



Embedding design in the public sector; Changing our thinking

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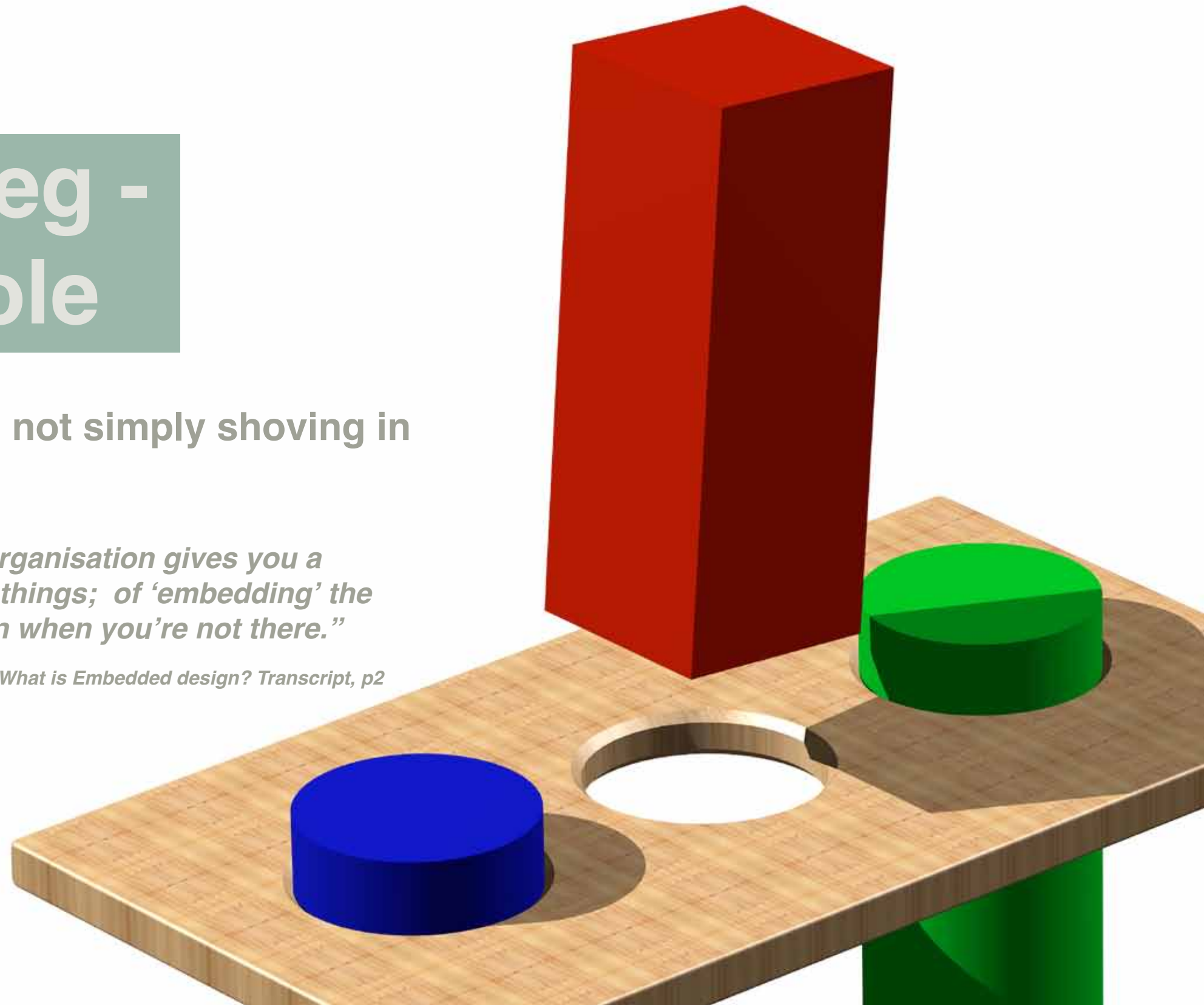
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Square peg - Round hole

Embedding design is not simply shoving in designers

“Being on the inside of an organisation gives you a greater chance of changing things; of ‘embedding’ the changes so they still happen when you’re not there.”

Emily Campbell, RSA Design and Society: What is Embedded design? Transcript, p2





Skills Development Scotland Four-into-one

“When Skills Development Scotland was launched in April 2008, it marked the start of a step change in the delivery of careers, skills and training services in Scotland.”

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Choose a career

Get a job

Make a change

Learn and train

Information for me

Services



You don't have to be good with numbers to work in finance

Kristofer Leyden thinks that the most surprising thing about his job is how little he needs to know about finance



So you want to be a make-up artist?



You don't have to be good with numbers to



Applying for Christmas temp



Get your CV up to scratch for the



Success Story – Christian Arno

My Account

Find the right career information for you by building up your account.

[Log in/Sign up](#)

ILA Scotland

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Latest videos





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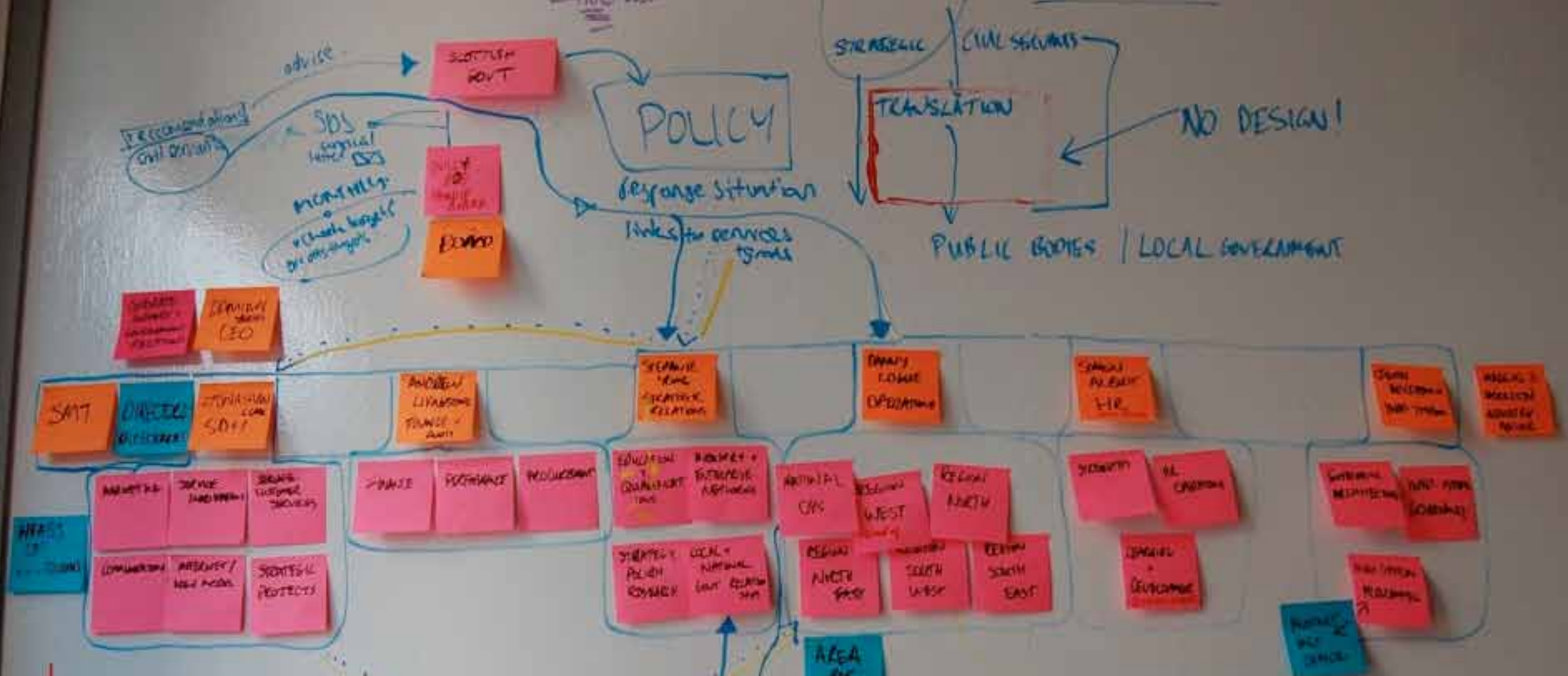
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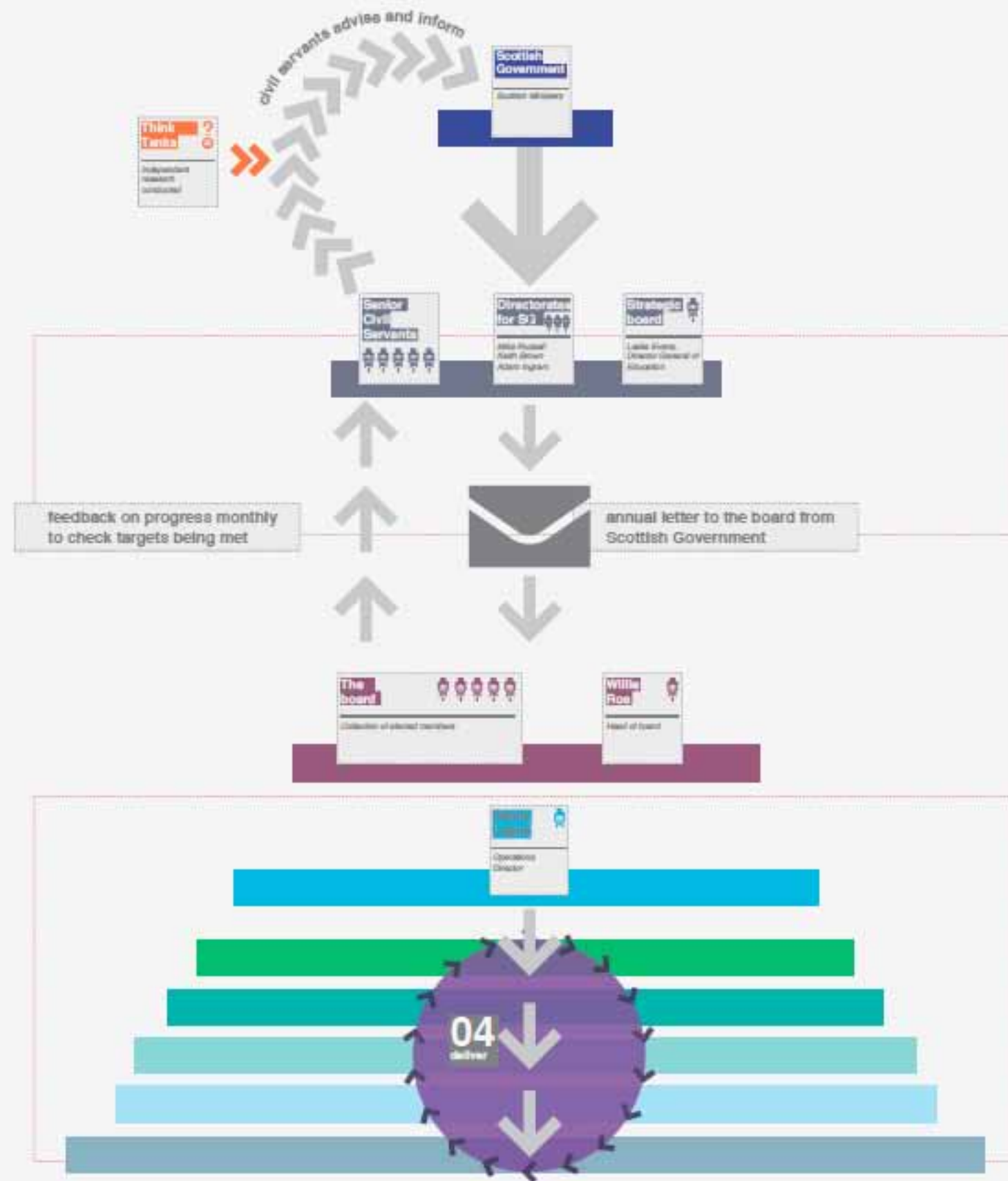
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Procurement vs Problem Solving

Buying solutions off the shelf?



Opportunity for change: Doing more for less

“We need to be conscious that today’s problems are just not going to be addressed by yesterday’s ideas and yesterday’s solutions”

Alisdair Darling, Budget Report 2009

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Budget 2010: The axeman cometh
George Osborne's budget was brutal and its success enfeebled and unbalanced economy



Larry Elliott, economics editor
guardian.co.uk, Tuesday 22 June 2010 20.38 BST
Article history

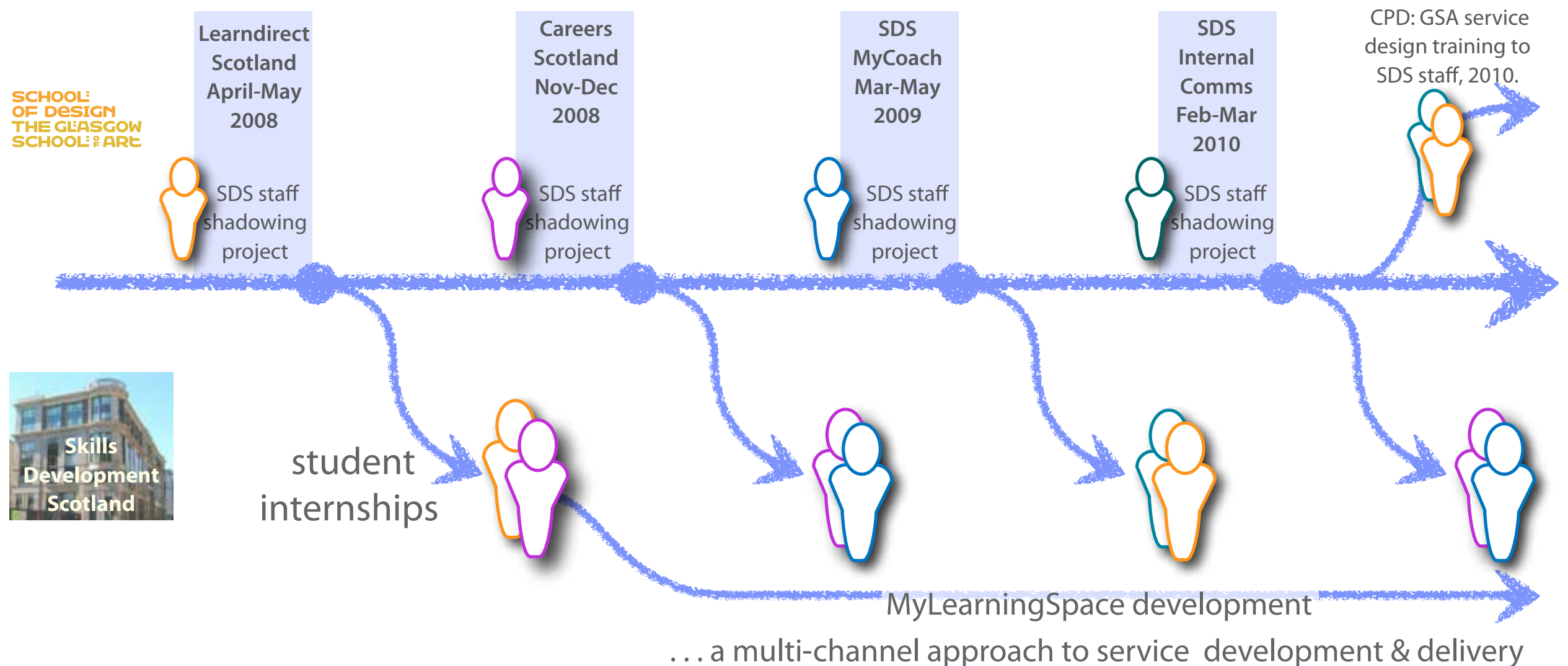


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Beginning of a journey

Insights into conditions for embedding design



Toolkits

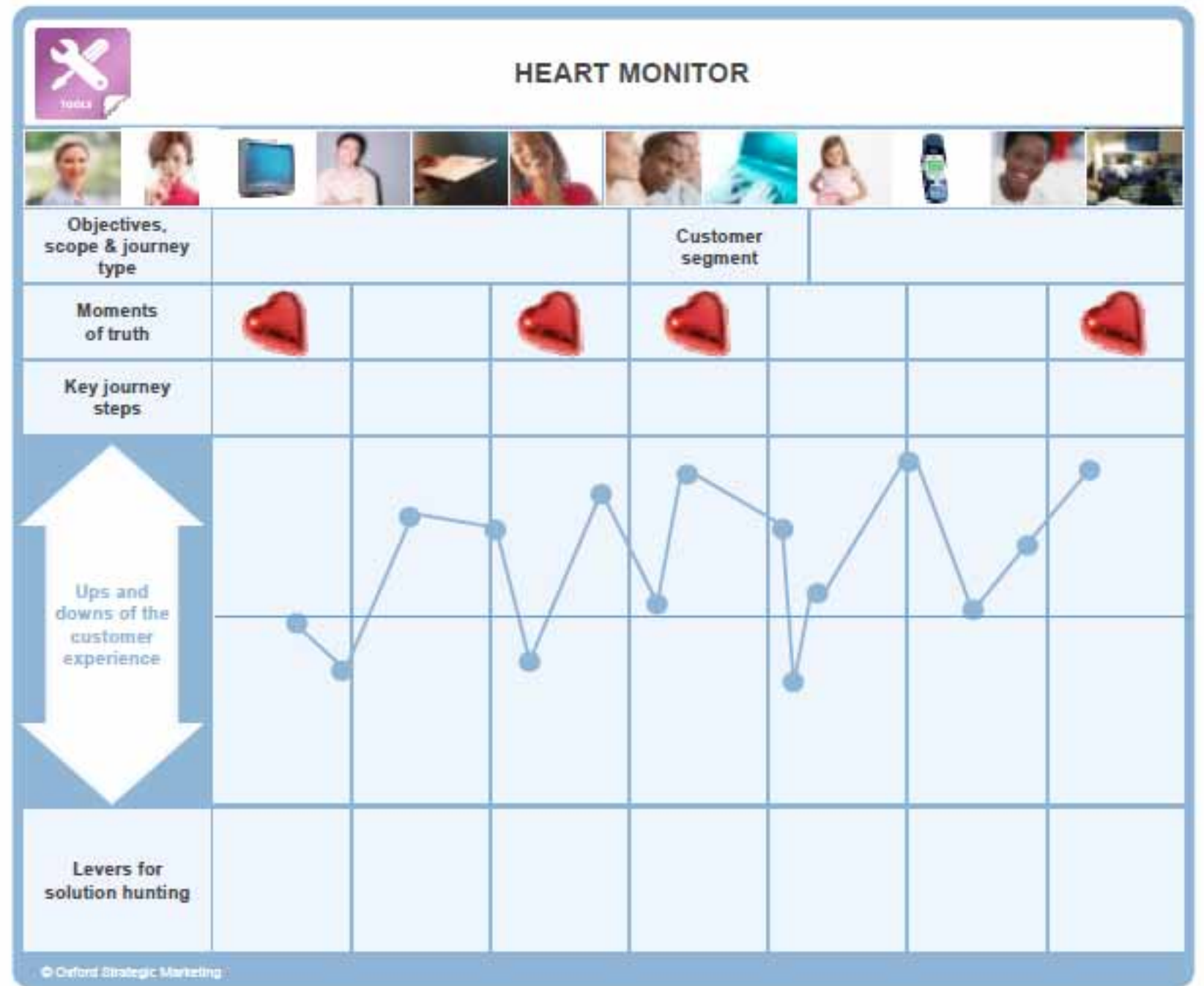
They're not the starting point

“A tool does not make a profession...If I was to give you a stethoscope, it doesn't mean that you are a doctor. In the same way if you receive, or even trained in using, design tools, it doesn't necessarily make you a designer.”

Professor Irene Mcara Mcwilliams, thesis interview conducted by Sarah Drummond

Where does this fit?

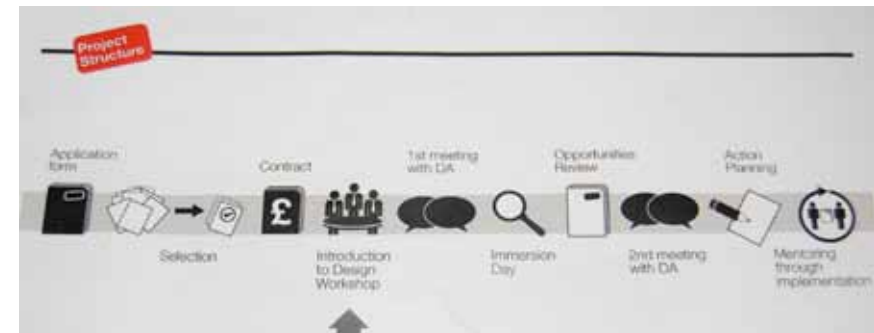
We need to create circumstance for design to exist



© Oxford Strategic Marketing

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Longevity Interventions are short term and not sustainable



This is more mindset than tools

“...it is more about teaching a mindset and an approach than specific tools and techniques”

Andy Polaine, “Interdisciplinarity vs Cross-Disciplinarity.”
<http://www.polaine.com/2010/06/07/interdisciplinarity-vs-crossdisciplinarity/> (accessed June 21, 2010).



Creation of SDS Changing the DNA

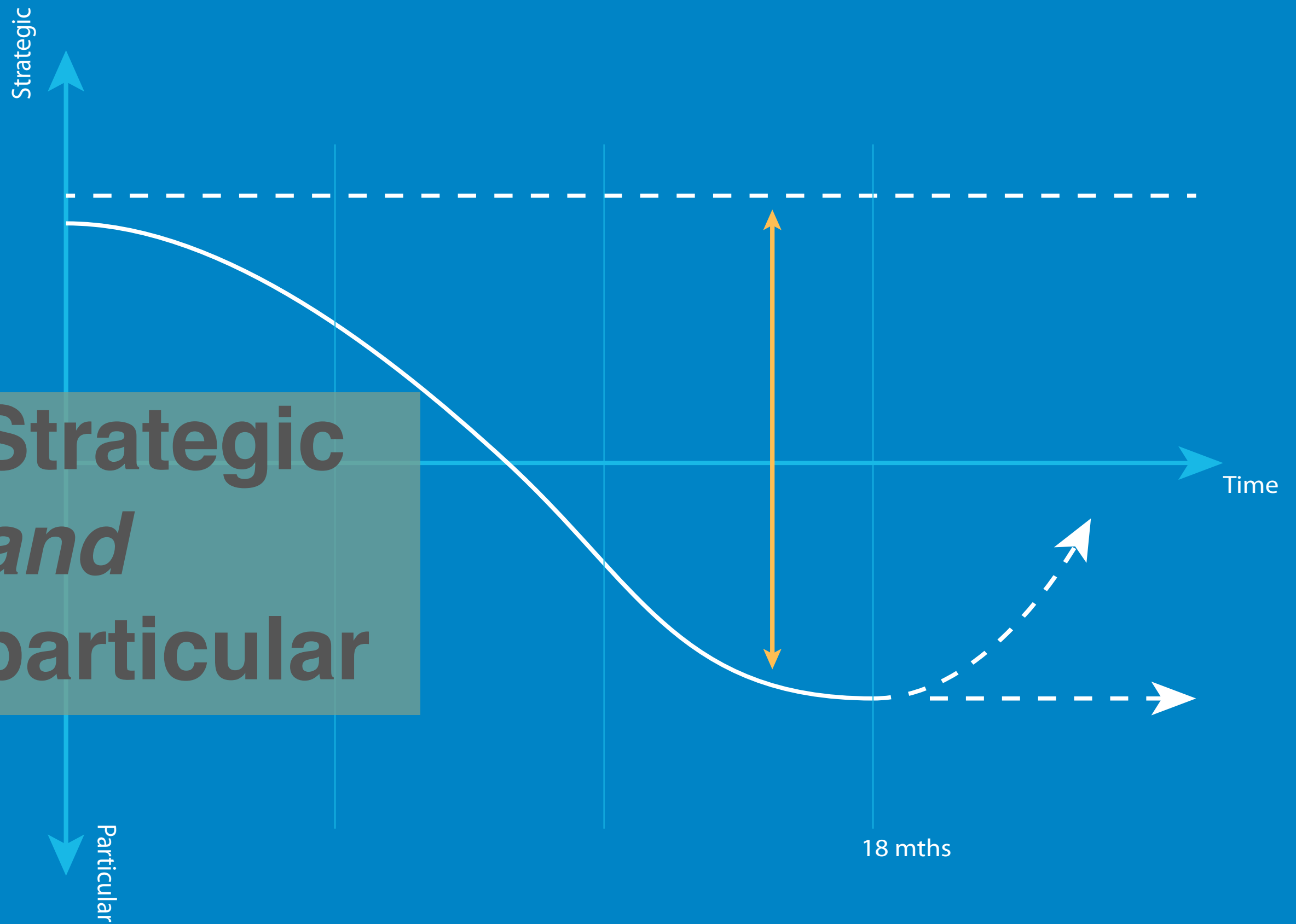
SD&I (service design & innovation) team created

- mindset
- behaviour
- culture
- systems
- practice

DESIGN
SHOULD
BE THE
D.N.A
of SDS



Strategic *and* particular



Home : Media centre : Press releases : **World leading careers web service launched**

Media centre

Press releases

- Reigniting Scotland's financial services industry
- The Glasgow Trail
- Gleneagles chairman speaks at Scottish Learning Festival
- DSM Nutritional Products
- Education Secretary congratulates Zoey Rennie

World leading careers web service launched

- Carey Nicoll

- Skills Development Scotland signs skills partnership agreement with South Ayrshire
- Steering a course to recovery
- Skills Development Scotland signs skills partnership agreement with North Ayrshire

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World leading careers web service launched

31 August 2011

A new web service is being launched today that will help transform the way career guidance is delivered in Scotland.

Scotland is leading the world in its new approach, according to Dr. Alasdair Allan Minister for Learning and Skills who unveiled the new service in a Skills Development Scotland advice centre in Orkney.

The launch comes hot on the heels of a UK Commission for Employment and Skills report, which discusses the vital role of technology in transforming career guidance.

And the publication of the Scottish Government's Career Information, Advice and Guidance Strategy earlier this year.

My World of Work (www.myworldofwork.co.uk) aims to help people plan, build and direct their career throughout their lives and supports the Scottish Government's ambitions for an "average, universal careers service."

My World of Work will not replace face-to-face or telephone contact, but will help people comfortable with the web to self-help and enable SDS careers advisers to target their efforts at those who need support most.

Dr. Allan said: "My World of Work has been designed to meet our current and future needs as a workforce. It combines the strengths of our careers advisers with the technology of today to provide a world leading careers service. It has significantly improved and expanded the help and support available to people of all ages, from across Scotland who want to improve their life chances and prepare themselves for



Balancing - delivery

'My World of Work'



Balancing - embedding 'This is service design'

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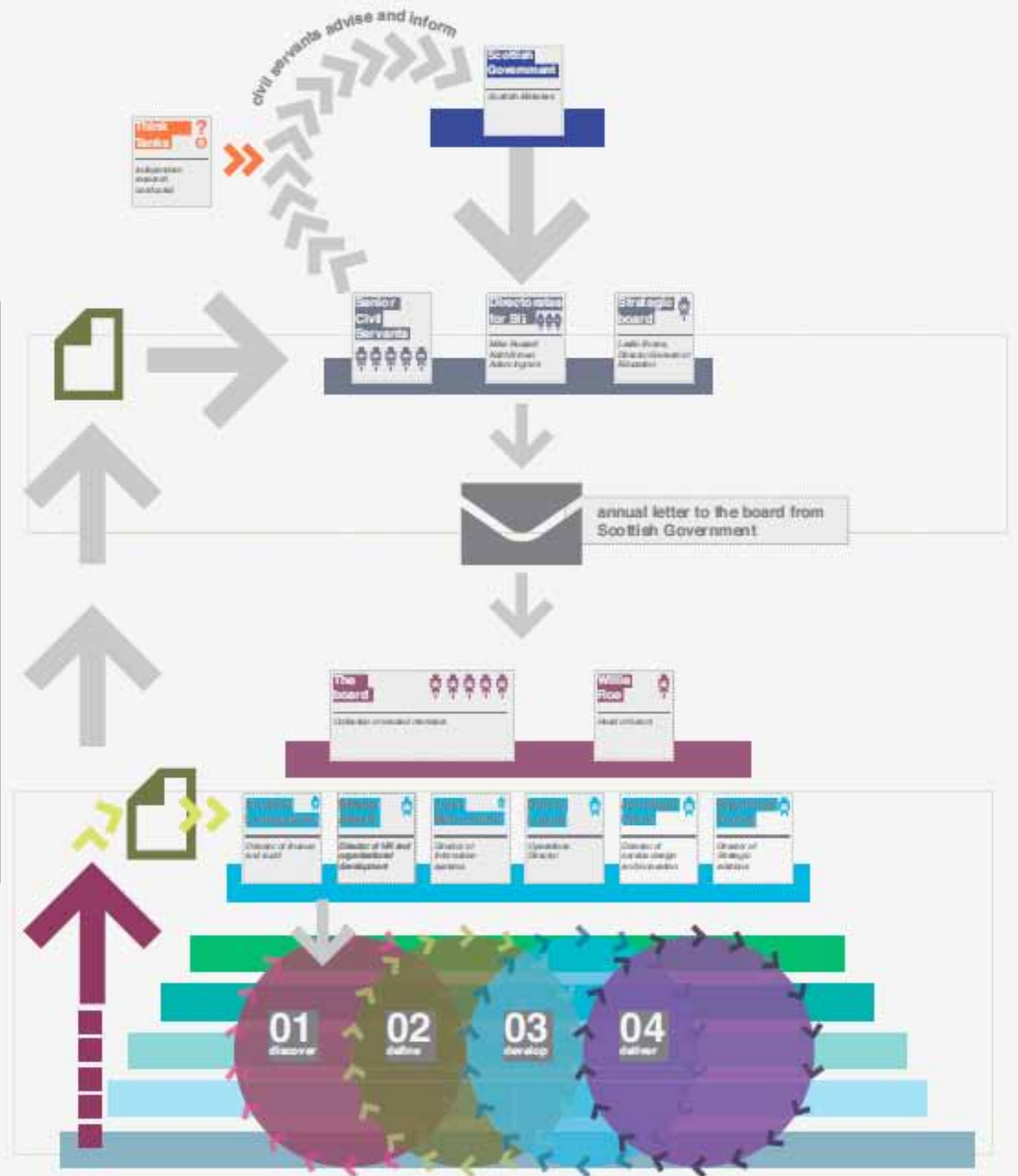
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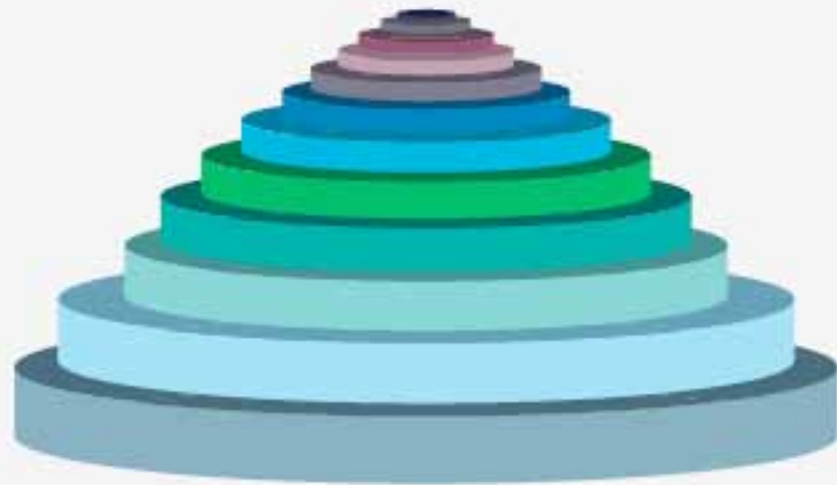
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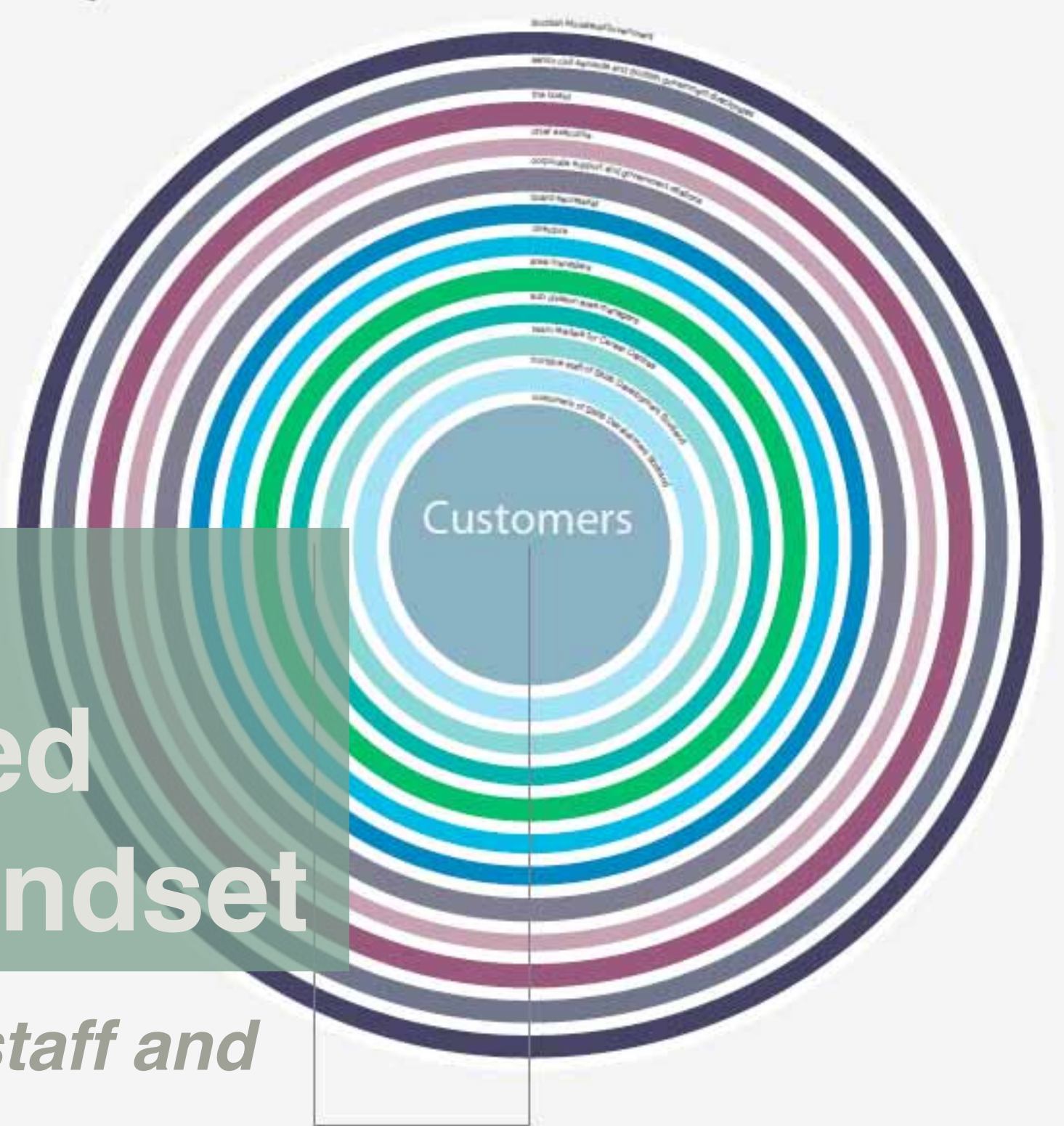
Being a think and do tank Deliver back upstream





The Barriers Institutionalised culture and mindset

“What do our frontline staff and customers know?”



closest to understanding user needs and
day to day operations
‘Expert knowledge’ +
‘Tacit and explicit knowledge’

Business vs. Design

“be like a designer” is tantamount to saying ‘be less productive, less efficient, more subversive, and more flaky’

Roger Martin, *The Design of Business*

Table 1: Modern Firms Must Become More Like Design Shops

FEATURE	FROM “TRADITIONAL FIRM...”	...TO “DESIGN SHOP”
Flow of Work Life	Ongoing tasks Permanent assignments	Projects Defined Terms
Source of Status	Managing big budgets and large staffs	Solving ‘wicked problems’
Style of Work	Defined roles Wait until it is ‘right’	Collaborative Iterative
Mode of Thinking	Deductive Inductive	Deductive Inductive Abductive
Dominant Attitude	We can only do what we have budget to do Constraints are the enemy	Nothing can’t be done Constraints increase the challenge and excitement



Breaking barriers Getting out there, doing small projects

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The Barriers

It's all a bit fuzzy

“Most managers are trying to design variance out of the system and cannot handle a process which starts off not knowing where it will eventually get”

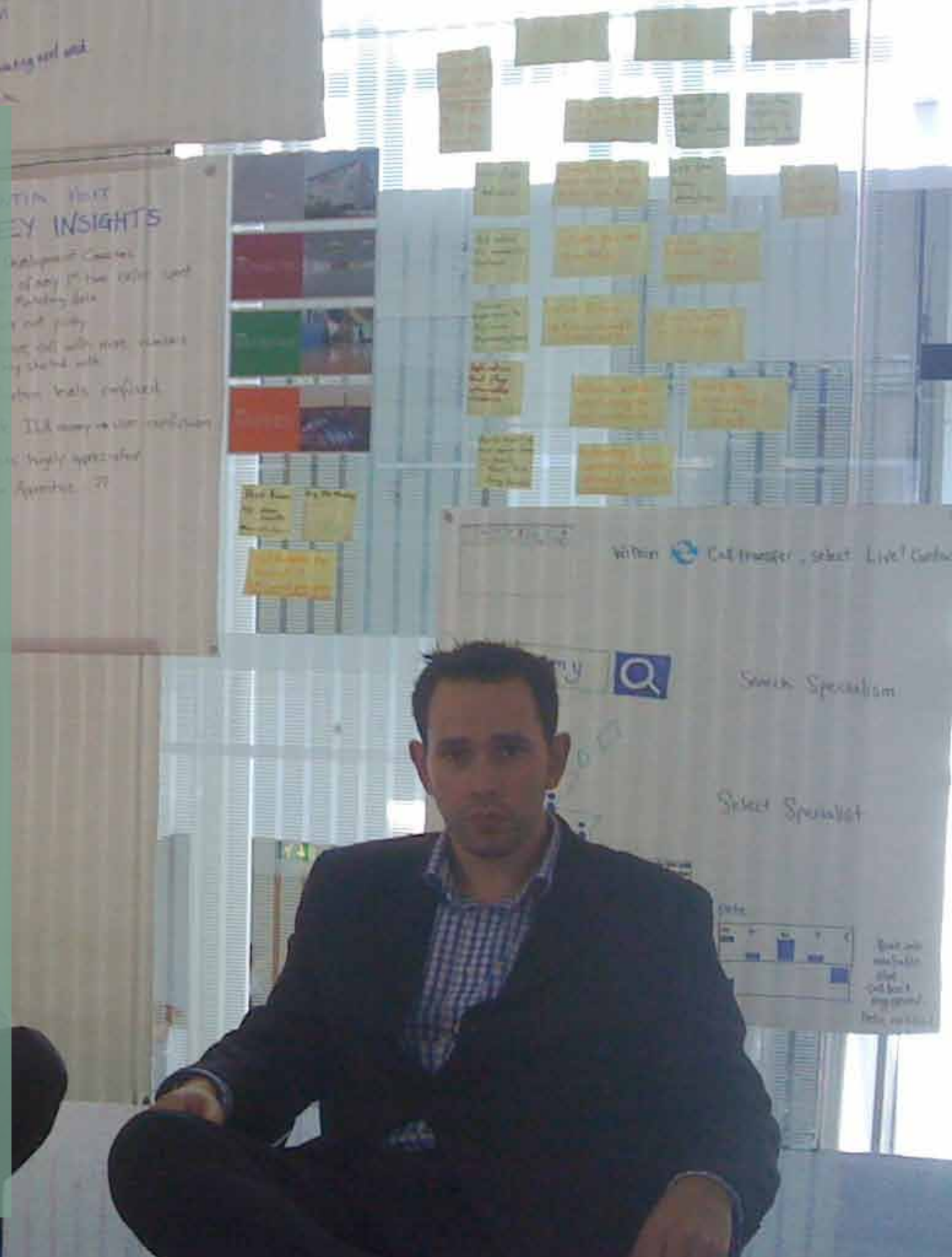
Roger Martin, The Design of Business

The Barriers Difficult for designers

- Aesthetics
- Short attention span
- Don't understand system/language
- Working against the current
- Not having space (metaphorically and physically) to design

“The design studio provides a context where this visible thinking becomes “visible learning” for others. The studio is socially and aesthetically immersive – a changing environment where ideas, thoughts and models are created and shared. The environment is messy, rich and stimulating. In other words it is like the real world. It is not at all like “the paperless office”, the permanently clean desk, or the knowledge-management system in a computer database. The “database” for the artist and designer is the physical and cultural environment, and the creative processes in the design studio reflect and affect the “actual studio” of the real world.”

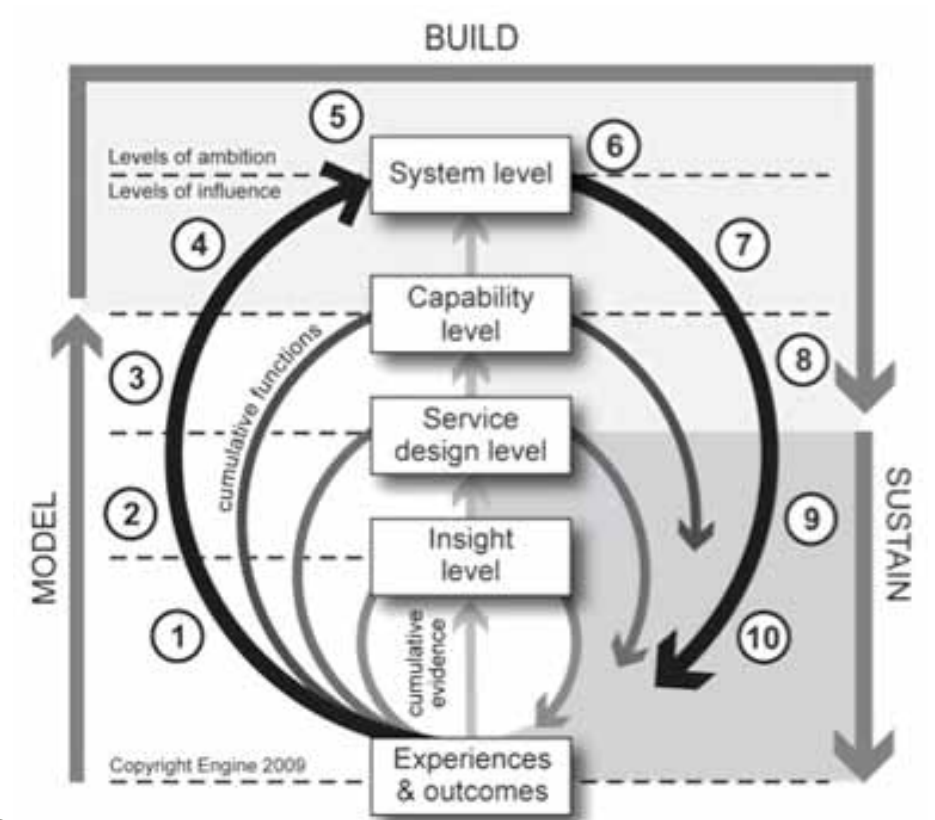
Irene Mcara Mcwilliams, Impossible things? Negative Capability and the Creative Imagination



Embedding plan Is consulting over?

“You can’t just have one part of the organisation understanding how design thinking can benefit their work: the whole organisation needs to know it.”

Tony Coultas, Head of Service Design and Innovation, thesis interview conducted by Sarah Drummond



Getting together Capability and understanding



Seeing design

“First of all, design cannot be seen”

Peter Gorb, The Design Management Interface

*The Service Design
and Innovation Process
mapped to the 4Ds*

by Sarah Drummond

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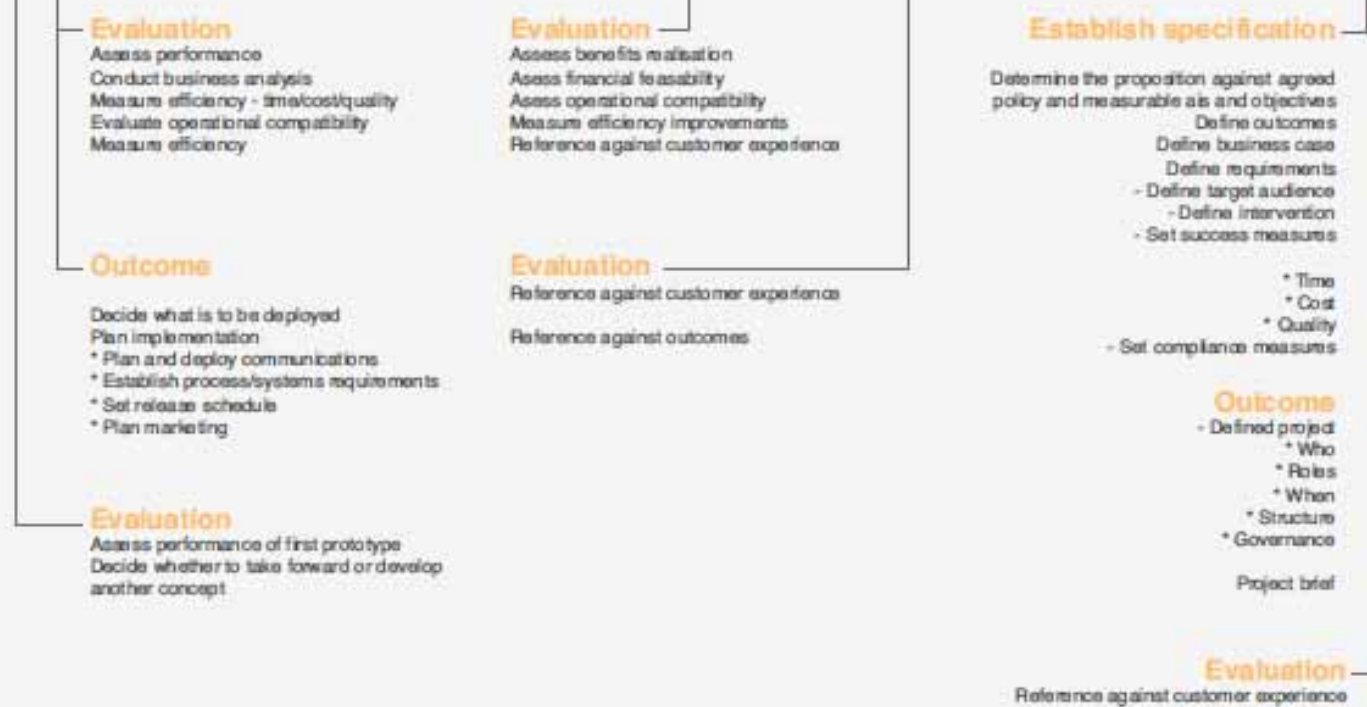
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Evaluation and outcomes





Artifacts Creating Interactions

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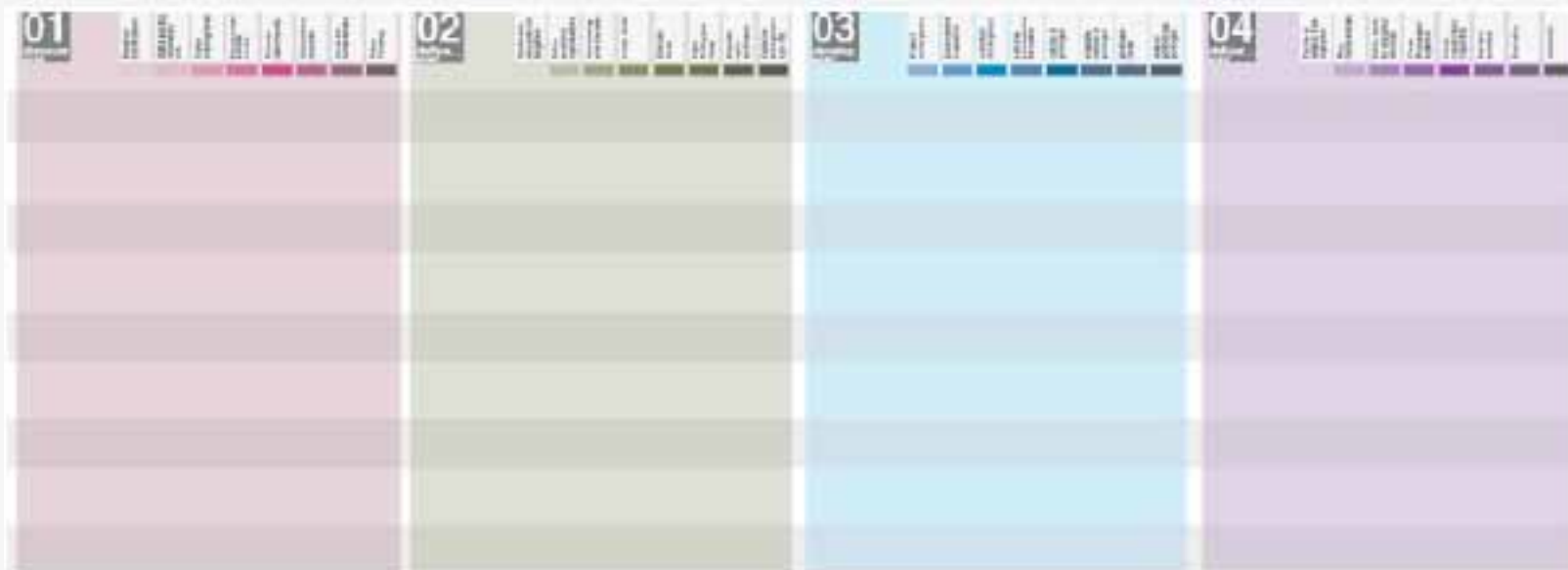
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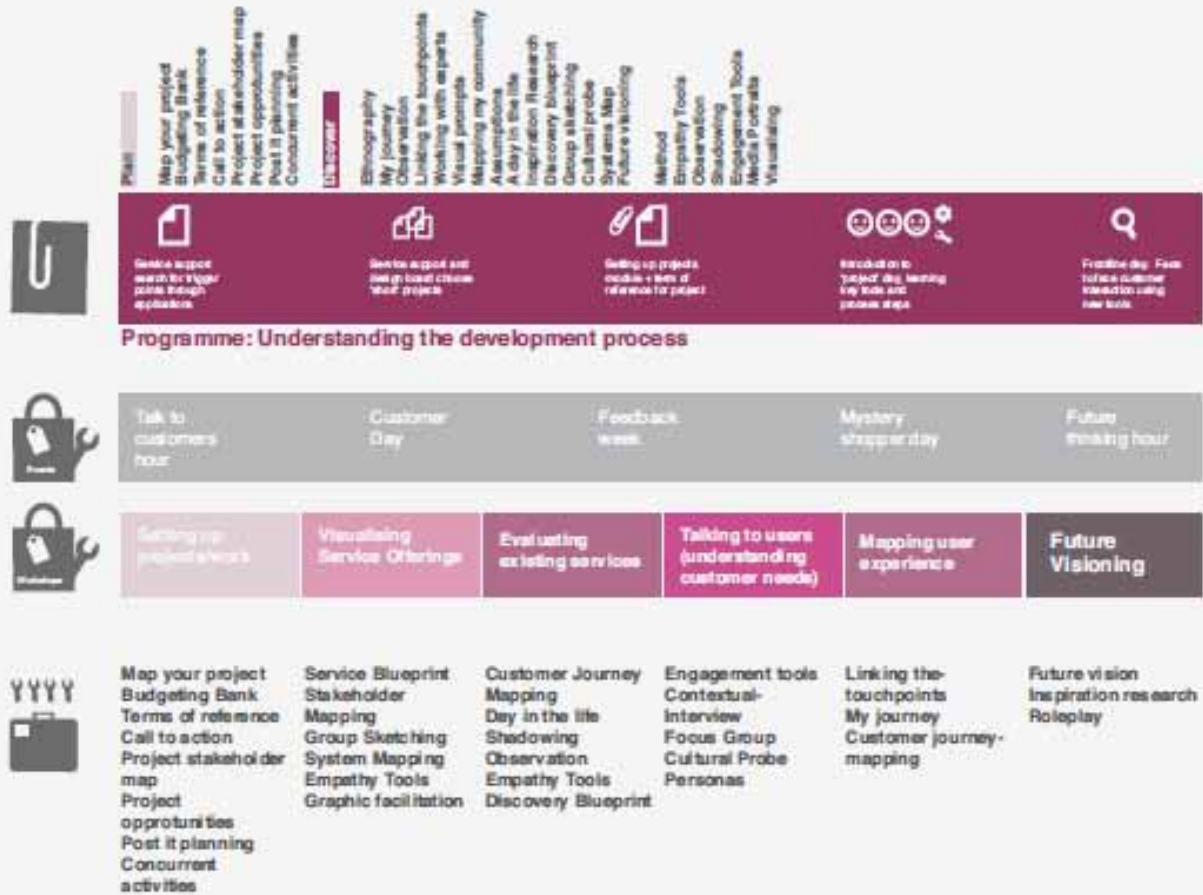
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Improving Capabilities SD&I Team CPD

GSA and SDS

“Quote”



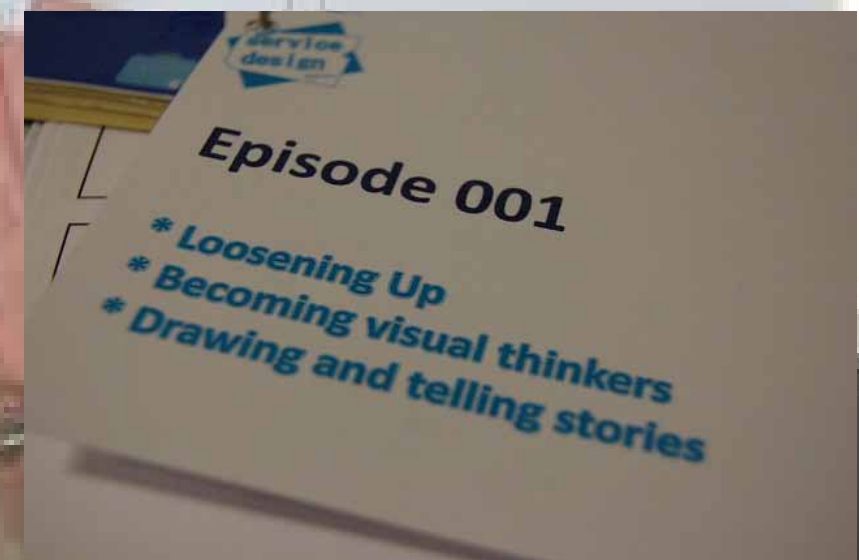
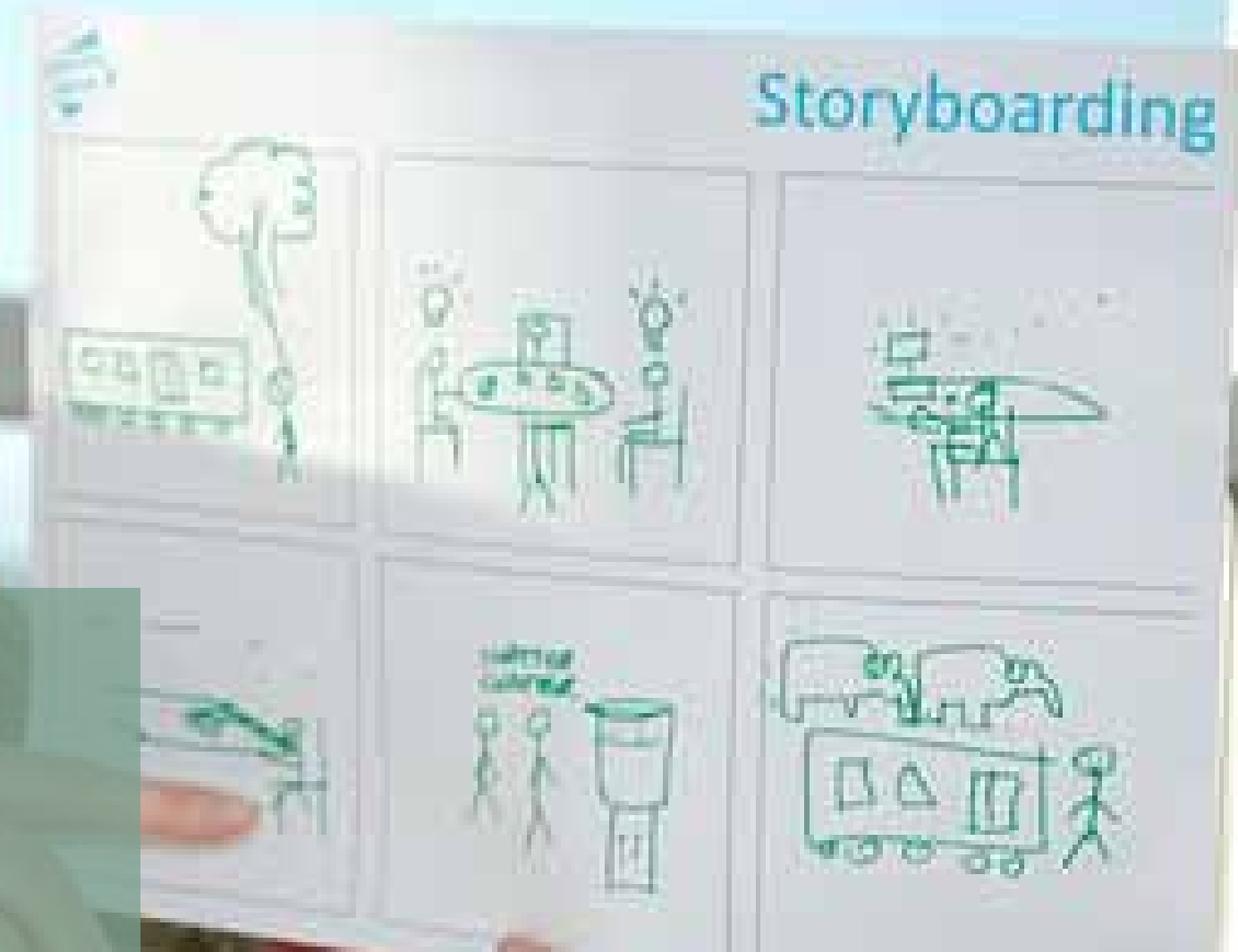
Improving Capabilities Whole organisation CPD





Looking at core skills not methods

Teaching staff to draw





SD&I 2.0

Internal capacity

“re-imagine the internal design function as an independent design studio”

Martin Neumeier, The Designful Company

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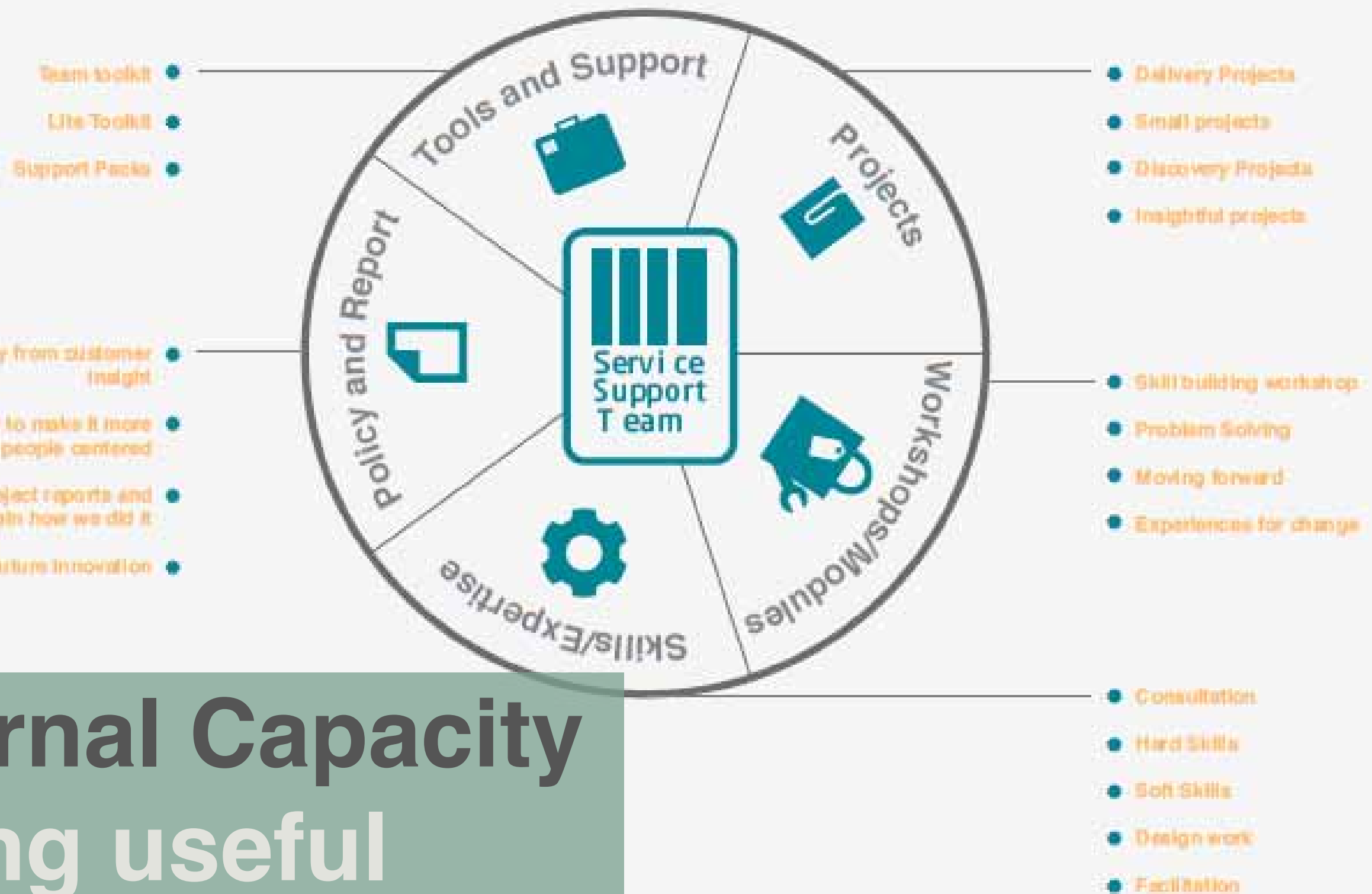
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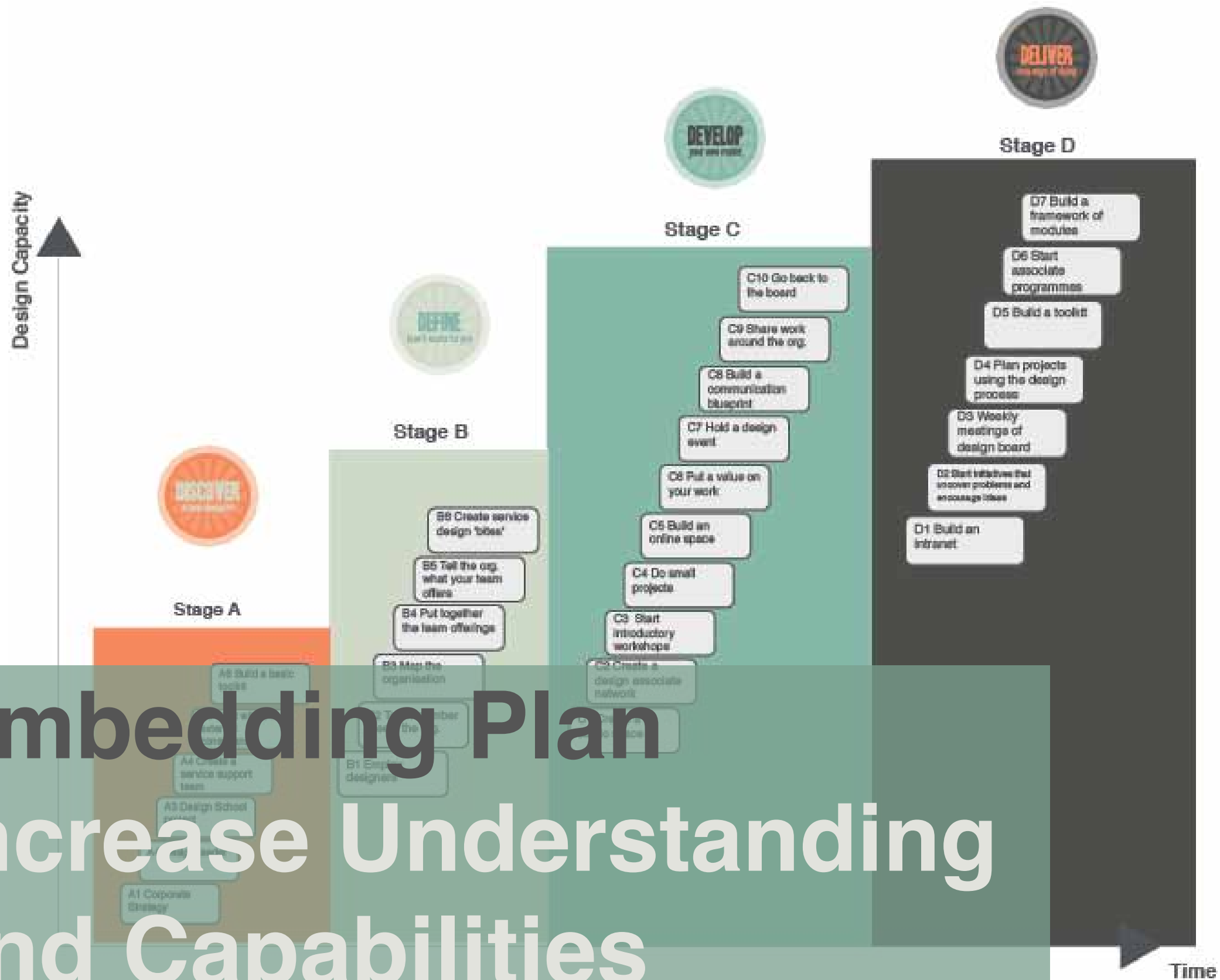
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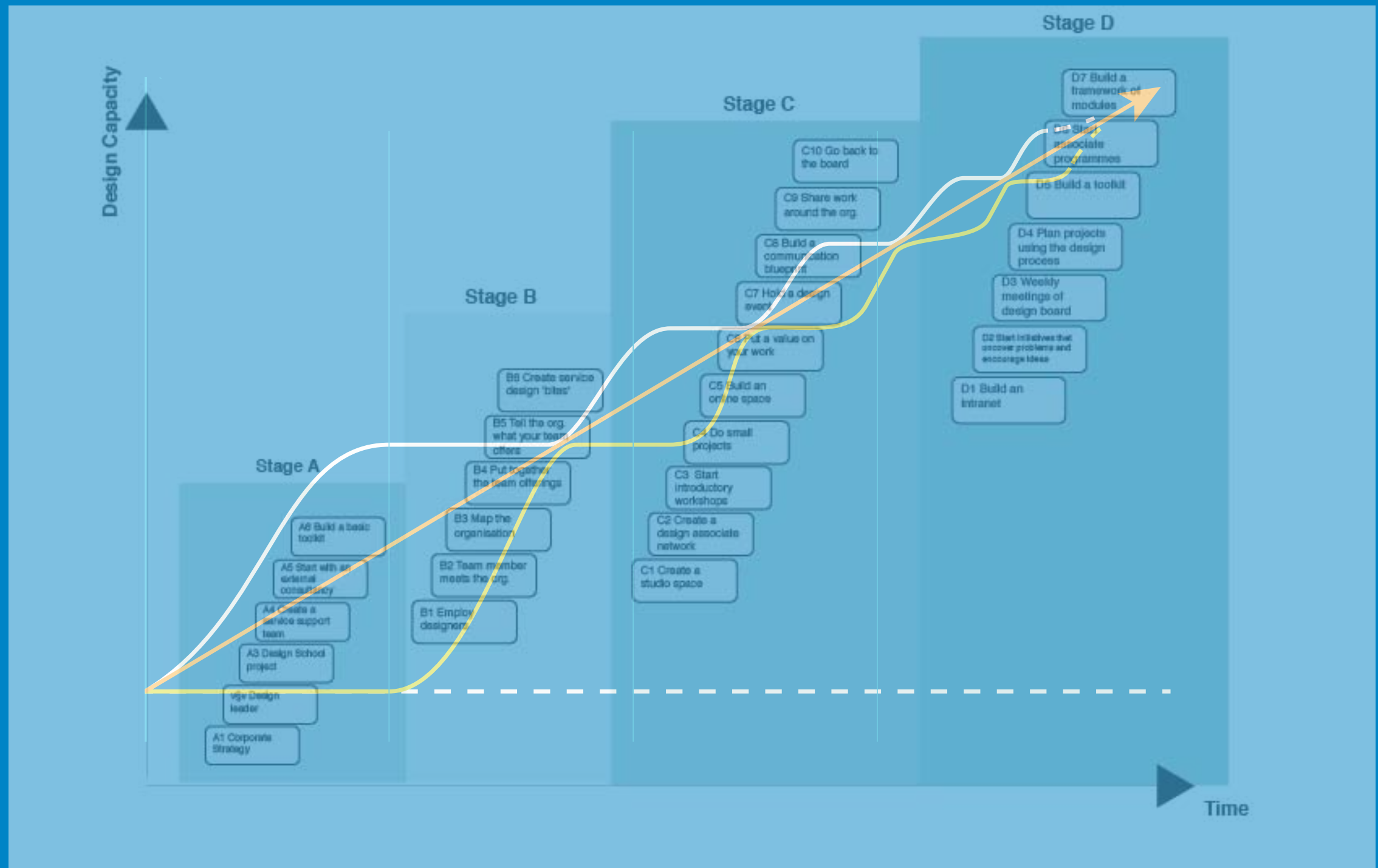


Internal Capacity Being useful

Embedding Plan

Increase Understanding and Capabilities





Briefs not policies

All about projects



A photograph of three people in a workshop or office environment. They are standing in front of a large glass wall that is covered with numerous colorful sticky notes and several printed posters or documents. One person on the right is pointing at a poster. The scene suggests a collaborative design or planning session.

Building from within

CPD

Everything they do

SD&I recognise they need help but do also need to 'do it ourselves'

Do design from inside and outside



Dealing with the detail

Small steps make change
Design alters behaviour

Design DNA

Extrapolating from design

How best can designers exist and flourish within the public sector?

We might not fit in But just do it anyway



Thank you

We would also like to acknowledge

Skills Development Scotland

Tony Coultas and the SD&I team

Jonathan Clark, Director of the SD&I Department

Students and staff at the Design School, Glasgow School of Art

All the interviewees who took part in Embedding Design: Changing Our thinking

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