



MODULE III

THE ART OF CREATING A DESIGN THINKING WORKSHOP

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Workshop Mindset

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GENERAL OBJECTIVE

Conducting a Design Thinking Workshop is one of the best ways to encourage your group to be creative and user-driven. As a designer, you need to encounter situations where you will conduct Design Thinking workshops with your team, clients or other departments within your company. In this article, you'll learn how to conduct Design Thinking workshops that provide innovative solutions to user problems.

Design Thinking Workshops help design teams to create good solutions to design problems. This helps the team design better products at lower costs and increase profits. A design thinking workshop should be led by a designer who understands the design thinking process. The facilitator should also have presentation skills and the ability to keep the group occupied throughout the workshop.

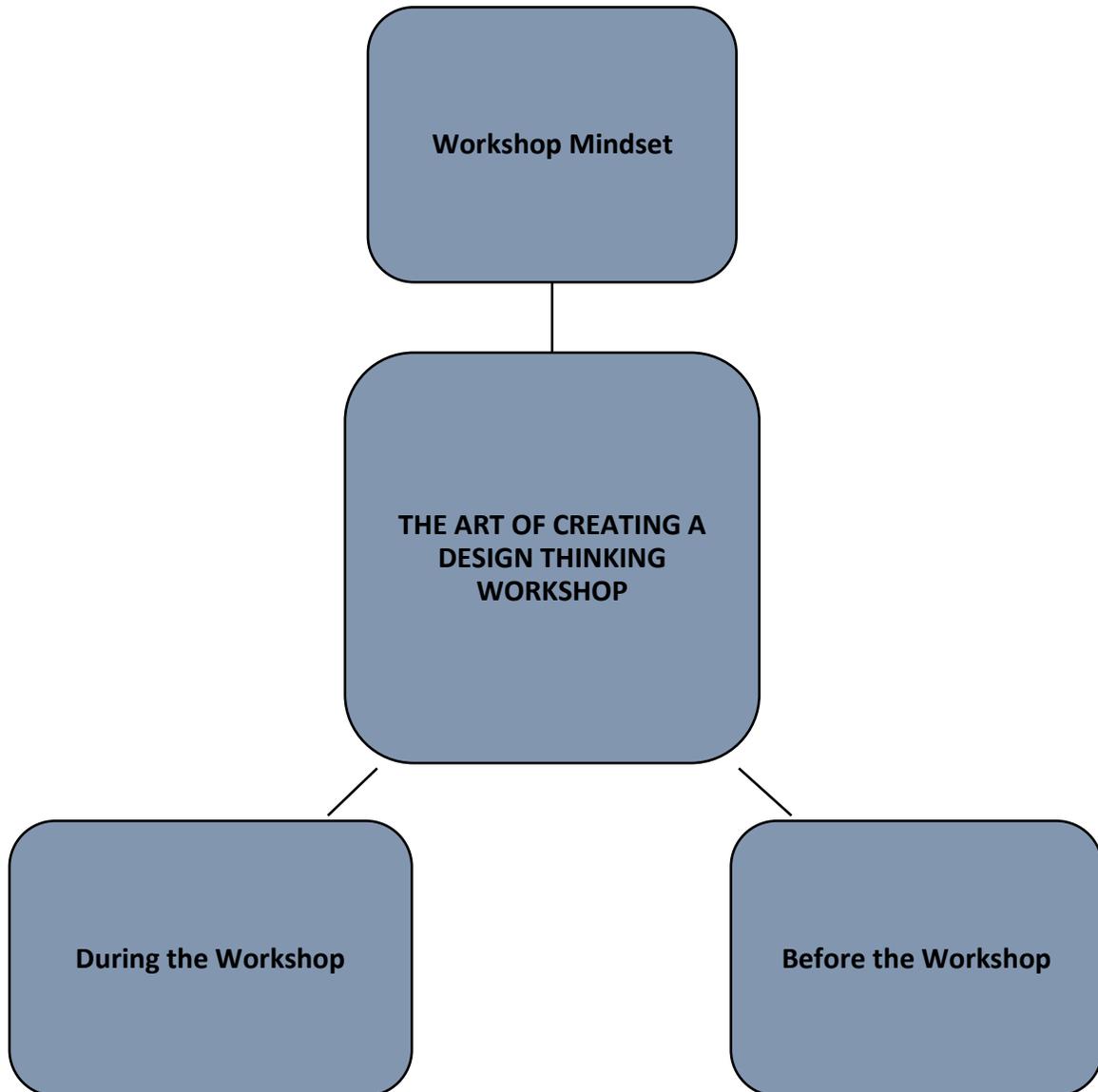
To conduct a good design thinking process, your team needs to establish a proper mindset, prepare everything before the workshop and remember to follow the rules during the workshop. In this module, all stages are explained.

SUMMARY

Design thinking, an extremely popular approach to innovation, requires a certain mindset. People that want to be innovative in their work and create better experiences, products and services for their users or customers can benefit from certain settings that can strengthen their thinking and creativity. Design Mindset is about the way your design team works and how you can solve problems. The designer's mindset is different from traditional thinking, it is important to ensure that your team is multidisciplinary, that the process is creative and that your team focuses on user outcomes.

Moreover, as explained below, before the workshop, you need to prepare the agenda, define the challenge and collect multidisciplinary participants. During the workshop, nine rules are necessary to follow: go for quantity, build on the ideas of others, encourage wild ideas, defer judgement, stay focused, be visual, keep one conversation on time, be user-centred.

CONCEPTUAL MAP





Chapter 1

Workshop Mindset

One of the most important challenges during the Design Thinking process is to adopt a new way of thinking, and a specific mindset. Design Mindset is about how we work and how we can solve problems. This approach brings with it new lenses that allow you to see your work, your challenges, and your resources. The designer's mindset is different from that of a traditional way of thinking and perceiving the world. Adopting these new perspectives may be painful but instructive for those interested in solving problems. Design thinking is a process that focuses deeply on the human aspect, uses skills that we all possess but are overlooked by more conventional problem-solving practices. The world of design thinking and the design thinker is shaped by principles essential to the success of the method. Design thinking is a deeply human-centred method. The roots of every innovation are human needs. If the new solution cannot achieve this, the innovation process must be repeated. Innovation processes are made by and for people. As a result of the human centrality of design thinking, various steps of the innovation process are carried out differently from traditional innovation processes. These steps and settings include Interaction, emergence and resolution of conflicts during the process as well physical spaces in which the innovation process takes place, which must reflect a different "nature" in their spatial design.

Design thinking requires an experimental and optimistic mindset, thus it is important to define mindset as the ideas and attitudes with which a person approaches a situation.

Following Figure 16, to adopt a design thinking mindset:

- Build to think - test your ideas. With this attitude, we avoid getting stuck in "planning", "trying" or "talking about" what can be done. Rather, we build it, create a rough and ready-to-use prototype.
- Centre your work on your users - be focused on users. Even if you have experience in this field, try to move from an 'expert' position and rely on your users and stakeholders as experts. Be curious and keep an open mind.
- Selectively pause feasibility - it allows for new ideas for innovation and perhaps also for development. Rather than letting feasibility critiques cut off ideas before they can be tried out, the goal is to let crazy and impossible ideas float around, see if they can be realized.
- Embrace constraints - remember to set a time and deadline. By working in shorter time cycles, with strict concentration, or using a defined process, you can become more creative and productive
- Take a beginner's mindset - be open-minded and curious.
- Be visual - make visual sketches of your ideas.
- Work with interdisciplinary teams - make sure to create a diverse team.

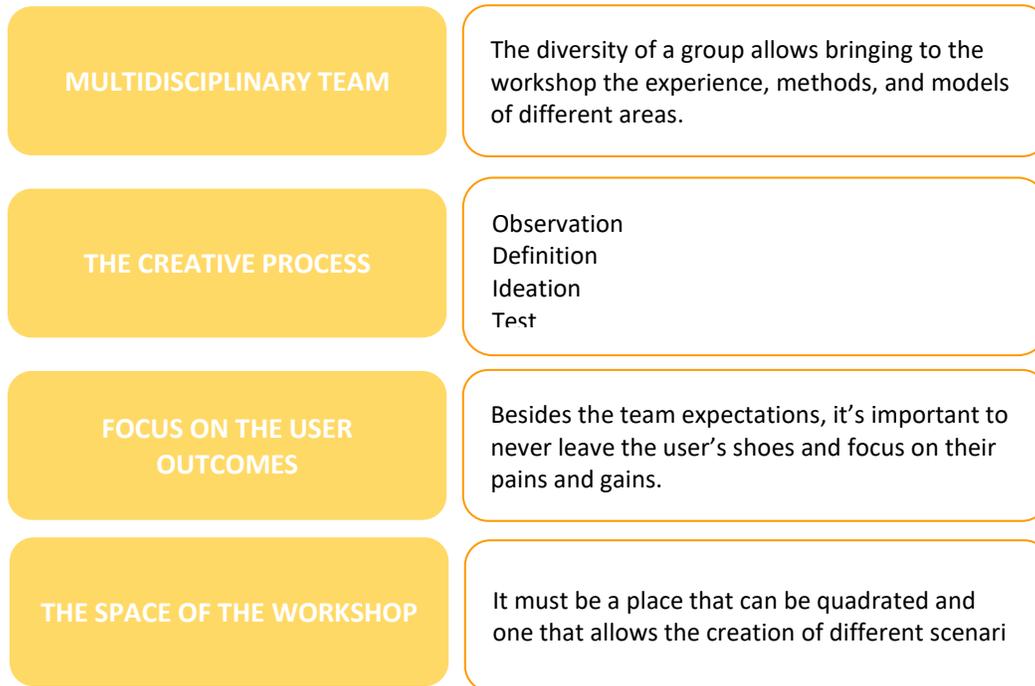
- Prototype - Instead of sticking to one great idea and working on perfecting it before sharing it with your audience - this mindset means exposing your "great idea" to early feedback, even before it is fully developed (the sooner the better). This opinion, especially in more critical forms, can lead you to a more workable version of your idea. It can also help you abandon a bad idea entirely.



Figure 17 Design Mindsets (Lewrick, Link, Leifer and Schmidt, 2020).

Overall, three principles can be your guidelines as you navigate the design process to create something innovative and creative. First of all, try to be user-centred, thus do things and provide things that your intended audience can use, that are useful to them and that they want to use. Also, try new things and experiment. Open up to new ways of doing things and try them out quickly and thoughtfully to see if they work. Act consciously and be aware of what kind of process you are using, what space you are in, what could go wrong and what could be improved. Prepare for change and adapt to achieve better results.

There are four key elements of the design mindset:



In the Design Thinking workshops, we're asked to solve complex and often extensive challenges. The diversity of a group allows bringing to the workshop the experience, methods, and models of different areas. To see problems through multiple unusual lenses reveals different insights, and widens the scope of what's imaginable. The creative process consists of the observation phase (observation of the behaviour of people, their relationships, and their environment to be able to conclude what they want, and their explicit and implicit needs). The definition stage is about the formulation voice of the users to make a problem formulation, concise, unique, that is closer to the needs of people and the brand. During the Ideation stage, you need to go beyond the obvious, explore ideas that haven't been tried before. Create a perspective shared by the team. While testing your prototypes, learn what works and what doesn't, but learn from real users, from observation and then iterate, and go back if needed.



Chapter 2

Before the Workshop

The design thinking process needs to be well established and structured to give expected results. Therefore, you need to facilitate work by gathering the appropriate group, preparing the agenda and defining the challenge. Those steps need to be done before the group start the workshop, and you as a designer should think about this process long before the scheduled meeting.

THE AGENDA

First of all, before you set the workshop, it is highly recommended that you create the agenda. The Workshop Agenda is the roadmap that guides the evolution of the workshop giving the team the objectives of the different activities. Creating a workshop program is a valuable tool that will help you solve the initial problem you have defined. This detailed program should only be visible to the moderator and assistants.

Defining phases

Dividing your program into phases helps you break the day (or week) into pieces that are easy to organize. The exercises will help you determine the pace of the day (more of which in the following chapters). It's a good idea to allocate time to each exercise to make sure you're not overly ambitious - even if that's a guess, chances are you'll need to make some adjustments while you're in the workshop, but the program will serve as a guide.

Time

It is a good idea to break your day into 15-minute segments, with being aware that some steps may take longer. It is necessary as with time segments, nothing takes too long. Don't underestimate the impact that a short (3-minute) activity can have.

You'll need to plan your activities in a way that favours variety over monotony. Design thinking workshops should consist of interactive and short lectures. Remember to schedule your activities in a way that no one is sitting for long periods. In the beginning, your exercises should be short, leaving more time for the next steps of the day: generating ideas and prototyping. Participants of your team should take a break at least every 90 minutes. You need to make sure they have energy and won't burn out early.

Preparation and guidance of participants

One of the options that you can do before the workshop is to assign the participants homework a few days in advance so that everyone thinks about the subject. This can include, for instance, sharing an article, encouraging a brainstorming session before the exercise, or conducting an interview before the workshop. It all depends on the team, so don't expect everyone to do the work before they come. Even a reminder email a few days before the workshop can be a beneficial way to give participants a clue and think about the current topic. In addition to preparing the program for yourself (the workshop leader or tutor), you can also consider making it available to participants.

THE CHALLENGE

Each challenge works a little differently. In all challenges, we rely on the design thought process to guide us to innovation. This usually happens over several different phases. The definition of the scope depends on the maturity of the product or service to be developed and whether the workshops can start in the brainstorming phase or already in the acceleration phase.

Design challenges are contests that help create better solutions to the most complex social problems. We support innovators and entrepreneurs in designing products and services with a real social impact.

A real challenge must meet the following criteria:

- Phrased as a question.
- Broad enough for creative freedom.
- It's user-centred.
- It refers to a specific target.
- It's visible.

PHRASED AS A QUESTION

A Design Challenge starts with "How might we..." or "What can we do to...". This encourages us to think creatively about solution generation.

<p>BROAD ENOUGH FOR CREATIVE FREEDOM</p>	<p>A good design challenge is open-ended with no right the answer,</p>
<p>IT'S USER-CENTERED</p>	<p>User-centred requires framing the design challenge according to the user needs, putting us in their shoes.</p>
<p>IT REFERS TO A SPECIFIC TARGET</p>	<p>Be specific about the job to be done and the people that you're designing for.</p>
<p>IT'S VISIBLE</p>	<p>Write thoughts out on a large sheet of paper and post it on a wall or have them at the top of a whiteboard. Keep those visible all</p>

THE TEAM

When using the Design Thinking analogy as travel, it is important to have good partners to get to your destination safely and efficiently. Design thinking takes you into unfamiliar and sometimes awkward territory. The Design Thinking team members must be open-minded, curious and cooperative, which allows them to challenge their assumptions, be ready to change and be flexible.

The team size can vary depending on the challenge and can even include multiple teams working together to solve different parts of a more complex problem or people or teams who sometimes work alone and are brought together at other times. The idea team for a workshop is six people, less than that and surely the pace will be very fast, but the desired depth will not be reached. Much more and this will complicate the roles.

The right types of specialization are important, but specialization is not the only quality required. For design thinking to be successful, we need T-shaped people. T-shaped people have in-depth knowledge and experience in their field, but can also connect and interact horizontally and create meaningful collaboration. "A Design Thinking team should ideally be a cross/multi-disciplinary team consisting of a mix of specializations, including specialists associated with problem areas contributing but not dominating the journey".

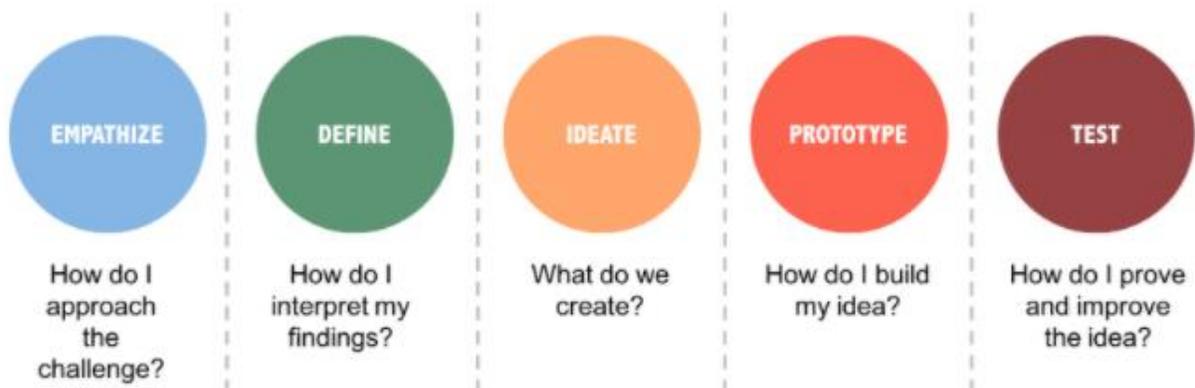


Chapter 3

During the Workshop

As mentioned in the previous sections, the workshop session is based on exercises and a design thinking process. Design workshops can be conducted both in-person and remotely. Depending on the context and goals, a design thinking workshop can last two hours, two days or even a whole week.

A design workshop focuses on the five phases of Design Thinking: Empathise, Define (the problem), Ideate, Prototype, and Test.



Empathy: Gaining insight into the problems of target users and building empathy for customers.

Define & Ideation: Accurately define the business problem and generate ideas using insights.

Prototype and Test: Building prototypes of generated ideas and preparing them for testing on target users.

Design Thinking Workshop is a great initiative for any team and tends to initiate innovation, fosters user-centric strategic idealization, and engages multi-functional teams working together to achieve a common goal.

The 9 rules of the workshop:

Design thinking workshops are about problem-solving through the cooperation of team members. You can organise a design workshop with your team to solve a difficult product challenge you are facing. By integrating Design Thinking into your work processes, you can quickly develop real, user-oriented solutions with a lot of marketing time and thus better customer loyalty, significant cost savings and a high return on interest (ROI).

In today's world, design thinking workshops are not limited to designers. It is increasingly used to train colleagues and aspiring creative leaders to enable innovation and help them solve problems. Design thinking can be applied to all areas of the company, from marketing to product development to sales. Thus, the Design Thinking Workshop can be useful for everyone.

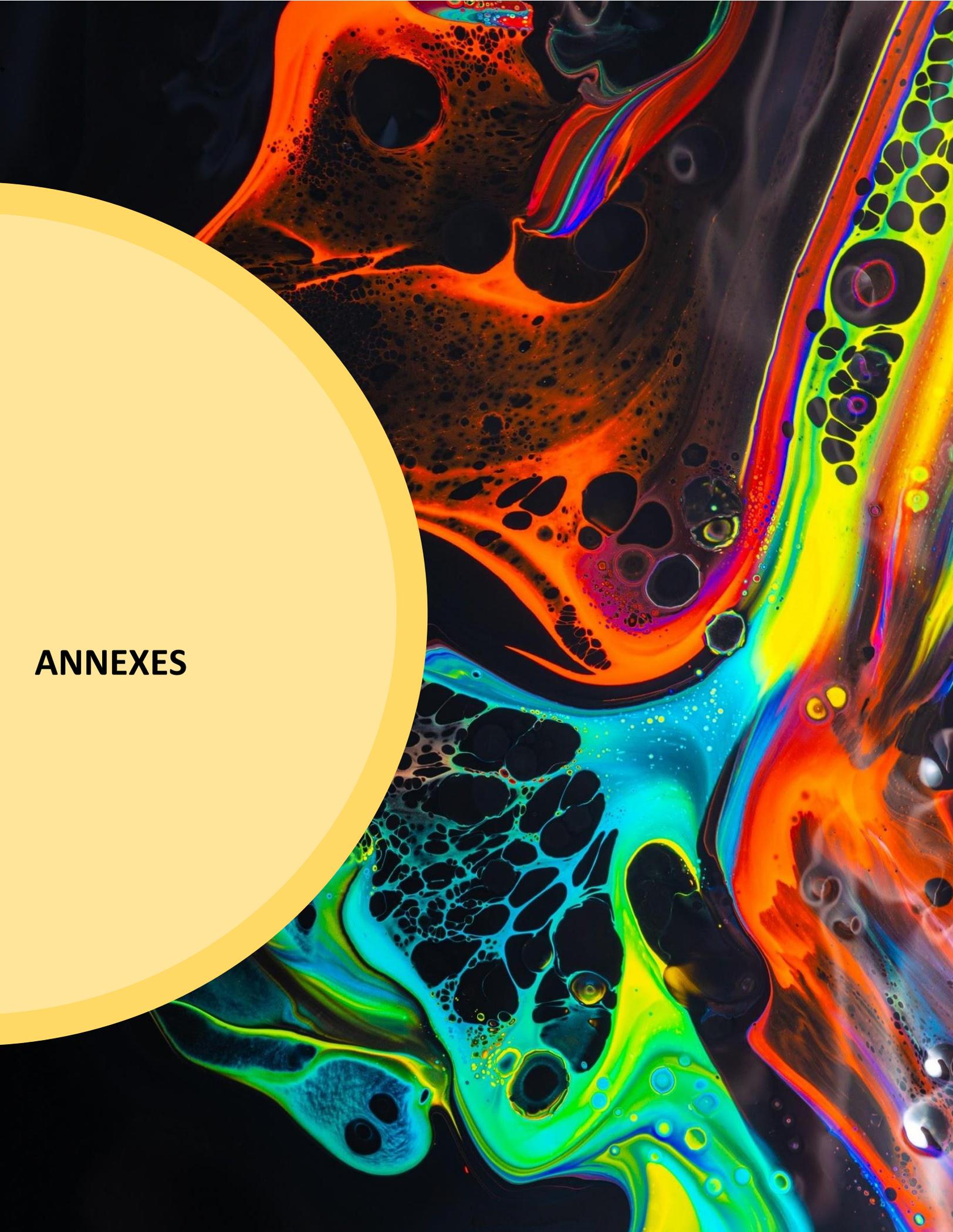
Defer judgment!	Clearly separate the stage of producing ideas and evaluating ideas	
Go for quantity!	Many ideas are better than a few since it increases the probability	
Build on the ideas of others!	This provides new ideas or variations to form quickly. Keep in mind that is about the team effort, not an individual execution	
Be visual!	Sketches are like quick prototypes illustrating to others what you	
One conversation at a time!	This makes the team a unit giving everybody's thoughts and ideas space to breathe	
Think user-centered!	Assume the position of the user, and you will find the solution he needs	
Encourage wild ideas	Have fun!	Stay focused

An aerial photograph of a rugged coastline with layered rock formations and a pebbly beach. A large yellow circle is overlaid on the left side of the image.

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ANNEXES