

Design Thinking (DT)

Wk-3

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Overview : Contents

- **Understanding Design Thinking :**

- ❖ The foundation of human-centered innovation and methodology overview.

- **The Critical Link to Digital Transformation :**

- ❖ Four key connections that ensure transformation success.

- **Part One: The Problem Space :**

- ❖ Empathise, Define, and Ideation stages with real-world IDEO examples.

- **Part Two: The Solution Space :**

- ❖ Prototype, Test, and Implementation with Agile integration.

- **Design Thinking in Action :**

- ❖ The Open IDEO Platform : How IDEO embedded the 5-stage methodology into a platform business model.

Chapter 1 : Understanding Design Thinking

The foundation of human-centered innovation



What is Design Thinking?

- **Human-Centered Methodology :**

- ❖ Design thinking is a human-centered methodology to create and implement ideas.
- ❖ It encourages organizations to focus on the people they're creating for, which leads to better products, services, and processes.

- **The Core Question :**

- ❖ When you sit down to create a solution for a business need, the first question should always be:

"What's the human need behind it?"

- **Key Principles :**

- ❖ **Focus on People :**

- Prioritise understanding users' needs, behaviours, and pain points throughout the entire process.

What is Design Thinking? Cont.

❖ **Create & Implement :**

➤ Move from abstract ideas to concrete solutions through structured creative processes.

❖ **Better Outcomes :**

➤ Results in products, services, and processes that truly resonate with users.

Design Thinking & Digital Transformation

- **Why Digital Transformation Fails :**

- ❖ Digital Transformation **fails when the human element is ignored.**

- ❖ Technology alone cannot drive successful transformation without considering the people who will use it.

- **Desirability :** Do people want this?

- ❖ Ensures the solution addresses real user needs and creates genuine value for the people who will use it.

- **Viability :** Should we do this?

- ❖ Evaluates business strategy alignment, market fit, and long-term sustainability of the solution.

- **Feasibility :** Can we do this?

- ❖ Assesses technical capabilities, resource availability, and implementation constraints.

Design Thinking provides the methodology to ensure all three criteria are met before significant Investment.

The Critical Link : Four Key Connections

- **Taming Complexity :**

- ❖ **Challenge :** Digital Transformation creates complex systems with multiple stakeholders, technologies, and processes.

- ❖ **Solution :** Design thinking breaks these down into **user-centric problems** that are manageable and actionable.

- ❖ Complexity becomes clarity when viewed through the user's lens.

- **Reducing Risk :**

- ❖ **Challenge :** Traditional development invests heavily before validating assumptions, leading to costly failures.

- ❖ **Solution :** Design Thinking uses **prototyping and testing** to fail fast and cheaply before expensive code is written.

- ❖ Test ideas with paper before pixels, with pixels before production.

Coming up : Driving Adoption & Iterative Mindset.

The Critical Link : Driving Adoption & Iterative Mindset

- **Driving Adoption :**

- ❖ **The Reality :** The biggest cost in Digital Transformation is often **user resistance** — people refusing to use new systems.
- ❖ **The Solution :** Design Thinking creates empathy, ensuring digital tools actually fit into the workflow of the people using them.
- ❖ When users feel heard, they become advocates, not obstacles.

- **Iterative Mindset :**

- ❖ **Old School :** "Waterfall" software development — plan everything upfront, build for months, launch and hope.
- ❖ **New Approach :** Both DT and Digital Transformation require **iterative loops** (Agile/Scrum) — build, test, learn, repeat.

The Critical Link : Driving Adoption & Iterative Mindset, Cont.

- ❖ Perfection is the enemy of progress; iteration is the path to success.

- **Key Insight :**

- ❖ Design Thinking isn't just a creative exercise — it's a strategic framework that addresses the four critical failure points of Digital
- ❖ Transformation: complexity, risk, adoption, and process.

The Five Stages of Design Thinking

1. **Empathise** : Understand Users deeply
2. **Define** : Frame problem
3. **Ideate** : Generate Solutions
4. **Prototype** : Build to Learn
5. **Test** : Learn and iterate

Iterative & Non-Linear Process

Part One : The Problem Space

- **Focus** : Understanding **why** we are building before **how** we build.
1. **Empathise** — Deep user understanding
 2. **Define** — Frame the right problem
 3. **Ideate** — Generate creative solutions

The Five Stages of Design Thinking, Cont.

Part Two : The Solution Space

- **Focus :** Tangibility and Iteration — making ideas real and refining them.

4. Prototype — Build to test assumptions

5. Test — Learn and iterate rapidly

The Iceberg of Digital Transformation :

Technology is the tip; Culture and People are the massive base beneath the surface.

Chapter 2 : Part One - The Problem Space

Empathise, Define, and Ideation —
Understanding WHY before HOW



Empathise: Moving Beyond Assumptions

- **Core Theory :**

- ❖ The Empathise stage is about moving beyond assumptions through deep qualitative research.
- ❖ It's not about what you think users need — it's about discovering what they actually need.

Qualitative vs. Big Data :

- **Big Data Analytics :** Tells you **what** is happening — patterns, trends, correlations. "Users abandon cart at 73%."
- **Qualitative Research :** Tells you **why** it's happening — motivations, frustrations, context. "Users feel overwhelmed by too many form fields."

Both are needed : Data shows the problem; empathy reveals the solution.

Empathise: Moving Beyond Assumptions, Cont.

- **Research Methods :**

- ❖ **Observation :** Watch users in their natural environment. See what they do, not just what they say they do.
- ❖ **In-Depth Interviews :** One-on-one conversations that explore feelings, motivations, and unmet needs.
- ❖ **Ethnography :** Immersive study of users in their context — homes, workplaces, daily routines.
- ❖ **Empathy Maps :** Visualise what users say, think, do, and feel to build deep understanding.

Empathise : IDEO Example — The Dan call Phone

- **The Challenge :**

- ❖ IDEO was designing the Dan call Logic Mobile Phone.
- ❖ Instead of starting with features, they began by observing car telephone users in their natural environment.

- **What They Didn't Do**

- ❖ They didn't simply ask : "**What features do you want?**"
- ❖ This approach would have yielded surface-level responses — users asking for more buttons, bigger screens, or faster processors without understanding the underlying needs.

- **What They Actually Did**

- ❖ They watched "**how**" people used phones in traffic.

Empathise : IDEO Example — The Dan call Phone, Cont.

- ❖ Observed drivers struggling with distraction
- ❖ Noted frustration with complex menus
- ❖ Watched physical interactions and pain points
- **Key Lesson :**
 - ❖ Users can't always articulate what they need, but their behaviour reveals it.
 - ❖ Watch what they do, not just what they say.

Empathise : Remote User Research Methods

- **Remote User Interviews :**

- ❖ Conducting empathy research remotely requires adapting traditional methods while maintaining depth and authenticity.

- **Best Practices :**

- ❖ **Use Video, Not Just Audio**

- See facial expressions, body language, and environment

- ❖ **Screen Sharing for Context**

- Watch users navigate apps or software in real-time

- ❖ **Ask for Environment Tours**

- "Show me where you typically use this"

Empathise : Remote User Research Methods, Cont.

- **Digital Ethnography :**

- ❖ **For Banking Apps :**

- Observe users completing transactions, note where they hesitate, what they find confusing, and when they abandon tasks.

- ❖ **For B2B Software :**

- Watch how teams collaborate, identify workflow friction points, and understand integration challenges with existing tools.

- ❖ **Tools to Use :**

- UserTesting, Lookback, Zoom + recording, Hotjar, FullStory

Define : Synthesising Insights

- **Core Theory :**

- ❖ The Define stage is about **Synthesising observations** from empathy research into a clear Point of View (POV) and actionable problem statements. This is where you translate understanding into focus.

- **Three Critical Questions :**

- ❖ **Who is the user?**

- Define the specific person or persona you're designing for. Be precise about their context, needs, and behaviours.

- ❖ **What is the pain point?**

- Identify the specific unmet need or frustration. What problem are they trying to solve?

- ❖ **Why does this exist?**

- Understand the root cause. What's driving this pain point? What systems or behaviours create it?

Define : Synthesising Insights, Cont.

- **Outputs of Define Stage :**

- ❖ **Point of View (POV) :**

- A concise statement that captures user, need, and insight: "[User] needs to [user's need] because [surprising insight]."

- ❖ **"How Might We" (HMW) Statements :**

- Actionable problem statements that frame the challenge for ideation. IDEO's signature tool.

- ❖ **Design Principles :**

- Guiding criteria that solutions must meet based on user needs.

The "How Might We" Framework

IDEO's signature tool for the Define stage is the "**How Might We**" (HMW) question.

Each word serves a specific psychological purpose in reframing problems into opportunities.

❖ **How Action-Oriented :**

- Assumes a **solution exists** and is possible to find.
- Shifts mindset from "Can we?" (doubt) to "How can we?" (possibility).
- Creates forward momentum and optimism.

❖ **Might Multiple Paths :**

- Suggests there are multiple possible answers, not just one "correct" path.
- Encourages exploration and divergent thinking.
- Removes pressure of finding "the" answer.

The "How Might We" Framework, Cont.

❖ We Shared Ownership :

- Evokes **teamwork** and collaborative problem-solving.
- Creates collective responsibility, not individual burden.
- Builds shared commitment to solutions.

• Example Transformation :

- ❖ "Users are frustrated" → "**How might we reduce user frustration during checkout?**"

SoftBank Robotics : The Wrong Problem

- **The Scenario :**

- ❖ SoftBank wanted to deploy interactive robots in retail stores (electronics shops, grocery stores).
- ❖ Their **initial assumption** was that robots would answer customer questions and provide product information.

- **The Wrong Problem Definition :**

- ❖ "How might we build a robot that can answer customer questions accurately?"

- **Technology-First** : Assumes the solution (Q&A robot) before understanding the real need.
- **Feature-Focused** : Asks only about execution — how to make it accurate — not what problem to solve.
- **Skips Empathy** : No observation of actual customer behaviour in Stores.

This is what most teams would assume. It seems logical, but it's built on untested assumptions about what customers actually need.

SoftBank Robotics: The Discovery

- **What IDEO Actually Discovered :**

- ❖ When researchers **watched customers in stores**, they noticed something surprising.
- ❖ Customers weren't asking for information — they were experiencing something entirely different.

- **Observable Behaviours :**

- ❖ **Avoiding Eye Contact :**

- Customers actively avoided making eye contact with sales staff.

- ❖ **Lingering Without Touching :**

- Standing near products but not picking them up.

- ❖ **Looking Confused :**

- Confused about where things were, not what products did.

SoftBank Robotics: The Discovery, Cont.

❖ Leaving Without Buying :

- Often exiting when they couldn't find specific items.

❖ The Real Problem :

- The real problem wasn't **“lack of information.”**
- It was **Navigation Anxiety & Social Discomfort.**
- Customers felt psychological pressure in the retail environment.
- They didn't want to ask for help — they wanted to find things independently without social friction.

SoftBank Robotics : The Reframed Problem

- **Technology-First HMW :**

- ❖ **"How might we build a robot that can answer customer questions accurately?"**

- Leads to a voice-search feature.
- Focus on AI accuracy and database.
- Robot becomes an information kiosk.

- **Human-Centered HMW :**

- ❖ **"How might we help customers feel confident navigating the store without the social pressure of asking a human salesperson?"**

- Leads to guiding and pointing behaviour.
- Focus on reducing friction and anxiety.
- Robot becomes a comfort companion.

SoftBank Robotics : The Reframed Problem, Cont.

- **Notice the Difference :**

- ❖ The first HMW leads to a completely different robot behaviour than the second.
- ❖ The technology-first version builds an information kiosk.
- ❖ The human-centered version builds a psychological comfort tool that happens to use technology.

- **Key Lesson :**

- ❖ The problem frame determines the solution space.
- ❖ Reframe the problem around human needs, and you open up entirely new categories of solutions.

Ideate : Divergence and Convergence

- **Core Theory :**

- ❖ The engine of ideation is the intentional oscillation between two opposing but complementary modes of thinking : **divergent thinking** and **convergent thinking**.

- **Divergent Thinking :** Generating many different ideas in a **free-flowing, spontaneous way**.

- ❖ **Focus :** Quantity, not quality.

- ❖ **Goal :** Break the problem open.

- ❖ **Direction :** Up and Out.

Explore edges, consider absurd possibilities, defer judgment.

Ideate: Divergence and Convergence, Cont.

- **Convergent Thinking : Analysing, organizing, and refining** ideas to find the best fit.

- ❖ **Focus** : Quality and fit

- ❖ **Goal** : Make choices

- ❖ **Direction** : Down and In

Be critical, combine concepts, prioritise options.

- **Critical Rule** :

- ❖ Convergence must happen **AFTER** divergence, not during it.

- ❖ Don't judge ideas while generating them.

Divergence vs. Convergence Comparison

Phase	Direction	Goal	Key Question	Mindset
Divergent	Up and Out	Create Choice	"What if...?"	"Yes, and..."
	Expanding possibilities	Generate many options	Explore possibilities	Build on ideas
Convergent	Down and In	Make Choices	"What's best...?"	"Yes, but..."
	Narrowing focus	Select best options	Evaluate and decide	Critique and refine

- **Divergent Session :**

- ❖ Generate 100 ideas in 60 minutes. The first 50 will be obvious; the next 50 are where breakthroughs hide.

- **Convergent Session :**

- ❖ Cluster, combine, and prioritise. Use criteria like feasibility, desirability, and viability to select top 3-5 concepts.

The 7 Rules of Brainstorming (Part 1)

- To successfully diverge, teams must follow a specific set of rules to create a "**judgment-free zone**" where creativity can flourish.

1. Defer Judgment :

- ❖ This is the **most important rule**. Don't immediately shoot down an idea.
- ❖ Criticism halts the flow of creativity and makes people hesitant to share.
- ❖ "That won't work because..."
- ❖ "Interesting — let's build on that..."

2. Encourage Wild Ideas :

- ❖ Embrace the most **out-of-the-box notions**.
- ❖ Often, there's not much difference between "outrageous" and "brilliant."
- ❖ A wild idea from one person can spark a practical, genius idea from another.
- ❖ "What if we eliminated checkout entirely?"

The 7 Rules of Brainstorming (Part 1), Cont.

3. Build on Others' Ideas :

- ❖ Try to use **"and" instead of "but."**
- ❖ This encourages positivity, inclusivity, and collaborative building.
- ❖ "But that would be too expensive"
- ❖ "Yes, and what if we did a smaller version?"

4. Stay Focused :

- ❖ Divergence is good, but you still need to **keep your eyes on the prize.**
- ❖ A clear "How Might We" (HMW) statement keeps the team's energy directed at the right problem.
- ❖ Post the HMW statement where everyone can see it.

The 7 Rules of Brainstorming (Part 1), Cont.

5. One Conversation at a Time :

- ❖ This can be difficult with creative people, but it's essential.
- ❖ Ensures everyone is heard and ideas are not lost in the noise.
- ❖ Use a "talking stick" or facilitator to manage flow.

6. Be Visual :

- ❖ Use coloured markers and Post-it notes.
- ❖ **Draw your ideas**, even if you are not an artist.
- ❖ Visuals are easier to remember and react to than a list of words.
- ❖ A sketch communicates faster than a paragraph.

The 7 Rules of Brainstorming (Part 1), Cont.

7. Go for Quantity :

- ❖ Set a high goal. For any 60-minute session, aim for 100 ideas.
- ❖ The first 50 will be obvious; the next 50 are where the breakthroughs hide.
- ❖ Quantity breeds quality through combination.

• The Power of All 7 Rules Together :

- ❖ When teams follow all seven rules, they create a **psychologically safe space** where creativity flourishes.
- ❖ The combination of deferred judgment, wild ideas, building on others, focus, single conversation, visual thinking, and quantity goals produces breakthrough innovations that wouldn't emerge in traditional meetings.

Ideation : The Cineplanet Case

- **The Challenge :**

- ❖ IDEO Peru needed to **transform the movie theater experience** for Cineplanet.
- ❖ The typical approach would be to brainstorm "better seats" or "bigger screens."

- **What They Didn't Do :**

- They didn't brainstorm generic improvements like:
 - ❖ "Better seats"
 - ❖ "Bigger screens"
 - ❖ "Cheaper tickets"
 - ❖ "More concessions"

These are obvious, incremental ideas that don't differentiate.

Ideation : The Cineplanet Case, Cont.

- **What They Actually Did :**

- They used **user scenarios** to generate contextual ideas:

- ❖ **"A tired parent"** → Quiet zones, comfortable waiting areas.

- ❖ **"Teenagers on a date"** → Specific lighting zones, social spaces.

- ❖ **"Friends night out"** → Unique food offerings, group experiences.

- **Key Lesson :**

- ❖ Scenario-based ideation produces more innovative and contextual solutions than feature-based brainstorming.

- ❖ When you understand WHO you're designing for, you design differently.

Chapter 3 : Part Two - The Solution Space

Prototype, Test, and Implementation — Tangibility and Iteration



Prototype : Rapid Prototyping Mindset

- **Core Theory :**

- ❖ The Prototype stage is about **making ideas tangible** so you can learn from them.
- ❖ The key mindset shift: **prototype to think, not just to show.**

- **Low-Fidelity Prototypes :**

- ❖ Quick, cheap, and disposable.
- ❖ Focus on **learning**, not impressing.
- Paper sketches and wireframes
- Clickable Figma prototypes
- Cardboard mockups
- Role-playing and Wizard of Oz
- Build in hours, not weeks

Prototype : Rapid Prototyping Mindset, Cont.

- **High-Fidelity Prototypes :**

- ❖ Polished and detailed.
- ❖ Focus on **testing** specific interactions and flows.
- Functional software prototypes 3D printed physical models
- Working mechanical parts
- Pilot programs with real users
- Test specific hypotheses

Key Mindset Shifts :

- ❖ **Build to Learn** : Prototypes are questions, not answers
- ❖ **Fail Fast, Fail Cheap** : Better to fail with paper than with production
- ❖ **Iterate Rapidly** : Build, test, learn, repeat — quickly

Prototype : SoftBank Robotics Example

- **The "Wizard of Oz" Approach :**

- ❖ Instead of building expensive robots immediately, IDEO used **cardboard boxes** and "Wizard of Oz" prototypes (where a human pretends to be the AI) to test how customers interacted with a service robot in a store.

- **Cardboard Prototypes :** Simple cardboard boxes represented the robot's form factor and placement.

- ❖ Tested size and positioning.

- ❖ Observed customer reactions.

- ❖ Cost : \$5 in materials.

- ❖ Time : Built in 30 minutes.

- **Wizard of Oz Testing :** A human operator controlled the "robot's" responses from behind the scenes.

Prototype: SoftBank Robotics Example, Cont.

- ❖ Tested conversation flows
- ❖ Discovered what customers actually asked
- ❖ No AI development needed
- ❖ Rapid iteration of responses
- **What They Learned :**
 - ❖ **Customer Comfort :** People preferred subtle guidance over direct interaction.
 - ❖ **Optimal Placement :** Corner locations worked better than center aisle.
 - ❖ **Response Style :** Pointing gestures more effective than verbal directions.
- **Value of Cheap Prototyping :**
 - ❖ IDEO learned critical insights for under \$100 that would have cost hundreds of thousands to discover with a real robot.
 - ❖ Test concepts before investing in execution.

Test & Iterate : Love the Problem

- Core Theory :
 - Testing is about **gathering data to refine the solution.**
 - The critical mindset shift: "**Love the problem, not your solution.**"
 - Be willing to kill your darlings if they don't solve the real need.
- **Testing Methods :**
 - ❖ **Observation** : Watch users interact with prototypes in real contexts. Note confusion, delight, and friction points.
 - ❖ **Interview** : Ask open-ended questions: "What were you thinking when...?" "What would you expect to happen?"
 - ❖ **Metrics** : Measure task completion rates, time on task, error rates, and satisfaction scores.

Test & Iterate : Love the Problem, Cont.

- **The "Kill Your Darlings" Mindset :**

- ❖ **Don't Fall in Love :** Your first solution is rarely the best. Stay attached to the problem, not your idea.

- ❖ **Embrace Failure :** Every "failure" is data. Learn what doesn't work to find what does.

- ❖ **Iterate Rapidly :** Test, learn, adjust, repeat. Each cycle gets you closer to the right solution.

"If you're not embarrassed by your first prototype, you've launched too late." — **Reid Hoffman**.

Test : The Shopping Cart Project

- **The Gold Standard :**

- ❖ IDEO's Shopping Cart Project (featured on ABC Nightline) remains the **gold standard** for design thinking in action.

- ❖ Although old, the principles are timeless.

- **What They Did :** IDEO tested their digital/mechanical cart concepts by:

- ❖ Building physical prototype parts

- ❖ Watching shoppers navigate a real store

- ❖ Observing actual shopping behaviours

- ❖ Gathering feedback in context

Test : The Shopping Cart Project, Cont.

- **Key Insights :**

- ❖ **Safety Concerns :** Parents worried about child safety in carts

- ❖ **Theft Prevention :** Stores needed ways to prevent cart theft

- ❖ **Maneuverability :** Shoppers struggled with cart handling

- **Why It's the Gold Standard :**

- ❖ **Real Context :** Tested in actual stores, not labs

- ❖ **Physical Prototypes :** Built tangible, testable concepts

- ❖ **User Observation :** Watched real behaviour, not just asked

- ❖ **Rapid Iteration :** 5 days from problem to prototype

Legacy : This project demonstrated that design thinking could tackle complex, real-world problems in days, not months. It showed the power of rapid prototyping and user-centered iteration.

Integrating Design Thinking with Agile

The Mindset Shift : Design Thinking and Agile aren't competing methodologies — they're **complementary approaches** that work together to create better products faster.

Traditional "Waterfall" :

1. Requirements (months)
2. Design (months)
3. Development (months)
4. Testing (months)
5. Launch (and hope)

Risk : 12-18 months before learning

Agile + Design Thinking :

1. Empathise (1 week)
2. Define (few days)

Integrating Design Thinking with Agile, Cont.

3. Ideate (1 week)
4. Prototype (1 week)
5. Test (1 week) → Iterate

Learn in 2-4 weeks, not months

Coexistence Model :

- **Stage-Gate + DT** : Use DT for discovery phases, Stage-Gate for execution.
- **Prototype Everywhere** : Prototyping isn't just Step 4 — it happens in every stage.
- **Sprint 0** : Dedicate initial sprints to discovery and problem framing.

Chapter 4 : Design Thinking in Action

Open IDEO : The Platform Business Model
Product



Open IDEO : A Platform Business Model

What is Open IDEO ?

- A **crowdsourcing platform** launched by IDEO that connects organisations with a global community to solve social challenges.
- But it's more than just a digital service — it's a **platform business model**.
- **Traditional Service vs. Platform Business**

Traditional Service	Platform Business (Open IDEO)
IDEO solves problems for clients	IDEO enables others to solve problems together
Value created linearly (hourly fees)	Value created through network effects (more users = better solutions)
One-way value flow (client → IDEO)	Multi-way value exchange (organizations, users, beneficiaries)
Owns all resources (designers only)	Leverages external resources (crowd wisdom)

Open IDEO : A Platform Business Model, Cont.

Two-Sided Platform :

- **Side A** : Partner organisations (Nike, Unilever, Water.org) who sponsor challenges.
- **Side B** : Global users who contribute ideas, feedback, and refinement.

How Design Thinking Shaped Open IDEO

- IDEO didn't just **use** Design Thinking to build the platform — they **embedded the 5-stage methodology into the platform's user journey**.
- Every challenge on Open IDEO mirrors the design thinking process.

1. Empathise : "Inspiration" Phase

- Each challenge begins with research, stories, and data designed to build empathy.
- "How might we build better employment opportunities for young people?" — Users first read stories of unemployed youth before ideating.

2. Define : Framing HMW Questions

- IDEO works with partners to translate broad problems into actionable HMW statements.
- Not "Fix education" but "How might we create engaging learning experiences for girls in underserved communities?"

How Design Thinking Shaped Open IDEO, Cont.

3. Ideate : Crowdsourced Brainstorming

- Users submit ideas publicly, building on each other's contributions.
- ❖ Open submission forms
- ❖ Build on others' ideas
- ❖ Comment and refine

4. Prototype : Refinement Through Feedback

- The community refines promising ideas through feedback and collaboration.
- ❖ Feedback loops
- ❖ Expert reviews
- ❖ Iteration rounds

How Design Thinking Shaped Open IDEO, Cont.

5. Test : Voting & Implementation

- Users vote for best ideas, and highest-ranked concepts are selected for real-world implementation.
- ❖ Voting mechanisms
- ❖ Implementation tracking
- ❖ Impact stories

Platform Architecture Insight :

- The platform's most critical feature isn't technical — it's the **question design itself**. A poorly defined challenge produces unusable ideas.

The Design Thinking Journey

1. Empathise :

- Move beyond assumptions through observation and qualitative research.
- ❖ Watch behaviour
- ❖ Conduct interviews
- ❖ Build empathy maps

2. Define :

- Synthesise insights into clear problem statements using HMW framework.
- ❖ Create POV
- ❖ Frame HMW questions
- ❖ Focus on human needs

The Design Thinking Journey, Cont.

3. Ideate :

- Generate many ideas through divergent thinking, then converge on best.
- ❖ Defer judgment
- ❖ Encourage wild ideas
- ❖ Builds on others

4. Prototype :

- Make ideas tangible to learn from them — prototype to think, not just show.
- ❖ Start low-fidelity
- ❖ Build to learn
- ❖ Fail fast, fail cheap

The Design Thinking Journey, Cont.

5. Test :

- Gather data to refine solutions — love the problem, not your solution.
 - ❖ Observe users
 - ❖ Gather feedback
 - ❖ Iterate rapidly
- **For Digital Transformation :** DT tames complexity, reduces risk, drives adoption, and enables iterative development alongside Agile.
- **For Platform Design :** Embed the methodology into user journeys — the product IS the process, as Open IDEO demonstrates.
- **Core Principle :** Always ask - "What's the human need behind it?" Technology serves people, not the other way around.

Design Thinking as Platform Architecture

- The platform's value isn't in its technology — it's in how the **user journey mirrors the design thinking methodology**.
- This is Design Thinking as platform architecture, not just a design tool.
- Open IDEO proves that when you embed human-centered methodology into system design, you create **sustainable innovation ecosystems** that scale empathy and creativity across the globe.

Empathise

Define

Ideate

Prototype

Test

Thank you



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