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?
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?
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.
Application Wizard

- Simplifies the complicated hiring process
- Reduces abandonment rate
- Features in the site creating a streamlined and improved user experience
New Application

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
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…

- Empathize
- Define
- Ideate
- Prototype
- Test
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 motions, 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 themself, and be appreciated.

Insights are unexpected nuggets that you may be able to leverage in design someday but you are not sure yet. For example, your partner thinks handmade 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!
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)
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 users 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
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
Build An Innovation Mindset

- Co-Create
- Experiment and test
- Believe anything is possible
Build A Diverse And Creative Team

• Skills
• Background
• Personalities
• Perspectives

![Graph showing the relationship between Innovation and Diversity]

Diversity
Innovation
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
THANK YOU

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