

GOOD MORNING!

# Context sense- making through systemic lenses

Hi!

I'm...

and the challenges you  
work on are... (one word!)

Complex?

Complicated?

DENKWERK'S SYSTEMS THINKING EXPERT TEAM



Alessandra  
Molderings-Enriconi  
ASSOCIATE DIRECTOR SERVICE DESIGN



Daniel Zander  
SENIOR EXPERIENCE DESIGNER



Martina Verni  
EXPERIENCE DESIGNERIN

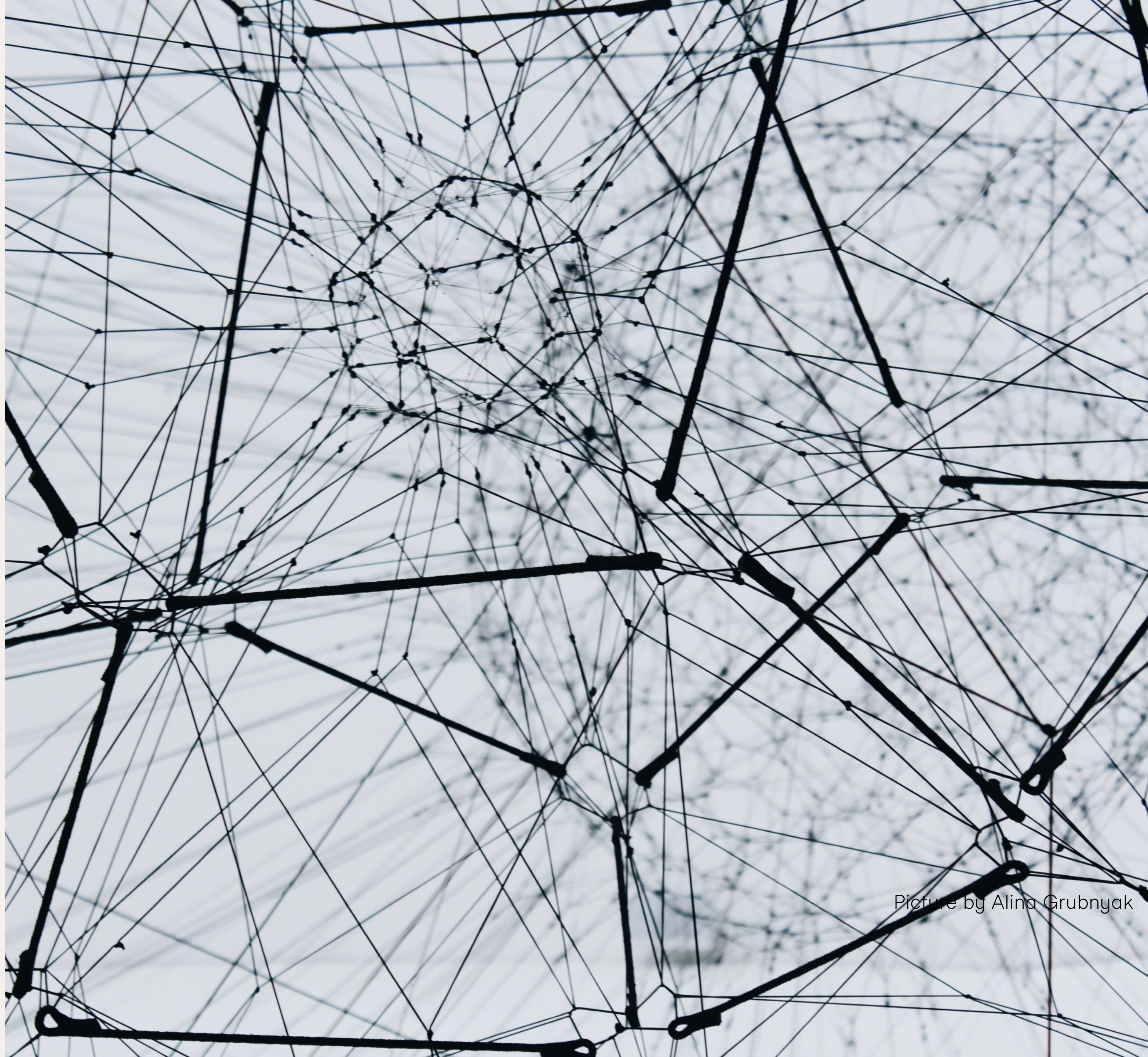


Kristina Hentze  
SERVICE DESIGNERIN




# Everything is interconnected

If we want to deliver greater value (and change the world around us), we need to understand context on a systemic level. Only then we can ensure that we are solving the right problems, enabling people to reach their goals and creating positive impact with our work (or at least not reinforcing negative patterns).



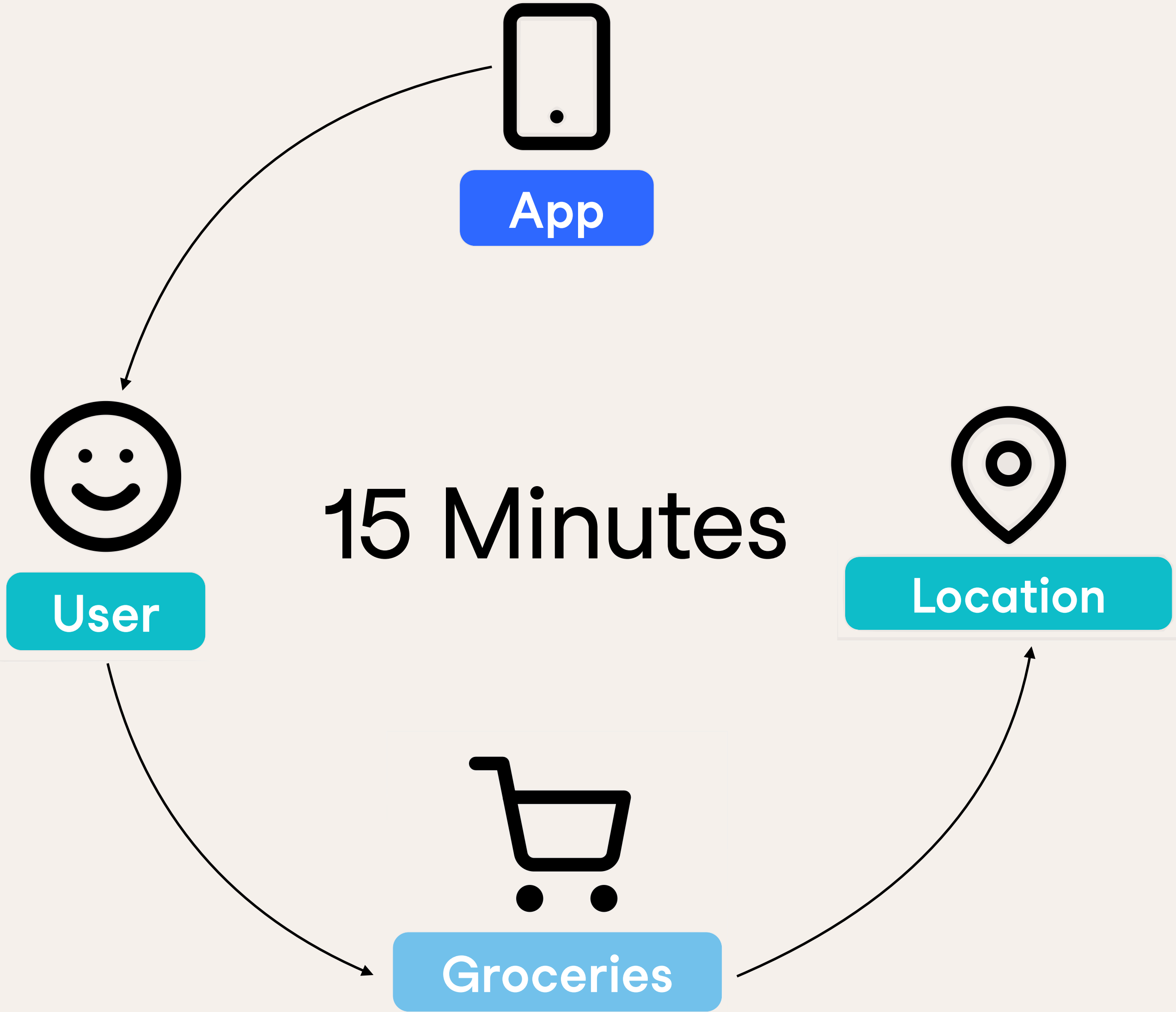
Picture by Alina Grubnyak



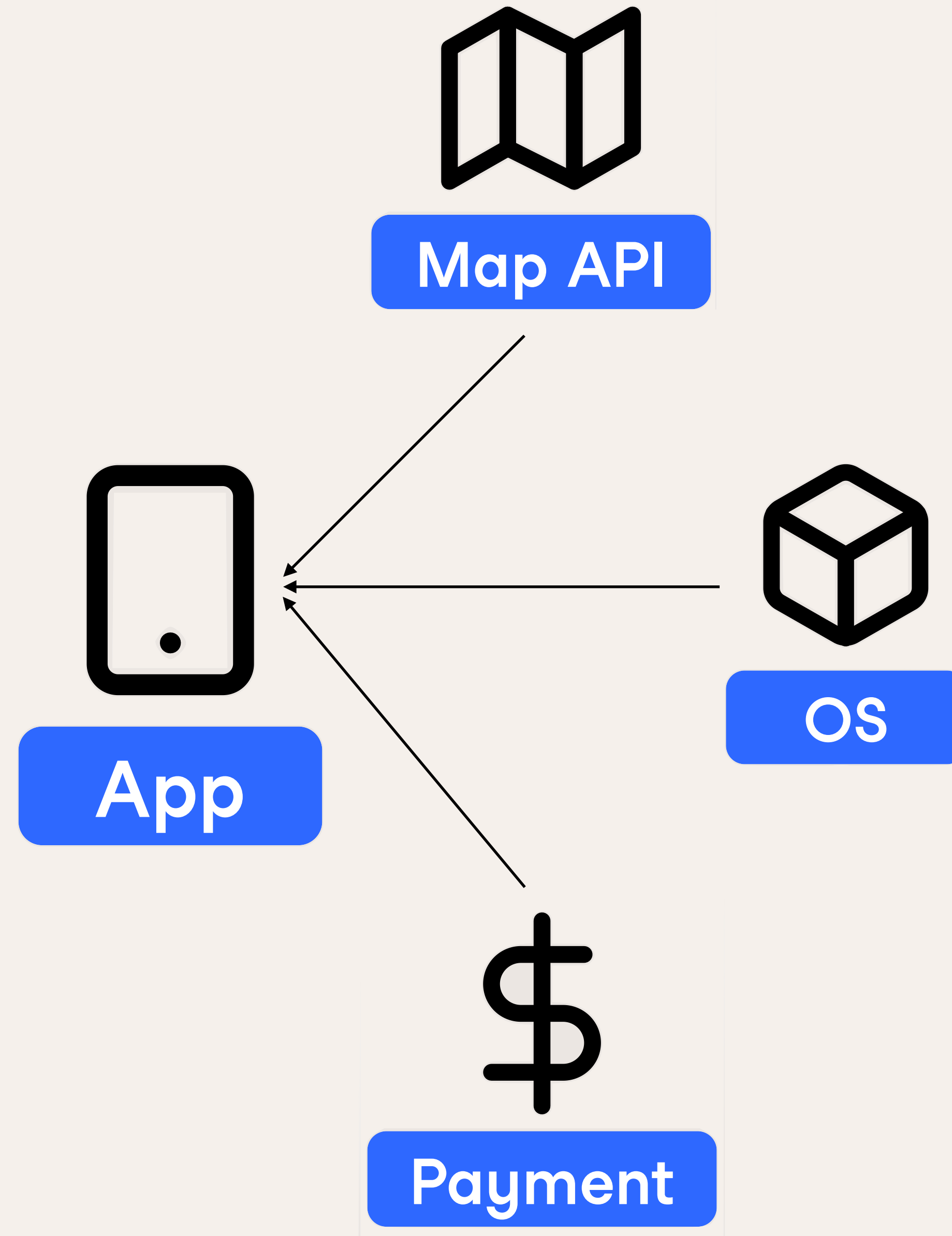


A (semi)  
fictional story

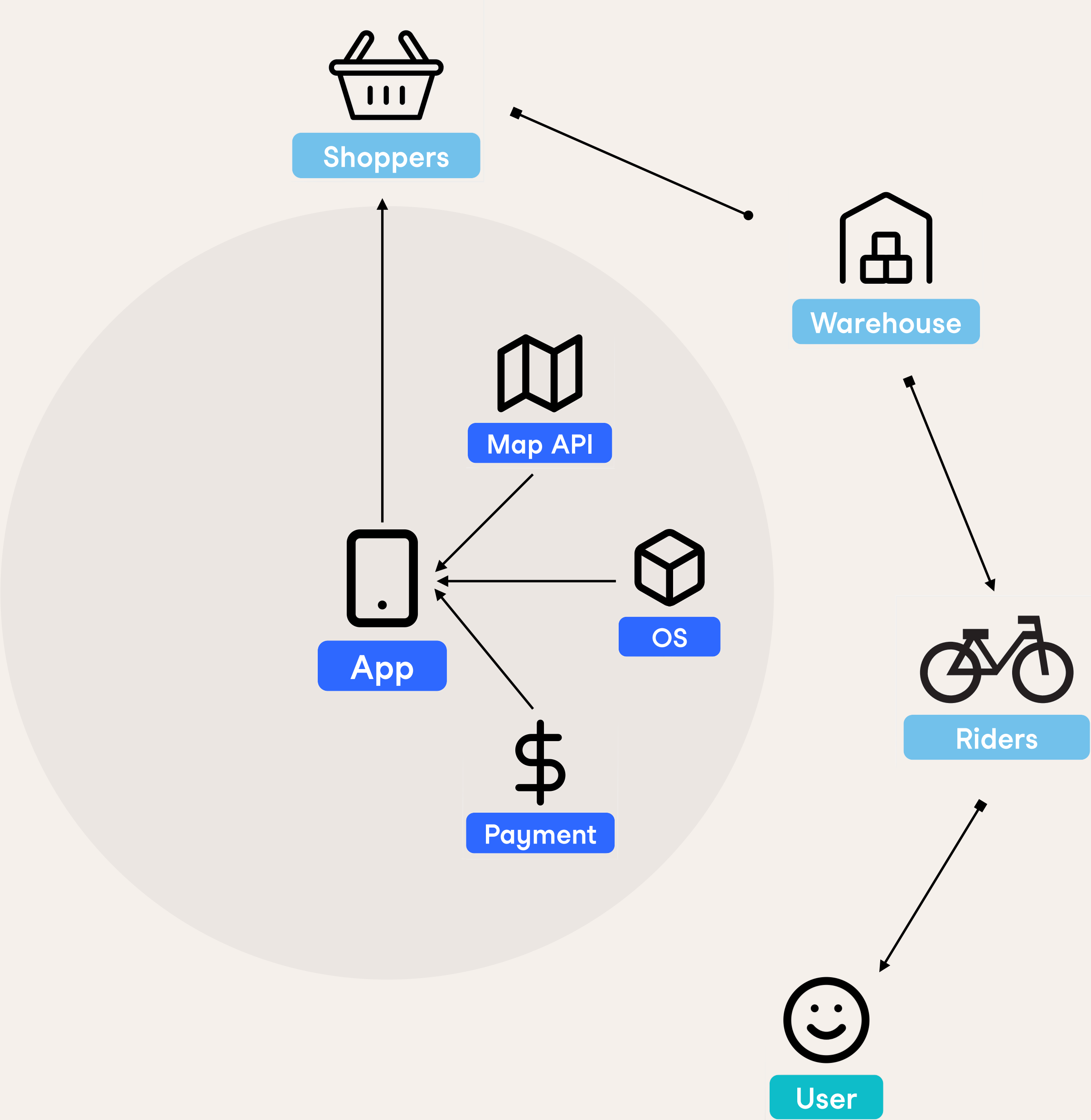
IMAGINE THAT...



IMAGINE THAT...

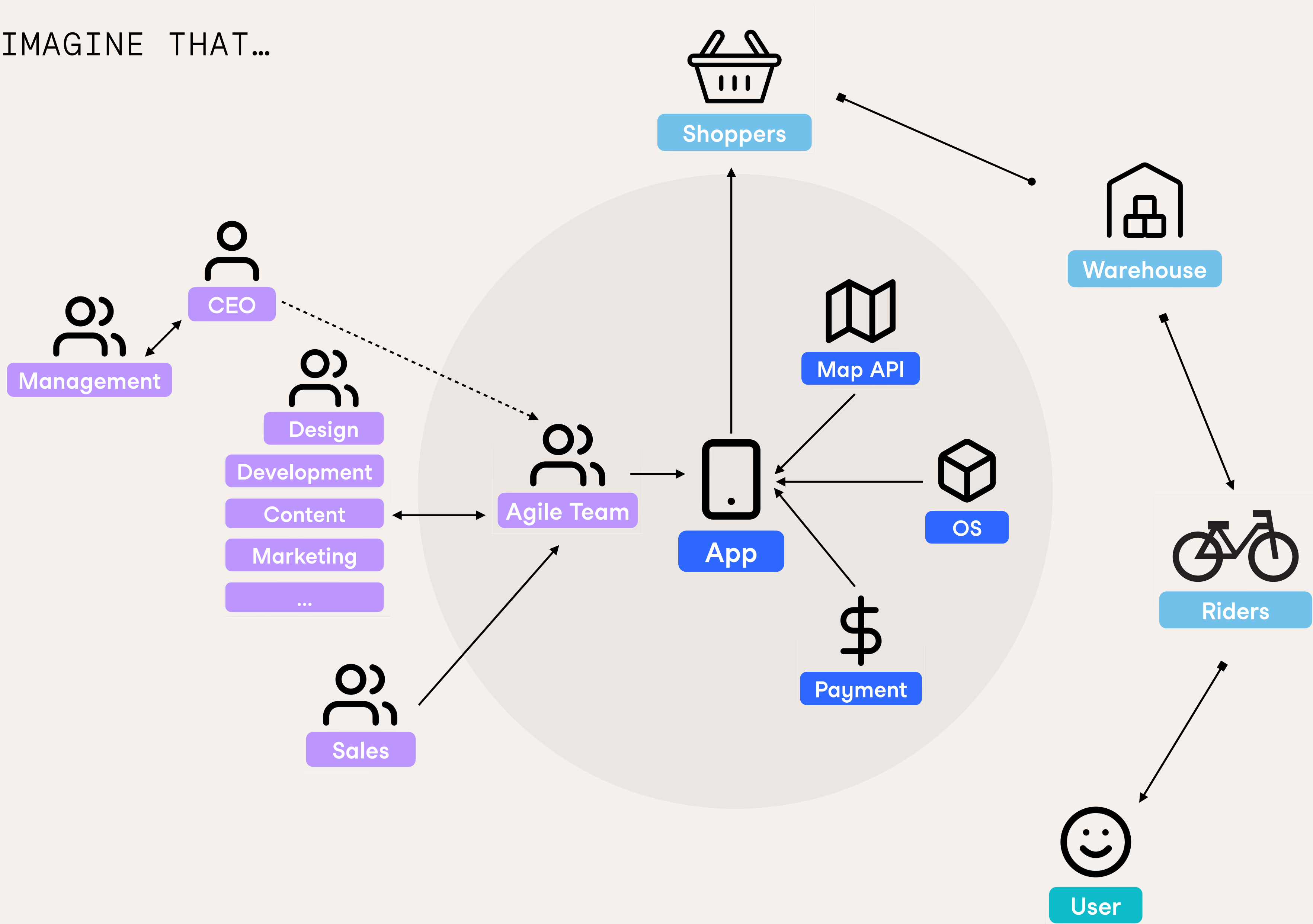


IMAGINE THAT...





IMAGINE THAT...

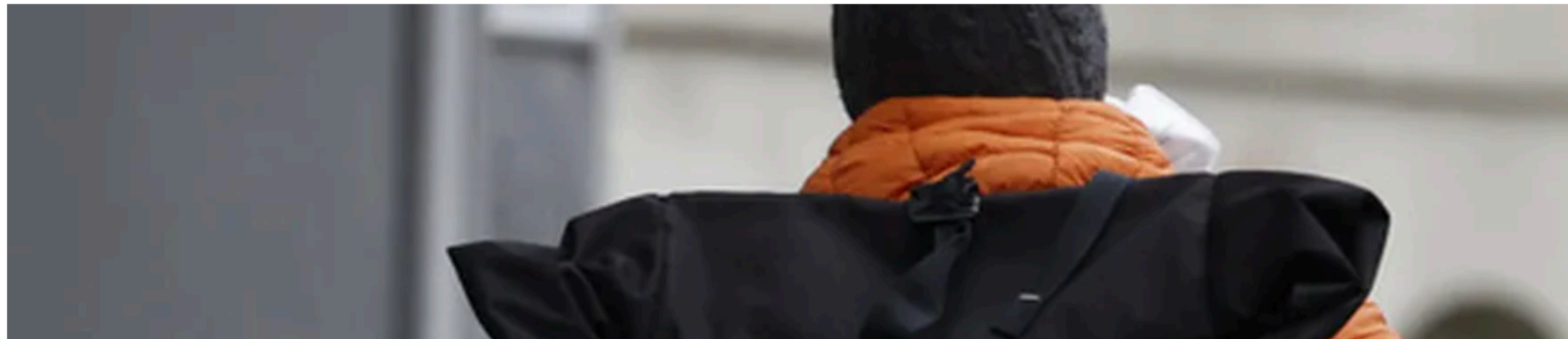


# Grocery Apps Hoped to Win Over Amsterdam. Then Things Turned Sour

The "dark stores" that popped up in Dutch cities have triggered turf wars with residents and citywide crackdowns.

## Fast grocery-delivery apps face backlash from cities

🕒 22 February 2022

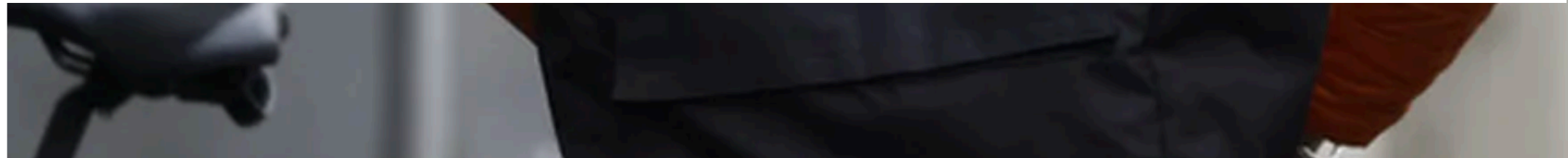


Retail & Consumer

## European fast grocery hits speed bump with Dutch halt on new 'dark stores'

By Toby Sterling

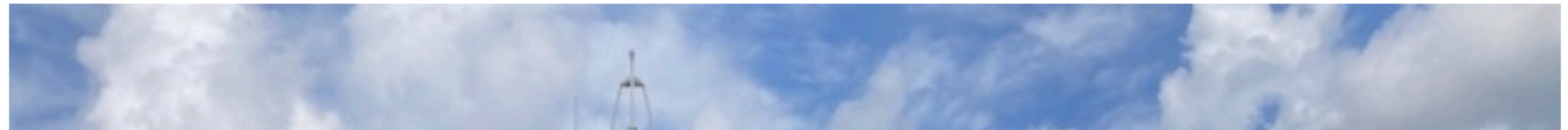
February 11, 2022 5:41 PM GMT+1 · Updated 2 years ago



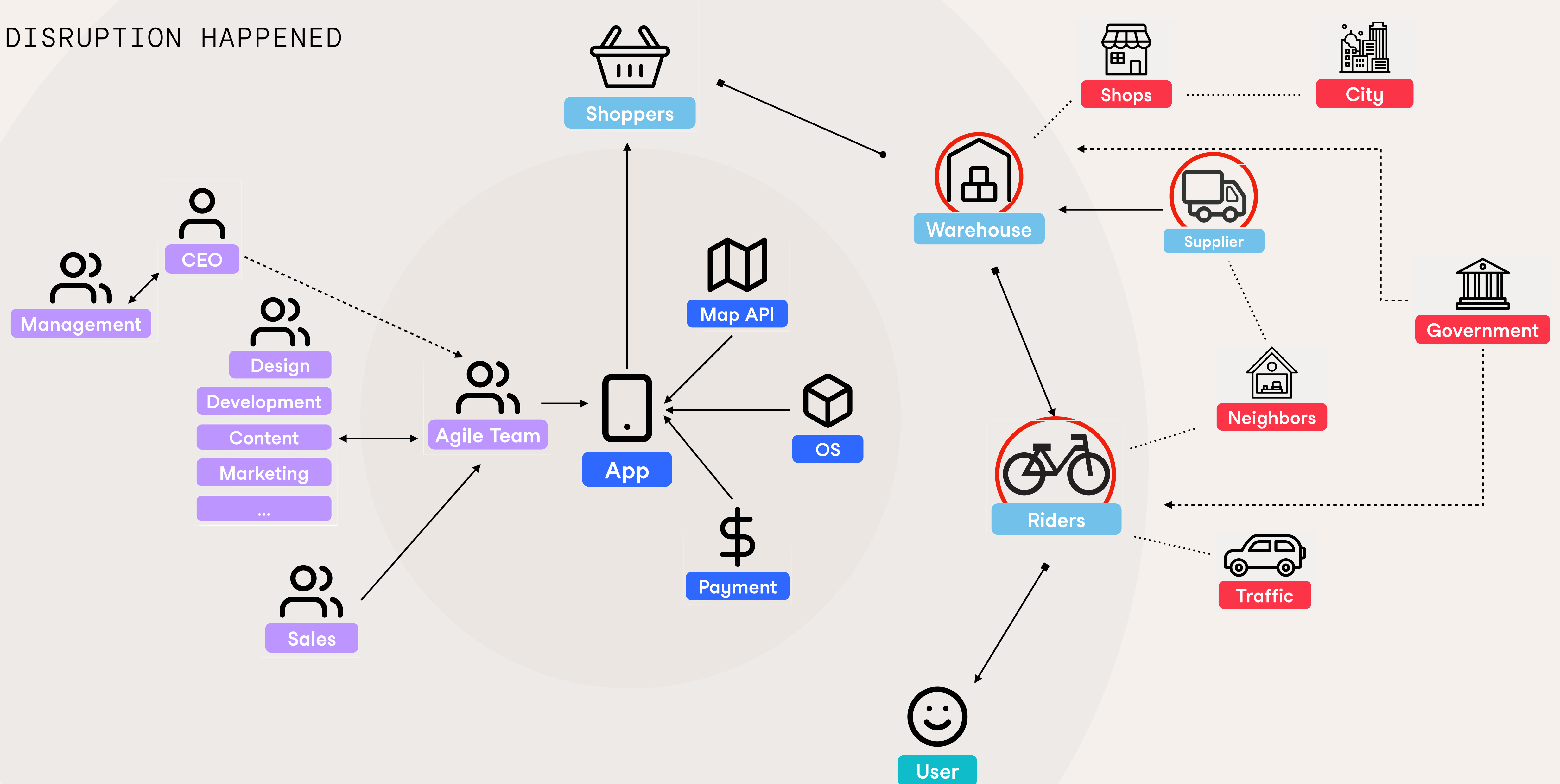
## The Hidden Face of Ultra-fast Grocery Delivery

## Amsterdam calls a halt to fast delivery firms' dark store expansion

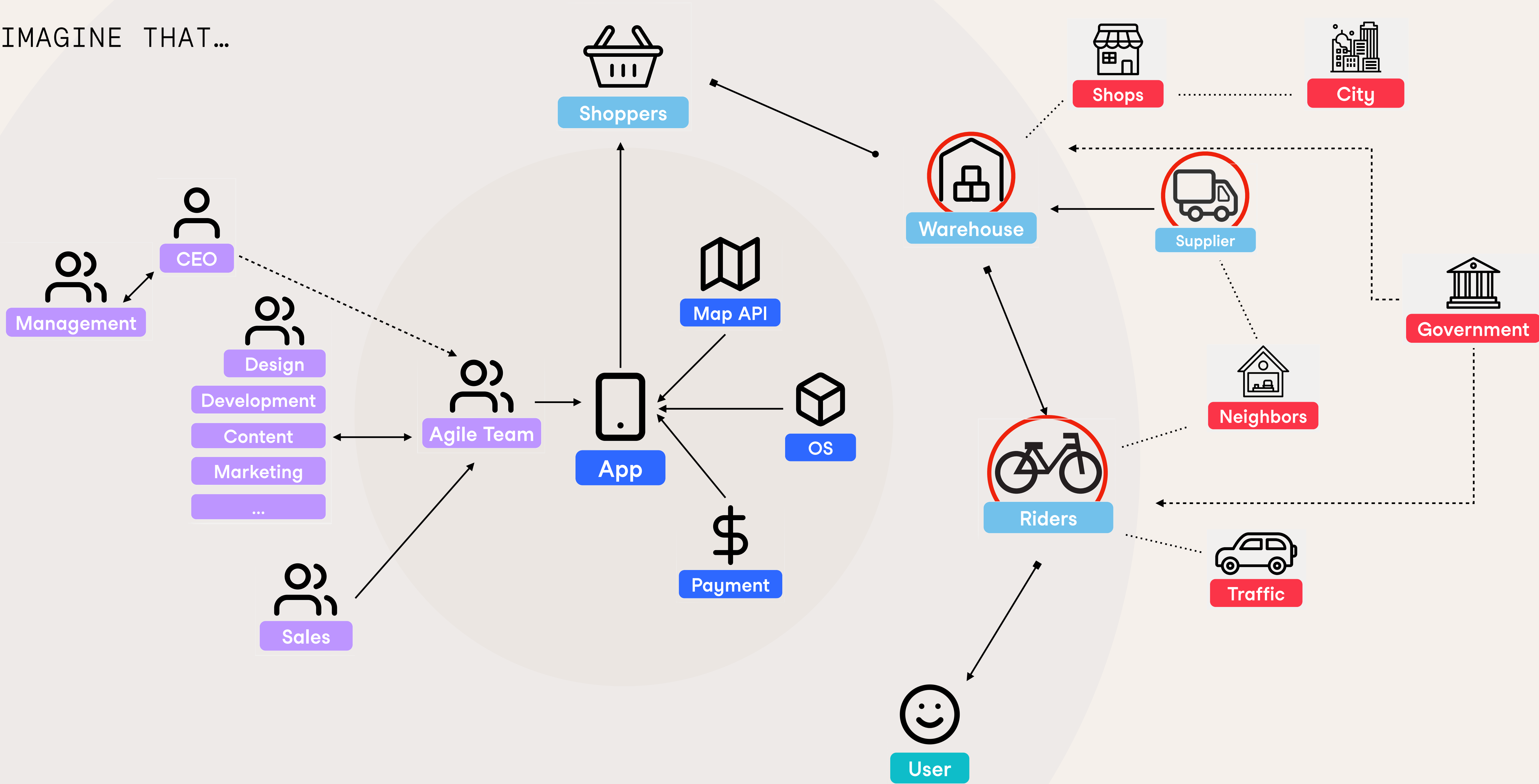
January 28, 2022



# DISRUPTION HAPPENED

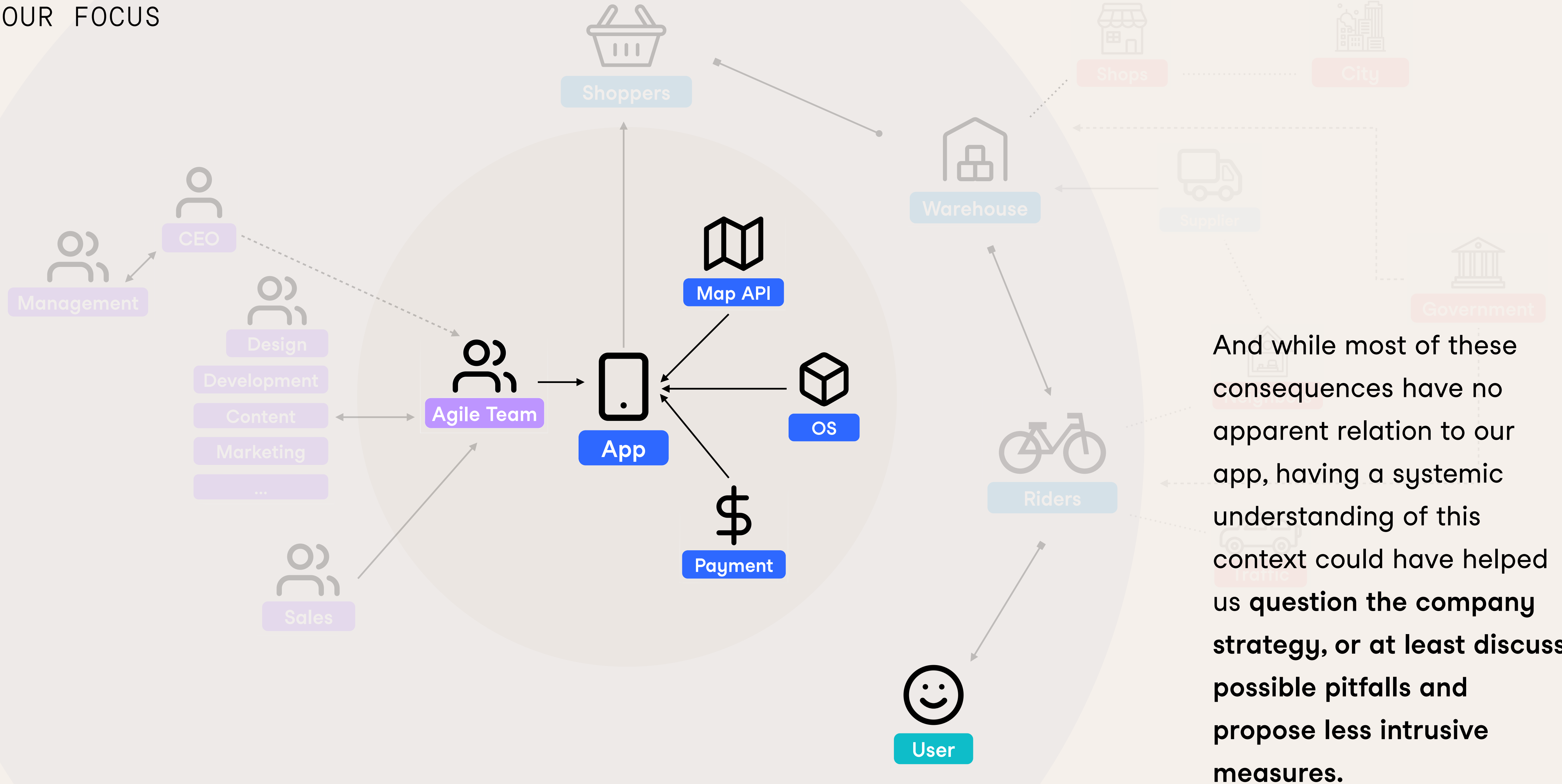


IMAGINE THAT...



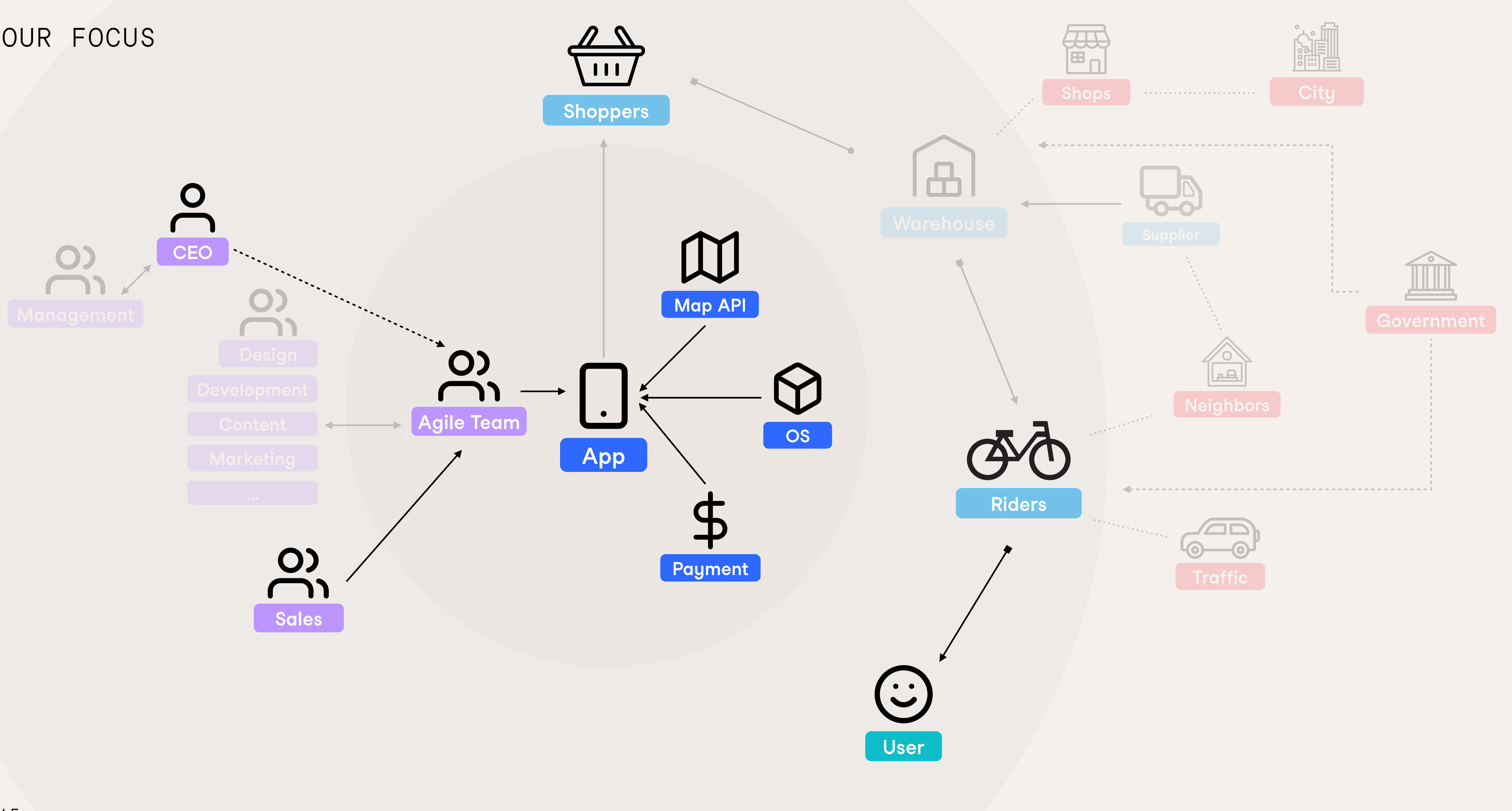


OUR FOCUS





OUR FOCUS





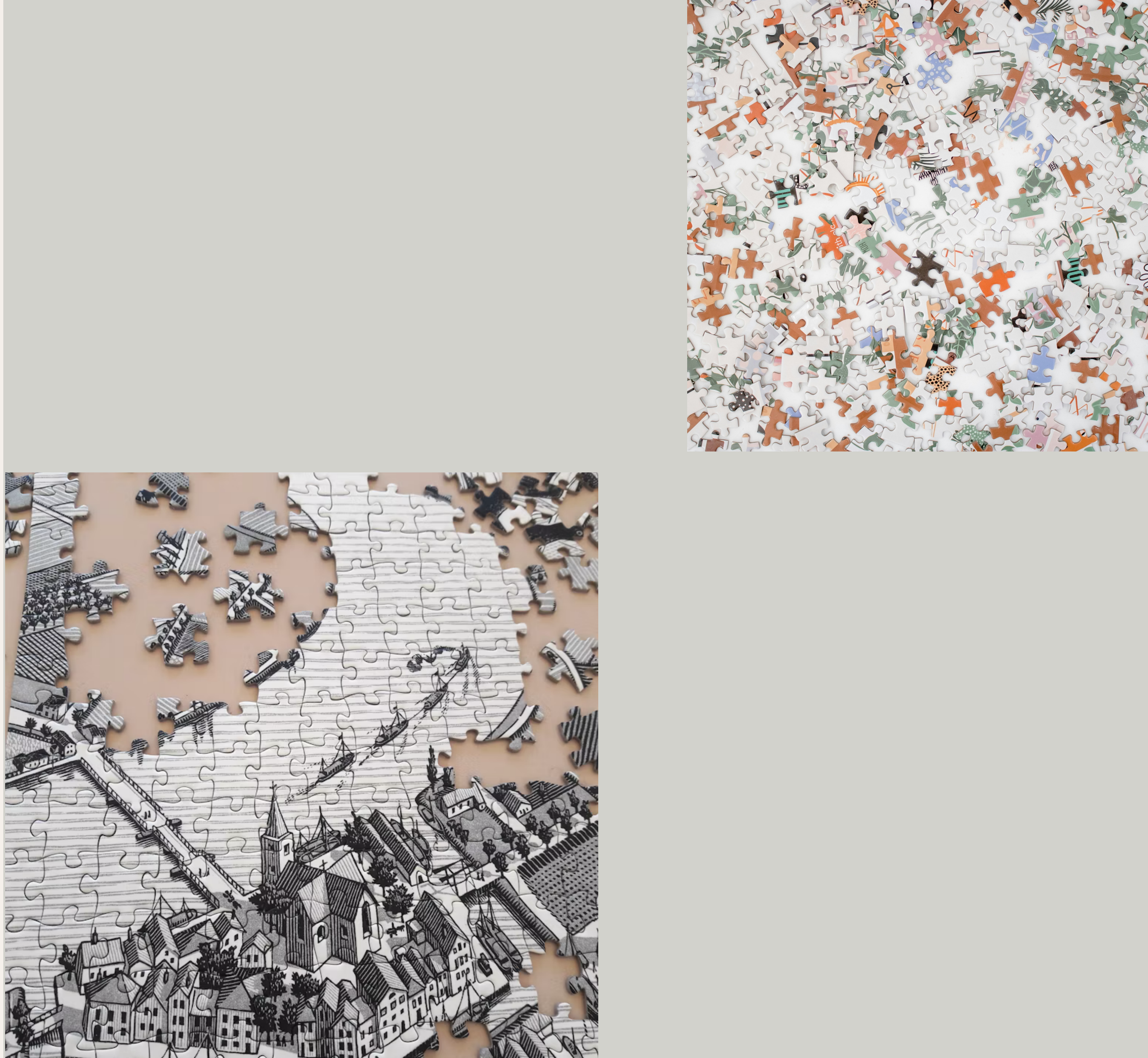
# Systemic Context





# Systemic Context

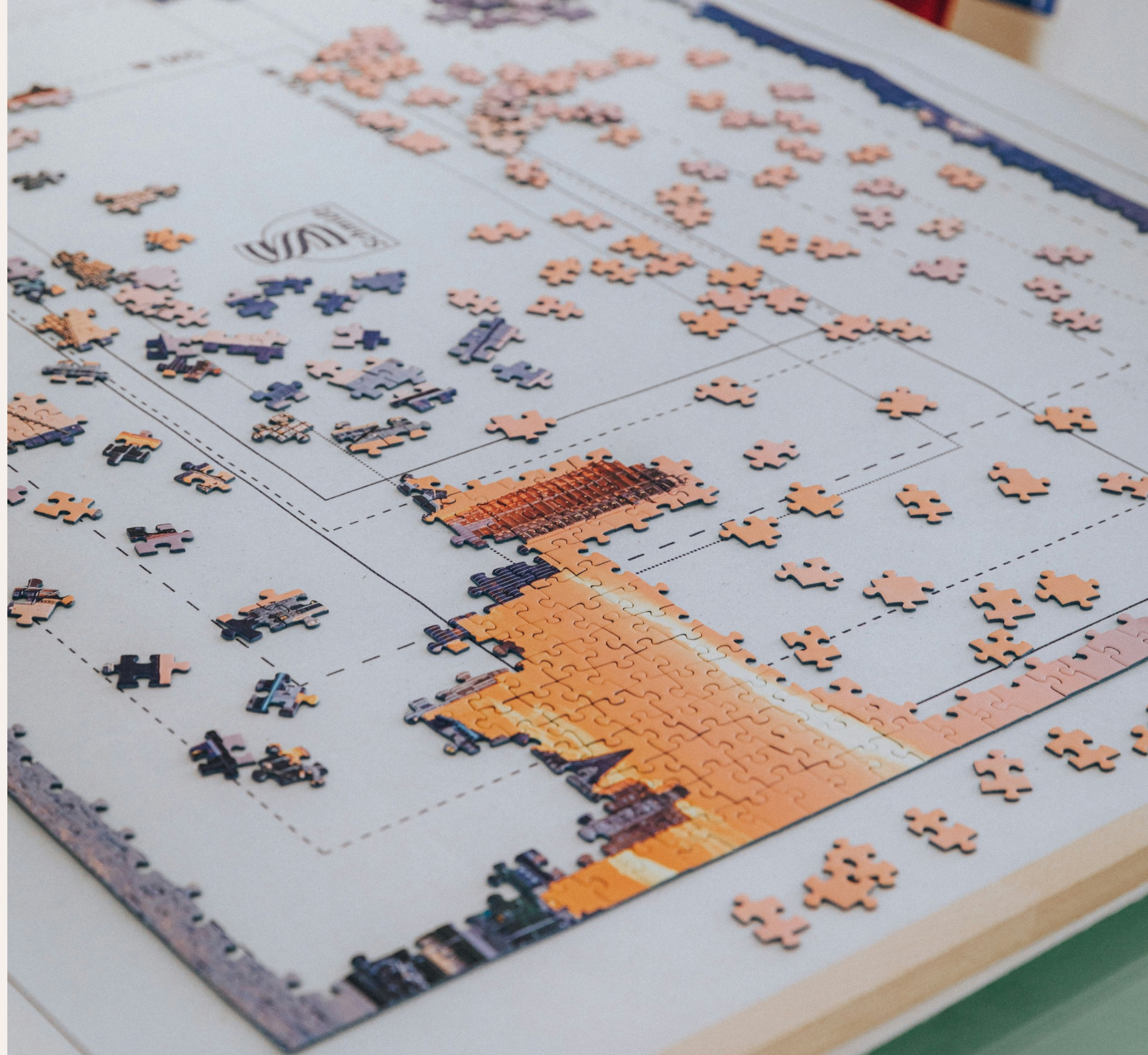
Bringing other parts of the organization to puzzle together the system we are working within helps us collaborate and align our understanding of the larger context. It will make pains, inequalities and opportunities visible for all. And it gives us something to go back to, whenever we have to test new ideas or support our decisions.





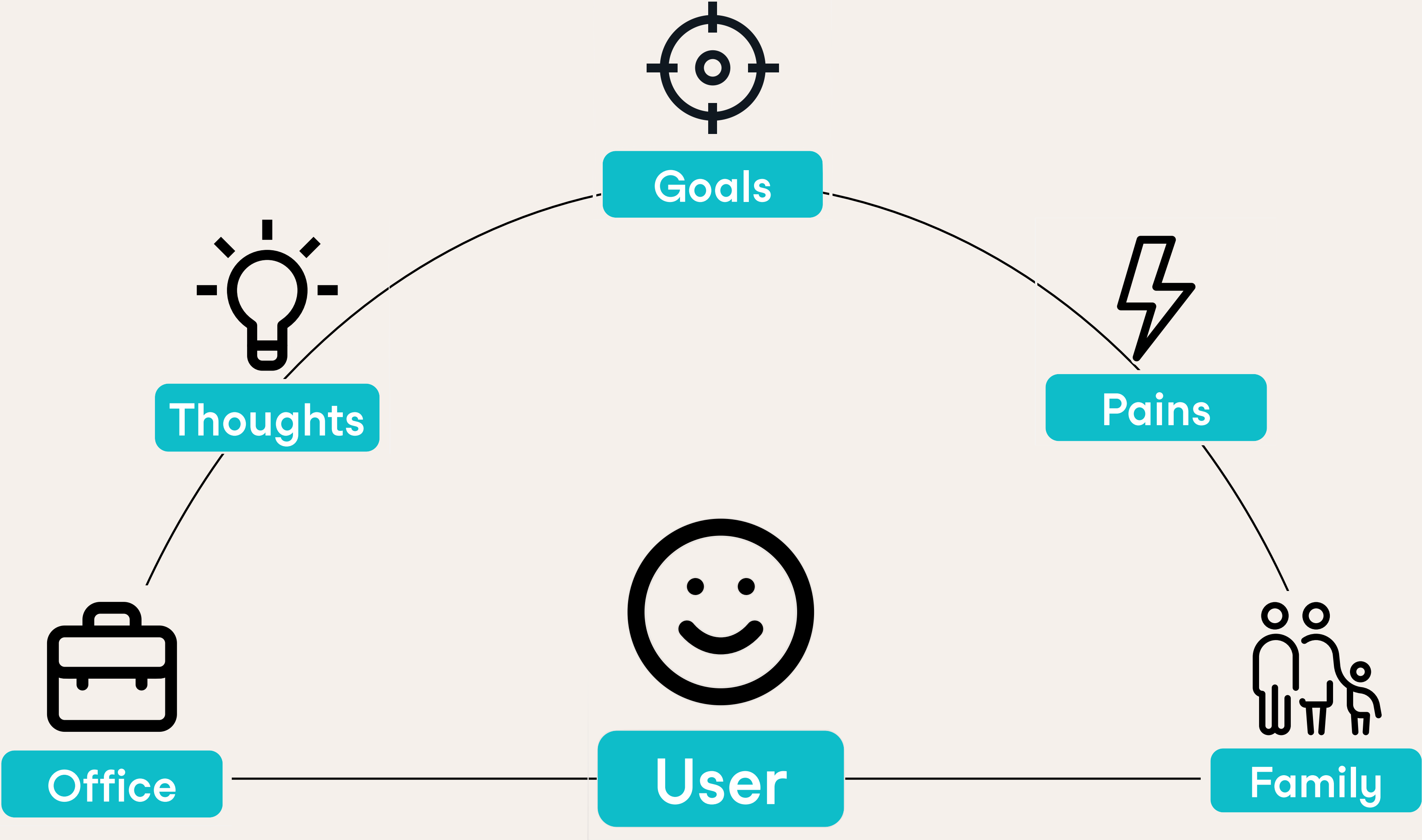
# Zoom out

Just like with a puzzle, start by visualizing the bigger picture instead of focusing on single pieces. This means: identify relevant information, and see how it all connects. Focus on information exchanges, material flows, processes, dependencies and influences.



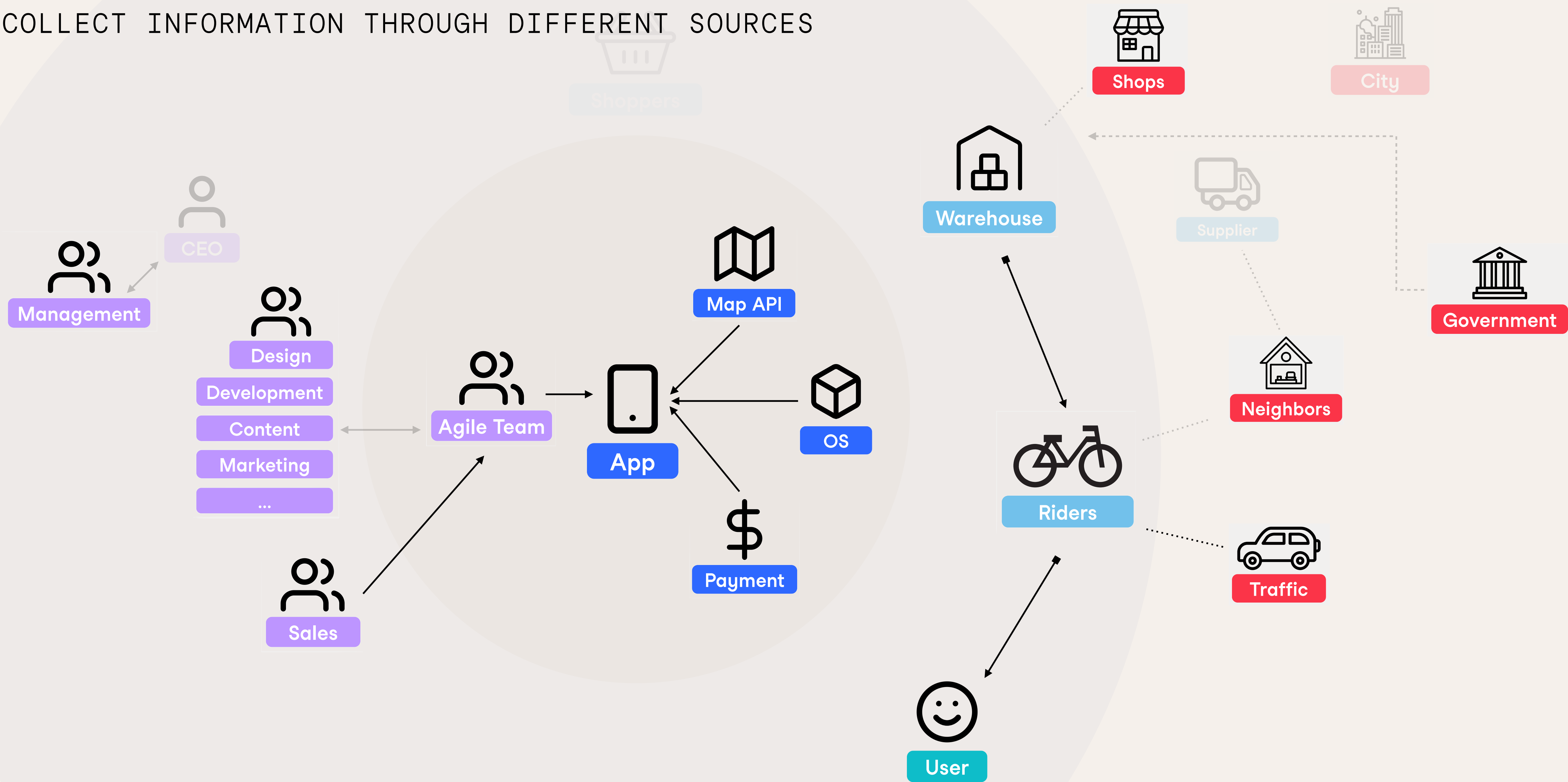


CHOSE A STARTING POINT



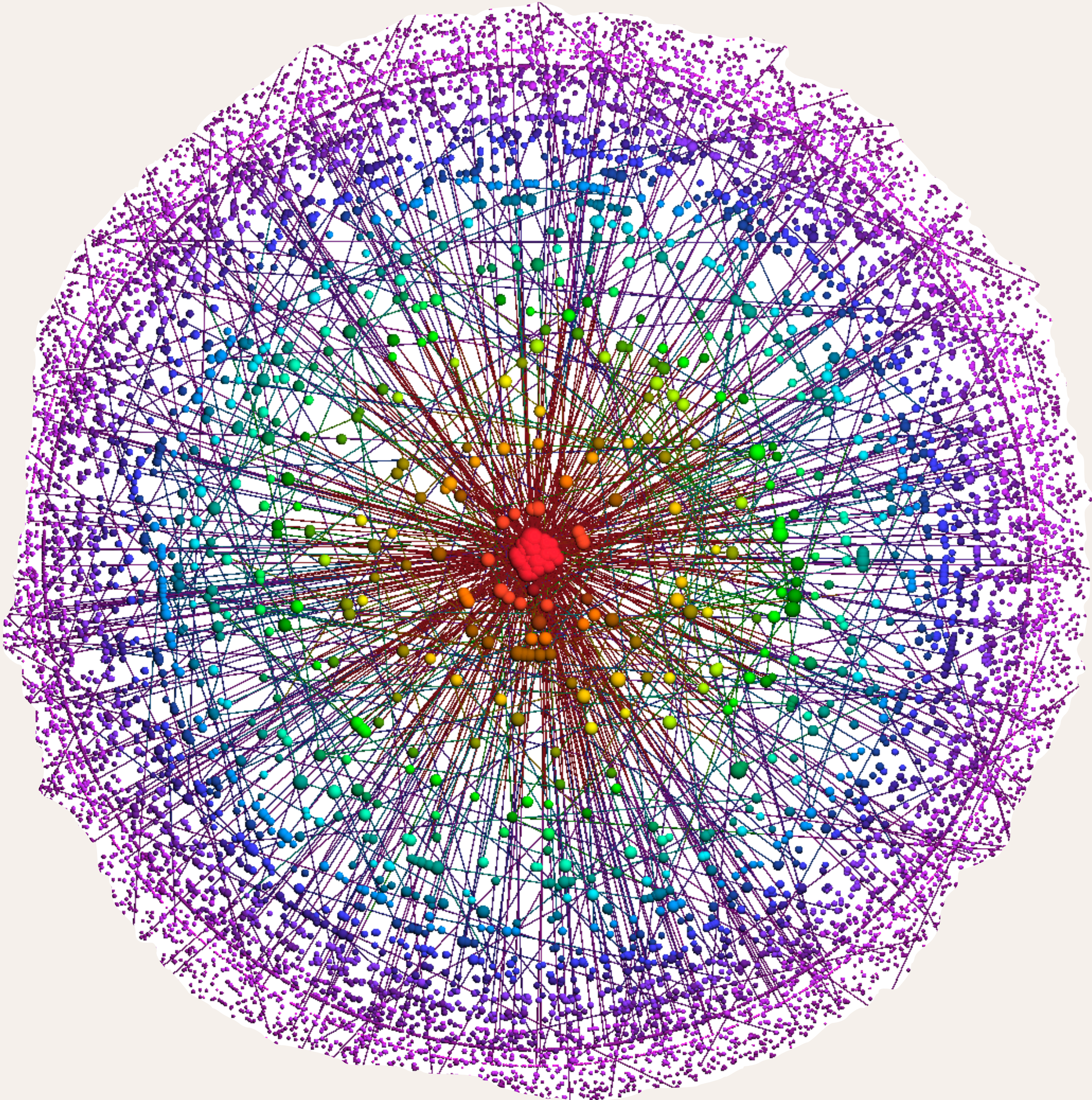


COLLECT INFORMATION THROUGH DIFFERENT SOURCES





FIND THE RIGHT GRANULARITY FOR YOUR MAP





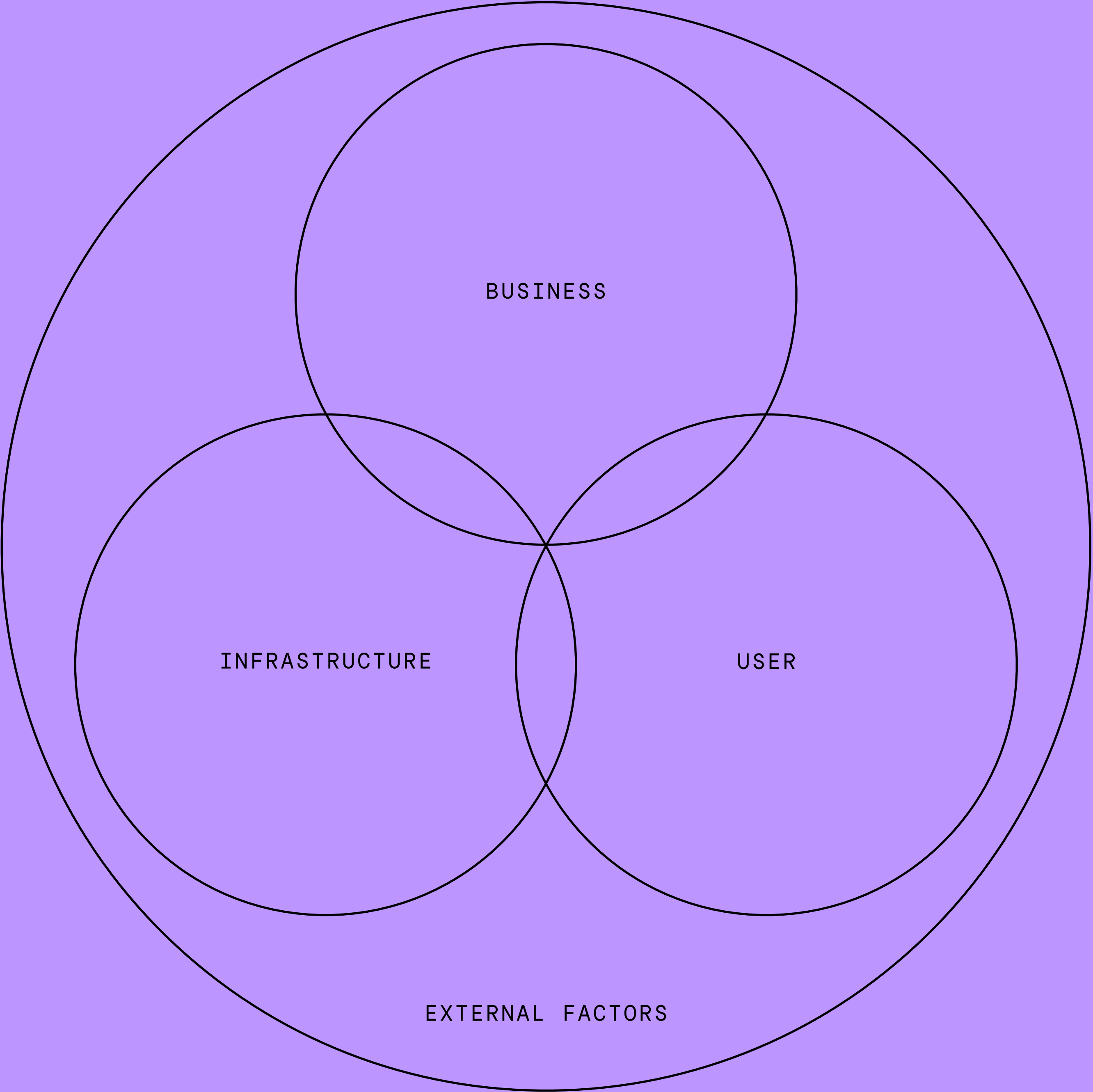
# Lenses

Just like you can sort puzzle pieces through their shape and color, you can sort **system information through different types of lenses.**

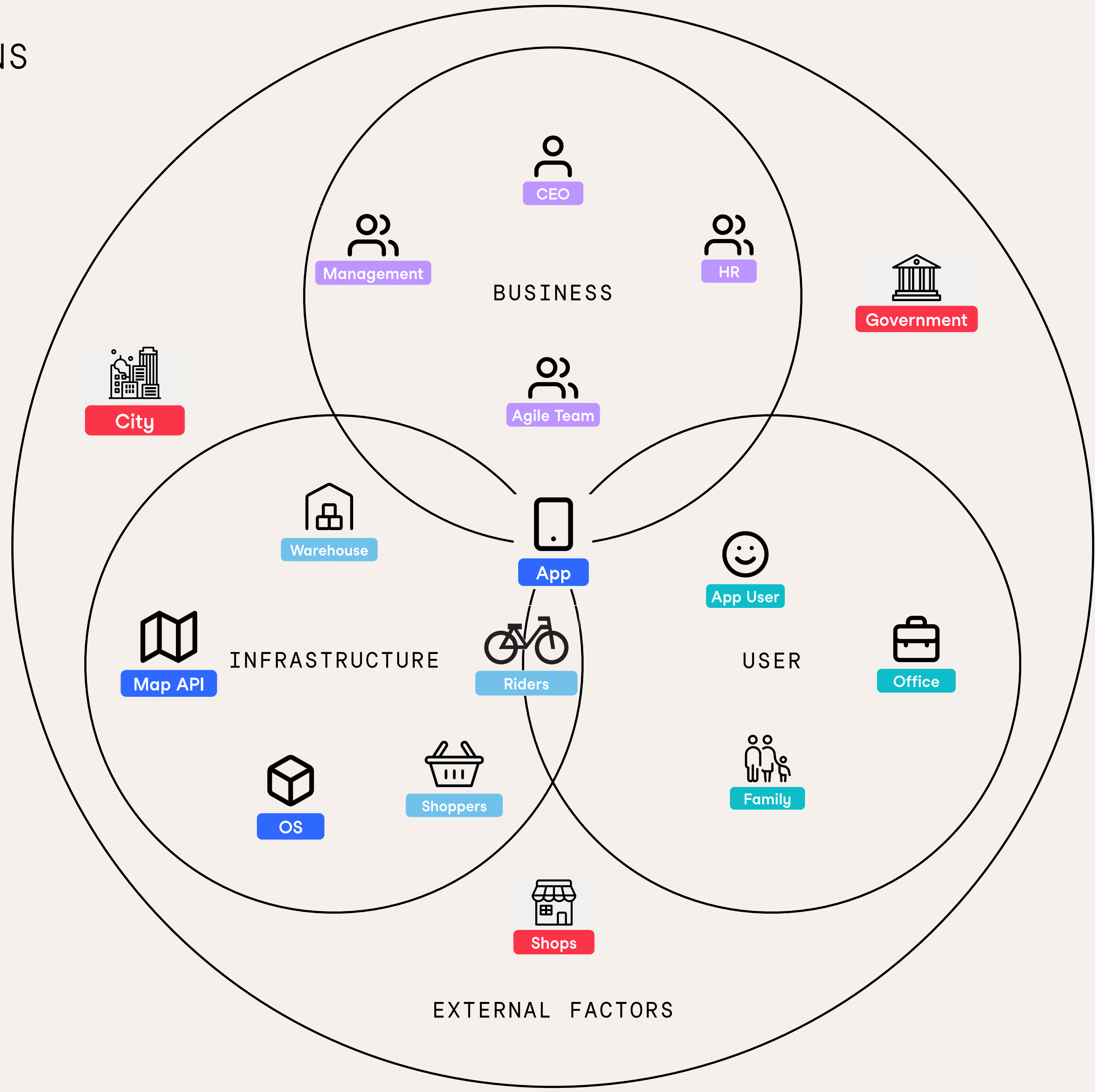




FOUR BASIC LENSES

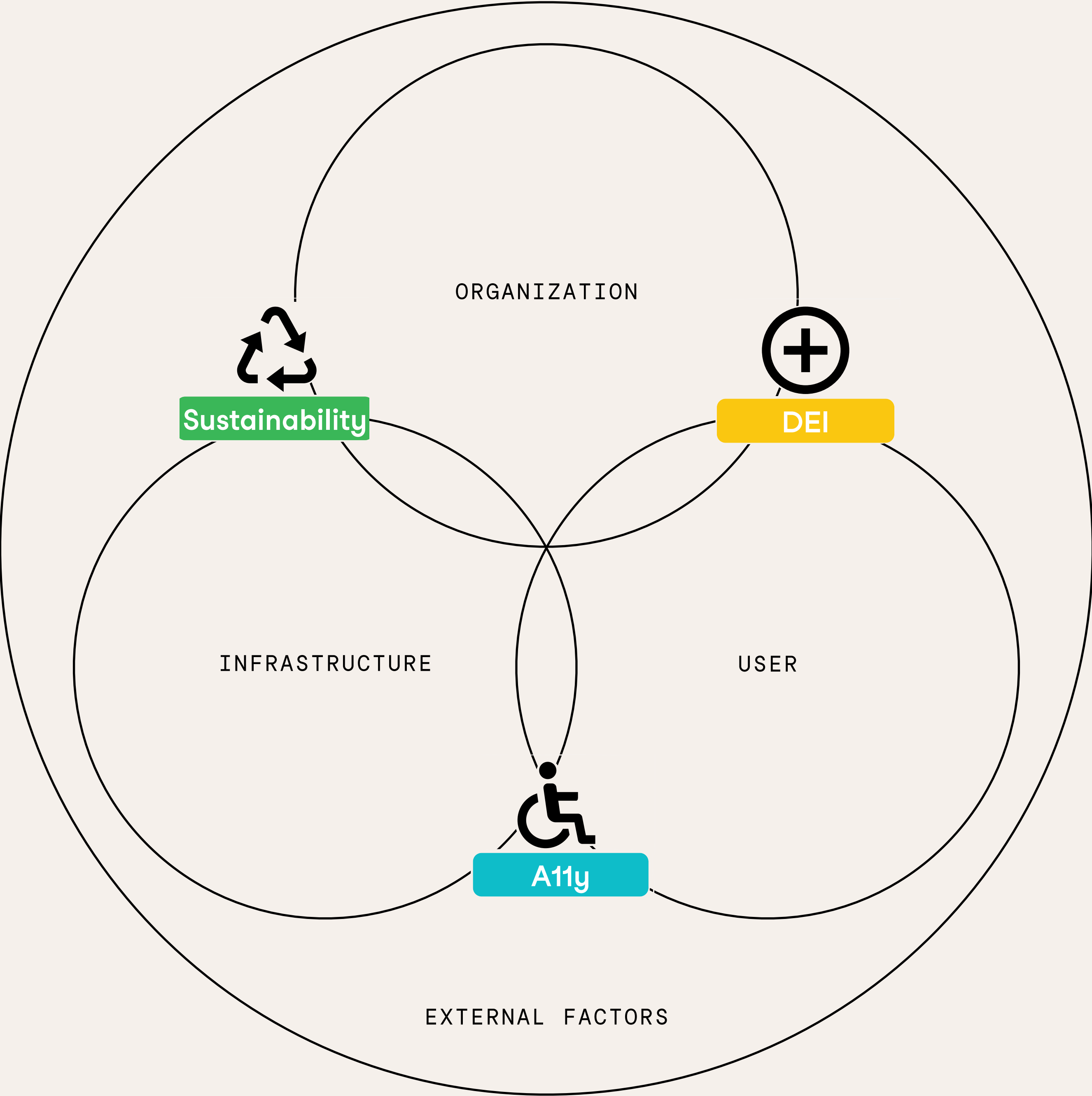


INVESTIGATE RELATIONS  
WITHIN THE SYSTEM





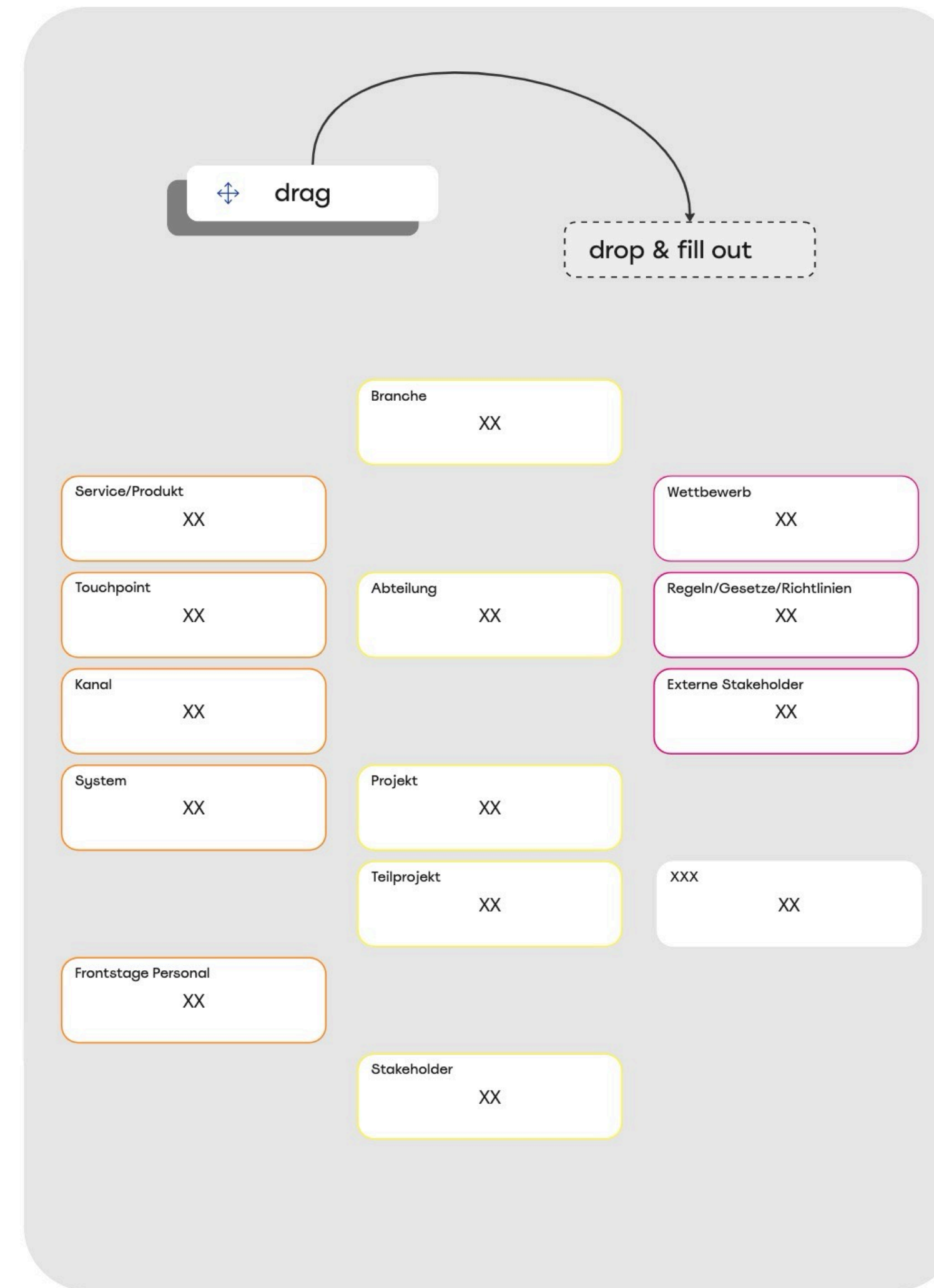
ADDITIONAL LENSES



# Tools

A System Ladder is a very simple tool that helps us to **visualize information in hierarchy**.

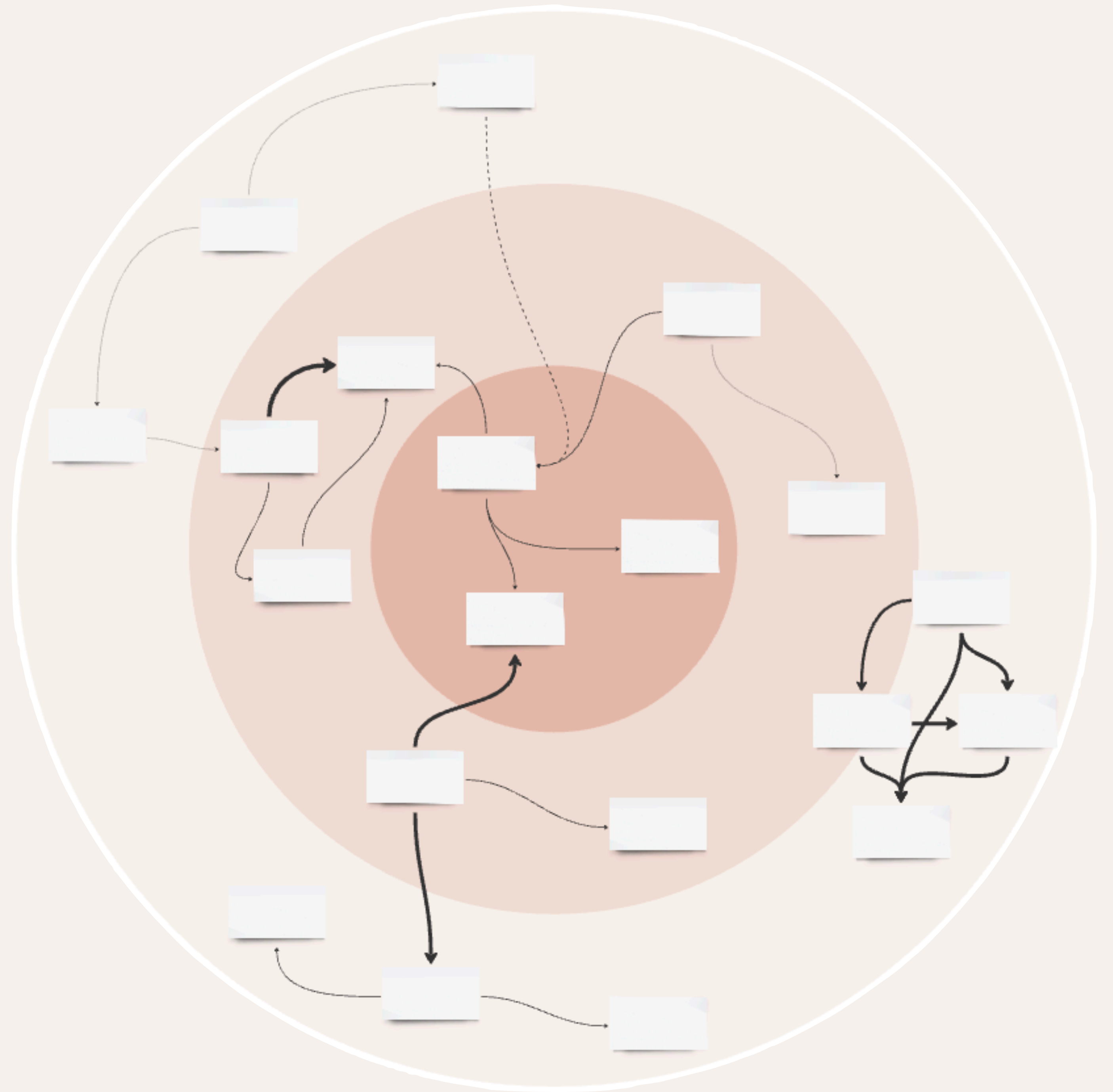
## System Ladder



## Eure System Ladder



# Tools

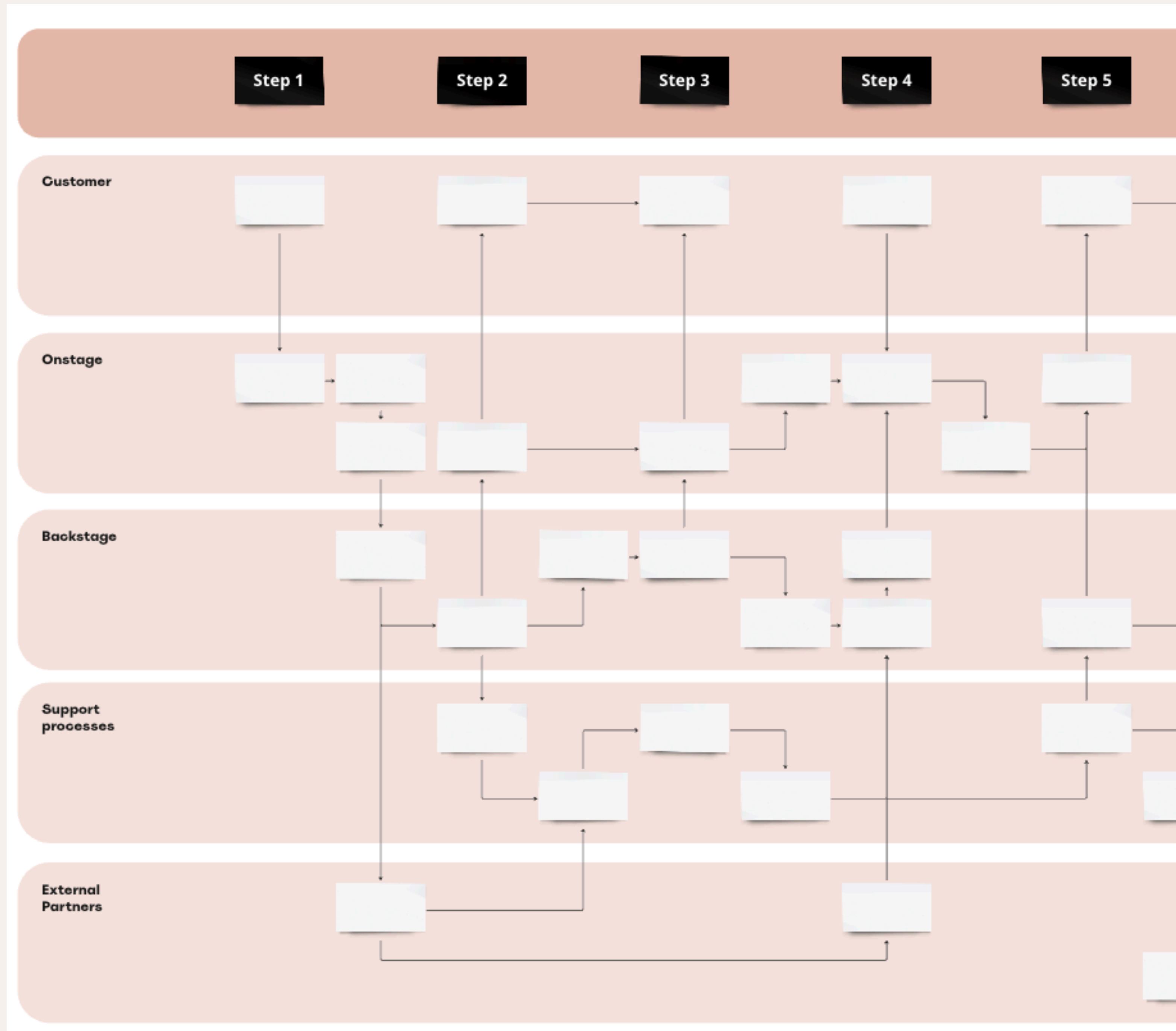


System Maps are great for visualizing  
**interconnected information as a network.**



# Tools

And lastly Service Blueprints support us when **visualizing processes in the front and backstage** of our system.

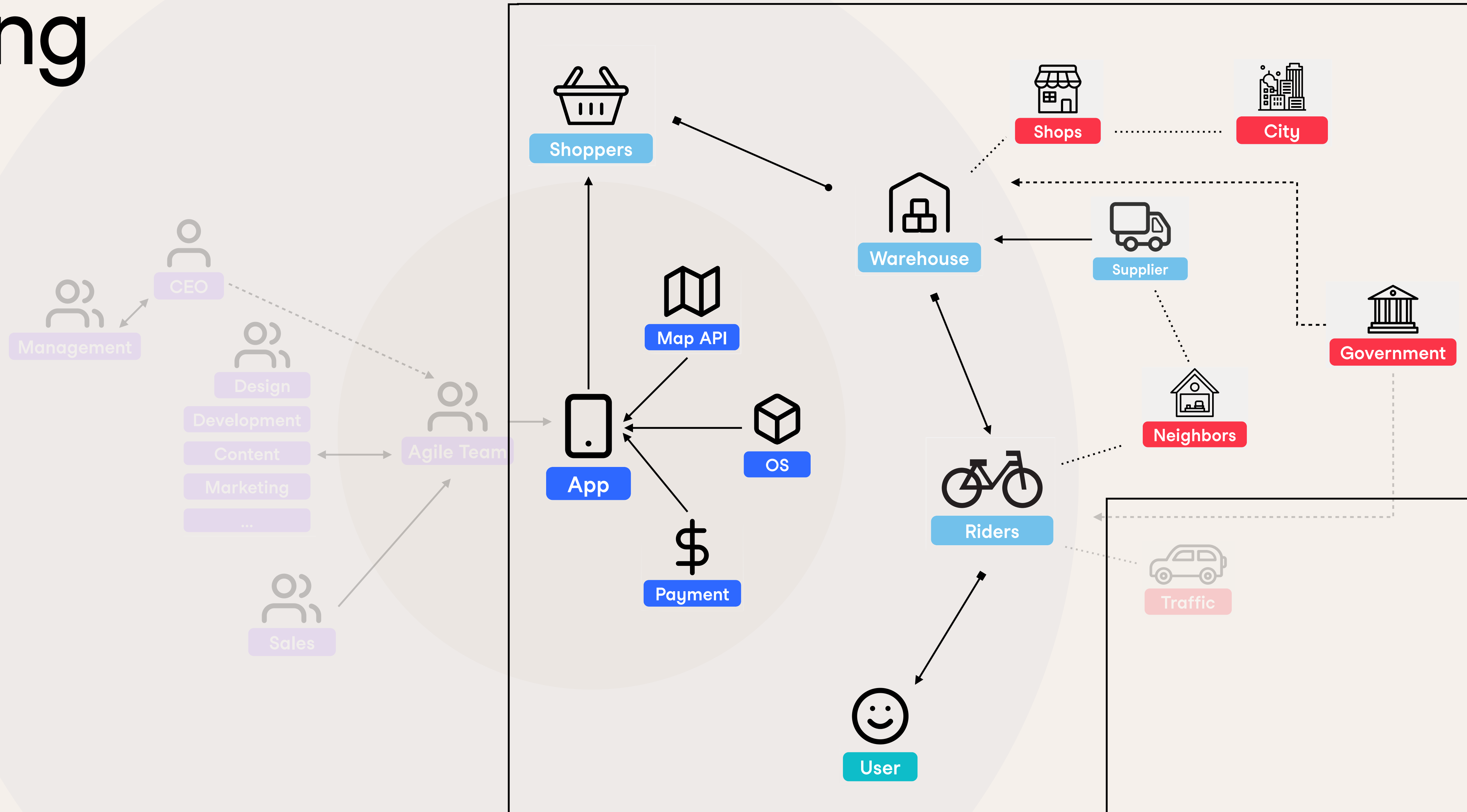








# Framing





# Zoom in

Once you have set your frame, move to investigating different scenarios. Think of a scenario as a piece of your system in action.

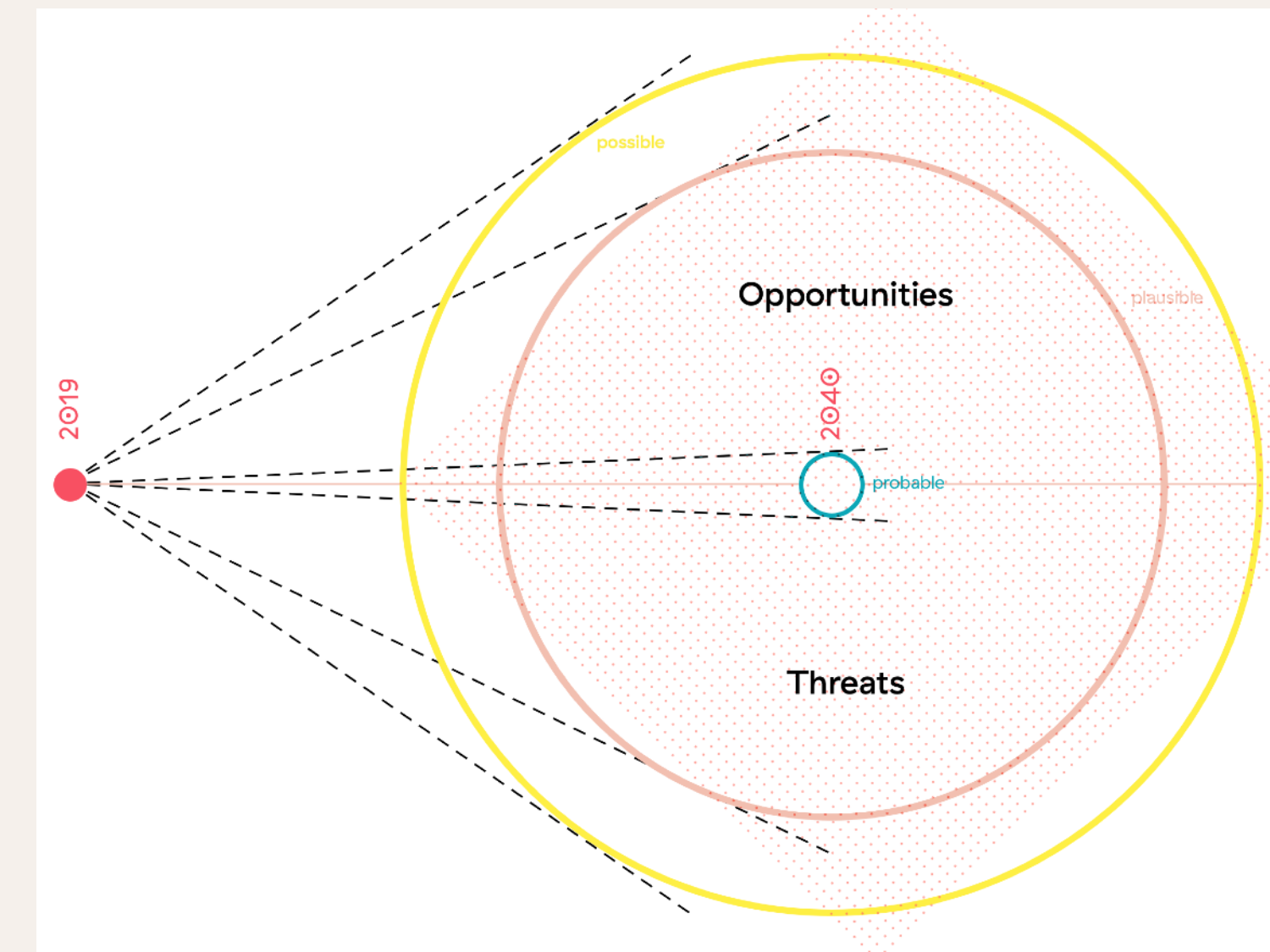




# Zoom in

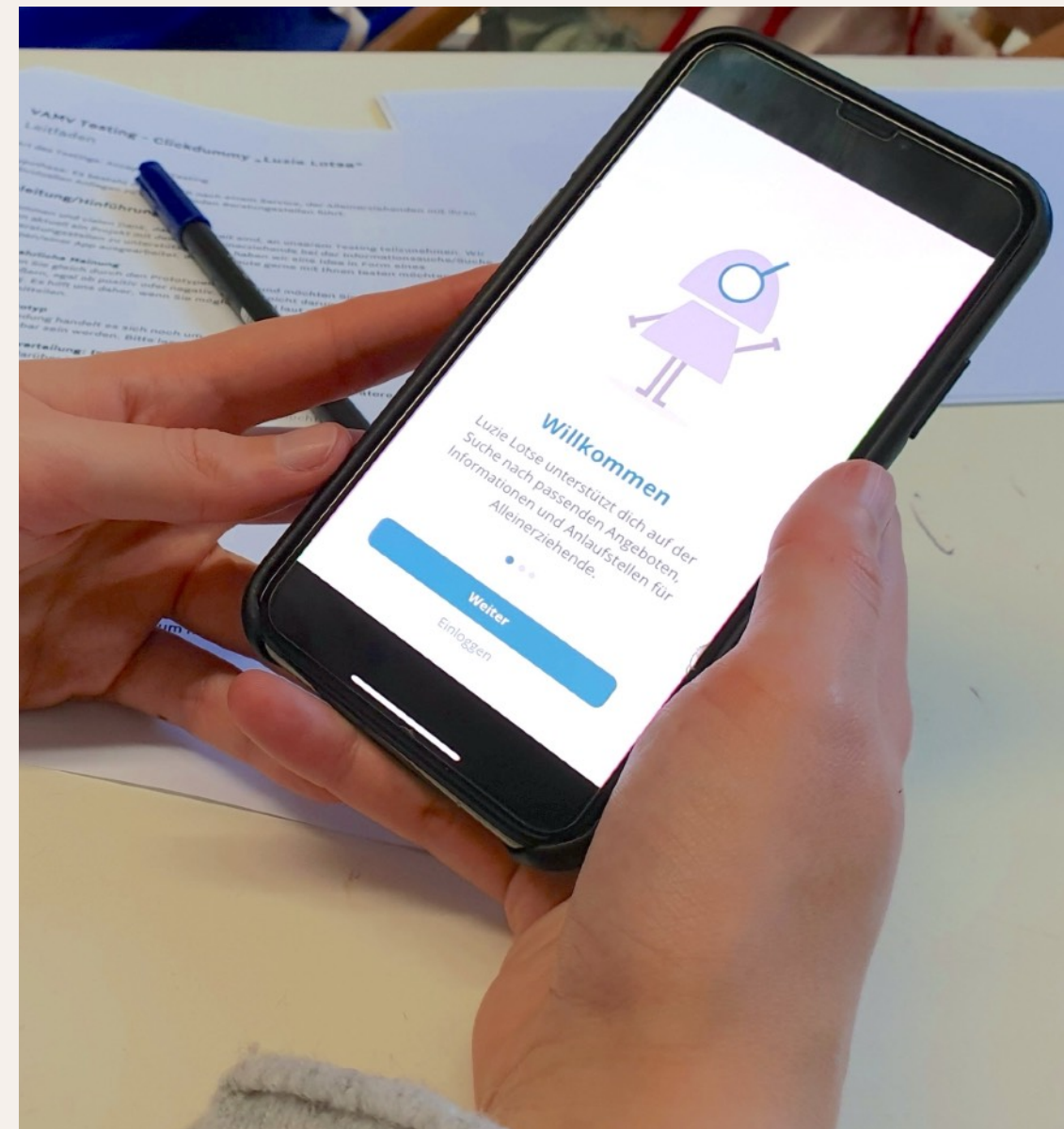


You can test a **current state scenario** to understand how things work in detail. Or you can explore a **future scenario** of your frame to test how change can be planned and implemented.





# Some useful tools (self-observation)



**Service Safari**  
Experience it yourself



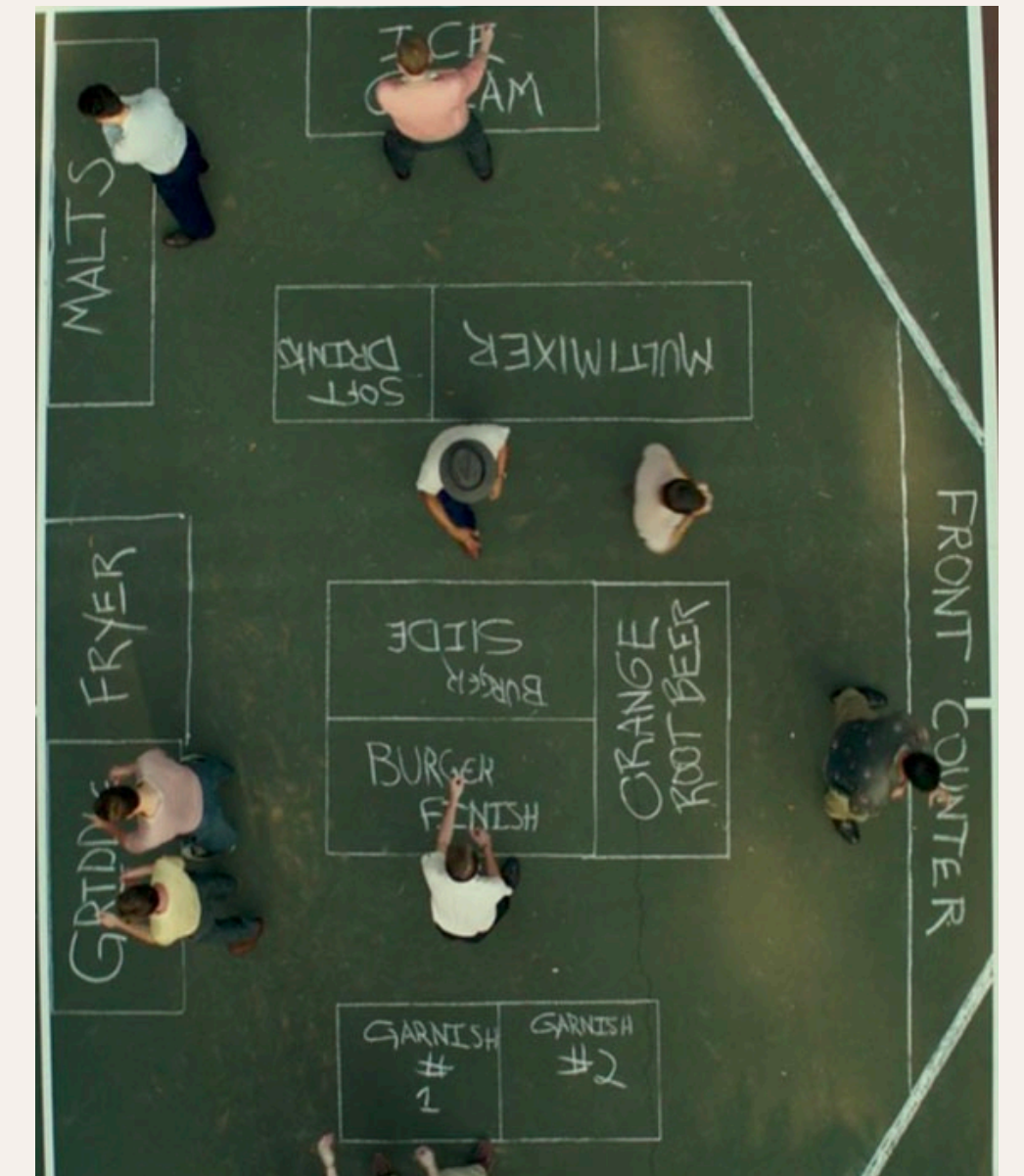
**Contextual Inquiry**  
Observe users in real time



# Some useful tools (test at scale)



**Business Origami**  
Prototype it with props

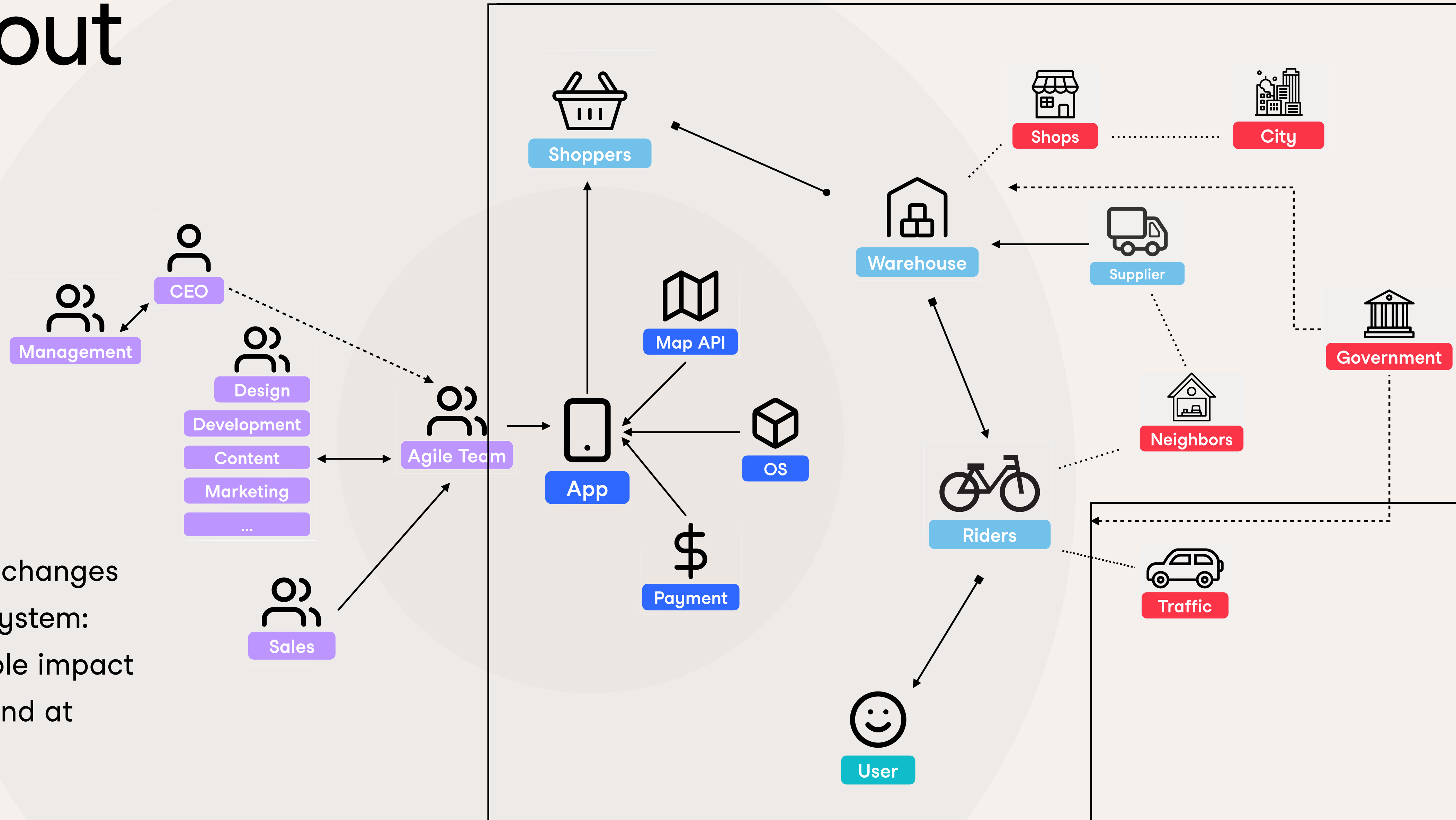


**Roleplaying**  
Enact it as a team



# Zoom out

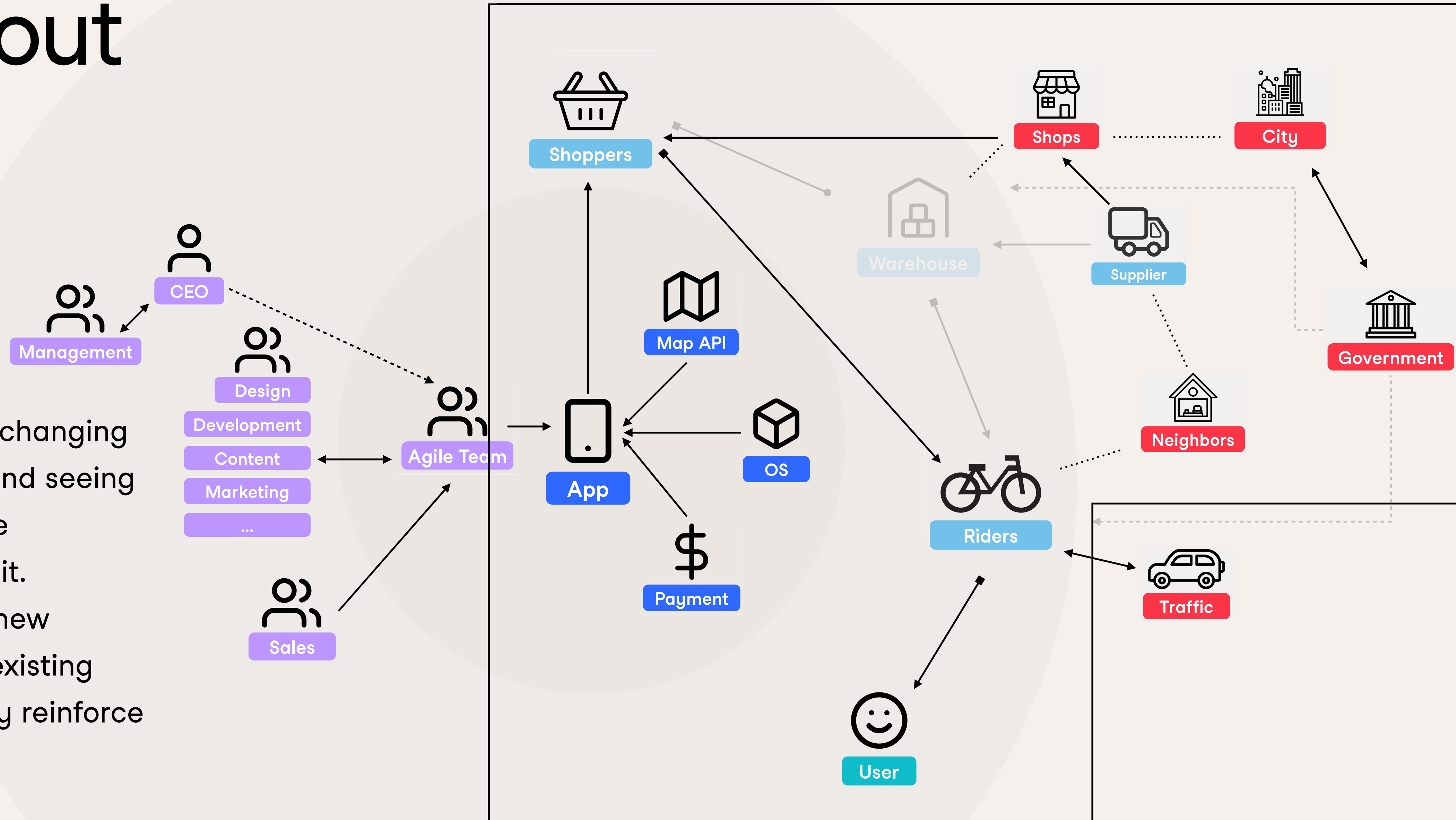
Visualize how your changes impact the larger system: evaluate the possible impact on multiple levels and at different scales.





# Zoom out

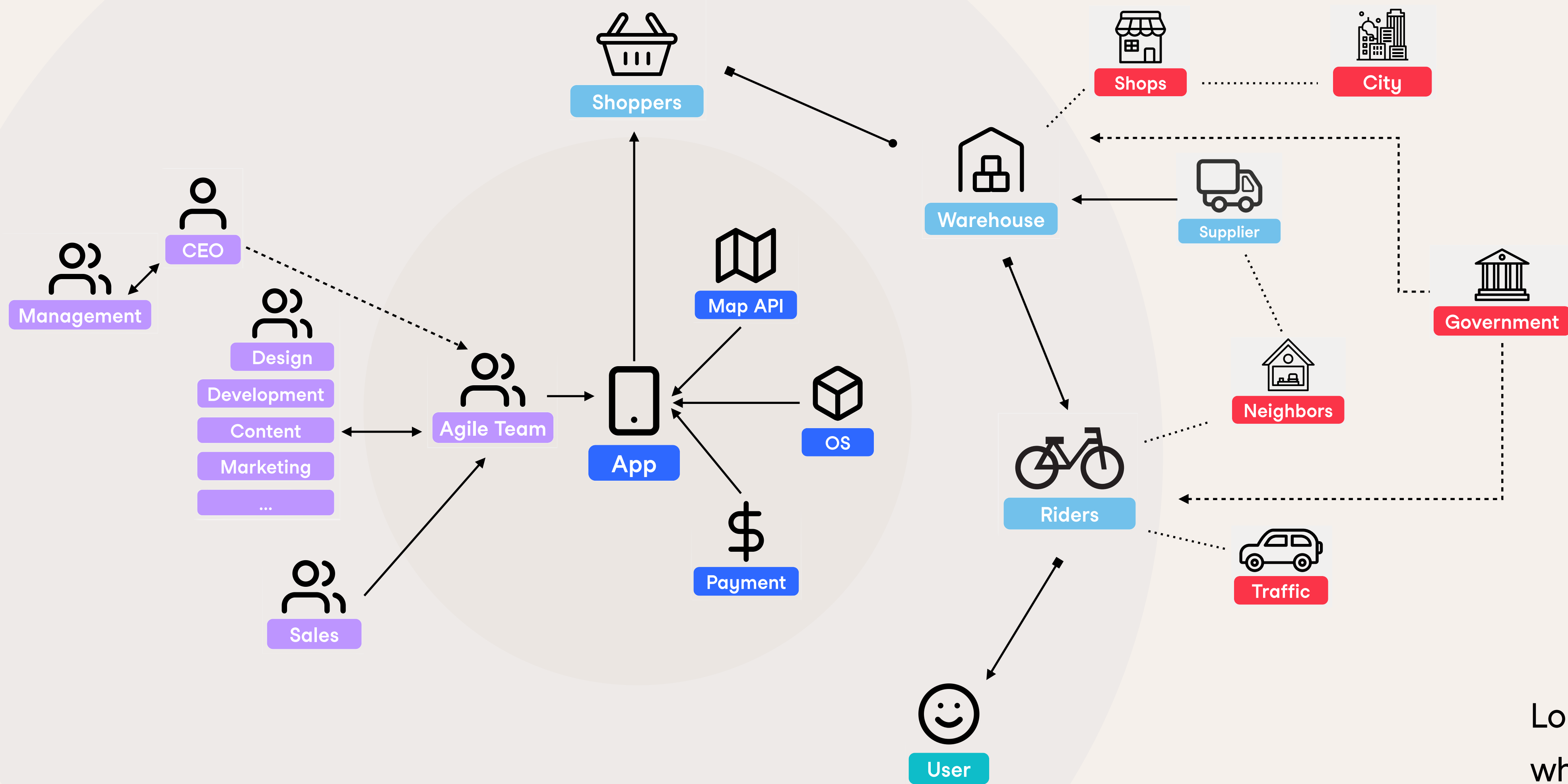
You can do this by changing your system map and seeing how this affects the connections within it. Investigate if your new scenarios change existing structures, or if they reinforce them.





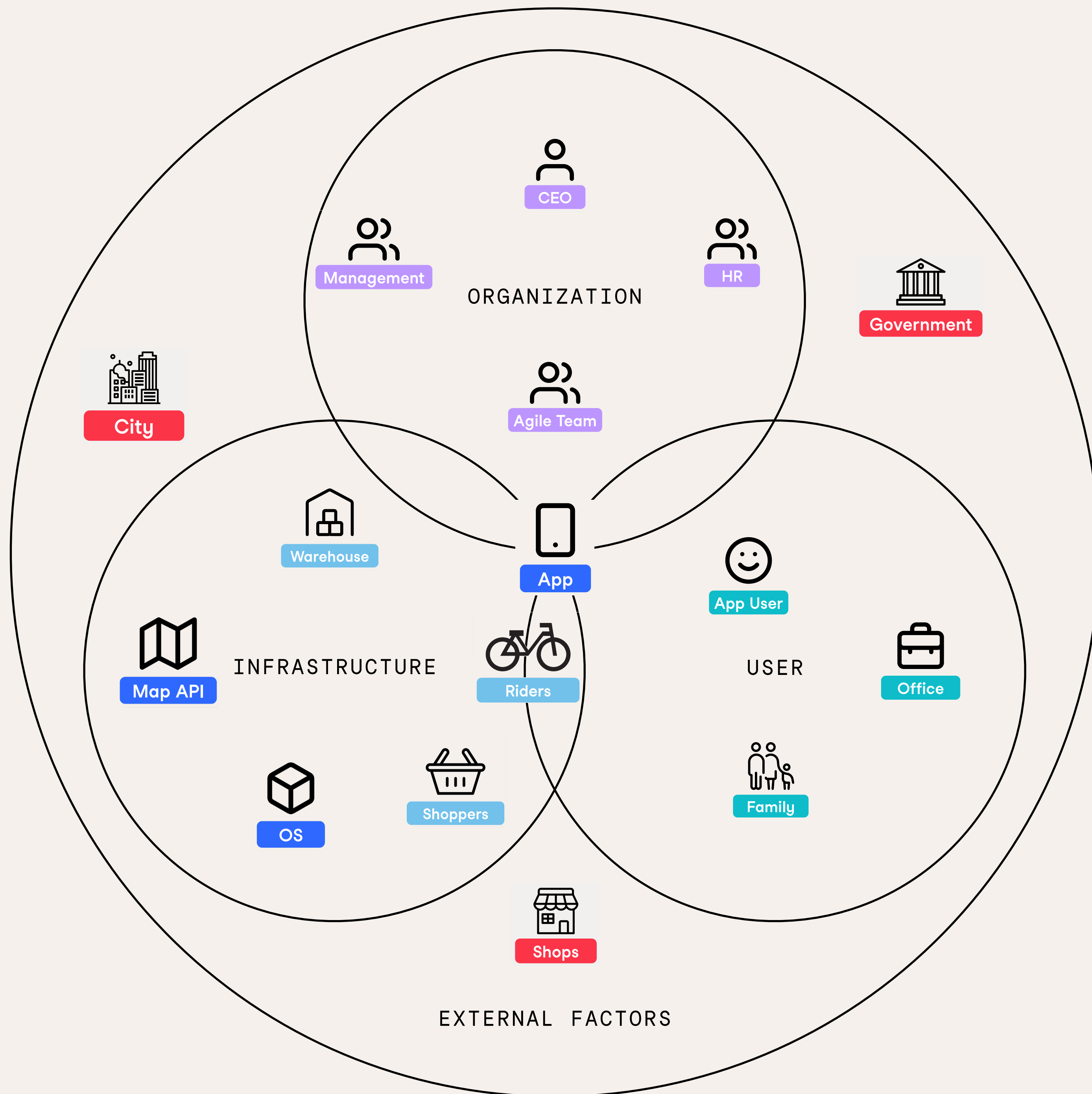
# Key Takeaways





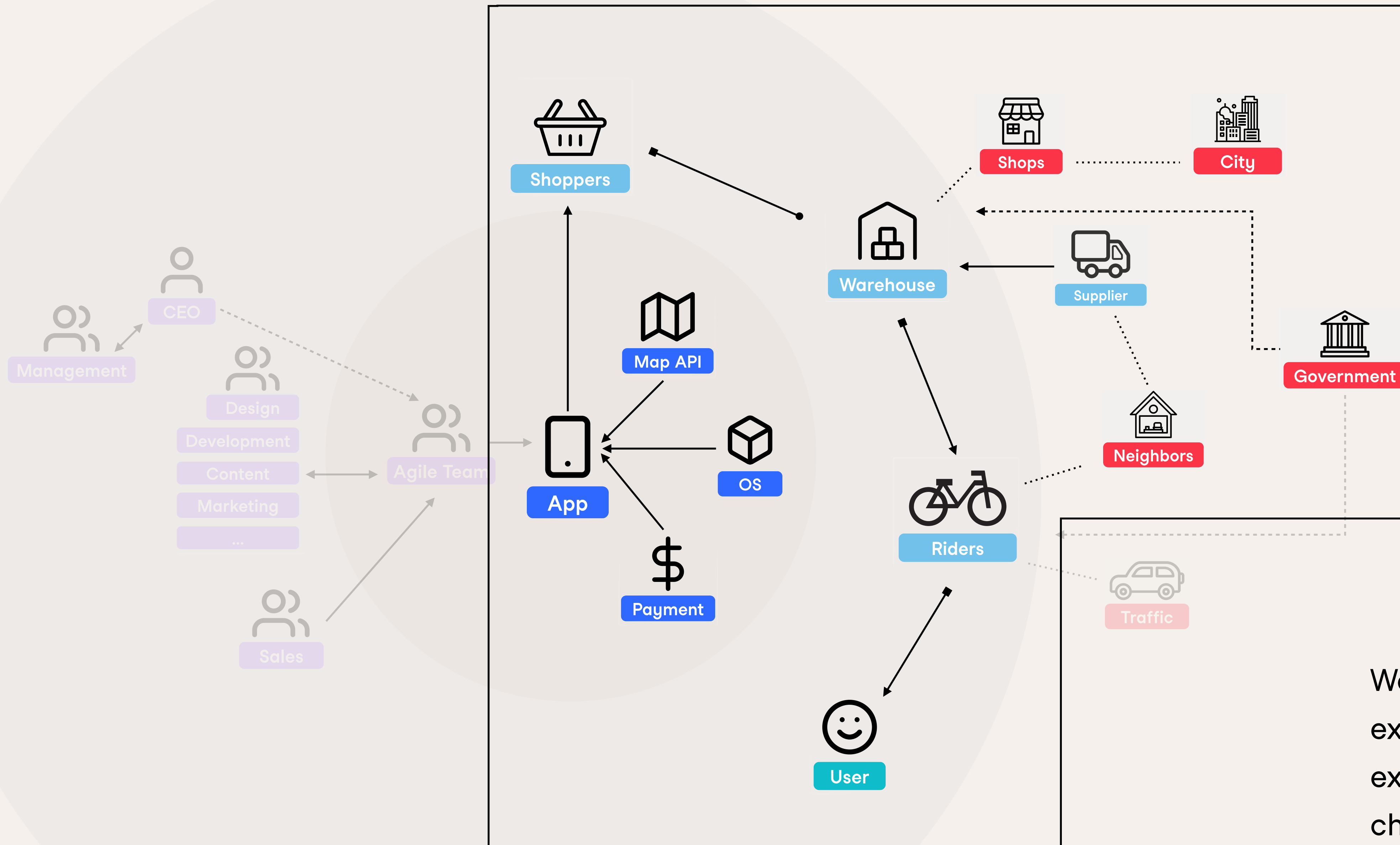
Look at the system as a whole to understand the larger context





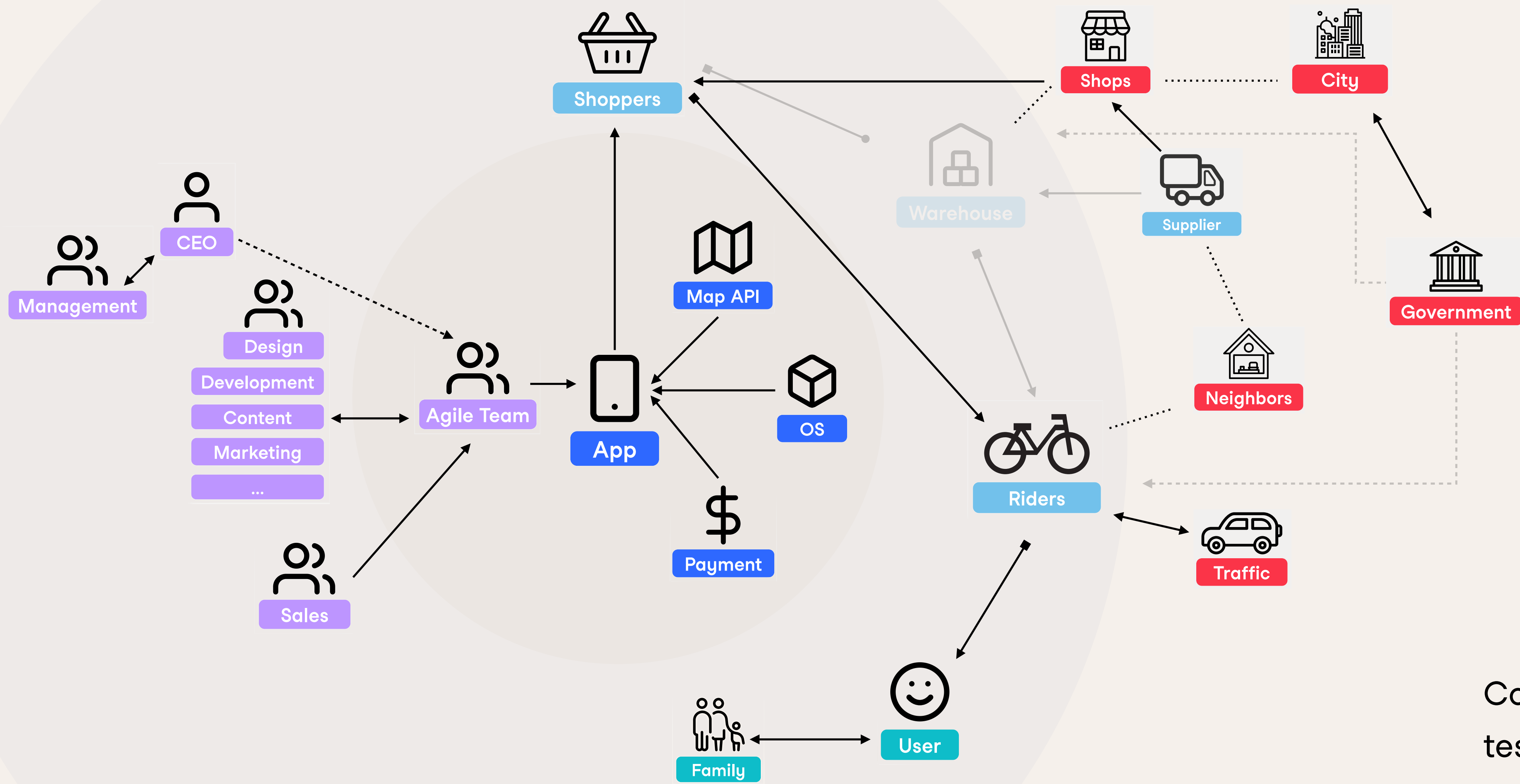
Use lenses to understand context from different perspectives





Work with scenarios to examine the details and experiment with systemic change





Combine zoom levels to  
test the systemic impact  
of your solutions



„When designing an integrated product-system, we need to adopt a holistic **view on the whole ecosystem** of users, stakeholders, physical spaces, digital products, back-end systems, processes that interact with it. We are **not just designing isolated artefacts but also shaping the surrounding context.**”

JACOPO SIRONI AND SERENA TALENTO

OBLO DESIGN





THANK YOU!

# Alessandra Molderings-Enriconi

## Associate Service Design Director

E [ALESSANDRA.MOLDERINGS-ENRICONI@DENKWERK.COM](mailto:ALESSANDRA.MOLDERINGS-ENRICONI@DENKWERK.COM)

