Listening to Victims
How to Design Services that Better Meet their Needs
Margaret Hagan @margarethagan
Daniel Bernal
Legal Design Lab, Stanford Law School
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Our Workshop Today
What are you hoping to get out of this session?
What we’ll cover

1. How do we connect more with our community of users, to improve the services we offer?
2. Particularly in regard to vulnerable populations
3. While reckoning with our own unconscious biases

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BREAK

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4. Drafting a community design plan to take home
2 Community-Driven Design Methods
A Design Approach to Legal Services Innovation

Follow the Community’s Needs + Behavior

Craft solutions alongside + with critical feedback from stakeholders

Experiment, Test, Improve, Test again

What could we improve?
MAKE THINGS TO SOLVE PEOPLE'S PROBLEMS
MAKE THINGS USABLE
MAKE THINGS USEFUL
MAKE THINGS ENGAGING
1. Be intentional with process to create innovation (better systems).
DESIGN PROCESS: how to generate new solutions

1. DISCOVER
   What is the landscape? Understand the challenge's situation & the stakeholders.

2. SYNTHESIZE
   What is your mission? Define & map the users and problem statement you'll be designing for.

3. BUILD
   What ideas may work? Generate possible solutions for the problem, and prototype them.

4. TEST
   Are the ideas worthwhile? Test promising prototypes with your users & in live situations.

5. EVOLVE
   How to move forward? Process the feedback, edit your prototypes, & vet them.
**Design Mindsets**

**Center Your Work Around Your Users**
Know who you are working for, & make their needs and goals your lodestar for decision making.

**Selectively Pause Feasibility**
Think wildly about what might be possible, disregarding constraints & practicalities.

**Embrace Constraints**
Set limits on your time, & on your work, tangible, to come up with more grounded solutions more efficiently.

**Build To Think**
Once you start to try to create a rough version of your great idea, you think it through & can test it out, too.

**Everything Is A Prototype**
Bias towards creating rough, non-precious versions of your concepts, then be ready to scrap & change them.

**Be Visual**
Get your ideas sketched out, to make them clearer, & engaging.

**Work With Interdisciplinary Teams**
Mixing diverse mindsets, ways of solving problems & skillsets.

**Take A Beginner’s Mindset**
Be open-minded. Naive, curious — question your assumptions.
LONG TERM DESIGN PROCESS

1. GENERATE
   DEFINE THE PROJECT VISION & VET INITIAL PROTOTYPES

2. PILOT
   IMPLEMENT FIRST PILOT EXPERIMENTS TO TEST THE PROTOTYPES

3. SCALE
   SPREAD SUCCESSFUL PILOTS ACROSS A SYSTEM
2. Know who you are serving, and base your work around them.
Tune into your audience

- Setting
- Goals
- Language
- Trust
3. Build to think, test your hypotheses through quick prototype-test loops.
Everything is a prototype

Bias towards creating rough, non-precious versions of your concepts, then be ready to scrap & change them.
Stakeholder Map for the Traffic Citation System

-- Courts --
- Judicial Council of Calif
- County Courts
- Judge/Commissioner in Traffic Court
- Court Clerk (Court Room)

-- Government Offices + Agencies --
- Cali. agencies that get citations
- Cali. Governor's office
- Cali. Legislature
- SF Mayor's office
- SF City Council
- San Francisco Police Commission
- SFPD Chief of Police
- Asst. Chief of Police
- Deputy Chief Special Ops
- Command, Municipal Transportation

-- Vendors --
- Collection Agencies (Court Vendor)
- Community Service Orgs (Court Vendor)

-- Lawyers --
- Legal Clinic
- Lawyers & Paralegals
- For-Profit Lawyers

-- Advocacy Groups --
- Mothers Against Drunk Driving
- Community Justice Reform Groups

-- People --
- Biker
- Ped.

-- Police --
- The Traffic Company
Co-design

We want our participants not just to be passive ‘testers’ --

But rather we’d like to give opportunities for them to be designers with us. So they have have the pen in their hand, annotating, sketching, brainstorming, creating...
Design Exercise
Scouting key input opportunities
Make an opportunity mind-map

Where could you have more community voice regarding the services that you offer, or system that you’re a part of?

1. Reviews and feedback of your current offerings
2. Needs-finding of people’s lived problems
3. Setting agenda of what needs to be addressed, and how resources will be used
4. Ideas for new initiatives or services you could offer
**Review**
- Interviws
- Follow-up
- Signs
- Wait time
- Papers

**Ideas**
- What could we do?
- New tech
- New services

**Their Needs**
- Do I understand what they need?
- What am I missing?
- What other providers do they need?

**Agenda**
- Where could Clients' input help my work?
- What changes do they want?
- How would they budget/rank ideas?
- What should be a priority?
3 Connecting with Vulnerable Populations
How can we do community design work responsibly + ethically, with people who may be at risk, stressed, or traumatized?
Recognizing point of view

- May feel **trapped**, lacking safety
- May not have **legal status**, or have worked in an informal or illicit sector
- May have **limited personal freedoms**, and limited knowledge of their rights and options
- May have experienced physical, sexual, or psychological **abuse** against themselves or family
- May face ethnic, social, or gender **discrimination**
- May believe that services **depend on their compliance** with whatever service-providers ask from them

From WHO, on best practices for research with Trafficked Women (2003)
Stress and Trauma

- Impaired sense of time or space
- Memory loss of certain events
- Risk behaviors
- Underestimation of risk
- Talking about past trauma experiences is like reliving it

From WHO, on best practices for research with Trafficked Women (2003)
For discussion:
What are the situations in your work, in which your team works with vulnerable populations?
Ethical + Safety Practices

DO NO HARM
Ethical + Safety Practices

Know The Risks:

- Assess what risks may come generally, and give specific people chance to self-assess
- Set up a consent protocol, and a plan for how to deal with problems that may arise
- Work with community experts to review
Ethical + Safety Practices

Protect The Person and their Info:

- Select and train your team on the protocol, and ensure they have key mindsets
- Ensure Anonymity and Confidentiality of the information you gather
- Plan questions or exercises so as not to traumatize
Ethical + Safety Practices

Give Value Back

● Prepare Referral Information, while don’t make promises that can’t be delivered
● Be Prepared for an Emergency Intervention
● Put Your Data-Collection to Good Use
Design Exercise
Incorporating Ethical Practices in your Work
Draft some best practices for user research

When you or your team does outreach to vulnerable populations, what could be the best ways to:

- Get informed consent and explain what to expect
- Talk through and assess risks
- Limit stress and re-traumatization
- Talk about next steps and follow-through

Talk in your groups about what has worked before, and sketch out some practices + principles.
What has worked for you before?

What are some key things to do in the session?

What happens if person seems stressed?

**Sketching out a protocol**
4

Reckoning with our Unconscious Biases
What are unconscious biases?

When our mind makes snap judgments of other people based on patterns, social norms, and expectations.

They are natural, they are universal, and they are not necessarily a negative -- but can have negative consequences.
You can run Unconscious Bias tests with your team?
Harvard’s Project Implicit
https://implicit.harvard.edu/implicit/selectatestest.html

Look Different
http://www.lookdifferent.org/
Use the E key for Disabled Persons and for Bad.
Use the I key for Abled Persons and for Good.
Each item belongs to only one category.

If you make a mistake, a red X will appear. Press the other key to continue. Go as fast as you can while being accurate.

Press the space bar when you are ready to start.
What can we do to prevent our biases from ‘doing harm’?
bias cleanse

Interested in working on your own biases? With input from the Kirwan Institute for the Study of Race and Ethnicity, we've created seven-day bias cleanses on race, gender and anti-LGBTQ bias that will provide you with daily tasks that will help you begin to change your associations.

Tweet @LookDifferent and let us know you're participating and @MTV might follow you!
Working with Community Partners

Diversity and inclusion experts
Design Exercise
Making Your Lenses Explicit
Make your lenses explicit

Put down 7 sticky notes in front of you.
Make your lenses explicit

On each post-it, jot down a lens through which you see the world. They can be positive, negative, about biases, or not.
Make your lenses explicit

Share them with your partner.

Take turns talking through each others’ 7 lenses.

How did you become aware of this lens? How has it played out in past interactions?
Woman American Lawyer
Semi Millennial Upper Middle Class Midwest
Optimist
Now, think of...

a time at work, when you have had an uncomfortable interaction with a client or a colleague.

Share this story, in 4 minutes, with your partner.

Partner, write down the details -- and ask questions about what they did, what they thought, and what they felt.

Then switch.
Share a time at work, when you have had an uncomfortable interaction with a client or a colleague...

What happened?

Why were you uncomfortable?

Would you have done something different?

Do you feel that your unconscious bias came into play?

What went right, what went wrong?
Choosing a lens intentionally

Now, with your partner, talk together what lenses (of your original 7, or beyond them),

- could have made the situation gone better?
- should be avoided in similar situations?
- you need to be very conscious of?
Watch out for these lenses

Aspire towards these lenses

Brown Turkish

Empathizer

Researcher neutral
BREAK!
4 Developing Plans of Action
How can you incorporate community voice in your work in the next 3 months?
1. **Testing Sessions:** Testing your current services with community members

2. **Envisionment/Agenda Session:** Creating an agenda for what the main needs + priorities are, that should guide future policies, like budgets, proposals, and decision-making

3. **Innovation Sprint:** Doing a brainstorm or hackathon session, in which you start building new innovations alongside your clients
Go back to your “Opportunity Mindmap”.

If you had to choose 1 area to focus on, where do you want to work first? Circle that.
We’ll prototype a Community Design session in small groups, to help you draft a plan and protocol for engaging your clients in improving your services.
1. **Setting Your Intention:** what do you want to achieve with a Community Design session?

2. **Who is your User Base:** identify relevant communities + how to reach them

3. **What Activities Can You Do Together?**: should your session include tests, reviews, brainstorms, agenda-setting, interviews, observations, etc.?

4. **What Will be your Principles/Protocol?**: what safeguards and structure will you have in place?

5. **Let’s Test-Run this Plan**: get feedback from the room, with a short, interactive prototype of your session
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What do you want to achieve with a Community/Client Design Session?

**Intentions**
- What are we doing right?
- What's hardest part of forms?
- Can we make waiting room better?
- Why aren't more people coming to workshop?
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Who is your User Base, Community?

- People to hear from in session

People w/ Housing Problems
- At risk of eviction
- Low quality housing, asthma risk
- Low income

How can I connect?
- Community, payday
- Churches
- Clinics
- Schools...
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Possible Activities

Guiding Protocol, Principle
<table>
<thead>
<tr>
<th>Looking</th>
<th>Understanding</th>
<th>Making</th>
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</thead>
<tbody>
<tr>
<td>Methods for observing human experience:</td>
<td>Methods for analyzing challenges and opportunities:</td>
<td>Methods for envisioning future possibilities:</td>
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<tr>
<td><strong>ETHNOGRAPHIC RESEARCH</strong></td>
<td><strong>PEOPLE &amp; SYSTEMS</strong></td>
<td><strong>CONCEPT IDEATION</strong></td>
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<tr>
<td>- Interviewing</td>
<td>- Stakeholder Mapping</td>
<td>- Thumbnail Sketching</td>
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<td>- Fly-on-the-Wall Observation</td>
<td>- Persona Profile</td>
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<td>- Contextual Inquiry</td>
<td>- Experience Diagramming</td>
<td>- Round Robin</td>
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<td>- Walk-a-Mile Immersion</td>
<td>- Concept Mapping</td>
<td>- Alternative Worlds</td>
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<td><strong>PATTERNS &amp; PRIORITIES</strong></td>
<td><strong>MODELING &amp; PROTOTYPING</strong></td>
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<td>- Affinity Clustering</td>
<td>- Storyboarding</td>
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<td>- Bull's-eye Diagramming</td>
<td>- Schematic Diagramming</td>
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<td>- Importance/Difficulty Matrix</td>
<td>- Rough &amp; Ready Prototyping</td>
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<td>- Visualize-the-Vote</td>
<td>- Appearance Modeling</td>
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<td><strong>PROBLEM FRAMING</strong></td>
<td><strong>DESIGN RATIONALE</strong></td>
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<td>- Problem Tree Analysis</td>
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<td>- Statement Starters</td>
<td>- Video Scenario</td>
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<td>- Abstraction Laddering</td>
<td>- Cover Story Mock-up</td>
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<td>- Rose, Thorn, Bud</td>
<td>- Quick Reference Guide</td>
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From Luma Institute (2013)
POSSIBLE ACTIVITIES

- Walk through office, leave feedback
- Interview about past services
- Rank ideas for improvement
- Draw out your situation

GUIDING PROTOCOL, PRINCIPLE

- Keep it short and direct
- Keep all info anonymous, no study
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Prototyping Mindset
Prototype one Activity

Here are a possible things we could offer.
Can you put them in order, most (1) to least (3) important?

Okay... Let me see...

Why that?
Testing

Get critical feedback from at least one other person in the room about your plan.

**You:** set the stage (roles, context). Then start play-acting the session with your tester.

**Tester:** Go along with the flow, and play-act the session. After it’s through, talk through their thoughts, ask questions, give critical feedback.
Debrief
What have you learned about what would work -- and what wouldn’t? Any insights or plans to share?
What can you do in the next month, to begin bring more of your clients’ voice into your work?
Thank you!

http://legaltechdesign.com
mdhagan@stanford.edu
Stanford Legal Design Lab