



Re:Think™  
MINING

# SOCIAL LICENCE TO OPERATE

AND HOW DESIGN THINKING CAN  
— REMOVE UNCONSCIOUS BIAS —

November 2019

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# DEFINING DESIGN THINKING

Bringing designers' principles, approaches, methods, and tools to problem solving.

Tim Brown, CEO IDEO



**1. Empathy-driven problem solving**

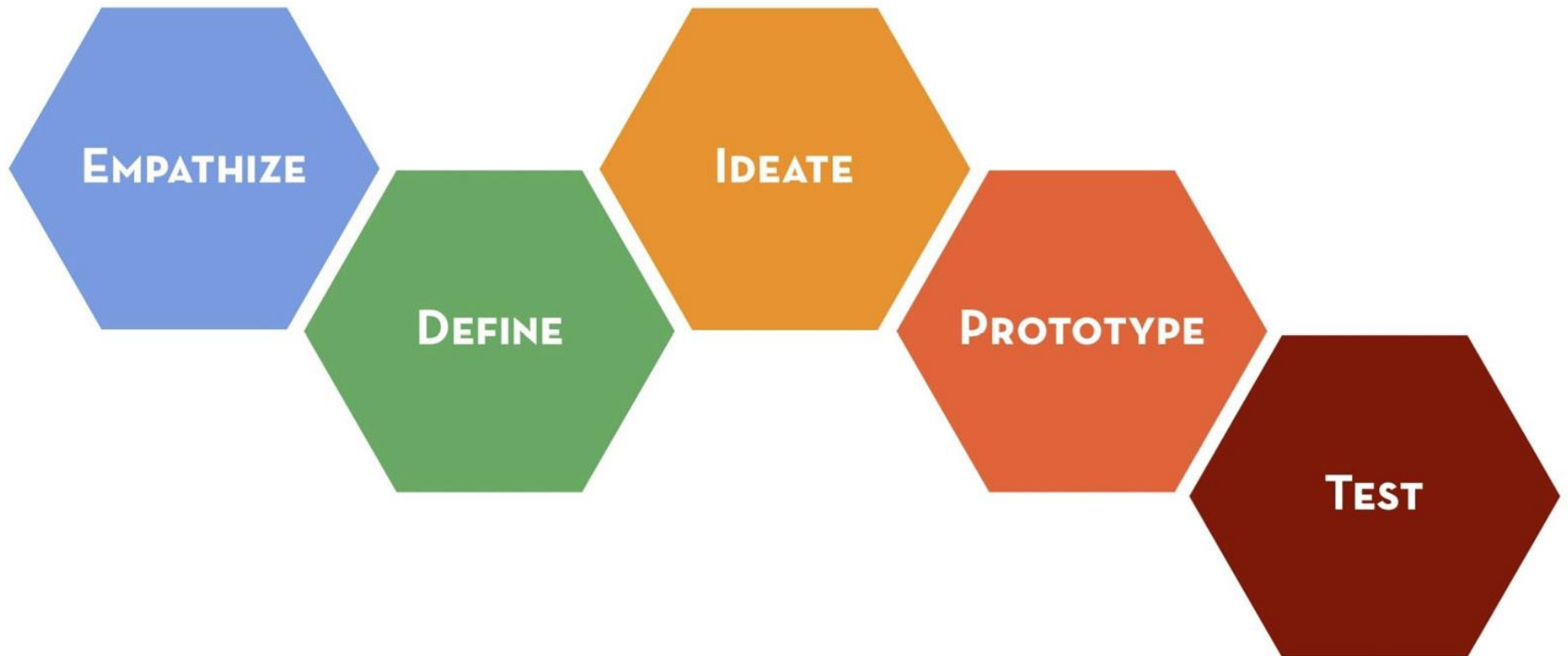
**2. Divergent thinking**

**3. Human Centred Design**

**4. First Principles**

# MODEL ONE

# EMPATHY-DRIVEN PROBLEM SOLVING



**EMPATHISE**  
**ALL THE**  
**RIGHT**  
**INTENTIONS**

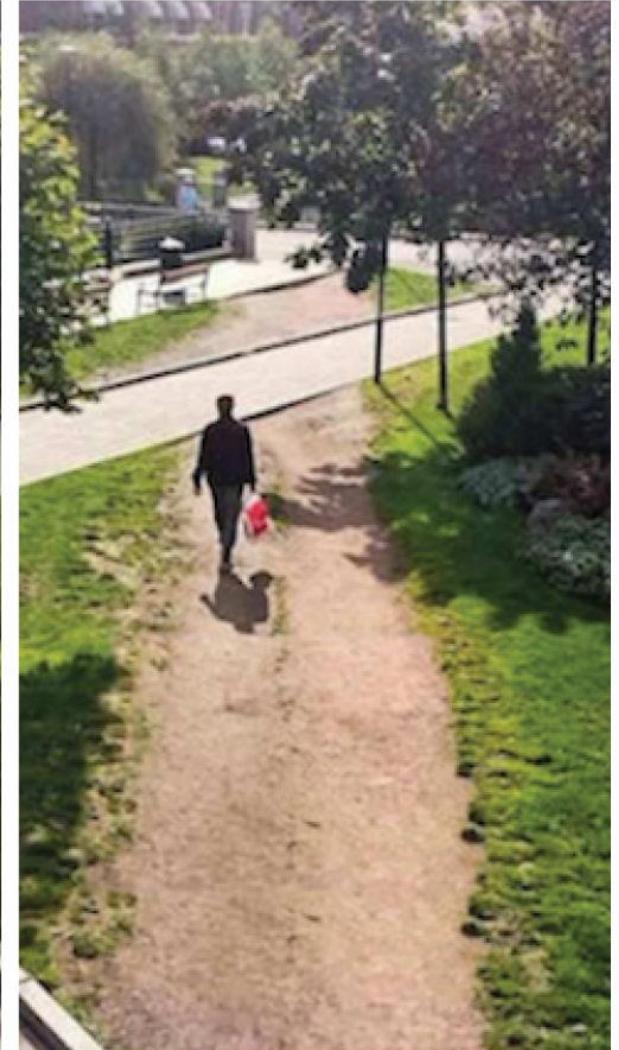


**Design**

# EMPATHISE ALL THE RIGHT INTENTIONS



**Design**



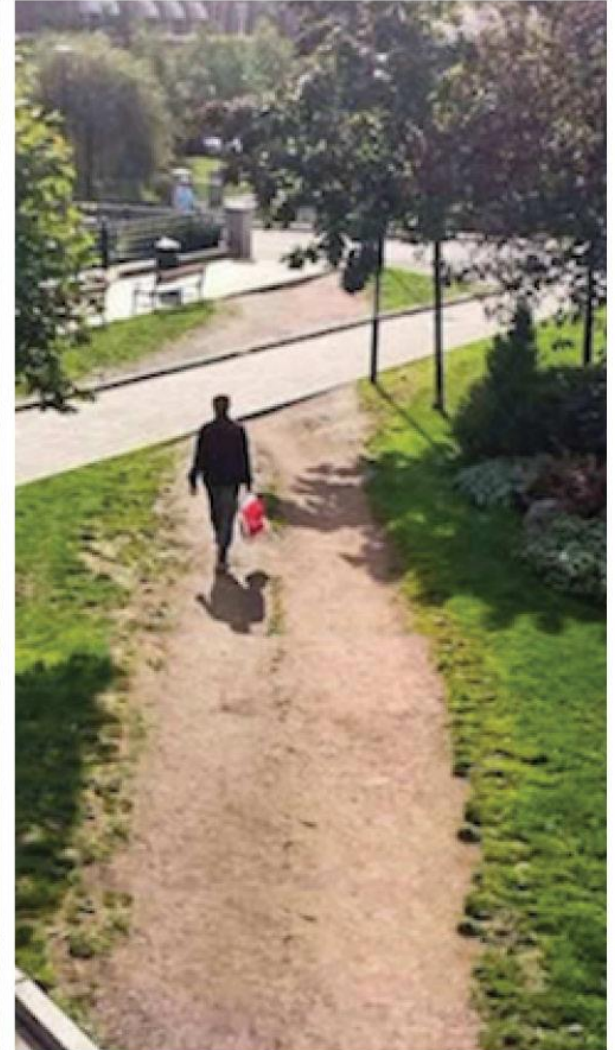
**Experience**

Source: Google Design Guidelines 2019

# EMPATHISE ALL THE RIGHT INTENTIONS



**Perception**



**Reality**

**Perception  $\neq$  Reality**



# DEFINE

## How did?

**A metaphor for a community's ability to raise the costs and slow the progress of mining projects and operations**



**General management perspective of social-political responsibilities of a corporation.**

**IDEATE**

**Has jargonised 'social license' created**

**Unconscious Bias**



**DEFINE**  
**PERCEPTION**  
**VS**  
**REALITY**



**Design**

**DEFINE**  
**PERCEPTION**  
**VS**  
**REALITY**



**Design**



**Experience**

**DEFINE**

**UNCONCIOUS BIAS**

**what do we  
NOT KNOW  
we're doing wrong?**

# DEFINE THE PROBLEM

## WORDS

### And the meaning of words



**Socio-  
Linguistics**

When uncontrolled speech  
becomes vernacular



**Privilege**

The ego-centric empathy gap



**Context**

Mining is an engineering  
environment

**IDEATE**

**AUTHENTICITY**

**Perception = Reality**

**PROTOTYPEv**  
**WE HAVE AN  
AUTHENTICITY  
PROBLEM**



**Experience**



**PROTOTYPE**  
**WE HAVE AN**  
**AUTHENTICITY**  
**PROBLEM**

**UNCONCIOUS BIAS**  
**EXISTS**

**WE'RE LIKELY**  
**ENGINEERING A SOLUTION**



**Experience**

**1. Empathy-driven problem solving**

**2. Divergent thinking**

**3. Human Centred Design**

**4. First Principles**

**1. Empathy-driven problem solving**

**2. Divergent thinking**

**3. Human Centred Design**

**4. First Principles**

**Active  
Listening  
First**



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graph TD; 1[1. Empathy-driven problem solving] --> A((Active Listening First)); 2[2. Divergent thinking] --> A; 3[3. Human Centred Design] --> A; 4[4. First Principles] --> A;
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**Feeling**

**Tasting**

**Hearing**

**Smelling**

**Seeing**

**Active  
Listening  
First**

**profoundly human-centered  
approach**

**TEST**

**We can use**

**DESIGN THINKING TO REMOVE  
OUR UNCONCIOUS BIAS**

**and make**

**SOCIAL LICENSE TO OPERATE**

**A profoundly human problem**

**WORTH SOLVING**

# REFERENCES

Boutilier, R.G.; Black, L. D.; Thomson, I. (2012) From Metaphor to Management Tool – How the Social License to Operate can Stabilise the Socio-Political Environment for Business. International Mine Management Conference / Melbourne, 227–237

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Google (2019) Design Guidelines. <https://designguidelines.withgoogle.com/conversation/conversation-design-process/test-iterate.html>; viewed November 2019

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