Transcript: What is Human Centered Design?
Stephanie Wade

1
00:00:16,119 --> 00:00:21,290
welcome in our last module we talked

2
00:00:19,130 --> 00:00:23,270
about defining actionable and specific

3
00:00:21,290 --> 00:00:25,550
problems and the importance of doing so

4
00:00:23,270 --> 00:00:29,300
in consultation with those most affected

5
00:00:25,550 --> 00:00:31,400
by them today we tackle human centered

6
00:00:29,300 --> 00:00:34,219
design also sometimes known as design

7
00:00:31,400 --> 00:00:37,190
thinking a structured set of methods and

8
00:00:34,219 --> 00:00:39,050
tools for consulting with citizens the

9
00:00:37,190 --> 00:00:41,269
target audience for our policy or

10
00:00:39,050 --> 00:00:43,819
services in order to arrive at

11
00:00:41,269 --> 00:00:47,690

innovative solutions that truly respond

12
00:00:43,819 --> 00:00:50,059
to people's needs take the example of

13
00:00:47,690 --> 00:00:51,940
California's food stamp program while

14
00:00:50,059 --> 00:00:55,489
the state allowed people to apply online

15
00:00:51,940 --> 00:00:57,920
that application was 50 web pages long

16
00:00:55,489 --> 00:00:59,539
with over a hundred questions most

17
00:00:57,920 --> 00:01:02,959
families who started the process would

18
00:00:59,539 --> 00:01:07,130
end up abandoning it but by using human

19
00:01:02,959 --> 00:01:08,840
centered design or HCD namely analyzing

20
00:01:07,130 --> 00:01:11,329
the process from the perspective of the

21
00:01:08,840 --> 00:01:13,969
person using it the NGO Code for America

22
00:01:11,329 --> 00:01:16,340

was able to reduce the time it takes to

23
00:01:13,969 --> 00:01:18,770
complete that food stamp application to

24
00:01:16,340 --> 00:01:22,670
less than 10 minutes substantially

25
00:01:18,770 --> 00:01:24,500
increasing enrollment HCD involves

26
00:01:22,670 --> 00:01:27,649
ethnographic and qualitative research

27
00:01:24,500 --> 00:01:30,200
techniques like listening observing and

28
00:01:27,649 --> 00:01:32,119
interviewing to connect with people as

29
00:01:30,200 --> 00:01:35,359
part of an iterative problem-solving

30
00:01:32,119 --> 00:01:38,000
process ok let's get started on doing it

31
00:01:35,359 --> 00:01:40,520
by the time you finish this module you

32
00:01:38,000 --> 00:01:42,170
will we hope number one understand the

33
00:01:40,520 --> 00:01:43,969

principles of human centered design and

34
00:01:42,170 --> 00:01:46,670
how they can be used in the public

35
00:01:43,969 --> 00:01:49,039
sector to define your problem number two

36
00:01:46,670 --> 00:01:51,079
understand why it is important to place

37
00:01:49,039 --> 00:01:53,179
residents at the center of your work and

38
00:01:51,079 --> 00:01:55,490
number three have an introductory

39
00:01:53,179 --> 00:01:58,719
knowledge of methods for using human

40
00:01:55,490 --> 00:02:01,640
centered design in actual practice as

41
00:01:58,719 --> 00:02:04,759
public officials we're seldom solving

42
00:02:01,640 --> 00:02:06,979
our own problems we cannot always know

43
00:02:04,759 --> 00:02:09,380
for ourselves what it's like to live

44
00:02:06,979 --> 00:02:12,260

with a disease with traffic or

45
00:02:09,380 --> 00:02:14,960
discrimination in a given community yet

46
00:02:12,260 --> 00:02:17,510
we bear responsibility for ameliorating

47
00:02:14,960 --> 00:02:18,739
life for our communities including those

48
00:02:17,510 --> 00:02:22,569
with whom we share

49
00:02:18,739 --> 00:02:25,670
in common thus design-thinking

50
00:02:22,569 --> 00:02:27,950
intentionally adds a step in between the

51
00:02:25,670 --> 00:02:30,470
articulation of the problem and the

52
00:02:27,950 --> 00:02:33,530
declaration of the solution that forces

53
00:02:30,470 --> 00:02:36,650
us as public entrepreneurs to pause at

54
00:02:33,530 --> 00:02:39,459
least to empathize and hopefully to talk

55
00:02:36,650 --> 00:02:42,530

with the public we're trying to assist

56
00:02:39,459 --> 00:02:44,840
such practices of discovery and evidence

57
00:02:42,530 --> 00:02:47,299
gathering lead to a refinement of an

58
00:02:44,840 --> 00:02:49,489
ill-defined problem and the development

59
00:02:47,299 --> 00:02:51,680
of potential solutions informed by

60
00:02:49,489 --> 00:02:54,440
learnings from real people in the field

61
00:02:51,680 --> 00:02:56,810
especially in this day and age of

62
00:02:54,440 --> 00:02:59,019
rampant inequality incorporating more

63
00:02:56,810 --> 00:03:02,030
participatory methods of problem-solving

64
00:02:59,019 --> 00:03:04,159
doing things with people rather than for

65
00:03:02,030 --> 00:03:06,319
them is essential for boosting

66
00:03:04,159 --> 00:03:10,220

legitimacy as well as the effectiveness

67
00:03:06,319 --> 00:03:12,680
of how we solve problems and social

68
00:03:10,220 --> 00:03:15,079
psychology research also shows that when

69
00:03:12,680 --> 00:03:17,329
employees seek to benefit others and

70
00:03:15,079 --> 00:03:19,700
consider the viewpoints of others and

71
00:03:17,329 --> 00:03:22,159
their perspectives we are more likely to

72
00:03:19,700 --> 00:03:26,410
be creative problem solvers who develop

73
00:03:22,159 --> 00:03:29,359
ideas that are both novel and useful

74
00:03:26,410 --> 00:03:31,190
Design Thinking refers to a process in

75
00:03:29,359 --> 00:03:32,840
which the problem solver seeks to

76
00:03:31,190 --> 00:03:34,790
understand the point of view of the

77
00:03:32,840 --> 00:03:38,510

person for whom she is solving the

78
00:03:34,790 --> 00:03:40,879
problem it also describes specific

79
00:03:38,510 --> 00:03:42,650
methods and tools some of these involve

80
00:03:40,879 --> 00:03:44,569
strategies for empathizing with the

81
00:03:42,650 --> 00:03:46,849
affected citizen while others are more

82
00:03:44,569 --> 00:03:49,099
active include interviewing and talking

83
00:03:46,849 --> 00:03:51,049
to humans to obtain and validate

84
00:03:49,099 --> 00:03:55,699
evidence about the real nature of the

85
00:03:51,049 --> 00:03:57,949
problem to solve this kind of social

86
00:03:55,699 --> 00:04:00,349
research with individuals represents a

87
00:03:57,949 --> 00:04:02,180
major complement to cost-benefit

88
00:04:00,349 --> 00:04:05,780

approaches that seek to evaluate a

89
00:04:02,180 --> 00:04:07,400
program at a macro level take another

90
00:04:05,780 --> 00:04:09,680
example of using human centered design

91
00:04:07,400 --> 00:04:12,500
and pro and practice take the work of

92
00:04:09,680 --> 00:04:15,470
the UK NHS the work they did to reduce

93
00:04:12,500 --> 00:04:18,109
childhood obesity the NHS complemented

94
00:04:15,470 --> 00:04:20,359
their data analysis of the problem by

95
00:04:18,109 --> 00:04:22,580
talking to local communities to discuss

96
00:04:20,359 --> 00:04:24,800
the problem and then to collaboratively

97
00:04:22,580 --> 00:04:27,469
design ideas that could reduce obesity

98
00:04:24,800 --> 00:04:28,849
they conducted rapid pilots of these

99
00:04:27,469 --> 00:04:30,620

ideas with real people

100
00:04:28,849 --> 00:04:31,950
and helped to develop initiatives into

101
00:04:30,620 --> 00:04:34,260
socially and

102
00:04:31,950 --> 00:04:36,690
financially sustainable programs using

103
00:04:34,260 --> 00:04:39,840
facilitation and moderation of citizen

104
00:04:36,690 --> 00:04:42,120
engagement so how do you put human

105
00:04:39,840 --> 00:04:44,070
Center design into practice how do we

106
00:04:42,120 --> 00:04:45,870
use it to test our assumptions about the

107
00:04:44,070 --> 00:04:49,320
definition of our problem in the real

108
00:04:45,870 --> 00:04:50,910
world and with real people there are

109
00:04:49,320 --> 00:04:53,250
many practical strategies for

110
00:04:50,910 --> 00:04:55,470

ethnographic research many of them call

111
00:04:53,250 --> 00:04:57,990
for the designer to empathize with the

112
00:04:55,470 --> 00:05:01,110
subject by putting oneself in someone

113
00:04:57,990 --> 00:05:03,810
else's shoes many designers create

114
00:05:01,110 --> 00:05:06,120
personas are fictional archetypes of the

115
00:05:03,810 --> 00:05:08,070
people who will be affected others call

116
00:05:06,120 --> 00:05:09,750
for observing human behavior the way an

117
00:05:08,070 --> 00:05:12,360
anthropologist studies people in their

118
00:05:09,750 --> 00:05:14,250
own environments since we are here

119
00:05:12,360 --> 00:05:15,780
focused on active strategies and

120
00:05:14,250 --> 00:05:18,330
engagement that helped to build the

121
00:05:15,780 --> 00:05:20,550

legitimacy as well as the effectiveness

122
00:05:18,330 --> 00:05:22,800
of problem-solving we focus on those

123
00:05:20,550 --> 00:05:25,590
methods that actually involve talking to

124
00:05:22,800 --> 00:05:28,710
humans both online and off observing

125
00:05:25,590 --> 00:05:30,840
people while often imperative by itself

126
00:05:28,710 --> 00:05:33,120
misses out on the wisdom and insight

127
00:05:30,840 --> 00:05:35,040
that people can share talking about

128
00:05:33,120 --> 00:05:37,230
fictional personas and archetypes can

129
00:05:35,040 --> 00:05:39,360
result in missing important categories

130
00:05:37,230 --> 00:05:42,030
of relevant people to consult such as

131
00:05:39,360 --> 00:05:44,280
university excerpt experts or anchored

132
00:05:42,030 --> 00:05:46,080

businesses or philanthropies or local

133
00:05:44,280 --> 00:05:47,820
government agencies who have important

134
00:05:46,080 --> 00:05:50,760
information to share as part of the

135
00:05:47,820 --> 00:05:52,530
process qualitative Social Research has

136
00:05:50,760 --> 00:05:54,720
always involved speaking with people

137
00:05:52,530 --> 00:05:57,150
usually in the form of an interview or a

138
00:05:54,720 --> 00:05:59,130
survey but the digital age creates

139
00:05:57,150 --> 00:06:01,530
opportunities for talking to more people

140
00:05:59,130 --> 00:06:04,350
more quickly and in new ways than ever

141
00:06:01,530 --> 00:06:08,790
before let's work through four exercises

142
00:06:04,350 --> 00:06:11,340
that show you how first exercise is to

143
00:06:08,790 --> 00:06:14,220

develop a plan for our research first

144
00:06:11,340 --> 00:06:16,290
let's develop a plan for of attack for

145
00:06:14,220 --> 00:06:17,820
our research don't worry about taking

146
00:06:16,290 --> 00:06:19,920
notes on any of this we provide a

147
00:06:17,820 --> 00:06:21,840
worksheet with a template for developing

148
00:06:19,920 --> 00:06:24,750
this plan that's available to you on the

149
00:06:21,840 --> 00:06:27,420
website okay first we've got to identify

150
00:06:24,750 --> 00:06:29,910
our project goals what do you actually

151
00:06:27,420 --> 00:06:32,040
want to know how can a snog rafi help

152
00:06:29,910 --> 00:06:33,930
you to learn that what kinds of things

153
00:06:32,040 --> 00:06:37,440
do you want to ask or observe to confirm

154
00:06:33,930 --> 00:06:39,270

the problem and its root causes second

155
00:06:37,440 --> 00:06:41,280
we actually need to think about what we

156
00:06:39,270 --> 00:06:43,770
might call research and sampling design

157
00:06:41,280 --> 00:06:46,020
who needs to be interviewed or observed

158
00:06:43,770 --> 00:06:46,420
what different types of individuals need

159
00:06:46,020 --> 00:06:48,160
to put

160
00:06:46,420 --> 00:06:50,710
anticipate to get a really well-rounded

161
00:06:48,160 --> 00:06:52,870
view remember that the goal of this

162
00:06:50,710 --> 00:06:54,580
ethnographic research is not to predict

163
00:06:52,870 --> 00:06:56,830
behavior so you do not need a

164
00:06:54,580 --> 00:06:59,740
particularly large or even a random

165
00:06:56,830 --> 00:07:01,660

sample ideally you will keep observing

166
00:06:59,740 --> 00:07:05,650
and interviewing until you are no longer

167
00:07:01,660 --> 00:07:07,510
surprised by what you learn okay next we

168
00:07:05,650 --> 00:07:09,670
have to think about how we're going to

169
00:07:07,510 --> 00:07:11,770
interview and observe people what do we

170
00:07:09,670 --> 00:07:13,480
actually want to ask people what do we

171
00:07:11,770 --> 00:07:15,640
want to observe to learn about the

172
00:07:13,480 --> 00:07:18,100
problem what do you want participants to

173
00:07:15,640 --> 00:07:19,870
show you what activity do you want them

174
00:07:18,100 --> 00:07:21,820
to undertake do you want to take

175
00:07:19,870 --> 00:07:24,280
pictures what tools can you use to

176
00:07:21,820 --> 00:07:26,170

gather this information write down a

177
00:07:24,280 --> 00:07:28,120
series of questions and activities that

178
00:07:26,170 --> 00:07:29,980
are going to last about an hour not

179
00:07:28,120 --> 00:07:32,200
longer some of these might involve

180
00:07:29,980 --> 00:07:35,080
direct questions and others might simply

181
00:07:32,200 --> 00:07:36,610
involve participant observation okay

182
00:07:35,080 --> 00:07:38,950
next we have to think about how we're

183
00:07:36,610 --> 00:07:41,080
going to recruit participants if you're

184
00:07:38,950 --> 00:07:42,970
focusing on face to face recipients of a

185
00:07:41,080 --> 00:07:44,680
government service you might go to the

186
00:07:42,970 --> 00:07:47,200
office where they receive that service

187
00:07:44,680 --> 00:07:49,240

third parties such as interest groups

188
00:07:47,200 --> 00:07:51,670
and industry associations who regularly

189
00:07:49,240 --> 00:07:54,190
convene their members or have membership

190
00:07:51,670 --> 00:07:57,010
lists that you might use are a great way

191
00:07:54,190 --> 00:07:58,390
to help you find participants okay then

192
00:07:57,010 --> 00:08:00,490
you actually have to conduct the

193
00:07:58,390 --> 00:08:03,070
research how are you going to gain

194
00:08:00,490 --> 00:08:04,990
participants trust what will you ask the

195
00:08:03,070 --> 00:08:07,030
participant to accomplish how will you

196
00:08:04,990 --> 00:08:09,160
explain the purpose and obtain consent

197
00:08:07,030 --> 00:08:11,470
from the participant coming up with

198
00:08:09,160 --> 00:08:13,270

icebreakers ahead of time can be useful

199
00:08:11,470 --> 00:08:15,550
along with a written description of the

200
00:08:13,270 --> 00:08:18,600
research to share with participants to

201
00:08:15,550 --> 00:08:19,780
inform them and to get their consent

202
00:08:18,600 --> 00:08:22,180
okay

203
00:08:19,780 --> 00:08:24,310
collecting and documenting your research

204
00:08:22,180 --> 00:08:26,590
is very important you will need to be

205
00:08:24,310 --> 00:08:28,090
equipped to gather the data tools might

206
00:08:26,590 --> 00:08:30,550
include the obvious choices of a

207
00:08:28,090 --> 00:08:32,680
notebook or a laptop but also a digital

208
00:08:30,550 --> 00:08:35,200
pen that automatically transcribes your

209
00:08:32,680 --> 00:08:37,570

notes a digital camera and an audio

210
00:08:35,200 --> 00:08:39,610
recorder or a phone as well as assorted

211
00:08:37,570 --> 00:08:41,530
programs from managing and later sorting

212
00:08:39,610 --> 00:08:45,160
observations such as Google key or

213
00:08:41,530 --> 00:08:46,570
Evernote okay then we have to finally

214
00:08:45,160 --> 00:08:49,210
think about how we're going to draw

215
00:08:46,570 --> 00:08:51,430
insights and do the analysis throughout

216
00:08:49,210 --> 00:08:55,270
the process endeavor to summarize and

217
00:08:51,430 --> 00:08:57,000
unify your observations developing

218
00:08:55,270 --> 00:08:59,700
recommendations in the end

219
00:08:57,000 --> 00:09:01,800
is our ultimate goal your analysis is

220
00:08:59,700 --> 00:09:04,050

not designed to answer the question what

221
00:09:01,800 --> 00:09:07,710
happened but to answer the question so

222
00:09:04,050 --> 00:09:09,690
what drawing these conclusions and using

223
00:09:07,710 --> 00:09:11,310
them to rewrite your problem definition

224
00:09:09,690 --> 00:09:15,780
is the ultimate goal of your research

225
00:09:11,310 --> 00:09:17,730
plan okay exercise two next we need to

226
00:09:15,780 --> 00:09:19,650
start by identifying what kinds of

227
00:09:17,730 --> 00:09:21,960
people to talk with to gather evidence

228
00:09:19,650 --> 00:09:24,840
about the problem which communities

229
00:09:21,960 --> 00:09:26,910
organizations or individuals have them

230
00:09:24,840 --> 00:09:29,340
know how to define the problem statement

231
00:09:26,910 --> 00:09:31,950

with you let's talk about what some of

232
00:09:29,340 --> 00:09:33,990
the options are obviously there are

233
00:09:31,950 --> 00:09:35,300
residents these are the inhabitants of

234
00:09:33,990 --> 00:09:38,160
the neighborhoods who will be affected

235
00:09:35,300 --> 00:09:40,380
by the problem and whose expertise is

236
00:09:38,160 --> 00:09:42,450
rooted in the experience of living in

237
00:09:40,380 --> 00:09:44,490
that community the experience of

238
00:09:42,450 --> 00:09:47,400
residents is particularly important for

239
00:09:44,490 --> 00:09:49,380
defining and prioritizing problems and

240
00:09:47,400 --> 00:09:51,600
getting their buy-in can help to ensure

241
00:09:49,380 --> 00:09:54,000
that solutions will have maximum impact

242
00:09:51,600 --> 00:09:56,610

later so consider what residents might

243
00:09:54,000 --> 00:09:58,590
be affected those who are longer or

244
00:09:56,610 --> 00:10:00,300
shorter term residents as well as those

245
00:09:58,590 --> 00:10:03,150
who have differing economic classes

246
00:10:00,300 --> 00:10:06,120
genders race ethnicity and sexuality

247
00:10:03,150 --> 00:10:08,550
should all be considered okay then there

248
00:10:06,120 --> 00:10:10,410
are domain experts tapping into domain

249
00:10:08,550 --> 00:10:12,360
expert knowledge can accelerate the

250
00:10:10,410 --> 00:10:14,060
ideation process and deepen our

251
00:10:12,360 --> 00:10:16,470
understanding of the problem

252
00:10:14,060 --> 00:10:18,480
sociologists anthropologists urban

253
00:10:16,470 --> 00:10:20,760

planners and political scientists often

254
00:10:18,480 --> 00:10:22,950
have know-how about communities and

255
00:10:20,760 --> 00:10:25,230
their residents depending on the nature

256
00:10:22,950 --> 00:10:27,150
of the problem technologists designers

257
00:10:25,230 --> 00:10:29,460
and data scientists might be of greater

258
00:10:27,150 --> 00:10:31,350
relevance and they're also subject

259
00:10:29,460 --> 00:10:33,750
specific experts depending on the

260
00:10:31,350 --> 00:10:35,760
problem experts can be found in many

261
00:10:33,750 --> 00:10:39,650
places and turning to local universities

262
00:10:35,760 --> 00:10:42,530
for help is one way to find them okay

263
00:10:39,650 --> 00:10:44,760
another category is that of nonprofits

264
00:10:42,530 --> 00:10:47,190

nongovernmental organizations and

265
00:10:44,760 --> 00:10:49,860
not-for-profit businesses are a distinct

266
00:10:47,190 --> 00:10:51,870
source of know-how some organizations

267
00:10:49,860 --> 00:10:54,420
may already be working directly in the

268
00:10:51,870 --> 00:10:56,640
problem area and consulting with people

269
00:10:54,420 --> 00:10:58,140
excuse-me consulting with them might

270
00:10:56,640 --> 00:11:00,510
accelerate our understanding of the

271
00:10:58,140 --> 00:11:02,160
problem they may also have direct

272
00:11:00,510 --> 00:11:04,140
relationships with the residents you

273
00:11:02,160 --> 00:11:06,660
want to reach out to and help you to

274
00:11:04,140 --> 00:11:08,340
accelerate your outreach criteria by

275
00:11:06,660 --> 00:11:09,290

which you might segment your NGO

276
00:11:08,340 --> 00:11:11,720
community

277
00:11:09,290 --> 00:11:13,759
include economic nonprofits there are

278
00:11:11,720 --> 00:11:15,860
development organizations legal ones

279
00:11:13,759 --> 00:11:17,889
their workforce training groups their

280
00:11:15,860 --> 00:11:20,209
research NGOs like think tanks

281
00:11:17,889 --> 00:11:22,519
environmental groups health groups human

282
00:11:20,209 --> 00:11:24,920
rights groups their state and city level

283
00:11:22,519 --> 00:11:27,440
NGOs charitable as well as faith-based

284
00:11:24,920 --> 00:11:30,110
organizations there's a wide range of

285
00:11:27,440 --> 00:11:32,420
expertise available in the NGO community

286
00:11:30,110 --> 00:11:35,240

a separate category is that of

287
00:11:32,420 --> 00:11:37,370
community-based organizations these are

288
00:11:35,240 --> 00:11:39,829
also nonprofit organizations but they

289
00:11:37,370 --> 00:11:41,899
work in specific communities and they

290
00:11:39,829 --> 00:11:44,300
can offer a deep understanding of small

291
00:11:41,899 --> 00:11:46,459
geographic areas and may have ties to

292
00:11:44,300 --> 00:11:47,899
people that are difficult to access so

293
00:11:46,459 --> 00:11:50,600
this is transient residence or

294
00:11:47,899 --> 00:11:52,959
ex-offenders or undocumented immigrants

295
00:11:50,600 --> 00:11:54,139
that may be important for your research

296
00:11:52,959 --> 00:11:56,750
okay

297
00:11:54,139 --> 00:11:58,639

then there's business and industry many

298
00:11:56,750 --> 00:12:00,440
policies and services affect the

299
00:11:58,639 --> 00:12:02,990
businesses that create jobs and drive

300
00:12:00,440 --> 00:12:04,790
economic growth in the community the

301
00:12:02,990 --> 00:12:06,800
relevant audience could be owners or

302
00:12:04,790 --> 00:12:09,440
managers or employees depending on the

303
00:12:06,800 --> 00:12:11,060
issue also businesses employ people with

304
00:12:09,440 --> 00:12:13,579
domain knowledge that may be of great

305
00:12:11,060 --> 00:12:15,680
use to you enlighten companies will

306
00:12:13,579 --> 00:12:17,060
share an interest in the well-being of

307
00:12:15,680 --> 00:12:19,190
the communities in which they are

308
00:12:17,060 --> 00:12:21,560

located and to which they sell and

309
00:12:19,190 --> 00:12:24,860
involving them might help to bring more

310
00:12:21,560 --> 00:12:26,209
resources to bear on a problem okay

311
00:12:24,860 --> 00:12:28,850
then there are the groups that we might

312
00:12:26,209 --> 00:12:30,800
call anchor institutions these are

313
00:12:28,850 --> 00:12:32,990
institutions or businesses that play

314
00:12:30,800 --> 00:12:35,149
such an outsized role in the affected

315
00:12:32,990 --> 00:12:37,430
communities economy that they deserve

316
00:12:35,149 --> 00:12:40,100
their own category policies that affect

317
00:12:37,430 --> 00:12:42,069
them will in turn impact other residents

318
00:12:40,100 --> 00:12:44,720
and other businesses who service them

319
00:12:42,069 --> 00:12:47,209

examples of anchor institutions are the

320
00:12:44,720 --> 00:12:49,880
major businesses in a company town or

321
00:12:47,209 --> 00:12:52,910
the or a university in a campus town or

322
00:12:49,880 --> 00:12:56,209
libraries or museums or churches or key

323
00:12:52,910 --> 00:12:57,829
nonprofits like a hospital finally there

324
00:12:56,209 --> 00:13:00,800
are government entities and their

325
00:12:57,829 --> 00:13:02,839
employees public officials often have

326
00:13:00,800 --> 00:13:05,660
knowledge of constraints that help to

327
00:13:02,839 --> 00:13:07,550
define feasible and impactful projects

328
00:13:05,660 --> 00:13:10,399
as well as an understanding of how to

329
00:13:07,550 --> 00:13:12,439
translate solutions into policy you

330
00:13:10,399 --> 00:13:14,540

should consider how public officials at

331
00:13:12,439 --> 00:13:16,519
each level of government might help you

332
00:13:14,540 --> 00:13:18,889
this includes both elected and appointed

333
00:13:16,519 --> 00:13:20,350
officials and their staff as well as

334
00:13:18,889 --> 00:13:23,090
civil servants in the executive

335
00:13:20,350 --> 00:13:24,890
legislative or judicial organization

336
00:13:23,090 --> 00:13:26,570
as well as public officials from other

337
00:13:24,890 --> 00:13:27,290
places who have worked on the same

338
00:13:26,570 --> 00:13:29,690
problem

339
00:13:27,290 --> 00:13:32,180
oh one more category that I almost

340
00:13:29,690 --> 00:13:33,980
forgot and that is philanthropy these

341
00:13:32,180 --> 00:13:35,930

are foundations and charities that have

342
00:13:33,980 --> 00:13:36,890
an interest in funding responses to the

343
00:13:35,930 --> 00:13:39,740
problem at issue

344
00:13:36,890 --> 00:13:41,810
they often possess deep expertise about

345
00:13:39,740 --> 00:13:44,480
the project and have a good overview of

346
00:13:41,810 --> 00:13:46,400
who is doing what in the same space they

347
00:13:44,480 --> 00:13:48,920
can also provide additional resources to

348
00:13:46,400 --> 00:13:51,890
fund solutions and they may be willing

349
00:13:48,920 --> 00:13:53,540
to be more experimental this group may

350
00:13:51,890 --> 00:13:55,730
include people such as religious leaders

351
00:13:53,540 --> 00:13:58,810
and corporate social responsibility

352
00:13:55,730 --> 00:14:02,810

officers as well from the private sector

353
00:13:58,810 --> 00:14:04,190
okay using this guide brainstorm who

354
00:14:02,810 --> 00:14:06,500
needs to be asked

355
00:14:04,190 --> 00:14:08,540
make sure to include diverse kinds of

356
00:14:06,500 --> 00:14:11,000
people focusing in particular on those

357
00:14:08,540 --> 00:14:13,090
least likely to have been heard make

358
00:14:11,000 --> 00:14:15,740
sure that you're hearing all viewpoints

359
00:14:13,090 --> 00:14:18,440
once we've identified who we're going to

360
00:14:15,740 --> 00:14:20,660
talk to then we need to think about why

361
00:14:18,440 --> 00:14:22,940
we're going to engage them for this

362
00:14:20,660 --> 00:14:26,750
exercise let's start with specific

363
00:14:22,940 --> 00:14:28,490

strategies for interviewing people when

364
00:14:26,750 --> 00:14:30,560
conducting interviews we first want to

365
00:14:28,490 --> 00:14:32,480
prepare our list of questions and test

366
00:14:30,560 --> 00:14:35,090
these on a few people before adopting

367
00:14:32,480 --> 00:14:36,710
our interview guide widely this will

368
00:14:35,090 --> 00:14:38,150
help us to understand what may not be

369
00:14:36,710 --> 00:14:42,140
clear to people and which questions

370
00:14:38,150 --> 00:14:44,390
elicit the most useful responses use a

371
00:14:42,140 --> 00:14:46,700
combination of short and long answer

372
00:14:44,390 --> 00:14:48,800
formats and follow yes and no questions

373
00:14:46,700 --> 00:14:51,110
with questions about why people have

374
00:14:48,800 --> 00:14:53,600

that view asking them for an example or

375
00:14:51,110 --> 00:14:55,790
a story to illustrate we want to be sure

376
00:14:53,600 --> 00:14:57,110
to tell people how we plan to use the

377
00:14:55,790 --> 00:14:59,540
information that they share with us

378
00:14:57,110 --> 00:15:01,460
people are more likely to give of their

379
00:14:59,540 --> 00:15:03,860
time if they know their input will be

380
00:15:01,460 --> 00:15:07,339
relevant and have an impact on decision

381
00:15:03,860 --> 00:15:09,050
making one further practical strategy to

382
00:15:07,339 --> 00:15:11,030
compliment interviewing is what's called

383
00:15:09,050 --> 00:15:13,160
service blueprinting also known as

384
00:15:11,030 --> 00:15:14,660
journey mapping service blueprinting

385
00:15:13,160 --> 00:15:17,180

involves developing a step-by-step

386
00:15:14,660 --> 00:15:19,490
rundown of a process in the public

387
00:15:17,180 --> 00:15:21,710
sector context this refers specifically

388
00:15:19,490 --> 00:15:23,780
to documenting how a government service

389
00:15:21,710 --> 00:15:25,850
is delivered or how a policy works in

390
00:15:23,780 --> 00:15:27,980
practice well there's no rigid

391
00:15:25,850 --> 00:15:29,300
definition jur of journey mapping it's

392
00:15:27,980 --> 00:15:31,400
frequently used to capture the

393
00:15:29,300 --> 00:15:33,620
experience from the individual citizen

394
00:15:31,400 --> 00:15:35,360
perspective where service blueprinting

395
00:15:33,620 --> 00:15:36,740
documents the process from the

396
00:15:35,360 --> 00:15:39,140

institutional perspective

397
00:15:36,740 --> 00:15:41,300
this method especially when done in

398
00:15:39,140 --> 00:15:43,820
collaboration with affected citizens and

399
00:15:41,300 --> 00:15:46,730
civil servants can help with laying bare

400
00:15:43,820 --> 00:15:49,010
just how complex and uncomfortable the

401
00:15:46,730 --> 00:15:51,010
customer experience is and how much it

402
00:15:49,010 --> 00:15:53,450
deviates from our expectations

403
00:15:51,010 --> 00:15:55,430
five years ago my co-author and I

404
00:15:53,450 --> 00:15:57,860
documented the pathway of a non profit

405
00:15:55,430 --> 00:16:00,920
tax return from filing through

406
00:15:57,860 --> 00:16:03,200
processing by the IRS it was only in

407
00:16:00,920 --> 00:16:05,860

doing so that we discovered that the IRS

408
00:16:03,200 --> 00:16:08,720
was taking electronically filed returns

409
00:16:05,860 --> 00:16:11,300
printing them out and scanning them back

410
00:16:08,720 --> 00:16:14,270
in thereby rendering a useful digital

411
00:16:11,300 --> 00:16:17,060
file into a useless image revealing this

412
00:16:14,270 --> 00:16:19,310
almost unbelievable inefficiency played

413
00:16:17,060 --> 00:16:22,490
a big part in an eventual decision by

414
00:16:19,310 --> 00:16:25,340
the IRS to digitize all non profit tax

415
00:16:22,490 --> 00:16:29,000
returns and in a law from Congress

416
00:16:25,340 --> 00:16:31,190
mandating electronic filing okay to

417
00:16:29,000 --> 00:16:33,770
create a process map of the service

418
00:16:31,190 --> 00:16:36,140

experience use interviews and surveys of

419
00:16:33,770 --> 00:16:39,260
individuals and groups to record

420
00:16:36,140 --> 00:16:40,670
first of all citizen actions the steps

421
00:16:39,260 --> 00:16:44,060
that must be taken in chronological

422
00:16:40,670 --> 00:16:46,100
order to receive the service but then we

423
00:16:44,060 --> 00:16:47,840
have to document public servant actions

424
00:16:46,100 --> 00:16:49,940
the steps that must be taken in

425
00:16:47,840 --> 00:16:53,570
chronological order to deliver the

426
00:16:49,940 --> 00:16:56,180
service make sure to record face-to-face

427
00:16:53,570 --> 00:16:59,150
contact note any live interactions that

428
00:16:56,180 --> 00:17:01,400
are part of the process but we also want

429
00:16:59,150 --> 00:17:03,560

to record virtual contact don't any

430
00:17:01,400 --> 00:17:06,410
phone calls or web-based interactions

431
00:17:03,560 --> 00:17:08,870
that need to take place finally we want

432
00:17:06,410 --> 00:17:11,000
to document support processes additional

433
00:17:08,870 --> 00:17:13,100
interactions including interactions with

434
00:17:11,000 --> 00:17:15,200
anyone who is not a direct contact

435
00:17:13,100 --> 00:17:18,350
employee but is necessary for the

436
00:17:15,200 --> 00:17:20,420
service to be provided finally we want

437
00:17:18,350 --> 00:17:22,400
to document the conditions describe the

438
00:17:20,420 --> 00:17:24,260
conditions under which the service is

439
00:17:22,400 --> 00:17:26,240
provided this might be the physical

440
00:17:24,260 --> 00:17:29,480

condition of the office for example or a

441
00:17:26,240 --> 00:17:31,250
description of a website use this map or

442
00:17:29,480 --> 00:17:32,740
blueprint to find the points of failure

443
00:17:31,250 --> 00:17:36,680
and engage in pre-emptive

444
00:17:32,740 --> 00:17:38,960
problem-solving okay want to leverage

445
00:17:36,680 --> 00:17:40,970
new technology to ask more people what

446
00:17:38,960 --> 00:17:43,790
they think the problems are or to help

447
00:17:40,970 --> 00:17:47,930
identify root causes consider using a

448
00:17:43,790 --> 00:17:50,090
wiki survey designed by professor of

449
00:17:47,930 --> 00:17:52,549
sociology from Princeton Matt Sal

450
00:17:50,090 --> 00:17:54,830
adding the free all our ideas wiki

451
00:17:52,549 --> 00:17:56,870

survey tool allows anyone to create a

452
00:17:54,830 --> 00:17:59,630
collaborative survey at no cost to them

453
00:17:56,870 --> 00:18:01,880
and identify which problems feel are

454
00:17:59,630 --> 00:18:04,010
most salient to end to suggest

455
00:18:01,880 --> 00:18:06,679
alternative problems and their root

456
00:18:04,010 --> 00:18:08,840
causes wiki surveys combine the

457
00:18:06,679 --> 00:18:11,360
advantages of closed and open-ended

458
00:18:08,840 --> 00:18:13,940
questions the tool was originally called

459
00:18:11,360 --> 00:18:15,470
which one do you want more because it

460
00:18:13,940 --> 00:18:17,630
presents the viewer with a choice

461
00:18:15,470 --> 00:18:21,020
between two responses

462
00:18:17,630 --> 00:18:23,260

respondents receive exactly two randomly

463
00:18:21,020 --> 00:18:25,640
generated options from which to choose

464
00:18:23,260 --> 00:18:27,919
users can respond to as many questions

465
00:18:25,640 --> 00:18:31,370
as they would like or stop at any time

466
00:18:27,919 --> 00:18:33,340
they can also select view results to see

467
00:18:31,370 --> 00:18:35,899
how other participants are voting with

468
00:18:33,340 --> 00:18:38,870
scores for each question and data

469
00:18:35,899 --> 00:18:41,210
visualization participants can submit

470
00:18:38,870 --> 00:18:42,770
their own contributions to such as an

471
00:18:41,210 --> 00:18:44,929
additional root cause or a problem

472
00:18:42,770 --> 00:18:46,700
statement using a hundred and forty

473
00:18:44,929 --> 00:18:49,279

characters or less and submit as many

474
00:18:46,700 --> 00:18:51,169
ideas as they choose when an idea is

475
00:18:49,279 --> 00:18:53,029
submitted it is reviewed by the creator

476
00:18:51,169 --> 00:18:55,820
of the survey to monitor for

477
00:18:53,029 --> 00:18:57,559
appropriateness and if it's approved the

478
00:18:55,820 --> 00:18:59,270
idea will start appearing as an answer

479
00:18:57,559 --> 00:19:02,179
choice under the corresponding question

480
00:18:59,270 --> 00:19:04,760
as more people complete the to response

481
00:19:02,179 --> 00:19:07,460
surveys the tool evaluates compares

482
00:19:04,760 --> 00:19:09,470
ideas and allows new ideas to bubble up

483
00:19:07,460 --> 00:19:12,260
so the results accurately reflect

484
00:19:09,470 --> 00:19:14,929

collective wisdom all our ideas has been

485
00:19:12,260 --> 00:19:16,159
used for over 14,000 wiki survey

486
00:19:14,929 --> 00:19:19,220
mechanisms to date

487
00:19:16,159 --> 00:19:21,049
of course all our ideas is far from the

488
00:19:19,220 --> 00:19:23,299
only choice of tool there are numerous

489
00:19:21,049 --> 00:19:24,919
commercial options also available for

490
00:19:23,299 --> 00:19:27,799
getting input from people about the

491
00:19:24,919 --> 00:19:31,460
problem such as the AI based tool remesh

492
00:19:27,799 --> 00:19:34,700
or the open source AI tool polis or you

493
00:19:31,460 --> 00:19:37,370
can just create your own survey by

494
00:19:34,700 --> 00:19:39,230
trying some or all of the four methods

495
00:19:37,370 --> 00:19:41,450

we've just run through you will have

496
00:19:39,230 --> 00:19:44,390
tested your understanding of the problem

497
00:19:41,450 --> 00:19:46,399
with people in a real-world context that

498
00:19:44,390 --> 00:19:49,070
is a prerequisite for developing

499
00:19:46,399 --> 00:19:51,200
meaningful solutions it's important to

500
00:19:49,070 --> 00:19:53,120
point out however that despite the rapid

501
00:19:51,200 --> 00:19:55,580
rise in popularity of human centered

502
00:19:53,120 --> 00:19:57,710
approaches these design strategies

503
00:19:55,580 --> 00:20:00,530
should be complemented by other forms of

504
00:19:57,710 --> 00:20:02,659
evidence-based gathering especially the

505
00:20:00,530 --> 00:20:03,380
use of data-driven analysis to gain

506
00:20:02,659 --> 00:20:06,500

insight

507
00:20:03,380 --> 00:20:10,360
to a situation that is the subject of

508
00:20:06,500 --> 00:20:10,360
the next module thank you