

# Digital Transformation

Government agencies face high expectations for success in making online services accessible and usable. Delivering excellent, customer-centric IT to support programs in the digital federal environment is not business as usual—it's requiring new ways to work.

Learn more about  
The Lean Volte Approach at:  
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## The Lean Volte Approach

The Lean Volte approach was developed in response to government agencies' need for a replicable method to achieve effective, user-centered solutions to complex problems. The Volte process enables teams to go beyond delivering products that merely function and get launched on time and allows agencies to produce services and products—in a sustainable and scalable way—that solve material problems and get used by their intended audiences. Advantages include increased speed, cost-effective use of time and expertise, and high-quality outcomes.

### Characteristics

ICF's Lean Volte is an accelerated design practice that marries client needs and user needs at every step. Through carefully choreographed working sessions with in-person and remote teams, the practice makes use of Lean Startup and agile principles and methods, borrowing from Kanban and Scrum. Volte integrates into agile and other development processes as a technique to energize teams around users.

#### Logistics and characteristics of a Volte engagement include:

**Work is carried out by cross-disciplinary teams.** This collaborative approach leverages the perspectives and expertise of user experience professionals, designers, coders, analysts, subject matter experts, and individuals with other skillsets. Design thinking methods that have proved to be effective are baked into how the team generates ideas and solves problems.

**Co-located working sessions support collaboration and cadence.** Teams that blend in-person and remote participants work in a series of intensive and carefully choreographed sessions. Physical and virtual co-location allows the team to sustain focus and build reliance. Setups include tools that enable teamwork, creative thinking, and sharing across multiple locations.

**Products are delivered through defined sprints.** We focus on finding and solving the right problems by first developing evidence-informed hypotheses. We then work in a series of incremental, time-limited durations or sprints. We iteratively design, test, and adjust course, building on the work of earlier sprints and minimum viable products to produce products and deliverables that have been validated by end users and clients.



## About ICF

ICF (NASDAQ:ICFI) is a global consulting services company with over 5,000 specialized experts, but we are not your typical consultants. At ICF, business analysts and policy specialists work together with digital strategists, data scientists and creatives. We combine unmatched industry expertise with cutting-edge engagement capabilities to help organizations solve their most complex challenges. Since 1969, public and private sector clients have worked with ICF to navigate change and shape the future. Learn more at [icf.com](http://icf.com).

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**Client participation is built in.** A client representative serves as Product Owner and represents the agency's vision and goals as a key member of the team. We engage stakeholders and technical teams alike to ensure everyone's ongoing, impactful input into system and product design and development.

**End user engagement is lightweight and continuous.** Starting with a pool of representative end users, we conduct in-depth interviews that inform the very first design decisions. Once a baseline understanding of user needs, business goals, pain points, and areas of delight is established, we produce concepts using ever-higher fidelity prototypes and working enhancements that we co-design and vet with end users.

### Springboard Beyond Cancer

Springboard Beyond Cancer is a new website that helps cancer survivors manage their well-being. With the National Cancer Institute and the American Cancer Society, we developed rich content and designed an interactive checklist so people could find information specifically for themselves. But user testing showed that while the content is excellent, the checklist was confusing. Plus, with no way to save their settings, people would be unlikely to return to the site.

ICF used a Lean Volte workshop to dig deeply into user needs. We brainstormed fixes, enhancements, and new concepts. Cancer survivors worked directly with us to test and refine our ideas on the spot. This led to several big discoveries. The team pivoted the checklist concept into downloadable cards that act like a checklist. We also learned that while cancer survivors want to manage the side effects of treatment, they also need motivation. So we created a Dreamboard feature that lets survivors tell their stories and keep their own future at the forefront of their vision.

Springboard Beyond Cancer launched using simple and useful interactivity—some offline and some online. We are letting user demand drive which features get dropped, expanded, and added over time. This is making Springboard an interactive, customizable, and highly usable site.

### Child Welfare Information Gateway

The Child Welfare Information Gateway (CWIG) is a complex system of databases, platforms, and tools. A service of the U.S. Department of Health and Human Services, CWIG's purpose is to help child welfare professionals and the public ensure the safety, permanency, and well-being of children, youth, and families.

CWIG has grown since its inception nearly 20 years ago and today encompasses thousands of print and electronic publications, websites, and online learning tools. CWIG staff needed to know: As the volume of content has grown, is the system able to connect data silos, make content reusable, and optimize processes to make the system flexible and adaptable for the future? Are CWIG's diverse audiences able to find the information they need?

A Lean Volte was used to assess the [childwelfare.gov](http://childwelfare.gov) website and its digital assets. The principal goal was to examine the universe of CWIG resources to consider how the system might be reorganized to make it easier for users to find what they are looking for and for the team to gain efficiencies on the back end. In the process, additional findings came to light, leading to several outputs and recommendations. These included the development of a content strategy to address near- and mid-term content and navigation improvements, visual design improvements using small fixes to effect big impacts, and optimizing Google Analytics through configuration, correcting HTTP status codes, and establishing SEO goals.

