Embedding service design: the long and the short of it

ServDes 2012, Espoo, Finland

Stuart Bailey
s.bailey@gsa.ac.uk
@stuartgbailey
@gsofa

www.gsa.ac.uk
Launch of Skills Development Scotland in April 2008 marked the beginning of a step change in the delivery of careers, skills and training services in Scotland.
Delivering service through multiple channels

Skills Development Scotland deliver careers, skills and training services using a number of delivery channels - on-line and person-to-person
Opportunity to study embedding design: at multiple levels . . .

Projects:
- Learndirect Scotland: April-May 2008
- Careers Scotland: Nov-Dec 2008
- SDS MyCoach: Mar-May 2009
- SDS Internal Comms: Feb-Mar 2010

- MyLearningSpace development elements of which can be seen in My World of Work

Skills Development Scotland

M.Des Design Innovation - service design thesis on SDS by Sarah Drummond

CPD: GSA service design training to SDS staff, 2010.

Opportunity to study embedding design: at multiple levels . . .
. . . and over multiple relationships

PD students

project experience

internships/employment

practice-based research

service design consultancies

professional practices

staff
teaching

Skills Development Scotland

commissions
Our commitment to our customers is to:

- co-create solutions with them, for them
- design solutions around their actual demand
- ask why they demand our services, and focus on the outcome required
Parallels in innovation

Innovation in the Public Sector

This document is a report produced by the PUBLIN research project. PUBLIN is part of the Programme for research, technological development and demonstration on “Improving the human research potential and the socio-economic knowledge base, 1996-2002” under the EU 5th Framework Programme. For more information, see www.step.no/publin/

Publin Report No. D9

On the differences between public and private sector innovation

By Thomas Halvorsen, Johan Hauknes, Ian Miles and Rannveig Røste

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Innovation in the Public Sector

This paper is intended to provide a framework for thinking, debate and action on the conditions for successful innovation and its diffusion in the public sector. It represents work in progress. As such we would very much welcome any comments, criticisms or case studies from both the UK and other countries, and being kept in touch with relevant on-going research and networks. Please send any material or information to Albury, in the Strategy Unit, at: david.albury@cabinet-office.x.gsi.gov.uk or Admiralty Arch, The Mall, London SW1A 2WH, UK

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Building design capability

Building Capability: Building capacity and capability for a self-improving NHS

Current Government plans to re-design the health service around the needs of the individual patient require a health service ready and willing to adapt to change. The Institute is seeking to help the NHS every level feel more confident, ambitious and capable of delivering better care. To do this, the Institute recommends creating a learning process to lead their teams through these series of changes.

- Engage and experience
- New models for transforming the NHS
- Building improvement capacity
- Innovation survey
- Technology and product innovation
- Innovation survey
- National Innovation Centre
- National Library of Health
- High Impact Actors (HIA)

Latest Building Capability

By Joe Heapy and Julie McManus

Joe Heapy, Co-founder and director, Engine Service Design. With roots in industrial design, Joe is an engaging advocate of the social value of design in improving people's lives. He has worked with many of Engine's clients across sectors to improve business performance and the experiences of service users.

Julie McManus, Knowledge manager, Engine Service Design. As knowledge manager at Engine, Julie ensures that nothing we learn gets lost. From collating our best work to gaining new insights from each project, Julie keeps everyone up to date, sharing and transferring what we know to everyone in the company.

NHS Institute for Innovation and Improvement

In-house service design & innovation teams

Key Processes
The NHS Institute Design team is small and responsive; it seeks to provide high impact, innovative solutions for the NHS that are both robust and rapidly developed. The use of an evidence based development process that enables innovation and creativity whilst maintaining effective governance and decision making, is key to the creation of these solutions (Diagram 1).

Diagram 1 - An illustration of the NHS Institute Design work process.
Develop a common vocabulary and language

Use of external consultants can facilitate delivery and communication of current thinking
Disseminate design thinking & processes
Facilitate dissemination and embedding

In-house design team use workshops and working alongside colleagues to disseminate design methods & practices
Disseminating design, delivering value

Results promote confidence in process
Management have to be on-board

Management have to embrace the design process, tools and methods too
Failure or iteration

Iteration - an important element of the design process

Change culture from one of risk averse and where failure is punished to one of iteration.
Recognising embedding process
Evolving the service design process DNA

Just as DNA propagates, so too must embedding design practice evolve and mutate to remain current and effective.
Building capacity: more than ‘design readiness’
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Recognise rest of organisation not developing design capability

- in-house design team
- rest of organisation

Time

Design Capacity
Building capacity: more than ‘*design readiness*’

A

Recognise rest of organisation not developing design capability

B

Disseminate design process & methods
Building capacity: more than ‘design readiness’

- A. Recognise rest of organisation not developing design capability
- B. Disseminate design process & methods
- C. Organisation builds design capability and converges towards in-house design team
Creates tension between strategic and doing
Creates tension between *strategic* and *doing*
Creates tension between **strategic** and **doing**

**Design team develop initial strategies**

**Strategic level where directorate prefer service design team to operate**

18 mths
Creates tension between *strategic* and *doing*

- **A**: Strategic level where directorate prefer service design team to operate.
- **B**: Design team develop initial strategies.
- **C**: Respond to deliver business value & support delivery of projects.

18 mths
Creates tension between strategic and doing

Strategic level where directorate prefer service design team to operate

Tension created between delivering strategy and/or projects

18 mths

A

B

Design team develop initial strategies

C

Respond to deliver business value & support delivery of projects
Creates tension between strategic and doing

A. Strategic level where directorate prefer service design team to operate
B. Design team develop initial strategies
C. Respond to deliver business value & support delivery of projects
D. Tension created between delivering strategy and/or projects
E. How to develop strategy while continuing to deliver value?
F. 18 mths

Time

18 mths
Balance relationship of service design team

- not so close that lose identity
- close enough to be objective & effective
- not so far away that consider external to core business
Build design capability over time
Build design capability over time

- **In-house design team**
- **Rest of organisation**

**Steps:**
- Learning
- Reflection
- Implementing
- Re-phrasing
Build design capability over time

- Design Capacity
- Time

- in-house design team
- rest of organisation
Embedding, in short . . .

• Instil ‘design readiness’ from the top and as early as possible.

• Create a common design vocabulary & language, and use it.

• Disseminate design thinking & processes.

• Get management on-board and keep them there.

• Re-interpret and develop tools and methods.

• Learn what’s working and what’s not while still delivering value.

• Reflect, re-phrase and do it all again.
And remember . . .

It can take time!
acknowledgements

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Thank You

Stuart Bailey

s.bailey@gsa.ac.uk
@stuartgbailey