

# APPENDIX!

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Most of the appendices should be read as a double-page spread.

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# APPENDIX A

Figure shows the outcome of an X-lab meeting during which the 16x tool has been filled in. With this framework insight is gained on all facettes of the case owner's service. Which then is used to identify where the service can be improved.

<p><b>CUSTOMER O</b></p> <p>Ministries and their implementing organizations, in particular RVO, want greater policy impact at lower costs and a lower risk profile. Innovative ideas often ended up early in a risk-emitting political environment. Policy makers must nevertheless be able to experiment with such ideas in a creative and safe environment.</p>	<p><b>ASSET A</b></p> <p>Ideas for new policies and programs are the assets with potential for policy impact. However, the ideas are often incomplete, abstract and unfounded. They must be further developed into convincing proposals for public services.</p>	<p><b>DEMAND /A D1</b></p> <p>Complex issues that cannot be answered with traditional methods. Ideas for new policy without precedent. Politically sensitive issues that require careful approach in a safe environment. Policy instruments that need to be converted into public services.</p>	<p><b>OUTCOMES /CA O1</b></p> <p>Policy makers have answers to complex issues and can take decisions about alternative, innovative public services with more confidence.</p>
<p><b>EVENT X</b></p> <p>The phases in the policy cycle: design, implementation, evaluation and adaptation. Policy makers work together with others in all these phases. What she can help is a stimulating environment in which they can be systematically curious and suffer little resistance.</p>	<p><b>USER U</b></p> <p>Policy makers The ministries and the RVO employees who support them in making policy. Together they have a major impact on the form and impact of policy. Some of them have the creativity and ambition to renew the working method of the government, and search for possibilities to do that.</p>	<p><b>EXPERIENCE /XR E2</b></p> <p>Plug-and-Play facilities enable policy makers to get started quickly. They bring the complex issues, the lab takes care of the rest: people, knowledge and data, tailored to the type of issue and policy domain. Pilots and field test in an operational environment.</p>	<p><b>CAPACITY /C C1</b></p> <p>Experiments based on the RVO accelerator. People with expertise in the field of designing and implementing policies with social and economic impact. With knowledge, authority and trust.</p>
<p><b>DEMAND /X D2</b></p> <p>Creative space, in which policymakers can think aloud, can ask questions and formulate hypotheses. And the resources needed to set up and guide experiments.</p>	<p><b>EXPERIENCE /AC E1</b></p> <p>Policy makers become creative directors and researchers. They are assisted by a team of advisers who set up and implement experiments with them and feed them with implementation knowledge and thorough analyzes. Together they formulate bold ideas and perform experiments to convert them into public services.</p>	<p><b>AGENT G</b></p> <p>Specialists such as advisors, analysts, researchers, designers and developers. People and systems, Lab bots, which users can assist with complex or cumbersome tasks. RVO people with access to valuable information, fellow civil servants that can be cooperated in confidence.</p>	<p><b>CAPABILITY C</b></p> <p>Testing and investigating a limited, proven set. Problem, system and policy analyzes. Developing hypotheses. Generate and develop ideas and concepts. Building prototypes and designing services. Access to the implementation knowledge of RVO and its partners.</p>
<p><b>OUTCOMES /RX O2</b></p> <p>New and interesting ideas for policy are grown on breeding until they can be implemented as public services. Risks of implementation of innovative policy are limited because ideas are explored and substantiated before implementation.</p>	<p><b>CAPACITY /R C2</b></p> <p>Experiments sessions in a safe and trusted environment in which policymakers can test their most daring and sensitive ideas, without the risk of political resistance in the environment in which the ideas are actually implemented.</p>	<p><b>RESOURCE R</b></p> <p>Data, information, knowledge and insight. Capacity (hours) with authority and trust in the role of advisors, analysts, researchers, designers and developers. Inspiring physical and virtual cooperation rooms, promoting creativity and cross-pollination.</p>	<p><b>ENTERPRISE E</b></p> <p>RVO, as a host of the X-lab. In the long term in public-private partnerships with other agencies and policy labs, as a connector between implementing knowledge and policy knowledge.</p>

# APPENDIX B

	Tuckmanns theory	Leadership style	Keys to success	Flow design
Forming	<ul style="list-style-type: none"> <li>• Orientation to task and team</li> <li>• Ground rules</li> <li>• identified Reliant on a leader</li> </ul>	Coordinating	<ul style="list-style-type: none"> <li>- Purposefully picking the team</li> <li>- Facilitating team to identify goals</li> <li>- <u>Ensuring the team development of a shared mental model</u></li> </ul>	<ul style="list-style-type: none"> <li>Setting up ground rules, by explaining rules,</li> <li>-an identified leader in the form of process moderator</li> </ul>
storming	<ul style="list-style-type: none"> <li>• An open exchange of information, emotional support, team cohesion</li> <li>• Interpersonal team structures created</li> <li>• Development of group norms</li> </ul>	Empowering	<ul style="list-style-type: none"> <li>Get feedback from staff</li> <li>Allow for the transfer of leadership</li> <li>- Set aside time for planning and engaging the team</li> </ul>	<ul style="list-style-type: none"> <li>First question towards groups, Leader ask the individuals to answer, question of mental model</li> </ul>
Norming	<ul style="list-style-type: none"> <li>• Strong emotional responses to team and task</li> <li>• Uncertainty, anxiety, and resistance</li> <li>• Internal friction, conflict, crisis often are the result</li> </ul>	Coaching	<ul style="list-style-type: none"> <li>Act as a resource person to the team</li> <li>Develop mutual trust</li> <li>Calm the work environment</li> </ul>	<ul style="list-style-type: none"> <li>I find it kind of weird that this flow doesn't happen if face one is done correctly, an example is WAU with directors, there is no clear consequences of each step</li> <li>Explains</li> </ul>
Performing	<ul style="list-style-type: none"> <li>• The team becomes a "working organization"</li> <li>• Capacity to problem solve and adapt to achieve tasks at hand</li> </ul>	Empowering	<ul style="list-style-type: none"> <li>Get feedback from staff</li> <li>- Allow for the transfer of leadership</li> <li>Set aside time for planning and engaging the team</li> </ul>	<ul style="list-style-type: none"> <li>A working organization within the context that leads to results is a locking step.</li> </ul>
Outperforming	<ul style="list-style-type: none"> <li>• The team exceeds the performance norms</li> <li>• Team able to function and successfully perform in the larger system</li> <li>• Sustainment of tasks are achieved</li> </ul>	Supporting	<ul style="list-style-type: none"> <li>- Allow for flexibility in team roles</li> <li>- Assist in the timing and selection of new member</li> <li>Create future leadership opportunities</li> </ul>	
Adjourning	<ul style="list-style-type: none"> <li>• Change is embedded into the organization</li> <li>• Project team disbands</li> </ul>	Supporting	<ul style="list-style-type: none"> <li>Allow for flexibility in team roles</li> <li>- Assist in the timing and selection of new member</li> <li>- Create future leadership opportunities</li> </ul>	

Quotes  
 "It is really structured and you know what to expect"

"After flow design there is no explicit outcome"  
 It was nice but what did they add?

# APPENDIX C

Stroom en Doelen			
Simple			
Complicated	<ul style="list-style-type: none"> <li>Big picture</li> <li>General working</li> <li>Map</li> <li>Big picture</li> </ul>	<ul style="list-style-type: none"> <li>Customer experience</li> <li>Customer stories</li> <li>Expert diagnosis</li> <li>Customer stories</li> </ul>	<ul style="list-style-type: none"> <li>Pain of experts</li> <li>Learn customer insights</li> <li>Learn to conduct task</li> <li>Customer stories</li> </ul>
Complex	<ul style="list-style-type: none"> <li>WAFI</li> <li>WAFI</li> <li>WAFI</li> <li>WAFI</li> </ul>	<ul style="list-style-type: none"> <li>WAFI</li> <li>WAFI</li> <li>WAFI</li> <li>WAFI</li> </ul>	<ul style="list-style-type: none"> <li>WAFI</li> <li>WAFI</li> <li>WAFI</li> <li>WAFI</li> </ul>
Check			

# APPENDIX D

The first case is a case for a team of the BAR organization, the team was tasked with implementing a vision on digital services. This team consisted of 4 projects: digital service, digital identity, online service, and together for the customer. Each team member was tasked with one project.

The team contact in contact with flowdesign through a colleague of the manager. She saw flowdesign as a way of finding connections. She reached out to a process moderator to ask for support doing a flow design session.

This project took place within the BAR which supports three municipalities; Barendrecht, Albrandswaard en Ridderkerk. The BAR is a combined implementing body for these three municipalities. The teams existed of three team members and a manager all assigned with their project.

The case consists of three meetings spanning over 2 weeks, the first is with the colleague of the team manager, the second one with the colleague of the team manager and the manager and the last meeting was with the whole team.

What did we do

Consisting of three meetings

First Meeting

Second meeting

The goal of this meeting was a dual purpose;

bringing content together from different projects and experiencing the method for further advancement as an additional meeting tool

1. During the check-in several comments were made, including "proud that we can start here today, see the connection more clearly, inspiration; a bit more extensive in the communication plan, preferably a glimpse and clear if there is an overlap how we can then proceed with it".

2. Definition of Done

- For the program services (identity, have made the connection and that it is clear how we will proceed with this);

- As a resident clarity about how I do business online;

- There must always be a link and result with the citizen;

- How do you get everyone moving internally;

- Good understanding and essence of the connections;

- The managers and other employees need action options for the internal organization for the external purpose - the resident and the internal customer feel well helped;

- Insight into which cross-sections will help us;

- It's about co-creation

3. The content

As a resident, it is clear how I do business online.



At the same time, not everyone is digitally skilled. We make custom work for this, but in such a way that the resident always feels helped. There are different target groups and two different goals, namely: a. The internal objective is that you can always work with it internally and b. externally, it must have an effective effect on the citizen.

How large is the immediate group for which we are planning?

Ultimately, this turns out to be for a group of up to 200 people. These are the managers, team heads, management, and part of the front office

There are different phases. Question: when is phase 1 (until June 1) successful?

- Phase 1 People Central - together for the customer / Maureen:

- the assignment is then clear and we have also started. We have already returned to the managers. There is commitment (preferably also from the council secretaries) and we have already achieved something.

- Phase 2: movement is fully set in motion and the guiding principle is commonplace

- Phase 1 Identity / Chose:

- if you want to initiate a movement at all, let it land with the broader group. It is clear on 1 June what does the broader program stand for, what is the problem, what is going well and what is not, who is going to work on this (also clear whether my team leader is going to work on this)

- Phase 2: concepts are loaded and it is clear who is going to work with what and when

- Phase 1 Online services / Vanessa:

- the online leadership team and why is it so important to translate the online services, it is known at the top, there is enthusiasm, the results within the own cluster, and there are practical (including clear what this means in concrete terms)

- Phase 2: Online is clear for team development services. This helps to start the conversation within the own organization

- Phase 1 Program services / Marga:

- on 1 June it will be clear why working from the point of view is so important and how we are going to charge it (like we are in a changing government). So the why and how are known. There are already forerunners and colleagues who already think they are doing it. Extra attention for this group.

- Phase 2: there is a "go" to the service program and a "statement" in the sense that we believe in this from the board.

- Mentioned risks

Group risks concerning commitment

- Commitment from the management

- Discussion how do you deal with individual municipalities

- Example behavior of managers / insufficient leadership

Group risks of change

- Change fatigue in general

- Disqualification, address negatively

- Insufficient maneuverability and adoption

- Broad capacity problems (in FTEs, in money, in knowledge, and in (communication) resources)

- Online thinking/skills

Group risks concerning budget

- Insufficient budget available (programs cost too much, while the 3 municipalities have to cut back)

- Group risks concerning developments

- National vision on services

- Sections (who should be hit?)

- Who do we involve (what will our message be)

- Determine focus (which group do we want

to involve first)

- After the why

- Working from the intention (this why communicating including "what" in it for me")

- The first step is the steering group (of the program) in management and behavior and gets to work with the "coalition of the willing" - investigating why things did not progress last time. Perhaps it was unknown what does the intention mean to me?

Conditions

- Capacity and budget

- Prioritization (awareness and what does this mean & dare to bring focus)

- Paral arrange preconditions with the board

Actions

- a. Discuss with the steering committee which cross-sections we need - including delivery in time

- b. Create stories for target groups with core messages, involve opinion leaders in creating this message

- c. Set up a soundboard group - still think about the shape

4. Various comments were made during the check-out, including:

- that it is a very valuable and concrete session;

- nice that it has yielded insights and that we can go a step further

- impressed by the methodology and that a translation can be made quickly

Key learnings

- There are different target groups, it's important to design for these different target groups

- Create a message for different target groups

- They as a group gained insights, into what is their next step, and where their differences are.

- Which conditions are necessary, to make this project a success.

- What the links are between the different trajects.

Challenges encountered

- Group has limited insights into what the product user wants or needs, process moderator consciously didn't mention this subject.

Enablers for this work

- Supporting and empowering the team

- Going back to limiting conditions to find common ground

- Don't focus on details but on the goal

- Make everyone feel listened to

# APPENDIX E



The second case is a case for the MCU, (ministriële commissie uitvoering). This commission was commissioned with the Future-proof Services of the government. The team consisted of 4 core members, they created an inspiration group with 26 participants of different governmental organizations, these participants were directors or senior strategic advisors.

The session organized was the second inspiration session. During the first session a vision was created and during the second session, it was about how forwards. To determine what the question were during flow design a pre-meeting was organized. Hereby the following 3 questions were created.

1. Describe two or three concrete effects for the citizen that you as an organization want to have achieved in view of this vision?
2. What opportunities do you see for new interactions within your organization, in collaboration with other organizations?
3. What do you need to take the next step? do you now have enough answers for that, with this vision?

Before the flow design meeting, all participants were asked to answer these questions and present them at the meeting.

The meeting started with a short word of the case owner, here all the participant were thanked for their participation and explaining the goal of the meeting: finding how to move forwards. After this the process moderator was introduced and took

charge of the meeting. The process was started by introducing the structure; every participant had 2-3 minutes to answer the three questions and then there was some small room for questions. The order of the speakers was predetermined this to support the continuation of flow. According to the flow moderator this is important because by doing this the speakers dared to speak more. Also the clarifiers were introduced, for this case there were three clarifiers.

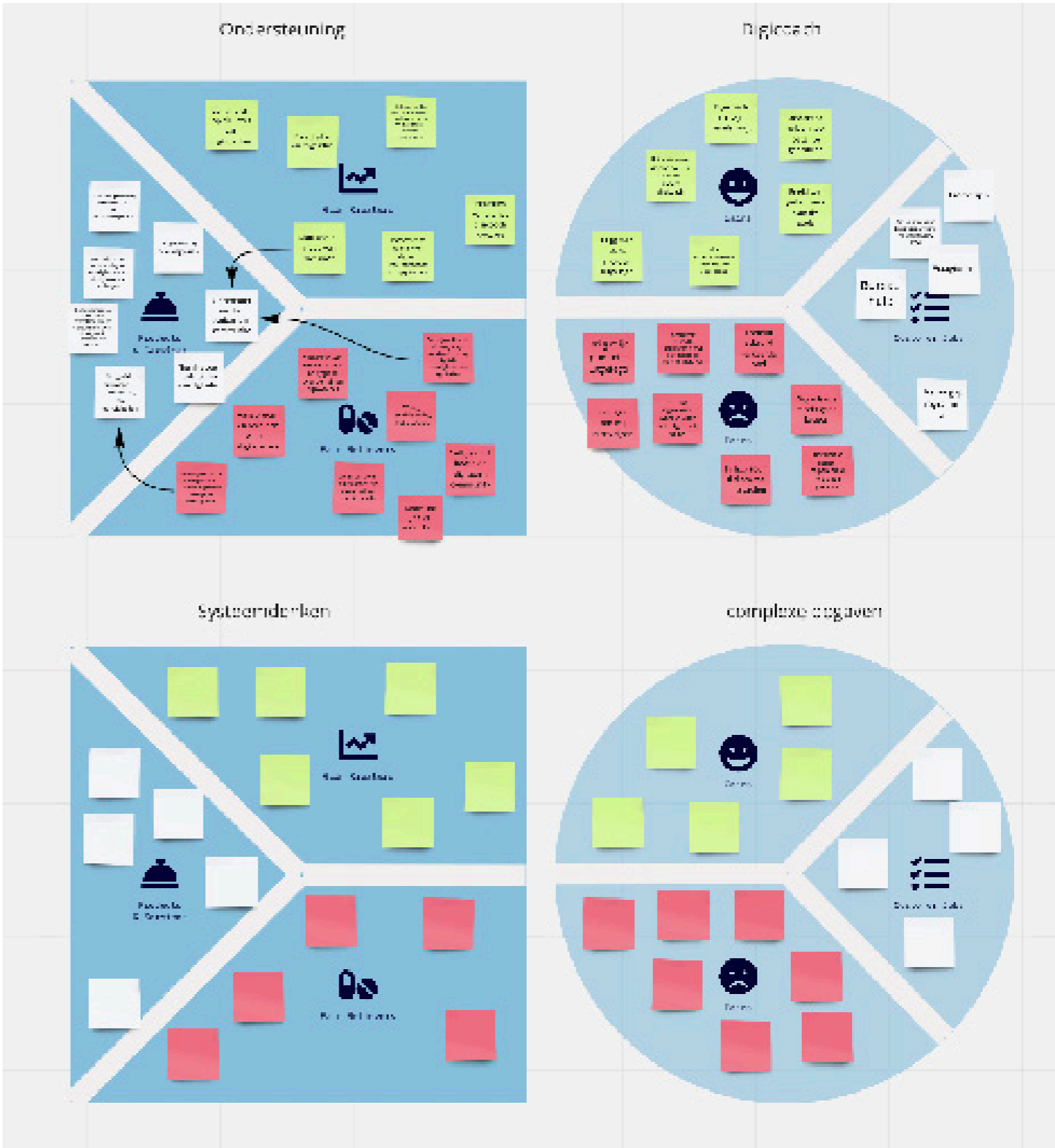
After this introduction the meeting started, after 25 minutes the process moderator asked the clarifiers to show what they saw and what they plotted in Miro. After this there was a break of 5 minutes.

After this break the other half of the group presented their answers, than at the end the clarifiers again showed their work. After this the case owner reflected on the process and asked for feedback of the group. The group expressed their satisfaction with the process.

At last, there was a reflection with; the core members of the project, the process moderator and the clarifiers. Here the core members expressed their dissatisfaction with the result, they said :” we expected more connections between participants to create actions them self”. Now they need to create a process for the next steps. The process moderator and clarifiers tried to help the core team to find these next steps, unfortunately the next steps found weren't explicit enough.



# APPENDIX G



# APPENDIX H

### Deelnemers

- SJ, LD
- Marga, Koos

### Rollen

### Check-in

Goed op de inhoud, Zk er goed in, Vrij, hoe gaat het met de inhoud, Een keer als expert, Processen, Het is belangrijk om te weten, Het is belangrijk om te weten, Het is belangrijk om te weten, Het is belangrijk om te weten

### Definition of Done

Wat is de status van de inhoud, Hoe lang duurt het, Hoe lang duurt het, Hoe lang duurt het, Hoe lang duurt het

### Wat verder nog ter tafel kwam (en relevant is)

### Agenda

- Check In (en waarom vandaag hier)
- Definition of Done
  - Verkenning
- Check-out, hoe ga je weg

### Inhoud

Phases, Risico's, extern risico, Inhoud, Marga, Fase 2, focus bepalen, werken vanuit de bedoeling, budget, Stuurgroep van het programma, in het management, In de top, Periodieke rapporten, Periodieke rapporten, Periodieke rapporten, Periodieke rapporten

Bespreken met stuurgroep welke doorsneden hebben we nodig

story's voor doelgroepen met kernboodschappen, opinieleiders betrekken bij het maken van deze boodschap

Klankebord groep oprichten, denk dan na over de vorm

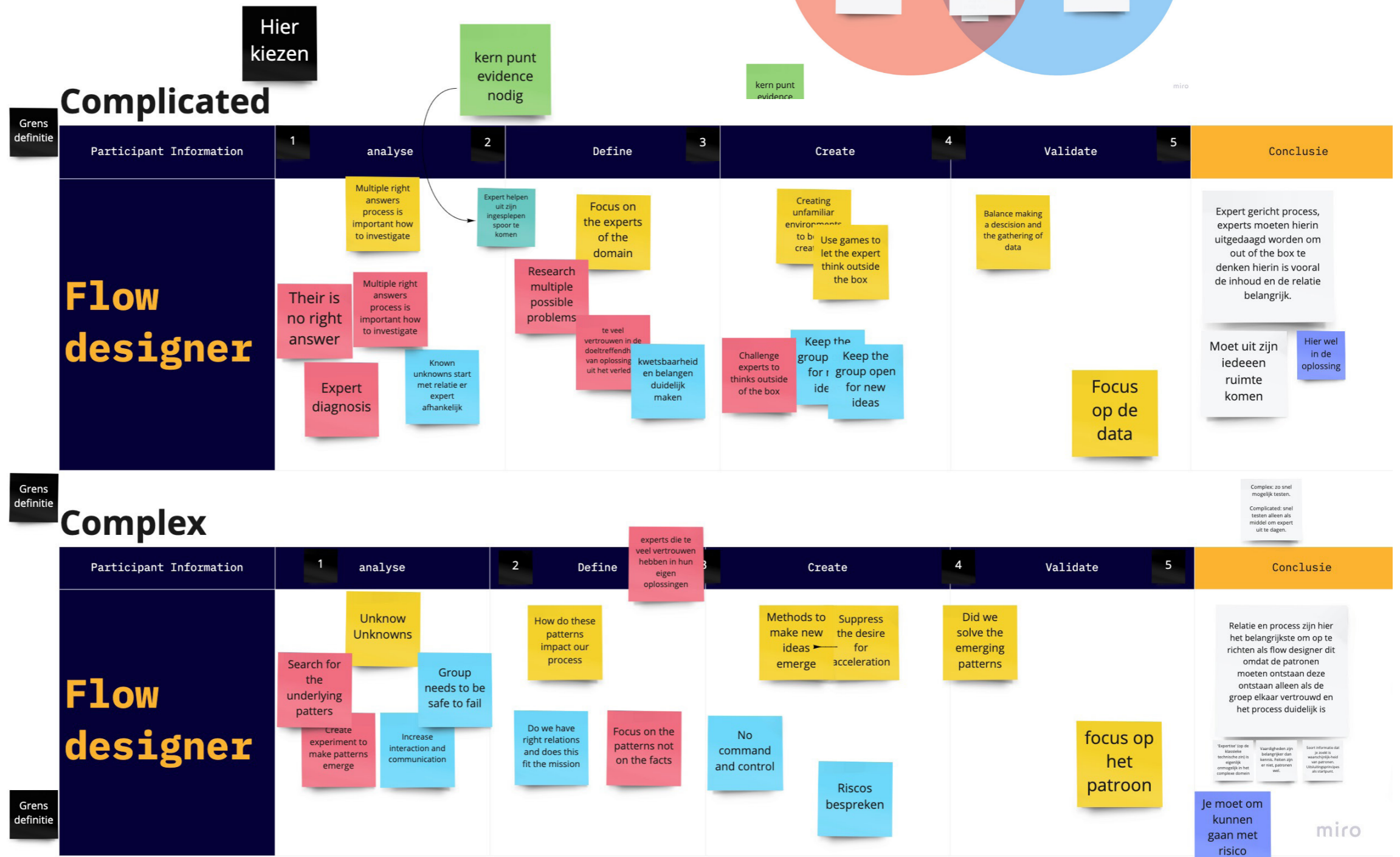
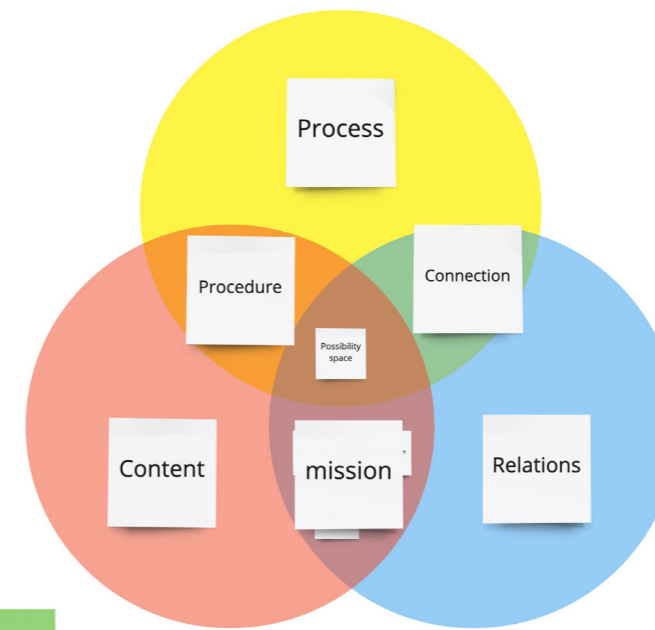
Process, Procedure, Inhoud, Relatie, Mogelijkheidsruimte, Connectie, Opdracht, iedeeen heeft hier een belang, rddig heb inhoud, maarten, inkomsten

### Check-out

Wat is de status van de inhoud, Hoe lang duurt het, Hoe lang duurt het, Hoe lang duurt het, Hoe lang duurt het

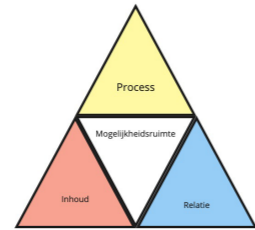


# APPENDIX I



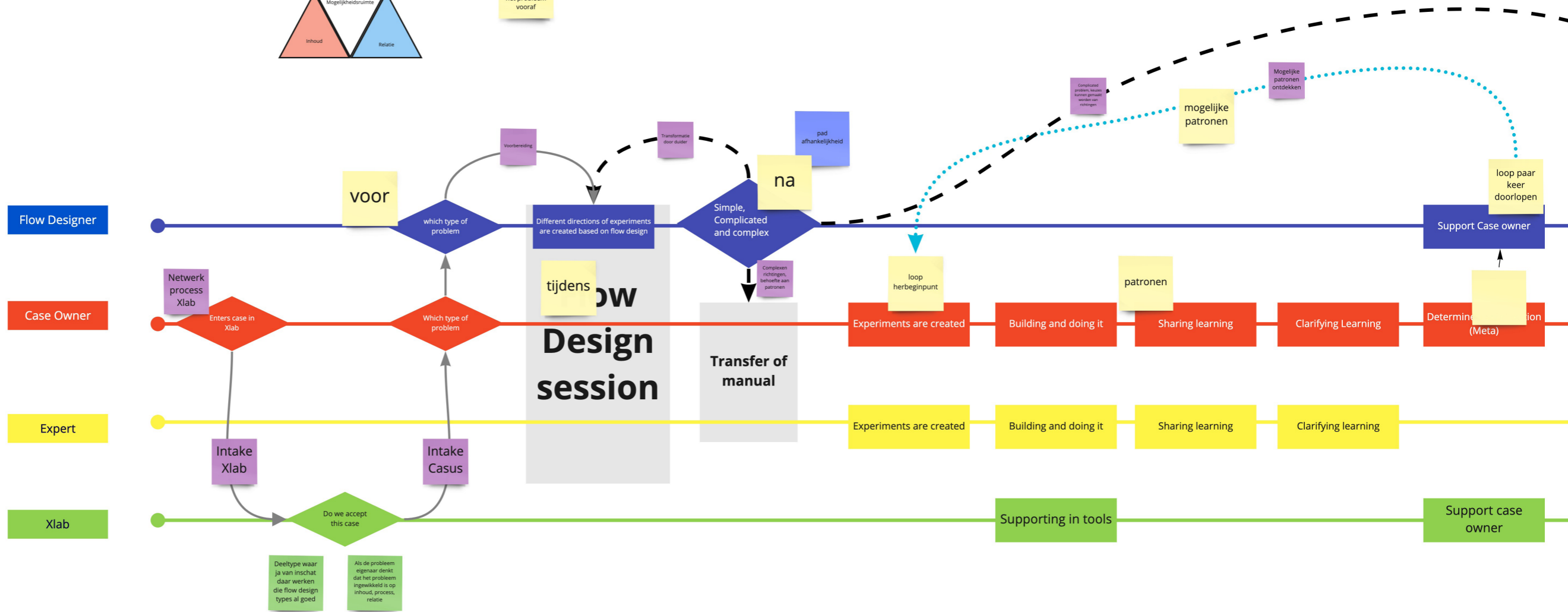


# APPENDIX J



Je doet die sessie, op inschatting van het probleem vooraf

benoem betekenis pijlen expliciet

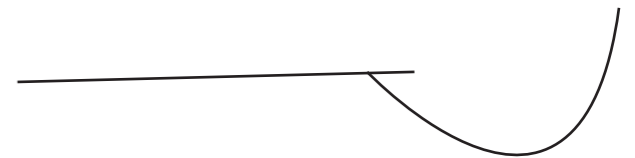


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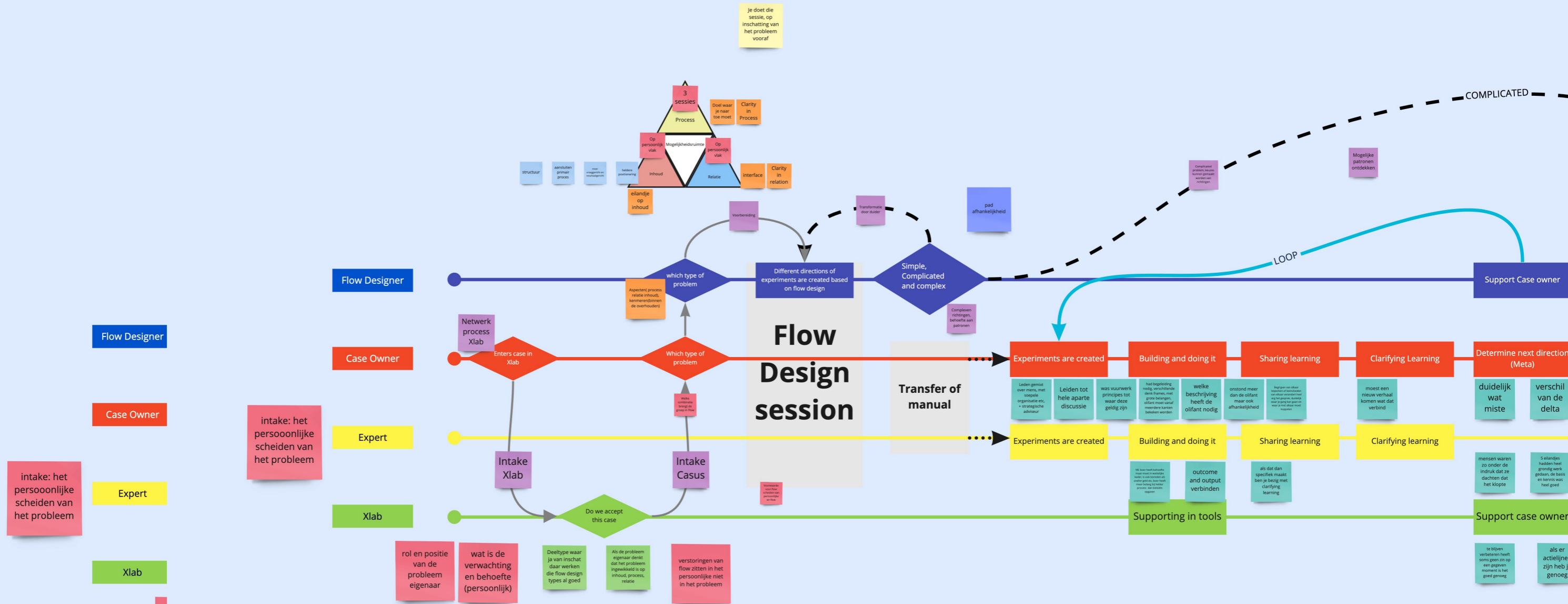
Barendrecht case Evidence, er zijn experimenten opgesteld

Barendrecht case Evidence, er zijn experimenten opgesteld

Barendrecht case Evidence, er zijn experimenten opgesteld







# INTAKE      FLOWDESIGN      START-UP      PATTERN SEARCH

1. Caseowner learns about Xlabs through the network of Xlab.Has a case that fits Xlabs skills and tools.
2. Xlab doet een intake, en kijkt naar het probleem en wat voor een type process hiervoor wordt gebruikt. als het probleem ingewikkeld is op process, inhoud en relatie dan flow design en is er skin in the game
3. Team wordt geselecteerd aan de hand van type casus (problem).
4. Voorbereiding op de sessie.

1. Flow design sessie
2. Belangen
3. D.O.D.
4. Questions
5. Round-up
6. Check-out

1. Flow design hand-out is given to case owner
2. Flowdesigner and case owner determine problem? if complicated to descicions if complex to patternsearch,
3. Flow designer assist in logical directions to investigate

1. Directions are chosen, steps in manual are followed
2. Xlab support teams in tools and canvasses.

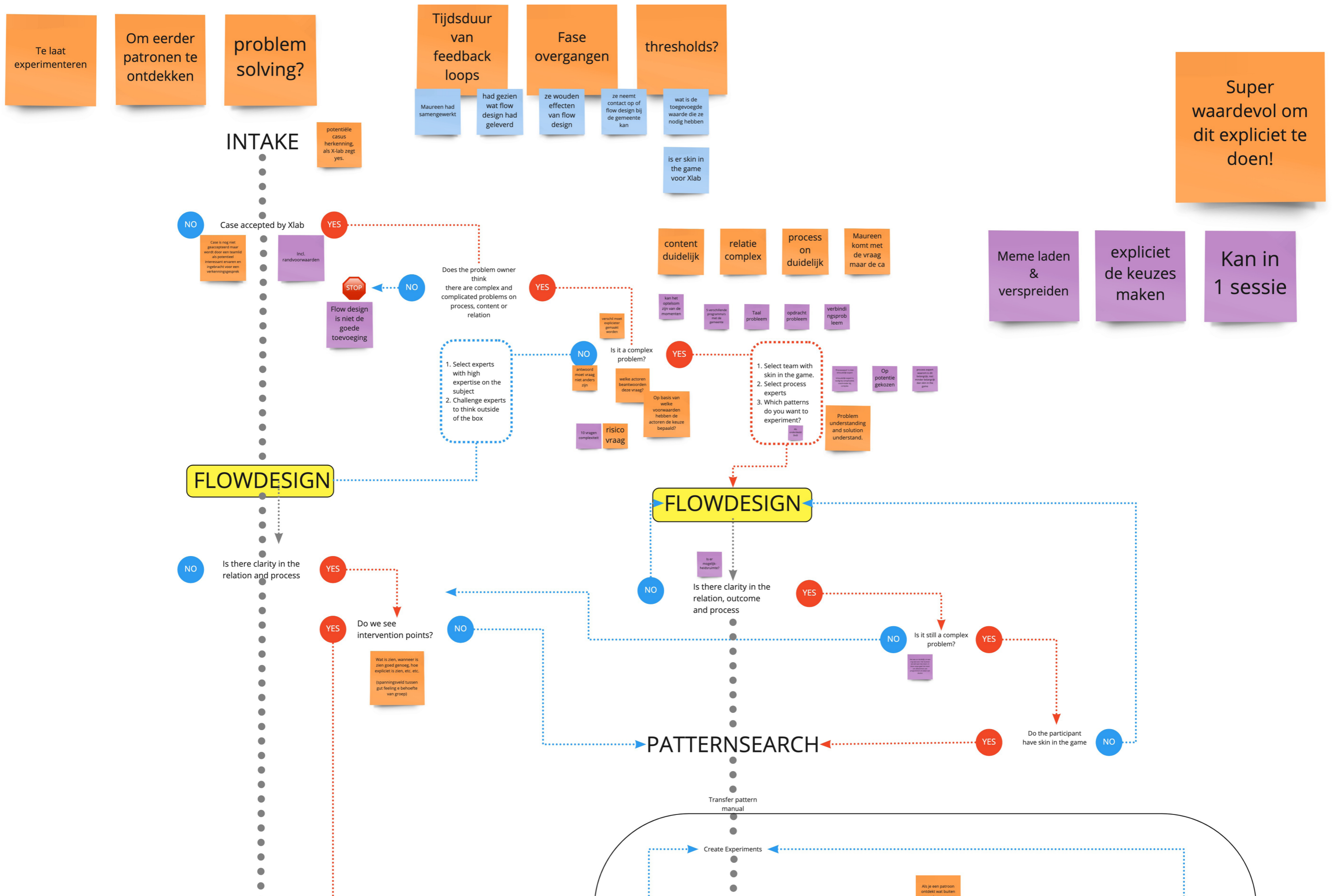
3. Team wordt geselecteerd aan de hand van type casus (problem).  
4. Voorbereiding op de sessie.

3. Flow designer assist in logical directions to investigate

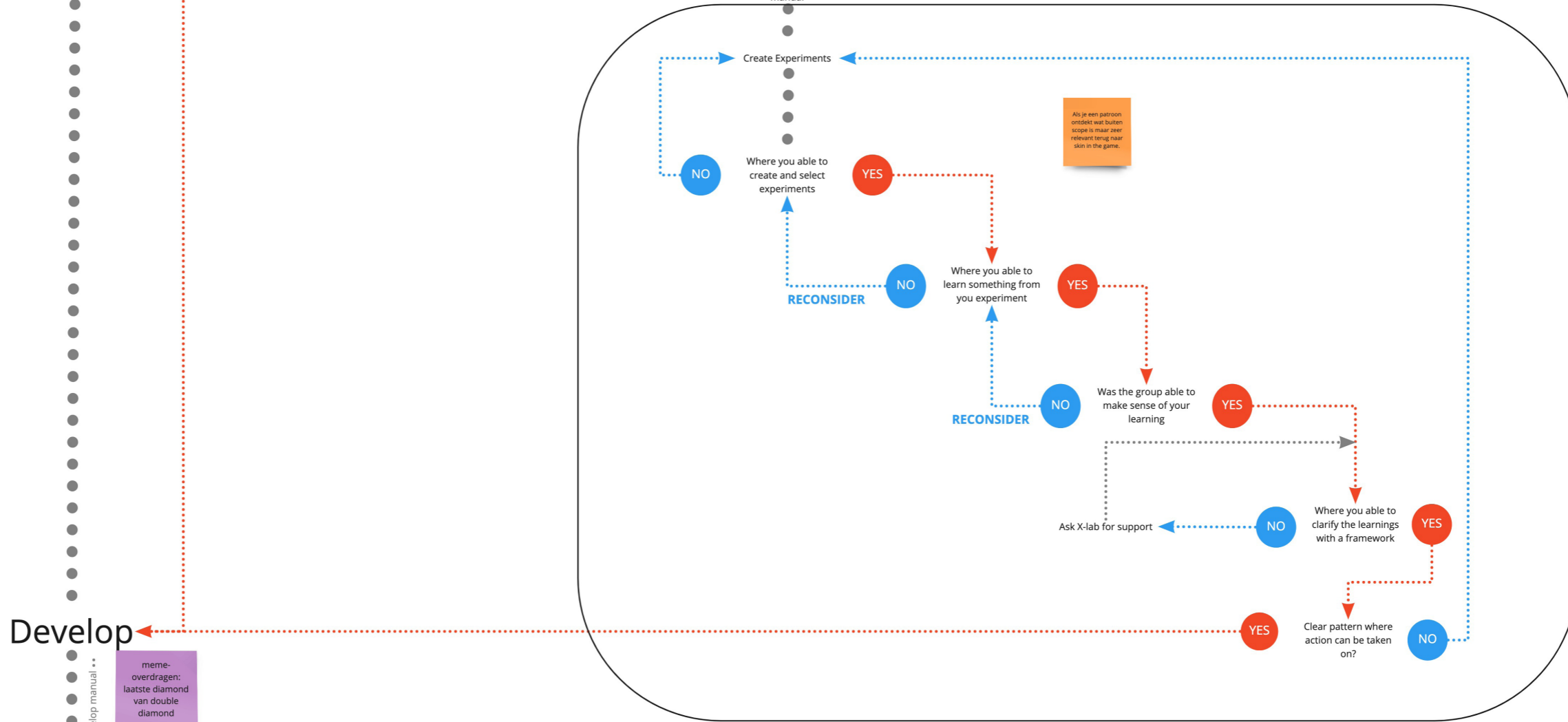
3. Flow designer assist in logical directions to investigate



# APPENDIX L

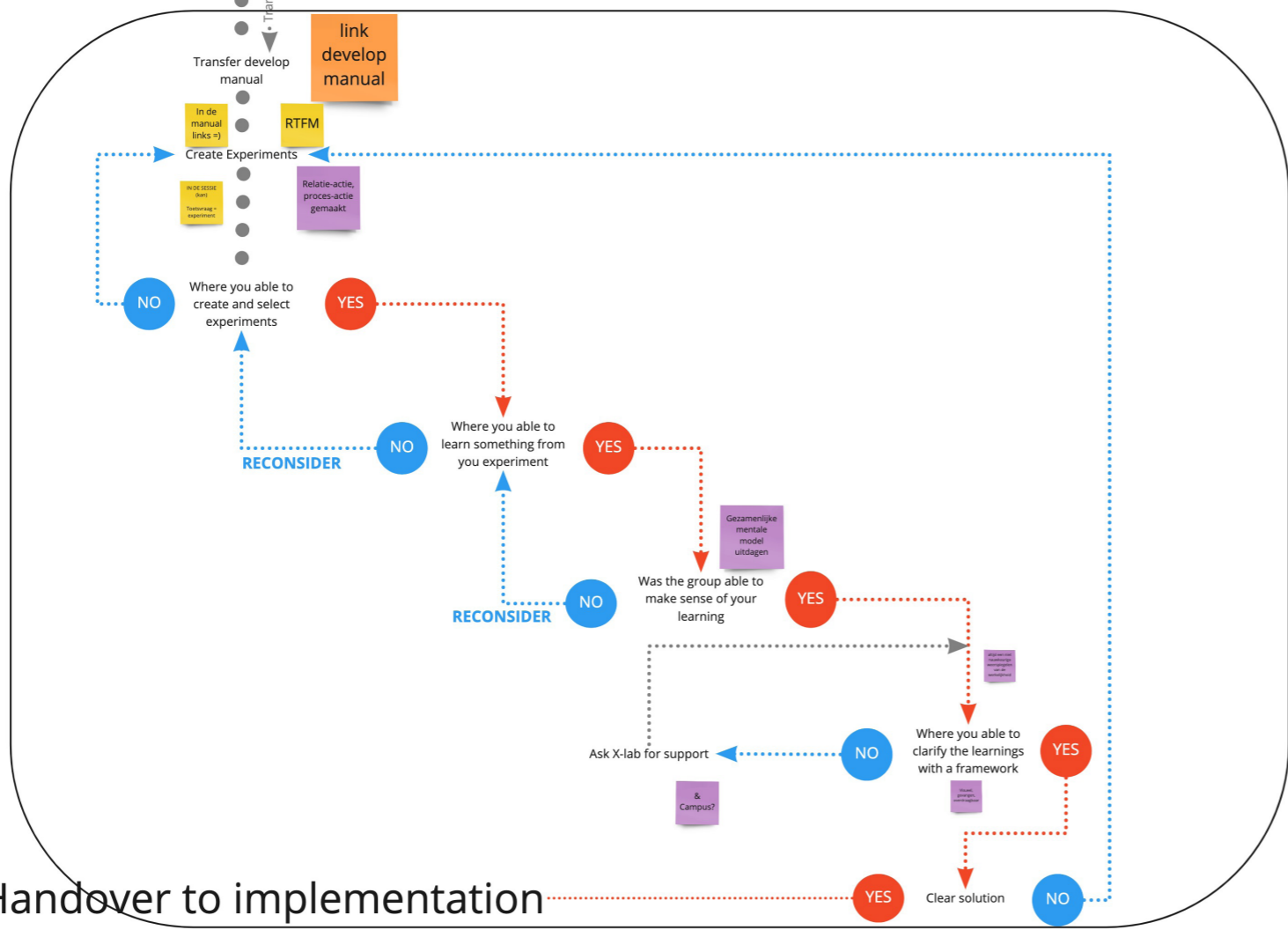






Develop

meme-overdragen: laatste diamond van double diamond



Handover to implementation

## Experimentation

To make a product successful it needs to be tested several times, for example, James Dyson created more than 5,000 failed prototypes of his wildly successful vacuum cleaner or Google was just another search engine until it iterated its way to AdWords and AdSense. Also, the earlier you start iterating your product the cheaper it becomes see figure 3.

This diagram explains the value of prototyping and experimentation when developing a new solution. We sometimes see that new solutions are launched with a 'big bang'; ideas are translated directly into plans that are then fully implemented.

But no idea is born perfect; they are often based on assumptions and need to be refined and improved. When going directly to implementation, there is little room for failure as resources have already been invested and spent. This diagram explains the value of prototyping and experimentation when developing a new solution. We sometimes see that new solutions are launched with a 'big bang'; ideas are translated directly into plans that are then fully implemented. But no idea is born perfect; they are often based on assumptions and need to be refined and improved. When going directly to implementation, there is little room for failure as resources have already been invested and spent.

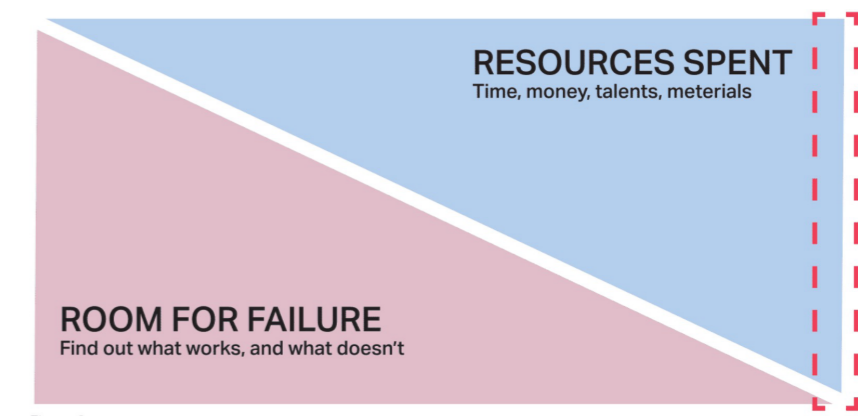
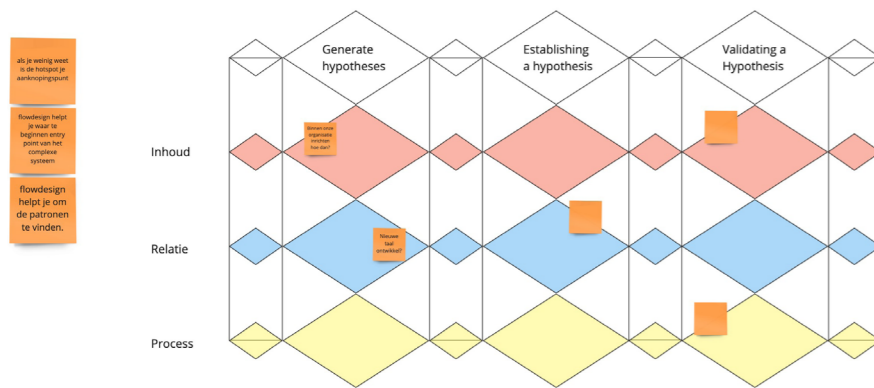


Figure 3



# APPENDIX M



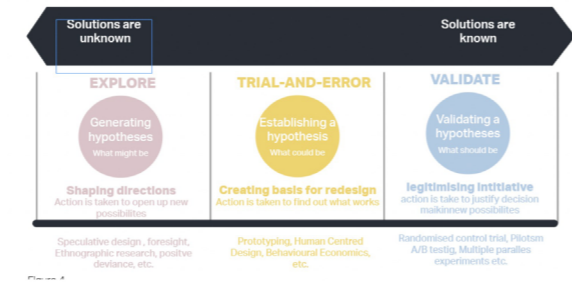
als je weinig weet is de kans groot je verkeerd te zijn

flowdesign helpt je om de patronen te vinden.

hoe heeft dit je geholpen

afkankeligheden je komt er niet in 1 keer

- ik werd er heel blij van tijd vloog
- dingen waar je op kan schieten eigen geschiedenis te exploreren
- team dag met business analisten
- ik ga dan een pattern search
- tennen nog wel bezig daarmee schrik ik de managelijke af
- dit is heel bruikbaar met deze sessie
- ik ga ervaring op doen
- Hier heel blij mee
- het is nu expliciet gemaakt
- 30% groep verder helpen door het expliciet te maken
- het is een totaal pakket waarin de andere tools ook passen
- basis voor een inhoudelijke strage sessie
- super vet om te werken weer in de flow nu met zijn vieren
- ik vind het fijn het maakt expliciet wat we maken
- Sander super goede vragen!
- met zijn vieren meer dan ieder ooit alleen
- expliciet maken
- hoe kan je ernaar kijken
- niet in de expert rol hoeven te zitten
- heel open
- zo wil je samenwerken

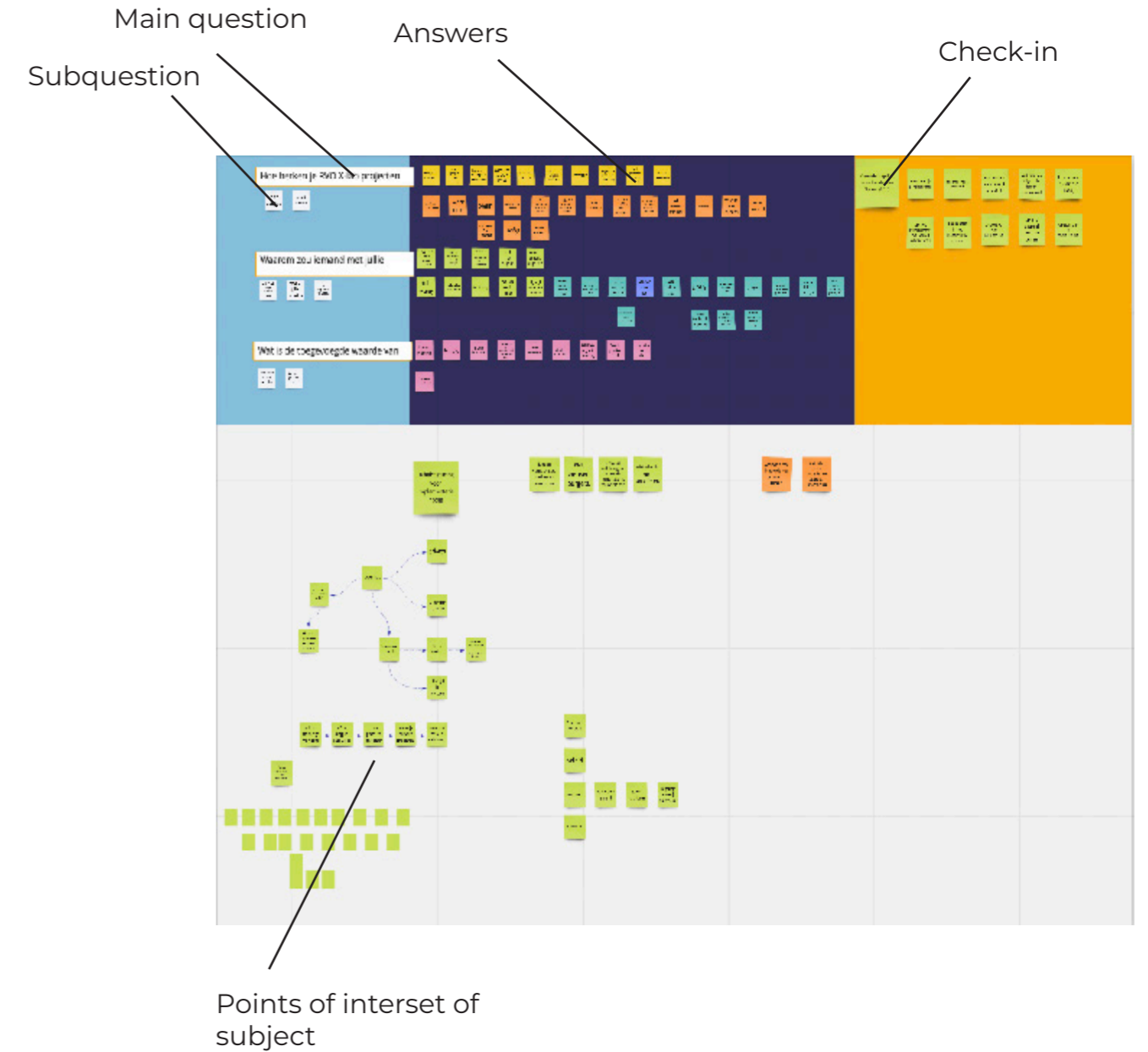


# APPENDIX 1

	A	B	C	D	E	F	G
1		Participant	Subject	Session, date	conclusion	Time	
2	Interviews	Swithin	What is flow design				Miro,
3		Swithin	History of Flow design				Miro,
4		Swithin	What makes flow design hard				Miro,
5		Stephan	Stakeholders				Miro,
6		Swithin & stephan	Behaviour and norms				Miro,
7		Swithin & stephan	Are different types of session				Miro,
8		Stephan	Tools				Miro,
9		Stephan	Case structuer				Miro,
10		Dounia	Existing of flow design, follow ups				Miro, transcribed
11		Dounia	Open data business case	Thier is mismatch in ambition we cannot meets or transcend someone expectations, When are your owner of a problem so when do you take-over, deepdive into process			Miro, transcribed
12		Dounia	Doorwerking				Miro,
13		Sander	Experimenting				Miro,
14		Sander	16X				Miro,
15		Piet	Added value of Flow	possibility to act	Creating a		Miro,
16		Piet	Handelingsperspectief	How to transfer outcome, could go through presentation, booklet			Miro, transcribed
17		Linda	Case owner	Lost of flow after session leads to a limited impact of flow	Flow Overview		Miro, transcribed
18		Maureen	Case owner	added value of flow within in a	Flow Overview		Miro,
19		Piet	Validating problems				
20		Maureen	Case owner validating problems				
21		Tom	Experimetnting				
22		Youri		" the directors came up with			
23	Case	Open data business case	when something is created, it is hard to deliver impact, it needs to be used (so it needs to be designed to be used ) their need be a traject, Added value within RVO is facil				transcribed
24		Jeugd problematiek	See interview Linda transcript				transcribe
25		Digitale dienstverlening bar	See Report,		Mrio		Recorded
26		Digi coaches	With sander, I was moderator				miro
27		MCU toekomstbestendigen dienstverdeling	Wat geef je mee aan het einde van desessie, wordt geantwoord met geen idee, inzichten is leuk maar geen handelingsperspectief, niet te laat anders ben je het kwijt, Er isontbreekt hier opnieuw structuur, die ze niet duidelijk kunnen vertalen naar doelen en acties, waardoor ze bang zijn voor het krijgen van vragen aan een stap waar ze niet aan toen zijn.	Doel Is om het design thinking een visie te maken.			not allowed to record
28		SDG Mapping	their was flow but did not launch due to lack of persistence on both sides, Special learning how do you follow up, Currently Xlab doesn't follow up.				miro
29					Details	Exerpiencing	
30	Meetings	Koen Deep dive	Discussing platform norms and how to design such a platform, Which buttons do you turn to create the desired effect (still unanswered, You can design roles on a platform if design correctly this can leave behinds.		12-mrt Miro		
31		Design thinking within RVO	Their is a lot of enthousiasme for design thinking, limiting understanding of different possibilities in process, Quotes Problem owner is responsible for these steps		19-mrt Miro		
32		SDG <Mappig	See case for more information, Interesting fact, lack of structure every teammembers tries to provide insights this make it chaotic as a participant.		19-mrt Miro		
33		Bouwblokken experimenteren	their is a need for doing more than talking about innovation , currently their is a lot of talking about innovation but not enough doing, this within RVO,		26-mrt Miro		
34		Tools	What Tools does Xlab user, when do we call something a tool, Tools are almost never filled in, Rvo argues that within 1 session you get a clear next step, by using a tool creating a desier effect, histroy of the development of tools, Xlab makes things; quicker, nicer and cheaper				
35		Snowden and boone	I introduced complex problem model of snowden and boone, recieved well by the team! Introduce to show that when something is to hard to explain well or tu understand, it is somtimes better to act inseat of analyze.		09-apr		

# APPENDIX 2

36	16X offering Xlab	Espicially interisting to see difference within xlab about details of the offering, clear devision made in within in inhoud,process, relatie, defintion of design session, dynamic, overzicht bieden, experience overbrengen.	16-april		
37	Imbedding Xlab wihin RVO	Forming norming storming Performing			
38	Connection between workflow managment preperation	How do you create distance between, yourself and the team to be succesfull make this explicit			
39	Theory U	Dounia gave introduction to theory U; The principles of Theory U are suggested to help political leaders, civil servants, and managers break through past unproductive patterns of behavior that prevent them from empathizing with their clients' perspectives and often lock them into ineffective patterns of decision making			
40	Showing own assumption to Xlab,	Where recognized			
41	MCU Maaksessie	Maak sessie, iets is niet af er mist iets, zodat het team beter geholpen is, iets is nog niet af, als je concreet wilt worden wat mis je. Handelingsperspectief bieden, door middel van hulp, hoe biedt je deze hulp. Er is een gedeeld mentaal model ontstaan. De gene die een extra vraag, hebben gehad ervoeren meer interactie, flow. Moderator temporiseerde de groep. moderator denkt vooral na over wie wanneer timing spreekt, Stephan, zeker maten van spanning/ ongemak nodig om flow te laten ontstaan			er is een nieuw metnaal model ontstaan dus ja @Sander
42	Value in systeendenkers nerwek,	What are the level of value how do you spread them, it connections, methods, relations and value			
43	Problem owner values,	Creating a level playing field whereby, an experts can relate, it is import as a problem owner to focus on during before, during and afterwards			
44	Strucur within Flow	It is hard to create structue, structure is currently on subject not on depth hereby it becomes hard to see next steps			
45	Testing critical assumption is it possible to make something within flow	Tested by creating an assignment for a group of participant who all know flow, tried to write a letter to Tjeenk Willink. Interesting to see a lot of resistance to make something, eventually the group was really happy about what happend, two group members finished the brief, they where still in flow. Making for the group is something you can only do once. For me this something odd you make something to learn			
46	Feedback on brief	a structure a rose, first, making connection, taking a way boundaries, seeing added value, creating action pesrpective. It's a balance, between disruption and unburden			



# APPENDIX 3

	A	C	D	E
1		Theme	Exerpts	Category
2	Flow Founder	What is flow design	Er zijn verschillende rollen je moet deze gescheiden houden anders krijg je een alwetende verteller	Roles Flow design
3			Hoe kunnen verschillende stakeholders en kennis gebieden samen een fit vinden voor een wicked problem Flow Design	Added value of flow design
4	Flow Founder	History of Flow design	Vroeger was er een notulist en dan volgende de notulen twee dagen later de notulist deed toch wat hij wil	Added value of flow design
5			we zijn veranderd naar vraag gestuurd werken, vragen stellen naar klant wat heb je nodig wat is vraag, dan heb je al wat in 1 sessie	Trajectory
6	Flow Founder	What makes flow design hard	As Xlab we want to empower participants, here we need to find a balance	Ownership
7			Focus op de relatie en niet op de uitkomst	Principels of flow deisng
8			Schakelen van meta naar het concreten	Principels of flow deisng
9			ons protyep is op dit moment erg talent afhankelijk	lack of clarity
10	Xlab employee	Stakeholders	Wij denken vanuit het vraagstuk dit vraagstuk moet komen van de probleem eigenaar	Approach
11			we hebben 4 verschillende rollen in Flow design de process begeleider, expert, probleem eigener en de duider	Roles Flow design
12	Xlab employee	Behaviour and norms	tijdens flow design moet je er voor zorgen dat er genoeg durf is, dit doe je door vertrouwen en levert perspectief	Principels of flow deisng
13			actielijnen zijn gebaseerd op de behoefte en intentie leveren de rode draad	Outcome
14			Kwaliteit wordt bepaald aan de kwalitieti van de interacites	Outcome
15	Xlab employee	Are different types of session	Op dit moment worden sessie niet bewust ingezet voor veschillende sessies	Outcome
16			Als we een sessie afronden doen we daarna geen stappen zelf meer	Outcome
17			Succes wordt bepaald door de ontstane mogelijkheden ruimte	Outcome
18	Xlab employee	Tools	Het doel van als onze tool is verbeteren van de overheids diensntverlening	Tools

	A	C	D	E
1		Theme	Exerpts	Category
19			verschil in tools denk tools en doe tools,	Tools
20			wij zijn sneller leuker en goedkoper	Offering
21			Principes van 16 x, dualiteiten geven en doen	Tools
22	Xlab employee	Case structuer	we doen 1-2 sessies per week maar weinig cases,	Structure
23			goeie cases, er was een vraag iemand zat ergens mee, dan een systematische bedandering,	Structure
24			Wij hebben geen manier hoe we bijhouden hoe ver we zijn met cases	Structure
25	Founder Xlab	Offering Xlab	dat je veel gezichten ziet, dat je niet maar twee je ziet aan het werk en dan in in algemene zin. Hoe herken je, ik snap ik dat dat voor heel veel mensen niet herkennen.	Un recognizalbe
26			We hebben succes als we veel lessen hebben geleerd en er veel opschudding is.	Offering Xlab
27			willen is vaak omdat ze iets niet handig om te krijgen of vastzitten, of en vooral dat we denken dat we in staat zijn om een samenwerking in ieder geval op gang.	Offering
28			ik zit vast en oké en ik denk wel ook de begeleiding is dat dat dat de begeleiding is in het verleden ook meer wat ik net ook al zou je in staat om te om te ontwerpen. En ik denk omdat het omdat het ook al is, niet zo maar tot op heden en dan ben ik echt boos over omdat het gratis geholpen is,	Offering
29			Ja, beweging, bewustzijn, bewust beïnvloeden en en betrokkenheid voordat het begint, de ruimte en veiligheid meestal niet altijd. Ik zeggen dat dat dat als we ook met storytelling oplossen, dat dat iedereen zn eigen verhaal kan doen, dus gelijkwaardigheid ofzo in	Added value of flow design as a process innovation

	A	C	D	E
1		Theme	Exerpts	Category
			We doen wel inschatting vroeger werk, small medium large verkenningen, experimenten, een hele traject mijn, als ikzelf wel baat bij werkt met Kees dat nog geen diegenen die in de case niet zit, zeg maar de de en als Kees liet, geeft wel indicatoren voor concessies, verwachten ongeveer en dan het voorwerk en na werk dat dr. Woordenschat in gemaakt. Maar dit soort dingen zie ik andere mensen niet doen,	
30				lack of structure
			alleen al een intakegesprek op een gegeven moment realiseert constante het intakegesprek op zichzelf al een product is en omdat daar mensen al heel vaak die beweging al hebben gecreëerd. En dan willen ze niet per se verder.	lack of process
31				
			We geven iemands anders geld uit niet zoals google zeg maar, bij ons moet het in een keer goed zijn	Time, proces
32				
	Xlab employee	Open data business case	Thier is mismatch in ambition we cannot meets or transcend someone expectations, When are your owner of a problem so when do you take-over, deepdive into process	Ownership
33			Nu is het dilemma is dat je onder een vergrootglas zit in de overheid en je geeft belasting als uit, dus het moet, het moet liever één keer goed en daarvoor heb je wel bij zon te probere	Experimenteren
34			En daarom denk ik ook dat dat daar de opvoedt kundigheid eens iets over. Hoe denken ook experimenteren	Could experiment fail
35			Je hebt absoluut een kans, maar het, het kost veel werk en en dat is dat is zeg maar alles wat je kent uit innovatie, literatuur en theorieën dat klopt. Maar een publieke sector, innovaties echt een vak apart	
36				

	A	C	D	E
1		Theme	Exerpts	Category
			Dus ik bouw wel aan die. Competenties maar lees, luister goed, hé, ik doe dus hrm, werk, management, werk, experimenteer werk, ontwerp, werk, contract, werk, coördinatie, werk, inhoudelijk werk, opdrachtgevers allemaal tegelijkertijd allemaal tegelijkertijd. Dat is eigenlijk iets nieuws doen, echt ondernemen en dat is heel moeilijk bij bij de overheid.	Lack of skills and knowledge
37	Case owner	Doorwerking		
			Nou is het zo, dat is zeker bij de overheid na het prototype vaak alles vinden, als pudding in elkaar zakt en en dus is er is een ander verhaal.	implementation
38				
			us dat is voor mij is het proces. Innovatie is de eerste helft van de u, mn. Innovatie, de tweede helft, als het gaat over follow up die doe, maar eigenlijk nooit zo klinkt. Klaar, is dus een traject.	Delivaralbe
39				
			Om dan te gaan bouwen en mensen uit te halen is gaan creëren:gebeurt bijna nooit meer!	lack of process
40				
			Dus het leuk werk vinden mensen, dan zeggen ze dan: dat is bijna zon leuk dat dat niet werkt. En dan gaan we zeker niet hulp bij vragen en als is echt jammer dat we echt iets wat wat in de cultuur, zo iets van van heel veel ambtenaren, laat mij nog maar alleen om ons natuurlijk heel erg leuk strategie maken of een product te ontwikkelen,	Why no last diamond
41				
	Xlab employee	Experimenting	Als ik dat doe ben ik ook verantwoordelijk er over en dat hoef ik niet	Experimenting
42				
			dan ben ik het boegbeeld, weet je wel, dat wil ik helemaal niet	Culture
43				
			Het lastig om op dit moment concreet te hebben wat onze tools doen, vooral naar andere toe voor ons zijn ze duidelijk	Clarity
44		16X		
45				
46	Design expert	Added value of Flow	possibility to act	Creating a shared mental model

	A	C	D	E
1		Theme	Exerpts	Category
47			mensen met verschillende belangen in tstaat brengen waarin ze samen systemisch kunnen ontwerpen	
48			Ik zou flow design niet kunnen verkopen op feesten en partijen	Offering, clarity
49	Design expert	Handelingsperspectief	How to transfer outcome, could go through presentation, booklet	
50			Je creert samen een nieuwe werkelijkheid, ... deze ideeën zijn moeilijk te verspreiden	Clarity
51			Het is lastig om te zeggen wat er tussen sessies in gebeurt.	Lack of structure
52			Flow design staat niet opzichzelf het wint aan kracht als het in een process zit.	
53	Case owner	Case owner	Lost of flow after session leads to a limited impact of flow	Flow Overview
54			onder het wateroppervlak zit naar boven te krijgen, waardoor ego beter managers kan worden,	Value of Flow
55			Mensen worden niet voldoende opdrachten zijn, veel worden vaak heel opzettelijk vaag gehouden.	Lack of clarity
56			Dat goed gevoel verdwijnt naar eentijdje en dan is het lastig wat hou je er dan van over.	Loss of flow between sessions
57			om te zeggen wat er echt is bijgedragen, ze hebben natuurlijk wel goeie vragen gesteld en na elke sessie was ik wel blij, maar ik miste een	Lack of process
58			Hè dat je denkt, ik had toen dat je denkt, ik had toen z'n goed idee, maar je kan niet meer helemaal reproduceren wat er dan gebeurt en ik zie daar wel een risico met flow die zijn ook.	Keeping the goal in mind
59	Case owenr	Case owner	Hele effectieven manier om iets complex, wat verschillende heeft die complexiteit, en het hele complexen heeft, en je hele concreten punten hebt waar je mee aan de lsag kan	Offering
60			Zorgt ervoor dat wij een stap verder kunnen	

	A	C	D	E
1		Theme	Exerpts	Category
61			Het is belangrijk dat die rollen gescheiden zijn, anders ga je alles zelf ook nog een interpertere	Roles
62			Ik vind het lastig hoe concreet wordt flow aan het einde, hoegroot is je pad zeg maar	perspective
63	Design expert	Validating problems	Maar hoe zet je dan flow neer, het is lastig om een vervolg stap te zetten maar is dat nodg.	Offering
64			Flow design verkopen als reframe middel kan je niet zo veel mee, er moet meer actie uit komen	Process
65	Xlab employee	Experimenting	We willen iets bevestigen, welke aannamen heb je, hoe wil je deze testen, en hoe ga je het succes meten	Experimenting
66				
67	Case owner	Validating problems	Het zelf doen is lastig, zoeken naar een kernboodschap	Clarity
68			Het is vertaal stap maar daarmee zijn we er nog niet we hebben nog meer nodig.	
69	Manger		Als de opdrachten van boven komen is er minder daadkracht bij de werknemers.	Bo
70	Case owner	Experiment Clarity 1	we zouden actie moeten ondernemen op relatie, op dit moment hebben we te weinig support van onze project eigenaar om het door te zetten.	Clarity
71			Wat zou ik met al deze tussen velden moeten doen moet ik die ook invullen, kan hoor maar is wel behoorlijk wat	Model becomes to big.
72			expliciet maken van de klant beloften	
73	Flow designer	Experiment Clarity 2	Deze uitzetting sluit goed aan bij flow, lijkt of we het op deze manier al een tijdje doen.	
74	Case owner	Experiment Clarity 2	Laat zien waar de extra kanzen zitten, vetten tool	Offering
75			Het voelt wel heel sturend	room for messines?
76				
77	Case owner	experimente iteration 2	Dus op zo'n aannamen kan je dan een experiment uitvoeren of niet	Different experimentation
78			Maar je bent dan niks aan het bewijzen/	Different experimentation



	A	C	D	E
1		Theme	Exerpts	Category
79	Exp. Expert	Experimentation (exp)	Een voorbeeld van experiment is: we sturen bij een grote subsidie opvraag, altijd een vragen lijst, hierin veranderen we dan een vraag om te kijken wat hier vervolgens mee gebeurt en daarna bevragen we alle betrokken partijen.	Deductive
80			We experimenteren vooral om dingen aan te tonen.	Deductive
81	Exp. Expert		experimenteren gaat als volgt; hypothes, methode, resultaat conclusie	deductive
82			Experimenteren wordt ondersteund vanuit het experimenteer netwerk	Network
83	Case owner	Validation	Het is belangrijk om een plateau te bereiken zodat je team dit blijft doen. Het voelt alsof je deze stappen blijft maken nadat je deze stap een keer hebt uitgevoerd	How do you keep doing
84			we hebben waarschijnlijk wat ondersteuning nodig bij het bedenken van actie	Creating actions
85			Is er ook een handout voor flow designers.	Expliciteren
86			De stappen dwingen je bijna om inductief te zijn.	Inductief
87			waar staan deze vragen	Creating questions
88	Case owner	Validation	Misschien kun je mensen ook trainen in het gebruik van deze methode, of de procesmoderator moet de eerste stap ondersteunen. Het voelt niet alsof je zo vaak een Flow Design-sessie nodig hebt	How do you keep doing
89			Het maakt mijn denken over projectstappen al explicieter	Expliciteren
90			Het voelt alsof we al langere tijd op zoek zijn naar een inductieve manier van denken zonder het te weten, dit is echt een eye-opener voor mij.	Inductief
91			Voor mij voelt het nog steeds alsof je beide moet doen	Inductief
92	Outsider	validation	Waar staan die vragen of hoe bedenk ik deze	Creating questions
93			Momenteel vraag je mensen om expliciet te maken welke shift je wilt dat ze maken 'van - > naar'. Dit is misschien te expliciet. Is het mogelijk om maar één vraag te stellen die goed is ingeleid, zodat je geen discussie hebt over twee punten?	Expliciteren

	A	C	D	E
1		Theme	Exerpts	Category
94	X-lab manager	Validation	Jullie denken mee, jullie maken het ingewikkelder en vervolgens doen jullie daar niks mee	
95			Zelf mee draaien voor handelingsperspectief	

# 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 Dekker 4930  
 initials L.N. given name Loek  
 student number 4351193  
 street & no. \_\_\_\_\_  
 zipcode & city \_\_\_\_\_  
 country \_\_\_\_\_  
 phone \_\_\_\_\_  
 email \_\_\_\_\_

Your master programme (only select the options that apply to you):  
 IDE master(s):  IPD  Dfi  SPD  
 2<sup>nd</sup> non-IDE master: \_\_\_\_\_  
 individual programme: - - (give date of approval)  
 honours programme:  Honours Programme Master  
 specialisation / annotation:  Medisign  
 Tech. in Sustainable Design  
 Entrepreneurship

### SUPERVISORY TEAM \*\*

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

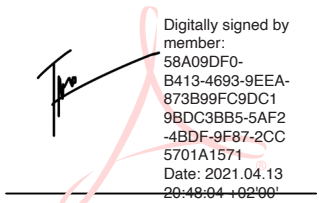
\*\* chair Nynke Tromp dept. / section: HCD  
 \*\* mentor Ahmee Kim dept. / section: DOS  
 2<sup>nd</sup> mentor Swithin Panacho  
 organisation: RVO  
 city: Amsterdam country: Netherlands

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 Nynke Tromp date 13 - 04 - 2021 signature 

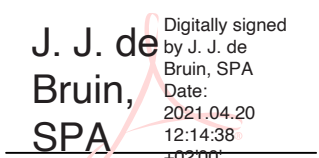
Digitally signed by member: 58A09DF0-B413-4693-9EEA-873B99FC9DC1 9BDC3BB5-5AF2-4BDF-9F87-2CC5701A1571 Date: 2021.04.13 20:48:04 +02'00'

### 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: 30 EC  
 Of which, taking the conditional requirements into account, can be part of the exam programme 30 EC  
 List of electives obtained before the third semester without approval of the BoE

YES all 1<sup>st</sup> year master courses passed  
 NO missing 1<sup>st</sup> year master courses are:

name J. J. de Bruin date 20 - 04 - 2021 signature 

Digitally signed by J. J. de Bruin, SPA Date: 2021.04.20 12:14:38 +02'00'

### 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

- the projectbrief has been submitted late

name Monique von Morgen date 28 - 04 - 2021 signature \_\_\_\_\_

IDE TU Delft - E&SA Department /// Graduation project brief & study overview /// 2018-01 v30 Page 2 of 7  
 Initials & Name L.N. Dekker Student number 4351193  
 Title of Project How can design thinking support flow design

esign think \_\_\_\_\_ 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 15 - 03 - 2020 06§ - 08 - 2021 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, ...).

Since the beginning of the 21st century, we have become globally aware of the complexities of the social, economic and environmental challenges we face. These new challenges are open, networked and, dynamic problems. To solve these problems the dutch government is searching for new tools and processes to solve these kinds of problems.

In the Netherlands, one of the government bodies that are busy solving these complex problems is the Royal Enterprise Agency (RVO), which is a government implementation agency, its activities are carried out on behalf of various Dutch ministries, provinces, provinces and the European Union. It aims to facilitate entrepreneurship, improve partnerships, strengthen positions and help realize national and international ambitions through financing, networking, knowledge and compliance with laws and regulations.

Within RVO, X-lab is developing new ways of working to be better prepared to deal with these complex problems. RVO X-lab is RVO's internal innovation lab that creates and collects different frameworks, methods and tools. With those X-lab is supporting policy writers when they solve complex problems, they do this by doing co-creation sessions. An example case is with conflicting grants for farmers. There was a grant for farmers where they are subsidized to let their cows graze outside, while there is also a subsidy based on environmental considerations for keeping your cows inside of the cowshed. This conflict is solved by X-lab by doing a co-creation session that resulted in actionable designs.

One of these new ways of working is design thinking. Design thinking is a process generally defined as an analytical and creative process whereby one is allowed to experiment, model and develop prototypes, collect feedback and redesign (Razzouk, Rim & Shute, Valerie, 2012 ). Design becomes a force in the world. Today, design professionals have gained access to a very wide variety of professions. This is a great success not only for the individuals but also as a testament to the value of design practices. Likewise, a growing number of nontraditional designers are successfully picking up and using design practices to solve problems across society (Adam Thorpe & Lorraine Gamman, 2011).

This rise in complex problems in combination with design thinking can open up a whole range of solution options. An example is the Danish MindLab, this is an internal platform for creativity and innovation of the Danish Ministry of Economic and Business Affairs. This is an internal catalyst to stimulate new forms of cooperation and new forms of work, innovation and policy-making.

X-lab is an organization that currently does not consciously use design thinking. From this comes the following possibility: how can design thinking support the process of RVO to deliver better outcomes.

- 1) Adam Thorpe & Lorraine Gamman (2011) Design with society: why socially responsive design is good enough, CoDesign, 7:3-4, 217-230, DOI: 10.1080/15710882.2011.6304771
- 2) Razzouk, Rim & Shute, Valerie. (2012). What Is Design Thinking and Why Is It Important?. Review of Educational Research. 82. 330-348. 10.3102/0034654312457429.

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introduction (continued): space for images

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**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.

Rvo X-lab is looking for a method to solve complex system problems. Currently, they have tools and methods to solve these problems. The solutions that come out of these tools are not always used as a solution. Sometimes they are not even taken into account because they fall out of the project plan/budget.

Currently it takes a lot of time to organize co-creation sessions, they have to be revised every time, and they rethink the following questions; what should such a session look like and what do we find important? Also, the tools they develop are not operational, with this I mean difficult to use for non-experts due to this, the tools are less effective. Lastly, their tools are incoherent with each other.

There is a need for structuring their process in a more operational way and seek for ways design can support their current way and future way of working.

To answer the proposed problem the following research questions are created;

- What is the RVO X-lab innovation process?
- What can be the added value of design approaches?
- What would an adaptation of their process based on this look like?

**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.

Where in the process of X-lab can design thinking be of added value, how would you design such an adaptation?

I will do this research by following the frame creation process presented by Kees Dorst with a combination of VIP. The details will be explained on the next page.

In my project, I plan to answer the sub-questions in the following way.

- What is the RVO X-lab innovation process?

I'm going to answer the subquestion by doing interviews with direct stakeholders and managers.

And by following several live cases.

- What can be the added value of design approaches?

I'm going to answer the subquestion by focusing on good practices of design in the domain of governmental innovation. Do a co-creation session with stakeholders to get a shared future vision.

- What would such an adaptation look like?

I'm going to answer the subquestion by designing, testing, and iterating the intervention.

As a result, I expect to make a package of their tools and methods. This to see what I can add as a designer. This could be in the form of a new tool or support in making tools and frameworks more operational.

**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 \_\_\_\_\_ end date \_\_\_\_\_



**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.

During this project, I want to extend my knowledge in solving and working with complex problems within public organizations. I acquired knowledge about this during my Internship at Philips Design where I worked on an innovation Blueprint for a transition toward Value-based Care and during this project, I want to experience the potential of design in this field.

During my working experience for Invert at Vanderlande, I learned how to be an independent and proactive worker these skills will be important due to the Corona Pandemic. Because of this pandemic, there will be a lot of work from home. Due to this, it is important to be proactive and independent. But also to know when to take a break or sound the bell for some extra help.

This project is for me, an opportunity to learn about working with-in complexity and focussing on the potential added value of design. Also, I'm eager to learn about working within a governmental organization and see how they deal with transition and change. My ambition for this project is to create something that is there to use.

My personal Learning goals are:

- I want to learn how I can link complex system thinking and design thinking
- I want to learn about framing within public organizations
- I want to learn how to translate theory into action.

**FINAL COMMENTS**

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

