# Post Normal Design

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# **Before** we start

# **Visceral** Check In

How do you feel today?

Guts

Do your senses feel overwhelmed?

Senses

Do you feel comfortable in this place?

Place

Are you happy with the number of people here?

People

# Accessibility

Inclusion is **othering**

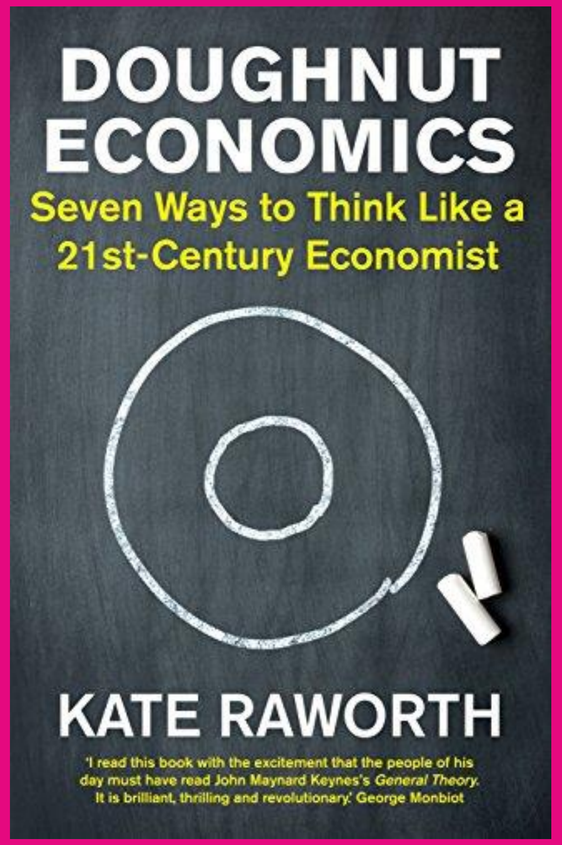
# Branch

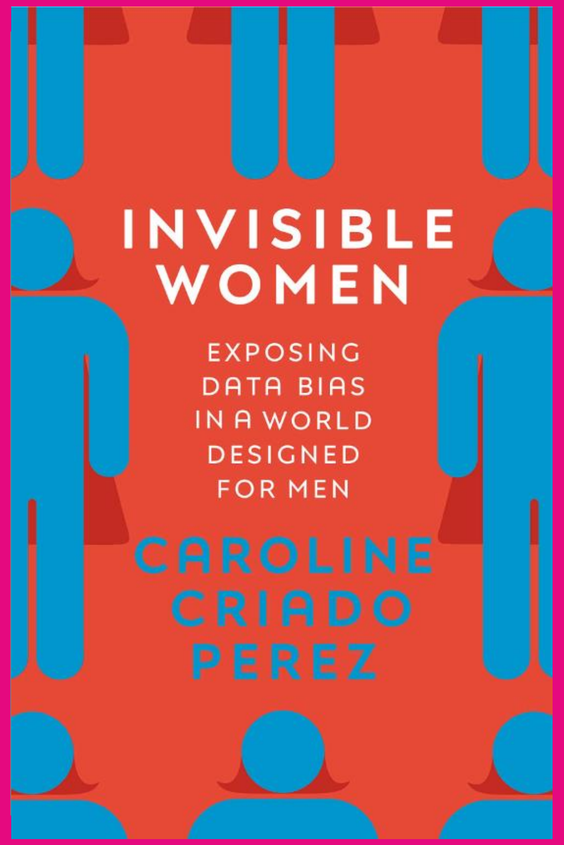
## Edge Cases

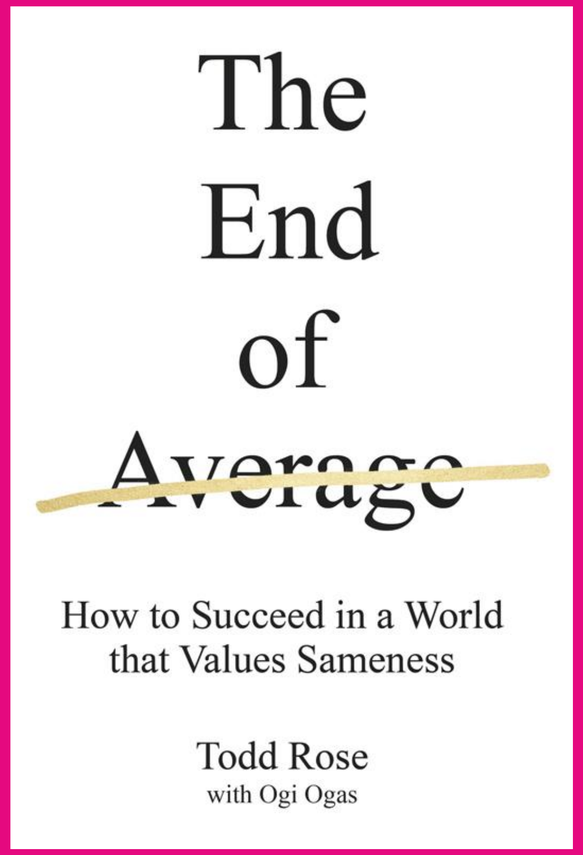
# Branch
Edge Cases

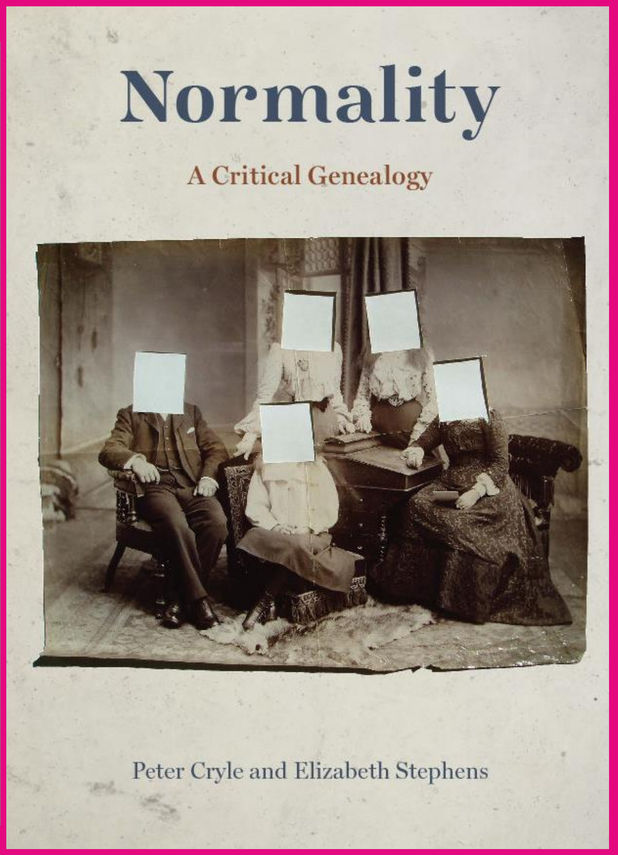
# Roots
Normality

Maybe
Normal is the
root problem?


DOUGHNUT ECONOMICS
Seven Ways to Think Like a 21st-Century Economist
KATE RAWORTH
'I read this book with the excitement that the people of his day must have read John Maynard Keynes's General Theory. It is brilliant, thrilling and revolutionary.' George Monbiot


INVISIBLE WOMEN
EXPOSING DATA BIAS IN A WORLD DESIGNED FOR MEN
CAROLINE CRIADO PEREZ


The End of Average
How to Succeed in a World that Values Sameness
Todd Rose
with Ogi Ogas


Normality
A Critical Genealogy
Peter Cryle and Elizabeth Stephens

Normal is

**normal**

# 2 problems

Normal is **biased**

Convergence
is a **trap**

# Normal

**180 years** of Normal

Galton

Quetelet

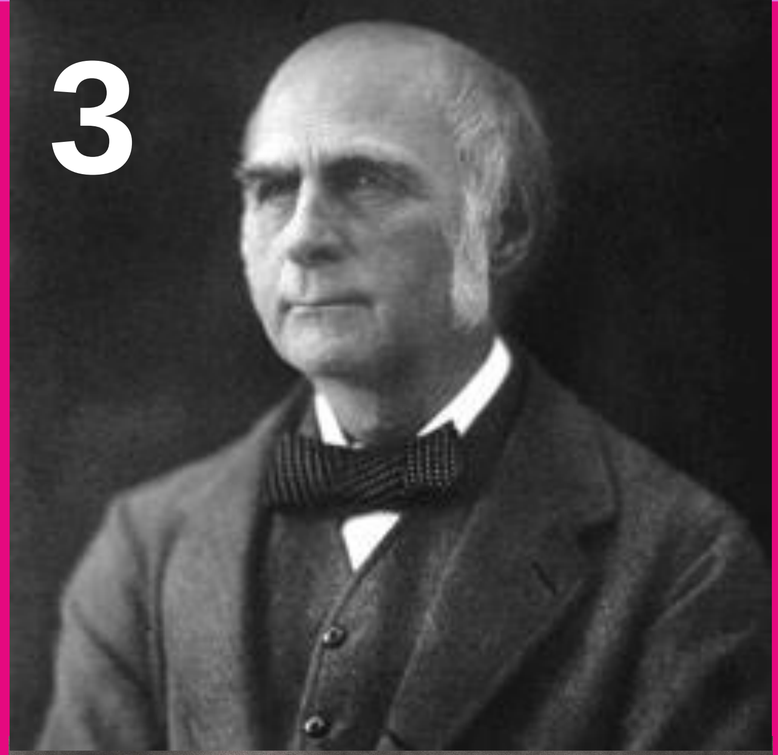
1

2

Burt

Thorndike

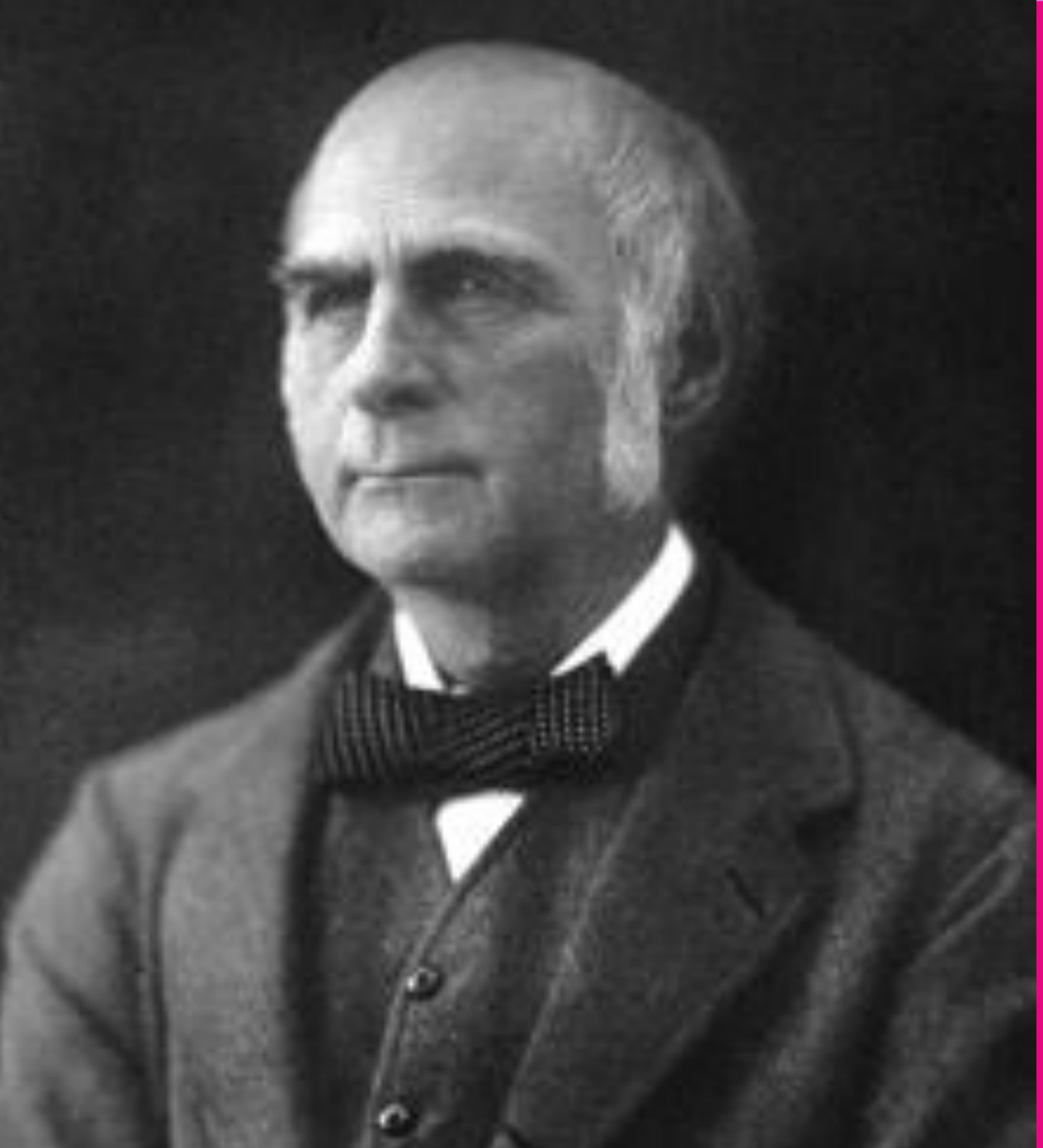
3



4

# Average

# Ranked



# Quality

# Better

1) Average

2) Ranked

3) Quality

4) Better

**1) Average** 3) Quality

2) Ranked 4) Better

1) Average

3) Quality

**2) Ranked**

4) Better

1) Average

**3) Quality**

2) Ranked

4) Better

1) Average

2) Ranked

3) Quality

**4) Better**

# Normal **excludes**

We design for
a **weird** world

# W.E.I.R.D.

**W**hite male

**E**ducated

**I**ndustrialised

**R**ich

**D**emocratic

**W**hite male

**E**ducated

**I**ndustrialised

**R**ich

**D**emocratic

# How **W.E.I.R.D.?**

# Journal of Personality and Social Psychology

? W.E.I.R.D.

# What do we do?

# Many options

Design Ethics User Research Data Ethics Usability Research Recruitment Training

# But…

# Diversity as **opportunity**

D&G
BURBERRY

Diversity is **strategy**

# Convergence

Our design tools and processes **value** Convergence

# Groupthink

# Chilcot Report

Convergent Thinking **fails**

Divergence is **resilience**

**Normal** is the future that cannot work

**Post Normal** is the many futures that work

# Creating change

# Workshop

# 3 codes

# Code of:

## Conduct

## Conversation

## Comfort

# Be comfortable

2 challenges

1 postcard

# Post Normal Design

Normal is bias

Normal is exclusion

Divergent is resilience

Diversity is strategy

Diverse teams

Diverse products

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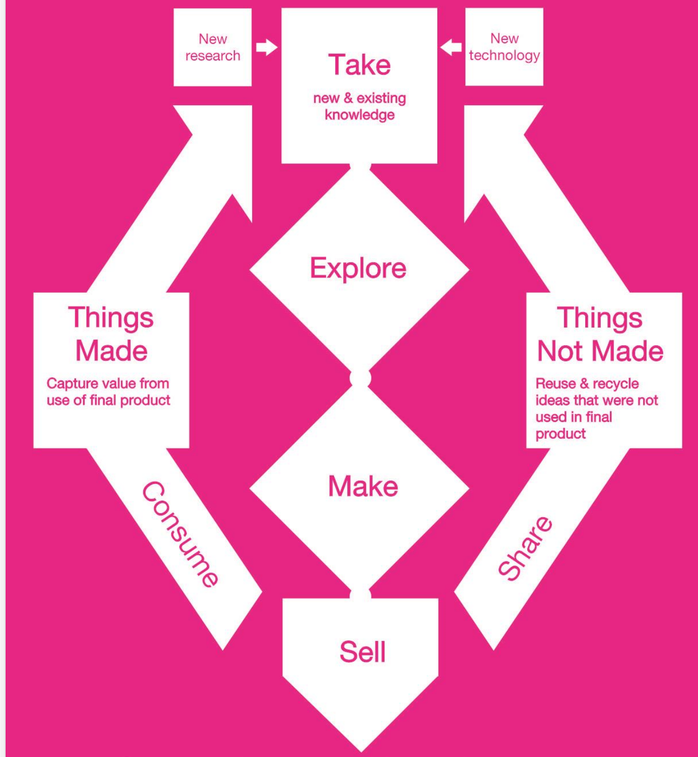
## Circular Knowledge Economy




Create value now with product you make & sell but value divergent knowledge and share it for future use

1) Diverse teams

2) Divergent work

# Diverse teams

# Diverse teams

Recruitment

Promotion

Retention

# Diverse teams

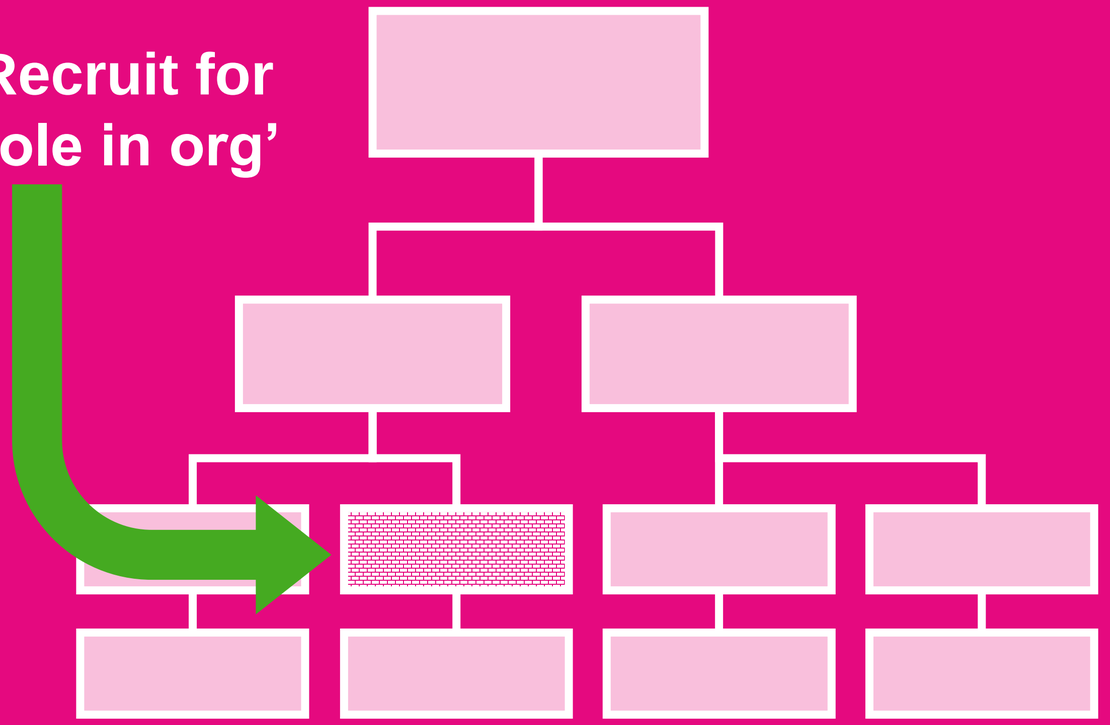
| | **Women** |
|---|---|
| Recruitment | 25% of workforce |
| Promotion | 11% of executives |
| Retention | 40% leave |

Statistics: **Invisible Women**

# Fit

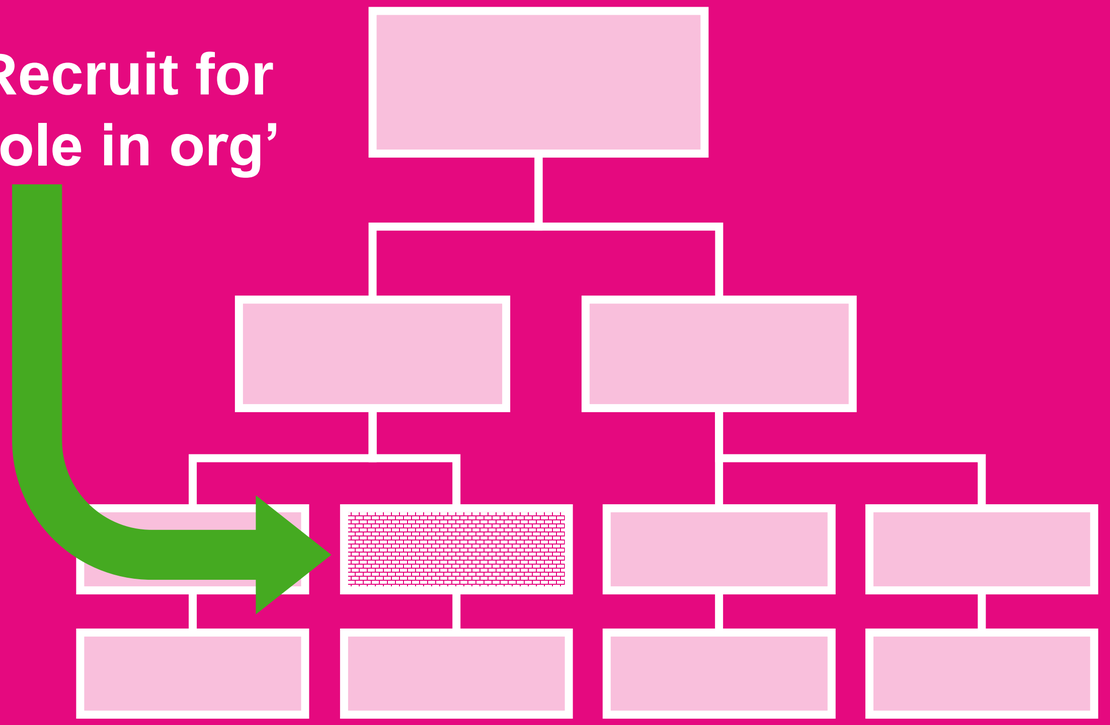
# Normal

Recruit for role in org’



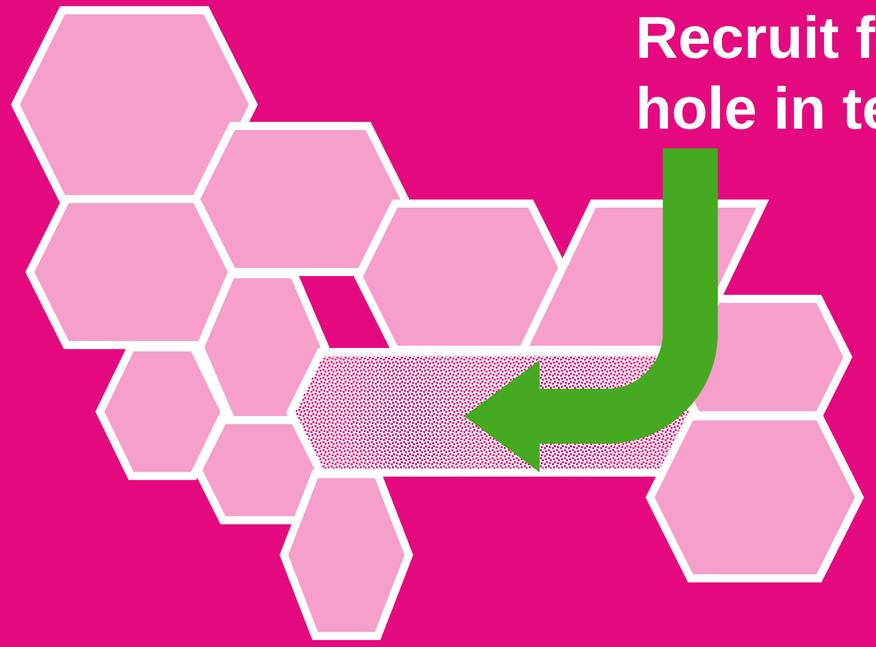
# Normal

Recruit for role in org’



# Post-Normal

Recruit for hole in team



**Normal**

# Change person to fit team

**Normal**

Change person to fit team

**Post-Normal**

Change team to fit person

Credentialed
**Capabilities**

Personal
**Capacities**

**Mission**
Corporate

**Mission**
Personal

# Challenge 1

**How** can you change **fit** during induction into your team or organisation?

New team member writes a **personal mission statement** of what they **can do** and **want to do** in team (in light of corporate mission and values).

Your team changes to **fit** around that statement. Roles shift, tasks shift.

# **Design** new team induction

# Divergent work

# Divergent work

Research diversely

Share divergence

**Normal**

# Discard divergent knowledge

| Normal | Post-Normal |
| --- | --- |
| Discard divergent knowledge | Value & share divergent knowledge |

# Challenge 2

**How** can you **value & share** divergent knowledge within & outwith your team & organisation?

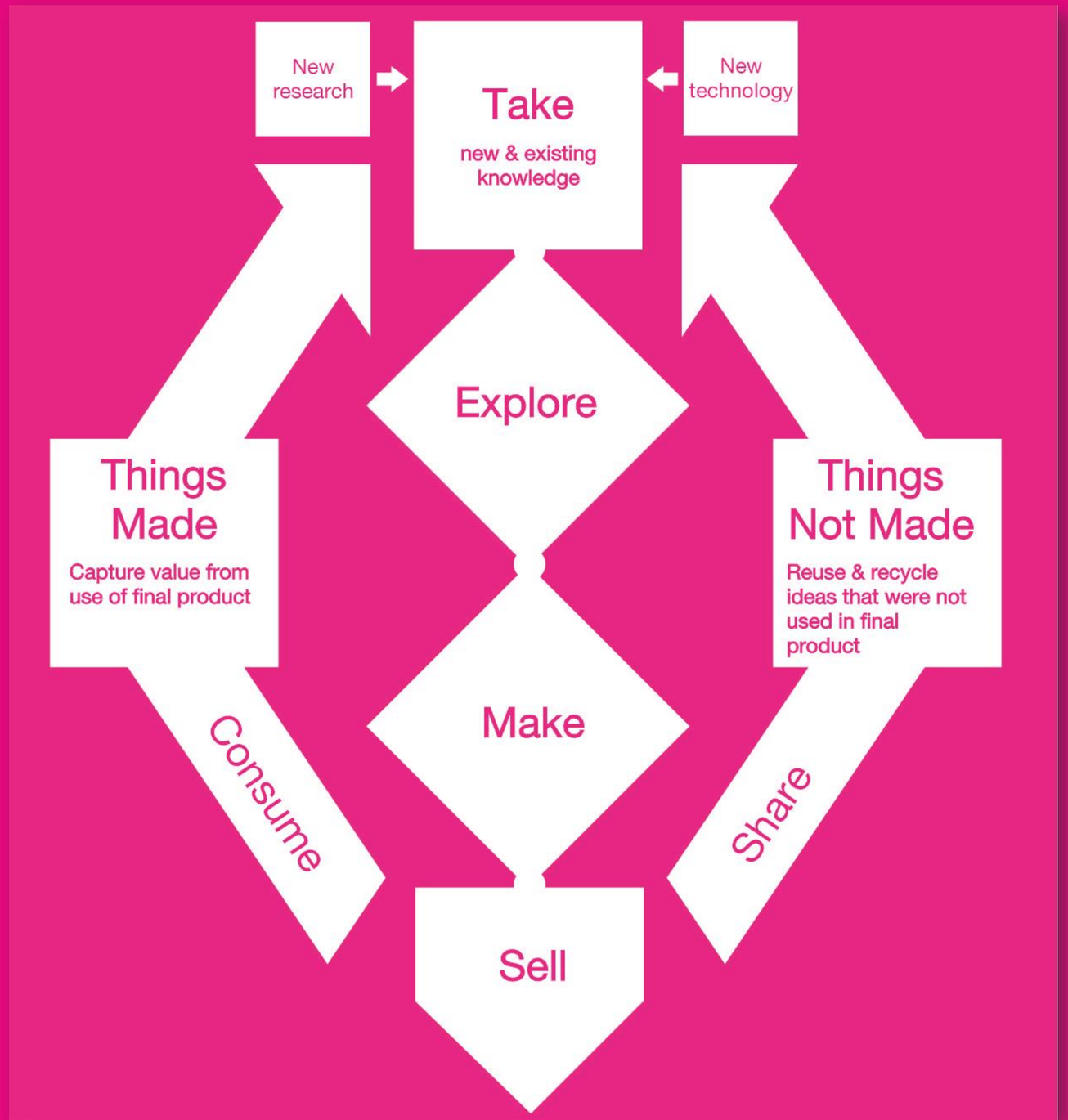
# Double Diamond

+

# Doughnut Economics

=

# Circular Knowledge Economy



# **Design** Reuse process

## Challenge 1

Design team induction

## Challenge 2

Design Reuse process

# Show & Tell

Normal is **biased**

Diversity is **strategy**

Convergence
is a **trap**

Divergence is **resilience**

Keep questioning

**Normality**

# Alastair

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# **Post Normal** – a talk/workshop in 12 parts

1. **Accessibility**
   Introduction with personal experience of working in research and design for accessible digital and physical products.

2. **Inclusion and Diversity**
   Setting up the problem space by noting the failure to deepen inclusion and diversity in organisations and products. Blaming and Othering.

3. **Normality**
   Reframing the problem from simply ‘What do we do to be more Diverse?’ to ‘How do we stop being so Normal’?

4. **History of Normality**
   A quick history lesson in 180 years of Normality (using Quetelet, Galton, Thorndike and Burt as key figures).

5. **The bias and exclusion of Normal**
   Clearly stating that Normal, Normality and Norms are biases that exclude. We cannot enable diversity if our tools are biased.

6. **The trap of Normal**
   Given the history, Normality is a trap that holds back organisations.

7. **W.E.I.R.D.**
   Using acronym to give a clear example of the trap and recognising bias in existing research base. W.E.I.R.D. – White male, Educated, Industrialised, Rich, Democratic.

8. **Post Normal Design**
   Shifting to broader solutions and how organisations are changing their attitudes to Normal and the growing importance of Divergence.

9. **Divergence as resilience**
   Using example from UK government on Groupthink to show importance of supporting divergent opinions in analysis and decision making.

10. **Diversity as strategy**
    Using examples from fashion industry on how lack of diversity creates strategic failures for businesses and how diversity is being used to enable strength.

11. **Post Normal enabling new futures**
    Finishing up by showing that, though breaking the idea of Normal seems both strange and difficult, it is both essential and practical for long-term survival.

12. **Workshop**
    Discussion through codesign of Post Normal ideas for team induction and project research sharing. Sharing first steps in questioning Normality.

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