



Design Thinking for Innovation

Thank you for taking Design Thinking for Innovation with us! This course is all about the basics of innovation and the foundations of Design Thinking as a tool for innovation within your team or organization. We hope this handbook enhances your learning experience. It is designed to help you wrestle with the content and explore new areas of strength and growth within yourself and your team. We trust this course will support you in your journey to become an outstanding innovator, and more importantly, an outstanding teammate.



Scan to access online workbook

Handbook Sections



Key Takeaways

We have captured what we believe are the key learnings from each module for you. The airplane is your reminder to take them with you.



Activities

Throughout the course, there will be opportunities to deepen your learning through activities. We strongly suggest you complete these to enrich your experience.



Personal Reflection

There is no learning without reflection. But don't worry, we provide you with some questions to help prime your thinking.



Group Discussion

This course is designed to help you become an exceptional innovator in the context of a team. These questions support you and your team as you pursue greater collaboration.

1.1 Intro to Innovation



JACOB HANCOCK

 4:19 min video



Key Takeaways

1. Innovation- proactively generating and executing new ideas that add value.
2. Reigns of Disruption- We have control over the idea we came up with, and we can limit the disruption that the outcome of our idea has within our own organization and other organizations.



Personal Reflection

What are 1 or 2 expectations that you have as you begin this course?



Group Discussion

1. Do you believe that your organization is innovative?
2. Share a time when you your team proactively generated and executed a new idea that added value. What was that experience like for the team? If you're having a difficult time coming up with a recent example, that is okay- we believe in a growth mindset! What do you think it will take for your team to become more innovative?

1.2 Setting the Stage



MARY BOLANDER

 4:05 min video



Key Takeaways

1. The person in the mirror is the greatest barrier to innovation.
2. An open mind rejects the voice of judgment so we can be curious.
3. An open heart rejects the voice of cynicism so we can be compassionate.
4. An open will rejects the voice of fear so we can be courageous.




Personal Reflection

1. Think back to a situation in life or work where you have heard the voices of judgment, cynicism, and fear. What might an open mind, heart, and will have sounded like in that situation? Are there any situations you are currently in that are being influenced by the voices of judgment, cynicism, and fear?
2. Letting things die is never easy, and yet God invites us to lay those things at His feet and trust that He will grow something new and better in its place. Take some time with the Lord to ask what in your work and personal life needs to die.

1.3 The Secret Sauce



MARY BOLANDER

 4:43



Key Takeaways

1. Checking into the Secret Sauce helps us hold each other accountable and reminds us to be present.
2. Embrace your Inner Creativity- We are made to reflect the image of the ULTIMATE Creator!
3. Suspend Negative Judgment... or yourself and others. Give every idea room to breathe!
4. Be curious! Ask penetrating questions, make precise observations.



Personal Reflection

Which Secret Sauce ingredient do you most struggle to champion? We dare you to check-in with that ingredient... you might be surprised how many opportunities you will get to practice it!




Group Discussion

The Secret Sauce is most beneficial when used by a team. How might the Secret Sauce help your team to have more healthy, productive meetings? Try it! Which of the three ingredients will everyone check-in with today?

1.4 Assumptions and Curiosity



MARY BOLANDER

 4:43



Key Takeaways

1. Assumption- a thing that is accepted as true or as certain to happen, without proof.
2. Assumptions are neutral; they are neither good nor bad.
3. Unchallenged assumptions can cause huge problems.



Activity

Let's give our assumptions a healthy dose of curiosity! For this activity, please refer to the instructional video and downloadable materials in section 1.5 of the course content.



Personal Reflection

What are some assumptions you have made today? When was the last time you challenged any of those assumptions?

2.1 Design Thinking 101



SAM WELCH



2:58 min video



Key Takeaways

1. Design Thinking is a human-centered, iterative process.
2. Empathy is seeking to understand those we are designing for so we can design the best solution for them.
3. Reframe is looking at the original challenge through the lens of the End User to see, "What's the *real* challenge?"
4. Ideate is generating ideas to solve the challenge.
5. Prototype is creating a tangible representation of the idea the team wants to move forward with.
6. Testing is letting the End User interact with the design to continue adjusting and improving it.



Personal Reflection

1. What challenge are you currently faced with that you could apply Design Thinking to?
2. What about the Design Thinking process stands out as surprising or challenging?

2.2 Introduction to Empathy



MARY BOLANDER

 4:43 min video



Key Takeaways

1. Empathy is the fuel that drives human-centered design.
2. Empathy- putting yourself in another's shoes to learn who they are and how they think and feel so you can design the best solution for them.
3. We gather empathy in three ways- listening, observing, and experiencing.
4. Empathy is NOT confirming what you already know. Seek surprises!
5. Always take notes as you gather empathy.



Personal Reflection

1. Who in your life is gifted in empathy?
2. What types of things might you hear from an empathetic person when you share a struggle with them?

2.3 End User



SAM WELCH

 2:25 min video



Key Takeaways

1. End User: Directly interacts with the product, process, or system; who we are primarily designing for.
2. Customer: Involved in some capacity, but less engaged and not as heavily impacted by the solution.
3. Extreme User: Interact with the product, process, or system in a different way than was intended.



Personal Reflection

Why might it be important to identify all three users?




Group Discussion

Every team has an End User that they serve. How well does your team know your End Users?

2.4 Empathy: Listen



STACEY HAMILTON

 3:53 min video



Key Takeaways

1. Go deeper by asking questions that evoke story, rather than using survey-style questions.
2. "Tell me about a time..."
3. More than just getting answers, we want to have a conversation.
4. Use, "Tell me more about that!" to go even deeper.



Personal Reflection

Do I listen to understand or to agree? We are all able to grow our capacity to listen well. How might I remind myself today to listen for understanding?



Group Discussion

Discuss with your team how listening for understanding impacts team dynamic. Also, discuss how only listening for agreement affects your team.

2.5 Empathy: Observe



SAM WELCH



1:42 min video



Key Takeaways

1. Observation helps us paint a more colorful picture of our End User and the challenge.
2. Observed empathy is gained by paying attention to what our End User is doing, looking for what they wouldn't have told us otherwise when we were listening to them.
3. Ask yourself, "are they using the system, service, or product different than I expected?"



Activity

Let's do some people-watching! Grab a notebook and find a place with a lot of people. Maybe a mall, a public park, or the airport. Find a place to sit and spend 10-20 minutes just watching as people pass by. What trends do you notice? How are people interacting with each other and with the environment? Who stands out, and why? Remember- seek surprises, think about WHY, and take notes!



Group Discussion

1. Share about your people-watching activity with your team. What surprises stood out?
2. How might we observe how our End Users interact with us?

2.6 Empathy: Experience



JACOB HANCOCK

 2:24 min video



Key Takeaways

1. Experiencing empathy helps us further answer the question, what do my End User's feel, believe, value... and why?
2. Gaining empathy through experience is a personal and intimate experience.
3. We MUST take off our own glasses and put on our End User glasses to see the real challenge.



Personal Reflection

Can you remember a time when you made a connection with someone because of a shared struggle? Think for a moment about that interaction and that person. What thoughts or feelings come to mind? Are you willing to go to this level of depth in gathering empathy?

2.7 Unpacking Empathy



MARY BOLANDER

 2:22 min video



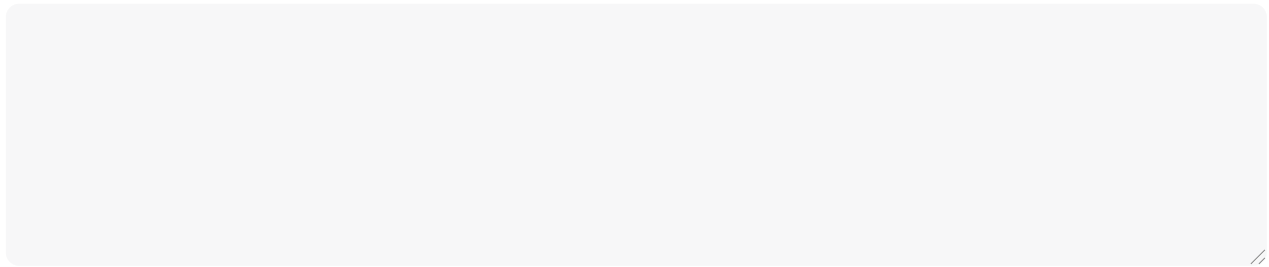
Key Takeaways

1. To help make sense of all the empathy you gathered, we recommend writing out all of these short insights, quotes, anything that may be of value in building your End User glasses, on individual sticky notes or in a spreadsheet.
2. Look for anything that may help us answer the question, "How might I see the world through my End User's eyes?"
3. There will be pieces of your empathy notes that aren't relevant or helpful in building your End User glasses- that's okay!
4. Categorize your empathy into 4-7 groups in a way that makes sense to the team. We suggest looking for trends around how your End Users think and what they value.
5. Write short statements to summarize the new categories, which will serve to clearly represent who your End User is and what they need as you enter into the Reframe.



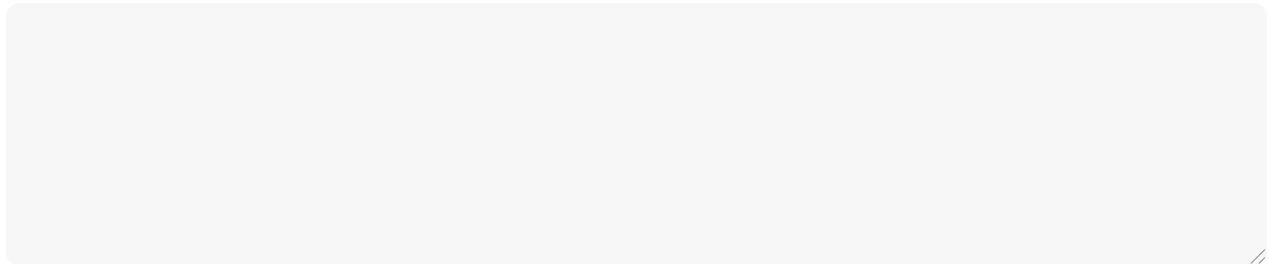
Activity

Empathy gathering can quickly get disorganized, so it is important that you have a plan of action. For this activity, please refer to the instructional video and downloadable materials found in section 2.8 of the course content.



Group Discussion

1. How might empathy help our team address immediate challenges we are facing?
2. Are we designing anything right now with End User glasses on? If not, how will we begin building our End User glasses?



3.1 Reframe



STACEY HAMILTON



4:16 min video



Key Takeaway

When we Reframe, we are looking at our original Challenge Statement through the lenses of our End User glasses, and we see that it needs to be changed to better reflect the needs of our End Users.



Activity

Imagine you work for a local bike shop that has been open for 50 years and has struggled to bring in new business in recent years. The owner suspects that their marketing strategy is the cause of their struggle but he has no idea where to start. He asks you to take on the challenge of *reimagining how the bike shop markets to their target audience*. After gathering and unpacking your empathy, you learn the following insights about your End Users-

1. Most are using multiple forms of social media
2. Quality of service is equally as important as quality of product
3. Appreciate the charm of local businesses
4. Prefer the convenience of larger companies

Given these new empathy insights, try crafting a Reframe (*sentence*) of the original challenge that better reflects the needs of the End User. Remember- a Challenge Statement should start with, "How might we..."



Personal Reflection

What was surprising or challenging about the Reframe activity?

3.2 Ideate 1.0: What are the Possibilities?



MARY BOLANDER

 4:13 min video



Key Takeaways

1. It is easy for us to share an idea and immediately jump to whether it will or won't work. It is vital when we sit in "what are the possibilities?" that we NOT do that. We need protected space to dream, to put all of the ideas on the table, and build on the ideas of others.
2. Put boundaries around your time.
3. Allow internal processors some time to work and think alone.
4. Quantity over quality!
5. One conversation at a time.
6. Lean into the divergent thinkers in this space!



Personal Reflection

When someone shares an idea with me that I don't like, how do I react? Remember, we must set aside our biases and suspend negative judgment.



Group Discussion

1. When was the last time the team had a group ideation session?
2. What were the outcomes of that meeting?
3. If we had that same meeting today, what would we do differently?

3.3 Ideate 2.0: Sorting



MARY BOLANDER

 4:59 min video



Key Takeaways

1. Make sure that you are taking time to do the two parts of Ideation separately!
2. The goal of sorting is taking the chaos from "What are the Possibilities?" and narrowing down to one idea or a group of ideas that the team will take into Prototype.
3. Once you have all of the team's ideas on the wall, you can start asking the more questions like, "Will it work?"
4. Lean into the convergent thinkers in this space!
5. We sort our ideas into four quadrants-
6. Been There Done That Could Have Been Done Better/BTDTCBDB- Yes, that's really the name. We never rule out an idea just because we've tried it before.
7. Game Changer- If we could do this exactly as it is on the sticky note, it would obviously and immediately change the game.
8. No Brainer- These are ideas that make us say, "We should have been doing that yesterday!" So, do it! Don't wait to implement these ideas!
9. Parking Lot- These are not bad ideas, however these ideas will not move us in the direction we are heading for this challenge. That does not mean you can't come back to these ideas later!
10. You do not have to move forward with just one idea into prototype! Your prototype could be a combination of several ideas, or even multiple different prototypes, depending on the team's capacity.



Personal Reflection

Refer back to the description in video 2.1 of the two types of thinking we do in Design Thinking. Are you a divergent or convergent thinker?



Group Discussion

1. Divergent and convergent are two starkly different ways of thinking. Who on your team identifies as a divergent or convergent thinker?
2. How can you capitalize on the strengths of both types of thinking on your team?

3.4 Creativity Loves Constraints



JACOB HANCOCK

 4:01 min video



Key Takeaways

1. Constraints, if we allow them, change the way we see and interact with our everyday challenges.
2. Constraints will launch new possibilities if we leverage them for our advantage.
3. Don't become a victim to constraints.
4. Break free from the Path of Dependence.
5. Our current success blinds us from our future success.
6. Identify unhelpful paths so we can reshape them into better paths for the future.
7. Bold Ambition + Significant Constraint = Propelling Question
8. We can if...



Personal Reflection

When in your personal life did you experience a constraint that caused you or your family to uncover a creative solution?



Group Discussion

1. In what ways has your team remained on the Path of Dependence?
2. How might your team leverage a significant constraint to break free from the Path of Dependence?

3.5 Yes, And



STACEY HAMILTON



3:18



Key Takeaway

"Yes, I hear you and I'm suspending judgment. *And*, I'm going to build on that idea."



Personal Reflection

Do you ever find yourself comparing your own circumstances to the circumstances of others? How might you use "Yes, And" in your personal relationships?

4.1 Prototype

 2:36 min video |



Key Takeaways

1. Prototype: A physical representation of the ideas your team came up with.
2. Three R's of Prototype- rough, rapid, right.
3. Rough- Prototype is not perfect, but it is good enough to grasp the concept.
4. Rapid- Prototype should be built in as little time as possible.
5. Right- The prototype is consistent and rooted in Empathy.



Group Discussion

Which of the three R's of prototype will be the most challenging for our team to apply? Why?

4.2 Testing



JACOB HANCOCK



5:20 min video



Key Takeaways

1. Testing: Allowing your End Users to interact with the prototype.
2. Prototype as if we know we are right... Test as if we know we are wrong.
3. Testing is iterative; we continuously test and tweak our prototype, getting a little bit closer to our End User's needs and wants each time.
4. Start with Minimum Viable Product, then build out additional features for future iterations.
5. Desirability- does the End User actually *want* it?
6. Feasibility- do we have the technology to support it?
7. Viability- does the organization have the capacity to launch and sustain it?



Group Discussion

1. Is our team or organization willing to test a product, system, or service with our End Users that we know is incomplete?
2. If the answer is no, discuss with you team what is at the root of the unwillingness for your team to test with End Users?

4.3 Building a Testing Plan



JACOB HANCOCK

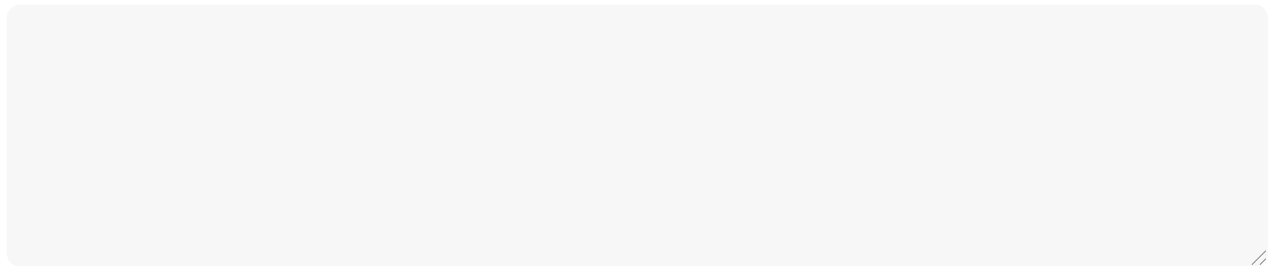


6:50 min video



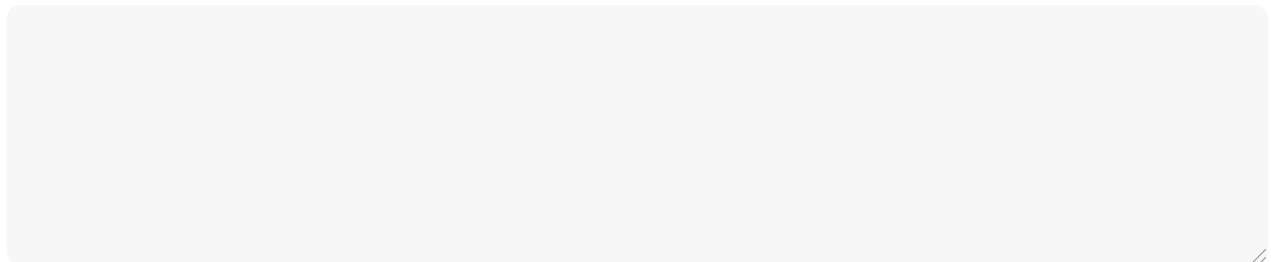
Key Takeaways

1. Feedback is a gift!
2. Two major hinderances to Testing are margin and perfectionism.
3. Don't sell it. Don't over-explain it. Don't defend it.
4. Say, "Yes, And..."
5. The 4 stages of Testing are Stage, Arrange, Re-Empathy, Analyze.
6. Remember, there is always something more to learn!



Group Discussion


1. What needs to die in order to give the team the margin needed to do Testing?
2. Does leadership need to be engaged to have a conversation around lack of margin and organizational priorities?



4.4 Making it Practical



MARY BOLANDER

 1:32



Key Takeaway

"Learning and innovation go hand-in-hand. The arrogance of success is to believe that what you did yesterday will be sufficient for tomorrow." - William Pollard



Personal Reflection

What is one way that you have changed as a result of this course, that you didn't expect?



Group Discussion

1. Share with the team your most important takeaway that you want to incorporate into your team.
2. What mindsets and postures does our team need to adopt to move toward a culture of innovation?
3. What wins can we celebrate today? What recent failures have we learned from? (Celebrate those too!)

