Design Thinking for Stakeholder Engagement

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October 2018
Stakeholder engagement is messy...
…but so is designing.
There are parallels!

- The outcome is not clear at the onset
- There are many inputs to consider
- The process evolves as you move along
- You go back and forth a lot
- No apparent way to *streamline* the process
Traditional vs Design Thinking

Image Source: IBI Group
Is there a magic bullet to make sense of this messy process?
Is there a magic bullet to make sense of this messy process?
Yet... the process can be systematized and streamlined.
Design Thinking!
The divergent-convergent model
The divergent-convergent model

**DIVERGENT**
- Analysis

**CONVERGENT**
- Synthesis

<table>
<thead>
<tr>
<th><strong>Questions</strong></th>
<th><strong>Insights</strong></th>
<th><strong>Responses</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Breaking into parts</td>
<td>Expanding options</td>
<td>Narrowing options</td>
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<tr>
<td>Reassembling in new ways</td>
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Some divergent tactics

Idea Generation

Open Discussion

One-word Questions

SWOT Analysis

Board Games

Pains & Gains Exercises
Some convergent tactics

- Group Reporting
- Word Clouds
- Sentiment Summaries
- Preference Selection
- Dot Voting
- Ranking & Prioritization

Image Source: IBI Group
The golden rule:

**Always** pair a divergent with a convergent cycle

Image Source: IBI Group
The silver rules (to get fancy)

1. Recurring cycles following up on each other
2. It’s OK to divide cycles over time with pauses in between
3. Convergence round to frame issue before diverging
4. Divergence / convergence by two different groups
5. Parallel processes building on each other

Image Source: IBI Group
TWO CASE STUDIES
TOD tool meeting

CURRENT STATE

- Identify a methodology
- Should be repeatable?
- Technical - Algorithm
- Can we have a web implementation?

QUESTIONS:

- What measure the tools? Our case
- Are the benchmarks real benchmarks?
- Is there a tool that could have been
- Should we use product claim?
- Could you support this?

TOD TEAM Structure

- Technical - DM - Dave Ahmad
- GIS - Jamie Giardina
- Planning - David Aman
- Geo - 2: Internal or External
- Business Aspect
- More...

OBJECTIVES

- Good undersanding of:
  1. Where our product is/should be
  2. Based to the competition
  3. How we’re going to demonstrate this
  4. When is this realistic
  5. How are we going to move ahead

INSIGHTS:

- It should be more than a GIS service
- We need to start and build the file
- We need to have conversations with
- Based on feedback re: probability of success
- It’s not the time to be in a meeting.

Image Source: IBI Group, Mushu
TOD design charrette

Monday
Issues
Gains & Pains Exercise

Tuesday
Ideas
TOD Board Game

Thursday
Concepts
Sketching / Prioritization

Saturday
Solutions
Community Concept Plan

Image Source: IBI Group
TOD design charrette

### Charrette Schedule

<table>
<thead>
<tr>
<th>Time</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Saturday</th>
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<tbody>
<tr>
<td>8 am</td>
<td>Breakfast &gt;</td>
<td>Consultant Team Meeting</td>
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<td>9 am</td>
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<td>Core Team Pro-Work</td>
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<td>Core Team Pro-Work</td>
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<tr>
<td>11 am</td>
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<td>SME Meetings: ISSUES</td>
<td>SME Meetings: IDEAS</td>
<td>SME Meetings: CONCEPTS</td>
<td>SME Meetings: CONCEPTS</td>
<td>SME Meetings: CONCEPTS</td>
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<tr>
<td>12 pm</td>
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<td>Core Team Meeting: ISSUES</td>
<td>Core Team Meeting: IDEAS</td>
<td>Core Team Meeting: CONCEPTS</td>
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<td>3 pm</td>
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<td>Studio Set-up</td>
<td>Core Team Meeting: ISSUES</td>
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<td>4 pm</td>
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<td>SME Briefing</td>
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<td>5 pm</td>
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<td>Public Meeting Preparation</td>
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<td>Public Meeting #1 ISSUES</td>
<td>Public Meeting #2 ISSUES</td>
<td>Public Meeting #3 ISSUES</td>
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<td>7 pm</td>
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<td>Public Meeting #2 ISSUES</td>
<td>Public Meeting #3 ISSUES</td>
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<td>8 pm</td>
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<td>SME/Core Team Debrief</td>
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**Legend:**
- **Consultant Team**
- **City Core Team**
- **City SMEs**
- **Key Stakeholders**
- **Public**

*Image Source: IBI Group*
One of the tools: TOD Board Game
Going back to stakeholder input

Alignment of Gains & Pains with TOD Plan

GAINS
1. Green space
2. Quiet community
3. Walkable streets
4. Recreation facilities

PAINS
1. Traffic impacts
2. Walk/bike connectivity
3. Too little development
4. Centre St pedestrian crossings

VALUES
1. Increased development
2. Public facility renewal
3. Walkable streets
4. Green space

Concerns
1. Transit user parking
2. Public space impacts
3. Wildlife impacts
4. LRT traffic impacts

IBI Group
How it improves outcomes:

01 Focuses & frames conversation
02 Safeguards participation by all
03 Ensures decisions are made
04 Minimizes marginal views
05 Moves process forward
06 Provides process transparency
07 Gives a sense of accomplishment
08 Maximizes ownership & trust
The end result: A realistic, feasible, and supported plan
Thank you!

end of story

TH!NK
IBI GROUP

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Image Sources: Tim Etchell / Pinterest