Leading organizational change through human-centered design

Washington DC
February 1, 2017

LAB OPM

How do we create agile and resilient government?

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Lab

Introductions

The Lab at The Office of Personnel Management

The Lab at OPM (The Lab) uses human-centered design to build an innovative and creative Federal workforce, putting people at the center of our problem-solving process to improve public sector challenges.

https://lab.opm.gov

Introductions

The Lab at The Office of Personnel Management

We serve the Federal government as leaders, doers, and teachers of human-centered design.

Some of our Federal partners include:

VA | U.S. Department of Veterans Affairs

U.S. DEPARTMENT OF ENERGY

NASA

USDA

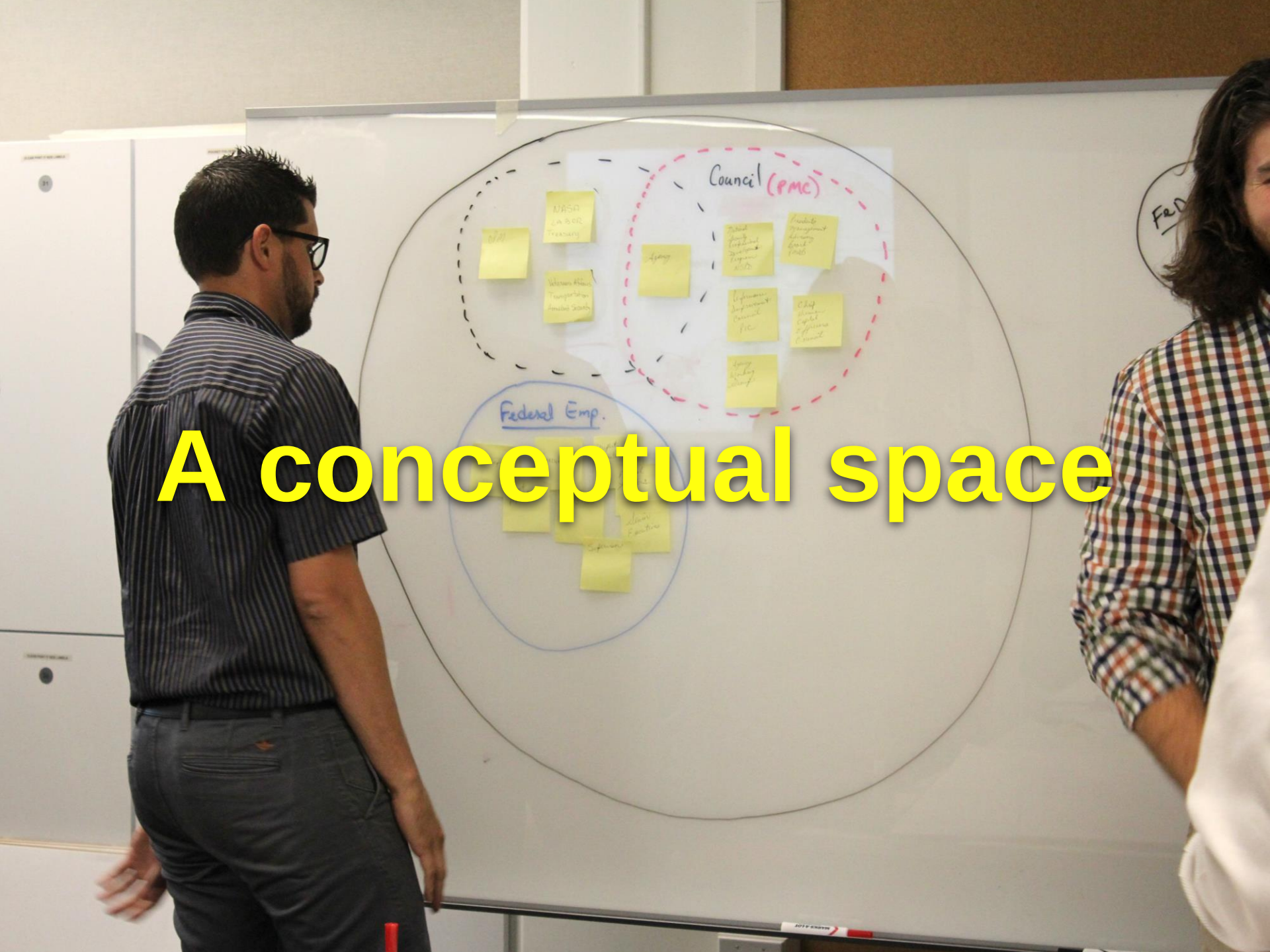
USAJOBS "WORKING FOR AMERICA"

and more!

OPM found a storage room
in its sub-basement...

…and repurposed it to encourage new ways of solving problems.
Welcome to OPM's INNOVATION LAB

FED INNOVATORS NETWORK
WHAT'S ON YOUR MIND?



A conceptual space

A series of interactions

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Who are we?

Federal

Mapping the Innovation Ecosystem

What Do You Innovate?

First Government Innovation Lab Forum

The Lab at OPM

April 28, 2017

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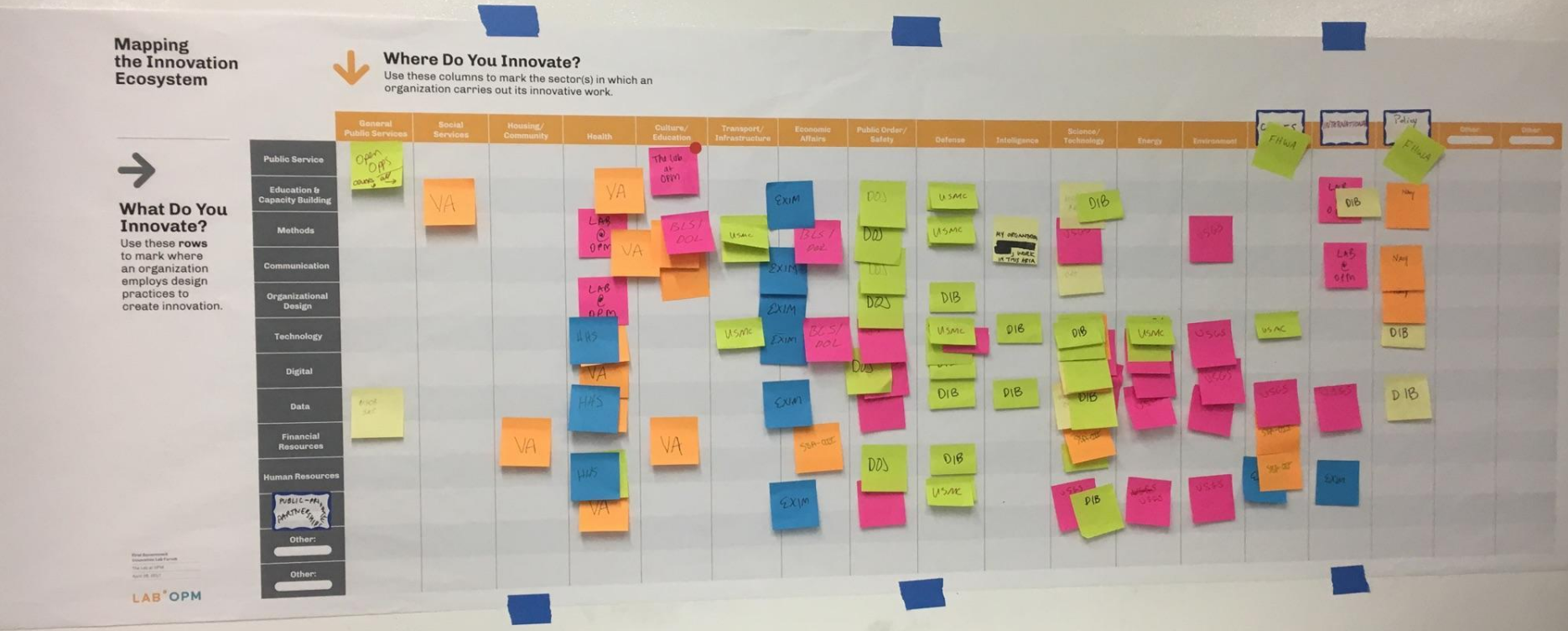
Mary Kay Ash

When you get there, you'll be able to see farther."
-J. P. Morgan

-John Barrymore

Innovation is the central issue in economic prosperity.
- Michael Porter



MAP 1 OF 3

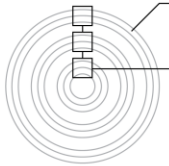
Mapping the Innovation Ecosystem

Where and **what** do public sector innovators see themselves innovating?

Organizations

- The Lab at OPM
- Dept. of Education
- Dept. of Labor
- Dept. of Labor: Bureau of Labor Statistics
- Small Business Administration
- Census Bureau, Center for Applied Technology
- Open Opportunities, GSA
- Internal Revenue Service

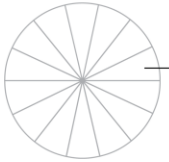
Rings: "Where"



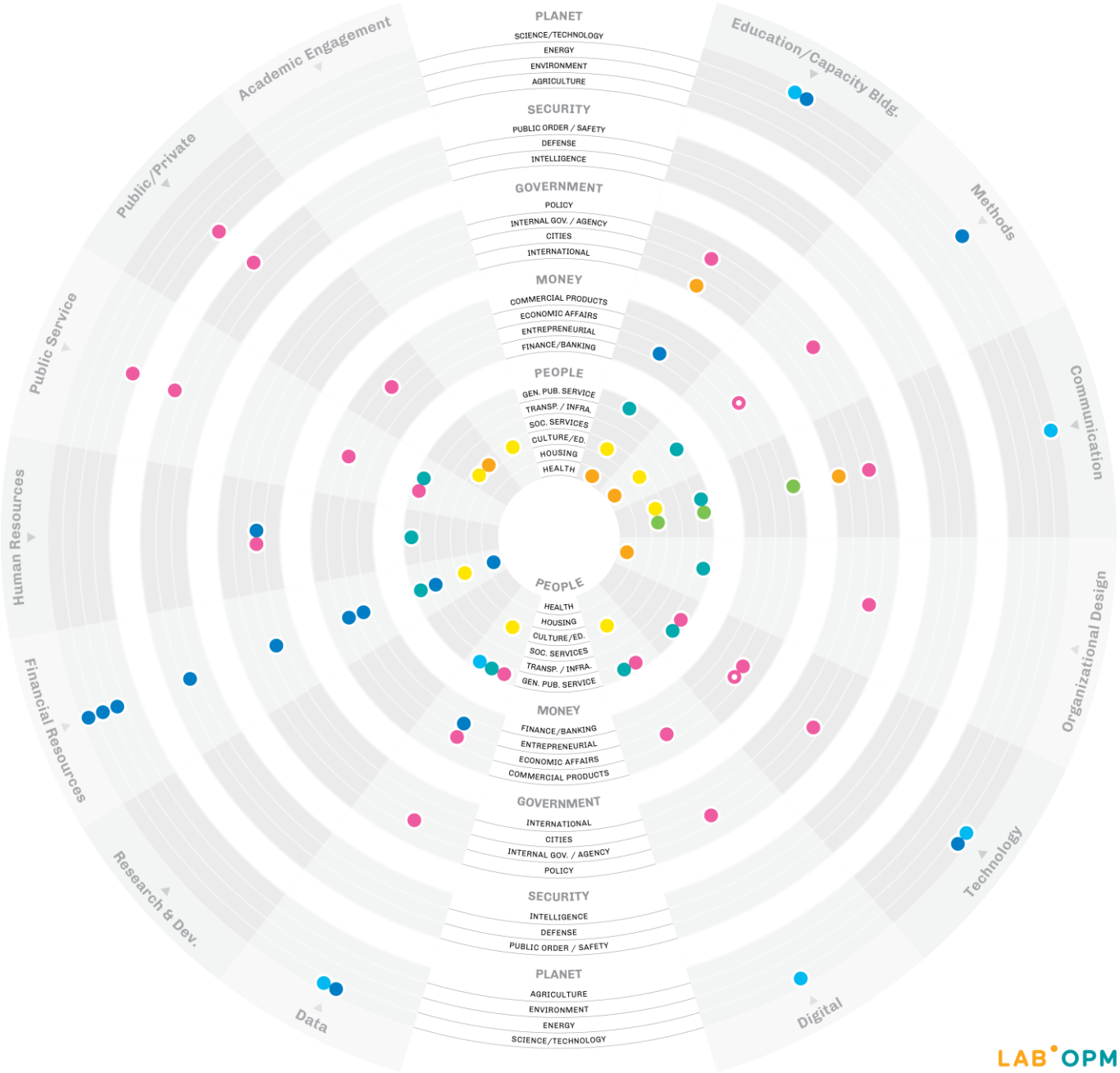
Each narrow ring is a **field of work**

Fields are grouped by broad, **overall focus** of work and arranged into concentric rings

Slices: "What"



Each slice is an **area to innovate** within a field of work



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Process

VIDEO

“It’s not you. Bad doors are everywhere!”

Human Centered Design

Learning Threads

MINDSETS

HCD COMPONENTS

Learning Threads

MINDSETS

- Learn through action
- Work within ambiguity

HCD COMPONENTS

Learning Threads

MINDSETS

TOOLS/ ACTIVITIES

HCD COMPONENTS

Learning Threads

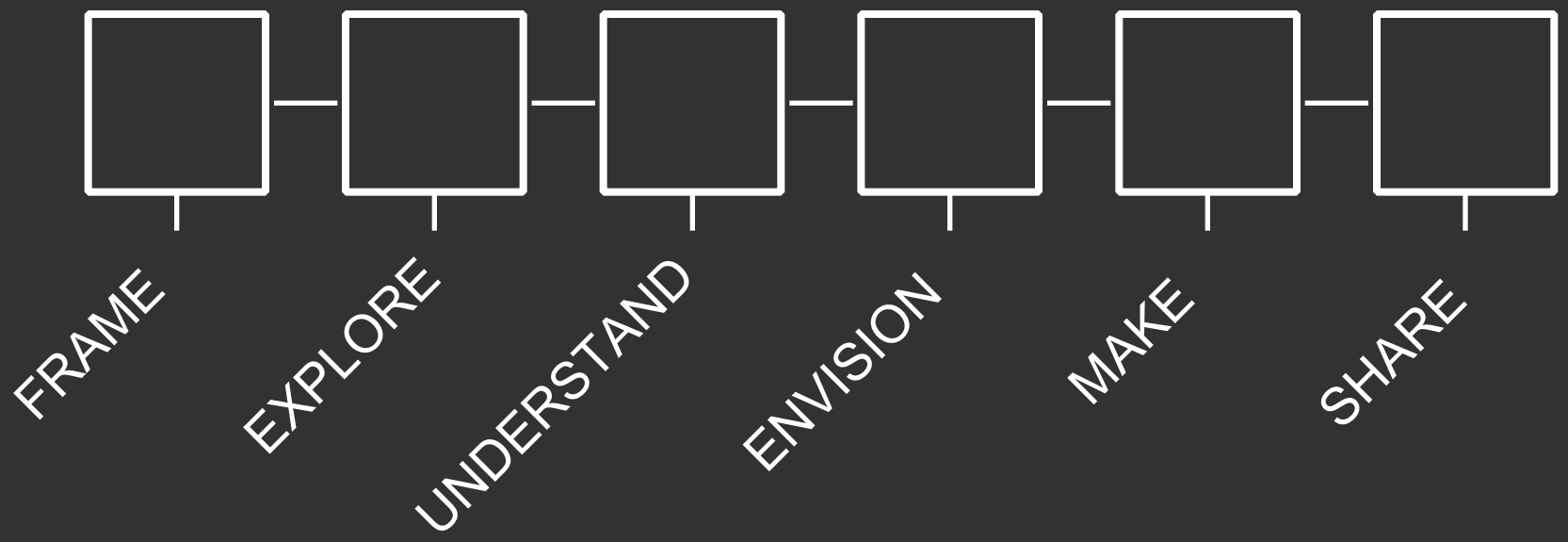
MINDSETS

TOOLS/ ACTIVITIES

- **ORIGINS**
- **METHODOLOGIES**
- **METHODS**

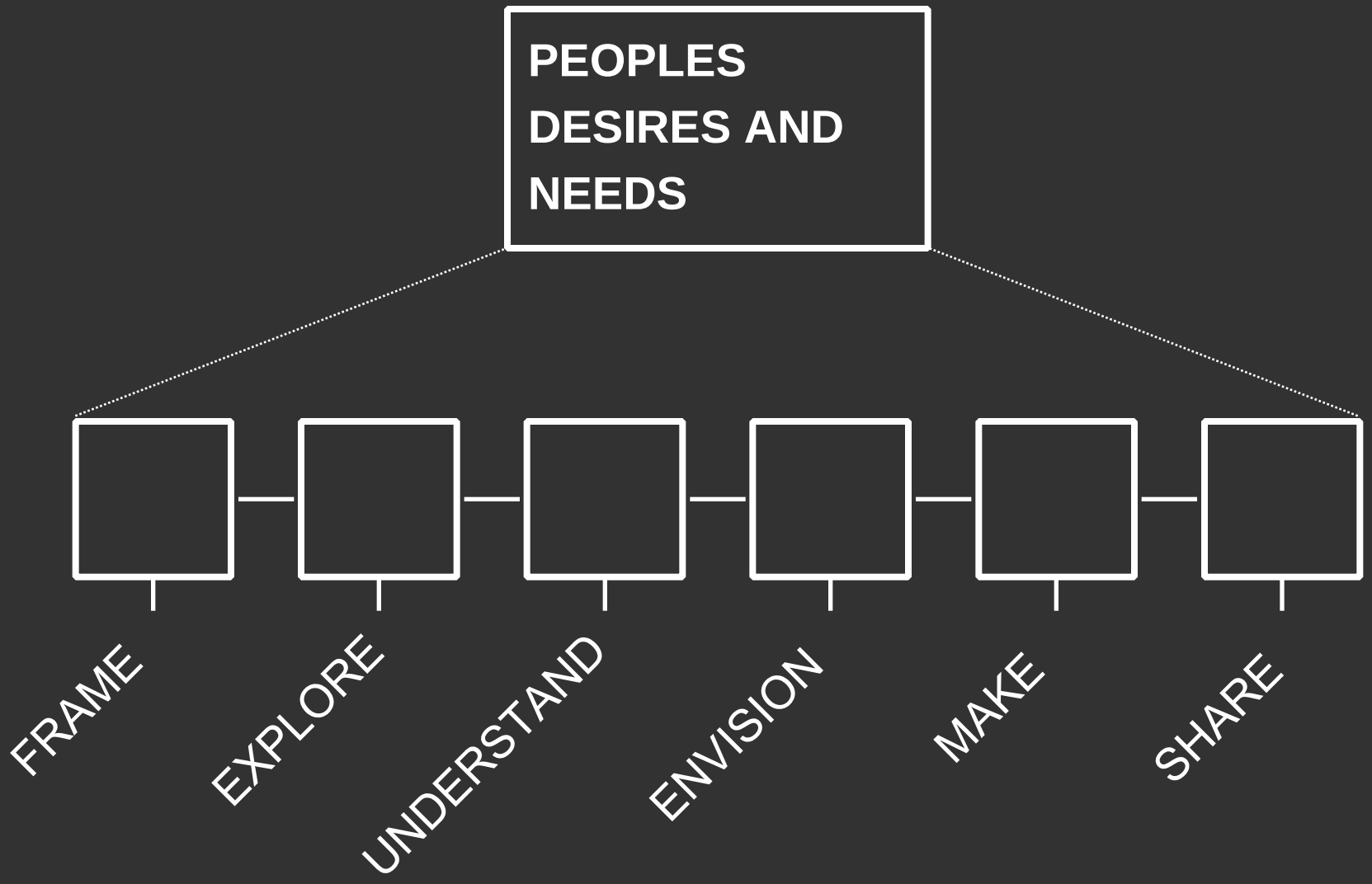
Welcome

Steps of The Design Process



Welcome

Steps of Our Design Process



The Design Learning Spectrum

Passive ‹ | › Active | Result

Read, see, hear

Read about design and design projects, watch a video, listen to a talk or podcast.

Learning-focused Workshop participation

Take a fundamentals of human-centered design course.

Learn through expertise

Work with designers to witness their process and see the results of design thinking.

Co-design event(s)

Hold a co-design event with design experts to start finding a response to your complex problem.

Co-design process

Work side-by-side with design experts to learn their process, design thinking and participate in the results.

Doing, with coaching and mentoring

Design and implement your own design process with support and mentoring from seasoned design experts.

Flying Solo

Apply your expertise and share your insights and successes with a connected federal network of design thinkers.

Measure

Map of innovation spaces and operational pathways

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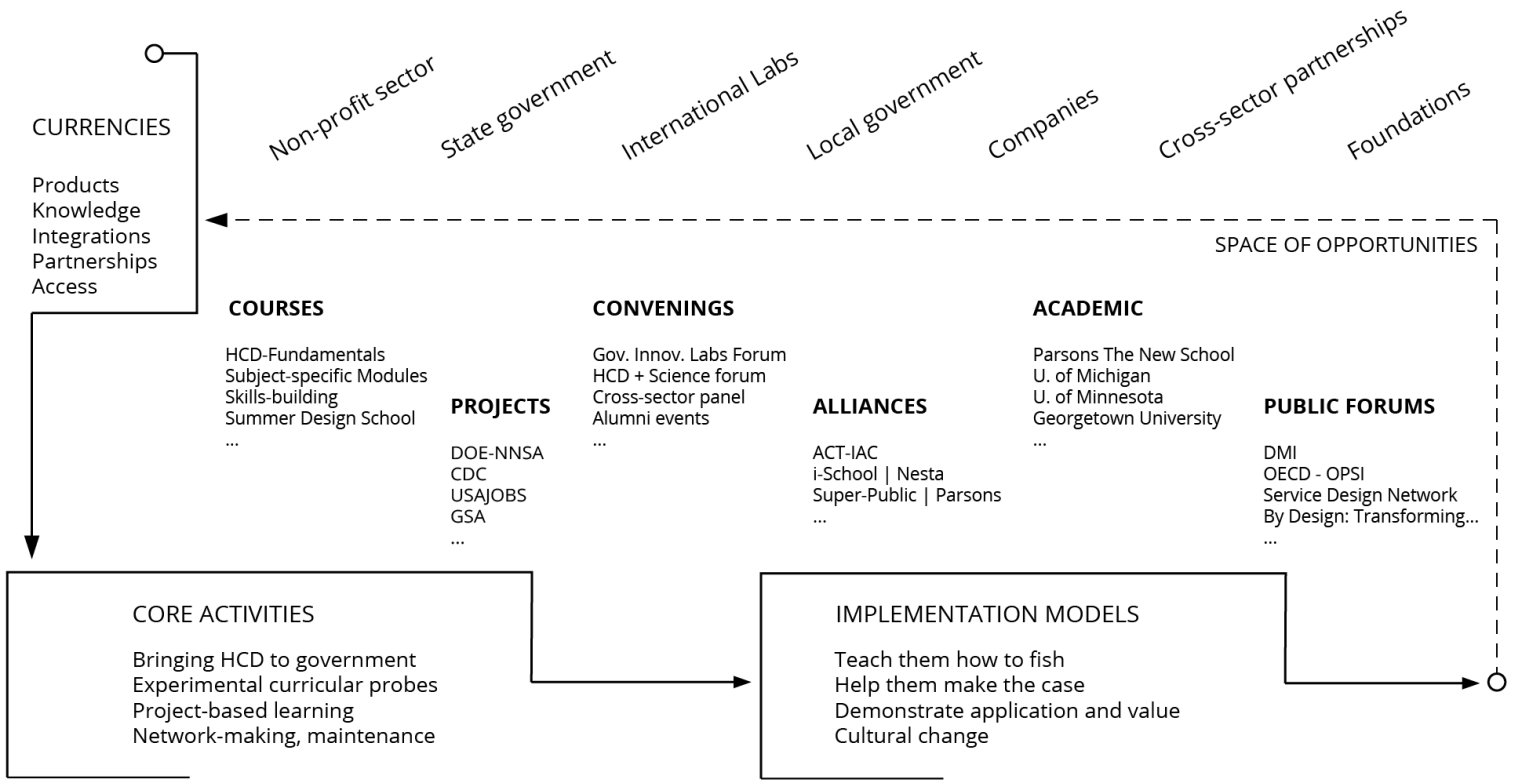

Problems and solutions

The masks were designed for technical specifications, and field workers were not involved in the process.

Comfort was a key factor that was overlooked in the design process: workers wearing masks all day long would take them off eventually because they were uncomfortable.
If only someone would have asked them…

Your turn!

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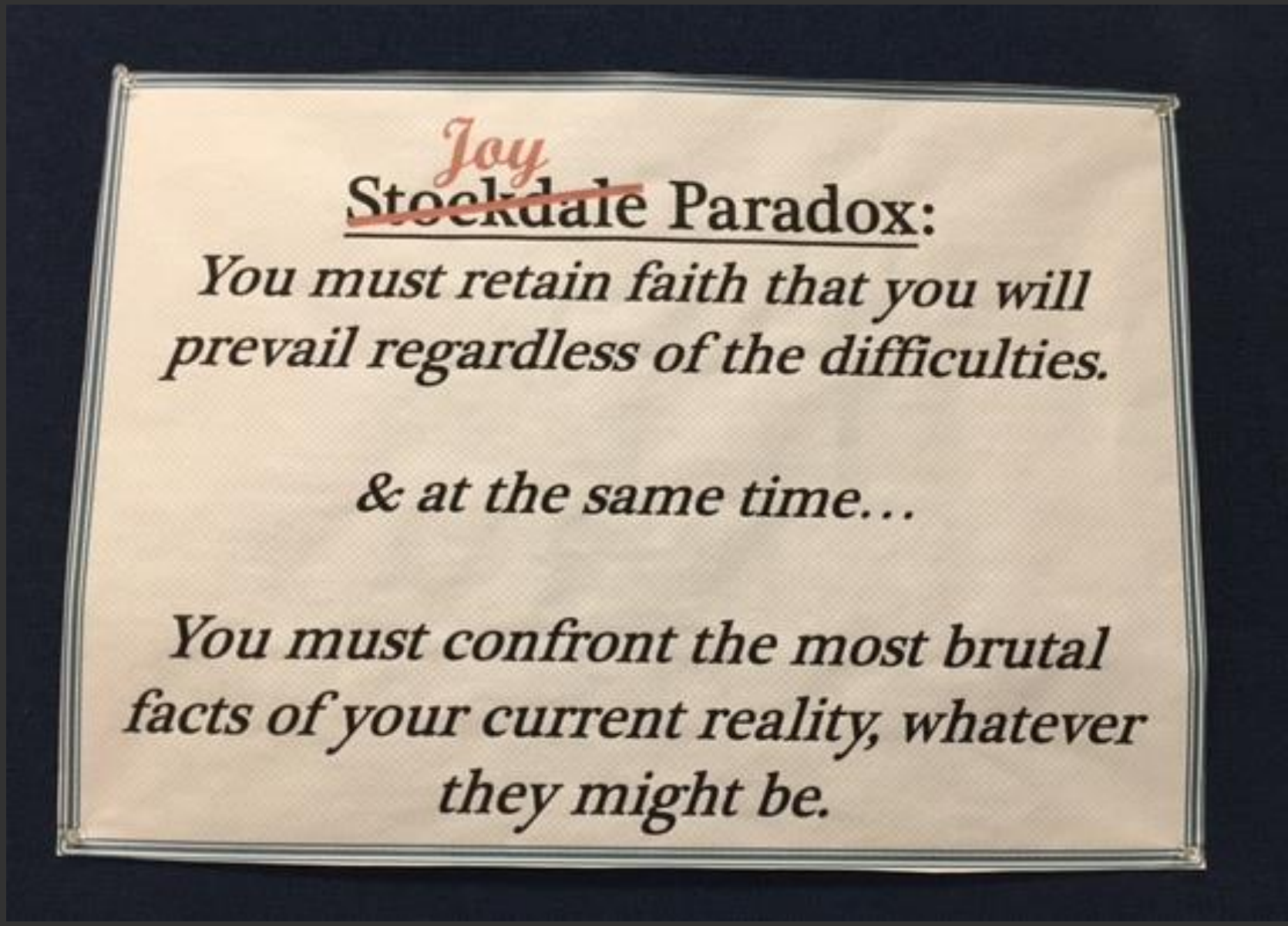
EXPLORE

Design Ethnography

Approach gathering data with curiosity and openness in order to build empathy and learn from others.

MINDSET


Joy
Stockdale Paradox:
You must retain faith that you will prevail regardless of the difficulties.
& at the same time...
You must confront the most brutal facts of your current reality, whatever they might be.

DEFINITION

EXPLORE

Design Ethnography

“What people say and what people do and what they say they do are entirely different things.”

- Margaret Mead, Anthropologist

QUOTE

EXPLORE

Design Ethnography

…and what we think people do.

"What people say and what people do and what they say they do are entirely different things."

- Margaret Mead, Anthropologist

QUOTE

EXPLORE

Design Ethnography: Interviewing

EXAMPLE

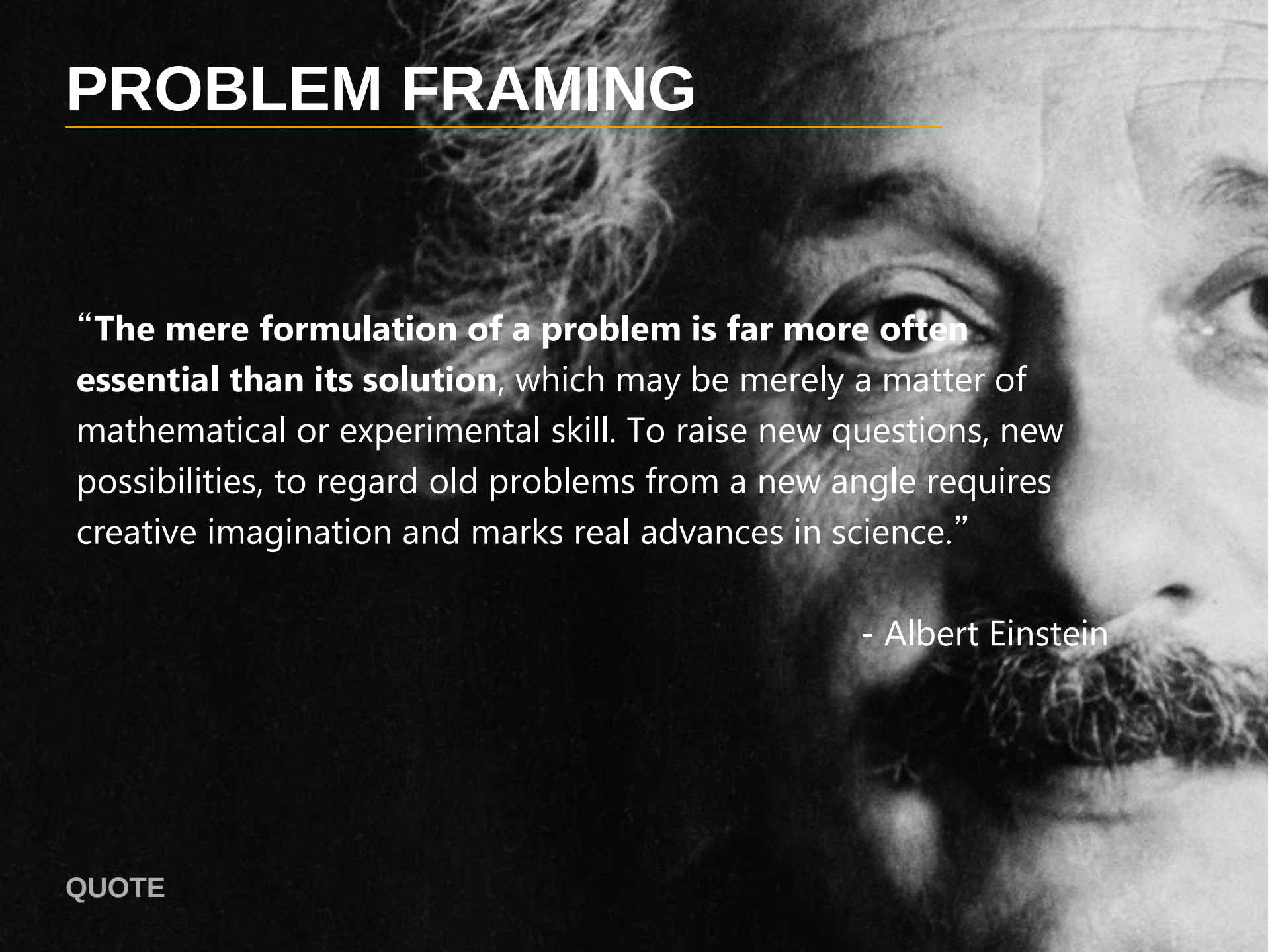
EXPLORE

Interviewing Tips

- Interviewee must be provided a platform to tell their story
- Ask questions you believe you know the answer to
- Then ask “Why”
- Ask open-ended questions
- Avoid leading or loaded questions
- Give room between questions
- Repeat a key word
- Use inclusive language

METHOD/TOOL

PROBLEM FRAMING



"**The mere formulation of a problem is far more often essential than its solution**, which may be merely a matter of mathematical or experimental skill. To raise new questions, new possibilities, to regard old problems from a new angle requires creative imagination and marks real advances in science."

- Albert Einstein

QUOTE

PROBLEM FRAMING

Statement Starters

HOW MIGHT WE…?

ENVISIONING

Envisioning new futures requires **building on others ideas** and **‘green housing’** ideas that may feel unfinished incomplete or scrappy.

ENVISIONING

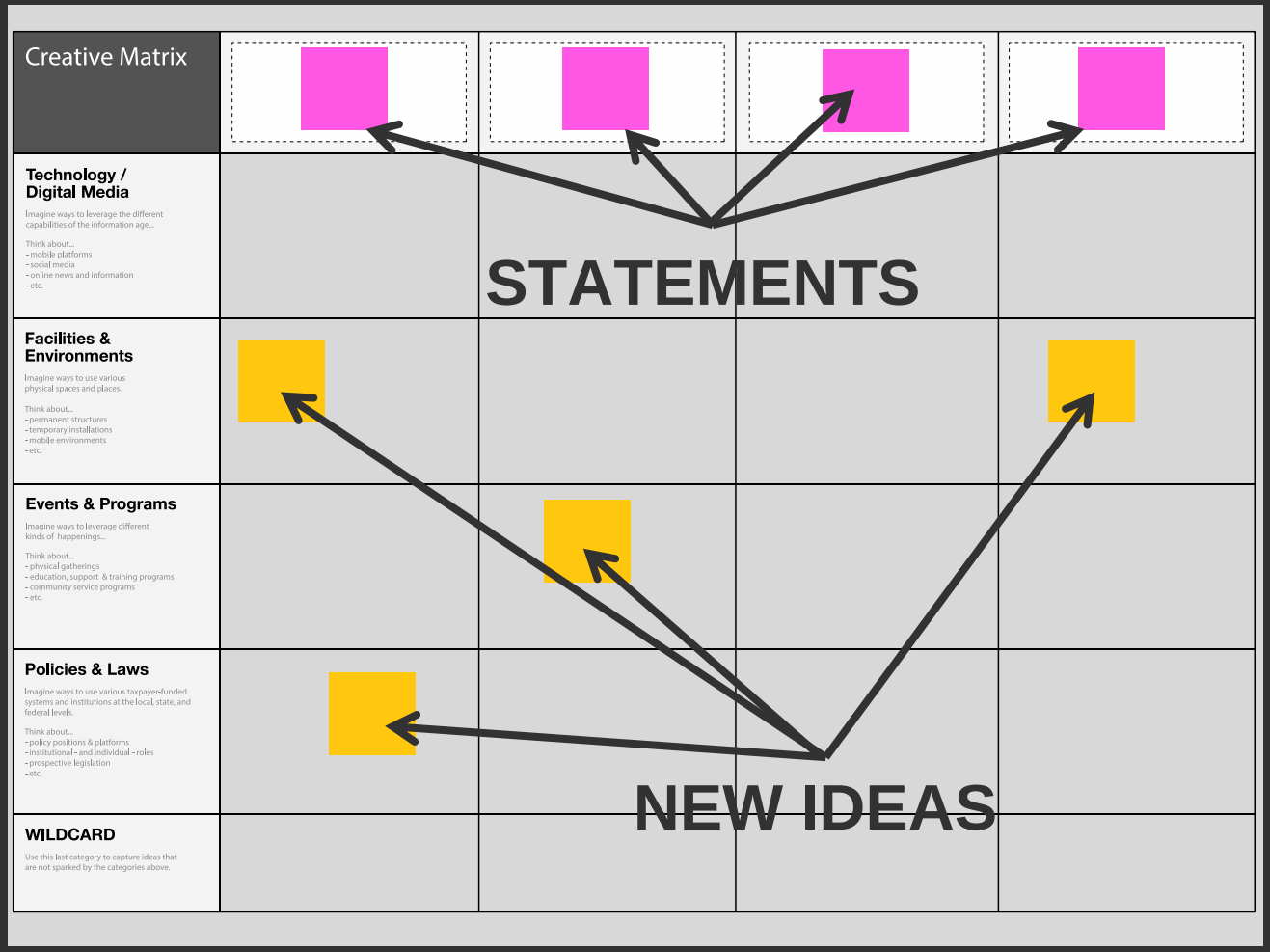
Ideation

Ideation is the creative process of generating, developing, and communicating new ideas within a design framework.

DEFINITION

ENVISIONING

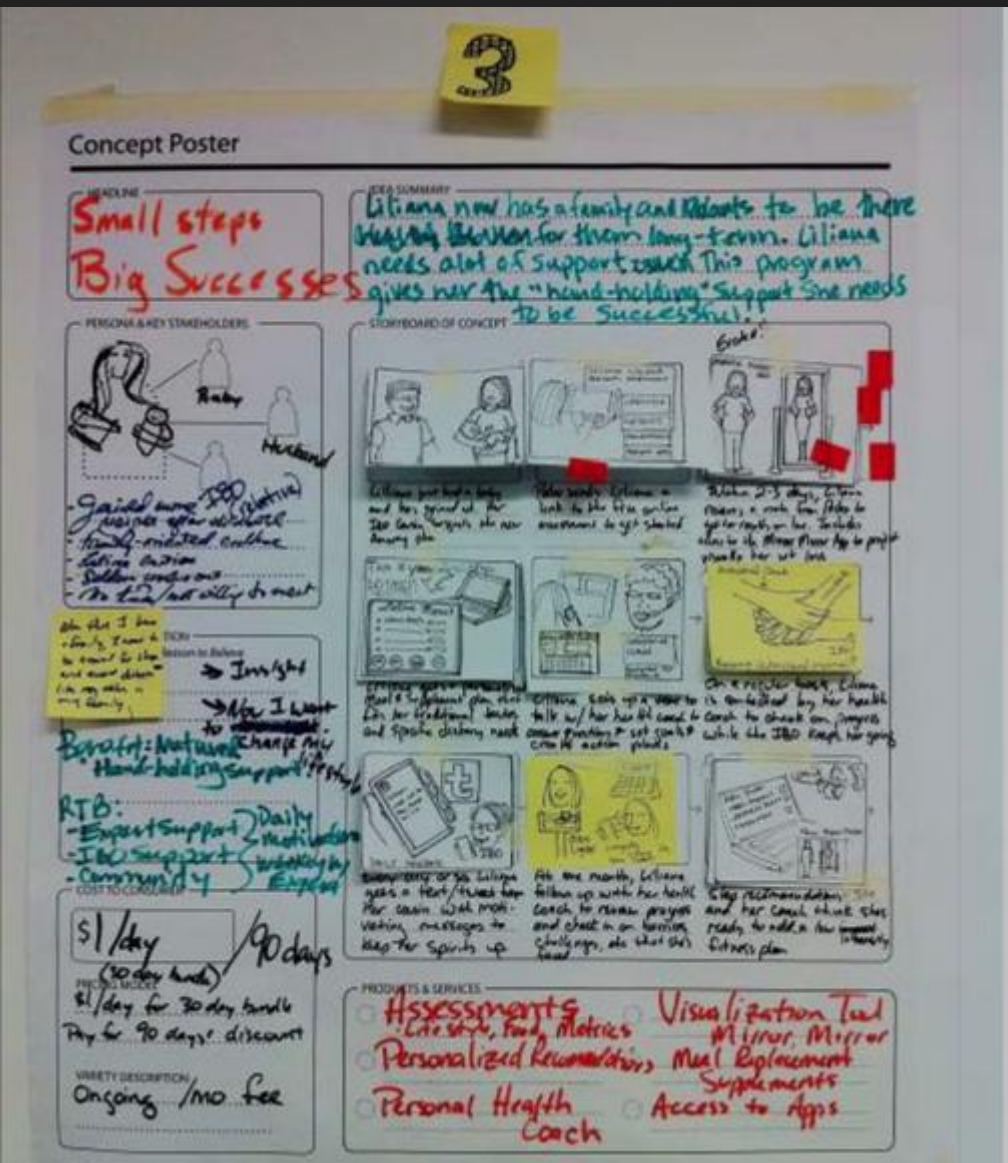
Creative Matrix

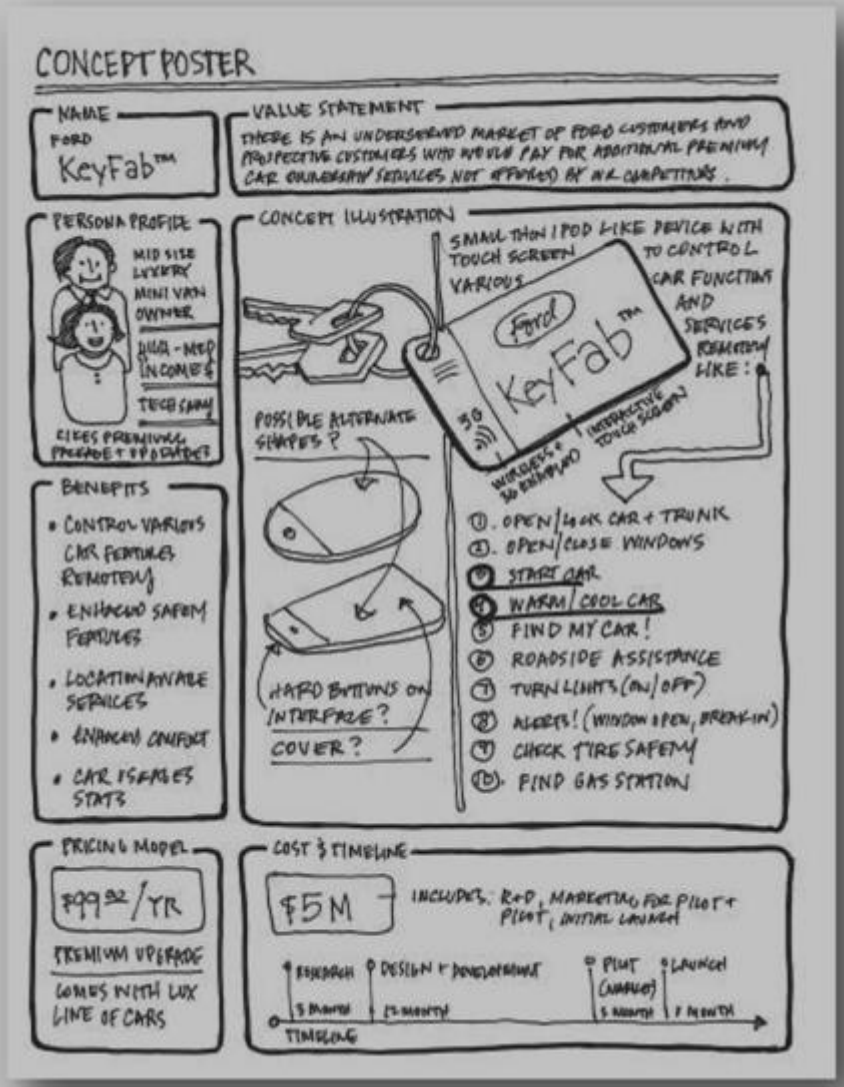


METHOD

Make

Concept poster





Make

Concept poster

Make

Concept poster

- Pick a non-website based idea from the creative matrix
- Identify your key stakeholders and the unmet needs you are meeting
- List a few features and matching benefits of your idea.
- Illustrate the concept with a picture or diagram.
- Generate a name and tagline for the concept.
- Write a value statement for the idea.

Thank You!

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