

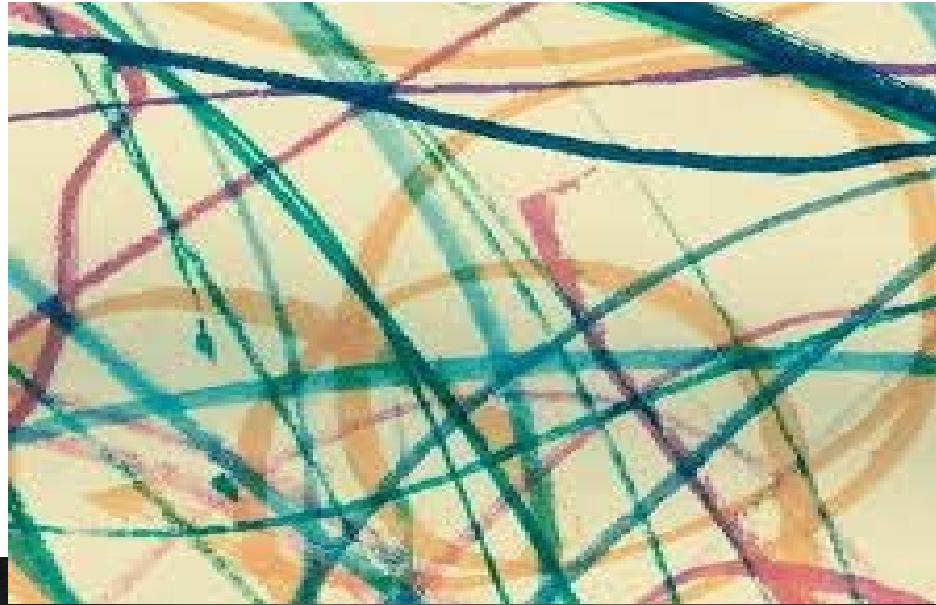
Welcome to Design Thinking

Learning by Doing

Robert Wolfe



**PRACTICE
WITH THE
THREE
FASES OF
DESIGN
THINKING
AND A FEW
DEDICATED
TOOLS TO**



**EXPAND
YOUR
SKILLS IN
TACKLING
PROBLEMS
THAT NEED
CREATIVITY.**





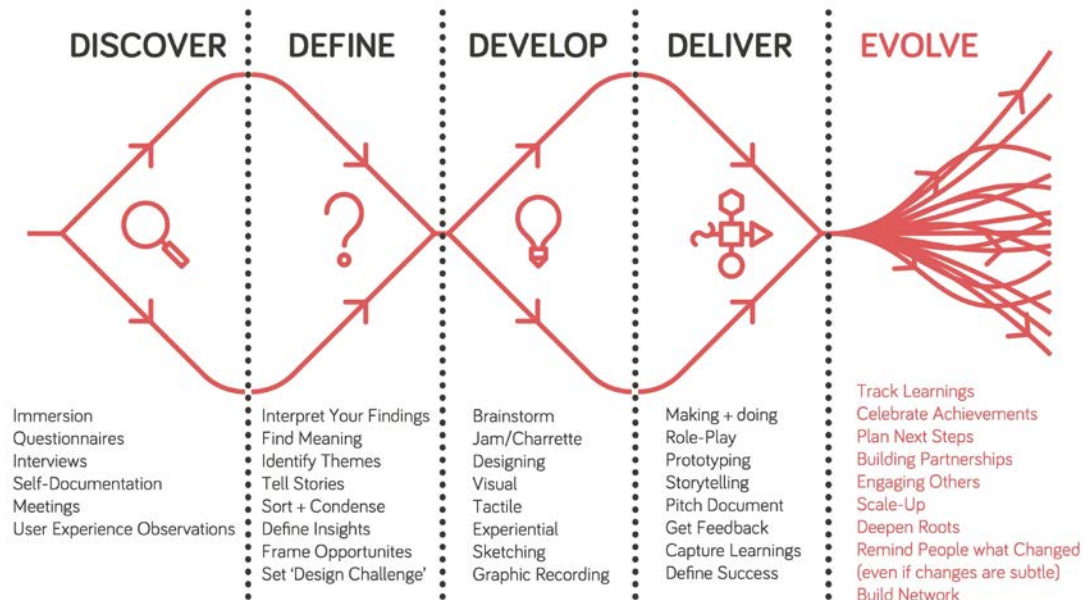
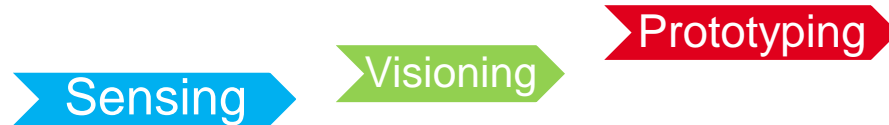
“Design thinking is a **human-centered** approach to innovation that draws from the designer’s toolkit...”

Tim Brown, author *Change by Design*, CEO of IDEO



“Design thinking walks you through proven pathways for inspiration, problem definition, idea generation, prototyping and testing”

Steve Glaveski, author the Innovation Managers Handbook, CEO of Campus Collective





WHAT IS DESIGN THINKING... A STORY...





DOUG DIETZ



DOUG STARTED WITH SENSING THE ISSUE...

SENSING IS... PURPOSEFULLY LOOKING FOR CLUE'S, FOR INSIGHTS AND FOR USER NEEDS

Sensing

- * He interviewed users and experts
- * He mapped out the ecosystem
- * He studied the user journey
- * He walked in their shoes
- * He observed, he made visits to *other* places like the circus
- * He got data



CREATIVITY

IS HAVING ENOUGH DOTS TO CONNECT

STEVE JOBS

DOUG'S KEY INSIGHTS AND NEEDS FROM SENSING

Sensing

- * Kids need to feel safer
 - * The fear starts at home because of multiple visits
 - * The machine looks scary from kids height
 - * Their fear costs a lot of money (and pain)
-
- * How might we make a MRI hospital experience for kids that they love?

DOUG STARTED VISIONING, I.E. ANSWERING HIS NEW QUESTION

*How might we make a MRI hospital
experience for kids that they love?*

**VISIONING IS
PURPOSEFULLY LOOKING FOR MULTIPLE
IDEAS AND FOR IDEAS THAT USE
DIFFERENT THINKING**

- * He brainstormed in teams and solo
- * He looked for analogies
- * He tried to be crazy and build on each other
- * He tried to alter the base of his thinking

Visioning

**DOUG THEN MAPPED THE MANY IDEAS
SELECTED A FEW...**

**AND TRIED THEM OUT AS QUICKLY AND
LOW-TECH AS POSSIBLE**

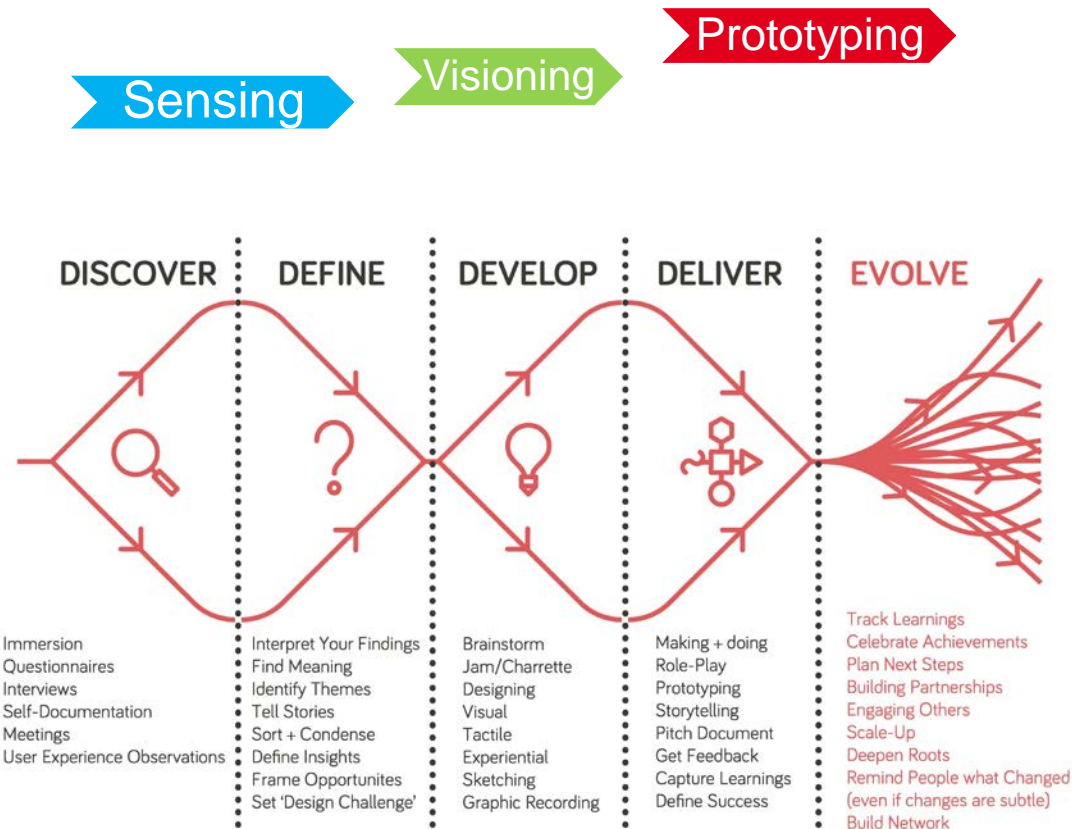
Prototyping



**THEN THEY SELECTED A FEW WINNERS
AND THEY WENT INTO PRODUCTION...
CURIOUS...?**

Prototyping







TIME FOR 3 QUESTIONS

THEN WE MOVE SWIFTLY ON

YOUR TURN TO TRY DESIGN THINKING



ASSIGNMENT

- Form pairs.
- Imagine each of you is the owner of a business card company and you want to be innovative.
- Your partner is your client.





CREATIVITY
IS HAVING ENOUGH DOTS TO
CONNECT

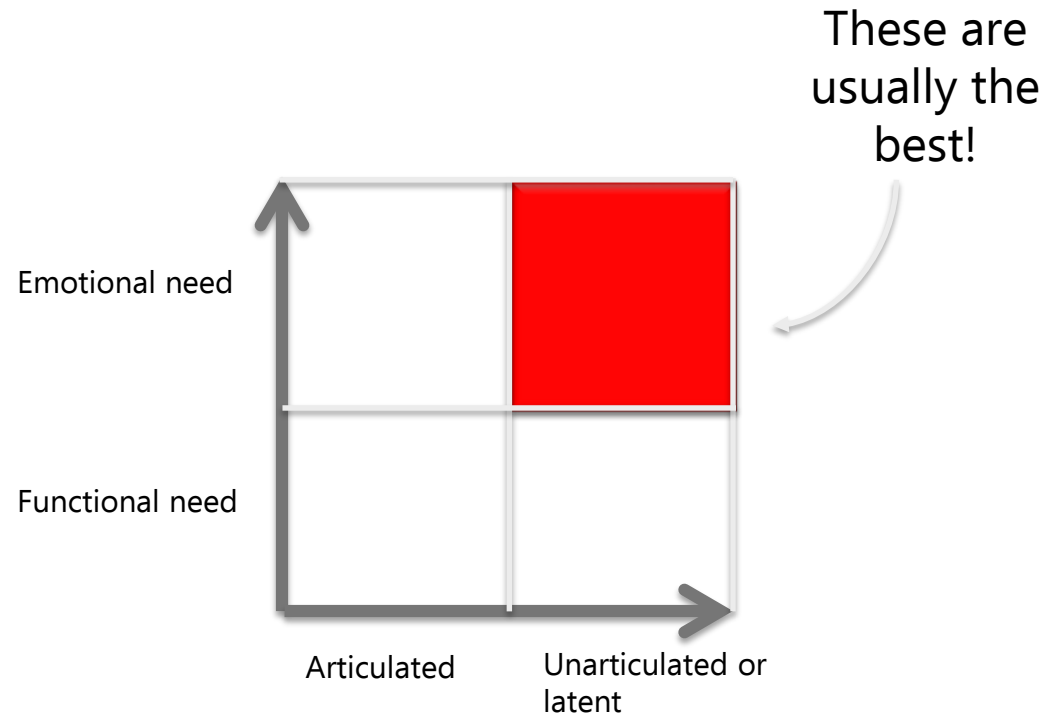
- STEVE JOBS

IDENTIFY USER NEEDS

2 X 5 MINUTES

- Interview your user to understand *his/her* frustrations/needs around business cards
- Dig for experiences, stories and emotions
- Ask **why** and again **why** to dig deeper
- Identify 3 user needs from this

WHAT NEEDS ARE YOU LOOKING FOR?



ARCHETYPE OF INSIGHTFUL QUESTIONS

From

Perspective – What do you think about?

Problem/past-focused – What happened why?

Narrowing – How can we solve this issue?

Mind – What do you think about this? Why this ...?

Internal – How do you see the problem?

Work – What do you need to do?

To

Sense-making – What makes you think that? are your underlying assumptions and beliefs?

Solution/future-focused – What if we could What would it take?

Broadening – Is that the issue or is it actually something else?

Heart/soul – What do you feel? Which bit you most?

Outward – How do others (competitors, new entrants, colleagues) see it?

Personal – How does this fit with your personal

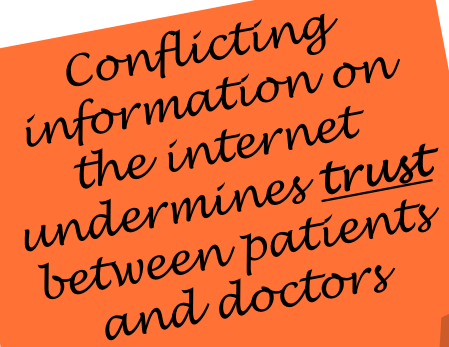
FULLY CAPTURE THE INSIGHT / NEED

OK:



Trust

BETTER:



Conflicting
information on
the internet
undermines trust
between patients
and doctors

FORMULATE A QUESTION

2 MINUTE

- Pick the most intriguing user need and/or insight
- Formulate a design question around this insight / user need
- Write this in the form of *“How might I...”*
- E.g *“How might I design a method so that Robert always has a fun and memorable way of sharing his contact details?”*

2 QUESTIONS

* How can I make the MRI better and more ergonomical?

* How might we make a MRI hospital experience for kids that they love?

SKETCH IDEAS

5 MINUTES

- Sketch 6 different ideas that answer your design question
- 3 normal ideas
- 3 crazy ideas

SELECT

2 X 1 MINUTES

- Quickly share a few of the sketched ideas with your client and **select** the single most exciting idea to develop further
- Pick an idea you find compelling, interesting
- Focus on whether you and your client are excited about it, rather than how easy it would be to create

MAKE IT

5 MINUTES

- Build the selected idea for your user with whatever material you can find
- It doesn't need to be perfect
- Be fast and rough
- Focus on the essentials
- Sketching is also an option

TEST

2 X 2 MINUTES

- Test the idea with your user to solicit *his/her* feedback on what you made for *him/her*
- Ask what they like, what they don't like
- Probe for questions or misunderstanding
- Listen for new ideas to make it better

IMPROVE

2 MINUTES

- Improve the design based on the feedback you received

GALLERY WALK

3 MINUTES

- Let's see one or two of your creations/ideas
- Others can guess what user need was the origin of this idea

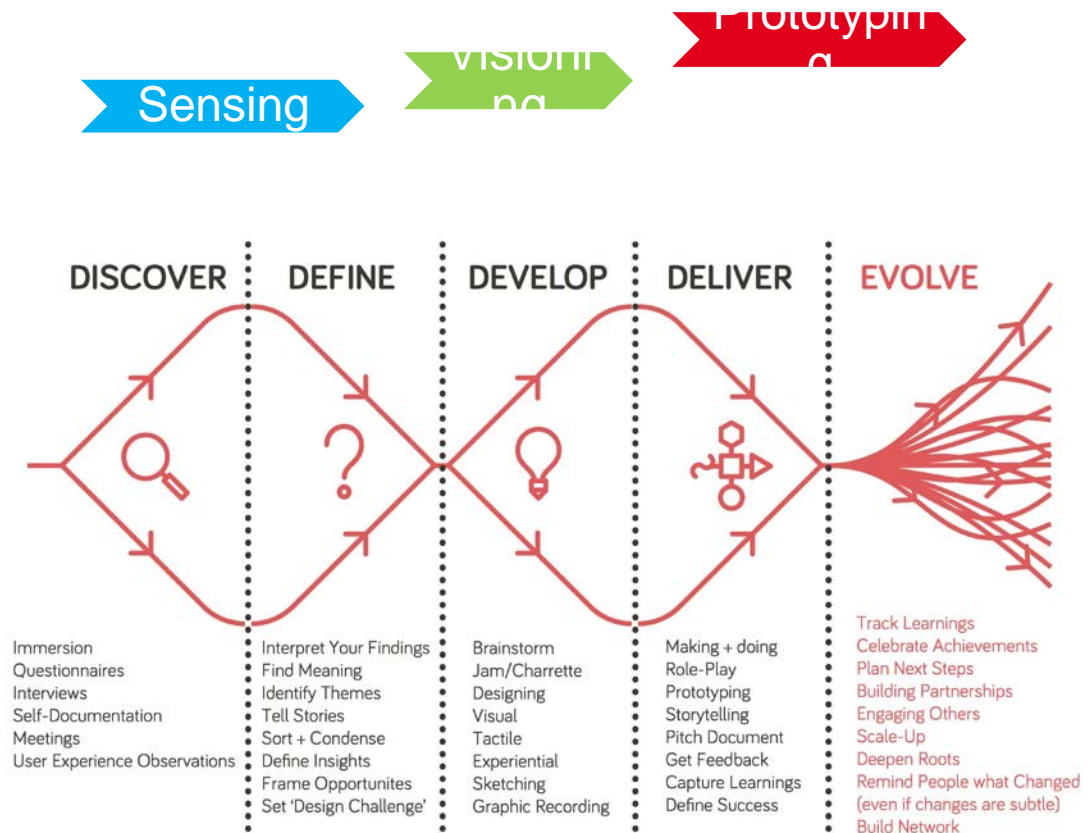
IMAGINE A BUSINESS MODEL

1 MINUTES

- Taking one of the examples just shared. Discuss in pairs how you might design a creative business model around it.
- Think of the delivery model and the economic model.
- How will you reach users?
- How will you capture value?

DEBRIEF

- How was it to do this?
- How similar/different was this approach to how you normally tackle problems/create new things?
- What activities/steps in this approach did we notice?





TIME FOR 3 QUESTIONS

THEN WE MOVE SWIFTLY ON

**YOUR TURN AGAIN NOW ON ONE OF
YOUR REAL QUESTIONS**



SENSING ON YOUR TOPIC

- * Who could you interview? Who are the users? Who are other players?
- * Make a force field of the forces at play in your field
- * Make a stakeholder mapping

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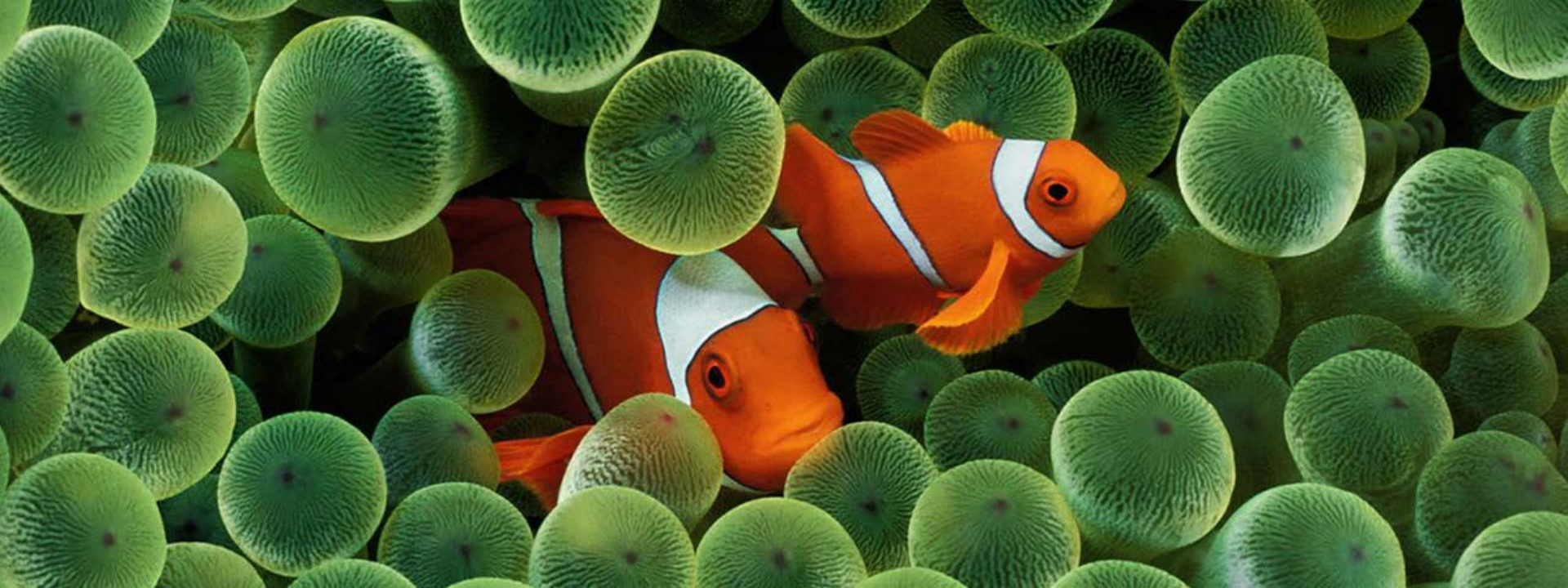
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FORCE FIELDS

ANALYZE ECOSYSTEM
DYNAMICS TO UNCOVER
NEW INSIGHTS

FORCE FIELDS



> WHEN NEEDED

> RATIONALE



I want to understand how the user relates to others

- * Focuses on the whole system; a community within an environment consisting of interacting, interrelated and interdependent people and object

I want to zoom out to see the bigger context

- * Factors in the value exchanges, conflicts and emergent behavior that affect the whole system

I want a different perspective

- * Reveals important clues about motivation, intentions, needs, as well as vulnerabilities and opportunities

FORCE FIELDS

> ESSENCE

> POINTERS



Analyze
ecosystem
dynamics to
uncover new
insights

- * Identify, map and label user and the role they play in the system
 - E.g. a shopper (the user), shop owner, supplier, neighbor (stakeholders)
- * Decide on the system's boundaries
 - E.g. consider whether the boundary is drawn around the shop or extends beyond the shop to include the supplier – shop relationship
- * Identify, map and label with different colors *material* and *immaterial* value exchanges between user and stakeholders
 - E.g. material: shopper buys groceries (product) from shop owner; shop owner receives pays money from shopper (income)
 - E.g. immaterial: shopper is alerted about discounted products (information); shopper provides juicy gossip to shop owner (information)
- * Understand the prevailing dynamic patterns in the system. Take a step back, generate and capture the most surprising insights



STAKEHOLDER ENGAGEMENT

IDENTIFY YOUR STAKEHOLDERS, AND
CONSIDER HOW TO MEANINGFULLY
ENGAGE THEM

STAKEHOLDER ENGAGEMENT



> WHEN NEEDED

> RATIONALE

We need clarity
on who our
stakeholders
are

We want to
identify our
strongest
partners and
co-creators

- ✦ To get something significant done in any ecosystem or organisation, you need to understand who will support you, who will partner with you, who will resist you; how influential these players are, and how motivated to do anything about it
- ✦ To mobilise stakeholders at that scale, it is critical that you engage with all these people, at the right level, at the right time, in the right way, with the right message
- ✦ Stakeholder engagement therefore is a team effort, which requires explicit identification, mapping and action planning

STAKEHOLDER ENGAGEMENT



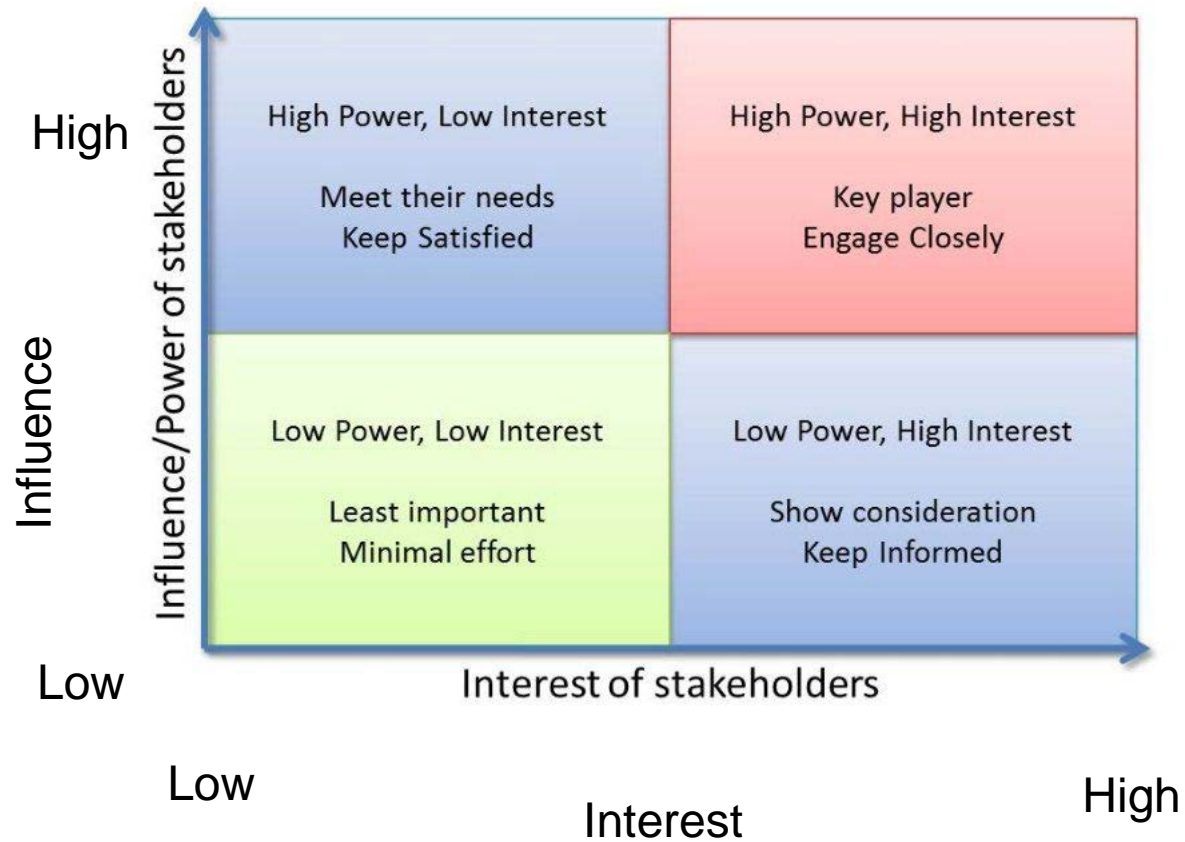
> ESSENCE

Identify your stakeholders, and consider how to meaningfully engage them

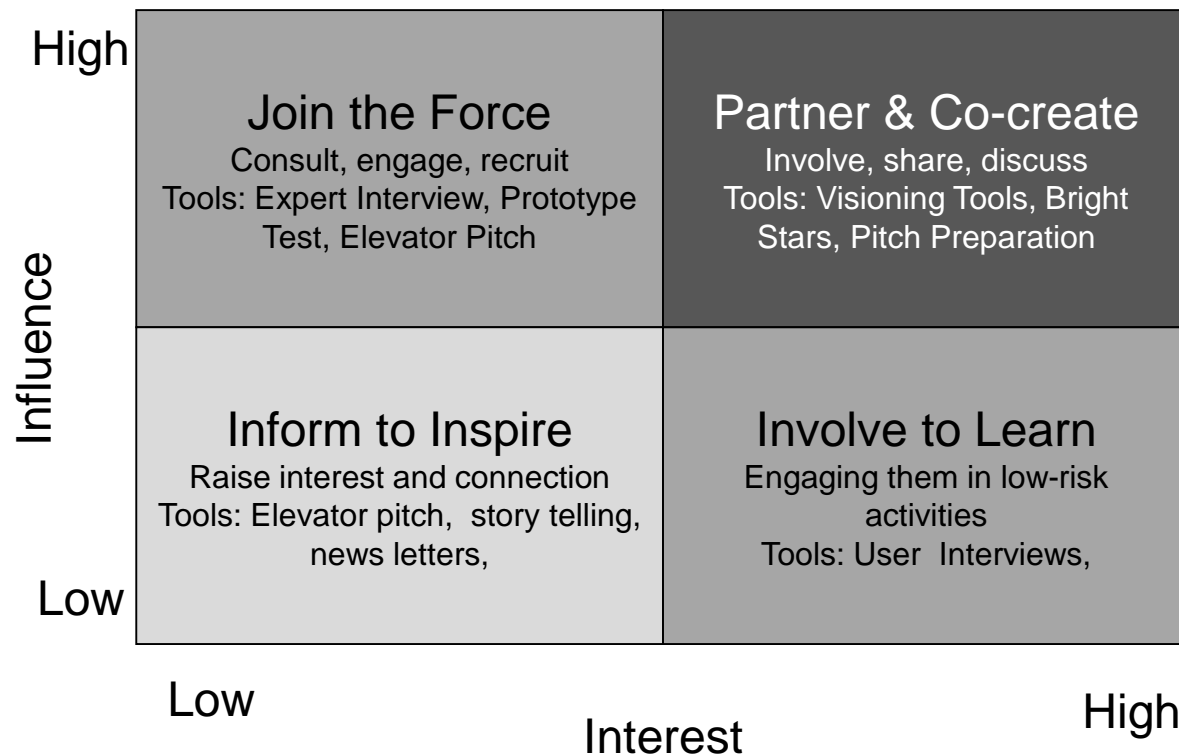
> POINTERS

- * Make a list of players that are affected by your concept and/or can affect the concept in any way; directly, indirectly, remotely.
- * Map them on a 2 x 2 grid (low-high interest in outcome; low-high influence on outcome; green label for positive, red label for negative) For each, answer these questions:
 - What (financial or emotional) interest do they have in the outcome of your concept what is potential pain or gain?; how important is it to them? What motivates them most of all?
- * For each of the 4 resulting domains, craft a meaningful approach, that ranges from low intensity for the “Inform to Inspire” players and highest for the “Partner & Co-Create” players. Consider these questions:
 - What support do you want from them?
 - What information do they want from you?
 - If they are not likely to be positive what will win them round to give their support?
- * Stay mindful that when you progress, the interest and influence field changes; continue to monitor and re-engage where needed

STAKEHOLDER ENGAGEMENT



STAKEHOLDER ENGAGEMENT





TIME FOR 3 QUESTIONS

AND CLOSE FOR THE DAY