Appendix Index

Appendix A: Visual of First Canvas (+ previous iterations)

Reframing indicators

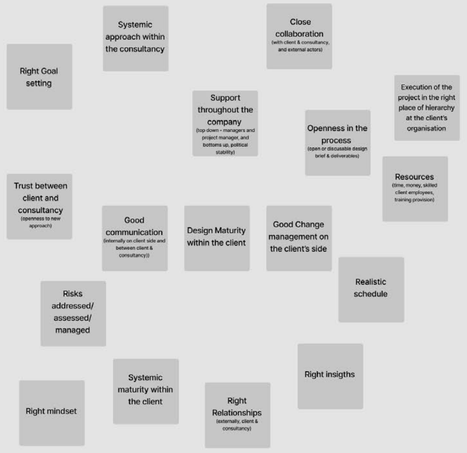
"When to reframe a project?"

There can be different indicators within a project (either during or before) that might make it essential to start the process of reframing.
Underneath is a summed up list of good indicators that can nudge a project or team into starting the reframing process.

- When there is an ambition/hunch from the consultancy's team on, to bring the project towards a bigger scope/to achieve more impact
- Insights indicate that bigger impact on a broader scope can be achieved
- Insights indicate that the initial problem focused on has either
  - more dependencies
  - is a symptom of a more embedded, complex problem
  - is dependent on multiple stakeholders/actors
  - ...
- The ambitions of the client's project proposal seem (too) ambitious (but they have no clue on how to get there)
- The right amount of Success Factors (see right) are in place.
- ...

Critical factors

"What are the right conditions for a project reframe to happen?"



Continuation criteria

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Factors that are not in place can be worked on (such as support throughout the whole company, and change management) but should be taken into account into the complexity of the project, and are dependent on the resources as well.

Execution systemic project: Elements in place

"What elements and setup are needed to execute a systemic project/ Where to reframe a project towards?"

Ideally:
partnership public private ecosystems to work with
open collaboration
Open procurement
Systemic Maturity

non-linear way of funding projects.

A way to deal with linear processes within a non linear approach:

funding and actor involvement along the way: frame agreement.

Execution systemic project: "How to Continue?"

Resources and references

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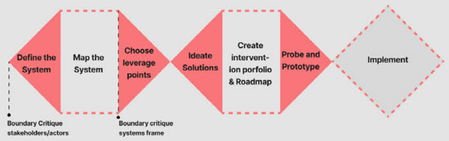

Source: Systemic Design Design for Complex, Social, and Sociotechnical Systems

Modes of practice

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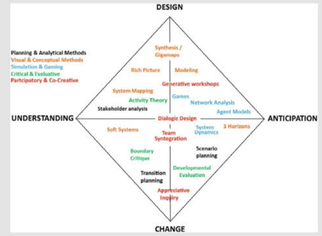
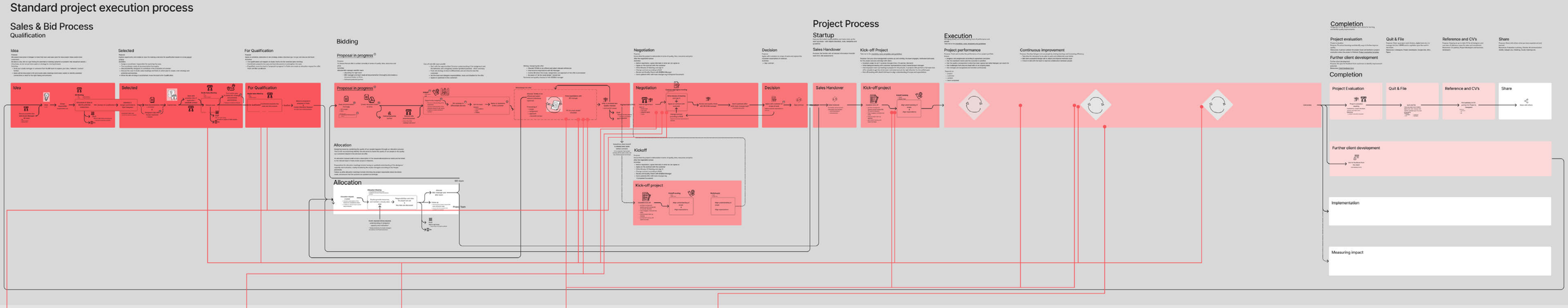


Reframe Execution: Pathways to follow

"From where on (in the process) can I execute a project reframe?"

Standard project execution process



Breaking up the project process in different projects

Breaking up insights and creation into two different projects for the client.

Seen in:

Requires:

Effect on critical factors:
- Right Goal setting
- Risks addressed/assessed/managed
- Right insights
- Openness in the process

Risk: Low

In the proposal negotiation, if the client cannot be convinced into reframing directly towards a systemic project execution, it can be wise to **break up** the project (and project's budget) into two separate projects. Afterward the conclusion of the first project, negotiation of the deliverable and approach can be done in accordance to the findings.

This strategy can be used when the client is obstructed/scared by executing in a systemic way, doesn't understand it, is scared to change the deliverable, don't know what the deliverable is or are unsure of a more "scoped" deliverable. It can give the client more a feeling of grip on the project process.

This will give:
The possibility to openly explore without being restricted to any deliverables

Continue to strategy:
Systemic discussion
Applying systemic methodologies
Map the problem early on
The systemic project follow up

The Open brief

Try to create the project proposal as open as possible

Seen in:

Requires:
- Trust between client and consultancy (possibly)
- (low) Design maturity within the client (possibly)
- (Low) Right Goal Setting
- support throughout the company
- Right relationships (no coercive power)

Effect on critical factors:
- Right Goal setting (negative)
- Realistic schedule (negative)
- Good Communication (negative)
- Support through company (possibly negative)
- **Openness in process**

Risk: High. This approach can very quickly lead towards unsatisfied and confused clients, especially when the Design and Systemic maturity is low within the client.

In the proposal negotiation, if there is an unsure or undiscovered potential for a systemic project, but it's not certain yet and there isn't a lot of time (left) to explore, it can be useful to write the project proposal (process and deliverable) as open as possible.

This strategy can be used to avoid hefty discussions about large reframes as the project is not being too tied down towards a deliverable or specific execution of the process.

This will give:
The possibility to openly explore without being restricted to any expectations on how the project is supposed to be executed or what the deliverables are.

Continue to strategy:
Systemic discussion
Applying systemic methodologies
Map the problem early on
The systemic project follow up

Educating in systemic design

Educate the client in systems thinking and systemic design (methodologies)

Seen in: Case 2

Requires:
- (Moderate) Design Maturity within the client
- (low) Systemic maturity within the client
- Openness in the process (possibly)
- Resources (time and employee training provision)
- Close Collaboration (possibly)

Effect on critical factors:
- Systemic maturity within the client
- Trust between client and consultancy (possibly)

Risk: moderate. The risk is not in the project failing, but in putting in a lot of effort without knowing the client will understand for sure

When the client is low on knowledge on systemic design, there are a couple of different ways to educate them in systemic design.

These ways are:
1. Introducing them to systemic methods along the way of project execution, when there are lack of resources (see: Map project early on, applying systemic methodologies,)

1. Having reserved time and space in the project to educate them on systemic design. Through, for example
   - Workshops (see: systemic workshop)
   - A presentation
2. A follow up step can be to go into the Systemic Discussion (see: Systemic Discussion)

This will give:
The possibility to openly explore without being restricted to any expectations on how the project is supposed to be executed or what the deliverables are.

Continue to strategy:
Applying systemic methodologies
Systemic Workshop
Systemic Discussion

Systemic Methodologies: Map the problem early on (systemically)

Execute a systemic method early on in the project execution or before the project even starts.

Seen in: Obos

Requires:
- High levels of trust
- openness
- Resources (possibly)
- Openness in the project (possibly)

Effect on critical factors:
- Systemic maturity within the client
- Right insights
- Right Goal setting

Risk: Low.

When there is enough time and trust, execute a systemic methodology to teach about or give a hint on systemic design.

Methodologies could be: mapping the problem, mapping fears, mapping actors.

This will give:
Insights in interrelated parts and a need to go into approaches that deal with this interrelatedness. This can inspire insights, which then can inspire a right goal setting as the system is getting uncovered in which the problem or actor is in.

Continue to strategy:
(Systemic) Workshops
Systemic discussion

Applying systemic methodologies (in workshops or throughout the project)

Requires: low understanding of systemic design & medium design maturity. Open design brief and open project execution, high levels of trust.

If the design brief and/or defined project execution is quite open, there is a high possibility there is a openness for applying systemic methodologies. Either throughout the project, or within workshops. This is due to the client not fully phatomizing what design entails and therefore not knowing what are design thinking methods or systemic design methods.

Systemic Methodologies: (Systemic) workshops

Execute systemic methods in a field that is known to be designerly, where more trust is given you host the process

Seen in: Deichmans? Obos?

Requires:
- High levels of trust
- openness
- Design maturity (Low)

Effect on critical factors:
- Systemic maturity within the client
- Right insights
- Right Goal setting

Risk: Low.

When already started with the process, in order to activate a reframe, execute workshops that have some level of systemic methodologies or tools in them.

This will give:
Insights in interrelated parts for the team and the client. It helps to go into approaches that deal with this interrelatedness. This can inspire insights, which then can inspire a right goal setting as the system is getting uncovered in which the problem or actor is in.

Continue to strategy:
Systemic discussion

Trojan horse: selling systemic design as another form of design

Execute systemic methods in a field that is known to be designerly, where more trust is given you host the process

Seen in: Deichmans? Obos?

Requires:
- Design maturity (Low)
- Systemic maturity (Low)
- Trust
- Openness

Effect on critical factors:
- Right Insights
- Right Goal setting

Risk: medium

When selling the project, a client can get scared by the naming of new approaches or methodologies, not so much as the openness and the scope of widening the project. Another approach sounds scary, therefore, a approach could be sold as traditional double diamond or a service design traject.

This will give:
Opportunities to execute strategic design without the client knowing. The downfall is that there is no transparency in this approach, and might not deliver a positive pursuit impact.

Continue to strategy:
Systemic discussion

The (systemic) project follow up

Execute systemic methods in a field that is known to be designerly, where more trust is given you host the process

Seen in: Deichmans? Obos?

Requires:
- Understanding of systemic design (low)
- Medium design maturity
- Open Design Brief
- Open ropject execution

Effect on critical factors:
- Right Insights
- Right Goal setting
- Hierarchy of execution
- Resources
- Trust

Risk: Low

Assuming a project can't be reframed due to people not being able to give the calls that a project needs to be reframed, or reframing is not possible within the given time/money resources, not all hope is lost. Sometimes, clients need a bit of time to recollect themselves. Therefore it is possible to propose a project where such a reframe or broader scope can be achieved, and the current project can be done to build trust.

1. Try to skip this step and go directly towards two. otherwise: Deliver what they ask (simple or complicated)
2. If possible, let the project have systemic impact within the organisation, already framing towards a systemic approach to let the client get familiar.
3. Plan the project execution with a bigger timeline in sight (do this if there is a high chance of continues working together, see if this project fits within a visioned long term approach)
4. positive sustainable impact.

The first project can be of systemic nature just to let the company get familiar on systemic design, afterwards it focuses on positive systemic impact, going beyond the company.

This will give:
Opportunities to execute strategic design without the client knowing. The downfall is that there is no transparency in this approach, and might not deliver a positive pursuit impact.

Continue to strategy:
Systemic discussion

Reframe Execution: Strategies to Execute

"How to execute a project reframe?"

Reframing indicators

"When to reframe a project?"

There can be different indicators within a project (either during or before) that might make it essential to start the process of reframing.
Underneath is a summed up list of good indicators that can nudge a project or team into starting the reframing process.

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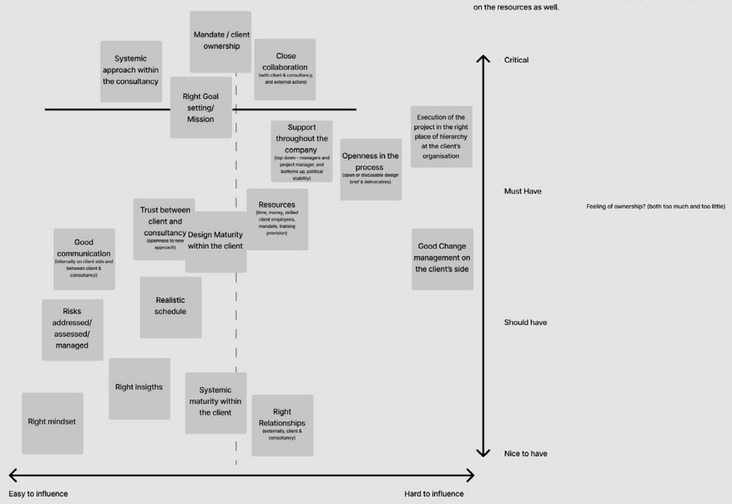
- The ambitions of the client's project proposal seem (too) ambitious (but they have no clue on how to get there)
- The right amount of Success Factors (see right) are in place.
- The client has a very concrete solution of a complicated/complex problem (but can't seem to create/implement it because the problem is too complex)
  - they are jumping to conclusions
  - the problem is fuzzy (they can't describe it well)
    - know the causes and effects of the problem

Take me to the reframing model

Critical factors

"What are the right conditions for a project reframe to happen?"



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Feeling of ownership? (both too much and too little)

Execution systemic project: Elements in place

"What elements and setup are needed to execute a systemic project/ Where to reframe a project towards?"

Ideally:
partnership public private ecosystems to work with
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non-linear way of funding projects.

A way to deal with linear processes within a non linear approach:

funding and actor involvement along the way: frame agreement.

Phase 0: continously understand the problem.

Ecosystems and mission driven leadership.

Long term thinking, collaborative development and deliveries

Societal perspective and point of view and collaboration

Systemic portfolios with strategic framing

Maybe a comparison what is good systemic design what is bad?

Systemic project depends on the freedom in the project decided by the brief
- depends on procurement
- how the project is approached

who is involved
- actor mapping?
- also brief

when the reframing was done
- didn't need to happen/earlyl/after project start (also related to the brief)

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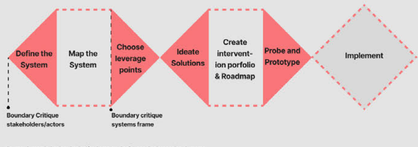

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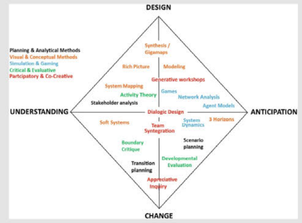

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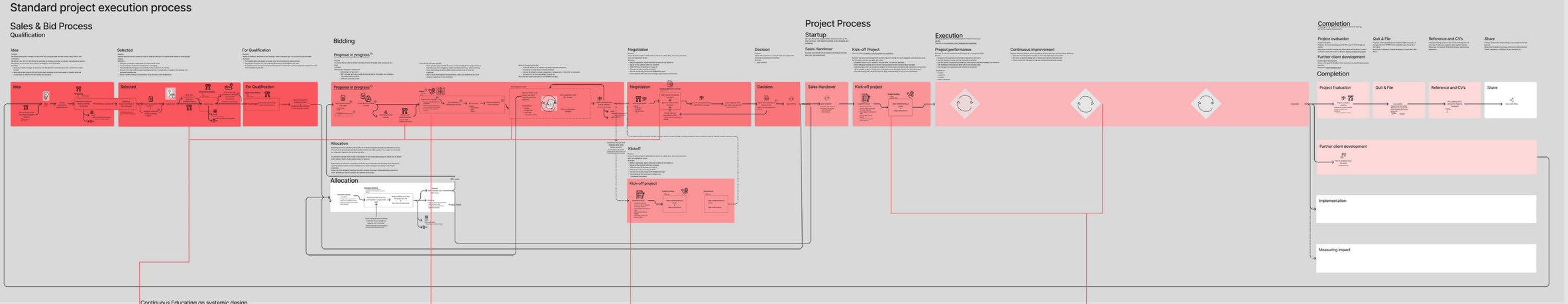

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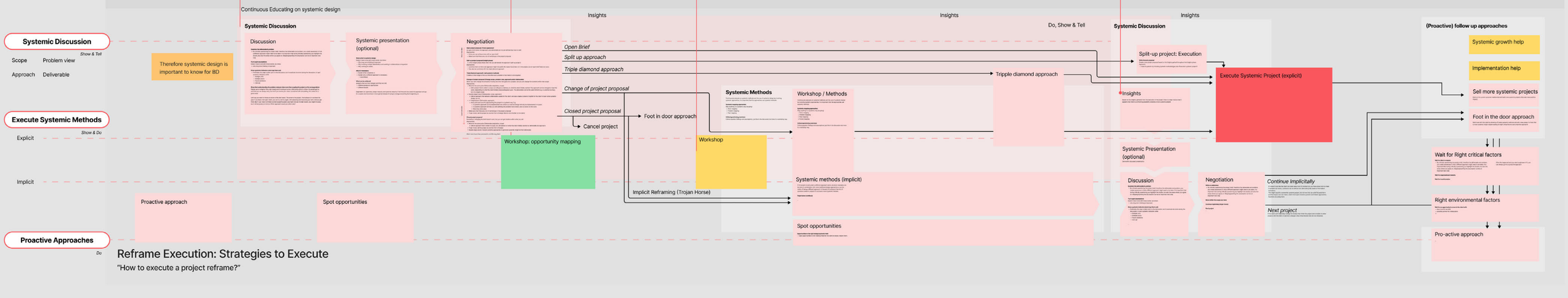

Systemic Reframing Canvas.

Or, how to change (design) projects towards a systemic (design) projects.

Glossary
Reframing = A shift in (either) the way of looking at the problem situation and the **scope** the project takes place in, and the way of **approaching** the project and the final **delivery** at the end of the project.
Where the problem situation is regarded as complex instead of simple/ complicated and dealt with accordingly, according to a systems way of thinking, added towards a design way of thinking about a problem.

Systemic (Design) Project = A project which tries to achieve (long) lasting impact on a systemic scale, that means in a broader context than its executing in. This often involves multiple stakeholders, systemic design approaches throughout the project and an assessment of potential impact.

What for?
This framework was made to guide people through the process of framing a project towards one that has systemic impact. That being, impact that is achieved beyond the existence of the company to better the world outside.

It answers the following questions:
- When to reframe
- How to reframe
- Where to reframe
- What needs to be in place after the reframe
- How to continue

For whom?
This framework is made for people (designers, business developers, project managers) new to systemic design. It gives a guide on where to start within systemic design, links to useful resources (panel #5), and helps you to create this reframing

Why reframing?
The ideology beyond this framework is that the way we are currently operating within projects that do not sustain problem solving for complex problems, only simple and complicated ones. Since this is unfortunately the status quo of nowadays problem solving, projects need to be reframed towards an context where projects can deal with complex problems. That is, being able to see the problem in a different problem view, scope, and have systemic approaches, creating systemic deliverables, as presented in panel 4.

In an ideal world, projects would already be executed according to this mindsets, tools and methods presented in panel 4 and 5. But unfortunately, this is not the case.

Therefore this frame is made to help whomever is ready to make the steps towards complex problem solving by reframing different elements in a project, and is comfortable with the mindset behind systemic design.

If not, it is advised to first read and understand the information presented in panel 4 and 5.

Start off a project by understanding the current scope, stakeholders, and the problem that the project is trying to address.

Systemic project depends on the freedom in the project decided by the brief
- depends on procurement
- how the project is approached

who is involved
- actor mapping?
- also brief

when the reframing was done
- didn't need to happen/early/after project start (also related to the brief)

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Maybe a comparison what is good systemic design what is bad?
or things to look out for.
comparison by what needs to be there for implicit reframing or explicit reframing? Is there a difference?

Ideally:
partnership public private
ecosystems to work with
open collaboration
Open procurement
Systemic Maturity

1. Reframing indicators

"When to reframe a project?"

There can be different indicators within a project (either before, during or after) that might make it essential to start the process of reframing.
Underneath is a summed up list of good indicators that can be ways to nudge or challenge yourself and your team into thinking if a project should be reframed or not.

This part of the map can be cut out or be printed, and be placed somewhere close in your working environment, to potentially trigger you to think if a reframe is possible..

There are grand positive potential ambitions linked to the project
- When there is an ambition/hunch from Halogen's team on, on behalf of the client, to bring the project towards a bigger scope/to achieve more impact
- The ambitions of the client's project proposal seem (too) ambitious (but they have no clue on how to get there)
- Ambitions in the project are oriented towards positive change and promote sustainability and equity

Impact in areas beyond the project scope might be possible
- Project insights indicate that bigger impact on a broader scope can be achieved

The project has elements that describe a complex problem such as
- Factors in the project that show the interconnectedness of social, economic, environmental, and technological systems.
- Coercive powerplay
- Multiple other stakeholders/actors connected to the problem
- Long term impact in many different areas/expertise
- Problem focus that is siloed
- Problem focus that focuses on the symptoms and not on the root cause
- Problem focus on a singular problem instead of there actually being multiple dependencies: a cause and effect network of problems

Indications that the current way of solving the problem is wrong
- The client has a very concrete solution of a problem, but can't seem to create/ implement it because the problem is too complex.
  - ideally, the client understands the lack of the right approach too
- The client is jumping to conclusions to what is the actual problem too soon
  - The problem is described in a fuzzy way (they can't describe it well)
  - The client doesn't know the causes and effects of the problem

Right Critical factors for a reframing success are in place (see panel 2)
- Enough of the important of Critical Factors are in place to take the risk compared to what Halogen can gain out of the project.

Take me to the digital reframing model

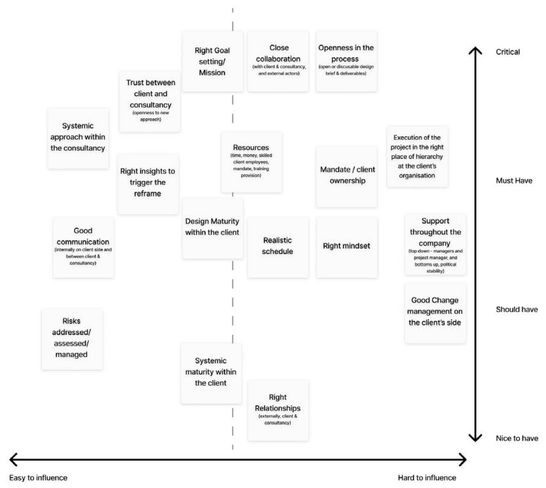
Cut me out and hang me close for continuous inspiration!

2. Critical factors

"What are the right conditions for a project reframe to happen?"

In order to judge if a reframe can be possible, it is good to know if the right critical factors are in place. The critical factors underneath are critical to the success of project success, and success for a project reframe. It is therefore important that as much as possible are in place, to reduce the risk of the project and reframe not succeeding.

Underneath the different critical factors, and it is important to find out if the client is meeting these conditions. In order to do so, use this canvas to color in the squares.
Green for present, red for not present, and orange if it is not sure or you are working on changing some of these aspects.



Continuation criteria

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Factors that are not in place can be worked on (such as support throughout the whole company, and change management) but should be taken into account into the complexity of the project, and are dependent on the resources as well.

There is no advised amount of critical factors that should be present. Neither does it mean that if not all/none of the critical factors and muste have factors are in place, the reframe shouldn't happen. This table should only function as a discussion tool to consider if a reframe should take place.

Factors to take into account
- complexity of the problem
- stakeholders involved
- systemic factors
- Power imbalances
- Sustainability
- Set up of the project (preferably, open, flexible, involved with multiple people)

things to look out for
- gap of unturnable big projects (lack of mission, & right understanding?, lack of being dynamic/flexible/agile)
  - KPI's people work for have to be in the mission's interest, if that is impossible, new KPI's need to be set.
- Project is not delivering the right results/is going nowhere (no feedback loops, not assessing of impact, lack of mission, no one dares to steer the plan (lack of ownership or right roles that are assessed).
- addressing the wrong mission or problems (lack of understanding in problem situation, defined system and feedback loops)
- Project is not being carried after the deliverable (lack of ownership)
  - feeling or lacking of ownership (wrong task distribution and no real ownership, not right inclusion of actors)
- are you actually creating systemic change or what are you contributing to? (assessing impact, including right actors).

What elements and setup are needed to execute a systemic project/
"What needs to be in place for a systemic project"

4. Execution systemic project: Elements in place

"What needs to be in place for a systemic project?/Where to reframe a project towards?"

The goal of a systemic design project is to create sustainable and equitable solutions that consider the interconnectedness of social, economic, environmental, and technological systems. The ultimate goal of a systemic design project is to create positive change and promote sustainability and equity.

Systemic design projects aim to address complex, systemic problems that require a holistic and integrated approach.

They include:
- collaborating with stakeholders from different fields to gather diverse perspectives and insights on the problem, and gather mandate on carrying on tasks after the project finalization.
- systemic design processes that aim to identify the root causes of the problem and create solutions that address them, rather than just treating the symptoms.
- an assessment or consideration of long-term impacts of the solution and the client's main mission on society and the environment, rather than just short-term benefits

It's important that these factors are therefore in place. This part is a check list and own created action plan in how to bring those elements in place in order to be able to execute a systemic (design) project. The white spaces underneath the text can be used for this. The project process timeline in panel 3 can be used to see what to do where. For methods and modes of practice, please refer to panel 5.

Expanded scope and defined problem situation
Expand the scope of the design project beyond the traditional design problem and look at the bigger picture. Consider how the problem is connected to other systems and how it impacts important actors, society and the environment.

Known actors & stakeholders and co-creating with them
Co-create solutions with stakeholders. Map which stakeholders and actors are important to include, and involve those stakeholders from different sectors, including those who are usually marginalized or excluded from the design process. Co-creation ensures that the solutions are context-specific, relevant, and ideally, sustainable.

Defined system and feedback loops
Define the system that the design project operates within. It could be a social, economic, or environmental system. Consider the relationships, interactions and feedback loops between the different elements of the system, such as stakeholders, processes, and resources. Feedback loops are the circular cause- and -effect relationships between different elements of the system. Understanding feedback loops is crucial in identifying leverage points that can be used to create systemic change. Different mapping techniques as presented in panel 5 can help with this.

Assess the impact and how to measure it
Create an assessment of what the final goals are of this project, and if they are in line with company KPI's. Ensure that the project also creates value values beyond economic capital for other than only the client company and the consultancy itself. The project should generate value in other aspects now, but also in the (long-term) future. Look with all stakeholders and actors how different parties here might benefit from the results of this project, and create a plan on how to measure this delivered value.

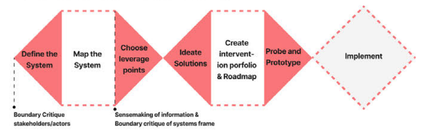
Create a mission shared by all
A shared mission gives a purpose and goal to research, analyse and design for. It should be carried by all participants, and the understanding should be the same in order to ensure everyone is working towards the same goal.

Integrate feedback loops and reflection moments in the design project, adjusting accordingly
Integrate feedback loops into the design project to create a systemic approach. Use the feedback loops to identify leverage points and develop solutions that can create systemic change. Ensure that the solutions are sustainable, scalable, and have a positive impact on society and the environment.

5. Execution systemic project: "How to Continue?"

Resources and references

The Systemic framework: inspired and adapted from Daniel Ospina, The Design Council UK,



Modes of practice

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  - paper: A framework for a systems design approach to complex societal problems
- Dialogic Design Practices
- Domain Framework
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- https://ellenmacarthurfoundation.org/adaptive-strategy-1-systems
- Innovation playbook by Halogen
- Framework for systemic design (Alex J. Ryan)
- A framework for a systems design approach to complex societal problems (JC Diehl)

Methods & Tools

Planning and Analytical Methods

- Stakeholder analysis
- Transition planning (Geels 2005)
- Scenario planning

Visual and Conceptual Methods
- Gigamaps (Sevaldson 2008)
- Synthesis maps (Jones and Bowes 2017)
- Rich picture (Checkland 2000)
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- Team syntegration (Beer 1994)
- Appreciative inquiry (Cooperrider and Srivastava 1987)

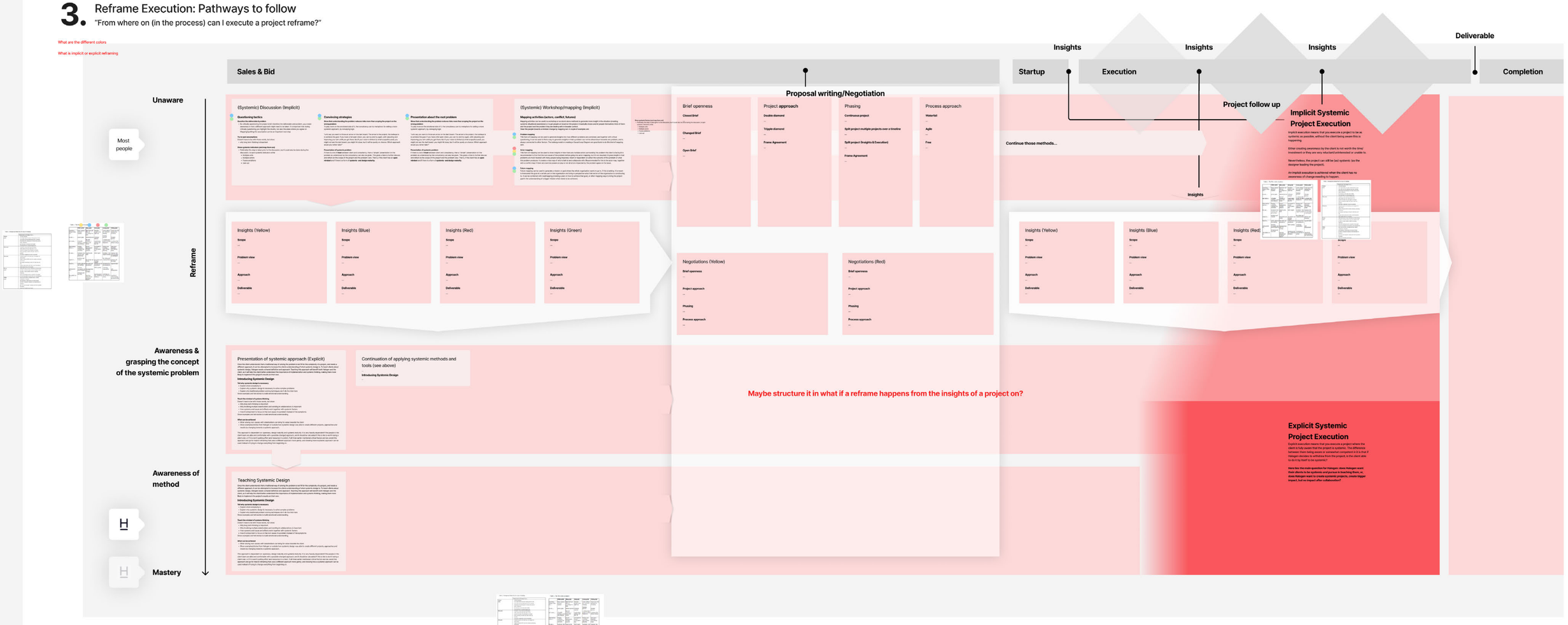
Source: Systemic Design: Design for Complex, Social, and Sociotechnical Systems

3. Reframe Execution: Pathways to follow

"From where on (in the process) can I execute a project reframe?"

What are the different colors

What is implicit or explicit reframing



Reframe Execution: Strategies to Execute

"How to execute a project reframe?"

Systemic Reframing Canvas.

Or, how to change (design) projects towards a systemic (design) projects.

Glossary
Reframing = A shift in (either) the way of looking at the **problem situation** and the **scope** the project takes place in, and the way of **approaching** the project and the final **delivery** at the end of the project.
Where the problem situation is regarded as complex instead of simple/ complicated and dealt with accordingly, according to a systems way of thinking, added towards a design way of thinking about a problem.

Systemic (Design) Project = A project which tries to achieve (long) lasting impact on a systemic scale, that means in a broader context than its executing in. This often involves multiple stakeholders, systemic design approaches throughout the project and an assessment of potential impact.

What for?
This framework was made to guide people through the process of framing a project towards one that has systemic impact. That being, impact that is achieved beyond the existence of the company to better the world outside.

It answers the following questions:
- When to reframe
- How to reframe
- Where to reframe
- What needs to be in place after the reframe
- How to continue

For whom?
This framework is made for people (designers, business developers, project managers) new to systemic design. It gives a guide on where to start within systemic design, links to useful resources (panel #5), and helps you to create this reframing

Why reframing?
The ideology beyond this framework is that the way we are currently operating within projects that do not sustain problem solving for complex problems, only simple and complicated ones. Since this is unfortunately the status quo of nowadays problem solving, projects need to be reframed towards an context where projects can deal with complex problems. That is, being able to see the problem in a different problem view, scope, and have systemic approaches, creating systemic deliverables, as presented in panel 4.

In an ideal world, projects would already be executed according to this mindsets, tools and methods presented in panel 4 and 5. But unfortunately, this is not the case.

Therefore this frame is made to help whomever is ready to make the steps towards complex problem solving by reframing needed elements in a project to a state that supports systemic design, and is comfortable with the mindset behind systemic design.

If not, it is advised to first read and understand the information presented in panel 4 and 5 to know where you want to end up in the reframe.

Project details

Project Name

Internal team

Client team

(potential) actors involved

Defined problem situation

Scope

(Initially defined) Project Approach

(Desired) Deliverable

Budget

Hours

1. Reframing indicators

"When to reframe a project?"

There can be different indicators within a project (either before, during or after) that might make it essential to start the process of reframing. Underneath is a summed up list of good indicators that can be ways to nudge or challenge yourself and your team into thinking if a project should be reframed or not.

This part of the map can be cut out or be printed, and be placed somewhere close in your working environment, to potentially trigger you to think if a reframe is possible. A big part of it is left blank for own additions to it.

There are grand positive potential ambitions linked to the project
- When there is an ambition/hunch from Halogen's team on, on behalf of the client, to bring the project towards a bigger scope/to achieve more impact
- The ambitions of the client's project proposal seem (too) ambitious (but they have no clue on how to get there)
- Ambitions in the project are oriented towards positive change and promote sustainability and equity

Impact in areas beyond the project scope might be possible
- Project insights indicate that bigger impact on a broader scope can be achieved

The project has elements that describe a complex problem such as
- Factors in the project that show the interconnectedness of social, economic, environmental, and technological systems.
- Coercive powerplay
- Multiple other stakeholders/actors connected to the problem
- Long term impact in many different areas/expertise
- Problem focus that is siloed
- Problem focus that focuses on the symptoms and not on the root cause
- Problem focus on a singular problem instead of there actually being multiple dependencies: a cause and effect network of problems

Indications that the current way of solving the problem is wrong
- The client has a very concrete solution of a problem, but can't seem to create/ implement it because the problem is too complex.
  - ideally, the client understands the lack of the right approach too
- The client is jumping to conclusions to what is the actual problem too soon
  - The problem is described in a fuzzy way (they can't describe it well)
    - The client doesn't know the causes and effects of the problem

Right Critical factors for a reframing success are in place (see panel 2)
- Enough of the important of Critical Factors are in place to take the risk compared to what Halogen can gain out of the project.

Take me to the digital reframing model

Cut me out and hang me close for continuous inspiration!

2. Project related Critical Factors

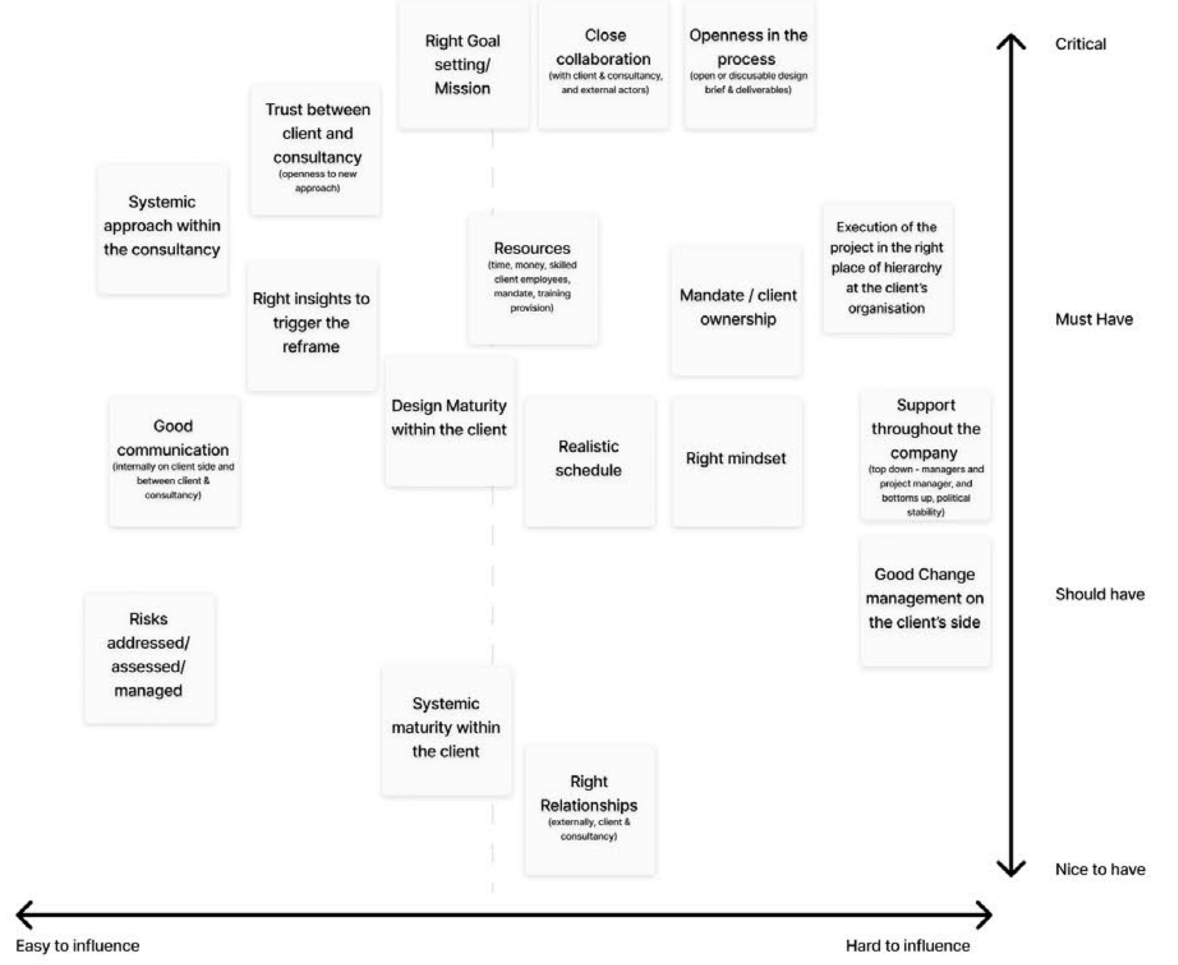
"What are the right conditions for a project reframe to happen?"

In order to judge if a reframe can be possible, asses which critical factors are present in the project context using the matrix below, and determine the how risky the reframe can be.

The critical factors underneath are critical to project successes, and success for a project reframe. It is therefore important that as much as possible are in place. They should help as a guiding tool to discuss if the reframe is worth the risk and resources compared to the potential value this project can create for Halogen (and beyond Halogen).

How to use?
In order assess the critical factors, use this canvas to colour in the squares:
- Green for present
- Red for not present
- Orange for uncertain or being worked on

After, use it for internal discussion if it is worth to continue the reframe based on what Halogen can receive out of this partnership, compared to potential failing of the project and extra resources need to be put in.



Continuation criteria

There is no advised amount of critical factors that should be present. That also means that if not all/none of the "critical" factors and "must have" factors are in place, the reframe shouldn't happen. This table should only function as a discussion tool to consider if a reframe should take place.

Many of these assets are connected with each other. The presence or absence of some factors doesn't mean a certain continuation or stop of a project. But, are important to take into account into the risk assessment of the project reframe and the project itself succeeding. Factors absent can be worked on, but affect project complexity and require extra resources. These should be taken into account in the risk analysis.

What critical factors are we worried about?

(How) can we change the presence of those factors?

What can be the effect of the critical factors being absent?

What is the potential value this project can deliver to us, and beyond us?

What are the potential risks of this reframe failing?

Does the value outweigh the risk?
If yes, continue.
If not, avoid reframing and reconsider project continuation.

4. Execution systemic project: Elements in place

"What needs to be in place for a systemic project?/Where to reframe a project towards?"

The goal of a systemic design project is to create sustainable and equitable solutions that consider the interconnectedness of social, economic, environmental, and technological systems. The ultimate goal of a systemic design project is to create positive change and promote sustainability and equity.

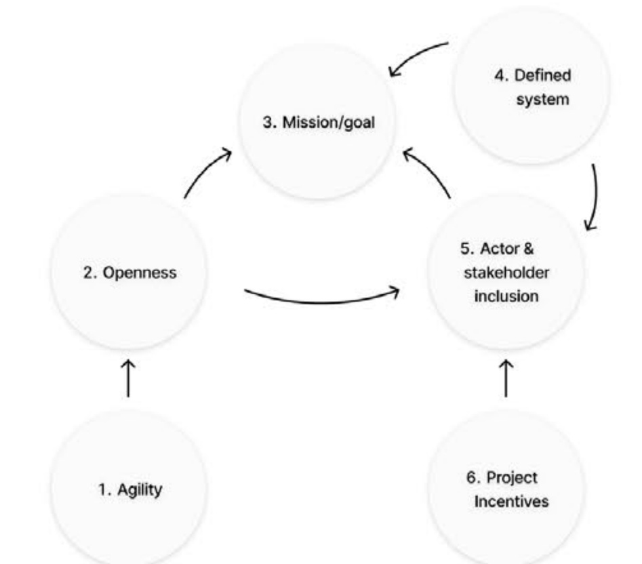
Systemic design projects aim to address complex, systemic problems that require a holistic and integrated approach.

They include:
- collaborating with stakeholders from different fields to gather diverse perspectives and insights on the problem, and gather mandate on carrying on tasks after the project finalization.
- systemic design processes that aim to identify the root causes of the problem and create solutions that address them, rather than just treating the symptoms.
- an assessment or consideration of long-term impacts of the solution and the client's main mission on society and the environment, rather than just short-term benefits

It's important that these factors are therefore in place. This part is a check list and own created action plan in how to create the right setting for those elements to exist or be reframed in order to be able to execute a systemic (design) project. The white spaces underneath the text can be used for this. The project process timeline in panel 3 can be used to see what to do where. For methods and modes of practice, please refer to panel 5.

What elements are generally present in a systemic project

Inspired and informed by case study research & observations from Halogen.



1. Agility (flexibility) of the project
   - When a project is agile, resources people and focus can be shifted when needed. This also requires the people within the project to understand this and be able to adapt to those changes.
2. Openness of the project (preferably, open, involved with multiple people)
   - In a systemic project, there is generally a very open approach of working together with clients and stakeholders, mostly according a "frame agreement". This allows everyone on the project to work on research or ideation when required, not phasing and limiting those phases of the process to a specified amount of time, work towards the same mission and be agile enough to switch focus if needed.
3. A mission/goal
   - In order to make sense what is being worked towards, there needs to be a common goal to work towards something and for everyone to accomplish. If a common goal lacks, there is no clarity when the project ends or what is being worked towards, letting the project spiral out of control without knowing how to steer in the right direction. Important is thus that initially, it must be decided by the initiating party carrying most responsiblity and mandate to identify a mission, and align it with other actors included.
4. A defined system
   - Define the system that the design project operates within. It could be a social, economic, or environmental system. Consider the relationships and interactions between the different elements of the system, such as stakeholders, processes, and resources, and the systemic factors that enable important problems within the system.
5. Inclusion of actors and stakeholders in the project
   - To work together towards a same goal of a complex problem, is that multiple actors and stakeholders connexted to the problem and the systemic factors need to be included when identified. This might cause a lot of friction due to the different type of actors there might be. It is therefore important actors and stakeholders are incenitified accordingly.
6. Project incentives (often: resources)
   - Not all actors might have the same willingness or intent to participate within the project. It is therefore important to let change happen and incentify people accordingly. this can be done according to the prevailing perspectives on change model by Caluwe and vermaak (2002). People on the project are often incentified by money (economic value), but this can also be other types of value according to the value impact model.

How to get systemic elements in place

In order to execute a systemic project, some elements need to be in place and defined. This comes mostly from gaining understanding of, and reframing of the 4 aspects of a project: scope, problem situation, approach and deliverable. Most of these steps are done simultaneously while reframing.

Define the system, systemic factors and feedback loops
Define the system of the design project, including its relationships, interactions, and feedback loops. Feedback loops are the circular cause-and-effect relationships between different elements of the system and are key to identifying leverage points for systemic change in the system. The system could be social, economic, or environmental. Mapping techniques from panel 5 can assist in this process.
Obtained by: project learnings & research, broadening the scope, defining the problem situation, defining the actors, initial research phase (phase 0).

Create a mission shared by all
A shared mission gives a purpose and goal to research, analyse and design for. It should be carried by all participants, and the understanding should be the same in order to ensure everyone is working towards the same goal.
Obtained by: co-creation sessions with all actors.

Create an agile and open way of executing the project (as showed in panel 3)
By creating an open project process, meaning the scope, problem view, approach and the deliverable can always change (to some extent), will benefit the project not being too stuck. Therefore, the team needs to be agile as well and being able to switch up. Panel 3 goes more into the different strategies that can be applied to open up and negotiate a more open project.
Obtained by: splitting up the project, selling phase 0, getting into a frame agreement (see panel 3)

Assess the impact and how to measure it
Systemic design approaches should value sustainable solutions that generate positive impacts on society and the environment that align with company KPI's and stakeholder goals. Short term experiments should be executed and measured to match with the long-term effects on economic, social, and environmental aspects and avoid creating new problems or exacerbating existing ones.
Obtained by: creating a roadmap and measuring plan, conducting experiments, an action research approach.

Known actors & stakeholders and co-creating with them
Identify which actors and stakeholders are important in the current mission and problem situation. Address and be aware of power imbalances and address by creating a safe space for stakeholders to share their perspectives and ideas through ensuring that all stakeholders have an equal voice. Co-create solutions with these important stakeholders from different sectors, including marginalized or excluded groups. This ensures context-specific, relevant, and ideally, sustainable solutions.
Obtained by: project learnings & research, defining the problem situation, defining the scope, actor mapping and conflict mapping, incentives, created value for all, common goal.

Identify reasons and create incentives for actors to participate
Understand why actors and stakeholders would want to contribute in this project and to work towards a common goal. This is especially true for actors that have an opposing view. Try to find ways to incentify people, or to generate a gain out of this for them too.
Obtained by: Mission created by all (through same funds), Prevailing Perspectives on Change, resources (money), value creation for all.

Integrate feedback loops and reflections, adjusting accordingly
Integrate feedback loops into the design project to create a systemic approach. Use the feedback loops to identify leverage points and develop solutions that can create systemic change. Ensure that the solutions are sustainable, scalable, and have a positive impact on society and the environment.

5. Execution systemic project

"How to continue?"

After the reframe is done, the execution of the systemic project can start. Of course, in reality, this goes more in hand in hand with the reframe. Therefore the tools and methods could also be applied during the reframe.

The modes of practice show different ways of executing systemic design processes, while the methods and tools give more a way on how to fill in these processes.

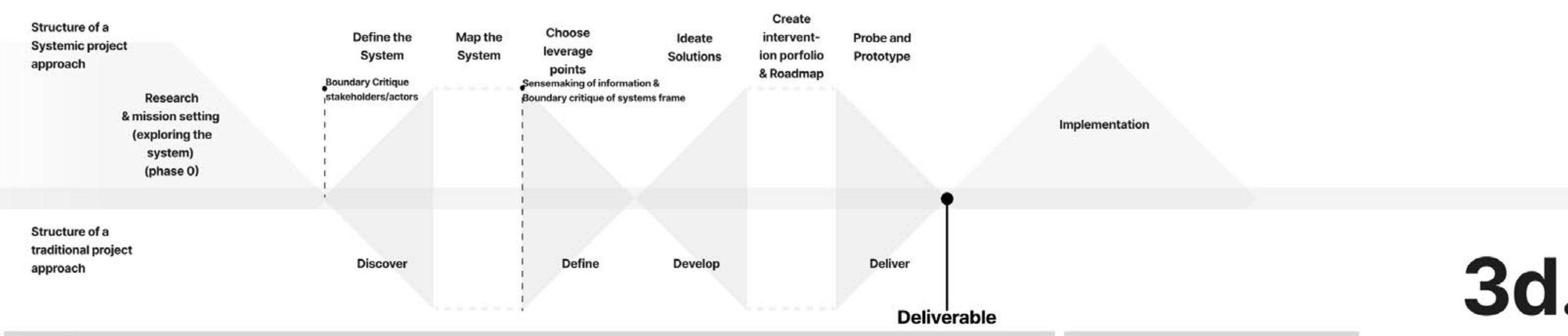
Lastly, there is a sum up of obstacles to look out for in project execution.

Modes of practice

- SOD (system-Oriented Design) (birger book & AHO course)
  - paper: A framework for a systems design approach to complex societal problems
- Dialogic Design Practices
- Domain Framework
- Systemic Design Toolkit
- https://ellenmacarthurfoundation.org/adaptive-strategy-1-systems
- Innovation playbook by Halogen
- Framework for systemic design (Alex J. Ryan)
- A framework for a systems design approach to complex societal problems (JC Diehl)

How is a systemic project generally structured

The Systemic framework: inspired and adapted from Daniel Ospina, The Design Council UK, and Halogen's case studies.
An example of how a systemic project is structured compared to a traditional project can be seen below, in order to create an idea of where to reframe towards to, and understand what in the project execution approach might need to change and when to execute which method. For more ideas on project execution and modes of practice, see panel 5.



Methods & Tools

- Stakeholder analysis
- Transition planning (Geels 2005)
- Scenario planning

Visual and Conceptual Methods
- Gigamaps (Sevaldson 2008)
- Synthesis maps (Jones and Bowes 2017)
- Rich picture (Checkland 2000)
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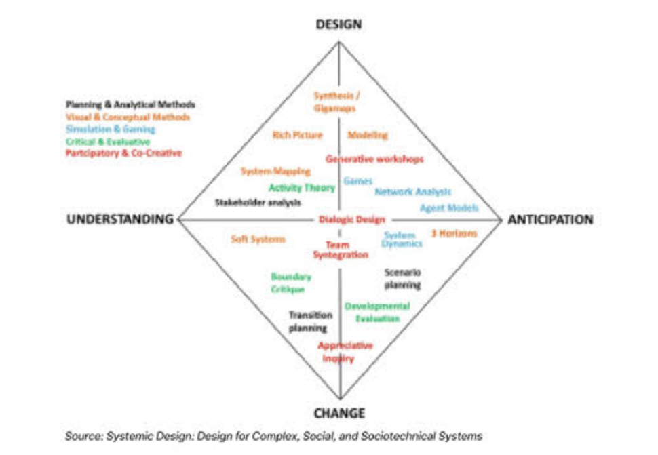


Source: Systemic Design: Design for Complex, Social, and Sociotechnical Systems

Obstacles to look out for and avoid

- gap of unturnable big projects (lack of mission, & right understanding?, lack of being dynamic/flexible/agile)
  - KPI's people work for have to be in the mission's interest, if that is impossible, new KPI's need to be set.
- Project is not delivering the right results/is going nowhere (no feedback loops, not assessing of impact, lack of mission, no one dares to steer the plan (lack of ownership or right roles that are assessed).
- addressing the wrong mission or problems (lack of understanding in problem situation, defined system and feedback loops)
- Project is not being carried after the deliverable (lack of ownership)
  - feeling or lacking of ownership (wrong task distribution and no real ownership, not right inclusion of actors)
- are you actually creating systemic change or what are you contributing to? (assessing impact, including right actors).

3. Reframe Execution

"How to execute a project reframe?"

In order to reframe the project, the four main elements of the current project need to be identified first: project **scope, problem situation**, project **approach** and **deliverable**. They are dependent on the eyed project mission/ambition. Even if the project hasn't started yet, it is good to understand what you know and what you need to find out before reframing a project. This information is necessary to determine if changes on the aspects will work out together within shifting the project.

This panel is split up in four parts:
3a. Try to identify the current scope, problem situation, approach and deliverable.
3b. Identify where in the project the team currently is
3c. See which of the four aspects of the project can be changed based on where the team currently is in the project, and which methods can be applied to achieve a project reframe.
3d. Compare with 3a and write out which of the four project aspects can be reframed, and if a combination of these aspects still yield a desired result towards the ambitions/missions from the client and project team.

3a. Reframe Preperation

"What do we currently know?"

Identify what the current status of the project aspects are,

A great indicator for systemic design is a potential mission or ambition hidden within the project of what this project can achieve. By writing it out and comparing it with the other aspects it can be seen if this ambition or mission can be achieved. The word ambition/mission can also be interchanged with goal.

(Hidden) Ambitions/mission

What is the client's goal of this project

What is the ambition of the team?

Defined problem situation

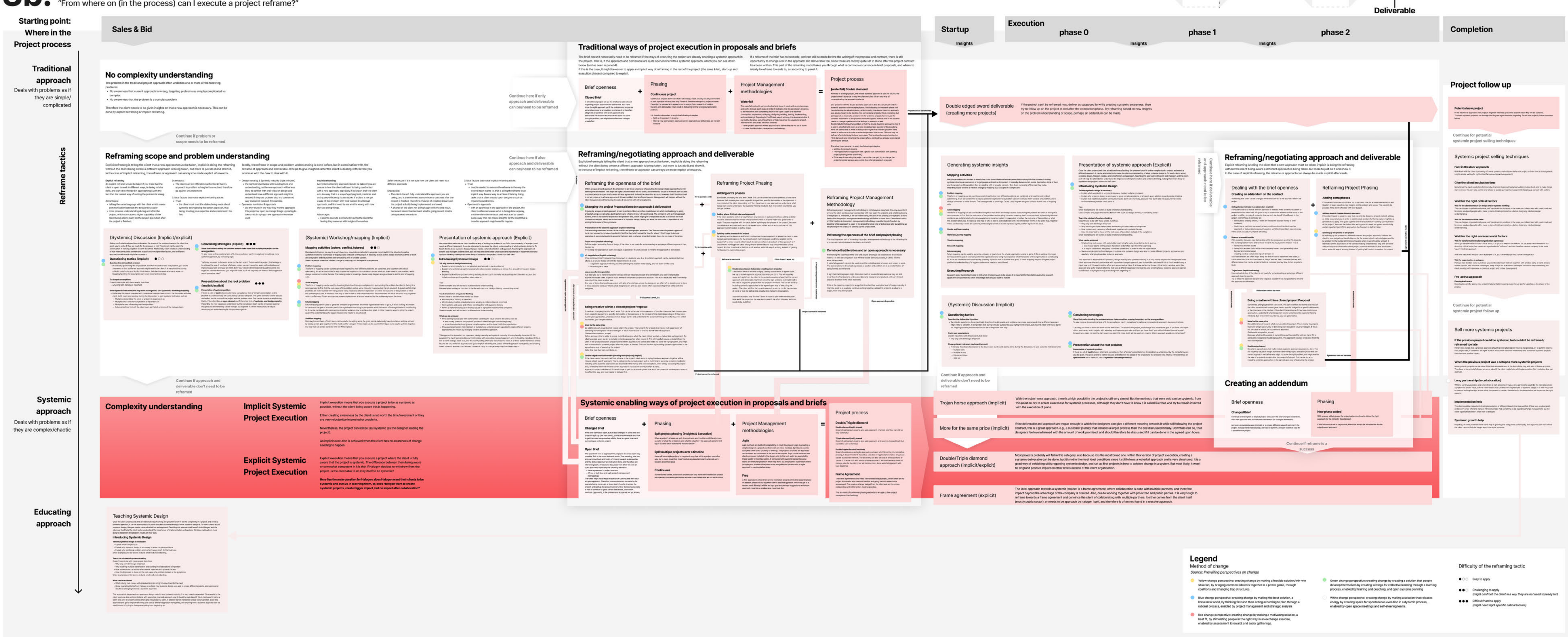
Scope

(Desired/initially defined) Approach

(Desired) Deliverable(s)

3b. Reframe Execution: Pathways to follow

"From where on (in the process) can I execute a project reframe?"



3c. Reframe Execution: Strategies to Execute

"How to execute a project reframe?"

3d. Reframe Execution: Elements to reframe

"What do I need to reframe?"

Reframing the project aspects

Expanded scope

Defined problem situation

Changed approach

Well thought-out Deliverable

Appendix B: Final Deliverables

Reframing Framework: Shaping Systemic Projects

How to move project context and content from a simple/complicated focus, to being able to deal with complexity.

What is this?
A framework describing a process of reframing the project context and content to be more systemic. It helps to find out if reframing should take place, what elements in and of a project should be reframed, and to create tactics to do so. Regardless of what phase the project might be in.

Who is it for?
Business Developer, Design (Team-lead), Sales in design consultancies.
Basically, anyone who is in charge of setting up, executing and/or following up (on) the project that has knowledge of systemic design practices and approaches in design consultancies.

What is the result?
Insight on internal and external alignment on what impact should be achieved, what elements should be fostered for in order to facilitate a systemic approach, and a creative space to ideate on how this might be done.

In what context can it be used?
This tool is meant for design consultancies that are reframing projects that are received by the client (vs. actively approached by the consultancy themselves) who operates within private sector.

When can this tool be used?
This tool is made so it can be used in whatever phase of the project process. Setup, execution and even follow up.

Foundations

0. Establish internal alignment on systemic design.
- *What are the approaches, modes of practice, processes and methods and tools that get applied?*
- *What competences and knowledge are needed in the office?*
- *How can we align this knowledge among our employees?*

Establish Internal alignment on (systemic) impact.
- What is the type of impact we strive for?
- How could that look like?
- What are preconditions to make that happen? What needs to change?
- What are strategic priorities? (prioritised domains/actors/sectors)
- What can we do to create this impact)

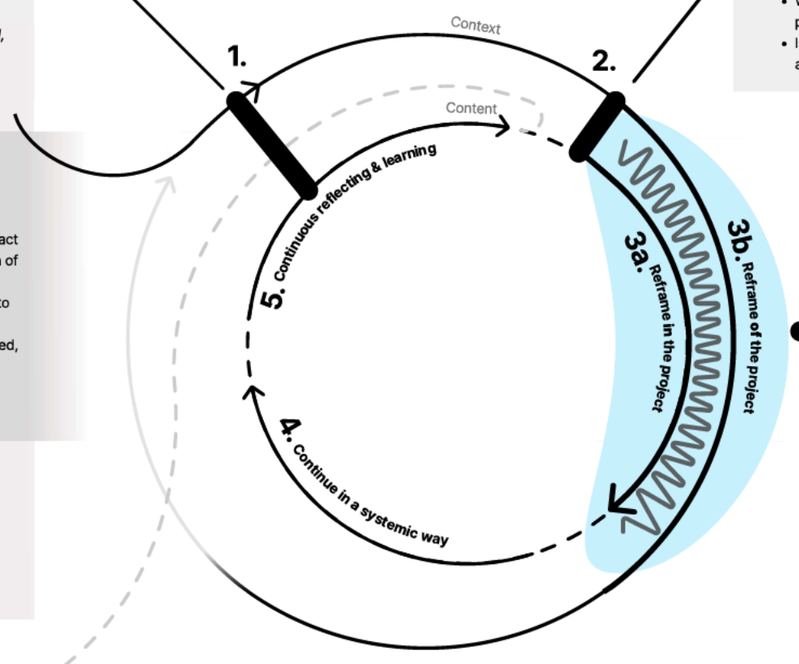
Implement faciliatory elements that enable systemic design
- *What is our strategic plan concerning systemic impact?*
- *What competences and knowledge are needed in the office?*
- *What current practices are there in the organisation that might need to adapt or change?*
- *What have we learned from projects that need to be applied within the organisation?*
- *What other elements are important to facilitate for systemic design projects?*
- *What actions and resources are needed to facilitate for this change?*

Reframing

1. Spot if there is Potential for Systemic Reframing and a Systemic Project
- What are triggers in this project that could indicate room for a (different) systemic design approach?

Could think of: amount of stakeholders involved, internal and/or external ambitions, problem structure, project insights indicating a different approach or deliverable is needed, complexity of the problem, scope of the problem

Spot the Potential for Systemic Impact
- What is the initial goal of this project
- to which higher goal does this project contribute?
- does it align with the client's vision of impact
- does it align with the consultancies' vision of impact?
- How can the project outcome contribute to this impact?
- Based on the impact that should be created, what should be the new project goal?



2. Assess the Feasibility of a (potential) Systemic Project
- What elements are in place?
- What elements need to be catered/ accommodated for of how the project is set up?
- What elements might make implementation hard
- What elements might make achieving impact hard?
- What impact can be achieved through the project as is?
- Is reframing a valuable choice for us, actors and/or the client?

3a. Reframe & accommodate IN project
- What are the insights that indicate a reframe?
- What about this insight makes it that a reframe needs to happen?
- What should be the new problem(s) focus?
- What should be the project problem(s) boundaries?
- Which approach should be used to target this/these problem(s)
- What should be delivered in order to target this/these problem(s)?
- Based on the impact that should be created, and the revised project aspects, what should be the new project goal?
- What are methods, tools & tactics could be applied to reframe?

3b. Reframe & accommodate OF project
- How to accommodate for these elements?
- What are Tactics that could be applied?

4. Continue in a systemic way
- Can the reframe be executed in the current phase of the project? (if no, go back to reframe)

5. Continuous learning, reflecting and evaluating
- What have we done?
- What did we learn from it?
- Are project goals still in line with the associated impact and mission of the project?
- What do we need to do differently? (go to reframe)

Outcome

- Insights in what potential risks could be and how to mitigate those
- Having a grasp if the reframe is possible based on impact, critical factors and implementation

- Knowing what elements need to be accommodated (for) or deviated.

- Which tactics will help to accommodate for the necessary elements.
- More resilience while reframing
- A vision where to go towards to/what you want to achieve after the reframe
- More focus on, and a clearer vision on impact

Reframing Canvas: Shaping Systemic Projects

How to move project context and content from a simple/complicated focus, to being able to deal with complexity.

4. Feasibility

4.3 What impact could be achieved if this were to be a systemic project?

Is it more than it being a non- systemic project?
Is it more than currently envisioned?

if necessary, put an arrow between the impact and a goal down below in the schematic

4.4 What impact could be achieved if this were not to be a systemic project?

Is it more realistic than it being a systemic project?
Is it easier to implement?

if necessary, put an arrow between the impact and a goal down below in the schematic

4.1 When approached in a (more) systemic way, what value can this project deliver?

To us?

To the client?

To potential actors & stakeholders?

4.2 When not approached in a (more) systemic way, what value can this project deliver?

To us?

To the client?

To potential actors & stakeholders?

4.5 Which critical factors are in place, and which need to be accommodated for?

Close collaboration (with client & consultancy, and external actors)	Openness in the process (open or discusable design brief & deliverables)	Realistic schedule	Right mindset	Mandate / client ownership
Good communication (internally on client side and between client & consultancy)	Right insights to trigger the reframe	Design Maturity within the client	Resources (time, money, skilled client employees, mandate, training provision)	Trust between client and consultancy (openness to new approach)
Risks addressed/ assessed/ managed	Systemic maturity within the client	Right Relationships (externally, client & consultancy)	Systemic approach within the consultancy	Right Goal setting/ Mission
Execution of the project in the right place of hierarchy at the client's organisation	Support throughout the company	Good Change management on the client's side		

4.6 What critical factors are we worried about not being in place?

4.7 What can be the effects of the critical factor(s) being absent?

4.8 How can we ensure implementation of this project?

Which critical factors need to be put into place?

How to foster for implementation in the current state of the project?

How to foster for implementation if the project will be systemic?

4.9 How can we ensure Impact?

Which critical factors need to be put into place?

How to foster for impact in the current state of the project?

How to foster for impact if the project will be systemic?

4.10 How hard would you rate it to make implementation and impact happen in the current state of the project?

Implementation ____ /10 Impact ____ /10

4.11 How hard would you rate it to make implementation and impact happen if the project were to be systemic?

____ /10 ____ /10

4.12 What are the potential risks of this reframe failing?

4.13 Why is or isn't it worth to pursue a reframe?

Is it still worth to pursue this project?
Compare answers from section 4 and decide whether or not it is valuable to pursue a reframe. If not, the canvas does not have to be filled in further.

Do the impact, goal and project content align?

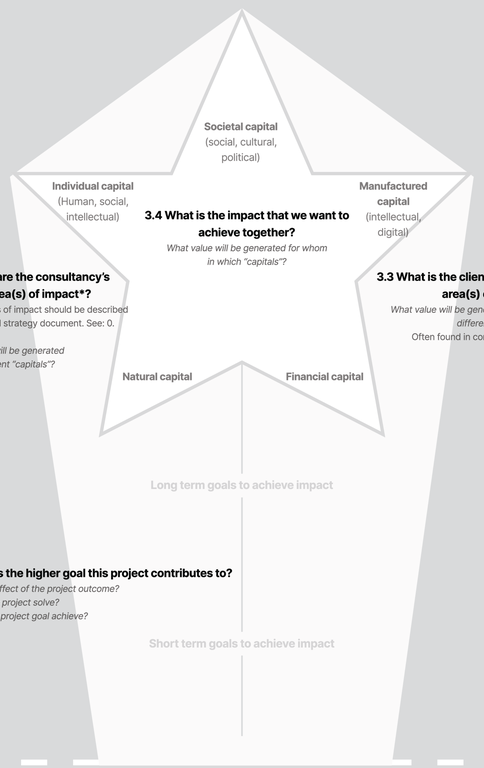
Does the project content align with the goal we want to achieve?
does the goal align with the impact we want to achieve?
If not, consider reframing or wait for this in step 5.

3. Impact

Use seperate 'impact canvas' with client to fill in!

3.5 How does this project contribute towards the envisioned impact?

It could help to think of what could long and short term goals be to achieve this impact, and where among those goals, the project goal lies.



3.4 What is the impact that we want to achieve together?

What value will be generated for whom in which "capitals"?

3.2 What are the consultancy's desired area(s) of impact*?

Internal areas of impact should be described in the internal strategy document. See: 0. Foundations.
What value will be generated for the different "capitals"?

3.3 What is the client's desired area(s) of impact?

What value will be generated for the different "capitals"?
Often found in company vision.

3.1 What is the higher goal this project contributes to?

What is the effect of the project outcome?
What will this project solve?
What will the project goal achieve?

1. Indicator

1.1 What are indicators in this project that could point towards room for a (different) systemic design approach?

(e.g.) amount of stakeholders involved, internal and/or external ambitions, problem structure, project insights indicating a different approach or deliverable is needed, complexity of the problem, scope of the problem, a reframe in the project content (problem, scope, deliverable, approach, goal)

2. Content

2.1 What are the project "elements"

Problem
What is/are the main problem(s) focused on in the project?

Scope
What (other) problems or elements of the problem are left in and out of scope?

In scope

out of scope

Deliverable
What is the deliverable as currently decided, to solve the problem?

Approach
What is the approach as currently decided, to define out the correct problem, scope and deliverable?

What is the initial goal of this project?

5. Reframe

Use seperate 'Reframing canvas: Shaping Systemic Project Context and Content' to fill in!

5.1 How can we accommodate for each needed element?

Which tactic(s) can we apply?
How will we apply them?
When?

Fill in the reframe canvas to individually reframe the different elements.

5.10 How does this affect the project (continuity)?

Can we continue reframing efforts?
Do other elements need to be reframed first?
If this element cannot be accommodated for, can we proceed systemically?
Can we continue the project at all?
Are we happy with the results if the project will not be executed in a systemic way?

Problem
Use Problem Framing canvas if needed

Scope
Use iceberg canvas and boundary critique if needed

Deliverable
Use the problem and scope to redefine the deliverable.

Approach
Use the project Foundations in step 0, or explore different modes of practice, processes, methods and tools.

What is the initial goal of this project?
Re-align impact, goal and project problem, scope, deliverable and approach in step 2 and 3.

7. Notes

6. Reflect

What did we learn?

What are new project insights?
Which of these learnings are valuable for internal use?

are we still on track for creating our desired impact?

What are the next (new) steps?

What needs to happen within the project content?
What needs to happen within the project context?
What needs to happen in the project continuation?

Reframing canvas: Shaping Systemic Project Context and Content

How to move project context and content from a simple/complicated focus, to being able to deal with complexity.

1 What element needs reframing?

2 How can we accommodate for the needed element?

Which tactic(s) can we apply?
How will we apply them?
When?

3 What are hurdles we are running into?

Any regarding new or other critical factors?

6 What tactics can we apply to move away from these hurdles, towards the desired scenario?

What do we have to do differently?
Which tactic(s) can we apply?
How will we apply them?
When?

4 What is causing these hurdles?

Are these new or previous identified critical factors?
Which factors are assumptions, and which do we know for sure?

5 What is the desired scenario we wish to see instead?

How would dynamics in the project content and context look if these hurdles were not there?

7 If this element cannot be accommodated for, can we still proceed in a systemic way?

What might be difficulties that we run into?
Will this diminish our chance of realisation of the project, implementation and/or creating impact?

8 What did we learn?

Which of these learnings are valuable for internal use?

9 What do we have to do (differently)?

How to continue from here?

10 How does this affect the project (continuity)?

Can we continue reframing efforts?
Do other elements need to be reframed first?
If this element cannot be accommodated for, can we proceed systemically?
Can we continue the project at all?
Are we happy with the results if the project will not be executed in a systemic way?

Impact canvas

How to move project context and content from a simple/complicated focus, to being able to deal with complexity.

3 What are the consultancy's desired area(s) of impact?

Internal areas of impact should be described in the internal strategy document.

What value will be generated for the different "capitals"?

Societal capital
(social, cultural, political)

4 What is the client's desired area(s) of impact?

Found in company vision

What value will be generated for the different "capitals"?

Individual capital
(Human, social, intellectual)

5 What is the impact that we want to achieve together?

What value will be generated for whom in which "capitals"?

Manufactured capital
(intellectual, digital)

Natural capital

Financial capital

6 What could be the long term goals to achieve this impact

Try to name long term goals that are relevant or extent the goal of the project.
What will you see happen when these goals are achieved?

7 What could be the short term goals to achieve this impact

Try to name short term goals that are relevant or extent the goal of the project.
What will you see happen when these goals are achieved?

Do the higher project goal and long/short term goals align? If not, repeat step 1 and 2 and reform the goal of the project in order to fit the envisioned impact

Does it contribute to long term, short term or no goals, to achieve the desired impact?

2 & 8 What is the higher goal this project contributes to?

What is the effect of the project outcome?
What will this project solve?

1 What is the initial goal of this project?

Reframing Canvas: Shaping Systemic Projects

How to move project context and content from a simple/complicated focus, to being able to deal with complexity.

Introduction

What is this?

A framework describing a process of reframing the project context and content to be more systemic. It helps to find out if reframing should take place, what elements in and of a project should be reframed, and to create tactics to do so. Regardless of what phase the project might be in.

Who is it for?

Business Developer, Design (Team-lead), Sales in design consultancies.
Basically, anyone who is in charge of setting up, executing and/or following up (on) the project that has knowledge of systemic design practices and approaches in design consultancies, but struggles with the reframing process of a traditional approach to a more systemic approach.

What is the result?

Insight on internal and external alignment on what impact should be achieved, what elements should be fostered for in order to facilitate a systemic approach, and a creative space to ideate on how this might be done.

In what context can it be used?

This tool is meant for design consultancies that are reframing projects that are received by the client (vs. actively approached by the consultancy themselves) who operates within private sector.

When can this tool be used?

This tool is made so it can be used in whatever phase of the project process. Setup, execution and follow up.

0. Foundations

The Foundations describe what an organisation should contain and work towards, in order to establish the possibility to achieve systemic projects. This step comes before all the other steps in the reframing process, as reframing is hard to achieve without the Foundations in place. It is therefore advised to tend to the matters written below before going into reframing.

Plan & Prepare

Create a knowledge hub of what Systemic design means internally.
Goal: Establishing internal alignment on systemic design

Format
The format of this knowledge hub can be either an internal website, quality management system, a playbook, a course, or a combination of these and other different types of media.

Advised content
- Processes, methods and tools for executing modes of practice of systemic design, with preferably which employees hold which knowledge
- An adaptive list for what potential indications could be, that show a project could potentially be systemic.
- Principles and Critical factors important or indicative for the company when to execute a reframe or not.
- Company own tactics on how to deal with reframing context and content of a project
- The strategy document of the company, where they want to be in x amount of years, and what impact they seek to create in which domains.

Relevant questions
- *What are the approaches, modes of practice, processes and methods and tools that we apply that we consider systemic?*
- *What is our strategic plan concerning systemic impact?*

Updates
Preferably this 'knowledge hub' is updated with learnings of previous projects. Learnings can be about the above mentioned points e.g. new methods and tools and how to execute those, new indications for systemic projects or new tactics on how to reframe.
- *What have we learned from projects that need to be applied within the organisation?*

Create a development plan on what practices or ways of working within the company need to be adapted.
Goal: Implement faciliatory elements that enable systemic design

Advised content
- Create an analysis on what elements need to be changed in order to facilitate systemic projects

Relevant questions
- *What competences and knowledge are needed in the office?*
- *What current practices are there in the organisation that might need to adapt or change?*
- *What other elements are important to facilitate for systemic design projects?*

Create or update the strategic plan to align with what type of impact the organisation wants to make.
Goal: establishing internal alignment on (systemic) impact

Advised content
- Define the impact what the company wants to make in which domains

Relevant questions
- *What is the type of impact we strive for?*
- *How could that look like?*
- *What are preconditions to make that happen? What needs to change?*
- *What are strategic priorities? (prioritised domains/ actors/sectors)*
- *What can we do to create this impact?*

Execute

Create a plan on how to align and implement this knowledge and practices internally in the company.
Goal: Implement faciliatory elements that enable systemic design and establishing internal alignment on systemic design

Advised content
- Focus on a long term and short term plan on how to accommodate systemic project, and through what steps to implement this plan internally in the consultancy organisation. *(e.g. training employees, improving the way projects are set up or ensuring reframing is done sooner in the project setup)*
- Keep the plan up to date and iterate when necessary

Relevant questions
- *What actions and resources are needed to facilitate for this change?*
- *How can we align this knowledge among our employees?*
- *What are preconditions to make the impact we strive for happen? What needs to change?*

Reframing Canvas: Shaping Systemic Projects

How to move project context and content from a simple/complicated focus, to being able to deal with complexity.

1. Spot if there is systemic potential

By correctly identifying the governing context, staying aware of choosing the wrong approach, and avoiding inappropriate reactions, decision makers in projects can lead effectively in a variety of situations (D. J. Snowden & M. E. Boone, 2007). By knowing what kind of context you are dealing with, the project can be adhered towards dealing with the right context. The following comparison is a simplified adaptation of case study insights and Snowden's comparison between simple/ complicated and complex/chaotic context. As a project normally deals with a simple/ complicated approach, this tool helps to compare both contexts and spot indicators that a project is being approached in a simple/complicated context, while it should be approached as a complex/chaotic context.

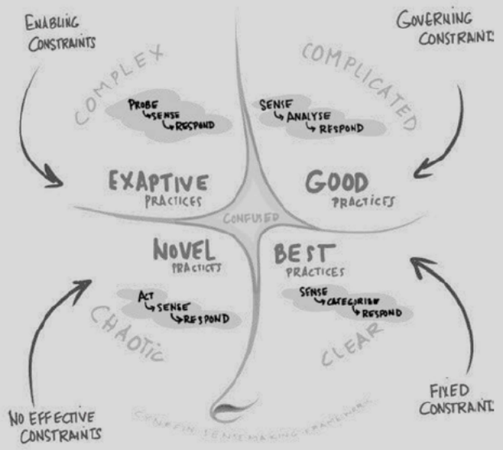


Figure 1. The Cynefin Framework. (Source: thecynefin.co)

Simple/ Complicated	Complex/ Chaotic	Project Indicators of incorrect simple/complicated context application*
expert diagnosis is required	All opinions and input matters; many competing ideas.	Multiple actors and stakeholders are not continuously involved; The project does affect multiple actors/stakeholders; Coercive powerplay;
Repeating patterns and consistent events.	Flux, unpredictability and sometimes even high turbulence.	There is not a clear understanding on why this problem occurs; the problem is described in a fuzzy way; The client doesn't know the causes and effects of the problem; the problem focus is siloed or on a singular problem; there are multiple dependencies causing a network of problems; the problem focuses on symptoms and not root causes; One solution won't solve the problem
clear or discoverable cause and effect relationships.	No clear cause-and-effect relationship, many interconnections.	
Known-knowns & -unknowns	Unknown unknowns, unknowables.	
One or more than one right answer possible.	No right answers; emergent instructive patterns.	
Fact-based management	Pattern-based leadership	The client already knows that the design should be, and how it should be done, but has a struggle to implement.
Best practices.	A need for creative & innovative approaches.	
		long term impact in different areas; project goals seem (too) ambitious; More (positive) impact can be achieved.

** These are indications saw during case studies and therefore are suggestive and not limited by this list. Advised is to make an own extension of this list in a knowledge document (e.g.) playbook as described in step 0. Foundations.*

Spot if there is potential for systemic impact

An important aspect of spotting for systemic potential, is the potential for impact. Impact is the red wire throughout the project, and what the project should be aligned with. That is, if the project is still delivering the desired (positive) impact the client and consultancy want to bring into the world. All the while, while trying to mitigate negative impact.

In the canvas, impact is viewed through the lens of what value can be delivered for which "capitals", as can be seen in figure 2.

Throughout literature, there are some discussions on which capitals to focus on. In the explanation we will focus on 9 capitals, where the canvas focuses on 5, where some thematics are combined. The explanation per capita is provided in the figure.

Furthermore, the figure contains different levels in which system it operates, in order to give an indication of where the envisioned impact would take place, according to Bronfenbrenner's ecological systems theory (1989).

These elements, the spotting of systemic potential as well as the spotting for potential impact, indicate an important first step to be made to assess the feasibility (step 2) of the project, in order to know if there is something worth pursuing in a systemic way, and if both client and delivering consultancy agree on which impact needs to be achieved. Within the canvas, this contains step 1, 2 and 3, as well as the separate 'impact canvas' that is the only element that is intended to be filled in with the client.

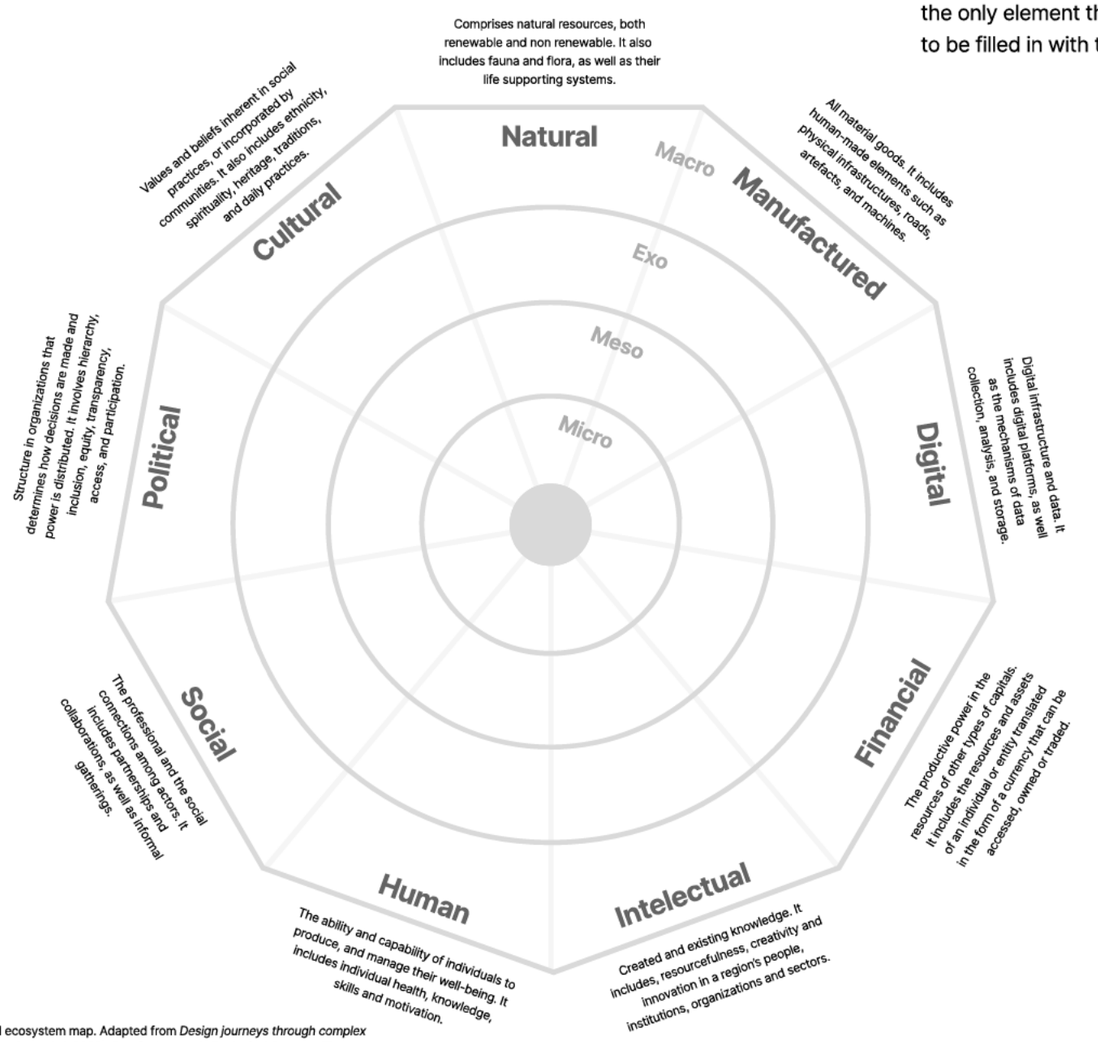


Figure 2. Multicapital ecosystem map. Adapted from *Design journeys through complex systems toolkit (Jones & van Ael, 2022), Bronfenbrenner's Ecological Systems Theory (1989),* and Wealthworks' *eight capitals model (n.d.)*

Reframing Canvas: Shaping Systemic Projects

How to move project context and content from a simple/complicated focus, to being able to deal with complexity.

2. Assess the feasibility of a systemic project.

The feasibility of the project is assessed by taking into account which critical factors are in place (which tie towards principles of systemic projects), what the potential impact is, and considering implementation possibilities of both the project as it is, and the potential systemic project. Step 4 in the canvas focuses on the assessment of the feasibility. This part of the guide mostly focuses on the principles of a systemic project and the critical factors that bring it in place.

Principles of a systemic project

The principles of a systemic project are elements that are expected to be present when executing a systemic project. It is what the critical factors enable to bring in place. It is initially the "end goal" of the reframe of the context, and a guideline to follow in order to know what to work towards to. Underneath are the principles explained, with which critical factors accommodate them. The principles are not reflected in the canvas.

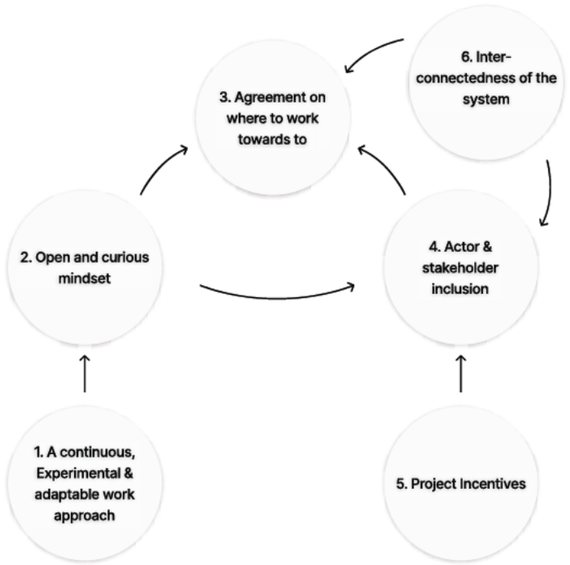


Figure 3. *Principles of Systemic Design*

1. A continuous, experimental & adaptable work approach

A systemic project is not a one-shot project, but rather a continuous project where change needs to be constantly implemented, monitored, reflected upon, and evaluated. When a project is experimental and adaptable, resources, people and focus can be shifted when needed. Just like the project aspects itself, such as problem view, problem boundaries, (systemic) approaches in the project and deliverable(s).

Critical factors: Systemic approach within the consultancy, Openness in the process, right insights to trigger the reframe, Realistic schedule, Risks addressed/assessed/managed, Good change management on the client's side

2. Open and curious mindset

To have an experimental work approach requires the people within the project to understand why this is important and be able to adapt to those changes with a continuous learning mindset.

Critical factors: Design Maturity within the client, Right mindset, systemic maturity within the client, Openness in the process

3. Agreement on where to work towards to

Actors within the system need to continuously work towards the same goal, in which the goal and mission reshapes along with new insights in the project, that might cause a shift in problem view, approach and deliverable. It's important that in order to align on what to work towards to, there is alignment with the personal (hidden) agenda and strategy of actors and stakeholders. But, there also needs to be a focus on what impact is eventually achieved in the overarching aspect of the project.

Critical factors: Right goal setting, Close collaboration, Mandate, Execution of the project in the right hierarchy, Trust between client & consultancy, realistic schedule, good communication

4. Actor & Stakeholder inclusion

Important in working towards a unified goal is a the holistic perspective on what the problems and it's boundaries are. This perspective is shaped by continuously including a broad scala of important actors and stakeholders.

Important stakeholders are those that hold power, legitimacy and/or urgency (Mitchell et all 1997).

Critical factors: *Close collaboration, good communication, right relationships, Execution of the project in the right hierarchy, support throughout the company*

5. Project incentives

In order to let different actors and stakeholders work towards the same goal and agree on it, it is important they are incentivised accordingly. Motivations and KPI's of each actor and stakeholder are important to be taken into account, as to align with their personal strategy.

This can be done according to the prevailing perspectives on change model, where there is differentiation between enforcing change through, social dependency, a clear result, attractiveness, changing through learning, and autonomous change (Caluwe and Vermaak 2002).

Critical factors: Resources, Mandate, *Execution of the project in the right hierarchy, support throughout the company*

6. Interconnectedness of the system

In systemic projects, complexity arises from involving all actors and stakeholders, and emphasizes the interrelatedness of the problems in scope. Systemic change isn't about solving a single issue but rather altering conditions that perpetuate occuring problems. Resulting in a portfolio of interventions rather than a singular design solution. As discussed, this approach requires continuous implementation and adaptation, not a one-time action.

Critical factors: *right insights to trigger the reframe, right relationships.*

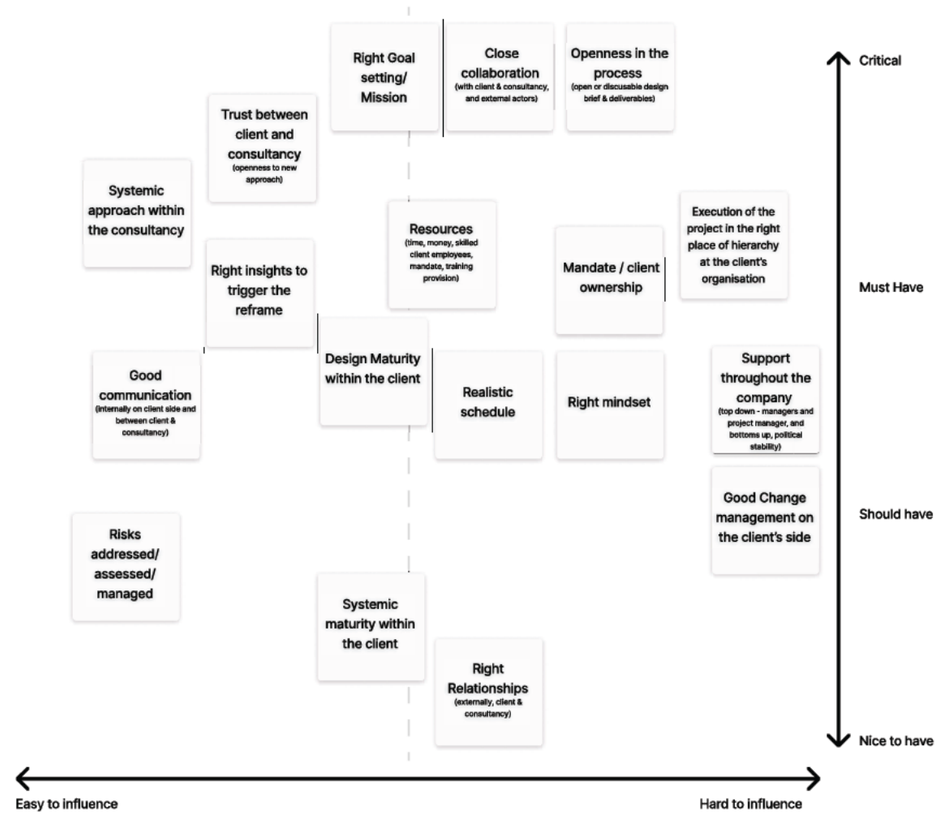


Figure 4. An assessment of the urgency and difficulty to bring Critical Factors in place. *Adapted from Fortune & White (2006)*

Critical factors

These critical factors of project succes are an adaptation of the paper of Fortune and White (2006). They dictate factors that are essential to project succes, and are adapted in this framework to fit the needs of a systemic project. Having these factors in place won't guarantee project success, neither the success of the reframe. But, increases its chances. The factors are assessed in step 4.5 in the canvas. Underneath and on the next two pages is an explanation for each critical factor, an indication for when it is in place and an explanation of why it is needed.

Systemic approach within the consultancy

It is important that sufficient staff members in the providing consultancy is aware, and shares to some extent an agreement on how systemic design should be executed. Making them able to apply methods and tools accordingly to the situation. Additionally to that, since the consultancy deals with problems that don't have a best practice, it should be able to adapt their approaches towards new scenarios. This requires a skilled team that is suitably qualified in the systems and design thinking mindset, and practicing methods and tools of systemic design. In which, systemic design projects are also enabled throughout the structure and setup of the consultancy itself. This requirement comes back in step 0. 'Foundations'.

Design maturity (within the client)

Design maturity is the maturity of the client on how they view design and it's the extent to which businesses incorporate design practices in their overall system (Invision, 2019). can be measured through different tools (DDC, 2001; Whicher et al., 2011; Invision, 2019; Nielsen Norman Group, 2021).

It is important that the client holds knowledge that design goes beyond a styling functioning (Whicher et al., 2011).

Design maturity is a needed factor due to the client being able to see the value of design as a problem solving practice, and to facilitate for credibility in the practices. This is highly related to trust.

Systemic Maturity within the client

After the Danish Design Center came with the Danish Design Ladder in 2001 (DDC, 2001; Wicher et al., 2011), an adaptation on the model was made in 2016 by Australian Deloitte director B. Hoedemaeckers, pleading for two additional steps.

Reframing Canvas: Shaping Systemic Projects

How to move project context and content from a simple/complicated focus, to being able to deal with complexity.

2. Assess the feasibility of a systemic project (continuation).

Critical factors

Systemic Change and Culture.

Systemic maturity could therefore thus been seen as the next step after design maturity has been achieved. Other indicators for Systemic maturity is the ability to apply systems thinking principles (see: mindset), or how ambitious their project goals are, or where in the world they would want to have (positive) impact (and how achievable this looks like).

If the systemic maturity in the client is absent, they might not understand the choices being made in the design process. For example, they cannot see the impact their organisation makes in the world, or don't feel a direct responsibility for it.

Right mindset

The right mindset points towards having a design thinking, and systems thinking mindset, and is thus correlated with design maturity and systemic maturity. It doesn't only involve understanding these practices, but believing and incorporating them, such as the believe that user testing or co-creation is important, seeing that constant shifting in a project and experimentation is needed, or seeing that problems in a project are relational.

The important elements of a design thinking mindset to incorporate are incorporating different views, ideating solutions, framing a new view on problems, communicating a story, iteration and bringing action towards analysis.
For systems thinking it is seeing connections, relationships, consequences, complexity and the whole picture. It focuses more on synthesis than analysis, on circularity instead of linearity and on emergence (Disrupt Design, n.d.; Arnold, 2015).

These elements are important due to getting leverage on why certain changes might need to be made in the project, and being able to convince the client of why certain approaches towards a problem need to be taken.

Openness in the process

Openness in the process dictates that the project must be "open" to reframe. Hence, the project brief must not be too restricting. Often times, approach and deliverable are two elements, set in stone once the project goes into project execution.

Within systemic projects, it often happens that the problem evolves along with the approach, creating a different deliverable.

The project must be open enough to change problem, scope, approach and deliverable in order to generate the right results that focuses on the right problem. This might also mean switching resources, priority, or focus during the execution of the project.

Right insights

The insights that hold the power to change a perspective or view on the problem, or scope, to understand different elements need to be included in the project, or attention needs to be shifted. It can also be little sparks of knowledge that can indicate a reframe. As explained, which indicate complexity or knowledge, such as that multiple actors are, or need to be, included.

To obtain the right insights in a project is a tough task, and is reliant on the skills of the designer, the connections it has between other actors and stakeholders, and on the project continuation, and the close collaboration between them.

the right insights are needed to start a reframe. But in order to achieve a project content reframe, the project context needs to be allowing for this reframe, therefore connecting with project openness.

Risks addressed/assessed/managed

Within a systemic project, there are many risks of colliding opinions of different actors and stakeholders, danger of being unable to implement the project to create impact or to foresee other issues such as some of the critical factors not being in place.

a good assessment needs to be made of what potential risks in this project can be, as well as what potential negative impact of this project might be.

This step is needed as a preperation for the "unknown unknowns" and explore possible scenarios of how elements can play out and to navigate or prevent them. The canvas partially helps with some of the critical factors, but cannot account for all the elements that might play in a project, since each project is unique.

Right goal/mission setting/Clear objectives

The right goal is focusing on solving the right problem, but also having everyone agree on the same goal and mission, and work towards it.

It is in place when all stakeholders and actors agree on the goal/mission of the project. Another possibility is having agreement on where to work towards to with incentives.

It is needed to create unity in the project, since working towards different goals will cause disagreement among all, and the project to fall apart if they are at least not somewhat in line.

Resources

With resources is meant time and money to execute the project, but also the right amount of skill in a project, the right employees and the right knowledge.

It is in place when the team feels there is a reasonable amount of time, money and skill available to execute this project in a systemic way. A rough indication for a project is around the 100.000 NOK/ 10.000 euro. But, impact on smaller scale is also possible to achieve with smaller budgets.

It is needed to finance and execute the project. Without the right resources the project will not exist.

Realistic Schedule

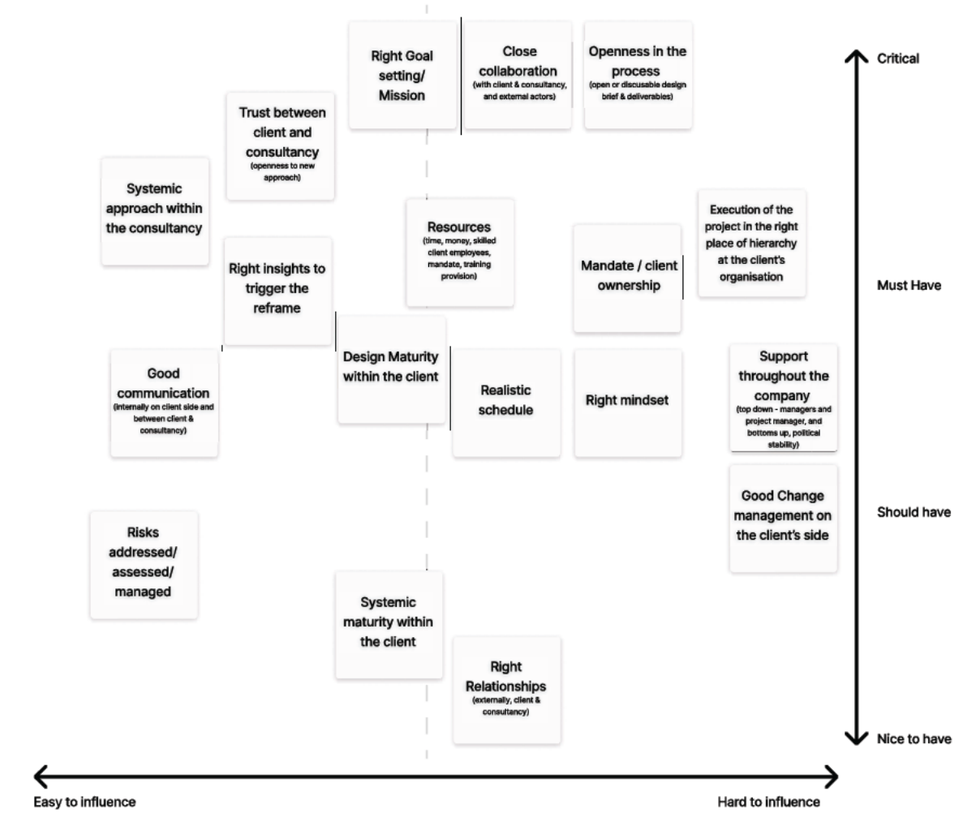
A project is bound to its resources and the time that can be spend on the project (before it needs to be delivered before a certain deadline). This can mean there is not a lot of time within the project (left), and it might therefore be tough to achieve a reframe or a systemic project in general. As there is no time for implementation, or trying to grasp how the system is behaving.

Trust between client and consultancy

Trust is defined by the client being able to rely in the knowledge and skill of the consultant.

A clear indicator of when trust is not in place is when they don't trust the process or approach in the project, which can be very coherent with not understanding it (see: mindset, design maturity and systemic maturity). It is in place when the client is transparent about its practices and information.
In order to bring it in place, it might take multiple projects of working together to build that trust. Or, the client must have heard of the delivering consultancy through their close network.

Trust is needed to convince the client of certain approaches if their maturity in (systemic) design is



low. Experimental approaches might be scary for the client. Trust can help to overcome this anxiety. It helps with allowing for a sudden shift in the project which is often needed, and to get in contact with the actors and stakeholders important to the client and the project. With more trust, there will be more transparency between the two parties, resulting in a smoother process of working together.

Close collaboration & co-creation

Close collaboration & co-creation depicts the ability to closely work with the client & user, but also important actors and stakeholders related to the project and problem, such as suppliers/contractors or other consultants (Fortune & White, 2006).

It is in place when there is accessibility to user/ actor involvement, and when the client sees value in doing such practices in the project. Ideally, the client is also part of actor collaboration and co-creation. Different viewpoints can feel as an indication that close collaboration is not achieved, but are essential in systemic design to understand the complexity of the problem (Fortune & White, 2006; Buckenmayer et al., 2021).

Close collaboration & co-creation is needed to discover different viewpoints, and the social complexity of the problem, in order to reach an outcome where most important actors and stakeholder, according to the salience model of Mitchel et al (1997), can agree with.

Right relationships

Right relationships indicate the right connections to important users, actors and stakeholders according to the salience model of Mitchel et al (1997). That is, actors that hold power, legitimacy and/or urgency.

It is hard to know when it is in place, since it is not always known which actors are left out (unknown unknowns). It is important to include (groups of) actors that are part of, or affected by the problem, and constantly analyse what other groups could be missing.

To have the right relationships is important to work together towards a solution that fits all as good as possible. Differentiating viewpoints will come up. but being able to mitigate those, will bring the project closer to a solution.

Good communication & feedback

It is important that within the team there is clear communication and feedback on improvement points. Therefore, what can be done better within the project. Within a project, continuous improvement needs to be taken into account

It is in place when there is not an abundance of meetings, but meetings are concise have clear goals, and can be revised by people who couldn't be available. The communication between all parties is ideally transparent and honest. And feedback is constructive. Feedback can be taken into learnings and are build towards improvement points, that are taken into action.

Reframing Canvas: Shaping Systemic Projects

How to move project context and content from a simple/complicated focus, to being able to deal with complexity.

2. Assess the feasibility of a systemic project (continuation).

Critical factors

It is important to have this aspect in place in order to facilitate the right way of information sharing, to keep aligning on goals, approaches and understanding of the problem.

Support throughout the company
Support throughout the company means that ideally, everyone in the client company supports the project. This is rather impossible to achieve, but important stakeholders to win over are top managers, workers of the company, and, at least, the manager of the project. This depends on that the project manager is competent and supportive, and there is little to no coercive power in the company that workers do not dare to speak up. Otherwise, this needs to be included in the change management of the client company and project (if its the case that the project needs these aspects to be in place).

Support is in place when interest and support (agreement and continuation) is shown in the project.

It is needed to get internal funding and approval for certain approaches. As well as getting people on board to help to execute the project or follow project goals.

Execution of the project in the right place of hierarchy at the client's organisation
Closely connected to 'support throughout the company' is the execution of the project in the right place of hierarchy at the client's organisation. It means that neither project that is being executed within the most upper or most "low" players in the client hierarchy, can be fully successfully executed. With workers there needs to be mandate, and with top managers, needs to be convincing. Therefore, accessing and including these "right actors/ stakeholders", as discussed in 'Right relationships', is important. Also internally in the client company, to let a project take off.

It is in place when there are indications of mandate and there are chances of top management being convinced. This might only be able to show later on in a project. It is therefore important to assess the general design and systemic maturity of the client and important actors that need convincing, or if they are open to learn about this.

Mandate
For projects to be carried on internally and externally, it is important to get the right mandate. This can mean internally in the client company (see: support throughout the company), but also from actors and stakeholders. Through early and continuous inclusion, mandate can be build.

A clear indicator for project mandate is when the project starts to emerge by itself, and the providing consultancy can pull away without the project falling apart. It can be seen in that people know how to take tasks upon them and execute them without being steered by the providing consultancy.

It is a needed element to let the project live on after the project is finished.

Change management of the client
Effective change management of the client means organisational adaptation. This can be in culture, structure, practices or even mindset. The client's organisation needs to able to align their teams, top management and/or workers, to accommodate for the project internally. As systemic project often accommodate, or try to achieve, permanent change, change management is important. Even if the project is changing something outside of the client's company, it often has to accommodate that change.

It is hard to assess when change management is in place. But a clear indicator is looking at the history of the company, and asking how they have dealt with change before, if this is a common practice for them or to see if there are people responsible for change management internally. A good indication in this is specific people assigned to a task (and them being able to live up to these tasks).

Change management is needed in order to integrate and accommodate the project within the client company, so that it can be fully executed as a part of the client company. For this to happen, mandate, support throughout the company and execution of the project in the right place of hierarchy at the client's organisation can be important critical factors as well.

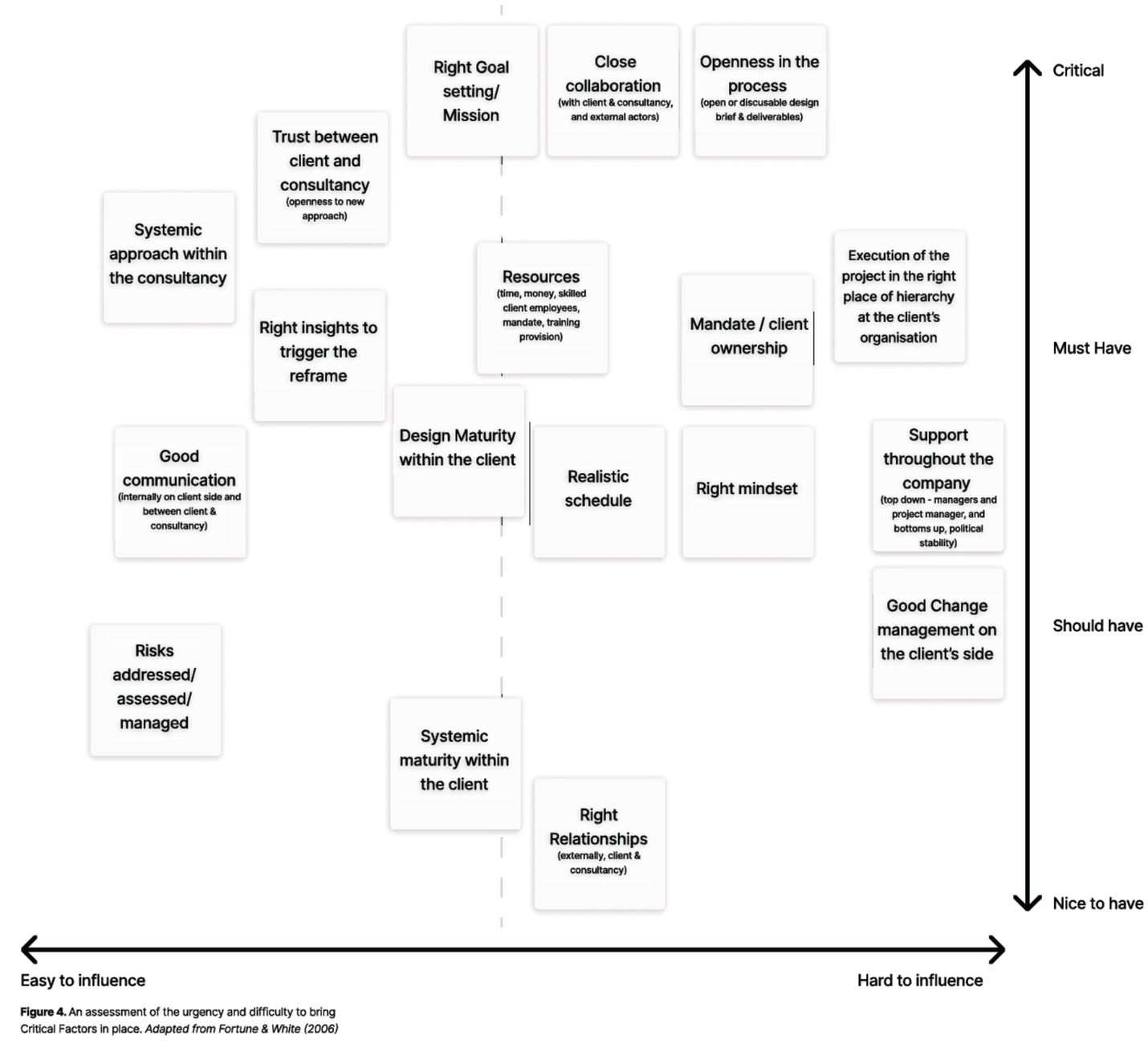


Figure 4. An assessment of the urgency and difficulty to bring Critical Factors in place. *Adapted from Fortune & White (2006)*

Reframing Canvas: Shaping Systemic Projects

How to move project context and content from a simple/complicated focus, to being able to deal with complexity.

3. Reframing

A frame is a way of looking at the problem situation and a way of acting within it (Kees Dorst, 2015). Reframing is the act of changing the project content and/or context, in order to accommodate the new findings in the project. Project reframing of the content is often done automatically within the project. When insights uncover that a different problem should be pursued or problems are related differently than initially expected. It often occurs, however, that to reframe project content, also means reframing project context. This can either be done after reframing project content, or in advance, as a preventative way of not disturbing the project continuation.

3a. Reframe IN Project (content)

The project content concerns mostly the **problem** the project focuses on, the problem **scope**, the **deliverable** that is focusing on solving this problem and the **approach** towards that deliverable. These four elements deliver towards a common **goal**, that is a part of delivering a (positive) **impact** that both the providing consultancy and the client organisation want to achieve.

The reframing of these elements happen mostly automatically. The canvas helps to give a place that aligns these elements with each other, and think of strategies or methods and tools that can help to reframe other elements when they do not align. Whether that be purposefully reframing the content, or letting it show through emergency by the continuity of the project.

3b. Reframe OF Project (context)

The context of the project focuses on everything what is happening around the project execution, such as the people involved, the agreements made, resources and time available to be spend on the project. These are just some of the examples.

The canvas makes sure that most of these elements are in place. These elements, are described in step 2, under the principles of a systemic project, and are what the critical factors lead up to. It is therefore important that the critical factors are managed by either establishing them or finding a way to deal with them not being in place. When wanting to reframe each different critical factor, use the 'Reframing Canvas: Shaping Systemic Project Context and Content' per critical factor (after step 5.1). Then, when finalized for all the critical factors, note down all the final steps of these canvasses (5.10) on the larger canvas for reframing the project (also on step 5.10).

The project reframing canvas is mostly for facilitating the thought process of what needs to be reframed, and if a systemic project is worth pursuing. While the smaller context and content reframing canvas helps to think out different strategies or tactics of reframing to bring the critical factors and project content in place.

Tactics

The tactics for reframing offer a possibility to align content and context elements with the whole project, that is, actors, the client and other important stakeholders, to finalize the reframe, or bring it into place and align it overall.

Tactics are classified as **explicit** or **implicit**, indicating if it is explicitly mentioned a systemic project will be pursued or not. Explicitness might trigger heavy resistance of the client since a new way of approaching a project is scary to apply, and mostly recommended with high (systemic) design maturity, openness, trust and a good mindset in place. Choosing to pursue a project implicitly might be a safer option in the beginning if mindset and systemic maturity are not in place. However, it might be more difficult to then get people on board in their understanding why certain actions are done (e.g. approach the problem in such a broad perspective, including multiple stakeholder and actor perspectives). It might therefore be safer to pursue clients that hold a systemic viewpoint.

The tactics are suggested content of what is observed to be applied in systemic projects. The list is certainly not limited to these tactics and the reframing canvas supports a combination of multiple tactics, where own tactics are recommended to be applied as well.

● Hard
◕ Medium
○ Easy

Part of project process	Project set-up	Project execution	Project follow-up
Project strategy			
Critical Questioning	○	○	○
Assumption spotting/mapping	○	○	
Stocks and flow mapping	●	○	
Problem mapping	◕	○	
Timeline/behaviour over time mapping	●	○	
Future/ambition mapping	◕	○	
Research mapping		◕	
Actor mapping	○	○	
Workshop Reframing	○	○	
Presentation of the systemic problem	◕	○	
Teach the mindset of systems thinking	◕	◕	◕
Explain the necessity of systemic design	●	●	●
Show systemic achievements	○	◕	○
Convincing the importance of thorough problem understanding	○	◕	◕
Present the consultancy's systemic approach	○	◕	○
+/- Negotiations	◕	●	◕
Client incentives [tit for tat]	◕	●	◕
Trojan horse	○	◕	
More for the same price	○	◕	
Splitting/adding project phasing	◕	●	
Reframe within project contract's boundaries		◕	
Open project contract	●		
Double edged sword deliverable	○	◕	
Emergence: let the project develop as it is	○	○	○
Foot in the door approach			◕
Act on opportunities/keep leads warm			○
Create a new contract/addendum	◕	●	
Give incubation time/Wait for the critical factors to come in place	○	○	○
Systemic deliverable	◕	◕	○

Figure 5. Table with different tactics for reframing different elements and critical factors (content & context).

! As can be seen in the diagram, tactics get harder to execute once they are further in project execution. This shows the importance of early reframing in the project and is therefore always advised to do as soon as possible, as project context is hard to reframe once project contracts have been signed.

Tactics

Questioning tactics

Asking confrontational questions to broaden the scope of the problem towards the client, is a good way to probe if they are ready for the answers or not.

Result
It can be seen if a continuation in working together is worth the effort. Or, within project execution, a project can be opened up for a reframe regarding content. It can create an understanding of how interconnected a problem and scope is with multiple other factors, and if a different approach or deliverable might be necessary.

Critical questioning (Implicit)
By critically questioning the project brief, therefore the deliverable, problem, scope and the approach, you create awareness that a different approach might need to be taken, or a different view on the problem is needed. It is important that during critically questioning you highlight the doubts, but also the areas where you agree on. Mapping/ spotting the assumption can be an important next step

Potentially Reframes

Content	*Context*
Deliverable	Insights
Problem	
Scope	
Approach	

Assumption spotting/mapping (Implicit)
By spotting assumptions, either internally with the team or with the client, unknown unknowns can be uncovered, and hidden relationships might appear. For example, it might be assumed a deliverable might solve a specific problem. But this might hold assumptions that the idealized tool would bring the actual effect, without any proper research. Another assumption often made is that the problem focused on, is actually causing the effect seen, while the root cause might be somewhere else.

Potentially Reframes

Content	*Context*
Deliverable	Insights
Problem	Goal/mission setting
Scope	

Stocks and flow mapping (Implicit)
Stocks and flow mapping is a practice that mostly gets used in the continuation of the project. It might give insights in the complexity and the network towards different siloes and stakeholders/ actors that might be relevant to the problem.

Potentially Reframes

Content	*Context*
Problem	Right relationships
Scope	Right insights

Mapping tactics

Mapping activities can be used in a workshop or as stand-alone methods to generate more insight in the situation (creating systemic situational awareness) or to get people on board on the project. It basically shows, and let people think of the project and the problem they are dealing with in broader context. These can be very well combined with questioning tactics. The tactics are meant to steer the people towards a mindset change by mapping out, and discussing project elements.

Result
The result can be the start of a mindset shift, or the reframing of the project content, since evidence is delivered or presented upon.

Problem mapping (Implicit)
This form of mapping can be used to generate insights into how different problems are combined, and together with critical questioning, it can be used to find a way to generate insights in that a problem can not be siloed down towards one problem, and is always connected to other factors. The iceberg model or creating a Causal Loop Diagram are good tools to do this kind of mapping with.

Potentially Reframes

Content	*Context*
Problem	Insights
Scope	Mindset
	Systemic maturity
	Trust

Timeline/behaviour over time mapping (Implicit)
Mapping progress over time helps to understand developments in the past and how things became the status quo. It also helps to uncover behaviours and how they came to be in place. Mapping tools that can help to visualise this are journey maps and behaviour over time graphs.

Potentially Reframes

Content	*Context*
Problem	Right insights
Scope	

Future/ambition mapping (Implicit)
Future mapping can be used to generate a mission or goal where the whole organisation wants to go to. It is meant to transcend the goal of a certain part in the organisation and bring in perspective what that sector of the organisation is contributing to. It can be achieved through roadmapping (creating a plan on how to achieve that goal), or other mapping tools, to bring the project goal in the understanding of a bigger mission what needs to be achieved. The reframing canvas also focuses on this aspect.

Potentially Reframes

Content	*Context*
Goal	Goal/mission
Impact	

Research mapping (Implicit/Explicit)
All the previously discussed tactics can also be combined in a 'Gigamap' (B. Sevaldson, 2011;2021) of research or insights. This gigamap is more for synthesis of data than for explaining and presenting to clients and actors, but can be applied this way. It can be a first step towards creating a system mindset and systemic maturity, as bringing these maps in relationship with each other shows a more systemic approach. It could therefore be perceived as explicit reframing, if emphasized.

Potentially Reframes

Content	*Context*
Problem	Right insights
Scope	Mindset
Goal	Systemic maturity
Impact	

Actor mapping (Implicit)
This form of mapping can be used to show insights in how there are multiple actors surrounding the problem the client is facing (it is recommended to first find the root cause of the problem before going into actor mapping, but it's not required). It gives insight in that problems are multi-faceted with many people being impacted, reliant or dependent on either the outcome of this problem or what this problem produces. It creates a map of who to talk to and collaborate with. Recommended for this is the actor map, together with a conflict map if there are coercive powers at play or not all actors impacted by the problem agree on the issue.

Potentially Reframes

Context	
Insights	Goal/mission setting
Openness	
Mandate	
Right relationships	

Tactics

Educating tactics

Educating tactics can be seen as "convincing through logic". It focuses on convincing the client to apply systemic practices on an, an often time, explicit manner by educating them on how it works and that the steps towards systemic practices are not as risky as it seems. Proof and solid reasoning is important in these tactics.

Workshop Reframing (implicit)
By doing a lot of workshops, the client will experience first hand insights in the project that might be needed to create an epiphany.
Designers are often left to decide what is done in workshop sessions because the trust of a designer their skills is high within something that is considered part of their field (a workshop). It is then possible to implement more systemic methods and tools that create the insights needed.

Potentially Reframes

Content	*Context*
Problem	Insights
Scope	Trust

Presentation of the systemic problem (Implicit/ Explicit)
[This step requires insights on the problem]
A presentation on the complexity of the problem as understood by the consultancy can be given. This gives a time to further discuss and reflect on the scope of the project and the problem view.

This can be done in an explicit way, that is, if the client has an open mindset and if there is a form of systemic- and design maturity. By doing it explicitly, there can be a direct reference to systemic design methodologies and modes of practices. Presenting the root causes as understood by the consultancy in a more implicit/ natural way as developing an understanding for the problem together, can be followed up by systemic methods as well, but in a more phased project.

Through presenting, hopefully the client understands the complexity, and that another approach needs to be taken towards solving this problem.

Potentially Reframes

Content	*Context*
Scope	Mindset
Approach	Trust
Deliverable	
Goal	

Bottom approaches are dependent on: **openness**, **design maturity** and **systemic maturity**, **mindset** and **trust**. It is heavily dependent if the client is able and comfortable with a possible changed approach. It should be calculated if this is risk is worth losing a client over, or if it is worth putting effort and resources in a client. If all five earlier mentioned critical factors are not in place, avoid this approach and go for more implicit reframing tactics that uses different approaches. Showing how a systemic approach can be executed instead of trying to accommodate from the beginning.

Teach the mindset of systems thinking (Implicit/ Explicit)
In this approach systemic jargon doesn't have to be used (but can make communication easier later on). At least show:

- Why long term thinking is important
- Why involving multiple stakeholders and working in collaborations is important
- How systemic relations, interconnectedness and cause and effects influence the project, problem and goal
- How it is important to focus on the root cause of a problem instead of the symptoms
- Show examples and tell stories to build emotional understanding.

Potentially Reframes

Content	*Context*
	Mindset
	Systemic maturity
	Communication

Explain the necessity of systemic design (Explicit)

- Explain what complexity is vs complicatedness (wicked/complex vs tame problems)
- Explain why traditional problem solving techniques are normally not cut to solve complex problems. Since they don't take into account the holistic environment of the problem
- Explain why systemic design is necessary to solve complex problems, or phrase it as an addition towards design thinking (if you want to approach it more implicitly)

Tips:
Show examples and tell stories to build emotional understanding. Use examples and jargon the client is familiar with.

Potentially Reframes

Content	*Context*
Approach	Systemic maturity
Scope	Mindset

Show systemic achievements (Explicit)
Such as

- less money spend on the project if problem is identified right from the beginning
- a way to understand and grasp a complex system and to share it with the organisation
- Show examples/stories from the delivering consultancy, or outside how systemic design was able to create different projects, approaches and results by changing towards a systemic approach.

The achievements don't have to be from the consultancy. There just needs to be a way of showing understanding and mastery of the process and approach. This links well with presenting the consultancy's systemic approach.

Potentially Reframes

Content	*Context*
Approach	Openness
	Mindset
	Trust
	Support
	Systemic maturity

Convincing the importance of thorough problem understanding (Implicit/Explicit)
An important element of systemic projects is focusing on the right problem. This is often obstructed due to more effort and resources going into research vs. execution. However, it is important the client understands that understanding the problem reduces risks more than working on the wrong problem.

In this case, giving examples of previous projects help. Also this tactic could be paired with adding extra project phases (before a contract between both parties have been signed), or a project follow up if contracts have already been signed.

Potentially Reframes

Content	*Context*
Problem	Openness
Scope	Mindset
	Systemic Maturity

Present the consultancy's systemic approach (Explicit)
Hours are often estimated based on which methodology and approach to apply, according to a predefined process. The problem is with a strict approach like this, there is no room for exploration the problem field, which might give unexpected results as to where the main problem actually lies. Which lies in the core of of systemic design, finding out what the real cause of a problem is. and solving that instead of the symptoms. It can therefore be important to first identify the 'what' before the 'how for whom'. It is therefore important to go for an open approach to the project with as little as phasing as possible, or at least the flexibility to change it.

It should be taken into account that if the initial brief that is proposed is not open, it is very unlikely that a reframe towards a more open approach will succeed. If this reframe is not possible, try to phase the project set up, as it is hard to know what to focus on from the beginning on. A predefined process can only be used when the end deliverable is known, and known to work. And cannot attend to the creative process as solution and problem are in a constant state of being framed and reframed.

Potentially Reframes

Content	*Context*
Approach	Openness
Goal	Systemic maturity
	mindset

Convincing tactics

Convincing tactics focus on getting the client on board with systemic design practices and are often explicit.

Convincing the client is a tough task and requires trust, openness, the right mindset and (systemic) design maturity. But if able to convince the client, these aspects might also be brought into place

+/- Negotiations (Explicit)
Show pro's and cons for approaching the project in a systemic way.

For example:

- A systemic approach can be implemented now where as a service design will only be implemented in 4 years.
- A systemic approach will help you with defining the problem more clearly, and cut down on the costs and risks on the long run
- More long term value from a singular project
- less risk in spending resources now on finding the right problem vs. investing in a solution for something that might not be the problem
- More valuable project over time instead of a project that brings value once

Potentially Reframes

Content	*Context*
Goal	Right goal/ Mission
Deliverable	Openness

Client incentives [tit for tat] (Explicit)
The client and consultancy can come to an agreement to do projects for a cheaper price in order to win the client's trust, while also being able to build portfolio with a systemic project, if non of these projects are within the consultancy's portfolio yet. Or, if they want to test systemic methods, tools or approaches.

Potentially Reframes

Content	*Context*
	Trust,
	Systemic maturity,
	Right relationships,
	Systemic approach within the consultancy

Tactics

Workaround tactics

Use these tactics when some of the project critical factors cannot be reframed. Most commonly are the approach, deliverable and (project) openness. This is mostly the case in projects that have passed the project start-up phase.

Trojan Horse (Implicit)
Sell the project as another form of design (like service design), while applying (also/mostly) systemic methods. Useful if the client is not ready for understanding or applying a different approach than its used to.

Potentially Reframes

Content	*Context*
Approach	

More for the same price (Implicit)
Do additional work onto what is sold as a deliverable. This is mainly for projects that have a high opportunity of delivering more long term value for the consultancy, if there is value in future collaboration. If this is not the case or unsure, this tactic is not advised.

Sell a deliverable that is wider in scope, but still delivers on what the client initially wanted as deliverable and approach. Do what is agreed upon, but try to include systemic approaches when done. This will hopefully cause an insight from the client in the project execution phase that the current approach and deliverable might not solve the right problem, and might lead to the sale of a systemic project after the project is finished. This can be done by including systemic approaches in the agreed upon way of executing the project.

Potentially Reframes

Content	*Context*
Scope	Openness
Deliverable	

Splitting/adding project phasing (Implicit/ Explicit)
If the client needs to work in a way that can only be done in a phased method, adding an initial research phase in order to decide what problem further to explore might be a good tactic to apply. This goes together with the tactic of splitting up the phases of the project, because the deliverable and approach cannot be agreed upon initially and an important part of this approach is the freedom to define it later.

By splitting up the phases in a different contract and project approach, it allows the client to save budget and decide later on for the project which methodologies need to be applied for the budget left to know towards which result should be worked.

A drawback of this approach is if the contract making phase takes a long time on either side and stop the continuation of the project. Another drawback is that this is not an as open way of working, as systemic projects might request, as it limits the possibility to go back to a research phase again. As that is only possible by agreeing on a new project.

Potentially Reframes

Content	*Context*
Approach	Openness

Reframe within project contract's boundaries (Implicit/Explicit)
[only applicable in project execution]
If it's possible, discuss a new problem focus, or scope within the defined project brief. Additionally, approach and deliverable could also be reframed, but then an addendum might need to be written (see: new project contract/addendum)
This is not an ideal tactic as it takes a lot of time, while the project is still continuing. Therefore, hard to pull off.

Potentially Reframes

Content	*Context*
Approach	Openness
Deliverable	
Scope	
Problem	

Open project contract (Implicit)
Try to keep the approach and project set-up as open and vague as possible if it is not possible to reframe the approach or deliverable. That means open and vague as possible end-deliverables and open interpretable approaches to get there, to get as much leeway in the project proposal as possible. This works especially well if the design maturity of the client is rather low.
One way of doing this is selling a project with a lot of workshops, where the designers are often left to decide what is done in those sessions because the trust of a designer their skills is high within something that is considered part of their field (a workshop).

Potentially Reframes

Content	*Context*
Approach	Openness
Deliverable	

Double Edged Sword Deliverable (Implicit)
That is, delivering the current project as it is, but trying to generate systemic insights by including some systemic approaches as described in the Emergence tactic. The client might find that current approach or deliverable is not cut out for the problem at hand, but cannot reframe the project anymore. This will give leeway for project continuation from the previous systemic insights. Approach a project only like this if there is hope to gain understanding over time, and there is a chance for continuation and the project cannot be reframed anymore, and if the project on the long term is worth the effort this way.

Potentially Reframes

Content	*Context*
	Insights

Continuation tactics

Continuation tactics help with the continuity of the project, something that is important in systemic projects. Mostly through following up, but also ensuring the continuity of the project in project set-up or execution.

Emergence: Let the project develop as it is (Implicit)
Do what is agreed upon, but try to include systemic approaches when you do it (see mapping, questioning and education tactics). This will hopefully cause an insight from the client in the project set-up or execution phase that the current approach and deliverable might not solve the right problem, and might lead to the sale of a systemic project after the project is finished. This can be done by including systemic approaches in the agreed upon way of executing the project. Use this approach when the risk of reframing is too big, or deemed impossible, or yet unsure.

Potentially Reframes

Content	*Context*
Problem	Insights
Scope	

Foot in the door approach (Implicit)
Build trust with the client through collaboration, or through previous projects by showing off some systemic methods and sell a new project to them that is more systemic (might require waiting for right critical factors to be in place).

Potentially Reframes

Content	*Context*
	Collaboration, Trust, Right relationships

Act on opportunities/keep leads warm (Implicit)
Keep leads warm by asking how project implementation is going and/or to just ask for updates on the status of the project, or with other projects. To see if there can be help offered.
Another way of doing this is to see, if new tenders come out where you and the client can work on together, with another party at hand. Or new events happen, new research submerges. Keep an eye out as business developer/sales on how to keep connecting the client possibly, with relevance to previous project and further development.

Potentially Reframes

Content	*Context*
	Trust, Implementation

Create a new contract/addendum (Explicit)
A new contract can be formulated as a project follow-up, based on previous project insights.

If it is an addition to an ongoing project, this tactic is harder to achieve. Build on the current customer relationship and trust, to create projects that can achieve a higher impact. If the client starts to realize another approach is needed, it is good to try to push for an addendum that adds to the project to still try to make it systemic. This is most valuable when it is still early in the project execution. This could be combined with splitting/adding project phasing when needed.

Potentially Reframes

Content	*Context*
Approach	Openness
Deliverable	
Goal	

Give incubation time/wait for the critical factors to come in place (Implicit)
Sometimes the client needs time to internally structure ideas and newly learned information to sit, and to make things start to move. this can take a while and is hard to speed up. It can be nudged with keeping up contact with a client.

Potentially Reframes

Content	*Context*
	All critical factors (dependend on client)

Systemic Deliverable (Implicit/Explicit)
Even though the deliverable might not be discussed as being systemic, it can definitely be set up as one. For clients that might have a budget for continuation, it might be worth it if if the deliverable is some sort (editable) version of a plan or future vision (roadmap) or information visualisation (systemic map or customer journey). It can be convenient to make it editable, and to co-create it with them so they have a feeling of ownership. This might help the consultancy to continue on the project, since systemic projects are never really a one time project anyway.

Potentially Reframes

Content	*Context*
Deliverable	Trust
Goal	Right Relationships
	Mandate
	Insights
	Implementation

Reframing Process Framework/Canvas

How to move project context and content from a simple/complicated one, while it should be dealing with complexity.

4. Continuation of the project

Besides reframing and accommodating for a desired scenario, or deviating current obstacles, the project needs to be set up, executed or followed up as well. This step is explicitly added towards the model as a strong reminder that the whole reframing process exists next to this.

Since every project is different in where it is currently within the process, and highly different in what needs to be done in the project continuation, the canvas doesn't provide tools or questions to incorporate the reframing into the project continuation next to the tactics provided in step 3 of the framework (step 5 in the canvas). These tactics already often string along with the continuation of the project. Whether it is project set-up, execution or follow-up.

5. Reflect

In order to try to achieve impact, impact must not be measured (Lowe, 2023; Human learning systems, n.d.). As measuring impact is done for demonstrating impact. But, impact cannot be measured as it is unclear what influenced a change happening. Therefore, measuring impact is inherently false because in complex problems there is no clear cause and effect (Snowden & Boone, 2007).

If impact is measured, this creates data that tries to tie impact in numbers, and creates a corrupted version of what impact actually is, and dictates the wrong learnings and goals (Lowe, 2023).

Rather, an experimental and reflective practices with continuous learning might help (Schön, 1983). Since we do not learn from experience, we learn from reflecting on experience (paraphrased from Dewey, 1933). Through learning, there will be a better understanding of the system (Lowe & Hesselgreaves, 2023). Asking organisations to demonstrate accountability, doesn't create accountability (Lowe, 2023). Therefore, it is important to assess where organisations want to achieve impact in step 1., to see if they can be held accountable. Additionally, when they feel accountable for a problem and want to solve it, experimentation and learning helps creating positive impact on problem.

Therefore, reflective practices come back throughout the canvas, and is "the last step" of the canvas (that is, before the steps are repeated again). From these reflective practices, as adapted from Schön (1983), new points of actions can be taken, with as leading goal the impact that wants to be created. Theories of change can be an assisting tool when creating impact (Mason & Barnes, 2007;). Instead of generating measurable KPI's, indications of change are used in order to manoeuvre if impact is being achieved. (e.g. what do we expect to see happening, when we achieve our goals).

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Appendix C: Proposal

DESIGN FOR our future

TU Delft

IDE Master Graduation

Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT
Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser.

STUDENT DATA & MASTER PROGRAMME

Save this form according the format "IDE Master Graduation Project Brief_familyname_firstname_studentnumber_dd-mm-yyyy".
Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1 !

family name: van Weverwijk
initials: J. given name: Joyce
student number:
street & no.:
zipcode & city:
country:
phone:
email:

Your master programme (only select the options that apply to you):

IDE master(s): ( ) IPD ( ) DfI (★) SPD
2nd non-IDE master: A. Crawford
individual programme: - - (give date of approval)
honours programme: ( ) Honours Programme Master
specialisation / annotation: ( ) Medisign
( ) Tech. in Sustainable Design
( ) Entrepeneurship

SUPERVISORY TEAM **

Fill in the required data for the supervisory team members. Please check the instructions on the right !

** chair: N. Tromp dept. / section: HCD - DA
** mentor: R.G.H. Bluemink dept. / section: DQS - MQD
2nd mentor: A. Crawford
organisation: Halogen
city: Oslo country: Norway

comments (optional)

Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v..

Second mentor only applies in case the assignment is hosted by an external organisation.

Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.

APPROVAL PROJECT BRIEF

To be filled in by the chair of the supervisory team.

chair _____ date 21 - 02 - 2023 signature _____

CHECK STUDY PROGRESS

To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair.
The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: _____ EC

Of which, taking the conditional requirements into account, can be part of the exam programme _____ EC

List of electives obtained before the third semester without approval of the BoE

YES all 1st year master courses passed

NO missing 1st year master courses are:

name _____ date - - signature _____

FORMAL APPROVAL GRADUATION PROJECT

To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **.
Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks ?
- Does the composition of the supervisory team comply with the regulations and fit the assignment ?

Content: APPROVED NOT APPROVED

Procedure: APPROVED NOT APPROVED

comments

name _____ date - - signature _____

Initials & Name J. van Weverwijk Student number 4278984

Title of Project Designing a framework for tackling complex problems in systemic projec

Designing a framework for tackling complex problems in systemic projec — project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 30 - 01 - 2023 — 17 - 07 - 2023 end date

INTRODUCTION **

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

In recent years, designers have found that design problems are getting more and more complex. The complexity of these issues are the result of their high interconnectedness, in which they come with many interdependencies. These complex problems differ in their characteristics from simple or complicated problems, and thus should also differ in the approach to target them (Figure 1).

A critical part of the complexity of these problems is that many public and private sector companies do not have the means or know-how yet to target these bigger, more systemic problems. The result is a focus on solving symptoms of problems, instead of the root causes. This causes the creation of redundant services and products that don't prevent the problem from happening, but solve their effects, to some extent.
Design consultancies play an important role by substantiating this demand for short term symptomatic problem solving. But, by shifting focus to root causes or root problems, projects can have a more positive impact on the world.

Within the academical community there has been a growth into this field to develop design practices into something that helps addressing these issues as systems, relating Systems Thinking & Design.
This new field is called Systemic Design, in which these complex issues are challenged as systemic changes and problems. However, practice shows that this knowledge is not always as easy to apply. One of the issues of systemic design is to (re)frame a problem to create the necessary systemic changes, and aligning this with the right deliverables. So, the question is: how do designers create meaningful, impactful, deliverables for society and the world, as well as directly for the clients they work for?

This graduation entails the analysis & synthesis of the systemic way of working of Halogen. Additionally it will identify main improvement points (leverage areas) in their way of working through the use of literature and best practices. Halogen is a design consultancy using systemic design methodologies in some of its projects. The purpose of my research is to break down the way of working in Halogen, and design a visual that suggests a general approach to deal with complex problems in a business context, so there can be more accessibility to systemic projects where rightfully due.

space available for images / figures on next page

Initials & Name _____ Student number _____

Title of Project _____

introduction (continued): space for images

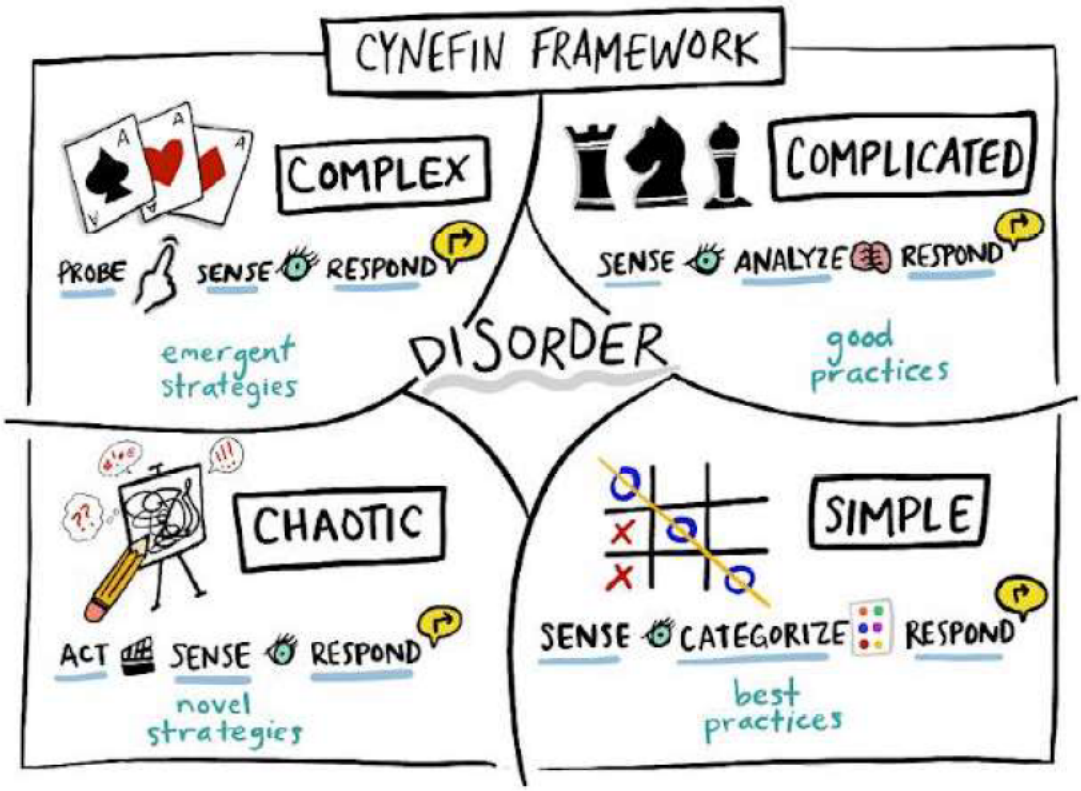


image / figure 1: Cynefin Framework. The difference between simple, complicated, complex, and chaotic problems.

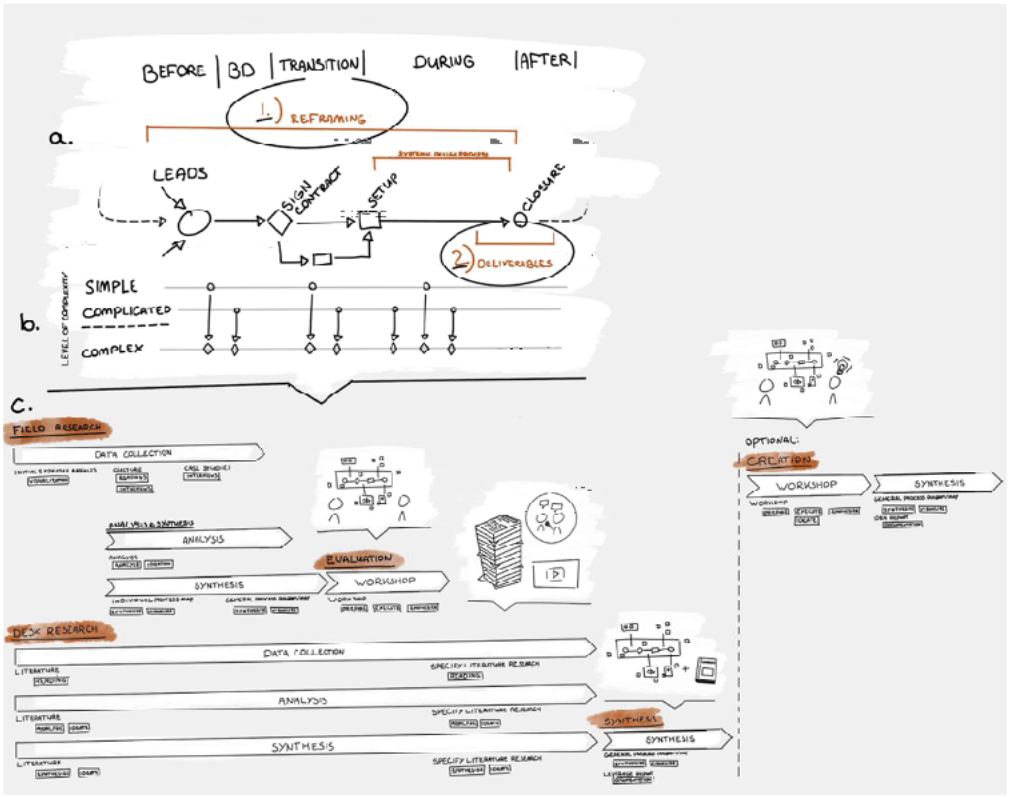


image / figure 2: Process proposal and where to focus within the process.

Initials & Name _____ Student number _____

Title of Project _____

PROBLEM DEFINITION **

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

The world is becoming an increasingly challenging place to live in, relate to and influence. Systemic projects are aiming to deal with such complexities (Figure 1). But, the complexity of such projects makes them difficult to execute, especially in a business setting.

Clients have difficulty understanding the importance of executing projects on a systemic level, and that they should bring value beyond the company's scope for a long term positive impact. I assume this is mainly due to the client wanting short term results, like economical value, and due to the client not daring to take risks regarding long term, sustainable positive impact for the client and society.

For consultancies, it then becomes hard to communicate the need to reframe, to do the reframing and to align with the right deliverables. More so, it becomes an issue to convince that the end deliverables should bring value beyond the company's scope. That is, if consultancies know what it takes to do the reframing, and executing a systemic project based on that. Often, consultancies are using methods ascribed for simple or complicated problem solving (Figure 1) to tackle complex problems. This is mostly due to Systemic Design being a new area where consultancies are not trained yet with the know-how of project execution. To really address the underlying rooted problem, one needs to recognize it is a complex problem (Figure 2b). This will require a systemic design approach and proper reframing of the problem, and knowledge on how to do so.

This all leads to consultancies continuing to enable companies to execute short term, economical value driven projects. Where projects focus on mere symptoms of root problems, and deliverables generated are rather redundant. So, how can designers execute projects that enable clients to create long term impactful value for them and society?

ASSIGNMENT **

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, ... In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

The assignment of this project is to research the way Halogen tackles complex problems through reframing and executing systemic projects. A visualisation and project report will be made based on this research together with improvement areas within the process, substantiated by best practices and literature research.

This graduation project will research the broader way of working at Halogen, as well as 3-5 case projects. The process of each project will be studied from incoming lead to project close-out (Figure 2a). Each case project has the characteristic that it has taken a(n attempt at a) systemic approach at some point in the project, after the initial problem was reframed to a more complex one (Figure 2b). Therefore, changing the scope of the project to being systemic. Projects will be chosen where there has been an identified systemic impact, or an attempt to do so, but have not managed to do so. Those projects will shape the learnings to understand what worked and what didn't work in reframing, execution and impact.

This graduation project will also study literature and best practice on reframing and executing systemic projects to compare against the practices within Halogen.

The deliverable of this graduation project will be a visualization on the general process approach of a systemic project. In this visualization there will be a specific focus on the reframing of the project scope (Figure 2a1), and how to define, and come to systemic impact (Figure 2a2). The report will show the most important pain points in this visualized process as leverage areas, accompanied by points of improvements and suggestions on how to do so.

For an overview of these steps, please refer to Figure 2c.

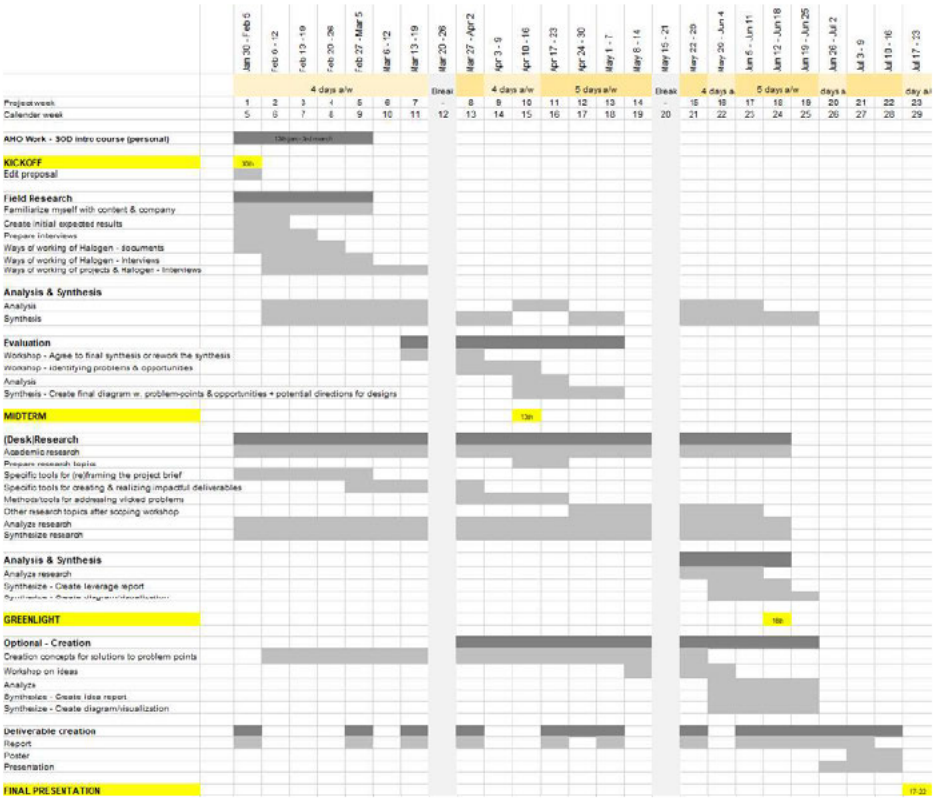
Initials & Name _____ Student number _____

Title of Project _____

PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date 30 - 1 - 2023 17 - 7 - 2023 end date



Field Research – Investigate For reference, see Figure 2c

A general understanding of the way of working in Halogen will be generated through 2-4 semi-structured interviews with key personnel. Additionally the 'Halogen way of working' documentation and any additional relevant documentation will be reviewed. Then, a general context systemic projects are executed in is established. Afterwards, I will go into more detail on 3-5 Halogen projects cases to extract a general process of systemic projects. These cases have reframed the brief from complicated or simple problems to complex ones, and applied a systemic approach. Both looking at projects that were a business success and those that were not to identify what worked and what didn't. I will conduct 2-3 semi structured interviews per case to cover project setup, project execution and deliverable handoff. The people involved will be relevant designers, business developers and project developers who were pivotal to the project. Additionally any relevant documentation will be analyzed as well.

Analyse and Synthesize findings

The project processes will be generalized into a main systemic process. Key insights will be extracted from all the interviews into main pain and potential points. at At the end of the project, a final synthesis will take place.

Evaluation

A sense-checking workshop will be executed with the employees of halogen to evaluate, enrich and improve the current internal findings. After some iterations, another workshop will follow where leverage points will be identified to address the most effective problems and potentials to act upon. These points will be further researched

Desktop research

The desktop research will be continuous, but phased. It will go through the various ways of reframing of the project briefs, delivering outputs for systemic impact, setting up and executing projects to address complex problems, and eventually any other desktop research relevant to the synthesis of the findings in the evaluation.

Initials & Name _____ Student number _____

Title of Project _____

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, ... Stick to no more than five ambitions.

The reason for choosing this topic is due to having worked at a design consultancy. I had the feeling that the venture building done by this consultancy, and the concepts that were created, added no real value to the real world, and also not for the companies we created them for. This was due to the solutions not targeting root problems, but mere symptoms of it. While working there, I stumbled upon the concept of wicked problems and how all problems worth solving currently are more complex, wicked and more interrelated. When diving more into this topic, I came across the concept of Systems Oriented Design, which is an approach or methodology of dealing with such wicked problems taught in AHO. During my masters I devoted quite an amount of interest in this topic, and wanted to do an exchange semester in AHO to follow the course Systems Oriented Design to learn more about it. During this course and an additional elective, where we had to create a new business models for a complex problem, I found that current business model templates do not let the user focus on the systems of which businesses operate, and fail to address and solve root problems. This creates a gap between defining business opportunities within deliverables, and designing with a Systems approach. Assumptions that I held from previous work experience was that consultancies did not want to go into more systemic projects because 1). these projects are very uncertain, since they deliver value over the long term where clients and consultants want short term economical revenue, and 2). it's hard to convince a client therefore to go into such a systemic project. I therefore wondered what the process, methods, tools and end deliverables look like when a consultancy successfully reframes a project towards a systemic one. These insights resulted in me wanting to inspire other consultancies to work on projects with a systems approach.

This project will open the possibility to design for social good by using modern and relevant design methodologies to inspire other consultancies to take an example of this way of working and apply these tools and methodologies themselves.

FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.

Due to the scoping of the graduation project, decisions have been made to focus on private sector, or private sector regulated projects. It's to leave out the analysis of the difficulties of public sector procurement and regulations. There was a deliberate choice of focusing on a company which is already applying Systemic Design. Then, there won't be a focus on the implementation phase of new methods and tools in the consultancy itself. The implementation phase within the company itself is deemed important to focus on, but out of scope for this project.

Initials & Name _____ Student number _____

Title of Project _____