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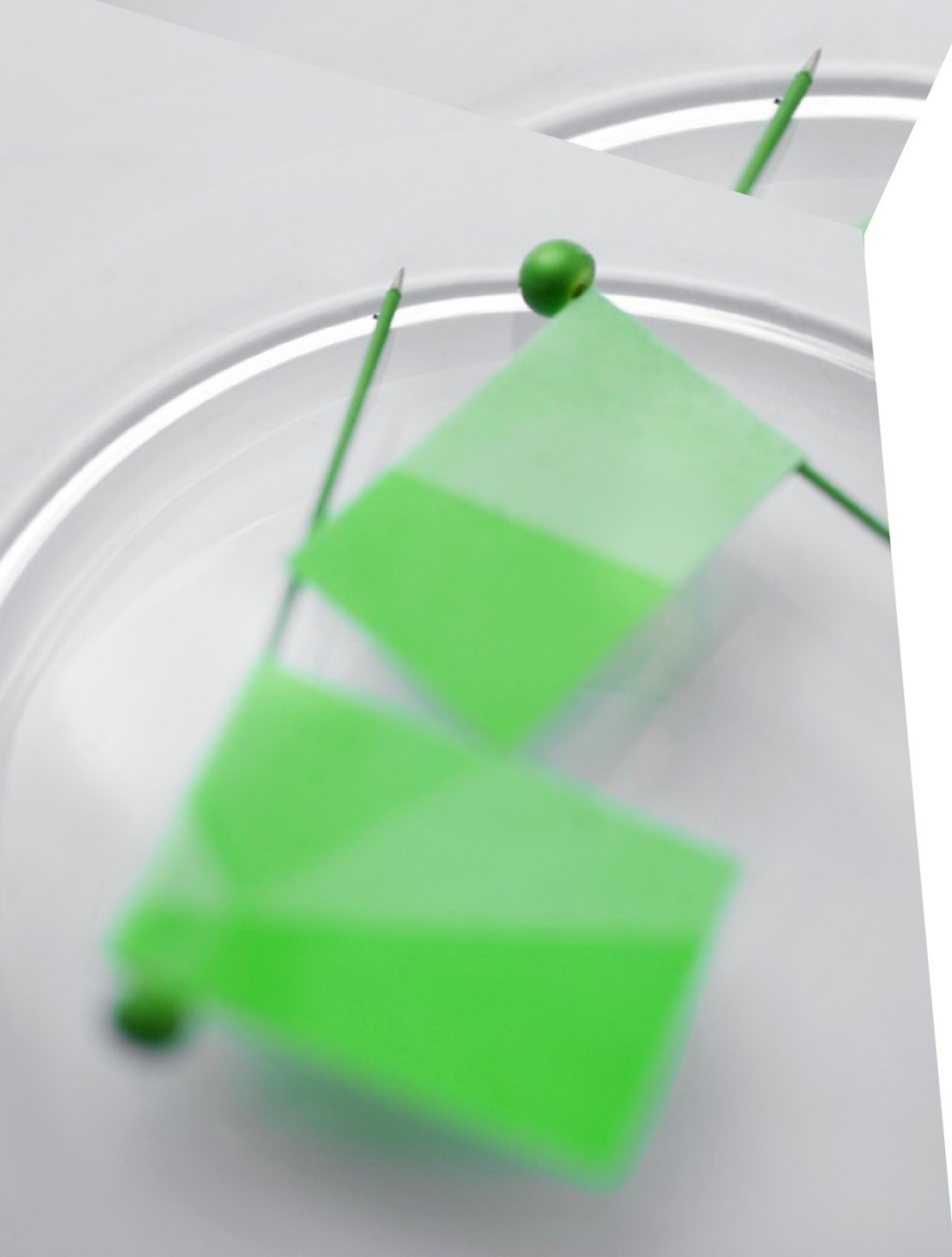
Applying human-centred design to public problems

Jesper Christiansen

THE IRREALITIES OF PUBLIC INNOVATION

Exploring the political epistemology of state interventions
and the creative dimensions of bureaucratic aesthetics in the
search for new public futures

PhD thesis
Aarhus University
Anthropology, Institute
Submitted



Agenda

- About MindLab (why human-centred design?)
- Experience: transforming the Danish employment system
- Other case perspectives
- Implications of applying human-centred design to public problems.



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About MindLab

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MINISTERIET FOR
BØRN OG
UNDERSVISING

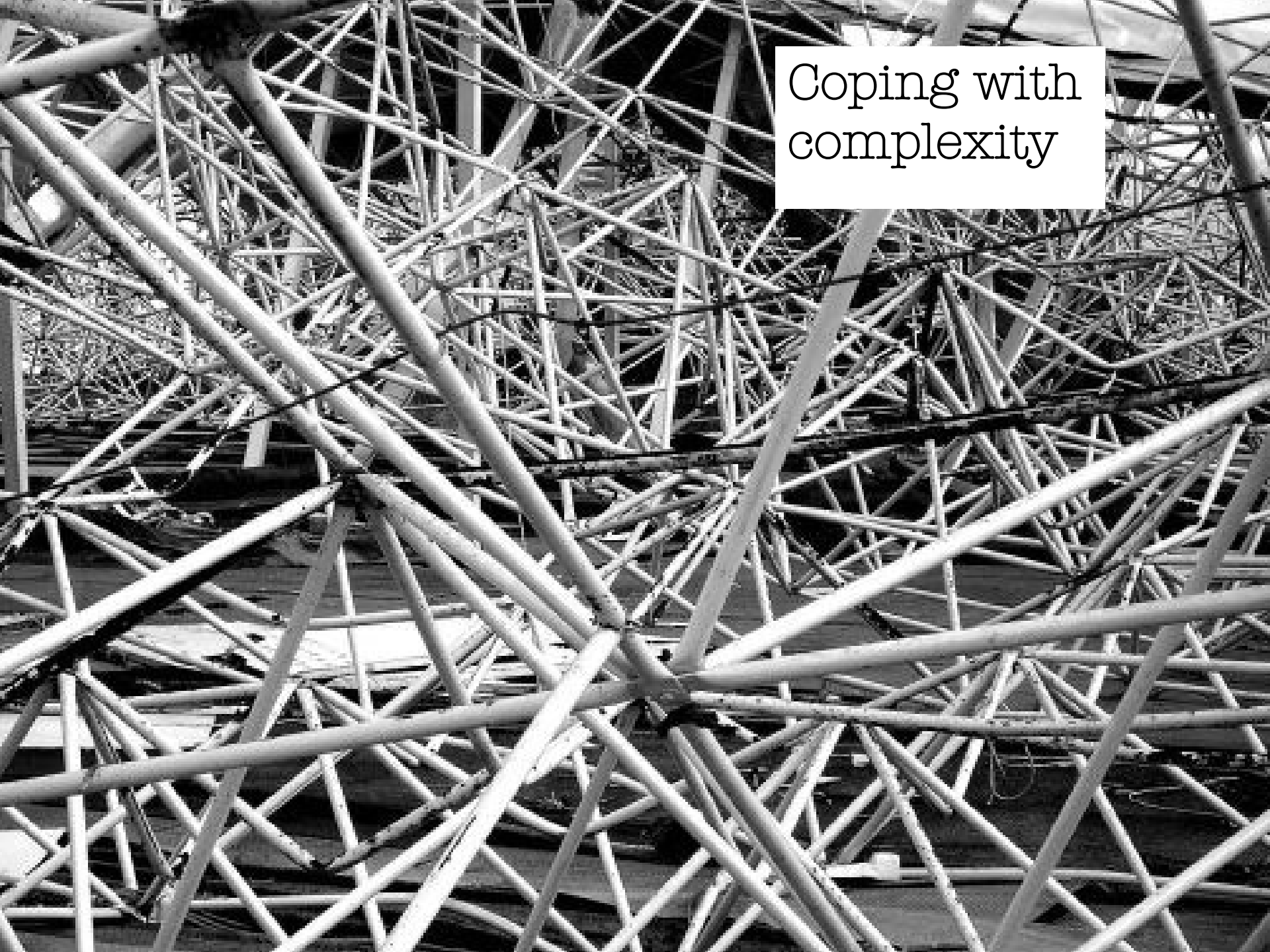


ERHVERVS- OG VÆKSTMINISTERIET

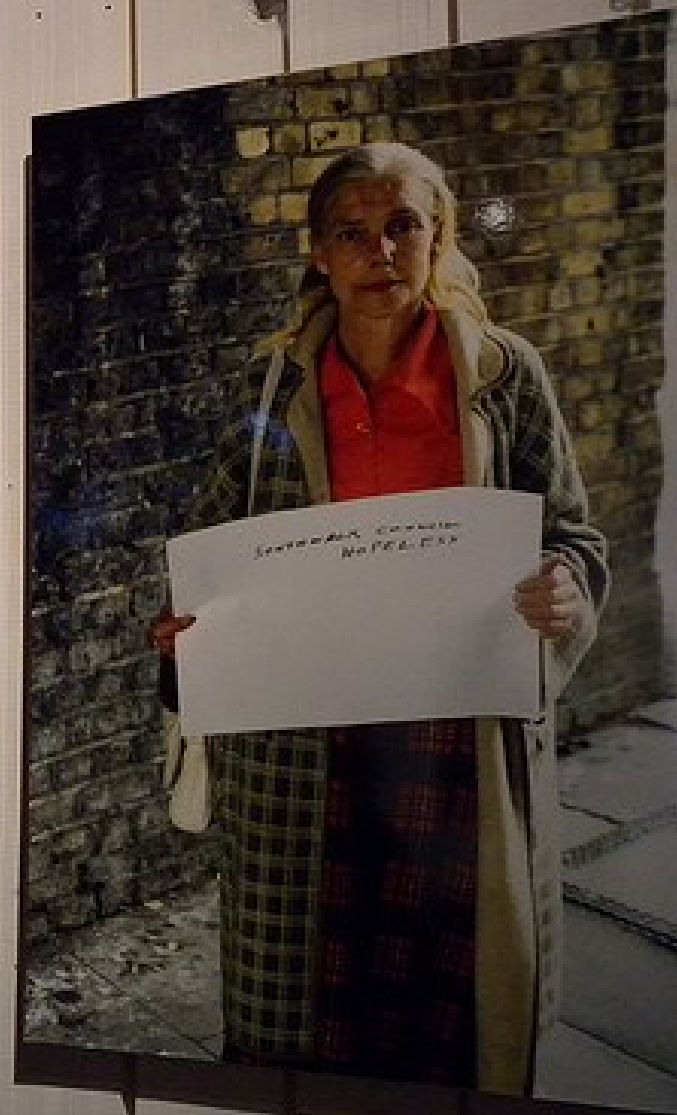


A black and white photograph of a modern building facade. The building features a grid of windows and balconies, creating a strong geometric pattern. The perspective is from a low angle, looking up at the building. A semi-transparent grey banner is overlaid across the middle of the image, containing the text "Crisis? Or challenge to 'known' solutions?".

Crisis? Or challenge to 'known' solutions?

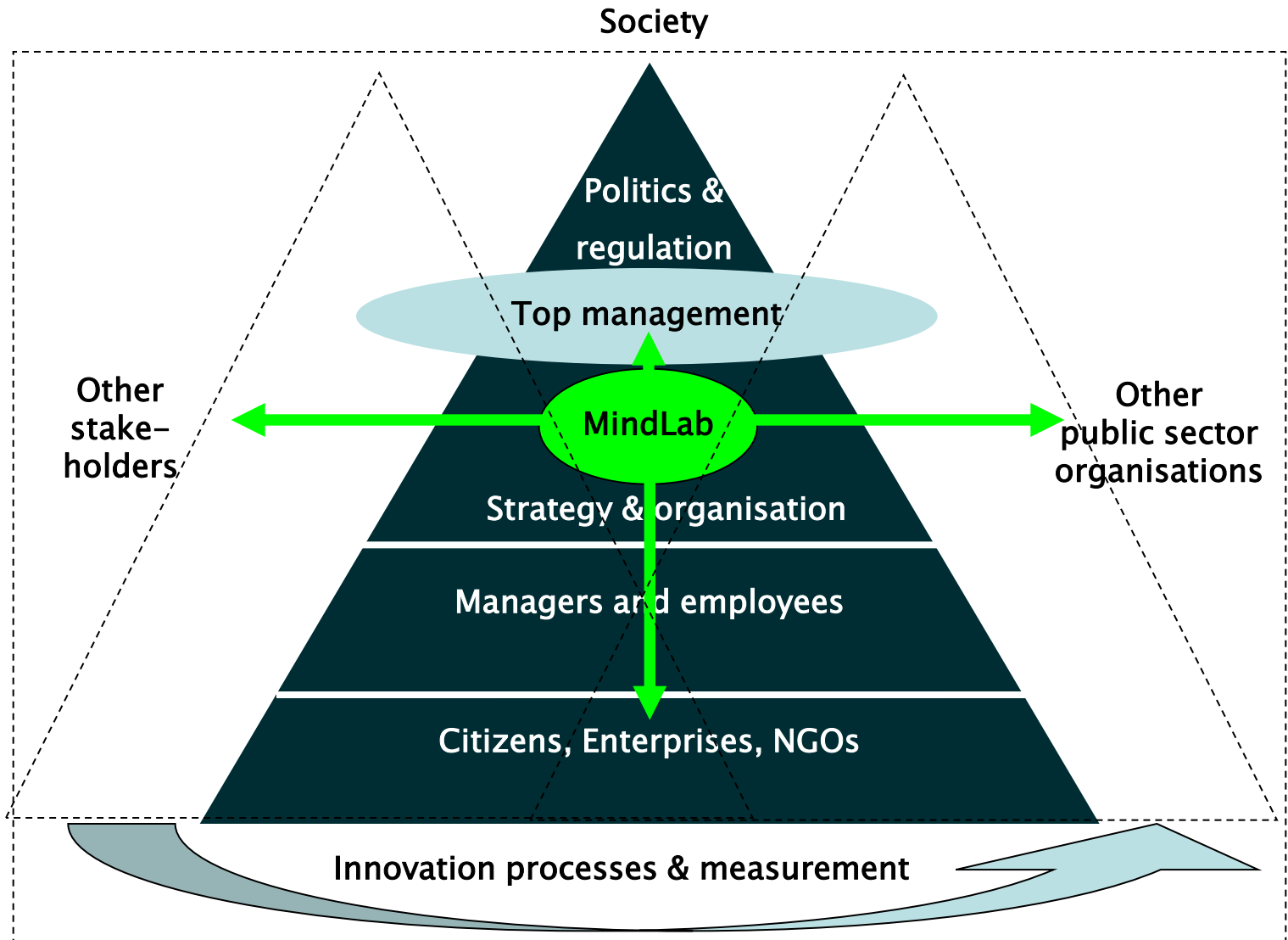


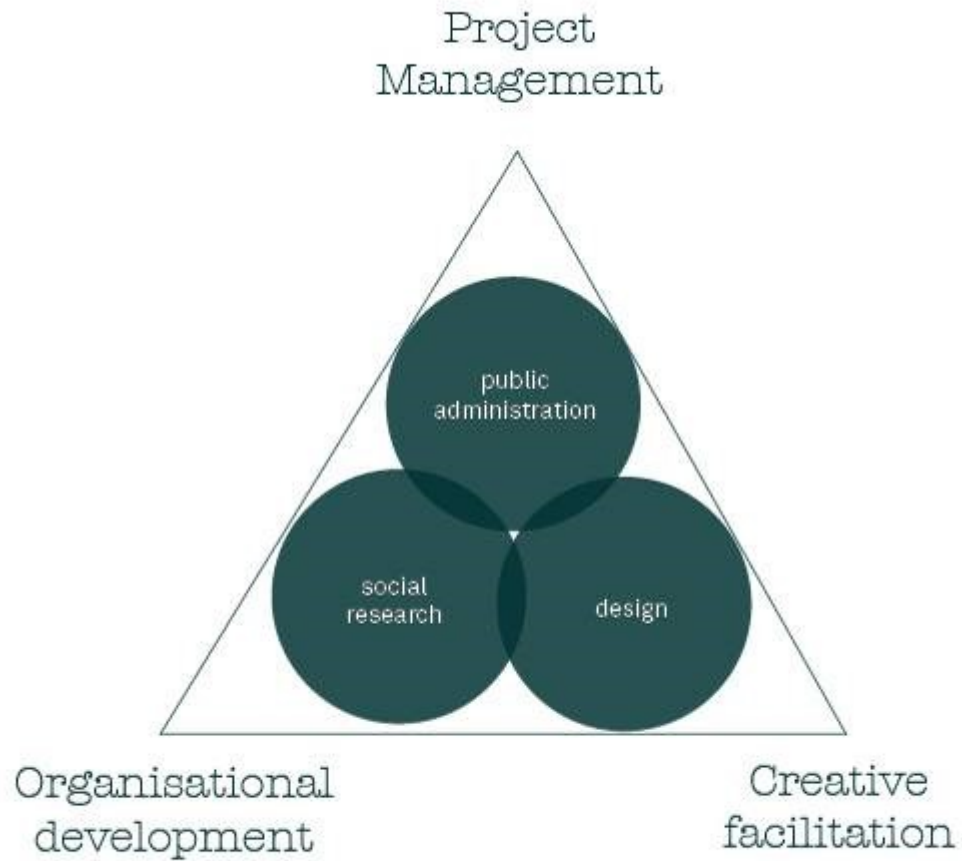
Coping with
complexity



Increasing the legitimacy of the public sector

MindLab: short-circuiting bureaucracy from within





ANALYSIS

Insights
Visualization
Pattern recognition

SYNTHESIS

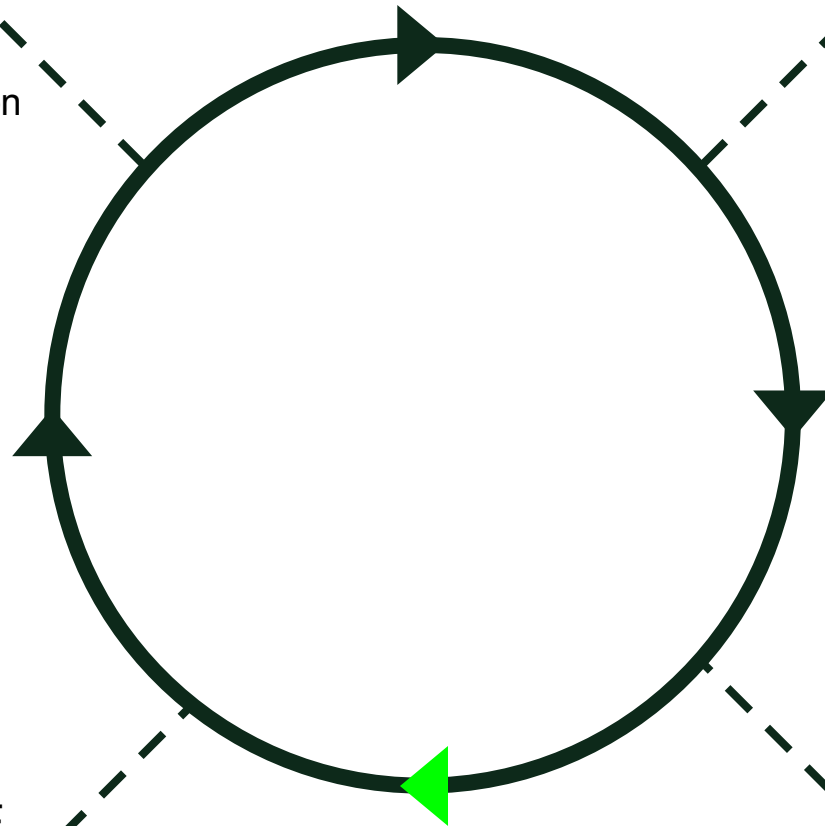
Prioritising
Ideation
Concept development

KNOWLEDGE

Project scoping
Understanding the problem
User research

CREATION

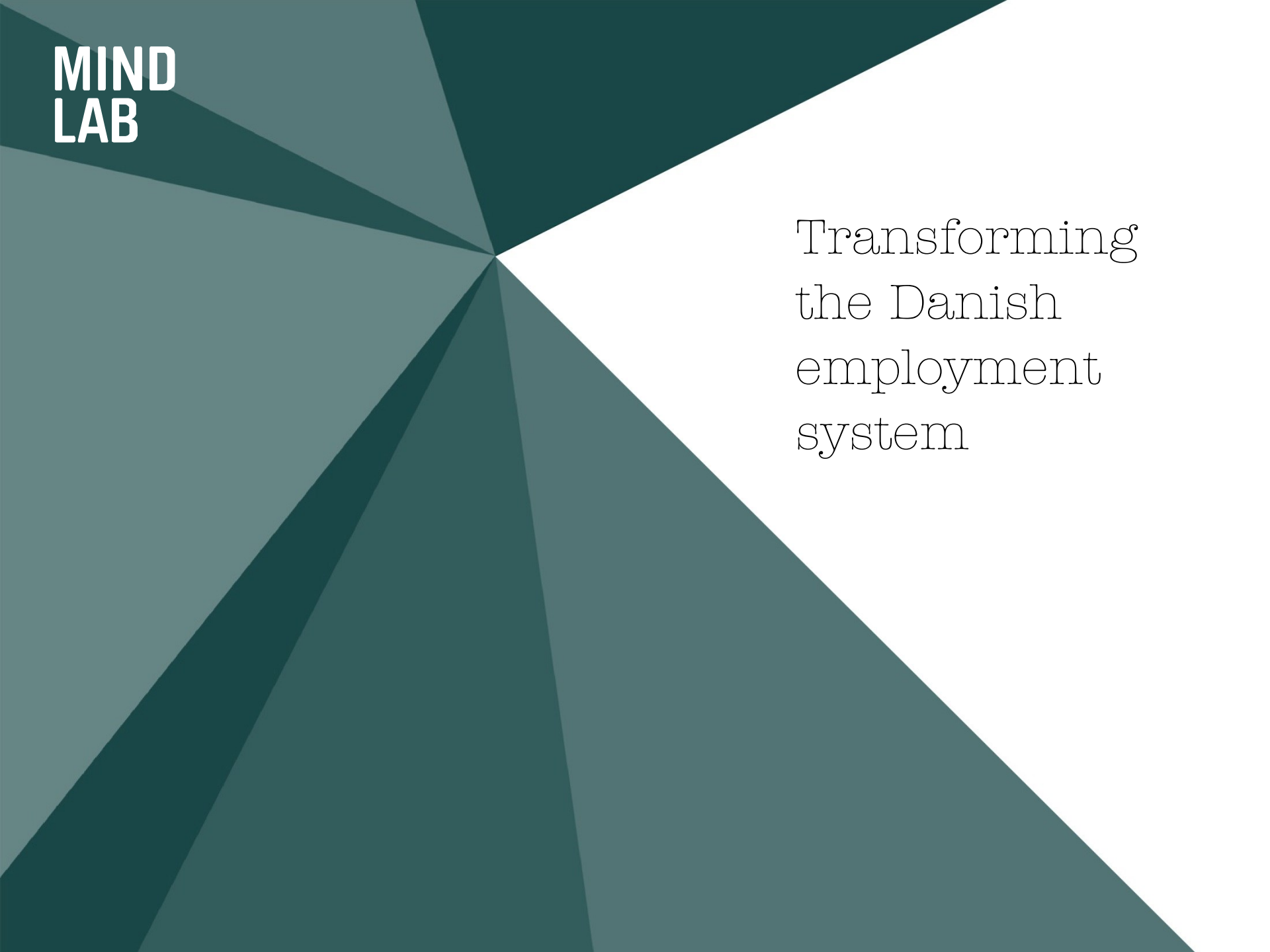
Prototyping
Testing
Implementation



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The systematic process of creating new solutions *with people*, not *for* them:

- Broader scope of **people** [citizens+]
- New mode of **knowledge** [qualitative, first-hand]
- Different kind of **process** [design-driven, iterative]
- New kinds of **human-centred** public service systems



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Transforming
the Danish
employment
system

Transforming the Danish employment system



KUN ADGANG FOR PERSONALE



Addressing the gyroscope problem

Challenge #1

The public service system is inefficient, too expensive and creating bad outcomes and service experiences

Challenge #2

Reforms rarely create the politically intended outcomes

Challenge #3

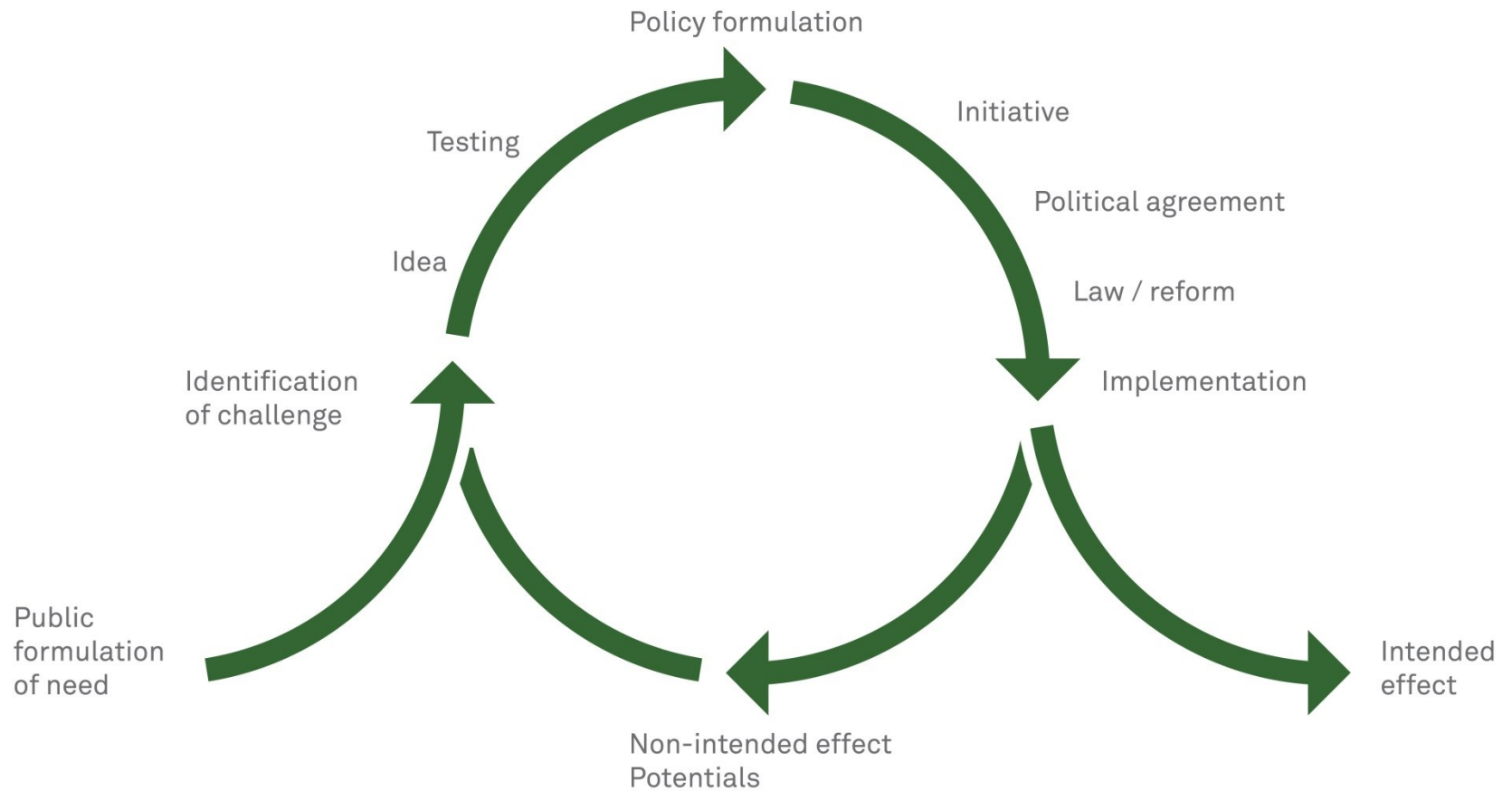
New initiatives are attempting to introduce a paradigm shift in the employment system and in public services in general

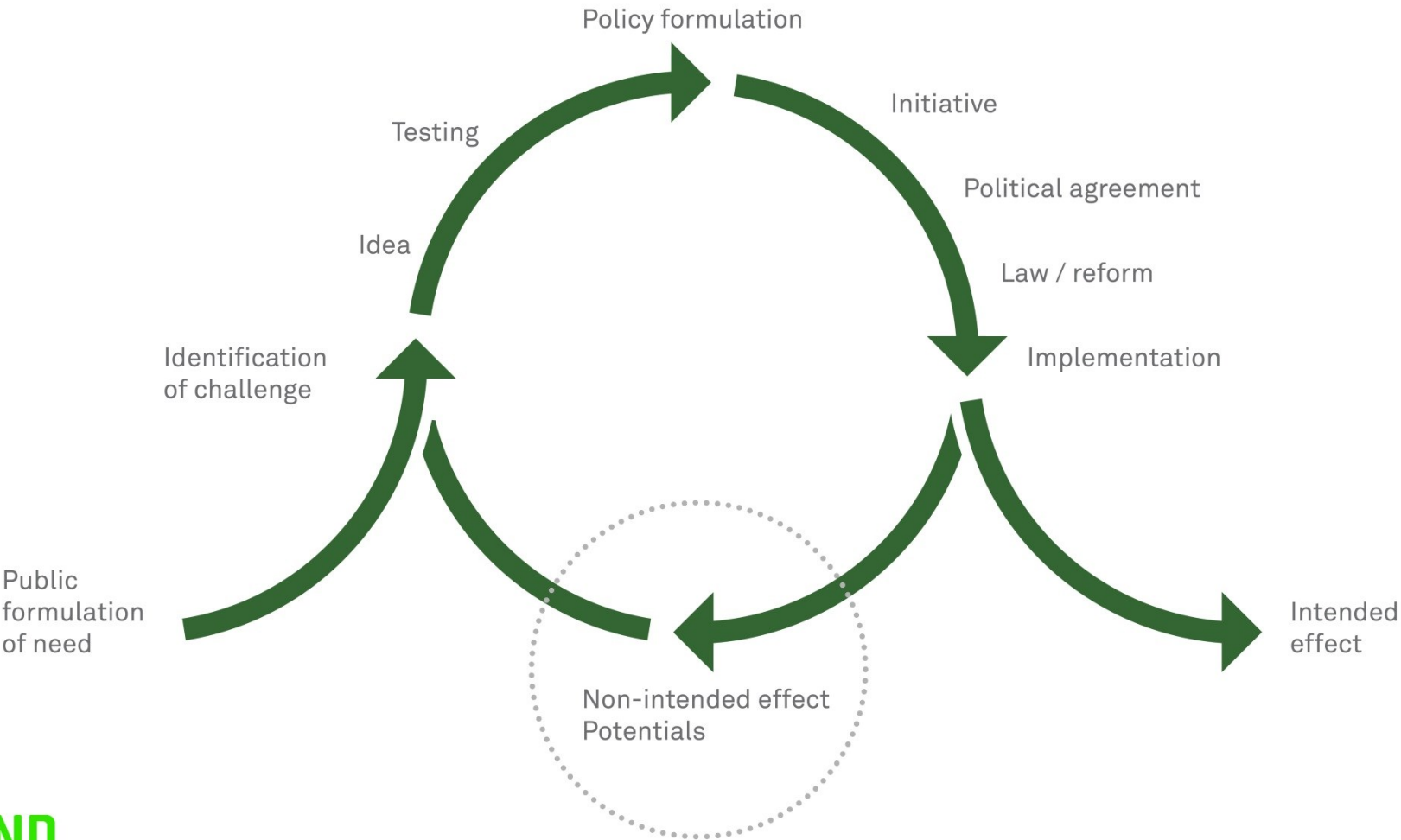


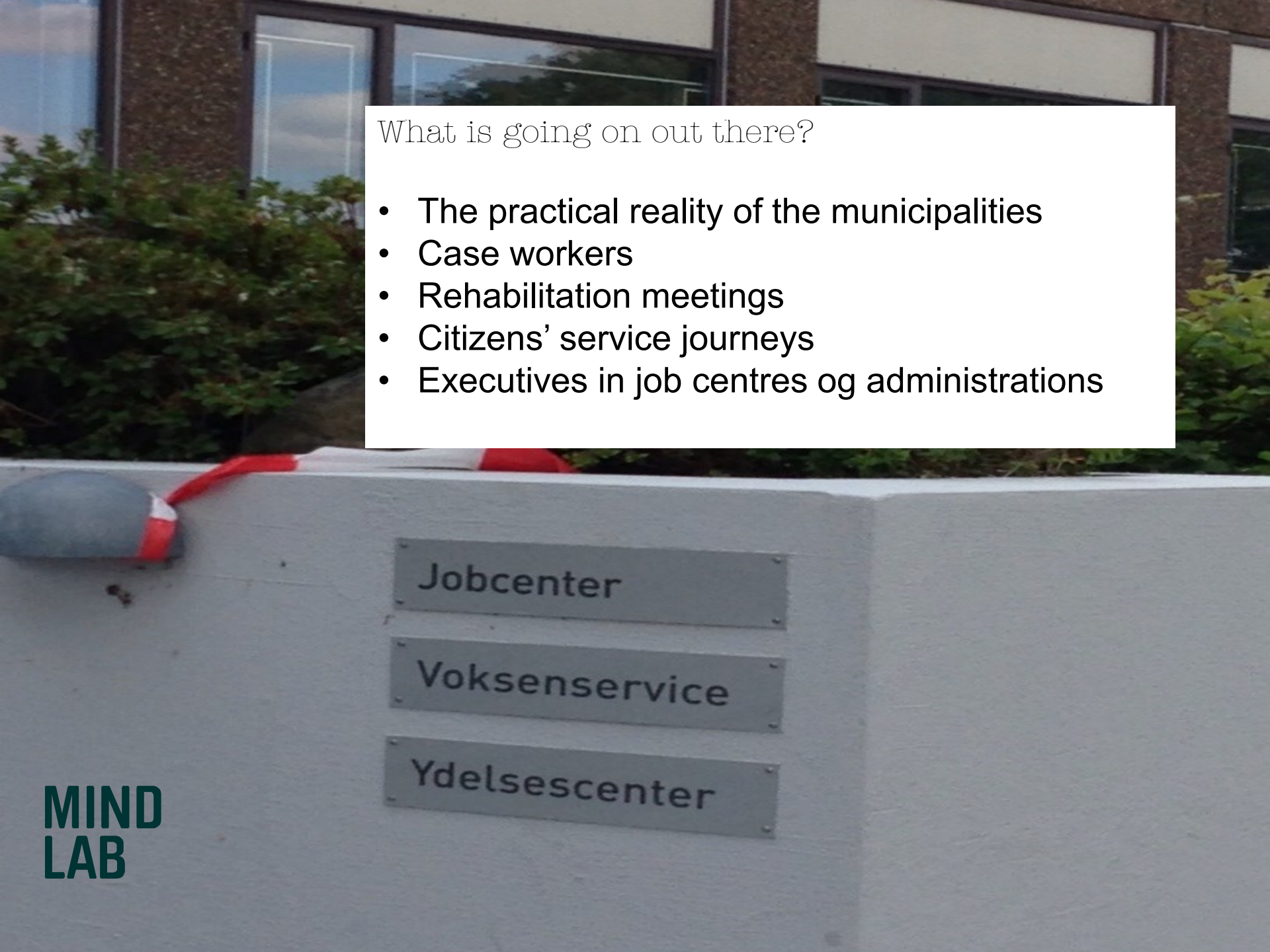
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Reforming early
pensions and flexjobs







What is going on out there?

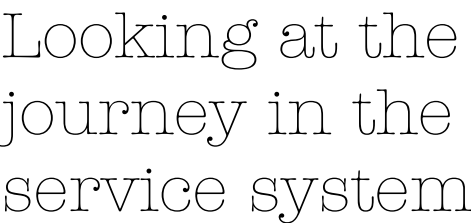
- The practical reality of the municipalities
- Case workers
- Rehabilitation meetings
- Citizens' service journeys
- Executives in job centres og administrations



Jobcenter

Voksenservice

Ydelsescenter



Looking at the
journey in the
service system

* MAJ: - Smukt mal + ryg: Sam vanligt
-13

- Irættid: Stigende - Serer Jlesh
dag til 10. 10.30 - 11.00
(11.6.50vn) +
allende træet v. 20 - bilen igen!

* JUNI: Opfølgningssamtale
2013 m. Ole B.
d. 6. / 6 '13

Snakkeform

Creating professional empathy

Bredning v. MEGET godt
begr! 24 - 26 +

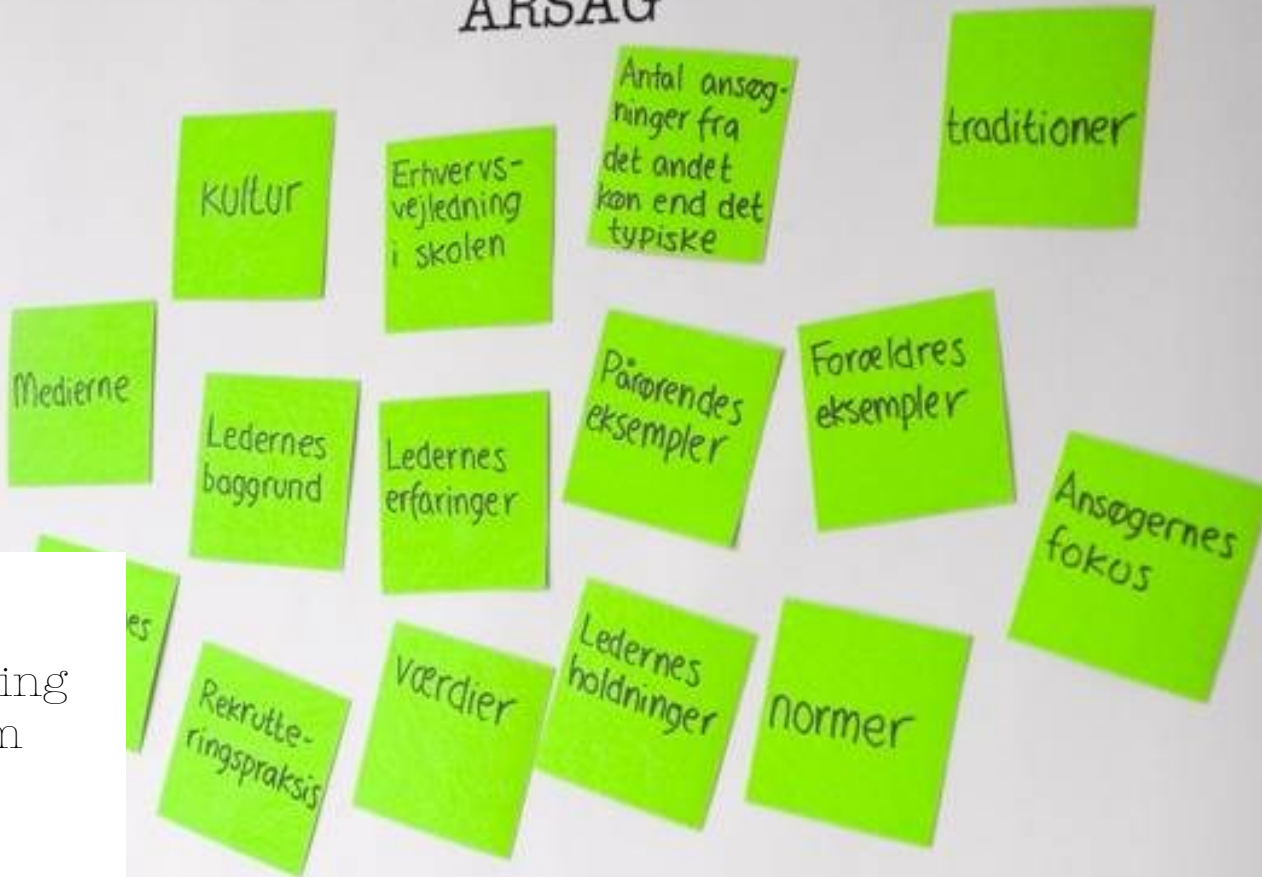
Udtryksblanket??

Blodprøven - Ferværing?

Genåbning af erstatningssses!

Ole B.
27 + 30 + 31

ÅRSAG



PROBLEM

Kønsopdelt arbejdsmarked

Lønulighed mellem mænd og kvinder

Rediscovering
the problem

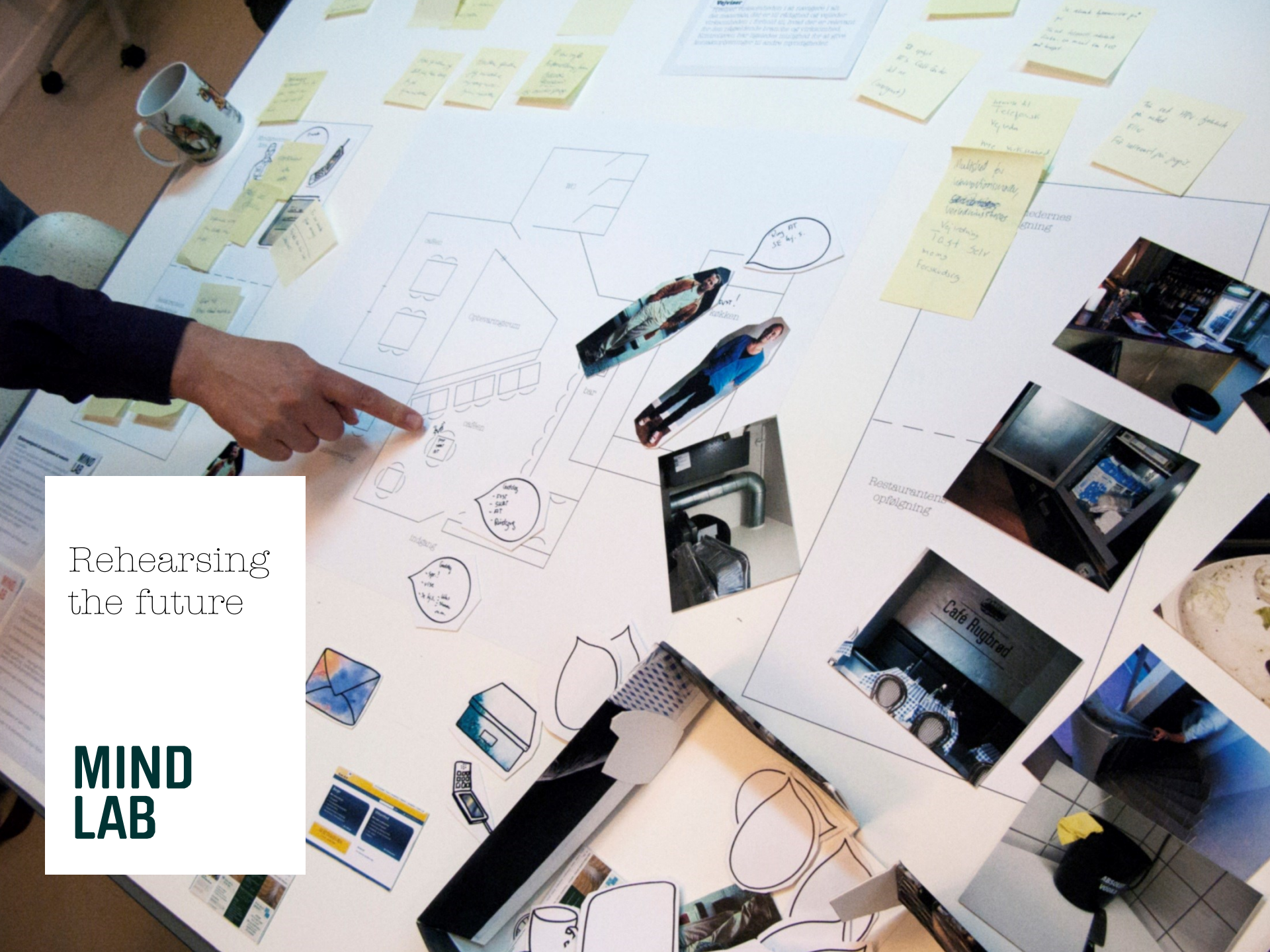


And what
does it imply?

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Rehearsing
the future

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How will
people respond?

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Who is responsible for
implementing and
operating the idea?

3 bad
words

Working with
the systemic
implications

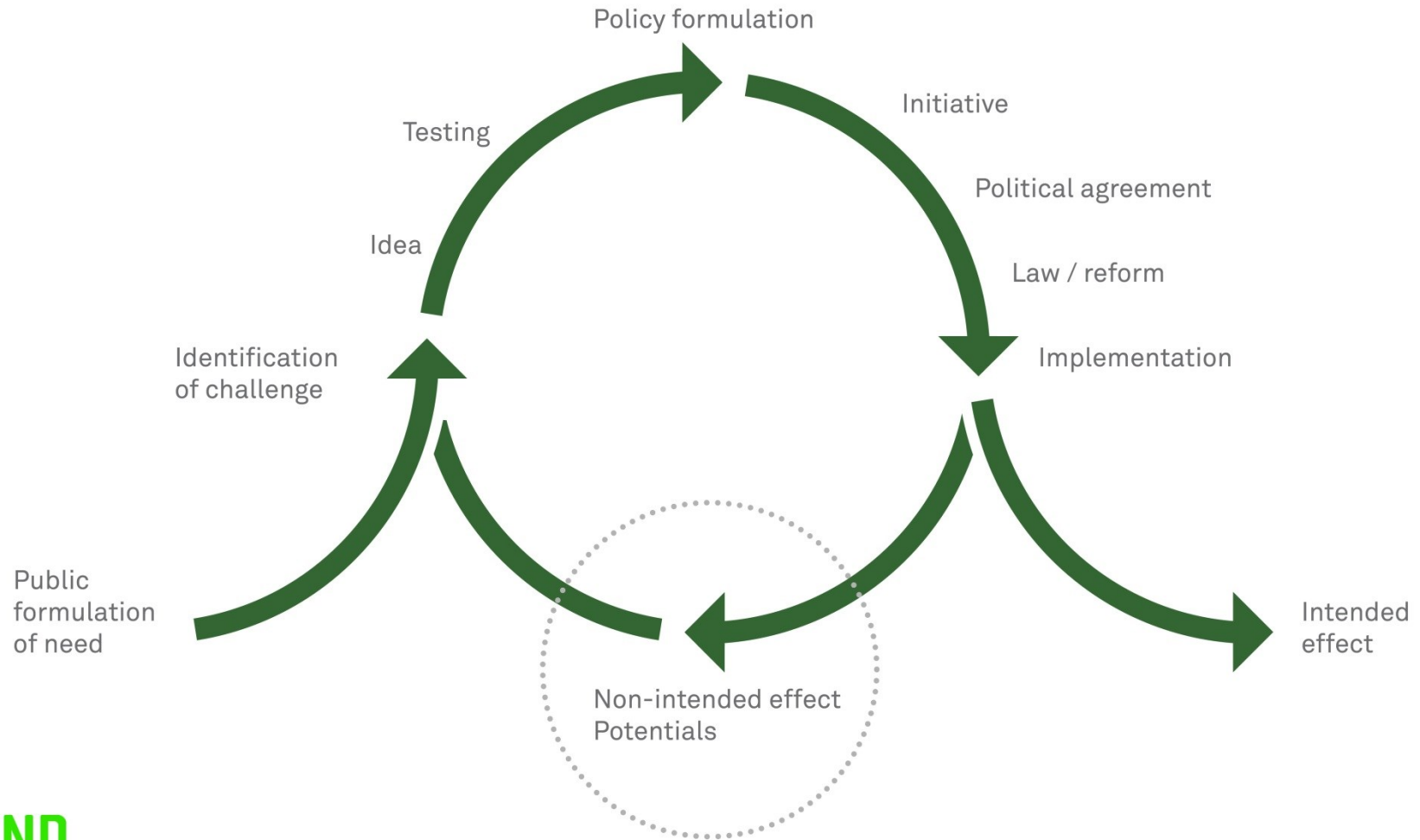
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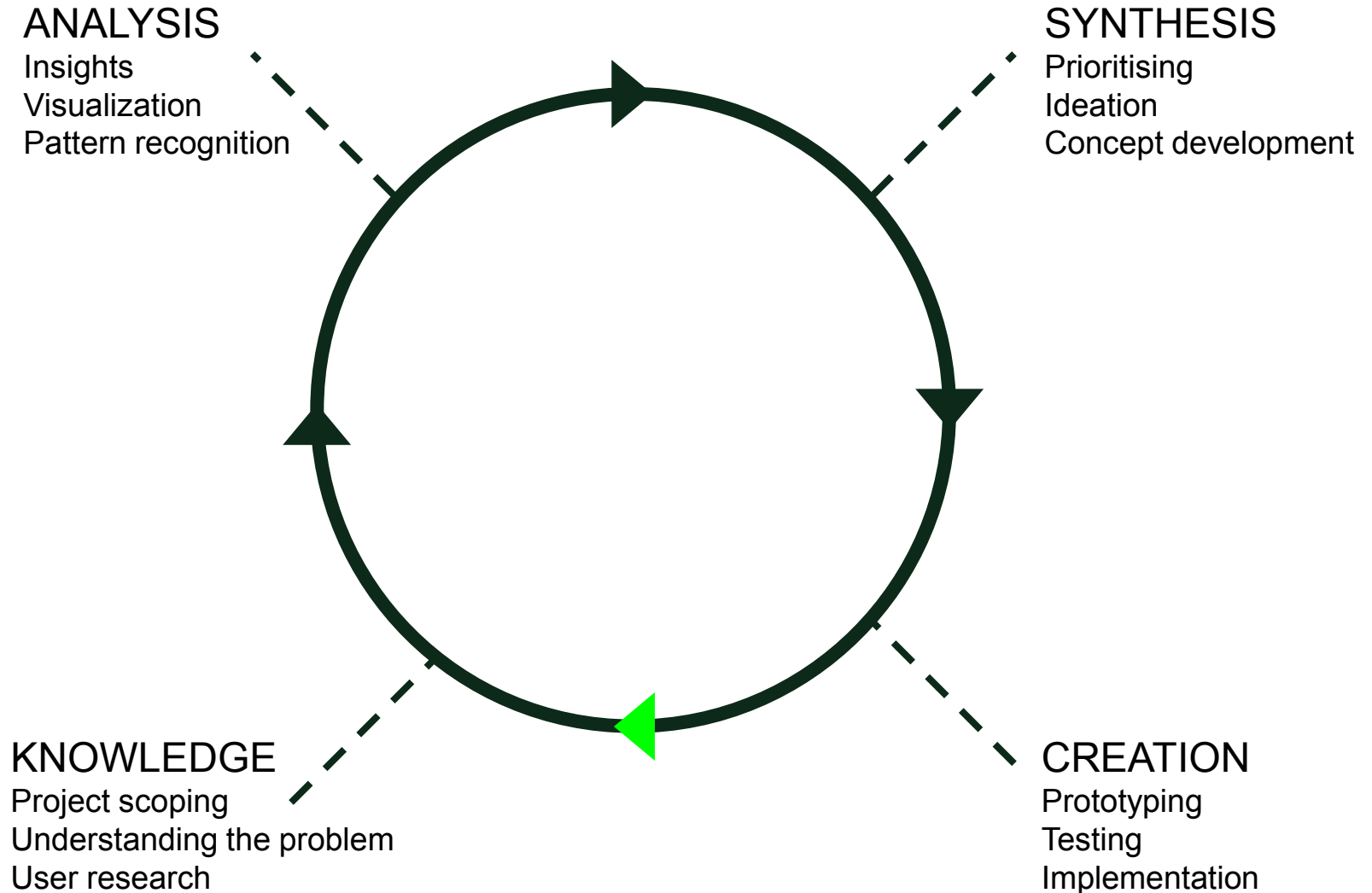
ing the model - who?

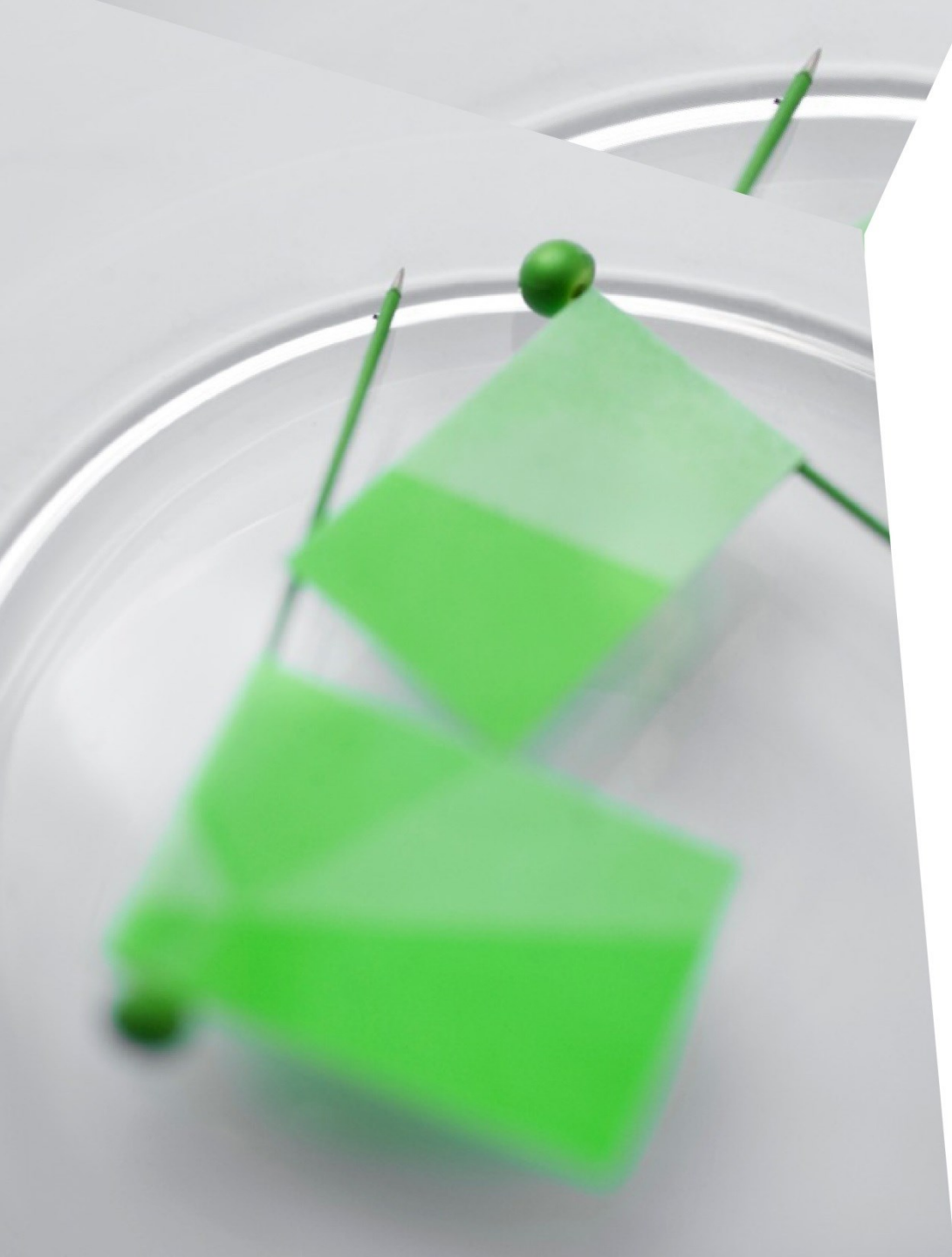
LOCAL
NETWORK

Government
- spend spend

Rethinking public policy through human-centred design

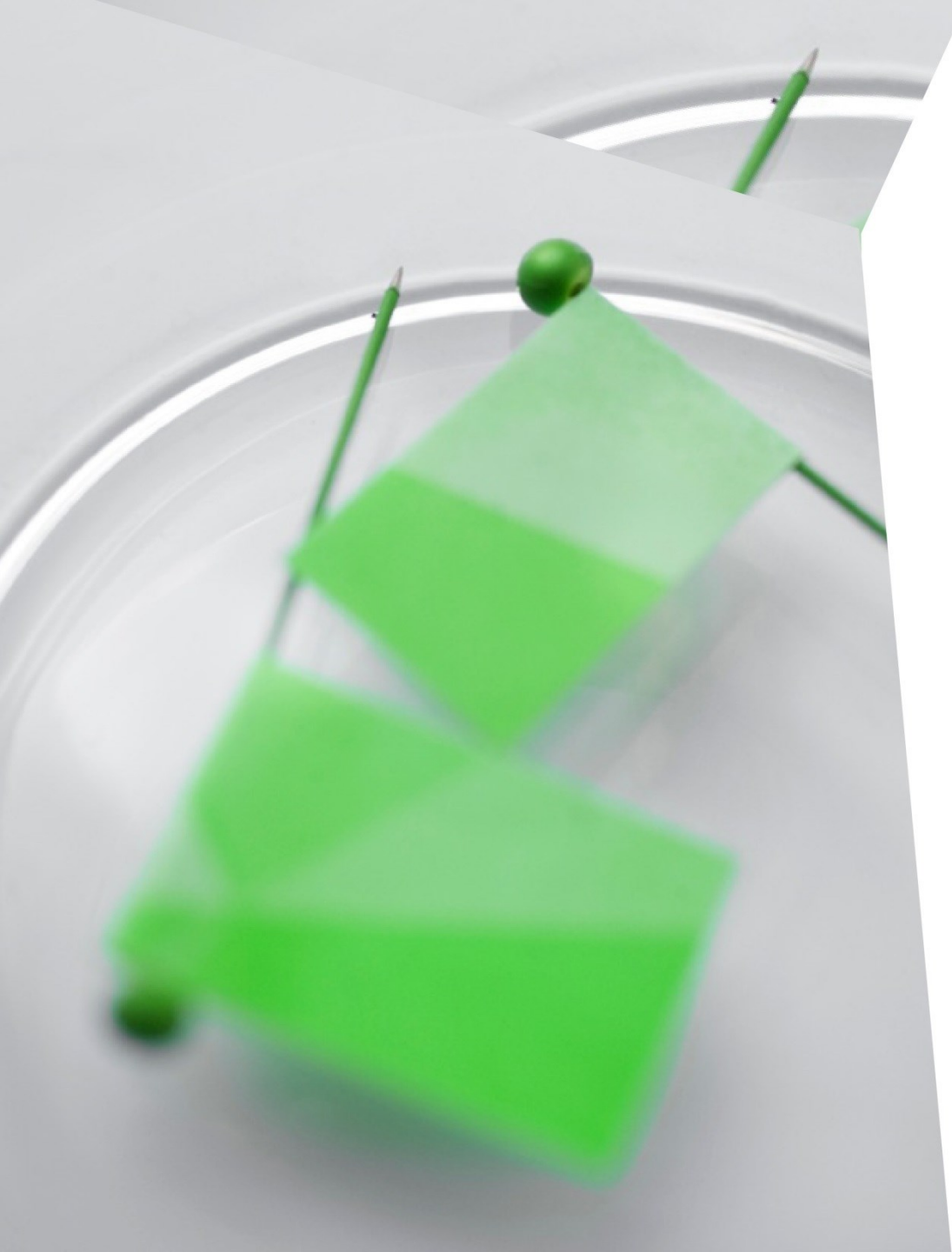






Systemic innovation: a shift towards...

- Systems *and* empathy
- Unscripted and adaptive service system
- Relational governance
- Distributed change movements
- Emphasizing the local and continuously providing context

A photograph of a white plate with a green pencil and a green apple, with a green sticky note attached to the pencil.

Innovation in governance and public policy

- Outcomes, not solutions
- Experimentation
- New authority role
- ‘Useful’ evidence (insight, contextual, qualitative, iterative)
- Rethinking policy
→ public design



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Cases

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From digitally incompetent to digitally self-reliant

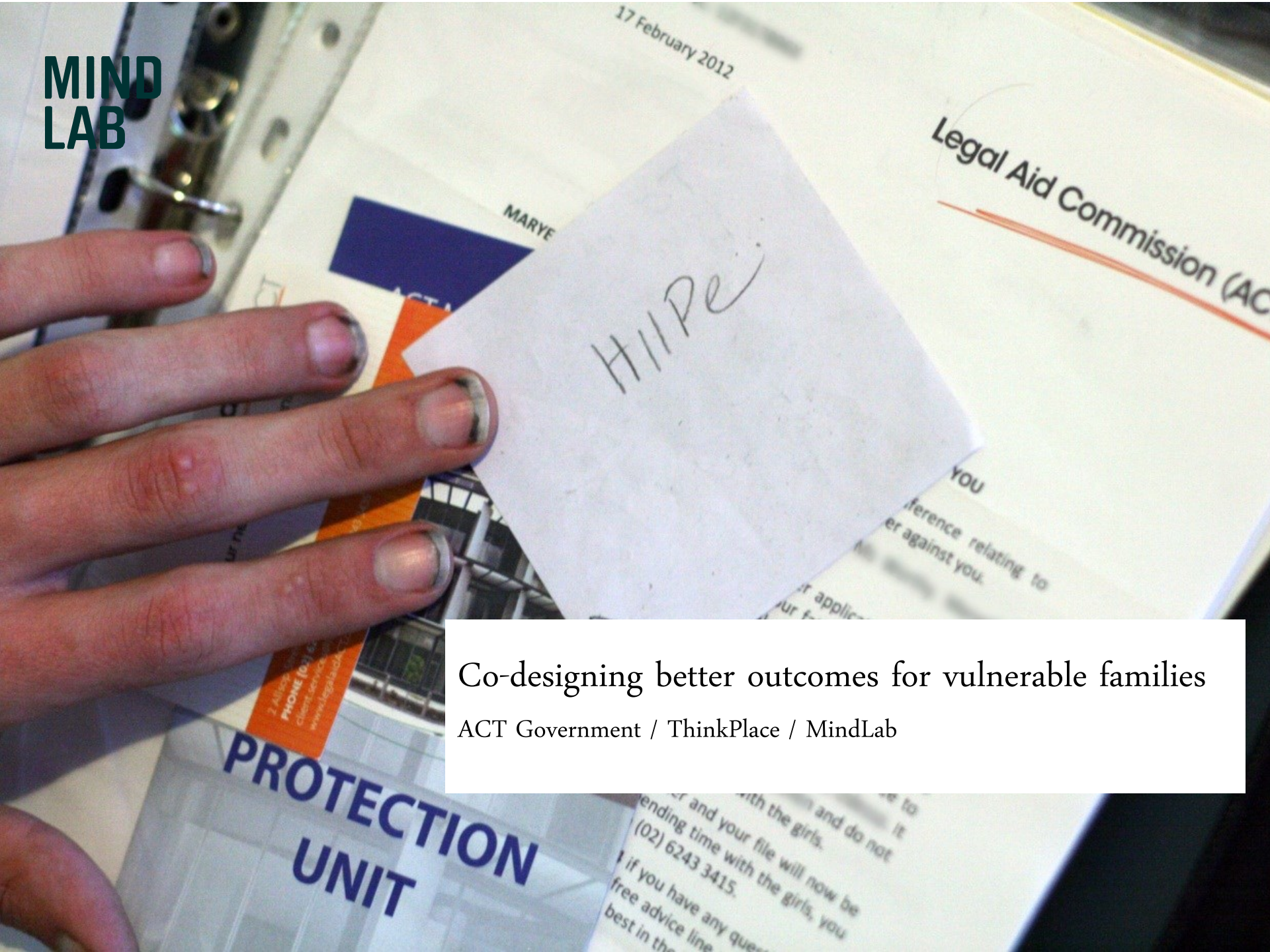
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New Nordic School

Redefining the task





Co-designing better outcomes for vulnerable families

ACT Government / ThinkPlace / MindLab

A platform for public-
private innovation



Case

Getting back to a
meaningful life

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What are the implications of applying human-centred design to public problems?

#1

It is based on a different political epistemology of state interventions; the nature and scope of knowledge and processes in which the state is rediscovering the public and its problems

#2

It is not a direct answer to dealing with wicked problems, but a way productive way of coping with them

#3

It involves centralized decentralization – a new dialogue and relationship of governance between the national and the local

#4

It is always systemic – and it not only transforms systems, but also transform perceptions of what systems can be

#5

It relies on a new culture of decision-making and institutionalizing a new capacity to explore, learn, shape and adapt practice over time

 mind-lab.dk

 jch@mind-lab.dk

Outcomes, not solutions

How will investments in new practices rather than solutions effect our practices of legitimisation and evaluation when the outcomes are built around continuous processes of learning and exploitation?

Experimentation as a core approach

What are the legitimate spaces and stages for experimentation in public policymaking and how can risks be managed (not avoided)?

Exercising a new authority role

How do you go from 'authorization' to facilitating 'authorizing environments'?

'Useful' evidence

What is 'useful' evidence for making decisions and how can different standards of evidence be applied? (Both representation and evaluation)

Policy → Public design

How can policy facilitate a more dynamic relationship between policy and practice and allow for iterative feedback, imperfection and unpredictability?