The
Framework
Manual

Welcome

Welcome to "Re-think" – a framework designed by the first cohort of MA Design for Change students 2020/2021.

While currently only a prototype, this framework is an output of our extensive research on the theme of Precarity and methodologies we discovered throughout the year.

On a very pragmatic level, "Re-think" is a step-step tool for researchers, students, or anyone from the public who, by asking questions or looking at specific systemic issues, are trying to "get to the bottom of things". At the same time, leading participants to re-phrase and re-think the primary question allows the question to be: scrutinised, reconsidered, examined, and re-imagined.

Appropriately and carefully chosen research tools allow pairing questions to be reconsidered and analysed in light of customised values, which we believe is the strength and uniqueness of this particular framework. Finally, futuring and backcasting allow for long term thinking and careful planning before setting up specific tangible goals.

Over the following pages, we invite you to follow our step-by-step instructions. We hope you enjoy "re-thinking" as much as we do, and together we can try and get one step closer to defining better questions and better solutions.

01 Values

"Surround yourself with people who see your value and remind you of it."

Values are the guiding principles on how you work as a team. While they resonate with each team member on an individual level, they set the tone for what you as a team care about.

Why create them?

- Values form the foundation for future working relationships within the team.
- They allow people to understand one another at a higher level.
- The group becomes more aligned as a common purpose is created.
- Sharing values creates an inner strength within the team.

How to create the Values for your team?

1. Define personal values.
2. Explore the values that guided your research (if applicable).
3. Research positive and negative values observed within a society.
4. Bring all the above values together – look for similarities and patterns.
5. Cluster together shapes and trends within the values.
6. Discuss and agree most essential values for the whole team.
7. Narrow them down into four or five fundamental values (for example, via team vote).
8. Reflect on each value: What are they? How to use them going forward?
9. How will they drive the team forward?

02 Vision

A Vision statement sums up your team's purpose, essentially what you hope to be and what you hope to achieve. It should be brief, memorable and inspirational.

How do we create it?
1. Define a direct statement that shows what the team plans to do and what outcome they hope to achieve.
2. The vision should be short, snappy, uplifting and inspiring.

03 Mission

The mission statement is a declaration of what makes the work or team important. It should explain why the work exists and what makes it different. It should guide people through what you hope to achieve and why you want to achieve it.

The Dos and Don'ts:
1. Do keep it short, ensure that it is clear, powerful and concise.
2. Do think short and long term.
3. Do agree on what you want to accomplish.
4. Don't be afraid to change it.

04 Purpose

The purpose is the reason why your team exists, why it was formed. Purpose answers the question: why you as a team choose to exist together beyond financial gain.

It should reflect how you will improve the lives of the people, businesses, or research you serve.

The Purpose usually starts with "We Believe..."

Examples:
Facebook: *We believe that the connection is a human right.*
Amex: *We believe that it is noble to serve others.*

05 Research Topic

*"Research means that you
don't know, but you are
willing to find out"*

A well-defined research topic is the starting point of every successful research project.

To define research topic:
1. Identify an extensive system in research i.e. Health
2. Narrow down a specific topic within the more comprehensive system to explore, i.e. Bowel Cancer.
3. Formulate a series of questions to provoke your research.
4. The topic being researched needs to be precise and clear.
5. It needs to be researchable - you as a researcher need to solve the problem by exploring all available research methods, resources, and information available.

06 Systems Mapping

To define a simplified conceptual understanding of a complex system:
1. Document all parts of the system.
2. Create a visual representation of the existing system.
3. Identify connections within the system.
4. Understand the relationships and stakeholders.
5. Define components that make up the system.
6. Identify Insights:
   - Discoveries
   - Impacts
   - Data
   - Recommendations
   - Gaps
   - Conflicts
   - Opportunities
   - Further research

07 Research Question

"If we knew what we were doing, it would not be called research. Would it?
Albert Einstein

From the insights gained, identify the overarching question/s to move forward with!

08 5W'S + H

*"You can't use an old map to
explore a new world."*
Albert Einstein

What are the 5 W's and H?
The Five Ws, Five Ws and one H are questions whose answers are considered essential in information-gathering. They include Who, What, Where, When and Why and How!

How do we use these questions to examine our Values?
To examine the research question in full, you need to put the question through the lens of each of the team values identified at an earlier stage of the process.

1. Take the value - Knowledge
2. Take the research question - How do we make the outpatients clinic for bowel cancer patients more efficient?
3. Examine all areas under the value Knowledge that affect the current outpatient clinic system. Ask questions like:
    •   Who is affected?
    •   What happens?
    •   When do problems occur?
    •   Where do they take place?
    •   Why does it happen?
    •   How does it happen?
4. The outcome of asking the above questions will lead to a set of new research questions for the values identified by the H.
5. Consideration needs to be made, and the overarching question needs to be found and narrowed down to one per value.
6. The Value Questions can then be investigated further, and taken through the whole system.

"Life is all about the discovery of unknown."

Nitin Namdeo

Sample Value

Who	?	?	?	?
What	?	?	?	?
Why	?	?	?	?
When	?	?	?	?
Where	?	?	?	?
How	?	?	?	?

?
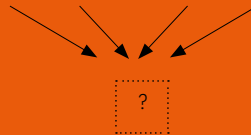
09 Examine

*"Think before you speak.
Question before you judge.
Examine before you decide."*
Matshona Dhliwayo

In the previous step, we examined the question through the lens of each value pillar, and concluded with one question per value. In this step, we examine the question through the lens of our Vision and Purpose.

We ask ourselves:
1. Is the question identified in line with the purpose of the project?
2. How should the question be phrased to fit the purpose, or how should it be phrased to fulfil the project's purpose?
3. How can we evaluate and examine the question to align them with the Team Vision?

10 Cluster Tools to Values

*"Your life is an opportunity to
question, discover,
and explore."*
Janice Anderson

Design Tools are excellent at digging deep into a research area; they often uncover unexpected insights. In our framework, we suggest pairing research tools with the team values that have been identified.

1. Take all of your team values.
2. Look at all the design tools available (examples below).
3. Cluster the appropriate design research tool to each team value (there may be some tools that are valid for several values).

11 Value Pillars

*"Curiosity keeps leading us
down new paths."*
Walt Disney

To examine the questions through the value pillars, complete the following:

1. First, take the research questions that you identified in 5W's + H.
2. Decide which design tools under each value is most appropriate for each research question to be answered.
3. Examine the research questions through the tools identified.
4. Personas - it may be beneficial to add personas to your set of research tools to identify end-users for your project. Bringing them through the value pillars may help to establish pain points and opportunities.

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┌─────────────┐        ┌──────────────────────────┐        ┌──────────────────────────┐
│ Divide into │        │ **Vision**               │        │ **Goals**                │
│ groups to   │ ─────▶ │ *Examines the current    │   ┌──▶ │ *Derived from timeline + gaps │
│ explore     │        │ system relates to each   │   │    │ highlighted in system - for short, │
└─────────────┘        │ question identify gaps   │   │    │ medium and long term, to plan │
                       │ in order to create future│   │    │ for the future*          │
                       │ vision short, medium and │   │    └──────────────────────────┘
                       │ long term, to plan for   │   │
                       │ the future*              │   │
                       └──────────────────────────┘   │
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Vision
Examines the current system relates to each question identify gaps in order to create future vision short, medium and long term, to plan for the future

Goals
Derived from timeline + gaps highlighted in system - for short, medium and long term, to plan for the future

Fairness Question

Creativity Question

Knowledge Question

Integrity Question

Meaningful Connections Question

Gaps Identified

12 Reflection/ Insights

*"The man who asks a question
is a fool for a minute,
the man who does not ask
is a fool for life."*
Confucius

Once the research is compiled from the design tools, it's time to reflect on the following:

1. Examine all of the information, including strengths, weaknesses, threats, and opportunities, to determine clear and concise insights.
2. Use the insights to reflect on the research, observe the findings, and gain more profound knowledge and understanding of the subject.
3. Reflect on technological, situational, deliberate and dialectical considerations.
4. Look clearly at areas for improvement, redesign, and identify areas for further research.

13 Futuring

Futuring helps to establish and imagine visions of what's yet come to be.

Narratives and scenarios of what's possible, plausible, and preferable need to be created to explore possibilities of the Future.

The Future could be re-imagined on multiple levels:
1. Short term (1-5 years)
2. Long term (10-50 years)
3. Timeless: considering the impact of the project on further generations 100+ years forward.
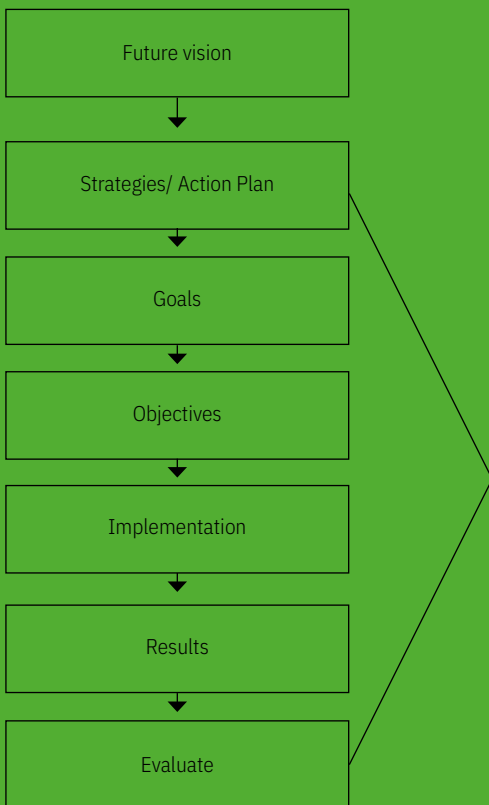
Backcasting can be helpful to identify the roots of the problems and possible gaps in the system.

past   present   future

plausible

probable

prefferable
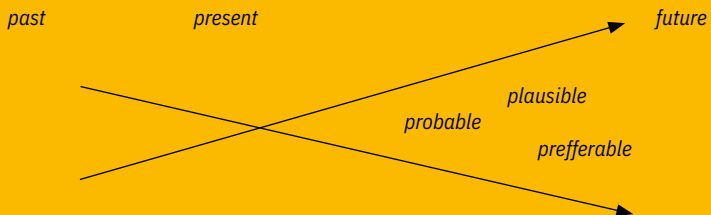
14 Strategy

"Our goals can only be reached through the vehicle of a plan. There is no other route to success."
Pablo Picasso

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┌─────────────────────────┐
│      Future vision      │
└─────────────────────────┘
              │
              ▼
┌─────────────────────────┐
│  Strategies/ Action Plan │
└─────────────────────────┘
              │
              ▼
┌─────────────────────────┐
│          Goals          │
└─────────────────────────┘
              │
              ▼
┌─────────────────────────┐
│       Objectives        │
└─────────────────────────┘
              │
              ▼
┌─────────────────────────┐
│     Implementation      │
└─────────────────────────┘
              │
              ▼
┌─────────────────────────┐
│         Results         │
└─────────────────────────┘
              │
              ▼
┌─────────────────────────┐
│        Evaluate         │
└─────────────────────────┘
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15 Implementation

Future vision
Future vision is an image of your desired future; it should resonate and motivate; therefore, it should be crafted in an inspirational way.

Strategies/ Action plan
An action plan is a way to make sure your vision is made concrete. It describes the way your group will use its strategies to meet its objectives.

Goals
A goal is a desired result that your team or you envision, plan and commit to achieving. They should be clearly defined, timely, measurable, and attainable.

Objectives
Objectives define the implementation steps to achieve the identified goals. They are deliverables that make the goals come to life.

Implementation
Implementation is the process of putting a decision or plan into effect; execution. These could include several outcomes, initiatives, projects etc.

Results
The results are gathered for evaluation.

16 Review & Measure

"The best way to predict the future is to create it."
Abraham Lincoln

Last part of the process is taking a moment to monitor and adjust as needed.
Implementing checkpoints into your plan makes it easy to identify what is working and what's not. Strategy evaluation in research involves setting and adjusting as needed, gathering feedback and measuring performance. The results of strategy evaluation can help to establish future best practices.

17 Iterate & Reflect

What good is an idea if it remains an idea? Try. Experiment. Iterate. Try again. Change the World."
Simon Sinek.

Once results are evaluated, it's time to iterate.
It's an opportunity to look at the part of the process that could be improved and the chance to bring in new tools or reset priorities. But, of course, everything always can be done better, so the circle never closes.

1. It is essential to allow time to reflect on the overall process, consider the values that were selected and how they shaped the research;
2. Did anything unexpected reveal itself?
3. Was it a process that you could see yourself using again?
4. Does this way of working create an alternative path of consideration for further research in the future?

If it was a collaborative group working through the framework, then it might be interesting to reflect and consider the following:
• Did working through the framework with aligned values bring the team closer together?
• Was the research created by the group comprehensive in its output?
• Did the participants find the framework easy to use?

Ask each participant to reflect on their individual experience. What insights have you gained from the framework in terms of the process, individual work, group collaboration, and ability to re-think or re-phrase the questions you have.

Thank You

Questions? Suggestions?
Keeping in mind that the framework itself is only a pilot, we are open to iterations, reflections and feedback in terms of the framework and would be interested in any suggestions for improvements.

For any feedback in regards to the framework itself, please contact the IADT Rethink team at rethink@student.iadt.ie
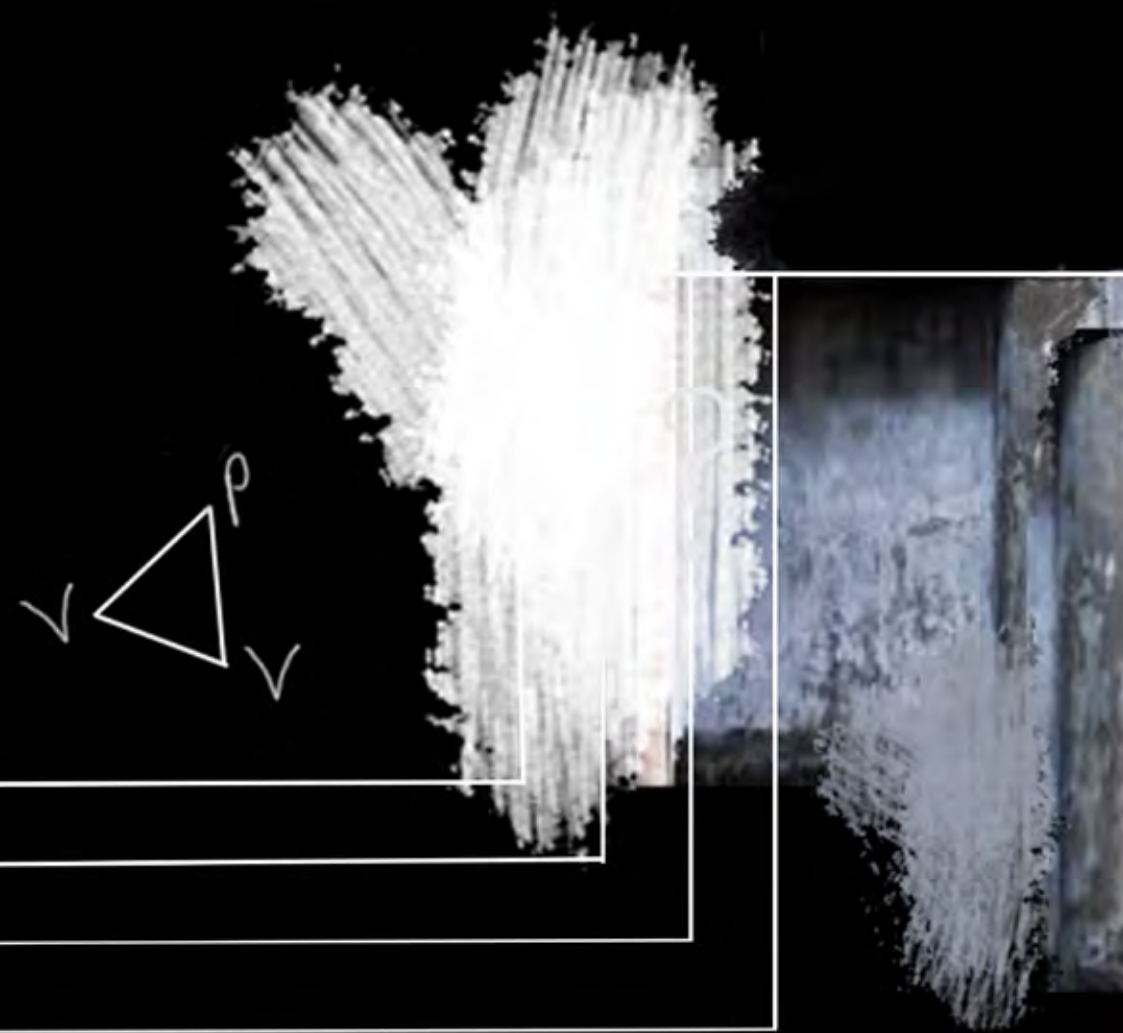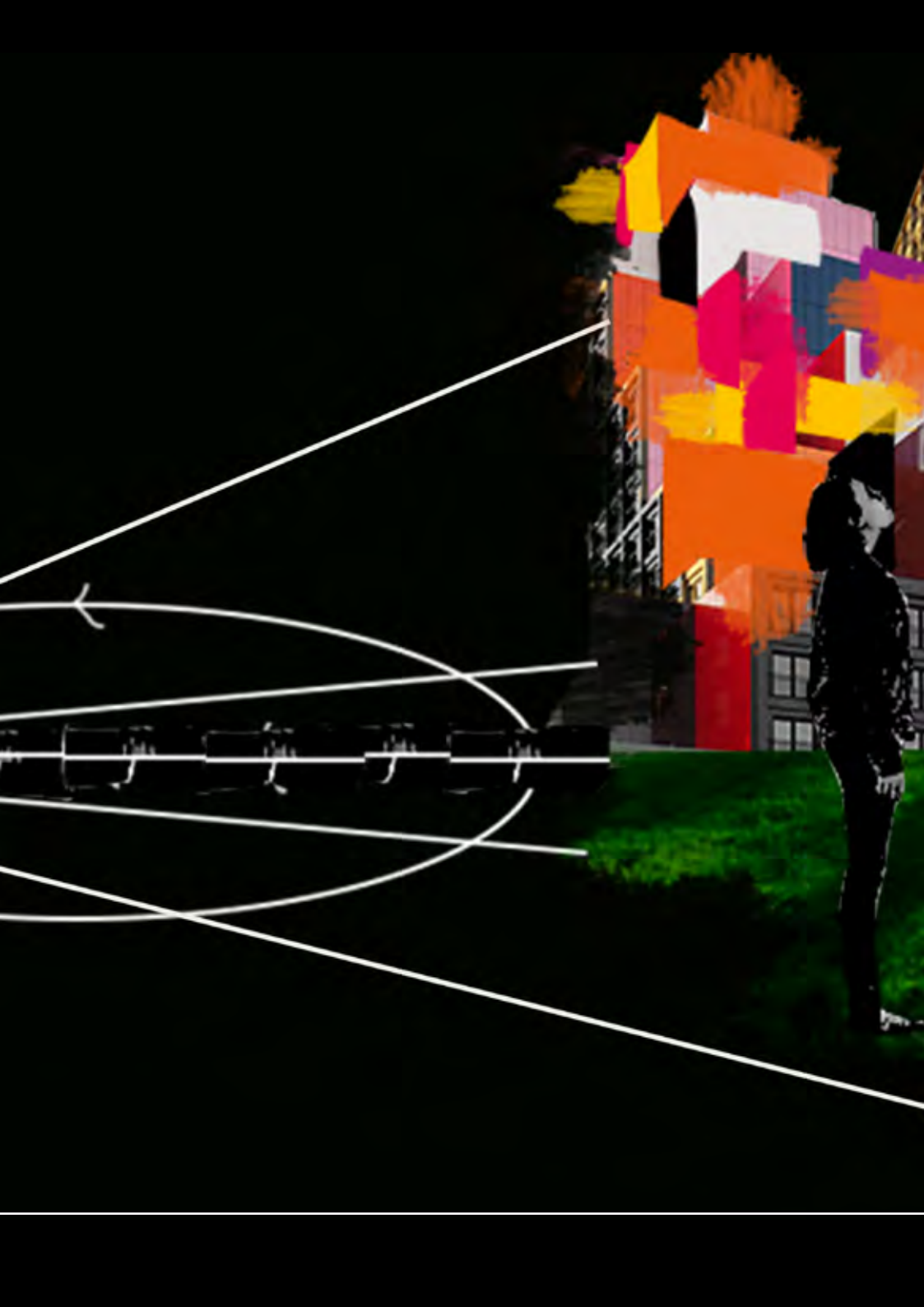
DEFINE

WHO
WHY
WHAT
WHERE
WHEN
+ HOW ?

EXPLORE
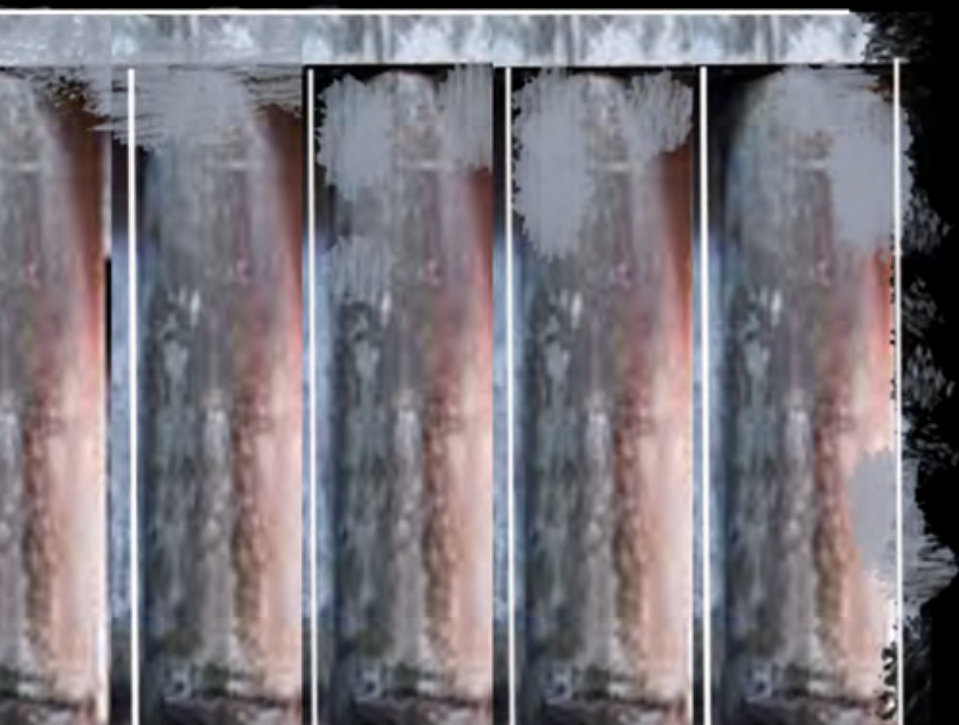
IMAGINE

TRANSFORM

EVALUATE