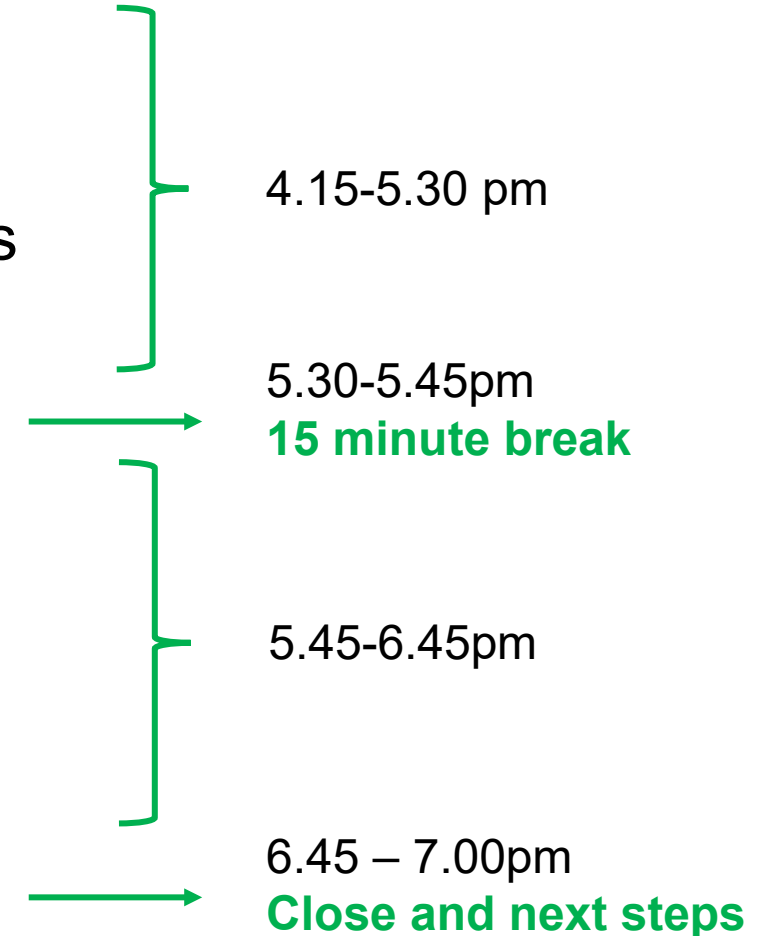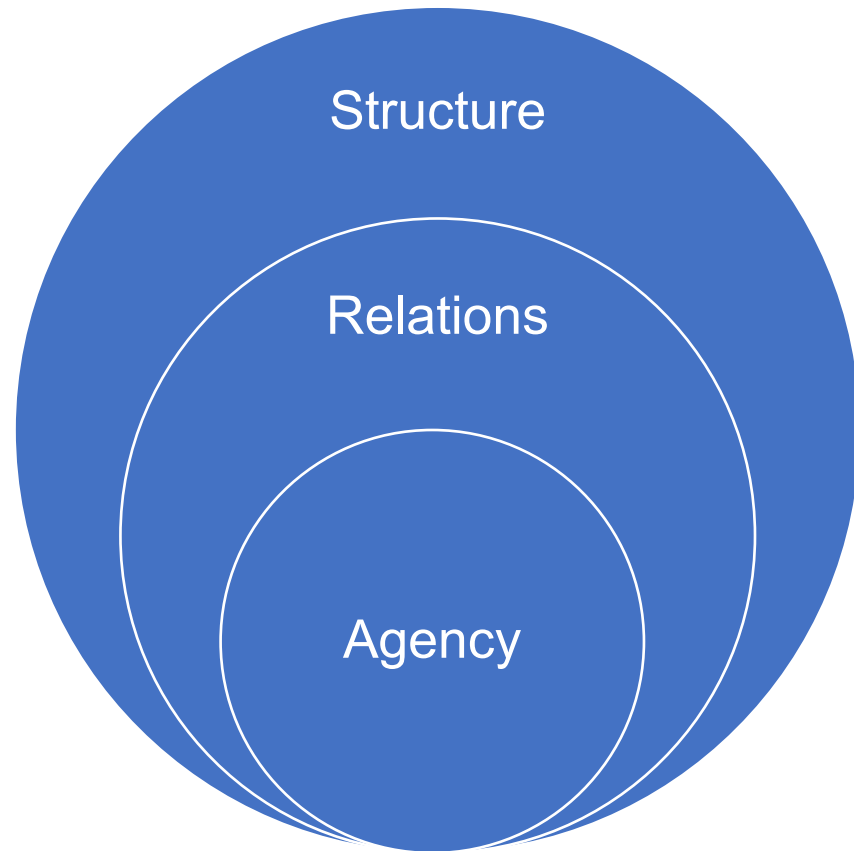UNIVERSITY OF
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Overview of the Workshop

- Explore what are the current gender empowerment challenges faced by social enterprises (Buzz groups)

- Explore how **design thinking** can help social enterprises to develop solutions driven by women's experiences and needs

4.15-5.30 pm

5.30-5.45pm
15 minute break

- Practice the 'empathise' and 'define' stages to design a gender empowerment solution for your social enterprise (Buzz groups)

- Design (and share) emerging ideas on your gender empowerment solution (and possible barriers)

5.45-6.45pm

6.45 – 7.00pm
Close and next steps

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Women's Empowerment
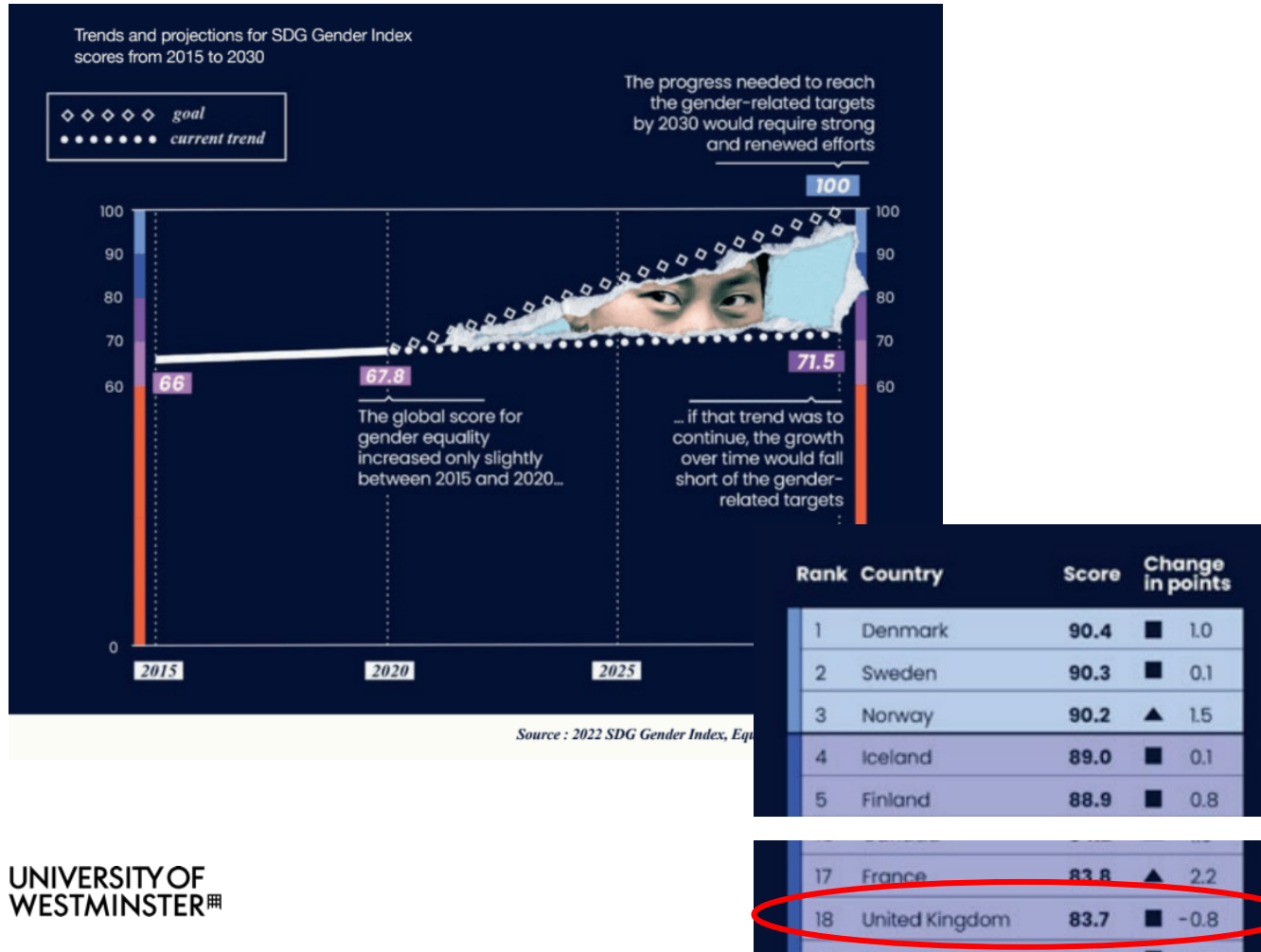

Women's empowerment is about building 'agency':

- women's sense of **self-worth**;

- their right to have and to **determine choices**;

- their right to have **access** to opportunities and resources;

- their right to have the **power to control** their own lives, both within and outside the home;

- their ability to **influence** the direction of social change to create a more just social and economic order, nationally and internationally.

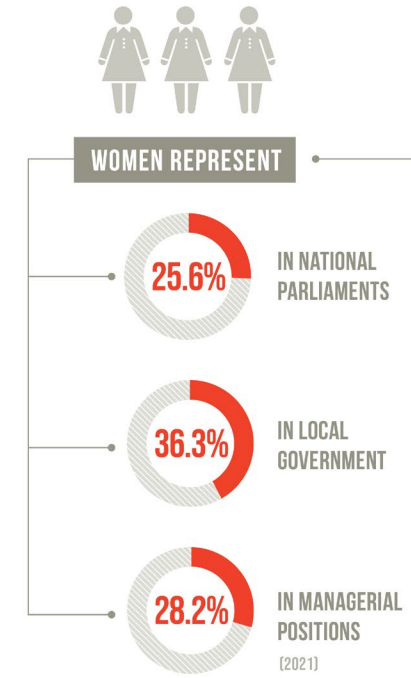*…but that 'agency' is conditioned by:*

- The power **relations** through which women negotiate their individual and collective empowerment

- The **structure**/environment which surrounds and conditions women's choices…

What are the current challenges for gender empowerment and gender equality faced by social enterprises in the UK?

—

Let's look at some data

Trends and projections for SDG Gender Index scores from 2015 to 2030

◇◇◇◇◇ goal
•••••• current trend

The progress needed to reach the gender-related targets by 2030 would require strong and renewed efforts

66 The global score for gender equality increased only slightly between 2015 and 2020…

67.8

71.5 … if that trend was to continue, the growth over time would fall short of the gender-related targets

Source : 2022 SDG Gender Index, Eq[...]

Rank	Country	Score	Change in points
1	Denmark	90.4	■ 1.0
2	Sweden	90.3	■ 0.1
3	Norway	90.2	▲ 1.5
4	Iceland	89.0	■ 0.1
5	Finland	88.9	■ 0.8
17	France	83.8	▲ 2.2
18	United Kingdom	83.7	■ -0.8

WOMEN'S EQUAL PARTICIPATION IN DECISION-MAKING IS CRUCIAL FOR COVID-19 RESPONSE AND RECOVERY, BUT GENDER PARITY REMAINS FAR OFF

WOMEN REPRESENT

25.6% IN NATIONAL PARLIAMENTS

36.3% IN LOCAL GOVERNMENT

28.2% IN MANAGERIAL POSITIONS
(2021)

VIOLENCE AGAINST WOMEN PERSISTS AT UNACCEPTABLY HIGH LEVELS AND IS INTENSIFIED BY THE PANDEMIC

1 IN 3 WOMEN (736 MILLION) HAVE BEEN SUBJECTED TO PHYSICAL AND/OR SEXUAL VIOLENCE AT LEAST ONCE IN THEIR LIFETIME SINCE THE AGE OF 15
(2000–2018)

UP TO **10 MILLION GIRLS** WILL BE AT RISK OF CHILD MARRIAGE OVER THE NEXT DECADE AS A RESULT OF COVID-19
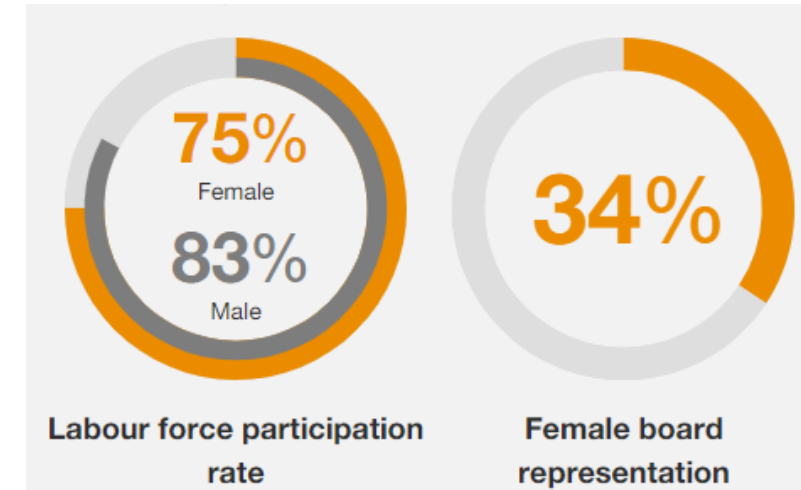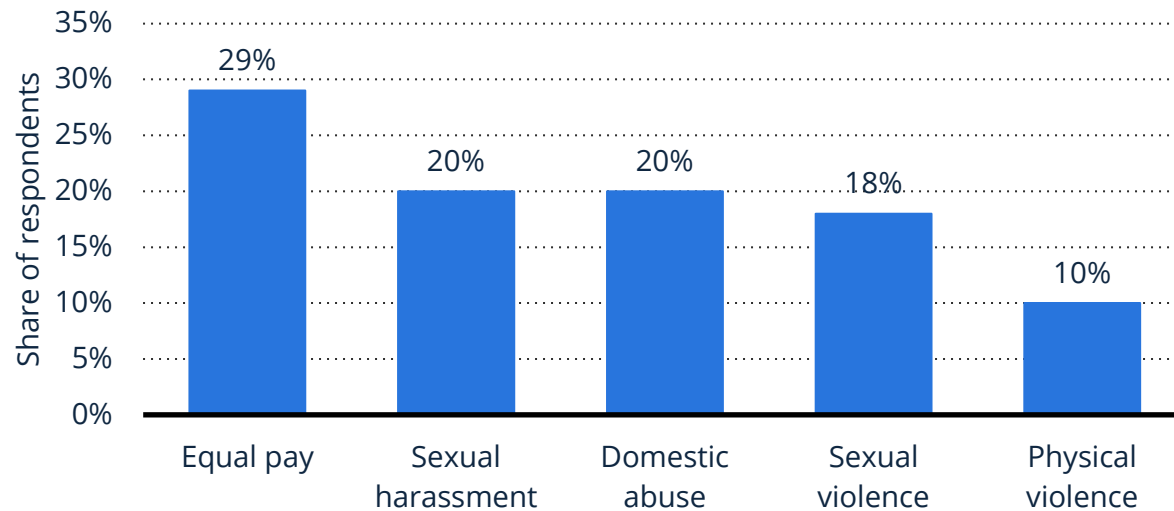
IN ADDITION TO THE **100 MILLION** WHO WERE PROJECTED TO BECOME CHILD BRIDES BEFORE THE PANDEMIC

PANDEMIC IS ADDING TO THE BURDEN OF **UNPAID DOMESTIC AND CARE WORK** AND SQUEEZING WOMEN OUT OF THE LABOUR FORCE

WOMEN ALREADY SPEND **ABOUT 2.5 TIMES** AS MANY HOURS AS MEN ON UNPAID DOMESTIC AND CARE WORK

THE SUSTAINABLE DEVELOPMENT GOALS REPORT 2021: UNSTATS.UN.ORG/SDGS/REPORT/2021/

Let's look at some data - UK

—

Which of the following do you think are the most important issues facing women and girls in Great Britain? (Ipsos, 2019)

Bar chart — Share of respondents:
- Equal pay: 29%
- Sexual harassment: 20%
- Domestic abuse: 20%
- Sexual violence: 18%
- Physical violence: 10%

- 75% Female / 83% Male — Labour force participation rate
- 34% — Female board representation

PwC's Women in Work Index – 2020 - UK

Fawcett's 2022 Sex & Power Index - UK
- Less than 1/3 of the UK's top jobs are filled by women
- Women remain just 8% of FTSE 100 CEOs and there are no women of colour.
- Women of colour are under-represented at the highest levels in many sectors

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And what about social enterprises

—

British Council, 2017 report

And women starting a social enterprise in the UK is itself contributing to women's empowerment:

69% REPORTED AN INCREASED SENSE OF SELF-WORTH

62% REPORTED INCREASED CONFIDENCE

43% SAID IT HAD MADE THEM FEEL LIKE THEY COULD MAKE **THEIR OWN CHOICES**

40% OF WOMEN SAID THAT GENDER CONTRIBUTES TO THE BARRIERS THEY FACE IN RUNNING THEIR SOCIAL ENTERPRISE

WOMEN MAKE **UP 66%** OF EMPLOYEES BUT ONLY **41%** SOCIAL ENTERPRISE LEADERS

DATA FROM THE UK SUGGESTS THE **PAY GAP** BETWEEN MEN AND WOMEN IN SOCIAL ENTERPRISE **IS 25%**

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No Going Back

State of Social Enterprise Survey 2021

83% of leadership teams include a woman and **47% of social enterprises are led by women**.

Women are more likely to **lead education and skills development social enterprises** (18% compared to 13% led by men)

Three-fifths **(61%) of the workforce at social enterprises are female**, compared to 48% of the national workforce as a whole.

Activity #1: Identifying challenges

—

Task: In the context of your organisation, identify what are the current gender empowerment challenges faced by your social enterprise? (Individually and then share with your group) (20 minutes)

- Think about some of the following areas:
    - How are the gender empowerment practices within your social enterprise? With your employees?
    - How are you supporting gender empowerment of your members/users/beneficiaries/clients?
    - How are you supporting gender empowerment in your community? In your sector? In your region?

SDG 5: Achieve gender equality and empower all women and girls - Targets

5.1 - End all forms of discrimination against all women and girls everywhere

5.2 - Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation

5.3 - Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation

5.4 - Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate

5.5 - Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
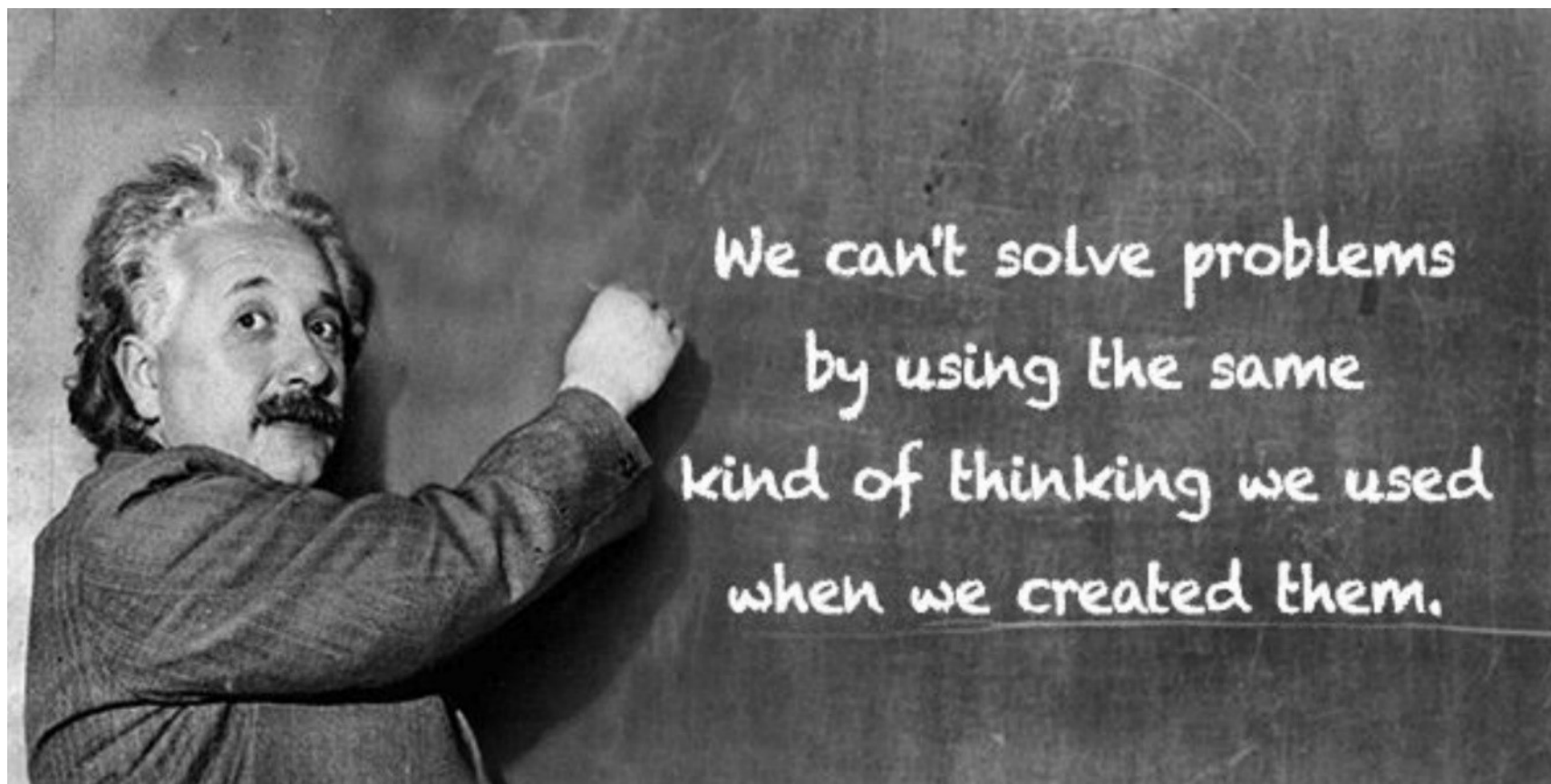
5.6 - Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences

5.A - Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws

5.B - Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women

5.C - Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

We can't solve problems by using the same kind of thinking we used when we created them.

Design thinking

—

Design thinking (DT) is an innovation approach (a mindset) that aims to **improve the situation of people through the experiences they have**. It is a **creative, collaborative, and iterative problem-solving approach**.

DT requires you to consider a person's experience in order to **focus on their human needs**. DT can help your social enterprise to tackle societies wicked problems—so long as its underpinned by **critical thinking.**

DT has evolved to be one of the fastest growing approaches to innovation across the globe.

How can we learn design thinking?

—

Abilities

- Abilities develop over time. We will learn some design abilities that can become second nature if you keep developing them

Mindsets

- A mindset is just an attitude that influences how you approach anything that comes our way. Mindsets can be hard to pin down but may be the most useful thing to learn from this workshop

Methods

- We will explore some specific methods. You can chose later which works for you better

Assume a beginner's mindset

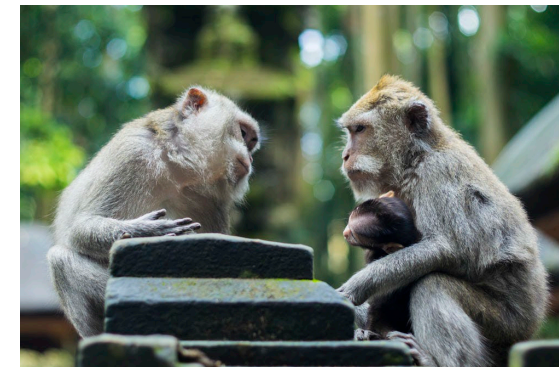Note: These mindsets are not mutually exclusive, and many overlap!

Don't judge. Observe and engage users without the influence of value judgments on their actions, circumstances, decisions, or "issues."

Question everything. Even (and especially) the things you think you already understand. Ask questions to learn about the world from the user's perspective.
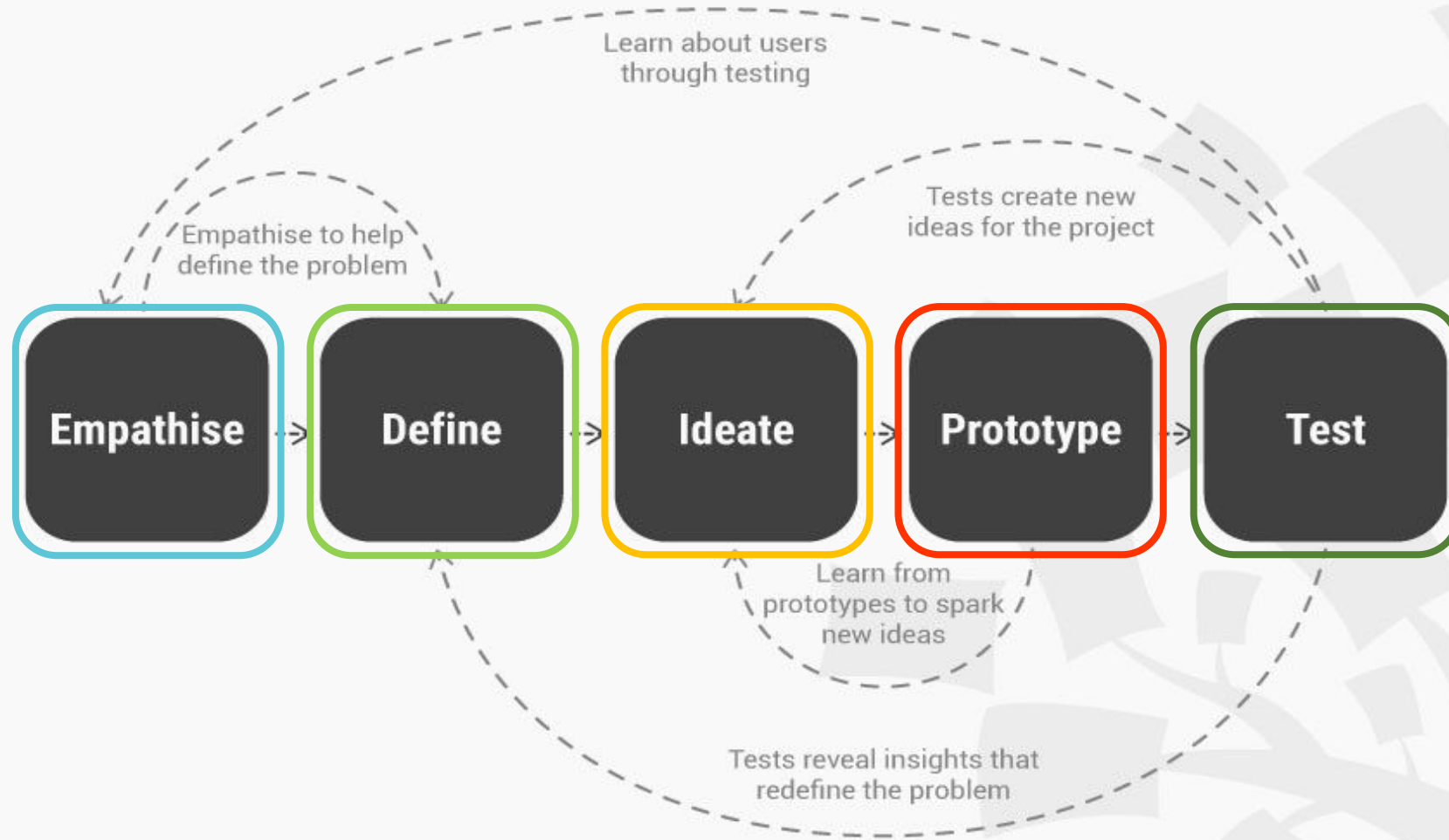
Be truly curious. Strive to assume a posture of wonder and curiosity, both in circumstances that seem either familiar or uncomfortable.

Find patterns. Look for interesting threads and themes that emerge across user interactions.

Listen. Really. Ditch any agendas and let the scene soak into your psyche. Absorb what users say to you, and how they say it, without thinking about how you're going to respond.

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Empathise mode

"To create meaningful innovations, you need to know your users and care about their lives."

Empathise is taking the time to understand people, the way they do things and why, their physical and emotional needs, how they think about the world, and what is meaningful to them. Engaging with people directly reveals a tremendous amount about the **way they think** and **the values they hold**.

Questions:

- Who is the person affected by the challenge (employees, members, users, beneficiaries?)
- What matters to this person?
- How does this challenge fit/affect into their lives?
- What motivates or discourages them?

Empathise mode

—

Tactics/techniques:

- Look for some data available in your social enterprise, sector, community, region about gender empowerment / gender equality
- Observe your employees, members, users, beneficiaries (in the relevant context if possible)
- Engage (have conversations and keep asking 'Why?')
  - Informal conversation
  - Interviews / focus groups
  - Surveys
- Watch and Listen (ask them to show you how they experience gender empowerment/gender des-empowerment, how they feel, how they manage the situation)
- Map journeys of their experiences

Activity #2: Plan your 'Empathise' activities

—

Task: Considering the challenge you identified in Activity #1, plan your empathise activity (Individually and then share with your group) (20 minutes)

- Think about some of the following areas:
    - Who is the person affected by the challenge (employees, members, users, beneficiaries)?
    - How can you find out what matters to this person? How does this challenge fit into their lives? What motivates or discourages them?
    - Plan your activities
        - Collect secondary data (what data? From where? For how many years? Access?)
        - Conduct observations, interviews, focus groups, surveys (Where? When? How? How many?)

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Define mode

"Framing the right problem is the only way to create the right solution."

Define is the synthesis of information you've gathered to **determine a meaningful, actionable problem statement or point of view**. It will serve as the north star for our team as we approach the challenge. It is sensemaking to give you insights.

Helpful Questions: What stood out to you when taking and observing people? What **patterns** emerge when you look at the set of findings? Why is that? What are their **needs**?

A well defined challenge is one that:

- Provides focus and frames the problem
- Inspires your team
- Informs criteria for evaluating competing ideas
- Captures the hearts and minds of people you meet

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Example

Challenge	Empathise activity	Defined challenge
Our social enterprise practices may have an implicit biases in the workplace towards women	Analysed HR data for the last 5 years and compare the results per gender. Interview women employees to gather new insights about their experiences, and the possible biases that affect their journey	There are implicit biases in the workplace, specifically in decision-making practices (recruitment, retention, and progression). Women lack role models, and there are no mechanism for women to gain the necessary sponsorship in order to advance.
Our women beneficiaries may not have many opportunities to influence the direction of social change in our SE and their communities	Conducted interviews and focus groups with them to understand their needs and expectations. Observed their interactions with senior leaders from the SE and their community.	There are not clear paths or processes for the women beneficiaries to influence the SE practices, activities and strategies.

Ideate mode

"It's not about coming up with the 'right' idea, it's about generating the broadest range of possibilities."

Ideate is the time to generate as many as ideas as possible. We will diverge with the team, which will provide both the fuel and the source material for building prototypes and getting possible solutions in the hands of users.

Helpful Questions: What are the ideas? What are possible solutions?

Tactics: Brainstorm, competitive and comparative analysis, bodystorm, mindmaps, sketching, storyboard

Tips

Step beyond obvious solutions
Harness the collective perspectives and strengths of your teams
Uncover unexpected areas of exploration
Create volume and variety of ideas

Ideate example

Defined challenge

There are implicit biases in the workplace, specifically in decision-making practices (recruitment, retention, and progression).
Women lack role models, and there are no mechanism for women to gain the necessary sponsorship in order to advance.

Ideate techniques

Brainstorming and mindmaps with senior management, including women employees from different parts of the SE
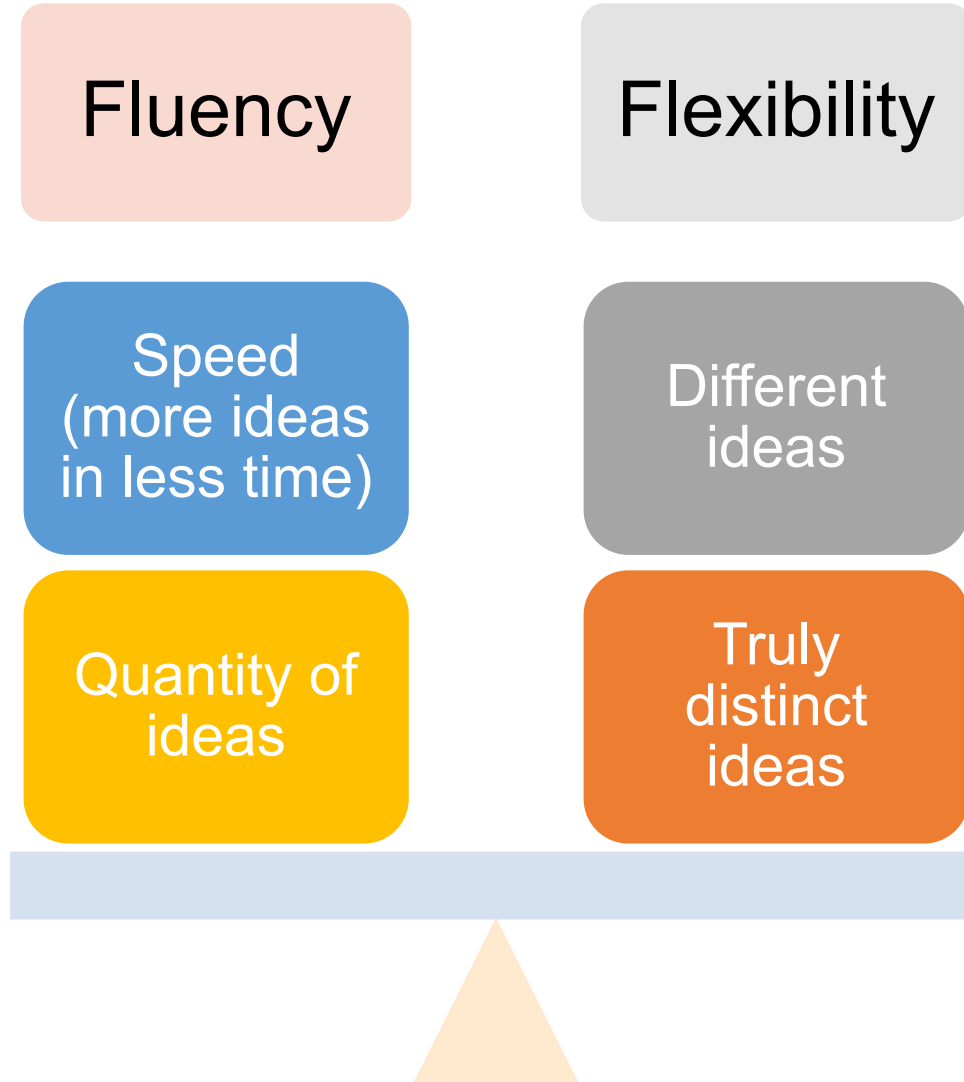
Ideate solutions

Collaborative solutions include:
- Streamlined standards and processes for promotion to leadership positions
- A 360-degree review process that engages feedback at various organizational levels, including beneficiaries and community
- Strategies to enhance current women leaders' visibility
- Instituting peer networks to help women build community
- Providing experiential leadership training
- Creating a sponsorship program for women to help them gain support from both men and women leaders.

Activity #3: Ideating solutions to your challenges

—

Task: Considering the challenge and the empathise activities you identified in Activity #1 and #2, apply the 'How Might We' technique to find potential solutions to the challenge with your group (20 minutes)

1. Start with your 'Challenge' and 'Point of View' statement (from Define stage).

2. Then break down the larger challenge into smaller actionable bits and ask questions that open up the solution space.

- Alleviate tension: how might we …
- Explore the opposite: how might we …
- Question an assumption: how might we …
- Create an analogy from need to context: how might we …
- Change a status quo: how might we …

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Prototype mode

—

"Build to think and test to learn."

Prototype is a tangible representation of an idea or possible solution. In the early stages, design in low-resolution (fail quickly and cheaply), but high enough that will **communicate the idea to someone and allow them to interact with it**. It is good to 'fail quickly and cheaply' and 'test possibilities'.

Helpful Questions: How can the ideas be represented? What needs to be created in order to test with users?

Tactics: Wall with post-it-notes, role-playing activity, storytelling, physical materials

Tips

- As a team, evaluate your ideas based on 'originality', 'value' and 'feasible'
- Carry two or three ideas that received the most votes forward to prototyping
- Don't spend too long on one prototype
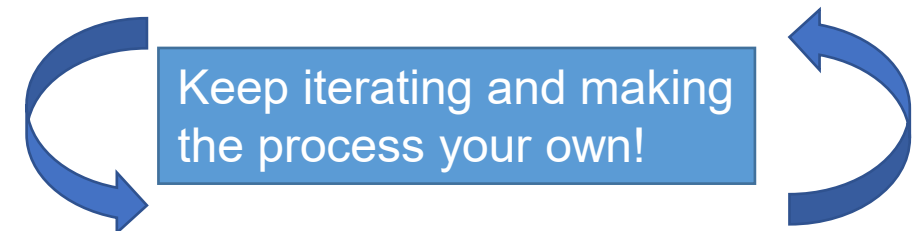- Build with the user in mind

PROTOTYPE

Testing mode

> *"Testing is an opportunity to learn about your solution and your user."*

Test is a **solicitation of feedback on the prototypes** created from users where you will have another opportunity to **gain empathy and understanding** of the people you're designing for. With feedback, you are able to revisit any of the steps to further refine (and iterate on) a prototype before moving into high-fidelity mocks.

Helpful Questions: What are users telling us that we can further iterate on? What went well? Where did users have difficulty?

Tactics: Show don't tell (don't explain everything and let your tester interpret the prototype), create an experience and ask users to compare multiple prototypes.

Keep iterating and making the process your own!

Discussion and Questions

—

Thank you

—

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Dr Maria Granados – (m.granados@westminster.ac.uk)

Dr Lilian Miles (L.Miles@westminster.ac.uk)

Some methods / techniques

—

Empathise

—

Empathise - Define your audience

—

Consider the **broad spectrum** of people who will be touched by your design solution.

1. With your team, write down the **people or groups that are directly involved in or reached by your project**. Are you designing for children? For farmers? Write all the groups down on Post-its and put them on a wall so you can visualize your audience

2. Now add people or groups who are **peripherally relevant**, or are associated with your direct audience. Think about the **connections** these people have with your topic.

3. Who are the **fans**? Who are the **skeptics**? Who do you most need on your side? Add them to the wall.

4. Now arrange these Post-its into a map of the people involved in your challenge. Save it and refer to it as you move through the empathise stage

Empathise with Interviews - steps

—

1. No more than two people should attend any single Interview so as to not overwhelm the participant or crowd the location. Each person should have a clear role (i.e. interviewer, note-taker, photographer).

2. Come prepared with a set of questions you'd like to ask. Start by asking broad questions about the **person's life, values, and habits**, before asking more specific questions that relate directly to your challenge.

   Be sure to include plenty of "**why**?" questions, plenty of "**tell me about the last time you _____**?" questions, and plenty of questions directed at how the person **FEELS**. Remember, open ended questions allow for stories and stories lead to insights for design solutions.

3. Make sure to write down exactly what the person says, not what you think they might mean. This process is premised on hearing exactly what people are saying. Ask the person if you can record the interview to facilitate the analysis later

4. What you hear is only one data point. Be sure to observe the person's body language and surroundings and see what you can learn from the context in which you're talking. Take pictures, provided you get permission first.

Empathise with Interviews - tips

—

Ask why. Even when you think you know the answer.

Never say "usually" when asking a question. Instead, ask about a specific occurrence. "Tell me about the last time you _____."

Encourage stories. Stories reveal how users think about the world.

Look for inconsistencies. What users say and do can be different. These inconsistencies often hide interesting insights.

Pay attention to nonverbal cues. Be aware of body language and emotions.

Don't be afraid of silence. When you allow for silence, you give users time to reflect on their answers—which may lead to deeper responses.

Ask questions neutrally and don't suggest answers. "What do you think about buying gifts for your spouse?" is better than "Don't you think shopping is great?"

Empathise with Expert Interviews - steps

—

Experts can fill you in quickly on a topic, and give you key insights into relevant history, context, and innovations.

1. Determine what kind of expert you need. If you're working in agriculture, perhaps an agronomist. In the goverment sector, a policymaker?

2. When recruiting your experts, give them a preview of the kinds of questions you'll be asking and let them know how much of their time you'll need.

3. Choose experts with varying points of view. You don't want the same opinions over and over.

4. Ask smart, researched questions. Though you should come prepared with an idea of what you'd like to learn, make sure your game plan is flexible enough to allow you to pursue unexpected lines of inquiry.

5. Record your Expert Interview with whatever tools you have. A pen and paper work fine.

Define

—

Define - 5 whys

—

With your group, look at the findings from your empathise activities, what further challenges/problems did you identify?

Use this technique to help you identify the **root problem:**

1. Set out the problem **as it is being experienced** – for example, long queues at the airport for check in

2. Ask the question 'why?' and **generate an explanation** – for example because there are not enough staff to deal with passengers

3. Ask 'why?' again to **explore this problem further**

4. Repeat the process three more times to arrive at a **sharp definition of the underlying problem**

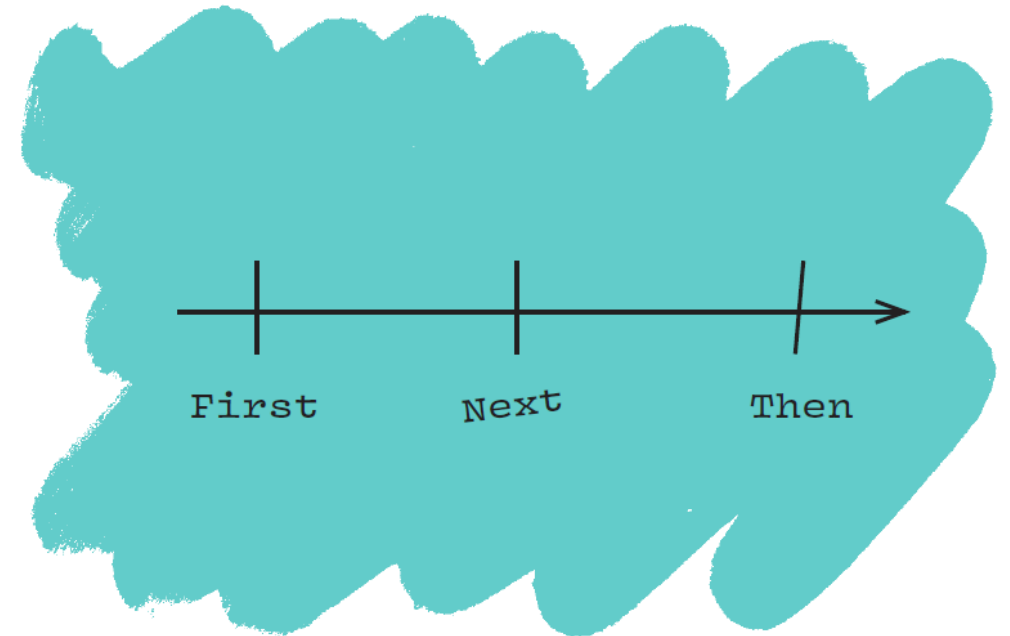5. Brainstorm '**how to**' solutions to deal with this

Define - What did you learn from your interviews?

Journey Map

Choose a process to examine. For example, your user's experience attending a training offered by the social enterprise. Then create a map of that process that captures every step. Organize the data in a way that makes sense: a timeline of events, a series of pictures, a stack of cards. You can create a journey map based on observation and interview, or a user can draw their own.

Be comprehensive. Don't overlook her experience when leaving the house, who was looking after the children? Who was preparing the lunch/dinner? How did she travel to the SE? What seems meaningless could be the nugget that develops into a stunning insight.

Look for patterns and anomalies. Push yourself to connect individual events to a larger framework. It's often the pairing of an observation with prior knowledge that yields a meaningful insight.
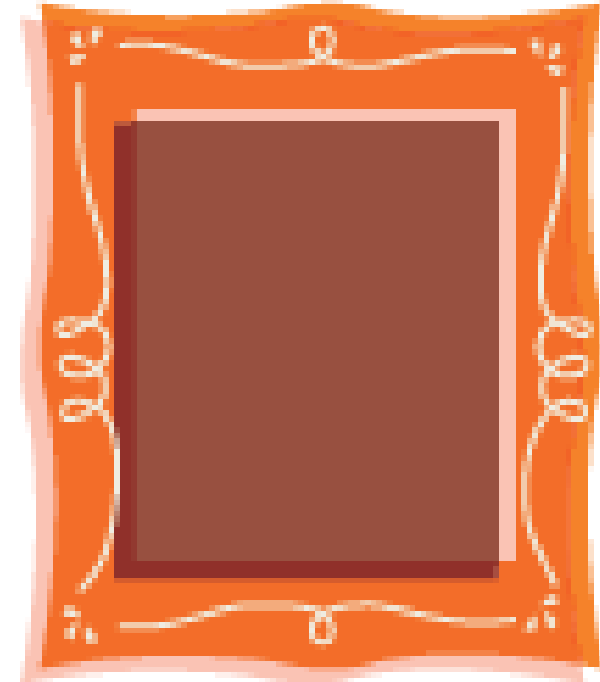
First   Next   Then

Define – Analysing the findings from interviews

With other members of your team:

- Start by describing your user/beneficiaries/member/employee in colourful language, including pertinent details. Then, choose your favourite surprise/insight that represents the most powerful shift in your own perspective. Last, articulate what would be game-changing for them, assuming your insight is correct.

- Write the 'Challenge' or 'Point of view'. This should:
  - Make sure flows sensically (so a stranger could comprehend it).
  - Specifies an insight that's focused on a specific user (rather than a demographic)
  - Articulates a game-changing direction, without dictating a particular solution.

- Start creating **design guidelines**, also known as design directives. These are written statements that articulate a strategy for how you will solve your design challenge, independent of a specific solution.

Define - Frame Your Design Challenge

1. Try framing your challenge as a design **question**.

2. Now state the **ultimate impact** you're trying to have.

3. What are **some possible solutions** to your problem? (think broadly. It's fine to start a project with a hunch or two, but make sure you allow for surprising outcomes)

4. Finally, write down some of the **context and constraints that you're facing** (they could be geographic, technological, time-based, or have to do with the population you're trying to reach)

5. Does your original question need a tweak? Try it again.

Ideate

—

Ideate - "How Might We" Questions

—

1. Start with your 'Challenge' and 'Point of View' statement (from Define stage).

2. Then break down the larger challenge into smaller actionable bits and ask questions that open up the solution space.

   - Alleviate tension: how might we …
   - Explore the opposite: how might we …
   - Question an assumption: how might we …
   - Create an analogy from need to context: how might we …
   - Change a status quo: how might we …

Ideate - Fast Idea Generation (NESTA)

The Fast Idea generator helps frame ideas, problems or opportunities in relation to different scenarios. It stretches the thinking around a concept in different directions, providing a stimulating discussion that will further strengthen the concept. To use the tool effectively, the starting point (problem, opportunity, concept idea or existing proposition) should be clearly laid out.

Download the Fast Idea Generation template available from Nesta here (https://diytoolkit.org/media/Fast-Idea-Generator-Size-A4.pdf)

Step 1

- Start from an **existing concept**, problem or opportunity and then **apply the seven challenges** suggested in the worksheet. These are simple steps to help come up with alternatives that **bend, break and stretch the 'normal rules'** in such a way that you can generate many surprising ideas in a short period of time.

Step 2

- Review the ideas and select the best ones to further flesh them out into workable innovations.

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Ideate - Brainstorming

—

Your team's sole goal is to generate as many ideas as possible, without judgment. Gather in front of a whiteboard (Padlet) and spend 15 to 30 minutes in high engagement "brainstorm mode."

Be sure to capture every idea, regardless of your feelings about them. You can either assign a scribe to capture ideas as they are called out or go all-in, each person shares their ideas out loud and puts them on the board themselves. Either way, use the Padlet and add them quickly.

How to:

- Set the stage for open, active, and constructive engagement.
- Be sure to write a compelling question to kick off the brainstorm and keep ideas flowing.
- Add solution constraints to spark new ideas. "What if it had to be round?" "How would superman do it?" Or create process constraints, such as shooting for 50 ideas in 20 minutes.

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Ideate - SCAMPER

SCAMPER

Substitute
This focuses on the parts of the product or service that can be replaced with another.
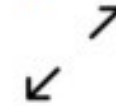
Combine
This technique focuses on the possibility of merging 2 ideas, stages of the process or product into a single, more efficient output.

Adapt
This refers to a brainstorming discussion aiming to adjust or tweak the product or service for a better output.

Modify
This involves making changes to the process to unleash more innovative capabilities to solve problems more effectively.

Reverse
This is done to explore the innovative potential when changing the order of processes. Reversing the process could result in a more efficient process and outcome.

Eliminate
This aims to identify the parts of the process that can be eliminated to improve the product or service.

Put to use
This technique revolves around how the product or service can be put to other uses for other purposes and to solve other problems.

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Prototype

—

Prototype for Empathy

—

You can create empathy prototypes to test with users or with your design team. Consider these examples.

Sketch. Ask users to draw something and talk about it afterward. "Draw how you get to work."

Play. Create a game to probe issues you want to explore. Use a simple card game to force users to make choices related to your design challenge.

Simulate. Simulate an aspect of the user experience to better understand it yourself.

Design your prototype experience and do it! Do not forget to gather more insights and potential needs that need to be consider in the solutions.

Prototype for Empathy - tips

—

Let your user experience the prototype. Show don't tell. Put your prototype in the user's hands (or your user in the prototype) and give only the basic context they need to understand what to do.

Have them talk through their experience. Use prompts. "Tell me what you're thinking as you do this."

Actively observe. Don't immediately "correct" your user. Watch how they use (and misuse) your prototype.

Follow up with questions. This is often the most valuable part. "Show me why this would (not) work for you." "Can you tell me how this made you feel?" "Why?" Answer questions with questions. "Well, what do you think that button does?"

Additional reading

- California Management Review: Special issue in Design Thinking (2020) https://cmr.berkeley.edu/browse/issues/62_2/
- IBM design thinking toolkit (free) https://www.ibm.com/design/thinking/
- Human centre design (social) - https://www.ideo.org/approach
- Design thinking challenges (IDEO) https://www.openideo.com/challenges

Some social enterprises focus on gender equality in the UK

- ICENA - https://www.icena.net/ (Naomi Butters)
- Bold Voices - https://www.boldvoices.co.uk/ (Natasha Eeles)