"…But that's how we have always done it!"

Design Thinking

Techniques for embedding sustainable change

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Who are we…

- University of Gloucestershire: Academic Services

- MBA students

- Champions of design thinking
  - First hand experience of using the tools associated with design thinking
  - Change Consultant involved in embedding sustainable change

What's in it for you…

- To understand the concept of design thinking

- To understand the importance of why we should follow design thinking
  - The impact design thinking could have within Higher Education

- How to develop a design thinking mindset to overcome the resistance to change within your organisation
  - Tools and techniques

- To learn when to apply a design thinking mindset

To get us started…

Morning routine

- Think about the first tasks you do on a daily basis at work
  - Use the worksheet to chart how they make you feel (terrific/terrible)

What is design thinking…

- **A user-centred approach to change**
  - "A way of finding human needs and creating new solutions using the tools and mind-sets of design practitioners." (Kelley & Kelley, 2013)

- **Design principles embedded within business management**
  - Altered mindset
  - Large scale strategic development – day-to-day problem solving
  - Differentiation from competition, launch & strengthen brands
  - Adds value to processes and services

Design thinking in the 21ˢᵗ Century…

O2 : **Customer Centred Design (CCD)**

- Discovering service 'touch points' to enhance customer experience
    - Multi-departmental – throughout customer journey
    - Strategic use of physical space to create collaborative work environment
    - Re-designed the My O2 app
    - Launched to 1,000,000 customers in 1st week
    - Increased efficiency and customer satisfaction
    - Trust & Innovation

What is design thinking recap…

- A sustainable method to overcome change resistance
- An alternative approach to problem solving

Traditional approach to problem solving	Design inspired thinking
Driven by a leader	Driven by the user
Influenced by organisational hierarchy and time in the role	Recognises the intelligence in the room regardless of "status" – includes all users
Answers questions with yes, no and but	Open questions / All possibilities
Slow to act / Linear	Prefers action / Quick learning cycles / Iterative
Risk adverse	Values experimentation

Why is design thinking important in Higher Education…

- **Changing environment within HE – Augar review, Brexit**
  - Innovate to remain competitive, allow for growth and development
- **Office for students: participation, experience and outcomes**
  - Student-centred design
- **Value for money and sense of entitlement**
  - Customer co-creation
  - Learner-centred education practise
- **Centres of excellence and innovation**
  - Opportunity to take risk and lead the change
- **Access and participation**
 - Diversity and culture

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Why is design thinking important for sustainable change…

- **Value of human-centred design**
  - Empathy, emotional, engaging
- **Catalyst for innovation**
  - "To say something isn't possible means you know all the possibilities!"
- **Design, test, iterate**
  - Better option not best!
- **Encourages an alternative mindset**
  - A tool that can be embedded in everyday tasks or big strategic projects
- **Creates solutions**
  - Innovation and creativity

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Does design thinking always overcome resistance to change?

3 core pillars
- User desirability
- Technological feasibility
- Economically viable

Feasibility

Desirability

DT

Viability

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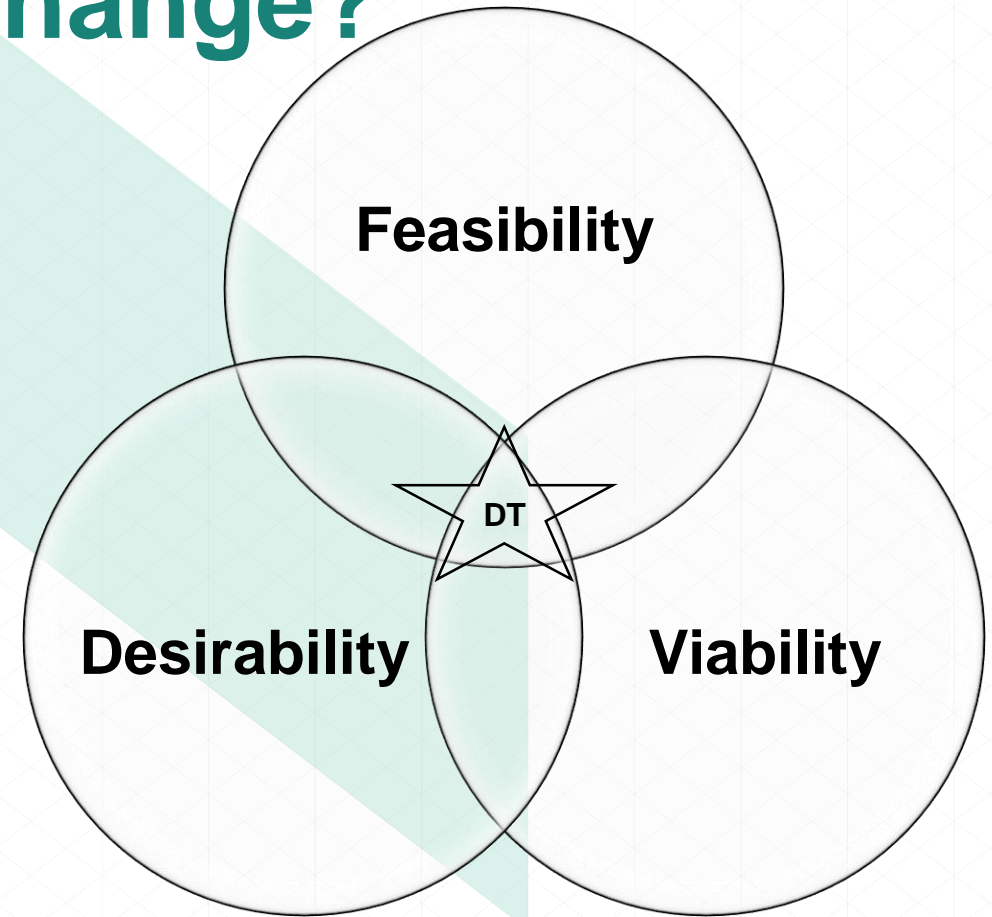
Why can design thinking embed sustainable change within HE recap…

- Major changes within HE
  - Value for money: sense of entitlement from students?
  - BREXIT

- 3 core pillars
  - Human Desirability: Needs, Motives, Goals
  - Technology Feasibility: Drive by data
  - Viability: business outcomes, HESA/OFS regulations

Design thinking…over to you, what problems do you face?

Task: Situation, Empathy & Observations

- 10 minutes + 5 minutes discussion

- In pairs – interview each other

  - What are the main tasks?

  - How do they make you feel?

  - What tasks would you like to change?

- Use this new perspective to define their goals & wishes

- Agree one problem statement from the morning routine

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How to develop a design thinking mindset to overcome resistance to change…

Liedtka and Ogilvie (2011)

- Systematic tool
- Four very basic questions
  - 10 tools
  - 1 theme: Visualisation
- User-centred process
- Viability and Feasibility

What **is**?   What **if**?   What **wows**?   What **works**?
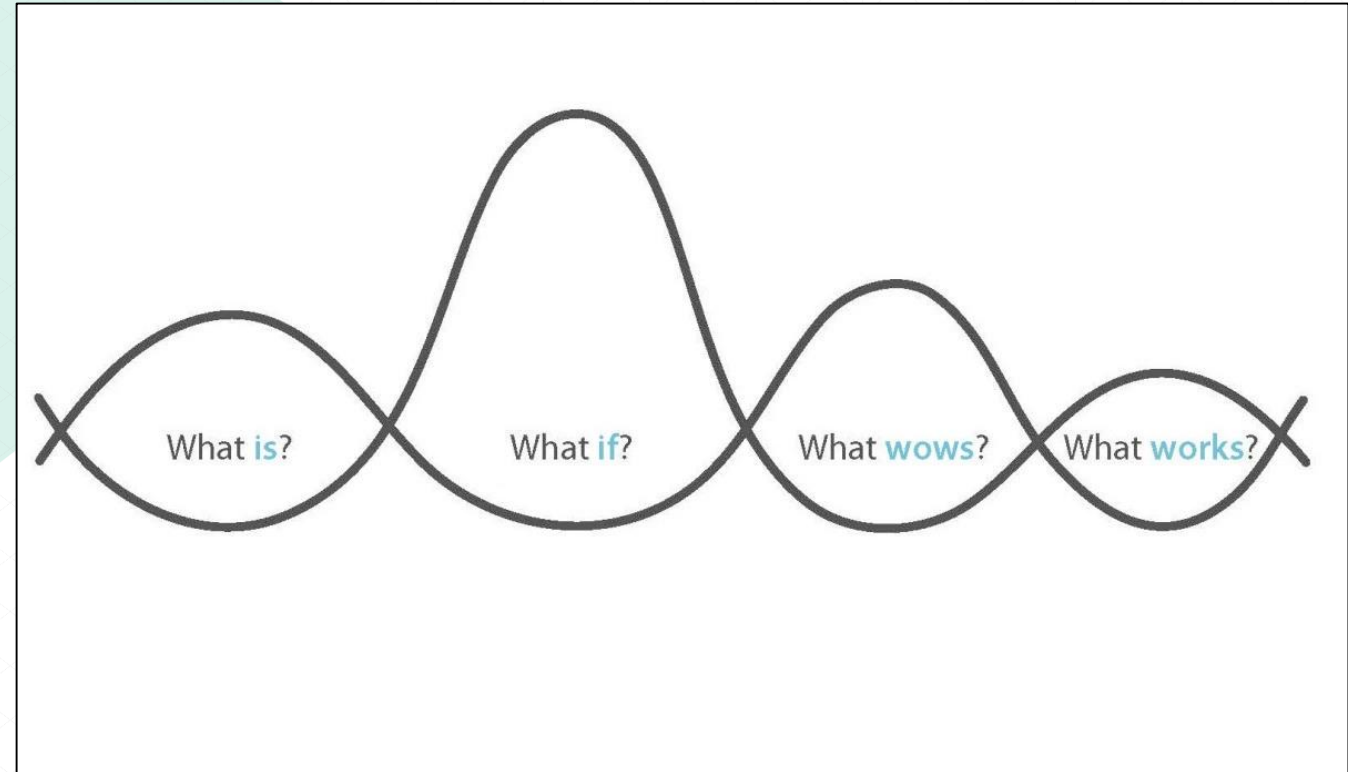
How to develop a design thinking mindset to overcome resistance to change…

- **What Is?**
  - Explores the current reality
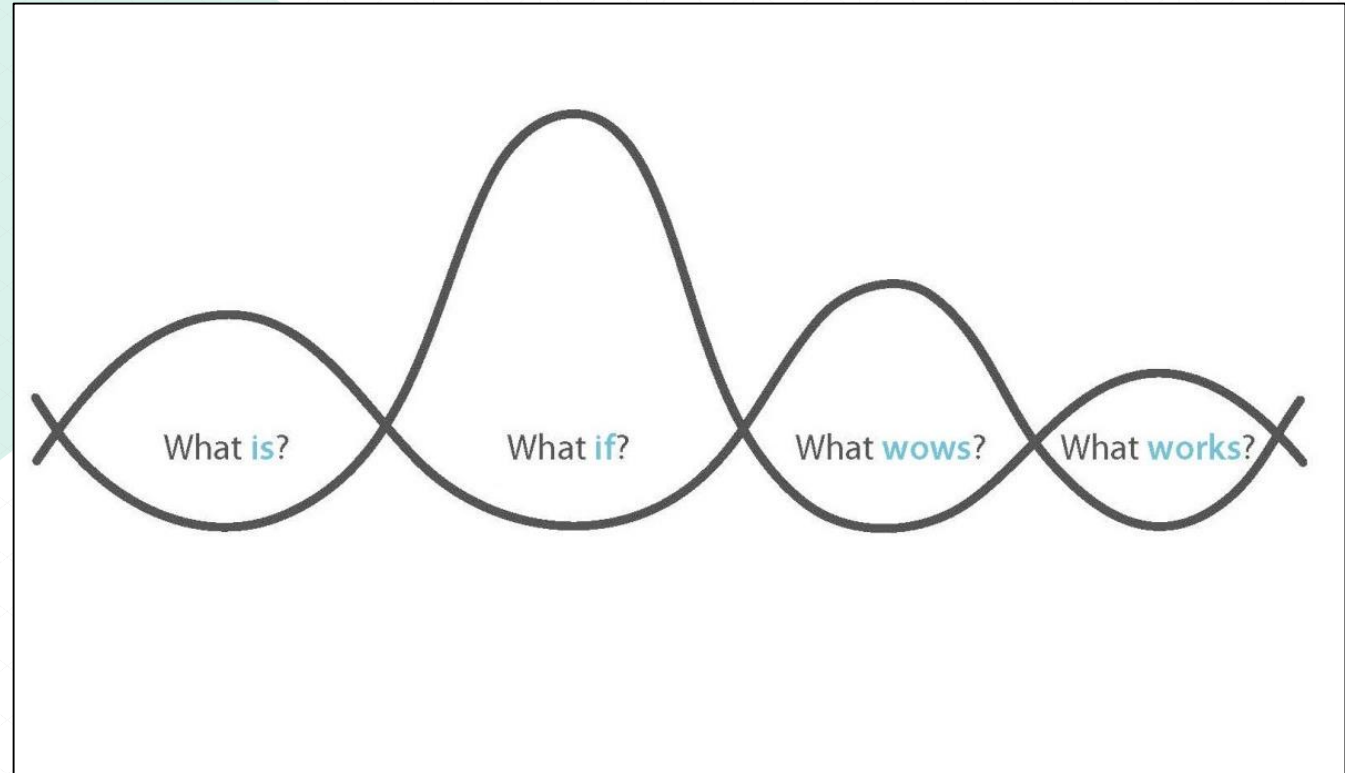 - Identifies the real problems or opportunities

Tools

- **Journey Mapping-** Current situation
  - Customer Journey
  - Process
  - Feelings
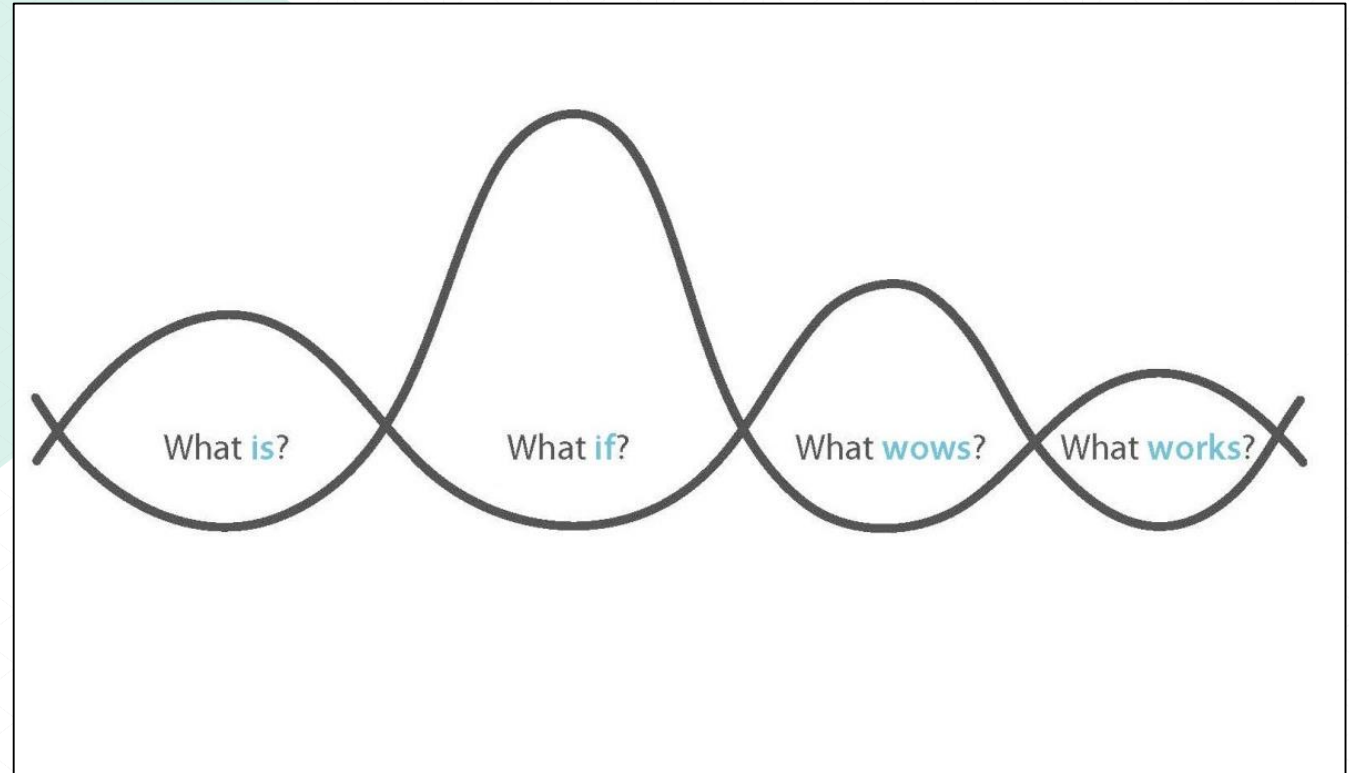- **Qualitative research-** Emotions
  - Interviews
  - Focus groups

What **is**? What **if**? What **wows**? What **works**?

How to develop a design thinking mindset to overcome resistance to change…

- **What If?**
  - Transition from data driven What is? to the creative What If?
  - Emerging patters? Trends?
  - Ideate – envision a new future
  - Value creation

Tools
- **Brainstorming-** All is possible
  - Keep an open mind
  - No judgements

- **Concept development-** Refining an idea
  - Developing your idea
  - Solving the specific problem

What is? What if? What wows? What works?

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How to develop a design thinking mindset to overcome resistance to change…
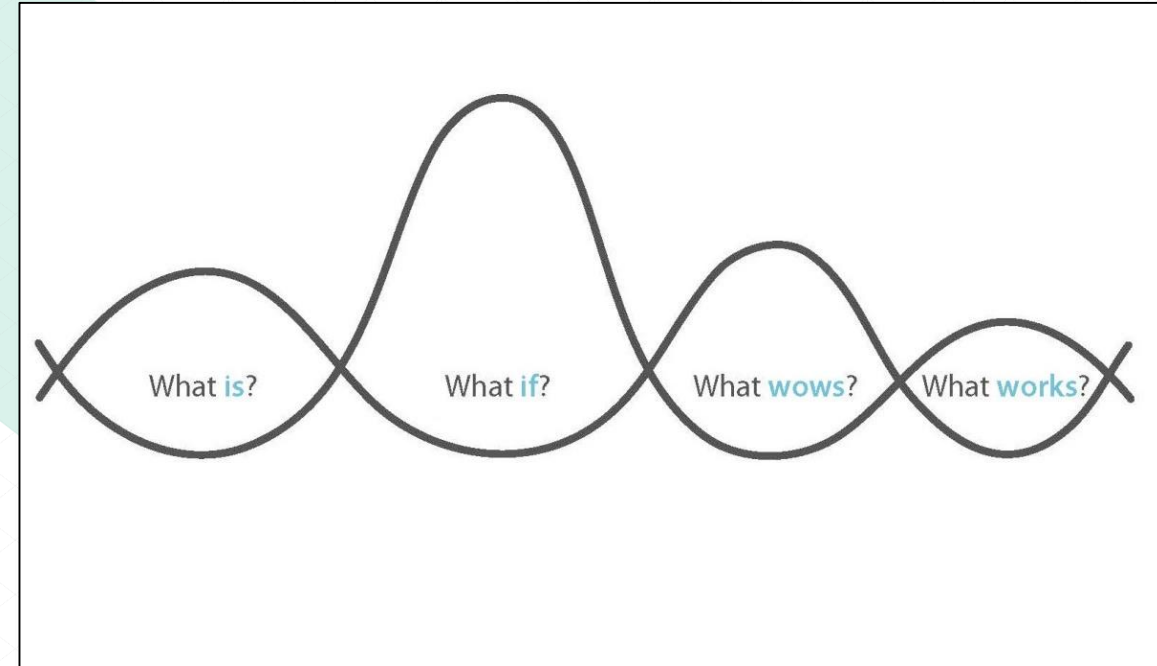
- **What Wows?**
  - Making the tough choices
  - Pick the most exciting & inspiring ideas

Tools

- **Rapid Prototyping-** Make it real, test & improve
  - Provide multiple alternatives quickly & cheaply
  - Concepts are more difficult than products
  - Tell the story
  - Take risks **but** fail fast

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How to develop a design thinking mindset to overcome resistance to change…
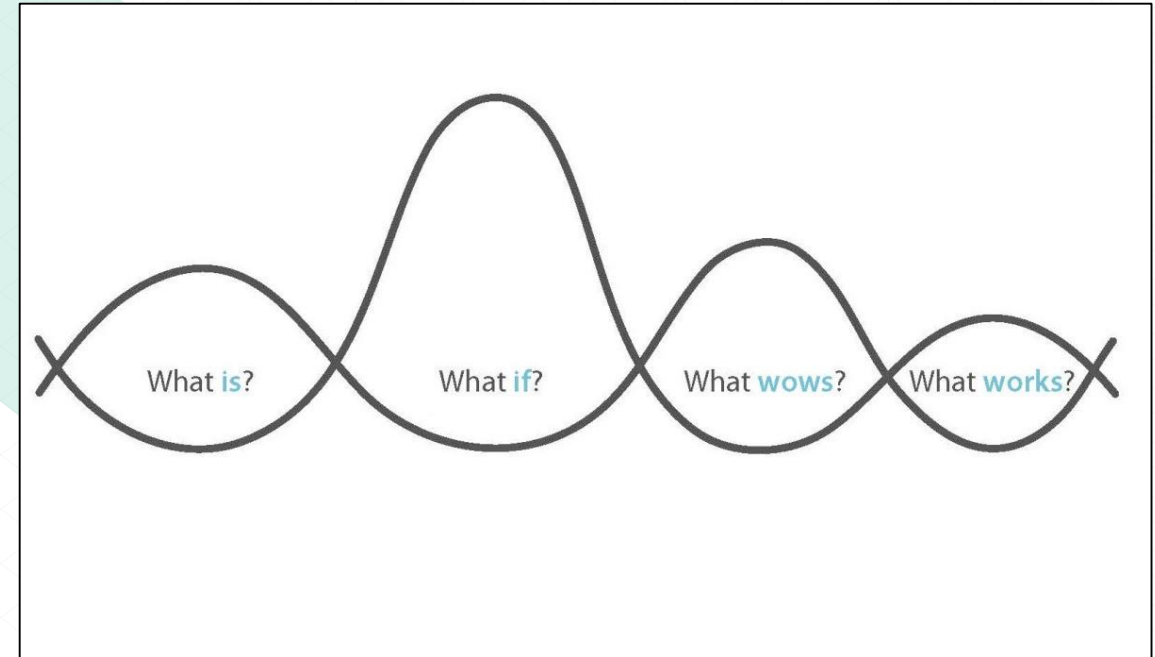
- **What Works?**
  - Refine your concept to create value
  - Let the users take the journey
  - Real world testing

Tools

- **Customer co-creation sessions**
  - Share your chosen prototypes with the right customers
  - Create a no-selling zone
  - Expect surprises

What **is**?   What **if**?   What **wows**?   What **works**?

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Design Thinking within University of Gloucestershire…

Moodle EMA Project: Moodle rolled out across all UoG taught provision Sept 2018

- What is the current situation?
  - Student need
  - Academic & Professional services need
- What if we built a system that could meet all needs?
- What wows is Moodle!
  - Rapid prototyping
  - Risk: rolled out before major testing all areas
- What works
  - Customer co-creation

Design Thinking within University of Gloucestershire…

"But that's how I have always done it!"…Course Leader dependent on Administrator, local spreadsheets and does not like central systems

- What is the current situation?
  - Academic need
  - Administrator need
- What if we provided training and a process that met all needs?
- What wows is Student Records!
  - Trained ACL to use Student Records Online
  - Spoke to IT about adding extra functionality to meet the need of the ACL
- What works
  - Customer co-creation to ensure needs are met / processes remain efficient

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How to develop a design thinking mindset to overcome resistance to change in HE recap…

- Liedtka and Ogilvie 4 stage model
  - What Is?
  - What If?
  - What Wows?
  - What Works?

Human-centred

- Big projects : EMA at UoG
- Small conversations

Design thinking…over to you, what problems do you face?

Task: Ideate, Test & Reflect

- 15 minutes + 5 minutes discussion/reflection
- Groups of 2
- Build on the objective defined earlier
- Think of 5 ideas to meet your partner's objective (be creative)
- Get their feedback
- Refine to one 'big idea'
- Reflect and discuss

Design thinking…over to you, what problems do you face?

Before we start this task, take a minute to reflect about your own experiences. Chart your typical morning work routine below.

"I feel terrific!"

"I feel terrible!"

Your **Mission:** Redesign your partner's morning routine. Start by gaining empathy for your partner.

1 Interview

Switch roles & repeat interview

Ideate: generate alternatives to test.

4 Think of at least 5 *radical* ways to meet your user's needs.

write your problem statement above

5 Share your solutions & capture feedback.
Notes

What If?

What Is?

What Wows?

Refine based on feedback.

6 Reflect & generate a new solution.
Define your big idea, note details if necessary!

Design thinking…over to you, what problems do you face?

Task: Reflection

- How do you feel your knowledge has grown since joining us in this workshop?

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When to apply a design thinking mindset within your organisation…

- To overcome resistance to change
  - To build trust an empathy

- When an innovative idea is needed

- Embedded within processes to ensure the user is always considered

- When speed is of the essence

- When solving a complex problem

Design thinking: a framework for embedding sustainable change within Higher Education

"…But that's how we have always done it!?"

- But how does it make you feel?
- But is it always working effectively?
- But would you do it differently if you could?

"…But that's how we have always done it!"

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