Design Governance
How to Run Design Practices

Service Design Network New York Chapter
September 2020

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Workplace strategy and design studio, shaping the container in which innovative work happens.
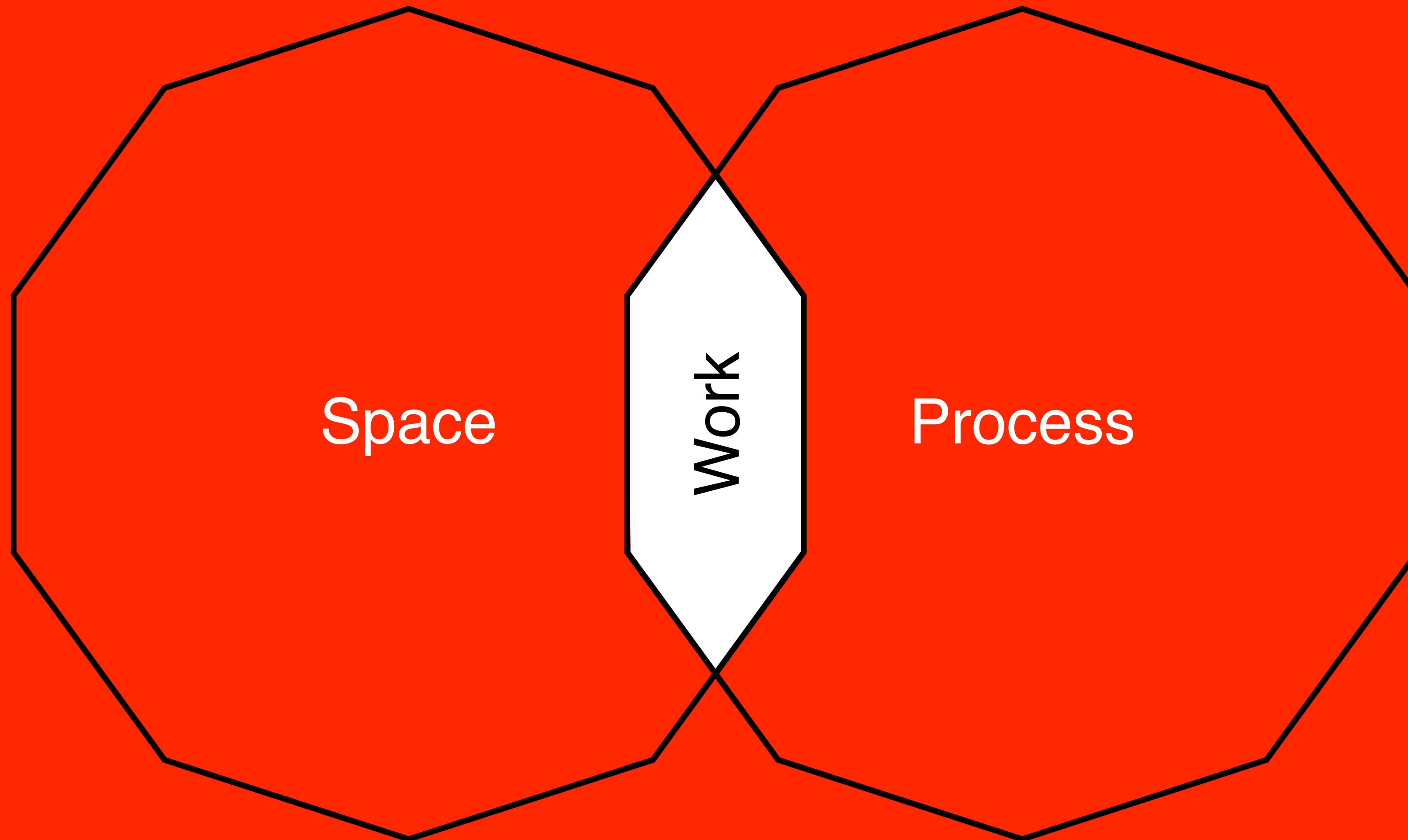
Who we are

Antonio Cesare Iadarola

+ Industrial design
+ Narrative Environments
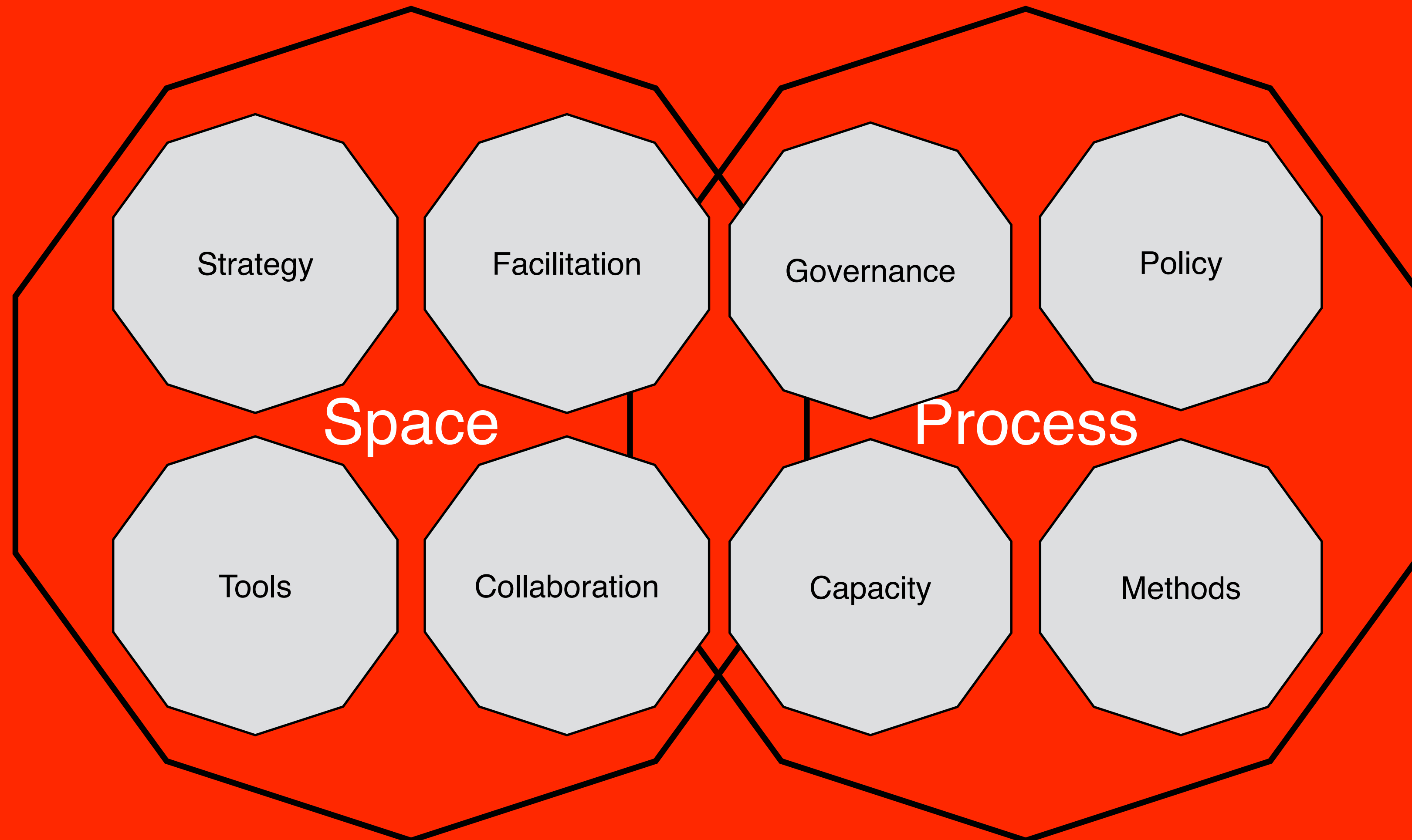+ Social Innovation and placemaking
+ Workplace Design

Antonio Starnino

+ Service Design
+ Facilitation
+ Human System Interactions

Space

Work

Process

Work elements

Strategy

Facilitation

Governance

Policy

Space

Process

Tools

Collaboration

Capacity

Methods

What we do

Design Innovation Capacitiy

Improving work experiences

Workspace activation

Evaluating how you work

Future of Work insights

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Rules of Engagement

+ Insights from client projects (confidential)
+ Literature on leadership and org design has been considered
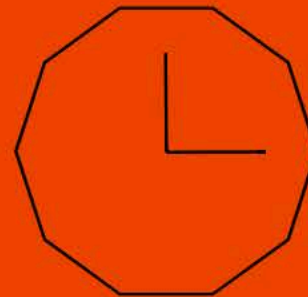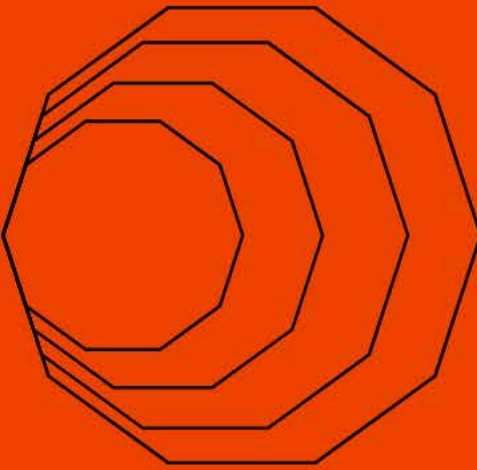+ We are building a new service offer on it

+ Governance is a complex and rich term under discussed in the design world. We want to sensemake it together

Designing and Managing a Design Practice

15' In breakout rooms of 3, quickly introduce yourselves and your roles. — Based on those three roles create your own ad hoc "design practice".

What we mean by a design "practice"?

Research	Test	Scale
We map how you currently work, through observation and field research, to identify opportunities for change.	We create models of new workspaces and tools, that we test in curated experiments where teams interact for a facilitated period of time.	We recognize successful interaction patterns and collaboration techniques, to then amplify them within your organization.

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Creative professional often encounter ambiguities. They navigate them, bring clarities, design artifacts out of the complexity of human behaviors and systemic conditions.

How and who decide?
How do we carry ourselves?

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Design practice as a tension

INDIVIDUAL

What the market wants

←——————————————→

What as sense makers we critically want to pursue.

Design practice as a tension

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Design practice as a tension

INDIVIDUAL

What the
market wants

← → (horizontal double arrow, grey)

What as sense
makers we critically
want to pursue.

ORGANIZATIONAL

Client briefs
Indicate a
'to do list'

← → (horizontal double arrow, black)

Through research we
discover something
else is needed instead
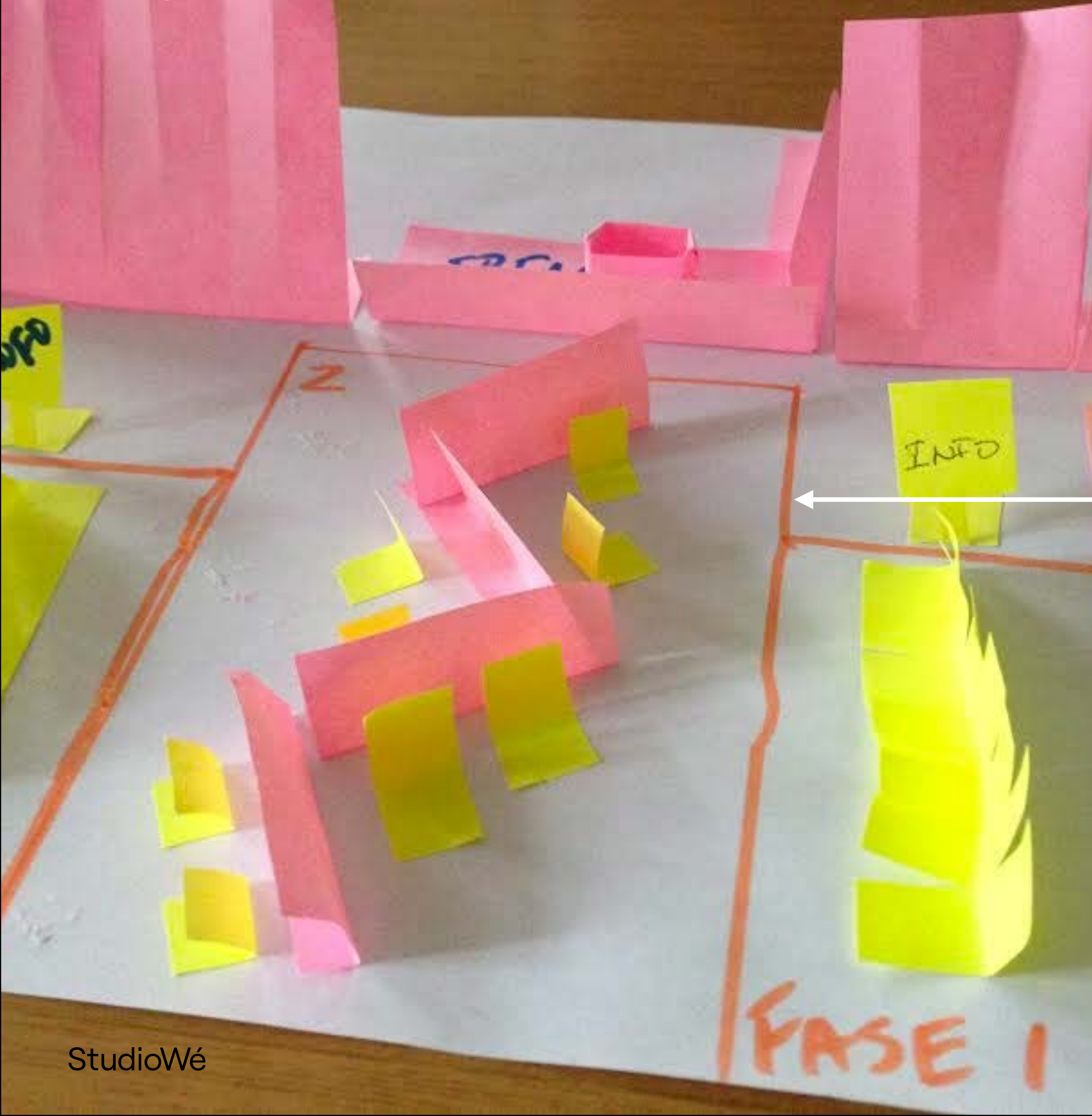
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Design practice as a tension

Fase 2

INFO

FASE 1

Cultivating your design practice

PRACTICE

Making ⟷ Strategic

craft   context / system

+ Judgement   + Building relationship
+ Sensibility   + Making decisions
+ Skills / Capacity   + Speaking the language
                           of your context

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Cultivating your design practice

PRACTICE

<— —>

Making   Strategic

craft   context / system

Situating our
design practice as a
'container' that
<— enables (or constrain), —>
external to our self.

+ Judgement   + Contextualize your skills
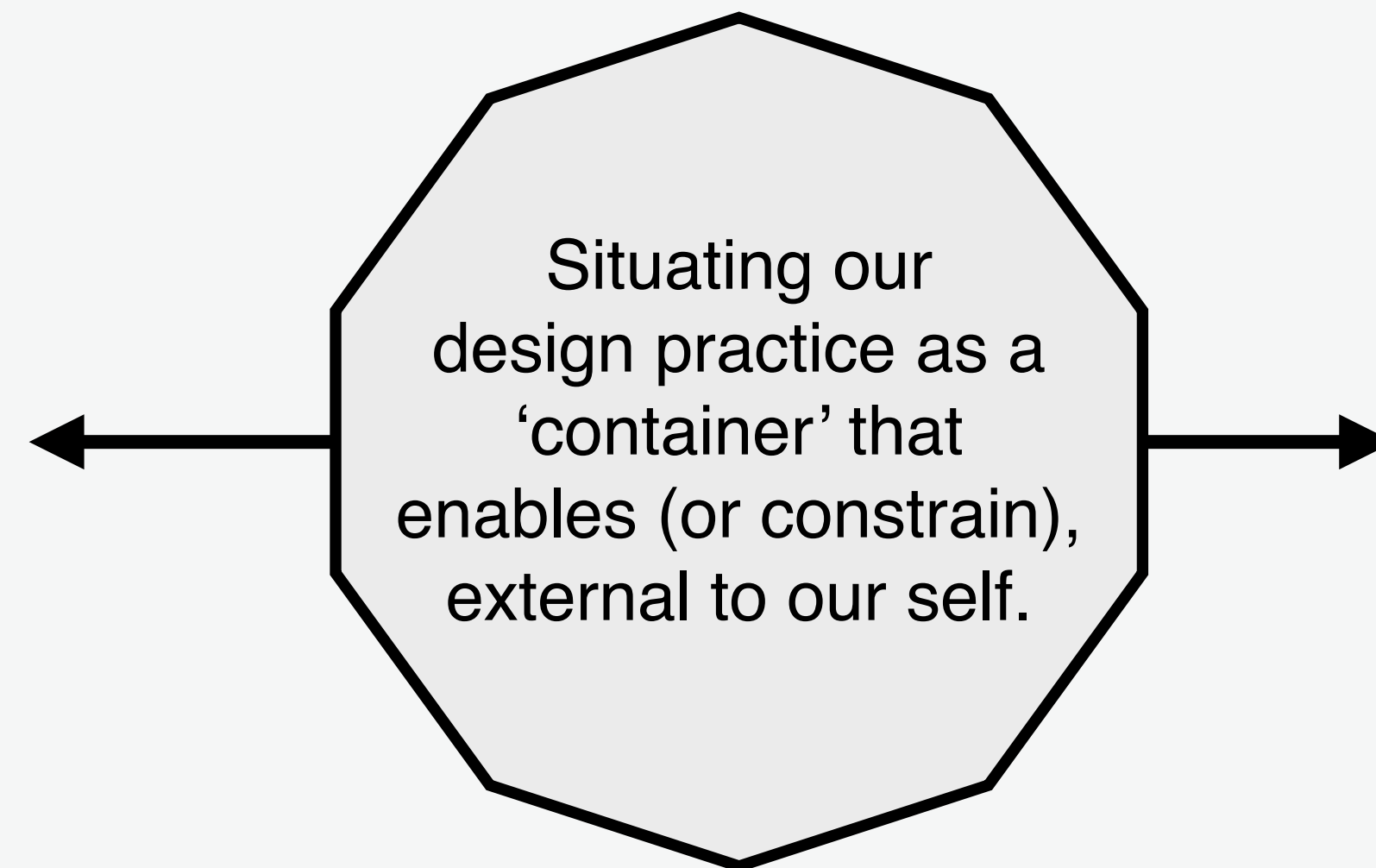+ Sensibility   + Building relationship
+ Skills / Capacity   + Making decisions
                                    + Speaking the shared
                                      language within your
                                      audience

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Governance is a response to this tension to increase the impact of design practice within various contexts and systems. The need the define governance increases as you scale and complexity grows.

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Governance
What is it

etymology: to steer – "system set up to make and implement decisions in pursuit of objectives"[1]
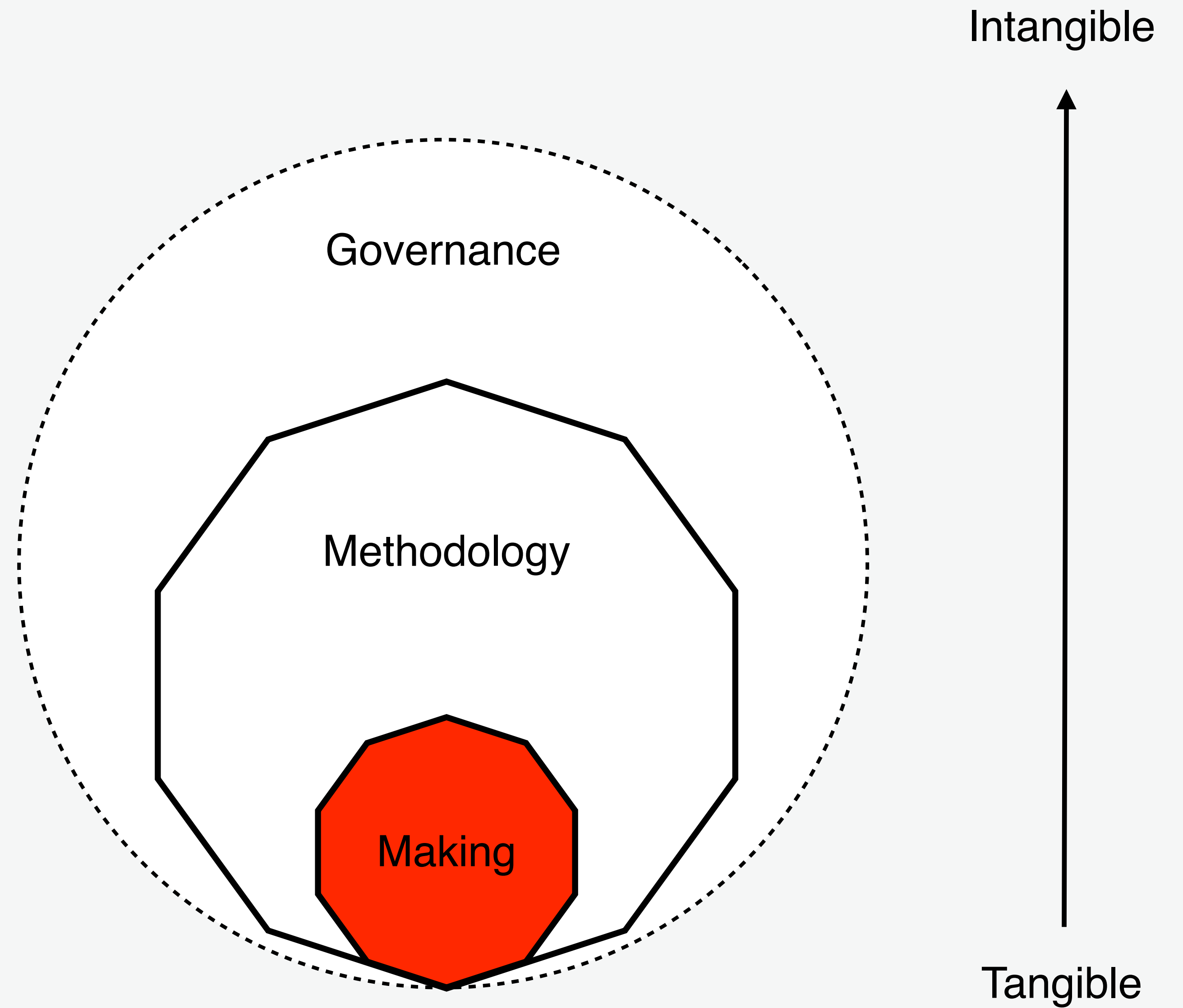
Where do people have autonomy?
Where do you need group agreement? Consensus?
Who makes which decisions about what?[2]

[1] ISO 26000

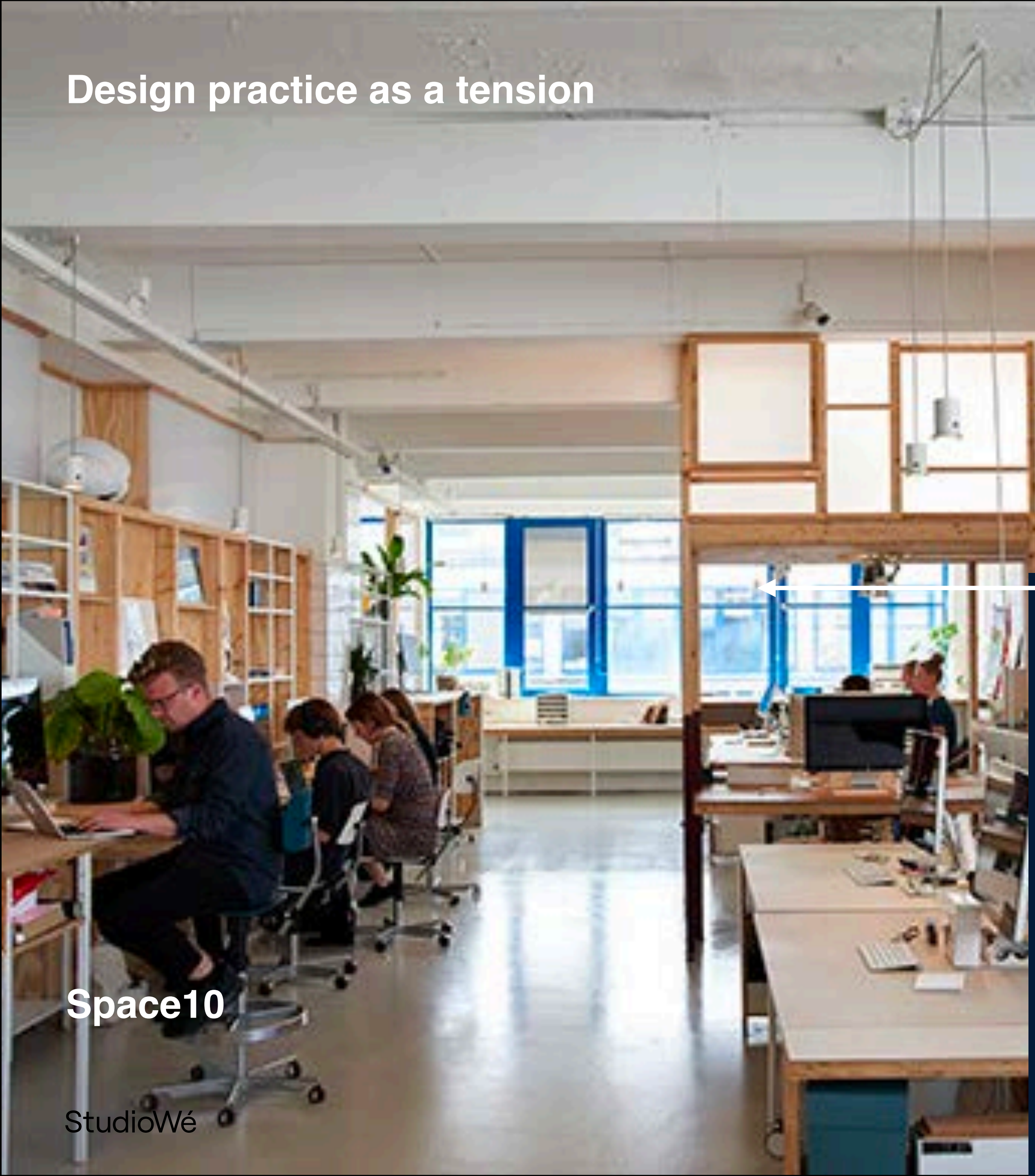[2] Starhawk, Empowering Collaborative Groups, Presentation June 25th

Layers of a design practice

Intangible

Governance

Methodology

Making

Tangible

A network model and a studio model are examples of design governance

Design practice as a tension

Space10

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Lives lost yesterday 540

ONE LIFE LOST

504 in hospitals
36 in nursing homes

STAY HOME   STOP THE SPREAD   SAVE LIVES

Summary

R-naught*
Daily slope of R-naught line

16,967
April 17
Hospitalizations

New hospitalizations*
Released patients*

Net change in hospitalizations*

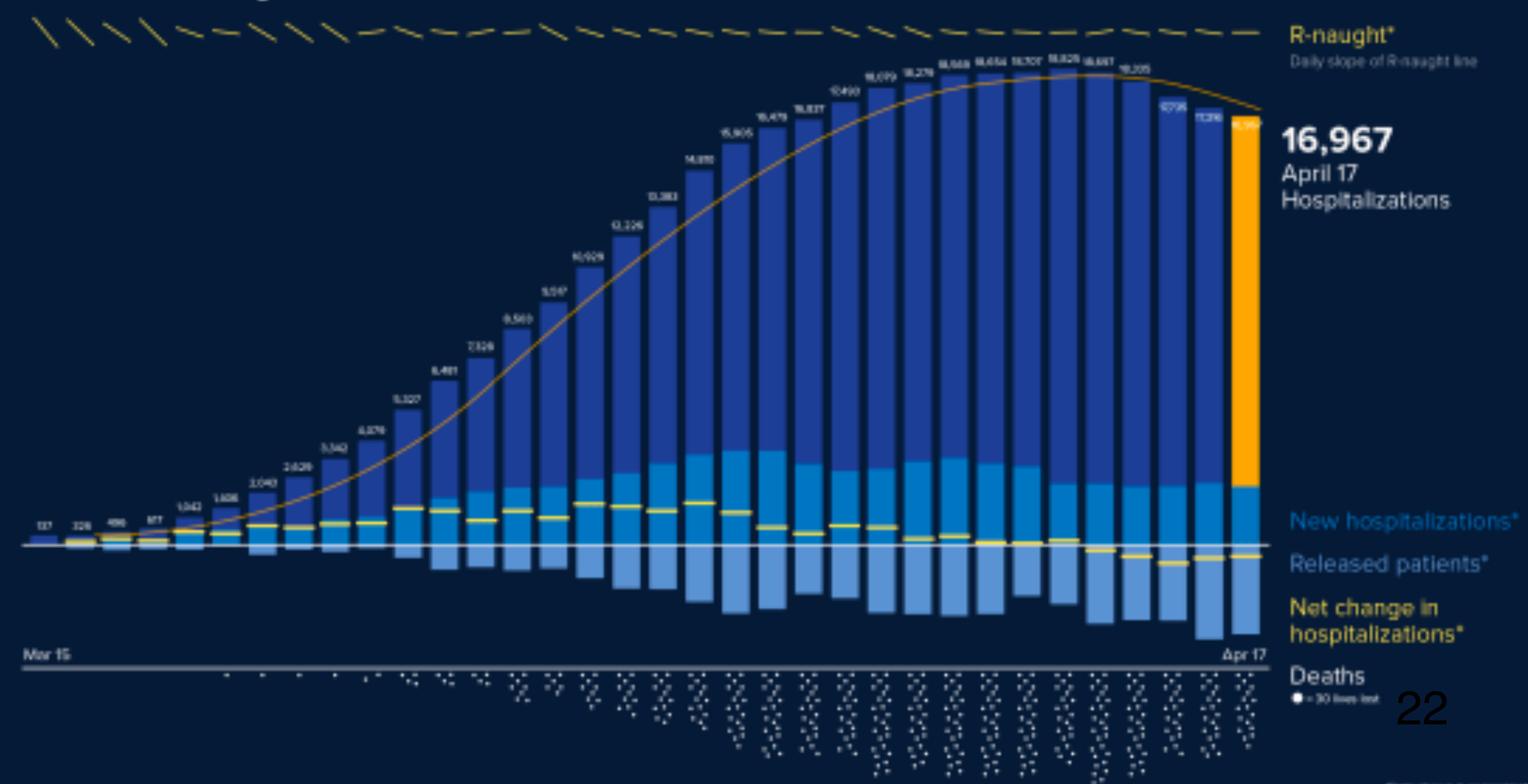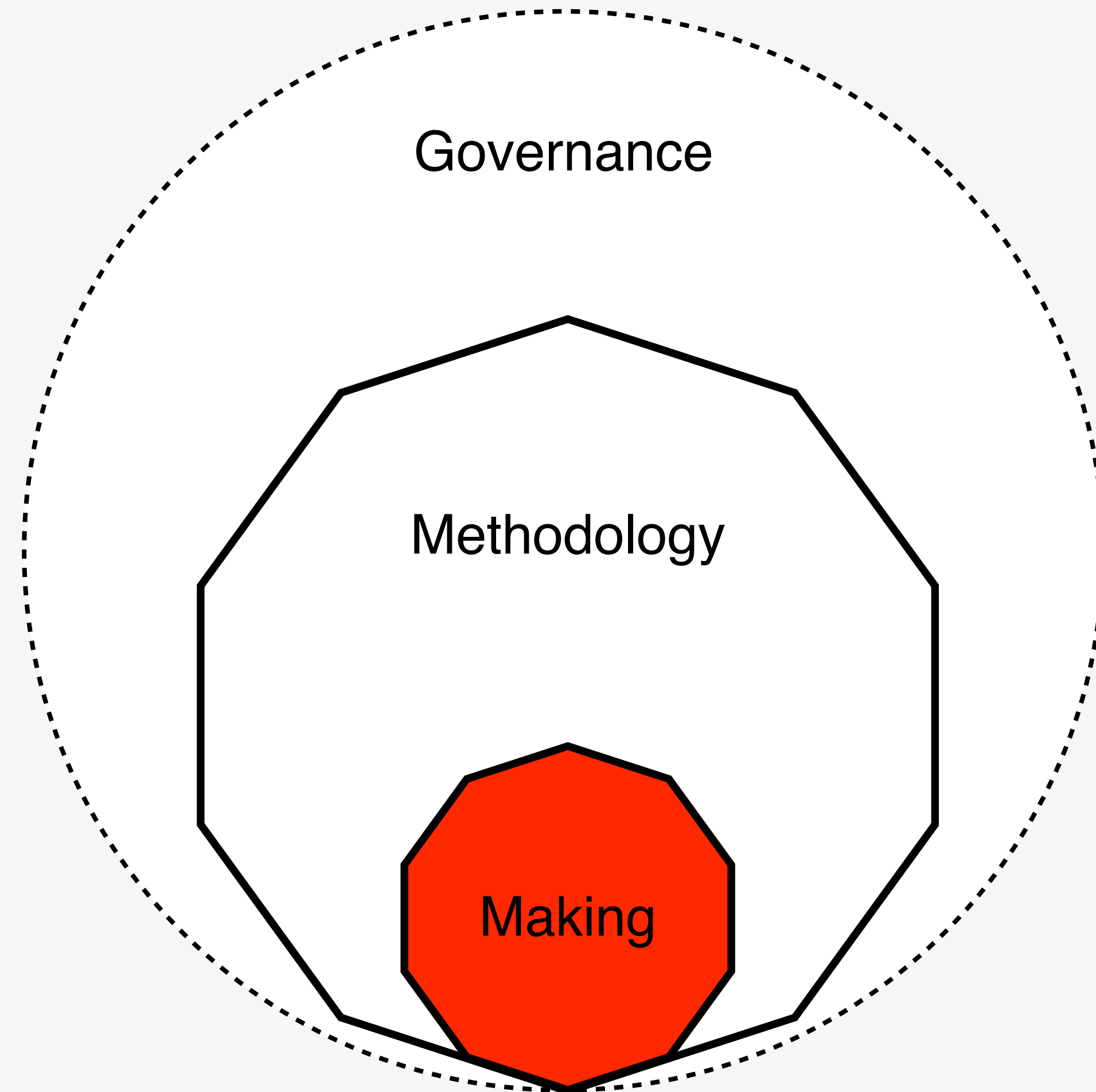Deaths

Most design practices within organizations still situates itself in the "studio" model. Often this leads to the design function needing to justify itself.

Layers of a design practice

Necessary to sustain
the lower layers

Feeding information
and results to inform
the higher layers

Governance

Methodology

Making

Intangible

Tangible

Define Design Governance Collectively

10' In the same break out groups of 3, Define 'governance' on two levels. Place your answers on the Mural.

What are the parts of governance?	How we further explore them?

Design Governance Mapping

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What are the "parts" of governance?	How we further explore them?

Q & A

Final Reflections

Focus on knowledge and be generative.

↓ Depth

Understand 'first principles' instead of methods allow to create your own methods.

→ Continuity

Cultivating an independent body of knowledge helps navigating difficult times and transitioning between industries and careers.

→ Generosity

Projects that bring you intellectual and educational development can be valuable and appropriate also as pro-bono.

Governance can be designed: prototype interactions.

Governance 'bodies'
+ Boards
+ Councils
+ Town Halls
+ Committees

Governance touchpoints
+ Voting / Decision Making
  Systems
+ Metrics
+ Contracts
+ Agreements / Principles

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Thanks

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