mindsets & skills for today's problem solver

bench SOLUTIONS

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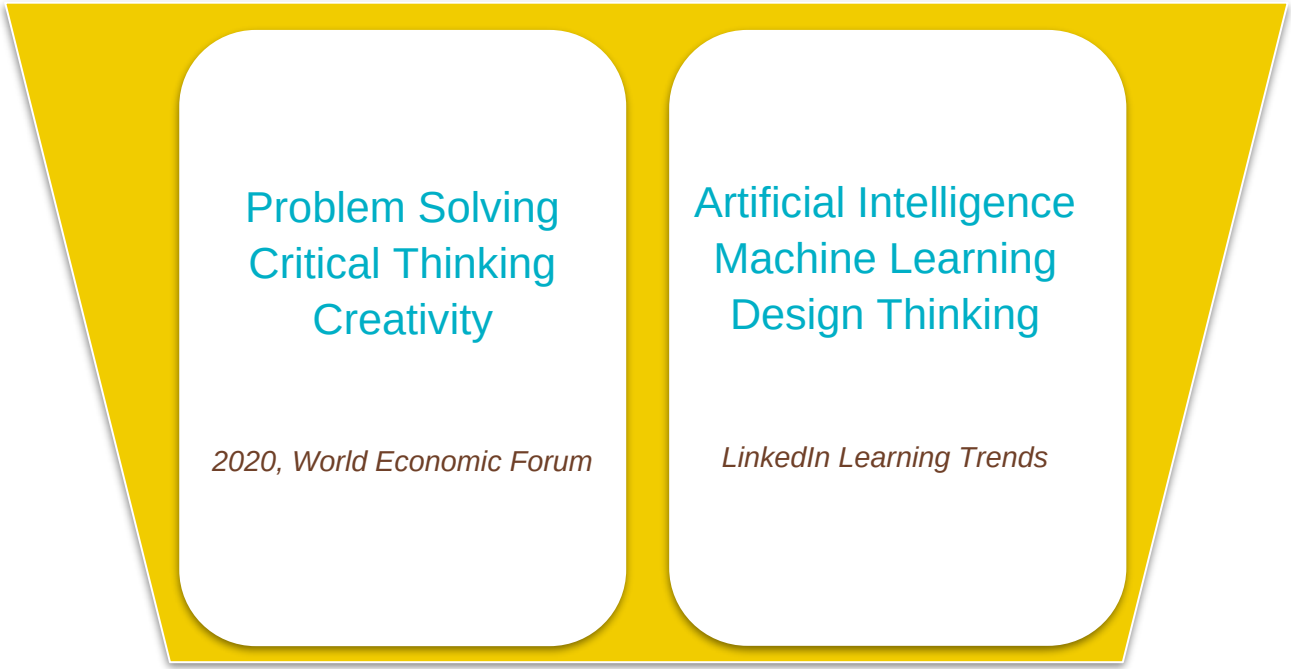
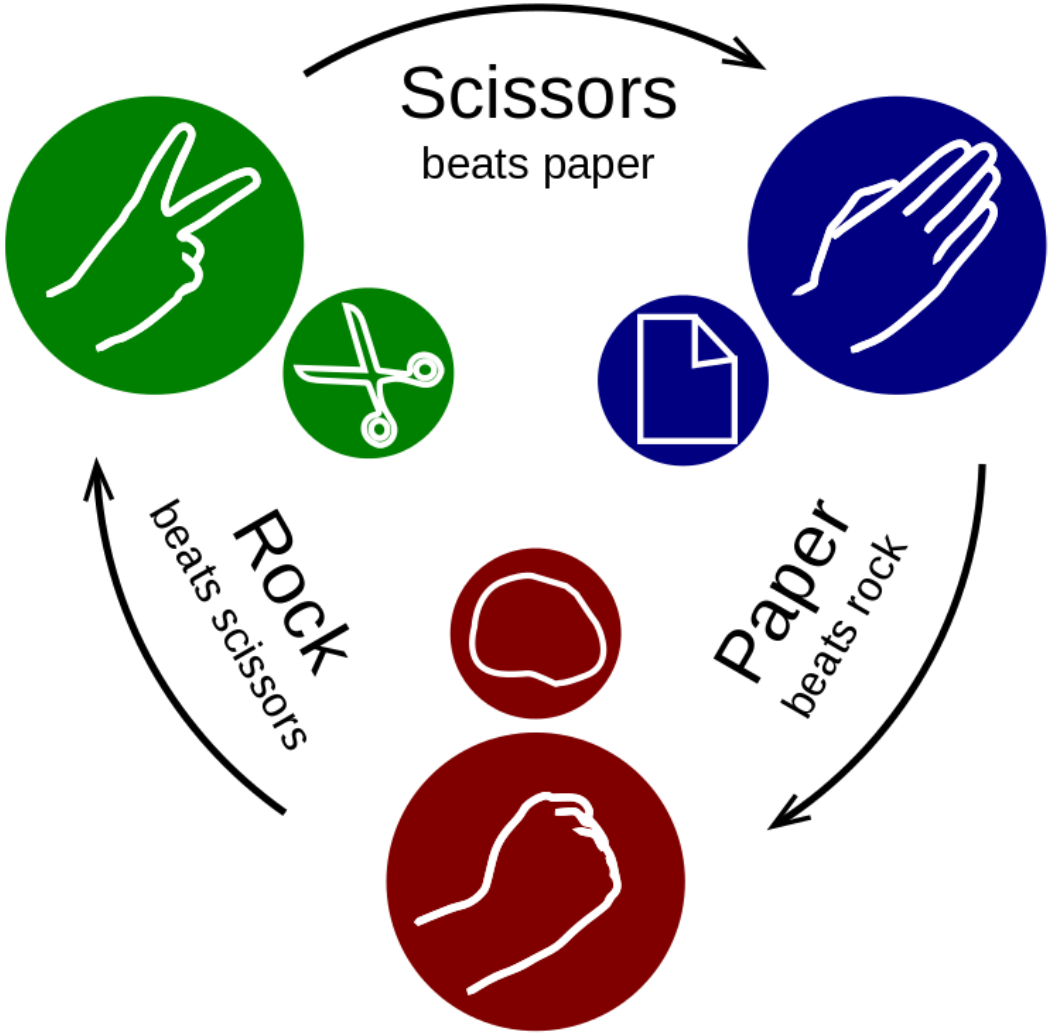

Problem Solving
Critical Thinking
Creativity
2020, World Economic Forum
Artificial Intelligence
Machine Learning
Design Thinking
LinkedIn Learning Trends


Scissors
beats paper
Paper
beats rock
Rock
beats scissors

rock, paper, scissors

why?

Adopt a learning mindset.

Develop a bias towards action.

Develop comfort with uncertainty.

Enhance your ability to let go of your own ideas and support the ideas of others.

design thinking
what?

Design thinking is about accelerating innovation to create better solutions to the challenges facing business and society.

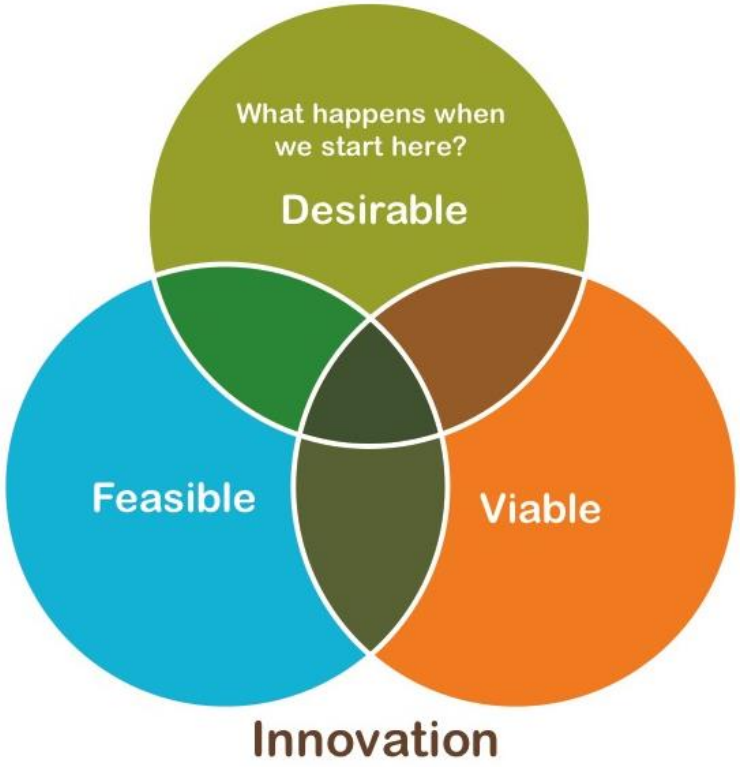
It starts with people – what we can **human centered design** – and applies to the creative tools of design, like storytelling, prototyping, and experimentation to deliver new breakthrough innovations.

TIM BROWN, CHAIR, IDEO

founder of IDEO

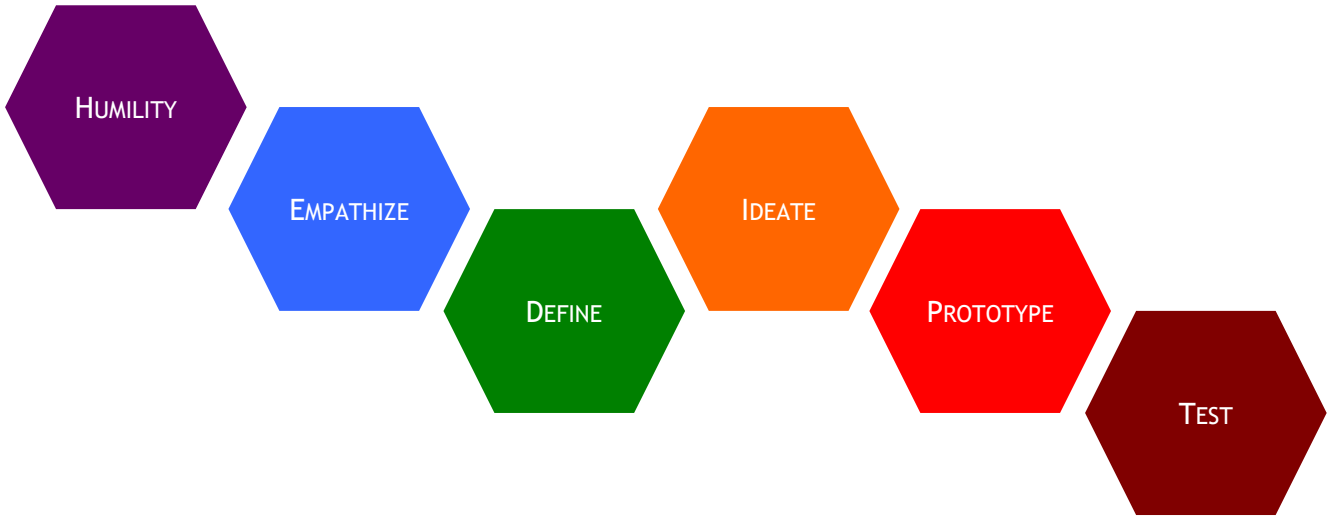
David Kelley

IDEO is a global design company. Our purpose is to create positive impact through design.


What happens when
we start here?
Desirable
Feasible
Viable
Innovation

design thinking

what?



design thinking

humility

Humility calls for different kind of leaders: those who are inclusive, encourage people's best thinking, energize creative talents, are willing to learn and are able to build trust. Humble leaders know they don't have all the knowledge or answers and therefore they actively listen to learn. They also know their own limitations and that self-awareness helps them get better.

Orly Maravankin - Forbes

design thinking

empathy

EMPATHIZE

Empathy for the people you are designing for, and feedback from these users, is fundamental to good design.

Empathy is not sympathy.

empathy

begin with observation

What people say they do and what they actually do are often different.

Empathize

empathy

exercise

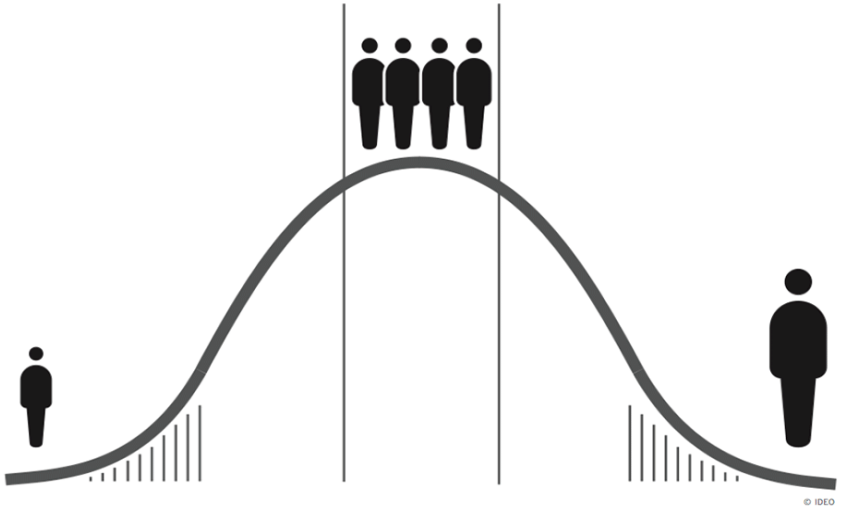
Be a tourist. Be an alien.

show me and tell me.

observation vs. inference

empathy

extreme users



EMPATHIZE

empathy

analogous situations

Empathize

empathy

finding analogous situations

What are some of the *elements*, *activities* and *emotions* involved? Make a list.

Where else do these things occur? Make a list.

observations

WHAT to observe

work-arounds or adaptations

How has a user modified their world to make things easier?

Things people care about

What are users passionate about?

Things that surprise you

What's unexpected / outside your expectations?

DEFINE

empathy

additional methods

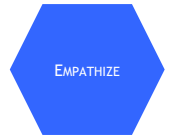
Story evoking questions

last, best, first, worst

Ask lots of ‘why’ & ‘how’ follow-up questions

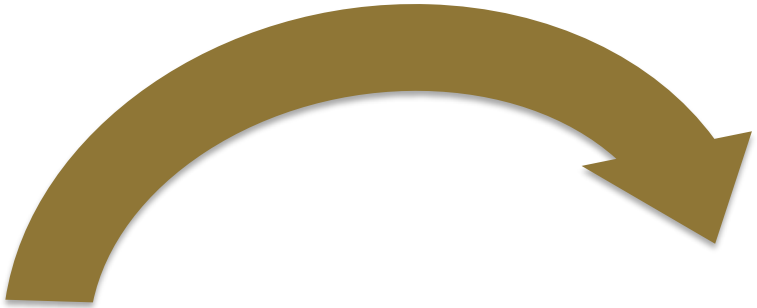
Ambition evoking questions

King for a day…, Harry Potter’s wand…, Hermione's time timer…, unlimited funds…



define

observation to insight



observation

What – the facts

insight

Why – the interpretation

DEFINE

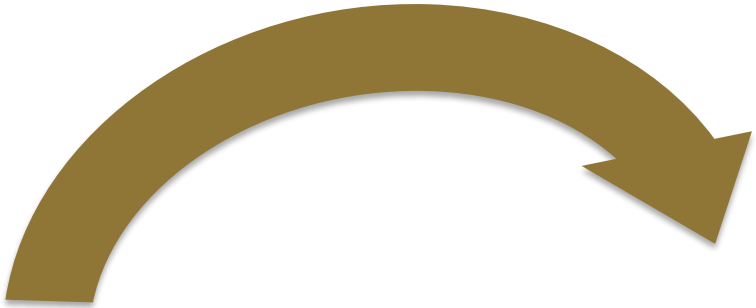
observation

this person rounded up when paying bills

DEFINE

define

observation to insight



observation

This person rounded up when paying bills.

insight

People round up their bill payments for speed, convenience, and peace of mind.

DEFINE

define

good insights are..

authentic

It should be supported by the observations you made.

non-obvious

The insight should be “news you can use,” not just something someone would immediately think of when describing the subject.

revealing

It offers a glimpse into how people think or feel.

Medtronic

break

What is one idea
you wish you could
implement tomorrow?

exemplars:

What is one idea you wish you could implement tomorrow that would…

Create greater understanding of our users needs/get closer to the user

Increase our agility and speed to delivery

Employ/enhance data utilization in your team(s)

Facilitate more frequent and productive cross-functional collaboration

Promote workplace diversity, inclusion, and belonging

BRILLIANT QUESTIONS: UNLOCK POSSIBILITIES

“Fall in love with a problem, not a solution.”

HOW MIGHT WE [ACTION] [USER] TO [BENEFIT]?

Start with an open question, not an idea

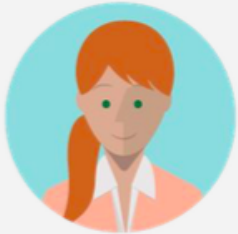
Desirability > Compliance

Specify the humans at the heart of your efforts

Their perspective, not yours

Pair up!

Get ready to create a “How Might We...?” question together based on your idea.



The User
(Empathy)

The Imagined Benefit or Behavior
(Possibility)

Choose someone to go first.

Ask “Who will benefit from your idea?”

Ask “What are some of the key benefits to **(your user)**?”

Keep refining the questions until it clearly identifies a user and broad possibility to explore.

*How might we help **(user)** to **(key benefit)**?*

Congratulations!

You've just **Defined a Challenge**
that is **user focused**
and designed to
unlock possibilities!

design thinking 101

identify extreme & analogous users

Work with your partner. For each of your HMW challenges:

Identify a few extreme users

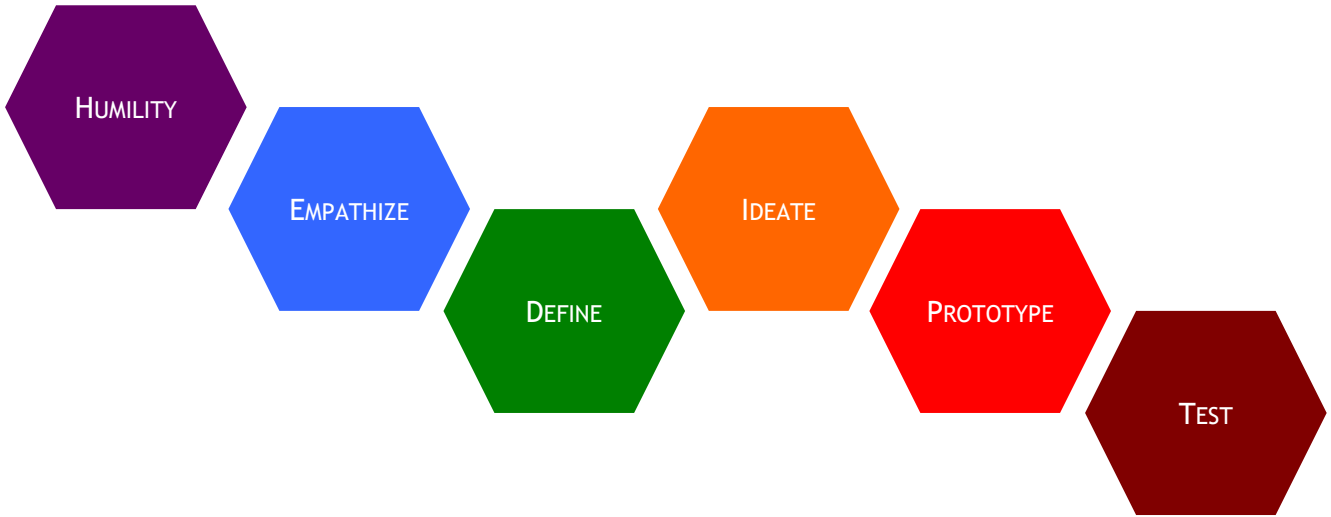
Who has highly refined or specialized needs? Novices? Lovers? Haters?

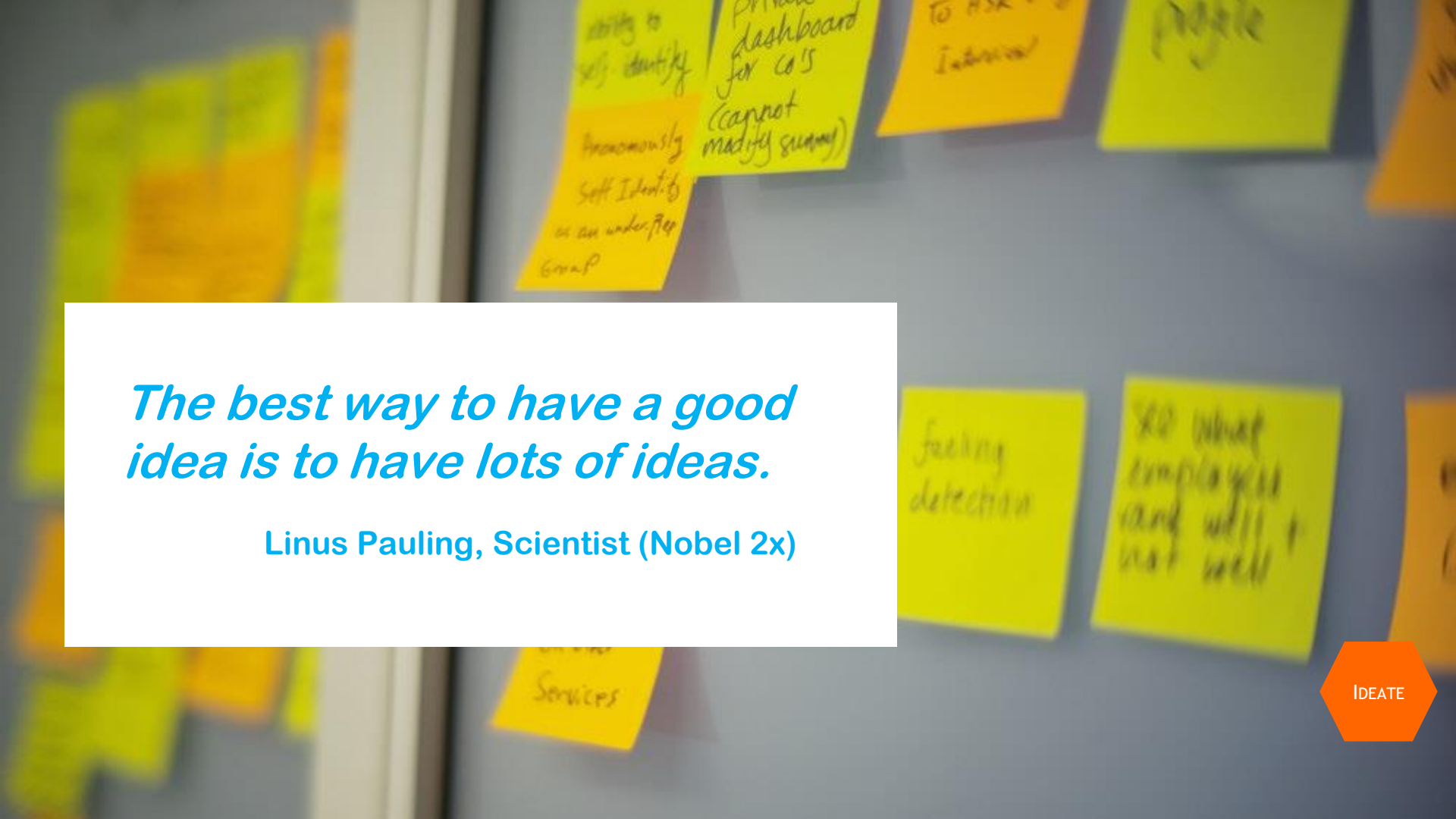
Identify a few analogous situations

What are the elements, activities and emotions involved? Where else do these occur?

design thinking

what?





The best way to have a good idea is to have lots of ideas.

Linus Pauling, Scientist (Nobel 2x)

IDEATE

what can we learn from the pros at IDEO?

brainstorming rules

IDEATE

brainstorming rules

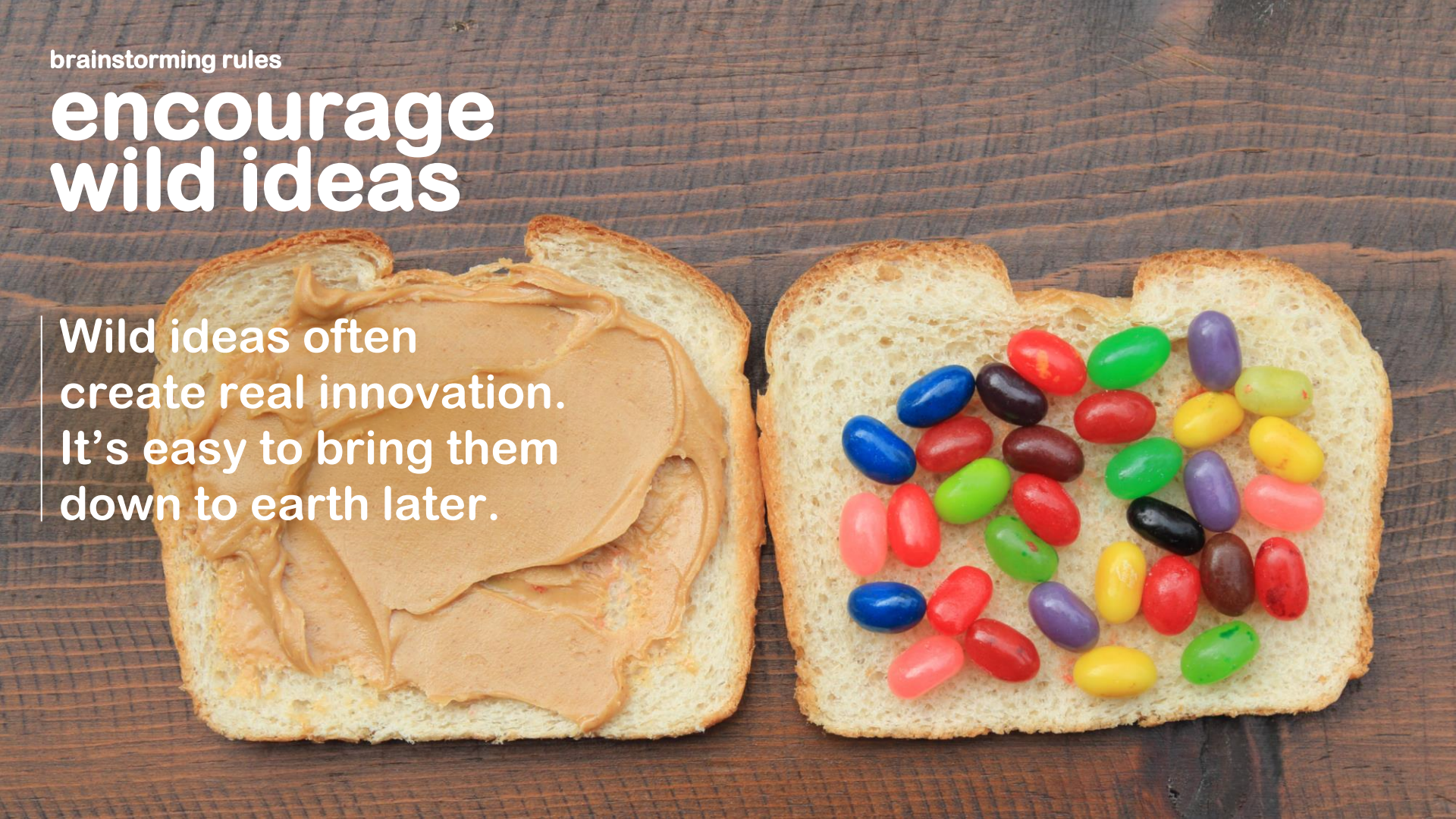
defer judgement

There are no bad ideas at this point. You can judge them later.

brainstorming rules

encourage wild ideas

Wild ideas often create real innovation. It’s easy to bring them down to earth later.



brainstorming rules

build on the ideas of others

Think of ‘and’ instead of ‘but’. If an idea isn’t working, build on it and make it better.

brainstorming rules

stay focused on a single topic

You will get better output if everyone is disciplined.

brainstorming rules

one conversation at a time

Allow ideas to be heard and built upon.

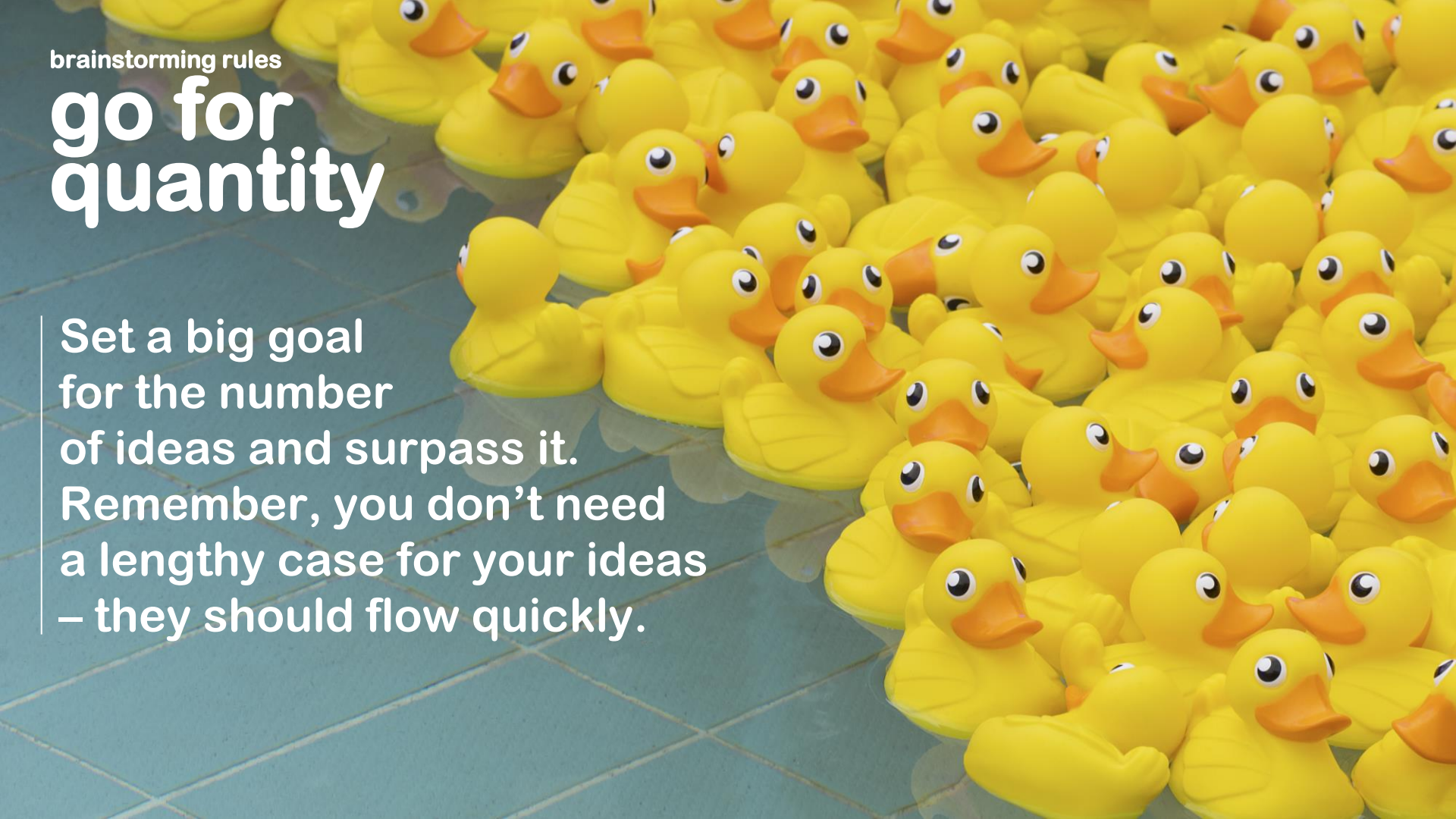
brainstorming rules

be visual

Engage the logical and creative sides of your brain. A quick sketch can help conceptualize your idea.

brainstorming rules

go for quantity



Set a big goal for the number of ideas and surpass it. Remember, you don’t need a lengthy case for your ideas – they should flow quickly.

something to consider…

brainstorming rules

- Defer Judgment
- Encourage Wild Ideas
- Build On The Ideas Of Others
- Stay Focused On The Topic
- One Conversation At A Time
- Be Visual
- Go For Quantity

IDEATE

prototyping

PROTOTYPE

evaluating prototypes & tests

giving feedback

The world is often unkind to the new. The new need friends.

For aspects of an idea/concept you feel should survive for future iterations

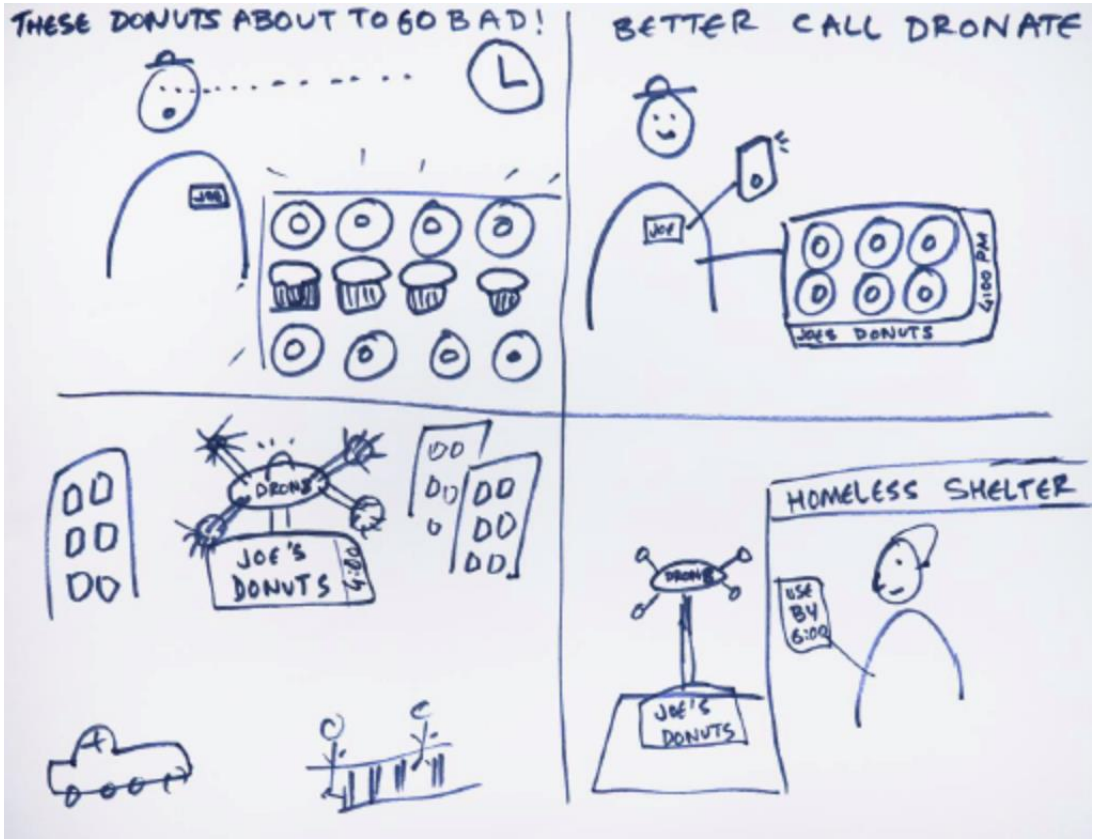
To describe ways you think an idea/concept could be made even better

For aspects of an idea/concept that feel problematic or challenging

I like…

I wish…

I wonder…



design thinking

test to learn..

> Fail early to succeed sooner.

DAVID KELLEY, FOUNDER, IDEO

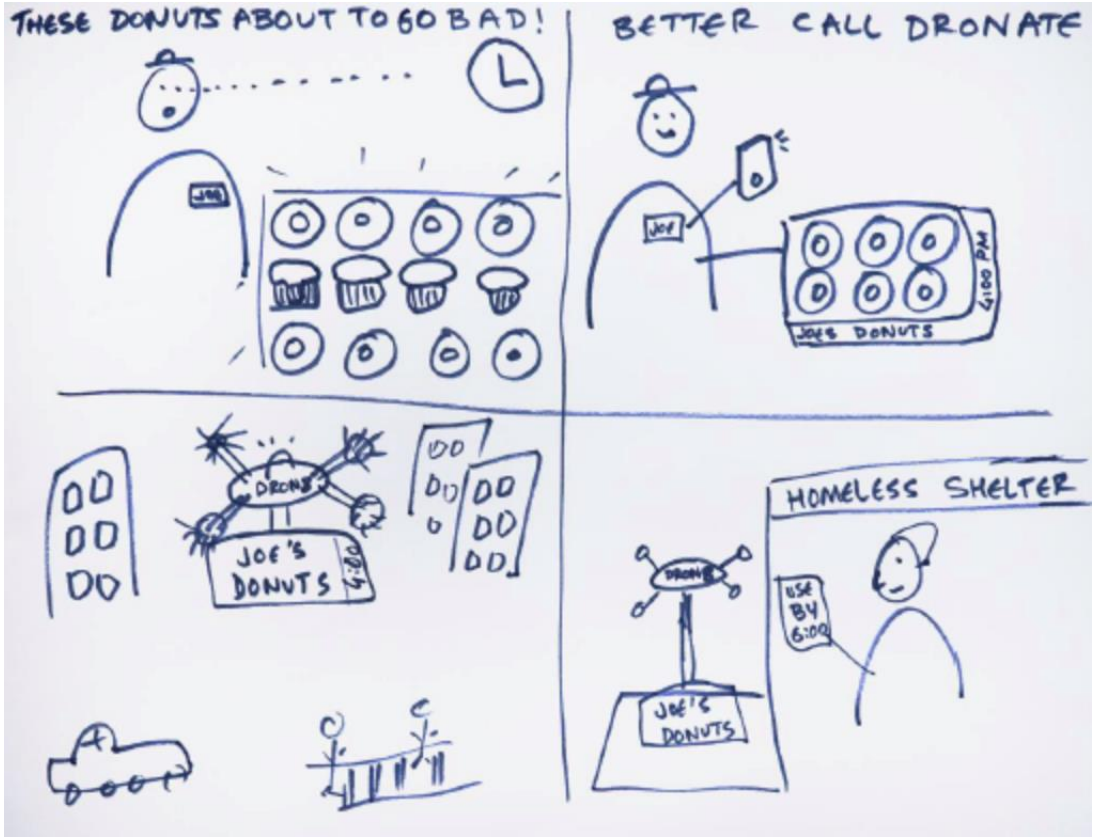
TEST

design thinking

test to learn..

DESIGNEY experiments		SCIENCEY experiments
Learn about an assumption/unknown	GOAL	Prove/disprove
Quick test of small aspect with a few users	METHOD	Full scale pilot of whole idea
Iterate idea based on learning	OUTCOME	Go/No Go decision

TEST


THESE DONUTS ABOUT TO GO BAD!
BETTER CALL DRONATE
JOE
JOE'S DONUTS
4:00 PM
DRONE
JOE'S DONUTS
HOMELESS SHELTER
USE BY 6:00
JOE'S DONUTS

design thinking

test to learn..

low risk

It might cost > $100

quick & easy

Around an hour inclusive of set-up to data collection

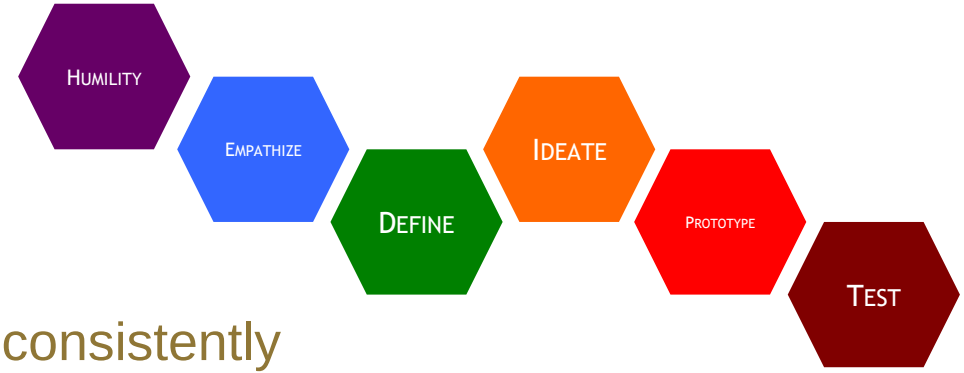
generative

Outcomes should help you get to a far better solution

TEST

design thinking

benefits



See new opportunities consistently

Connect deeply with your users/customers

Transform insights and data into actionable ideas

Create and implement new solutions with impact, faster and more effectively

Mindsets, methods, tools and leadership for your creative change

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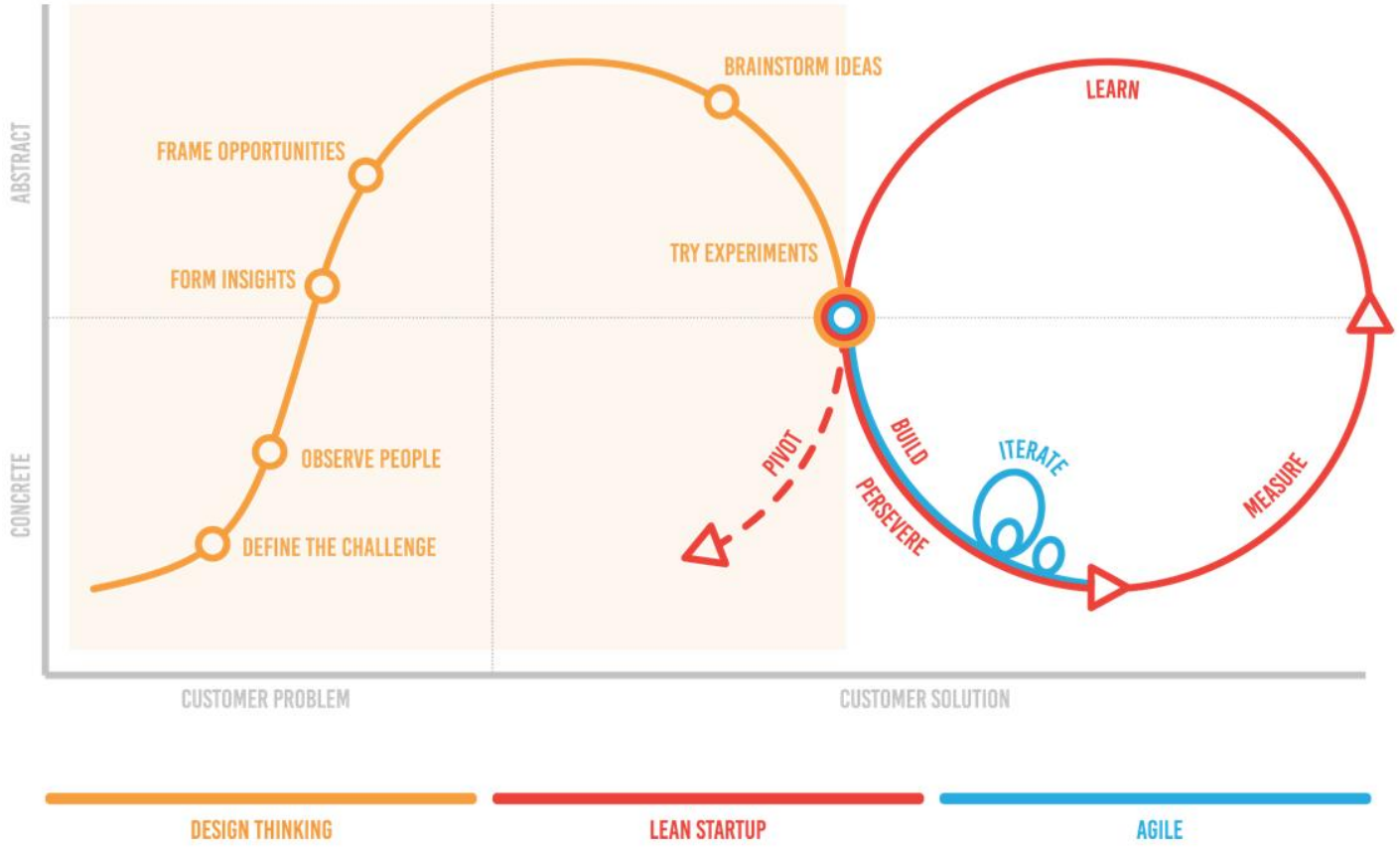
design thinking

learning cultures

enemies	antidotes
Ego	Humility
Complacency	Develop a bias for action
Fear	Develop comfort with uncertainty


ABSTRACT
CONCRETE
CUSTOMER PROBLEM
CUSTOMER SOLUTION
FRAME OPPORTUNITIES
FORM INSIGHTS
OBSERVE PEOPLE
DEFINE THE CHALLENGE
BRAINSTORM IDEAS
TRY EXPERIMENTS
PIVOT
BUILD
PERSEVERE
ITERATE
MEASURE
LEARN
DESIGN THINKING
LEAN STARTUP
AGILE