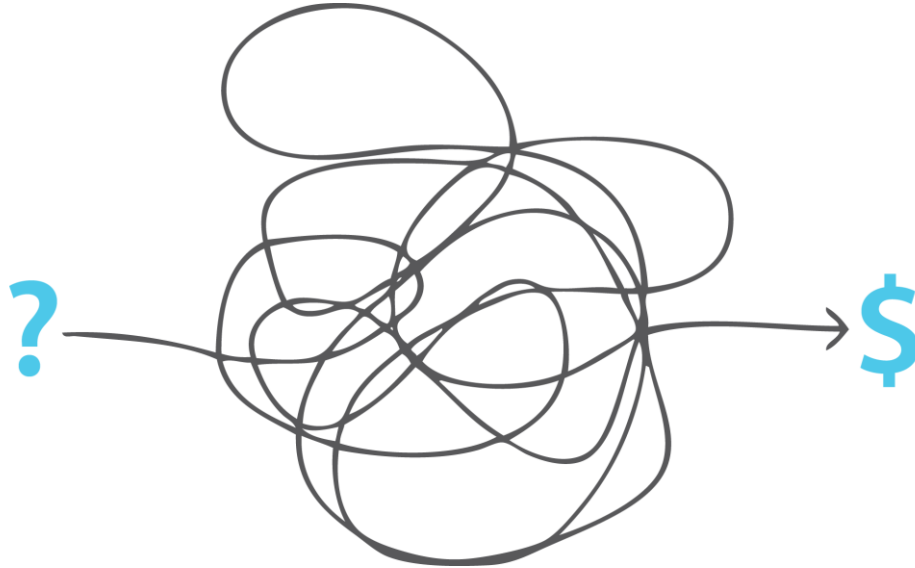


The background is a solid teal color with a pattern of overlapping, semi-transparent circles in various shades of teal, creating a complex, geometric design.

Design Thinking

Is Innovation magic?

Asked to describe innovation processes, Tim Brennan of Apple's Creative Services drew the following picture:





The Growth Leader Field Research

Survey Database

70+ leaders from the U.S. and Europe operating in the for profit and not-for-profit sectors

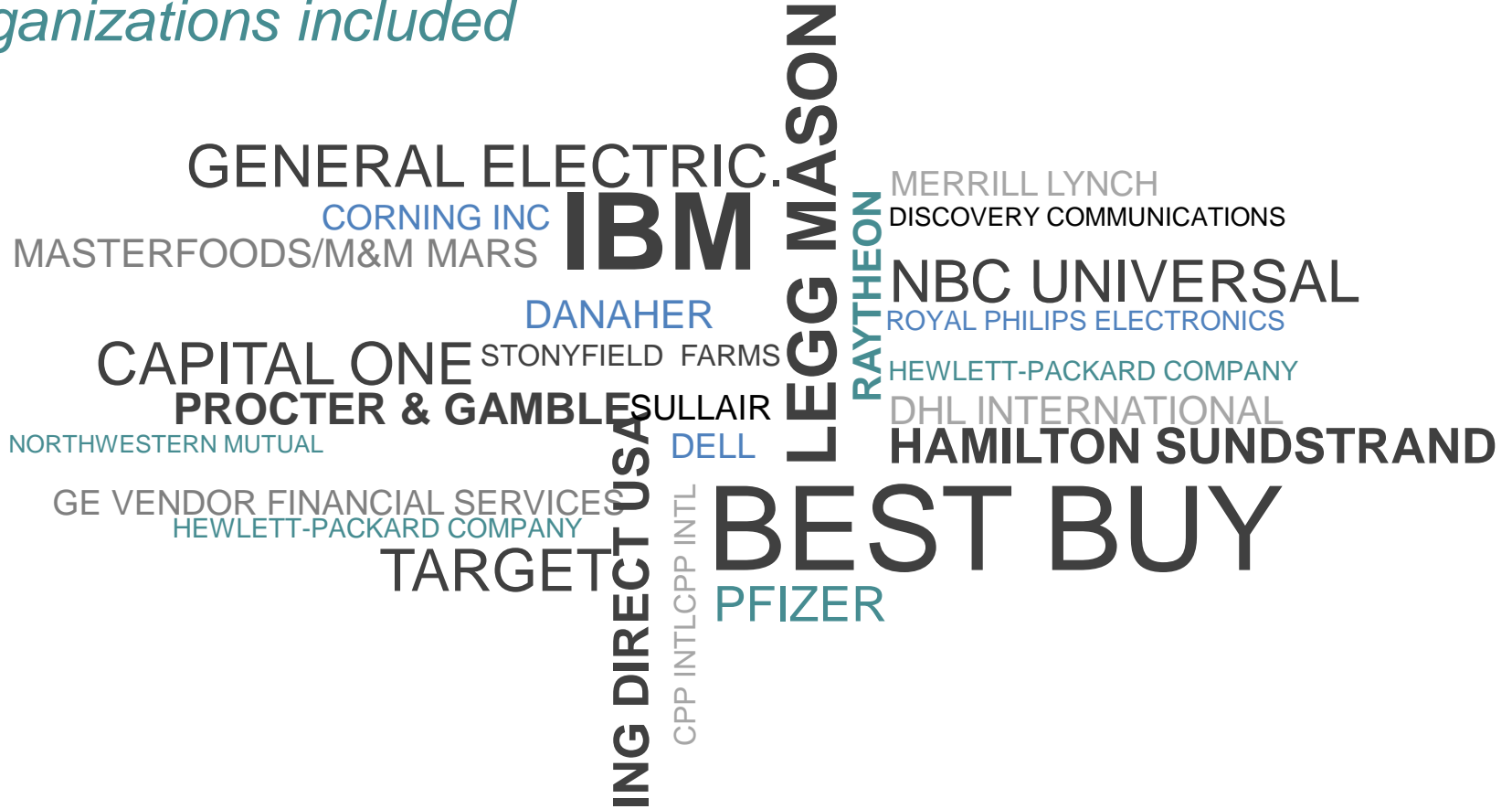
Criteria for Selection

Mid-line or business unit managers responsible for significant organic growth and innovation

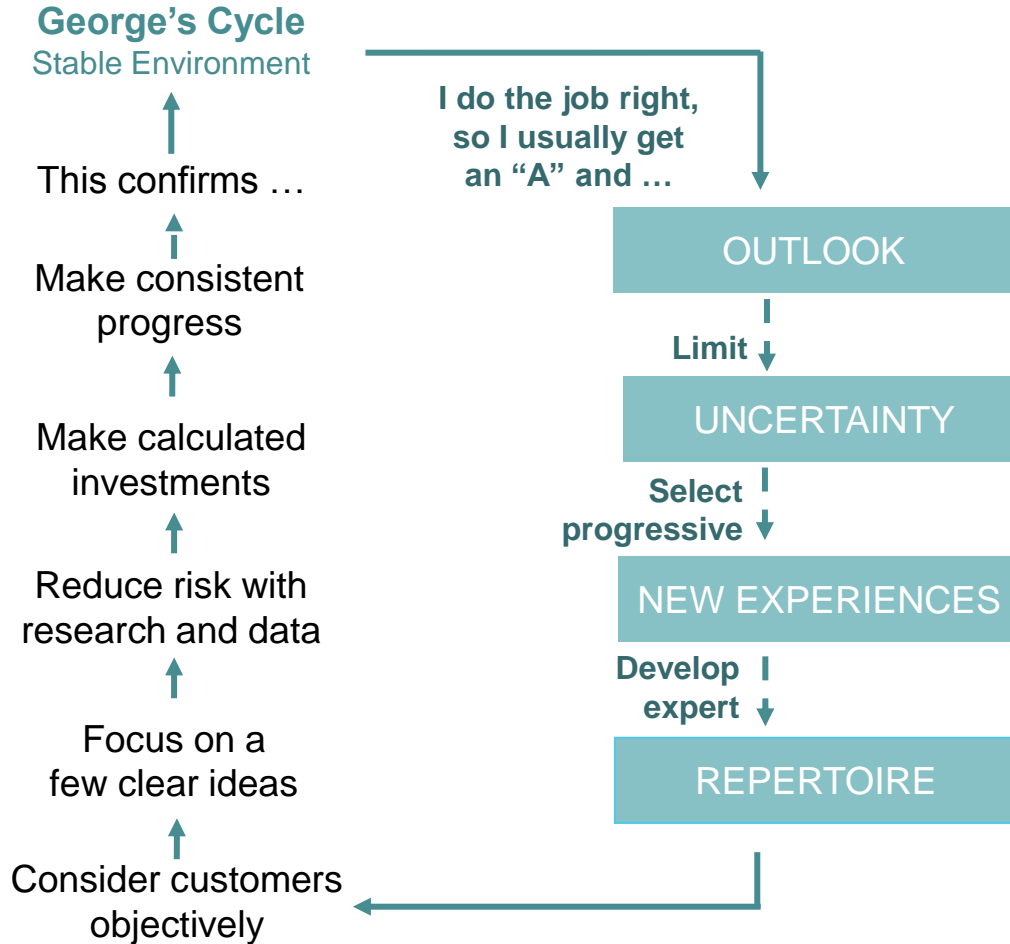
Methodology

- Personal interviews
- DiSC Assessments
- Peer surveys

Organizations included



A story about 2 managers...



George's Cycle Stable Environment

George's Cycle Unstable Environment

Consider customers objectively

↑

Focus on a few clear ideas

↑

Reduce risk with research and data

↑

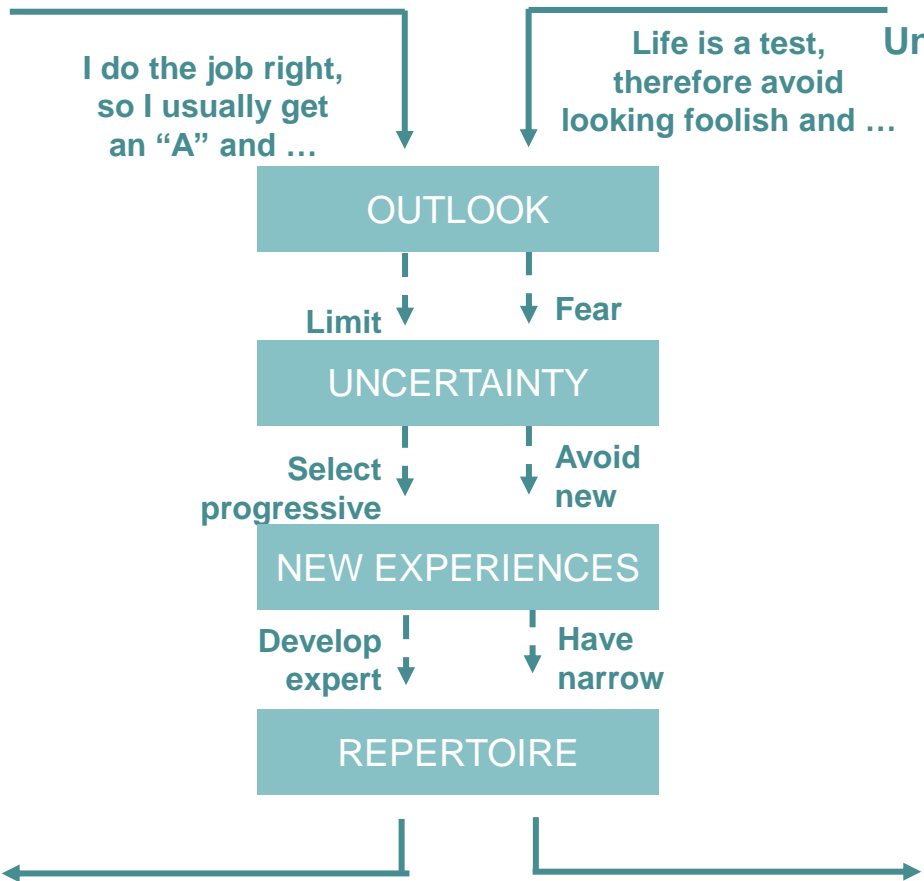
Make calculated investments

↑

Make consistent progress

↑

This confirms ...



Understand customers only as data

↑

Find only a few incremental ideas

↑

Manage risk through analysis

↑

Place big bets, slowly

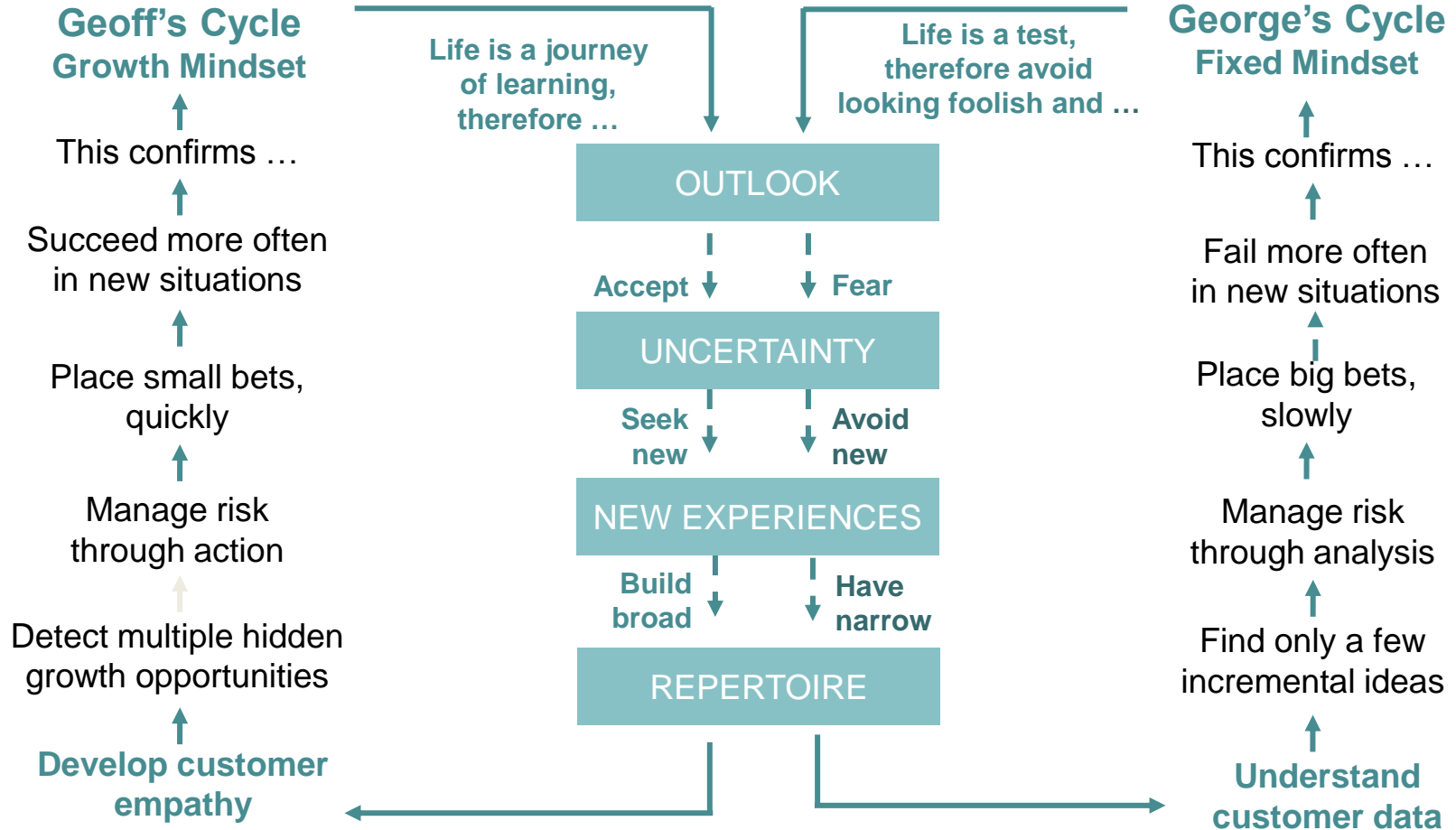
↑

Fail more often in new situations

↑

This confirms ...

Choosing a Mindset



How can **you**
create an
environment that
helps George find
the innovator
inside?

How can **you**
create an
environment that
helps Geoff and
George work
together?

What is Design Thinking?

- Design thinking is a systematic approach to problem solving.

What would be different if managers thought more like designers?

Problem solving would be driven by three core beliefs:

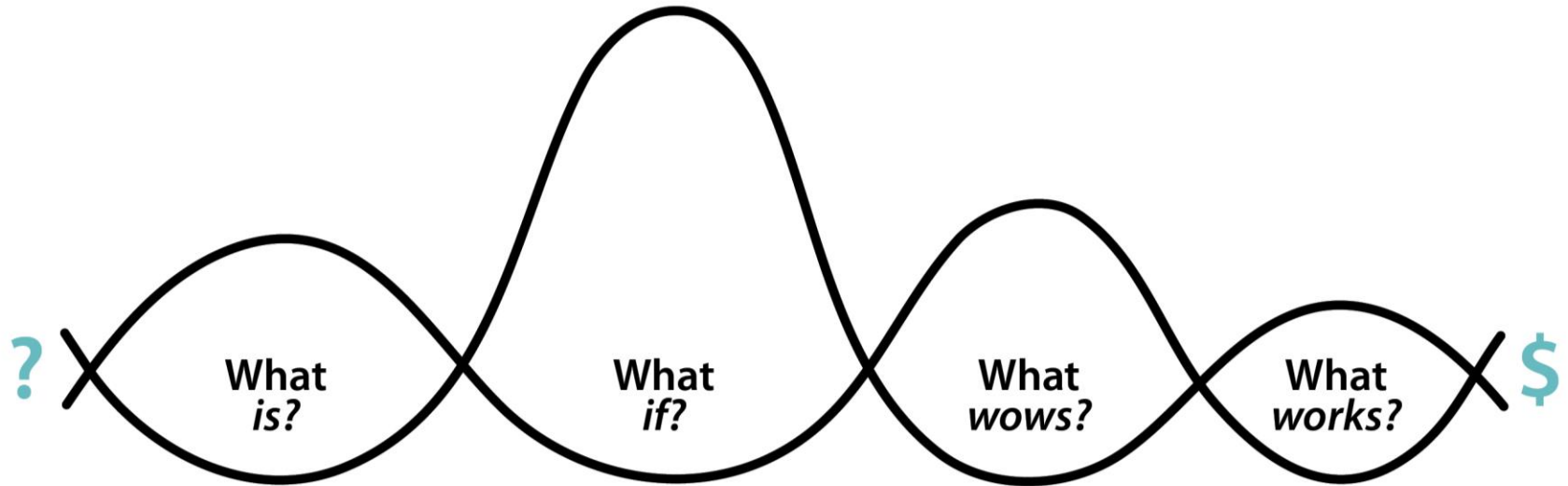
Empathy – Start by establishing a deep understanding of human needs

Invention – Discover new possibilities

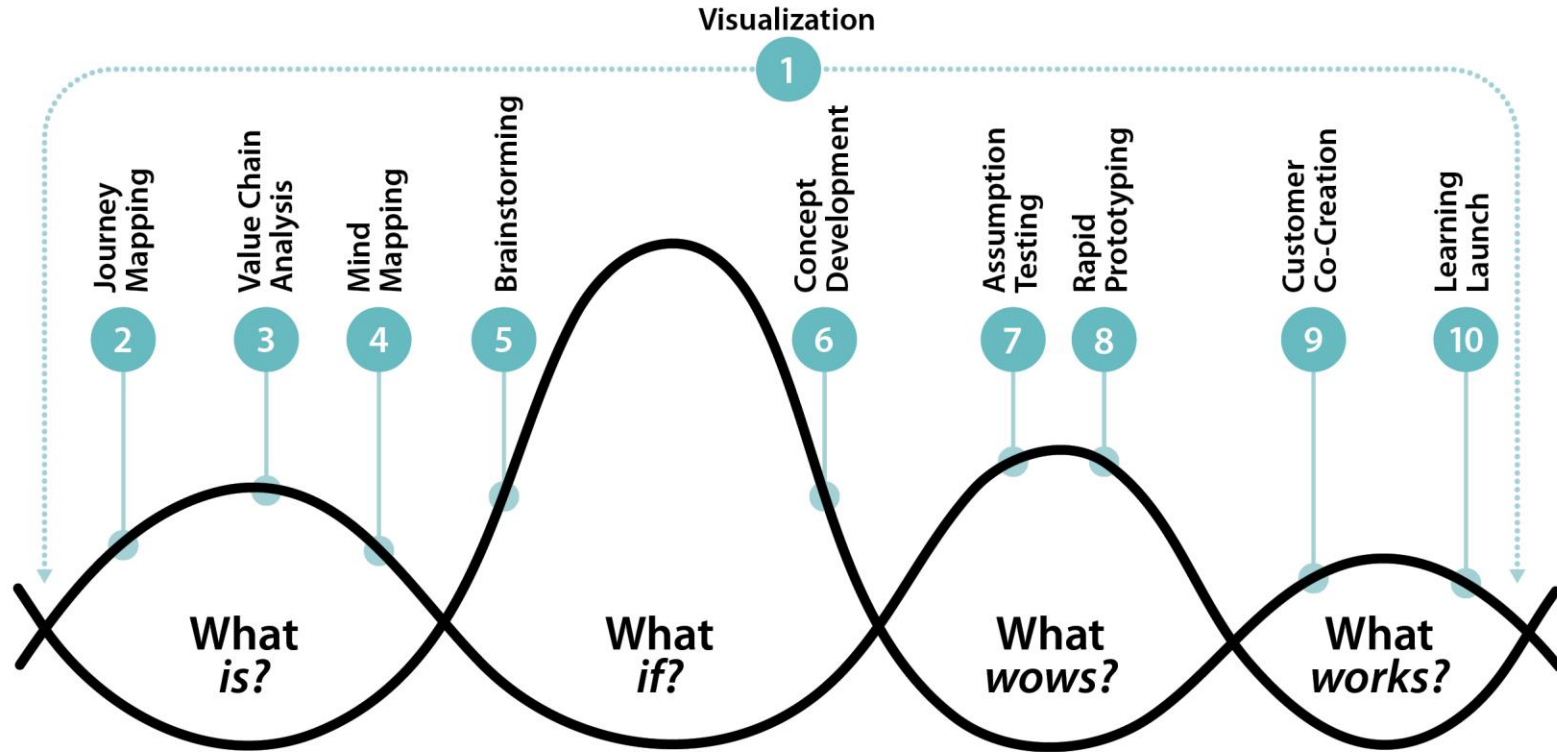
Iteration – Use the first solutions only as stepping stones to a better one

Design as a Problem Solving Approach

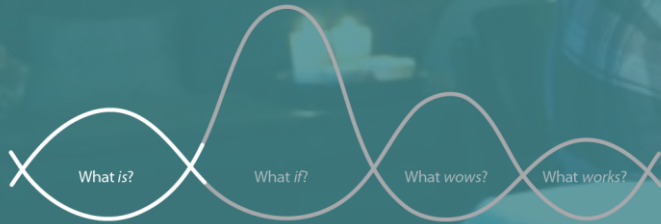
Better Reflecting the Reality of What Growth Leaders Actually Do



Design as a Tool Kit



Case Study | The Good Kitchen



What *is*?



[Design Tool]

Journey Mapping

Traces the journey of a customer as they experience a product or service.

Case Study | The Good Kitchen



Key Insights

- Seniors were embarrassed to accept government assistance
- Loss of control over food choices was painful
- They were lonely eating alone and missed the seasonal food of their youth.
- Workers were bored and unmotivated creating the same meals day after day



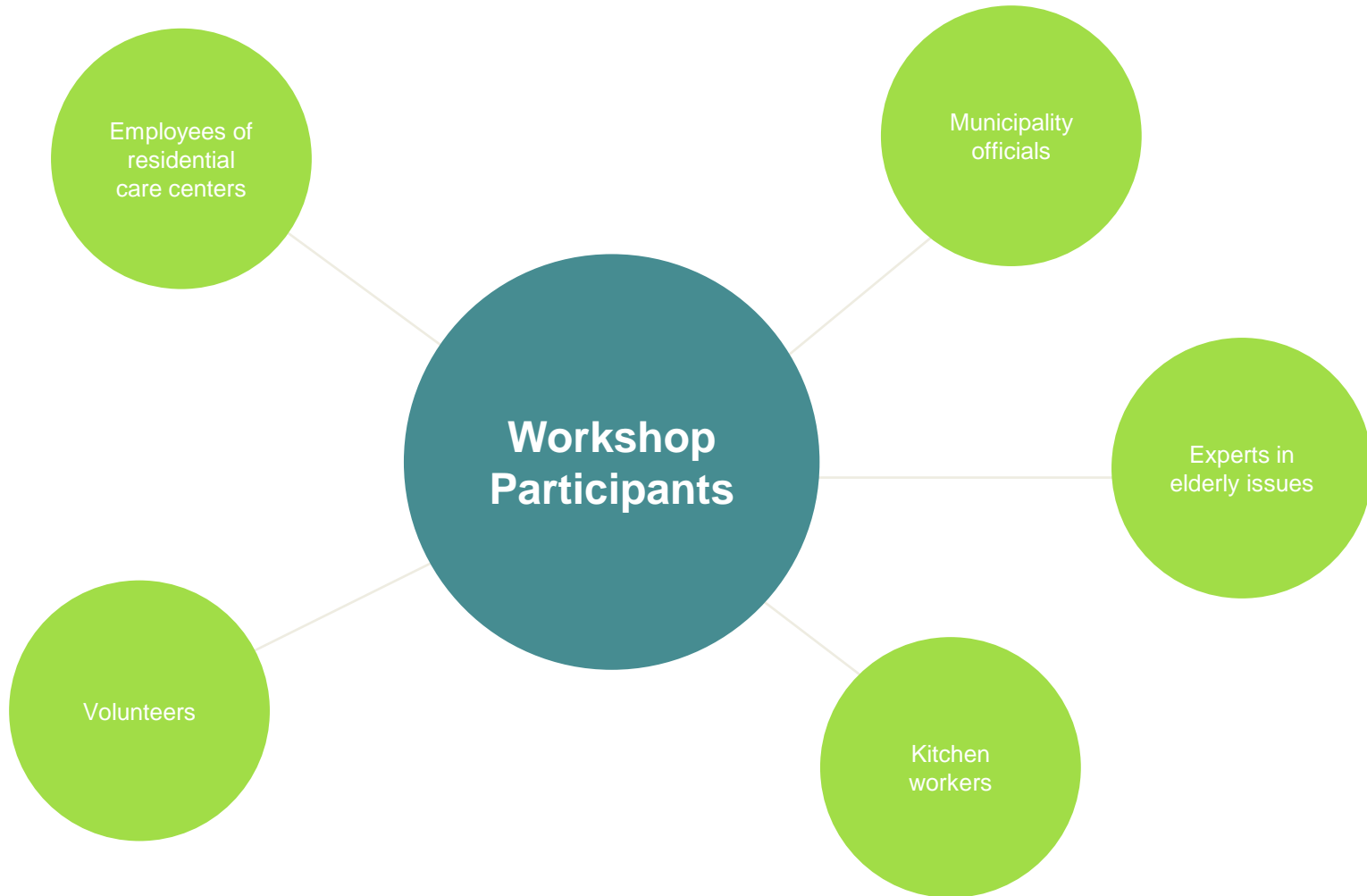
What *if* ?



[Design Tool]

Co-Creation

Inviting key stakeholders into the design process.





What if this public-service food-delivery organization were **a restaurant**?

Trigger Questions

kitchen



restaurant

cooks



chefs

vehicles

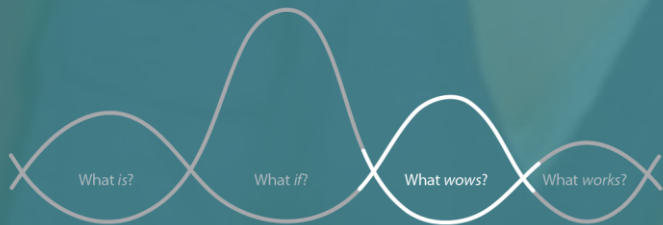


waiters

description



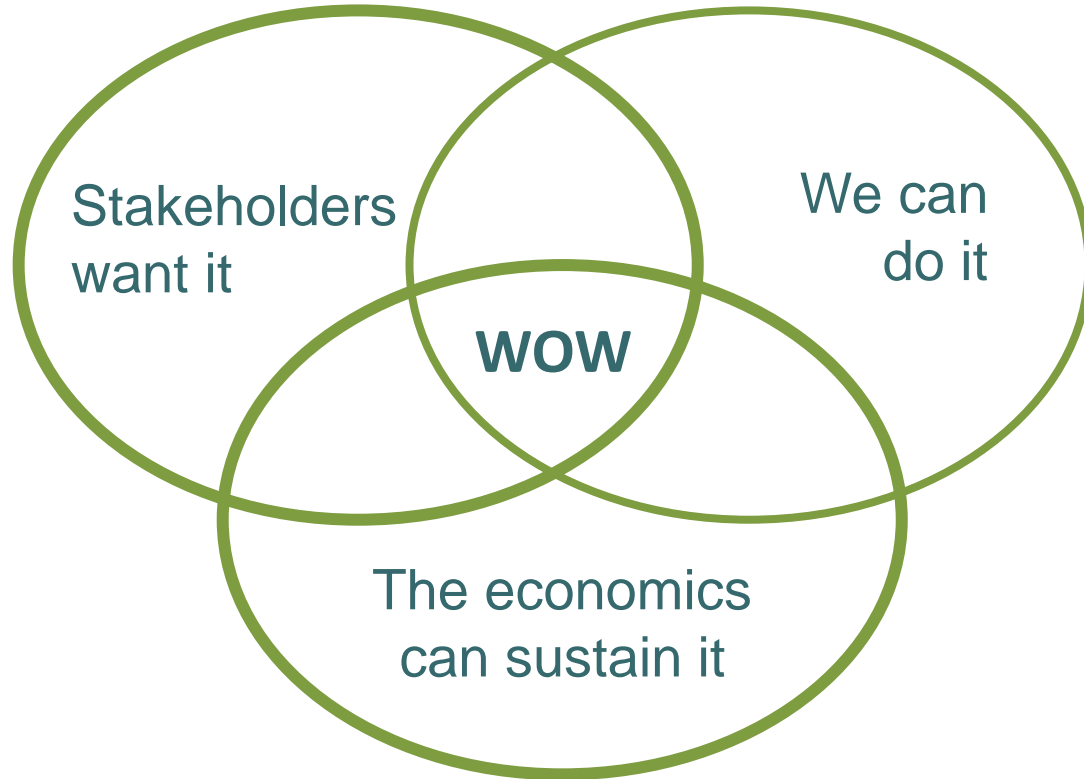
menu



What wows?



What wows?

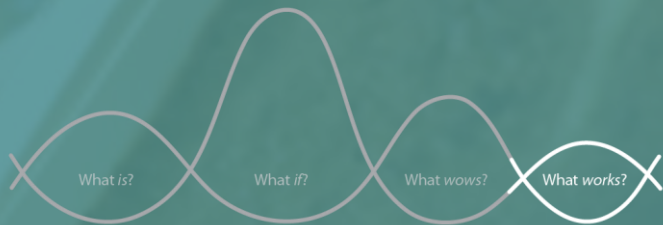




[Design Tool]

Prototyping

Make it tangible and concrete. Draw a picture, tell a story, take a photo, make a map . . .



What works?





[Design Tool]

Learning Launch

A small experiment that tests your new idea in the real marketplace.



Ris, ros og forslag: Til: Kjøkken
 Nilsoma brød
 og vesten
 Plot arbejde
 Din: Serniks: 9.008
 Niko rajsom: 9.7.9. sral.
 Tak for din hjælp: Tak. Hej. Troft ergode.
Holdstebno

Ris, ros og forslag:
 Hej er det lækker og god
 jeg er det lækker
 i lækker Tak
 for din hjælp
 Tak for din hjælp

Ris, ros og forslag:
 Tak for rigtig lækker
 lækker smager rigtig
 at arbejdet er
 Tak for det gode mad
 hvisen
 Tak for din hjælp

Ris, ros og forslag: Hej
 Hej er det lækker
 Hej er det lækker
 Hej er det lækker
 Hej er det lækker
 Hej er det lækker
 Tak for din hjælp

Ris, ros og forslag:
 Ros
 Tak for din hjælp

Ris, ros og forslag:
 Tak for rigtig lækker
 Tak for rigtig lækker
 Tak for rigtig lækker
 Tak for rigtig lækker

How do we fix
the menu?

Happier seniors with
better nutrition

Motivated employees
taking pride in work

?

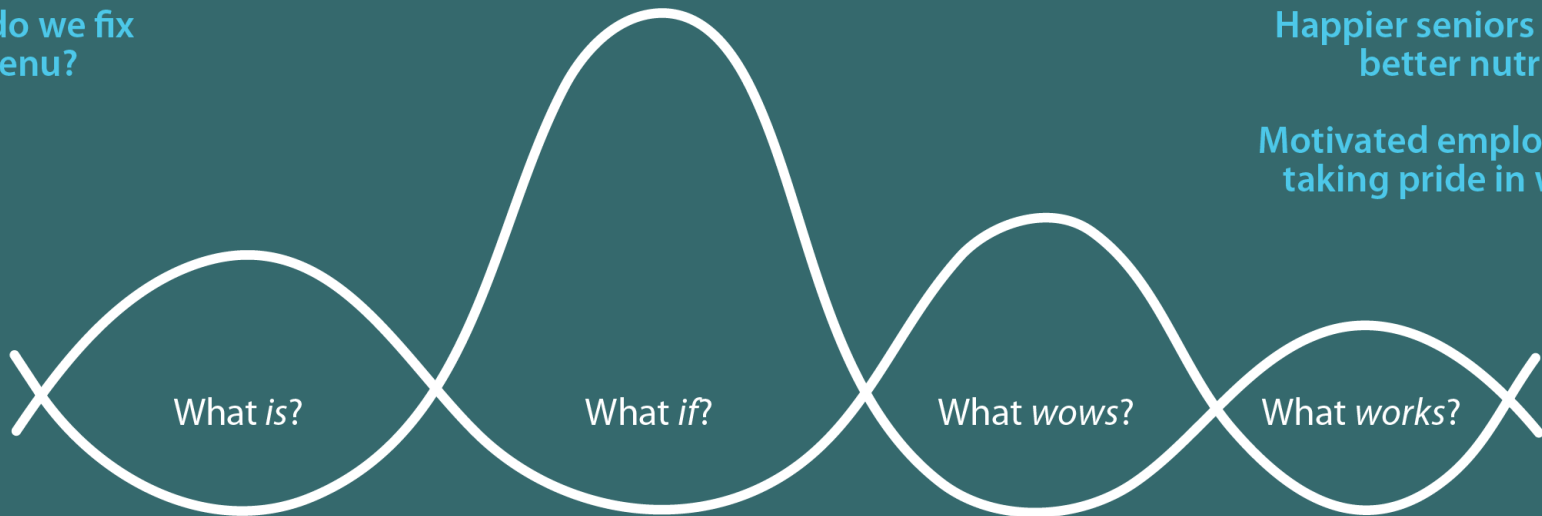
What *is*?

What *if*?

What *wows*?

What *works*?

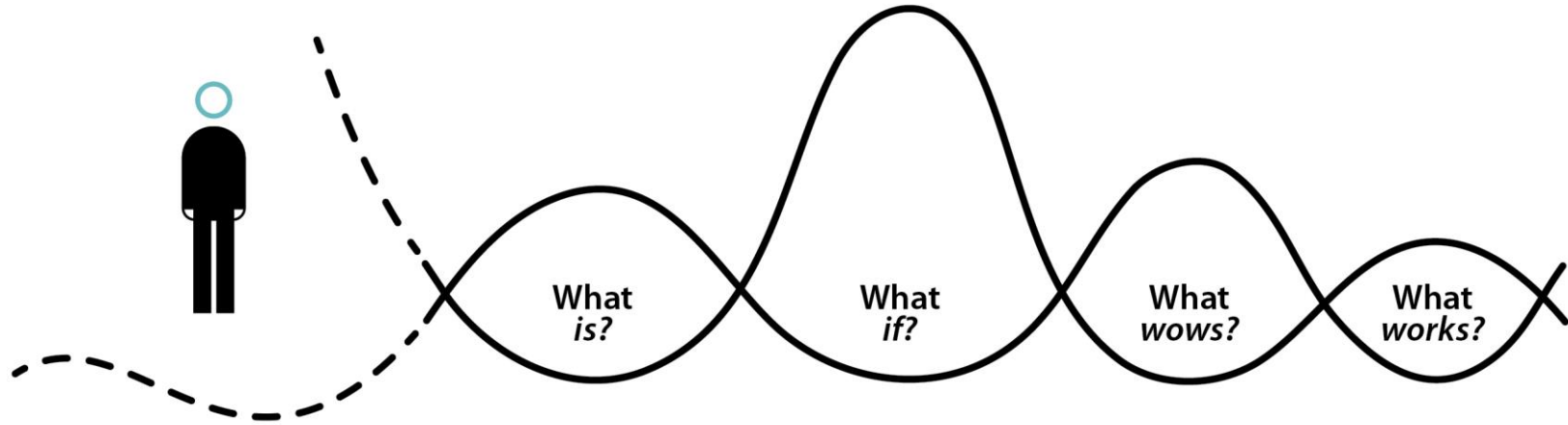
\$



“If you have professional pride, you’ll also cook good food. Good food has to come from the heart!”

– Anne Marie Nielsen, Director of The Good Kitchen

Steps to Designing For Growth



- 1 Identify an Opportunity
- 2 Scope Your Project
- 3 Draft Your Design Brief
- 4 Make Your Plans

- 5 Do Your Research
- 6 Identify Insights
- 7 Establish Design Criteria

- 8 Brainstorm Ideas
- 9 Develop Concepts
- 10 Create Some Napkin Pitches

- 11 Surface Key Assumptions
- 12 Make Prototypes

- 13 Get Feedback from Stakeholders
- 14 Run Your Learning Launches
- 15 Design the On-Ramp

What are the opportunities associated with design thinking?

- Produces **higher order solutions**
- Introduces **hypothesis-driven** thinking in a user-friendly way
- Facilitates team learning and **collaboration**
- Helps George navigate **uncertainty and messiness** with reduced anxiety
- **Project**-based learning is ideal for managers
- Readily **scalable** thru toolkits and online learning

Design @ DARDEN

Design Thinking Forum

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Practice: Global Business Sch.
Network <http://t.co/wPqnMRVLz9>

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Events

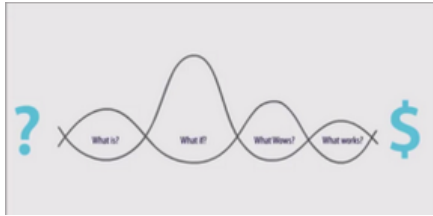
Global Business School Network Webinar
"Design Thinking: Pedagogy and Practice"
9 September 2015
[Register online](#)

From the archive:

*Design Thinking: A Methodology for
Collaborative Problem Solving*, featuring
Jeanne Liedtka at the Langley Research
Center, NASA, June 2014. [Video](#).



Specialization in Design Thinking and Innovation



Design Thinking 1:
Insights to Inspiration



Design Thinking 2:
Ideas to Action



**The Innovative
Workplace**



**Advanced
Discovery Tools**