Using Design Thinking for Innovation in Legal Services

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LI13
5/3/2018
1:45 PM
An Introduction to Design Thinking
Two Sessions

- What is Design Thinking?
- Experience a Design Project
- Resources/Support
DESIGN IS NOT AESTHETIC

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DESIGN IS NOT A PRODUCT

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DESIGN IS NOT AN EXPERIENCE

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innovation is not an event
innovation is a (design) process

DESIGN IS A PROCESS...

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RADICAL COLLABORATION

OBSERVE IN PAIRS

SYNTHESIZE IN TEAMS

INVITE OUTSIDERS TO BRAINSTORM

TEST WITH USERS

HUMAN CENTERED

OBSERVE FOR INSPIRATION

DEFINE PROBLEM WITH EMPATHY + INSIGHT

INOLVE USERS IN IDEATION

TEST WITH ACTUAL USERS
CULTURE OF PROTOTYPING

ITERATE!
MANY CYCLES

OBSERVE

- Pov 1
- Pov 2
- Pov 3

REFLECT

EXPRESS-TEST

PROTOTYPE EARLY

PROTOTYPE OFTEN

BIAS TOWARDS ACTION
Empathize

What
• Observe
• Engage
• Immerse

Why
• Understand what they think and feel
• Uncover needs they may not be aware of
• See with fresh set of eyes
• Discover emotions that guide behaviors

Empathize

How
• Watch people interact with the issue
• Interview “users”
• Interact with users
• Experience what the user experiences
Define “problem”

What
- “unpack” findings
- Sort into needs and insights
- Define scope into a specific and meaningful challenge
- Focus (narrow) problem definition

Why
- Gain deep understanding of users, insights and needs

Point of View (POV) – guiding statement that focuses on specific users, insights and needs that drives your design vision.

Point of View
- Provides focus and frames the problem
- Inspires your team
- Empowers team members to make decisions
- Provides a reference for evaluating ideas
- Fuels brainstorms by suggesting “how might we” statements
- Captures hearts and minds of people
- Not all things to all people
- Guides your innovation efforts
Example: Point of View

To create a proposal system that is efficient to maintain, provides a quick response, consistently accurate, accessible across all offices and effective in winning work.

point of view: components

specific user
deep need
empathy-based insight
who’s your user?

The Embrace Infant Warmer is a product with a mission.

Embrace is a sustainable social enterprise that is addressing the issue of global infant mortality through an innovative infant warmer that costs less than 1% of a traditional incubator.

The design looks like a miniature sleeping bag but in reality saves lives of vulnerable infants. It is a new, low-cost solution to help keep low birth weight babies' body temperature warm so they can survive and thrive in developing countries.

It can be used in clinics or in community-based settings. Our customers will be private clinics, NGOs and governments, who are also our distribution and promotion partners. We plan to pilot the product and business concept in India, and then roll out in the rest of the developing world.
**Ideate**

What
- Generate radical design alternatives
- Going for volume and variety

Why
- Go beyond obvious solutions; increase innovation potential
- Harness diverse perspectives and strength of team
- Uncover unexpected areas of exploration

**Prototype**

What
- Getting ideas out of your head and into the physical world
- Use prototypes to learn quickly.
- Early prototypes are rough and rapid

Why
- Empathy - Learn more about user’s needs- gain empathy
- Exploration – Build to think; develop multiple options
- Testing – Test and refine solutions
- Inspiration – Inspire others and share vision
(Beta) Test

What
• Chance to get feedback on and refine solution
• Iterative mode – test, refine, test, refine….

Why
• Refine prototypes and solutions
• Learn more about user
• Test and refine your point of view – did you frame the problem correctly?

Tips and Tools
Beginners Mindset

• Don’t judge
• Question everything. Ask why a lot.
• Be curious
• Find patterns
• Listen. Really Listen.

What? How? Why?

What are they doing?

How are they doing it?

Why are they doing it this way?

What are the motivations and emotions driving behavior?
User Interviews

Prepare for Interviews

- Brainstorm Questions
- Identify and Order Themes
- Refine Questions – focus on why?
- Get to the feelings and emotions that drive behaviors and decisions

Interview Tips

- Ask Why
- “tell me the last time you…”
- Encourage stories
- Look for inconsistencies
- Pay attention to nonverbal cues
- Don’t be afraid of silence
- Don’t lead the witness
- Ask questions neutrally
- Open ended questions
- Interview in pairs – one acts as recorder
Story Share-and-Capture

Saturate and Group Ideas
Empathy Map

<table>
<thead>
<tr>
<th>Observed</th>
<th>Needs</th>
<th>Insights</th>
</tr>
</thead>
<tbody>
<tr>
<td>Say</td>
<td>Do</td>
<td></td>
</tr>
<tr>
<td>Inferred</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Think</td>
<td>Feel</td>
<td></td>
</tr>
</tbody>
</table>

Journey Map
## Persona (Composite Character)

- M&A Attorney
- 20 proposals a year
- 80% custom content
- 1 week notice (at best)
- Picky about deal lists details
- Doesn’t like typos or formatting mistakes
- Believes clients decide on facts, not feelings
- Gains personally from origination
- Two kids in college (tuition)
- Limited time to discuss proposal strategy

## Point of View

Way to develop a focused POV

POV = [User] needs to [need] because of [surprising insight]

A partner needs marketing materials to demonstrate superior competency and industry related experience because the competition is offering more fee discounts.
Point of View Analogy, Metaphors

Use concise analogies and metaphors to illustrate a rich picture.

- Proposals as an adventure game
- Proposals as an Amazon Review
- Proposals as a LinkedIn Recommendation
- Proposals as an interactive online experience
- Proposals as a virtual tour

POV Want Ad

“Senior Partner Seeks new, fast and effective way to convince potential clients she is best choice for technology M&A matters in Minneapolis.”

Criteria….
POV Check List

What is the point?
- Is it user-centered, needs-based and insight-driven?

Who says?
- Is your position supported by user’s input?

What’s new?
- What is the value-add of the POV? Is it new?

Who cares?
- Is it worth doing? R U excited about it?
- Does it need re-framing?

How Might We?

Small, actionable questions to help frame solution brainstorms.

HMW turn around proposals in 24 hours? 8 hours? 1 hour?
HMW spend 80% effort on customization and 20% on compilations?
HMW access accurate experience data and get same results regardless of office?
HMW eliminate factual errors from case studies and lists?
HMW communicate realistic expectations to partners?
Stoke the Brainstorm

Get the brain warmed up

- Category, Category, Die!
- Yes, And!

**HOW to brainstorm: Rules**

- Defer Judgement
- Go for Volume
- One Conversation at a time
- Be Visual
- Headline
  Build on the Ideas of Others
  Stay on Topic
- Encourage Wild Ideas
Brainstorming

- There are no dumb ideas
- Don’t criticize others ideas
- Don’t edit or comment
- Don’t focus on practicality or execution
- Don’t worry
- Don’t look backwards
- Don’t compare
- Don’t make fun
- Do Build on others ideas
- Do Focus on quantity, not quality

Capture Ideas

- Appoint Scribe
- All-in contribution
- Online – consider google doc or collaboration program.
Facilitate Brainstorming

- Energy – keep ideas flowing
- Seed discussion with How Might We questions
- Add constraints to spark new ideas
- Yes, And…. (avoid OR, BUT...)
- Manage space and writing area

Impose Constraints

- Think of as many white things as you can in 10 seconds
- Now, think of white things found in a kitchen

- Constraints → generate more ideas

- Ask, “What If” questions
  - What if the process was all electronic?
  - What if it was fully automated?
  - What if it was “Wal-Mart” style? Starbucks style? Ritz Carlton?
  - Can we generate 50 ideas in 20 minutes?
Expand Ideas

- Yes, And…
- Look for opportunities to take idea to next level. Ask Why?
- Look for root emotions, reasons and stretch ideas

idea selection is a critical step

All the creative, wild, bad, OK, and undeveloped ideas from your brainstorm

When evaluated with typical “attractive” and “feasible” criteria before direct implementation

Yield familiar and incremental results
we will **select** and **develop** high potential ideas

All the creative, wild, bad, OK, and undeveloped ideas from your brainstorm

Selected for potential

Can be developed for feasibility

**IDEATION** : Select multiple concepts

Use contrasting selection criteria to **preserve innovation potential**
Selection/Harvest of Ideas

- Don’t narrow too fast
- Don’t worry about feasibility
- Hold on to ideas that group is excited, amused or intrigued about
- Organize, consolidate ideas; identify themes

Selection/Harvest of Ideas

- Post-it Voting – each person gets three votes
- Four category method
  - Rational choice
  - Most likely to delight
  - Darling idea
  - The Long Shot
- Goal:
  - What ideas should we move forward to prototyping?
Prototyping

- Prototyping for Empathy
  - learn more about solution and user
  - Simulate aspect of what user is going through

- Prototyping to Test
  - Physically build it, if possible
  - Let users experience and react to prototype
  - Examine solutions and test your perceptions of ideas
  - Use low resolution tools
  - Identify a variable

(Beta) Test

- Let your user experience the prototype.
  - Show, don’t tell
- Have them talk through their experience
  - “Tell me what you are thinking as you are going through this”
- Actively observe
  - Watch how they use and misuse the prototype.
- Follow up with questions
  - “Show me how this worked/didn’t work” Why?
Feedback Capture Grid

+ △

? ⚡

Feedback Discussion

• I statements

• I like
• I wish
• What if....
An Introduction to Design Thinking
In One Hour

Redesign the gift-giving experience...for your partner. Start by gaining empathy.

1 Interview
8min (2 sessions x 4 minutes each)
Notes from your first interview

2 Dig Deeper
6min (2 sessions x 3 minutes each)
Notes from your second interview

Switch roles & repeat interview

Switch roles & repeat interview
Reframe the problem.

3 Capture findings 3min

**Goals and Wishes:** What is your partner trying to achieve through gift giving?

**Insights:** New learnings about your partner’s feelings and motivations. What’s something you see about your partner’s experience that maybe s/he doesn’t see?* You’re reflections towards you based on.

4 Take a stand with a point-of-view 3min

**Partner’s condensed description:**

**needs a way to**

**and s/he needs**

**because (or “but…” or “Surprisingly…”)**

**Insight**

Ideate: generate alternatives to test.

5 Sketch at least 5 radical ways to meet your user’s needs. 5min

**Write your problem-centered idea:**

6 Share your solutions & capture feedback. 10min (2 sessions at 5 minutes each)

**Notes:** Switch roles & repeat sharing
Iterate based on feedback.

7 Reflect & generate a new solution. 3min

Draft your big idea, note details if necessary.

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Build and test.

8 Build your solution. 7min

Make something your partner can interact with.

9 Share your solution and get feedback. 8min

> What worked...
> What could be improved...

? Questions...
! Ideas...

(Generated automatically)
Debrief

- What was that experience like for you?
- What was it like to talk to someone about their experience?
- What was it like showing unfinished work to another human being?
- How did the pace feel - quick, iterative cycle?
- What would you do differently next time?
- One thing you will try tomorrow to improve how you work?
- What did you learn that will prepare you for the hackathon process?

Debrief

- Human-centered – based on experience and empathy
- Attitude of prototyping – test early
- Be collaborative – involve diverse teams
- Bias towards action
Your opinion matters!

Please take a moment now to complete the evaluation.

Thank You!