A short introduction to Design Thinking

by John Holager
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Design Thinking is 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.
Thinking like a designer can transform the way you develop products, services, processes—and even strategy.

Design Thinking

by Tim Brown

Thomas Edison created the electric lightbulb and then surrounded an entire industry around it. The lightbulb is most often thought of as his signature invention, but Edison understood that the bulb was little more than a parlor trick without a system of electric power generation and transmission to make it truly useful. So he created that, too.

Edison’s genius lay in his ability to conceive of a fully developed marketplace, not simply a discrete device. He was able to envision observation, of what people want and need in their lives and what they like or dislike about the way particular products are made, packaged, marketed, sold, and supported.

Many people believe that Edison’s greatest invention was the modern R&D laboratory and methods of experimental investigation. Edison wasn’t a narrowly specialized scientist but a broad generalist with a trained business sense. In his Menlo Park, New Jersey, laboratory he surrounded himself with gifted thinkers.
Double diamond by the British Design Council
BXT. The power of perspective.

Business
Experience
Technology

By viewing any problem from a variety of perspectives, we identify solutions that may not be intuitive when viewed through only one lens.
Bring the concepts to life

Digital Twin or visualization of assets or environment to test ideas, prototypes and concepts

Co-innovate

We meet, discuss, test, validate, change concepts

Showcase and test technology

Demonstrate platforms and solutions that will support the transformation

Data and information lab

to provide and validate data needed to “breathe life” into prototypes, business plans and discussions on how to execute

New user insights

From films, interviews with end users that will provide a deeper understanding of REAL user needs
A selection of traits and techniques in Design Thinking
Establish empathy and understanding for your user
The ability to reframe the question and challenge status quo
Working together to co-innovate across expertise and business areas
Using visualisations and models to explore opportunities
Prototyping to de-risk and iterate quickly
Dare to experiment and fail early
Iterative way of working rather than waterfall projects

Understand needs

Test

Idea

Understand needs better

And so forth...

Test

New idea
Example: developing a better sales process and client relationships with Design Thinking
Choose one of our 3 fantastic maintenance packages: Premium, Plus & Standard

"This is what KONE wants to sell me, not what I want to buy".

KONE SALES <2015
SERVICE PRINCIPLES

From our 13 insights, five KONE Maintenance Service Principles have been created. These help operational teams, including workstreams and front-lines, to define how the service should be delivered for the customer.

Service principles are the guiding light for service delivery. They define and communicate the key characteristics of the service and to the wide variety of collaborations involved including projectowners, managers and the design team itself. Service principles help in decision making by articulating the fundamental goals that all experiences can be measured against and in that way they keep the separate strands of a service co-ordinated and consistent.

They can also support KONE and the required shift in ethos to a service organisation.

The sequence of the principles reflects the stages of the lifecycle, of before, during and after use of service maintenance.

In addition to these service principles, we also have the design principles which help design and development teams define how the service should be designed for all those who use it, so customers and frontlines alike.

Both the design principles and service principles are connected to our 13 key customer insights.

1. START WITH THE CUSTOMER
   Listen, watch, learn about the Customer and respond in a valuable and human-centred way.

   **Like this:**
   1. Match the offerings and service delivery to the customer’s needs, not to what we wish to sell.
   2. Work collaboratively to integrate our operations into theirs so we support the desired experience for their own customers.

2. TAKE THE LEAD
   Be a trusted advisor by providing proactive recommendations based on our experience and knowledge.
   We are the experts.

   **Like this:**
   1. Make timely and valuable recommendations that allow customers to prepare for investments, or to prevent a problem arising.
   2. Provide support and information that facilitates decision making for our customer and other stakeholders.

3. ALWAYS THERE
   Respond quickly to our customer, be visible and accountable, specially when it is critical for the customer.

   **Like this:**
   1. Be responsive, accessible and reliable, specially during critical situations.
   2. Be clear who is going to be there throughout the relationship, in sales, with technicians and supervisors, using all channels.

4. SHOW & TELL
   Be prepared to show customers what we do and what they’re paying for, through timely communications, updates and evidence

   **Like this:**
   1. Contracts should explain clearly and in easy to understand terms, what is and what is not included.
   2. Provide evidence of services we’ve carried out and demonstrate the value of what we have done.

5. DELIVER ON OUR PROMISE
   Be clear about what we offer, about the service level, about responsiveness and deliver it. Every time.

   **Like this:**
   1. Communicate with total clarity what has been agreed with the customer and deliver it consistently.
   2. If a customer is not totally satisfied, be proactive, be honest and solve the situation as swiftly as possible.
Prototypes of this new way of working and new tools for the sales force were tested with Kone teams in Germany, France, UK and USA.
Confirm your details & send the request

34 Baker Street London
Elevator 1 11623920
MODEL: TRADITIONAL ROPE
IN OPERATION: no
CAR DOORS: closed
CAR POSITION: I don't know or NA

DESCRIPTION: Elevator is not working

DISPATCH PREFERENCE: Dispatch ASAP during working hours only - no overtime approved

CONTACT PERSON: John Smith
E-MAIL: john.smith@company.com
PHONE NUMBER: +358 123 4567

CONFIRM AND SEND REQUEST
Example: solving a business challenge with Design Thinking
How might we encourage our clients to be more honest?

Which anti-fraud systems could we implement?

10 to 15% fraud across the industry
Design combined with «nudging» enabled a significant reduction in fraud
Example: de-risking tech implementation with Design Thinking
Day 1. Paper prototyping
Day 2. Digital prototyping
Example: managing change with Design Thinking
2700 members of staff designed their future job
Design Thinking in short

1. Dare to reframe the question or challenge the brief
2. Create new solutions together with clients
3. Be patient and work your way through uncertainty
Thank you

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Design Thinking

A co-innovation session with John Holager, Director of Service Innovation and Design at PwC Oslo
GOAL

In this exercise we will together discuss applicability on Design Thinking and share some examples and points of view.
A quick re-cap on Design Thinking
Design Thinking is 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.
Desirable

Do clients need and want it?

Feasible

Can we conceive of it and build it?

Viable

Is it sustainable from a business perspective?
Some core Design Thinking elements:

- Empathy and deep understanding of users
- Reframing the question to solve the bigger issue
- Working together, often analogue more than digital
- Using visualisations and models
- Prototyping and testing early
- Iterative, not waterfall
Our Design Thinking Process

Design thinking is a repeatable, proven, rigorous approach best leveraged when the problem is based around people, in an environment of changing needs and undefined requirements.

Discover
Explore & discover, with an open mind. Seek new, human-centered insights
Objectively viewing the connected world. Identifying new insights that matter

Define
Finding problems worth solving
Maximizing business value

Ideate
Incremental, Radical - a range of options
Moving into whitespace

Prototype
Build and visualize the solutions
Making the idea tangible

Test
Iterate, Test, Pivot & Validate
Creating superior user engagements

Team diversity - We need ALL ideas | Defer judgment | Learn to see & hear
Take risks, nothing average | Focus on people | Be curious | Stay open-minded
A prize-winning example from public sector
Asker Welfare Lab

«Help us design the Social Housing Office of the future»
«The system prevents me from doing what I know is right»
What if we followed the money?
«What if the municipality started thinking more like an investor who invests in people?»
Visualisation and models

Tradisjonell forvaltning

Asker velferdslab

Besparelse for individet og samfunnet
Visualisation and models
620 000 kroner *

Samfunnskostnad hvert år for én ungdom i en uholdbar situasjon.

*Gitt forutsetninger for kostnaden ved dårligere helse, manglende arbeid og ytelser

Kostnadene er høyest for de som er i en uholdbar situasjon, men gevinnspotensialet er også størst.

Modellen tar utgangspunkt i kostnader for tiltakene som en typisk ungdom eller familie mottar. Gevinstene beregnes som besparelser i samfunnskostnader sammenlignet med en innbygger i en bærekraftig situasjon. Samfunnskostnadene er høyest for personer eller familier i en uholdbar situasjon.
Thoughts or comments?
Task 1:

*Based on your company context, in one sentence, could you identify a challenge, project or opportunity that could benefit from being exposed to Design Thinking?*

1. Individually for a few minutes, write challenges on Post-its.
2. Discuss briefly with the person next to you and see whether you come up with other/improved challenges?
3. Hand your Post-its to a group facilitator.
Point of view #1

Many organisations innovate from the “inside out” (we know how to make it, so we should)

With Design Thinking you can allow your teams to think more “outside in” (what do customers really want that we may not have thought of ourselves?)
Consider the 5 levels of “why”

A simple exercise in challenging the brief is to ask yourself, the team and possibly the clients why in 5 different levels.
Task 2:

Choose a challenge/problem and try to reframe the question. What is the actual problem?

1. Discuss in pairs or groups: How would you go about seeking a better understanding of the core issue?
2. Using Post-its, try to formulate a more precise problem definition
3. Hand your notes to a facilitator
Point of view #3

Design thinking should not be applied when the challenge and the solutions are well-known

It’s easy to go overboard with Design Thinking and making everything into a design process. Some times tried and tested solutions are more than enough.
Point of view #4

But Design Thinking takes so much time, and I have to go to all these workshops?

Design Thinking can be deceptively simple. Like with anything, Design Thinking is a skill and technique you must train and exercise to become good at it.
Task 3:

If you were to use Design Thinking methodologies in your organisation; what would be the biggest challenges in project definition and execution?

1. Use a few minutes to reflect, then discuss with your peers.
2. Note down challenges on Post-its and hand to a facilitator.
Bonus task:

*How could you use prototyping to test your new idea in one day?*

1. Use a few minutes to reflect, then discuss with your peers.
2. Let’s discuss!
Thanks for joining!