



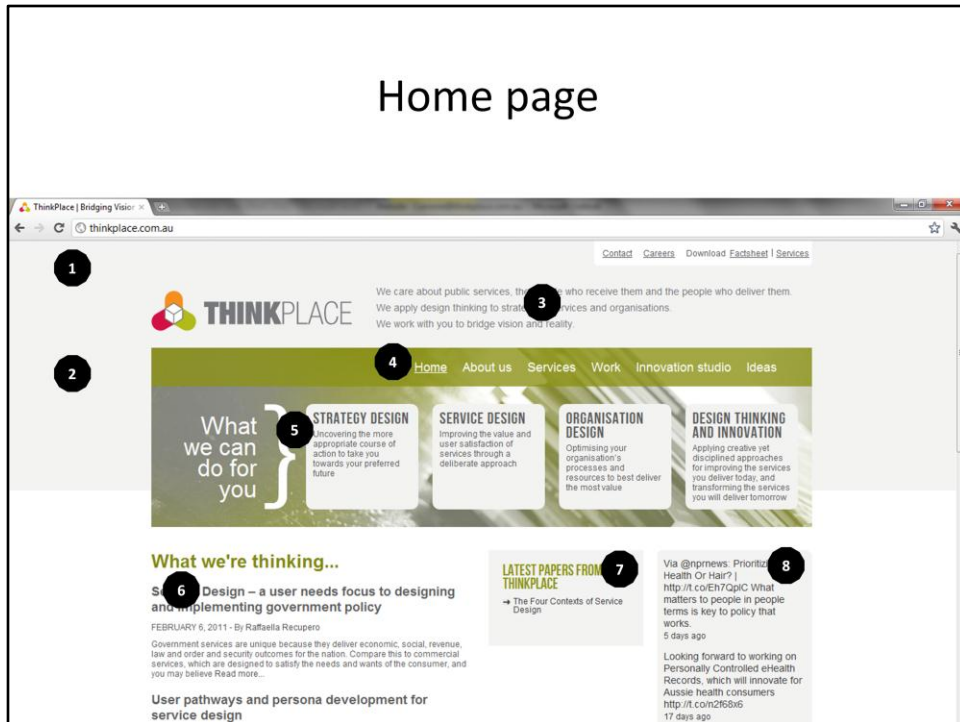
ThinkPlace Website Heuristic Review

www.thinkplace.com.au

9 September 2011
Caronne Carruthers-Taylor
Amanda Brierley

Please use these findings in conjunction with the Excel list that prioritises the findings into Phases 1-3. The deadline for Phase 1 is 23 September for the TEDx Canberra 2011 event.

Home page



1. General comments for website:

- Accessibility:** improve colour combinations. Issues: foreground and background colour combinations do not provide sufficient contrast when viewed by someone having colour deficits; especially green heading text on grey background
 - Visual hierarchy:** needs significant improvement. Introduce a clear visual hierarchy. Issues: Eye is not lead through the content; content is skimmed not read; Headings 1-3 not clear; cognitive overload as a result of poor use of colour/fonts/text blocks etc.
 - Links** throughout the website look like text, not links. Issues: Links may be missed, are inconsistent and do not follow accessibility guidelines
 - Scalability:** no fixed width; improve website real estate
- Background:** change colour/design. Issues: colour is not appropriate as it makes the overall appearance too grey & the line is distracting
 - Text:** remove from top area & replace with consistent header using updated tag line. Issue: text is distracting from main focus, takes up too much of top area of screen & too small/wordy
 - Top global navigation:** improve visual design to make it look more like global navigation; improve selected state. Issues: too low on page; 'Home' should not appear on home page; disorientation; selected state is not obvious
 - Sections:** improve visual design to make it look like it's clickable. Consider ways of aligning this with TP brochure. Issues: contrast is poor; background image is distracting

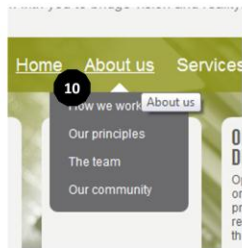
6. 6.1 **Home page content:** simplify messages & text but emphasise team events/activities and capabilities. Issues: cognitive overload; unclear message; clearly separate heading/date/content; do not use capitals; 'Read more' is buried in text block.
6.2 Introduce a **clear visual or image** for the homepage. Issues: Eye cannot rest on anything. Reader cannot digest the information easily without visual cues
7. **Papers:** change to 'News and events'; insert new content; improve visual design; improve placement on screen to a more prominent position. Issues: contrast is very poor; blends into insignificance due to repetitive use of colours; heading is too long & not scannable or catchy
8. **Twitter stream:** improve visual design to differentiate it; move to a less prominent position; clearly identify / label as 'Twitter' stream (same issue for FaceBook and other social Media channels)



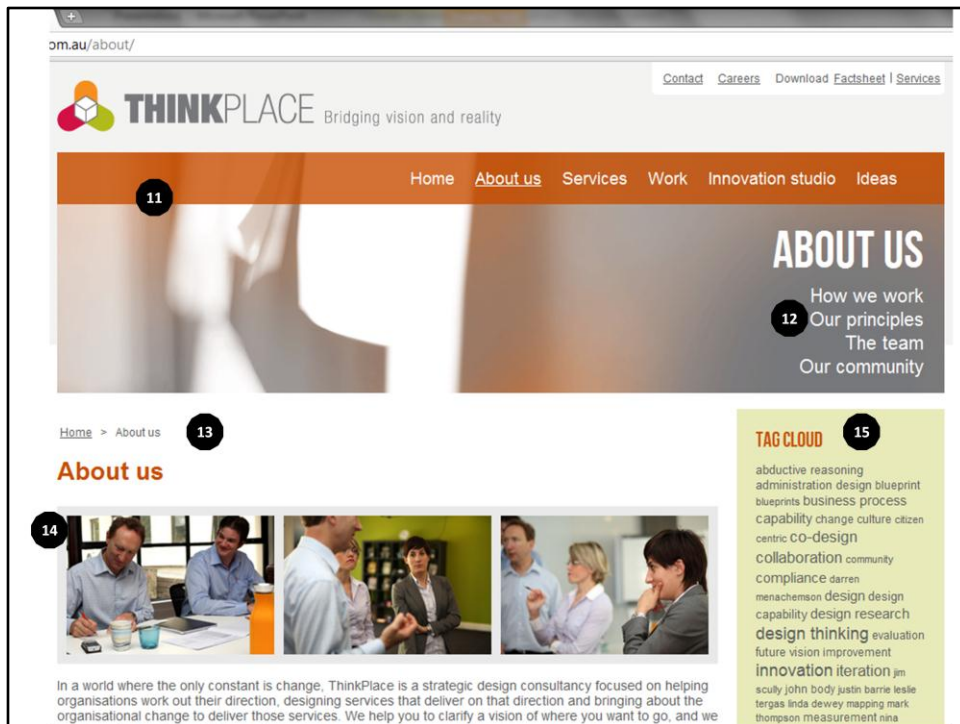
9. **Tag cloud (on all pages):** remove completely or change position with contextually-sensitive text. Issues: increases cognitive overload; doesn't communicate simple message

Suggestion: We can create an information graphic as a different representation of the intention of the 'Tag cloud'

<http://thinkplace.com.au/>



10. **Dropdown menu:** improve visual design & alt text to differentiate selected navigation link. Issues: connect navigation link with dropdown; no hover or obvious selected state for navigation links; both 'Home' and 'About us' links show selected state; shaded boxes in background are visually distracting or confusing



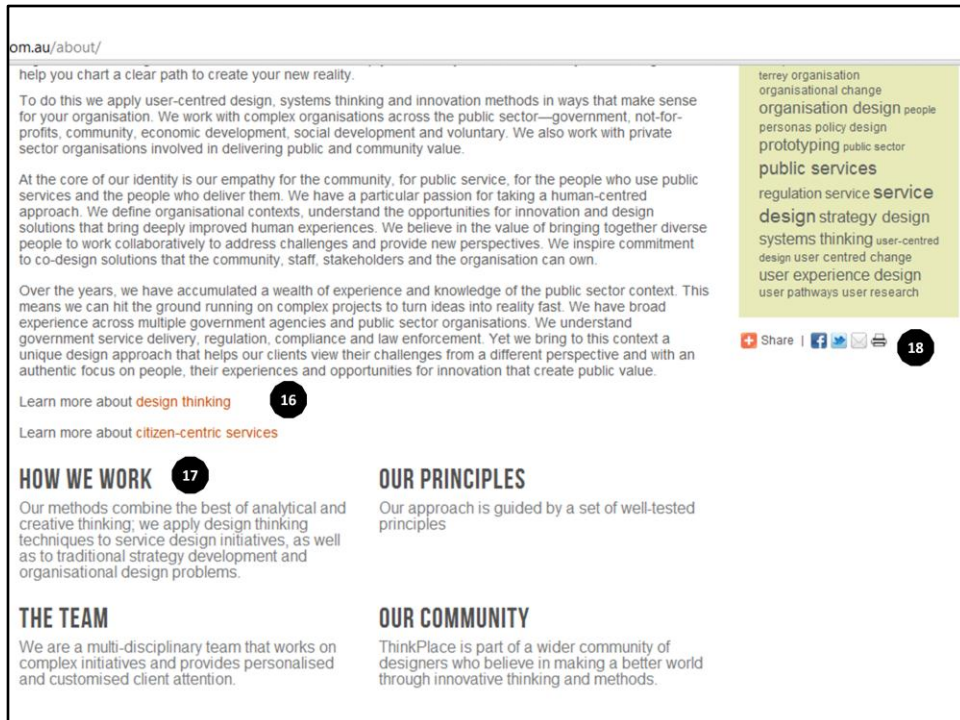
11. **Image & colour schema:** change image & reflect colour schema for sections in top navigation. Issues: image is meaningless; colour schema suddenly changes without warning (*Note that colour is already being used to differentiate internal/external products, draft/final products; the 4 categories of service offerings; and the website in vastly different ways*)

12. **Section heading & sub-headings:** improve visual design to make sub-headings menu differentiated. Issues: it's not clear that the sub-headings are clickable as they look like text

13. **Breadcrumb:** improve visual design but it generally is okay. Issues: it is not obvious when scanning the page

14. **Images:** change position on page & improve visual design. Issues: key messages are buried in a block of text; images are dominant but not meaningful and don't clearly communicate key points

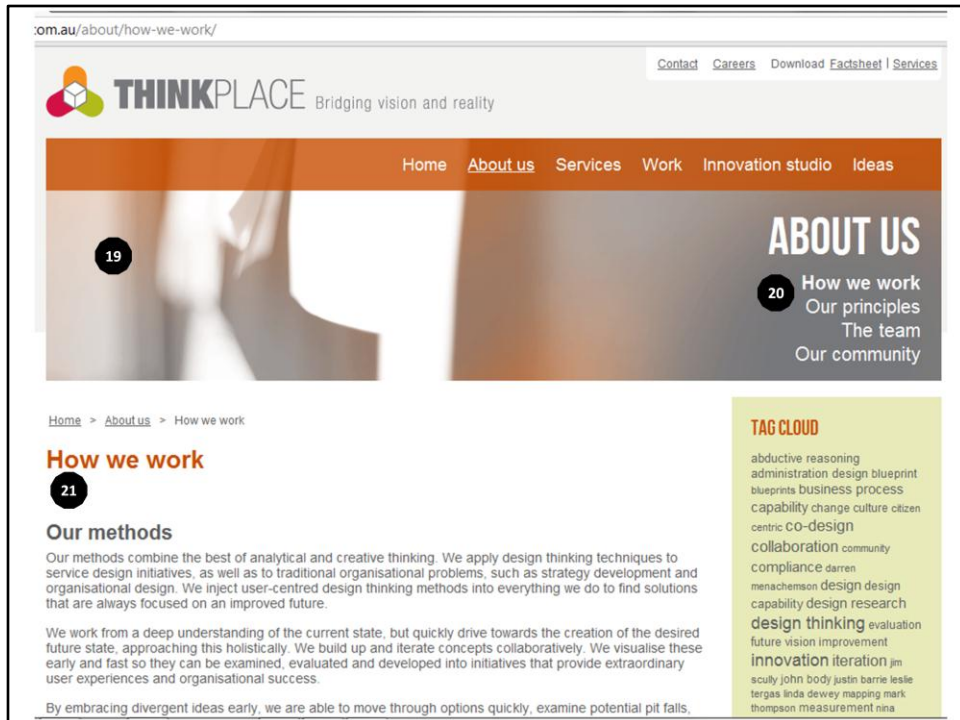
15. See Finding 9



16. **Learn more:** apply a consistent visual design pattern for hyperlinks. Issues: it is not clear that these are links; inconsistent hyperlink behaviour (underline hover state used elsewhere vs orange text with underline hover state)

17. **Sub-sections:** align all 'About us', 'Services', 'Work' & 'Ideas' initial pages; apply a consistent visual design for sub-sections grid and/or a navigation menu; reduce use of bullet points & amount of text. Issues: inconsistent link behaviour (hover state underline used elsewhere vs orange text hover state with no alt text)

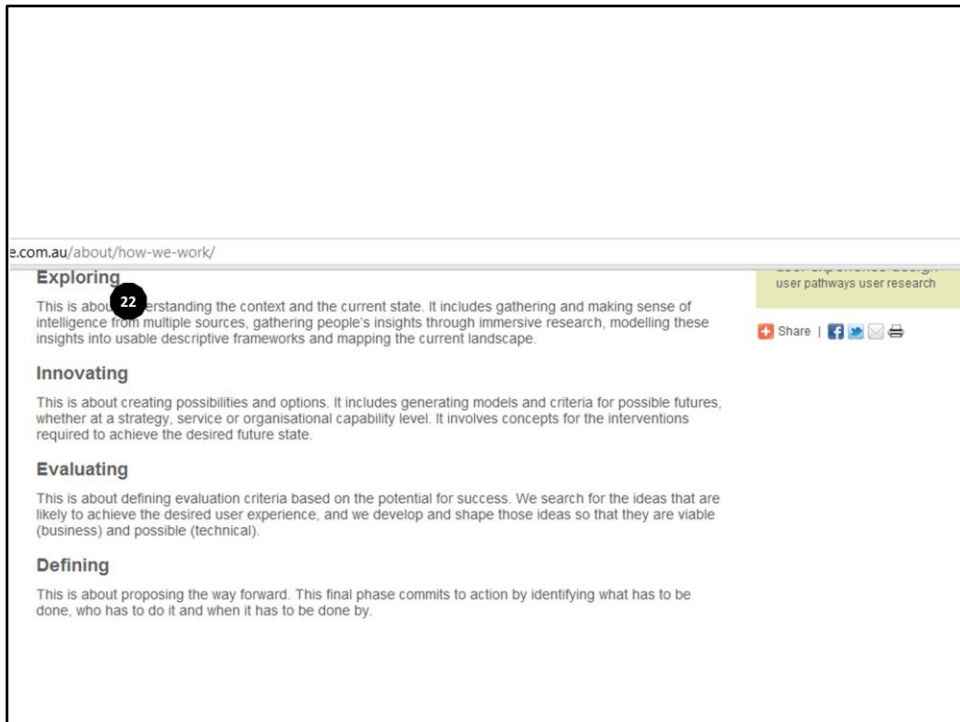
18. **Share** (on all pages): move widget to higher up on screen and improve design. Issues: incorrect placement on screen; icons are too small; use more text; plus icon is unclear; 'print' is not sharing



19. **Image:** change to reflect section

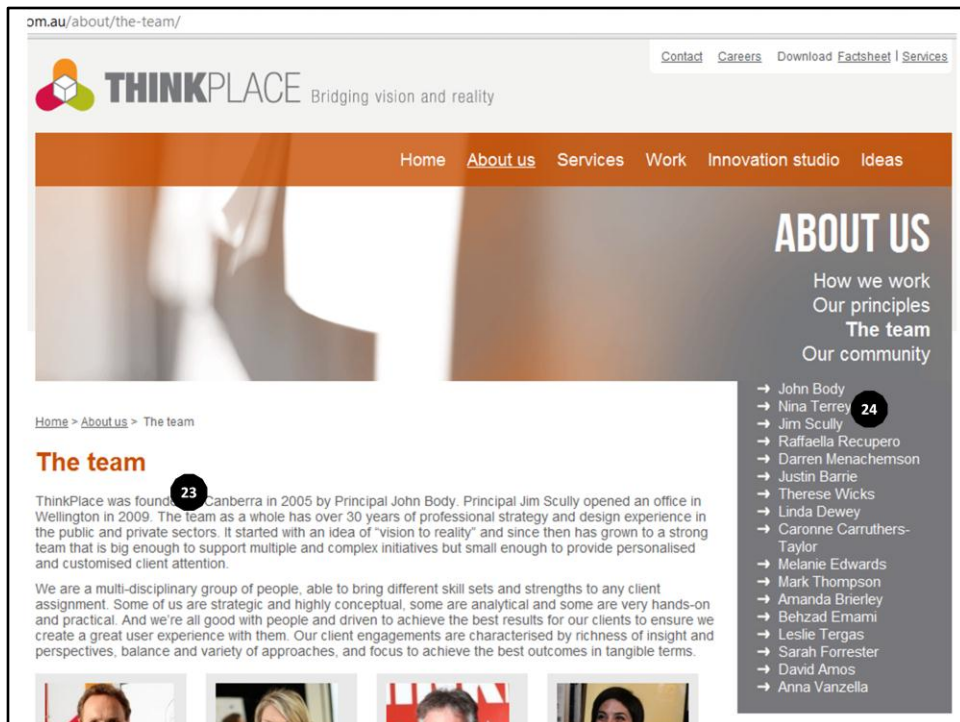
20. **Sub-section menu (on all sub-pages):** improve menu design and selected state; see also Finding 12. Issues: selected sub-section is not clearly visible; colour contrast is poor

21. Reduce space between page title and heading



22. **Body content:** heading hierarchy needs improvement

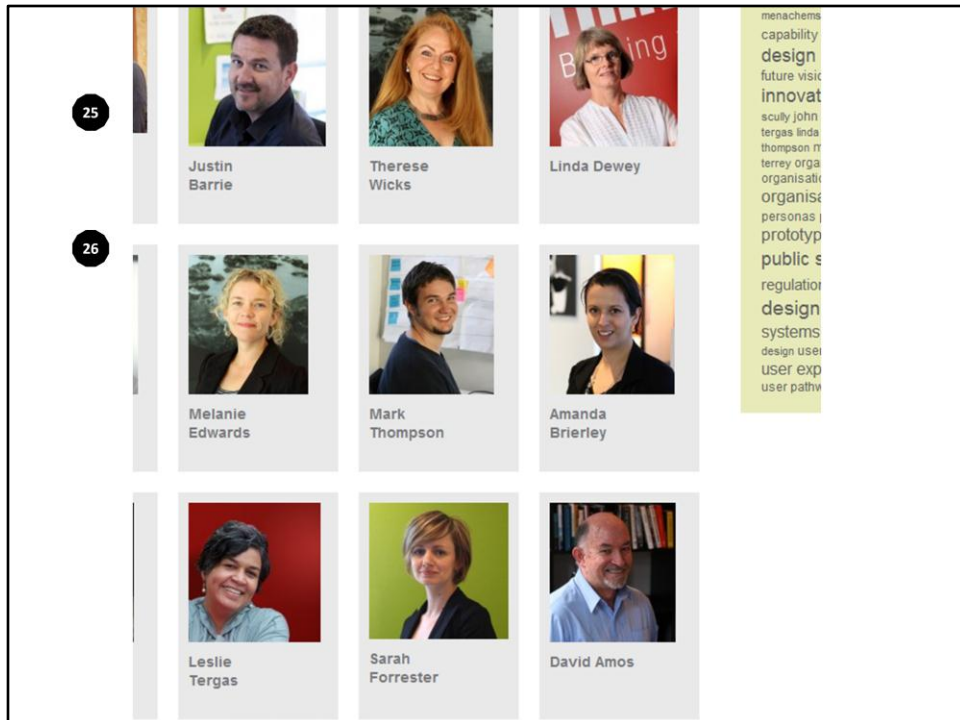
Suggestion: *This content can be improved with the use of visuals and or information graphics to explore the breadth and depth of what we do. (See suggestion on next slide)*



23. **Team menu:** remove or replace with improved design. Temporary solution could be ordering list alphabetically. Issues: menu is

24. **Sub-menu:** reorder menu to alpha; fix alignment problem with long names; redesign to look like navigation menu. Issues: cognitive overload; hard to find specific name in busy text block; poor scaling for long names; obscurification of message

Suggestion: *Employ information synthesis and information graphics in order to emphasise the teams expertise as a whole in an overview, and individually. Shifting the focus to a collaborative team overview might help knit the teams experience etc together. Currently this page reinforces silos. There is an opportunity here to really expand on the depth of knowledge and how each persons skills overlap and integrate in order to produce outcomes. Reinforce the collaborative emphasis of the team.*

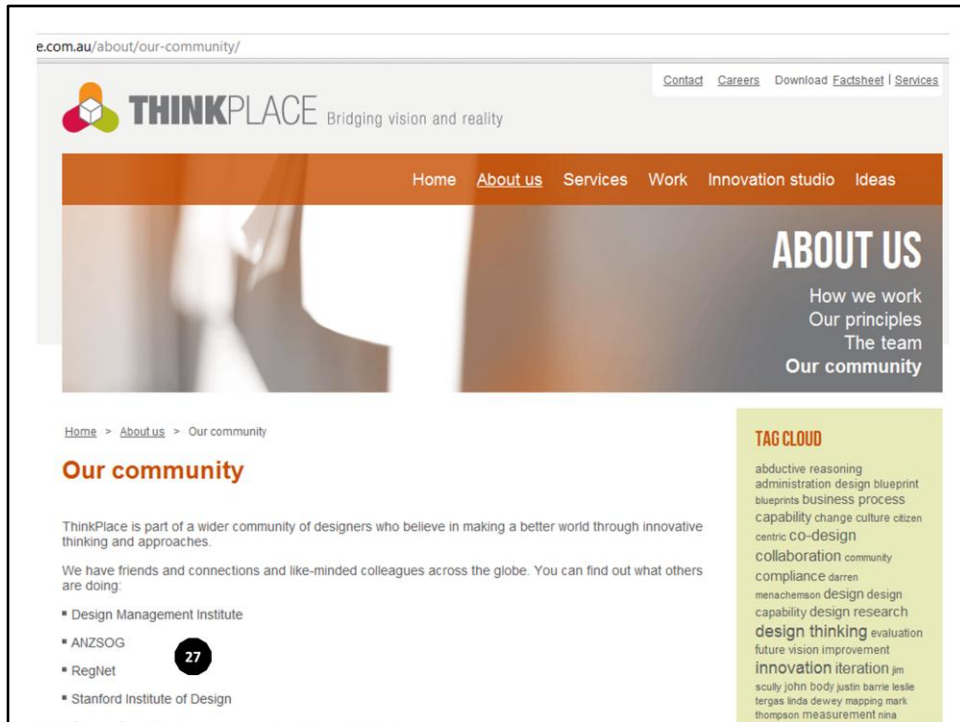


25. **Team menu:** improve the image quality to create high-quality, clear images.

Issues: poor quality images; text colour contrast is unacceptably poor

26. **Team page visual design:** redesign to create a more dynamic, appealing design; include some elements to give more depth rather than just a name. Issues: static design, providing no context for each team member

See previous suggestion: This should be structured as an overview page, a vital collaborative component is missing here



27. **List of community connections:** apply a consistent visual design pattern for hyperlinks and include icons to make it more visually appealing. Update content to increase list. Issues: it is not clear that these are links; inconsistent hyperlink behaviour (underline hover state used elsewhere vs black text with underline hover state)

om.au/services/

Contact Careers Download Factsheet | Services


THINKPLACE Bridging vision and reality

28 Home About us **Services** Work Innovation studio Ideas

SERVICES
 Strategy design
 Service design
 Organisation design
 Design thinking and innovation

Home > Services

Services



29

Our expertise is focused on enabling deliberate and positive change; that is, innovation. Our services are about translating vision into reality.


TAG CLOUD

abductive reasoning
 administration design blueprint
 blueprints business process
 capability change culture citizen
 centre co-design
 collaboration community
 compliance darren
 menachemson design design
 capability design research
 design thinking evaluation
 future vision improvement
 innovation iteration jim
 scully john body justin barrie leslie
 tergas linda dewey mapping mark
 thompson measurement nine

28. **Colour schema:** improve colour contrast of text/background shading; improve visual design to more effectively reflect new section in the global navigation & individual sections. Issues: sudden change can cause disorientation; poor colour contrast can cause problems for people with colour deficits. See also Finding 4

29. **Images:** move further down the page and replace with key messages; make font size consistent. Issues: images dominate key areas but don't communicate key messages; no alt text; inconsistent font sizes

om.au/services/



Our expertise is focused on enabling deliberate and positive change; that is, innovation. Our services are about translating vision into reality.

STRATEGY DESIGN

Uncovering the more appropriate course of action to take you towards your preferred future

- Strategy development
- Design of compliance, regulatory and risk management systems
- Strategic navigation
- Business planning
- Evaluation and measurement frameworks

SERVICE DESIGN

Improving the value and user satisfaction of services through a deliberate approach

- Co-design of public services
- Design research
- Experience mapping and modelling
- Service prototyping
- Service evaluation

ORGANISATION DESIGN

Optimising your organisation's processes and resources to best deliver the most value






- Efficiency and effectiveness reviews
- Business process mapping and improvement
- Re-design of organisational capability
- Capability to design and implement change

DESIGN THINKING AND INNOVATION

Applying creative and disciplined methods to improve your services now and transform them for the future

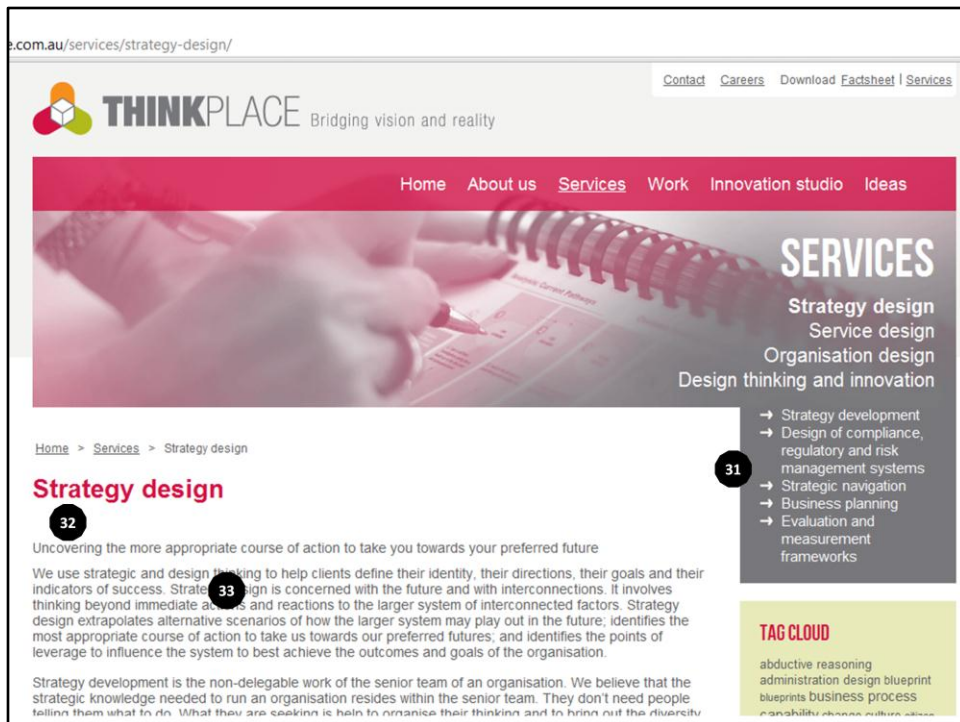
- Strategic design workshops
- Solution design workshops
- Innovation concept development
- Design thinking and innovation training
- Collaborative leadership events

capability design research
 design thinking evaluation
 future vision improvement
 innovation iteration jim
 scully john body justin barrie leslie
 tergas linda dewey mapping mark
 thompson measurement nina
 terrey organisation
 organisational change
 organisation design people
 personas policy design
 prototyping public sector
 public services
 regulation service service
 design strategy design
 systems thinking user-centred
 design user centred change
 user experience design
 user pathways user research

Share |     

30. Sub-sections: align all 'About us', 'Services', 'Work' & 'Ideas' initial pages; apply a consistent visual design for sub-sections grid and/or a navigation menu; reduce use of bullet points & amount of text. Issues: inconsistent link behaviour (hover state underline used elsewhere vs orange text hover state with no alt text)

Suggestion: Strongly reconsider ThinkPlace's stance on using 4 silo services that we provide. These are all a 'service' and it does not help to reinforce that each is not interlinked. These can be differentiated not just with colour but associated with visual photos (or clever meaningful iconography) to illustrate what they are. The cognitive load required to disseminate this information is very high as it is dealing with complex concepts that may not be familiar.



31. **Sub-menu:** reduce length of headings (short-term); redesign as a navigation menu to provide orientation; differentiate link behaviour for selected & hover states. Issues: cognitive overload; hard to scan for specific heading; poor orientation & navigation; selected & hover states are both underlined & not differentiated
32. Reduce white space between page title and body text
33. **Body text:** break up text using sub-headings to improve readability & communicate key messages. Issues: text is not readable or scannable

Suggestion: use visual photos to further reinforce and help disseminate the information

com.au/services/strategy-design/

leverage to influence the system to best achieve the outcomes and goals of the organisation.

Strategy development is the non-delegable work of the senior team of an organisation. We believe that the strategic knowledge needed to run an organisation resides within the senior team. They don't need people telling them what to do. What they are seeking is help to organise their thinking and to bring out the diversity of ideas from across the organisation. Senior teams generally want guidance for ongoing strategic conversations and for ideas to shape these conversations into a coherent strategic identity and direction.

Effective strategy design ensures that the actions of an organisation work collectively to achieve the preferred future state and to make the organisation more strategically appropriate and systemically viable.

34

abductive reasoning
administration design blueprint
blueprints business process
capability change culture citizen
centric CO-design
collaboration community
compliance darren
menachemson design design
capability design research
design thinking evaluation
future vision improvement
innovation iteration jim
scully john body justin barrie leslie
tergas linda dewey mapping mark
thompson measurement nina
terrey organisation
organisational change
organisation design people
personas policy design
prototyping public sector
public services
regulation service service
design strategy design
systems thinking user-centred
design user centred change
user experience design
user pathways user research

Share |

34. **Image:** replace with or link to higher quality image; increase font size; improve text colours to meet accessibility; simplify image by removing most of the text (eg. in bullet points). Issues: poor resolution & tiny text makes the image unreadable; too much text obscures the message; green text has poor contrast

Suggestion: This is a complex infographic that may not be giving the associated qualitative data with its full weight. Strongly recommend evolving the visual with carefully placed and tweaked graphics in order to get the message across. Simple changes will make this visual more effective.

com.au/services/strategy-design/strategy-development/ 35

Contact Careers Download Factsheet | Services

THINKPLACE Bridging vision and reality

Home About us **Services** Work Innovation studio Ideas

STRATEGY DESIGN


Strategy design
Service design
Organisation design
Design thinking and innovation

- Strategy development
- Design of compliance, regulatory and risk management systems
- Strategic navigation
- Business planning
- Evaluation and measurement frameworks

Home > Services > Strategy design > Strategy development

Strategy development

36 37



Effective strategy development ensures an organisation has a clear identity supported by cohesive directions. The goals of strategy development are to optimise opportunities while mitigating risks to long-term viability. Strategy development is a collaborative process allowing senior teams to develop areas of agreement. The conversation is as important, if not more important, than the document that is produced.

You are looking to:

TAG CLOUD

abductive reasoning
administration design blueprint
blueprints business process
capability change culture citizen

35. URL (generally on all pages): improve naming by reducing the words & making it more meaningful. Issues: name is unnecessarily long & unusable; poor naming conventions

36. Feature area (on all sub-pages): improve colour contrast of text on background shading. Issues: poor contrast makes text unreadable for people with colour deficits

37. Feature area (on all sub-pages): improve readability of text and font size. Issues: long sentences with complex constructs; small text reduces legibility & comprehension

Suggestion: As per previous suggestion, the use of visuals can help with the cognition.

com.au/services/strategy-design/strategy-development/

You are looking to:

- Gain a clearer and stronger sense of identity, purpose or focus that your entire organisation understands
- Respond urgently to a government announcement that affects your organisation
- Understand or improve how your organisation creates public value
- Define or refine your business model
- Make sense of strategic intelligence
- Understanding your customers to define or refine your service strategy
- Define a plan to make your strategy real

We can help by:





- Getting the right people involved, whether across sectors, across agencies or across disciplines
- Making sense of the complexities of your context, pressures and strategic opportunities
- Anticipating your future through scenario planning
- Applying our expert, collaborative methods to the definition of your identity or strategy
- Applying back casting to connect your desired future to your current state
- Sharpening a vision of how best to align and utilise resources to deliver value to your customers and stakeholders
- Co-designing your business model
- Creating comprehensive strategy implementation plans

What we have done:

- As an example, we were hired by a federal government agency to make a shift from a focus on outputs to a focus on outcomes.
- We collaboratively developed the strategic foundation for an outcome-based approach; a new strategic

38 39

blueprints business process
 capability change culture citizen
 centric CO-design
 collaboration community
 compliance darren
 menachemson design design
 capability design research
 design thinking evaluation
 future vision improvement
 innovation iteration jm
 scully john body justin barrie leslie
 tergas linda dewey mapping mark
 thompson measurement nina
 terrey organisation
 organisational change
 organisation design people
 personas policy design
 prototyping public sector
 public services
 regulation service service
 design strategy design
 systems thinking user-centred
 design user centred change
 user experience design
 user pathways user research

Share |    

38. Headings: confusion is created by text that looks like a heading but is not written as a heading. This section looks like an unformatted Word document

39. Body text: remove bullet points & improve design/wording so that key messages are communicated more effectively. Issues: cognitive overload; poor information design

Suggestion: As per previous suggestion, the use of visuals and appropriate information design can help with the cognition

What we have done:

- As an example, we were hired by a federal government agency to make a shift from a focus on outputs to a focus on outcomes.
- We collaboratively developed the strategic foundation for an outcome-based approach; a new strategic statement mapping the value that the board and the agency provide to the public.
- We were subsequently engaged to give life to the strategic statement through a series of cascading conversations and plans describing business-as-usual as well as new projects and investments.

Examples of what we deliver:

- Strategic conversation tracker
- Environmental scans
- Future scenarios and scenario plans
- Business models
- Strategy linkage maps
- Statements of identity
- Strategic statements and plans
- Strategic success factors
- Key performance indicators
- Causal loop maps

40

Previous: Strategy design

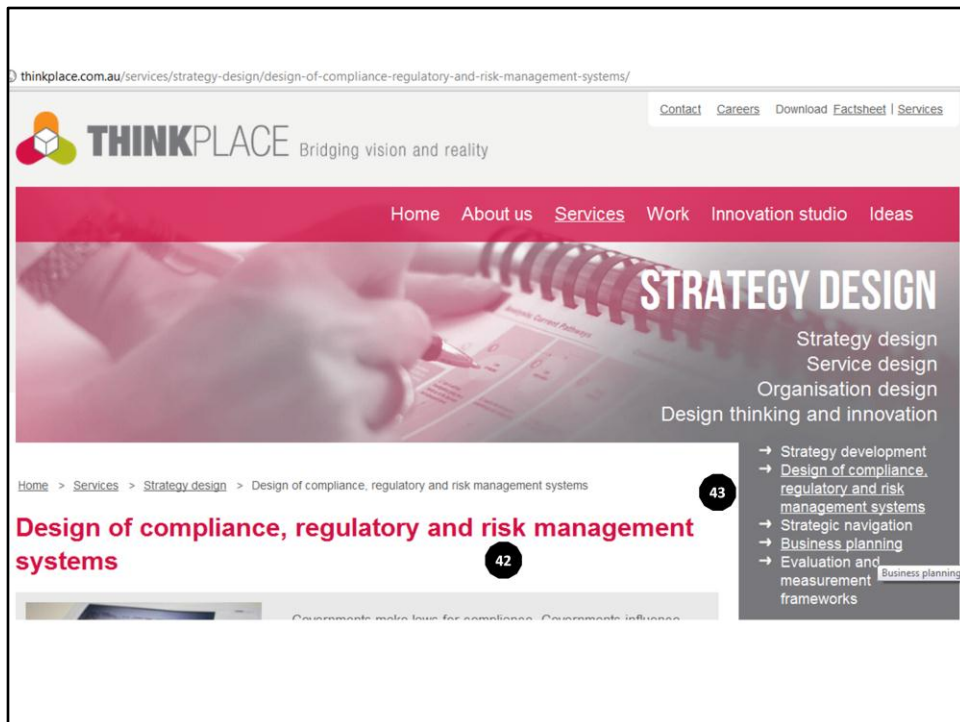
41

Next: Design of compliance, regulatory and risk management systems

40. **Examples:** replace with visual examples and less text. Issues: too much text; poor information design

41. **Sub-section navigation:** provide orientation by improving visual design of this panel by separating 'Previous' 'Next' from headings, in addition to an improved sub-menu at the top of the screen. See also Finding 31. Issues: poor orientation & navigation; inconsistent navigation elements; poor visual design

Suggestion: *As per previous, the use of visuals and appropriate information design can help with the cognition. Case studies instead of generic examples will make build a more tangible understanding of what we do*



42. **URL:** improve naming by reducing the words & making it more meaningful. Issues: name is unnecessarily long & unusable; poor naming conventions

43. See Finding 31 re **differentiating link behaviour** for selected & hover states

Suggestion: Actual case studies with emotive examples and imagery will help the reader relate at a level that has resonance.

com.au/services/strategy-design/strategic-navigation/

THINKPLACE Bridging vision and reality

Contact Careers Download Factsheet | Services

Home About us **Services** Work Innovation studio Ideas

STRATEGY DESIGN

Strategy design
Service design
Organisation design
Design thinking and innovation

- Strategy development
- Design of compliance, regulatory and risk management systems
- **Strategic navigation**
- Business planning
- Evaluation and measurement frameworks

Home > Services > Strategy design > Strategic navigation

Strategic navigation



We engage with senior leaders to hold regular strategic design conversations over a period of time. These conversations provide an opportunity to step back from every-day pressures and assess where the organisation is headed and the progress being made towards the vision and strategy.

YOU ARE LOOKING FOR:

TAG CLOUD

abductive reasoning
administration design blueprint
blueprints business process
capability change culture citizen

Suggestion: As per previous, the use of visuals and appropriate information design can help with the cognition. Case studies instead of generic examples will make build a more tangible understanding of what we do

com.au/services/strategy-design/business-planning/

Contact Careers Download Factsheet | Services

THINKPLACE Bridging vision and reality

Home About us **Services** Work Innovation studio Ideas

STRATEGY DESIGN

Strategy design
Service design
Organisation design
Design thinking and innovation

- Strategy development
- Design of compliance, regulatory and risk management systems
- Strategic navigation
- **Business planning**
- Evaluation and measurement frameworks

Home > Services > Strategy design > Business planning

Business planning



We support your annual cycle of business planning to optimise the alignment of people and other resources with your organisation's requirements. We bring our expertise to help you translate your strategic direction into a work plan of new projects as well as business-as-usual activity.

You are looking to:

TAG CLOUD

abductive reasoning
administration design blueprint
blueprints business process
capability change culture citizen

Suggestion: As per previous, the use of visuals and appropriate information design can help with the cognition. Case studies instead of generic examples will make build a more tangible understanding of what we do

com.au/services/strategy-design/evaluation-and-measurement-frameworks/

THINKPLACE Bridging vision and reality

Contact Careers Download Factsheet | Services

Home About us Services Work Innovation studio Ideas


STRATEGY DESIGN

Strategy design
Service design
Organisation design
Design thinking and innovation

- Strategy development
- Design of compliance, regulatory and risk management systems
- Strategic navigation
- Business planning
- Evaluation and measurement frameworks

Home > Services > Strategy design > Evaluation and measurement frameworks

Evaluation and measurement frameworks



Measuring effectiveness and efficiency is becoming increasingly important as governments or shareholders seek proof that they are getting a strong return from resources invested into organisations.

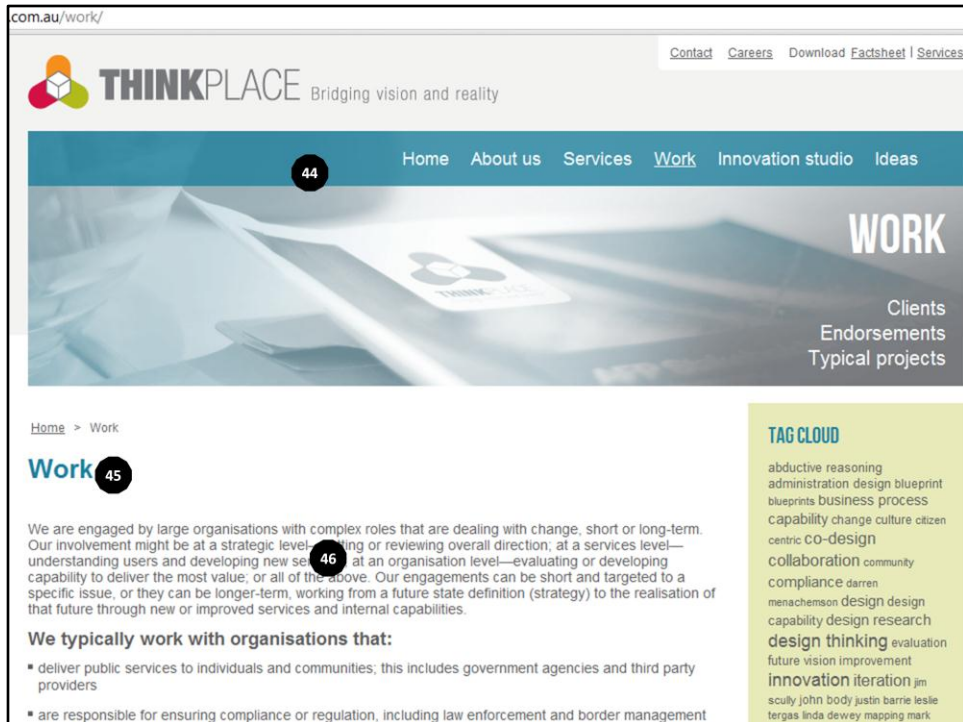
You are looking to:

TAG CLOUD

abductive reasoning
administration design blueprint
blueprints business process
capability change culture citizen

You are looking to is assumptive. Ask the reader rather than assume.

Suggestion: As per previous, the use of visuals and appropriate information design can help with the cognition. Case studies instead of generic examples will make build a more tangible understanding of what we do



44. **Colour schema & image:** improve colour contrast of text/background shading; improve visual design to more effectively reflect new section; replace image. Issues: sudden change can cause disorientation; poor colour contrast can cause problems for people with colour deficits. See also Finding 4

45. Consider changing 'Work' to another label such as 'Portfolio' or 'Clients'

46. **Body text:** edit text to make it more readable. Issues: Long sentences using hyphens; key message is unclear

Suggestions: Give examples of the organisations, logos, images anything visual to help with the cognisance.

com.au/work/ typical projects

[Home](#) > [Work](#)

Work

We are engaged by large organisations with complex roles that are dealing with change, short or long-term. Our involvement might be at a strategic level—setting or reviewing overall direction; at a services level—understanding users and developing new services; at an organisation level—evaluating or developing capability to deliver the most value. or all of the above. Our engagements can be short and targeted to a specific issue, or they can be longer-term, working from a future state definition (strategy) to the realisation of that future through new or improved services and internal capabilities.

We typically work with organisations that: 47

- deliver public services to individuals and communities; this includes government agencies and third party providers
- are responsible for ensuring compliance or regulation, including law enforcement and border management agencies
- provide intelligence and analysis

Complex organisations face complex problems. Clients come to us for our ability to apply design thinking, innovation discipline and user-centred design methods to frame, manage and design within this complexity without over-simplification.

CLIENTS

Overview of our clients 48

ENDORSEMENTS

Client endorsements

TYPICAL PROJECTS

Examples of typical projects

TAG CLOUD

abductive reasoning
 administration design blueprint
 blueprints business process
 capability change culture citizen
 centric co-design
 collaboration community
 compliance darren
 menachemson design design
 capability design research
 design thinking evaluation
 future vision improvement
 innovation iteration jim
 scully john body justin barrie leslie
 tergas linda dewey mapping mark
 thompson measurement nina
 terrey organisation
 organisation change
 organisation design people
 personas policy design
 prototyping public sector
 public services
 regulation service service
 design strategy design
 systems thinking user-centred
 design user centred change
 user experience design
 user pathways user research

+ Share | [f](#) [t](#) [e](#) [p](#)

47. **Headings:** rewrite as heading; see Finding 38

48. **Sub-sections:** align all 'About us', 'Services', 'Work' & 'Ideas' initial pages; apply a consistent visual design for sub-sections grid and/or a navigation menu; reduce use of bullet points & amount of text. Issues: inconsistent link behaviour (hover state underline used elsewhere vs orange text hover state with no alt text)



49. Reduce white space between page title and heading.

Suggestion: In order to make the reader want to stay on this page and peruse the client list, include logos or visuals of the clients, linking to case studies to get a real sense of how we help. Alphabetical lists are not helpful on this page, put the largest clients first. We can produce an information graphic to help illustrate the size of engagements we have and emphasis ongoing relationships (ie trusted partnership arrangement) rather than one off assignments

New South Wales Government

- Livestock Health and Pest Authority
- New South Wales Department of Planning
- Roads Traffic Authority

New Zealand Government

- Capability NZ
- Family and Community Services
- Housing New Zealand Corporation
- Inland Revenue Department
- Land Information New Zealand
- Leadership Development Centre
- Learning State
- Ministry of Justice
- New Zealand Trade and Enterprise
- New Zealand Transport Agency
- State Services Commission
- Statistics New Zealand

Private sector

- Equip Design
- G4S
- Leighton Holdings
- Suncorp
- Telstra
- Unisys

50

Not-For-Profit and Non-Government Organisations

- Mary Mead
- St Vincent's Health Australia
- Taekwondo Australia
- Te Whare Wananga o Awanuiarangi

50. **List of clients:** use logos + text. Issues: unappealing list of names; overuse of bullet points

Suggestion: *In order to make the reader want to stay on this page and peruse the client list, include logos or visuals of the clients, linking to case studies to get a real sense of how we help. Alphabetical lists are not helpful on this page, put the largest clients first. We can produce an information graphic to help illustrate the size of engagements we have and emphasis ongoing relationships (ie trusted partnership arrangement) rather than one off assignments*

om.au/work/endorsements/

Contact Careers Download Factsheet | Services

THINKPLACE Bridging vision and reality

Home About us Services Work Innovation studio Ideas

WORK

Clients
Endorsements
Typical projects

Home > Work > Endorsements

Endorsements 51

The following feedback was all provided without any prompting from our clients.

"Many thanks for your input, sage advice and support. It has been a pleasure working with you all on this project."

"I really appreciate the way in which you conducted the process as it achieved everything I wanted – and more – including getting the team more closely aligned."

"I think you've done a wonderful job with our team. I felt so positive about the change and the direction in which we're headed after yesterday's meeting."

"Thank you for your report. I believe that everyone involved has found this exercise valuable."

TAG CLOUD

abductive reasoning
administration design blueprint
blueprints business process
capability change culture citizen
centric co-design
collaboration community
compliance darren
menachemson design design
capability design research
design thinking evaluation
future vision improvement
innovation iteration jim
scully john body justin barrie leslie

51. **Quotes:** improve the visual design; include images; make reference to the clients' name/dept

Suggestion: Improve cognition by using pull quote style remarks, even coupled by an image of the person saying it. This will humanise the experience for the reader. Without it is just text on a page.

om.au/work/endorsements/

"Many thanks for your input, sage advice and support. It has been a pleasure working with you all on this project."

51

"I really appreciate the way in which you conducted the process as it achieved everything I wanted – and more – including getting the team more closely aligned."

"I think you've done a wonderful job with our team. I felt so positive about the change and the direction in which we're headed after yesterday's meeting."

"Thank you for your report. I believe that everyone involved has found this exercise valuable."

"Hey Raff,
Thanks again for today. We wouldn't be this far ahead if you weren't working with us."

"The engagement of John Body from ThinkPlace, to facilitate the development of these documents has enabled OTS staff and industry to make valuable contributions. Both documents have been developed through a series of strategic 'conversations' and workshops with the Department's Senior Executive, OTS Senior Executive, CEOs and DCEOs from other Government regulators and prominent academics, OTS staff and over 80 industry participants."






"I have very much enjoyed working with you John, not only on the most recent exercise, and am amazed at your ability to grasp subject matter detail and facilitate so smoothly at the same time – and believe me, I've worked with a lot of people on strategic planning."

"Hi Nina
Thank you for the report it looks great. I'll make any necessary changes, although it appears they will be minimal.
I'd like to thank you for the wonderful job you have done in facilitating this and the previous session. To me it is imperative with an initiative like my project to have the workshops conducted professionally. The proof of that seems to be apparent from the feedback you and I have both received from participants. I hope I get the opportunity to work with you on future workshops in the new year."

"Thank you so much again for a great job of facilitation. Feedback was very positive from all participants."

"As you will have already heard, we are very pleased with the work that ThinkPlace has done for us for this part of the evaluation."

centric CO-design
collaboration community
compliance darren
menachemson design design
capability design research
design thinking evaluation
future vision improvement
innovation iteration jim
scully john body justin barrie leslie
tergas linda dewey mapping mark
thompson measurement nina
terrey organisation
organisational change
organisation design people
personas policy design
prototyping public sector
public services
regulation service service
design strategy design
systems thinking user-centred
design user centred change
user experience design
user pathways user research

Share |     

51. Quotes: improve the visual design & reduce cognitive overload by highlighting keywords. Issues: text alignment problems (extra line breaks); overwhelming amount of text

Suggestion: *Improve cognition by using pull quote style remarks, even coupled by an image of the person saying it. This will humanise the experience for the reader. Without it is just text on a page.*

om.au/work/typical-projects/

THINKPLACE Bridging vision and reality

Contact Careers Download Factsheet | Services

Home About us Services Work Innovation studio Ideas

WORK

Clients
Endorsements
Typical projects

Home > Work > Typical projects

Typical projects

52 53

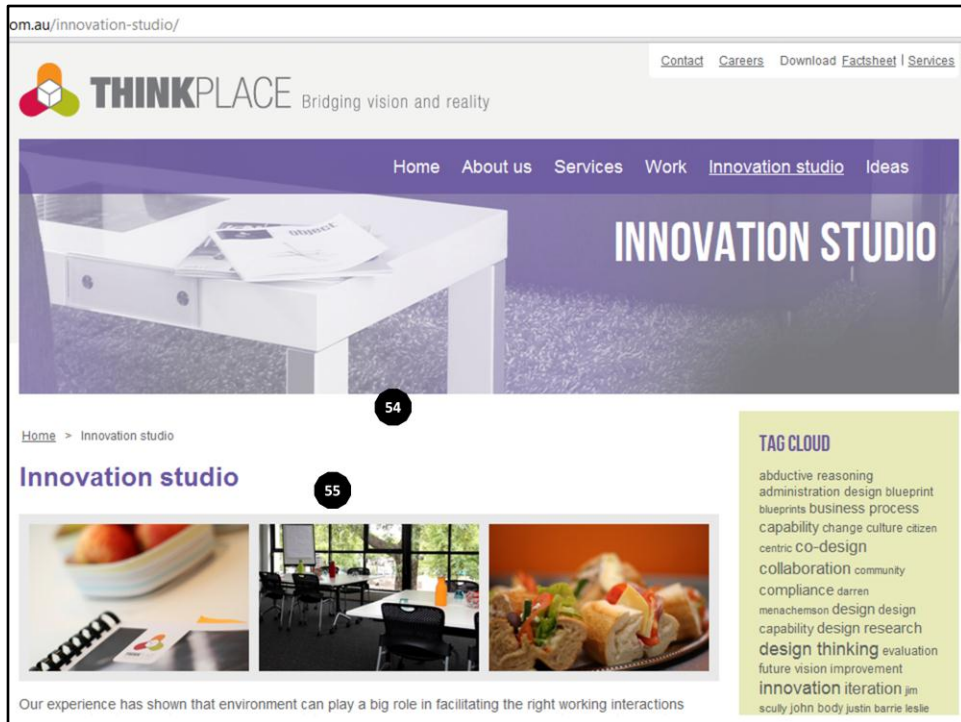
- Applying a user-centred approach to facilitate the development of a whole of government response plan for organised crime
- Creating user pathway maps of whole of government initiatives such as Access Card (one card for all Australians to access government services) and Aged Care (delivery of services to the aged population)
- Assessing the feasibility of government services by mapping the user experience proposed by the service. This is not standard practice for government where feasibility is mainly driven by implementation costs
- Developing a whole-of-government strategy for the adoption of user-centred design as the methodology of choice for developing better human services and increasing capacity for reaching the disenfranchised

TAG CLOUD

abductive reasoning
administration design blueprint
blueprints business process
capability change culture citizen
centric co-design
collaboration community
compliance darren
menachemson design design
capability design research
design thinking evaluation
future vision improvement
innovation iteration jim
scully john body justin barrie leslie

52. **Typical projects:** reword to align to TP brochure and include 'Case studies'; remove bullet points; use headings. Issues: key capabilities are not being communicated

53. **Revise visual design:** include images / photos of examples. Issues: unappealing design




54. **Colour schema:** see Finding 28

55. **Images:** make more effective use of the images by focussing on the design space image; move the other images further down the page to break up the text & illustrate the facilities provided.

Suggestions have been noted on previous sections. Reiterate

om.au/innovation-studio/



Our experience has shown that environment can play a big role in facilitating the right working interactions and innovative thinking techniques. Our facilitated work sessions include recommendations for the right kind of space to set your collaboration sessions up for success. We also have experience in customising work spaces for user-centred design thinking and innovation practices.






In Canberra, we are proud to provide our clients with the perfect environment for collaboration and design thinking, the ThinkPlace Innovation Studio, located in the suburb of Kingston. This is an environment that is especially designed to support, promote and enhance innovative thinking and effective team work.

The studio is available as part of our client engagements and can also be booked separately. We can comfortably fit 24 people (and up to 32), in various seating configurations, including café style, board table style, u-shape, and lecture style. Please contact us to take a tour, to make a booking or for additional information.

At our studio you are able to:

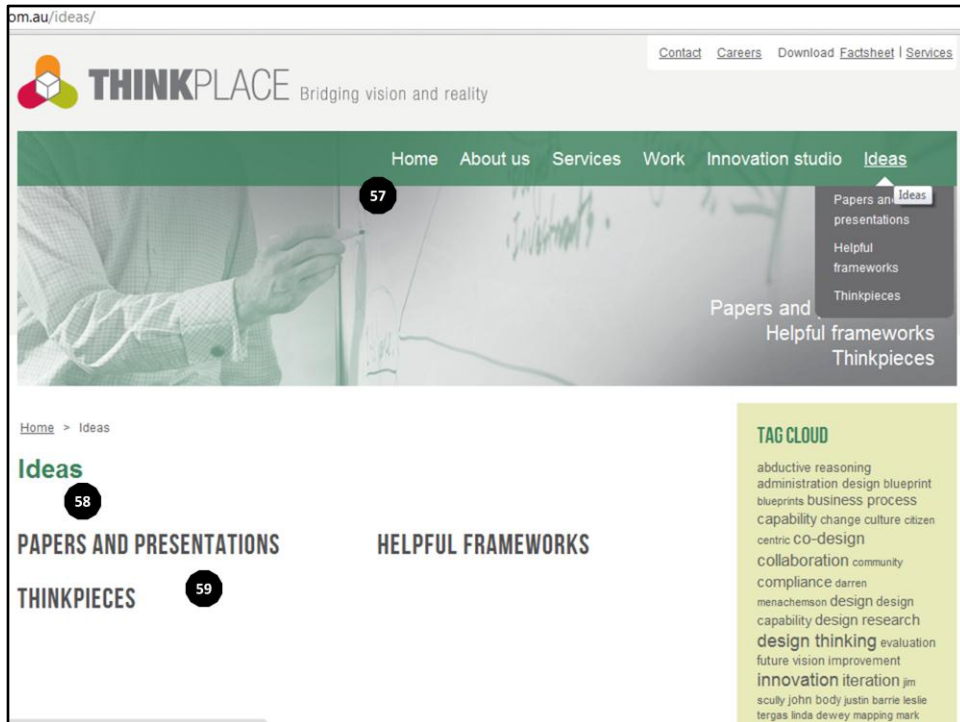
- Get your thinking visible early—with whiteboard walls, colour electronic whiteboards, printers to capture ideas and conversation, pin-board space and glass. You can focus on visualising ideas, sharing them and building them up collaboratively.
- Build quick prototypes—with easily accessible paper, pens, markers, Blu-tak, post-its, scissors, etc. You are able to model your thinking and make it tangible, fast.
- Get people working together—with furniture that can be easily arranged into different layouts and various breakout areas. You can support different working arrangements, go outside for a change of scene and support energised and productive social and work interactions.
- Connect to the world for inspiration or research—with wireless broadband, as well as our library of current magazines, books and other resources.
- Recharge when you need to—with food and drink available and a range of lunch menus. You can keep the momentum going or take a break depending on how the work is flowing.
- Enjoy a supportive environment—with technology to help you work better, plenty of natural lighting and user controlled air-conditioning. This all adds up to a friction-free environment that allows you to focus on the optimum collaboration experience.

compliance darren
menachemson design design
capability design research
design thinking evaluation
future vision improvement
innovation iteration jim
scully john body justin barrie leslie
tergas linda dewey mapping mark
thompson measurement nina
terrey organisation
organisational change
organisation design people
personas policy design
prototyping public sector
public services
regulation service service
design strategy design
systems thinking user-centred
design user centred change
user experience design
user pathways user research

Share |     

55. **Body text:** improve readability; use headings; overwhelming amount of text makes the page unreadable & not scannable

Suggestions: Again the use of visuals, photos to illustrate our studio benefits will help reduce the time needed to comprehend these benefits as text



57. **Colour schema:** improve colour contrast / accessibility; see Finding 28

58. **Body text:** include a paragraph describing what this section covers

59. **Sub-sections:** align all 'About us', 'Services', 'Work' & 'Ideas' initial pages; apply a consistent visual design for sub-sections grid and/or a navigation menu; reduce use of bullet points & amount of text. Issues: inconsistent link behaviour (hover state underline used elsewhere vs orange text hover state with no alt text)

Suggestion: Use clever iconography in order to illustrate these point. This page can be worked into a nicer and more effective information graphic or overview about innovative ideas

om.au/ideas/papers-and-presentations/

THINKPLACE Bridging vision and reality

Contact Careers Download Factsheet | Services

Home About us Services Work Innovation studio Ideas

IDEAS

Papers and presentations
Helpful frameworks
Thinkpieces

Home > Ideas > Papers and presentations

Papers and Presentations

The Four Contexts of Service Design 60

Darren Menachemson, May, 2011, Service Design 2011, UX Events, Sydney, Australia

61

TAG CLOUD

abductive reasoning
administration design blueprint
blueprints BUSINESS PROCESS
capability change culture citizen
centric CO-design
collaboration community
compliance darren
menachemson design design
capability design research
design thinking evaluation
future vision improvement
innovation iteration jim
scully john body justin barrie leslie
tergas linda dewey mapping mark

60. **Broken link** to PowerPoint needs fixing

61. **Visual design** needs to be established for multiple papers / presentations

Suggestion: *Include a few lines of what the reader can expect as an intro, and an image from the presentation again to help with cognition*

om.au/ideas/helpful-frameworks/

Contact Careers Download Factsheet | Services

THINKPLACE Bridging vision and reality

Home About us Services Work Innovation studio Ideas

IDEAS

Papers and presentations
Helpful frameworks
Thinkpieces

Home > Ideas > Helpful frameworks

Helpful frameworks 62

At ThinkPlace we are big fans of frameworks to sharpen our thinking and the solutions we deliver to our clients. In addition to our own strategy, design and service design and design thinking and innovation tools, we draw on well-established frameworks for organisational design, human behaviour, psychology, systems thinking, change management and measurement. Here's a listing of some of our favourites.

Tools for change

Viable Systems Model

The Viable Systems Model, or VSM is a model of the organisational structure of any viable or autonomous system. A viable system is any system organised in such a way as to meet the demands of surviving in the

TAG CLOUD

abductive reasoning
administration design blueprint
blueprints business process
capability change culture citizen
centric co-design
collaboration community
compliance darren
menachemson design design
capability design research
design thinking evaluation
future vision improvement
innovation iteration jim
scully john body justin barrie leslie

62. **Sub-menu** needs to be created for the 3 sections: Tools for change, Tools for innovation, Tools for compliance, Tools for measurement

Suggestion: Improve with a visual heirachy and the inclusion of meaningful images to strengthen the content

<http://thinkplace.com.au/ideas/helpful-frameworks/>

Tools for change

Viable Systems Model

The Viable Systems Model, or VSM is a model of the organisational structure of any viable or autonomous system. A viable system is any system organised in such a way as to meet the demands of surviving in the changing environment.

http://www.moderntimesworkplace.com/good_reading/GRRRespSelf/TheViableSystemModel.pdf
http://en.wikipedia.org/wiki/Viable_System_Model

Compliance Model

The Compliance Model describes factors that influence decisions and behaviour in relationship to compliance with regulations, and links these factors to motivational pressures, enforcement strategies and regulatory strategies.

<http://www.ato.gov.au/corporate/content.asp?doc=/content/5704.htm>
<http://www.irs.gov/pub/irs-soi/04moori.pdf>
http://en.wikipedia.org/wiki/File:ATO_Compliance_Model.jpg

Kolb Experiential Learning Spiral

The Experiential Learning Spiral is an adult education model composed of four elements that are the essence of a spiral of learning. The learning experience can begin with any one of the four elements, but typically begins with a concrete experience.

http://en.wikipedia.org/wiki/David_A_Kolb

Kotter's Change Process

This model summarises the steps producing successful change of any magnitude in organisations. The process has 8 stages, each of which is associated with one of the eight fundamental errors that undermine transformation efforts.

<http://globaliteracy.org/content/kotters-8-step-change-model>

63

63. Headings, sub-headings, body text & links: establish a visual hierarchy to differentiate between & effectively lay out these 4 elements. Include images, as relevant. Issues: unappealing & ineffective design; headings are not clear

Suggestion: *Improve with a visual heirachy and the inclusion of meaningful images to strengthen the content. Include the information graphics for each model.*

om.au/ideas/thinkpieces/

THINKPLACE Bridging vision and reality

Contact Careers Download Factsheet | Services

Home About us Services Work Innovation studio Ideas

IDEAS

Papers and presentations
Helpful frameworks
Thinkpieces

Thinkpieces 64

Service Design – a user needs focus to designing and implementing government policy

FEBRUARY 6TH, 2011 - By Raffaella Recupero

Government services are unique because they deliver economic, social, revenue, law and order and security outcomes for the nation. Compare this to commercial services, which are designed to satisfy the needs and wants of the consumer, and you may believe Read more...

User pathways and persona development for service design

FEBRUARY 6TH, 2011 - By Nina Terrey

"People's interactions with products can be better supported by thinking more holistically about their activities and processes rather than focusing on designing the thing as an isolated object" – Jane Fullon Suni We talk about interactions and experience that people Read more...

TAG CLOUD

abductive reasoning
administration design blueprint
blueprints business process
capability change culture citizen
centric co-design
collaboration community
compliance darren
menachemson design design
capability design research
design thinking evaluation
future vision improvement
innovation iteration jim
scully john body justin barrie leslie

64. Introduction text: missing from this initial page; insert text to describe the purpose of this page. Issues: inconsistency; creates potential for confusion by misunderstanding the purpose of this page

Suggestion: Include an image from the presentation to help with cognition

Citizen-centric service design

JANUARY 24TH, 2011 - By John Body

The term *citizen centric* is popular with governments as they seek to reconnect with the community and deliver services that meet or exceed the needs of the public. It is a positive and widespread aspiration to have, and yet, surprisingly, Read more...

Business Process Mapping; the link between Service and Organisation Design

JANUARY 17TH, 2011 - By Mark Thompson

Service Design focuses on the intentional definition and development of an organisation's or business's serving offering. That is, the set of services through which it delivers value to the service users. Once a service is defined, delivery of those services requires Read more...

Prototyping services—designing services quickly, collaboratively and with lowered risk

JANUARY 16TH, 2011 - By Darren Menachemson

We've all had very good and very bad experiences using services. Whether it's transacting with a bank, booking a flight, dealing with the medical system around a health issue, claiming government benefits or reporting on government obligations, services that help Read more...

User-centred design process and organisational change

JANUARY 16TH, 2011 - By Linda Dewey

One purpose of user-centred design is to capture the energy, knowledge and skill of the people in the room to make sure that the iterations and final design reflect a true user experience, not the voice of only one user, Read more...

Using Blueprints to focus and move fast

JANUARY 16TH, 2011 - By Justin Barrie

One of the most effective and popular techniques we use here at Thinkplace is Blueprinting. Like an architect's drawings that make the plan of what is to be built visible, a Blueprint offers us and our clients a clear vision Read more...

Co-design – an introduction

JANUARY 4TH, 2011 - By Leslie Tergas

What is it?

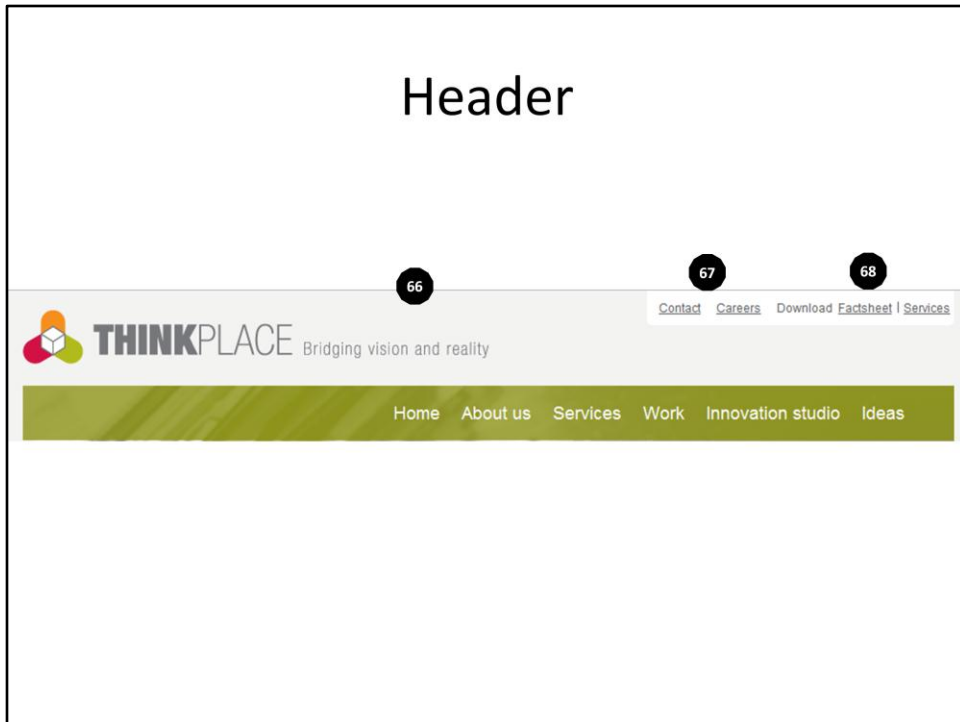
Co-design is a high-engagement design technique that involves bringing people into the design process—both the people who will be eventual users of the new policy, law or service, and the people who will be delivering it. New Read more...

65

65. Headings, sub-headings, body text & links: establish a visual hierarchy to differentiate between & effectively lay out these 4 elements. Include images, as relevant. Issues: unappealing & ineffective design; headings are not clear

Suggestion: As per previous comments, great opportunity for visuals here.

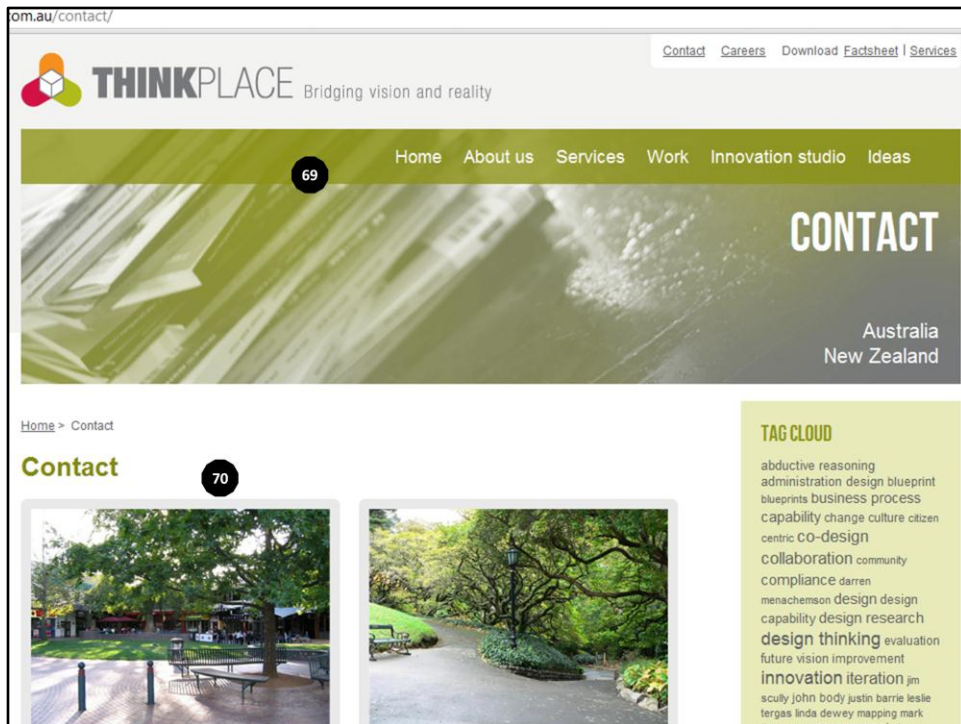
Header



66. **Banner image & colour:** improve the overall visual design; remove grey shading; remove 'Bridging vision and reality' & replace with updated text

67. **Top-right navigation, 'Contact' and 'Careers':** consider amalgamating with other global navigation (Home ... Ideas) to create one navigation element; improve the visual design; apply consistent link behaviour to hover & selected states

68. **Download 'Factsheet' and 'Services':** remove from global navigation or create 'Download' section in navigation



69. **Colour schema:** improve colour contrast / accessibility; see Finding 28

70. **Images:** move lower or remove from top part of screen; replace images to reflect the city (purchase iconic image). Issues: images are meaningless & confusing as they show parkland

[Home](#) > [Contact](#)

Contact



CANBERRA, AUSTRALIA

Unit 3, Level 1 Green Square
Jardine Street, Kingston 2604
Phone: +61 2 6282 8852
Fax: +61 2 6282 8832

71



WELLINGTON, NEW ZEALAND

PO Box 24502
Manners St Wellington 6011
Phone: +64 0 2168 9848

71. **Address details:** move text up higher in page; remove background shading or improve contrast. Replace PO Box in NZ with physical address. Keep locations visually distinct. Include email address (hyperlinked). Issues: text is too low on page; poor contrast makes text less legible

Finding 71: options to replace images

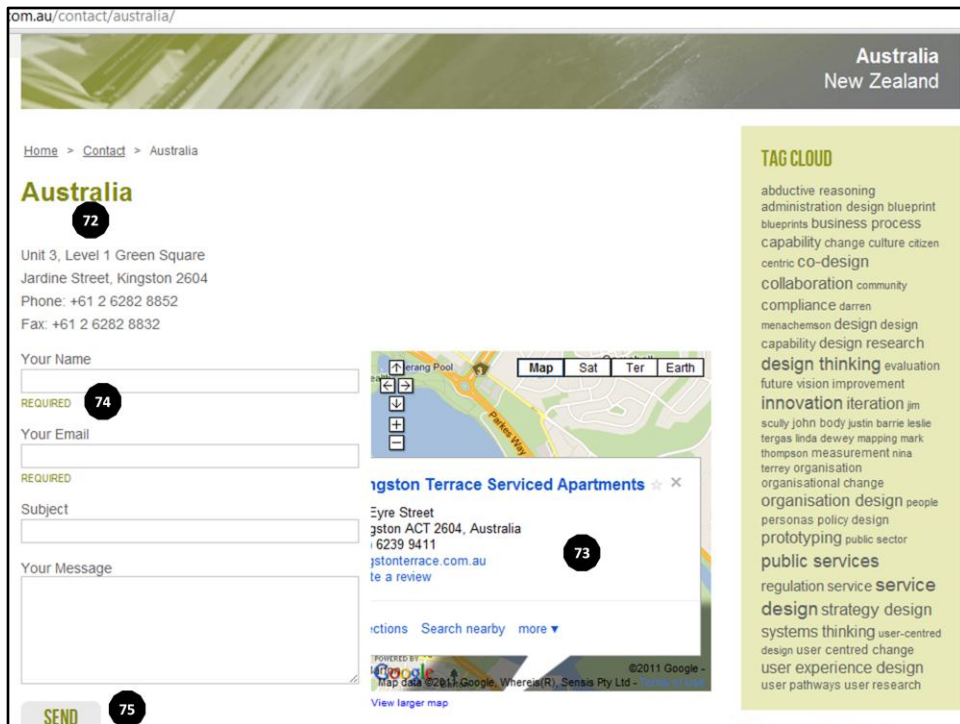
Option 1



Option 2



2 options (tbd) taken from iStockphoto



72. Reduce white space

73. **Map:** remove dialog box to show actual map. Issues: incorrect location is displayed & obscures actual map

74. **Required:** align with industry conventions to use * and small red text; use shading in text field. Include 'Your message' in required fields. Issues: unclear; doesn't align with industry standards; message is required

74. **Send button:** improve interaction design by changing states from inactive to active when required fields have been completed. Change email address to info@thinkplace.com.au

om.au/careers/

THINKPLACE Bridging vision and reality

Contact Careers Download Factsheet | Services

Home About us Services Work Innovation studio Ideas

CAREERS

Home > Careers

Careers

76

We are always on the lookout for people to join our team.

It's not important where you are at in your career. What is important is that you are passionate and energised to drive new thinking across strategy, service and organisational design.

If you are enthusiastic about creating public value and innovation in a complex world we'd like to hear from you.

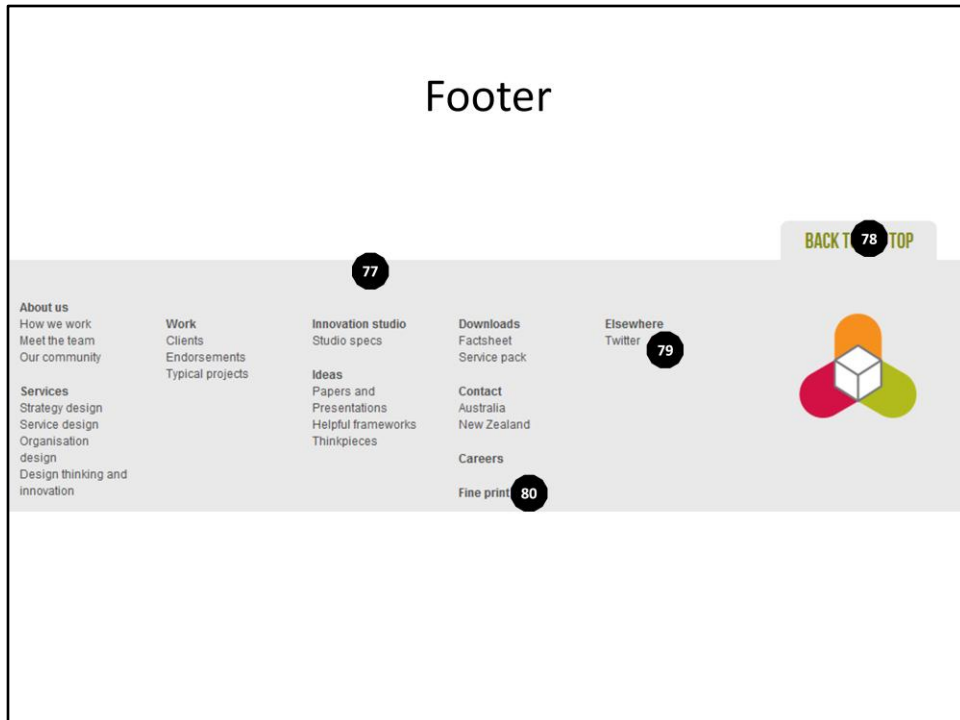
Contact us in Australia or New Zealand with your resume or portfolio.

TAG CLOUD

abductive reasoning
 administration design blueprint
 blueprints business process
 capability change culture citizen
 centric co-design
 collaboration community
 compliance darren
 menachemson design design
 capability design research
design thinking evaluation
 future vision improvement
 innovation iteration jm
 scully john body justin barrie leslie
 tergas linda dewey mapping mark

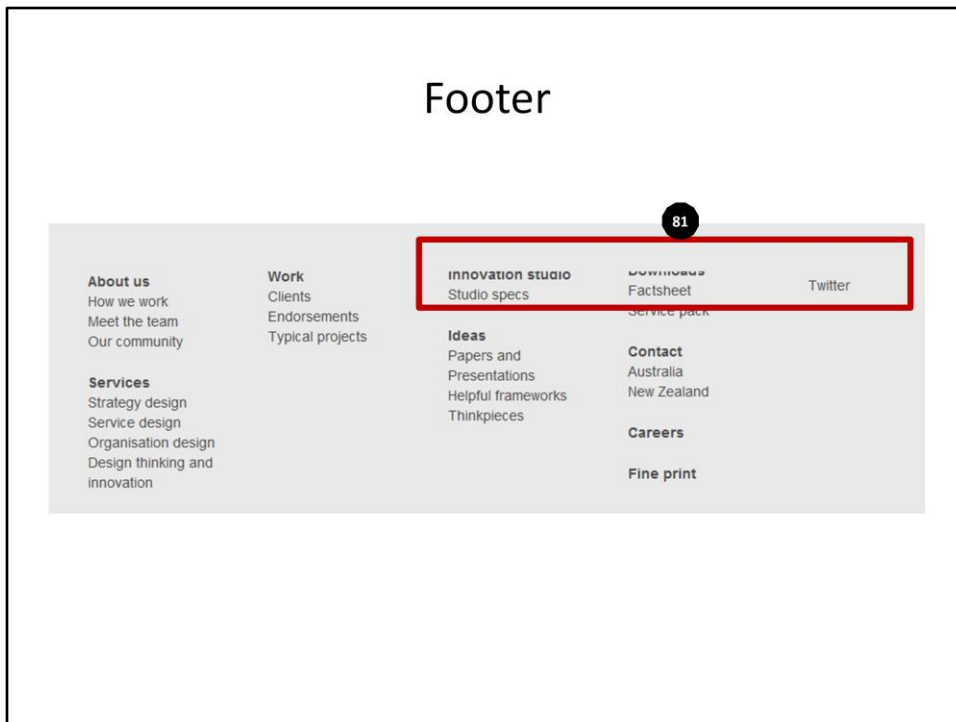
76. **Body content:** improve content and insert a link to 'Contact us' in text.

Suggestion: Include an image and include a question for an applicant to answer; ie. Something pertaining to what their skills are and why we should hire them



77. **Footer panel:** improve contrast and improve visual design to delineate sections more effectively. Issues: poor contrast; sections are not visually delineated elegantly
78. **Back to the top:** change to button or link, in line with industry standards
79. **'Elsewhere':** change label to 'Social media'
80. **'Fine print':** change label & provide content; industry standard is 'Privacy and disclaimer'. Issues: label doesn't mean much & needs to link to content

Footer



81. **The last 3 columns** are incorrectly displayed in Chrome: check display of 'Innovation studio' 'Downloads' 'Elsewhere' in other browsers especially IE and FF