Leading Change: The Transformative Power of Design Thinking

Day 1

Jennifer Crockett, Program Specialist
Amy Pendray, Program Specialist
Nader Twal, Program Administrator
Participant Outcomes

1. **Experience** and **internalize** the five modes of design thinking (as a continuous improvement strategy) by redesigning the travel carry-on (to learn the Design Process in a low-affect context).

2. **Reflect** on the power of each mode and **strategize** potential applications of design thinking for a change effort in their local context.

3. **Build** capacity to apply the d.mindsets (particularly Empathy) as part of their change management process to cultivate a culture of collaboration and to power cycles of team learning when solving “big, hairy” problems.
Day 1 Agenda

- Warm-Ups
- Overview of Design Thinking

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- Design Challenge & Build Empathy

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- Equity Check & Define the Problem

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- Composite Character Equity Check & Ideate
- Closure
It’s A Small World

Why do you think we started in this way? Why this activity?
Overview of Design Thinking
**d.mindset Norms**

**Show Don’t Tell**
Communicate your vision in an impactful and meaningful way by creating experiences, using illustrative visuals, and telling good stories.

**Craft Clarity**
Produce a coherent vision out of messy problems. Frame it in a way to inspire others and to fuel ideation.

**Focus on Human Values**
Empathy for the people you are designing for and feedback from these users is fundamental to good design.

**Be Mindful Of Process**
Know where you are in the design process, what methods to use in that stage, and what your goals are.

**Radical Collaboration**
Bring together innovators with varied backgrounds and viewpoints. Enable breakthrough insights and solutions to emerge from the diversity.

**Embrace Experimentation**
Prototyping is not simply a way to validate your idea; it is an integral part of your innovation process. We build to think and learn.

**Bias Toward Action**
Design thinking is a misnomer; it is more about doing than thinking. Bias toward doing and making over thinking and meeting.
Deep Dive - Modes of Design Thinking
Deep Dive Jigsaw - Modes of Design Thinking

- Assign one mode of DT to each person at the table
- Read and annotate the one-pager for the mode
- Work in mode-alike groups to craft clarity
- Reconvene in table groups and reciprocal teach 5 modes of design
Notice/Reflect

**Notice** to build social-emotional awareness (identity, biases, assumptions).

**Reflect** on actions, emotions, insights, and impact.
Break
10 minutes
Design Challenge: Carry-on Luggage
Building Empathy

**Observe**
Explore the [links to the photos](#)
Notice the users and their individual experiences

**Interview**
2 people take turns interviewing each other
Focus on the experience
Listen

**Immerse**
1-2 people journal and describe in detail their experience(s) with carry-on luggage
Be as descriptive as possible
Building Empathy

Whether you are observing, interviewing, or immersing, think or ask about the following:

- How do people pass the time at an airport?
- What are some of the must-have items that you need with you when traveling?
- What do you worry about in regards to your carry-on luggage?
- The last time you traveled with your luggage, what were you thinking? Feeling?
- What are the constraints of moving around the airport?
- What are the limitations of your current carry-on luggage?
Empathy Equity Check

- How does my identity or experience affect how and what I see as root issues?
- Whose voice is not represented?
- How might this affect our empathy findings?
Lunch

1 hour
Composite Character

- Working mother and her son
- “Screen-time” important to her for work and him for distraction
- She needs to quickly access work items, as well as snacks and “kid” items for her son
- Worries about frequent trips to the “potty” and having to carry all items with her
Define

User + Need + Insight

A single mother needs a way to easily travel with her son because there is a lot of waiting in airport travel.

A working mother traveling with her young son, needs to check in with her work, keep her child entertained, and access belongings easily but her carry-on bag feels like having one more child tethered to her on the trip.

__________ needs a way to ________________________ because (or but or surprisingly) ________________
Equity Check: Define

- How do I maintain awareness of my biases and challenge them in order to see this community more authentically?

- How can we ensure we are reaching a point of view that is authentic and not distorted by biases?

- If information is missing, typically one would revisit the empathy stage to gather more context and information (non-linear process).
Define

User + Need + Insight

A single mother needs a way to easily travel her son because there is a lot of waiting in airport travel.

A working mother parent traveling with her a young son, needs to check in with his/her work, keep his/her child entertained, and access belongings easily but his/her carry-on bag feels like having one more child tethered to him/her, on the trip.

__________ needs a way to ________________________ because (or but or surprisingly)____________________
P.O.V. Check

1. What's the point?
   • *Is it User-centered, Need-based, and Insight-driven?*

2. Who says?
   • *Is your position supported by findings from users?*

3. What's new?
   • *If your POV doesn’t feel new, try being more specific.*

4. Who cares?
   • *Is this work worth doing? Does it bring you delight to solve? If not, ask yourself why?*
HMW...

METHOD

“How Might We” Questions

How Might We...?
Amp up the good: HMW make the carry-on a natural extension of a parent’s body?
Remove the bad: HMW design a carry-on that is a one-stop-shop for traveling working parent?
Explore the opposite: HMW make the carry-on the “must have” on trips when we need to stay connected to work and entertain our children?
Question the Assumption: HMW remove the need for a carry-on bag all together?
Go after adjectives: HMW use the carry-on to amplify connectedness instead of requiring harried multi-tasking?
Create an analogy from need or context: HMW make the carry-on like Mary Poppins’ bag?
Break POV into pieces: HMW keep the child entertained? HMW make the bag more easily accessible? HMW help the parent stay connected at work while traveling?
Break

15 minutes
Ideate

Brainstorm

- One Conversation at a Time
- Go for Quantity
- Headline!
- Build on the Ideas of Others
- Encourage Wild Ideas
- Stay on Topic
- Defer Judgement - No Blocking
Notice and Reflect

As you reflect on your ideation, how can you further an environment that encourages people to share ideas without fear of judgment and also maintains an awareness of biases?
Ideate +

Consider

- What if you only had $100 to redesign this product?
- What if someone was extremely late to their gate (time limits)?
- What if the size of carry-on was 15% smaller than current size limits?
Ideate (Commit to Action)

The Rational Choice

Most Likely to Delight

The Darling

The Long Shot
Reflect

Use post its to capture your answers to these questions:

● What evidence do I have that I am becoming more self-aware and self-correcting as a Design Thinker?
● How is my emotional state affecting how I “showed up” today? How can I continue to engage in the process or release unproductive emotions to make tomorrow even more meaningful?
Closure: HMW inspire more innovation tomorrow?
Leading Change:
The Transformative Power of Design Thinking

Day 2

Jennifer Crockett, Program Specialist
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Day 2 Agenda

- Ice Breaker: “Superhero Rumble” & Review Day 1
  - Visual Agenda

- Prototyping and Testing Overview

- “Low Res” Prototypes & Feedback Cycles

- Prototype 2.0 and Testing

- Local Context Application & Evaluations
Ice Breaker: “Superhero Rumble”
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Deep Dive - Modes of Design Thinking

My design thinking CHEAT SHEET

1. NOTICE
   - User + Need + insight
   \[= \text{POV (point of view)}\]

2. EMPATHIZE
   - Search for rich stories and find some LOVE

3. DEFINE
   - YES! and...
   - YES! and...
   - YES! and...
   - YES! and...
   - YES! and...
   - YES! and...
   - YES! and...
   - YES! and...

4. IDEATE
   - SHOW, don’t tell

5. PROTOTYPE
   - BUILD to LAST LEARN
   - start all over
   - (do it as many times as possible)

6. TEST

7. REFLECT

By Guido Kovalisky
Visual Summary

Use a combination of images and words as images to represent the activities and key learning from Day 1
Pair-Share

One side of table shares for 2 minutes

Other side of table shares for 2 minutes

Whole group share out
Prototype Prep

“Sketch” Composite Character Summary

+ 2 “Commit to Action” Ideas

Prototype
Prototype: Considerations

- Build with the user in mind.
- A prototype should answer a particular question when tested.
- Start drawing/building. Even if you aren’t sure what you’re doing, the act of picking up some materials (paper, tape, and found objects are a good way to start!) will be enough to get you going.
- Don’t spend too long on one prototype. Move on before you find yourself getting too emotionally attached to any one prototype.
Break

15 minutes
Prototype: “Sketch” to Learn
Equity Check: Prototype

- What assumptions might be present in the prototype? Do we need to acknowledge and consider them? How do those assumptions relate to your composite character?
- Which assumptions are we making that we want tested in this prototype?
- As we listen to feedback, consider how we can quickly build a “higher resolution” representation of our idea that does not require a lot of explanation.
Paper Prototype Test and Feedback

Each pair will have 2 minutes to present to a pair from another group in order to get feedback on the prototype and/or ideas to bring back to their group of four.
“Combine and Refine” Prototypes

Source: https://pathzartztheblog.wordpress.com/tag/gif/
Lunch

1 hour
Prototype: “Build” to Learn
Build to Learn: Bias Toward Action
Equity Pause

● How are we creating the right environment so it is truly safe to fail?

● How can you prepare yourself to NOT defend your design, but to consider all feedback?

● Have we had “sufficient” representation of voices and identities to provide the feedback we need?
# Stay and Stray

<table>
<thead>
<tr>
<th>Designer (Stay)</th>
<th>Thought Partner (Stray)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduce Composite Character + Need</td>
<td>LISTEN (No Questions)</td>
</tr>
<tr>
<td>Prototype</td>
<td></td>
</tr>
</tbody>
</table>

- Listen, observe, and take notes
  - Resist urge to defend or explain prototype (“How do you think it works or should work?”)

- Interact with prototype and **verbalize** observations/wonderings
- Leave feedback on post it
Table Debrief: Stay and Stray Process

Discuss/reflect on observations & feedback from STAY p.o.v.

Share out observations & learning from STRAY.

Now what? How does process continue in a “real world” context?
Break
15 minutes
Impact & Effort Matrix

A strategy to help prioritize implementation efforts
METHODS

- Equity Checks and Pauses
- Notice Tool
- Constructivist Listening
- Empathy-Interview Observation Immersion
- Composite User
- Empathy Map
- Brainstorm Brainwrite
- Constraints Levers
- Looks Like/Works Like (Low Res)
- Rapid Prototyping
- Build to Learn
- User Testing
- Role Play Testing
- Stay and Stray (Dyad Testing)
- Equity Pause
- Reflect Write
- Dyad Convo

Adapted from Source: d.K12 Lab Network (CC: BY-NC-SA 4.0)
Gamestorming

Anchored in a goal, framed as a question: ex, “How might we…”
Possible actions are mapped based on 2 factors:
1. Effort required to implement
2. Potential impact

Advantage is that it helps a team to balance and evaluate suggested actions before committing to them.
What local challenges might you want to tackle using Design Thinking?

Step 1: Individually...
- Generate ideas on sticky notes
- One idea per post it/sticky note

Step 2: As a group...
- Each person shares his/her ideas with the group
- As each person shares, place the idea in the appropriate quadrant of the Impact & Effort Matrix
  - Impact: Potential payoff of the action
  - Effort: Cost of taking the action
- Group similar ideas

Impact and Effort Matrix:
- High Impact/High Effort: LONG TERM strategic planning
- High Impact/Low Effort: Early “strategic wins” to gain momentum with visible results
- Low Impact/Low Effort: Nice, quick activities to build capacity or buy in one-on-one
- Low Impact/High Effort: Inefficient and ineffective use of time and resources
Final Reflection: Equity Lens

- As an emerging design thinker, how has this experience helped you to become more self-aware, empathy-focused, open to feedback, and equity-minded?
- What is one thing you can do to bring some of this learning back with you?
Post-Session Evaluation

Take our 3 minute survey!

Session ID: PC102-2DAY

NOTE: Session ID should be in all CAPS and is case-sensitive.
Complete Evaluation!

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myPD Unplugged Podcast