

Factsheet #1

Design Thinking Methodology in the context of the IcARUS Project

This factsheet is based on research conducted for the IcARUS reports "Methodology for the adoption of DT in urban security & crime prevention initiatives" (D1.1) and "Guidelines to the DT implementation in IcARUS task" (D1.2)





Foster local engagements in the co-producing process of urban security policies



Foster a coordinated and multi-stakeholder decisionmaking approach in the design of urban security policies



FOCUSING ON 4 AREAS

Incorporate social and technological innovations into urban security policies



Equip local authorities with forward thinking solutions to better understand and anticipate emerging security challenges



Preventing juvenile delinguency



Preventing radicalisation leading to violent extremism



Designing and managing safe public spaces



Preventing and reducing trafficking and organised crime

What is Design Thinking?

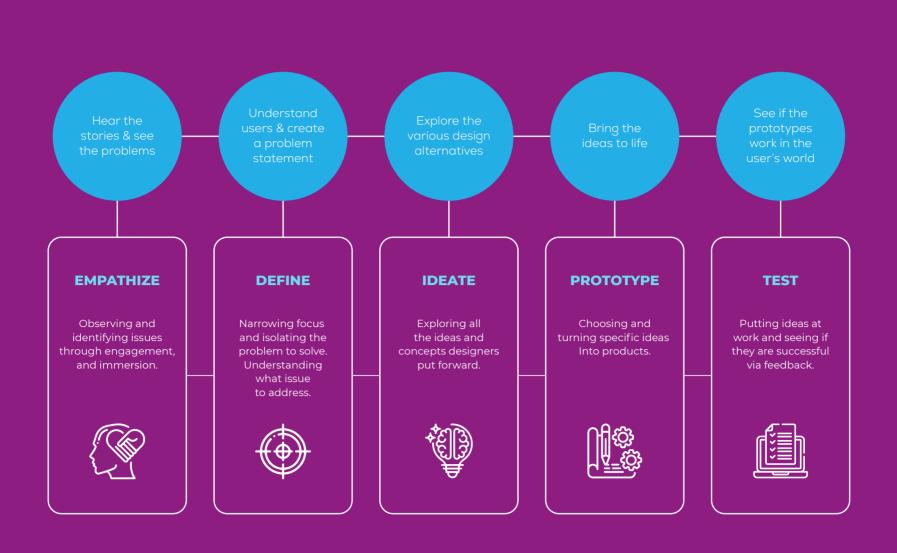
It is a method for finding innovative and alternative solutions to issues, by looking at them from different perspectives. Design Thinking (DT) is a methodology that applies a range of innovative techniques through a philosophy of people-centred design. This means that outputs produced with the help of DT are centred on their end-users.

Who is to use DT?

How to implement DT?

To create innovative solutions, the teams behind these innovations should be diverse and include experts and practitioners from different fields.

DT identifies a 5-step journey, not necessarily to be followed in order.



Why choose DT?

This is a method first developed in the private sector to ensure product development is centred on end-users. In public policy, DT can help shape policies that encompass citizens' issues from different perspectives in order to generate long-term tailored solutions.

We identified three main principles that local authorities need to consider when applying **DT to urban security:**

01

Training can increase the success of adopted measures

Local elected officials or other directly concerned practitioners should be trained in the DT process, informed of the context in which it will be implemented. They should participate in all the stages of the process.





02

Ensuring participation of security practitioners and citizens can lead to constructive solutions

Involving end-users - the practitioners who will be working with the solution - in the methodology is central to the DT approach. In addition, local authorities should involve citizens in order to identify urban security challenges and develop tailored ideas for innovative solutions that are centred around the collective needs of citizens.



Implementation can be boosted through social and cultural measures

Cultural or social actions can be effective for reducing crime. For instance, these actions can entail opening libraries, museums, or community centres which determine the presence of certain groups of people (e.g. students), as well as establish opening hours which determine the flow of people in the street. The same principle applies to holding public events in urban areas, such as festivals. Regularly organised events will attract specific audiences, not only as attendees but also as prospective restaurant, bar, or shop owners. Social bond is thus fostered, getting residents to look after each other whilst contributing to a safer environment.



To ensure DT is correctly applied throughout IcARUS, we developed guidelines to be comprehensively followed when organising, facilitating, and participating in any collaborative training or workshop the project envisions.

We categorised these guidelines according to three main goals:

01

To foster end-user engagement

Build Trust!

It is necessary to define a set of values within the team: agree on them and make constant reference to them. It is also important to be sincere and not afraid to lose control while co-building the session.

Collect input from stakeholders!

DT sessions are a journey that includes three steps: pre-session, session, post-session. The pre-session should be used by organisers to gather input before engaging with stakeholders in the workshop. If the group is large, it can be divided into smaller groups. Also, it is useful to share the collected input and ideas at the beginning and the end of the workshop.

• Take into account the end-users' viewpoint!

Organisers and participants should always try to put themselves in the end-users' shoes. A set of 4 or 5 'personas' that embody the end-users should be created and given personalities, characteristics and needs... as is done in a movie script. They can then be used to imagine how they would react to the solutions proposed by the team. Using such 'personas' makes it easier to identify the possible hurdles they could face at every step.





To get a fruitful co-creation

Be transparent!

It is necessary to document every part of the process and agree with the entire group on how and where to store the sessions' materials and recordings. It is also important to explain the decision process and make it clear for everybody. Have open conversations with the team and grant participants full access to materials and media files, especially visualisation tools used while in session.

• Co-create in all different topics!

The major topics should be defined and the group (online or offline) should be split into sub-groups in order to address each topic separately. It is important that everyone contribute in the sub-groups and then come back to plenary for discussion. Make canvas, question-sets, and paths available to the sub-groups so that every step is well organised. This can be perfect for prototyping: each small group can prepare a prototype and then present it (or pitch it) at plenary, when one prototype will be selected by the whole group.





Make every voice count!

Some voices might be listened to more than others. This drawback of DT needs to be overcome: there should be no leaders and no followers in the discussion. As an organiser, you might want to call in some participants who are not contributing as much as others. As a participant, you shouldn't refrain from expressing your plain views, and try to engage as much as you can. Every opinion, every voice counts equally.

03

To effectively manage the session

Prepare your take-off tools!

Especially for organisers, everything should be under control: location, agenda, and materials should be decided upon well in advance. Visualisation tools are essential for DT: canvas, post-its, platforms, whiteboards (also online) are to be prepared and made available to participants.

Share your information!

A calendar can be set up for exchanging information and documents among the group. It would be ideal to also create a communication routine that everybody must follow.

Map your challenges!

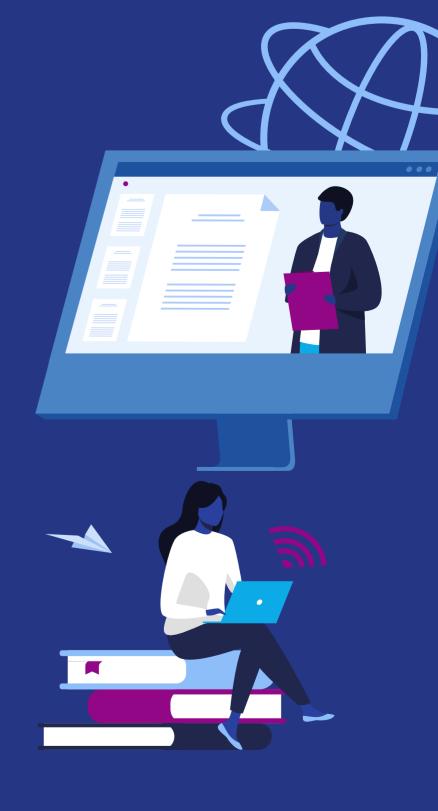
It is important to identify and acknowledge the main challenges presented in each topic, and the possible hurdles ahead in the co-production process. These challenges can be laid out in a visual mapping. Try to identify how different challenges are connected and which factors connect them. The team can bring up patterns, tensions, or paradoxes, and draw them onto visualization tools. Understanding patterns and categorising challenges will help in defining a solution that takes into account the entire end-user's journey.

Think of the worst!

Especially for prototyping and testing: it is important to imagine the worst, and how the implementation of your solution would be a total failure. Then discuss why, what happened and when. This should help the team to foresee eventual faults in solutions.

Gather feedback!

Don't do it the usual way: be specific, and, if you can, organise short meetings with (groups of) participants after the workshop. You can try to assess different variables, such as: what to keep, what to improve, and what to drop. Equally, you can explore feedback on what caused joy, distress, surprise, and feelings of connection.



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