



WELCOME

Design Thinking: From Theory to Application

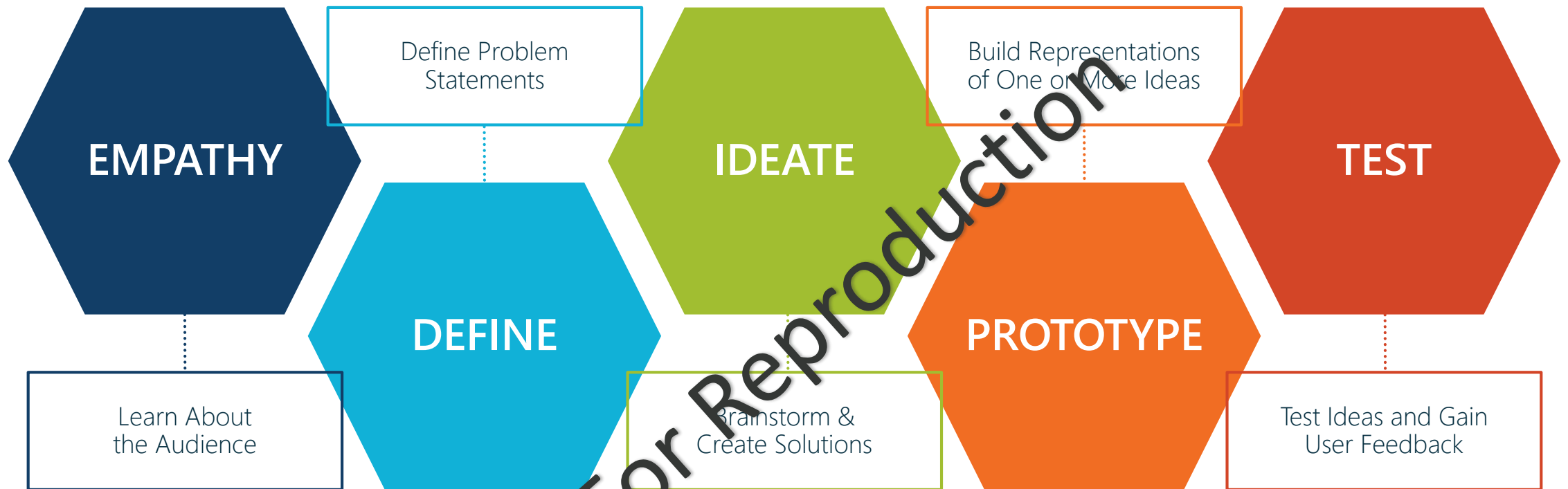
2-Part Series

____ INTRODUCING OUR ____
Featured Speaker

Keith Keating
SENIOR DIRECTOR
GLOBAL LEARNING STRATEGIES

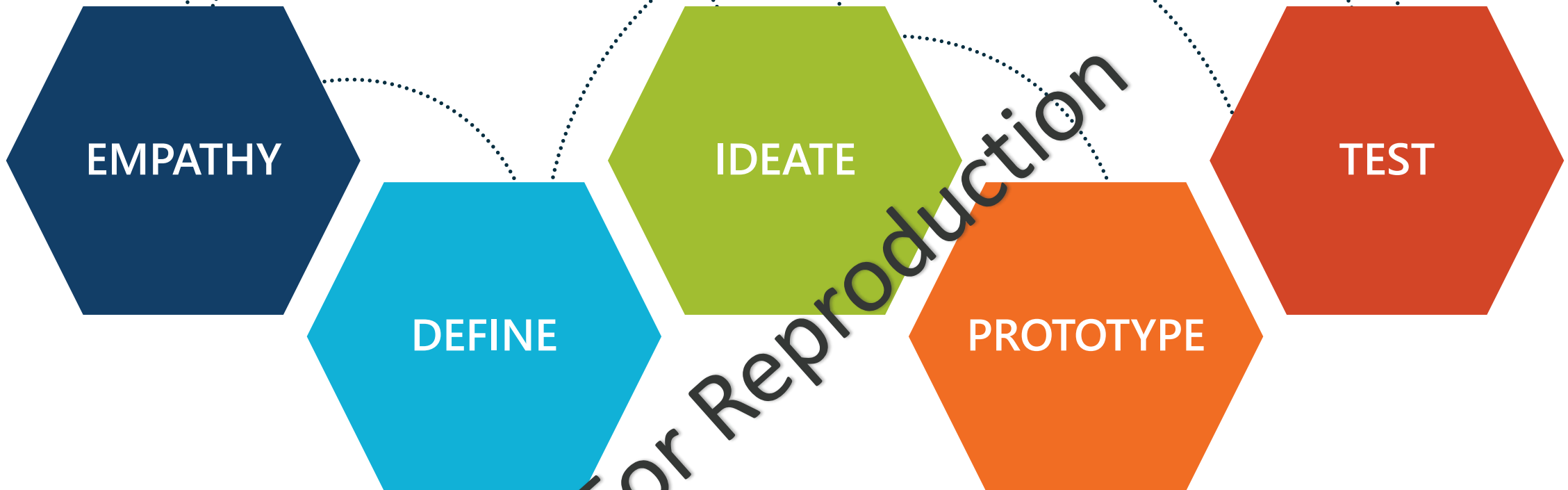


5 Stages of Design Thinking

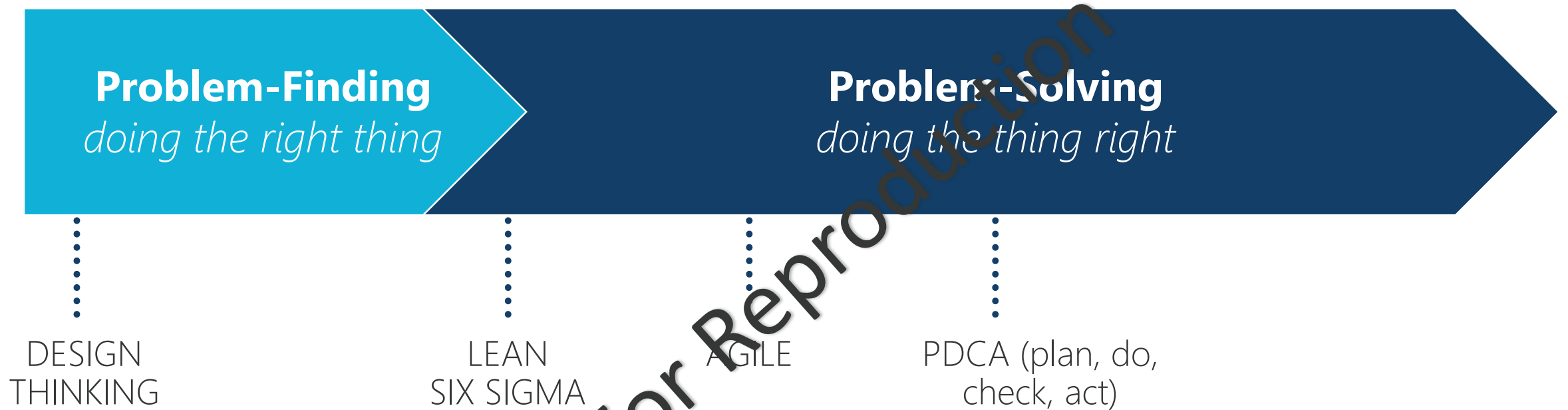


Design Thinking

A Nonlinear Process

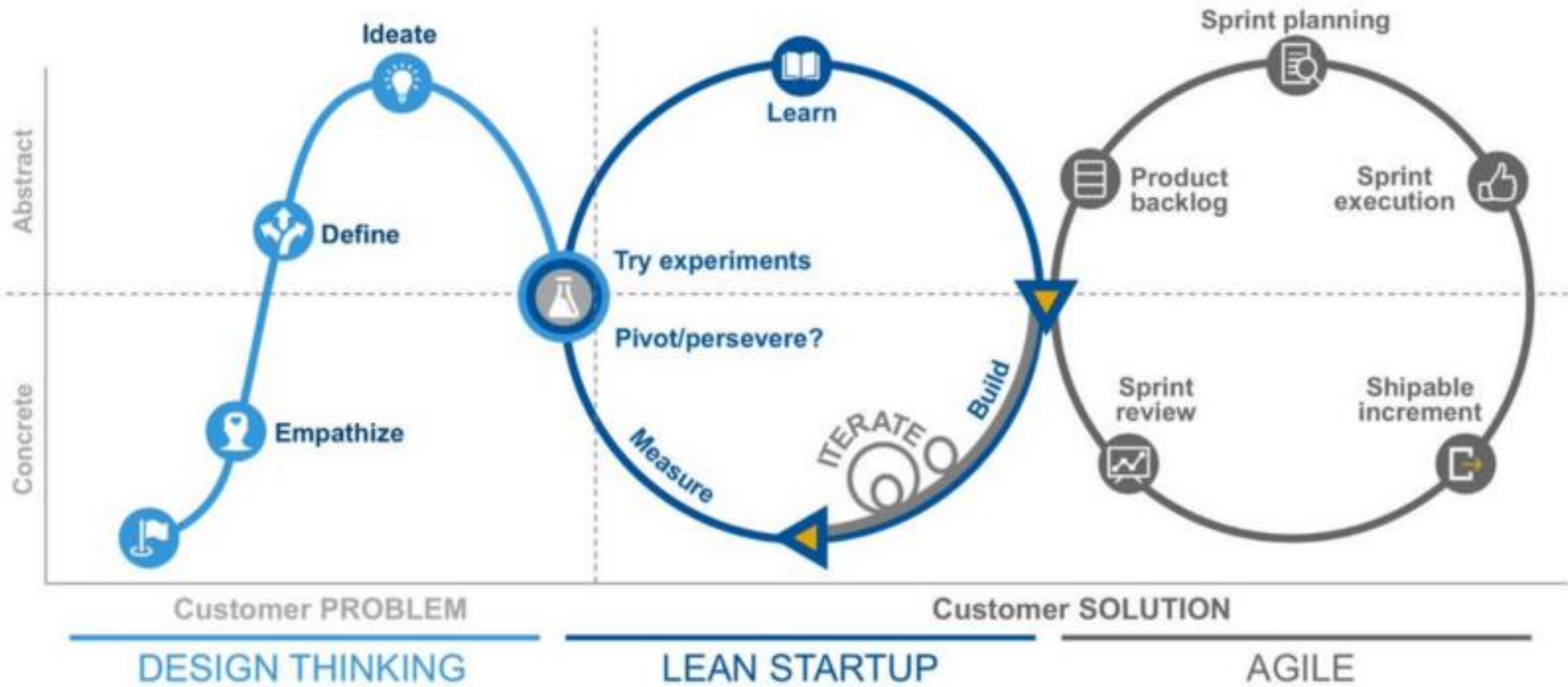


Problem-Solving vs. Problem-Finding

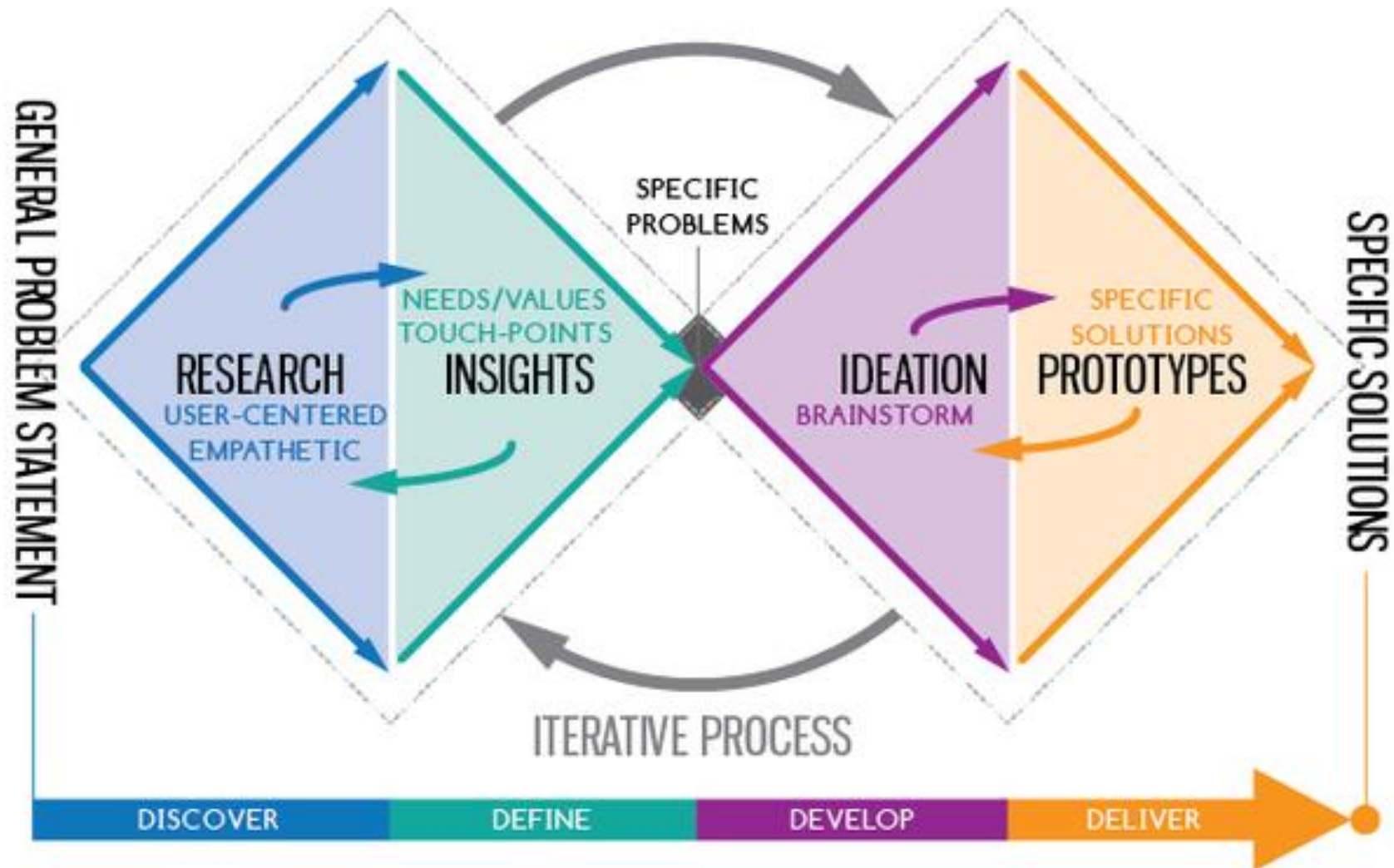


Design Thinking vs. Other Methodologies

LEAN SIX SIGMA (DMAIC)	DESIGN THINKING	PDCA CYCLE
	Empathy (Understand)	
Define	Define	Plan
Measure	Ideate	
Analyze		
Improve	Prototype	Do
Control	Test	Check
		Act



Double Diamond



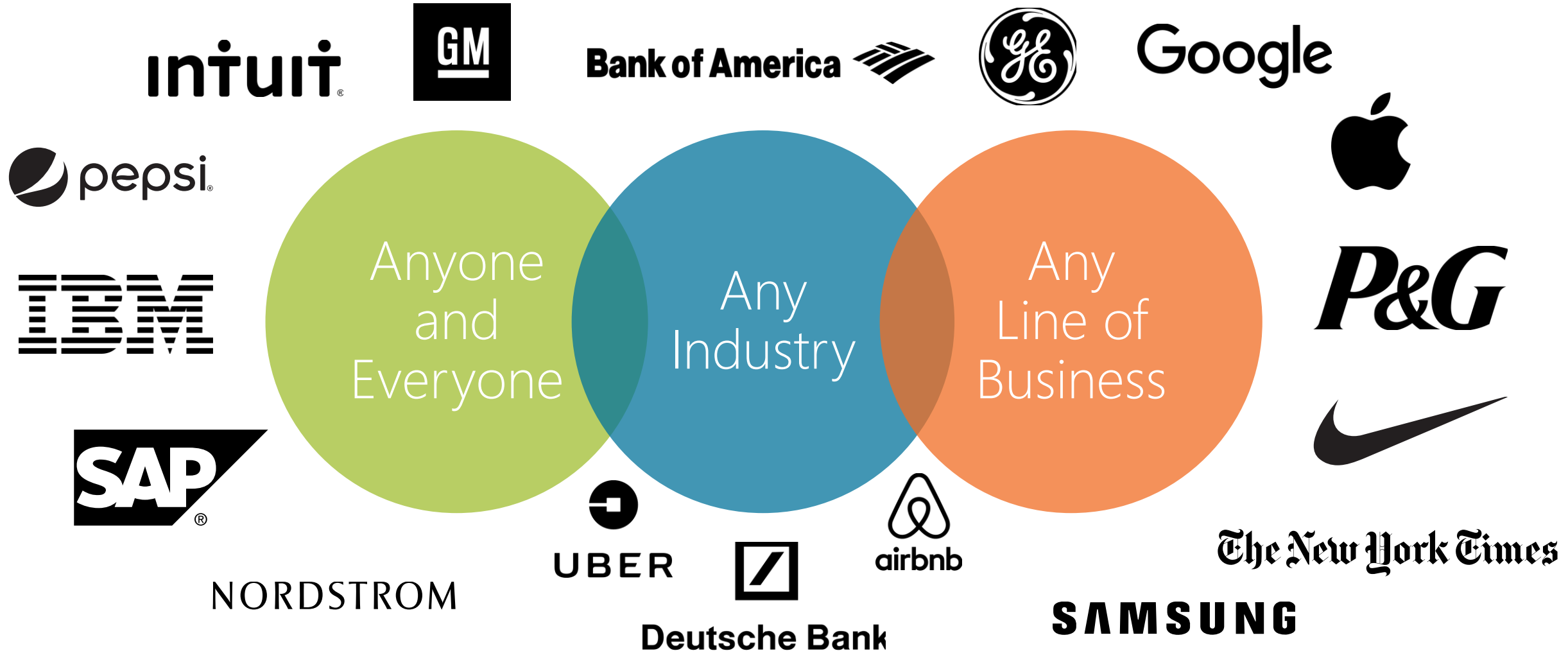
How Do I Know When to Apply Design Thinking?

Design Thinking may be the answer if...	
The problem is human-centered	
You don't clearly understand the problem or have alignment	
The problem is fairly complex	
You need fresh ideas or a fresh approach	

Mystery
or
Puzzle?



Who Can Use Design Thinking?





Value of Design Thinking

Puts people first

Anyone can adopt

Drives innovation and creative problem-solving

Reframes business problems

Transforms us from "order takers" to Trusted Advisors



Why Aren't We Using It More?

Risky, disruptive to process, many unknowns

Stops at theory (I get it. I attended your webinar.)

Lack of support

One-time event vs. culture change

The name

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5 L&D Design Thinking Applications

How Might We...

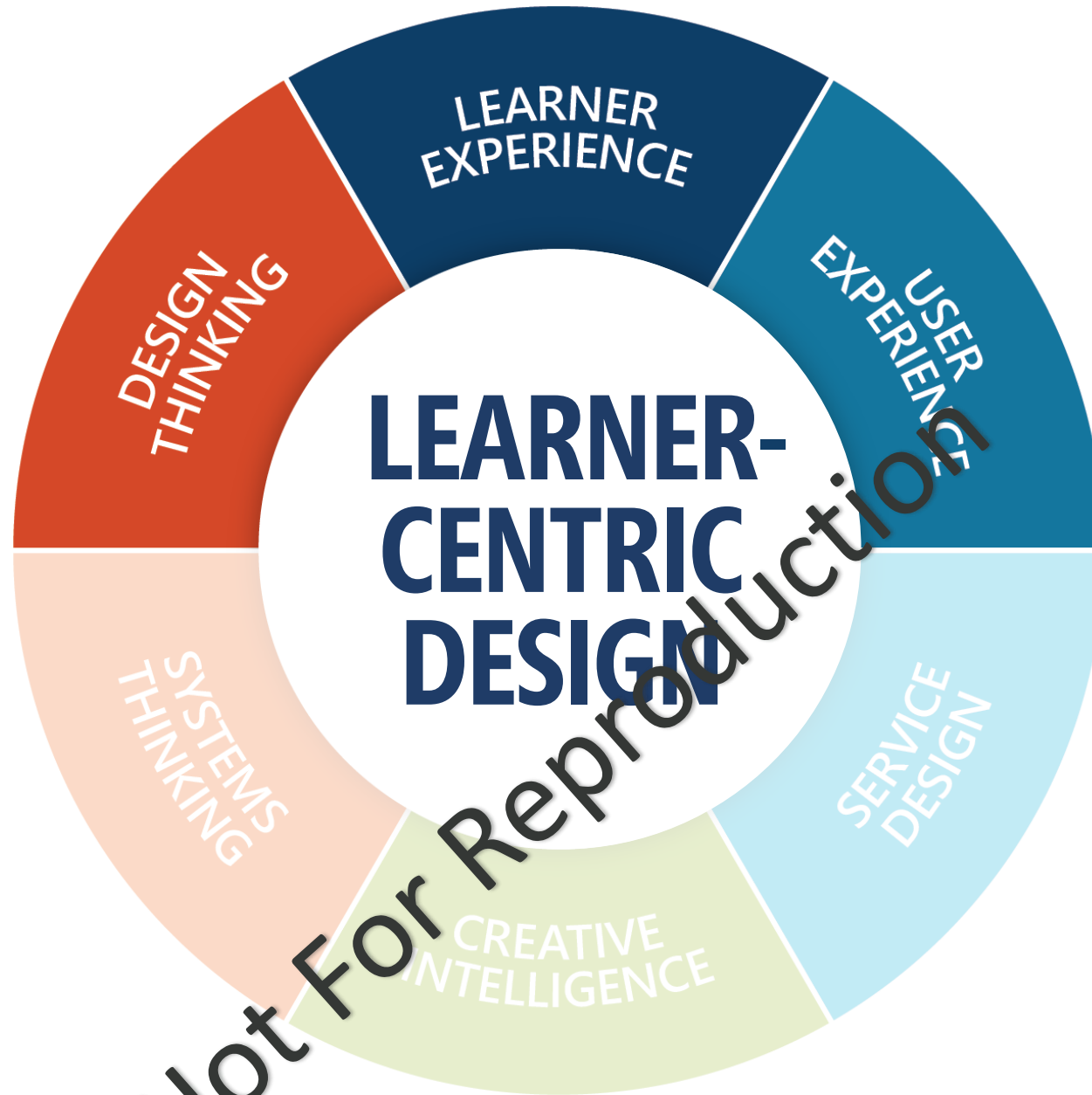
Improve the learner experience

Attract and retain new talent

Redesign the employee reward system in a way that is meaningful to employees

Improve the employee experience and engagement

Create a culture to empower creativity, collaboration, and innovation





Design Thinking

Understanding the Phases

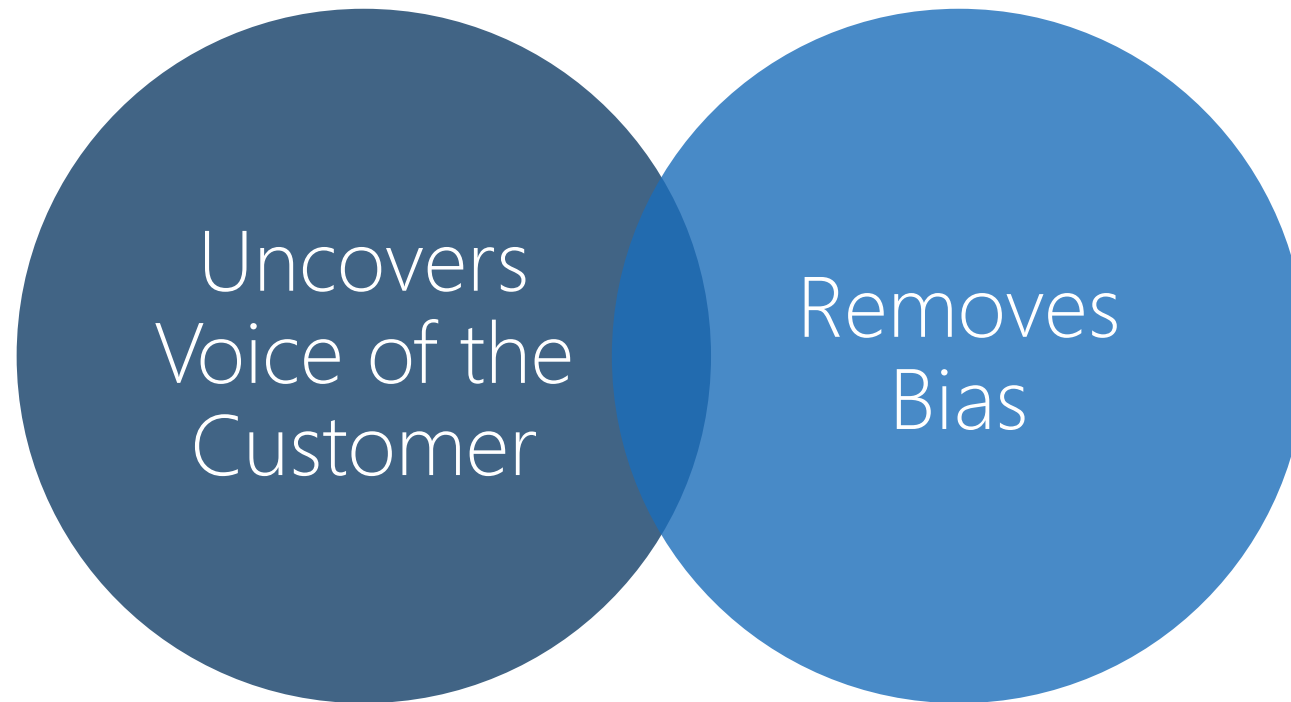
EMPATHIZE

Learn About
the Audience



Empathy

Capacity to understand or feel what another person is experiencing





Empathy

3 Approaches

1

TRY

Immersion



Immerse yourself in the experience of others

2

LOOK

Observation



Observe what people do

3

ASK

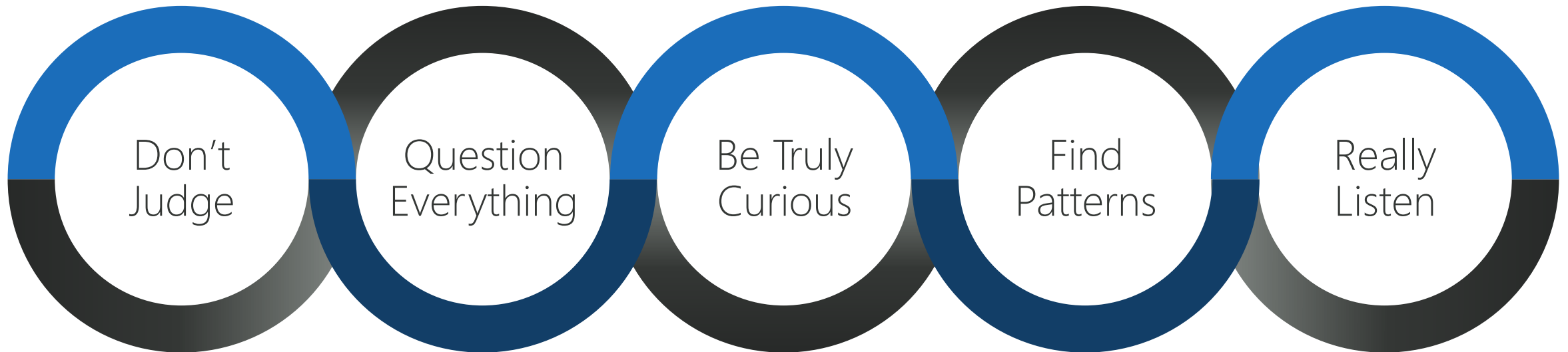
Engagement



Capture what people say they do



Assume a beginner's mindset



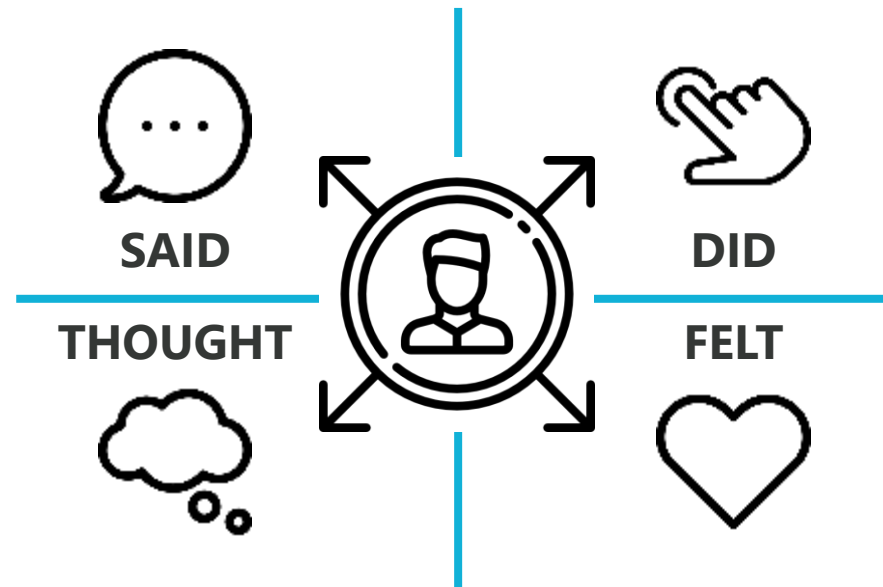
DEFINE

Define Problem
Statements



Define

Clarify your point of view



**Record your insights
and pinpoint the need.**

Learner Persona: Customer Service Representative/Call Center



Sarah Burns
Location: Tulsa OK
Age: 42
Tenure with “Insurance Company”: 8 years
Education: Working on BA at Night
Career Goal: Team lead or management

Personal Info:
Single mother with elementary age children
Works to pay the bills – depends heavy on salary and benefits
Preferred learning methods: Short bite size information relevant to current problems. Likes online nuggets, podcasts, and mobile learning away from work pressures.



SAID

My team is overwhelmed by the large volume of work.

I just don't have time to learn new skills at work

I need a more flexible schedule. My children are my priority right now.



DID

Focuses on tasks and keeping performance statistics high

Enjoys rote tasks as its “easy” and helps her productivity numbers

Cross trained on multiple products

Valued member of team

Registers for online classes, but rarely finishes them



FELT

Overwhelmed by trying to keep up with production quotas.

Frustrated by the training she has gotten because she doesn't understand how it relates to her role or future roles.

Discouraged by her lack of control in her current role and her future with the company.



THOUGHT

I don't know what opportunities there are here how to find out what's even available.

I wish I there was some way to explore development opportunities without my supervisor thinking I'm slacking off.

What Sarah feels about emotional intelligence:

I don't mind being busy, but I feel constantly under water. When big changes are announced, I can't even deal with them. I just put my nose down and try to do my best. I wish I felt I had more influence or control over what's going on.



How Might We Questions Frame Up Ideation

"How might we" (HMW) are short questions that fall out of the problem statement as focus for ideation.

HOW MIGHT WE

"How" suggests that we do not yet have the answer.

"Might" emphasizes that our responses may only be possible solutions, not the *only* solution.

"We" immediately brings in the element of a collaborative effort.



Problem Statement

How Might We...

- LMS has low completion rates
- HR is not connected to the learners
- Onboarding takes too long

- Design training experiences that meet the needs of the learners?
- Stay connected with our learners on an ongoing basis?
- Reduce the time to proficiency for new hires?

IDEATE

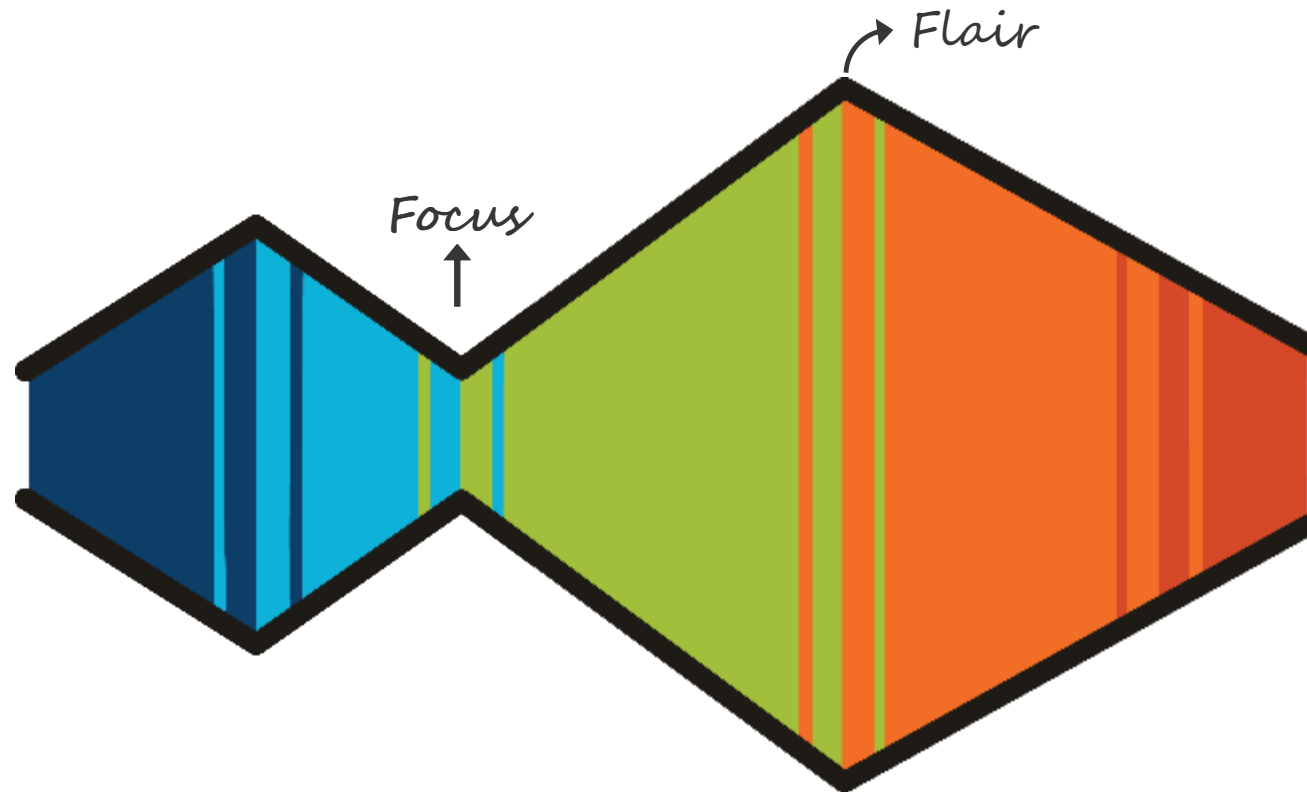
Brainstorm &
Create Solutions



Ideate

The Art of Possible

*"It's not about coming up with the 'right' idea, it's about generating the broadest range of possibilities."**



*Stanford d.School



Ideate

Best Practices

Set a Time Limit

Stay on Topic

Defer
Judgement
or Criticism

Encourage
Weird, Wacky
& Wild Ideas

Include People
Outside the Team
and Initiative

Build on Each
Others' Ideas

Be Visual

Create
"Constraints"

PROTOTYPE

Build Representations
of One or More Ideas



Prototype

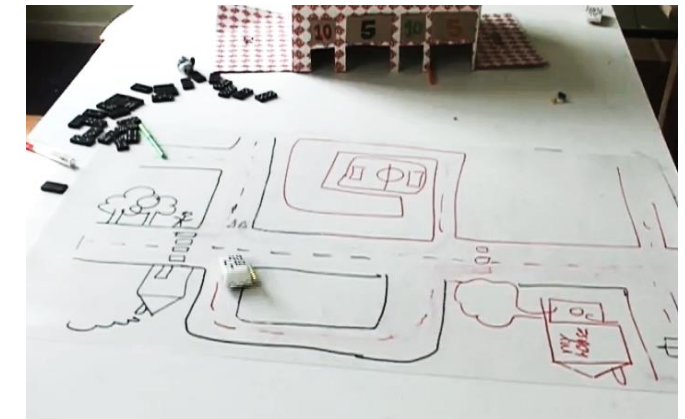
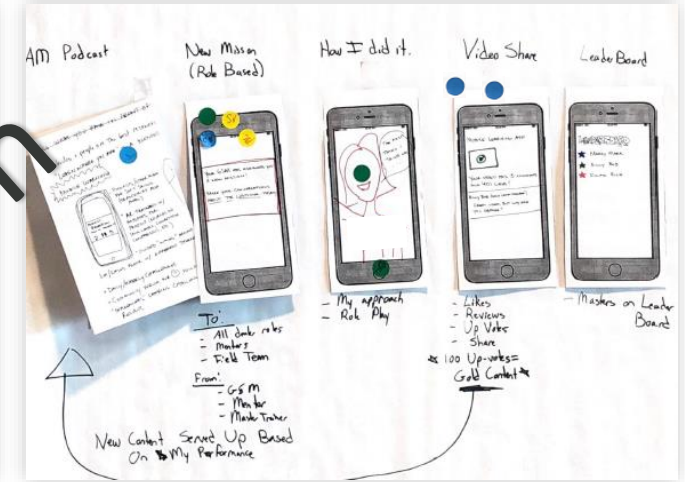
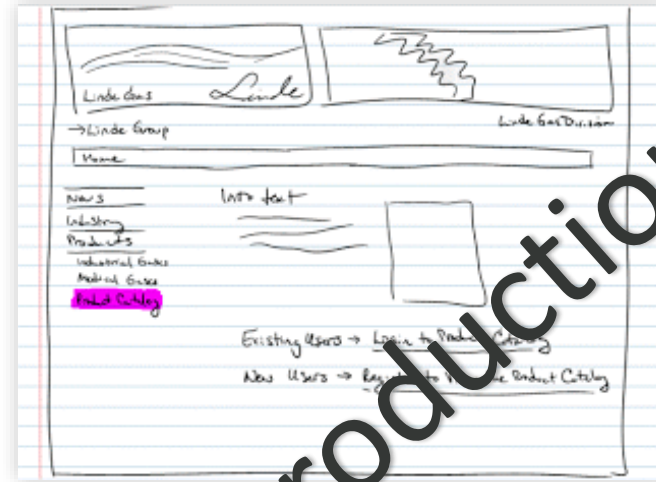
Build Representation of Your Ideas

Low-Fidelity
Prototypes

High-Fidelity
Prototypes



Prototype Low-Fidelity



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Prototype Low-Fidelity



TEST

Test Ideas and Gain
User Feedback



Test

Test with Users

Consider New
People to
Support the
Testing Phase

Have Them Talk
Through Their
Experience Using
Prototypes

Actively
Observe

Don't
Immediately
"Correct"
Your User

Watch How They
Use (and Misuse)
Your Prototype

Follow Up With
Questions



Final Thoughts

Design Thinking is not a solution for every problem

End-users are first

Design Thinking initiatives are quick

Create a place to continue fostering Design Thinking

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Ahead of Tomorrow Podcast



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Thank You!

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