

# design thinking in public engagement: two case studies

# agenda

- today's questions
- the way we used to work
- what is design thinking?
- two case studies
- the c word

# how do we ...

- move beyond consult?
- get people more engaged?
- deliver better results?

**how do we reframe expectations?**



# the c word

**“examples and samples of creative public engagement processes and reports of a similar nature that have been prepared by the team ...”**

**the c word**

**creative**

**spectrum**

**< inform - consult - involve - collaborate - empower >**

**my stuck story**

**< inform - consult >**



# agency days



Mercedes-Benz



HYATT.



symantec.



# **our prevailing beliefs**

**clients aren't trained enough to do this**  
**talented**  
**innovative**  
**smart**  
**brave**

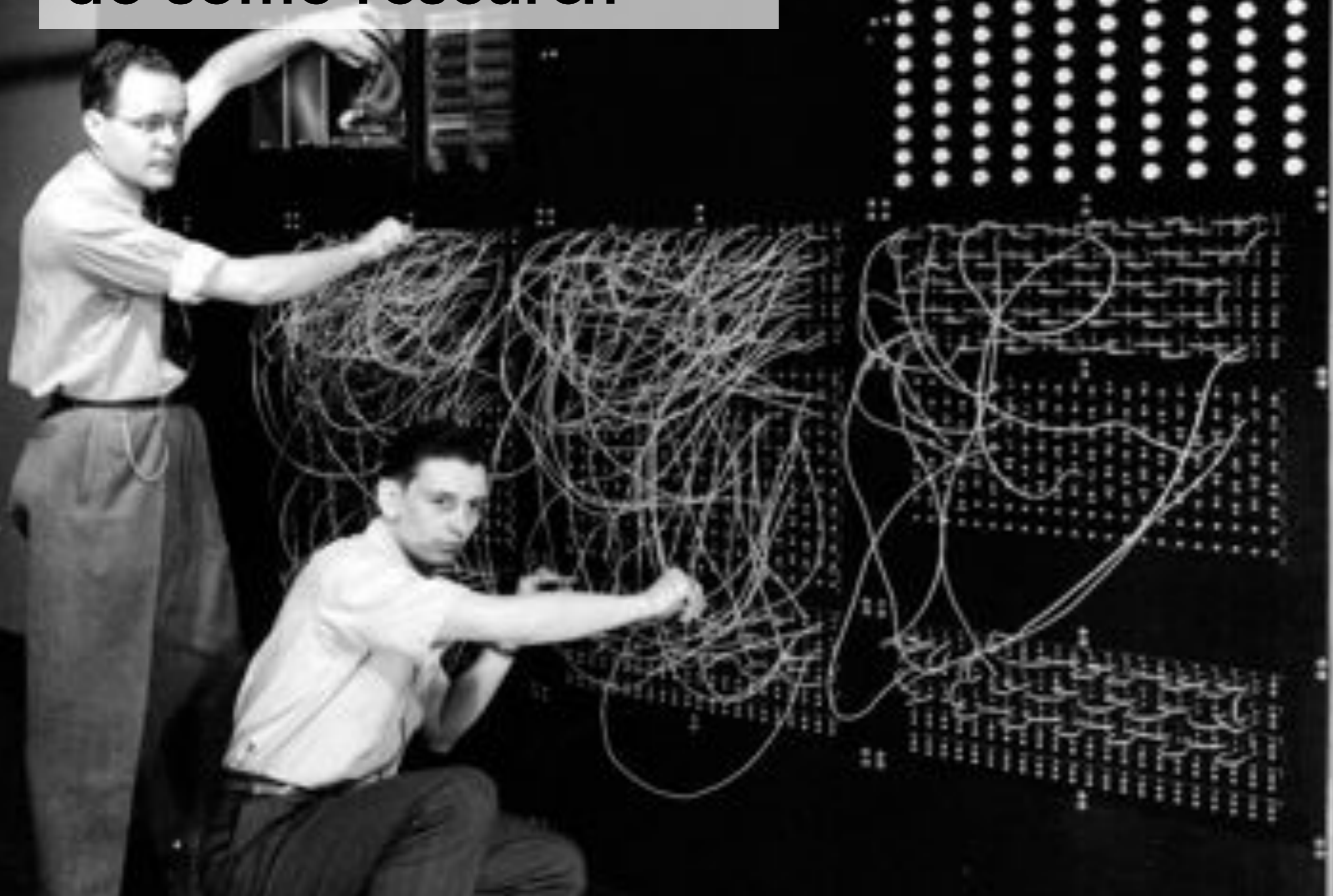
# our process

diagnose > brainstorm > \*pitch\* < feedback?

diagnose the client's problem



**do some research**



# brainstorm with colleagues



**pitch the solution**



**collect feedback**





# **when it failed ...**

## **we blamed the client**

- they couldn't describe their problems**
- they kept changing their minds**
- they didn't understand the bigger picture**

# **we failed to realize ...**

## **the client**

- knew things we didn't**
- had their own insights and ideas**
- had valid opinions**
- was just as smart as us**

**relevant?**

**replace "clients" with stakeholders**

**citizens**

**co-workers**

**community members**

**why do we get stuck here?**

**< inform - consult >**

# victims of our own expertise

as experts, we feel obligated to

- demonstrate our skill
- act with authority
- show responsibility
- always deliver predictable results

**victims of our own expertise**

**as experts, we feel obligated to**

**be the experts**

**victims of opinion**

**we think the public's only role is to  
share their opinions**

**how do you like me so far?**



**an actual study**

**Unskilled and Unaware of It:**

**How Difficulties in Recognizing One's Own  
Incompetence Lead to Inflated Self-Assessments**



# while we have many techniques ...

**IAP2's PUBLIC PARTICIPATION TOOLBOX**

**TECHNIQUES TO SHARE INFORMATION**

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
<b>BILL STUFFERS</b> Information flyer included with monthly utility bill	Design bill stuffers to be eye-catching to encourage readership	Widespread distribution within service area Economic use of existing mailings	Limited information can be conveyed Message may get confused as from the mailing entity
<b>BRIEFINGS</b> Use regular meetings of social and civic clubs and organizations to provide an opportunity to inform and educate. Normally these groups need speakers. Examples of target audiences: Rotary Club, Lions Clubs, Elks Clubs, Kiwanis, League of Women Voters. Also a good technique for elected officials.	KISS! Keep It Short and Simple Use "show and tell" techniques Bring visuals	Control of information/presentation Opportunity to reach a wide variety of individuals who may not have been attracted to another format Opportunity to expand mailing list Similar presentations can be used for different groups Builds community goodwill	Project stakeholders may not be in intended audience Topic may be too technical to capture interest of audience
<b>CENTRAL INFORMATION CONTACTS</b> Identify designated contacts for the public and media	If possible, list a person not a position Best if contact person is local Anticipate how phones will be answered Make sure message is kept up to date	People don't get "the run around" when they call Controls information flow Conveys image of "accessibility"	Designated contact must be committed to and prepared for prompt and accurate responses May filter public message from technical staff and decision makers May not serve to answer many of the toughest questions
<b>EXPERT PANELS</b> Public meeting designed in "Meet the Press" format. Media panel interviews experts from different perspectives. Can also be conducted with a neutral moderator asking questions of panel members.	Provide opportunity for participation by general public following panel Have a neutral moderator Agree on ground rules in advance Possibly encourage local organizations to sponsor rather than challenge	Encourages education of the media who would be unlikely to attend a forum Provides opportunity to dispel scientific misinformation	Requires substantial preparation and organization May enhance public concerns by increasing visibility of issues

An IAP2 Tipsheet provides more information about this technique.  
Tipsheets are included as part of the course materials for IAP2's Techniques for Effective Public Participation.

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**THE IAP2 PUBLIC PARTICIPATION TOOLBOX**

**TECHNIQUES TO SHARE INFORMATION**

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
<b>PRESS RELEASES &amp; PRESS PACKETS</b>			
Press Releases Press packets (provides resource and background information plus contact information)	Fax or e-mail press releases or media kits Foster a relationship with editorial board and reporters	Informs the media of project milestones Press releases/emails often used directly in articles Opportunity for technical and legal reviews	Low media response rate Frequent poor placement of press release within newspapers
<b>PRINT ADVERTISEMENTS</b>			
Paid advertisements in newspapers and magazines	Figure out the best days and best sections of the paper to reach intended audience Avoid rarely read notice sections	Potentially reaches broad public audience Allows for relatively limited amount of information	Expensive, especially in urban areas
<b>PRINTED PUBLIC INFORMATION MATERIALS</b>			
Fact Sheets Newsletters Brochures Issue Papers Progress Reports Direct Mail Letters	KISS! Keep It Short and Simple Make it visually interesting but avoid a slick sales look Include a postage-paid comment form to encourage two-way communication and to expand mailing list Be sure to explain public role and how public comments have affected project decisions. Q&A format works well	Can reach large target audience Allows for technical and legal reviews Encourages written responses if comment form enclosed Facilitates documentation of public involvement process	Only as good as the mailing list/distribution network Limited capability to communicate complicated concepts No guarantee materials will be read
<b>RESPONSIVENESS SUMMARIES</b>			
A form of documentation that provides feedback to the public regarding comments received and how they are being incorporated	May be used to comply with legal requirements for comment documentation Use publicly and openly to announce and show how all comments were addressed	Responsiveness summaries can be an effective way to demonstrate how public comments are addressed in the decision process.	With a large public, the process of response documentation can get unwieldy, especially if Web-based comments are involved.
<b>TECHNICAL INFORMATION CONTACTS</b>			
Providing access to technical expertise to individuals and organizations	The technical resource must be perceived as credible by the audience	Builds credibility and helps address public concerns about equity Can be effective conflict resolution technique where facts are debated	Limited opportunities exist for providing technical assistance Technical experts may counter project information

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**TECHNIQUES TO SHARE INFORMATION**

**INFORMATION REPOSITORIES**

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
Libraries, city halls, distribution centers, schools, and other public facilities make good locations for housing project-related information	Make sure personnel at location know where materials are kept Keep list of repository items Track usage through a sign-in sheet	Relevant information is accessible to the public without incurring the costs or complications of tracking multiple copies sent to different people Can set up visible distribution centers for project information	Information repositories are often not well used by the public
<b>LISTSERVES AND E-MAIL</b>			
Both listserves and email are electronic mailing lists. With listserves, anyone can register on the listserve to receive any messages sent to the listserve. With e-mail, someone needs to create and maintain an electronic distribution list for the project.	People read and share e-mail quite differently from hard copy mail. Thus you must write messages differently. Augment with hard copy mail for those who prefer it or who don't have ready e-mail access.	As an inexpensive way to directly reach stakeholders When you hope people will pass on messages to others since electronic-based mail is much easier to share than hard copies	Can be difficult to maintain accurate, current e-mail addresses as these tend to change more frequently than postal addresses.
To share information of any sort including notifying stakeholders when new material is posted to a Web site, inviting them to upcoming meetings, including comment and evaluation forms, sharing summaries of meetings, comments and input, etc.			
<b>NEWS CONFERENCES</b>			
Make sure all speakers are trained in media relations		Opportunity to reach all media in one setting	Limited to news-worthy events
<b>NEWSPAPER INSERTS</b>			
A "fact sheet" within the local newspaper	Design needs to get noticed in the pile of inserts Try on a day that has few other inserts	Provides community-wide distribution of information Presented in the context of local paper, insert is more likely to be read and taken seriously Provides opportunity to include public comment form	Expensive, especially in urban areas

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**THE IAP2 PUBLIC PARTICIPATION TOOLBOX**

**TECHNIQUES TO SHARE INFORMATION**

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
<b>FEATURE STORIES</b>			
Focuses stories on general project-related issues	Anticipate visuals or schedule interesting events to help sell the story Recognize that reporters are always looking for an angle	Can heighten the perceived importance of the project More likely to be read and taken seriously by the public	
<b>FIELD OFFICES</b>			
Offices established with prescribed hours to distribute information and respond to inquiries	Provide adequate staff to accommodate group tours Use brochures and videotapes to advertise and reach broader audience Consider providing internet access station Select accessible and frequented location	Excellent opportunity to educate school children Places information dissemination in a positive educational setting Information is easily accessible to the public Provides an opportunity for more responsive ongoing communications focused on specific public involvement activities	
<b>HOT LINES</b>			
Identify a separate line for public access to prerecorded information or to reach project team members who can answer questions/obtain input	Make sure contact has sufficient knowledge to answer most project-related questions If possible, list a person not a position Best if contact person is local	People don't get "the run around" when they call Controls information flow Conveys image of "accessibility" Easy to provide updates on project activities	
<b>INFORMATION KIOSKS</b>			
A station where project information is available.	Make sure the information presented is appropriately tailored to the audience you want to reach. Place in well traveled areas. Can be temporary or permanent.	Can reach large numbers of people. Can use computer technology to make the kiosk interactive and gather comments.	

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**THE IAP2 PUBLIC PARTICIPATION TOOLBOX**

**TECHNIQUES TO COMPILER AND PROVIDE FEEDBACK**

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
<b>INTERNET SURVEYS/POLLS</b>			
Web-based response polls	Be precise in how you set up site: chat rooms or discussion places can generate more input than can be reviewed	Provides input from individuals who would be unlikely to attend meetings Provides input from cross-section of public, not just those on mailing list Higher response rate than other communication forms	Generally not statistically valid results Can be very labor intensive to look at all of the responses Cannot control geographic reach of poll Results can be easily skewed
<b>INTERVIEWS</b>			
One-to-one meetings with stakeholders to gain information for developing or refining public involvement and consensus-building programs	Where feasible, interviews should be conducted in person, particularly when considering candidates for citizens committees	Provides opportunity for in-depth information exchange in non-threatening forum Provides opportunity to obtain feedback from all stakeholders Can be used to evaluate potential citizen committee members	Scheduling multiple interviews can be time consuming
<b>MAILED SURVEYS &amp; QUESTIONNAIRES</b>			
Inquires mailed randomly to sample population to gain specific information for statistical validation	Make sure you need statistically valid results before making investment Survey/questionnaire should be professionally developed and administered to avoid bias Most suitable for general attitudinal surveys	Provides input from individuals who would be unlikely to attend meetings Provides input from cross-section of public, not just activists Statistically valid results are more persuasive with political bodies and the general public	Response rate is generally low Can be labor intensive and expensive Level of detail may be limited
<b>RESIDENT FEEDBACK REGISTERS</b>			
A randomly selected	Think through what terms the	Useful in gathering input from	Panel may not be credible with

**TECHNIQUES TO SHARE INFORMATION**

**TECHNICAL DOCUMENTS**

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
Technical documents reporting research or policy findings	Reports are often more credible if prepared by independent groups	Provides for thorough explanation of project decisions	Can be more detailed than desired by many participants May not be written in clear, accessible language
<b>TELEVISION</b>			
Television programming to present information and elicit audience response	Cable options are expanding and can be inexpensive Check out expanding video options on the internet	Can be used in multiple geographic areas Many people will take the time to watch rather than read Provides opportunity for positive media coverage at groundbreaking and other significant events	High expense Difficult to gauge impact on audience
<b>WORLD WIDE WEB SITES</b>			
Web site provides information and links to other sites through the World Wide Web. Electronic mailing lists are included.	A good home page is critical Each Web page must be independent Put critical information at the top of page Use headings, bulleted and numbered lists to save user	Reaches across distances Makes information accessible anywhere at any time Saves printing and mailing costs	Users may not have easy access to the Internet or knowledge of how to use computers Large files or graphics can take a long time to download

**TECHNIQUES TO COMPILER AND PROVIDE FEEDBACK**

**COMMENT FORMS**

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
Mail-in forms often included in fact sheets and other project mailings to gain information on public concerns and preferences Can provide a Web-based or e-mailed form	Use prepaid postage Include a section to add name to the mailing list Document results as part of public involvement record	Provides input from those who would be unlikely to attend meetings Provides a mechanism for expanding mailing list	Does not generate statistically valid results Only as good as the mailing list Results can be easily skewed
<b>COMPUTER-BASED POLLING</b>			
Surveys conducted via computer network	Appropriate for attitudinal research	Provides instant analyses of results Can be used in multiple areas Novelty of technique improves rate of response	High expense Detail of inquiry is limited
<b>COMMUNITY FACILITATORS</b>			
Use qualified individuals in local community organizations to conduct project outreach	Define roles, responsibilities and limitations up front Select and train facilitators carefully	Promotes community-based involvement Capitalizes on existing networks Enhances project credibility	Can be difficult to control information flow Can build false expectations
<b>DELPHI PROCESSES</b>			
A method of obtaining agreement on forecasts or other parameters by a group of people without the need for a face-to-face group process. The process involves several iterations of participant responses to a questionnaire and results tabulation and dissemination until additional iterations don't result in significant changes.	Delphi processes provide an opportunity to develop agreement among a group of people without the need for meeting themselves. Delphi processes can be conducted more rapidly with computer technology. You can modify the Delphi process to get agreement on sets of	Can be done anonymously so that people whose answers differ substantially from the norm can feel comfortable expressing themselves. A Delphi process can be especially useful when participants are in different geographic locations.	Keeping participants engaged and active in each round may be a challenge.

**TECHNIQUES TO COMPILER AND PROVIDE FEEDBACK**

**TELEPHONE SURVEYS/POLLS**

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
Random sampling of population by telephone to gain specific information for statistical validation	Make sure you need statistically valid results before making investment Survey/questionnaire should be professionally developed and administered to avoid bias Most suitable for general attitudinal surveys	Provides input from individuals who would be unlikely to attend meetings Provides input from cross-section of public, not just those on mailing list Higher response rate than mail-in surveys	

**we don't have that much process**

**< inform - consult - involve - collaborate - empower >**

**we don't have that much process**

**< inform - consult - involve - collaborate - empower >**

# terra incognita



**< inform - consult - involve - collaborate - empower >**



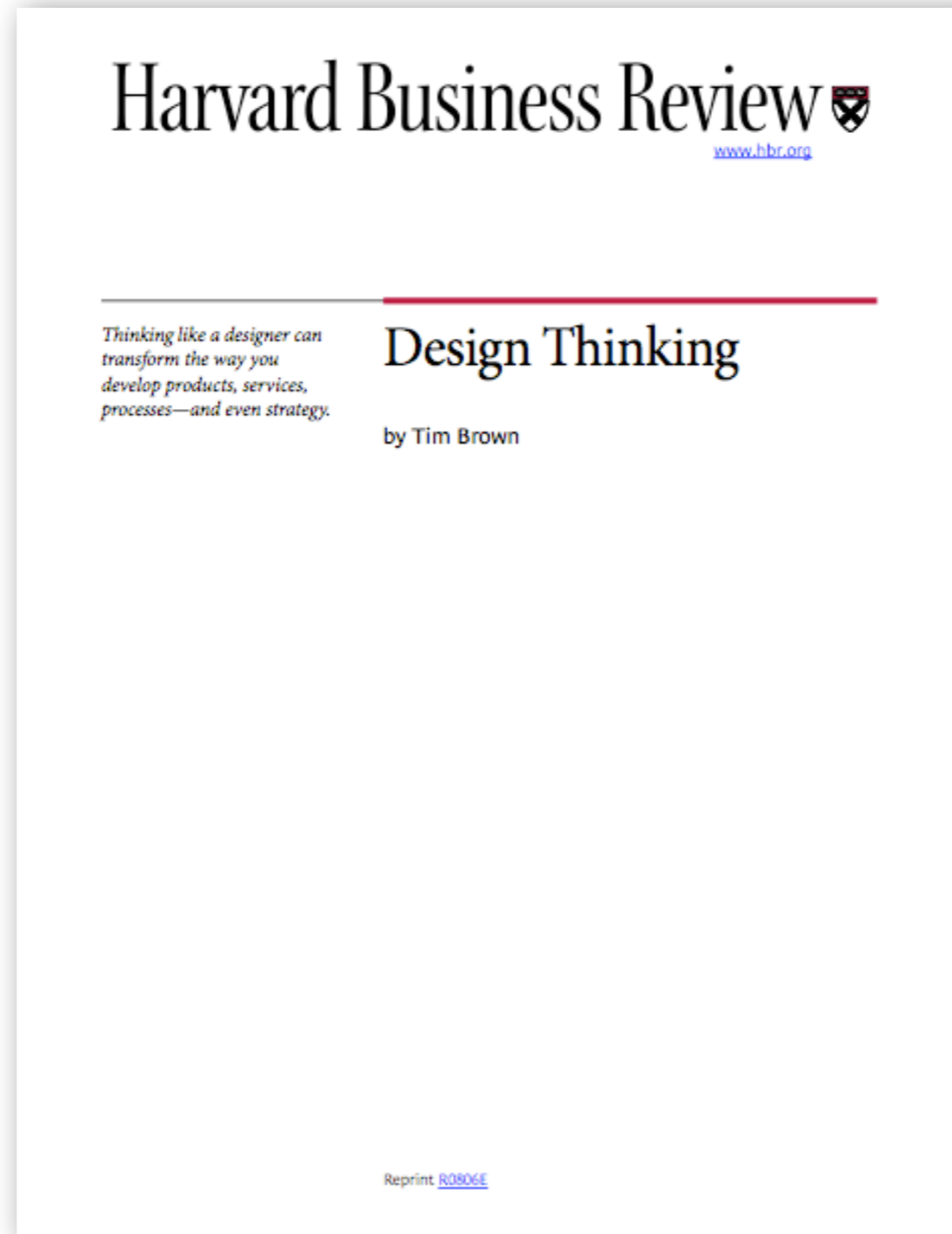
**meanwhile, back at the agency ...**



**we got this email ...**



we got this email ...





***Rotman***  
UNIVERSITY OF TORONTO



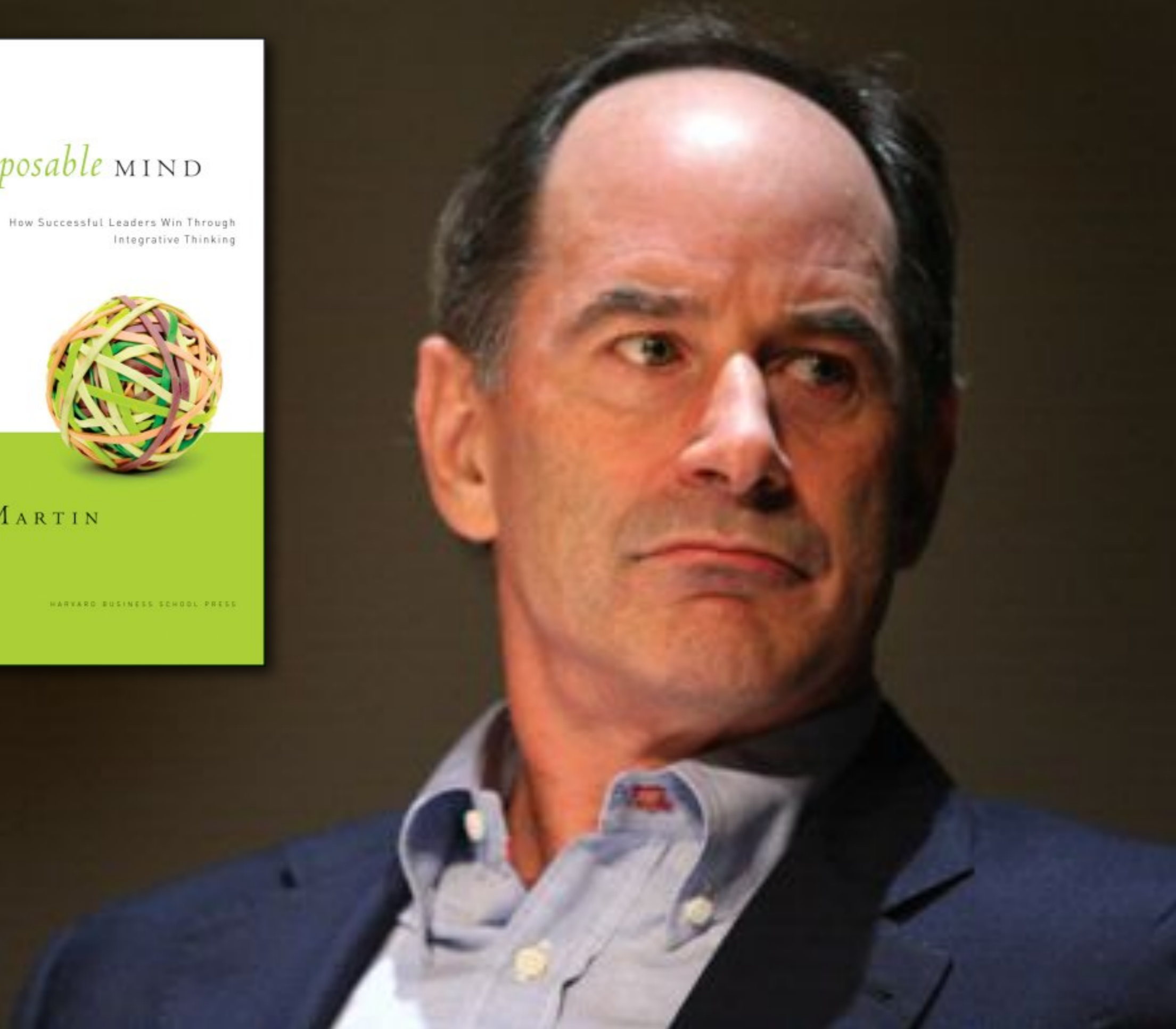
THE *Opposable* MIND

How Successful Leaders Win Through  
Integrative Thinking



ROGER MARTIN

HARVARD BUSINESS SCHOOL PRESS



# what is design thinking?

Wikipedia says "the ability to

- combine empathy for the context of a problem,
- creativity in the generation of insights and solutions,
- rationality to analyze and fit solutions to the context."

**“enlightened trial and error  
succeeds over the planning of  
the lone genius”**

**David Kelley , IDEO**



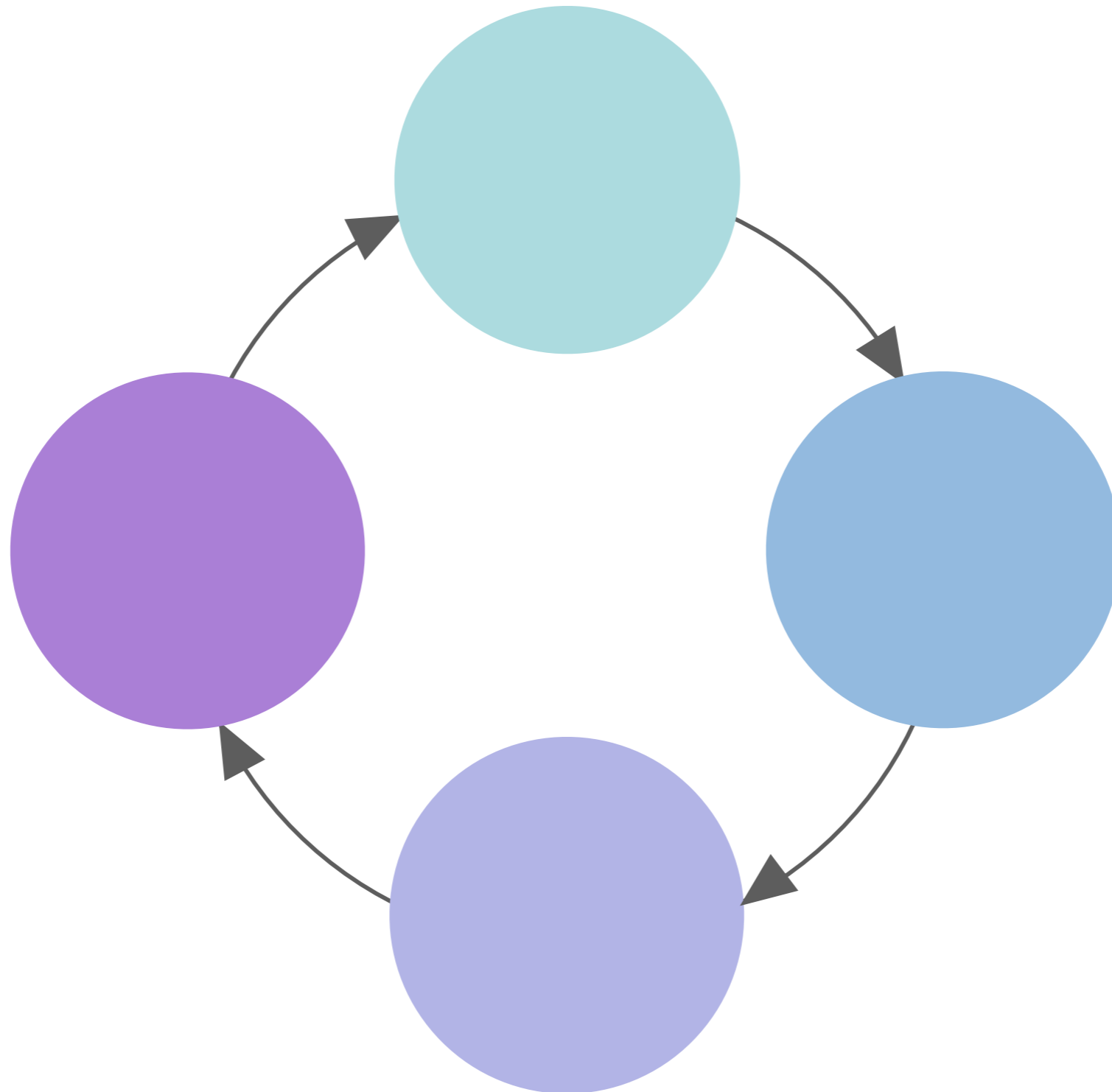
lessons from the deep dive



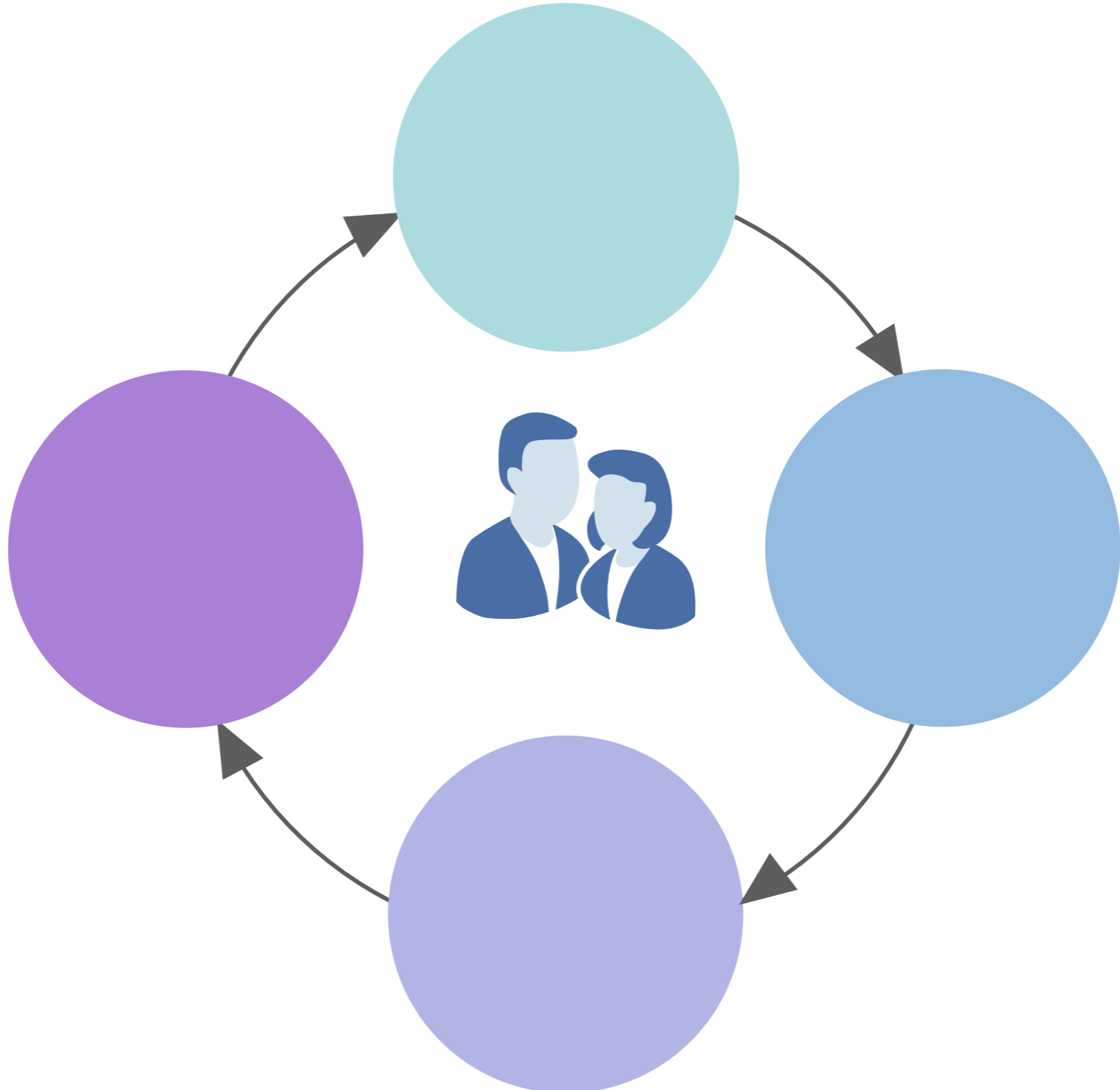
**focus less on the perfect solution**



**focus more on a better process**



**put people at the centre**



# people?

- **users**
- **customers**
- **beneficiaries**
- **stakeholders**
- **citizens**
- **people affected by the system you're creating**



**pledge to involve your colleagues**



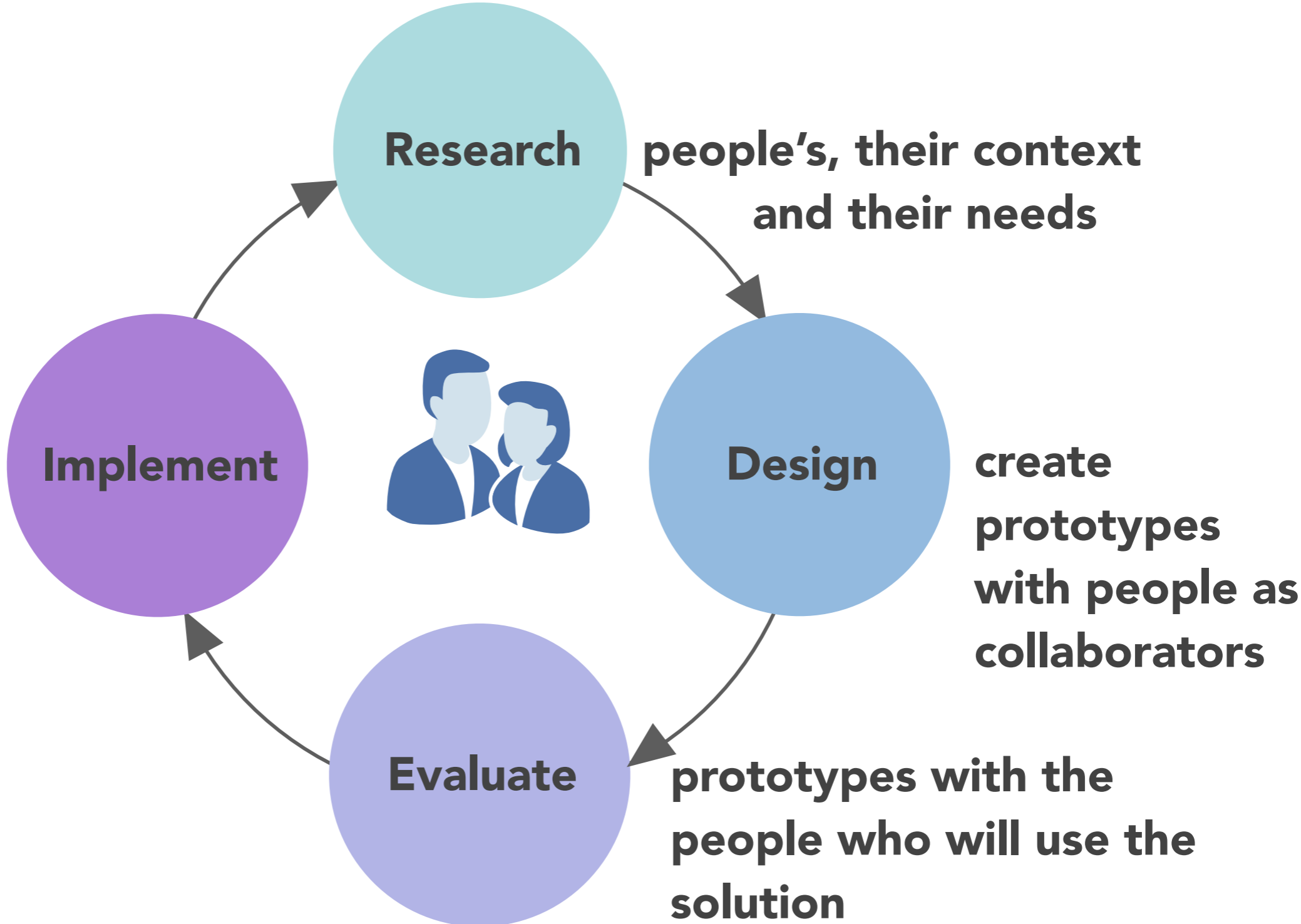
**look beyond opinion**



# principles of design thinking

- **share the process**
- **work across disciplines and roles**
- **build empathy for people**
- **seek paradox**
- **prototype & test with people**
- **iterate frequently**

# an iterative process



# everyone's doing it



Anyone can change their world. Building belief. Giving people the tools. Inspiring, enabling and equipping. We work WITH. Creating something good. Telling stories. Entrepreneurial twist. Provoking curiosity. What is possible? Experiences that lead to opportunities. Making the magic to happen. Human understanding. Using compassion and sensitivity to make change happen. You can do anything. It's a balance of idealism and business. We make difficult things fun. We are about empowering as opposed to helping. It's not that I have all the answers, it's collectively we can get there.



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today ...

**nForm.**

**KARO**

**EVANS HUNT**



*Alberta*







mistri

better experience everywhere

## **participation for design projects**

- **the public realm**
- **processes, products & services**
- **strategy & design**

# two experiments

what happens if we tried applying the principles and process of design thinking to public participation?

# bc ministry of transportation

problem:

web sites by public servants for public servants

assignment:

create a citizen-centered digital strategy

# bc ministry of transportation

## principles we tried

- expose the process to colleagues
- make engagement an experience
- observe the public realm
- build empathy through great stories
- design the strategy together

# User Profiles



**expose the process to colleagues**



**make engagement an experience**



**observe the public realm**





**build empathy through great stories**



Stacy and Joe work at the  
Hartford-Norwich district office.  
Stacy is reception and directs  
calls from the public. Joe is a  
web team maintenance manager who  
interacts with users for a variety  
of websites including ministry  
websites, maintenance websites and  
social media.

**design the strategy together**



the results



# bc ministry of transportation

## the results

- the strategy was quickly adopted
- stories went upstairs in record time
- stories were used to rationalize other initiatives
- clients determined to engage again

# bow to bluff sunnyside station

**problem:**

**find a location for a traction power substation**

**assignment:**

**get public consensus about the placement**

# bow to bluff sunnyside station

## principles we tried

- expose the process to the public
- be honest about constraints
- design the solution together
- find the paradox



**expose the process to the public**





**be honest about constraints**



**design the solution together**



**find the paradox**



# bow to bluff sunnyside station

## the results

- we found a desirable location
- public trust grew quickly
- acceptable designs were ready in weeks
- the stage was set for additional engagement

**the obstacle**

**our colleagues and clients are  
uncomfortable with losing control**

**what can we them offer in return?**

**reframing creative engagement**



is creative engagement the event?



**or the result?**





**on creativity ...**

**if your team is committed to creativity,**

**this is your opportunity to push past consult**

**on creativity ...**

**remind your clients and colleagues**

**creativity is not about acting creative**

**on creativity ...**

**creativity is about the act of creating**

**most creative solutions come from collaboration**

on creativity ...

creativity comes from here

< inform - consult - involve - collaborate - empower >



mistri

better experience everywhere