Introducing a new Problem Solving Infrastructure

CAEH 2017
20K1

20,000 HOMES COMMUNITY SOLUTIONS

Who We Are

COMMUNITY SOLUTIONS deploys the best problem solving tools from multiple sectors to help communities ▮▮▮▮▮▮▮▮▮▮

Who WE Are

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Why We're Here: The 20,000 Homes Campaign

A national movement focused on ending chronic homelessness in 20 communities and housing 20,000 of Canada's vulnerable homeless people by July 1, 2020

Let's Talk Problems
And how to solve them

Simple

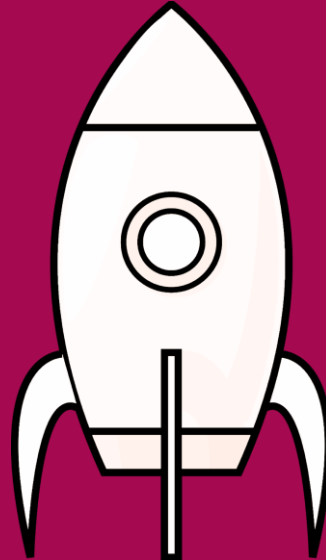# Complicated

Complex

The fundamental mismatch

Technical   **Complicated**   **Complex**

Homelessness

The Achievement Gap

Community Health

Climate Change

Bullying and School Violence

Insufficient Technical Approaches

- Long-range planning or 10-Year Plans

- Standard operating procedures

- Fixed job descriptions

- Pilot project obsession

- Optimized siloes instead of integrated systems

- Summative evaluations followed by replication toolkits

Mindsets for Tackling Complex Problems

Growth Mindset - We don't <u>yet</u> know how to solve this problem. That doesn't mean we can't figure it out!

Failing Forward - Test a hypothesis, fail (quickly) and iterate/improve based on what we learned.

Bias Towards Action - Just start! Remember, life is what happens when we're busy making 10 year plans!

Toolkit for Solving Complex Problems

DATA ANALYTICS

Zoom in on the heart of the problem

HUMAN-CENTERED DESIGN

Engage people experiencing the problem to surface ideas

QUALITY IMPROVEMENT

Test and evaluate each idea with objective data

FACILITATION

Create the conditions for groups to innovate collaboratively

When to Use What

Complex social problems can't be solved by a single actor. Communities need a rigorous approach to collaborative problem solving.

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1 **IDENTIFY THE PROBLEM AND DEFINE SUCCESS**
Where do outlier data reveal key system failures, and what would "normal" data look like?

2 **PROBE THE USER EXPERIENCE**
What testable solutions emerge from the human experience of the data?

INNOVATE IN TEAMS
What conditions are necessary for multiple stakeholders to test and refine solutions together?

3 **TEST AND IMPROVE A PROPOSED SOLUTION**
How can potential solutions be tested, measured and refined?

Human Centered Design

INQUIRY

Who actually experiences the problem?

What can this person tell me about their experience?

What do they see? Hear? Say? Do?

What do I personally see? Hear? Observe?

IDEATION

What's the most obvious solution?

What would we try if there were no rules?

What would we try if we had a million dollars?

What would we try if we only had a hundred dollars?

INNOVATION

Has the user weighed in on this idea?

Can we break this idea into smaller parts?

How could we test each part quickly and with low effort?

What will we do next if a particular part works/fails?

Designing a Better Commute

Designing a Better Commute

1	2	3	4	5	6	7	8	9	10
11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30
31	32	33	34	35	36	37	38	39	40
41	42	43	44	45	46	47	48	49	50
51	52	53	54	55	56	57	58	59	60
61	62	63	64	65	66	67	68	69	70
71	72	73	74	75	76	77	78	79	80
81	82	83	84	85	86	87	88	89	90
91	92	93	94	95	96	97	98	99	100

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Designing a Better Commute

- Spend 5 minutes asking your VIP what/how/when about their commute?
- Spend 5 minutes asking your VIP about why their commute is so bad?
  - Don't forget the 5 whys!
- Spend 5 minutes sharing observations about what you heard
  - Observations are facts!
- Now, share your insights for 5 minutes
  - Supported by your observations
  - News you can use
  - Offers a glimpse into how people think/feel

Designing a Better Commute

- Spend 5 minutes framing your design question
  - Design questions start with "how might we"
- Spend 5 minutes writing as many answers to your "how might we" question on sticky notes as possible
- Spend 5 minutes grouping your answers into whatever categories make sense to your team
- Spend 5 minutes selecting your best idea
- Spend 5 minutes figuring out how you're going to implement your idea - be sure to get your VIPs input at this point!

Step 1: Asking "What?" / "How?" / "When?"

- **5 minutes** To ask your VIP about their horrible commute/journey - **How? What? When?**

THE FACTS

Step 2: Asking "Why?"

- 5 minutes - Now ask them Why? Why is the commute/journey bad? And Remember...

Use the 5 Whys to dig deeper

Step 3: Observations

5 minutes - Now share **observations** from what you heard

(remember - observations are facts!)

Step 4: Insights

5 minutes - Now share your **insights**

A strong insight is...

Authentic	**Non-Obvious**	**Revealing**
It should be supported by the observations that you made.	The insight should be "news you can use." Not just something someone would immediately think of when describing the subject.	It offers a glimpse into how people think and/or feel.

Observations vs. Insights

Observations	Insights
I counted 15 pieces of trash on the ground. There were 5 garbage bins in this space.	People who use this space seem to be unaware of the garbage bins, or unwilling to use them.
She said that there was a grant that funded this project. She said "community members are angry about the progress of this project." She said, "I'm being pulled in so many different directions."	She feels pressured by funders and community members in equal measure. She cares about the community, but also needs to please her funders.

Step 5: Designing a How Might We Question

Insights	How Might We...
People who use this space seem to be unaware of the garbage bins, or unwilling to use them.	How might we ensure that the people who use this space dispose of garbage properly?
She feels pressured by funders and community members in equal measure. She cares about the community, but also needs to please her funders.	How might we allow community members voices to be incorporated into the project, working within the constraints of the grant?

Step 6: Ideation – Brainstorming and Theming

- 5 minutes – Come up with as many answers to your "how might we…" question (one Idea per post-it note) as possible

- 5 minutes – Move the stickies around to group ideas in whatever ways make sense

Step 7: Implementation - Selecting Best Idea

- Now take 5 minutes to select your **best idea** (this can include combining ideas)

Step 8: Prototyping

- Now, based upon your best idea, take 5 minutes to figure out the details for implementing your top idea

- Remember to get input from your VIP throughout this process!

Let's Debrief

Get in touch!

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Thank You!