

QI Power Hour

January 13, 2017

Thanks for joining!

We will get started
right at 9:30am!



QI Power Hour

January 13, 2017

We will get started in

2 minutes

(Last chance to refill your coffee...)



To Mute and Unmute



Press: *6

Overview

- **Colleen Kennedy – Design Thinking for Innovation**
- **Q & A**
- **Evaluation Poll**

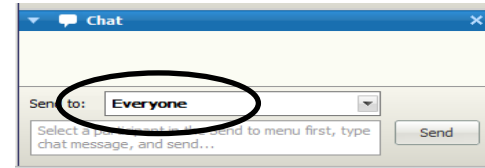


Your WebEx tools

- Raise your virtual **hand**



- Use **chat** function



- **Speak up** *6

PLAY




REC





DESIGN THINKING FOR INNOVATION



A black and white photograph of Clayton Christensen, a man with glasses and a microphone, gesturing with his hands while speaking. He is wearing a dark suit, a white shirt, and a patterned tie. The background is dark and out of focus.

“One’s ability to generate innovative ideas is not merely a function of the mind, but also a function of behaviours. If we can change behaviours, we can improve our creative impact.”

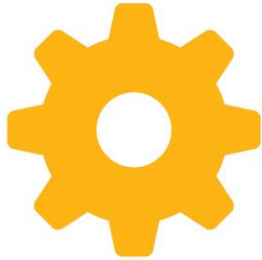
Clayton Christensen

What is Design Thinking?

an approach to innovation that matches human needs with available resources by leveraging empathy.

A Design Thinking Model

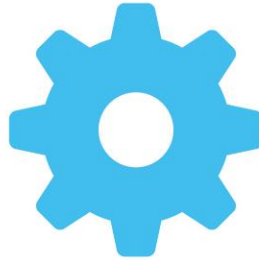
EMPATHIZE



DEFINE



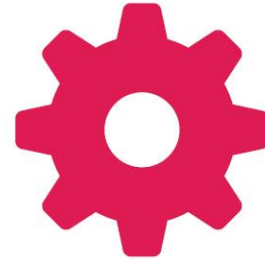
IDEATE



PROTOTYPE



TEST



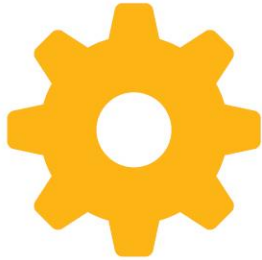
Mindset for Innovation



- Creative confidence
- Empathy
- Deferring judgment
- Bias towards action
- Failure inevitable
- Continually iterating, refining and improving

A Design Thinking Model

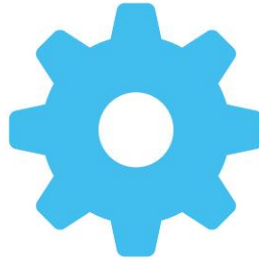
EMPATHIZE



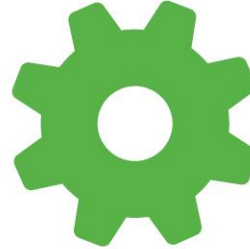
DEFINE



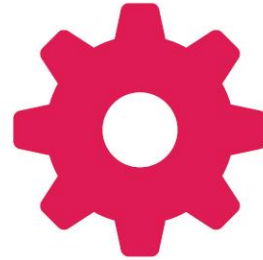
IDEATE



PROTOTYPE



TEST



How is Design Thinking applied to system/services?



The Good Kitchen

- In Denmark, more than 125,000 senior citizens rely on government-sponsored delivery meals program (due to illness, age, or other conditions).
- Many of the seniors have nutritional challenges and a poor quality of life because they simply do not eat enough.
- It is estimated that 60% of Denmark's seniors in assisted living facilities or residential care units have poor nutrition, and 20% are actually malnourished.



EMPATHIZE

"The ability to be aware of, understanding of, and sensitive to another person's feelings and thoughts without having had the same experience"



"When we're inside the bottle we can't see the label"

Issue:

- Too close to the problem
- No view of context



Empathize

Change your perspective

Limit yourself

Do it yourself

Engage in an analogous experience

Look for extremes

Observe/Interview



The Good Kitchen

Interviews

- Loss of control over their food choices.
- Embarrassed to accept government assistance
- Disliked eating alone because it reminded them that their families were no longer around.

Artifacts

- Very responsible in the kitchen
- Had a keen sense of seasonal food
- Tried to customize their own meals by adding spices or other ingredients.

Extreme Empathy

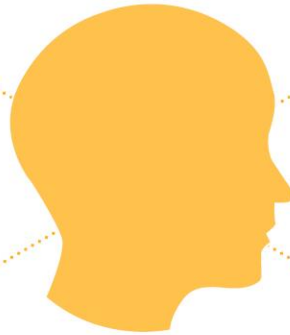
- Perceived as sloppy
- Workers don't feel empowered to do what they loved
- Bored and unmotivated



Activity: Empathy Map

- Undervalued
- Demoralized
- Deflated
- Low status job

- "Make things better"
- "Do things different"
- No one asks how they would like things to be different

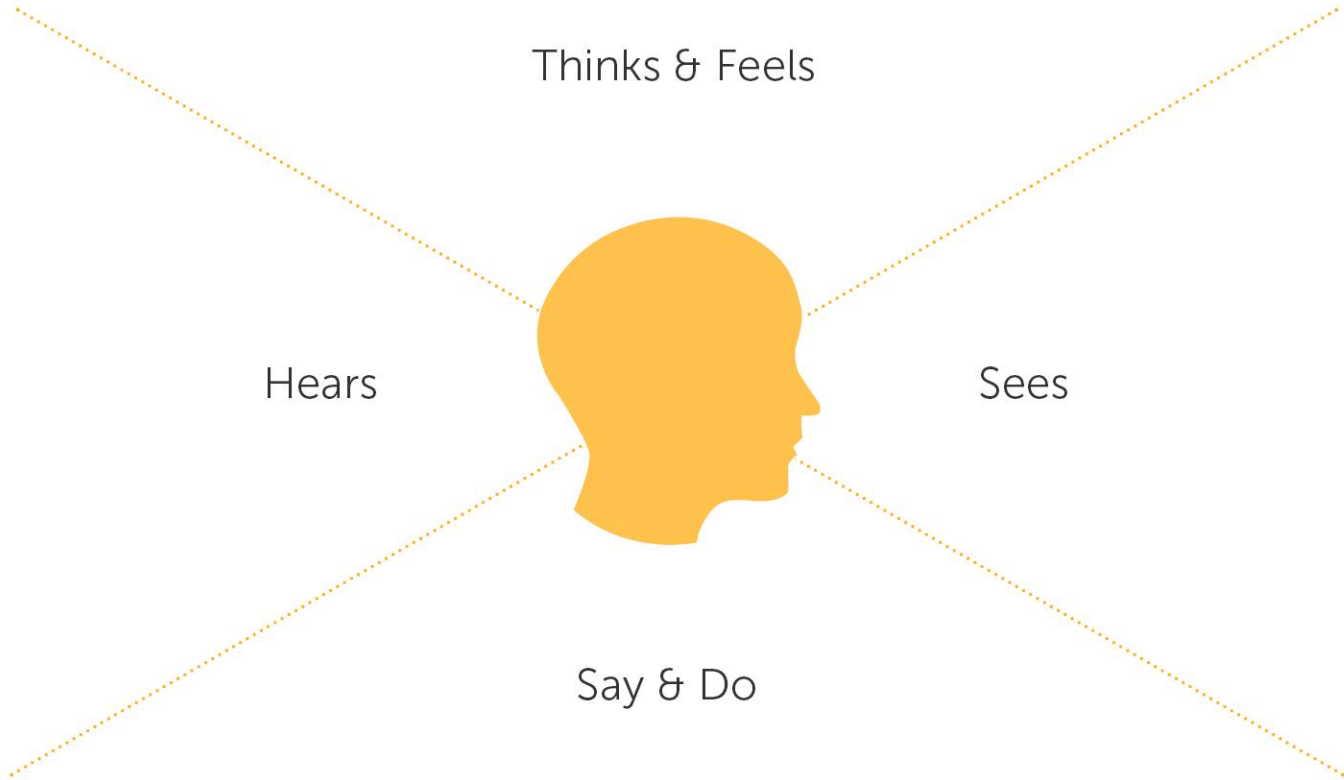


- Fellow disgruntled staff
- Poor conditions

- Focus on economy
- Have good kitchen skills



Activity: Empathy Map





DEFINE

Develop a deep understanding of your users. Making sense out of what we see and hear to uncover opportunities for design.



Define

Understand the challenge

Search for meaning

Shape a point of view

Frame opportunities



What is a Persona?



Synthesis of people who have been researched


One persona represents a significant portion of people

Cast of characters who will engage with your solution



Why a Persona?

Jill Anderson



"I'm looking for a site that will simplify the planning of my business trips."

AGE 28
OCCUPATION Regional Director
STATUS Single
LOCATION Portsmouth, NH
TRIP Frequency Travel
ARCHETYPE The Planner

Organized Pro
Protective Hard

Bio
Jill is a Regional Director who travels 8-8 times each month for work. She has specific regions to which she travels, and she often visits the same cities and stays in the same hotels. She is frustrated by the fact that no matter how frequently she takes similar trips, she spends hours of her day booking travel. She expects her travel solutions to be as organized as she is.

Personality

Extrovert	Introvert
Sensing	Intuition
Thinking	Feeling
Judging	Perceiving

Goals

- To spend less time booking travel
- To maximize her loyalty points and rewards
- To narrow her options when it comes to shop


Frustrations

- Too much time spent booking - she's busy!
- Too many websites visited per trip
- Not terribly tech savvy - doesn't like the process

Motivations

Price
Convenience
Speed
Customer Service
Loyalties/Rewards

Jack Rowland



"I want to optimize how the support ticketing system works to give better feedback and quicker turn-around times."

AGE 32
OCCUPATION Operations/Support
STATUS Married
LOCATION Los Angeles, CA
TRIP Primary End User
ARCHETYPE The Authentic

Organized Pro
Protective Hard

Bio
Jack is been working in support for the past couple years and seems to have stuck for it, he is very tech savvy and loves to help others. On a day-to-day basis, he provides customer service and audits accounts focusing on NPS. When there's a problem, he always prefers to deal with clients personally. He expects the system to be easy and intuitive so he can find solutions easily.

Technology

IT & Internet
Software
Mobile Apps
Social Networks

Motivations

Efficiency
Flex
Customization
Growth
Power
Social

Goals

- To reduce churn
- To help reduce advertising
- To transition toward email / automated customer service

Frustrations

- Confusing UX for advertisers leading to increased chattr
- Lagging the code manually
- Multiple steps to completing a ticket

Brands

Airbnb, zendesk, BROWDA

Agreeable Accessible
Dependable

Provides rich and vivid image of your audience

Prevents self-referential thinking

Makes it easier to discover potential solutions



Build a persona



Age:

Location:

Job Title:

Family:

Goals:

- (Latent) desires they want to achieve
- A task that needs to be completed
- The experience they want to feel

Attitudes:

- Their perception of the "problem"
- Their expectation of the "solution"

Behaviours:

- What's working well for them?
- Their struggles with current solutions
- Frustrations they would like to avoid

Motivations:

Rewards

Fear

Creativity

Personal Growth

Social Status



IDEATE

Idea is the part of the design process in which you aim to generate radical design alternatives.

A wall covered in many small, scattered sticky notes of various colors and orientations, creating a dense, textured background. The notes are mostly white and light-colored, with some darker ones interspersed. They are scattered across the entire frame, with some overlapping and others standing alone.

Ideate

Go for quantity and defer judgments.



Ideate

Aim for quantity to reach quality

Constraints are your friend

The brilliant and the ridiculous

Diverging a bit longer



How to Ideate?

Insight

responding to what we've learned about the challenge so far

Adjacent

similar but different to the challenge at hand

Disruptive

a chance to reframe the way we're thinking about the challenge at hand



How to Ideate: SCAMPER

Scamper Challenge	Redesign food delivery service for seniors
Substitute	Use real diningware instead of paper plates
Combine	Delivery staff also includes a dietitian to help with seniors' nutrition
Adapt	Come with extra meal options if food preferences change suddenly.
Magnify, minimize, modify	Make delivery cars into food trucks, or make delivery cars into bicycle delivery
Put to other uses	Train "delivery staff" to also be "wait staff" for seniors.
Eliminate	Remove delivery staff and replace with drones
Reverse, rearrange	Pick up seniors in a bus and bring them to a restaurant space where they can socialize with staff and other seniors.



SCAMPER

Scamper Challenge	
Substitute	
Combine	
Adapt	
Magnify, minimize, modify	
Put to other uses	
Eliminate	
Reverse, rearrange	



PROTOTYPE

Prototyping is getting ideas and explorations out of your head and into the physical world.



Prototype:

Show how it works!

Build in order to think

Time is of the essence

Gather feedback

Fail early to succeed sooner



Types of Prototypes:



Physical



Digital



Experiential



The Good Kitchen



- Meals
- Food presentation
- Packaging
- Menus
- Uniforms



Issue:

- Fear of failure
- Failure is intrinsic
- Failing without learning
- Learn and build up



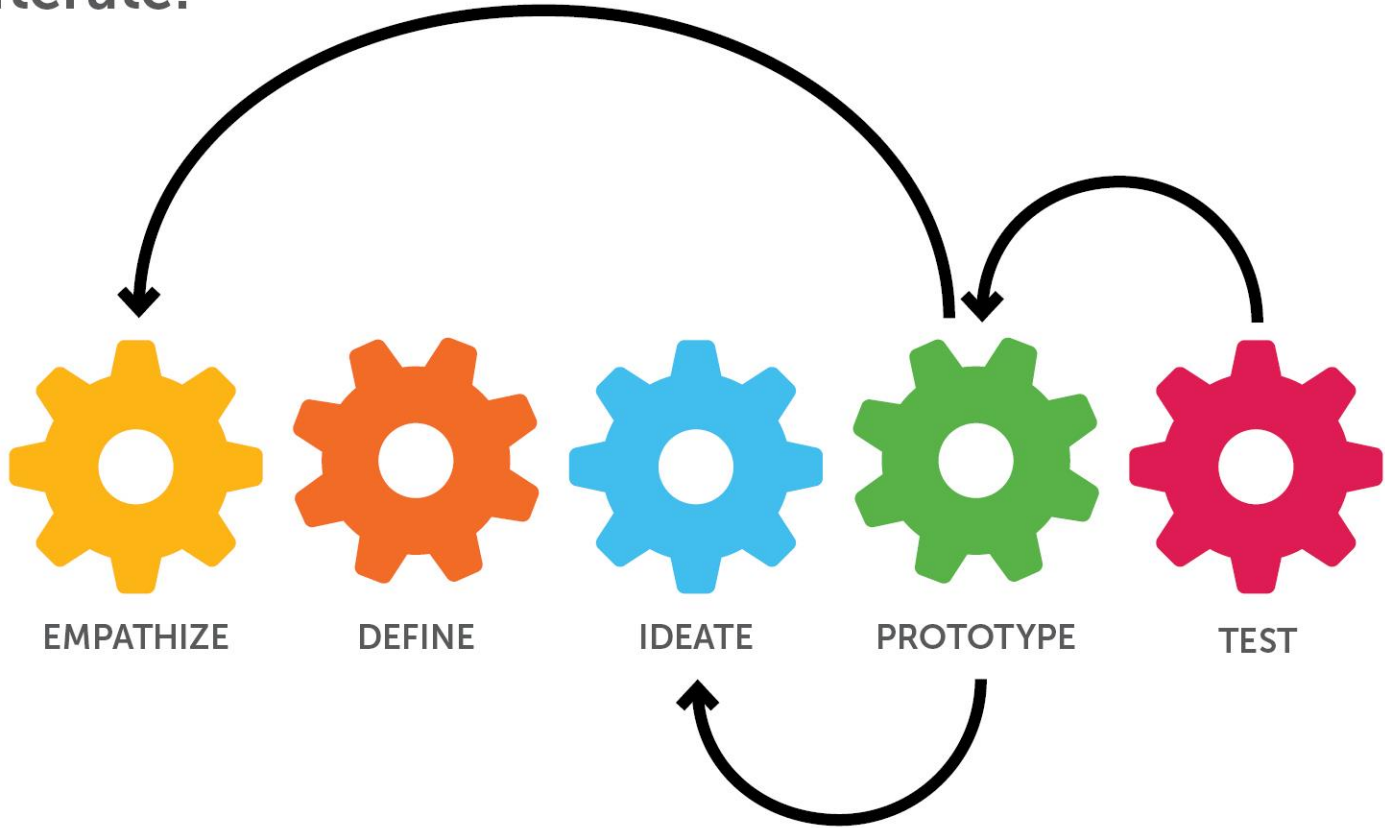


TEST

Testing is the chance to get feedback on your solutions, refine solutions to make them better, and continue to learn about your users.



Iterate:





Test

Check your assumptions repeatedly

List your questions

Make some priorities

Track learnings, move forward

Archive your iterations



The Good Kitchen



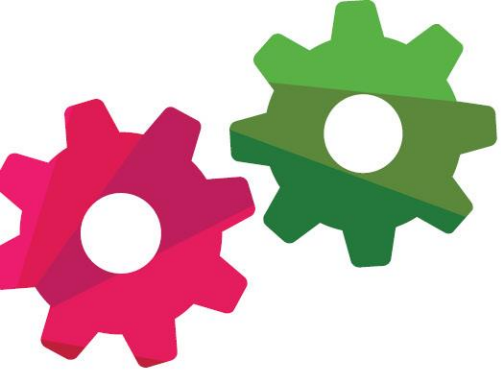
500% increase in meal orders in the first week alone.

22% increase in customers

78% increase in sales of healthy dishes

Employee sickness absence went down 9%.

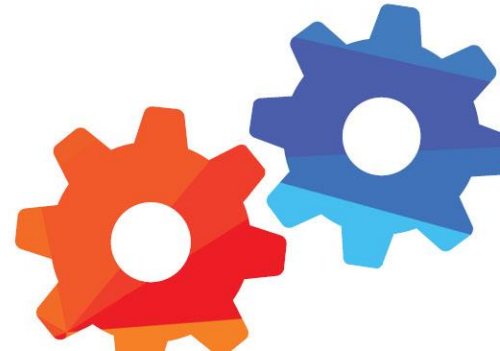
Number of job applicants tripled.



MindShift:

Activities for Teams, Innovators and
Change Agents

*"You can learn more about a person in an hour of play
than in a year of conversation." - Plato*



"I haven't failed....I've just
found 10,000 ways that
do not work"

Thomas Edison





DESIGN THINKING FOR INNOVATION



Special thanks to Andrew Sui who is my partner in crime in this work. As a graduate of Emily Carr Design School and someone currently pursuing a graduate degree in this field – he brings new ideas and energy to the team and this work all the time!

Evaluation Poll

