

Design Thinking

Empathetic Approach to Innovation

PMI – Madrid – 16 octubre 2017

Jesús Poza



astanaPM

A Project Management Company



#1 Salesforce.com



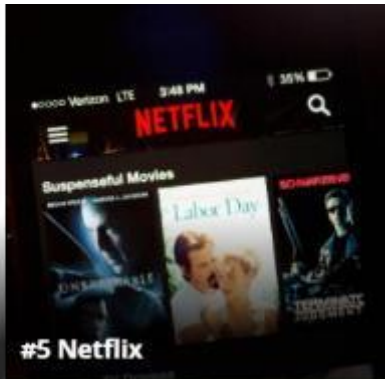
#2 Tesla



#3 Amazon.com



#4 Shanghai RAAS Blood Products



#5 Netflix



#6 Incyte



#7 Hindustan Unilever



#8 Asian Paints



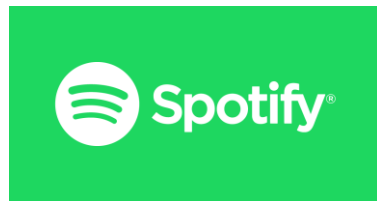
#9 Naver



#10 Regeneron Pharmaceuticals

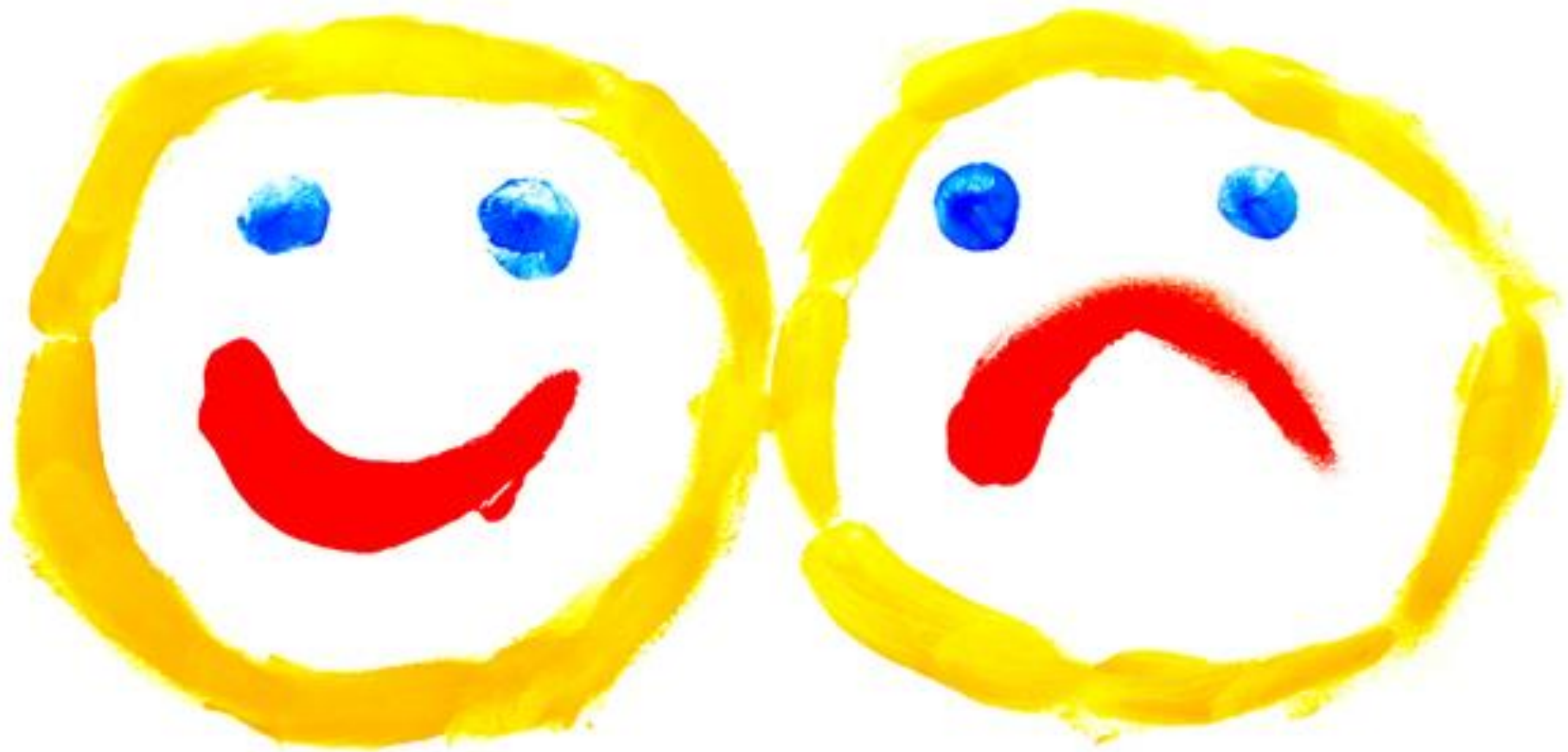
amazon

endesa



bankinter.





AGENDA

- Definición
- Uso
- Principios
- Procesos
- Técnicas
- Iniciativas relacionadas



EMERITUS
INSTITUTE OF MANAGEMENT

In collaboration with



MIT Sloan
Executive Education

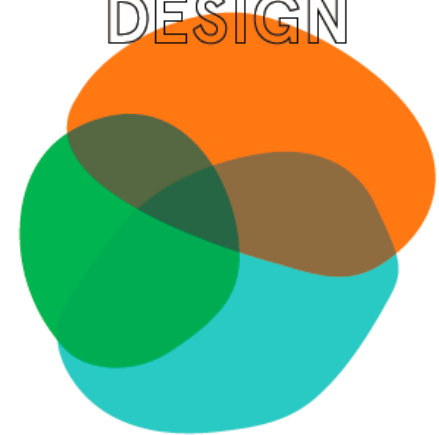
INNOVATION OF PRODUCTS & SERVICES - MIT'S APPROACH TO DESIGN THINKING

+ACUMEN



WELCOME TO
DESIGN KIT: THE COURSE FOR HUMAN-CENTERED DESIGN

THE FIELD GUIDE TO HUMAN- CENTERED DESIGN



DESIGN KIT

Design Thinking - (Human Centered Design)

Aplicación sistemática de métodos y técnicas de diseño y creatividad a la resolución de problema y a la innovación.



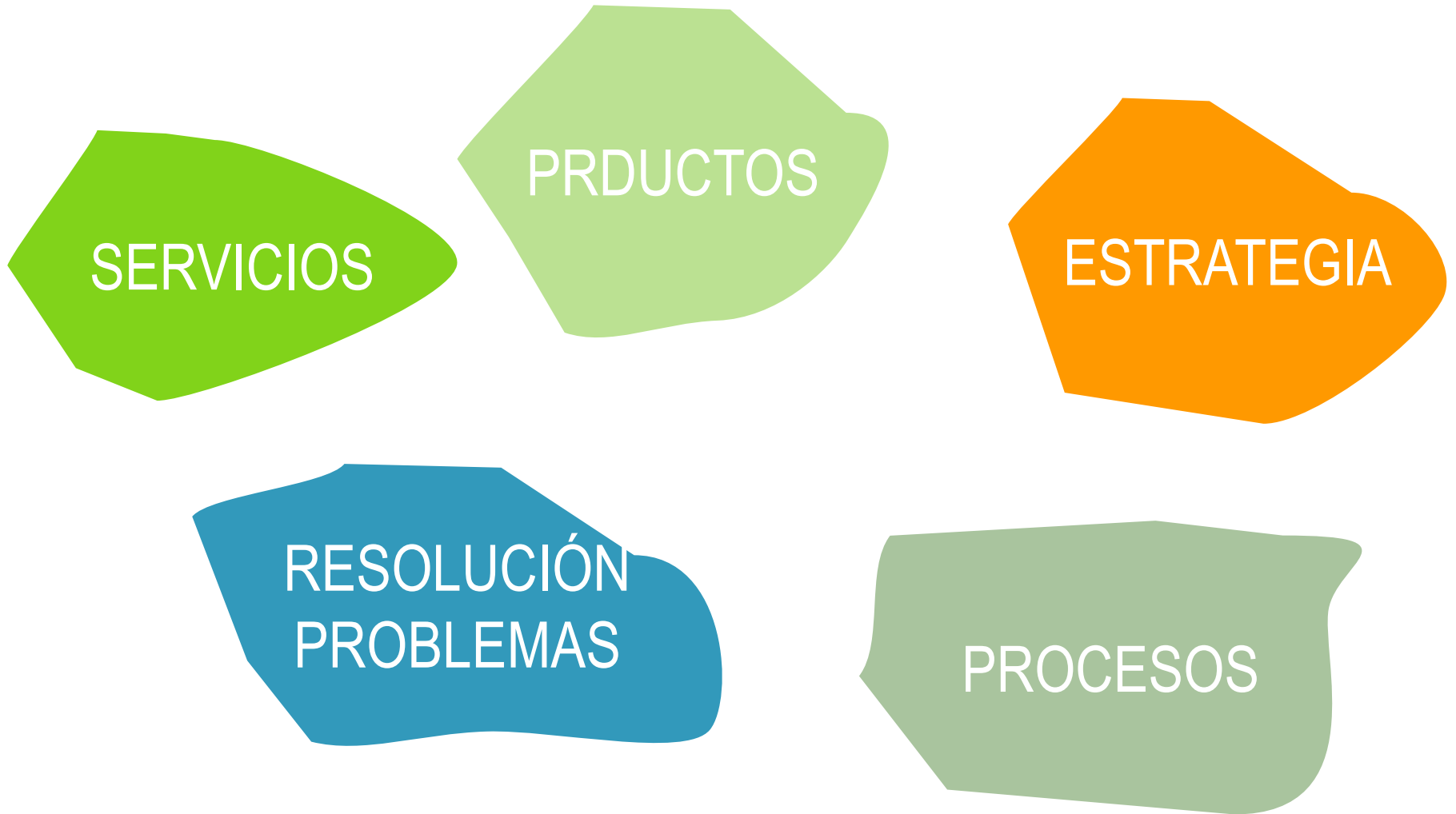
Con especial atención a las **necesidades** y **sentimientos** de las personas

Tim Brown – “Design Thinking”

Harvard Business Review June 2008

*“...we see problems than can be solved through innovation.... They require a **human-centered, creative, iterative, an practical** approach to finding the bests ideas...*

***Design Thinking** is just an approach to innovation”*



Thinking like a designer can transform the way you develop products, services, process – and even strategy

Tim Brown

PRINCIPIOS

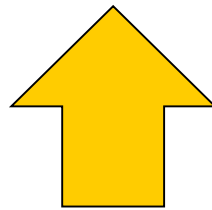
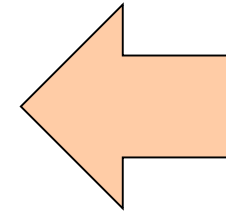
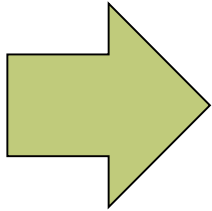
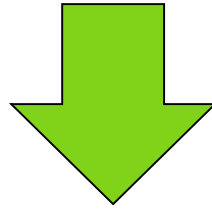


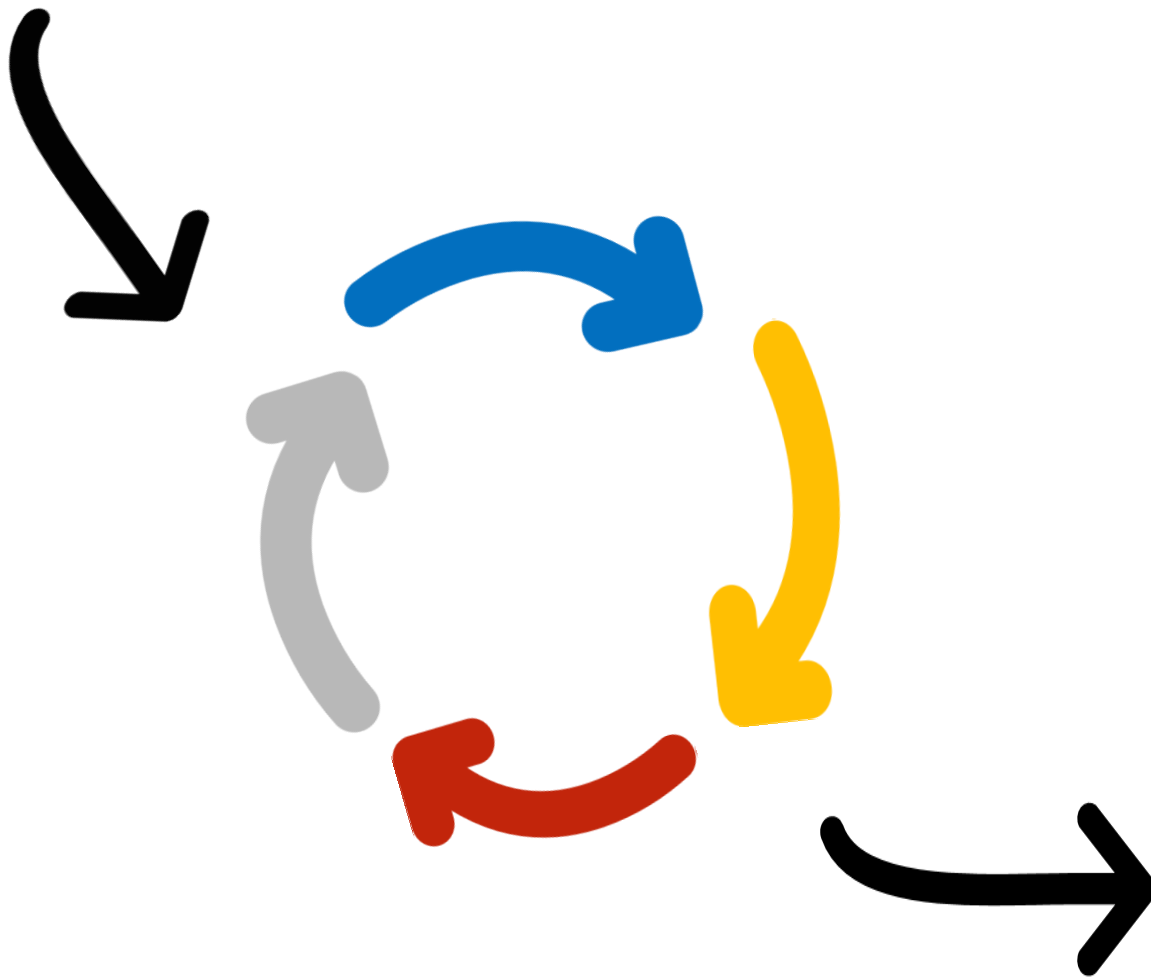
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IDEEO

IDEO

IDEO is a global design company. We create positive impact through design.



David Kelley



Tim Brown



IDEO

IDEO is a global design company. We create positive impact through design.

We believe...

Innovation starts with people

Everyone is creative

Creative organizations are more agile

Complex problems are best solved collaboratively

Technology moves fast, human needs change slowly

Principios

- *User needs first* – Observa – ¡sé empático!
- Convive con la ambigüedad
- Confía en la creatividad - ¡sé optimista!
- No lo cuentes, hazlo
- Aprende de los fallos
- Itera, itera itera
- Promueve la serendipia

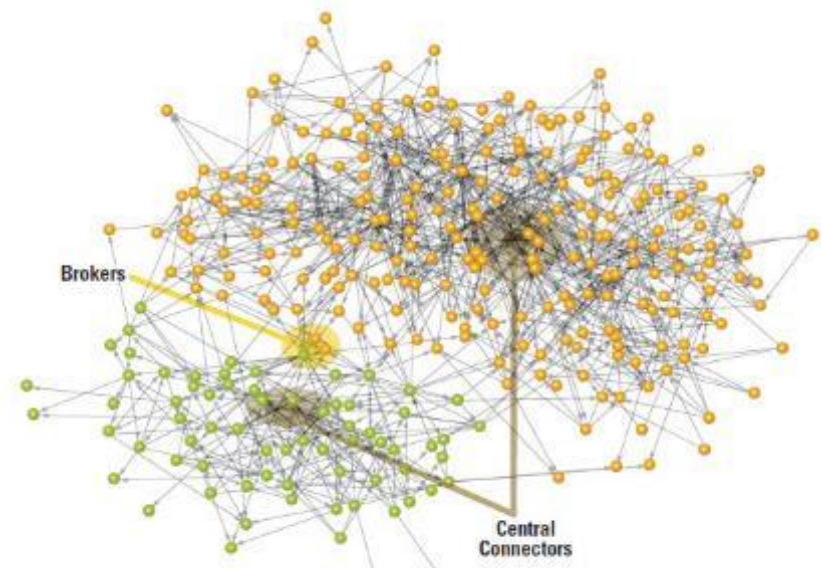
Principios – equipos

- Multidisciplinares
- Dedicados
- Liderados

An interdisciplinary mix of thinkers, makers, and doers is just the right combination to tackle any design challenge.

Social component of innovation

MIT Sloan Management Review. Summer 2017



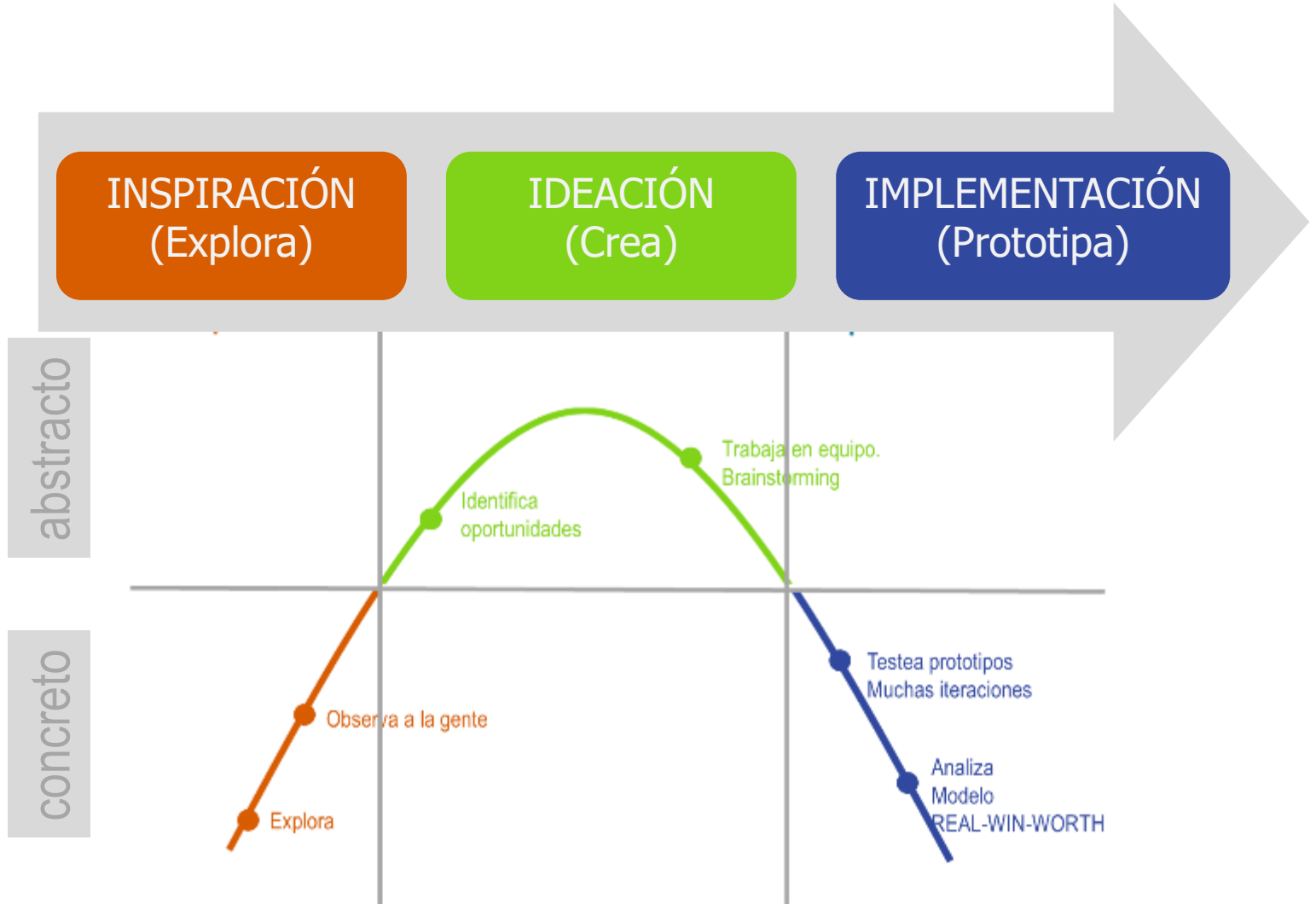
What Brokers, Central Connectors, and Energizers Do

BROKERS	CENTRAL CONNECTORS	ENERGIZERS
Connect different groups in networks	Are well-connected in a subgroup	Can be anywhere in a network
Bridge silos	Get things done	Provide support
Explore and seek new ideas	Organize others	Inspire others to act
Have diverse perspectives	Serve as experts	Fully engage in the moment
Focus on many things	Quickly solve problems	Strive toward vision

How to catalyze innovation in your organization. MIT Sloan Management Review. Summer 2017

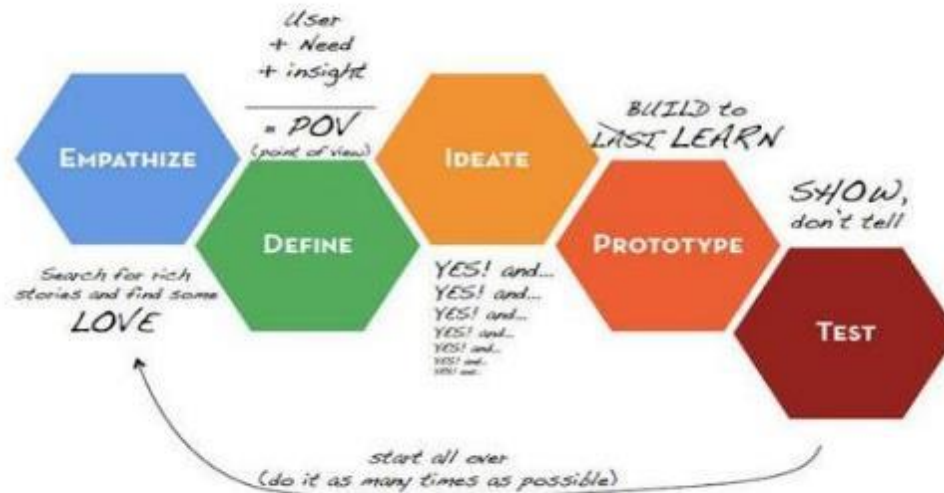
Procesos





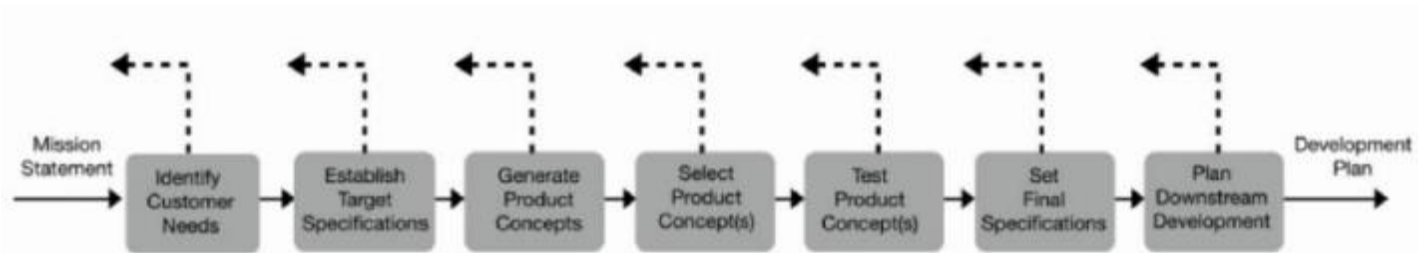
basado en Idco.org

My design thinking CHEAT SHEET

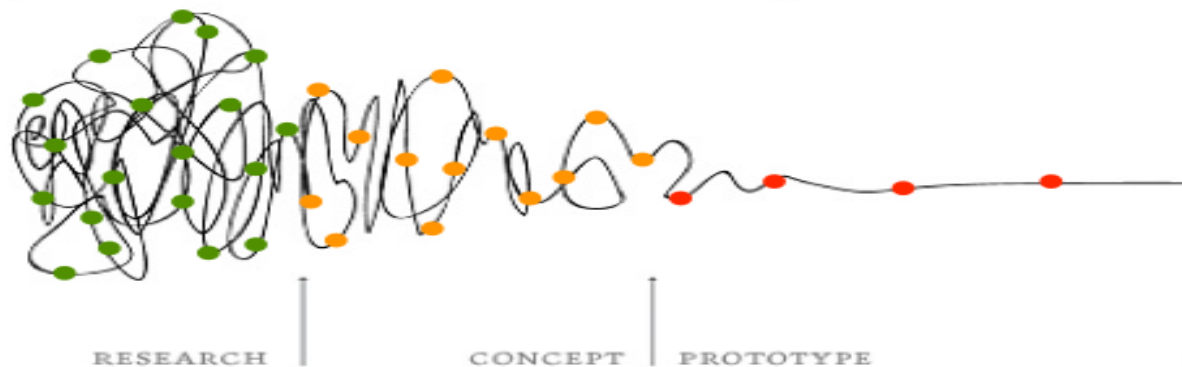


dschool.stanford.edu

By Guido Kovelkys

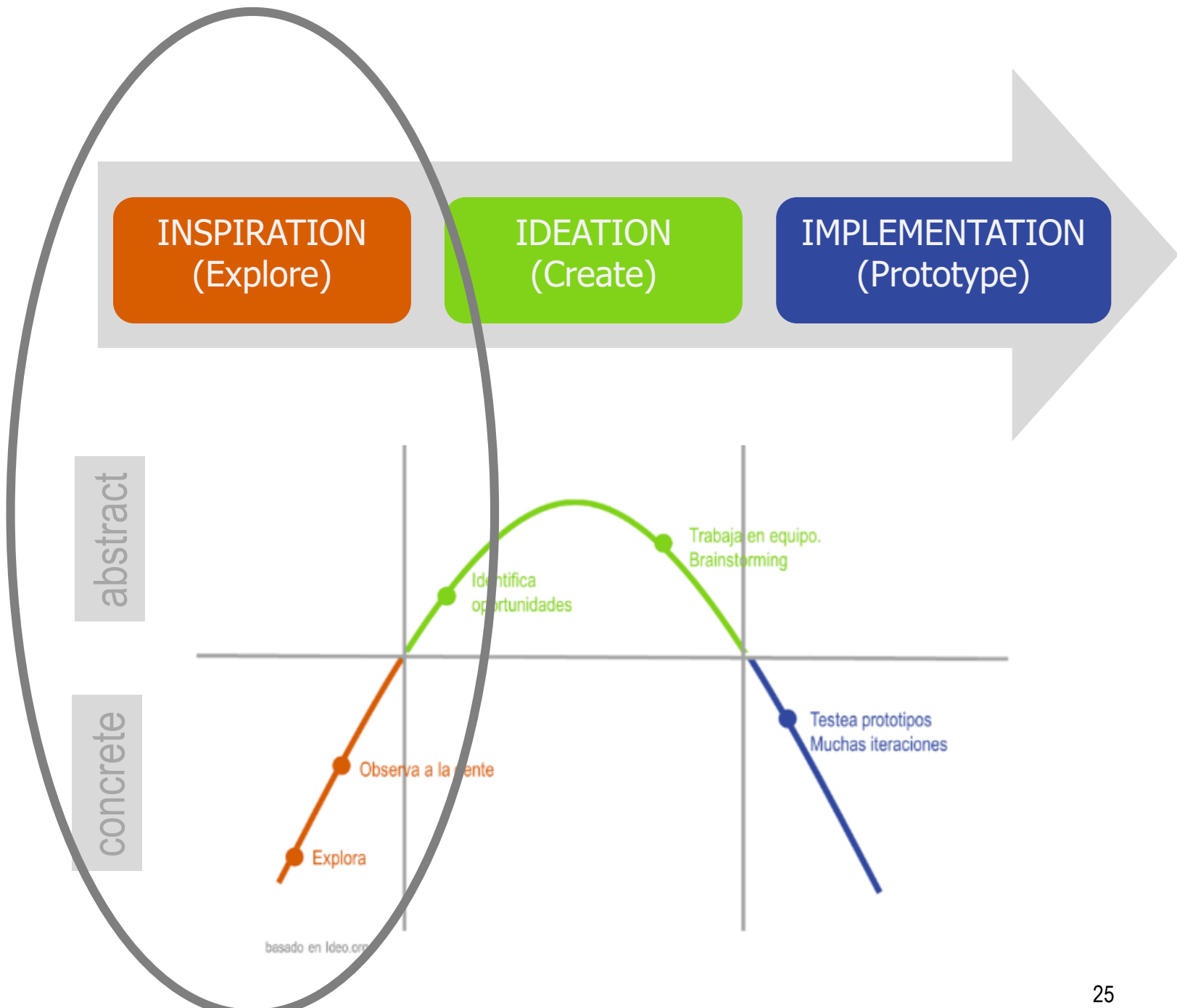


MIT – Concept Development Process – Concept Generation



MÉTODOS





Necesidades

*There's no better way to **understand** the hopes, desires, and aspirations of those you're designing for than by **talking with them directly***

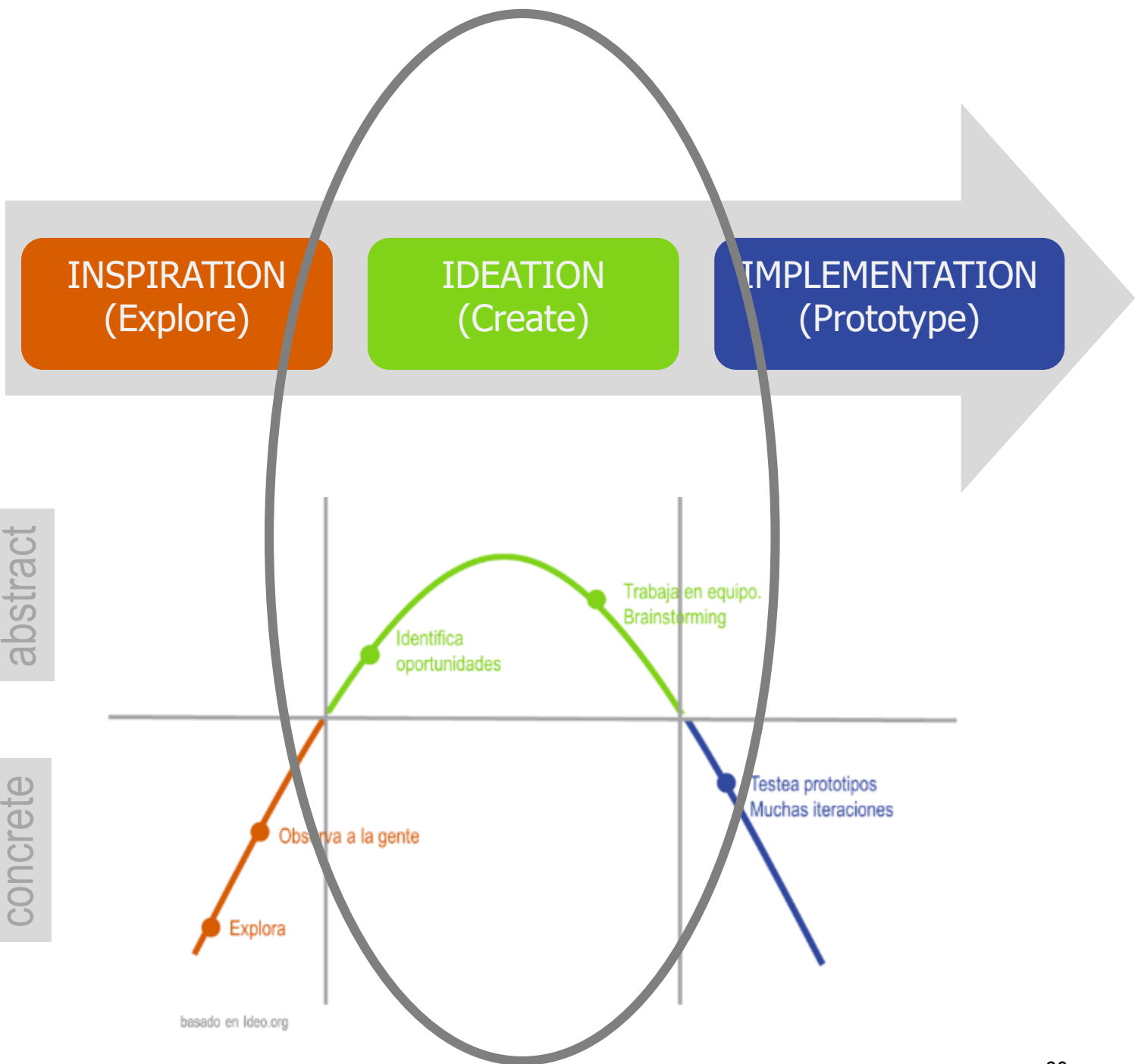
Field Guide to Human Centered Design – IDEO.org



Necesidades

- Entrevistas
- Observación
 - *Latent needs*
 - Lead users
- Inmersión
 - Convivencia directa con los usuarios / clientes.
 - Observa, siente, experimenta como ellos







¿Cómo tener una GRAN idea?



*To have a great idea, **have a lot** of them*


T. Edison

Creative thinking

Brainstorming

SCAMPER

SIT

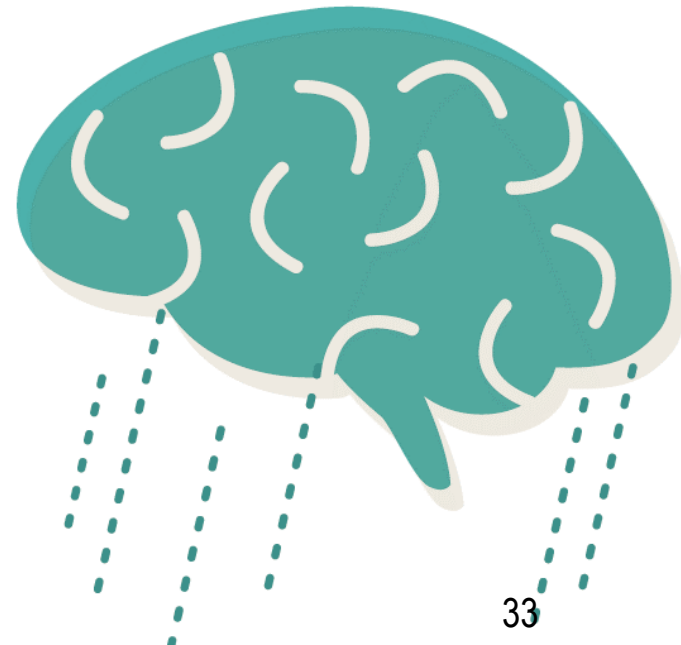
The background of the slide features several colorful silhouettes of people in a meeting setting. In the foreground, a person in a red silhouette sits in a chair, facing away from the viewer. Behind them, a group of people in orange, green, and purple silhouettes are gathered around a dark table. One person in the background is holding a pair of glasses. To the right, a person in a blue silhouette sits at the table, looking towards the group. The overall scene suggests a collaborative brainstorming session.

Brainstorming
El método más efectivo
para la generación de ideas

Brainstorming basic rules

- **Defer** judgement
- **Build** on the ideas of others
- Encourage **wild ideas**
- Stay **focused** on the topic
- **One** conversation at a time
- Be **visual**
- Go for **quantity**

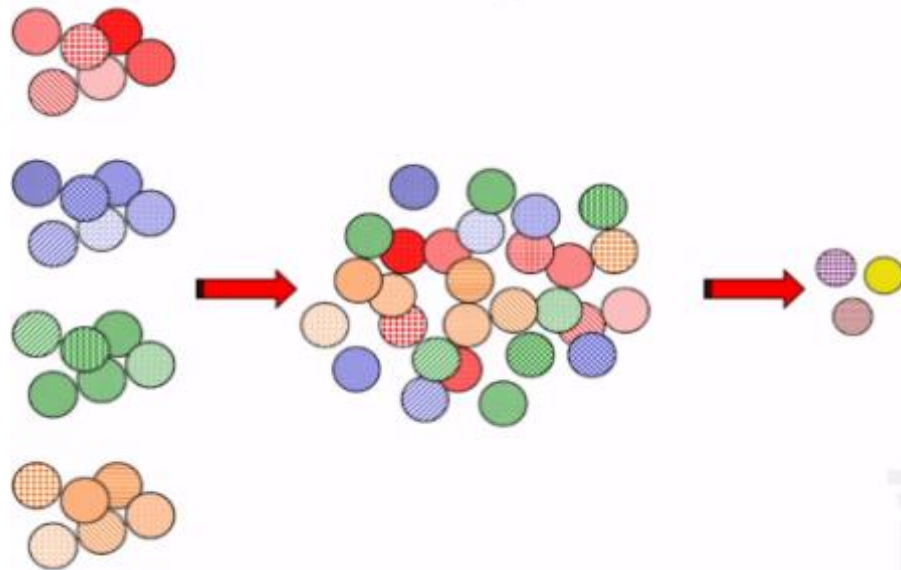
Avoid perfection



Trabajo: individual → grupo → refinamiento

Diversidad

Cantidad



Calidad



Técnicas de creatividad

SCAMPER

Substitute

Combine

Adapt

Modify / magnify / minimize

Put to other uses

Eliminate

Rearrange

SCAMPER



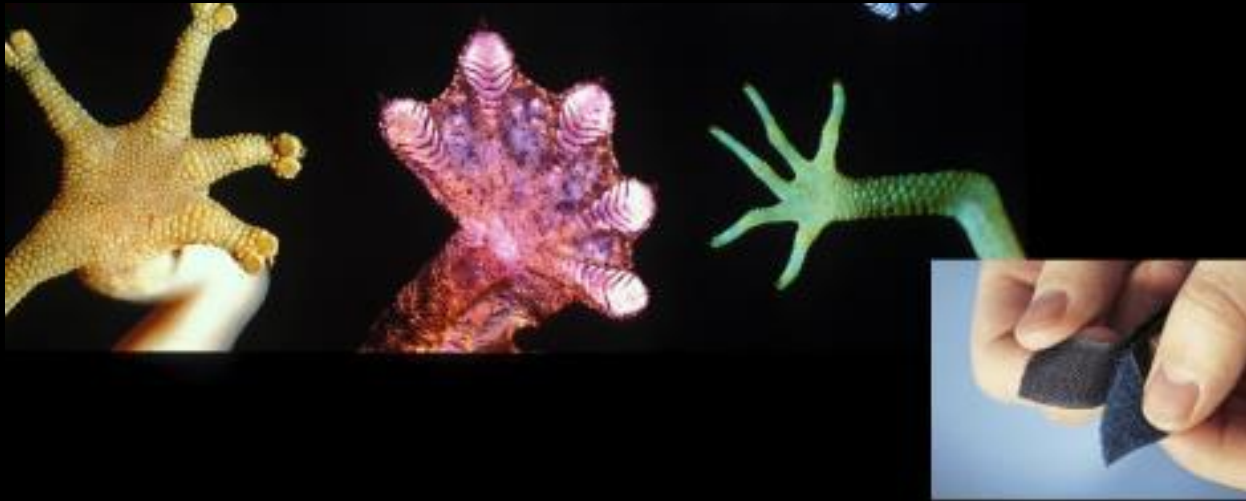
Substitute

SCAMPER



Combine

SCAMPER



Adapt

SCAMPER



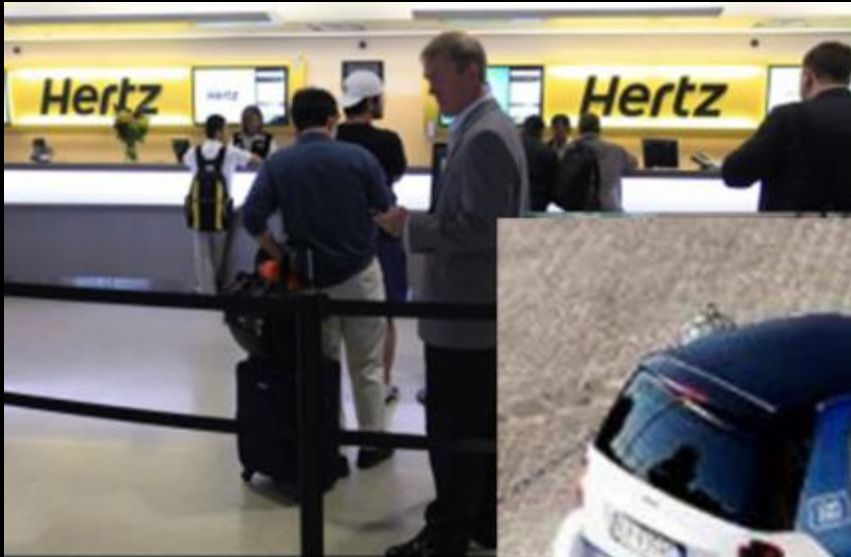
Modify / Magnify / Minimize

SCAMPER



Put to other uses

SCAMPER



Eliminate

SCAMPER



Rearrange

SIT

Systematic Inventive Thinking

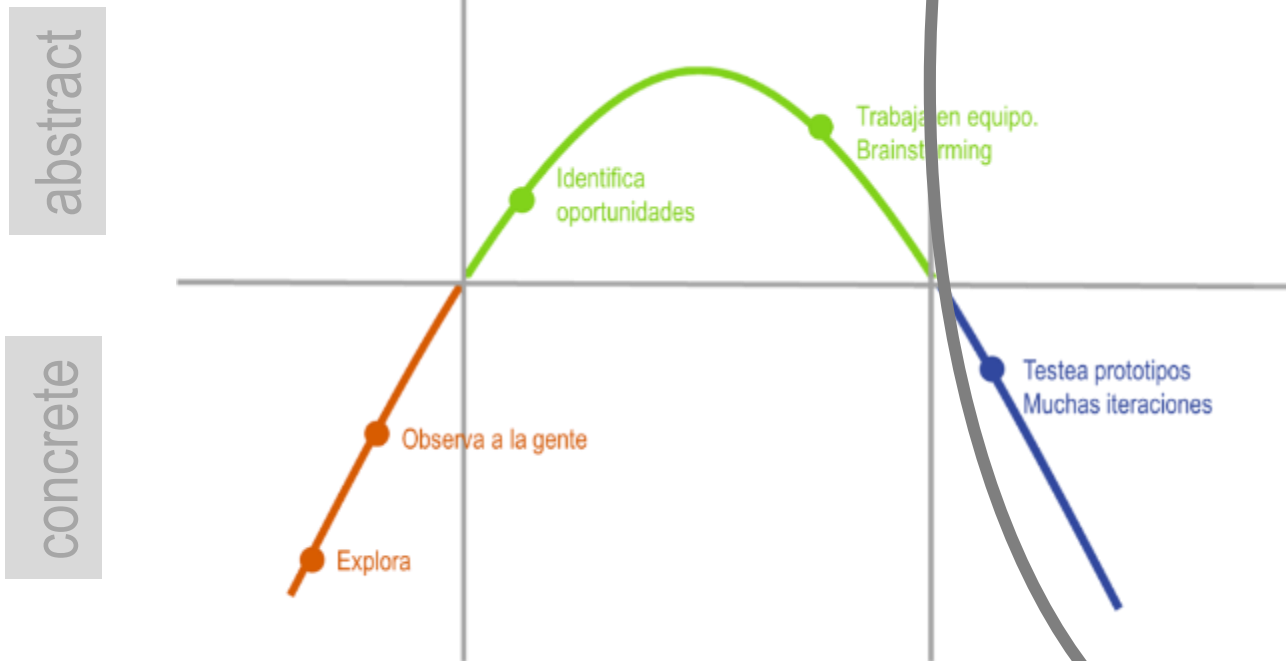
Subtraction: Remove seemingly essential elements

Division: Separate the components of a product or service and rearrange them

Task Unification: Bring together unrelated tasks or functions

Multiplication: Copy a component and then alter it

Attribute Dependency: Make attributes change in response to changes in another attribute or in the environment

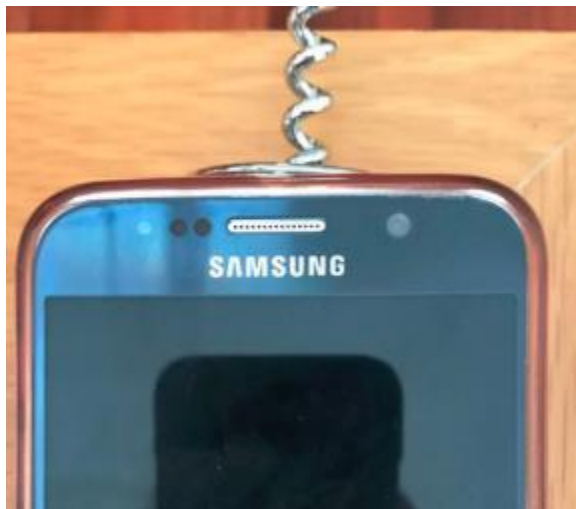


basado en Ideo.org

Prototipos

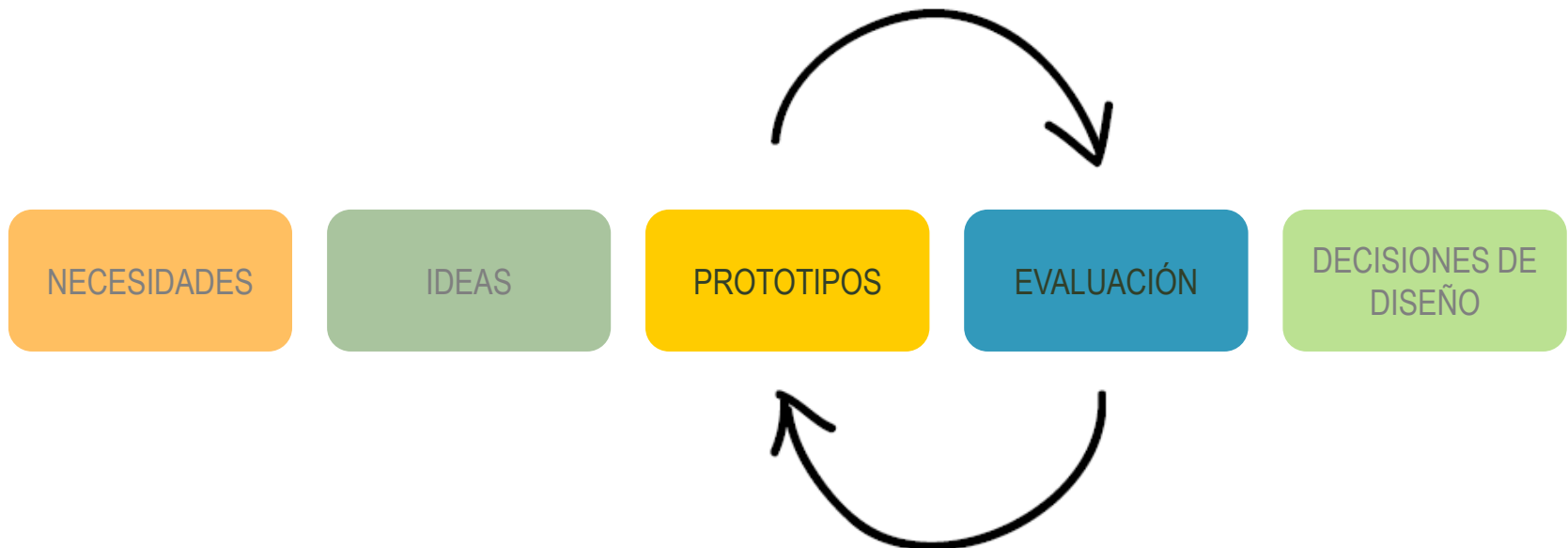
Representaciones **concretas** de una idea



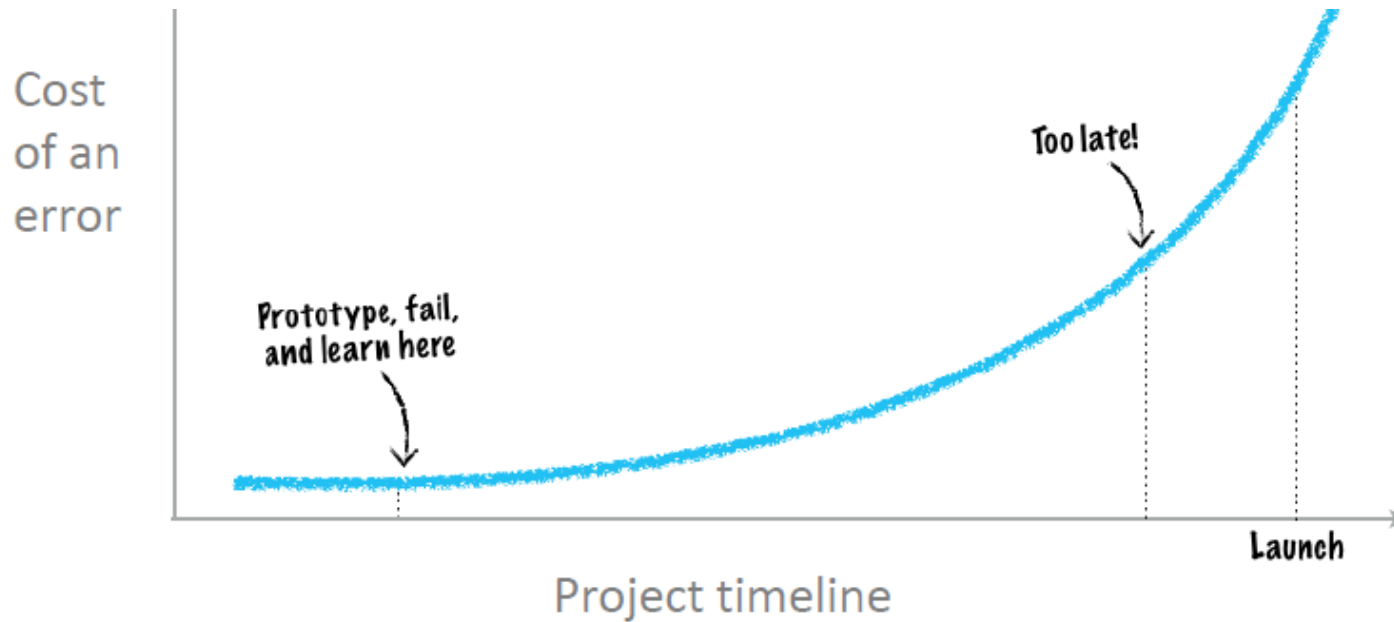


Utilizar prototipos “*low fidelity*”

Explorar soluciones diferentes una a una con diferentes prototipos

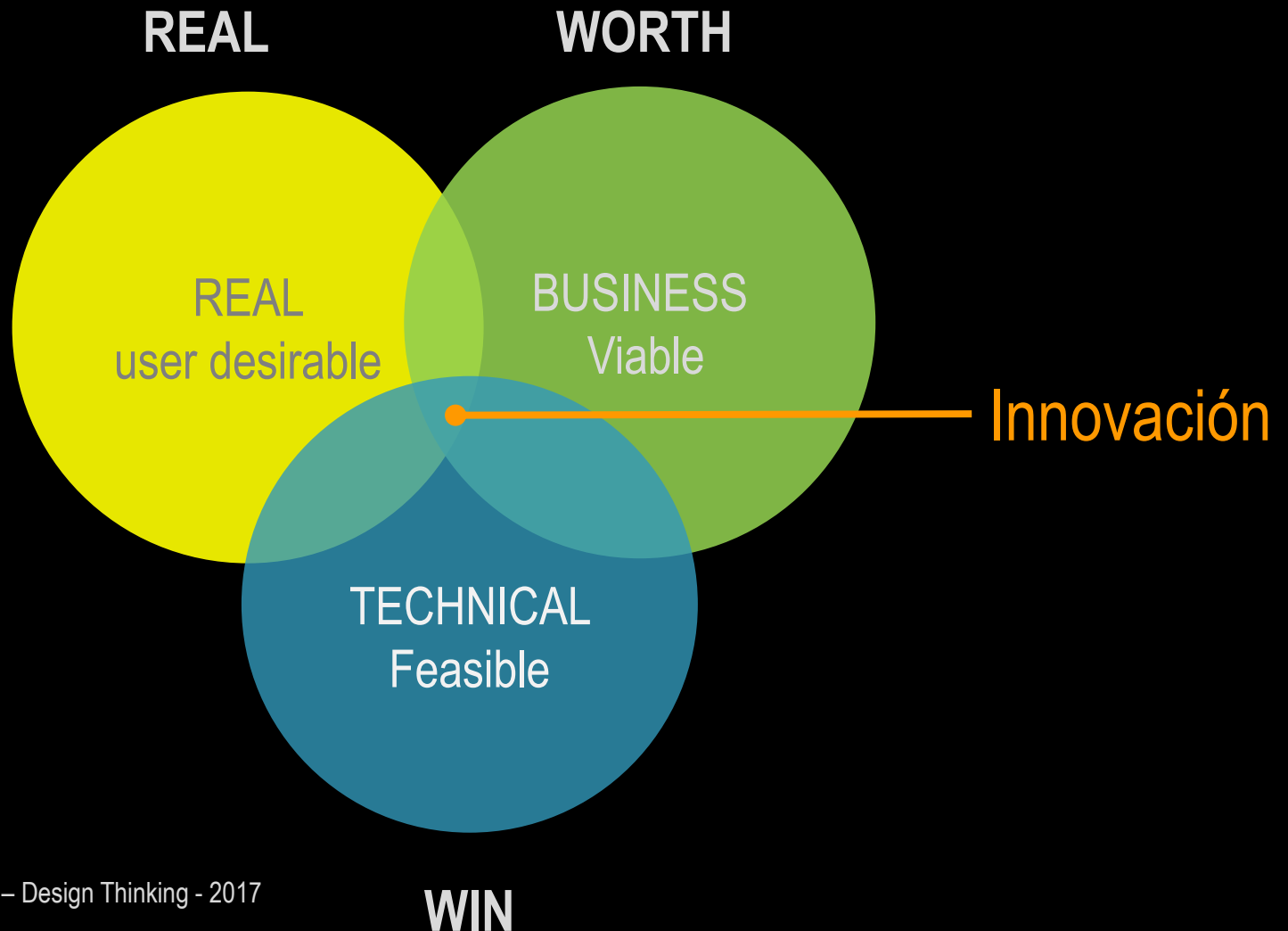


Falla pronto – falla barato



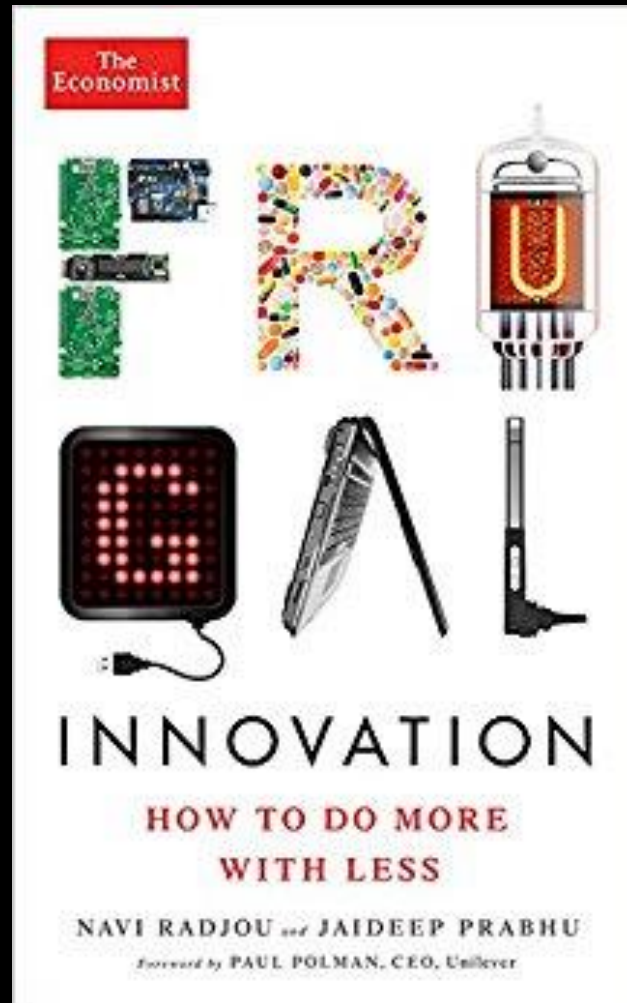
Winograd, Stanford d.school, <http://slideplayer.com/slide/5142739/>

R-W-W model



OTRAS INICIATIVAS

How to do MORE with LESS for MANY



The Frugal Digital Manifesto

Cost is the starting point, social impact is the goal, technology is the medium.

- * Make it economically worthwhile for all stakeholders – create direct economic benefits
- * Source locally – Use whats readily available
- * Re-purpose available technology
- * Upcycle if possible – recycle if not
- * Make it serviceable, dismantable and reusable
- * Its not enough to make it open source – try to embed know-how in the design.

Key questions of this group are:

- * How do we create tools for an emerging digital cottage industry?
- * How do we create methods to spark creativity within constrains?
- * How do we create appropriate tech with high impact?
- * How do we create an unsubsidized, demand-driven approach towards social innovation?

**COST IS THE
STARTING POINT
SOCIAL IMPACT
IS THE GOAL
TECHNOLOGY IS
THE MEDIUM**

FRUGAL INNOVATION



<http://www.eranger.com/>



The **Digital Humanist** Approach to Security

Implement a security approach that starts and ends with people.

- Start and end with people
- Embrace serendipity
- Give people space



Museo del Fallo

Failure is an incredibly powerful tool for learning.

Tim Brown

referencias

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Design Thinking

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A Project Management Company