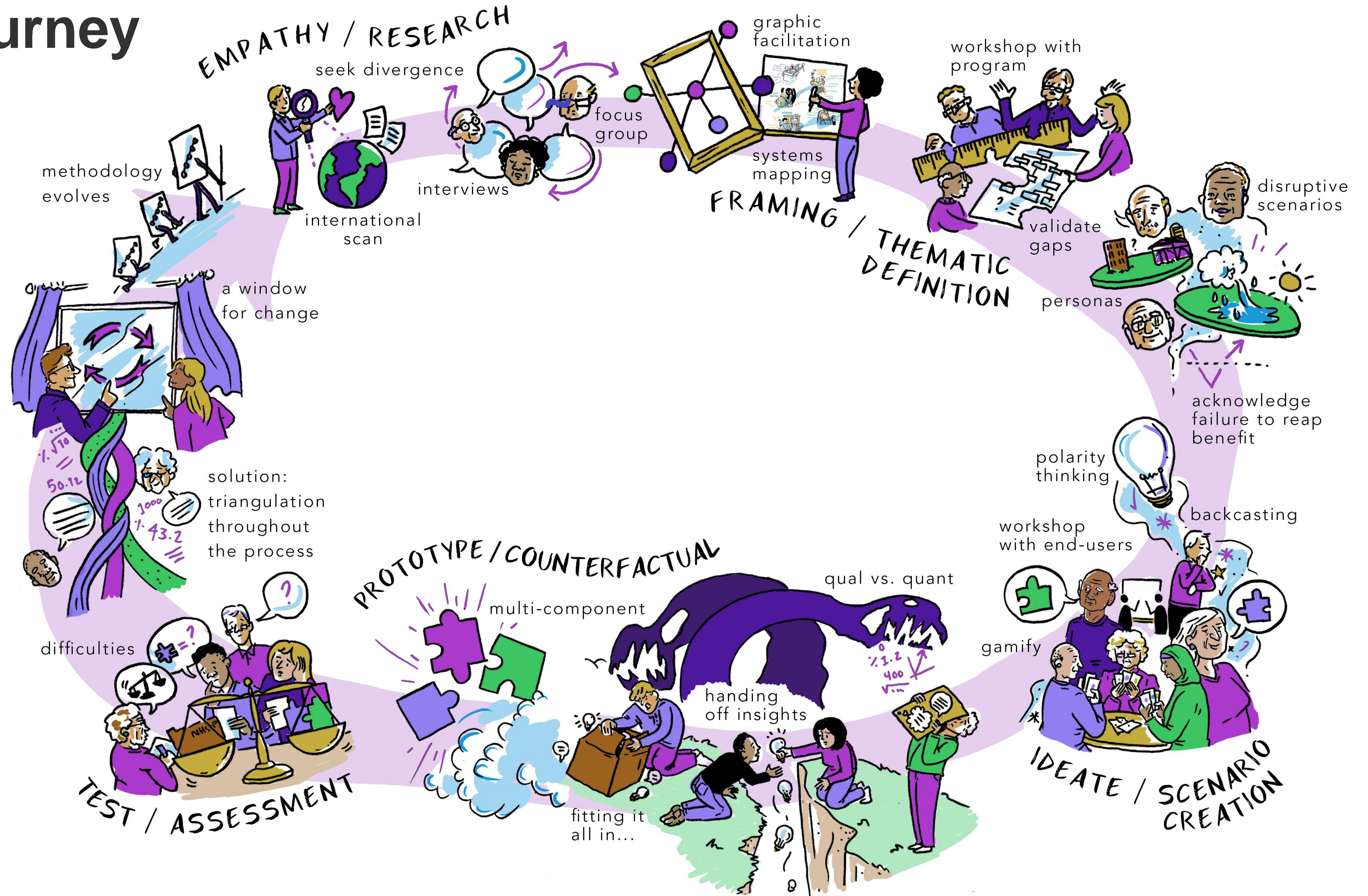


Design Thinking & Rapid Impact Evaluation for Public Sector Innovation



ESDC Innovation Lab

The Journey



Human-Centered Counterfactual: A Different Way of Seeing



Detachment from a program's legacy, its traditions, habits, and operations.

Provision of candid feedback and promising new lines of evidence grounded in qualitative user research that both complement and challenge existing data.

End-user experience and diversity of perspectives.

- Identification of programmatic design flaws and/or failures and unmet needs.
- Expansion of the problem space for more creative/generative solutions and approaches to emerge.
- Co-creation embedding multiple point of views.
- Iteration of solutions with continual testing of assumptions and biases.

Visual storytelling to level the playing field.

Visual stories allow multiple perspectives to process complex narratives and meaningfully co-develop.

The Mixed Methodology

Design Thinking

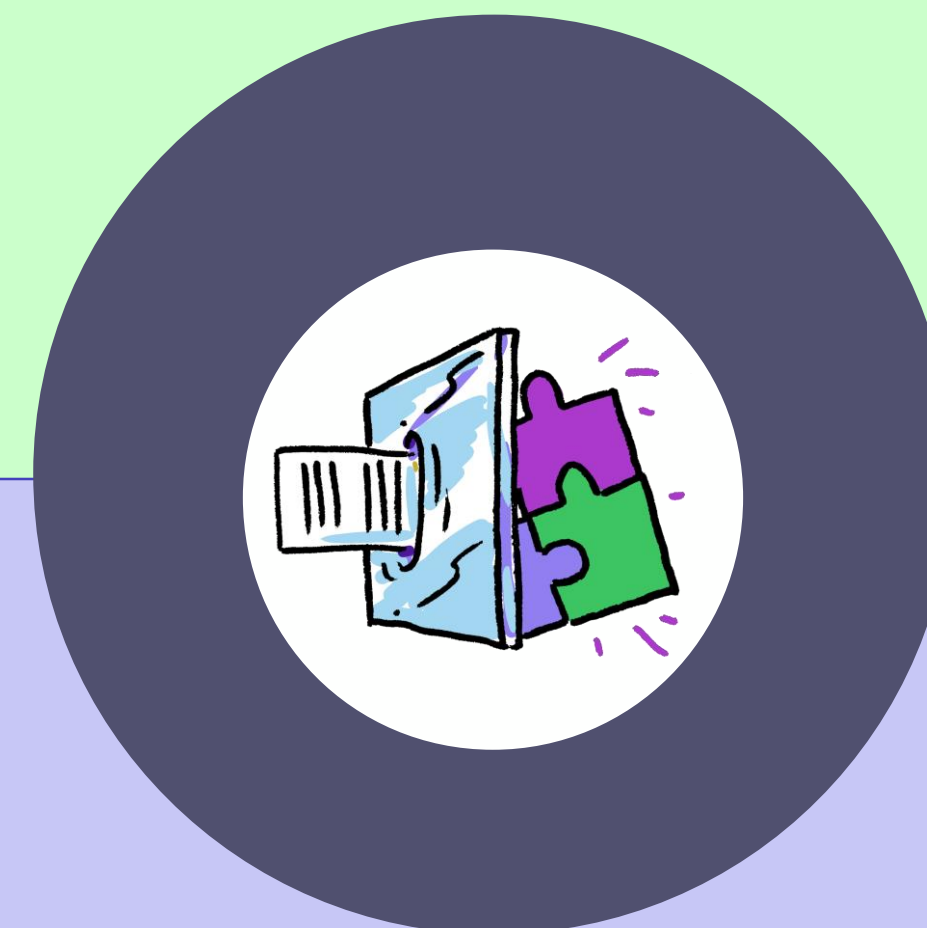
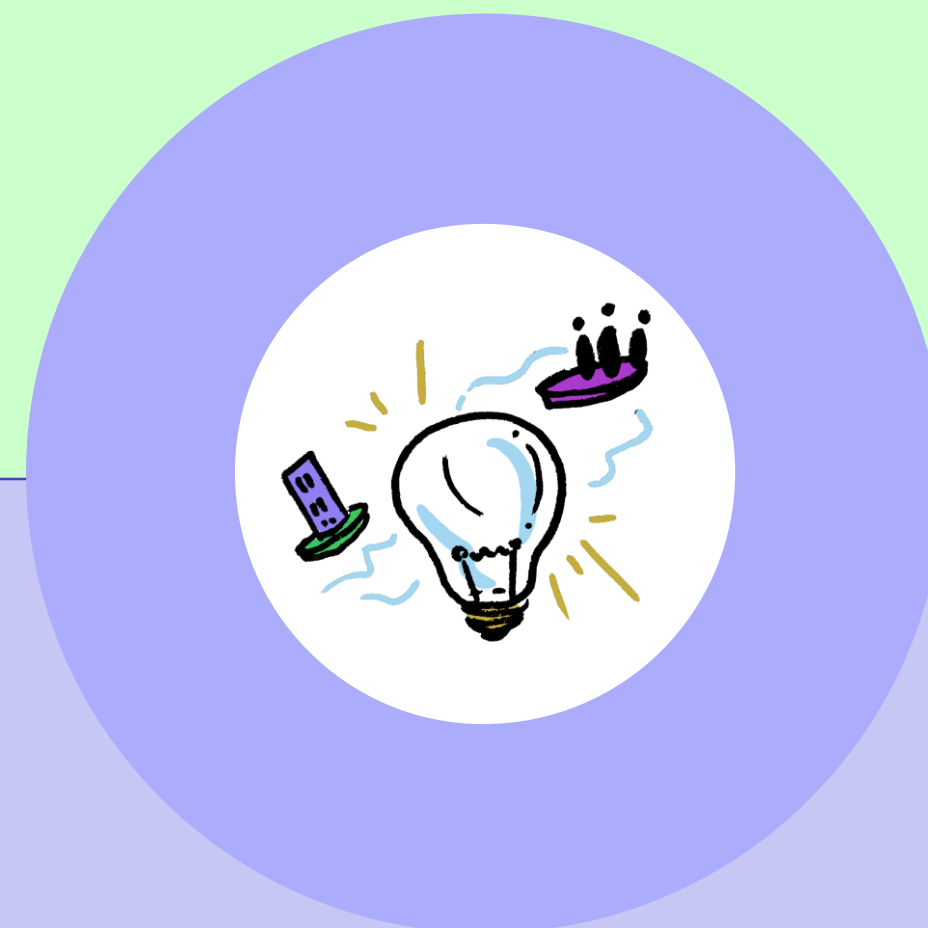
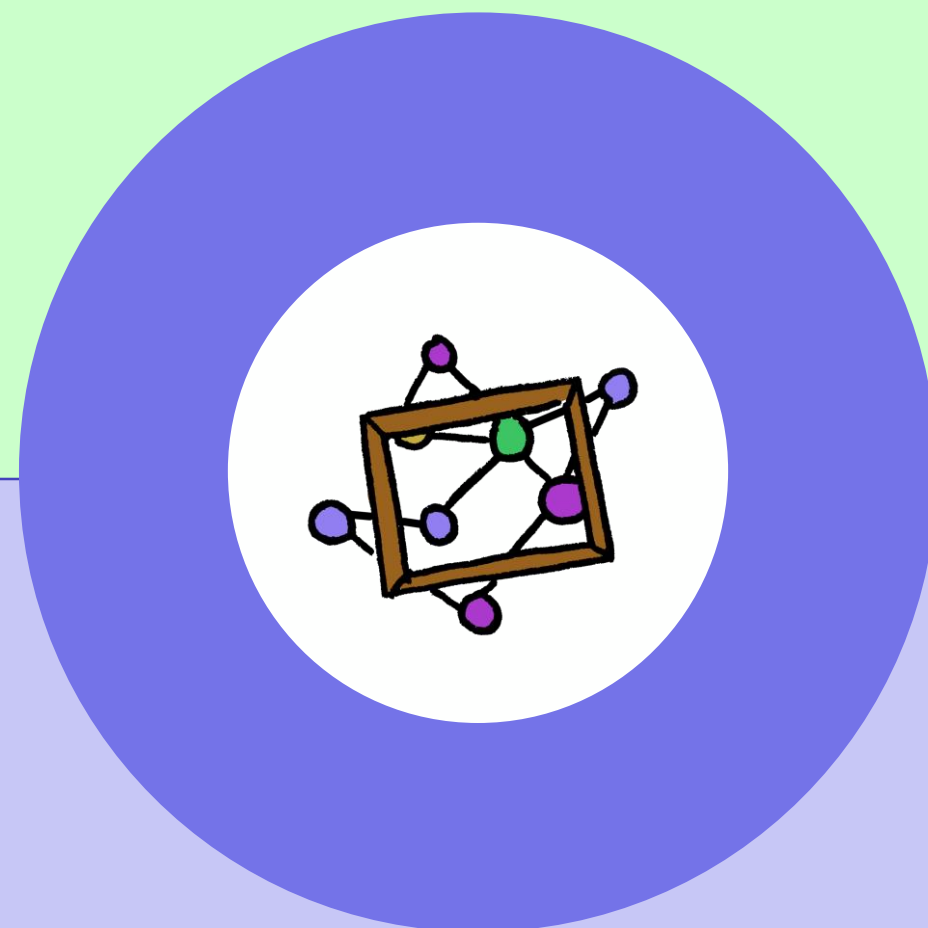
Empathizing

Framing

Ideating

Prototyping

Testing



Qualitative
Research

Thematic
Definition

Scenario
Creation

Counterfactuals

Assessment

Rapid Impact Evaluation

Integrates user insights to look both forward and back

Heros' Journey Methods: Into the Field

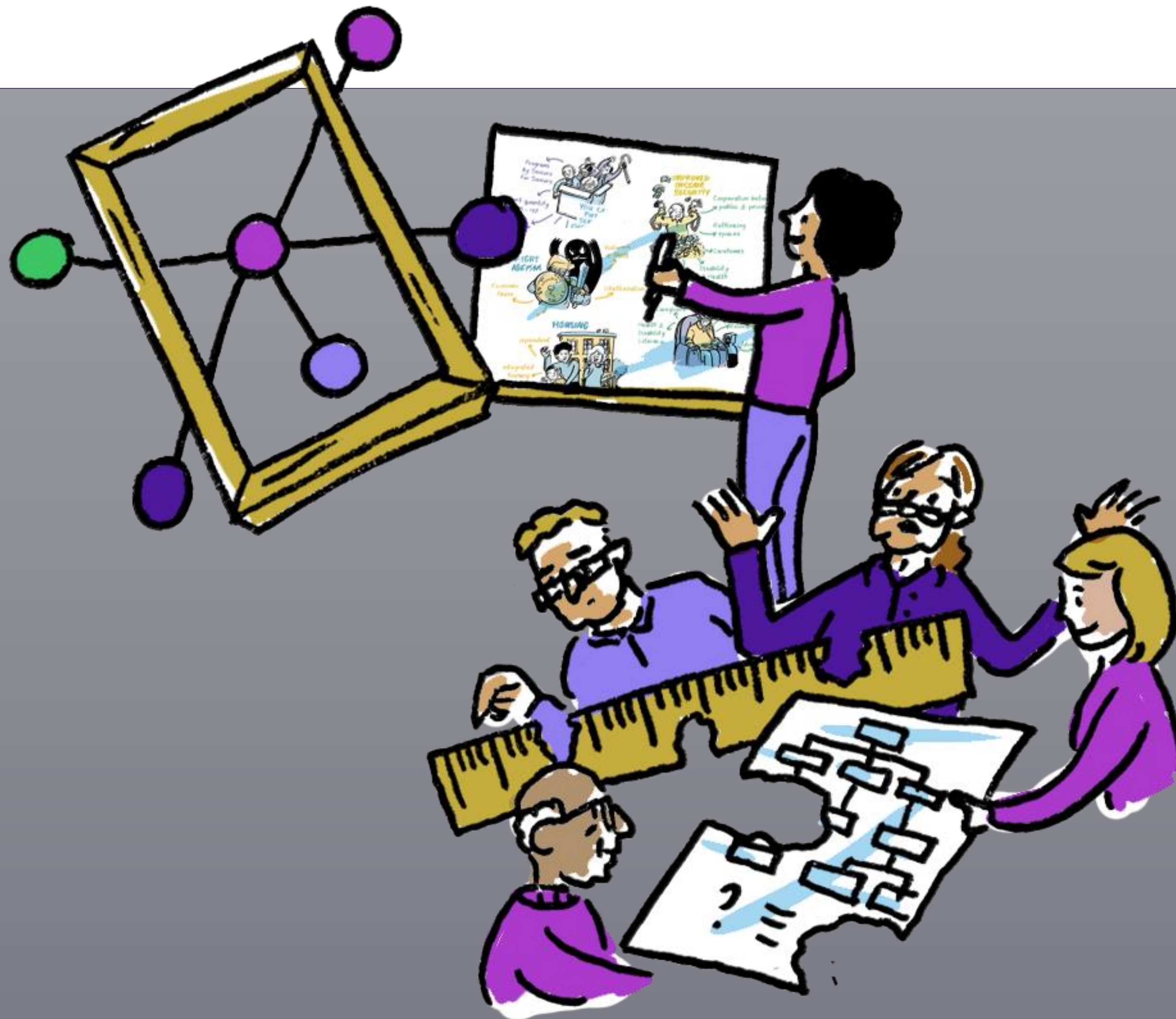
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- Seek divergence.
- Semi-structured focus groups and facilitated workshop discussions surface programmatic tensions using design thinking tools, foresight techniques, and polarity thinking.
- A diversity of perspectives counter institutional conscious/unconscious bias.
- Participative/co-development was pursued at every stage.

Heros' Journey Methods: Into the Field

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- Qualitative feedback identified themes - these were graphic recorded as a systems maps.
- Visuals were used to communicate themes.
- Themes were validated with international scan and expert interviews.
- Themes in turn validated gaps identified by the program owners in the current program metrics.

Hero's Journey Methods Design Thinking Workshops

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- **Design tailored interventions to surface and welcome unmet user needs, irritants, desires.**
- **Offer end users and frontline organizations opportunities to provide candid feedback and exchange perspectives with government officials.**
- **Assemble multiple point of views to co-develop solutions and challenge assumptions.**
- **Learn from each other, reflect together, adjust.**

qual vs. quant

Hero's Journey *The Pits*

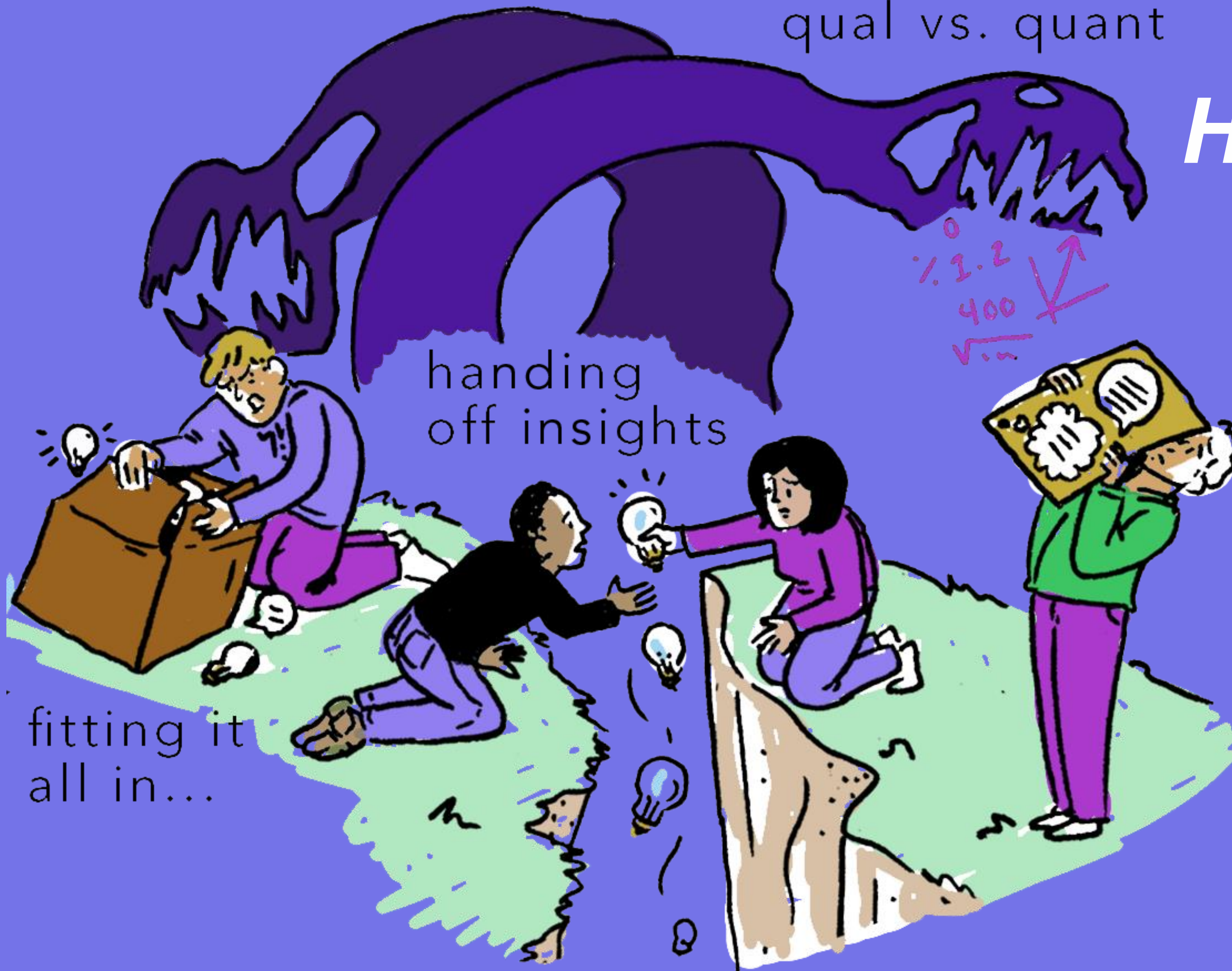
handing
off insights

0
1.2
400
 $\sqrt{1.2}$

fitting it
all in...

Prototyping:

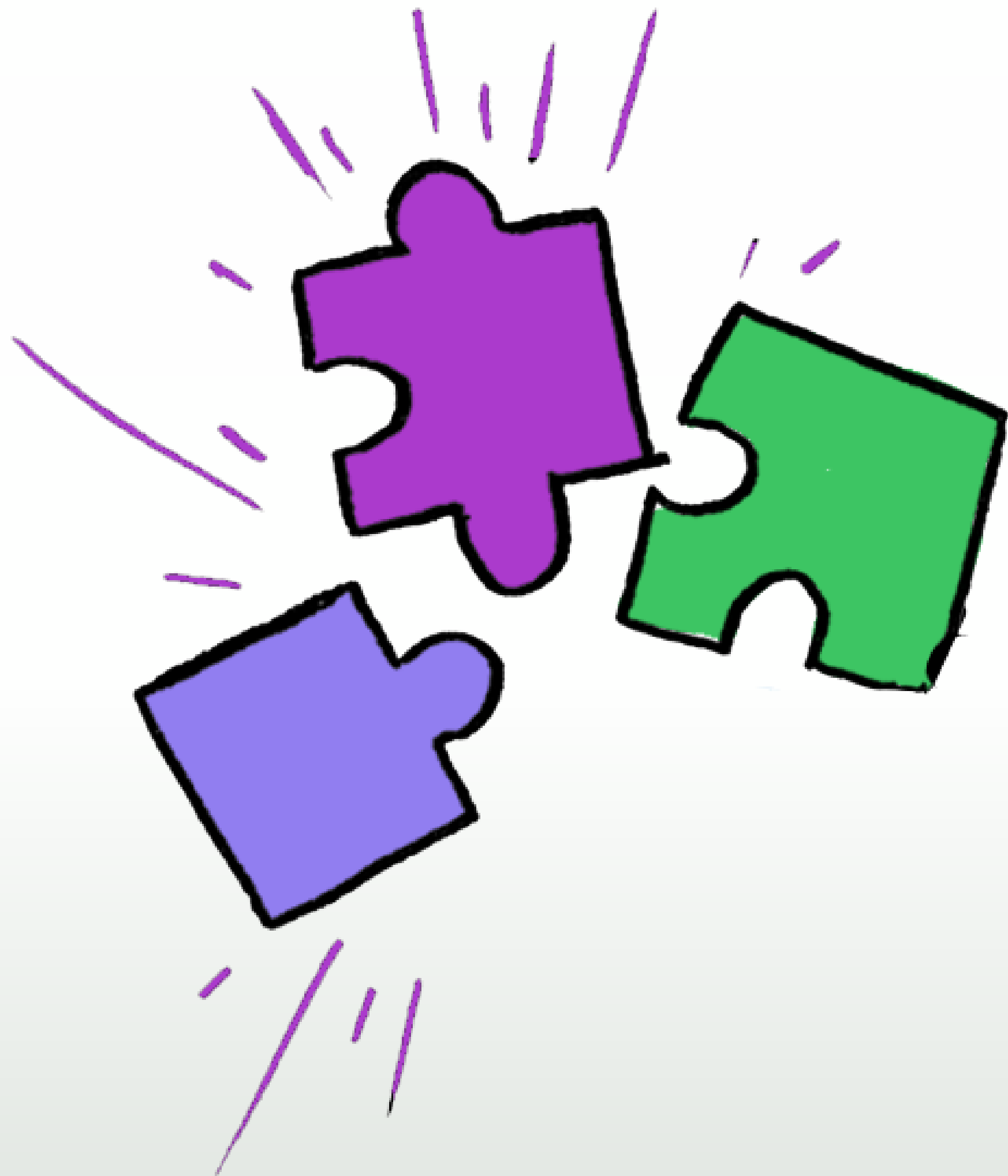
Challenges for building
alternative program design
components.



The Hero's Breakthrough

Multi-component Counterfactuals

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- Three alternative design components.
- Weighing the benefits and drawback of each component against current design.
- Insight: preference of client towards incremental change vs. potential disruption.
- Insight: organizational boundaries and silos felt by end users.
- Transferability of insights to other G&Cs.

Hero's Journey Last Leg Testing

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- Impact of alternative components measured against current program using eight end-user insights (from Lab fieldwork) and weighing of perspectives.
- Challenge: communicating impact to participants new to the journey.
- Impact of challenge: component of internal coordination misunderstood and measured as less impactful as a design alternative, then countered in discussion with participants following the assessment.
- Solution: triangulation of data isn't a last step, it is involved at every stage of the journey, from problem exploration to solutioning.



The Journey Continues

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- Design thinking brings RIE to full potential and beyond.
- Counterfactuals provide end-user feedback on current program and provide legal, doable solutions to program owners to make smaller scale program iterations.
- Counterfactual create a window in operations for the exploration and early testing of more radical program changes.
- Evidence shared to inform summative evaluation and future Design Thinking RIEs within ESDC.



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Q&A



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Thank You!

