

Design Thinking for State Government

National Assembly State Arts Agencies
September 16, 2016

Hi. I'm Stephanie.

- I am an **ARTIST**, designer, strategist, innovator, entrepreneur, implementer, changer, researcher, analyst, leader, manager, meditator, skier, baker...
- I am the Former Director of a Federal Design Innovation Lab (Lab at OPM)
- Was a design thinker and strategic planner at Booz Allen Hamilton
- Worked in the arts, in the Massachusetts State House, national politics, and at the Government Accountability Office
- Was a terrible hostess at a chain restaurant in High School
- Currently working at Bloomberg Philanthropies running their i-teams program

What are we doing today?

- Sharing a BRIEF overview on Design Thinking and examples of how it can be used to drive impact in government
- Walking through a VERY QUICK design sprint so you get hands on learning and experience with design thinking
- Talking about lessons learned in using this in government
- Talking through questions

What is Design Thinking?

The discipline of navigating complex problems and creatively designing effective solutions to meet people's real needs.

Why use Design Thinking?

- Provides a framework from which to foster innovation
- Helps you get the *right* solution, faster
- Reduces risk
- Gives your teams the tools to tame highly complex problems
- Promotes productive interdisciplinary collaboration

Why Use Design Thinking?





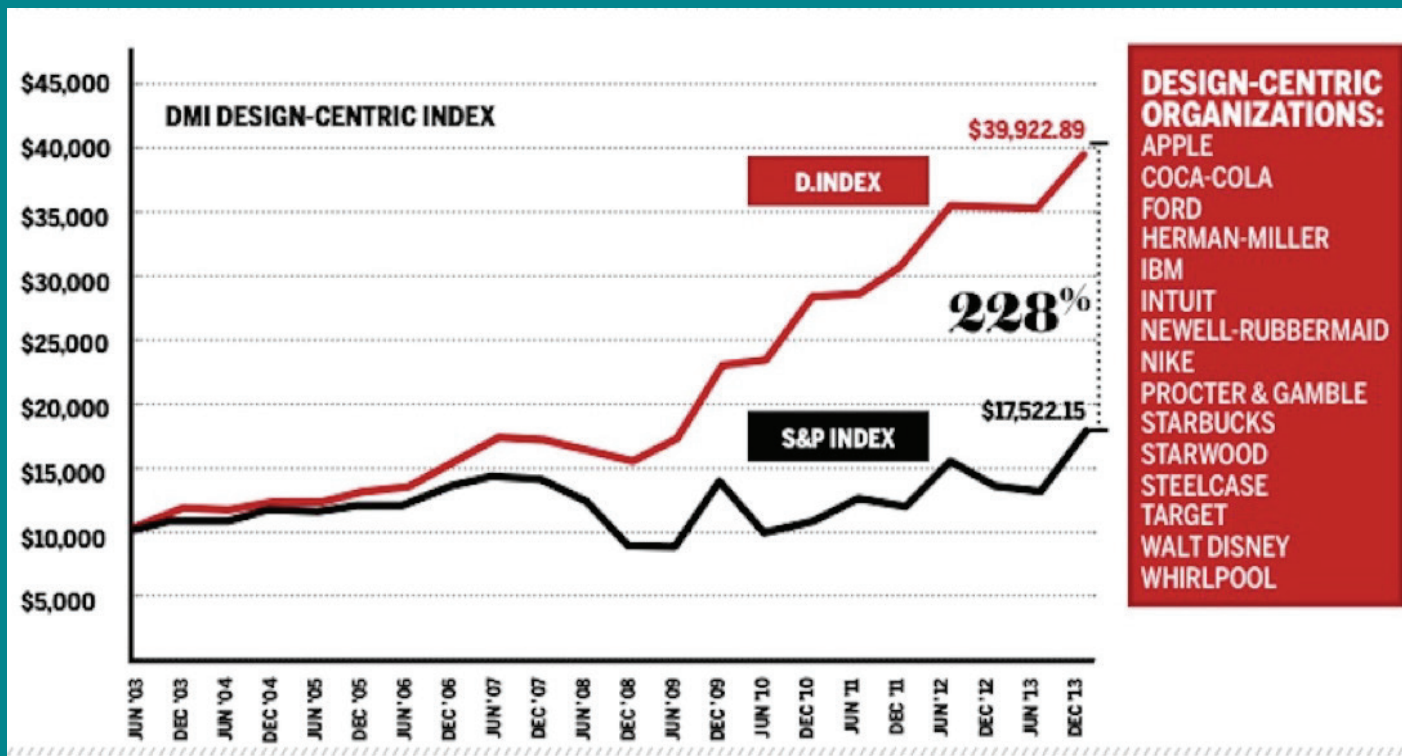
EXAMPLE

Where did it come from?

- Private sector design firms

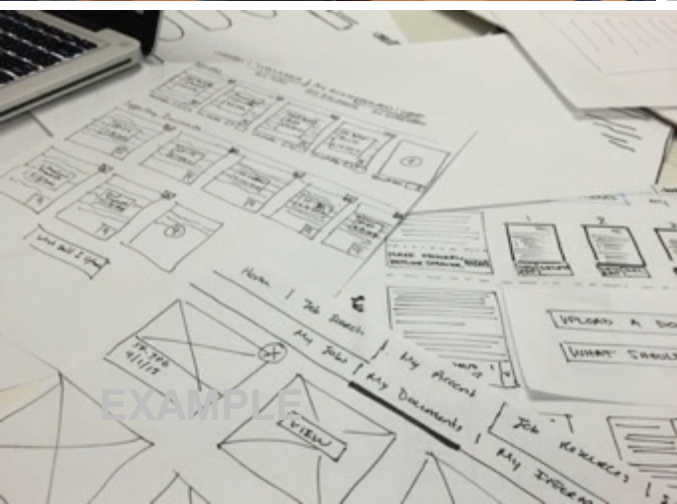
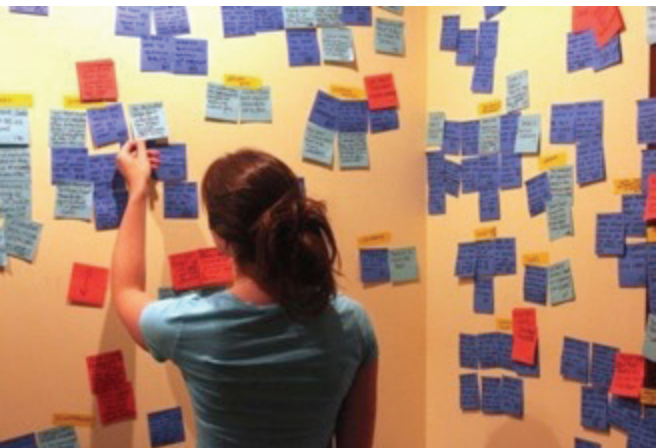
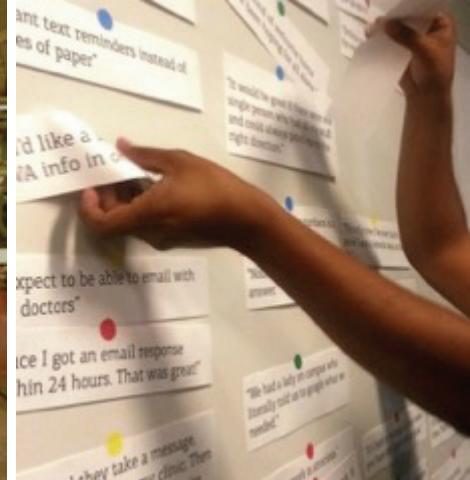
What Is Its Impact?

- Design-led companies outperform their peers on the S&P 500 by 228% over 10 years*

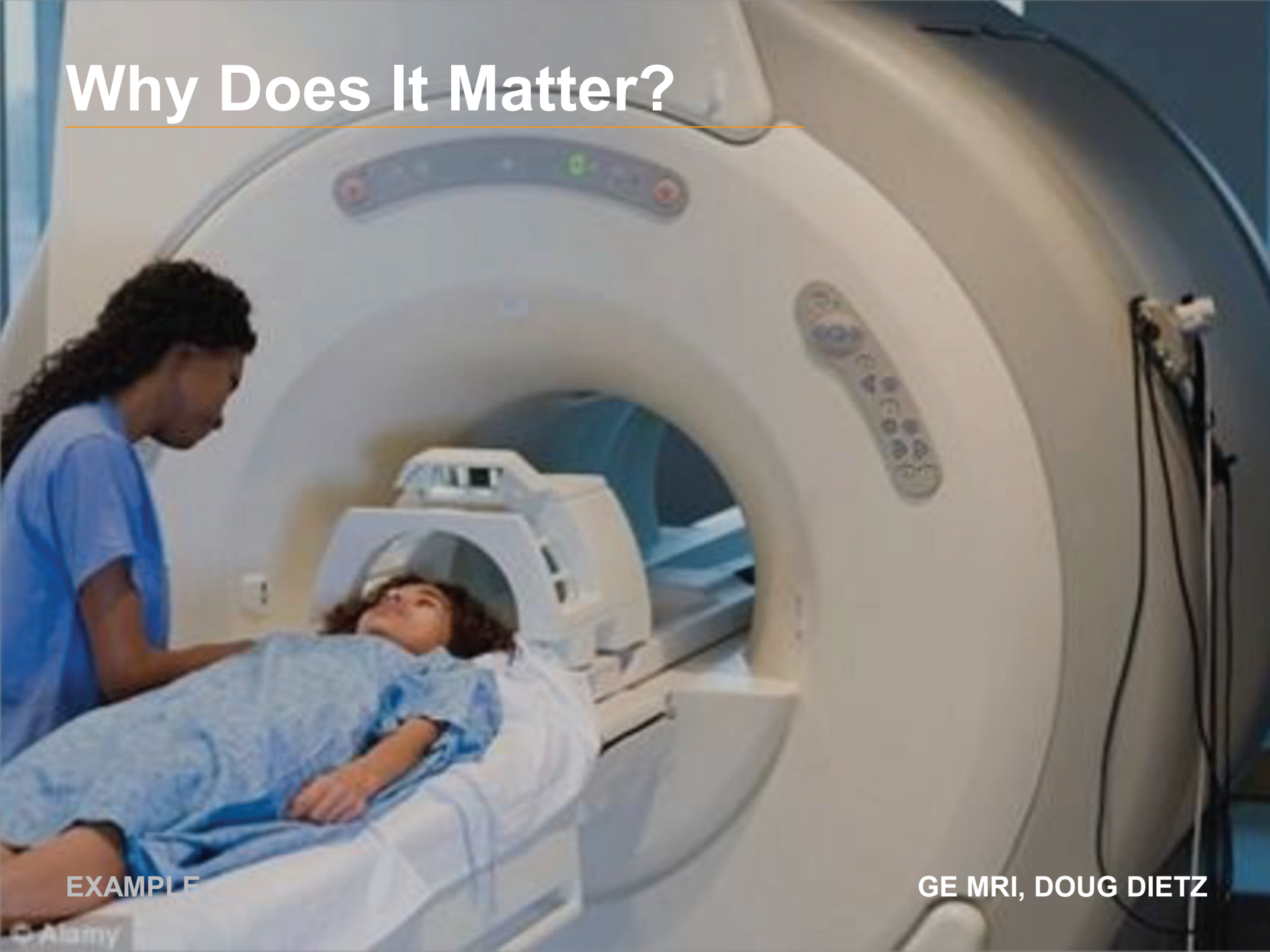


*<http://www.dmi.org/blog/post/1093220/182956/Design-Driven-Companies-Outperform-S-P-by-228-Over-Ten-Years--The-DMI-Design-Value-Index>

What does it look like?

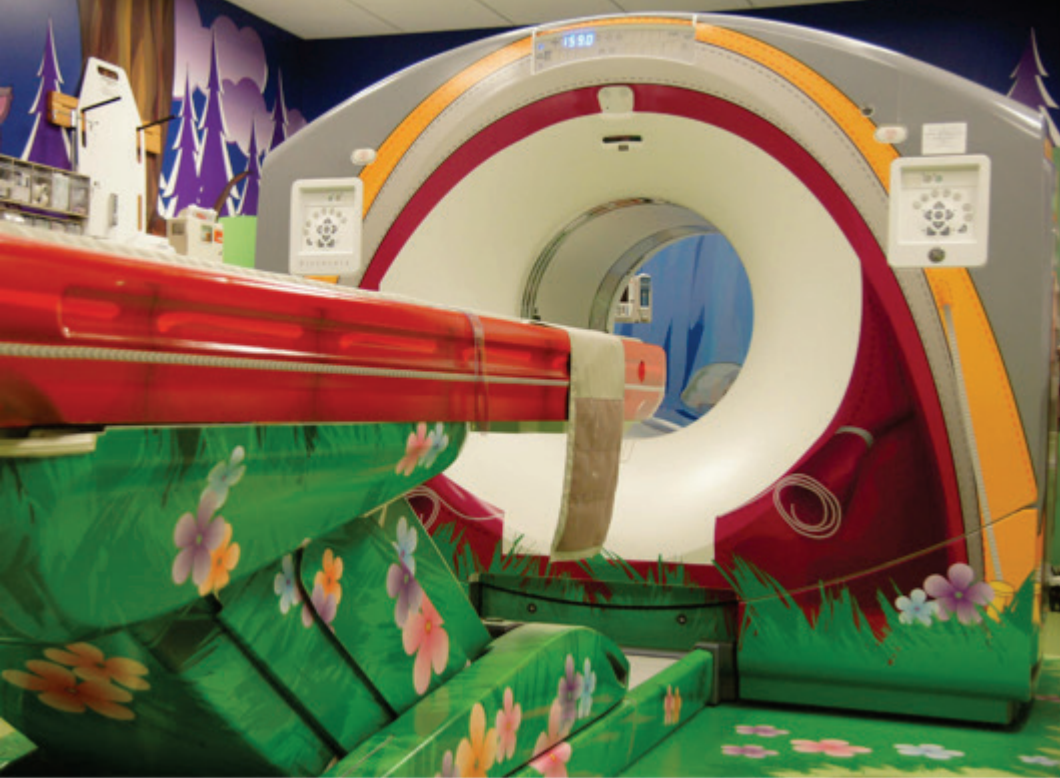


Why Does It Matter?



EXAMPLE

GE MRI, DOUG DIETZ



EXAMPLE

GE MRI, DOUG DIETZ

LAB at OPM



Lab at OPM



Lab at OPM

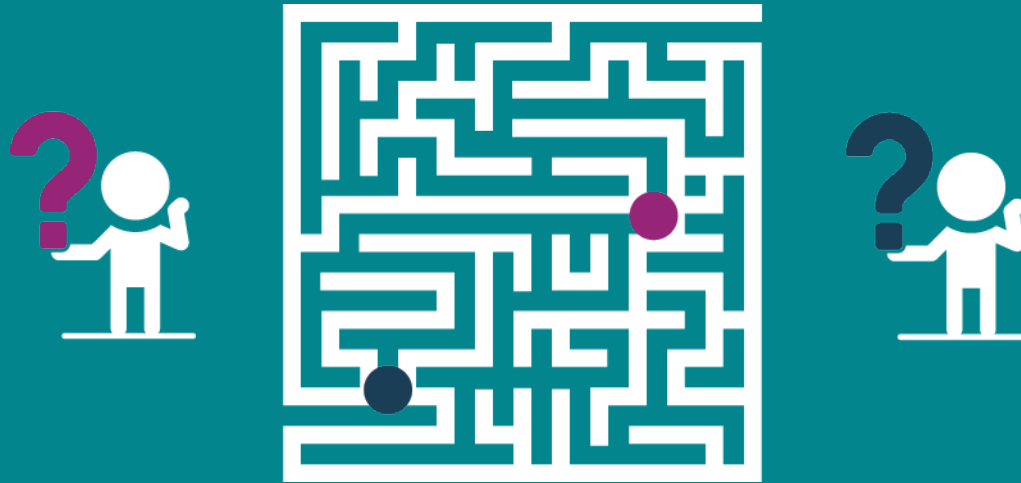


Examples of Design in Government

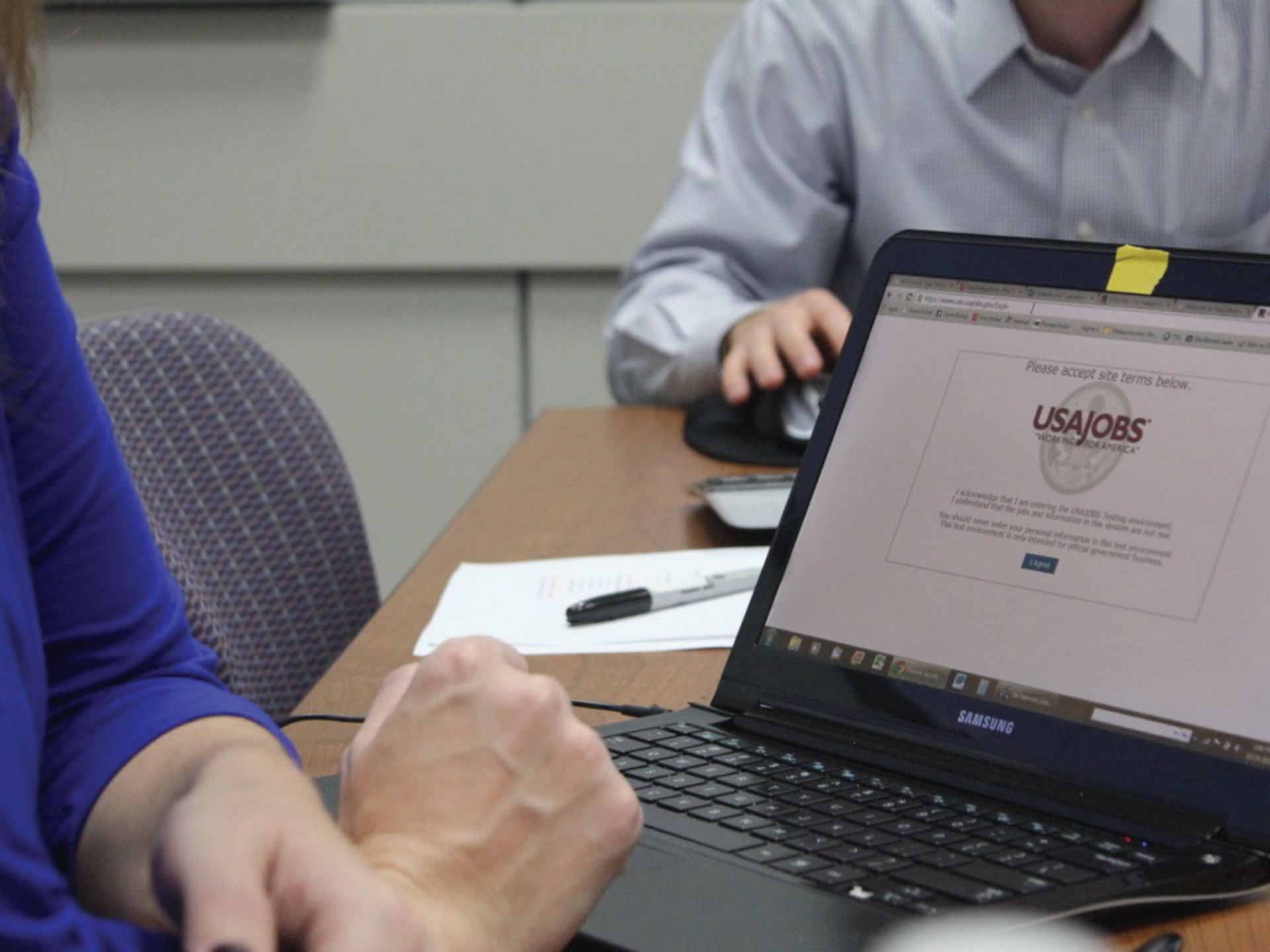
- **GIVING PARTNERSHIP A PURPOSE**
USDA School Lunch
- **CUTTING RED-TAPE, POLICY DESIGN and WEBSITE OVERHAUL**
USAJOBS
- **TRAINING PEOPLE TO UNDERSTAND DESIGN**
US Federal Government
- **GRANT PROGRAMS**
MCC and Poverty in the Philippines
- **UNSTICKING PROGRAMS**
Veterans Affairs

Case Study: Red Tape, Policy, Website

Because USAJOBS shapes applicant's perception of the federal government at large...



... we focused on designing the hiring experience, not just the USAJOBS website.



Please accept site terms below.



I acknowledge that I am entering the USAJOBS Testing environment.
I understand that the jobs and information in this system are not real.
You should never enter your personal information in this test environment.
This test environment is only intended for official government business.

I Agree

SAMSUNG



SH

Search - allow terms to be blocked out as a filtering option

higher limit to send email

High frequency in the JOA
Only show form errors when an error has actually been made

More People Post the Fold

ALWAYS let me go back

Pictures of Federal Employ in action on USNTOSS homepage

That's It!

Improve Visual Hierarchy of the website

Make Web Standards for Modern Browsers, let them help you help yourself

feedback letting users know a submission, upload etc was successful

USNTOSS should provide list of documents required of each individual earlier in the process

Use Social Media to receive real-time feedback from job seekers

Dictionary for Federal Language

Content for JOA

All required docs should have an associated icon and the format required

for application statuses - no more "referred"

do specific corrective action

Show website security cert and links on the homepage

Simple Job Posting

Guide users but don't force them down a path

Implement video chat in the process

Facebook feed on USNTOSS homepage

More Than One Location For Help

Button on every page

50 words or less

Address by name

More help

Explain hiring timeline

to begin you will need...

Confirmation email when the application is received & reviewed

Implement video chat in the process

What to include in a federal resume

Guarantee 3 years

Button on every page

50 words or less

Address by name

More help

Address by name

More help

Linked in for USA jobs profile (picture, history, references)

Less words, more visuals for instructions

User Profile

Post questions on the website

Allow to post in the forum

Have a video chat

Guarantee 3 years

Button on every page

50 words or less

Address by name

More help

Address by name

More help

Do not allow upload of documents in multiple systems

Have the ability to enter "old notes" in resume many profiles

User Profile

Post questions on the website

Allow to post in the forum

Have a video chat

Guarantee 3 years

Button on every page

50 words or less

Address by name

More help

Address by name

More help

"How is Federal Hiring Different?" Tutorial highlighting great ideas

want to publish blogs on my profile

User Profile

Post questions on the website

Allow to post in the forum

Have a video chat

Guarantee 3 years

Button on every page

50 words or less

Address by name

More help

Address by name

More help

Let a job seeker share through photos

Allow user to help user in forum

User Profile

Post questions on the website

Allow to post in the forum

Have a video chat

Guarantee 3 years

Button on every page

50 words or less

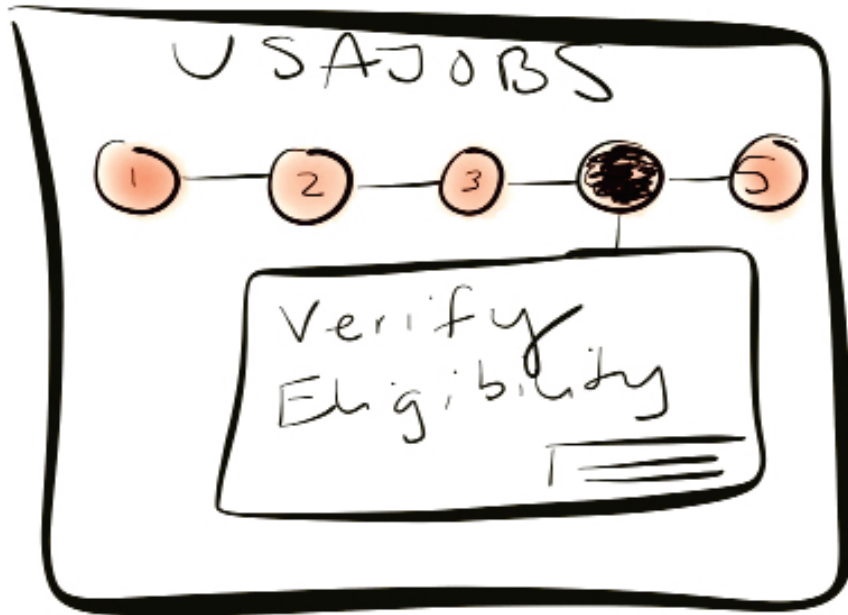
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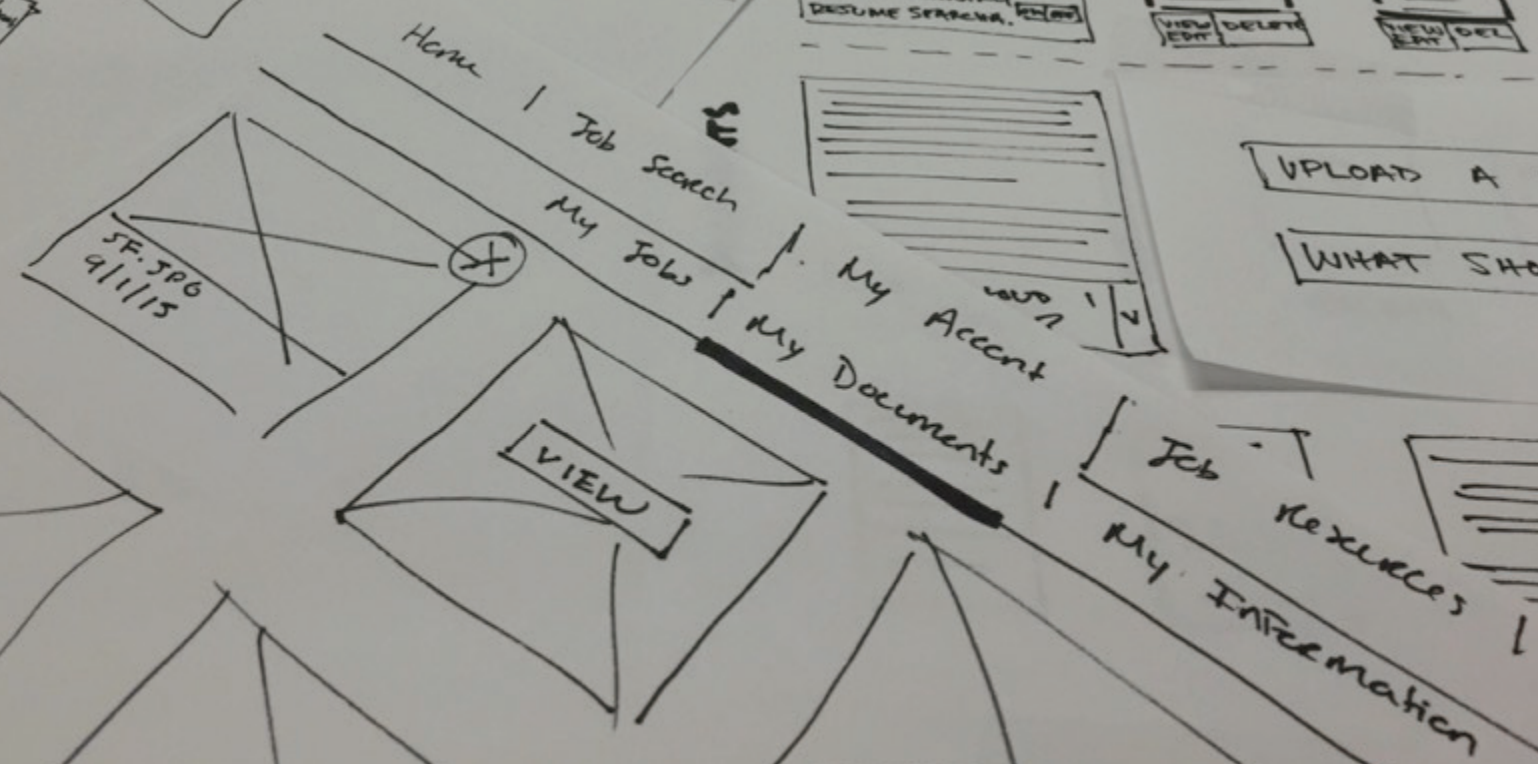
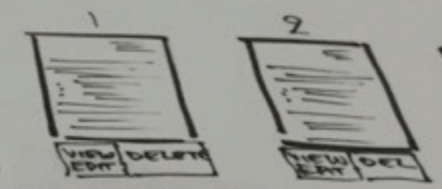
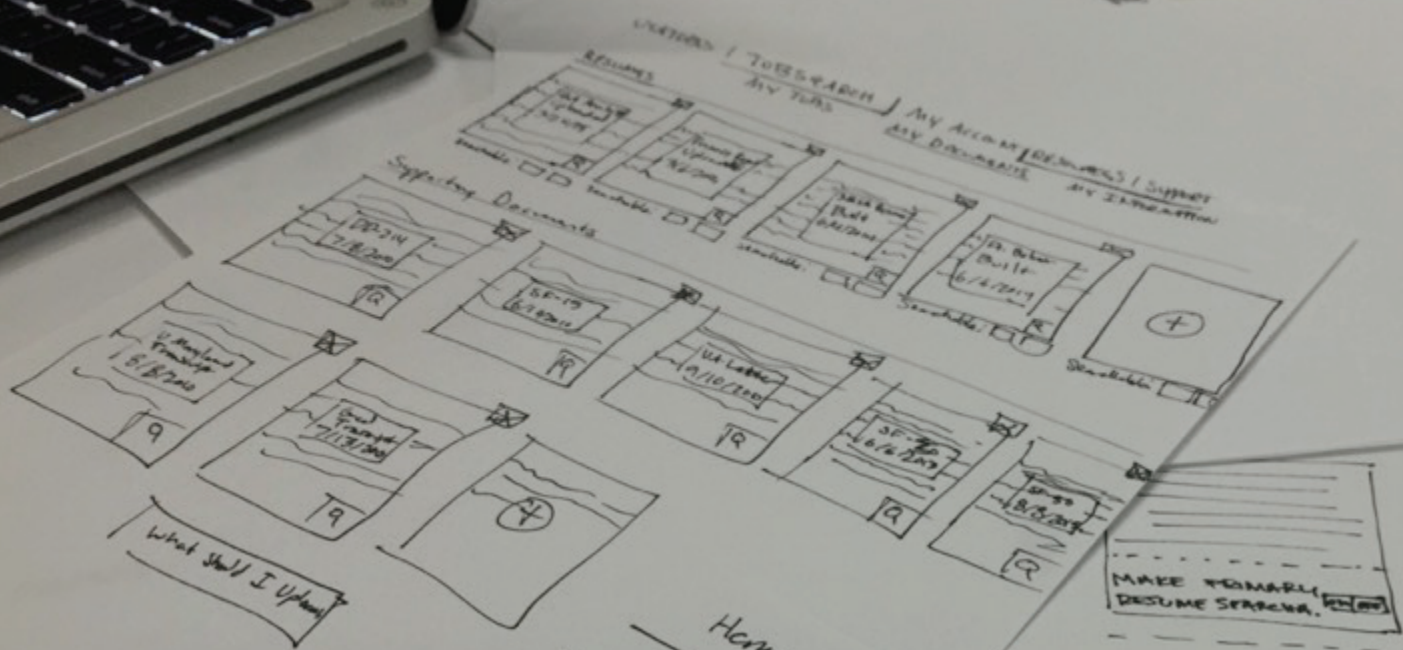
Application Wizard



Features in the site creating a streamlined and improved user experience

Simplifies the complicated hiring process

Reduces abandonment rate



New Application

An official website of the United States Government

USAJOBS

Matthew Help Search

Applying to:
Park Ranger (Protection)
National Park Service
Closes 7/5/2016
[Who may apply](#)

1 — 2 — 3 — 4 — 5

Select Resume **Select Documents** Review Package Include Personal Info Continue Application with Agency

Select Documents

Instructions

Select the document(s) that you want to submit as part of your application. You can review the required document(s) for this job by selecting the "Documents" button.

If the document you want to submit is not available you can upload it by selecting "Add Document". Any documents added or deleted on this step will be reflected in your account. USAJOBS stores up to ten documents, so you may need to delete an existing document to upload a new one.

Your Documents



Required Documents +

Acceptable Formats -

Uploaded resumes must be less than 3MB and in one of the following document formats: GIF, JPG, JPEG, PNG, RTF, PDF or Word (DOC or DOCX).

Do Not Include in Resume
Classified information
Social Security Number (SSN)
Photos of yourself
Personal or sensitive information
Encrypted and digitally signed documents

Helpful Links
[Sample Resume](#)
[What to Include](#)

An official website of the United States Government

USAJOBS

MD Search

Applying to:
Park Ranger (Protection)
National Park Service
Closes 7/5/2016
[Who may apply](#)

1 — 2 — 3 — 4 — 5

Resume **Docs** Review Info Continue

Select Documents

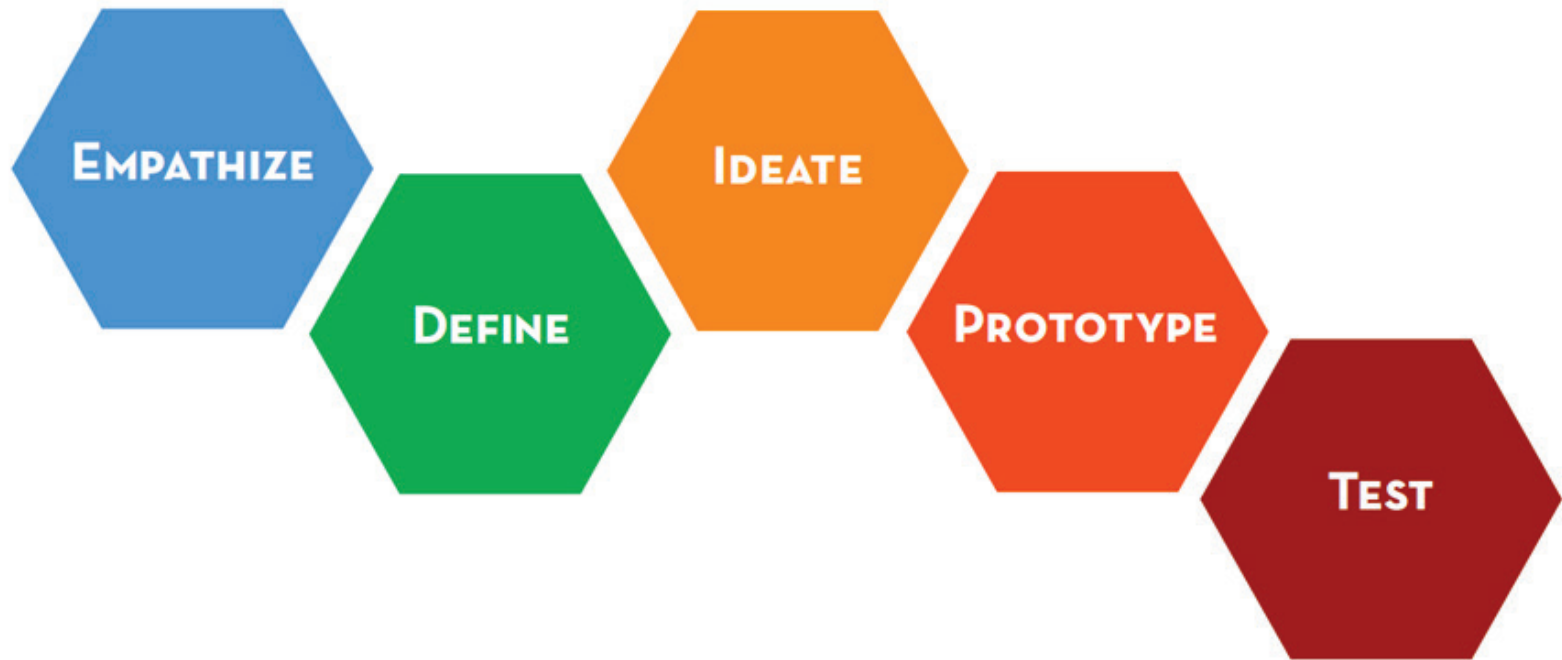
Instructions

Select the document(s) that you want to submit as part of your application. You can review the required document(s) for this job by selecting the "Documents" button.

Now Its Your Turn!

- You will now take on the persona of a designer.
- You will partner with someone at your table and design a new way of giving gifts that is customized to meet THEIR NEEDS in gift giving, not your own
- We will walk through 9 steps over the next ~1.25 hours

Stanford Design School: Design Thinking In a Nutshell...



Reflect

Think about the last gift you gave. What was the experience like? Reflect on the following:

- The point you realized you needed to buy a gift
- Figuring out what you were going to buy
- Figuring out what you were actually going to buy
- Purchasing the gift
- Wrapping the gift
- Giving the gift

1. Interview

Introduction

You are going to interview your partner about their gift giving experience. Important, you are not trying to help them with selecting a better gift, instead you are trying to gain an understanding of what they went through. Our ultimate goal is to create a better gift giving experience.

Directions

Partner A will interview Partner B for (4 minutes)

Partner B will interview Partner A for (4 minutes)

Ask why to find motivations and emotions

Take notes



2. Dig Deeper

Introduction

The challenge is to dig deeper. Think about things, in your conversation, that stood out to you because they were interesting or unexpected. Probe into areas to seek emotions, stories, and motivations.

Directions

Partner A will interview Partner B again (4 minutes)

Partner B will interview Partner A again (4 minutes)

Seek emotions, stories, and motivations

Take notes



3. Capture Findings

Introduction

Reflect on the conversations you had with your partner. Catalog an inventory of the needs and insights you uncovered in your conversations.

Needs are things your partner was trying to accomplish when giving a gift. For example, look for verbs such as show love, express themselves, and be appreciated.

Insights are unexpected nuggets that you may be able to leverage in design somehow but you are not sure yet. For example, your partner thinks hand made gifts are better than bought gifts

Directions

Catalog a list of needs and insights (3 minutes)

Take some creative leaps and inferences

Does not have to come directly from your partner

Get messy



4. Define Problem Statement

Introduction

Now we move to articulate a problem statement. This is your unique statement of the problem as informed by empathy for your user. Look at your list of needs and insights and find the most compelling or unexpected.

Directions

Write down your problem statement (3 minutes)

Use your list of needs and insights

This is just a first pass, does not have to be permanent



5. Sketch Radical Ways to Meet Your User's Needs

Introduction

Explore the different possibilities to a solution. Create drawings in the boxes that represent those solutions even if they are crazy such as time travel or magic. The goal is to use up all of the boxes and possibly more. Important, go for quantity instead of quality.

Directions

Sketch 5 solutions (5 minutes)

Have fun!

A large orange hexagon with the word "IDEATE" written in white, bold, uppercase letters in the center.

IDEATE

6. Share Solution and Capture Feedback

Introduction

First, everyone is going to stand up and switch seats with your partner. You are going to share your sketches with your partner. Provide honest feedback to your partner when reviewing their sketches. Honest feedback is important to help them decide in what direction to go in. Important, this step is used to continue learning about the user and not validate a solution.

Directions

Partner A will share sketches with Partner B (4 minutes)

Partner B will share sketches with Partner A (4 minutes)

If they like something, ask why

If they did not like something, ask why

Take notes



7. Reflect and Generate a New Solution

Introduction

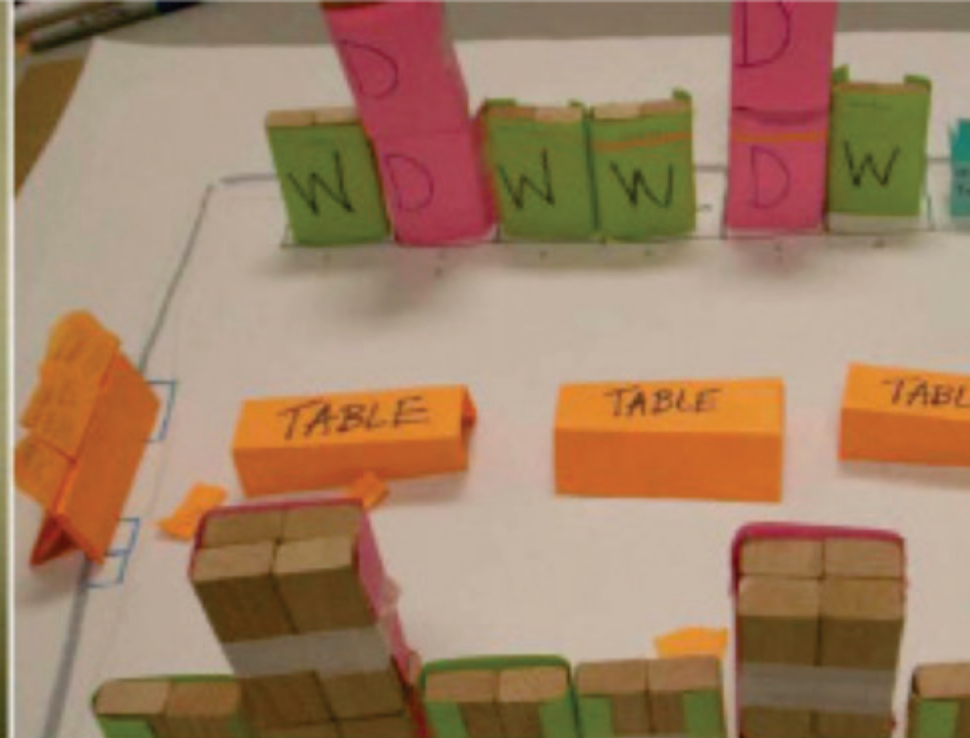
Some of your ideas might have tanked, some might have been great. However, hopefully you have a deeper understanding of the user. Based on all of the solutions you created, feedback received, and what you have learned about the user, bring it all together into one new solution sketch.

Directions

Revise your sketch (3 minutes)



IDEATE



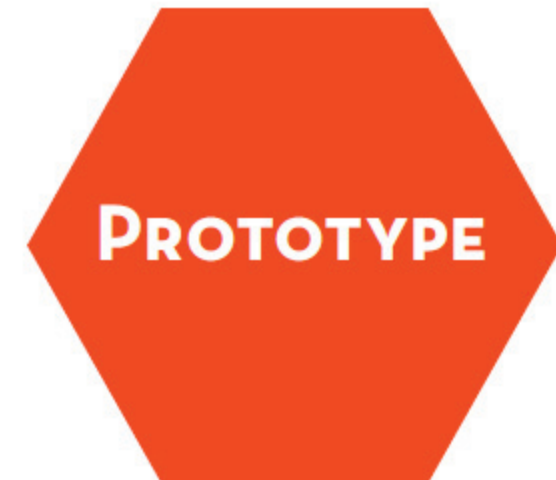
8. Build Your Idea

Introduction

Now we will bring your new solution sketch to life. You will build a physical, tangible representation that the user can engage with.

Directions

Build a prototype (10 min)



9. Share Your Idea and Get Feedback

Introduction

Your prototype may not be finished but that is okay. You are going to fill in the feedback grid and treat your prototype the same way you treated your sketches. Important - do not try to sell your prototype, continue to learn about the user.

Directions

Partner B gives feedback to Partner A's prototype (4 minutes)

Partner A gives feedback to Partner B's prototype (4 minutes)

Place the prototype in the user's hands

Write down anything meaningful in the feedback grid



Recap

Human-centered design – build empathy

Experimentation and prototyping

A bias towards action

Show don't tell

Power of iteration



TEST

Activity Reflection

1. What surprised you about this activity?
2. What did you like?
3. What did you wish was different?
4. What are you skeptical about?
5. Does this activity change the way you view your work in any way?

5 Lessons For Building This Capacity

1. Build Support Internally
2. Build an Innovation Mindset
3. Build a Diverse and Creative Team
4. Ask Questions
5. Measure and Communicate Results

Build Support Internally

- Start with an example of a project that worked
- Talk about how it may solve a problem and create impact
- Try it in small ways with your team



Created by Gonzalo Bravo
from Noun Project



Created by Michael Finnigan
from Noun Project



Created by Richard Slater
from Noun Project

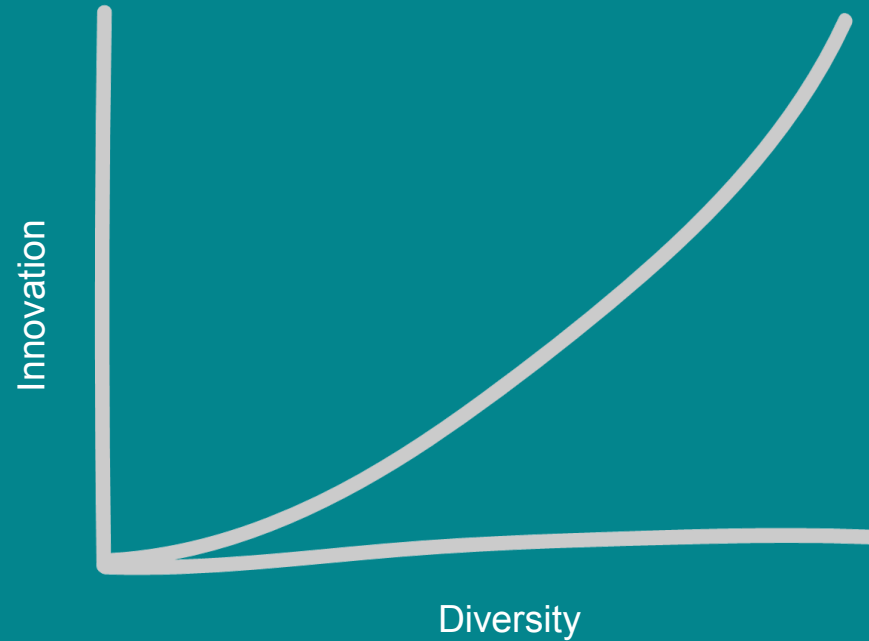
Build An Innovation Mindset

- Co-Create
- Experiment and test
- Believe anything is possible



Build A Diverse And Creative Team

- Skills
- Background
- Personalities
- Perspectives



Ask Questions

- Traditional practice vs. actual rules
- Where does it say we can't?
- USAJOBS Example



Measure and Communicate Results

- Reduce exit rate on home page
- Increase percent completion of application
- Increase effectiveness of hiring process



Created by Dream Icons
from Noun Project



Created by riyazali
from Noun Project



Created by Gregor Grelner
from Noun Project

THANK YOU

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