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WE'RE INTERACTIVE TODAY!

OPEN YOUR MOBILE OR WEB BROWSER TO
HTTPS://POLLEV.COM/ERICELLIS164

OR TEXT

ERICELLIS164 TO 22333

DESIGN THINKING IS BULLSH*T. EXCEPT WHEN IT ISN'T.

ERIC E. ELLIS
HEAD OF CLIENT-FACING DIGITAL EXPERIENCES

HELLO!

- Director of Digital Solutions at ettain group

- Led design strategies at Airbnb, Google, Intuit, Dropbox, Thumbtack, and others while at Lithium Technologies

- Built a creative practice at EMC

- Worked as a UX Design Lead at Bank of America

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WHO WE ARE AT ETTAIN GROUP

24 years of experience providing talent solutions

Established nationwide network of over **2.9M talented professionals** including tens of thousands of passive candidates referred by their colleagues

Thousands of proven alumni who have successfully completed **304,450 engagements** with ettain group and counting

Successfully delivered **4,686 projects** and outcome- based engagements

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Specializations

Information Technology

Digital

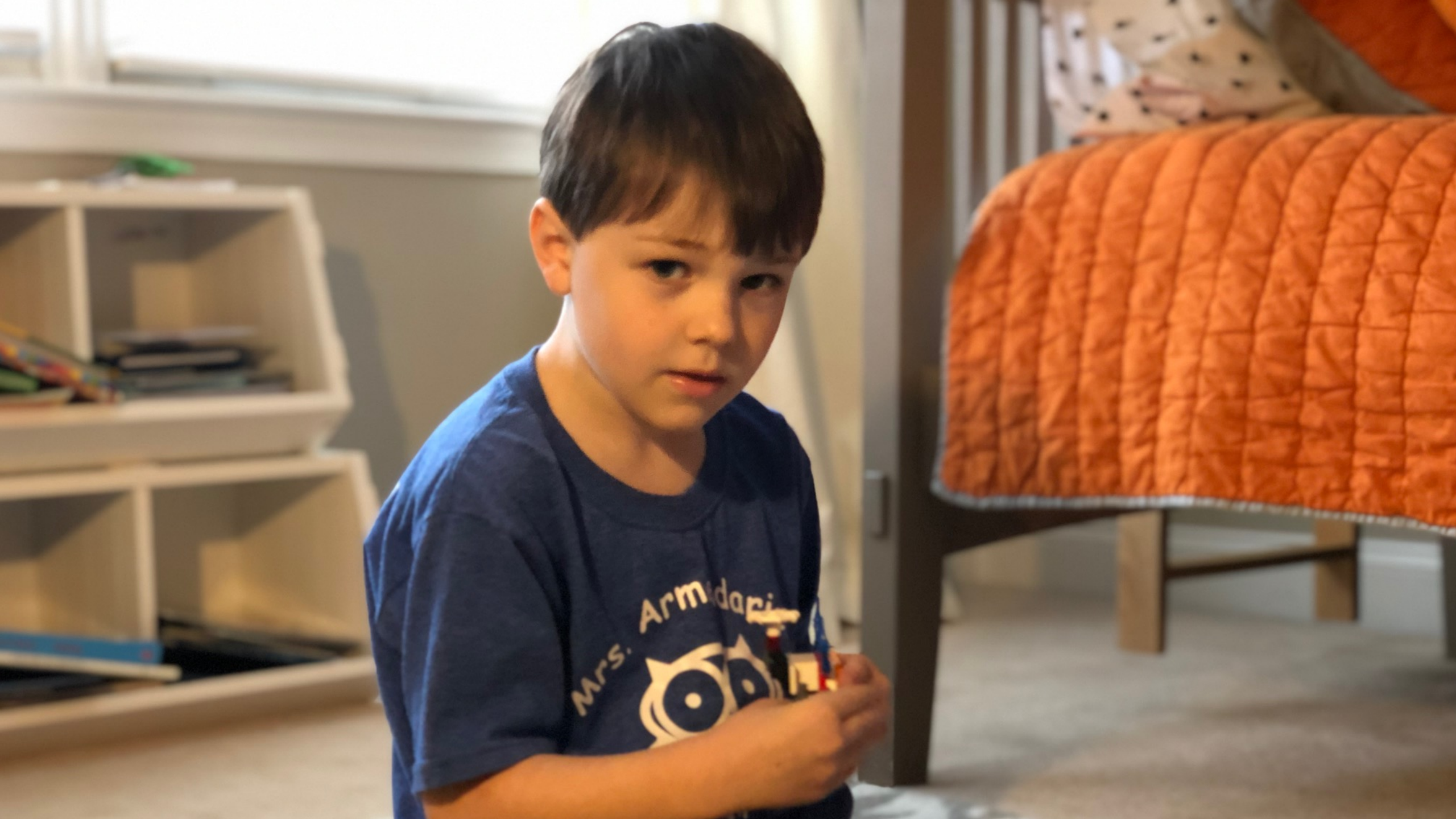Healthcare IT

Professional

Government

4

YOU'RE HERE!

- Design Thinking in 2020 15 min

- Design Thinking Under the Hood 30 min

OUR GOAL TODAY

How might we better **understand** and **practice** design thinking so that we can each be a **beacon for its value** and **advocate for it** inside our organizations in order to create **real change** in the world?

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What is your familiarity with design thinking?

Never heard of it

I have some familiarity but never practiced

I've participated in research, attended a workshop, or worked on a prototype

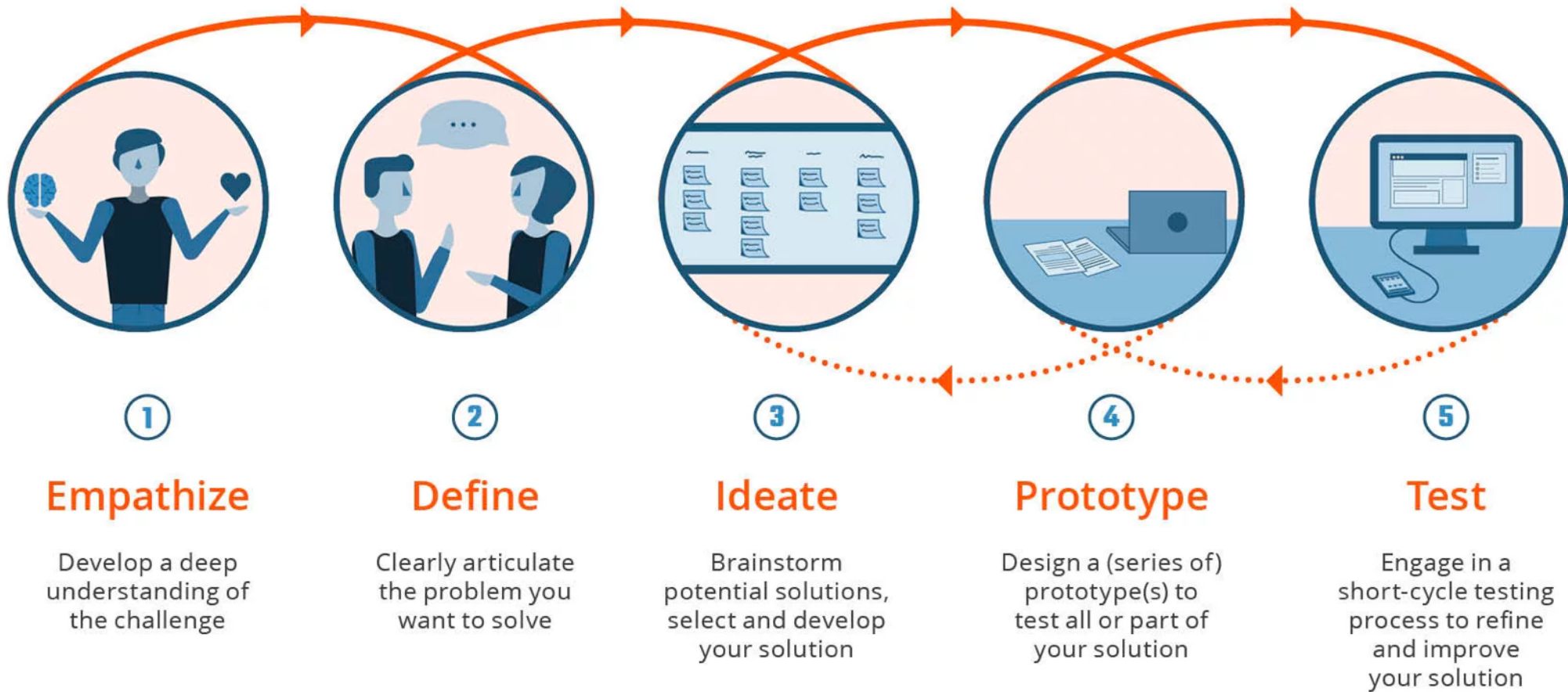I've had a lead role in running a design thinking engagement

I'm a guru ;)

DESIGN THINKING IN 2020

What it is, why it matters, success stories, lessons learned, and perceptions today

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A QUICK PRIMER

① **Empathize**

Develop a deep understanding of the challenge

② **Define**

Clearly articulate the problem you want to solve

③ **Ideate**

Brainstorm potential solutions, select and develop your solution

④ **Prototype**

Design a (series of) prototype(s) to test all or part of your solution

⑤ **Test**

Engage in a short-cycle testing process to refine and improve your solution

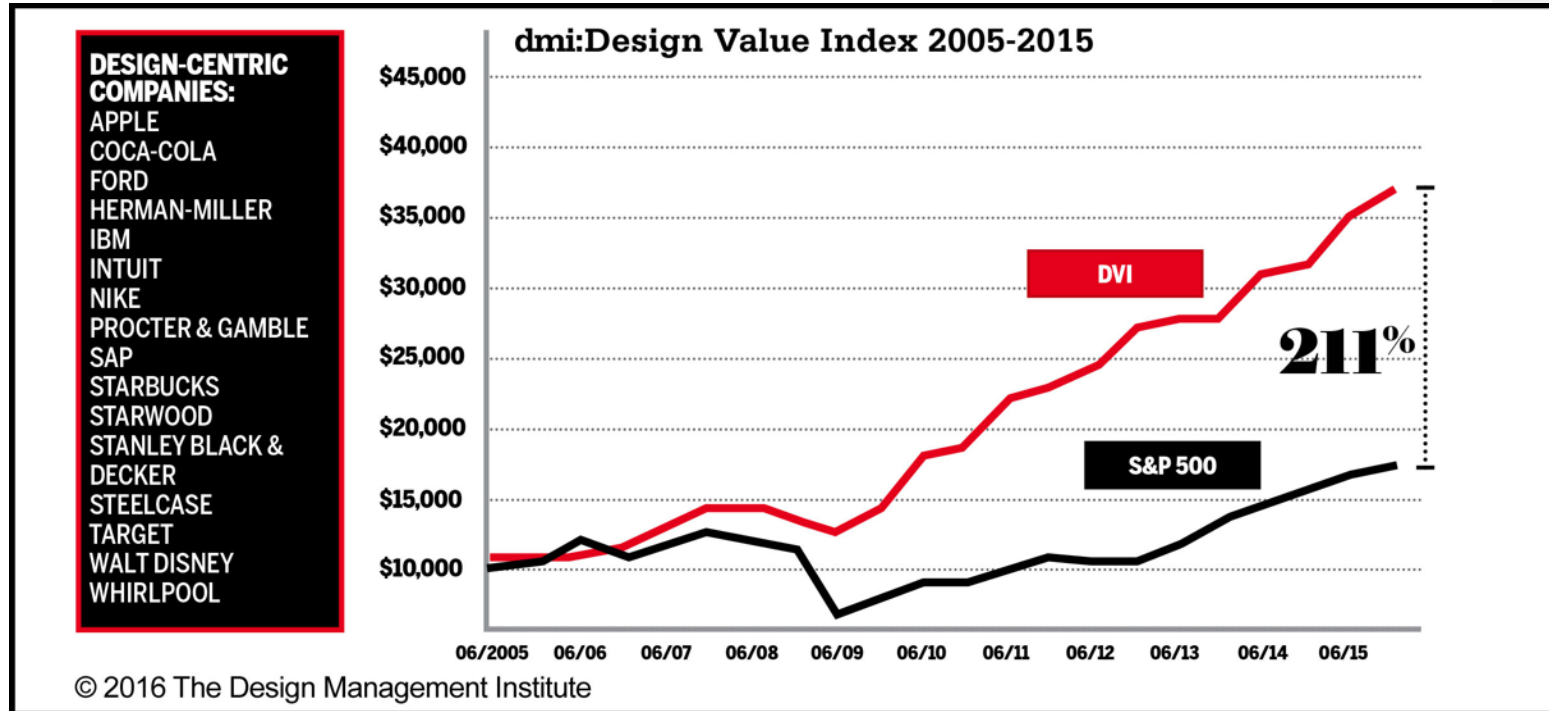ettain group

DOES IT (STILL) MATTER?

YEAH, BUT...

- It's too "waterfall"
- It's slow, sprinting is better
- It overly democratizes the word "design"
- It fails too often
- It's idealistic vaporware

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DESIGN CENTRICITY IS A PROVEN STRATEGY (SAYS MOTIV)

dmi:Design Value Index 2005-2015

DESIGN-CENTRIC COMPANIES: APPLE, COCA-COLA, FORD, HERMAN-MILLER, IBM, INTUIT, NIKE, PROCTER & GAMBLE, SAP, STARBUCKS, STARWOOD, STANLEY BLACK & DECKER, STEELCASE, TARGET, WALT DISNEY, WHIRLPOOL

DVI — 211% — S&P 500

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"Design thinking and co-creation isn't a fad, but rather a new way for all problem solvers to put the user at the center of a problem to develop solutions from the outside in rather than the inside out."

Jeneanne Ford
Founder and CEO, Motiv Strategies

WHEN IT WORKS...

- Airbnb almost went bust in April 2009

- Not everything scales at first, and that's ok

- Culture of experimentation: go after a "test nugget" by venturing into the world, then coming back and telling stories

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WHAT I LEARNED AT AIRBNB

- Airbnb Community
- We were asking the wrong questions of what hosts needed
- Design thinking reframed our world view

"How might we provide an engaging, trusting, and shared space to increase host success and satisfaction with Airbnb?"

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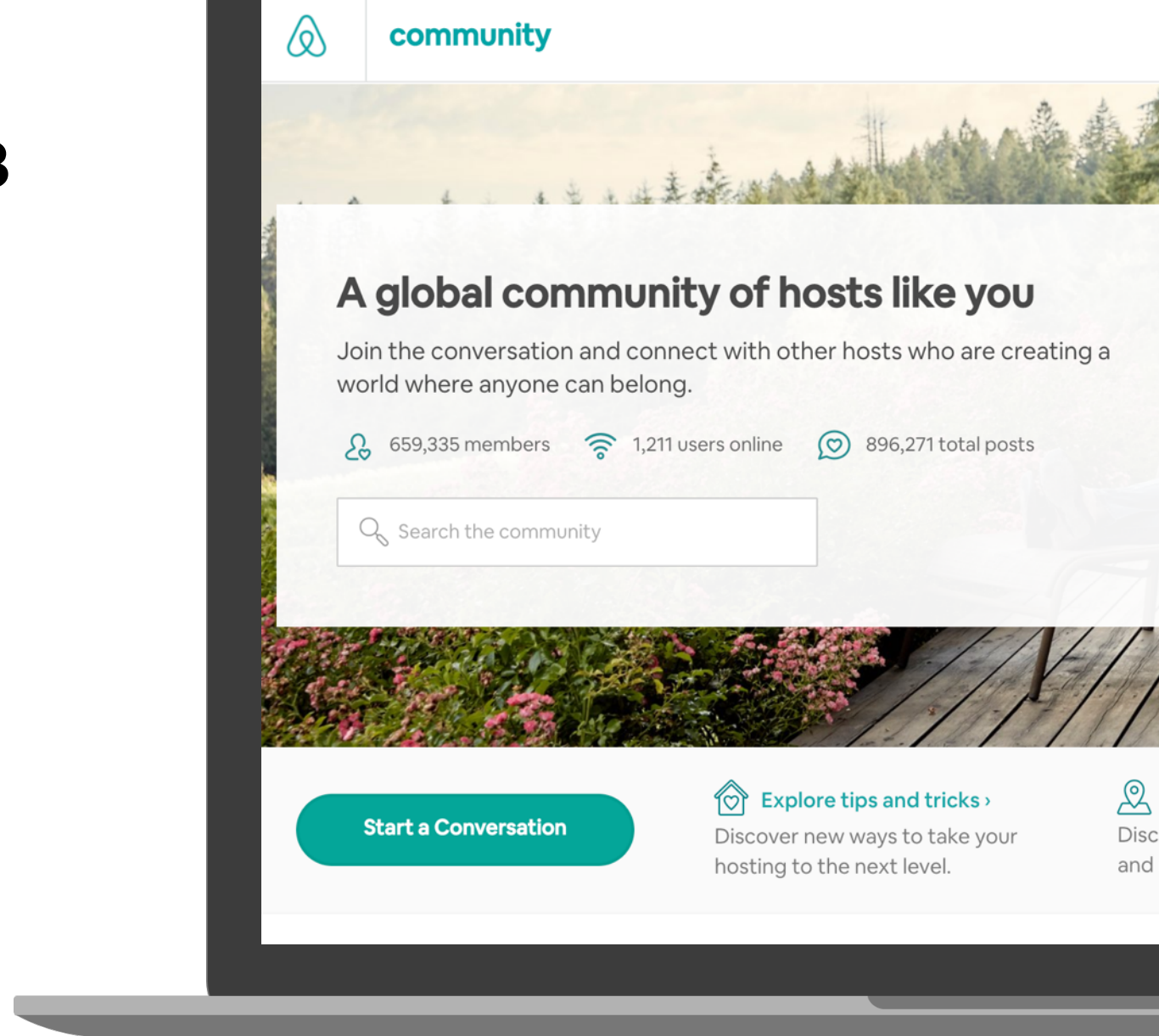
"No one could understand why you'd want to have that thing on your face, in the way of normal social interaction."

– MIT Technology Review

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WHEN I LEARNED IT WAS HUMANISTIC

- Regional grocer looking for digital transformation

- Looking for technology to solve humanistic experiences

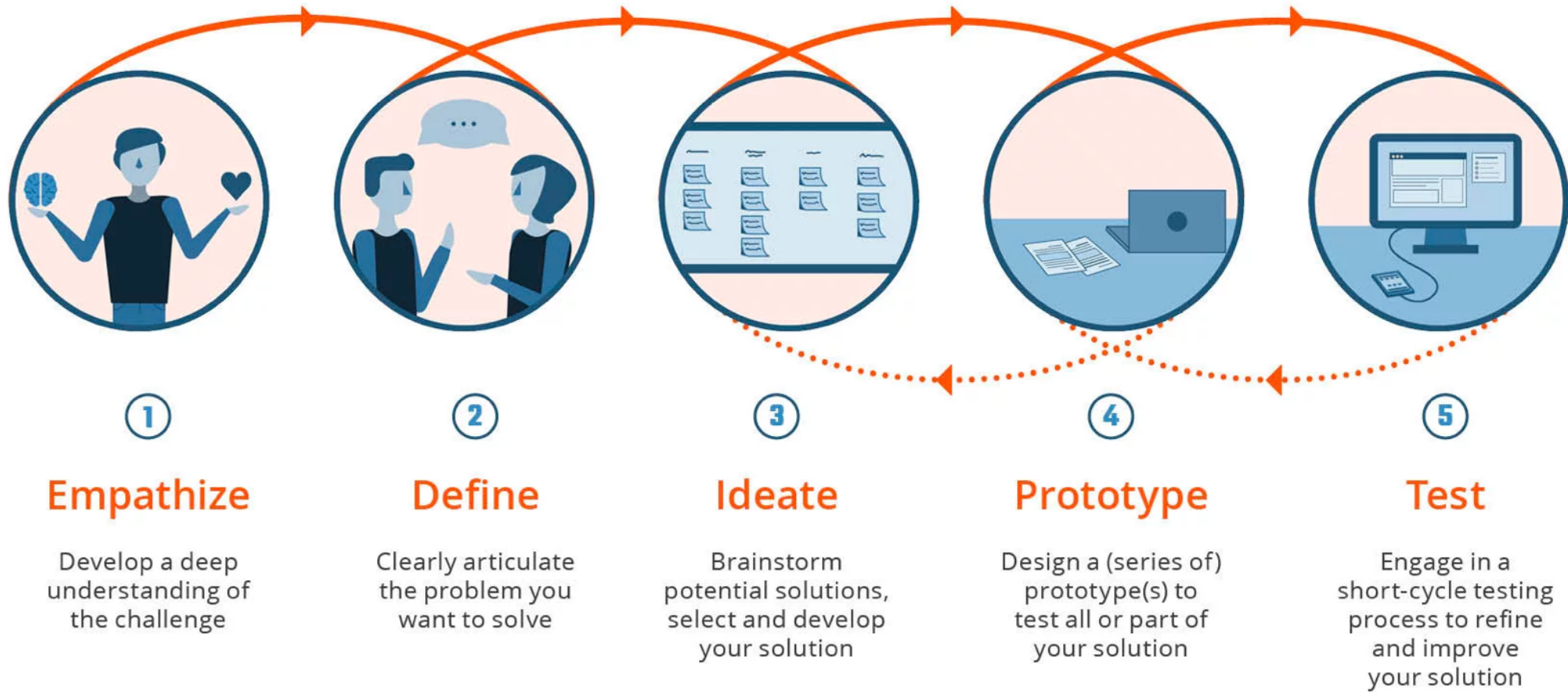- Led to sub-standard customer experiences in mobile shopping

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UNDER THE HOOD

GET THE MOST OUT OF DESIGN THINKING BY LOOKING AT THE REAL VALUE BEHIND EACH PHASE

(AND MAYBE CHALLENGE THOSE "YEAH BUT'S...")

EMPATHIZE

Empathize

Develop a deep understanding of the challenge

Define

Clearly articulate the problem you want to solve

Ideate

Brainstorm potential solutions, select and develop your solution

Prototype

Design a (series of) prototype(s) to test all or part of your solution

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EMPATHIZE

CHALLENGES

Research is directed to the business – not end users – to save time

Anthropological research is confused with usability research

Workshops are used in place of real research

Understand what empathy really is about

Help your colleagues better understand what you uncovered

Be naturally curious: the 5 Why's

Empathize with extreme users

WAYS TO IMPROVE

TECHNIQUES

INTERVIEWS

Broad-level, empathetic, and contextual discussions with stakeholders to break down problems and reveal patterns.

FIELD STUDIES

Experience what users experience by embedding yourself into their world.

Observe users and their actions like a biologist in the wild.

PERSONAL JOURNAL

You hand over the camera to your users and give them instructions to record their experiences.

EXTREME USERS

Step into the world of users on the peripheral extremes of your cohort in order to have a complete picture of the needs and potential solutions you must evaluate.
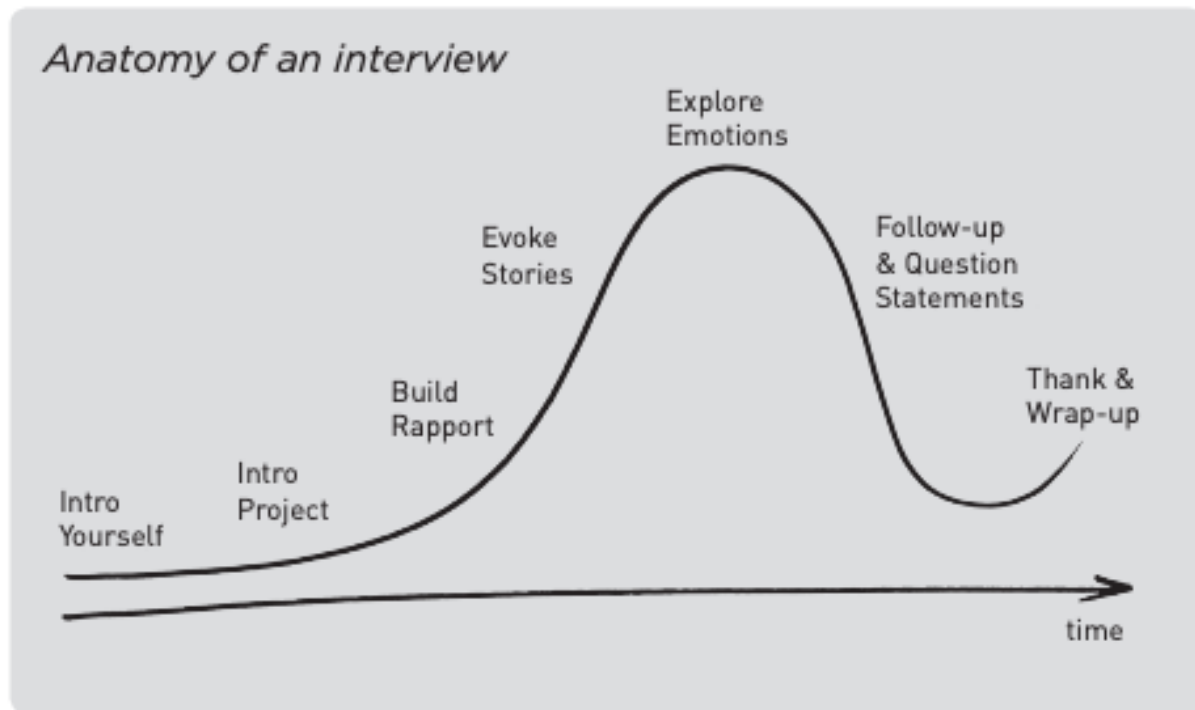
LET'S PRACTICE!

- Interview your neighbor

- You're a lead researcher for a hoverboard-sharing service (think Back to the Future II)

- Your company is struggling with adoption and low growth

- Your participant is a local commuter who has tried your service once before

- You want to learn more about them

EMPATHIZE: HOW TO INTERVIEW? HAVE A CONVERSATION

Be human. Seek stories. Talk about feelings.

Anatomy of an interview

Explore Emotions

Evoke Stories

Follow-up & Question Statements

Build Rapport

Thank & Wrap-up

Intro Project

Intro Yourself

time

Adapted from Michael Barry

"Tell me a little bit about (your experience today . . . , how you use . . . , what you think about . . .)"

"Can you tell me about the first time you _____? What do you remember about that (day)?"

"Could you tell me why is that important to you? What emotions do you have (about that)?"

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EMPATHIZE: INTERVIEW EXAMPLE

- Don't suggest answers to your questions
- Don't be afraid of silence
- Look for inconsistencies
- Be aware of nonverbal cues
- Stay on the same path of a question
- ASK "WHY?"

SURESH M.

9 Y.O. WAITING AT BAG CLAIM FOR HIS AUNTIE SHILPA

Q: WHERE TRAVELLING?
A: AKRON ~ SFO TO VISIT FAMILY, FIRST TIME FLYING ALONE, FAMILY NO WHERE IN SIGHT (BITES LIP, WORRIED?)

▷ PLANE SWITCHED TERMINALS, CANT FIND FAMILY NO CHANGE FOR PAY PHONES.

Q: WORRIED?
A: YES! FLYING WAS FINE "STEWARDESS. WAS AWESOME!" BUT "IN THE AIRPORT, I FEEL LIKE I'M IN A BLENDER!" TOO MANY THINGS WHIZ BY TOO FAST "I FEEL EMBARASSED NOT KNOWING WHAT TO DO"

Q: WHY EMBARASSED?
A: "EVERYONE'S ANGRY, IT'S LIKE A FIGHT AND I DON'T WANT TO SHOW WEAKNESS"
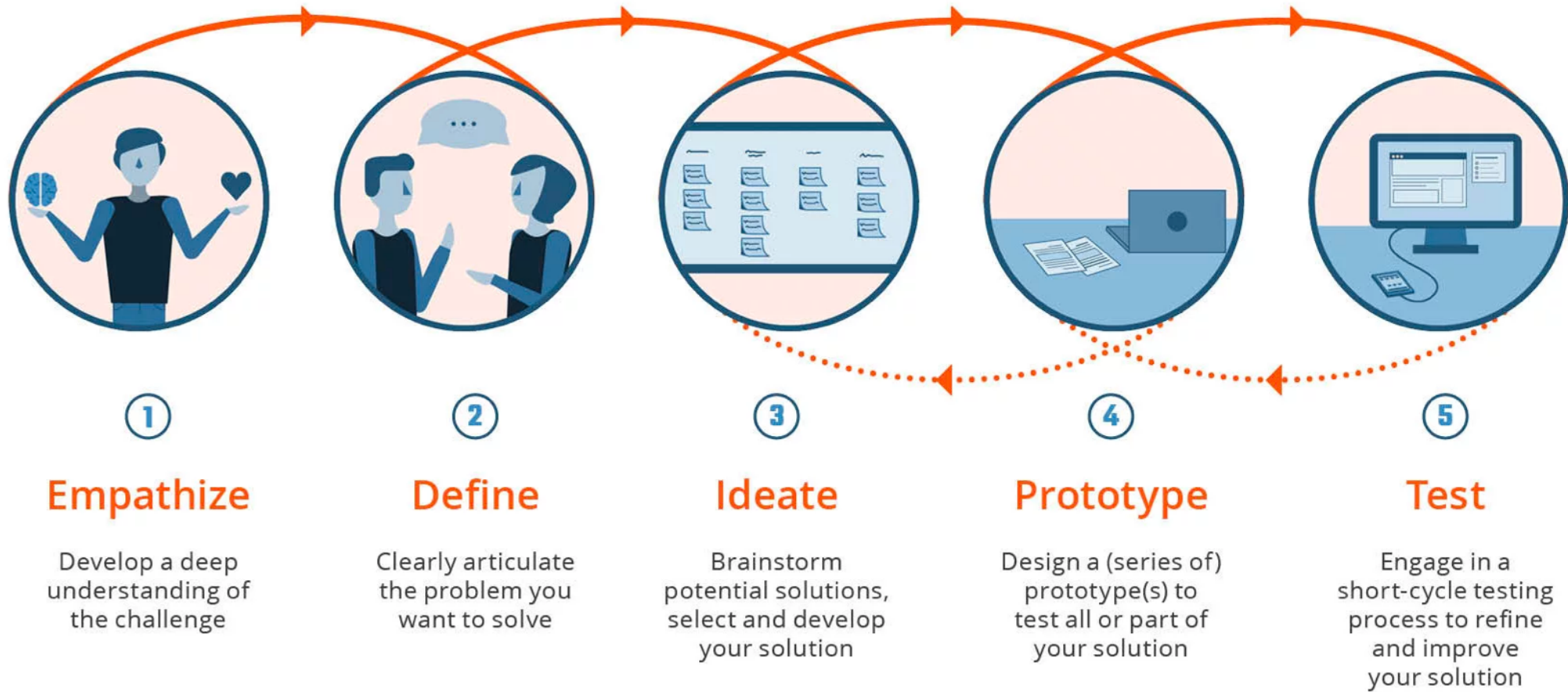
Q: WHAT WAS SO DIFFERENT ON THE PLANE FROM THE AIRPORT?
A: ALWAYS SOMEONE TO HELP YOU ON THE PLANE → THEY ASK IF YOU NEED HELP. IN SFO, "NO ONE WANTS TO HELP YOU" "YOU'RE ALWAYS IN THE WAY"

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DEFINE

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Empathize

Develop a deep understanding of the challenge

Define

Clearly articulate the problem you want to solve

Ideate

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Prototype

Design a (series of) prototype(s) to test all or part of your solution

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Engage in a short-cycle testing process to refine and improve your solution

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DEFINE

CHALLENGES

Problems come from the wrong place: we often start with a solution in mind,

We use design thinking to define problems that don't require us to think anthropologically

It's not messy enough!

Use 5 Why's to explore cause-and-effect relationships

As-Is Scenario Maps synthesize what you uncovered in Empathize

Needs mapping helps to lay out real problem statements

Come away with a single statement

WAYS TO IMPROVE

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AIRBNB COMMUNITY 5 WHY'S

Hosts are churning. **Why?**
Hosting is perceived as difficult. **Why?**
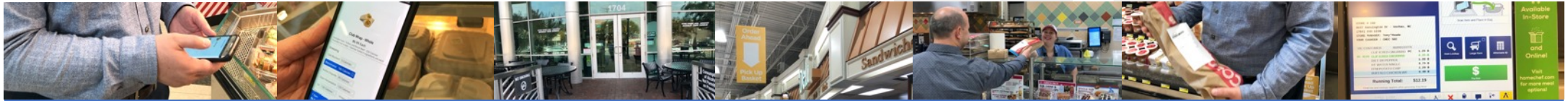Hosts aren't confident. **Why?**
They don't feel empowered. **Why?**
There's no way to learn. **Why?**
No centralized learning/sharing exists.

*Challenge: What outcomes might we have derived if we stopped at the first "why"?*

	DECIDE	ORDER	ENTER STORE	WAYFIND	ORDER READY	ORDER COMPLETE	CHECK OUT
DOING THINKING	I'm in a rush. I think I'll order lunch today from HT. I'm opening up the app and choosing a **hot sub option**. What do I want? **There are a lot of screens here**. Maybe something **healthy**?	I'm **customizing** my sub order and adding some special instructions. This is taking longer than I thought. It's the **same order** I had last week at a different store.	Got my confirm text. I'm entering a store I've **never been to** before. I'm assuming I go to the deli area. Where is the deli? This is a nice Harris Teeter!	I'm looking for the pick-up area. Do I need to ask someone or will it be out somewhere? **I don't see it**.	I'm looking in an empty basket. The text said it's ready but I don't see it. Do I need to **wait in line**?	I asked someone about my hot sub, and the associated handed it to me from behind the counter. The associate was helpful. **Did I pay online? This sub is huge!**	I'm waiting in line to pay, **just like I had a full basket of groceries**. I wish I could have paid already. I have 3 minutes to get back to work! **I wish I had chips and a drink**.
FEELING	**Anticipation** I can't seem to order a meal. I'm hungry, I need it now. Hopefully this won't take long.	**Slight worry** I hope I didn't order at the **wrong store**. Where's my text?	**Confused, but hopeful** I'm ready to pick up my food, **I hope it's ready**.	**Nervous, irritated** Should I ask someone? Man, that line is so long. **I wish this was like Chick Fila A**. This feels like Where's Waldo. I'm late for work!	**Puzzled, disappointed, defeated** I bet they never got my order in the first place.	**Relieved** I have mixed feelings about this pick-up. **It felt more cumbersome than it should be**.	**Ready to eat** I'm not happy but at least I have a sandwich.
	😐	😐	😐	☹️	☹️	😐	😐

IDEATION: SCENARIOS TURN INTO NEEDS

Based on today's experience (doing, thinking, feeling)…
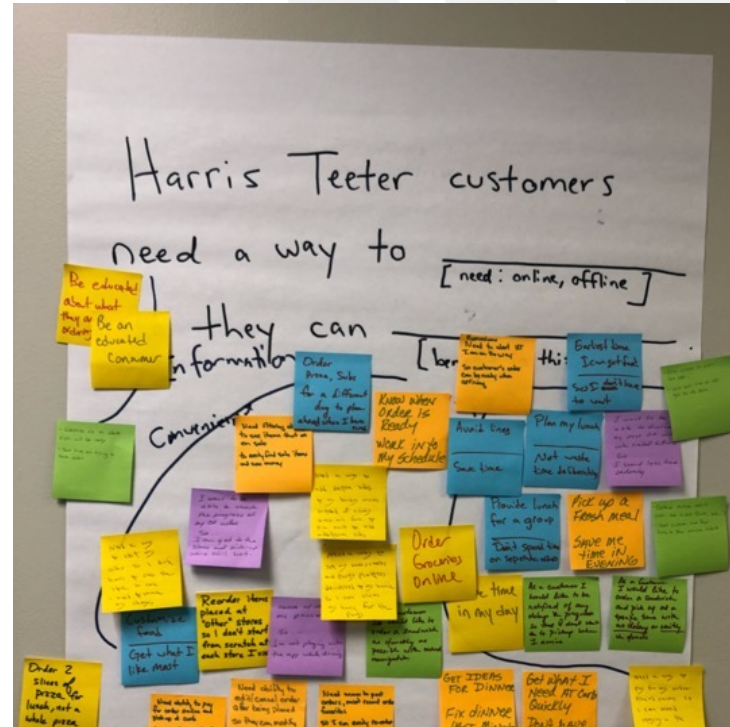
…what do customers need out of their grocer when it comes to ordering online?

HOW DO WE…

"… encourage pros to support & develop each other to create thriving independent businesses through shared knowledge, honest answers, and altruistic intent?"

NOT

- How do we deflect call center volume by giving pros a lower-cost support channel?
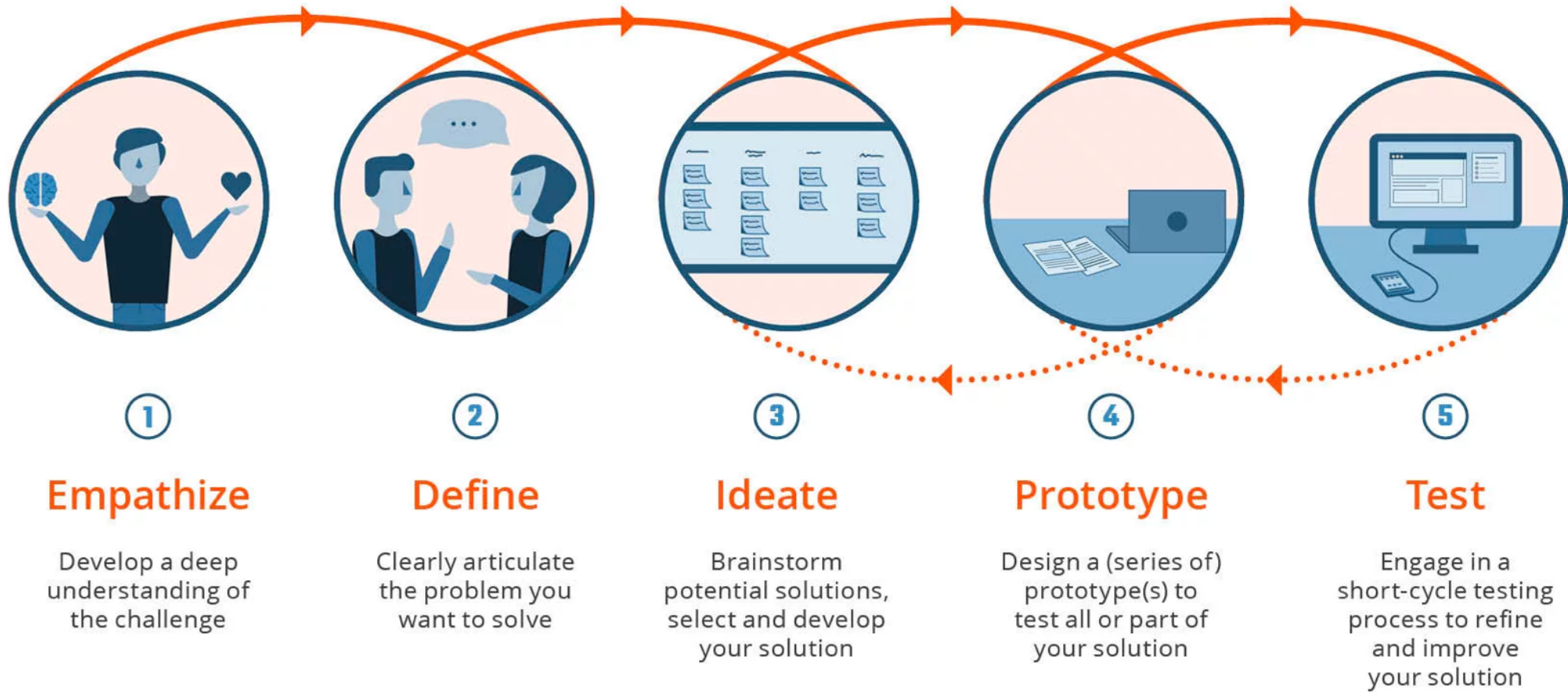
WHEN WE DON'T KNOW WHAT TO SOLVE, WE GET…

IDEATE

Empathize

Develop a deep understanding of the challenge

Define

Clearly articulate the problem you want to solve

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IDEATE

CHALLENGES

Participants aren't in the right frame of mind before ideating

Settling on the "right" or obvious solution

It's sold as a "game changing" event

The belief that we're all designers

Cut the tension with games

Quantity of ideas over quality

Don't forget to converge after you diverge

WAYS TO IMPROVE

BRAINSTORMING: JUST DO IT!

- One conversation at a time

- Quantity over quality

- Encourage wild ideas

- Defer judgement

- Build on each other's ideas

- Different perspectives lead to more diverse ideas
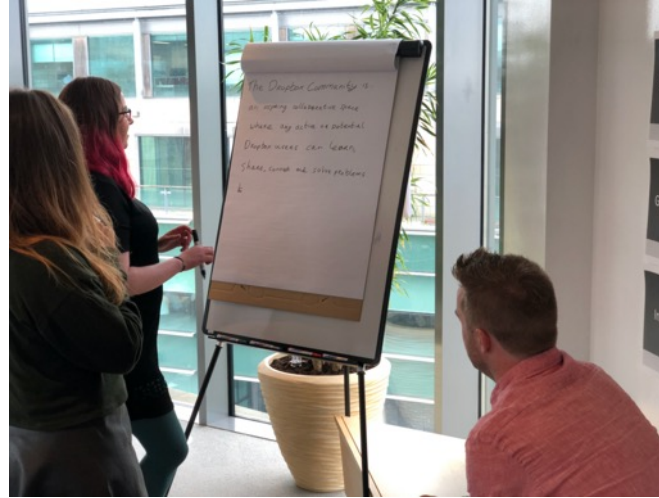
Need to give more guidance?

- Impose time limits

- Focus on a particular area or feature

- Vote with dots

IDEATION: ASPIRATIONAL STORY-WRITING

We know the world our users inhabit today and what they experience…

…and we've hypothesized about their needs and written an intent statement…

…and brainstormed on novel ideas…

…in order to tell a compelling story, a vision of an idealistic future!

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REMEMBER THAT 'SO WHAT…'

Team Backlog

These are the activities or tasks the user must perform to accomplish their goal.

| Activity or task | Activity or task | Activity or task | Activity or task |

Story 1 | Story 2 | Story 4 | Story 5
Story 3

Story | Story | Story | Story
Story | Story | | Story
| Story | | Story

Team Backlog: Story 1, Story 2, Story 3, Story 4, Story 5
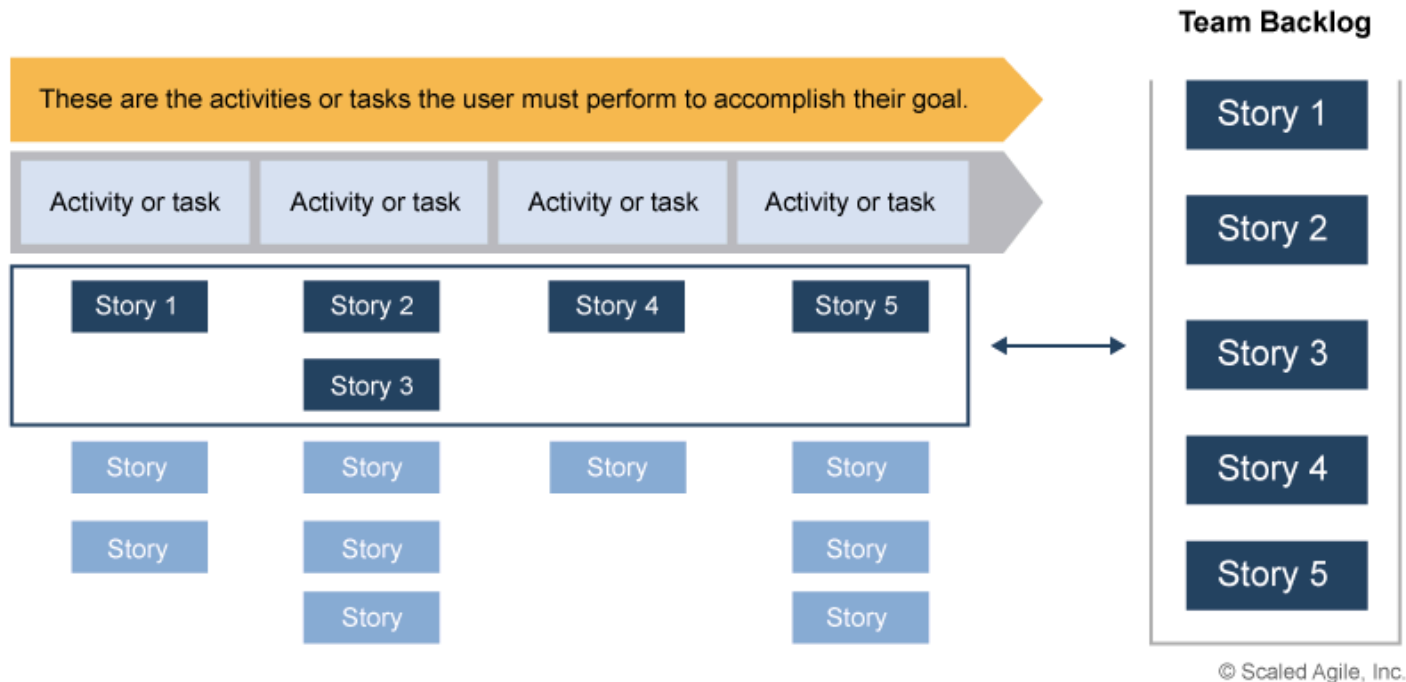
© Scaled Agile, Inc.

Figure 8. Relationship between Story Maps and Team Backlogs

According to a recent study conducted for IBM by Forrester Consulting, adopting a design thinking approach can **reduce time for development and testing by as much as 33 percent**.

TELLING STORIES

- Storytelling gives us purpose & a sense of place

- Great stories connect and are relatable.

- With design thinking, we must evolve the focus of creating a simple task-driven and functional experience into a <u>valuable human connection</u> - a perfect exercise for <u>convergence</u>.

SETTING/CHARACTER
Marty finds himself in an unfamiliar time.

CONFLICT/ANTAGONIST
He has a run-in with some questionable local teenagers.

THE MACGUFFIN
Wait, what's this?? A hoverboard!

CLIMAX
Batter up!
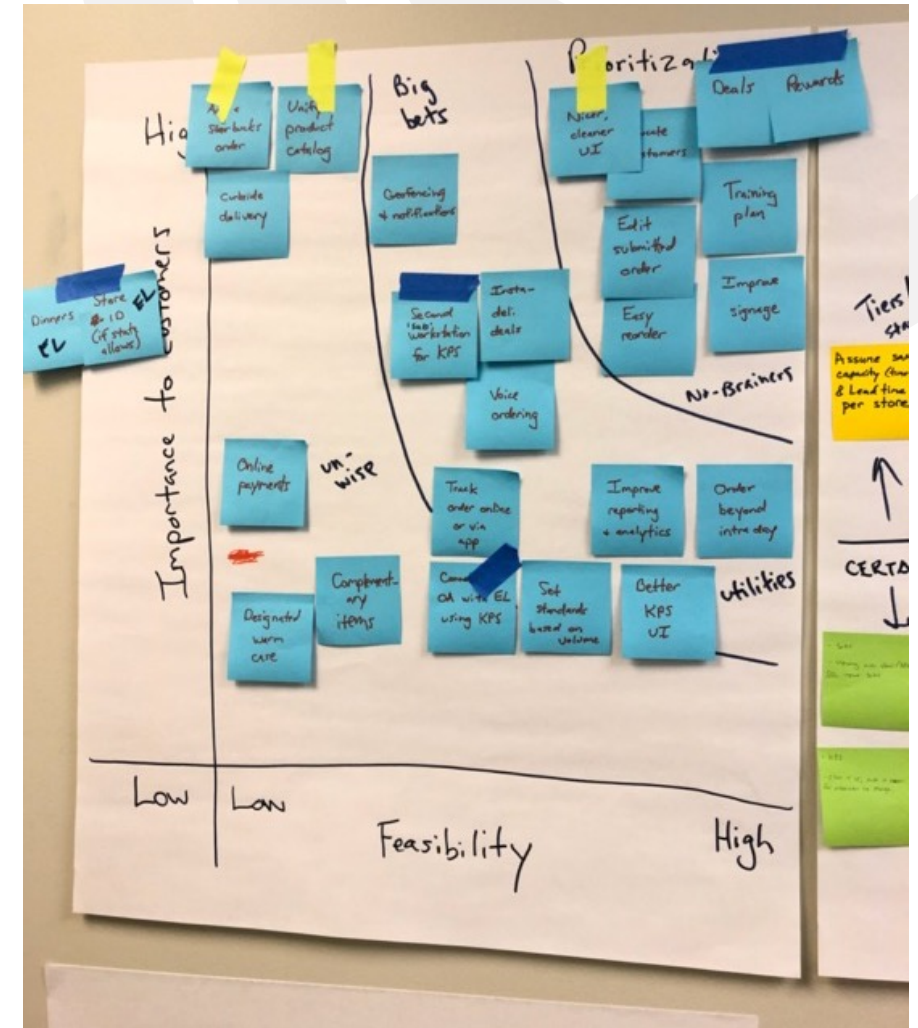
DENOUMENT
Marty saves his family's future!

LET'S PRACTICE!

- Challenge: how might we improve our riders' experience and increase subscriptions?

- Write a story together!

- Use your interview findings as fuel

- Focus on the humanistic aspect of your main character

- Don't forget, your product is your "MacGuffin," NOT your main character
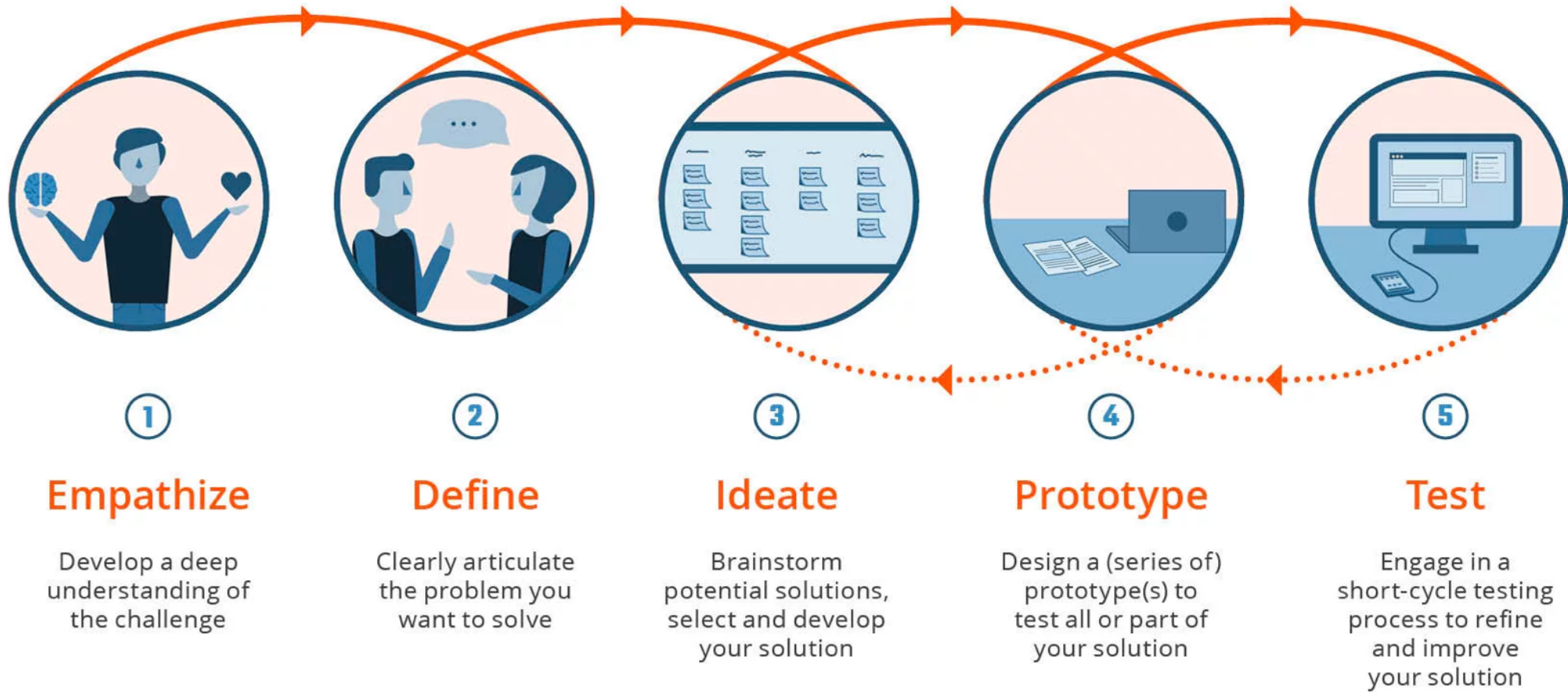

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FROM DIVERGENCE TO CONVERGENCE

- Quickly evaluate ideas individually that aim to help your user reach their goal, and roughly plot them on the grid where they make sense.

- Discuss with your teammates and reposition the sticky notes in relation to each other (focus on value)

- Label *No brainers, utilities, Big bets,* and *Unwise*

- Focus the discussion around Big bets—mid-feasibility, high- importance ideas that reflect significant investments with potentially big payouts

PROTOTYPE + TEST

Empathize
1

Develop a deep understanding of the challenge

Define
2

Clearly articulate the problem you want to solve

Ideate
3

Brainstorm potential solutions, select and develop your solution

Prototype
4

Design a (series of) prototype(s) to test all or part of your solution

Test
5

Engage in a short-cycle testing process to refine and improve your solution

PROTOTYPE + TEST

CHALLENGES

Prototyping is a waste of time, we might as well just build the solution

Diving into the first good idea

Falling in love with your own prototype

Wasting time explaining and pitching

Testing doesn't occur at all; prototype = the end

When test failure doesn't equal learning

"They slow us down to speed us up" – Tim Brown, CEO of IDEO

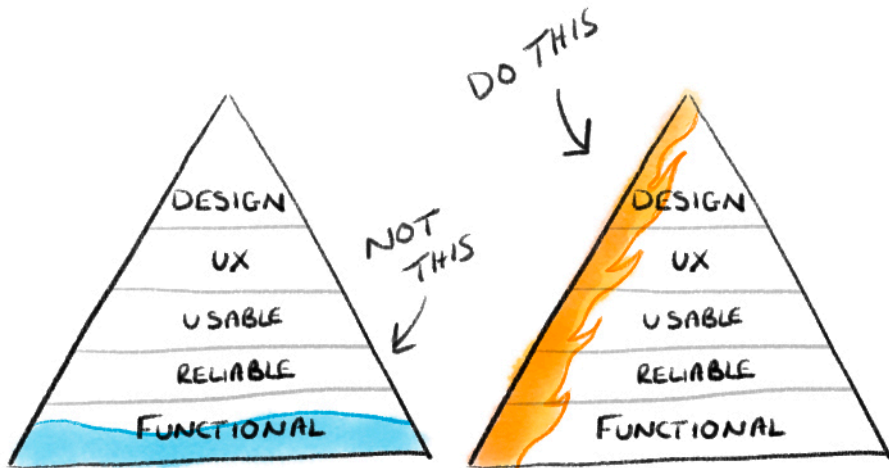Build a prototype to scale, a living lab of the roadmap

Satisfy the goals of a design thinking test

WAYS TO IMPROVE

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PROTOTYPING TO SCALE

- Modern design systems allow us to simulate "the real thing" quickly
- Build to the test, but keep an eye on the "MLP"

TEST GOALS

- **Desirability**: do humans want it, and is it usable
- **Feasibility**: is it practical and implementable
- **Viability**: is there a business model behind the solution

LET'S REVIEW WHAT THE DETRACTORS SAY

- It's too slow
- It's too "waterfall"
- Sprinting is better
- It overly democratizes the word "design"
- It fails too often
- It's idealistic vaporware

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What is something new that you learned today?

Top

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THANK YOU!

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