Design thinking

Introduction workshop

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Lateral Nord.

Slides and materials will be shared
You won’t need your laptops
You won’t need your phones
Take a day off of deadlines
Learn something new
Keep an open mind

Today’s program

9:45 (15 min)	Warm-up
10:00	What is design and why is it important?
	COFFEE BREAK
12:00 (1 h)	Journey mapping workshop
13:00 (1 h)	***LUNCH BREAK***
14:00 (1 h)	Design thinking process
15:00 (1 h 30 min)	Idea generation workshop
	COFFEE BREAK
16:45 (30 min)	Implementing design thinking
17:15 (45 min)	Your topics, freeform feedback + Q&A

Let’s warm up

Warm-up workshop

Stand up!

Take out your keys

Who are you?

What did you do over the weekend?

What is each key for?

Warm-up workshop

Tell us 3 things about yourself: 2 true things, one lie

Write down which of the other people’s things you think is a lie

Meet Tony

Tony is a tattoo artist

You’re finally getting him to do the tattoo you always wanted

Instruct Tony with a picture and description of your next, most beloved tattoo

Why did you come here?

Have a think, write the answer on post-its

Have you ever started a project that turned out to be more complicated than you thought?

Examples?

New product?

New customer?

New processes?

Old processes?

New value propositions?

New competitors?

New O or KR?

How to make a digital business grow?

How to present campaign results?

How to get 200 people to work towards one goal?

How to deliver new users with OOH campaigns?

How to get a customer to trust our expertise?

How to automate a campaign booking process?

We'll come back to these topics

Please participate!

What does *design* mean to you?

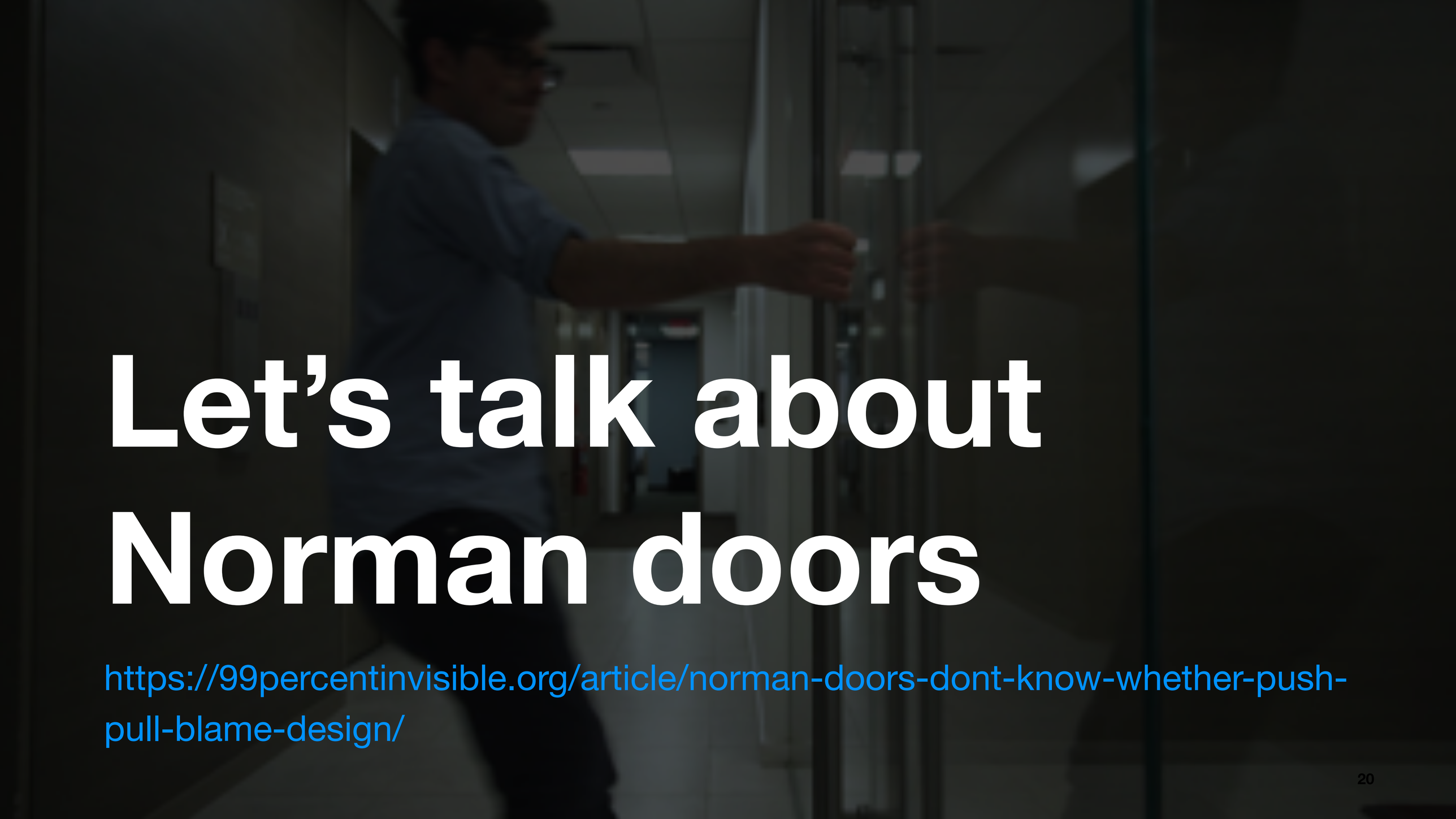
Why is design important?

What is design actually?

How do you create successful products for humans?

What do we mean by product?

Solution to a problem that works and that people care about



Let’s talk about Norman doors

https://99percentinvisible.org/article/norman-doors-dont-know-whether-push-pull-blame-design/

People are weird

Especially people other than *you*

People never behave the way you want

All your users are free-thinking human beings

They all have their own thoughts, emotions, needs and wants, interests, motivations, impairments, pet peeves

What can we do?

People are individuals and individuals are weird

But you can research, predict and take advantage of their behavior

You can choose a narrow user group

You can think in behaviors, roles, user groups, personality types, personas

Humans are Lemmings

Is this door a good or a bad product?

If you continue to get it wrong

and if other people continue to get it wrong

good sign that it’s a really bad door

No, it’s not a good door

This is so obvious…

in *retrospect*
when we talk about *someone else's* product

Our challenge for today

How do we make sure *our own products* aren’t Norman doors?
Before we manufacture them?

What’s the answer?

Design

Things we call design

Graphic design

Motion design

UI design

UX design

Typographic design

Information architecture

List goes on…

What are these?

They’re all activities

Specific fields, disciplines, vocations

Compare to frontend development, online marketing, financial controlling…

Activities are important

But...

Some time, somewhere

- a project manager said the doors were shipped on time
- a designer said the handles are consistent with other doors
- an engineer said the doors were built to spec
- a QA person said the doors work as intended
- a CS agent who said “thank you for your feedback”
- a head of product said “Spotify’s doors open this way”
- …and they’re all correct, and doing good work

Activities are not enough to solve new problems

Activities **are not enough to create great products**

We don’t deliver shit

We deliver products that work and work for humans

What do we do when activities are not enough?

Design thinking

Many models, one reality

Product-market fit pyramid

In the process of trying to define and build a successful product, you form hypotheses in all five of these areas (whether you realize you are doing so or not).

The Product-Market Fit Pyramid helps you be more explicit and rigorous about your hypotheses.

https://leanstartup.co/a-playbook-for-achieving-product-market-fit/

Have you heard of “Jobs To Be Done”?

Jobs-to-be-done describe the tasks that a product or service is carrying out.

People don’t just buy products or just want to use a certain service.

They “hire” them to do a job.

Clayton Christensen

Jobs to be Done is a theory of consumer action. It describes the mechanisms that cause a consumer to adopt an innovation.

A good product is a good solution to a meaningful problem

A good product is a solution that works and that people care about

Good product has a good design

What is good design?

Design as a quality of a product

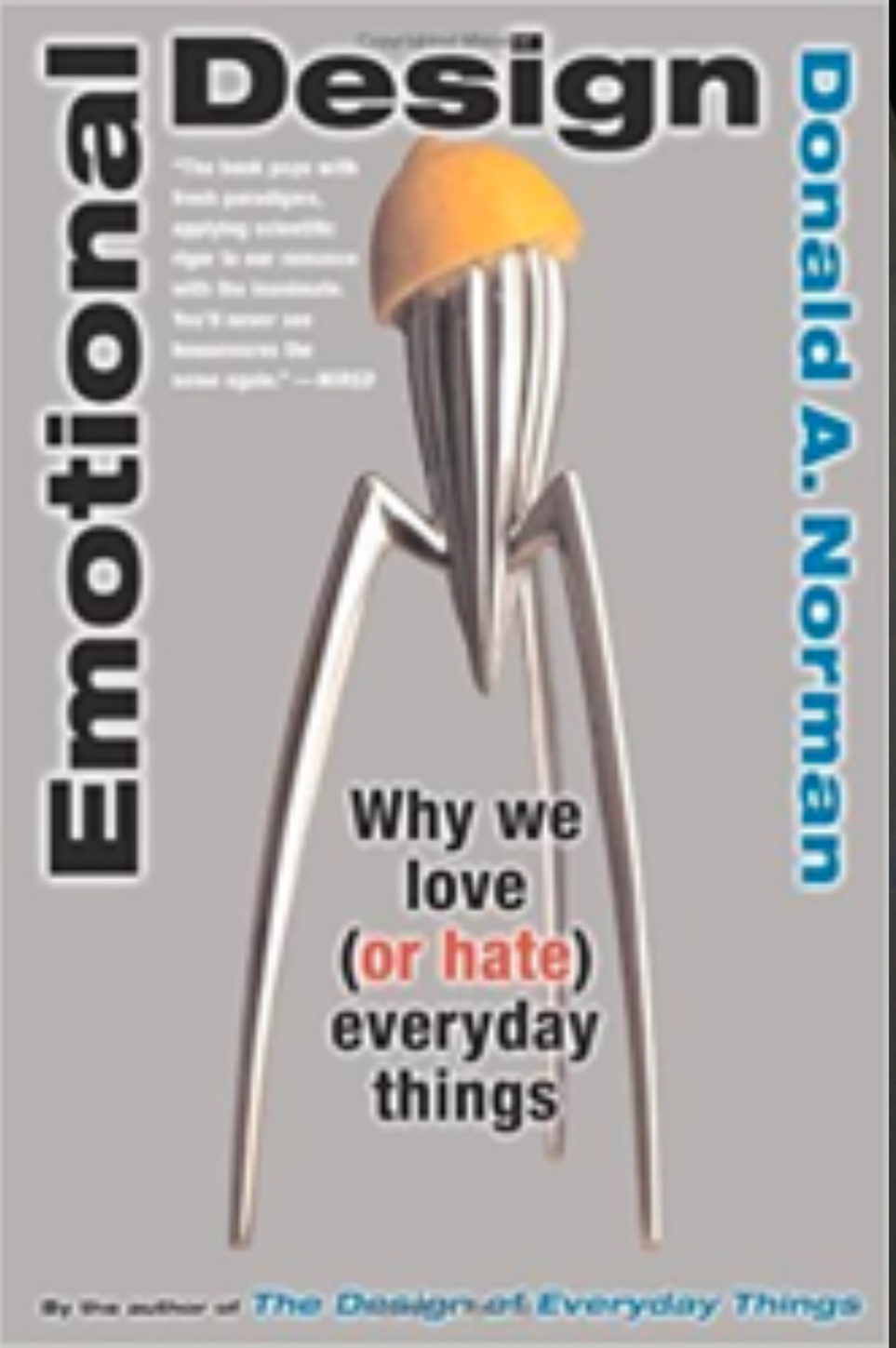
“This door is a shitty design”

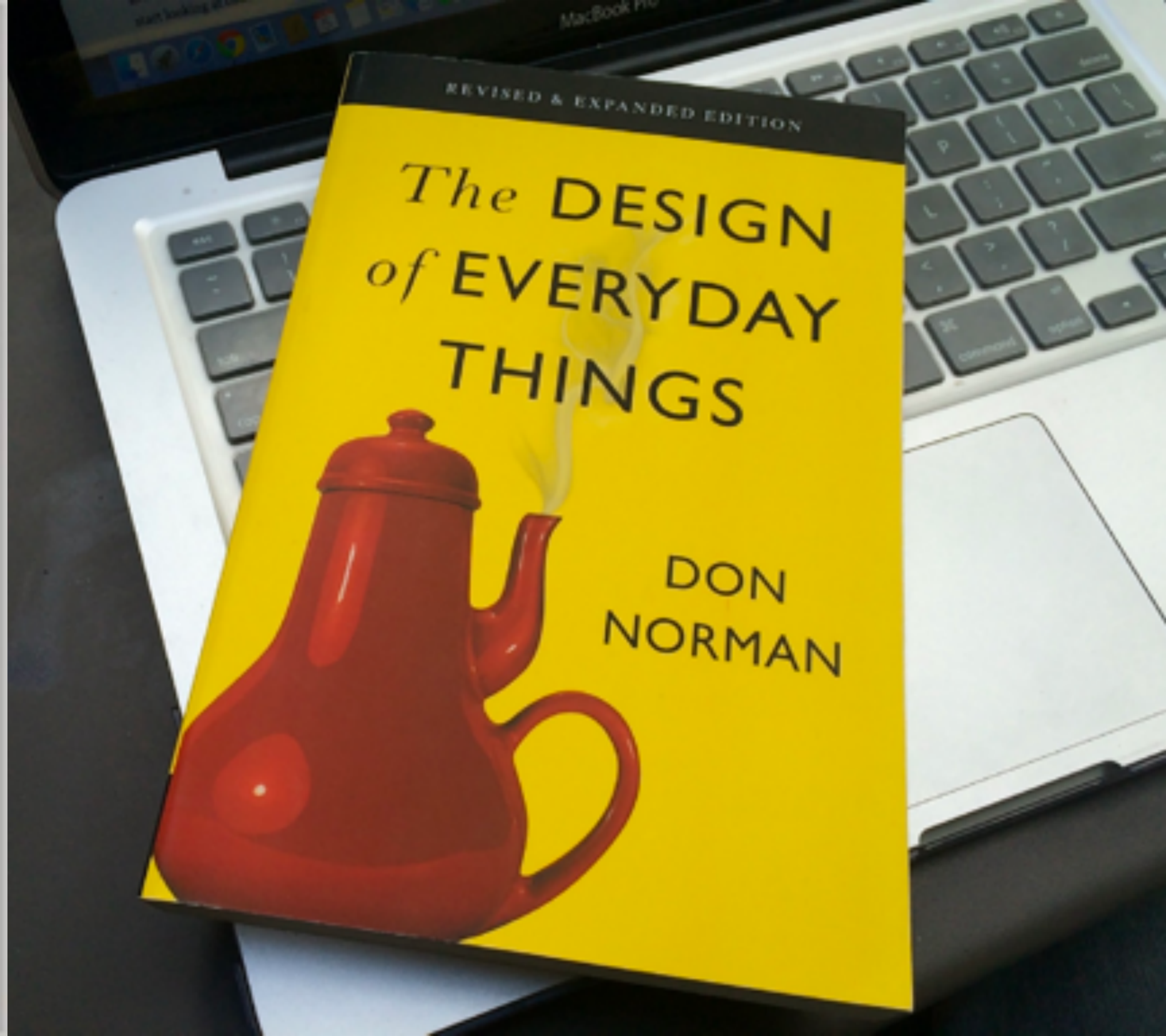
“This site is so well designed”

“This vase has such an amazing design”

Can we break this down?

What does it mean to have good design?


Emotional Design
Donald A. Norman
Why we love (or hate) everyday things
By the author of The Design of Everyday Things


REVISED & EXPANDED EDITION
The DESIGN of EVERYDAY THINGS
DON NORMAN

https://www.youtube.com/watch?v=PqVfLqu1l20

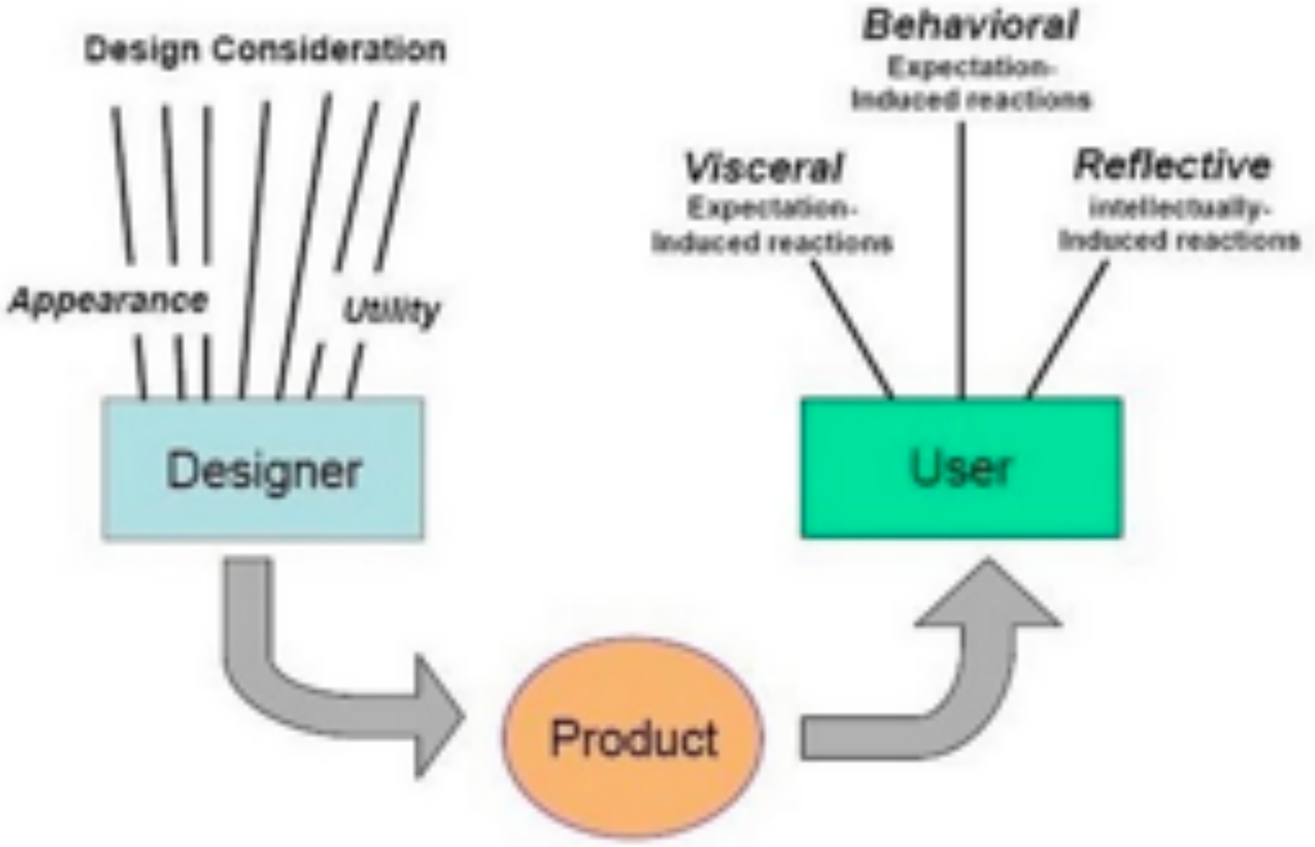
How do we know if this teapot is a good product?

Good design works for humans

On a **visceral** level

On a **behavioral** level

On a **reflective** level



Visceral

Behavioral

Reflectiv

Is this teapot a good product? Why?

Which design?

For the most part, your customers don’t break down and analyse the design of your product

The design either works or it doesn’t (on a spectrum)

It is valid to talk about design as one quality of a product

Distinctions between visual, motion and usability design are not very user-centric

A good product works for humans on *visceral*, *behavioral* and *reflective* levels

But we also won’t talk about this today

Design thinking

Design has one more meaning

We believe that good design makes the world a better place.
That holds true also at this airport
Therefore, we are developing the design of the Security Control. Please tell the security control official how this works for you.
We are listening closely in order to make Helsinki Airport even better for us all.

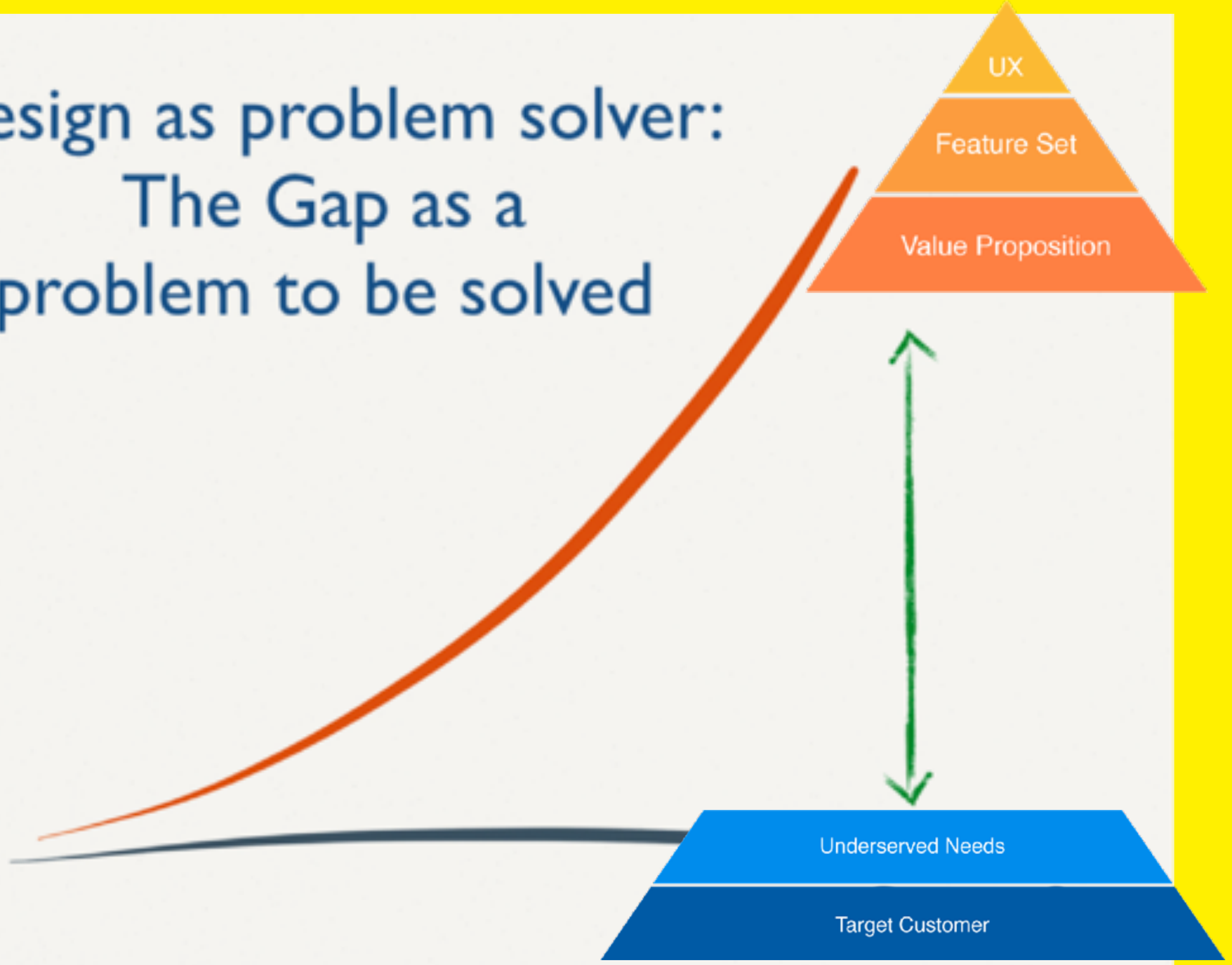

Helsinki Airport
@HelsinkiAirport
Follow
System failure @eurocontrol causes delays @HelsinkiAirport. Flights to and from Asia as well as domestic flights are operated as normally.
6:10 PM - 3 Apr 2018
1 Retweet 3 Likes
Tweet your reply
Helsinki Airport @HelsinkiAirport
Due to system failure of @eurocontrol there are flight restrictions also @HelsinkiAirport. Please prepare for delays. twitter.com/eurocontrol/st...
Trends for you
#SFCFCB
#HartzundHerzlich
#tbs18
Alex van der Zwaan
#rbtv
#FirstDates
#TuesdayThoughts
Parlon Down
#WorksFunWhen

Design is a mindset

Design is an approach to problem solving

Design is the *methodology* of moving from a poorly-understood problem space to finding one solution that works great

Design as problem solver: The Gap as a problem to be solved

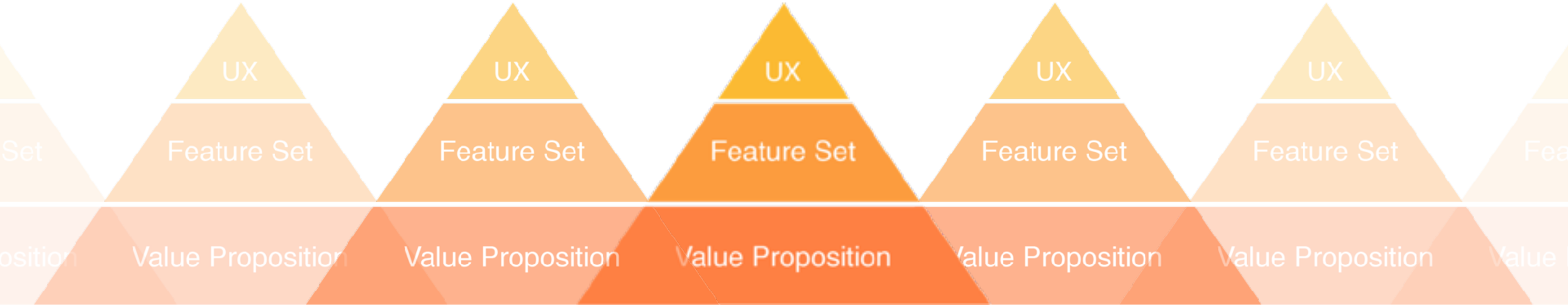


And *how* do we do it?

How do we get from *status quo*
to something that works
on *visceral*, *behavioral* and *reflective* levels for humans?

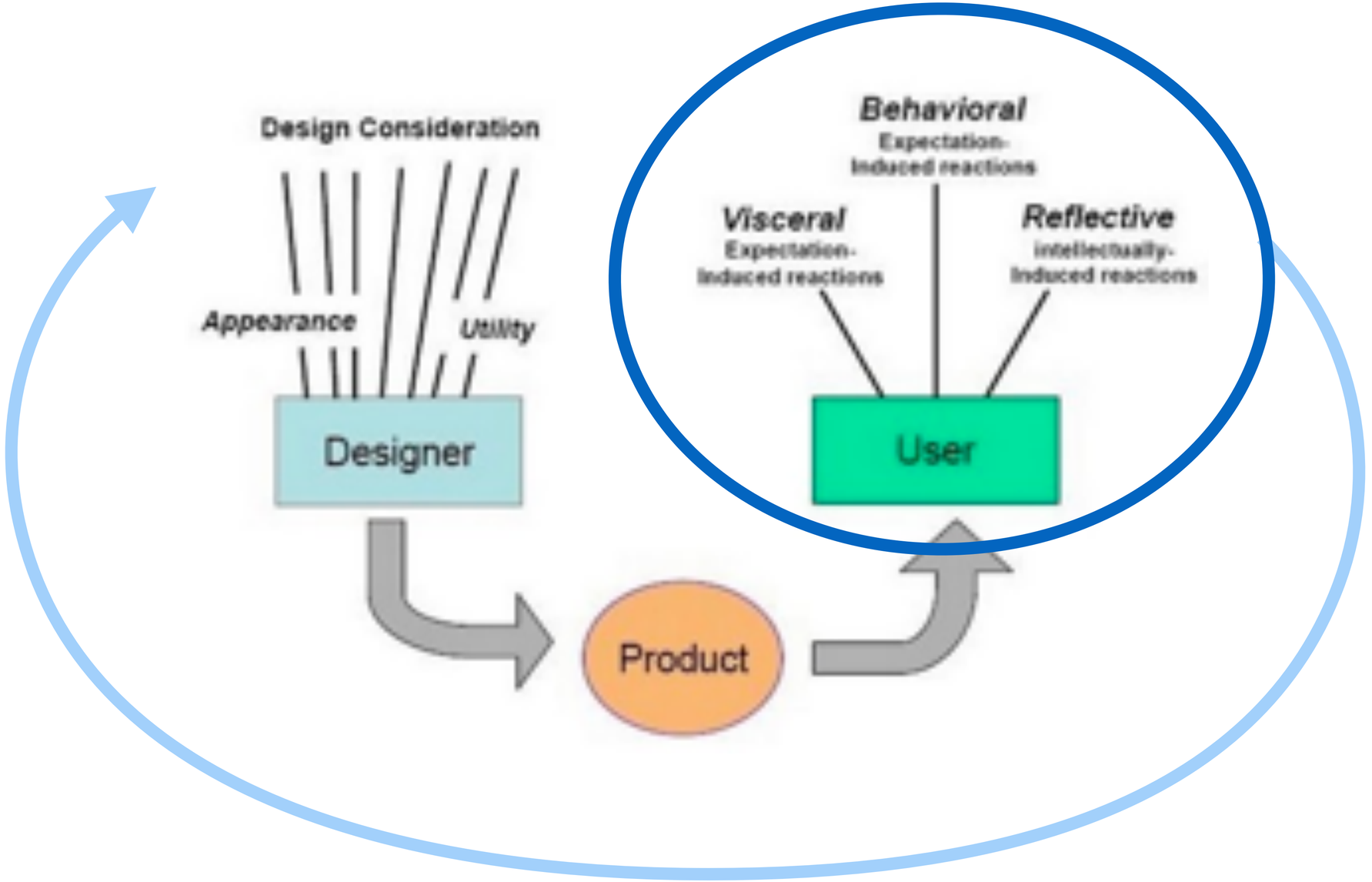
Solution space

Wealth of options to ideate and test



Problem space

Wealth of details to discover and research


Design Consideration
Appearance
Utility
Designer
Product
Behavioral
Expectation-
Induced reactions
Visceral
Expectation-
Induced reactions
Reflective
intellectually-
Induced reactions
User

Design is discovering and testing multiple ideas

Design is creative problem solving

This is what we call design thinking


Define
Brief
Research
Background
Ideate
Solutions
Prototype
Resolve
Select
Rationale
Implement
Delivery
Learn
Feedback

Design is a process that turns a brief or requirement into a finished product or design solution.

Design is an iterative process and design thinking is present in each stage of the journey from client brief to finished work.

Different solutions can be produced for any given brief and these can differ widely in levels of creativity, practicality and budget.

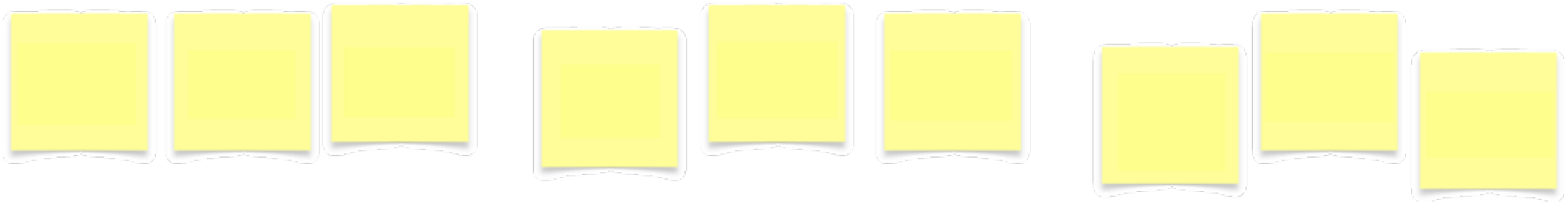
Break!

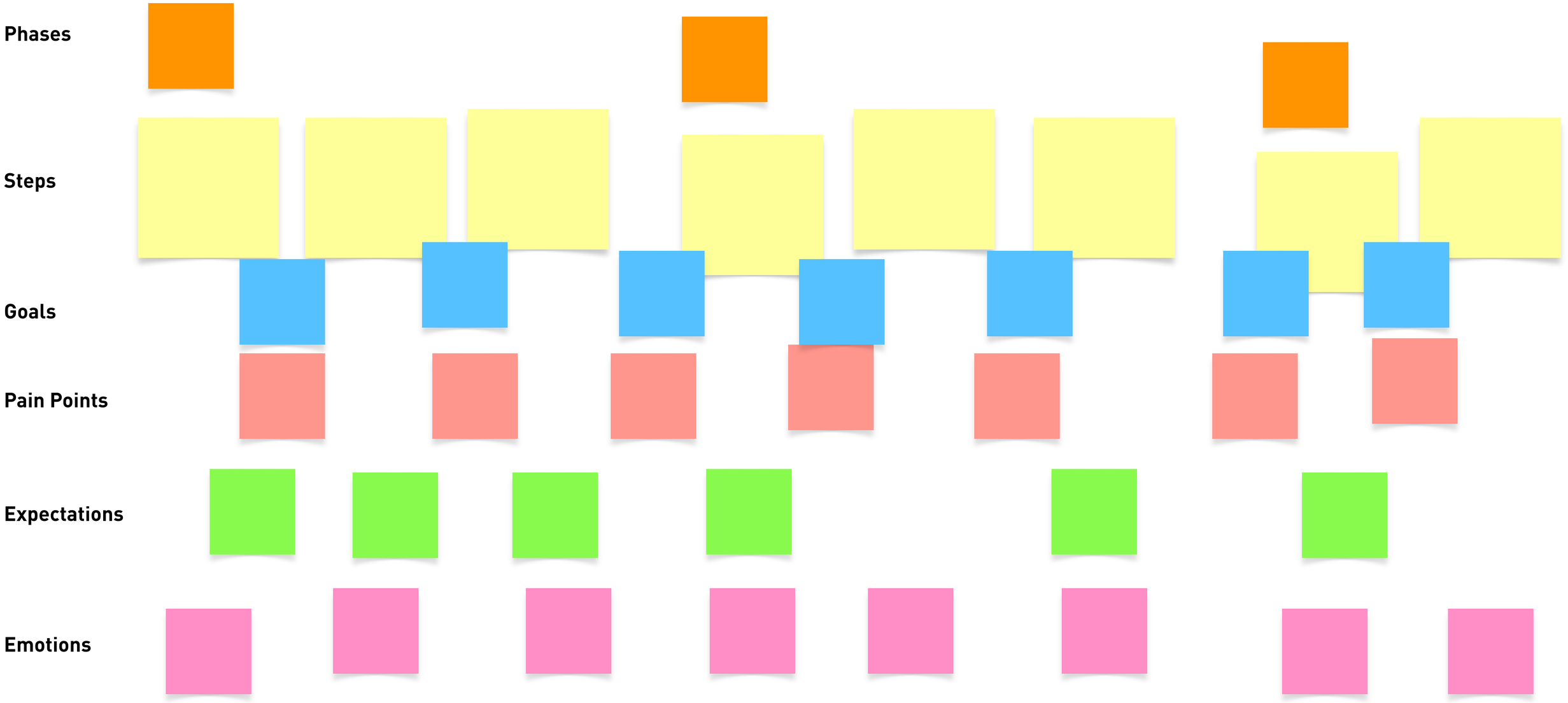
Customer journey mapping

Customer journey mapping

Simple framework to help you think through key moments for your customer as they experience your solution

What does a journey map look like?




Phases
Steps
Goals
Pain Points
Expectations
Emotions

Why do we journey map?

To understand what's happening and learn from it

To focus on users and business value

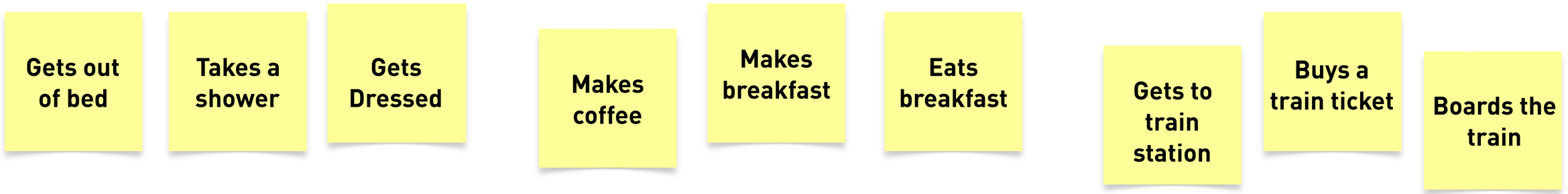
To empathise

Choose your problem and scenario to research

Don’t get stuck
Write down everything your team can think of

Get your post-its ready

Key activities



Phrase as a verb i.e. “downloads the app”

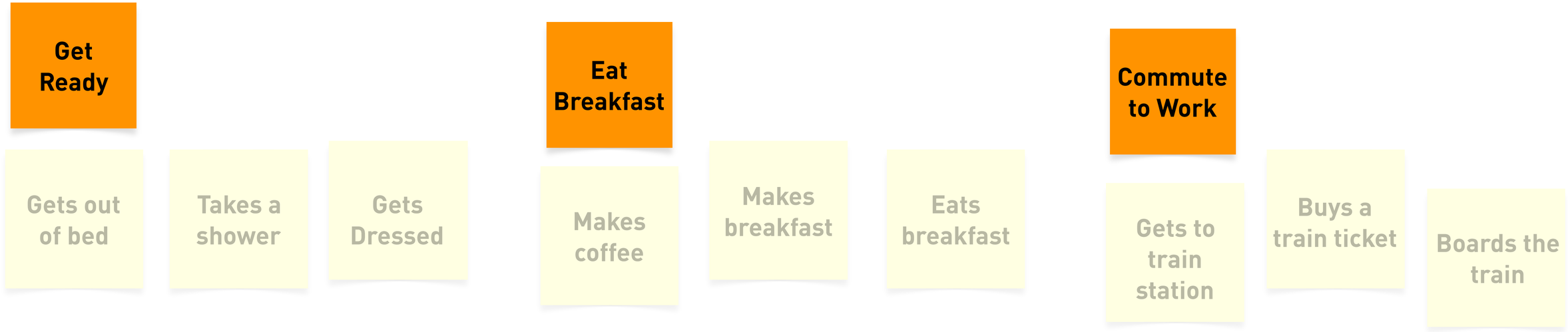
The flow of steps is similar to recipe instructions

Don’t be concerned with the touchpoint i.e. mobile, in-person, etc.

Don’t try to list the steps of your entire product

Think from the customer’s point of view

Mental phases



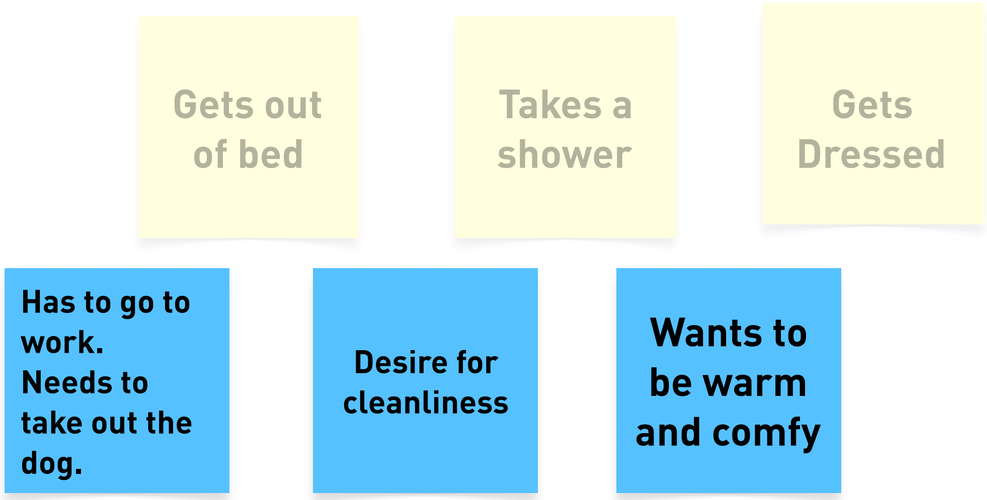
Group your customer's steps into 3-7 phases

Think of your customer's mental state over the course of the journey

Try to summarise the steps from your user's perspective, e.g. "Starting out" over "Onboarding"

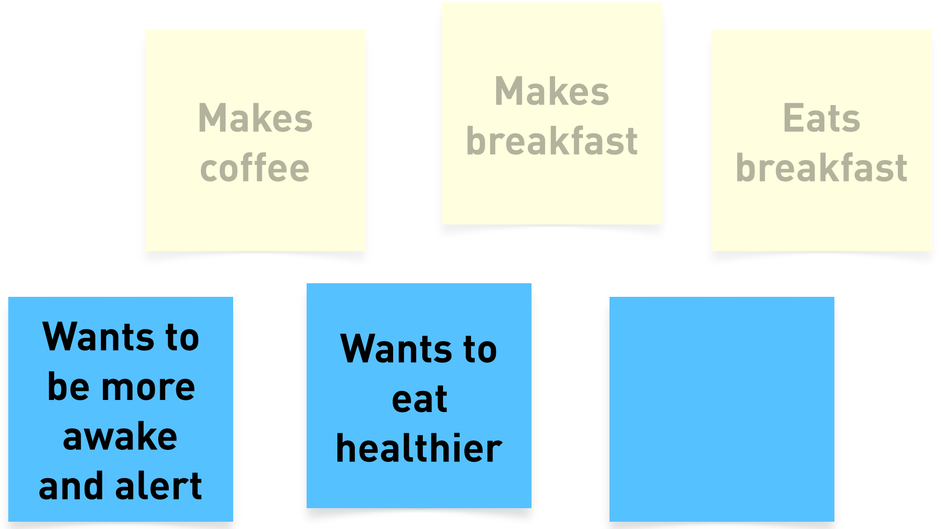
If you can't think of a phase, do before/during/after a key event such as "payment"

Goals and motivations



A goal is what will proper a user from one step to the next

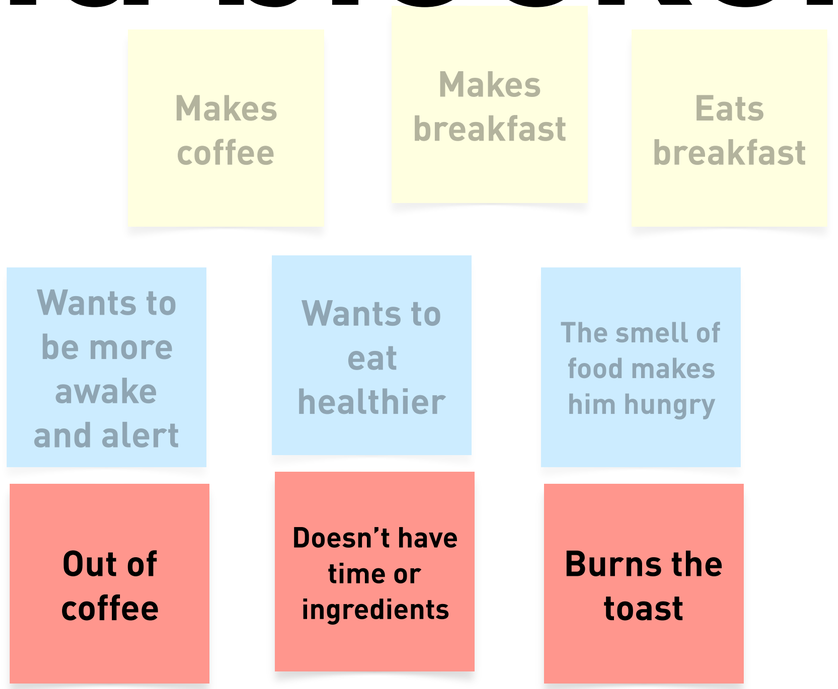
Write one goal per sticky and arrange them between each step to reflect that they propel a user between two steps



Write one goal per sticky

This will help you understand what is happening behind the scenes. Remember, humans need inherent motivation to do things

Pain points and blockers



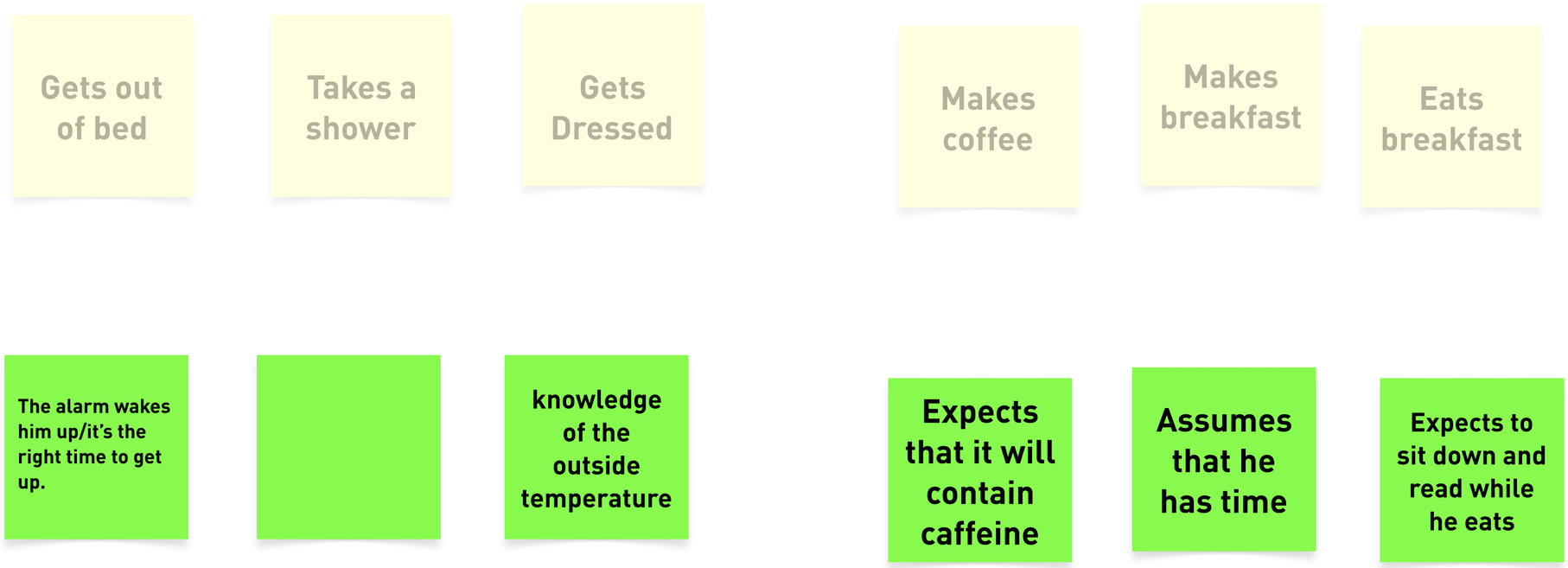
Pain points keep a user from moving to the next step

Arrange pain points *between* the steps to reflect that they are obstacles between two steps

Write one pain point per sticky

Pain points help you understand why your product or service might not be effective or work as intended in the wild

Assumptions and expectations



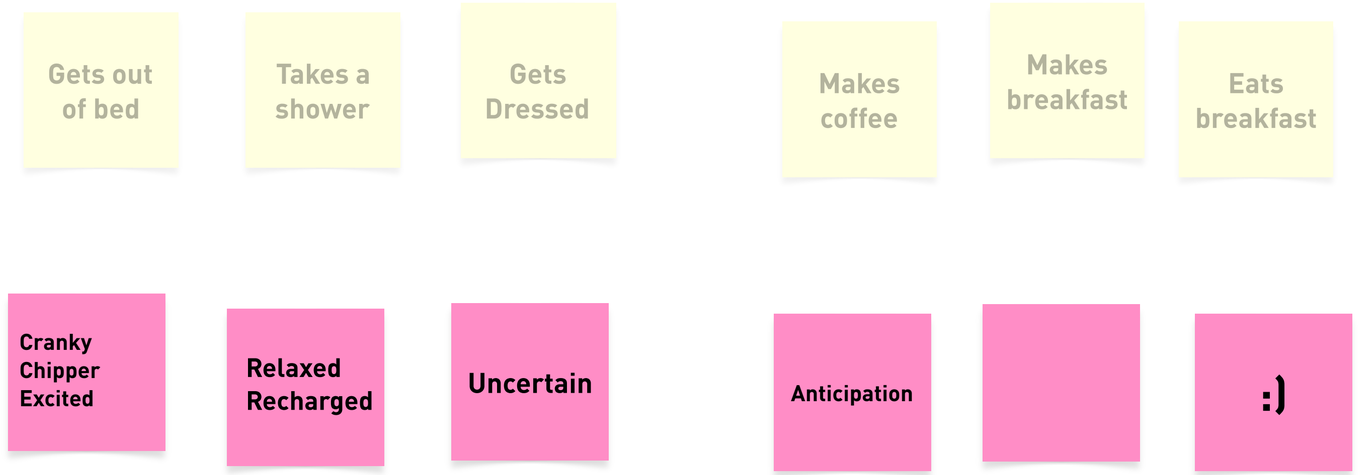
What will your customer need for a successful experience at each step?

There are things that customer will expect as a given, the assumptions.

These will often be industry-specific insights.

These should be checked often with your customer.

Emotions and feelings



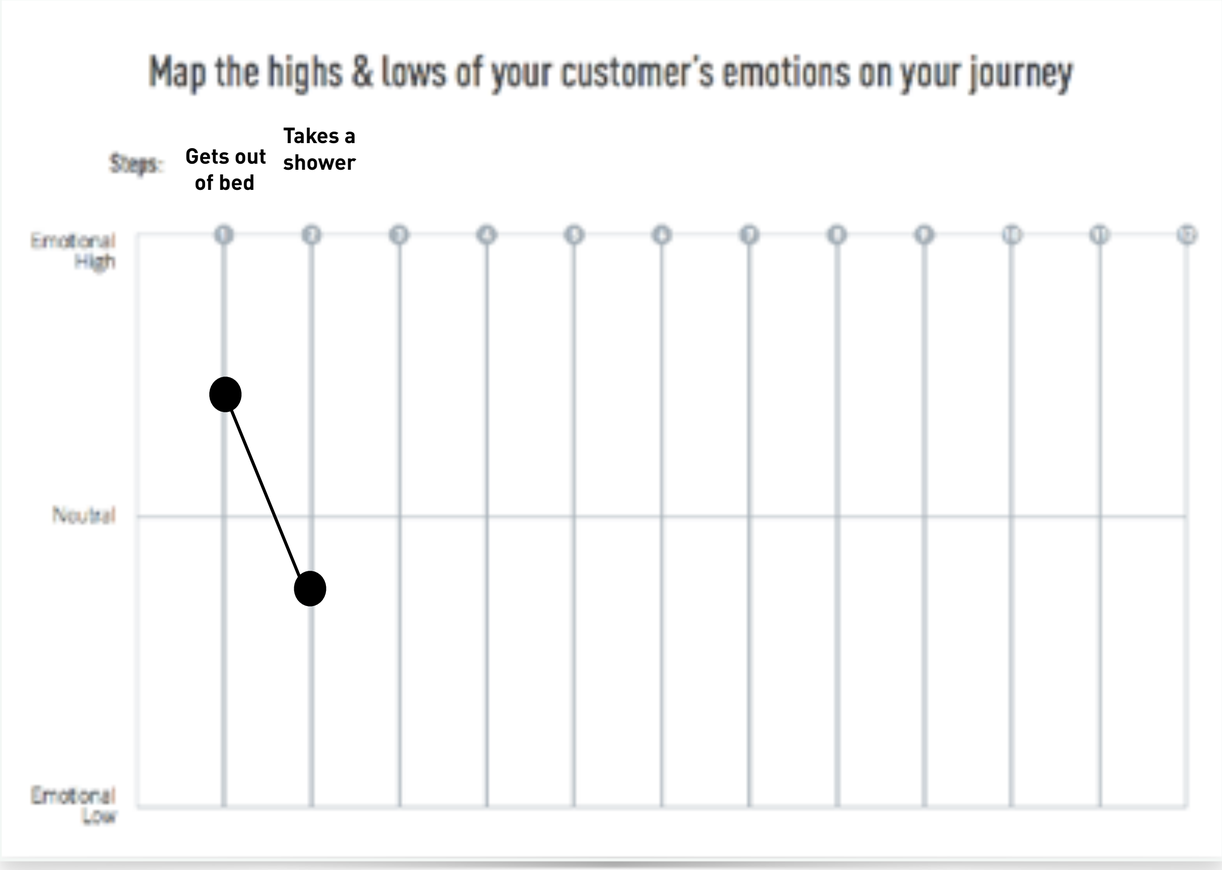
Keep it simple: one-word emotions or emojis

Can be multiple emotions per step

Think about the spectrum of emotions that the customer could be feeling at each step

These should be checked often with your customer

Emotions summary



Use the emotions from your post-its to draw user's journey on the chart

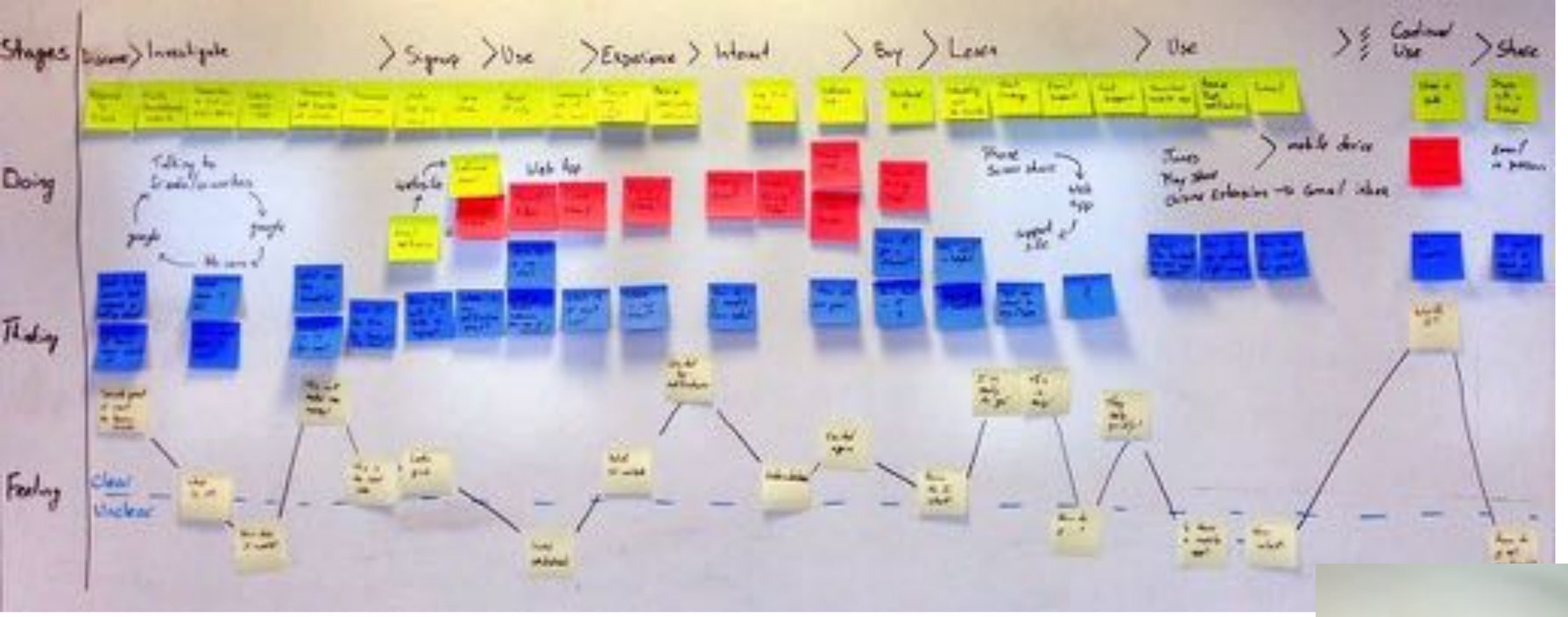
Don't overthink it, it's not meant to be scientific

Repeat this exercise with customers from different target groups or personas

How did you like it?

Was it useful?


FRONT STAGE CUSTOMER
BACK STAGE


Stages
Investigate
Signup
Use
Experience
Intend
Buy
Learn
Use
Continued Use
Share
Doing
Thinking
Feeling
clear
unclear


Journey mapping

Can be used to model any service flow from customer perspective

Maps out one customer flow - ***not*** a complex architecture

Find pain points / areas of focus of existing solution

Works for validating your new solution

Works for researching status quo (when you have no solution yet)

Journey mapping

Service flows are rarely obvious and have multiple touch points

Helpful as a starting point or to explain a process to others

Avoids getting lost in too much detail or specifics

Produces a testable journey

Great team exercise

Lunch!

Solving problems is nothing new

Case study from 100 years ago

Before we had apps, scrum, Slack and Trello, history of engineering and industrialism has hundreds of years of educational stories

https://youtu.be/jFG02bh6oQk?t=19s

Listen carefully the language used in the video

Creating products for humans has always been complex

Case study from 100 years ago

Everything Ian said is so obvious 100 years later

How do we figure this out before we manufacture our product?

The design thinking process

Design thinking is a methodology for problem solving

EXAMINE

Dig into the problem. Look at the history, the context, the objects, and (most importantly) the people involved.

UNDERSTAND

Go deeper and find patterns. Establish open questions to build on.

IDEATE

Have lots of ideas, good and bad. Don't stop at the obvious or the impossible.

EXPERIMENT

Try some things out. Make some things. Fail cheap and fast.

DISTILL

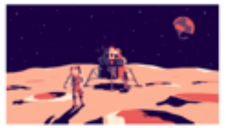
Strip your solution down to the essentials and tell the story to others.

Empathize

THE HEART OF DESIGN

Define

REFRAME THE PROBLEM



Ideate

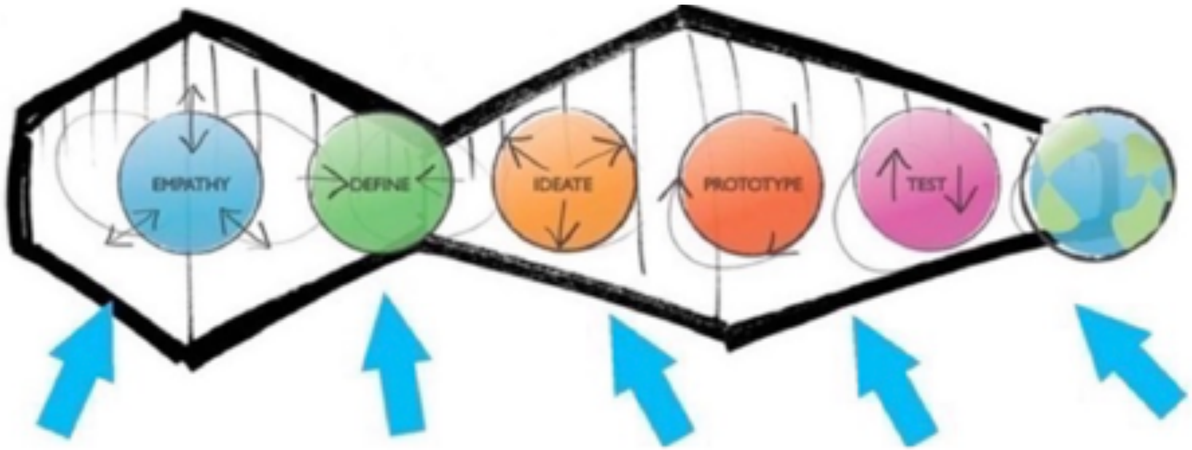
BEYOND BASIC BRAINSTORMS

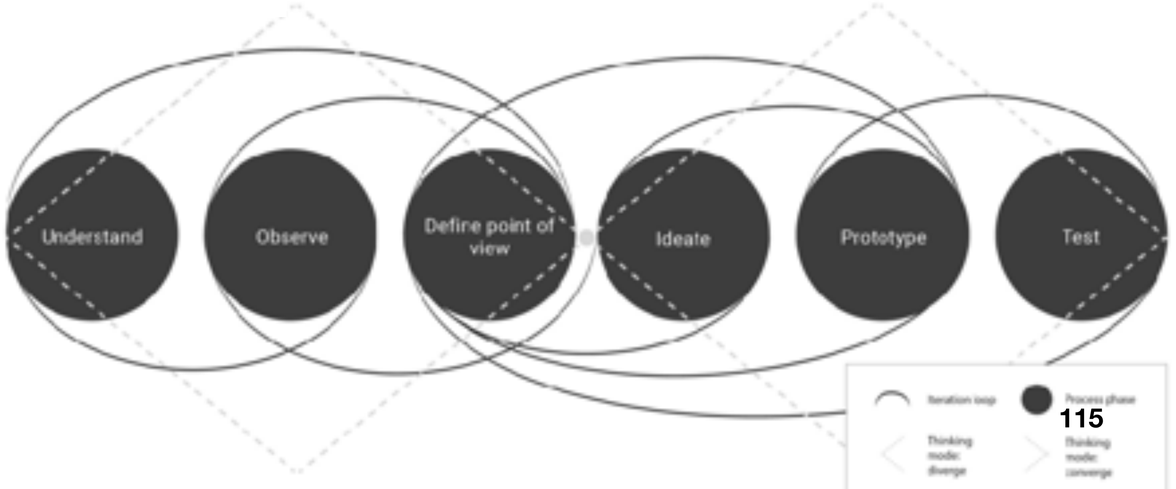
Prototype

GET SMARTER, FASTER

Test

EARLY AND OFTEN





1. WHAT IS OUR PEOPLE'S ATTITUDE?

One of the outstanding things about DCMN are the people working here. The atmosphere is open and collaborative and people really enjoy being at the office. Here is why:

- We say thank you
- We listen
- We approach others with empathy
- We try to understand
- We can count on each other

2. WHAT IS OUR BUSINESS ATTITUDE?

You don't have to be serious to deliver great results, but you have to be driven. DCMN's unique vibe helps us to stay successful.

- We take over the market
- We are growth enthusiasts
- We choose the greater good
- We go for the best solution

3. WHAT IS THE DCMN VIBE?

Everybody in the company feels it and everybody cherishes it.

- We don't deliver shit
- We embrace diversity
- We use our voice
- We feel free
- We have fun together

4. HOW DO WE KEEP OUR TEAM SPIRIT UP?

The key to staying successful is an awesome team. These are some key things to keep the spirit up:

- We care for each other
- We talk to each other
- Company success over personal victory!
- No blame game!

5. HOW DO WE EMPOWER INNOVATION?

Staying innovative is a challenge for any company. We love driving things forward and embracing new things. This is how we do it:

- We make time for developing crazy ideas
- We feed hunger for learning
- We stay ahead of the future
- We think beyond borders
- We take risks

6. HOW DO WE IMPROVE?

Apart from staying cutting edge, we want to get better at everything we do. Our recipe is:

- We embrace mistakes
- We appreciate feedback
- We feed back
- We are experts of learning
- We help each other succeed
- We grow consciously

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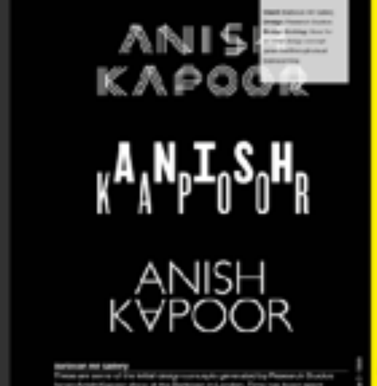
https://www.dropbox.com/work/DCMN_Team/Product/Reading

Stage 3 – Ideate
Creating potential solutions.

Stage 4 – Prototype
Resolving solutions.



Inspiration and references
Inspiration is essential in any creative activity and design is no exception. Inspiration is key to the generation of exciting design ideas and design professionals draw inspiration from innumerable sources.

Information gathering
When conducting research, information can be classified into two categories: quantitative and qualitative. These help define the size of a target market and its characteristics.

The design process
Within the design process, seven steps can be identified: define, research, ideate, prototype, select, implement and learn.

Themes of thinking
Designers often have to face the challenge of fitting large quantities of information into formats with limited space. Several tools can be used to inform the design process and help overcome this challenge.

Design is a process that turns a brief or requirement into a finished product or design solution.

Design is an iterative process and design thinking is present in each stage of the journey from client brief to finished work.

Different solutions can be produced for any given brief and these can differ widely in levels of creativity, practicality and budget.

Within the design process, seven steps can be identified:


Define
Brief
Research
Background
Ideate
Solutions
Prototype
Resolve
Select
Rationale
Implement
Delivery
Learn
Feedback

Let’s go through each step with examples

Stage 1 – Define

Establishing what the problem is.

This is the first stage in any design process and almost always involves generating or receiving a design brief.

1. Define

Define the problem

Question the brief

Reframe and rewrite

Ensures shared understanding

Gets stakeholders/customers/coworkers on the same page

Helps you course correct yourself along the way

Checklist:

Do you understand what the client is asking for?

Does the client understand what they are asking for?

Do you agree on the definition of terms?

Does the brief have any flaws?

Can you manage client expectations?

Product Overview: What is the scope of the project?
The web app will function as an online curated marketplace for candidates and companies. Companies can discover and engage with pre-screened and actively looking talent, while talent can compare job offers from selected companies. Also, talent receive guidance and advice from a Talent Advocate of Try Catch as well as the online tutorials / video's / articles in the platform. The platform will need to integrate with the companies' (applicant tracking) systems.

The product design process will entail style, look and feel, branding manual, wireframes, UI/UX, user testing / prototyping (inVision), pixel perfect design, translating these designs in user stories and coordinating with development.

Objective: What is the product's purpose?

The product enables talent to discover the company they'd like to work for and get hired by these companies. Companies can hire actively looking high quality talent.

Target User: Who is going to use this?
Predominantly male computer programmers, ranging from 20 till 45 years old, living in Europe (sometimes America's and Asia) that are open for a new job and adventure in (most of the time) a new country.
On the other hand, at the company side, it will be mostly female recruiters, that are responsible for hiring multiple developers per year. These women live in Western Europe, are in their 20s or beginning 30s, communicative, broad social networks and feel important.

Distribution: Where will it be sold?
Europe for companies, global for talent.

End Use: How will this product primarily be used?
By recruiters looking to fill specific roles that they're having a hard time with. By talent that wants a quick and easy solution to see what's available in the market. Eventually this will all be mobile.

End Use: How will this product primarily be used?
By recruiters looking to fill specific roles that they're having a hard time with. By talent that wants a quick and easy solution to see what's available in the market. Eventually this will all be mobile.

Key Features / Benefits: What features are must haves?
Sign up for both sides.
Rich developer and company profiles.
Ability to track multiple hiring process for candidates.
See matches job < > talent (both sides)
Browse candidates
Integrate with ATS (applicant tracking system) of company
Communicate with Talent Advocate of Try Catch (talent)
Communicate with Account Managers of TC (company)
Notifications (new jobs, new match, interview requests accepted, etc.)

Design Language: What is the mood / feeling of the design?
Simple, clean, new, trustworthy, joy, exciting, tech. Light and sometimes colorful.
Extremely easy to use, honest in communication and helpful when things are unclear.

Competition: What other products will it be competing against in the market?

US
Hired.com
Vettery.com

EU
Honeypot.io
Workshape.io

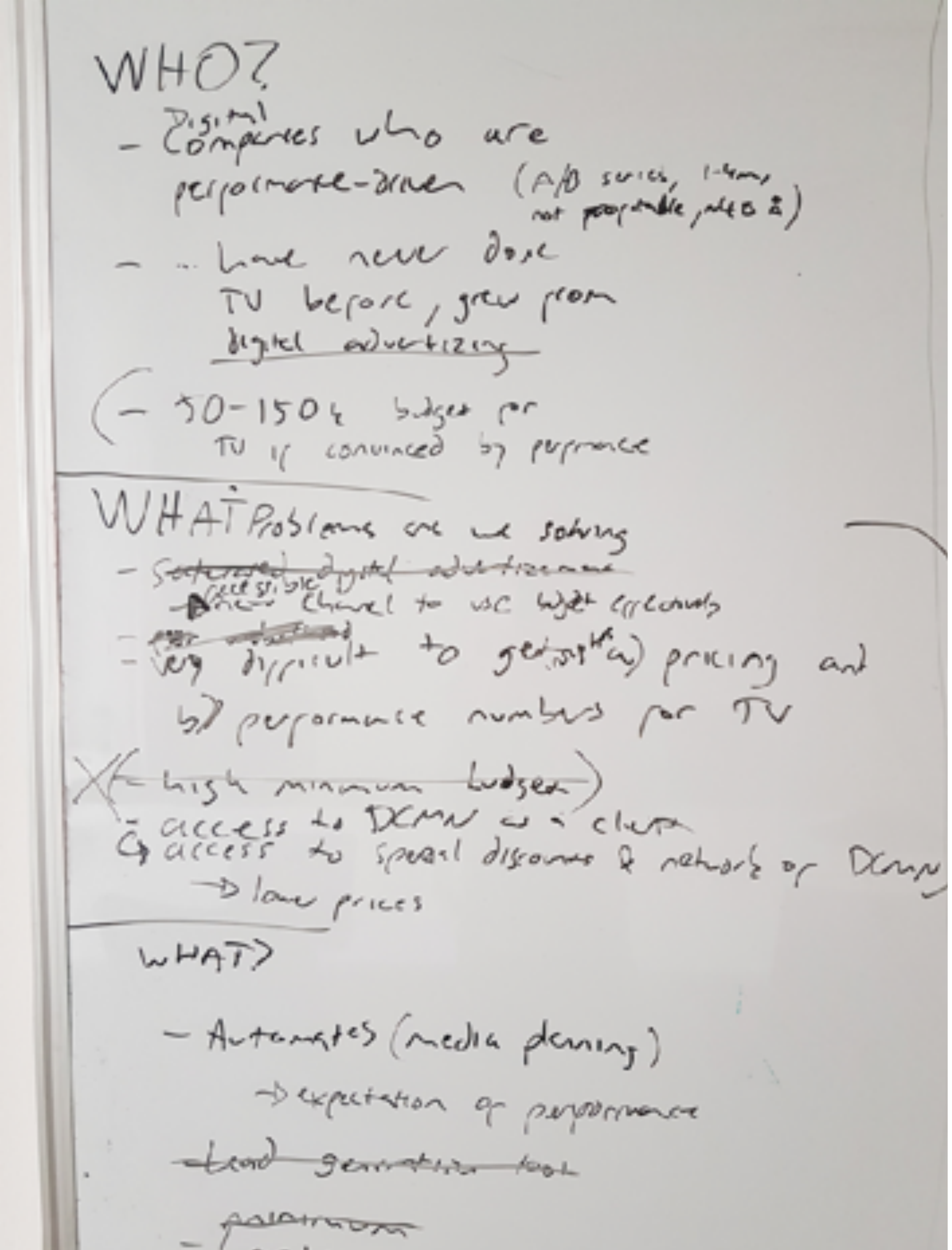
Freelance
Toptal.com
Upwork.com

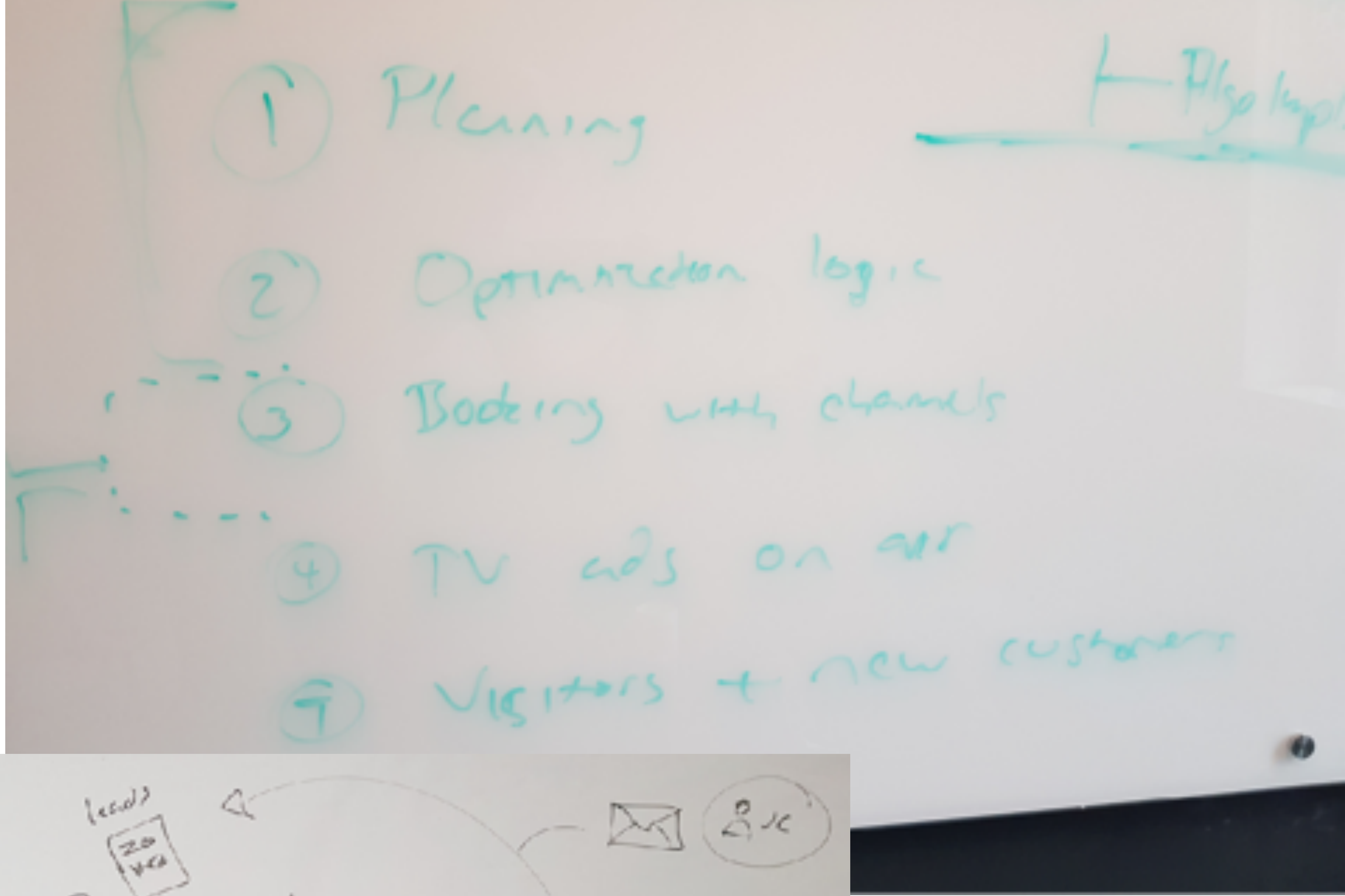
- What kind of employer do we want to be?
- What questions do we want applicants to have answered by our web site?
- What do we want to show of DCMN?
- What do we want applicants NOT to concentrate on?
- What kind of company will DCMN be in 9 months - when our ideal applicant completes their trial period?
- What kind of applicants do we want to reach?
- What kind of applicants do we NOT want to focus on?
- What is our application process like?
- What other web sites do a good job of communicating similar concepts?
- What other web sites have the kind of look and feel that would work for us?
- What feedback did we frequently get from the old web site?
- What feedback do we now frequently get from the new web site?
- Do we have presentations, social media pages, posters or any other deliverables that do a better job at communicating the important things we should also have on the web site?

Briefing checklist

A good brief should explain what problem we're looking to solve, and for whom. It should touch on the following topics:

- [ ] Who is this for? Who are the users?
- [ ] Why are we doing this?
- [ ] Why is this the most important problem to tackle at this point?
- [ ] What could go wrong when tackling this?
- [ ] Is all of this essential, or could we split this and solve one problem at a time?
- [ ] Why do our users want this? What's the benefit for them?
- [ ] When this is done, how will users' experience be different from before?
- [ ] Which metrics do we want to improve with this? E.g. conversion rate, usability, user delight?
- [ ] What is the root cause? Is it clearly explained in the brief?


WHO?
- Digital Companies who are performance-driven
- have never done TV before, grew from digital advertizing
- 50-150k budget for TV if convinced by performance
WHAT Problems are we solving
- accessible channel to use budget effectively
- very difficult to get pricing and performance numbers for TV
- high minimum budget
- access to DCMN as a client
- access to special discounts & network of DCMN
-> low prices
WHAT?
- Automates (media planning)
-> expectation of performance
lead generation tool


1 Planning
2 Optimization logic
3 Booking with channels
4 TV ads on air
5 Visitors + new customers


leads
media plan
BOOK
login required

Stage 2 – Research

Collecting background information.

Once the brief has been defined and agreed, a designer starts to search for information that can be fed into the creative process at the ideate stage. This research can be either quantitative, with hard statistical numbers about the size and composition of target user groups, or qualitative, with information about what that user group buys or consumes and what their lifestyle is like. It may be pertinent to build a mental model of a typical user in order to enable the design team to obtain a good feel for what would appeal to them. This includes factors such as education, career, holiday destinations, musical tastes, aspirations and so on.

2. Research

Understand the problem

Get familiar with the entire *problem space*

Am I the first one to look at this problem? Probably not

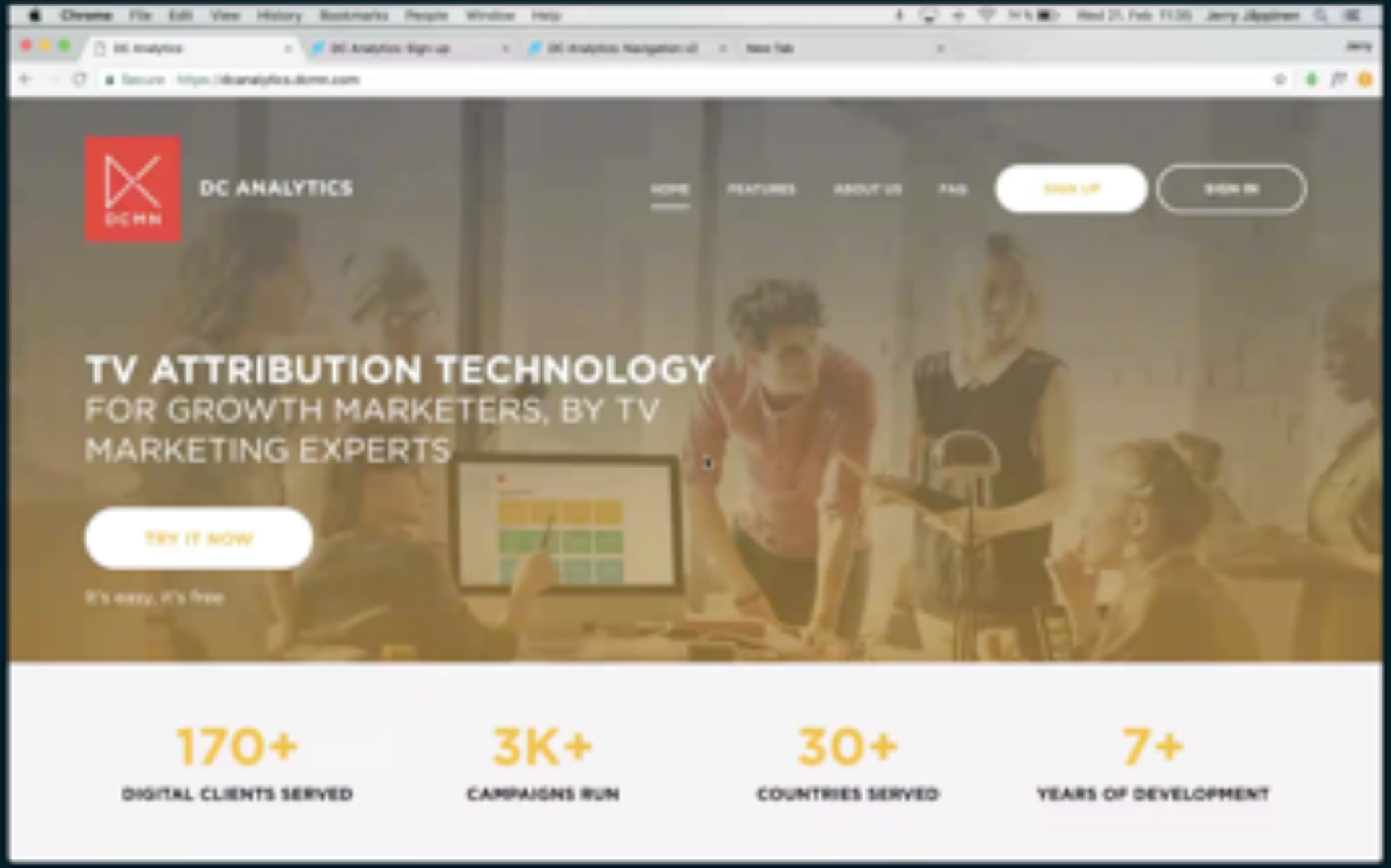
Get some data. Interview people.

Talk out loud, act stupid, be curious

Checklist

- Do you have feedback from previous projects?
- Do you have a statistical composition of the user group?
- Do you understand the target market?
- What is the education level of the user group?
- What is the typical lifestyle of the user group?
- What are the aspirations of the user group?

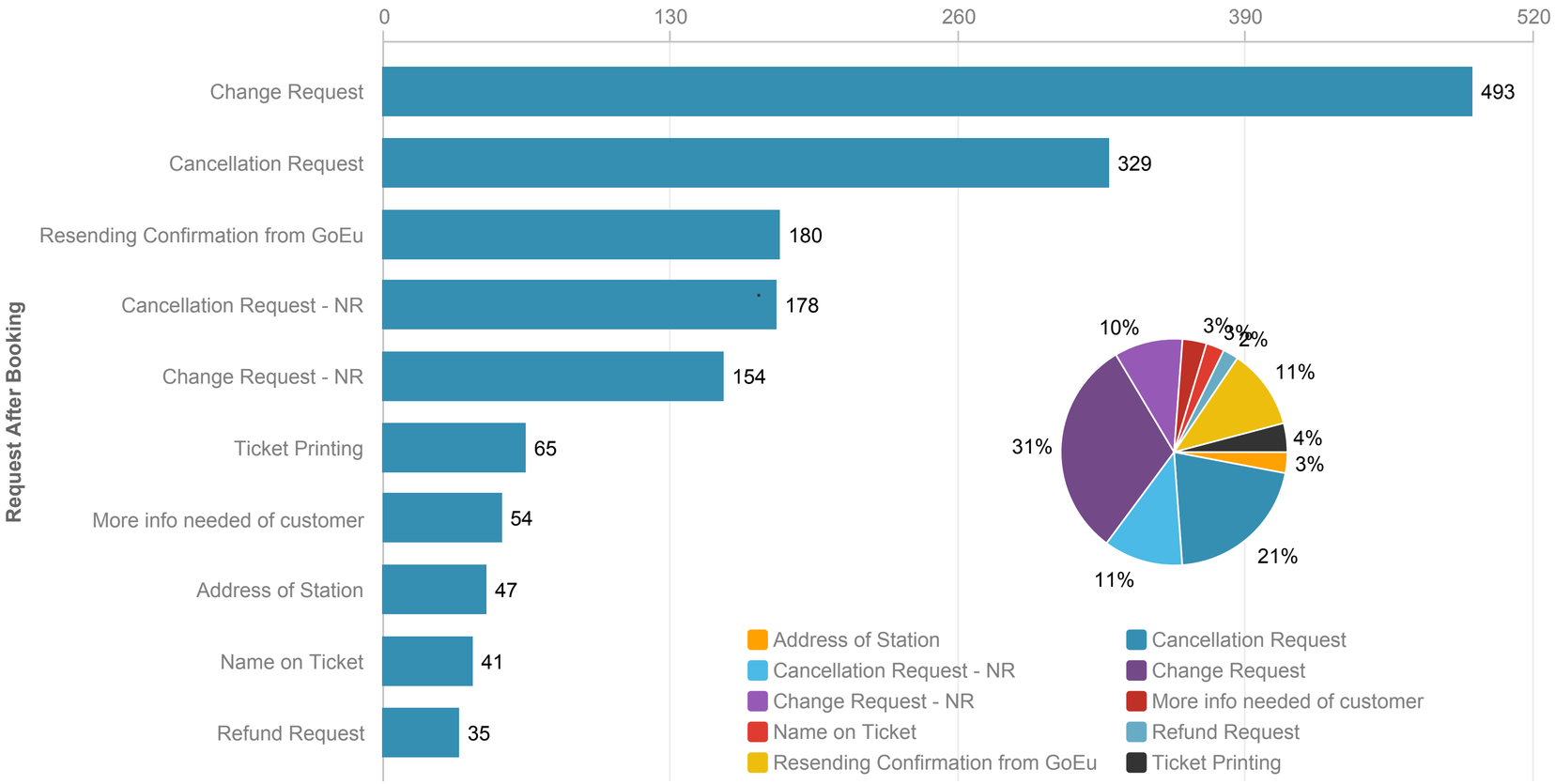

CUSTOMER JOURNEY MAP
Manni, the Merchandizer
Spreadshirt


DC ANALYTICS
HOME
FEATURES
ABOUT US
FAQ
SIGN UP
SIGN IN
TV ATTRIBUTION TECHNOLOGY
FOR GROWTH MARKETERS, BY TV MARKETING EXPERTS
TRY IT NOW
It's easy, it's free
170+
DIGITAL CLIENTS SERVED
3K+
CAMPAIGNS RUN
30+
COUNTRIES SERVED
7+
YEARS OF DEVELOPMENT

1,856

Contacts after booking

Last 30 days



Trending Top Ten Topics - Contacts after booking

Request After Booking	% Δ Last 7 Days	Last 7 Days	Δ Last 7	% Δ Last 30 Days	Last 30 Days	Δ Last 30
Address of Station	↑ 60%	16	6	↑ 31%	47	11
Refund Status	↑ 40%	7	2	↓ 5%	20	-1
Refund Request	↑ 11%	10	1	↑ 35%	35	9
More info needed of customer	no change	12	0	↑ 6%	54	3
Change Request - NR	↓ 30%	33	-14	↑ 2%	154	3
Belgium - Any Station / Domestic Trains	↓ 30%	7	-3	↓ 41%	29	-20

No article
No payment

Stolen credit card info

	Fake bills	Faulty Product	No prod or money	Harassed through chat	Robbed	Personal info	Suspected abuse	No trust on talking to strangers	Unsafe meet up	Trust other's info	Trust other's intentions	Other
TOTAL	1%	17%	22%	7%	3%	7%	2%	3%	8%	9%	4%	13%

No article
No payment

Stolen credit card info

Country		Fake bills	Faulty Product	No prod or money	Harassed through chat	Robbed	Personal info	Suspected abuse	No trust on talking to strangers	Unsafe meet up	Trust other's info	Trust other's intentions	Other	TOTAL
AR	Lister	2%	1%	2%	1%	1%	1%	0%	1%	5%	3%	2%	4%	24%
AR	Lister&Replier	2%	7%	4%	2%	1%	2%	1%	0%	3%	4%	1%	2%	28%
AR	Replier	2%	8%	8%	2%	0%	4%	1%	1%	5%	7%	2%	7%	47%
CO	Lister	1%	1%	6%	1%	2%	2%	0%	2%	4%	3%	2%	5%	28%
CO	Lister&Replier	0%	4%	12%	1%	2%	1%	1%	0%	3%	3%	0%	4%	32%
CO	Replier	0%	6%	13%	2%	0%	3%	0%	0%	4%	5%	0%	6%	38%
ID	Lister	2%	3%	8%	1%	1%	2%	0%	0%	1%	1%	0%	6%	25%
ID	Lister&Replier	2%	3%	6%	1%	0%	2%	0%	0%	0%	0%	0%	4%	15%
ID	Replier	4%	12%	16%	2%	0%	3%	1%	1%	2%	2%	1%	11%	54%
IN	Lister	0%	2%	5%	4%	1%	3%	0%	2%	4%	3%	3%	0%	26%
IN	Lister&Replier	2%	6%	4%	6%	1%	2%	2%	1%	2%	3%	1%	2%	32%
IN	Replier	1%	9%	6%	3%	1%	3%	1%	1%	3%	7%	2%	3%	41%
PH	Lister	0%	3%	10%	1%	0%	2%	1%	2%	4%	2%	1%	7%	36%
PH	Lister&Replier	2%	3%	3%	1%	0%	1%	0%	0%	2%	1%	1%	4%	18%
PH	Replier	0%	8%	13%	2%	1%	3%	1%	1%	5%	5%	2%	8%	49%
PK	Lister	0%	2%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	5%
PK	Lister&Replier	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	2%
PK	Replier	0%	1%	0%	0%	0%	0%	0%	0%	1%	0%	1%	0%	4%
TOTAL	Lister	1%	2%	6%	2%	1%	2%	0%	1%	3%	2%	2%	3%	26%
TOTAL	Lister&Replier	2%	4%	5%	3%	1%	2%	1%	1%	2%	2%	1%	3%	25%
TOTAL	Replier	2%	9%	10%	2%	1%	3%	1%	1%	3%	5%	1%	6%	43%

Stage 3 – Ideate

Creating potential solutions.

During the ideate stage, the design team draws on the research gathered and the constraints established during the define stage. This information is used to create ideas with which to tackle the design brief.

3. Ideate

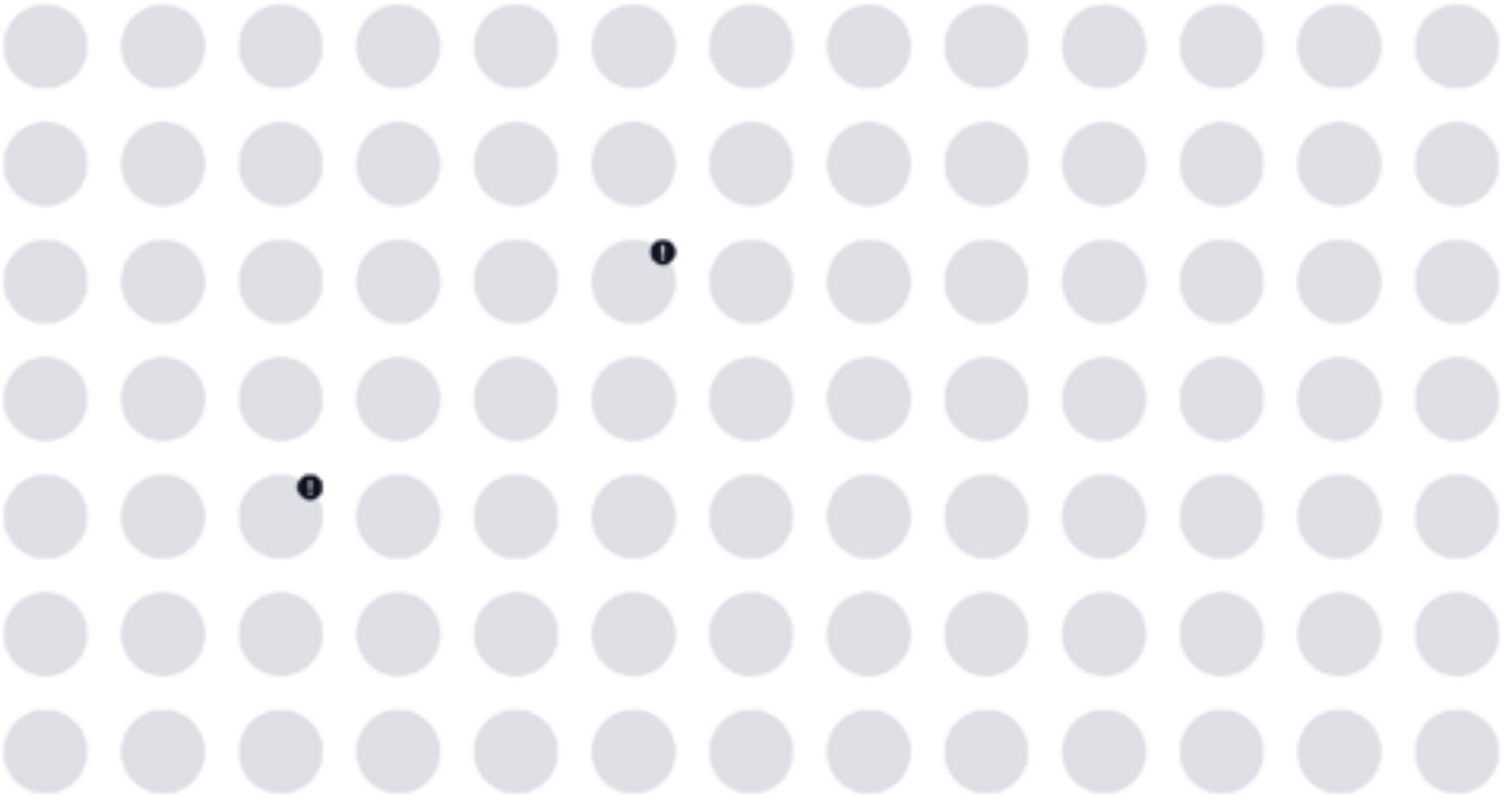
Be creative

Be analytical

Steal ideas

Generate ideas

Don’t censor ideas



Checklist:

Do you understand the brief?

Do you have sufficient research information?

Which methods will be used for idea generation?

Stage 4 – Prototype

Resolving solutions.

The ideate stage generates a variety of potential solutions to the design brief. Prior to selection, it may be necessary to further work up the most promising of these solutions. This will allow particular aspects to be tested and will provide a better basis for comparison at the selection stage. In such cases a prototype can be created.

4. Prototype

“Build a facade of the experience”

Time to fail!

Test your most promising ideas

Don’t fall in love; discover what works

Remember status quo vs desired state?

you’re trying to mock up the desired state in comparison to status quo

Use Marvel, 3D printer, a survey, PowerPoint… anything goes

Checklist:

Are all potential solutions worth even prototyping?

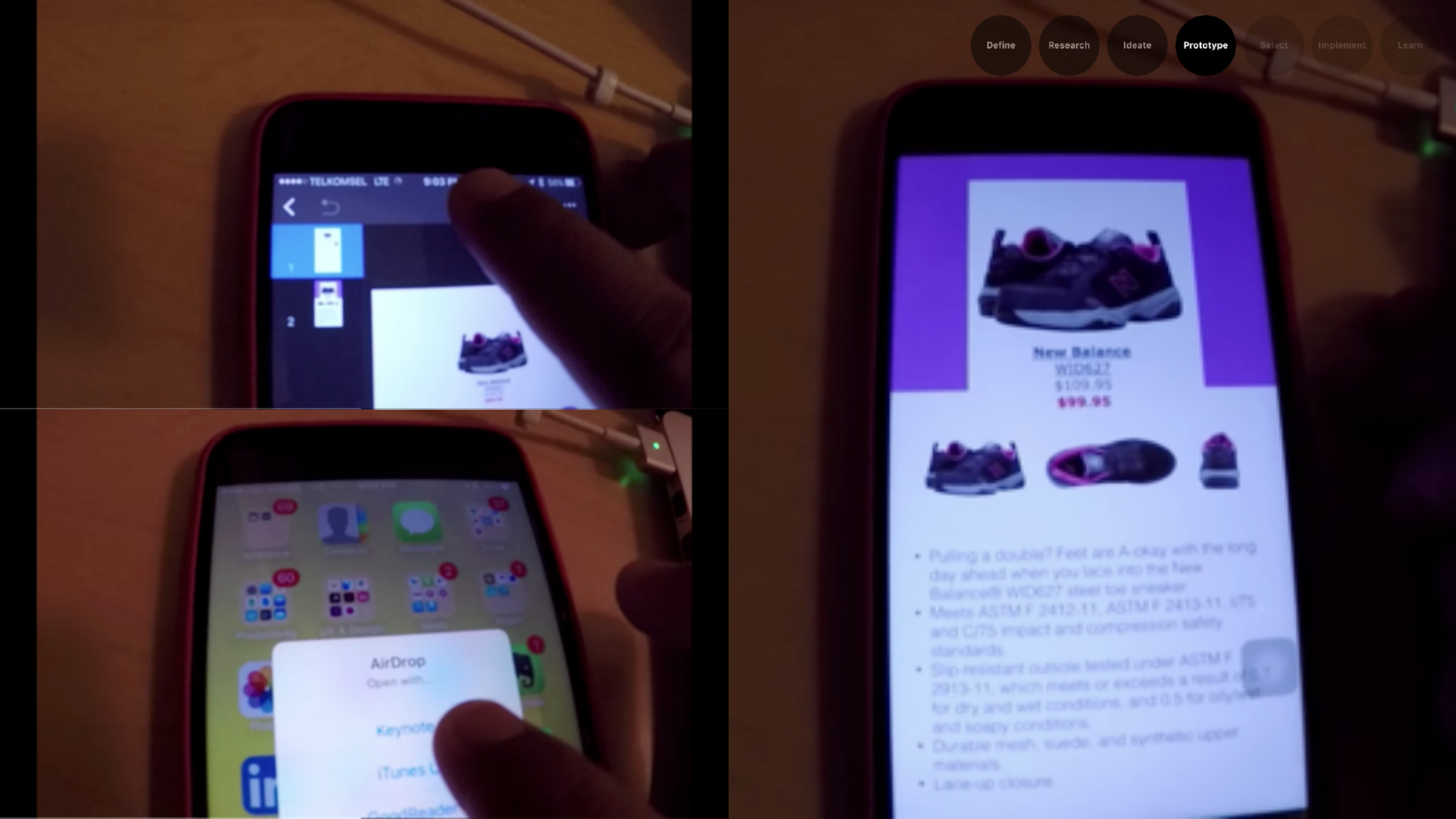
~~Do all potential solutions require prototyping?~~

What elements will the prototype test?

What functionality will the prototype have?


1.
Someone feels alone
2.
Learn of app / have daily
3.
Install + Start browsing
5.
Provide support to other person (no text)


View
Zoom
Add Slide
Play
Keynote Live
Table
Chart
Text
Shape
Media
Comment
Collaborate
Format
Animate
Document
Style
Text
Arrange
Update
Style
Layout
Font
Helvetica
Light
Character Styles
None
Alignment
Spacing
1.0 - Single
Lines
Before Paragraph
After Paragraph
Bullets & Lists
None
New Balance
$139.95
$99.95
x: 23 pt y: 417 pt
Meets ASTM F 2412-11, ASTM F 2413-11,
impact and
Slip-resistant outsole tested under ASTM F 2913-11,
which meets or exceeds a result of 0.7 for dry and
conditions, and 0.5 for oily/wet and soapy conditions.
Durable mesh, suede, and synthetic upper materials.
Lace-up closure.
Gusseted tongue helps keep debris out.
toe cap for protection in hazardous work environments.
Heel pull tab.
Padded tongue and collar.


Define
Research
Ideate
Prototype
Select
Implement
Learn
TELKOMSEL LTE
AirDrop
Open with...
New Balance
WID627
$109.95
$99.95

Now, on to people’s favourite place to start

For god’s sake don’t start here

Stage 5 – Select

Making choices.

The select stage is the point at which one of the proposed design solutions is chosen for development. The key decision criterion is fitness for purpose: does the design meet the needs and goals of the brief, and will it effectively communicate to the target audience to achieve those aims? The winning design is typically that which most closely meets the design brief, or a significant part of it. It may not be possible or desirable to meet all the requirements of a brief within a single design. For example, market segmentation increasingly calls for different marketing and design solutions for different segments.

5. Select

Now is the time to pick one over the others

You've now gained intimate knowledge on problem space

As well as solution space

- how different solutions perform
- how difficult they are to implement
- what problems you didn't think of before prototyping

Go back to your problem definition and use all available data and understanding

Be tough also on your favourite ideas (They might get their time to shine some other day)

Checklist:

Does the design meet the defined needs of the brief?

Does the design resonate with the target audience?

Can the design be produced on time and on budget?

Are there other factors to take into account?

Has the client signed off the design?

Usability Study

Test key questions in your hypothesis

Stakeholder Review

Get feedback from leadership

Technical Review

Make sure it can be built

Sprint Conclusion: Recap and Next Steps

https://designsprintkit.withgoogle.com/methodology/phase4-decide

Stage 6 – Implement

Delivering the solution to the design brief.

During this stage, the designer passes the design artwork and format specifications to those who will be supplying the final product. This might be a printer, web builder or fabricator. This moment provides a good opportunity to confirm the production specifications such as print quantity and what you expect to receive. For example, a printer is usually given some leeway to account for set-up in the different steps of the the print process. This means an order for 100 flyers may not result in the receipt of 100. It may be more or may be less. By double-checking, everyone is clear about the level of expectation, and what the client expectations are.

6. Implement

Get it done

Stay focused

Pay attention to detail

Stage 7 – Learn

Obtaining feedback.

The final stage in the process involves learning from what has happened throughout the design process. This is a feedback stage during which the client and design agency might seek to identify what worked well and where there is room for improvement.

7. Learn

How did we identify the problem in the first place? Is it now resolved, did we actually solve the problem??

Are stakeholders happy with the *results*?

What could be improved?

Do we need another iteration round?

Did we find new issues to work on?

Break!

Idea generation

Today we will ideate a new product

Choose a problem for your team

We’re at step 3

We have already identified, defined and gained intimate knowledge about a problem

But you don’t know the solution

Take one A4
Fold it in half 3 times
Give me 8 ideas
You have 6 minutes

Pitch your ideas within teams: max 20 sec per idea

Review and find your team’s most effective idea based on fitness for purpose in 4 minutes

Take one solution
Develop a product pitch
Draw a storyboard from user perspective
A4, 8 steps, 10 minutes

Present!

What would you do next?

That’s right: prototype!!!

Another day though

Break! 

Interpretations of design thinking

EXAMINE

Dig into the problem. Look at the history, the context, the objects, and (most importantly) the people involved.

UNDERSTAND

Go deeper and find patterns. Establish open questions to build on.

IDEATE

Have lots of ideas, good and bad. Don't stop at the obvious or the impossible.

EXPERIMENT

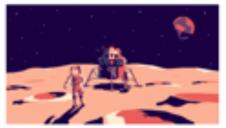
Try some things out. Make some things. Fail cheap and fast.

DISTILL

Strip your solution down to the essentials and tell the story to others.

Empathize
THE HEART OF DESIGN

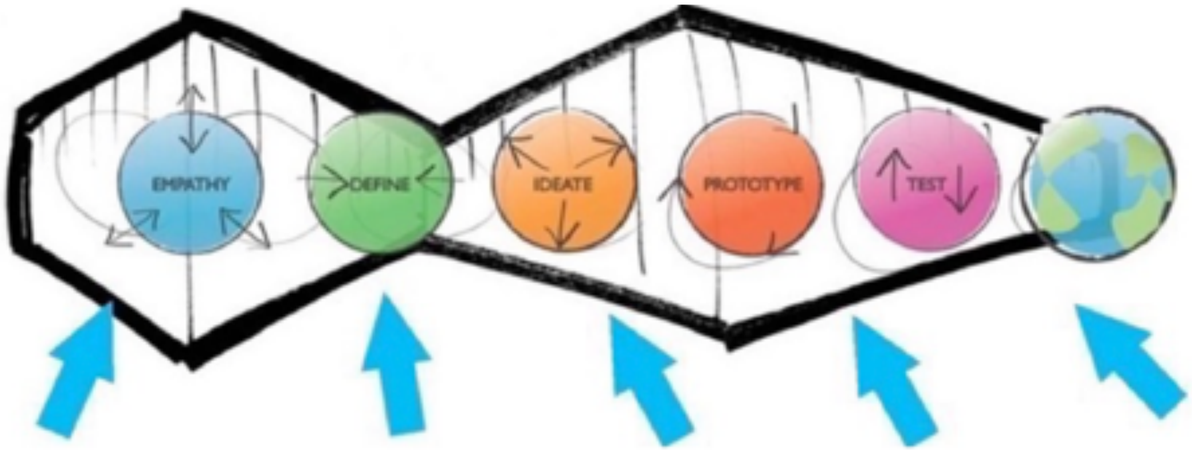
Define
REFRAME THE PROBLEM

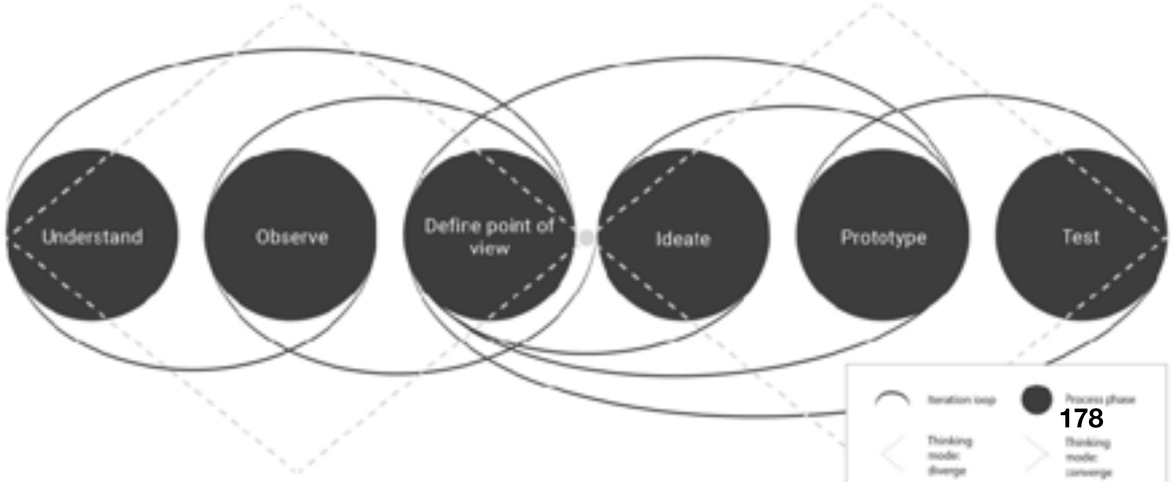


Ideate
BEYOND BASIC BRAINSTORMS

Prototype
GET SMARTER, FASTER

Test
EARLY AND OFTEN






UNDERSTAND
SKETCH
DECIDE
PROTOTYPE
VALIDATE

1

2

UNDERSTAND

THE PROBLEM

FIND A SOLUTION

TOGETHER

PROCESS & COLLABORATION FROM A DESIGNER PERSPECTIVE

DOUBLE DIAMOND DESIGN PROCESS

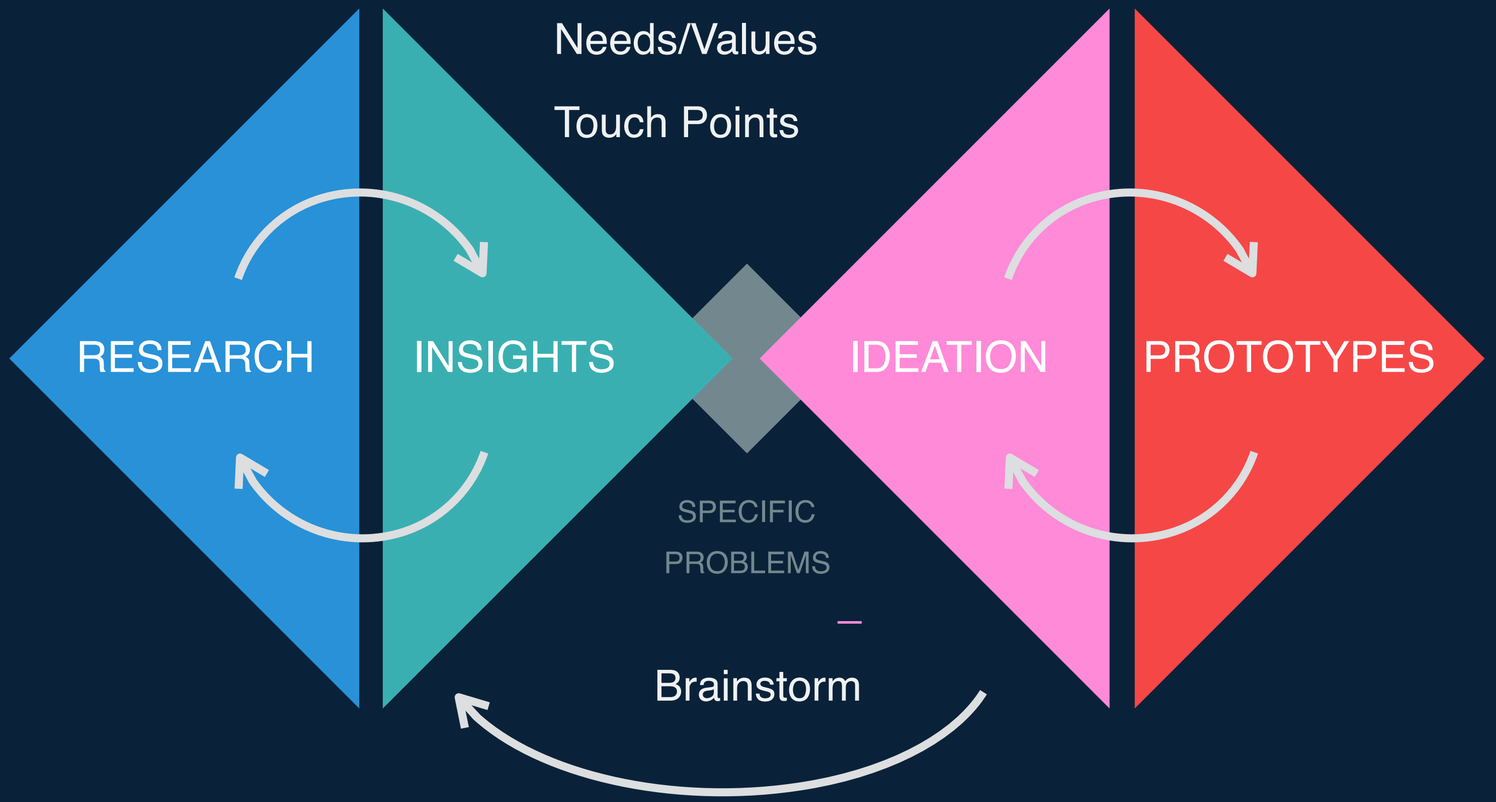
reality…

Needs/Values

Touch Points

User-centred

Empathetic



Specific

solutions

Brainstorm

GENERAL PROBLEM
STATEMENT

DISCOVER

DEFINE

DEVELOP

DELIVER

SPECIFIC
SOLUTIONS

–
Early feedback from customers

–
Continuous Improvement

–
Eliminate Waste

–
Do the RIGHT thing. Not do the thing right.

–
Early validation of assumptions

–
Focus on outcome, not output

–
Maximize business value

–
Small slices of value for the customer

–
Stop starting. Start finishing.

–
MVP Mindset

–
Learning culture

–
Stop and reflect

–
Get early feedback

–
Fail early and often

–
Work at a sustainable pace

–
Work with constraints: timeboxes, Work in Progress limits

–
Working collaboratively, iteratively, in parallel

–
Cross-functional & co-located teams

–
Transparency

–
Avoid Handoffs

–
Shared ownership

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Early feedback from customers

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Avoid Handoffs

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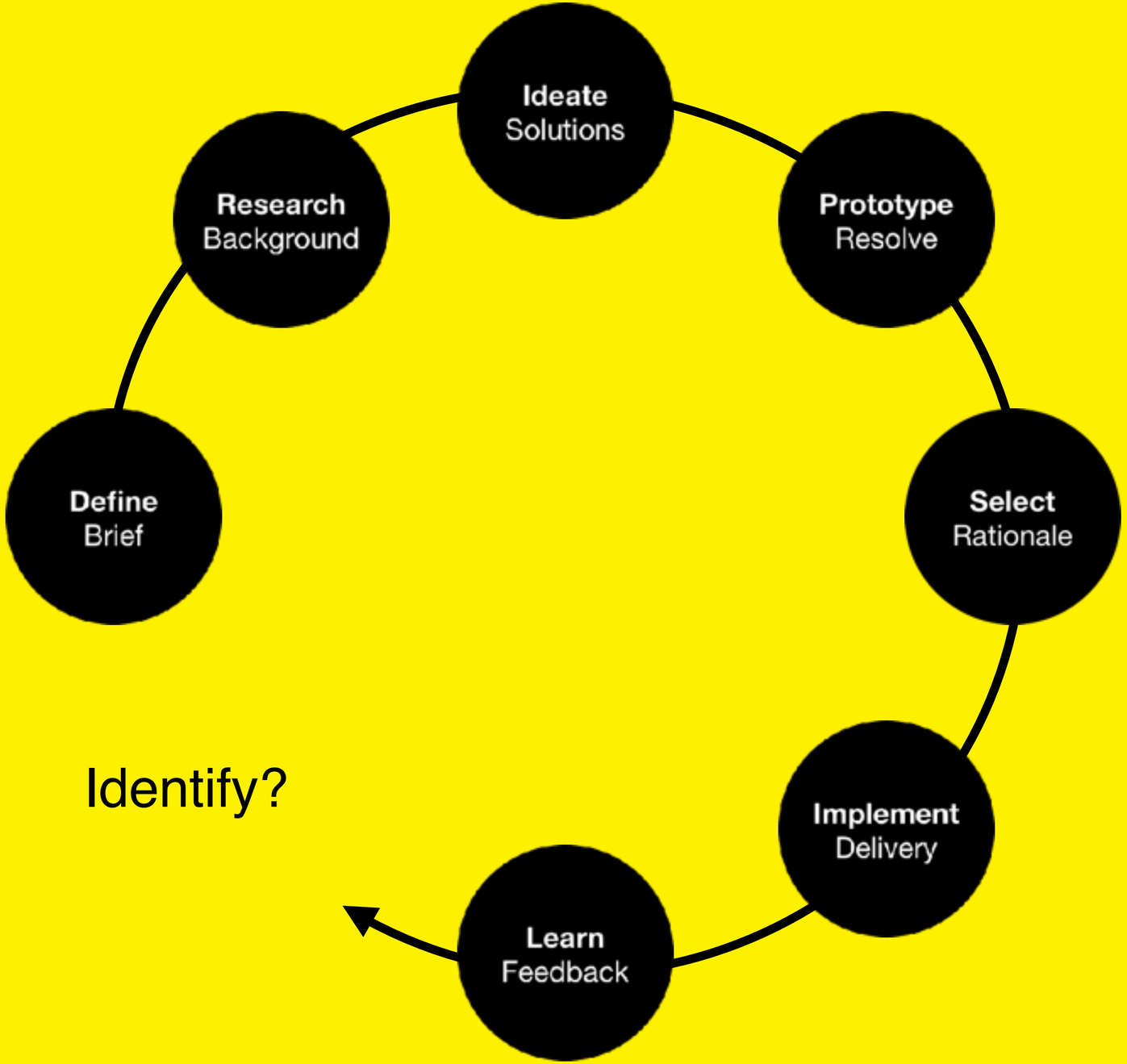
Shared ownership

The general mindset remains the same

How do we identify the problems we solve?


Ideate
Solutions
Prototype
Resolve
Select
Rationale
Implement
Delivery
Learn
Feedback
Define
Brief
Research
Background

Identify?

Design thinking teaches you how to solve a problem right

How do we know we’re solving the right problem?

Share of categories by incident type (weighted by country)

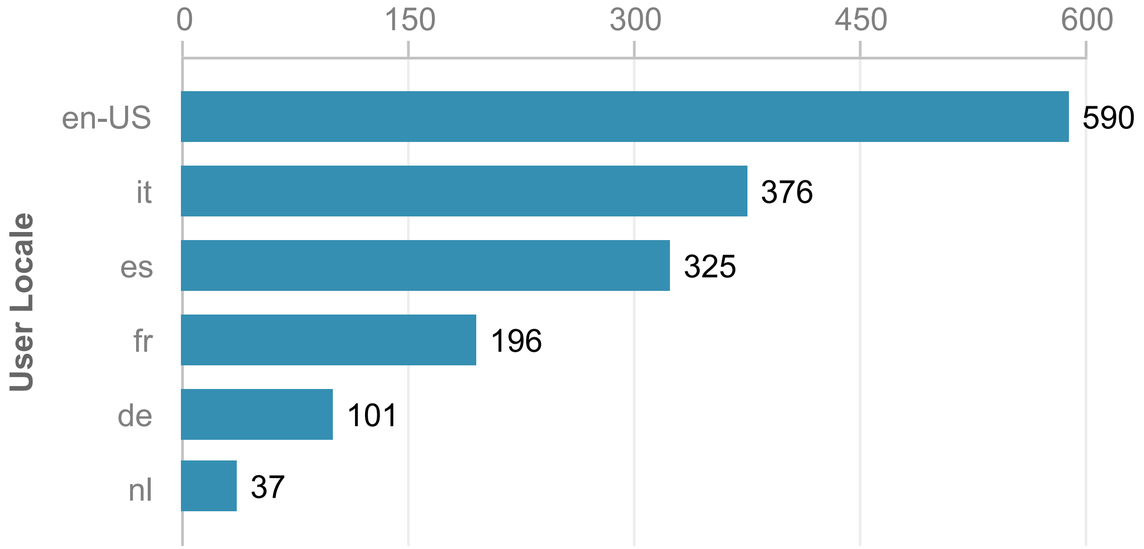
Prob_segmen	Mobil	Vehic	Electr	Other	Jobs a	Property	No/Blank
Incident	42%	13%	19%	16%	5%	4%	0%
Intent	26%	26%	20%	14%	5%	4%	5%
Perception	18%	20%	5%	5%	5%	5%	41%

Share of categories by incident type

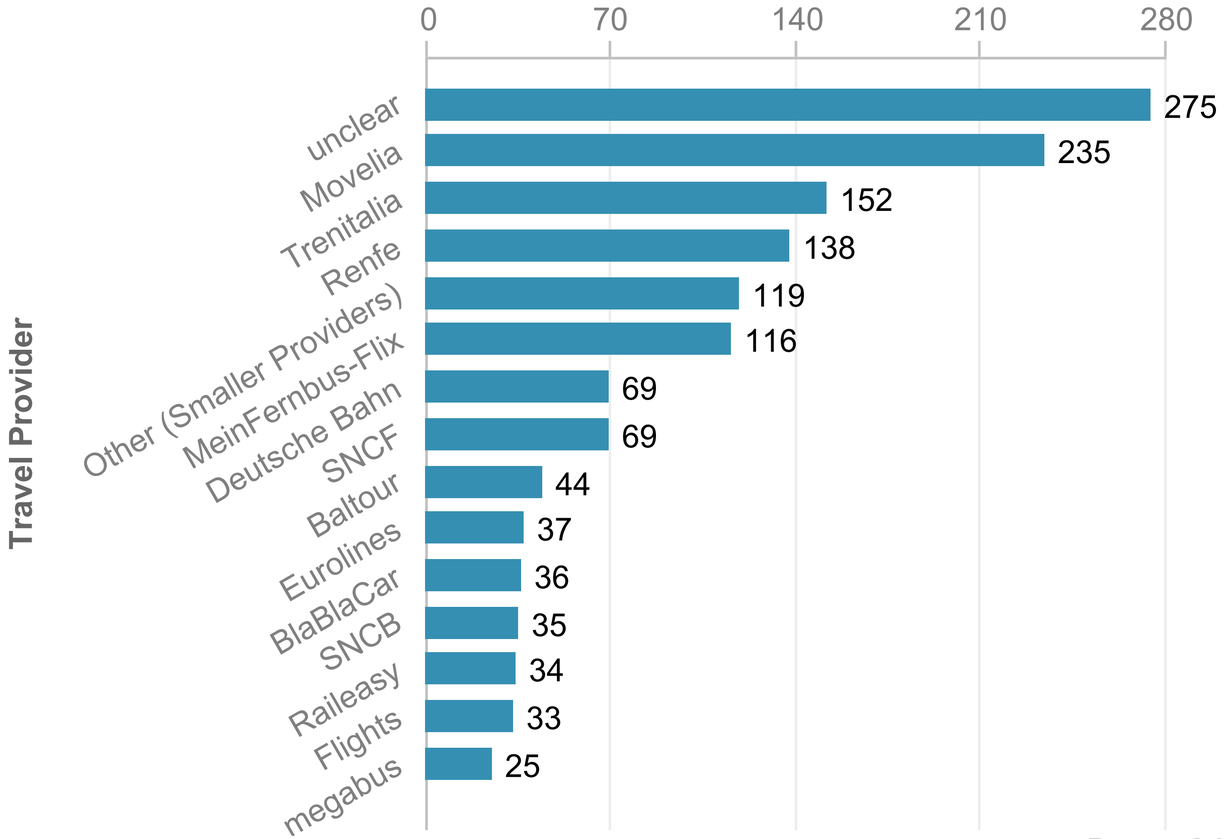
Count of Unique_sk		Cat						
Country	Prob_segm	Mobil	Vehic	Electr	Other	Jobs a	Property	No/Blank
AR	Incident	30%	12%	28%	25%	4%	0%	0%
AR	Intent	18%	34%	19%	15%	4%	4%	6%
AR	Perception	6%	14%	2%	4%	2%	2%	71%
CO	Incident	35%	14%	17%	25%	8%	2%	0%
CO	Intent	13%	23%	19%	31%	7%	2%	5%
CO	Perception	10%	17%	4%	1%	6%	10%	53%
ID	Incident	39%	19%	16%	20%	2%	4%	0%
ID	Intent	26%	36%	17%	11%	1%	5%	3%
ID	Perception	21%	30%	2%	4%	2%	2%	40%
IN	Incident	54%	10%	15%	10%	8%	4%	0%
IN	Intent	31%	22%	20%	10%	8%	4%	6%
IN	Perception	21%	17%	7%	5%	9%	9%	33%
PH	Incident	19%	13%	37%	25%	1%	5%	0%
PH	Intent	22%	12%	32%	24%	1%	3%	6%
PH	Perception	13%	10%	14%	10%	4%	3%	48%
PK	Incident	43%	12%	27%	7%	6%	5%	0%
PK	Intent	27%	20%	25%	15%	7%	3%	2%
PK	Perception	13%	15%	9%	12%	9%	3%	40%

Bike Policies	↑ 56%	14	5	↑ 4%	56	2
Group Booking	↑ 25%	10	2	↓ 22%	52	-15
Can I buy at the station?	↑ 23%	16	3	↑ 113%	66	35
More info needed of customer	↑ 19%	19	3	↓ 16%	85	-16
Address of the Station	no change	26	0	↑ 20%	107	18
Payment Options	no change	9	0	↓ 2%	40	-1
Age of Travellers	↓ 19%	13	-3	↑ 76%	51	22

Contact Languages



Provider Distribution - Top 15



Decision-making

What really matters?

Treat decision-making as identifying what works best for a given problem

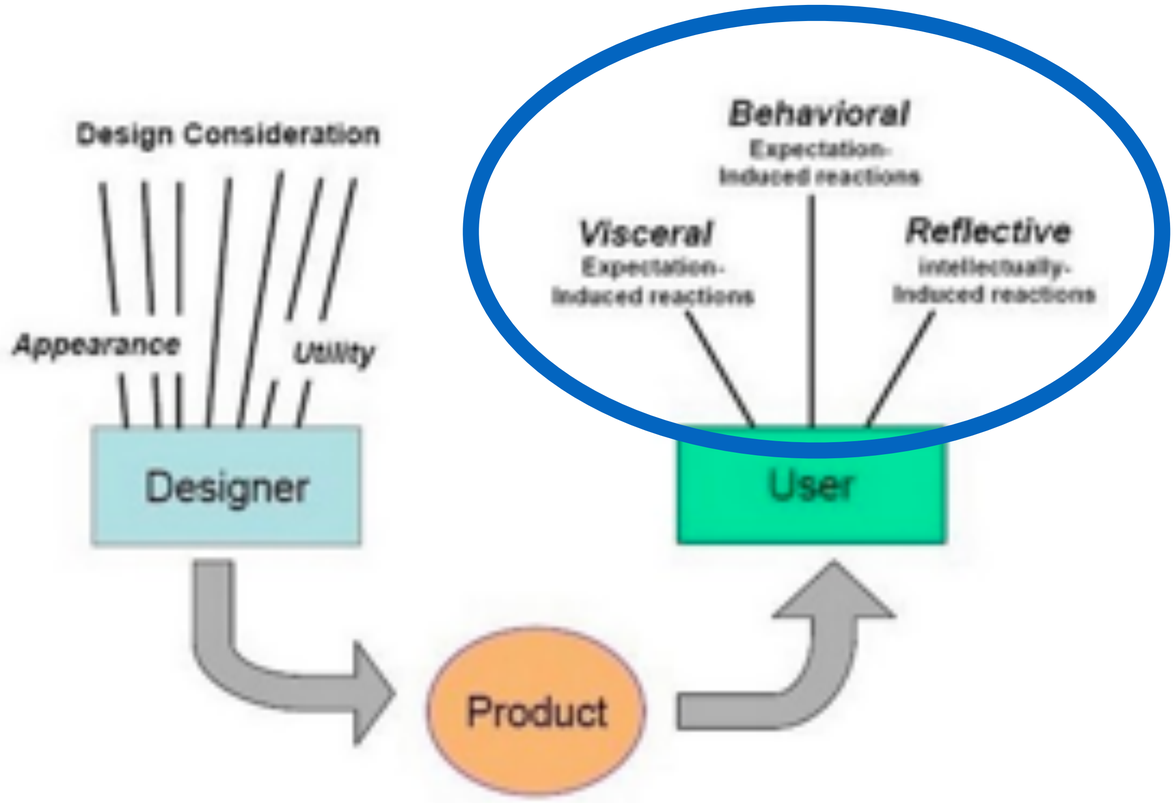
Reach consensus by demonstrating what works

Just because 80 % people in your team voted for something doesn’t mean it solves users’ problem

Just because your boss likes something it doesn’t mean it solves users’ problem

A product developer who goes by opinion, their own or someone else’s, is an irresponsible one

What is your discussion culture?



~~“I like it”~~

~~“Andi likes it”~~

~~“I think it works”~~

~~“Does this work?”~~

~~“Does my user think it works?”~~

“Can we test if it works for her?”

When discussion culture fails

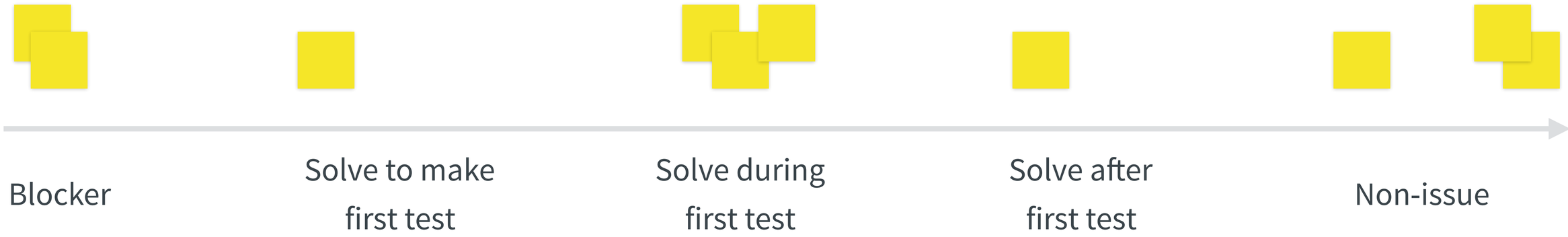
Paralysis by analysis

Collect all the potential issues and worries

Let each individual write as many as they wish, in peace

Distribute them along this scale

Try as hard as you can to put items as far to the right as possible



Timeboxing

How many cans and bottles of Coca Cola products will be consumed in the US next year?

10 MIN ANSWER

1 DAY APPROACH

1 WEEK APPROACH

Present Solution Sketch

Share your concept to the team

Assumptions and Sprint Questions

Define what you want to learn

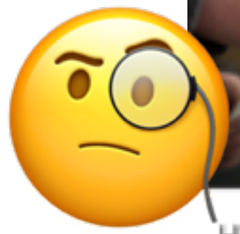
Vote and Select a Direction

Decide what you will build for your prototype

Alternate: Silent Review and Vote

For ideas that can stand on their own

https://designsprintkit.withgoogle.com/methodology/phase4-decide



Heatmap Voting

Visually indicate the winning idea

Decision Matrix

Help the team evaluate the ideas

Note & Vote

Combat group think or follow the leader

Technical Review

Make sure it can be built

https://designsprintkit.withgoogle.com/methodology/phase4-decide

Everyday mindset

Do it vs not do it

Do it ~~vs not do it~~

Focus of everyday conversations

Separate problems from solutions

Accept multiple possible solutions

Discovery over creativity

Testing over argumentation

What works, works

Your users won’t change: empathise and reorient yourself

Embrace mindset
Build from there

Implementing design thinking

What about real life?

What do I *actually* do in each step?

There is no one answer to this

But designer's toolbox looks like this:

http://www.designkit.org/methods

Design sprint

Design thinking approach distilled into an intensive 3-day sprint

http://www.gv.com/sprint/

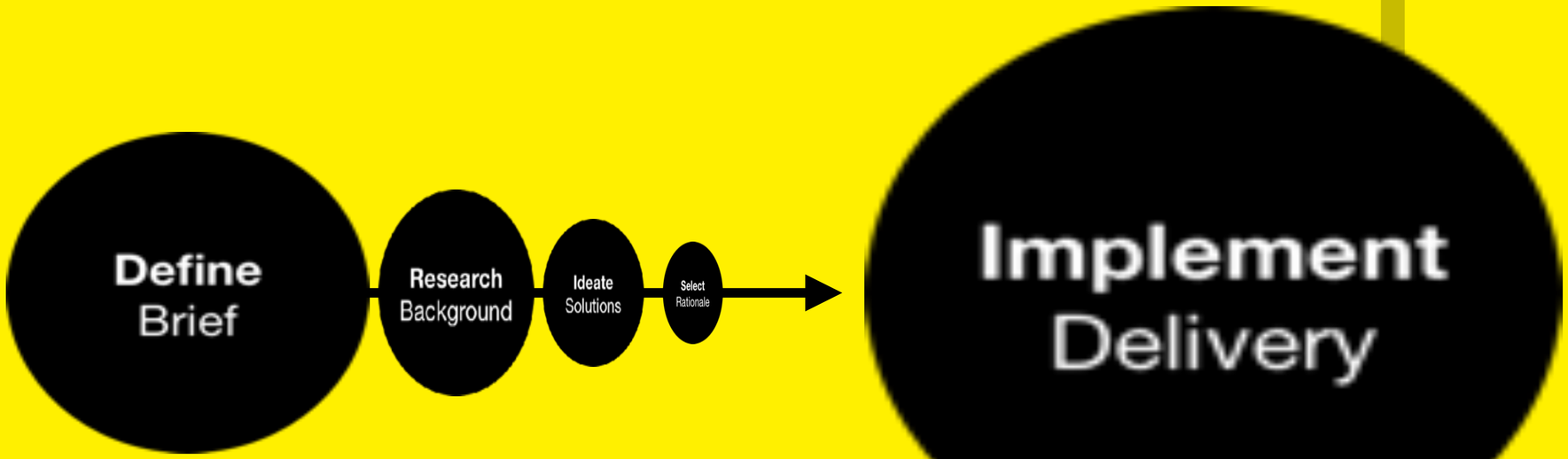
Practical tips on methods and steps:

https://designsprintkit.withgoogle.com/

Deadlines

Launch in 3 days

Deadlines



Launch

Deadlines make failure an unviable option

Commit to each step

Don’t skip ahead

Don’t start from 5

Don’t skip learning

Don’t reverse the order

Schedule time for each step explicitly Yes, *learning* as well


DOING
THINKING
FEELING
Atlassian

Choose user-centric ceremonies

Analyse data or do a discovery workshops over decision-making meetings

Get feedback from users over coworkers

Test the solution over asking for an opinion on solution

Schedule explicit ceremonies for each step

Choose the tools that make it easy

Surface each step in your project management

Formalise your process in tools or guidelines

Agile methods

Develop in small increments: cheaper and easier to accept failure

Break large problems down to smaller ones with agile tools

Estimates over deadlines

Working products over specification

Measurement over judgement

Guiding principles

Design thinking is not for everyone

Design thinking is not for every project

Design thinking is not for scaling up an existing solution

Solutions first?

Guess the design thinker

I find out what the world needs. Then, I go ahead and invent it.

I never did anything by accident, nor did any of my inventions come by accident; they came by work.

Just because something doesn’t do what you planned it to do doesn’t mean it’s useless.

There’s a way to do it better - find it!

Anything that won’t sell, I don’t want to invent. It’s sale is proof of utility, and utility is success.

We don’t know a millionth of one percent about anything.

To have a great idea, have lots of them.

I start where the last man left off.

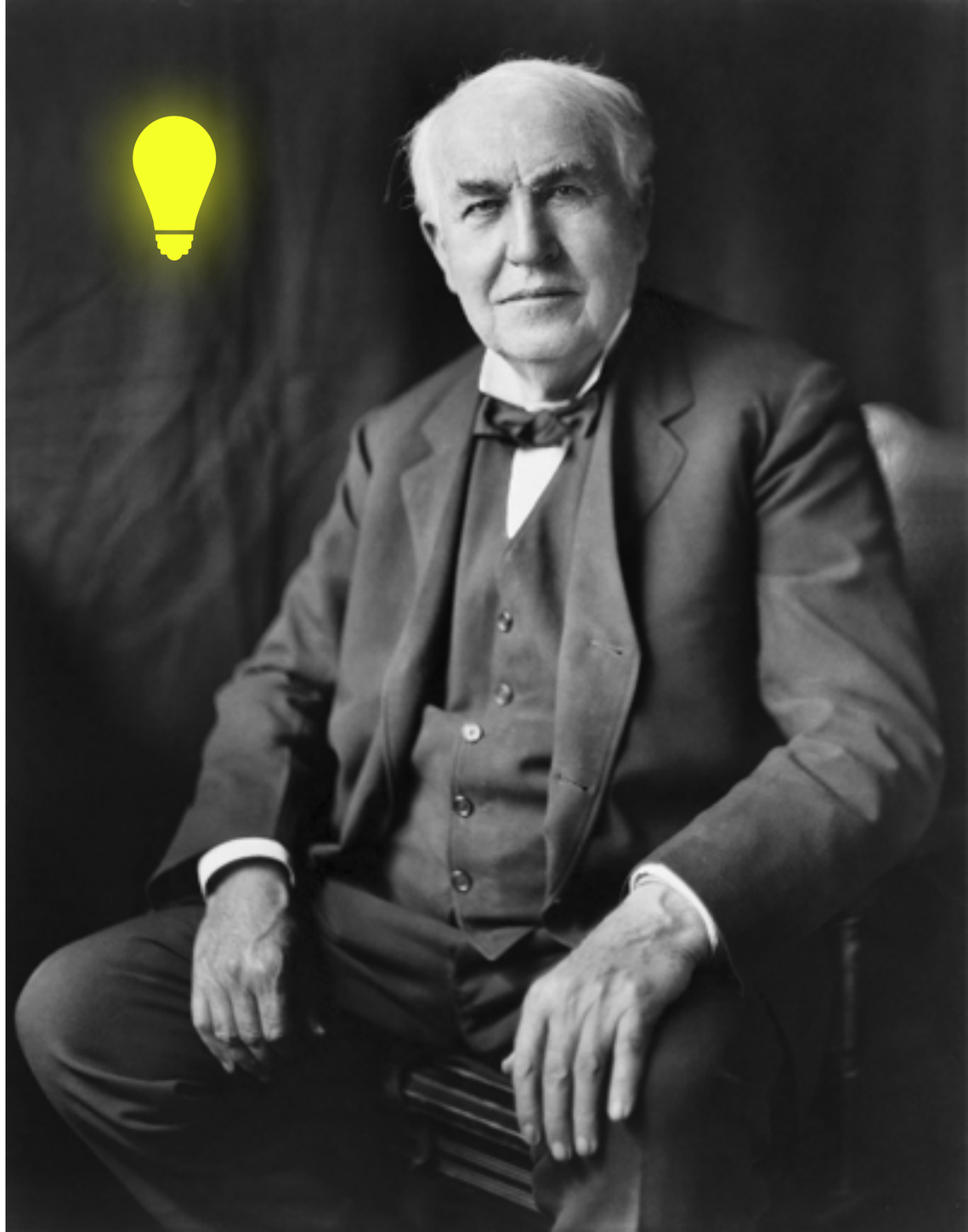
It is astonishing what an effort it seems to be for many people to put their brains definitely and systematically to work.

I am not discouraged, because every wrong attempt discarded is another step forward.

Restlessness and discontent are the necessities of progress.

I have not failed 10,000 times. I have successfully found 10,000 ways that will not work.

Thomas Edison 1847 – 1931



I never did a day's work in my life. It was all fun.

That's it!

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Product design consultant

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Lateral Nord.

Learn more

Interesting cases

Fordlandia

Mind of an Architect

Design thinking in politics: Finland is testing basic income

Stoner M63

Forgotten Weapons (1300+ videos!!!)

Laser discs vs VHS in the 1970s

Designing cockpits for the average pilot

Learn more

Basics Design: Design thinking (ebook)

https://99percentinvisible.org/article/norman-doors-dont-know-whether-push-pull-blame-design/

Podcast: 99 % Invisible

Muezli browser extension (get inspired and find things to steal)

Google! It’s all out there!

Solutions first

MS Bob

https://youtu.be/RkU4WWEUj-Y

https://youtu.be/RkU4WWEUj-Y?t=14m40s


Microsoft Home
PROMOTIONAL SAMPLE
NOT FOR RESALE
Write a letter to Mom.
Remember your brother's birthday.
Balance your budget.
And much more!
E-mail friends in Phoenix.
Microsoft
BOB
Introducing Hard-working, Easy-going Software Everyone Will Use

Solutions first

ProHance Power Mouse from

https://youtu.be/gBCFdvBz-j8?t=1m5s

https://youtu.be/gBCFdvBz-j8?t=18m40s


ProHance
PowerMouse
CHOOSE THE FUTURE
NEW
...with PowerCad

You can approach anything with the design thinking mindset

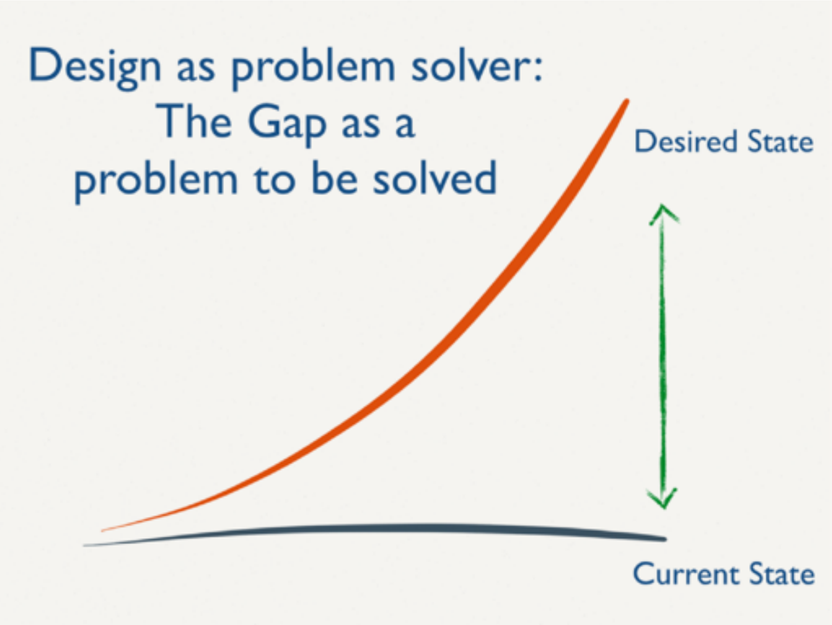
Next time you feel stuck or annoyed:

Did you start from a solution and not the problem?

Reframe the situation:

what’s the status quo and what’s the desired state?

Status quo bias



A real, emotional condition - humans are risk-averse

Your users, coworkers, stakeholders are humans

Desired state is hard to visualise and often seems risky

Thought experiment:

Flip the status quo

Your desired state is now status quo

Would you go back?

Opinions vs testing

Next time you schedule a feedback session

Think about scheduling a testing session instead

Design is evaluated out there by users, not by internal acceptance

5-6

Did you start at step 5?

Don’t choose before ideating

Did you stop at 6?

Don’t just assume the problem got solved

There’s life before 5, there’s life after 6

“Why” vs “why”

What do I say when a user/customer asks why?

Two different “*whys*”: Internal, historical vs. external rationale

“Why is this text so light?”

Is the only answer *“It’s the shade of grey in our guidelines”?*

Answer to the internal, *historical* “why” is not relevant

Related: The five whys

Final thoughts

Keep your eyes open: Someone, somewhere used *design thinking* to create everything around you

Or didn’t, and now you have a Norman door

Don’t fall in love

Design for the world out there, not for yourself

People are Lemmings

That’s design thinking

Separate problems from solutions

Accept multiple possible solutions

Discovery over creativity

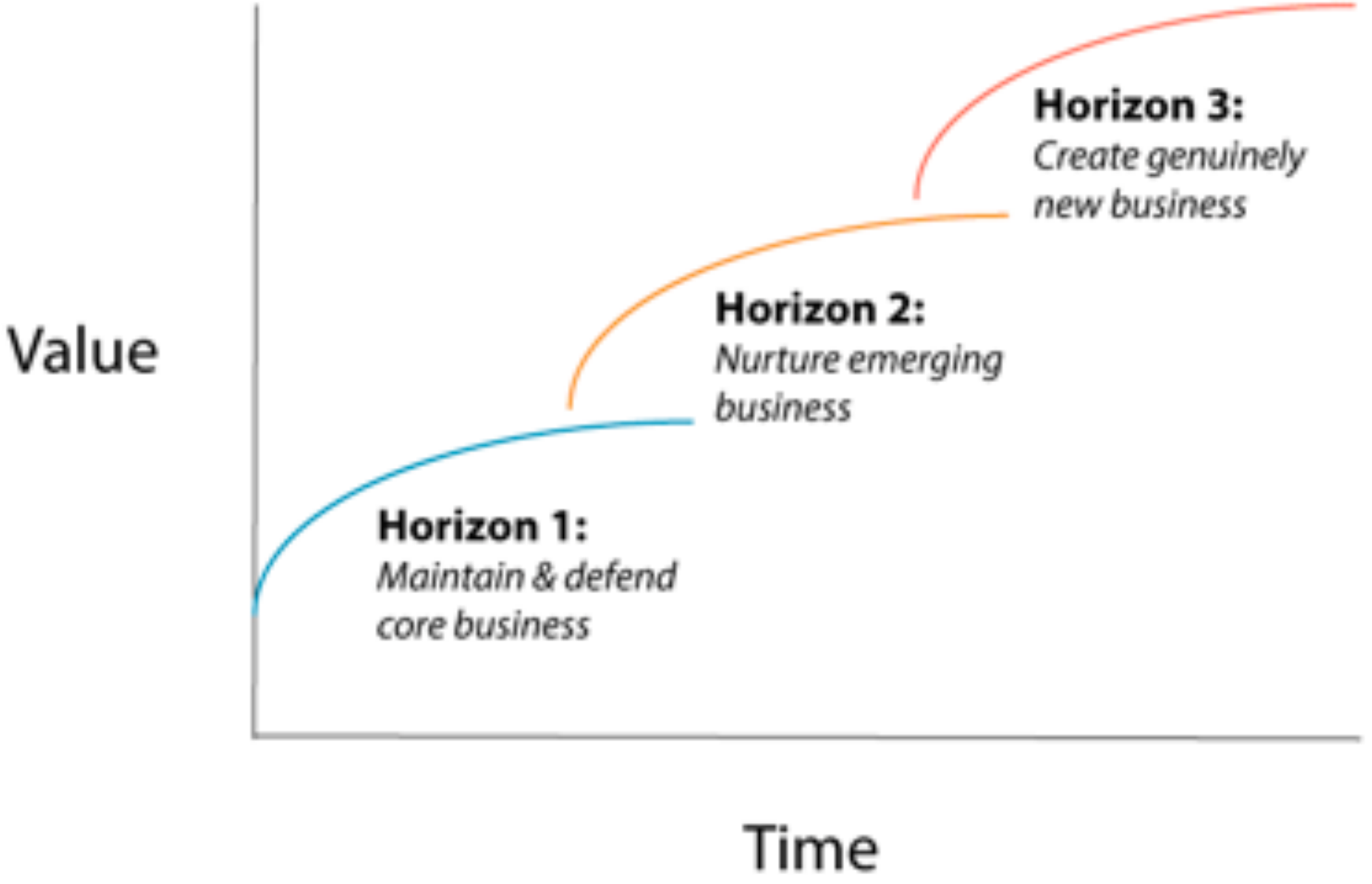
Testing over argumentation

What works, works

Don’t try to change your users, change yourself

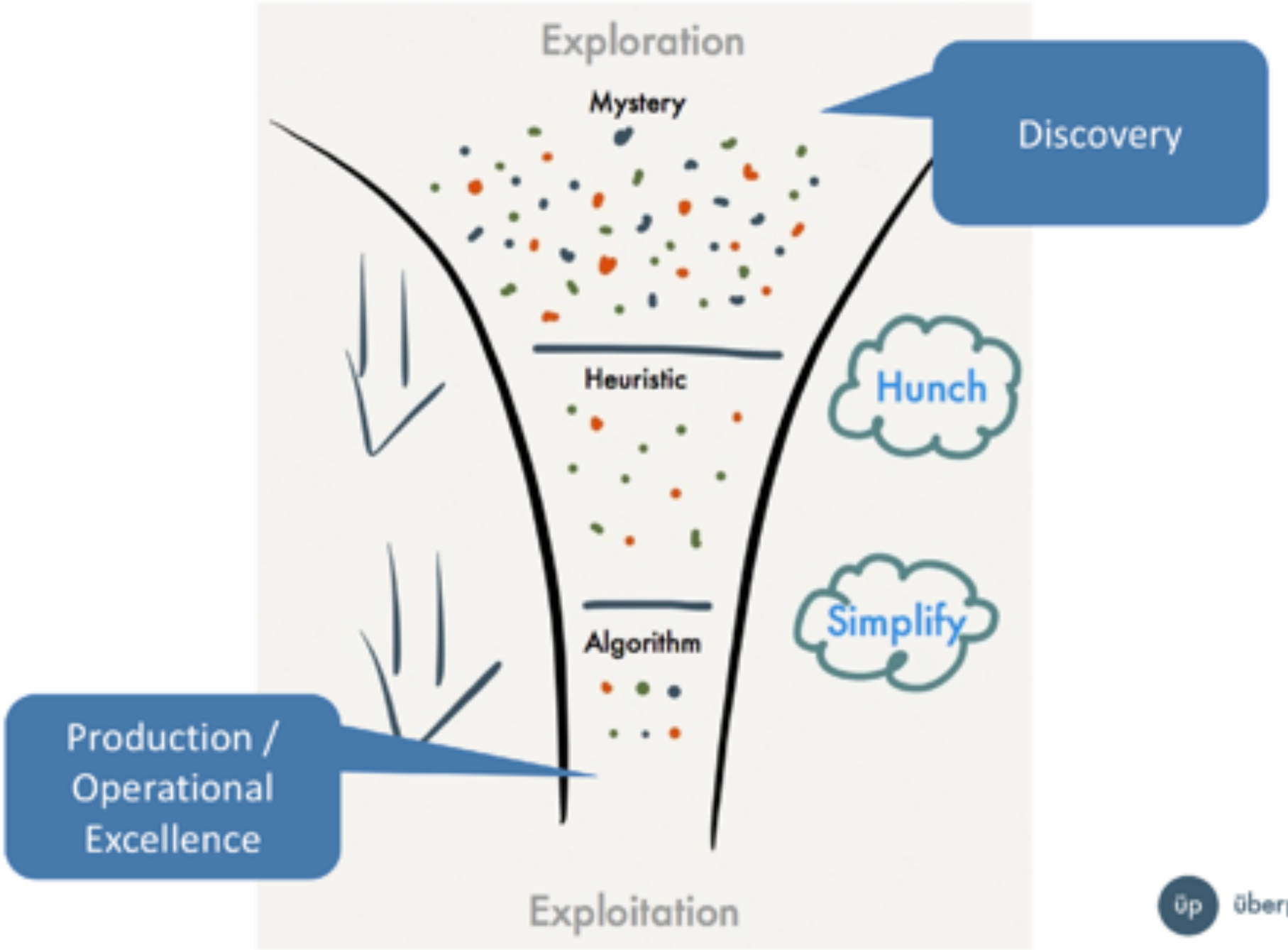
Misc slides

1. Define ⬅ Empathy
2. Research
3. Ideate ⬅ Multiple solutions
4. Prototype ⬅ Test and validate objectively
5. Select ⬅ Don’t skip here
6. Implement
7. Learn


Value
Horizon 3:
Create genuinely new business
Horizon 2:
Nurture emerging business
Horizon 1:
Maintain & defend core business
Time

	Mature Business	Rapidly Growing Business	Emerging Business
Focus	Executing to defend, Extend, and increase Profitability of existing businesses	Resourcing initiatives to build new businesses	Uncovering options for future opportunities and placing bets on selected options
Output	Annual planning and forecasting; Detailed plans for growth through adjacencies	Business building strategies: investment budget, detailed business plans for new ventures	Decisions to explore: initial project plan, project milestones

Source: Baghai, Coley, White


Exploration
Mystery
Discovery
Heuristic
Hunch
Algorithm
Simplify
Production / Operational Excellence
Exploitation

Design has a purpose

Design is more **discovery** than creativity

Design thinkers are more explorers than visionaries

Idea generation is important, but it’s not everything

Good design is measured out there in the wild

Good design fills its purpose: good design *works*

What works, works

We will talk a lot about problems and solutions today

Applications

Design thinking can be applied by anyone to anything

Design thinking is often used by designers in their profession

Many people with designer titles work in *creative* professions

Not all creative problem solvers work as designers

Applications

Airport security control design

Product concepts

Process design

UX/UI/web/service/CX design

Architecture

Politics

Prison design

Firearms design

Anything

Designing for humans

Today we talk about designing for humans

Design thinking is traditionally applied in human-centric fields

But at its core, it’s about changing the status quo to something that works better for the intended purpose

And humans are not that different in the end…

User testing

Design needs to work

Humans are weird

Humans who aren’t you are VERY weird

If it doesn’t work for humans, it doesn’t work

Seeing your design crumble in front of your eyes is painful!

Most solutions fail

It never works until it works keep failing and iterating

Dos and don’ts for today

Problem space vs. solution space

Don’t fall in love with your solutions

Emphatize, research, observe

Be user-centric

Design for the world around you (people won’t change for you)

Test, accept losses, fail

Design is a toolbox