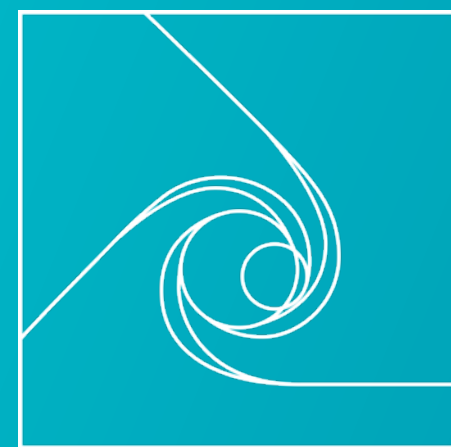# HCDT Business Playbook 101

A Guide for Human-Centered Design Thinking Business Integration.

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THE · DESIGN · ACADEMY
Intersection's Education Collaboratory

Introduction.

Why a Human-Centered Design Thinking (HCDT) Business Playbook?

Human-Centered Design Thinking is a framework that, applied well, can impact the future of an organization. Design led organizations are leading every market. This playbook guides you through the steps to implement HCDT in your organization. Perhaps, as a leader, you tried it once and it didn't stick, or you have come to understand the benefits, but aren't sure how to launch HCDT in your own corporate structure. You may be left asking some common questions, such as:

What would it look like?
How would I get it started?
How can I scale it?
How can I make sure it is sustainable?

The HCDT Business Playbook answers those questions and more, so you can put your organization on a path to long-term success.

Is Human-Centered Design Thinking Right for My Organization?

If you answer yes to 2-3 of these, then HCDT should be a strong consideration:

…seeking unique competitive advantage?

…wanting a broader strategic dashboard?

…leading with technology solutions and not people?

…in need of a sustainable innovation process to manage opportunities?

…overly focused on quantitative data?

…struggling to share knowledge and insights across siloes

…have products or services that are becoming less relevant

…trying to build a culture of innovation?

…looking for ways to retain talent?

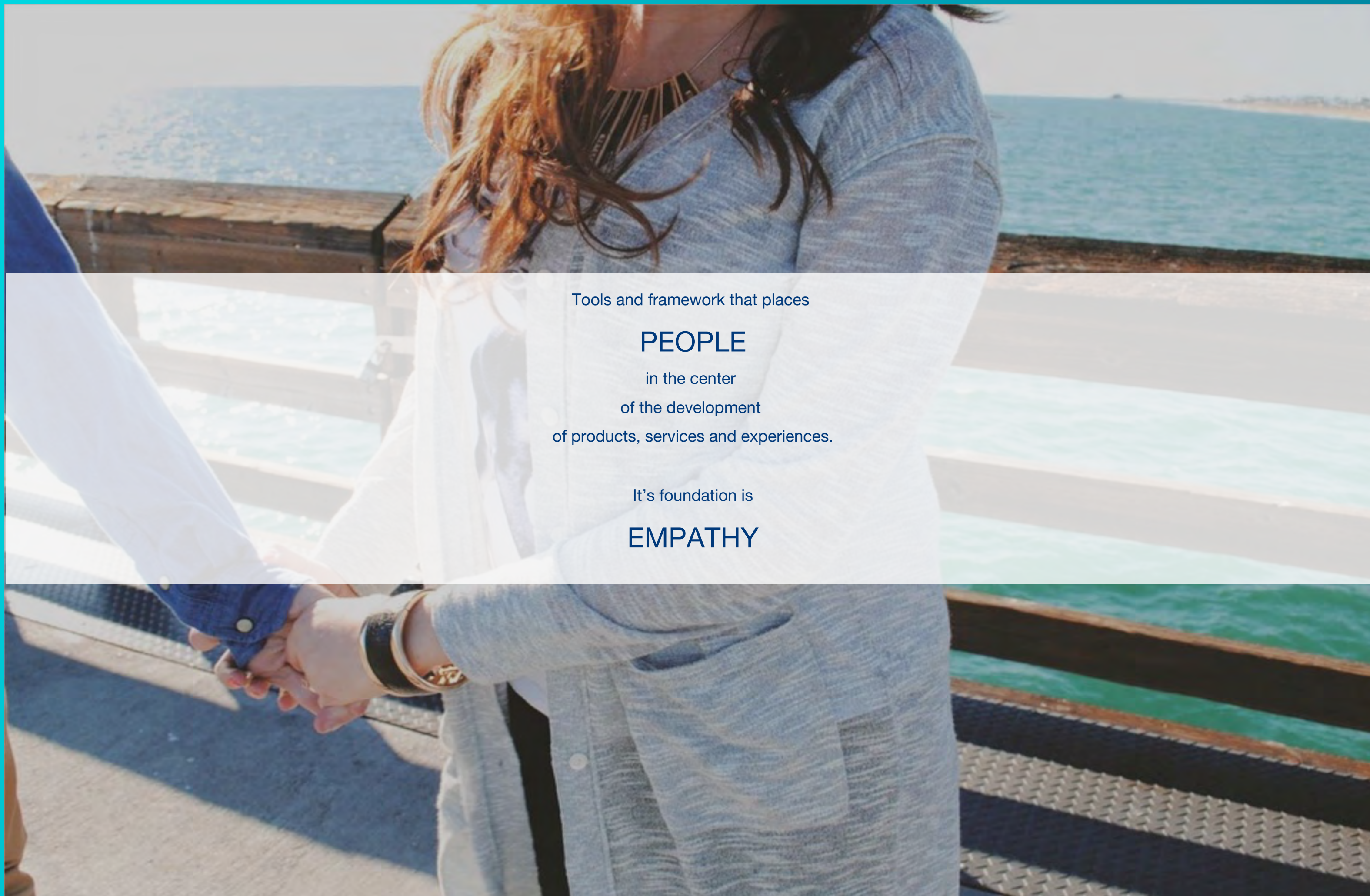Human-Centered Design Thinking positively impacts these areas when fully integrated into an organization.

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What is Human-Centered Design?

Tools and framework that places

PEOPLE

in the center

of the development
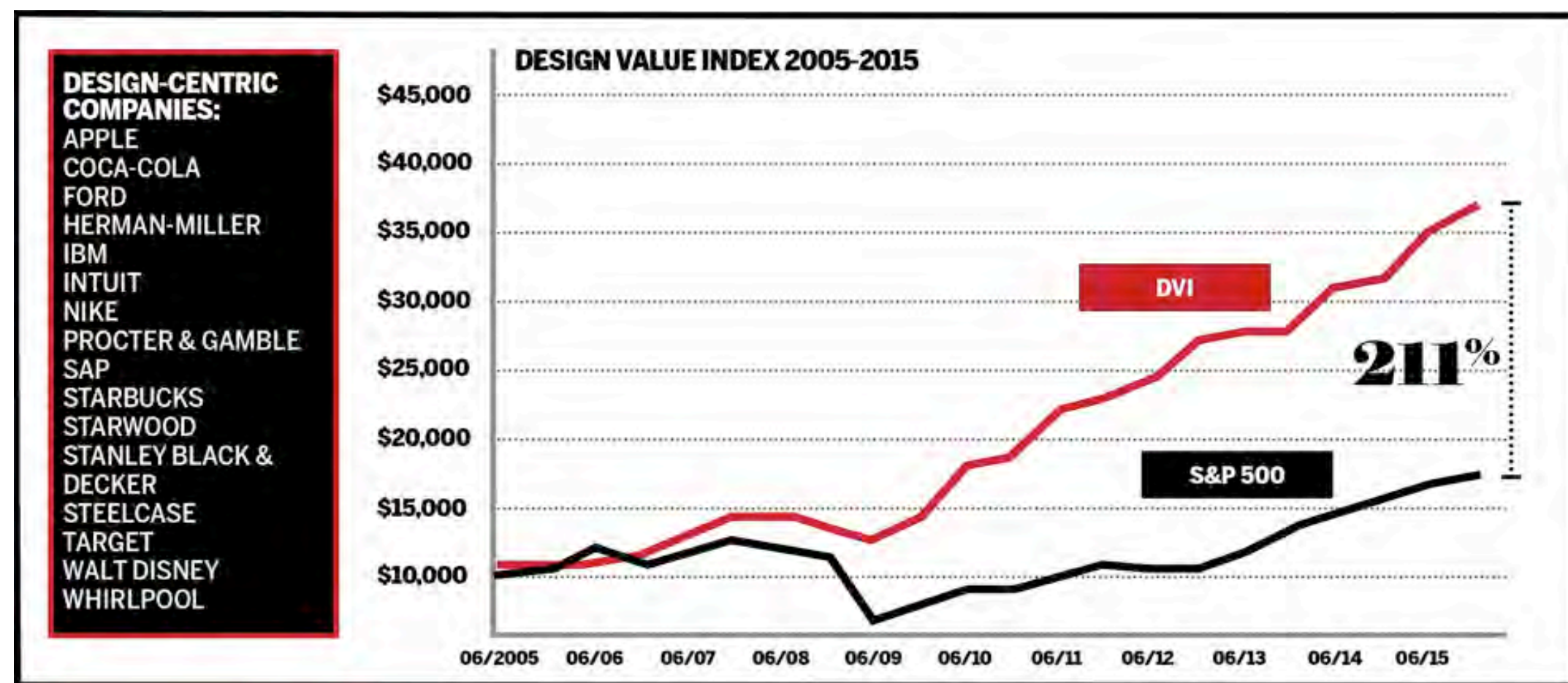
of products, services and experiences.

It's foundation is

EMPATHY

1. It starts with challenges described by or observed from human interactions, not data or technology. Technology is an enabler. Data comes later and enriches the research.

2. Solutions to these challenges are generated from insights derived through a deep level of empathy (emotional in addition to cognitive).

3. Concepts are generated by also including experts or specialists such as through Intersection's Power of Collective Thought™ global network.

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Why does it matter to organizations?

DESIGN-CENTRIC COMPANIES:
APPLE
COCA-COLA
FORD
HERMAN-MILLER
IBM
INTUIT
NIKE
PROCTER & GAMBLE
SAP
STARBUCKS
STARWOOD
STANLEY BLACK & DECKER
STEELCASE
TARGET
WALT DISNEY
WHIRLPOOL

DESIGN VALUE INDEX 2005-2015

DVI

211%

S&P 500

Source: http://www.dmi.org/blogpost/1093220/182956/Design-Driven-Companies-Outperform-S-P-by-228-Over-Ten-Years--The-DMI-Design-Value-Index

Why Human-Centered Design Matters – to Users and Businesses

- Designed for 3 users: Doctors, Nurses and Respiratory Therapists.
- GE Received 5 Patents.
- Patient: Reduced average length of stay in its intensive care unit by 28 percent.
- Hospital saved $9,000 per patient using new nutrition-monitoring software.

Cincinnati hospital slashes ICU costs in software test

Before

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Design *Thinking* also requires Design *Doing*. Studies have shown that companies adopting design appropriately and intentionally are more successful.

BENEFITS

- Mitigates risk, while increasing impact
- Moves from opportunistic approach to solving & prioritizing the right problem
- Increases the adoption curve. Creates happy users and customers
- Improves innovation outcomes
- Increases brand and service value
- Creates competitive differentiation
- Has potential to reduce or avoid unnecessary costs

INFLUENTIAL TRENDS

- Humanizing technology driven solutions
- Disruptive Innovation
- Big data enrichment
- Empathetic physical and digital experience
- Nonprofits moving toward social enterprise model
- Sustainable practices

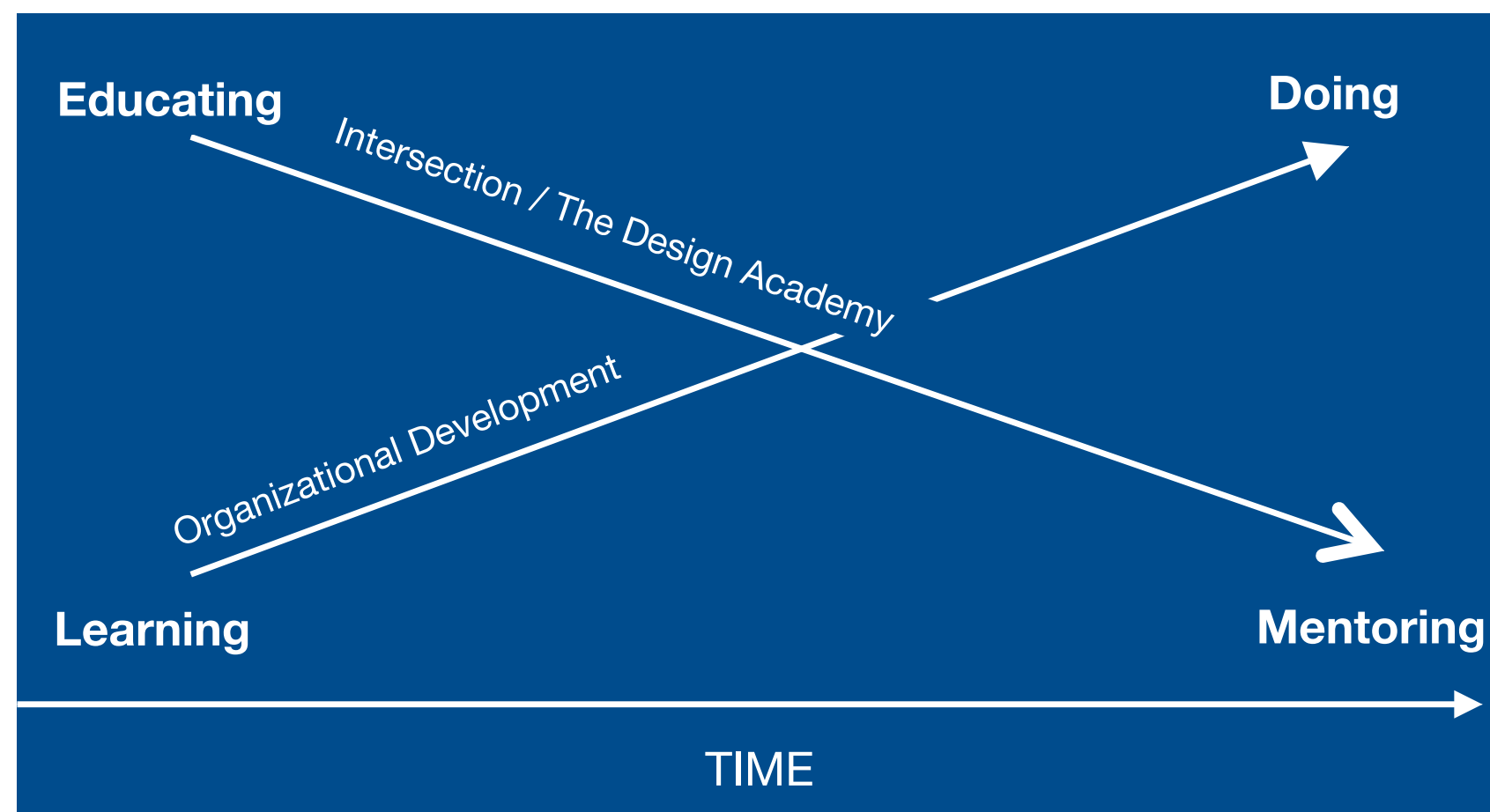INTER|SECTION

HCD Building Blocks.

Tools

Human-Centered Design is achieved by using Design Thinking, the application of various tools curated to facilitate complex, problem solving and connection to business strategy. Tools include creative thinking support like Customer Journey Maps, ideation matrices, business filters, research approaches and business canvas. The introduction of these tools is a catalyst for building a collaborative culture of innovation.

Competency

Education and practice applying the tools develops greater competency across the organization. This provides a common language and toolset that can be leveraged into ideas and scaled across the organization. HCD tools are applicable to internal as well as external challenges.

Framework

While awareness and understanding of the tools is essential, a framework to manage the opportunities, information flow and to measure success is critical to long term sustainability.

Educating → **Doing**

Intersection / The Design Academy

Organizational Development

Learning → **Mentoring**

TIME

Create Sustainability Within Your Organization

Our goal is to shift mindset and create a sustainable way to innovate within your organization. Our focus is to move from learning to doing and educating to mentoring. Simultaneous learning and doing packages are a way to accelerate your organization's pathway to strategic innovation.

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Works in all departments.

Human-Centered Design Thinking(HCDT) tools strengthen the organization; allowing the output to be more insightful, customer-centric and relevant.

The Design Academy HCDT Business Wheel illustrates how the introduction of tools can have a ripple effect on organizational effectiveness, thus reinforcing the overall business strategy and efforts to meet the demands of today's consumer market. Getting a product or service successfully launched requires a multi-disciplined team and a focus on all stakeholders – deeply understanding their motivations.

HCDT tools can be used throughout the organization, both to solve challenges internally, as well as more deeply understand the needs of your internal stakeholders and external customers and suppliers.

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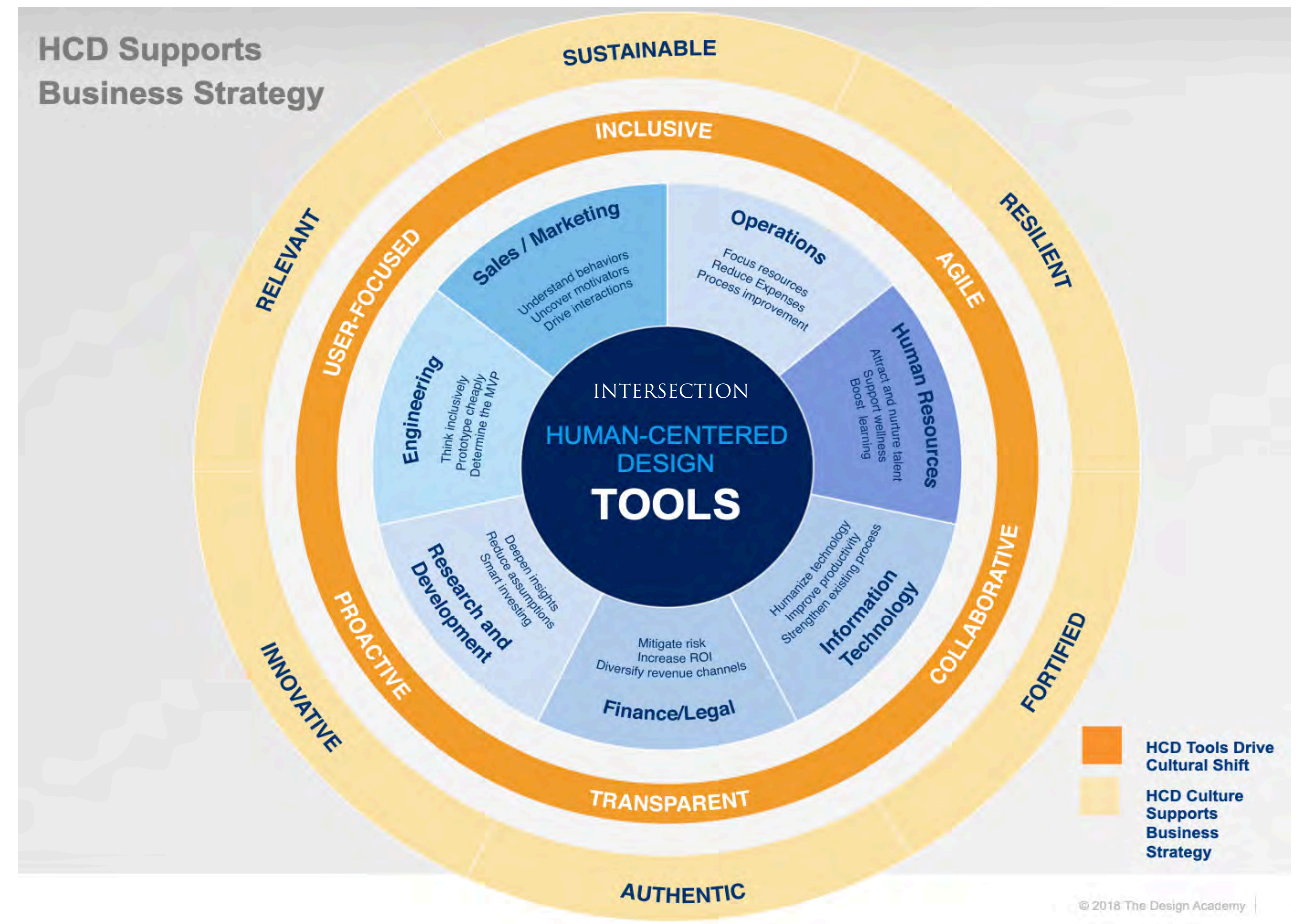
Design Thinking Implementation Phases / Considerations.

PHASE 1	PHASE 2	PHASE 3	PHASE 4
AWARE & COMMIT → **DISCOVER** →	**DEVELOP** →	**SUSTAIN** →	**SCALE**

LEADERSHIP ENGAGEMENT
Intention Setting

Take a 4 hr., 1-day or 2-day training.
Read articles on the value.
https://www.thedesignacademy.com/
knowledge-center

**DESIGNATE INNOVATION HCDT
CHAMPION / LEAD**

INTERNAL RESEARCH

Create your baseline of innovation and HCDT
knowledge within the organization. Determine
innovation 'zones' of the company.

DEVELOP TRAINING ROADMAP

Plan for success. Take time to review and analyze
the current state of innovation. Map the milestones
and path forward to a more empathic and innovative
culture. Determine who will be trained and at what
level

**DEVELOP THE OPERATING MODEL / AND
OR MEASUREMENT SYSTEM**

Ensure effectiveness and efficiency

**CREATE A HUMAN-CENTERED
INNOVATION LAB / IMMERSION ROOM**

If space is available display the results of your
research and have a place to engage the teams

**CONDUCT INITIAL HCDT INTERNAL
TRAINING**

Select a key challenge. Determine the first group to
be trained. Instill a mix of discipline and personality
styles

**MENTOR
CHAMPION / LEADS AS REQUIRED**

CROSS-DIVISION TRAINING

PORTFOLIO DEVELOPMENT

Track opportunities

PROCESS INTEGRATION

Develop the HCDT guidebook for consistency and
quality
Create the cross silo governance

MENTORING: PROJECT & PEOPLE

Have experts mentor while working on a tangible
project. Train leads and master facilitators

SUPPORT ACTIVITIES

Lunch-n-Learns
SPRINTS

**EXTEND COMPETENCY
ACROSS MULTIPLE
LOCATIONS**

Develop global teams

CONTINUOUS LEARNING

Train new employees
Refresh skills sets
Cultivate HCD Masters

Looking to create a budget for 2020. Contact us to schedule a free 30 minute consultation. info@intersection-inc.com

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How do I get started?

Read More.
The Design Academy Knowledge Center offers a library of resources.
https://www.thedesignacademy.com/knowledge-center

Check out these articles:
The Total Economic ImpactTM of IBM's Design Thinking Practice. A Forrester Total Economic ImpactTM Study (Feb) 2018
Leveraging Human Factors Testing to Develop a Better MedTech Product
2015:dmi:Design Value Index Results and Commentary
The Missing Human Connection: A Story of Financial Risk Forrester Research Inc., 2018

Schedule an Introductory Training with your team.
We find it more effective to implement and decide the best approach for your organization if teams take the training together.

**Fast Track A Project and Learn While Doing.**
Conquer your first challenge in mind. Engage diverse stakeholders in an interactive five-day SPRINT event that guides participants through the entire Human-Centered Design experience and culminates in a response to one of your top challenges. This event provides a shareable and exciting springboard for future Human-Centered Design Thinking activities within an organization.

Have a Conversation.
Our HCDT experts are happy to have a conversation on how your organization might best get started.

Ask Questions.
Contact us for a free introduction. Kel.davison@intersection-inc.com cell +818.788.0077 Office +858.490.0063

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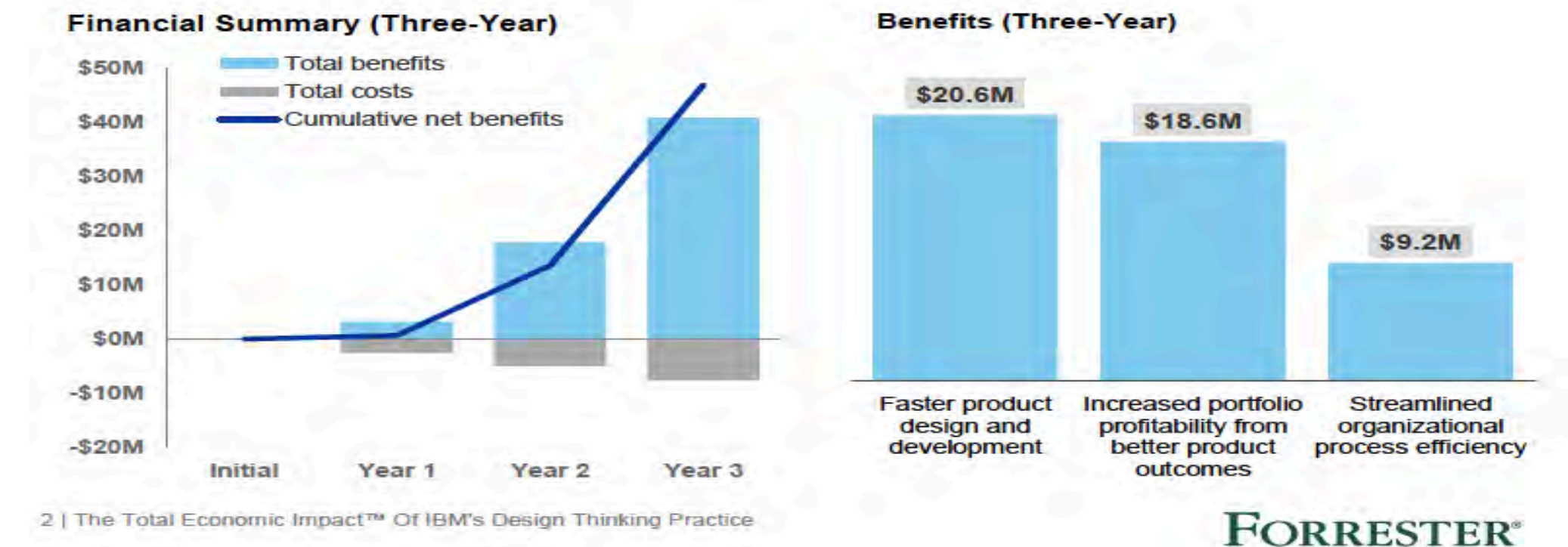
5 Keys to Success.

COMMITMENT

You can either push or pull HCDT through the organization. There is a much greater chance of it sticking if there is buy-in from the top.

"How to" Ideas:

Making HCDT a formal part of innovation strategy demonstrated commitment.

HCDT requires a dedicated budget to sustain the innovation process over time.

Go Slow to Go Fast
Put budget and effort in the front end and then the development will go much faster and successfully launched.

COMMUNICATE

Communicating the benefits and expectations of an HCDT led culture across the organization opens the door to new conversations.

"How to" Ideas:

Create an internal intranet to share stories, tools etc.

Use internal social media tools such as slack.

Be diligent by creating a campaign

MAKE IT VISIBLE

Exposing stakeholders to HCDT projects in progress excites, engages and builds the energy needed to support the ongoing work.

"How to" Ideas:

Bring your work to life by creating an innovation lab or an immersion space. The creative space provides an opportunity for those to participate even if they are not in the training.

CREATE CHAMPION (S)

Champions act as leaders and advocates of HCDT within an organization. Passionate champions are key to creating more champions throughout the organization.

"How to" Ideas:

Nurture participants through the skill level according to desire and advancement objectives.

GENERATE MOMENTUM

Getting started is easy. Mainlining momentum can be tough. Fortunately, here are many ways to keep the energy going.

"How to" Ideas:

Convenient lunch workshops/ webinars are great to continue the learnings and stimulate the conversation

SPRINTS offer the opportunity to experience a "quick win" that can be shared and provide a tangible proof-point.

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About us.
The world is more human when connected through design.

Intersection-Inc. designs
humanistic, innovative
experiences and products

and

we teach what we practice,
Human-Centered Design Thinking,
through our
education collaboratory,
The Design Academy.

Have questions?
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www.thedesignacademy.com

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