

Method Deep Dive: Rich Pictures



Welcome!

A SPACE TO THINK DIFFERENTLY AND MAKE IDEAS HAPPEN

Our Aspirations

- **Connect** and **strengthen** relationships in this network
- Provide a mix of **theory** and **learning by doing**
- Spark spin-off **work** and **collaborations** from new connections
- Have **fun** learning together!



Coming Soon

- ❑ **SDX13 – Tuesday, July 3rd**
(note date change)

LEGO my System!

- ❑ **Foresight Walk & Summer Social**

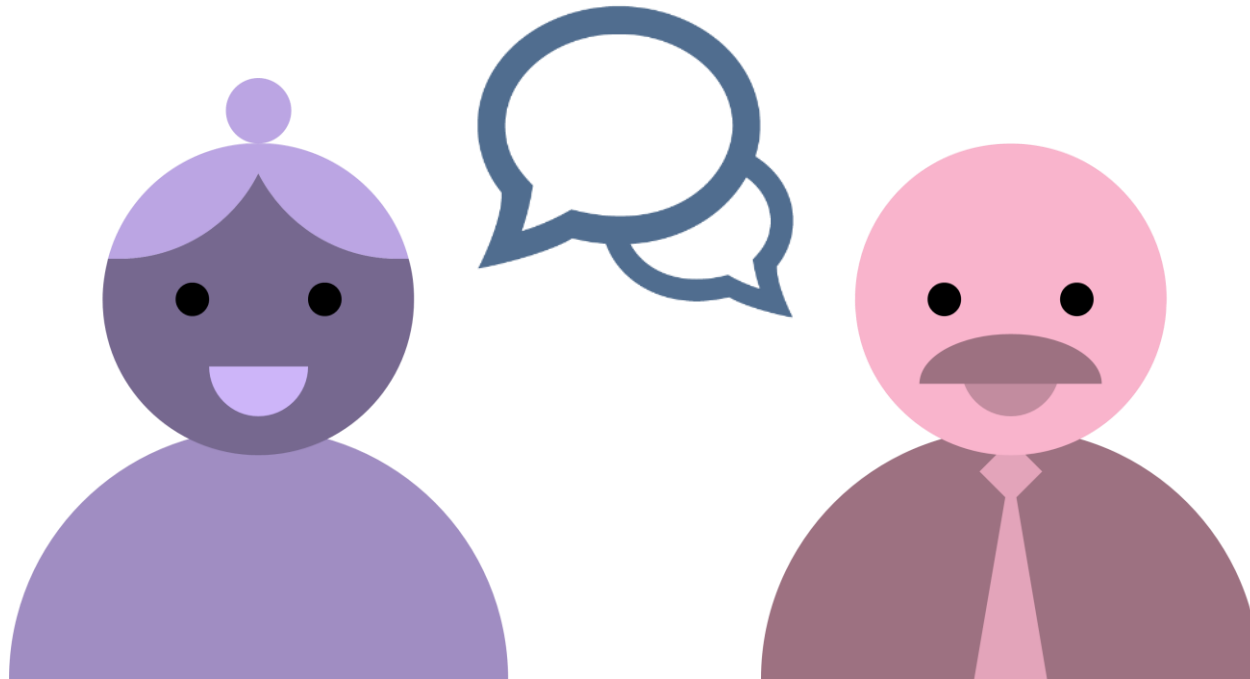
TBD – Summer 2018

- ❑ *Fall Series*

We want your input!



Impromptu Networking



Rapidly Build New Connections | 3 Conversations X 3 Minutes

Overview

1. Rich Pictures & System Mapping
2. Making Systems Visible: Using DSRP
3. Rich Pictures & Mental Models
4. Exploring Potential & Places of Possibility
5. Open Space – Putting our Heads Together

Learning Objectives

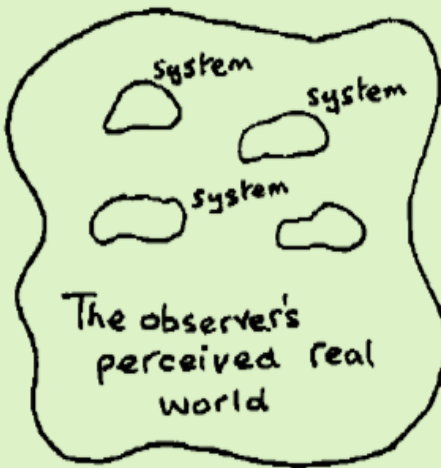
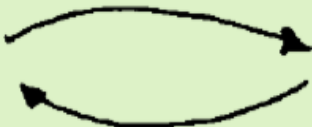
- Understand the **purpose** of rich picturing and be able to situate the practice in the broader context of **soft systems methodology**.
- Understand how a rich picture can help you make systems **visible**.
- Explore different **guiding** and **facilitation** prompts for rich pictures and how to use them.

What is System Mapping?



Science vs Innovation
How nimble can
we be

Observer 1 ('hard')



The world : systemic

"I spy systems which I can engineer"

Helps us tackle complex problems

Tangible process that makes systems thinking real

Observer 2 ('soft')



The process of inquiry : systemic

"I spy complexity and confusion; but I can organize exploration of it as a learning system"

Surfaces peoples' interpretation (mental models) of the system, its purpose, and the problem space

Hard Systems and Soft Systems: Characteristics of the Approaches (2)

Systems Approach

```
graph TD; SA[Systems Approach] --> HSA[Hard Systems Approach]; SA --> SSA[Soft systems Approach];
```

Hard Systems Approach

- ✓ Well-defined boundaries and simple linkages with other problems
- ✓ Goals, alternatives and consequences are well-defined
- ✓ The standard management technique is to collect and analyse data, unilaterally decide on a best course of action, and implement accordingly.

Soft systems Approach

- ✓ Ambiguous boundaries and complex linkages with other problems
- ✓ Goals, alternatives, and consequences which are not well-defined or well-understood
- ✓ Pervasive uncertainty which may not be quantifiable
- ✓ Iterative management which involves conflict and negotiation among multiple stakeholders with divergent interests and values.

**Informed
Action**

and

**Deeper
Meaning**

What are Rich Pictures?



Rich Pictures

A rich picture is:

An unstructured way of mapping a system.

A doodle-quality drawing.

Dependent on the perspectives of its creators.

A rich picture is not:

An accurate representation of a system.

A great work of art.

A final, unchanging artifact.

The only or right way of depicting a system.

Rich Pictures: Purpose



Purposes

Generate shared understanding.

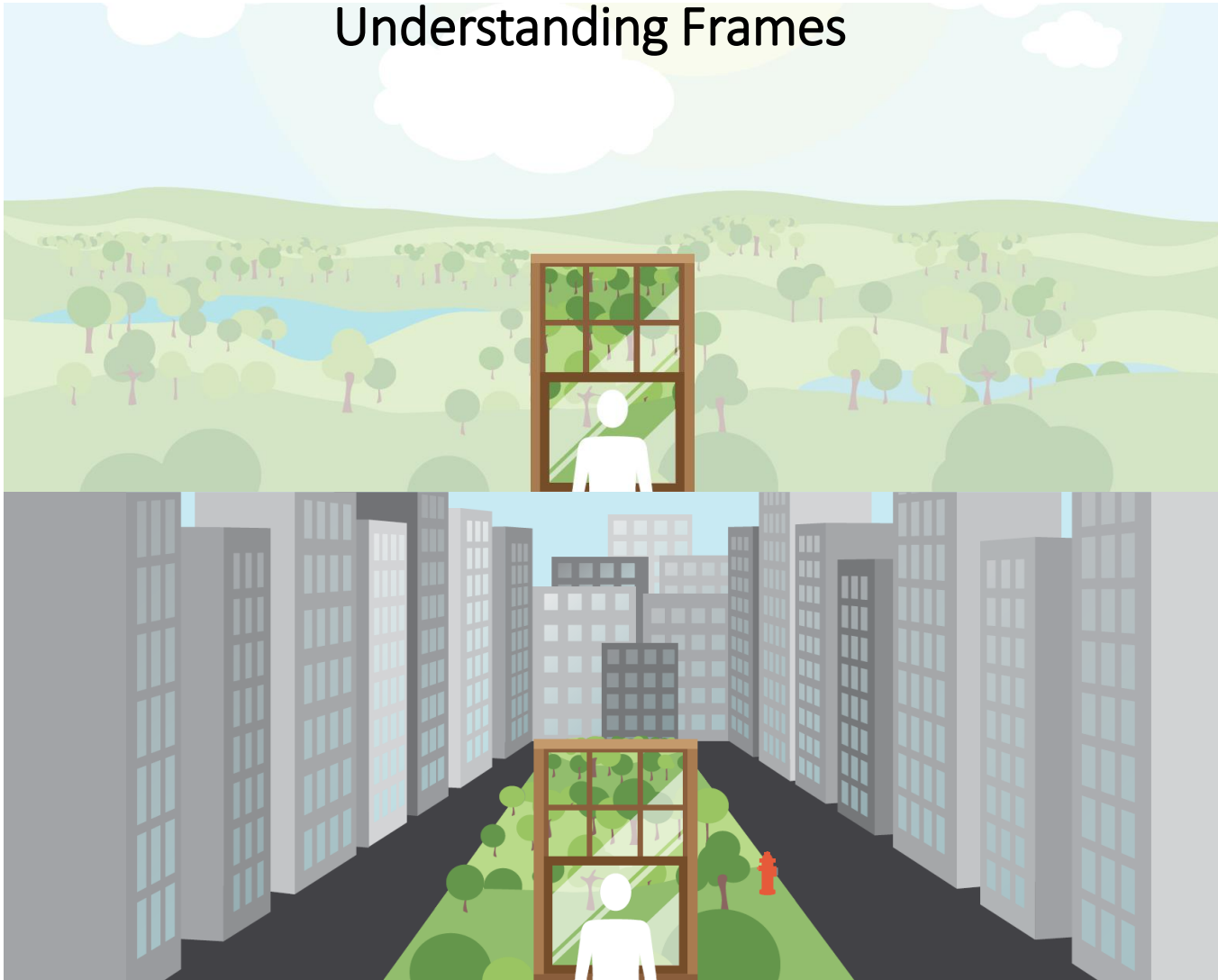
Surface mental models (perspectives & related behaviours).

Help make systems visible.

Explore potentials and future possibilities.

When to Use Rich Pictures

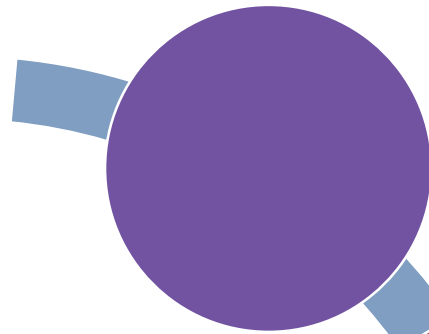
Understanding Frames



Making Systems Visible

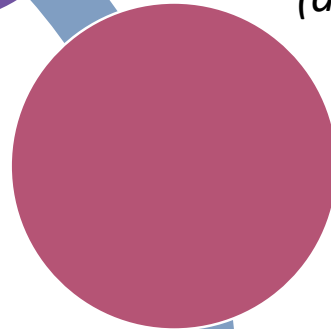


DSRP



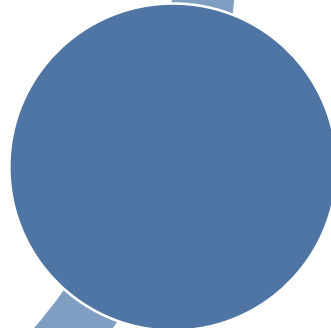
Distinctions

Making Distinctions
(an identity and an other)



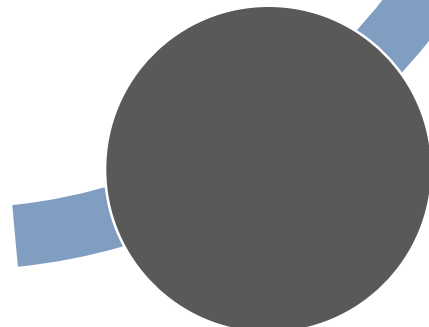
Systems

Organizing Systems
(part and whole)



Relationships

Recognizing Relationships
(action and reaction)



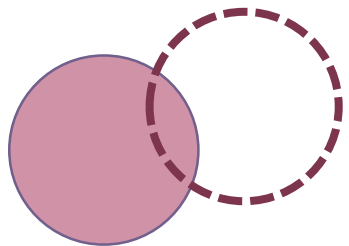
Perspectives

Taking Perspectives
(point and view)

Distinctions

What is ____
?

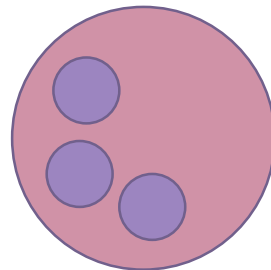
What is not
____?



Systems

Does ____
have parts?

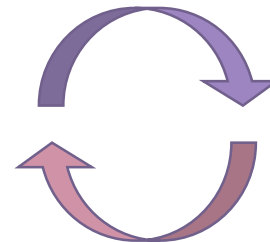
Can you
think of ____
as a part?



Relationships

Is ____
related to
____?

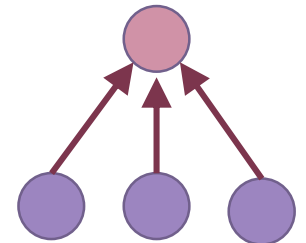
Can you
think of ____
as a
relationship
?



Perspectives

From the
perspective
of ____,
[insert
question]?

Can you
think about
____ from a
different
perspective?



Individual Activity

You will hear a story five times. After each listening, you will draw a rich picture of what you heard, each time **focusing on one different aspect** of the system.

- 1st Listen: **D**istinctions
- 2nd Listen: **S**ystems
- 3rd Listen: **R**elationships
- 4th Listen: **P**erspectives
- 5th Listen: **DSRP** – whole system

Draw as you listen, or draw after. You will have a few minutes after each listening to finish your drawing.

Divide your paper into 5 spaces, as shown →

- Label each quadrant – D, S, R, P, and ‘DSRP’ in the larger space below.
- When prompted, create each drawing in its corresponding space.

	D S
	R P
DSRP	

Distinctions

What is ____
?

What is not
____?

Systems

Does ____
have parts?

Can you
think of ____
as a part?

Relationships

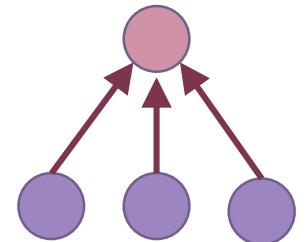
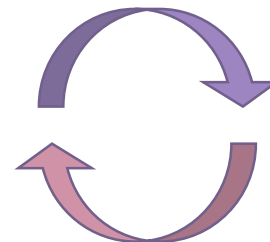
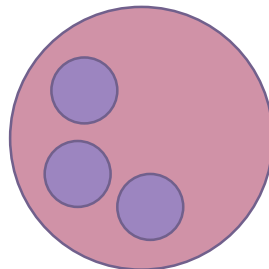
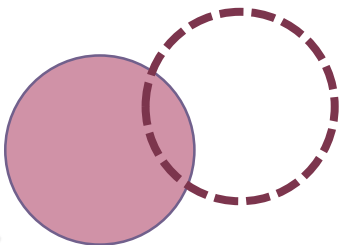
Is ____
related to
____?

Can you
think of ____
as a
relationship
?

Perspectives

From the
perspective
of ____,
[insert
question]?

Can you
think about
____ from a
different
perspective?



Debrief

Stand up. Find a new partner and a space to chat.

Share your DSRP with each other and have a chat about the following:

- **How did you find that activity?** What made it challenging, fun, and/or meaningful?
- What did you notice about how you **felt** throughout it?
- How might you use this **moving forward**?

Break



Let's Rich Picture!



Science vs Innovation
How nimble can
we be

Table 2

Group Activity

Form six groups of at least 6 people per group. Create a rich picture based on the guideline below.

Group 1:

- **CURRENT STATE:**
What does mobility look like today in Edmonton?

Group 2:

- **DESIRED FUTURE STATE:** What could mobility look like in Edmonton?

Group 3:

- **CURRENT STATE:**
What does mobility look like today in Edmonton?
- Use a **METAPHOR**

Group 4:

- **DESIRED FUTURE STATE:** What could mobility look like in Edmonton?
- Use a **METAPHOR**

Group 5:

- **CURRENT STATE:**
What does mobility look like today in Edmonton?
- Use a **LENS:**
CYCLISTS

Group 6:

- **CURRENT STATE:**
What does mobility look like today in Edmonton?
- Use a **LENS:**
DRIVERS

Group Activity

Form six groups of at least 6 people per group. Create a rich picture based on the guideline below.

Group 1:

- **CURRENT STATE:**
What does mobility look like today in Edmonton?

Group 2:

- **DESIRED FUTURE STATE:** What could mobility look like in Edmonton?

Group 3:

- **CURRENT STATE:**
What does mobility look like today in Edmonton?
- Use a **METAPHOR**

Group 4:

- **DESIRED FUTURE STATE:** What could mobility look like in Edmonton?
- Use a **METAPHOR**

Group 5:

- **CURRENT STATE:**
What does mobility look like today in Edmonton?
- Use a **LENS:**
CYCLISTS

Group 6:

- **CURRENT STATE:**
What does mobility look like today in Edmonton?
- Use a **LENS:**
DRIVERS

Group Pair & Share

Looking at both rich pictures, what do you **notice**? What **stands out** to you?

Did using a **metaphor** make a difference? What about using a different **lens**?

Debrief



Rich Pictures: Some Observations



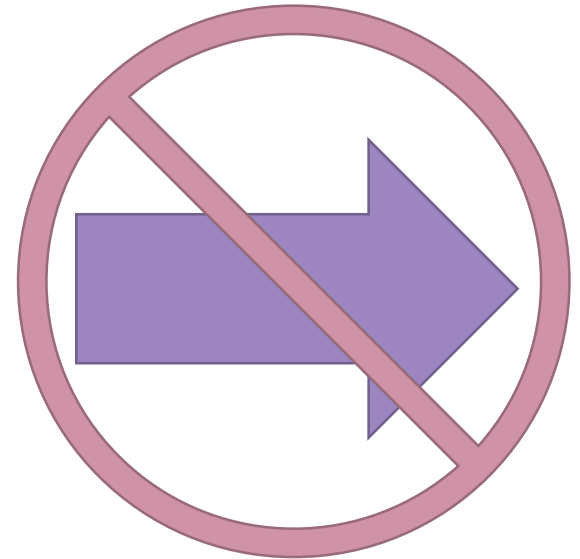
Patterns we've observed:



**Overemphasis
on the picture**



**Under emphasis on
in-between spaces**



**Missed Opportunities to
Bring the Pictures Forward**

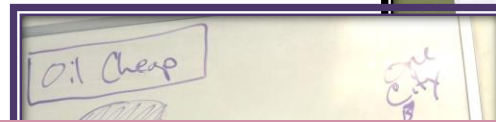
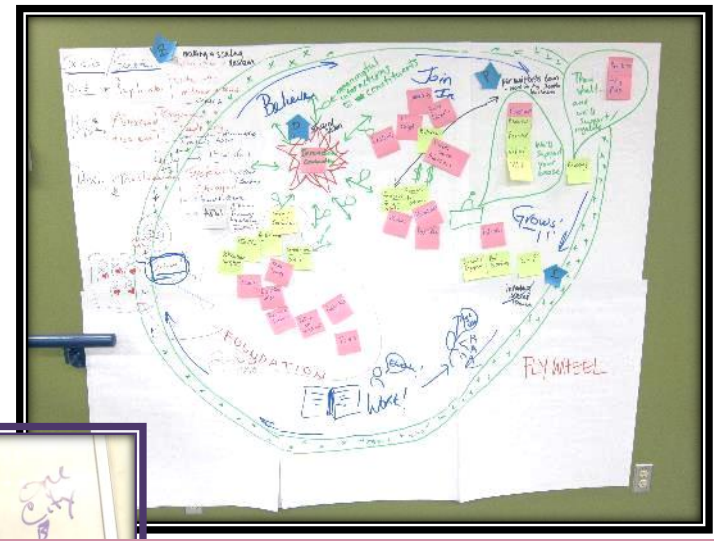
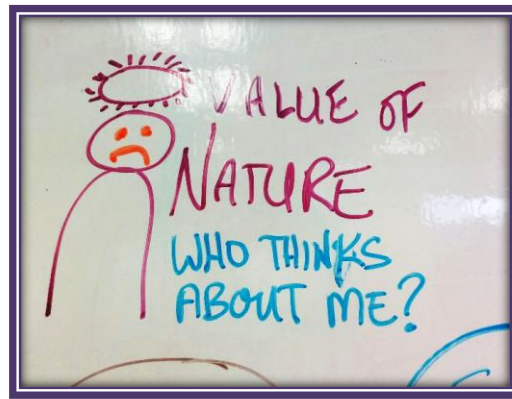
Ways to address these:

Build in **time for debrief** (group and plenary).

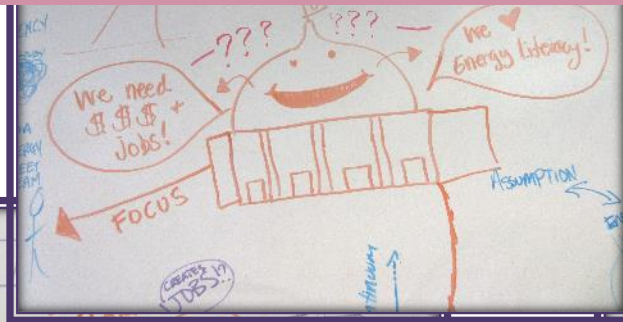
Zoom in using a SWOT, ZIP, or SOAR on your rich picture to identify areas where more attention is warranted.

Give each group a **different lens** from which to create their picture (stakeholders, perspectives, time scale, etc.).

Use rich pictures **with other types** of system mapping to see the system from multiple angles.



Questions?



Open Space



Science vs Innovation
How nimble can
we be

Topics for Discussion

Comfort with Drawing: How to Encourage Participation?

Beyond “Stuff”
– How to Get at the In-between Spaces?

Debriefs: How to Surface Fabulous Insights?

Maximizing Rich Pictures: How to use them beyond the Session?

Maps & More: How to combine rich pictures with other tools?

Others?

In Conclusion:

- ❑ A rich picture is an **unstructured** way of mapping a system.
- ❑ Rich pictures are useful for **generating shared understanding**, making systems **visible**, surfacing **mental models**, and exploring **possibilities**.
- ❑ A picture is rich because of the **insights** it generates – when taken forward, these insights can help **accelerate** people's work together.



Thank You!