



STONEHILL

Design Thinking

SIMPLIFIED



When you hear the term
Design Thinking,
what comes to mind?

Prototyping?

Designing Solutions?

Empathizing?

Experience?

Problem Solving?

Creativity?

Analyzing?

Brainstorming?

Ideating?

Customer & Employee Needs?

We sum it up in two words:

**Human-Centric
Problem-Solving.**

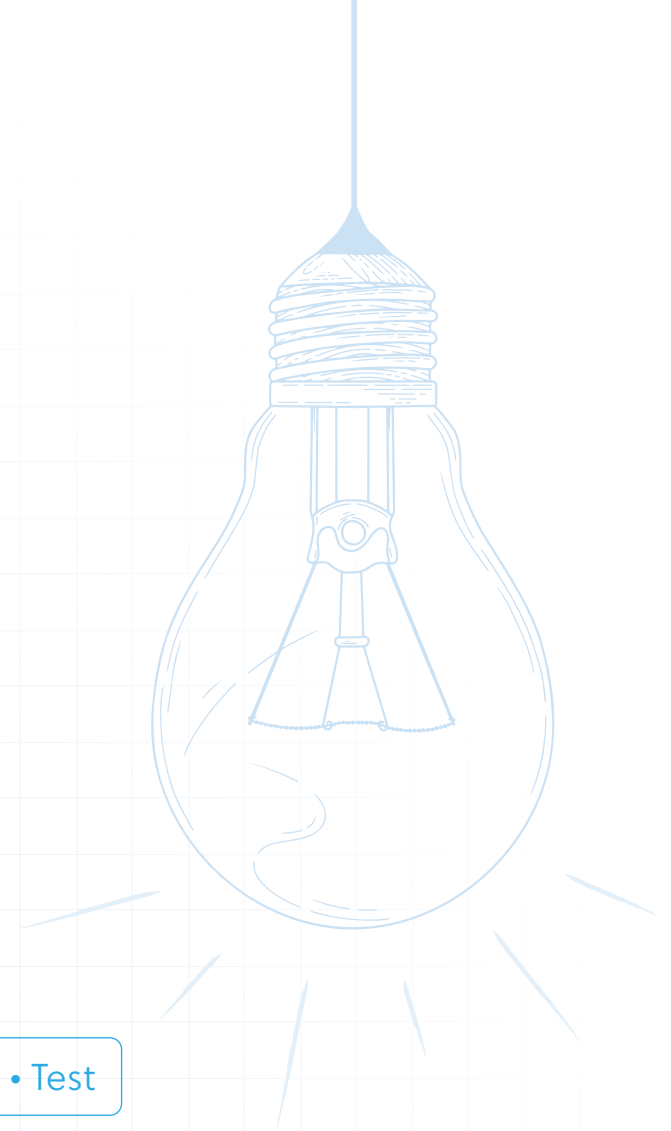
Design Thinking is one of the most valuable problem-solving methodologies an organization can adopt. Why? When you evaluate problems with the wants and needs of the user at the center, you create the most effective solutions.

But oftentimes, a deep dive into Design Thinking can quickly become overwhelming... there are hundreds of canvases and tutorials that leave you wondering which tools are truly effective in arriving at human-centric solutions to enhance your business.

We've tried it all- that's why the Stonehill team created our personal guide for solving problems using Design Thinking. We have eliminated the noise, sorted through the information, and condensed all the canvases into our proven-to-work sequence of Design Thinking facilitation sheets.

Stonehill works with a range of organizations to help them adopt Design Thinking practices, solve problems, implement strategic initiatives, and accelerate growth in their organization— and these are the tools we use to do it.

5 Steps of Design Thinking: Empathize • Define • Ideate • Prototype • Test



So you want to be a Design Thinking expert?
Let's get to creating.

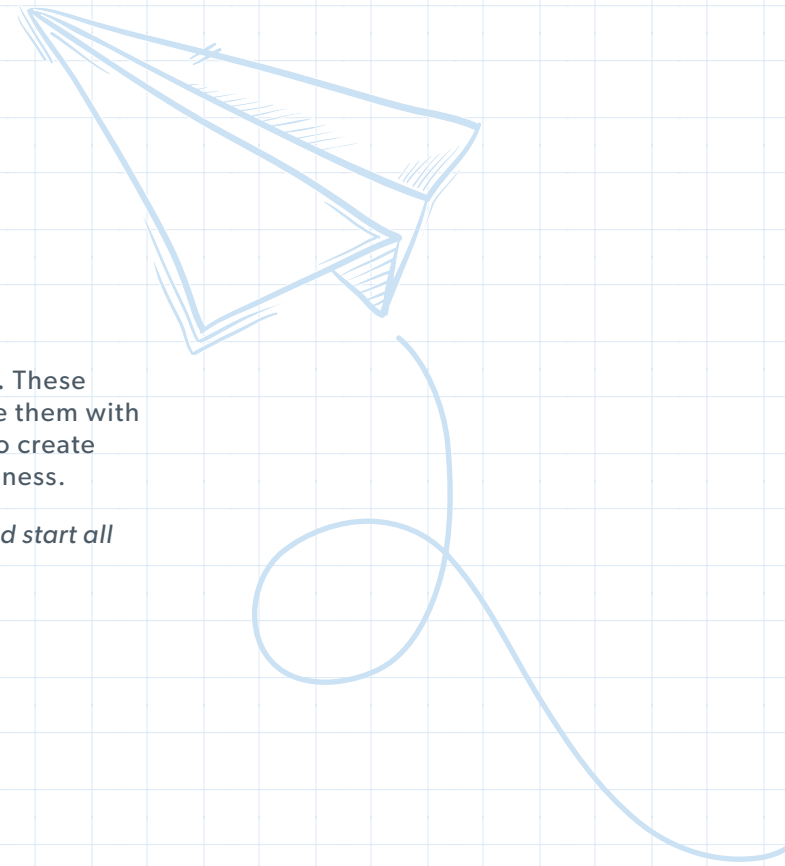


Design Thinking Tools

CONTENTS

Each section below contains a Stonehill template and a instructions for proper usage. These tools help your team understand your customers and find out what solutions can provide them with the most seamless experience. With a problem in hand, you walk through each canvas to create human-centric ideas and even uncover more opportunities for improvement in your business.

Print them out, mark them up, throw some sticky notes on them, maybe even tear them up and start all over again... do what it takes to become a Design Thinking expert!



- **1** Empathy Map: Who is our customer?
- **3** Customer Journey Map: What is their journey?
- **5** Problem Statement: What is the problem?
- **6** The Five Whys: What is the root cause of the problem?
- **7** Rapid Ideation: How do we brainstorm ideas to find solutions?
- **9** BONUS Strategy Map: What initiatives will fill the gaps in everyone's journey?
- **11** BONUS Sprint Plan: What is the plan for implementing each initiative?

Step 1 Empathize: Empathy Map

Persona

Demographics

Name: _____

Age: _____

Occupation: _____

Location: _____

Income: _____

Education: _____

Brands

Goals

Personality

Technologies

Influencers

Expectations

Summary Statements

Empathy, empathy, empathy!

A Persona Map helps you understand who you are solving the problem for and what motivates them.

Your goal is to understand the thoughts, feelings, habits, and opinions of the user. You want to immerse yourself in the mind of the user in order to understand their decision-making patterns. This guides your decisions going forward so you can develop solutions ease the user's pain points and create a seamless experience for them.



Persona

First decide who you will be empathizing with and sketch a picture! An Employee? Customer? Manager? Someone else?

Have fun but remember it does not need to be a masterpiece!



Demographics

Name, Age, Occupation, Location, Income, Education

Example— John Smith; Age 35; Operations Manager; Miami, Florida; \$80,000/year; Bachelors in Business



Brands

What brands do they interact with daily?

Ask Yourself: What brands of clothes do they wear? Where do they shop? What is their favorite restaurant? Where do they buy gifts for others?



Goals

What are their life goals?

Ask Yourself: Do they want to travel the world for a couple years or start a family soon? What are their career goals? Where do they see themselves in five or ten years?



Personality

What is their personality like?

Ask Yourself: Do they thrive in social settings or do crowds drain their social battery? Can they strike up a conversation with a stranger? Are they introverted or extroverted? Are they a reliable friend?



Technologies

What technologies do they use?

Ask Yourself: Do they get frustrated when technology malfunctions or are they an IT genius? Do they mostly use a phone, tablet, or desktop computer? Do they always have the latest technology, or do they wait until their phone won't stay charged anymore?



Influencers

What/Who drives their decisions?

Ask Yourself: Are they motivated by money or by fulfilling work? Do they make decisions selfishly or based on the best interests of family and friends? How much does social media influence them? Who do they ask for advice when they need to make a decision?



Expectations

What do they expect from interactions?

Ask Yourself: Do they expect store workers to cater to their every need? Do they expect others to be punctual all the time? Do they expect to have a seamless experience with every company?



Summary

What statements summarize this persona?

Ask Yourself: After thinking about all aspects of their personality, preferences, and interactions, how would you summarize their persona?

Step 1 Empathize: Customer Journey Map



Stage					
Objective					
Tasks	<ol style="list-style-type: none">1.2.3.	<ol style="list-style-type: none">1.2.3.	<ol style="list-style-type: none">1.2.3.	<ol style="list-style-type: none">1.2.3.	<ol style="list-style-type: none">1.2.3.
Tools	<ul style="list-style-type: none">•••	<ul style="list-style-type: none">•••	<ul style="list-style-type: none">•••	<ul style="list-style-type: none">•••	<ul style="list-style-type: none">•••
Outcomes	<ul style="list-style-type: none">••	<ul style="list-style-type: none">••	<ul style="list-style-type: none">••	<ul style="list-style-type: none">••	<ul style="list-style-type: none">••
Moments that Matter	<ul style="list-style-type: none">••	<ul style="list-style-type: none">••	<ul style="list-style-type: none">••	<ul style="list-style-type: none">••	<ul style="list-style-type: none">••

1. Fill out all Stage headers at once...

Start by identifying all major phases of the journey in one pass through- this should be a succinct word or phrase. You should have between 3-5 steps.

Think about your customer's journey from beginning to end. This map should include each significant moment they go through in engaging with your business.

Example—



Then, fill out the Stages one column at a time...

2. Objective

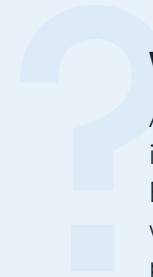
Document the goal of the corresponding step. What is being accomplished in this stage?

You should list one objective per step. Examples: Build Customer Awareness, Initiate Contact, Provide Quality Experience, Ensure Return

3. Tasks

Capture the individual steps within the phase. What do you need to do to progress to the next step?

You should list a minimum of 3 tasks. Examples: Customer enters restaurant, Hostess greets customer, Hostess seats customer, Server takes drinks order



Why a Customer Journey Map?

A customer journey map helps you analyze each interaction your persona has with your organization.

By mapping out their journey, you can understand what your business does right, where the user's pain points are, what you can improve in order to create a seamless experience for the user.

4. Tools

What tools does the customer use in this stage? What tools do they use to accomplish the tasks in this stage?

You should list a minimum of 2 tools. Examples: Hostess stand, Tablet, Menu, Booth

5. Outcomes

What is the intended result of the phase? Are there multiple desired outcomes?

You should list a minimum of 2 outcomes. Examples: Customer has been seated, Drink order has been taken, Specials of the day have been conveyed once seated

6. Moments that Matter

Finally identify the individual moments in the experience that will make or break the user's enjoyment.

You should list a minimum of 2 moments that matter. Examples: Table wait time under 20 min., Drink order taken within the first two minutes of sitting, Food comes out hot

Defining your Problem Statement:

This exercise helps you frame the problem with the user in mind, allowing you to brainstorm human-centric solutions that can be built out to create a better experience for your user. This problem statement will serve as a guide for the design of your solutions going forward.

1. First think, “what is the problem I am trying to solve?” and vet your answer with a few additional questions. How do you know this is a problem? Where have you seen or heard this issue? What is the urgency of this issue?
2. Think about the four W’s when preparing to write your problem statement: **Who** is experiencing the issue? **What** exactly is the problem? **When** and **Where** is the problem most prevalent? **Why** is this important to the organization, and why is it important to the user?
3. With your identified problem and details in mind, walk through the template below, using your persona detailed in the prior exercise.



needs a way because

User/Customer/Persona Verb Surprising Insight

Problem Statement Examples:

1 New moms **need a way** to feel connected to a group **because** they spend a large amount of time alone with their babies and end up feeling isolated.

2 An elderly social housing tenant **needs a way** to access the Internet **because** housing provider systems are becoming more automated.

3 Company executives **need a way** to increase employee salaries **because** their cost of living continues to rise rapidly.

Step 2 Define: Root Cause Analysis with the Five Whys

This exercise helps you quickly get to the underlying cause of your issue. Remember to be concise but don't look past important details!

1. Take the problem statement from the previous page and condense it to the main issue. Write the sentence in the first box.
2. Now, simply ask yourself, "why?". Why is this statement true? What caused this problem? Write that down in the next box.
3. Then, using the statement you just wrote down, repeat step 2.
4. Keep progressing through a series of whys until you get to the root cause of the problem!

*You will likely come to a conclusion that your original problem statement might just be the surface of the issue... **and sometimes it may take more than five whys!***

EXAMPLE:

Problem Statement: Employees reports are constantly inconsistent.

Why?

Team members are not aware of the procedure for writing reports.

Why?

Project managers never distributed the procedure to their team.

Why?

Project Managers don't have a standard procedure.

Why?

A standard procedure was never documented.

Why?

No need for standard procedures was ever identified in the first place.

So, the root issue of inconsistent reporting is the fact that a need for a standardized process was never voiced by management or the team. Who would have thought that!

Problem Statement:

Why?

Why?

Why?

Why?

Why?

Steps 3-5 Ideate, Prototype, Test

1.

2.

3.

4.

5.

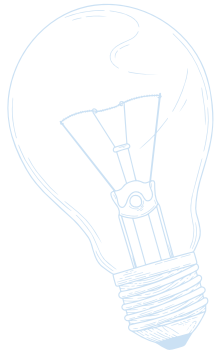
6.

PROTOTYPE

Best features of each idea:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Refined Prototype:



In the ideation phase, it's time to get your creative gears moving!

Now that you have identified your problem and understand the root cause of the issue, it's time to brainstorm solutions and develop a prototype for testing!

Remember, at any time during brainstorming, you should keep in mind *who* you are creating solutions for and *which pain points* were identified in the customer journey map. Your goal is to create the most seamless and painless experience for your user while solving the problem.

This exercise combines the final 3 steps of Design Thinking: IDEATE • PROTOTYPE • TEST

1 Sketch a different solution in each of the six boxes. Let your mind wander outside of the box to come up with ideas that have unique features or solve different pieces of the problem.

2 After you draw up your solutions, look to the "best features of each idea" section. Next to each number, write down the best feature of the idea you drew in the corresponding numbered box. This can be a tiny aspect of the idea that you think could be useful... or it could be the entire idea you love!

3 In the "refined prototype" section, combine all the best features to develop a working prototype that incorporates elements from each box. This might not be a perfect prototype, but it will be a great place to begin testing and refining!

Test and refine the working prototype until you have a solution that is ready for implementation...






How to test your prototype:



1. Identify your goal (*What do I want to learn from testing?*)
2. Create a plan (*How will I test this? Moderated, Observational, Guerilla, Focus Group, etc.*)
3. Recruit people to test on (*Who is my target audience/who will provide relevant feedback?*)
4. Execute the plan and document findings
5. Make improvements to the prototype and repeat!

From here, you are ready to create a sprint plan for implementing the initiative and maximizing positive disruption in your organization!

Ready to get planning? Turn to page 11 and begin a sprint plan for the initiative you just refined.

BONUS: Strategy Map

MISSION/VISION Why do we exist / Where do we want to go?									
EXTERNAL What can we do?									
INTERNAL How can we do it?									
FINANCIAL What is the expected return?									
OPPORTUNITIES What do we have to develop?									

 STRATEGIES & INITIATIVES How will we get it done?	INITIATIVE GROUP TITLE <input type="text"/>	INITIATIVE GROUP TITLE <input type="text"/>	INITIATIVE GROUP TITLE <input type="text"/>
	1. 2. 3.	1. 2. 3.	1. 2. 3.
 KPIs How do we measure?	<hr/> <ul style="list-style-type: none">••	<hr/> <ul style="list-style-type: none">••	<hr/> <ul style="list-style-type: none">••

A Strategy Map combines and expedites the empathize, define, and ideate stages of Design Thinking into one map, resulting in a handful of initiatives that can be implemented enterprise-wide.

Your goal is to understand the internal, external, and financial needs of your organization and your people, then find opportunity gaps to improve the experiences of everyone and accelerate growth. Write at least 3 thoughts per section (more are preferred), then you will have a set of human-centric initiatives to implement!



1. Mission/Vision

Start by writing the mission of your organization.

This should be your general company mission statement. Any decisions made going forward should align with this!



2. External

Think outward about what your customers want.

What can you provide them with, what do they want from you, and what does top-level service look like from your team?

Provide expertise, find solutions to their problems, train their people, be trusted advisors, be responsive.



3. Internal

Now think towards your inner workings of your company.

What do your employees, management team(s), and executive team need to provide customers with a best-in-class experience?

Create repeatable processes, strengthen internal communications, high employee ownership and incentivizing.



4. Financial

Think about the finances of your organization.

What do your shareholders want to see from your company? What is the financial target for your company in 3 years?

\$10 million in revenue this year, 15% Margins, Increase Utilization to 85%, Maximize Valuation, Minimize operating costs.



5. Opportunities

Use the information above to ideate opportunities that will push your organization to meet the external, internal, and financial needs you previously identified.

What are the more specific tools, resources, and processes that can help you meet your goals?

Make data-driven decisions, provide premium content, accelerate growth through acquisition, expand geographic footprint overseas, improve onboarding process.



6. Strategies & Initiatives

Now look at all the opportunities, prioritize which ones will have the most impact on your organization. Then define initiatives to pursue and accomplish the opportunities!

Categorize them into three broader areas- these categories will be your strategic goals going forward!

Attract new customers by offering more services online, acquire a cybersecurity firm to break into the market, focus on building organic SEO by producing 4 blog posts every month.



7. Key Performance Indicators

As each strategy is implemented, it will be important to measure and track success.

What indicators will you use to track performance? Come up with at least one KPI for every initiative under each category.

Increase in number of new customers, company acquired and assimilated, 4 blogs produced per month.

BONUS: Initiative Sprints

PROBLEM STATEMENT

INITIATIVE

MAJOR MILESTONES

KPIs

#	Key Activity	Who	When
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			

With a solution in hand, how do you bridge the gap between the the idea and successful implementation?

You create detailed sprint plans!

The hardest part of implementing any strategy is just getting started. That's why having a detailed sprint plan is important- you are more likely to stay on track when you know what is expected in each step, who is responsible, and when it is due!

Fill out one sprint map per each initiative under the three categories you created on the strategy map.

1. Problem Statement

Keep your strategy pointed to the broader goal.

Start by writing the problem statement you came up with on page 6. This remains consistent on every sprint plan for your strategy, helping you make decisions that align back to the overall goal and user's needs.

2. Initiative

Narrow your focus for the sprint.

Write the specific initiative you are creating a sprint plan for. You will have one sprint plan per initiative per category.

Example— You have three categories with three initiatives in each category. You will have nine separate sprint plans.

3. Major Milestones

Indicate concrete milestones for implementation.

These initiative milestones should be tangible, something that appears complete to an outside party.

Example— A finalized playbook, a training session for employees, a product produced, a pilot program rolled out, etc.

4. KPIs

Indicate measurements of performance.

This will help you track the progress of the initiative and evaluate whether adjustments need to be made to the plan.

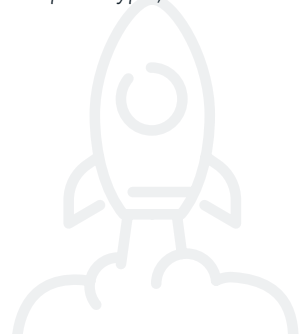
Example— Revenue increase of X dollars, 15 new employees onboarded, 150 sales of new product, etc.

5. Key Activities

Define the road map, who is responsible, and when it is due.

This section is the bulk of your plan. Think through each step of your initiative and what needs to be done before you can move on. Then, assign the step to someone who will be held accountable to ensure it is completed. Assign a reasonable due date for the task to be finished.

Example— Assign the team, draw up prototype plans, roll out prototype, host workshop to gain feedback, implement feedback and update prototype, etc.



- ✓ The user is **understood**
- ✓ The problem is **defined**
- ✓ Ideas have been **refined**
- ✓ Initiatives have been **detailed**
- ✓ Sprint plans are **ready to go**

Now what?

You hit the ground running!

While it's a simple statement, many factors are involved in the successful implementation of initiatives that align teams and maximize positive disruption across the enterprise.

The Stonehill team has vast experience helping organizations use Design Thinking to create strategies and successfully implement the human-centric solutions. Your team can focus on their jobs while our team ensures the strategy becomes fully integrated throughout the enterprise.

Contact Stonehill to learn from our team of Design Thinking experts and begin your business growth today.

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