

Design Thinking, Lean Startup and Agile

Marta Marszal, Remember to Play

Trivento
Amsterdam, July 2017

@rmbrtoplay #designthinking



Design Thinking?

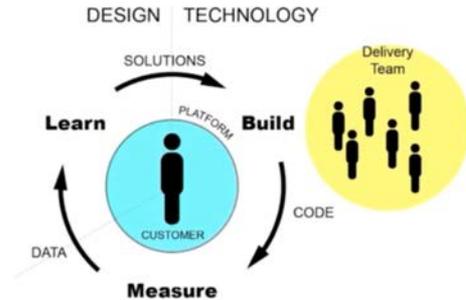


Continuous learning

ASK meetup September 12, 2017: Design thinking & Agile - Marta Marszal



Customer centric development



- React fast to changing demands - faster TTM
- Culture of continuous experimentation & learning
- Solving problems, not building features.

Design Thinking & Agile | Agilists Sharing Knowledge

38

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AGILISTS SHARING KNOWLEDGE

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EFFECTORY



27:18 / 1:29:23



Agenda

Context - Design Thinking, Lean Startup & Agile

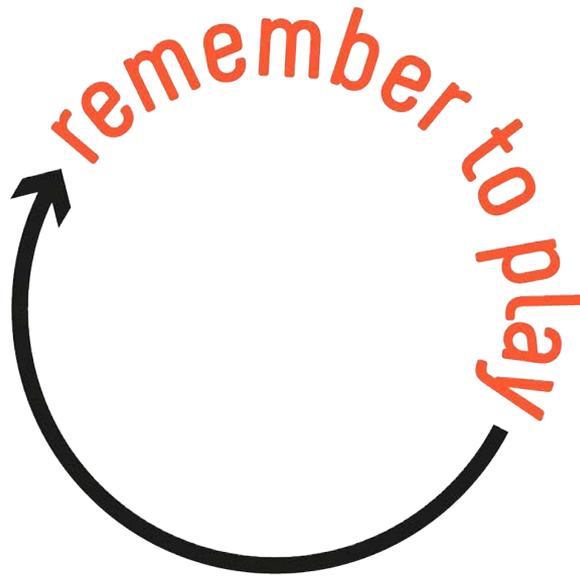
Theory - Design Thinking

Hands-on - Workshop

Discussion - Feedback & questions



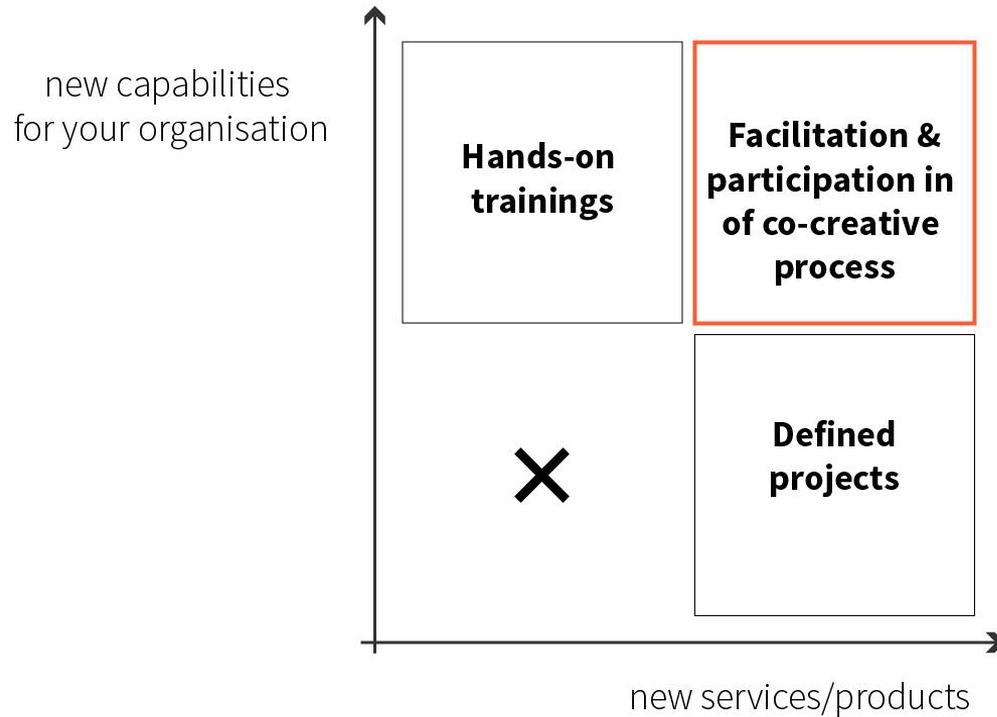
Who are we?



What we do?



The way we work



Clients



Why care about Design Thinking?

Not just for products...

HBR.ORG

Harvard Business Review

SEPTEMBER 2015

44 **The Big Idea**
The Organizational
"I'm Sorry"
Maurice E. Schweitzer et al.

66 **Risk Management**
Cybersecurity: Lessons
from the Pentagon
James A. "Sandy" Winsfield Jr. et al.

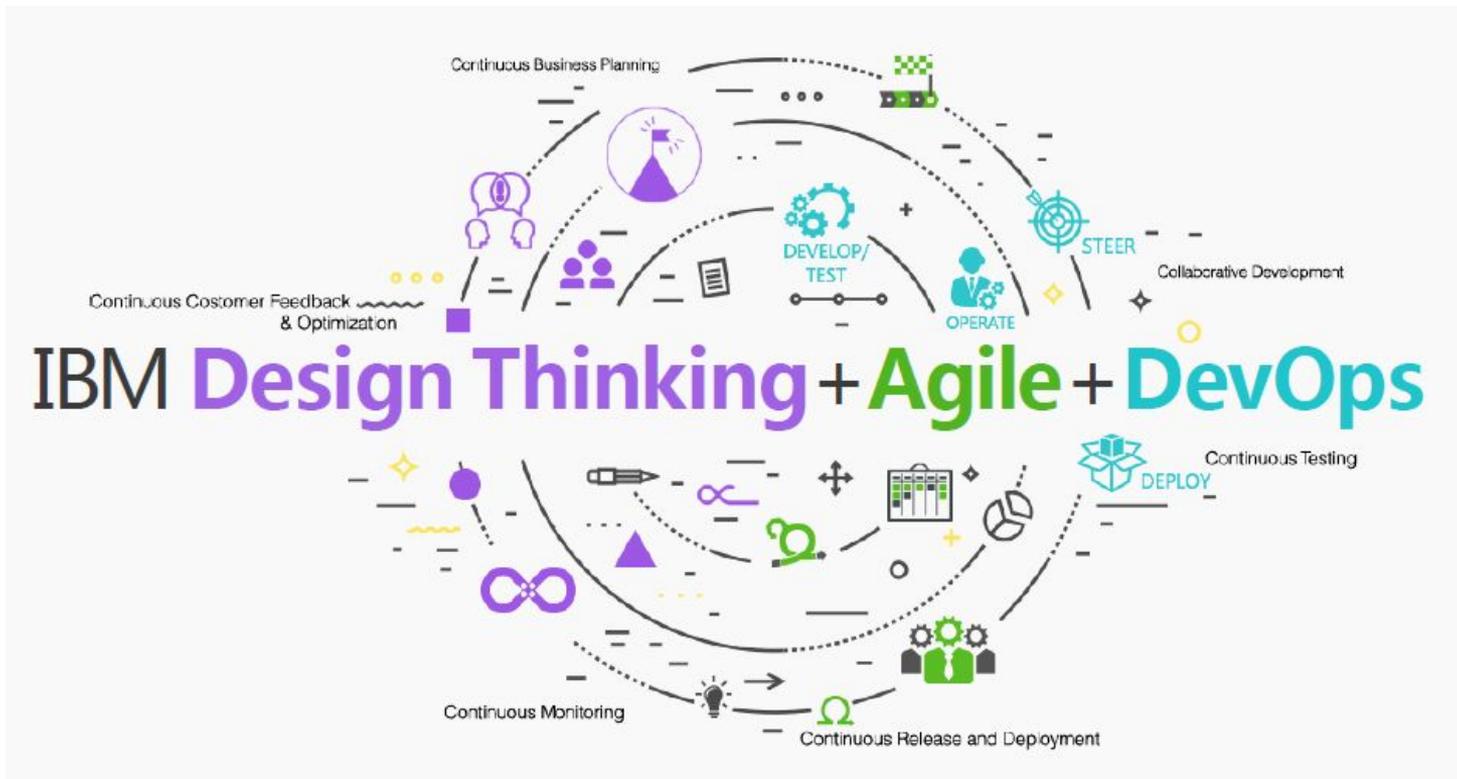
108 **Managing Yourself**
How to Embrace
Complex Change
Linda Brimm

THE EVOLUTION OF DESIGN THINKING

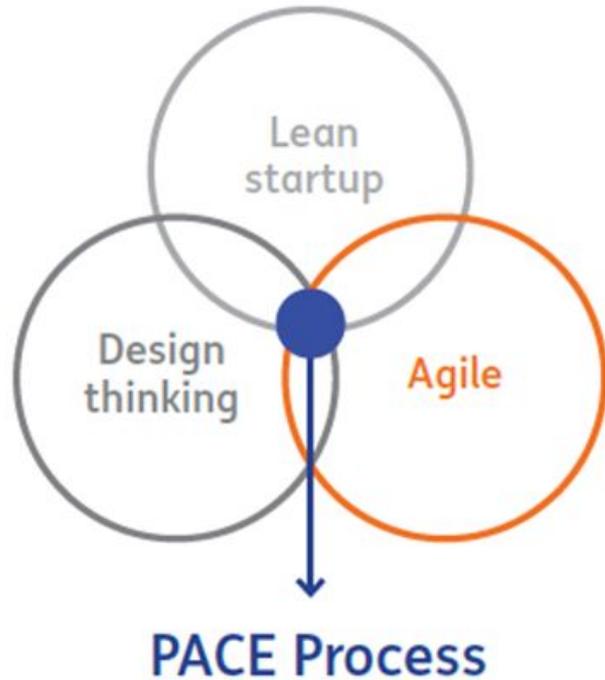
IT'S NO LONGER JUST FOR
PRODUCTS. EXECUTIVES ARE
USING THIS APPROACH
TO DEVISE STRATEGY
AND MANAGE
CHANGE.
PAGE 55



Who does it | IBM



Who does it | ING



Design Thinking is part of the business curriculum



STANFORD GRADUATE SCHOOL OF BUSINESS
Design Thinking Bootcamp: From Insights
to Innovation



HARVARD BUSINESS SCHOOL
i-Lab Design Thinking & Innovative
Problem Solving



INSEAD
Innovation by Design Programme



UC BERKLEY HASS
Design Thinking for Business Innovation



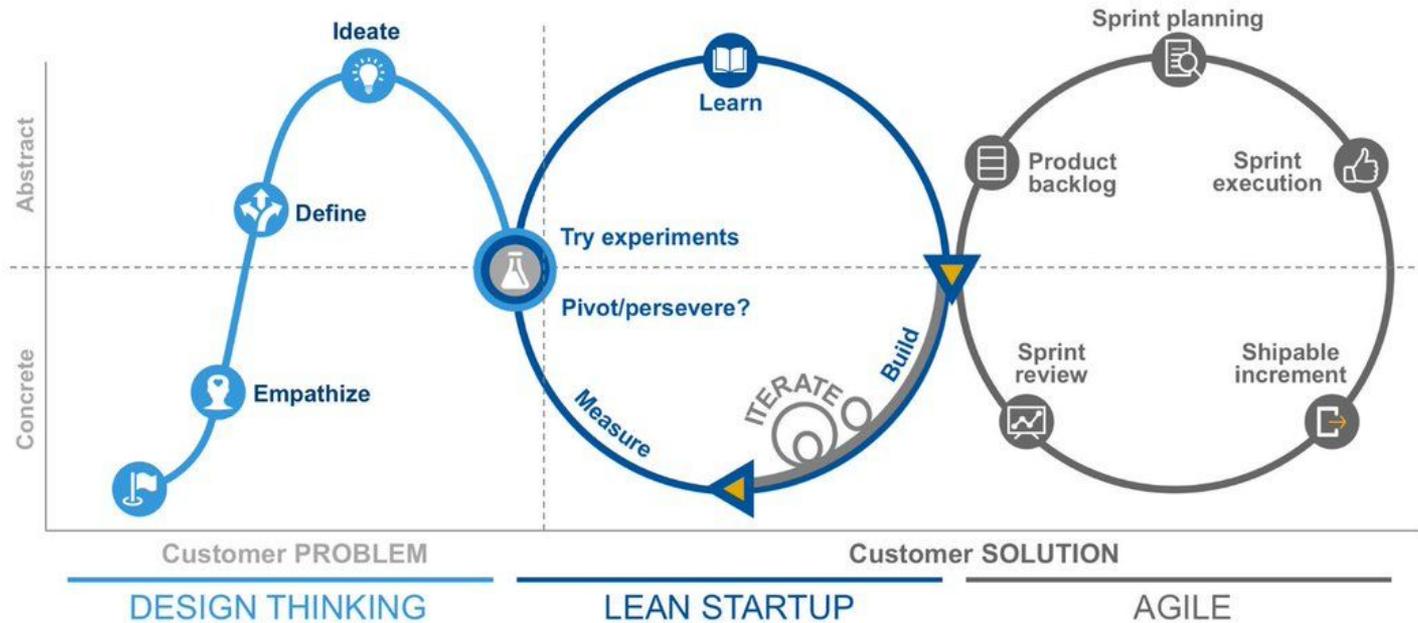
UVA DARDEN
Specialization in Design Thinking
and Innovation



MIT SLOAN
Product Design and Development



Combine Design Thinking, Lean Startup and Agile



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Everybody is doing it... we have to do it too!

#FOMO

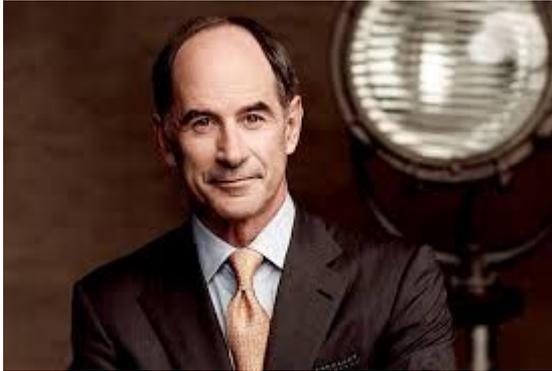
Fear Of Missing Out

So again:

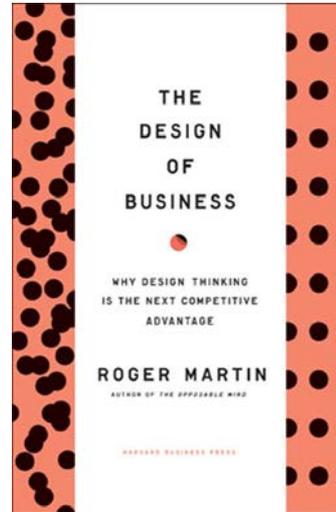
Why care about Design Thinking?

The design of business

Why Design Thinking is the next competitive advantage



(**Roger Martin**, Dean of the [Rotman School of Management](#) at the [University of Toronto](#), P&G, Author of several business books)



The challenge

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XX th century

Competitive advantage = **SUPERIOR PROCESS**



The challenge

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Competitive advantage = **SUPERIOR PROCESS**

scale-intensive industries

Optimisation, reengineering, supply chain
management, cost control



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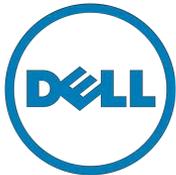
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imagination-intensive industries

Elegant, refined products & services that delight users with the grace of their utility and output.



The challenge

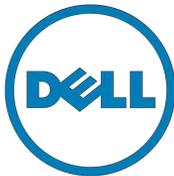
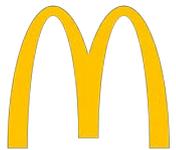
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Subway overtakes McDonald's as biggest restaurant chain

🕒 8 March 2011 | Business



Sandwich group Subway has overtaken McDonald's as the world's largest restaurant chain, the company has said.

Subway had 33,749 sites across the globe at the end of last year, compared with 32,737 for McDonald's.



Subway, established in 1965, now has restaurants in 95 countries

Source: BBC



Missed customer need.



The challenge

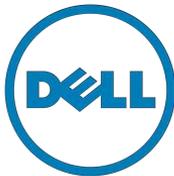
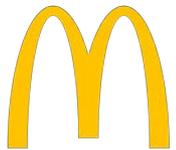
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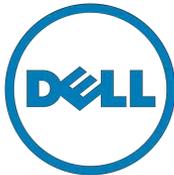
XXI st century

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services

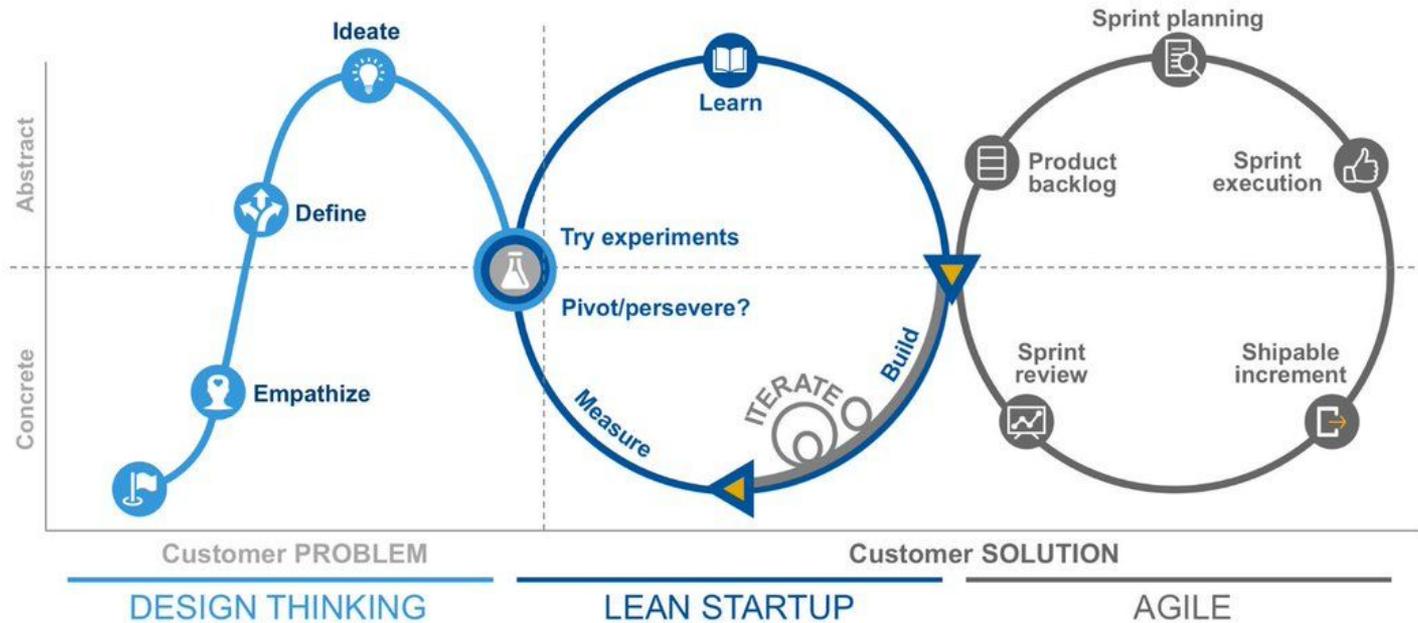
services that delight
quality and output.

**We need both.
Competitive advantage =
Superior product +
Superior process**



**How to build superior products
with a superior process?**

Combine Design Thinking, Lean Startup and Agile



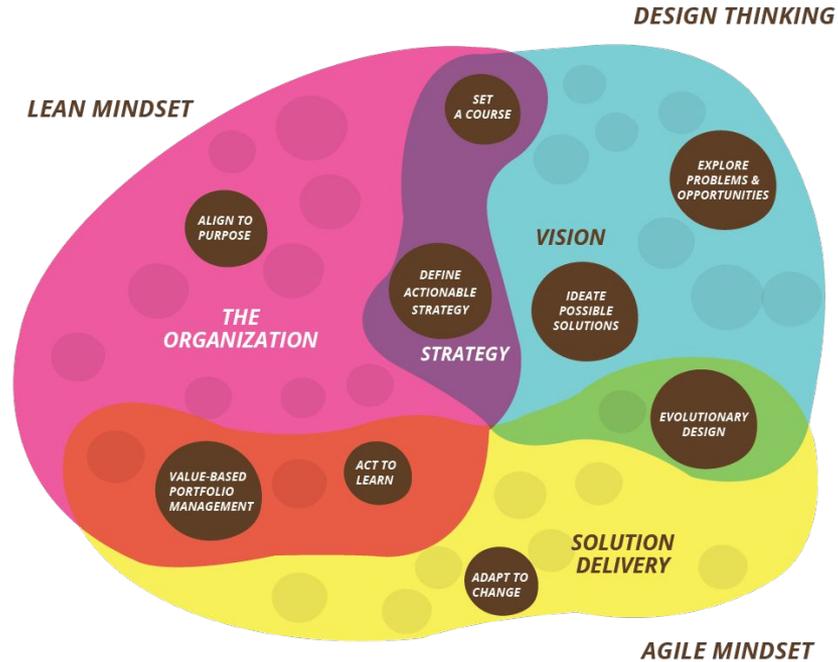
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Temptation to combine and blend due to similarities



@jonnyschneider



Mashup disaster



It doesn't work | Jeff Gothelf

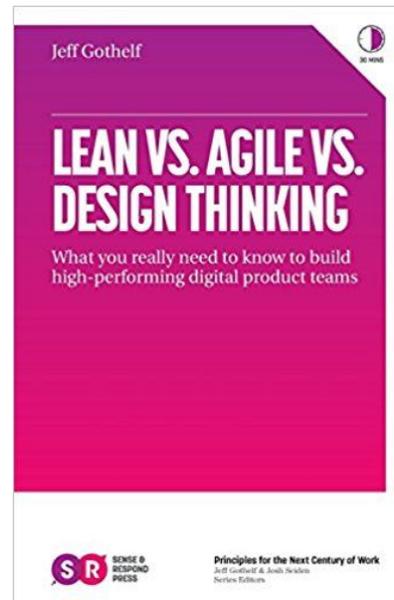
The engineering teams were focused on shipping bug-free code in regular cycles. (...)

Product managers were most interested in driving efficiency, quality, and reduction of waste through tactical backlog prioritisation and grooming techniques.

(...) the designers sought to bring the customer front and center by validating problem-solution fit with Design Thinking activities.

Each discipline was working through its own ceremonies and tactics, targeting an ideal state of success unique to them. The collaboration, shared understanding, and increased productivity they were all promised was nowhere to be found.

(**Jeff Gothelf** book author, speaker and executive coach. Expert in business agility, digital transformation and organisational design)



Similar methods / Different goals and mindsets

Design Thinking

Discover opportunities

Explore and find problems worth solving.

Exploration

Questions
Ambiguity
Validity

Lean Startup

Reduce risk

Experiment to learn, make decisions and continuously improve.

Agile

Drive velocity

Efficient delivery of high quality code.

Exploitation
Answers
Predictability
Reliability



Similar methods / Different goals and mindsets

Design Thinking

Discover opportunities

Explore and find problems worth solving.

Exploration
Questions
Ambiguity
Validity

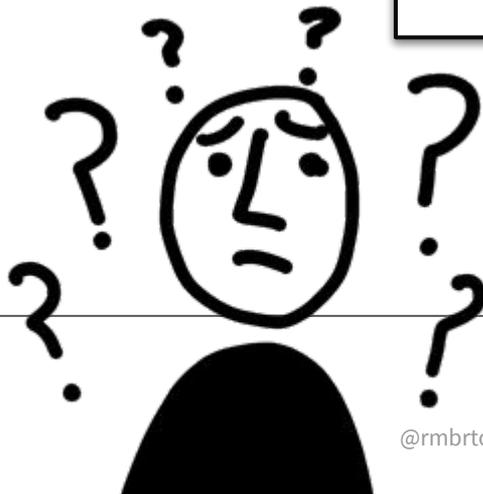
Lean Startup

Reduce risk

Experiment to learn, make decisions and continually improve.

How to do this at the same time?!

Exploitation
Answers
Predictability
Reliability

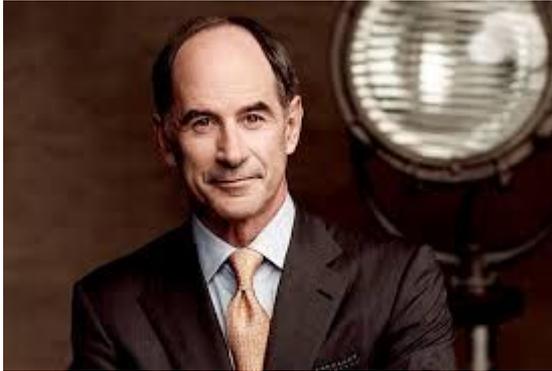




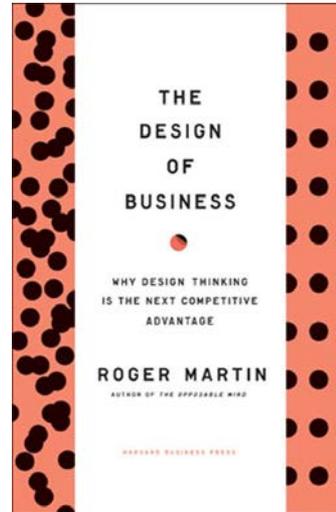
**DON'T
DO IT!**

The design of business

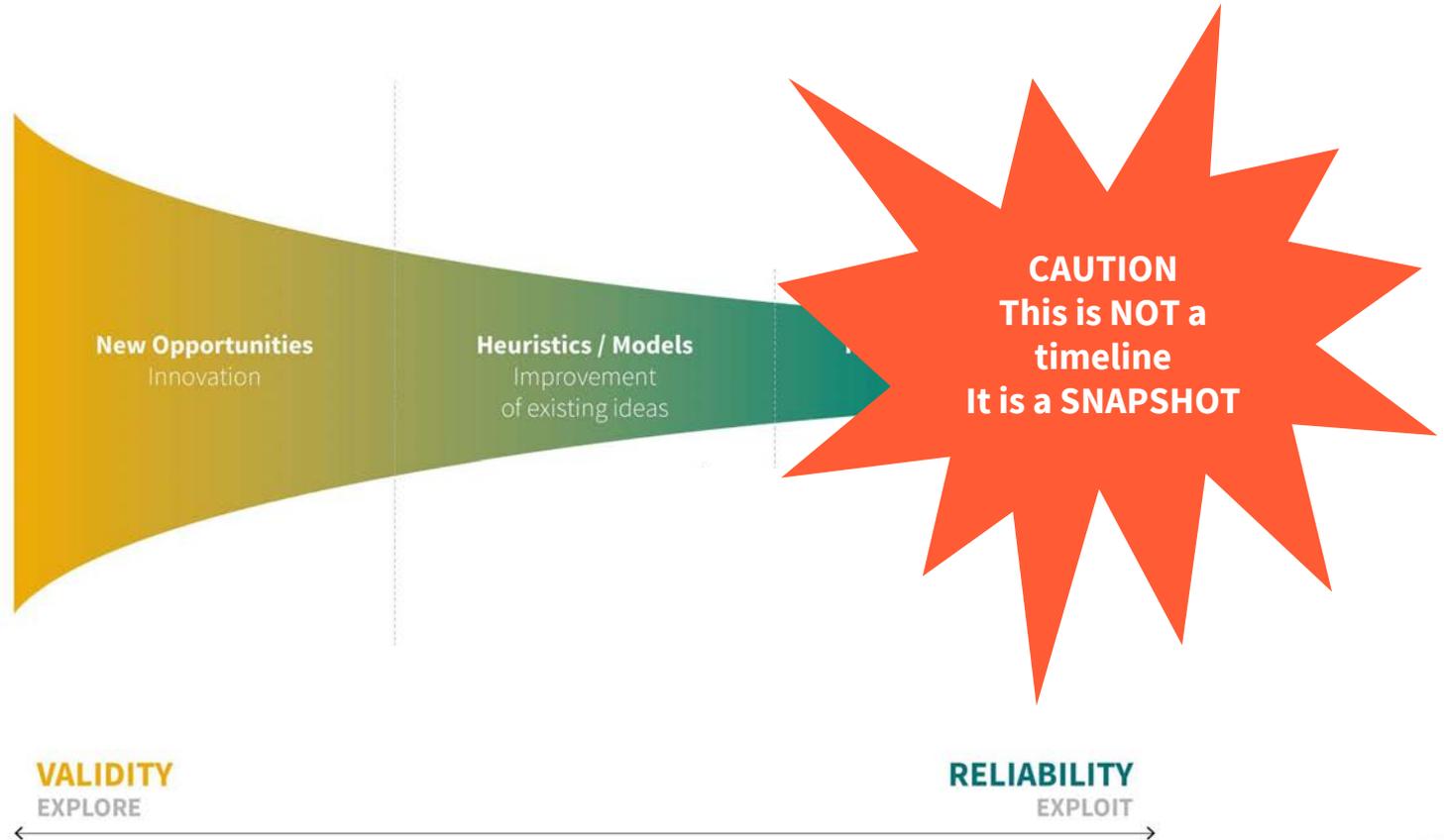
Why Design Thinking is the next competitive advantage



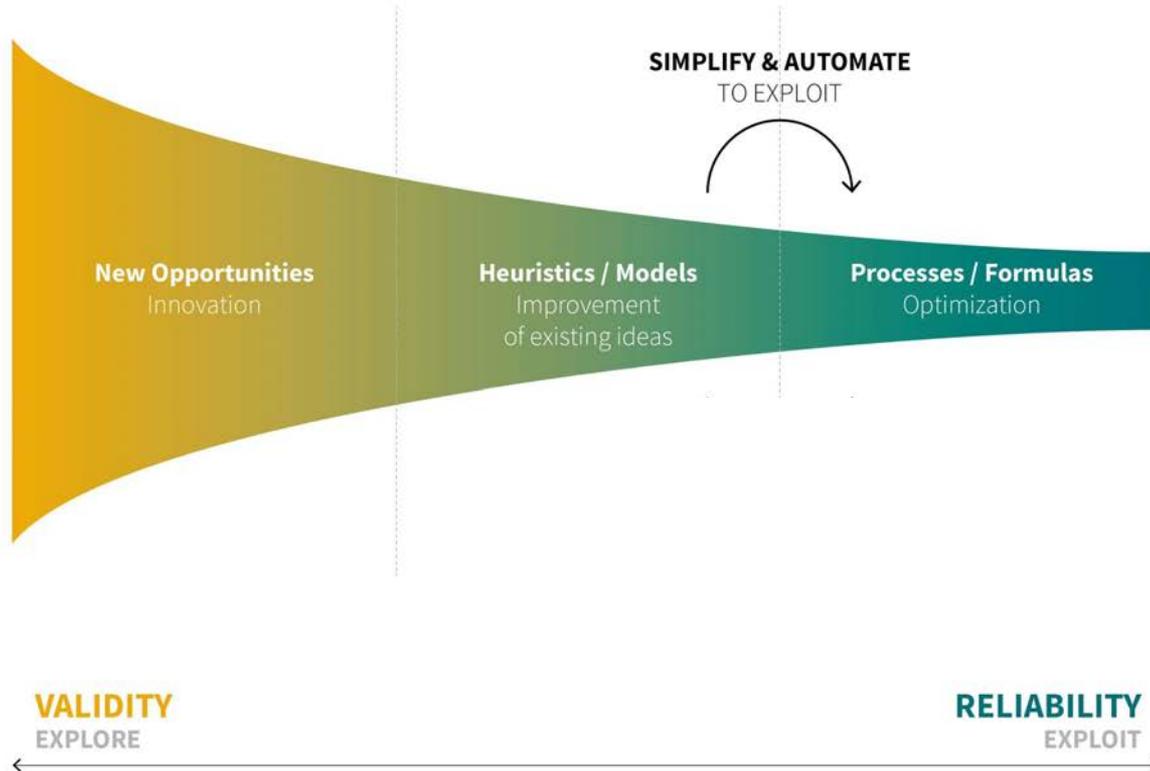
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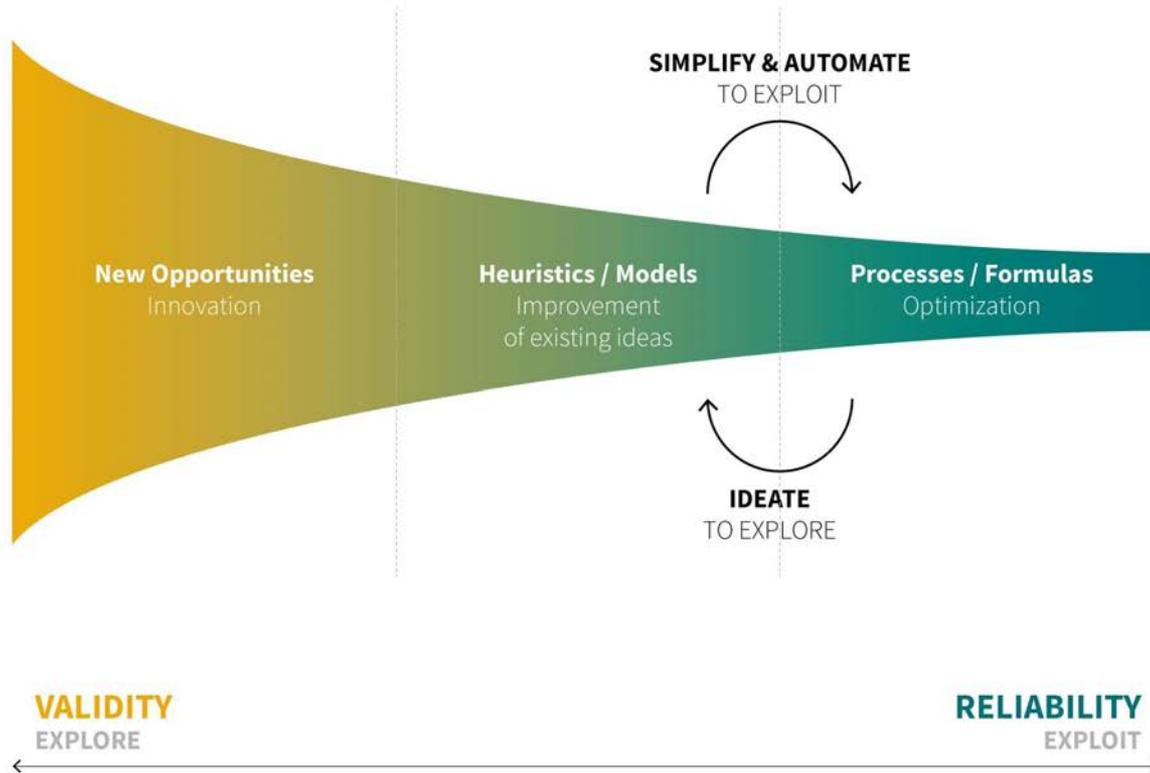
The knowledge funnel



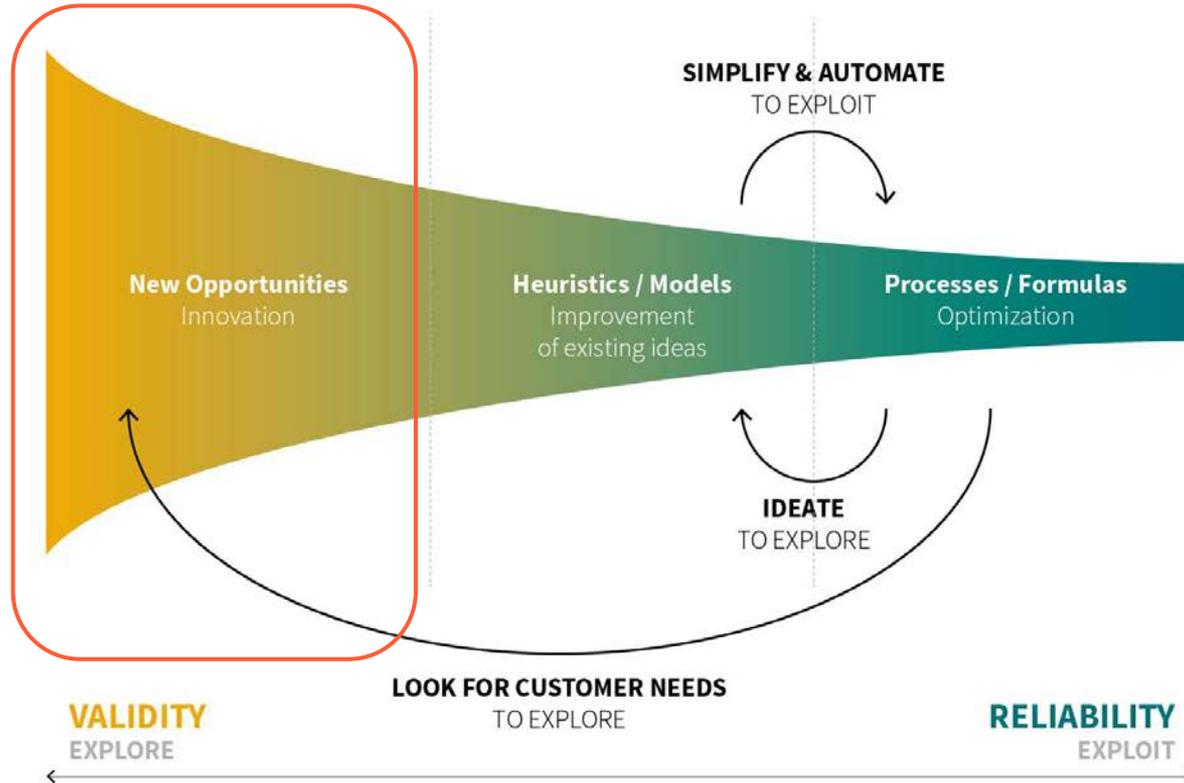
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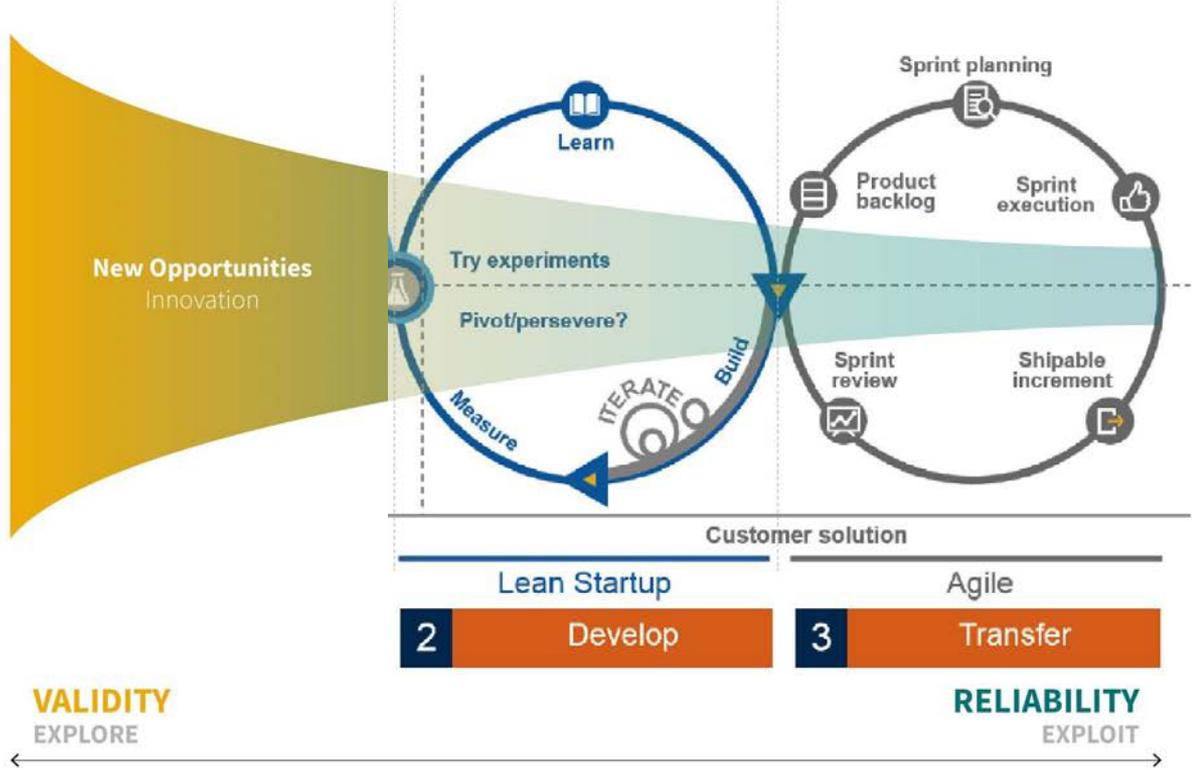
The knowledge funnel



What McDonald's should have done



Lean + Agile are great for implementation

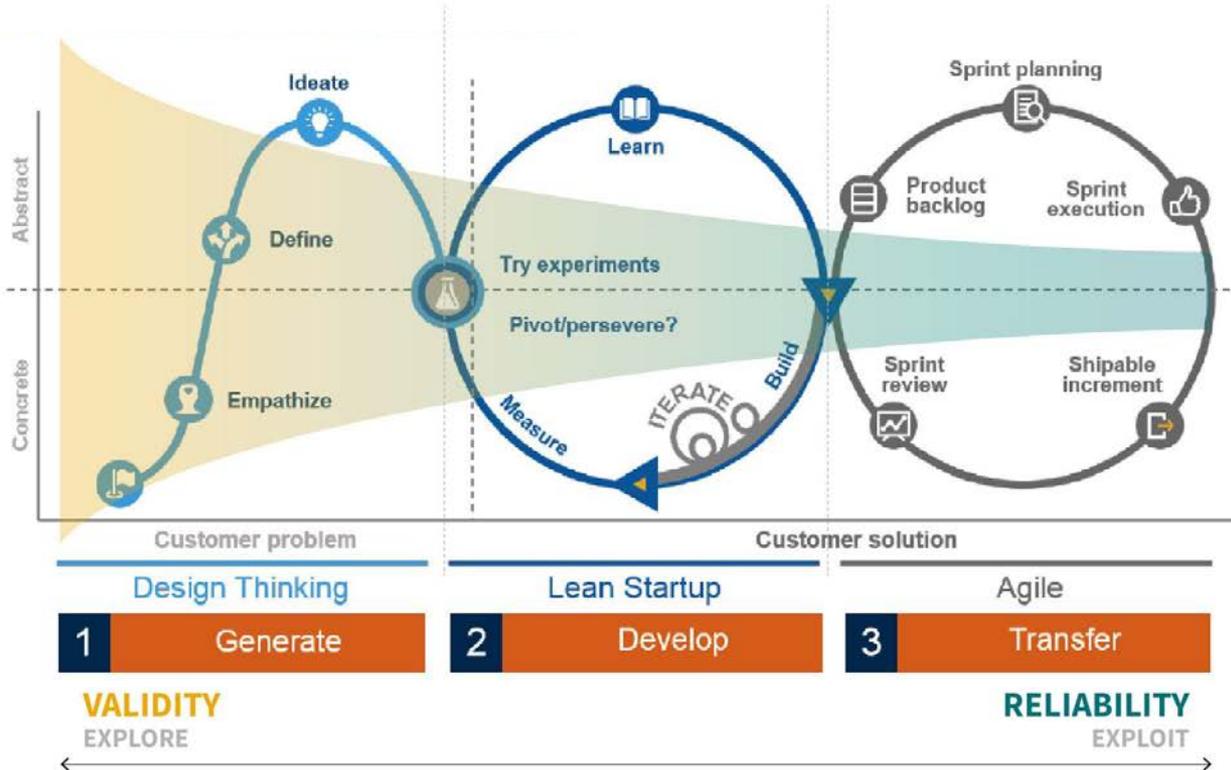


Source: Gartner



Lean + Agile are great for implementation

Design Thinking for exploration



Source: Gartner



***What is your
experience?***



**So what is
Design Thinking?**

Design is the **creation of a plan or convention** for the construction of an object, system or measurable human interaction (as in architectural blueprints, engineering drawings, business processes, circuit diagrams, and sewing patterns).

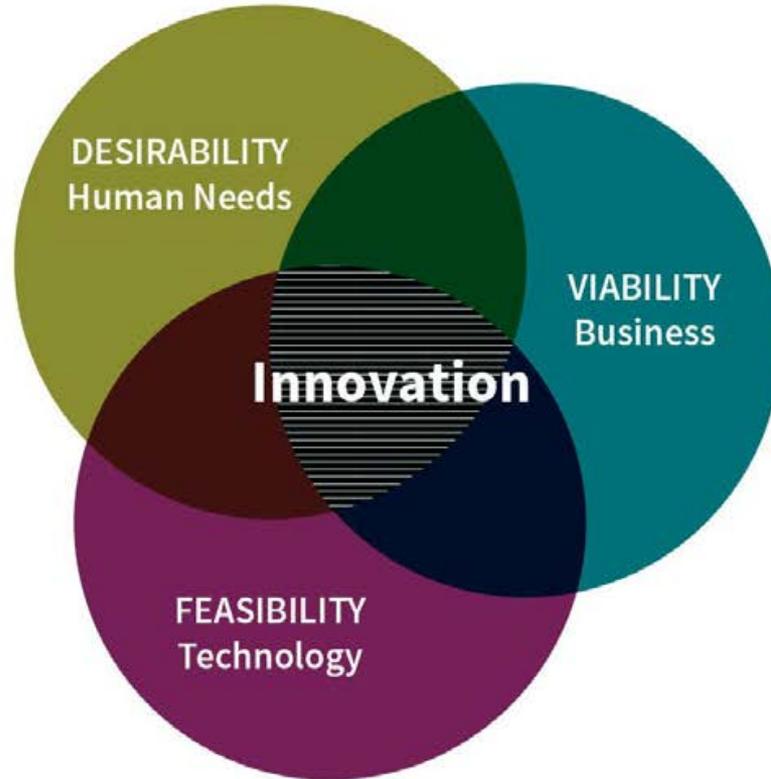
Source: [Cambridge Dictionary of American English](#)



Design Thinking

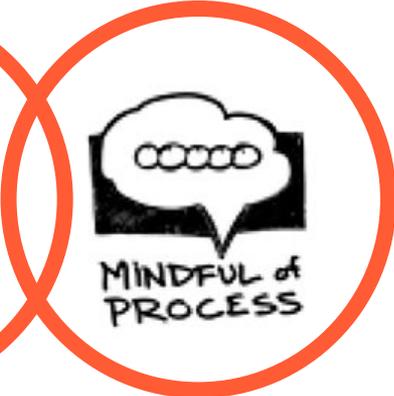
“Design Thinking is a method of meeting human needs and desires in a technologically feasible and strategically viable way.”

Tim Brown, CEO and president of IDEO



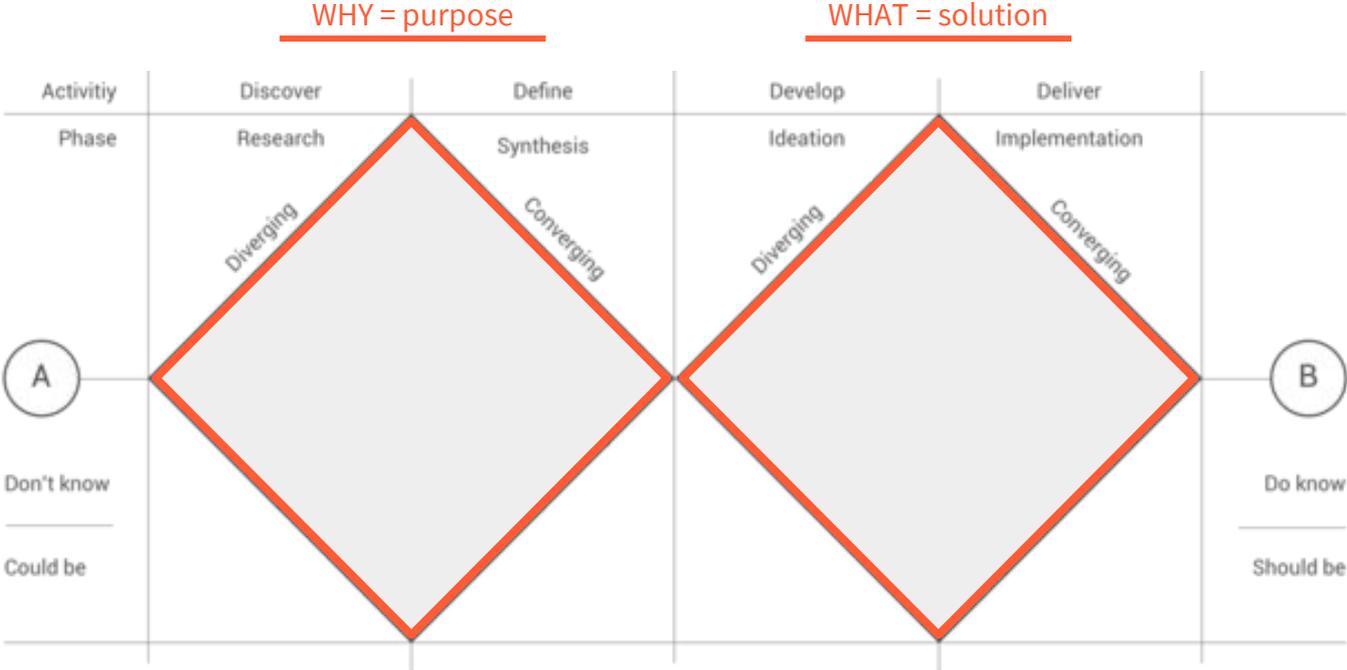
What is the Design Thinking Mindset?

Design Thinking | Mindset

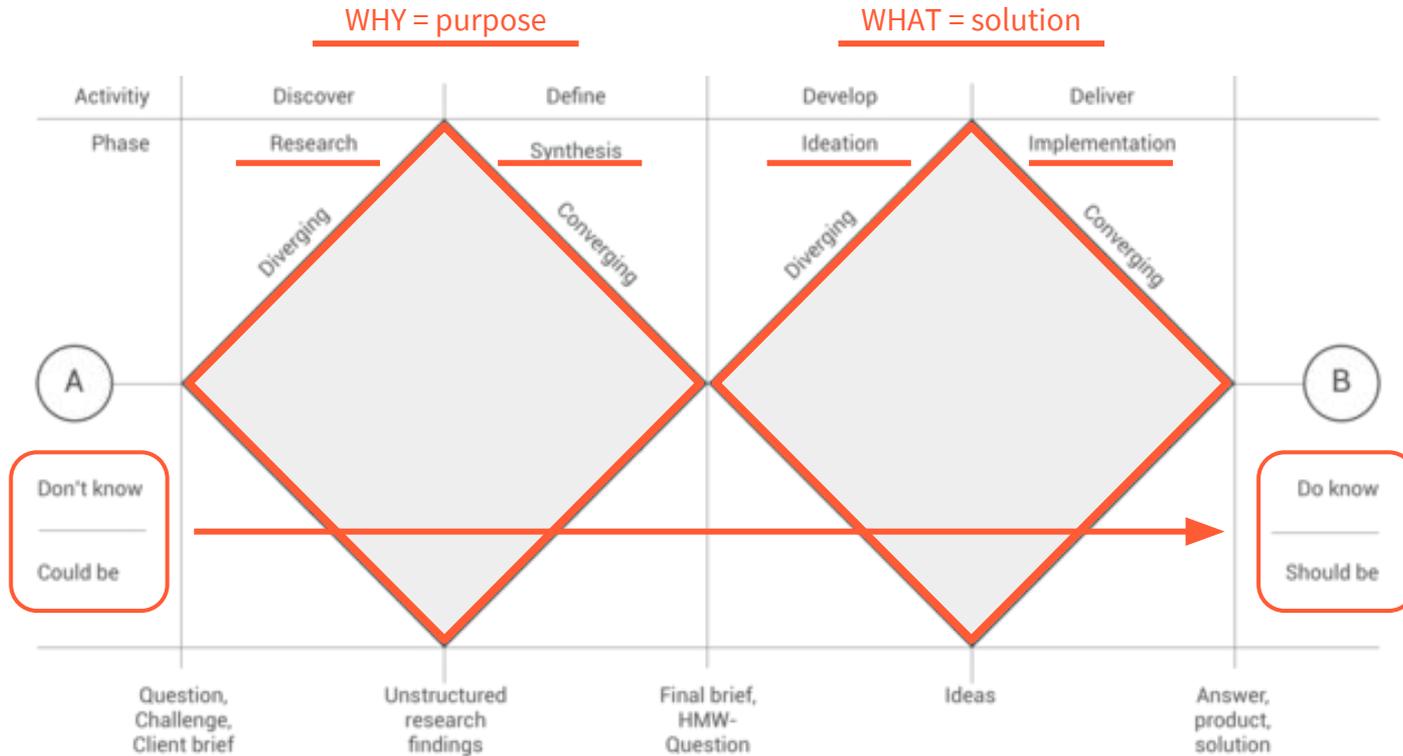


What is the Design Thinking Process?

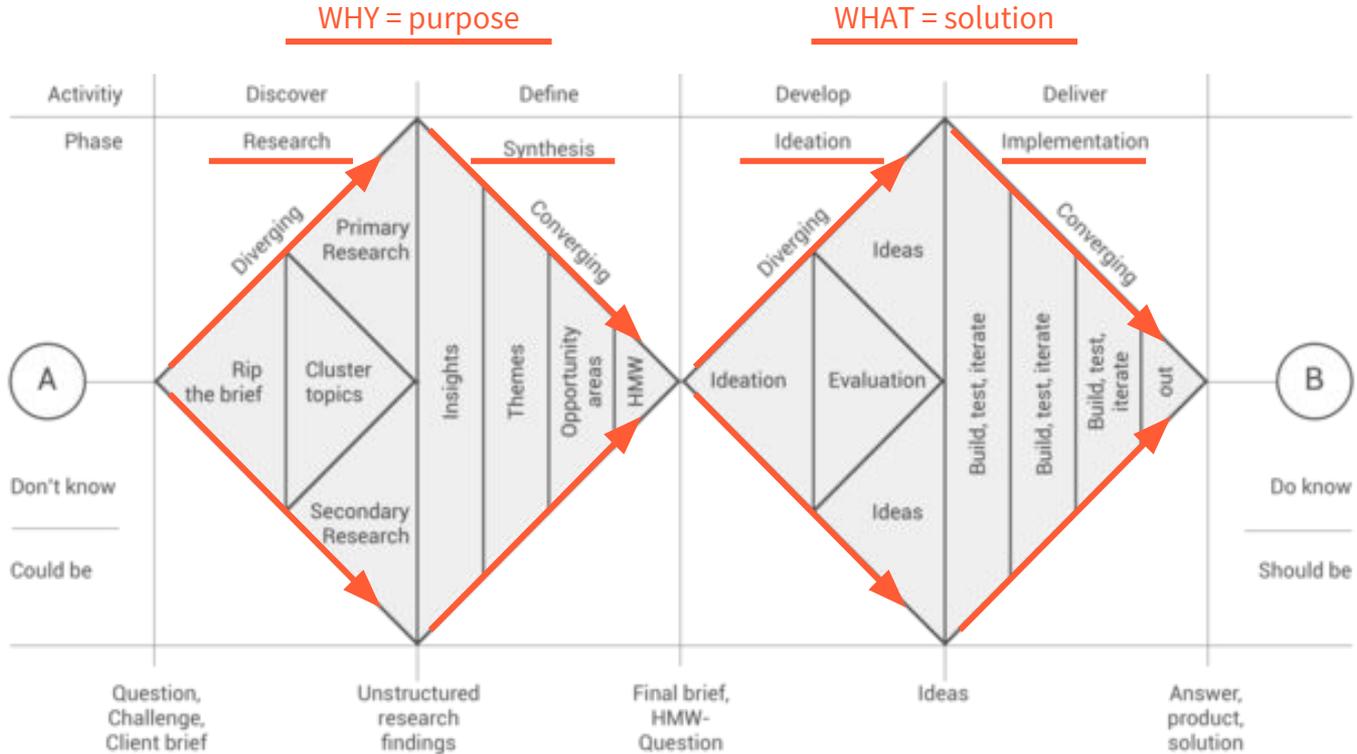
Design Thinking | Process



Design Thinking | Process

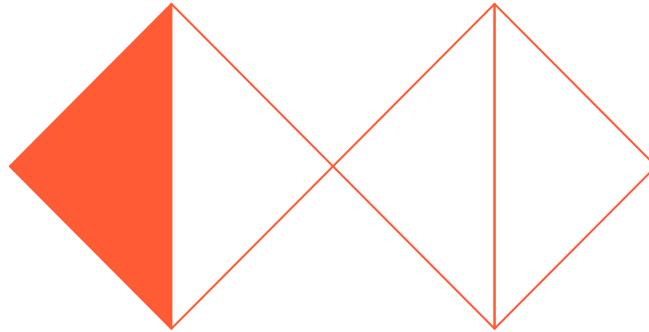


Design Thinking | Process



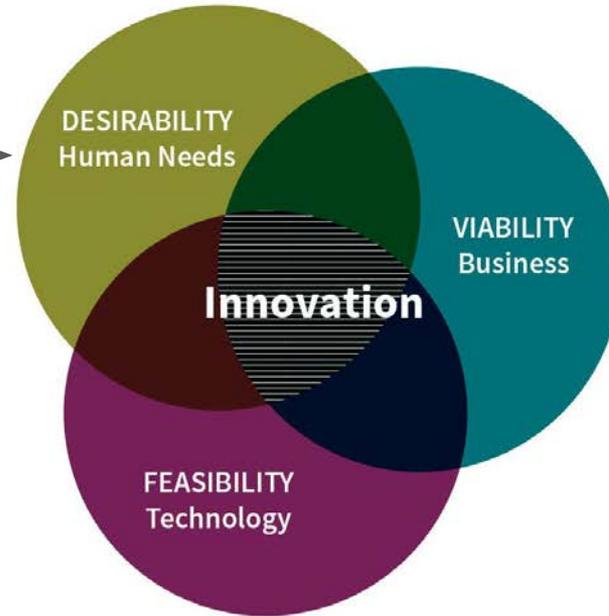
**What are the tools
of Design Thinking?**

Design Thinking | Tools | Research





Start here

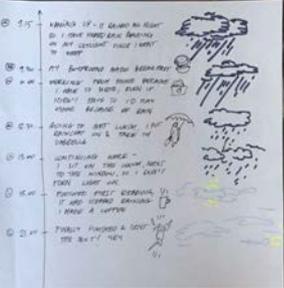
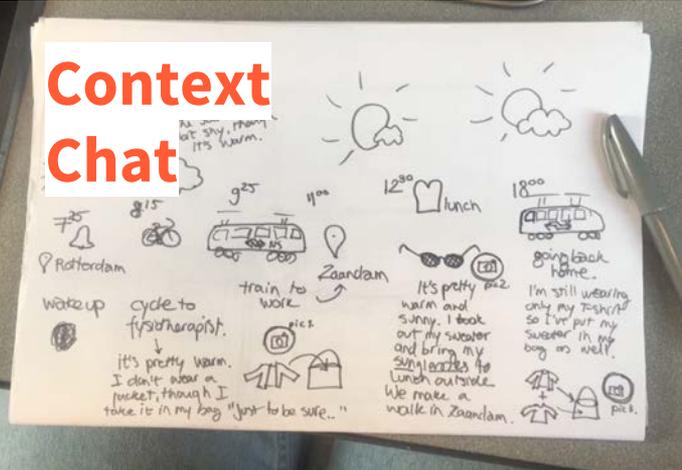




Contextual Interviews



Design Thinking | Tools | Research

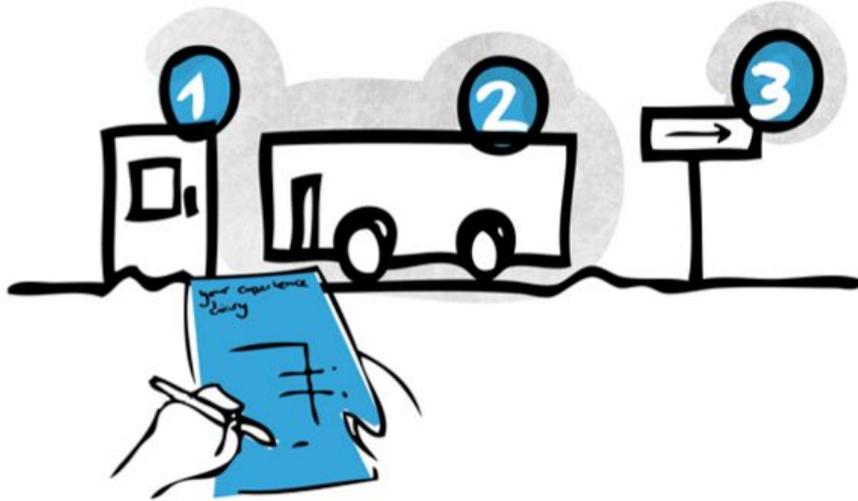


Design Thinking | Tools | Research



Shadowing

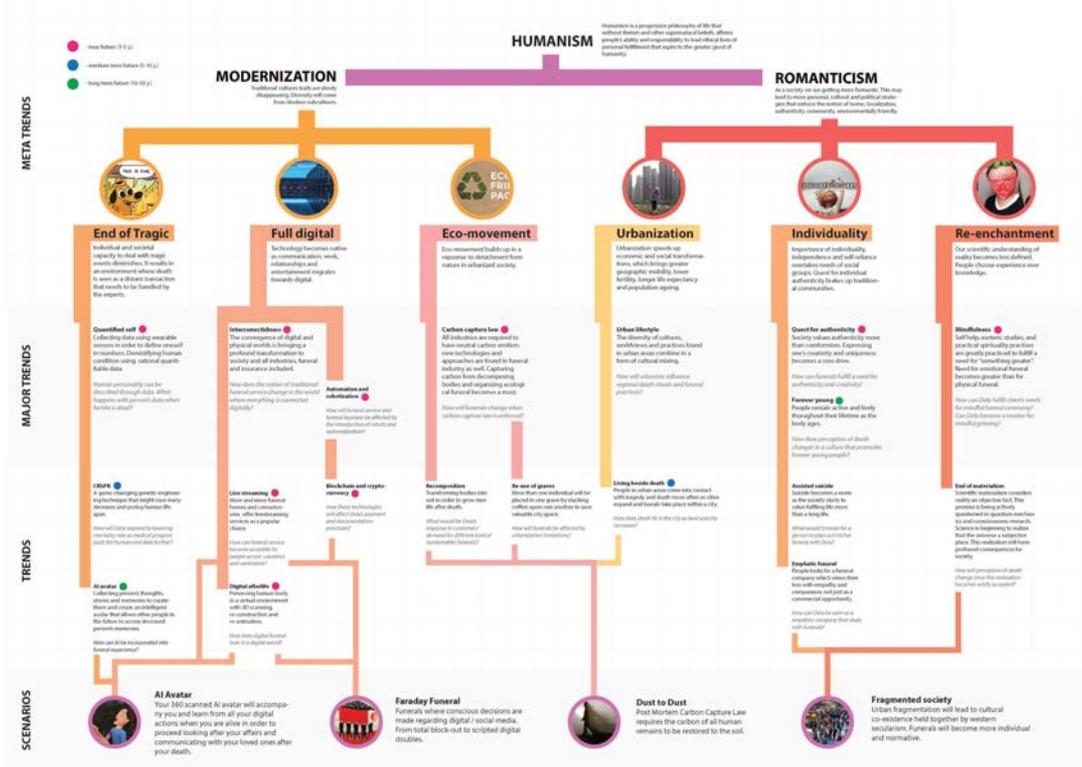




Service Safari



Design Thinking | Tools | Research



Future Scenarios

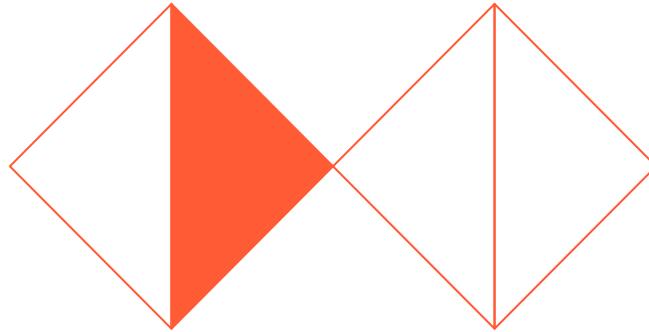


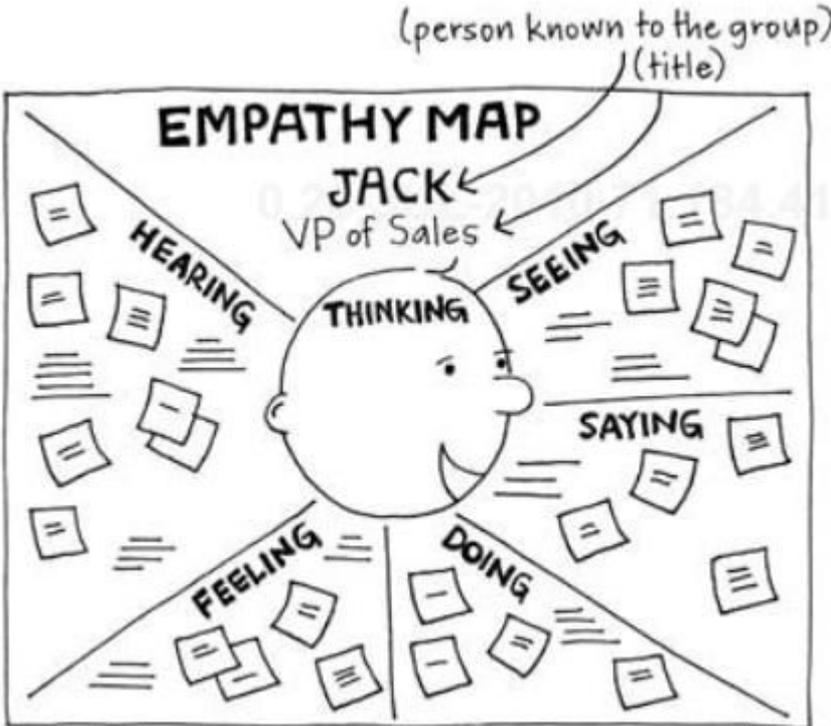


Other?



Design Thinking | Tools | Synthesis

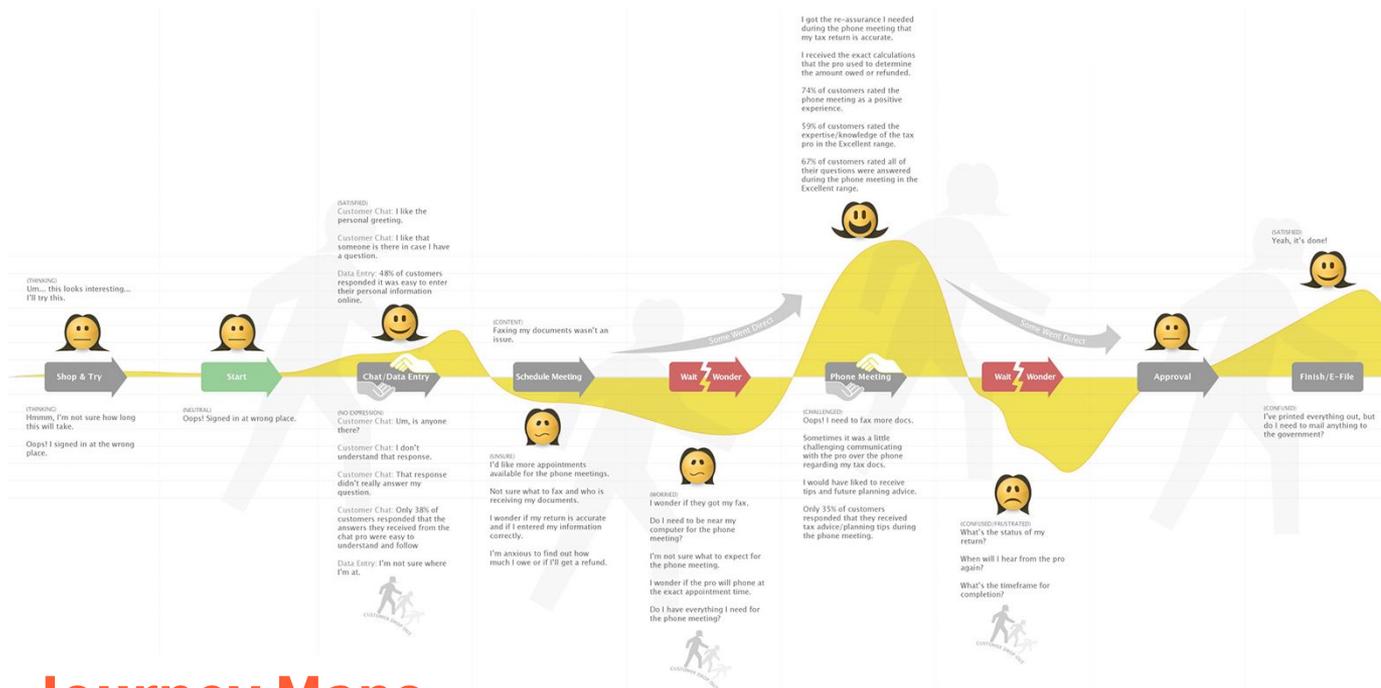




Empathy Maps Personas



Design Thinking | Tools | Synthesis



Journey Maps



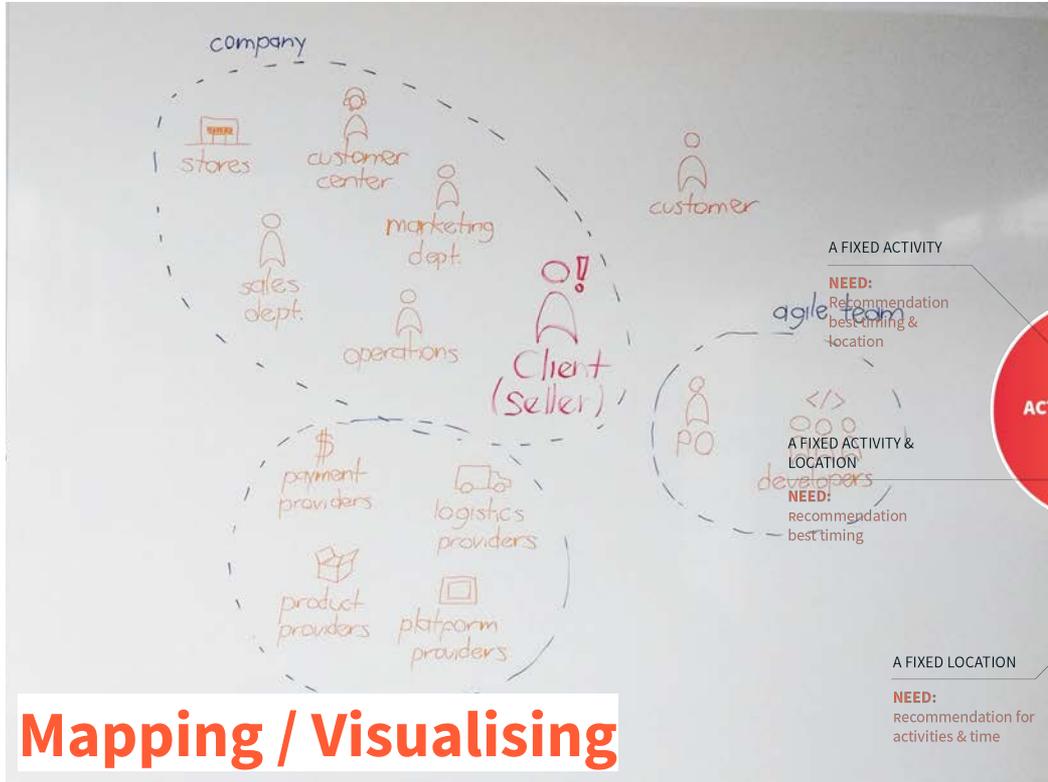
Design Thinking | Tools | Synthesis



Analysis and clustering



Design Thinking | Tools | Synthesis

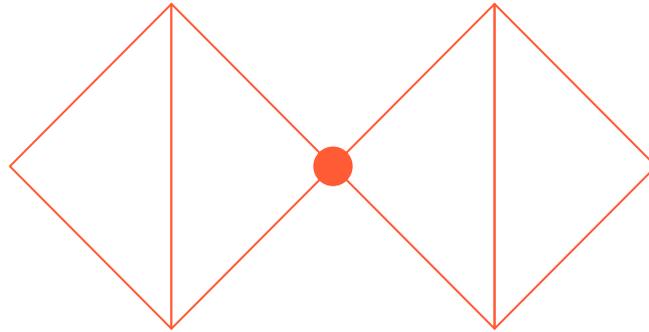


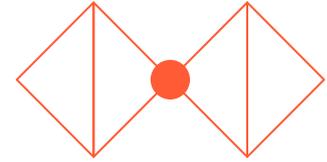


Other?



Design Thinking | Tools | Reframing





How might we questions

Generative and actionable questions that respond to the insights you found and will inspire idea generation.



How might we...? | examples

too broad

“How might we improve collaboration between different stakeholders in the software development process?”

This question **doesn't give enough direction.**



How might we...? | examples

too narrow

“How might we make better use of slack to speed up communication between developers and POs?”

This **implies the solution**. By framing the HMW question so narrowly, we have limited the possible directions.



How might we...? | examples

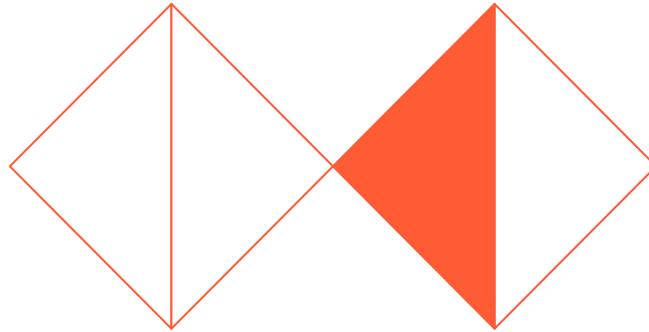
scoped properly

“How might we improve communication between developers and POs to support decision making during sprints?”

This HMW question is better because it **leaves open many possible directions** that new solutions can take.



Design Thinking | Tools | Ideation





Analogous Inspiration



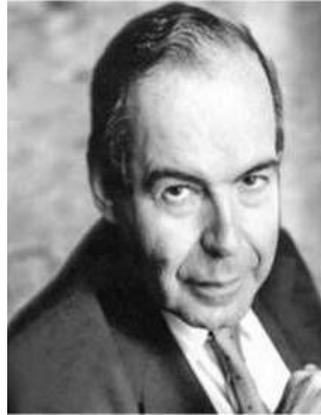
Design Thinking | Tools | Ideation



Generative Design / co-creation

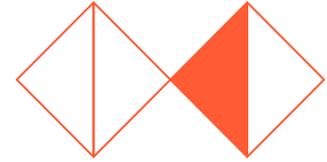


Design Thinking | Tools | Ideation



Lateral Thinking

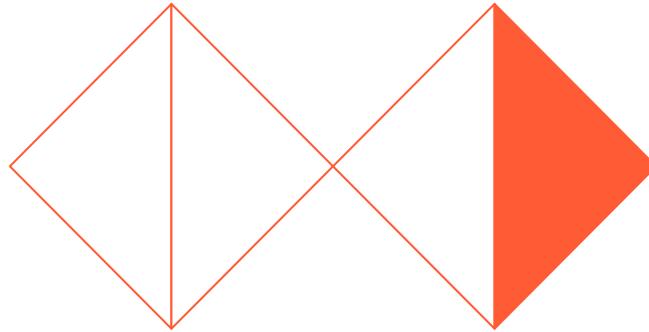




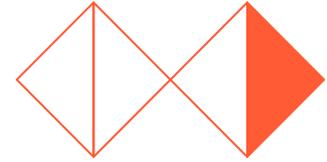
Other?



Design Thinking | Tools | Implementation



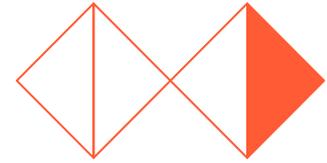
Design Thinking | Tools | Implementation



Prototyping



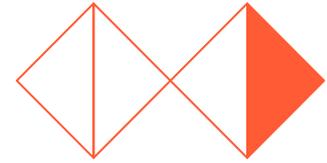
Design Thinking | Tools | Implementation



Prototyping

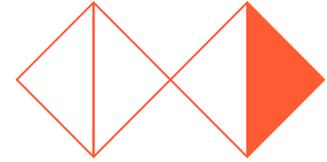


Design Thinking | Tools | Implementation



Prototyping





Other?



Let's try it out!
Mini - Workshop



Opportunity Area

Shoe shopping

Interview



Interview

“We interviewed our customers, but they don’t have any good ideas.”



Questions

How can we improve the process of shoe shopping?



Questions

~~How can we improve the process of shoe shopping?~~



Questions

**Did you experience any frustrations
last time you bought shoes?**



Questions

**Did you experience any frustrations
last time you bought shoes?**



Questions

**What problems did you face when
buying shoes last time?**



Questions

~~What problems did you face when
buying shoes last time?~~



Questions

Walk me through how you bought shoes last time.



Interview best practices

Don't ask customers/users/stakeholders

- what they want
- for their ideas



Interview best practices

Don't ask customers/users/stakeholders

- what they want
- for their ideas

Do ask about

- their lives/work (habits, routines, extreme moments)
- their interactions with other people
- how they feel in certain situation
- dig deeper (5 Whys)
- collect quotes



Interview best practices

Don't ask customers/users/stakeholders

- what they want
- for their ideas

Do ask about

- their lives/work (habits, routines, extreme moments)
- their interactions with other people
- how they feel in certain situation
- dig deeper (5 Whys)
- collect quotes



Questions

Walk me through how you bought shoes last time.



**Prepare an interview guide.
(10 min.)**



Find a partner
Interview each other
10 min. per person
TAKE NOTES



**Discuss the outcomes
Write / mark your main
observations and insights.
(10 min.)**



Let's talk!
Discussion

More Questions? Get in touch!



hello@remembertoplay.co
+31 64800 8044

