



Insights that matter

Day 2: 26 July 2024

With: **Hong Khai Seng**
Lye Yen Kai

Studio
DOJO

Workshop Overview

Day 1: 9:30am – 5:30pm

Welcome & Intro

Recording Data Comprehensively

Break: ~11am

5 Criteria of Good Insights

Lunch: ~1pm

Framework: FAST

Break: ~4pm

Practice

Day 2: 9:30am – 6pm

Framework: MECE

Break: ~11am

Framework: Lines and Arrows

Lunch: ~1pm

Cause & Effect, Contradiction, Dilemma

Break: ~3.15pm

Polarity, Paradox

Closing

Emerging Questions

EMERGING QUESTIONS

- * Choosing Frameworks
 - ↳ match & mix
- * Interpretation & phenomena
- * How to get client to give thick description?
- * Clustering / Categorising
- * Make insight actionable

Tips for Facilitators

FACILITATOR

- 1) Watch for participant using existing model.
 - ↳ ask question
 - ↳ discussion
2. Facilitate clusterings
 - ↳ randomise
 - ↳ Relationship
 - ↳ Insightful? Wow!
 - ↳ Insightful to client Wow!
Wow!

- 3) Watch energy
 - ↳ Keep Going.....
 - ↳ Go for Break

Facilitation by Forced Connection

Why is it hard for sustainable behaviours to take root in Singapore?

5 Criteria Of Good Insights

- Novelty
- Twist
- Challenging
- Relevant
- Actionable

Working Area

Facilitation by Forced Connection

How might creativity be unintentionally stifled in Singapore schools?

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Working Area

Handwritten notes include:

- Unintentional stifling of team creative (creativity, ideas, productivity)
- Element of creative that had to be used in learning
- Creativity can be taught by giving freedom
- Consider how to be able to do a learning task in a way that is not just about 'learning' but about 'learning to learn' and 'learning to do'
- Unintentional stifled from culture of relationship is money is God
- Teachers face the dilemma of the nation building responsible citizenship vs creativity that requires failure
- Teachers may prefer to be able to do a learning task in a way that is not just about 'learning' but about 'learning to learn' and 'learning to do'
- Unintentional stifled from culture of relationship is money is God

Facilitation by Forced Connection

What influences an organisation's ability to support employee mental wellbeing?

5 Criteria Of Good Insights

- Novelty
- Twist
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5 criteria

Fear

ANGER TENDERNESS SPIDNESS FEAR

Working Area

The image shows a large wall covered in colorful sticky notes and diagrams, representing a 'Working Area' for a facilitation session. The notes are organized into sections, including '5 Criteria Of Good Insights', 'Working Area', and various thematic areas like 'Resources', 'Financial', 'Orgs Perform', 'Professional vs Private Regeneration', 'Unclear status quo', 'Employee', 'Culture Mindset', and 'Employer'. The notes contain handwritten text, diagrams, and symbols, such as 'Persistent conditions that cause the failure and navigation', 'Environment', 'Problems that can be solved', 'The ability to do things that are outside of their capacity', 'The boss and/or upper management might not believe that it is important', and 'The ability to do things that are outside of their capacity'.

Facilitation by Forced Connection

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SCENARIO →

Fear →

ANGER

TENDERNESS

JUDGEMENT

FEAR

Resource

Expense in human matter

Financial

ORG PRIORITIES

Human are also your Economy

OPTICS / REPUTATION

Human capital = "storing" value of my capital

no one in your - we

is it RE REPS not formally

RECOGNISE support looks like "giving" that people to see change

what am I really value? (not "materialistic")

I do not dream of labour

I'm more than a cog in the capitalist system

we are no family unit

we are struggling to fit well-being into productivity because of our capitalist system

Reconcile the notion of productivity = more work well-being = less work

Do the "hard" thing which is to be "soft"

capital = profit but capital is also a resource

Investing in people

Questions to ask / clarify

What are the status quo

Professional vs private formation

What is going into construction of most courses

Employer

Culture Mindset

Employer

Companies are struggling to fit well-being into productivity because of our capitalist system

Reconcile the notion of productivity = more work well-being = less work

Do the "hard" thing which is to be "soft"

capital = profit but capital is also a resource

Investing in people

we are no family unit

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Do the "hard" thing which is to be "soft"

capital = profit but capital is also a resource

Investing in people

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Facilitation by Forced Connection

Why is the local design industry unable to afford competitive salary progressions?

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Working Area

TECH DISRUPTION

COMPETITION ON INDIVIDUAL LEVEL

COMPETITION ON INDUSTRY LEVEL

MARKET CONDITION

MINDSET

GOVT/COURTIAL

CLIENT

WITHIN ORG

PERSONAL CAREER DEVELOPMENT

??

ANGRY

TENDERNESS

Facilitation by Forced Connection

Why is the local design industry unable to afford competitive salary progressions?

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TECH DISRUPTION

COMPETITION AT INDIVIDUAL LEVEL

COMPETITION IN INDUSTRY LEVEL

MARKET CONDITION

MINDSET

GOVT/ SOCIETAL

CLIENT

WITHIN ORG

PERSONAL CAREER DEVELOPMENT

ANGRY

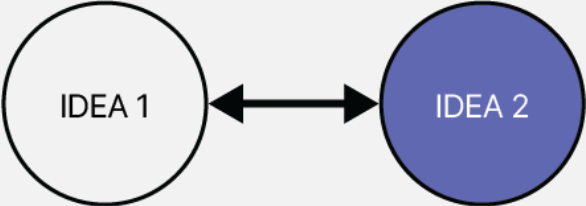
SAD

OVERALL INSIGHT

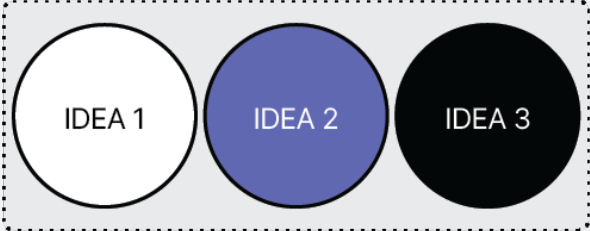
FRUSTRATION & ANGER

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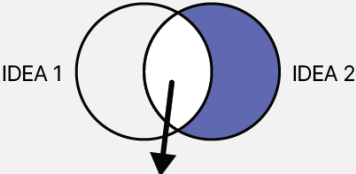
MECE



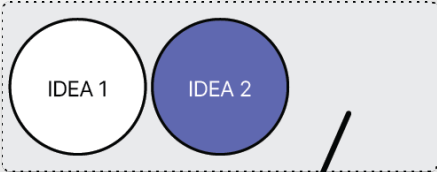
MUTUALLY EXCLUSIVE



COLLECTIVELY EXHAUSTIVE



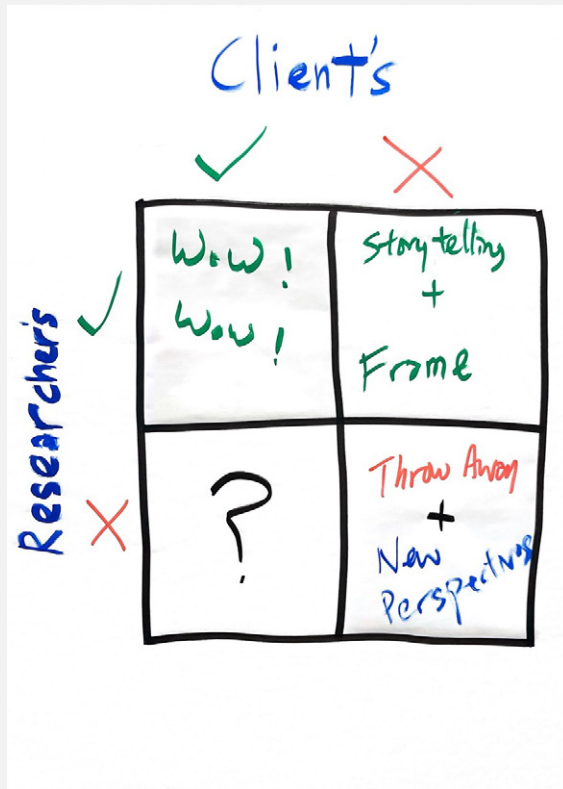
NOT EXCLUSIVE



NOT EXHAUSTIVE

D1

Insight Value Matrix



Problem Typologies

Lines

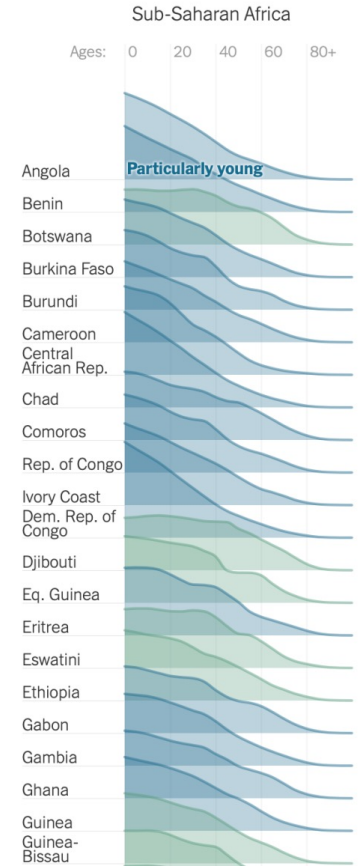
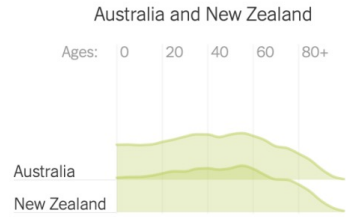
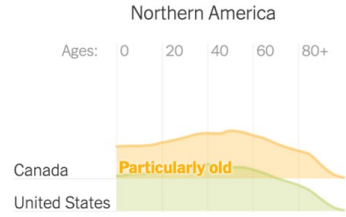
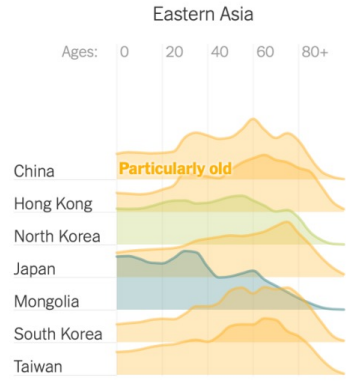
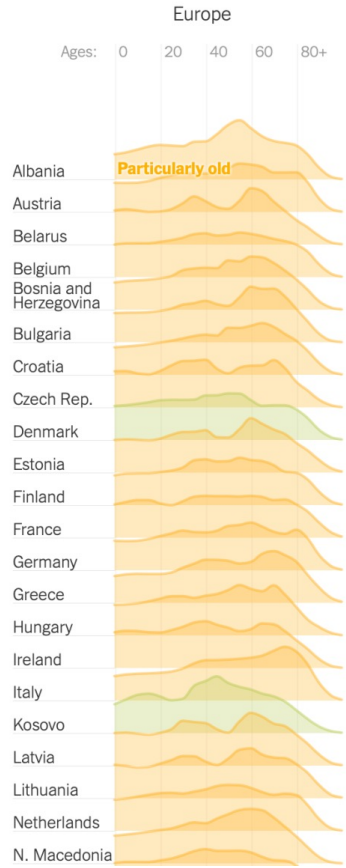
C6

Exact Grouping

- Alphabetical
- Chronological
- Geographic
- Demographic

Subjective Grouping

- Audience
- Topic
- Task
- Metaphor
- Hybrid



Problem Typologies

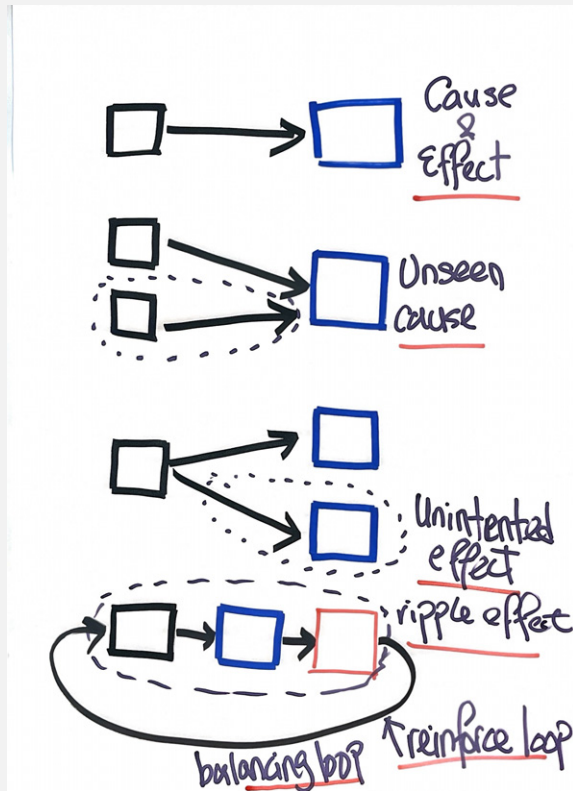


Cause & Effect



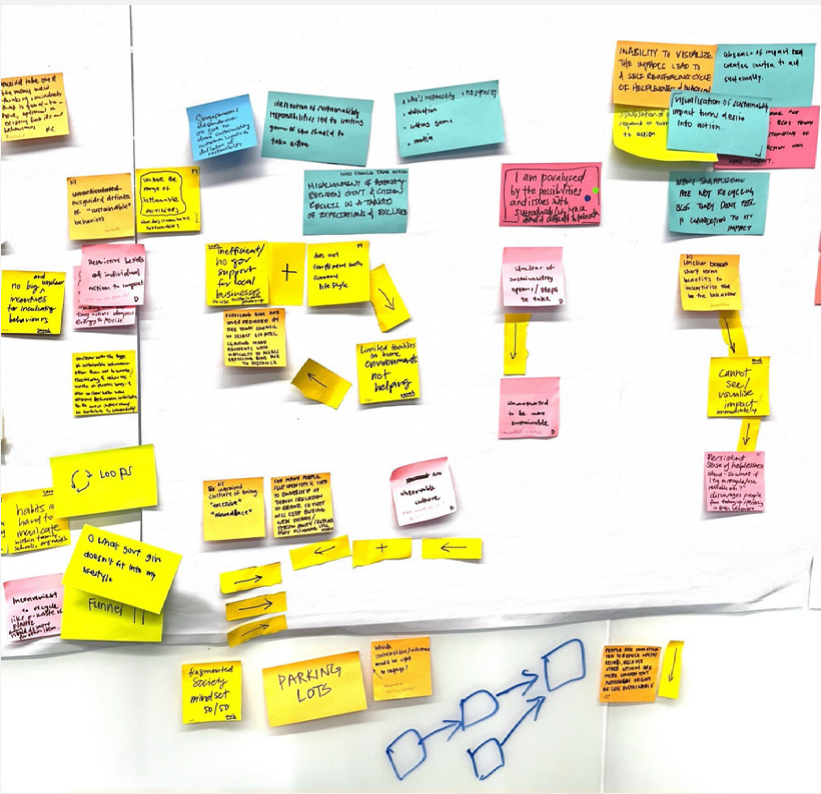
C14

Cause & Effect Dynamics



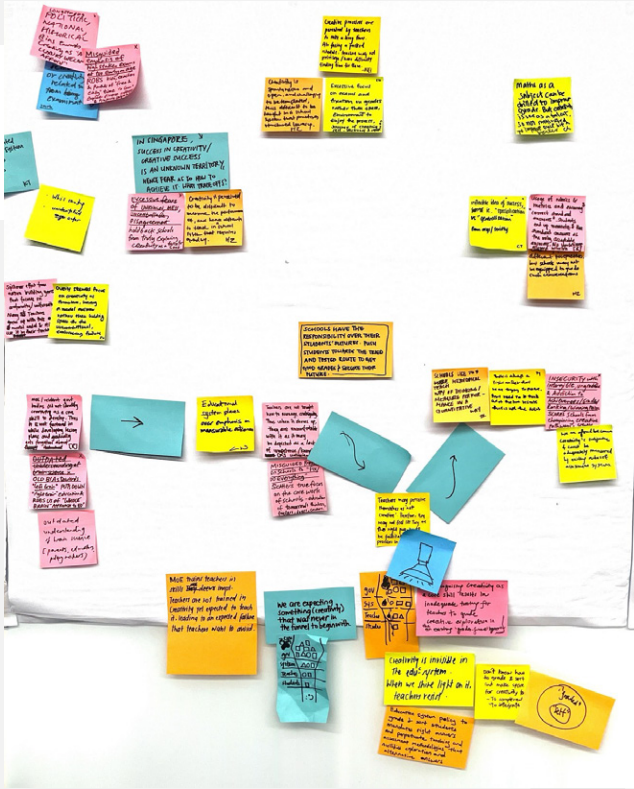
Insights by Cause & Effect

Why/ is it hard for sustainable behaviours to take root in Singapore?



Insights by Cause & Effect

How might creativity be unintentionally stifled in Singapore schools?

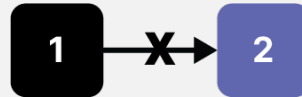


Insights by Cause & Effect

Why is the local design industry unable to afford competitive salary progressions?



Contradictions



C20

Project Sharing

Fostering Sustainability in Singapore

Insights and Actions for the Public Sector, Businesses, and Communities

A Good Design Research (GDR) Initiative



How Do We Rebalance Our Security Needs Against Sustainability?

8 Levers for Sustainable Change

Immediate
Levers

Insights

1. What's In It For Me?
2. Our Places Shape Our Choices
3. Living in a Bubble
4. More Knowledge Isn't Always Better
5. Sustainability Has Trust Issues

Provocations

1. Show How Sustainability Meets Our 5 Security Needs
2. Set Sustainability As the Default
3. Rewild the Island and Ourselves
4. Tailor Strategies to Different Knowledge Levels
5. Goodbye Greenwashing, Hello Integrity

Long-Term
Levers

Insights

6. Green Talk Risks Conflict
7. The Tension Between Growth and Green
8. Sustainability Seen As "Anti-Progress"

Provocations

6. Learn How to Hold Difficult Conversations
7. Explore a World where We Choose Green over Growth
8. A New Definition of Happiness, Prosperity & Progress

Most Singaporeans still think of progress in terms of economic growth and consuming more.

Today, the Singapore Story is all about how progress leads to prosperity, which brings us happiness. We typically achieve this by working hard to buy and own more things, to live more comfortable lives.

But sustainability’s message says we should use and consume less. To many Singaporeans, this doesn’t fit with our nation’s story; some fear that sustainability may bring too drastic change to their lifestyle, money, and relationships.

“[Singaporean consumers] feel like they can acquire a lot of resources without thinking how much they can consume. They don’t have a check and balance. They hustle and want to be better than their neighbour, they’re perpetually stressed, there is no end to it. How many Lamborghinis do you want to have?”

R1, high level of sustainability knowledge

“Everyone wants their kids to live a better lifestyle.”

R22, high level of sustainability knowledge

New goods, plastic packaging, and some traditions are cherished as signs of prosperity and progress.

Some respondents said that older Singaporeans still think plastic packaging shows that they can afford hygiene and buy new things.

Others look down on buying and selling second-hand goods, and while it's good to reduce waste, it can seem stingy to people used to consuming more.

Some traditional practices, such as a bride tossing red fans that symbolise her old self out of the bridal car on her wedding day, require buying new items. Others, like burning joss paper and effigies of luxury cars and other riches to send to the afterlife, are meant to signal wealth and abundance.

“My family still uses a lot of plastics. For my parents’ generation, it was the sense that we can finally have new and clean things, we can finally preserve things, so it is a sign of progress. We have this kind of abundance we never had before.”

R35B, high level of sustainability knowledge

Long-Term Levers

We, the citizens of Singapore, pledge ourselves as one united people, regardless of race, language or religion, to build a democratic society based on justice and equality so as to achieve **happiness**, **prosperity**, and **progress** for our nation.



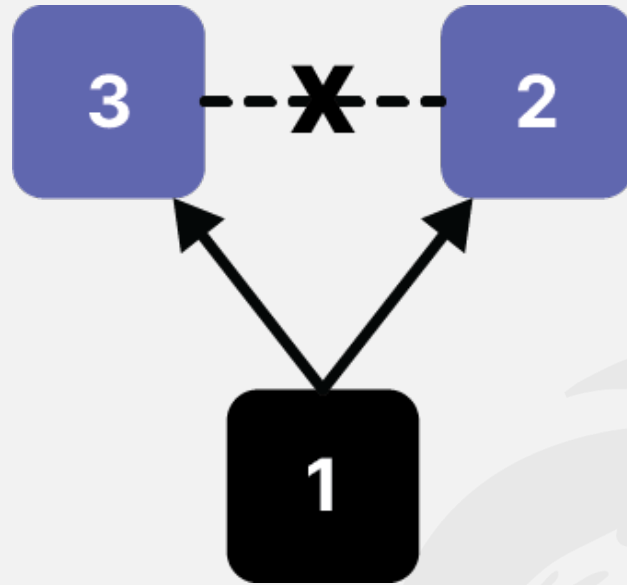
Heinz's wife was dying from a special type of cancer. Doctors said a new drug might save her. The drug had been discovered by a local chemist, and Heinz tried desperately to buy some, but the chemist was charging ten times the money it cost to make the drug, and this was much more than Heinz could afford.

Heinz could only raise half the money, even after help from family and friends. He explained to the chemist that his wife was dying and asked if he could have the drug cheaper or pay the rest of the money later.

The chemist refused, saying that he had discovered the drug and was going to make money from it. The husband was desperate to save his wife, so later that night he broke into the chemist's and stole the drug.

Should Heinz have broken into the laboratory to steal the drug for his wife? Why or why not?

Dilemmas



C26

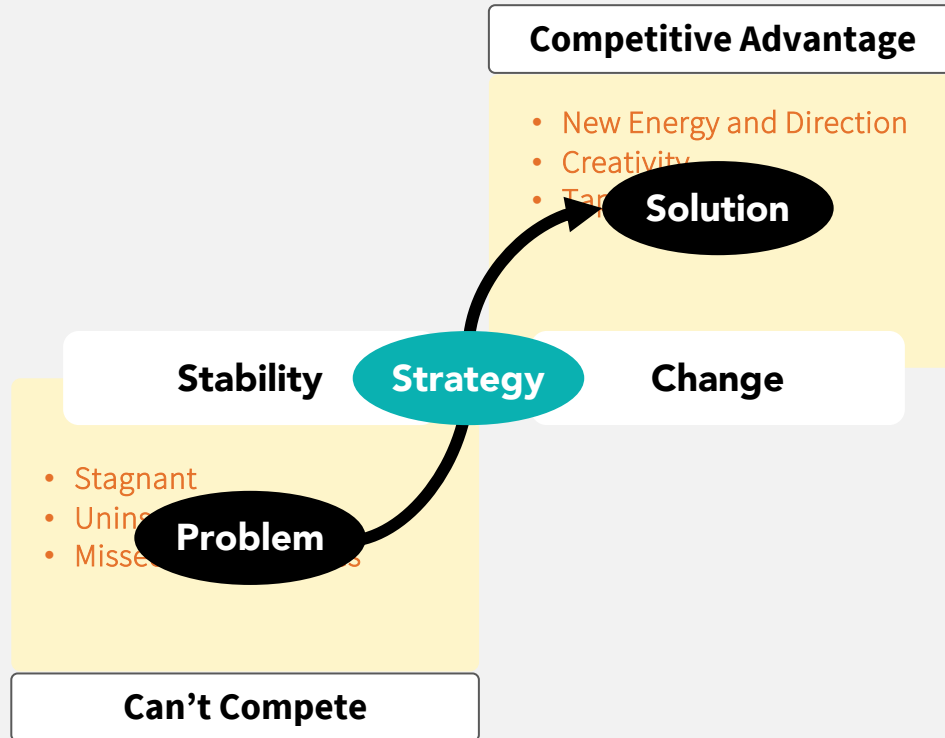
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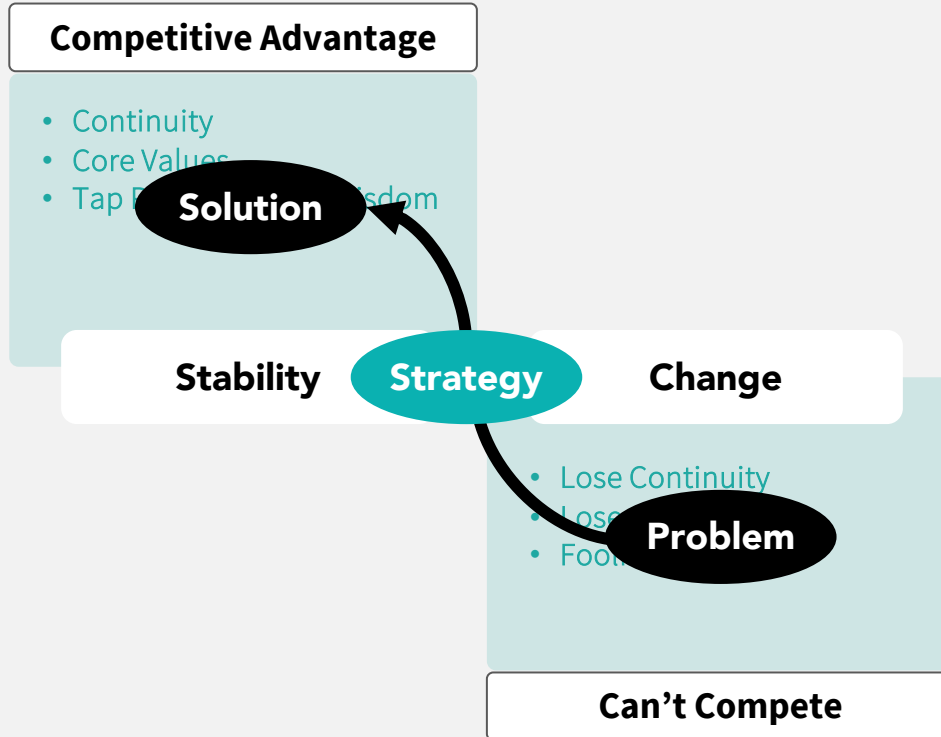
Happiness, Prosperity, and Progress

The quest to create lasting sustainable change lies in our ability to redefine what happiness, prosperity, and progress for our nation means to us.

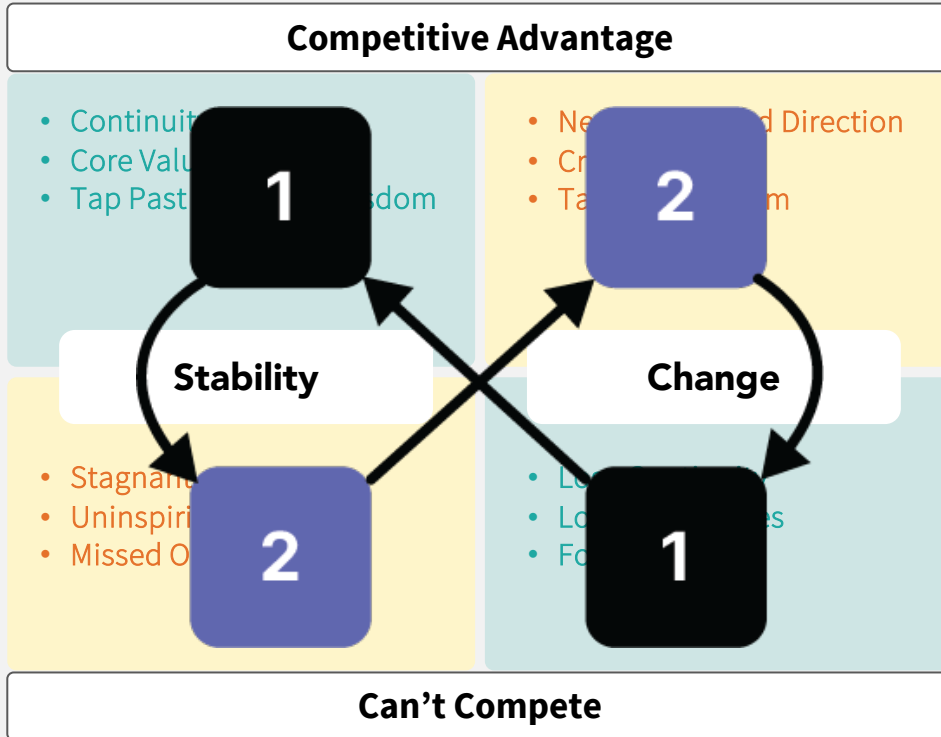
Polarities



Polarities



Polarities



C32

“

The test of first rate intelligence is the ability to hold two opposing ideas in mind at the same time, and still retain the ability to function.

- F. Scott Fitzgerald

”

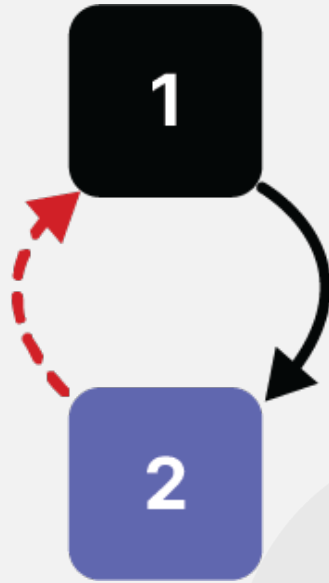
POLARITIES



All polarities contain two opposing points of view which are absolutely true AND need each other over time.



Paradoxes



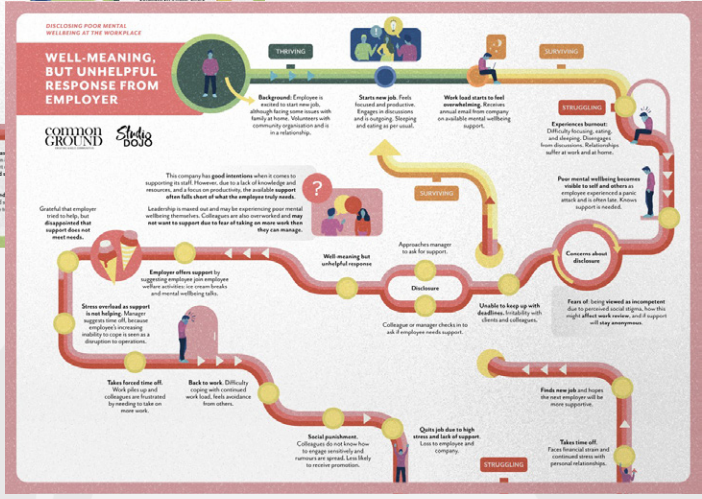
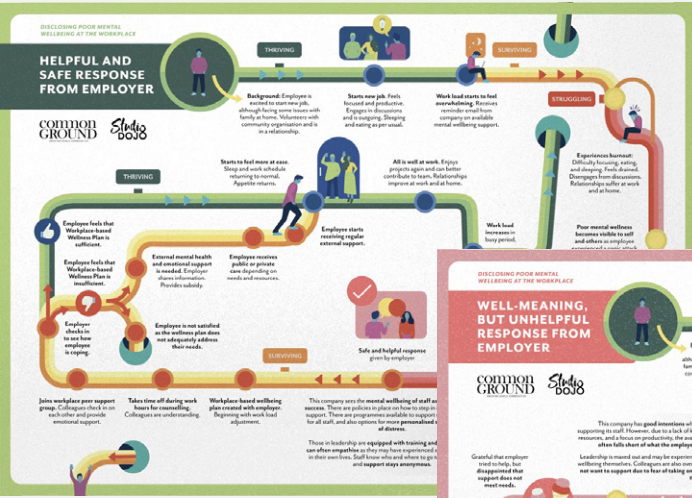
C37

Project Sharing

Reimagine Mental Wellbeing at the Workplace Report

Explore innovative ways to enhance mental wellbeing
for more supportive and inclusive workplaces





““

I lied to my company, I didn't tell them that I burnt out. I told them I went to pursue my studies. It's not a lie, it's just a matter of time...they released me, to be in support of my personal development.

- Interview Transcript 7

““

My depression was silent, I was still very high functioning, so my depression felt very invisible, and I felt that was where the problem was also.

- Interview Transcript 19

““

Providing in-house resources was very hard. We tried to provide counsellors for in-house services during COVID but there was no take up. We also tried to train in-house care / emergency officers as counsellors, but no one reached out to take on these services. Our programs with most traction talk about sleep, CPF, finances and resilient thinking. Our counselling sessions to do small group sessions to deal with stress mechanisms had zero responses even though it was organised during COVID.

- Employer Transcript 1

““

I want more support at work: telling bosses is a gamble, it doesn't always work out; I'm very lucky that when I told my first boss, he had physical health issues, which made it easier for him to empathise and work with me to manage my workload. When I changed to [new workplace], my bosses kind of listen, say the right things, but I was just viewed as a staff that's not productive, not meeting the mark; as opposed to someone who is just struggling. I don't sense any real empathy, which is ironic since we are serving [role redacted].

- Interview Transcript 16

““

I have come to terms with the fact that I will always have to be my own boss. One of the things about being depressed is that for masking it, you need to disappear sometimes. So if you are in the office, then you cannot disappear. You can't go off to one side. Even if you can hide to one side, last time when lunch time comes, the norm at my previous office is to go with your colleagues to lunch, and laugh and like haha and heehee.

- Interview Transcript 30

““

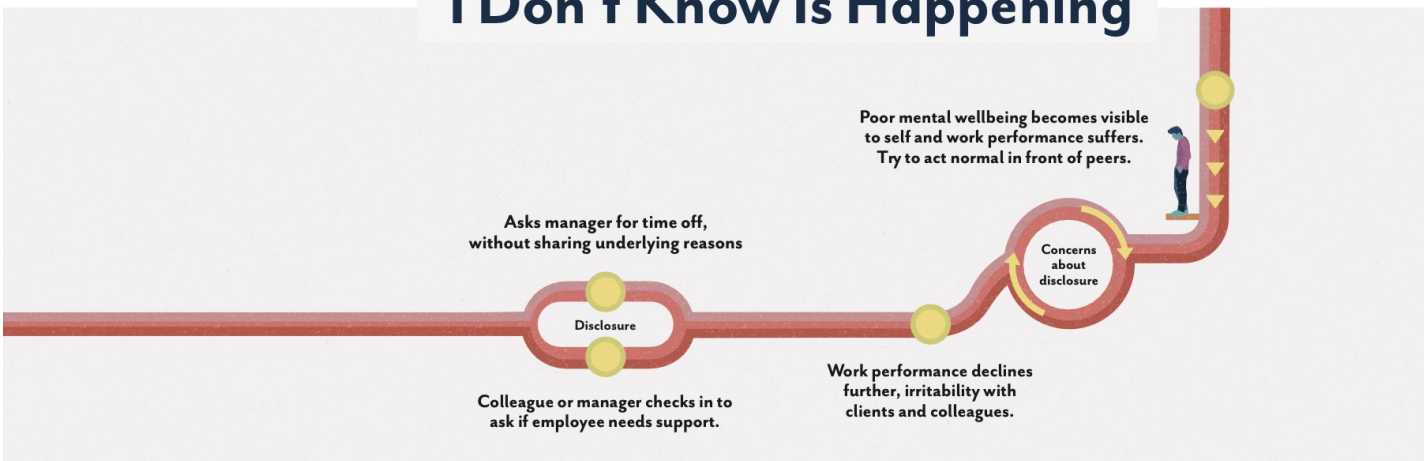
At the end of the day, the [employee] must be able to draw a line and say that it is enough.

-Employer Transcript 6



2.2

I Can't Act On Something I Don't Know Is Happening



Employers can find it hard to know the real situation because employees' mental health concerns are often concealed by everyday requests.

Help Me Help You

This may seem like an obvious point for everyone, but we still need to repeat it because of how common this situation is. Organisations and employees are often caught in a catch-22: Employers look to employees to disclose their mental health conditions, so that they can better understand the employees' concerns in order to create a safe and supportive workplace for them. However, most employees need to experience a safe workplace first before they are willing to disclose to their employers.

Working Areas at the end of Day 2

Why is it hard for sustainable behaviours to take root in Singapore?

5 Criteria Of Good Insights

- Novelty
- Twist
- Challenging
- Relevant
- Actionable

Working Area



Working Areas at the end of Day 2

Why is it hard for sustainable behaviours to take root in Singapore?

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The sticky notes and cards are organized as follows:

- Top Row:** EDUCATION SYSTEMS, GOVT INSTITUTIONS
- Second Row:** CULTURE, Harder to see action to impact, We're good enough-is.
- Third Row:** LIFESTYLE, HABIT, It is hard because we don't have time + space to learn abt sustainability properly.
- Fourth Row:** PRICE, AWARENESS, It is hard because high effort is in toward.
- Fifth Row:** CONFIDENTIAL, I want to be sustainable, but the constraints here would be government can do more work process daily.
- Sixth Row:** I hate lack of motivation to adhere, SINGAPORE HAS A CULTURE OF SOBRIETY.
- Seventh Row:** UNABILITY TO VISUALIZE THE IMPACT, SO TO A SELF-EQUIVALENT CYCLE OF UNPLEASANT/UNHELPFUL.
- Eighth Row:** Visualization of sustainability impact hard to do into action.
- Ninth Row:** CONSEQUENCE OF IMPACT HARD TO SEE, SO TO A SELF-EQUIVALENT CYCLE OF UNPLEASANT/UNHELPFUL.
- Tenth Row:** FEAR

Other notes include reflections on personal responsibility, government's role, and the impact of recycling.

Continued from previous page

Working Areas at the end of Day 2

How might creativity be unintentionally stifled in Singapore schools?

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Working Area

Working Areas at the end of Day 2

How might creativity be unintentionally stifled in Singapore schools?

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The board features numerous sticky notes in various colors (pink, blue, yellow, orange) with handwritten text. Key notes include:

- SOCIETY HAS NO SPACE FOR CREATIVITY OR INNOVATION WITH UNWARRANTED UNRESTRAINED**
- Teachers face the challenges of the system... building confidence in the concept that is creativity time resource factor**
- Priority between structure vs. creativity**
- development of creativity as a skill**
- It's not like both**
- Creativity is invisible in the edu. system when we throw light on it teachers react**
- WE ARE EXPECTING SOMETHING (CREATIVITY) THAT WAS NEVER IN THE FIRST PLACE**
- Parents perceive as... not get exposed to things that are in the context of failure that teachers want to avoid**
- OVERALL INSIGHT:**

Continued from previous page

Working Areas at the end of Day 2

What influences an organisation's ability to support employee mental wellbeing?

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Working Area

Handwritten notes on sticky paper:

- Novelty: "The objectives should be specific, measurable, achievable, relevant, time-bound."
- Twist: "The objectives should be challenging but achievable."
- Challenging: "The objectives should be challenging but achievable."
- Relevant: "The objectives should be relevant to the organisation's strategic goals."
- Actionable: "The objectives should be actionable and measurable."

Other notes:

- Fear** (Large sticky note)
- ANGER** (Sticky note)
- TENDERNESS** (Sticky note)
- SPY** (Sticky note)
- FEAR** (Sticky note)
- SENSE** (Sticky note)

Handwritten notes and diagrams on sticky paper:

Organisations are not addressing the intrinsic elements of the theory leading to disengaged, disempowered employees

- Absence of Psychological Safety
- Lack of autonomy
- Lack of control
- Lack of meaning
- Lack of purpose

Other notes:

- Sen → effer**
- Employees are not addressing the intrinsic elements of the theory leading to disengaged, disempowered employees**
- Employees are not addressing the intrinsic elements of the theory leading to disengaged, disempowered employees**
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Working Areas at the end of Day 2

What influences an organisation's ability to support employee mental wellbeing?

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Resources

- Financial
- Orgs Priorities
- Human Capital = "Sharing plan" + my capital
- Humans are also your economy
- OPTICS/REPUTATION
- Do the Power thing which is safe
- Environment
- Compounds are struggling to fit well-being into productivity because of our capitalist system
- Well being < time -> productivity
- Both are valid: I work more, I rest more, I'm still more productive
- Employees may have higher workload and still have no time to present to take pain programs

Other Notes:

- REIT me + work here they show him to be fast. Emerging trend of well being is part of productivity
- Problems that can be solved
- Resistances that can't be solved but managed
- Problems that can be solved
- There is an imbalance concern on orgs productivity over personal wellbeing
- Can't rest well being -> productivity
- rest better -> take care of well being
- well being < rest -> productivity
- well being < rest -> productivity
- Both are valid: I work more, I rest more, I'm still more productive
- Employees may have higher workload and still have no time to present to take pain programs
- Well being < time -> productivity
- Both organization and individual have to face the same dilemma: balance between spending time for well being on "rest" and "work"
- I can't rest well being
- Employees may have higher workload and still have no time to present to take pain programs
- Well being < time -> productivity
- Both are valid: I work more, I rest more, I'm still more productive

Working Areas at the end of Day 2

Why is the local design industry unable to afford competitive salary progressions?

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Working Area

Sticky Notes:

- Want the sector to progress but I don't see company/self to progress there
- designers are willing to be underpaid because they need to save projects for their portfolio
- Increased access to design did not bring about a significant increase in the progression of design
- if I don't get it in my portfolio, it goes to others
- Increased access to basic design did not bring about an ability to differentiate between good and bad design
- Increased access to design did not bring about an appreciation for good design
- design of *Professionalism* appears to increase but why is designers value not being increased?
- low design authority/understanding & value of design
- The mental model of design is not "it's just a job" it has prestige
- Demands beyond good and bad design (1) how do we connect the dots and create a new level of design
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Diagrams:

- Venn diagram: *Design Skills* and *Industry* overlapping at *Summa!*
- Flowchart: *Approach & understanding of design* leads to *design authority/understanding & value of design*

Flowchart:

Approach & understanding of design → design authority/understanding & value of design → The mental model of design is not "it's just a job" it has prestige → Demands beyond good and bad design (1) how do we connect the dots and create a new level of design

Other Key Notes:

- Design is not just a job, it has prestige
- Designers are willing to be underpaid because they need to save projects for their portfolio
- Increased access to design did not bring about a significant increase in the progression of design
- Increased access to design did not bring about an ability to differentiate between good and bad design
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TECH DISREPTION (with sticky notes: Tech, Skill, Disruption)

COMPEITION IN INDIVIDUAL LEVEL (with sticky notes: Skill, Talent)

COMPEITION IN INDUSTRY LEVEL (with sticky notes: Skill, Talent)

MARKET CONDITION (with sticky notes: Small Market Size in SG, Govt Support, Client, Within Org)

MINDSET (with sticky notes: Personal Career, Client, Within Org)

PERSONAL CAREER PROGRESSION (with sticky notes: Lack of clear benchmark for design, No clear path for career progression, Frustration & Anger)

OVERALL INSIGHT (with sticky notes: Perception of Design is the benchmark, Frustration & Anger)

LOCAL DESIGNERS ARE SANDWICHED IN THE PEcking ORDER OF VALUE FOR DESIGN (with sticky notes: Local designers are sandwiched in the pecking order of value for design)

PECKING ORDER OF VALUE (with sticky notes: Design is a very broad and complex term, Clients are unwilling to increase the perceived value of design)

FRUSTRATION & ANGER (with sticky notes: Frustration & Anger, Lack of clear benchmark for design)

CLIENTS ARE UNWILLING TO INCREASE THE PERCEIVED VALUE OF DESIGN AS IT WILL RESULT IN INCREASED COST FOR THEM (with sticky notes: Clients are unwilling to increase the perceived value of design as it will result in increased cost for them)

DESIGN IS A VERY BROAD AND COMPLEX TERM THAT DOES NOT HAVE CLEAR METRICS FOR CLIENTS TO BENCHMARK AGAINST AND JUSTIFY PAYING MORE FOR IT (with sticky notes: Design is a very broad and complex term that does not have clear metrics for clients to benchmark against and justify paying more for it)

IF VALUE OF DESIGN IS NOT ARTICULATED WELL, THEN THE INDUSTRY MUST AS THE PROGRESSIVE WILL PAAY FOR BY ITS CONTRIBUTION (with sticky notes: If value of design is not articulated well, then the industry must as the progressive will paay for by its contribution)

HOW CAN WE ARTICULATE OUR VALUE FOR DESIGN WELL TO AFFECT THE FUTURE OF DESIGN PROGRESSION (with sticky notes: How can we articulate our value for design well to affect the future of design progression)

THERE IS NO BUSINESS TO EVALUATE THE VALUE OF A DESIGN, UNLESS WE DESIGN IS UNDERPAID AS A FUNCTION (with sticky notes: There is no business to evaluate the value of a design, unless we design is underpaid as a function)

BECAUSE LOCAL DESIGNERS ARE SANDWICHED IN A PEcking ORDER, THEY ARE ANGRY (with sticky notes: Because local designers are sandwiched in a pecking order, they are angry)

IF WE CAN LEARN TO BETTER ARTICULATE THE VALUE OF OUR DESIGN WORK, THEN SOCIETY, INDUSTRY, CLIENTS WILL BE WILLING TO PAY US MORE FOR OUR WORK, LEADING TO A SUSTAINABLE DESIGN POSITION (with sticky notes: If we can learn to better articulate the value of our design work, then society, industry, clients will be willing to pay us more for our work, leading to a sustainable design position)

BECAUSE WE DO NOT ARTICULATE THE VALUE OF OUR WORK, WE DO NOT GET PAID MORE (with sticky notes: Because we do not articulate the value of our work, we do not get paid more)

COMPANIES DO NOT PAY DESIGNERS HIGHLY BECAUSE THEY DO NOT KNOW THE VALUE OF DESIGN (with sticky notes: Companies do not pay designers highly because they do not know the value of design)

COMPANIES DO NOT KNOW THE VALUE OF DESIGN BECAUSE THEY DO NOT PAY DESIGNERS HIGHLY (with sticky notes: Companies do not know the value of design because they do not pay designers highly)

NO CLEAR BENCHMARK FOR DESIGN (with sticky notes: No clear benchmark for design)

THE VALUE OF DESIGN IS NOT KNOWN BY COMPANIES (with sticky notes: The value of design is not known by companies)

DIFFICULT TO PAY A HIGHER PAY TO CLIENTS (with sticky notes: Difficult to pay a higher pay to clients)

WHY IS IT SO DIFFICULT FOR VALUE OF DESIGN? (with sticky notes: Why is it so difficult for value of design?)

Concepts & Frameworks

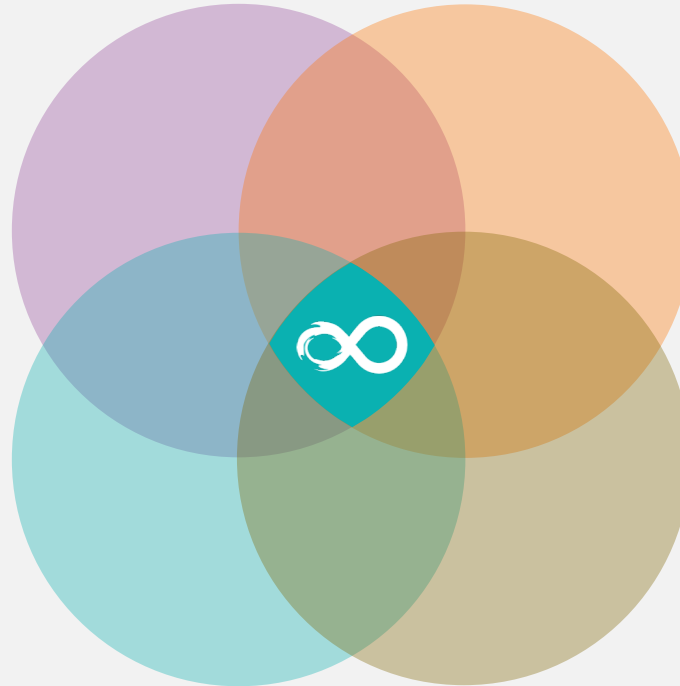
About Studio Dojo's Interests

Futures Thinking

- Build anticipatory skills
- Question present assumptions
- Create visions of the future

Organisation Development

- Healthier organisation dynamics
- See issues at systemic levels
- Resolve problems at multiple levels



Design Thinking

- Gain empathy for stakeholders
- Find and solve underlying problems
- Think and learn through prototypes

Leadership Development

- Open channel with trusted coach
- Practise self-awareness and self-regulation
- Effective leadership use-of-self



DESIGN FACILITATION 1

Foundations, Principles, Processes

17 September 2024 (Tue)

What You'll Learn:

- Differences in facilitating divergent, convergent and emergent processes
- Handling neutrality and bias as a facilitator
- Creating active participation and engagement
- Key attitudes of a design thinking facilitator
- Different process tools for different stages of the facilitation process

More Info

www.studiojojo.com/design-facilitation-1



DESIGN FACILITATION 2

Power, Tension, Critique

23 & 24 Sep 2024
(Mon & Tues)

What You'll Learn:

- Handling power dynamics within a group
- Handling tension and challenging behaviours
- How to run a design critique session
- Learn framing techniques and how they improve your design facilitation
- Facilitate team learning

More Info

www.studiodojo.com/design-facilitation-2



SEEING & SHIFTING SYSTEMS

Introduction to Organisational Development
for Designers and Changemakers

Dates: 12 & 13 Sep 2024
(Thu & Fri)

What You'll Learn:

- Participate in an experiential activity to see how the top, middle and bottom layers of an organisation often act the way they do and how to help them become healthier.
- A consulting style profile to raise your self-awareness and help you see the various ways that you can engage with organisations and be more strategic in how you interact with both internal and external stakeholders.
- Action Research, a 7-phase process of how to seek transformative change in organisations.

More Info

www.studiodojo.com/seeing-shifting-systems

Futures Masterclass: CLA & Conflict Transformation



30 Aug 2024 (Fri)

Join Studio Dojo as we host world-renowned futurists Professor Sohail Inayatullah and Dr. Ivana Milojevic in a transformative Futures and Foresight masterclass.

More Info

www.studiodojo.com/futures-masterclass-2024



Design without losing your Soul

**4 OCT 2024, FRI
9:30AM - 5PM**

Enhance your design leadership
and become an agent of change



4 Oct 2024 (Fri)

As part of Singapore Design Week, participants will understand what it means to be a true leader, learn about building trust in a leader, conversation techniques to inspire meaningful change.

More Info

www.studiodojo.com/design-without-losing-your-soul

Upcoming Workshops 2024



Unconventional Facilitation 2

Participatory Learning Through Forum Theatre

Trainer Francis Laleman & Hosted by Hong Khai Seng

19 JAN

Design Facilitation 1

Foundations, Principles, Process

Trainers Hong Khai Seng & Lye Yen Kai

13 MAR

9 MAY

12 JUL

17 SEP

Design Facilitation 2

Power, Tension, Critique

Trainers Hong Khai Seng & Lye Yen Kai

14-15 MAR

23-24 SEP



Seeing & Shifting Systems

Introduction to Organisation Development (OD)
for Designers and Changemakers

Trainers Hong Khai Seng & Dr. Douglas O'Loughlin

4-5 APR

12-13 SEP

Designing Desirable Futures

An Intro to Futures Thinking

Trainer Hong Khai Seng

24-25 OCT

Insights That Matter

Sense-Making for Change

Trainers Hong Khai Seng & Lye Yen Kai

25-26 JUL

26-27 NOV

Design Your Decade

Look Within, Move Ahead

Trainer Hong Khai Seng

6 DEC



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Enjoy your experiences of clearer sense-making processes and new eyes of insight!

