

Benutzerzentriertes Servicedesign

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# Auf dem Weg zu besseren Bürgerdiensten

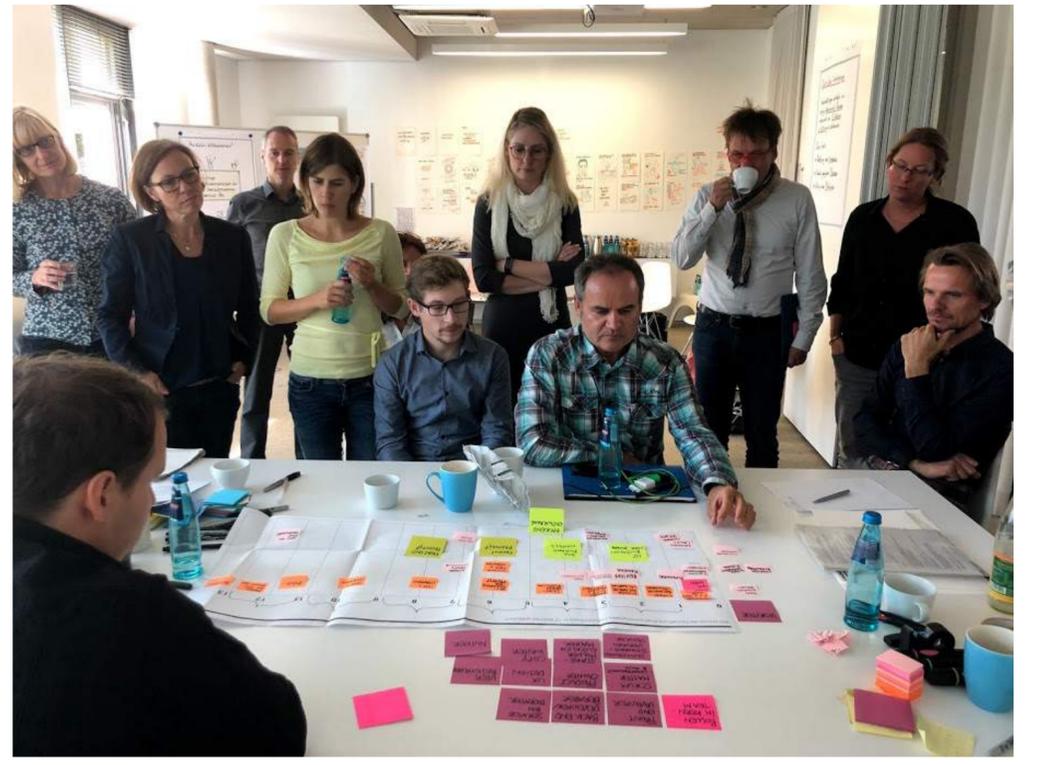
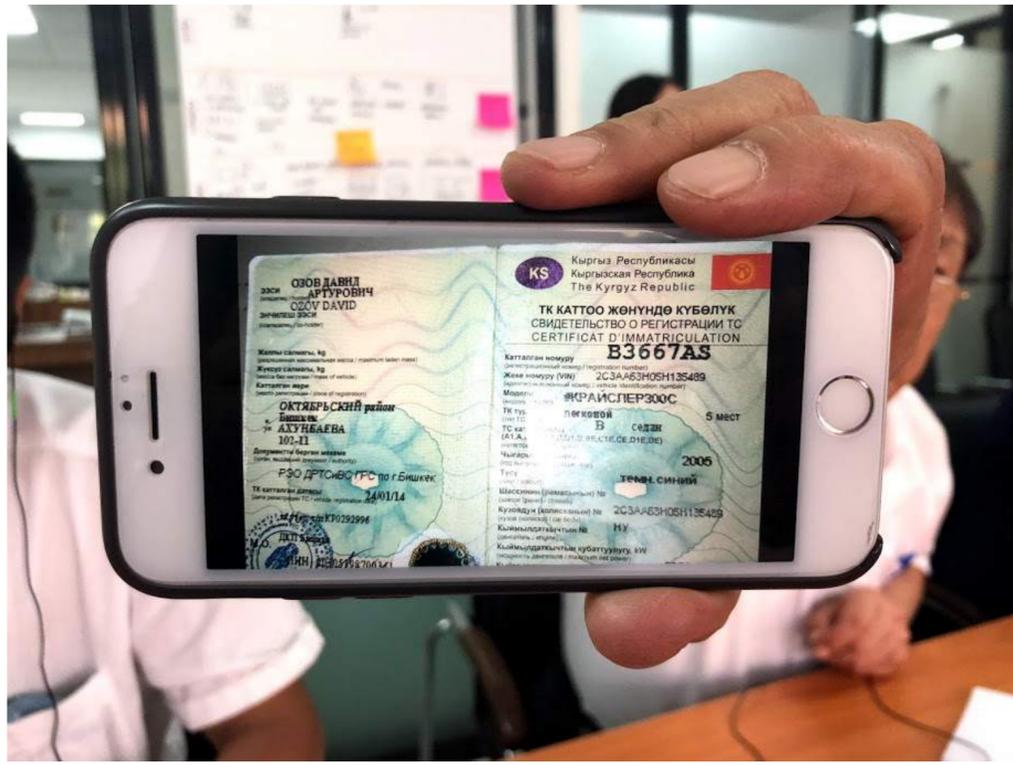
AUGUST 2019

**Hallo!**

Schön, hier zu sein.







Benutzerzentriert?

Benutzerzentriert?

**für Bürger**

Benutzerzentriert?

**für Bürger  
und für**

**Verwaltungsmitarbeiter**

Service design?

Service design?

**die Gestaltung von  
Dienstleistungen und Prozessen.**

Über was ich sprechen werde

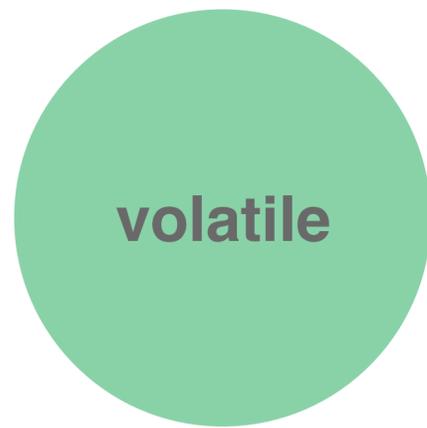
- 1. Warum wir neue Arbeitsweisen brauchen**
- 2. Wie benutzerzentriertes Service Design & agiles Implementieren geht**
- 3. Was der kleine Haken an der Sache ist**
- 4. Drei Hacks zum Mitnehmen**

**Warum wir neue  
Arbeitsweisen brauchen**

**Wie können wir die Nutzerakzeptanz erhöhen?**

Wie können wir **das Nutzerverständnis** erhöhen?

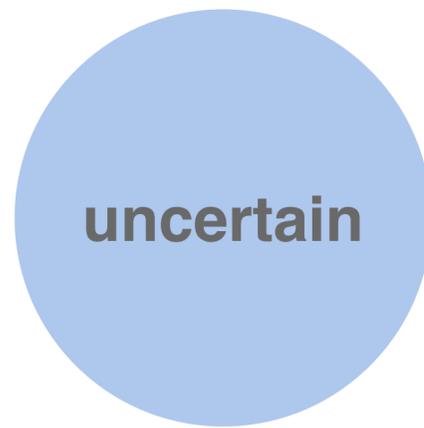
# VUCA charakterisiert die Arbeitswelt



**volatile**

sprunghaft

Die Umwelt ist unberechenbarer und sprunghafter.



**uncertain**

unsicher

Entwicklungen sind unsicherer und weniger vorhersehbar.



**complex**

komplex

Es gibt mehr Komplexität und Abhängigkeiten.



**ambiguous**

widersprüchlich

Situationen sind unklar und lassen sich auf mehrer Arten interpretieren.

Bestehende Ansätze und  
Arbeitsweisen funktionieren  
nicht mehr so gut wie bisher.

# Bisherige Ansätze

Top Down Hierarchien

Expertentum

Langfristige Planung

Geschäftsprozessoptimierung

# Neue Ansätze

Selbstorganisation

Kollaboration

Agile Planung

Service Design

**Mehr Nutzerverständnis  
durch  
nutzerzentrierte Gestaltung**

# Hier wird nutzerzentriert und agil gearbeitet



Australien



Italien



Finnland



Großbritannien



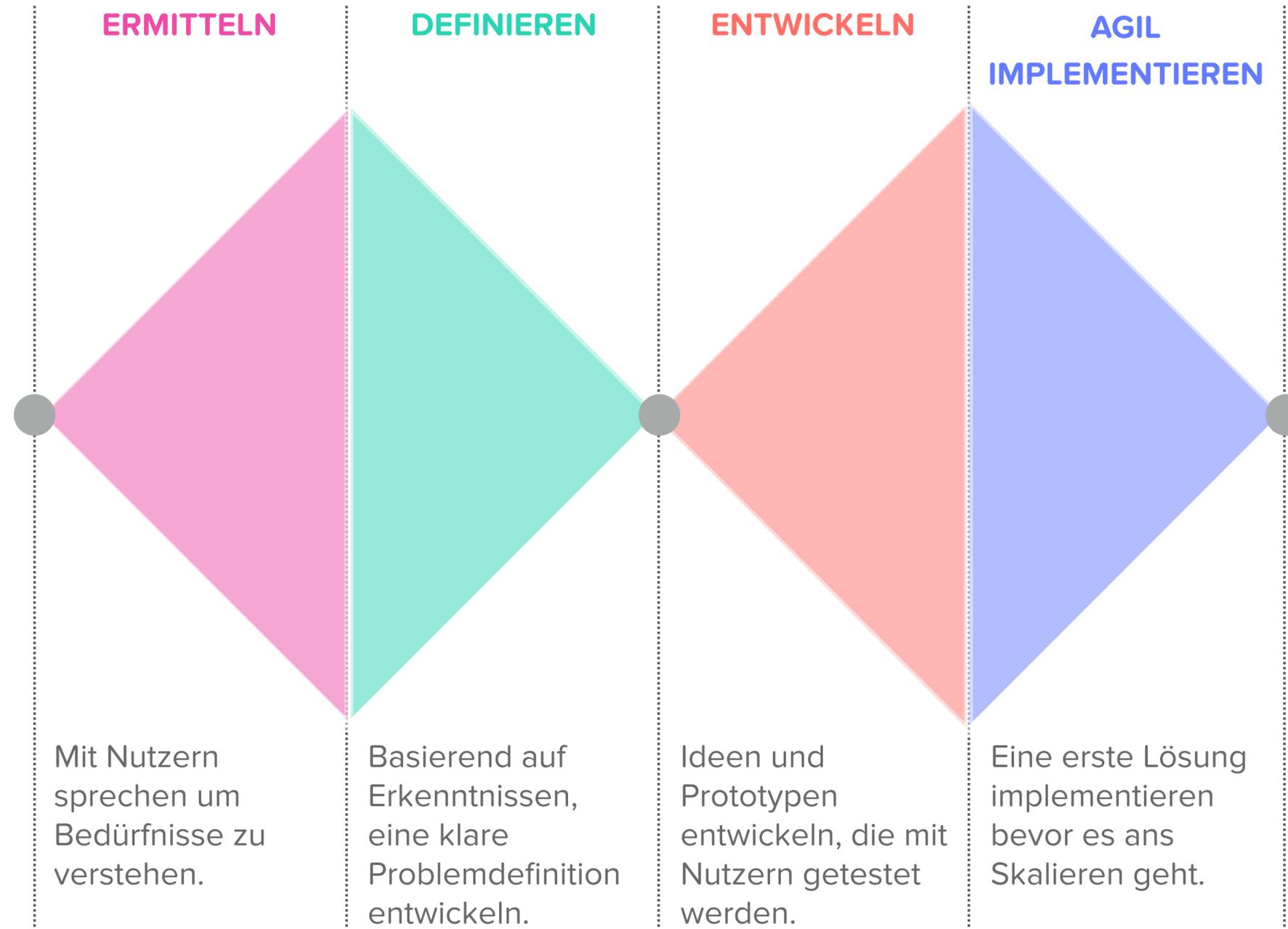
Kanada



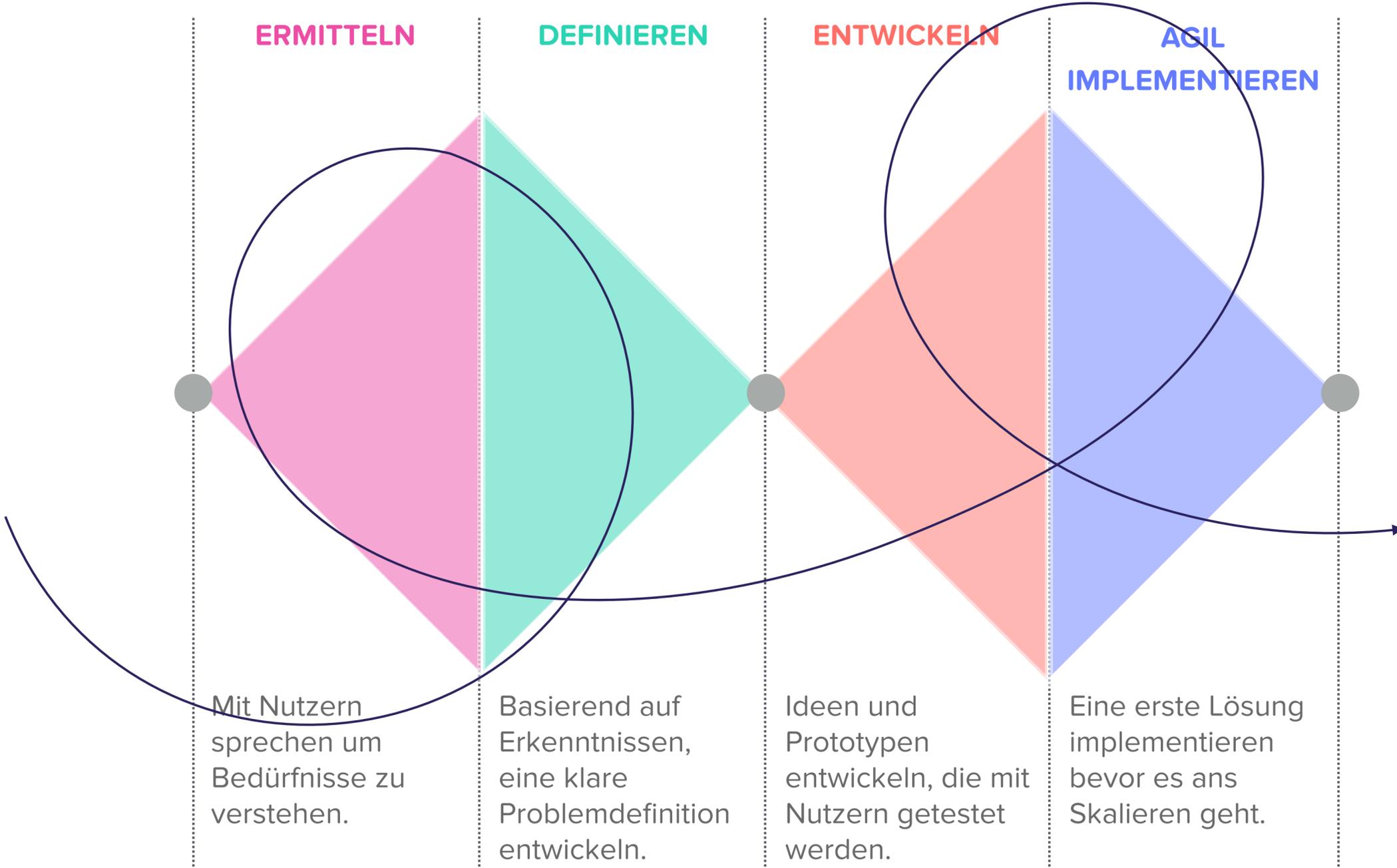
USA

**Benutzerzentriertes  
Servicedesign  
& agiles  
Implementieren**

# Nutzerzentrierte Gestaltung



# Nutzerzentrierte Gestaltung



Ermitteln

**Nutzerbedürfnisse verstehen**

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# Ziele der Nutzerforschung



**Das Problem  
verstehen**

**Nutzer-  
bedürfnisse  
verstehen**

**Inspiration  
finden**



Presse > Führungsmannschaft des BMI komplett



Quelle: BMI

PRESSEMITTEILUNG · 23.03.2018

# Führungsmannschaft des BMI komplett



Du  
≠  
Nutzer



- Männlich
- 1948 geboren
- Aufgewachsen in Großbritannien
- Wohlhabend
- Verheiratet und zwei Kinder
- Mag Hunde und Ferien in den Alpen

Quelle: This is Service Design Thinking. Stickdorn & Schneider, 2010



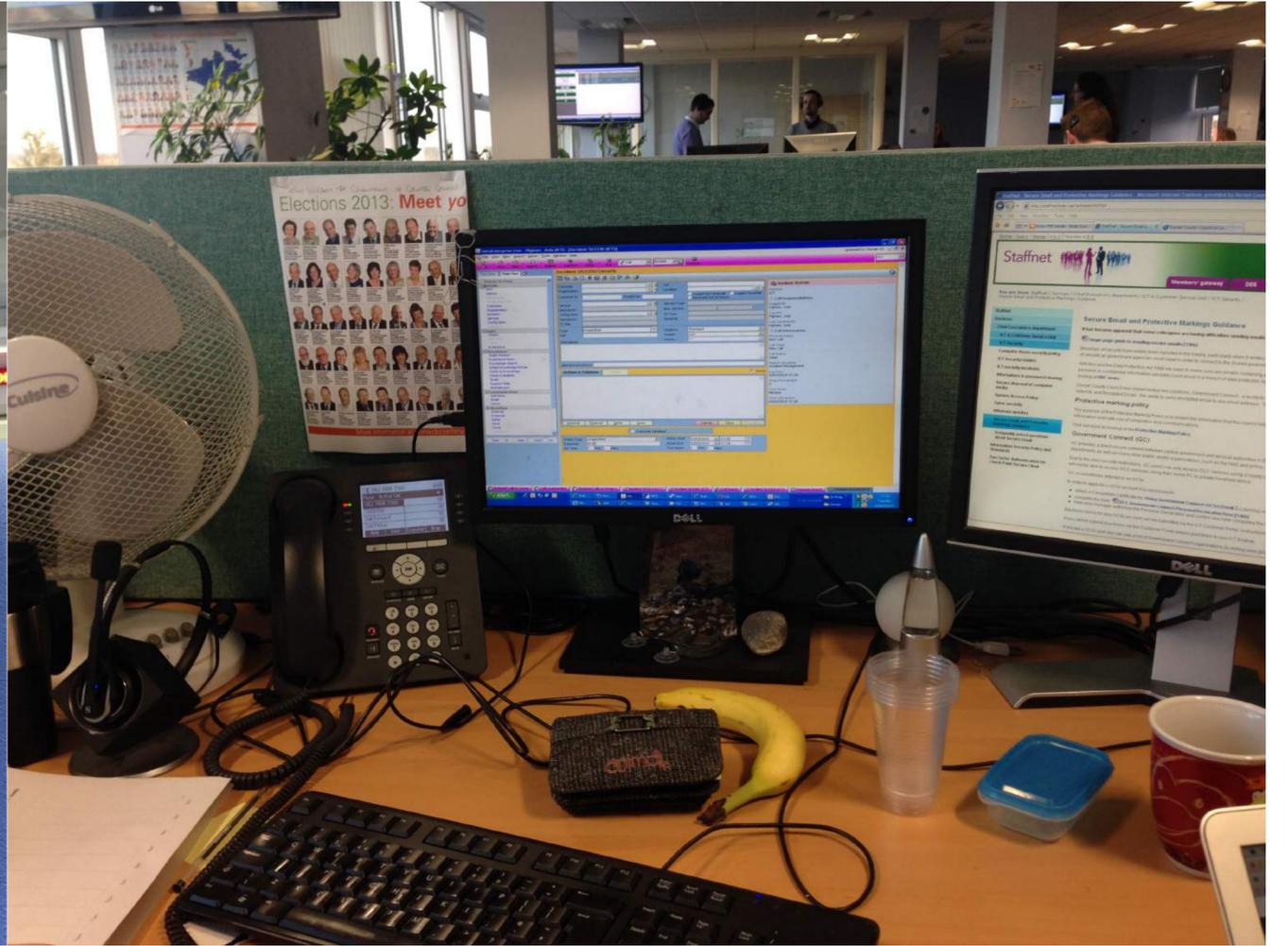
# Ein wichtiger Unterschied

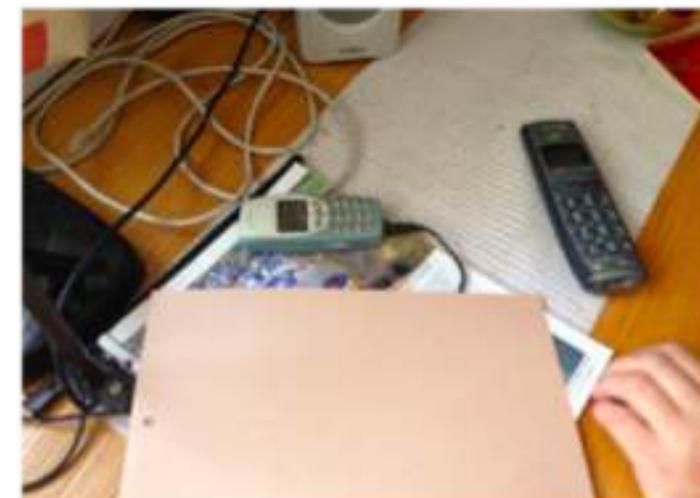
## Marktforschung

- Was Menschen sagen
- Was Menschen kaufen
- Große Stichprobe
- Statistische Signifikanz
- Generelle Erkenntnisse

## Nutzerforschung

- Was Menschen machen
- Wie Menschen Dinge nutzen
- Kleine Stichprobe
- Inspiration
- Spezifische Erkenntnisse







**„Wenn ich die Menschen gefragt hätte, was sie wollen,  
hätten sie gesagt schnellere Pferde.“**

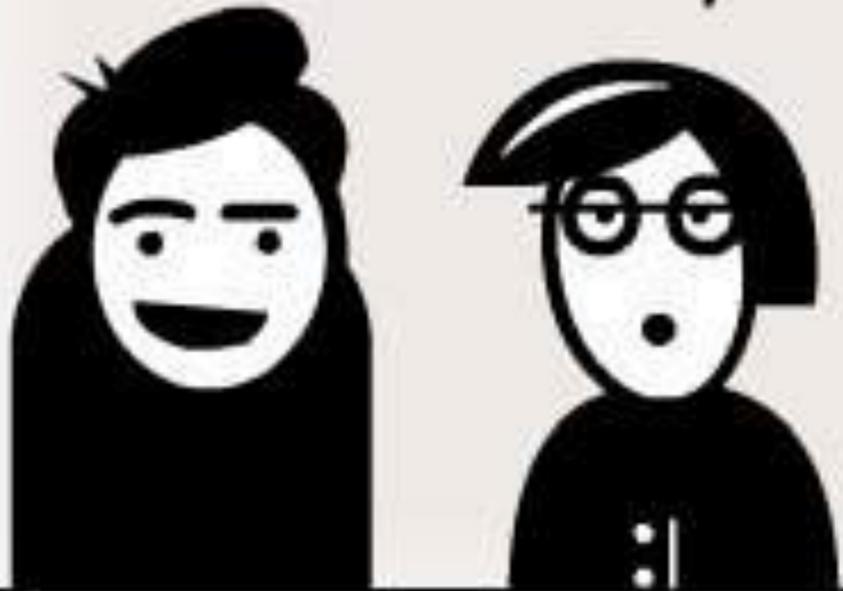
Henry Ford

Ich schlage vor, wir machen als erstes Nutzerforschung.

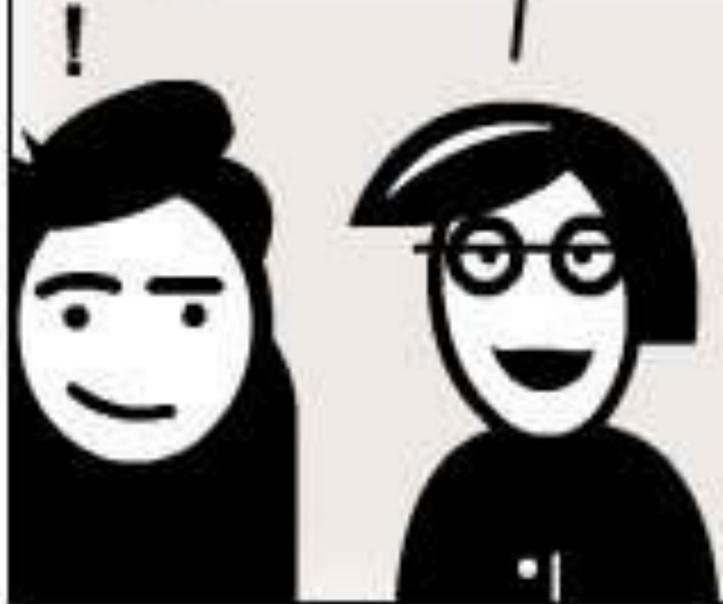


Also du willst Leute nach ihrer Meinung fragen?

Nein!



Ich will Leute und deren Kontext beobachten, wie sie heute durch den Prozess gehen und verstehen was funktioniert und was nicht.



@satukyro  
2016

**Sie sind dran!**

**Haben Sie bereits Erfahrung mit Nutzerforschung gesammelt?**

**Was Potentiale sehen Sie für Nutzerforschung?**

**Welche Hürden sehen Sie?**

**Sie sind dran!**

**In ihrem aktuellen Projekt können Sie Nutzerforschung machen.**

**1.  
Mit wem sprechen Sie?**

**2.  
Welche Fragen stellen Sie?**

Definieren

**Probleme lösen - welches denn?**

---

# Ziel der Definieren Phase



**Fokus auf das  
richtige Problem  
legen**

# IDEATE

IDEATING OPPORTUNITIES TO GROWER

SPARKING MOTIVATES PEOPLE

CONCERNING POWER

ALL UN MEMBER STATES FOCUSED ON SDR

POWER SHOULD BE ENGAGED IN THEIR LIFE

SPARKING OPPORTUNITIES TO LEARN

THE SPARK IS WORD

REVENUE NEED TO BE MORE EFFECTIVE

DISTANCE THROUGH LEARNING

UNR LIFE'S PURPOSE

USING OFFICE AND REVIEW ON POWER

6SDR

VNR LEARNING EVENT

BE RESPONSIBLE

LEADERSHIP

ESTABLISH THE FOUNDATION

BEHIND THE SCENES

BEHIND THE SCENES

BEHIND THE SCENES

BEHIND THE SCENES

Man in dark shirt and maroon pants looking at the board.

Woman in black blazer and red tie looking at the board.

Woman in a reddish-brown top holding a marker to her mouth, looking at the board.

# Wie können wir eine Vase neu gestalten?





**Wie können wir Pflanzen in  
unseren Wohnraum bringen um  
das Raumklima zu verbessern?**









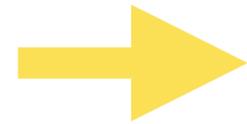
# Vor Nutzerforschung

Wie lässt sich  
Jugenddarbeitslosigkeit in  
Albanien bekämpfen?





## **Vor Nutzerforschung**



## **Nach Nutzerforschung**

Wie lässt sich  
Jugendarbeitslosigkeit in  
Albanien bekämpfen?

Wie können wir  
Jugendliche bei der  
Berufswahl inspirieren und  
besser informieren, so  
dass sie realistische  
Chancen auf dem  
Arbeitsmarkt haben?



**Sie sind dran!**

**Sie sind dran!**

**Ihr aktuelles Projekt - wie könnte die  
Aufgabenstellung aus Nutzersicht lauten?**

**Wie können wir ...**

**.....[Nutzergruppe] helfen,  
um.....[etwas zu erreichen].**

Entwickeln

**Ideen und Lösungen entwickeln,  
um sie zu testen.**

---

# Ziele vom Ideen Entwickeln



Viele Ideen  
entwickeln

Große Ideen  
entwickeln

Lösungen  
greifbar  
machen

Wie hilft gute Ideen  
zu entwickeln?

# Inspiration von Außen



Quelle: Motorsport



Quelle: Medicine Yale

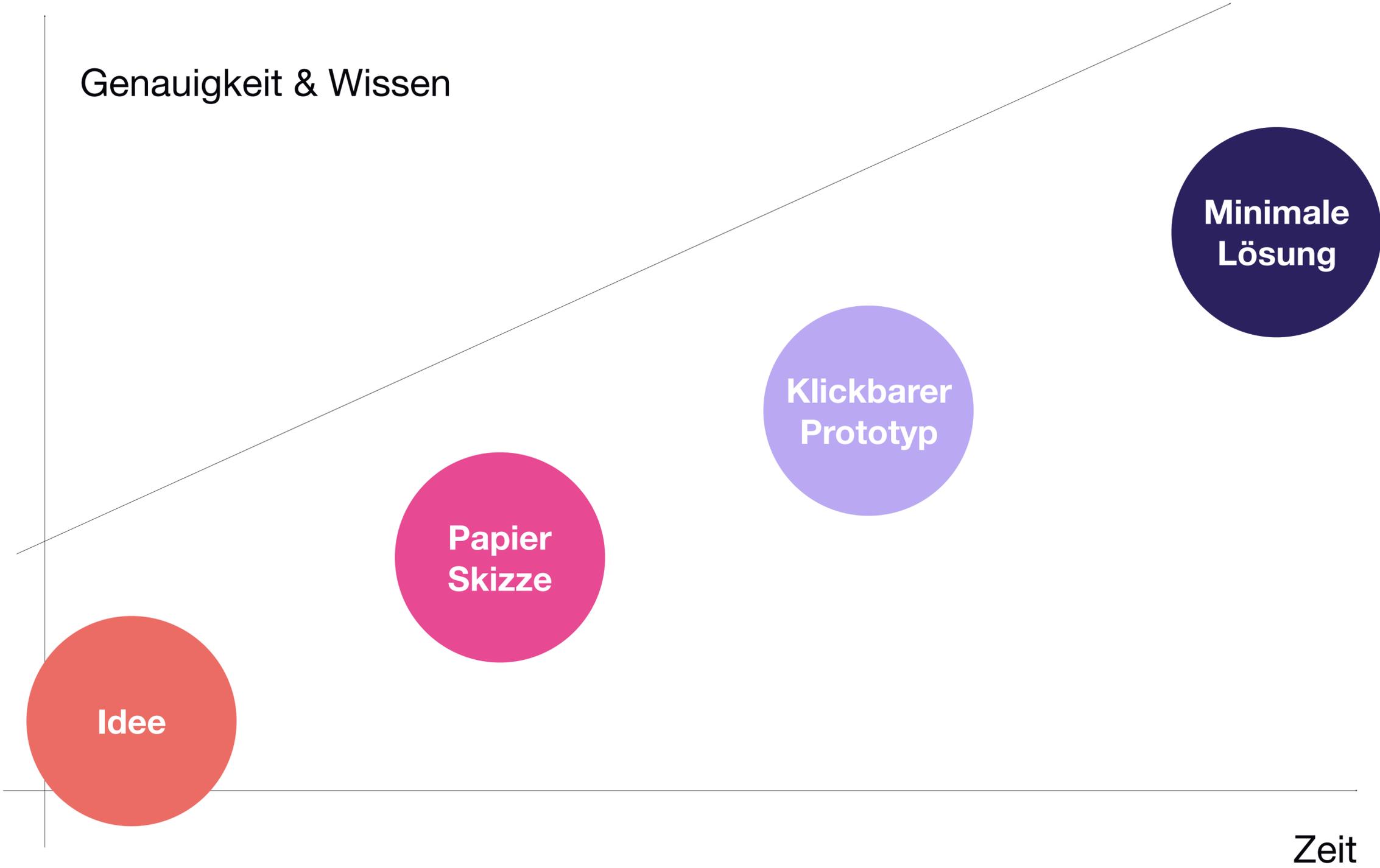
# Multidisziplinäre Teamarbeit



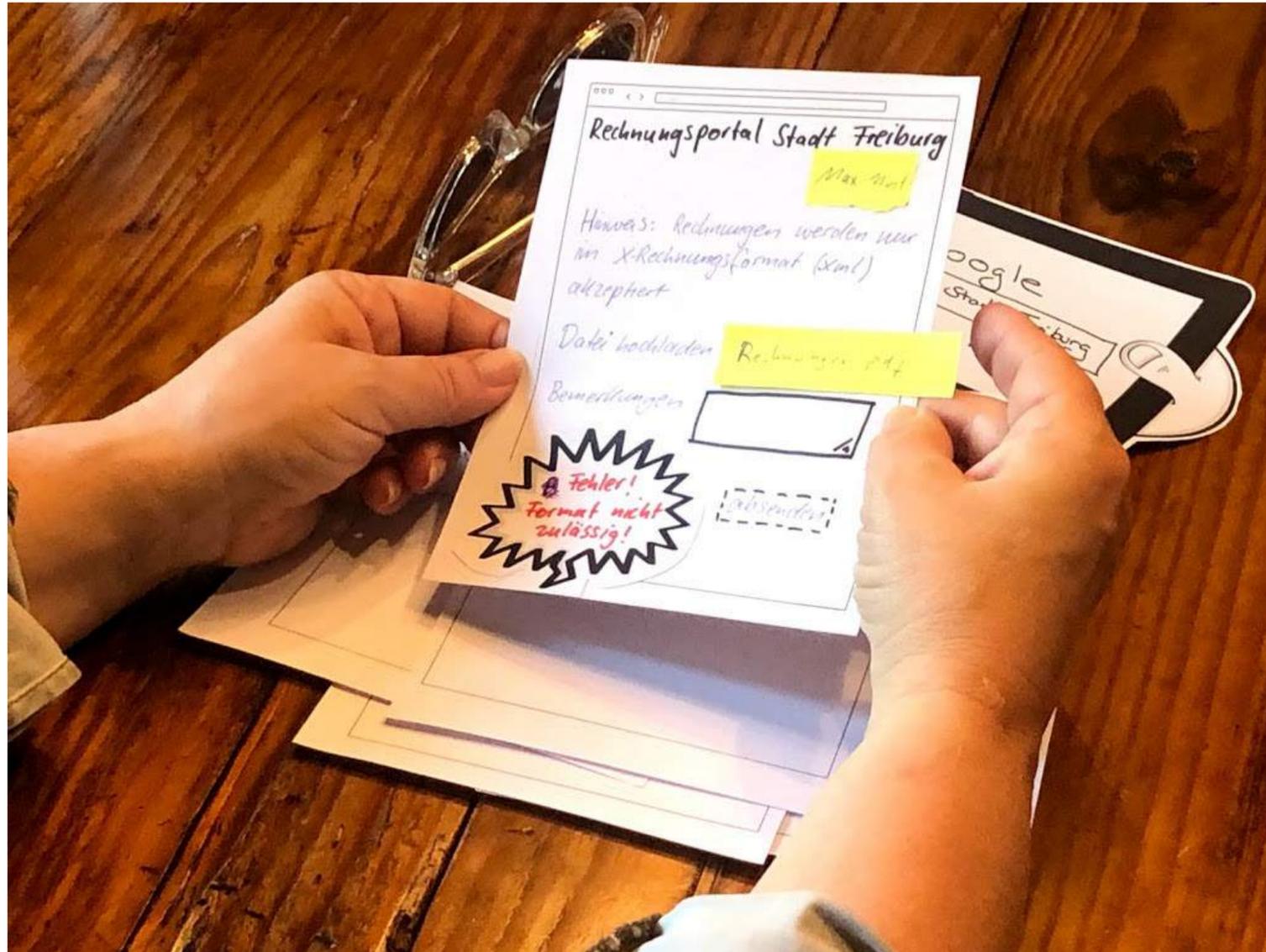
# Ideen Testen



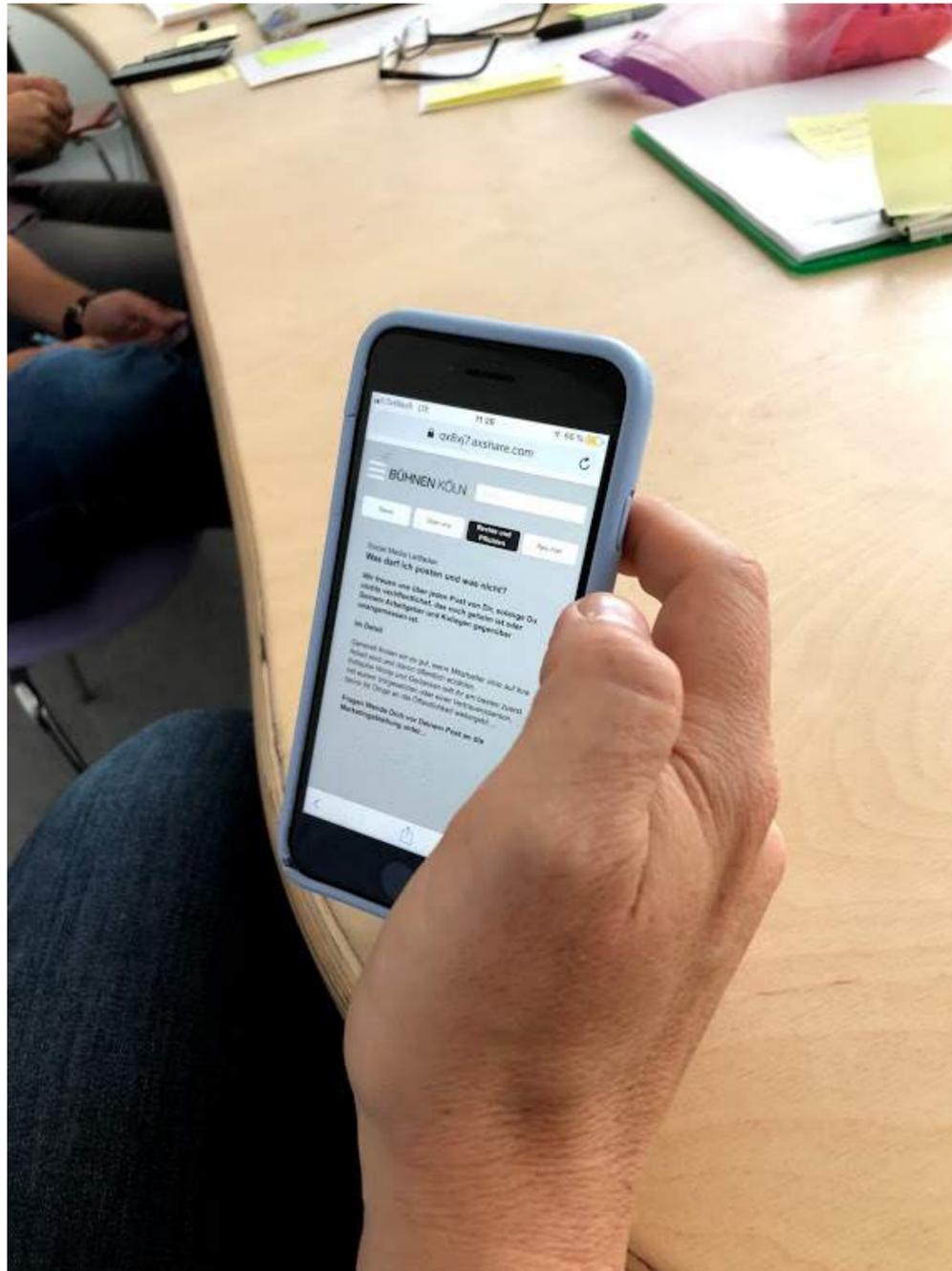
# Durch Prototypen Risiken minimieren

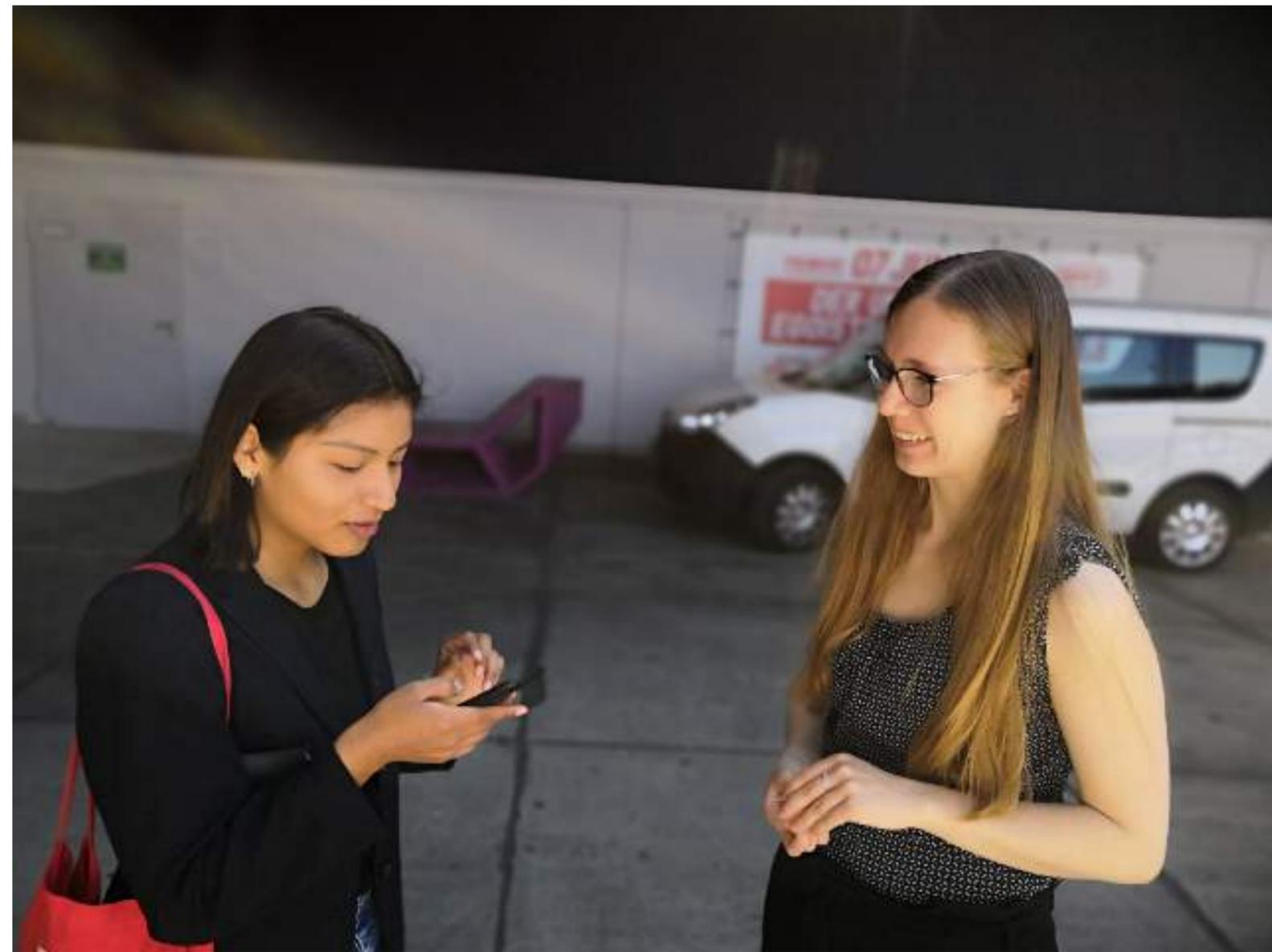
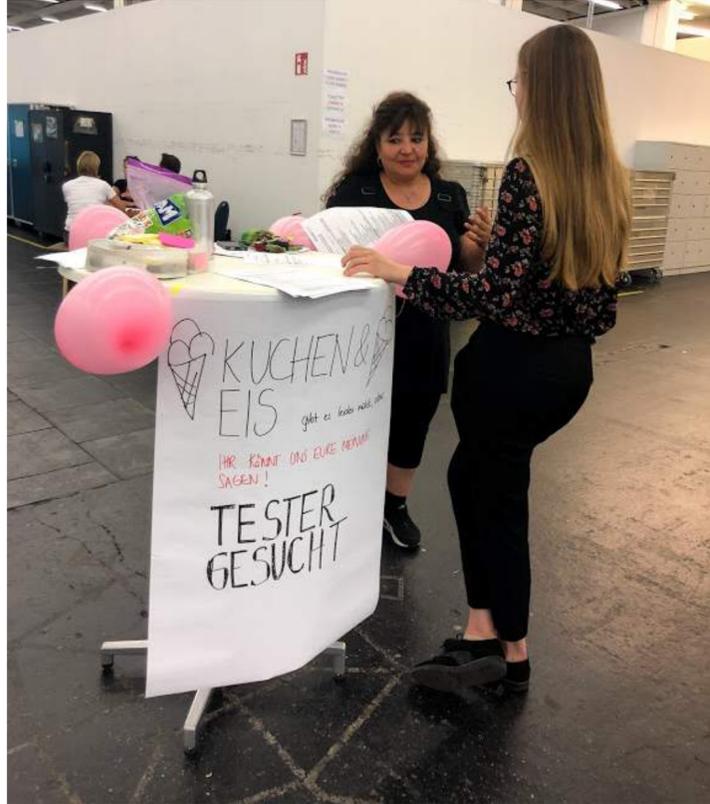


# Einfachste Prototypen testen



# Klickbare Prototypen testen







**Sie sind dran!**

**Sie sind dran!**

**Ihr aktuelles Projekt - wie könnte ein Prototyp aussehen?**

**1.  
Wenn Sie 2 Wochen  
Zeit hätten?**

**2.  
Wenn Sie 2 Monate  
Zeit hätten?**

Agil implementieren

**Klein, aber schnell anfangen**

---

# Ziele vom Agilen Implementieren



**Risiken  
managen**

**Auf Basis von  
Feedback die  
Lösung  
verbessern**

**HM Revenue & Customs**

**Your National Insurance record**

0700 10 0000 (24 hrs)

National Insurance Contributions Office  
Herbert Park Way  
Hemel Hempstead, Bucks  
HP9 1ZZ

Phone 0300 169020  
Monday to Thursday 9:30 to 17:30  
Friday 9:30 to 16:30  
0194 225 4723

Fax 0194 225 4723

www.hmrc.gov.uk

National Insurance number [redacted]

Date 07 October 2014

**Your National Insurance record**

Thank you for your enquiry. This letter tells you about your National Insurance contributions (NICs) record and about qualifying years.

A qualifying year is a year in which sufficient NICs have been paid or credited to make that year count towards your State Pension entitlement later in this letter.

This is not a State Pension statement and will not tell you about your State Pension entitlement later in this letter. We tell you how to get more information about your State Pension entitlement later in this letter.

**Qualifying years**

Our records show that you currently have 28 qualifying years up to 5 April 2014.

If you reach State Pension age before 6 April 2016, you will need 30 qualifying years to get a full State Pension. Different rules apply for certain bereavement benefits. For more information on bereavement benefits, go to [www.gov.uk](#).

**Changes to the State Pension**

A new State Pension scheme is being introduced on 6 April 2016. People reaching State Pension age after this date – men born on or after 6 April 1951 and women born on or after 6 April 1953 – will claim their State Pension under the new State Pension scheme.

Under the new State Pension you will need at least 10 qualifying years (this does not have to be 10 qualifying years in a row) on your National Insurance contribution record when you reach State Pension age to get any State Pension.

For people already receiving the State Pension, or people who reach State Pension age before the new system begins in April 2016, the current rules for State Pension will apply.

For more information, go to [www.gov.uk](#).

**About your schedule**

The enclosed schedule contains details of your NICs from 6 April 1996. It may also show the voluntary Class 3 NICs you can pay. It explains:

- how much you need to pay for each year if you would like that year to count towards your State Pension and bereavement benefits, and
- when payment needs to be made by

Page 1 of 6

HM  
Department for Work & Pensions

HM Revenue & Customs  
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Page 1 of 6

Abbildung: Department of Work and Pension, United Kingdom

**ALPHA** This is a new service – your [feedback](#) will help us to improve it.

Oliver Jones, you last signed in 11:49pm, Saturday 5 October 2014

# Your State Pension

## Your personal details

National Insurance number:  
AA000199D

## Your State Pension Age

You'll reach your State Pension age on 16 May 2025.

Elsewhere on GOV.UK: [The State Pension age](#)

The earliest you can get your State Pension is

**66**

years of age year

## Your State Pension Estimate

This estimate is based on your National Insurance contributions to Tax Year ending April 2014.

This shows you have 21 Qualifying Years. You need 14 more Qualifying Years to get the full State Pension amount.

See below for your last six years National Insurance contributions.

Tax Year Ending	Qualifying	Non-Qualifying
2014	✓	
2013	✓	
2012		£321.22
2011	✓	
2010	✓	
2009	✓	

[See more](#)

Elsewhere on GOV.UK: [How it's calculated](#)

## Your National Insurance Record

Tax Year Ending	Qualifying	Non-Qualifying
2014	✓	

The estimated value of your State Pension is

**£89.04**

per week per month per year

**You have missing National Insurance contributions**

You may want to check if this changes the amount of State Pension you will get.

[Check your National Insurance record](#)

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Oliver Jones, you last signed in 11:49pm, Saturday 5 October 2014

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2013	✓	
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2011	✓	
2010	✓	
2009	✓	
2008	✓	
2007	✓	
2006	✓	
2005	✓	
2004	✓	
2003	✓	
2002		£421.45
2001	✓	
2000	✓	
1999	✓	
1998	✓	
1997	✓	
1996	✓	
1995	✓	
1994	✓	
1993	✓	
1992	✓	

Elsewhere on GOV.UK: [National Insurance](#)

The estimated value of your State Pension is

£89.04

per week per month per year

### You have missing National Insurance contributions

You may want to check if this changes the amount of State Pension you will get.

[Check your National Insurance record](#)

BETA This is a new service – your [feedback](#) will help us to improve it.

Tyrone, you last signed in 10:42am, 12 October 2014

## Your State Pension

Based on the current law, the earliest you may claim your State Pension is 1 March 2036, when you'll be 67.

Today, the amount of your State Pension is

# £136.76

a week

This is equal to:

- £592.62 a month
- £7,111.52 a year

**!** The amount shown is not a guarantee and is based on your National Insurance record up to 5 April 2014.

### How to improve your State Pension

The amount of your pension may improve as:

- you continue to add years to your record up to 5 April 2035, which is the final relevant tax year before you reach State Pension age
- you have 5 years on your record that don't count towards your pension.

Once you have a complete record or have reached the full rate, you can't improve your pension any further, unless you put off claiming it. You'll still need to pay contributions as these fund other state benefits and the NHS.

When you reach State Pension age, 1 March 2036, you no longer have to pay National Insurance contributions.

### Your details

National Insurance number:  
AA\*\*\*\*\*

BETA This is a new service – your [feedback](#) will help us to improve it.

## Your State Pension

### Summary

You can get your State Pension on 1 December 2025 when you'll be 66, your estimate is

# £155.65 a week

£655 a month, £7,865 a year

Your estimate

- is not a guarantee and is based on the current law
- does not include any increase due to inflation

### Breakdown

Estimate based on your National Insurance record up to 5 April 2015

£130 a week

Estimate if you contribute another 5 years before 2025

£155.65 a week

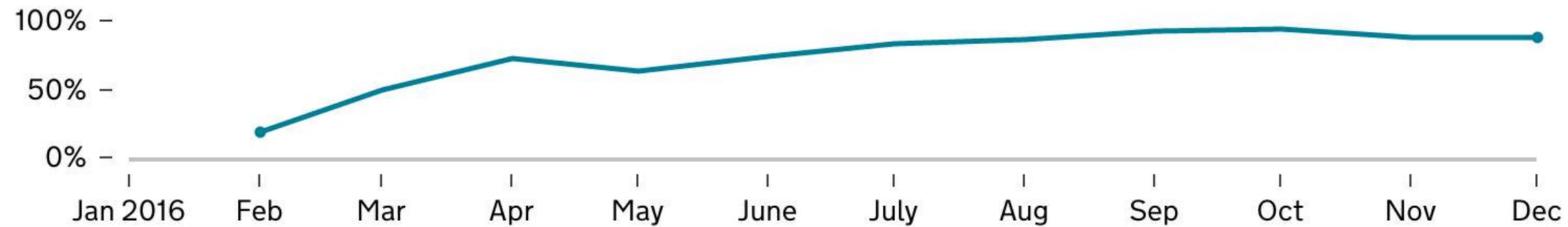
### £155.65 is the most you can get

When you reach the most you can get, you still need to pay National Insurance until 2025 as it funds other state benefits and the NHS.

[View your National Insurance record](#)

## Digital take-up

The percentage of pension forecasts viewed through a digital channel versus non-digital channels



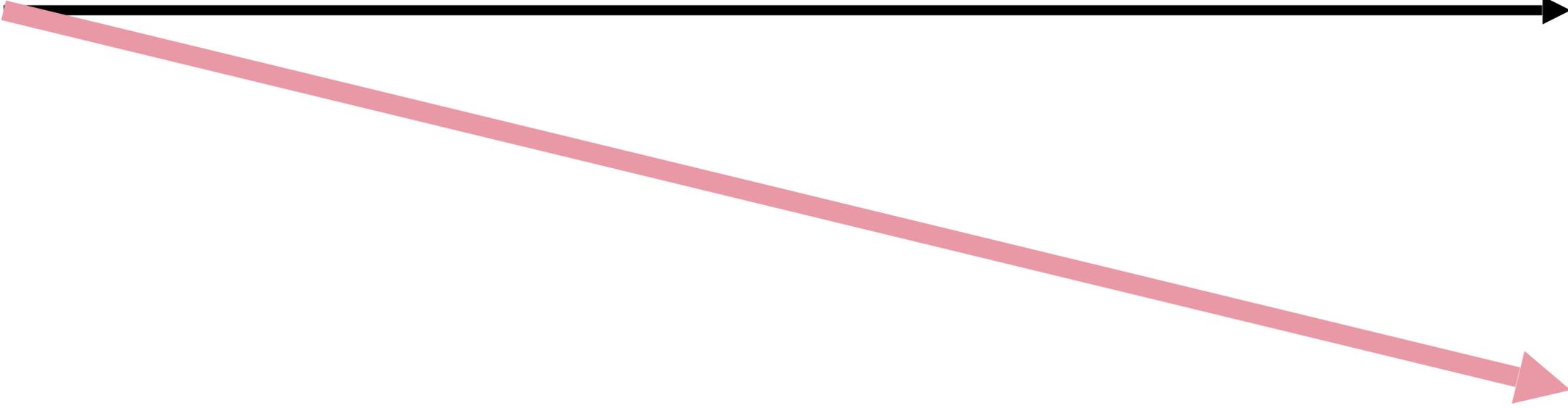
December 2016

**87.7%**

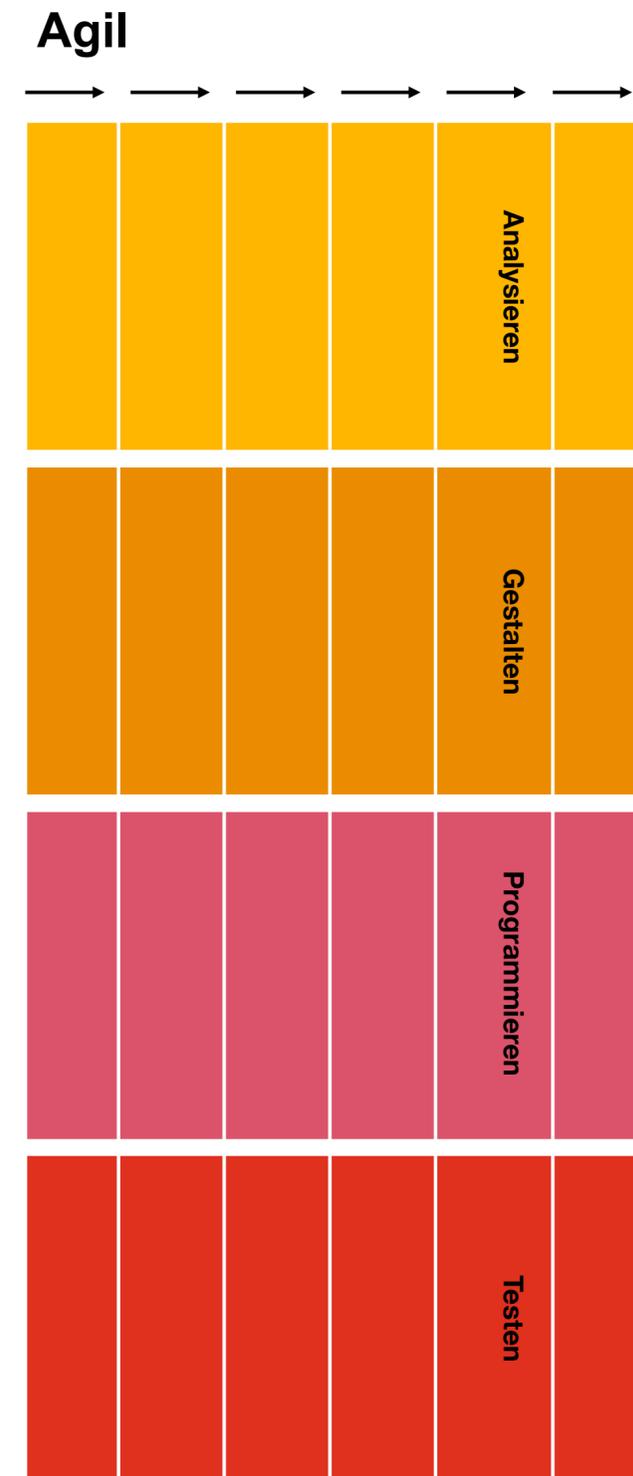
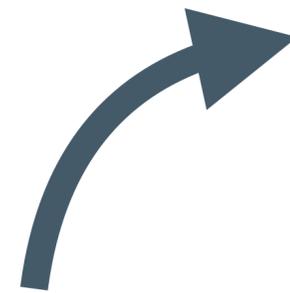
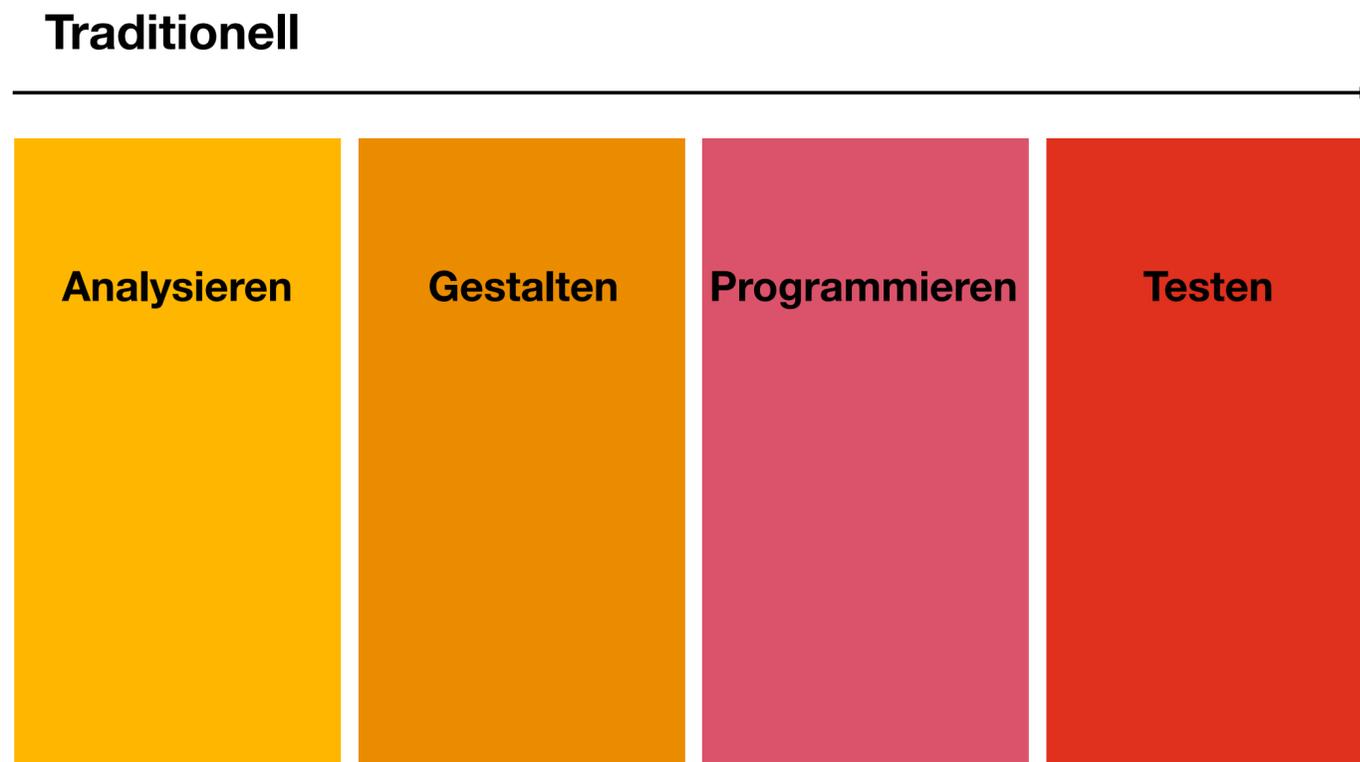
# Agile Arbeitsweise

# Wie Software entwickelt wurde

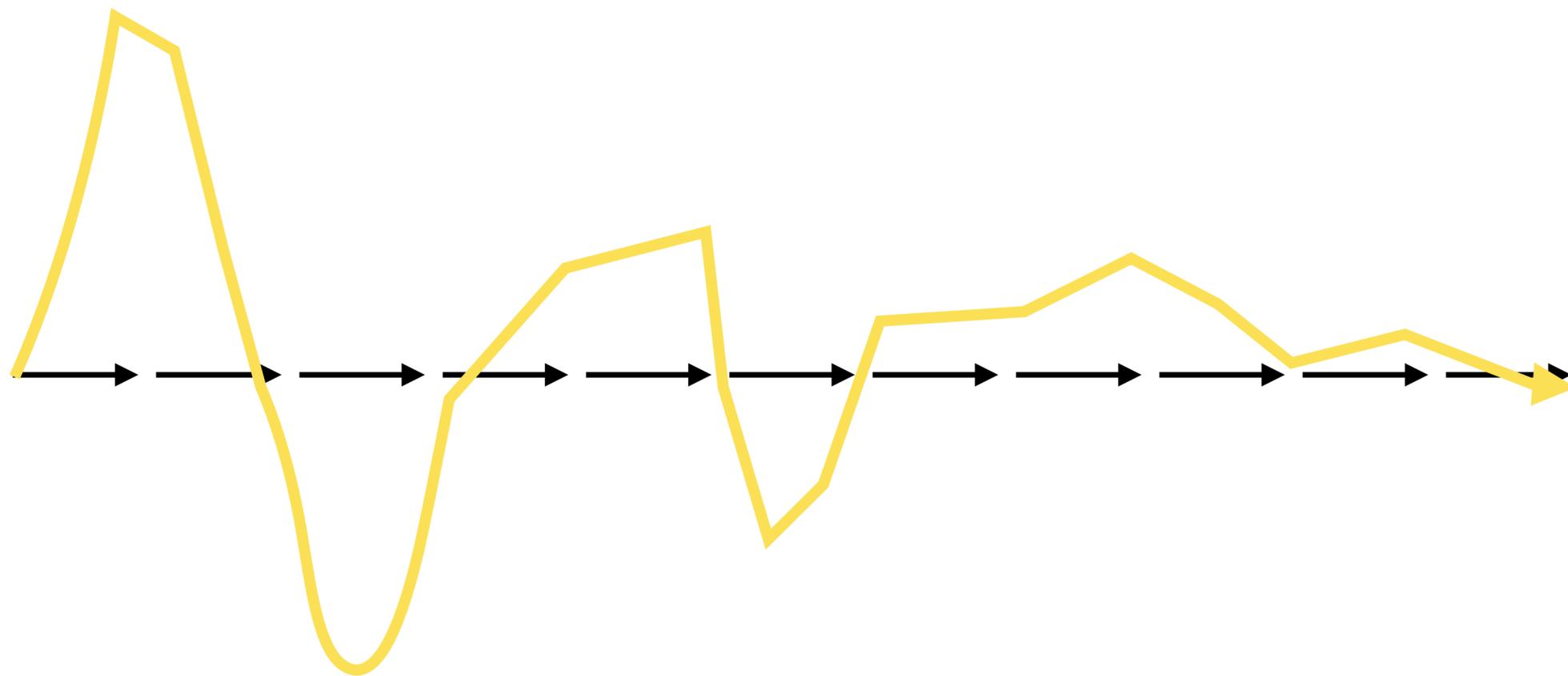




# Wie Software heute entwickelt wird







**Sie sind dran!**

**Agile implementieren - welche Erfahrungen haben Sie gesammelt?**

**Wie passen agile Arbeitsweisen in den Verwaltungskontext? Chancen? Hürden?**

**Aber ist das nicht  
unglaublich teuer?**

**Es ist günstiger als  
Dinge zu entwickeln,  
die niemand braucht  
oder nutzen kann.**

## Transaktionen

## Kosten in Euro

Persönliche Dienstleistung

14,00

Erhaltener Brief

11,70

Email

11,00

Telefonanruf

7,80

Online Self-Service

4,20

**Es gibt einen  
kleinen Haken**

**Service**

**Arbeitsweise**

**Mitarbeiter**

**Kultur**

**Organisation**



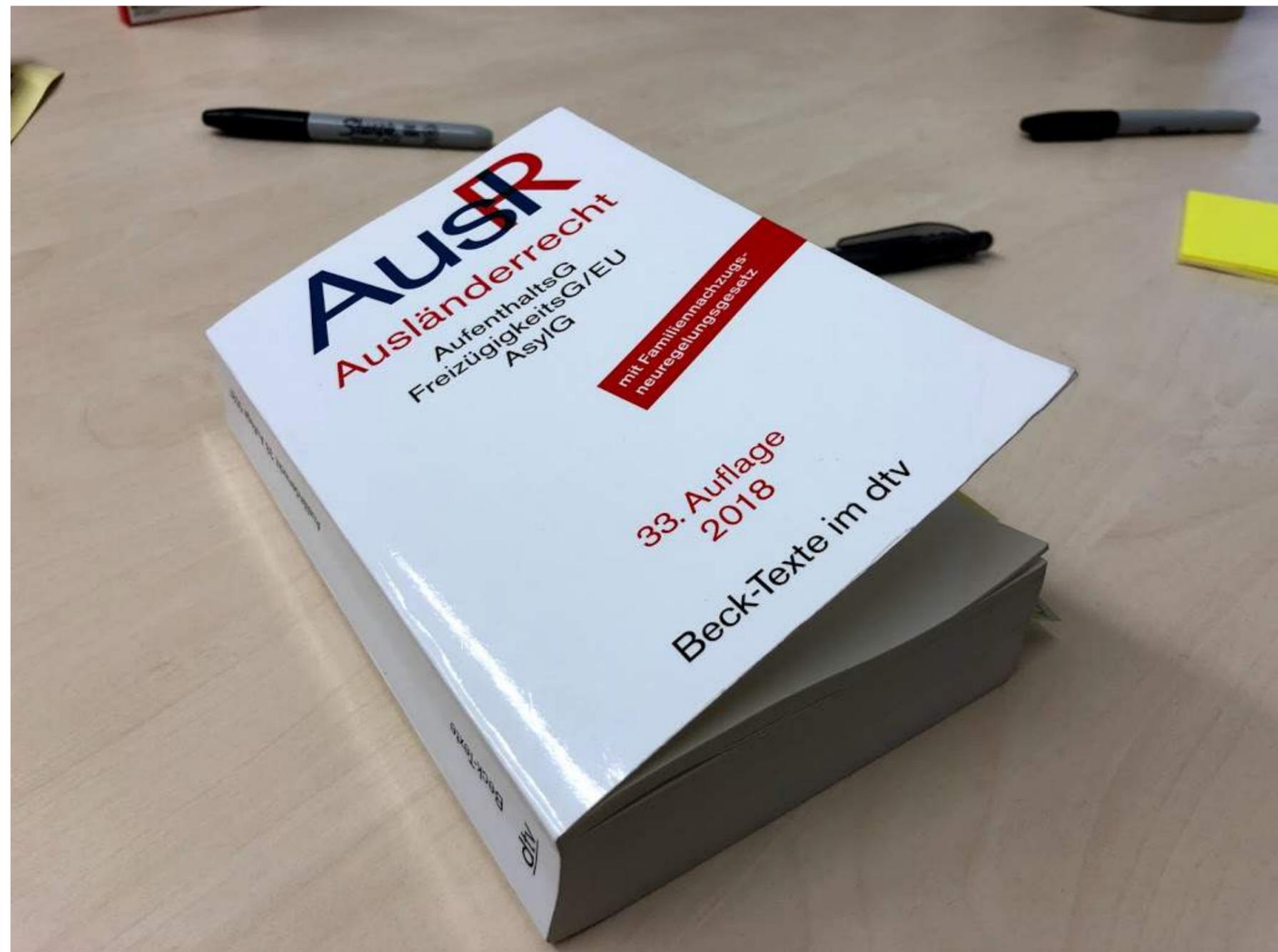
**Services wie Amazon,  
wenn die Organisation so  
funktioniert wie zu  
Bismarcks Zeiten?**

**Arbeitsweisen, Fähigkeiten  
und die Organisation  
selbst müssen sich  
verändern.**

# Arbeitsweisen



# Mitarbeiter



# Kultur



# Organisation



## Eine neue Kultur und Haltung

---

Nicht nur Daten

**auch Empathie**

Nicht nur Wissen

**auch Neugierde**

Nicht nur planen

**auch experimentieren**

Nicht nur Sicherheit

**auch Mut dem Instinkt zu folgen**

Nicht nur Struktur

**auch Freiräume**

# Drei Hacks um kulturelle Veränderung anzustoßen

Hack 1

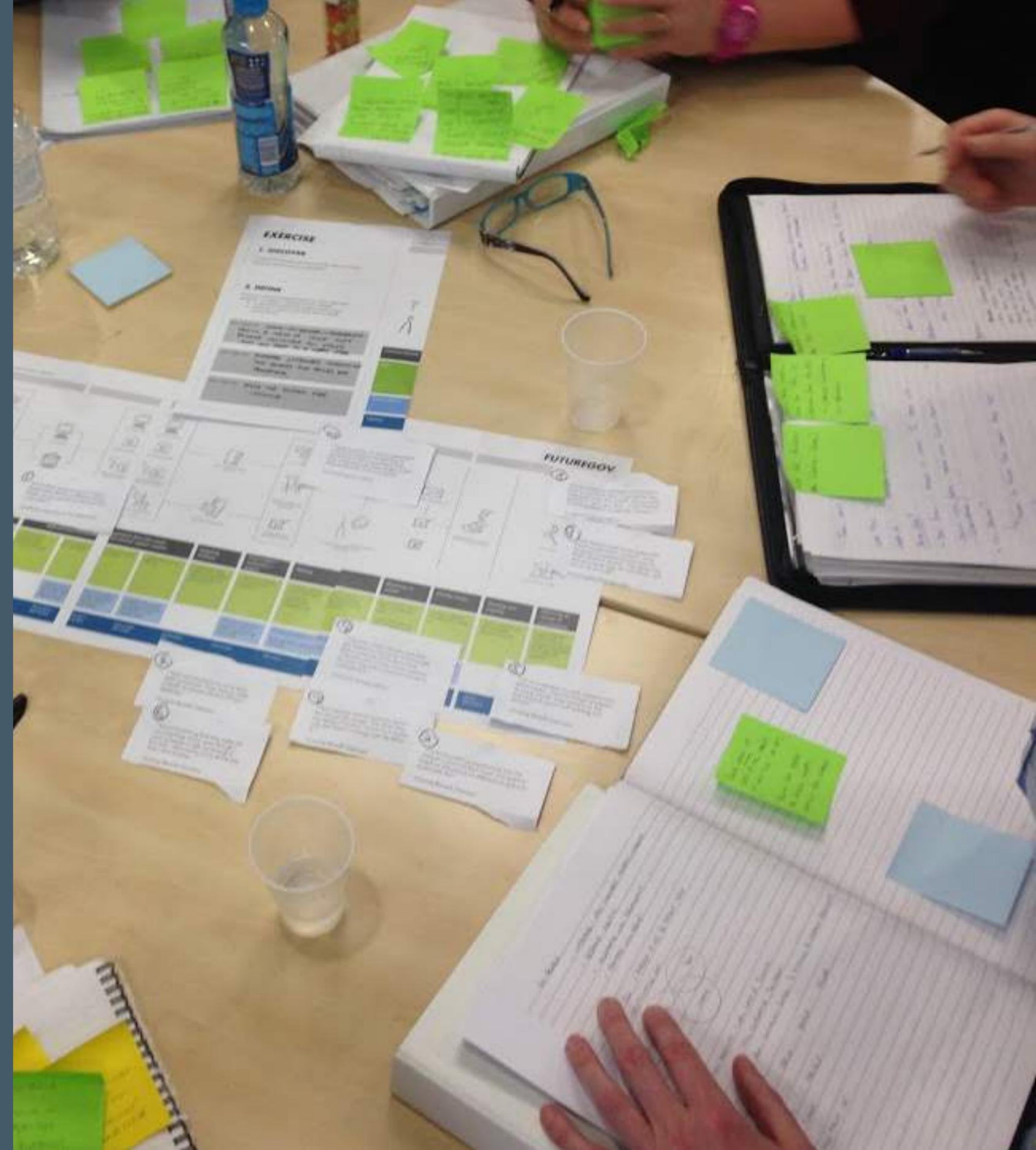
# Sprich mit Nutzern.



Quelle: FutureGov

Hack 2

Nutze Post-its.



## Hack 3

# Frag nach Feedback.

### START DOING

### KEEP DOING

but  
free some  
time with  
talk  
with AV.

Allow slot  
to allocate  
hours to  
unofficial  
work!

a free  
slot in  
between to  
work as  
a group.

VENUES

MILESTONES

better  
the voting  
procedures

ZAS BUDGET/  
SOLVE ISSUE  
OF (INNOVATION)  
→ that project

boot camp  
⊕  
and pitch  
train

BOOTCAMP(S)

INTO  
DNA of  
G18

- Clearer next steps  
after the pitch  
(inform earlier)

Setup, bootcamp,  
Final workshop  
→ organizing  
♡

DESIGN  
THINKING!

Free  
improve  
Accounting

Clearer into  
on overall  
process

Room to  
think outside  
the box is

Creativity  
triggered  
was organizing

**Danke für's Zuhören  
und Mitmachen!**

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