

Services

Strategy Design –uncovering the more appropriate course of action to take you towards your preferred future

We use strategic and design thinking to help clients define their identity, their directions, their goals and their indicators of success. Strategy design is concerned with the future and with interconnections. It involves thinking beyond immediate actions and reactions to the larger system of interconnected factors. Strategy design extrapolates alternative scenarios of how the larger system may play out in the future; identifies the most appropriate course of action to take us towards our preferred futures; and identifies the points of leverage to influence the system to best achieve the outcomes and goals of the organisation.

Strategy development is the non-delegable work of the senior team of an organisation. We believe that the strategic knowledge needed to run an organisation resides within the senior team. They don't need people telling them what to do. What they are seeking is help to organise their thinking and to bring out the diversity of ideas from across the organisation. Senior teams generally want guidance for ongoing strategic conversations and for ideas to shape these conversations into a coherent strategic identity and direction.

Effective strategy design ensures that the actions of an organisation work collectively to achieve the preferred future state and to make the organisation more strategically appropriate and systemically viable.

Strategy development

Design of compliance, regulatory and risk management systems

Strategic navigation

Business planning

Evaluation and measurement frameworks



Services

Service Design –improving the value and user satisfaction of services through a deliberate approach

As the economy shifts from an emphasis on products to an emphasis on services, people in the community are increasingly expecting higher standards of service both from the public and the private sector. For the public sector improved public services can mean improved citizen experience and improved public confidence in government. For the private sector improved services can mean a competitive advantage.

Because services are intangible and experienced over time, service design requires a deliberate and specialised approach. Without a service design approach, a service can result in an experience that is ineffective, causing not only customer frustration, lack of confidence and unintended work-arounds, but also additional re-work and inefficiencies for the organisation. A deliberate co-designed practice approach can align benefits to the user as well as to the service delivery organisation.

To optimise the service experience the design of services should involve the people who use these services — people in the community, as well as people delivering the service. The approach to best practice service design is to understand the whole service system and the end-to-end customer experience. This means we can purposefully design all interactions.

Service design is fuelled by insight into people's lives and real-world experiences and the context within which services are used. This requires front-end service research. Together with design thinking techniques that generate options and new possibilities, insight leads to innovation and to services that make sense in the users' worlds and therefore have high levels of acceptance and success.

The goals of service design are to improve the usability of a service, to deliver the intent and to provide a workable and cost-effective service.

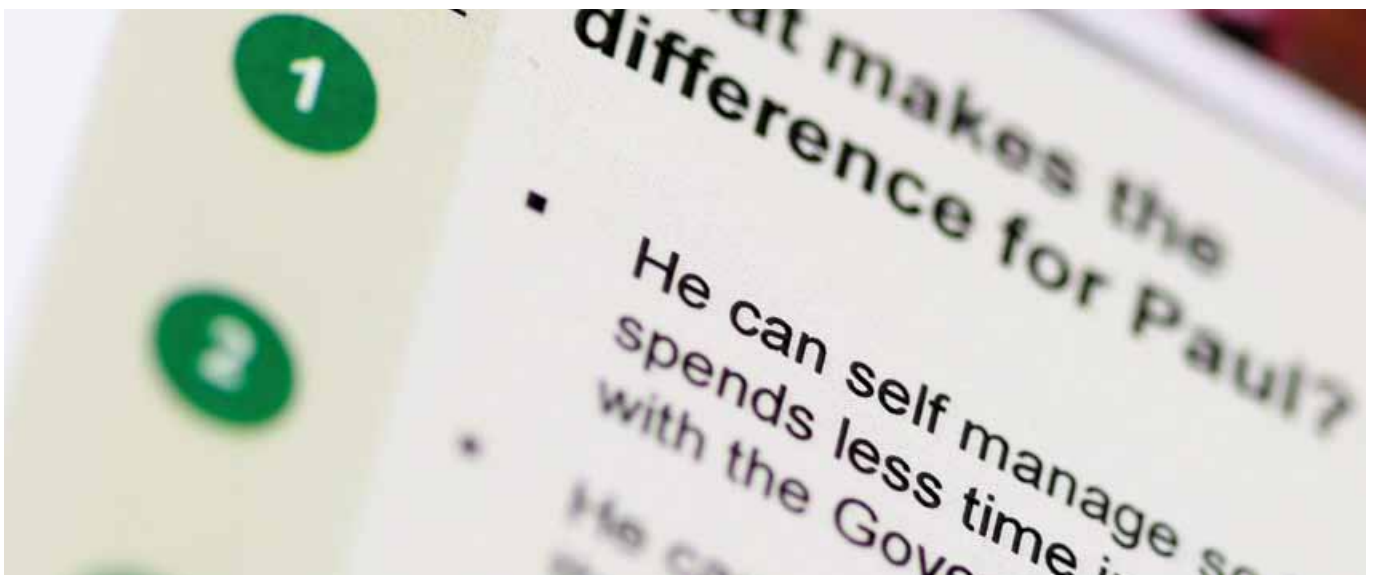
Co-design of public services

Design research

Experience mapping and modelling

Service prototyping

Service evaluation



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Services

Organisation Design –optimising your organisation’s processes and resources to best deliver the most value

Leaders in today’s organisations aim to deliver the current results while reserving some capacity to improve performance. Leaders are asking searching questions. Are all the resources of the organisation being directed towards the outcomes and purpose of the organisation? Are there gaps or duplication in the allocation of resources? Do people have the right skills to do their job? Is information flowing into and through the organisation effectively? Are decisions being made at the right time and by the right people? Are operations consistent across the organisation? Would the workings of the organisation withstand the scrutiny of shareholders, governments, auditors or the general public? These are the sorts of questions that organisation design seeks to answer.

Organisation design is concerned with optimising the mix of levers available to the organisation so that it can achieve its outcomes efficiently. Those levers are called the internal capabilities of the organisation and include services, users, processes, people, technology, resources, structures and relationships. The process of organisation design is aimed at identifying how the internal capabilities of the organisation need to change to bring about overall improvement to the organisation’s efficiency, effectiveness, consistency, transparency, resilience and repeatability.

Efficiency and effectiveness reviews

Business process mapping and improvement

Re-design of organisational capability

Capability to design and implement change



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Design Thinking and Innovation

—applying creative and disciplined methods to improve your services now and transform them for the future

Innovation is not mysterious; it is simply coming up with new, insightful ideas that are useful and will work. It is also an organisational function that requires specific tools, methods and focus. Innovation can range from small improvements to a complete transformation in the way an organisation delivers value to its customers. It is critical to be clear on the innovation intent and scope, and to align the innovation approach to the expected outcome.

Innovation activity requires divergent thinking—the greater the degree of change, the broader the divergent thinking that is needed before converging on a proposed solution for implementation. Effective innovation also requires effective collaboration—different functions need to be able to come together at the right time and with a shared language and understanding and be able to work together effectively in an agile manner.

Finally, innovation needs insights from the outside—from the world of the users and those who will be affected by the change. Unless there is an explicit and effective approach to ensuring that insights from the users' world weigh in along with business and technology considerations, this powerful innovation enabler won't be leveraged to its fullest potential.

Design thinking goes hand in hand with innovation because it is about envisioning better futures and creating visible representations of these. Design thinking is about visualising what could be, in terms that are real to people both inside and outside the organisation. Design thinking is driven by experience, insights, empathy and curiosity. These features provide the platform for generating potential solutions that are interconnected to deliver a new and improved user experience.

The goal of innovation and design thinking is to be able to consistently generate and manage breakthrough ideas, as well as solve complex problems, to move the organisation towards its strategic vision and increase its value for the public.

If innovation is the destination, then design thinking is the vehicle.

Strategic design workshops

Solution design workshops

Innovation concept development

Design thinking and innovation training

Collaborative leadership events



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Strategy Design

Strategy development

Effective strategy development ensures an organisation has a clear identity supported by cohesive directions. The goals of strategy development are to optimise opportunities while mitigating risks to long-term viability. Strategy development is a collaborative process allowing senior teams to develop areas of agreement. The conversation is as important, if not more important, than the document that is produced.

You are looking to:

- Gain a clearer and stronger sense of identity, purpose or focus that your entire organisation understands
- Respond urgently to a government announcement that affects your organisation
- Understand or improve how your organisation creates public value
- Define or refine your business model
- Make sense of strategic intelligence
- Understanding your customers to define or refine your service strategy
- Define a plan to make your strategy real



We can help by:

- Getting the right people involved, whether across sectors, across agencies or across disciplines
- Making sense of the complexities of your context, pressures and strategic opportunities
- Anticipating your future through scenario planning
- Applying our expert, collaborative methods to the definition of your identity or strategy
- Applying back casting to connect your desired future to your current state
- Sharpening a vision of how best to align and utilise resources to deliver value to your customers and stakeholders
- Co-designing your business model
- Creating comprehensive strategy implementation plans

What we have done:

As an example, we were hired by a federal government agency to make a shift from a focus on outputs to a focus on outcomes.

We collaboratively developed the strategic foundation for an outcome-based approach; a new strategic statement mapping the value that the board and the agency provide to the public.

We were subsequently engaged to give life to the strategic statement through a series of cascading conversations and plans describing business-as-usual as well as new projects and investments.

Examples of what we deliver:

- Strategic conversation tracker
- Environmental scans
- Future scenarios and scenario plans
- Business models
- Strategy linkage maps
- Statements of identity
- Strategic statements and plans
- Strategic success factors
- Key performance indicators
- Causal loop maps

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Strategy Design

Design of Compliance, Regulatory and Risk Management Systems

Governments make laws for compliance. Governments influence people and industries through regulations to benefit the overall community. The discipline of risk management is used to determine where best and how best to intervene. User-centred design helps to balance the management of risk with the facilitation of legitimate activity.

You are looking to:

- Ensure people comply with policy, legislation and regulations
- Optimise compliance within given resources
- Achieve consistent compliance across your organisation
- Administer new legislation
- Be more transparent and engaged with the community
- Define what compliance means to your organisation
- Make it as easy as possible for people to comply



We can help by:

- Understanding and mapping your compliance and regulatory landscape
- Applying leading compliance and regulatory theory to your unique situation
- Implementing our deep understanding of risk management and compliance theory with your practical applications
- Mapping the compliance experience of your staff and customers
- Designing viable compliance and regulatory systems
- Recommending improvements to your current compliance or regulatory system

What we have done:

As an example, we worked with a federal government agency to develop their regulatory philosophy.

We used a strong collaborative approach to engage industry, staff and government.

We achieved a succinct exposition of the organisation's approach to regulation, which had the support of all stakeholders.

Examples of what we deliver:

- Representations of complex systems
- Compliance personas
- User pathways of the compliance experience
- Risk assessments
- Risk registers
- Models of system alternatives
- Compliance regulatory philosophy
- Comprehensive regulatory systems
- Risk management systems
- Risk control frameworks
- Compliance governance roles

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Strategy Design

Business Planning

We support your annual cycle of business planning to optimise the alignment of people and other resources with your organisation's requirements. We bring our expertise to help you translate your strategic direction into a work plan of new projects as well as business-as-usual activity.

You are looking to:

Define a plan for the next year that takes your organisation towards its desired future state

Optimise your resources to reach your strategic goals

Allocate work, accountabilities and resources

Develop a business plan

Align your team to the organisation's strategic direction

Identify risks and respond to them



We can help by:

Working out the right people to be involved

Engaging senior stakeholders

Bringing you back to clarity of organisational intent

Understanding and mapping the complexities of your current context and pressures

Articulating value propositions and prioritising objectives and goals

Identifying initiatives to achieve your strategies

Defining performance standards

Planning resource allocations

Describing milestones and deliverables

What we have done:

We have worked with many divisions and agencies within the Australian Government as part of the annual business planning cycle.

We have developed many annual planning cycles that focus on identifying risks and opportunities in the first third of the financial year, strategic responses and shifts in the second third, followed by detailed plans and budget allocations in the final third of the financial year in time for the start of the next year.

Examples of what we deliver:

Annual plan of work for organisations, divisions, branches or teams
Communication plans
Activity roadmaps
Risk management plans
Financial plans
Project plans

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Strategy Design

Strategic Navigation

We engage with senior leaders to hold regular strategic design conversations over a period of time. These conversations provide an opportunity to step back from every-day pressures and assess where the organisation is headed and the progress being made towards the vision and strategy.

You are looking to:

Lift the level of strategic thinking of your senior team

Explore ideas on implementing a program of change

Take a step back once a month and look at where you are heading and the issues that confront you

Look across the leadership group and understand how all are contributing to our outcome

Get assurance that you can navigate the future and implement the changes necessary to get there



We can help by:

Being an ally to your senior people

Creating space for strategic conversations and capturing these in a meaningful form

Bringing in new ideas and asking provocative questions

Keeping the conversation at the right level and on track

Applying specialist techniques to build reflective skills and help leaders to model behaviour

Applying appreciative inquiry to identify opportunities and address challenges

What we have done:

We have ongoing relationships with a number of clients and regularly discuss their topics of current opportunity or challenge.

One of these engagements has involved working with the senior team of an organisation over a period of two years. Throughout this time, we have assisted with monthly forums as well as periodic longer workshops and the development of strategic material.

Examples of what we deliver:

Strategic conversation agendas
Strategic conversation trackers
Customised strategic thinking toolkit
Risk assessment techniques
Opportunity maps
Strategic health assessments
Credible and effective facilitation

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Strategy Design

Evaluation and Measurement Frameworks

Measuring effectiveness and efficiency is becoming increasingly important as governments or shareholders seek proof that they are getting a strong return from resources invested into organisations.

You are looking to:

Understand evaluation theory, models and types of evaluation

Apply best practice in evaluation and measurement

Develop and implement a framework for evaluating a program, policy, strategic framework, risk strategy or project that demonstrates the value and impact of your work

Interpret the efficiency, effectiveness and cost-effectiveness of a program, policy, strategic framework, organisation or projects, with specific metrics and indicators that can be actioned through an evaluation or measurement project

Determine whether you have the data and technical platform you need to conduct an evaluation or measurement exercise

Recalibrate your current performance-reporting regime to an outcomes-based focus, rather than an outputs-based focus



We can help by:

Sharing best practice in evaluation and measurement including theories and models

Helping with the practical application of theories and models in your context

Designing an evaluation framework with your organisation and your stakeholders

Helping you articulate evaluation questions

Designing methodologies for developing effective compliance strategies and measuring their impact

Helping you to define specific, measureable and relevant metrics and indicators

Conducting a technical needs analysis to help you understand whether you have the data and technical platform you need to measure your performance and what you need to do to fill the gaps

What we have done:

We have worked across government and individual federal agencies. In a whole-of-government context, we have worked with policy, law enforcement and regulatory agencies to design an evaluation model to understand the efficiency and effectiveness of managing risk. We have also worked with agencies to develop frameworks to measure organisational performance and impact.

Examples of what we deliver:

Performance measurement frameworks
Evaluation models
Effectiveness measurement methodologies for compliance risk strategies
Comprehensive indicator registers
Technical needs analysis

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Service Design

Co-Design of Public Services

We help you take a deliberate and human-centred approach to shaping the services that your organisation delivers, to create cohesive and effective service experiences. We understand government service policy design and delivery, and we take an integrated approach. We model open and transparent collaborative processes that integrate policy and service delivery. We explore user experience models, we develop service concepts, and we use constructive evaluation to identify solutions that are desirable, viable and possible. We take a strong co-design approach with citizens, organisations and government.

You are looking to:

Be confident that changes to the design and delivery of your organisations' services will result in an improved citizen experience

Understand the needs of the citizen and how policy can be designed to meet these needs

Understand practical and effective co-design methods that shape and influence the design of services

Reduce the total cost of delivering a service to industry, to government and to the community, without sacrificing quality and satisfaction

Make it much easier for people to access your services or comply with your requirements

Create a seamless experience for people dealing with multiple agencies

Redesign a service that needs improvement or transformation

Take a co-design approach in the development of new policy and law



We can help by:

Mapping the path people take through your services, revealing actors, interactions, points of friction, and points of success

Mapping the path through a potential service to determine feasibility from a user and government perspective

Designing or re-designing a service end-to-end, based on a desired future user and service delivery staff experience

Designing or re-designing the relationship between groups of services that come together to meet a particular user end goal

Bringing multiple agencies together to craft a cohesive user experience around a service

Prototyping service concepts to fast-track the development process and risk-manage innovation

Using community engagement techniques to co-design new policy

What we have done:

New policy administration design

We were engaged by a government department to design the administration of a new policy program affecting key users in the medical profession.

The goal was to take a human-centred approach by modelling the overarching user experience with the new policy to ensure the solutions designed would be useful and usable by the end users of the policy.

Working with the government department and their policy agency we ran a series of collaborative workshops to model and map the proposed user experience. We identified the organisation capabilities required to deliver the program.

We helped identify the users required for co-design in the program design and delivery. We worked with the agency to define the service touch-points and user requirements for effective policy delivery.

Examples of what we deliver:

Co-design strategies for public service design

Service pathway maps

Service usage personas

Service blueprints

Service simulation reports

Structured concept descriptions

Service component breakdown

Service prototypes

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Service Design

Design Research

We apply customised techniques to bring user insights into the entire design innovation and development process. Upfront, in the exploratory stage, our research aims to uncover needs and opportunities. In the innovation stage we involve users to co-design and provide input into development of early prototypes. In the evaluation stage we continue to harness user insights to refine prototypes and define the best direction forward. We do this in an agile and integrated way, providing a catalyst for optimal design that is desirable, viable and possible. We understand the unique issues of user engagement that must be managed in a public sector context.

You are looking to:

Understand the explicit and hidden needs of the people who experience your services

Break assumptions about the customers and clients who interact with your organisation

Obtain meaningful and usable segmentations of the users of your target service

Bring user insight into your organisation in a way that is authentic, effective and manageable

Achieve an approach to user engagement in the design process that enhances speed and results

Fast-track and optimise your design process

Gain assurance that the services you are designing will hit the mark with the target users when implemented

Make co-design a reality within your organisation

Reduce the risk and cost of innovation



We can help by:

Planning and executing a design research plan that meets your needs, including participant definition, research approach and realisation

Applying ethnography- and sociology-based techniques to explore the customer experience first-hand

Immersing ourselves and your staff into the world of the customer to provide a unique outside-in perspective

Uncovering needs or opportunities for service improvement that customers are unable to identify or articulate

Getting at the heart of a community or user issue or problem

Applying iterative and participatory design techniques to engage people in creating better services, faster

Increasing the chances of getting it right the first time

What we have done:

Research into the experience of software companies

We developed a user research project to explore medical software companies' experience in developing medical administrative software, with an emphasis on the government interactions required to bring these products to market. The goal was to improve the government service and support of these software companies who play a key role in delivery of e-services. We conducted immersive user observations to sample the software company's daily work and to establish what it meant for the employees and their organisations to meet the requirements from government. We developed insight pathway maps that modelled the positive touch-points and the irritant touch-points. We turned these insights into actionable strategies for implementation.

Examples of what we deliver:

- Observation and immersion research
- Focus groups
- Questionnaires
- Exploratory interviews and thematic analysis
- Collaborative innovation workshops
- Service survey design and longitudinal studies

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Service Design

Experience Mapping and Modelling

We engage with the community and key service delivery intermediaries and immerse ourselves in peoples' worlds in order to understand their experiences, challenges, motivations and aspirations. We organise this understanding into experience models that serve as platforms for service innovation and re-design, strategic forecasting, exploration of policy feasibility, identification of service opportunities and community co-design.

You are looking to:

Develop a deeper understanding of the services you deliver and their impact on the lives of your customers

Deepen your understanding of the behaviours, values and identity of a particular demographic segment

Identify the drivers behind user behaviours that you are seeking to change

Paint a clear picture of user experience to provide focus for a service that cuts across multiple agencies or government levels

Customise and tailor your services in a way that is sustainable for your organisation



We can help by:

Describing demographic segments in meaningful ways that provide a bridge to action

Creating user typologies as a tool for targeting and tailoring your services

Mapping the path people take through your services, revealing actors, interactions, points of friction, and points of success

Mapping the path through a potential service to determine feasibility from a user and government perspective

Mapping the relationship between services, perhaps from different departments, that come together to meet a user end-goal

Illustrating how the pathways of users, delivery intermediaries, partners and the organisation connect to deliver a service

Mapping experience touch-points to business processes, organisational arrangements, IT tools, technology and other organisational capabilities

What we have done:

Experience pathways of health-care providers

We worked with an agency to map the experience pathways of health-care providers with the health-care system. The goal for this project was to better understand the needs and experiences of a very complex and diverse group of users in the health system.

To do this we segmented the provider market, we conducted user-based workshops and we observed providers in action at their own premises.

This exploratory research project led to significant insights about the needs of health professionals and provided a much deeper and more practical view about how the agency could communicate and interact with these key providers in the health system.

Examples of what we deliver:

- Service pathway maps
- Service system maps
- User experience frameworks/models
- Current and desired future state maps
- Personas and profiles
- Customer behavioural segmentation
- User observation techniques and methods

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Service Design

Service Prototyping

We create models, or tangible representations of service concepts, and engage users in the process of evaluating and refining these. Our prototypes expose user, delivery, technical and business process issues early, before services are hard-wired and changes are costly or logistically impossible. We use service prototypes to front-load the exploration of options, and use low-cost techniques that help manage the risk and cost of innovation.

You are looking to:

- Provide services that are usable, useful and desirable for end users
- Develop services that are optimised from a delivery perspective
- Address the technical needs and user needs without compromising experience
- Engage users, collaborators and decision-makers in a meaningful way
- Ensure services only get released when they are based on good design
- Manage the risk of an improvement or transformation initiative
- Visualise a service concept for discussion or business case development



We can help by:

- Collaboratively co-designing services with end users and staff
- Immersing decision-makers in real world contexts to simulate real user experience
- Providing innovative techniques for prototyping services, which are intangible by nature
- Identifying how your services interact with others to meet an end-user goal
- Fast-tracking the development of a service concept in order to build a case for change
- Optimising your innovation investment
- Making your aspirations for citizen-centred services real

What we have done:

A service prototype for a law enforcement agency

We worked with a group of law enforcement officers to shape their operations support services, following significant organisation realignment. We built customer personas and prototyped service expectation statements. We prototyped service concepts in the form of service pathways and used storytelling to walk potential customers through these pathways and get their input. We used this input to propose new services and to prototype a service catalogue. The service catalogue became a navigator for customers and service support staff.

Prototyping form redesign

We were engaged by a government department to make a permit application process easier for to understand and complete, as well as reduce errors. We observed users completing the application form, created paper prototypes of possible improved forms and tested these with users. The result was a new set of forms that supports the circumstances of different user groups, and a reduced in the complexity of the permit application experience.

Examples of what we deliver:

- Low-fidelity prototypes for exploration
- High-fidelity prototypes for evaluation
- Design specifications for implementation
- Service storyboards
- Service component maps
- Prototypes of service-support objects, e.g., forms, websites, access cards
- Concept evolution reports

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Service Design

Service Evaluation

We apply a user-centred and systems approach to evaluating a service. We look at the user and service delivery experience using quantitative and qualitative data, we look at business processes that support the service and we look at the technology platforms that enable it. The result is a holistic view of the effectiveness and efficiency of a service.

You are looking to:

- Know if a service is delivering its intended outcomes to users
- Tap into insights for improvement from service delivery staff
- Evaluate your service holistically
- Demonstrate that your service is effective and efficient
- Measure customer satisfaction in a meaningful way
- Leverage and respond to customer feedback
- Set benchmarks for continued service improvement.



We can help by:

- Defining service evaluation criteria
- Conducting an experience audit of a single service
- Conducting an experience audit of a set of services that come together to meet a user end-goal
- Reviewing internal success metrics
- Conducting principle-based walkthroughs of your services
- Providing a customised measurement framework, assessment and recommendations for improvement
- Identifying any opportunities for transformation

What we have done:

Evaluation of online services

We were asked by a not-for-profit organisation to evaluate their online service, develop recommendations for increased service uptake, and design the next service version. We interviewed service users and non-users to map the service value network, involving service providers, funding agencies and end users. We applied a compelling experience framework to identify, organise and evaluate potential new features and functions. We used these inputs to crystallise a value proposition for the service that could evolve and grow over time, and we proposed new features and functions to support this.

The result was an innovation roadmap for short-term improvements, medium-term service evolution and long-term service transformation; and a solution description for the next service version. We did this work in a compressed time frame, by applying rapid-iteration design practices and innovation expertise.

understand the complex form choice and to improve the form application. We observed users completing the application form and assessed the usability of the form. We further reviewed the forms against better practice form design heuristics. We worked with users and paper prototyped new forms. We produced forms based on a different set of assumed user groups, reduced the complexity of the forms and identified improved navigation on the government website to locate the forms.

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Organisation Design

Efficiency and Effectiveness Reviews

We conduct reviews of governance and management arrangements, functions, structural areas, capabilities and processes. We apply design thinking to make these reviews meaningful and actionable towards improvement and innovation.

You are looking to:

- Assess how well you are currently performing
- Identify options to improve your operations
- Check for consistency across regions
- Improve your productivity
- Fit within a recently cut budget
- Determine if you are being effective in treating the risks you manage
- Reduce red tape
- Increase your confidence that you are meeting the community's outcomes
- Increase your confidence that you would withstand external scrutiny



We can help by:

- Engaging diverse stakeholders and preserving complexity of perspectives throughout the review
- Ensuring fair and transparent representation of perspectives across all levels
- Collaborating to develop the thinking within the organisation
- Iterating ideas by sharing these early as well as developing draft reports quickly
- Engaging leading-practice techniques for research and baseline definition
- Evaluating opportunities and options
- Synthesising perspectives, ideas and possibilities into tangible recommendations

What we have done:

We were asked to review the efficiency and effectiveness of a large organisational unit comprising over 1000 people. Our initial task was to work with the senior team to identify the outcome for the area; something they did not believe was possible because of the disparate work of the area. We then evaluated their operation against the desired outcome articulated by the senior team. We found a number of gaps, the most significant of which was inconsistency across regions. We devised a plan to address the inconsistency and were asked to assist with the implementation of the plan. This involved extensive business process mapping to arrive at the current best practice in the country and then apply this across the operation.

Examples of what we deliver:

The output is generally a report that defines the desired outcome, the actual outcome, the gap and makes recommendations to close the gap.

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Organisation Design

Business Process Mapping and Improvement

We work with organisations to improve their business processes. We apply business process mapping infused with design thinking. We produce maps that show how areas within and beyond the organisation work together to create value for customers.

You are looking to:

Articulate a clear understanding of how you create and deliver value to your customers

Introduce a shared language that allows you to easily describe your business

Develop a plan to improve or transform your organisation

Build a business case for change

Ensure that your processes are delivering good experiences for the end user

Standardise your core business processes and get national consistency

Implement agreed best-practice processes across your organisation

Understand roles in your processes, including clear handoffs within your organisation and with others

Break down organisational silos

Ensure that your processes are as efficient and effective as possible



We can help by:

Mapping the current state of your business processes, the intent of your business processes, the design constraints and opportunities for improvement

Mapping future business processes to illustrate improvement or transformation opportunities

Defining a business process improvement program

Building a case for change with people involved in executing or managing the process and people who experience your processes outside your organisation

Scoping and prioritising improvement ideas

Identifying requirements for future structures, systems and people capability

Creating a compelling business case for change

What we have done:

We have worked with several large organisations that are responsible for delivering complex policies, programs and services.

We have modelled the business process for several government agencies in the following areas: intelligence and national security, law enforcement, border protection, trade and compliance, environment protection, immigration and health.

Examples of what we deliver:

Core business process models
Current state business process maps
Future state business process concepts
Role statements
Business improvement requirements, analysis and prioritisation
Functional capability models
Business improvement specifications and business process improvement projects
Initiation documents

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Organisation Design

Re-design of Organisational Capability

We work with you to re-design organisational capability to improve the alignment between people, structures, processes, functions and governance.

You are looking to:

- See where you can make productivity improvements
- Understand the implications on your organisation of policy change
- Create a new organisational capability that will result from the merging of organisations or functions
- Design a national based operation
- Improve the way your team relates to, and delivers, service to the rest of the organisation
- Implement findings of a review
- Clarify people's roles and responsibilities



We can help by:

- Taking a user-centred approach; designing work for people by ensuring there is right fit within the context; user testing the approach
- Designing the totality of the capability and how it fits in the organisation and wider system
- Getting tangible through the development and iteration of prototypes
- Designing for multiple audiences from leaders to operational teams
- Understanding and modelling the current operating context
- Identifying improvement opportunities
- Modelling the future state
- Designing the capability components
- Supporting the implementation and reviewing the redesign

What we have done:

We were asked to develop a design to bring together the HR functions after a merger of several organisations. We ran a collaborative process, which began by reaching agreement over a set of principles that the merger would need to satisfy. We then developed the activities required to bring about the merger and the high level timeframes. Through a rapid collaborative process we were able to initiate the merger in a way that reduced downstream tensions and issues.

Examples of what we deliver:

- HR strategies
- IT strategies
- Capability delivery models
- Role statements
- Communication plans
- Structure maps
- Governance arrangements
- Service offerings
- Organisational capability blueprints
- Project plans

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Organisation Design

Capability to Design and Implement Change

Our approach to improving the way you deliver change incorporates user-based design, project management and change management; the three key components of successful change.

You are looking to:

Improve the way that citizens are engaged in citizen-centric services

Improve the way change is implemented

Address concerns that projects are not being delivered or are being delivered late

Change a culture that might be working against change

Provide people with frameworks and tools for designing and implementing change projects

Close identified capability gaps

Get people to talk to each other across your organisation



We can help by:

Working with the senior team to develop the program

Keeping momentum going

Helping you tell the compelling story of change

Making a visible difference on real projects

Helping to create and grow the new culture

What we have done:

Designing government co-design and project management methodology

We were asked to work with an agency to develop their methodology to design and manage projects. The goal was to produce a methodology that built on recognised project management methods while incorporating leading edge thinking and design thinking to project development. We worked collaboratively with a range of stakeholders in the organisation ultimately distilling the methodology onto a single sheet. Despite being simple, the sheet captured many elements of the framework including the key phases and their stage gates, key documents and key questions. The approach has subsequently been well embedded into the organisation receiving both internal and external recognition.

Development of department's organisational capability to co-design

We applied leading best practice as well as insights from capability development in other large organisations to define a clear future vision for co-design as an organisational capability. The goal was to meet the expectations from government that the future design of services would take a string co-design approach and meet citizen needs. We conducted a co-design maturity audit to understand the starting point, and determined the requirements for the defined future state. This included the development of a customised co-design capability framework that covered culture, people, process, leadership and governance.

Examples of what we deliver:

Leadership and governance arrangements

Change management frameworks

Diagnostics of current capability

Practices and processes

Roadmaps of initiatives

Change capability frameworks

Communities of practice

Knowledge repositories

Change execution plans

People, skills and culture frameworks

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Design Thinking and Innovation

Strategic Design Workshops

We lead collaborative strategic design sessions. A strategic design workshop is an immersive experience crafted to take groups – business teams, multi-disciplinary project teams, whole-of-organisation groups, cross-organisation groups, industry groups, and consultative groups – through divergent and convergent processes. We get people thinking outside the box, working together, and visualising ideas fast. Strategic design workshops are highly tailored experiences—we plan each one around the issue or opportunity you need to address.

You are looking to:

- Solve a complex problem that requires behavioural change
- Get shared understanding of business outcomes and your team's role
- Understand the next horizon for your organisation
- Create new ideas that work and energise your organisation
- Put an initiative back on track
- Transform your organisation in light of resource constraints
- Respond to user feedback on a service quickly and effectively
- Improve your organisation's ability to hold a strategic conversation



We can help by:

- Applying our design experience and techniques to guide a workshop
- Leading a process of exploration, co-design and co-creation
- Generating new thinking from within the group and drawing on external viewpoints
- Creating an immersive design experience that both produces results and strengthens capability
- Driving strategic design thinking at all levels in the organisation
- Organising existing ideas into a cohesive solution system

What we have done:

We provided strategic facilitation for a series of community consultation workshops between large corporations and a large government agency.

The goal was to ensure the workshops were collaborative and supported a strategic dialogue that tackled real world issues for the community. We designed the workshops and ensured the balance between exploring community needs and co-designing products and services was met. We also used mind mapping and other visualisations to enable a strong sense of making and co-design.

Examples of what we deliver:

- Conversation trackers
- Concept maps
- Prototypes
- Experience frameworks
- Structured solution descriptions
- Solution system maps

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Design Thinking and Innovation

Solution Design Workshops

We lead collaborative solution design sessions. A solution design workshop is an immersive experience crafted to design and prototype solutions while enhancing an organisation's design capability. We get people thinking outside the box, working together, and visualising ideas fast so they can get to solutions faster. Immersive design workshops are highly tailored experiences that focus on bringing together information, insights and ideas to develop high-quality solution concepts.

You are looking to:

- Improve service quality fast, with lowered costs
- Solve a complex problem that requires behavioural change on the part of service users
- Understand what is next for your organisation
- Create new ideas that work and energise the business
- Put an initiative back on track
- Transform your organisation in light of resource constraints
- Respond to user feedback on a service quickly and effectively
- Improve your service design capability



We can help by:

- Applying our design experience and techniques to guide a workshop
- Leading a process of exploration, co-design and co-creation
- Generating new thinking from within the group and drawing on external viewpoints
- Creating an immersive design experience that both produces results and strengthens capability
- Creating awareness at all levels in the organisation
- Organising existing ideas into a cohesive solution system

What we have done:

We were asked by a government agency to help staff investigate a complex social problem from a different perspective.

We conducted a two-day design workshop that led the group through the process of innovation as they applied it to their particular issue. This included reviewing existing user research and organising insights into usable experience frameworks, defining an ideal future state for a set of user types, ideating interventions for enabling the shift from current to future state, and incorporating new and existing ideas into a set of integrated solution concepts.

The result was exposure to a new way of thinking about complex social problems, alignment and shared understanding, foundation experience frameworks to help guide thinking and ideation, identification in user understanding gaps, and a new set of innovation concepts for further evaluation and refinement.

Examples of what we deliver:

- Conversation trackers
- Concept maps
- Prototypes
- Experience frameworks
- Structured solution descriptions
- Solution system maps

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Design Thinking and Innovation

Innovation Concept Development

We apply user-centred design thinking, as well as innovation practice, to develop ideas for change. We explore and create options, making these tangible and visible through storyboarding, story-telling and prototyping. We examine and generate user insights and translate these into innovation possibilities. We employ a number of techniques, including engagement of people through co-design.

You are looking to:

- Move from ideas to evaluated, refined and implementable solutions
- Scope and build a business case for a service concept
- Provide more details to demonstrate the value of a service concept to key stakeholders
- Bring together separate but related initiatives to support a common desired outcome
- Address an issue or problem that cuts across multiple organisations
- Chart a plan for improving a service over time



We can help by:

- Clarifying the intent and value proposition of your innovation initiative
- Matching the expected innovation outcome to the appropriate methodology
- Conducting user research to understand the current service experience or service need
- Using experience frameworks to generate ideas for improvement, evolution or transformation
- Ideating integrated concepts, which strengthen each other
- Assessing how different initiatives currently underway will contribute to a holistic outcome
- Evaluating concepts from different perspectives
- Aligning stakeholders around a compelling story of the intended change and its value

What we have done:

We were asked by a not-for-profit organisation to evaluate an online service, develop recommendations for increased service uptake, and design the next service version.

We conducted executive interviews to clarify the service intent. We conducted a principles-based experience to intent gap review. We interviewed service users and non-users to map the value network, involving service providers, funding agencies and end users. We applied a compelling experience framework to identify, organise and evaluate potential new features and functions. We used these inputs to crystallise a value proposition for the service that could evolve and grow over time, and we proposed new features and functions to support this.

The result was an innovation roadmap for short-term improvements, medium-term service evolution and long-term service transformation; and a solution description for the next service version. We did this work in a compressed time frame, by applying rapid-iteration design practices and innovation expertise.

Examples of what we deliver:

- Concept maps
- Organising user experience frameworks
- Structured concept descriptions
- Solution system maps
- Innovation roadmaps
- Change initiative audits

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Design Thinking and Innovation

Design Thinking and Innovation Training

We apply experience in practice and academia to create awareness of design thinking and how it is different. We build design thinking skills and help you customise tools and techniques that are right for your organisation. We also help you identify the best approach to achieving and managing innovation within your organisation, in alignment with other change functions such as project management.

You are looking to:

- Build your toolkit of techniques for thinking outside the box and gaining new perspectives
- Improve your policy generation or service delivery capability while reducing costs
- Implement an approach to co-design that is effective and works within your organisation
- Take your design and innovation team to a new level, or build a new capability
- Improve your organisation's ability to generate new ideas to solve complex problems
- Align your change functions around a common innovation language and practice
- Develop new solutions at increased speed in a complex environment



We can help by:

- Creating awareness and demystifying innovation and design
- Assessing the current maturity of your design and innovation capabilities
- Developing design thinking skills through training sessions
- Providing focused coaching around a specific innovation initiative
- Linking you to communities of practitioners and thought-leaders
- Mapping your current innovation process
- Customising an innovation framework for your organisation

What we have done:

Senior leadership development in Innovative Thinking

We were engaged by an executive leadership organisation to provide an innovation series for senior managers. The series consisted of three sessions: Leadership / innovation intersect; Organising for innovation and design thinking; and Innovation think-tank

Each session incorporated theory, case-studies and exercises designed to immerse the participants in different aspects of innovation practice.

Development of design thinking through targeted pathway development training

We developed a tailored program for mid-level management in design thinking. We focussed on customer pathway development as a key management tool to build deeper understanding of customer experience. We provided sessions for over 100 staff.

Examples of what we deliver:

- Design and innovation seminars and workshops
- Self-study bibliographies and guides
- Customised design thinking and innovation techniques
- In-house studio courses on design, co-design and innovation
- Combined ideation and learning sessions
- Communities of practice
- Innovation process and practices

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Design Thinking and Innovation

Collaborative Leadership Events

We facilitate leadership conferences and major events. We see leadership events as the opportunity to inject new ways of thinking and working that is productive, focussed and engaging. We design leadership events to meet leadership strategic needs, and we design conferences to meet these needs.

You are looking to:

- Engage the leadership group in productive and focussed dialogue
- Work through tough strategic issues that your organisation faces
- Build a strong leadership team that is focussed on the future direction of your organisation
- Realign your organisation after major change
- Inspire a multi-stakeholder group of people to work toward shared goals and outcomes



We can help by:

- Designing the event to match the needs of the leaders
- Taking a design approach and injecting new ways of working, drawing from methods and techniques from design and effective group collaboration
- Using tried and proven techniques to get leaders effectively working together
- Creating engaging and appropriate conference designs
- Offering professional and highly sought after strategic facilitation skills

What we have done:

Facilitation of boards in both private and public sector

We have provided strategic leadership conferences for many boards within the government and private sectors. We offer sound and professional expertise because we know how to work with senior leaders.

Series of leadership conferences for senior leadership group

We were engaged to run a series of conferences for the senior leadership group of a large government agency. The goal was to work through strategic issues facing the group and to design preferred futures. We employed design thinking techniques such as prototyping change to help them generate ideas. We designed each conference to build on the previous conference. Over time, the senior leadership group developed a strong sense of direction and collegiate behaviour.

Leadership conference for new division

We were asked to work with a newly formed leadership group. The goal was to build on the strengths of each member of the group. We designed a conference based on appreciative inquiry (www.appreciativeinquiry.org) and drew on the positive foundations in the leadership group.

Examples of what we deliver:

- Leadership events for boards
- Leadership events for executives
- Leadership events for divisions and branches

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