

Better by Design:

A framework for bridging design and evaluation

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CREATE



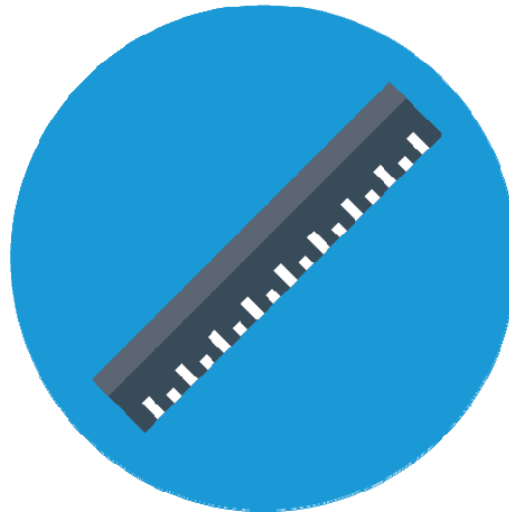
About me

- Background in anthropology and environmental studies
- Started in higher education designing and managing student programs (mainly the fun stuff), moved into evaluation about four years ago
- Most of my work more recently in the natural resource management, public health and more recently on programs focusing on 'innovation'

About FPC



RESEARCH



EVALUATION



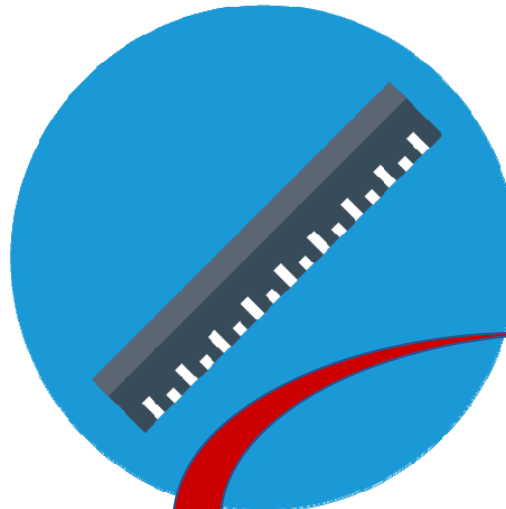
DESIGN

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Overview – what we will cover

Understand

- Context
- Basic introduction to some design ‘approaches and how I see them relate
 - Human centred design
 - Design thinking
 - Co-design

Consider

- Thinking it through – design roles and perspectives relevant for evaluators

Apply

- How to cross the bridge – what we can draw on in our practice

Overview

What you won't get:

- A full exploration of the origins of design, design approaches, etc

You'll get:

- An introduction to a whole bunch of ideas, concepts and thoughts you may or may not agree with
- Glossing over of things I don't want to – but have to (e.g. nuances with different design elements)
- My impressions of how evaluators can draw on these approaches, and more of an understanding of my take on their characteristics

Context for this talk

- ‘design’ becoming more popularised – many design approaches aligned with ‘innovation’ – as innovation is more desirable we seek out ways to ‘deliver’
- I think of ‘sustainability’ and how in the 2000s everyone wanted to be ‘sustainable’ – but what exactly did we mean then? Tended to differ.
- Many design approaches involve evaluative elements. Evaluators also ‘design’ – M&E systems, data collection tools, dissemination approaches – can we use ‘design’ to design?

Context for this talk

- Many design approaches involve evaluative elements. Evaluators also 'design' – M&E systems, data collection tools, dissemination approaches
- As I see it – scope for evaluators to draw on 'design':
 - designing programs and services
 - designing monitoring and evaluation systems
 - deliverer of evaluations (internal or external).

My goal:

Give you something to reflect on (in terms of your own practice) and something to discuss

To talk about some of these 'cool' approaches in a way that allows for action – to 'do' it

‘Method’

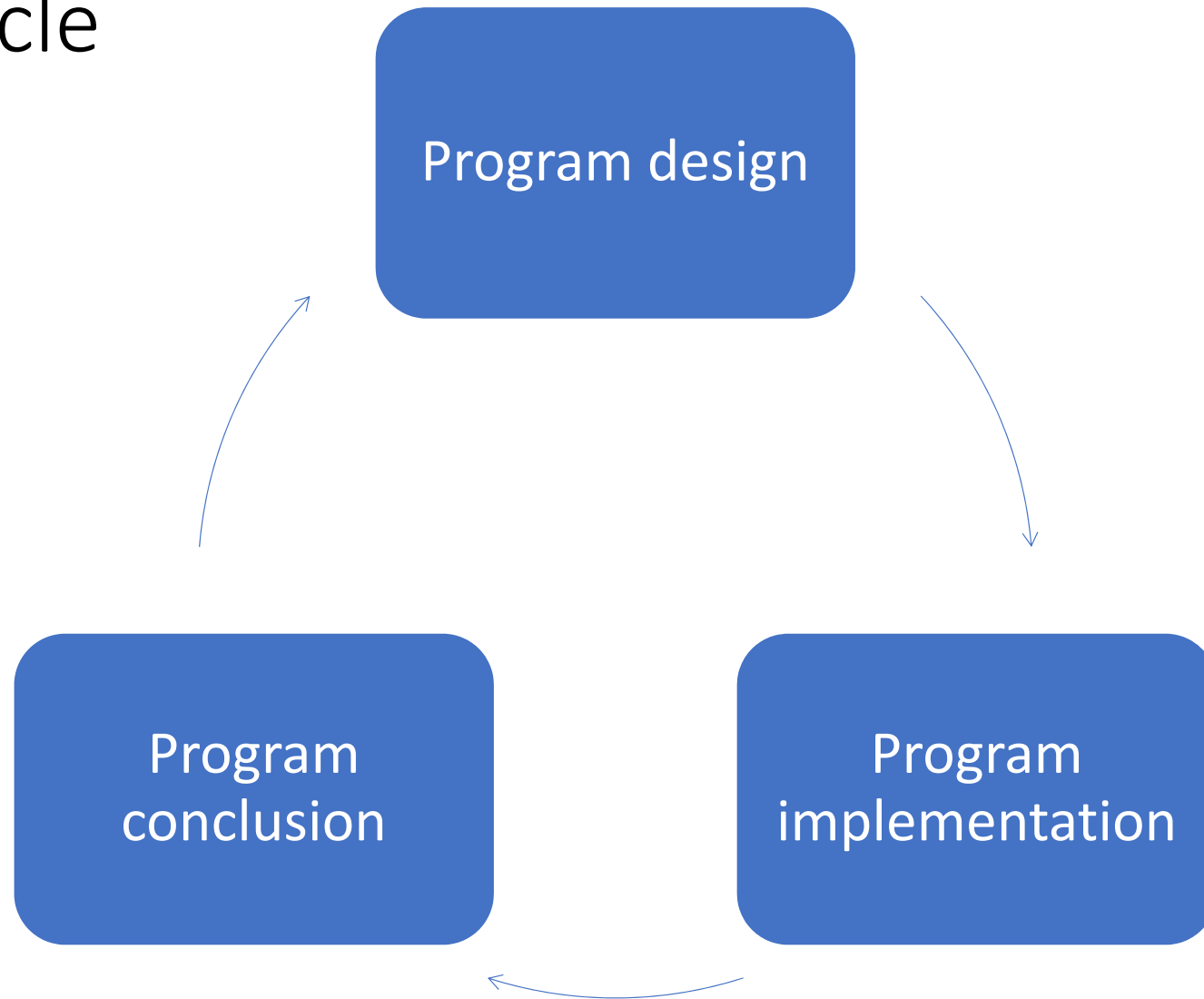
- Additional study - Design Kit: the Course for Human Centred Design, Acumen; From Ideas to Action, IDEO U; Co-Design 101 (Methods and Facilitation)
- Practice – several evaluation and ‘learnings’ projects with state government and large NFPs
- Reading – design literature
- Reflection – both on my own practice and on what I’ve seen others do

OPINION

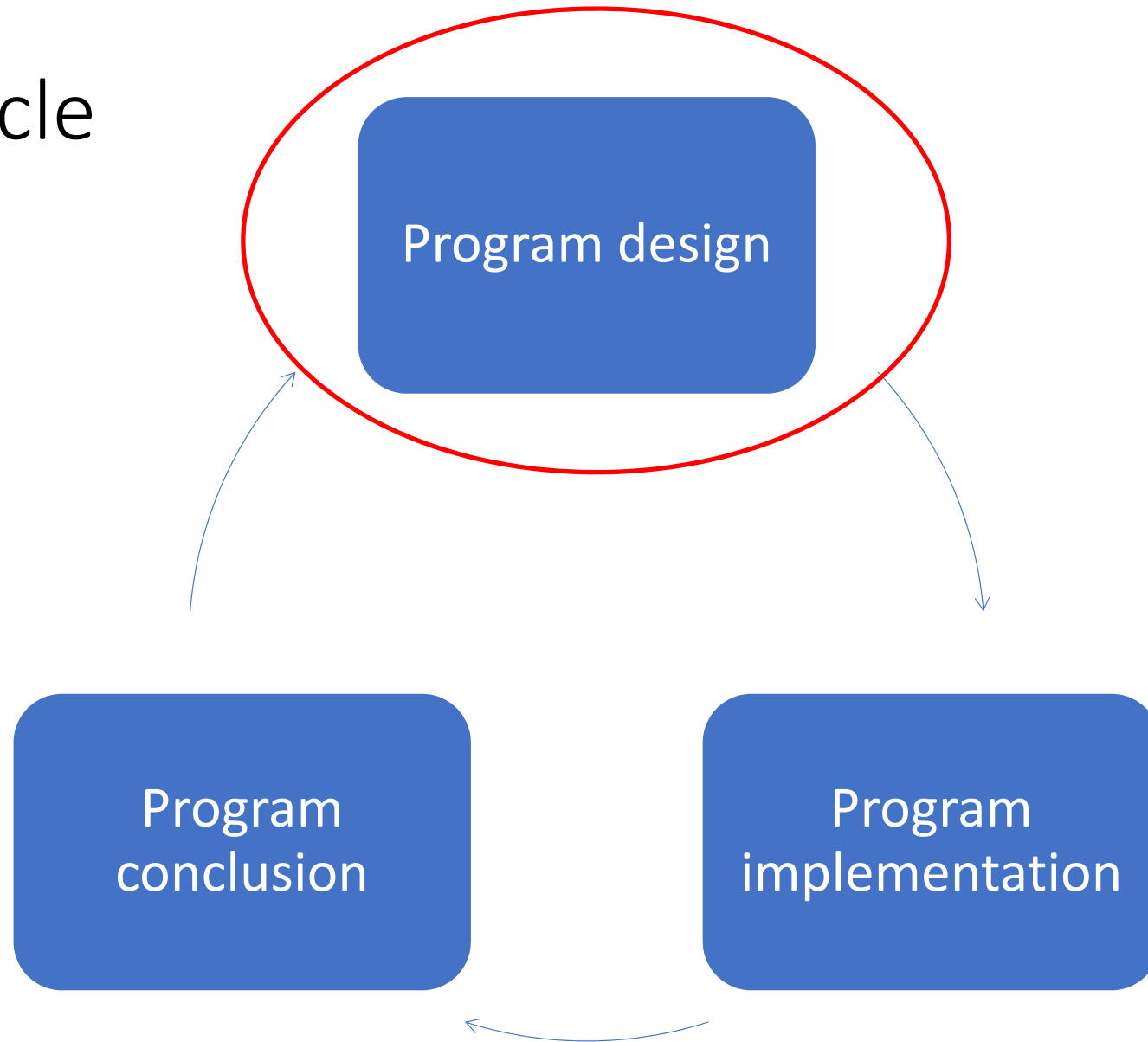
Back to the bridge

- **Design** side
 - We're going to talk about the design side – the basics / introduction
- **Evaluation** side
 - I'll assume at least a beginners understanding of evaluation terminology, the focus here is on perspectives and roles, how we can draw on the design elements
 - Hopefully that means we can 'meet' in the middle and bridge that gap
 - Talk about how those design approaches could work for evaluation

Program cycle

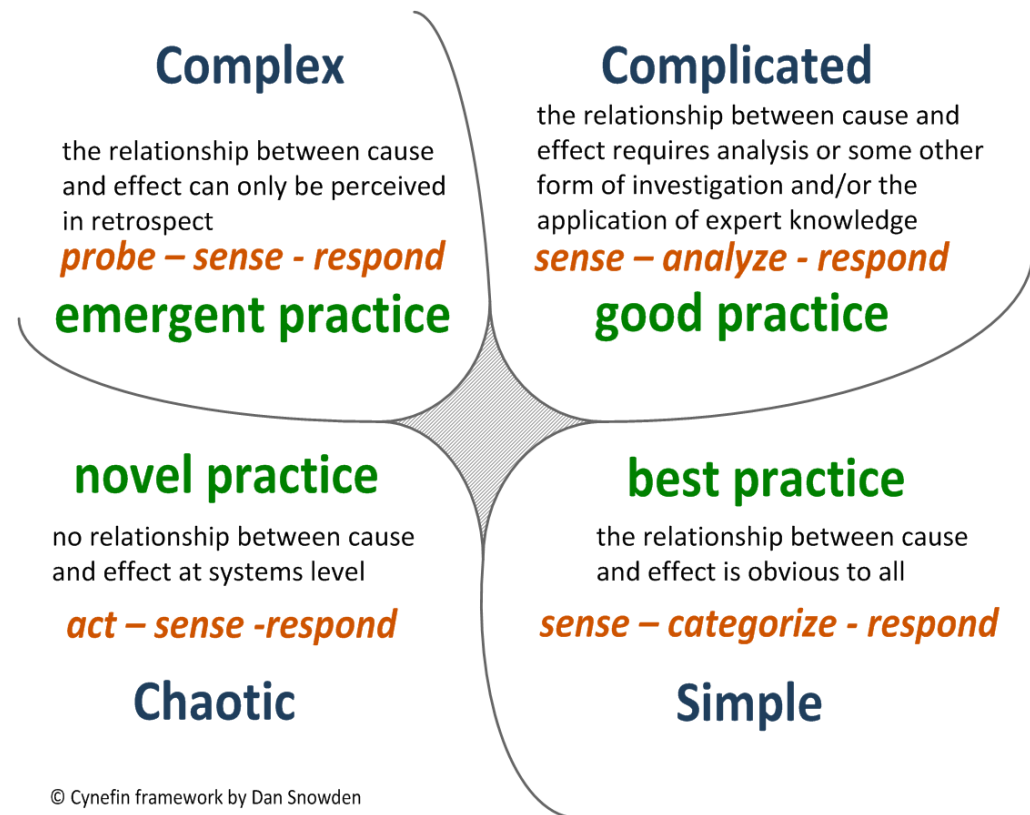


Program cycle



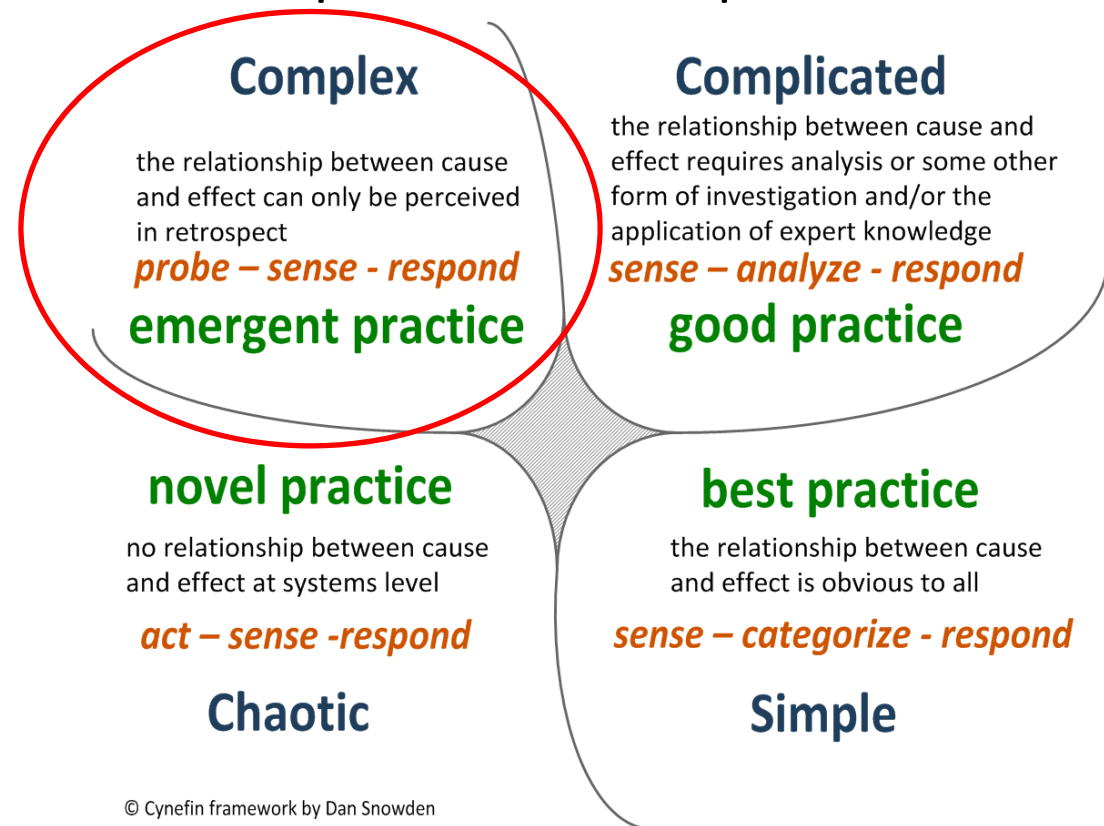
A place in complexity

Many 'design' approaches are seen as ways to address **complexity**, not necessarily suitable in contexts where a problem is 'simple' or 'complicated'



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Human-centred design

- Historically linked back to ergonomics – trying to focus in on the usability of things like computers
- It's explicit about the role of your 'customer' (business) or 'beneficiary' (social service) or 'end user (tech) in focusing efforts in new areas
- There are core areas/steps to HCD: **inspiration, ideation, implementation**
- More broadly though, I like to think about it in terms of **mindset**:
 - **Partially driven by how it's referenced by most other design approaches in some way**

As an example

Head of IT at ING DIRECT Australia, said that **customer behaviour and empathy** are key factors in the design process of all product development undertaken by ING DIRECT.

“There’s a lot of artificial intelligence and robotics coming into products now, **so it is imperative that we keep focus of the human element...** So we take that true customer behaviour and **how they engage with us** and **build it** into the product **to make it more conducive and intuitive for them to use.**

Human centred design characteristics

- At its core – it's about meeting the emotional needs of whoever you're designing for – meeting those core desires within the context they operate
- Keeps the 'human' centre of mind at all times, throughout all steps of your design approach
- Some define a specific set of steps, but this isn't necessarily consistent
- MINDSET, MINDSET, MINDSET – which can come from both quant and qual methods
- It's about understanding what matters to people - emotion

Co-design

- Co-design is an approach to design that attempts to **actively** and strategically involve **all relevant stakeholders (not just the end user / customer)** in the design process to ensure the result meets their needs and is usable.
- Co-design = working together with stakeholders + design techniques + controlled experimentation (testing and refining) + mindset
- Not co-decision making necessarily!

Co-design

- What is 'co-design'?



For



With



By

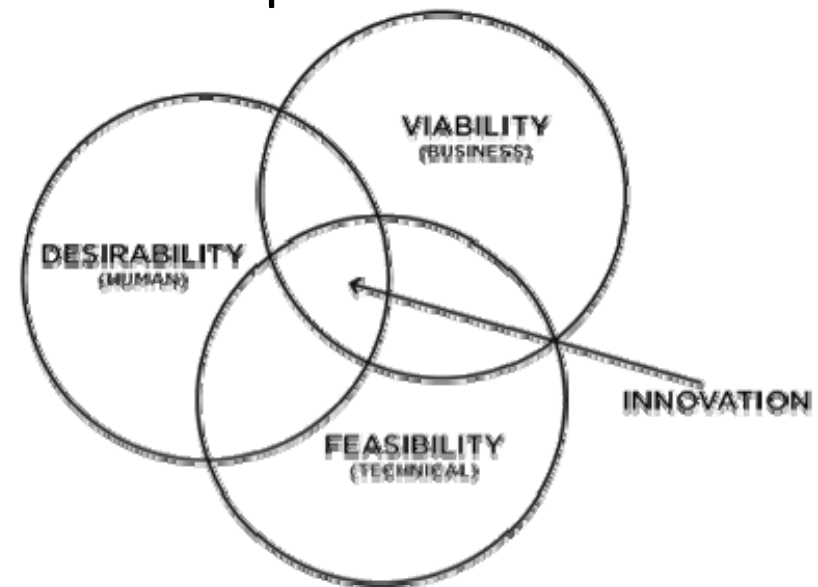
- HCD – design for, but not **necessarily** with and by – fundamentals for co-design
- Has a degree of promise with level of engagement (think IAP2)
- Maintains the same approach – understand, ideate, implement

Co-design

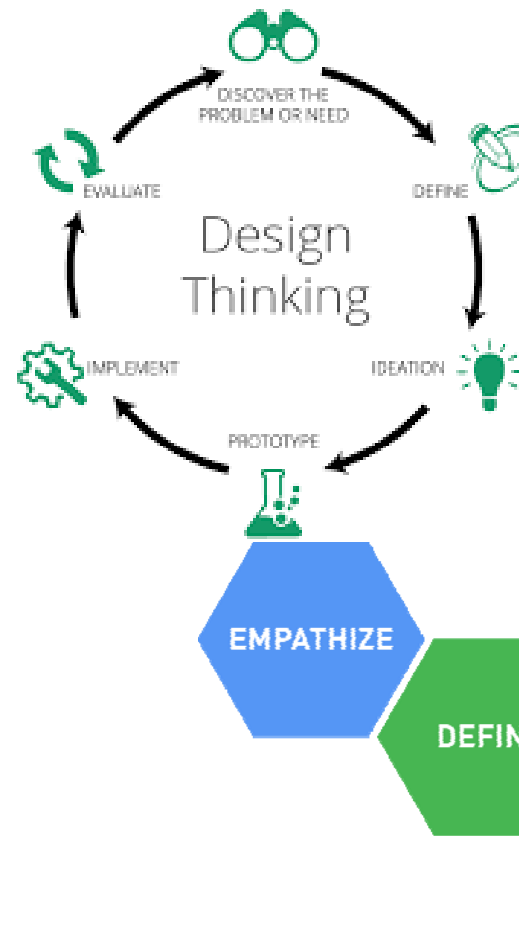
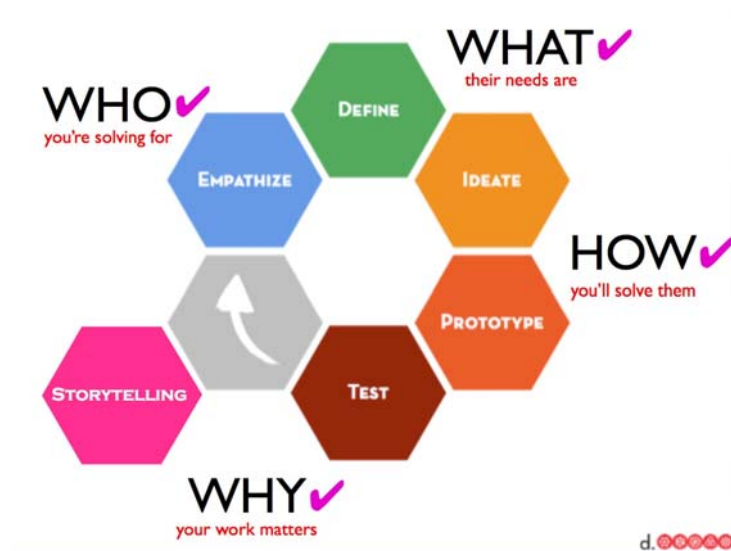
Co-design is a way of **applying HCD** (the mindset)

Design thinking

- Similar to co-design, to my mind, design thinking is the **application of a HCD mindset** through a set of steps
- These steps include understanding needs and problems of those you're designing for
- Have a focus on three domains:



Design thinking steps



Design thinking

“**Design thinking** is a human-centered approach to innovation that draws from the designer's toolkit to integrate the needs of people, the **possibilities of technology**, and the **requirements for business success**.”

Still has the promise of HCD, but integrates those technological and financial elements

<https://www.ideo.com/about>



Tie it together...

- HCD is the underpinning **mindset**, to both co-design and design thinking
- Co-design – an approach to design that may overlap with design thinking, **BUT** promises engagement and inclusion of stakeholders. DT can do this, but might be lighter on involvement post-insight gathering (for instance)
- Design thinking – set of processes / steps (not necessarily linear) with a tie back to business – but really I think the link to viability is a good one. It's identifying need and the most desirable solution to that need within constraints.

Approach

Design thinking

Promise:

- An approach to innovation that integrates customer needs, technical possibility and financial viability

Co-design

Promise:

- Meaningful, active engagement with stakeholders throughout the design process

Mindset

Human centred design

Promise:

- Keep beneficiaries at the centre of the design process through insights gathering
- Leave assumptions about problems and solutions at the door

Context: Culture, context, team skills, time available, resources

What does this mean for evaluation?

Bringing in evaluation

I like to think about our areas of work in this context:

- designing programs and services
- designing monitoring and evaluation systems
- deliverer of evaluations (internal or external).

There's how designers might use evaluation (so crossing the bridge from that design side towards evaluation) and how evaluation can use 'design')

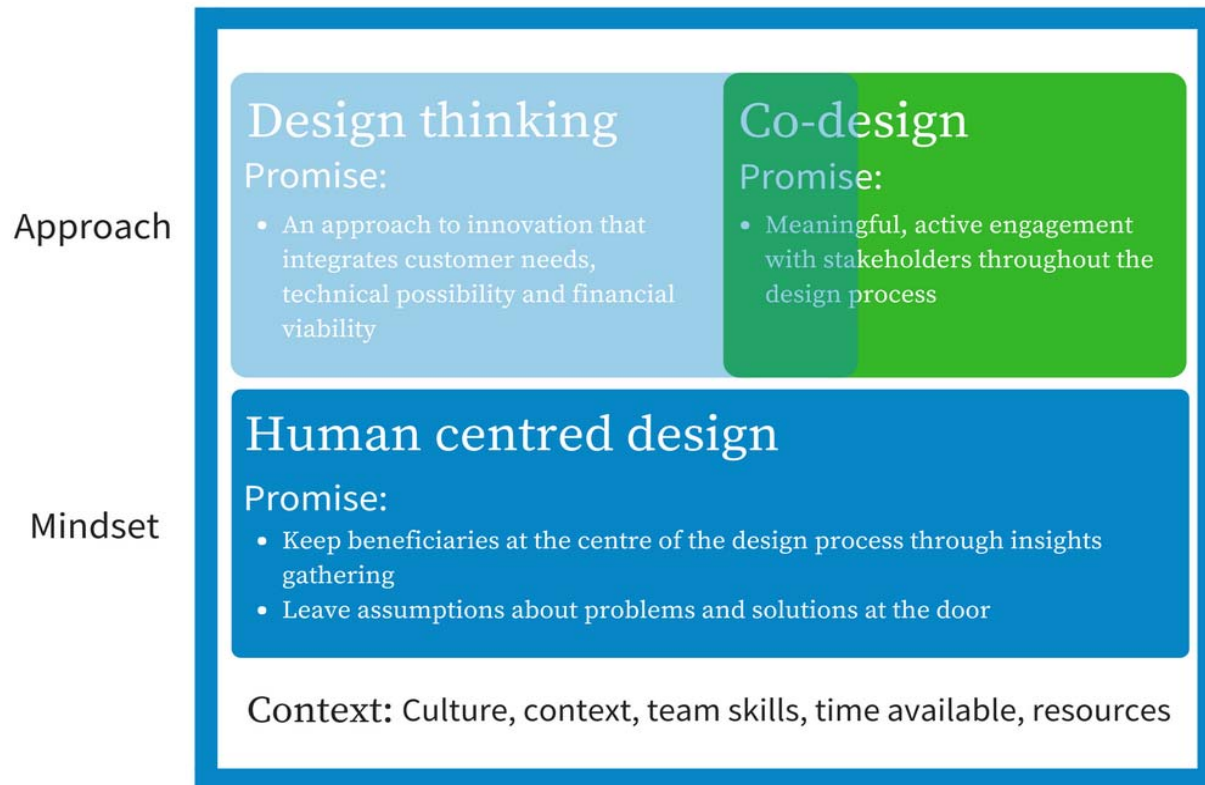
How those designers might use evaluation

- Critical friend as part of the team, or to use an approach - developmental evaluation
- Evaluation of the **process** – i.e. was the design approach the right one for what was desired, did it adhere to those promises (i.e. they said it was co-design, was it actually?)
- Evaluation of the **outcomes of the process** – what benefits were produced for participants in the co-design process? Greater trust?
- Evaluation of the **implementation (process) / outcomes of generated ideas** (i.e. an idea, program or intervention was developed – what change did it produce?)

Evaluative thinking

Promise

- Be the critical friend, question assumptions, reflect observations and opportunities, to improve and not hinder.



The role for evaluators

- Design is very much touted as a key policy and programmatic solution – but there's always the risk that it will be implemented or enacted poorly or incorrectly
- Evaluators have a role (and an opportunity) to be more heavily engaged in these processes, but we need to ensure we're not perpetrating buzz words
- Evaluators have the opportunity to 'be' designers, but also retain those core evaluative traits (i.e. the critical friend) (there's training out there in this stuff)

Role for evaluators in design

- Co-design is quite a specific thing that has that key promise of genuine and **active** engagement – without that, it's not really 'co'-design
- Design thinking has those three spheres – yes the core is 'innovation', but its about saying:
 - Do people want it? (desirable)
 - Can we do/make it? (feasible)
 - Can it be implemented, sustained or scaled? (viable)

How design can work for us

- Our work can be underpinned by human-centredness **(mindset)**, in that we consider those end user needs and the best way to deliver on them (within reason)
 - Designing data collection tools that are suited to data sources (i.e. consideration of burden, capacity and capability to engage)
 - Designing M&E systems for programs that clients take on
 - Evaluation capacity building exercises
 - Establishing dissemination approaches – think of UFE, how to make those evaluative products disseminatable

An approach to
establishing new market
and service opportunities

An approach to
establishing multi-
stakeholder buy-in

Approach

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Tailor our work to
better meet the
emotional needs of
those involved in
our work

A takeaway point for your reflection

If 'design' is about delivering **emotionally satisfying** products, services and experiences, what does that mean for **your practice**?

Questions?

What else are we doing about it

2018aes Conference

Cards on your table – please take one, fill it out and drop it off at the Registration desk.

Design and Evaluation Special Interest Group

Meeting in the Fitzroy room at 12:30 for a 12:40 start (bring your lunch). Finishing about 1:15.

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