

Applying Design Thinking in the Workplace

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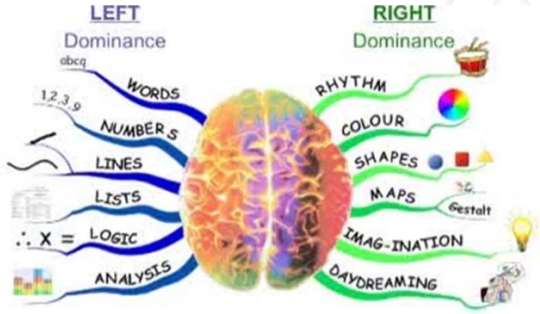
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Creative Confidence



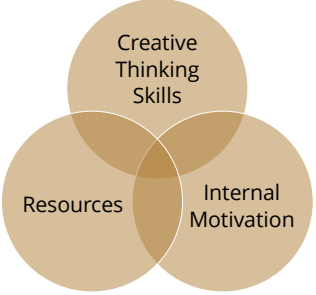
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Critical & Creative Thinking

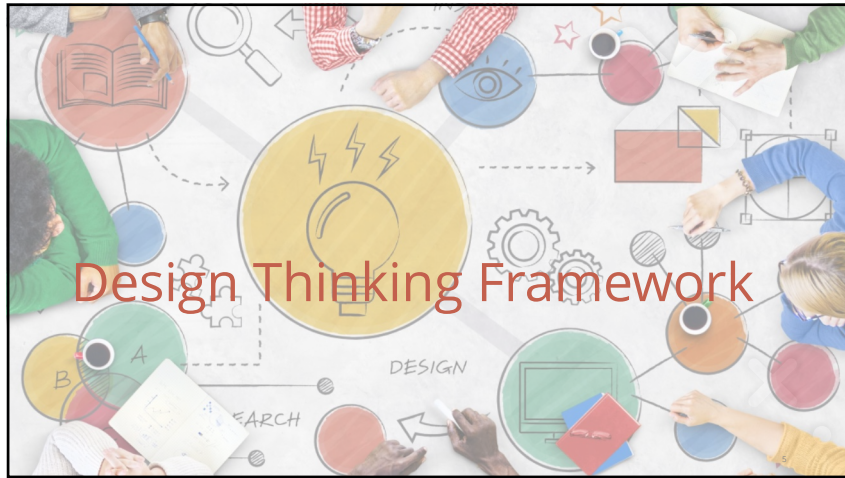


3

Creative Thinking



4



5

The (Design) Process

- Design thinking was popularized by Tim Brown and David Kelley of IDEO and Stanford's d School
 - Structured creative problem-solving process, but enables innovation and positive impact
- Human-centered design process – truly understand and empathize with user

Design Thinking 'Double Diamond' Process Model

6

1. Empathize

Let's Design a Customer Experience that is more inclusive and accessible

7

Capstone Problem Statement

+ How can we make the Customer Experience more inclusive and accessible?

There are no limits to what you can envision...

- An app to improve the customer experience?
- A mechanism to make navigation easier?
- A protocol for improving safety?
- A new feature to enhance customer comfort?

Be Creative **Be Innovative**

8

What are we looking for?

- + **Ideation**
 - o How innovative and creative is the solution?
- + **Safety**
 - o Has safe operation been considered in the design?
- + **Feasibility**
 - o How feasible is the solution for implementation?
- + **Customer centric**
 - o How well does the solution meet the needs of the end user?
- + **Expandability**
 - o What is the potential for the idea to become a business?

9

Design Thinking Empathy



- Designers approach empathy
 - Without judgement
 - With a beginner's eyes
 - With curiosity
 - Optimistically
 - Respectfully



10

Map the process (:10)

Journey Mapping: Map the journey of a customer from beginning to end identifying the emotional high and low points

Task: At an individual level capture the steps you undertake to avail the service/ product. Then at a group level collate them. It must include:

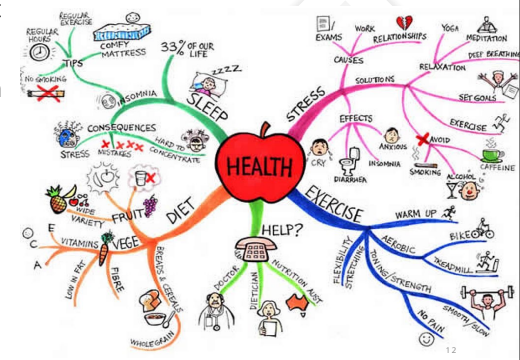
Pain points: A pain point is a problem, real or perceived. Entrepreneurs create opportunities for themselves by creating solutions to those pain points.

Use customer empathy!

11

Develop business opportunities (:15)

- + **Mind Mapping:** Start in the center of a paper and use keywords and branch out in curved lines
- + **Task:** Generate as many ideas as possible around the pain points (need) of the customer



12

Document Your Idea (:10)

Tangible, measurable solution to a specific customer problem or pain – be specific!

Task: Visualize and draw your future business idea. It must contain:

- Customer:** Who is experiencing the problem.
- Problem:** What is the customer's problem
- Solution:** Your proposed solution to the problem

Visualization: Making your Ideas Tangible


13

2. Define

Let's gather insights from our consumers so that we may serve them better

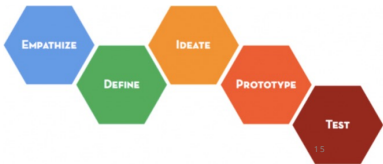
14

Design Thinking



Define

- Think of **needs** as a verb rather than a noun



15

Needs...

- +Are human physical and emotional necessities
- +Capture the goals and motivations of the person for whom you are designing
- +Are verbs, not nouns
- + (opportunities, not solutions: ladder, adult, broom)

16

✕ Insights...

- +The “why” response to the need
- +Apply your expertise and make inferences (not “a faster horse”)
- +Gives you an actionable direction to go in
- +Leads you towards Novel solutions

17

17

✕ Point of View

<p>Inventory all possible NEEDS</p> <p>Things they are trying to do _____ <i>(needs as verbs)</i></p> <p>Ways they want to feel _____ <i>(insights)</i></p>	<p>DEFINE a problem statement</p> <p>_____ NEEDS a way to _____ in a way that makes them FEEL _____</p> <p>Therefore, my POV statement is _____</p>
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18

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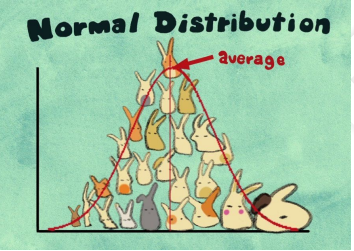
✕ 3. Ideate

19

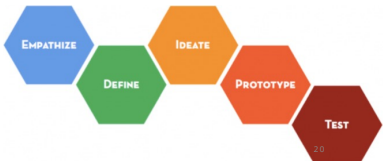
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✕ Design Thinking

Normal Distribution
Ideate

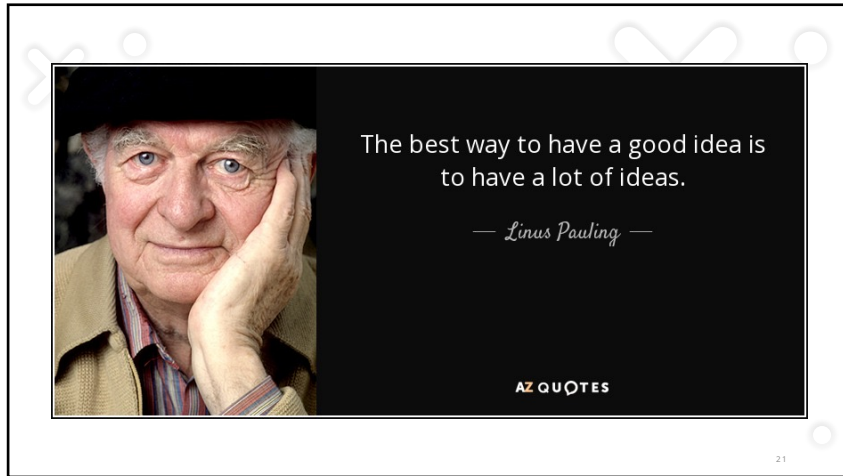


• Focus on the individual rather than the middle to get **insights**



20

20



21

Ideation

- + Sketch 5 RADICAL ways to meet your user's need
- SHARE your solutions and CAPTURE feedback

IDEO U

Rules of Brainstorming

- Defer Judgment
- Encourage Wild Ideas
- Build on the Ideas of Others
- Stay Focused on the Topic
- One Conversation at a Time
- Be Visual
- Go for Quantity

22

What are Assumptions?

“Something taken for granted or accepted as true *without proof*”

Opinions vs. Facts

(Hint: What you think is fact, is likely an assumption)

23

Brainstorm Assumptions (:10)

- + What customer behaviors must take place for your solution to be adopted?
- + What assumptions are you taking for granted as fact?
- + What keeps you up at night?

Task: Write down as many assumptions as possible as a team.

24

Narrow Assumptions (:05)

- + What is the biggest assumption that if false, will cause you product to fail?
- + What is most unknown, where do gaps exist?
- + Focus on customer behavior related assumptions

(ex: Sports cars lovers will drive an electric car)

Task: Narrow your assumptions to the **three** most critical ones.

25

25

Post Your Leap of Faith (:05)

This is the riskiest assumption for your business idea.

“If this is not true, we’re out of business”
(ex: Sports cars lovers want an electric car)

Task: Write down the riskiest, LOF assumption as a group.

Brainstorming: Question Leap of Faith Assumptions

26

26

4. Prototype

27

27

Design Thinking

Prototype

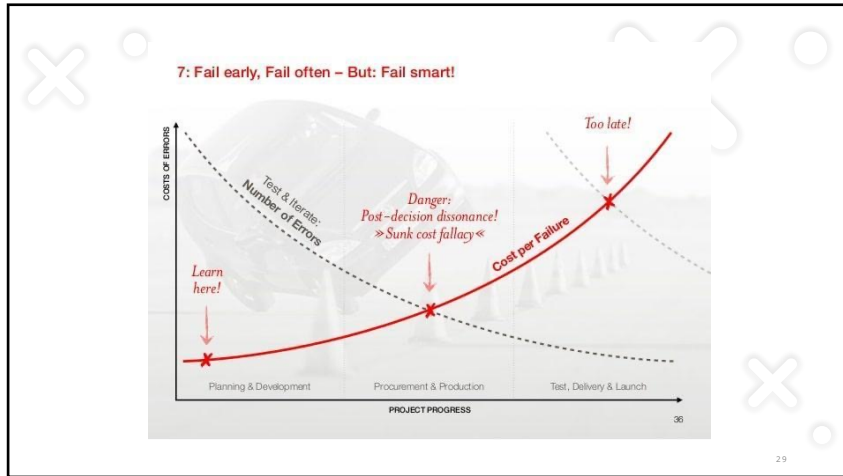
Paper & sketch prototyping **Digital prototyping** **Native prototyping**

- Sketches and paper prototypes are an inexpensive and fast way of identifying fundamental issues

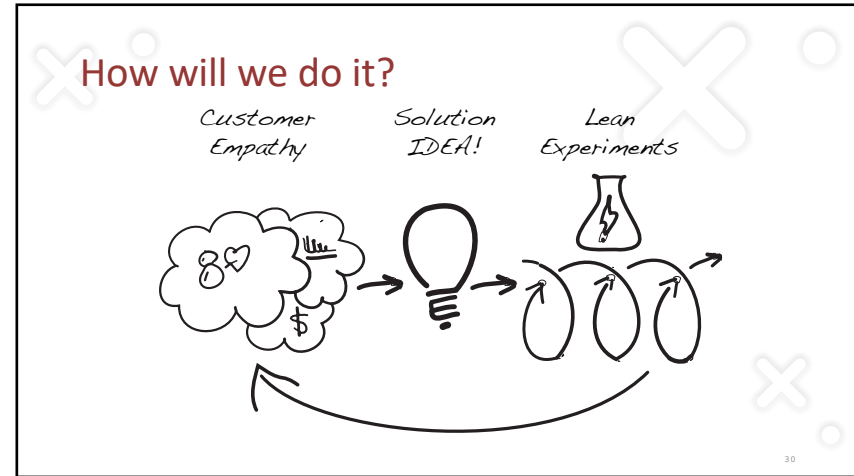
EMPATHIZE DEFINE IDEATE PROTOTYPE TEST

28

28



29



30

What is "Lean"?

- + Elimination of waste in the production and delivery of value to the customer...

31

What is a Startup?

- + "A startup is a temporary organization formed to search for a repeatable and scalable business model." – Steve Blank
- + "A human institution designed to create new products and services under conditions of extreme uncertainty." – Eric Ries



Steve Blank is a Silicon Valley serial-entrepreneur and academician who is based in Pescadero, California



Eric Ries is an American entrepreneur, blogger and author of The Lean Startup, a book on the lean startup movement.

32

What is "Lean Startup"?

- + Elimination of waste in searching for a scalable business model, or significant business impact.
- + Goal for lean startups: **Learning!**
- + Lean Startup Myths
 - o Lean = cheap or poor quality
 - o Only for high tech (hint: it works in large orgs too)
 - o Replaces vision with customer demands

33

Rapid Experimentation Continuum

34

Lean Experimentation

35

Minimize **TOTAL** time through the loop

Source: Eric Ries, *The Lean Startup*

36

How do we search?

Begin with an educated guess

- OK to begin without the answers, you're probably wrong anyway.

Change guesses into facts using experiments

- Measure behavior, test hypotheses, capture surprises
- Make decisions based on the results of your experiments

Move through the loop quickly

- Build the absolute minimum required to test your assumptions
- Build your case one experiment at a time
- Get moving – NOW! (rinse and repeat forever)

37

37

Learn and Decide

The output from lean experimentation is *new knowledge and insights* about your customer or business model.

- + Build a case over time, using multiple experiments
- + Experiments to learn, not just validate.
- + Savor the surprises!
- + Is your confidence increasing or decreasing?
- + Why, why, why?

38

38

Why Lean Experiments?

Reduce the risk associated with resource investment, move faster with more certainty.

- Change opinions into facts
- Inform our decisions with data and customer insights
- Separate customer words from behavior – say vs. do!

Output = Insights + Data

(what did I learn from the customer + what behavior did I measure)

39

39

If we do **X**, **Y%** of people will **Z**

X = Your solution (the carrot)

Y% = Your target metric (the number)

Z = The customers' behavior (the hoop)

40

40

Create Hypothesis (:05)

If we do **X**, **Y%** of people will **Z**

Task: Write down your hypothesis on a sticky note, and place on your poster.

**Rapid Concept Development:
Generate Hypothesis**

41


41

5. Testing

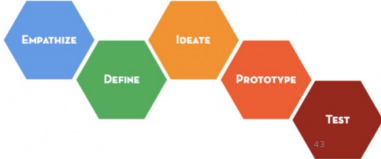
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42

Design Thinking **Testing**



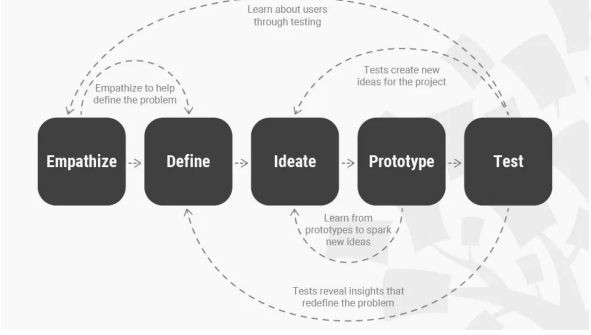
Test the prototype not the user



43

43

DESIGN THINKING: A NON-LINEAR PROCESS



44

44

Types of Lean Experiments?

- + **A/B Test:** A comparison of two versions of a product or feature to see which one performs best
- + **Concierge Test:** A technique to replace a complex automated technical solution with humans who directly interact with the customer
- + **Wizard of Oz Test:** A technique to replace the product backend with humans. The customer believes they are interacting with an automated solution. Helps us validate whether anyone wants our product.
- + **Smoke Test:** Commonly a website that describes the product's value proposition and asks customers to sign up for the product before it's available. Helps us validate whether anyone wants our product.

45

45

Brainstorm Experiments (:15)

- + Will this experiment test your hypotheses?
- + Measure real behavior (or as close to it as possible)
- + Can you get an answer quickly!
- + Capture surprises as well as data

Important: Use behavior + "currency exchange" to eliminate say vs. do – NO SURVEYS – KEEP IT HUMAN
(currency = time, money, attention, personal info, usage)

Task: Brainstorm at least one experiment method listed earlier.

46

46

Choose 1 Experiment (:10)

- + Can you get your answers quickly?
- + How will you measure behavior?
- + How will you interact in person with your target customer?

Did we mention:
NO SURVEYS + KEEP IT HUMAN

Task: Select the best experiment to run first

47

47

Document Experiment (:05)

Task: On your poster, complete a sticky note for each of the following:

- Describe the experiment
- What specific behavior will you measure?
- What currency will you collect?
- Minimum success criteria (ex: 50% sign-up)

NO SURVEYS!
KEEP IT HUMAN!

48

48

Go!

Run your experiment in the wild

- Don't tell people this is an experiment
- Collect contact info so you can follow-up later
- Ask why or why not – look for surprises!
- Stay out of jail...

Return by ??

49

49

What are you looking for?

A strong behavioral response from your target customer, confirming or denying your hypothesis.

- Did your numeric hypothesis pass or fail?
- Do you know why or why not?
- What surprised you?

Ex: 50% of small business signed up for our online beta program, providing their email and contact info.

50

50

Output = Learning

What insights did you encounter which *change the way you think about your customer..?*

How painful is the problem? Does it exist at all?

- Vitamin > Medicine > Addictive Drug

Are they trying to solve it today?

- What process, if any, are they taking to solve their problem

What were your biggest surprises?

51

51

The Art of the Pivot

A *significant* change in direction based on new customer insights, where the vision remains the same.

Idea: App to help diabetics maintain healthy eating habits.

Insight: "Diabetic caregivers often care more than patients about maintaining healthy habits"

Pivot to: App for diabetic caregivers instead of diabetics

52

52

Close the Loop (:15)

Based on what you learned, Is your Leap of Faith true or false..? Why or why not?

If true – Persevere!

- Move on to next leap of faith, repeat loop process
- Push to be more aggressive for next experiment

If false – Pivot!

- Change one or more components of your Idea, Repeat loop process
- Important: leverage insights gathered during your experiment!

Document updates on your poster and canvas

- Create new sticky notes and place them on top of existing notes

53

53

Pitch (:03)

Customer + Problem + Solution + LOF +
Experiment + ~~Decision~~

54

54

Judge the Search...

Teams are just as important as ideas

- Teams must demonstrate the ability to “search”, in addition to their idea's viability. No team gets it right the first time.

Real customer behavior trumps opinion

- Teams must demonstrate the ability to generate data from customers using behavioral experiments.

Evidence builds in small increments over time

- Teams must move through multiple experiments loops in small increments, in order to increase confidence over time.

55

55

Judge the Business Model

Identify a specific customer

- Teams must demonstrate understanding of their specific customer segment, and insights related to the customer's desired outcomes.

Deliver value to the customer

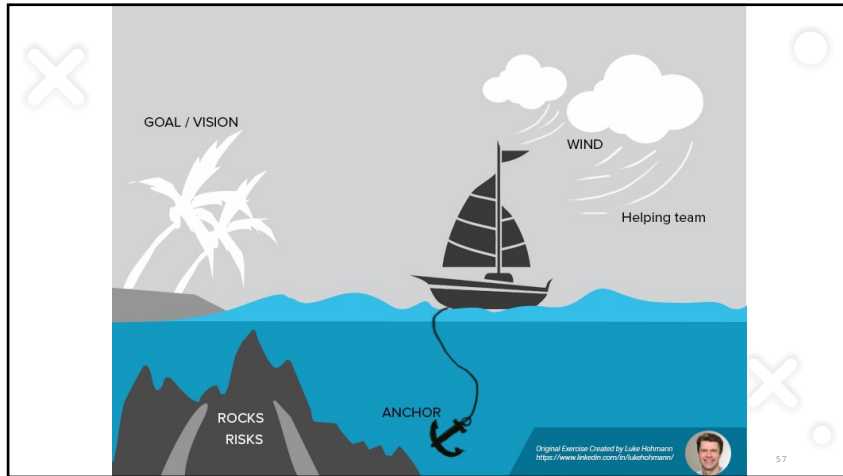
- Teams must demonstrate their proposed solution is delivering value to their target customer, via currency exchange (time, attention, dollars)

Generate positive business impact

- Teams must demonstrate Intuit can extract value for shareholders (and employees as well)

56

56



57

Next Steps

- + Try it – Don't wait for permission to run experiments
- + Start small, think big
- + Set aside specific time for experiments
- + Help each other – you're in the club
- + Include leaders in the process

58

Take Aways

- Challenge assumptions and the status quo
 - Be curious and question everything
- Divergent thinking: Quantity over quality
 - Never criticize ideas or evaluate them a while generating!
- Defer judgment and instead build on ideas of others
 - Wild ideas are encouraged
- Look for analogies or inspiration from nature
 - Be visual – draw/sketch to communicate
- EMPATHY – how would our customers use / feel / interact with / experience our product?

59

All the best!

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60