# Mastering Design Thinking in Organizations
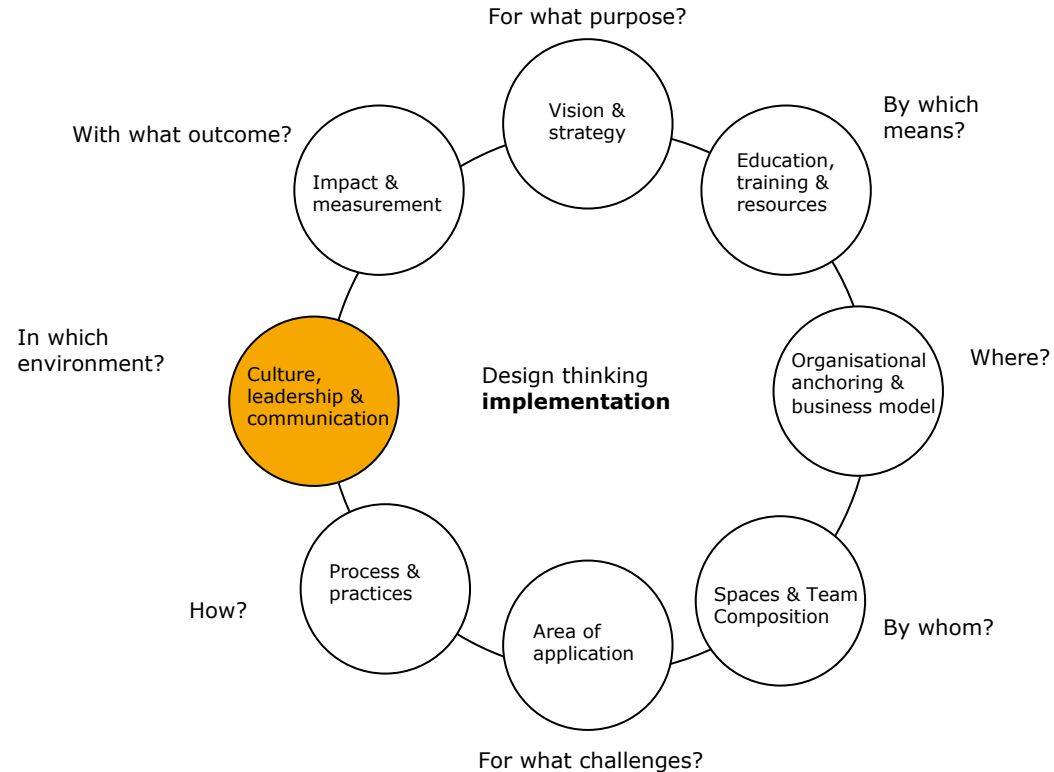# Leadership as enablement
# (Leadership)

Prof Dr Falk Uebernickel

# Learning objectives ...

1. To learn about the organizational culture to nurture Design Thinking successfully
2. To learn about the leadership styles for managing Design Thinking

# 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?

Process & practices

How?

Area of application

Spaces & Team Composition

By whom?

For what challenges?

**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.

**CULTURE**

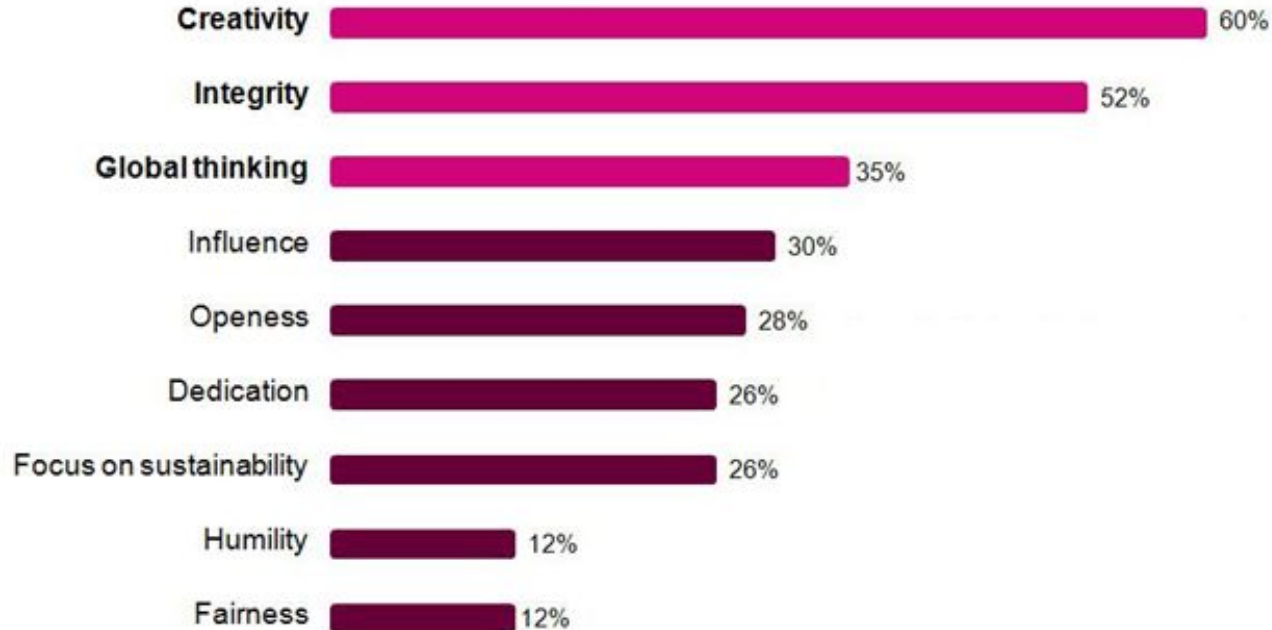# Organizational cultural traits that foster the implementation of Design Thinking

- A culture of flat hierarchies and open communication
- A culture that fosters empathy
- A culture that encourages self-initiative and risk-taking
- A culture that builds on teamwork and collaboration
- A culture that embraces playfulness and experimentation
- A culture that embraces failure
- A culture that strives for continuous learning

LEADERSHIP

# Creativity is seen as one of the top qualities of leaders of the future



**Most important leadership qualities over the next five years**

- Creativity — 60%
- Integrity — 52%
- Global thinking — 35%
- Influence — 30%
- Openess — 28%
- Dedication — 26%
- Focus on sustainability — 26%
- Humility — 12%
- Fairness — 12%

**Study details:**
IBM 2010
>1500 leaders
33 nations

Source: https://www.fastcompany.com/1648943/most-important-leadership-quality-ceos-creativity
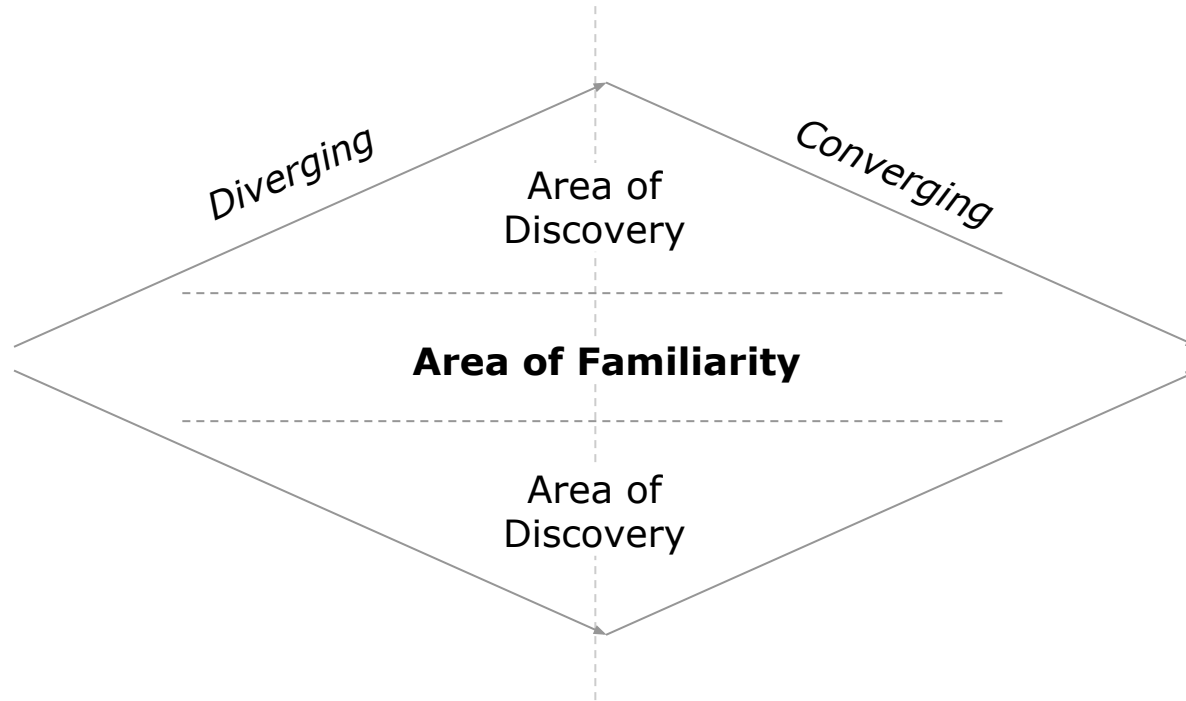
# Creativity in business
# =
# production of original ideas
# +
# serving for a purpose

# What is the definition of Creative Leadership?

*"Creative leadership **is defined as the ability to deliberately engage one's imagination to define and guide a group toward a novel goal** - a direction that is new for the group."*

**Source:** Puccio, G., Murdock, M., & Mance, M. (2011). Creative leadership: Skills that drive change (2nd ed.). Thousand Oaks, CA: Sage Publications

# Creative leader's are applying diverging and converging thinking modes



**Source:** Puccio, G. J.; Murdock, M. C.; Mance, M. (2205) Current developments in creative problem solving for organizations: a focus on thinking skills and styles. Korean Journal of Thinking & Problem Solving, v. 15, p. 43-76.

# What are the characteristics of C-leaders?

Seeks options not plans

Looks for possibilities

Experiments and learns from failures

Pursues vision with intent

Tireless, inventive

Challenges assumptions

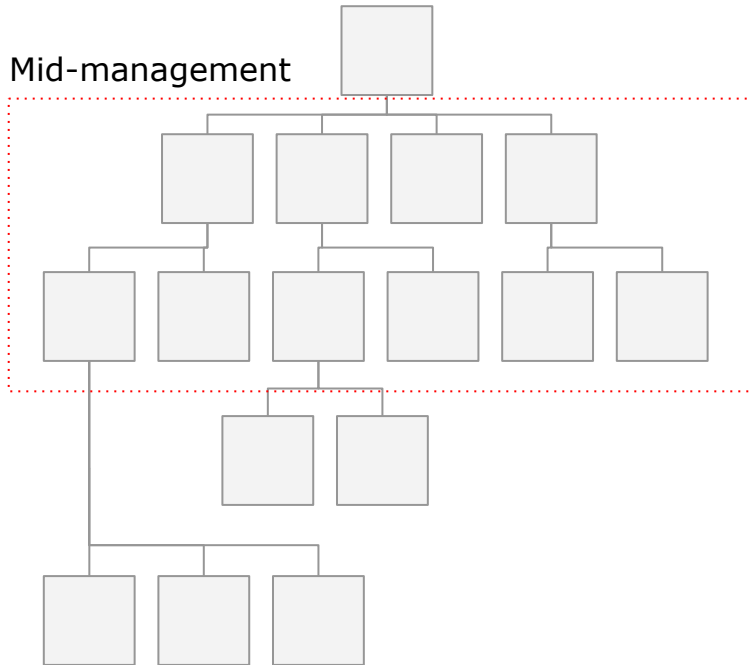Empowers the talent

Comfortable spanning boundaries

Photograph: Falk Uebernickel (2019), East-Greenland

**Is a metamorphosis possible?**

Answer I: maybe, maybe not

Answer II: You are who You are

Photograph: Falk Uebernickel

One last comment …

# One of the main challenges is sitting in the mid- and senior level management

**Organizational pyramid**

Mid-management



Today's environment requires …
- accept less security as facts of life
- more communication
- more trusting employees within the firm

What you should look at with mid- and senior level management …
- dictatorial
- explosive
- non-decisive
- uncommunicative
- lethargic and
- politically motivated work styles.

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