

Spaces of learning

**Teaching others the tricks of
your own trade**

1. Course in userdriven innovation for 5 Danish municipalities, KL project/1508:

2. Points of learning central to design anthropology

3. Developing a mindset of UDI within organizations – what does it take?

Userdriven Innovation in 5 Danish Municipalities

KL/1508 – DAIM: Golden project

Project goals

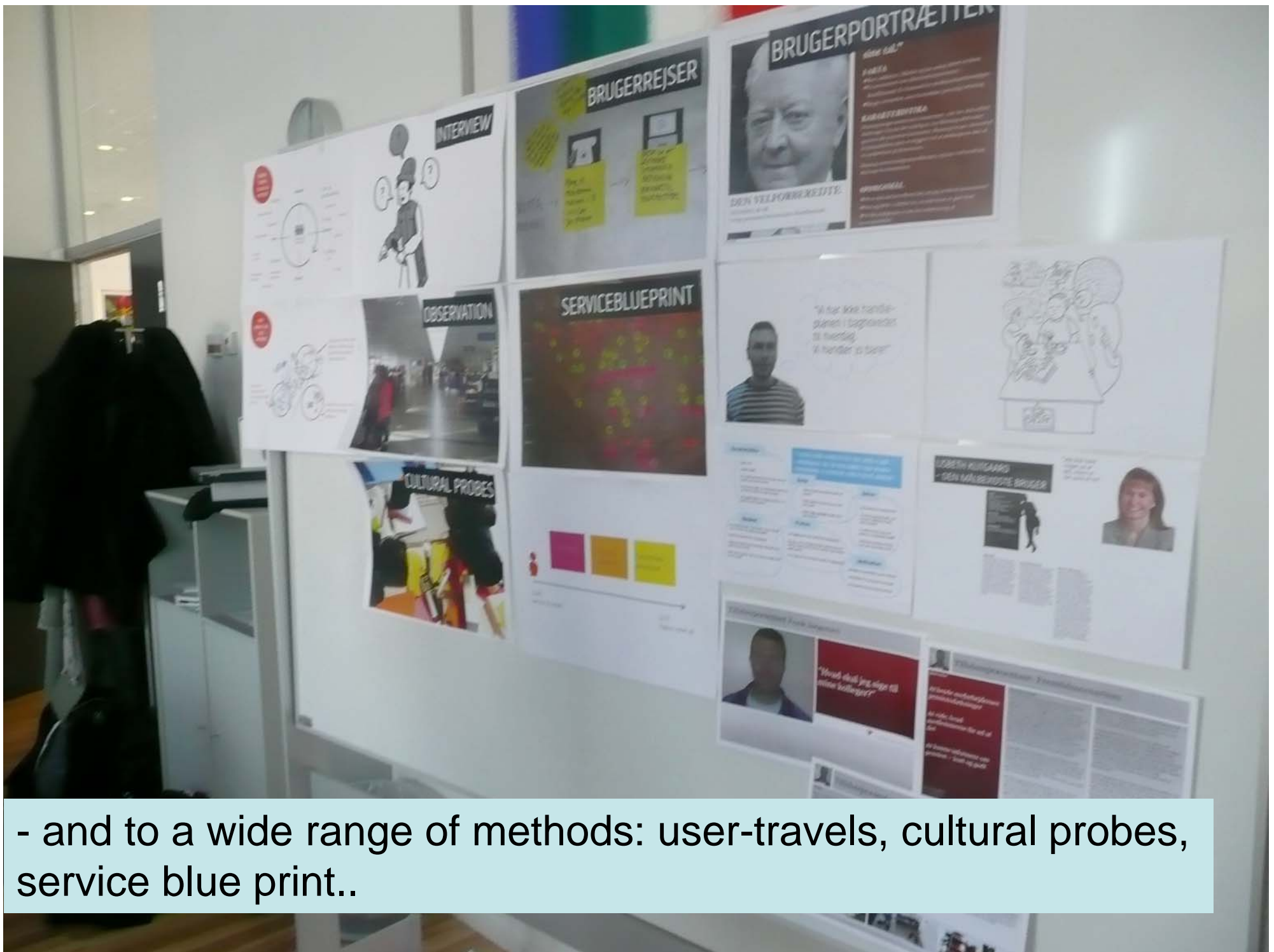
- To train and enable employees in 5 municipalities to undertake user driven innovation projects on their own
- To develop a model for user driven innovation for the municipalities (web based)



1 workshop: framing the learning space



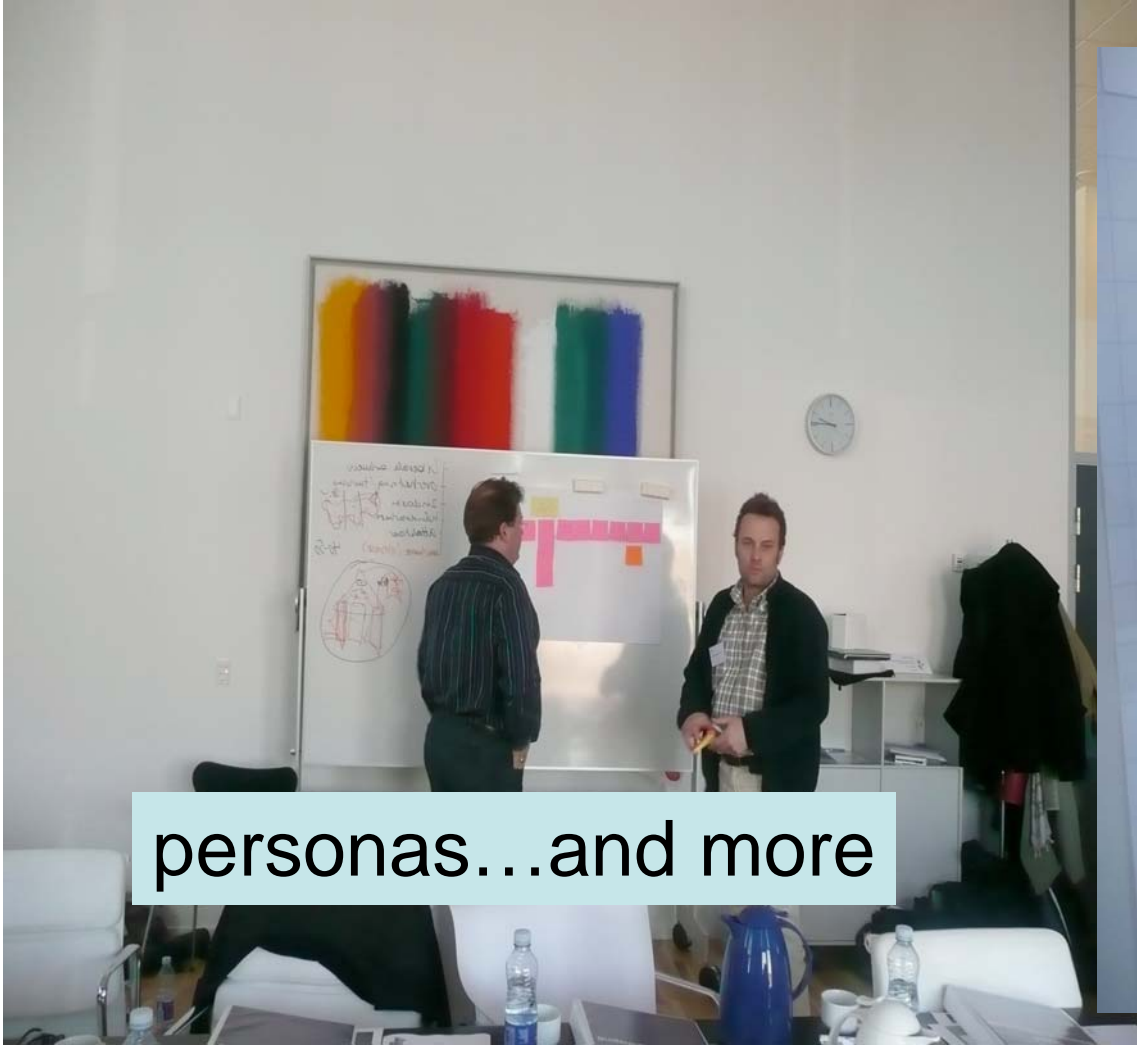
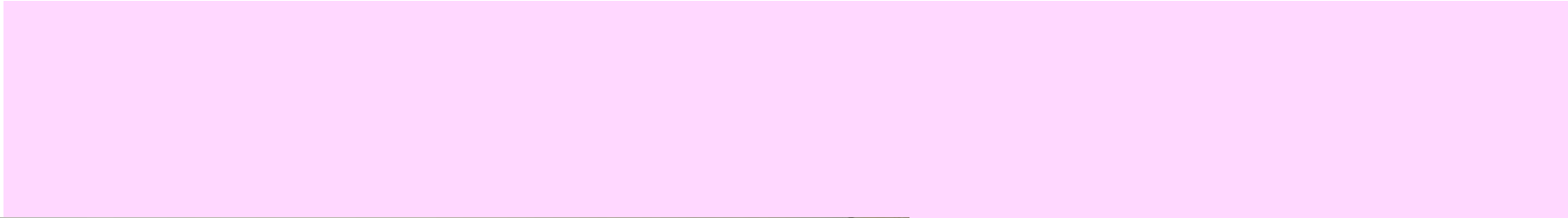
Participants were introduced to anthropology, user driven innovation and service design



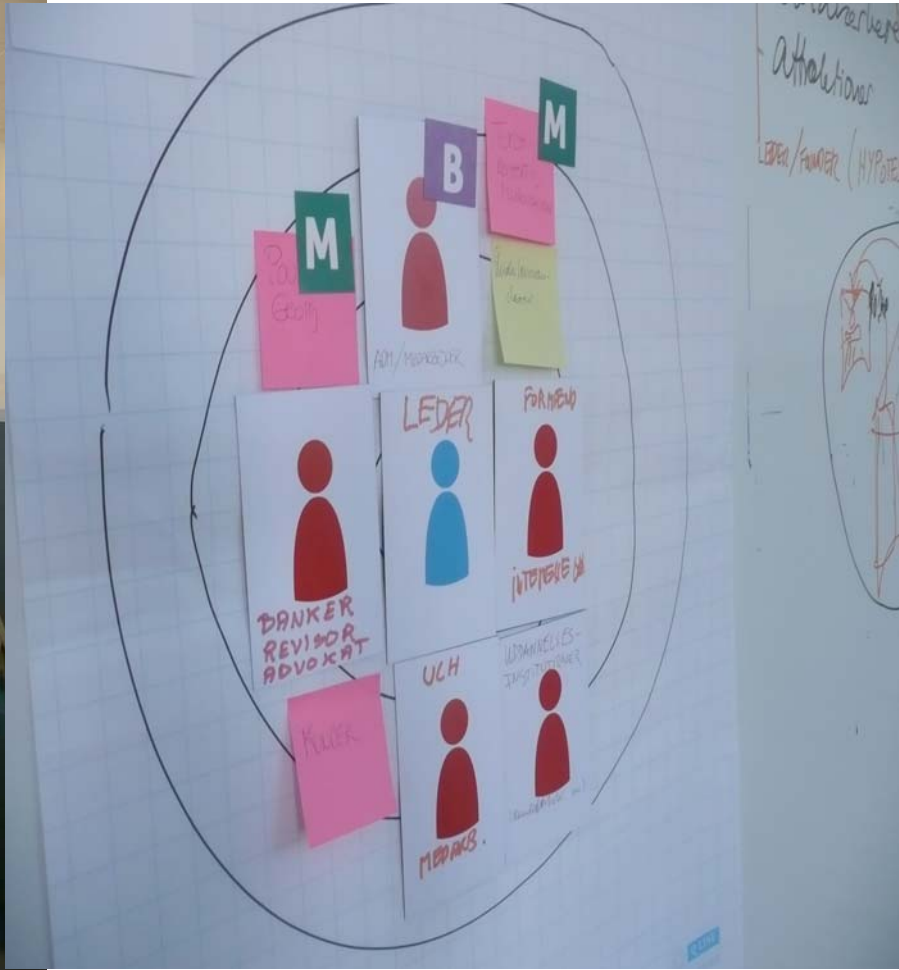
- and to a wide range of methods: user-travels, cultural probes, service blue print..



Interviews



personas...and more



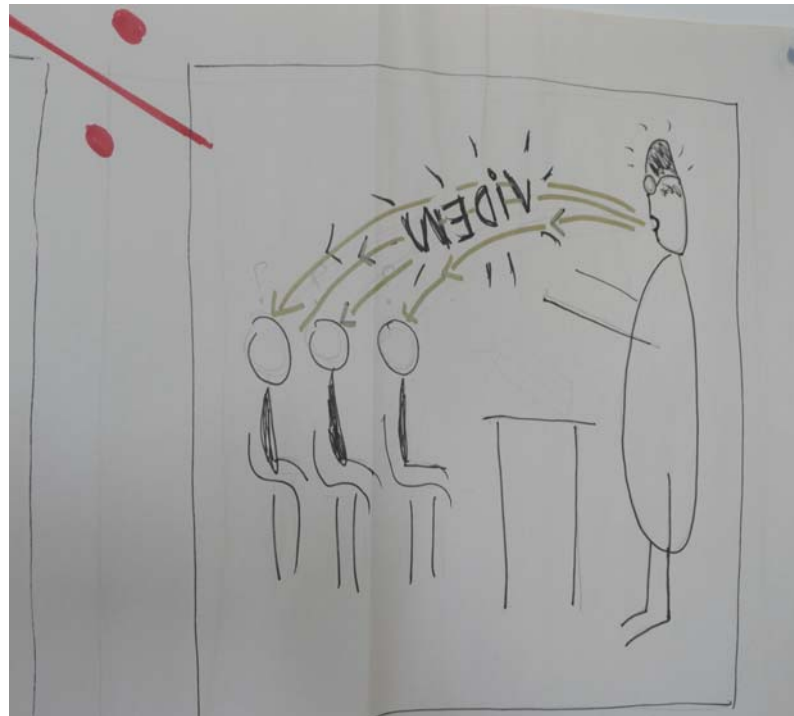
Fieldwork – exploring the new world of users



Insights

Methods don't produce anything in themselves – people do

You don't *train* people – you facilitate a learning space



insights from the field:

- 1. Improving food service for elderly people**
- 2. New possibilities at shop floors for mentally handicapped**

Improving foodservice for elder people



points of learning central to design anthropology

“Free choice to a poor health!”

the ability to discuss *the premises* for what can be discussed – and *how* it can be discussed (*Agyris 1994, Organizational learning*)

New possibilities at work shops for mentally handicapped



Presenting findings

Quotations from work shop employes:

'I just love flowers. At home, I always work in the garden. I love garden work'.

'I just want to be on my own. I don't really like the company of many people. And many of the others make so much noise. Sometimes it can be difficult to find a place of my own during breaks'.



Discussing new possibilities

Insights:

*” It has brought up a whole set of new questions, questions that we did not even think of before. Like: do we pay enough attention to what happens during breaks? How can we accommodate people with different social needs and wishes?
And - What types of work can people do here?”*

Leader at shop floor

points of learning central to design anthropology

- Cherishing *the ability to look for questions, not for answers*
- Moving phenomena and practises that *goes without saying* from the realm of the unsaid to the front of discourse

Course in user involvement at Vestforbrænding
2010



How to develop a UDI mindset in organizations?

Challenge: when consultants leave the client organisation – user oriented innovation work leaves too...

Could training courses in UDI be part of the answer....?

How to develop a UDI mindset in organizations?

It is not enough to teach a group of employees new methods and mind-sets ... it demands **a framing of new organisational spaces**, spaces where experimenting is encouraged, where 'mistakes' are seen as learning, where concerns with control and cost-effectiveness is replaced by openness and the willingness to be surprised...

The challenge

This runs counter to dominant tendencies within present management technologies:

MESAURMENT AND CONTROLE

LEAN

TQM

AUDIT SYSTEMS

BEING BILLABLE

ETC...

But it's worth struggling for ...

