

# PHUSE EU Connect 2023

Leadership Stream



## Design Thinking for Strategic Decision-Making

James McDermott  
Marten Krijgsman



# Agenda



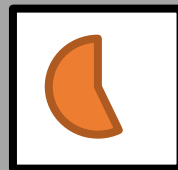
[ 5 mins ]

Introduction



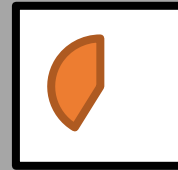
[ 10 mins ]

What is  
Design  
Thinking?



[ 10 mins ]

Defining  
variables



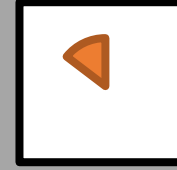
[ 10 mins ]

Ideating  
solutions



[ 10 mins ]

Prototyping  
solutions



[ 5 mins ]

Testing and  
next steps

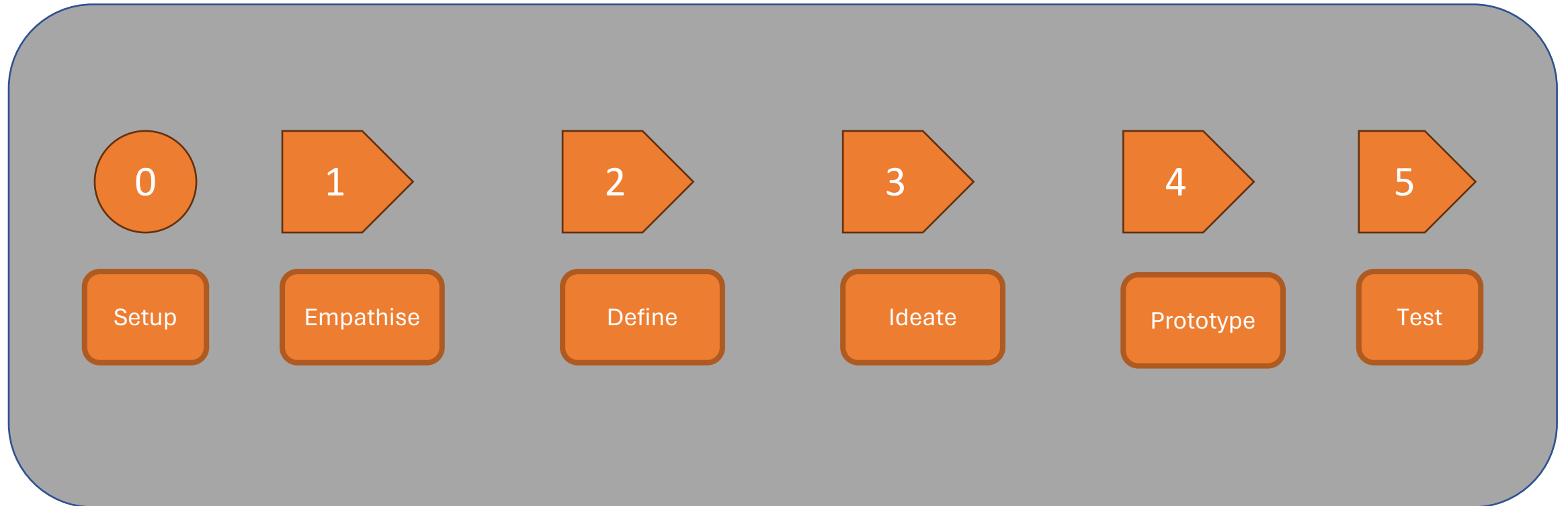
# Today's goals



- **Understanding the key steps of Design Thinking**
- **Getting hands-on experience with some of these steps**
  - Defining Points of View, ideating solutions, and prototyping models
  - Using key DT tools
- **Understanding how you can use Design Thinking in strategic decision-making**

# Design Thinking

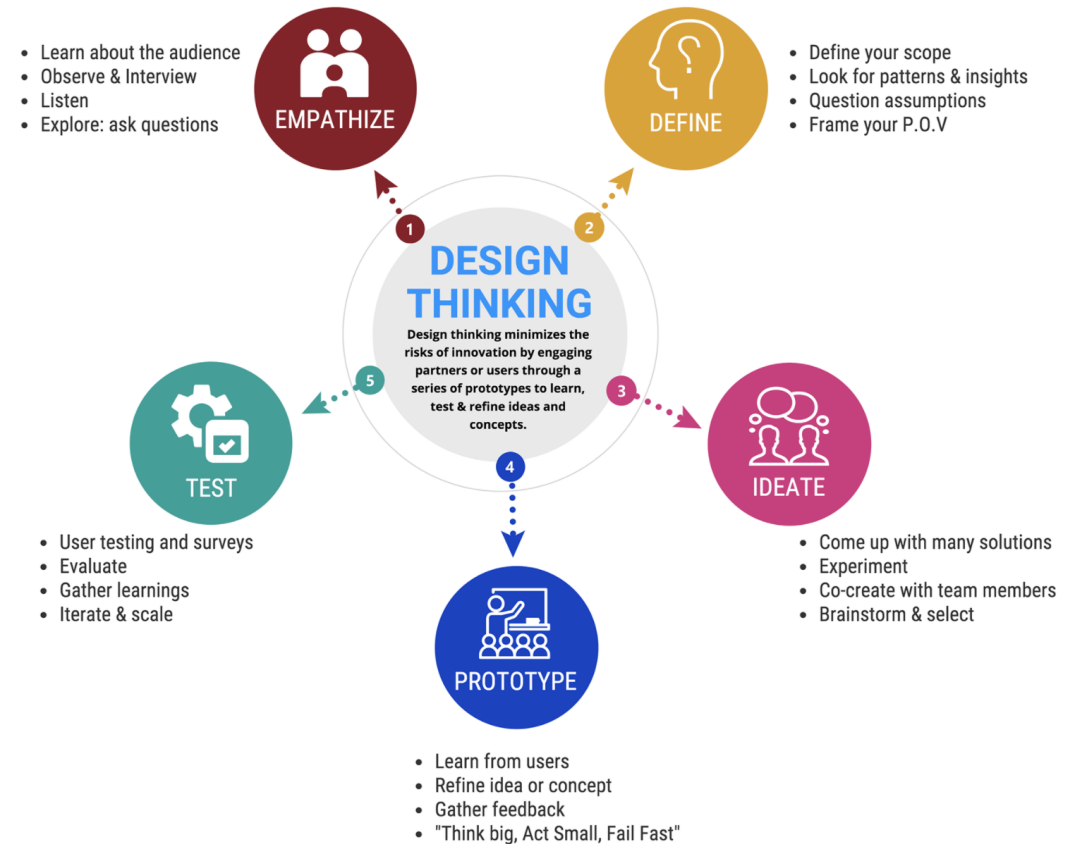
A brief overview



# Design Thinking

A brief overview

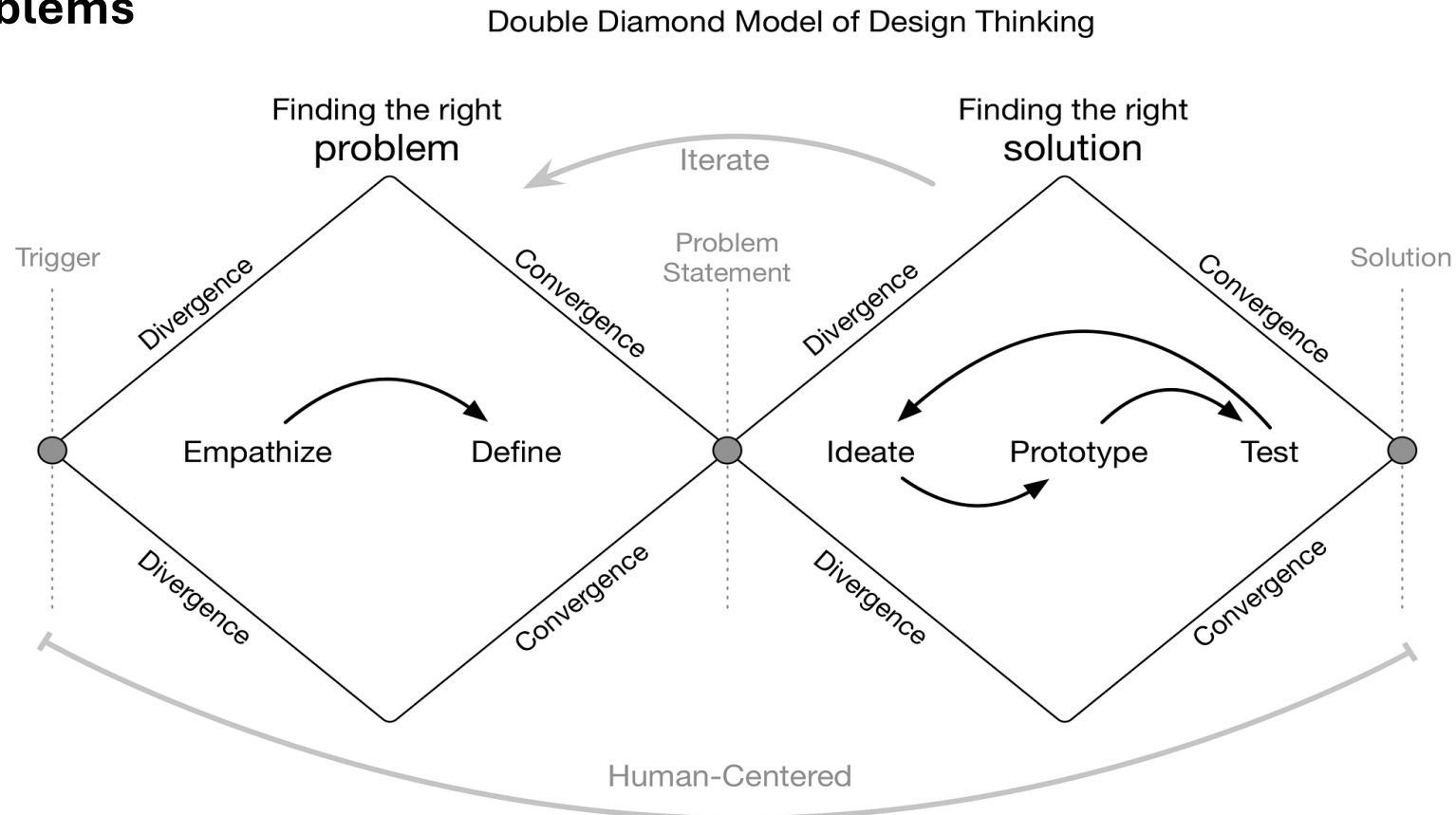
- **Structured way of approaching complex problems**
- **User-centric approach**
- **Five iterative steps**



# Design Thinking

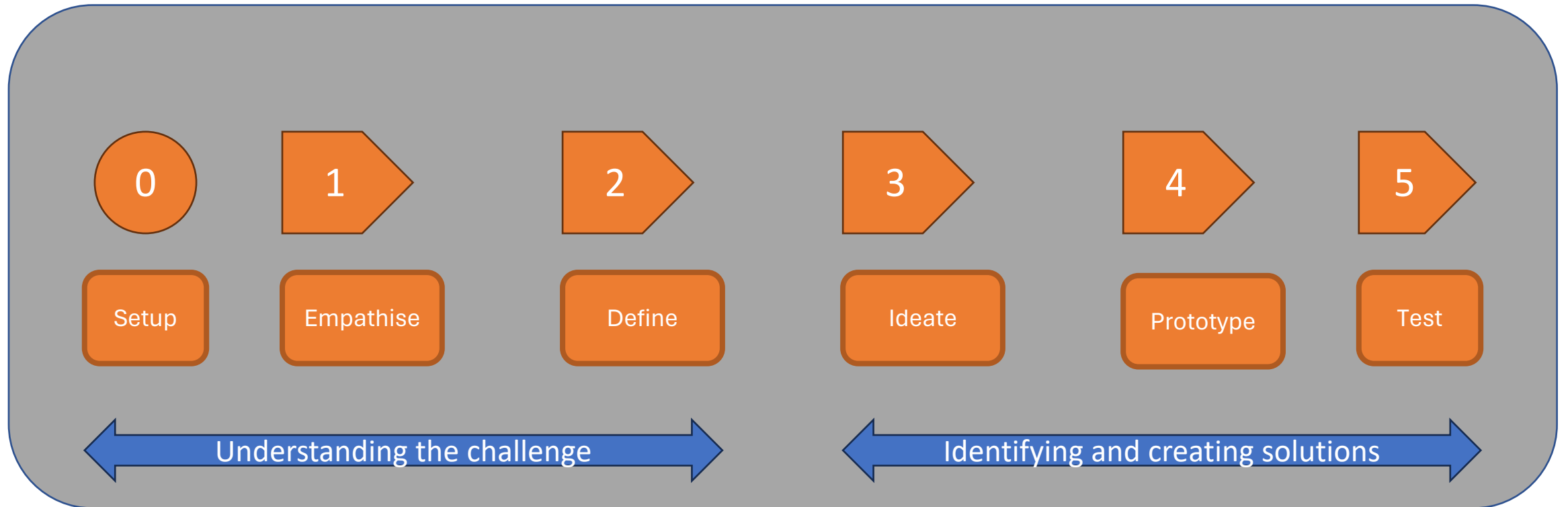
A brief overview

- Iterative tools to approach problems



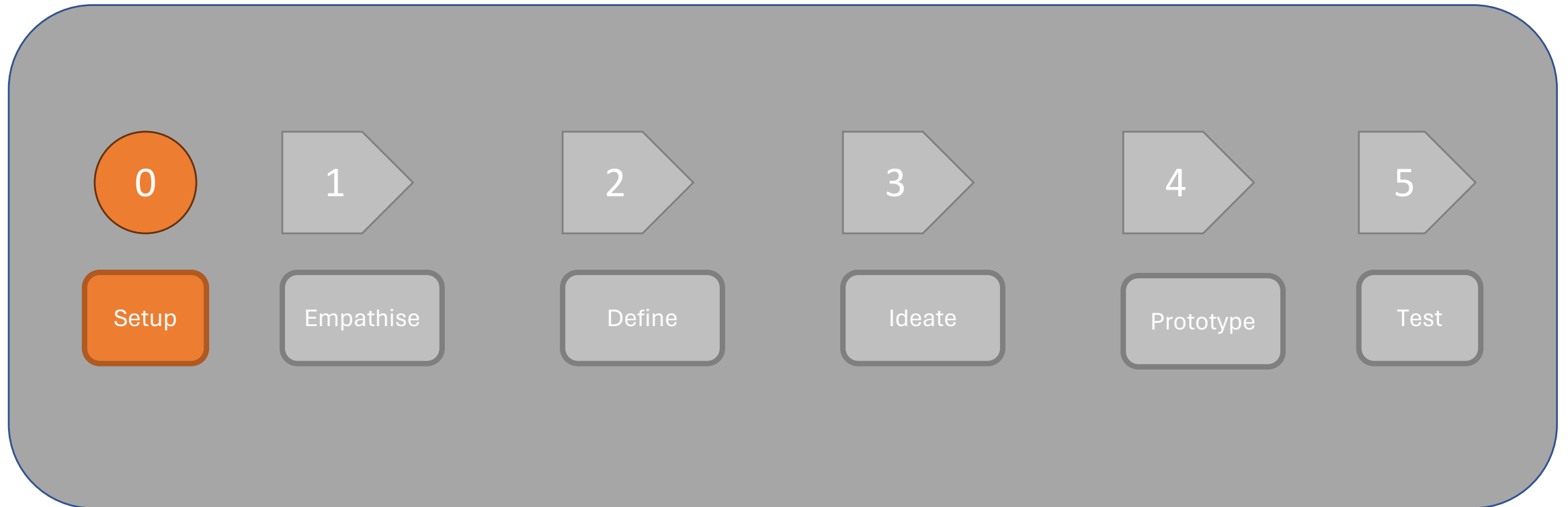
# Design Thinking

A brief overview



# Design Thinking

## Project Initiation



# Design Thinking

Project Initiation



## Problem statements

- Mission or objective
- Focus on root cause rather than symptoms

# Design Thinking

## Project Initiation



## Problem statements

A client is considering opening an office in a low-cost region, they say Armenia. Which of the following is the correct problem statement:

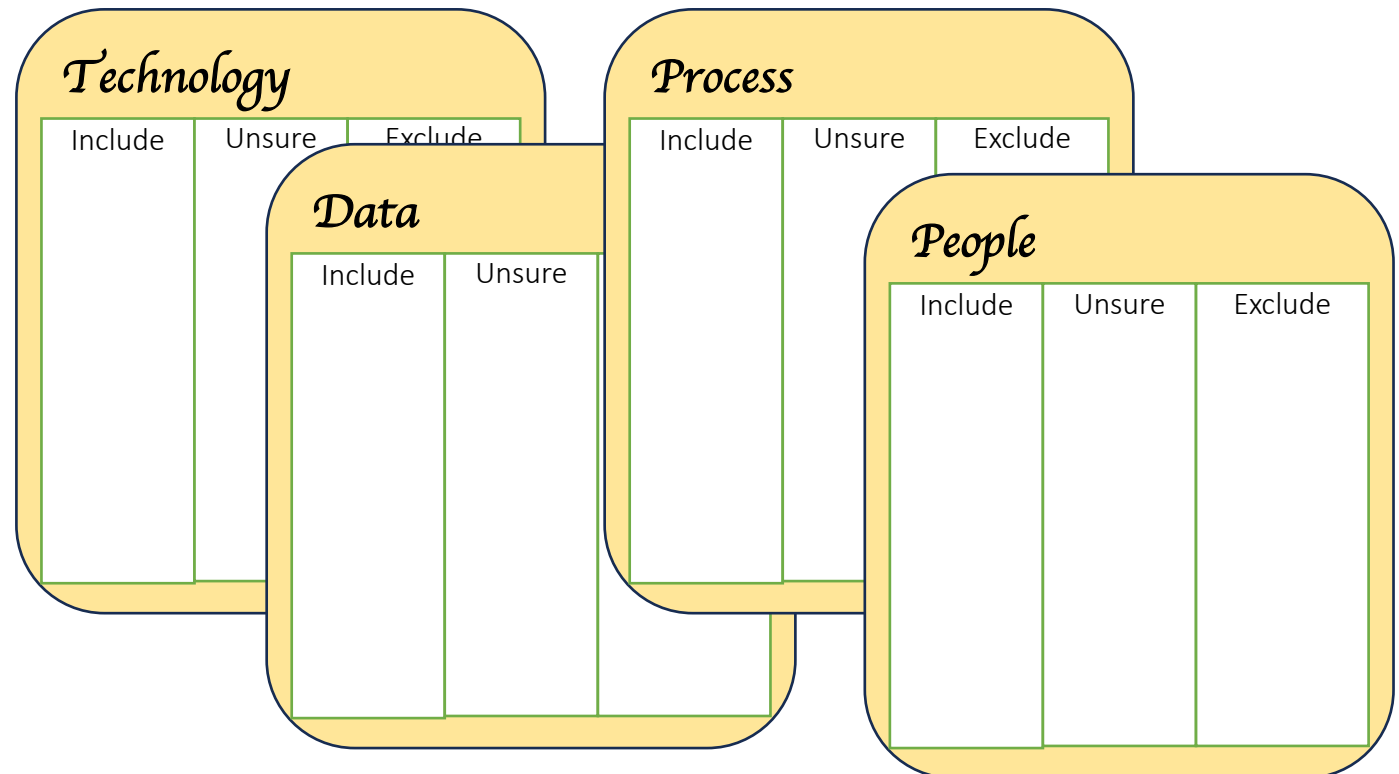
- a) Create a plan to open an operations facility in Armenia
- b) Create a plan to open an operations facility in a low-cost region
- c) Create a plan to reduce our cost base
- d) Create a plan to increase revenue so cost isn't an issue

# Design Thinking

## Project Initiation

## Scoping the project

- Identify boundaries
- e.g. TOGAF lenses:



# Design Thinking

Project Initiation

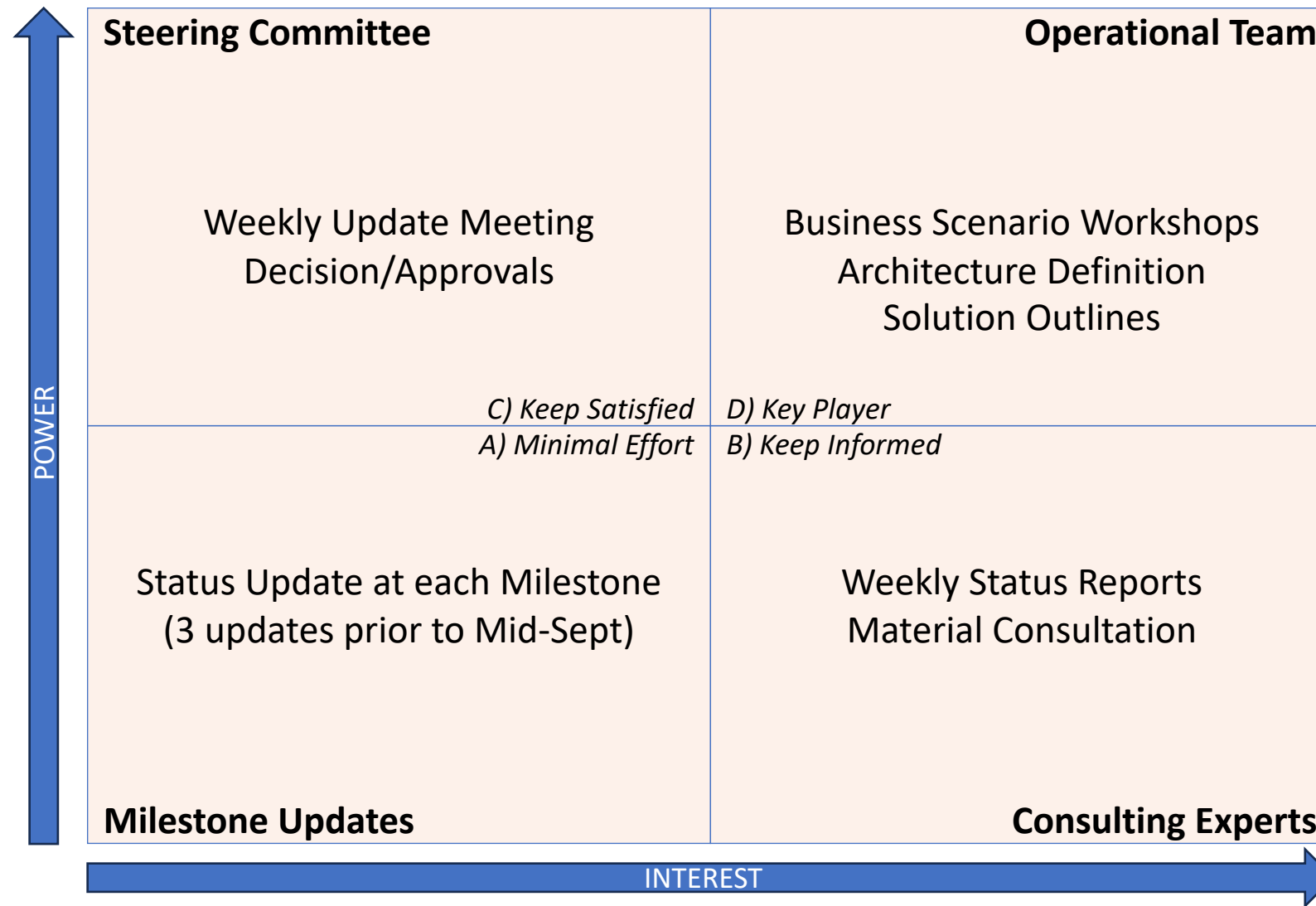


## Appointing the Design Team

- Stakeholder analysis drives Design Team appointments
- Preliminary role divisions

# Design Thinking

## Project Initiation



# Design Thinking

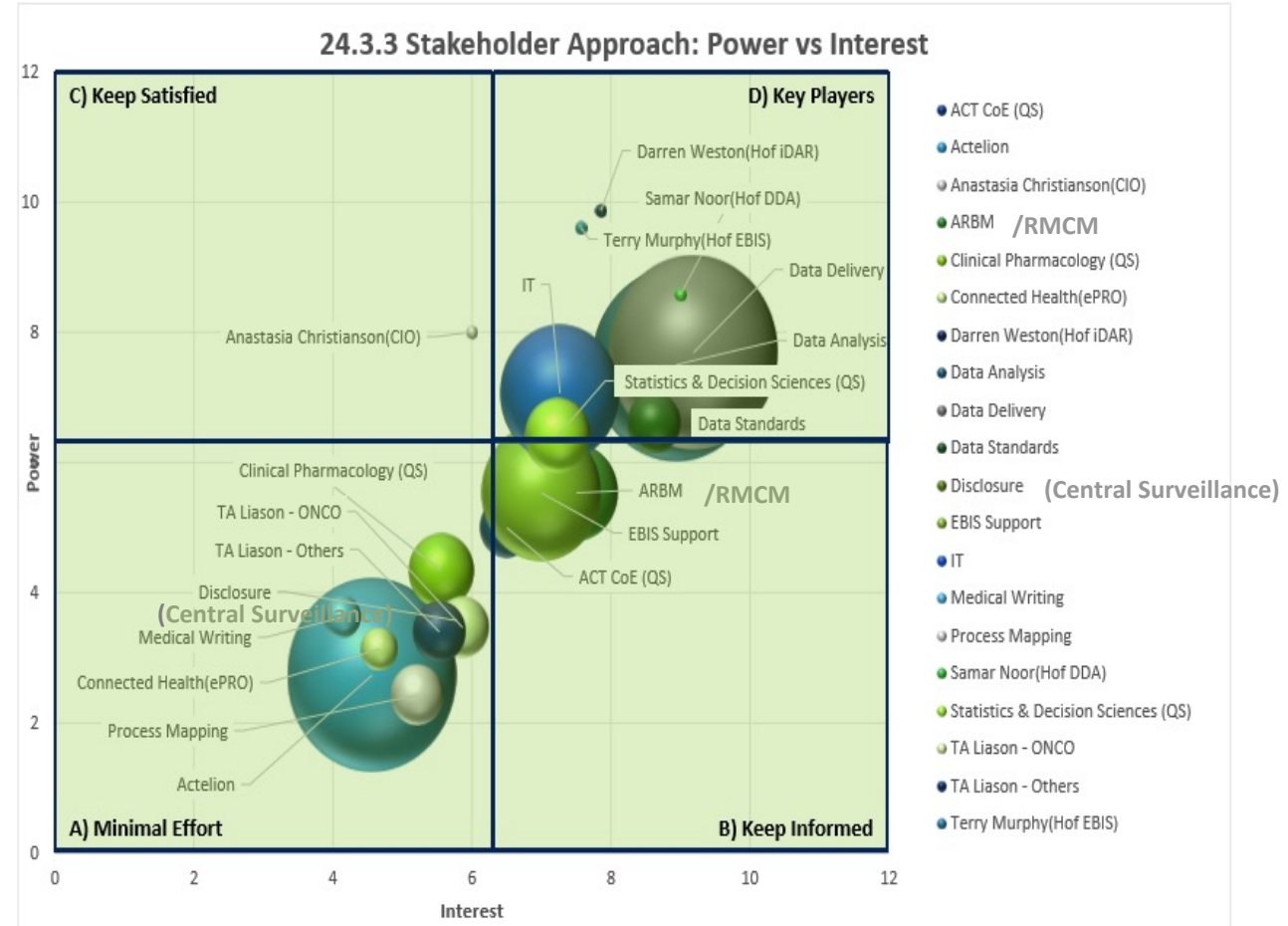
## Project Initiation

### Steering Committee

Weekly Update Meeting  
Decision/Approval

Status Update at each meeting  
(3 updates prior to meeting)

### Milestone Updates



### Consulting Experts

# Design Thinking

Project Initiation

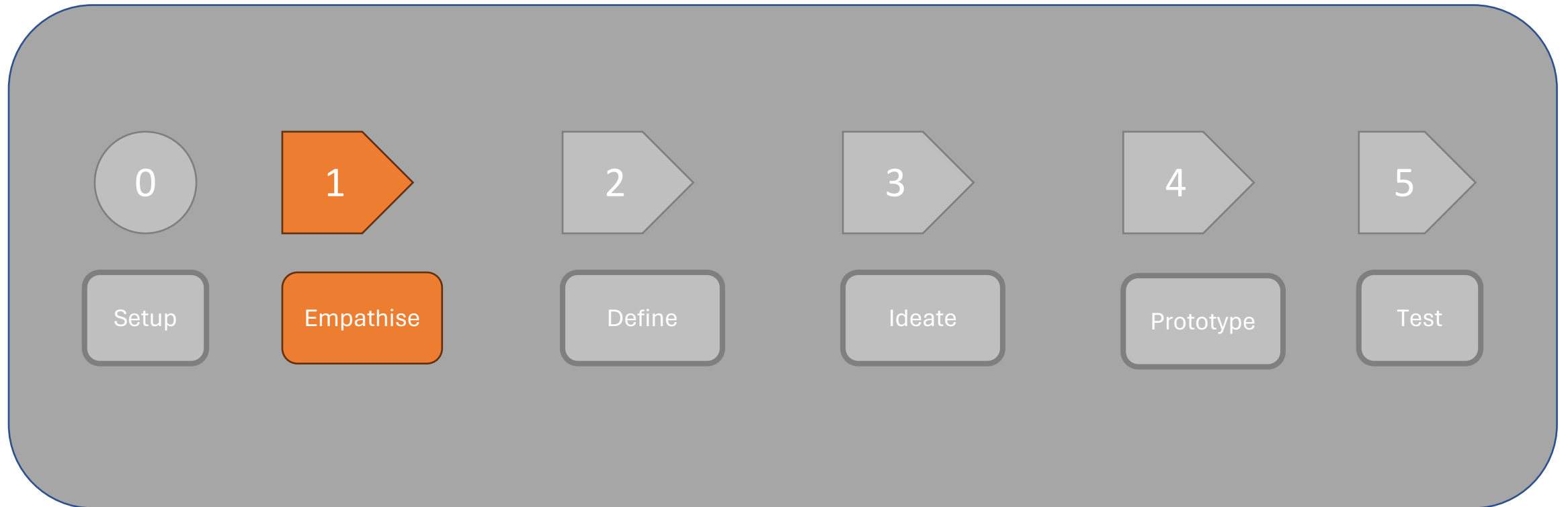


## Sketching personas

- Preliminary identification of personas (**proto-persona**)
- Useful for brainstorming and scoping
- Refined later in **Define** phase

# Design Thinking

Empathise phase



# Design Thinking

## Phase 1: Empathise



Understanding how the problem is perceived

### Interviewing **relevant people**

- Generating outputs through **empathy mapping**
- [Optional] Diverge/Converge on empathy map statements

# Design Thinking

Phase 1: Empathise



## Understanding how the problem is perceived

Generating outputs through **empathy mapping**

### SERVICE BLUEPRINT

|                   |  |
|-------------------|--|
| EVIDENCE          |  |
| CUSTOMER ACTIONS  |  |
| FRONTSTAGE        |  |
| BACKSTAGE         |  |
| SUPPORT PROCESSES |  |

# Design Thinking

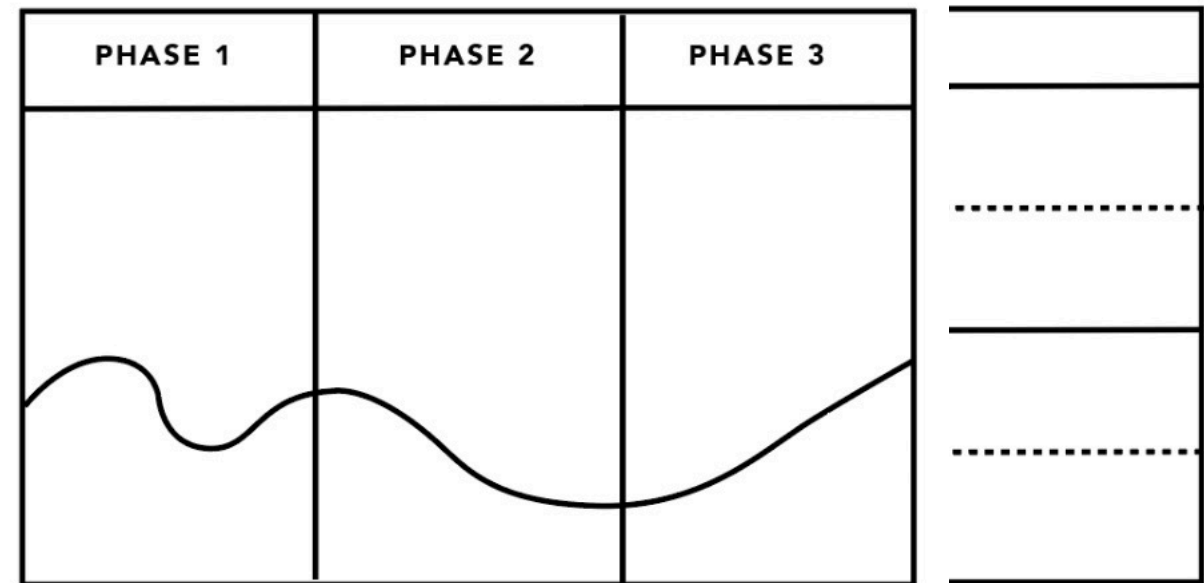
## Phase 1: Empathise



Understanding how the problem is perceived

Generating outputs through **empathy mapping**

### EXPERIENCE MAP



# Design Thinking

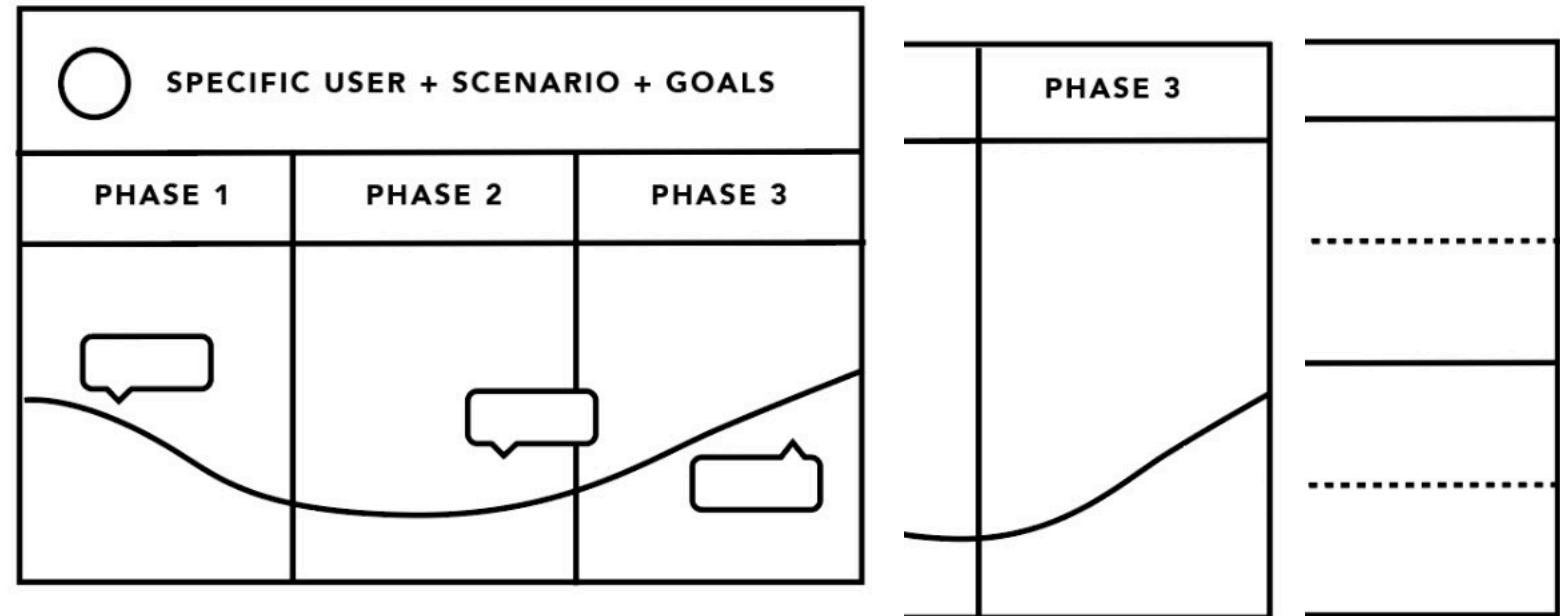
## Phase 1: Empathise



Understanding how the problem is perceived

Generating outputs through **empathy mapping**

### CUSTOMER JOURNEY MAP

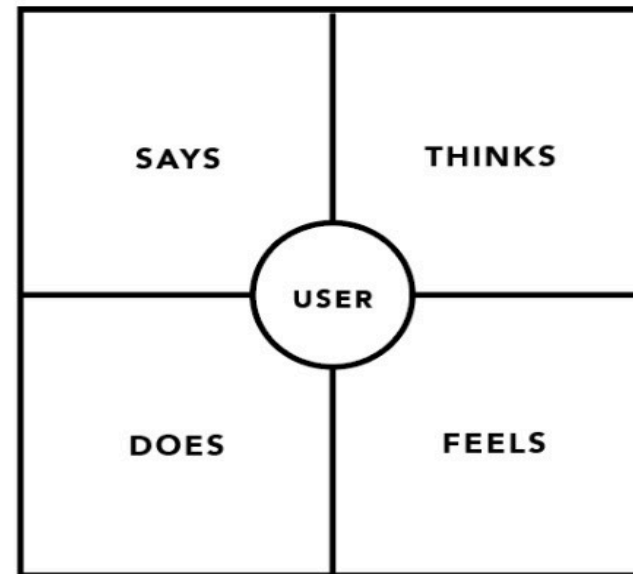


# Design Thinking

## Phase 1: Empathise

Understanding how the problem is perceived

### EMPATHY MAP

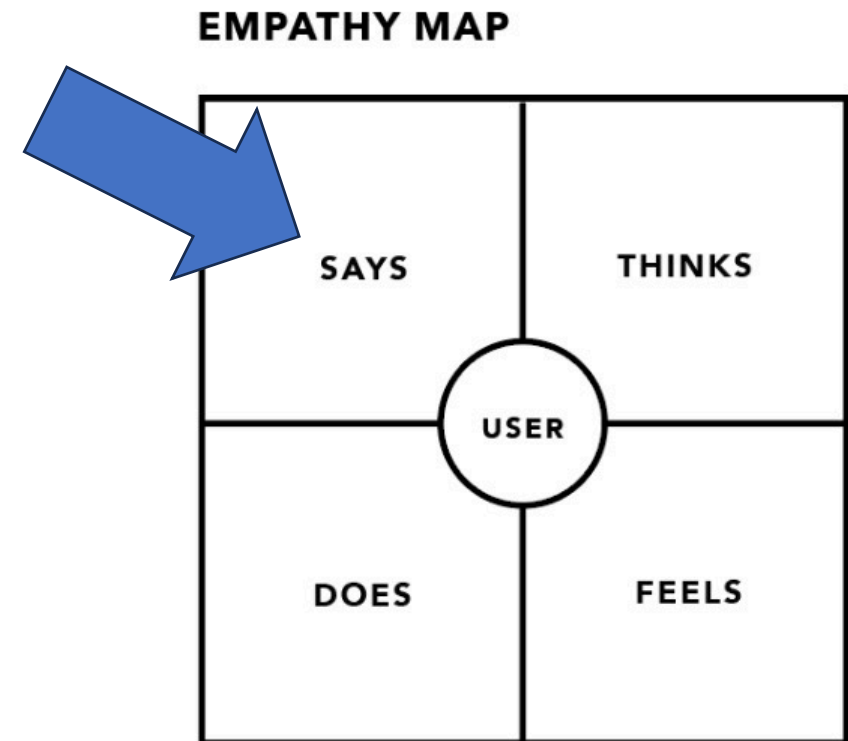


# Design Thinking

## Phase 1: Empathise

## Empathy map: Says quadrant

- Maps what they **say or report saying**.
- Ideally **verbatim and direct quotes** from research.
- *“I had to tell the team that we’d be outsourcing some of their jobs to a lower-cost region.”*
- *“I don’t really see any other way of resolving this revenue issue.”*
- *“I don’t understand what to do from this step forward.”*

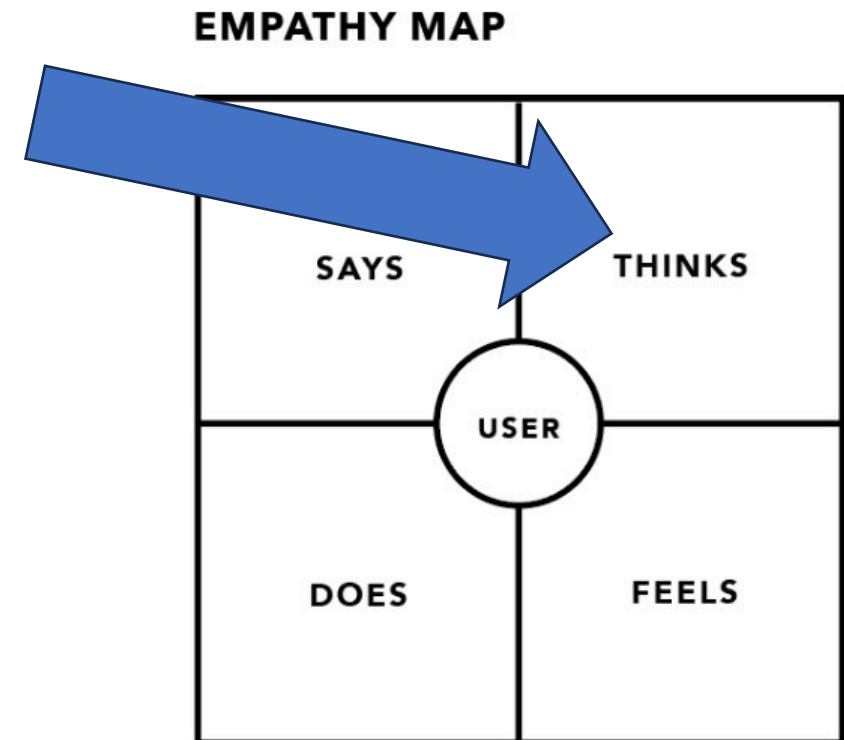


# Design Thinking

## Phase 1: Empathise

## Empathy map: **Thinks** quadrant

- User's **thoughts** throughout the experience
- Potential **overlap** with quotes, but:
- What do they think, but not vocalise?
- *"This is never going to work."*
- *"Am I dumb for not understanding their motivations for this change?"*
- *"What do I tell my direct reports?"*



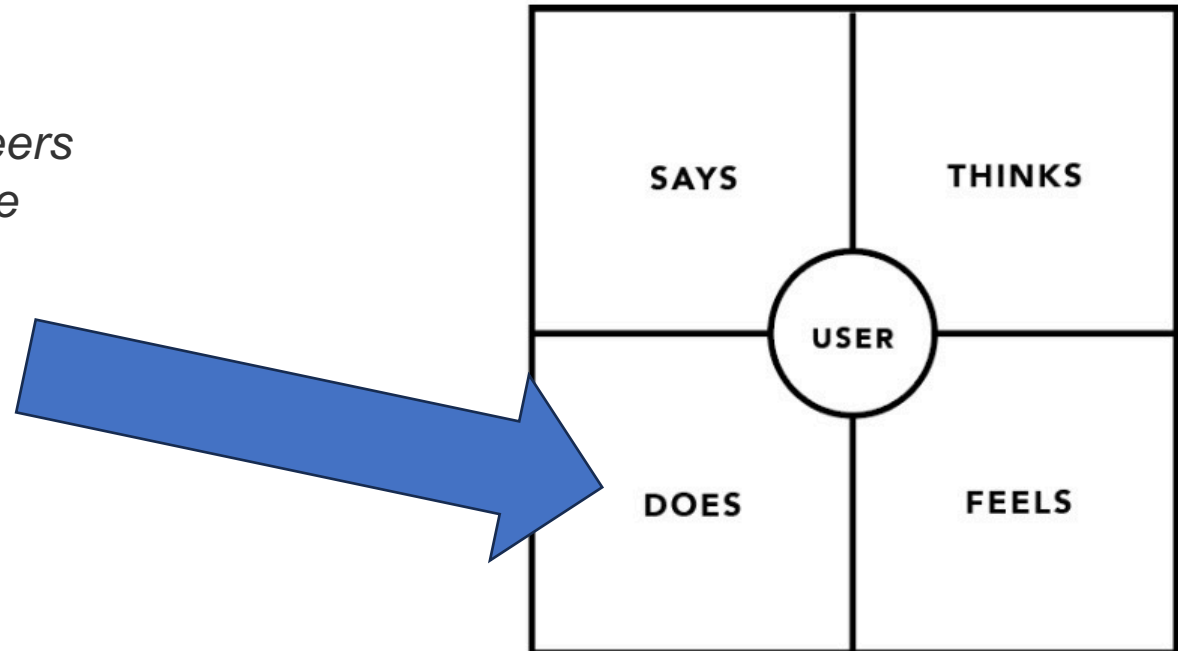
# Design Thinking

## Phase 1: Empathise

## Empathy map: Does quadrant

- User's **actions taken** during the experience.
- What does the user **physically do**?
- *Picks up phone several times to contact peers*
- *Walks over to peer's office to ask for advice*

### EMPATHY MAP

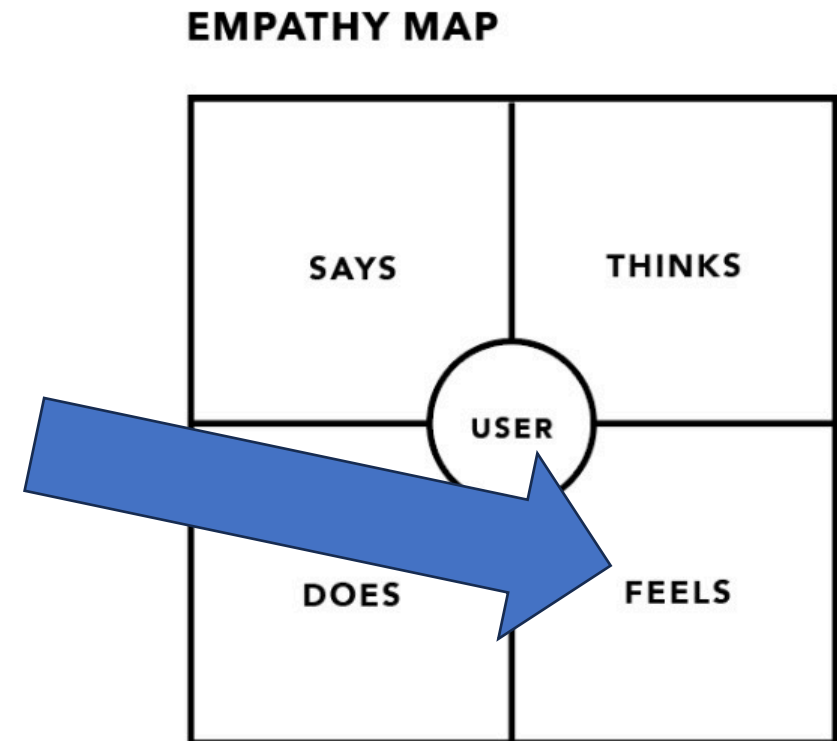


# Design Thinking

## Phase 1: Empathise

## Empathy map: Feels quadrant

- User's **emotional state**
- [adjective] + [short descriptive sentence]
- *Impatient: HR moves too slowly*
- *Confused: too many regions to choose from*
- *Worried: what if we choose the wrong region?*

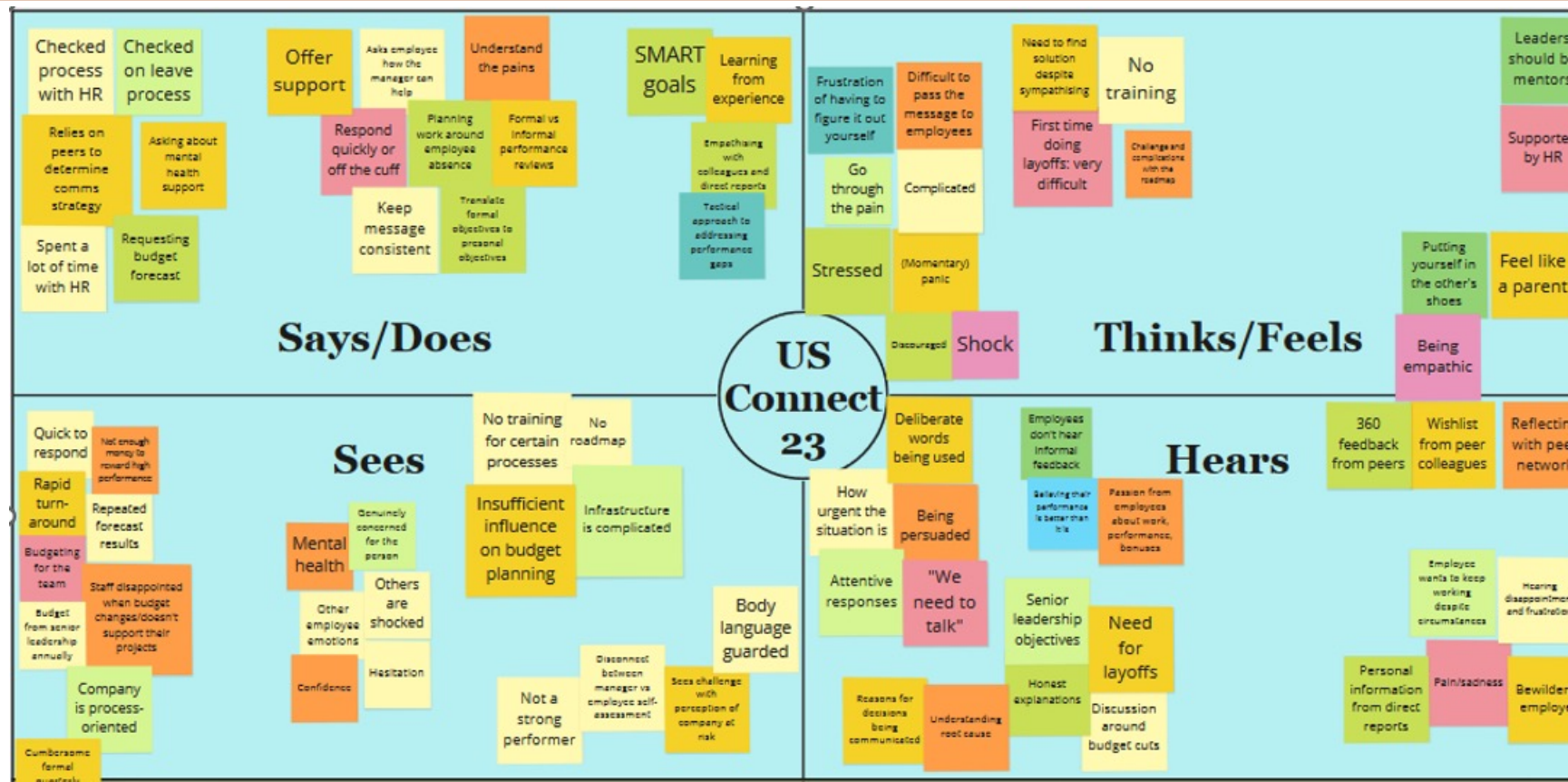


# Design Thinking

## Phase 1: Empathise



## Empathy mapping exercise

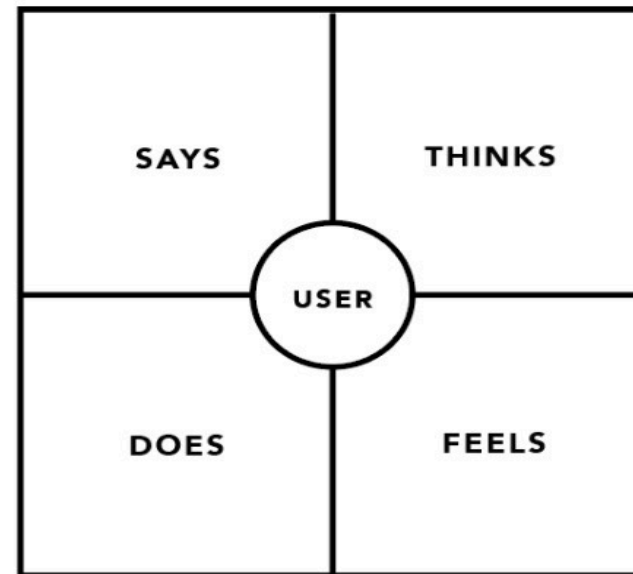


# Design Thinking

## Phase 1: Empathise

## Empathy mapping exercise

### EMPATHY MAP



# Design Thinking

## Phase 1: Empathise



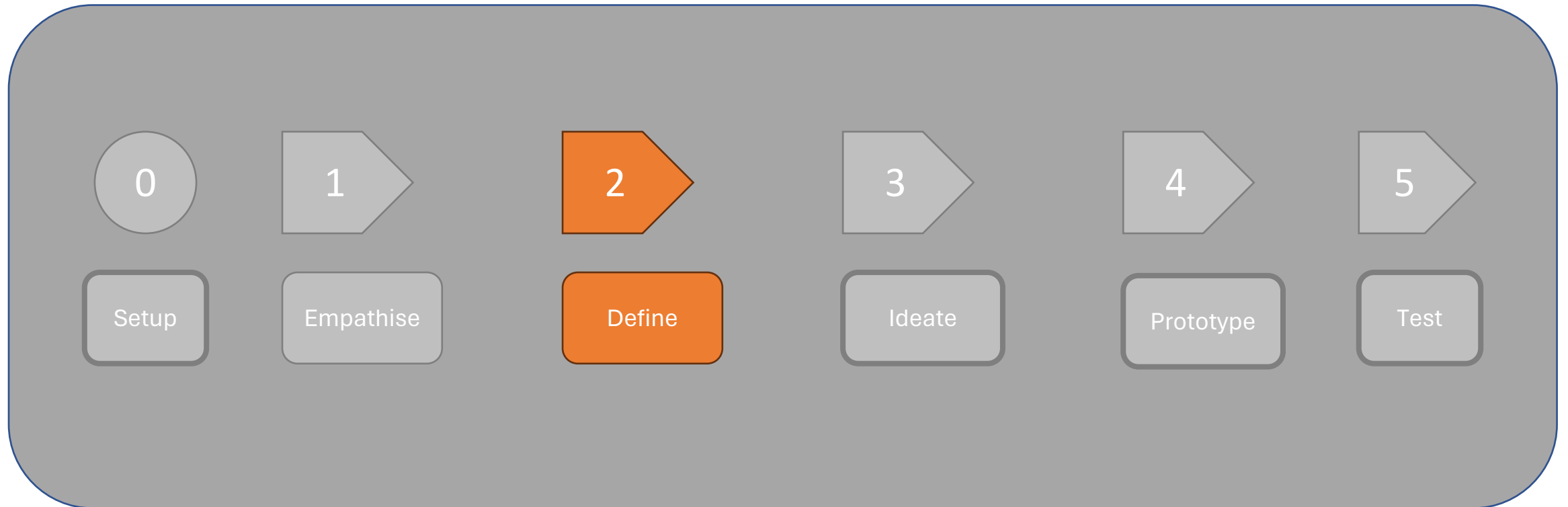
## Empathise phase summary

Understanding how the problem is perceived

- Interviewing **relevant people**
- Generating outputs through **empathy mapping**
- [Optional] Diverge/Converge on empathy map statements

# Design Thinking

## Phase 2: Define



# Design Thinking

## Phase 2: Define



## Defining the problem

- Refining **Personas**
- Generating **Points of View (POV)** for Personas
- Reframing problem statements as '**How Might We...?**' statements
- [Optional] Diverge/Converge on design team understanding

# Design Thinking

## Phase 2: Define



## Refining Personas

- **Archetypal** or **generalised** portrait of user
- Represents **key engagement types**
- Based on **persona sketches**, then refined during Phase 2

# Design Thinking

## Phase 2: Define



## Points of View

- “As a [adjective] [user/persona] I need [need] because [insight].”
- *As a [busy project manager] I need [timely and reliable access to costs data] because [reliable expenditure reports are vital to managing the ongoing costs].*
- *As a [newly-appointed functional manager] I need [streamlined communications with my teams and peers] because [we cannot afford gaps leading to loss of productivity].*
- *As an [experienced worker in the original office], I need [a thorough understanding of how my job will be affected] because [changing operations may change my work pattern and I want to be prepared].*
- *As a [worker from another low-cost region who works for another regional office], I need [an effective way of communicating my experience] because [learning from a previous move means we can streamline the new move].*

# Design Thinking

Phase 2: Define



## Generating POVs

- “As a **[adjective]** **[user/persona]** I need **[need]** because **[insight]**.”

# Design Thinking

## Phase 2: Define



## How Might We...

- Breaking down POV into manageable chunks

*POV statement example: [A busy project manager] needs [timely and reliable access to costs data] because [reliable expenditure reports are vital to managing the ongoing costs].*

- **How might we** use the drive of the PM to motivate the whole process?
- **How might we** record the reliability and show improvement?
- **How might we** simplify the reports without losing information?

# Design Thinking

## Phase 2: Define



## How Might We – tools to use

**Problem statement:** Create a plan to open an operations facility in Armenia

**POV:** As a newly-appointment functional manager, I need streamlined communications with my teams and peers because we cannot afford gaps leading to loss of productivity

**Amp up the good:** HMW use the enthusiasm of new hires to enhance our existing comms channels?

**Remove the bad:** HMW minimise the loss of productivity caused by communication gaps?

**Explore the opposite:** HMW reduce the reliance on streamlined communications?

**Question an assumption:** HMW mitigate the loss of productivity?

**Go after descriptors:** HMW make the communications effective instead of streamlined?

# Design Thinking

## Phase 2: Define



## How Might We – tools to use

**Problem statement:** Create a plan to open an operations facility in Armenia

**POV:** As a newly-appointment functional manager, I need streamlined communications with my teams and peers because we cannot afford gaps leading to loss of productivity

**ID unexpected resources:** HMW leverage the broader organization to get the best comms strategy?

**Create an analogy from need or context:** HMW make the comms within the team as good as Apollo 13?

**Play against the challenge:** HMW make effective comms everyone's goal?

**Change a status quo:** HMW make loss of productivity from the existing gaps less impactful?

**Break a POV into pieces:** HMW streamline our current comms? HMW encourage teams and peers to communicate effectively? HMW mitigate loss of productivity?

# Design Thinking

Phase 2: Define



## Generating How Might We statements

**Amp up the good**

**Remove the bad**

**Explore the opposite**

**Question an assumption**

**Go after descriptors**

**ID unexpected resources**

**Create an analogy from need or context**

**Play against the challenge**

**Change a status quo**

**Break a POV into pieces**

# Design Thinking

## Phase 2: Define



## HMWs – Project Manager

- "How might we efficiently allocate resources and timelines to ensure the successful setup of the subsidiary office in Armenia within the stipulated budget and time frame?"
- "How might we establish clear communication channels and reporting structures between the American headquarters and the Armenia subsidiary to facilitate seamless coordination and decision-making?"
- "How might we proactively identify and mitigate potential risks and challenges that could arise during the setup process of the subsidiary office in Armenia to ensure a smooth and timely execution of the project?"
- "How might we foster a collaborative and inclusive work environment that promotes cross-cultural understanding and integration between the American and Armenian teams for long-term success and synergy?"

# Design Thinking

## Phase 2: Define



## HMWs – Functional Manager

- "How might we develop a comprehensive training program tailored to the specific needs and skill sets of the local team in Armenia to enhance their effectiveness and productivity in alignment with the company's standards and values?"
- "How might we establish effective channels for feedback and open communication to encourage the local team in Armenia to share their insights, challenges, and suggestions, fostering a culture of empowerment and continuous improvement?"
- "How might we create a supportive and inclusive work environment that respects and incorporates the local customs and values in Armenia, fostering a sense of belonging and loyalty among the team members?"
- "How might we ensure the smooth integration of the local team's processes and workflows with the existing systems and protocols of the American pharmaceutical company, maintaining a balance between local adaptation and global standardization?"

# Design Thinking

## Phase 2: Define



## HMWs – Experienced Worker

- "How might we provide transparent and timely communication regarding the changes and impacts resulting from the setup of the subsidiary office in Armenia to alleviate concerns and maintain morale and motivation among the existing employees?"
- "How might we facilitate opportunities for knowledge transfer and skill development for the existing employees impacted by the subsidiary office setup, ensuring their active involvement and growth within the company?"
- "How might we foster a supportive and collaborative culture that acknowledges the contributions and concerns of the existing employees during the transition phase, promoting a sense of ownership and commitment to the company's success?"
- "How might we establish clear guidelines and expectations for roles and responsibilities within the company during and after the establishment of the subsidiary office in Armenia, ensuring clarity and a smooth transition for the existing employees?"

# Design Thinking

## Phase 2: Define

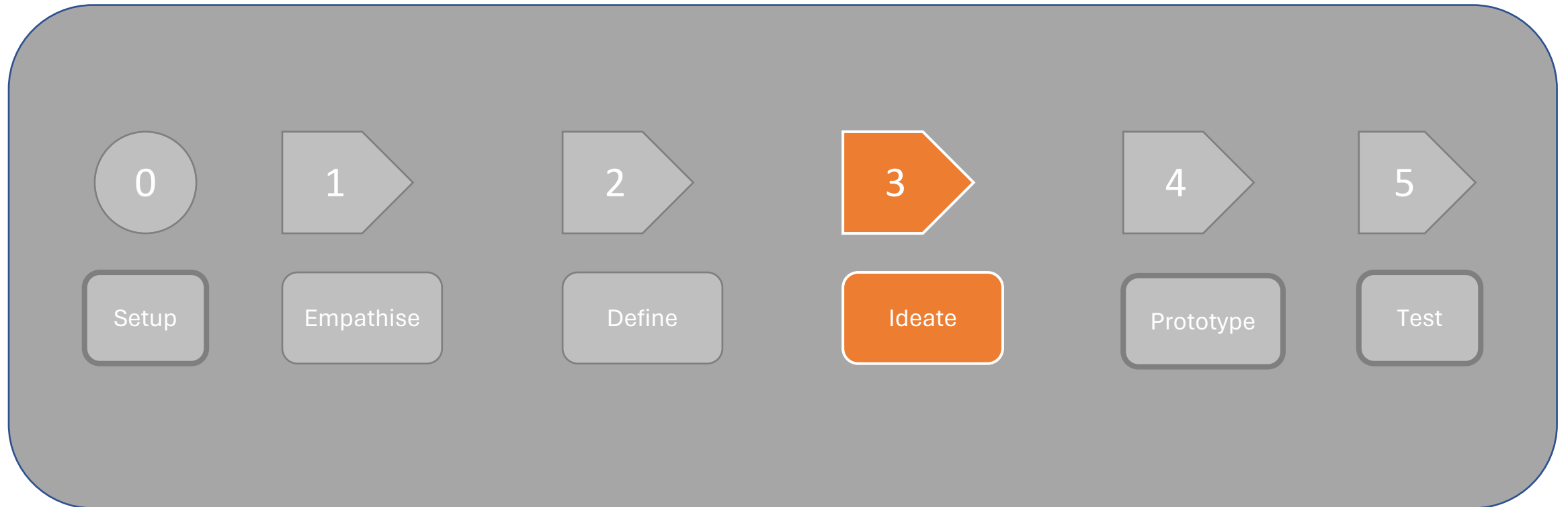


## HMWs – Low-cost Subsidiary Worker

- "How might we leverage the best practices and lessons learned from setting up the India office to streamline the process of establishing the subsidiary office in Armenia, taking into account the cultural, regulatory, and operational differences between the two regions?"
- "How might we facilitate knowledge exchange and collaboration between the team members involved in setting up the India office and those responsible for establishing the Armenia subsidiary, fostering a culture of shared learning and continuous improvement?"
- "How might we identify and address any potential challenges or roadblocks unique to the Armenian context that differ from the experiences encountered during the setup of the India office, ensuring a tailored and effective approach for the Armenia subsidiary?"
- "How might we capitalize on the existing network and relationships established during the setup of the India office to establish strategic partnerships and collaborations beneficial for the successful establishment of the subsidiary office in Armenia, fostering a strong and sustainable local presence?"

# Design Thinking

## Phase 3: Ideate



# Design Thinking

## Phase 3: Ideate



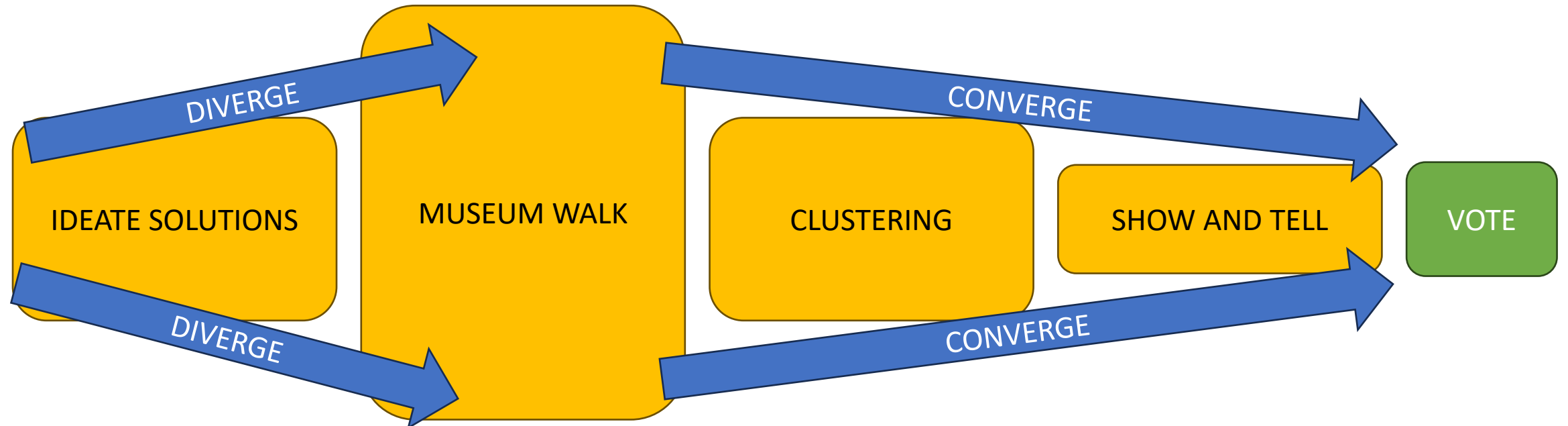
## Thinking about potential solutions

- Generating ideas **solo and in design team**
- **Diverge/Converge** on potential responses to HMW statements
- Using tools to **frame and reframe**

# Design Thinking

## Phase 3: Ideate

### Ideating a strategic solution



# Design Thinking

Phase 3: Ideate



## WORKSHOP

Ideating a strategic solution

# Design Thinking

Phase 3: Ideate



## Personas

PROJECT MANAGER

FUNCTIONAL  
MANAGER

EXPERIENCED  
WORKER

REGIONAL OFFICE  
WORKER

# Design Thinking

Phase 3: Ideate



## Personas + POVs

PROJECT MANAGER

I need timely and reliable access to costs data

FUNCTIONAL MANAGER

I need streamlined communications with my teams and peers

EXPERIENCED WORKER

I need a thorough understanding of how my job will be affected

REGIONAL OFFICE WORKER

I need an effective way of communicating my experience

# Design Thinking

## Phase 3: Ideate

## Personas + POVs + HMWs

### PROJECT MANAGER

I need timely and reliable access to costs data

HMW harness existing reporting windows to streamline costs data?

### FUNCTIONAL MANAGER

I need streamlined communications with my teams and peers

HMW use our current training to incorporate cross-regional comms?

### EXPERIENCED WORKER

I need a thorough understanding of how my job will be affected

HMW share the experiences from other regional teams with them?

### REGIONAL OFFICE WORKER

I need an effective way of communicating my experience

HMW use the company's comms platforms to facilitate this?

# Design Thinking

## Phase 3: Ideate

Create a plan to open an operations facility in Armenia

PROJECT MANAGER

I need timely and reliable access to costs data

HMW harness existing reporting windows to streamline costs data?

FUNCTIONAL  
MANAGER

I need streamlined communications with my teams and peers

HMW use our current training to incorporate cross-regional comms?

EXPERIENCED  
WORKER

I need a thorough understanding of how my job will be affected

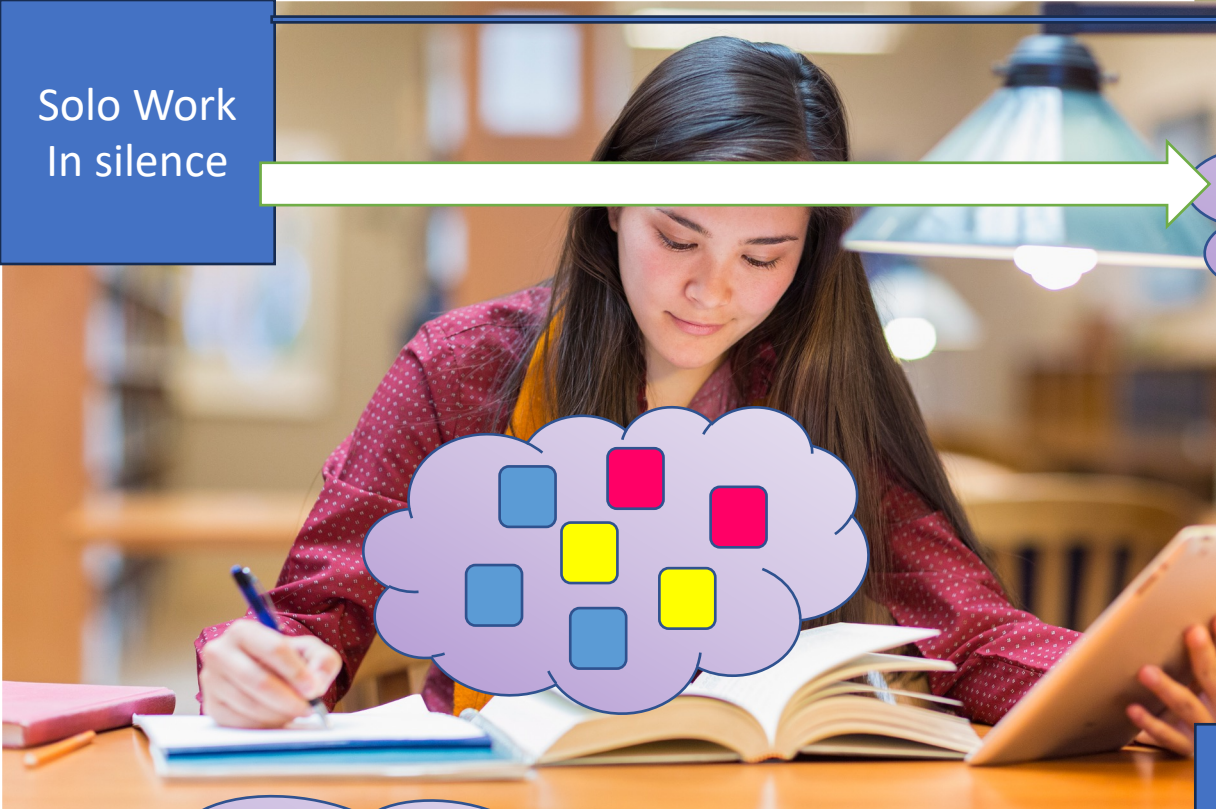
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REGIONAL OFFICE  
WORKER

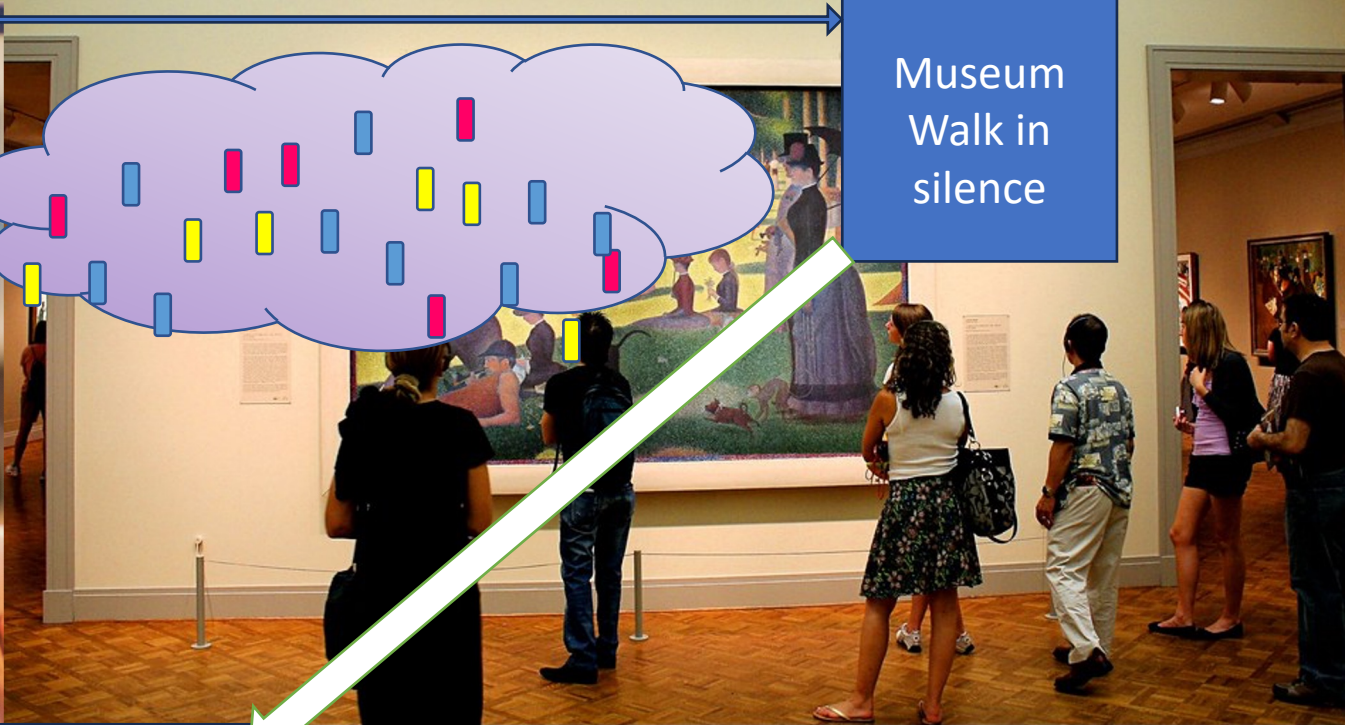
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HMW use the company's comms platforms to facilitate this?

Solo Work  
In silence

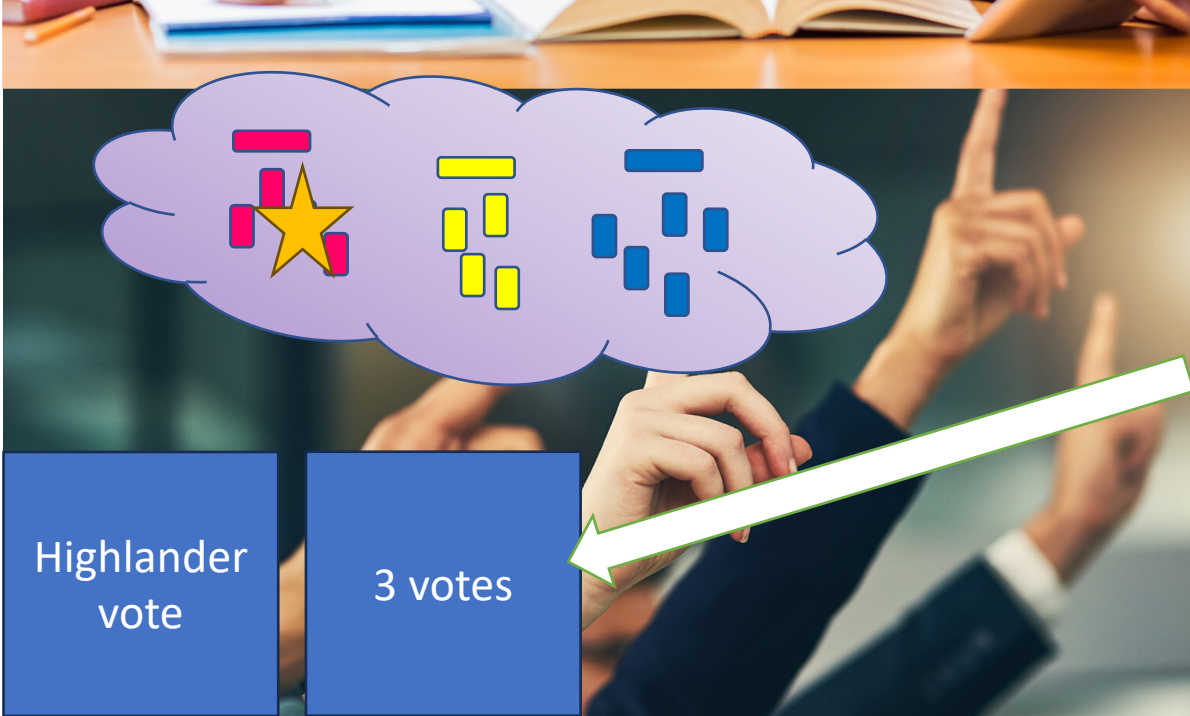


Museum  
Walk in  
silence



Cluster and  
label  
“..yes, and”

Show & Tell  
“..yes, and”



Highlander  
vote

3 votes

# Design Thinking

## Phase 3: Ideate



Create a plan to open an operations facility in Armenia

PROJECT MANAGER

I need timely and reliable access to costs data

HMW harness existing reporting windows to streamline costs data?

FUNCTIONAL MANAGER

I need streamlined communications with my teams and peers

HMW use our current training to incorporate cross-regional comms?

EXPERIENCED WORKER

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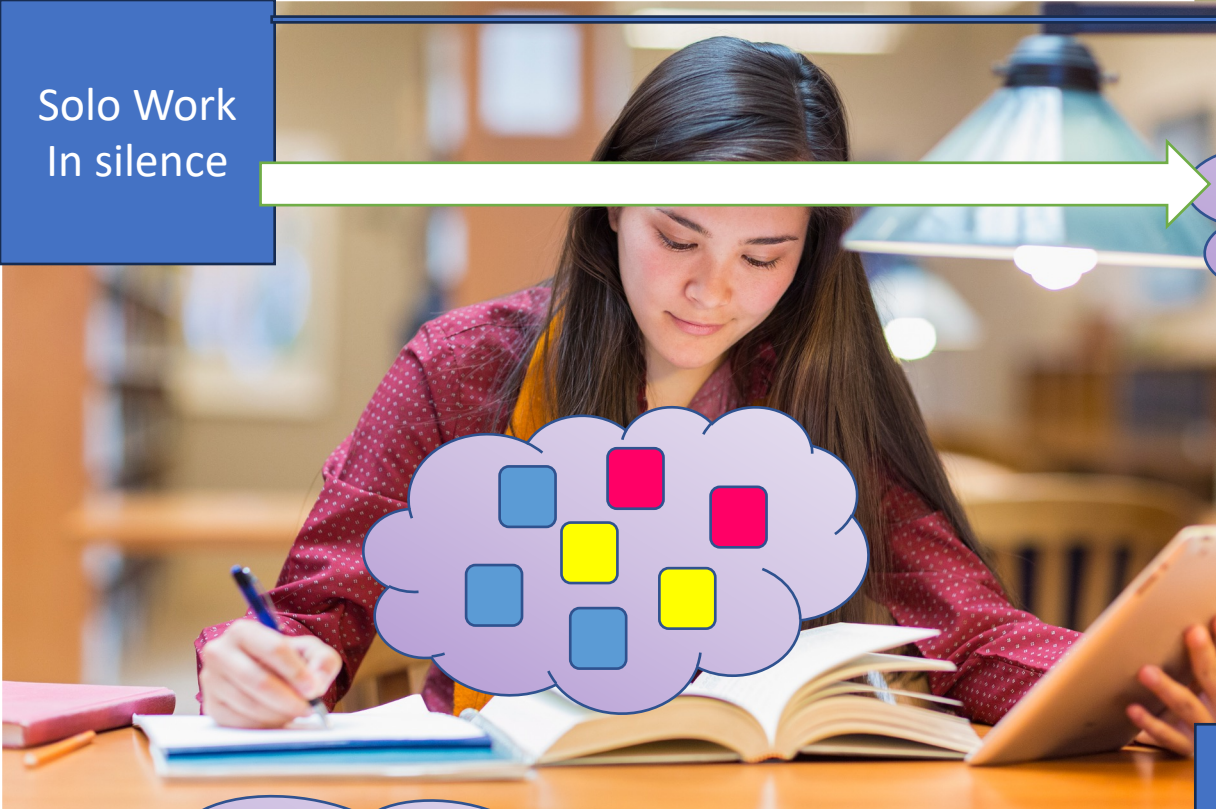
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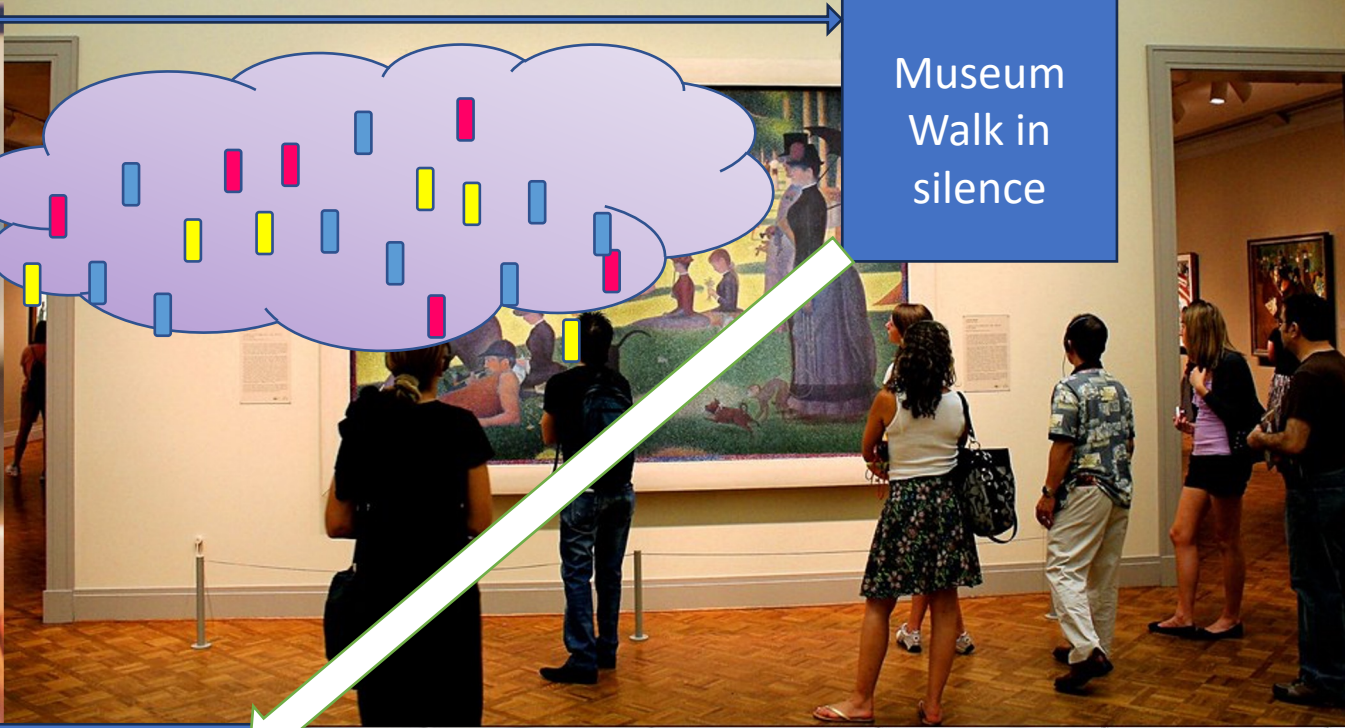
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Solo Work  
In silence

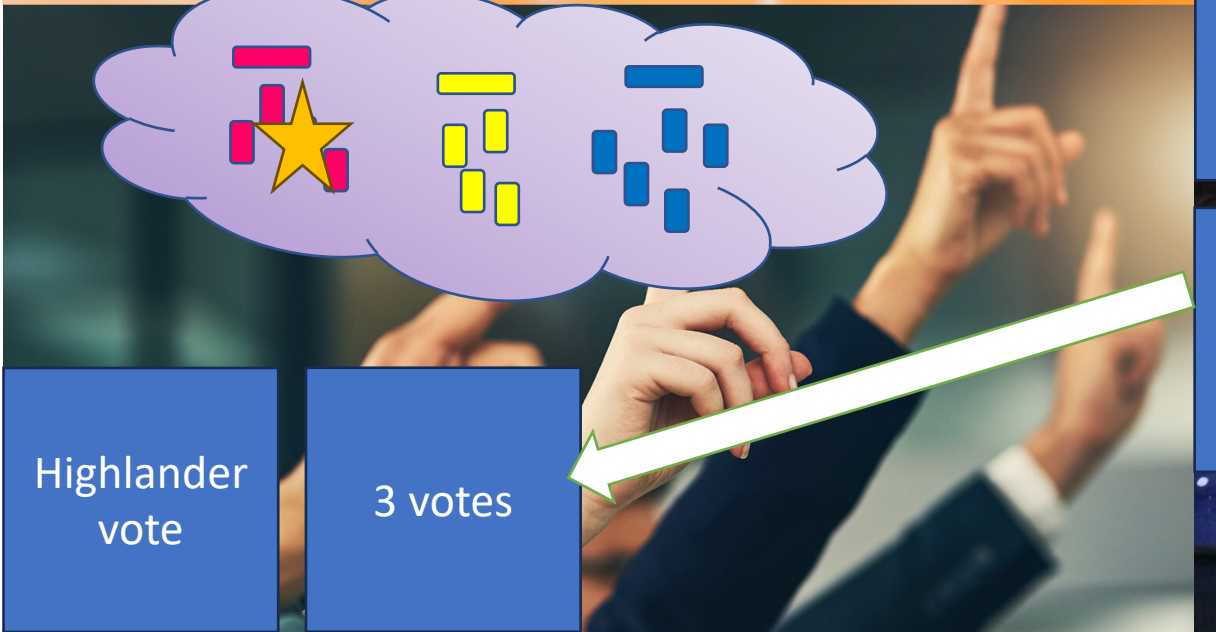


Museum  
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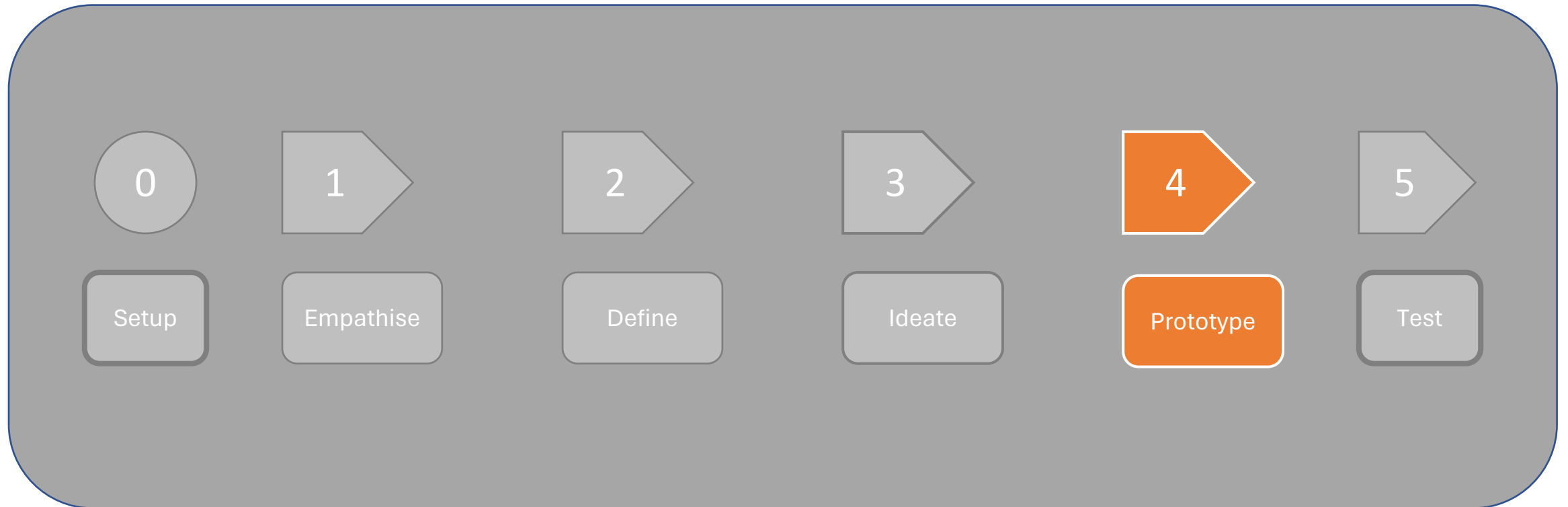


Highlander  
vote

3 votes

# Design Thinking

## Phase 4: Prototype



# Design Thinking

## Phase 4: Prototype



## Materialising solutions

- **Creating mock-ups** of identified responses
- Collaborative effort with **one or more teams**
- Using tools **suitable for the job**

# Design Thinking

## Phase 4: Prototype



# Materialising solutions

## Storyboard



7) Aaron enters the date into his tablet version of the app, and sends it out to his wife. There, now they won't miss it.



8) Aaron travels to the Excelsior home office, and 15 minutes before the marketing meeting Aaron's app beeps and let's him know that it's time to get moving.



9) The marketing meeting was a smashing success, everyone is very excited for the next one.



10) Aaron agrees to set up the time, and compares calendars to see what time works.



11) It's time for T-ball. Aaron has never been to this field before so he has his calendar link to his GPS app. And off we go.



12) Aaron successfully arrives early and cheers on his daughter as she plays T-ball.

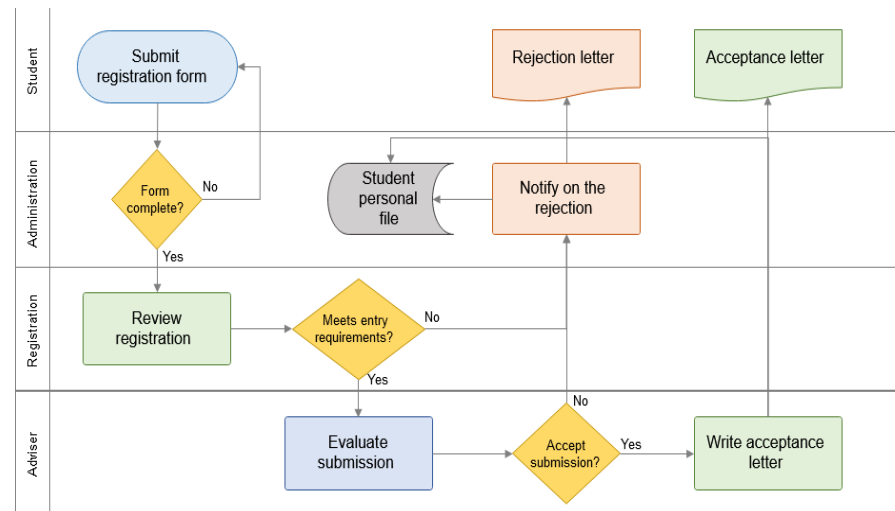
Tuesday accomplished.

# Design Thinking

## Phase 4: Prototype

## Materialising solutions

### Swim lane diagram



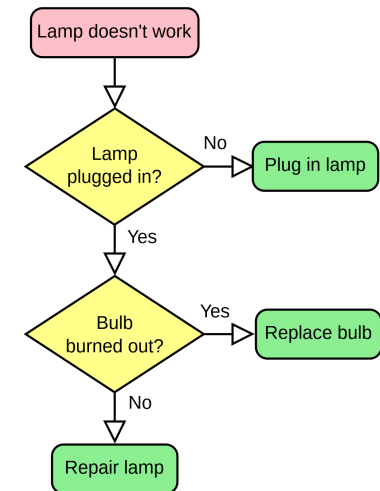
# Design Thinking

Phase 4: Prototype



## Materialising solutions

### Process diagram



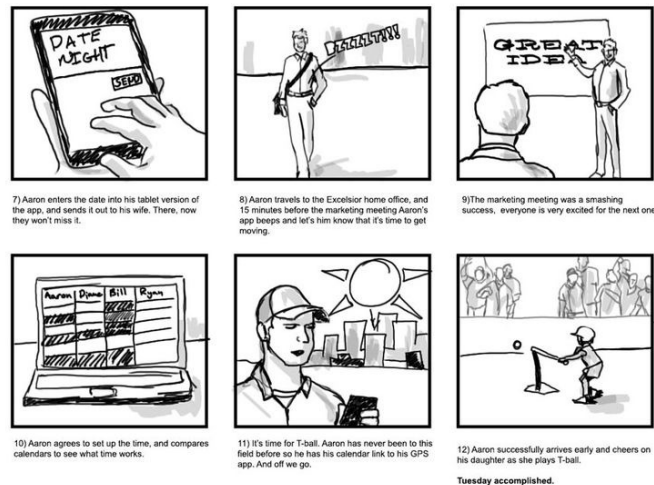
# Design Thinking

## Phase 4: Prototype

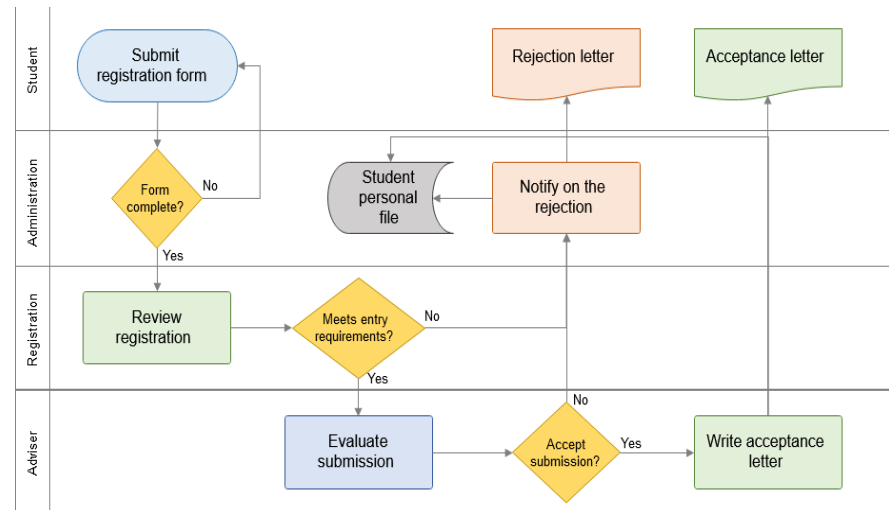


## Materialising solutions

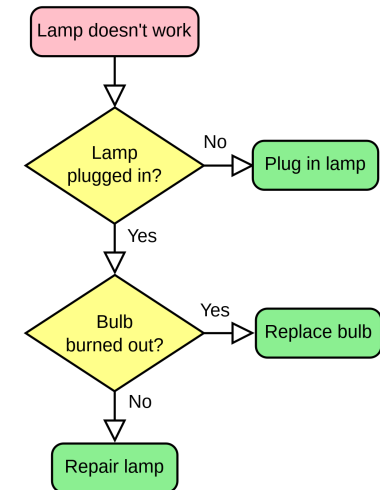
### Storyboard



### Swim lane diagram



### Process diagram



# Design Thinking

Phase 4: Prototype

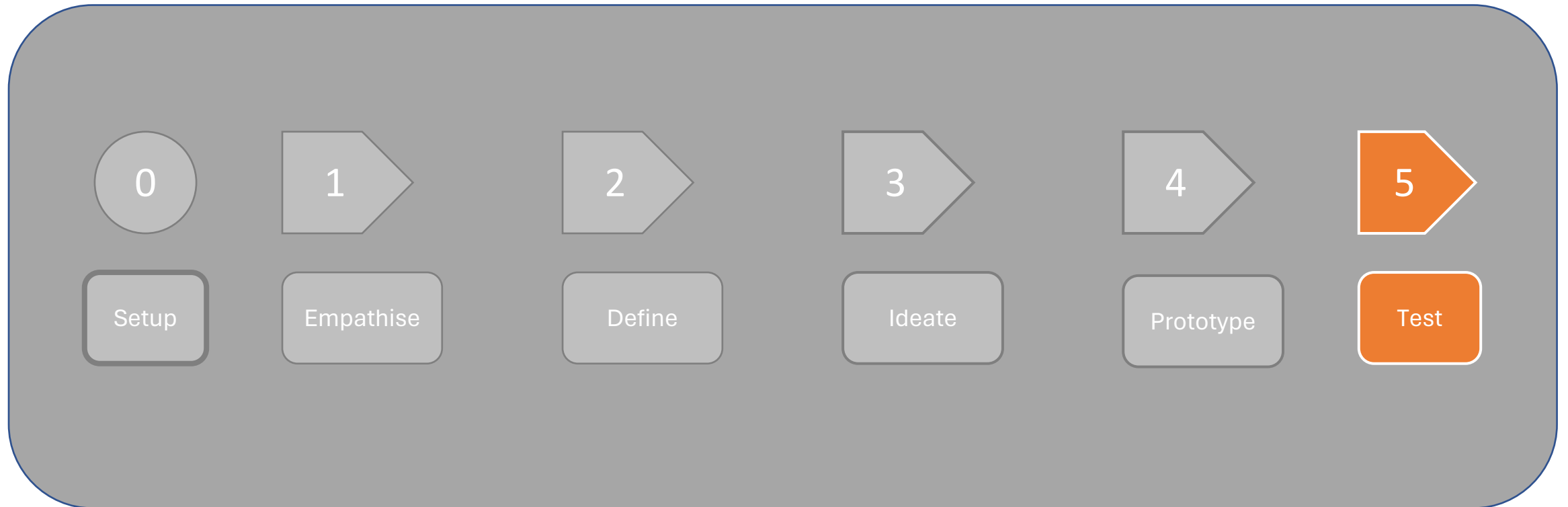


## WORKSHOP

# Prototyping your solution

# Design Thinking

Ideate phase



# Design Thinking

## Phase 5: Testing



## Testing solutions

- Design team **walkthrough** of model
- Design team **presentations**
- Building the model and **implementing it at small scale**

# Design Thinking

Test phase



Thinking about testing

# Today's goals



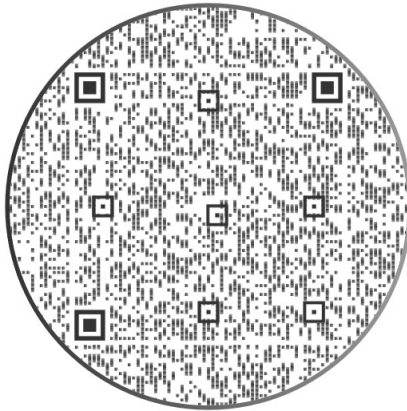
- **Understanding the key steps of Design Thinking**
- **Getting hands-on experience with some of these steps**
  - Defining Points of View, ideating solutions, and prototyping models
  - Using key DT tools
- **Understanding how you can use Design Thinking in strategic decision-making**



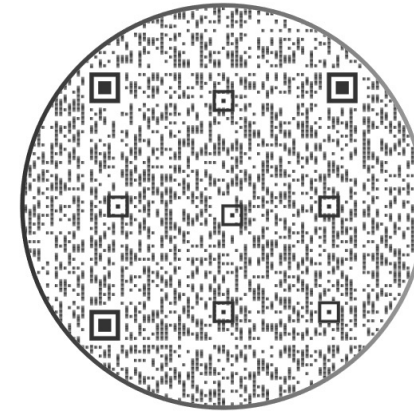
**Thank you for joining us!**

**Further questions or comments? Email us:**

**James McDermott**



**Marten Krijgsman**



- Stage 0 – Project Initiation
  - Identifying **problem statements**
  - **Scoping** the project
  - Appointing **design team members**
  - Preliminary identification of **personas** (everyone who engages with/is impacted by the system)
- Stage 1- Empathise: Understanding how the problem is perceived
  - Interviewing **relevant people**
  - Generating outputs through **empathy mapping**
  - [Optional] Diverge/Converge on empathy map statements
- Stage 2 – Define
  - Identifying **personas**
  - Generating **Points of View** for personas
  - Reframing problem statements as ‘**How Might We...?’ statements**
  - [Optional] Diverge/Converge on design team understanding
- Stage 3 - Ideate
  - Generating ideas **solo and in design team**
  - **Diverge/Converge** on potential responses to HMW statements
  - Using tools to **frame and reframe**
- Stage 4 – Prototype: Materialising solutions
  - **Creating mock-ups** of identified responses
  - Collaborative effort with **one or more teams**
  - Using tools **suitable for the job**
- Stage 5 – Test: Putting solutions to the test
  - Design team **walkthrough** of model
  - Design team **presentations**
  - Building the model and **implementing it at small scale**