

# Better Government “Meta” Ambassadors Challenge

## Solving tough problems using innovation

Bethany Blakey, Performance Improvement Council

Julia Begley, Consumer Financial Protection Bureau

October 11, 2017



## Agenda

# Better Government Challenge Co-Creation

1

Welcome and  
Overview (45)

2

Scoping  
Endeavor +  
Tweak (45)

3

BREAK (10)

4

Designing  
Structure +  
Tweak (75)

5

What's next?  
(15)

# By the end of the session we will:



Understand the better government movement



Create context for the ambassador program



Co-create a design challenge framework to solve gov't problems



Develop action plan for pilot for repeatable challenges (Pilot = Ambassadors Program)

**Better Government Movement**

# **Better Government Introduction**

**Amy Wilson, Better Government Movement Lead**

# FOSTER YOUTH EXPERIENCE MAP

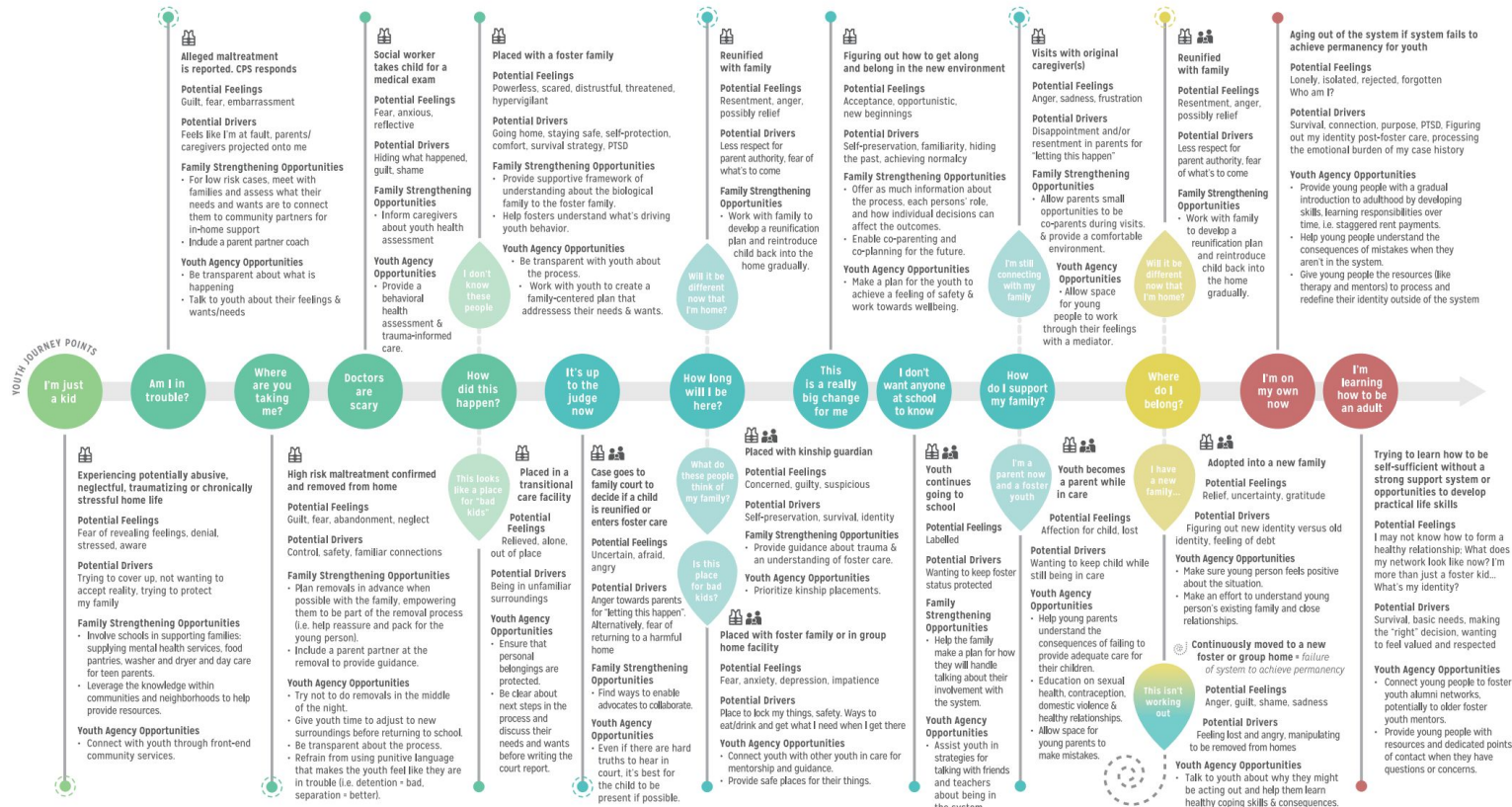
## KEY

Critical moments when families can be supported instead of stigmatized

What is typically prioritized by the system:

Safety  
Permanency  
Wellbeing

This is not always a linear path, and every experience is complex. Kids can cycle backwards from right to left at any time.



PRE-SYSTEM

INVESTIGATION & INTAKE

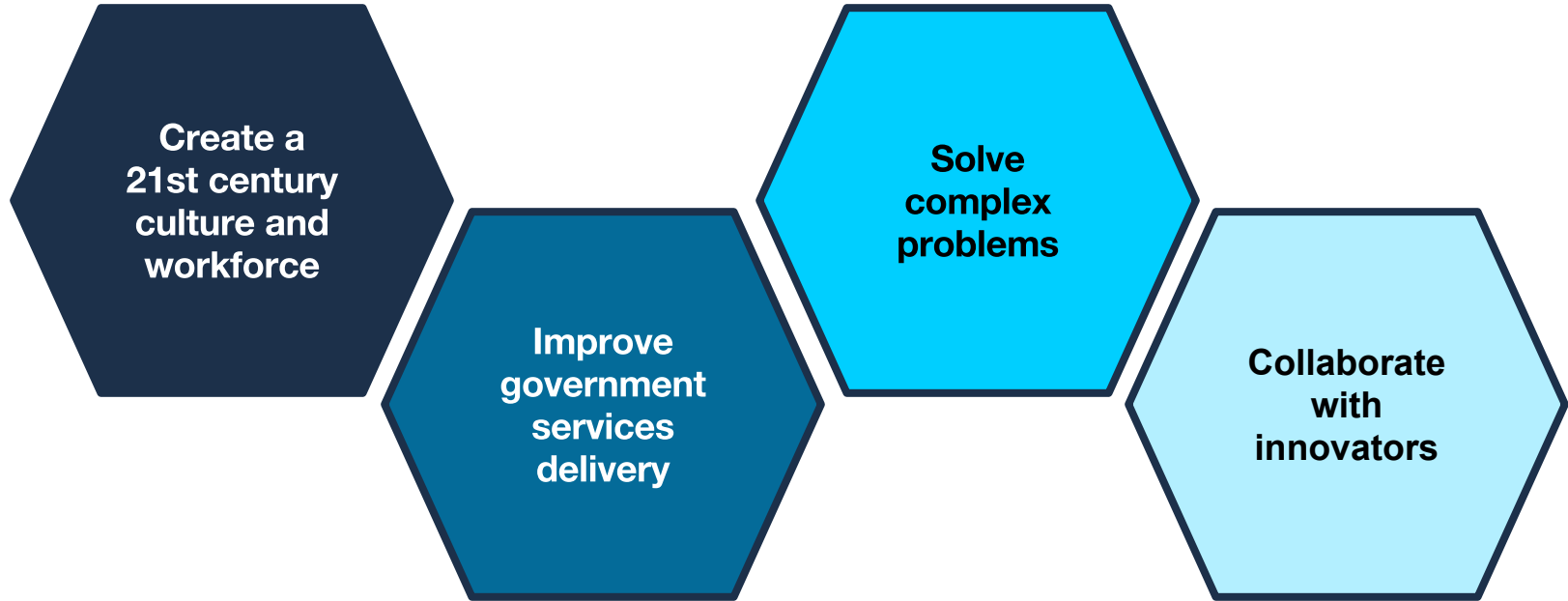
PLACEMENT & TRANSITION

PERMANENCY

POST-PERMANENCY



Better government  
through **innovation.**



1

## Create a 21st century culture and workforce

- **Better hiring practices:** hiring a Chief Innovation Officer, Tour of Duty hiring
- Improve ways that **contracting and acquisitions** are done
- **Incentivize people** to innovate and overcome barriers to innovation

2

## Improve government services delivery

- Design **user-centered** programs, products and services that speak directly to the public's needs
- Amplify proven **innovative disciplines, methods, and tools** such as Lean and Agile approaches
- Support creation of innovative labs, programs, and services; **hire top talent to lead innovation**
- Encourage **data-informed decision making and evidence-based approaches** to contribute to your story

3

## Solve complex societal and governmental problems

- Identify and pursue **grand challenges** to address national priorities and tackle societal problems
- **Lessen siloed thinking** across government and encourage **cross-agency collaboration**
- Address common government challenges and **share expertise**
- Lead **research and design** to solve current challenges and to solve the challenges of the future

4

## Collaborate with innovators outside government

- Harness the creativity of the public through **incentivized competitions/challenges**
- Empower innovators with **open and machine-readable Federal data**
- Launch high-impact **multi-sector collaborations**



# Ambassadors

# Program Context

## Ambassador Program Leads:

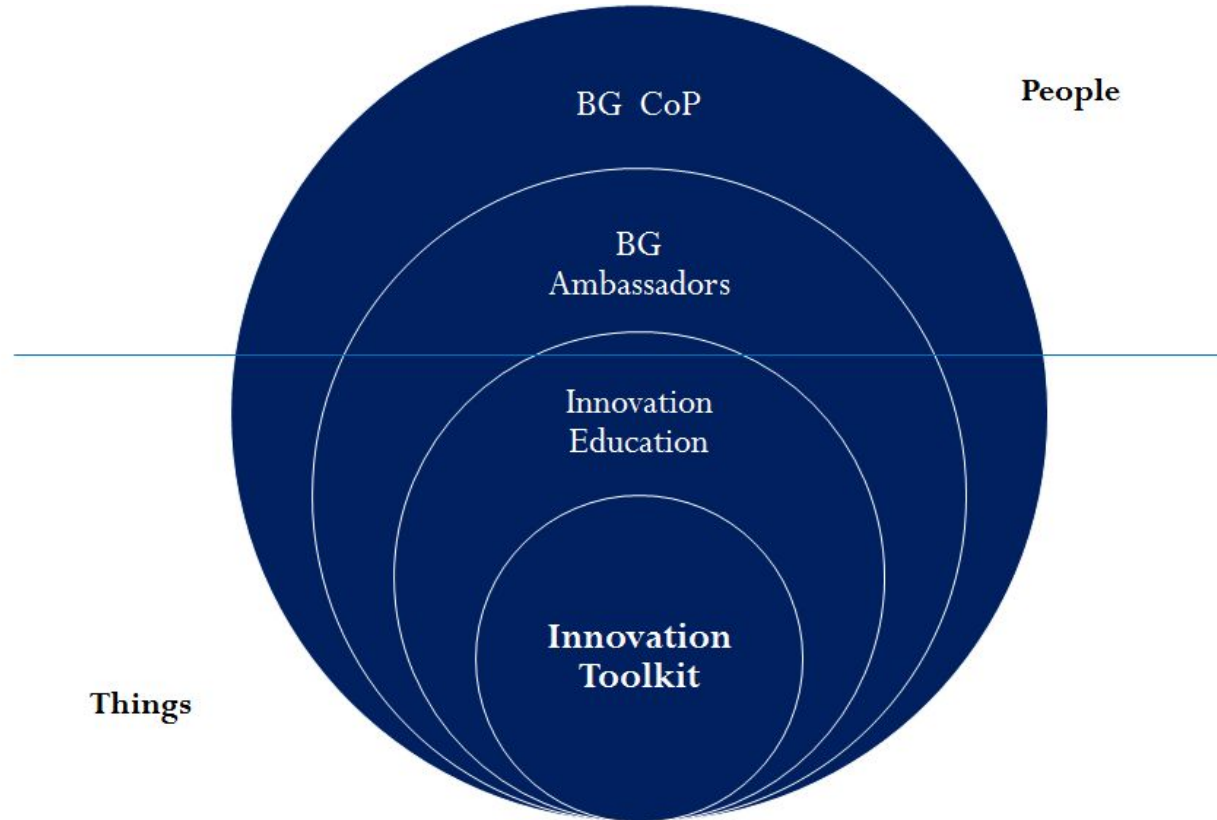
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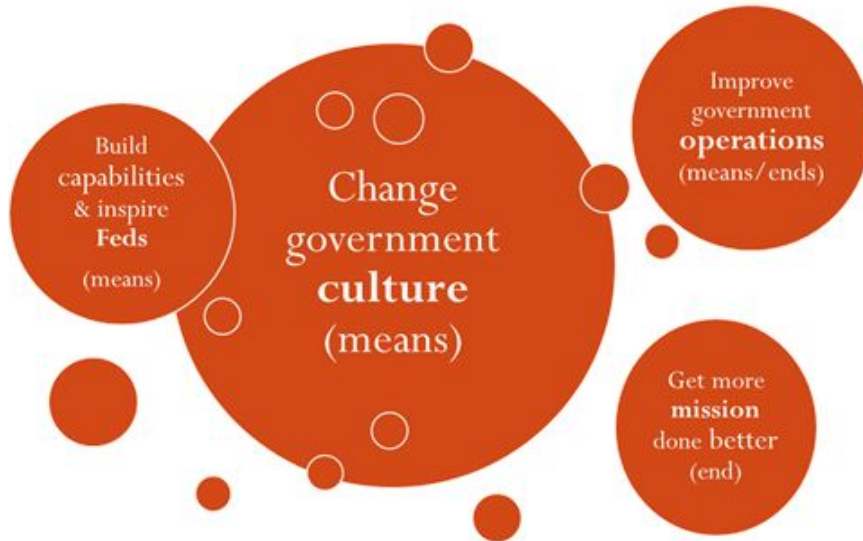
# Ambassadors Program Timeline



# Ambassador Program in context to the Better Government Movement



# Ambassador Program Purpose



# Problem to Solve

- **Design Challenge “How Might We” question:** How might we create a human-centered Better Government Ambassadors Program?
- **Problem/Product Owners:** Julia Begley and Bethany Blakey
- **Challenge Goal:** To design a forward-thinking, human centered Ambassador Program that supports, amplifies, and evangelizes innovation across government.
- **Partners:** Office of Personnel Management, Performance Improvement Council
- **Commitment:** Winning ideas will be implemented throughout the government by the Better Government Ambassadors Program

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# **DT:DC Summer of Design Debrief**

**Brooke Dine, National Library of Medicine**

# Summer of Design Overview

- **Our theme:** Circular economies.
- **The problem we were trying to solve:** How to extend the lives of kitchen equipment for residents in the DC/MD/VA region and focused on what happens to restaurant kitchen equipment when restaurants open and close.
- **Partners:** The program was co-sponsored by the Retail Industry Leaders Association (RILA) and the Ellen MacArthur Foundation and Karen Hold leveraged her network so we could talk to sustainability subject matter experts in retail from Coca-Cola, Target, Sears, etc. during the research phase.
- **Program length:** 10 weeks long – May 31 through August 2 (pitch night)

# Summer of Design - Team Expectations

- **Weekly presentations:** Karen Hold and others presented every week on design thinking and topics related to that week of work.
- **Class meetings:** Every Wednesday evening from 6:30 to 9:00 PM. Locations included MAGA Design and WeWork locations in DC. We had access to the Iron Yard on Monday nights to work as a team, but we did a lot of work remotely and at one person's home.
- **Team assignments:**
  - Email sent every Saturday at 12 with homework and details for the next session
  - Team assignments were made the second week of class.
  - We had 9 teams with 4-6 people per team and a team mentor, who was usually a former student from a previous summer.
  - There would be approximately 1-2 hours of homework (videos + book reading) every week plus 3-5 hours of “homework” either individually or with the team.
  - Weekly assignments were due at 11:59 on Monday nights and had to be saved to the Google drive for your team. The team mentor would review everything each week and provide feedback to the team.



# Summer of Design - Team Expectations Continued

- **Mentoring:** Karen provided us with a team mentor, who was available during class and offline to bounce ideas off of and get feedback on our process.
- **Journaling and feedback:** We had to do a journal entry every week to record (due Wednesdays by 3 PM) what went well and what wasn't working. You also had to do an evaluation of your team mates mid-way through the class and at the end. This was a requirement of UVA to get the certificate of completion.
- **Sharing ideas:** We used Betterific to post ideas for our projects and get feedback from the entire class (we hardly had time to socialize with anyone outside of our teams during the entire summer). Also, each student had an account with NovoEd, which hosted the UVA online course.

# The Pitch

- **Practice Pitch:** Present your presentation and get feedback -- MAGA Design provided critical feedback and we were able to really turn it around – even though we had only finalized our idea the Saturday before and then went crazy pulling more research and making the presentation look good.
- **Pitch Night:** 7-minute pitch to the judges (RILA, Target, Ann Taylor, UnderArmour, Ellen MacArthur Foundation, MAGADesign). The judges picked the overall winner and the class picked a crowd favorite.

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# Today's Design Challenge

Amy Wilson

# Intent for Today: Design a repeatable challenge framework to pilot with the AP

- **Bigger picture:** How might we develop the structure and process for challenges upon which government-wide agency teams can work on problems to be solved?
- **Today's design prompt:** Create a pilot design challenge to develop the Better Government Ambassador Program MVP
- **Challenge Problem/Goal:** Design a Ambassador Program that supports, amplifies, and evangelizes innovation across government.

# Inputs and Assumptions

- The challenge approach will engage an initial Ambassador cohort in designing the program while offering both learning and practice in the methodologies of Design Thinking/Human-Centered Design, Agile, and Lean Startup.
- We can draw on other design challenges and our experience with innovation processes to jump-start designing the Ambassadors Challenge.
- Framework must be repeatable and scalable across most agencies/bureaus across the government.
- Pilot participants will solve real-world problems to put these ideas/processes into practice for professional development
- Teams should include diverse members, which can include: cross-functional, cross-agency, levels throughout government, ages, genders, mix between early adopter and early majority.

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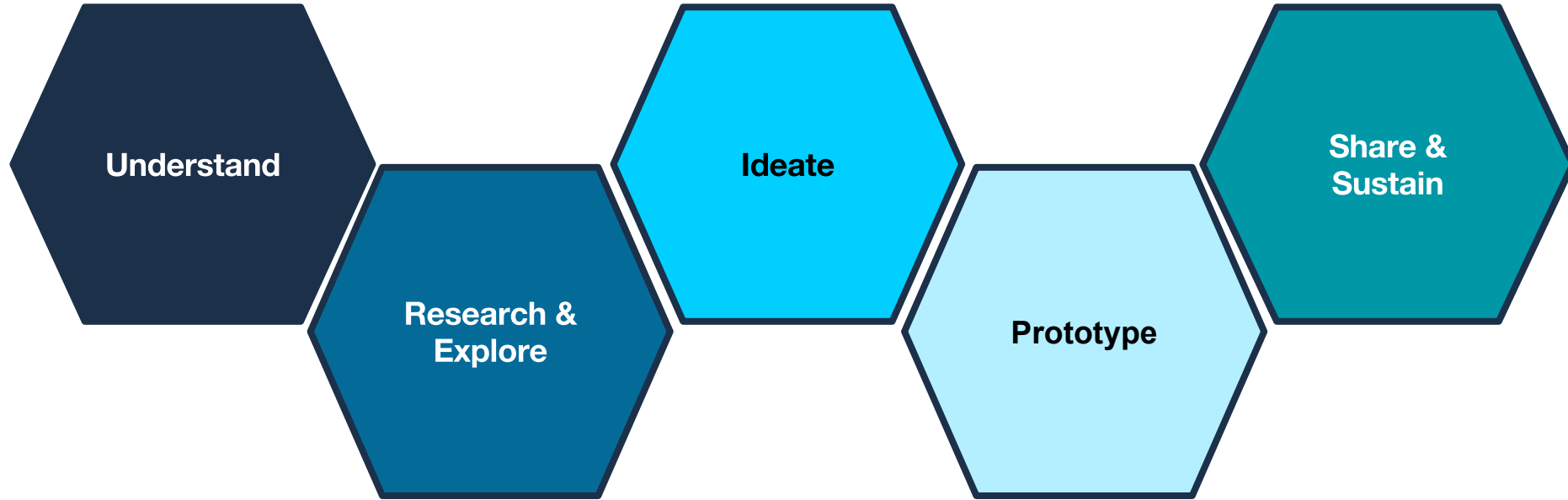
# **Innovative Processes**

**Amy Wilson, Better Government Movement Lead**



Source: Nordstrom Innovation Lab

# The Design Process in 5 Phases





# Possible Courses (For All Three)

- [Coursera: Getting Started: Agile Meets Design Thinking](#)
- [Coursera: Design Thinking for Innovation](#)
- [FutureLearn: Getting Started with Agile and Design Thinking](#)
- [Product Management with Lean, Agile and System Design Thinking](#)  
(Starts - Jan 8, 2018)

# Stations around the room

“HCD/DT” “Lean/Lean Startup,” “Agile,” and “Other” Place on these sheets:

- Topics or principles we should cover for success
- People we should pull in
- Existing resources we should use

# Scoping Larger Endeavor

Bethany, Julia

# Five Ws and How Stations

- Who
- What
- Where
- When
- Why
- How

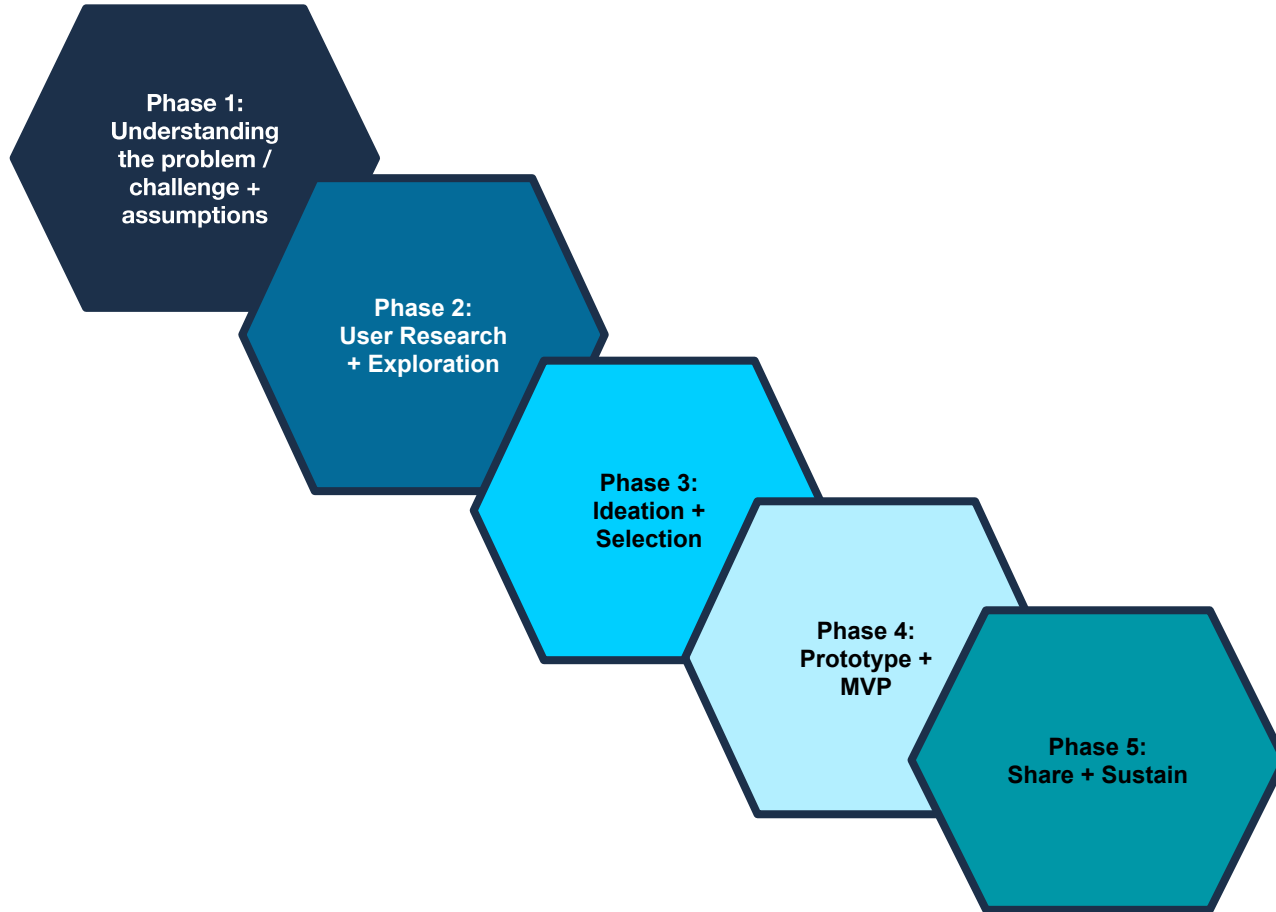
# Share + Tweak Stations

Amy

# Five Innovation Phases Ideation

Bethany, Julia, Amy

# Five Innovation Phases + Group Work Setup



## Activity 2: Five Innovation Phases Ideation (45)

In groups, work together with your teams to fill out the worksheets on the following content for your assigned Phase:

- Steps in this Process
- Learning Objectives or Topic Areas
- What challenges should we expect (unique to the public sector)?
- Key Players (e.g. Problem Owner (PO), Users, Mentors, Coaches)
- Inputs
- Outputs
- Time needed for section



# Share + Tweak Process

Bethany, Julia

# The Future: Next Steps

Amy, Bethany, Julia

# Next Steps and Commitments

## The WHAT

### Overall program design

- Finalize process/structure and flow through system
- Program marketing materials
- Application form
- Supervisor approval form

### Curriculum and System Flow

- Work on core curriculum/resources for HCD/AGILE/Lean
- Reach out to people we need to engage
- Matchup core curriculum elements into an integrated curriculum with flow
- Program manual/syllabus draft

## The HOW

### Logistics

- Space
- Learning materials repository
- Project plan

Who will own each of the next steps?

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# Stay in Touch!

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**Bethany Blakey**

[Bethany.Blakey@pic.gov](mailto:Bethany.Blakey@pic.gov)

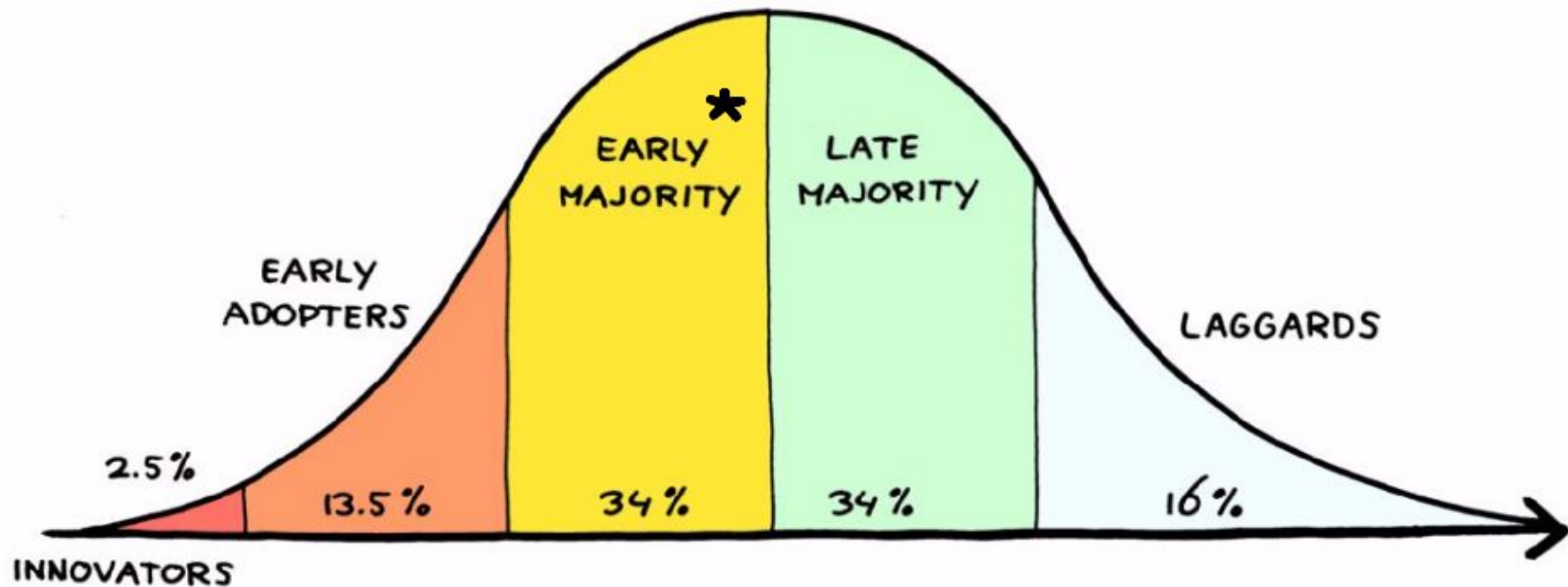
**Julia Begley**

[Julia.Begley@cfpb.gov](mailto:Julia.Begley@cfpb.gov)



# Extra Slides

# Innovation Adoption Curve



\* = target audience for this movement--the tipping point.

# Innovation Ambassador Network

**Influencers**

**Speakers  
Bureau**

**In-house  
Advocates**

**Mentors**

**Trainers**

**Enablers**

**Coaches**

**Facilitators**

**Activators**

**Crew  
Leaders**

**Change Culture**

**Develop Talent**

**Take Action**

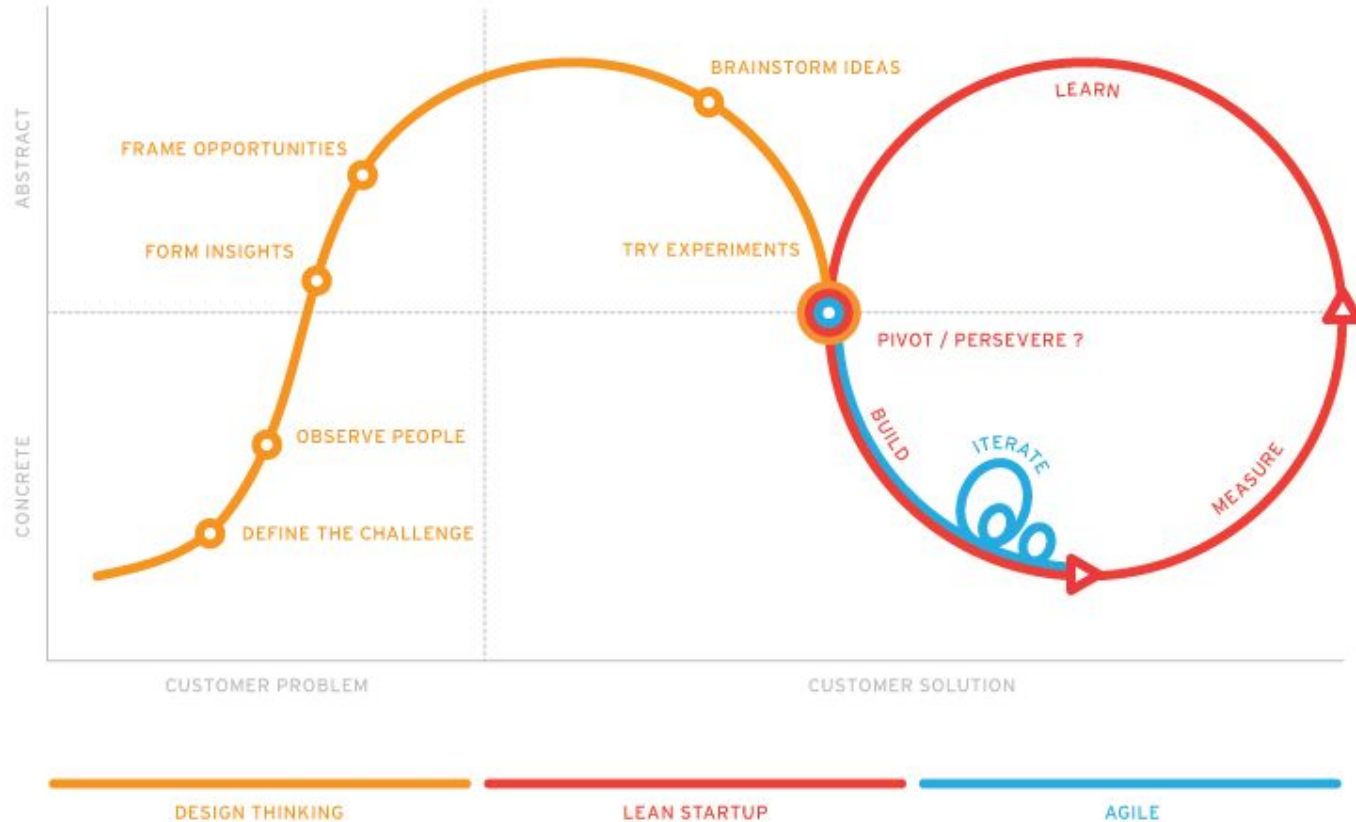
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# **Innovative Processes**

**Amy Wilson, Better Government Movement Lead**

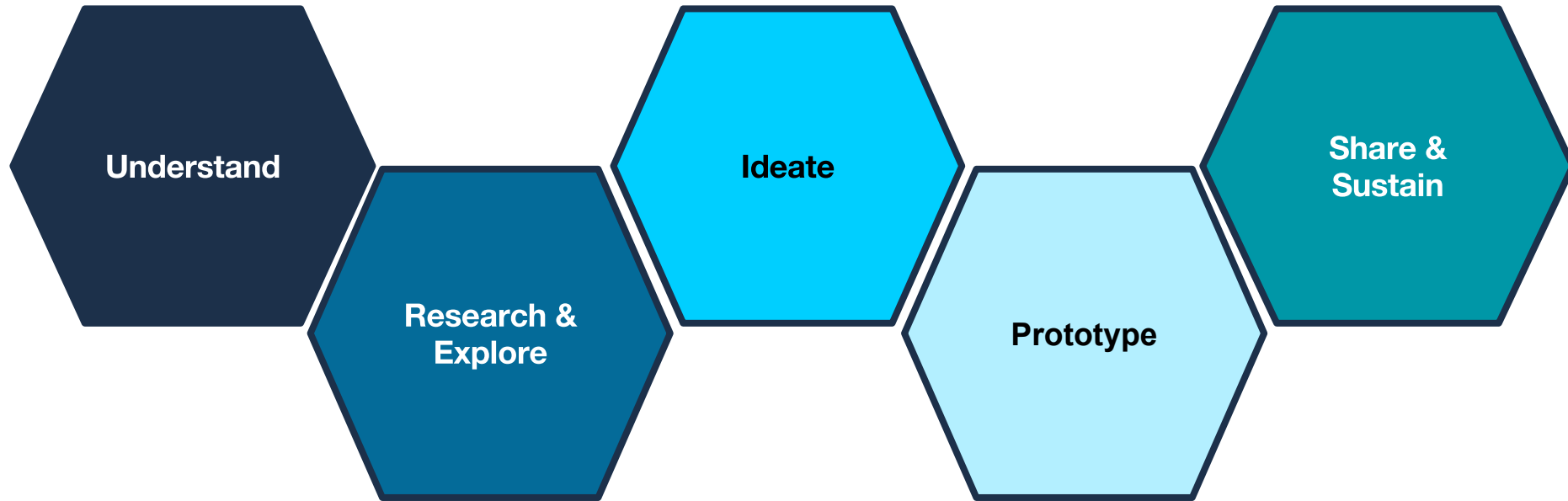


DESIGN THINKING DISCOVERS CUSTOMERS



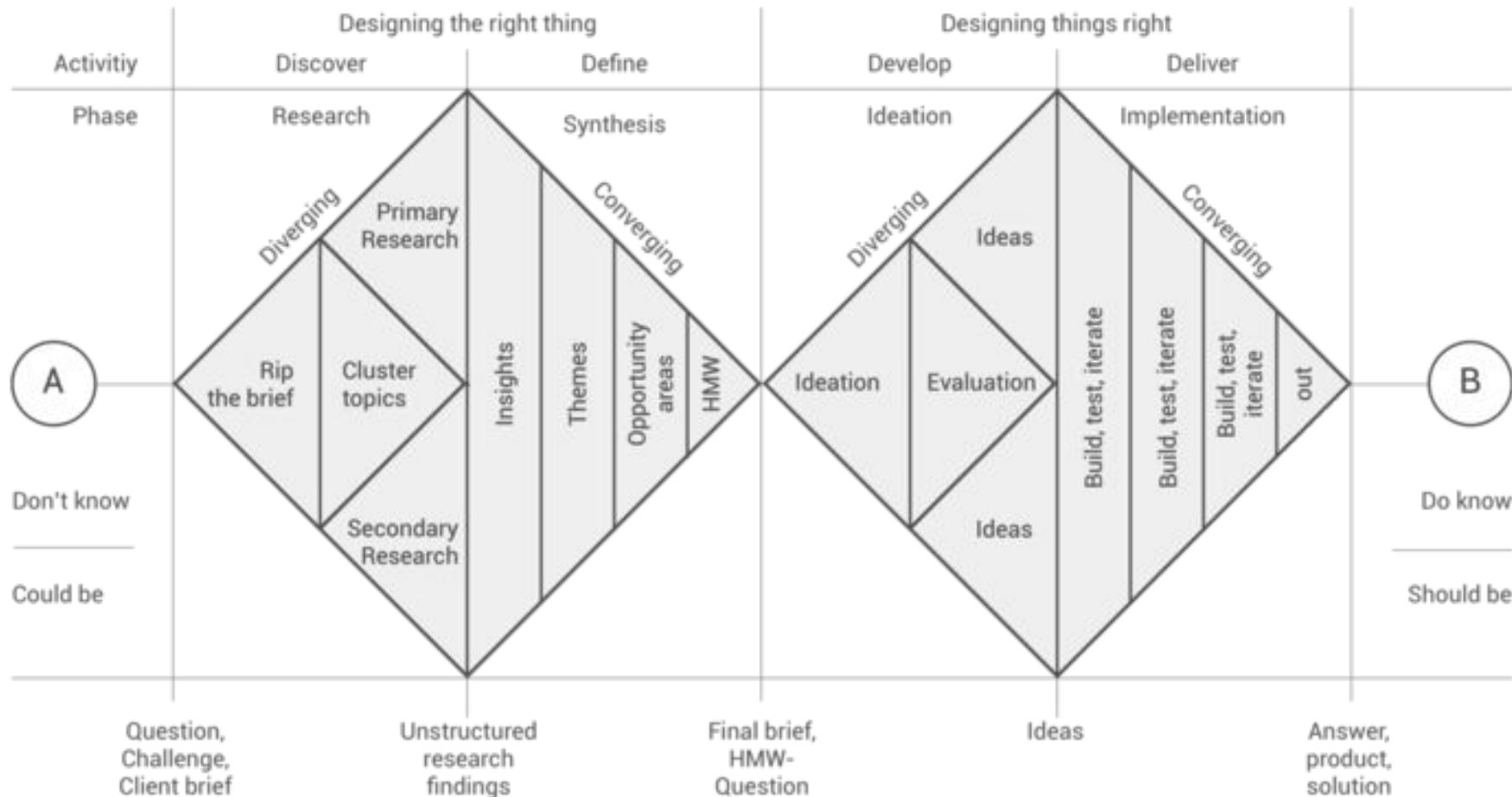
Source: Nordstrom Innovation Lab

# The Design Process in 5 Phases



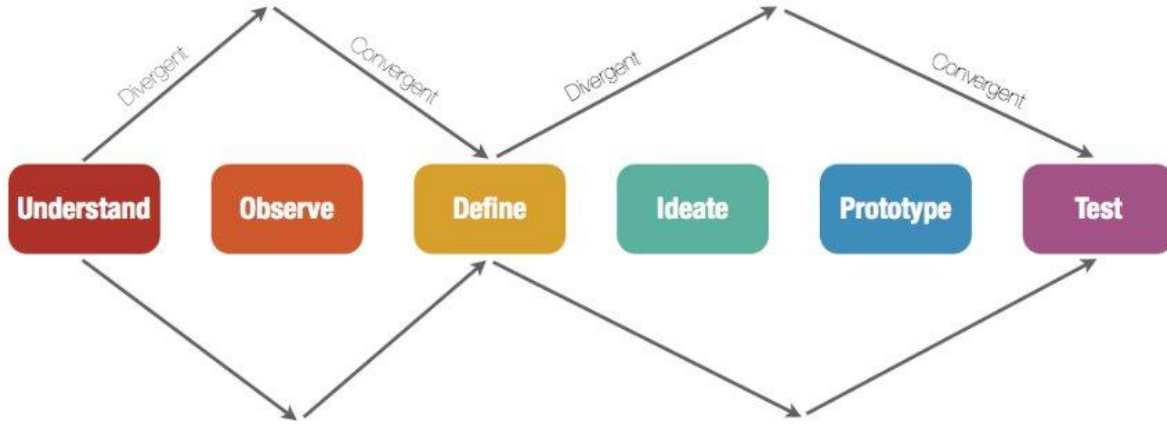
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- [Coursera: Getting Started: Agile Meets Design Thinking](#)
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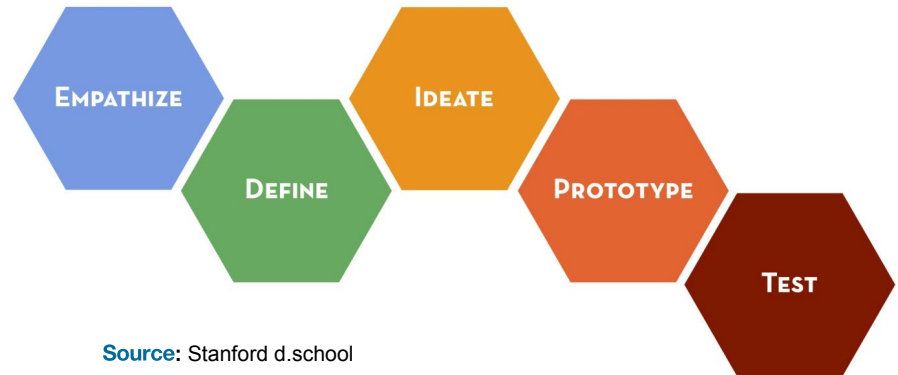
# Design Thinking

# Creative Process



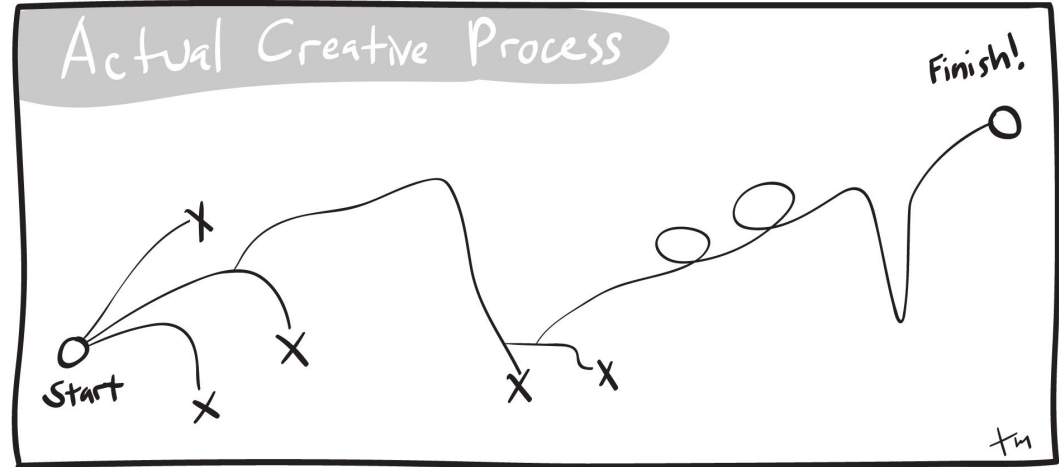
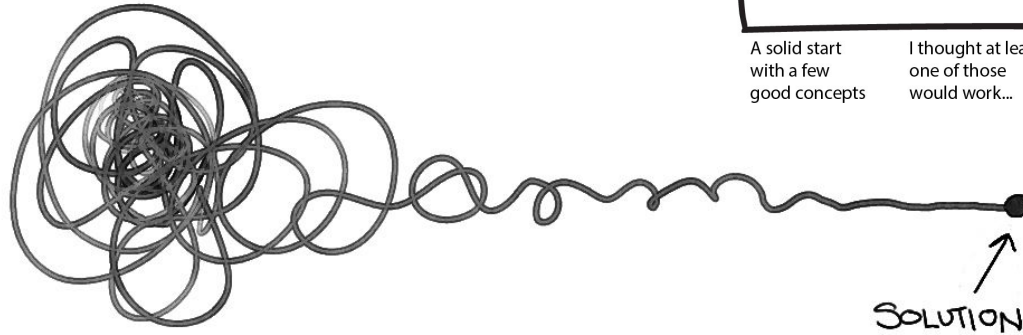
Source:

<https://www.linkedin.com/pulse/20140722152146-127032-the-dynamic-duo-of-design-thinking-process-improvement/>



Source: Stanford d.school

# Creative Process



A solid start  
with a few  
good concepts

I thought at least  
one of those  
would work...

Almost done—  
just need a few  
minor tweaks...

Dead ends. Time  
to make some  
more coffee.

Revision after  
revision...

I'll just start  
sending out  
resumes now.

Done! And I  
forgot to eat  
lunch again.

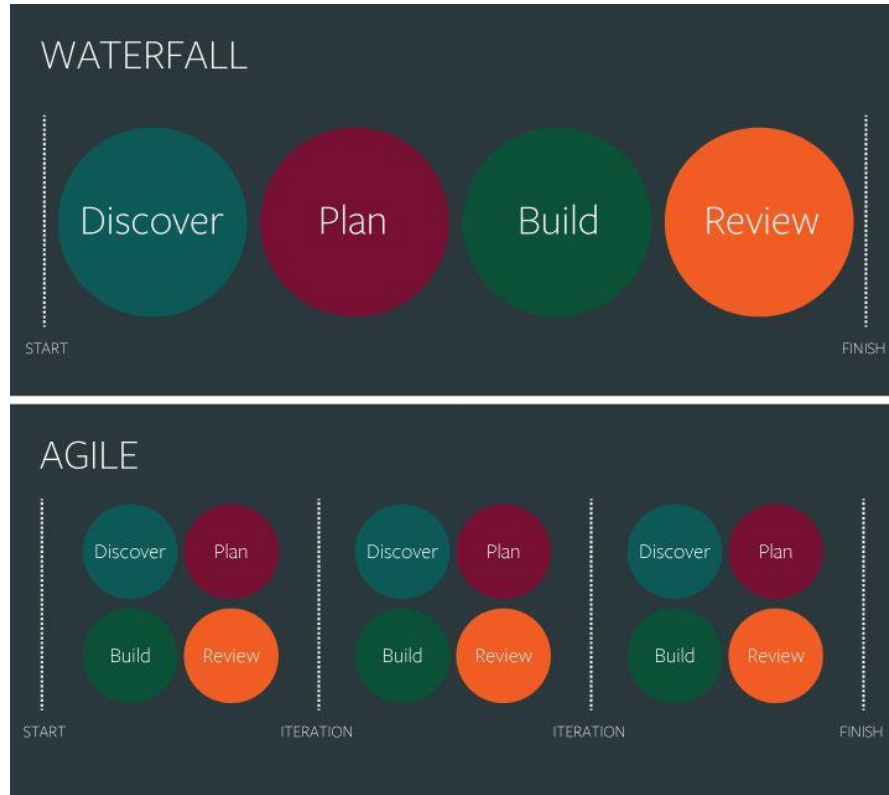
# Possible Courses (Design Thinking)

- [Design Thinking for Innovation](#) (Coursera--UVA Darden)
- [Human-Centered Design](#) (UC San Diego)
- [Design Thinking and Innovation](#) (UVA Darden)



# Agile

# Agile



# Possible Courses (Agile)

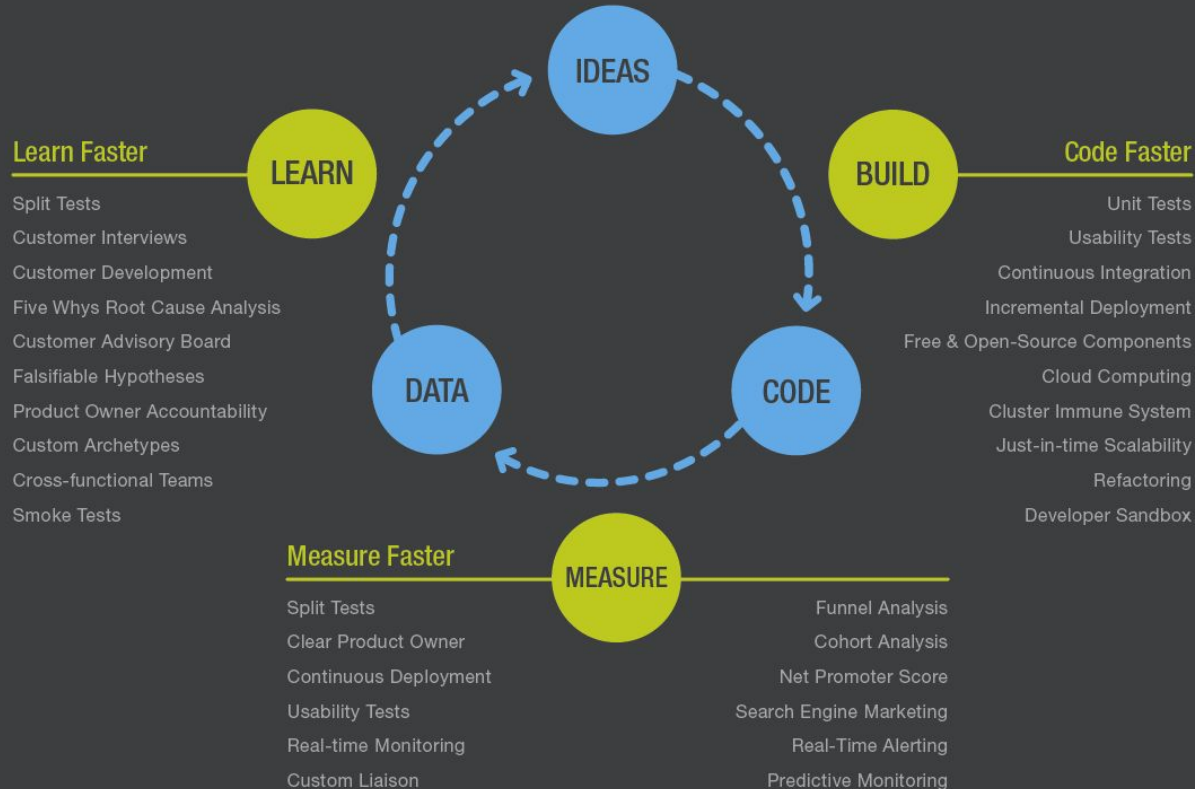
- [18F Agile Guide](#)

# Lean Startup

# THE LEAN STARTUP

Created by Eric Ries - [startuplessonslearned.blogspot.com](http://startuplessonslearned.blogspot.com)

Designed by  KISSmetrics



# Possible Courses (Lean Startup)

- [18F Lean Product Design](#)
- [The Lean Startup](#) (Udemy--Creator: Eric Ries (\$10-40))
- [How to Build a Startup](#) (Udemy)