Embracing Future Trends: Adopting Design Thinking into your Role

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What’s coming…?

- What is Design Thinking?
- What if I’m not a designer?
- Embracing Design Thinking for better results – the HMRC lab
What is Design Thinking?

[Diagram showing the Design Thinking process: Empathize, Define, Ideate, Prototype, Test]
Key Principles
To illustrate...

Suez Canal

Panama Canal
To illustrate…
What if I’m not a designer?

- Key principles still apply
- Impact: Effectiveness and Outcomes vs Input and Output
HMRC – a history

• Formed by merger in 2005: two very strong legacy cultures
• Redesign in 2010: focus on business delivery
• We are the UK’s tax, payments and customs authority, and we have a vital purpose: we collect the money that pays for the UK’s public services and help families and individuals with targeted financial support. We do this by being impartial and increasingly effective and efficient in our administration. We help the honest majority to get their tax right and make it hard for the dishonest minority to cheat the system.
• Successful business delivery: £570+ tax revenue and 6% tax gap
• £2.1bn transformation investment in 2015:
  • Modern, digital, data-led tax authority
  • Locations programme: 170+ to 13/5/1
  • Compliance for the future
• Evolution leading to customer-centric redesign in 2016
Embracing Design Thinking in HMRC #1

- Graduate programme
  - plus routeways
  - plus ad-hoc support
- Learning modernisation
- A changing business

- World Class Tax Academy
- Product and routeway redesign
- Reflecting management challenges
- AI and Machine Learning
Embracing Design Thinking in HMRC #2

• Co-creating our values
• 60,000+ colleagues
• Face to face and digital

• ‘Education’
• 4 values
• 13 behaviour descriptions
• Culture diagnostics, baseline and progress…
Embracing Design Thinking in HMRC #3

- Transformation alongside BAU
- Programme maturity leads to governance overlaps
- Total picture of change
- Engage the business (as is/to be)
- Align with strategic future
- Integrated, light, robust, clear framework
  - Accountabilities
  - decision making and delivery
Recap

- Non-linear
- Open listening
- Fail fast
- Listen again
  - Internal
  - External
- Test and refine
- Let go!
Embracing design thinking for better results

- Moving from inputs and outputs, to outcomes and impacts
- What do you know and do already – when you are at your best?
- Watch for the hammer!
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Any questions?
Thank you

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