

An aerial, slightly blurred photograph of a city, likely Vienna, showing a mix of colorful buildings and a prominent white church spire with a blue dome on the right side. The image is used as a background for the title slide.

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

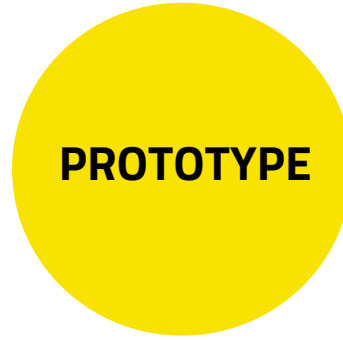


IDEATE

What if...?

Envisioning alternative futures

Brainstorming
"How might we..."
Concept development

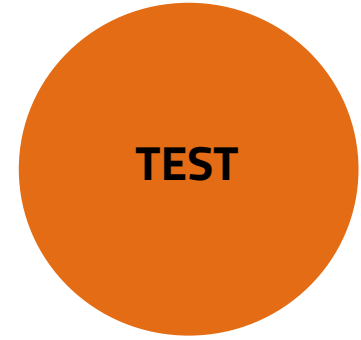


PROTOTYPE

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

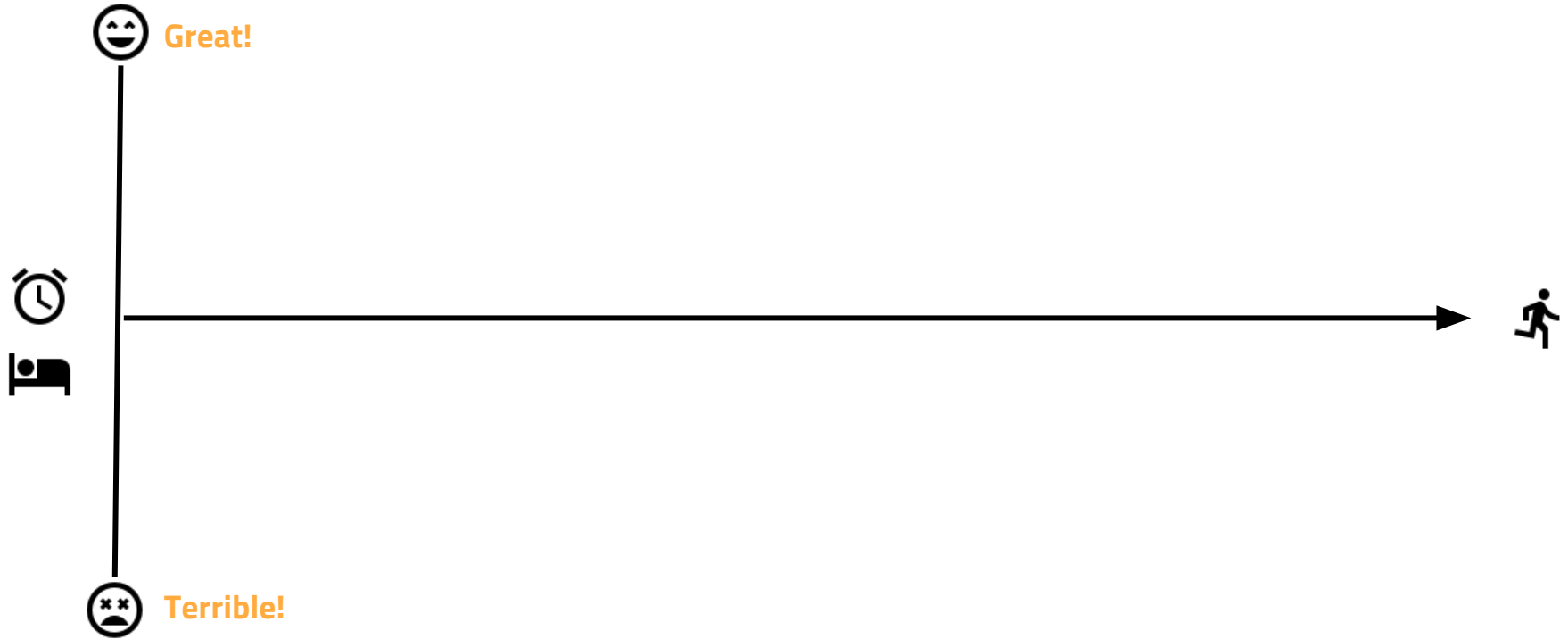


RESPOND

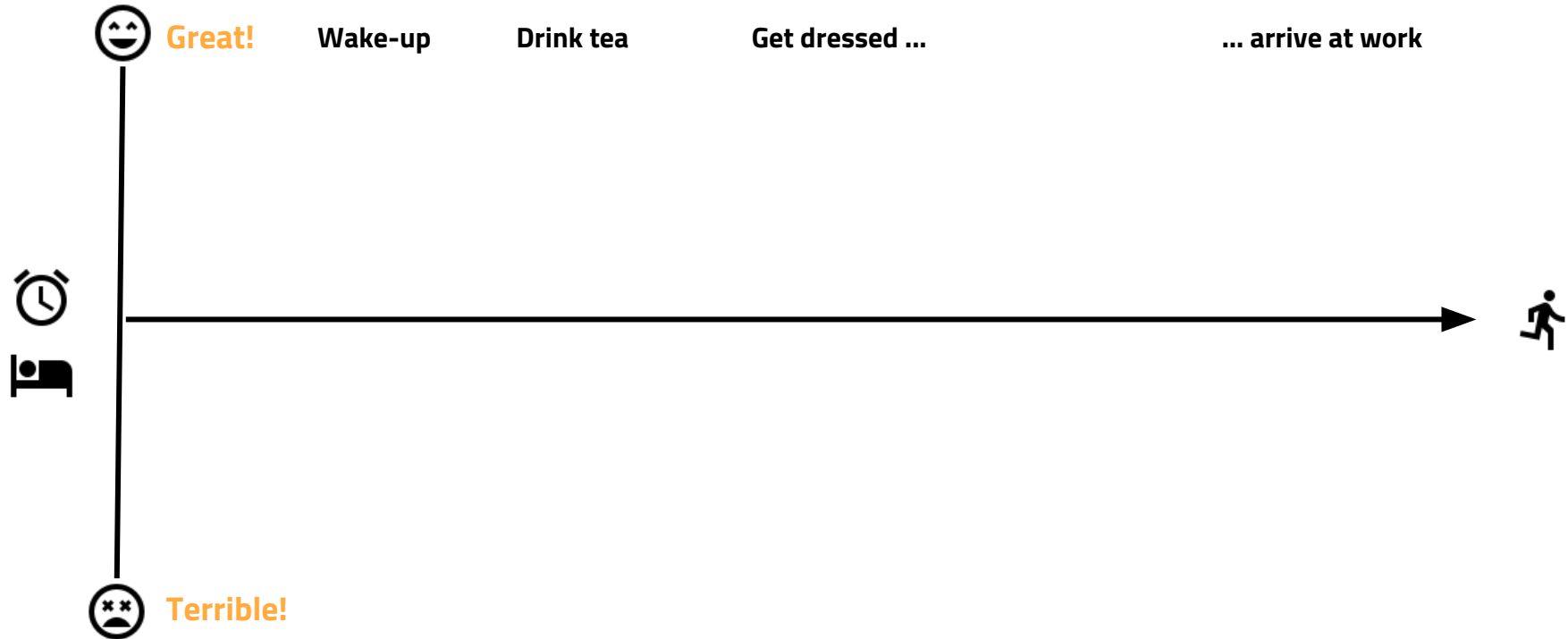
WHAT IS?

Understand current reality

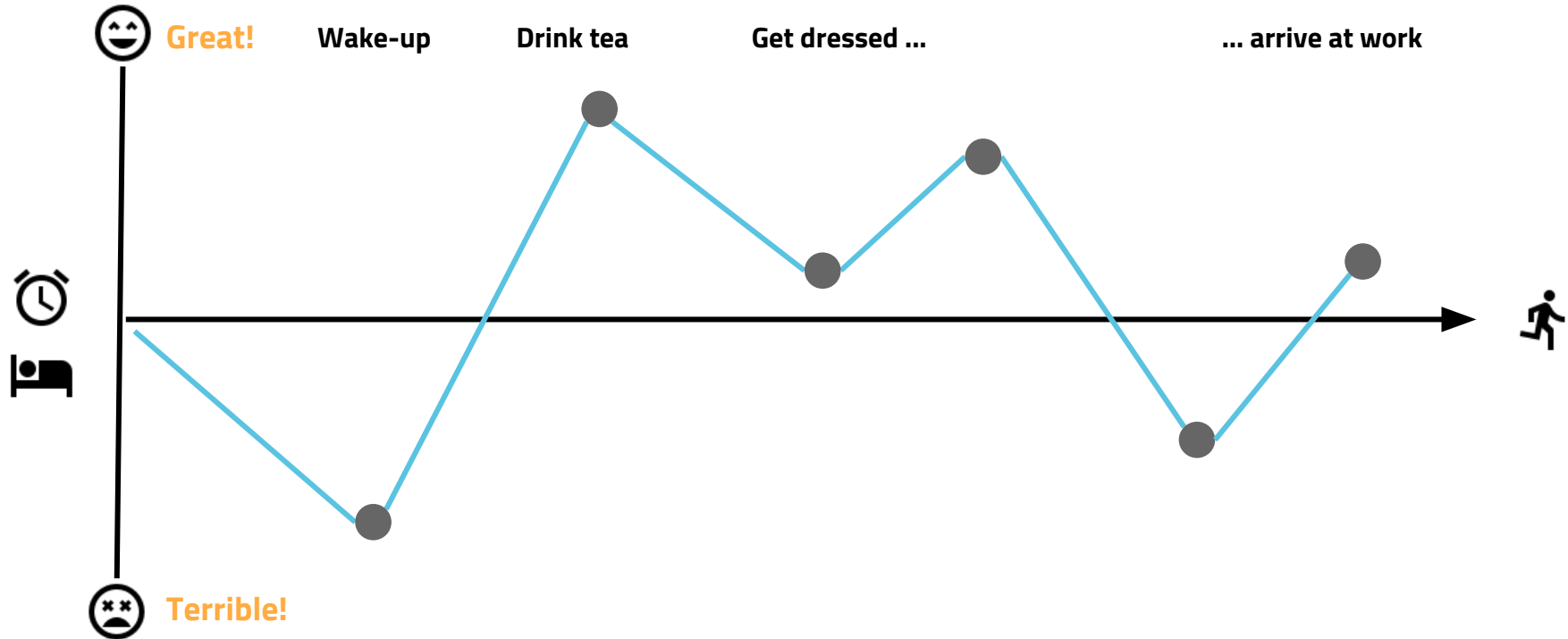
Journey mapping - Morning routine (3 min.)



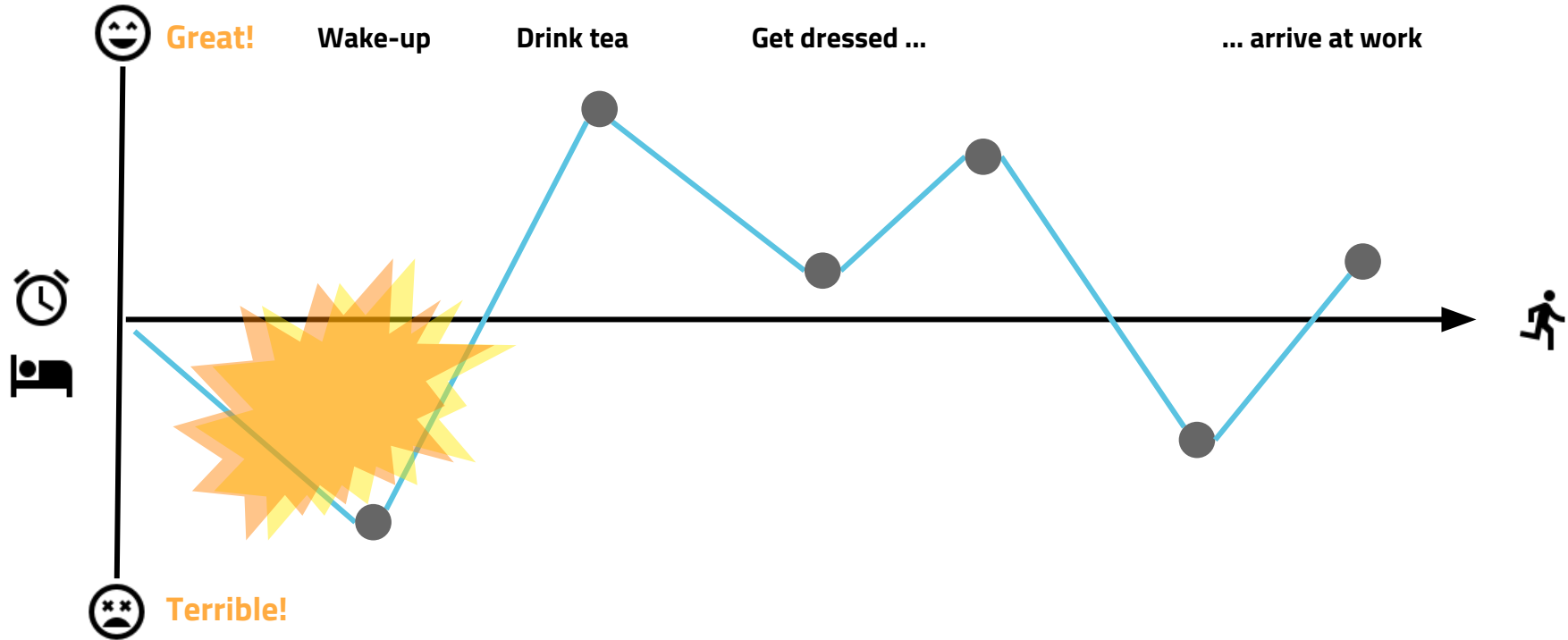
Journey mapping - Morning routine (3 min.)



Journey mapping - Morning routine (3 min.)



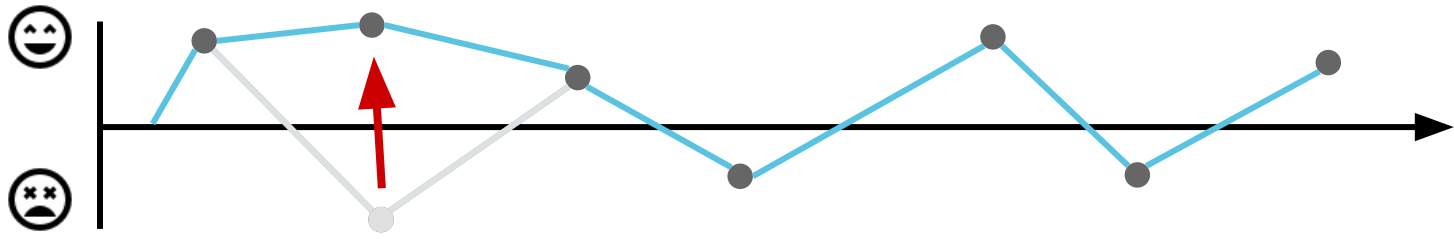
Journey mapping - Morning routine (3 min.)



Discovering opportunities



Shorten



Improve

Küche
planen/
arrichten

PLANEN

BESORGEN

VORBEREITEN

UMSETZEN

GENIEßEN

AUFRÄUMEN

WEGWERFEN

Essen
planen
Anlass/Zeitpunkt

Wie früh
ausgehen?
& um wieviel Uhr?

Versteck
prüfen

Eintrag
prüfen
Brotbacken

Was lagern

Vorbereitung
(Zubereitung)

Kochen
Musik hören
Wasser trinken
Zusatz
bestimmen

Trinken

servieren

Essen
Freunde
Musik
Schokolade

Abend genießen

Abwischen

Platz
was
verbleibt
verarbeiten (Bsp. Müll)

Sauber machen



Warten
Zeit

keine
Deho

Am Freitag
individuelle Bedürfnisse
gucken

Früher
Supermarkt
Wahrscheinlich
gucken

Schlechte
Parkplätze

Kein
Platz

Regale voll

ist
keine
Torte

Spiel
anmelden
schon voll

Zu viele

Volle
Tische
sicht
für
Kunden
aus
Café

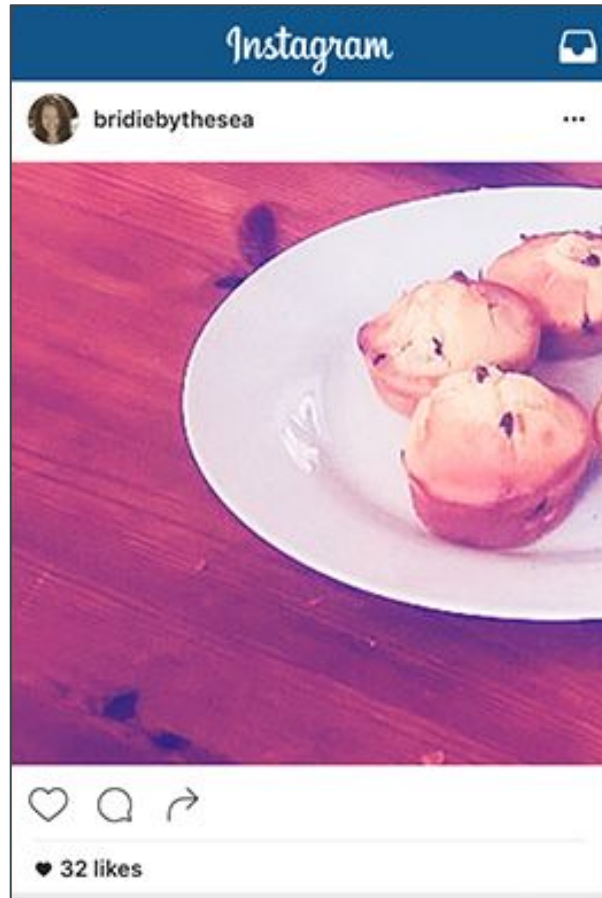
WHAT IS?

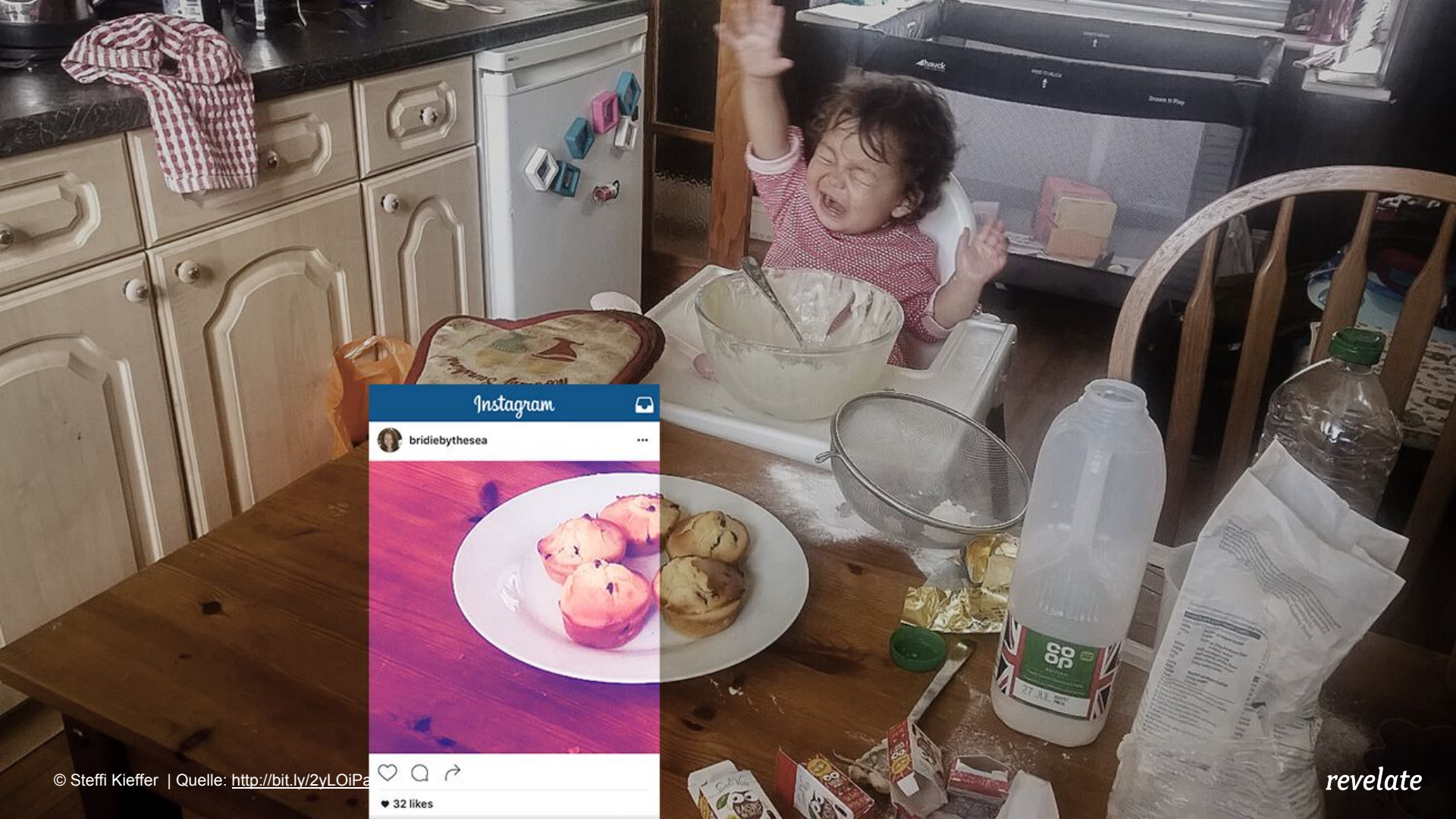
Get in the shoes of the user



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

bridiebythesea

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

Planung / Reise

zu Hause

- Wir sind nicht mehr geladene Gäste...
- Es ist nicht mehr unser Zuhause...
- Wir sind nicht mehr geladene Gäste...
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- Es ist nicht mehr unser Zuhause...

Reise

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Reiseplan / Vorbereitung

Reiseplan

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Vorbereitung

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Essen

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Wohnung

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Wohnung

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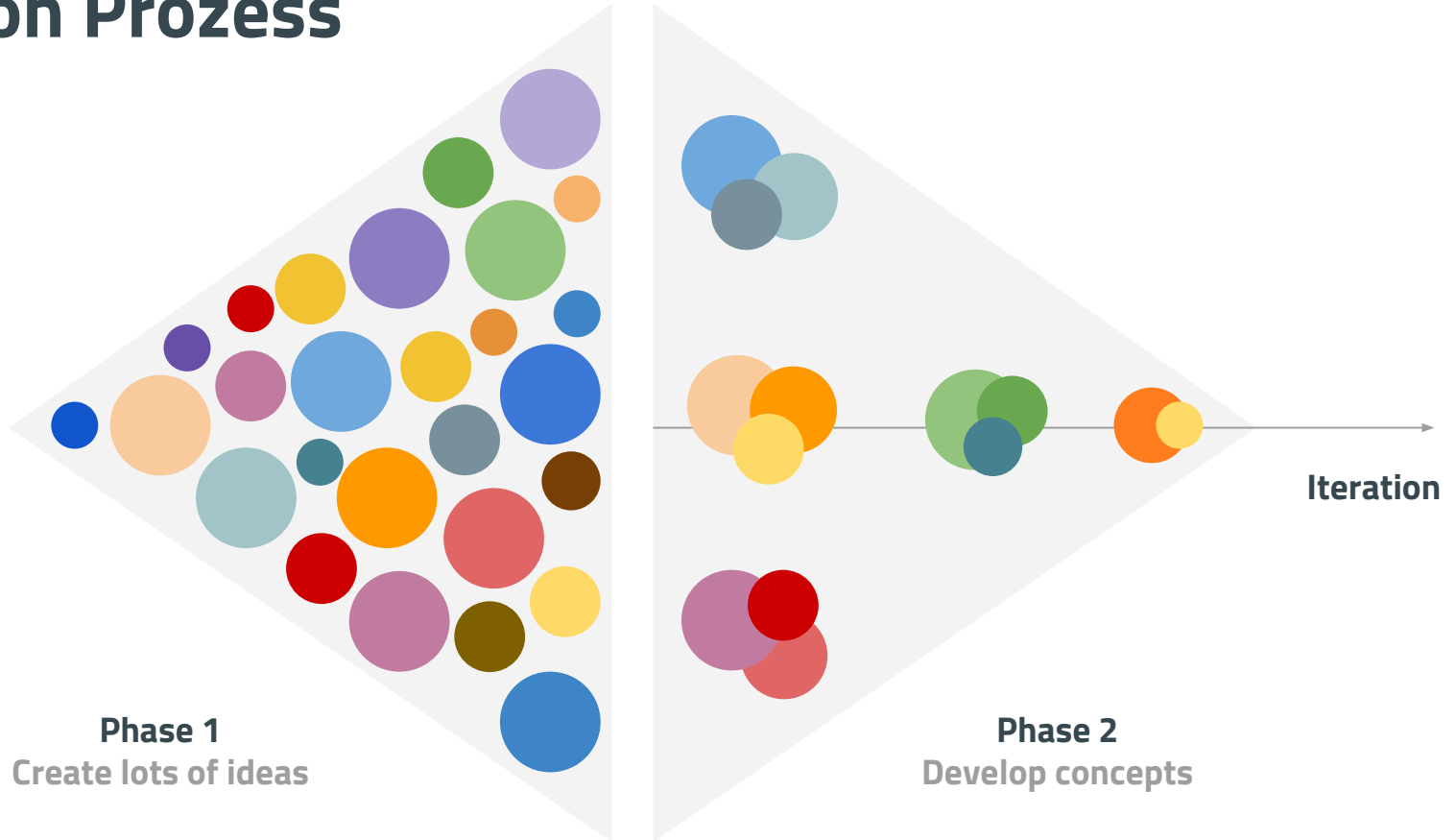
Capture findings and formulate a point of view. (3 min.)

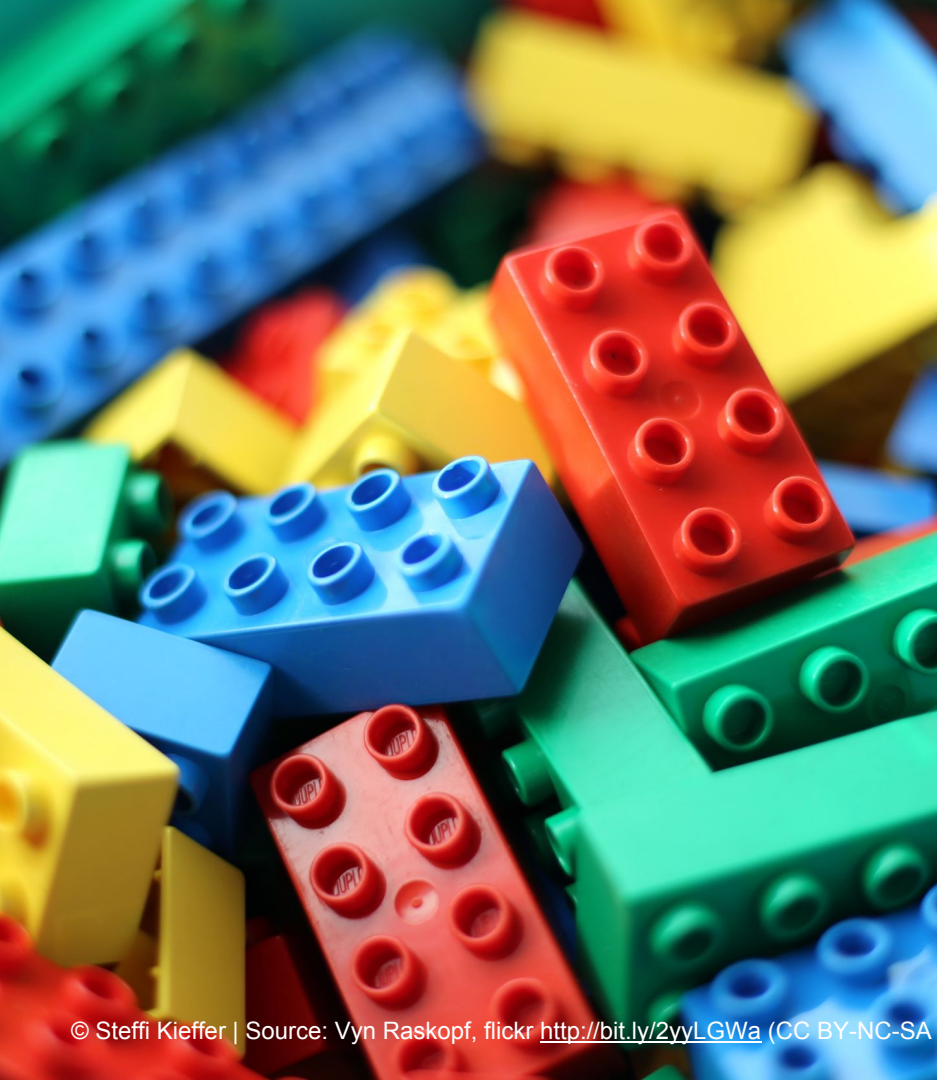


WHAT IF...?

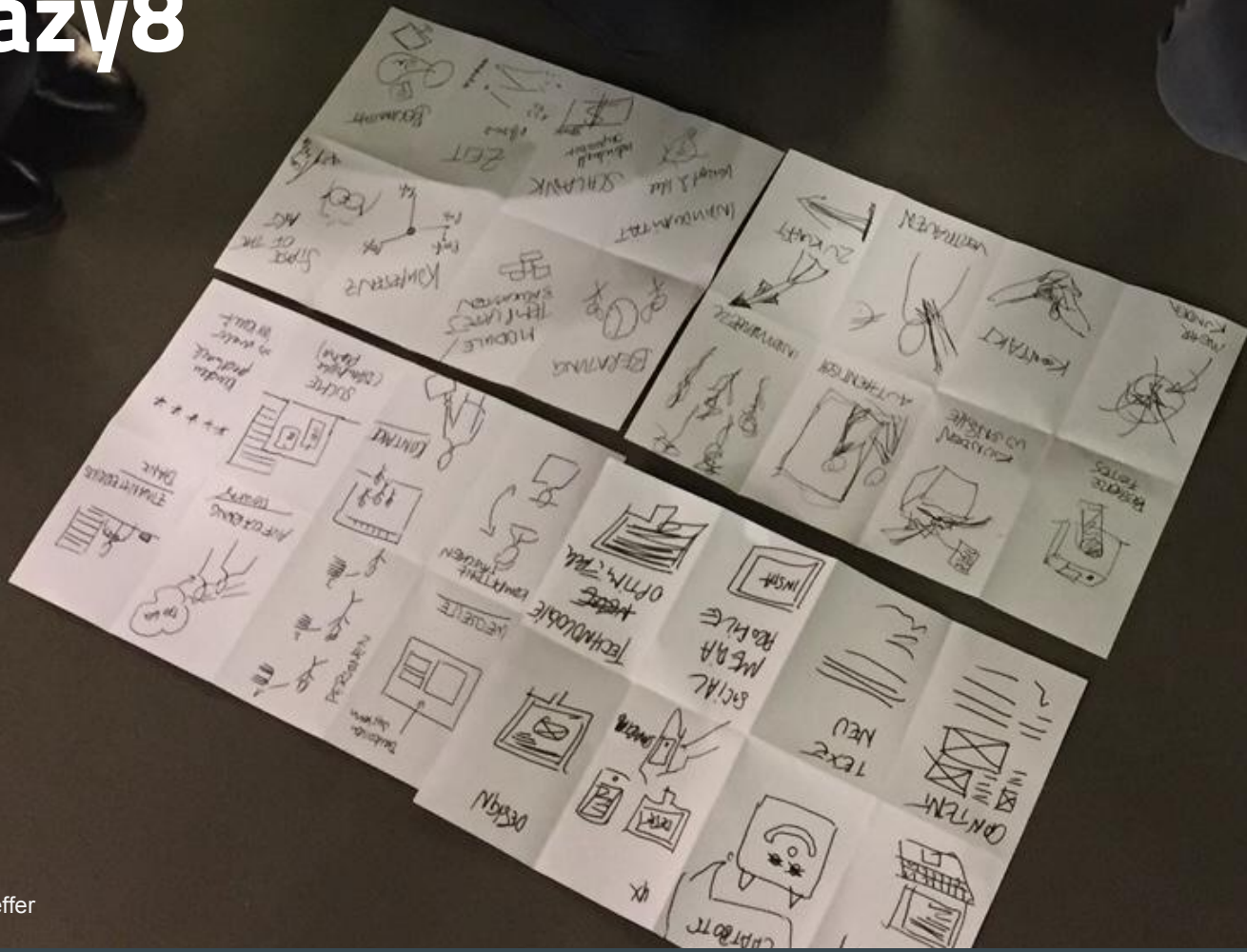
Generating lots of ideas

Ideation Prozess





Crazy8



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?

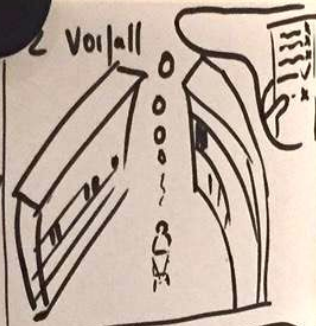
Build prototypes

Storyboards

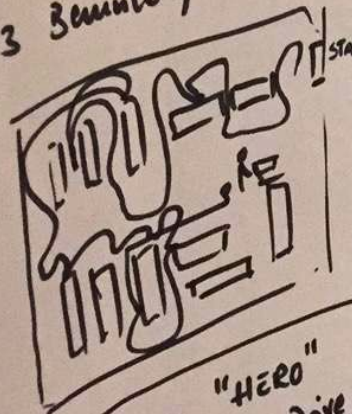
1 Situation



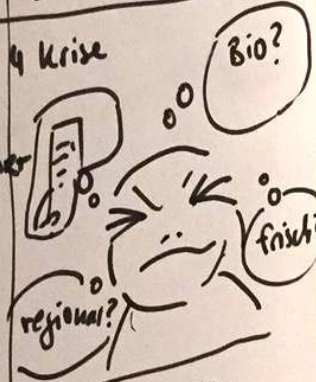
2 Vorfall



3 Bewühnung



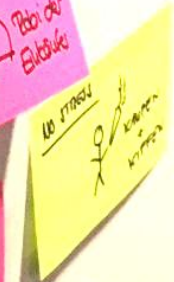
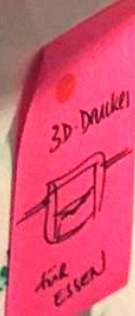
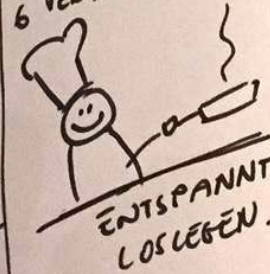
4 Krise



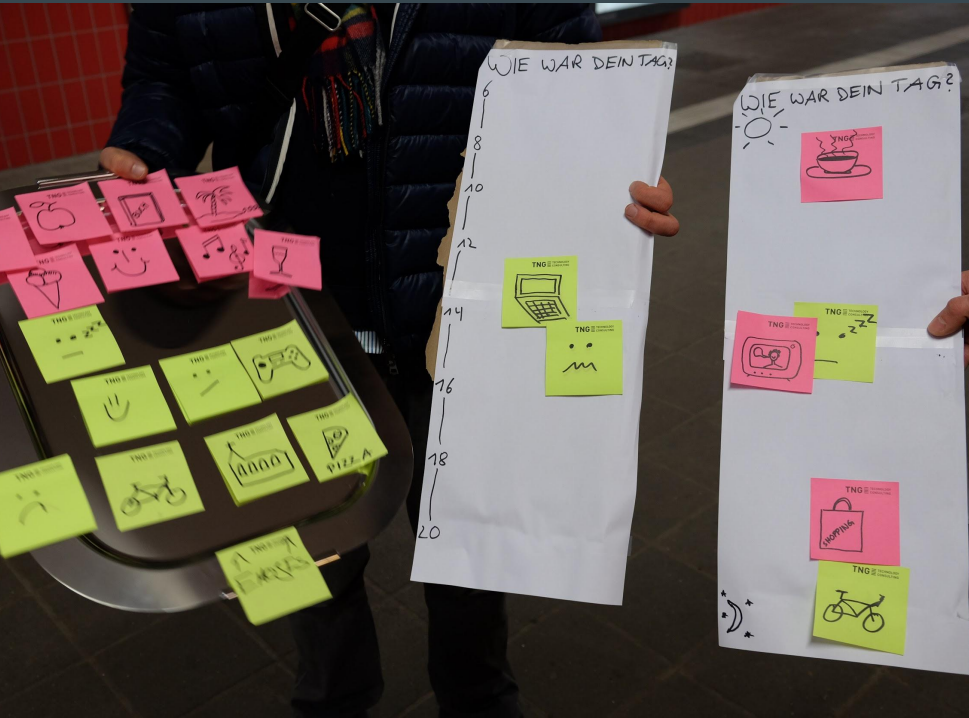
5 Lösung "HERO"
Zusatz-App
Drive in



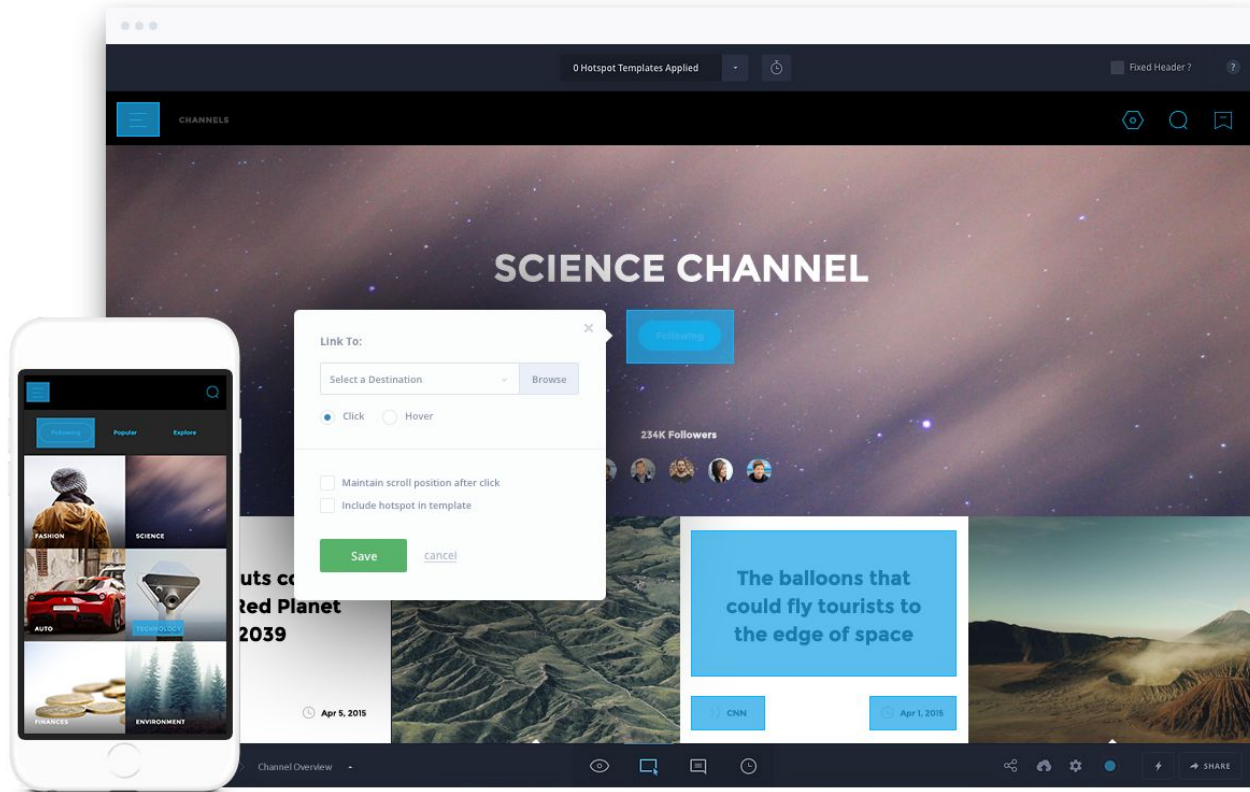
6 VERÄNDERUNG



Paper Prototype



Hi-Fidelity Click Dummy (Sketch & InVision)



Experience Prototype



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'.

**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 trunks with a visible brand name. The background is dark with bright, out-of-focus lights, creating a dramatic atmosphere. The punch is directed towards the face of another boxer who is partially visible on the right side of the frame.

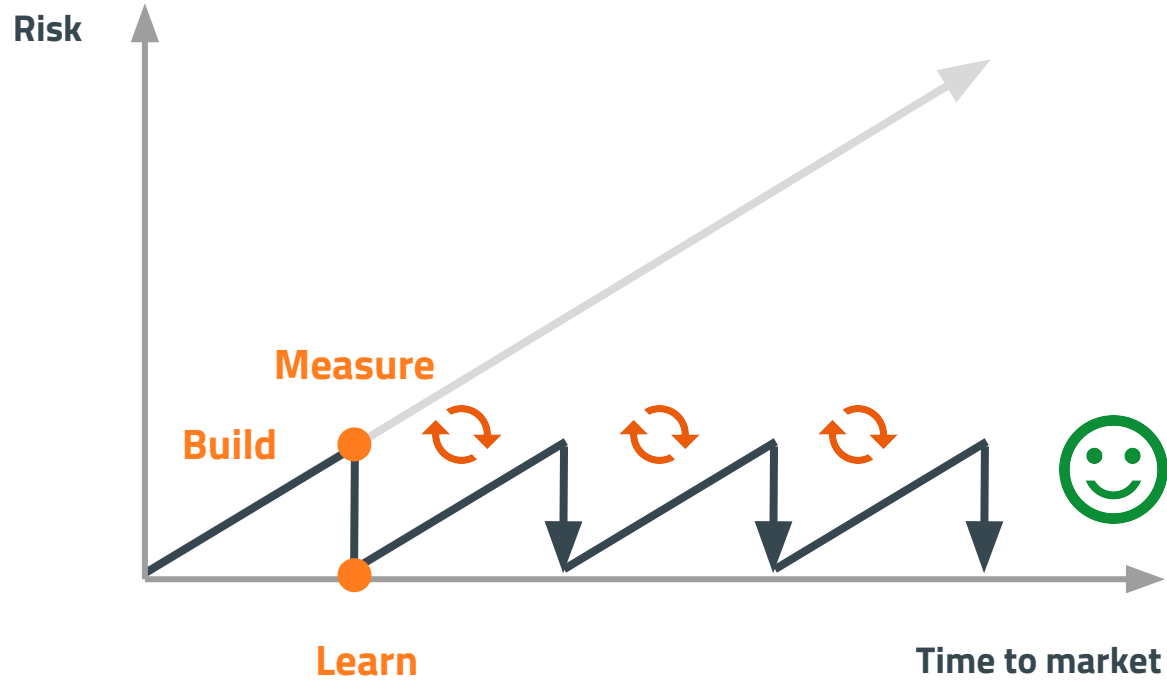
**“Everyone has a plan until
they get punched in the face.”**

- Mike Tyson

WHAT WORKS?

Test assumption by
running small experiments

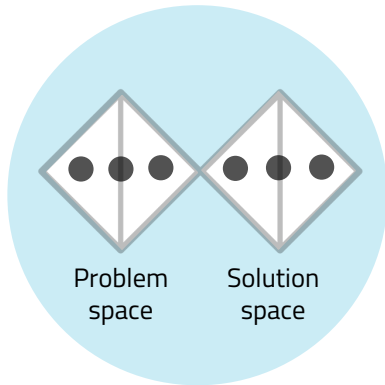
Continuous learning



Design Thinking in context

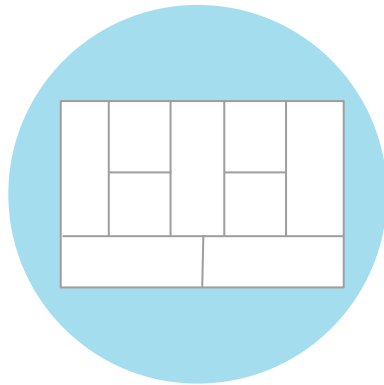
DESIGN THINKING

Desirable



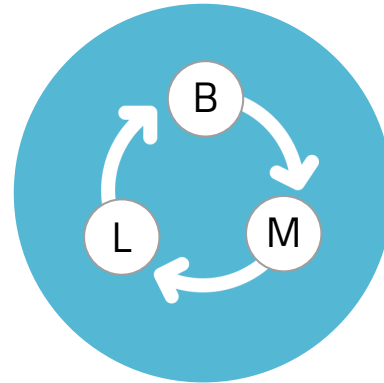
BUSINESS MODEL

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

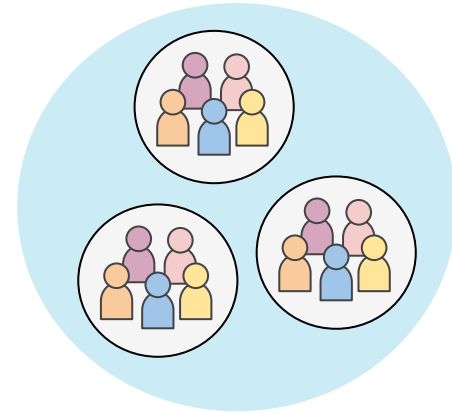
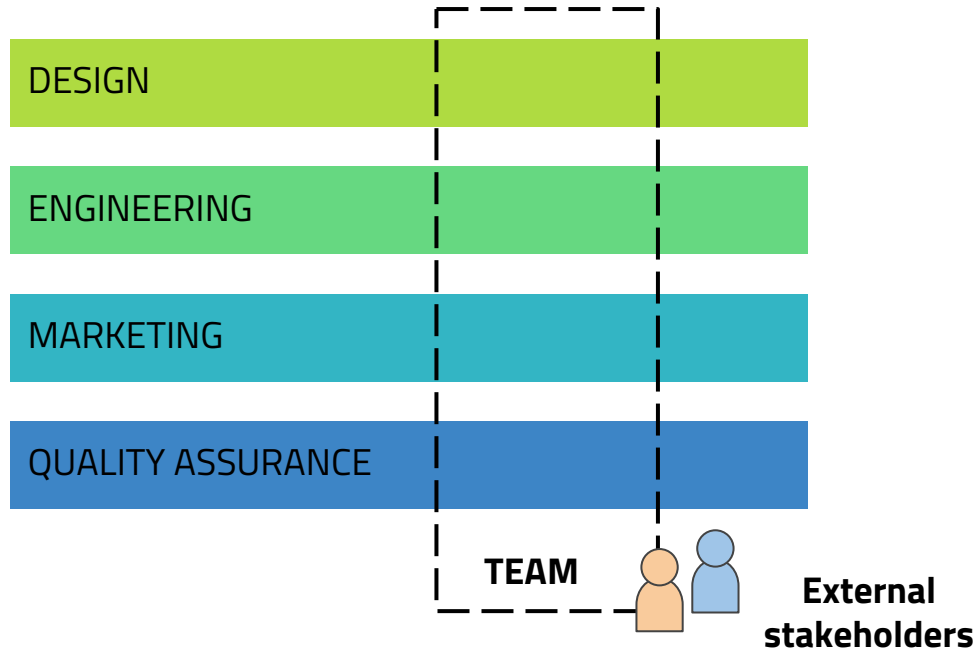
Radical collaboration

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

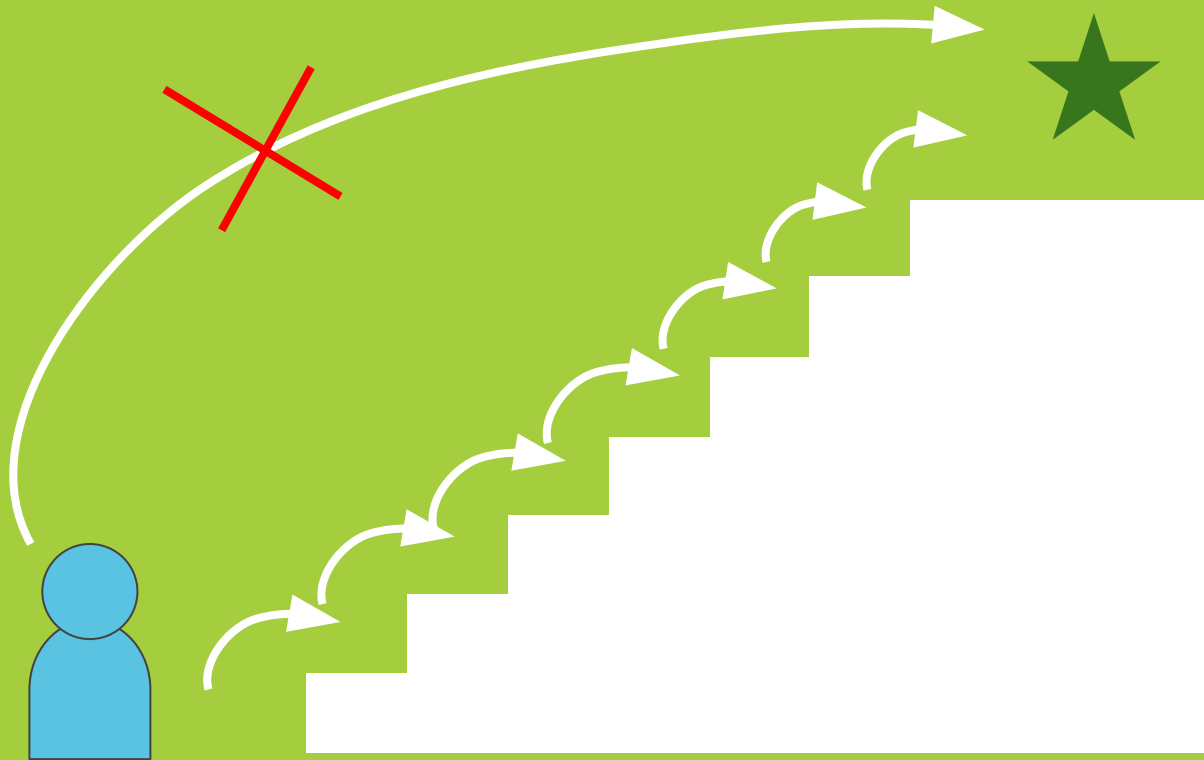


HOW TO “APPLY” DESIGN THINKING

When to use Design Thinking

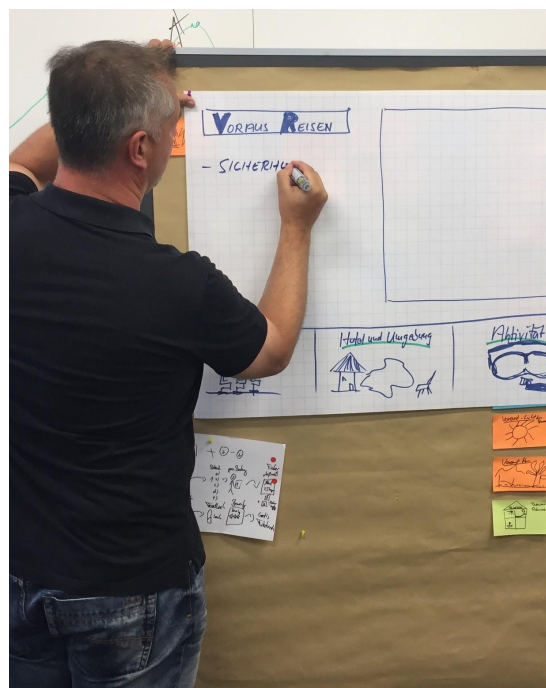
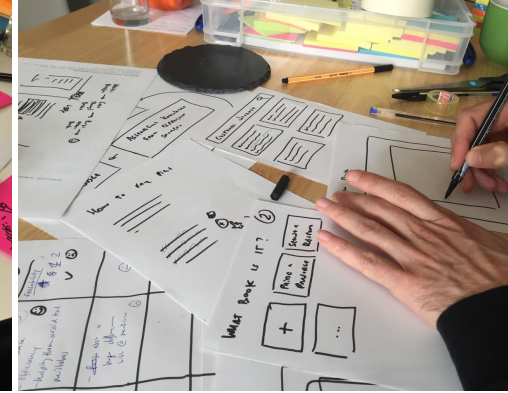
- Problem is human-centered
- Problem itself is unclear
- Many unknowns
- Hard to know where to start (complex)
- Little relevant data to analyze
- Own level excitement

Start small



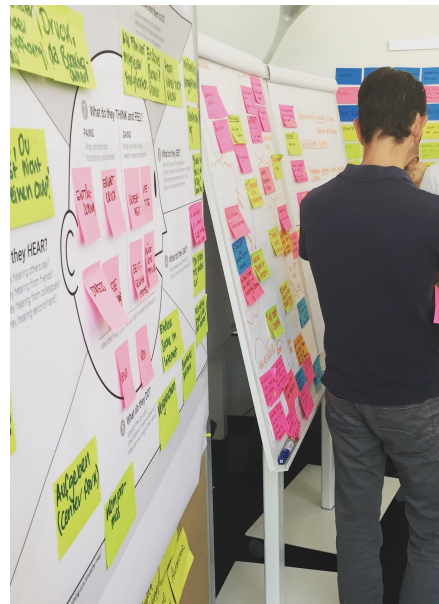
Personal Level

- 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

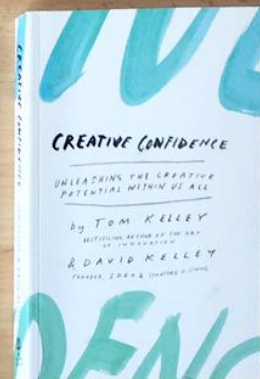
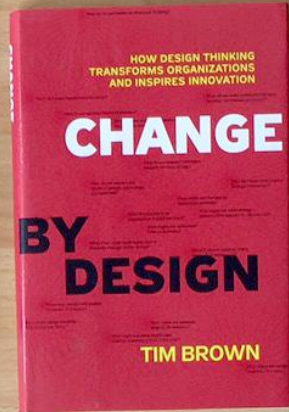
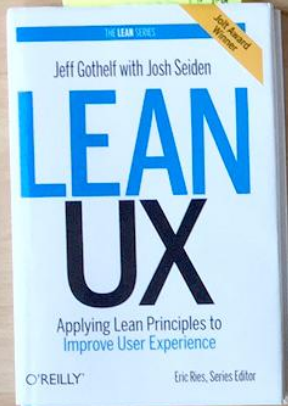
- ➔ Don't call it Design Thinking
- ➔ Try out tools (Journey Mapping)
- ➔ Turn meetings into workshops
- ➔ Hold regular retrospectives
- ➔ Visualize work
- ➔ User research (hallway tests)
- ➔ Ideate & prototype
- ➔ Run small experiments
- ➔ Run Design Sprints
- ➔ Spread the word (lunch sessions about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





Thanks!

Steffi Kieffer

steffi@revelate.de

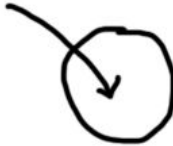
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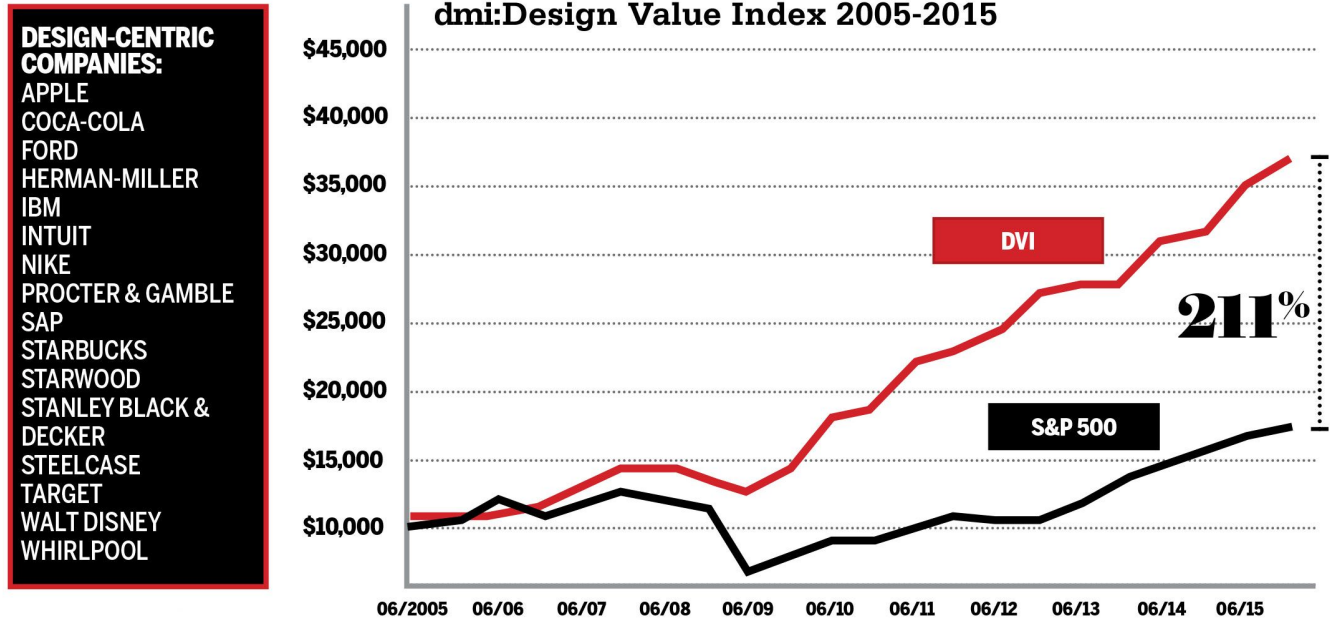


YOUR
COMFORT
ZONE



Backup

Design Value Index 211% better



© 2016 The Design Management Institute

Toolset to foster a better conversation across differences

A close-up, over-the-shoulder view of a person in a red shirt sitting at a table. They are holding a small, light blue sticky note with both hands. The table is covered with various items: several other sticky notes in yellow and blue, a white marker, and some papers. In the background, another person's hands are visible, also interacting with a yellow sticky note. The scene suggests a collaborative meeting or workshop environment.

What wows? Make choices

Get feedback from your partner.

Pick one idea or a combination of ideas.

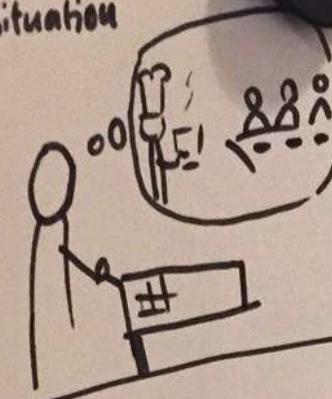
(5 min.)

What wows?

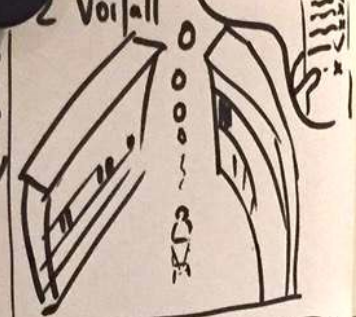
Create a prototype

Draw a product-as-hero storyboard to focus on the human story of the experience.

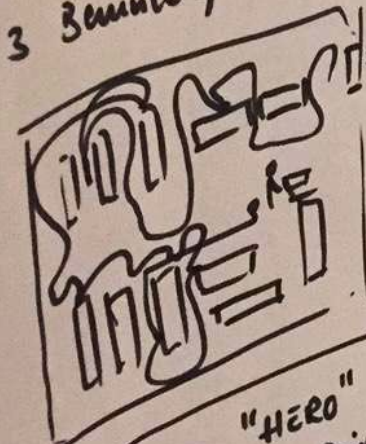
1 Situation



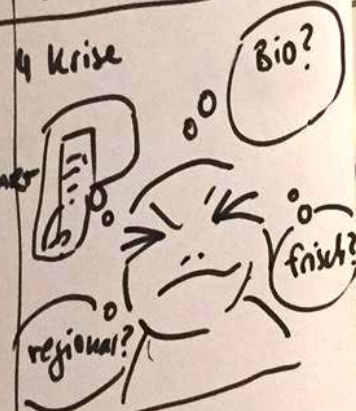
2 Vorfall



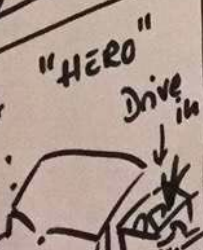
3 Bemühung



4 Krise



5 Lösung



6 VERÄNDERUNG



Product-as-Hero-Storyboard (5 min.)

| | |
|--|---|
| <p>1. Current situation</p> | <p>2. Incident / crises</p> |
| <p>3. Solution as "Hero"</p> | <p>4. Change</p> |

What works? Testing your concepts

Find out what works by running small experiments to validate assumptions

- **Feedback from real users** (interviews, tests & co-creation sessions)
- **Refine prototype**
- **Test assumptions, run experiments & iterate**

Who designs

- Everyone
- Cross-functional teams
- Co-creation with external stakeholders

How we design

- Start by doubting the correctness of initial problem definition
- Start by knowing that there will be multiple solutions to be tested
- Start small

“Applying” Design Thinking

Personal level

- Don't call it Design Thinking
- Try out tools
- Practice interviews & observation
- Start drawing

Team level

- Visualisieren
- Workshops statt Meetings
- User Research
- Ideation
- Prototyping
- Design Sprint

Organization level

- Separates Innovations Team
- 20% Zeitmodell
- Horizon Model