

Mastering Design Thinking in Organizations

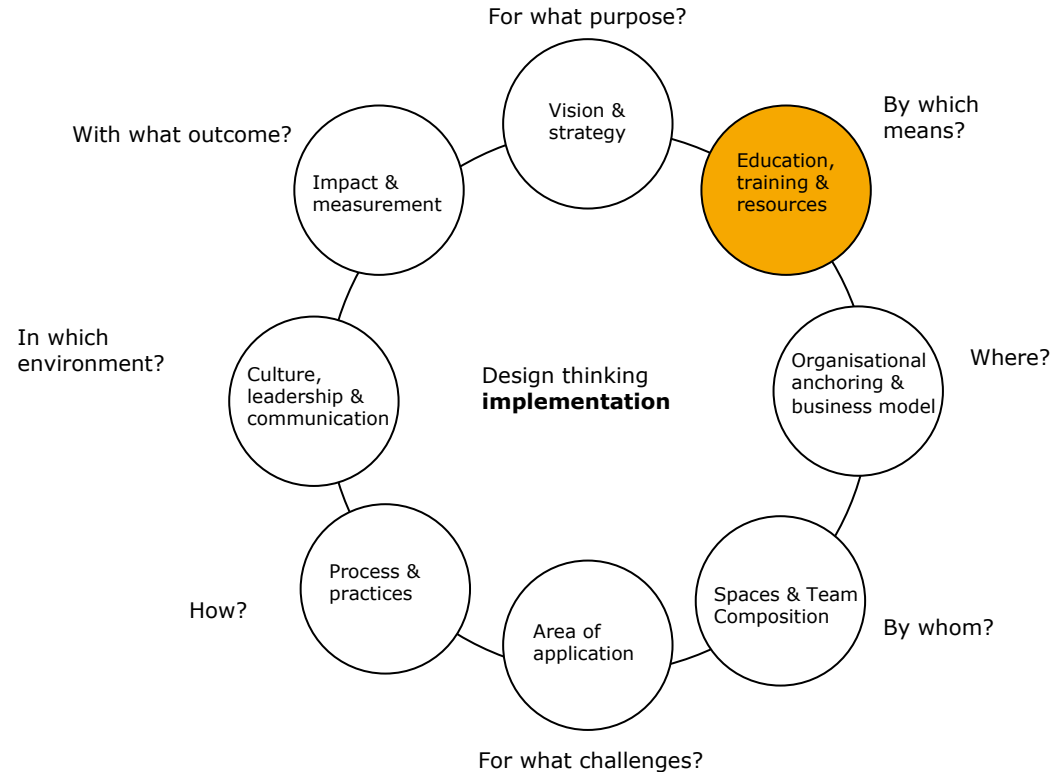
Building long-term internal design capabilities (Education, Training & Resource)

Dr Danielly de Paula

Learning objectives ...

1. To understand why we should build long-term internal design capabilities
2. To understand fundamental practices that support the development of a long-term internal design thinking capability
3. To be inspired by new ways of working

The Design Thinking Implementation Wheel



Why you should build a design thinking capability

1



USER-CENTRED

Find hidden needs and solve problems

2



COLLABORATION

Enable individuals to work together

3



CREATIVITY

Inspire people to become more creative

4



FINANCIAL IMPACT

Reduced development costs

Early stage research

Design thinking capability is defined as “a company’s ability to deploy design practice to support its innovation efforts on strategic and functional levels”

Danielly de Paula

Management Support

"Three years back, he [leader] saw that our company needs to change, that we need to get more innovative. So, he built up a completely new department which is called digital solutions and one team of this department is design thinking. [...] it only really works if you have top management supporting this, without the support, it wouldn't be possible to implement it into our normal work life."

DT coach of a German manufacturer of power systems

Chart **6**

Training

Source of training

- External coaches/consultants
- Institutional training programs
- Self-teaching (individual learning)

Duration of training

- One-off (e.g. two-day workshop)
- Fixed time period (e.g. 4 months)
- Continuous

Format of training

- Workshops
- Train the trainer programs
- Formal education

Reach of trainings

- Mostly individuals
- Teams, units and departments
- Majority of the workforce

Chart 7

Resource

Spaces



Material



Financial Resources



Time



Action

- Provide teams with innovation spaces (digital and non-digital) to strengthen their collaboration
- Provide necessary material for prototyping
- Provide budget for needfinding, prototyping, etc.
- Be patient and allow time for the team to grow and learn!

Make visible the value and benefit of DT

Action	Description
Create Awareness	<ul style="list-style-type: none">• People need to feel design thinking and experience it
Create a sense of purpose and meaning	<ul style="list-style-type: none">• Foster participation, trust, and start to build a community
Empowerment and self-leadership	<ul style="list-style-type: none">• Leaders should create environments of trust and psychological safety – let go of control!

Start small, scale, test and iterate

1. **Create small experiments:** People need to feel design thinking and experience it
2. **Scale:** Foster collaboration, create ambassadors, form departments and roles that are responsible for DT, or hire experienced professionals
3. **Test & iterate:** Learn from past projects and customize the practices according to the specific needs.

Summary: the four elements to build a long term design thinking capability



**Secure
Management
Support**

**Provide
training and
necessary
resources**

**Make visible
the value
and benefit
of DT**

**Start small,
scale, test
and iterate**

The Design Thinking Implementation Wheel

