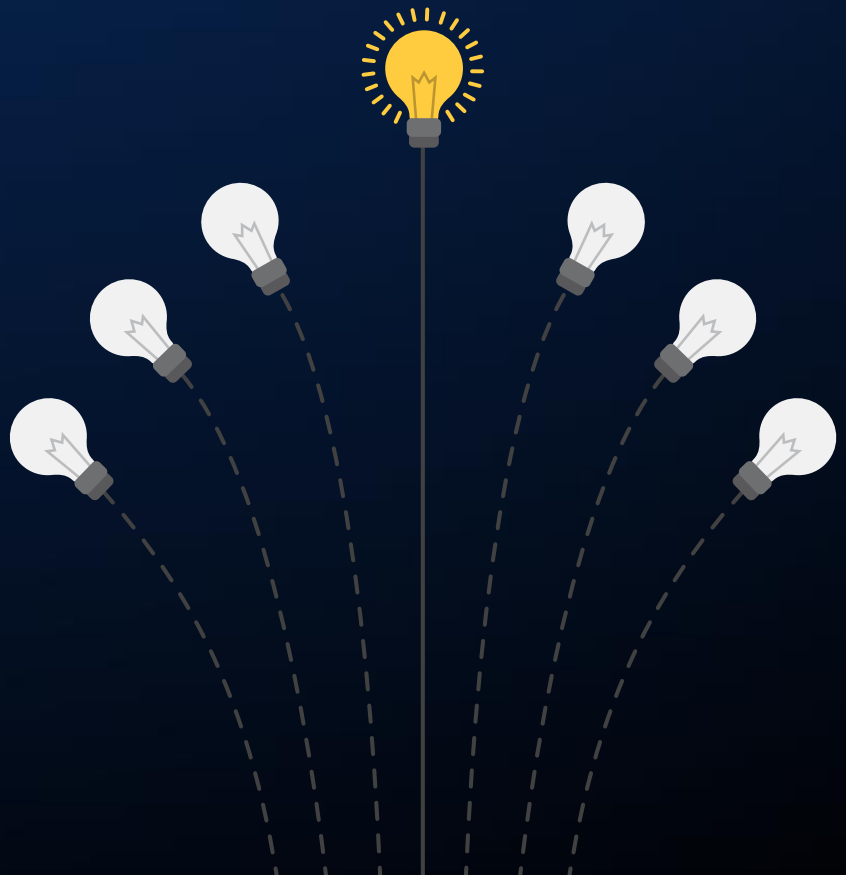




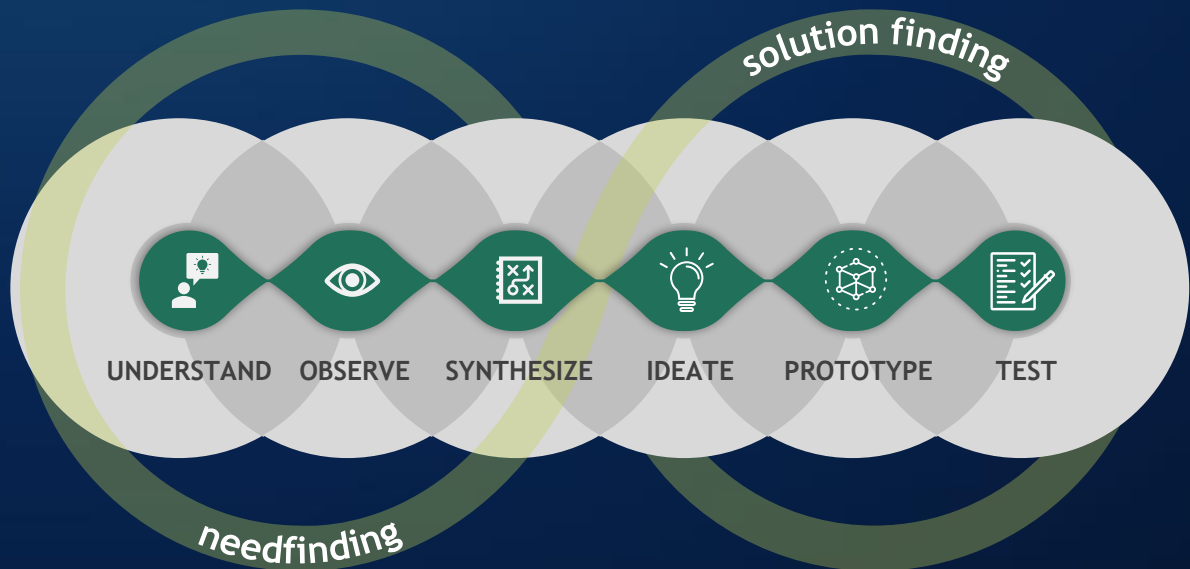
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Get Started with

# Design Thinking



In the needfinding phase the design thinking team explored aspirations, interests, behaviour patterns and pain areas from human beings of all stakeholder groups that are somehow in touch with the challenge or the projects. Now the following pages are dedicated to give an overview of the **solution finding secrets....**



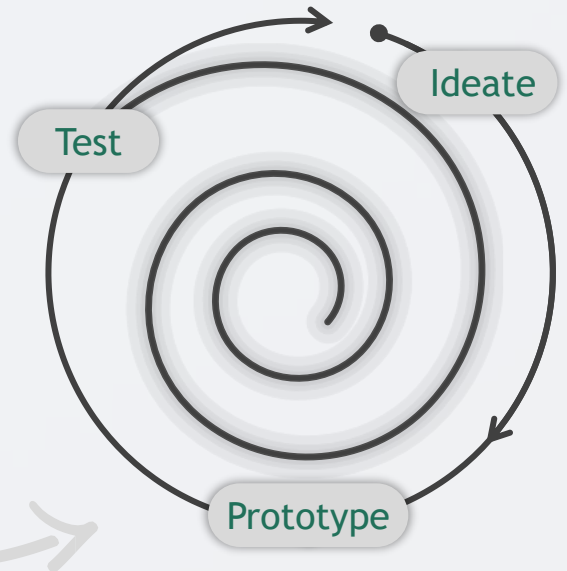
**Just as the needfinding also the solution finding is an iterative, human-centred process in itself:**

Having the big bang idea while taking a shower or during a brainstorm session is a big dream, but remains rather rare. Instead, it is more of a pathway of a good balance between wild creativity and systematic building: divergent thinking and convergent testing until in many iterations the final solution fits all needs .

Once the essential needs are interpreted and formulated in opportunity areas, in the solution finding phase the design thinking team uses creativity tools to create as many solutions as possible, select the best and directly take them into prototyping in order to gain customer feedback. So, customer centricity, obviously, also in the second phase is the main mindset.

## 2 Solution finding

The solution finding might be seen as a big feedback loop of the three iterative activities



Even if many people consider it to be the most difficult task of all, **generating ideas is easy!** The difficult aspect is creating the right atmosphere and surrounding for a good ideation session. This mainly means good preparation and discipline. **Good formulated “How-might-we...?” questions and a rule-based idea generation sessions.**

As conversation flows naturally and inspiring when we ask powerful questions, ideas flow naturally and in abundance when we have a powerful “how-might-we...?” question. Not too broad, not too narrow and should inspire to change behaviour towards what we want to achieve. It takes a while to formulate and re-formulate; but in the end the criteria of good or bad brainstorming is quite simple: if I read the question and I have a flood of ideas popping up in my mind, it is a brilliant question. If nothing comes, then it is not. Simply as this.

## 2 Solution finding

With the selection of 3-4 questions as a team decision, we then can go into the actual **Ideation Session**:

1. the right people are mingled together (sometimes it is useful to invite people with a “fresh mind” into a session - people who have not been part of the project so far)
2. a moderator is chosen who needs to fulfil some specific tasks and roles during the session
3. the brainstorm rules will be fixed visibly on the board and explained by the moderator
4. some warm-up game is facilitated
5. and a good dose of chocolate or sugar given

Then let it flow. And let it flow. Follow the moderator with his small tricks to maintain creativity. And let it flow. The team decides when it is time to stop and select the best idea(s) - for the moment.



The **idea selection** is an integrated step of ideation, but you might calculate that mostly idea selection takes more time than the idea generation itself. Especially when you have done everything just perfect and, as a consequence, have only fantastic ideas! But don't panic, the design thinker has several tools to help. Also in making the right decision.

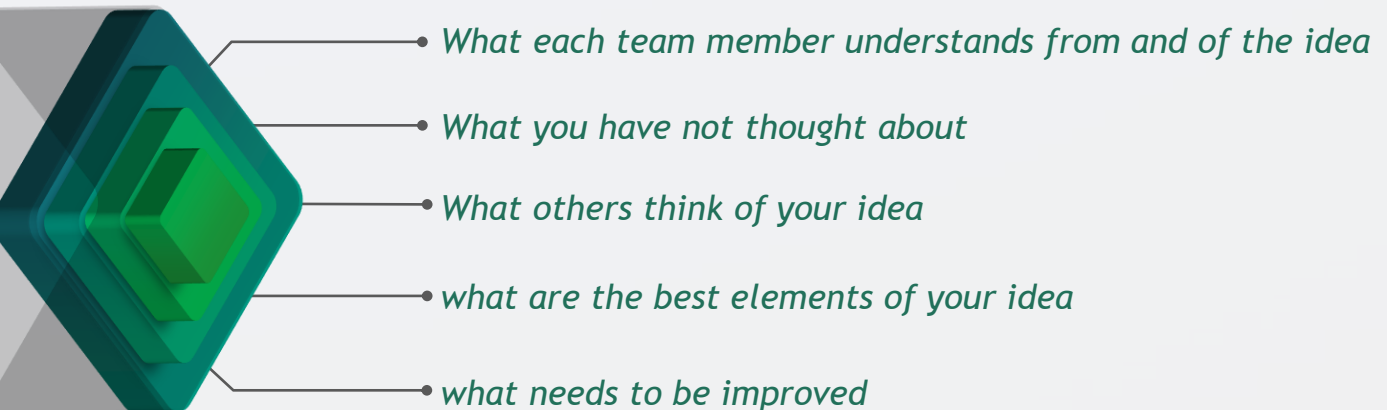
## 2 Solution finding

Now we have chosen our “darling” idea and are so enthusiastic that we finally can start to think of how to realize it most quickly. **WRONG!**

*Instead:* we have chosen one idea and get as fast as possible feedback in order to improve or let go the idea!!!

**Prototyping** is not only a specific mentioned step or phase in design thinking, it can be seen as the second main principle after customer centricity: prototyping means to make your idea in any way tangible so that you can start to gather more information for improvement. Instead of calculating, talking and planning, *we go into doing, showing and going out to learn from mistakes.*

Having integrated the prototyping principle in the DNA we avoid high costs or market failure or simple misunderstandings within our company mainly by using low resolution prototypes. It allows us to gain insights about



Prototypes can be role-plays, presentations, drawings, mock-ups or - in their most rudimentary form - hand-made. *Everything is allowed in order to communicate a specific impression* of how the new world will feel and develop its effect.

## 2 Solution finding

**Prototype and test are one.** They are our main process in the solution finding. We need to test and we need prototypes to test. To iterate. To test again. And again. Until all is well. The ideation sessions were just the beginning of the pathway to come....

With more than one variation of a prototype we seek out for feedback and try to let experience our whole idea or elements of it by the relevant stakeholders. Important here:

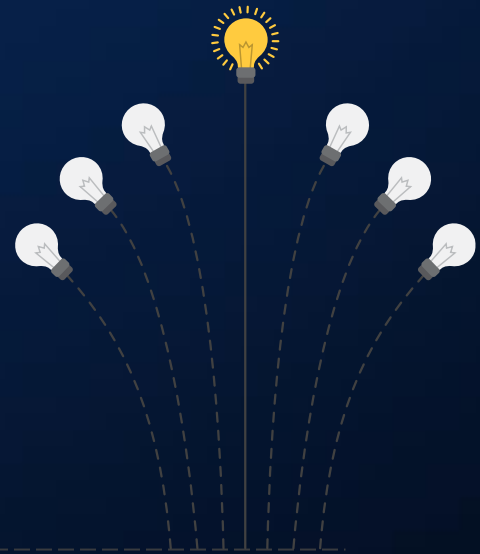
**The best way  
To experience  
An experience is  
To experience it!**

What does that mean? It means don't sell your idea! You get the best inspiration when you do not explain everything and every detail of your idea but instead **introduce the need you want to solve** with the idea and maybe describe it shortly in one sentence. But then close your mouth and observe. Let people get into interaction with your idea, **let them explore**. Observe them. After a while you might ask more detailed questions of what you want to find out about your idea. Try to lead an informal dialogue.

## 2 Solution finding

And **answer with a counter question** when they ask - for example: if the test person asks you “what is this for?” you just ask “what do you think for what this is?” in return.

So what do you think  
Design Thinking is good  
for and what can be  
improved ?



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