

AMS Stakeholder Workshop

AGENDA

Thursday, July 18th

- 1. Introduction
- 2. VIRTEU's goals
- 3. Simulation
- 4. PESIA framework
- 5. Simulation continues
- 6. Discussion

VIRTEU

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Introduction: Ethics in VIRTEU

VIRTEU

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PART ONE:
TALKING TOGETHER ABOUT ETHICS

Ethics in Practice

VIRTEU



We are daily exposed to news telling creepy stories about smart objects gathering people's data, yet such an unethical practice is widely left unaddressed for the sake of technology-led economic-growth. No one yet knows how to solve the challenges of ensuring ethical data practices in the way new technologies are designed. We lack practical guidelines and assessment procedures to embed ethical, social and data protection values in the design and development of data intensive technologies and services. VIRT-EU applies an interdisciplinary research approach to generate new knowledge and methods that aims to overtake the unproved assumption according to which technological development leaves no room for ethical and moral reasoning.

Virt-EU aims to intervene at the point of design to foster ethical thinking among developers of IoT solutions. In fact, addressing social concerns in new technologies, not only impacts changes in regulatory regimes but also influences the process of imagining and developing the next generation of digital technologies.



VIRT-EU analyses and maps the ethical practices of European hardware and software entrepreneurs, maker and hacker spaces, and community innovators

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Conceptual Framings

1. Definitions of ethics - from philosophical literature in virtue ethics tradition
2. Problems and limitations of virtue ethics (individual focus, incapacity to determine where 'good' comes from)
3. Expansion in relation to concepts of capability (Sen) and care (Puig de la Bellacasa)

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Beyond Virtue

Individual's attempt to live a "good life"	The ability to act, given the structural opportunities and constraint	Shifting responsibilities and obligations in a web of relations
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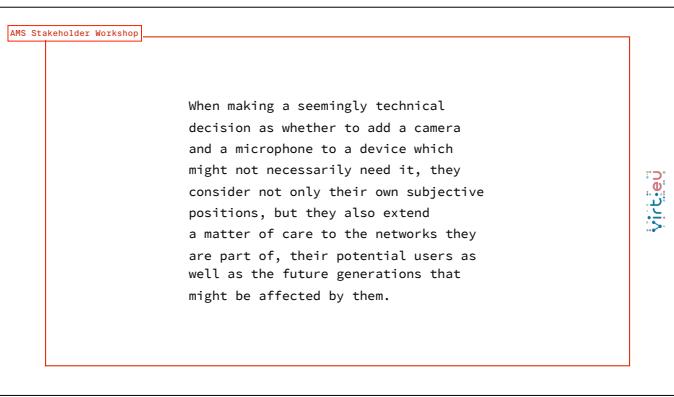
Do-ers, Postponers, and the convenient ethics researchers

Ethics is understood differently by those interested in building ethical companies from the outset, and those that see ethics as compliance with a regulatory framework.

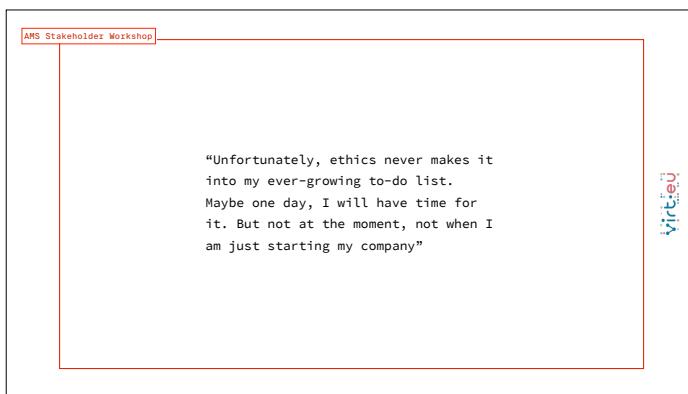
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Responsible Tech is multi-faceted and contingent on the actors, contexts and technologies involved.

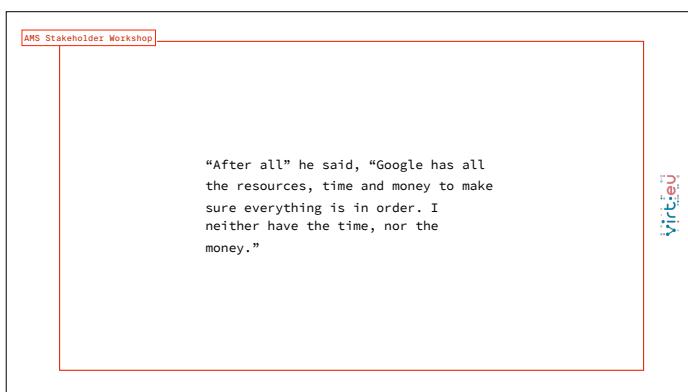
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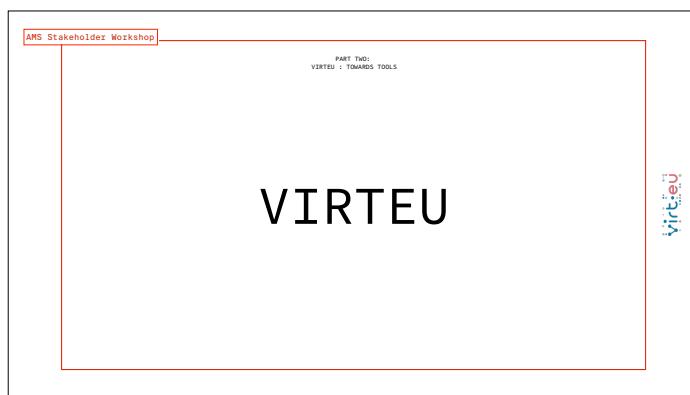
developers building new technologies are not always in a position to be able to identify what they should and should not do and how they would be accountable later for something they could not know today. That there are no "pre-ordained" duties assigned to any role in the context of a start-up entails that this unknown future (and its unknowability in general) creates a vacuum for developers to choose not to engage with ethical decision-making.

The doers, developers who engage with ethical thinking in all stages of a product as well as in all aspects of the companies they are part of, tell us that we need to think about responsibility differently. Rather than an understanding of responsibility as a matter of personal liability, they are concerned with the future they are building through their products and companies. Instead of creating technologies just because they find them interesting or 'a challenge', they would like to improve the current societies they are part of and help future societies at the same time. So, how can we move from a personal understanding of responsibility that feeds into the consequentialist cost-benefit analyses to a *collective* one that cares for the future of the planet and its habitants?[2]

Arendt - becoming a collective is a political process



Responsible Tech is multi-faceted and contingent on the actors, contexts and technologies involved.



This is where our project, VIRTEU, comes in. VIRTEU is an EU-funded project... (shortened version of prior comment)...

If we are designing a connected lock, in order to build a moral connected lock, we need to take the time to work out what moral means to us and why a lock might be immoral

That is, the ethical reflection that can support a designer / developer to build a moral lock

So how might we empower and support developers and designers of new connected devices to engage in ethical reflection?

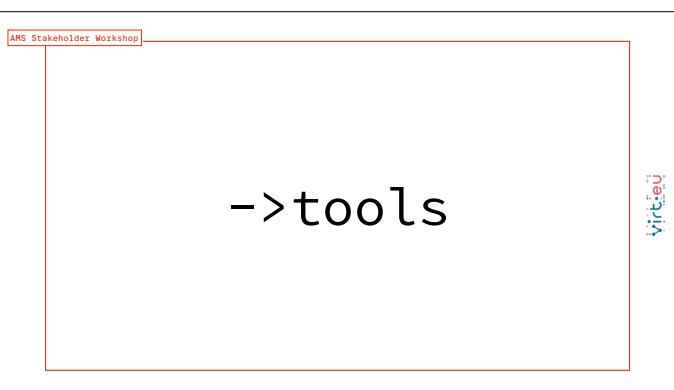
The answer is complex.

- (1) First, we have to understand what we mean by ethics when we're talking about IOT design and development: that is, what section of the vast landscape of ethics is especially critical and relevant to IOT?
- (2) Then, we have to work out what questions and discussions are needed to prompt this ethical reflection on building IOT?
- (3) Lastly, what kinds of tools, experiences, and so on would support these questions?

It's a sort of reverse-engineering process

VIRT-EU applies an interdisciplinary research approach to generate new knowledge and methods that aims to overtake the unproved assumption according to which technological development leaves no room for ethical and moral reasoning.

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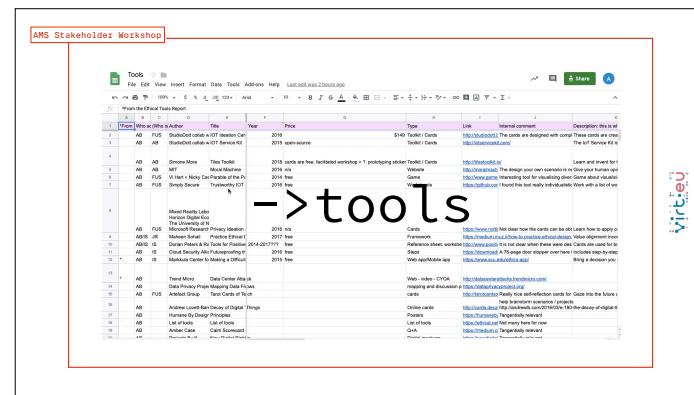


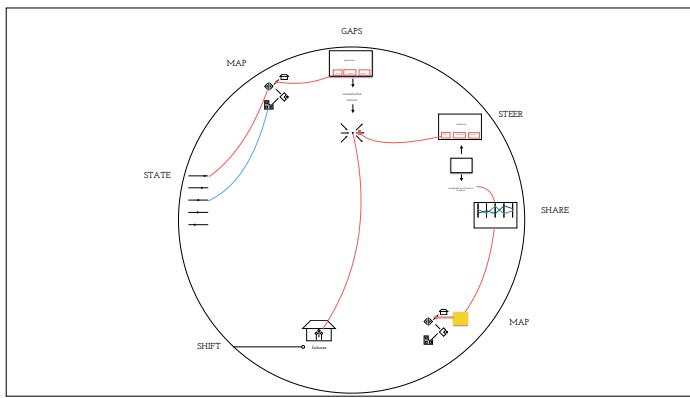
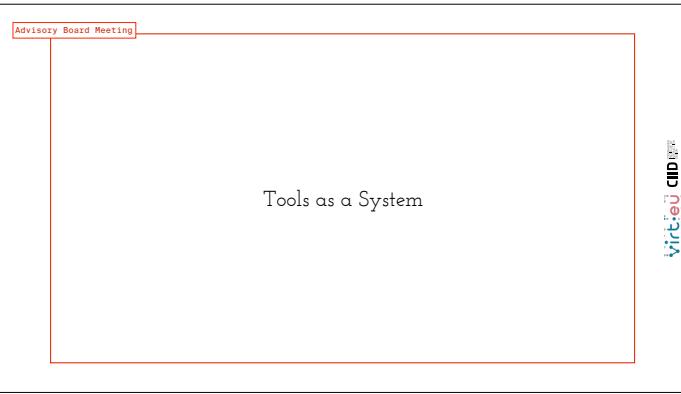
Virt-EU will develop actionable tools to encourage reflection among developers on the relationship between technological innovation and societal concerns, to enable a self-assessment of ethical and social impact of the envisioned technologies.
CIID Research will collaborate with our partners at ITU + LSE to create these tools.

Responsible Tech is multi-faceted and contingent on the actors, contexts and technologies involved.



Responsible Tech is multi-faceted and contingent on the actors, contexts and technologies involved.





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PART TWO:
TOOLS

Activity!

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form groups.
each group has a different product.

30 minutes

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PART TWO:
TOOLS

We are working on a product at
our start-up.

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While there are any numbers of privacy concerns about walking around with easily readable personal data on your thumbnail, there's little someone can do once they're diagnosed with dementia. In America, they're typically placed into conservatorship, with power of attorney going to a child. It's creepy and even heartbreaking, but if it prevents a loved one from disappearing into the night, it might be worth it.

Effectively, smartphones can be converted into surveillance devices.

What's more, it is impossible to anticipate and detect the full range of ways smartphone data is collected and used, and to demonstrate the full scale of its impact. What we know could be just the beginning.

But targeted advertising based on our smartphone data can have real impacts on livelihoods and well-being. beyond influencing purchasing habits. For example, people in financial difficulty might be

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PART TWO:
TOOLS



OldLifeWell

OldLifeWell has developed a compact locator that helps people with dementia or other kinds of memory loss problems to keep track of their daily routines.

OldLifeWell's product was used to gain information from individuals with dementia on their spending habits. This information was used to target them with advertisements for financial products. A number of individuals with dementia have been kidnapped and such information has been used to track them down. The company claims that it is safe to use the device because it only activates when the money has left their bank accounts.

OldLifeWell's product is being promoted by political parties because it can be used with dementia patients. The company claims that it is safe to use the device. This has even come up with push notifications specific for the product that releases their campaign code. OldLifeWell's product is being promoted by political parties because it can be used with dementia patients. The company claims that it is safe to use the device. This has even come up with push notifications specific for the product that releases their campaign code.

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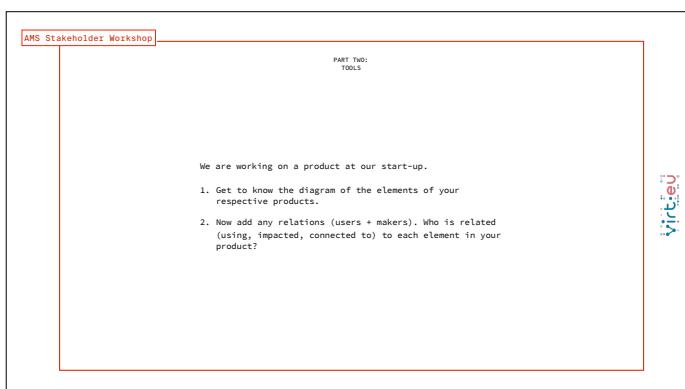
targeted for ads for payday loans. They might use these loans to pay for unexpected expenses, such as medical bills, car maintenance or court fees, but could also rely on them for recurring living costs such as rent and utility bills. People in financially vulnerable situations can then become trapped in spiralling debt as they struggle to repay loans due to the high cost of credit.

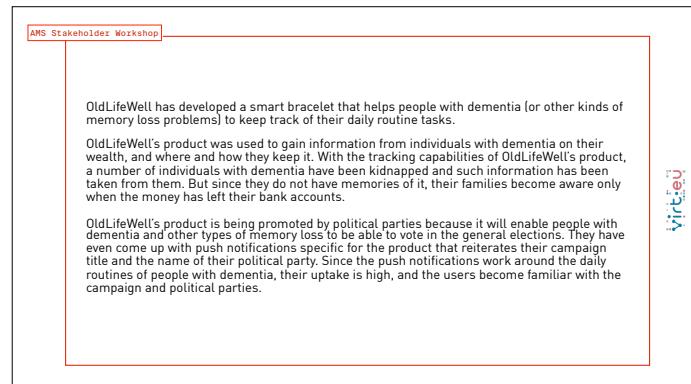
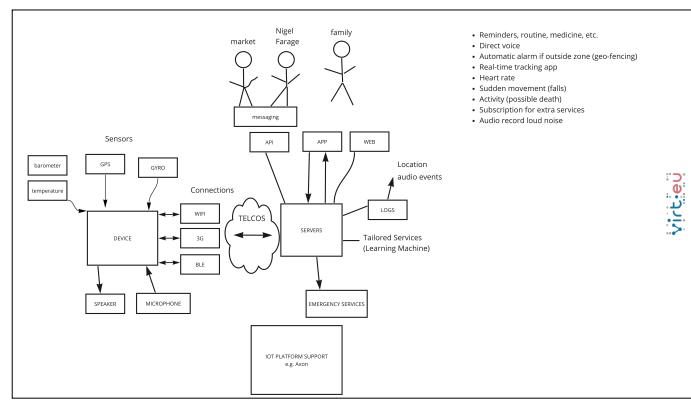
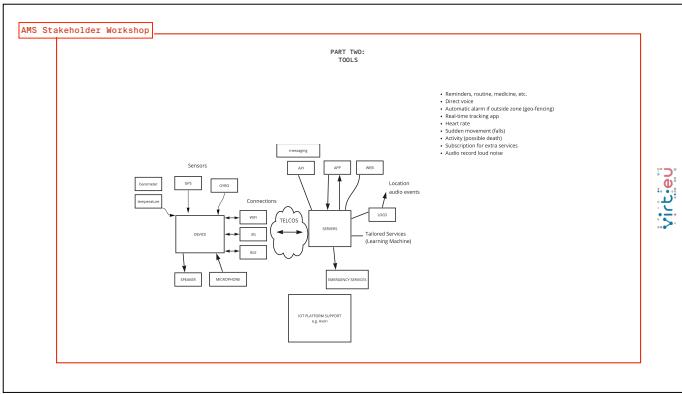
Targeted advertising can also enable companies to discriminate against people and deny them an equal chance of accessing basic human rights, such as housing and employment. Race is not explicitly included in Facebook's basic profile information, but a user's "ethnic affinity" can be worked out based on pages they have liked or engaged with. Investigative journalists from ProPublica found that it is possible to exclude those who match certain ethnic affinities from housing ads, and certain age groups from job ads.

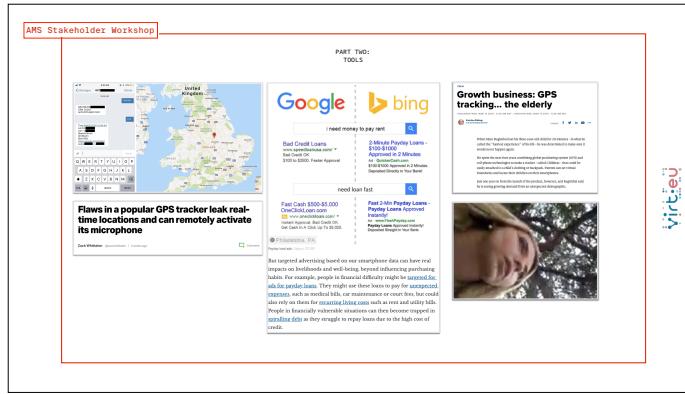
This is different to traditional advertising in print and broadcast media, which although targeted is not exclusive. Anyone can still buy a copy of a newspaper, even if they are not the typical reader. Targeted online advertising can completely exclude some people from information without them ever knowing. This is a particular problem because the internet, and social media especially, is now such a common source of information.

Social media data can also be used to calculate creditworthiness, despite its dubious relevance. Indicators such as the level of sophistication in a user's language on social media, and their friends' loan repayment histories can now be used for credit checks. This can have a direct impact on the fees and interest rates charged on loans, the ability to buy a house, and even employment prospects.

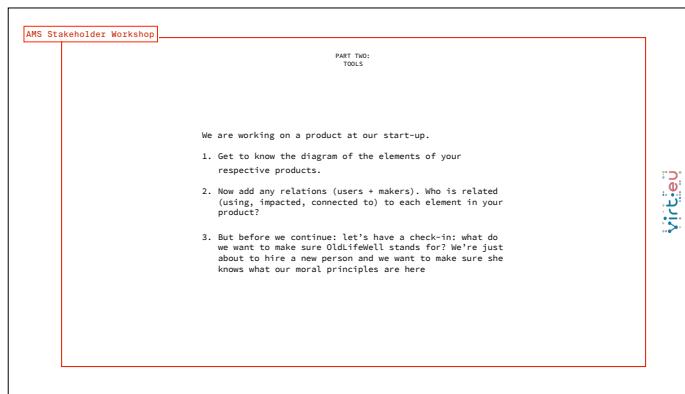
we will hand these out per group - they will already have been sorted



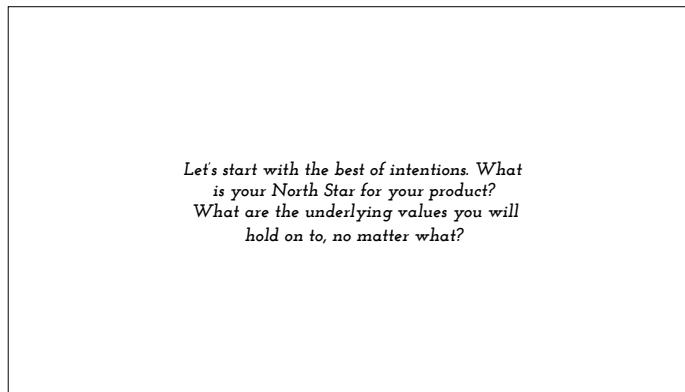




do stories help persuade each other, define the value in contrast to what could happen if you don't support it?



we will hand these out per group - they will already have been sorted



Let's start with the best of intentions. What is your North Star for your product? What are the underlying values you will hold on to, no matter what?

News > World > Americas

Amazon Echo could become key witness in murder investigation after data turned over to police

Man on trial for谋杀谋杀 to turn over to police its home device

Mythili Sampathkumar, New York | @mythilisk | 1 day ago March 2017 17:48 GMT | [Comments](#)

ethics comes up when things go down

   shares

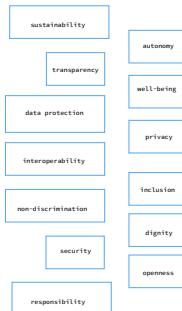


INDIVIDUALLY

1. Write values from this list
2. Then prioritise them

Ethics is defined not only by individuals but also as part of a wider group.

These ethical values have been identified as the outstanding ideas of ethics in the community of IOT creators.



INDIVIDUALLY

1. Write values from this list
2. Then prioritise them

AS A GROUP

3. share and compare
4. discuss definitions + priorities
5. find agreement on priorities
6. give each value a weight to show priorities
7. write communal definitions

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COMMIT

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-processing-

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each group gets 1 section to try

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PART TWO:
ENGAGING WITH PESIA

-> questions from PESIA

Will the bracelet reduce individuals ability to make their own decisions about the best route or pace?

Will the tool include some form of remote control?

If any limitations to user control exist, do they happen in contexts characterised by power asymmetries (e.g. workplace)?

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each group gets 1 section to try

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PART THREE:
UNDERSTANDING PESIA

PESIA:
An overview

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each group gets 1 section to try

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PART THREE:
UNDERSTANDING PESIA

- Project outputs:
 - a toolkit to describe systems, elicit values, analyse and find problems, solve them if possible
- PESIA
 - Impact assessment tool in questionnaire form
 - 1. Identify risks
 - 2. Implement mitigation



The PESIA stands for privacy, ethical and social impact assessment. It is a questionnaire that we are building into a digital tool.

It is part of a wider range of project outputs, described as we can see in the slide

The impact assessment part is really important. In general all impact assessment tools have two core components that we can see here: risks and mitigation.

Impact assessment generally carries other values, such as measuring consequences.

Our challenge is that many of these may not fit with the ethical framework of our project: virtue, care and capabilities.

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PART THREE:
UNDERSTANDING PESIA

- Where does PESIA come from?
 - Strong legal research Politecnico di Torino and ethnography from LSE
 - Value analysis in jurisprudence and opinions from privacy regulators
 - Follow best practice PIA and DPIA models but add social and ethics



The questionnaire is based on strong research by consortium members.

POLITO studied the Privacy Impact Assessment guidance of several data protection authorities. They also studied several hundred opinions and rulings from these authorities to extract ethical and social values included in the legal documents.

LSE did fieldwork with many IoT developer spaces in London, Serbia, and elsewhere to also identify values.

Next let's have a look at the questionnaire

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PART THREE:
UNDERSTANDING PESIA

Understanding your system and establishing compliance

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Our first step is to describe what we are doing and check for basic legal compliance with data protection and other laws.

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PART THREE:
UNDERSTANDING PESIA

Data mapping and basic legal compliance (Start with mapping hardware, software and wider system)

- What information is collected?
- Special data
- What do you do want to achieve with the information?
- Where does the information come from?
- What authorisation or rationale do you have to use that information?
- What information do you provide?
- How do you handle consent?
- Where does the data go?
- If the hardware is finished and going to market, do we comply with RED and other relevant regulation?

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We start with a map of our device, system, software, users, etc. In order to do this you will probably use another tool for our toolkit.

Then we run through a fairly standard series of questions based on GDPR and typical PIAs that establish what you are doing and on what legal basis, who has access to the data. The outputs will serve to build the next series of questions. There are many tools that do this sort of thing.

What we want to add are some hardware specific questions, like the RED electromagnetic certification, although we cannot be too specific if we are to cover any type of IoT device.

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PART THREE:
UNDERSTANDING PESIA

Identifying issues and risks

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Next we want to start identifying issues

If we identify an issue, the tool may trigger a specific action or alert or it may ask you to come back later to explain how you are dealing with it (we will see in the next section)

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PART THREE:
UNDERSTANDING PESIA

Technology, Activities and High Risk

- **Technology**
Are new technologies used which might be perceived as being privacy intrusive (e.g. facial recognition, use of biometrics)?
- **Automation & Profiling**
Does the technology allow (full or partial) automated-decisions to be taken with regard to the data subjects?
Does the technology allow for human intervention in the decision process?
- **Scale & Breadth**
Does the technology allow the collected data to be easily matched or combined with other data sets?
Does the technology allow to observe, monitor or control data subjects in a systematic way?
- **Context & Space**
Does the technology allow the collection of personal data in contexts that are private?
- **Other risks**



We start with a series of questions about the technology and how it is used.

We can see the slides

We are establishing whether there is “high risk” processing under GDPR. It is not defined in detail but these are the general criteria.

Answering YES to almost any question here would likely trigger the need for a DPIA under GDPR

Then we are crossing a legal threshold

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PART THREE:
UNDERSTANDING PESIA

Wider impacts in society

Responsibility

- Will there be a way to challenge any decisions made by the system?
- Will there be clear lines of responsibility for any outcomes, particularly between the developers of the tools and the operators to ensure that any issues are always dealt with?

Sustainability

- Are the devices reusable? How will they be disposed of otherwise?
- Will the servers providing remote functionalities keep functioning for the lifetime of the product?

Openness

- Will the device allow for third party add-ons or user re-programming?

Employment



Next we look at the wider impacts of the technology on society, following some the values mapped in the research

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PART THREE:
UNDERSTANDING PESIA

How do you treat users and people whose data you use (Care ethics)

- **Participation and transparency**
 - How do you consult with users and others?
- **How well do you support user rights**
 - Are there adequate measures or procedures which ensure the reply to every request of data subjects?
- **Data Portability**
- **Dignity**
 - Does the IoT device need to be implanted into the user's body?
- **Non-discrimination**
 - Will the system take into account any particular characteristics of the users when making any determination, such as age, gender or disability?
- **Autonomy**
 - Will the device reduce individuals ability to make their own decisions?



The next set of questions combine several categories:

1. some core elements of privacy and data protection, such as transparency and user rights,
2. Ethical questions about individuals, such as dignity, discrimination and autonomy
3. questions about people affected that are not the direct users - data subjects in legal terminology - and may not have their data collected but are still affected by the technology. These are normally ignored in privacy assessments

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PART THREE:
UNDERSTANDING PESIA

Challenges:

- Identifying risks and issues in the technology is OK: expand analysis from individuals to the wider community and society harder
- Consultation, participation and external input (integrate in external design and product design methodologies)
- The "treating people" section, where individual data protection rights overlap with ethical values of participation, dignity, autonomy, etc.
- Incorporating other tools: STRIDE, UK Code of IoT Security, etc..
- Pushing people to speculate beyond their comfort zone.

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PART THREE:
UNDERSTANDING PESIA

The ethics puzzle

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The puzzle is how to integrate the legal privacy side with the ethical angles

Most ethical data tools we have seen include a heavy dose of legal but you want to do both aspects well

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SOCIAL AND ETHICAL VALUES

Non-discrimination Equality	Participation	well-being
dignity <small>Avoiding any forms of surveillance or invasive control over individuals using IoT devices. IoT devices shall not be used to collect unauthorised private information or to publicly disclose private facts.</small>	inclusion <small>Considering diversity and inclusion both in IoT development and with regard to users' experience.</small>	autonomy <small>Safeguarding individual self-determination and freedom of expression.</small>
safety <small>Protecting users against any harm due to IoT devices (hardware and software security); Usability of devices for security.</small>	openness <small>Promoting open hardware and software with open source code.</small>	Sustainability <small>Social and environmental justice</small>

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From our research

We have a list of Consolidated Legal and Ethical Values

Main goals/issues in the Internet of Things context

Dignity

Avoiding any forms of surveillance or invasive control over individuals using IoT devices. IoT devices shall not be used to collect unauthorised private information or to publicly disclose private facts.

Well-being

Increase individuals' well-being and fostering "IoT for good".

Non-discrimination

Preventing any forms of discrimination.

Autonomy

Safeguarding individual self-determination and freedom of expression.

Transparency

Providing access to information concerning personal data processing.

Encouraging transparency about data operations, device usage and firmware and software upgrades.

Participation

Effectively engaging data subjects in data processing design. Promoting debate and dialogue (e.g. manifestos).

Accountability

Effectively addressing security and safety issues, adopting adequate risk prevention strategies and measures.

Interoperability

Promoting interoperability as one of the key values to create a trusted IoT ecosystem.

Facilitating data portability, both for taking data out and in.

Safety & security

Protecting users against any harm due to IoT devices (hardware and software security).
Updatability of devices for security.

Responsibility

Strengthening algorithmic accountability/liability.
Openness and shareability

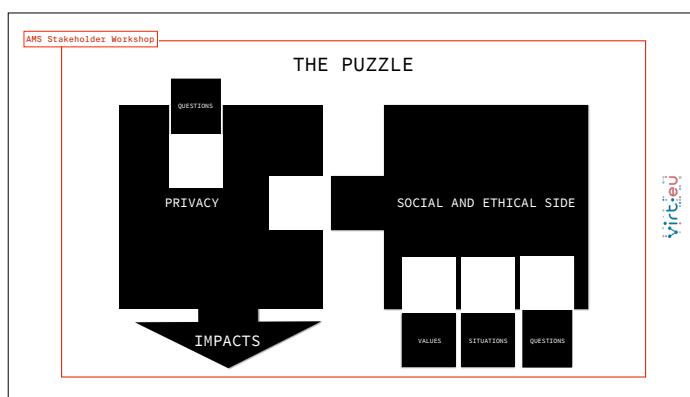
Promoting open hardware and software with open source code.

Sustainability

Issues concerning the potential impact on social and environmental justice.

Inclusion and equality

Considering diversity and inclusion both in IoT development and with regard to users' experience.



We still need to do more work on this



The final part of an impact assessment is to do something about the risks and issues you have identified

Here is where we see many failings and ethics washing

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PART THREE:
UNDERSTANDING PESIA

Consequence Likelihood	Insignificant	Minor	Moderate	Major	Critical
Almost certain	Medium	Medium	High	Extreme	Extreme
Likely	Low	Medium	High	High	Extreme
Possible	Low	Medium	High	High	Extreme
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

For example we want to avoid doing the typical matrix

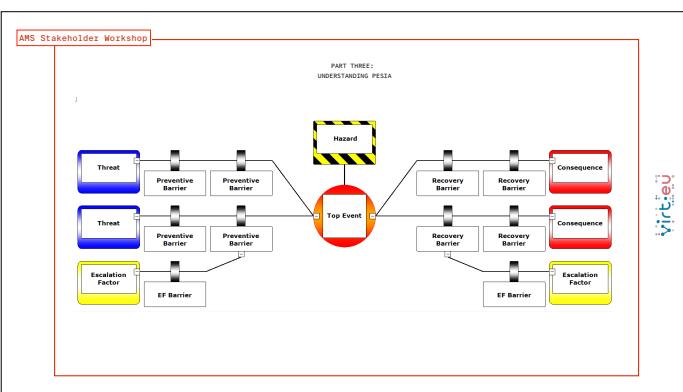
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PART THREE:
UNDERSTANDING PESIA

How do you handle data accurately and securely

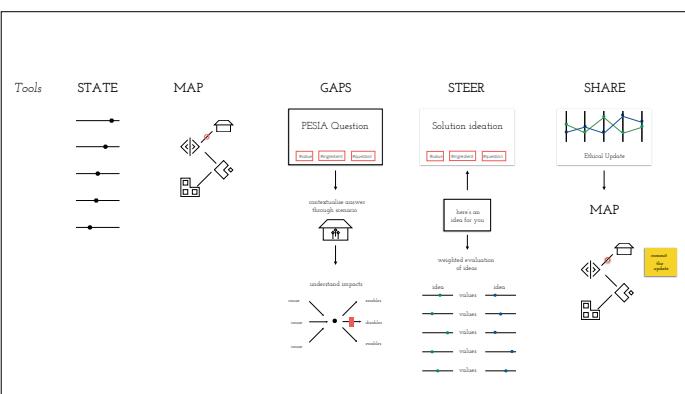
- Technical measures
 - Are there procedures or mechanisms to create backups?
 - If information is converted in anonymous information, are there procedures which ensure the irreversibility of the process and the impossibility to re-identify data subjects?
- Policies
 - Is there a data breach management action plan in place?
 - Is there a records management policy in place which includes a retention and destruction schedule?
- Organisational measures
 - Is there an access register to the IT systems containing personal data?
 - Data processors
 - Staff

First we look at what you are already putting in place to make sure you handle data properly and safely

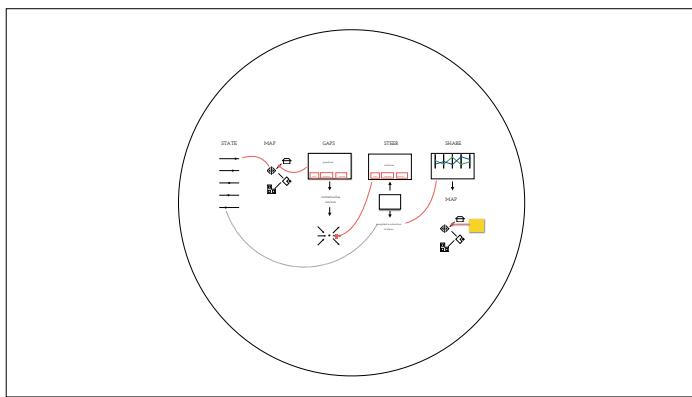
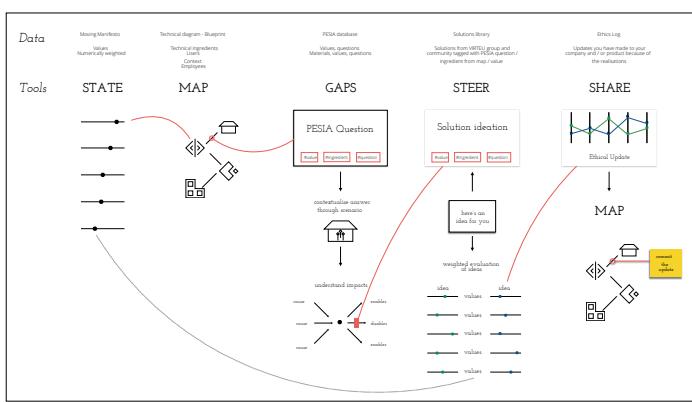
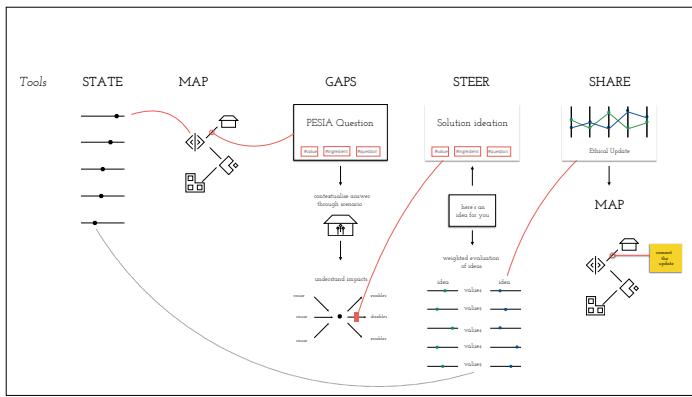


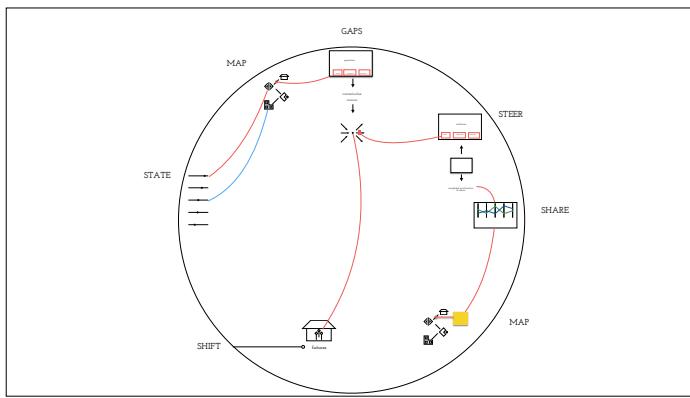
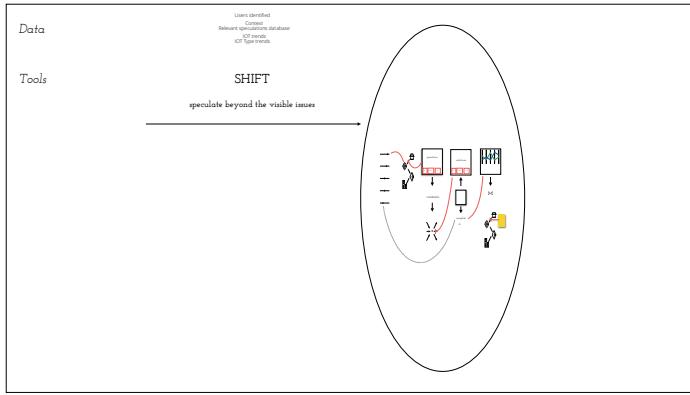
Then we bring a risk management approach called the bowtie.

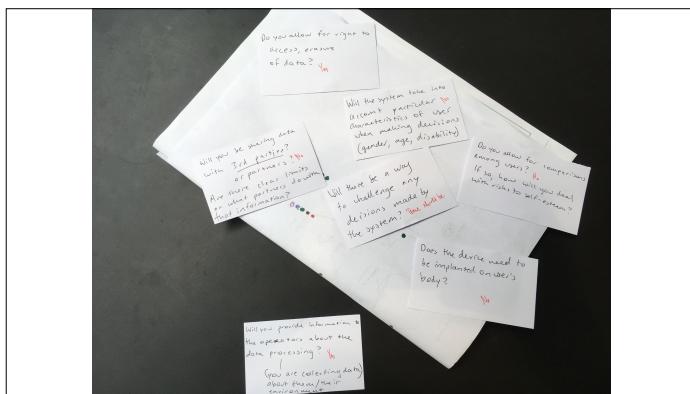
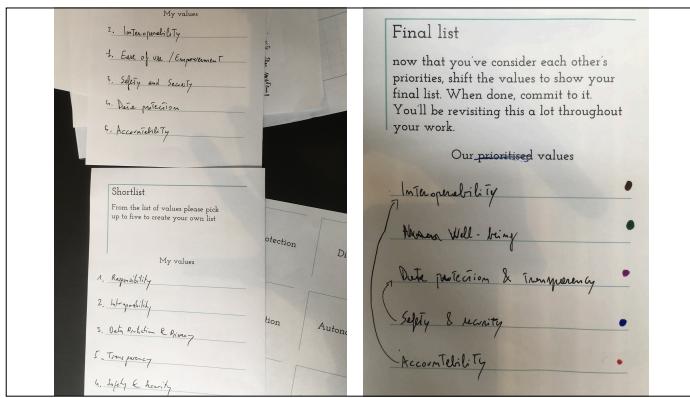
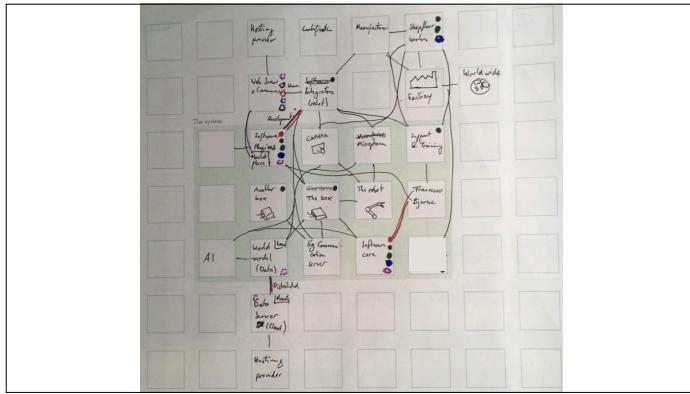
Annelie will explain in more detail, but this is our basic approach

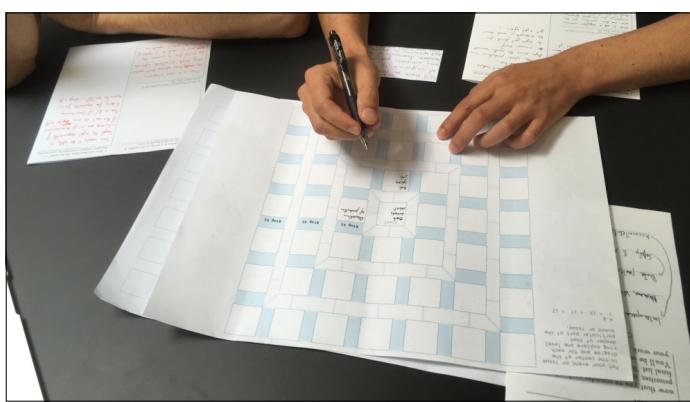
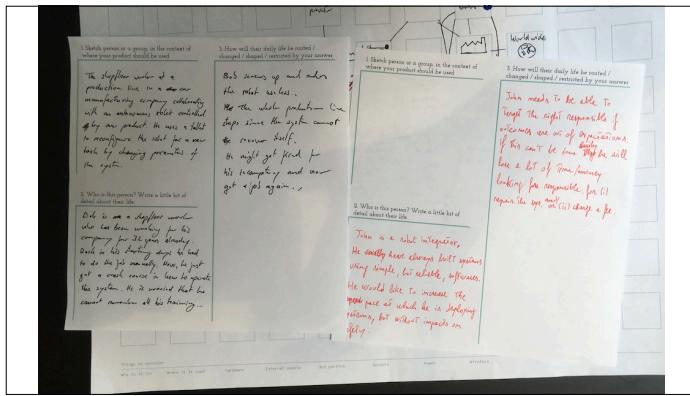


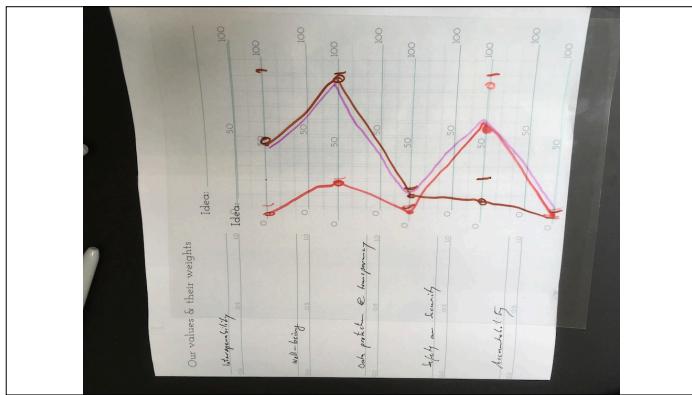
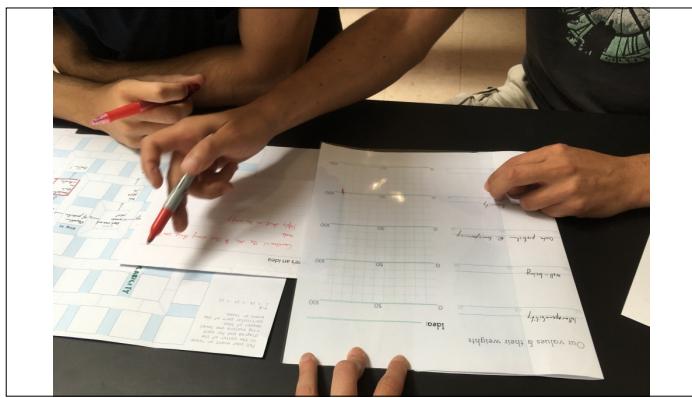
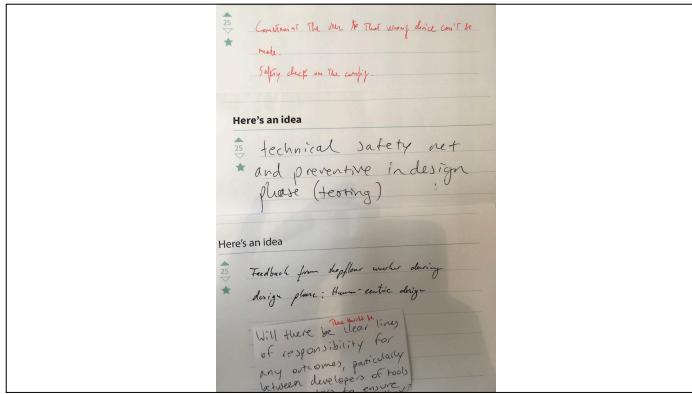
what are they, what do they help do, how do they relate to / support / fit in with PESIA

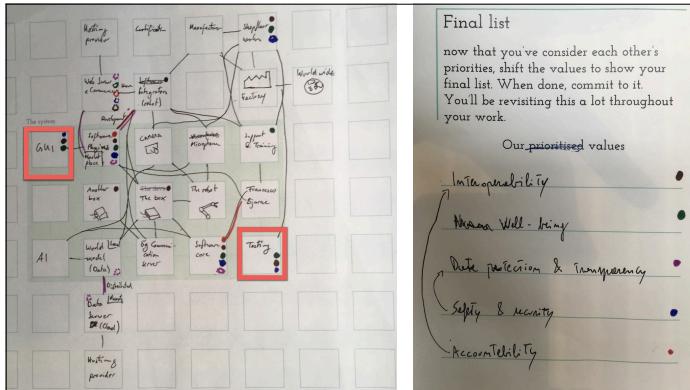












- currently we use some questions from the scenarios on different values -
how else? The wording is hard.
WHY SHOULD WE CARE

The problem of facilitation - we will make a playbook for facilitators but it's probably always going to be tough -
The idea of us as a tool of ethical agents?



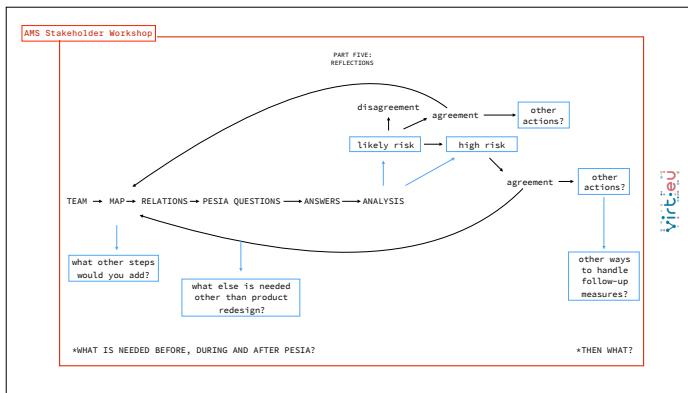
The question of "finding time for ethics" (impossible) when in the process?
SERVICE DESIGN BLUEPRINT
WHY SHOULD WE CARE



The final part of an impact assessment is to do something about the risks and issues you have identified

Here is where we see many failings and ethics washing





this type of thing normally is seen as high risk

stakeholders: what is the most useful way of dealing with that high risk?

we know what the potential solutions are. but what is the best way of handling the potential extra follow-up measures or tools or recording of action plan

6 months later people review your mitigations. what is the best way of assessing the risk. how do you then follow up the actions in a way that is useful. heatmap. bowtie diagram.

threat which produces a main event which is something you don't want to happen - the airplane fell out of the sky / my data was stolen. consequences? if we lost our data there is a regulatory fine and so on. what barriers can i put in here to make sure if this threat happens this main event will not occur. if this main event did happen, what are the corrective measures we could take. then you get sliders - this is a 5 or 3 or 1.

this is what we don't want to happen. what would cause it to happen and so on.

rate the consequences - those are the ones you are worried about.

if you gave every passenger a parachute it wouldn't matter if the plane broke in half. risks -

we tend to be binary. this is gray area. it is where IT people struggle.

the business case for ethics - use cases where have other people fallen off the cliff and what was the actual impact to them - start ups - we said check out data canvas is a good idea - build it in - we don't know what's up with the law - there's a real life reason for you to do this as well as that you want to be seen as an ethical companies -

but i'm working just to get this floating - once its floating then ill think about it -

what are the examples of things going massively wrong that you would nt think about - uber, hostage situation, surge pricing, hadn't predicted that situation - whose responsibility is it?

PR nightmare and relationship with consumers

the workshop was TOO MUCH INFO

GOOD STORIES BAD STORIES - VIRTUE ETHICS ORIGINS - the way you know what is good is by knowing good and bad people

there's loads of stuff happening that's bad is becoming aggregated bad - if we all don't care about consent -

individual responsibility / mass aggregated consequence - climate change -

people don't care about privacy?

they do care but still buy products

regulator, business, government should be responsible

ethics washing

how do you avoid that?

coming out of something with a heat map you can manipulate is going to lead people longer unless it is locked in and you can't edit it until you fix things

ODI is designed to iterative - they have it they learn more and they make changes
its not suppose to be just 67% ethical - we passed

difficulty is figuring out the balance of specificity of who the tool is for and what it is supposed to do -
a tool to convene stakeholders - bring voices and experiences and develop a shared language -
mapping thing

vocabulary - ada lovelace - reconciling dilemmas

working with local authorities you have solo teams who have their own languages within the
organisation.

also fundamental organisational cultures and get to this type of conversation in practical way.

cultural ownership - systemised way
how can it be appropriated into their culture

who are the people who make the bits that are the components of everything else
consumers developed them with vodafone and they worked with the manufacturers - those
guidelines and checklists

there's also a cultural problem where eastern cultures don't intervene because they are utilitarian
whereas the western do more deontological

its more where the law starts and then ethics needs to go beyond it

its western that law is good. even in western society its not always good.

you make assumptions about what they would do - based on their cultural

alexa's responses are programmed by men and if she is called hot it says something that comes

from a man
major social implications but not necessarily...
i have a male siri but it doesn't necessarily talk like that but i won't talk like that because I'm a woman
its not hurting the users its contributing to fundamental gender bias in core training data
kids will grow up speaking to devices
my kids shout at it - alexa do this
you spend all day saying please and thank you
if you are rude to your device in that way it should be deactivated
who takes responsibility?
its in the world now
what do you do
its not explicitly causing harm
apart from all women in an abstract way
you could

art stuff could be useful as well as and alongside of this is when shit hit the fan - this is something someone built in response -
ODI - crazy pink robot that he is inside of - the brief was trust and data - my relationship with my data would be fundamentally different if i were in chechnya - i would be arrested and tortured - they would be arrest (people i know) - my relationship to my data would be fundamentally different

people are taught to do risk assessment for the overall organisation
then you try to get them to get impacts on human - oh identity theft - but then back too organisation - then they don't know
the privacy impact on humans - but then the chairman needs to think of the organisation
if you can help translate then the product person will say look these people will die and this will create this impact on the organisation

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PART FIVE:
REFLECTIONS

What we did:



really imagine that you are in that situation

AMS Stakeholder Workshop

PART TWO:
ENGAGING WITH PESIA

We are working on a product at our start-up.

1. Get to know the diagram of the elements of your respective products.
2. Now add any relations (users + makers + stakeholders). Who is related (using, impacted, connected to) to each element in your product?
3. What are your ethics, and specifically, your values while working at OldLifeWell?
 - a. Individually, take ethical concepts you would like to have at OldLifeWell and bring them back to your table.
 - b. In your table group, discuss each ethical concept. If there are any with divergent definitions, or words that one group member is "not ok with", discuss with the knowledge that you need to work together on this product for the next 100 years.
4. Consider PESIA questions
5. Is there a problem?
 - a. Play a role / devil's advocate / push each other



AMS Stakeholder Workshop

PART TWO:
ENGAGING WITH PESIA

5. Is there a problem?
 - a. Play a role / devil's advocate
 - b. If yes + you **agree** there is a problem:
 - Revisit your product map
 - Mark-up with #3 ways to address problem
 - Decide which one you will take
 - Write the changes on your product map
 - c. If yes but **inconclusive** (i yes, i no):
 - 1st try: create a scenario of why you should care about this PESIA answer: a user story, an imagined possible future outcome that could come from this PESIA answer?
Then go back to 4.
 - 2nd try: create a positive / negative news splash from your PESIA answers. What's the message?
Then go back to 4.
 - 3rd try: brainstorm your own.
 - d. If no:
 - How would you communicate this good news?
• To whom, through what medium?



AMS Stakeholder Workshop

PART TWO:
ENGAGING WITH PESIA

Reflect + Re-make



Values

Privacy

Dignity

Well-being

Autonomy

Safety and security

Inclusion and equality

AMS Stakeholder Workshop

PART TWO:
ENGAGING WITH PESIA

what else is needed to group answer's implications?

5. Is there a problem?

- a. Play a role / devil's advocate  did different ideas of "ethics" come out when talking here?
- b. If yes + you agree there is a problem:
 - . Revisit your product map
 - . Mark-up with 3 ways to address problem
 - . Decide which you will take
 - . Commit the change on your product map  any other actions you would take?
- c. If yes but inconclusive (1 yes, 1 no):
 - . 1st try: create a scenario of why you should care about this PESIA answer: a user story, an imagined product feature, outcome that could come from your PESIA answer?
 - . Then go back to 4.
 - . 2nd try: create a positive / negative news splash from your PESIA answers. What's the headline?
 - . Then go back to 4.
 - . 3rd try: brainstorm your own.
- d. If no:
 - . How would you communicate this good news?
 - . To whom, through what medium?

what kind of scenarios were more persuasive?

any other important activities or actions here?



AMS Stakeholder Workshop

PART TWO:
ENGAGING WITH PESIA

if there were misunderstandings, what would have helped here?

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4. Consider PESIA questions

5. Is there a problem?

- a. Play a role / devil's advocate / push each other



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PART FIVE:
REFLECTIONS

PLANS

What happens next in the project
and how can you continue to be
involved if interested?

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The Package

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The question of "finding time for ethics" (impossible)
when in the process?
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PART FIVE:
REFLECTIONS

THANK YOU!

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