

Starting with the right questions

Service Design in Government 2020

Friday 6 March 2020





John Waterworth
Head of User
Research
@jwaterworth



Lucy Taylor
Product Manager



The public sector can become something recognisably, radically better, and we're here to help make it happen

dxw helps create public services that improve people's lives. We influence government policy from the outside.



We work with the public sector to research, design, build and operate services that make life better for people.

Technology is just one of the answers. We support strategy, planning, process and organisational culture too.

Activity

1 minute

Form groups

If you're sitting with a group of colleague, please split up
Create even sized groups across tables



SD_{in}Gov

Activity

5 minutes

Introduce yourselves

Think about how you work best in groups

Introduce yourself to your group - your name, what work you do and anything else you want to share



SDinGov

Activity

Over the next hour

Practice your facilitation

Be aware of your behaviour and reactions

Help everyone in your group to take part and learn

Be kind



Thoughts and questions



“My greatest strength ... is to be ignorant and ask a few questions.”

Peter Drucker, Management Consultant, 1909-2005



SD*inGov*

Starting with the right questions



Good inception is an essential part
of all the work we do



SD_{in}Gov

What are we all here to do?



SD_{in}Gov

Because we don't have long



SDinGov

“Constant and frequent questioning is the first key to wisdom ... By doubting we are led to examine, and by examining we perceive the truth.”

Peter Abelard, Theologian, 1079-1142



SD*inGov*

So we need good questions



SD_{in}Gov

“I would rather have questions that can't be answered than answers that can't be questioned.”

(not Richard Feynman)



SD_{in}Gov

And we need a structured way to
ask the questions



SD_{in}Gov

We have two sets questions and workshop formats

- for creating a roadmap
- to kick-off a discovery



Thoughts and questions



Creating a roadmap



A roadmap sets out the direction for a product or service and outlines how we'll achieve our objectives



Roadmaps need to

- Set clear, realistic goals
- Be related to outcomes
- Be adaptable
- Cover the complete service



Thoughts and questions



Activity

10 minutes

Choose a concept to try out

Imagine you are a city or regional council

Review the 4 concepts (individual)

Choose one to try out in your city (table)



SD_{in}Gov

Questions for creating a roadmap



About the project

What are our goals and outcomes?

What are we assuming?

What are we trying to learn or prove?



About the service

Who are the users?

What are we operating?

What capabilities do we need?



About the context

Who are our stakeholders?

What are our dependencies?

What do we need to communicate?



Questions we'll use today

What are our goals and outcomes?

What are we trying to learn or prove?

Who are the users?

What are we operating?





Running a roadmapping workshop



Prioritising with Now, Next and Later

	Now	Next	Later
Goals & outcomes			
Users			
Learn or prove			
Operating			



Thoughts and questions



Activity

20 minutes

Create a roadmap for your trial

Choose a moderator and a scribe

Work through the questions

Place items into Now, Next and Later



Using the roadmap

Goals	Users	To learn or prove	What are we saying?	Assumptions	Dependencies	What are we operating?	Capabilities
No 1 in Europe for FDI (maintain)	SMEs overseas	What research and insight does UKTI have already?	We are doing discovery on FDI	Clearer information for investors will lead to more FDI	UKTI transformation	Project blog	Marketing
No 1 in Europe for FDI from emerging markets (become)	SMEs looking for venture capital investment	Which stakeholders do we need to talk to?	Postal We need your help	Investors value government advice (varied by culture)	Investment is GREAT Britain (and NI)	Local investment showcase	Contact centre
Double the value of FDI stock to £1.2bn by 2020 (value)	Venture capital investors	Why do projects succeed/fail?	This is what we need you to do	That UKTI team has the capacity to run a major new service	Defined content team	GOV.UK	Publishing
Existing investors from overseas	Existing investors from overseas	What do people ask about now?	What are the benefits to post?	That we need a digital service	FOO	BIS call centre contract	Localisation
Win more FDI for non-London UK areas (e.g. Northern Powerhouse)	New/potentially new overseas investors	What do users currently do?	We need you to help with user research	Senior management support	Other teams/partners will provide content	Inquiry management centre (SCS...)	Data management
Passing Digital by Default Service Standard	UKTI staff	How will we recruit intermediaries/consultants/1st parties	This won't take too much of your time	Budget	Big shiny ad agency	Connect (intranet)	Investor support (internal)
Kill the brochures	Intermediaries/consultants/1st parties	What incentives do we need to offer for user research?	We are flexible	Campaign - that the urgent do	Approvals from GDS/No 10 etc	COMS (CRM system)	User research
Add a card...	LEPs/OAs	What services current exist? (external)	This is how we are working	The politics is strong with this one	LEPs	Social Economy website	Product team
	Influencers	How do investors discover opportunities and make decisions?	Articulate benefits to clients	We need a campaign	Global investment call	Add a card...	Security
	Other overseas trade missions	What are our users' mental models?	Add a card...		Add a card...		Articulate UK proposition
	Add a card...	Assumptions about users are correct?					Receive and resolve enquiries
		Which overseas market(s) should we focus on?					Publishing content in a variety of formats
		What is the best way to engage with overseas investors?					Meet overseas user needs
		What languages should we be using?					Provide tailored FDI advice
		What level of content are we providing?					UKTI can understand user needs
		What format do users want content in?					UKTI and suppliers can deliver the project
		What do we need to measure to prove our goals?					To be able to and have the confidence to run a secure service
		What is our publishing model?					Add a card...

Now

GOALS

- WIN MORE OVERSEAS FDI FROM EMERGING MARKETS
- WIN MORE OVERSEAS FDI FROM VENTURE CAPITAL INVESTORS
- DOUBLE THE VALUE OF FDI STOCK TO £1.2BN BY 2020
- WIN MORE FDI FOR NON-LONDON UK AREAS (E.G. NORTHERN POWERHOUSE)
- REALISE THE VALUE OF FDI FROM EMERGING MARKETS
- WIN MORE OVERSEAS FDI FROM VENTURE CAPITAL INVESTORS
- WIN MORE OVERSEAS FDI FROM EMERGING INVESTORS
- WIN MORE OVERSEAS FDI FROM VENTURE CAPITAL INVESTORS
- WIN MORE OVERSEAS FDI FROM EMERGING INVESTORS

USERS

- SMEs OVERSEAS
- VENTURE CAPITAL INVESTORS
- SMEs OVERSEAS
- EXISTING INVESTORS FROM OVERSEAS
- NEW/POTENTIAL NEW OVERSEAS INVESTORS
- UKTI STAFF
- INTERMEDIARIES/CONSULTANTS/1ST PARTIES
- LEPs/OAs
- INFLUENCERS
- OTHER OVERSEAS TRADE MISSIONS

LEARN OR PROVE

- WHAT ARE WE SAYING?
- WE ARE DOING DISCOVERY ON FDI
- POSTAL WE NEED YOUR HELP
- THIS IS WHAT WE NEED YOU TO DO
- WHAT ARE THE BENEFITS TO POST?
- WE NEED YOU TO HELP WITH USER RESEARCH
- THIS WON'T TAKE TOO MUCH OF YOUR TIME
- WE ARE FLEXIBLE
- THIS IS HOW WE ARE WORKING
- ARTICULATE BENEFITS TO CLIENTS
- ADD A CARD...
- WHAT ARE OUR USERS' MENTAL MODELS?
- ASSUMPTIONS ABOUT USERS ARE CORRECT?
- WHICH OVERSEAS MARKET(S) SHOULD WE FOCUS ON?
- WHAT IS THE BEST WAY TO ENGAGE WITH OVERSEAS INVESTORS?
- WHAT LANGUAGES SHOULD WE BE USING?
- WHAT LEVEL OF CONTENT ARE WE PROVIDING?
- WHAT FORMAT DO USERS WANT CONTENT IN?
- WHAT DO WE NEED TO MEASURE TO PROVE OUR GOALS?
- WHAT IS OUR PUBLISHING MODEL?

ASSUMPTIONS

- CLEARER INFORMATION FOR INVESTORS WILL LEAD TO MORE FDI
- INVESTORS VALUE GOVERNMENT ADVICE (VARIED BY CULTURE)
- THAT UKTI TEAM HAS THE CAPACITY TO RUN A MAJOR NEW SERVICE
- THAT WE NEED A DIGITAL SERVICE
- SENIOR MANAGEMENT SUPPORT
- BUDGET
- CAMPAIGN - THAT THE URGENT DO
- THE POLITICS IS STRONG WITH THIS ONE
- WE NEED A CAMPAIGN
- ADD A CARD...
- ADD A CARD...
- ADD A CARD...

DEPENDENCIES

- UKTI TRANSFORMATION
- DEFINED CONTENT TEAM
- FOO
- OTHER TEAMS/PARTNERS WILL PROVIDE CONTENT
- Big shiny ad agency
- Approvals from GDS/No 10 etc
- LEPs
- Global investment call
- Add a card...

WHAT ARE WE OPERATING?

- Project blog
- Local investment showcase
- GOV.UK
- BIS call centre contract
- Inquiry management centre (SCS...)
- Connect (intranet)
- COMS (CRM system)
- Social Economy website
- Add a card...

MARKETING

- Marketing
- Contact centre
- Publishing
- Localisation
- Data management
- Investor support (internal)
- User research
- Product team
- Security
- Articulate UK proposition
- Receive and resolve enquiries
- Publishing content in a variety of formats
- Meet overseas user needs
- Provide tailored FDI advice
- UKTI can understand user needs
- UKTI and suppliers can deliver the project
- To be able to and have the confidence to run a secure service
- Add a card...

ASSUMPTIONS

- WE ARE DOING DISCOVERY ON FDI
- POSTAL WE NEED YOUR HELP
- THIS IS WHAT WE NEED YOU TO DO
- WHAT ARE THE BENEFITS TO POST?
- WE NEED YOU TO HELP WITH USER RESEARCH
- THIS WON'T TAKE TOO MUCH OF YOUR TIME
- WE ARE FLEXIBLE
- THIS IS HOW WE ARE WORKING
- ARTICULATE BENEFITS TO CLIENTS
- ADD A CARD...

DEPENDENCIES

- UKTI TRANSFORMATION
- DEFINED CONTENT TEAM
- FOO
- OTHER TEAMS/PARTNERS WILL PROVIDE CONTENT
- Big shiny ad agency
- Approvals from GDS/No 10 etc
- LEPs
- Global investment call
- Add a card...

WHAT ARE WE OPERATING?

- Project blog
- Local investment showcase
- GOV.UK
- MRC
- BIS CALL CENTRE CONTRACT
- INQUIRY MANAGEMENT CENTRE (SCS...)
- CONNECT (INTRANET)
- COMS (CRM SYSTEM)
- SOCIAL ECONOMY WEBSITE
- ADD A CARD...

MARKETING

- Marketing
- Contact centre
- Publishing
- Localisation
- Data management
- Investor support (internal)
- User research
- Product team
- Security
- Articulate UK proposition
- Receive and resolve enquiries
- Publishing content in a variety of formats
- Meet overseas user needs
- Provide tailored FDI advice
- UKTI can understand user needs
- UKTI and suppliers can deliver the project
- To be able to and have the confidence to run a secure service
- Add a card...

ASSUMPTIONS

- WE ARE DOING DISCOVERY ON FDI
- POSTAL WE NEED YOUR HELP
- THIS IS WHAT WE NEED YOU TO DO
- WHAT ARE THE BENEFITS TO POST?
- WE NEED YOU TO HELP WITH USER RESEARCH
- THIS WON'T TAKE TOO MUCH OF YOUR TIME
- WE ARE FLEXIBLE
- THIS IS HOW WE ARE WORKING
- ARTICULATE BENEFITS TO CLIENTS
- ADD A CARD...

DEPENDENCIES

- UKTI TRANSFORMATION
- DEFINED CONTENT TEAM
- FOO
- OTHER TEAMS/PARTNERS WILL PROVIDE CONTENT
- Big shiny ad agency
- Approvals from GDS/No 10 etc
- LEPs
- Global investment call
- Add a card...

WHAT ARE WE OPERATING?

- Project blog
- Local investment showcase
- GOV.UK
- MRC
- BIS CALL CENTRE CONTRACT
- INQUIRY MANAGEMENT CENTRE (SCS...)
- CONNECT (INTRANET)
- COMS (CRM SYSTEM)
- SOCIAL ECONOMY WEBSITE
- ADD A CARD...

MARKETING

- Marketing
- Contact centre
- Publishing
- Localisation
- Data management
- Investor support (internal)
- User research
- Product team
- Security
- Articulate UK proposition
- Receive and resolve enquiries
- Publishing content in a variety of formats
- Meet overseas user needs
- Provide tailored FDI advice
- UKTI can understand user needs
- UKTI and suppliers can deliver the project
- To be able to and have the confidence to run a secure service
- Add a card...

ASSUMPTIONS

- WE ARE DOING DISCOVERY ON FDI
- POSTAL WE NEED YOUR HELP
- THIS IS WHAT WE NEED YOU TO DO
- WHAT ARE THE BENEFITS TO POST?
- WE NEED YOU TO HELP WITH USER RESEARCH
- THIS WON'T TAKE TOO MUCH OF YOUR TIME
- WE ARE FLEXIBLE
- THIS IS HOW WE ARE WORKING
- ARTICULATE BENEFITS TO CLIENTS
- ADD A CARD...

DEPENDENCIES

- UKTI TRANSFORMATION
- DEFINED CONTENT TEAM
- FOO
- OTHER TEAMS/PARTNERS WILL PROVIDE CONTENT
- Big shiny ad agency
- Approvals from GDS/No 10 etc
- LEPs
- Global investment call
- Add a card...

WHAT ARE WE OPERATING?

- Project blog
- Local investment showcase
- GOV.UK
- MRC
- BIS CALL CENTRE CONTRACT
- INQUIRY MANAGEMENT CENTRE (SCS...)
- CONNECT (INTRANET)
- COMS (CRM SYSTEM)
- SOCIAL ECONOMY WEBSITE
- ADD A CARD...

MARKETING

- Marketing
- Contact centre
- Publishing
- Localisation
- Data management
- Investor support (internal)
- User research
- Product team
- Security
- Articulate UK proposition
- Receive and resolve enquiries
- Publishing content in a variety of formats
- Meet overseas user needs
- Provide tailored FDI advice
- UKTI can understand user needs
- UKTI and suppliers can deliver the project
- To be able to and have the confidence to run a secure service
- Add a card...

ASSUMPTIONS

- WE ARE DOING DISCOVERY ON FDI
- POSTAL WE NEED YOUR HELP
- THIS IS WHAT WE NEED YOU TO DO
- WHAT ARE THE BENEFITS TO POST?
- WE NEED YOU TO HELP WITH USER RESEARCH
- THIS WON'T TAKE TOO MUCH OF YOUR TIME
- WE ARE FLEXIBLE
- THIS IS HOW WE ARE WORKING
- ARTICULATE BENEFITS TO CLIENTS
- ADD A CARD...

DEPENDENCIES

- UKTI TRANSFORMATION
- DEFINED CONTENT TEAM
- FOO
- OTHER TEAMS/PARTNERS WILL PROVIDE CONTENT
- Big shiny ad agency
- Approvals from GDS/No 10 etc
- LEPs
- Global investment call
- Add a card...

WHAT ARE WE OPERATING?

- Project blog
- Local investment showcase
- GOV.UK
- MRC
- BIS CALL CENTRE CONTRACT
- INQUIRY MANAGEMENT CENTRE (SCS...)
- CONNECT (INTRANET)
- COMS (CRM SYSTEM)
- SOCIAL ECONOMY WEBSITE
- ADD A CARD...

MARKETING

- Marketing
- Contact centre
- Publishing
- Localisation
- Data management
- Investor support (internal)
- User research
- Product team
- Security
- Articulate UK proposition
- Receive and resolve enquiries
- Publishing content in a variety of formats
- Meet overseas user needs
- Provide tailored FDI advice
- UKTI can understand user needs
- UKTI and suppliers can deliver the project
- To be able to and have the confidence to run a secure service
- Add a card...

Good roadmaps

- Have an owner
- Regularly reviewed and updated
- Visible to the team



Activity

10 minutes

Review and share your experience

Review your experience of roadmapping (individual)

Identify top 3 observations or questions (table)

Share, group and discuss (everyone)



Jamie Arnold

Menu

🐦 🌐 in

Seven questions to build a roadmap

July 22, 2014 in agile, programme management, roadmap

In my last post I wrote about why [roadmaps are for everyone](#). This post is about techniques for building one and how the use of language can help align your pure agile or mixed methodology programmes.

In government service delivery programmes there's always a mix of methodologies between agile and waterfall. Some of this is cultural, some of this is for practical reasons. The techniques I describe below fit within this context.

Seven questions to build a roadmap

		■	■
1	What to learn or prove?	■ ■	■ ■
2	Who are the users?	■ ■	■ ■
3	What are we operating?	■	■ ■



Jamie Arnold (and Richard Pope)

jamiearnold.com/blog

SDinGov



How roadmaps can help teams achieve their goals

www.dxw.com

JUN
25

What makes a good roadmap?

by dxw digital

[Follow](#)

£57.56 - £76.55



Sales Ended

[Details](#)



SDinGov

Type to search

dxw's playbook

- Running a roadmapping workshop
- Why we have a roadmap
- Questions for roadmapping
- Using Now, Next and Later to prio...
- Planning the workshop
- Building the roadmap
- Using the roadmap

Playbook Guides 

Edit document

Running a roadmapping workshop

For an alpha or beta, or for a significant update to a live service, we run an initial roadmapping workshop during inception.

The aim of the workshop is to get everyone on the same page about the goals, activities, risks and dependencies of the project.

Our roadmapping workshops are developed from the [Seven questions to build a roadmap](#) described by Jamie Arnold.

dxw Playbook
playbook.dxw.com





How to Re-Shape Projects (without antagonising people)

Kate Tarling

2018.nuxconf.uk

Thoughts and questions



Kicking off a discovery



“Sometimes questions are more important than answers.”

Nancy Willard, Writer, 1936-2017



“There are no right answers to
wrong questions.”

Ursula K Le Guin, Writer, 1929-2018



SD_{in}Gov

We started trying different questions
to kickoff discoveries



SDinGov

Asking the right questions to frame the problem

Framing the problem is vital for designers. We need to be relentlessly talking about the core benefits that a product or service delivers, and why.

I've found that framing the problem is something that teams really struggle with. This should be something we constantly refer back to as we look to iterate and improve what we're working on. Framing the problem should provide the constraint and reasoning behind new features, or be used to guide the prioritisation of any content and design changes.



Ben Holliday

hollidazed.co.uk/blog



Questions to frame a problem

Why are we doing this work?

Who are our users?

What outcome will users get from this service?

What outcome are we looking for?

What are our key metrics?



Questions to frame a problem

Why are we doing this work?

Who are our users?

What outcome will users get from this service?

What outcome are we looking for?

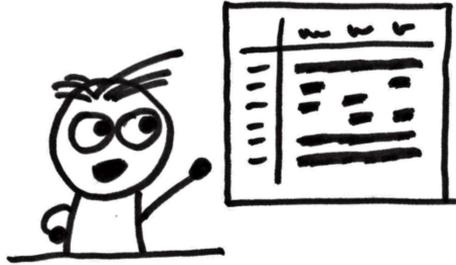
What are our key metrics?

(What other work does this relate to?)



MYDDELTON

HOME ARCHIVE ABOUT



**Setting up a discovery to succeed with a
small team**

Will Myddelton

myddelton.co.uk/blog



SDinGov

Categories for a discovery inception workshop

Goals (things we wanted to achieve)

Reckons (things we thought we already knew)

Stuff to find out (things we wished we knew)

Rabbit holes (things that would lead to lots of wasted time)

Scope (things we'd do, things we wouldn't do)

This is not (things that seemed related but weren't part of this)

Icebox for alpha (ideas for later)



Our questions to kick-off a discovery

Why are we doing this work?

Who are the users?

What organisations and stakeholders are involved?

What outcomes will users get?

What outcomes are we looking for?

What do we need to learn or prove?

What do we need to communicate?

What other work relates to this?

What difficulties might we expect?



Good questions to kick off a discovery



[John Waterworth](#)

June 7th, 2019

When dxw digital start a new project, we usually run a roadmapping session with the organisation we're working with. To structure the session we use [a set of questions](#) proposed by [Jamie Arnold](#).

These questions work well for alphas and betas where we know we're designing and making a service.

We've found that they don't work so well for discoveries, where it can be less clear what the end result will be, and whether we're looking at a single service or cutting across several.

John Waterworth

dxw.com/blog



SDinGov

Type to search

dxw's playbook

Running a discovery kick-off works...

Questions for discovery

Asking the questions

Managing the session

Using the workshop outputs

Playbook Guides 

Edit document

Running a discovery kick-off workshop

This guide explains how we run a kick-off workshop for a discovery project at dxw digital.

For an alpha or beta, or for a significant update to a live service, we run a [roadmapping workshop](#).

For discovery focussed projects it can be less clear what the end result will be, and whether we're looking at a single service or cutting across several. So we use a broader set of questions.

dxw Playbook
playbook.dxw.com



Thoughts and questions



Starting with the right questions



“The best scientists and explorers have the attributes of kids ... ‘Who, what, where, why, when and how!’ ... They never stop asking questions ...”

Sylvia Earle, Marine Biologist, 1935-



Thoughts and questions



Thanks!

dxw.com

@dxw

