

Courageously Creative: Reimagining Experiences with Design Thinking



*Jessica Dang
Senior Design Strategist
Results Washington
October 8, 2019*



Hello!

I am Jessica Dang

My role is to make government more human

Ice Breaker

Find a partner

- *Share a memorable moment from this morning*



What we think creativity looks like



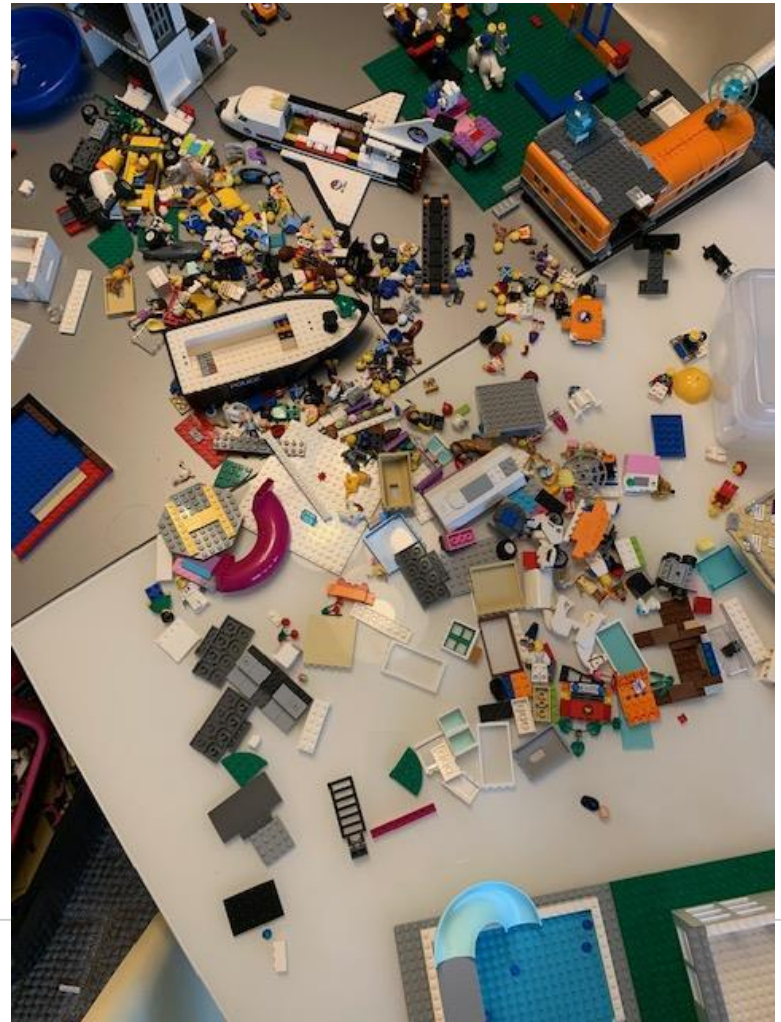
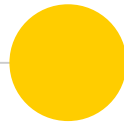
What creativity feels like

What it is

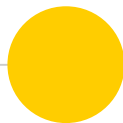
cre·a·tiv·i·ty

- ◉ *the ability to create*
- ◉ *the use of imagination*

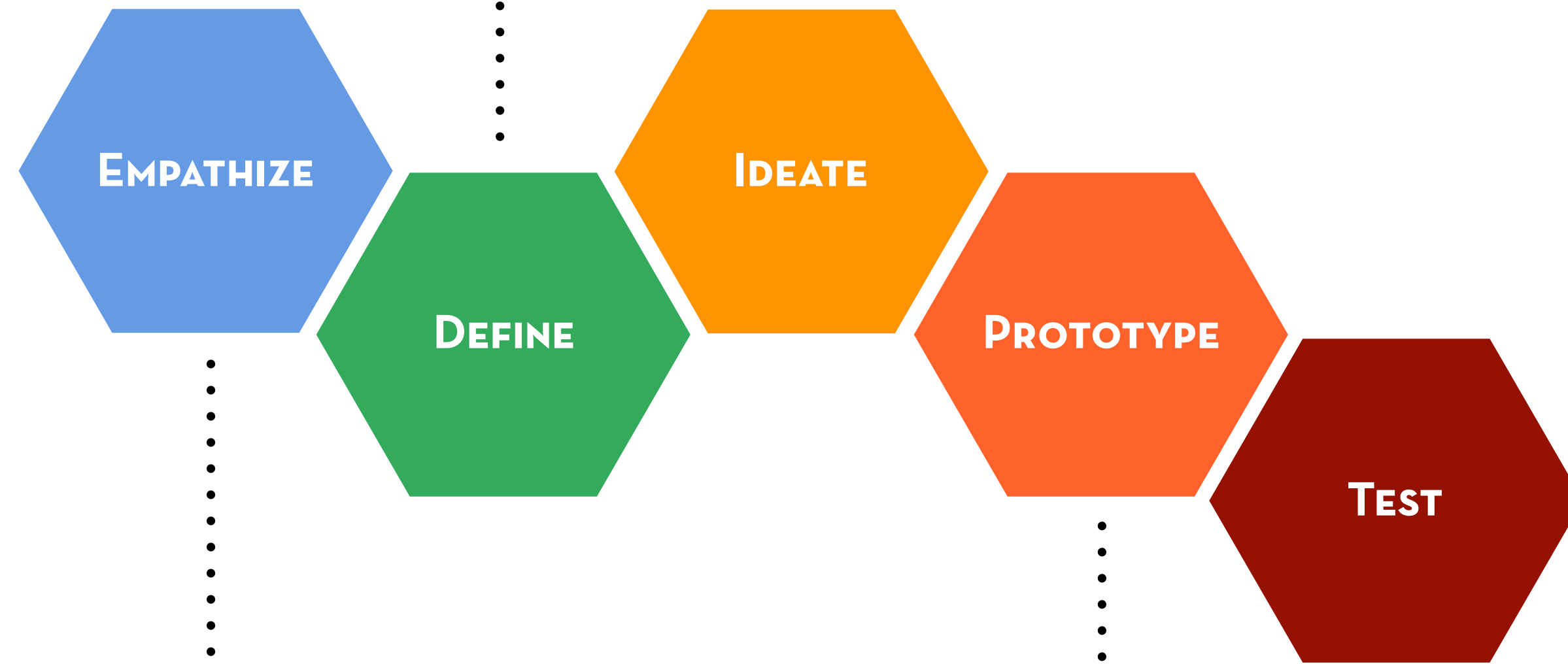
Chaos or Opportunity?



**“Look what I
made!”**



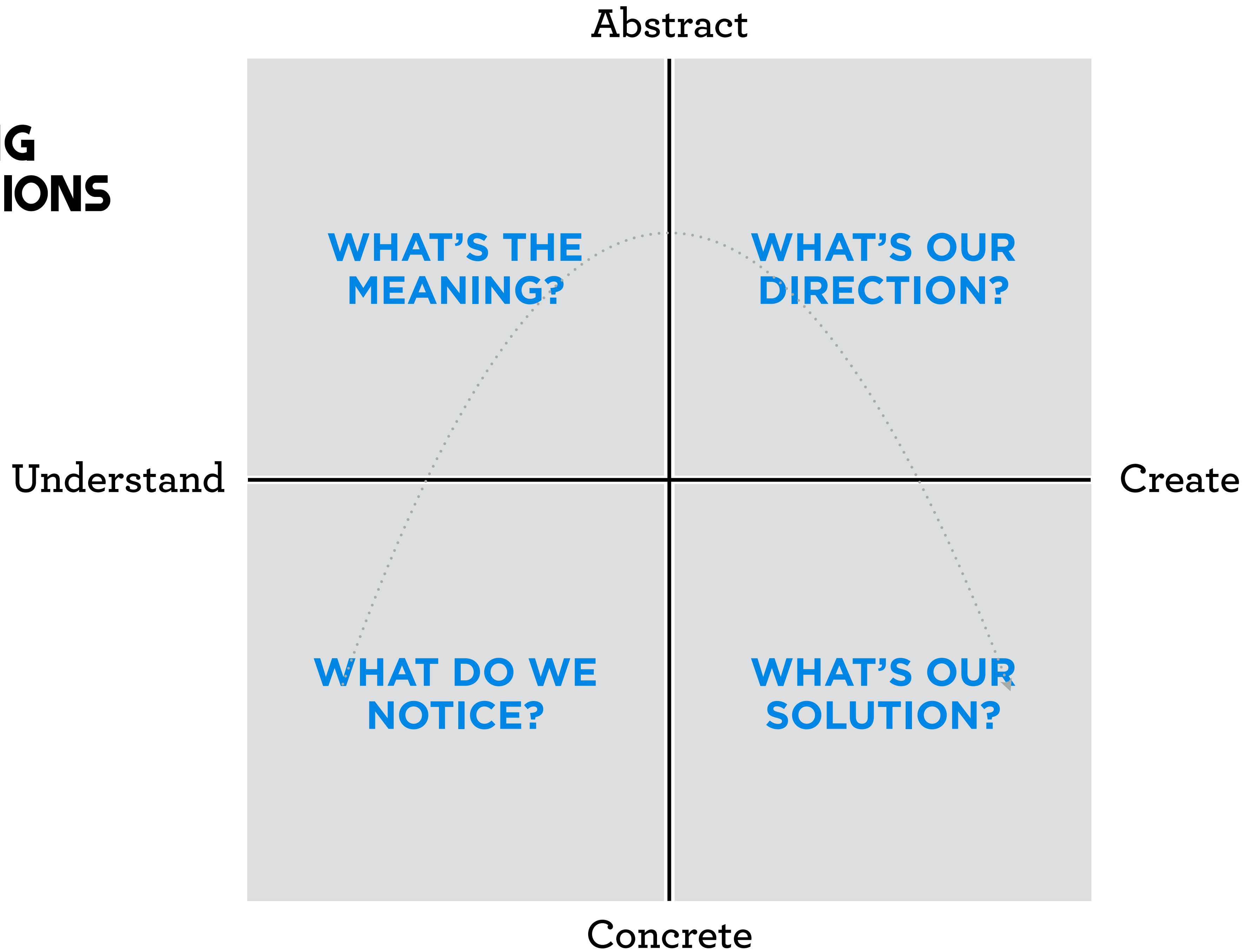
**Discover the
opportunity**



**Understand
people deeply**

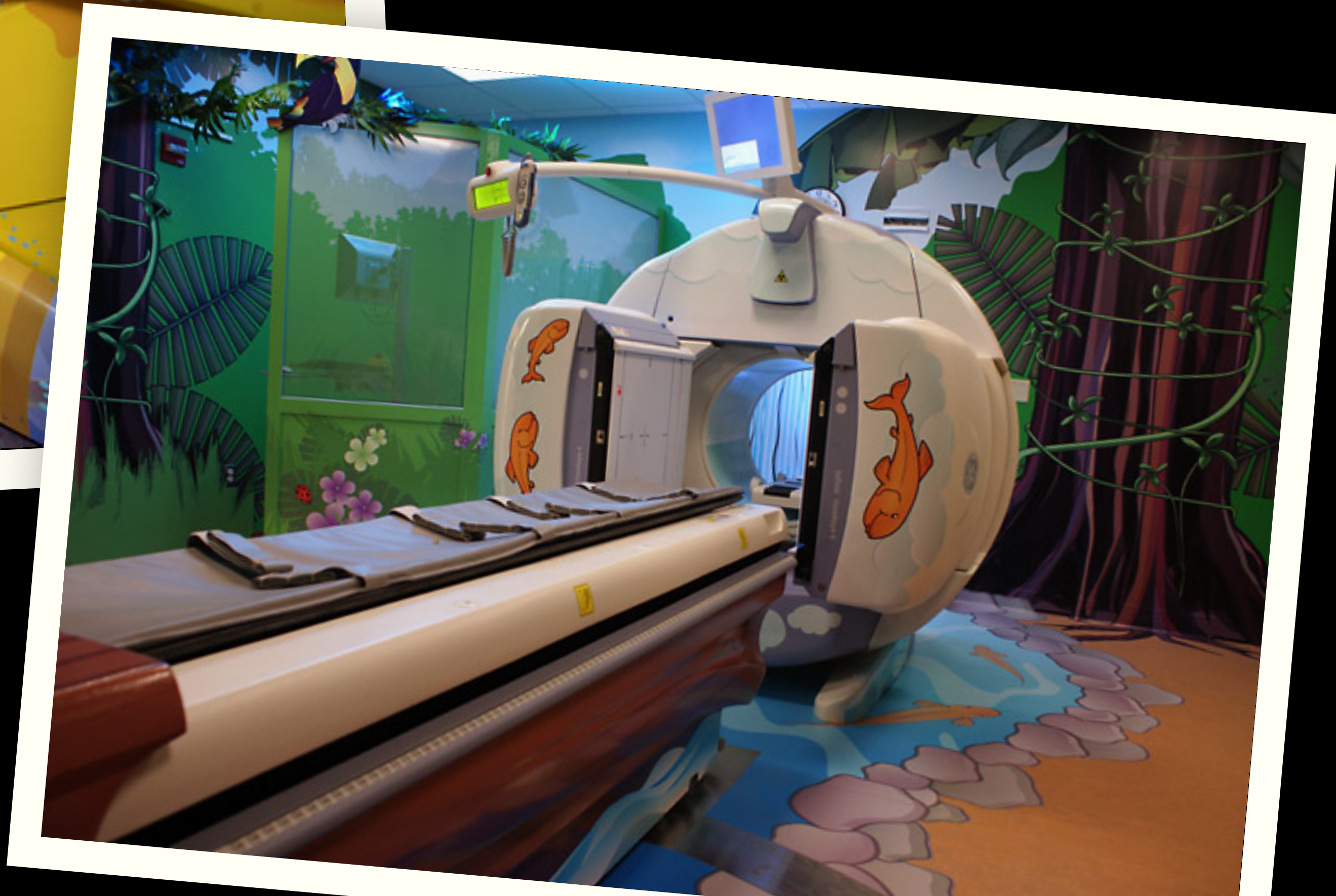
**Experiment your
way forward**

**FOUR
GUIDING
QUESTIONS**



Reframed problem

How might we capitalize on children's amazing imagination to transform the radiology experience into a positive and memorable adventure?





State of Washington
DEPARTMENT OF LICENSING
PO Box 9228
Olympia, WA 98507-9228

May 22, 2018

Name

Letter Id: 123456

● Design Challenge

90%
of recipients
called

Notification of Audit

Your business has been selected for an audit by the Department of Licensing Prorate and Fuel Tax Services. I would like to conduct this audit starting on July 16, 2018. I will contact you within a few weeks to schedule the audit. Enclosed is information about the audit process.

The following accounts have been selected for audit:

Account Number	Type	Audit Period
000	IRP Fleet	May 01, 2017 - Apr 30, 2018
000	IFTA Carrier	Apr 01, 2015 - Jun 30, 2018

Service Bureaus

If you are a service bureau or accounting firm handling the licensees' business reporting, please provide a copy of the service agreement or power of attorney. Without this information, we cannot share the audit findings with you.

Questions

I can be reached at phone/email. My mailing address is:

Department of Licensing
Prorate and Fuel Tax Audit Section
9107 N Country Homes Blvd, Ste 7
Spokane WA 99218-2069

Signature

Enclosures

● Design Challenge

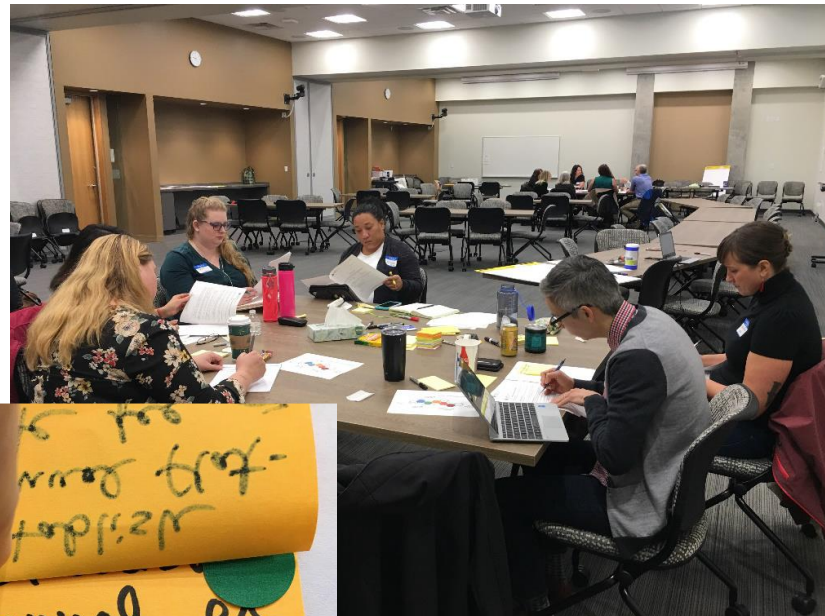
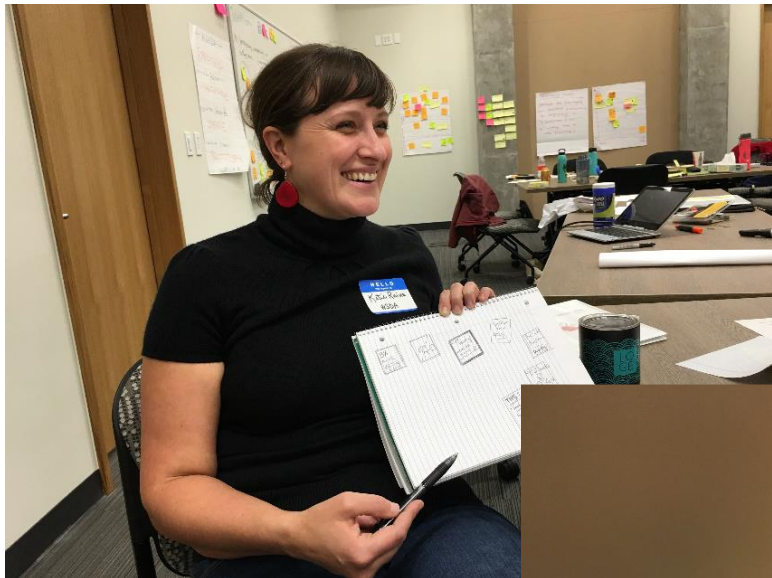
Reframed Problem

- How might we remove fear and anxiety in the audit process?

● Agency Design Challenge

How might we...

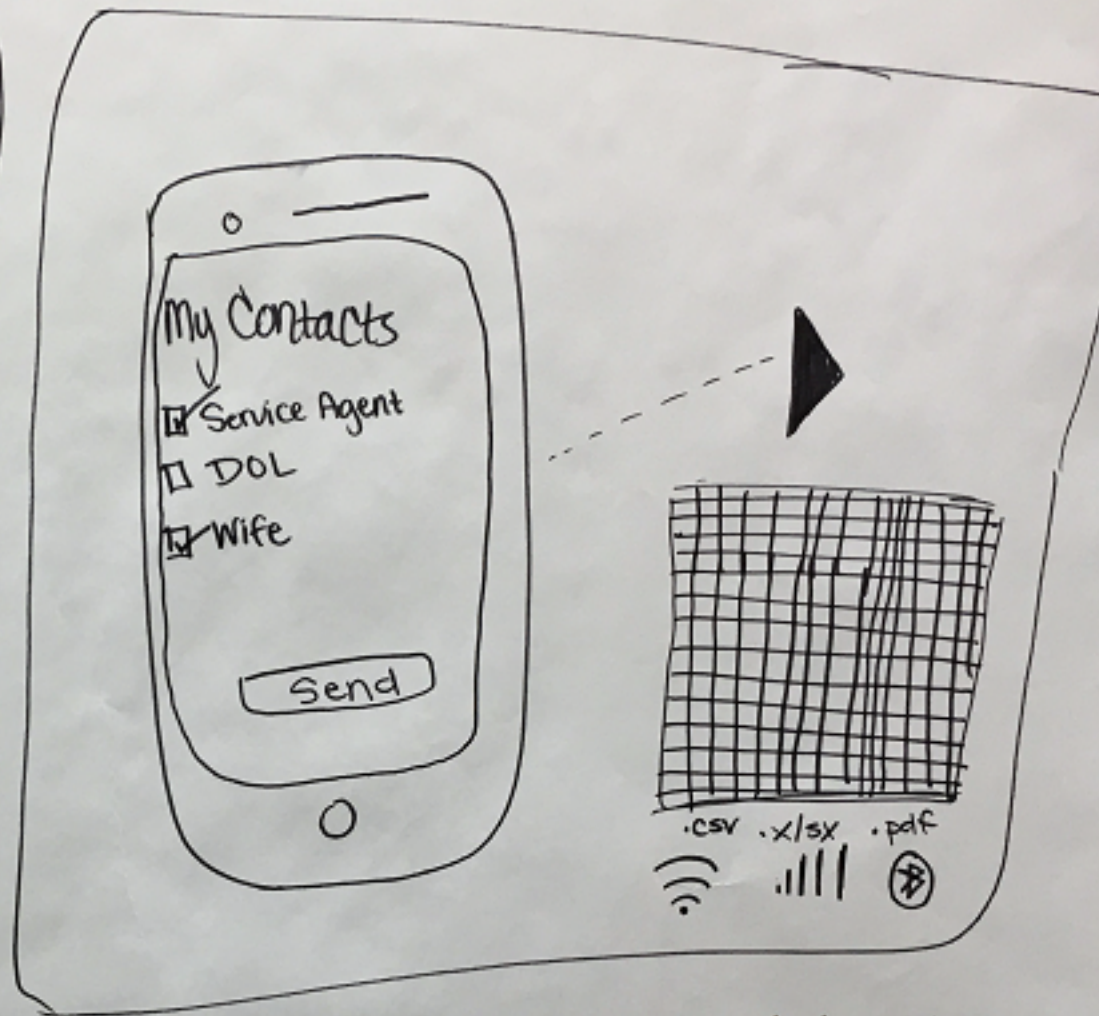
- Use the initial point of contact (in writing) to ensure all taxpayers understand how to be successful?
- Make it easier for taxpayers to track/submit documents (helps us and them)?
- Streamline educational efforts to reach all taxpayers and their representatives?



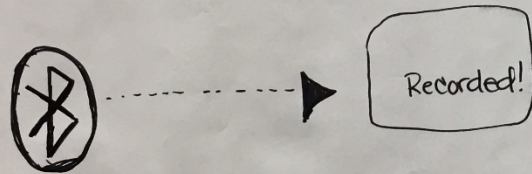
annual or
semi-annual
fee schedule
+ eliminate
most record keeping



- 1) Driver clicks truck system to trigger trip log
- 2) Truck system records GPS coordinates + odometer readings
- 3) Truck system records border crossings and odometer readings @ border



- 1) Truck system transmits data to applicable parties in chosen file format
- 2) Truck system confirms transmission of data



- 1) Driver stops to fuel
- 2) Driver clicks truck system to trigger fueling
- 3) Driver fuels truck
- 4) Driver gets fuel receipt



- 1) Driver uses cell phone to scan fuel receipt
- 2) Phone bluetooth transmits image to truck system
- 3) Driver clicks truck device to end fueling and restart trip log
- 4) Continues driving!

THIS IS YOUR AUDIT

a video...



We have to audit 3% of license holders each year. Audits are selected at RANDOM by referral from DM/NSP



Get Ready!
www.dol.audit.wa.gov
Watch Learn

Gather Your Records
Fuel -
Mileage -
Deductions & Exemptions -
Remember: IFTA & IRP agreements have specific record requirements. Review your CDL welcome packet.

DOL Auditors
Review Your Records

TIPS:
• Send original documents, keep copies
• Review your International Fuel Tax Agreement (IFTA) member packet for record reqs.

Get us your records!
to: dol.audit@wa.gov

Your auditor will send a
PRE-AUDIT Questionnaire
Complete it as soon as possible

Sit Down with Auditor
DISCUSS FINDINGS

Your Auditor will help you identify if more records are needed & give you time.

Re: Notice of Assessment

- You owe \$
- We Owe \$
- Nobody Owes ~~\$~~

I survived an audit!

FAQ

Q. Is my license going to be revoked?
A. Not through this process.

Q. Who else has access to my audit information?
A. We share information with other agencies and jurisdictions.

Q. How long is the audit process?
A. Two to four months. It depends largely on how well you've maintained your records.

Q. Am I in trouble?
A. No. We try very hard to educate and not penalize taxpayers.

Q. Can my family member help me through the audit process?
A. Yes, if they complete a Power of Attorney form. Or, we can provide other resources.

DATA

INSIGHTS

OPPORTUNITIES

SOLUTIONS



3 Imagine the meaning
(notice something, then infer what the meaning might be)

Write each of these as a sentence.

It's interesting/surprising/telling that s/he . . .
[SOMETHING YOU HEARD]

Maybe this tells me s/he is trying to . . .
[WHAT IS S/HE TRYING TO ACHIEVE OR ACCOMPLISH?]

Because/and/but I surmise that . . .
[HOW DOES S/HE WANT TO FEEL? WHAT DOES S/HE BELIEVE? WHAT'S GETTING IN]

How
might
... ?



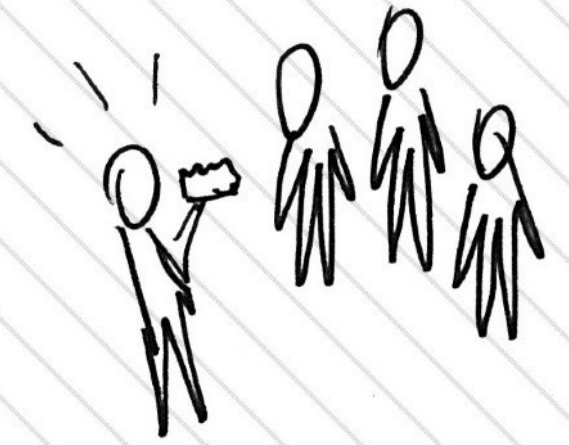
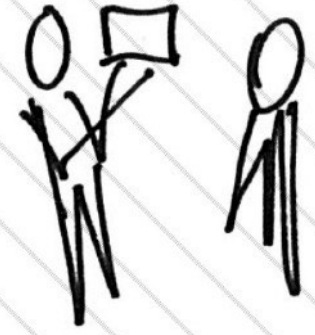
Personal Design Behaviors

- Keep humans at the center of the process
(consistently talking to or about real people)
- Suspend judgement
- Sit comfortably with ambiguity
- Show unfinished work
- Rapidly experiment (bias towards action, take risks)
- Visualize the complexity, and then target your intervention
(don't design for everyone)
- Make ideas visible (create shared assets)
- Have fun



The big idea

Start with the people and trust the process.



The new city experience

An Introduction to Design Thinking



*“Design to learn, not because you
want people to like it.”*

– Mike Rothe

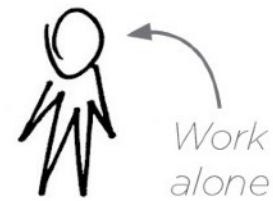


“

Hear a good story

Interview your partner about his/her experiences in a new city.

1 Create a quick interview guide (with open-ended questions!)



Work alone

A. Be human: build rapport.

Introduce yourself. "How are you today?"

"Nice to meet you. Tell me about where you're from."

B. Seek stories.

"Could you tell me story about a time you . . .

(. . . travelled by yourself to a new place?)
(. . . had an unexpected adventure in a new city?)

?"

"What would I find surprising about how you . . .

(. . . pack for a long trip?")
(. . . navigate a new city?")

?"

" [write more of your own] "

C. Talk about feelings. Dig deeper by following up.

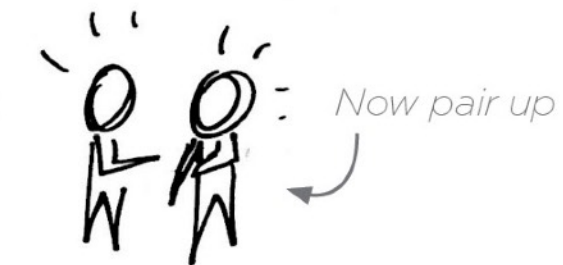
"Why do you say that? . . . "Tell me more."

"How did you feel at that moment, when . . . happened?"

" [write more of your own] "

2 min

2 Interview your partner (have a conversation!)



Now pair up

Interview notes:

4 min each

Go deeper into one story: remember to ask "Why?"

3 min each

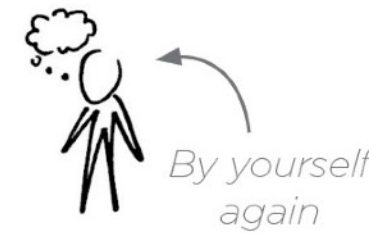
What does it mean?

Gain insights by thinking of what might be the deeper meaning behind what you heard.

3

Imagine the meaning

(notice something, then infer what the meaning might be)



Write each of these as a sentence.

It's interesting/surprising/telling that s/he . . .
[SOMETHING YOU HEARD]

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[WHAT IS S/HE TRYING TO ACHIEVE OR ACCOMPLISH?]

Because/and/but I surmise that . . .
[HOW DOES S/HE WANT TO FEEL? WHAT DOES S/HE BELIEVE? WHAT'S GETTING IN THE WAY?]

3 min

Do it again.

It's interesting/surprising/telling that s/he . . .
[SOMETHING YOU HEARD]

Maybe this tells me s/he is trying to . . .
[WHAT IS S/HE TRYING TO ACHIEVE OR ACCOMPLISH?]

Because/and/but I surmise that . . .
[HOW DOES S/HE WANT TO FEEL? WHAT DOES S/HE BELIEVE? WHAT'S GETTING IN THE WAY?]

3 min

New ideas!

Frame a new question and generate a diverse set of concepts in response.



4 Create a brainstorming question

How might [circle one context]

A MUSEUM
A LOCAL RESTAURANT
A TRAVEL OR TOUR AGENCY
A BANK
A CHARITY

A SHOPPING DISTRICT OR STORE
A HOTEL
A PUB OR BAR
PUBLIC TRANSPORTATION
A HOST OR GUIDE

help my partner to [a need]

with the realization that [an insight]

2 min



5 Come up with ideas with a new partner

(share your question, then brainstorm together)

1 min share,
4 min brainstorm, each

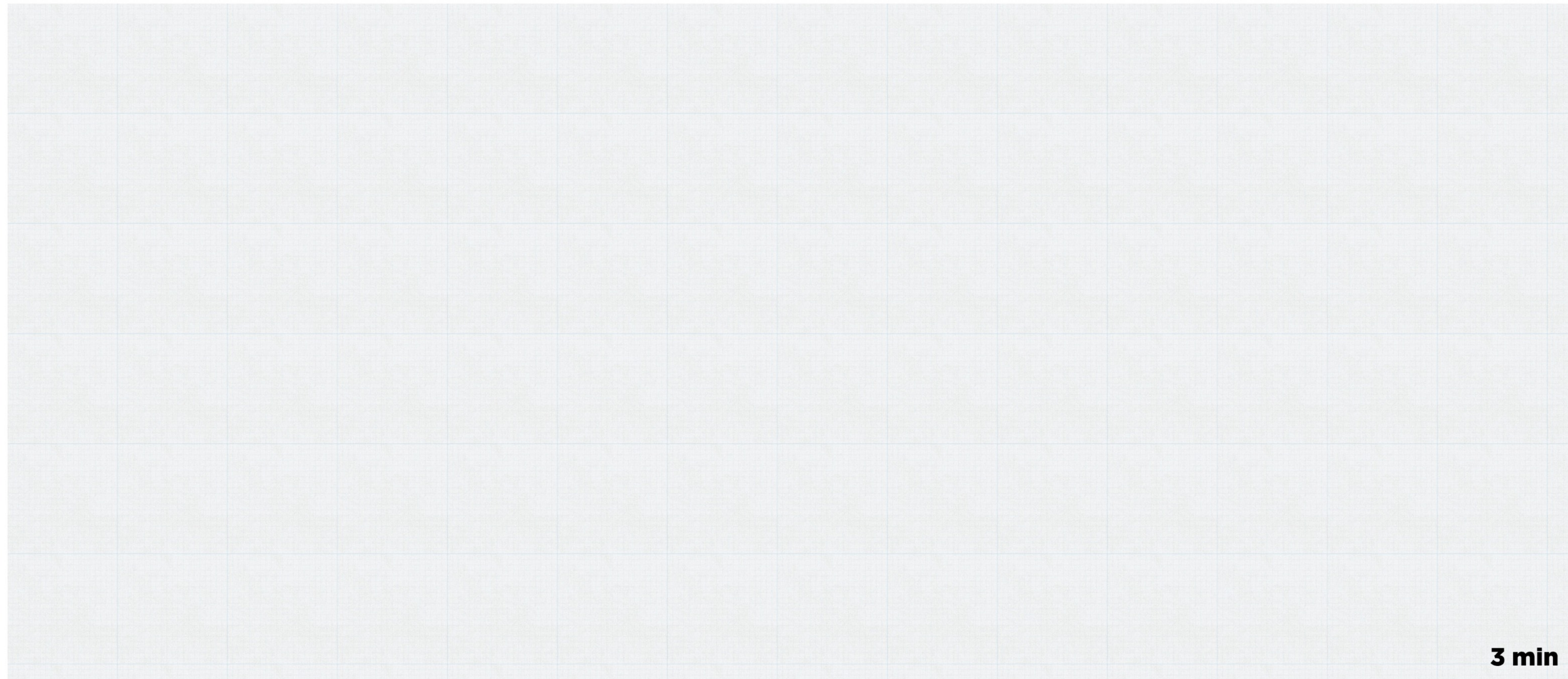
Sketch it out

Pick an idea and stay in a generative mode
as you work out the details.

6

Choose one idea and flesh it out into a product or service

(what is it? how does one use it?)



3 min

Make it tangible

Create a way for your partner to experience your concept.



7 Bring your solution to life

(create a world where your solution already exists)

7 min

Consider these aspects of the experience you are creating:

SCENE

The context of experience

ROLES

People involved in experience
(you may want to play one yourself)

PROPS

Simple tangible things in experience

8 Test with your partner

(invite your partner into that imaginary world)



What's working?		What could be improved?
New questions	4 min each	New ideas

DEBRIEF

(What did you just do?)



Reflect on it

*What was it like to start with a conversation, and **focus on stories**?*

*How did it feel to **infer meaning** from what you heard?*

*How was it to **frame a new question**?*

How did you like generating ideas with new partner?

*How did it feel to prototype your concept in **low resolution**?*



3 Imagine the meaning (notice something, then infer what the meaning might be)

Write each of these as a sentence.

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[HOW DOES S/HE WANT TO FEEL? WHAT DOES S/HE BELIEVE? WHAT'S GETTING IN]

How
might
... ?







Thanks!

Any questions ?

You can reach me at

- jessica.dang@gov.wa.gov
- 360-810-1308 (text/call)