

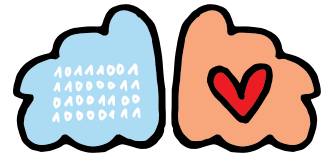
Hybrid Management Model

Combination of Design Thinking and Big Data/Analytics as agile Innovation Tool

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DAS DESIGN THINKING PLAYBOOK



LEWRICK
LINK
LEIFER

VAHLEN

DAS DESIGN THINKING PLAYBOOK

MIT TRADITIONELLEN, AKTUELLEN
UND ZUKÜNFTIGEN ERFOLGSFAKTOREN

HERAUSGEBER:

MICHAEL LEWRICK PATRICK LINK LARRY LEIFER

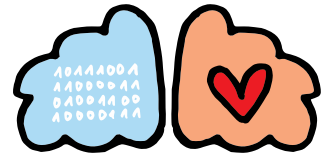
VISUALISIERUNG:

NADIA LANGENSAND

VAHLEN



DAS DESIGN THINKING PLAYBOOK

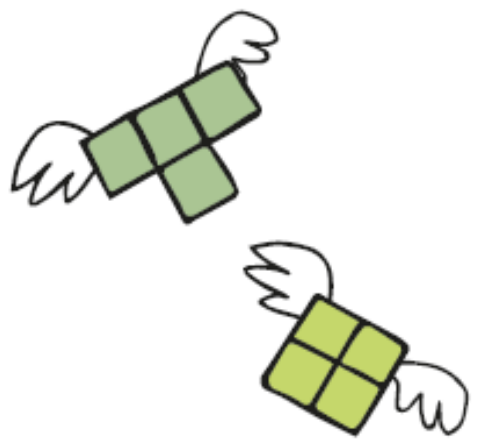


1. TRADITIONELLE ERFOLGSFAKTOREN IM DESIGN THINKING

- 1.1. Für wen ist das Buch?
- 1.2. Was heisst es den Prozess im Griff zu haben?
- 1.3. Wie erhalten wir eine gute Problemdefinition?
- 1.4. Wie entdecken wir Bedürfnisse von Nutzern?
- 1.5. Wie bauen wir Empathie zum Nutzer auf?
- 1.6. Wie generieren wir Ideen?
- 1.7. Wie strukturieren und selektieren wir Ideen?
- 1.8. Wie finden wir den richtigen Fokus?
- 1.9. Was macht einen guten Prototyp aus?
- 1.10. Wie können wir effizient testen?

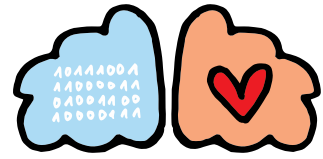
2. AKTUELLE ERFOLGSFAKTOREN IM DESIGN THINKING

- 2.1. Wie gestalten wir kreative Räume und Umgebungen?
- 2.2. Welchen Mehrwert bieten uns interdisziplinäre Teams?
- 2.3. Wie visualisieren wir Ideen und Geschichten?
- 2.4. Was macht eine gute Geschichte aus?
- 2.5. Was heisst es Veränderung als Facilitator einzuleiten?
- 2.6. Wie bereite ich die Organisation für den neuen Mindset vor?
- 2.7. Wie können wir bewährte Management Methoden mit einbeziehen?



3. ZUKÜNFTIGE ERFOLGSFAKTOREN IM DESIGN THINKING

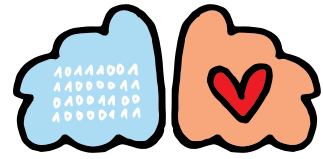
- 3.1. Wie System Thinking uns hilft die Komplexität zu verstehen
- 3.2. Wie bauen wir ein „Lean“ Geschäftsmodell auf?
- 3.3. Welche Fähigkeiten bedarf es für „Strategic Foresight“?
- 3.4. Wie implementieren wir unsere Lösungen erfolgreich?
- 3.5. Was sind die Designkriterien der Digitalisierung?
- 3.6. Wie neue Technologien helfen ein einzigartiges Kundenerlebnis zu erzeugen
- 3.7. Data Analytics: Was versprechen hybride Modelle?



MIT EINEM STARKEN MINDSET UND SPASS DIE ZUKUNFT GESTALTEN



DAS DESIGN THINKING PLAYBOOK



"WER IST PETER?"

"WER IST HEIDI?"

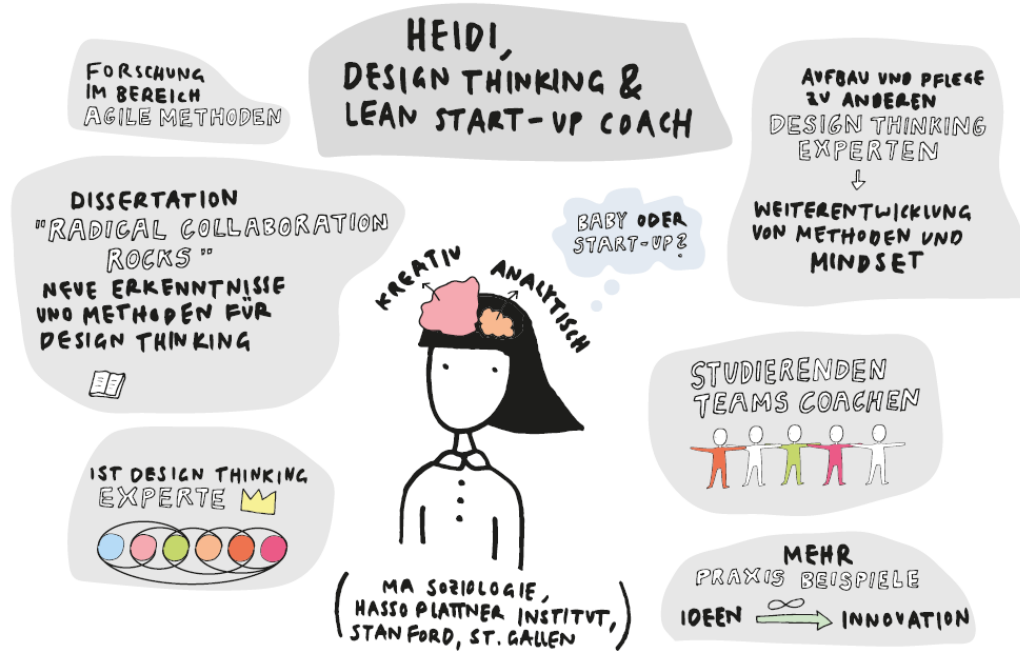
VISUALISIERUNG DER PERSONA

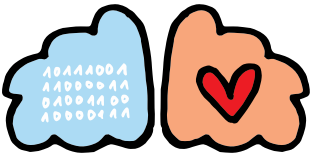
Nutzerprofil von einem erfahrenen „Design Thinker“ aus der Praxis:



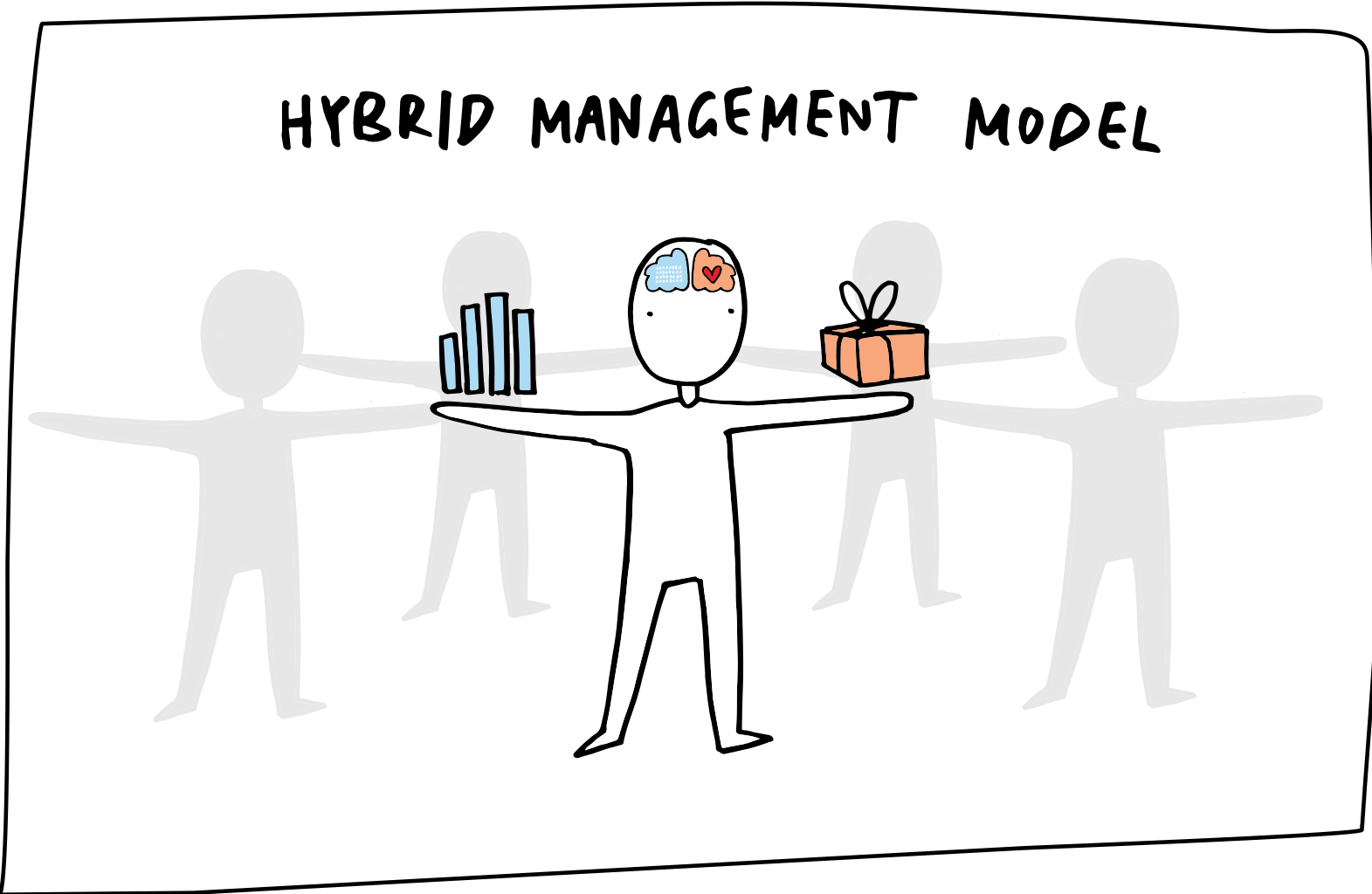
VISUALISIERUNG DER PERSONA

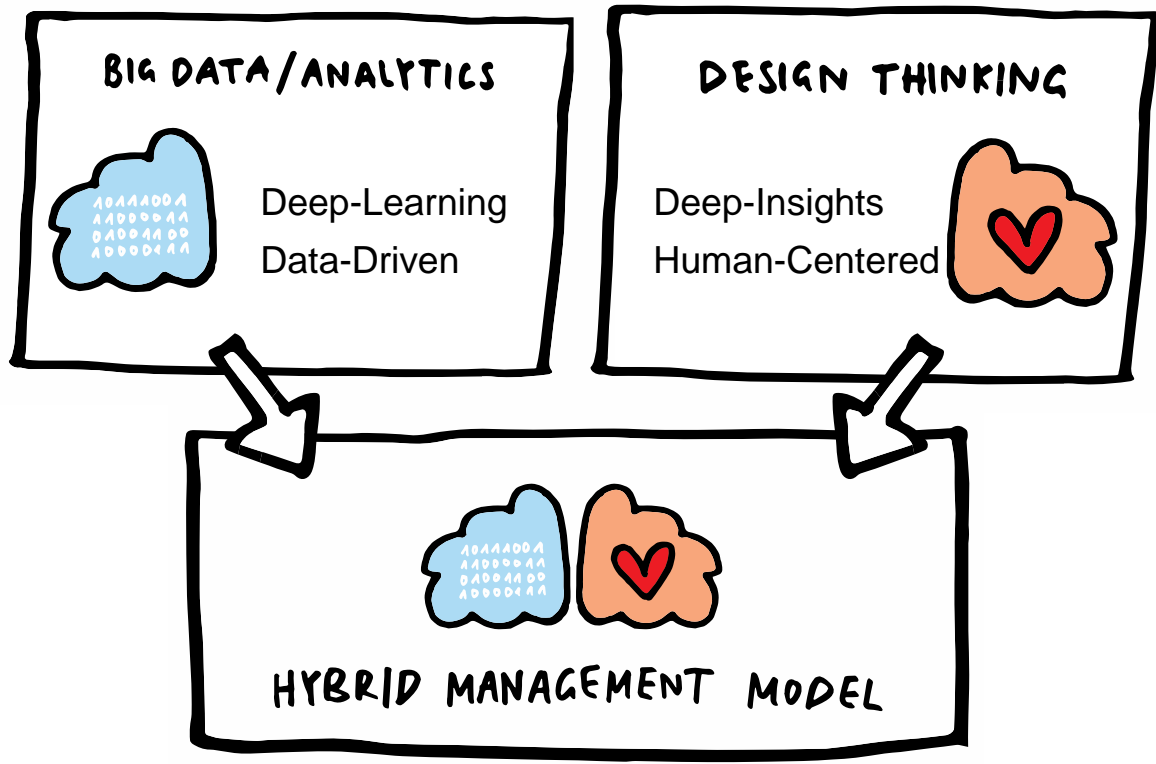
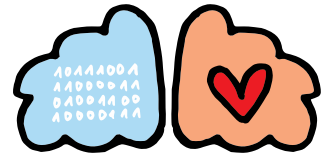
Nutzerprofil von einem erfahrenen „Design Thinker“ aus dem universitären Umfeld:



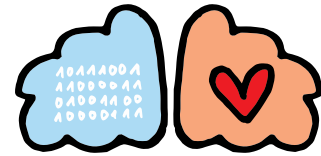


HYBRID MANAGEMENT MODEL



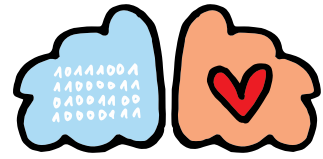


Motivation



Why should design thinking (DT) and data science (DS) be connected?

- Increase the efficiency and effectiveness of the innovation process
- Combine the deep customer insights (DT) and the deep learning from data (DS)
- Generating synergies by combining the rather qualitative aspects of Design Thinking and the quantitative methods of Data Science.



HOW WE MIGHT (RE)DESIGN THE SKI TRAFFIC ROUTING AND SIGN POSTING TO PREVENT SKIING ACCIDENTS ON HIGH RISK SLOPES?

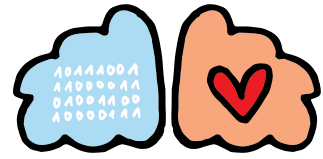


Group Work



- We split into groups
- Every group decides on one role as a group:
 - «The Creative folks» Design Thinking
 - «The Analytics folks» Data Scientist
- Get into the shoes of design thinking experts or a data scientists. Walk, breath, think in your new role!
- Brainstorm how you would solve the problem statement. Discuss every process step and put your thoughts on post-its (10 min)
- Share your findings with us
- Discussion about limitations

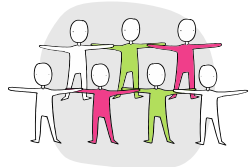




HYBRID MANAGEMENT MODEL

DESIGN THINKING & BIG DATA/ANALYTICS

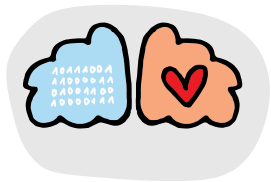
HYBRID TEAMS



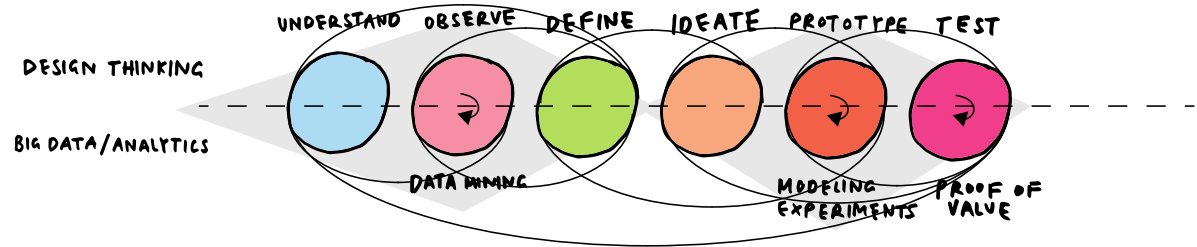
COMBINED TOOLBOX



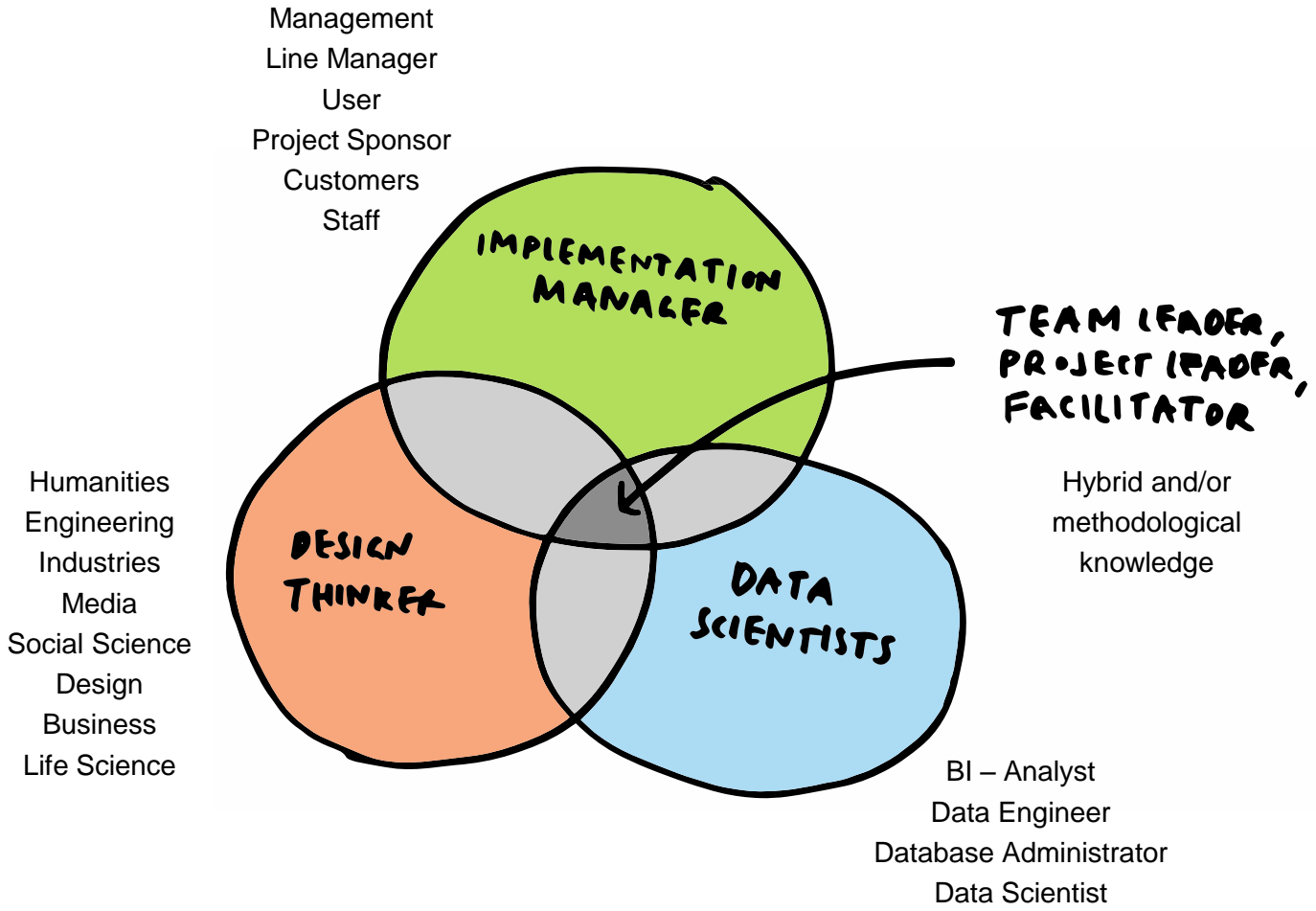
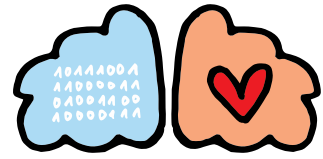
HYBRID MIND-SETS

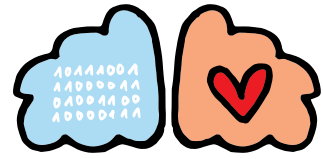


HYBRID PROCESS

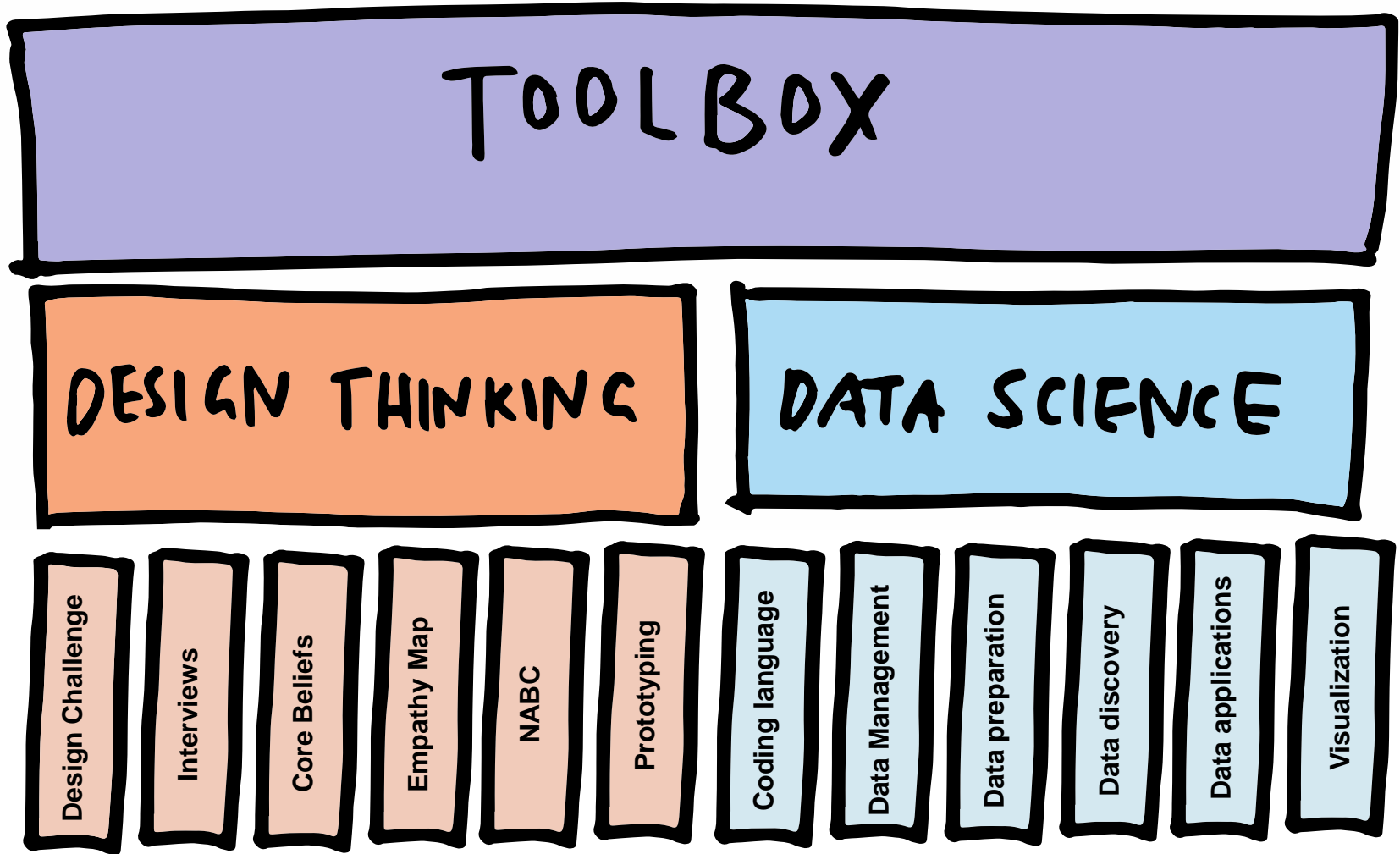


Hybrid Teams

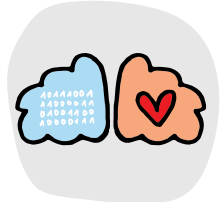
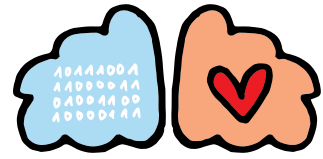




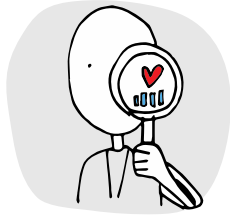
Combined toolbox



Hybrid mind-sets



Analytical & intuitive:
Combination of analytical and intuitive mind-set
Denkweise to a holistic way of thinking



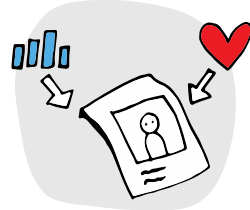
Be curious, innovative and establish clarity
Be interested in the unknown while looking for solutions. Establishing clarity through tackling problems in a creative way



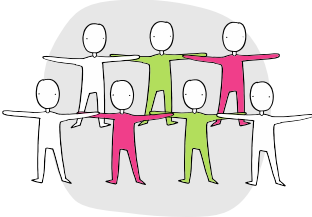
Experiment & test:
Learning by testing, making prototypes.
Thinking by doing and accepting to fail.



Visualization & Story Telling:
Visualize and make things come alive.
Contextualize data and tell stories.



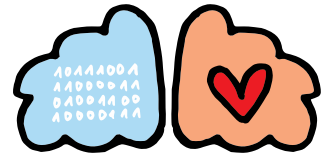
Human Insight & Data Insight:
Combination of **deep insights** through experience and **deep learning** through data. Combination of qualitative and quantitative methods



Collaboration:
Collaboration of multidisciplinary teams.
Combination of design thinkers and data scientists. Merging knowledge and mutual inspiration.

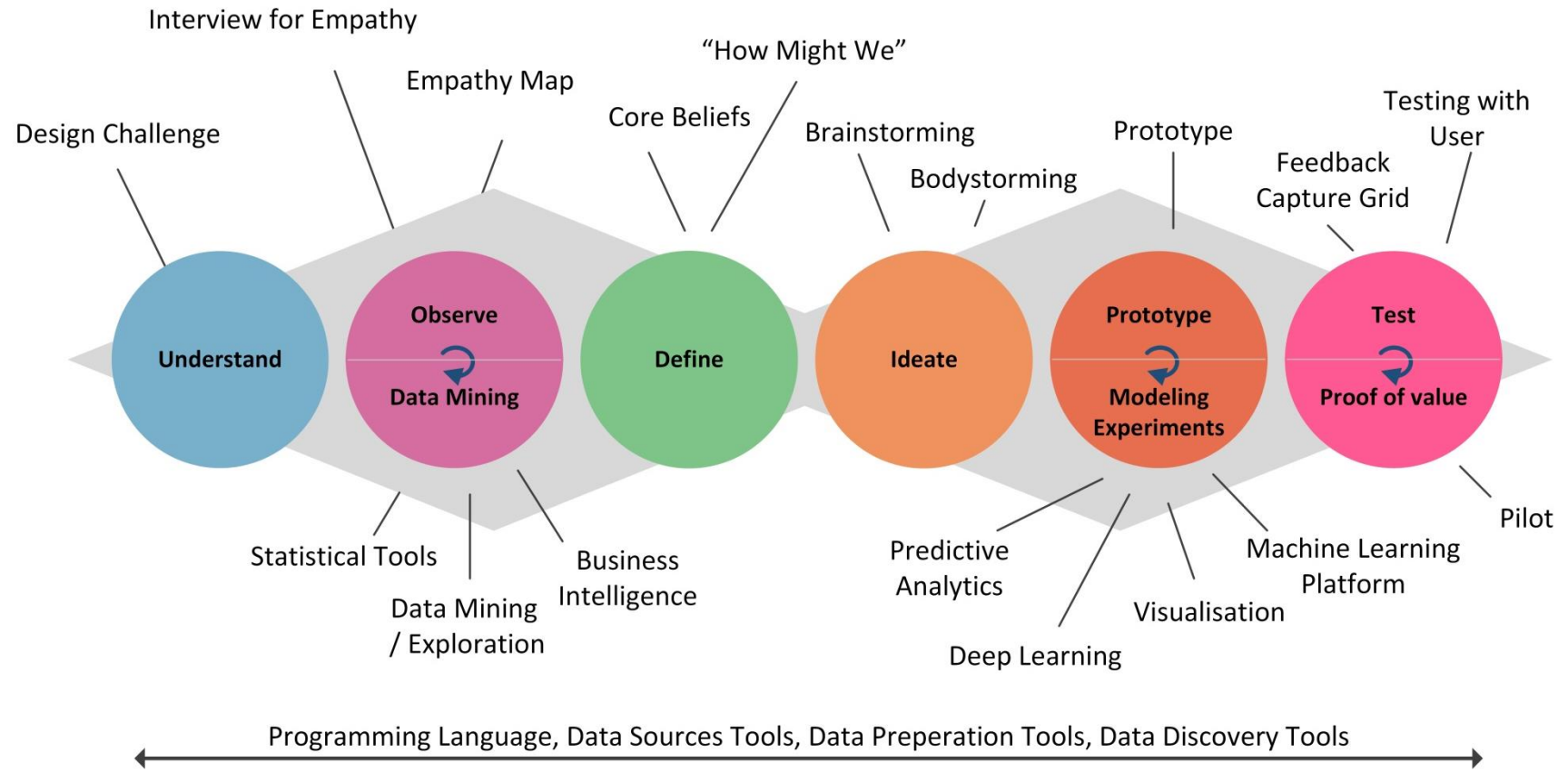


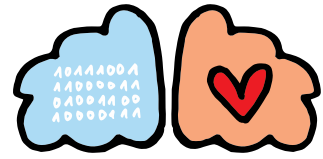
Accepting vagueness and indicators:
Allow vagueness in order to research the goal. Approach problems in an optimistic way. Handling correlations and indicators.



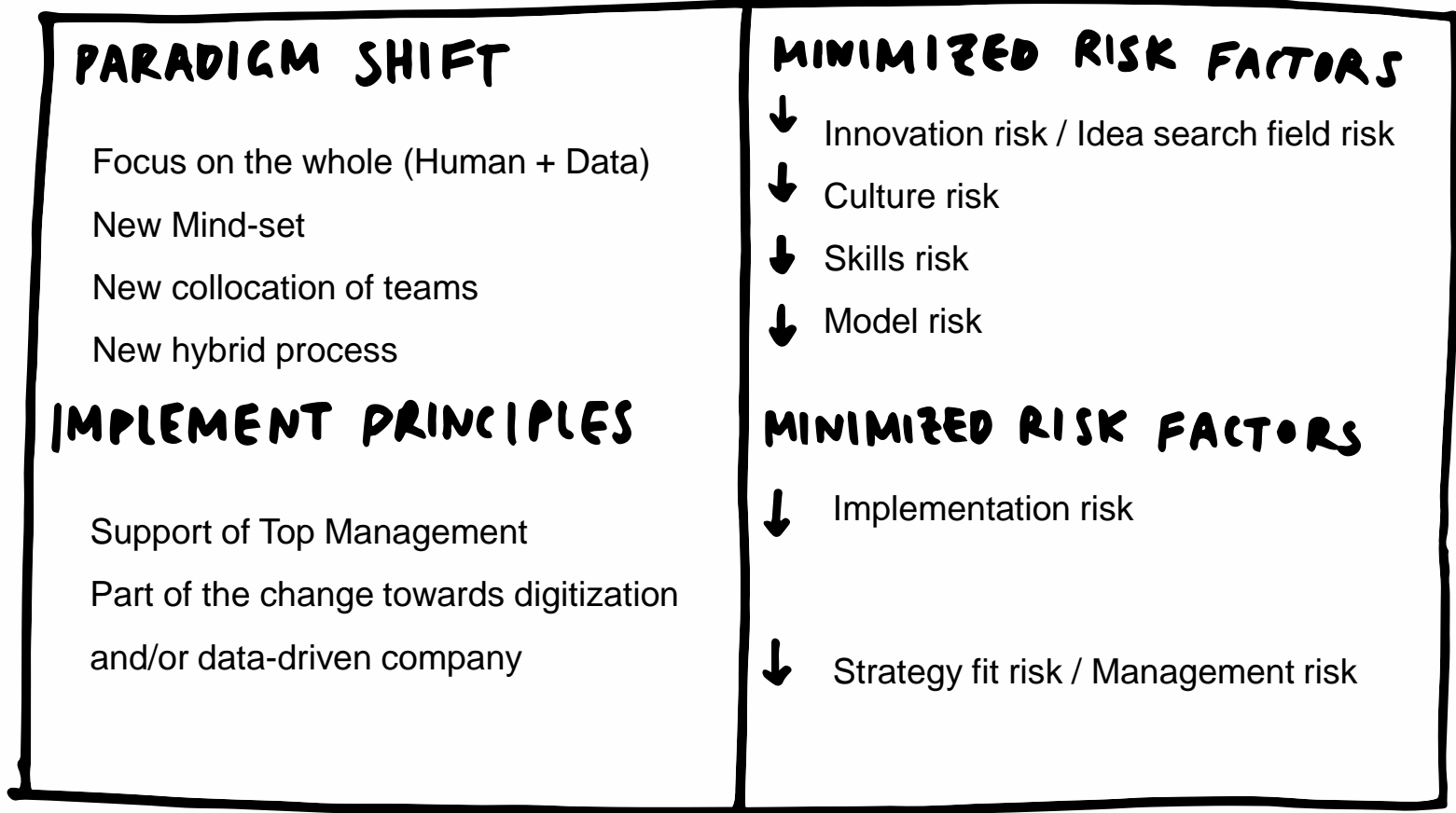
Methods & Tools along the process

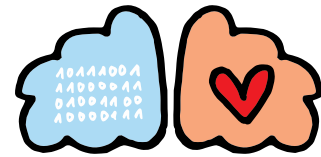
DT-METHODS & DS-TOOLS





How to implement the hybrid model?





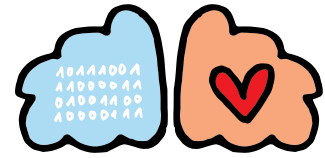
What kind of use case?

STAKEHOLDER

- Responsible implementation manager
 - Management
 - Project sponsor
 - Business department
 - Product manager
 - User / Customer
- Team leader/Project leader/Facilitator
- Data Science Team
 - Business Intelligence Analyst
 - Database Administrator
 - Data Engineer
 - Data Scientist
- Design Thinker
 - Multidisciplinary Team

USE CASES

- Where
 - Digitization projects
 - Data Science projects
 - Design Thinking projects
- What
 - Developing new products, processes and services
 - Generally solving problems
- When
 - When a data basis exists
 - When high agility is required
- For whom?
 - Interface between customer requirements and customer data
 - For the whole organization



Value add of a hybrid management model

The collaboration of design thinkers and data scientists is leading to mutual inspiration

The combination of several data sources (qualitative & quantitative) leads to

- a better understanding of the customer and his needs
- improved decision confidence
- validation and alignment of insights
- profound decision making and validation of assumptions
- management approval of solutions enhanced by quantifying intuitions
- contextualization of data in order to link data insights with stories
- a faster iterative problem-solving process, since data analytics tools and methods are used



Increase efficiency and effectiveness of the problem solving process to build a competitive advantage

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