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EDGE Program funded by MEXT
Keio University
Global Innovator Acceleration Program
2015
Day 2 Design Thinking

Graduate School of System Design and Management
EDGE Program Team

Innovative thinking inspiration

2011 Winner
Hövding



■ **INDEX**
■ DESIGN
TO IMPROVE
LIFE®

<http://designtoimprovelife.dk>



2011 Winner
EMBRACE


- Design award with reward
- Danish NPO “INDEX” is the host
- “Design to improve life” is the keyword

Innovative thinking inspiration

GOOD DESIGN EXHIBITION 2015

 **DATE & TIME** 10.30 FRI - 11.4 WED 11:00 - 20:00
(初日13:00より / 最終日17:30まで / 入場は閉館30分前まで)
(Opening day : from 13:00 / Final day : until 17:30)

 **VENUE** 東京ミッドタウン  MAP
Tokyo Midtown

 **ADMISSION** 1,000yen (税込 / 一部入場料が不要なエリア有)

G展は、9.29に発表される1,000点を超える最新のグッドデザイン賞受賞デザインなどを一堂に集め、紹介するイベントです。今年のテーマは「MEETin🌀」。
特に評価の高かった特別賞&ベスト100の特別展示や、今年特に注目したフォーカス・イシューの紹介など、審査から見出した「デザインの可能性」に出会い、体感してください。

GOOD DESIGN EXHIBITION 2015 is an event which presents more than 1,000 latest GOOD DESIGN AWARD winners, which will be released on September 29th. The theme of this year is "MEETin🌀" We hope you can feel "the potential of design" discovered through the screening, while viewing the displays of highly evaluated Special Award winners and BEST100 winners, and the presentation of "Focus Issue" which particularly attracted our attention this year.



IDEO, an innovative design company – 60 Minutes Jan. 06, 2013

Keio EDGE

<https://youtu.be/GYkb6vfKMI4>

- quote
“it’s empathetic to people”
“try to really understand what they really value”

What is Design Thinking?

*“Design Thinking is a **mindset.**”*

by **IDEO**

It's Human-Centered.

常に人間を意識しながら考える

It's Collaborative.

多様性を活かすことによる恩恵

It's Optimistic.

必ず答えはあると信じる

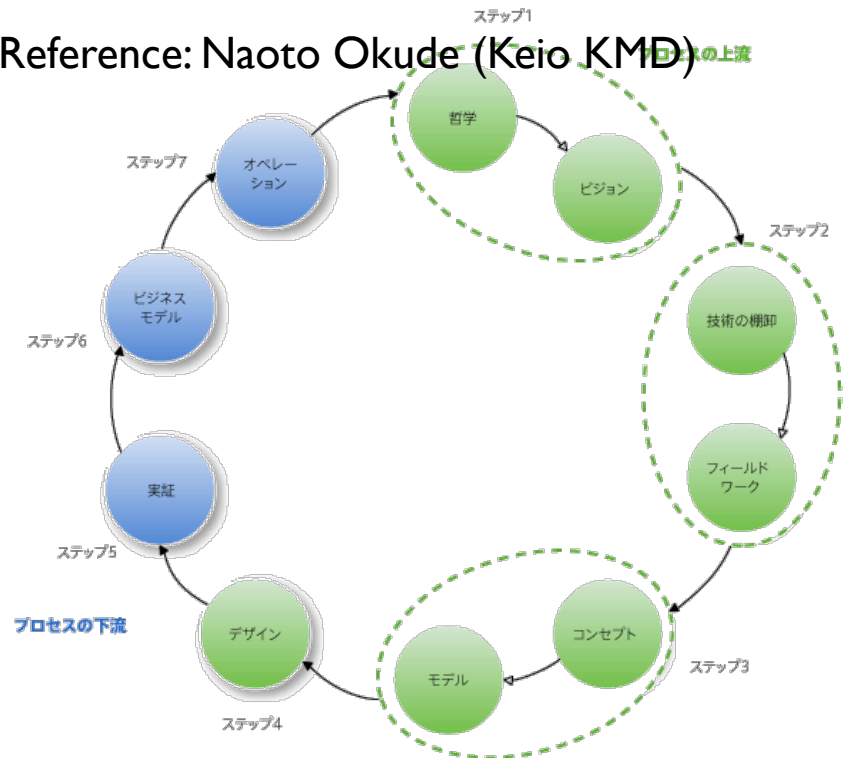
It's Experimental.

早く、たくさん失敗してその経験から急速に学ぶ

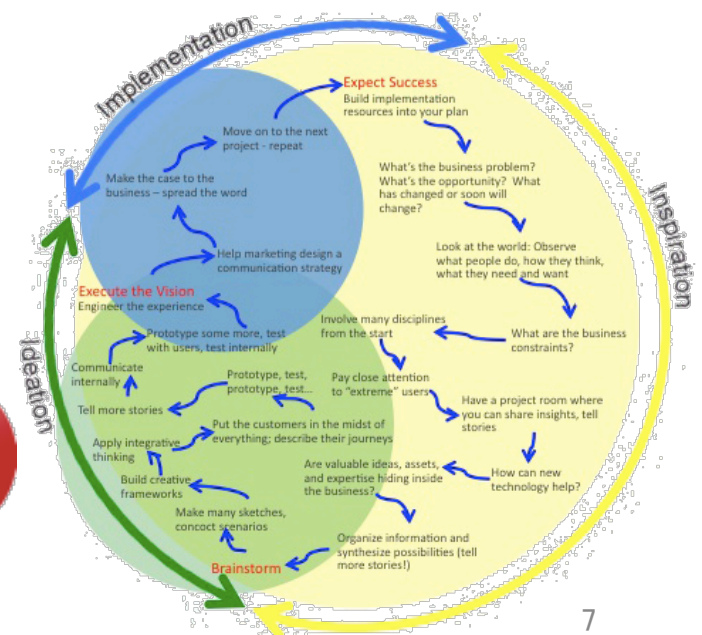
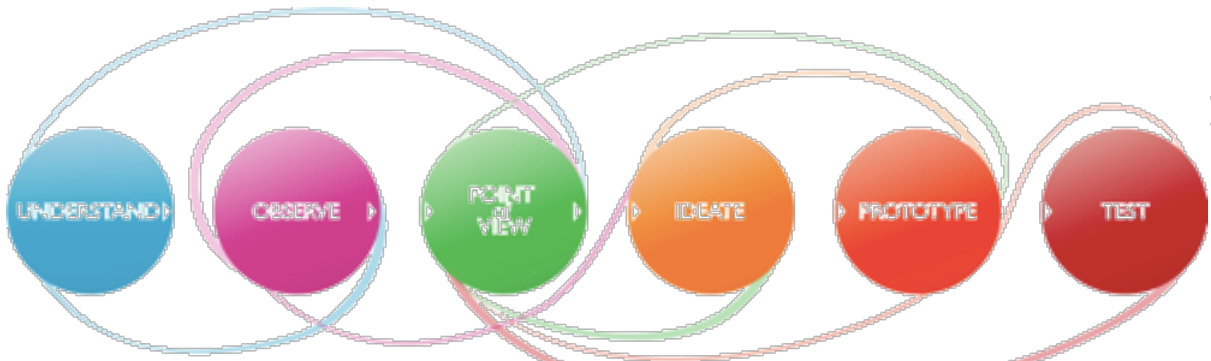
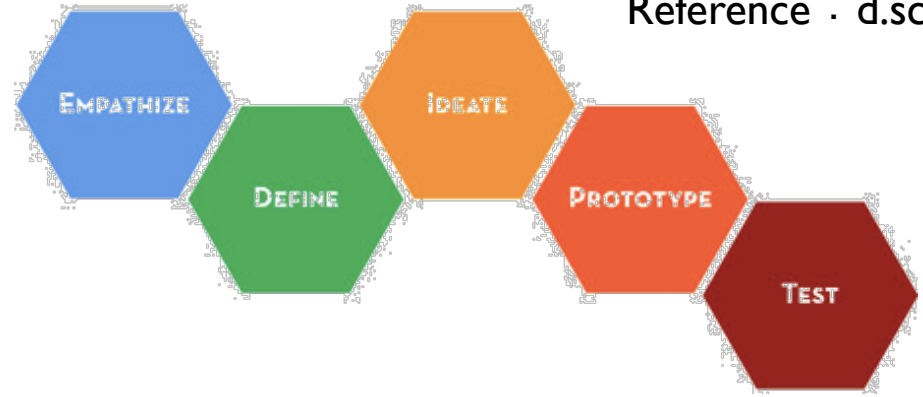
Reference: Design Thinking for Educators Toolkit, IDEO, 2011

How we "do" Design Thinking?

Reference: Naoto Okude (Keio KMD)



Reference : d.school

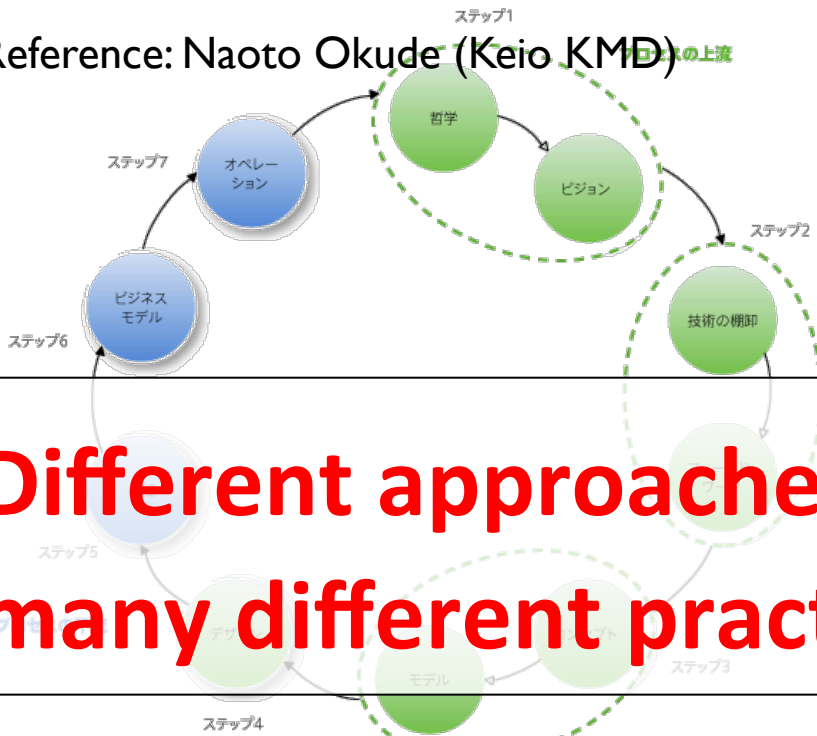


Reference: Hasso Plattner Institute

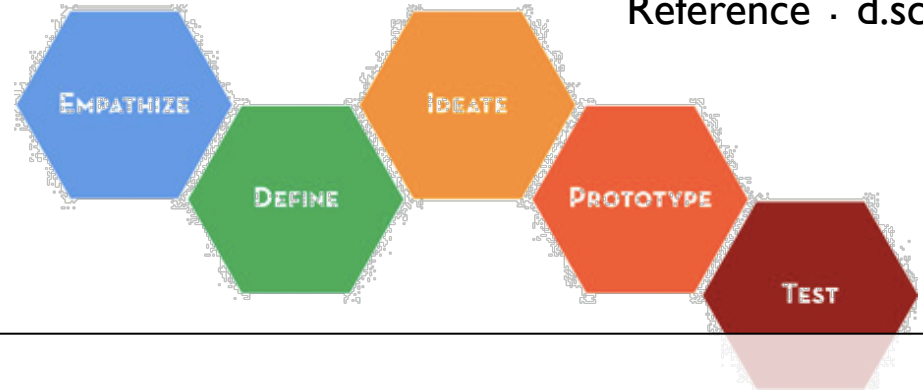
Reference: IDEO

How we “do” Design Thinking?

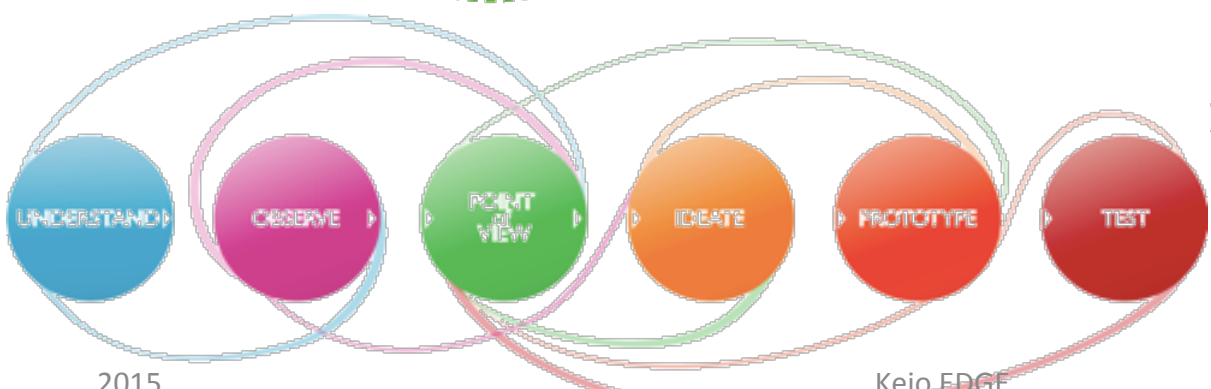
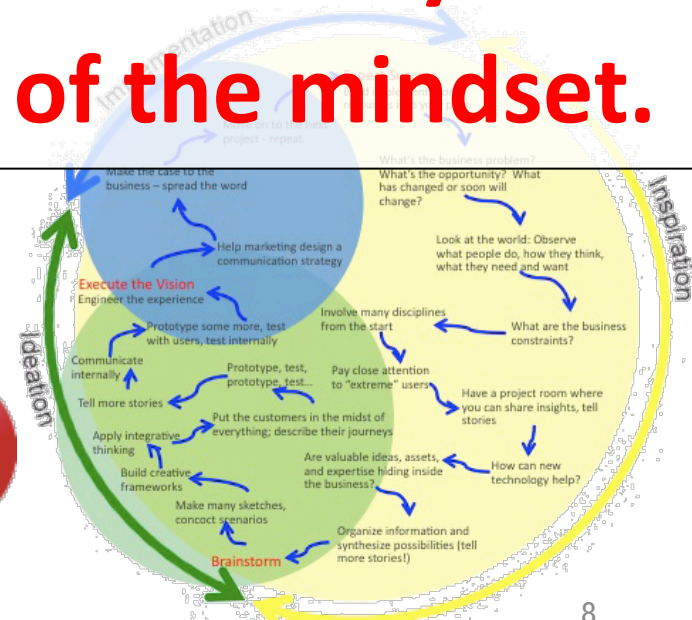
Reference: Naoto Okude (Keio KMD)



Reference : d.school



Different approaches are introduced by many different practitioners of the mindset.



2015
 Reference: Hasso Plattner Institute

Keio EDGE

8
 Reference: IDEO

What are different from how we used to do things and practicing Design Thinking?

- **Observation**

- Ethnographical approach. More qualitative than quantitative.

- **Ideation**

- Encouraged to be done in group of diverse people.

- **Prototyping**

- Fail fast and learn fast.
Do while thinking,
think while doing mentality.





SAP, Germany

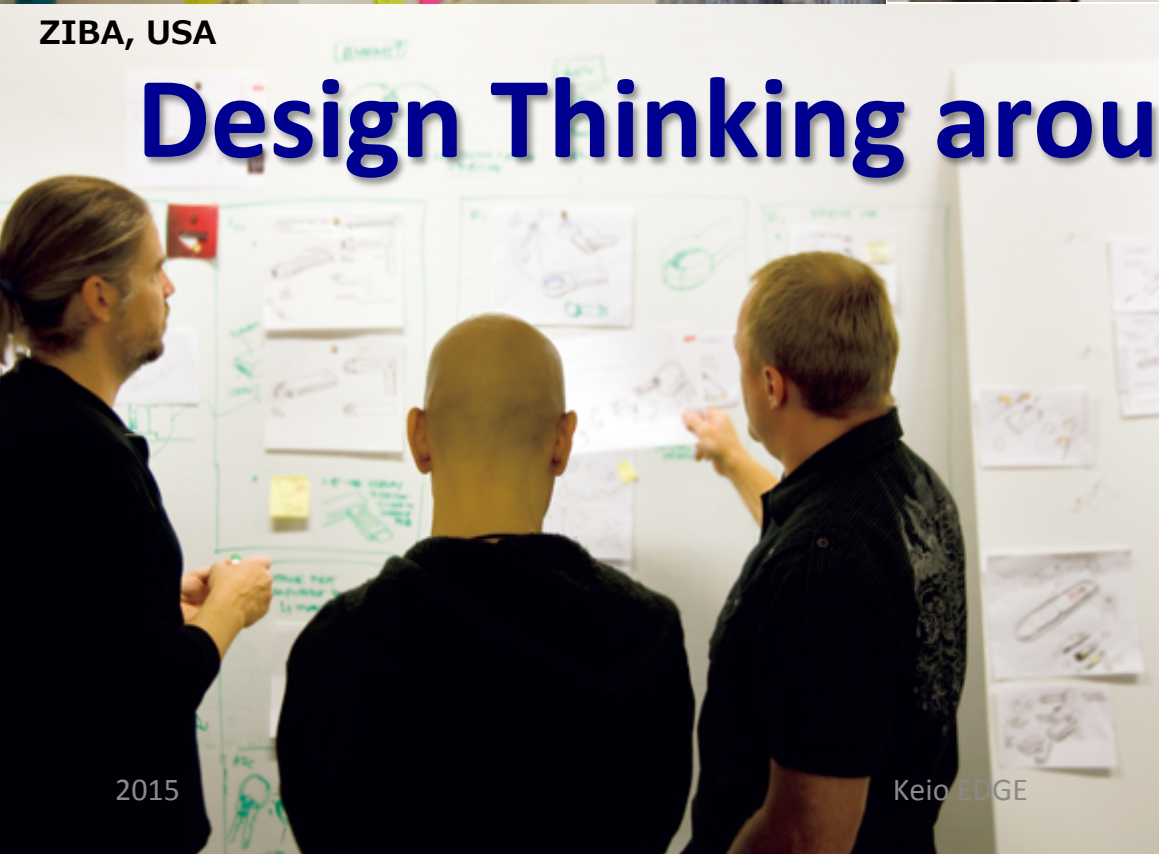


WORK IN TEAMS

CIID, Denmark

ZIBA, USA

Design Thinking around the world



2015

Keio EDGE



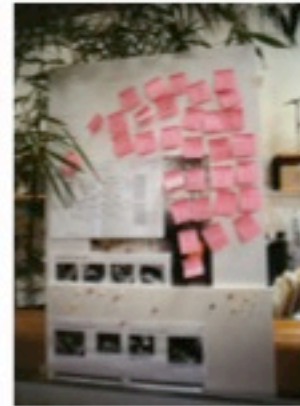
P&G, USA

Design Thinking around the world

Design Thinking Practice : IDEO



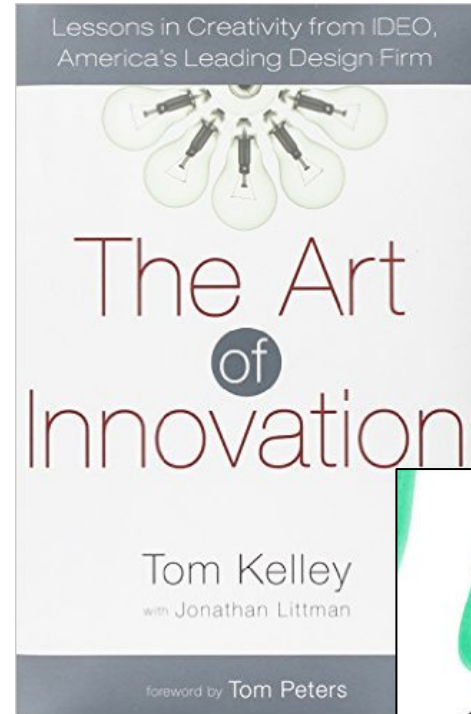
2015



IDEO CEO: Tim Brown



Design Thinking around the world

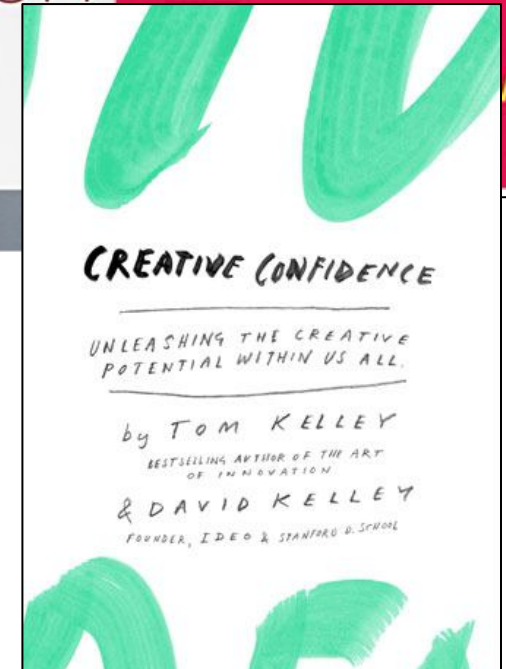


Stanford Univ.
d.school

2015

IDEO

Reference: Amazon.com



Design Thinking around the world

HARVARD
MAGAZINE

Published on *Harvard Magazine* (<http://harvardmagazine.com>)

The Business of Design Thinking



MMMProgram

Design thinking
+ Process thinking



MMM=MBA+MEM

The dual-degree program that integrates management, operations and design.

Harvard University

Northwestern University

NORTHWESTERN UNIVERSITY

McCormick
Northwestern Engineering

Kellogg
School of Management

Reference: Harvard Magazine <http://harvardmagazine.com/2013/01/the-business-of-design-thinking>
http://www.kellogg.northwestern.edu/programs/fulltimemba/mba_programs/mmm_program.aspx

2014 Most Desirable MBA Employers

Where MBA students say they'd most like to work

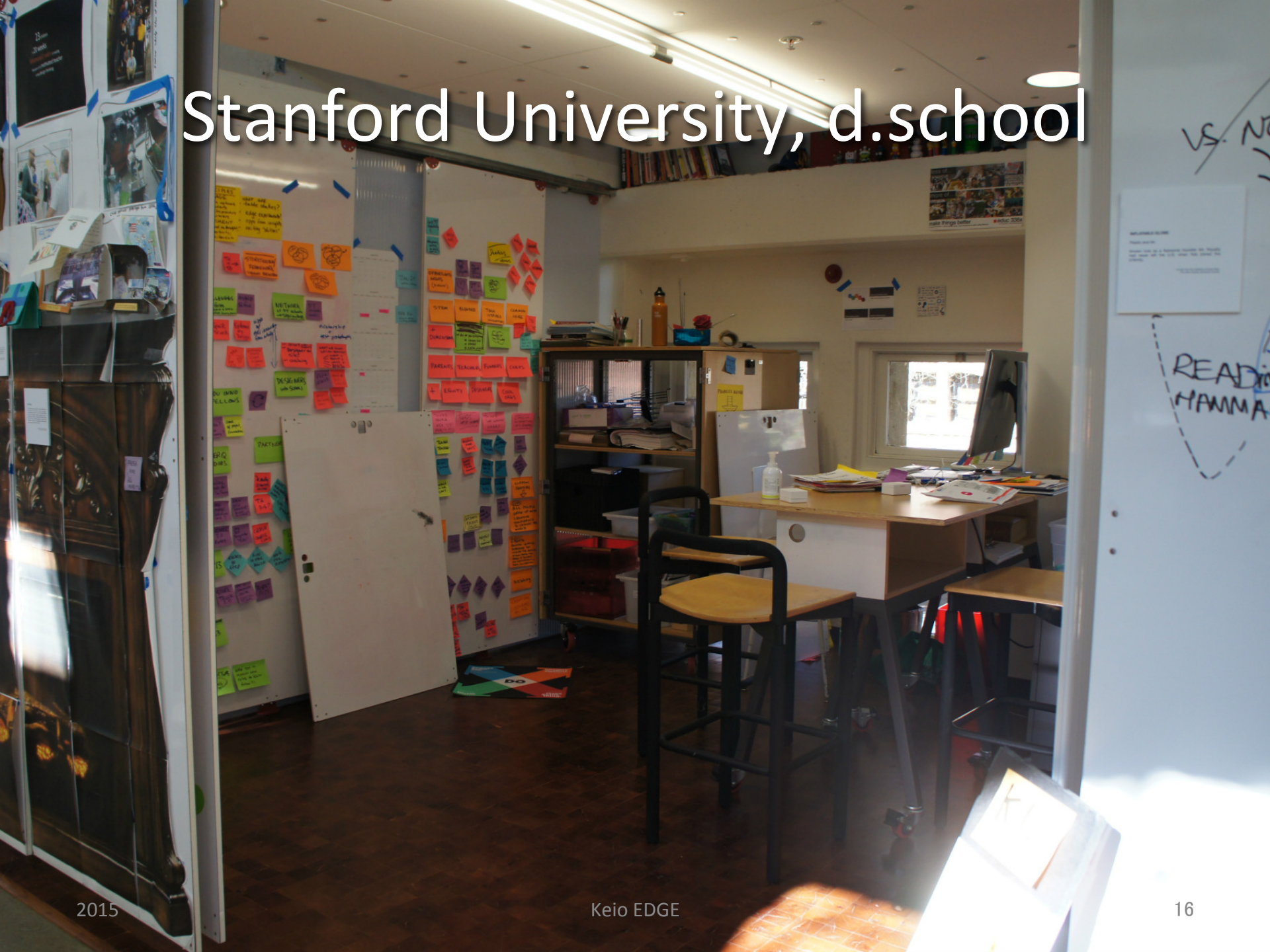
Rank ▲	Company	% students who put in top 5
1	Google	27.13%
2	McKinsey & Co.	17.11%
3	Amazon	13.65%
4	Bain & Company	13.33%
5	Apple	13.24%
6	Boston Consulting Group	12.41%
7	Deloitte	10.77%
8	Goldman Sachs	10.41%
9	J.P. Morgan	8.99%
10	Nike	8.65%
11	Walt Disney	7.77%
12	IDEO	6.99%
13	Microsoft	6.81%
14	PwC (PricewaterhouseCoopers)	6.54%

2013 100 Most Desirable MBA Employers

Where MBA students say they'd most like to work

Rank	Employer	2013 Fortune Ranking	% students who put in top 5
1	Google	55	28.38%
2	McKinsey & Co.	N.A.	16.58%
3	Apple	6	14.82%
4	Amazon	49	14.41%
5	Boston Consulting Group	N.A.	12.19%
6	Bain & Company	N.A.	11.63%
7	Nike	126	10.72%
8	Walt Disney	66	10.54%
9	Deloitte	N.A.	9.78%
10	Goldman Sachs	68	8.50%
11	Facebook	482	7.89%
12	J.P. Morgan	18	7.46%
13	IDEO	N.A.	7.45%
14	Microsoft	35	7.39%
15	Starbucks	208	6.07%

Stanford University, d.school



Stanford University, d.school



TEAM 2
ANALYSIS

GROUP Juggling

Human Knot

Lava

Paper Planes

Guru ROOM

TEST 3

30

28

SCOTT D.

OFFICE HO

CBA

12

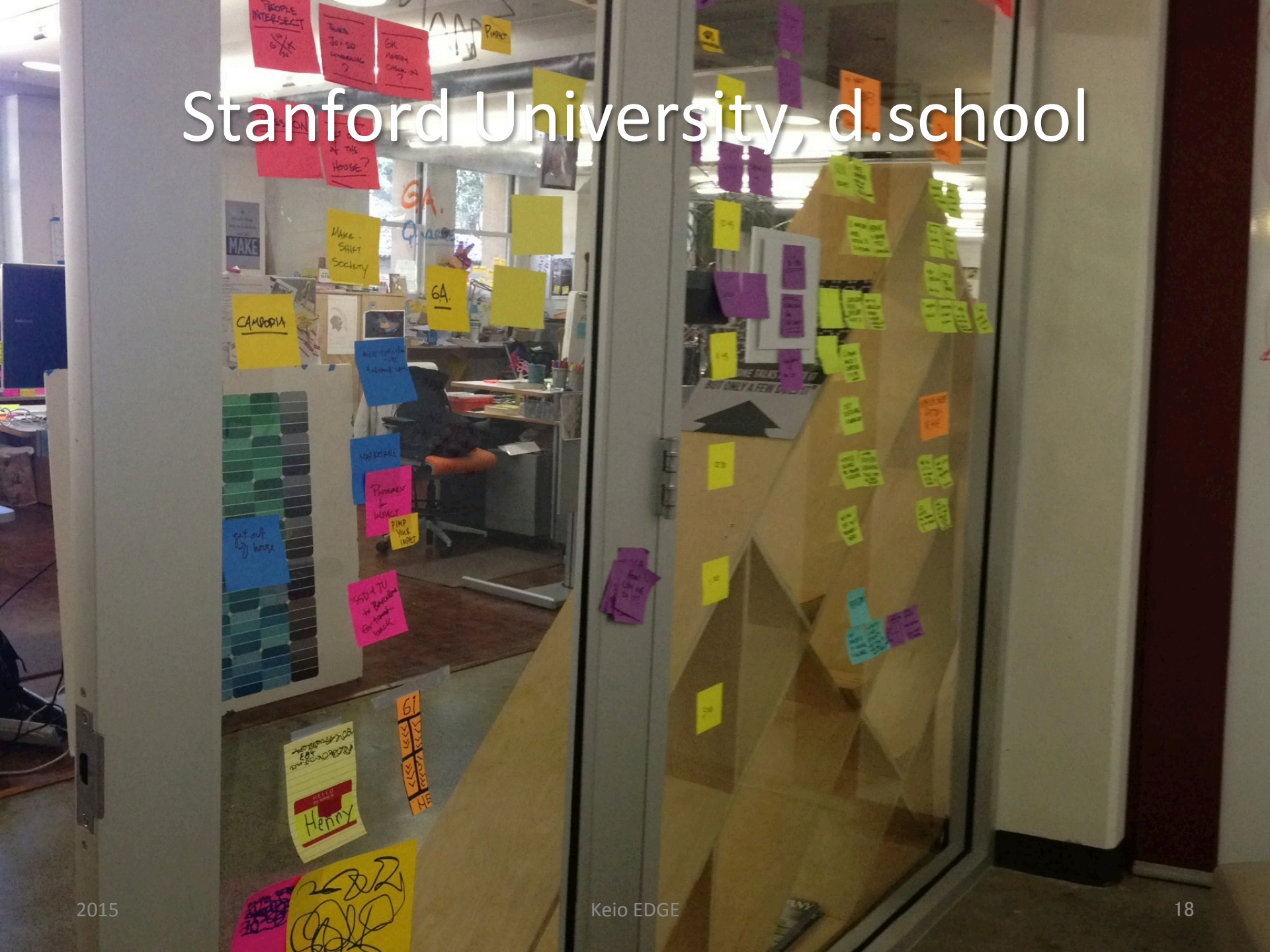
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11:00 AM

1:00 PM

Stanford University, d.school



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by **IDEO**

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常に人間を意識しながら考える

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Reference: Design Thinking for Educators Toolkit, IDEO, 2011

mindset

confidence

TED

Ideas worth spreading

TED David Kelley “Creative Confidence” (2012)

Design Thinking : Materials

- **d.school** materials

- Introduction to Design Thinking PROCESS GUIDE

- <https://dschool.stanford.edu/groups/designresources/>

- Bootcamp Bootleg

- <http://dschool.stanford.edu/use-our-methods/the-bootcamp-bootleg/>

- **IDEO** materials

- Design Kit

- <http://www.designkit.org>

- Human Centered Design Toolkit

- <https://www.ideo.com/work/human-centered-design-toolkit/>

- Design Thinking for Educators Toolkit

- IDEO, Riverdale Country School Pre-K through Grade 12

- <http://www.designthinkingforeducators.com>

Design Thinking : Materials

- **d.school** materials

- Introduction to Design Thinking PROCESS GUI “Why”

<https://dschool.stanford.edu/groups/designresources/>

- Bootcamp Bootleg

<http://dschool.stanford.edu/use-our-methods/the-boo>

“D.MINDSETS”

- **IDEO** materials

- Design Kit

<http://www.designkit.org>

- Human Centered Design Toolkit

<https://www.ideo.com/work/human-centered-design-toolkit/>

“Why”

- Design Thinking for Educators Toolkit

IDEO, Riverdale Country School Pre-K through 5th Grade

<http://www.designthinkingforeducators.com>

“If you only remember few things...”

“Design Thinking”: Keio EDGE flavored delivery

mindset

- is what we want you to become comfortable.

confidence

- is what we want you to gain through exercise.

toolset

- is something we will spend less time on because it can be picked up from the written materials.

Empathy in Design Thining

Keyword: empathy

“It’s empathetic to people.”

*“Try to really **understand** what they really **value**.”*

VALUE

benefit

gain

joy

someone's

satisfaction

pain relief

help

excitement

peace of mind

Keyword: empathy

- You may ***think*** that you are empathizing...
 - It is about **feeling the real feelings of the others.**
- It is ***easy to say*** “put yourself in someone’s shoes”...
 - It is about **actually putting yourself in someone’s context.**

[Advice from a practitioner]

If you cannot feel true empathy for who you are designing for then try changing scope or don’t work on that project.



Keyword: empathy

- In your design process you ***empathize with***
 - user
 - user's customer
 - payer
 - decision maker
 - sales clerk
 - delivery person
 - repair person
 - ...

Insight in Design Thinking

Keyword: insight

- “insight” is a type of finding that *initiates/boosts your design process*.
- It is often a **trigger for your next action**.
- Your **solution is often built around or built with** your favorite/strongest/unique insight(s).

insight can be
unusual but **interesting**
unfamiliar but **convincing**

Keyword: インサイト

- インサイトとは、イノベーション創出に向けて自分たちの**思考や行動の起点**となったり、**思考や行動を推進させる**ような新しい“気づき”や“洞察”。
- イノベーション創出を目指す過程の中で得られるインサイトは感覚的には以下のような特徴を持つことがある。

insight can be
unusual but **interesting**
unfamiliar but **convincing**

- このような気づきや洞察をきっかけにイノベーター的なソリューションへ向かう。

METHOD: EXTRACT KEY INSIGHTS

Uncovering insights is about bringing visibility and clarity to previously hidden meaning.

WHAT IS AN INSIGHT?

- » Insights are revelations – the unexpected things that make you sit up and pay attention.
- » Insights extrapolate individual stories into overarching truths.
- » Insights allow us to see our design challenge in a new light.

For example, a combination of an observation and quote from an interview yielded the following sample insight:

Observation: Farmers rely on farming information from their friends and neighbors, though they know this knowledge is limited.

Quote: “If the Privatized Extension Agent lived outside my area, I would want to visit his farm so I could see his production.”

Insight: Trust-building and knowledge sharing happens through ‘seeing is believing.’

Keio EDGE

Definition of “insight” and example in Human Centered Design

IDEO. "Toolkit, Human Centered Design." (2009).

Quoted from IDENTIFY PATTERNS
(page 96)

◎インサイトは意外だなと思うような発見であり、それによって思考の焦点を絞ることができたり、普遍的な概念へのヒントを得たりする。

インサイトによって取り組んでいる課題を新たな視座や視点でみることができるという記述

Definition of “insight” in An Introduction to Design Thinking PROCESS GUIDE

d.school, Stanford University. “PROCESS GUIDE,
An Introduction to Design Thinking” (2010).

Quoted from DEFINE mode (page 4)

The Define mode is also an endeavor to synthesize your scattered findings into powerful insights. It is this synthesis of your empathy work that gives you the advantage that no one else has: discoveries that you can leverage to tackle the design challenge; that is, INSIGHT.

◎インサイトとは他の人では見つけられないような発見であり、それはデザインプロセスを大きく推進するという記述

HYBRID INSIGHTS: EMPATHY IN A WORLD OF BIG DATA

Does empathy research conflict with the trend toward “big data”? It’s true that there has historically been a split between quantitative market research and qualitative researchers or ethnographers. But is it necessary to disconnect the human stories from the data? Design researchers have recently begun bridging the gulf with what we call “hybrid insights.” It’s an approach that integrates quantitative research into human-centered design. Hybrid insights allow us to embed stories in the data, bringing the data to life. It brings the “why” and the “what” together. Hybrid insights can include designing a survey in a human-centered way (for example, by being more thoughtful about how we ask questions and keep people engaged). Or it can mean more rigorous concept evaluation where we test prototypes with a large number of users to see if a certain direction merits more exploration.

Coupling insights based on empathy with analytic confidence within relevant target markets may be a way to take the best of both research approaches. So while we’re sure the big data trend will continue to grow, decision makers should be careful not to forget about the underlying human element.

Keio EDGE

Example of “insight” in Creative Confidence: Hybrid Insight

Kelley, Tom and Kelley, David. *Creative Confidence: Unleashing the Creative Potential within Us all* Crown Business, 2013.

◎デザイン思考で重視する人間への共感とビッグデータで見えてくる傾向や特徴を関連付けることで得られるインサイトもあるという記述