

9 Zoom in, zoom out

What?

This is a tool that will help you put your task in a bigger perspective by looking at the details as well as the surrounding systems.

Time?

60 minutes, depending on the task and phase of the process.

Why?

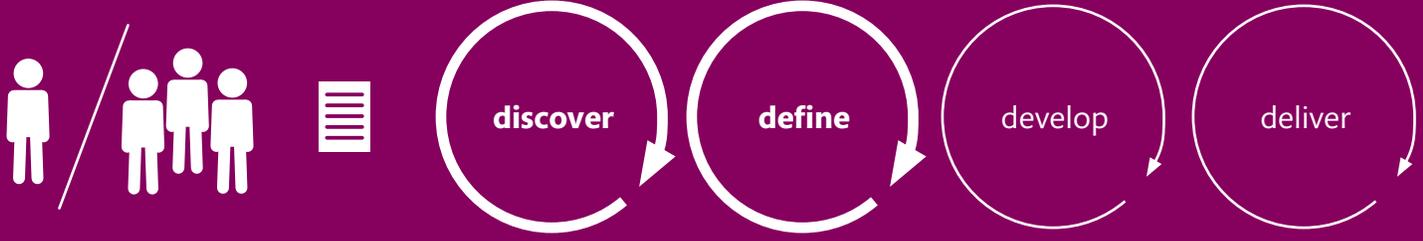
Have you ever felt so stuck in your process that you are not moving forward with a task, problem, challenge or question? This tool will make you raise your head and look at your task from different angles. What systems are affecting it and what details matter? This tool will challenge you to zoom out to see how your task is connected to other systems, organizations and people. Further, by zooming in, you will get a better understanding of how your task influences others. You can use this tool in different phases of a process, partly to get multiple perspectives on your task and partly to kick-start creativity.

What is needed?

Every participant needs a worksheet and a pen. To prepare for your role as facilitator, we suggest that you look at the example in connection to the worksheet for reference. We also recommend that you watch the movie Powers of Ten.

How?

1. Define the task with which you or your group will be working.
2. Tell participants that you will be zooming in and out on your task to discover new perspectives.
3. Use the worksheet. If you want the participants to work together, you can also draw the worksheet structure on a whiteboard.
4. Write down the task on "level 0".
5. Start by zooming out and taking a step away from the task. What surrounding structures (systems, stakeholders, etc.) are there, and how are they affecting the task? As you change levels you take a step upwards and away from the task.
6. Once you are done zooming out, you switch and start zooming in by looking at how people are affected by the task. For each level you take a step inwards.
7. If there are not enough levels on the worksheet, just add more levels and continue until you have finished.



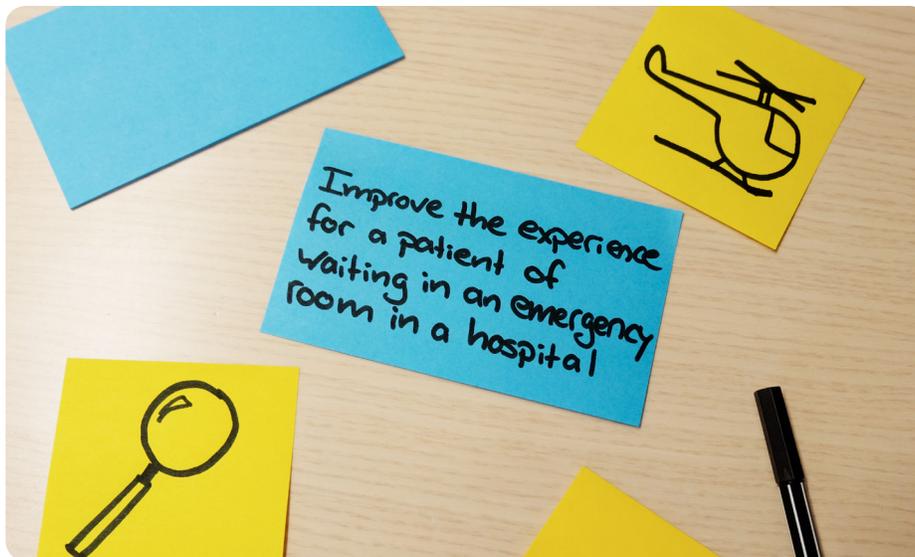
8. Challenge yourself and the group when it gets difficult to zoom in and out. Give the participants enough time, welcome crazy ideas and be careful with negative feedback. There is no right or wrong!

9. Remember that everyone is different. We see things and perceive systems and details in different ways. This can lead to very interesting discussions.

10. When you finish this exercise you will have a list of different levels on which to approach the task and possible challenges. Use the list to create solutions and ideas.

Hints!

This tool is inspired by the short movie *Powers of Ten*, created by Charles and Ray Eames in 1977. Charles and Ray were designers, and the movie is about the relative size of things in the universe and the effect of zooming in or out by a factor of 10. There is a link to the movie and more information about the work of Charles and Ray Eames below. The movie illustrates how all of us are part of other systems and environments affecting us, even though we might not see it. It is a visualization of science to make it more accessible to the public.



Read more

Eames, C., & Eames, R. (1977). *Powers of Ten* [Film]. USA: Eames Office. Retrieved from <http://www.eamesoffice.com/the-work/powers-of-ten/>

Stanford University Institute of Design. (2011). *Bootcamp Bootleg*. Retrieved 2015-10-02 from <http://dschool.stanford.edu/wp-content/uploads/2011/03/BootcampBootleg2010v2SLIM.pdf>

Worksheet: Zoom in, zoom ut

Level 5

Level 4

Level 3

Level 2

Level 1

Level 0

Level -1

Level -2

Level -3

Level -4

Level -5

Example

Level 5 The health care system on a national level

Level 4 The health care system on a regional level

Level 3 The entire hospital and staff

Level 2 Emergency room

Level 1 Waiting room

Level 0 Improve the waiting experience for a patient in the emergency ward

Level -1 The patients in the waiting room and the emergency ward staff

Level -2 A patient in the emergency room

Level -3 The patient's disease

Level -4 The daily life of the patient, work and family

Level -5 The feelings and thoughts of the patient while he or she is waiting