



# Design Thinking: A Human Centered Approach to Problem Solving

# PRESENTATION TEAM



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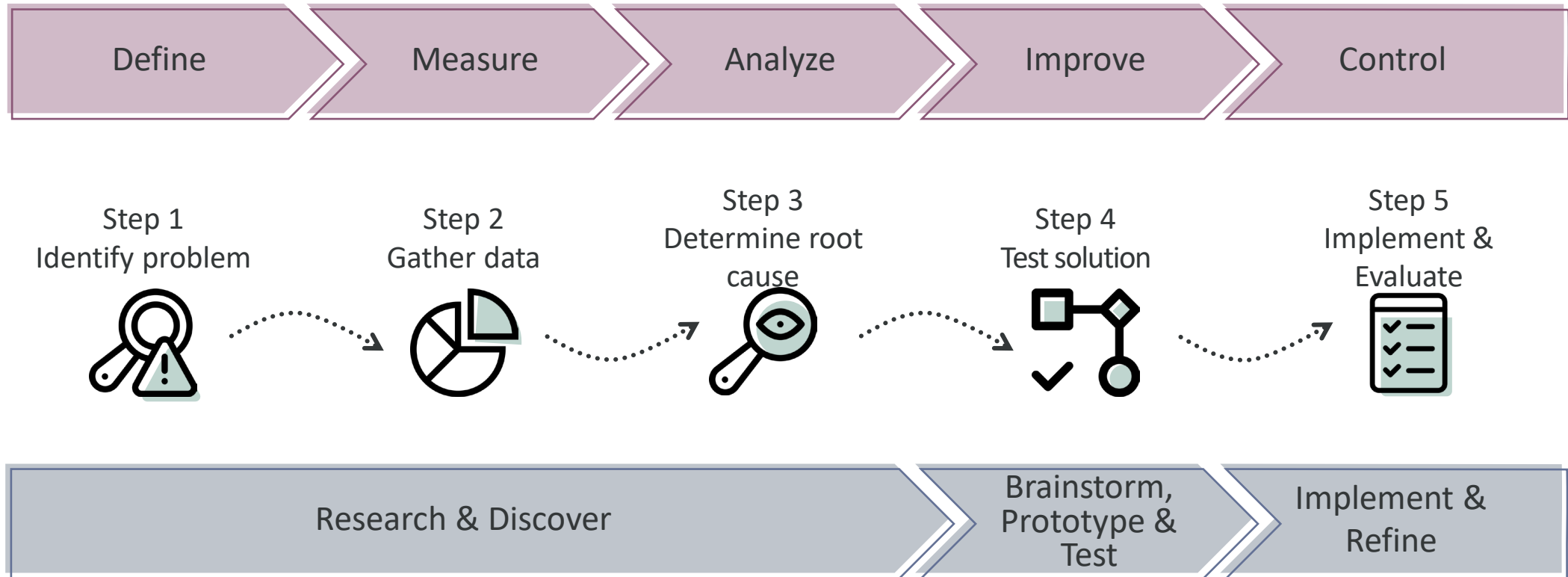
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# LEAN & HCD Alignment



# The Problem



Department of Child Learning (DCL)

## The Situation

The Department of Child Learning's (DCL) after-school programs aren't being used. They are looking for ways to increase participation before the programs are deemed unnecessary and they lose their funding.



# Persona



## Single Mom Sally

I am a 31 year old single mom of a 5 and 7 year old. I consider myself to be tech savvy, I order groceries and do most of my shopping online. I have one full time job and pick up as many extra shifts there as I can. I also make and sell diaper cakes on Etsy. I rely on my family for childcare but would like them to have a break every now and then. I would also like my kids to be able to socialize and make friends with kids their own age.

## My Needs



Free or low cost program for my kids



Flexibility



Local access as my car is not reliable



Work/Life balance

## What Impacts My Decisions



Schedule



Family impact

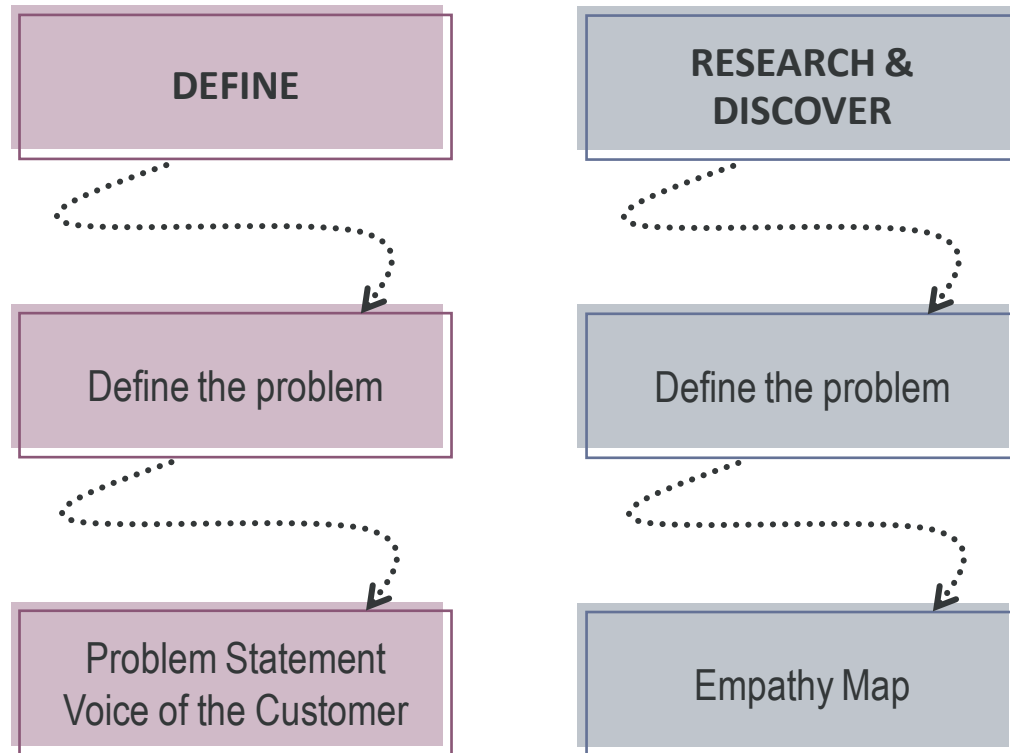


Community reviews

## My Frustrations

- Financial restrictions
- Over busy schedule
- Complicated processes that take too much time to complete

# DEFINE Alignment



## LEAN METHODOLOGY

Use the Voice of the Customer and Gemba walk to create a well-defined problem



## DESIGN THINKING

Gather multiple potential perspectives about what the problem is

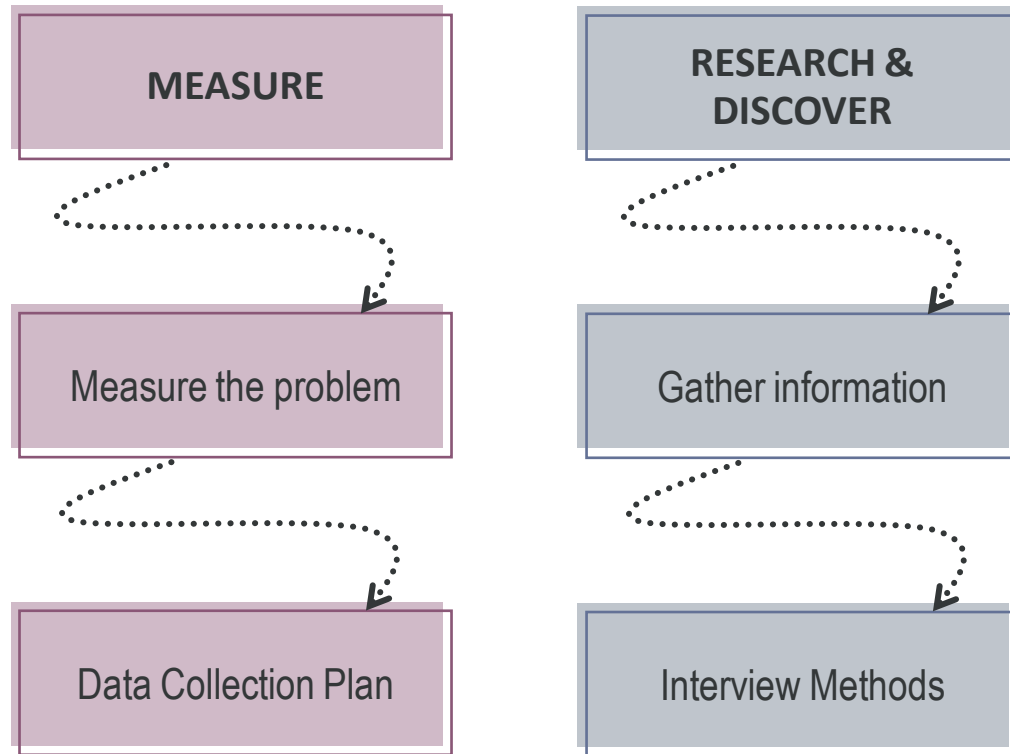
# Empathy Map

 <p><b>What do they think &amp; feel?</b> Motivators, concerns &amp; emotions</p>	<p><b>What do they See?</b>  Environment Trends, watching &amp; reading</p>
 <p><b>What do they hear?</b> Family, friends &amp; influencers</p>	<p><b>What do they Say &amp; do?</b>  Attitude, behavior &amp; expressions</p>
 <p><b>Pains</b> Fears, frustrations &amp; anxieties</p>	<p><b>Gains?</b>  Wants, needs &amp; goals</p>



Hi my name is...

# MEASURE Alignment



## LEAN METHODOLOGY

Collect and visualize your data using charts and tables to better define the problem



## DESIGN THINKING

Develop and schedule interviews



# Equity Pause

## Questions to Ask

- ✓ What would we like to say that hasn't been said?
- ✓ Who are we not hearing from? Why?
- ✓ How are we building relationships?
- ✓ Is it in service to the organization, office, team, community?
- ✓ Are we placing extra burden on any of our users, customers or staff?
- ✓ What practices do we need to update or improve to ensure all voices are heard?
- ✓ Where are our blind spots, biases and assumptions?

## Facilitating the Discussion

### Notice

Ask yourself, is what I'm about to do valuing diversity, inclusive, accessible and equitable?

### Reflect

Build equity pauses and questions into meetings where you are designing processes, developing solutions, or determining services. Building in an equity pause sets the standard that it is OK to speak up and discuss EDAI.

### Acknowledge

Acknowledge staff and customer experiences and history that form their opinions. Acknowledge your personal biases. Move forward through discomfort and seek to learn.

# User Interviews

## Interviewing Tips

- ✓ Ask questions that keep users talking
- ✓ Avoid yes / no questions
- ✓ Ask why?
- ✓ Avoid over-stuffing the question; keep it simple
- ✓ Don't be afraid of silence
- ✓ A little small talk goes a long way
- ✓ Be prompt and professional
- ✓ Stay neutral; it's not about you

## Question Starters

### Recall

Tell me about the last time you did \_\_\_\_\_, what was the experience like?

### Comparison

If you had to compare this tool to others you use, what would you say about it?

### Apprenticeship

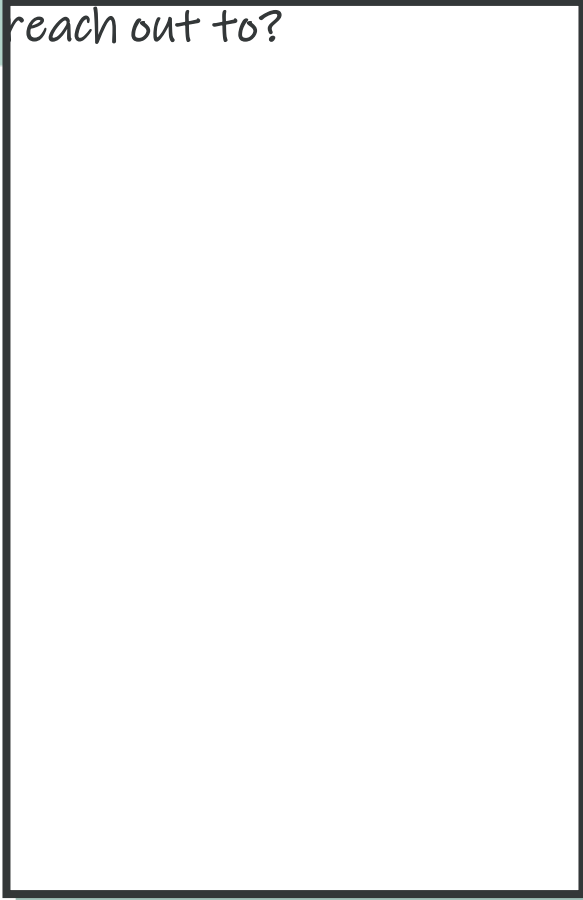
Can you show me how you would do that? You can pretend I'm a new employee.

### Future Forward

If there was one thing you could change about \_\_\_\_\_ (this tool, this task, the organization) what would it be?

# User Interviews: Your Turn

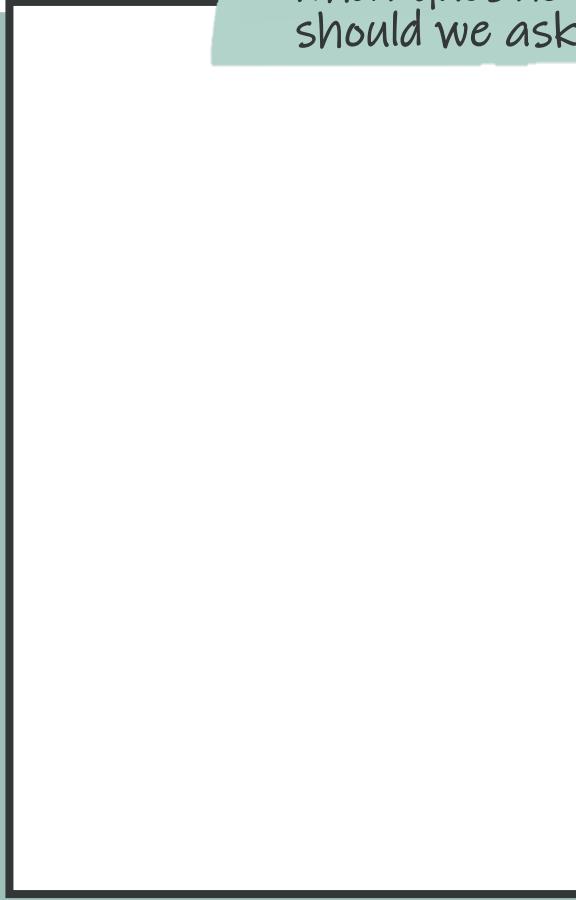
who should we  
reach out to?



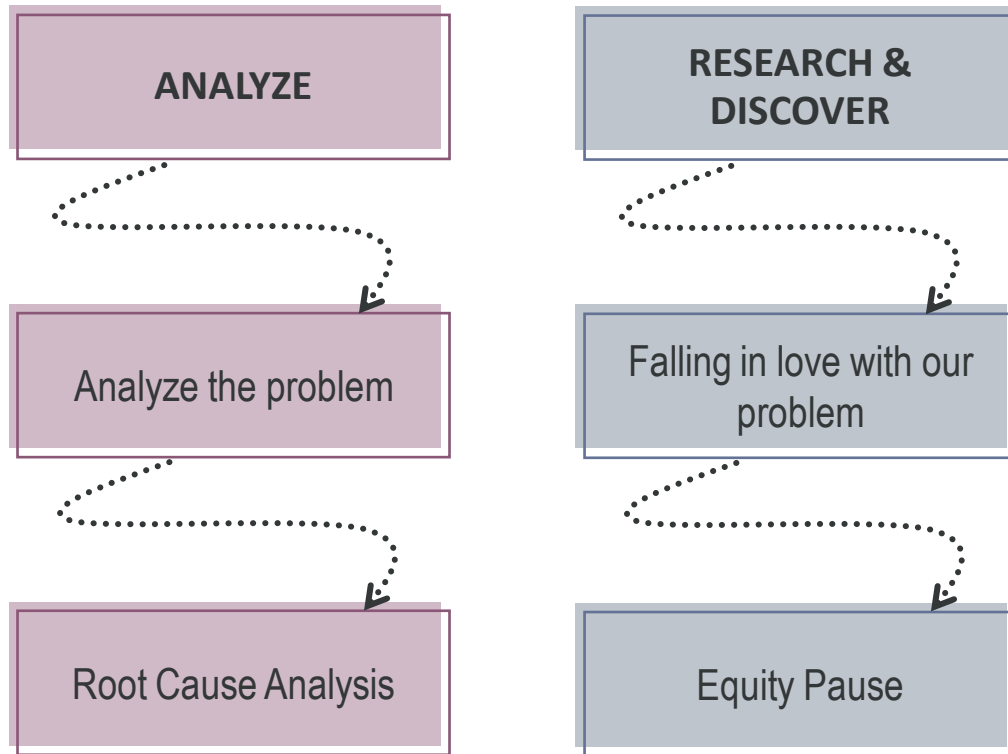
what medium  
should we use?



What questions  
should we ask?



# ANALYZE Alignment



## LEAN METHODOLOGY

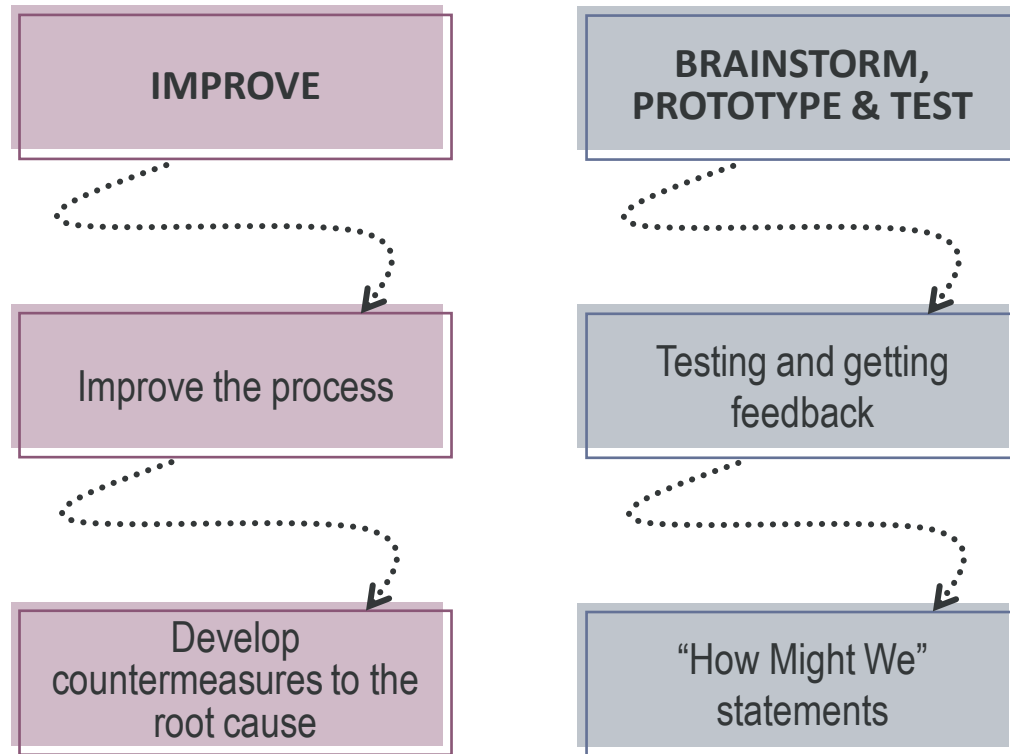
Use tools like the Fishbone Diagram and 5 Whys to determine the root cause of the problem



## DESIGN THINKING

Stretch yourself to brainstorm as many ideas as possible and make sure you have a diverse representation

# IMPROVE Alignment



## LEAN METHODOLOGY

Use Mind Mapping and the PICK chart to brainstorm and prioritize countermeasures



## DESIGN THINKING

Don't worry about perfection, get feedback early and often



# How Might We

How might we questions should:

- ✓ Remove the bad
- ✓ Emphasize the good
- ✓ Challenge assumptions

Example 1: Kids are not eating enough vegetables

*Good*

How might we get kids to eat more vegetables?

*Better*

How might we make eating vegetables the most fun part of dinner?

*Best*

How might we make vegetables even better than dessert?

Example 2: Department of Child Learning's (DCL) after-school programs are not being used

*Good*

How might we increase participation in DCL's after-school's programs?

*Better*

How might we ensure DCL's after-school programs have the highest participation of all after-school programs?

*Best*

How might we ensure DCL's after-school programs have more participation than soccer?

# How Might We: Your Turn

Practice: Completing DCL's application for after-school programs is complicated and time consuming

*Good*

Rephrase the problem as a question

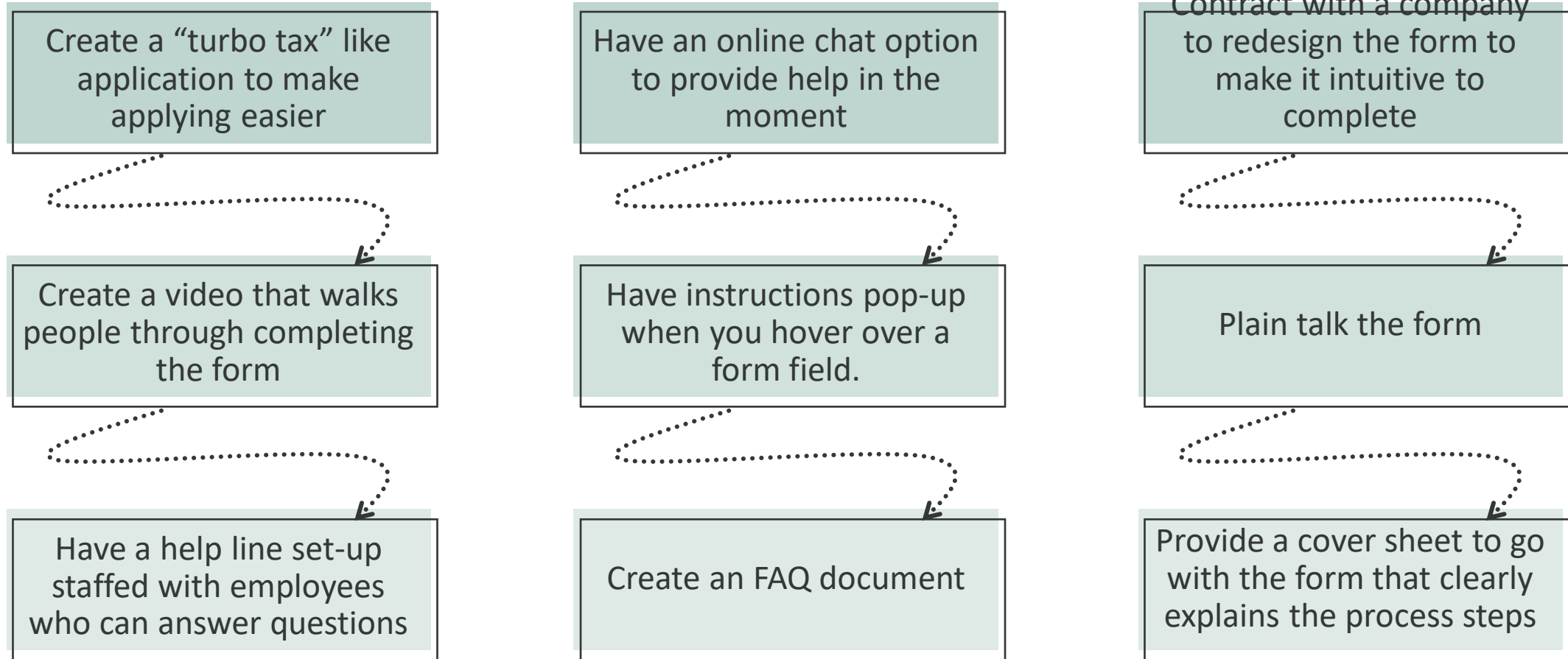
*Better*

Be specific on a way to emphasize the good or desired future state

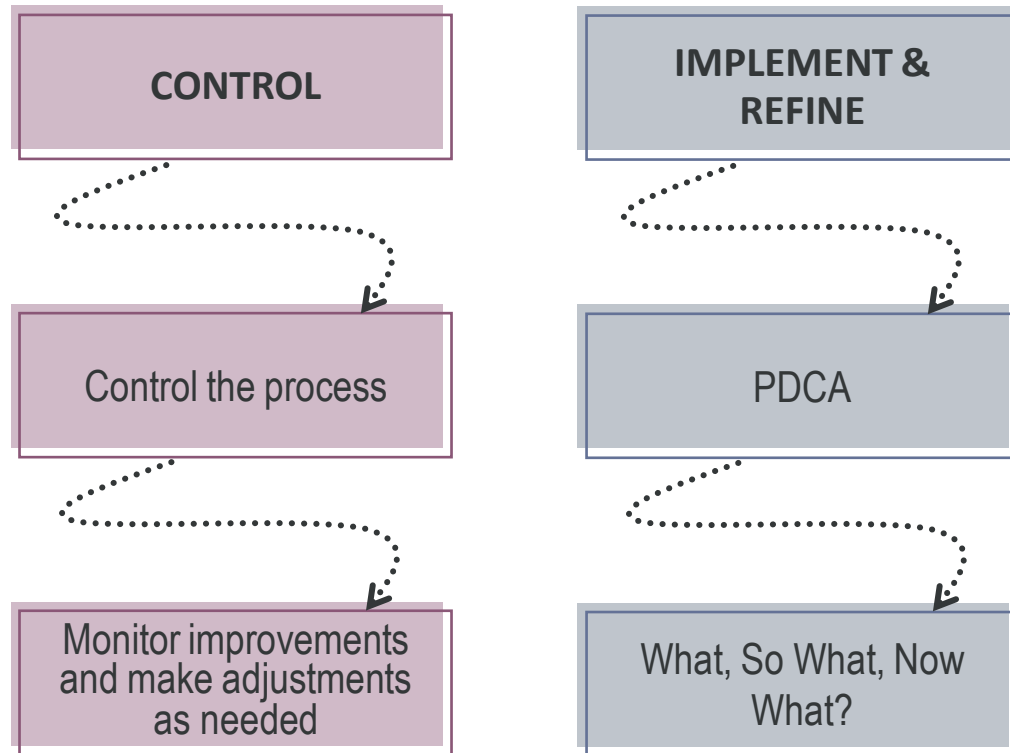
*Best*

Challenge an assumption using an analogy

# How Might We: Brainstorming



# CONTROL Alignment



## LEAN METHODOLOGY

Use the RACI Chart or Implementation plan to monitor or make adjustments as needed to standardize the new process



## DESIGN THINKING

Set up a system to receive ongoing feedback; promote and communicate your solution

# What, So What, Now What? (W3)

## What?

### The Past

Describe what happened

### Questions

...was your experience?

...did you notice?

...worked well and what didn't?

...were people's roles in the situation?

...were the consequences?

## So What?

### The Present

Analyze and make sense

### Questions

...did you feel when it happened?

...were you thinking about?

...could have been done differently?

...did you learn, if anything?

...surprised you or deviated from your expectations?

## Now What?

### The Future

Effective next steps

### Questions

...do you need to improve things next time?

...might the root causes of any identified issues be?

...follow-up is needed to address any challenges or difficulties

...would you do differently if you could do it again?

...learning can be applied to future iterations of this activity?



# W3 In Action

## What?

### The Past

Describe what happened

### Observations

The graphics were outdated and there wasn't a lot of color

Customers weren't sure how to obtain financial documentation

There was a lot of lingo/jargon/acronyms used

It would have been nice to have examples

## So What?

### The Present

Analyze and make sense

### Observations

Surprised people didn't know where to get copies of their paystubs

Didn't realize customers were scared to provide information because they thought it would lead to adverse actions like getting their kids taken away

## Now What?

### The Future

Effective next steps

### Recommendations

Updated graphics and added more color

Clarified information will only be used for the purposes of modifying child support

Explained legal jargon and acronyms used on the form

Added more examples

What **QUESTIONS**  
do you have?



# THANK You!

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