

# 2024 NATIONAL BEST PRACTICES PROSECUTION CONFERENCE



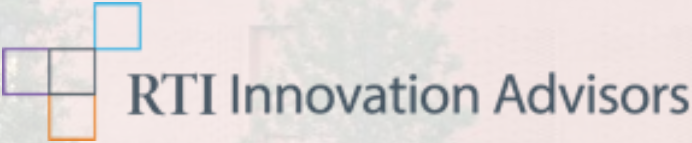
## Leading Innovation and Change

2024 National Best Practices Prosecution Conference | October 7<sup>th</sup>, 2024

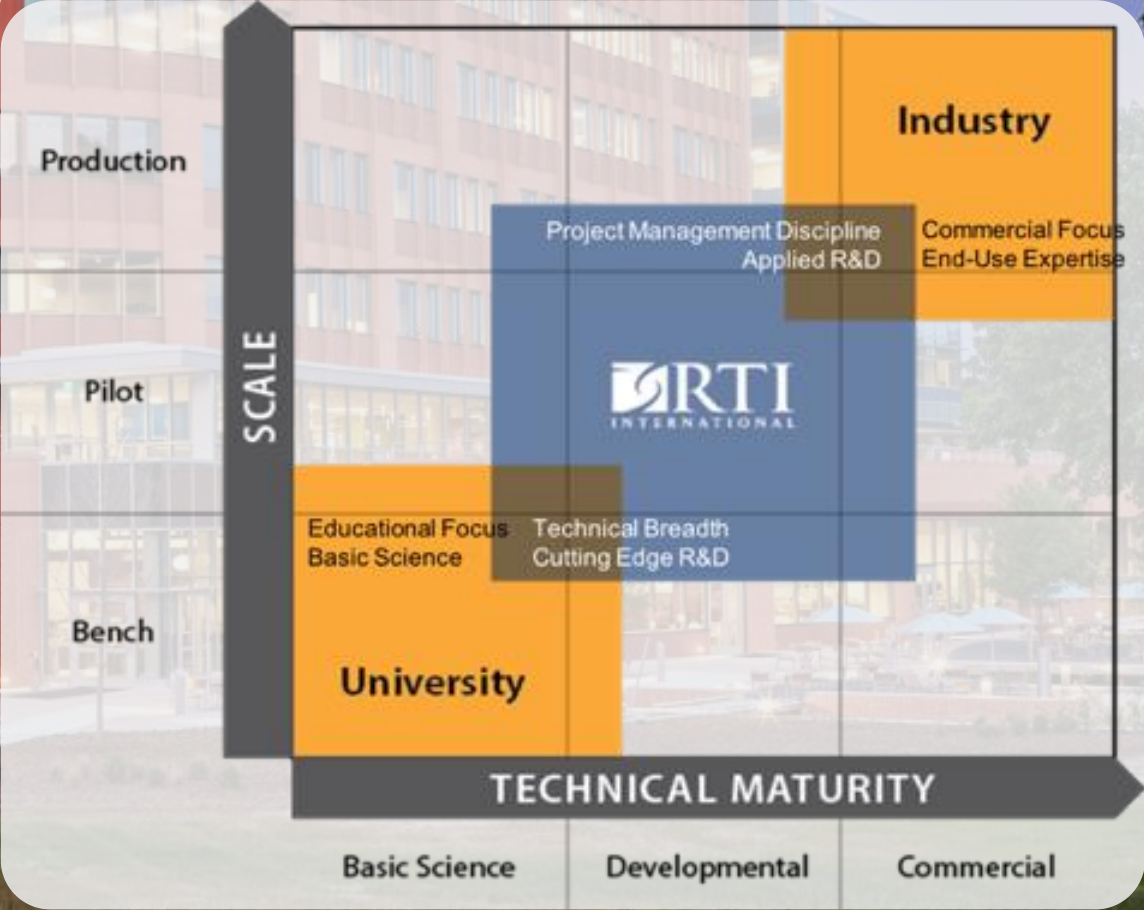
We are a business unit of RTI International, an independent, global research institute.



RTI International improves the human condition by turning knowledge into practice and leveraging science for global good.



We help clients turn insights into new products, services, and technologies that have meaningful human and business impact.





## Criminal Justice Technology Testing and Evaluation Center

A Program of the National Institute of Justice



Input From  
Research  
Community

Input From  
Vendors

Input From  
Practitioners

Input From  
Community  
Stakeholders

<https://cjttec.org/>



## CJTTEC Activities

- **Technology Foraging:** Monitoring trends and developments related to emerging technologies of criminal justice practitioner interest.
- **Testing & Evaluation:** Assessing the performance of products in real-world conditions against objective criteria.
- **Implementation Research and Evaluation:** Assessing and testing the factors that lead to successful technology implementation.
- **Standards Development:** Supporting, validating, and helping maintain NIJ's criminal justice equipment standards.
- **NIJ's Compliance Testing:** Testing and evaluating to ensure compliance with NIJ standards.

Modern prosecutors serve a variety of complex roles that continue to rapidly evolve.

Trial Lawyer

Innovator

Convenor

Data Collector

Community Partner

Problem Solver

Educator

Public Safety Protector

Treatment Facilitator

Conviction Reviewer

Policy Advocate

Crime Prevention Strategist

Victim and Witness Advocate

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# Innovator

Trial Lawyer  
Public Safety Protector  
Treatment Facilitator  
Conviction Reviewer  
Policy Advocate  
Crime Prevention Strategist  
Victim and Witness Advocate

Convenor  
Data Collector  
Community Partner  
Problem Solver  
Educator

Today's discussion will provide guidance and resources that lay a foundation for strategic innovation and change management.



Foundational  
Concepts for  
Innovation  
Leaders



Human-Centered  
Design & Design  
Thinking  
Methodology



Human-Centered  
Design Case  
Studies



Leading Change  
Kotter's 8 Steps



Key Takeaways

**Innovation** is the process of creating value by applying novel solutions to meaningful problems.



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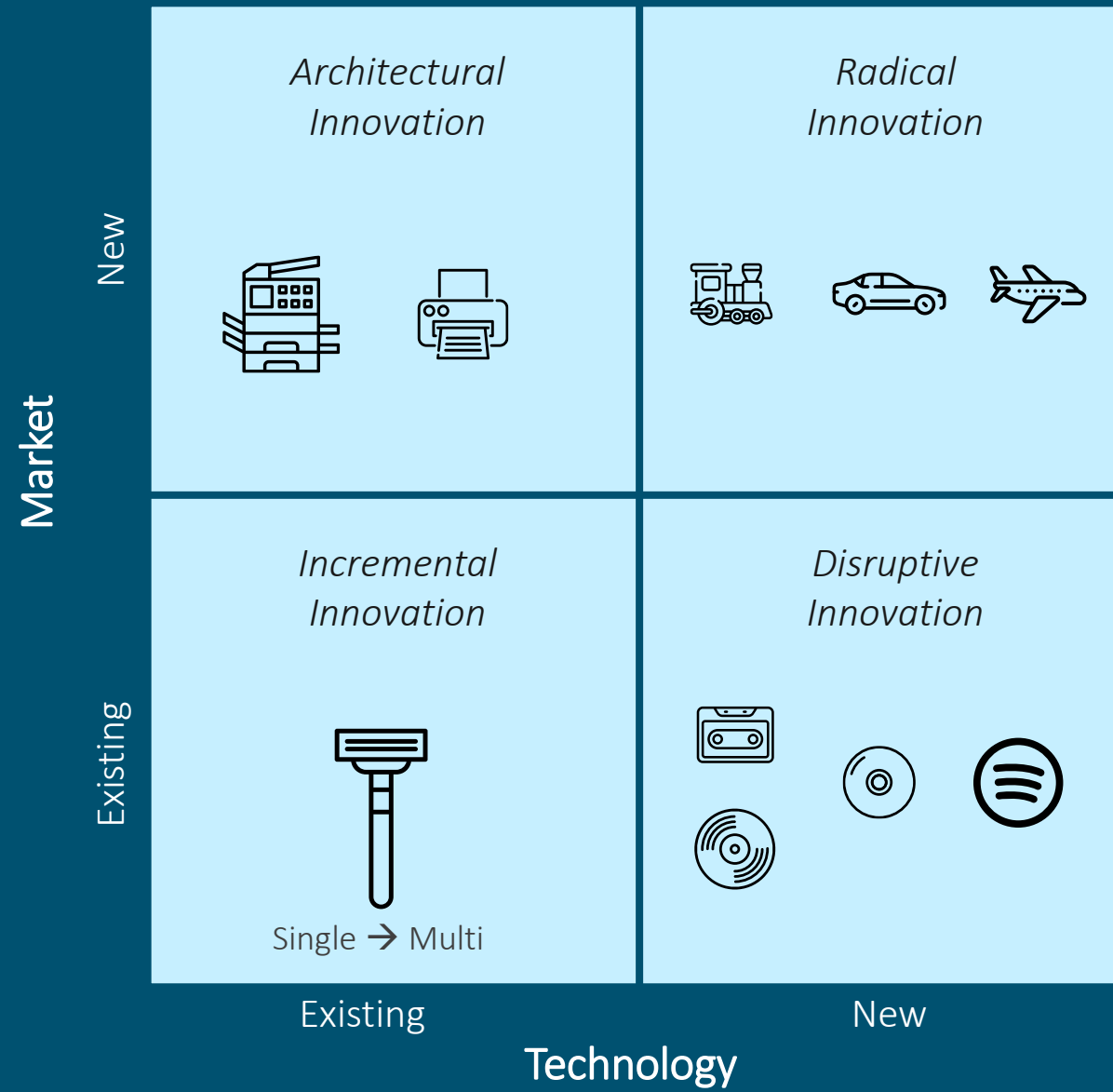


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Key Takeaways

Innovations can span the spectrum from simple and incremental to complex and radical.



## Incremental Innovation

Making improvements to an existing product or service.

## Disruptive Innovation

A new product or service engages the existing market with a new technology.

## Architectural Innovation

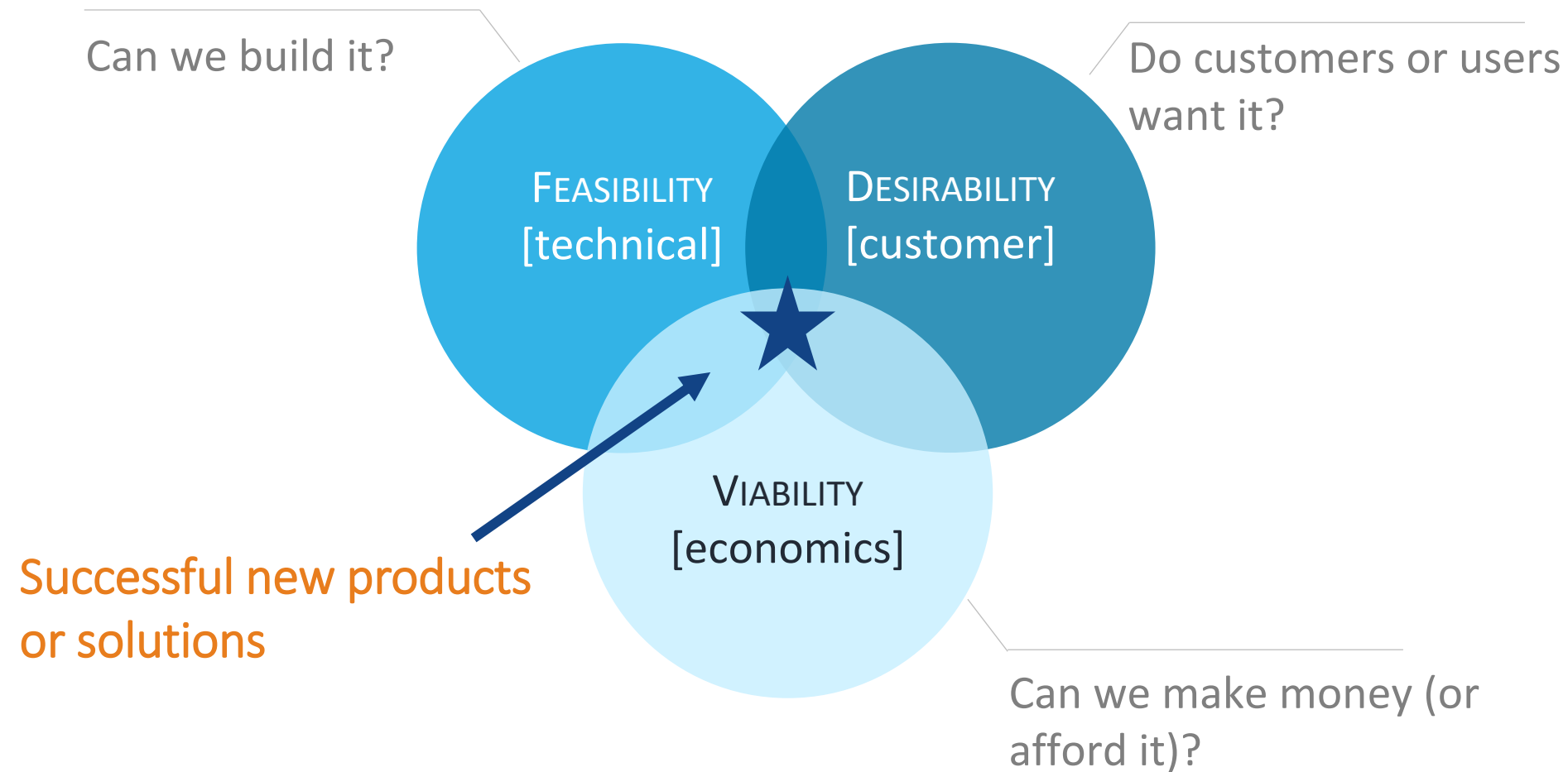
New products or services use existing technology to create new markets and/or new consumers

## Radical Innovation

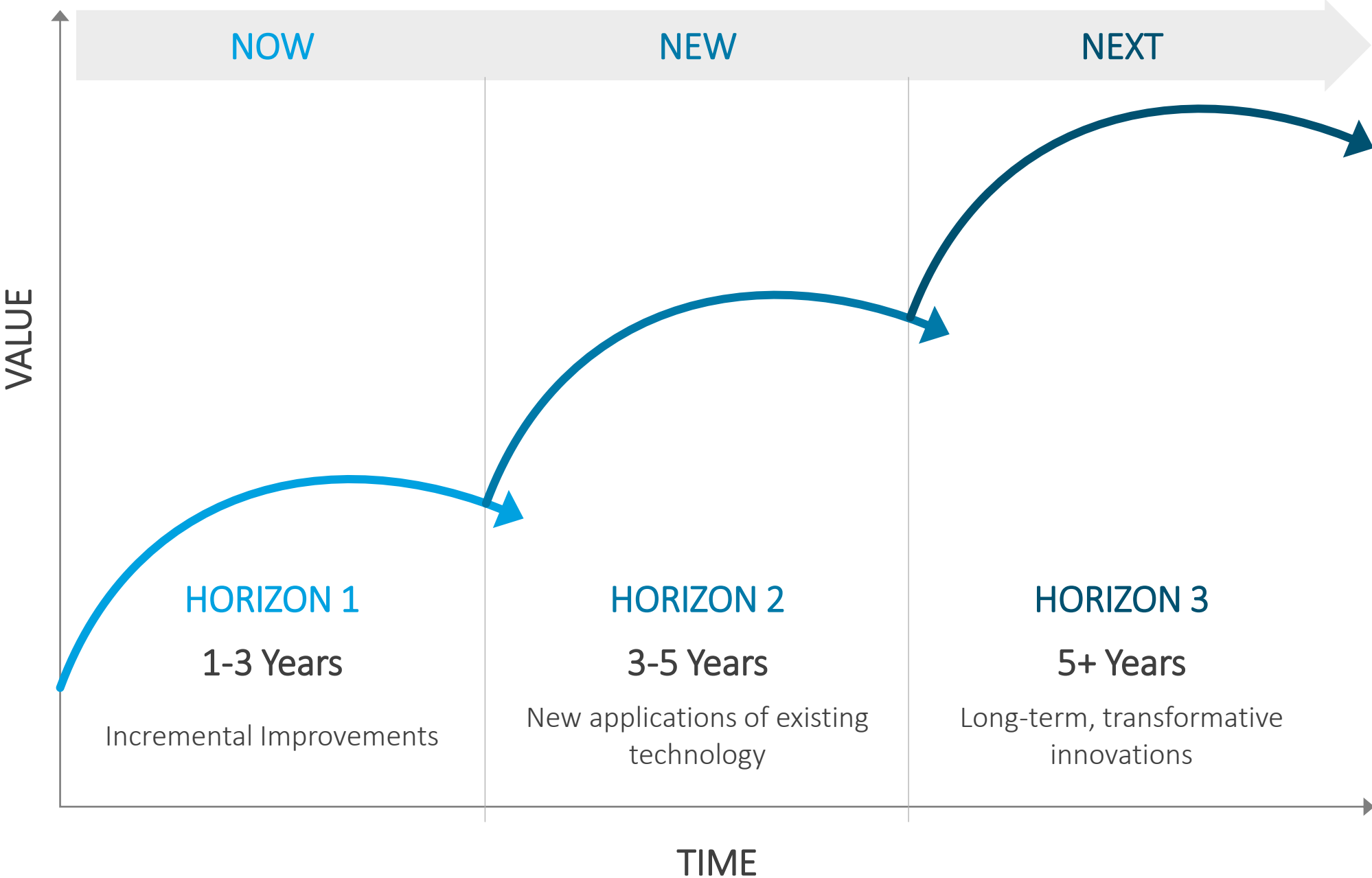
New products or services are developed using new technology that open up new markets



New innovative solutions must meet three criteria to be sustainably successful: feasible, desirable, and economically viable.



Thinking across innovation horizons provides leaders a way to balance current needs with long-term opportunities.





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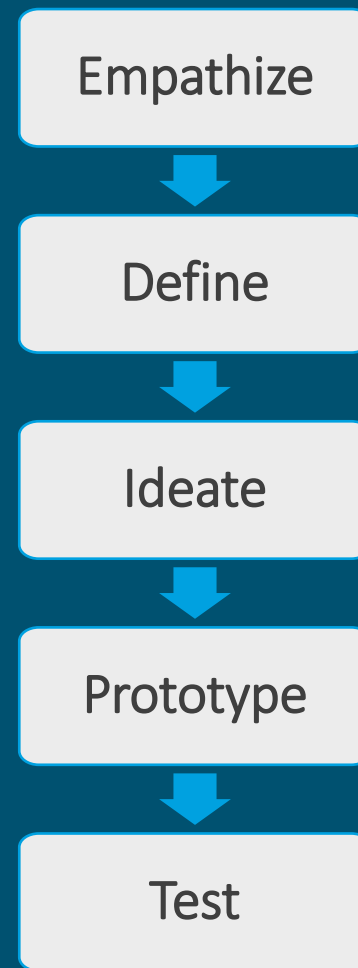
Key Takeaways

Human-Centered Design is a mindset, a process, and a set of tools that enable successful, sustainable innovation.

### A Mindset



### A Process



### A Set of Tools



# Human-Centered Design requires a unique mindset for successful execution.

Design thinking is the discipline of developing solutions in the service of people.

## Characteristics of Innovators that employ Design Thinking

- Human-Centered
- Bias Toward Action
- Radical Collaboration
- Culture of Prototyping
- Show Don't Tell
- Mindful of Process

*Design is not a one-shot vaccine; it's an 'innovation fitness program' that puts an organization on top of its game. It is not an 'event', it is a way of thinking, communicating, and doing every day.*

—Heather Fraser  
Professor, Rothman School of Business  
University of Toronto

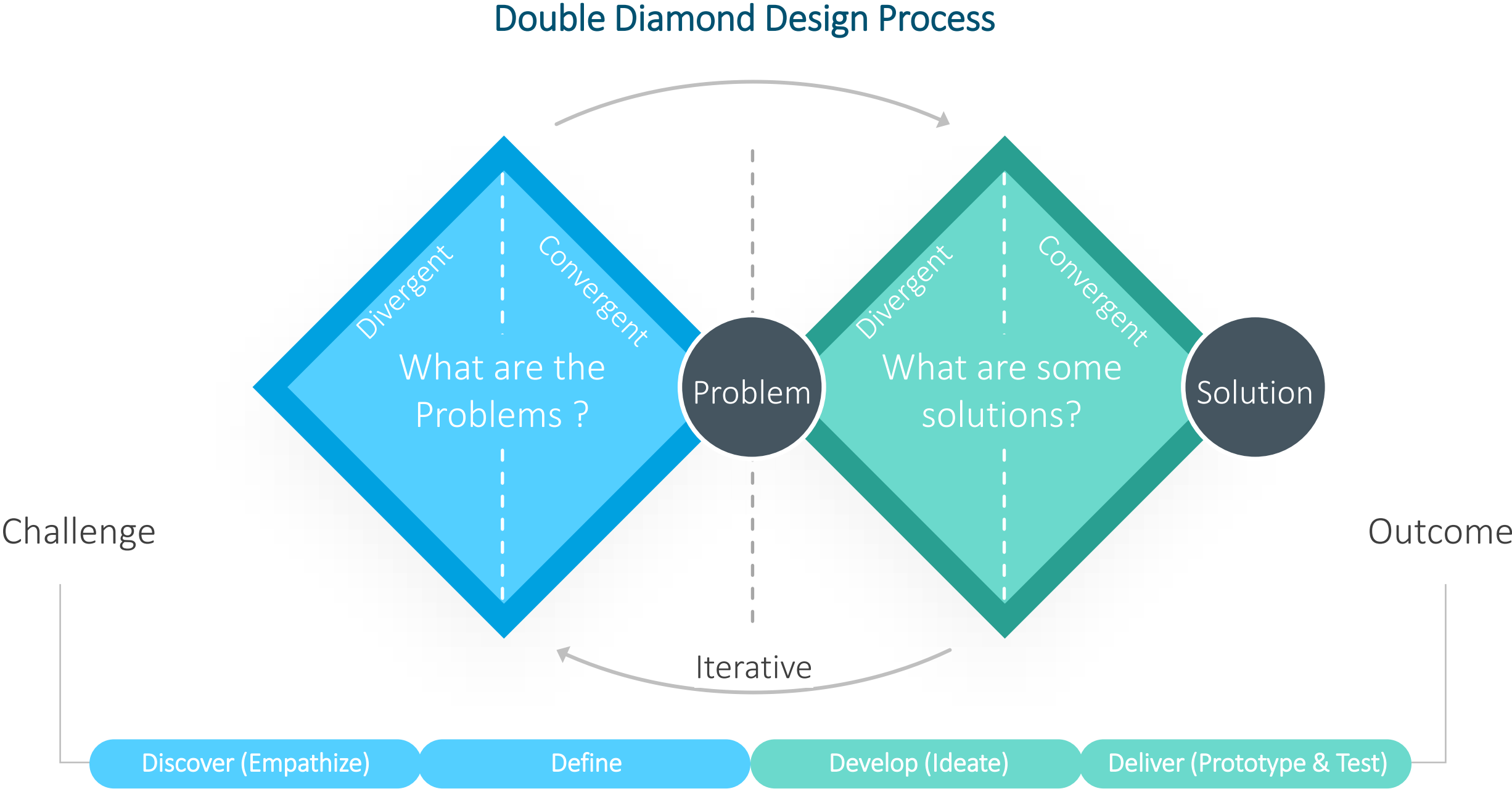
*Everyone designs who devises courses of action aimed at changing existing situations into preferred ones.*

—Herb Simon  
Nobel Laureate in Economics

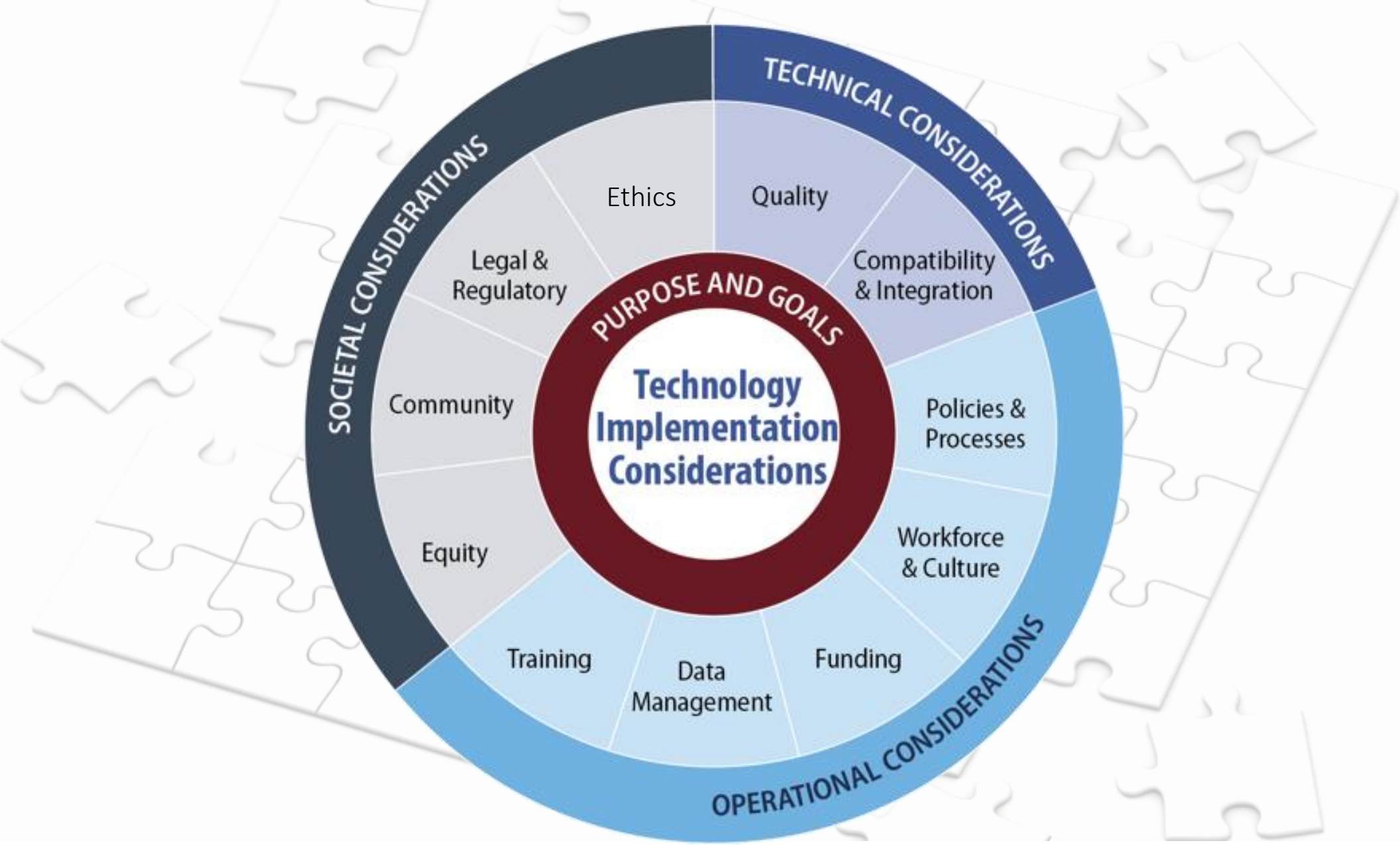
*We spend a lot time designing the bridge, but not enough time thinking about the people who are crossing it.*

—Dr. Prabhjot Singh  
Director of Systems Design at the Earth Institute

Design thinking is an iterative process that involves phases of divergent and convergent efforts to identify and prioritize problems, solutions, and ultimately test the best ones.



Innovation in prosecution requires special attention to a crucial set of implementation considerations when considering adoption of new technologies.





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Key Takeaways





## Google Glass

Smart glasses with heads up display and interaction with the internet through natural language.

### Date of Launch

2013

### Discontinued

2023

## Design Thinking Insights

User needs shadowed by the desire to create a breakthrough in innovation – i.e., NOT Design Thinking.

- ➔ Consumer devices lacked adoption and were discontinued in 2015
- ➔ Pivot to enterprise-focused editions in 2017 saw limited adoption before final discontinuation in 2023

## Cited Limitations

- ➔ **Limited Functionality**  
The device enabled users to take photos and browse the internet – with a limited 2-3 hour battery life.
- ➔ **High Price**  
The device was initially priced at \$1,500 and consumers had issues with limited value even after a drop to \$999.
- ➔ **Privacy Concerns**  
Always-on camera and microphones enabled users to record surroundings without consent of those around them.



Image Credit: Truleo

## Body-Worn Camera (BWC) Analytics Software

Software programs that automate portions of BWC analysis workflows – transcription, redaction, report writing, performance review, and more.

**Date of Launch**  
~2020 | In Use

## Design Thinking Insights

Entrepreneurs and vendors leveraged insights from BWC users to home in on specific problems that arose with the advent of widespread BWC adoption.

- ➔ >5,000 years of HD video captured, and majority goes unreviewed
- ➔ Limited resources and growing retention issues

## Cited Benefits

- ➔ **Streamlines Workflows**  
Accelerates evidence review, performance review, and report writing workflows to get more from previously unreviewed data.
- ➔ **Facilitates Coaching**  
Provides leaders more opportunities to provide positive feedback to officers and address any immediate flags faster.
- ➔ **Facilitates Focus**  
Allows users to spend more time positively affecting the community and less time on administrative tasks.

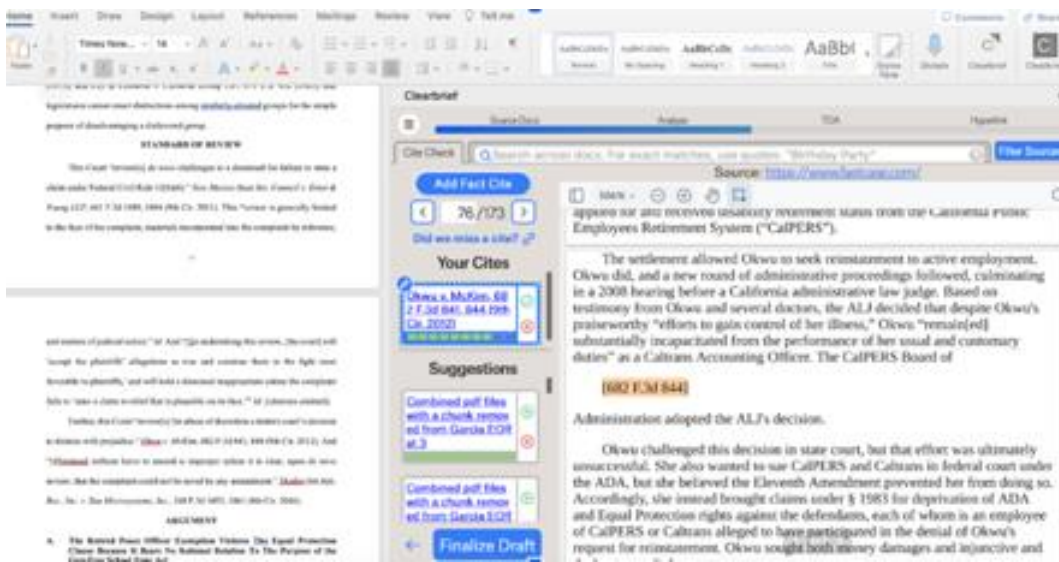


Image Credit: Clearbrief

## AI Powered Legal Assistants

AI-driven software solutions that automate portions of legal workflows – document review, contract analysis, legal research, case management, and more.

### Date of Launch

~2020 | In Use

## Design Thinking Insights

Entrepreneurs and vendors leveraged insights from lawyers and attorneys to home in on specific day-to-day hurdles faced by legal system stakeholders.

- ➔ Time-consuming legal research and document review + high standards
- ➔ Increased workload and efficiency demands (i.e., growing caseloads)
- ➔ Staffing and retention challenges

## Cited Benefits

- ➔ Reduces administrative burden  
Automates tasks such as cite-checking, generating timelines, and creating Tables of Authorities.
- ➔ Potential to Reduce Burnout  
Automation enhances efficiency and capabilities of small teams to manage growing caseloads and focus on higher-value matters.
- ➔ Assists in Meeting High Standards  
Provides in-text links for direct reference to supporting documents, case law, statutes, and legal precedents for accurate, credible writing.



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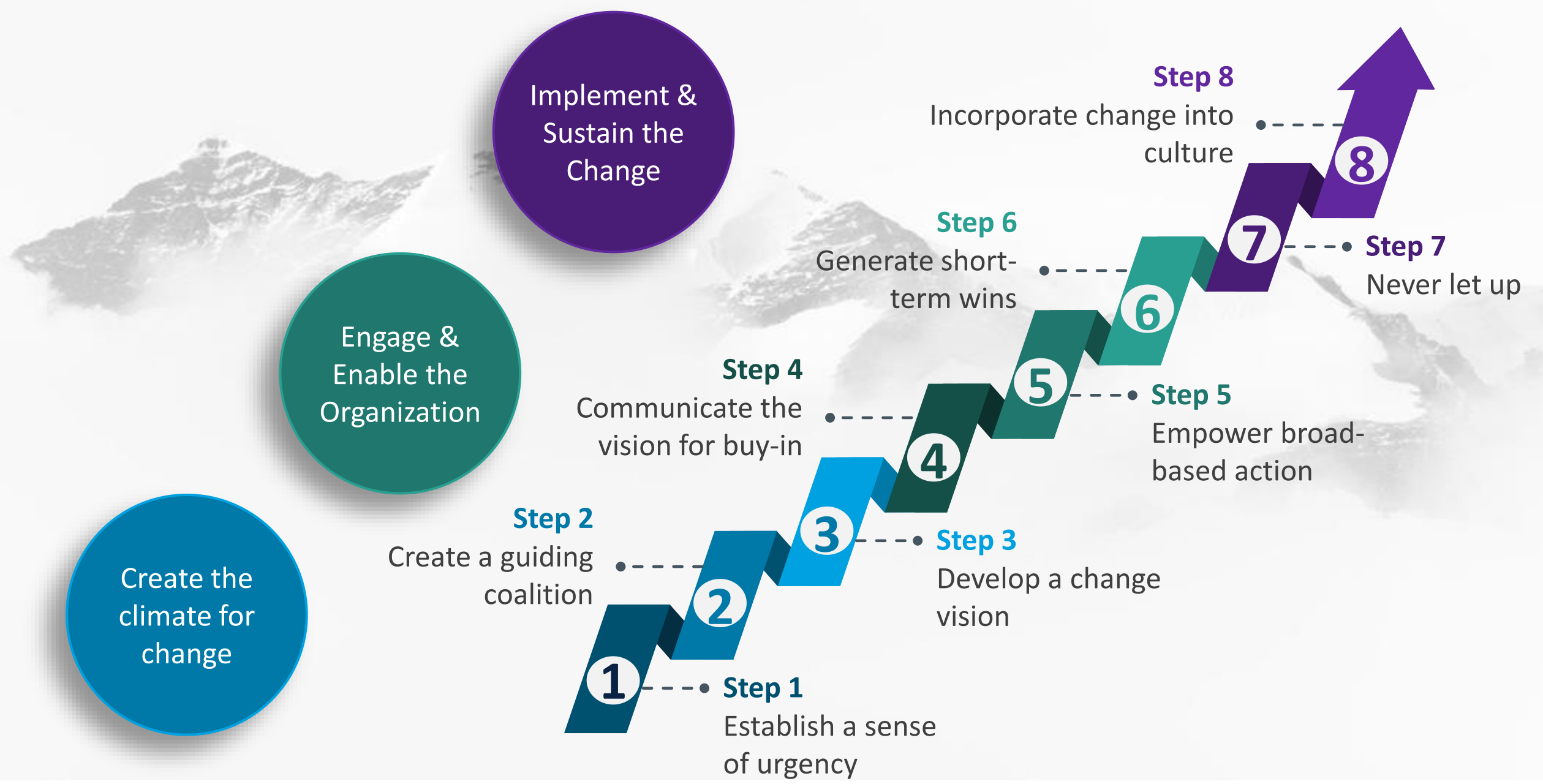


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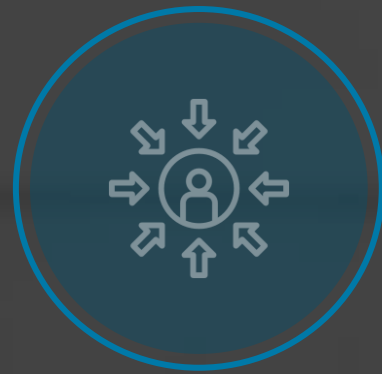
Key Takeaways

Kotter's 8 Steps for Leading Change is a tried and tested framework to anchor implementation efforts to ensure leaders and their teams capitalize on the full value of innovation efforts.





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Key Takeaways

# Leading Innovation and Change Requires...



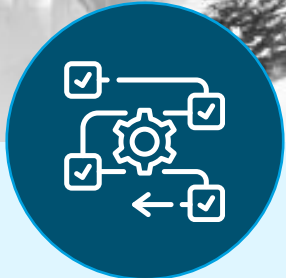
## The Right Mindset

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- Radical Collaboration
- Culture of Prototyping
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- Mindful of Process

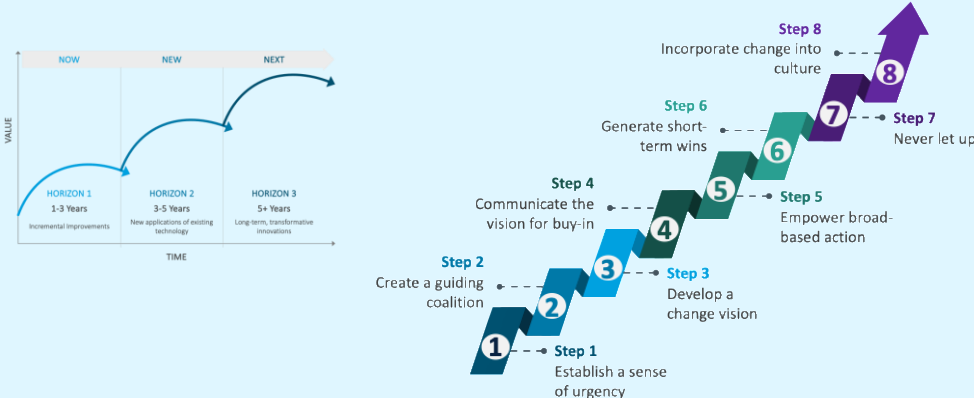
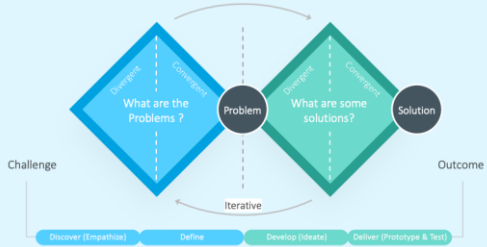
What does the **customer** need?

What problem does the **customer** have?

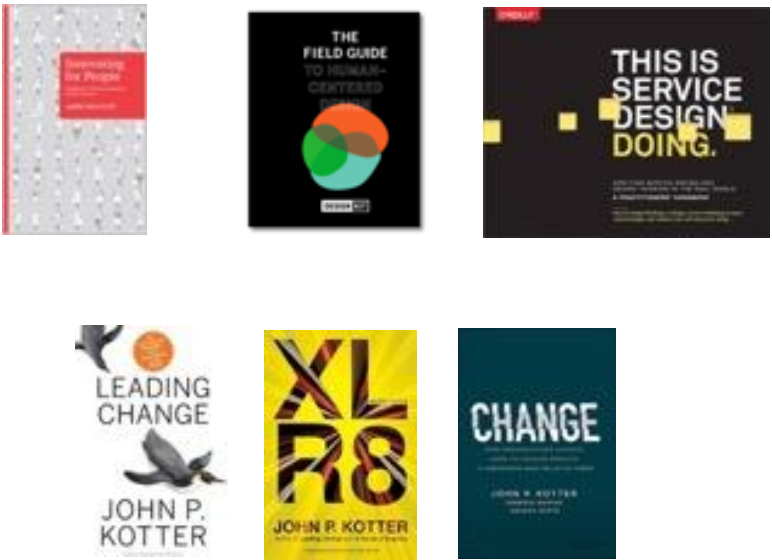
What job does the product need to do?



## The Right Processes



## The Right Tools



# What is on the horizon(s) for the future of prosecution?





# Resources

Title	Type	Hyperlink
The LUMA Institute	Web	<a href="https://www.luma-institute.com/">https://www.luma-institute.com/</a>
IDEO Design Kit	Web	<a href="https://www.designkit.org/">https://www.designkit.org/</a>
Innovating for People Handbook of Human-Centered Design Methods	Book	<a href="https://www.amazon.com/Innovating-People-Handbook-Human-Centered-Methods/dp/0985750901/">https://www.amazon.com/Innovating-People-Handbook-Human-Centered-Methods/dp/0985750901/</a>
The Field Guide to Human-Centered Design	Book	<a href="https://www.amazon.com/Field-Guide-Human-Centered-Design/dp/0991406311">https://www.amazon.com/Field-Guide-Human-Centered-Design/dp/0991406311</a>
This Is Service Design Doing: Applying Service Design Thinking in the Real World	Book	<a href="https://www.amazon.com/This-Service-Design-Doing-Applying/dp/1491927186/">https://www.amazon.com/This-Service-Design-Doing-Applying/dp/1491927186/</a>
Kotter	Web	<a href="https://www.kotterinc.com/">https://www.kotterinc.com/</a>
Leading Change	Book	<a href="https://www.amazon.com/Leading-Change-New-Preface-Author/dp/1422186431/">https://www.amazon.com/Leading-Change-New-Preface-Author/dp/1422186431/</a>
Accelerate: Building Strategic Agility for a Faster-Moving World	Book	<a href="https://www.amazon.com/Accelerate-Building-Strategic-Agility-Faster-Moving/dp/1625271743/">https://www.amazon.com/Accelerate-Building-Strategic-Agility-Faster-Moving/dp/1625271743/</a>
Change: How Organizations Achieve Hard-to-Imagine Results in Uncertain and Volatile Times	Book	<a href="https://www.amazon.com/Change-Organizations-Hard-Imagine-Uncertain/dp/1119815843/">https://www.amazon.com/Change-Organizations-Hard-Imagine-Uncertain/dp/1119815843/</a>
Accelerate!	Article	<a href="https://hbr.org/2012/11/accelerate">https://hbr.org/2012/11/accelerate</a>