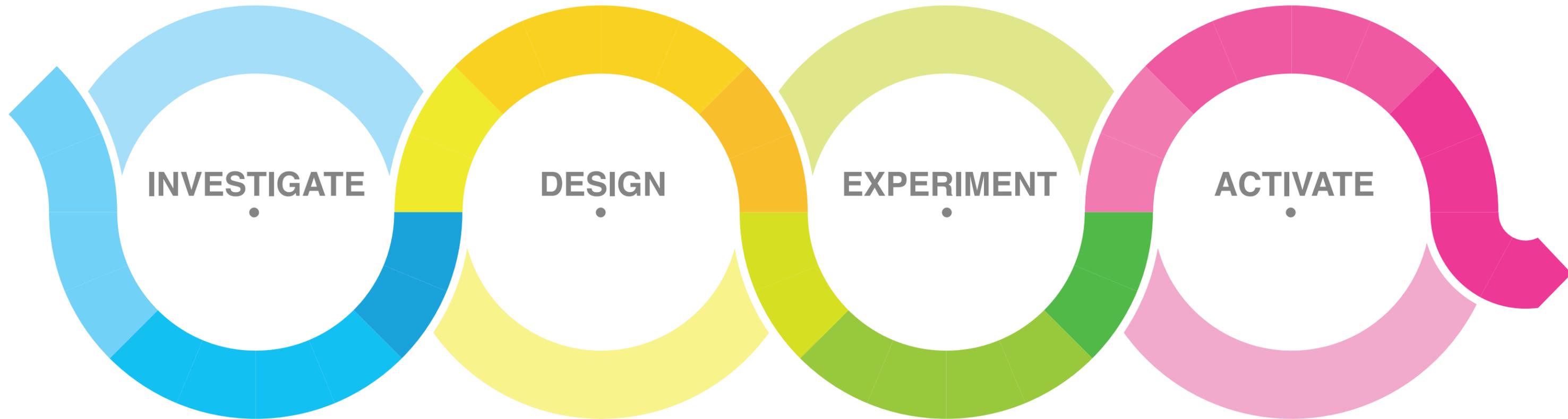


# Making Design Thinking Work

This is IDEAengineering where business discipline meets the power of creativity.



## 1. Frame the problem / Dig to discover

Decide what issue you wish to solve, review data and other information that helps you understand the issue better.

*Tools/ value chain map, stakeholder map, Mind Map Scope, Current Service Chain, Organizational Recourses Map.*

## 2. Deep Dive for needs / Empathize to understand

Discover opportunity by engaging with consumers. Learn by asking, observing, doing and empathizing. Empathize to understand. *Tools/ expert interview, context one-on-one Interview, survey, user journaling, extreme user observation, artifact review. cultural probes.*

## 3. REDefine the challenge / Define to focus

Look for patterns, themes and pain points and reframe your challenge around these insights so that your efforts are focused on meaningful areas important to consumers and corporation. *Tools/ personas, journey maps, affinity map, point of view statement, first person documentary, questionbanking/how might we..., challenge brief.*

## 4. Develop the ideas / Diverge to discover

Suspend judgement and rally people to develop many and diverse possible ideas regardless of constraints. Focus on quantity over quality in order to encourage divergent thinking and reinforce a spirit of discovery and possibility. *Tools/ brainstorming, co-creation sessions, idea board.*

## 5. Refine the concept / Improve and enhance

Identify high potential ideas. Build upon ideas transforming them into more defined and understandable concepts. Add detail, combine ideas and create possible solutions by combining ideas. Find ways to describe and communicate the top connects in ways that speak directly to the value they will have for consumers/users. *Tools/ build-up sessions, forced connection, storyboard, sketch up.*

## 6. Prototype to learn / Learn by doing

Learn what works and what doesn't through rapid prototyping and testing of ideas. Start out with quick, cheap and imperfect prototypes and gradually add detail and sophistication as you take prototypes to actual consumers.

*Tools/ physical prototypes, experience maps, walk throughs, improv interactions, consumer user testing, A/B testing, card sort.*

## 7. Prioritize to decide / Focus on shared success

Prioritize solutions based on consumer/user desire, organizational capability and financial viability. Decide which concepts to pursue using both strategic and tactical criteria. Get feedback from across disciplines and functions as well as from partners and key stakeholders. *Tools/ critique sessions, 2x2 matrix, 5 forces, If this then that roadmap, murder boarding, pugh matrix.*

## 8. Launch for impact / Create commitment to action

Develop launch plans that take into consideration business needs and outcomes as well as the needs of the multiple stakeholders who will play a part in approving, executing, supporting and using your solution. Develop measurements of success, key metrics to track and milestones to focus efforts on. Develop a pitch to those that must approve your solution that clarifies goals and key details using visuals that make complex solutions understandable. *Tools/ service blueprint, launch storyboards, future state documentary, strategic roadmaps, business model canvas, accelerated action canvas, scrum sessions, 21 day challenges.*

# Design Thinking Mindsets

In order to deliver new and different things we need to think differently. IDEEngineering's seven mindsets remind us to suspend business as usual thinking and channel our inner creator, inventor, innovator and change maker.

## Be Radically Collaborative

More diverse teams develop better solutions. It is less about how much expertise a team has than about how diverse perspectives the group brings. That can be thinking styles as well as age, department, education. If you want to solve something pull together people from around the organization rather than just the same people in your department. Or, how about including the end user, suppliers or outside thinkers?

## Be Human Centric

The best solutions focus on delivering things people want rather than making it and hoping they will like it. But business focuses too much on what we want to deliver - sales, share, etc and not enough on what the end consumer, user or stakeholders is trying to get out of it. In order to solve a problem you need to go out and spend time with people. Observe what they do and decide what motivates them, what pains do they have, what triggers behaviors. Think of it like anthropology and dating rather than traditional market research.

## Bias Towards Action

Action always trumps theory. Don't get stuck. If you don't know something go out and learn. If you are not sure of what to do, do something. By constantly being willing to get out of the office, get out of your head and get down to practical actions you will build momentum towards a solution. The idea is not to get stuck and be willing to try something instead of doing nothing.

## Suspend Judgement

You're never going to be creative and solve the problem if keep shooting the ideas down right when they come out of someone's mouth. You have to suspend judgement by focusing on creating quality of ideas before quality, allowing people to say wild things, playing games that get you to make new connections and be willing to build up other people's ideas. It like kindergarten - you have to play and have fun and believe everything and anything is possible (at least at first).

## Experiment to Learn

Too many good ideas get shot down because we just don't feel we have enough proof to justify the change. But new things will never have enough proof. The best way to get past your fears while reducing the risk of catastrophic failure is to experiment. This means prove it by doing something. A prototype, a pilot program or even just improving it to see how it feels. This means it is better to try and see that to analyze and prove. It also means that your focus is on building up a solution.

## Show, Don't Tell

Selling an idea needs to be more than spreadsheets and 6 bullet point descriptions. New ideas are hard to understand at first and people need to take what is complex and first understand it in simple ways. Stories help people understand things. And pictures are worth a 1000 words. To get people connected to your solution bring in the drama, turn it into a story about how it solves a specific consumers problem, draw it out and make it visual. Get creative. People have gut feeling about stories, not analytics alone.

## Iterate Through Process

Innovation and creative problem solving has a method, an approach. It starts with understanding a problem first, then developing abundance of ideas, then testing and trying them so you choose what really wows people and then planning it out. But it is not linear or step by step. It's iterative. Sometimes the best thing to do it take a step back. You can go back on the process but at least you have a direction to follow. Think of it as dynamic exploration at sea rather than a one way road.