

INSIGHTS

CREATING GOOD FOUNDATIONS FOR
GENERATING OUTCOMES



Key ideas collected by the Learning Team, March to May 2018

What is an 'Insight'?

Insights are summative statements drawn from human-centred research that identify a particular way to understand something and open a door to potential responses.

Insights are actionable expressions of behaviours, motivations, or responses



Help us see people or systems from fresh perspectives



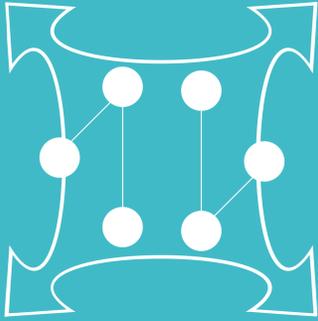
Enable us to re-examine existing conventions



Open ways of generating better outcomes



Create a pathway towards acting + responding



Rigorously transforms patterns into potential opportunities

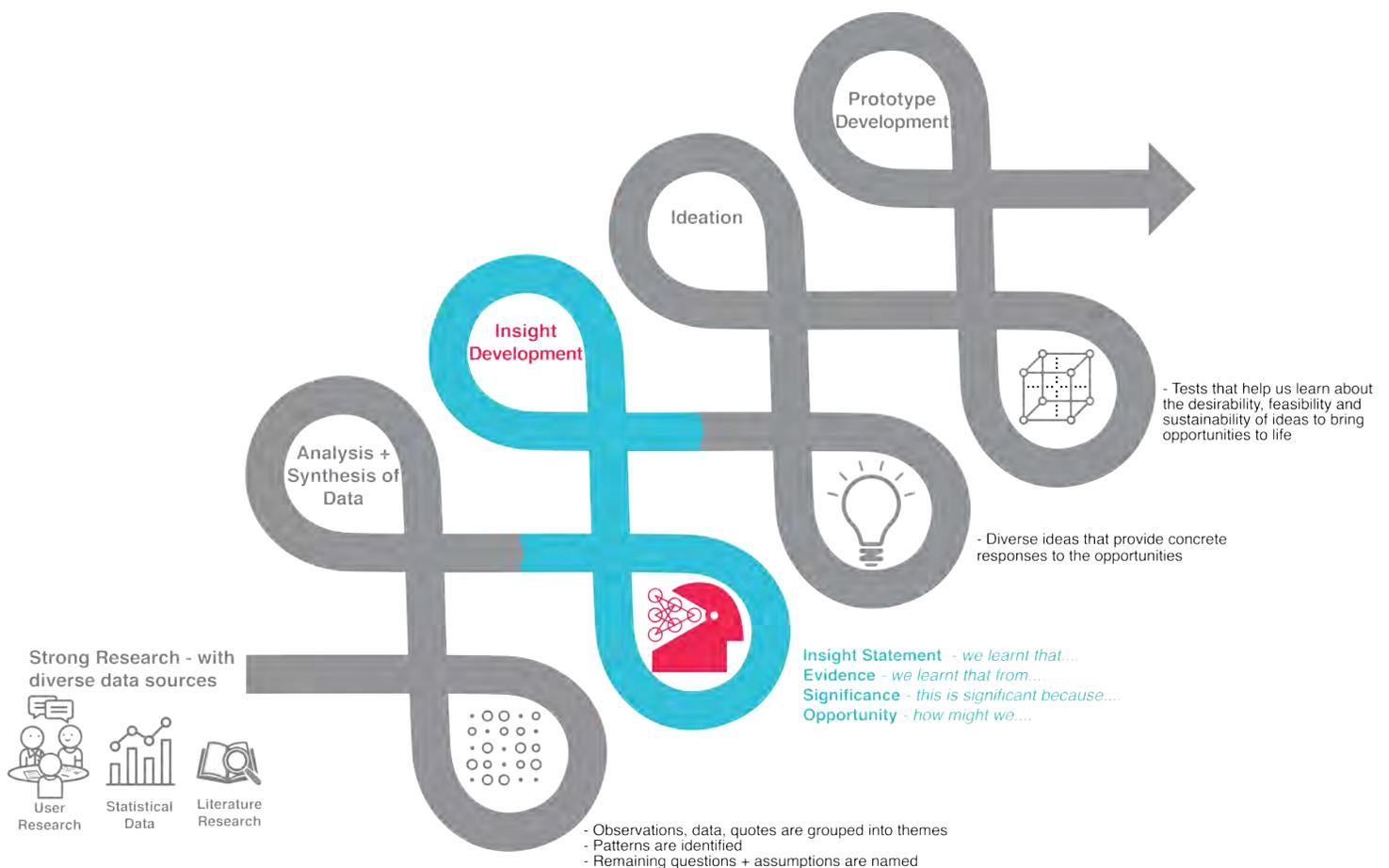
While research and surveys can offer us insights into what is happening or what people think, human-centred insights help us understand why it is happening, and what the opportunities are for doing something about it.

Why do we need insights + where do they fit?

Insights are formed out of strong research - they are the gold nuggets that emerge from the synthesis of our research data. Insights illuminate a rich landscape of opportunity that becomes the springboard for ideation. They point to clear opportunities and provide a fresh grasp on our understanding of behaviours or responses. In addition, insights are our 'north star' throughout the social innovation process - supporting our reflection on whether our solutions work is addressing what we heard early on.

Without clearly named and framed insights, our ideation work can lack focus and connection to our discovery work.

Unless insights are clearly named and framed, we shouldn't be moving to ideation, or selecting potential solutions to prototype



A GOOD INSIGHT IS:



Connected - helps us to connect with and empathise with the user or system



Actionable - generative with respect to developing solutions



Inspiring - commands attention, rallies people around it



Robust - is informed by multiple threads of information, can be triangulated across multiple data sources



Resonant - people resonate with the sentiment of the insight - they smile with recognition or nod, or even gasp with excitement!



Enduring - has longevity that is appropriate for the content and context of the work and the responses



Fresh - it is not necessarily 'new' but it offers a fresh or a new perspective or viewpoint on an issue or a challenge

A good insight brings together multiple perspectives, including:

- Lived experience
- Key informants (e.g. users, professionals, academics, workers)
- Existing data and literature

In terms of its *composition*, a good insight:

- Has a clear and captivating headline
- Is supported by a succinct description and discussion (including multiple threads of knowledge)
- Clearly explains both a problem and opportunity

What makes a good insight is often context dependent - so we shouldn't necessarily judge insights outside of their context, unless this is specified by those involved.



Questioning the insight:

- Is it inspiring?
- Is there a solution hiding insight the insight?
- Does it invite a range of possibilities?
- Does it make you want to design something to solve the problem you've identified?
- Is it compelling - do people's eyes light up when they hear it!
- Is it drawn from and built rigorously from what we learnt from users and other data sources?
- Can you answer confidently if someone responds with 'so what'?



How might we create stronger insights?

- * Build the insight both visually and verbally - use an image, headline and metaphor to make the insight memorable and 'sticky'
- * Create links across insights - 'nest' or 'stagger' insights so they join up actions
- * Triangulate - build insights from multiple sources of evidence
- * Reframe insights towards opportunity to make more inspiring insights and increase their potential energy (rather than shaping insights around 'problems')
- * Make sure you can 'see' the fingerprint of the insights that take us back to data.

What is not an insight?

- It's not '**data**'...though they are often based on a taking multiple perspectives of different kinds of data

"8 out of 10 people identified as having experienced loneliness over the past month" is data



- It's not an '**observation**' - that's just what you saw (and potentially heard!). For an observation to become the basis of an insight it needs to be layered with meaning - with a connection to what the motivation is for the behaviour, or a layer of 'why' - the rationale behind the observation.

"Older people did not use the internet to connect with others unless there was a prompt to do so" is an observation



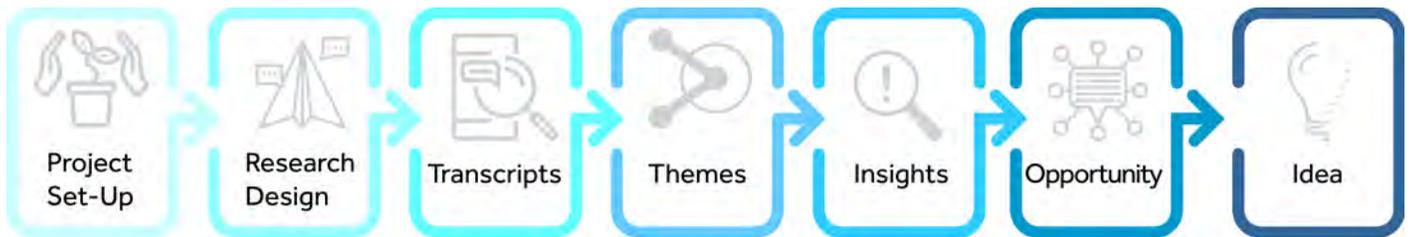
- It's not a '**need statement**'

"Sue and Bob identified the need for more opportunities that made it easier for them to leave their house on a regular basis"



Process of Framing Good Insights

Great insights start a long way before you generate themes from your data. They **start with great project set-ups and great research design** - which ensure that you have the time and resources to generate excellent insights. They also start with the fidelity of the data you collect - they are more likely to be generated from high-fidelity data such as transcripts than if you just rely on notes or memories in your research.

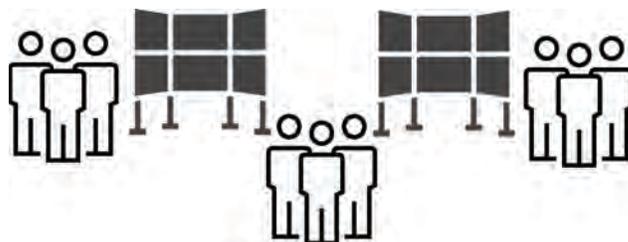


Good insights are built from **multiple data points and evidenced by observation, photos, quotes, statistics** - the greater the quality of the evidence you build from, the more likely it is that you will have strong and durable insights. On the next page we outline a way to build strong insights which helps you to:

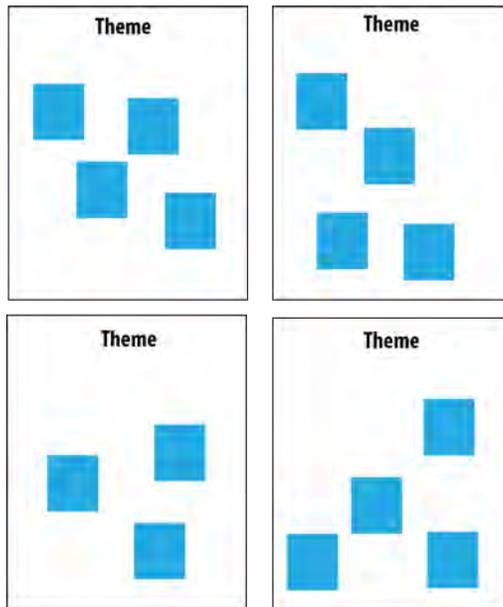
- Organise the random collection of data, observations etc so that you can identify themes and patterns
- Use the synthesis of themes and patterns as the basis for generating compelling insights

Insights can also benefit from **collaborative development**. Perhaps have a team 'jam' as part of your synthesis so that you get both seasoned and fresh perspectives on the data.

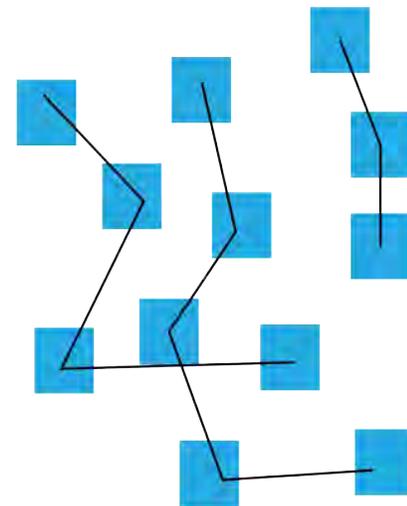
When you've articulated your first draft of headline insights, invite clients/community/partners to on a 'gallery walk' through the insights. Test language, draw on the client/community/partners tacit knowledge, understand where insights may or may not be hitting the mark, notice gaps etc.



From themes to insights - a three step process



1
Pour the information Organise all relevant data against your priority questions (or themes or any other frames of analysis) Make note of any early opportunity areas or ideas too.



2
Spot the patterns. Look at the themed data + try to spot patterns that start to answer the questions. Summarise those patterns as an initial insight. "We learnt that.....?"

“ Insight Statement ”
we learnt that...

Evidence
we learnt that from....

Significance
this is significant because....

Opportunity
how might we....

3
Create insight statements that summarise not only the insight, but also the evidence that insight is built from, its significance, and the opportunity that arises from it framed as a 'How might we....?' question.

The **INSIGHT CANVAS** presented on the next page was developed and tested through our learning session. It creates a foundation for structuring and presenting strong and compelling insights drawing on all the learnings collated in this booklet. You don't have to use all the sections, but it can help you to think through how to make your insight resonate, and check that it has a link back to strong evidence and forward to compelling opportunities.

It is made up of the following parts:

An overarching metaphor: Metaphors can help us to create a mental bridge to unpack a complex concept. They can help us to link to something less understood through connecting it to something that is more understood. A good metaphor can help us to connect to an insight

A headline: the key message that captures the attention of the audience

An Introductory statement: the subtitle for the headline that explains what the insight is about and how it opens up opportunities

Supporting evidence: what evidence and data supports the insight - it's the fingerprint of the insight back in the human-centred data that you collected

Opportunities: the forward link to what opportunities for action / response this insight could create

Space for an image: an evocative image that helps people visualise the insight

Insight Canvas

Presenting strong, compelling, memorable and motivating insights

Overarching metaphor

e.g. spaghetti and confetti

'ITS LIKE MAKING PIZZA'

Headline

key message, aims to capture attention

**DIVERSITY + CONSISTENCY:
VARY YOUR TOPPING, BUT DON'T
MESS WITH THE BASE**

Introductory statement

The diversity of roles + relationships in the workforce needs to reflect the diversity of needs of PWD, but core to every role is ~~the~~ the ability to ~~not~~ create reciprocal engagement, having ability, + provide anticipatory support.

Supporting evidence

1 lived experience
2 key informants
3 academic
4 data and statistics

① KATY SEES HER ROLE AS ENABLING + COACHING STAFF
"I do try to take care of them - they're helping me"

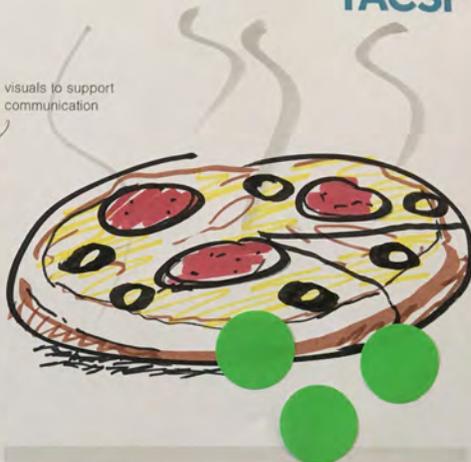
③ NDIS LITREVIEW

② BCQ + LWB INTERVIEWS W/ STAFF + CARERS, PARENTS



④ DIVERSITY OF PWD: NDIS FOR NDIS.

visuels to support communication



Opportunities

- What if you could order carers like you order pizza?
- What if you had core training but ~~it~~ could enable both carers + PWD to create the offers?
- what if ~~you~~ ^{the information to} had choice + control over roles, relationships + decisions

Insight Canvas

Presenting strong, compelling, memorable and motivating insights



visuals to support communication:

Overarching metaphor

e.g. spaghetti and confection

Headline

key message: aims to capture attention

Introductory statement

Supporting evidence

- 1 lived experience
- 2 key informants
- 3 academic
- 4 data and statistics

Opportunities

Further Inspiration:



Portigal, S. (2013)
Interviewing Users: How to Uncover Compelling Insights, Rosenfeld



Polaine, A et al, (2013)
Service Design: From Insight to Implementation
Rosenfeld



Dorst, K., (2015) Frame Innovation: Create New Thinking By Design, MIT Press

Blogs:

<https://blog.hypeinnovation.com/what-is-a-good-customer-insight>

<https://thrivethinking.com/2016/03/28/what-is-insight-definition/>

<https://www.linkedin.com/pulse/scavenging-net-ideos-insights-innovation-course-materials-ali-hanif>

