

An aerial, slightly blurred photograph of a cityscape. A prominent church spire with a golden top is visible on the right side. The buildings are mostly multi-story structures with various roof colors. The overall tone is bright and airy.

DESIGN THINKING

Gerhard Müller, Tae Won Ha, TNG Technology Consulting
Steffi Kieffer, Revelate

Design Thinking Meetup

→ 16.11.2017 @IXDS

→ 19.12.2017

Design Thinking Barcamp Nürnberg

→ 25./26.11.17

Lean Startup Meetup

→ 26.10.17 @Werk1

Innovation lessons from AirBnB & Startup Success Factor: TEAM

WHAT IS DESIGN THINKING?





Continuously creating
real value for people

Design Thinking is a problem solving approach with 4 qualities:

- Human-centered
- Possibility-driven
- Option-focused
- Iterative



EMPATHIZE

What is?

Exploring the current reality

Stakeholder Mapping
Journey Mapping
Qualitative Research

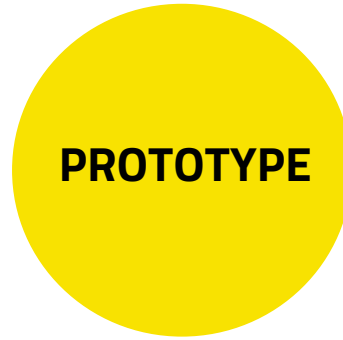


IDEATE

What if...?

Envisioning alternative futures

Brainstorming
"How might we..."
Concept development

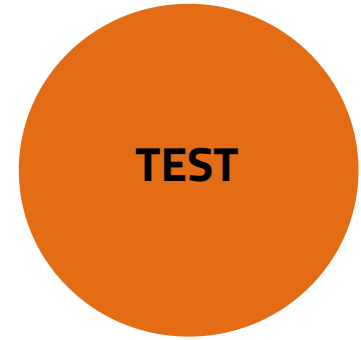


PROTOTYPE

What wows?

Getting users to help us make choices

Rapid prototyping
Get feedback from users
Actively seek bad news



TEST

What works?

Take us into the real world

Test (do-or-die) assumptions by running experiments

SENSE

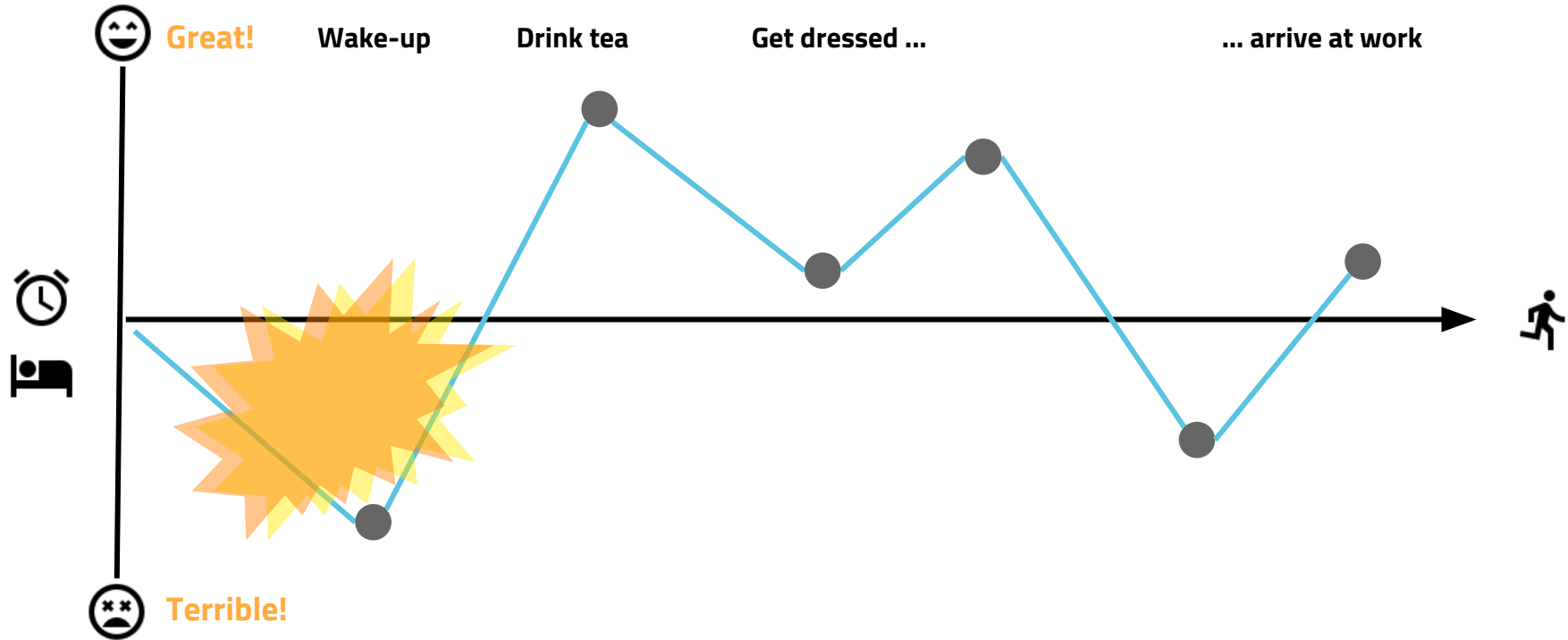


RESPOND

WHAT IS?

Understand current reality

Journey mapping - Morning routine (3 min.)



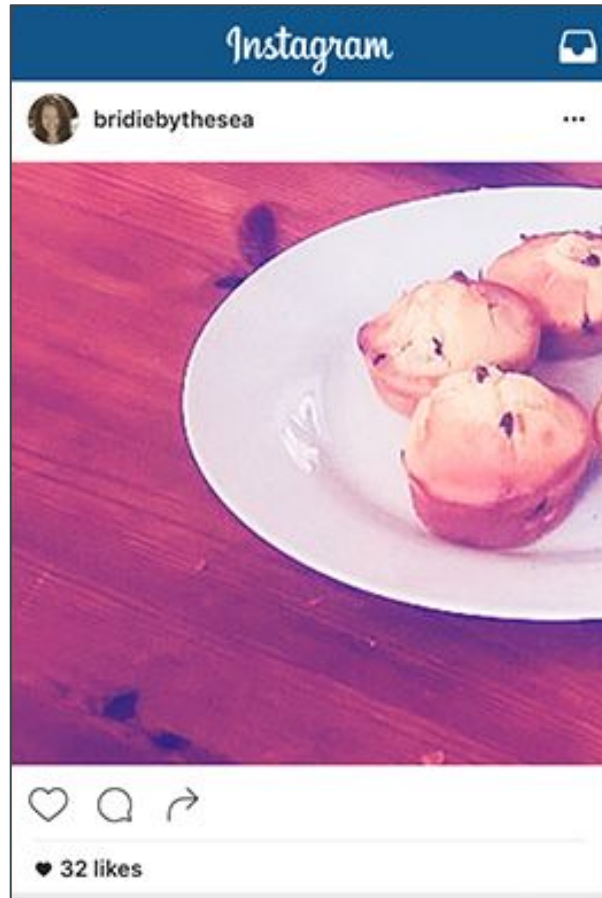
WHAT IS?

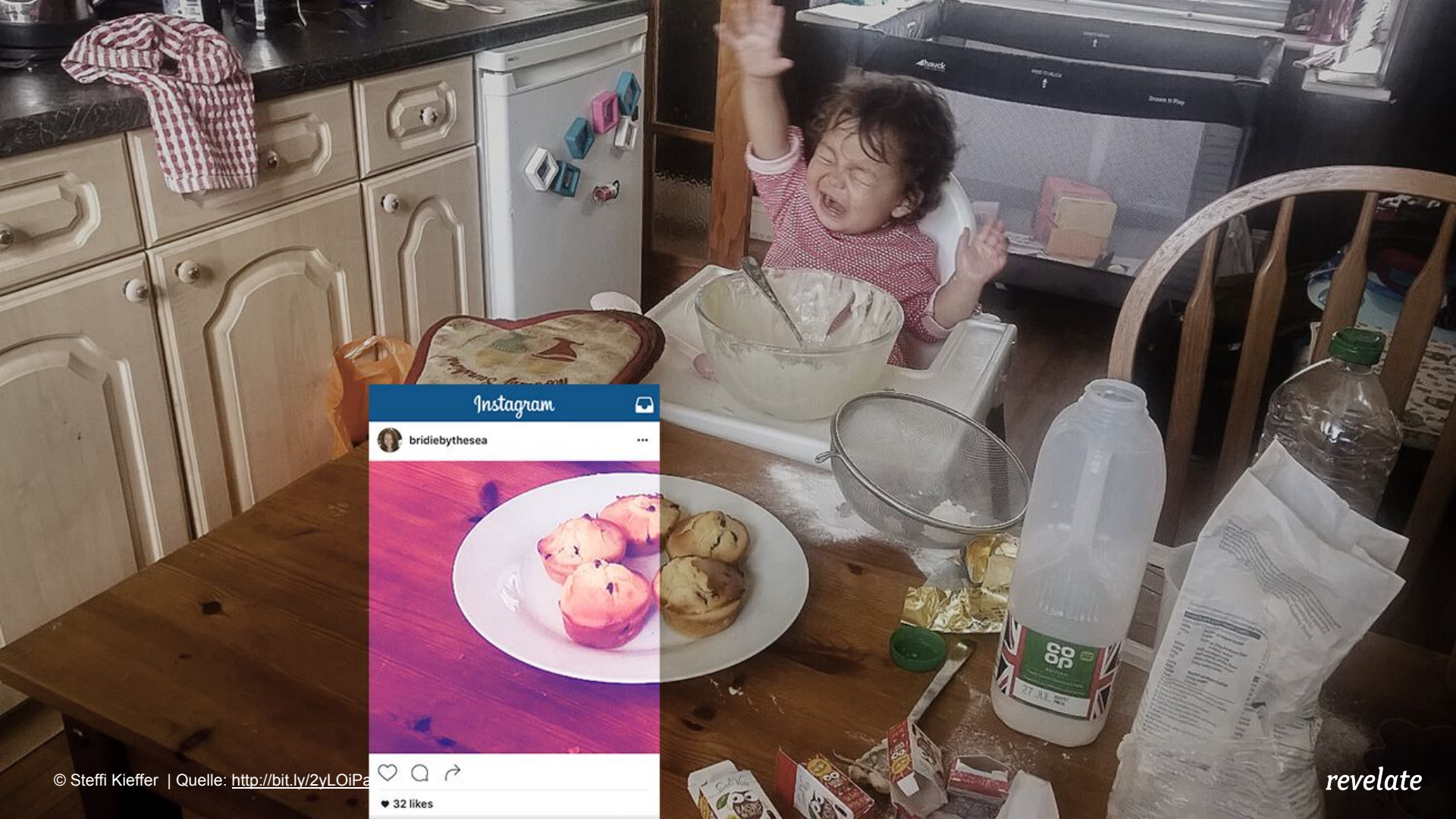
Get in the shoes of the user



A photograph of two young women with long hair, one with brown hair and one with red hair, looking down at a spiral notebook held by the woman with red hair. The woman with brown hair is holding a blue pen. The background is blurred. The text "People are nice therefore they lie" is overlaid in white, bold font across the center of the image.

People are nice therefore they lie





Instagram

bridielythesea

32 likes

Redesign your partner's morning routine.

Interview (2 Sessions x 3 min.)

- Explore his/her current situation (open questions)
- Dig deep to understand the root cause of the problem (ask why 3 times)
- Take notes

WHAT IS?

Generate insights

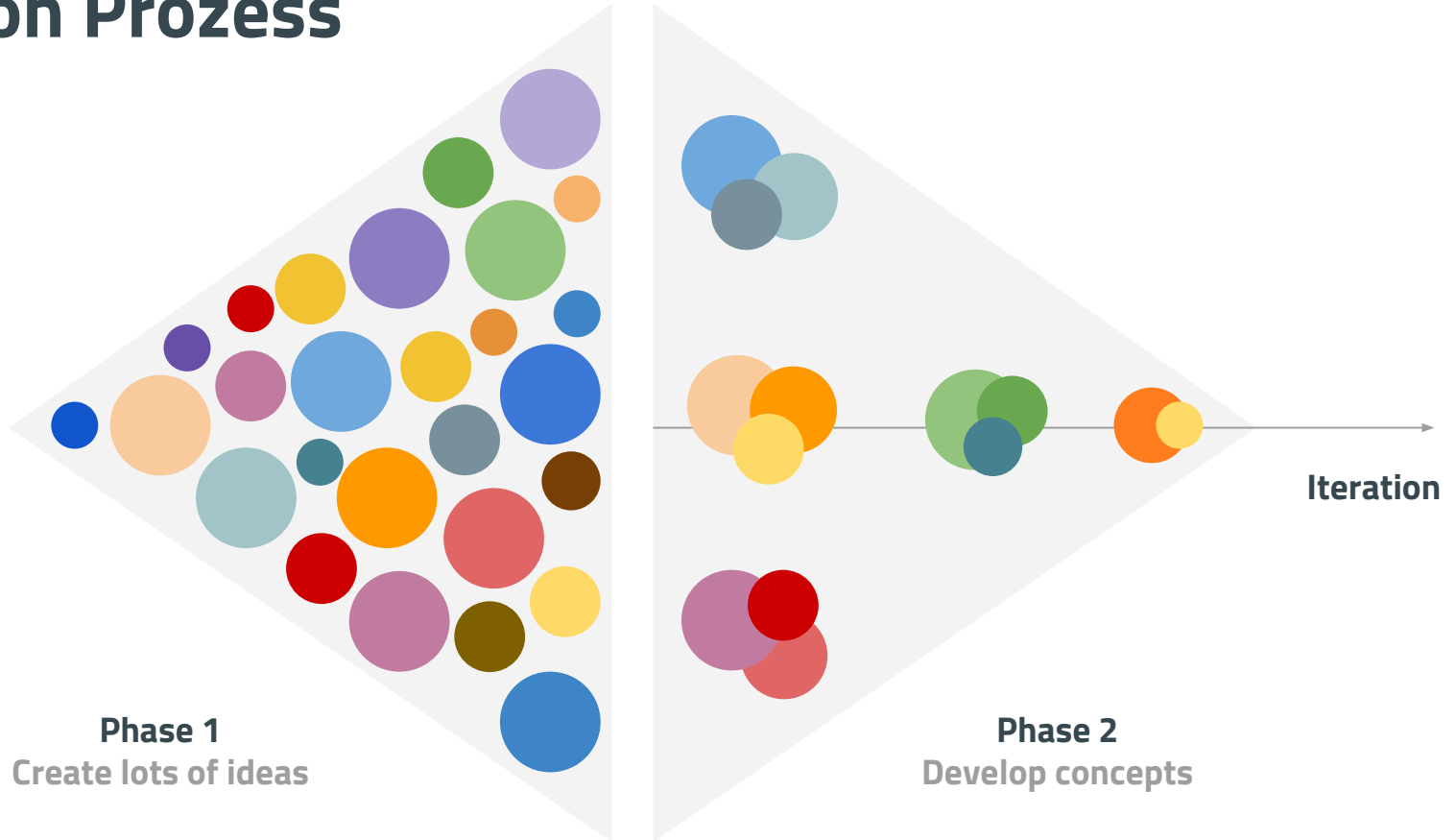
Capture findings and formulate a point of view. (3 min.)



WHAT IF...?

Generating lots of ideas

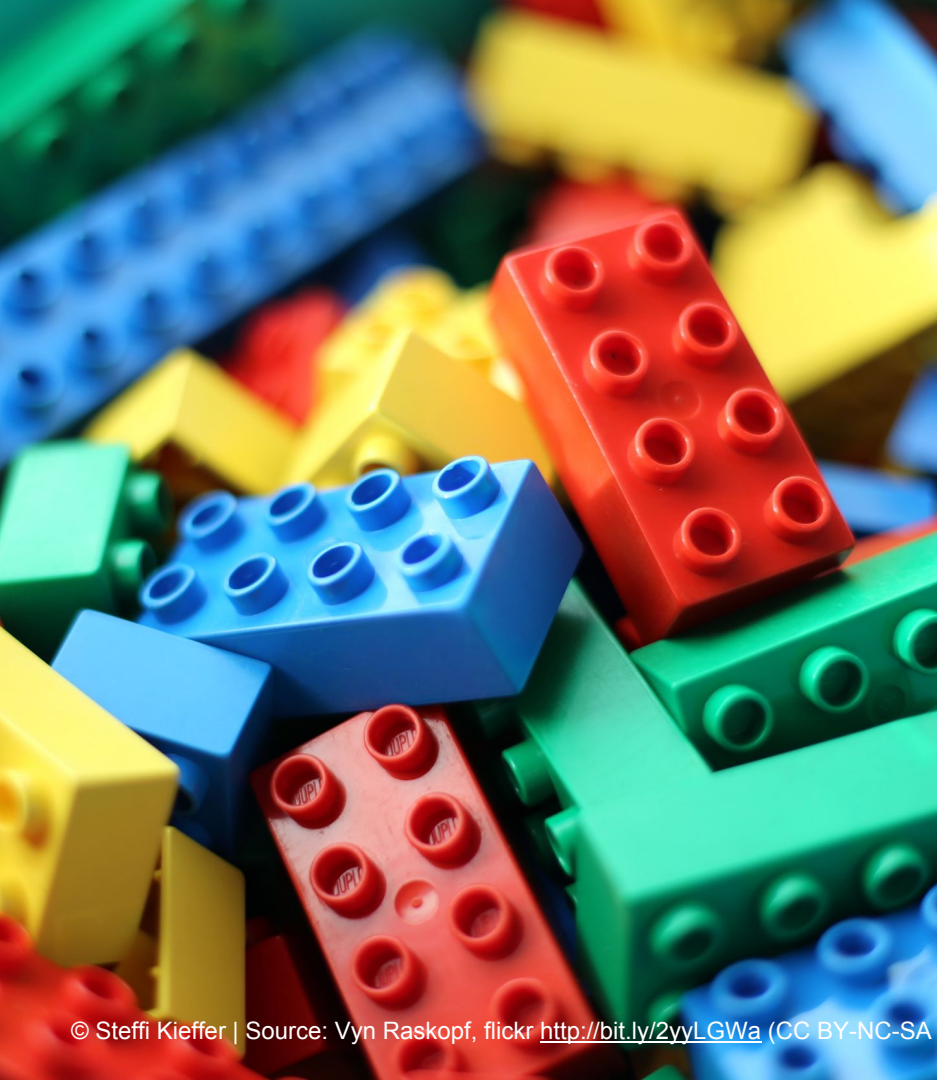
Ideation Prozess



Phase 1
Create lots of ideas

Phase 2
Develop concepts

Iteration



What if...? Envisioning new futures

Sketch at least 8 radical ways to meet your user's needs. (5 min.)

- **Crazy8**
- **Draw idea & add title**
- **Defer judgement**
- **Encourage wild ideas**

WHAT WOWS?

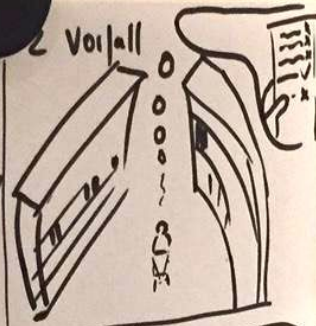
Build prototypes

Storyboards

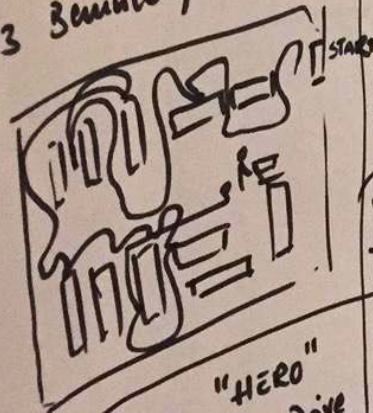
1 Situation



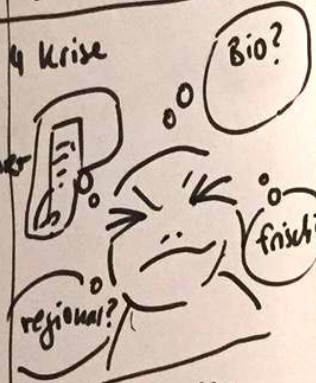
2 Vorfall



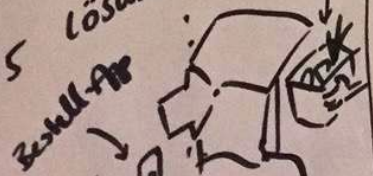
3 Bewühnung



4 Krise



5 Lösung



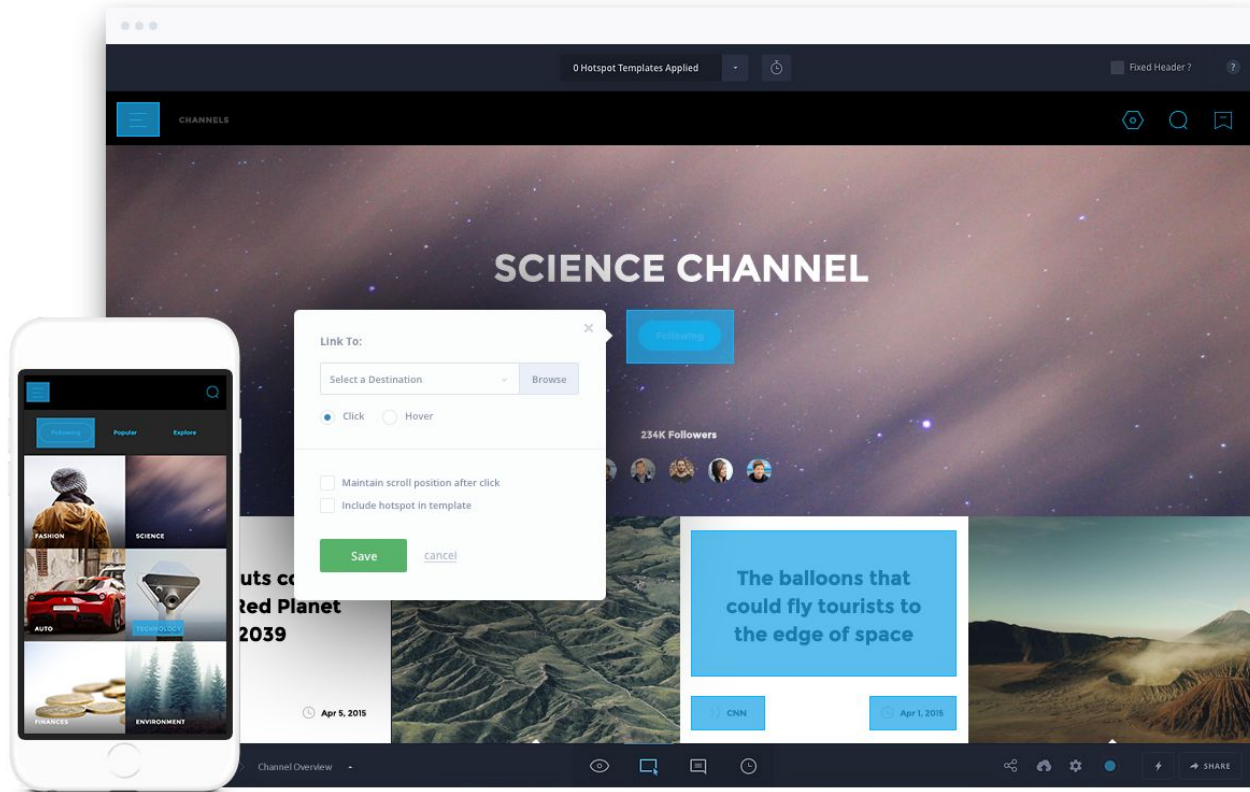
6 VERÄNDERUNG



"HERO"
Drive in



Hi-Fidelity Click Dummy (Sketch & InVision)



3D Prototype



Service in an Airbus A380



An Apple I computer keyboard is shown in a close-up shot. The keyboard is mounted on a wooden case, and the word 'APPLE' is visible on the top panel. The text 'Don't fall in love with your prototype' is overlaid in large white font across the center of the keyboard. The keyboard has various keys, including 'CTRL', 'SHIFT', 'RETURN', and 'REPEAT'. The background is dark and out of focus.

Don't fall in love
with your prototype

A black and white photograph of Mike Tyson in a boxing ring, captured in the middle of a powerful punch. He is shirtless, wearing boxing gloves and a waistband with the name 'EVERETT' visible. His opponent is partially visible on the right, being struck by the punch. The background is dark with bright, out-of-focus lights, suggesting a professional boxing arena. The overall mood is intense and dramatic.

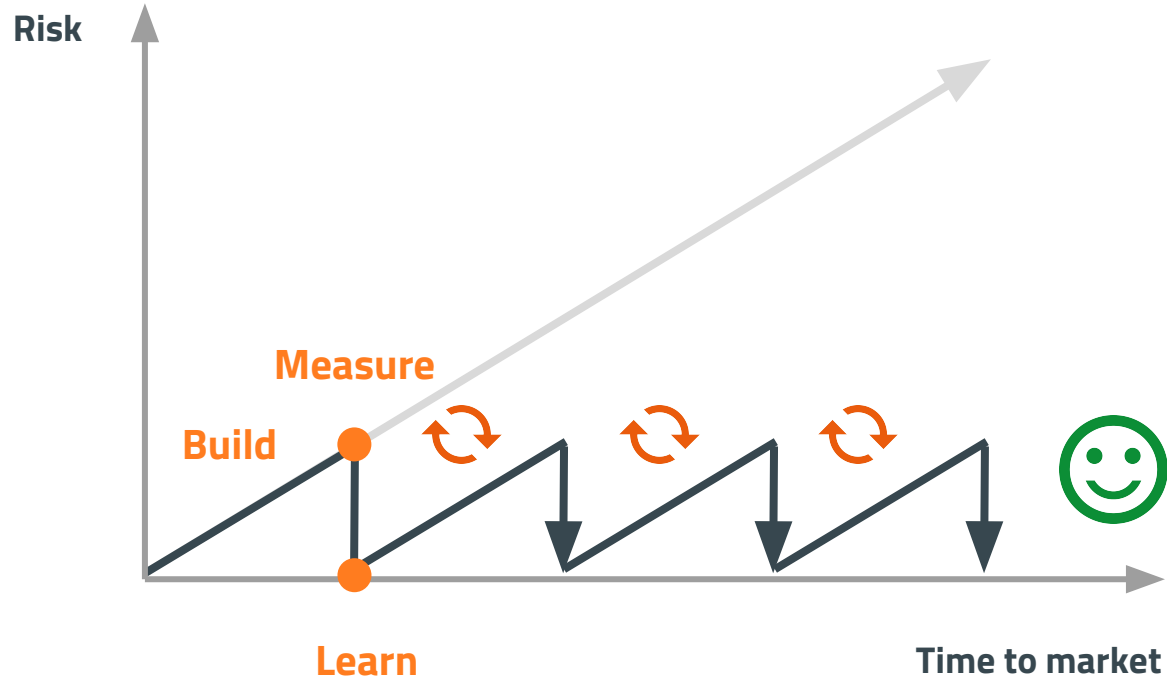
**“Everyone has a plan until
they get punched in the face.”**

- Mike Tyson

WHAT WORKS?

Test assumption by
running small experiments

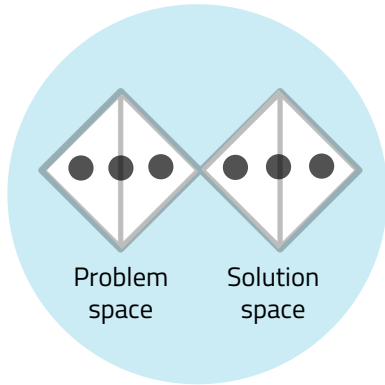
Continuous learning



Design Thinking in context

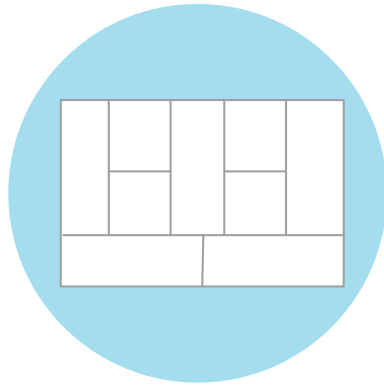
DESIGN THINKING

Desirable



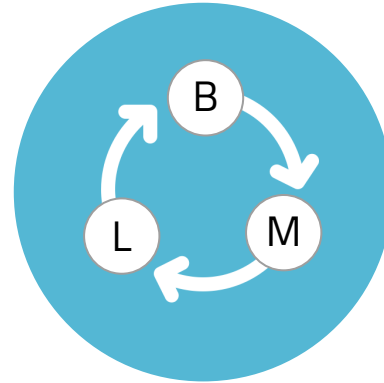
BUSINESS MODEL

Viable



LEAN START-UP

Feasible



AGILE DEVELOPMENT

Valuable



FOUNDATION

Leadership, customer centricity, vision, culture, cross-functional teams, mindset etc.

Mindset

Empathy

Open for new things

Bias towards action

Continuous learning

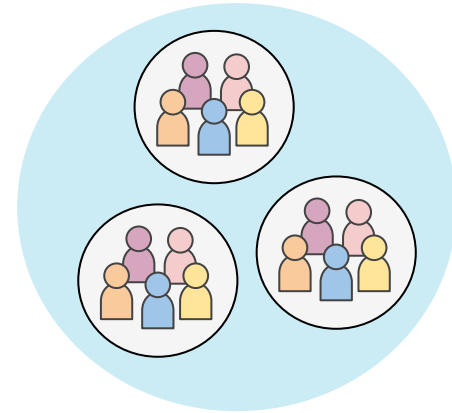
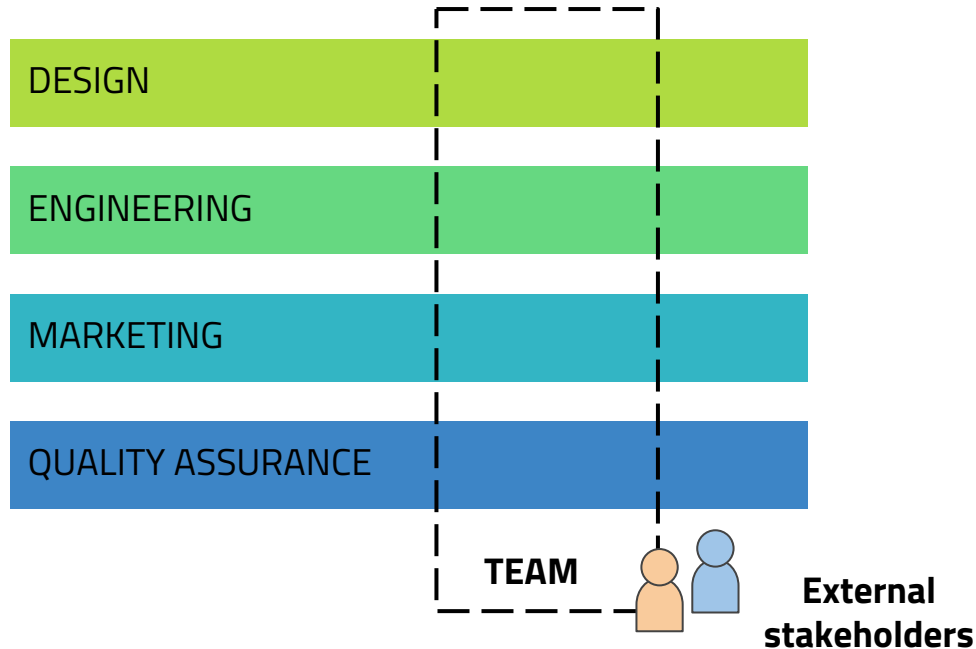
Radical collaboration

Visualizing

Optimism

Permission to fail

Everyone designs: small, autonomous, cross-functional teams



Different type of people in a team:

- Lateral thinker
- Expert
- Broker

How we design

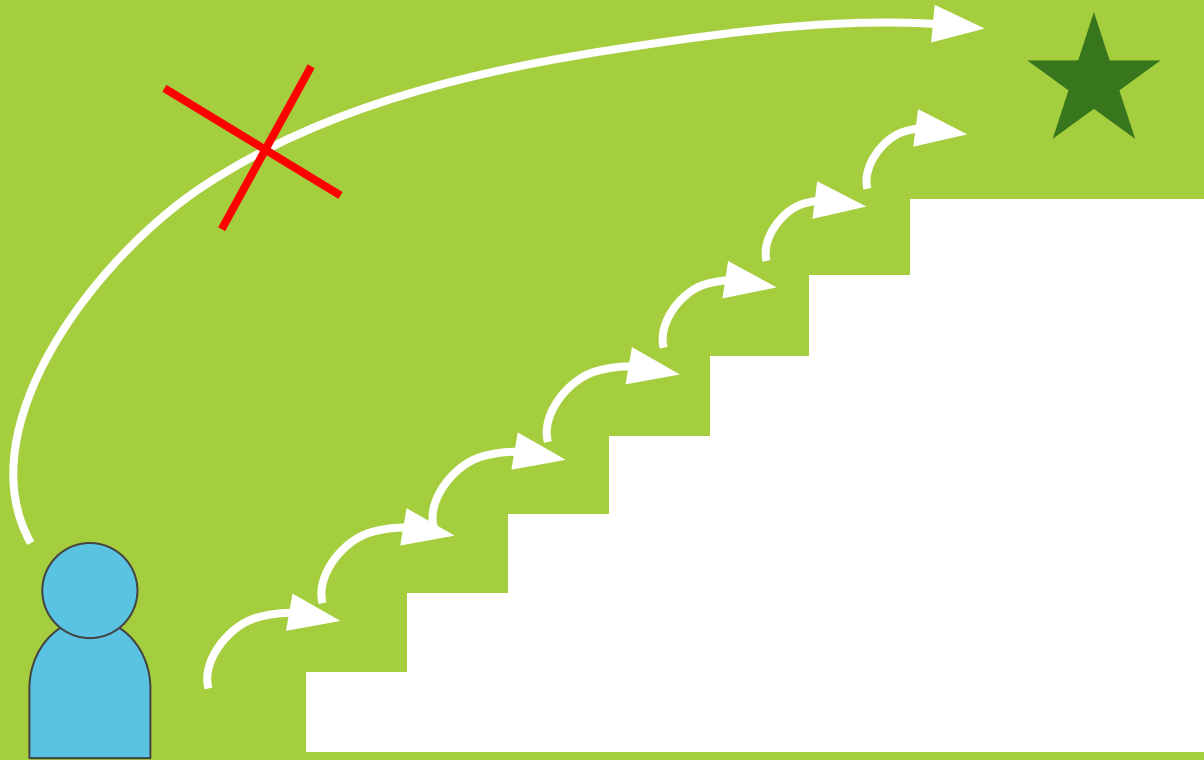


HOW TO “APPLY” DESIGN THINKING

When to use Design Thinking

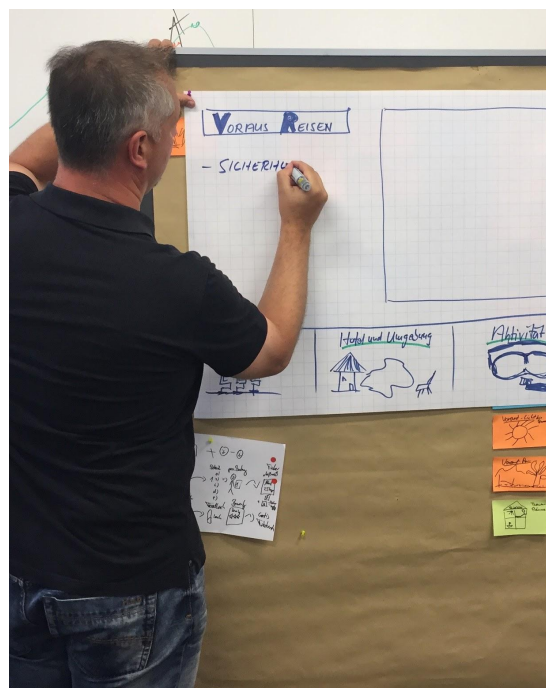
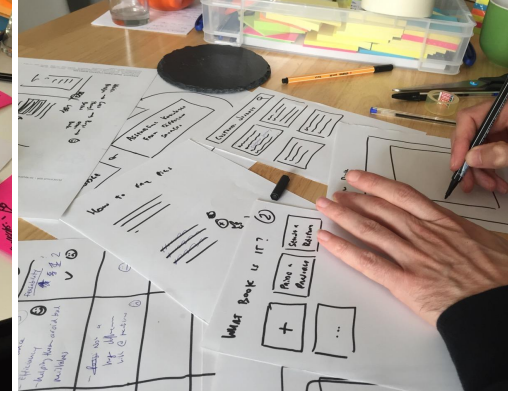
- Problem is human-centered
- Problem itself is unclear
- Many unknowns
- Hard to know where to start (complex)
- Little relevant data to analyze
- Own level excitement

Start small



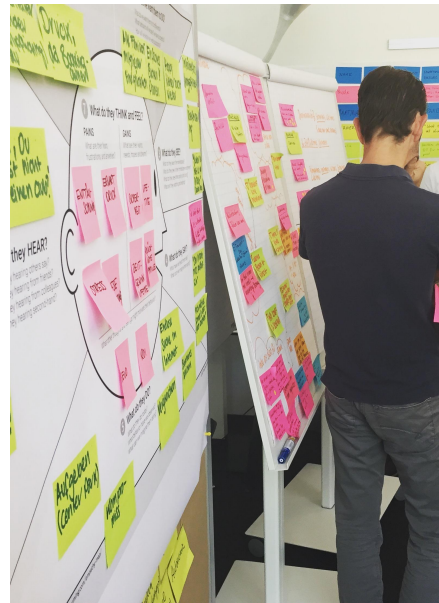
Personal Level

- Just do it!
- Figure out what's blocking you from doing it differently
- Ask for forgiveness not permission
- Understand the problem before jumping to solutions
- Try out tools
- Practice interviews (ask "why")
- Look for workarounds
- Practice mindfulness



Team Level

- ➔ Don't call it Design Thinking
- ➔ Try out tools (Journey Mapping)
- ➔ Turn meetings into workshops
- ➔ Hold regular retrospectives
- ➔ Visualize work
- ➔ User research (hallway tests)
- ➔ Ideate & prototype
- ➔ Run small experiments
- ➔ Run Design Sprints
- ➔ Spread the word (lunch sessions about Design Thinking)



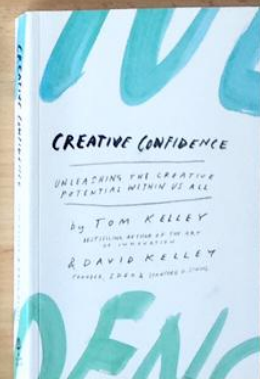
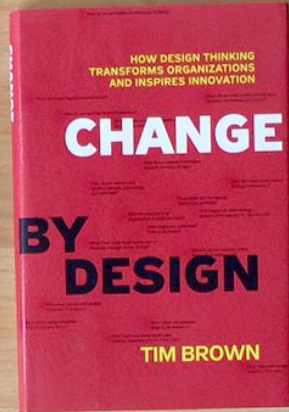
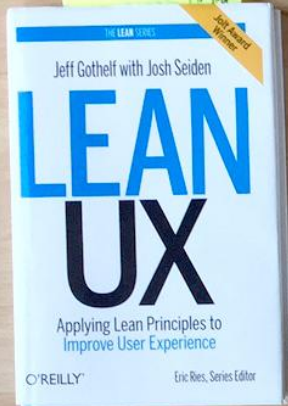
Organization Level

- Put the customer at the center of everything (and talk to him)
- Organize for collaboration
- Radical transparency
- Work in short cycles
- Make product discovery a first class citizen of your backlog
- Review your incentive structure
- Build a learning culture



YOUR
COMFORT
ZONE





Thanks!

Steffi Kieffer

steffi@revelate.de

blog.revelate.de

