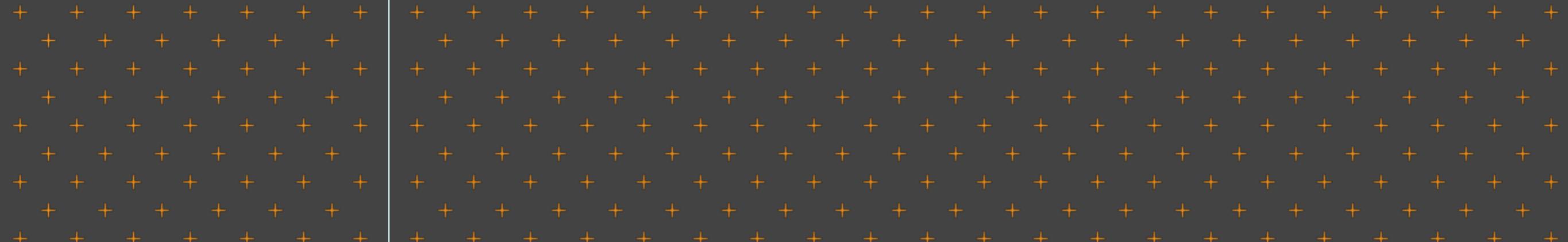


LAB[•]OPM

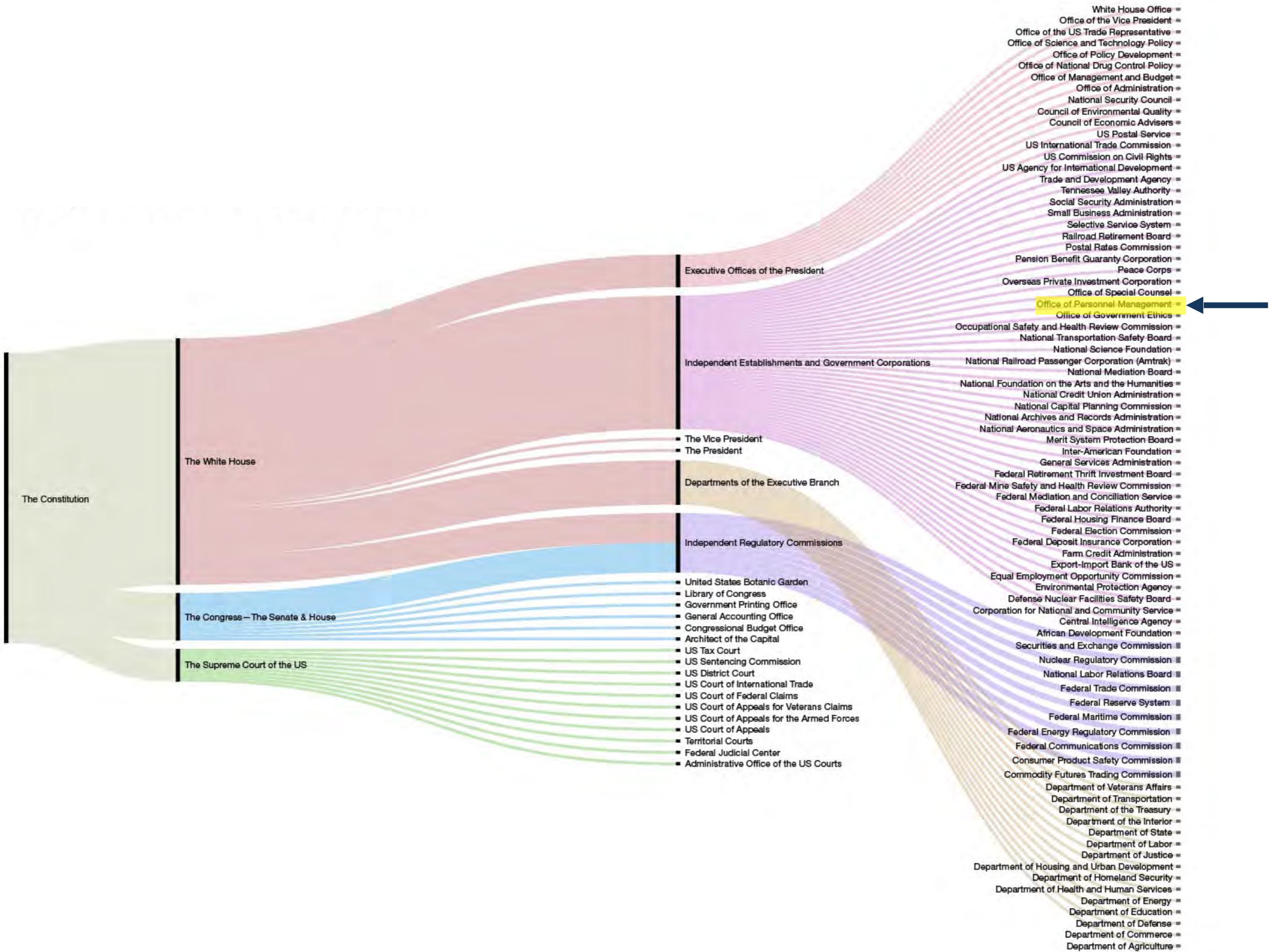
U.S. Army War College



Lab@opm.gov

The Lab at The Office of Personnel Management

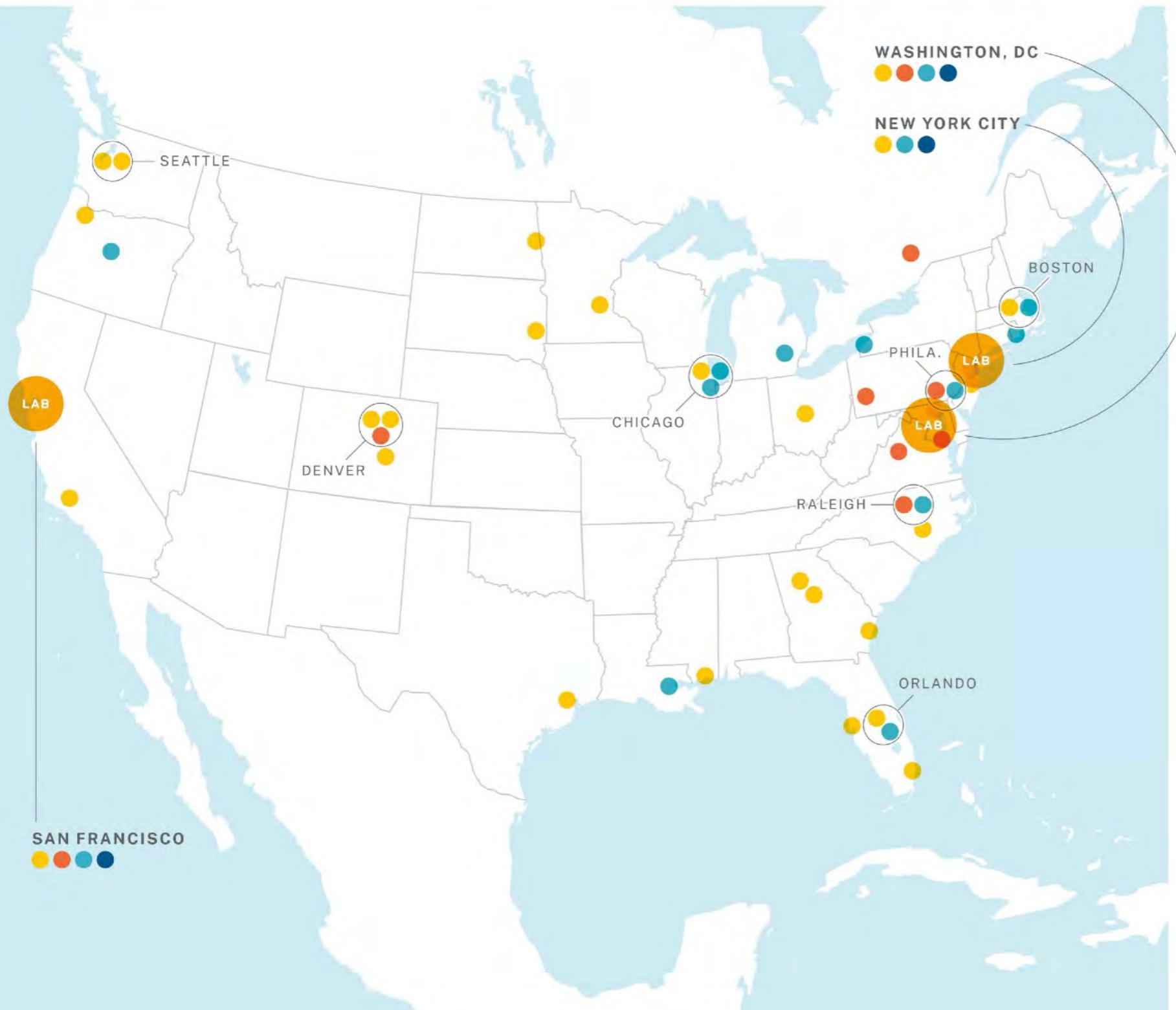
The Lab at OPM (The Lab) is a federal space that fosters innovation through human-centered design. Our purpose is to teach human-centered design across the Federal Government and help deliver innovative solutions to address complex public and cross-sector challenges.



Where We've Been 2018

WHERE WE WORKED WHERE WE TAUGHT WHERE WE LEARNED & SHARED WHERE WE COLLABORATED

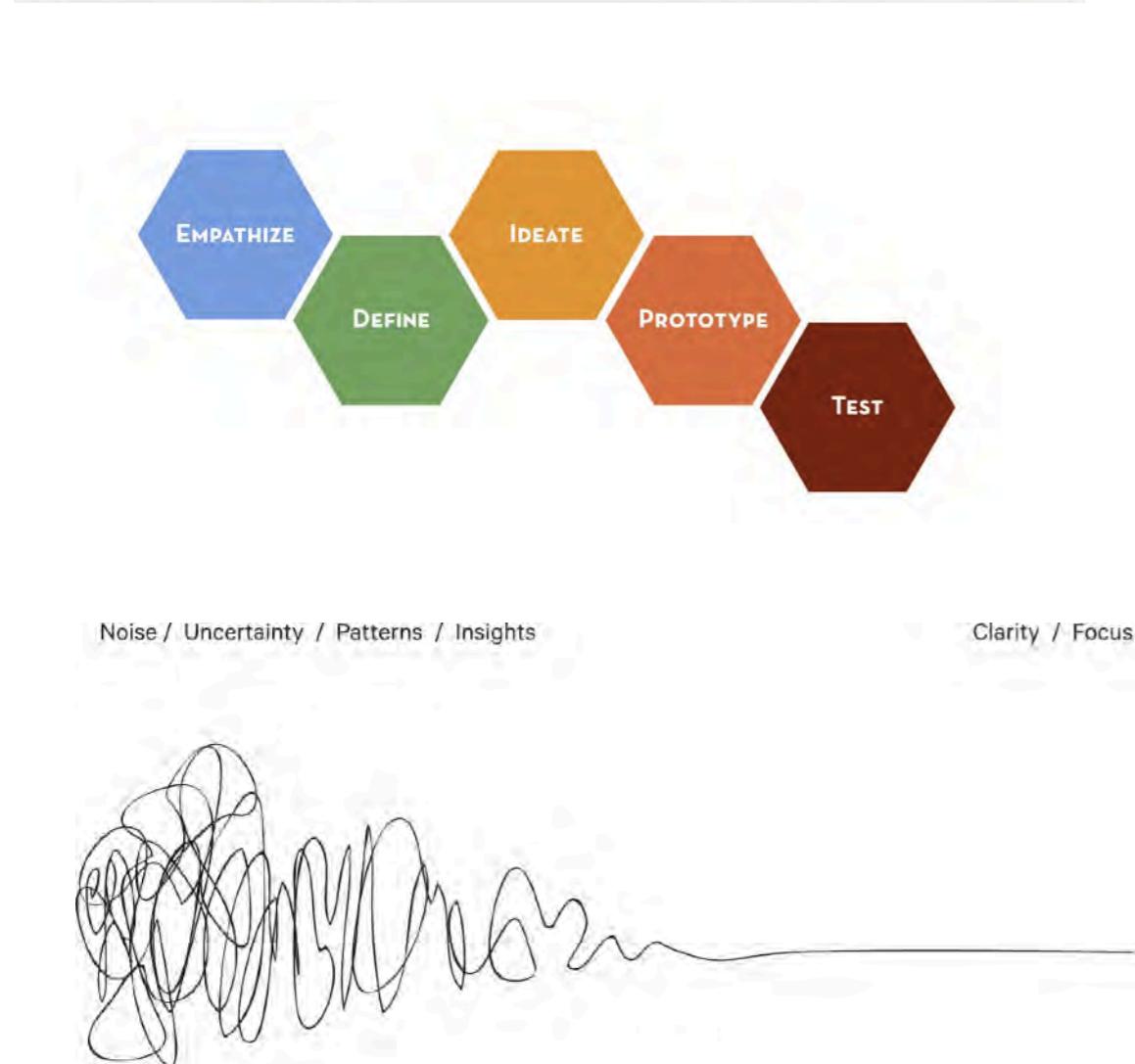
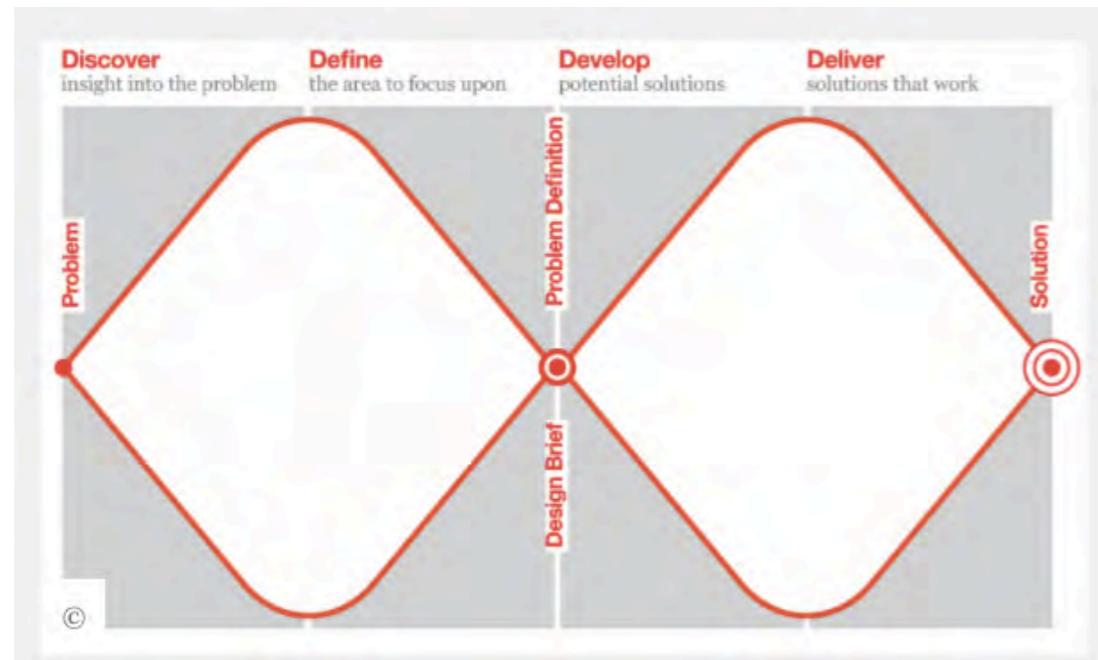
LAB
OFFICE



**Effective design of
public service is
itself an essential
public service.**

LAB[•]OPM

*The Design Necessity – A Casebook of Federally
Initiated Products, 1973*



Research & Synthesis

Concept / Prototype

Design



INSPIRATION

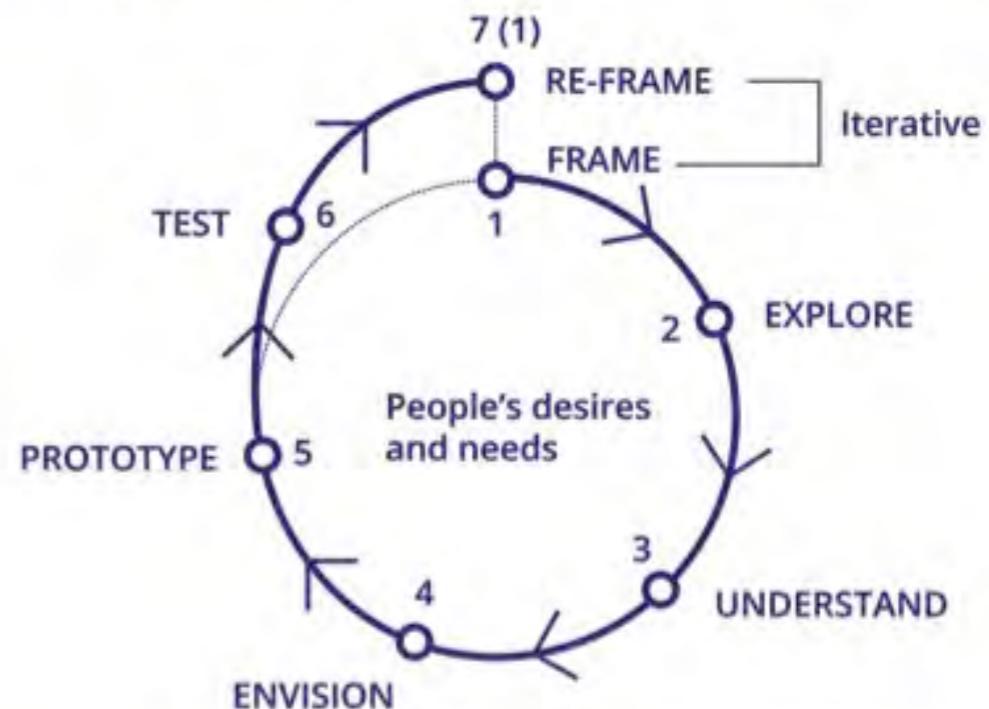
In this phase, you'll learn how to better understand people. You'll observe their lives, hear their hopes and desires, and get smart on your challenge.

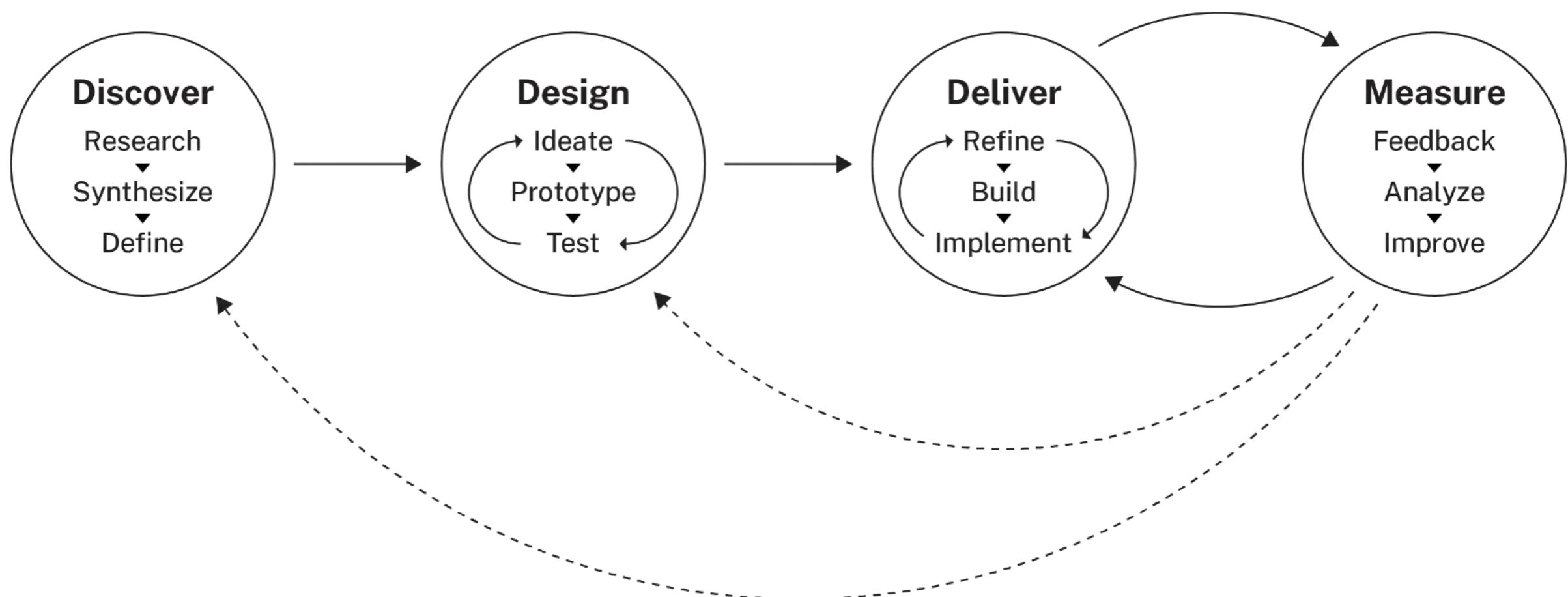
IDEATION

Here you'll make sense of everything that you've heard, generate tons of ideas, identify opportunities for design, and test and refine your solutions.

IMPLEMENTATION

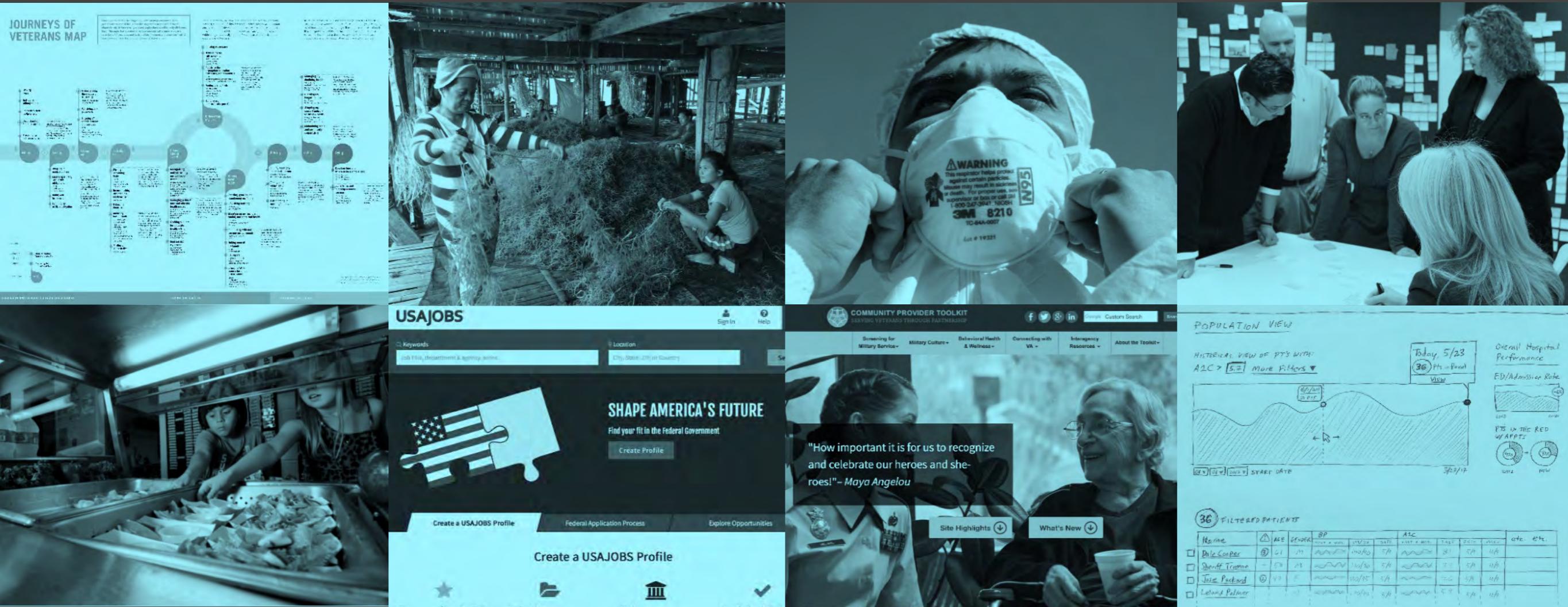
Now is your chance to bring your solution to life. You'll figure out how to get your idea to market and how to maximize its impact in the world.





The Lab's portfolio

- Our work ranges from pure stakeholder-insight and discovery efforts to full design and piloting projects.
- We've done experience mapping with VA, form design with USDA, full-stack development for USAJobs, etc.





The background of the slide is a collage of four photographs. Top-left: A group of people in a classroom setting, one person is speaking. Top-right: A group of people in a classroom setting, one person is speaking. Bottom-left: A woman sitting at a desk, looking down at a document. Bottom-right: A group of people standing around a table, looking at papers.

LAB•OPM

Introductions and interests

James Gasapo, Design Operations Lead

Jim is a Management & Program Analyst with the Lab. He contributes to the Lab's operational administration and management. In addition, he develops quantitative and qualitative analytical products, to inform leader decision-making. Jim also supports design-based tasks as needed. Prior to the Lab, Jim was a Presidential Management Fellow and performed data analytics and internal consulting at DHS-FEMA for several years. He also served as an officer in the US Army, deploying twice to Iraq. Though his collegiate training was in the liberal arts, he's always had a strong interest in the visual arts and design.

Ana Monroe, Designer

Ana translates research into models, animations, and text to give form to new ideas in her making-forward practice. At the Lab, she has led a wide variety of projects that integrate traditional product design (Human-Centered Design Guide Series), service (Mental Health and Suicide Prevention with VA), and digital product design (VA's Telehealth Toolkit). She joined the Lab after founding D_Coder, a digital startup, having worked for 12 years in the motion picture and fashion industries. She has an A.B. in Modern History from Columbia College, Columbia University and an MFA-STEM from Art Center College of Design in Pasadena, California.

Corinne Vizzacchero, Designer

Corinne's visual design practice creates space for multiple viewpoints, democratizes insights, facilitates co-creation, and makes the invisible visible. She has collaborated with partners from USCIS and VA to research and design improved products, services, and experiences for both employees and "end-users." She also uses her background in design education to co-design and lead Lab courses, and support wider capacity-building efforts. Corinne is passionate about designing accessible, inclusive, end-to-end government services, and is guided by curiosity, empathy, and optimism. She holds an MFA in Graphic Design from Yale University, and a BA in Art History and Visual Art from Fordham University.

Exercise

Describe a system...

you interacted with this morning.

What is its purpose? Where are its boundaries? What are its parts and behaviors?

System basics

- **Purpose**

The goal of the system

- **Boundaries**

Where the system in question touches another system with distinct characteristics and behaviors

- **Stocks**

The accumulation of material or information in the system over time

- **Flows**

The movement of material or information through the system over time

Exercise

Draw the system...

you interacted with this morning.

What is its purpose? Where are its boundaries? What are its parts and behaviors?

System basics

- **Purpose**

The goal of the system

- **Boundaries**

Where the system in question touches another system with distinct characteristics and behaviors

- **Stocks**

The accumulation of material or information in the system over time

- **Flows**

The movement of material or information through the system over time

Visual eloquence

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If eloquence is...

**Using language with fluency
and aptness...**

If eloquence is...

**Using language with fluency
and aptness...**

Visual eloquence is...

**Using pictures to persuade
others and communicate ideas
and intentions.**

Visual eloquence is...

not about:

Visual eloquence is...

not about:

Pretty pictures

Visual eloquence is...

not about:

Pretty pictures

...but about:

Drawing to discover

Visual eloquence is...

not about:

Right or wrong

...but about:

Effective stories

Visual eloquence is...

not about:

Thinking, then
drawing

...but about:

Drawing to think

Visual eloquence is...

not about:

**One way to tell
the story**

...but about:

Adequate storytelling

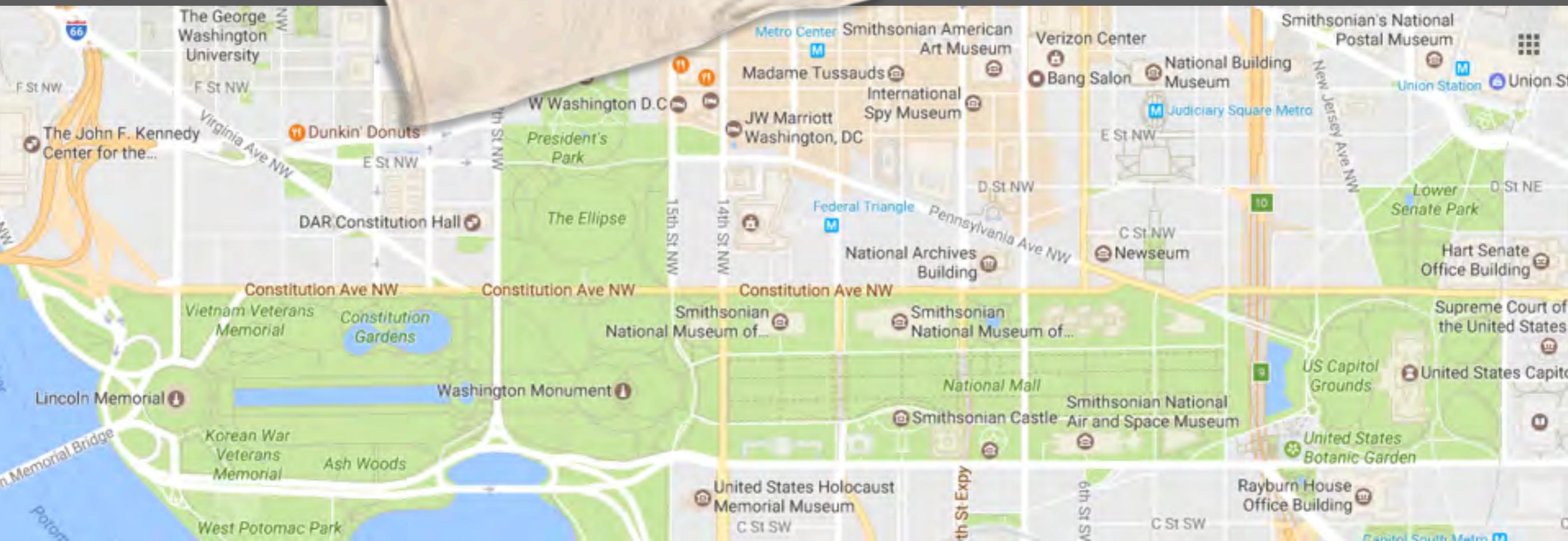
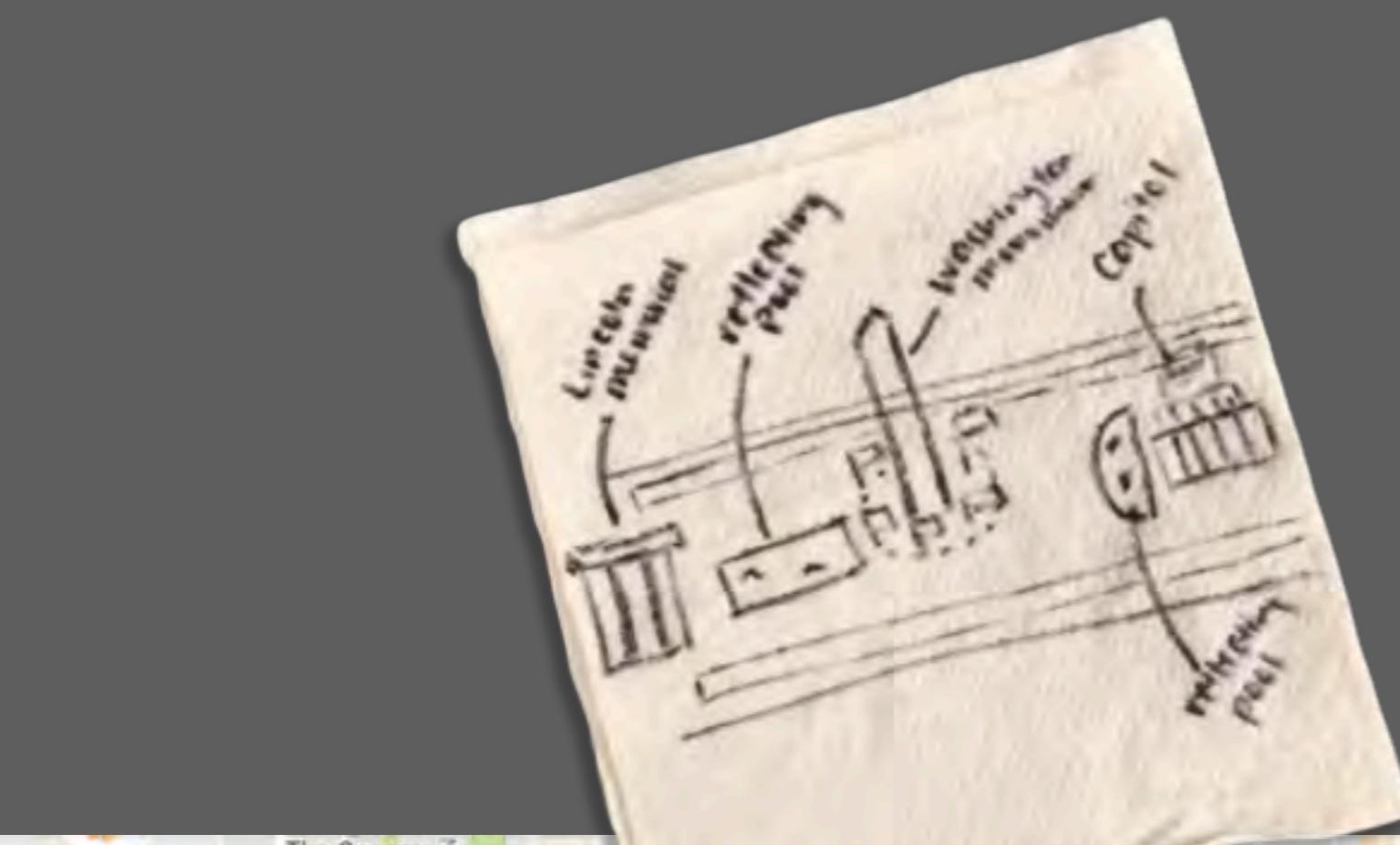
Visual Eloquence is...

not about:

Mastery

...but about:

Resourcefulness

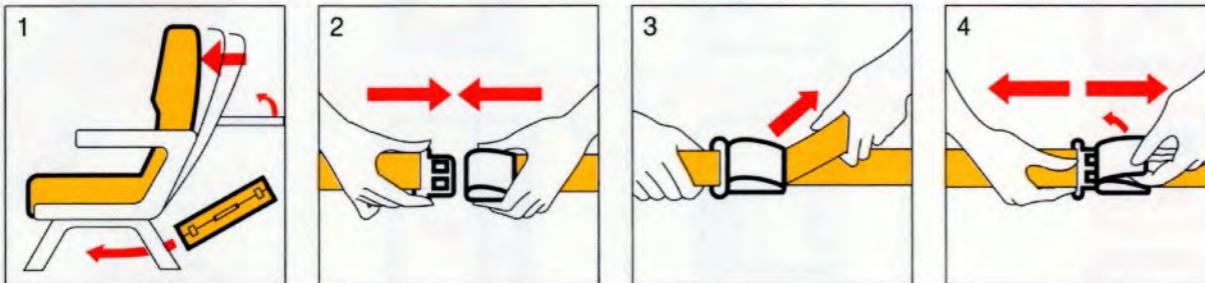


Exercise
Discover,
understand,
communicate

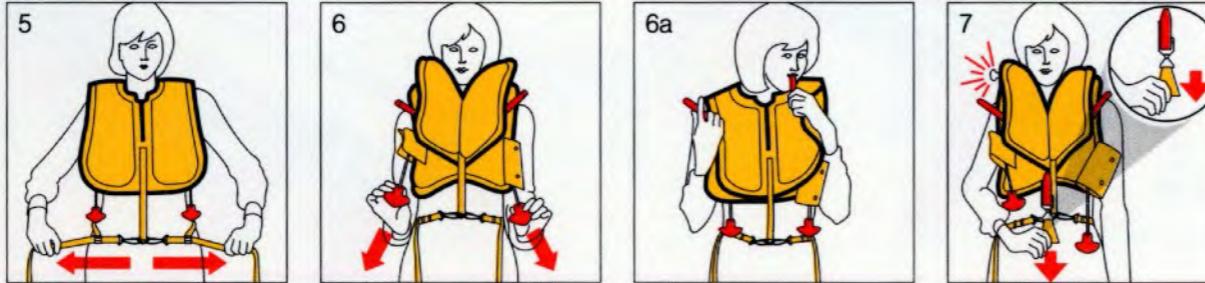
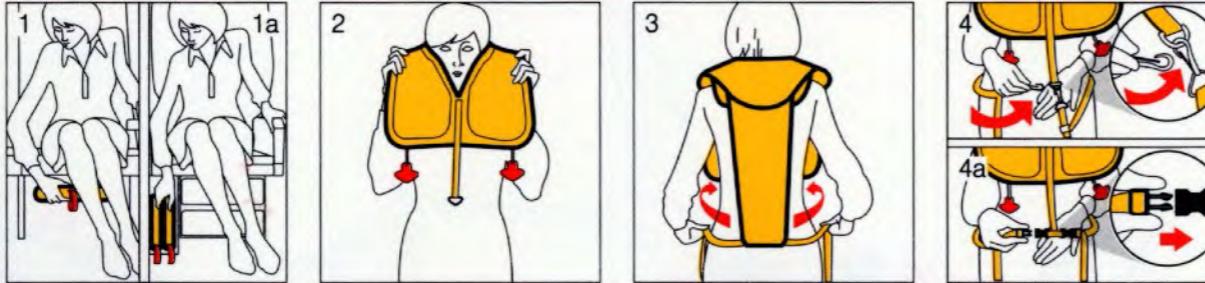
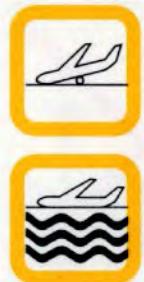
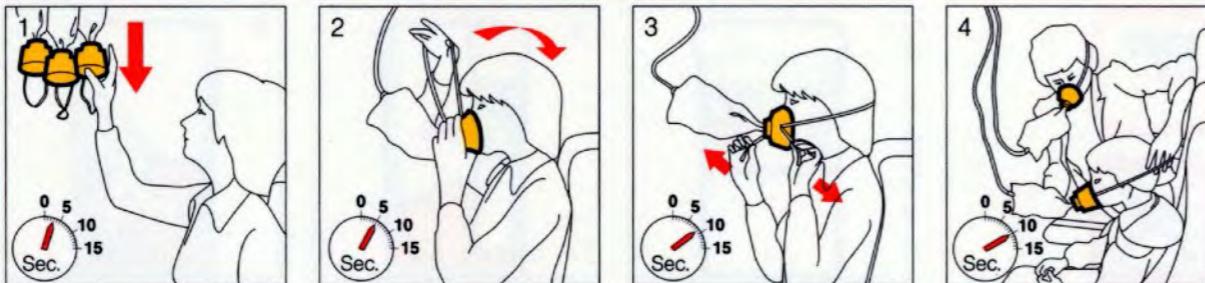
LAB[•]OPM

Für Ihre Sicherheit
For your safety

A380-800

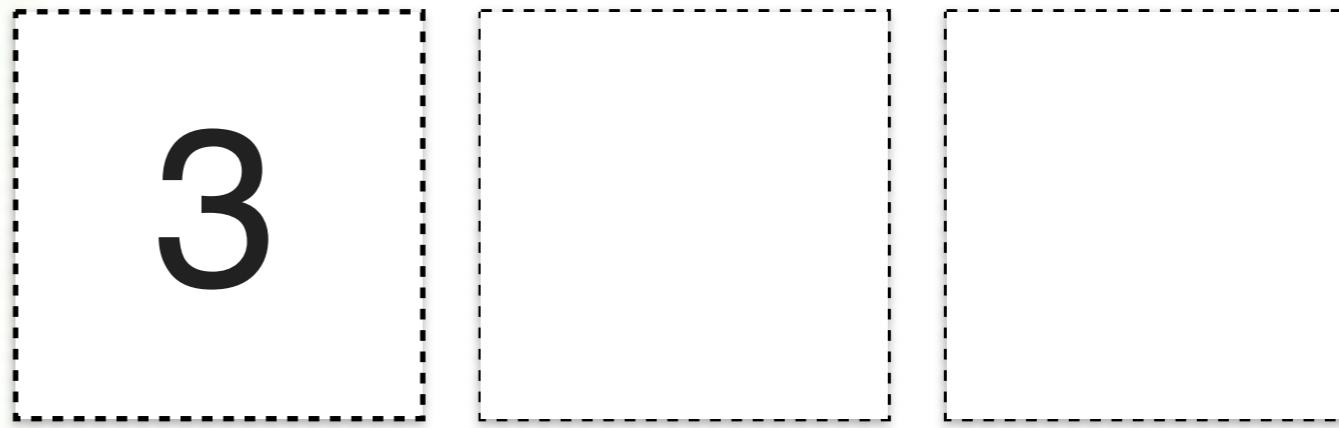
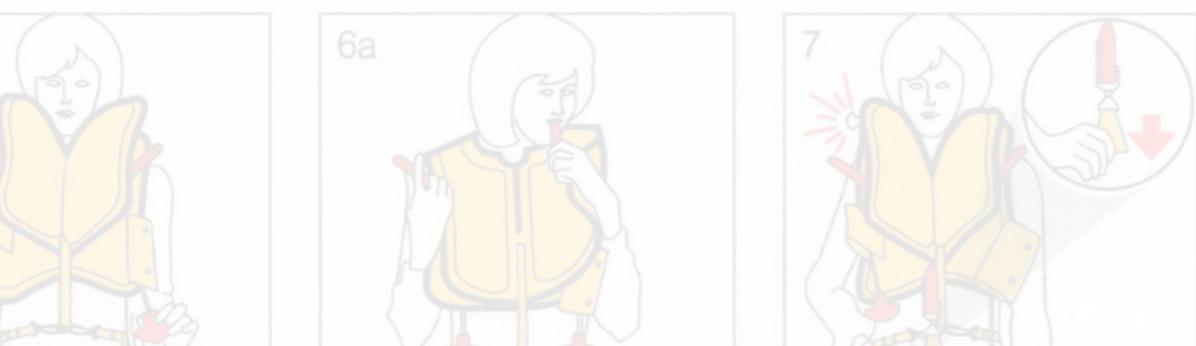
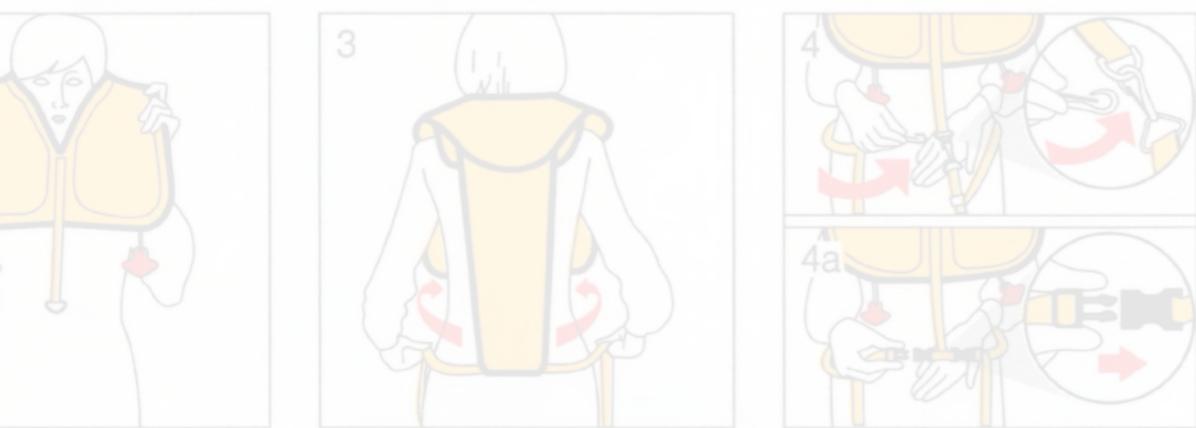
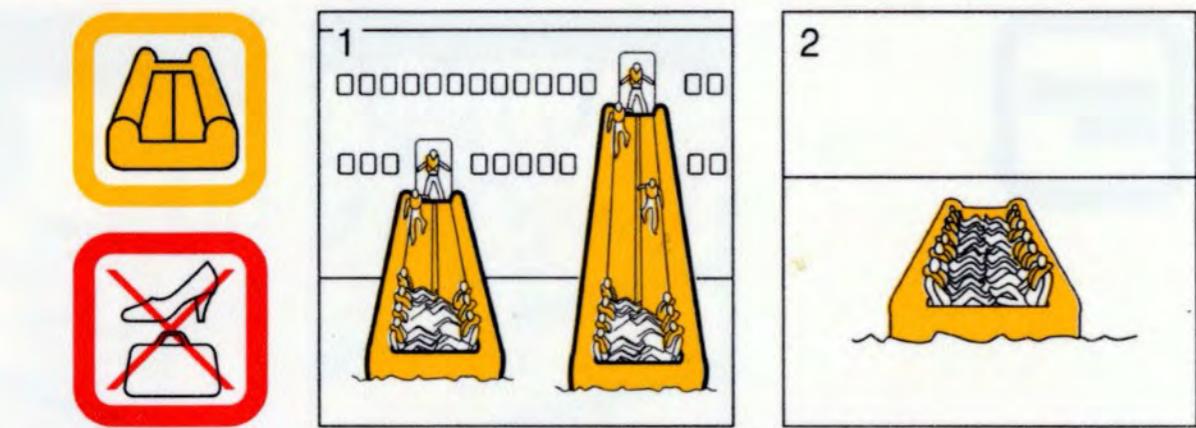


Bitte halten Sie während des Sitzens den Sicherheitsgurt geschlossen.
Please fasten seatbelts while seated.





Halten Sie während des Sitzens den Sicherheitsgurt geschlossen.
Fasten seatbelts while seated.



3

Look at the image carefully.

Using 11x17in paper, draw the three missing frames to complete the sequence of an emergency exit.

It is up to you how to tell the story, and you may include humor, for example.

Let's talk about Problems

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Warm up (5 minutes)

Group Therapy Throwdown

On a **SMALL** notecard:

Write down a problem you're focused on solving at work—*preferably one that you were assigned or given by someone else.*



Try to choose a problem without an obvious solution—something that calls for creativity and new ideas. **Don't overthink it too much...**

Warm up (10 minutes)

Group Therapy Throwdown

On a **LARGE** notecard:

**DRAW a picture, diagram, or storyboard
of your problem—no words allowed.**



A simple sketch will do. It doesn't need to be pretty, so don't worry about your artistic abilities. Just try to create a drawing that fully and clearly captures your problem.

Warm up (0 minutes) Group Therapy Throwdown

**Now crumple up your drawing
and throw it across the room!**
(Hold on to your written problem for now.)



You heard right. Ball up your precious little problem (the drawing) and chuck it in any direction. **Let go. Enjoy yourself.**

Warm up (30 minutes)

Group Therapy Throwdown

And finally:

Pick up a problem that landed near you
and *briefly* try to explain it to the group.



After someone has presented your problem picture, you may *briefly* clarify or elaborate on what it's actually about. *Do you see your problem any differently than you wrote it?*

Let's talk about Diagrams

Diagrams: the elements

Hierarchy: Primary / secondary processes

Connections: lines, polygons

Relationships: narratives

Zones: phases, time

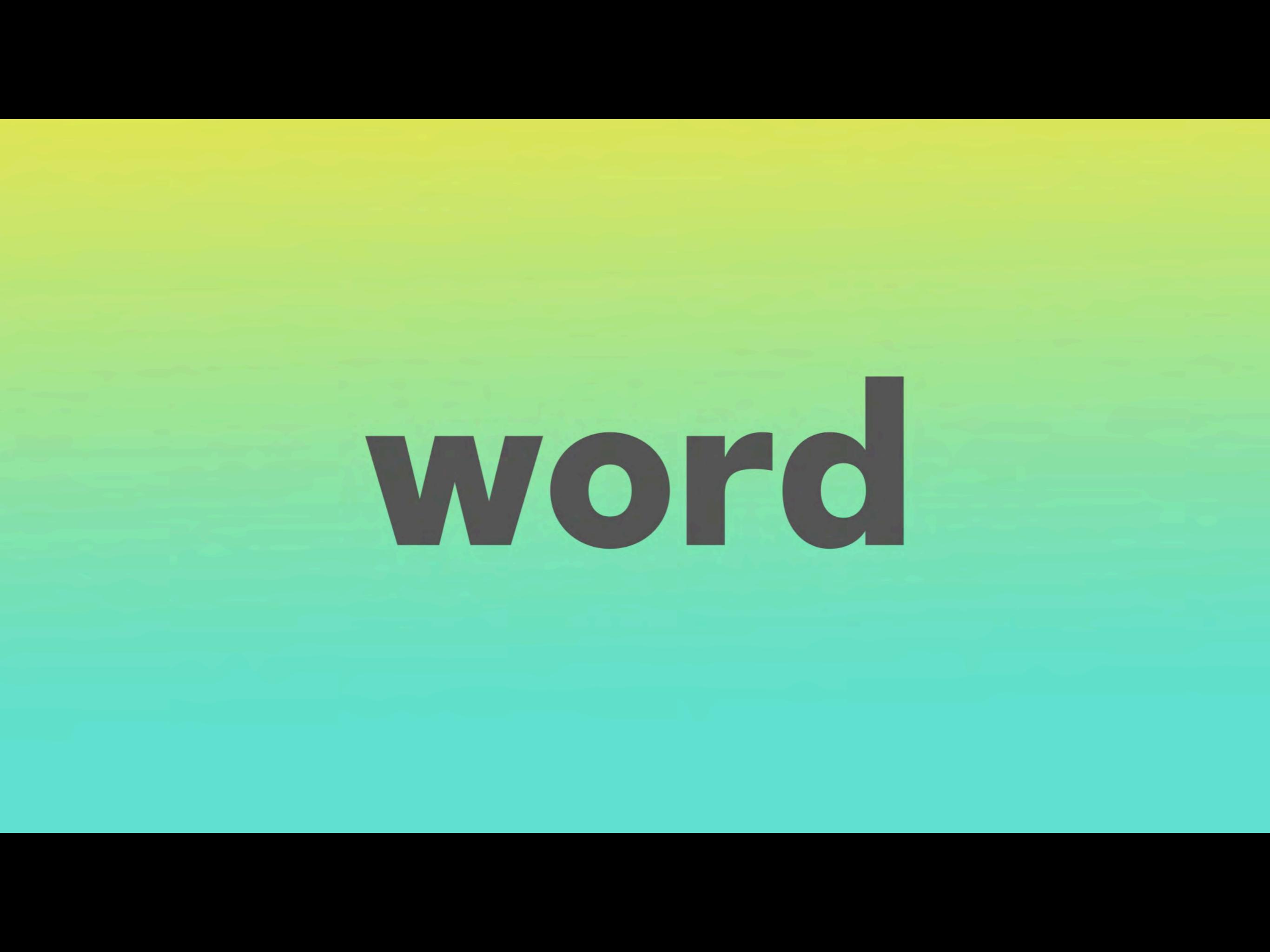
Spatial orientation: readability

Flow: ways to read the content

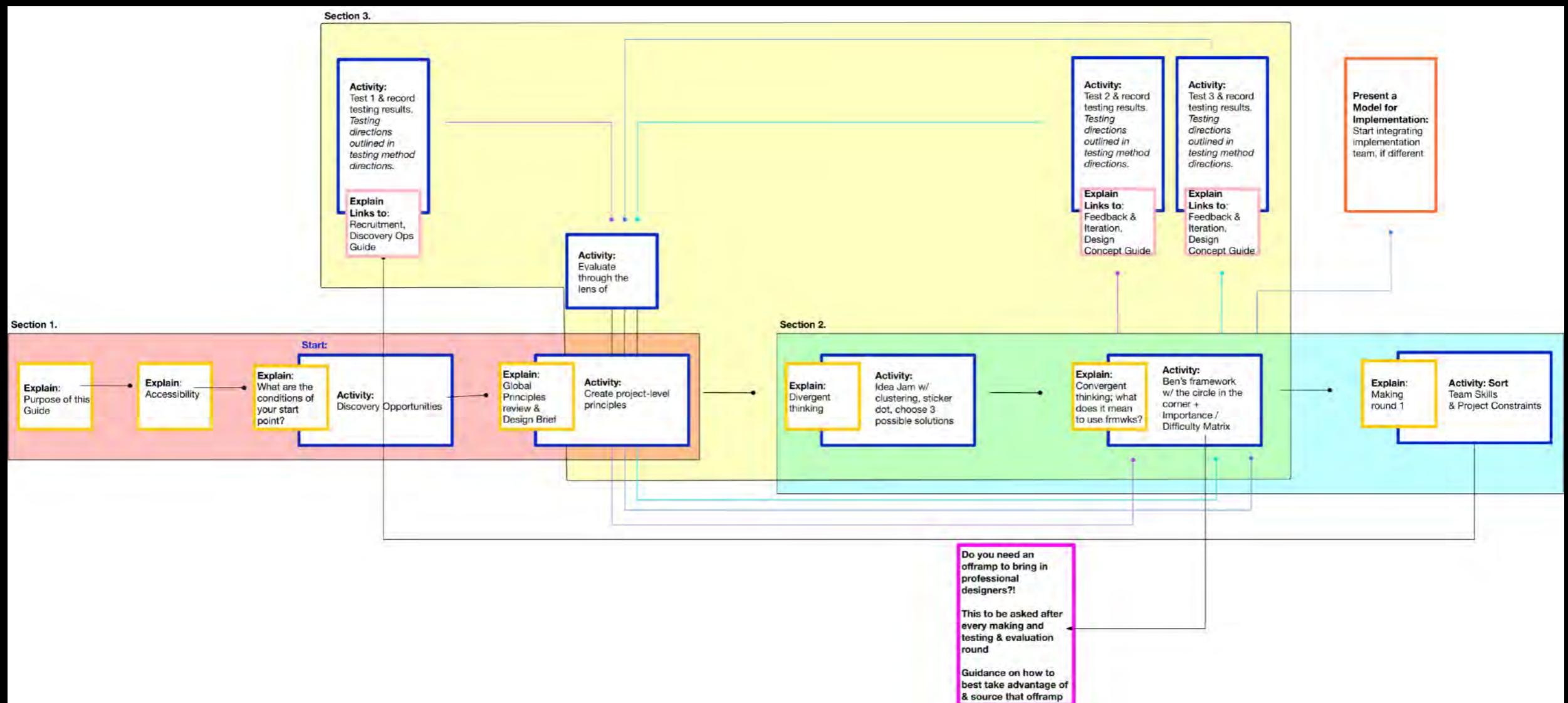
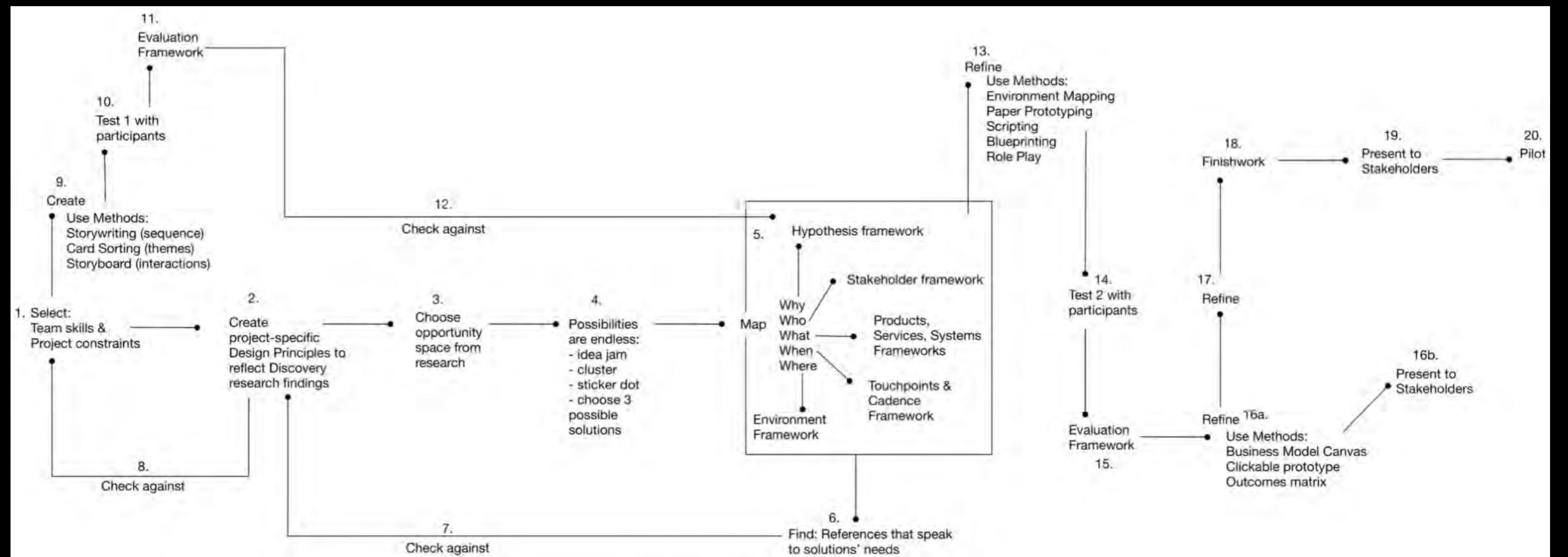
Supporting info: images, text, numbers

Diagrams

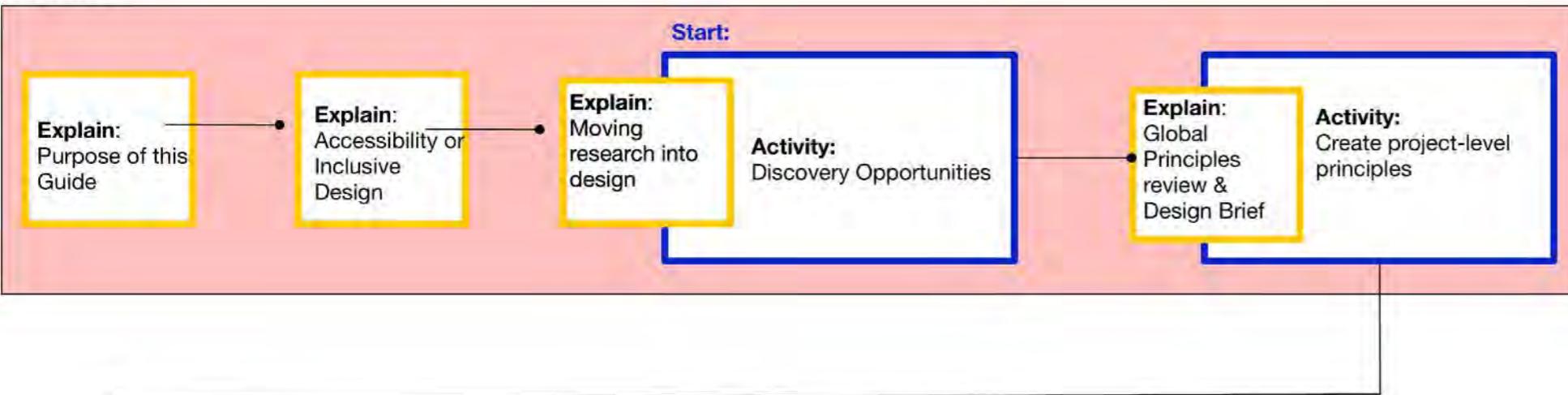
- **Structural diagrams**
demonstrate the function of the system: purpose/goal, how it works. Includes schematic and network diagrams.
- **Transactional / process diagrams**
illustrate the flow and/or change of information, material, or energy in the system. Includes ecosystem diagrams.
- **Conceptual diagrams**
model interactions, such as with interaction design (IX), human-centered design (HCD), service design

A landscape photograph showing a vast, green field under a sky filled with soft, white clouds. The horizon is visible in the distance.

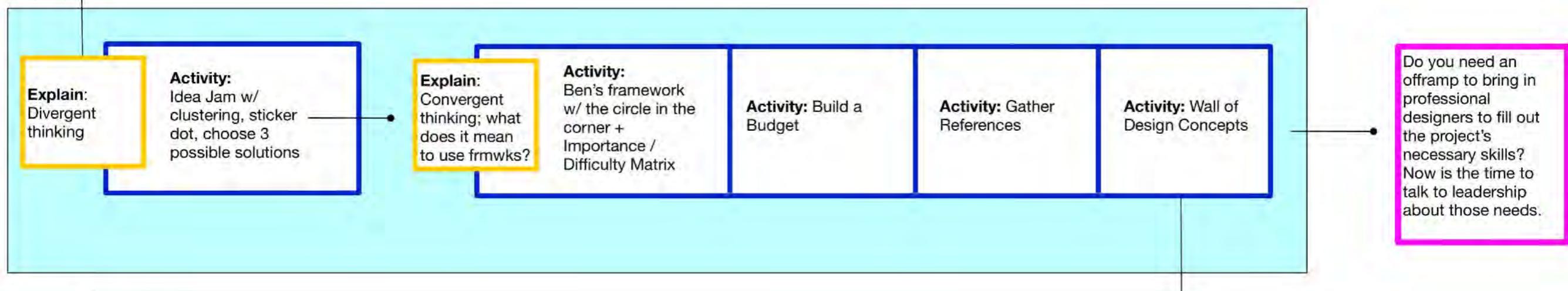
word



Section 1.



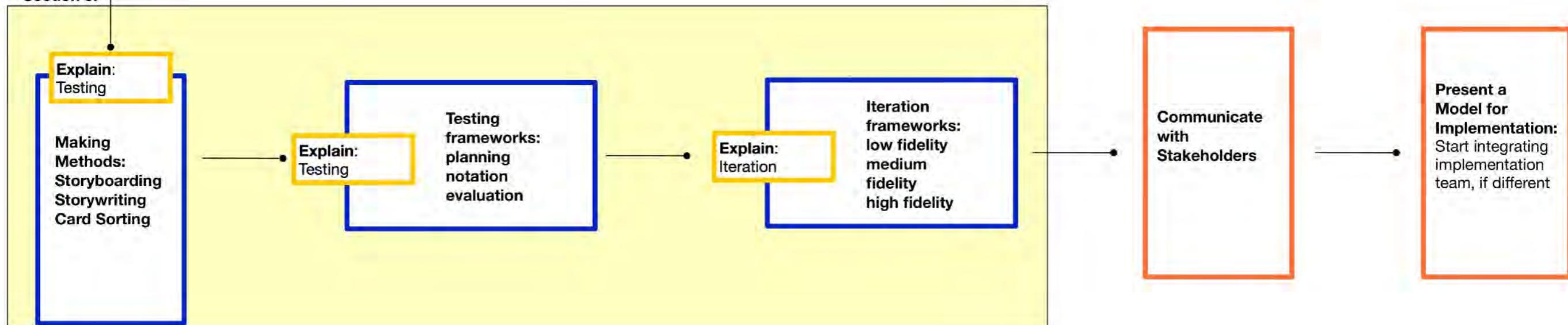
Section 2.



Do you need an offramp to bring in professional designers to fill out the project's necessary skills? Now is the time to talk to leadership about those needs.

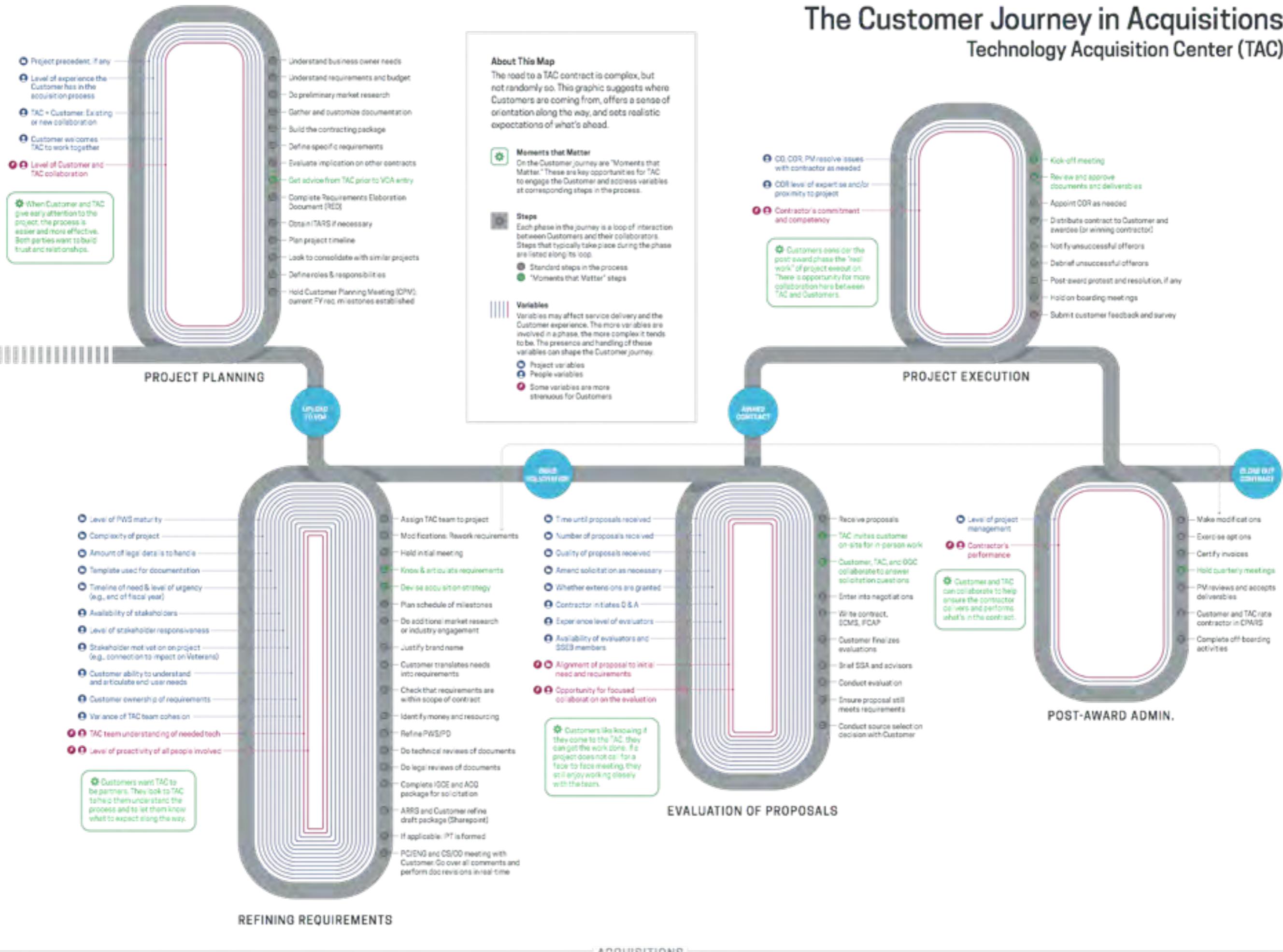


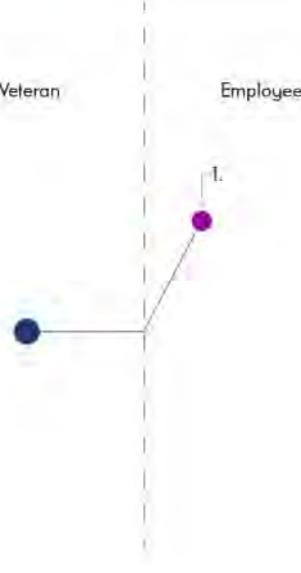
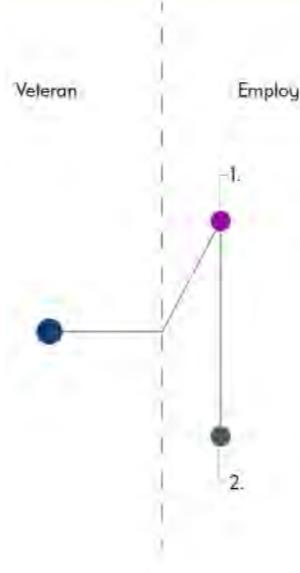
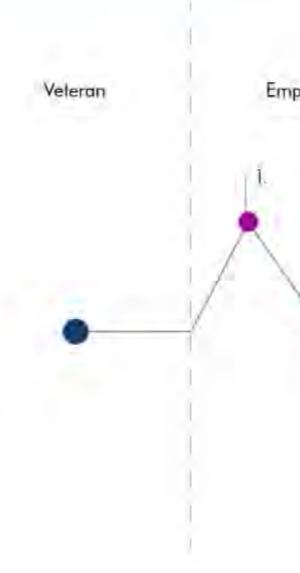
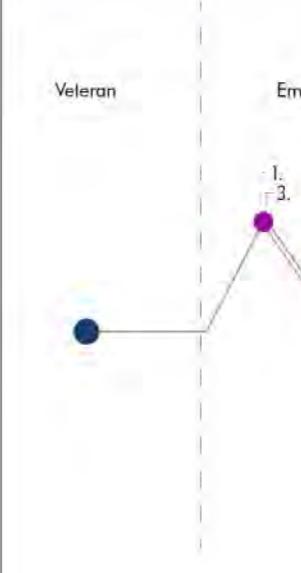
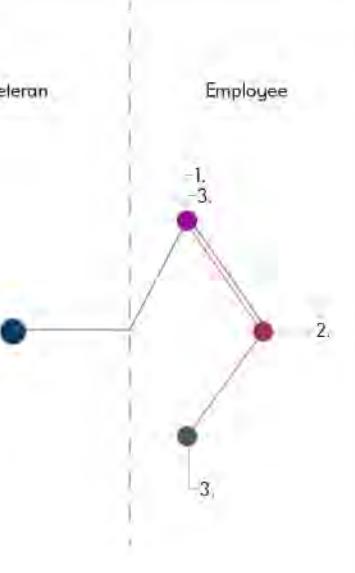
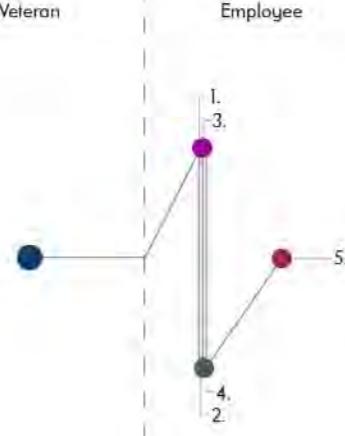
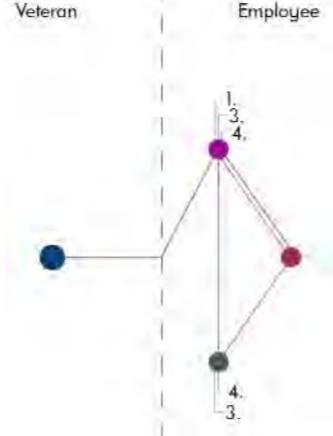
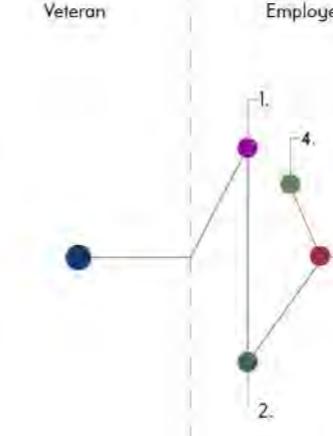
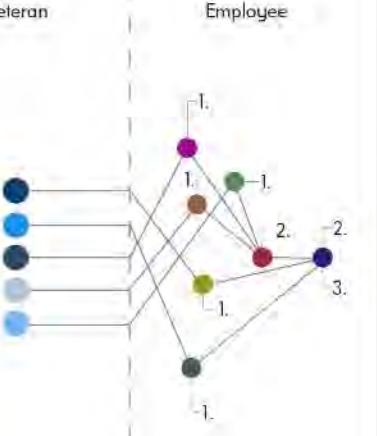
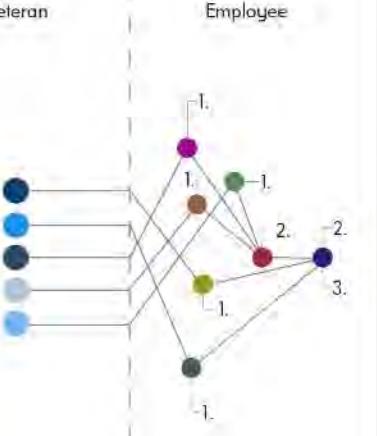
Section 3.



The Customer Journey in Acquisitions

Technology Acquisition Center (TAC)



VOICE Routing Scenarios	 <p>What: A series of visualized scenarios in routing & escalation inside the VOICE system.</p> <p>Why: To show effects of interdependencies on routing & escalation scenarios inside the VOICE system as part of the design research phase.</p>				
	<p>Scenario 6: Lateral Conference into Escalation</p>	 <p>Scenario 7: Multiple Lateral Conferences into Escalation</p>	 <p>Scenario 8: Escalation into Distributed Response into Lateral Conference</p>	 <p>Scenario 9: Lateral Conference into Escalation into Re-Route</p>	 <p>Scenario 10: Multiple Conferences into Escalation</p>
					 <p>Scenario 11: The Constant Escalation</p>

Given all these
examples,
**What does this tell
you about visualizing
systems?**

“

...there is a problem in discussing systems only with words. Words and sentences must, by necessity, come only one at a time in linear, logical order.

Systems happen all at once. They are connected not just in one direction, but in many direction simultaneously.

To discuss them properly, it is necessary somehow to use a language that shares some of the same properties as the phenomena under discussion.

— **Donella Meadows**
Environmental Scientist

+ words +

numbers drawings

+



Carte Figurative des pertes successives en hommes de l'Armée Française dans la Campagne de Russie 1812-1813.

Dressée par M. Minard, Inspecteur Général des Ponts et Chaussées en retraite Paris, le 20 Novembre 1869.

Les nombres d'hommes présents sont représentés par les largeurs des zones colorées à raison d'un millimètre pour dix mille hommes ; ils sont de plus écrits en travers des zones. Le rouge désigne les hommes qui entrent en Russie, le noir ceux qui en sortent. — Les renseignements qui ont servi à dresser la carte ont été puisés dans les ouvrages de M. M. Chiers, de Ségur, de Fesnac, de Chambray et le journal inédit de Jacob, pharmacien de l'Armée depuis le 28 Octobre.

Pour mieux faire juger à l'œil la diminution de l'armée, j'ai supposé que les corps du Prince Jérôme et du Maréchal Davout qui avaient été détachés sur Minsk et Mohilow et qui rejoignirent Orsha et Witebsk, avaient toujours marché avec l'armée.

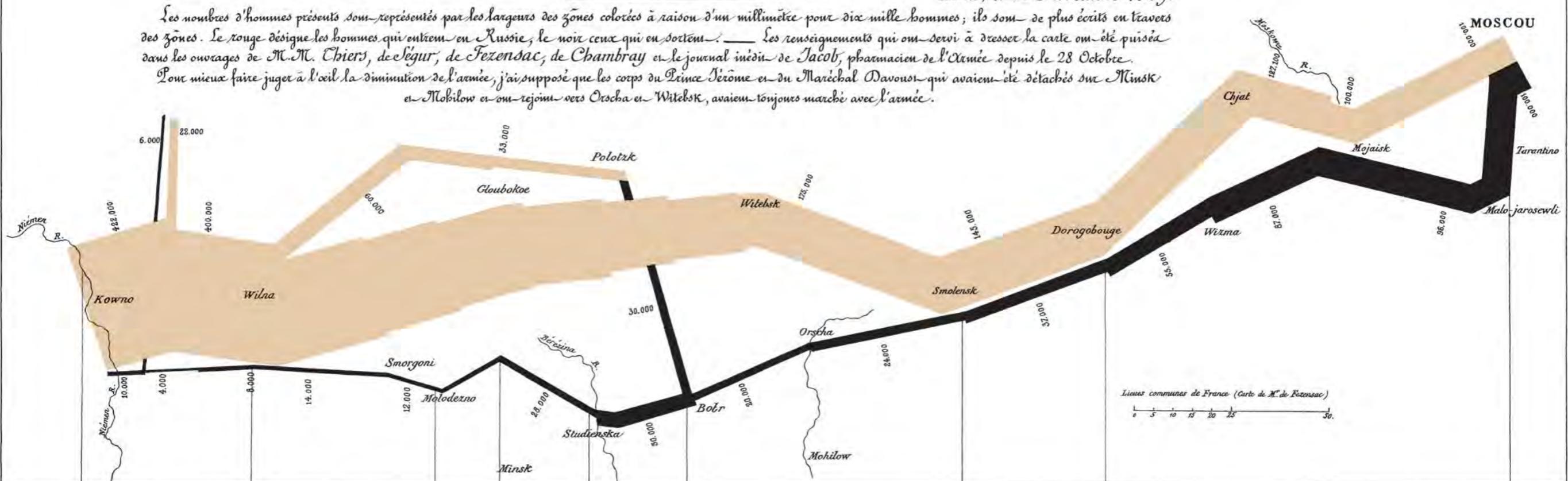
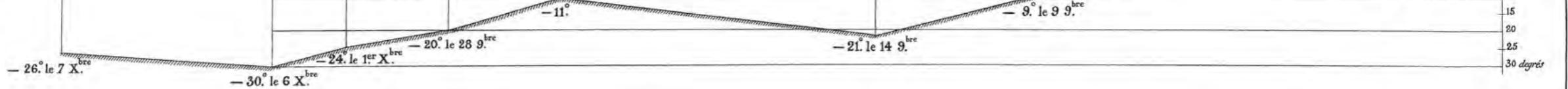


TABLEAU GRAPHIQUE de la température en degrés du thermomètre de Réaumur au dessous de zéro.

Les Cosaques passent au galop
le Niémen gelé.



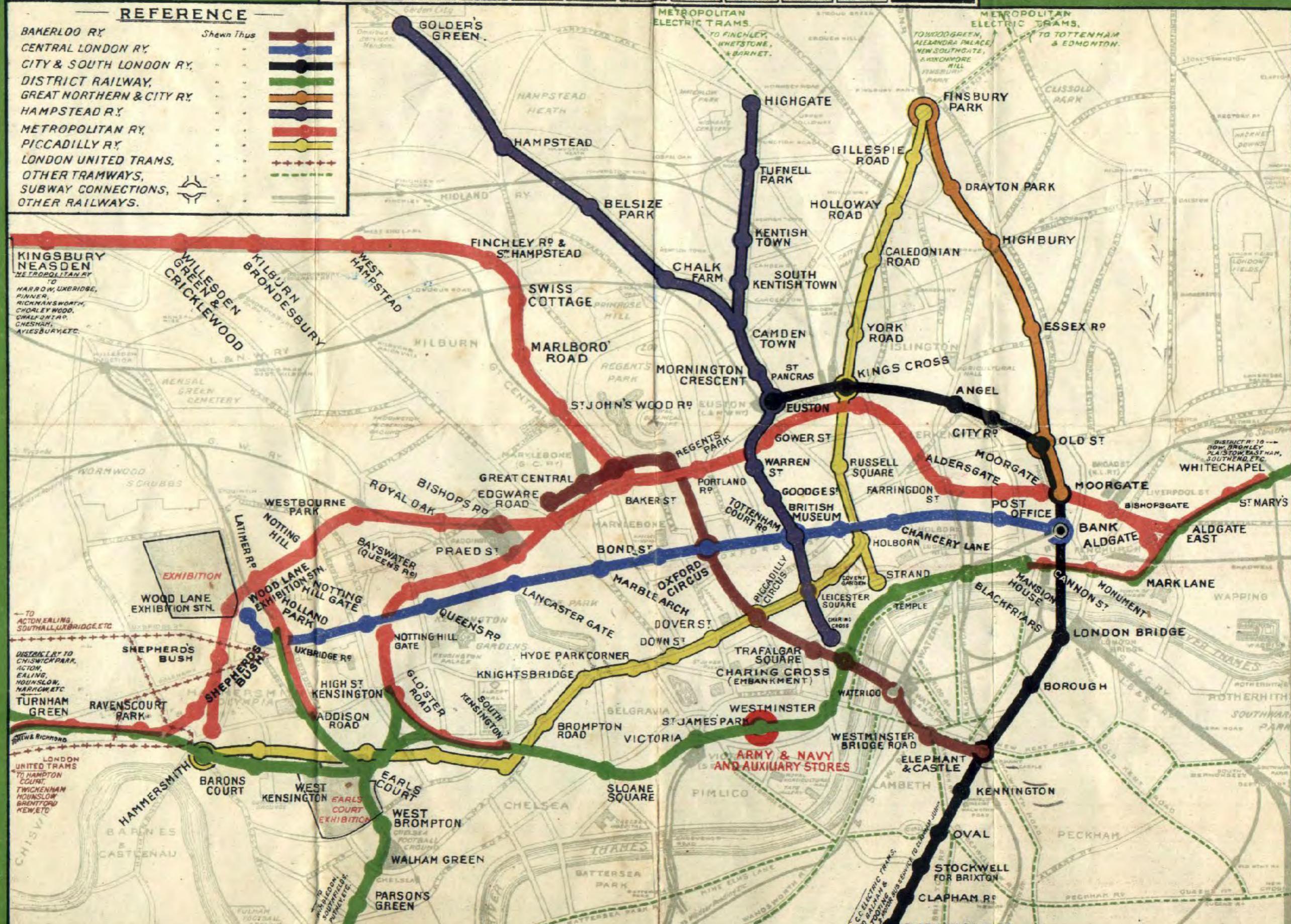
LONDON

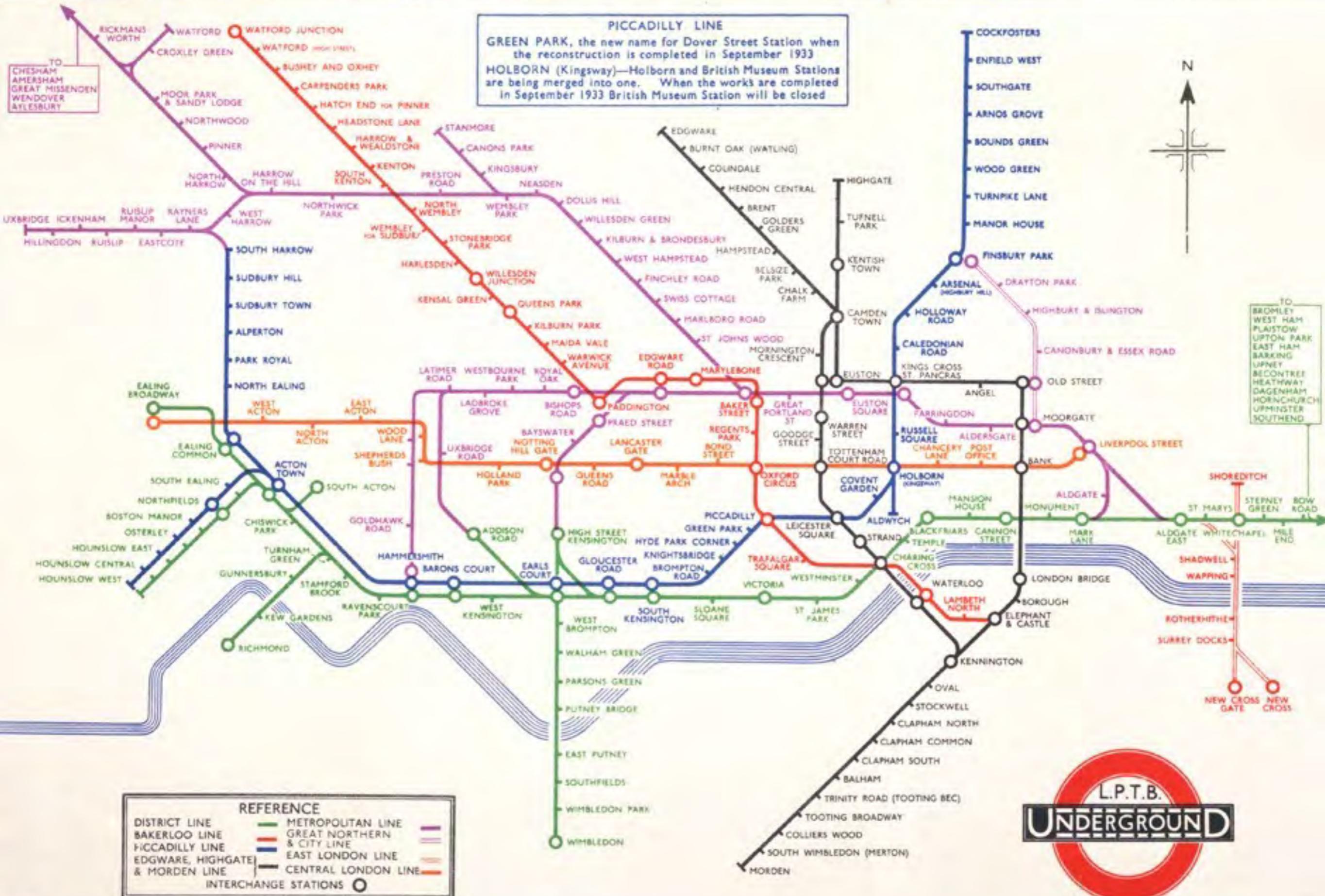
UNDERGROUND

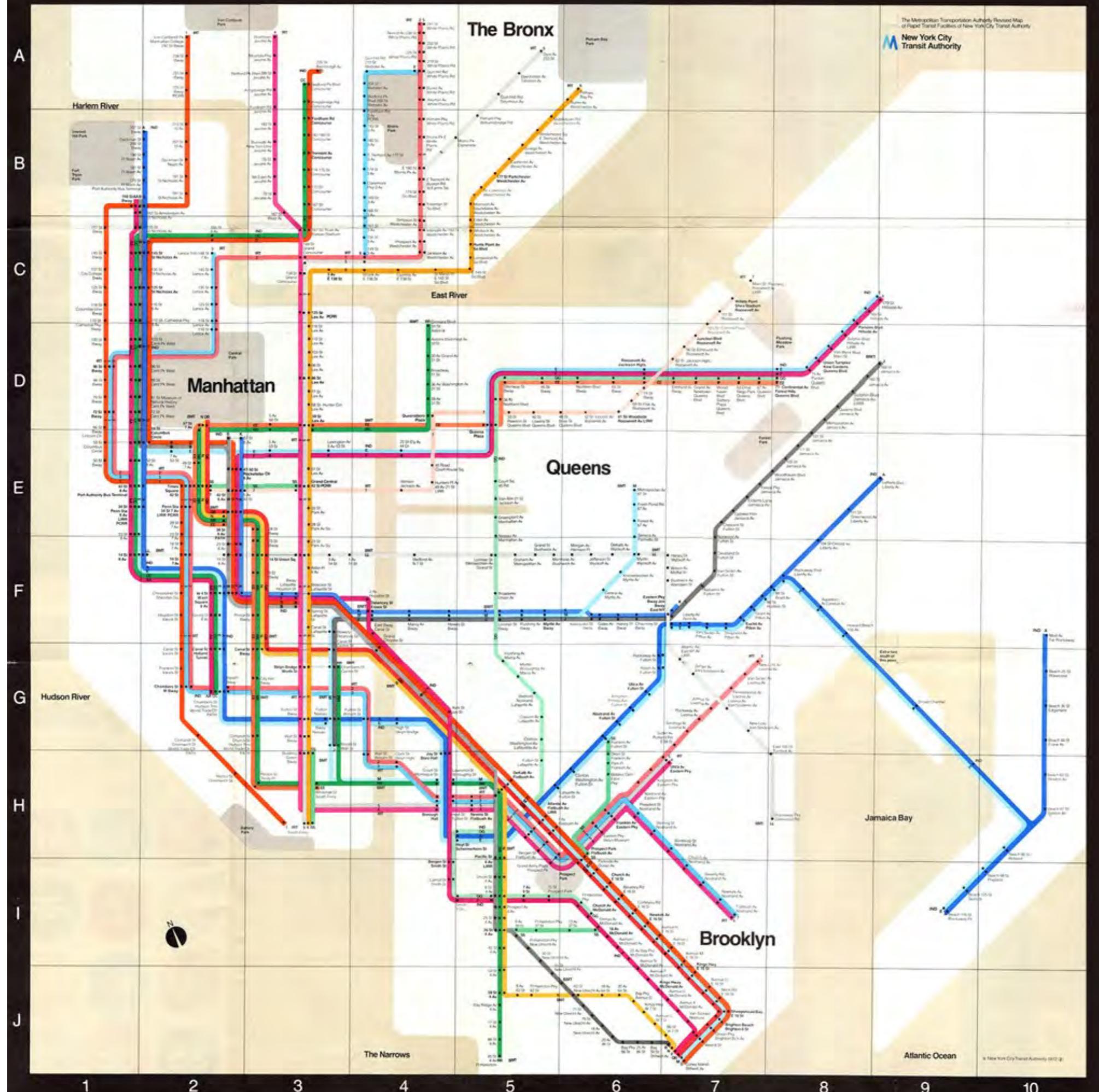
RAILWAYS

REFERENCE

BAKERLOO RY.	Shewn Thus
CENTRAL LONDON RY.	—
CITY & SOUTH LONDON RY.	—
DISTRICT RAILWAY,	—
GREAT NORTHERN & CITY RY.	—
HAMPSTEAD RY.	—
METROPOLITAN RY.	—
PICCADILLY RY.	—
LONDON UNITED TRAMS.	—
OTHER TRAMWAYS,	—
SUBWAY CONNECTIONS,	—
OTHER RAILWAYS.	—







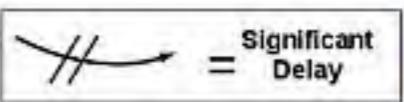


New York City Subway

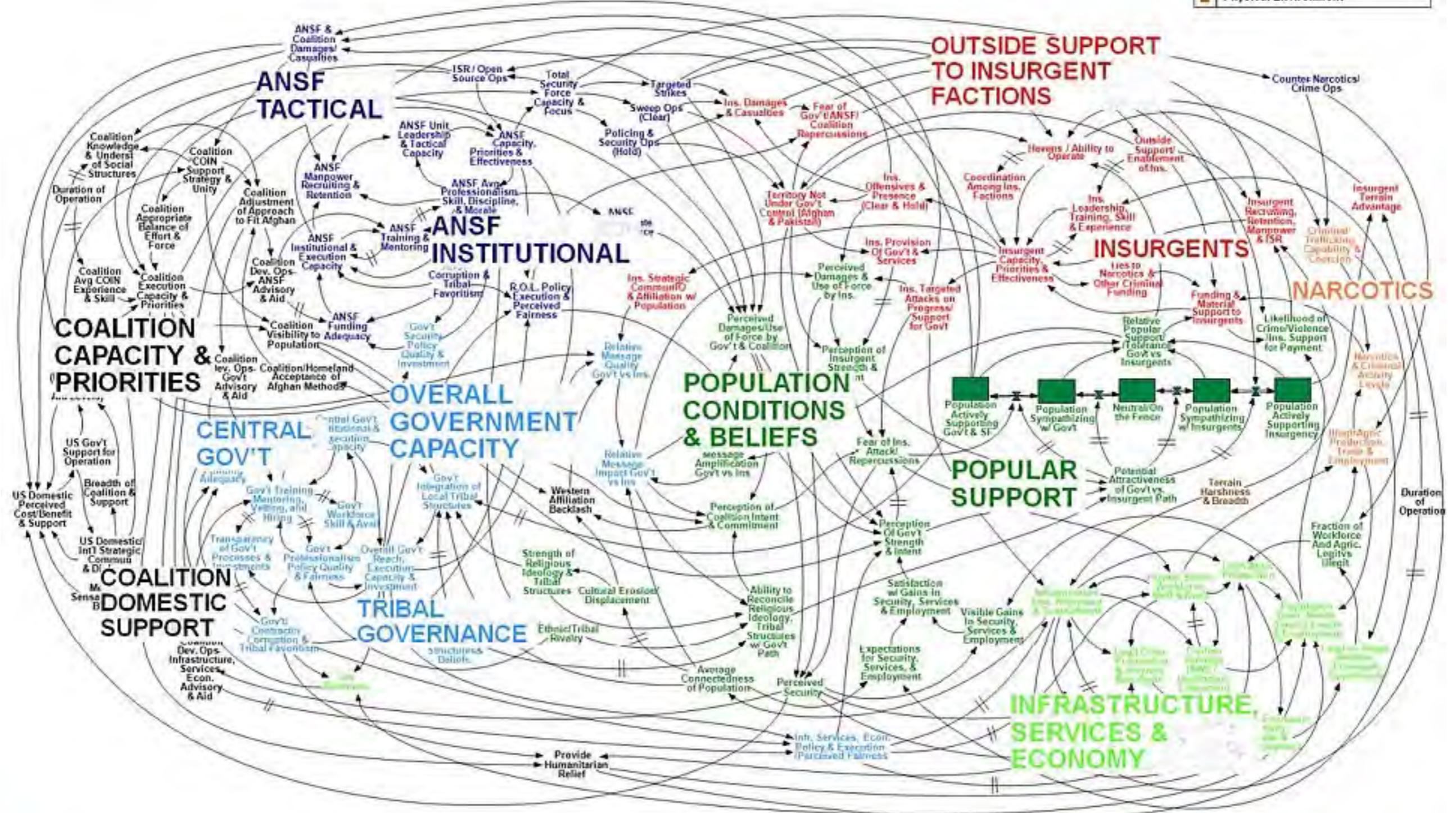
with bus and railroad connections



Afghanistan Stability / COIN Dynamics

 = Significant Delay

Population/Popular Support
Infrastructure, Economy, & Services
Government
Afghanistan Security Forces
Insurgents
Crime and Narcotics
Coalition Forces & Actions
Physical Environment



WORKING DRAFT - V3

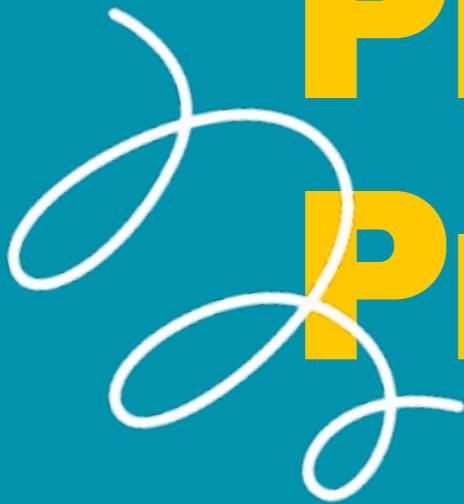
Exercise Drawing to clarify

Washington DC to New York City

4 train cars

5 stops

Stop 1 Washington	Stop 2 Baltimore	Stop 3 Wilmington	Stop 4 Philadelphia	Stop 5 New York
120 people get on	60 get on 20 get off	60 get on 80 get off	60 get on 20 get off	— 180 get off



Problematic Problem Frames

Problematic Problem Frames

Shady Characters

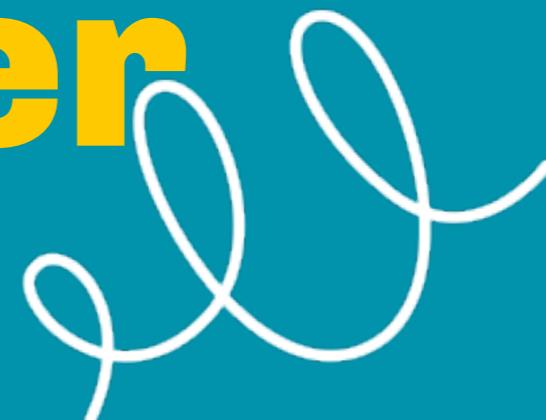
- 1. The Over Eager Beaver**
- 2. The Kid In a Candy Store**
- 3. The Victim of Peer Pressure**
- 4. The Superficial Scaredy-Cat**
- 5. The Super Dupe Smarty-Pants**



Problematic Problem Frames

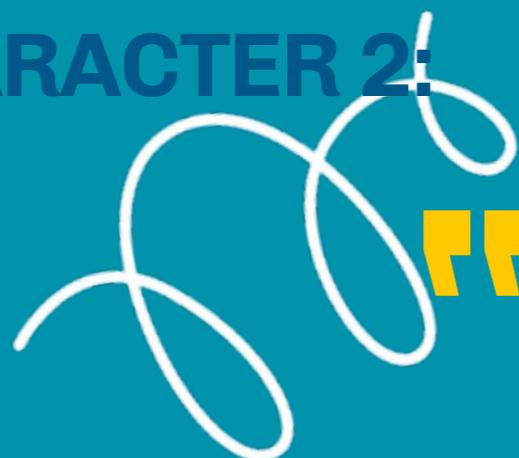
CHARACTER 1:

"Over Eager
Beaver"



Problematic Problem Frames

CHARACTER 2:



"Kid In a
Candy Store"

Problematic Problem Frames

CHARACTER 3:

"Victim of Peer Pressure"



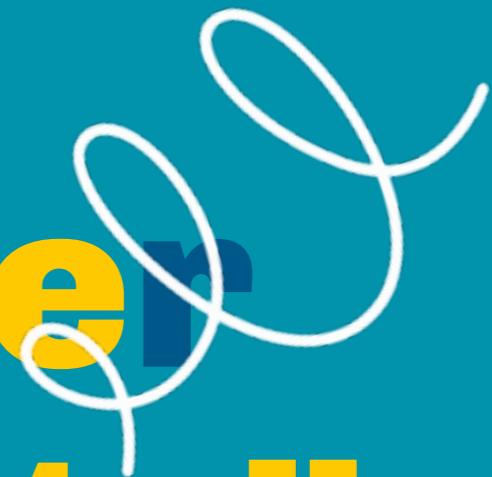
Problematic Problem Frames

CHARACTER 4:
“Superficial
Scaredy-Cat”

Problematic Problem Frames

CHARACTER 5:

**"Super Duper
Smarty Pants"**



Color Images Typography

LAB[•]OPM



emotion

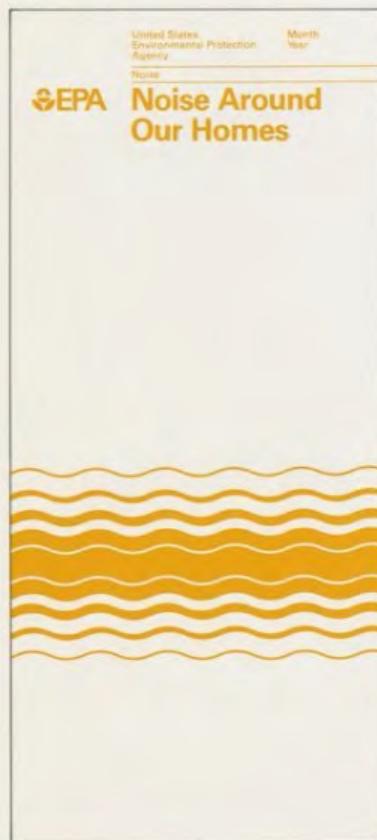
mood



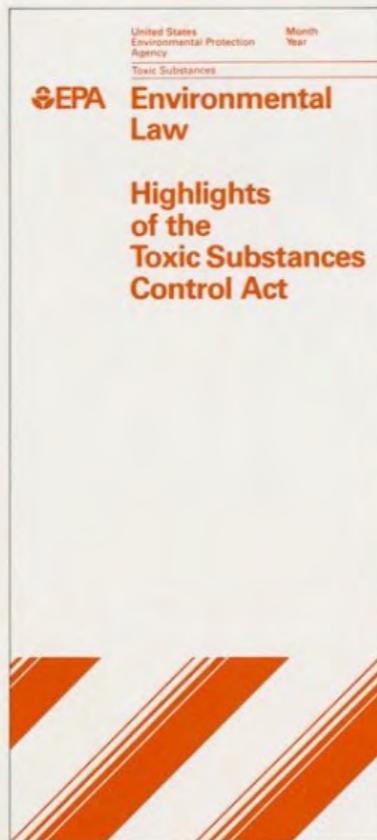
COMING SOON

Grid C
4" x 9"

Noise



Toxic Substances



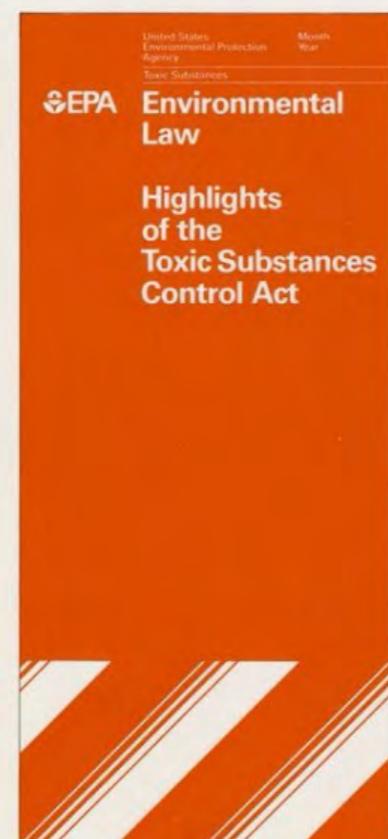
Radiation



Technology Transfer



Air



meaning

Health Care

VA Health Care Coverage

Eligibility

How to Apply

After You Apply

Health Needs and Conditions

Refill Prescriptions

Message Your Health Care Team

Schedule a VA Appointment

Find Your VA Health Care Team

Veteran Family and Caregiver Health Benefits

The Affordable Care Act and You

action

How to Apply for Health Care Benefits

Find out how to apply for VA health care benefits as a Veteran or Servicemember.

How do I prepare before starting my application?

- [Find out if you're eligible for VA health care benefits.](#)
- Gather the documents listed below that you'll need to fill out an Application for Health Benefits (VA Form 10-10EZ).

What documents and information do I need to apply?

- Your most recent tax return
- Social Security numbers for yourself and your qualified dependents
- Account numbers for any current health insurance you already have (like Medicare, private insurance, or insurance from your employer)

How do I apply?

You can apply online right now.

[Apply for Health Care Benefits](#)

You can also apply:

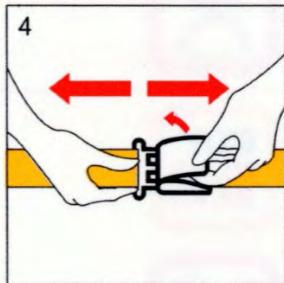
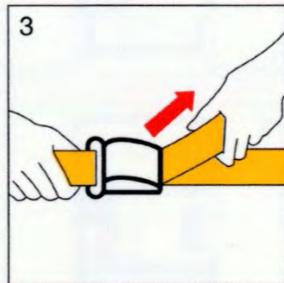
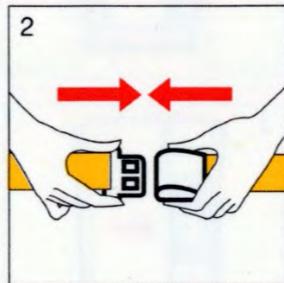
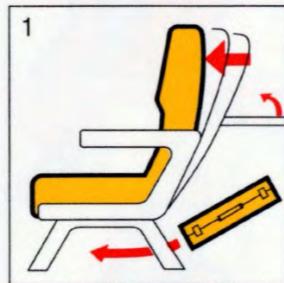
By phone

Call our toll-free hotline at 1-877-222-VETS ([1-877-222-8387](tel:1-877-222-8387)), Monday through Friday, 8:00 a.m. to 8:00 p.m. (ET) to get help with your application.

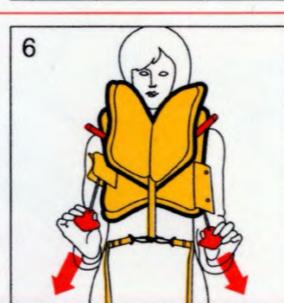
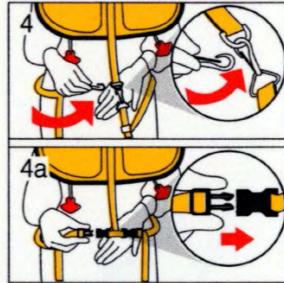
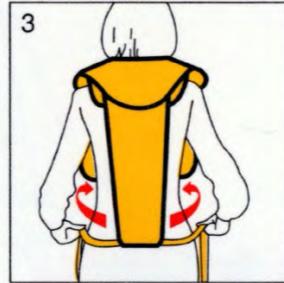
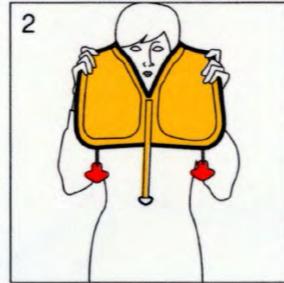
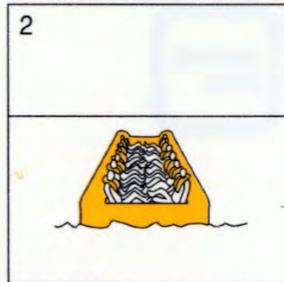
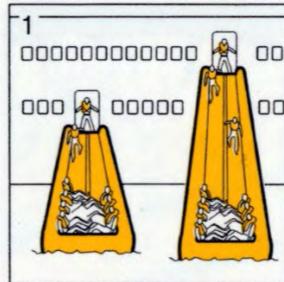
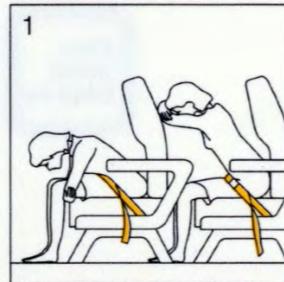
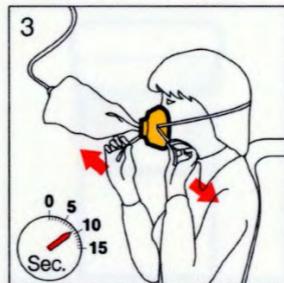
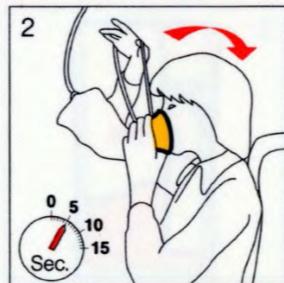
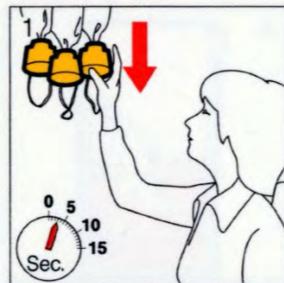
By mail

Für Ihre Sicherheit
For your safety

A380-800



Bitte halten Sie während des Sitzens den Sicherheitsgurt geschlossen
Please fasten seatbelts while seated.

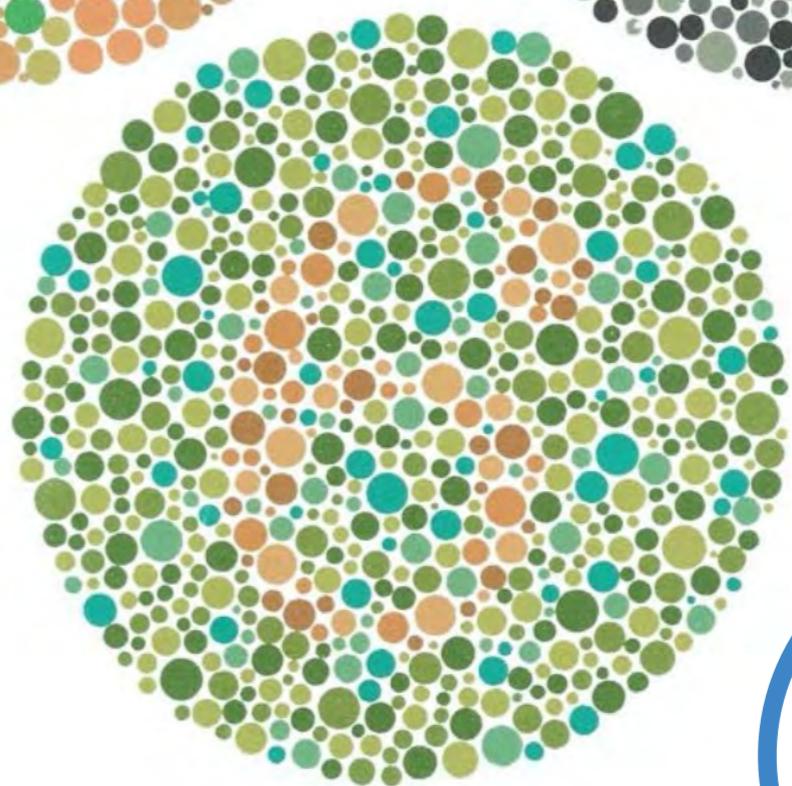
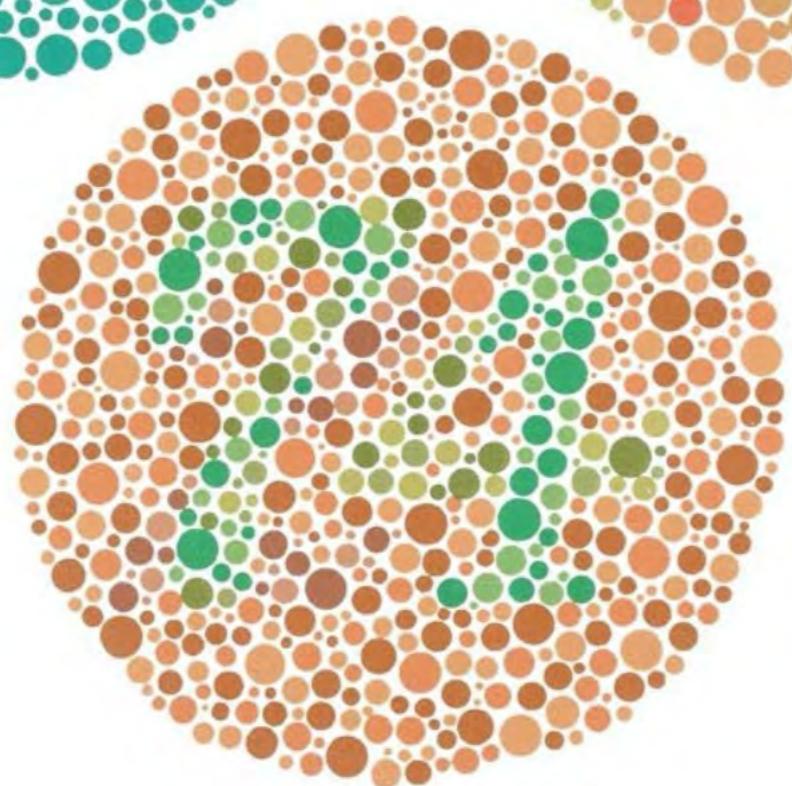
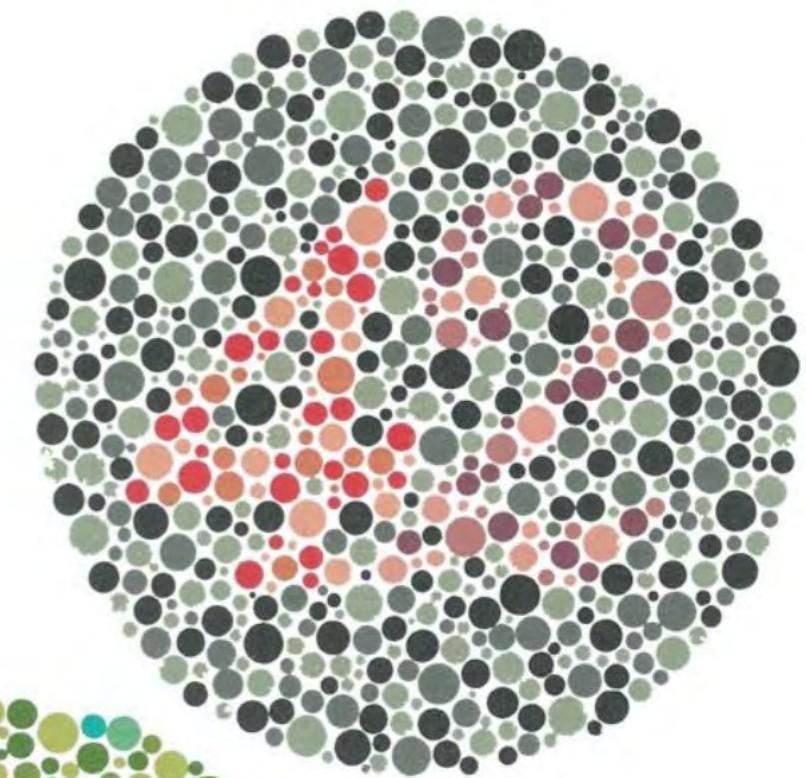
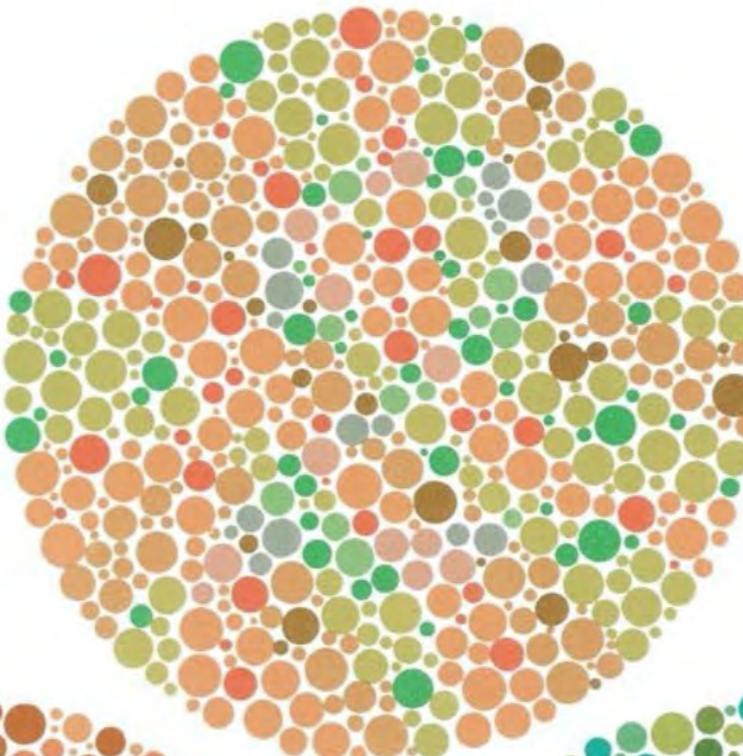
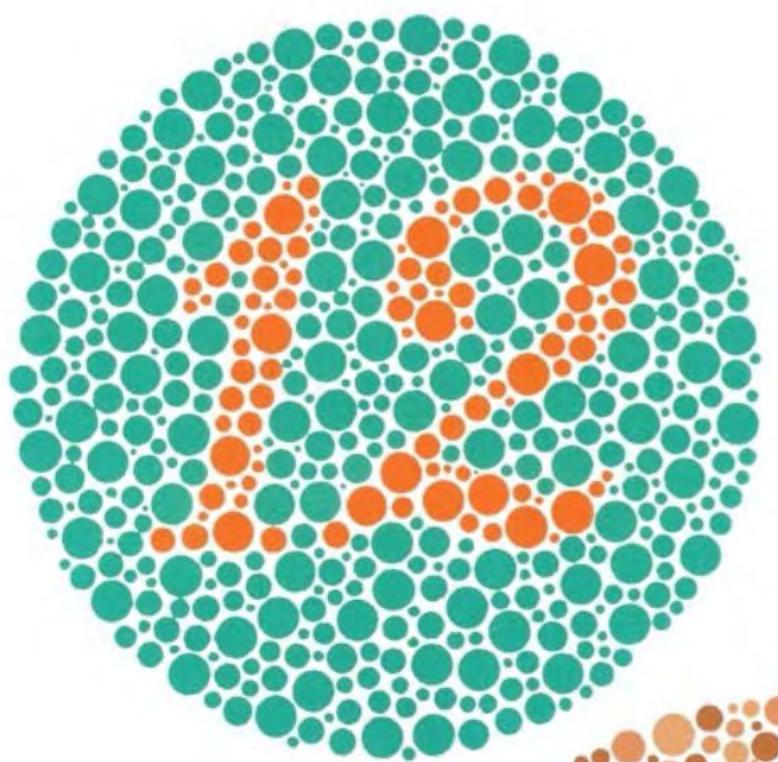


direction

A380-800

Bitte Sicherheitsinstruktionen nicht von Bord nehmen/Please do not remove this card from the aircraft

**But,
consider:**



perception

JOY, HAPPINESS, ENERGY, FRIENDLY, BRIGHT

Culture

WARMTH, FRUITFUL, OPTIMISM, HAPPY

LOVE, PASSION, DANGER, WAR, ENERGY, CONFIDENT

REGAL, VISIONARY, WEALTH, WISDOM, ENCHANTING

DEEP, CALM, STABLE, CONFIDENCE, OFFICIAL, TRUST

HARMONY, FERTILE, FRESH, NATURE, HEALTHY, GROWTH

PURE, OPEN, NEW, COOL, EMPTY, PRISTINE, LIGHT

SOPHISTICATED, CALM, EVEN, BALANCE, QUIET, LOGICAL, MODEST

POWER, MYSTERY, CLASSIC, NIGHT, MODERN, DEATH, HEAVY

EMPEROR, EARTH, POLITICAL, MIDDLE/CENTER

Culture

ROYALTY, PERFECTION

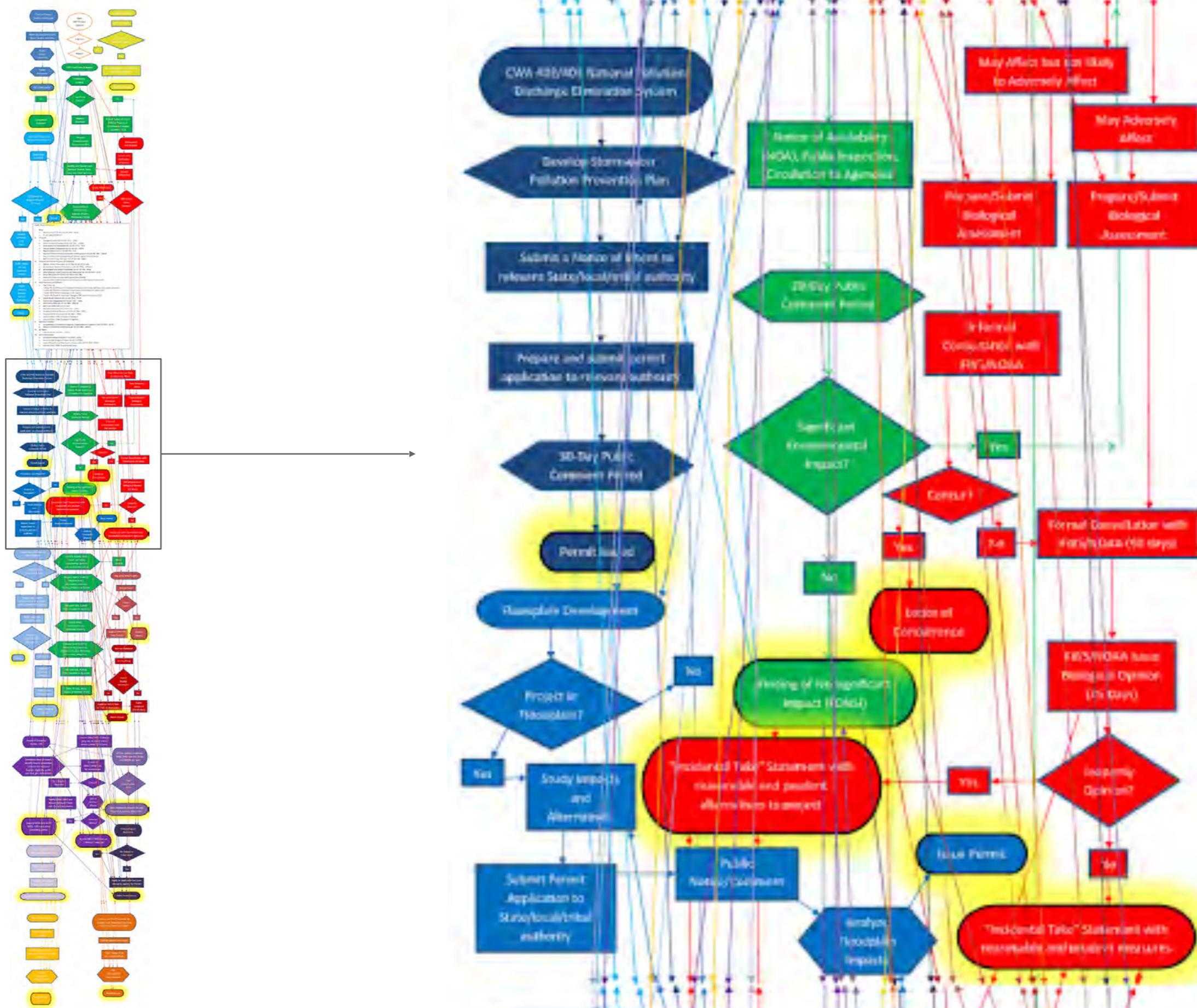
JOY, GOVERNMENT, WEALTH, INCREASE

LIFE, HOPE, AGING, MISFORTUNE

LIFE, VITALITY, GREED, DECREASE

MODERN, DULL, CHEAP

A few color
don'ts



White text on
yellow

Eggplant on
purple



Group 1



Group 2

ABRE AQUI ↑ OUVREZ ICI
OPEN HERE

MANITARIAN DAILY RATION



USA

Food Gift From The People Of The
UNITED STATES OF AMERICA
THIS BAG CONTAINS ONE DAY'S COMPLETE FOOD
REQUIREMENT FOR ONE PERSON.
LA BOLSA CONTIENE ALIMENTO COMPLETO QUE ES
REQUERIDO EN UN DIA PARA UNA PERSONA.
EN ESTE SAC SATISFAZ LOS BESOINS ALIMENTAIS
QUOTIDIENS D'UNE PERSONNE.

EWORNICK COMPANY - McALLEN TEXAS

MANITARIAN DAILY RATION
This bag contains one day's complete food requirement for one person.
La bolsa contiene el equivalente de una jornada de alimentación para una persona.
Esta bolsa contiene comida de requisito para un dia completo para una sola persona.

Food Gift From The People Of The
UNITED STATES OF AMERICA

OUVREZ LE COUVERT ↑ ABRE POR EN CIMA
OPEN AT TOP

HUMANITARIAN DAILY RATION

This bag contains one day's complete food requirement for one person.
Ce sac contient l'équivalent d'une journée de nourriture pour une personne.
Esta bolsa contiene comida de requisito para un dia completo para una sola persona.



Color Images Typography

LAB[•]OPM

Photos
Illustrations
Icons
Infographics

**Bad images,
Bad design**

















Color Images Typography

LAB[•]OPM



Aaron Stienstra
ATTORNEY AT LAW

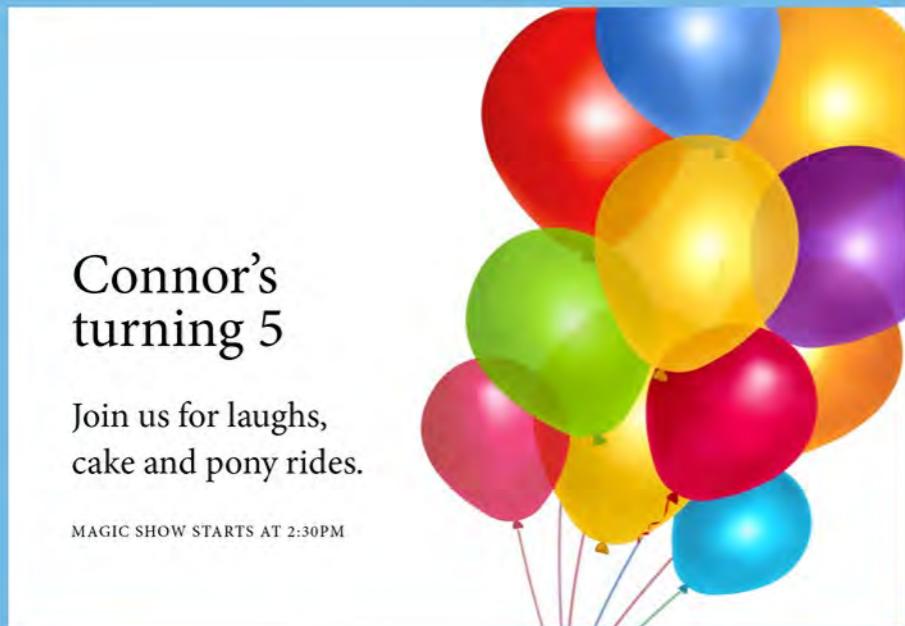
1900 E Street NW
Washington, DC 20415

202-555-8943
aaron@aaronlaw.com

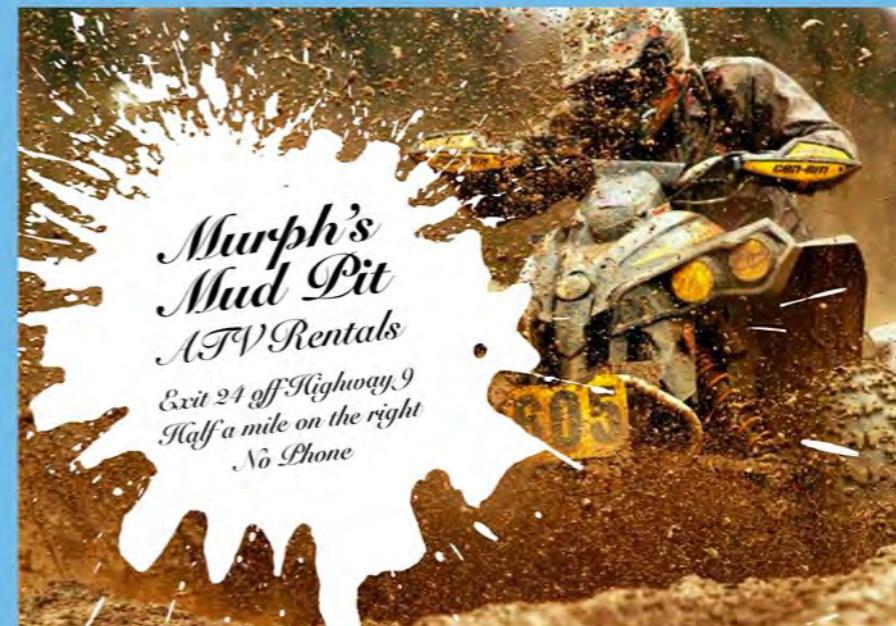
A

**MARY HAD A LITTLE LAMB;
ITS FLEECE WAS WHITE AS SNOW,
AND EVERYWHERE THAT MARY WENT
THE LAMB WAS SURE TO GO.**

B



C



D

Aa

Aa

Aa

Aa

1

2

3

4

personality



purpose

Exercise Drawing processes

LAB[•]OPM

+
+
+
+ +

Working individually
10 minutes

Using *at least five* index cards, draw
the following sequence:

Working individually
10 minutes

Using *at least five* index cards, draw
the following sequence:

**Thanksgiving dinner, from setting
the table to when everyone moves
on to the living room to watch
football.**

Exercise Drawing processes

LAB[•]OPM

Part 2

+
+
+
+

**Working individually
10 minutes**

On 3 sheets of letter-sized paper,
redo the sequence at a larger scale,
in 3 frames, one per page.

**Thanksgiving dinner, from setting
the table to when everyone moves
on to the living room to watch
football.**

Exercise Drawing processes

LAB[•]OPM

Part 3

Working collectively
45 minutes

As a group, create a life-size drawing
of the same subject on the paper laid
on the table where you sit.

The challenge is to develop and
execute a collective vision.

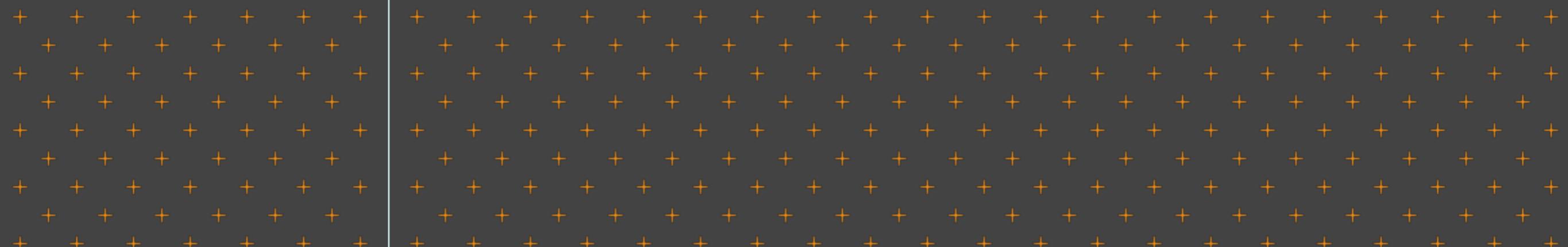
Reflection Describing systems

How well does your description communicate?

How does one express dis/agreement with your ideas?



Thank you.



Lab@opm.gov