

2015

# Seeding and spreading capacity for systems design across social service organisations

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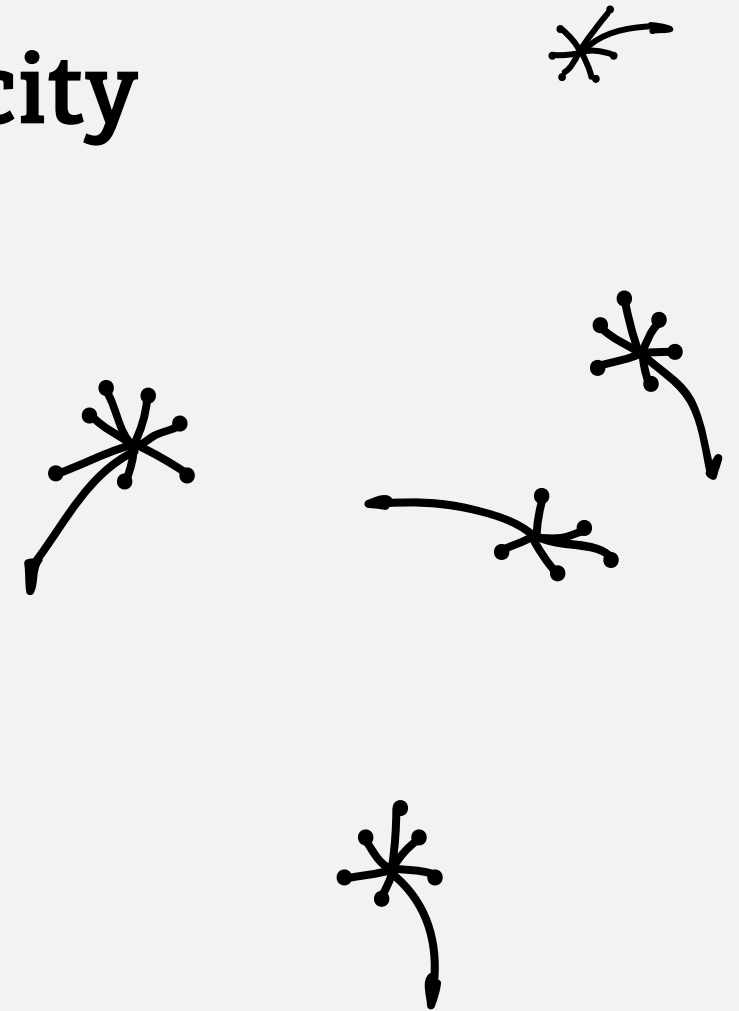
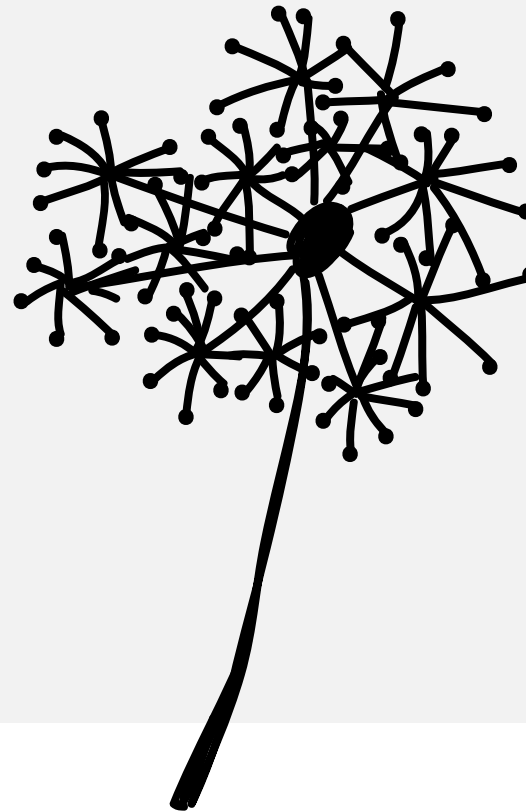
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# Seeding & Spreading Design Capacity

## Case Study of Fifth Space

Systemic Design Symposium [RSD4]  
1-3 Sept. - The Banff Center



## 5 organizations collaborating:

*3 social service delivery agencies, 1 social enterprise & 1 design university*



**Wendy Moore**

*Frontline Social Worker*

**Krista McGrath**

*Home Share Coordinator*

**Bobae Kim**

*Frontline Social Worker*

**Janey Roh**

*Senior Manager*

**Lisa Joy Trick**

*Senior Manager*



**Sarah Schulman**

*Director*



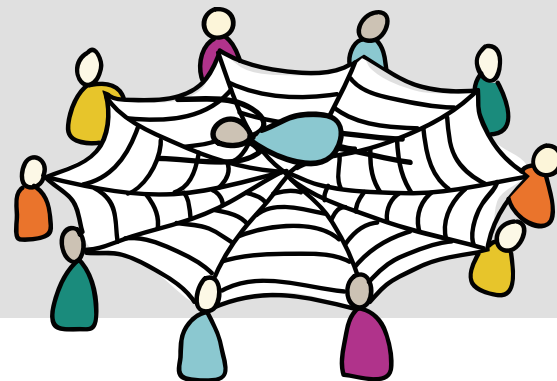
**Manuela Aguirre**

*PhD Fellow*

what unites us?



*transforming social services  
from safety nets into trampolines*



# A mixed track record:

#disability  
#homelessness  
#youth  
#addiction  
#family  
#domestic violence



FAMILY  
BY family



**But we didn't change  
what the system did.**

*@inwithforward #RSD4*



The diagram features two concentric circles. The outer circle is teal, and the inner circle is brown. Three callout boxes are positioned between the circles, each containing text. The top callout box is teal, the middle one is brown, and the bottom one is yellow. Each callout box is connected to the circles by a thin line of the same color as the box. The background is a light gray gradient.

Shifting  
human  
resourcing,  
procurement,  
metrics, etc.

Shifting the  
feedback  
professionals get

Shifting Fay's context  
& conversations

***What is the smallest increment of change that might represent that we are changing in the right direction?***

*Ann Pendleton Jullian*


***So we move here, to a social housing complex, in a suburb of Burnaby. Lived 3 months. Blend of designers, social scientists, secondies from agencies.***

**the starter project was a way  
to test the partnership**

*@inwithforward #RSD4*

  
The underutilized

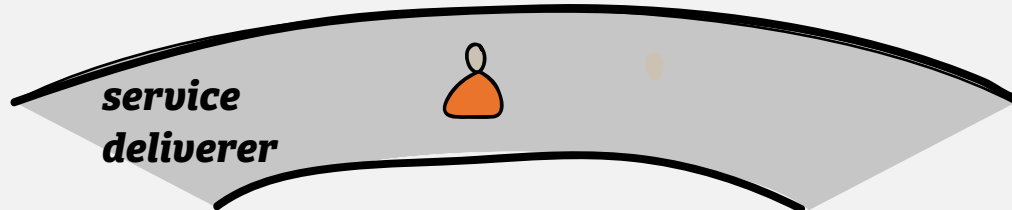
  
The empty pipe-liners

*early 20s*  
  
The divers

The dissatisfied

The pleasers

  
The positive deviants



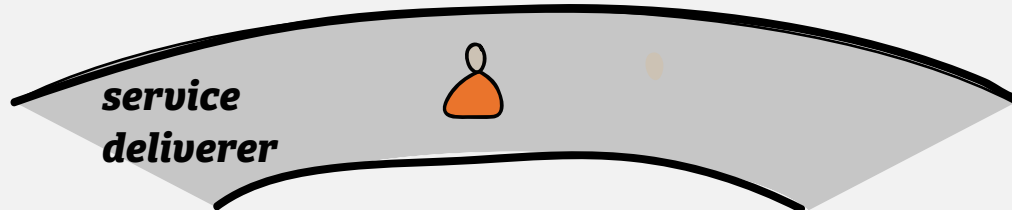
formal system



Has been going to the same day program for 20 years.

*"I'm tired of making spaghetti. I'd really like to learn to make a roast."*

Also feeling a bit stuck.  
No source of new ideas.  
Same thing day in, day out.



**service  
deliverer**

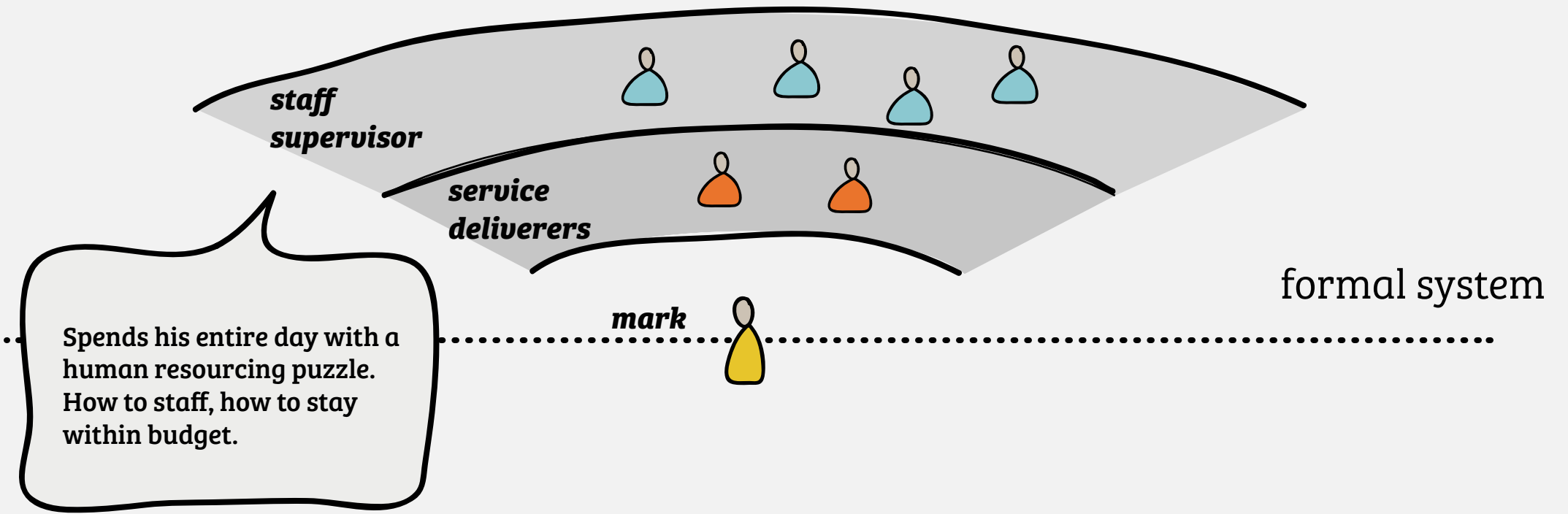


**mark**

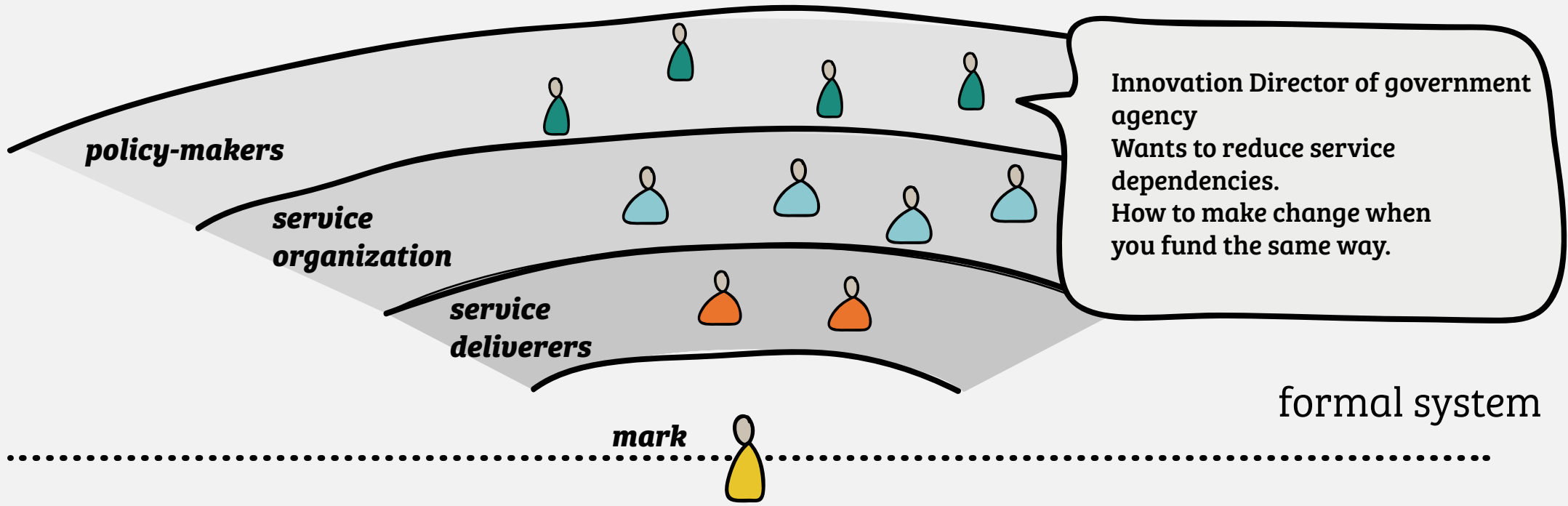


formal system

informal system









**policy-makers**

**service organization**

**service deliverers**

formal system  
.....  
informal system



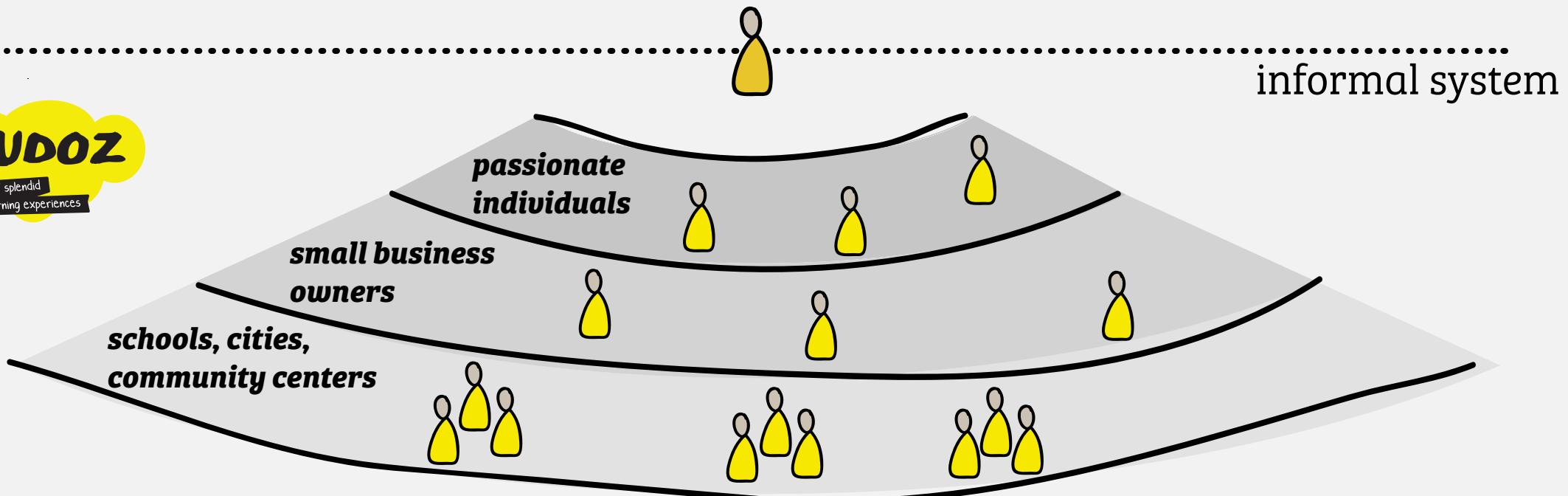
**passionate individuals**

**small business owners**

**schools, cities, community centers**

**#KUDOZ**

100s of splendid  
learning experiences



**Kudoz**

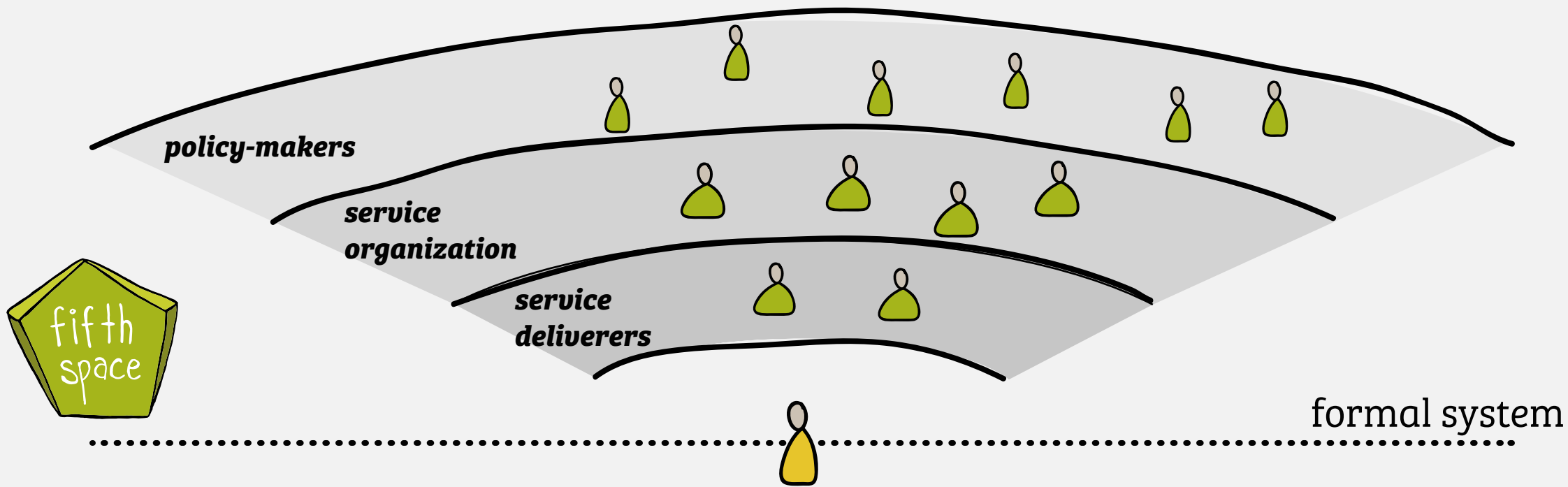
**value  
propositions**

**tools**

**testing tweaking, reshaping...**

**roles**

**interactions**



## **mechanics of fifth space**

*20% FTE for 6 months*

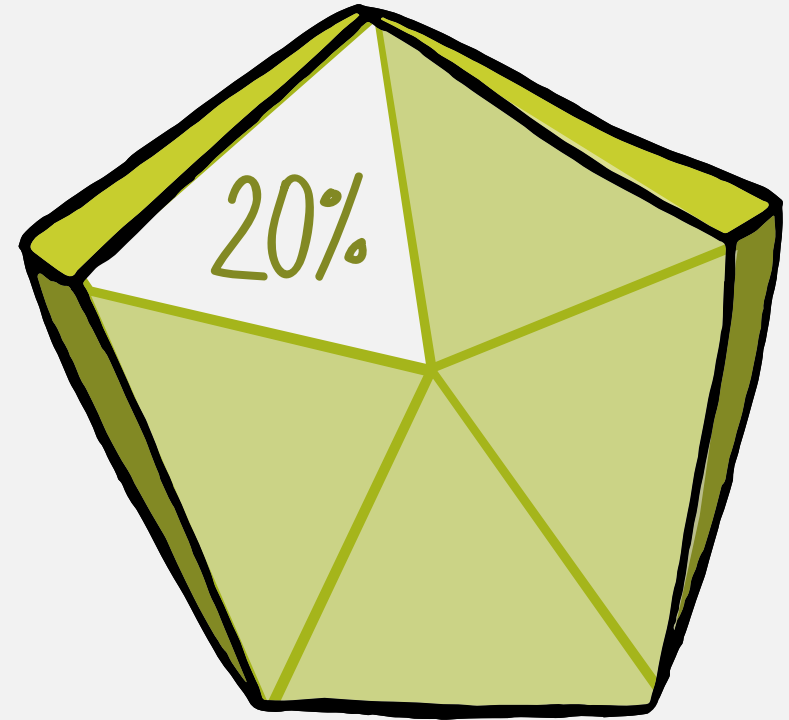
*from 29 to 27 people*

*3 social service organizations*

*7 teams, 6 projects*

*2 projects moving forward*

*all interactions prototyped*



*\*Modeled on Google's "20% Time" that aimed to empower employees to use 1/5th of their FTE to work on projects (this is how Gmail got developed).*

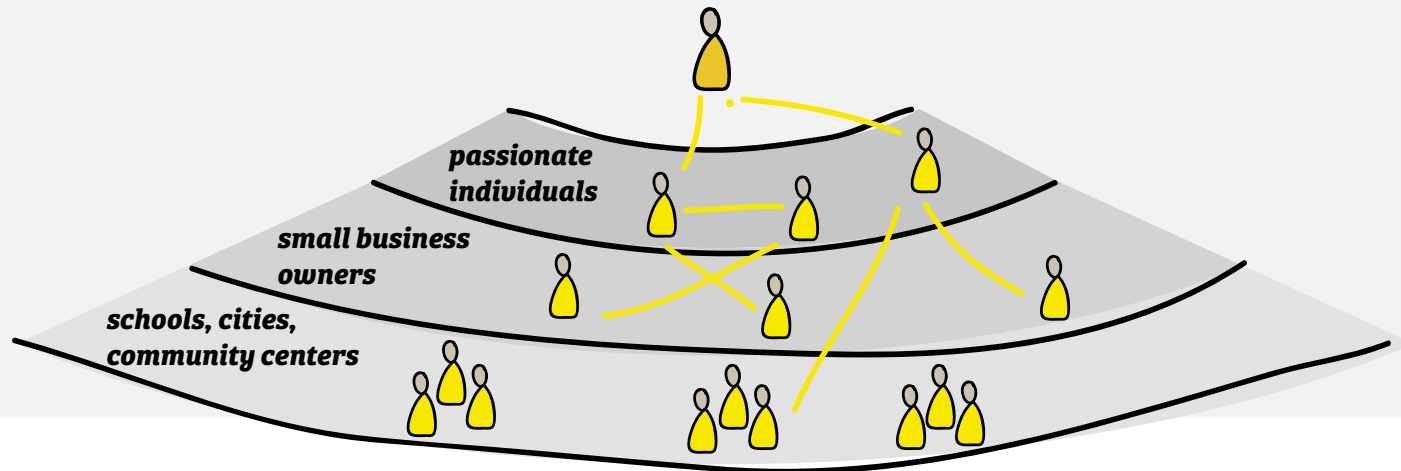
@inwithforward #RSD4

*what has changed from February 2015?*



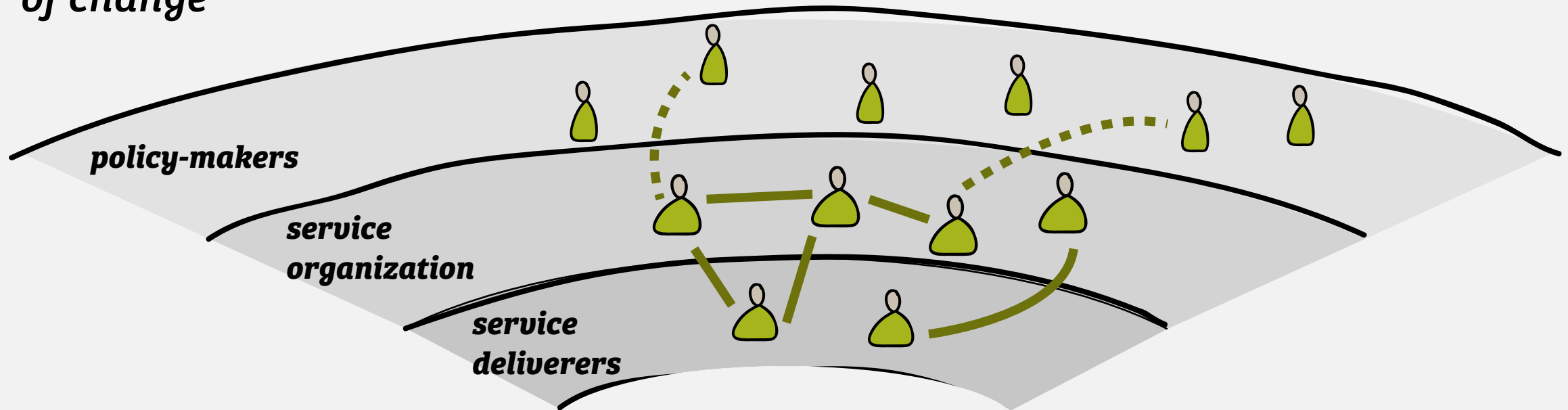
## *early indicators of change*

*starting to create change  
at the **individual** level  
& informal system*



*12 new friendships catalyzed  
5 small businesses offering jobs  
12 hacks identified  
10 families asking for more*

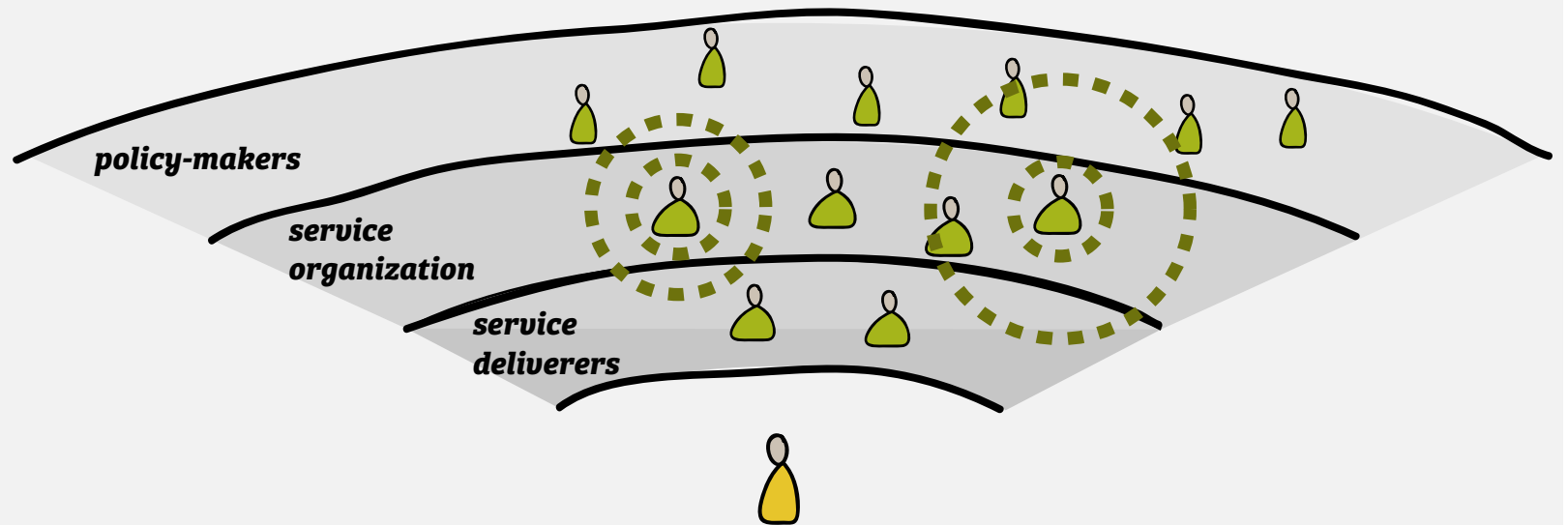
# *early indicators of change*



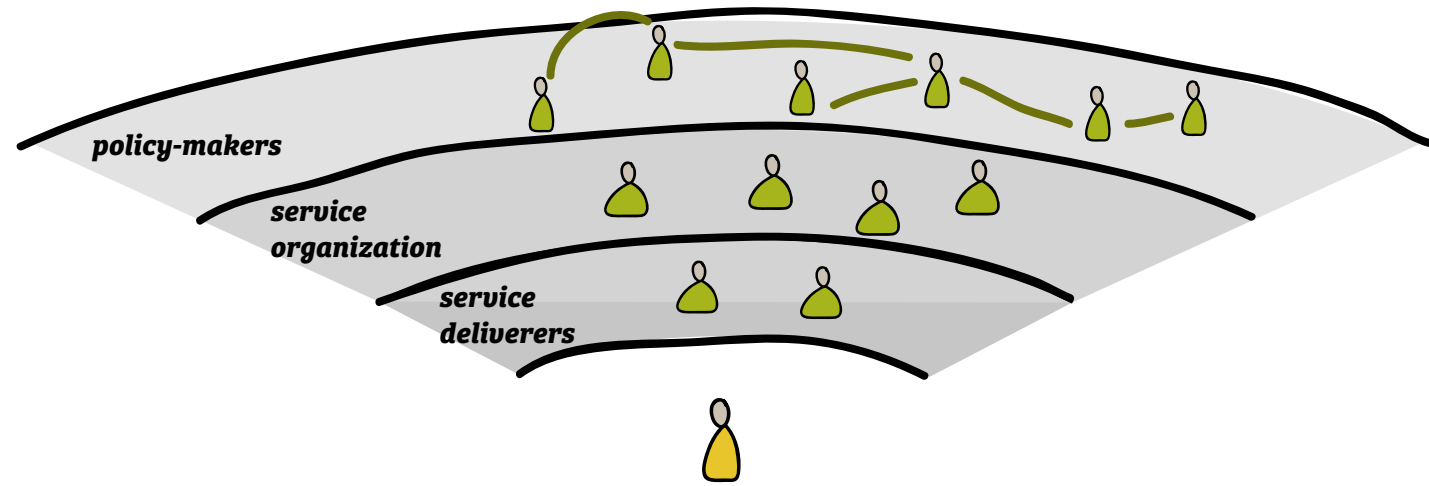
*a network of support to draw from in three social service agencies and policymakers will soon have a 3-day residency*



*ripple effects among  
some colleagues*



*when moving quickly & nimbly,  
we've inadvertently left people out  
and created pockets of resistance*



***CEOs mobilizing  
resources in record time***



**recruitment  
application  
selection**





**a flat structure of  
inter-agency &  
inter-hierarchy  
team collaboratin**

**a safe space for  
challenging assumptions  
& being creative**

**iteration #1 of 4  
of research tools**



**from concept  
development**

**to live  
prototyping**

6 projects were live prototyped  
for 1.5 months - 2 moving forward



Share on Air



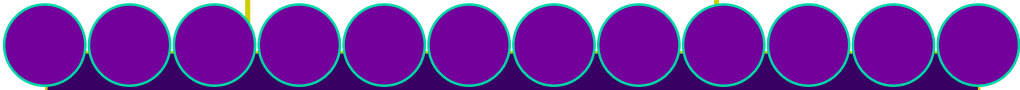
NTANDEM



24 PARTICIPANTS / 2 EVENTS

#SPEEDFRIENDING

#FIESTA4LIVING



12 SETS OF PHONE NUMBERS EXCHANGED

1 SET CONSIDERING HOMESHARE

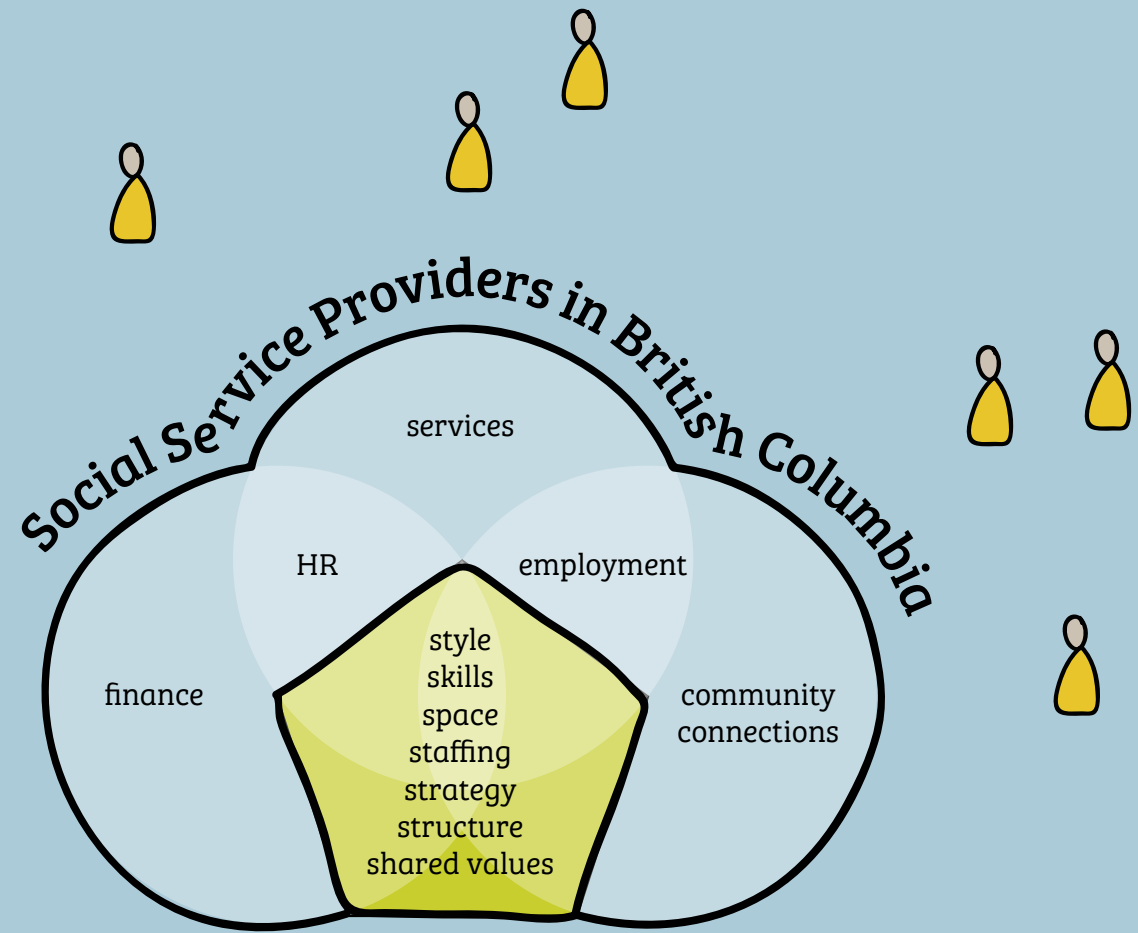
2 SETS OF LONG LOST FRIENDS RECONNECTED





**how do we scale?**

**providing  
a backbone  
infrastructure**



**curation  
coaching  
curriculum**

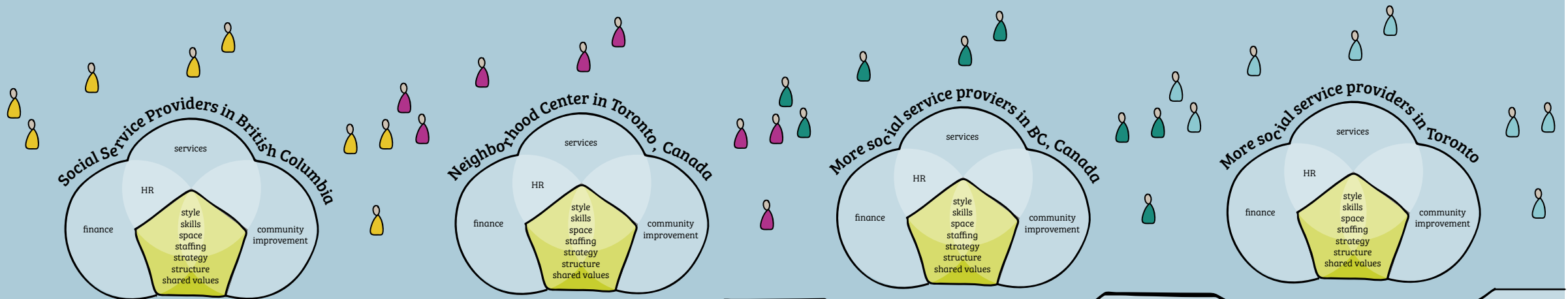
# scaling in partnerships

*people living with developmental disabilities*

*people living on the streets*

*people who are long-term unemployed*

*people living in women shelters*



**curation, coaching, curriculum, culture, collaboration**

# 3 things to remember

**What:** We are trying to prototype change for people at all levels of the social system.

**How:** Working from the ground-up to model new practices, live prototyping and measuring what works, what doesn't, for whom and why.

**Why?** Too many top-down changemaking approaches have a huge disconnect between what is designed and what is actually implemented and felt by people on the ground. So we are working backwards: from people to interactions to services - rather than from policy, to program to people.

**we are poking the system from within  
by actively prototyping new possibilities  
and scaling the fifth space mindset**

