

# Design Thinking for Business

MPI // San Francisco, CA // December 2015

***Outputs* over *Outcomes***

***Assets* over *Impacts***

***Technology* over *Humans***

*We've been focused on making  
things to make our own lives easier.  
Has it helped our customers? We're  
doing too much navel-gazing.*

– Aaron Gustafson

We suffer from

# **Systemic Myopia**



Redesign the way we  
think about business.

**Our focus should be on positive outcomes for our customers.**

*(everything else will follow)*



A collage of mathematical diagrams and equations. At the top right is a diagram of a rotating object with radius  $\rho$ , angle  $\varphi$ , and velocity  $v$ . Below it is a diagram of a pendulum with length  $L$  and angle  $\theta$ . A series of equations follows:

$$\begin{aligned} P &= \bar{S} \\ \omega^2 &= \frac{mgL}{r} : T = \frac{2\pi}{\omega} = 2\pi \sqrt{\frac{r}{mgL}} \\ \rho &= \sqrt{x^2 + y^2} \\ q &= \frac{x - x_0}{0} \rightarrow ? \\ \frac{h}{s-10m} &\rightarrow ? \\ x' &= x_0 + mt \\ y' &= y_0 + nt \\ z' &= z_0 + pt \\ \text{formula box:} \\ 1) T = \frac{t}{n} & 5) V = \frac{2\pi r}{T} \\ 2) U = \frac{r}{t} & 6) N = \frac{U}{2\pi r} \\ 3) T = \frac{1}{f} & \text{Physics - 10} \\ D = \frac{1}{T} & \text{Resistance} \\ 4) T = \frac{2\pi f}{V} & \end{aligned}$$

Below these are more equations and diagrams, including a coordinate system with  $x$ ,  $y$ , and  $z$  axes, and a circuit diagram.



*We need to intelligently alternate between innovation and optimization, as both are required to design great user experiences.*

— Joshua Porter



Are we slaves to the  
**Dominant Patterns?**



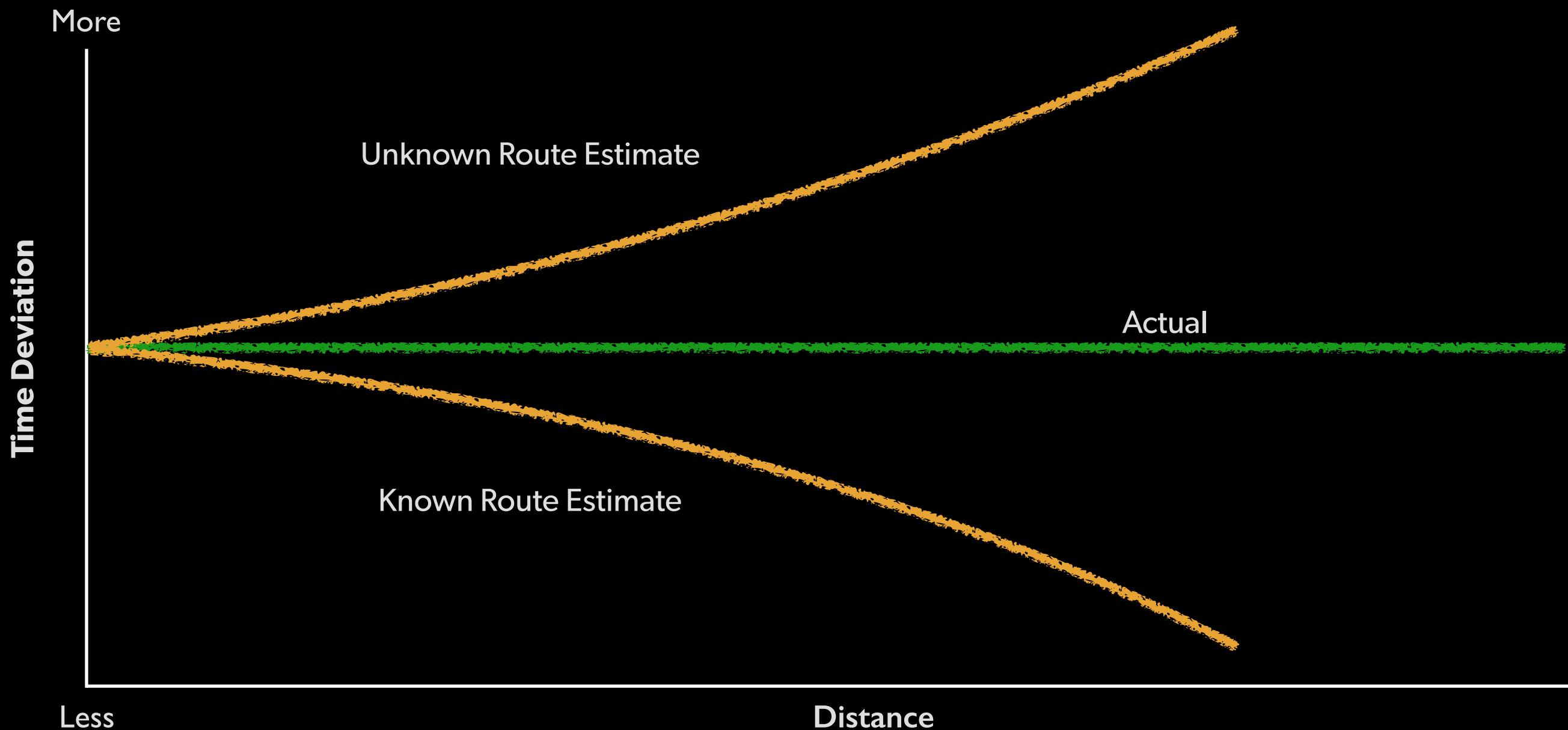
A photograph of two white horses harnessed to a carriage, pulling a person in medieval-style attire across a grassy field. The word "WHAT?" is overlaid in large, bold, white letters.

WHAT?

# **Bandwagon Effect**

**...the rate of uptake of beliefs,  
ideas, fads, and trends increases  
the more that they have already  
been adopted by others.**

# Well-travelled Road Bias



# **Ask:**

**Are we following trends and using  
comfortable tools...**

**...or is this the best solution for this  
project, in this place, in this time?**



Are we solving  
**The Right Problem?**



# Survivorship Bias

The logical error of concentrating on the people or things that "survived" some process and inadvertently overlooking those that did not because of their lack of visibility.

# **Get Out of the Building**

**No idea survives its first  
encounter with a customer.**

# Go Lean. Ask Questions.

- Who is the customer?
- What is their problem?
- What do you know about them (and how do you know it)?
- What are the assumptions? How will you test them?
- What have you learned? What should you learn next?
- What is the next test? How will you measure it?

# Curse of Knowledge

**Better-informed people find it extremely difficult to think about problems from the perspective of lesser-informed people.**

# Experiment Grid

**Idea:**

**Assumption:**

What assumptions have we made about customers & their world?

**Hypotheses:**

If we do \_\_\_\_\_, then \_\_\_\_% of people will do \_\_\_\_\_.

**Experiments:**

Description:

Metrics:

**Results:**

What did we learn?

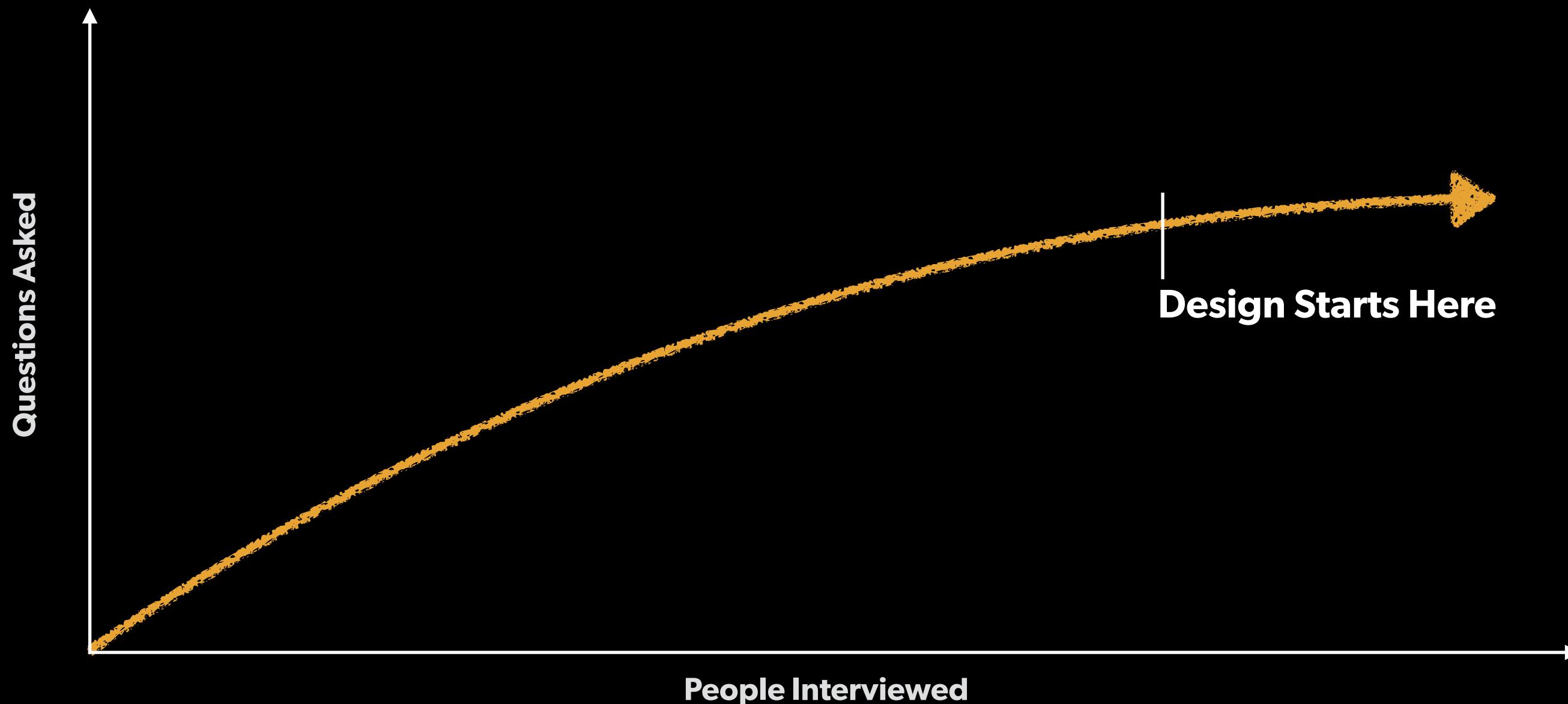
What will we do next?

**We aren't solving  
business problems.**

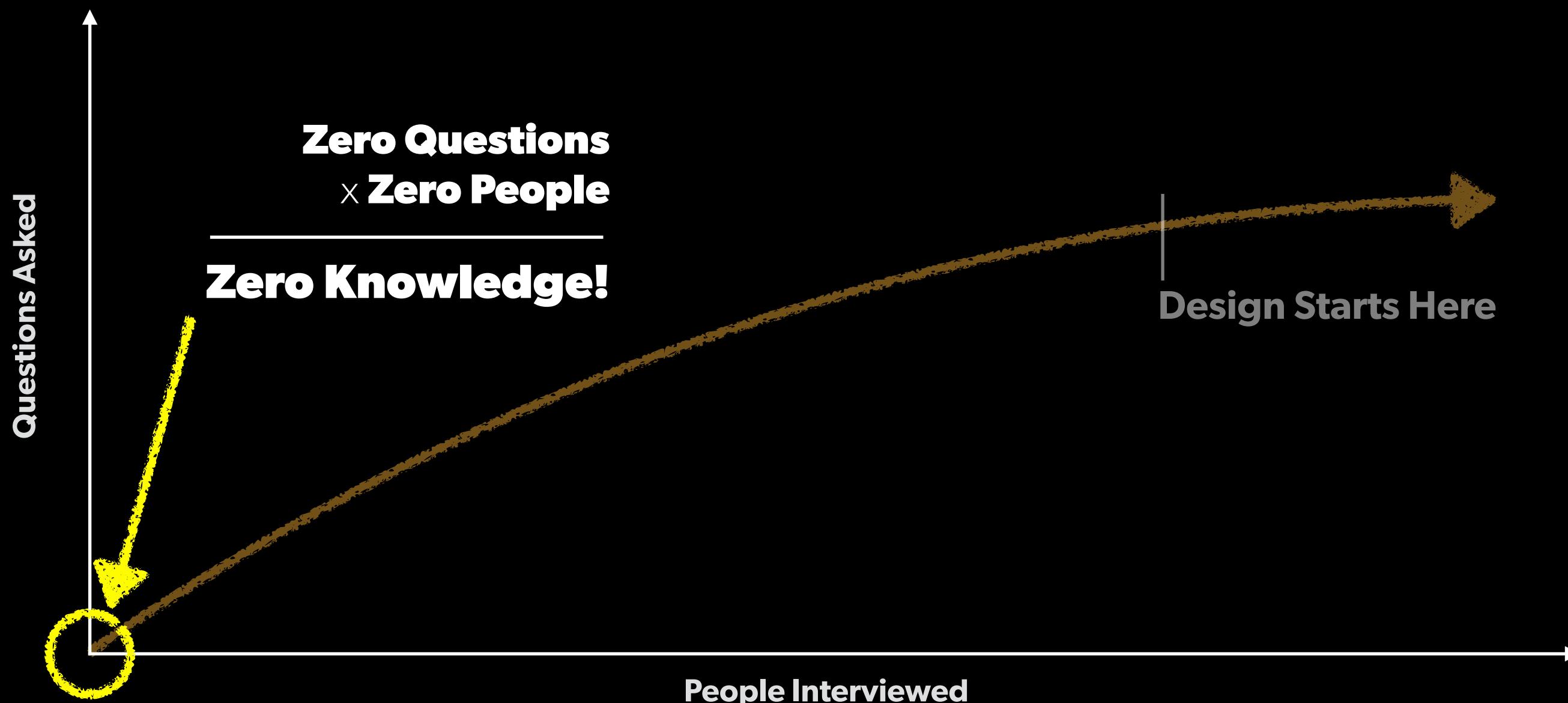
**We're solving  
Human Problems.**

**Solving human  
problems  
means talking  
to humans.**

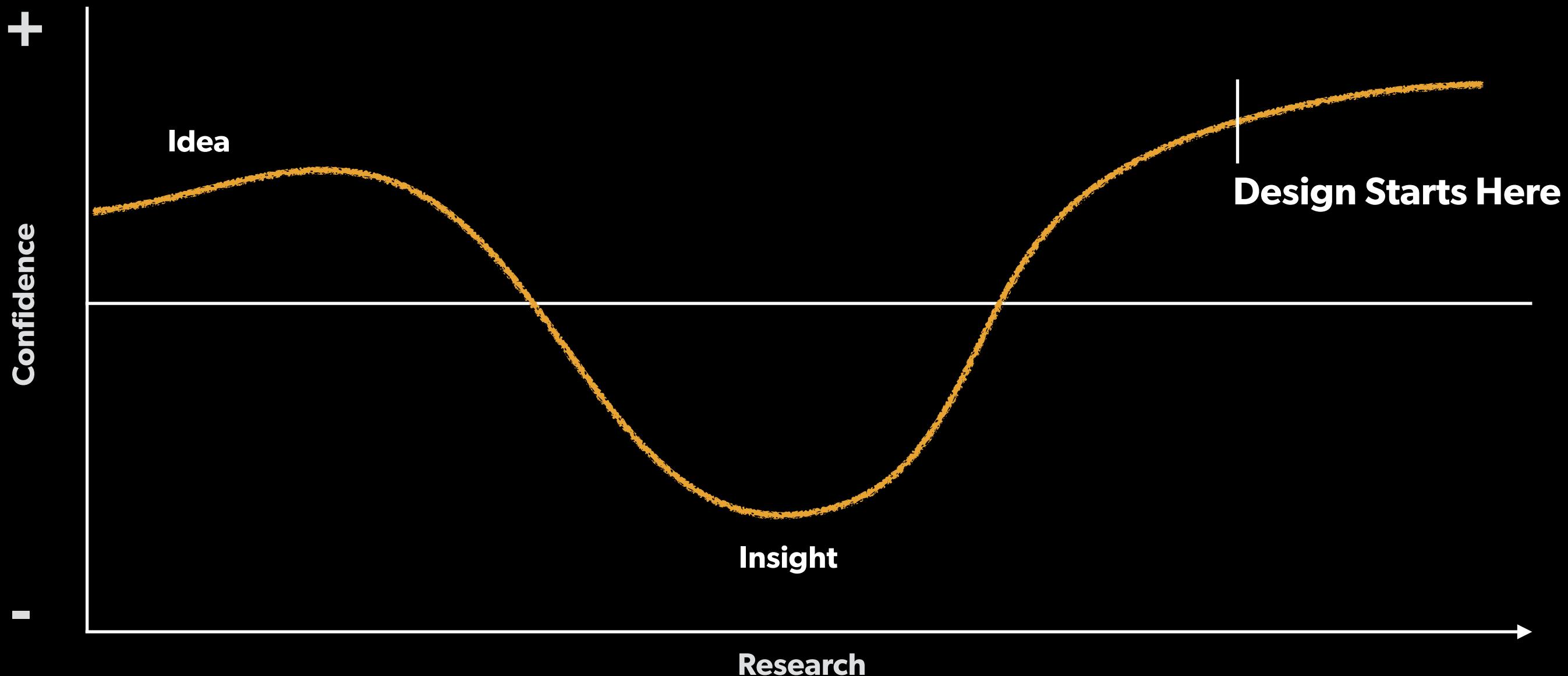
# Research (learning) Curve



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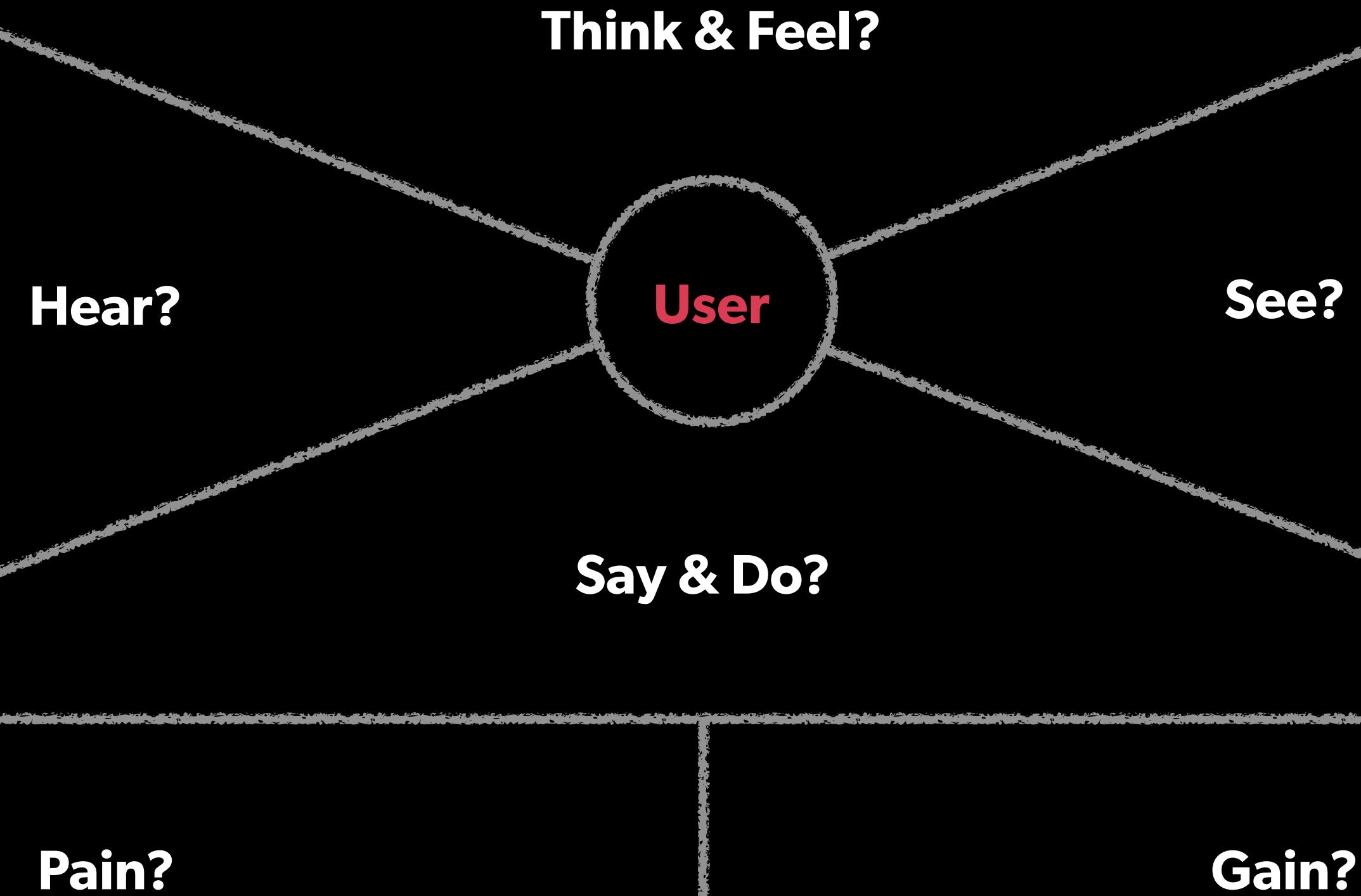
# Confidence (despair) Curve



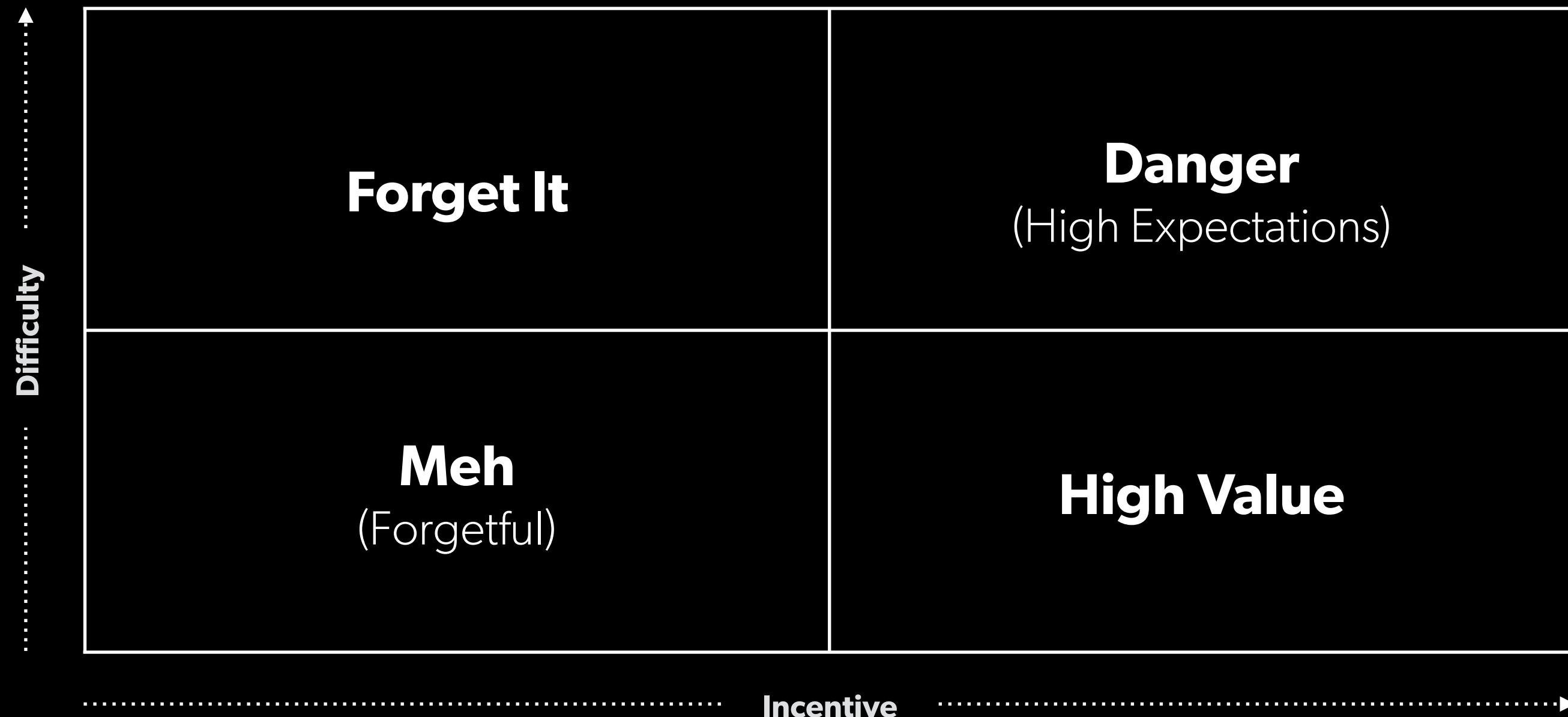
# Empathy

**The intellectual identification with  
the feelings, thoughts, or attitudes  
of another.**

**The vicarious experiencing of those  
feelings, thoughts, or attitudes.**

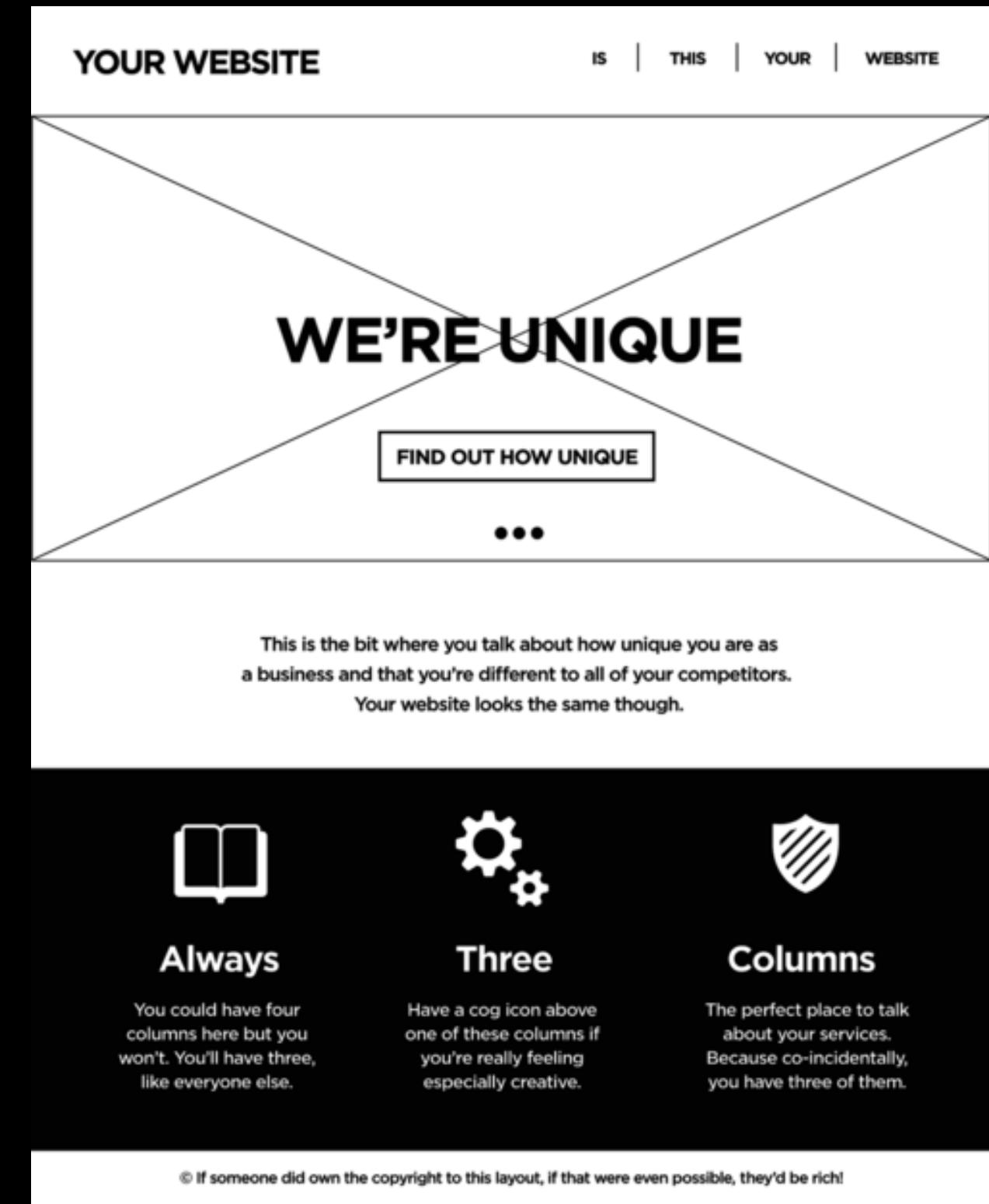


# Understand Incentives





Stakeholders don't always  
know what they're doing.



## Things on the Homepage

**Photo Slideshow**

**Virtual Tour**

**Autoplay Music**

**Social Media Links**

**Photo of the  
Chef and staff**

**Name of  
Restaurant**

## Things People are Looking for

**Address &  
Directions**

**The Full Menu**  
(not a PDF)

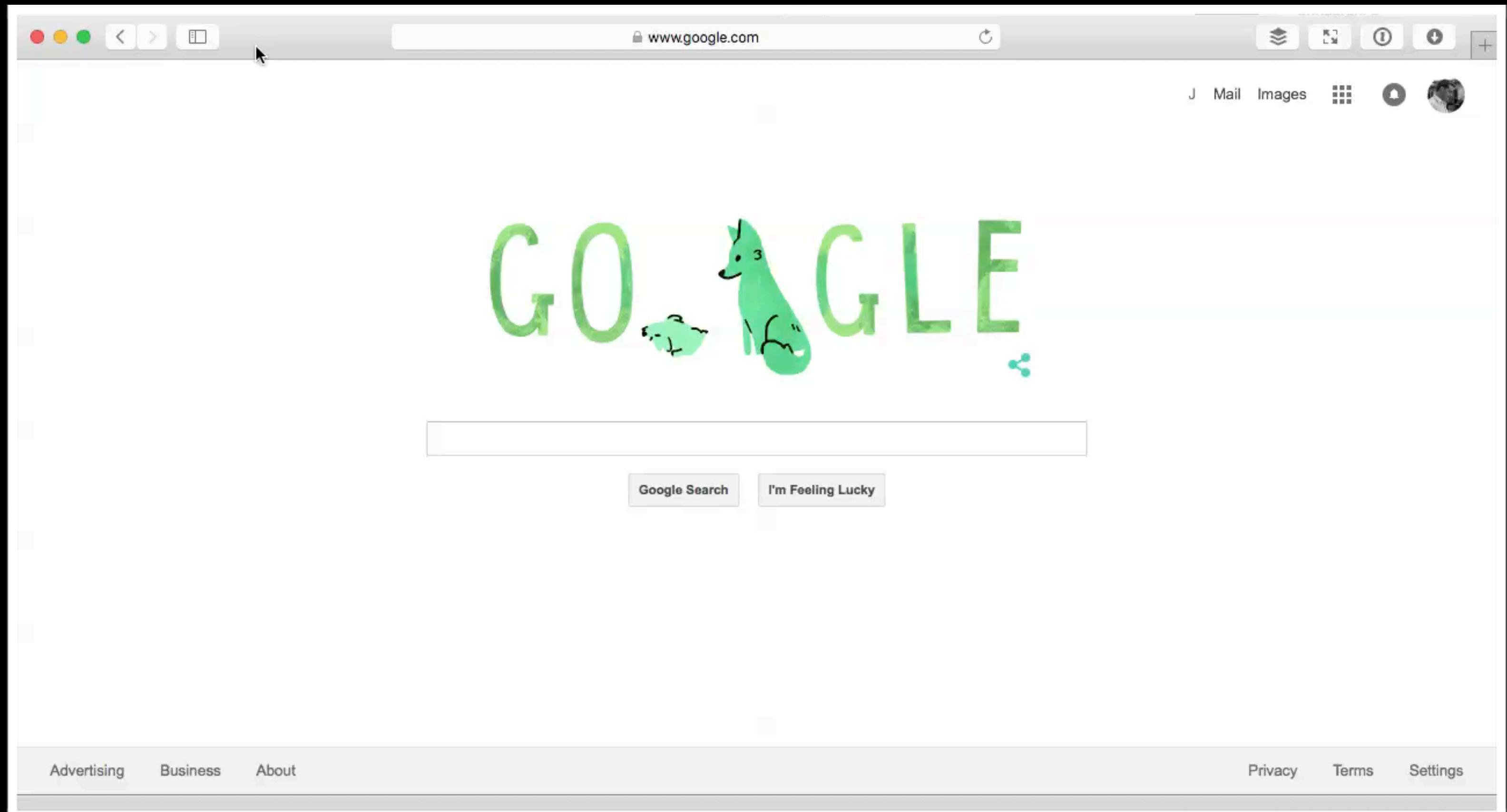
**Hours**

**Dress Code**

**Parking  
Information**

# Consider the Desired Outcome

The screenshot shows a web browser window with the URL [octanecoffee.com](http://octanecoffee.com) in the address bar. The page features a large, faint background image of coffee beans. In the center, there is a black circular logo with the word "octane" in white. Below the logo, a horizontal navigation bar contains links for About, Westside, Grant Park, Buckhead, Birmingham, Wholesale, and a menu icon (three horizontal lines). A large, bold, dark text "Hello" is centered on the page. Below it, a paragraph of text reads: "Welcome to Octane Coffee {dot} com! We are a community of passionate coffee, food, cocktail and beer lovers. We take pride in what we do and are here to serve. Let us share our passions with you. Come see us for a hand crafted coffee~food~cocktail experience." At the bottom of the page, there is a small image showing a close-up of a hand holding a cup or glass, and a link at the very bottom left: "Go to <http://octanecoffee.com/where-to-find-us/>".



# WASHINGTON FEARS LOSING GREECE TO MOSCOW

# **DRUDGE REPORT**

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[Key U.S. commander leaves Middle East after reprimand for misconduct...](#)



[Vatican banned skeptical scientist from climate summit...](#)

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**Mirror**

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★★★★★

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List price: \$29.99

**As low as: \$8.49**



★★★★★

HERCULES Series 800 lb.  
Capacity Premium Black  
Plastic Folding Chair  
[LE-L-3-BK-GG]  
List price: \$29.99

**As low as: \$8.49**



★★★★★

HERCULES Series 800 lb.  
Capacity Premium Brown  
Plastic Folding Chair  
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List price: \$29.99

**As low as: \$8.49**

Availability: In Stock. Usually ships  
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within 24 business hours.

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**100% Financing Available!**  
Approval within 24 hours!  
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All Folding Chairs



# Promotional Hierarchy

1. Start with the primary goals
2. Add secondary and tertiary goals
3. Remove the tertiary ones

**Promote primary goals to visual prominence**



**Andreas  
Stavropoulos**

**Draper Fisher Jurvetson**

EconSM Conference • 4.26.07 • Beverly Hills, Los Angeles

**ATTENDEE**

Secondary Goal

**Give them what  
they're looking for,  
*then* sell them what you're offering.**

# Design Thinking

A human-centered approach to innovation which focuses on creating the best outcomes for people and businesses.

**Business  
Goals > Visual  
Impact**

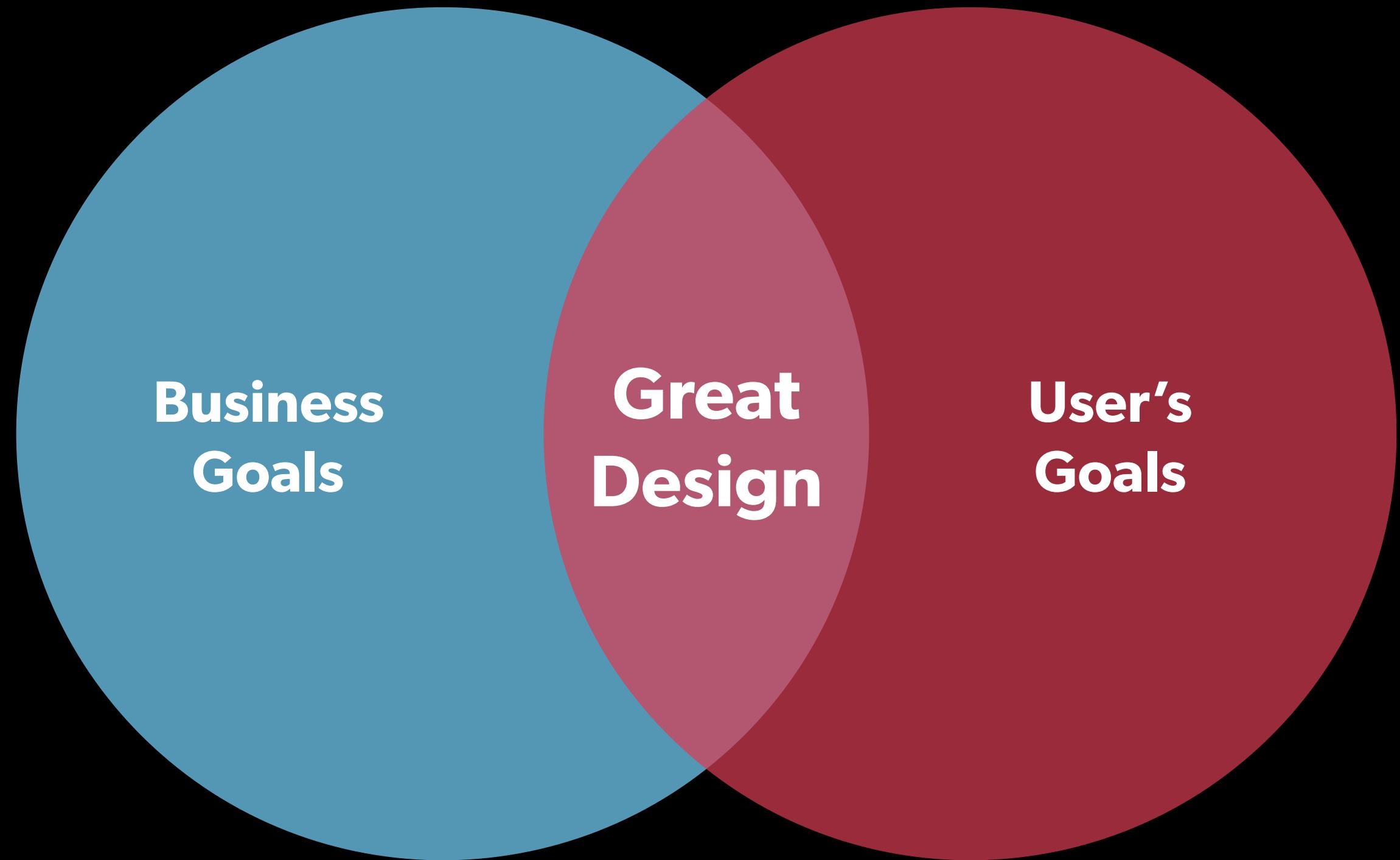
**Business** < **User**  
**Goals**      **Goals**

# Think...

## What's best for the customer?

*then*

## What's best for the business?



# Your Stakeholders

Event Organizers

Sponsors & Exhibitors

Attendees

<b>Stakeholder</b>	<b>Desire</b>	<b>Measurement</b>	<b>Outcome</b>
<b>Organizer</b>	Profit, Branding, and/or Sales	\$\$\$	Profitable event
<b>Sponsor / Exhibitor</b>	Leads, Sales, and Connections	Quantity, Quality, \$\$\$	Recoup expense (perhaps projected)
<b>Attendee</b>	Information, contacts, free stuff, fun.	Quality	Usable info, new contacts, memories



Attendance Numbers

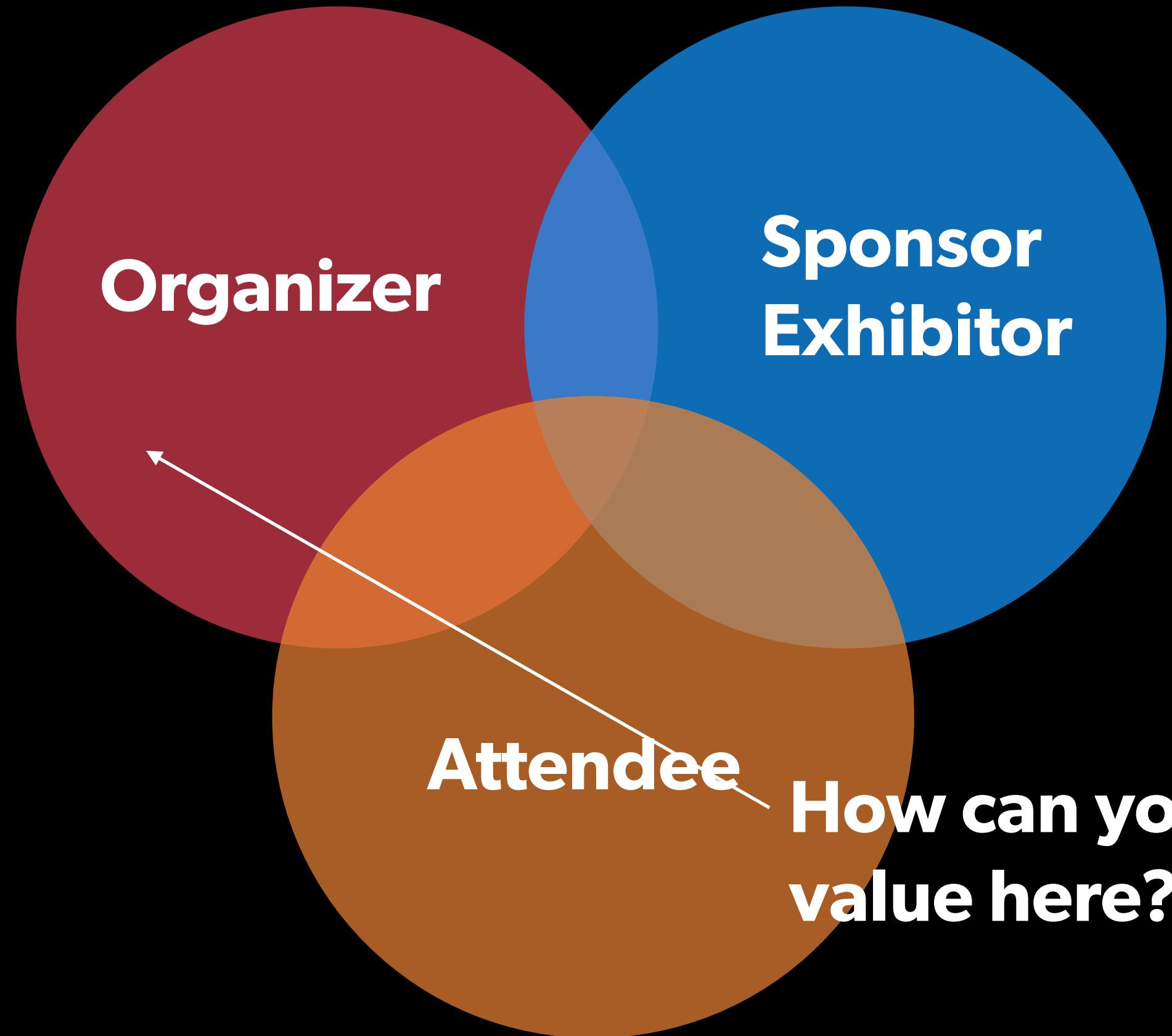
Preshow Promos

Leads

PR / Social Impressions



1. Collect Data
2. Analyze & Interpret Data
3. Make Decisions
4. Report Results
5. Apply Improvements



# Initial Steps

- Pick an objective and align tools to it
- Agree on common data points to measure
- Start with inexpensive tools
- Move from logistic measures to strategic measures

# Emotion

# Ask Yourself

- What are they trying to accomplish?
- What do they care about?
- What are their expectations?
- Do they need fancy, or functional?
- How does the experience influence their emotions?

**Never let your own opinions  
prevail over the decisions in  
the best interest of the  
customer.**



**Sometimes the best solution  
is hiding in the shadow of  
our own ego.**

# **Outcomes over Outputs**

# **Impacts over Assets**

# **Humans over Technology**

# Thank you.

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