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Florida State University
College of Social Sciences & Public Policy
Interdisciplinary Social Science
Jim Moran School of Entrepreneurship
Design Thinking

is a human-centered approach to innovation.
Human-Centered Design
# Social Innovation & Entrepreneurship

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Another way of describing the process is that it’s often messy and ambiguous on the front end. This is true of any innovation effort when the outcome and/or path is not exactly clear at the outset. However, the HCD methodology enables teams to work through and emerge from the haze much faster and with greater clarity than more traditional approaches to problem solving.
**APPROACHES/METHODOLOGIES TO INNOVATION**

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What is design?

**Design is the purpose, planning, or intention that exists behind an action, fact, or material object.**

Unfortunately design has historically been relegated to creativity through some medium. The industrialized world has separated design as its own activity and created a **division of labor model called plan, design, build:**
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<td>“Thinking” Frameworks</td>
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<tr>
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<td>• intent &amp; outcomes</td>
<td>• creativity</td>
<td>• assemble</td>
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<td></td>
<td>• specifications</td>
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Design thinking is focused on better futures through the art of the possible.

If an idea has any value to the world, it should have an intended benefit to a group of people.

Motivated by a better future, design thinking culture and practices are used to thoughtfully address and validate an idea over time.
Design thinking is focused on better futures through the art of the possible

If an idea has any value to the world, it should have an intended benefit to a group of people.

Motivated by a better future, design thinking culture and practices are used to thoughtfully address and validate an idea over time.

This is accomplished by:

- having a clear goal which provides a sense of purpose
- balancing intuition & rationality to avoid rigidity or ideology
- multidisciplinary co-intelligence that brings diversity of skills and experiences

The goal of design thinking is to drive collective understanding and alignment by generating key insights which drive informed & impactful solutions. It is then about capacity building for self-sufficiency.
HUMAN-CENTERED DESIGN

CREATIVITY

AND

INNOVATION
Creativity is unleashing the potential of the mind to conceive new ideas.
Innovation, on the other hand, is completely measurable. Innovation is about introducing change into relatively stable systems.

By identifying an unrecognized and unmet need, an organization can use innovation to apply its creative resources to Design an appropriate solution…
Organizations often chase creativity, but what they really need to pursue is innovation.

Theodore Levitt puts it this way:

“What is often lacking is not creativity in the idea-creating sense but innovation in the action-producing sense, i.e. putting ideas to work.”
Busting the “silos”

Design is being embraced by many fields using a wide range of human centered practices that improve both organizational & market outcomes. Working in cross-disciplinary radical collaboration, learning together is the new “norm.” Heavy handed planning is giving way to lightweight practices that are expedient, iterative, and outcomes-focused.
Busting the “silos”

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Working in cross-disciplinary radical collaboration, learning together is the new “norm.” Heavy handed planning is giving way to lightweight practices that are expedient, iterative, and outcomes-focused.
What is radical collaboration?

It is bringing different skills & experiences together through authentic engagement without ideology to create value to someone.

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<th>Challenges Assumptions</th>
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Diversity provides the widest perspectives on “reality.” To feel part of a team is where your contributions matter. This is driven by a social contract which defines the right behaviors for collaboration to get the right performance results.
Approach to design thinking

Creating Choices

Increasing understanding of problem

Focused understanding of solution

Making Choices
### Approach to design thinking

<table>
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<tr>
<th>Goal</th>
<th>Question</th>
<th>Observe</th>
<th>Reflect</th>
<th>Propose</th>
<th>Prototype</th>
<th>Transform</th>
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<tr>
<td>Start with the outcome in mind</td>
<td>Questions about the goal to explore further</td>
<td>As-Is State Pain Points Opportunities</td>
<td>What do we know?</td>
<td>To-Be State</td>
<td>Small Proof of Concept Pilot Fail fast and iterate to learn</td>
<td>What should we stop doing?</td>
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<td>What should we continue to do?</td>
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Adam Kallish
Principal
Trope Collaborative
www.tropecollaborative.com
Turning ideas into reality is usually difficult

A large percentage of organizational initiatives fail. Why?
Having an idea of a desirable outcome and immediately achieving viability is too large of a gap . . .

Desire
ASKING THE RIGHT QUESTIONS

Do they want this?  
Desirability

Should we do this?  
Viability

Can we do this?  
Feasibility

The most valuable design
Desirability

• **Will this solution fill a need?**
  A great place to start is by checking to see if the project is adding value to the world.

• **Will it fit into people’s lives?**
  Understanding the people using our solution tells us how they live and in what way our solution supports or conflicts with their lifestyle and use cases.

• **Will it appeal to them? Will they actually want it?**
All entrepreneurs are trying to solve a problem - to create a product or service that meets the real needs of their customers.
Studies comparing successful and unsuccessful innovation have found that the primary discriminator was the degree to which user needs were fully understood.
“If I had an hour to solve a problem I'd spend 55 minutes thinking about the problem and 5 minutes thinking about solutions.”
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Albert Einstein
Understanding the Problem:

- Social, Political, Economic, Cultural, & Environmental Dimensions
- Needs/Jobs/Outcomes of the Primary Beneficiaries and Other Stakeholders
- Identify Constraints, Synergies, Conflicts, Resources
"People don't want to buy a quarter-inch drill. They want a quarter-inch hole!"

Theodore Levitt, 1975
JOB

Defines the functional and/or emotional goals that people want to accomplish and problems they are trying to resolve.

Defines the action for which a product or service may be needed.
Functional Jobs

Emotional Jobs

Social Jobs
JOBS-TO-BE-DONE

UNDERSTANDING POTENTIAL CONFLICTS & SYNERGIES

EXAMPLE: 3RD GRADE CLASSROOM
ASKING THE RIGHT QUESTIONS

Desirability

Viability

Feasibility

The most valuable design
Feasibility

• Is the technology (or resources) needed to power the design solution available or within reach?
Sometimes the goal is to create a new technology, but sometimes we need to work with what we’ve got. Determine what your goal is on this front early on.

• How long will this take?
Is it realistic?

• Can the organization actually make it happen?
During the convergent phase of the ideation process of a project, we have to look at questions of feasibility. A solution only works when the team can actually make it work in the long run.
Viability

- Will the design solution align with the organization’s long-term goals? By understanding what the business wants to accomplish, we can focus our energy in the right direction.

- Is the solution cost-effective?

- Is the solution sustainable? What will the return on the investment look like?
Measure the effort needed to execute on a solution with the potential payoff in terms of desired outcomes—whether they’re financial, social impact-related, or some other quantifiable measure. If the investment far outweighs the benefits, it may be worth focusing on a different solution.
FRAMING THE PROBLEM
FRAMING THE PROBLEM

EXAMPLE:
PARKING ON CAMPUS
“No problem can be solved from the same level of consciousness that created it.”

-Albert Einstein
“You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete.”

-Buckminster Fuller
OpenIDEO is a global community working together to design solutions for the world’s biggest challenges.
“Why?”

“How can we...?”

“What if?”

Questions
“Without a good question, a good answer has no place to go.”

Clayton Christensen
Jennifer: *Why do we have to wait for the picture?*
IDEATING

PROTOTYPING

TESTING, VALIDATING

ITERATING
Empathize (Re)Frame

Insight Gathering Opportunity Framing

Converge

Ideate

Conversation of Possibilities

Prototype

Conversation of Reality

Diverge

Converge

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IMPLEMENTATION
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Many investors say they invest in people over ideas.

Core Team ~ Immediate Needs

Interdisciplinary/Complementary

Non-Core Members (Mentors/Advisors, Freelancers, Interns...)

Good Fit (Attributes, Values, Passions/Motivations)

Create a Healthy Culture

When Realistic/Possible, Build for Future

Consider Turnover