

## Self-assessment by Aviv Katz

SUBMITTED ON 19 JUN 2022



### A summary about me:

After completing my studies in design and research, I worked briefly as a product and web designer. I spent 4 years at the UK Design Council focused on their skills programme. After this I joined Engine Service Design as a service designer, working for clients such as BAA, Kent County Council and Nokia. I then moved to Innovation Unit, where I established and co-led the in-house service design studio, working for clients across the public sector - mainly in the UK, but also in the US, South Africa and Australia. Since 2016 I have been working independently; I was a guest lecturer at Shenkar College of Design and Engineering in Israel, I am a faculty member at Year Here, a social entrepreneurship programme; I was also a jury member of the SDN Service Design Award and guest editor of Touchpoint magazine.

### I currently work as a/at:

I currently work across multiple organisations as a senior design associate, including:  
Innovation Unit ([innovationunit.org](http://innovationunit.org))  
Year Here ([yearhere.org](http://yearhere.org))  
The Leadership Centre ([leadershipcentre.org.uk](http://leadershipcentre.org.uk))  
The Public Office ([wearethepublicoffice.com](http://wearethepublicoffice.com))

### My LinkedIn profile:

<https://uk.linkedin.com/in/avivkatz>

### My social media channels:

@avivkatz (my personal twitter account)

### My educational background:

MA Anthropology: Material & Visual Culture, University College London, September 2006  
BA Hons. Product and Furniture design, Kingston University (UK) June 2002  
Effective Group Facilitation training, Gestalt Institute, UK, 2015

### The following theories are the key components of my approach to service design:

I was fortunate to work with some of the pioneers of the service design field, and was influenced largely by practice, rather than theory. While working at the Design Council I was part of the team that developed and published the original 'Double Diamond' model; Colleagues such as Hilary Cottam and Jenny Winhall greatly influenced my practice and understanding of power of design in public service innovation. At Engine I worked closely with Joe Heapy, who has just published Journey to the Interface (with Sophia Parker), which was also very influential for me. For the past 12 years I have been working with colleagues at Innovation Unit who have broadened my understanding of social



innovation theories, leadership and system change. Key frameworks that I lean on include the common design frameworks espoused by IDEO and Design Council, as well as systemic frameworks such as the Bridge Change Leadership Framework, Community Leadership, Organising and Action (Ganz) - these come in useful in some of the large, system change projects I have been involved in in recent years.

**These are the most relevant resources I base my work on and I recommend them as a body of knowledge in service design:**

Design as an Attitude - Alice Rawsthorne  
Good Services - Lou Downe  
Beyond Sticky Notes - Kelly Anne Mckercher  
Radical Help - Hilary Cottam  
This is service design thinking / doing / methods  
The Service Innovation Handbook: Action-oriented Creative Thinking Toolkit for Service Organizations  
Markus Meissen - the nightmare of participation  
Design Thinking (HBR) by Tim Brown  
Gov.uk Design Community - resource portal  
MoJ Service Design Playbook  
Convivial Toolbox  
Change By Design / Tim Brown  
IDEOU Resources

**I have X years of working experience in service design:**

15

**My working experience in service design includes involvement in:**

- Service design projects
- Service design consultancy
- Service design training

**I have particular experience in the following service sectors:**

Healthcare, mental health and wellbeing, justice and rehabilitation, community and culture.

**I have conducted X service design projects that aim at creating improvements or innovations within organisations:**

75

**These are the service design projects I have successfully delivered:**

ACS (MiSense)

Client: BAA

2007

Designing a new biometric immigration service at Heathrow airport. The project involved mapping processes and working with technology partners (Accenture), brand partners, Home Office and others to create a service specification and prototype it with actors and staff.

SILK

Client: Kent County Council (KCC)

2007-2009

Working as a service design partner to KCC's Social Innovation Lab Kent (SILK). The work involved a number of projects, including: work in early years setting to develop a service for fathers; work with citizen service centres to map customer journeys and develop a tool for staff development.

The project was nominated for the Design Museum's Design of the Year award 2009.



#### Southwark Rise

Client: Southwark Council

2008

Supporting Southwark Council on a project focusing on reducing childhood obesity. The project involved ethnographic research and co-design workshops with parents to develop concepts for a number of services that would support parents to encourage healthy diets at home. The concepts informed the Council's public health strategy.

#### Lambeth Living Well

Client: Lambeth Clinical Commissioning Group

2009-2013

Ongoing support to a pioneering group of practitioners, commissioners, managers and activists that sought to transform community mental health services in South London. My work involved facilitation of codesign activity, help with comms and strategy. The project has grown to be a beacon of best practice in community mental health and is being scaled across the UK. <https://www.livingwellsystems.uk/>

#### Knowsley Innovation Lab

Client: Knowsley Council

2010

Working with Knowsley Council to establish an Innovation Hub that uses design thinking and a range of innovation methods to develop public policy. Our work focused on early years children's centres and had a real impact in growing community partnerships and improving outcomes for parents and children.

#### Reducing Reoffending among Drug Users in West London

Client: A4e and Ministry of Justice

2012

A project to design a new rehabilitative service aimed at supporting repeat offenders with a drug addiction in West London. It involved ethnographic research, system mapping and co-design with multiple stakeholders. The outcome was a service proposition and business case that was proposed to local commissioners.

#### Probation Futures

Client: A4e

2013

Co-design of a radical new proposition for probation services in England. The project involved interviews with service users and professionals, and a series of co-design workshops that challenged current assumptions and proposed a new set of design principles for probation services. <http://www.probationfutures.org/>

#### Prevention Matters

Client: Buckinghamshire County Council

2013

The project involved ethnographic research and co-production of preventative model and system of care for older adults. Outcomes included a network of social prescribers, community organisers and a time-banking platform. Independent evaluation has measured significant improvements in wellbeing, as well as saving the council an average of £1000 per user, per year.

#### Mum's Power

Client: University College London Hospital NHS Trust and Barts Health

2013

A service design project that focused on making maternity services less clinical and more social by facilitating more group and peer interactions, both virtually and face to face. It included research with pregnant women, and prototyping with maternity teams. The impact has been felt in the implementation of group consultations in maternity wards.

#### Knee High Project



Client: Design Council

2014

Ethnographic research with a number of families in South London with children under 5. The aim of the project was to stimulate innovations in services for parents with small children that focused on their development and wellbeing.

Transforming the Family Mediation System

Client: UK Policy Lab and Ministry of Justice

2014

In this project we looked at the whole system of family mediation in the UK. This included the experiences of separating couples, family lawyers and mediators, judges and charities in the sector. We conducted ethnographic research, system mapping, journey mapping, personas and a series of multi-stakeholder workshops to generate a vision for the sector.

Local Hospitals in NWL

Client: NHS North West London Clinical Commissioning Board

2014

Working with NHS Commissioners and business consultants to introduce the voice of service users through ethnographic research, market stalls and collaborative design workshops. The outcomes was a new scheme for two new local hospitals in North West London.

Groote Schuur Hospital Innovation Hub

Client: Groote Schuur Hospital and University of Cape Town

2014

I supported a team of hospital innovators to set up an innovation challenge prize, as part of a new Innovation Hub that was being developed in the Hospital. The work involved interviews with clinicians across the hospital, and development of a development plan for the Hub.

Future of Smithsonian CFCH

Client: Smithsonian Center for Folklife and Cultural Heritage (CFCH)

2015

Facilitation of a co-design sprint with members of the CFCH team, which included interviews with cultural producers and visitors of the Folklife Festival in Washington DC; collaborative workshops with stakeholders and staff across the Center's departments, to generate a new vision to democratise and make relevant folk culture for 21st Century audiences. [folklife.si.edu/](http://folklife.si.edu/)

Improving the witness experience

Client: Citizens Advice - Witness Service

2015

I worked with the Witness Service to map current experience and journeys of witnesses in criminal courts and create a set of design principles and a service blueprint that standardises the experience and helps to train volunteers and staff.

Brent Innovation Hub

Client: Brent Council

2016

Working with Brent Council on a series of research and co-design projects, including regeneration, work and housing policy. We provided training in a range of service design methods and collaborated with the Council staff to train them to embed service design in their policy-making.

An article about this project features in the SDN's Public Service impact report (p.60)

Rochdale #Thrive

Client: Rochdale NHS Clinical Commissioning Group and Pennine Care NHS Trust

2016

Design of a new hub for mental health and wellbeing support for children, young people and families. Through research and co-design we supported the team to generate an award winning new service that moved away from an old clinical model, to a more social, welcoming and



non-stigmatised model of delivery. <http://implementingthrive.org/the-innovative-thrive-service-rochdale/>

#### My Care My Way

Client: NHS West London Clinical Commissioning Group

2017

Service improvement and prototyping with GPs and health practitioners in primary care. The work involved creating a service blueprint and handbook for clinicians that set a standard of service and aligned expectations. <https://www.innovationunit.org/projects/my-care-my-way/>

#### Improving the Mentor Experience

Client: Keren Shemesh (Israel)

2018

The project focused on a group of volunteer mentors who give their time as part of an entrepreneurship programme in Israel. The project involved interviews with mentors, ideation and co-design workshops to generate concepts for how to improve the experience and impact of their work. The project resulted in a number of prototypes that have since been implemented.

#### Project Oriel

Client: Moorfields Eye Hospital

2019

Redesign of hospital, research and education centre. The project involved close working with clinical leads, service users and staff to generate insights about user-need, create a set of design blueprints that will enable the new hospital to work in a different way. These are being used by architects to build the new site.

#### Prototyping Hillingdon's Primary Care Networks

Client: Hillingdon GP Confederation

2019

I created a programme and learning-through-prototyping for newly formed Primary Care Networks. These neighbourhood-based groups of GP practices were awarded funding to develop new practice and collaborate around new services. Through this process they built trust and laid the foundations for new partnerships to emerge.

#### Let's Go Southall

Client: Ealing Council and Sport England

2019-2020

This project was set up to reduce physical inactivity among residents of Southall. This neighbourhood in West London has a large Sikh community, and the work involved setting up a grassroots campaign for physical activity that was driven by members of this community. <https://letsgosouthall.org.uk/>

#### Hillingdon Hospital Urgent Care

Client: NHS Hillingdon Clinical Commissioning Group

2020

During the Covid19 pandemic I worked with a group of practitioners across Hillingdon Hospital to develop a new urgent care service. The project involved supporting the team to map processes and generate new patient journeys, and then to evaluate the new service through it pilot phase.

#### Collective Intelligence Programme

Client: Nesta (UK) and UNDP

2020

UNDP established Accelerator Labs (AccLabs) in 50 countries to stimulate and scale innovation that is focused on meeting the UN's Sustainable Development Goals. In this project we designed a new course for members of the AccLabs across multiple countries that combined service design methods, and Collective Intelligence methods.



Embedding THRIVE principles across Surrey's child and adolescent mental health system

Client: Mindworks Surrey

2022

I worked with clinicians and professionals across Surrey's system of mental health and wellbeing support for children and young people. The work involved setting up a number of design sprints in which colleagues conducted user research, developed new ideas for improvement of services and prototyped them in practice.

Derbyshire Living Well

Client: Joined Up Care Derbyshire

2021-2022

I am part of a team that supported the transformation of community mental health services across the county. The work involves collection of stories of lived experience, co-design sprints with clinicians across a range of pathways, and growing a community of practice and change-makers. <https://livingwellderbyshire.org.uk/>

**I have provided service design training sessions and/or other educational experiences for X years:**

8

**My philosophy as a trainer is:**

Different people have different learning styles, so there is no recipe to providing successful training. During longer programmes I try to offer multiple ways of learning, including reading articles or listening to podcasts, interactive lectures and workshop settings, and projects.

I believe strongly in project-based learning and try to always provide my students with projects where they can put theory into practice and learn-through-doing. There is no substitute to this and ultimately it is the most powerful way of building confidence as a designer.

Service design is a 'team sport' and is best learned as part of a group where one can build on the strengths of others, and discover one's own strengths and weaknesses. During workshops I try to always get participants to work in small groups to undertake challenges together, ideally in a fun and immersive way.

**These are the service design training sessions and/or other educational experiences I've facilitated within the last year:**

Training workshops for Year Here ([yearhere.org](http://yearhere.org))

As a member of faculty I deliver a number of workshops to each cohort. This usually includes:

Introduction to Design Thinking: a workshop in which I link design to social innovation, explain its relevance to the programme through case studies, and provide an interactive workshop in a number of tools and methods (brainstorming, ideation, mind mapping, personas)

Introduction to design research and ethnography

Prototyping 101: a workshop in which I teach the principles of prototyping through a group-based task of designing of a game. Participants then play the game, refine and play again. They learn to co-design, gather structured feedback and iterate their solutions.

Journey mapping and bluerprinting: a workshop that helps Fellows to put their venture ideas into a disciplined framework.

In the past year I delivered 4 of these workshops in November, March and April to cohorts of 20 Fellows. I also act as a coach on group consultancy project that Fellows undertake, meeting with them weekly to guide and support their work. Projects last 9 weeks and are delivered for real clients - usually local authorities, charities or health / care organisations.

Innovation Unit Design Academy ([innovationunit.org](http://innovationunit.org))

This year I established a year-long training programme in service design, hosted by Innovation Unit. The programme was run by myself and service design colleagues at Innovation Unit. This year was the pilot year and we had seven students who all completed the year and will be accredited as SDN service design practitioners.

I designed the programme curriculum and oversaw the experience. I also coach students and deliver a number of sessions, workshops and projects, including:



Masterclass on design methodology (double diamond) (6/9/21)  
Session on the evolution of service design (7/9/21)  
Session on Ethnography (5/10/21)  
Session on Personas (19/10/21)  
Masterclass on facilitation and co-design (1/11/21)  
System mapping (30/11/21)  
Masterclass in prototyping (11/1/22)  
How to fail (8/3/22)

Delivered half day session in design research to School of Social Entrepreneurs 'Trade Up' programme (21 students). 20/10/22

### I mostly provide my training offerings in the following language(s):

English - I work in the UK mostly  
Hebrew (when in Israel)

### I mostly provide my training offerings in the following countries/cities:

London

### I cover the following topics during my training offerings:

- History of service design
- Definition of service design
- Differentiation of service design to other approaches like design thinking, service marketing and service branding
- User research/deep customer insights
- Designing and conducting co-creation workshops
- Creativity and ideation processes
- Visualisation techniques
- Facilitation skills for service design
- Prototyping of services
- Implementation of service design concepts
- Leadership/management of service design projects
- Exploration of systems
- Service design for cultural change
- Organisational development

### My training participants typically have the following level of experience:

- Novice (new to service design)
- Fundamental (basic knowledge)
- Advanced (practical application)

### These are my favourite cases I use to inform participants about the impact and value of service design:

The cases that I use in my lectures are all my own (unpublished). Some projects I return to often because they tell a good story of service design methodology, such as a project I did in West. London that focused on reducing reoffending for people with a drug abuse problem. I mostly use case studies to describe service design practice, not so much to justify it. I should probably draw on more published case studies in future.

### These are the service design methods and tools that I use during my sessions:

Design research - this is a cornerstone of service design practice and I have trained many designers and non-designers to be able to carry out user research at various levels of depth. The training includes background into ethnographic research, preparing for and planning research, carrying out fieldwork, synthesising and sense-making, ethics and recruitment.

Journey mapping and blueprinting - this is a more technical set of methods that I describe as the 'sheet music' of service design practice. I



provide my students with simple exercises to practice making journeys and blueprints

Personas - usually an output of research, and easily taught by showing examples.

Prototyping - I focus on the mindset of experimentation and learning through doing by giving students exercises in which they do this and they reflect on this.

Visualising - I believe that visualising is a really useful skill for service designers and I try and help my students to build confidence in sketching, mapping, illustrating, storyboarding and creating presentations and outputs that communicate well the nuances and complexities of services and systems.

### **After successfully attending my training sessions, participants will typically be able to:**

They will have:

- Greater confidence and competence in applying a range of service design methods and techniques, including design research methods, facilitation of co-design processes, prototyping, journey mapping and storyboarding.
- Enhanced vocabulary and confidence in applying design thinking to complex, systemic challenges
- Experience and competence in leading designers, clients and projects through a design process

### **I apply the following evaluation tools to make sure the participants have understood the content of my sessions and gained the expected competencies and skills:**

At the IU Design Academy we have regular crits, in which students present their work and receive feedback. At the end of the course each student receives a full report of their progress and achievement.

### **I systematically evaluate and improve my offerings based on feedback. These are examples of feedback that have led to improvements:**

At IU Design Academy every student provided feedback via a survey (twice during the course).

At Year Here Fellows provide feedback verbally and via a written survey. My course has consistently been rated favourably.

### **I have participated in the following service design-related activities in order to stay up to date, share my experiences with peers and receive their supervision within the last 12 months:**

- I gave a keynote presentation in 2021 at a service design conference at HIT (Israel).

### **I actively support the local or national service design community through:**

I see the teaching work that I do as a contribution to the SD community. It forces me to stay up to date, codify my own practice and share knowledge with peers. At Innovation Unit we hold a meeting every week in which we share articles, podcasts, present cases to each other or raise issues for discussion that affect our practice.

In the past I have also participated as a mentor at the London Service Design Jam and I was jury member of the International Service Design Award for two years (2015-2016)

### **I have participated as a speaker in the following events:**

6/4/21

Conference title: Service Design Is Here

Host: Holon Institute of Technology (HIT) Isreal

Adventures in 21st Century Design (Keynote)

Video link: <https://www.youtube.com/watch?v=WsZDigfMwZU&list=PLW6KNQoisKdvgOfIWuTg4RoH-EIN-krUW&index=3>

12/05/19

Event title: Design for Complexity

Host: Bezalel Academy (Israel)

Talk title: Designing a Better Mental Health System for London (Keynote)





1/6/17

Conference title: PULS

Host: Live Work

Title of talk: People-powered mental health services - how UK services are using design to transforming mental health services with their users

20/3/17

Event title: Nothing is impossible - annual conference of managers of municipal sustainability units

Title: Turning Complex Problems into Design Solutions

18/11/14

Event title: Digital Public Services: Simpler, Quicker, More Engaging

Talk: Digital by Default: Delivering Better Public Services

18/3/15

Event title: Redefining the Meaning Of Design

Host: KISD

Title: "How to make friends, and save the economy"

<https://kisd.de/termine/service-design-redefining-the-meaning-of-design/>

### **I have published the following books/articles on service design and related fields:**

Guest editor of Touchpoint magazine (2017) <https://www.servicedesigninstitute.com/wp-content/uploads/2019/01/vol-9-no-2.pdf>

Service design as a complementary tool for complex organisational change (co author), Impact Report: Service Design in Public Sector, Service Design Network, 2016 [https://www.service-design-network.org/uploads/sdn-impact-report\\_public-sector.pdf](https://www.service-design-network.org/uploads/sdn-impact-report_public-sector.pdf)

Seven Stages to a Design-Based Innovation Culture: A guide for in-house design teams, Touchpoint Magazine TP07-2, September 2015

<https://www.servicedesigninstitute.com/wp-content/uploads/2019/01/Touchpoint-7.2-1.pdf>

Prototyping Public Services (co-author), published by NESTA, 2011

([https://www.nesta.org.uk/sites/default/files/prototyping\\_public\\_services.pdf](https://www.nesta.org.uk/sites/default/files/prototyping_public_services.pdf))

'Lessons from America' - a report on emerging practices in the crossover • of design, management, and social sciences, Design Council, November 2006

'Times They Are A Changing' exploring the links between design education and practice in a post-industrial, global industry, New Design, May 2006

'Design Skills Consultation' (co-author) - a policy paper published by the Design Council and Creative & Cultural Skills setting out the skills strategy for the UK design industry. April 2006

'Rage' article, challenging issues relating to British design education (co-author), Blueprint, June 2001

### **Contact details:**

Aviv Katz

CAN Mezzanine, N1 6AH London

[aviv.katz@innovationunit.org](mailto:aviv.katz@innovationunit.org)