

COMCAST  
BUSINESS

JSA Just Some Apps

Seven Corners  
Print & Promo

BRAVE NORTH  
TECHNOLOGY  
Dot.Org Award Sponsor

MINNESOTA  
COUNCIL OF  
NONPROFITS

# 2019 Nonprofit Communications & Technology Conference

March 7, St. Paul

# Nonprofit Communications & Technology Conference

March 7, St. Paul

## Welcome Activity

groups of 3 - about 1 minute each

1. Name, organization, and gender pronouns, if you're comfortable.
2. One thing you recently changed. And why you made the change.

# 2019 Conference Planning Committee

Jay Colond, Minnesota Department of Human Services

Sarah Crumrine, Minnesota Council of Nonprofits

Paul Ernst, Cultural Technology Solutions

Eddie Glenn, Software Engineer

Karen Graham, IdealWare

Roger Hagedorn, City of Minneapolis

Graham Hartley, MIGIZI Communications

Paul Masiarchin, Minnesota Council of Nonprofits

Shannon McCarville, Minnesota Council of Nonprofits

Chris Oien, Minnesota Council on Foundations

Luciano Patiño, Propel Nonprofits

Jen Riemenschneider, American Heart Association

Jason Samuels, American Craft Council

Ashley Schweitzer, Hennepin Justice Integration Program

John Wurm, Minnesota Council of Nonprofits

COMCAST  
BUSINESS

JSA Just Some Apps

Seven Corners  
Print & Promo

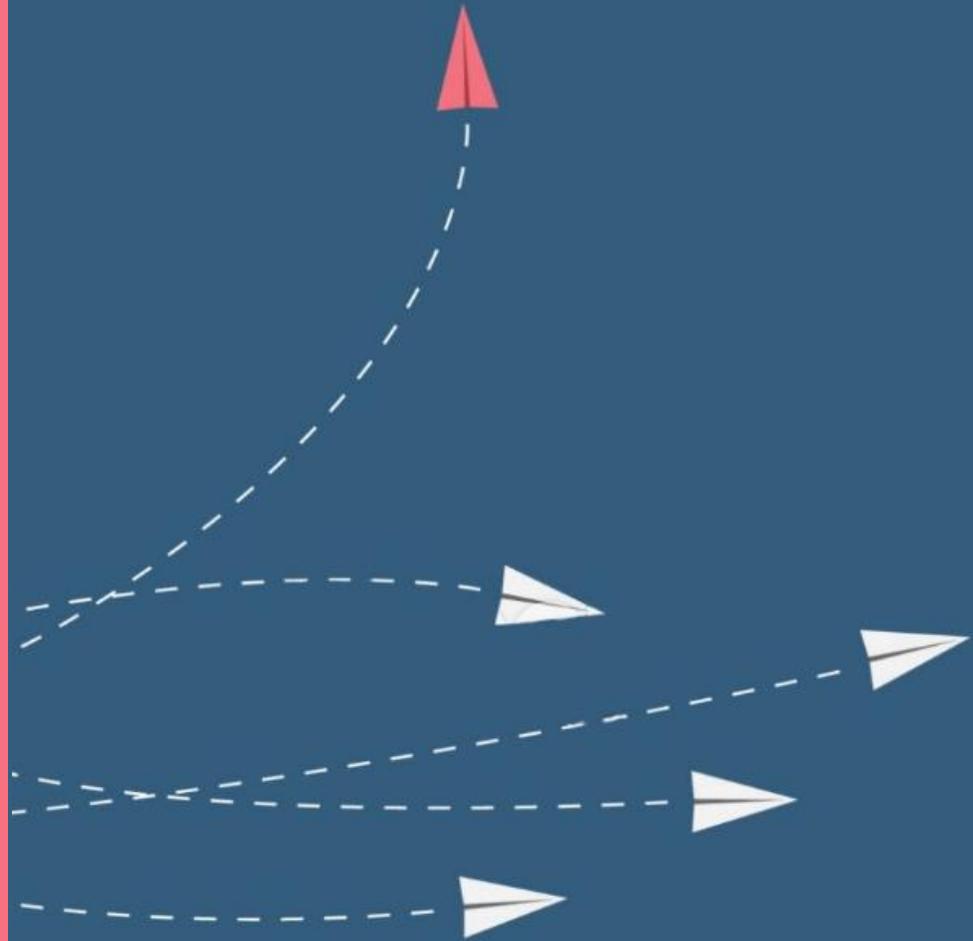
BRAVE NORTH  
TECHNOLOGY  
Dot.Org Award Sponsor

MINNESOTA  
COUNCIL OF  
NONPROFITS

# 2019 Nonprofit Communications & Technology Conference

March 7, St. Paul

# Leading Change



---

2019 Nonprofit Finance &  
Sustainability Conference

---

April 11, 2019

---

Earle Brown Heritage Center  
Brooklyn Center, MN



# EXHIBIT HUNT – PRIZE DRAWING

amazon echo



Win a great  
prize!  
See the insert  
in your  
conference  
program!

COMCAST  
BUSINESS

JSA Just Some Apps

Seven Corners  
Print & Promo

BRAVE NORTH  
TECHNOLOGY  
Dot.Org Award Sponsor

MINNESOTA  
COUNCIL OF  
NONPROFITS

# 2019 Nonprofit Communications & Technology Conference

March 7, St. Paul

# How Nonprofits Of All Sizes Can Develop Digital Services

Suraj Vadgama, Product Lead, CAST (the Centre  
for the Acceleration of Social Technology)



**CAST**  
Driving social change  
with digital technology

I'm experienced but not an expert

“In the beginner’s mind there are many possibilities, but in the expert’s there are few”

*Shunryu Suzuki*

---

# A network organisation





## A talk about two things



1. What is digital?



1. How all nonprofits can develop better digital services

---

# Part 1

What is digital?

## What is 'digital'?

“Applying the culture, practices, processes and technologies of the Internet-era to respond to people’s raised expectations.”

*Tom Loosemore, co-founder of the UK  
Government Digital Service (GDS)*

---

## What is 'digital'?

It's less about digital technology and more about ways of working.

It's about responding to people's needs, expectations and behaviours with technology, rather than technology for its own sake. |

---

## What does 'digital' mean for the social sector?

Applying the *practices, processes and technologies* of the internet-era to make our organisations more resilient and responsive to the *changing needs, expectations and behaviours* of the people and communities we serve.

---

## Responsive is...

1. Meeting changing needs, expectations and behaviours,
2. By testing your understanding and ideas,
3. In an iterative and regular way.

Which leads to resilience.

---

## What does 'digital' look like?

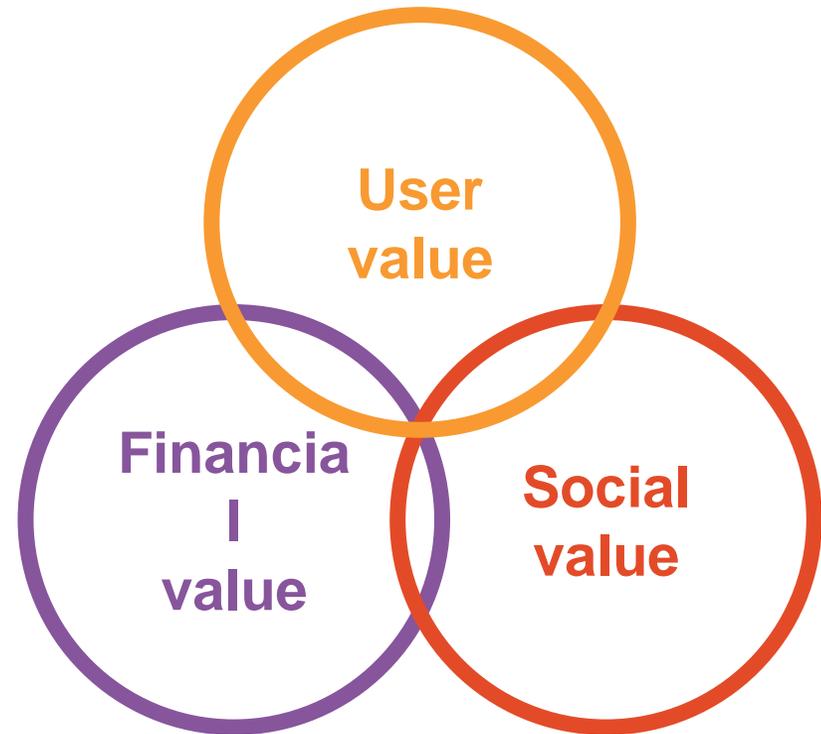
If digital is about a way of working to respond to changing needs, expectations and behaviours with design and technology...

---

# What does 'digital' look like?

---

I know the problems we need to address from the perspectives of those affected and have evidence my solutions provide well-balanced user, social and financial value.



# Case study Blue Cross

An animal welfare charity that built shared understanding with key stakeholders and designed their solution with crucial types of value in mind.

## Social, User & Economic value

**Our primary objective is to create:**

**Social Value** – we want to develop a viable alternative to online marketplaces & social media for selling and buying pets online in an assured way.

**In order to do this effectively we also need to create:**

**User Value** – we want to build something that people will actually use; for both people selling or finding a new home for their pet (supply) and for people wanting to buy a pet (demand)

**Economic value** – we need to develop a sustainable cost / income model

**Organisation and partnership capability & capacity** – to deliver a scalable solution we will need to understand what capacity & capability we have today and what it will take to scale the solutions we develop.

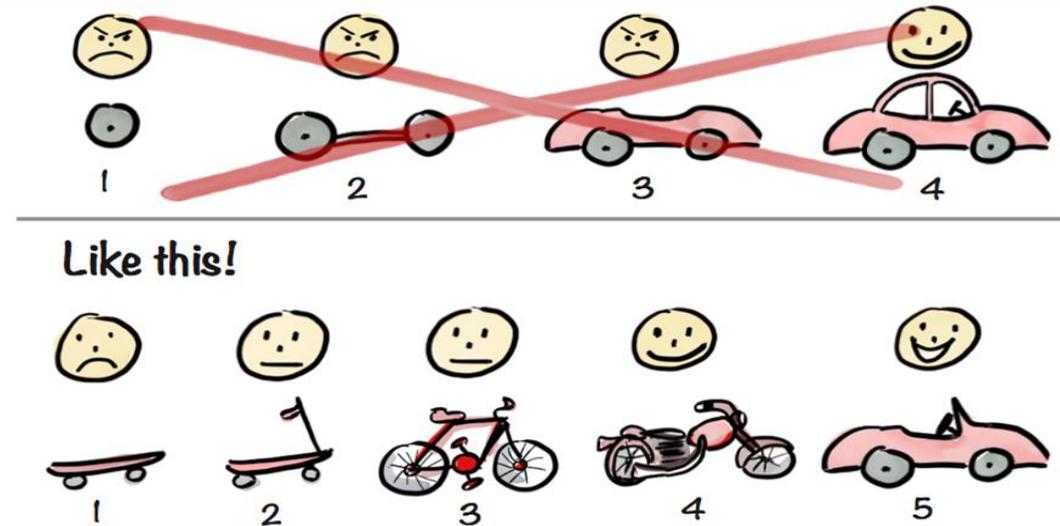


Integrity • Dynamic • Responsible • Compassionate • Fair & Reasonable

#	Hypothesis	Measure Source
1	Dog and family are more likely to be safe if rehomed using Blue Cross services	Case studies
2	Less dogs will go on to be rehomed again if rehomed via Blue Cross	Case studies
3	People want to do the right thing when finding a new home for their dog	User Testing
4	Blue Cross will have an increase in dogs given to us if we make it easier	BX Ops KPIs
5	Blue Cross will get an increase of dog breeds given to us if we make it easier	BX Ops KPIs
6	If we could make it as easy as online market places, people would choose to find a new home for their dog using a charity	User Testing
7	Some people give up their pet because they can't afford it and so price is important	User Testing
8	People put a price on their dog to find a home that can afford to keep it	User Testing
9	People choose to rehome their dog themselves as they believe they are best placed to find a good match	User Testing
10	People don't come to rehoming centres for fear of being judged	User Testing
11	People don't come to rehoming centres as they don't want their dog in a kennel	User Testing
12	People don't use rehoming centres because the process is too slow	User Testing

# What does 'digital' look like?

I quickly and simply test my understanding and ideas with users, making changes based on my findings rather than opinions.



# Case study Warrior Down by The Well

A small nonprofit reusing existing tech as part of their solution, in order to simply and quickly test they were meeting the needs, expectations and behaviours of service users.

[More here](#)



WhatsApp

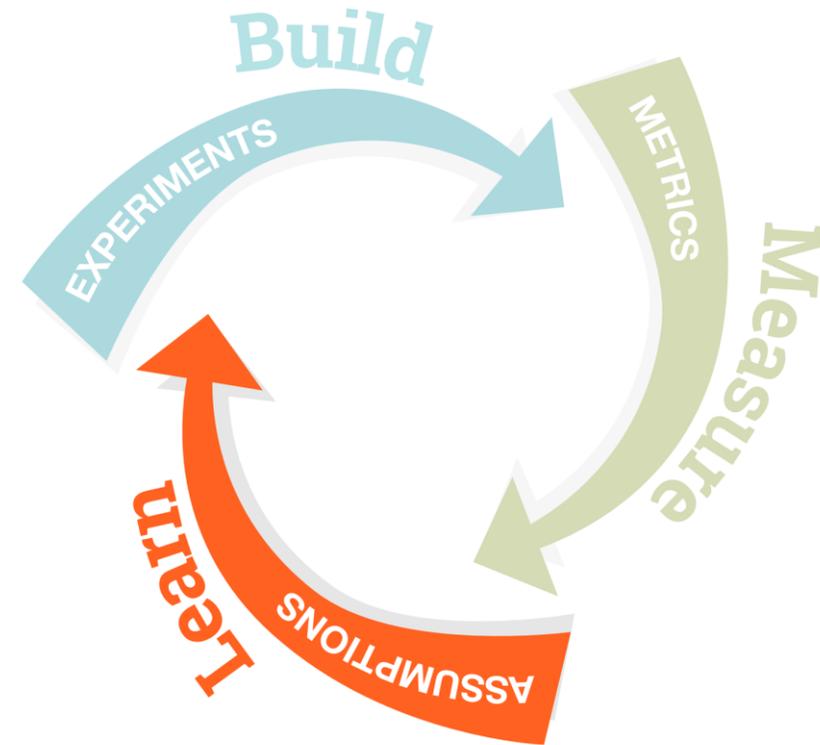
Before



## What does 'digital' look like?

---

I regularly make time to reflect on what we do, don't and think we know; then decide what we need to know most urgently and how best to discover it.



# Case study NCVO

An umbrella body using a knowledge board to embed organisation wide digital behaviours and respond to members changing needs.

[More here](#)

login details. I may choose to sign up for I am unfamiliar with all of

## Personas and knowledge boards — capturing new insights about NCVO's users

20



Megan Gray  
Jan 17 · 4 min

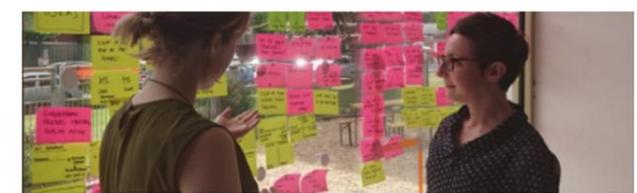


## How NCVO learned about user needs and behaviours

15



Megan Gray  
Jan 7 · 4 min



## Assumptions, assumptions — how NCVO started talking about what we know (and what we think we know)

23

## Why is this way of working important?

### Building the right thing...

It's more likely your solution will fail because it doesn't meet needs, expectations and behaviours, than because of how it was made or which colours were used.

### ...in the right way

Resources are scarce; and needs, expectations and behaviours will change - so you need to operate in the most efficient and responsive way possible.

---

## Why is this way of working important?

Almost everyone is making important design choices.

- People who fundamentally change a users experience either by their decisions or actions are consciously or unconsciously designing your services.
  - Often our solutions are reactive rather than responsive.
-

## Part 2

How all nonprofits can develop  
better digital services

# Knowledge board

A practical tool for putting digital ways of working into practice

		What we don't know	What we <u>think we know</u>	In focus	What we <u>know</u>
Problem	Problem Area				
	Problem Statement				
Solutions	User Value				
	Social Value				
	Financial Value				

# Using a knowledge board

Some background



1. Having a shared understanding
2. Testing your understanding and ideas
3. Regularly improving your understanding

Embedding these ways of working

---

# Some background

You can use it alone, but it's best together with colleagues and stakeholders.

You can use a wall with sticky notes, one of our tools, or any other medium you prefer to make your own board.



You want to move things from left to right

		What we don't know	What we <u>think</u> we know	In focus	What we <u>know</u>
Problem	Problem Area	Usually where you put questions or statements to research			
	Problem Statement				
Solutions	User Value	Usually where you put statements to test			
	Social Value				
	Financial Value				

## 1. Having a shared understanding

I know the problems we need to address from the perspectives of those affected and have evidence my solutions provide well-balanced user, social and financial value.

---

# 1. Having a shared understanding

---

		What we don't know	What we <u>think we know</u>	In focus	What <u>we know</u>
Problem	Problem Area				
	Problem Statement	1			
Solutions	User Value				
	Social Value				
	Financial Value				



Take a few moments...

Think about a problem you care about or have encountered recently.

Maybe something where you had an idea of how a digital solution might help.

---

*1. Having a shared understanding*

	What we don't know	What we think we know	In focus	What we know
Problem Area				
Problem Statement				
User Value				
Social Value				
Financial Value				

## Problem Statement

A brief description of the problem, who faces it, why it's an issue and the importance of solving it.

### Remember!

When you're setting up the board it's not about having the perfect statement, or all of the answers. What you're adding is just the raw material to help you start thinking deeper.

# *Examples*

## Problem Statement

### **Parkinson's UK**

“Delivering advice, information and support to people with Parkinson’s at the point of diagnosis is currently difficult - the vast majority either get no advice from their clinician, wrong advice (e.g. told not to look online, or worse told they’ve only got “5 good years left”) or minimal advice. We know that people who get good, specific advice at diagnosis go on to have much better outcomes, and feel more in control of their Parkinson’s. A particular issue is reaching those diagnosed as ‘early onset’ (people in their 20s, 30s, 40s and 50s) who we know prefer online to offline resources so are even less likely to access our printed materials.”

1. *Having a shared understanding*

	What we don't know	What we think we know	In focus	What we know
Problem Area				
Problem Statement				
User Value				
Business Value				
Financial Value				

## Problem Area - Understanding the problem

Given the Problem Statement ask yourself, what do we know, think we know, and don't know about the problem from the perspectives of those who face it?

### Remember!

Only put things in the 'what we know' column if you can point to evidence you're strongly convinced by.

	What we don't know	What we think we know	In focus	What we know
Problem Area				
Problem Statement				
User Value				
Social Value				
Financial Value				

## Problem Area - Common assumptions

The actual problem to solve and the value of doing so from the perspective of those facing it.

*“People don't want to buy a quarter-inch drill, they want a quarter-inch hole.” - Theodore Levitt, Economist*

---

1. *Having a shared understanding*

## *Examples* Problem Area

### **We don't know...**

Often framed as questions

1. *Having a shared understanding*

What are the key things users want us to help them do online?

*NCVO*

What data do clinicians want to see and how do they want it delivered?

*PlayPhysio*

How practical will a digital solution be for parents logging their child's meds?

*Wellchild*

## *Examples* Problem Area

### **We think we know...**

Often framed as statements

1. *Having a shared understanding*

Volunteers want to know if their branch is at risk of unplanned closure.

*Samaritans*



Most people completing a benefits check don't claim what they are entitled to.

*Turn2us*



Disabled people want to understand their rights and feel empowered to take action.

*Disability Rights UK*

	What we don't know	What we think we know	In focus	What we know
Problem Area				
Problem Statement				
User Value				
Business Value				
Financial Value				

## Problem Area - Quality over quantity

Once you have a handful of questions or assumption statements, go back over them and see if you can improve or replace them with better ones - do this no more than twice before getting out there and learning from real people!

	What we don't know	What we think we know	In focus	What we know
<b>Problem Area</b>				
<b>Problem Statement</b>				
<b>User Value</b>				
<b>Social Value</b>				
<b>Financial Value</b>				

## Problem Area - Quality over quantity

Start broad and reaffirm what you take for granted.

**This:** What's stopping people from accessing our services from their homes?

**Before this:** What's stopping people from finding the right information on our website?

	What we don't know	What we think we know	In focus	What we know
Problem Area				
Problem Statement				
User Value				
Social Value				
Financial Value				

## Problem Area - Quality over quantity

Be clear and specific about meaning and value.

**From:** People want to do the right thing when finding a home for their dog.

**To:** People want to quickly and conveniently find a safe home willing to adopt their dog.

	What we don't know	What we think we know	In focus	What we know
Problem Area				
Problem Statement				
User Value				
Social Value				
Financial Value				

## Solutions

Where we articulate our ideas for solving the problems to address and the outcomes to realise, in a way that delivers well-balanced user, social and financial value.

### Remember!

Problem before Solutions.

## *Solutions*

What isn't well-balanced value?

**Our solutions often bias Social Value at the expense of User and/or Financial Value.**

That's why we emphasise creating Social Value by providing User Value.

*1. Having a shared understanding*



### **Problem**

People often create unhealthy meals and serve portions that are too big.

### **Solution**

Create nutritionally balanced recipes and recommended portion size.

### **Impact**

None. Target audience don't use recipes.

	What we don't know	What we think we know	In focus	What we know
Problem Area				
Problem Statement				
User Value				
Social Value				
Financial Value				

## Solutions - User Value

How you meet people's needs, expectations and behaviours.

- Use your understanding of the Problem to come up with lots of different ideas of how to meet people's needs.
- Focus your ideas on realising the outcomes people want and the value of doing so, **before coming up with ways to optimise them.**

# Examples Solutions

## User Value



**We believe** young people (aged 10-18) want a fun and safe way to grow their confidence in scenarios that cause them anxiety. **By** providing an immersive Virtual Reality (VR) scenario. **We will** help young people overcome their anxiety. **We'll know this as true,** when young people are choosing our solution and refer it to others.

The Children's Society

	What we don't know	What we think we know	In focus	What we know
Problem Area				
Problem Statement				
Clear Value				
Social Value				
Financial Value				

## Solutions - Social Value

How you contribute to the resolution of a social issue and/or avoid negative consequences for people and planet.

- Be clear how your different ideas will help alleviate or avoid social issues and negative consequences.
- Describe what you need to know in the short, medium and long term to be confident of your impact.

## *Examples Solutions*

### **Social Value**



**We believe** young people are affected by pressure to be successful, feel normal and feel accepted. **By** providing an immersive Virtual Reality (VR) scenario. **We will** increase young people's resilience in situations that cause them anxiety - so that these situations don't escalate (causing crisis and increasing social cost). **We'll know this as true**, when young people no longer need our solution to manage anxious situations, and they are engaging in real world scenarios with confidence.

The Children's Society

*1. Having a shared understanding*

	What we don't know	What we think we know	In focus	What we know
Problem Area				
Problem Statement				
User Value				
Social Value				
Financial Value				

## Solutions - Financial Value

How you grow and sustain your solution. |

- Come up with lots of ideas for different business models and be clear how they may affect other strands of value.
- Describe who potential customers are and tactics for sustainably growing different solutions.

# Examples Solutions

## Financial Value



**We believe** there is demand from commissioners of mental health services and potentially from users directly. **By** providing an immersive Virtual Reality (VR) scenario. **We will** secure additional £££ to build a full scale VR experience and provide all young people in UK with anxiety access to scenarios.

The Children's Society

By now...

I know the problems we need to address from the perspectives of those affected and have evidence my solutions provide well-balanced user, social and financial value.

**Well, kind of...**

---

*1. Having a shared understanding*

By now...

You've individually or ideally as a group established a baseline understanding of the problem and possible solutions. And probably...

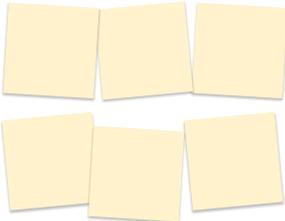
- Have a top heavy board.
- See your assumptions more clearly.
- Thought about how one or more ideas might deliver well-balanced user, social and financial value.

## 2. Testing your understanding and ideas

I quickly and simply test my understanding and ideas with users, making changes based on my findings rather than opinions.

---

## 2. Testing your understanding and ideas

		What we don't know	What we <u>think we know</u>	In focus	What <u>we know</u>
Problem	Problem Area				
	Problem Statement	How can we provide effective signposting to the right information and support services for people newly diagnosed with Parkinson's?			
Solutions	User Value				
	Social Value				
	Financial Value				

# Prioritising - General order of priority

		What we don't know	What we <u>think we know</u>	In focus	What <u>we know</u>
Problem	Problem Area	1. Do we know the problems we need to address from the perspectives of those who face them?			
	Problem Statement				
Solutions	User Value	2. Are we providing a solution which people want to use and that solves a real world problem they have?			
	Social Value				
	Financial Value				

*2. Testing your understanding and ideas*

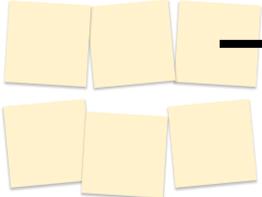
## Prioritising - Ordering your backlog

Risk = Impact \* Probability

*Volunteers want to know if their branch is at risk of unplanned closure. - Samaritans*

- **Impact:** High - Being wrong about this could affect the value our solution delivers.
- **Uncertainty:** High - We have no direct evidence.

# Prioritising - In focus

		What we don't know	What we <u>think we know</u>	In focus	What <u>we know</u>
Problem	Problem Area				
	Problem Statement	How can we provide effective signposting to the right information and support services for people newly diagnosed with Parkinson's?			
Solutions	User Value				
	Social Value				
	Financial Value				

2. Testing your understanding and ideas

Take a few moments...

Count how many different uses for a pencil you can think of in 20 seconds!

## Constructing tests

Testing quickly and simply is all about resourcefulness.

- Making it part of your day-to-day.
- Making use of existing tools.
- Making use of your existing assets.
- Making it deliver value rather than making it pretty.
- Faking it (usually manually) if needs be.

## *Examples*

### Constructing tests

#### **Problem**

Stakeholder & user interviews

[More here](#) and [here](#)

“I'd been confident I had a good grasp of what our users needed... How wrong I was. I knew very little about what our users really want and need from us.”

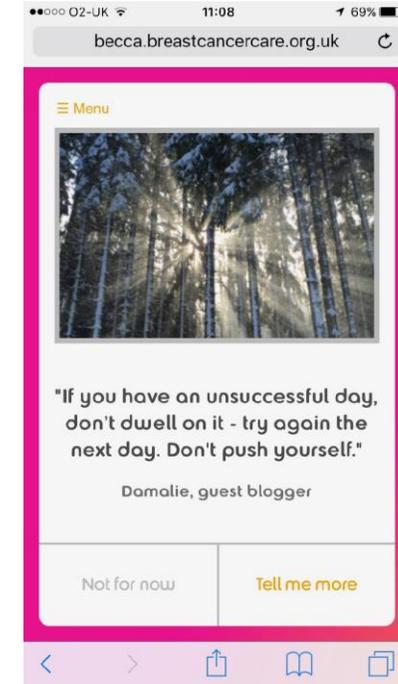
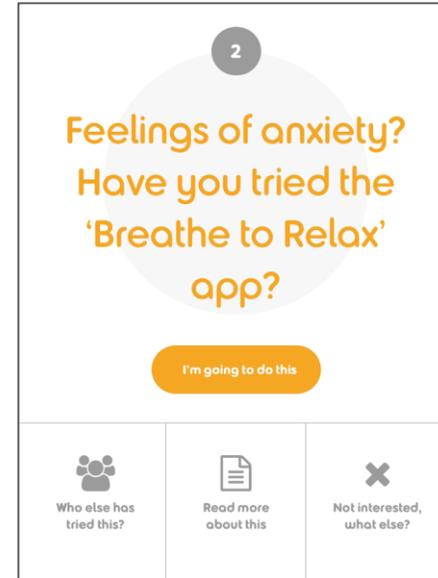
Action for Children

# Examples Constructing tests

## Solutions Prototyping

Static > Concierge >  
Functional

2. Testing your understanding and  
ideas



# Constructing tests

		What we don't know	What we <u>think we know</u>	In focus	What <u>we know</u>
Problem	Problem Area	Interview (£), Survey (££), Focus group (££), Desk research (£), Journey mapping (£) ...			
	Problem Statement	How can we provide effective signposting to the right information and support services for people newly diagnosed with Parkinson's?			
Solutions	User Value	Storyboarding (£), Static (£), concierge (££) and functional prototypes (£££), Usability testing (£), Multivariate testing (££), Longitudinal study (££), Randomised control trials (£££), Market analysis (£), ...			
	Social Value				
	Financial Value				

## 2. Testing your understanding and ideas

By now...

I quickly and simply test my understanding and ideas with users, making changes based on my findings rather than opinions.

**Well, kind of...**

By now...

You've come to a shared view of what's most important to focus on. And probably...

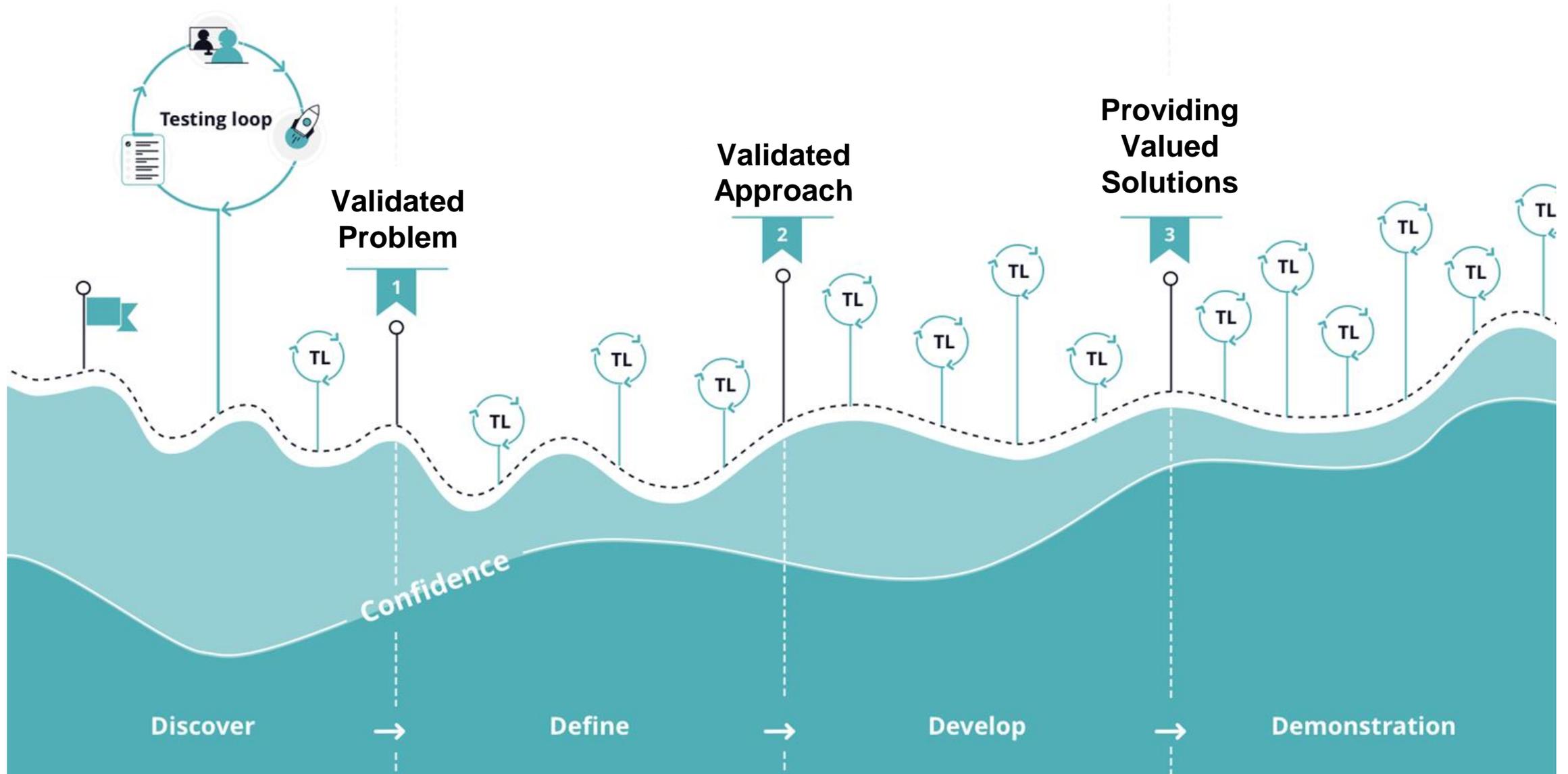
- Come up with resourceful ways to make progress - remember, everything from the emails you send to the products you launch are an opportunity to test.
- Identified where you might need support.

### 3. Regularly improving your understanding

I regularly make time to reflect on what we do, don't and think we know; then decide what we need to know most urgently and how best to discover it.

---

### 3. Regularly improving your understanding



Take a few moments...

When could you regularly spend less than an hour reviewing your understanding and progress, then deciding what to focus on next?

Ideally as a group. Maybe pencil it in...

	What we don't know	What we think we know	In focus	What we know
Problem Area				
Problem Statement				
User Value				
Social Value				
Financial Value				

## Milestones - A validated Problem

You want to uncover user needs.

**From:** Volunteers want to know if their branch is at risk of unplanned closure. - *Samaritans*

**To:** As a volunteer,  
*When* my branch is at risk of unplanned closure,  
*I want* to be notified,  
*So that* I can best allocate my volunteering time.

	What we don't know	What we think we know	In focus	What we know
Problem Area				
Problem Statement				
User Value				
Business Value				
Financial Value				

## Milestones - A refined Problem Statement

*“A problem well-stated is a problem half solved”*

*Charles Kettering, Inventor*

- Often ending with the question: “How might we...”, or “What can we do to...”
- Highlights key needs, expectations, behaviours and desired outcomes - what the solution should achieve, not how it should achieve it.

---

3. Regularly improving your understanding

*Examples*

Problem Statement

**Parkinson's UK**

“How can we provide effective signposting to the right information and support services for people newly diagnosed with Parkinson's?”

*3. Regularly improving your understanding*

	What we don't know	What we think we know	In focus	What we know
Problem Area				
Problem Statement				
User Value				
Social Value				
Financial Value				

## Milestones - Providing valued Solutions

We'll know this when...

**User Value** - Our solution meets people's needs, expectations and behaviours.

**Social Value** - Our solution helps to resolve a social issue and/or avoids negative consequences.

**Financial Value** - Our solution can grow and sustain itself.

---

3. Regularly improving your understanding

	What we don't know	What we think we know	In focus	What we know
Problem Area				
Problem Statement				
Clear Value				
Good Value				
Proven Value				

## Milestones - Providing valued Solutions

The depth of your evidence scales as your solutions mature.

**As well as:** Observed, qualitative evidence  
*We're seeing and hearing.*

**More and more:** Causal, quantitative evidence  
*Because of this thing, we know that thing happened.*

By now...

I regularly make time to reflect on what we do, don't and think we know; then decide what we need to know most urgently and how best to discover it.

**Well, kind of...**

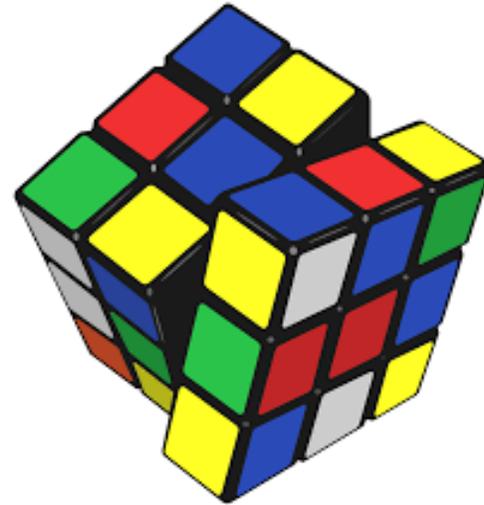
## By now...

You've (hopefully) hit a key milestone in your understanding of the problem and progress to address it. And probably...

- Had some assumptions proved and others disproved.
- Taken longer than expected.
- Encountered some challenges putting these ways of working into practice...

Embedding these ways of working

Simple != Easy



## Common challenges - Time

It's hard to fit research and testing in with the demands of day-to-day work.

- Leverage existing practices and processes, e.g. team meetings, dealing with service user enquiries, etc.
- Make research and testing outcomes part of your usual project planning and progress monitoring.

---

*Embedding these ways of working*

## Common challenges - Buy in

It's hard to get buy-in and support from colleagues and key decision makers.

- Establish and maintain a shared understanding. One way...

*“...the knowledge board exercise unifies colleagues with different agendas by forcing us all to stand back, really think about the gaps in our understanding and decide what we need to learn about our users' needs so we can put them first.” - NCVO*

---

*Embedding these ways of working*

Further help

[Knowledge board template](#)

[Fusebox beta](#)

[Digital design principles](#)

## Summary - A way of working

‘Digital’ is about a way of working to respond to changing needs, expectations and behaviours with design and technology

---

## Summary - Simple habits

1. Having a shared understanding
  2. Testing your understanding and ideas
  3. Regularly improving your understanding
-

## Summary - Well-balanced value

In the end, it's all about solving problems that matter by providing well-balanced user, social and financial value.

---

## Why are you optimising engagement? |

*"A good user experience is only as good as the action it enables."*

*Erika Hall, Designer*

|  
We have the responsibility but often lack the ability to respond - the ways of working outlined in this talk are simple habits which all nonprofits can adopt to develop better digital services.

---

# Thank you

hello@wearecast.org.uk

@TechForGoodCAST



**CAST**  
Driving social change  
with digital technology

COMCAST  
BUSINESS

JSA Just Some Apps

Seven Corners  
Print & Promo

BRAVE NORTH  
TECHNOLOGY  
Dot.Org Award Sponsor

MINNESOTA  
COUNCIL OF  
NONPROFITS

# 2019 Nonprofit Communications & Technology Conference

March 7, St. Paul