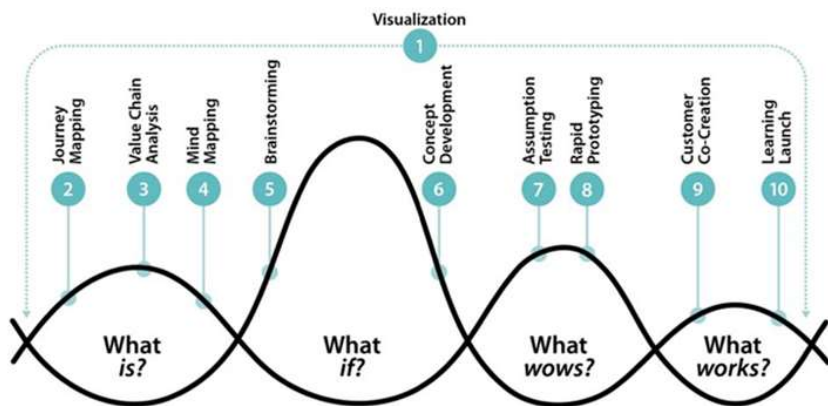


Design Thinking CheatSheet – What Is?



What is? Exploring the current reality
 What if? Envisioning alternative futures
 What wows? Getting users to help us make some tough choices
 What works? Making it work in-market, and as a business

What Is? - THREE MOST IMPORTANT THINGS...

- 1) Listen to target users and dig for more... Live in their shoes.
- 2) Too early to solve the problem... Just look for Insights. Fill in the blanks How might we (provide, help, support, ...) our focus user to (accomplish something important).
- 3) Find the true Pain Points! and/or Passion Points! Be ready to be surprised.

What Is? Tools, Tips, Tactics and Strategies

| Is Your Problem WICKED? Question | Design thinking is appropriate if ... | Linear analytic methods may be better if ... |
|---|--|---|
| Is the problem human-centered? | Deep understanding of the actual people (users) involved is both possible and important | There are few human beings involved in the problem or the solution |
| How clearly do you understand the problem itself? | We have a hunch about the problem and/or opportunity, but we need to explore and get agreement | We understand the problem clearly and are sure we're solving the right one |
| What's the level of uncertainty? | There are many unknowns (large and small), and past data is unlikely to help us | The past is a good predictor of the future |
| What's the degree of complexity? | There are many connecting and interdependent facets of the problem; it's hard to know where to start | The path to solving the problem is clear, and analytic methods have succeeded in solving similar problems in the past |
| What data is already available to you? | There is very little relevant existing data to analyze | There are several clear sources of analogous data |
| What's your level of curiosity and influence? | I'm excited to explore more and can get a group of people willing to help me | The problem feels routine to me, and I have to follow existing processes and systems |

Three Tools To Help Learn About Target User

- **Journey Mapping** – How do they get from point A to Point B? Emotional highs and lows. Identify unarticulated needs.
- **Value Chain Analysis** - How an organization interacts with value chain partners to produce, market, and distribute new offerings. Shows ways to create better value for customers along the chain and uncovers important clues about partners' capabilities and intentions.
- **Mind Mapping** - Represent how ideas or other items are linked to a central idea and to each other. Mind maps are used to generate, visualize, structure, and classify ideas to look for patterns and insights that provide key design criteria.

Turning Observations Into Valuable Insights

- Need to make sense of observations. No conclusions yet. A fresh look at a previously undiscovered phenomenon and points to a clear opportunity.
- Look for the new emotional "why" behind the observation.
- Read between the lines. Look for connections. Organize observations into themes.
- May need to break experience into component parts.
- What is most revealing, surprising, and really matters? Why?
- Why do people feel that way?
- A good insight tells us something about what really matters to people that we had previously not considered. Which is the most revealing? Something that surprises us!
- Must be Interesting, Relevant, and Actionable.

Tame Problem -> Traditional linear problem solving.

Define Problem->Identify Alternatives -> Evaluate-> Select Alternative

Wicked Problem ->

Stakeholders can't agree on the problem, much less the solution.

Data exists, but it may not be relevant.

Cause and effect is hard to predict.

Experimentation is needed to tell what really works.

Solution calls for original, more creative alternatives.

Example: McDonalds Healthy Food & Healthcare Delivery Solutions .

You just can't solve them like they were Tame problems.

Interview Goals and Objectives:

- Need to understand user's needs better than they do.
- Use questions, observations, and intuition to learn about real needs.
- Must identify exactly what they need and want. They may not know.
- What will help them achieve their articulated and unarticulated goals/objectives?

Question Ideas For Digging Deeper

GOAL: Must Understand Goals/Priorities/Passions (this frames everything)

What did you do today?

What are the organization's top five goals/priorities?

What are your top five goals/priorities?

What do you need to achieve in the next 12 months?

What are your biggest challenges?

What's the one thing you would change?

How does your organization measure success?

When was the last time you were proud of your organization?

What constraints do you work within?

Who is the organization's real "Customer" and what is important to them?

Talk about a time when the organization really clicked.

Tell me about one of your competitor's innovations.

What is stopping your organization from reaching its goals right now?

How might we provide your target audience with a better, more valuable experience?

The Deliverable – Solution Criteria – NOT THE SOLUTION

- How might we...
- How might we (provide, help, support, ...) our focus user to (accomplish something important).
- User focused!
- GOLD: Pain Points! And/or Passion Points!

