

# INNOVATION UNIT



HEAD OF  
STRATEGIC  
DESIGN

AUTUMN 2017



Innovation  
Unit

New solutions  
for thriving societies

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# OUR MISSION

## WHO WE ARE

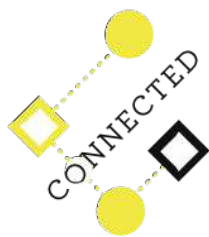
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Innovation Unit is a social enterprise that grows new solutions to complex social challenges.

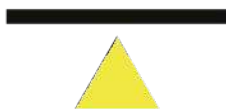
We use innovation to help create a world where more people belong and contribute to thriving societies.

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

## THRIVING SOCIETIES ARE:



SOCIALLY  
JUST



## WHAT WE BELIEVE

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

# OUR MISSION

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

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

WE DO THREE THINGS TO CREATE IMPACT:



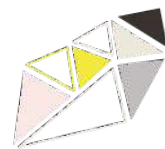
## HIGH IMPACT CONSULTANCY

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 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.

Ten years old; we have grown from a 5 person to a 30 person organisation, our turnover has doubled, we have expanded internationally, and we have evolved from focusing purely on education (we spun out of the Department of Education), to tackle major challenges in health and social care, and local government too.

We have done lots of work we are proud of. We have helped to transform mental health services in a London borough, we have delivered a randomised control trial of teaching methods developed first in US charter schools, we have developed new models of children's centres that reach many more families with 25% cost savings and we are currently delivering the DfE's innovation programme to transform Children's Social Care.

Now, we are looking to our next ten 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 leadership role, is the perfect moment to shape and drive the success of this evolution.

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



# WHY JOIN US NOW

Joining Innovation Unit 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.

During the Autumn of 2017, we will be recruiting to three, senior posts, which will complete Innovation Unit's talented and committed leadership team. All three posts are central to the future of the organisation.

Over the last year, we have refreshed our purpose and our business model. We are focused on growing solutions for thriving societies – societies that are sustainable, connected and socially just. We have diversified our business model to give us the best chance of realising our mission. 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.

It is in this context that we are recruiting for three, senior roles to complete our innovation consultancy team. Without a thriving, high impact innovation consultancy business, we cannot achieve any of this new mission. We believe that experienced, passionate, energetic leaders of our overall consultancy team, of our health and social care work, and of our strategic design practice are all central to making this possible.

All three leaders will be building on a decade of cutting edge innovation practice, successful local, national and international projects, and working with a talented and multi-disciplinary team. All three will be expected to bring their own knowledge, perspective and experience to bear on developing the next iteration of Innovation Unit'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's own brand of innovation – innovation that is driven by and liberates human potential, agency and collective action.

All three of these roles will be outward and inward facing – growing the profile, networks and work of Innovation Unit out in the world, and growing the capability, confidence and impact of its team to do so.

At Innovation Unit, we strongly believe that in this moment when strongly contrasting visions for the future of the UK, and beyond are up for grabs, we must do our very best to help grown the version that we believe in – thriving societies that are sustainable, socially just and connected. This bit is non-negotiable. Exactly what we do to contribute to the max is continually evolving.

If you want 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

## ***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 over the past six years – 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 – and have successfully incubated a service design studio. 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 the Innovation Unit 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 programmes 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, 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 practice models to improve outcomes for young people in care, developing new solutions for end of life or codesigning innovative approaches so that learners can reach their potential. You will be building, leading and coaching a 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 frameworks which you can adapt and apply according to the challenge at hand. You will be focussed 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 commercial 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

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**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 focussed 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 forwards:** 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



## **CLIENT COUNSEL —**

- 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 and strategic design in the organisation
- Coach and support a team of service designers and 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 behaviours 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 modelling 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 wider 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



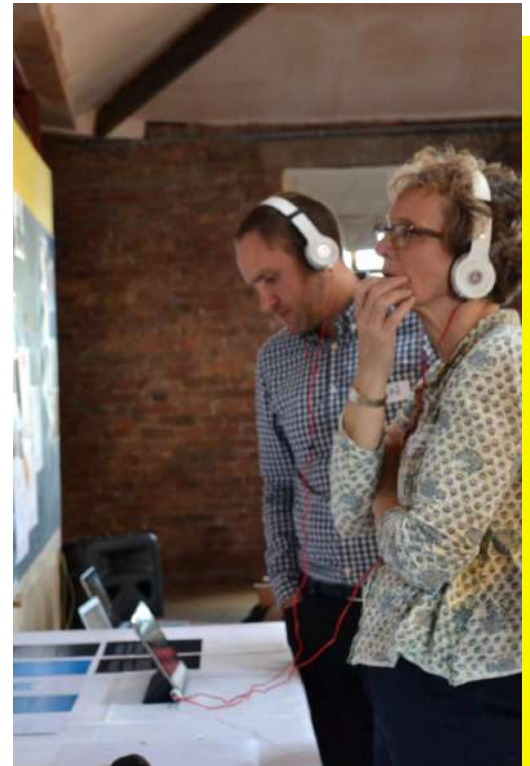
# DUTIES & RESPONSIBILITIES

## ***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
- Build constructive relationships with our board and network of Senior Associates
- 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 organisations 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 synthesize 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**

Our office is in Old Street, but we don't expect everyone to be in the office all the time. The role will involve some travel to client sites and we are open to staff working from home as appropriate.

### **SALARY**

Up to £70k, 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**

27 days holiday plus bank holidays. In addition, we close the office for three days between Christmas and New Year

### **PENSION**

3% pension contributions

### **REPORTS TO**

A member of the innovation consultancy leadership team

### **RESPONSIBLE FOR**

Up to 3 project leads

# HOW TO APPLY

## **HOW TO APPLY —**

Please send a CV and cover letter of no more than 2 pages to [contact@innovationunit.org](mailto:contact@innovationunit.org)

### **Your cover letter should include:**

- 1) 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?
- 2) Why you want the role;
- 3) Why you think you have what it takes to make a success of it.

### **DEADLINE**

Please submit your application by 12 noon on Friday 13th October

### **FIRST ROUND INTERVIEW**

2nd November

### **SECOND ROUND INTERVIEW**

14th November

### **LOCATION FOR INTERVIEWS**

CAN Mezzanine, 49-51 East Road, Old Street, N1 6AH

For an informal conversation about the role with Sarah Gillinson please contact

[Kim.Bosher@innovationunit.org](mailto:Kim.Bosher@innovationunit.org) to arrange a time