PUTTING DESIGN THINKING TO WORK

Presented by:
The Consumer Engagement Team
Design Thinking

Design thinking is... a methodology for innovation, rooted in empathy, that combines creative and analytical approaches to problem solving and requires cross-discipline collaboration to meet consumer needs and drive business success.

1. _____________________________________________________
2. _____________________________________________________
3. _____________________________________________________

Empathize, Define, Ideate, Prototype, Test
A closer look & expected outcomes

**Empathize**
- Develops a deep understanding of the challenge
- Gain an understanding of consumers’ needs
- Gain an understanding of the emotions guiding those needs

**Define**
- Clearly articulates the problem to solve
- Provides focus & scopes the problem
- Serves as a reference for decision making during the innovation process
- Brainstorm potential solutions; select & develop a solution
- Generates a list of potential solutions
- Fosters cross functional collaboration & builds team strength
- Uncovers unexpected areas of exploration

**Ideate**
- Design a prototype to pilot all or part of the solution and refine that solution
- Solves disagreements
- Allows failure quickly and cheaply
- Gets the ideas into the physical world to interact with them
- Uncovers unexpected areas of exploration

**Prototype**
- Design a prototype to pilot all or part of the solution and refine that solution
- Solves disagreements
- Allows failure quickly and cheaply
- Gets the ideas into the physical world to interact with them
- Fosters cross functional collaboration & builds team strength

**Test**
- Engage in a continuous short-cycle innovation process to improve the design
- Refines prototypes & solutions
- Allows the team to learn more about the user
- Tests & refines our point of view & framing of the problem
Design Thinking

How could you apply design thinking principles?

_________________________________________________________________________

_________________________________________________________________________

_________________________________________________________________________
Problem Statement

How can Jane onboard a new team member?
Empathy Map Overview and Instructions

**WHAT:** An empathy map is a collaborative tool to develop a deeper understanding about the consumer the design team is solving for.

**WHY:** It is one tool that helps the design team synthesize observations and draw out unexpected insights about the consumer.

**WHEN:** The empathy map is best when used at the beginning of the design process to shed light on which problems to solve and how.

**HOW:** After observing the consumer, use the following steps to create an empathy map:

**Step One:** Draw a diagram, like the example shown at the right, on a large piece of paper or a whiteboard.

**Step Two:** Consider the following from the consumer’s point of view and record the team’s observations on the map in the corresponding section:
- **HEAR:** What is heard in the environment? What does (the consumer) hear others say?
- **THINK & FEEL:** What really matters? What are the worries/aspirations? Any preoccupations?
- **SEE:** What does the consumer see? What is influencing the consumer—people, places, things?
- **SAY & DO:** What does the consumer say? Is behavior different in public vs. private, if so, how?
- **PAINS:** What are the frustrations, obstacles or fears?
- **GAINS:** What are the goals and dreams? What does the consumer want to achieve?

See the post it notes on the template for examples.

**Step Three:** Look at the map and identify needs the consumer has. Record the needs on the right side of the map.

Note—A need is a desire or activity that the consumer could use help with. Needs may be directly identified (e.g.—a consumer stumbles over a part of a process) or indirectly identified (e.g.—the consumer says one thing, but does something contraindicating.)

**Step Four:** Look at the map and search for insights. Record the insights on the left side of the map.

Note—An insight is a remarkable realization that could be leveraged to respond to a design problem. Insights are often identified by finding contraindications between two attributes, noticing tensions or observing a strange behavior and asking ‘why?’

Source: Business Model Generation
Empathy Map Tool

THINK AND FEEL?
What really matters
Worries and Aspirations
Preoccupations

HEAR?
What friends say
What boss says
What influencers say

SEE?
People
Things
Places

PAIN
Frustrations
Obstacles
Fears

GAIN
Goals
Dreams
Want to achieve
Empathy Map Tool

Business Model - The Empathy Map

Customer Perspective:

Empathize

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Journey Map Overview and Instructions

**WHAT:** A journey map is a tool to gain empathy for a person or understanding of one’s process through an experience.

**WHY:** It is one tool that helps the design team systematically think about the steps or milestones of a process.

**WHEN:** The journey map is best when used at the beginning of the design process to shed light on which problems to solve or to communicate your findings to others.

**HOW:** Use the following steps to create a journey map:

**Step One:** Consider a process or journey that is relevant or even tangential to your problem space

**Step Two:** Creating the journey map:

- **APPROACH:** Will users create the journey map? Will you create the journey map based on observations?
- **ORGANIZE:** Is it a single timeline of events? Are there parallel timelines for easy comparison?
- **ANALYZE:** Are there patterns or anomalies? Why did they occur?
- **CONNECT:** How do these individual events connect to a larger framework?

**Step Three:** Identify consumer’s thoughts and feelings. Record in the Thoughts and Feelings Row.

- Note – Consider the consumer’s thoughts and feelings along each step in the process and document when they might have moments of delight or frustration.

**Step Four:** Review the journey map content. Record the insights on the Ideas to Improve Row.

- Note – Ideate as to how you might build upon or enhance those moments of delight, as well as potential solutions to mitigate moments of frustration.

Source: “Bootcamp Bootleg” toolkit, Institute of Design at Stanford
MadLib Overview and Instructions

**WHAT:** A MadLib reframes the original problem statement into one that is actionable and meaningful.

**WHY:** It is one tool that combines your knowledge about the user you are defining for, their needs and the insights you have garnered thus far.

**WHEN:** The MadLib is best used in the middle of the design process when you have more knowledge of the user, and prior to ideation, as it assists with defining the right challenge to address.

**HOW:** After completing the empathy phase, use the following steps to answer a MadLib:

**Step One:** Step back and review the original problem statement

**Step Two:** Refine the problem statement using the MadLib Template

*USER:* How might you describe the user?

*NEEDS:* What needs were identified during the empathy phase? How might these capture emotion?

*BECAUSE:* What compelling insights were uncovered?

*REVIEW:* Is the statement actionable? Does it engage or motivate others?

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**MadLib Overview and Instructions**

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Source: The Interaction Design Foundation
Problem Statement: How can Jane onboard a new team member?

____________ needs to ____________________________

Person involved describe their need, use a verb

because _________________________________________

surprising insight
MadLib Template

Problem Statement: ________________________________

____________________________________________________

____________________________________________________

____________________ needs to ________________________________

Person involved describe their need, use a verb

because ______________________________________________

surprising insight
**5 Why’s Overview and Instructions**

**WHAT:** An iterative, question-asking method used to explore the cause/effect relationships underlying a particular problem.

**WHY:** It is a tool used to determine the root cause of a problem.

**WHEN:** The 5 Why’s is best used after refining the problem statement through the empathy and define phases. It is a great tool for transitioning to the ideate phase.

**HOW:** After the define phase, use the following steps to complete the 5 Why’s:

- **Step One:** Start with your current problem statement
- **Step Two:** Ask the 5 Why’s
  - ASK: “Why is that?” for the problem statement
  - RECORD: Capture the answer in the Why 1. box
  - REPEAT: Repeat those two steps for each subsequent Why
- **Step Three:** Review the fifth answer to understand if that is the most basic reason for the problem

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*Source: Advocate Health Care, Introduction to Lean Fundamentals & A3 Thinking*
Problem Statement: ________________________________________________

Why 1: 

Why is that?

Why 2: 

Why is that?

Why 3: 

Why is that?

Why 4: 

Why is that?

Why 5/ Root Cause: 
ADDITIONAL DESIGN THINKING RESOURCES
Visual Icebreaker Exercise - Draw How to Make Toast

All you need is a sharpie and a piece of paper!

1. **Draw How to Make Toast**
   - Great for meetings focused on systems thinking, change management, stakeholder engagement and team development
   - Highlights everyone brings a unique perspective about how processes work

2. **Draw What’s on Your Bucket List?**
   - Great for meetings focused on visioning, future planning and team development
   - Encourages everyone to think about the future and their hopes for what it can be

3. **Draw Your Coat of Arms**
   - Great for meetings where the team is getting to know each other better
   - Provides unique insights into each team member

*Source: Lane Change Consulting*
Visual Icebreaker Exercise - Draw How to Make Toast

Use the space below to illustrate how to make toast
Design Thinking Tools

1. Empathize
   - Go to Gemba
   - Body storming
   - Empathy Map
   - Extreme Users
   - Story Share & Capture
   - Empathy Interview

2. Define
   - Journey Map
   - Composite Character Profile
   - Space Saturate and Group

3. Ideate
   - 5 Whys
   - Why-How Laddering
   - MadLib
   - Critical Reading Checklist
   - How Might We
   - Analogous Industry

4. Prototype
   - Wizard-of-Oz Prototyping
   - Prototype to Decide
   - User-Driven Prototyping
   - Identify a Variable
   - Testing with Users

5. Test
Additional Design Thinking References

Interaction Design Foundation
www.interaction-design.org

Business Model Generation Book
Alexander Osterwalder & Yves Pigneur

Ideo U
https://www.ideo.com/pages/design-thinking-resources

Bootcamp Bootleg
https://static1.squarespace.com/static/57c6b79629687fde090a0fdd/t/58890239db29d6cc6c3338f7/1485374014340/METHODCARDS-v3-slim.pdf
Contact Information

Anne Martino
anne.martino@aurora.org

Leslie Lennergard
leslie.lennergard@aurora.org

Kristen Decker
kristin.decker@aurora.org

Kelly Kosler
kelly.kosler@aurora.org

Claire Leister
claire.leister@aurora.org