

UNDERSTANDING THE “GOLDILOCKS ZONE FOR HUMAN SERVICES”

VIDEO TRANSCRIPT

Why is finding the Goldilocks Zone Important for Human Services?

Brian Lee-Archer:

The Goldilocks Zone actually ... got picked up by astrophysics... looking for life in alien worlds and where, of course, all sorts of planets out there... which are the ones that are worth looking at and what are you looking for. And this concept of the habitable zone where a planet... if you see planets around particular stars in this sort of zone, it might be just right for possibility of say water or something to be there, which of course is the key ingredient of life. So this concept of the Goldilocks Zone.

So I've been thinking and then looking at some of Gianluca's work and saying well how could the Goldilocks concept work in say social services. This is to help set the scene for the roundtable this afternoon.

The idea is that, of course, we traditionally have had a one-size-fits-all service delivery model... We focused more on the inputs, we deliver a set of outputs and then with the outcomes, we try and measure them and hopefully we're getting a good result.

...People have, of course, different behaviours, different needs, different requirements and so... are there ways of being able to say what is that person's Goldilocks Zone, what is just right for them.

So a very simple example, and because we're all heading hard towards digital services, we want to service people online, but for some people that is way outside their Goldilocks Zone. There will be some people, for a range of reasons and circumstances, their Goldilocks Zone will say... I need someone to come and talk to me.

So how as organisations are we able to predict what a person's Goldilocks Zone is and then tailor the service response based on the circumstance or the context of the information received so that we actually hit inside their Goldilocks Zone.

Their Goldilocks Zone may change from day to day, depending again on what they're experiencing in their life or what's the sort of transaction or activity that they're doing.

So that then creates a real different sort of mindset on then how you are using information as it's coming in and then tailoring, not just even a service delivery response but can you tailor even some of the policy responses, and that comes down to some of these more social innovations, social impact bonds, all these new sort of instruments that people are thinking about.

Of course, the bottom line there – but it must be evidence based and explainable. Gianluca talked about the evidence base, the explainable side comes down to if we're starting to use things like artificial intelligence and machine learning, again, fantastic technologies but of course when two people side by side look at each other and say, I think we're pretty much



the same but they're comparing their experiences they may have had dealing with the social services system and they might say, well actually I had it pretty easy, it was very simple. And the next person is saying, well I seem to be a bit more difficult, I had to go through a few more steps.

And of course, if they approach the organisation and they say well, what's the difference? We can't really say well the machine made me do it or the machine did it. We have to have some sort of way of explaining and having our human experts understand what this technology is doing and being able to give good rational explanations of what's happening.

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