

# INNOVATION UNIT AUSTRALIA

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SENIOR SERVICE DESIGNER

NOVEMBER 2017

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# OUR MISSION

## WHO WE ARE

Innovation Unit Australia, along with our colleagues in the UK (Innovation Unit Ltd), are social enterprises that grows new solutions to complex social challenges.

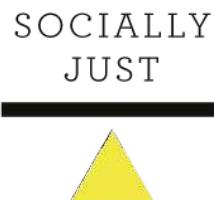
We use innovation to help create a world where more people belong and contribute to thriving societies.

We build alliances with ambitious places, organisations and systems around the world to make sure innovation has lasting impact, at scale.

## THRIVING SOCIETIES ARE:



CONNECTED



## WHAT WE BELIEVE

Innovation Unit believes in the power and potential of people to create change for the better.

# OUR MISSION

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INNOVATION IS DRIVEN & LIBERATED BY:



## HUMAN POTENTIAL

What people are capable of.



## AGENCY

Their ability to create change in their own lives.



## COLLECTIVE ACTION

The energy that comes from people acting together to solve problems and create solutions.

## WHAT WE DO

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Our approach to innovation is based on ten years working with ambitious partners in Australia, New Zealand, the UK and around the world.

WE DO THREE THINGS TO CREATE IMPACT:



## HIGH IMPACT CONSULTANCY

Applying and sharing our expertise in what it takes to have impact through innovation at scale.



## INITIATING & GROWING VENTURES

Leading and contributing to alliances for change, and securing investment to grow new solutions 'on the ground' where we can make a significant impact.



## GENERATING DEMAND FOR INNOVATION

Actively sharing what we think, believe and know about where innovation is needed and the positive change it can create.

# ABOUT US

Innovation Unit Australia is a social enterprise with a big mission - to grow new solutions for thriving societies. For us, Thriving Societies are socially just, sustainable and connected. We believe that a particular brand of innovation is needed to get there - innovation that is driven by and liberates human potential, agency and collective action. These principles underpin all our work.

In the past two years, we have done lots of work we are proud of. We are helping to transform early learning and care with Australia's largest provider, we are partnering with five systems and sectors around the country to transform learning and schooling, we have developed a partnership with our colleagues at innovate change in New Zealand and we continue our amazing connection and partnership with our founders in the UK.

Now, we are looking to our next five years and the impact we want to have. We believe that our greatest contribution to building thriving societies will be through growing the impact and scale of our innovation consultancy work, and through initiating new ventures that scale the most successful innovations. Joining our team now, in a range of significant leadership roles, is the perfect moment to shape and drive the success of this evolution.

Innovation Unit Australia is full of passionate, smart, creative individuals who are personally committed to the organisation and its mission. This makes joining Innovation Unit Australia a significant personal choice as well as a professional one. If you can combine rigour, discipline and structure in our work with our culture of creativity and curiosity (without resorting to a compliance culture) we are the right place for you.



# WHY JOIN NOW

Joining Innovation Unit Australia now offers a real opportunity to shape the future of the organisation – and to contribute to delivering some serious social impact at a moment when it is sorely needed.

Across November and December 2017, we will be recruiting to senior posts, which will grow Innovation Unit Australia's talented and committed leadership team.

Over the two years, we have established ourselves in the region and developed a sustainable business model. We are now focused on growing solutions for thriving societies – societies that are sustainable, connected and socially just.

We will continue to work with ambitious partners on high impact innovation consultancy – to help them develop, implement and scale powerful new solutions. We will also start to get more skin in the game to initiate and lead new ventures where we believe we can succeed and have serious impact. Alongside this, we will be getting more public about our work to generate demand for innovation – it's no good working to generate powerful new solutions unless there is a hungry audience for them.

We have exciting times ahead of us – a sustainable business model, emerging ways of working to generate impact, an ongoing relationship with our colleagues in the UK and a partnership with the NZ based social innovation agency, innovate change, that will increase our impact in Australia, New Zealand and beyond. innovate change is a not-for-profit social enterprise that uses creative and participatory approaches to build social connectedness that enables youth development, positive ageing and whanau well-being. Our partnership means we will share staff have joint teams working on projects and programs; learn from, and support, each other; and collaborate to develop social innovation practice in the Asia Pacific region.

It is in this context that we are recruiting for senior roles to grow our team. All appointments will be building on a decade of cutting edge innovation practice from our UK based colleagues, successful local, national and international projects led from Australia, and working with a talented and multi-disciplinary team. All will be expected to bring their own knowledge, perspective and experience to bear on developing the next iteration of Innovation Unit Australia's offer to its partners.

All of this will require a balancing act – the ability to bring the best of the rigour, insight, practices and management of great innovation consultancy from previous roles, whilst being open to learning from and helping to develop Innovation Unit Australia's own brand of innovation – innovation that is driven by and liberates human potential, agency and collective action.

Each of these roles will be outward and inward facing – growing the profile, networks and work of Innovation Unit Australia out in the world, and growing the capability, confidence and impact of its team to do so. If you would like to help us shape how we contribute to a world in which more people belong and contribute to thriving societies, and have the background to do one of these jobs brilliantly, please apply now.

# ABOUT THE ROLE: SENIOR SERVICE DESIGNER

## ***AN EXPERIENCED SERVICE DESIGNER WITH STRATEGY EXPERIENCE AND A HUNGER TO WORK WITH OTHER DISCIPLINES TO MAXIMISE IMPACT***

This is one of those roles where you get to help change the world. We have grown fast – and are looking for a senior practitioner to lead a team of service designers, grow strategic design capability and help grow our impact.

As an organisation, we have adopted service design as a practice. We are now looking for a leader to drive our progression to the next level of maturity: an integrated discipline with strategic function. Service and strategic designers at Innovation Unit Australia are able to adapt and evolve their practice to respond to the ever-changing organisational client context: they are not tied to a linear process, with neatly defined deliverables. Our programs of work frequently extend to several years over which time we are invited into privileged partnerships. This role is an opportunity to grow and shape the future direction of service design at the Innovation Unit and showcase its potential to be a force to instigate organisational transformation that drives social change.

This role involves leading multidisciplinary project teams (including, amongst others, practitioners, policy and subject matter experts, designers and researchers) to simplify complex challenges and support transformational change in our clients' organisations. Your project work might include designing new offers to improve outcomes for children and families accessing early learning and care, co-designing innovative approaches so that learners can reach their potential or supporting organisations to transform themselves by focusing on outcomes for end users and creating the conditions that engender this. You will be building, leading and coaching team of service designers and systems thinkers, growing their capacity to be strategic design thinkers and solve complex social issues.

You will have learned your craft as a service designer and evolved your practice to encompass wider strategic and innovation and change frameworks which you can adapt and apply according to the challenge at hand. You will be focused on unlocking the best possible outcomes in partnership with our clients, confidently enabling systemic change, whilst embedding the perspective of the end service user.

You might have always wanted to:

- Have an opportunity to shape, build, lead and mentor a team of service designers and systems-thinkers to become a strategic force in multidisciplinary teams;
- Apply your experience and expertise to a social enterprise while learning about promoting change through innovation in the public sector;
- Join an organisation energised around a mission to empower people to thrive and committed to addressing complex social challenges.

# ABOUT YOU

**You are vision-oriented:** you bring energy and optimism to imagining future scenarios that reinvent (sometimes radically) how we think about growing solutions and creating change. You make these future scenarios tangible, so that others can contribute to the vision and move forwards together. You are focused on helping your client have the eureka moment that shift their perspective and cooperation for new ways of working.

**You are rigorous on outcome, not process:** your focus is on defining, then reaching, the desired outcome and you draw from a broad kit of design methodologies, tools and frameworks – including from service design practice – according to what is required to get there. You aim to be flexible and inclusive to other perspectives and find the right means to capture and capitalize on the bandwidth of our colleagues to ensure the team are solving the \*right\* problem.

**You build empathy through research:** you use generative, formative and evaluative research techniques to understand people. You look for: people's behaviours across services journeys; their attitudes and expectations; the challenges they are addressing; and, most importantly, their unmet needs. You pay attention to the needs of stakeholders, frontline and service delivery staff with as much care as their end service users building a organisational empathy for the end user and everyone involved in serving them.

**You are a pattern spotter:** you capture, visualise, sort and cluster all the key data points of the project – conversations, ideas, opinions etc. – and keep all this 'data' visible and therefore shareable. You look for common threads, unifying themes and underlying narrative that makes sense of the inputs and insights. You create understanding by identifying relationships, trends and opportunities and quickly brings structure to complex challenges and form to abstract ideas to unify and bring cohesion to a multidisciplinary team.

**You are an expert facilitator:** You work closely with multidisciplinary teams that includes both IU and client team members representing a host of discipline, sector and subject matter experts. You find the common ground amongst the voices finding ideas ripe to develop and bring clarity. You provide integrative frameworks that keep the momentum of the project moving forwards and bring together different disciplines and perspectives. You model a collaborative way of working where there is space for different disciplines to unite around a single point of view and showcase the best of IU's innovation capability.

**You build a way forward:** you have a prototyping mindset from the outset and create solutions that can help the team peel back the layers and dive deeper into the problem. You aren't afraid to fail early and often to move the thinking forwards. You prototype strategy as much as concepts and services and use this iterative process to share and develop thinking alongside clients with an openness that gains us more information from the client's organisation about the challenge and gets us closer to a solution that will eventually be fit for purpose and scale.

# DUTIES & RESPONSIBILITIES

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## PARTNERSHIP LEADERSHIP —

- Establish and maintain relationships of trust with existing clients and partners
- Consult with clients to define, describe and prioritise their organisational challenges
- Creatively design multidisciplinary projects within client budgetary restraints that address their needs and will result in productive project outcomes
- Build collaborative partnerships and networks with clients that will further their ambitions and deepen our impact in their organisations
- Create opportunities to deepen our partnerships and collaborations with existing clients to grow our impact

## PRACTICE LEADERSHIP —

- Lead and champion service design in the organisation
- Coach and support teams (including other service designers) to grow their design thinking and strategic capability
- Help develop and codify our strategic design practice and how it interfaces with our other practices
- Help create the mindsets and conditions in which teams collaborate and thrive for better project outcomes
- Switch seamlessly from macro to micro - from guiding a team through mapping a service user journey to modeling a service ecosystem, blueprint or associated operating model
- Contribute to and learn from developments and insights generated by other practice and industry leaders

## THOUGHT LEADERSHIP —

- Actively contribute to conversations in the world about how to grow new solutions for thriving societies
- Start conversations, develop new ideas and lead thinking where our knowledge and experience is unique, and/or where there are gaps in our knowledge or expertise which might prevent us from having impact



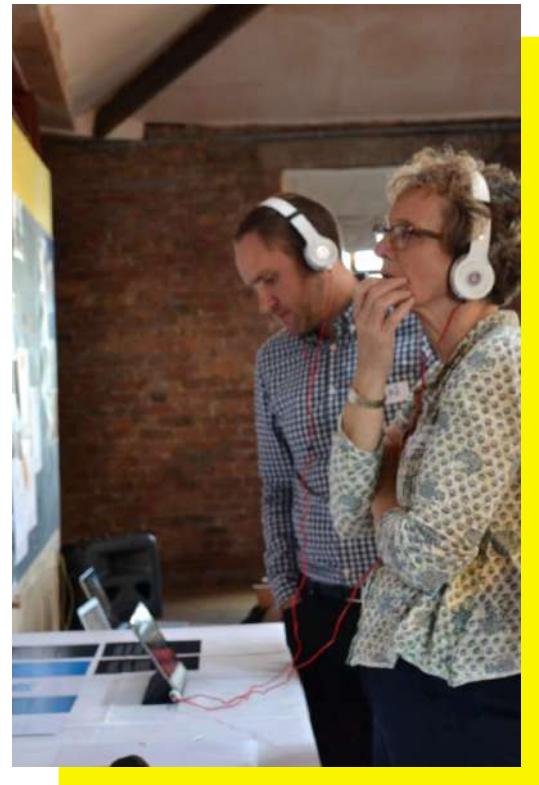
# DUTIES & RESPONSIBILITIES

## BUSINESS DEVELOPMENT –

- Identify and cultivate relationships with potential clients and partners
- Lead and quality assure the development and writing of proposals
- Lead and take part in project 'pitches'
- Negotiate new work, contracts and budgets with clients
- Develop collaborations with partners whose area of work is complementary to ours and who can help us increase our impact and reach

## HELPING TO LEAD THE DEVELOPMENT OF OUR ORGANISATION –

- Contribute to developing and implementing our strategy
- Support the development of our organisation with honesty and constructive critique to get the most out of our team and by participating in sourcing and developing talent, being active in tackling issues and underperformance, enabling team members to demonstrate great practice in their work
- Be ready and happy to think on your feet and offer up your analytical, strategic, creative and relational talents to respond to challenges and develop solutions



# PERSON SPECIFICATION

## ***ESSENTIAL SKILLS AND EXPERIENCE –***

- You have examples of problem solving where you have lead teams to arrive at successful design solutions
- You have examples of work grounded in insights about people. You've applied your skills to real-world human problems (not just artistic or academic exercises)
- You are an excellent communicator with great instincts about how to synthesise and tell a captivating story about how to affect change
- You are comfortable interfacing with and leading clients throughout the design and innovation process
- You speak in a visual language. You've got a knack for succinctly capturing thoughts and expressing them to others. You have a strong design voice and point of view on where to go and why.
- You can balance excellent facilitation skills with leading and shaping a team's point of view on a client's challenge
- You are confident and flexible and have experience working in interdisciplinary teams where harmonious collaboration is imperative
- You have prior evidence of having honed your deep service design craft skills at a specialist service design/innovation agency or in-house team



# ROLE DETAILS

## ***ROLE DETAILS –***

### **LOCATION**

Currently, the Innovation Unit Australia team each work from a home base, convening several times a year for team meetings and traveling to client sites as appropriate.

### **SALARY**

Up to \$101k, depending on experience.

### **TYPE**

For our senior team it is standard practice to offer a fixed term contract for one year at the outset, before considering permanent appointments. Our intention is for this to become a permanent role after the first year if the business pipeline and work is flourishing.

### **HOURS**

This is a full time role, but we'd be willing to discuss part time arrangements

### **HOLIDAY ENTITLEMENT**

4 weeks annual leave plus public holidays relevant to your home state. In addition, we close the office between Christmas and New Year

### **SUPERANNUATION**

9.5% superannuation contributions

### **REPORTS TO**

The Chief Executive, Australia

### **RESPONSIBLE FOR**

Up to 3 project teams

# HOW TO APPLY

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## *HOW TO APPLY –*

1. review the duties and responsibilities, person specification and role details
2. send us ([contactaus@innovationunit.org](mailto:contactaus@innovationunit.org)) these three things by midday ADST on Wednesday, 6 December 2017:
  - a. a link to your LinkedIn profile (complete and up-to-date)
  - b. a video that tells us how you meet the person specification (2 minutes max - we're not interested in technical quality, we're interested in you and what you say)
  - c. a document that responds to the questions below. This should draw on your own knowledge, and also from a couple of formal sources (2 pages max).
    - i. We are really proud of our service design craft within the organisation. The next stage is to make design a strategic and fully integrated part of our multidisciplinary offer to grow new solutions for thriving societies. How can we make this transition?
    - ii. Why you want the role;
    - iii. Why you think you have what it takes to make a success of it.

### **DEADLINE**

Please submit your application by 12 noon ADST on Wednesday 6th December

### **NOTIFICATION OF INTERVIEW**

Friday, 8 December

### **INTERVIEW(S)**

11 December in Sydney (we will get you there)

Second round interviews TBC

### **QUESTIONS**

Please contact 1800 953 026 or email [contactaus@innovationunit.org](mailto:contactaus@innovationunit.org)