



W. K. KELLOGG FOUNDATION  
New Options Initiative

**TEAM MEMBERS:**

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Marie-Claude Garneau, Susan Stirling  
Matt Cowen, James Heys

**PROJECT DIRECTORS:**

Chris Conley & Vijay Kumar  
IIT/Institute of Design

Jeff Harris & Ash Arnett  
Matter Co.

## The Challenge

# 4,000,000

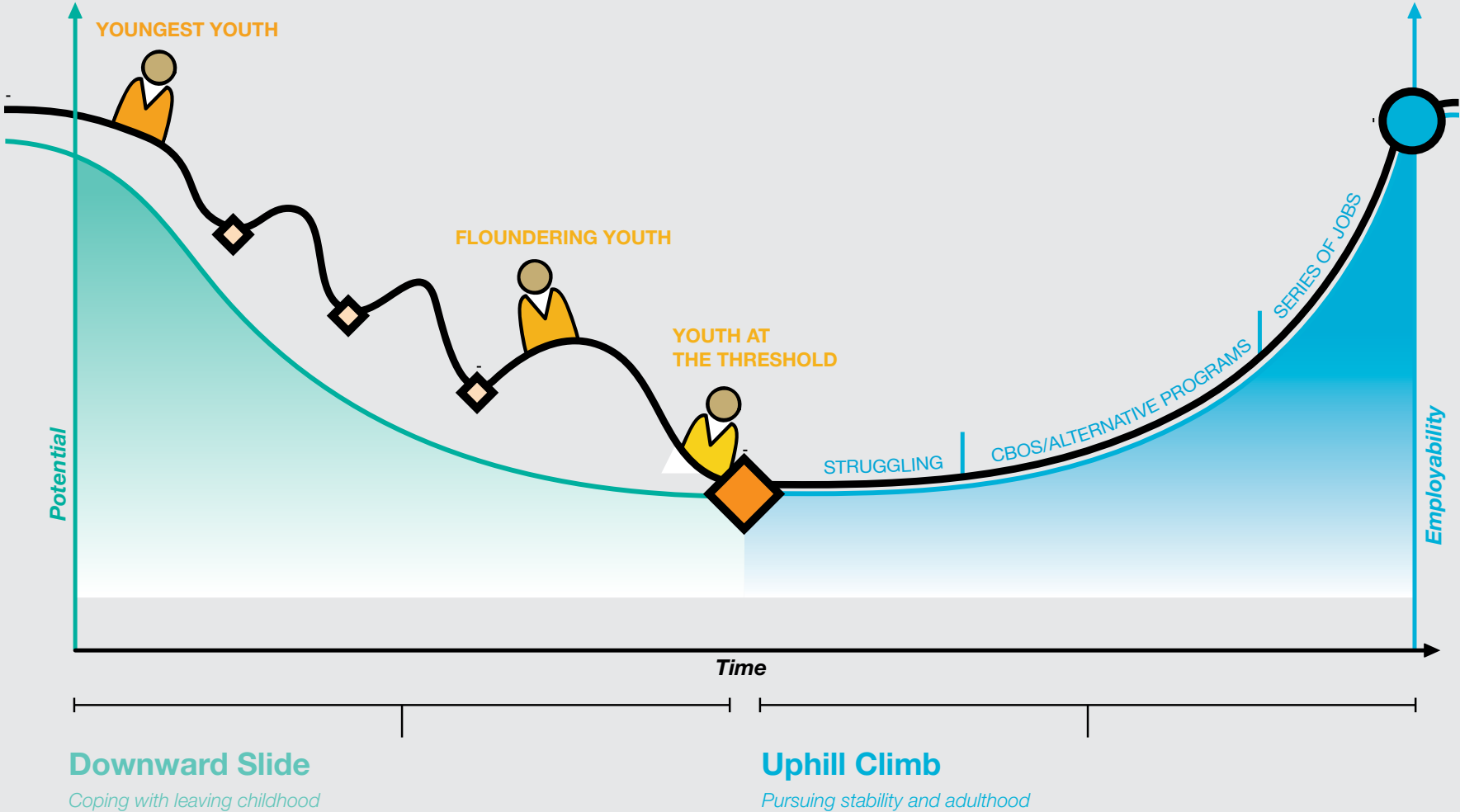
**Young people aged 16-24 are not enrolled in or failed to complete high school.**

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**Most say they have no motivation to further their learning in formal education environments.**

**Further, they do not feel prepared for jobs and careers that match their passion and interest.**

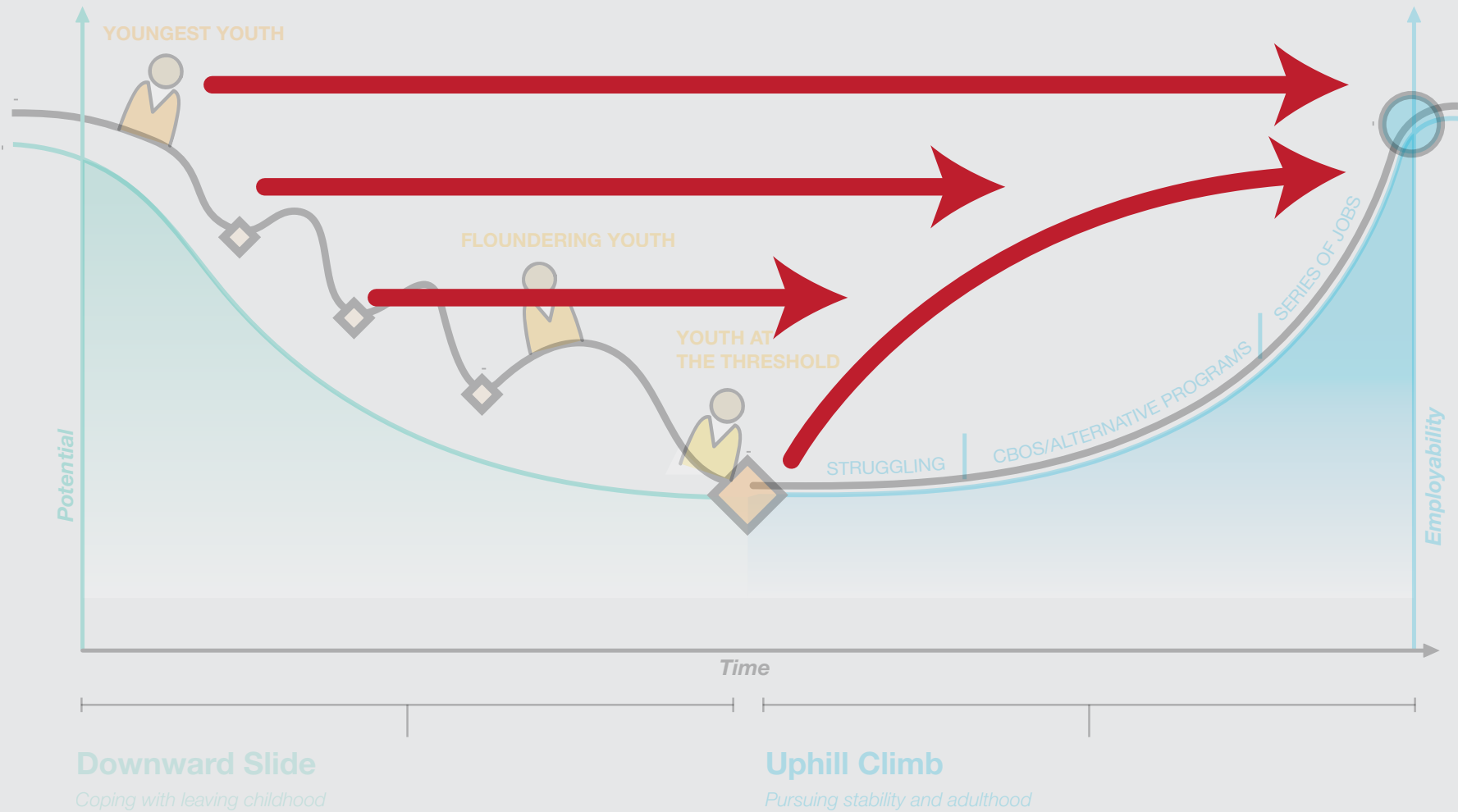
# Youth Lifecycle



Source: **Matter**

# Opportunity for NOI

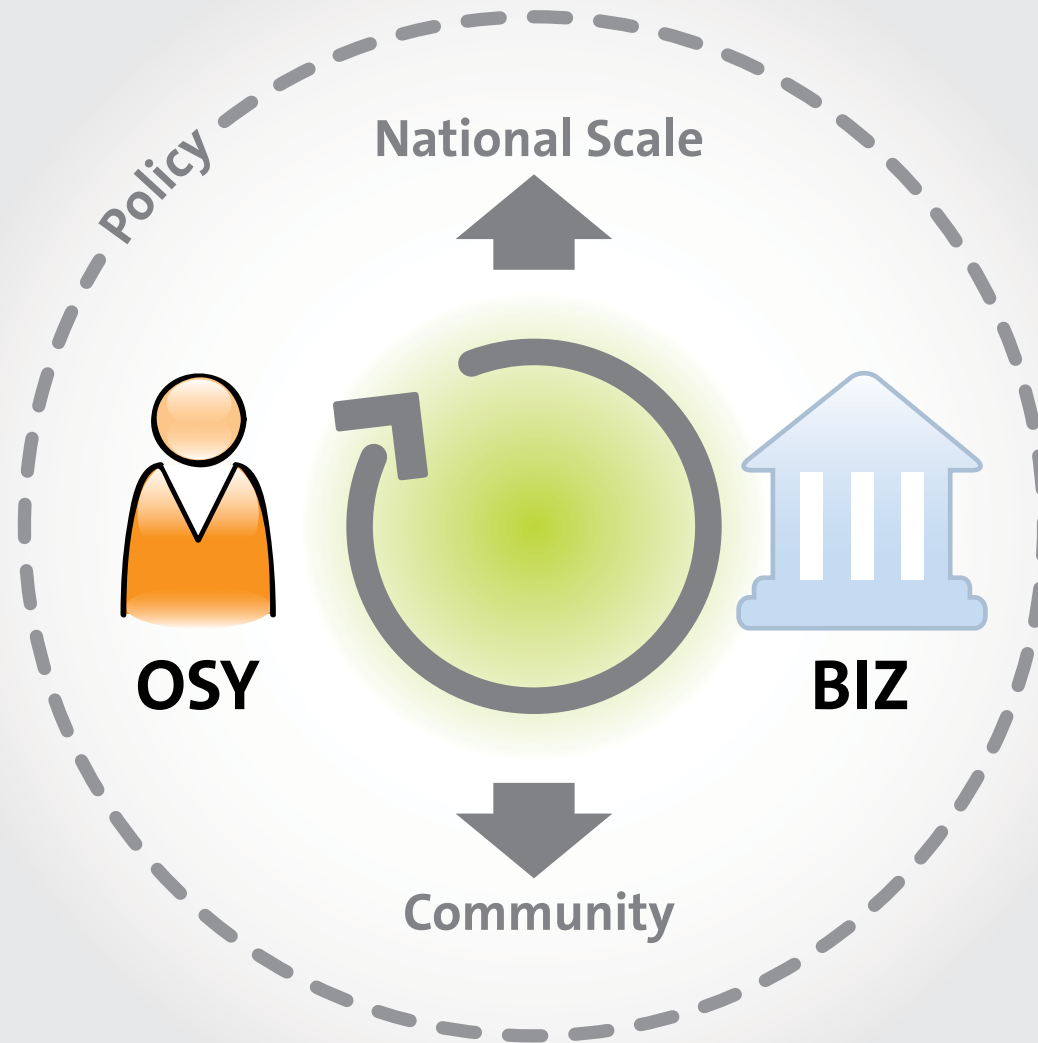
What opportunity could be designed to help youth navigate this path with out a HS diploma or GED?



Source: **Matter**

# Opportunity for NOI

Where might you look for answers?



Source: **Matter**

# Summer Team



*Susan Stirling*  
Background: Publishing



*Kate Pemberton*  
Background: Architecture



*Jenny Lee*  
Background: Education



*Marie-Claude Garneau*  
Background: Advertising

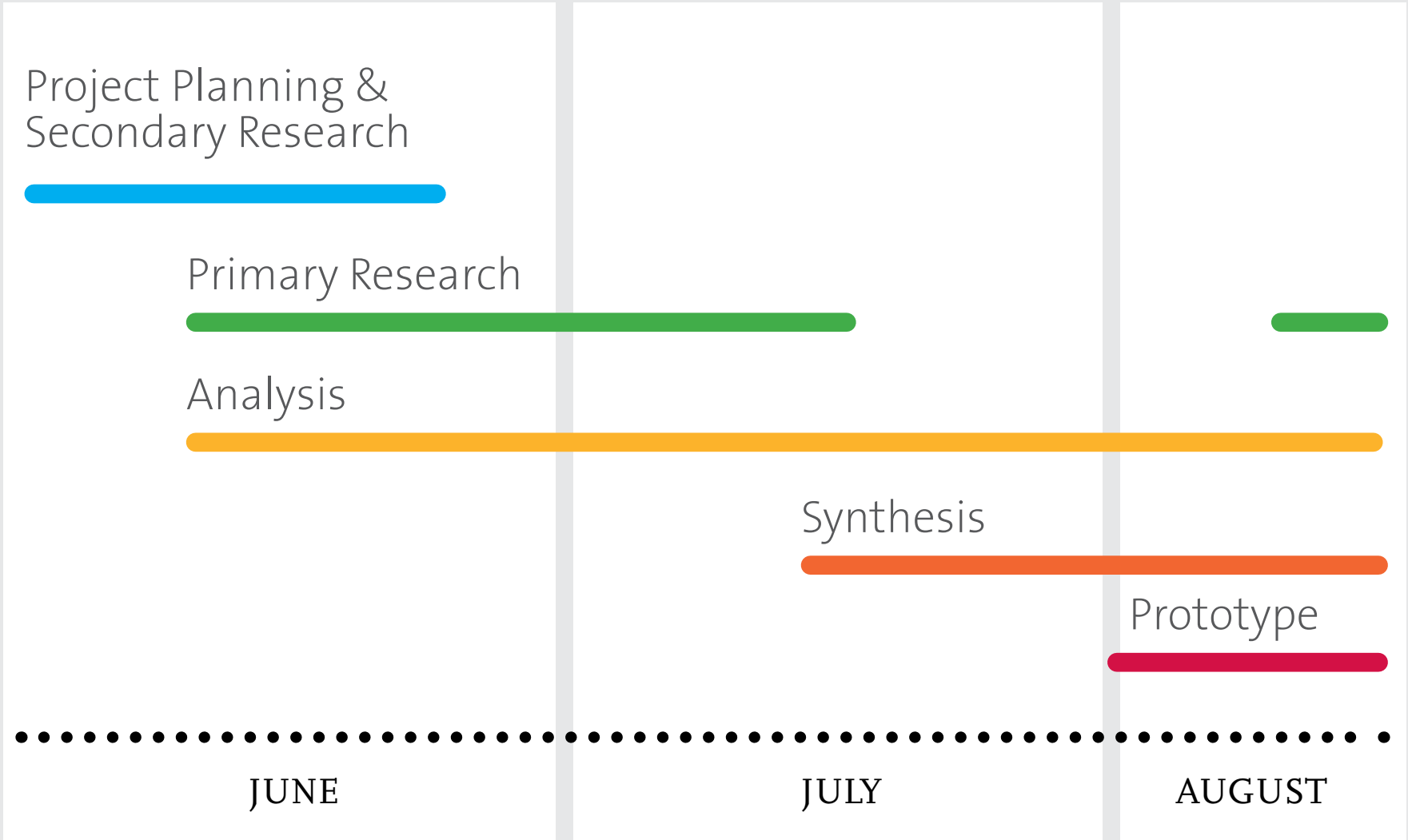


*Matt Cowen*  
Background: Industrial Design



*Jim Heys*  
Background: Avocado Rancher

# Our Approach



# Primary Research – OSY

## Protocol Summary

grand tour  
school experience  
work experience  
strengths & interests  
blue-sky



*Anderomeda*



*Ceci*



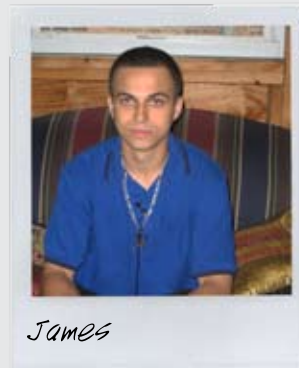
*Daryl*



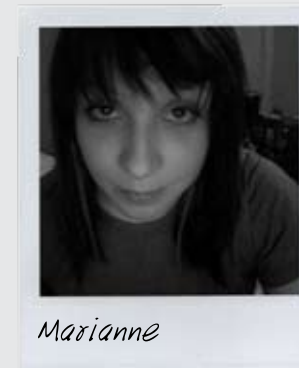
*Jaime*



*Jamall*



*James*



*Marianne*



*Outisha*



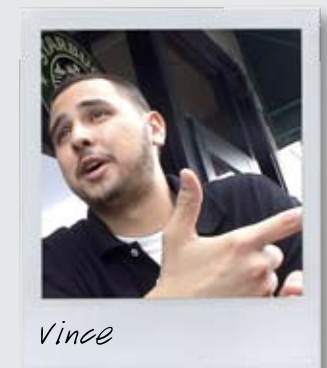
*Rene*



*Samantha*



*Simone*



*Vince*

# Primary Research – Businesses

## Protocol Summary

grand tour  
business culture  
hiring process  
training process  
blue-sky



*Bernard  
Chef/Owner, Cafe*



*Billy  
Executive, Oil Drilling Co.*



*Chris C.  
Owner, Construction Business*



*Chris G.  
Director, City Recycling*



*Firebelly Design  
Camp Firebelly*



*Gay  
Broker, Real Estate Agency*



*Greg  
Executive, Grocery Chain*



*Manuela  
Owner, Professional Recruiting*



*Michelle  
Manager, Organic Farm*

# Analysis



# Insights ...

Determining a good fit requires investment and risk on both sides.

First hand experience is a powerful way to learn.

Commitment to passions combined with hard work can lead to a successful career.

Career pathway awareness promotes advancement.

Youth perception of capabilities or options is limited to what they have been exposed.

Employees are road tested before long term commitments are made.

Discovering a strength or sense of purpose can be a strong motivator.

Hustle is constant, proactive & resourceful behavior demonstrating motivation that can differentiate you from others.

Self-sufficiency builds autonomy.

H.S. diploma demonstrates commitment and a strong work ethic.

Intrinsic motivation can be more powerful than extrinsic motivation.

External support can amplify intrinsic motivations.

Youth want to know that they are being heard and recognized.

O&Y seek experiences that allow for independence/ autonomy without compromising authenticity.

Businesses look for strong communication skills when hiring.

Longer term goals are difficult to accomplish if the path toward those goals are unclear or unknown.

Rigid structures can be as much a handicap as too much freedom.

Positive attitude and strong desire differentiate job candidates (see hustle above).

Jobs that leverage strengths can create highly motivated/ productive employees through positive feedback cycles.

Powerful experiences can become turning points.

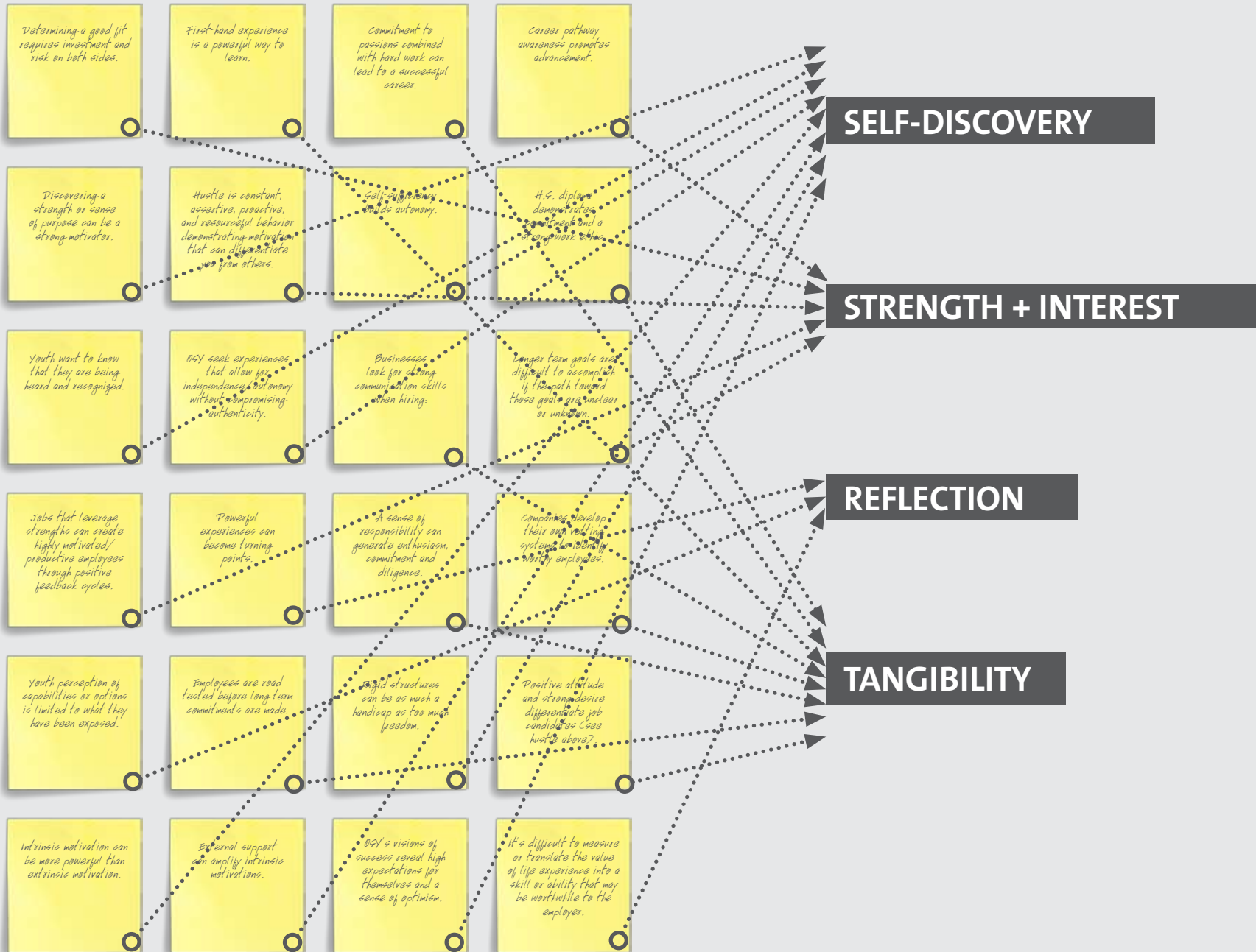
A sense of responsibility can generate enthusiasm, commitment and diligence.

Companies develop their own vetting systems to identify worthy employees.

O&Y's visions of success reveal high expectations for themselves and a sense of optimism.

It's difficult to measure or translate the value of life experience into a skill or ability that may be worthwhile to the employer.

# Insights ...



## Value Statement

NOI is a system designed to facilitate self-discovery of strengths and interests through reflection on tangible experiences to connect OSY with meaningful jobs.

# Value Statement

## WHY IMPORTANT?

Self-discovery of strengths is an authentic and powerful experience that can motivate and inspire.

**self-discovery** of strengths + interests  
through reflection on tangible experiences.



“ I like to learn how to, like, use things on my own rather than have someone else tell me how to do it. I don't know, I guess I like being independent, because I am, completely. ”

# Value Statement

## WHY IMPORTANT?

When strengths are unknown or unclear, it is the nature of a person's interests that clearly illuminates them.

self-discovery of **strengths + interests**  
through reflection on tangible experiences.



Daryl

“ I can't stay at a job that I don't like, I just can't do it, no matter how much money they pay me I just can not stay. So I guess my thing was I had to find out what I like to do, and then once I started to find out what I like to do I had to pursue it because I felt that's the only I can stay consistent, you know, on a job or a position whereas I can get the money to get the things that I need. ”

# Strength + Interests: Key Considerations



# Value Statement



“ Actually I’m glad I did this, it felt good to kind of talk about it a little bit more. Definitely, helped me put it a lot more into perspective again, you know, re-instilling what I want. ”

self-discovery of strengths + interests  
through **reflection** on tangible experiences.

## WHY IMPORTANT?

Reflection transforms intangible impressions of an experience into comprehensible and actionable awareness.

# Reflection: Personal Interactions



# Reflection: Interaction with Artifacts

EXERCISE

JOURNALS

PROBES

WORKBOOKS

VIDEO /AUDIO

MOBILE DEVICES

WEB



# Value Statement



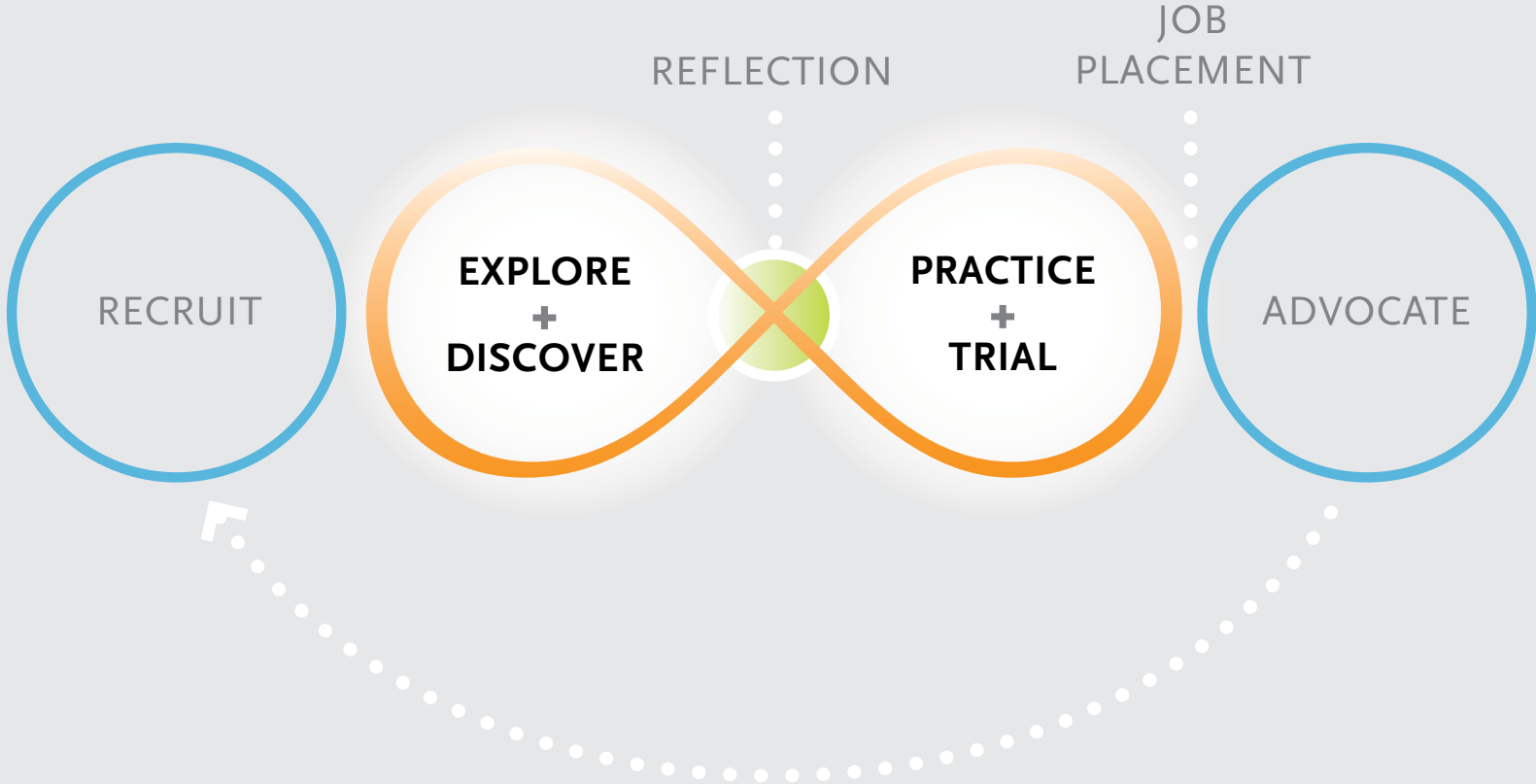
“ Well, I would like to work in restaurant management... I need that experience, I need that training, learning the people skills, learning how a restaurant runs, I mean I have a general idea but actually working in a setting like that for a few years before I actually try to do my own so I can have ideas and everything in place on how to run my place. ”

self-discovery of strengths + interests  
through reflection on **tangible experiences.**

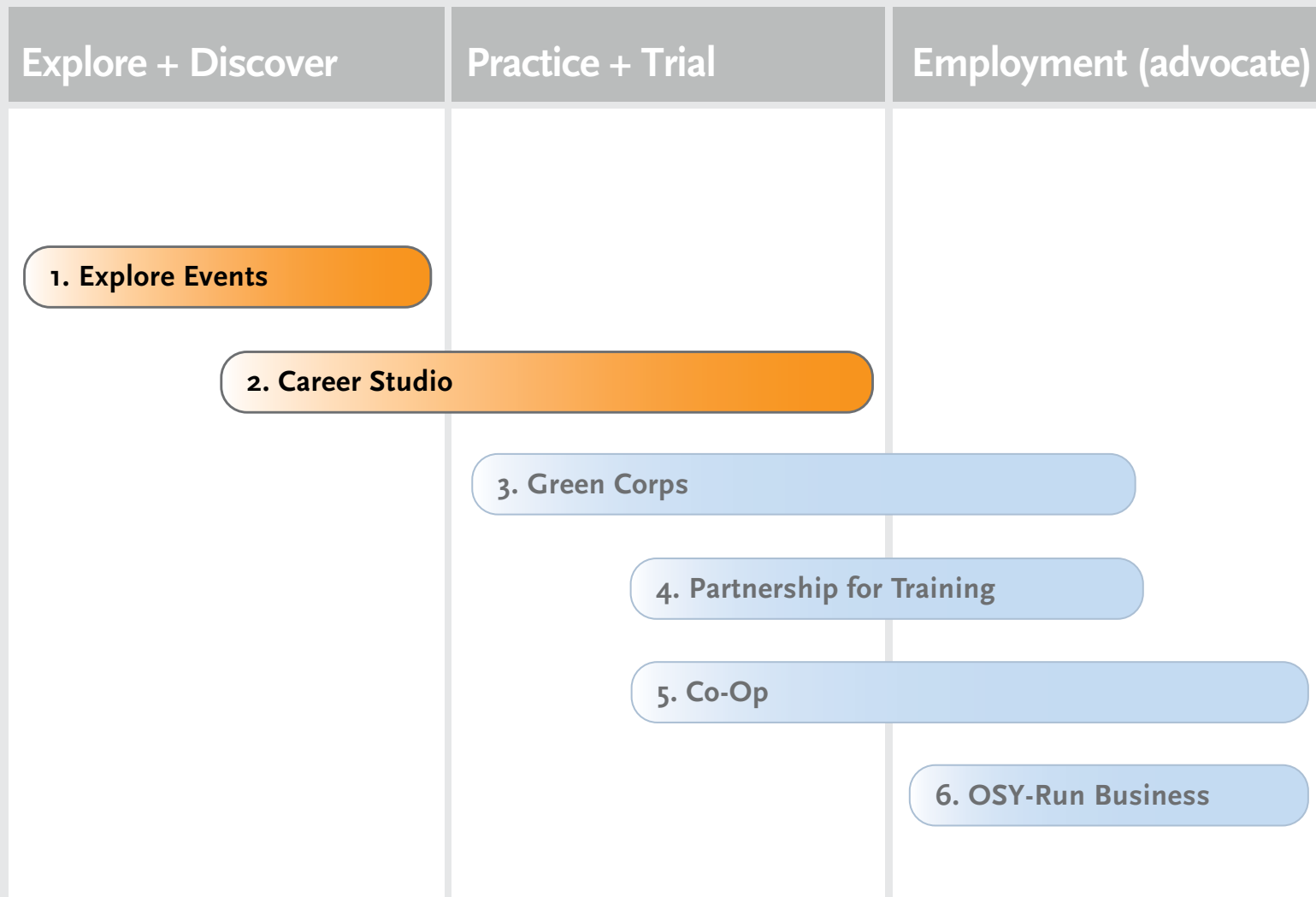
## **WHY IMPORTANT?**

First-hand experiences have greater impact, accuracy and value than reinterpretations.

# Framework



# Prototype Concepts



Our Prototype

What ...

2  
DAYS

4  
BIZ

6  
OSY

# Our Prototype



## Why ...

See if exposure to something unknown triggers interest

Test the assumption that “interest” brings into focus “key strengths”

Test the assumption that OSYs respond positively to responsibilities

Evaluate any transformation

Learn about employer’s experience



**How...**

**Evaluate OSYs before and after**

**Make OSYs evaluate each visit**

**Monitor enthusiasm levels**

**Debrief with OSY**

**Debrief with employers**

Our Prototype

# EXPOSURE

A NOI DISCOVERY ENGINE

# Prototype Learnings/findings

## Relatability

- Non-judgemental (communication, appearance & body language)
- There is no authority figure
- Free + open access
- On the level (level playing field)
- Open dialog
- Honest/transparent/genuine
- See yourself in the other (identify/relate)
- Open to possibilities not limits

“ When I agreed to do this, I thought, am I going to feel weird? Do we have to dress a certain way because we are going to go visit companies ... when we show up like this in an office and potentially talk to people about a career, to see them sitting their like me, that just brings them down to the level. Where I can comfortably interact. I don't feel like they are above me or looking down on me, they are not talking down to me, they are not talking to me like I am a little kid. They are down to earth. ”



# Prototype Learnings/findings

## Reveal Process

- See things from the inside
- Nature of NOI experience should be as realistic as possible relative to the everyday exp. of employees

“ I would pay attention to the cues and the change, and now I know what to look out for, because I know how they are doing it and what they are doing as far as the lights. For instance ... for person that is my size, or your size is pulling weights over here and another over here to make something move this way or that way, stuff like that was interesting. ”



# Prototype Learnings/findings

## Personalized Stories

- Personal stories effectively communicate emotion
- Facilitate understanding
- Universally recognized
- “Feel” true/authentic
- Relevant, engaging + inspirational
- Stories that clearly illustrate how a person got from A to B
- Jobs seem more attainable
- Negative aspects of a story should be present – makes them authentic, realistic and credible

“ I liked the unique story of Andrew and how he made it into that business. How he was a musician at first and fell in love with his writing ability and connected it with advertising ... some body like me could get that job. I could just come out of nowhere. That helped me out a lot with my confidence. Knowing that you don't have to have a certain degree or have a certain prestige to make it where you want to go and possibly make it where you had no idea where you would end up. ”



# Prototype Learnings/findings

## Skills Recognition

- Identify and apply transferable skills
- Facilitate through self-discovery and reflection
- Provide new context to discover and apply skills  
*(literal transfer – discover how already established skills can be applied in new contexts)*
- Reveal underlying fundamental traits through aiding in self-reflection/introspection  
*(figurative transfer – how fundamental skills and interests apply to whole new fields)*

“ Set building ... I like to use my hands and I'm very creative. I would do my hardest to bring whatever they are picturing to life. I like doing stuff like that. ”



# Prototype Learnings/findings

## Status

- Signals respect
- Takes them out of their everyday environment
- Re-orienting effect
- OSY rise to challenge/expectations

“ I loved the limo, that caught me by surprise ... but that made me feel like a superstar for two days. ”



# Prototype Learnings/findings

## Interesting Questions

### Scale ...

- Recruiting (OSY, BIZ + Agents)
- Personalized attention (how practical at scale?)
- 365 days | 4 million + OSY | ?? businesses

### Incentive ...

- Funding models
- Motivation to participate (OSY, BIZ + Agents)

### Network ...

- Operations + Logistics
- How does the system learn from itself?

### Equity ...

- How is the value of exposure made tangible?

# Prototype Learnings/findings

## **Other Considerations**

Authentic stories vs. impressive places

Develop storytelling framework to help foster connections

Develop a self-reflection/self-evaluation tool that helps people zero in on the underlying principles that apply to their strengths and interests.