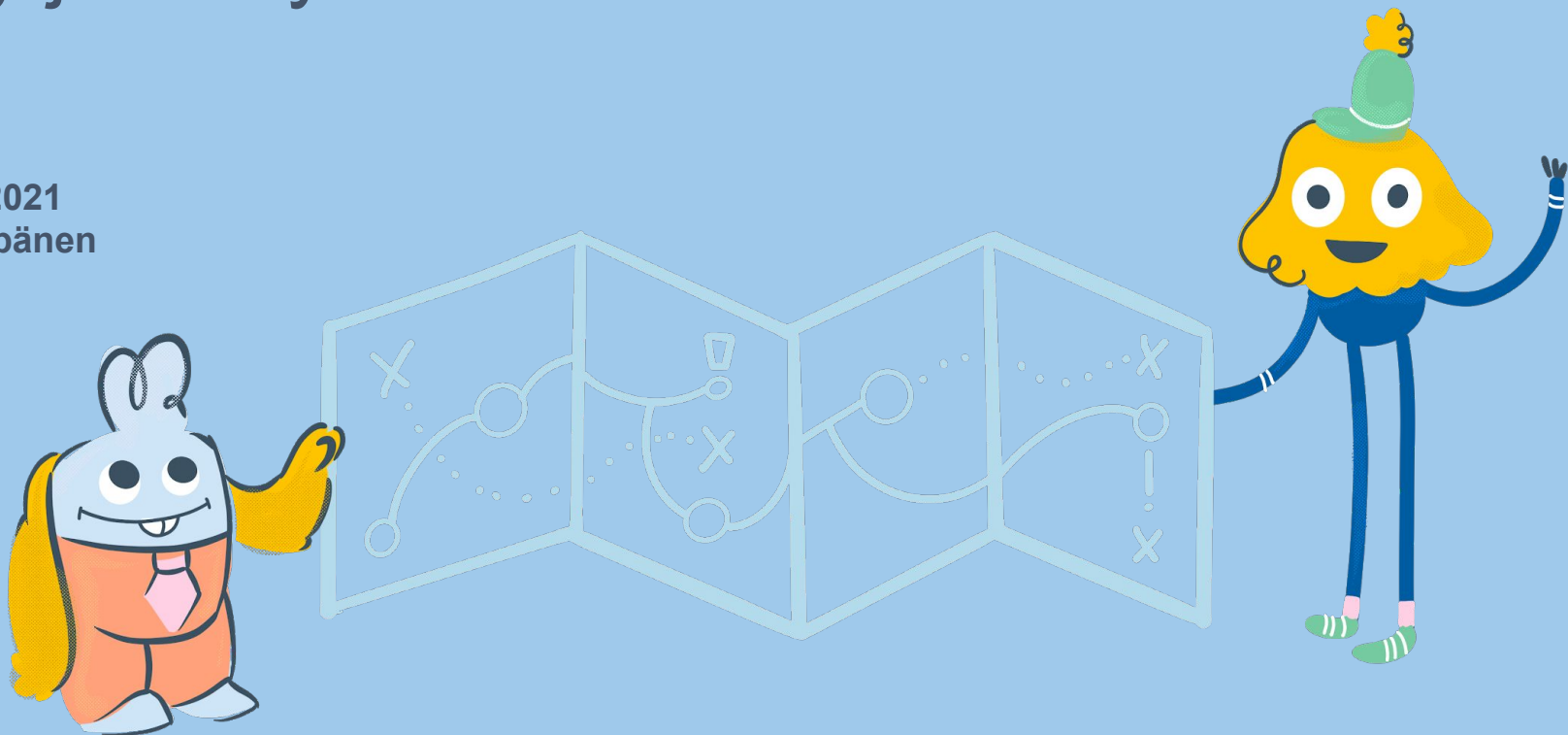


Being a designer in government

- my journey after DfG

1 March 2021
Anni Leppänen





“Design for Government course at Aalto University gave the inspiration and foundation that I still rely on in my job as a designer in government.”

About me

Lead Service Designer at City of Helsinki

Member of Board, Finnish government design community

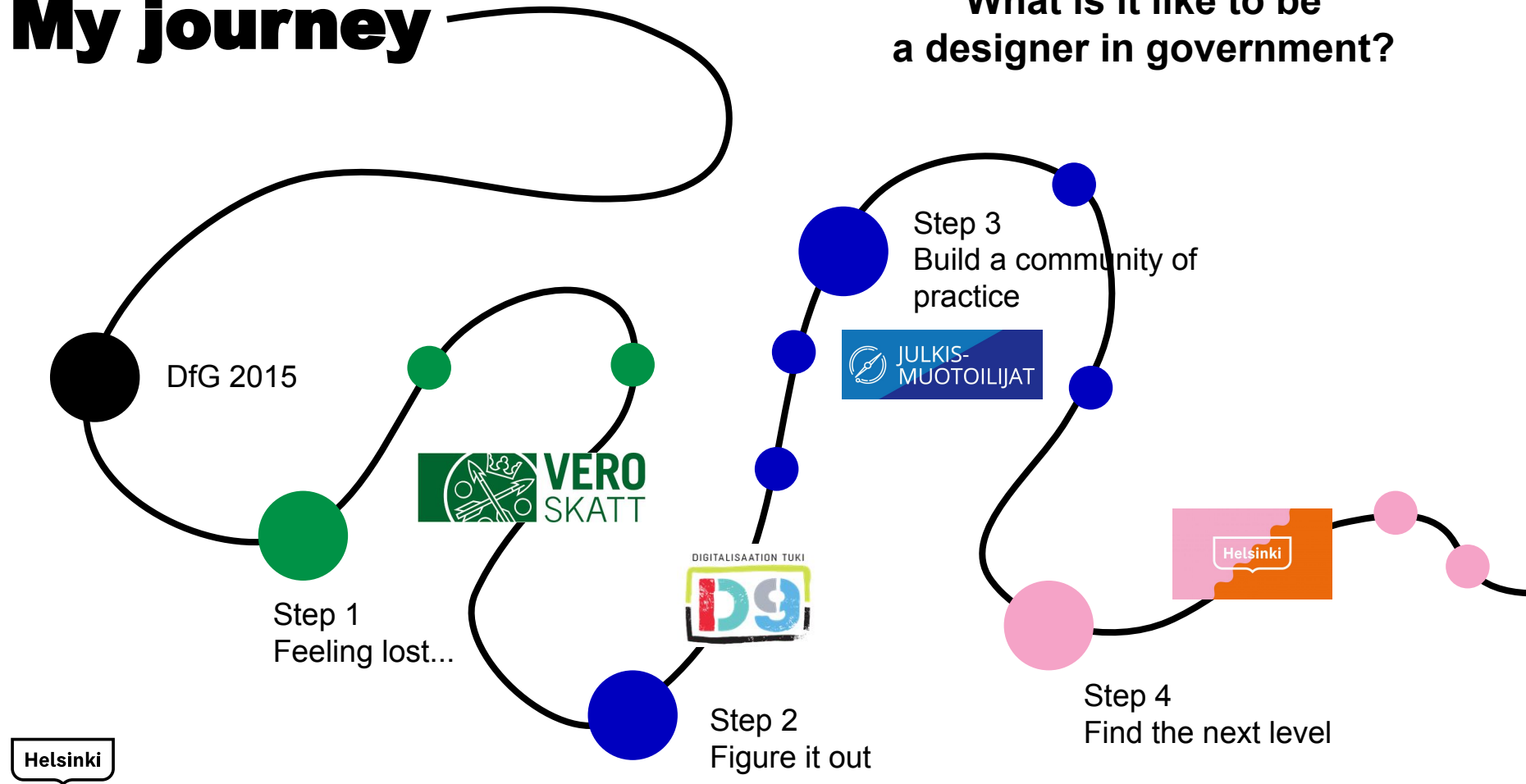
- studied international development in University of London 2006-2011
- worked for UK government as Science and Innovation Officer 2011-2013
- studied graphic design 2013-2014
- Creative Sustainability Master's programme 2014-
 - Design for Government 2015
- worked at Tax Administration 2015-2016
- founded Julkis-muotoilijat 2017
- worked in D9 design team 2017-2018
- currently at City of Helsinki 2019-

Helsinki



My journey

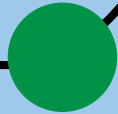
What is it like to be a designer in government?



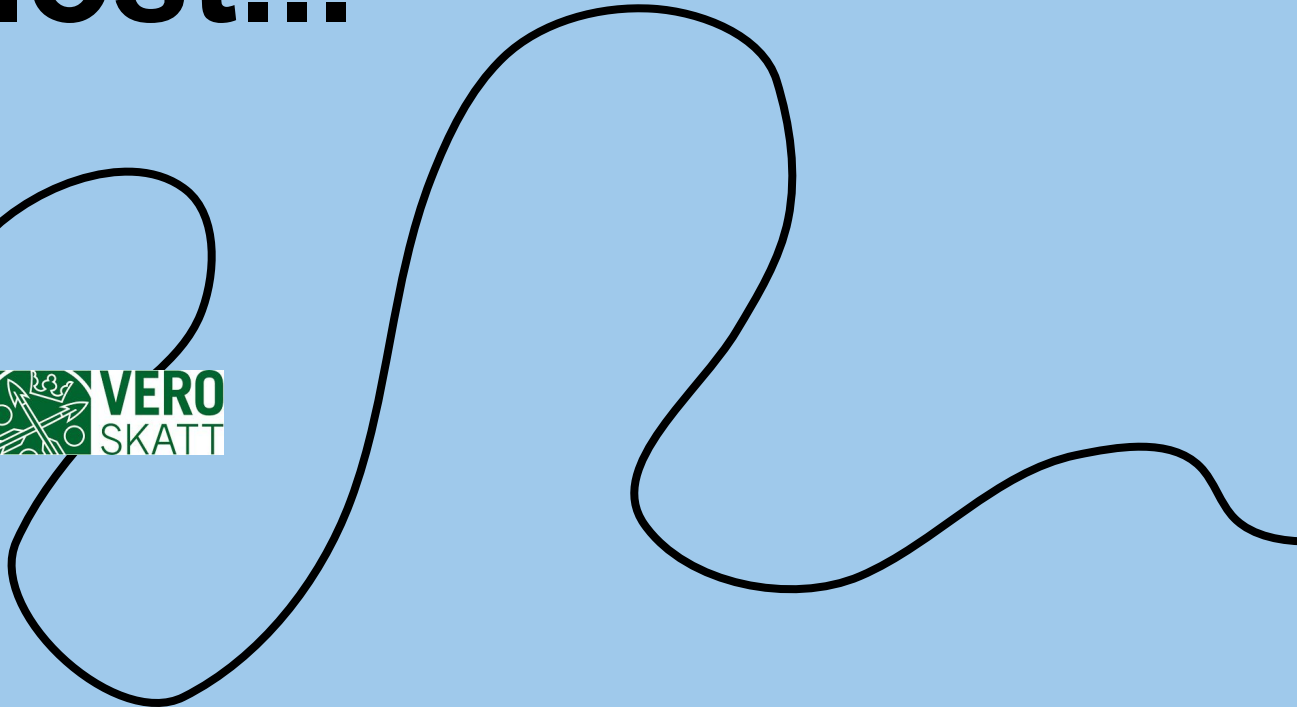
Step 1 Feeling lost...



DfG 2015



Step 1
Feeling lost...



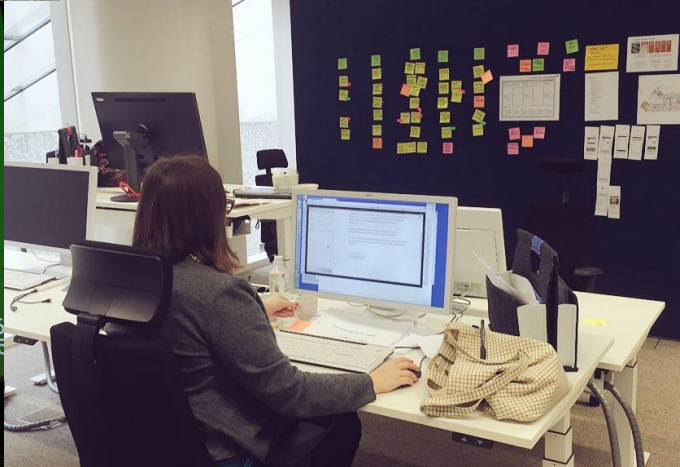
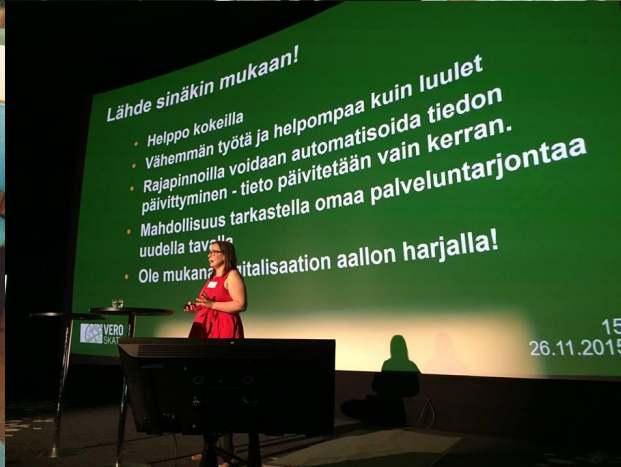
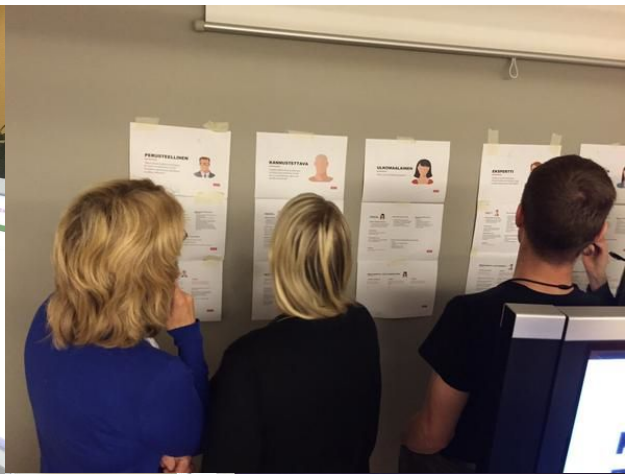


5 000 people working at
Tax Administration

5+ million people
as customers

that's me!





Learning 1: Why is design in government different?

Why is design in government different?



Services and impact

- no competition
- services are “free”
- focus on impact, well-being and efficiency



Inclusion and participation

- access to services
- equality
- participation and democracy



Stakeholders and systems

- Huge amount of stakeholders
- Complex systems
- Wicked problems



User vs citizen

- user or customer
- resident and citizen
- who is the customer with 5+ million people?



Politics, law & bureaucracy

- political leadership
- law, regulation and policy
- Public organisations: size, silos and super old

Life events and citizens as customers

Does everything to
fool the system

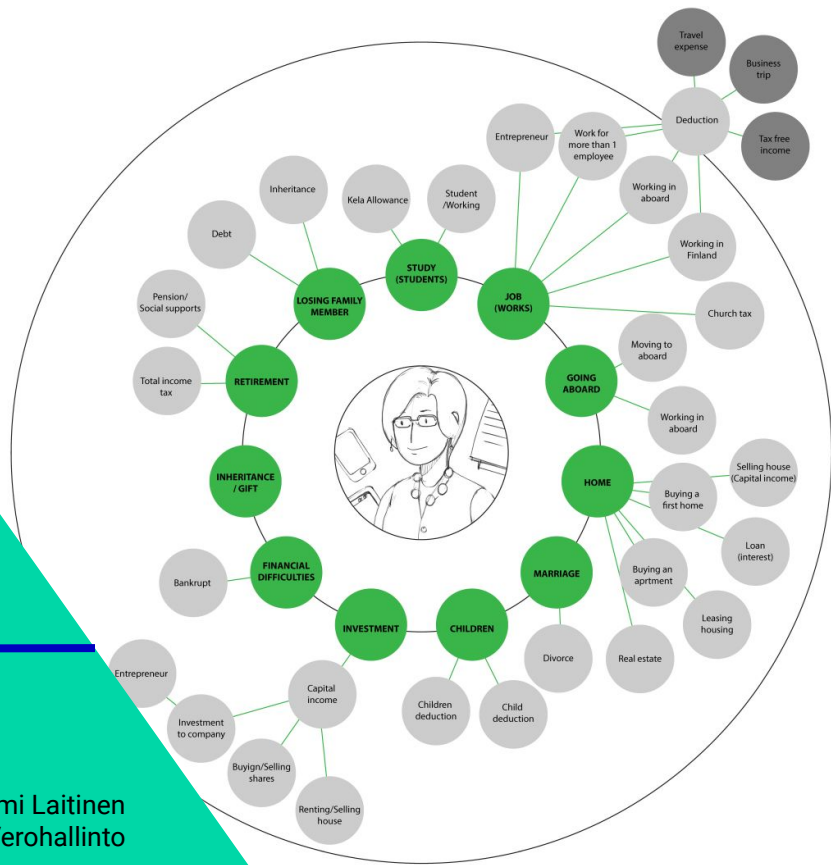
Would do the right thing, if...

Wants to do the right
thing, but does not know
how...

Wants to do the right
thing and can do it

Helsinki

Mirjami Laitinen
Verohallinto



Learning 2:
Do a tiny thing.
See results.

... a bit later



Varainsiirtovero

Asunnon ostajan pikaopas

Asunto-osake

Uudiskohde



Autopaikka ja muut tilat

Kiinteistö

Rakennus, esim.

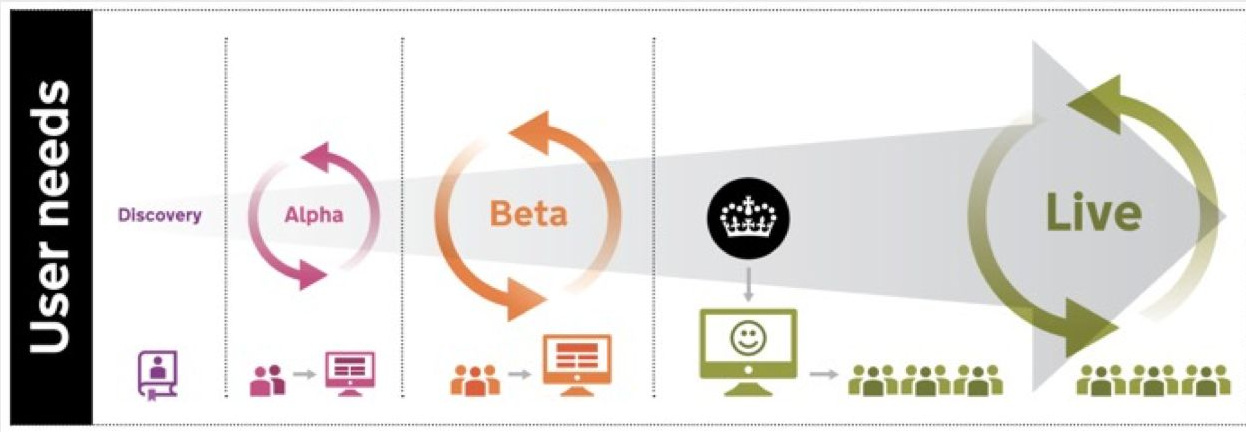
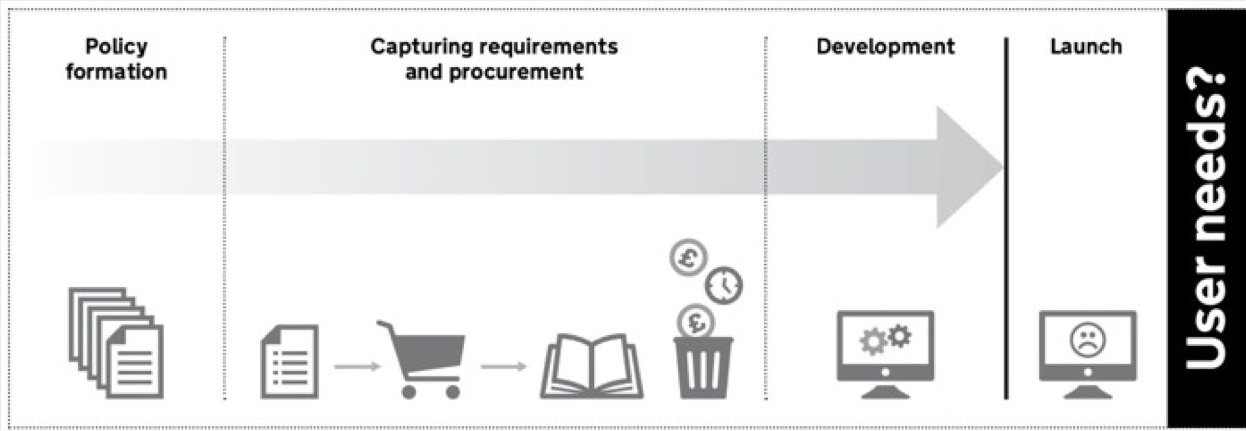
Näin hoidat asunto-osakkeen tai kiinteistön varainsiirtoveron

Ostitko asunnon? Vastaa kysymyksiin valitsemalla vaihtoehto, joka vastaa tilannettasi. Saat lopuksi toimintaohjeet.

Oletko ostanut asunto-osakkeen vai kiinteistön?

Asunto-osakkeita ovat esimerkiksi kerrostalo- tai rivitalo-osakkeet. Käytännössä ostat asunto- tai kiinteistöosakeyhtiön osakkeita, jotka oikeuttavat esimerkiksi huoneiston hallintaan.

Kiinteistöjä ovat esimerkiksi tontti ja sillä sijaitseva omakotitalo tai kesämökki. Kiinteistö voi olla myös



Step 2

Figure it out and do a lot of things...



Step 2
Figure it out

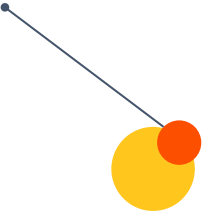


Tax Administration

**70 000 people working
at state government in Finland**

**5+ million people
as customers**

that's me!



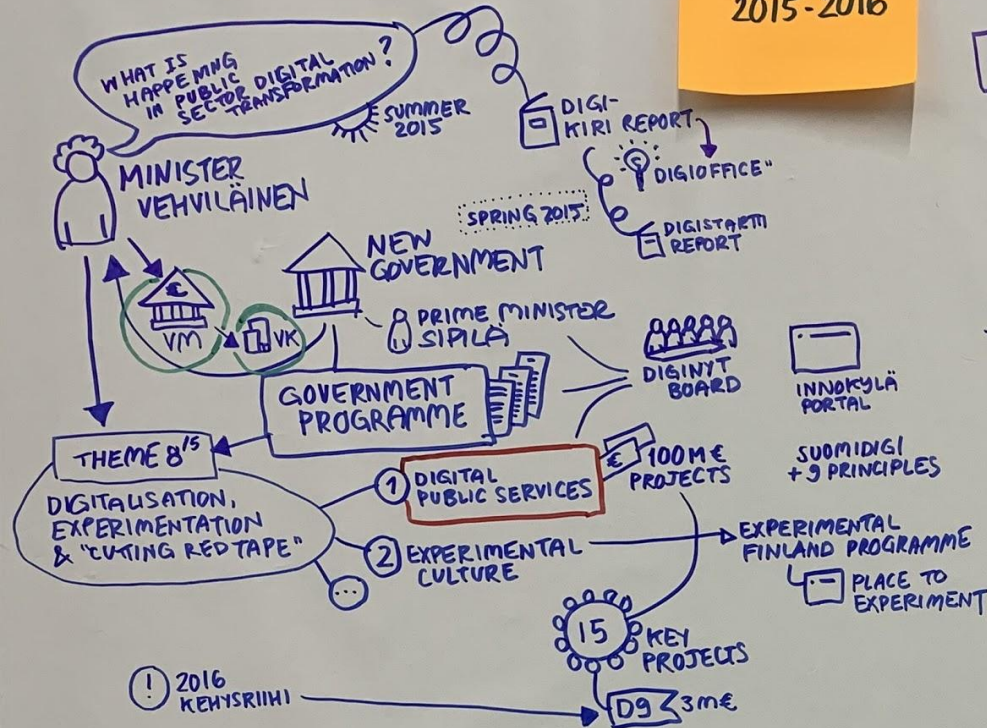
D9 team

D9 was part of the government programme



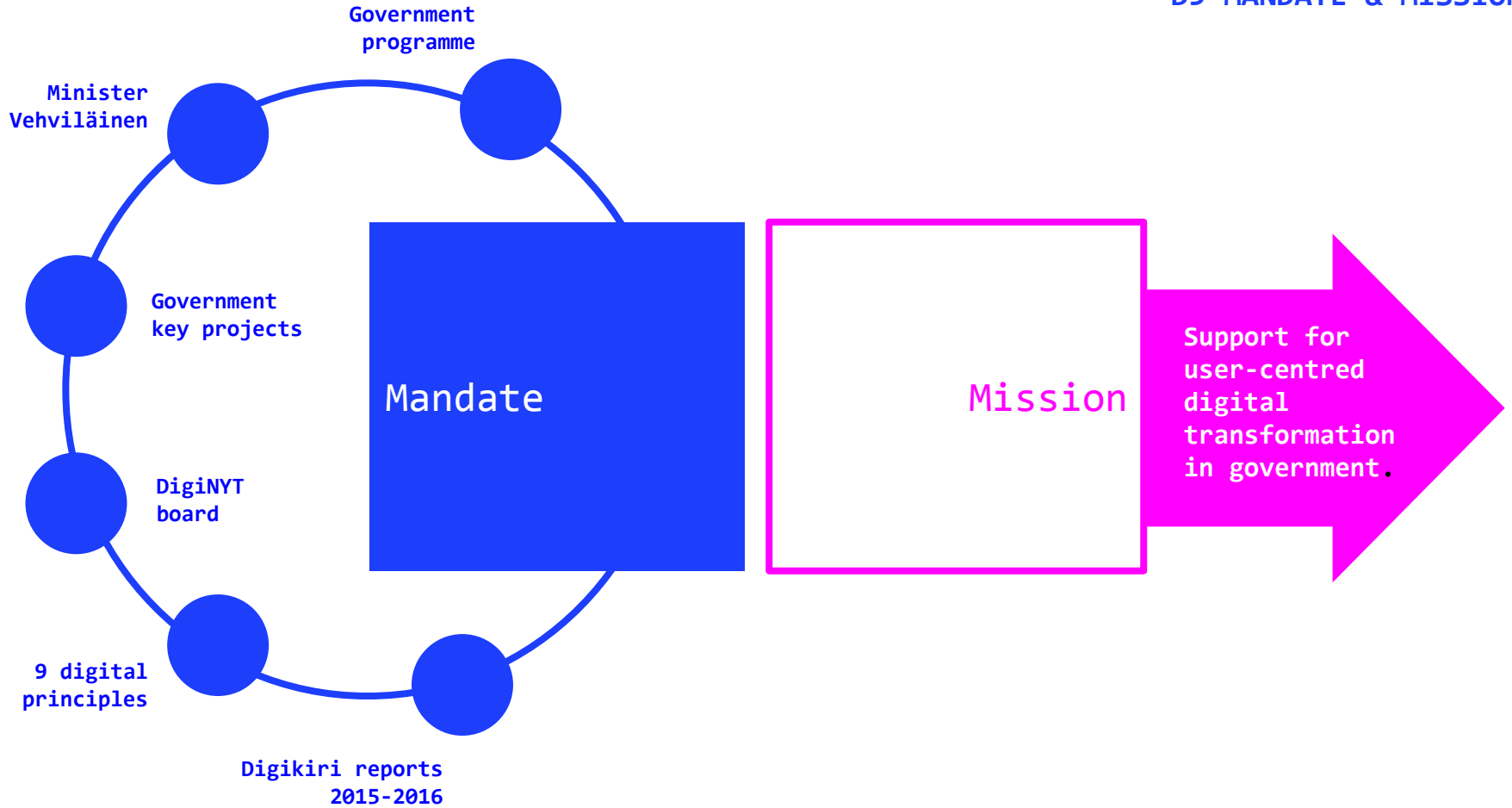
Did you know that the 2015 Design for Government course and subsequent report was influential in bringing design and experiments to government?

PRE-TEAM HISTORY
2015-2016



Mission

Support for user-centred digital transformation in government.



ACUPUNCTURE :

- Talks
- Training
- Reframing
- Advising

Evangelising

EXPERIMENT :

- Workshops
- Design sprints
- Jams
- Start package for experimentation
- User research and co-design phases

Seeds of change

COLLABORATION :

- blockchain network
- Projects from beginning to prototype phase
- Strategy work
- LED model

Partnership for change

Learning 3:

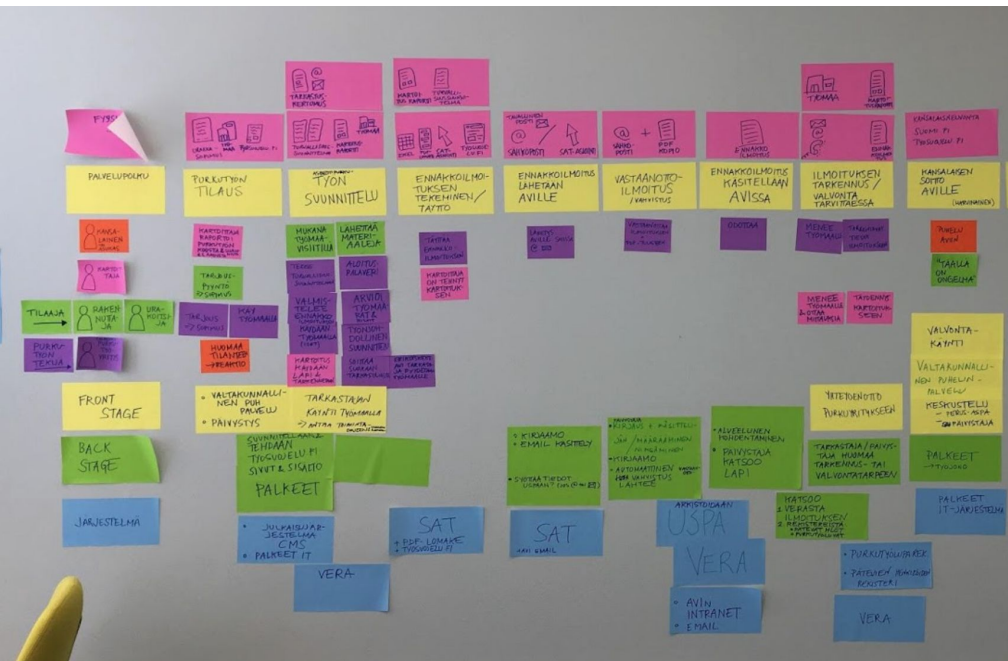
**What value can design
bring to government?**

Empathic view and understanding humans

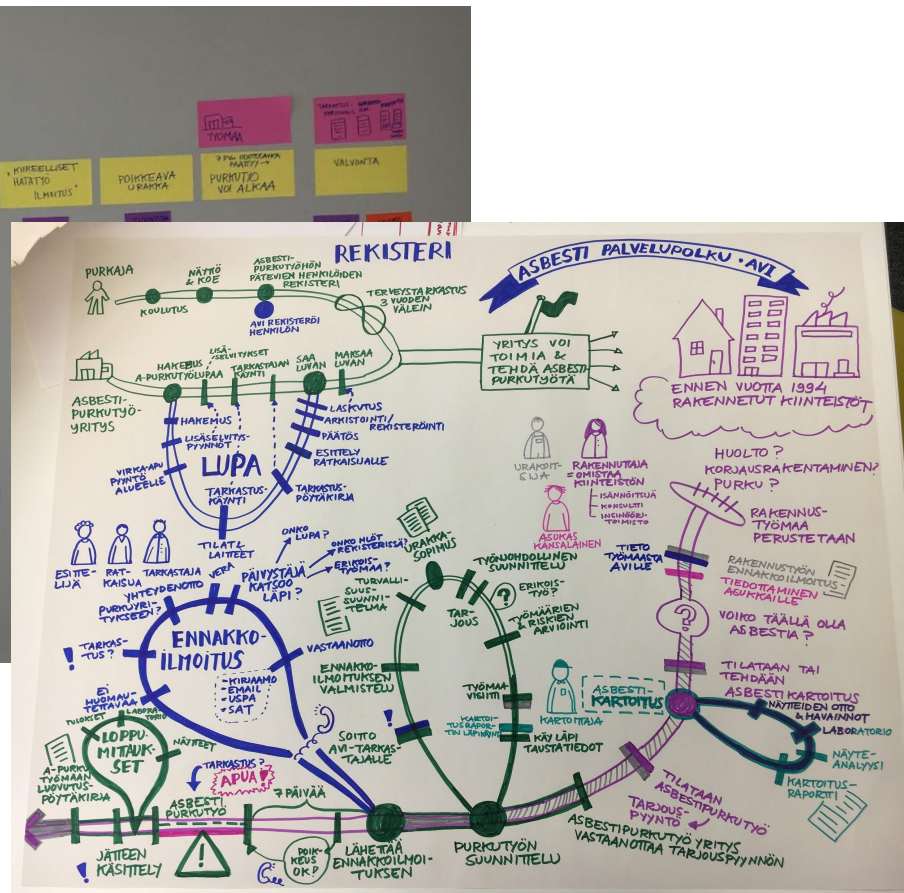
**Gathering data
and making
sense of it
+ picking the
insights**



Figuring out what services are...

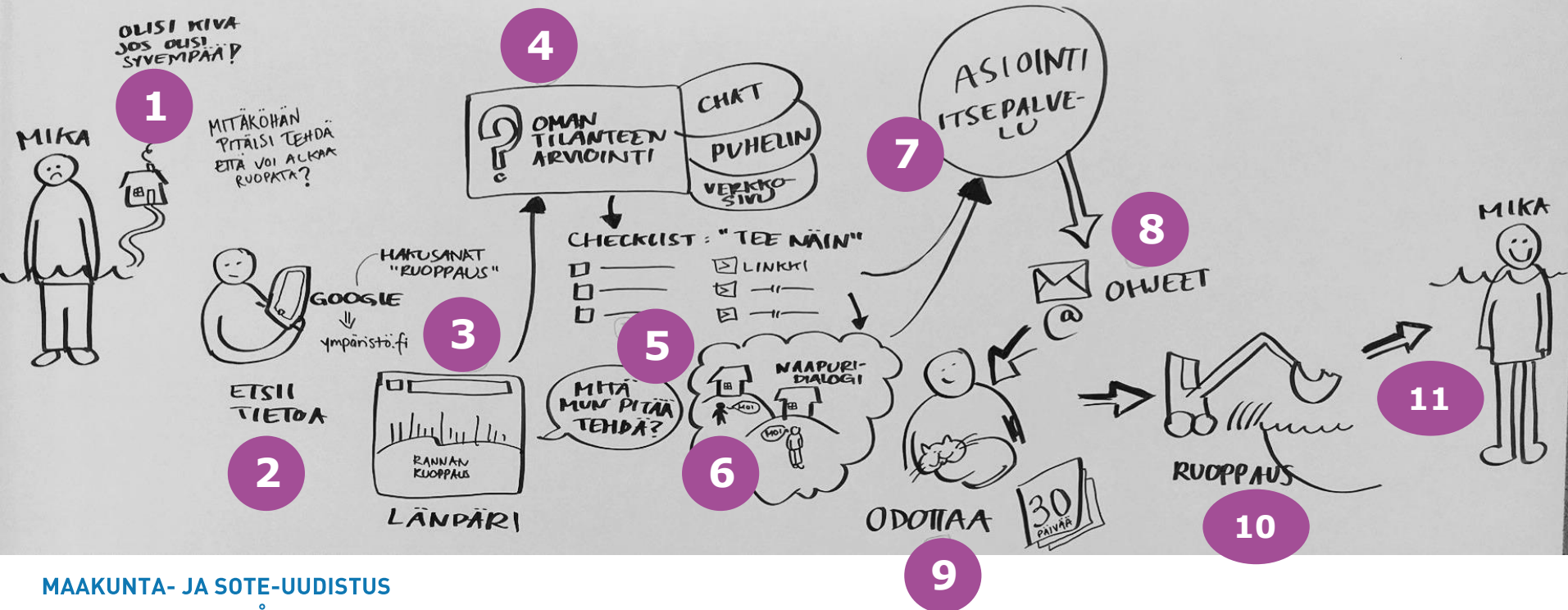


Helsinki

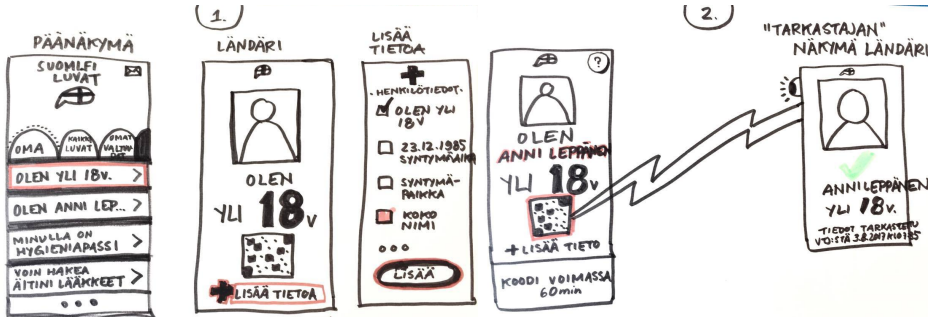
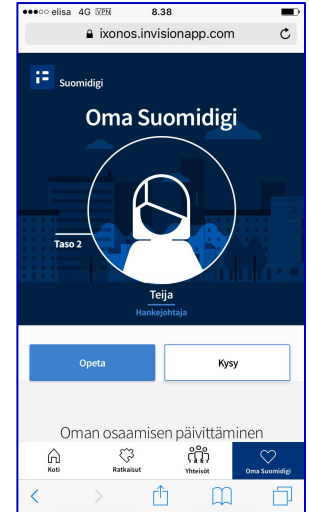
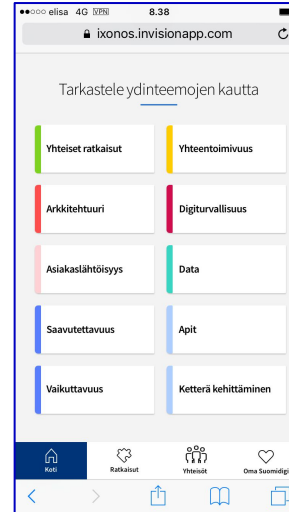
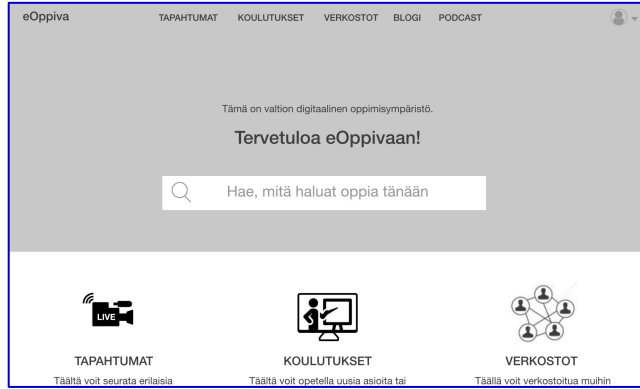


Connecting services to people's lives.

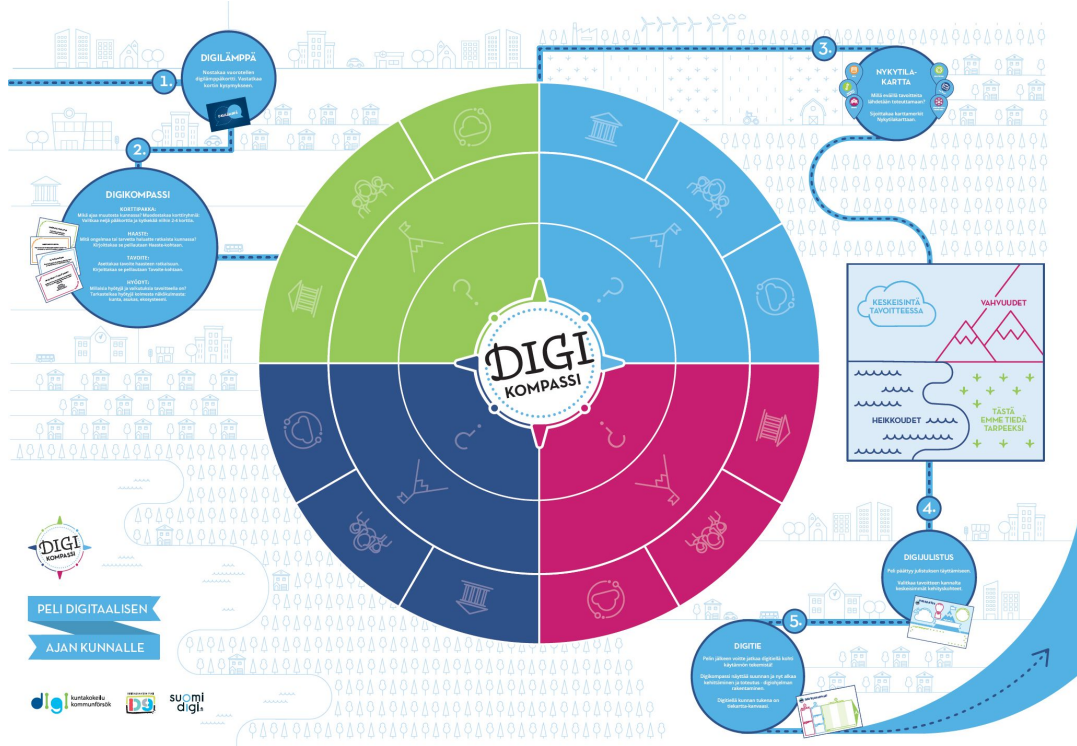
Case: Mökki-Mika haluaa ruopata



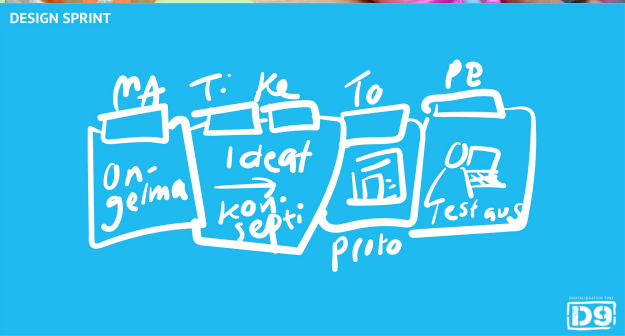
Introducing prototyping culture to government

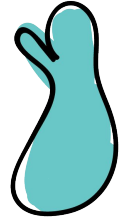


Co-design and design games

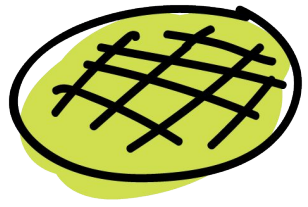


Design sprints and jams

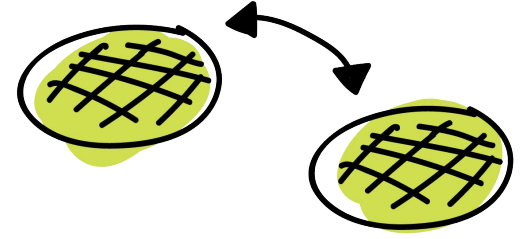




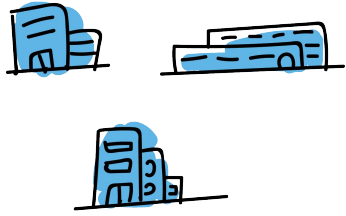
National



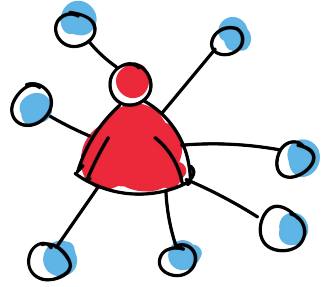
Regional



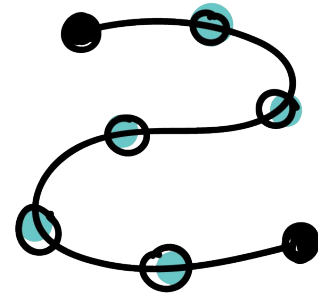
Inter-regions



 **Service providers**



Services for customer segments



Service journeys

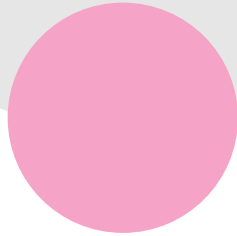


Service situations

Learning 4:

What is the role of designers in government?

What is the role of designers in government?



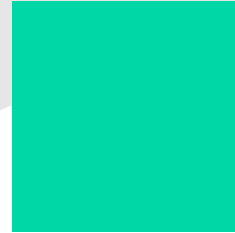
Designer

- user research
- service design process and tools
- creating concepts, prototyping and testing
- facilitating workshops



Connector

- help with procuring service design
- help find the right contacts, partners and stakeholders inside and across the government and wider in the society.



Translator

- help civil servant colleagues to understand service design.
- help identify when design is needed, work out project plans
- convince and justify design to colleagues and management.
- translate design to 'civil service language'
- communicating my work openly

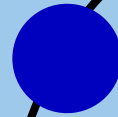


Coach

- training and supporting other civil servants in design.
- redesigning training materials to fit the public sector needs and context.
- learning to let go of design.

**We challenge
the status quo.**

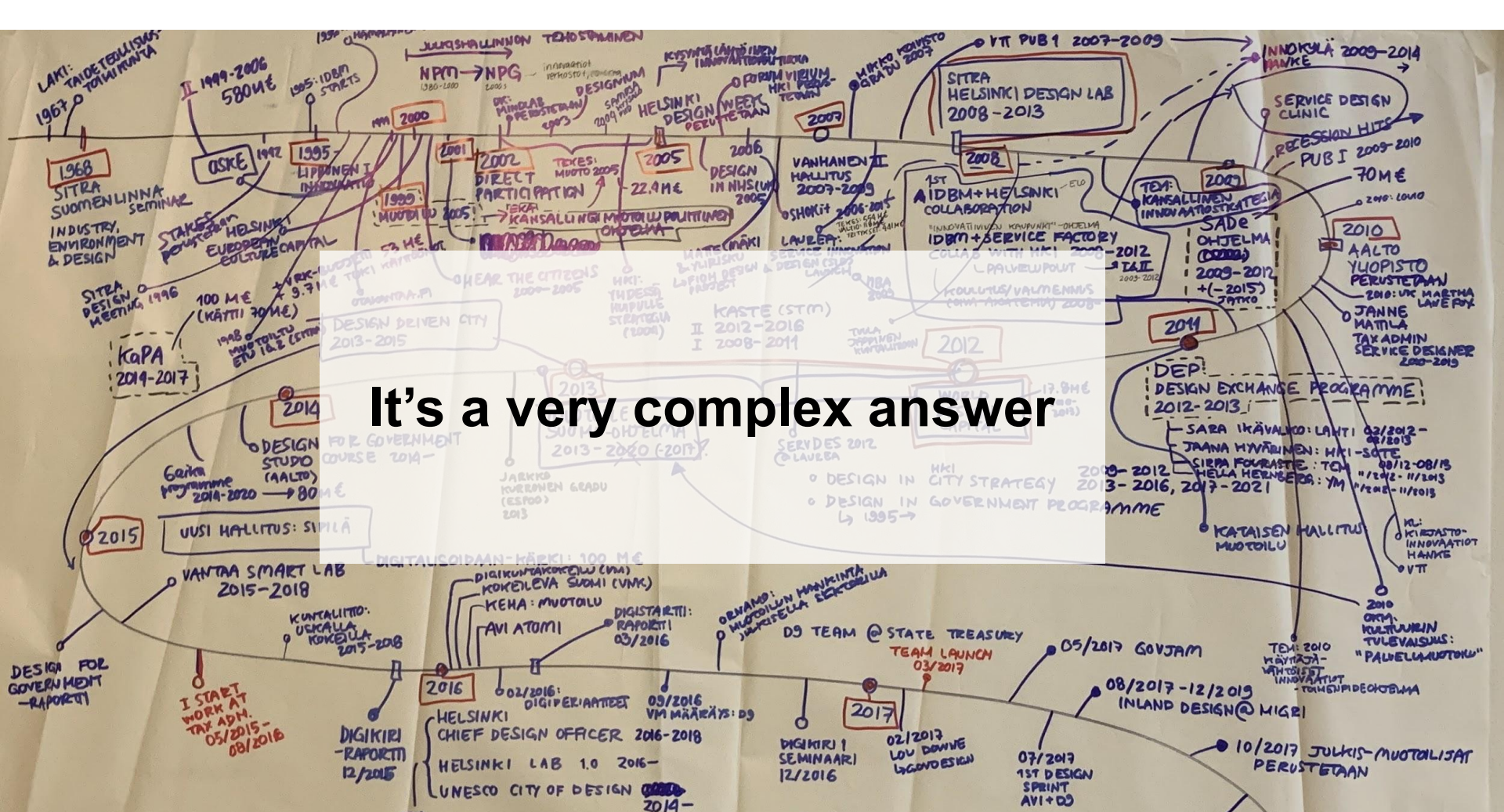
Step 3 Build your community of practice



Step 3
Build a community of
practice



Learning 5: How has design in government been evolving?

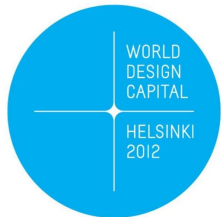


It's a very complex answer

1968
Suomenlinna



2008-2013



Helsinki World Design Capital
2012



D9 2017-2018+
InLand 2017-



Innovation appears in
government programme
since 1995

Design Driven City

2013-2015



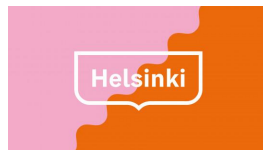
Muotoile Suomi programme
2013-2017



Design for government 2014-



Finnish government
design community 2017-



Helsinki Lab 2016-
Chief Design Officer 2016-2018, 2020-



TYÖ2.0LAB
LUPA TEHDÄ EIKÄ SUUNNITTELA

Kela Lab 2019-
Työ 2.0 Lab 2019-
Sitra Lab 2019-



Helsinki

Learning 6:

**Communities are about
leading change
and learning together**

#HelDesignWeek
#julkismuotoilijat
#Dfg

DESIGN &
GOVERNANCE



JULKIS- MUOTOILIJAT



Design & government event Julkis-muotoilijat x DfG 2018

BOOKS

- DESIGN ATTITUDE: HOW TO DESIGN WITH PURPOSE
- MANAGING AS DESIGNING: DESIGNING WITH PURPOSE
- CREATING VALUE: LEARNING PUBLIC SECTOR LEADERSHIP
- LEADING PUBLIC DESIGN

REPORTS & ARTICLES

- DESIGN FOR PUBLIC SECTOR
- IMPACT FOR PUBLIC SECTOR
- SERVICE DESIGN GOV DESIGN

MILESTONES

- HELSINKI DESIGN LAB 2008-2013
- HELSINKI WORLD DESIGN CAPITAL 2012
- MUTOILE SUOMI GOVERNMENT 2013-2020
- DESIGN FOR GOVERNMENT 2015

WHAT DOES DESIGN LEADERSHIP MEAN?

DESIGNERS → LEADERS? HOW (AND WHY) TO SUPPORT DESIGNERS TO GET TO LEADERSHIP POSITIONS IN GOVERNMENT?

DESIGN LEADERSHIP OR DESIGN MANAGEMENT?

LEADING VISION STRATEGY vs. LEADING DESIGNERS DESIGN TEAM

CURRENT GOVERNMENT PROGRAMME 2015-2019

- EXPERIMENTAL CULTURE
- DIGITAL TRANSFORMATION
- REGIONAL REFORM

DESIGN LEADERSHIP DO WE NEED IT? WHY? FOR WHAT?

MUTOILUJOHTAJA? CHIEF DESIGN OFFICER? WHO?

BOSS? QUALITIES? CAPABILITIES? EXPERIENCE? MANDATE?

WHERE & HOW? WHAT STRUCTURES DO WE NEED FOR DESIGN LEADERSHIP?

NEXT HOW SHOULD DESIGN BE INCLUDED?

HALLITUSOHJELMA GOVERNMENT PROGRAMME

DESIGN IN GOVERNMENT PUBLIC SECTOR. WHAT IS THE NEXT STEP?

DESIGN LANDSCAPE IN PUBLIC SECTOR?

GOVERNMENT STATE, NEW PROVINCES/REGIONS MAAKUNNAT, MUNICIPALITIES KUNNAT, OTHER PUBLIC SECTOR TO COOPERATION STATE COMPANY

DESIGN TEAMS & DESIGNERS IN PUBLIC SECTOR → EXAMPLES

INLAND DESIGN (3-6), DS TEAM (6), HELSINKI LAB (2), INDIVIDUAL DESIGNERS ACROSS (~60)

DRIVERS WHAT ARE THE DRIVERS OF DESIGN IN GOVERNMENT? AND WHAT NEW DRIVERS NEEDED?

OBSTACLES & BARRIERS FOR DESIGN IN GOVERNMENT PUBLIC SECTOR. WHAT NEEDS TO CHANGE FOR THE NEXT STEP?

NEXT STEP: WHAT SUPPORT SYSTEMS & STRUCTURES WE MIGHT NEED?

DESIGN FOR...?

SOLUTIONS vs ORGANISATIONS vs SYSTEMS & POLICY

ROLE OF DESIGN IN ORGANISATION

"OUTSIDE" ORGANISATION, "BUBBLE", "CENTRAL", "INTEGRAL"

ADAPT SABINE JUNGNER

SCALE OF DESIGN IN GOV

USABILITY VISUAL, FORM GIVING UI, UX → SERVICE DESIGN → STRATEGIC DESIGN

LIFE EVENTS ECOSYSTEMS, SERVICES SERVICE JOURNEYS, STRATEGIC FORESIGHT

We advocate for design in government.

- *internal design capability in government*
- *cross-government & cross-sector collaboration*
- *impact and visibility of design in government and wider in the society.*



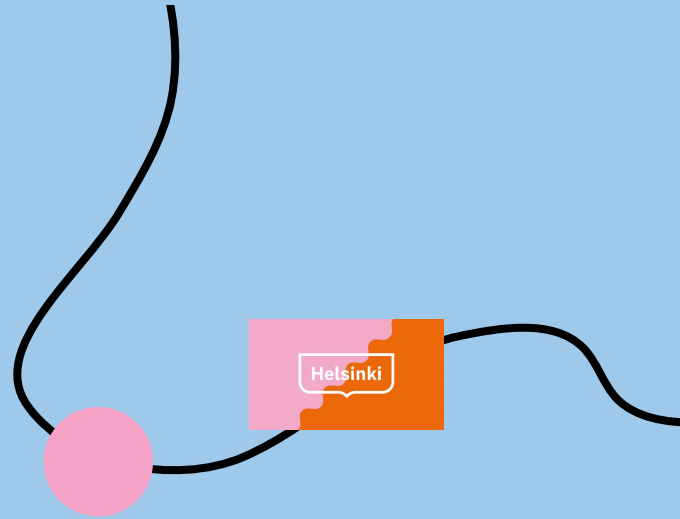
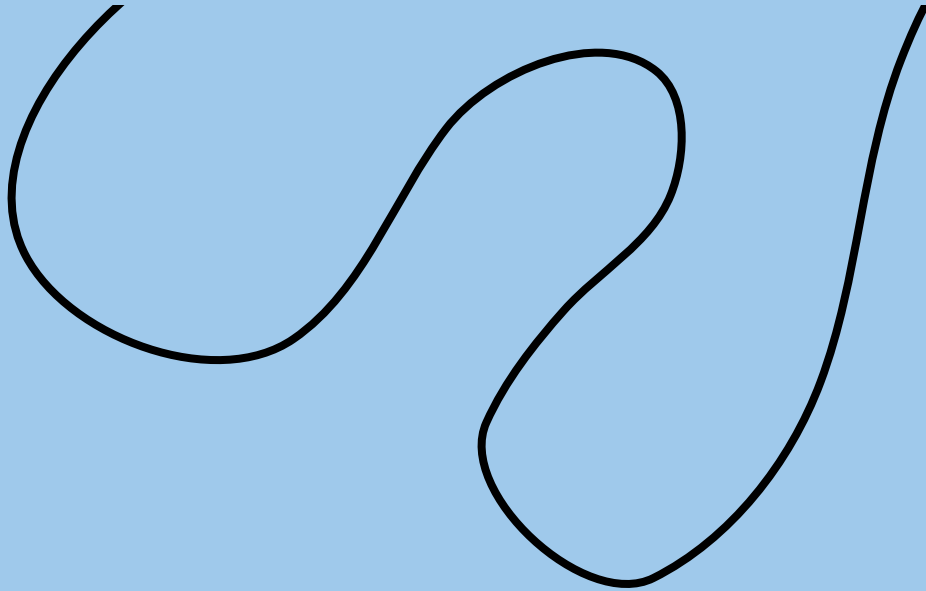


Inside our community

- *develop design skills and capabilities*
- *peer support & empowerment for members*
- *support for transformation in our organisations*
- *collaboration, sharing, working in the open.*

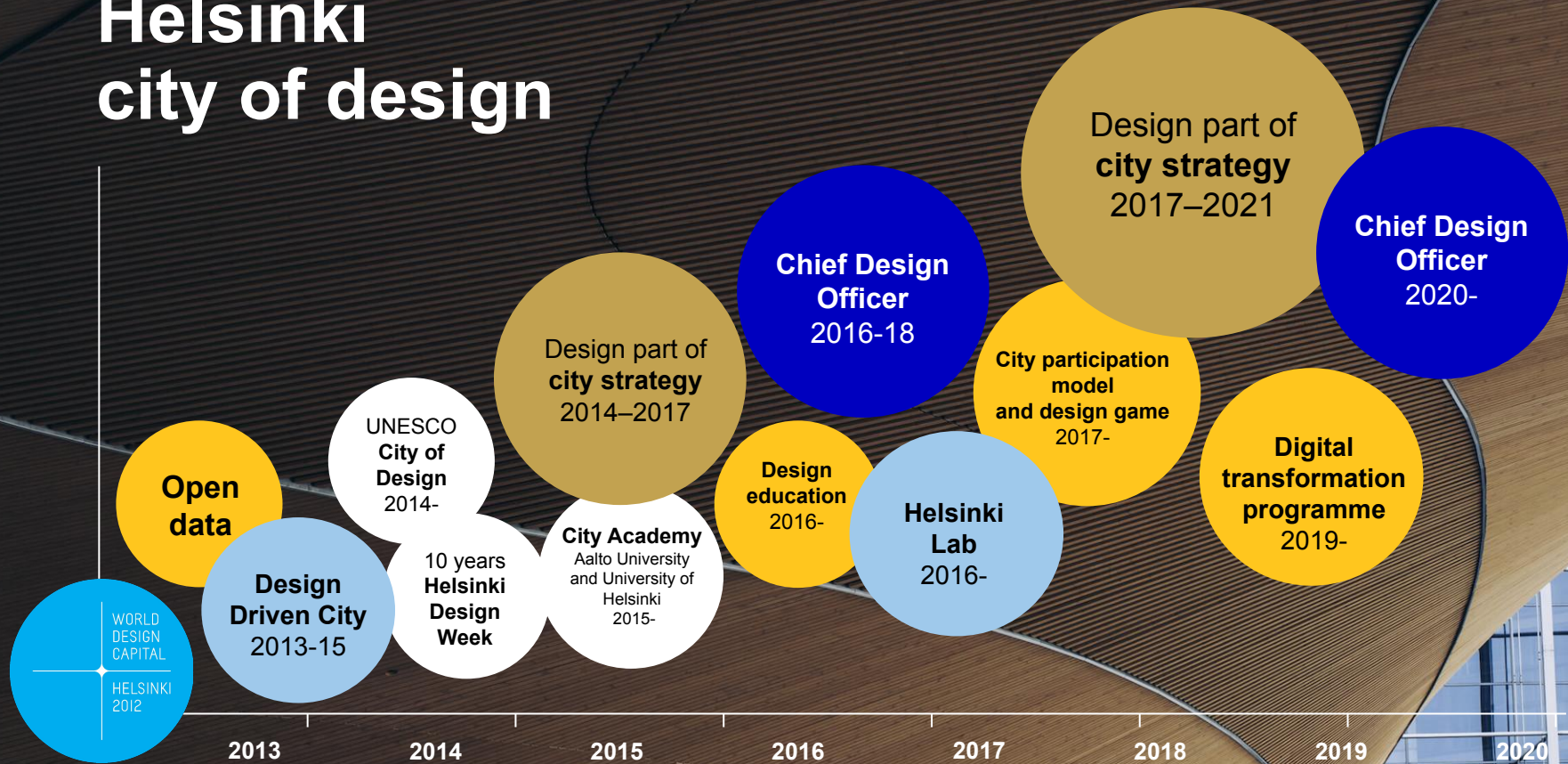
Step 4

Find the next level



Step 4
Find the next level

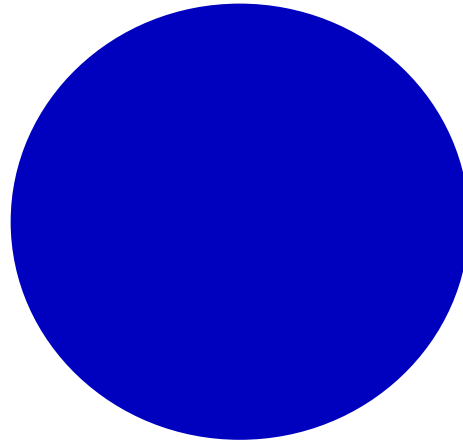
Helsinki city of design



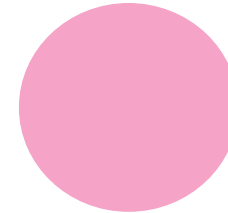
Learning 7: Humans vs organisations



Tax Administration
5 000 employees



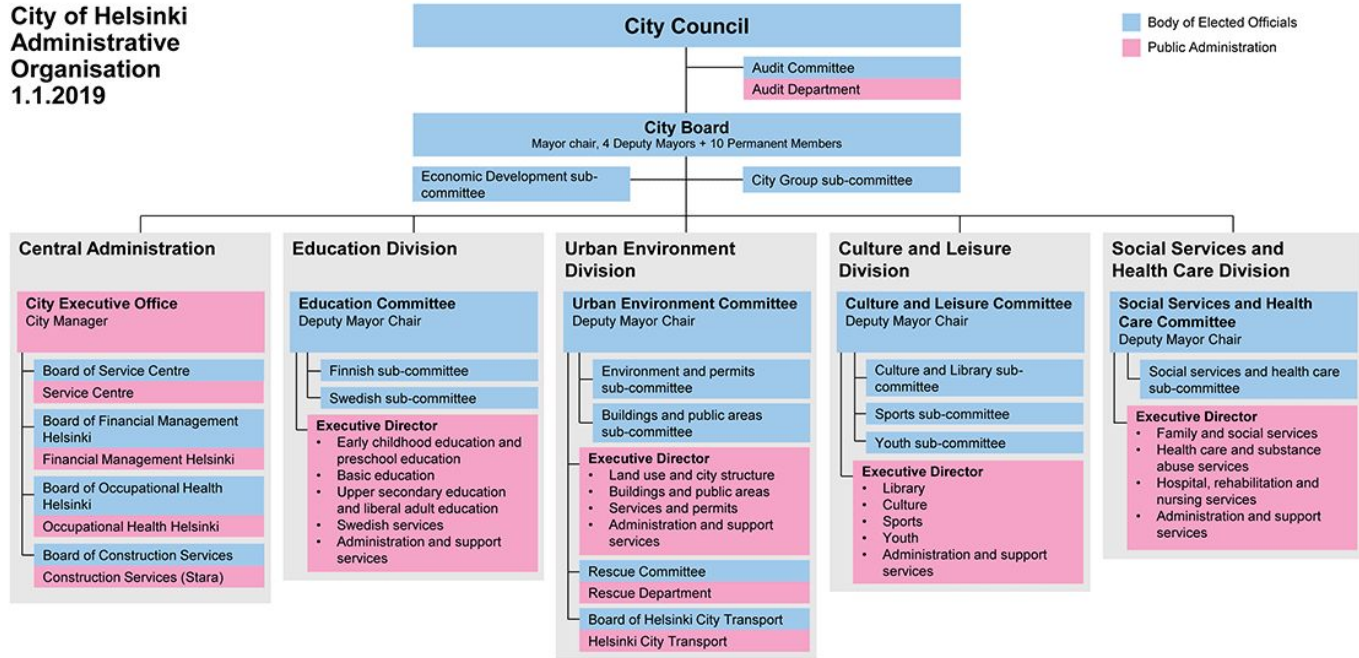
State government
74 635 employees
...
234 state agencies

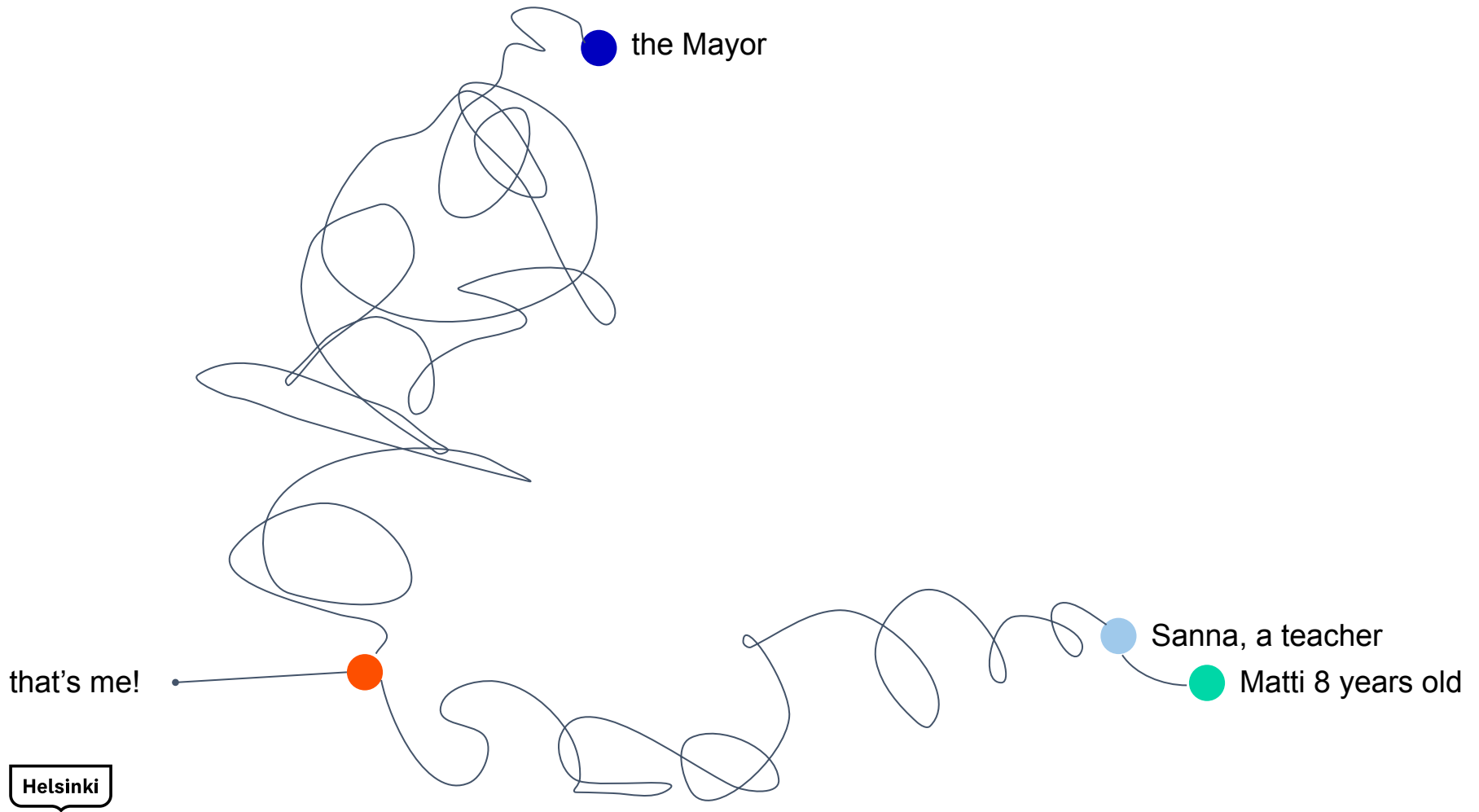


City of Helsinki
40 000 employees
...
1 organisation

Political leadership + civil servants

City of Helsinki Administrative Organisation 1.1.2019

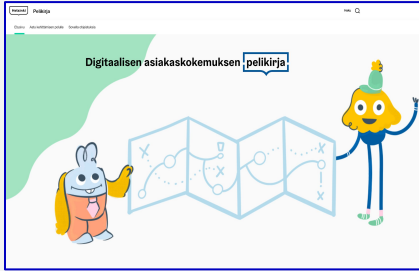




Learning 8: Balancing between strategic and operational levels

What does a lead service designer do at City of Helsinki?

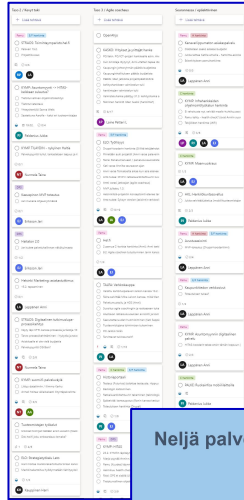
Customer-driven agile development: Playbook for digital customer experience



Project delivery model for designing digital services



Support for development: Operational model for Digital services unit



Tukea digitaalisten palvelujen kehittämiseen

Terveisiä kehittämisen tukeen! Kehittämisen tuki on keskeinen osa digitaalisten palvelujen kehittämistä. Kehittämisen tuki on parhaimmillaan, kun se on integroitu palvelun kehittämiseen.

Voit olla yhteydessä meihin esimerkiksi seuraavissa asioissa:

- kun tarvitset asiantuntemusta kehittämisen eri vaiheissa (ohjeita kutsuun)
- kun olet suunnitellut digitaalisen palvelun käyttäjäkartoitusta
- kun olet harkinnut CT-asiantuntijaa: meillä on palvelumuotoilun, arvioinnin ja palvelumuotoilun asiantuntijia, jotka auttavat sinua valitsemaan oikeat ihmiset ja menetelmät.



Hel.fi renewal programme (key project for digital transformation programme) Design management and operational model



Learning 9: How is design different in the city vs state government?

How is design different in the city vs state government?

City as a platform
City as a space and a place
City as a community

What is the
experience of the
everyday in Helsinki?

Daily life

City divisions and organisations working together

Helsinki

Helsinki designing a good life



Helsinki

**Design is
our way to build
the most functional city
and equal society for all**





Helsinki