A WHOLE approach to bridging the integrity gap

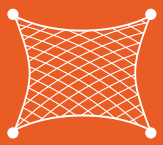
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WHOLE is a five-letter memory aid for applying any method with integrity, so a project doesn't drift from what it set out to achieve. Each letter below has methods to try with your team/on your next project and further reading.



Who

Who are you not considering?



Methods to try

- **Ecosystem or actor mapping:** map everyone who touches the service, including caseworkers, reporting teams and policy owners.
- **Service blueprinting:** make the backstage people and processes visible
- **Rethinking Users cards:** (Youngblood, Chesluk & Haidary). Prompts that challenge who counts as a "user."

Further reading

- Amy Edmondson, *The Fearless Organization (2018)*
- Donella Meadows, *Thinking in Systems (2008)*
- Microsoft, Inclusive Design Toolkit https://inclusive.microsoft.design/
- RNIB, Inclusive Research Guide https://www.rnib.org.uk/professionals/research-and-data/inclusive-research-guide/

Humility

and knowing what we don't



Methods to try

- **Three questions:** What do we know? What are we assuming? What evidence would change our minds?
- **Assumption mapping:** rate each belief by confidence and importance, then test the riskiest first.
- **Pre-mortem:** image the project has failed and ask the team why.
- **Wheel of Awareness (Dr Dan Siegel):** notice your own reactions before acting on them

Further reading

- Edgar Schein, *Humble Inquiry (2013)*
- Adam Grant, *Think Again (2021)*
- Ichiro Kishimi and Fumitake Koga, *The Courage to Be Disliked (2018, English edition)*
- Emily and Laurence Alison, Rapport: *The Four Ways to Read People, Communicate Better, and Build Lasting Connections (2020)*

Outcomes

over *outcomes*



Methods to try

- **Jobs to be done:** focus on what someone is trying to achieve, not the feature they use.
- **Phase thresholds:** agree in Discovery what "good enough to move on" looks like, before the pressure arrives.
- **Failure demand analysis:** measure the contacts caused by the service not working.
- **HEART framework (Google):** Happiness, Engagement, Adoption, Retention and Task success, with goals specific to your service.

Further reading

- Joshua Seiden, *Outcomes OverOutput (2019)*
- John Seddon, *Freedom from Command and Control (2003)*
- Jim Kalbach, *The Jobs to Be Done Playbook (2020)*

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Liminality

awareness



Methods to try

- **Brides 'Transition Model':** The model outlines three key stages that individuals experience during transitions; the neutral zone is the in-between.
- **Cynefin framework:** work out whether a situation is clear, complicated, complex or chaotic, and act to match.
- **Decision logs:** record what was decided, when and why, so changing plans don't become blame.

Further reading

- Arnold van Gennep, *The Rites of Passage (1909)*
- Dave Snowden and Mary Boone, "A Leader's Framework for Decision Making", Harvard Business Review (2007)
- David Gray, *Liminal Thinking: Create the Change You Want by Changing the Way You Think (2016)*

Elephant and Rider

awareness



Methods to try

- **Direct the rider, motivate the elephant, shape the path:** The Heath brothers' practical version of Haidt's metaphor.
- **East framework** (Behavioural Insights Team). Make the desired behaviour Easy, Attractive, Social and Timely
- **Giving Voice to Values:** rehearse how you'll speak up before the moment arrives.

Further reading

- Daniel Kahneman, *Thinking, Fast and Slow (2011)*
- Chip and Dan Heath, *Switch (2010)*
- Mary Gentile, *Giving Voice to Values (2010)*

Referenced in the talk

- Diane Vaughan, The Challenger Launch Decision (1996): normalisation of deviance
- ISO 9241-210:2019, Human-centred design for interactive systems
- Tacoma Narrows Bridge: "Ethical Issues from the Tacoma Narrows Bridge" (CED Engingeering)
- Jonathan Haidt, *The Happiness Hypothesis (2006) and The Righteous Mind (2012)*

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