

A Crash Course in . . .



DESIGN THINKING

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September 15, 2020

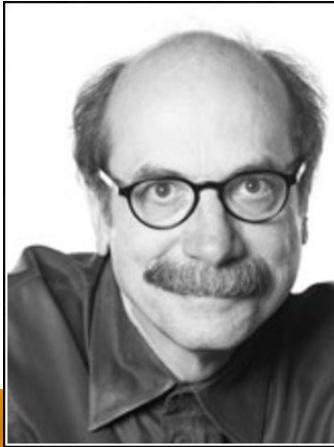
Today's virtual workshop

- 1) Identify the basic principles of design thinking.
- 2) Consider how to apply design thinking techniques in your bank
- 3) Learn how it has been used in a local organization

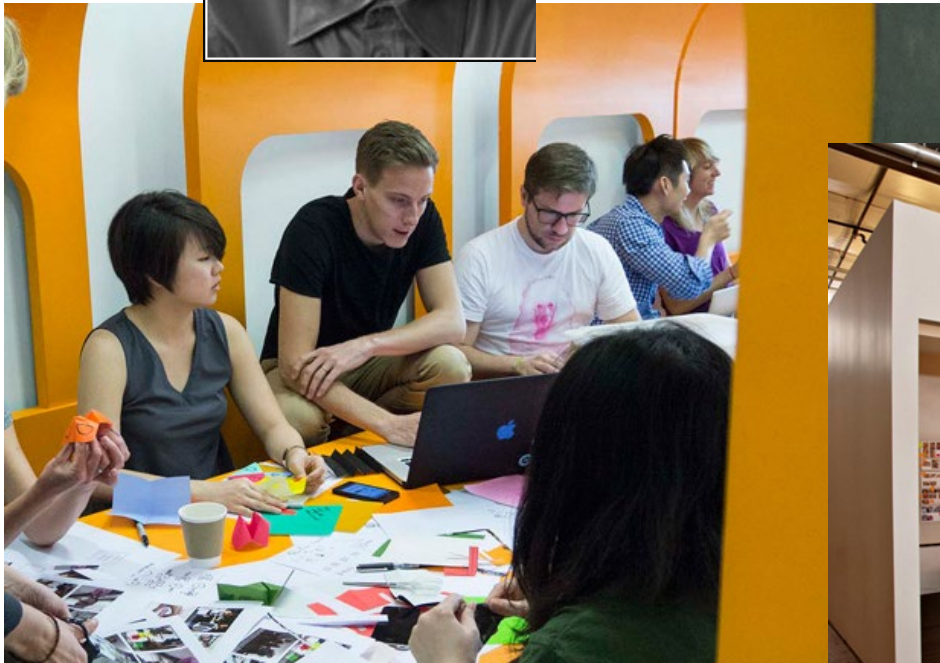
Design thinking is about . . .

- Understanding people (empathy)
- Learning through failure
- Exploring many, many possibilities
- Creating solutions that people want, need, and WILL USE.
- Different from LEAN and AGILE: Starts by immersing oneself in the problem(s).





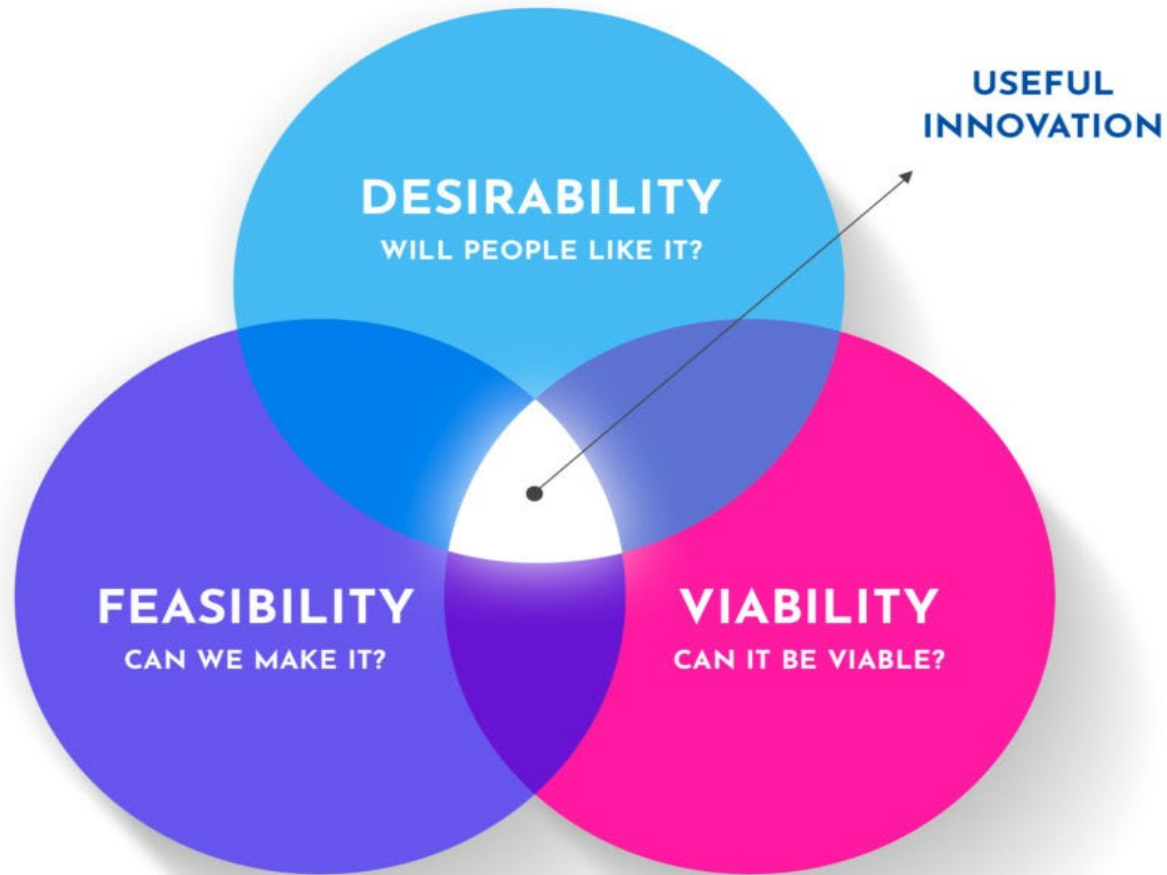
David Kelley, Founder of IDEO, world's most well-known design firm and one of the first adopters of Design Thinking



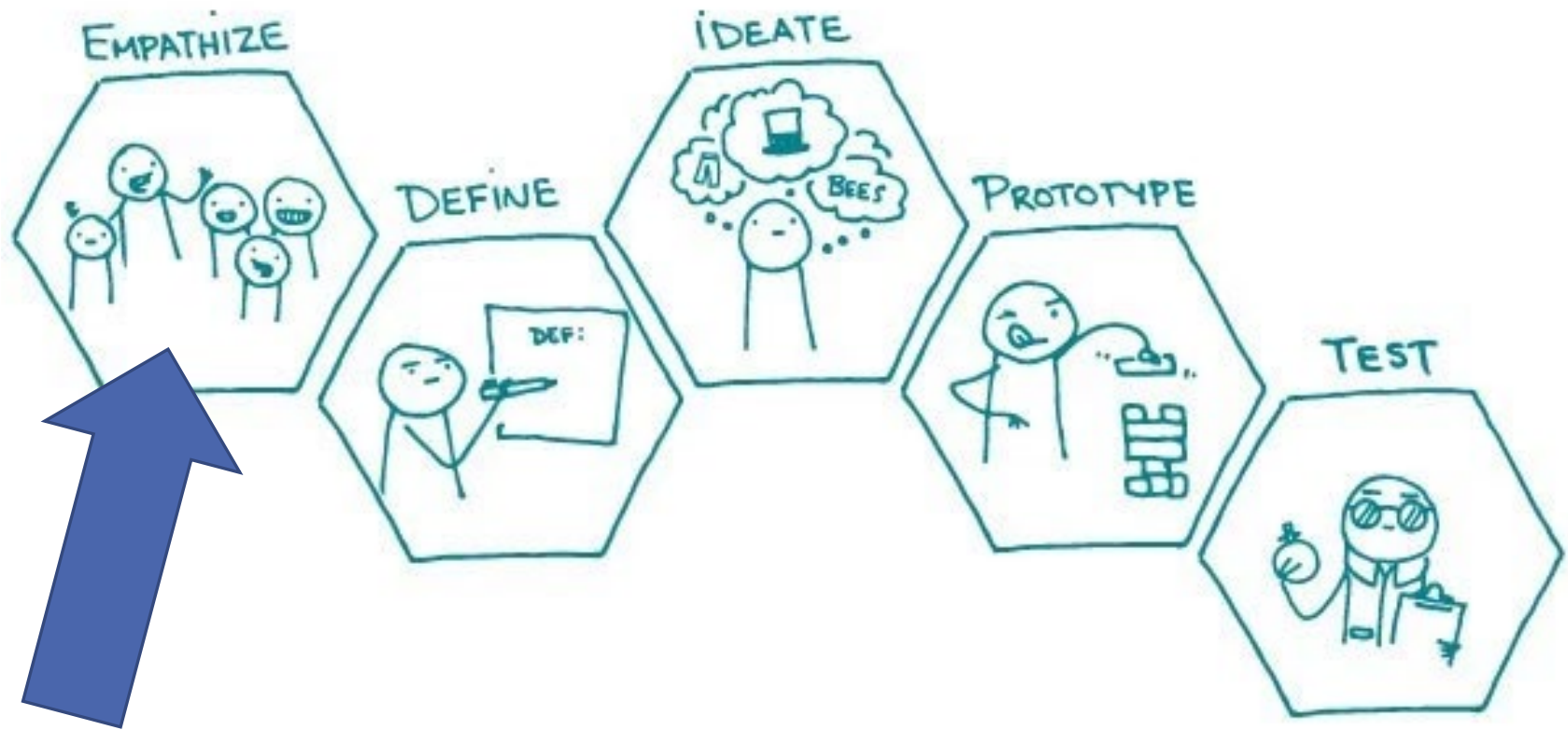
The main tenet of design thinking is empathy for the people you're trying to design for. Leadership is exactly the same thing - building empathy for the people that you're entrusted to help.

— *David M. Kelley* —

How to drive useful innovation with Design Thinking?



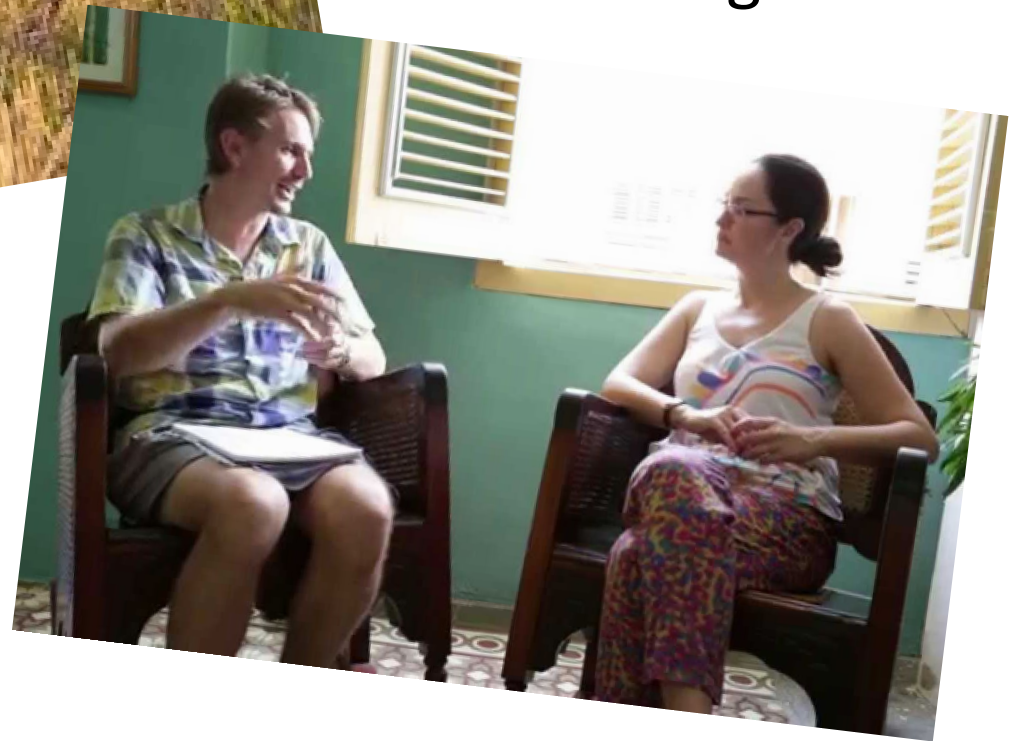
DESIGN THINKING!



Observing &
listening



Asking



INTERVIEW GUIDE:



ASK OPEN-ENDED QUESTIONS

Begin conversations with questions like “Can you tell me about...” or “How has it been going...”



FOLLOW UP

Ask for details (why, examples, how that made you feel; what was meant by); don't make assumptions!



BE CURIOUS

When something surprises you and makes you think “freak!” be curious rather than rush to judgment.



ALLOW FOR PAUSES

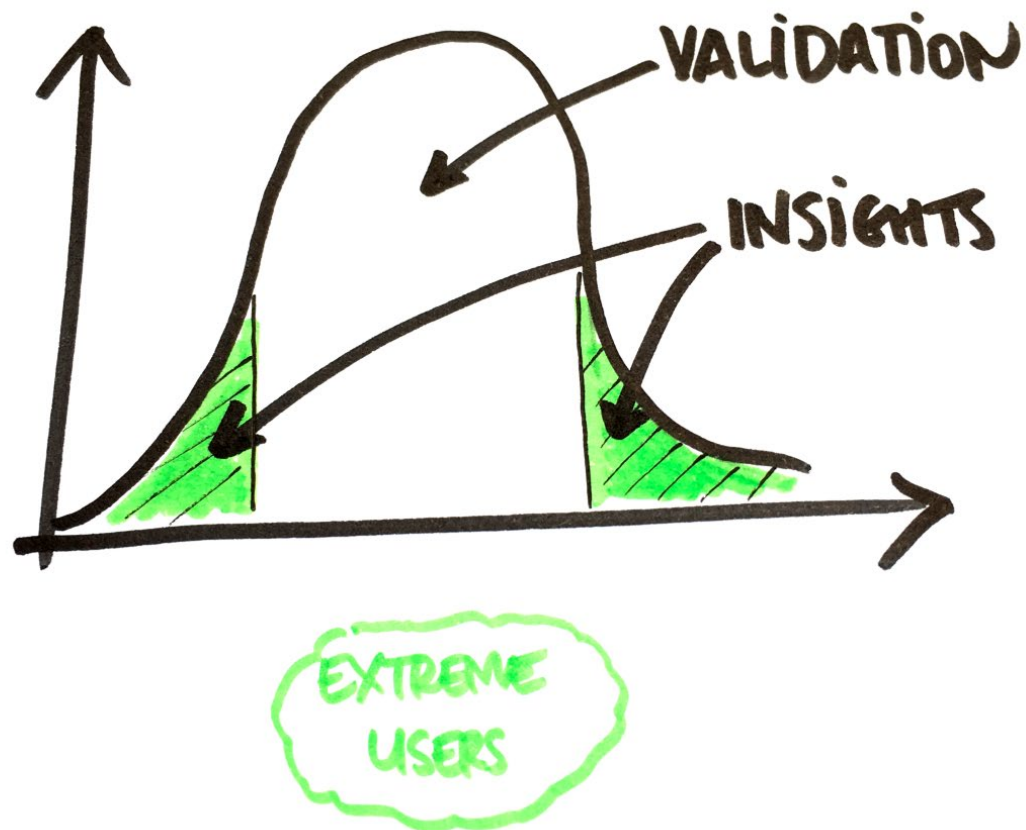
Empathy interview questions require reflection, and pauses encourage people to fill in the blanks.



LISTEN 90% TALK 10%

Even though it feels like a conversation, deflect talking about yourself, but don't be a robot either.

Looks for the extreme users





Sidewalk curbs exist because extreme users demanded better access.

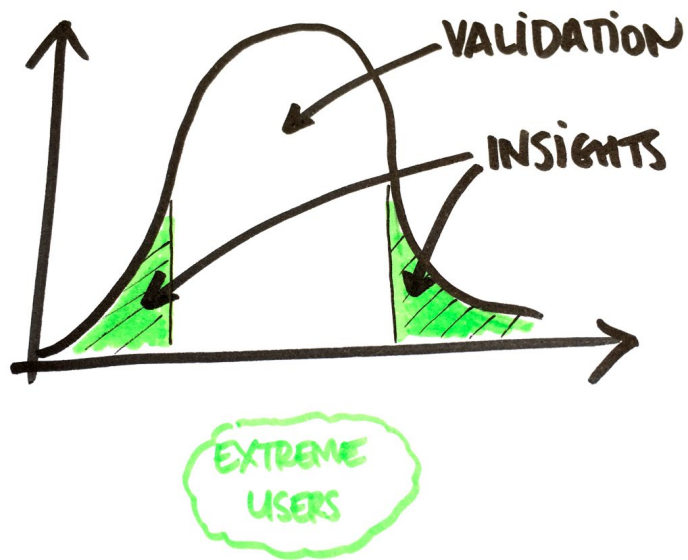


Zyllis designed this ice cream scooper after observing extreme users

What kinds of problems are banks trying to solve? (share via chat)



Imagine that your bank is trying to motivate more customers to use **drive-thru banking...**



Who are your users?
Who might your
extreme users be?



What might you observe? What might you listen to?



What questions might you ask your users?

After 'empathizing,' how
might you synthesize what
you learned?

User Personas



George, 72

Retired Engineer
Has two children and 6 grand children
Enjoys spending time in his garden
Loves to listen to music
Looks forward to when his family comes to visit him

"I am anxious and uncertain with my future now that I have been diagnosed with dementia. I wish there was something to help me on a daily basis."

Background

George was recently diagnosed with dementia two months ago. He is feeling a little anxious and uncertain what his future will look like but he is still feeling optimistic about life. He loves when his family is able to visit his home but he also prides himself in being independent and hopes to delay co-dependent life as long as possible.

Wants and Needs

Stay independent for as long as possible
Stay in contact with his family on a daily basis
Be able to be reminded of small things that happened in life and who his family members are
Stay safe at home and reassure his family he is safe
Manage his daily routine without forgetting
Be entertained and exercise his mind with small activities

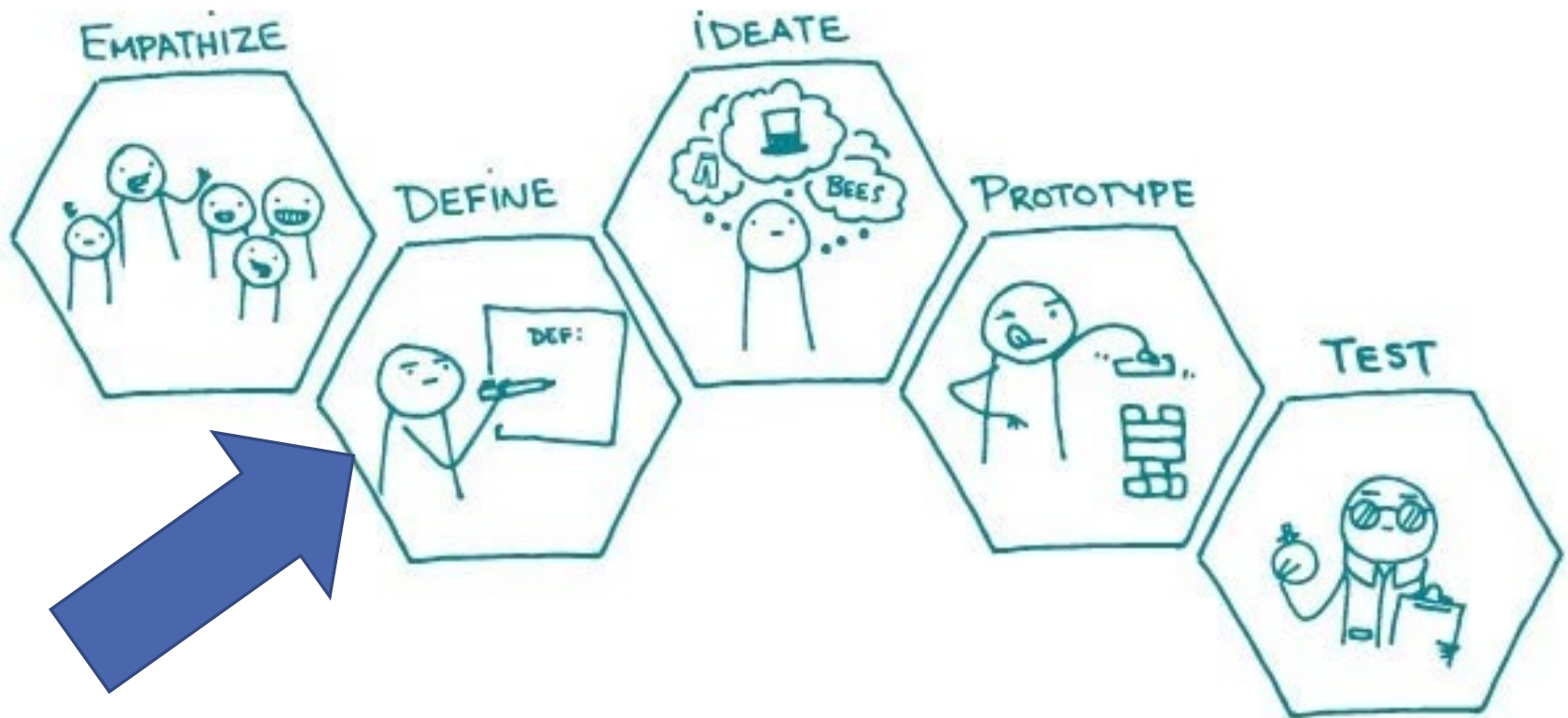
Fears and Frustrations

Fears his memory will deteriorate rapidly
Doesn't want to be a burden on his family
Fears losing the life he loves
Is uncertain what his future will look like

Suppose you learned that...

- Elderly customers come into the bank because they appreciate the more personal interaction they get at the counter
- They have physical difficulty reaching out of the cars to use the drive-thru machine
- They can't hear or see the drive-thru teller very well
- The daily deposit customers are often in trucks that are too high to reach the drive-thru machine

DESIGN THINKING!



Fall in love with the
problem, not the
solution!



Design challenge – The Goldilocks Rule

Too Broad

Improve the drive-through banking experience

Too Narrow

Create new drive-through banking so that people don't have to open their car doors

Just right

How might we create a drive-thru banking experience that allows for comfort, convenience, and care?

POV Statements (Point of View)

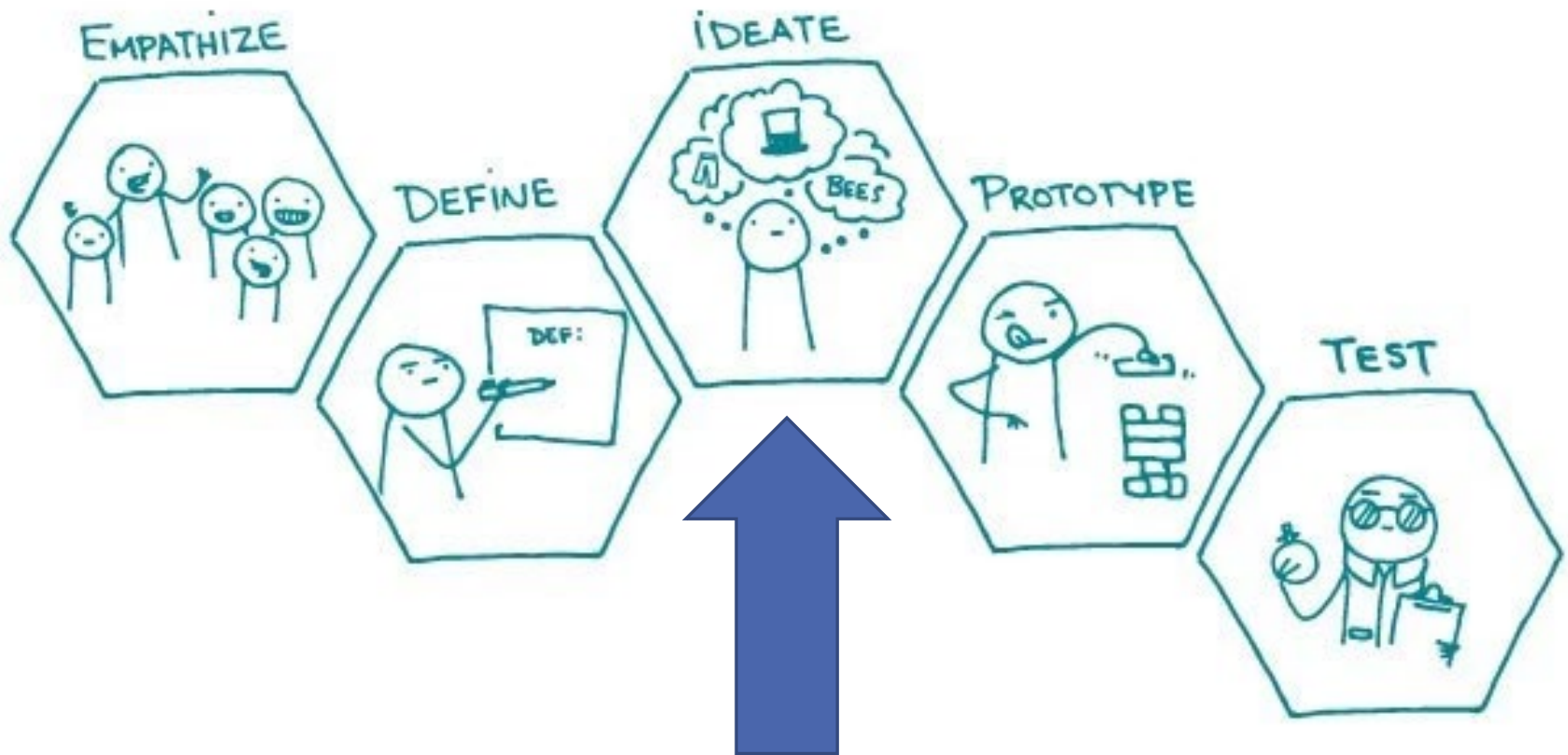
----- needs a way to ----- because -----.

USER NEED INSIGHT

How might we ----- in a way that -----?

It would be game changing if we could ----- because -----.

DESIGN THINKING!



Brainstorming often looks/sounds like...

- “Well, the problem with that is...”
- “We tried that before and it didn’t work.”
- People interrupting each other.
- Agreeing with the idea of the person with the most positional power.

OR, NO BRAINSTORMING AT ALL, because everyone has jumped on one idea and run with it.

"The best way to have a good idea is to have LOTS of ideas." - Linus Pauling

Fast-paced

Go for quantity

One at a time

Wild ideas

Defer judgment

Build off other ideas ("Yes, and...")

Capture it

Everyone participates

Avoid HIPPO dominance



See it in action...

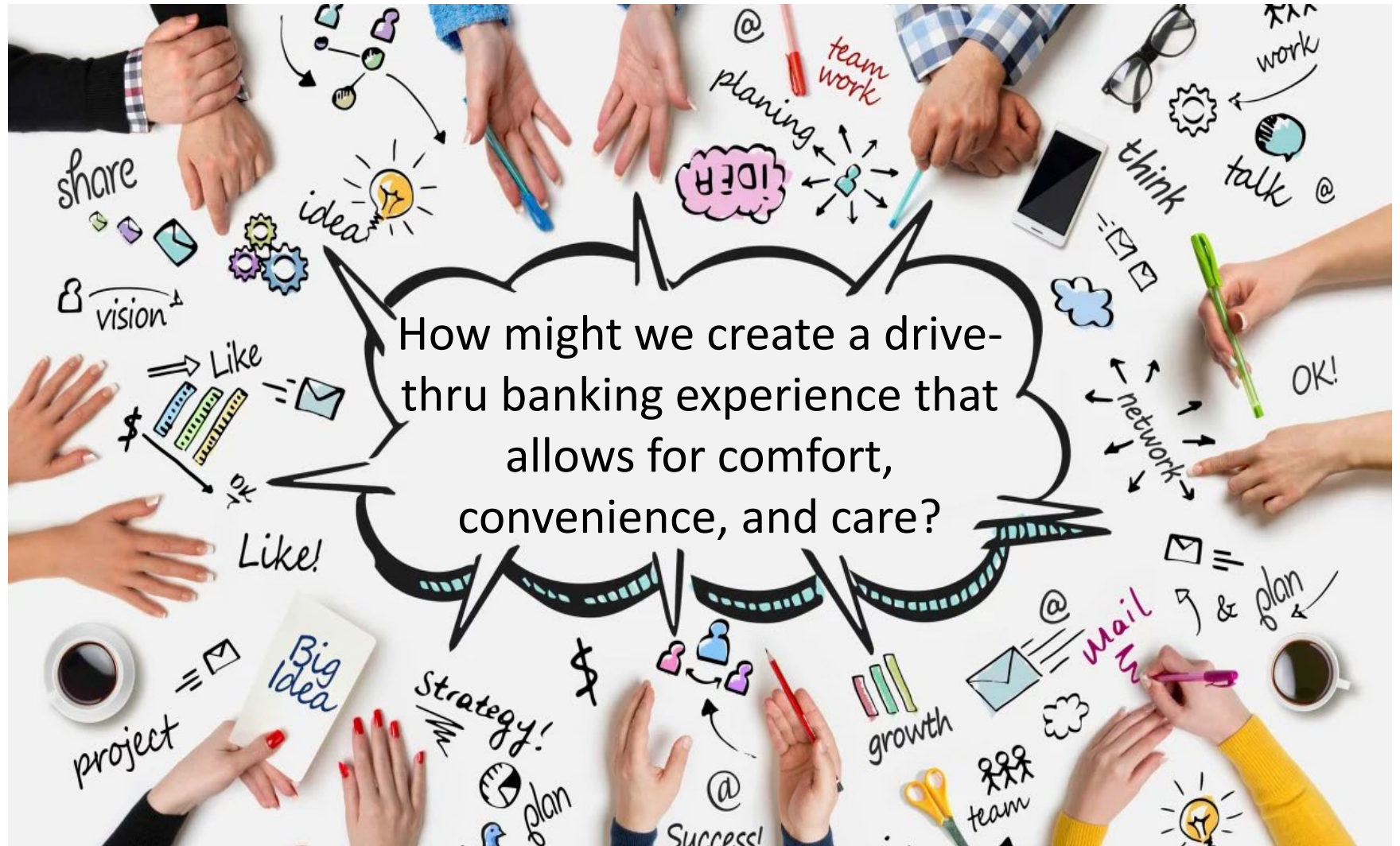




Online platforms like **Miro.com** allow for real-time brainstorming using virtual stickies!

Practice brainstorming...



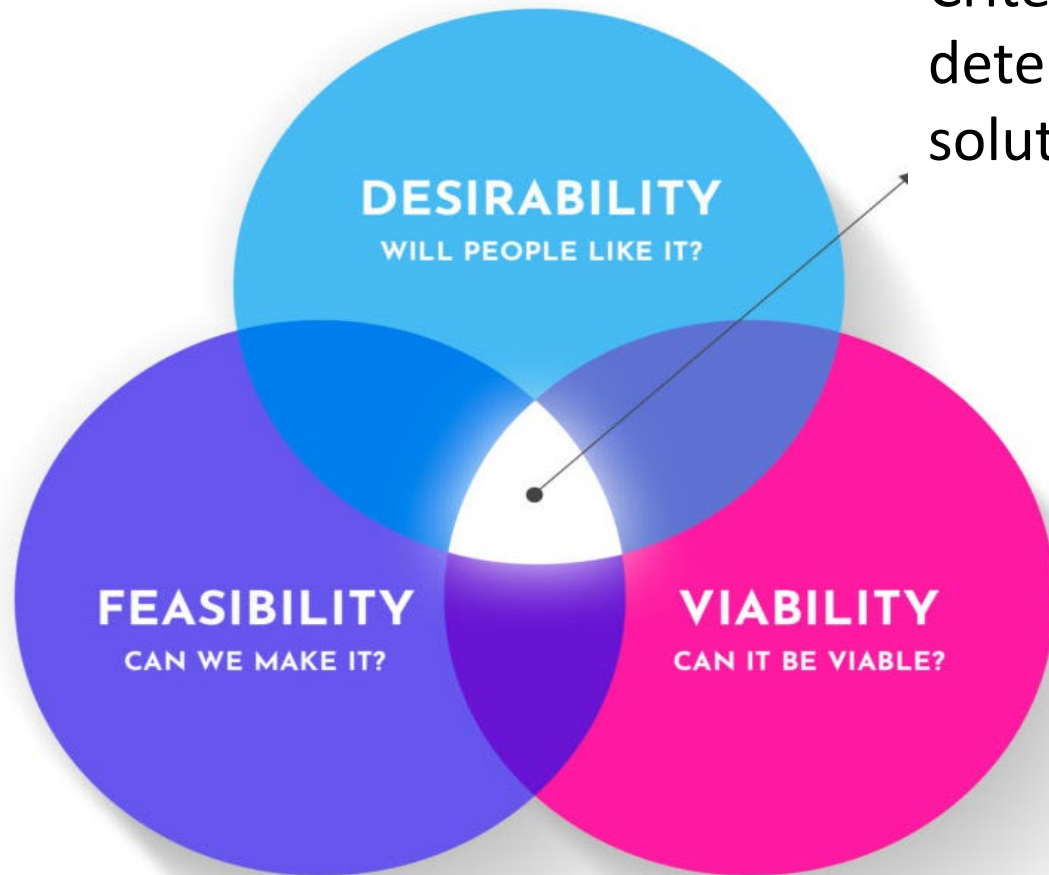


Three yellow sticky notes are arranged on a white background. The top-left note says 'Hugs for customers!', the top-right note says 'Extendable writing tray', and the bottom-center note says 'Easy-to-reach volume control'. Each note has a folded bottom edge.

Hugs for
customers!

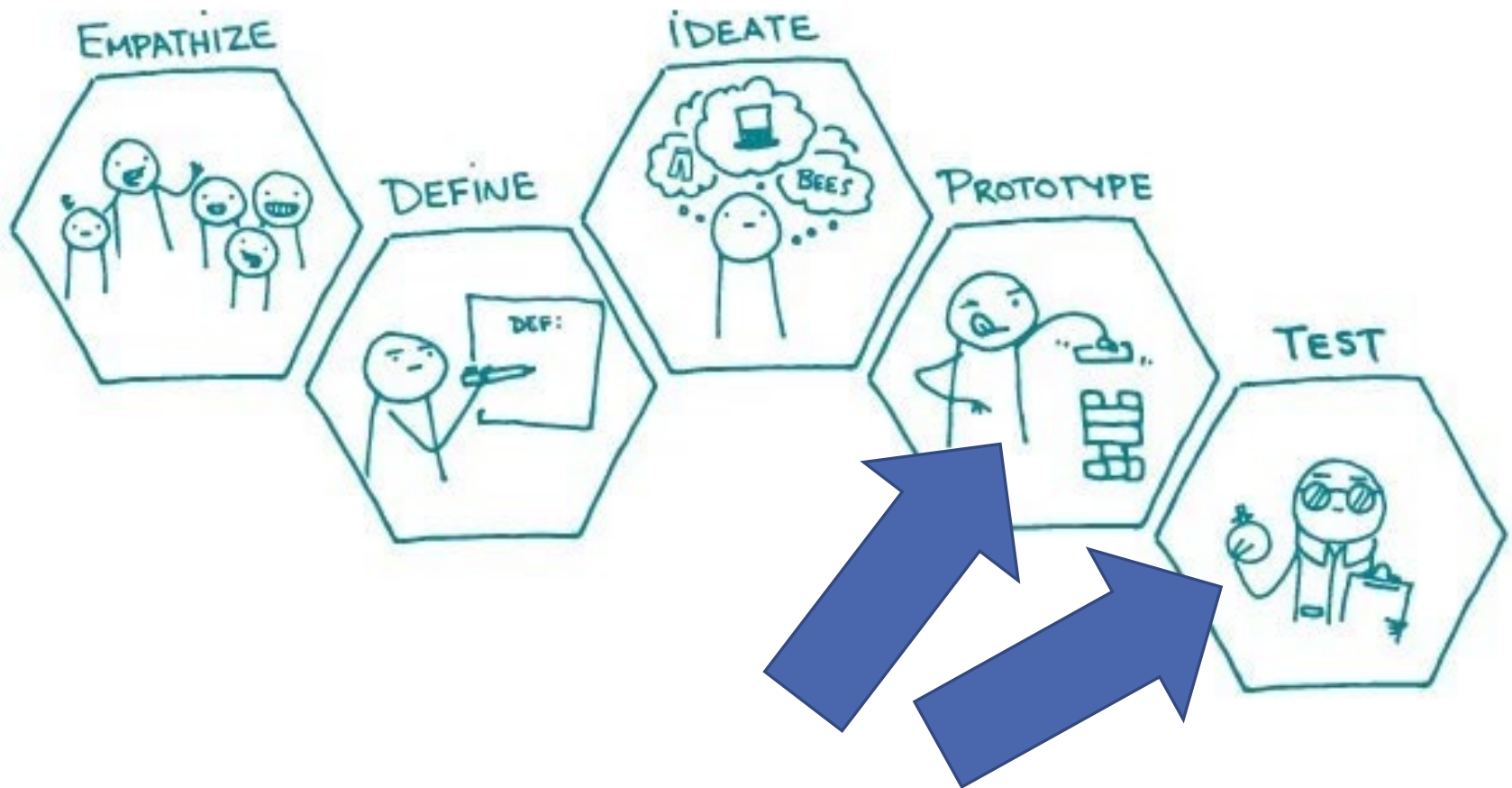
Extendable
writing tray

Easy-to-
reach
volume
control



Criteria to
determine your
solution

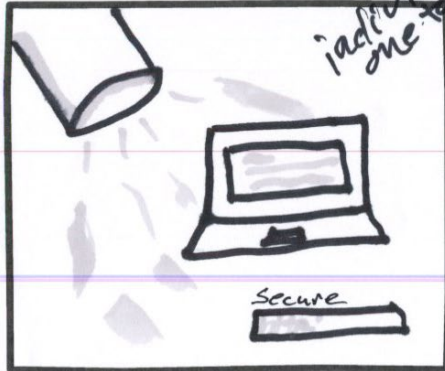
DESIGN THINKING!



ZURB

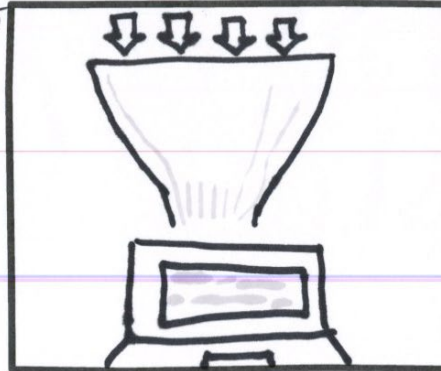
individuals
one-to-one

14



When your presentation is ready for the spotlight, share it with your team and clients using a secure URL.

15



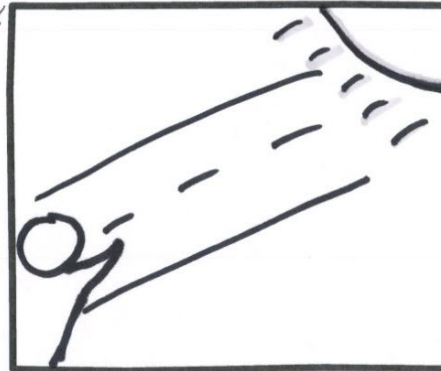
Then just wait for your feedback to funnel in.

17



You can easily move

18



forward and iterate on your designs. What are you waiting for?

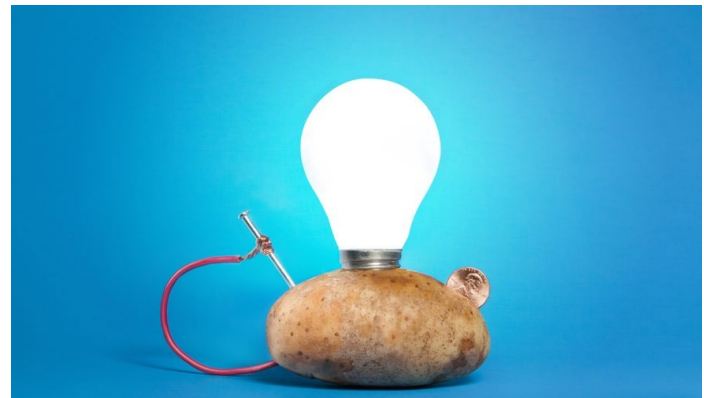
STORYBOARD: Your first form of PROTOTYPING!

Create the Prototype



Prototyping and testing...

- Should cost very little money, if any
- Should not take much time
- Should help you learn!



... FAIL EARLY TO LEARN SOONER! :)



A
prototype
for a
drive-
through
banking
solution
might
start with
this...

Case Study:



The Challenge:

Create a leadership pipeline to prepare emerging leaders for future roles and develop individual leadership skills.

Laying the foundation...

- Created the design team

*Various levels of the organization represented.
Titles go bye-bye!*

- Trained the team on the design thinking process

Applied the process to a 'mini-challenge' to learn and practice the steps



Empathy Phase

- **Reviewed the challenge**

Create a leadership pipeline to prepare emerging leaders for future roles and develop individual leadership skills.


- **Planned for how to IMMERSE ourselves in the challenge**

- Interviewed employees
- Sat in on meetings and trainings
- Distributed a survey
- Held focus groups

Compiled the Feedback...

B	C	D	E
Was this an interview, focus group or observation?	What leadership training have they completed at WSDOT?	How do they feel about WSDOT leadership training?	What could be improved to feel more prepared for the next level of leadership?
Observation			
Focus Group	Train the Trainer and Four Lenses	No consistency-haven't had any-expectations change with supervisors, Superintendents and upper management. Can't please anyone-Useless- Depends on who you get for a supervisor-superintendent	Trust-Relationships Being heard when you speak. D Doubt if leadership has your best interest at heart
Focus Group	Leadership Forum, Four Lenses Training- Servant Leadership at Round table	Lacks... not enough opportunity... only people who are getting set up are being promoted	Job shadowing-understanding what the next level does..Do I even want to promote? I don't know because I don't know what they do.
Focus Group	Four Lenses - Core Values: Good training- useful	We need more leadership training.	Need help preparing for interviews. Need help with computer training: Excel and Word.
Interview	No leadership training at the WSDOT. She took several classes before coming to work here.	Haven't been to one yet. She knows its good to take leadership training.	Susan feels she needs to be cross trained. She doesn't feel like she is being prepared for the next level.
Interview	N/A	There isn't any, few training's available over the years but not really what people need to become leaders. Unsure if leadership can be taught.	Training or job shadowing for the position, having clear CQs and giving people a better understanding of the job they are taking.
	Numerous formal trainings over the last 35 years. Participated in the previous WSDOT leadership development program –		

User personas



Extreme User #1


Career employee nearing retirement, never promoted

Characteristics / Behaviors

- Plans to retire in 5 years
- Doesn't directly supervise anyone
- Attended many trainings, hasn't found them useful
- Riding it out
- Technically-skilled
- Critical of upper mgmt. (doesn't think they 'walk the talk')
- Doesn't seem engaged or motivated
- Values stability & benefits
- Brings negative energy (toxicity, rumors)
- Still have influence

Will care about Leadership Pipeline if: **Risk**

- Involve them (Ask)
- Use their knowledge
- Train others (w/ clear expectations)



Extreme User #2

New employee, recent college grad

Characteristics / Behaviors

- Instant gratification
- Nervous - doing something wrong
- Thankful for job
- Jump in
- open to criticism
- Naive to culture

Will care about Leadership Pipeline if:

- Push harder for advancement - feel they should
- Adds Value
- Clarity
- Voice/Involvement
- Fun/Engaged
- Trained well (competent)

Framing the Challenge

Based on what we learned, how might we focus our challenge?

Create a leadership program that clearly shows emerging leaders how to advance and all employees how to develop leadership skills, no matter their level or aspirations



Leadership Philosophy (DRAFT 1)

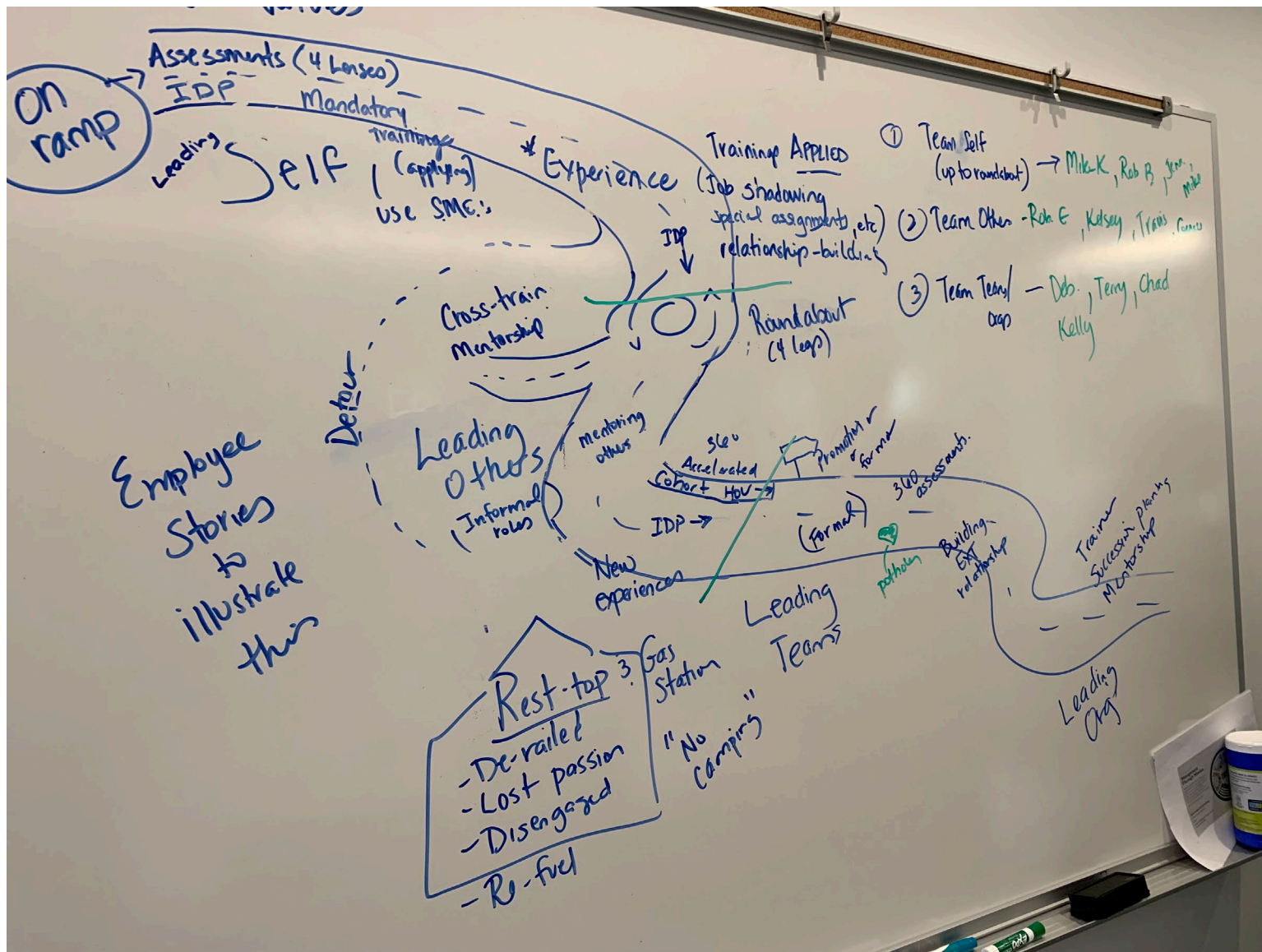
↓
employees
in advancing
ed positions

Philosophy - Leadership Highway

- Self-driven w/ a road to drive on
- Leadership ^{is not about titles, it is} about influence that embodies core values
- Everyone can and should be a leader
- Committed to developing employees to their fullest extent/potential
- Giving employees tools to rise to greatest potential & freedom
- Training is not a box to check - application is more important
- Live what you learn
- We will give you tools to build your car and the road to drive - But you are the builder; driver of your car.

on ramp

The Leadership Highway (Draft 1)



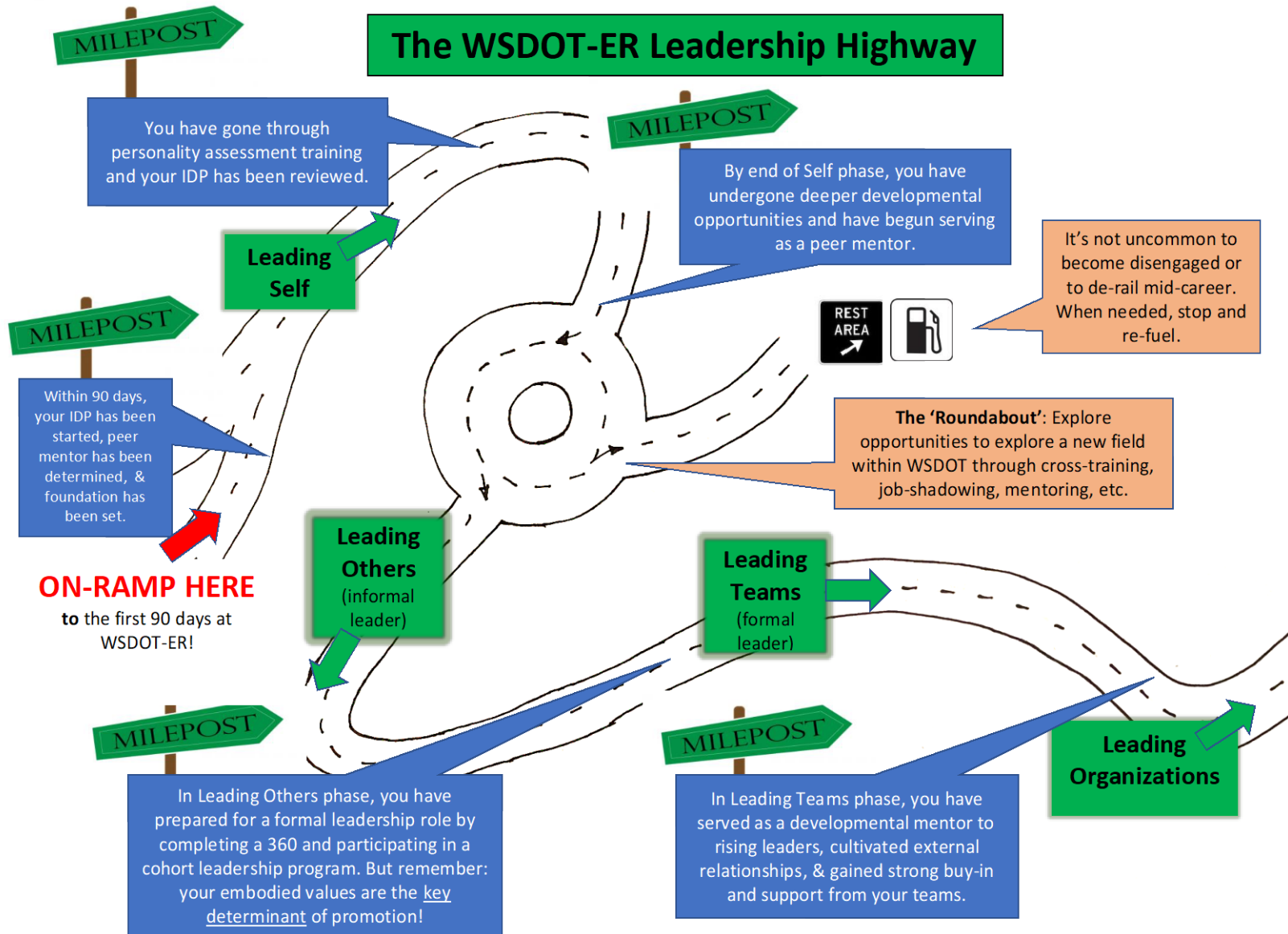
Prototyping!

A photograph of a multi-lane highway stretching into the distance towards a bright sunset. The sky is filled with soft, colorful clouds. On the right side of the road, there is a triangular warning sign. A large green rectangular sign is suspended over the highway, containing the text 'WSDOT-ER Leadership Philosophy' in white. The overall scene conveys a sense of a long journey ahead.

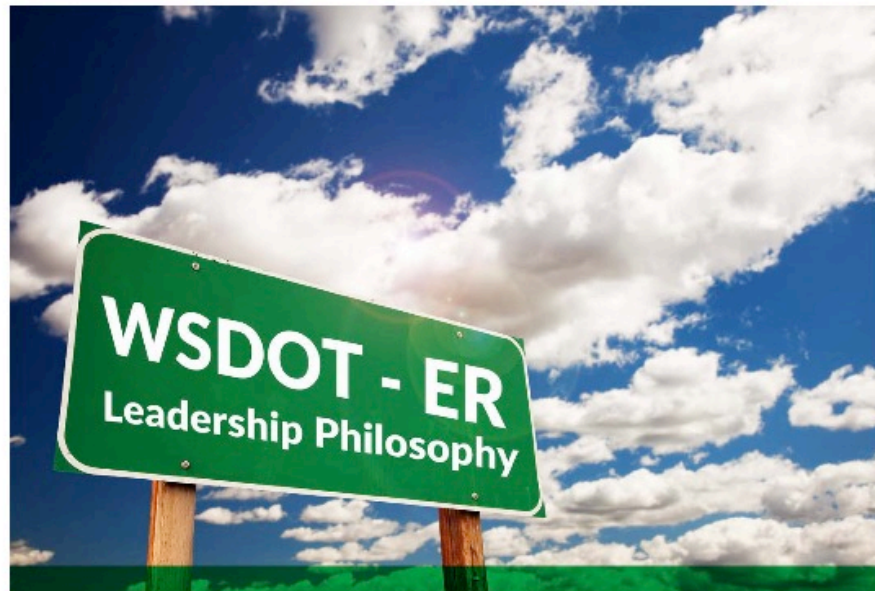
WSDOT-ER Leadership Philosophy

At WSDOT-ER, we see leadership as a journey, one that everyone is welcome to travel. Titles, training, and tenure are not the measure of leadership. Rather, leadership is defined by your influence on others and the Core Values that you embody. You are the vehicle. The highway is your career. The map to the leadership journey is set before you. It is your career, and your choice. How far will you travel on this highway?

The WSDOT-ER Leadership Highway



9th draft later... 😊



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How far will you travel on this highway?

The WSDOT - ER Leadership Highway



The future intranet site design started with a clickable PDF

August 2019: TESTING!



Individual Summary Sheet: Leadership Highway Testing Phase

Name of Tester		d				
Department		senior secretary Munk Area				
# of years of employment		13				
Would you describe them as an extreme user?		NO	<input checked="" type="radio"/> YES	Type?	Top of her field	
Testing Reminders: <ul style="list-style-type: none"> Ask them to imagine that it's a website. Give a very brief overview of the project, but don't go into any detail. Don't demo the Leadership Highway, let them click through it. Encourage them to think out loud. If there's silence, don't try to fill it. Focus on their reaction to the overall concept – don't spend much time in the weeds. 						
Metric #1: Did the tester click at least 3 icons on the Highway?		<input checked="" type="radio"/> YES	<input type="radio"/> NO			
Metric #2: Did the tester ask at least one question or make one comment after clicking on an icon?		YES	<input checked="" type="radio"/> NO			
		If yes, what?				
Question #1 to Tester: What was your overall impression of the Highway from 1 to 5, with 5 being best?		1	2	3	<input checked="" type="radio"/> 4	5
Question #2: What would make it better?	Explanation Box about Clicking on Links – Didn't understand					
Question #3: What should we keep?	Really - Like it. "So Dot"					
Question #4: Would you recommend this to a co-worker?	<input checked="" type="radio"/> YES	<input type="radio"/> NO		<input type="radio"/> UNSURE		
Direct quotes (ex. "I love this")	"Love Diagram" very Descriptive Cool					
Observations	Spelling Errors Terry Pickens Showed who our design it did excellent job					
Form filled out by Kelly						

Testing Metrics:

114 out of 750 employees participated in testing (15%)

94% said they would recommend the Leadership Highway to a co-worker!

What intrigues you about the WSDOT example of design thinking? What are you curious about?

Key Insights about Design Thinking

- Use diversified teams to build solutions.
- See the challenge through the eyes of the people who interact with it.
- Pay attention to people on the margins – their needs can lead to benefits for everyone.
- Fail early to learn sooner.
- Don't invest too much in the prototyping phase.
- **Think big, start small, learn fast!**

Easy ways to take small steps with DT...

- **Encourage diversified teams.** When committees are being formed, consider who else should be involved.
- **Be curious.** Look for opportunities to understand what users want and need. Ask and observe more.
- **Try “yes, and...” when coming up with ideas.** Build on the ideas of others!
- **“How might we...?”**: Frame challenges with this phrase to open your team to possibilities.

Want to take the next step?
Enroll in Gonzaga's 14-week
Certificate in Design Thinking! 😊

Learn more at

www.Gonzaga.edu/leadforlife

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