The background of the slide is a soft-focus photograph of a workspace. It features several colorful sticky notes (yellow, pink, blue, and orange) scattered across a light-colored surface. A white calculator is visible in the upper right, and a white pen with a purple grip lies in the lower right. The overall lighting is bright and even, creating a clean and professional aesthetic.

Innovative, Iterative, Interdisciplinary! Journey to Design Thinking.

KMD | SAP Innovation Challenge
April 2016

“Empathy is the key for better [software] solutions.”



Julia Dorbić –
Degree in Romance Studies and Economics

“Design Thinker” since 2012
China, India, GB, USA, Switzerland,
Netherlands

SAP [Mentor](#) since 2014 in my role as DT
Expert

Challenges for enterprises in a digitized world

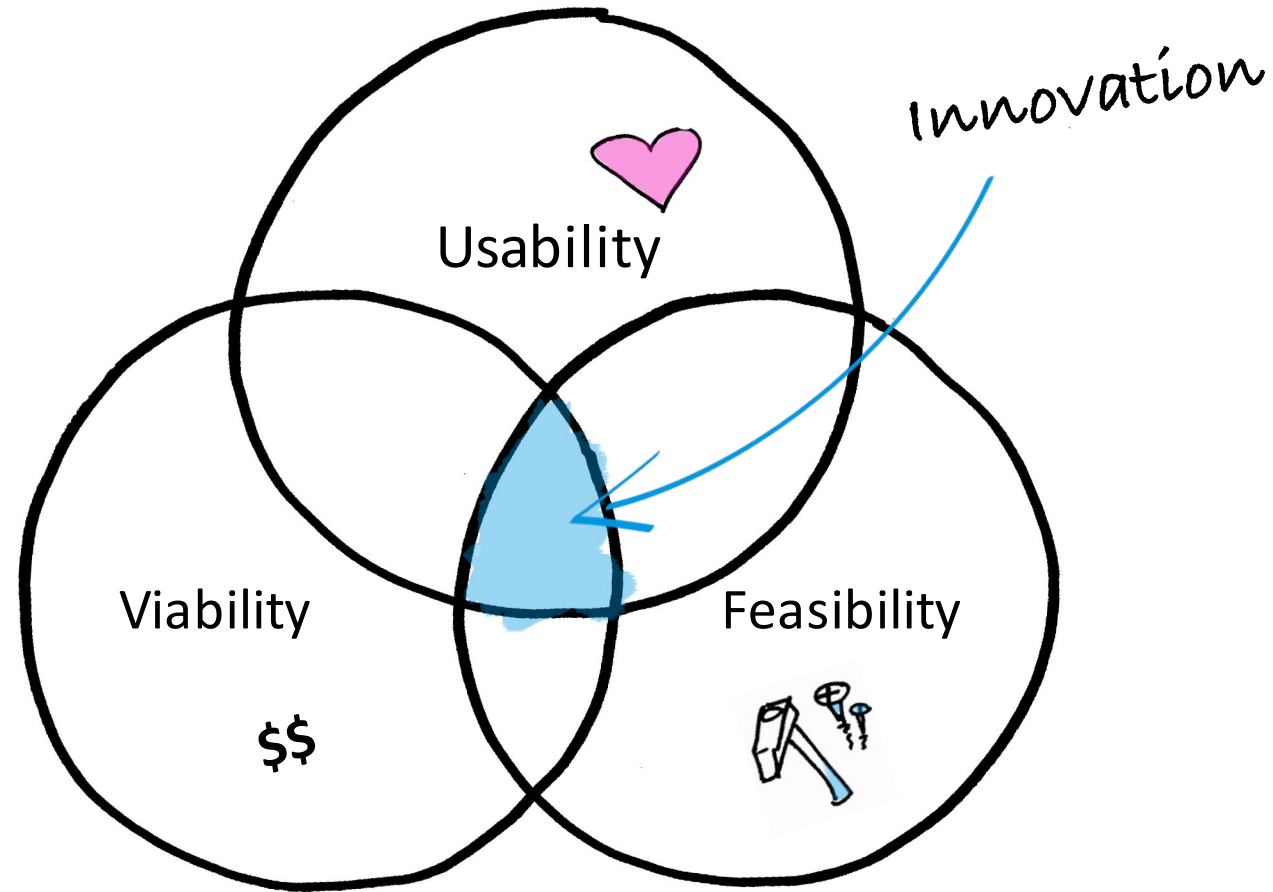


- Highly volatile markets
- Fast proceeding technological developments and lacking technical competence
- Cultural and social transformation
- Need for new business models
- Shorter product life cycles
- IT is no longer 'only for experts' – Industry 4.0 requires **Leadership 4.0**
- ❖ **Innovative, agile, social competence, user centric**

Photo source: Hays HR Report 2014/ 2015



Design Thinking | Dimensions

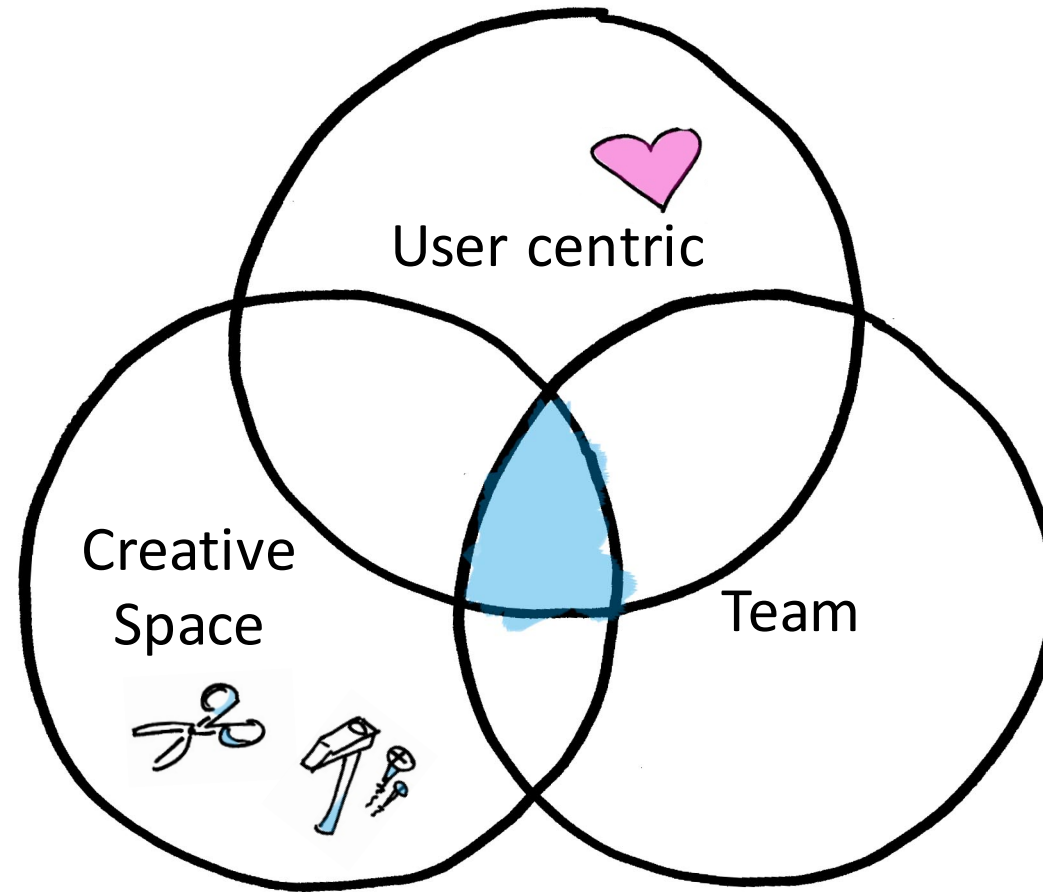




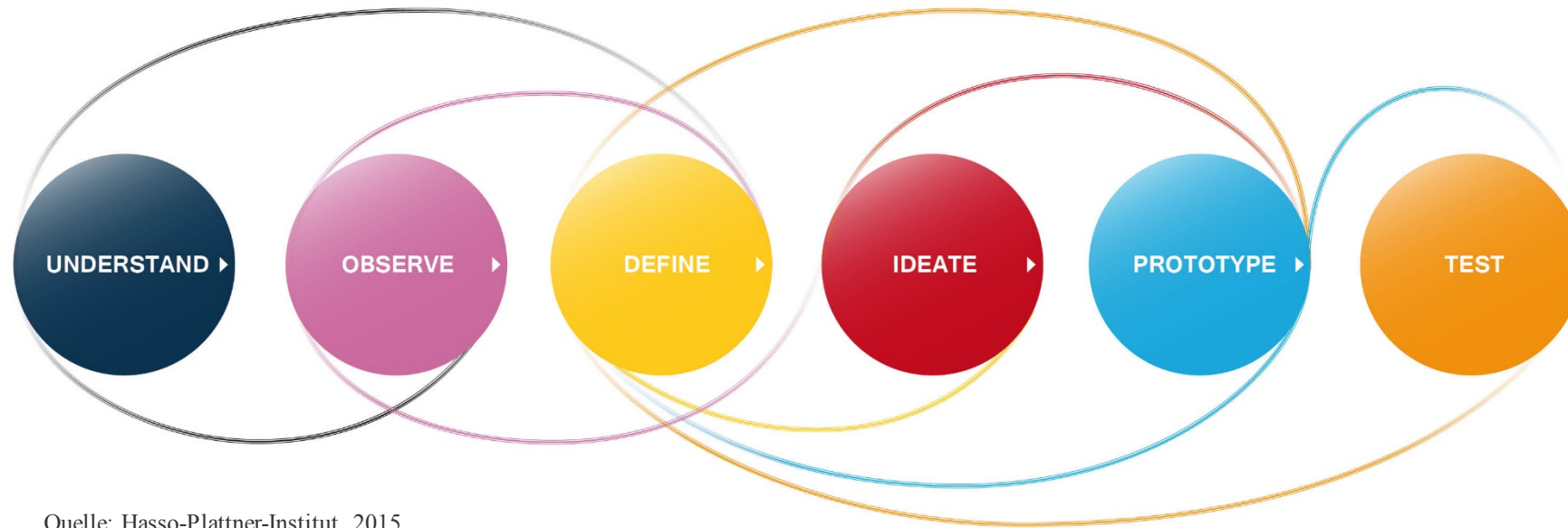
“Design Thinking
can be described as a discipline that uses the
designer’s sensibility and methods to match
people’s needs
with what is
technologically feasible
and what a
viable business strategy
can convert into customer value and market
opportunity.”

-Tim Brown, CEO and president of IDEO

Design Thinking | Ingredients



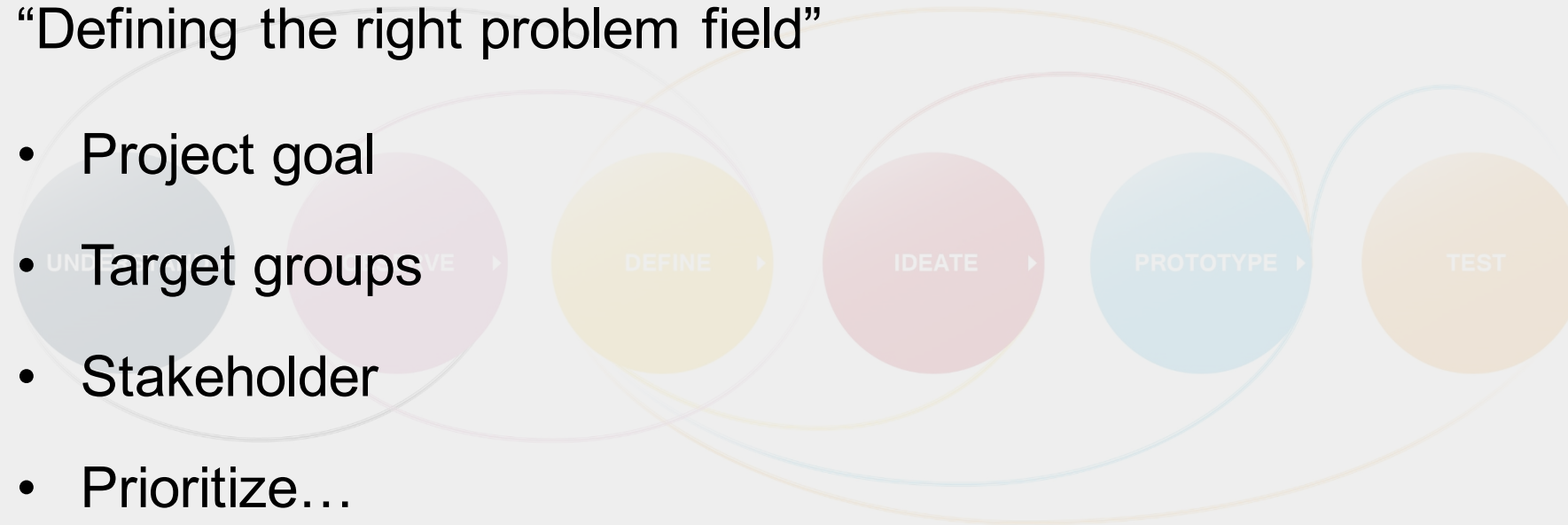
Design Thinking | The Process



Understand...

“Defining the right problem field”

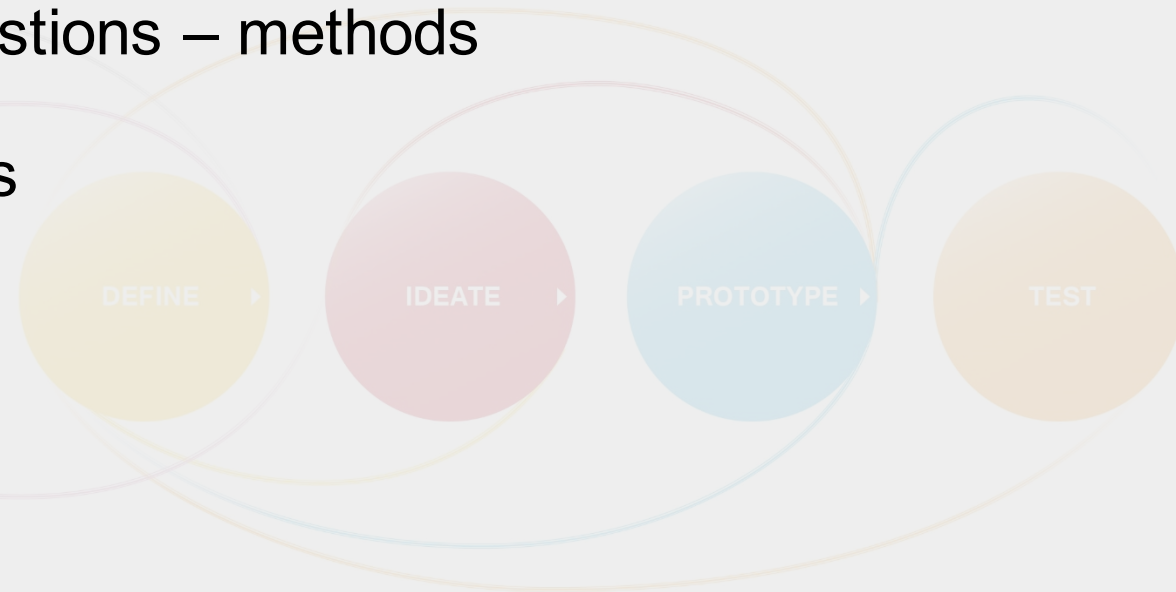
- Project goal
- Target groups
- Stakeholder
- Prioritize...



Understand...

Finding the right questions – methods

- Kick-off workshops
- Content analysis
- Desktop research
- Market analysis



Observe...



Explore the problem space – value-free & neutral

- Observe perceptions
- Explore needs and opinions of the target group concerned
- Collect facts and artifacts

Observe...



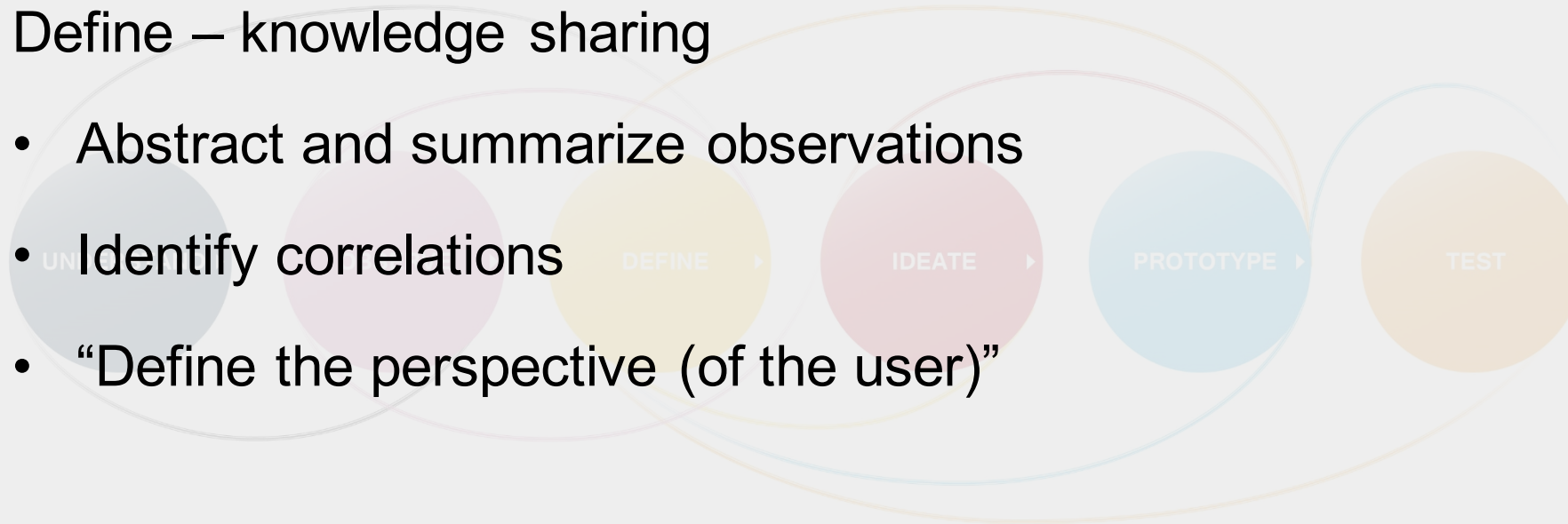
Explore the problem space – methods

- Qualitative interviews
- Focus group discussions
- Quantitative surveys
- Observations
- Shadowing

Define (Synthesis)

Define – knowledge sharing

- Abstract and summarize observations
- Identify correlations
- “Define the perspective (of the user)”



Define (Synthesis)

Define – methods

- Persona
- Storytelling
- Sequence Models
- Use Cases
- Interaction Cases
- Storyboards
- Flow Models

Ideation

Explore the solution space – “storm your brain for ideas”

- Collect ideas as visual as possible
- Go for quantity - no evaluations yet!
- Apply creativity techniques

Ideation

Explore the solution space – methods

- Brainstorming
- Brainwriting
- Mind Mapping
- 6-3-5 Method
- Future Perfect Thinking
- 6 Thinking Hats

Prototyping

Fast prototyping – “fail early & often”

- Select ideas
- Concretize and find new insights
- Discard prototypes
- Pursue useful prototypes

UNDERSTAND ▶

OBSERVE ▶

DEFINE ▶

IDEATE ▶

PROTOTYPE ▶

TEST

Prototyping

Fast prototyping – methods

- Paper prototyping
- Wireframes
- Click dummies
- Visual prototypes
- ‘Scenic’ prototypes

UNDERSTAND ▶

OBSERVE ▶

DEFINE ▶

IDEATE ▶

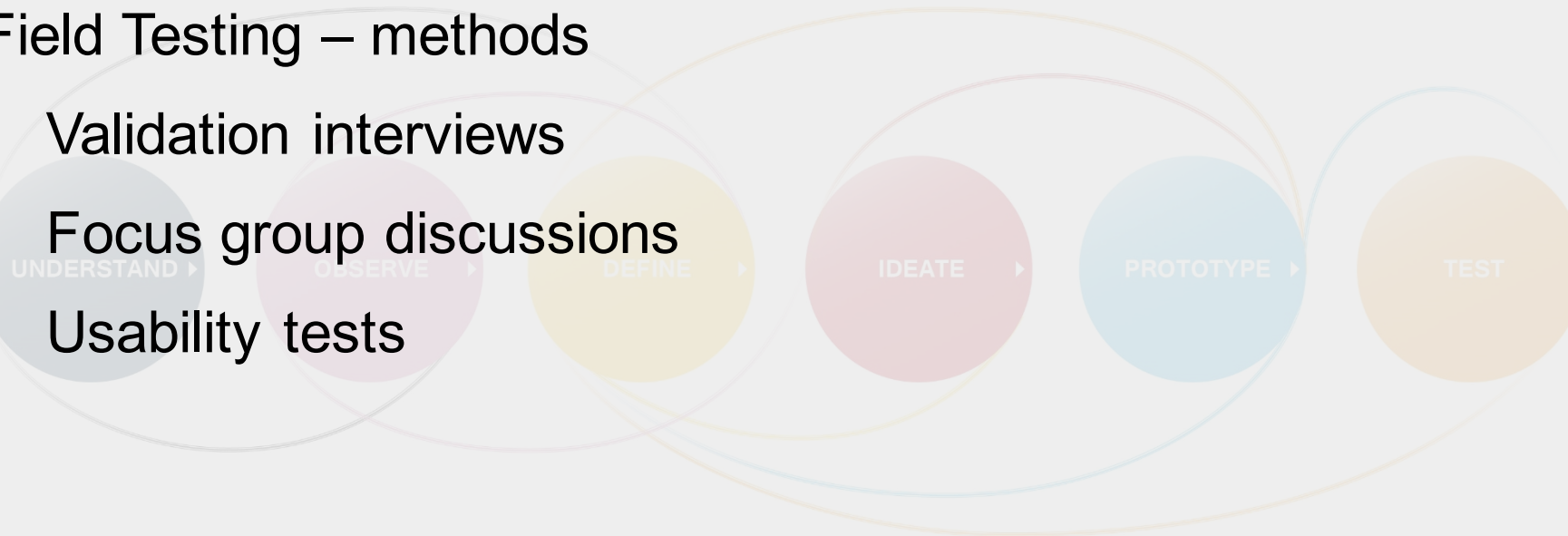
PROTOTYPE ▶

TEST

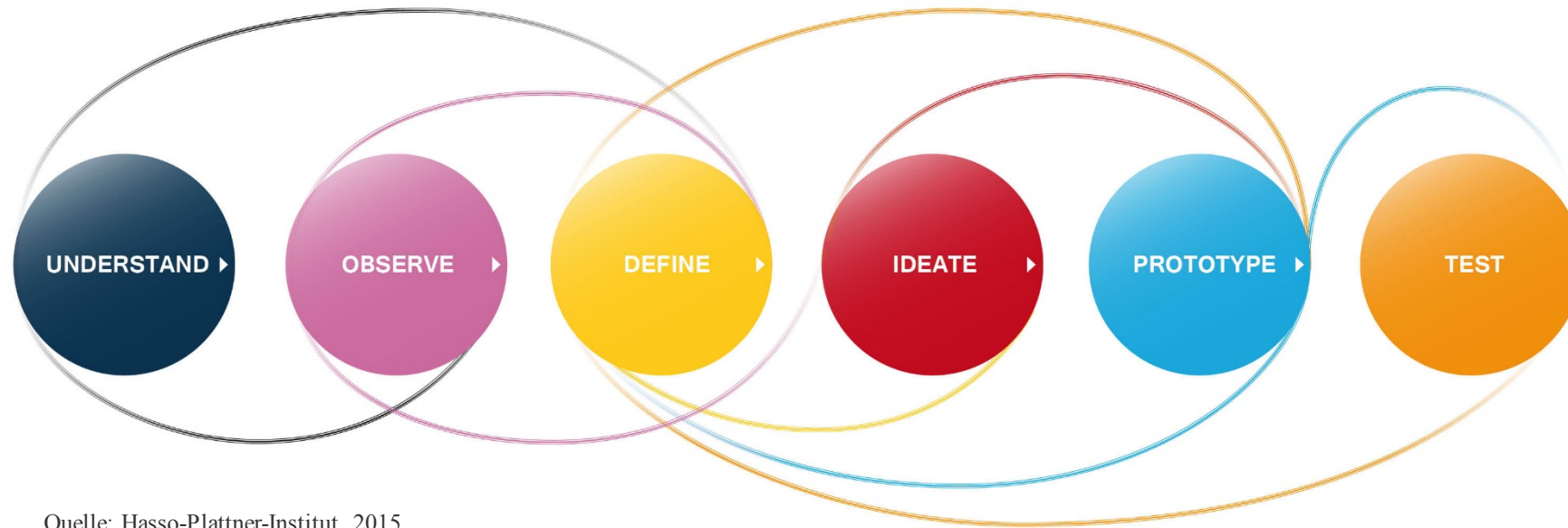
Testing

Field Testing – methods

- Validation interviews
- Focus group discussions
- Usability tests



Design Thinking | ..it's your turn now 😊





References

- <http://www.arbeiten4punkt0.org/2015/04/die-fuehrungskultur-in-einer-arbeitswelt-4-0-zwischen-wunsch-und-wirklichkeit/>
- http://innovation-evangelists.com/fileadmin/Dateien/PDF/Artikel/New_Leadership_-_Fuehrung_in_der_Arbeitswelt_4.0.pdf
- <https://www.hays.de/documents/10192/118775/hays-studie-hr-report-2015-2016.pdf/8cf5aee3-4b99-44b5-b9a9-2ac6460005da>
- http://www.personalwirtschaft.de/hr-organisation/arbeitsgestaltung/artikel/was_ist_design_thinking.html
- <http://hpi.de/medien/video-und-bildmaterial/infografiken.html>
- http://www.baumgartner.de/content/leadership_4.0_-_fhren_in_einer_virtuellen_und_digitalisierten_arbeitswelt.pdf
- <http://www.russellreynolds.com/newsroom/management-40-funf-personlichkeitsmerkmale-unterscheiden-den-erfolgreichen-digitalen-transformation-leader>