

Frame

Literature
Review



Initial Problem
Statement

At this stage of the research, the challenge of implementing Design Thinking sustainably is commonly defined as a collision of structures and culture between an iterative and a linear process model.
This is the case when organizations strive for certainty and use efficiency-based methods. Design Thinking as an iterative process, on the other hand, could challenge current standards.



Understand

Interviews

The qualitative research method was chosen to understand how people perceive Design Thinking, what motivates them to use this method in innovation work, and why they use it in a certain way.

Data for the present study were collected from four companies operating in the field of IT service and one Design Thinking expert.



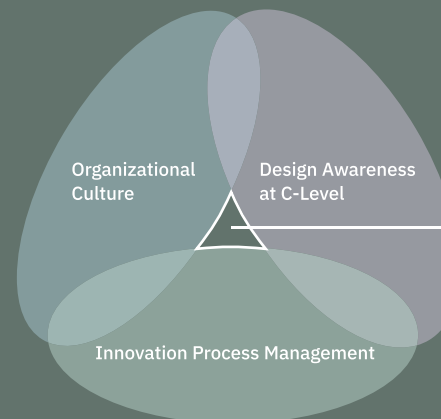
Define

Findings

- The corporate culture has an influence on how Design Thinking is perceived by employees.
- To successfully implement Design Thinking, its mindset must be embedded in the organization's culture.
- It depends on the mindset of the employees whether iterations can be integrated into a process.
- Design Thinking can be well combined with other agile methods.
- Time and budget affects the application of iterations.
- During design sprints, there is no time to reflect.
- Management is not used to evaluate results based on qualitative research results.
- The expectation of Design Thinking is that customers drive the decision, and business goals no longer matter.
- The C-level must understand the value of Design Thinking.

Analysis

The research findings were analyzed by clustering and identifying patterns. The primary research results revealed insights into three organizational aspects that should be considered before implementing Design Thinking.



Reframed Problem Statement

At this stage of the research, the challenge to implement Design Thinking sustainably will be generally defined as a time and financial constraint for iterations during the process. This is the case when the organizational culture is not conducive to this type of innovation method, no design awareness exists at the C-level, along with a lack of alignment between the process and business goals.



Ideate



Criteria

Based on the identified findings through the analysis of primary and secondary research, five criteria were developed. These principles lay the foundation for the intervention concept to ensure a sustainable impact.

1

A culture that supports Design

The intervention should promote an adaptive culture and mindset change.



Brainstorming

During a brainstorming session, ideas on the three intervention areas were generated and bundled together into concept maps. Three concepts with a clear focus on the overarching goal have prevailed.

2

Measuring Design Results

The intervention should facilitate the evaluation and presentation of qualitative research findings.



Evaluation of Concepts

In order to assess which of the concepts should be further elaborated, the three concepts were evaluated based on their potential impact on the overall goal and their compliance with the design criteria.

4

Expectation of Design Thinking

The intervention should raise awareness of the value of iterations.

5

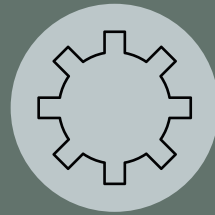
Mixed Methods

The intervention should promote contextual understanding and support adaptation to environment and business model.

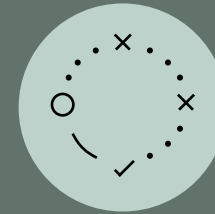
3

Value of Design at C-Level

The intervention should visualize the value of design thinking for the C-level.



Prototype



Test

☐ Final Concept

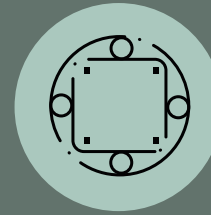
The core idea consists of an assessment tool aimed at organizations in the IT service sector that intend to adopt Design Thinking sustainably. The goal is to foster reflection and shape misconceptions about Design Thinking's possibilities, requirements, and application by asking questions to real case scenarios.

☐ Prototype

To test the concept, a prototype was created in the form of a sketch, which evolved into a digital assessment tool and associated website during development.

☐ Test

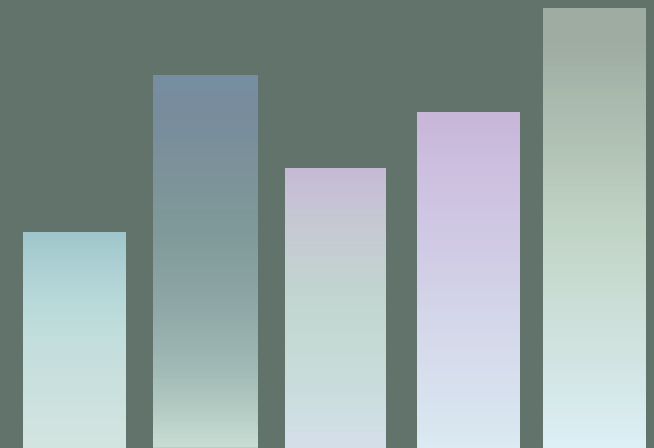
In the subsequent process, the prototype was presented to the relevant target group and tested in three iterative loops. The feedback received in each round of testing was directly integrated into the development of the next prototype.



Implement

☐ Intervention Concept

The concept aims to measure the current state of Design Thinking practice in an organization regarding organizational culture, C-level awareness, and innovation process management. The assessment includes questions related to the above areas. The analysis of the results describes the value of incorporating Design Thinking, and proposed actions.



Usability

- The participant understands how to use the tool.
- The participant can go through the individual steps and questions without any additional instructions.

Time

- The questionnaire has a reasonable time frame (about 5-10 minutes).

Effectiveness

- The user perceives the questionnaire as useful and thus receives added value.
- The assessment promotes ongoing reflection.
- The user would repeat the assessment on a regular basis.

Visual Presentation

- The selection of answer options is logically structured.
- The website is designed in a coherent way