Design thinking

Intro 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

Keep an open mind

Learn something new

Today’s program

9:45 Warm-up

10:00 What is design and why is it important?

11:30 Coffee break

11:45 Journey mapping workshop (1h)

13:00 Lunch

14:00 Design thinking process

15:00 Idea generation workshop

16:30 Coffee break

16:45 Implementing design thinking

17:15 Your topics, freeform feedback + Q&A (45 min)

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

Draw and describe your next, most beloved tattoo to Tony

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 objectives (OKR)?

New key results (OKR)?

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?

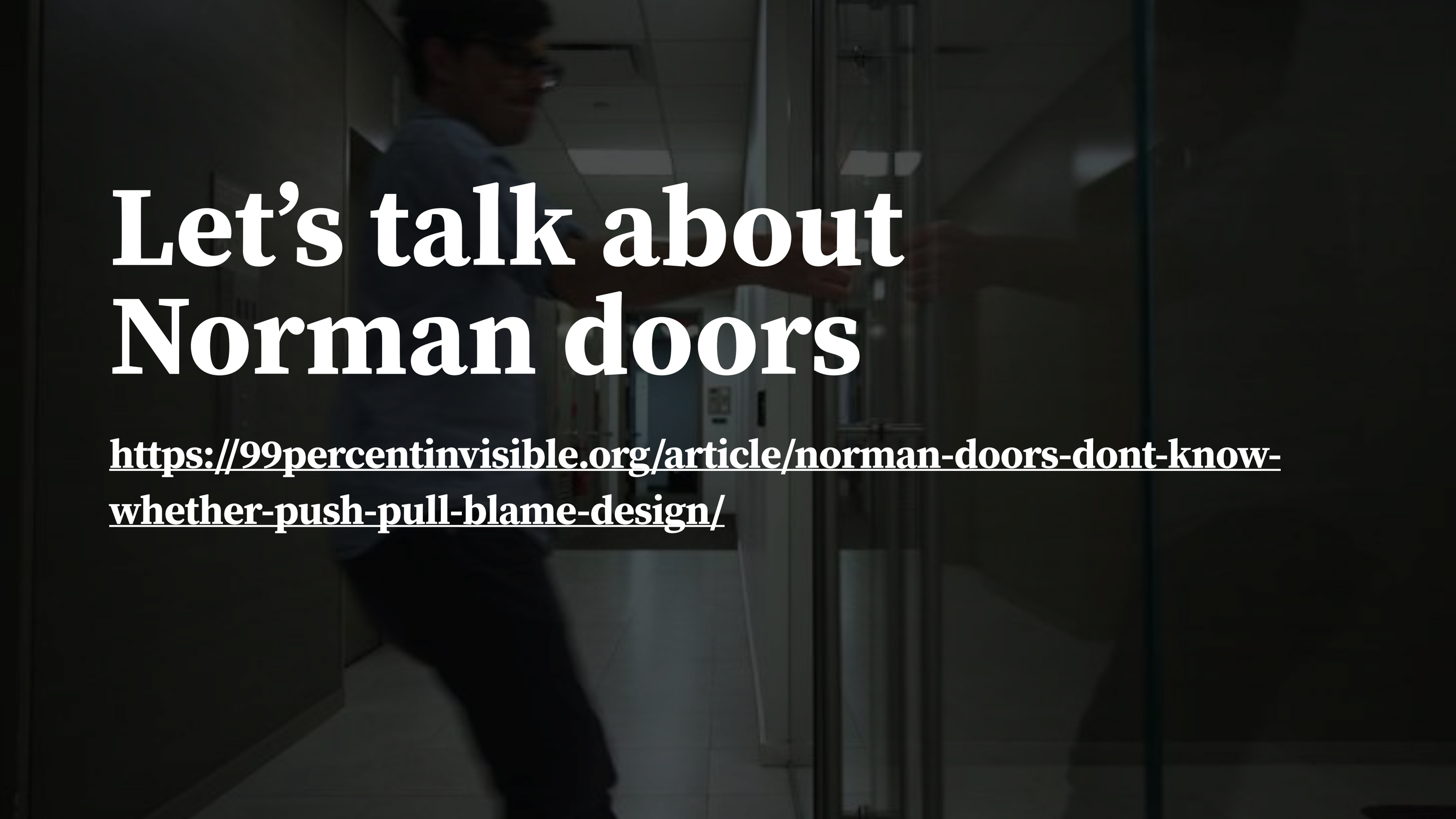
How do you create successful products for humans?

Solution to a problem

...that works

...and that people care about

What do we mean by product?



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

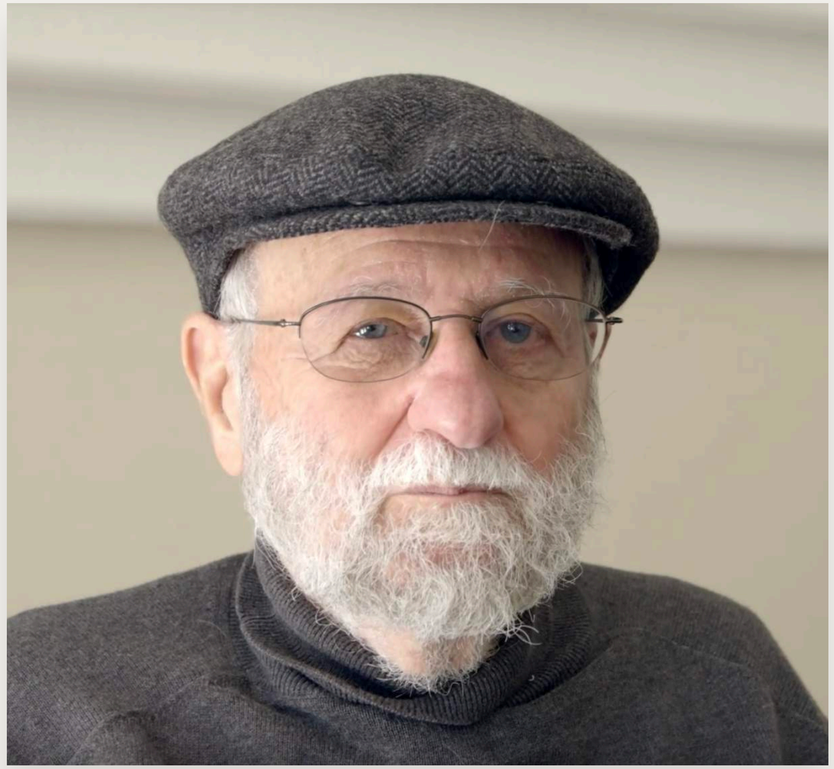
Humans are Lemmings


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

User research

Usability

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?

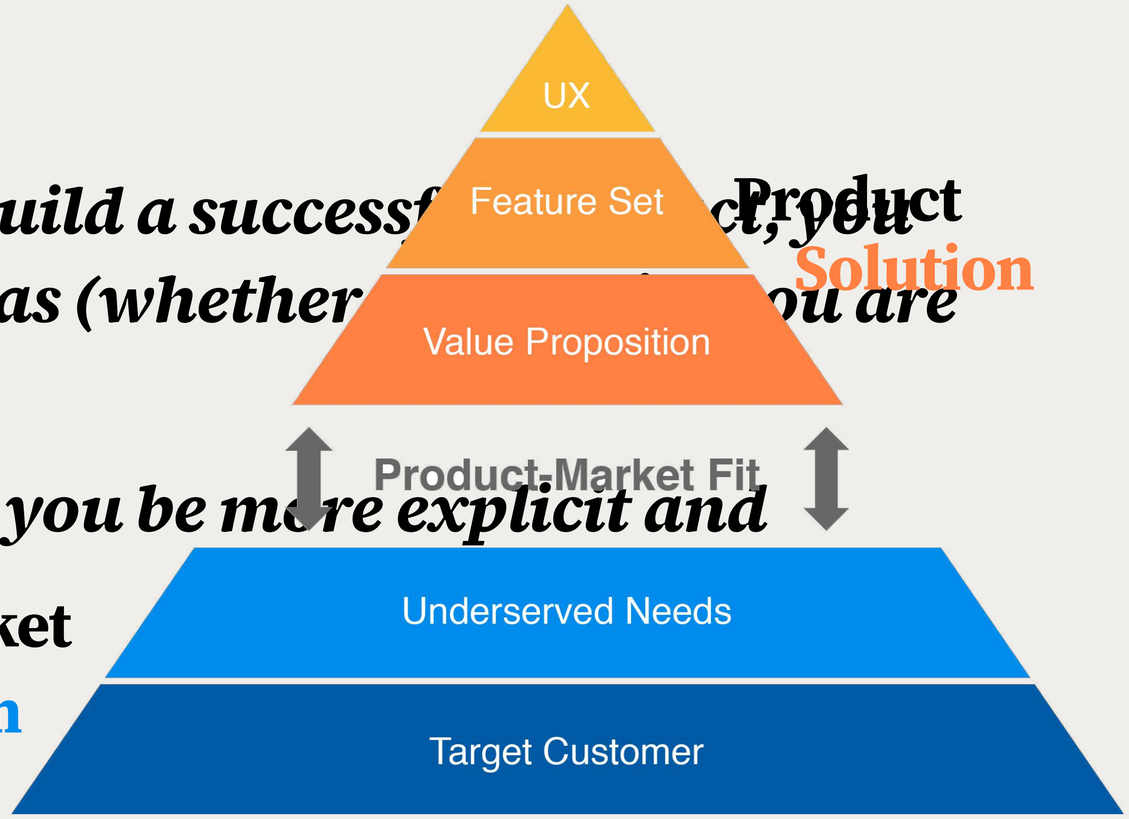
Design thinking

Many models, one reality

Product-market fit pyramid

In the process of trying to define and build a successf… …ct, you form hypotheses in all five of these areas (whether … …ou 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

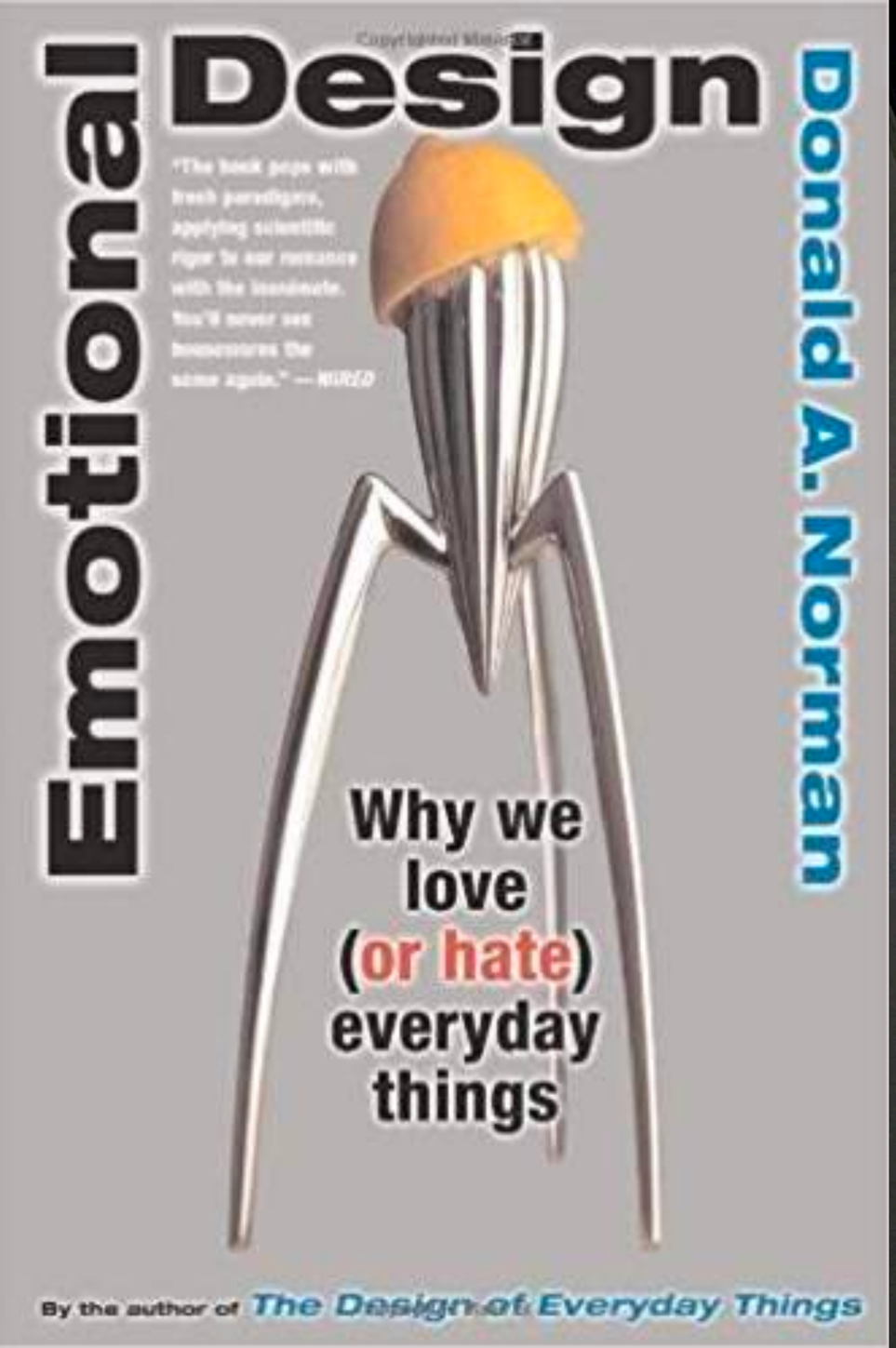
“This door is a shitty design”

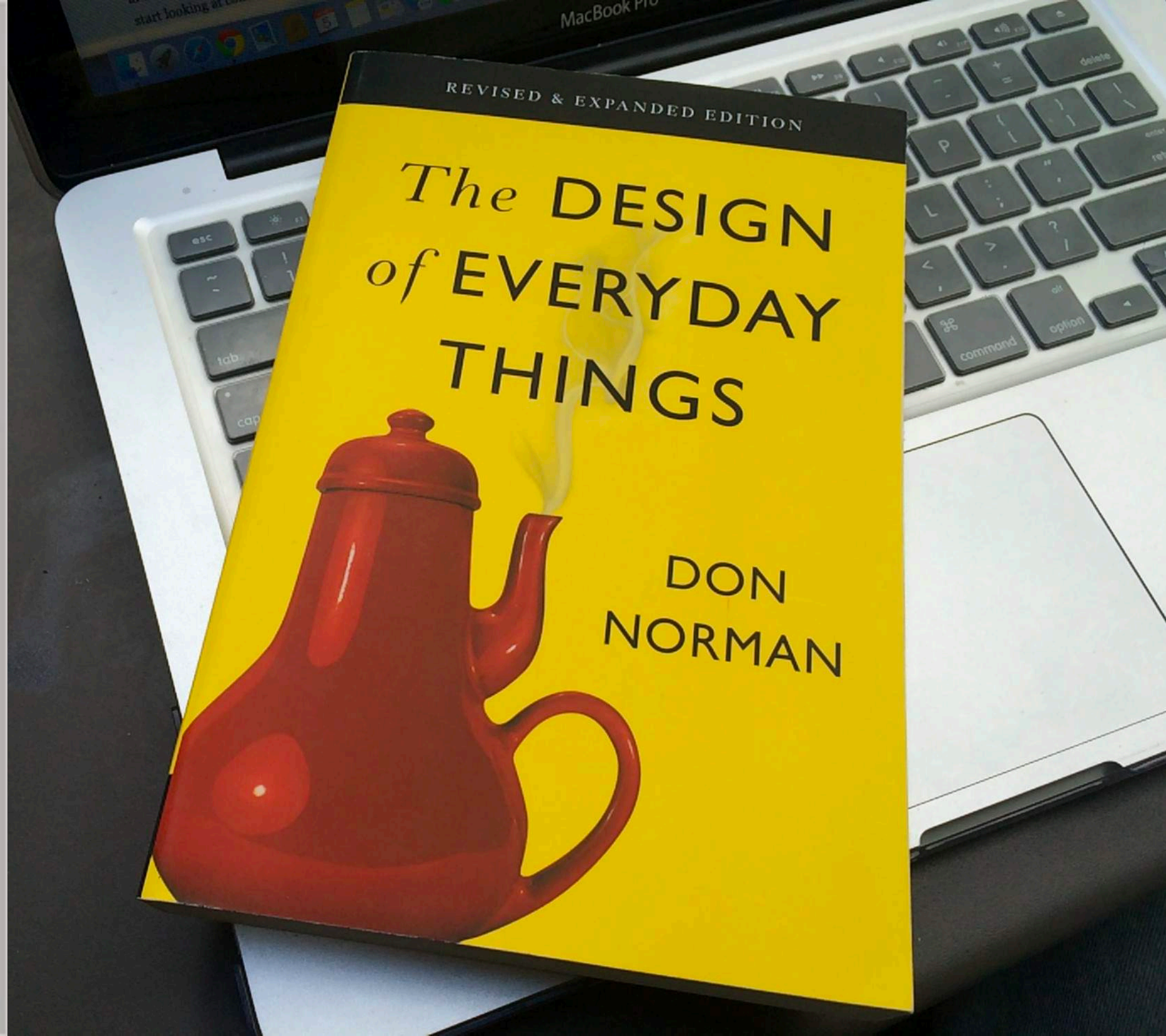
“This site is so well designed”

“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

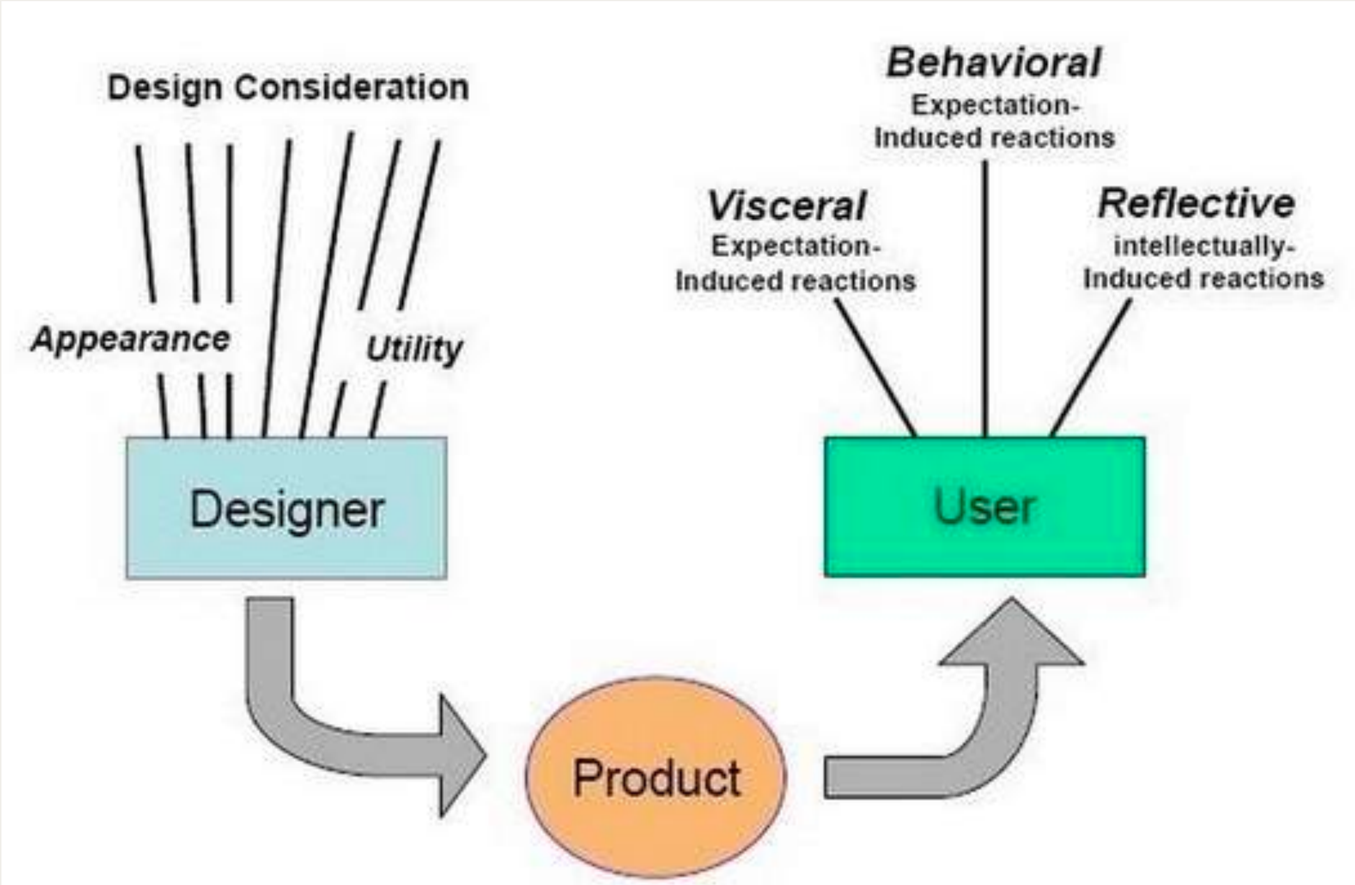
How do we know if this teapot is a good product?

Good design works for humans

On a visceral level

On a behavioral level

On a reflective level



Visceral

Sensorial, nearly subconscious, pleasures

Behavioral

Usability

Reflective

Pleasure from social life, identity etc.

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” has one more meaning

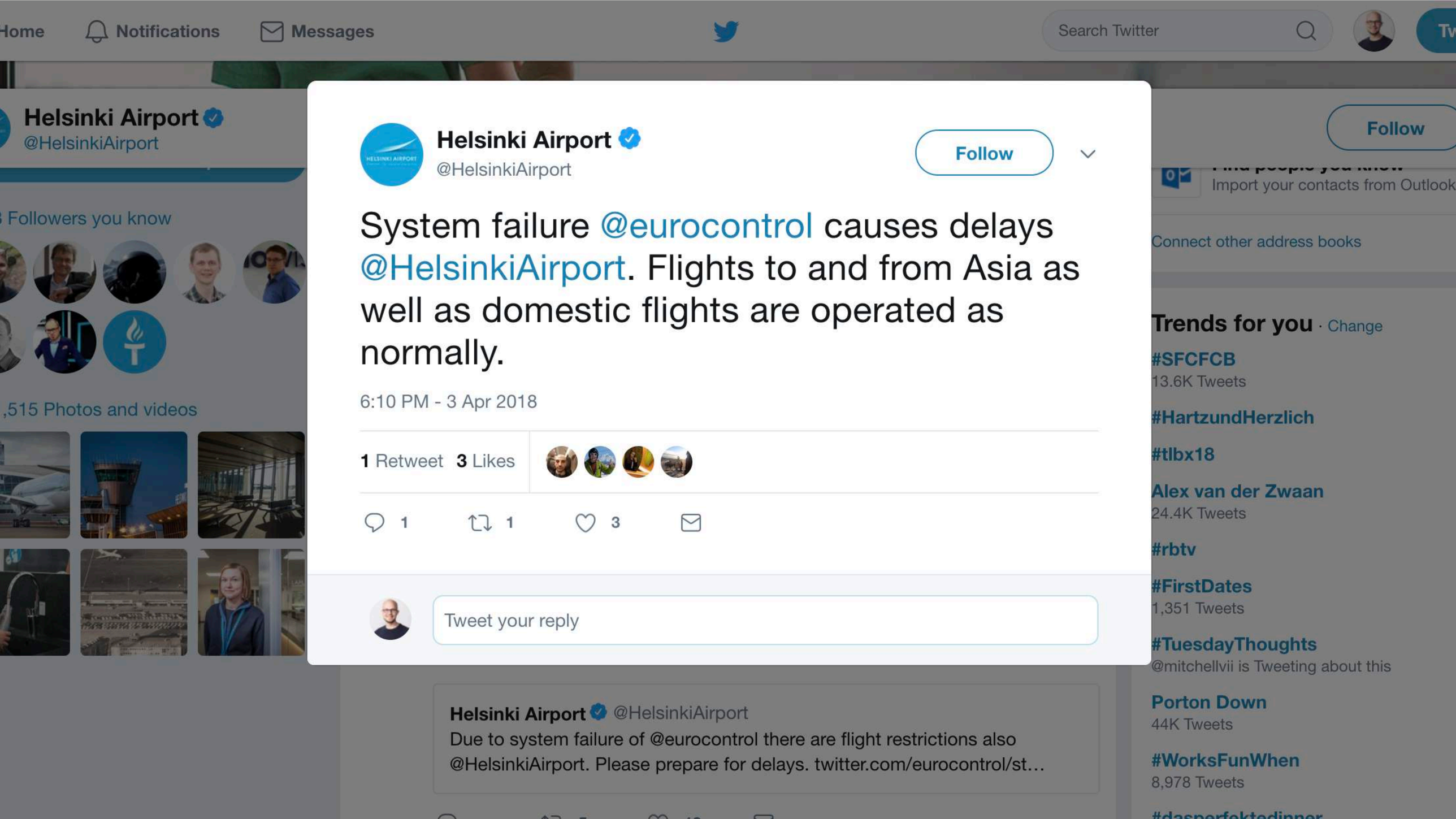
Design thinking

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.

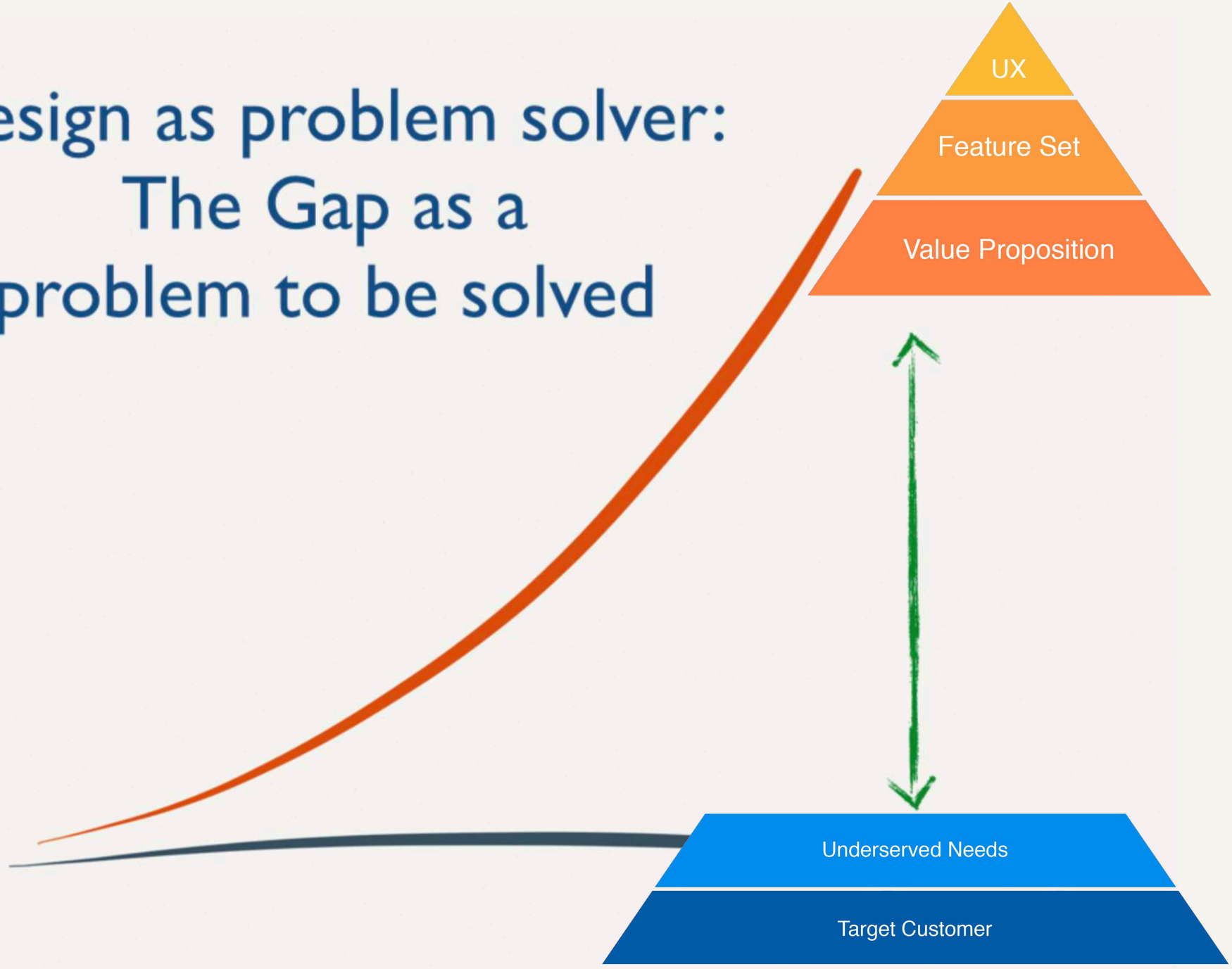

Home
Notifications
Messages
Search Twitter
Helsinki Airport
@HelsinkiAirport
Follow
Helsinki Airport
@HelsinkiAirport
Follow
System failure @eurocontrol causes delays @HelsinkiAirport. Flights to and from Asia as well as domestic flights are operated as normally.
6:10 PM - 3 Apr 2018
1 Retweet 3 Likes
1
1
3
Tweet your reply
Followers you know
,515 Photos and videos
Import your contacts from Outlook
Connect other address books
Trends for you · Change
#SFCFCB
13.6K Tweets
#HartzundHerzlich
#tlbx18
Alex van der Zwaan
24.4K Tweets
#rbtv
#FirstDates
1,351 Tweets
#TuesdayThoughts
@mitchellvii is Tweeting about this
Porton Down
44K Tweets
#WorksFunWhen
8,978 Tweets
Helsinki Airport @HelsinkiAirport
Due to system failure of @eurocontrol there are flight restrictions also @HelsinkiAirport. Please prepare for delays. twitter.com/eurocontrol/st…

Design is a mindset

Design is an approach to problem solving

Design is a methodology to move from a poorly-understood problem space towards one solution that works great

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

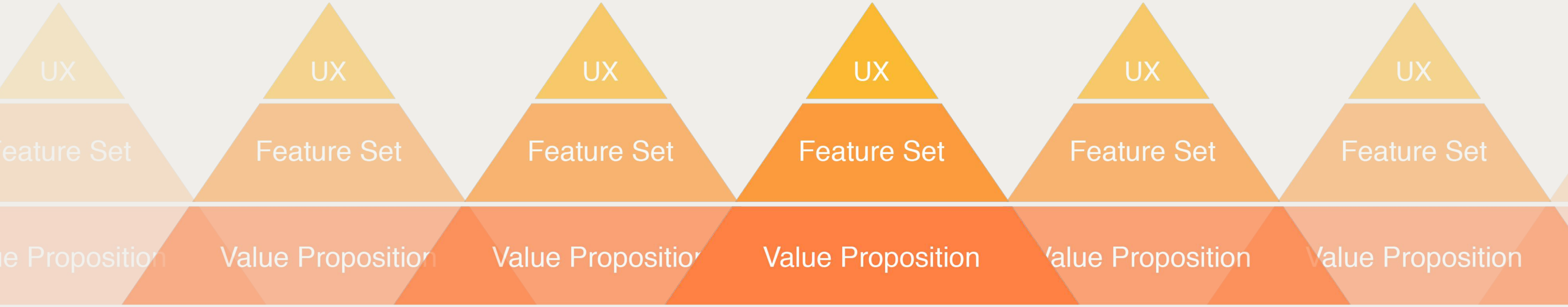


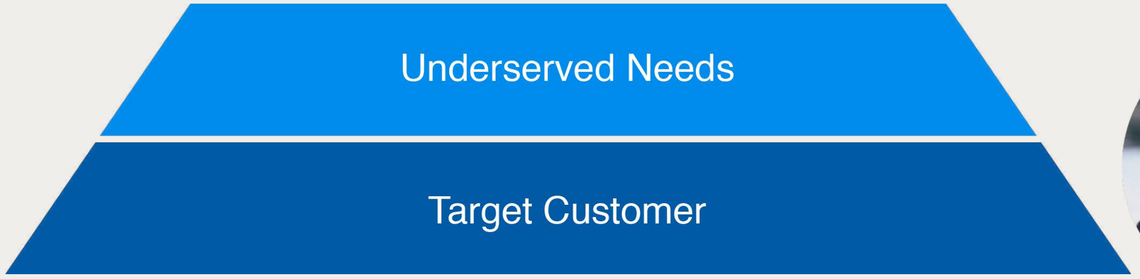
And *how* do we do it?

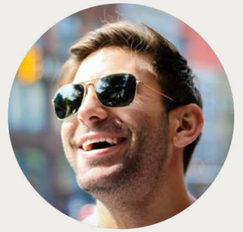
How do we get from status quo to something that works on *visceral*, *behavioral* and *reflective* levels for humans?

Solution space

Wealth of options to ideate and test

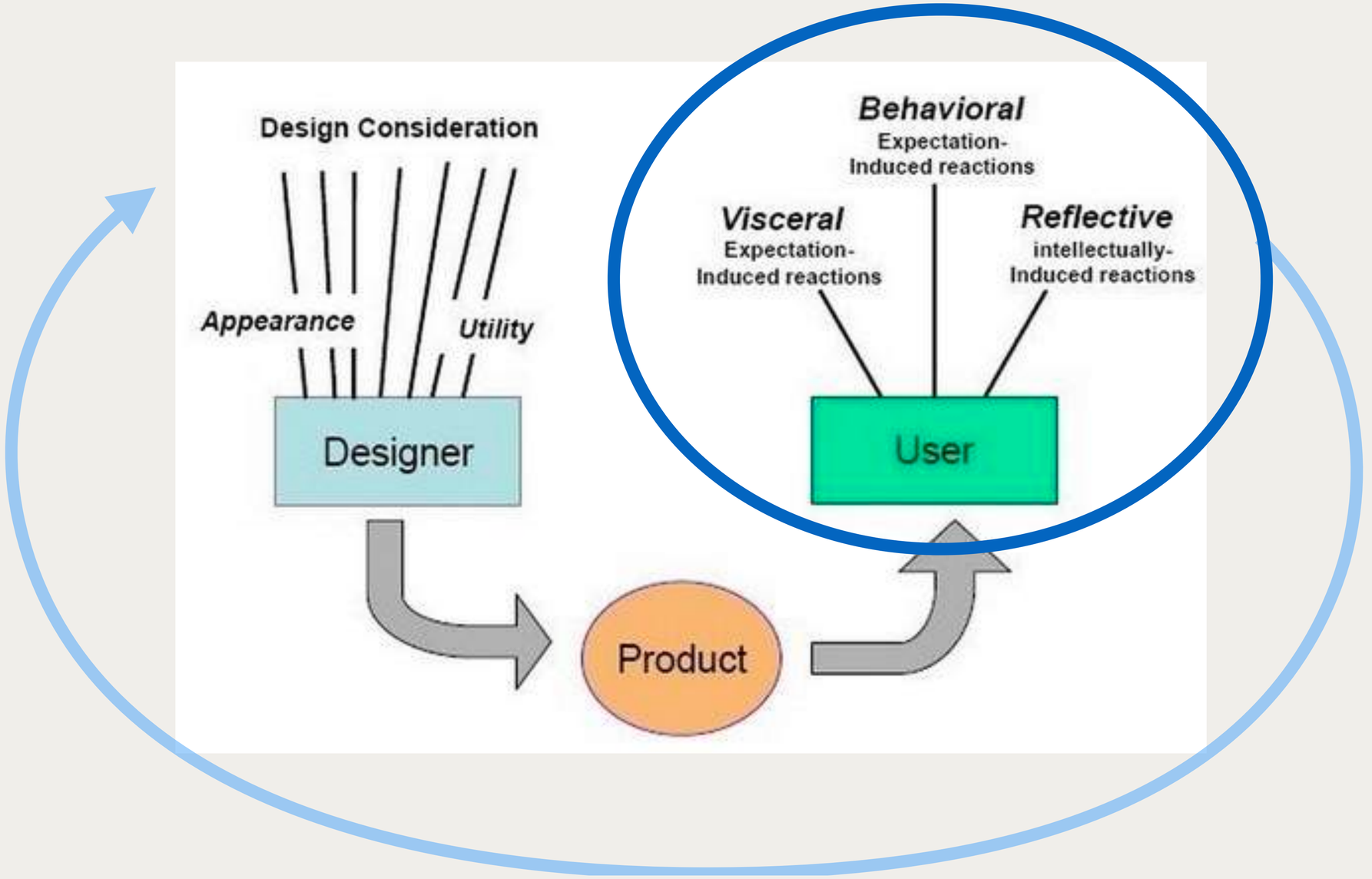






Problem space

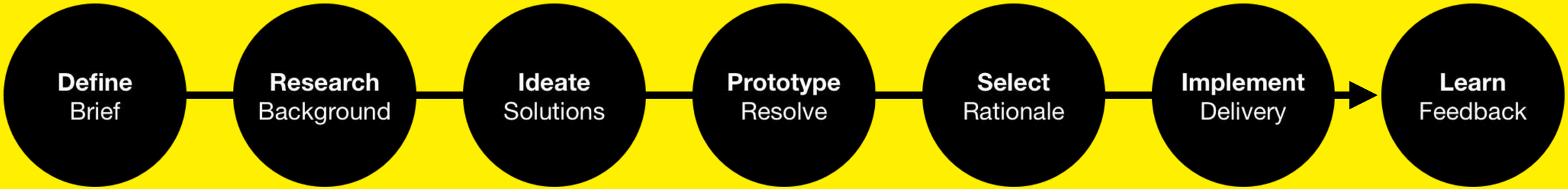
Wealth of details to discover and research


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.

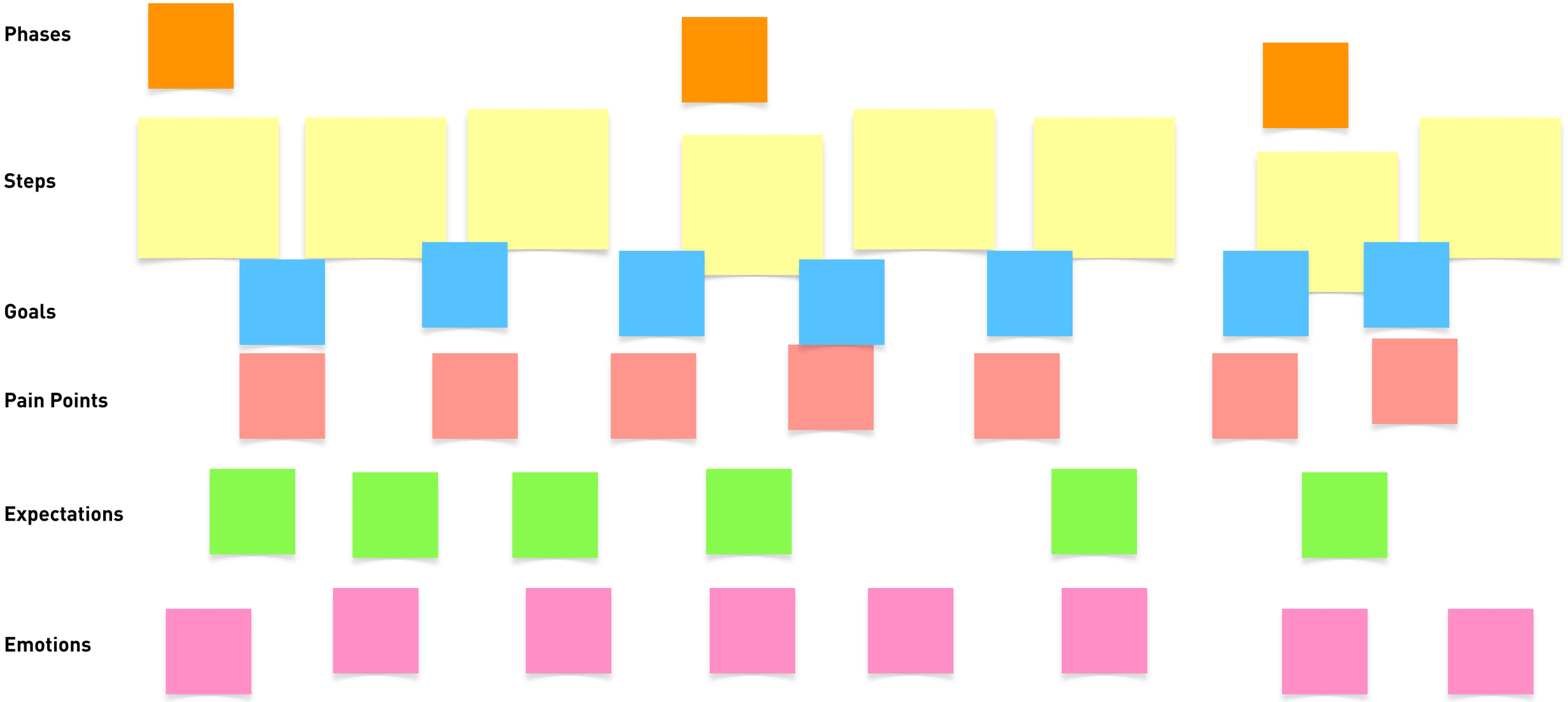
Break!

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

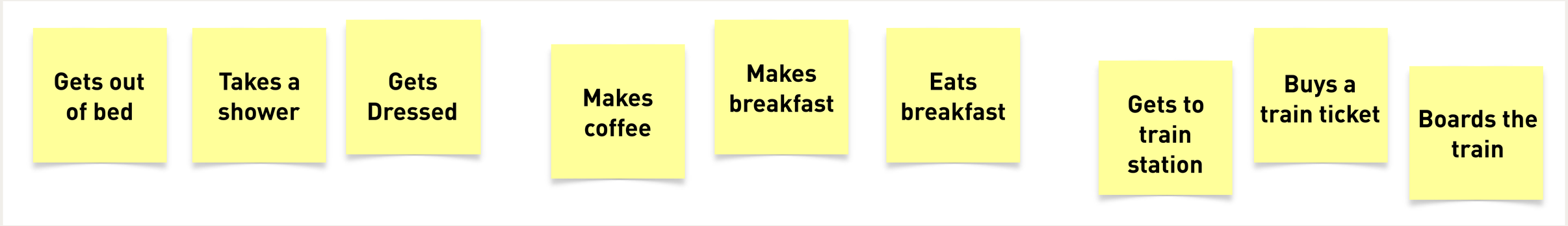
Choose your problem and scenario to research

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”

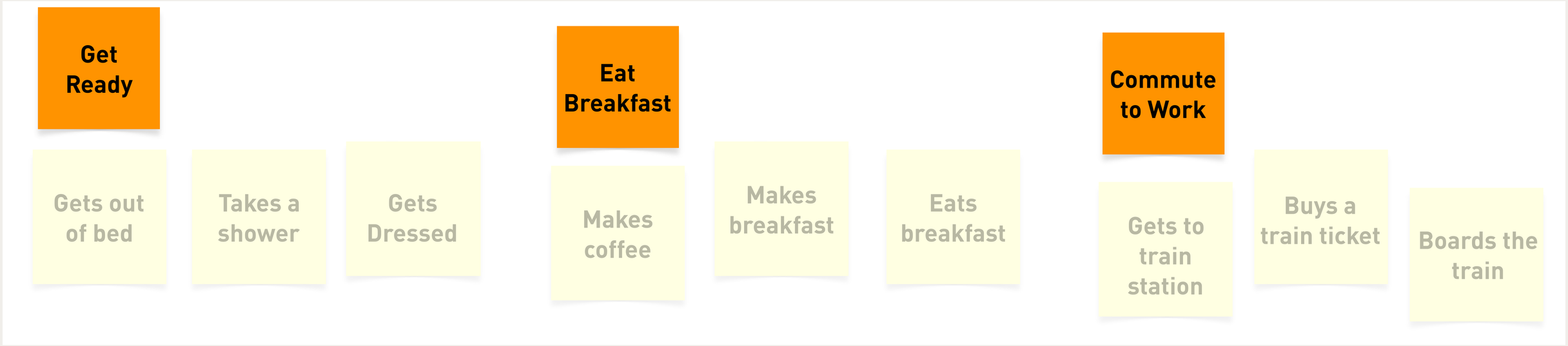
The flow of steps is similar to recipe instructions

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

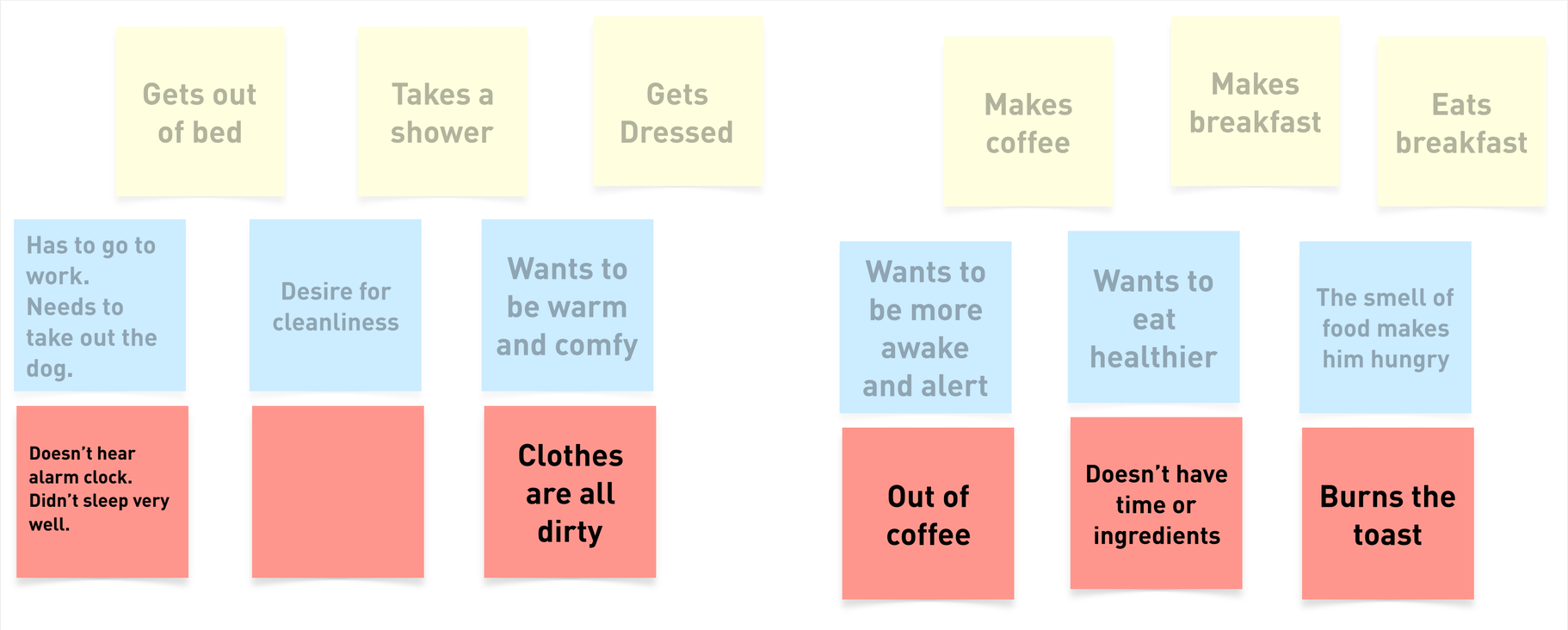
A goal is what will proper a user from one step to the next

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

Meteorites can always fall from the sky... but think about is it interesting to us in this context

Write one pain point per sticky

Assumptions and expectations

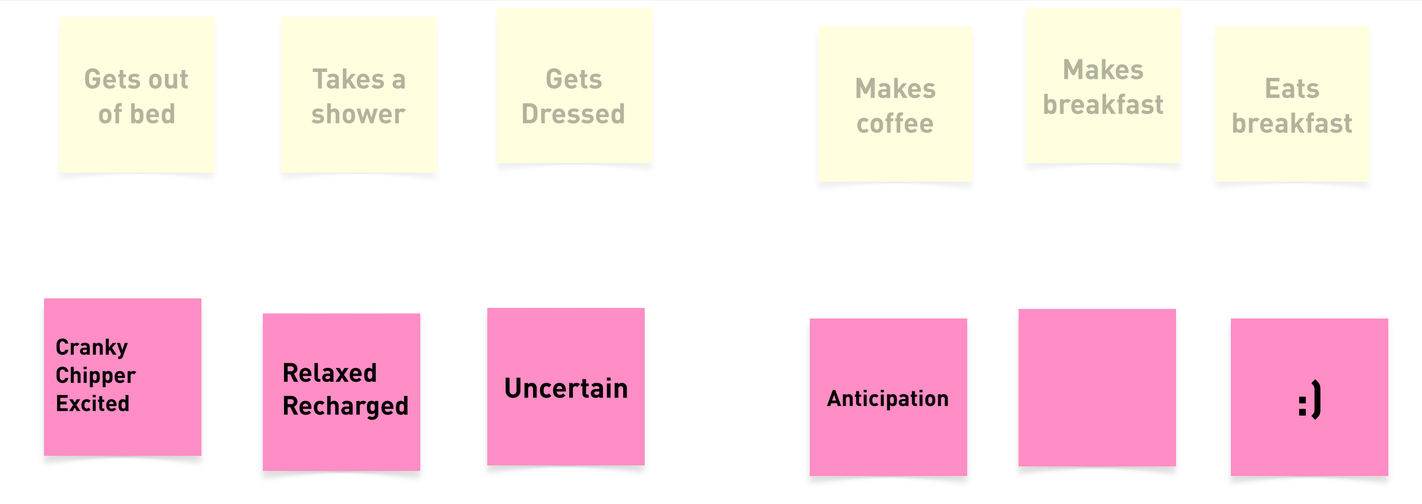
What will your customer need for a successful experience at each step?

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

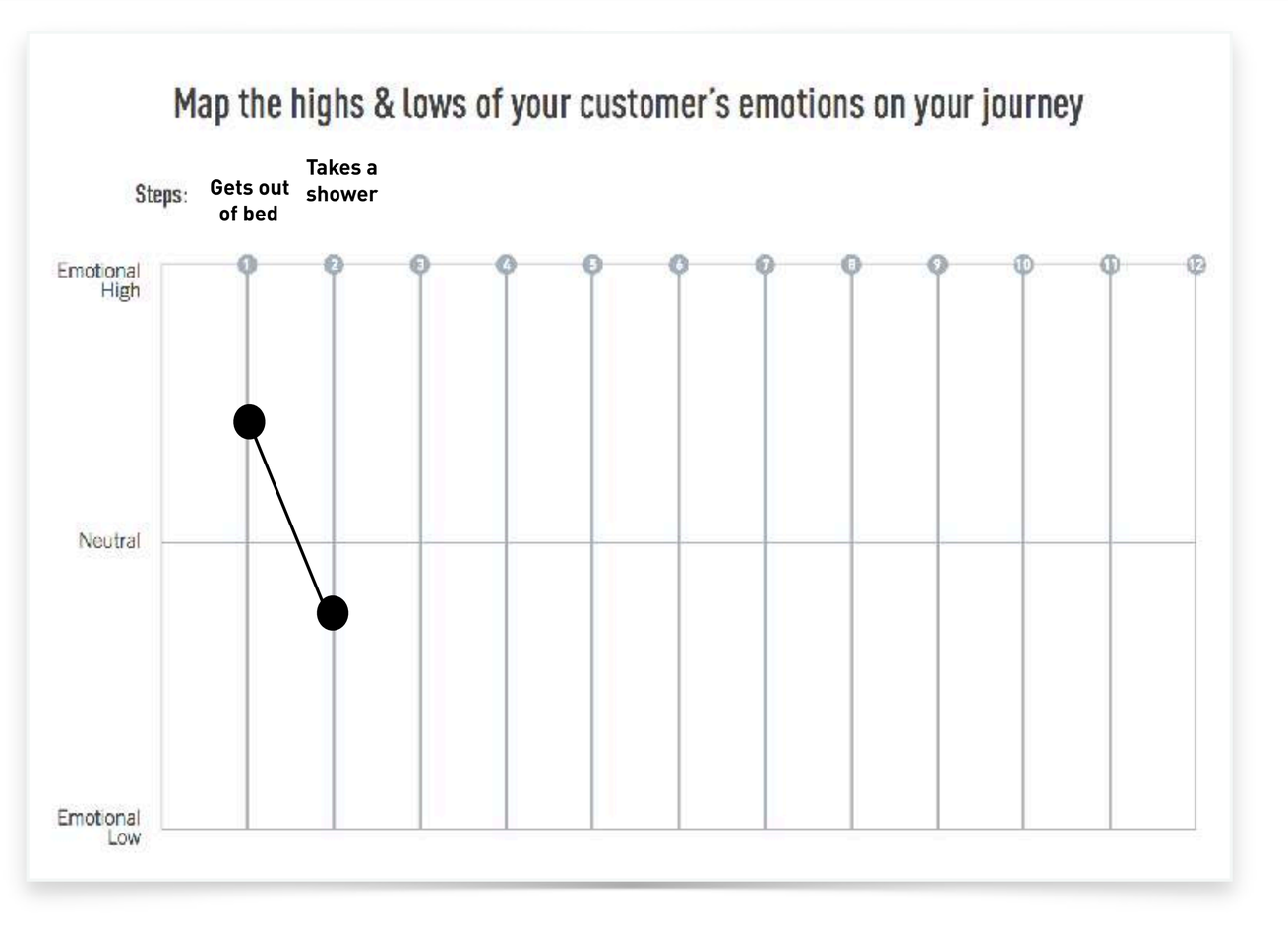


Keep it simple: one-word emotions or emojis

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

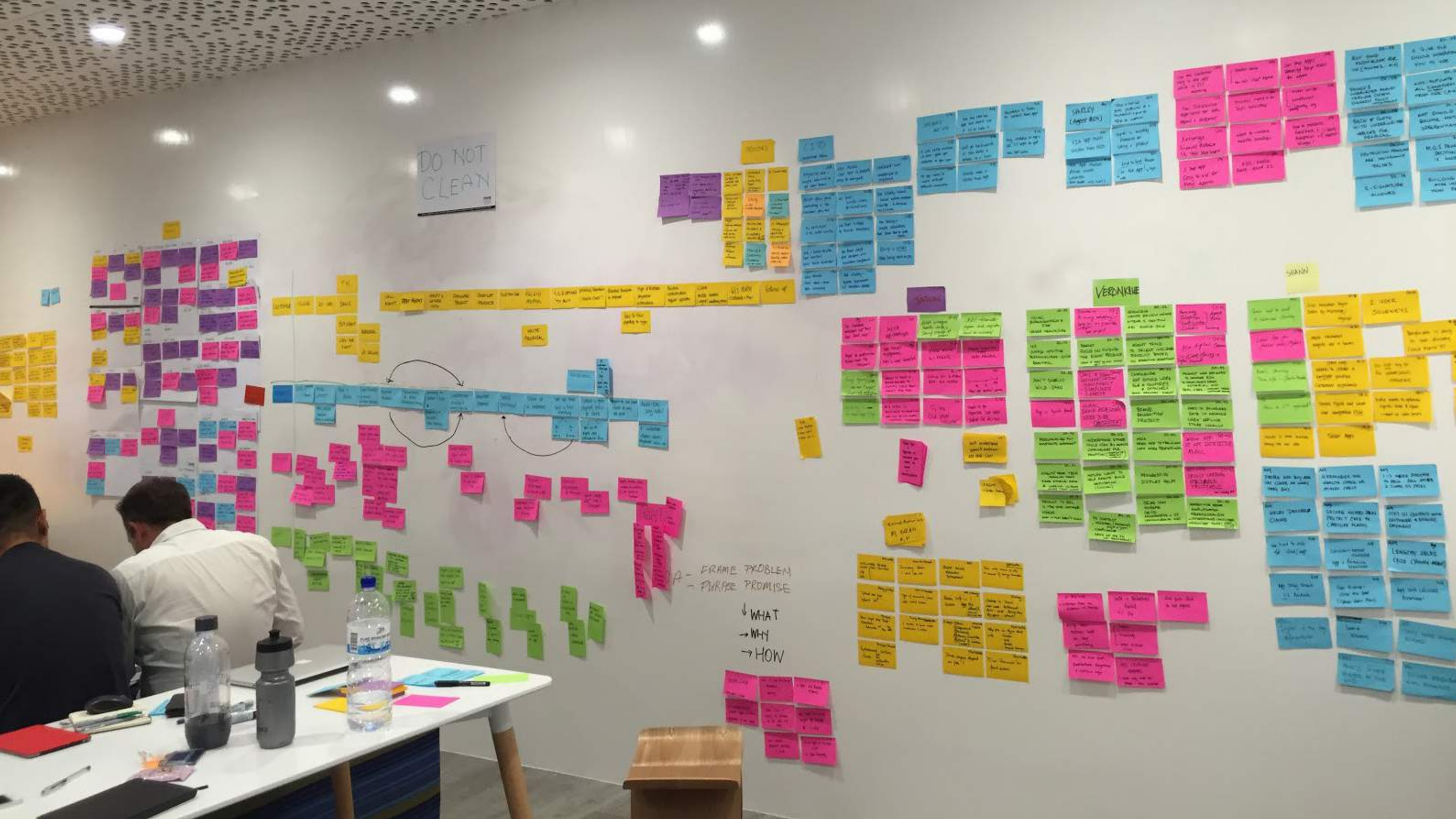
Use the emotions from your post-its to draw user's journey on the chart

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

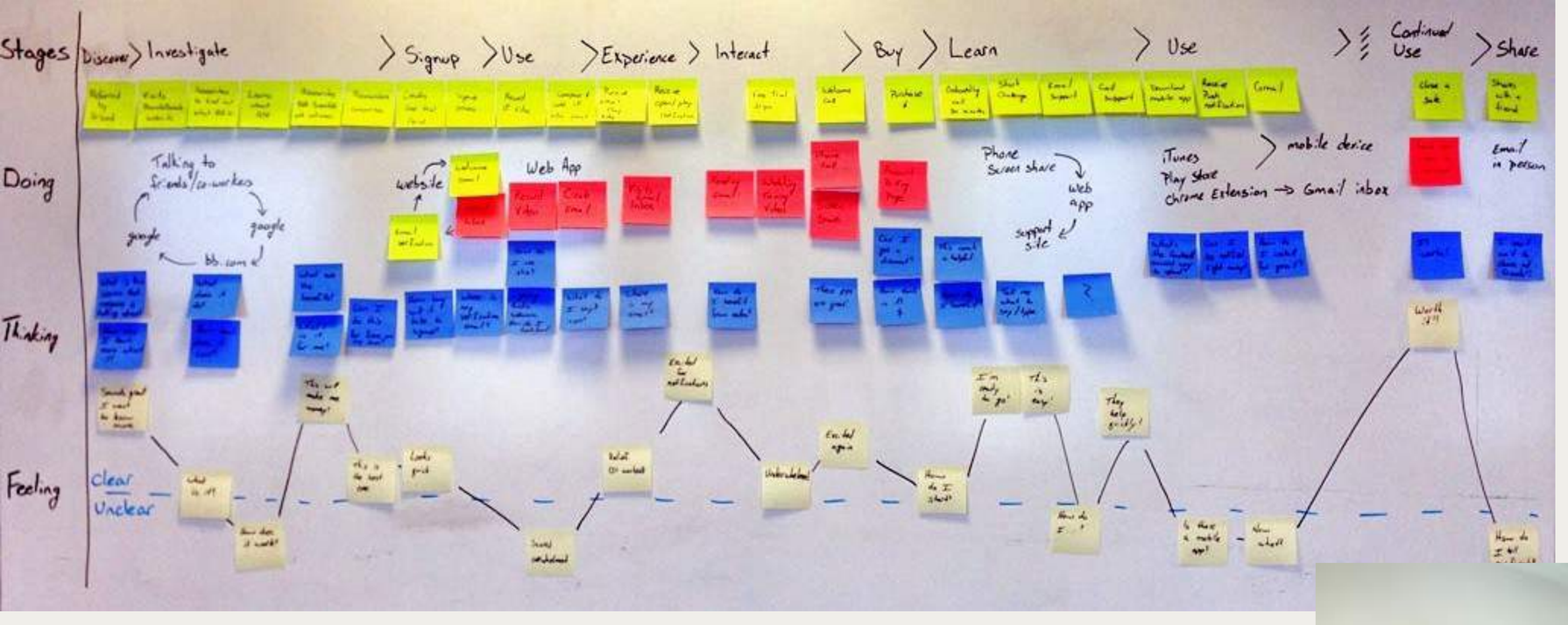
Repeat this exercise with customers from different target groups or personas

How did you like it?

Was it useful?


DO NOT CLEAN
- FRAME PROBLEM
- PHRASE PROMISE
↓ WHAT
→ WHY
→ HOW

CUSTOMER
ON STAGE
BACK STAGE
THINKING
DOING
ELEVEN
HEAVEN!
Straight path to the back
Narrow aisle
Signage easy to see for coffee
Curious
Cups easily found
so long
Clean
Not crowded
Confused
Looked like they had been there a while
efficient but Not happy
fast
IS SHE SAYING I'M FAT?
rushed
sip coffee
PAID CREDIT CARD - No SIG REQUIRED
Walked back
JUST MADE MEETING
7-11 sign
STAND OF COFFEE
COFFEE TIMER
CUP LID HAS NICE CLOSING FEATURE
TAQUITO CURLING MACHINE
CC SWIPE
DUMPING STALE COFFEE
Color code pot tops
FRENCH VANILLA


Stages
Discover
Investigate
Signup
Use
Experience
Interact
Buy
Learn
Use
Continued Use
Share
Doing
Talking to friends/co-workers
google
google
bb.com
website
Web App
Phone Screen share
Web app
support site
iTunes
Play Store
Chrome Extension
mobile device
Gmail inbox
email in person
Thinking
Feeling
clear
Unclear


PERSONA - HOME OWNER
HAZEL
WHAT NEXT?
PERSONA - BRIAN
BRIAN

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.

02

Empathize

THE HEART OF DESIGN

03

Define

REFRAME THE PROBLEM

04

Ideate

BEYOND BASIC BRAINSTORMS

05

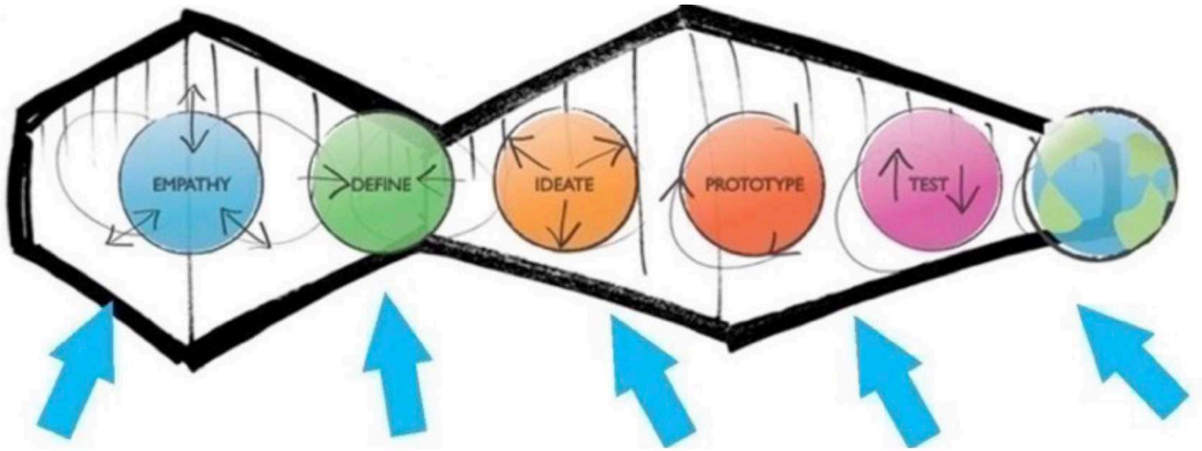
Prototype

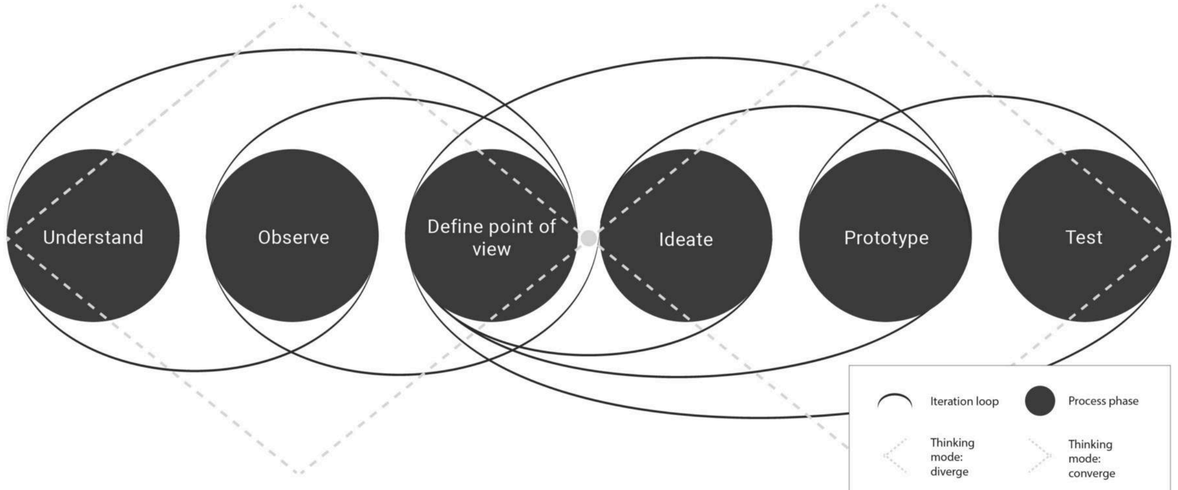
GET SMARTER, FASTER

06

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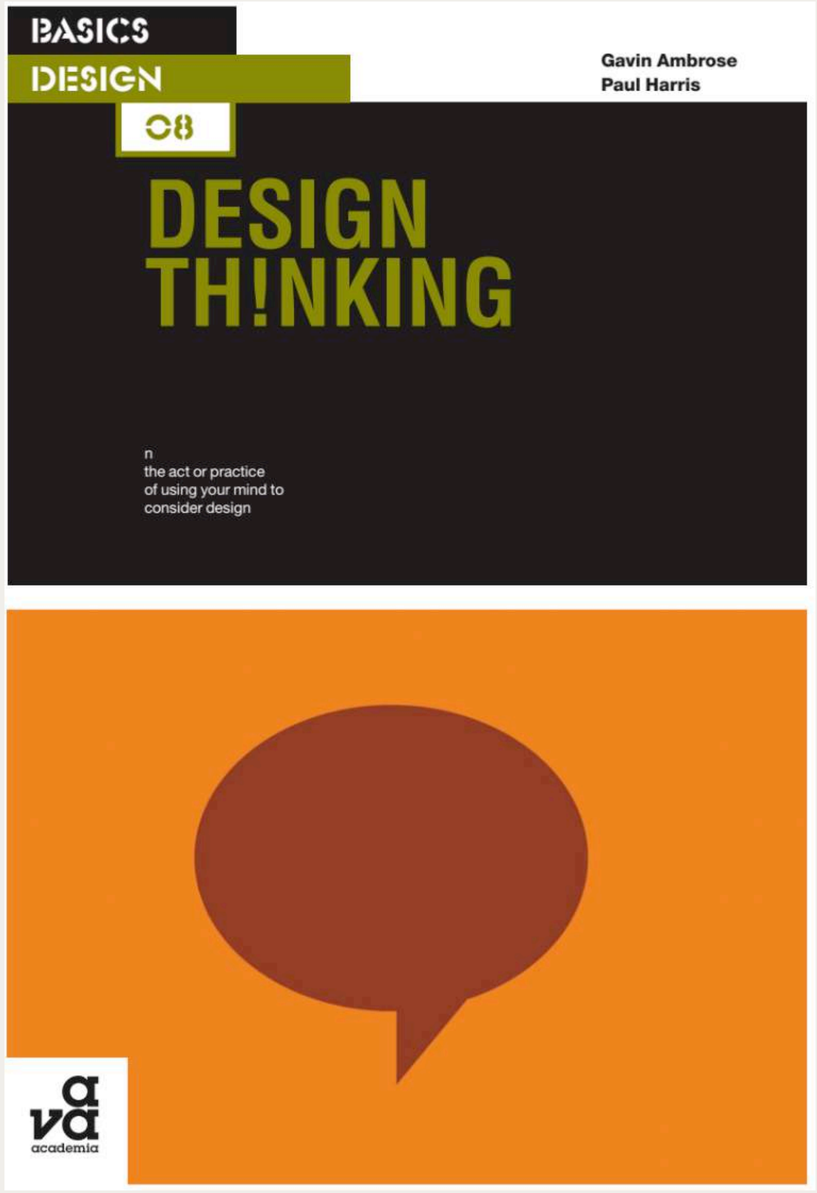
- We appreciate feedback
- We feed back
- We are experts of learning
- We help each other succeed
- We grow consciously


BASICS
DESIGN
08
Gavin Ambrose
Paul Harris
DESIGN
TH!NKING
n
the act or practice
of using your mind to
consider design
ava
academia

Ideas boards
These ideas boards were compiled by design studio The Team, for four different projects. Competitor information and references from other sectors and markets are collated, together with material from reference books and magazines, to give a broad background of the projects' 'topographies' or landscapes. All of this information will be fed back into the design process at the ideate stage.

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.

Designers use different methods to ideate, some of which will be discussed in more detail in chapter 3, 'Idea generation'. Ideation methods include brainstorming, sketching ideas, adapting a tried-and-tested design that already exists, taking a top-down analytical approach that focuses on the product, service or company or a bottom-up approach that focuses on the customer or user (both are further explained on page 56). Each method involves a varying degree of creativity and choosing which method to use will depend on factors such as how much money is available and how original the design needs to be.

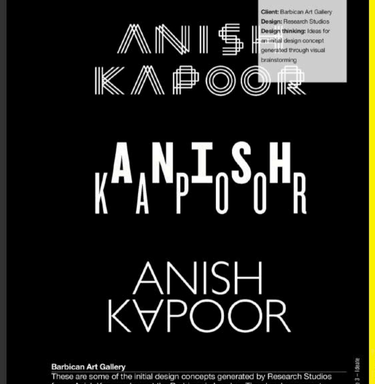
At this stage, a design team might also choose to harness one of the multitude of art and design movements or paradigms. A design brief can be given a modernist, abstract, constructivist or a deconstructivist interpretation, for example.

As the ideate stage progresses, it will become clear whether there are any misunderstandings or shortcomings in the definition stage and whether sufficient levels of research were carried out. Feedback can be sought throughout the design process to clarify points of doubt with the client and to address aspects that were ill-defined during the definition stage.

Checklist:
Do you understand the brief?
Do you have sufficient research information?
Which methods will be used for idea generation?

During the ideate stage, design ideas are developed

Design Thinking Stages of thinking Stage 2 – Research



Client: Barbican Art Gallery
Design: Research Studios
Design thinking: Ideas for an initial design concept generated through visual brainstorming

Barbican Art Gallery
These are some of the initial design concepts generated by Research Studios for an Anish Kapoor show at the Barbican in London. Time has been spent experimenting or visually brainstorming, setting the artist's name in various typefaces to create different visual statements. This experimental time can prove invaluable, allowing your mind to wander, and your hand to 'doodle'. This period allows for experimentation, without considering what is 'right' or 'wrong', rejecting preconceptions in favour of free-thinking.

Design Thinking Stages of thinking Stage 3 – Ideate

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.

A prototype can be used to test the technical feasibility of a design idea to see if it works as a physical object. Novel packaging or presentation ideas normally require the development of a prototype. A prototype can also test the visual aspects of the design by presenting them as they would be produced. This also provides the opportunity to test, where pertinent, a design in three dimensions.

A prototype gives the design team and client the ability to visualise and handle a design concept, to get an idea of its physical presence and tactile qualities.

As a prototype aims to test particular aspects of a design solution, it must be made so that those aspects are present and can be effectively evaluated. To convey the idea of what it will look like, a prototype does not need to be made with the final materials. For example, architectural models are often made from whiteboard and aim to give a three-dimensional visualisation of a building design. However, if a particular print finish is stipulated, it may be pertinent to present this via a prototype.

Checklist:
Do all potential solutions require prototyping?
What elements will the prototype test?
What functionality will the prototype have?

Prototyping designs adds detail and resolution, and allows for testing

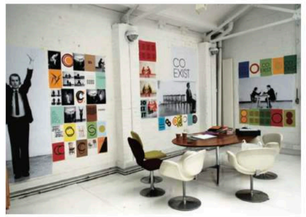
Design Thinking Stages of thinking Stage 4 – Prototype

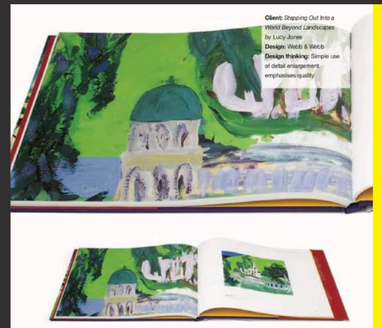
Diagrams
Diagrams add meaning to theory by showing the basic principles in action.

Additional information
Clients, designers and the design thinking used are included here.

Captions
Key points are explained within the context of an example project.

Design thinking How to get the most out of this book





Client: *Stepping Out Into a World Beyond Landscapes* by Lucy Jones
Design: Webb & Webb
Design thinking: Simple use of detail enlargement emphasises quality

***Stepping Out Into a World Beyond Landscapes* by Lucy Jones**
This book reproduces details of Lucy Jones's work at one hundred per cent scale. Using enlarged scale enables the reader to see the brush detail and paint texture, something that is usually lost in the print reproduction of painted works. When paintings are reproduced at a small scale, they tend to lose their detail and look artificial. This presentation allows the quality of the works to be preserved and conveyed.

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.

Creative people draw inspiration from both obvious and unexpected sources, such as magazines, music, literature and the urban environment. The work of other people in the field, past and contemporary, provides creative stimulation, which is one of the reasons why this series of design books contains so many examples of work by contemporary designers. Designers can cross-reference elements of contemporary life with those of bygone days, and delve back into the rich tradition of art and design history for visual stimulation.

Many designers and design studios formalise the inspiration process to a certain extent though the use of an ideas book. An ideas book is a collection of cuttings, photos, sketches, colour swatches, typographic examples, scribbled ideas, words and found objects that are accumulated to inspire. An ideas book may be a general collection that is continuously added to or it may be made as part of the preparation for a specific project. Designers often create characters that are a mental image of the typical target audience for a design, exemplifying their characteristics, lifestyle, aspirations and consumption habits.

Resolve
To decide, bring to a conclusion or end. A design idea is resolved when it is worked up into a final form.
Resonate
To be received or understood, to come across well. A design resonates when the viewer understands and appreciates the various aspects of the message communicated.

Design Thinking Themes of thinking Idea generation

Client: Home MCR
Design: Mark Studio
Design thinking: Less is more – minimalist use of image and type communicates a simple message

Home MCR
This brochure for the 31–33 Stockton Road building development was created by Mark Studio for Home MCR and features a minimalist, or KISS, approach to the design problem. The design is kept simple and focuses on the small touches that help make a building a home. For example, a three-panel (double-gatefold) cover features the house numbers that one would find on the doors of the homes. This forms a key visual image in the brochure, and suggests spaces that are lived in rather than a mere building or development.

Gatefold
An extra panel that folds into the central spine of the publication with a parallel fold. Gatefolds present a bigger space to present an image. The example above features a double-gatefold with two extra panels.

Design Thinking Themes of thinking Idea generation

Python philosophy
Derived from ideas presented by Tim Peters in *The Zen of Python*, these tenets include: beautiful is better than ugly; simple is better than complex; sparse is better than dense; readability counts; practicality beats purity; and refuse the temptation to guess.

White space
Some believe that white space allows key design elements to breathe and be easily seen. It also helps the viewer to focus attention on them, giving them greater impact.

Text minimisation
This tenet suggests that text should be kept to a minimum, with sentences pared back to short, sharp phrases that have a meaningful impact.

Graphic impact
According to many designers, graphics should create a visual impact that grabs the attention and reinforces text communication. However, graphics that go overboard and are too large, complicated or numerous are distracting.

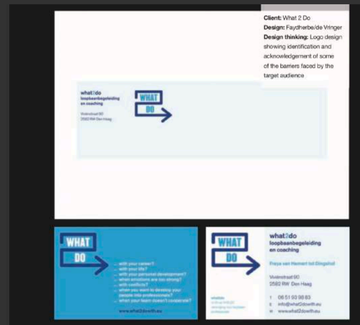
Scale
Designers need to think about scale, an easily forgotten aspect when designing on screen. Design proofing needs to include an actual scale proof for small- or large-scale items such as stamps or posters to ensure that text and graphics are of sufficient scale to be comfortably read.

User-centred design (UCD)
User-centred design (UCD) places the needs, desires and limitations of the user at the centre of every stage of the design process and requires designers to foresee how they are likely to use the resulting product.

Ergonomics
Ergonomics is the practice of designing in accordance with physical human needs, to optimise performance and minimise discomfort. Ergonomics focuses on safety, efficiency, productivity and health in work settings to ensure that products, services and environments are compatible with the human form.

and finally... TIMTOWTDI (pronounced Tim Toady)
This means simply that 'there is more than one way to do it' and follows the belief that a problem may have several different, but equally valid, solutions.

Design Thinking Themes of thinking Idea generation



Client: What 2 Do
Design: Faydherbe/de Vringer
Design thinking: Logo design showing identification and acknowledgement of some of the barriers faced by the target audience

What 2 Do
These stationery elements form part of an identity created by Faydherbe/de Vringer for a career accompaniment and training organisation, What 2 Do. What 2 Do aims to encourage people to step towards different potential careers. By incorporating the question, 'What to do?', the logo design acknowledges the barriers that its clients will need to overcome. A visual representation in the shape of an arrow shows the way. By outlining a direction, the logo becomes a driver for action.

Design Thinking Research Identifying drivers

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.

Quantitative
Quantitative information is numerical or statistical information that enables a design team to put physical dimensions to a target market. Total market sales value, annual sales volume and the number of consumers in the 25–30-year-old age group are all examples of quantitative information.

Qualitative
Qualitative information allows the design team to understand why things are as they are; the reasons that people respond to certain stimuli or not. Qualitative information is typically obtained via face-to-face interviews where participants talk about their experience and preferences for a given topic. This is usually undertaken via a group discussion or focus group, or an in-depth interview with carefully selected individuals.

Types of survey
Qualitative and quantitative information can be obtained from reference libraries, but if the information required is not available, different surveys can be commissioned to obtain it. These might include:

Statistical surveys – these collect quantitative information from numerical data
Sampling – this collects information from a population sample in order to represent the whole
Opinion polls – these assess public opinion using sampling
Quantitative market research – this collects data for marketing purposes
Paid statistical surveys – these reward participants for providing information about consumption habits
Questionnaires – these contain a set of questions
Omnibus surveys – these ask questions in a regular shared monthly survey

Design Thinking Research

Stages of thinking

Design is a process that turns a brief or requirement into a finished product or design solution. The design process can be said to comprise seven stages: define, research, ideate, prototype, select, implement and learn. Each of these requires design thinking. This chapter will outline each of the seven stages and the design thinking aspects they entail, while subsequent chapters will look at specific stages of the process in more detail.

The design process engages a high degree of creativity but in a way that is controlled and directed by the process so that it is channelled towards producing a viable, practical solution to the design problem, meeting or excelling the stated aims of the brief.

While creativity in design is important, design is an activity that serves economic as well as creative goals. The design process helps ensure that a design satisfies all such considerations. The process seeks to generate a number of possible solutions and utilises various techniques or mechanisms that encourage participants to think outside the box in the pursuit of creative or innovative solutions.

The creative studio (facing page)
These images depict Studio Myerscough's design studio in London, UK. The space facilitates creative thinking and presents an organised chaos, laden with stimuli, and more ordered than it might first appear. The walls are used to thematically collate research and meeting zones are informal, facilitating brainstorming and working space. The space is flexible and adaptable and can be filled and refreshed to help the design thinking process continue its cycle.

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

First, the design problem and the target audience needs to be **defined**. A precise understanding of the problem and its constraints allows more exact solutions to be developed. This stage determines what is necessary for the project to be successful. The **research** stage reviews information such as the history of the design problem, end-user research and opinion-led interviews, and identifies potential obstacles.

Ideate is the stage where end-user motivations and needs are identified and ideas are generated to meet these, perhaps through brainstorming.

Prototyping sees the resolve or working-up of these ideas, which are presented for user-group and stakeholder review, prior to being presented to the client.

Selection sees the proposed solutions reviewed against the design brief objective. Some solutions might be practical but may not be the best ones.

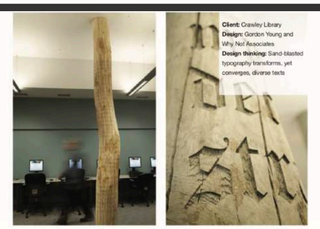
Implementation sees design development and its final delivery to the client.

Learning helps designers improve their performance and, for this reason, designers should seek client and target audience feedback and determine if the solution met the goals of the brief. This may identify improvements that can be made in the future.

While the design process is often linear, as shown below, it frequently involves revisiting earlier segments for reworking as it evolves.

The seven stages of design

Design Thinking Stages of thinking



Client: Crawley Library
Design: Gordon Young and Why Not Associates
Design thinking: Sand-blasted typography transforms, yet converges, diverse texts

Crawley Library
These typographic tree sculptures are an example of transformation and convergence. The design features 14 trees, installed throughout the library building from floor to ceiling like supporting pillars. Sand-blasted into the trunks are extracts from literature, typographically executed to reflect the diverse subject matter of the texts held within the library.

Design Museum (facing page)
These rooms were created by Studio Myerscough for an exhibition about the British designer Alan Aldridge at London's Design Museum. The design concentrates on the fantasy aspect of Aldridge's work with an intensity that makes the exhibition immersive, all-consuming and that delivers a sense of theatre.

Design Thinking Basic design directions Idea generation

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

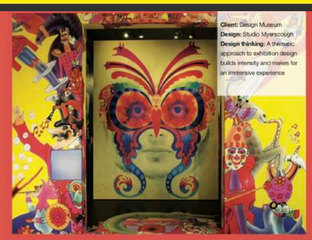
KISS
Keep It Short and Simple, or Keep It Simple Stupid (KISS) is a modern acronym but it employs the same tenets as Ockham's razor, which has been around for several hundred years. The idea is to pare back a design to its essential elements, something that requires a clear understanding of the message that has to be communicated and the audience it is to be directed towards.

Focus
Select only the key message elements as the focus for the design. A company may have many products or projects but the design should focus on the most important ones. Information about other aspects of the company can be provided via other communications such as printed materials, brochures or the web page.

Top down and bottom up
An analytical approach appropriated from information technology development, this looks at a design problem from the system perspective and then 'drills' down to add detail in specific areas (top down), or focuses on the basic elements first and works upwards to link these together as part of a system (bottom up).

Ockham's razor
Ockham's razor is a principle attributed to the fourteenth-century English logician and Franciscan friar, William of Ockham, and it forms the basis of methodological reductionism. The principle states that elements that are not really needed should be pared back to produce something simpler and in doing so, the risk of introducing inconsistencies, ambiguities and redundancies will be reduced. Ockham's razor is also referred to as the principle of parsimony or law of economy.

Client: MTV
Design: UsLot Everywhere
Design thinking: A convergent approach to web design, allowing for compatibility with other sites, compared with a more divergent approach



Client: Design Museum
Design: Studio Myerscough
Design thinking: A thematic approach to exhibition design builds intensity and makes for an immersive experience

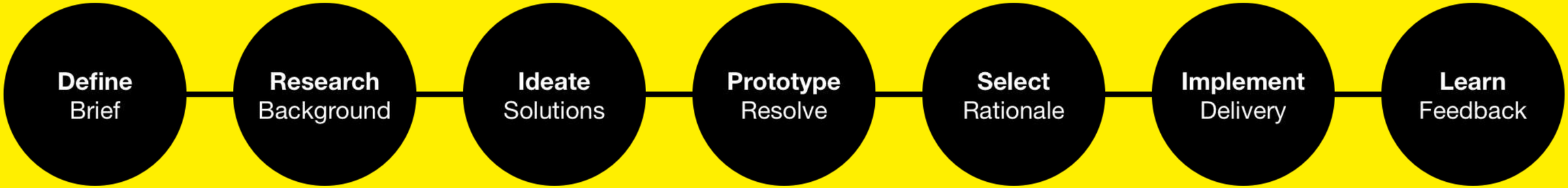
Design Thinking Idea generation Basic design directions

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?

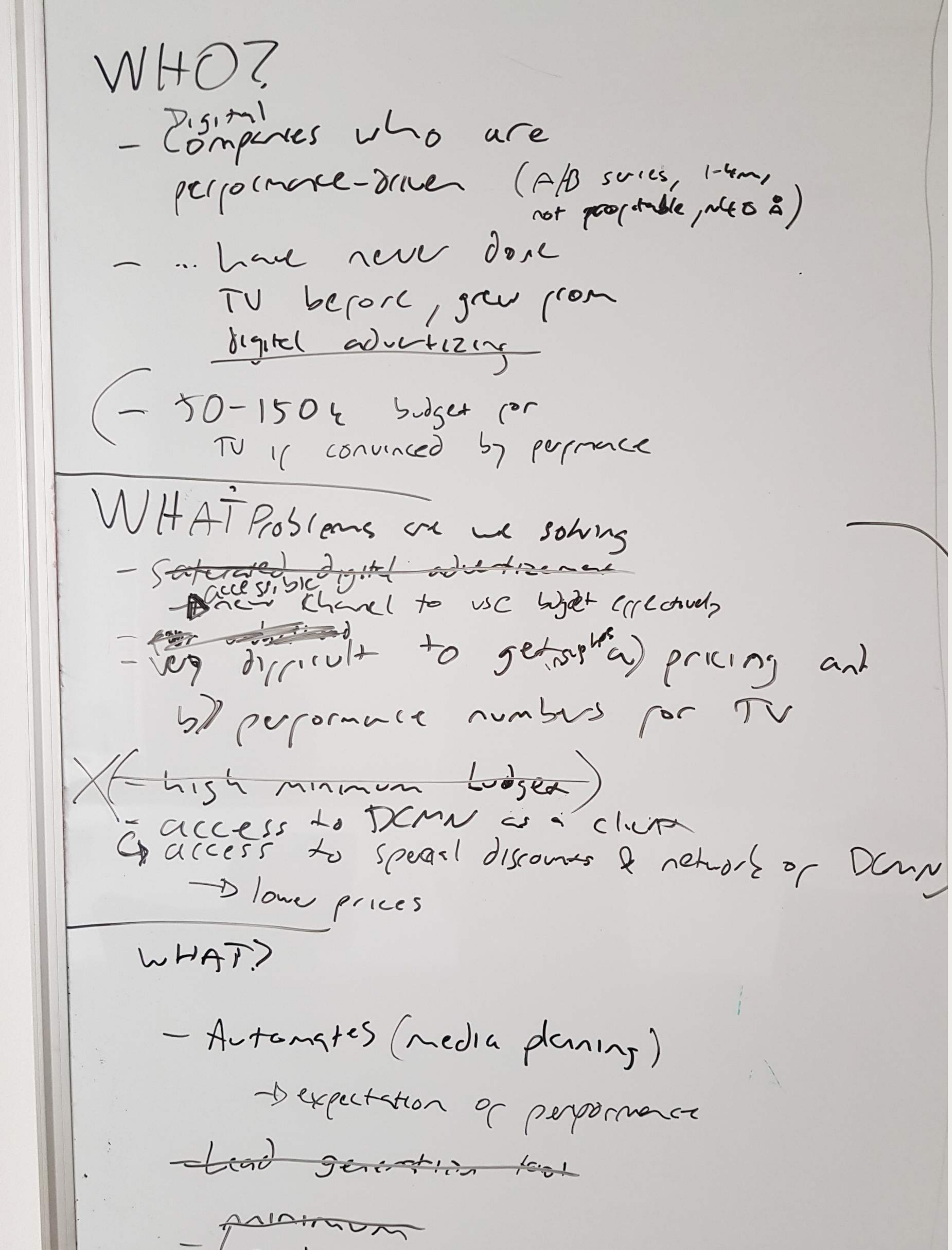
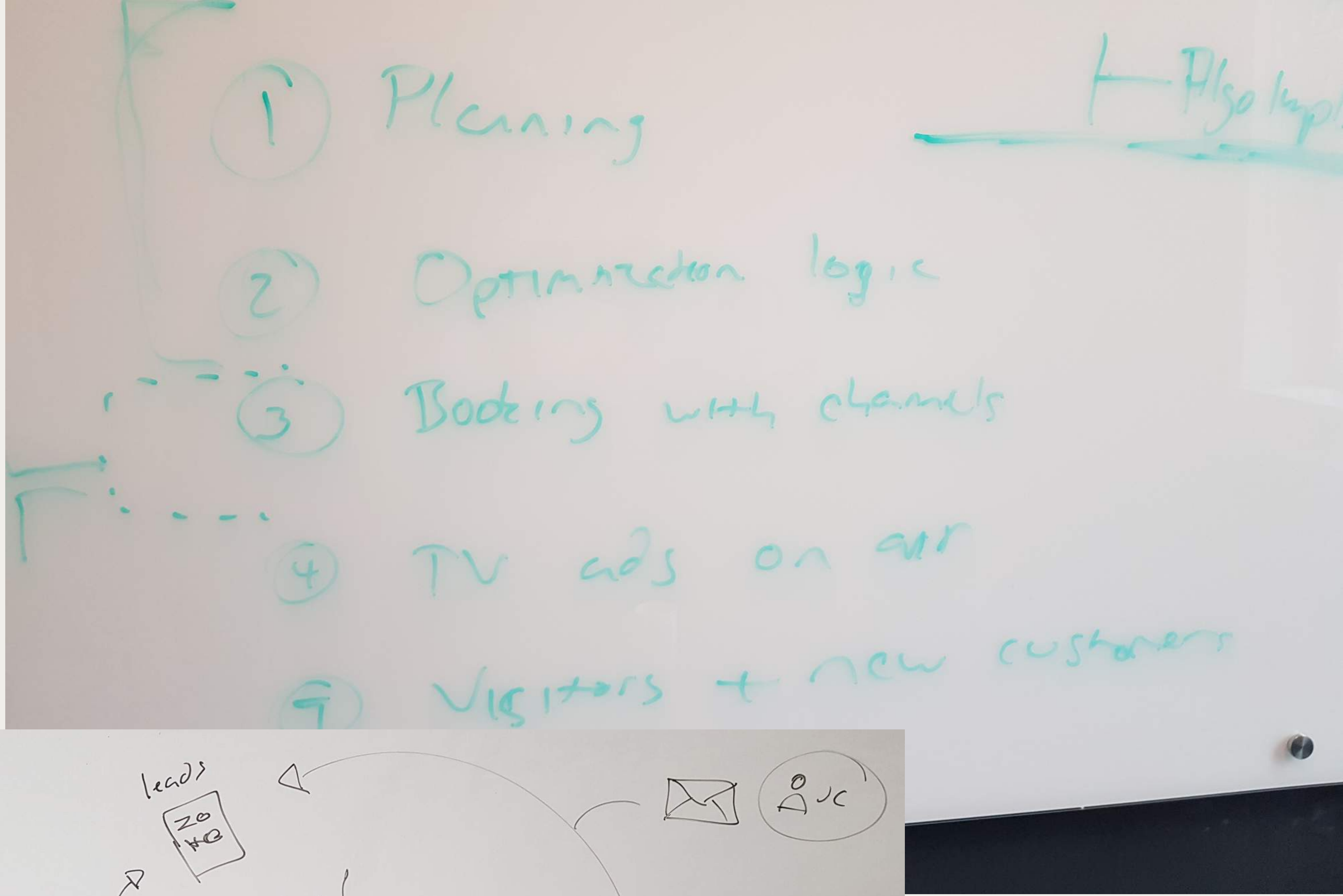
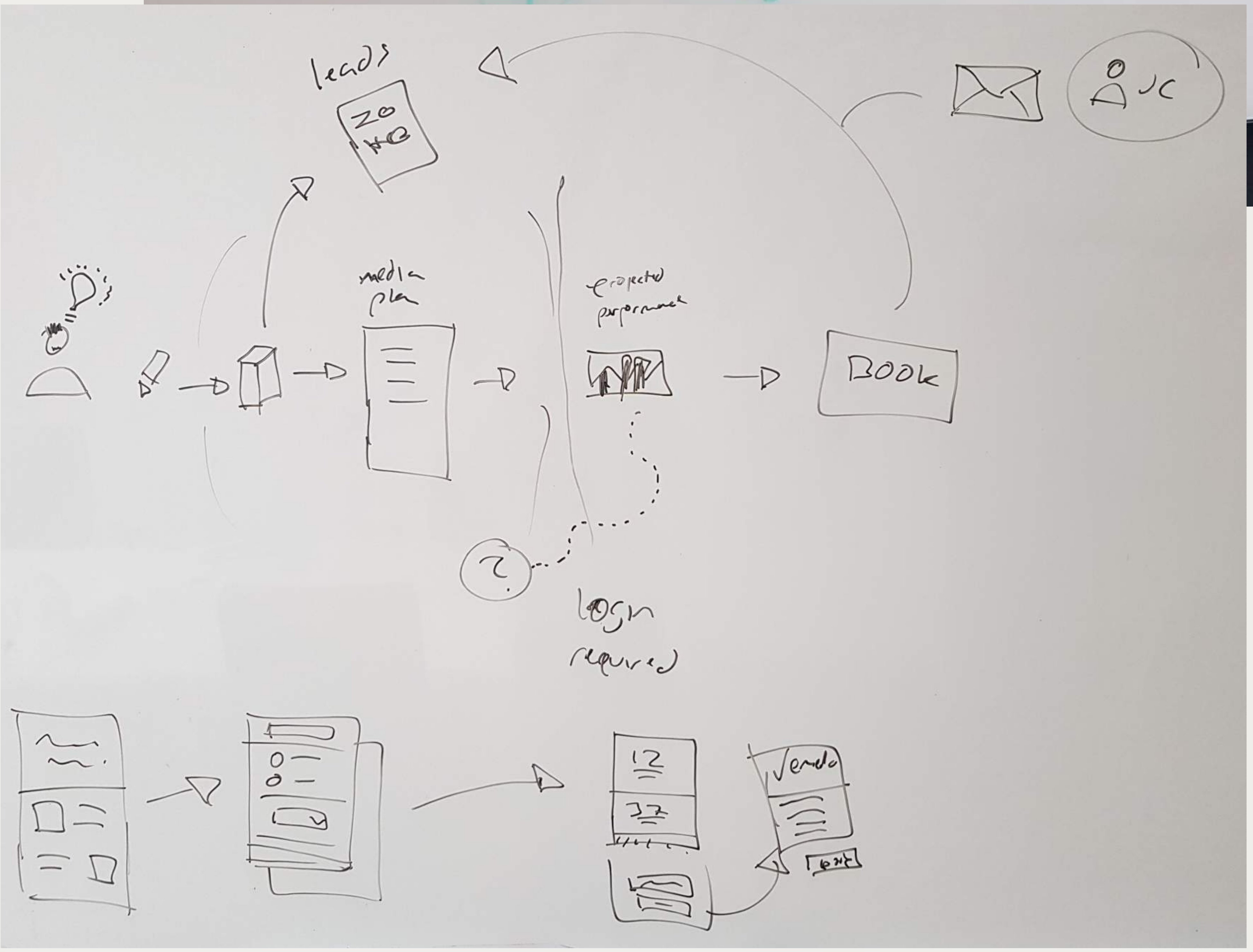
- What feedback do we now frequently get from the new web site?

- 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 (A/B series, 1-4m, not profitable, NEO)
- ... have never done TV before, grew from digital advertizing
- 50-150k budget for TV if convinced by performance
WHAT Problems are we solving
- Saturated digital advertizement
- accessible channel to use budget effectively
- very difficult to get insights a) pricing and b) performance numbers for TV
- high minimum budget
- access to DCMN as a client
- access to special discounts & network of DCMN
→ lower prices
WHAT?
- Automates (media planning)
→ expectation of performance
Lead generation tool
minimum

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

leads
media plan
expected performance
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*

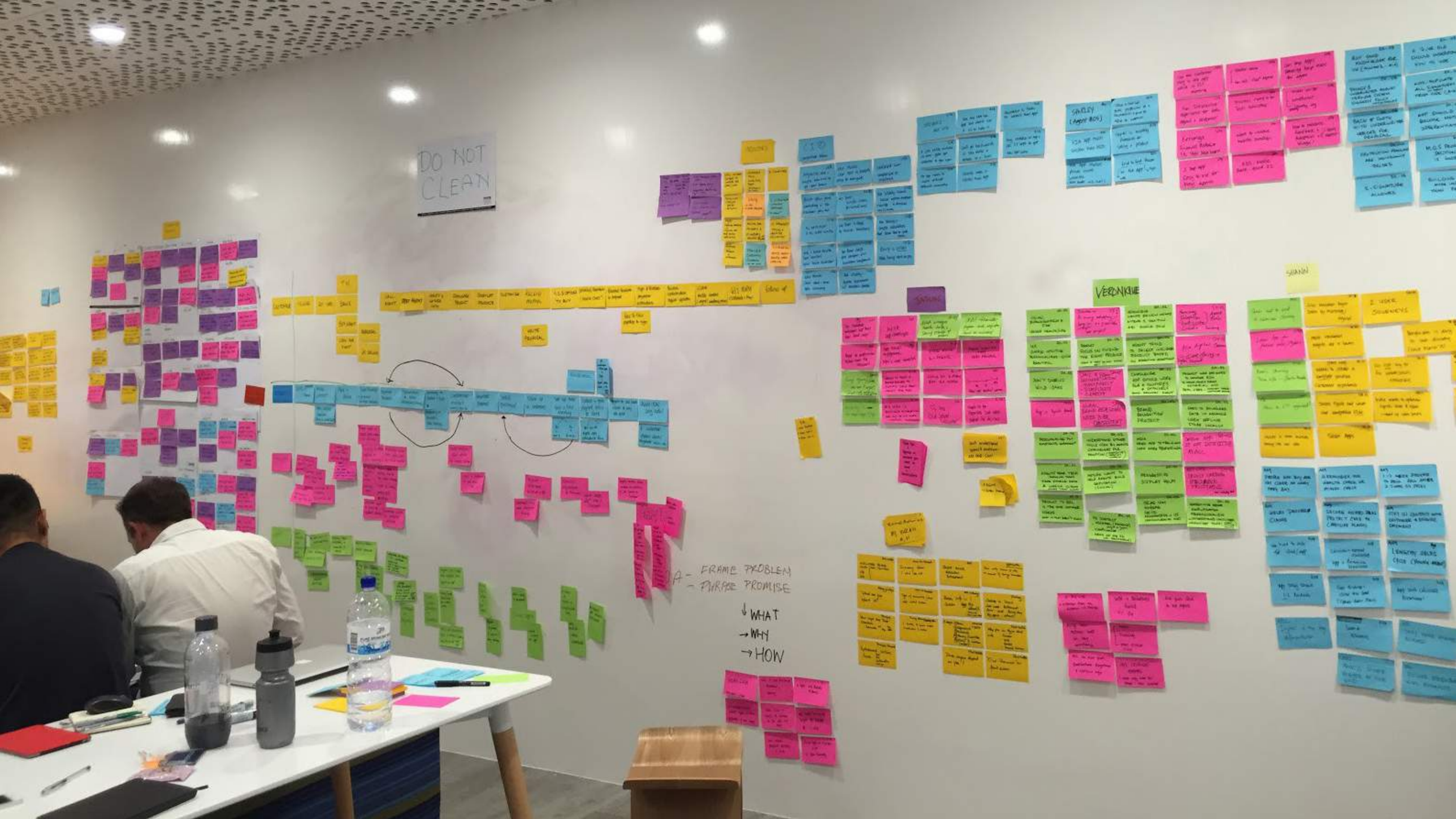
Am I the first one to look at this problem? Probably not

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?


DO NOT CLEAN
- FRAME PROBLEM
- PHRASE PROMISE
↓ WHAT
→ WHY
→ HOW

CUSTOMER JOURNEY MAP

Manni, the Merchandizer

The name says it all. The Merchandizer has an asset (in this case, fans, followers, etc.) and looks for a way to turn it into money. They come to us looking to turn their following into cash, and merchandise is the perfect way to capitalize on their asset.

SCENARIO

One day, Manni sees a comment from a fan asking him for a t-shirt with his logo. So, he starts looking for ways to offer merchandise. It's not all about the money but rather giving something back to his community.

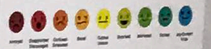
CHARACTERISTICS

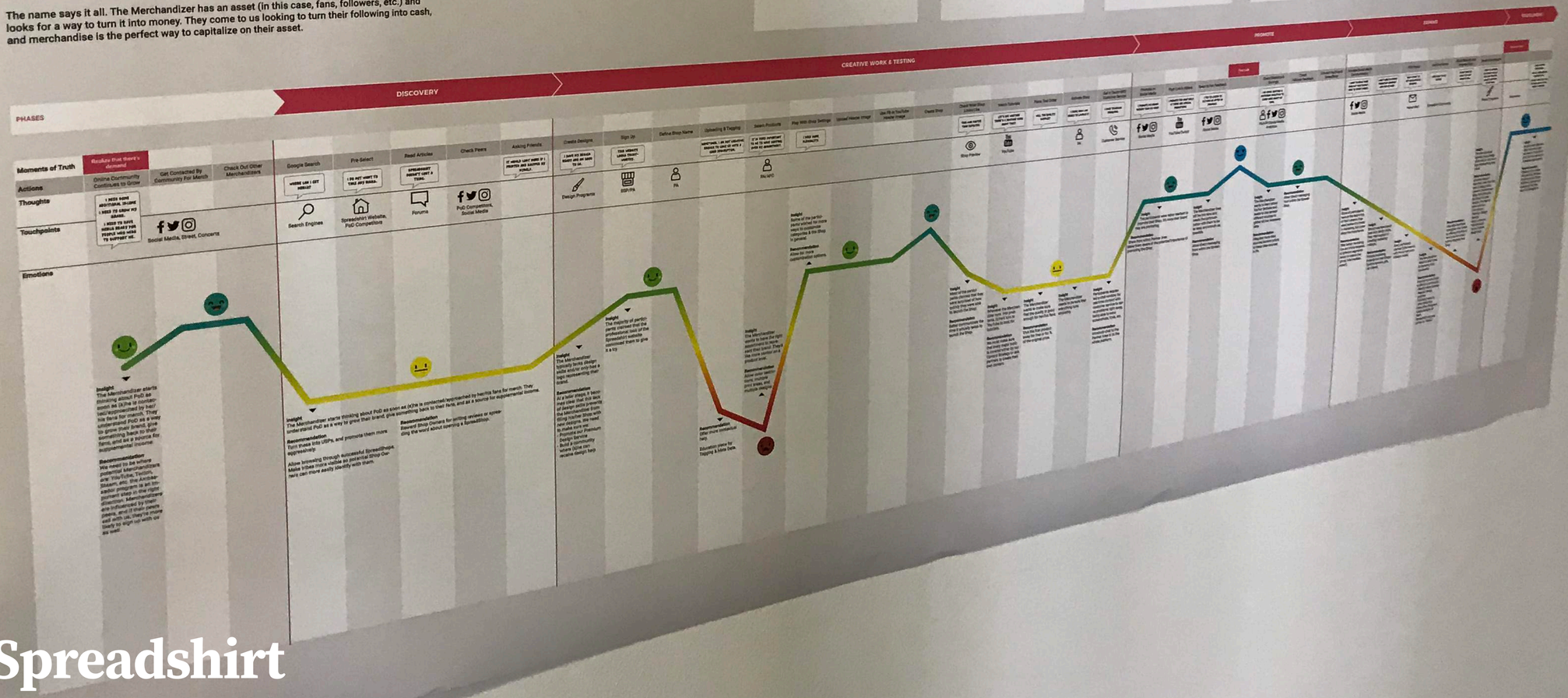
Manni has become quite famous on YouTube with his videos about a specific topic. He defines famous of having up to 2500 followers. Manni's focus lies in strengthening his own brand and Spreadshirt is only one means to do so. He must focus on pleasing his fans and thus cannot invest time or effort in a diffi- cult Shop set up.

EXPECTATIONS

- Require a merchandising solution that is quick and easy
- Additional services like design assistance, etc. are very helpful and appreciated
- Their focus is on creating new content, not spending time managing their Shop
- Require many product types, but not so many options of each type

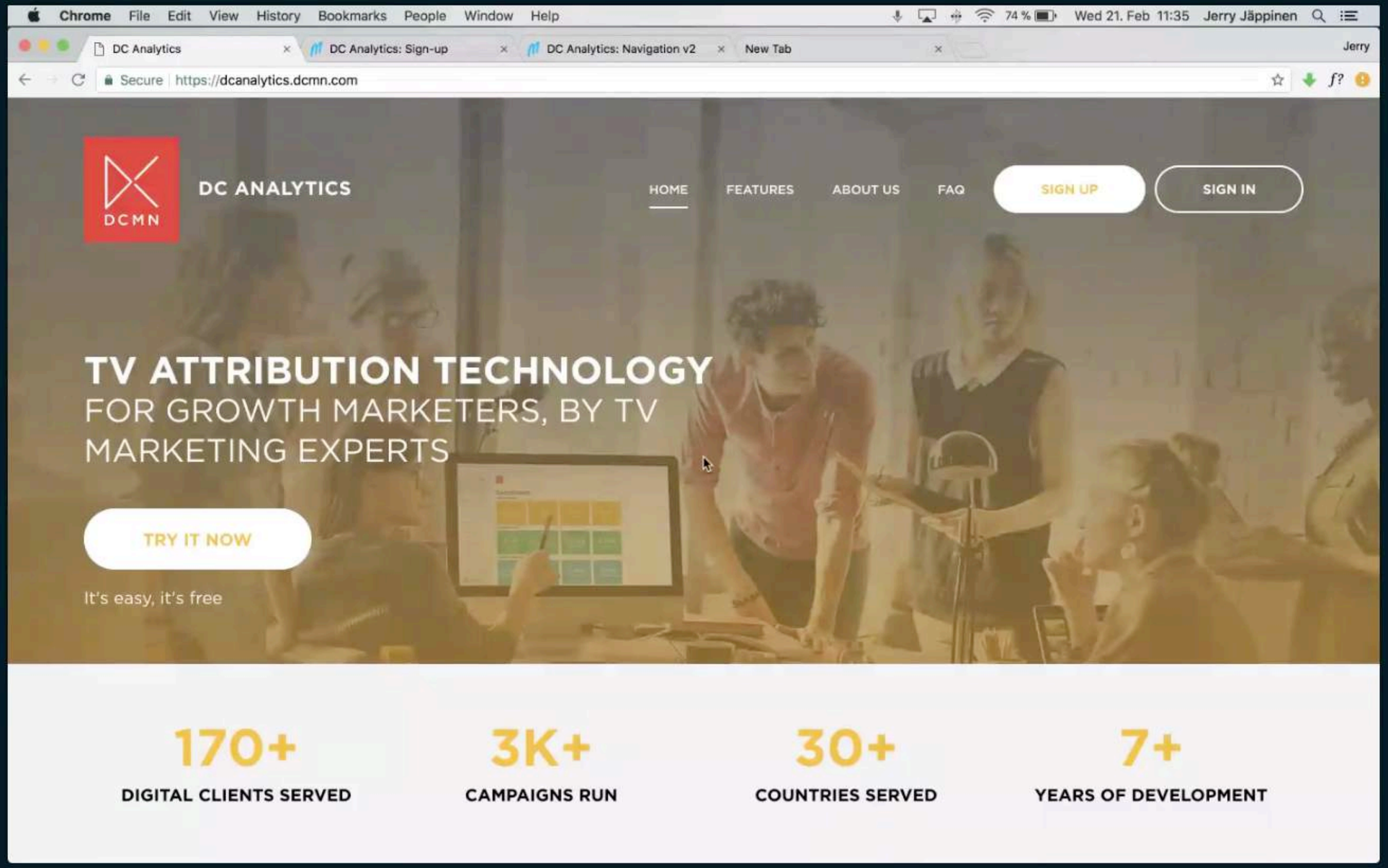
EMOTIONS





SpreadShop

Spreadshirt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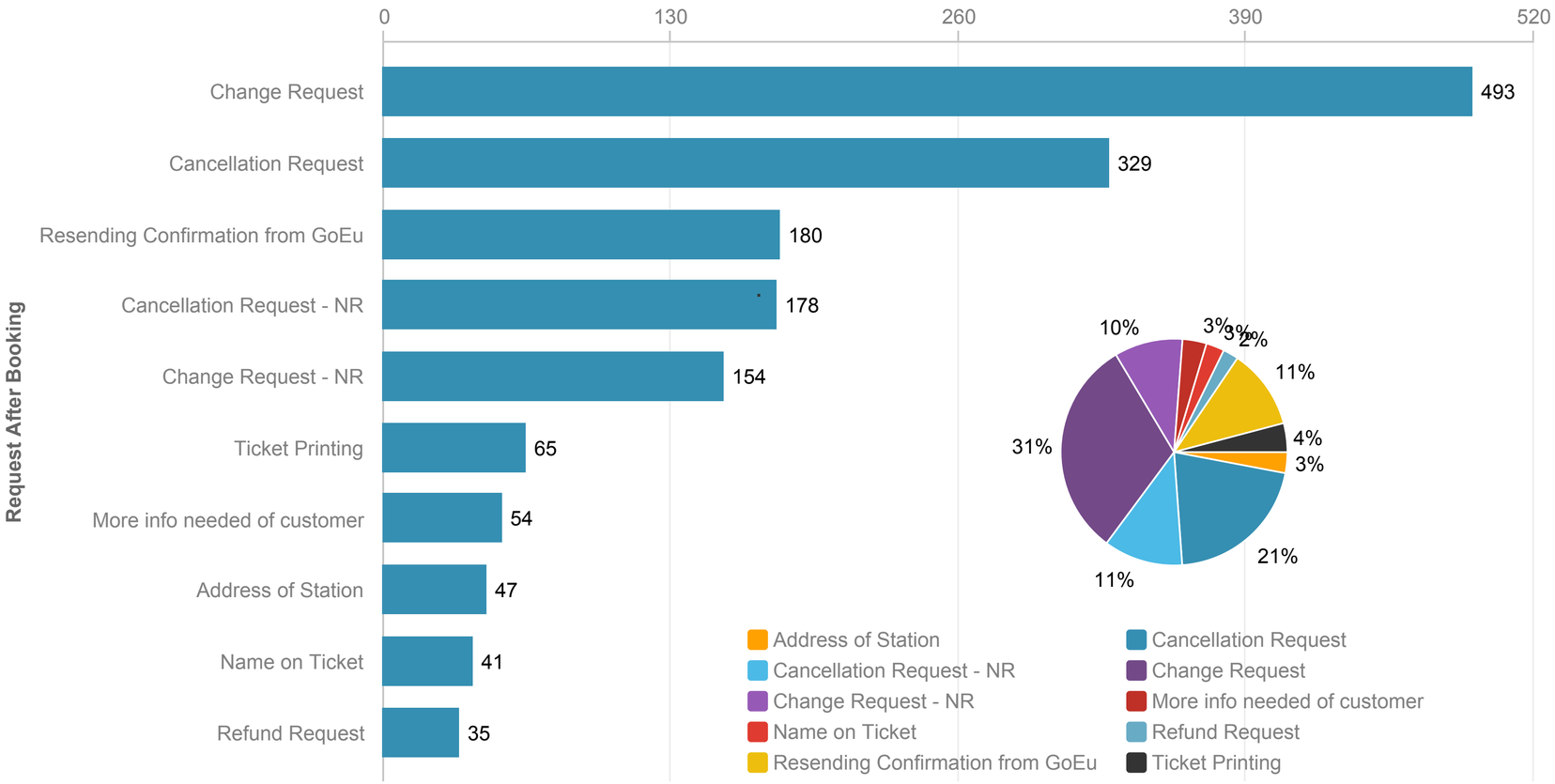
Wed 21. Feb 11:35 Jerry Jäppinen
DC Analytics
DC Analytics: Sign-up
DC Analytics: Navigation v2
New Tab
Jerry
Secure https://dcanalytics.dcmn.com
DCMN
DC ANALYTICS
HOME
FEATURES
ABOUT US
FAQ
SIGN UP
SIGN IN
TV ATTRIBUTION TECHNOLOGY
FOR GROWTH MARKETERS, BY TV MARKETING EXPERTS
TRY IT NOW
It's easy, 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

	Fake bills	Faulty Product	No article No payment No prod or money	Harassed through chat	Robbed	Stolen credit card info Personal info	Suspected abuse	No trust on talking to strangers	Unsafe meet up	Trust other's info	Trust other's intentions	Other
TOTAL	5%	17%	22%	7%	3%	7%	2%	3%	8%	9%	4%	13%

Country		Fake bills	Faulty Product	No article No payment No prod or money	Harassed through chat	Robbed	Stolen credit card info 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%	27%
ID	Lister&Replier	2%	3%	6%	1%	0%	2%	0%	0%	0%	0%	0%	4%	21%
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.

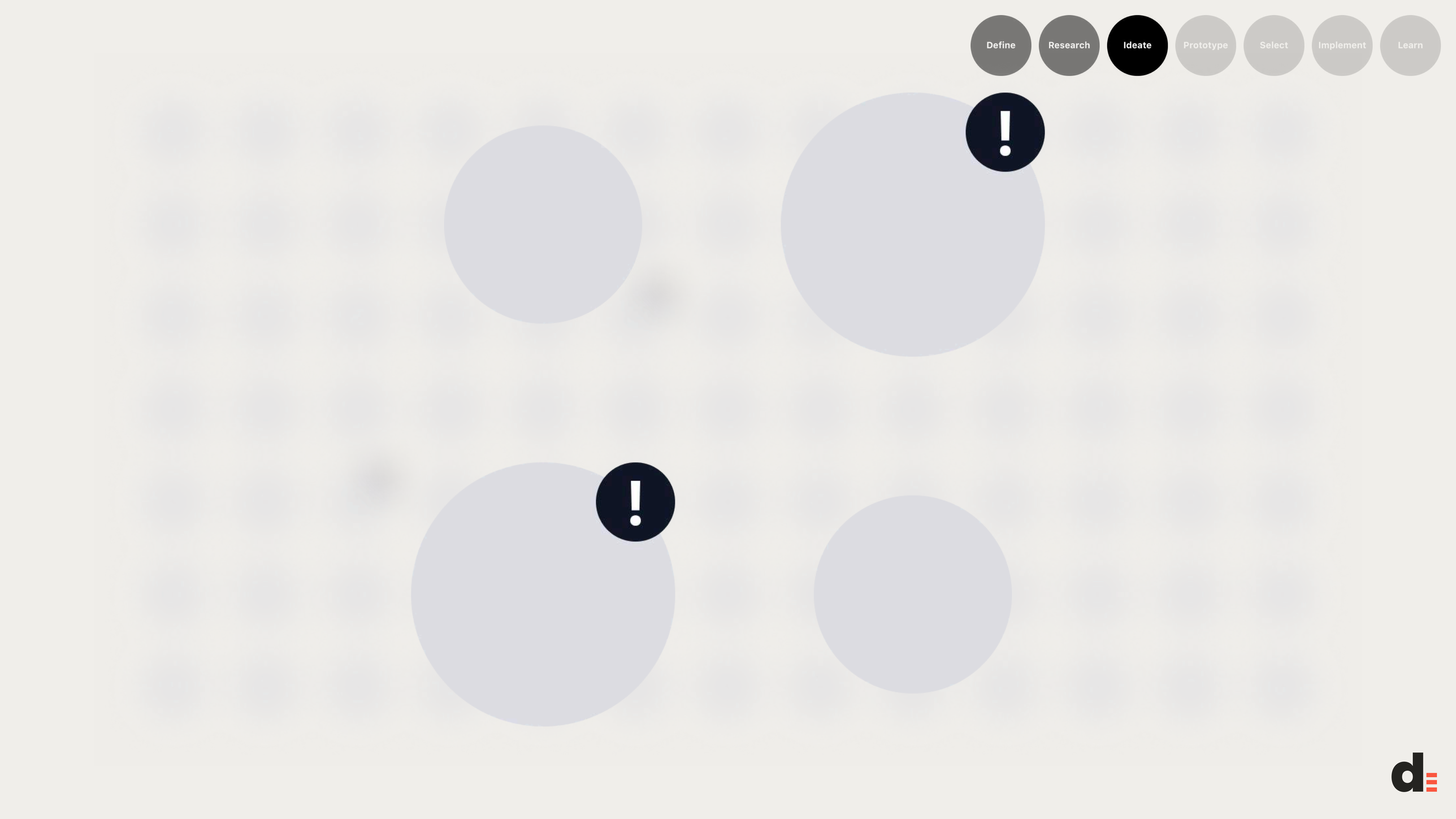
Be creative

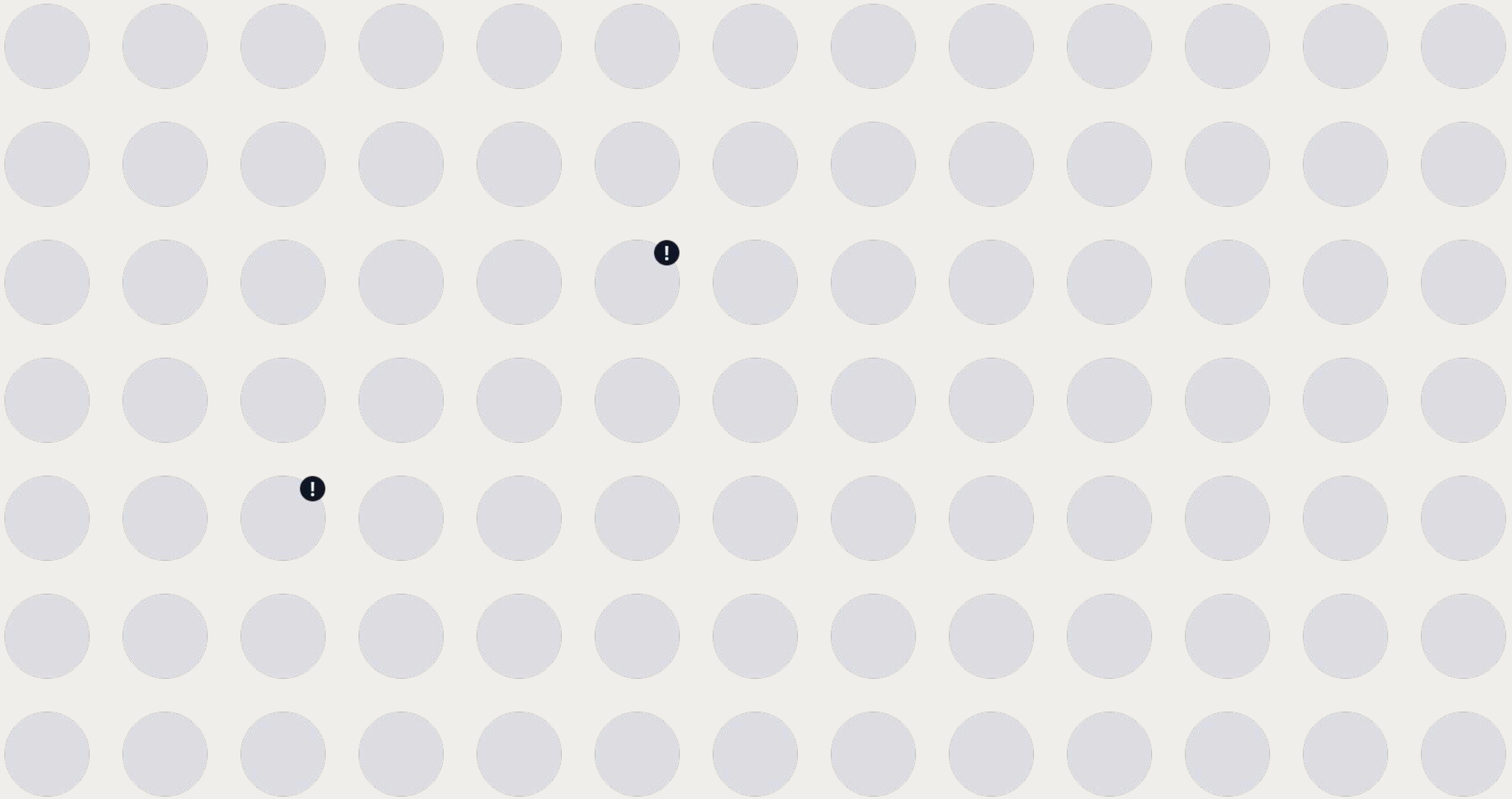
Be analytical

Steal ideas

Generate ideas

Don’t censor ideas






TIMELINE CONTROLS
MULTI-TALENTED VIZ APPS
GENIE SLIDE
PAGE BREAK

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.

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

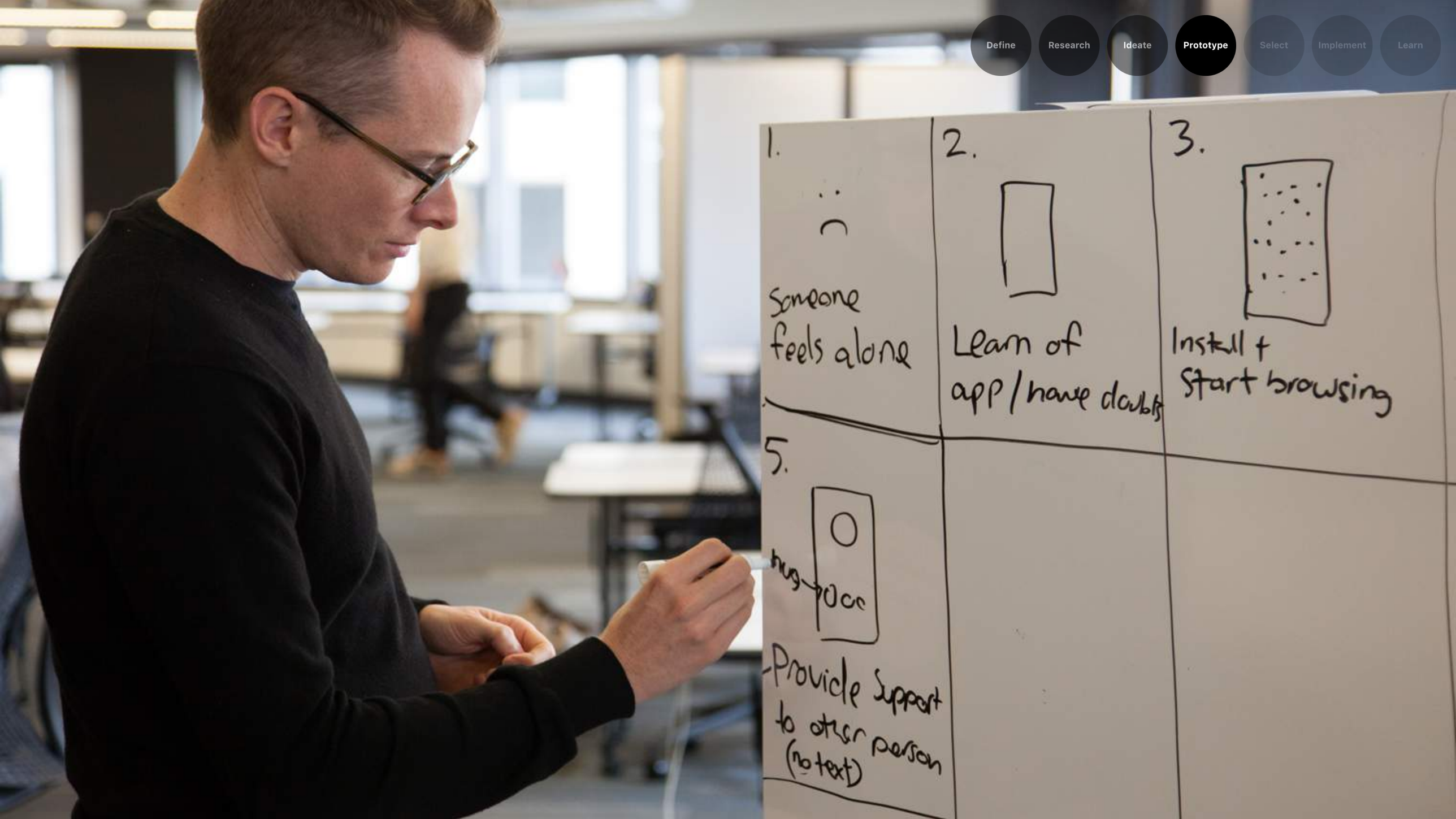
Use Marvel, 3D printer, a survey, PowerPoint… anything goes

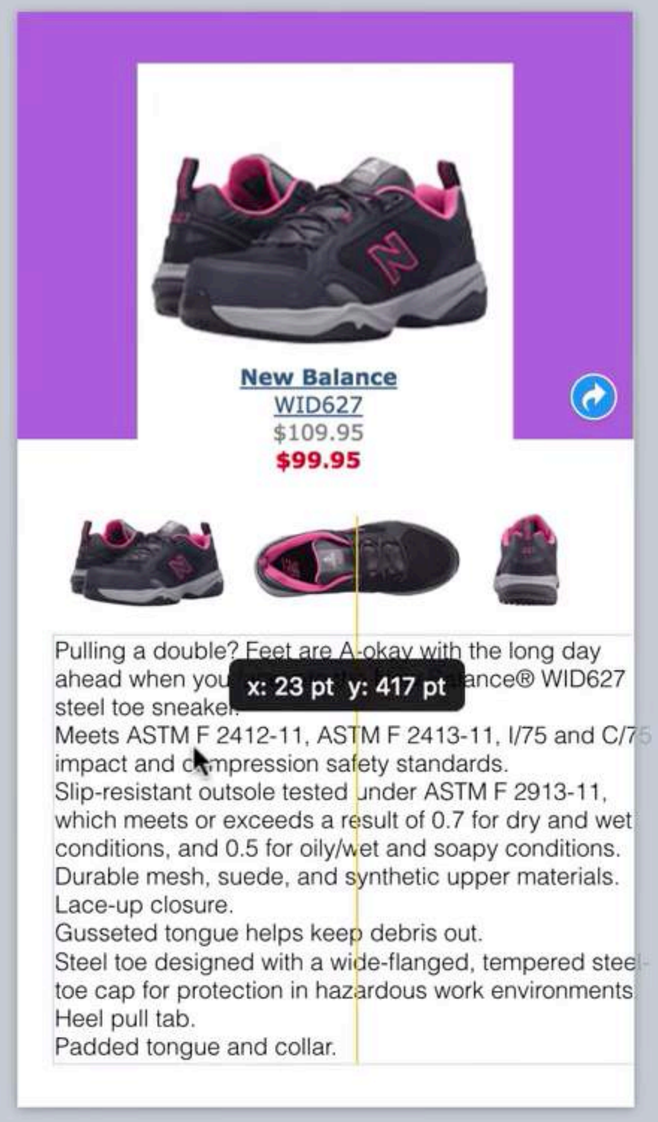
Are all potential solutions worth even prototyping?

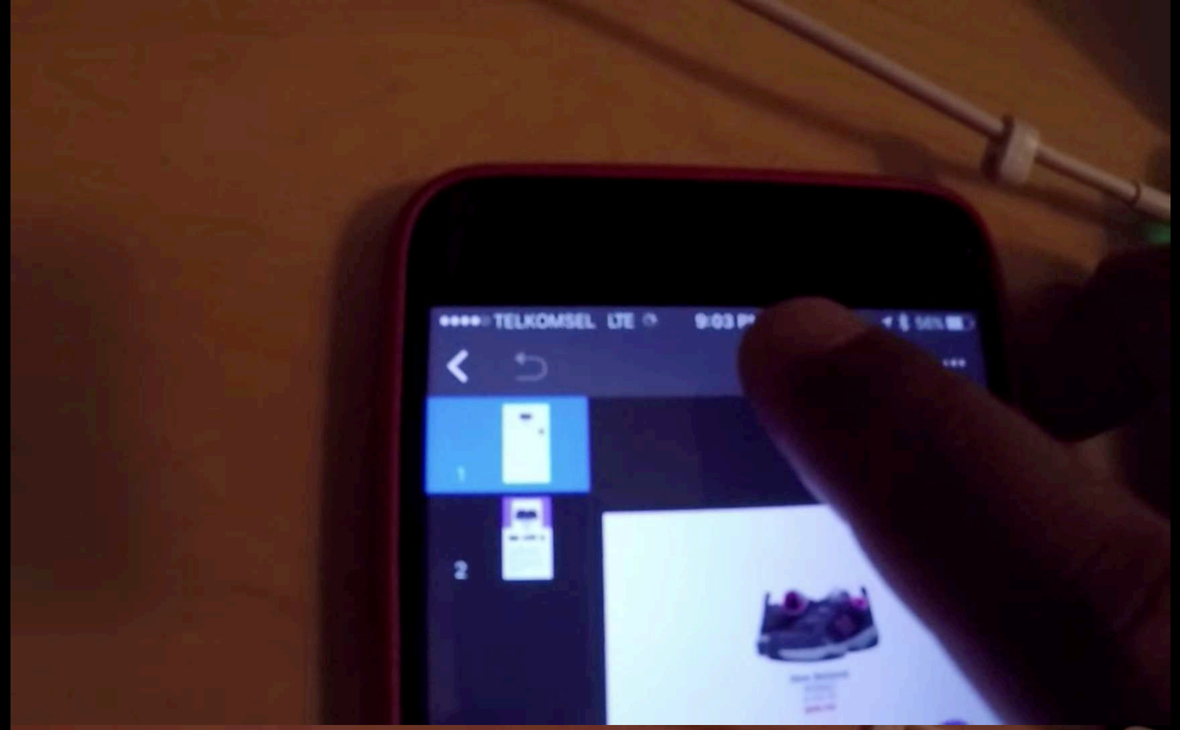
Checklist:

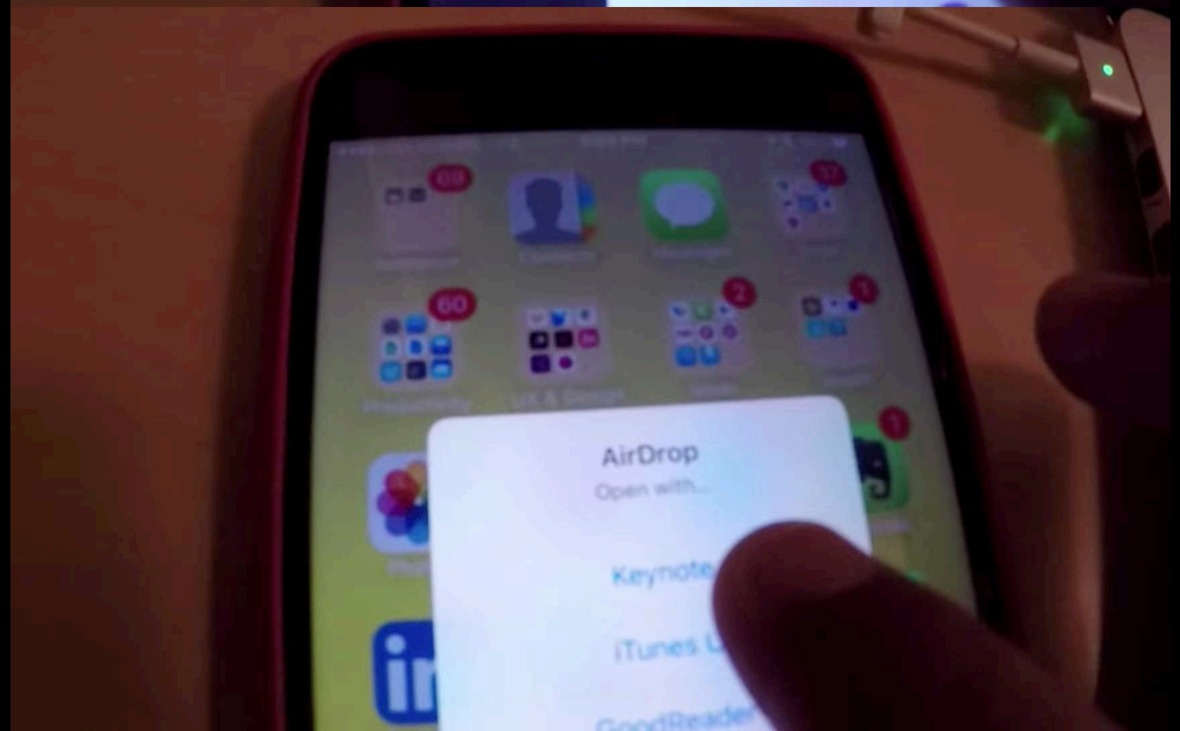
- ~~Do all potential solutions require prototyping?~~
- What elements will the prototype test?
- What functionality will the prototype have?

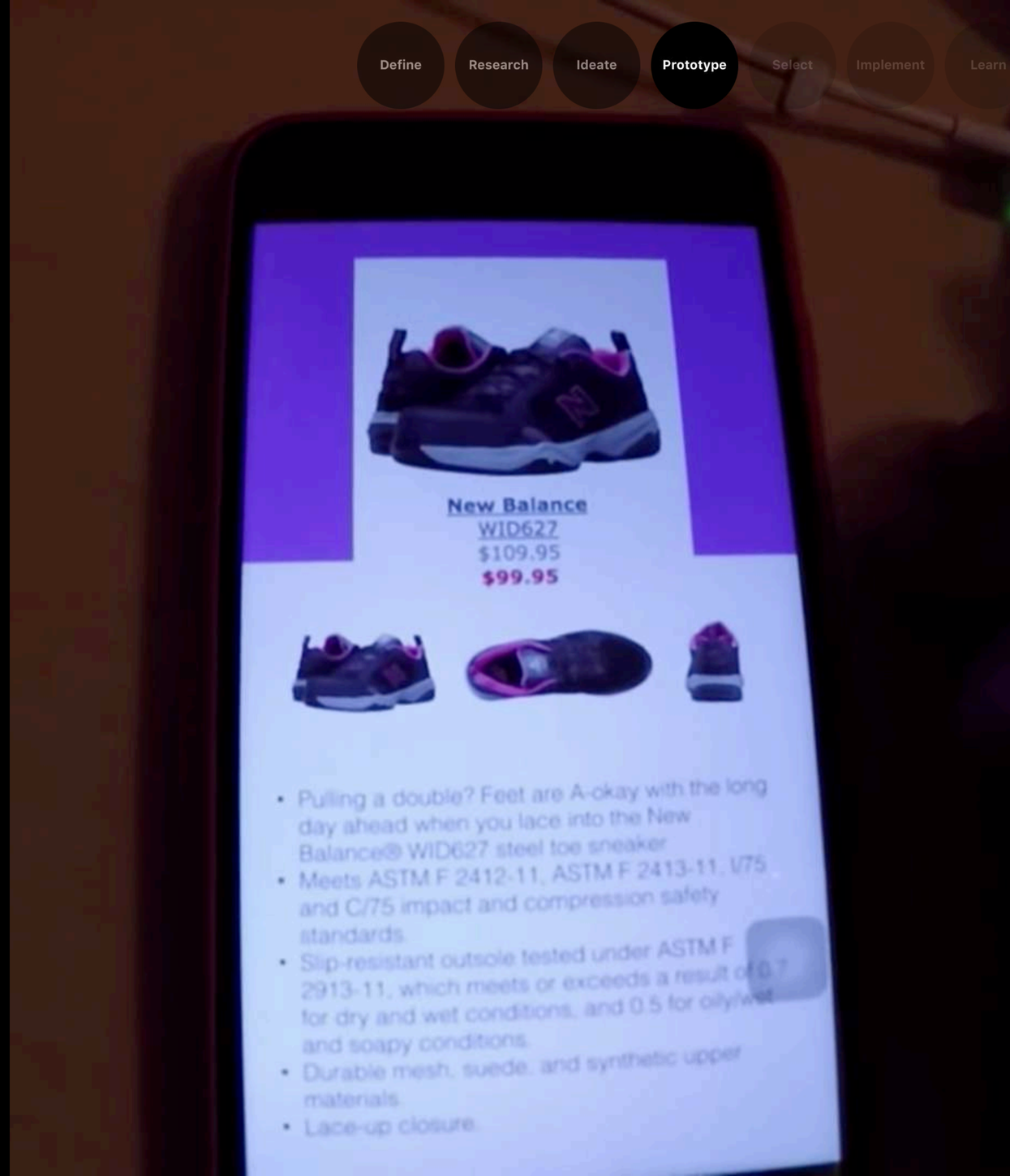
Define | Research | Ideate | **Prototype** | Select | Implement | Learn




New Balance
WID627
$109.95
$99.95
x: 23 pt y: 417 pt
Pulling a double? Feet are A-okay with the long day ahead when you
ance® WID627 steel toe sneaker.
Meets ASTM F 2412-11, ASTM F 2413-11, I/75 and C/75 impact and compression safety standards.
Slip-resistant outsole tested under ASTM F 2913-11, which meets or exceeds a result of 0.7 for dry and wet 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.
Steel toe designed with a wide-flanged, tempered steel toe cap for protection in hazardous work environments.
Heel pull tab.
Padded tongue and collar.


TELKOMSEL LTE
1
2


AirDrop
Open with...
Keynote
iTunes U


New Balance
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• Pulling a double? Feet are A-okay with the long day ahead when you lace into the New Balance® WID627 steel toe sneaker
• Meets ASTM F 2412-11, ASTM F 2413-11, I/75 and C/75 impact and compression safety standards
• Slip-resistant outsole tested under ASTM F 2913-11, which meets or exceeds a result of 0.7 for dry and wet conditions, and 0.5 for oily/wet and soapy conditions
• Durable mesh, suede, and synthetic upper materials
• Lace-up closure

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.

Pick one over 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.

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.

Learning

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.

02

Empathize

THE HEART OF DESIGN

03

Define

REFRAME THE PROBLEM

04

Ideate

BEYOND BASIC BRAINSTORMS

05

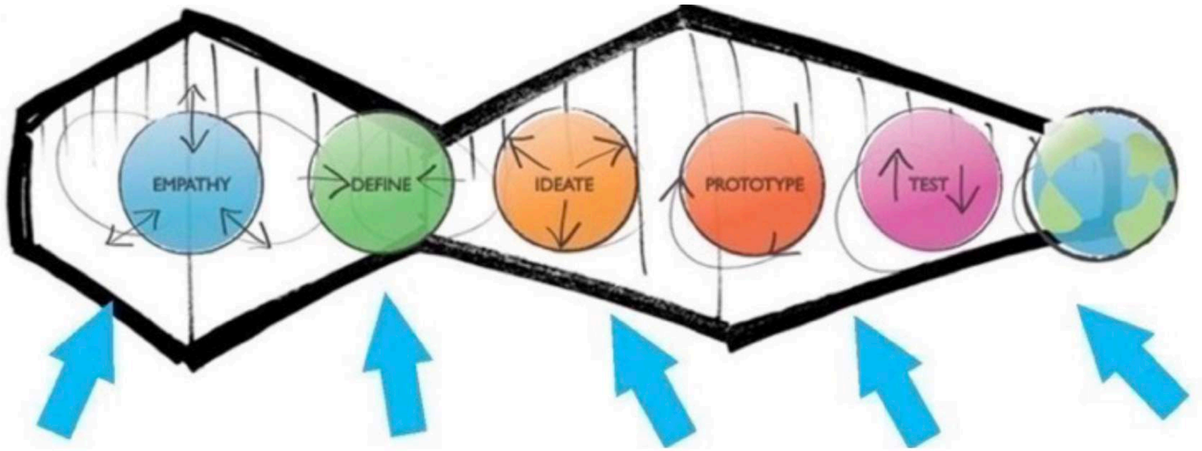
Prototype

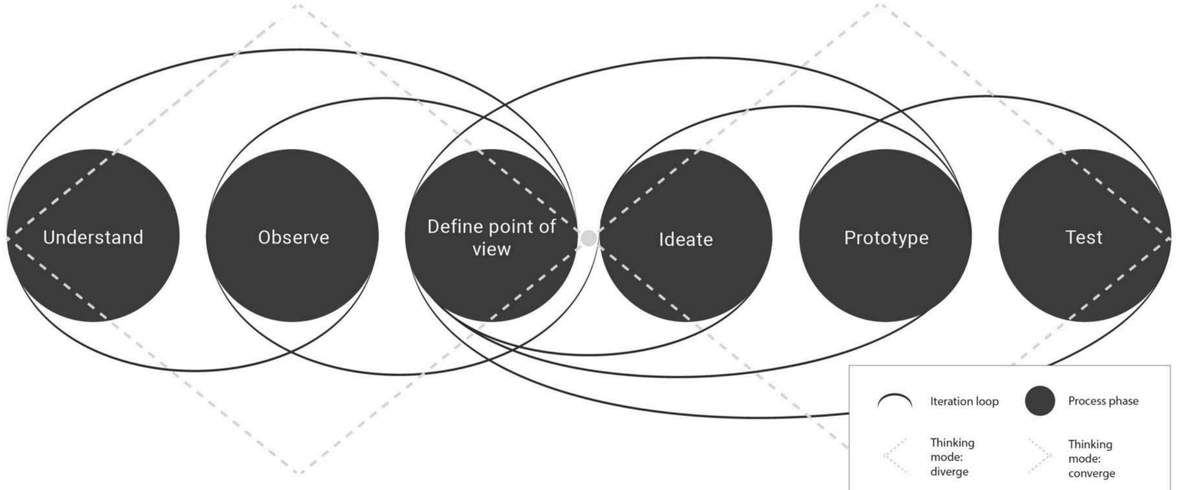
GET SMARTER, FASTER

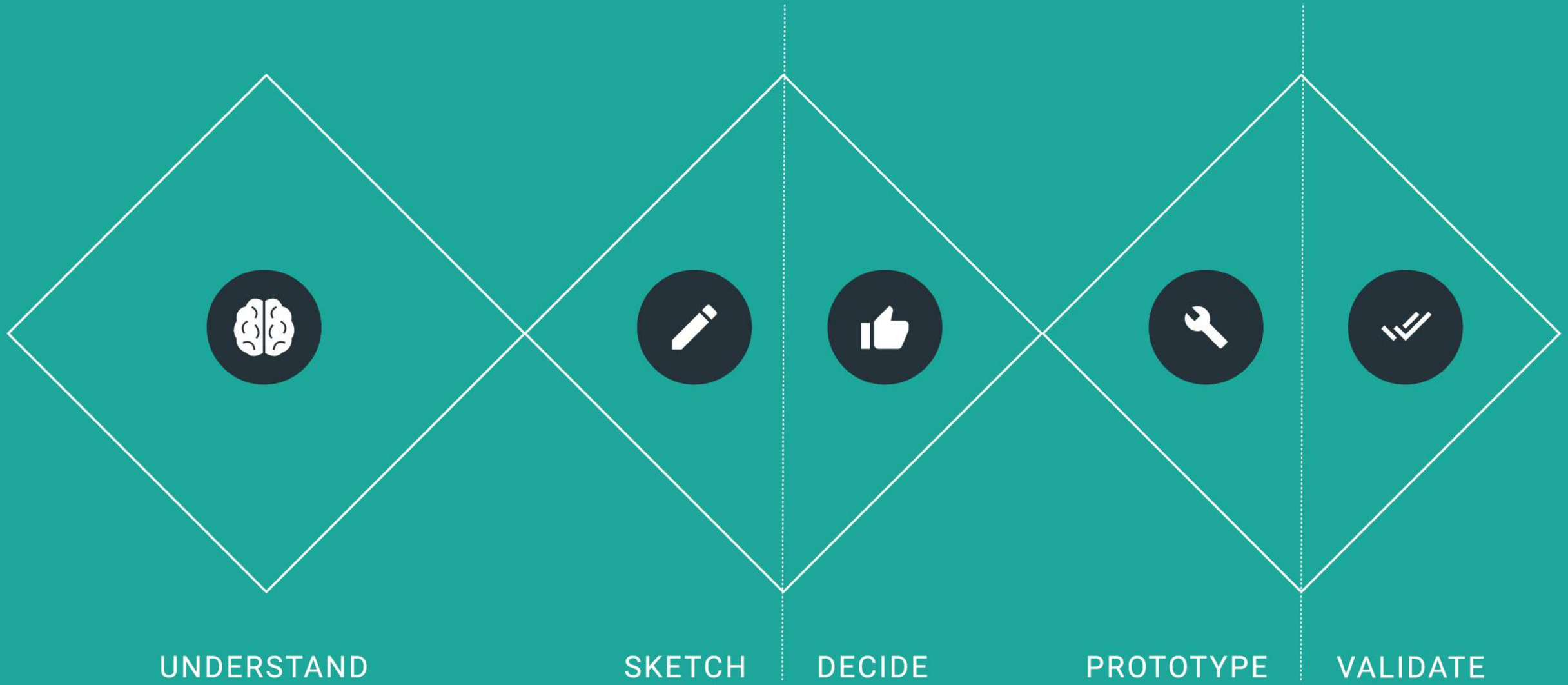
06

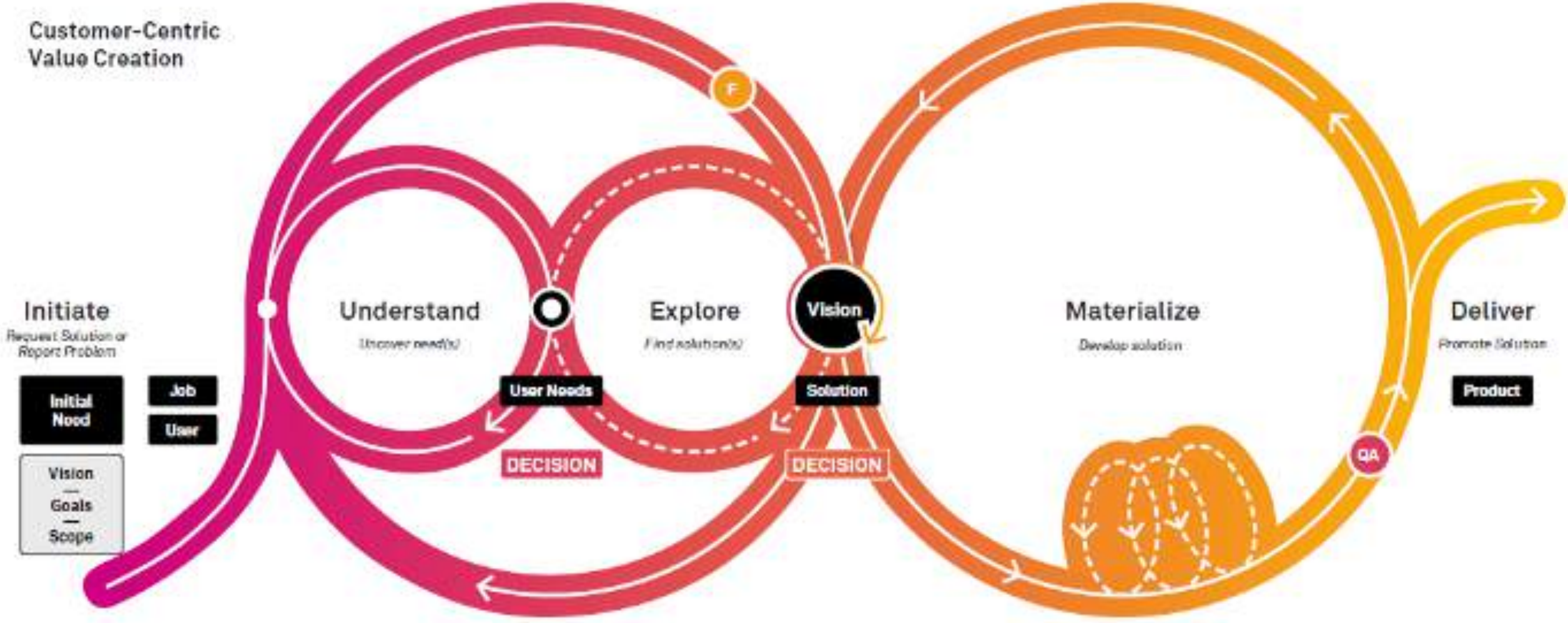
Test

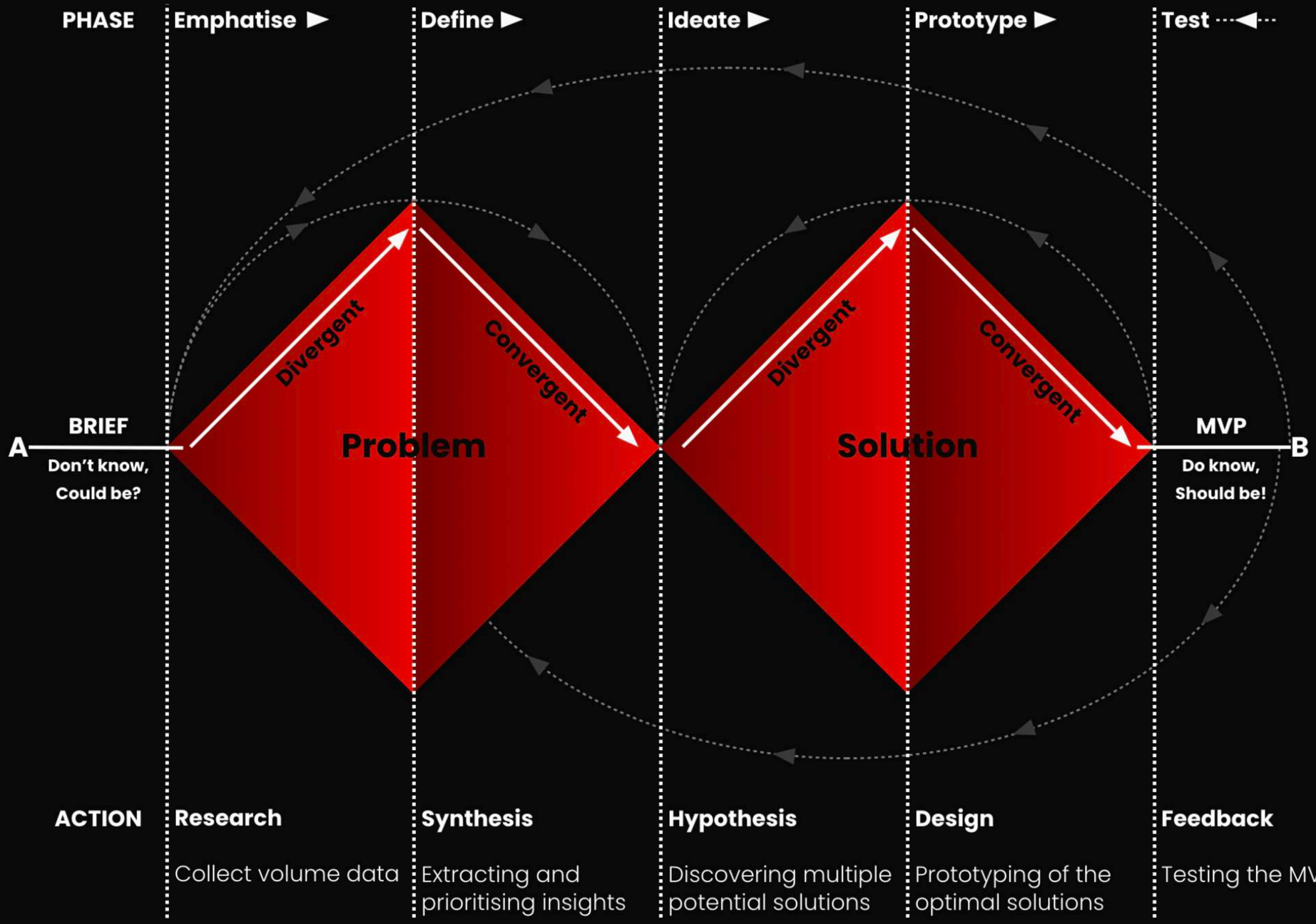
EARLY AND OFTEN






UNDERSTAND
SKETCH
DECIDE
PROTOTYPE
VALIDATE


Customer-Centric
Value Creation
Initiate
Request Solution or
Report Problem
Initial
Need
Job
User
Vision
—
Goals
—
Scope
Understand
Uncover need(s)
User Needs
DECISION
Explore
Find solution(s)
Vision
Solution
DECISION
Materialize
Develop solution
QA
Deliver
Promote Solution
Product


PHASE
Emphatise
Define
Ideate
Prototype
Test
BRIEF
Don't know,
Could be?
A
Divergent
Problem
Convergent
Divergent
Solution
Convergent
MVP
Do know,
Should be!
B
ACTION
Research
Collect volume data
Synthesis
Extracting and
prioritising insights
Hypothesis
Discovering multiple
potential solutions
Design
Prototyping of the
optimal solutions
Feedback
Testing the MVP

1

2

UNDERSTAND

THE PROBLEM

FIND A SOLUTION

TOGETHER

PROCESS & COLLABORATION FROM A DESIGNER PERSPECTIVE

reality…

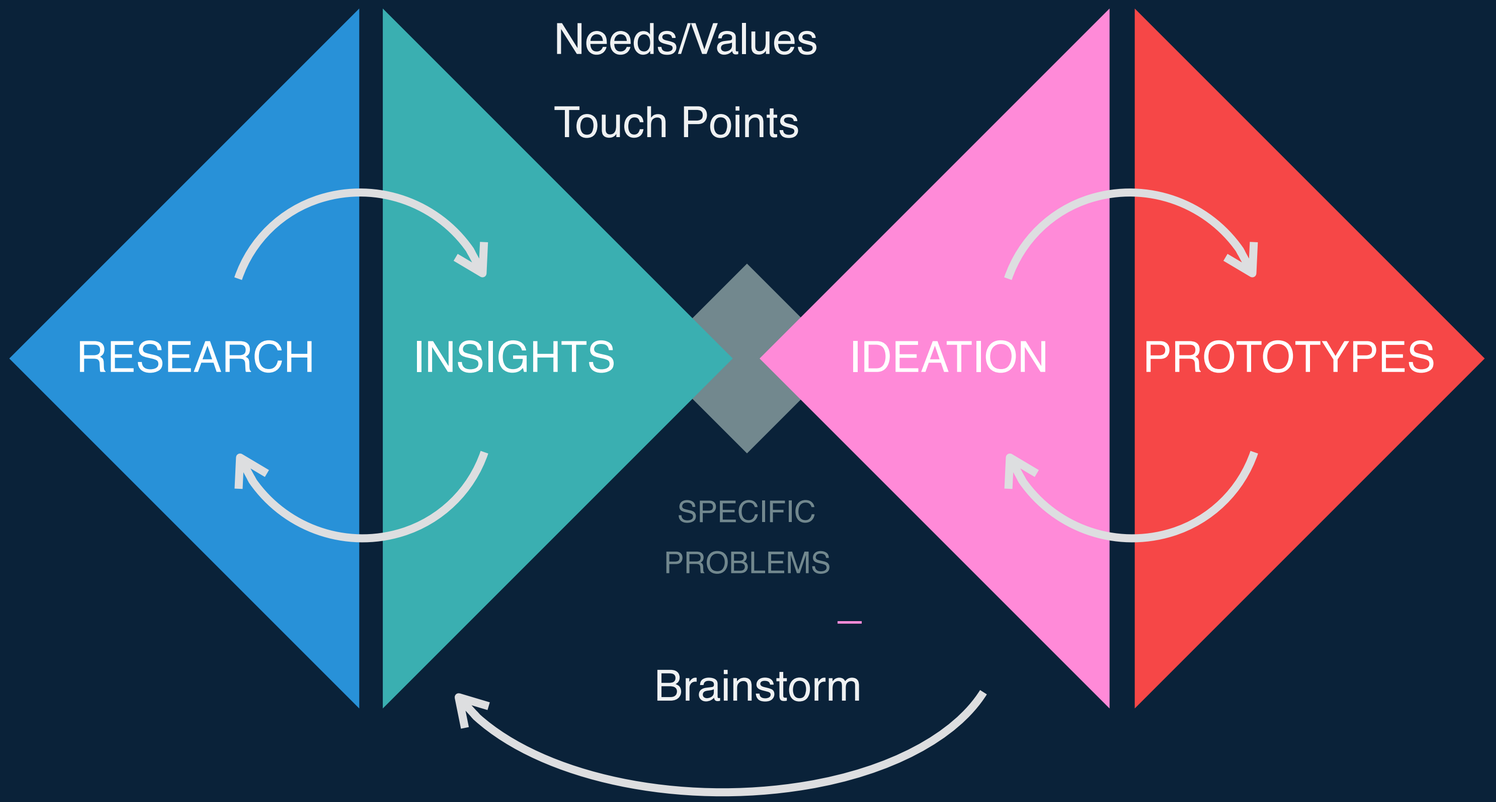
DOUBLE DIAMOND DESIGN PROCESS

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

–
Early feedback from customers

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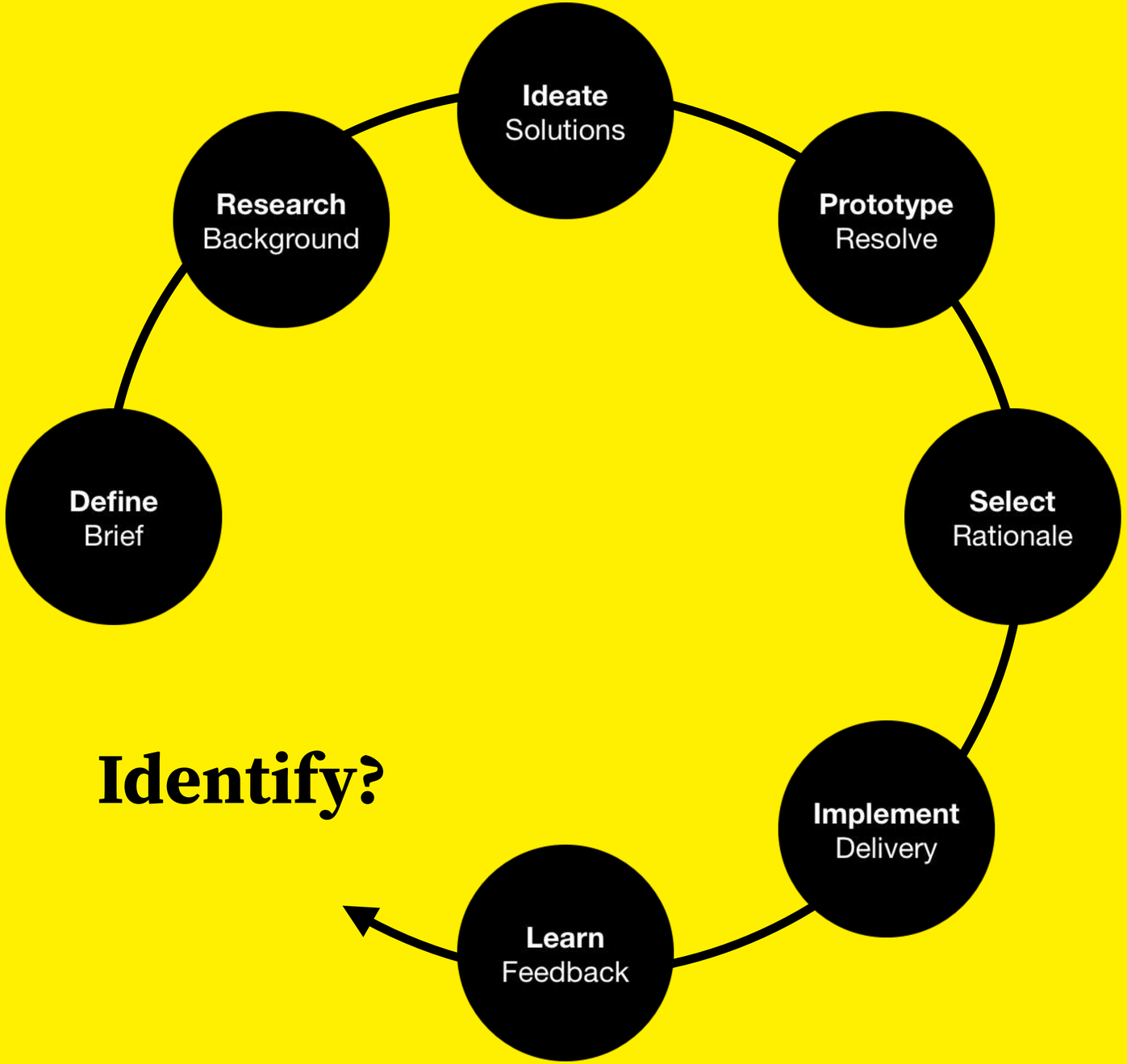
–
Transparency

–
Avoid Handoffs

–
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)

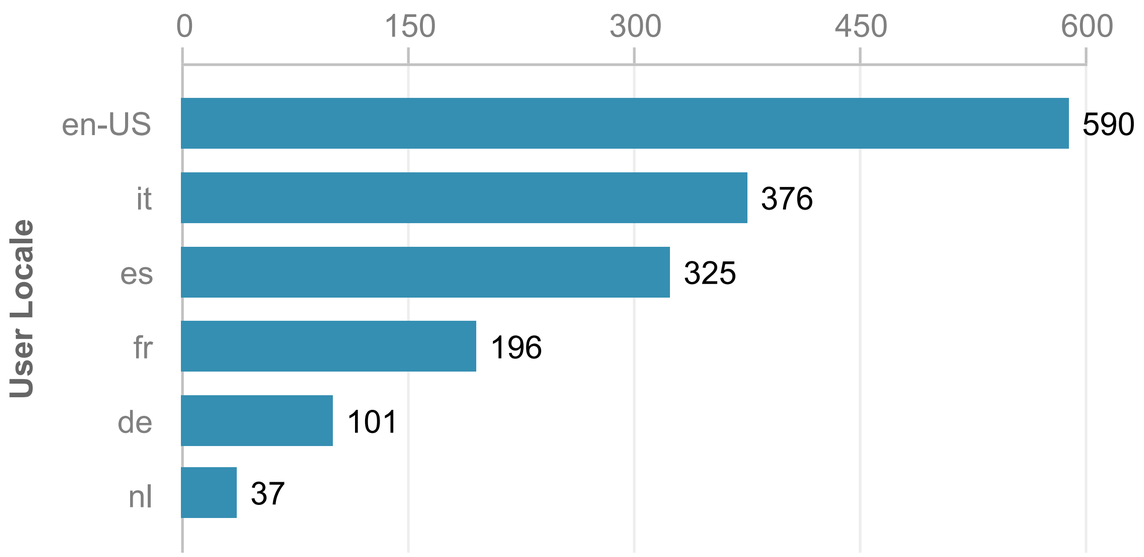
Prob_segmen	Mobil	Vehic	Electr	Other	Jobs a	Property	No/Blank
Incident	42%	13%	19%	16%	5%	4%	0%
Intent	26%	26%	20%	14%	5%	4%	5%
Perception	18%	20%	5%	5%	5%	5%	41%

Share of categories by incident type

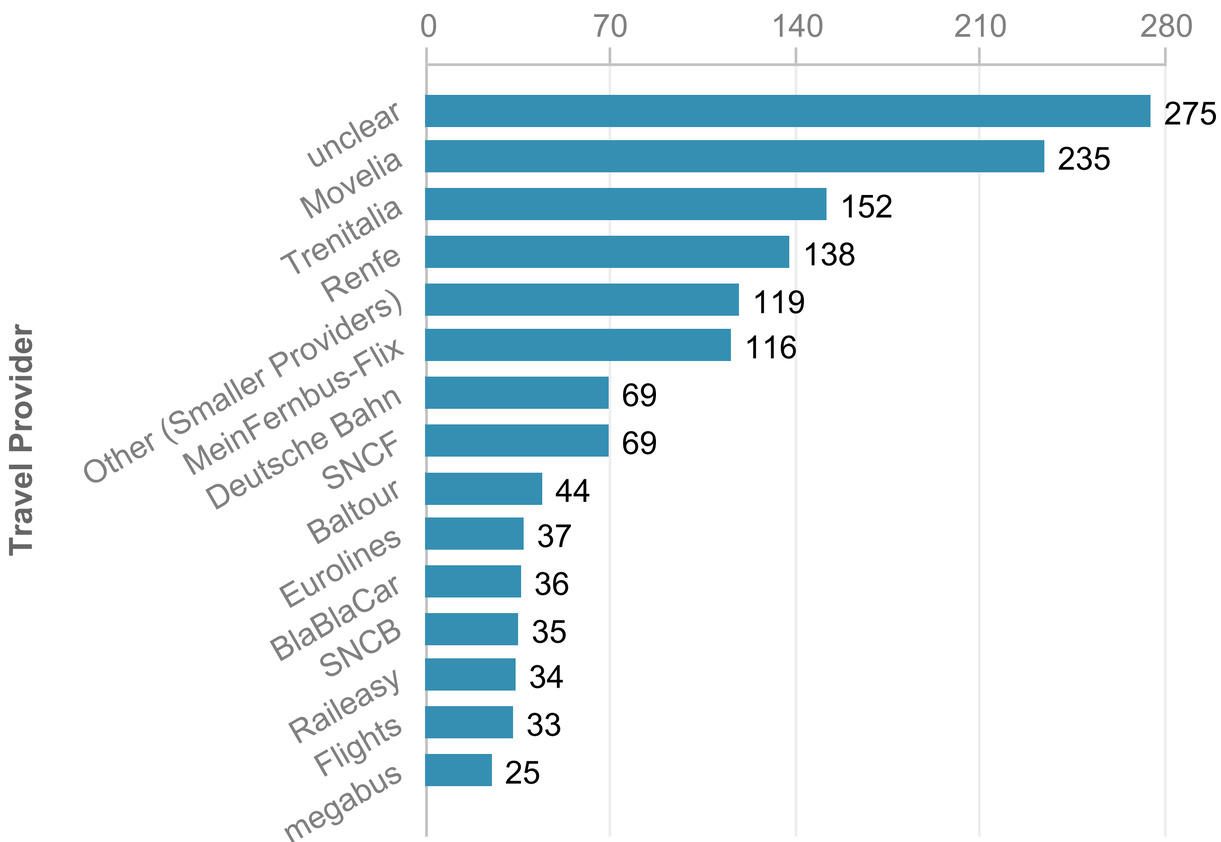
Count of Unique_sk		Cat						
Country	Prob_segm	Mobil	Vehic	Electr	Other	Jobs a	Property	No/Blank
AR	Incident	30%	12%	28%	25%	4%	0%	0%
AR	Intent	18%	34%	19%	15%	4%	4%	6%
AR	Perception	6%	14%	2%	4%	2%	2%	71%
CO	Incident	35%	14%	17%	25%	8%	2%	0%
CO	Intent	13%	23%	19%	31%	7%	2%	5%
CO	Perception	10%	17%	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%

Changes / Layover Doubts	↑ 100%	10	5	↓ 3%	28	-1
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”~~

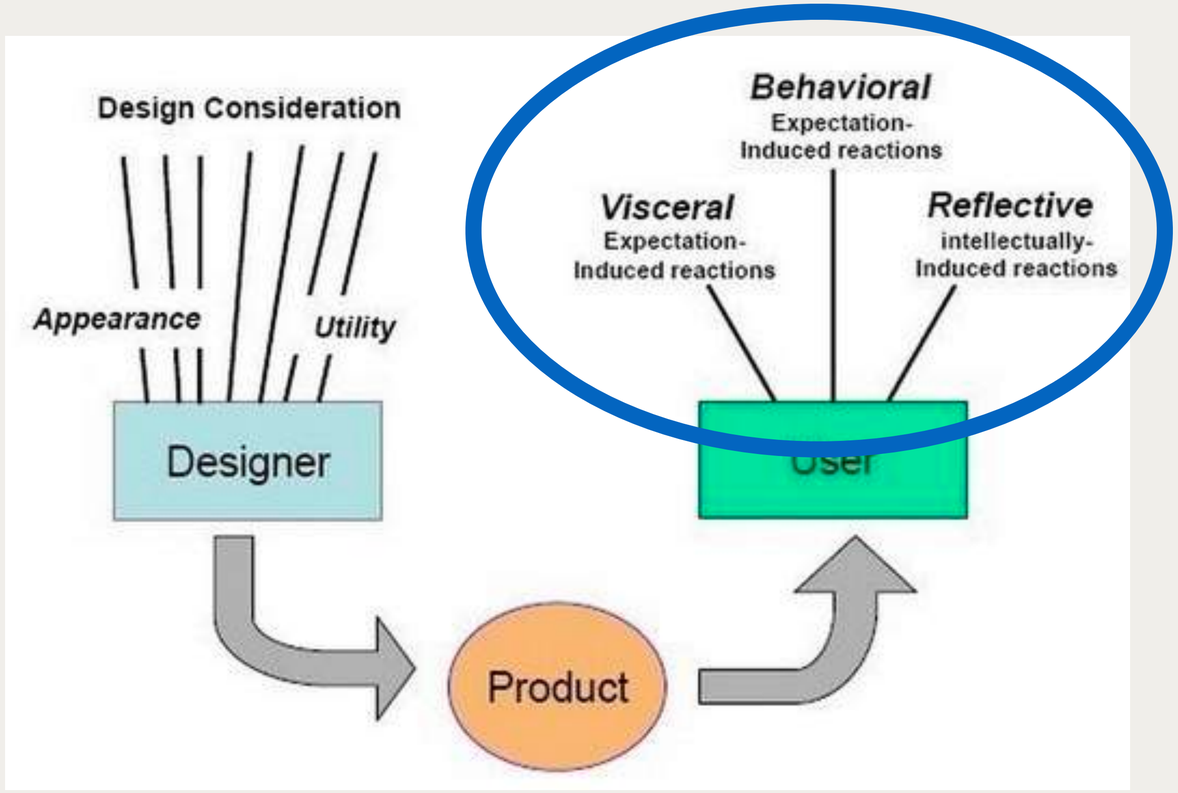
~~“Andi likes it”~~

~~“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

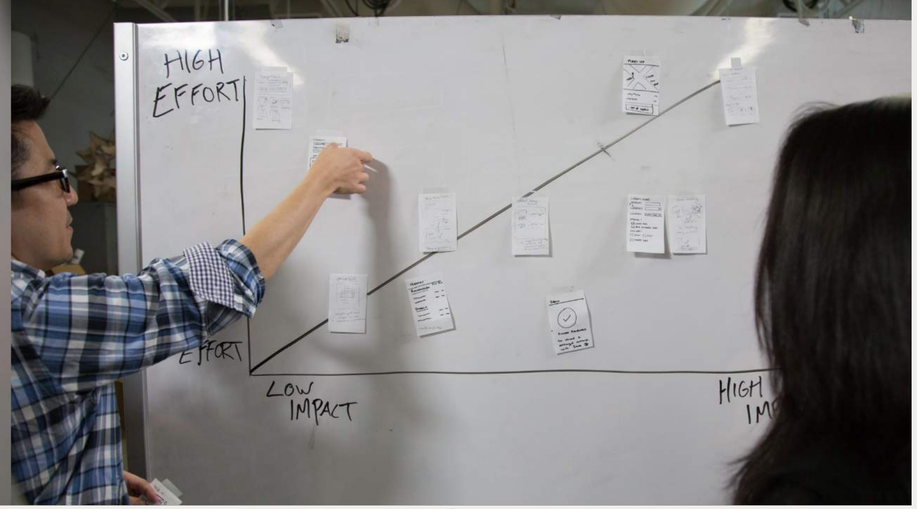
🧐 Vote and Select a Direction

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 groupthink 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

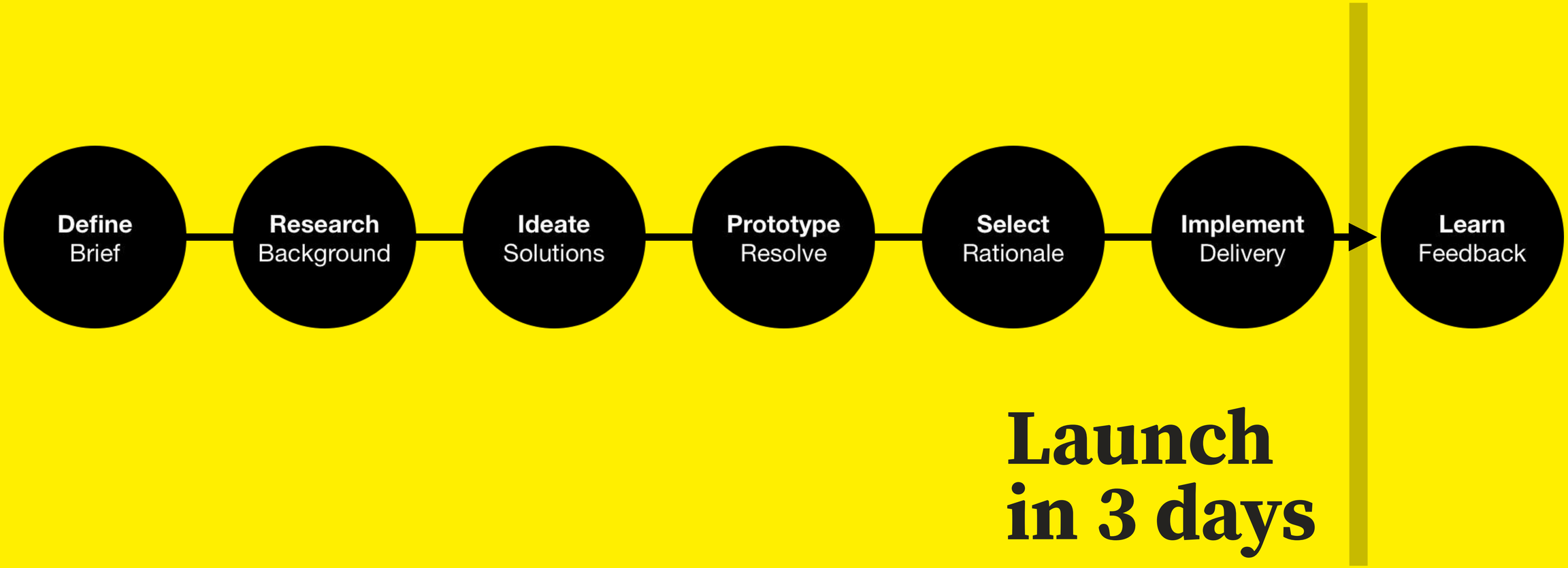
Design thinking approach distilled into an intensive 3-day sprint

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

Practical tips on methods and steps:

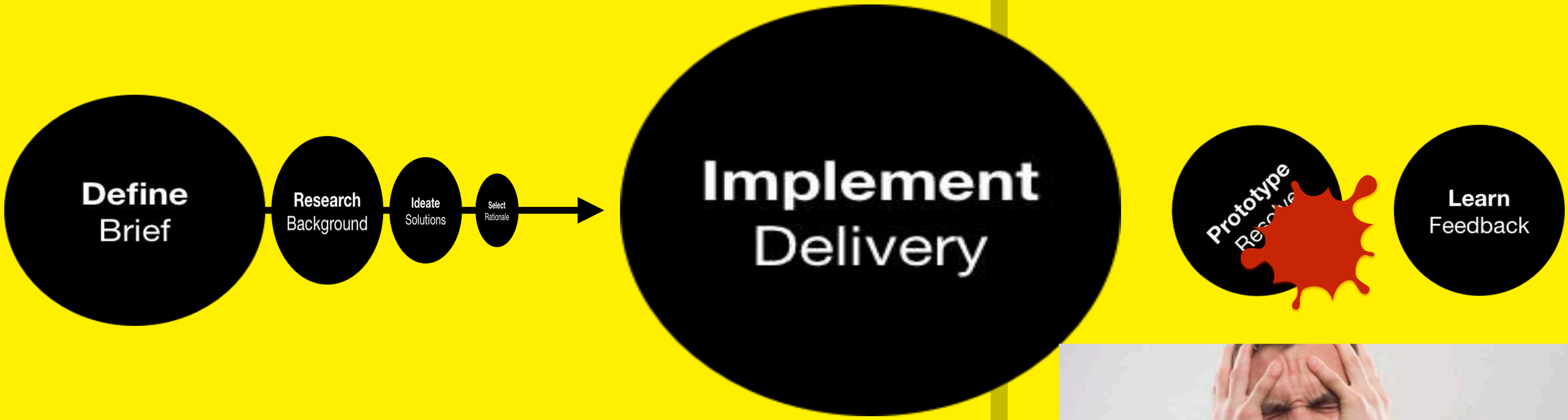
https://designsprintkit.withgoogle.com/

Deadlines



Launch in 3 days

Deadlines



Launch

Deadlines make failure a non-viable 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


AS-IS
DOING
THINKING
FEELING
IDEA GENERATION
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.

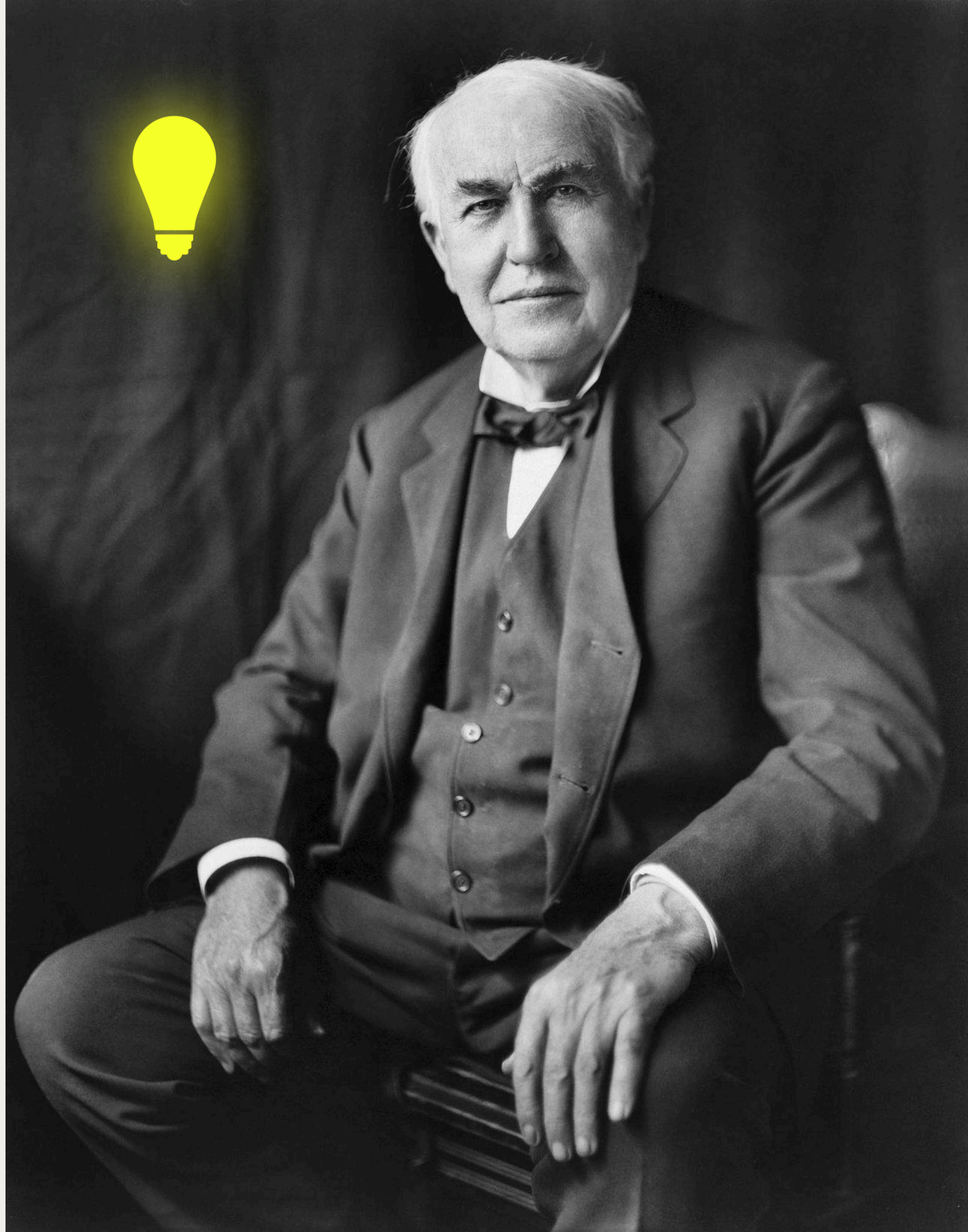
I am not discouraged, because every wrong attempt discarded is another step forward.

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!

Jerry Jäppinen

Product design consultant

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@jerryjappinen

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

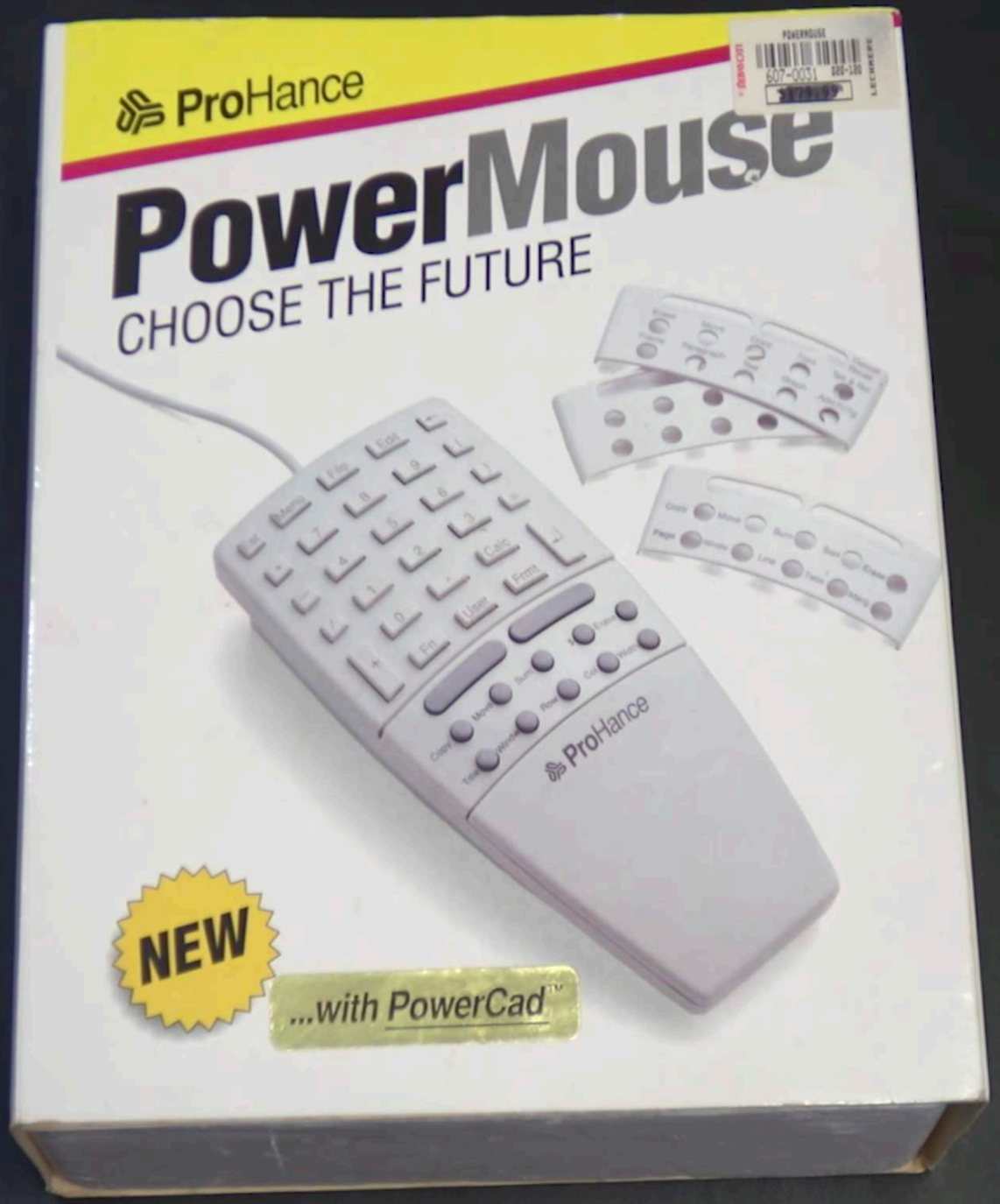

8 MB of memory (RAM) required
Microsoft Home
PROMOTIONAL SAMPLE NOT FOR RESALE
CD-ROM
Write a letter to Mom.
Remember your brother's birthday.
Balance your budget.
Get the pet to the vet.
And much more!
Be more organized than ever before.
E-mail friends in Phoenix.
Microsoft BOB
Introducing Hard-working, Easy-going Software Everyone Will Use
Meet me on back!

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
ProHance
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

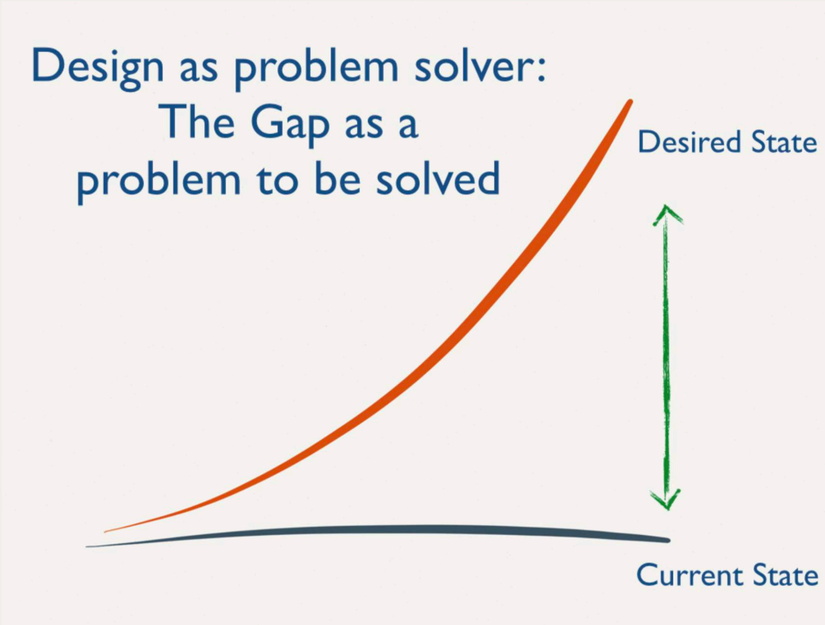
Desired state is hard to visualise and often seems risky

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

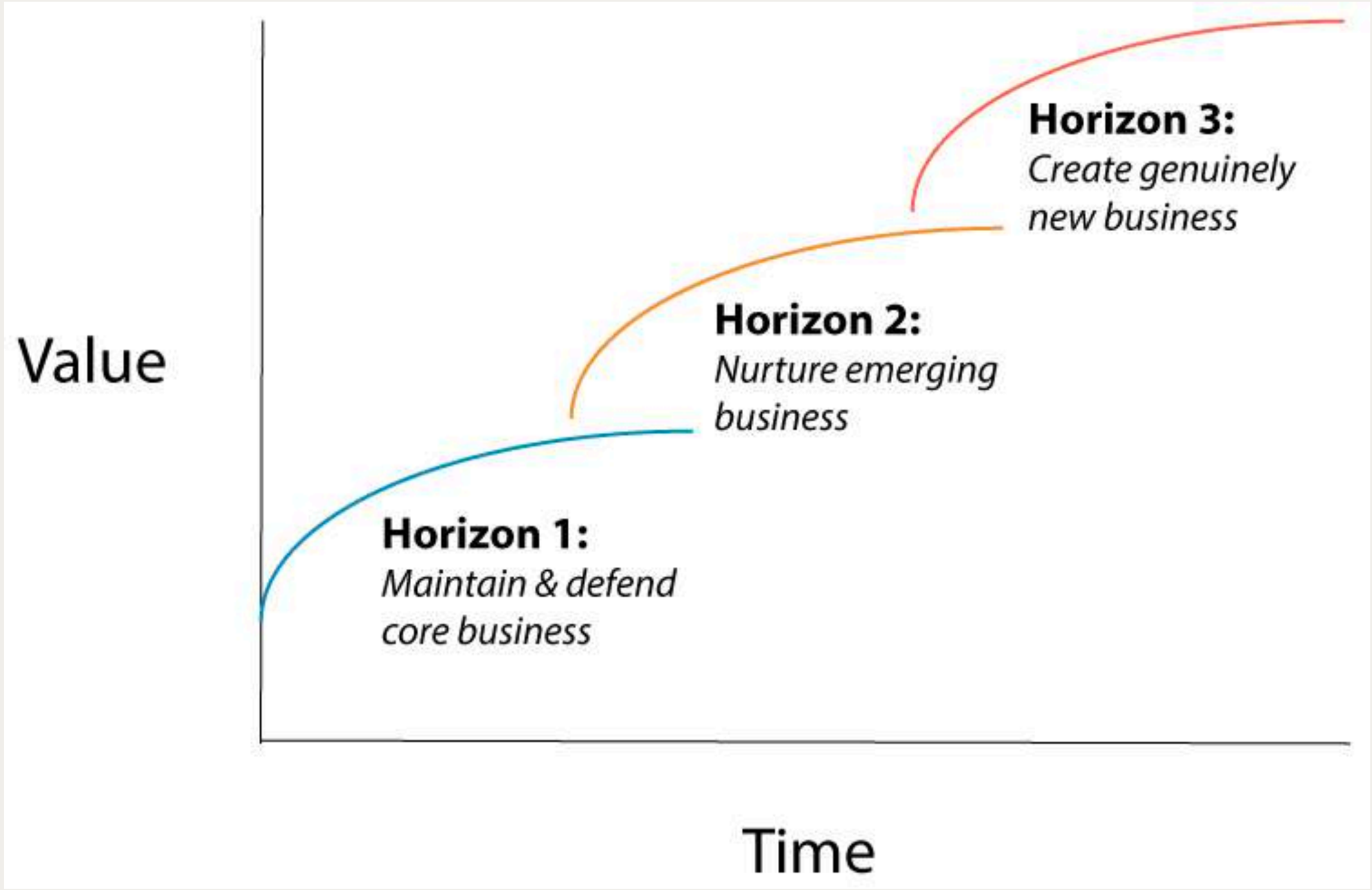
What works, works

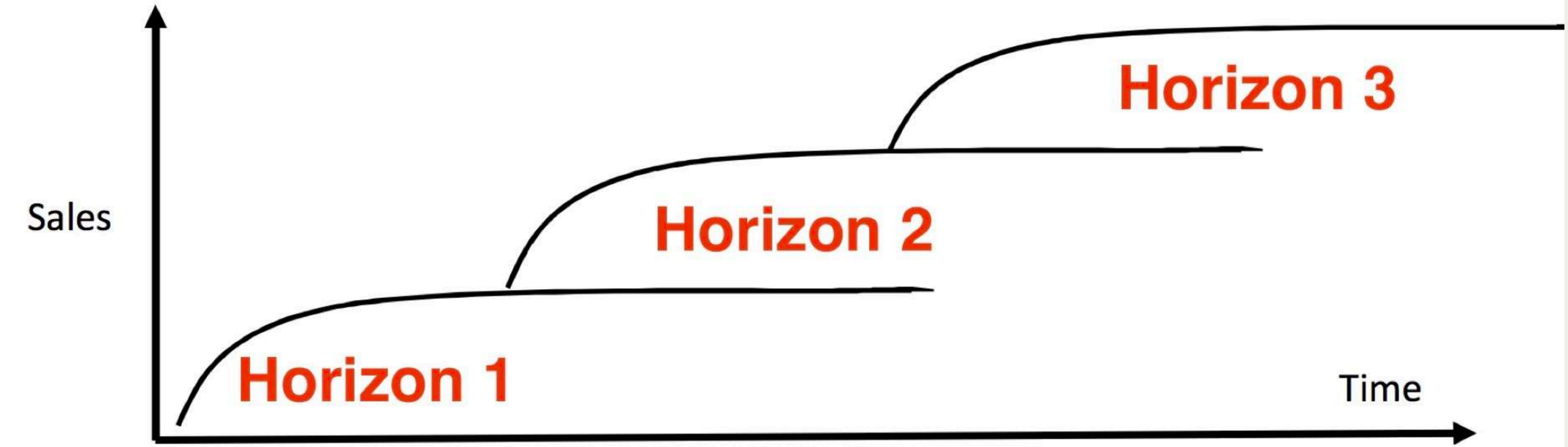
Don’t try to change your users, change yourself

Misc slides

Learn more

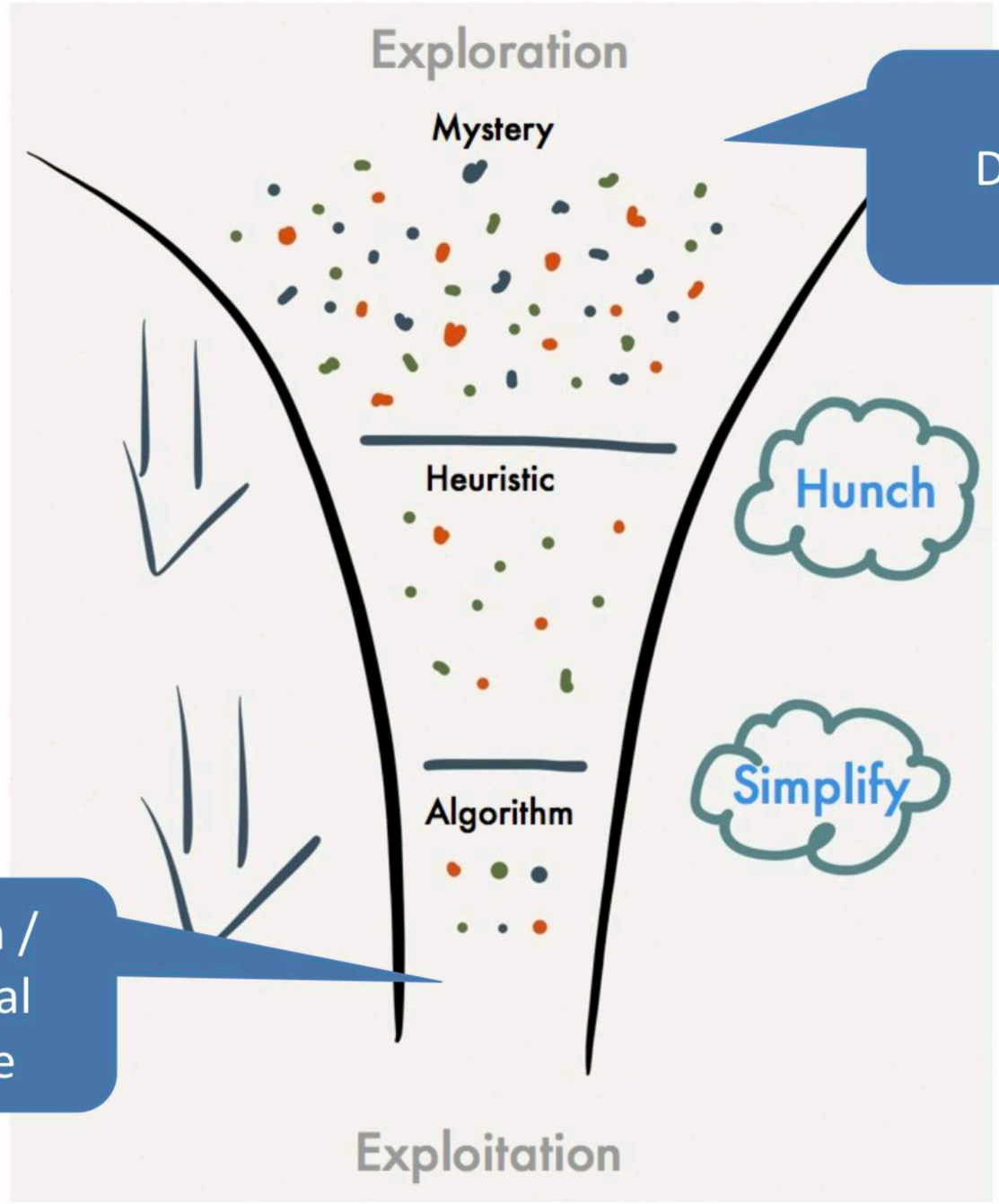
1. Define ← Empathy
2. Research
3. Ideate ← Multiple solutions
4. Prototype ← Test and validate objectively
5. Select ← Don’t skip here
6. Implement
7. Learn


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



Discovery

Hunch

Simplify

Production / Operational Excellence

überproduct

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