



2015

# Professional application of systems oriented design

Romm, Jonathan and Larssen, Astrid T and Paulsen, Adrian

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**HALOGEN.**

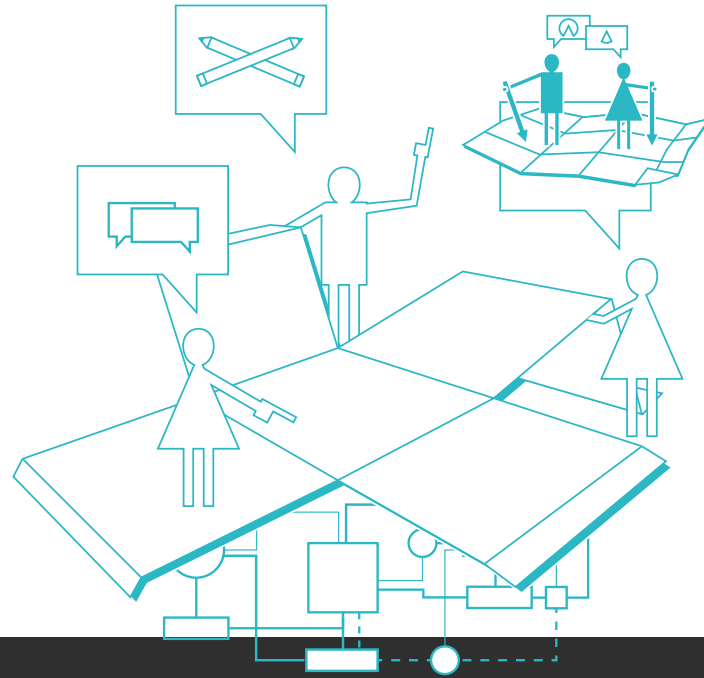
**GIGA-mapping and  
prioritization**

**Professional application of  
Systems Oriented Design**

Jonathan Romm, Astrid T. Larssen,  
Adrian Paulsen

Halogen 2015





## PRIORITIZATION in GIGA-MAPS

the transition phase between collecting and recording information towards prioritizing and taking action.

# ABOUT HALOGEN

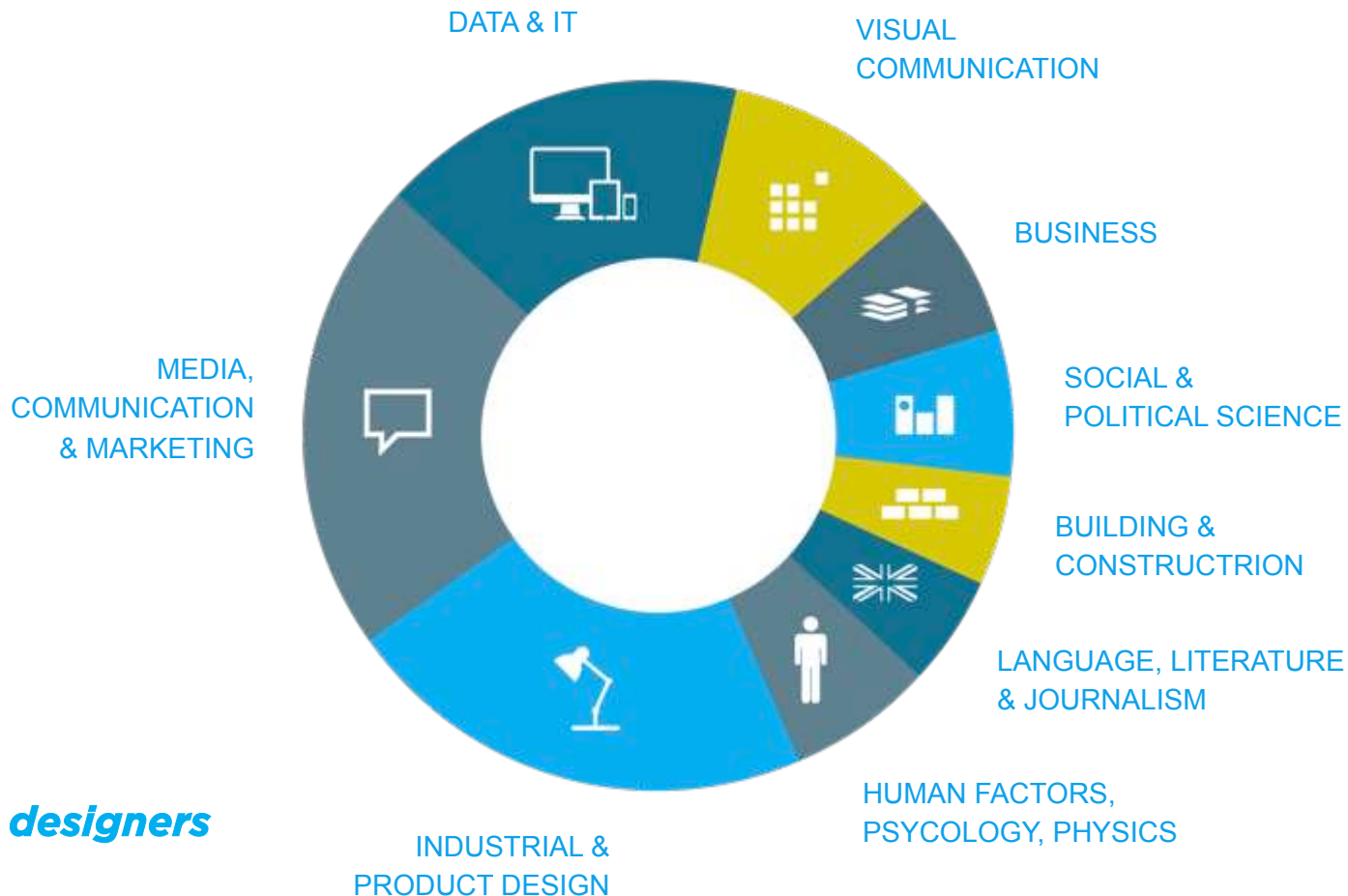
A man and a woman are looking at a whiteboard filled with hand-drawn sketches and diagrams. The man is pointing at a sketch on the board. The woman is looking down at a marker in her hand. The whiteboard contains various sketches, including a person's head and neck, musical notes, a vertical list of 'OOO' characters, and a flowchart with boxes and arrows. The text is overlaid in the center of the image.

**INDUSTRIAL DESIGN**  
**INTERACTION DESIGN**  
**GRAPHIC DESIGN**  
**HMI DESIGN**  
**SERVICE DESIGN**  
**ORGANIZATIONAL DESIGN**  
**BUSINESS DESIGN**

**HALOGEN.**

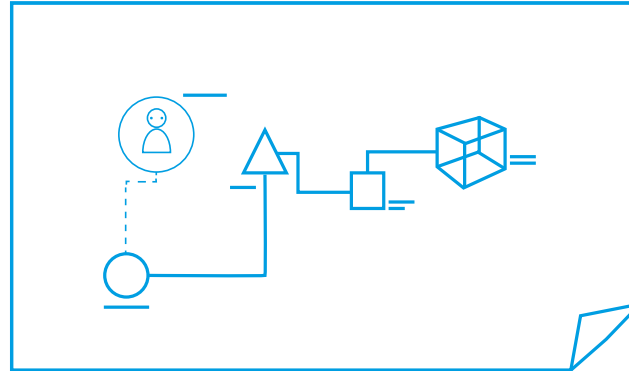
**57**  
**EMPLOYEES**

**16**  
**SOD and Service designers**



# GIGA maps – brief intro

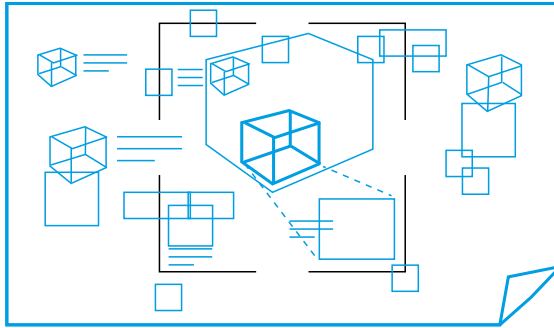
The initial “backbone”  
of the mapping –  
a visual structure or  
narrative that resonates  
with the project  
participants



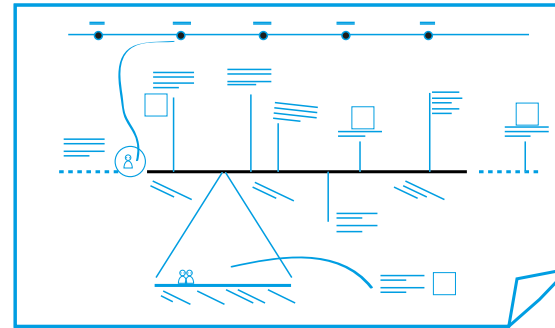




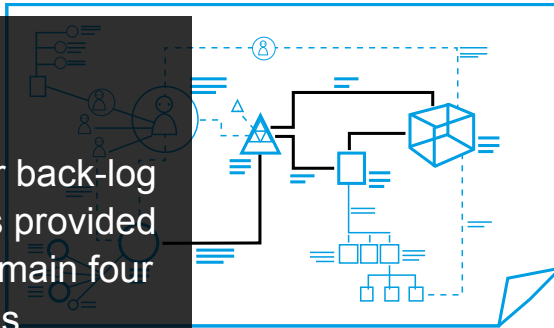
# (Our) Main typologies of GIGA maps



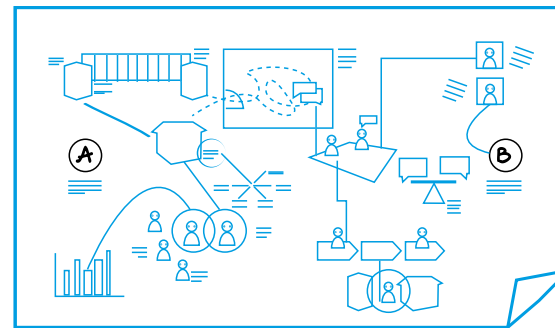
Context



Sequence

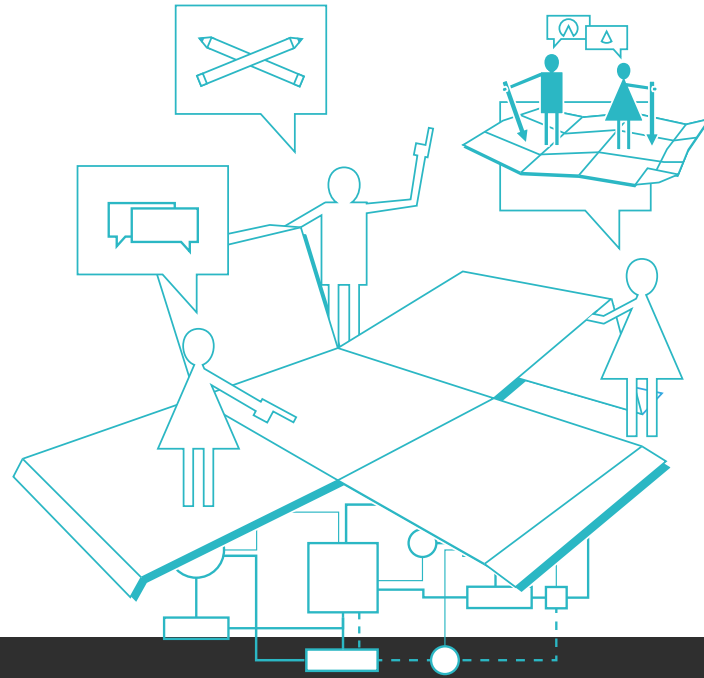


Relations



Exploratory

Reviewing our back-log of GIGA maps provided us with these main four map typologies



## PRIORITIZATION in GIGA-MAPS

the transition phase between collecting and recording information towards prioritizing and taking action.

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# How our systemic design practice evolved over time

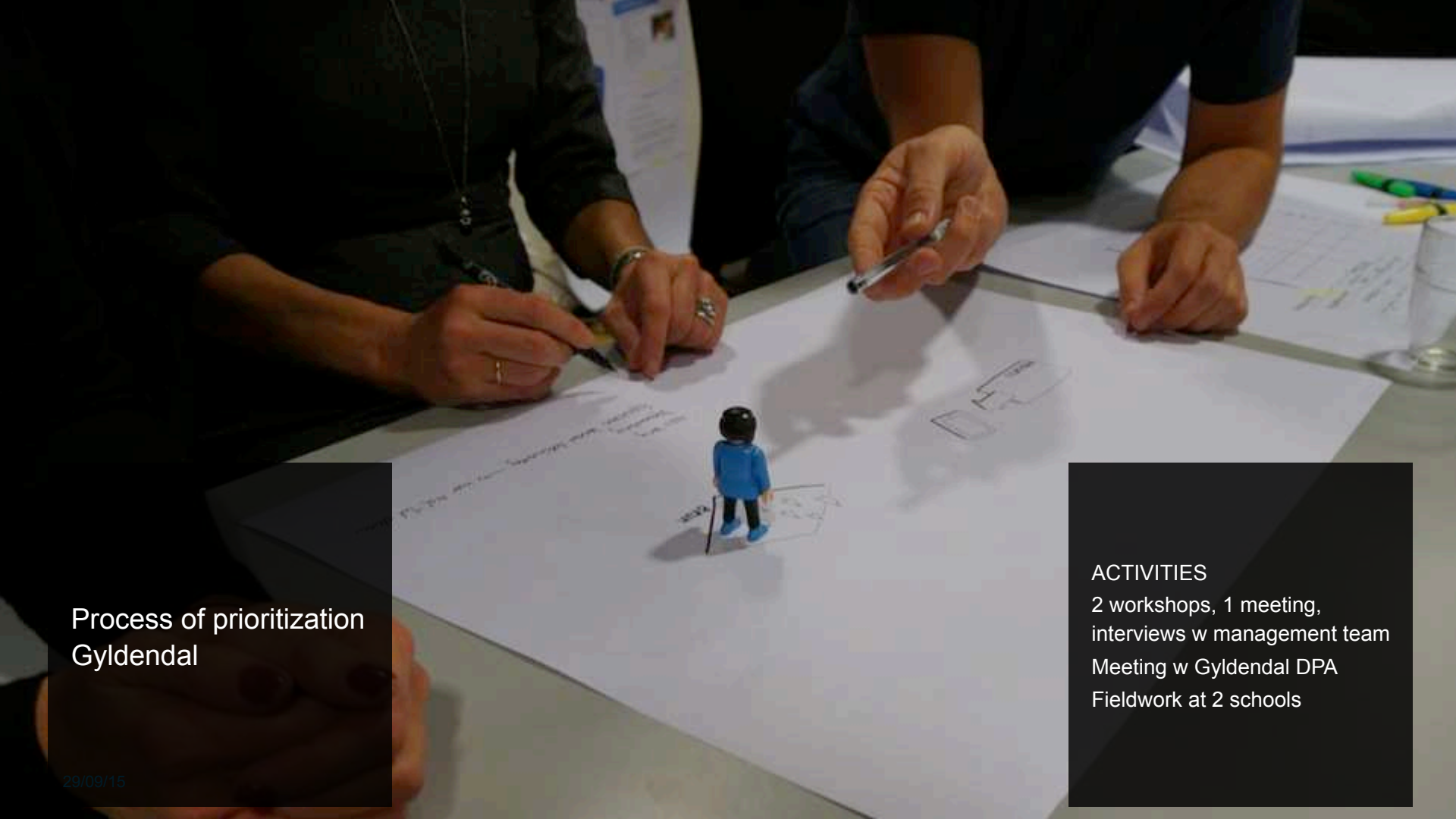
**Beginning:** Systemic design was for designers only – limited to initial insight mapping

**Current status:** Systemic mindset and approach applied on many levels - interdisciplinary teams collaborate on gaining systemic insight and developing solutions

**How we got here:** Leadership support – sales force on-boarded – investment of internal time and resources– a culture of curiosity incentivized by real results

# 3 CASES

**GYLDENDAL UNDERVISNING DIGITAL AVD.**  
**(PUBLISHING HOUSE AND PRODUCER OF**  
**PHYSICAL AND DIGITAL EDUCATIONAL MATERIALS)**



Process of prioritization  
Gyldendal

ACTIVITIES

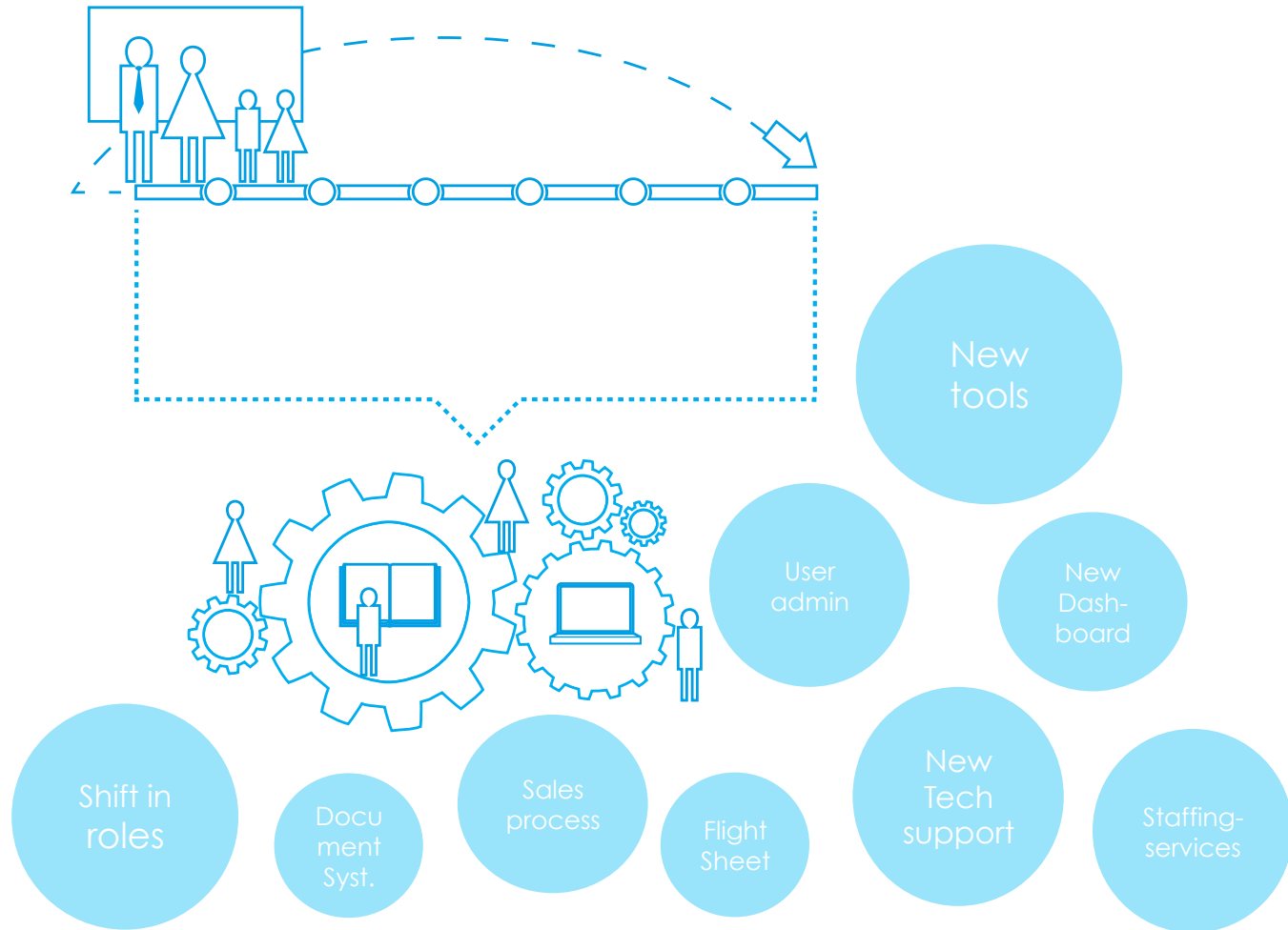
2 workshops, 1 meeting,  
interviews w management team  
Meeting w Gyldendal DPA  
Fieldwork at 2 schools



Moment of prioritization  
Gyldendal

“Establishing a corporate strategic shift in how end user needs are understood and included in the development of new digital educational material.”


Results of prioritization  
Gyldendal





**SIO – STUDENT HEALTH SERVICES  
(Student welfare organisation)**

**EARLY PROCESS PRIORITIZATION**




Process of prioritization  
“SiO Helse –  
student-patient  
centered care”

20/09/15

## ACTIVITIES

Yearlong process:  
workshops, fieldwork,  
interviews, meetings w  
management team,  
presentations for the  
organization



Moment of prioritization  
SiO Helse

29/09/15

Gain buy-in first from the employees in the GP section for the change process. Create understanding that change is coming, but we can influence the changes by participating in the process.



Results of prioritization  
SiO Helse

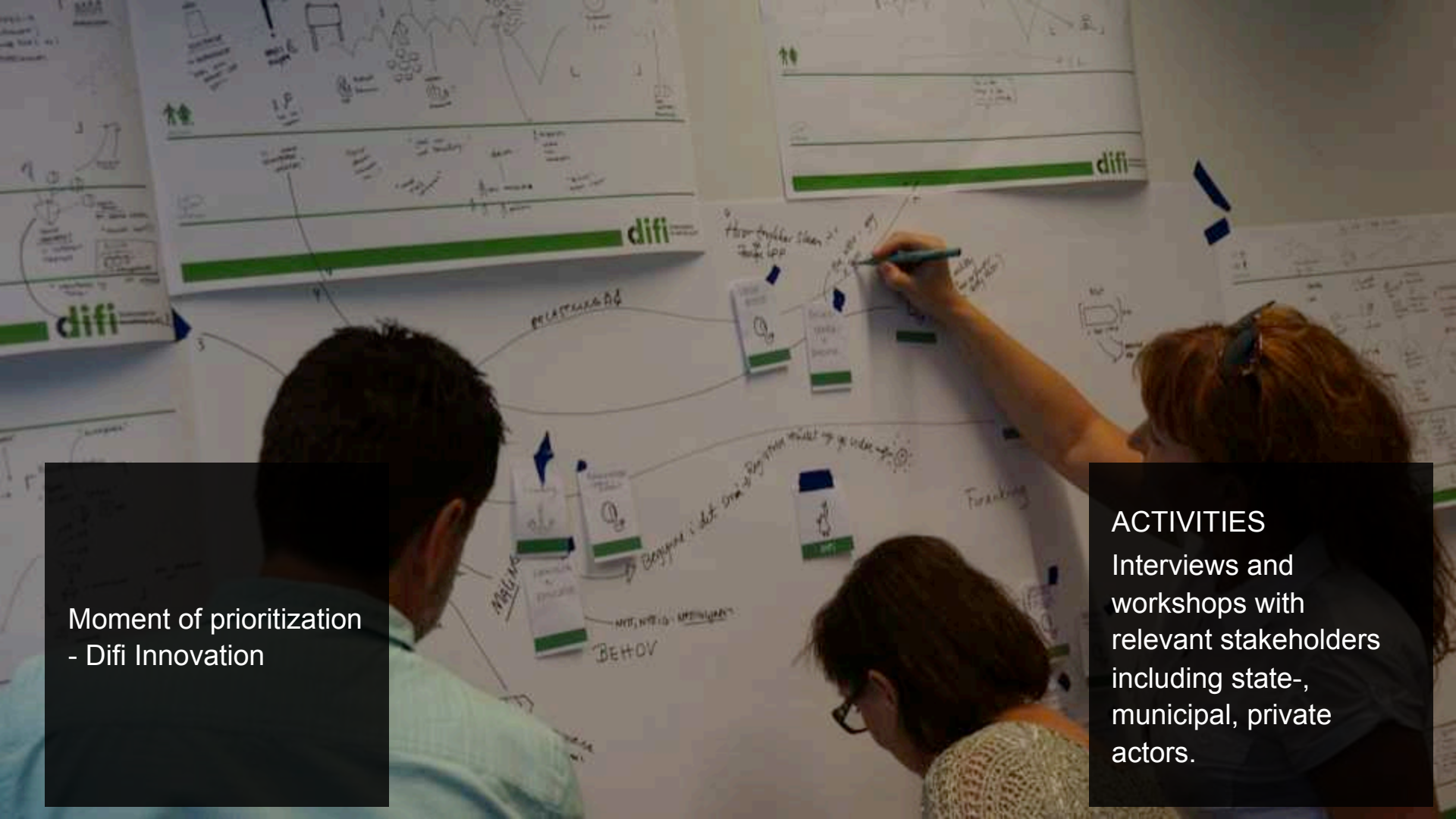
Prioritization was an early step in a long process of opening the organization to change and getting the organization to actively participate in a new service delivery

**DIFI – PUBLIC INNOVATION SERVICE**  
**(Agency for Public Management and eGovernment)**

**MID PROCESS PRIORITIZATION**

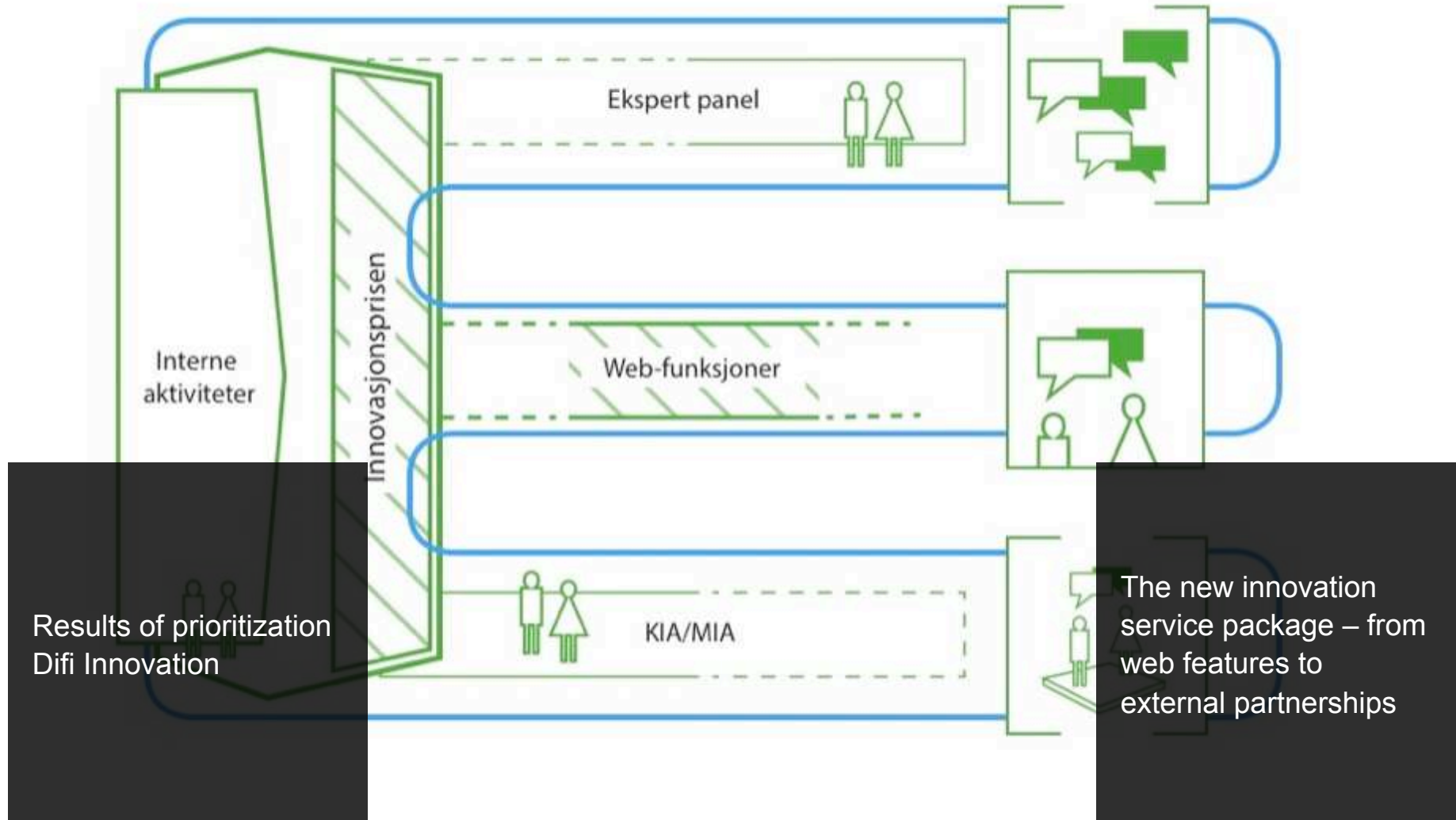


The interpretation and implementation of a new innovation mandate given to Difi



Moment of prioritization  
- Difi Innovation

**ACTIVITIES**  
Interviews and  
workshops with  
relevant stakeholders  
including state-,  
municipal, private  
actors.



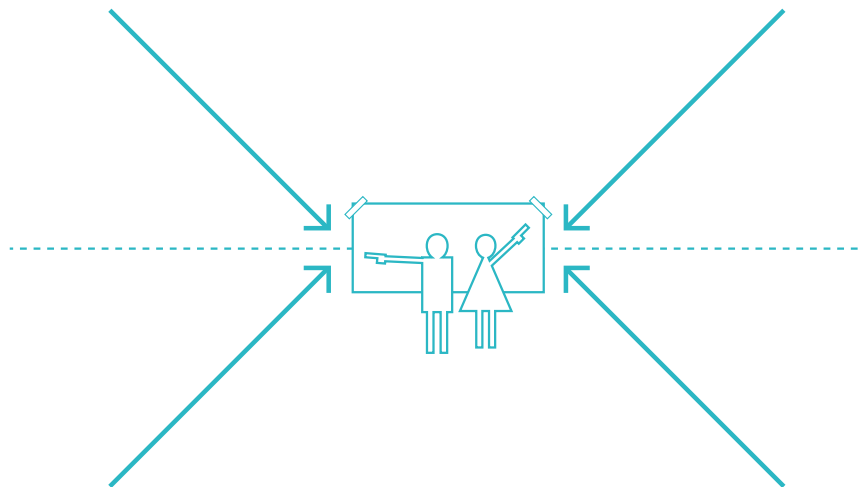




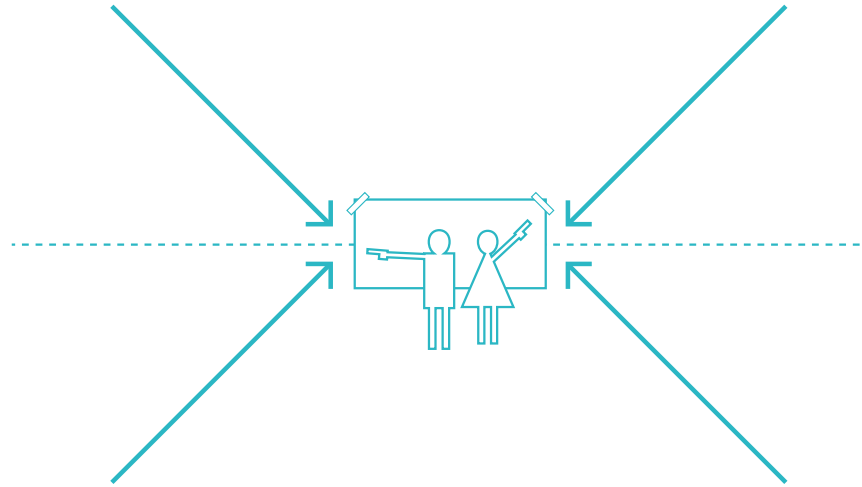
**PRIORITIZATION** in GIGA-MAPS at Halogen  
the transition phase between collecting and recording information towards prioritizing and taking action.

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# Survey of Halogen designers



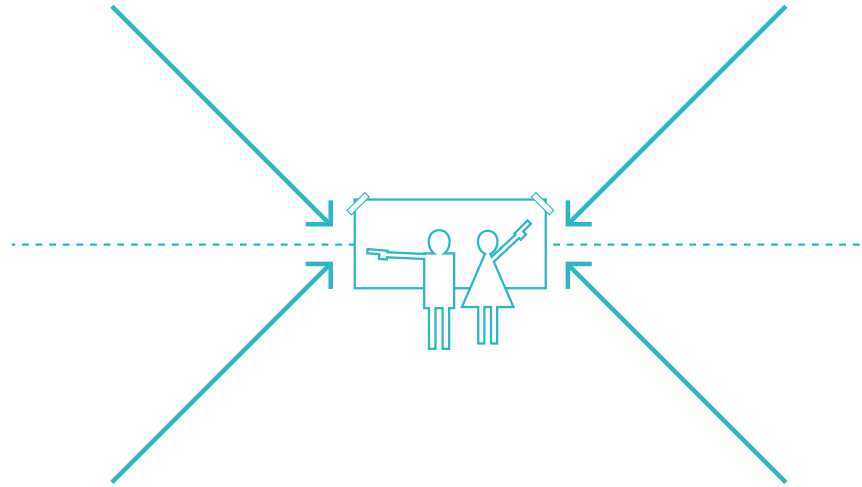
## Before – Strategic



“Understand the company strategy and business model – then provide insight relevant to this understanding.”

About the strategic influences on data gathering

## Before – Craft

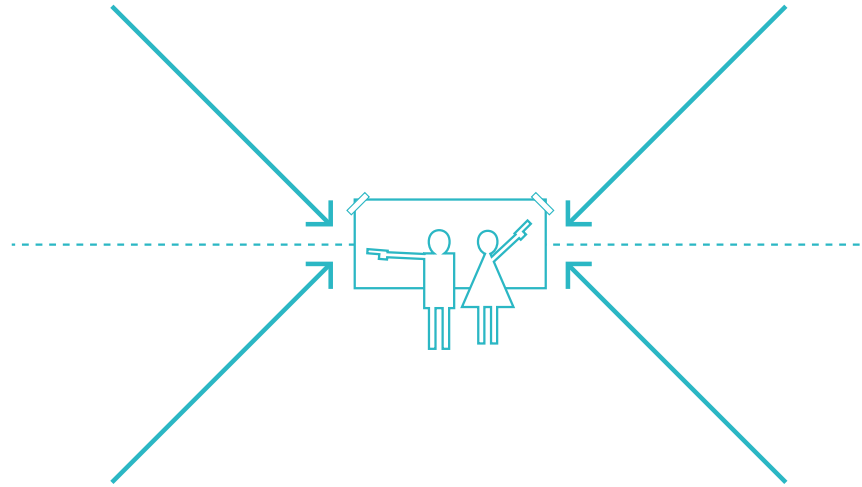


”It is a process. Identify key people, people with extensive knowledge of the process or subject matter. Do in-depth interviews, facilitate workshops, observations in context both inside and outside the organisation.”

About the process of gathering data prior to mapping and prioritization

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## During – Craft



“Present a clear pedagogic storyline from context – findings – prioritized problem - idea/concept – solution.”

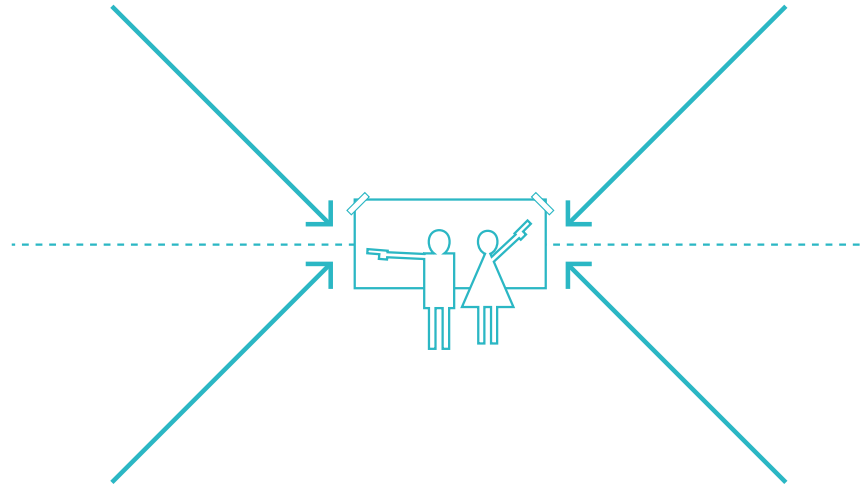
About presentation of the data

*“THE DESIGNERS DO THIS, THEY OFTEN USE STICKERS.”*

*PROJECT MANAGER*

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## During - Strategic

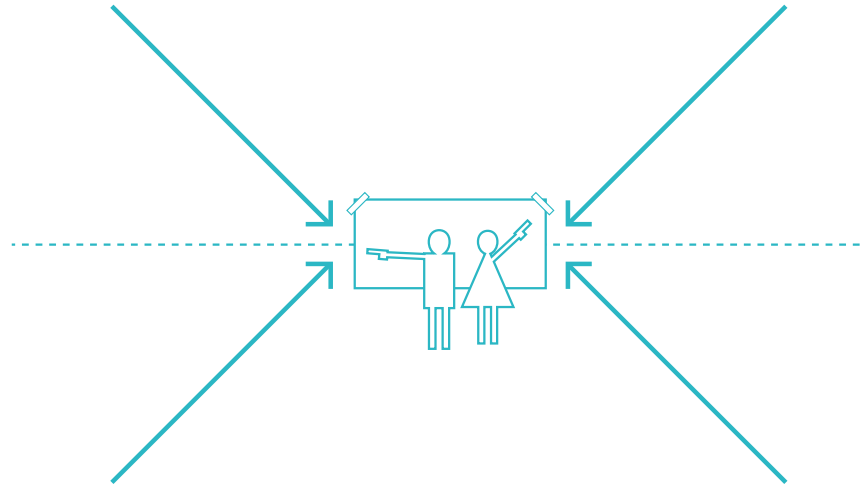


“Design a prioritization WS in a balanced way, and allow room for discussion. Make sure everyone’s voice is heard.”

About preparing the prioritization process

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# Contextual



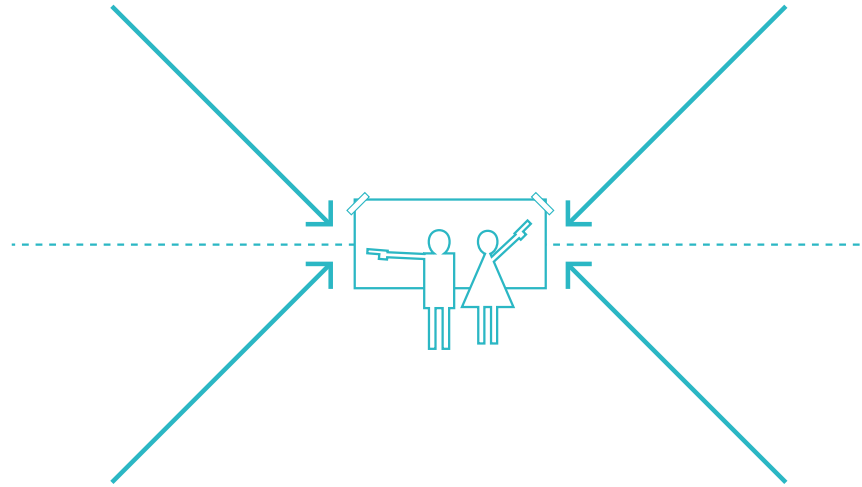
”I can not make a choice for the whole hospital without speaking with the others.”

Roles / hierarchy in an organization can affect prioritization, the activities have to be designed to control for this.”

Factors influencing prioritizations



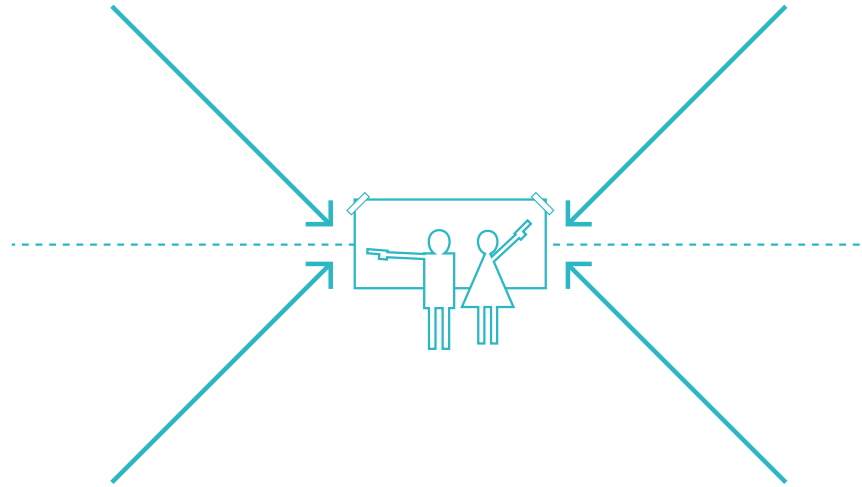
## After - Strategic



“Get project owner and project team involved in presenting the map for prioritization to create a sense of ownership.”

About ensuring buy-in

## After - Strategic



“After prioritization enter a dialog with the client and discuss the prioritizations. Ask the client to take the prioritizations to the higher-ups (if necessary).”

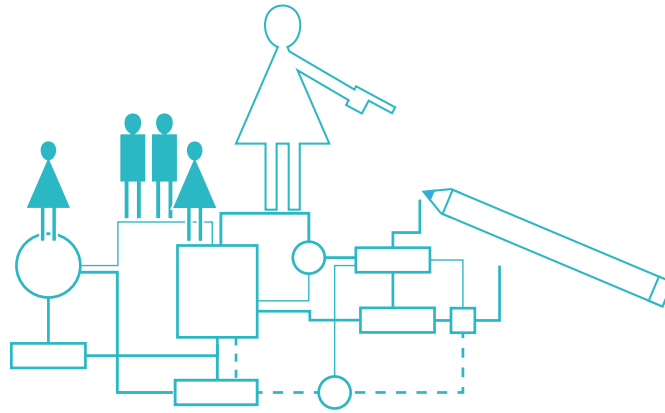
About ensuring buy-in post prioritization



A collection of findings from our discussions

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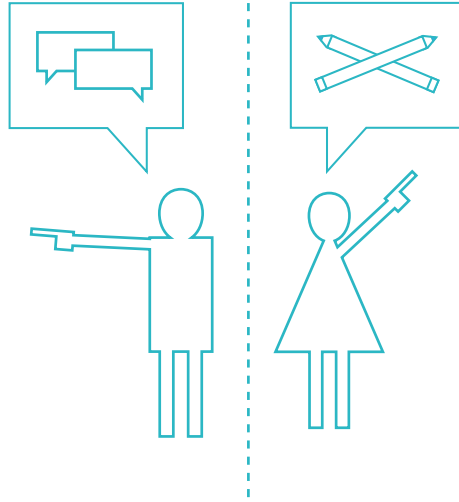
# Successful prioritization = good design and strategic craft



Creating visuals + Facilitate people x Build experience = Design craft

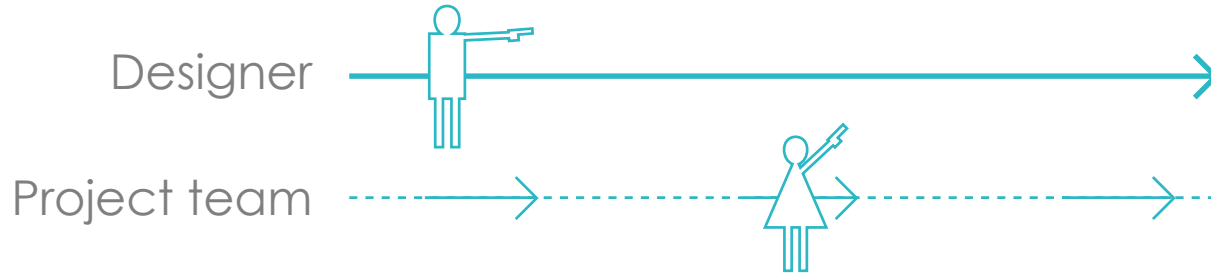
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## (be aware of) Personal variations of prioritization



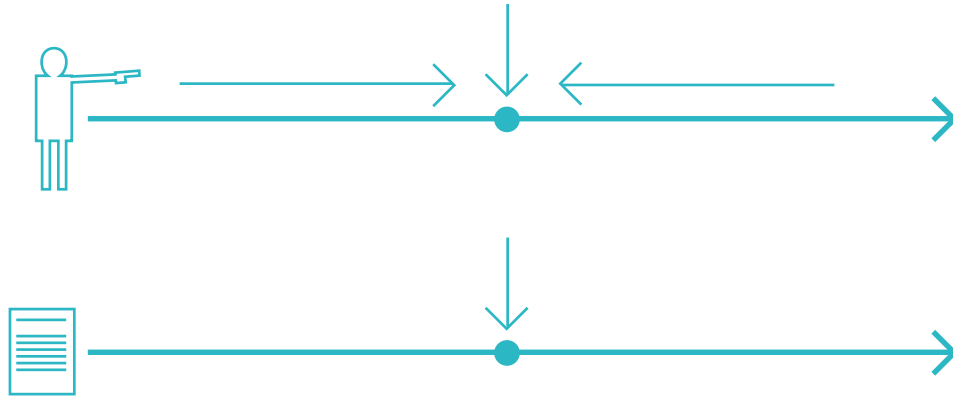
The individual designers/team members personal approach to his/her craft has a strong influence of our current practice. This creates variations we should be aware of.

## (it really is a) Sequence of decisions



Prioritization takes place at specific time(s) in a project, but facilitating a successful one takes place within a processes which happens over time.

# Current prioritization methods are mostly snapshots



They do not take into account:

- the fact that prioritization takes place over duration of the project
- contextual dependencies by the process as a whole

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## Moving forward

- Keep building **systemic literacy** within the company and with clients – needed to develop a richer and more systemic understanding of our own processes
- Involve **other capabilities** (e.g. social sciences) to explore alternative perspectives – to important to be left to the designers.
- Keep developing (experimental) **frameworks/models** similar to the “GIGAmapping typologies” and “Rich design space matrix”


**Ambition:** improve our ability to work within a systemic framework together with our clients



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# References

- Sevaldson, B. (2014), Evaluation criteria  
<http://www.systemsorienteddesign.net/index.php/giga-mapping/zip-analysis>. Accessed Aug. 15, 2015
- Sevaldson, B. (2011), “GIGA-Mapping: Visualisation for complexity and systems thinking in design.” NORDES 2011, 30th May 2011. Retrieved from:  
<http://www.nordes.org/opj/index.php/n13/article/view/104/88>
- Sevaldson, B. (2008), “Rich Design Research Space”. FORMAkademisk, 28 Vol.1 Nr.1. Retrieved from: <https://journals.hioa.no/index.php/formakademisk/article/view/119/108>



**WARNING,  
THERE ARE SYSTEMIC DESIGNERS  
IN THE ROOM**

GOT TO RETRIEVE  
MY GLASSES!  
BUT, WHENEVER  
I OPEN MY  
EYES--THOSE  
DEADLY RAYS  
BLAST OUT--!

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**HALOGEN.**