Mastering Design Thinking in Organizations
Exploring the implementation of design thinking (Application Areas)

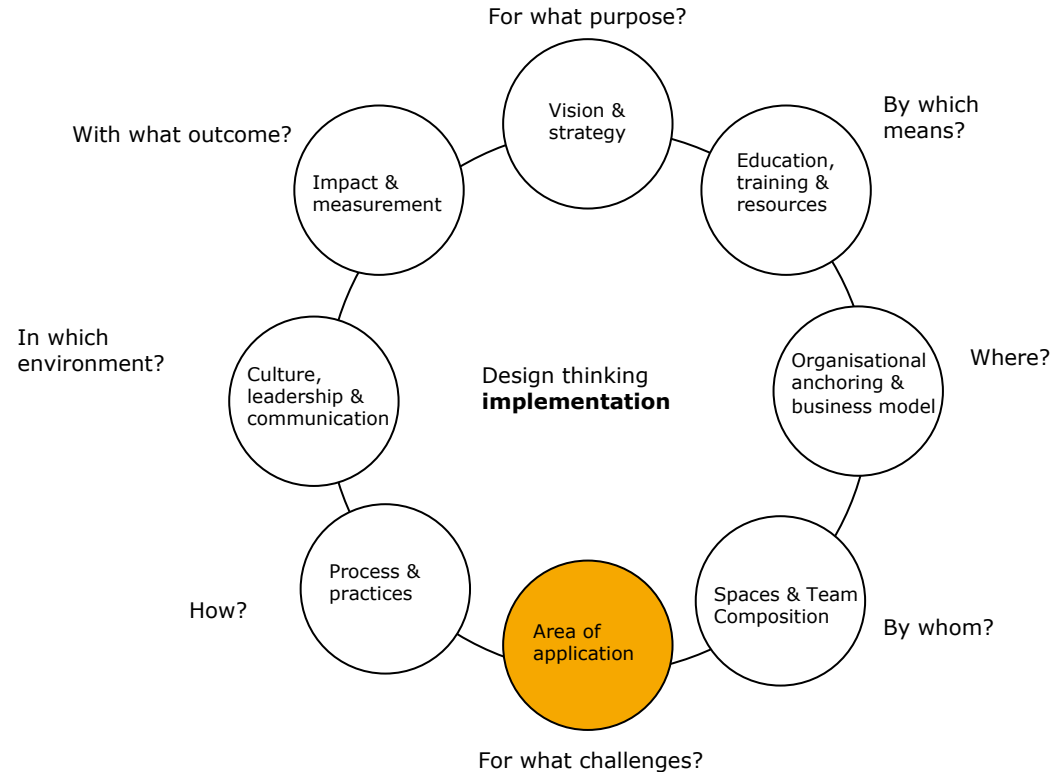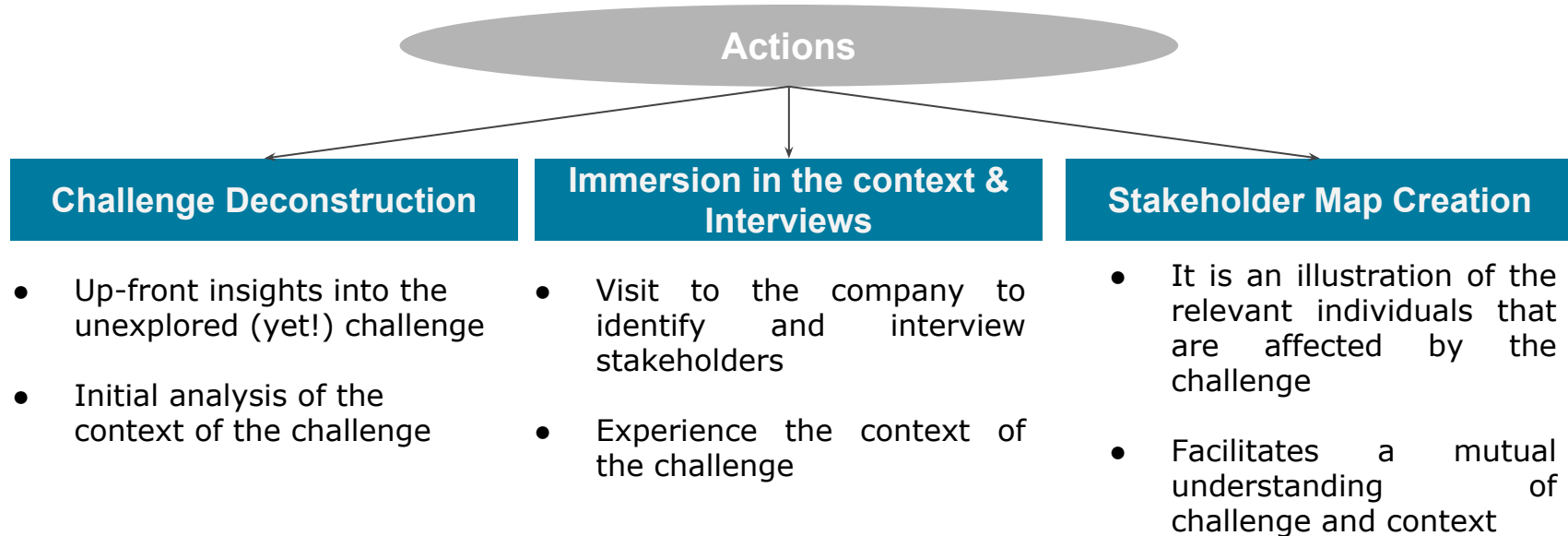Dr Danielly de Paula

Learning objectives ...

1. To have an overview of the potential of design thinking through three project examples
2. To understand what are the main elements of design thinking that helps to boost its potential

The Design Thinking Implementation Wheel

For what purpose?

Vision & strategy

By which means?

With what outcome?

Impact & measurement

Education, training & resources

In which environment?

Culture, leadership & communication

Design thinking **implementation**

Organisational anchoring & business model

Where?

How?

Process & practices

Area of application

Spaces & Team Composition

By whom?

For what challenges?

"How might we support the BMW Group to make machine errors more visible and bring planning processes to a data-driven working model?"

Needfinding steps in Design Thinking projects

Actions

Challenge Deconstruction	**Immersion in the context & Interviews**	**Stakeholder Map Creation**
● Up-front insights into the unexplored (yet!) challenge ● Initial analysis of the context of the challenge	● Visit to the company to identify and interview stakeholders ● Experience the context of the challenge	● It is an illustration of the relevant individuals that are affected by the challenge ● Facilitates a mutual understanding of challenge and context

Chart **5**

Prototyping

Prototype

Permanent testing of ideas and prototypes with customers, users and other stakeholders. Testing helps to fail in early project stages and to involve the customer in your own ideation process.

Testing

Interviews and other field research techniques can be used for testing but also in-house testing methods like focus groups.

Chart **6**

IRIS*

Chart **7**

(*it is now called Visense)

https://www.visense.io/

Pharmaceutical Industry

What Type of Support?
Promotion?, Prevention?
Empowerment?
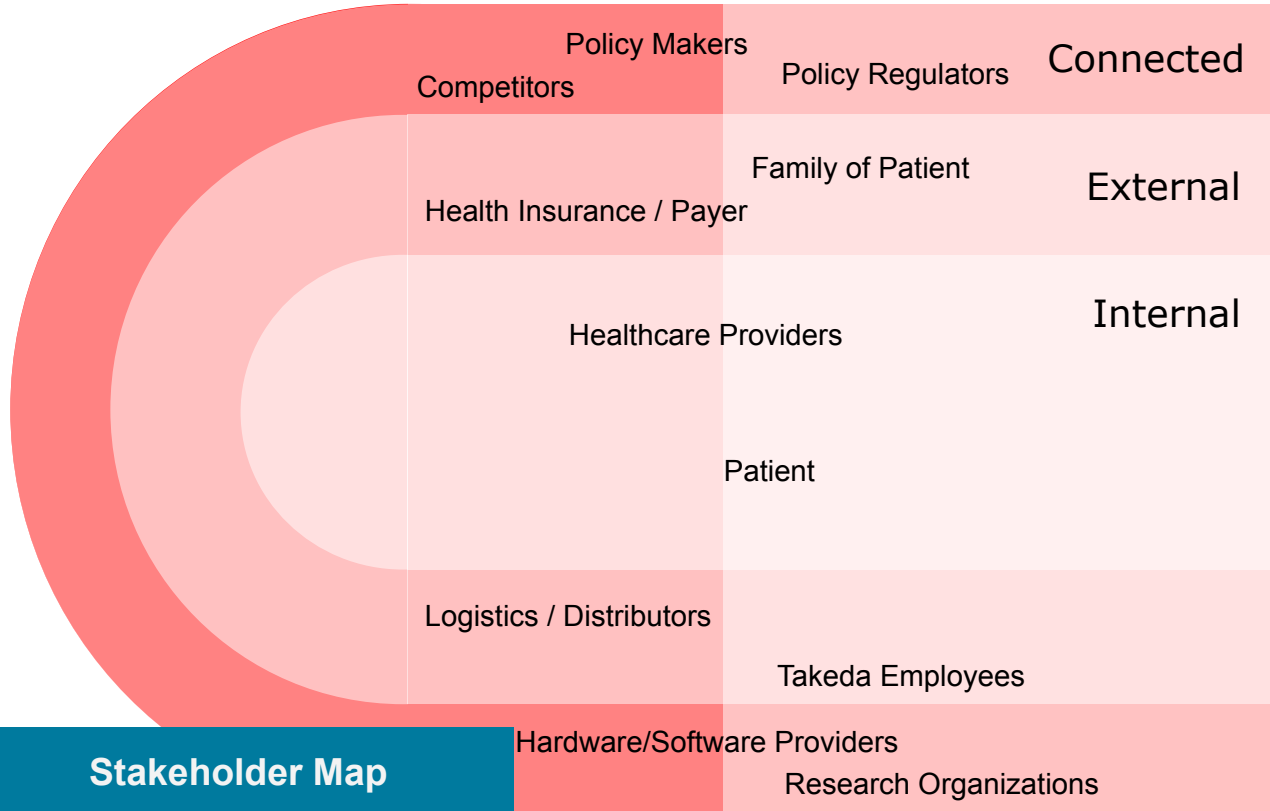
A Type of Sleep Disorder,
Type?, Age group?

How might we support people living with narcolepsy on

their whole patient journey?

Daily Life, Natural History
of Disease, Diagnosis,
Treatment, Prognosis,

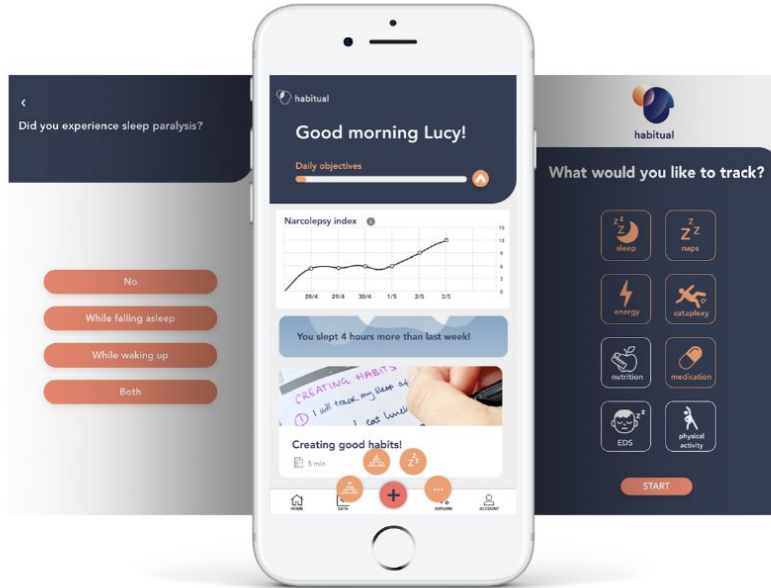**Challenge Deconstruction**

Chart **8**

Stakeholder Map

Connected

External

Internal

Policy Makers
Competitors
Policy Regulators

Family of Patient
Health Insurance / Payer

Healthcare Providers

Patient

Logistics / Distributors

Takeda Employees

Hardware/Software Providers
Research Organizations

Takeda SUGAR Project 2019/20

- Track narcolepsy specific topics such as sleep, napping, energy and cataplexy

- See the patterns and trends in the data

- Explore personalised programs based on your narcolepsy

- Crete comprehensive reports to show to your specialists

habitual
Freedom to live on your own terms

Insurance Industry

Immersion in the context & Interviews

Chart **11**

Scan the QR Code to see the promotional video

Chart **12**

Prototyping is a way of
doing and thinking

Design Thinking transforms wicked-problems into ill- and well-defined problems

Problem decomposition

Wicked problems

Characteristic
- Problem and Solution path are unknown
- Strong indication for change in specific market segment

Ill-defined problems

Characteristic
- Solution is known but implementation path is vague
- Many people can envision the future solution

Well-defined problems

Characteristic
- Solution and solution path are known
- Focus is on pure implementation and delivery

Chart **14**

Source: Rittel, H. W., & Webber, M. M. (1973). 2.3 planning problems are wicked. *Polity*, *4*(155), e169
Buchanan, R. (1992). Wicked problems in design thinking. *Design issues*, *8*(2), 5-21.

The Design Thinking Implementation Wheel

Source: Wolf, Ella (2019). Design Thinking coming of age. Exploring the implementation of design thinking for digital innovation in large organisations. Master Thesis. University of St Gallen.