

Better Government Design-a-Thon

**Building a better government through
innovation**

June 21, 2017



Agenda

Better Government Workshop

1

The Problem

2

Defining a
Better
Government

3

The Solution

4

Personas +
Challenges

5

What's next?

By the end of the session we will:



Define a better government (10)



Outline the problem and the solution for a better government (15)



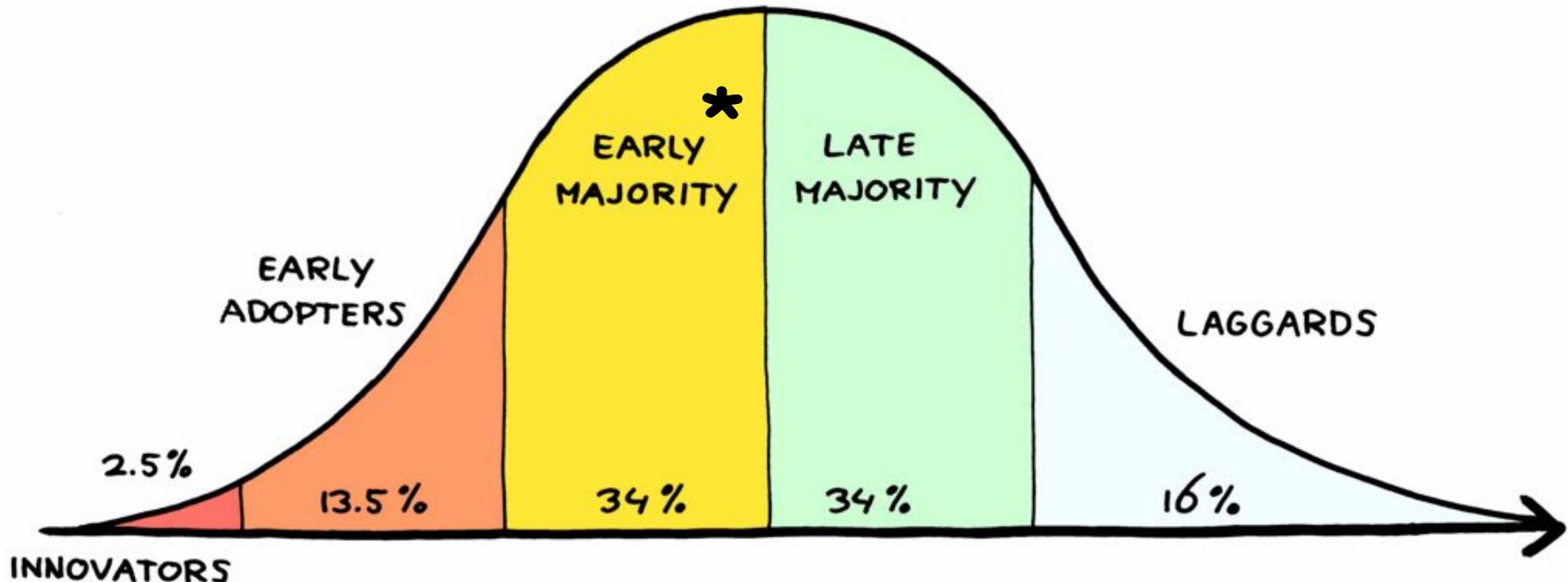
Introduce you to our personas and the challenges they face (10)



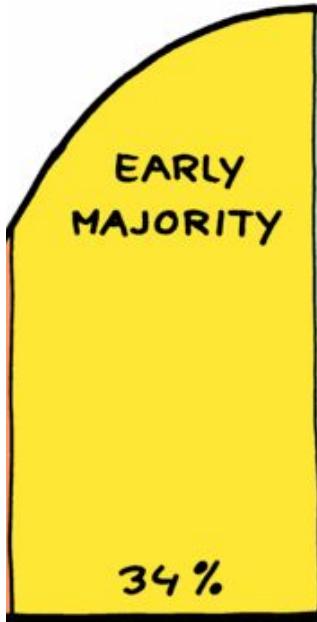
Discuss where we're going and how you can be involved (5)

1: The Problem

Innovation Adoption Curve



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



Early Majority: The Pragmatists

The goal of pragmatists is to make a percentage improvement--incremental, measurable, predictable progress. If they are installing a new product, they want to know how other people have fared with it.

*The word **risk** is a negative one in their vocabulary--it does not connote opportunity or excitement but rather the chance to waste money and time. They will undertake risks when required, but they first will put in place safety nets and manage the risks very closely.*

Pragmatists tend to be “vertically” oriented, meaning that they communicate more with others like themselves within their own industry than do technology enthusiasts and early adopters, who are more likely to communicate “horizontally” across industry boundaries in search of kindred spirits.

- Geoffrey A. Moore, **Crossing the Chasm**

**Technology won't save
us, but culture will.**

How might we effectively serve the many **talented Federal employees** who have the motivation and potential to cause change?

2: Defining Better Government

Better government
through innovation.

Defining Innovation

Innovation is a new product, program, service, or process that creates value and changes the status quo of government services. To be impactful, innovations must also be scalable, not merely one-off novelties.

Federal government innovation involves delivering a better government with and For the People.



Improve government services delivery

- Support creation of innovative labs, programs, and services; evangelize proven innovative disciplines, methods, and tools. Hire top talent to lead innovation.
- Encourage data-driven decision making and evidence-based approaches to contribute to your transformation story.
- Design citizen- and user-centered programs, products and services that speak directly to the public's needs.



Solve societal and governmental problems

- Use making and crowdsourcing to address national priorities and tackle societal problems.
- Eliminate siloed thinking across government and encourage cross-agency collaboration.
- Address common government challenges and share expertise.
- Identify and pursue grand challenges of the 21st century.



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.

Goals and Outcomes

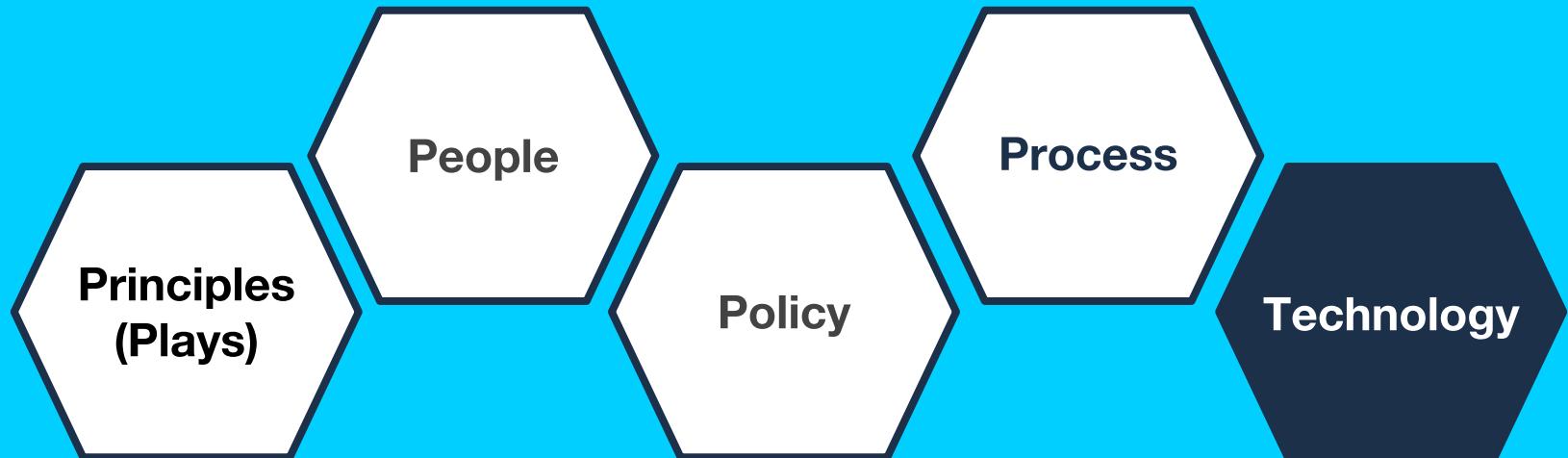
Goal

Foster the awareness, adaptation, and adoption of a core set of innovative principles to solve problems and promote a culture of experimentation both within the government and beyond.

Outcomes

- Improve government's ability to solve problems
- Improve core processes and government effectiveness
- Increase agility of government
- Deliver better results at a lower cost

Government Transformation



Better Government Mission

We transform the way the **people of government** work together, guided by **principles**, with realignment of, or new investment in, **policies, processes, and technology**.

With a focus on efficiency, effectiveness, and accountability, we'll create a more responsive and collaborative modern government, speaking directly toward the public's needs and desires.

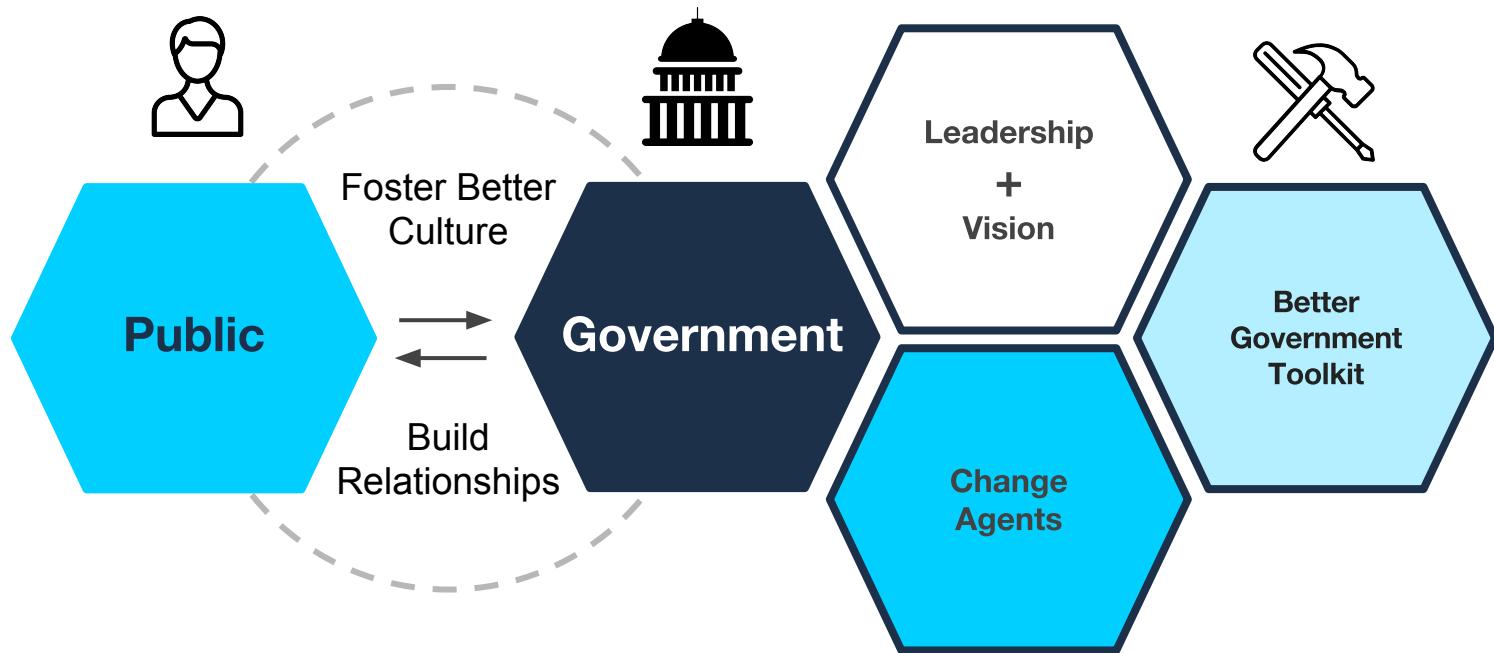
Better Government Vision

We catalyze improved quality of service to the American public, and are an economic driver for the nation.

By collaborating with the public we better understand their needs and provide efficient and effective solutions. We are a leader in trust and accountability as we use new methods and proven practices to create a culture of excellence and data to drive decision-making.

As we deliver our missions, we improve our policies, interactions and processes, driving greater value for the public.

3: The Solution



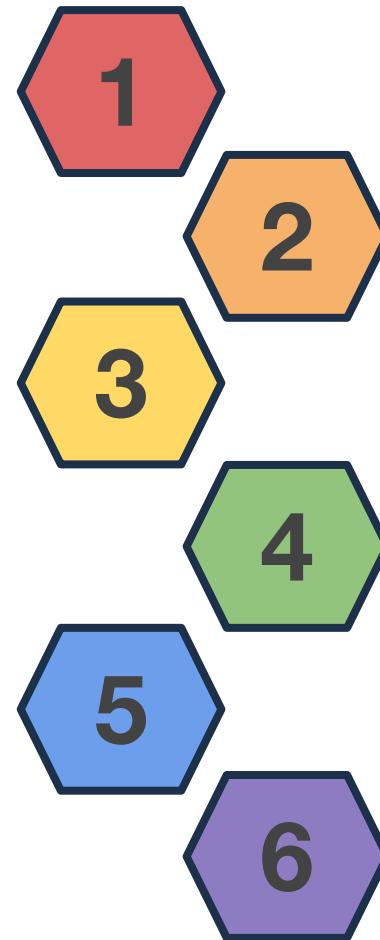
**“No matter where you are, most
of the smartest people work for
someone else.”**

Joy's Law

Everyone can (and should) innovate.

Embrace change: experiment & seek feedback to lessen risk of failure.

Let data inform decision-making and be a key part of your story.



Keep the customer/user at the center of your design.

Collaborate, communicate, & share with partners in government and beyond.

Innovation is not a one-size-fits-all approach.

4: Personas + Challenges

Key Personas

Who They Are and What They Do



Sam Chen

Mid-Level Manager

Driven to improve efficiency despite lack of management support

Loves trying new things but fears failure



Angela Martin

Senior Executive

Career fed with 30 years of service at her agency

Fighting for funding for her agency's programs



George Contreras

Everyday Employee

Wants to progress, but doesn't know how

Not rewarded for doing good work



Keisha Norton

Government Innovator

Started working as product manager in CTO office

Tries to create new pathways to innovation within old guard



Kelly Smith

New-to-government Analyst

Wants government to improve lives through innovation

Frustrated by bureaucracy in government

Barriers to Innovation

- | | | | |
|---|--|----|--|
| 1 | Siloed thinking and working | 6 | Weak leadership support in prototyping and scaling innovation |
| 2 | No holistic look at ecosystem and the pathways to innovate | 7 | Rough political climate |
| 3 | Lack of definitive resources (e.g. time, budget, policy) | 8 | Infrastructure doesn't support proven innovative/technology approaches |
| 4 | No incentive to innovate | 9 | Burdensome/outdated requirements |
| 5 | Lack of understanding of/access to users | 10 | Competitive + conflicting policy standards within/across agencies |

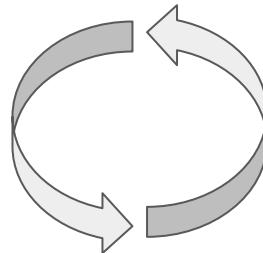
5: What's Next?

MVP

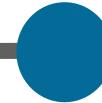


July 31

Limited
Release



Beta



Sept. 30

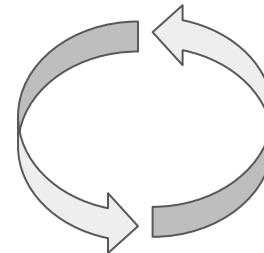
Wider
Release

Live



Fall/Winter

Full
Release



Better Government Toolkit (Alpha)

 Search | Provide feedback through GitHub

Principles

Defining a Better Government ▾

Creating Culture ▾

Telling Stories ▾

Contact Us



**Better government
through
innovation.**

A growing number of Federal employees are using new approaches to solve problems, improve the core processes of government, and foster innovation to create a better government.

However, adoption of these approaches is still low relative to their potential. Many Federal

Toolkit Content

Online resource for all things innovation in the government and how might one innovate.

Created by change agents for the early majority.

Personas:

- Leadership
- Mid-Level Manager
- Newcomers to Gov't

Community of Practice

The “people” side of innovation. How to learn, share, and build better government.

Led by change agents, for peer-to-peer learning and sharing

Personas:

- Mid-Level Manager
- Newcomers to Gov't
- Change agents

Ambassadors Program

Amplify and evangelize innovation within government.

Awareness → Understanding → Adoption

Persona: Established change agents

August: Innovation.gov

- Better Government Playbook (6 Plays/Principles)
- Innovation Stories (Meta, Organizational)
- Wayfinding Service
- Ecosystem Map

October: Toolkit

- Up to 15 Content Areas (filled out with templates by CoPs)
- Innovation Stories (Individuals)
- Updated Information Architecture + Journey Maps
- Case Studies

Activity Set Up: Two-Part Ecosystem Map

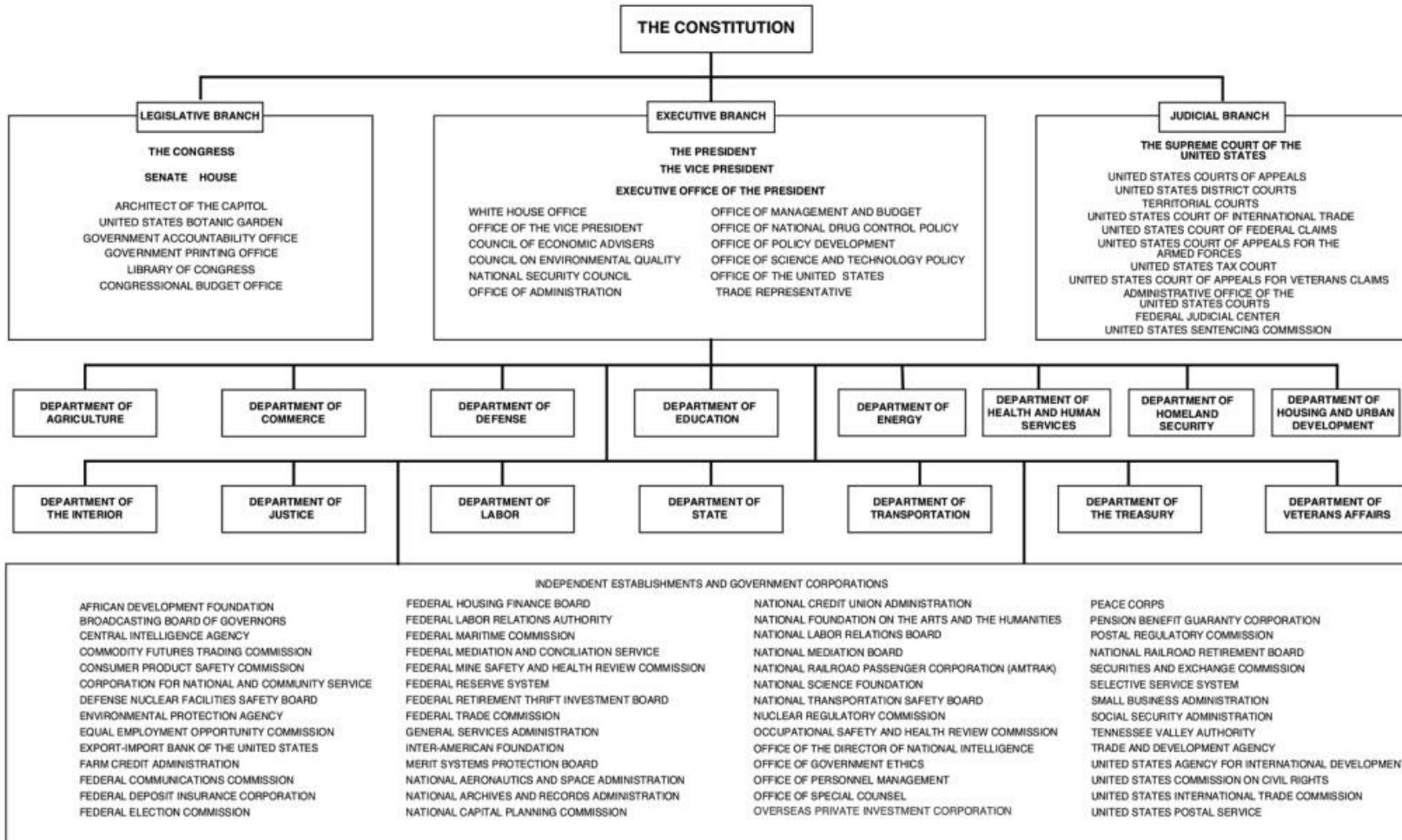
Mapping the Innovation Ecosystem

Change = Challenging the status quo, mindset or belief system to create value.

We want to map **who is innovating** and **where innovation is happening**--these are the types of items we're looking for during this exercise:

- Places (e.g. Innovation Labs)
- Programs (e.g. I-Corps, Social Innovation Fund)
- Teams (e.g. Teams applying Lean Startup and Agile practices)
- Products (e.g. Login.gov)
- Services (e.g. FEDRAMP)
- People (e.g. Chief Innovation Officers, Directors of Innovation)

THE GOVERNMENT OF THE UNITED STATES



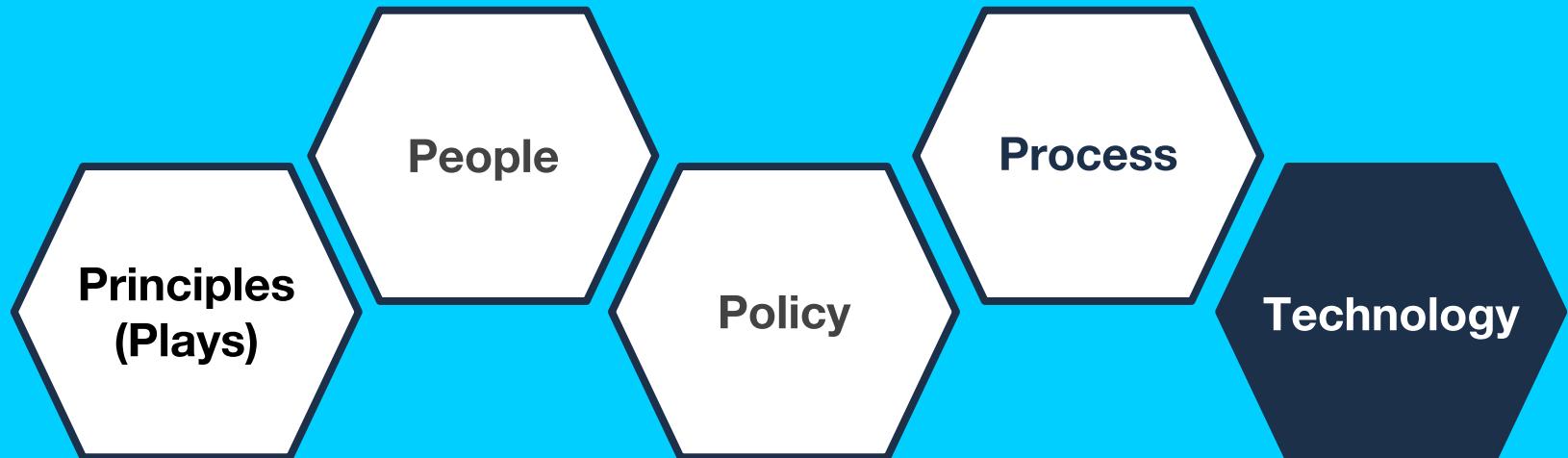
Steps: Innovation Labs/Units Ecosystem Map (15)

1. Around the room are handouts of the structure of the Federal Government by Branch and a listing of all known innovation labs. Review the lists as use as a reference or inspiration.
2. Create note cards for known innovation labs, offices, agency departments like diagram to the right
3. Post your sticky notes/cards in the appropriate branch of government.
4. Add Wild Cards and other thoughts on the Wild Card sheet.

On one sticky note (per entry)

Name of Lab/Innovation Unit <ul style="list-style-type: none">• Department• Organization/Agency• Where is the physical location?• Date Founded	Key People (How many?) Contact Info (if known)
Category: <ul style="list-style-type: none">• Lab• Office• Agency Department	What kinds of innovation? <ul style="list-style-type: none">• Approaches• Programs• Methodologies

Government Transformation



Transformation Elements Definitions

- **Principles/Plays:** Fundamental truths or values that orient and rule the conduct of individual persons in a particular society or system. For purposes of the Better Government work, refer to the six innovation plays.
- **People:** Supporting disrupters and managing creatives and creative teams to provide environments that sustain innovation energy. (e.g. human resources, performance management, team building, rituals)
- **Policy:** A deliberate system of principles to guide decisions and achieve rational outcomes, usually implemented as a procedure or protocol. Policies are adopted at the senior levels of government, and assist in decision making. (e.g.: OMB-issued policies or laws enacted to support innovation)
- **Process:** Ways to formalize how different people collaborate at different times in a system. (e.g.: methodologies, standards, tools, training)
- **Technology:** Hardware, software, and information system capabilities that support change/spur innovation (e.g. products, systems, collaboration tools, metrics platforms)

Steps: Transformation Ecosystem Map (15)

1. Using the descriptions above reflect on what places, persons/teams, programs and products that innovate in the following transformation areas:
 - a. Principles (Plays)
 - b. People
 - c. Policy
 - d. Process
 - e. Technology
2. Write each entry, one entry per sticky note like the diagram to the right.
3. Post your stickies in the appropriate area in the room. Place wild cards/thoughts in “Wild Card” sheet

On one sticky note (per entry)

Department, Organization/Agency	Contact Info (if known) Yours or someone leading this work
Category: <ul style="list-style-type: none">● Place● Person or Team● Program● Product or Service	What makes this person/group/program innovative? Tell us more...

Afternoon Breakouts: Toolkit, Community of Practice, Ambassadors

Toolkit Content

Community of Practice

Ambassadors Program

Online resource for all things innovation in the government and how might one innovate.

Created by change agents for the early majority.

The “people” side of innovation. How to learn, share, and build a better government.

Led by change agents, for peer-to-peer learning and sharing

Amplify and evangelize innovation within government.

Awareness → Understanding → Adoption

Room 4250

zoom.us/j/251695243

Room 1151

meet.GSA.gov/BGCoP

Room 6232

meet.GSA.gov/Ambassadors

Closing: Reflection

1:4 Reflection

Fact	Question	Aha!	Action

1:4 Reflection

Fact	Question	Aha!	Action
One fact that you now know that you didn't know before	One question that comes up for you now after attending today	One or more new ideas you now have from the sessions	What action(s) will you take as a result of your new discoveries

1:4 Reflection

Fact	Question	Aha!	Action
One fact that you now know that you didn't know before	One question that comes up for you now after attending today	One or more new ideas you now have from the sessions	What action(s) will you take as a result of your new discoveries

Share with someone new your reflections.

Announcements!!!

Coming Up in July...

Innovation Clinic

In-person @ GSA or remote to troubleshoot problems and provide support to the community.

**Wednesdays in July from
3-5 p.m. or by appointment**

Jeffersonian (Brown Bag) Lunch

Attendees launch a conversation around a pre-announced question to elicit personal feelings, stories, and experiences relevant to the day's theme.

Third Wednesday each month, 12-1:30 p.m.
First Brown Bag hosted at the Lab@OPM

Better Government Movement

Want to learn more?

Amy J. Wilson

Better Government Lead

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Better Government Slack

Channel @ Chat.18f.gov

Better Government Listserv:

Innovation@gsa.gov

