

DESIGN THINKING

JAM Management 2.0 Toolkit

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workshop set up

- 1. introduction design thinking 60 min**
- 2. empathy map 30min**
 - Good understanding is grounded in a deep understanding of the person for whom you are working on a new solution. An empathy map tool helps you synthesize your observations and draw out unexpected insides.
 - SAY: what are some quotes and defining word your user said
 - DO: What actions and behavior did you notice?
 - THINK: What might your user be thinking? What does this tell you about his or her beliefs?
 - FEEL: What emotions might your subject be feeling? Eg. I am lost, I am angry.
- 3. point of view 15min**
 - A POV is your reframing of a challenge into an actionable problem statement that will launch you into generative ideation.
- 4. ideate 15 min**
- 5. cluster with headline 20 min**
- 6. create out of the clustered ideas the card content 60 min**
- 7. presentation of the outcome 40 min.**

topic



→ **management toolkit 2.0**
→ **cards**

INTRODUCTION

Design thinking

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INNOVATION WITH ALL SENSE

<http://vimeo.com/44658040>

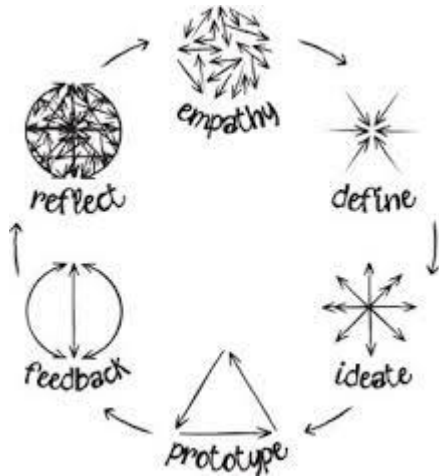
design thinking



As a style of thinking, design thinking is generally considered the ability to combine **empathy** for the context of a problem, **creativity** in the generation of insights and solutions, and **rationality** to analyze and fit solutions to the context. (wikipedia 2013)

It's a human centered approach to innovation.

why are we doing this



Everyone likes creativity because **everyone** believes they are, or were, or **can be creative**. We are all creative.

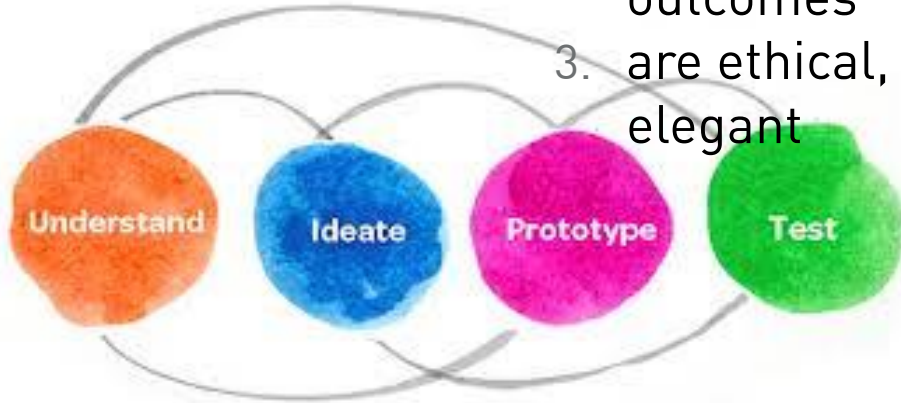
That **scaffolding** of Design Thinking, that collection of behaviors is the **heart** and sole of **creativity**. -the ability to create and enact solutions.

It is about learning by doing and learning how to do the new in an uncertain, ambiguous, complex space--our lives today.” (Bruce Nussbaum 2011)

goal of design thinking

Solving problems creatively to provide solutions that:

1. put **humans** and good user experience
2. start with an **understanding** of goals—including customer, user, stakeholder, and business goals—and create win-win outcomes
3. are ethical, **purposeful**, pragmatic, and elegant



three essential components of design thinking

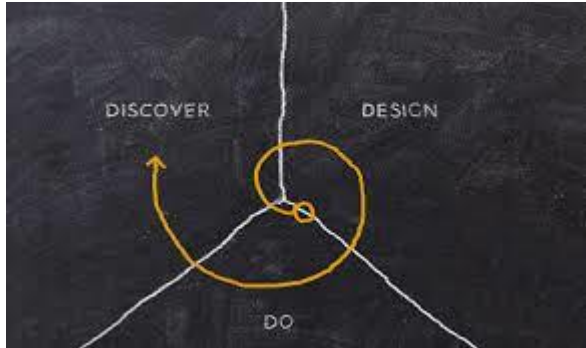
1. **deep and holistic user understanding’ —**
2. **visualization of new possibilities, prototyping, and refining’**
3. **the creation of a new activity system to bring the nascent idea to reality**

Walking the walk, not just talking the talk.

Design Thinking: The Essentials



value for the company



In all industries, **understanding complex customer** need has become a major challenge for creative minds and in some cases designing the cutting edge has required going beyond the customer's understanding (Verganti 2009).

Fail fast

design thinking is the approach of

1. **Observing** customer behavior, customer thinking
2. Undertaking **a trial and error learning**
3. **Experimenting** and choosing the most viable options for future development

design thinking process

A design thinking process **includes**

Observe – understand – point of view – ideate – prototype – test

1. step understand



Understand

- **Decide what issue you are trying to resolve.**
 - What's the business problem
 - Where's the opportunity?
 - Look at the world
 - Observe what people do
 - How they think
 - What they need
 - What they want
- Agree on who the audience is.
- Prioritize this project in terms of urgency.
- Determine what will make this project successful.
- Establish a glossary of term

2. step observe



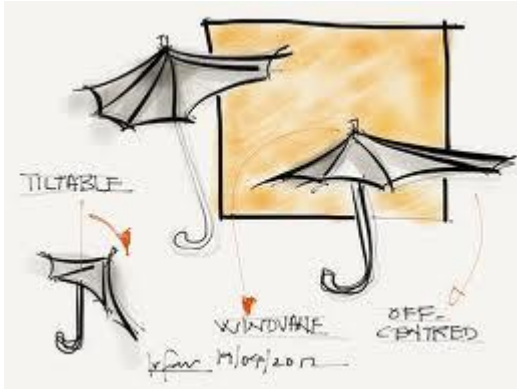
- Review the history of the issue; remember any existing obstacles.
- **Collect examples of other attempts to solve the same issue.**
 - What are the business constraints (time, lack of resources, impoverished customer base, shrinking market)
 - Tell stories, do role play
 - How can new technology help?
 - Are valuable ideas, assets and expertise hiding inside the business?
- Note the project supporters, investors, and critics.
- Talk to your end-users, that brings you the most fruitful ideas for later design.
- **Take into account thought leaders' opinions.**

3. step point of view



- Identify the needs and motivations of your end-users.
- **Generate as many ideas as possible to serve these identified needs.**
 - Make many sketches, concoct scenarios
 - Put customer in the midst of everything; describe their journey
- Log your brainstorming session.
- **Do not judge or debate ideas.**
- During brainstorming, have one conversation at a time

4. step ideate



- Combine, expand, and refine ideas.
- **Create multiple drafts.**
- Seek feedback from a diverse group of people, include your end users.
- **Present a selection of ideas to the client.**
- **Reserve judgment and maintain neutrality.**
- Create and present actual working prototype(s)

5. step prototype



- Review the objective.
- **Set aside emotion and ownership of ideas.**
- Avoid consensus thinking.
- Remember: the most practical solution isn't always the best.
- **Select the powerful ideas.**
 - Execute the vision
 - Engineer the experience
 - Show the prototype and choose the best one
- Create and present actual working prototype(s)
- **Think with your hands**

empathy map

share your
interviews
10 min

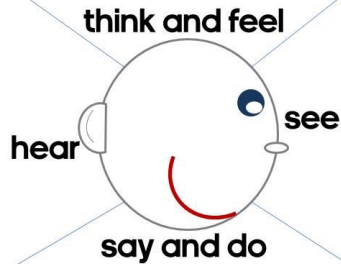
fill empathy map
20 min

30 min in total →

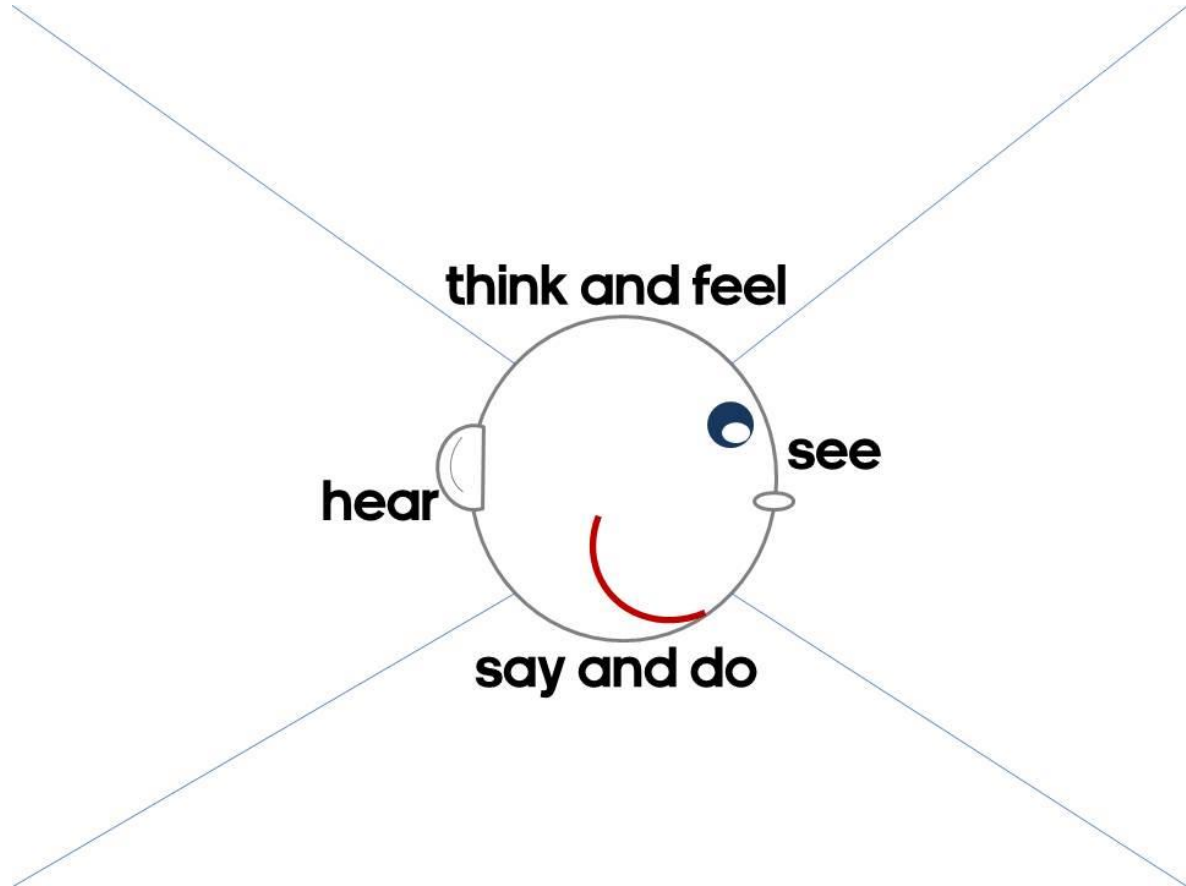
share your interview within your group and fill the empathy map with post its **remember**

IDENTIFY NEEDS: Needs are human emotional or physical necessities. Needs help define your POINT OF VIEW. NEEDS are *verbs* (activities and desires with which your user could use help), not *nouns*.

IDENTIFY INSIDES: An Insight is a remarkable realization that you could leverage to better respond to the challenge. Insights often grow from contradictions between two user attributes or from asking yourself: *Why?* When you notice strange behavior. One way to identify the seeds of insights is to capture „tensions“ and „contradictions“ as you work.



empathy map



point of view

persona
4 min

need
8 min

inside
8 min

20 min in total →

create a point of view

remember

As a test, a good point of view (POV) is one that:

- Provides focus and frames the problem
- Inspires your team
- Provides a reference for evaluating competing ideas
- Empowers your team to make decisions independently in parallel
- Fuels brainstorms by suggesting “how might we” statements
- Captures the hearts and minds of people you meet
- Saves you from the impossible task of developing concepts that are all things to all people
- Is something you revisit and reformulate as you learn by doing
- Guides your innovation efforts



pov

how might we help _____
persona

to _____
need

because (but, surprisingly) _____

inside

ideation

ideation
15 min

15 min in total

**start to ideate on the:
point of view**



cluster your ideas on the following



cluster your ideas
15 min

write headlines
5 min

20 min in total →

e.g. **persona**
process
emotions
....
or....
find own header

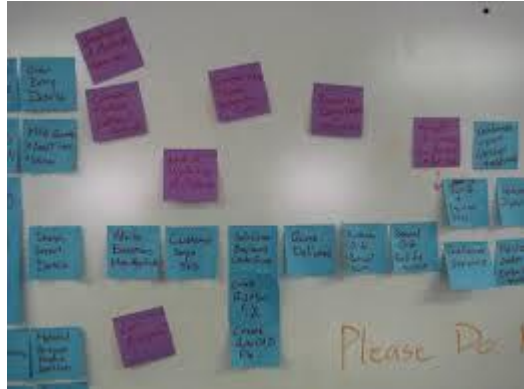
create content cards

create a content for cards
60 min

60 min in total →

build a prototyp with given
materials for the new
workplace.

- draw
- write
- tinker



presentation 1
10 min

presentation 2
10 min

presentation 3
10 min

presentation 4
10 min

40 min in total

present your cards



THANK YOU!

Christina Rudrich