business owners**

**schools, cities, community centers**

**#KUDOZ**  
100s of splendid  
learning experiences



## 100s of Splendid Learning Experiences

Want to go deeper or wider?



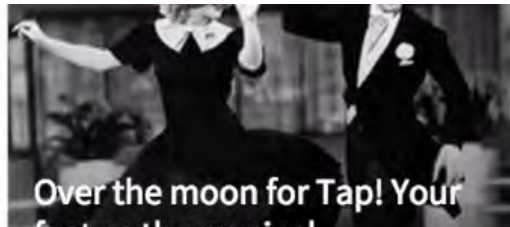
### ALL CATEGORIES

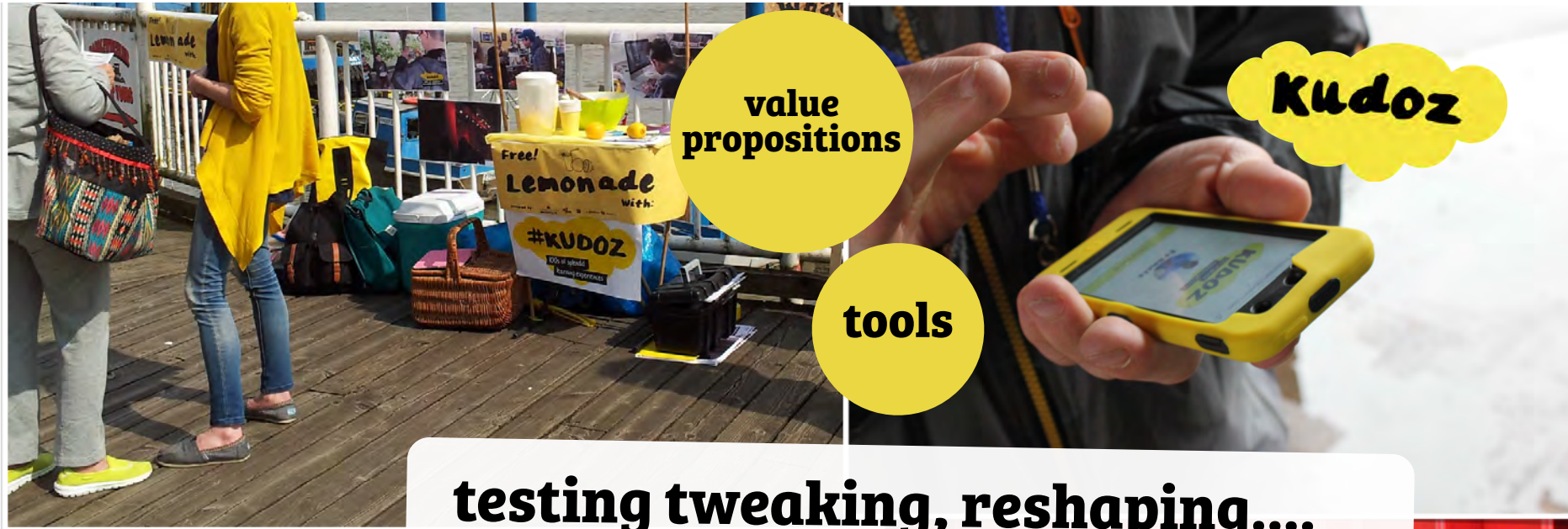
[SETS]

ANIMAL HOBBIES

MAKING THINGS

FOOD





**value propositions**

**tools**

**Kudoz**

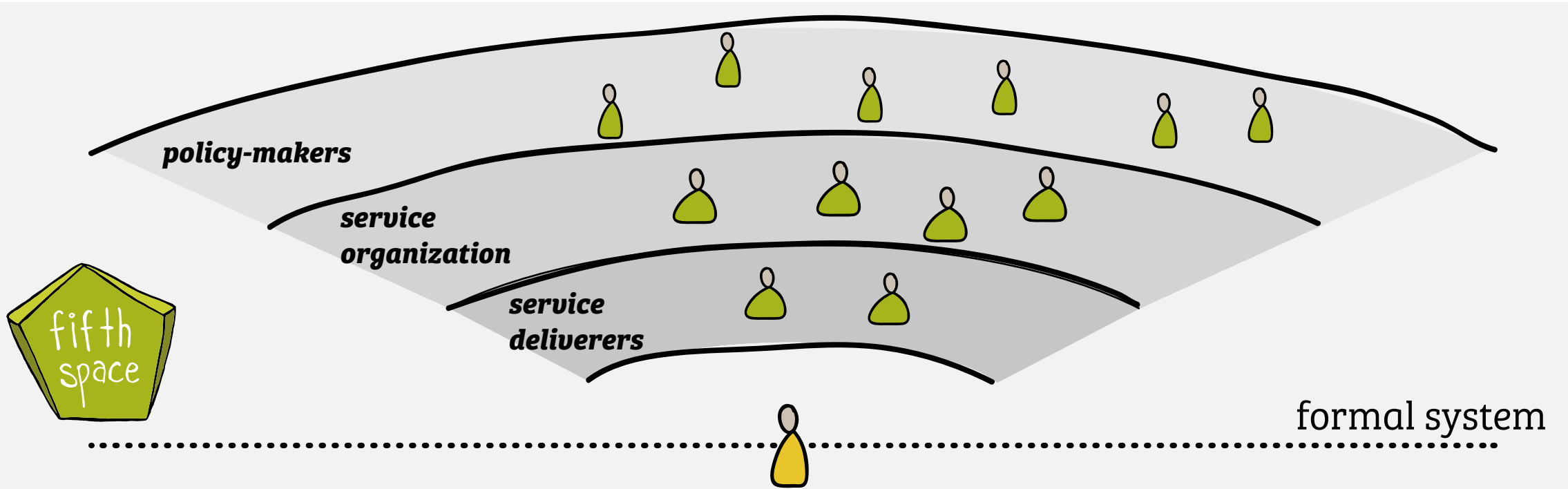
**testing tweaking, reshaping....**



**roles**



**interactions**



## **mechanics of fifth space**

*20% FTE for 6 months*

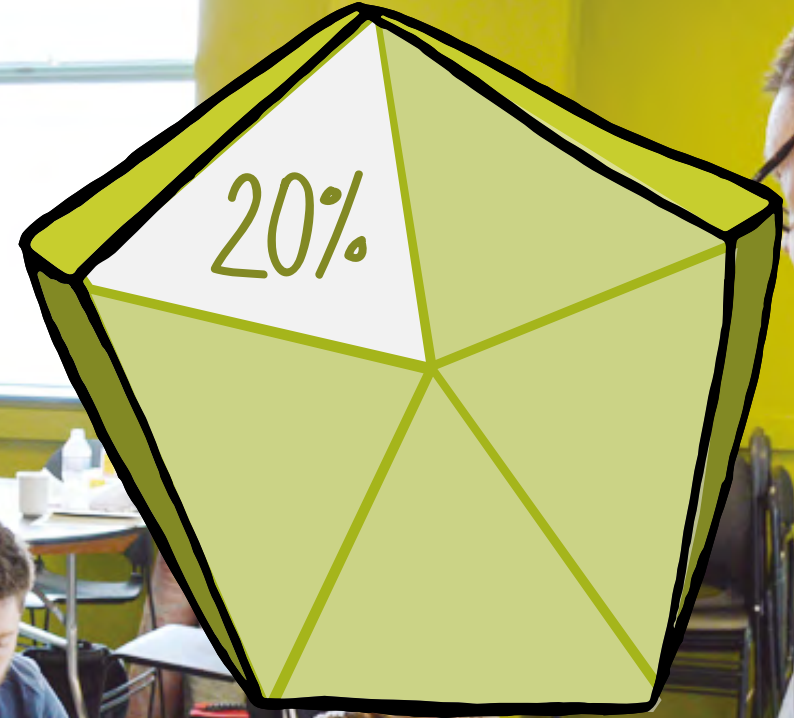
*from 29 to 27 people*

*3 social service organizations*

*7 teams, 6 projects*

*2 projects moving forward*

*all interactions prototyped*



*\*Modeled on Google's "20% Time" that aimed to empower employees to use 1/5th of their FTE to work on projects (this is how Gmail got developed).*

@inwithforward #RSD4

*what has changed from February 2015?*

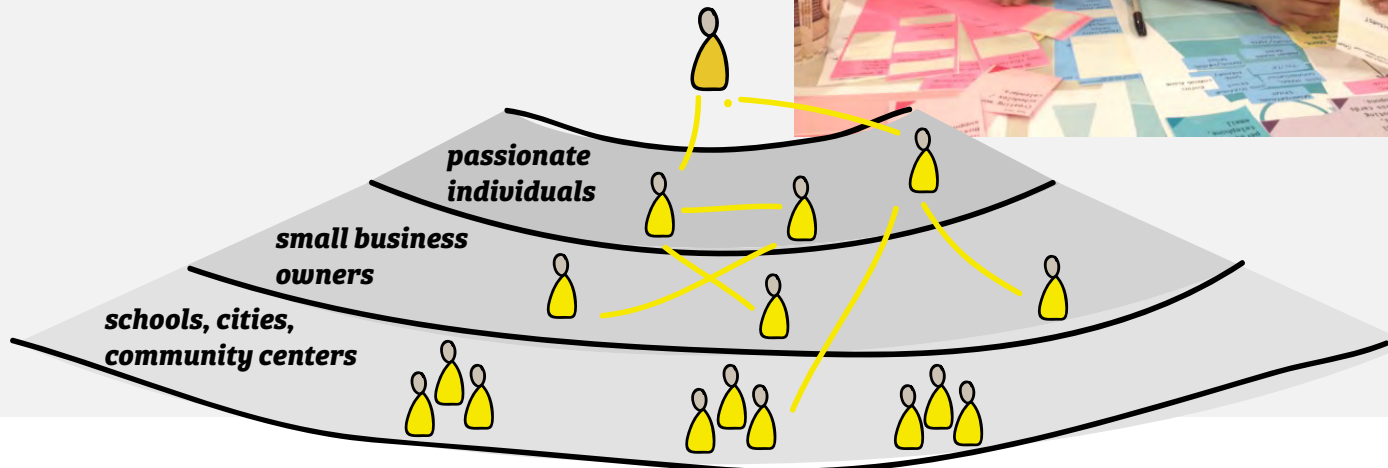


# early indicators of change

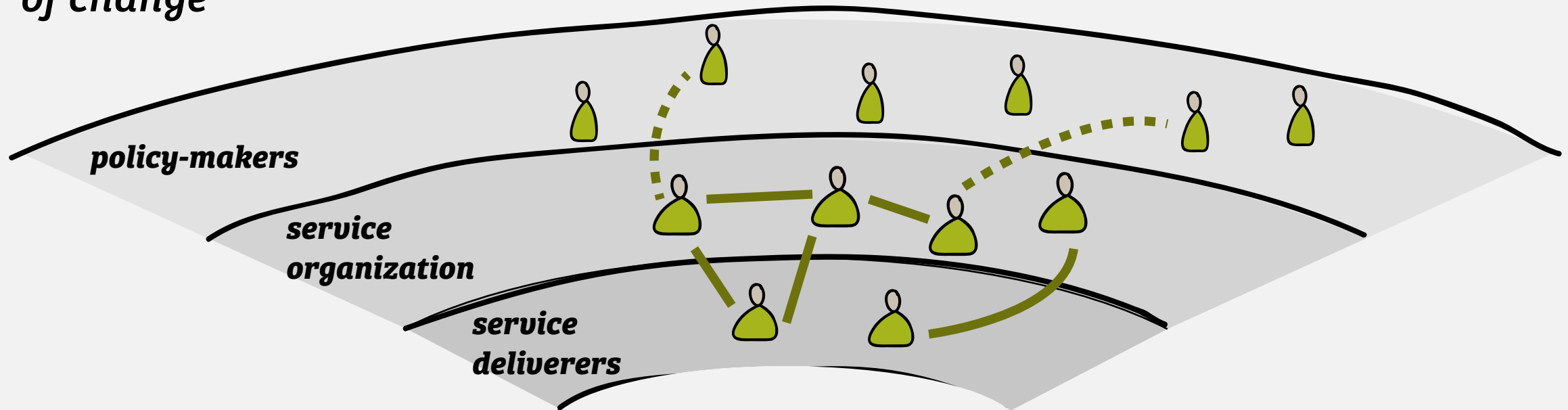
starting to create change  
at the **individual** level  
& informal system



12 new friendships catalyzed  
5 small businesses offering jobs  
12 hacks identified  
10 families asking for more



*early indicators  
of change*



*a network of support to draw from in three social service agencies and policymakers will soon have a 3-day residency*

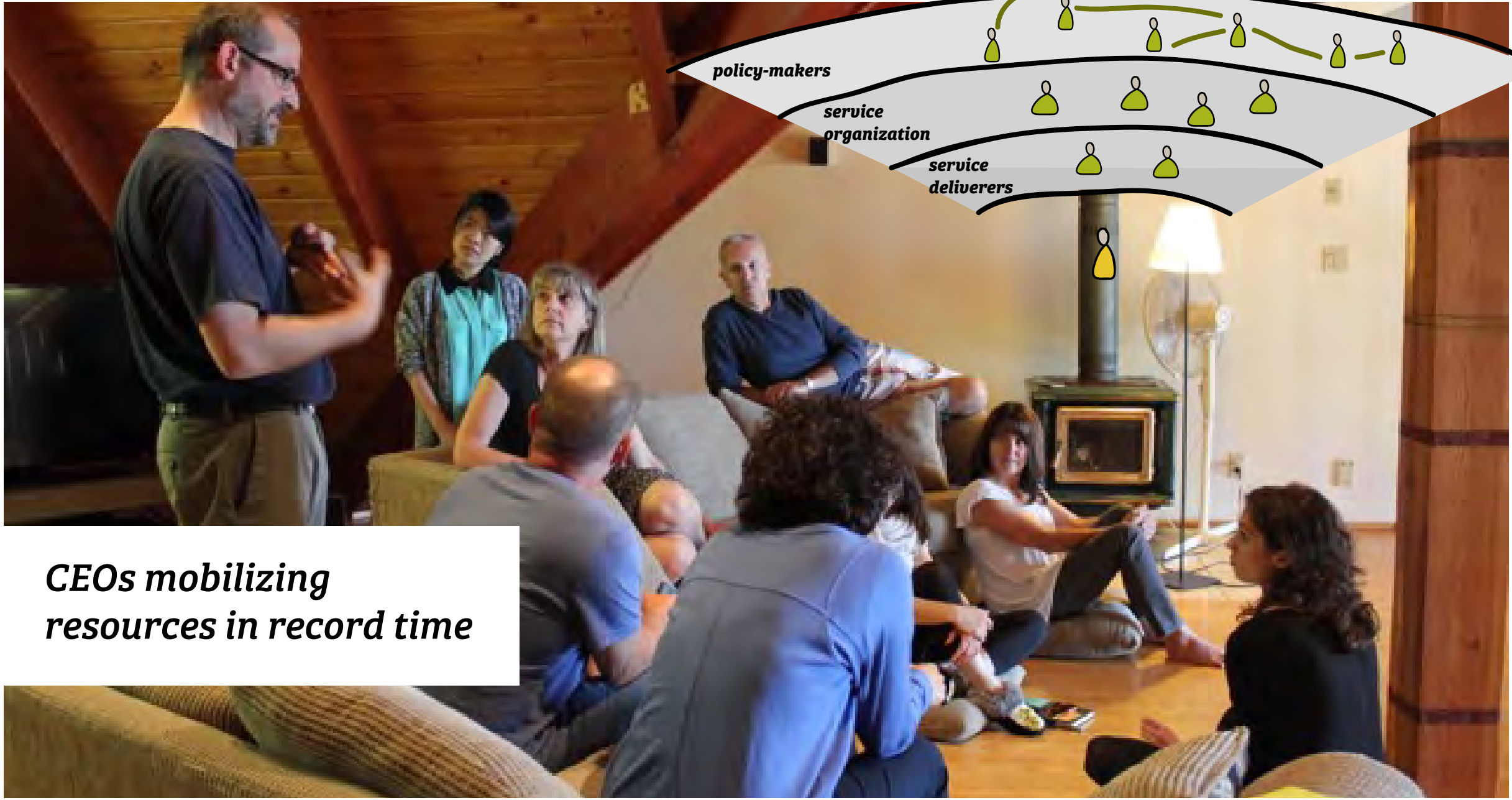


@inwithforward #RSD4



*ripple effects among  
some colleagues*

*when moving quickly & nimbly,  
we've inadvertently left people out  
and created pockets of resistance*



***CEOs mobilizing resources in record time***



# The experience of the Fifth Space



**recruitment  
application  
selection**



Fresh business  
cards for your  
**new role** as a  
Fifth Space Fellow

Dear Lisa,

**CONGRATULATIONS!**

**You've been accepted into the  
Fifth Space, and we are incredibly  
excited to have you!**


whole new role & function. Whoa!

**This is a chance to make things happen!**

**Save the date!**



**a flat structure of  
inter-agency &  
inter-hierarchy  
team collaboratin**



**a safe space for  
challenging assumptions  
& being creative**



**iteration #1 of 4  
of research tools**



**from concept  
development**



**to live  
prototyping**



@inwithforward #RSD4

6 projects were live prototyped  
for 1.5 months - 2 moving forward



Share on Air





24 PARTICIPANTS / 2 EVENTS

#SPEEDFRIENDING

#FIESTA4LIVING



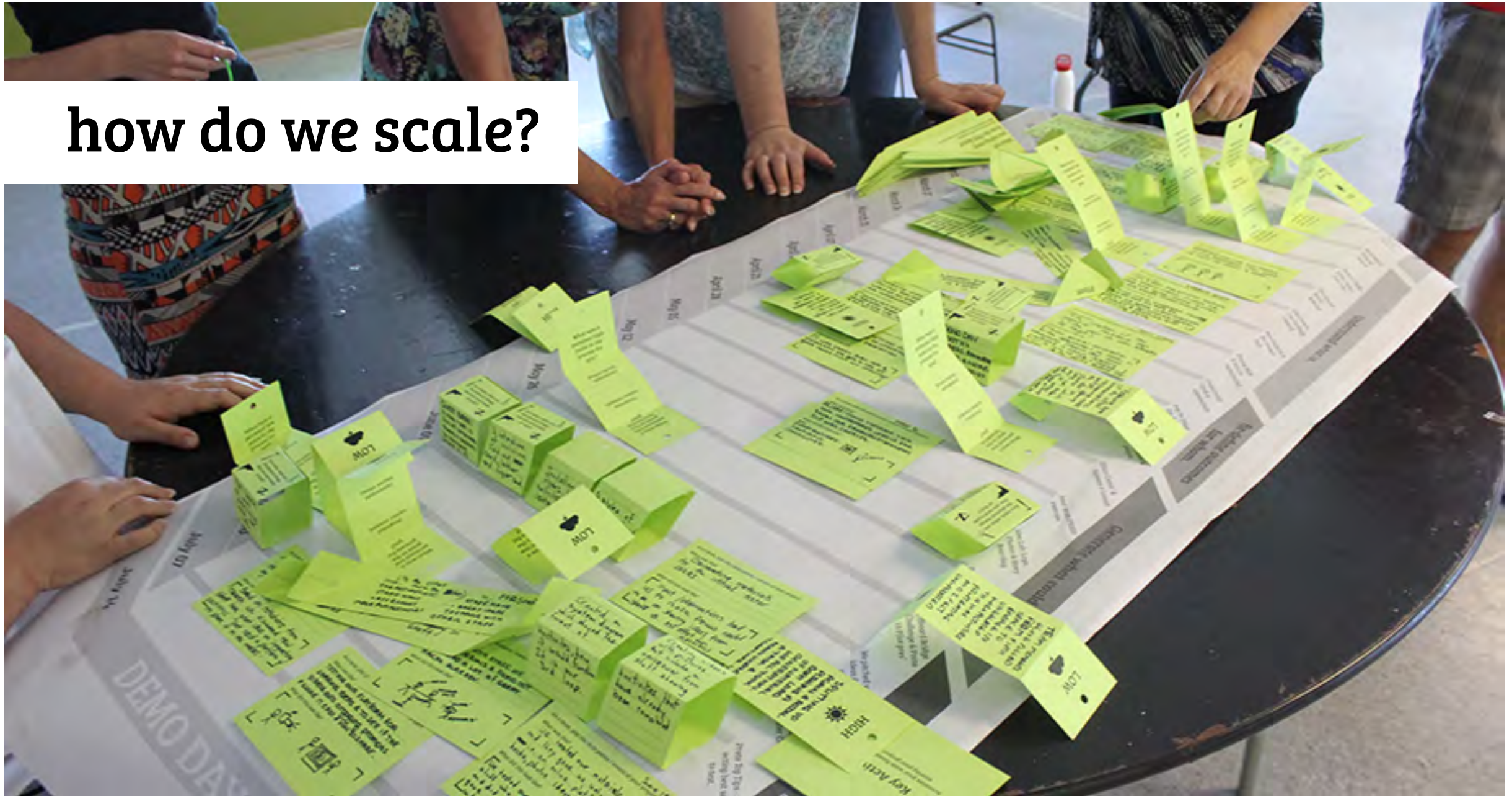
12 SETS OF PHONE NUMBERS EXCHANGED

1 SET CONSIDERING  
HOMESHARE

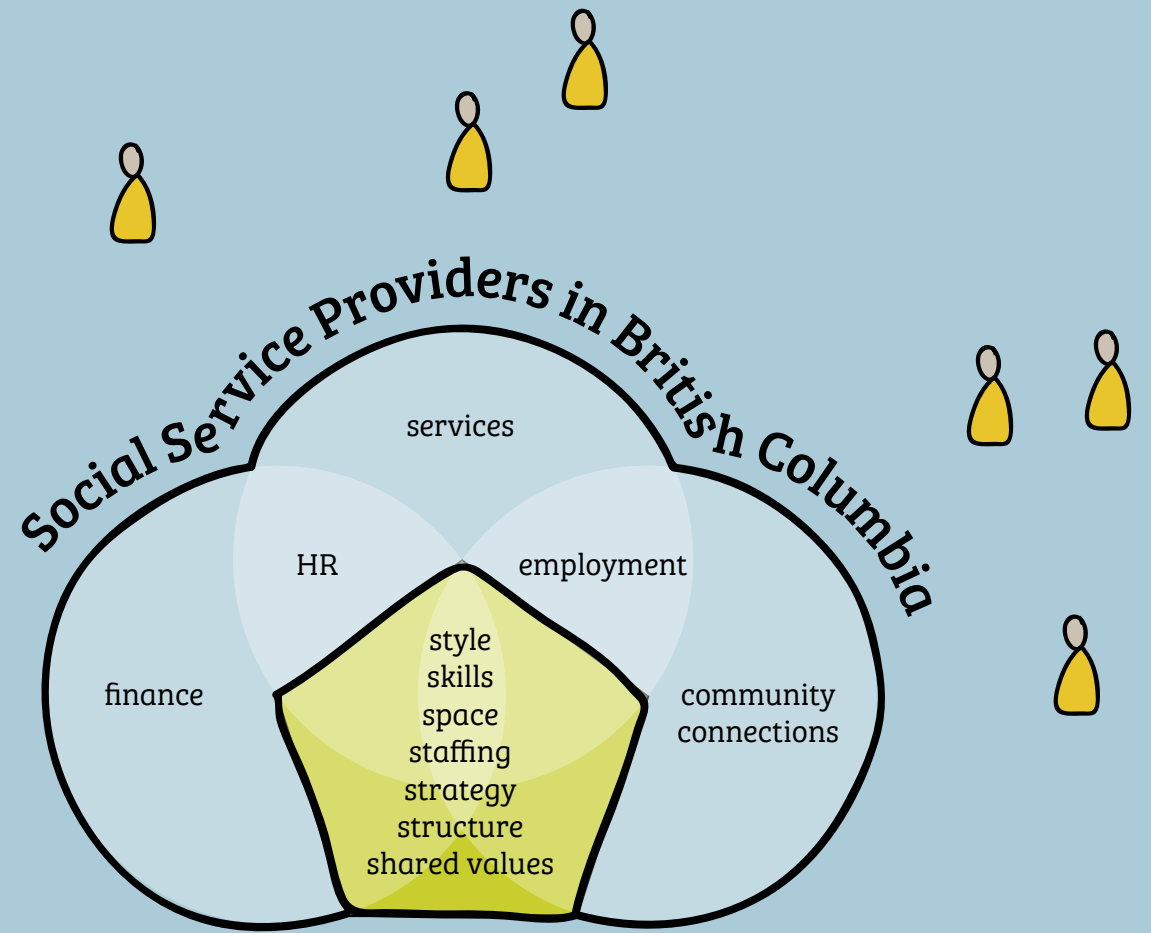
2 SETS OF LONG LOST  
FRIENDS RECONNECTED



how do we scale?



**providing  
a backbone  
infrastructure**



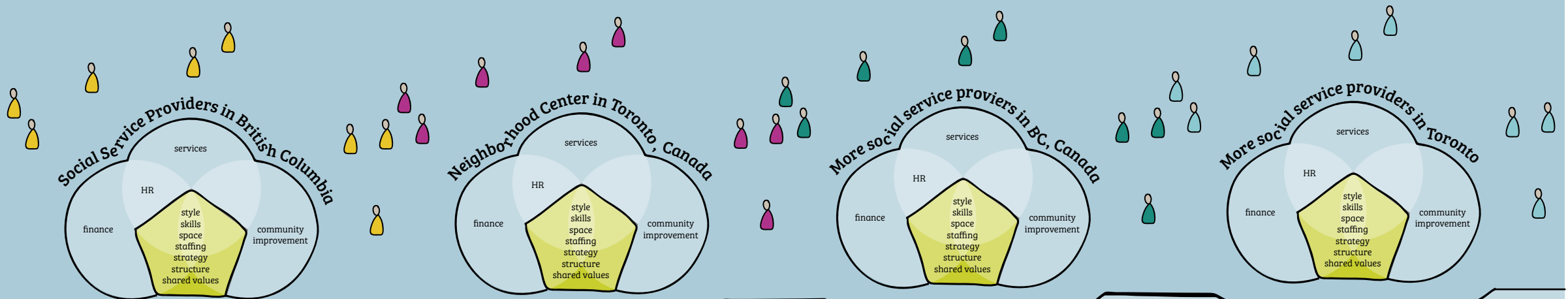
# scaling in partnerships

*people living with developmental disabilities*

*people living on the streets*

*people who are long-term unemployed*

*people living in women shelters*



**curation, coaching, curriculum, culture, collaboration**

# 3 things to remember

**What:** We are trying to prototype change for people at all levels of the social system.

**How:** Working from the ground-up to model new practices, live prototyping and measuring what works, what doesn't, for whom and why.

**Why?** Too many top-down changemaking approaches have a huge disconnect between what is designed and what is actually implemented and felt by people on the ground. So we are working backwards: from people to interactions to services - rather than from policy, to program to people.



**we are poking the system from within  
by actively prototyping new possibilities  
and scaling the fifth space mindset**



#failforward

for videos & blog posts  
[www.fifthspace.ca](http://www.fifthspace.ca)