

THE DESIGN THINKING WORKBOOK



Praise

A must-have quick reference for innovators across the globe! As a designer, I'm impressed with this intriguing, excellently scripted collection of carefully-crafted modules. It's thorough and worthwhile. Introducing skills and techniques before the DT process was a master stroke.

– Jimmy Mistry, Designer, Hotelier, and Founder of Della Leaders Club

This book should be required reading for every start-up founder! It's the skillset and toolbox to find a compelling need and design an offering 10X better than anyone else's. 'No wonder new ventures with designers in the leadership team succeed better and attract more funding than their peers.

– Puneet Pushkarna, Venture Capitalist at Solmark | Chairman of Innoveo and Servion Global Solutions

This is a great toolkit! 'A thorough and practical book that will help guide you through the methods, tools and practice of design thinking for those unfamiliar or in need of a boost to help solve today's wicked problems.

– Pete Overy, Co-Founder and Managing Director, Agency Singapore

Creativity and good design are cornerstones of the Future of Work. This book is a super-tool for building your skills in both and making yourself future-ready.

– Dr. Shalini Lal, Founder and Future-of-Work Designer, Unqbe

What a clever and innovative way to help people learn Design Thinking! This multimedia toolbox will inspire and help you develop new skills, especially creative problem-solving, and connect you with the wider online community.

– Brian Ling, Founder and Design Director, Design Sojourn

THE DESIGN THINKING WORKBOOK: ESSENTIAL SKILLS FOR CREATIVITY AND BUSINESS GROWTH

By
CJ Meadows
and
Charvi Parikh



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India – Malaysia – China

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INVESTOR IN PEOPLE



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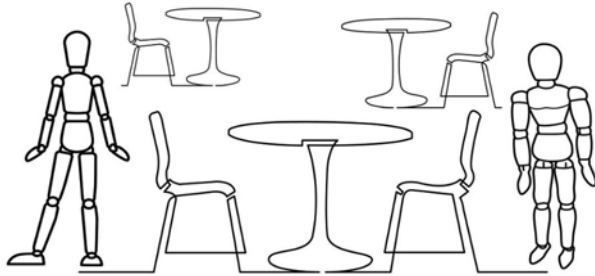
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Digital Resources

To make this workbook more useful for eBook readers and for physical-book readers who want to collaborate with others online, we've put the **"Your Turn" worksheets on our favorite co-creation platform, MURAL**. Links are listed on the book webpage (about half-way down the page) at drcjmeadows.com/design-thinking. Just scroll through the worksheets (called "templates" on MURAL), click on the one you want, and you'll surf over to that worksheet/template on MURAL.

On the book webpage, you'll also find a link to the **free multimedia introduction to Design Thinking, hosted by Gnowbe**. In the *Design Thinking Intro*, you can watch instructional videos, do exercises, and connect with a community of beginning Design Thinkers who are also spreading their wings and trying it out – just like you!

The book website also hosts our favorite workshop-warmup videos, recommended readings, and organizations you can check out, to learn more or gain experience honing your skills. One of these is **ExperiencePoint, which offers the ExperienceInnovation™ simulation-based workshops**. It's a great next step to continue your learning journey after you've been through this workbook.

That's all for now, except to say ...

Happy Surfing!

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About the Authors



Europe, and North America as a consultant, coach, entrepreneur, eBusiness builder, innovation lab co-founder, and Accenture IT and Business Strategy Consultant.

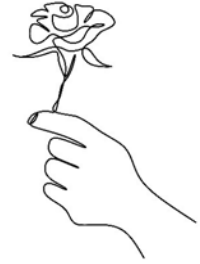
CJ Meadows leads i2e, The Innovation and Entrepreneurship Center at S. P. Jain School of Global Management, creating growth initiatives at the intersection of IT, business strategy, and design. Her research, consulting, and coaching focus on leadership and creativity. She co-founded an Advanced Technology Think Tank and Tinker Lab, envisioning the future of work and education. She holds a Doctorate in Business Administration and IT from Harvard Business School and has over 20 years' experience in Asia,



continues to facilitate twenty-first century skills building in her teaching and consulting practices.

Charvi Parikh is an innovator at the intersection of education, corporate, and social sectors. A consultant and evangelist for lifelong learning, she holds a Doctorate in Business Administration, having researched design thinking and education for future-ready skills. She has lived and worked in India, Europe, and North America and has over 20 years of professional experience across IT companies and educational/research institutes. A lateral thinker by nature, she

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Acknowledgements and Why We Wrote This Book

My first thanks, as always, is to God. My writing begins with prayer – to share whatever message He has for you readers, to improve your lives, and to create good in the world. Our best selves and best creations begin with Him. I also thank my patient husband and children, Chris, Jonathan, Anna, David, and Sarah Marshall, as well as my brother, Nishi Mukerji, for their support and quiet-time while I hide under my “do not disturb” headset and write. Thank you, Gisela Cabalang, for shouldering all sorts of domestic duties so I have the time and energy to craft books. Thank you, Nitish Jain and the S. P. Jain School of Global Management for fully supporting me with time and resources to write books like this. I pray these works will be useful to the school, students, and corporate community. I thank Sonali Hingorani, Radhika Rathi, and the whole marketing team for helping people access these ideas and tools. Thank you, Charvi, for being a fantastic co-author. I couldn’t have asked for better! Thank you, Nick Wallwork and Chris Newson at NewsonWallwork, the best book agents ever. Thank you, Charlotte Maiorana, Pavithra Muthu, Kirsty Woods, and the whole team at Emerald Group Publishing. You’re an awesome group to work with. Thank you MURAL, ExperiencePoint, and Gnowbe (especially Gnowbe Founder and CEO So-Young Kang) for providing platforms and co-marketing so this book can be a multimedia work that serves its audience better than paper-only – and so it’ll reach a broader audience than any one of us could reach and serve, alone. Thank you to everyone I haven’t named who contributed to this book with your ideas and work. We never create from nothing. We always stand on the shoulders of giants and build with the bricks others have made. Thank you, readers, for your interest to create more good in the world with design thinking (DT). I pray these thoughts and tools will help. I look forward to seeing your creations.

Acknowledgements and Why We Wrote This Book

Why did we write this book? Actually, Charvi started it. (Do I sound like my kids, now?) While working on her doctorate on methods to introduce DT to school-children in deprived neighborhoods of India as a jumpstart to economic growth, Charvi realized there were certain skills they lacked, which made DT hard for them to learn. She wrote about these “foundational skills” in her thesis and recommended that in any context – business or more broadly societal – that these skills must be established first, then DT as a process introduced, in order to achieve DT success. That’s why this book introduces skills and techniques *before* the DT process.

Instead of running around the world teaching skills, we thought it would be more impactful to share skills-building materials people can use on their own (or in groups), along with our favorite DT stories and success tips based on our decades-long study and experience with this approach to innovation.

Whether you learn and practice on your own or with a team, physically or online, we wish you well and would love for you to reach out and share with us the wonderful things you create with this toolset and approach. Blessings.

– Dr CJ Meadows

I’d first like to thank the first author of this book, Dr CJ Meadows, for kickstarting my journey as a design thinker. I might call her CJ now on her insistence, but she will forever remain Dr. Meadows, my guide, in my mind. There is so much more to learn from her. I’d also like to thank my husband Uday for being a resounding soundboard, daughter Marisha for showing me the world from a different lens, and son Avi for grooming me to stay relevant in this century. The most gratitude from my heart goes to the bunch of enthusiastic, creative students who taught me more than I taught them! You are the promise of a better future. Thank you for reminding us in this generation to keep improving. Thank you, Nick Wallwork and Chris Newson at NewsonWallwork, for believing in us. A very special thank you to the whole team at Emerald Publishing for giving us a platform to spread design thinking (DT).

We wrote this book about DT to help our readers become design thinkers. DT can be learned quickly, and just reading about it will provide some awareness and understanding. However, becoming a design thinker requires much more effort. It takes time to internalize skills and apply a DT process appropriately. As the proverb says, “Practice makes perfect.” So, what better way than a workbook approach for developing design thinkers? We hope you enjoy learning, practicing, and perfecting your DT skills as much as we enjoyed writing about it.

– Dr Charvi Parikh

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Chapter 1

Design Thinking and YOU

Introduction

Have you ever felt like you're working hard on a problem but getting nowhere?

It could be you're working on the wrong problem.

If you change it, you'll see the way forward to what you really want to achieve.

Have you ever felt you provide great products/services/solutions, but people don't appreciate what you're offering?

It could be you're not solving *their* real problems.

The Design Thinking Workbook

If you understand them better, you'll find what they really want and would buy, if only someone would offer it.

Have you looked long and hard at your customer demographics but find no insights?

Maybe you're looking at who they are on the surface without asking *why* they do what they do and what they really want.

Human needs and desires don't generally change. They're the basis for new offerings and a stable, growing business. Your job is to deep dive and find them.

Are you innovating 10% improvements, when you really want 10x?

Maybe you're stuck adding-on instead of radically revisioning.

Industry leaders and startups that take over incumbents envision radically.

Do your brainstorming sessions seem more like braindrizzling? Or is there no rain at all?

Maybe you need a whole-brained team and better brainstorming process and tools.

Creativity isn't just wild inspiration by special people – everyone is creative and can grow their skills as individuals and team members.

Have you launched a big, fat failure and wonder why?

It could be you didn't take time before a high-pressure launch deadline to fail early and fast.

Early, cheap, sloppy prototyping, co-creating with customers, and experimentation with real people are high-return investments.

Do your coaching/consulting clients face any or all of these problems, and you want to help them?

You'll need to lead from the front and show them how.

That means you'll need to learn the tools and techniques of design thinking (DT) and help them learn and apply DT, too.

Design Thinking and YOU

These six symptoms are actually key opportunities to grow your business by designing radical new products, services, and experiences people really want. They're the basis of this book and form a process of successful discovery and innovation.

What is DT?

Design thinking is a human-centered approach to innovation that draws from the designer's toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success.

– Tim Brown, Chairman, IDEO

DT is designed to help you and your colleagues choose the right challenge to work on, connect deeply with people from whom you can quickly learn the most, glean insights, envision the future, craft innovative ways to build that future, and prototype and experiment effectively *before* you scale.

We've certified hundreds of executives and MBAs in DT and conducted consulting and coaching projects in a variety of industries. One of the things we've learned is that DT is a super-effective approach to business growth. Another is that there's a collection of skills needed to make a DT process successful.

These skills are useful beyond DT projects, in the areas of leadership, coaching, culture-building, organizational development, project management, and day-to-day problem-solving. The DT process requires certain skills to be built beforehand, as we've learned from hard experience. We call these foundational skills. Other skills are useful to have beforehand, but most effectively developed by trying. That's one of the paradoxes of DT and other creative disciplines:

You can't use a skill until you've developed it, and you can't develop it until you've used it.

Hence, the workbook approach.

Before we dive in, just a word (or two) about your context and how you'll use DT.

We talk a lot about business, but you can *also use it in your personal life*. We'll include a few personal examples and exercises.

Professionally, DT is generally done as a team. However, *if you don't have a team, you can still use the tools, techniques, and process to your advantage*. Just remember to consciously draw on a variety of skills and thinking styles instead of automatically focusing on your customary one(s).

The Design Thinking Workbook

We've provided exercises that ask you to choose an issue to work on. You can choose something from your life that's familiar and is a pressing issue right now. However, I find people *learn better when they choose something to work on that interests them, but which they know nothing about.*

Once you hone your skills with an open mind (automatically open because the challenge is unfamiliar), you'll be in the habit of approaching problems with an open mind and a beginner's mindset.

Great design thinkers are constantly open and always beginning.

To enhance your workbook experience with some great videos, articles, and more, just visit drjmeadows.com/design-thinking. Browse, use, and enjoy.

In paper format, this *workbook* is a *scratchpad* so you can draw and write as you hone your skills. However, if you (like me) prefer eBooks, no problem. The book is available electronically, and the *worksheets are also on mural.co*, our favorite platform for online collaboration and individual scratch-boarding. Digital worksheet links are provided on the book webpage mentioned above.

Do you have to work alone or recruit your own team? Thankfully, no. You can *connect with other DT learners and professionals on mural.co* and also via *Gnowbe*, which hosts an introductory micro-learning course/"living book" (audio/video/text-formatted book/course + community). Again, a link is provided on the book webpage.

We've included a *Design Thinker's Diary* at the end of this book to give you space to journal your thoughts, insights, and questions that come up along the way during this learning journey. We provide little reminders at various spots in your journey, in case you've forgotten to write down your thoughts (but would like to).

Reflection is key to any learning journey, and note-taking when thoughts come to you is an important innovation skill.

In fact, writing this book has been a great reflection for the authors. FYI, when you see "I" in the text, it refers to whoever was writing that section. We each wanted to share our real DT experiences with you in a personal way.

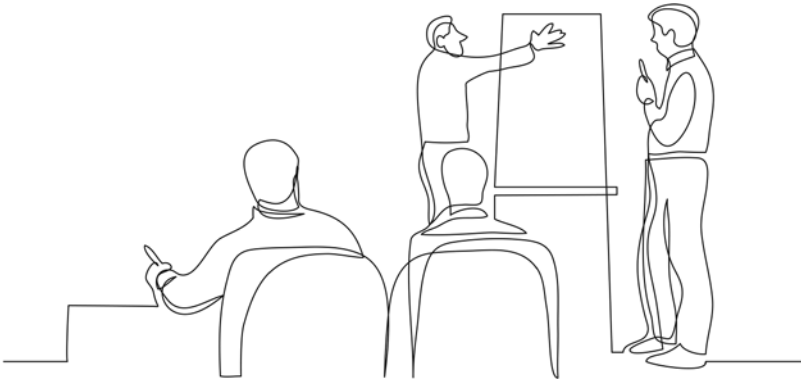
You may also notice our use of "he" and "him" when we're talking about he/her/they and him/her/them. We've taken the classic approach and used the male gender for simplicity, to include humanity, not only men.

Some graphics were purchased from depositphotos.com and subsequently edited. Some were created by us. They're more for inspiration than elucidation. We feel both are important.

Design Thinking and YOU

So get started! This book is written for everyone who wants to use human-centered design skills in business and beyond. The process we present after the skills chapters addresses the six problems above. With the skills at hand, it'll be time for you to use the process.

We pray these materials might be the beginning of a new journey for you – one that develops yourself, helps you connect with and understand others, empowers you to create, and unlocks a better future for everyone.



Teachers and Facilitators: How to Use this Book for Class, Corporate Workshops, and Incubators/Accelerators

Below, you'll find a plan for a one-week immersive workshop that can be offered to executives, incubator/accelerator participants, and students. I've used it for all three and have refined it over the years. The experience is generally rated between 9 and 10 on a 10-point scale.

Below that one, you'll find a course structure for a more "class-style" experience, and again, when I teach it, the feedback is generally between 9 and 10 on a 10-point scale.

I've conducted both of them face-to-face, via zoom, in S. P. Jain's Engaged Learning Online studio, and hybrid (physical and virtual at once). Overall, I prefer physical to virtual, participants prefer the studio to zoom, and I feel the immersion gives a more powerful experience than class. However, you'll need to work within whatever constraints you're faced with.

What's most important is that they all work.

The plans include notes to participants because I share the plan with them as an agenda, to help them organize their work and know what to expect.

There's a reading list on the book website (drcjmeadows.com/design-thinking). I've included old favorites and more recent titles, since some schools will only accept "updated" reading lists. I'll let you be the judge of what you want to use. The website also has a section for these videos, so if you don't want to set up links before every session, just open the website and click on the video you want.