



Using Design Thinking

Increasing
Organization
Impact &
Innovation

Kim L Hunt, Executive Director of Pride Action Tank: *Creating Change, January 2020*



Photo provided by: Rebecca Parish Interchange Productions

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Pride Action Tank (PAT) is a project incubator and think tank focused on action that leads to improved outcomes and opportunities for LGBTQ+ communities in the Chicago region through a collaborative process of inquiry, advocacy and action.

Launched in October 2015, PAT's work focuses on six overlapping issue areas:



YOUTH



HEALTH



HOUSING



AGING



SAFETY



FINANCIAL SECURITY

LEARNING OBJECTIVES

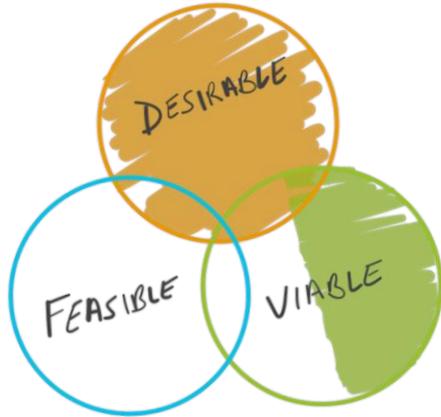
This session will:

- Illustrate the basics of design thinking
- Show examples of using design thinking to develop projects
- Provide opportunities to practice design thinking tools
- Focus on strength

DESIGN THINKING

Learn more:

<https://www.youtube.com/watch?v=ldYzbV0NDp8>



WHAT IS DESIGN THINKING?

Design thinking is a process of discovering new and innovative ideas for unmet needs.



Tim Brown,
IDEO

“The design thinking approach brings together what is *desirable* from a human point of view with what is *technologically feasible* and *economically viable*.

It also allows non-designers to use creative tools to address a vast range of challenges.”

EMPATHIZE
↓



↑
DEFINE



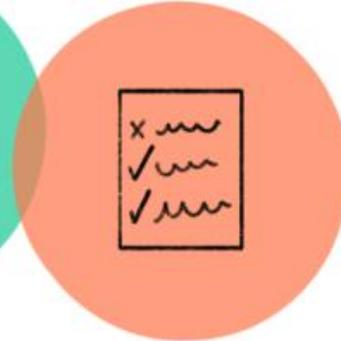
IDEATE
↓



↑
PROTOTYPE



TEST
↓



THE DESIGN THINKING PROCESS

The elements of design thinking form an iterative process that does not require a linear approach to implementation—rather, it provides a roadmap to possibilities to inspire you and your team to think about who you're really designing for, and what they need.

3 ESSENTIAL PILLARS OF DESIGN THINKING

EMPATHY

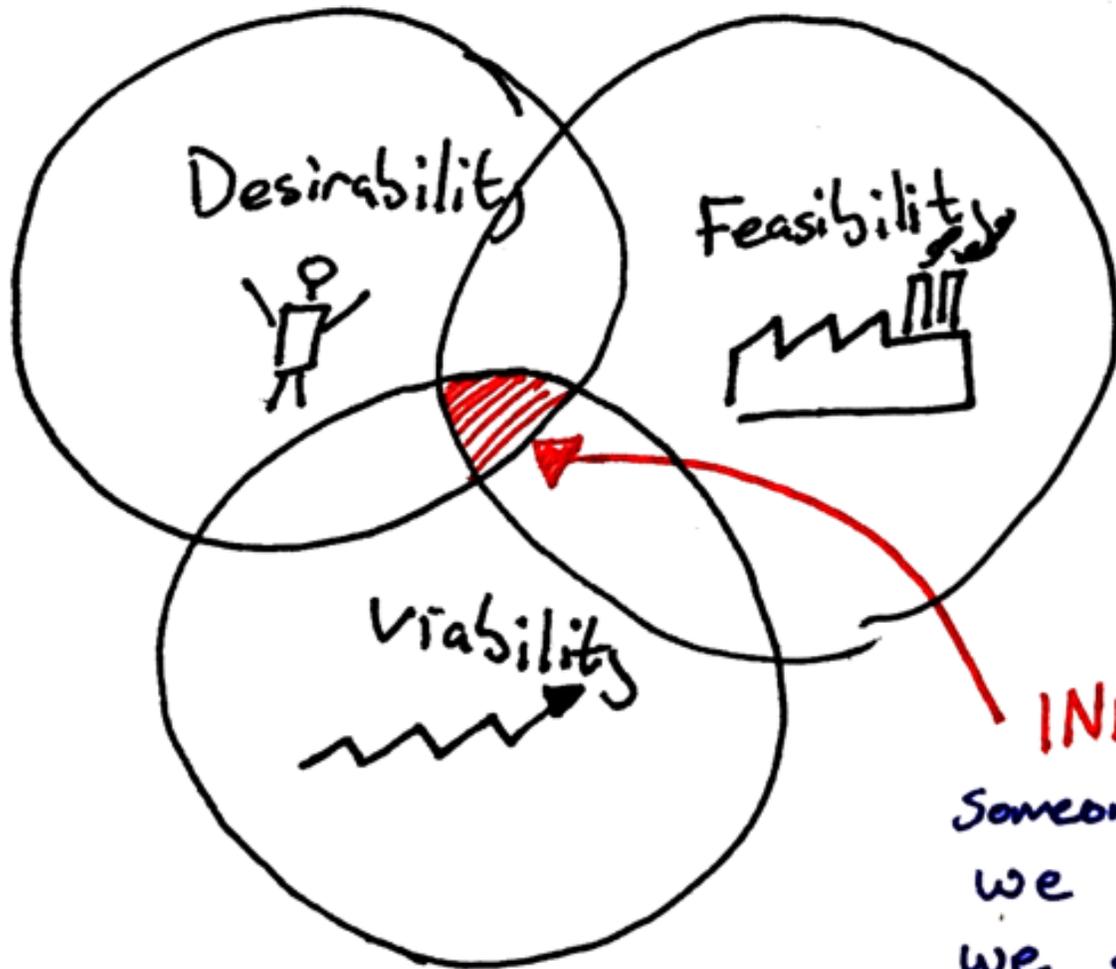
Understanding the needs of those you're designing for.

IDEATION

Generating a lot of ideas.
Brainstorming is one technique, but there are many others.

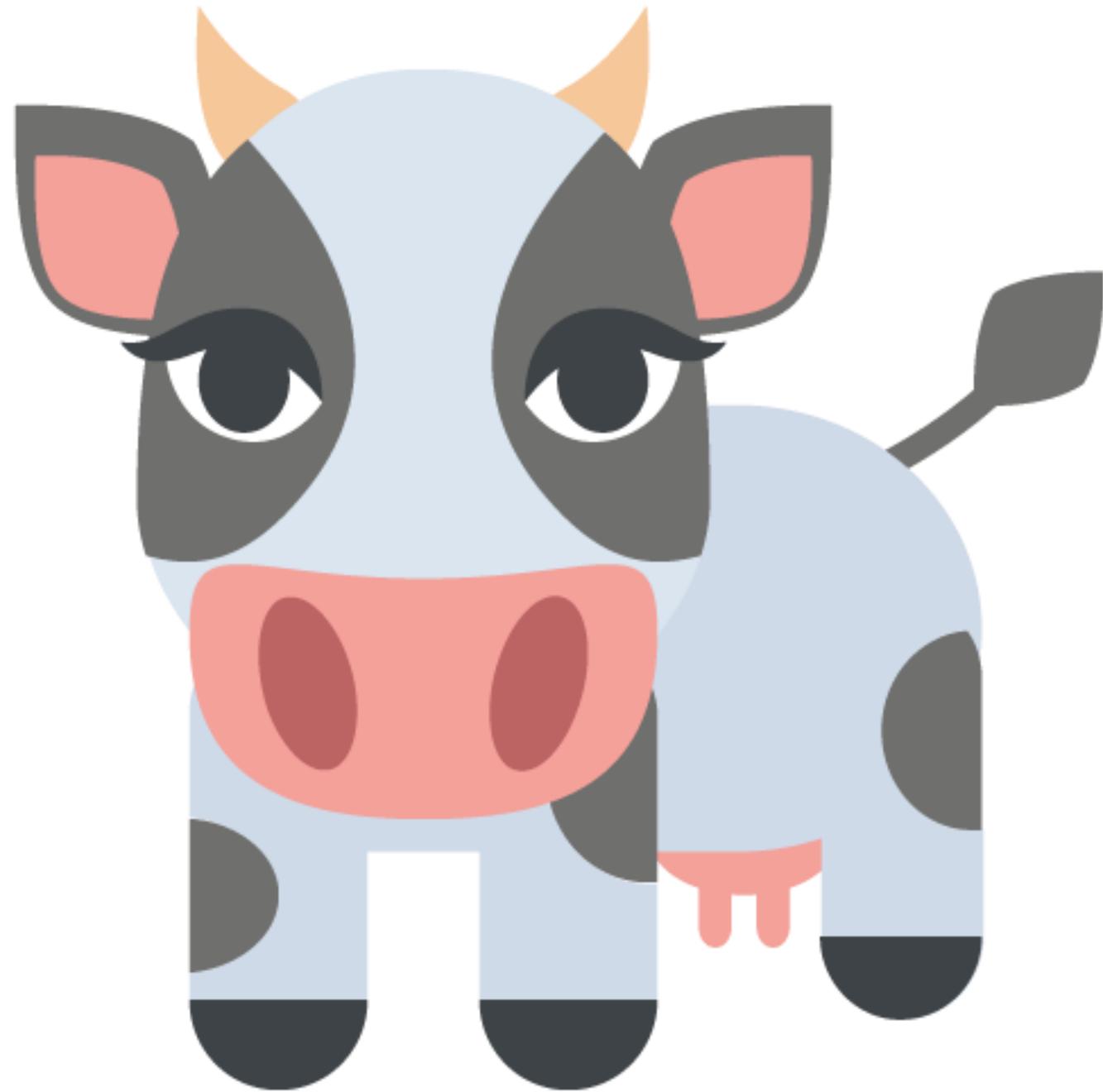
EXPERIMENTATION

Testing those ideas with prototyping.



"Design Thinking could be especially useful in designing interventions for underserved populations whose needs and insights are underutilized in other traditional research approaches."

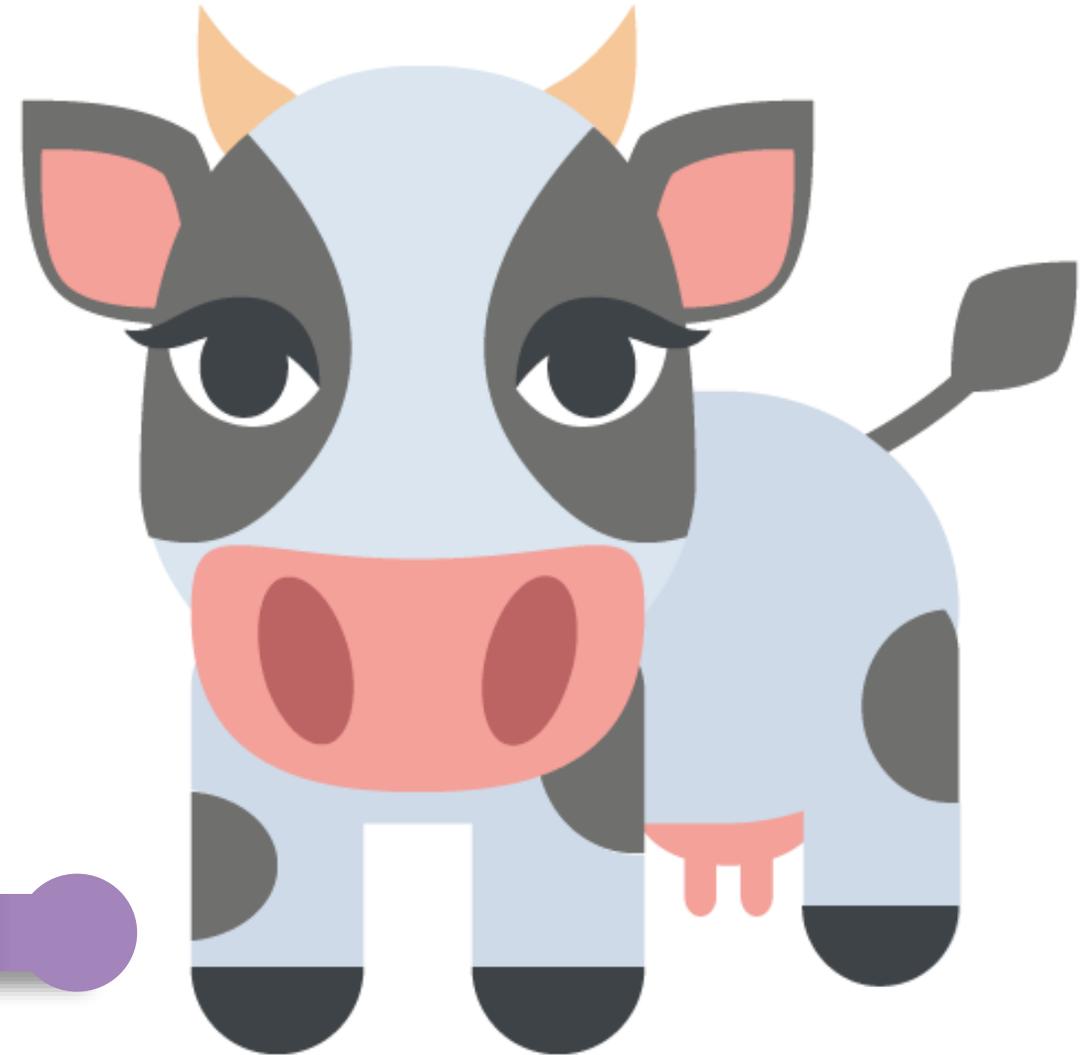
- Altman M, Huang TT, Breland JY. Design Thinking in Health Care. *Prev Chronic Dis* 2018;15:180128



One of the key approaches to design thinking is adopting an unbiased mindset that functions as a reset button—enabling us to be open to exploring fresh ideas that solve the needs of those we serve.

What we just did symbolized our reset.

THE SILLY COW



Youth Advocate Solutions (YAS): *Summit on LGBTQ+ Systems-Involved Youth*

To design solutions addressing the issues of youth engaged in the child welfare or criminal justice systems, PAT conducted a 6-hour summit with 30 youth using a set of tools to observe, communicate, and better understand the youth's journey.

Youth led and collaborated in rapid iterations of activities that explored three components of the design-thinking framework to develop community informed solutions.



Youth Advocate Solutions



How does PAT approach this process?

We use a set of tools to observe and communicate with the communities we engage to better understand their story.

Our approach is very collaborative, and during the entire design process we explore:

Immersion: Placing ourselves in the full experience through the eyes of the people.

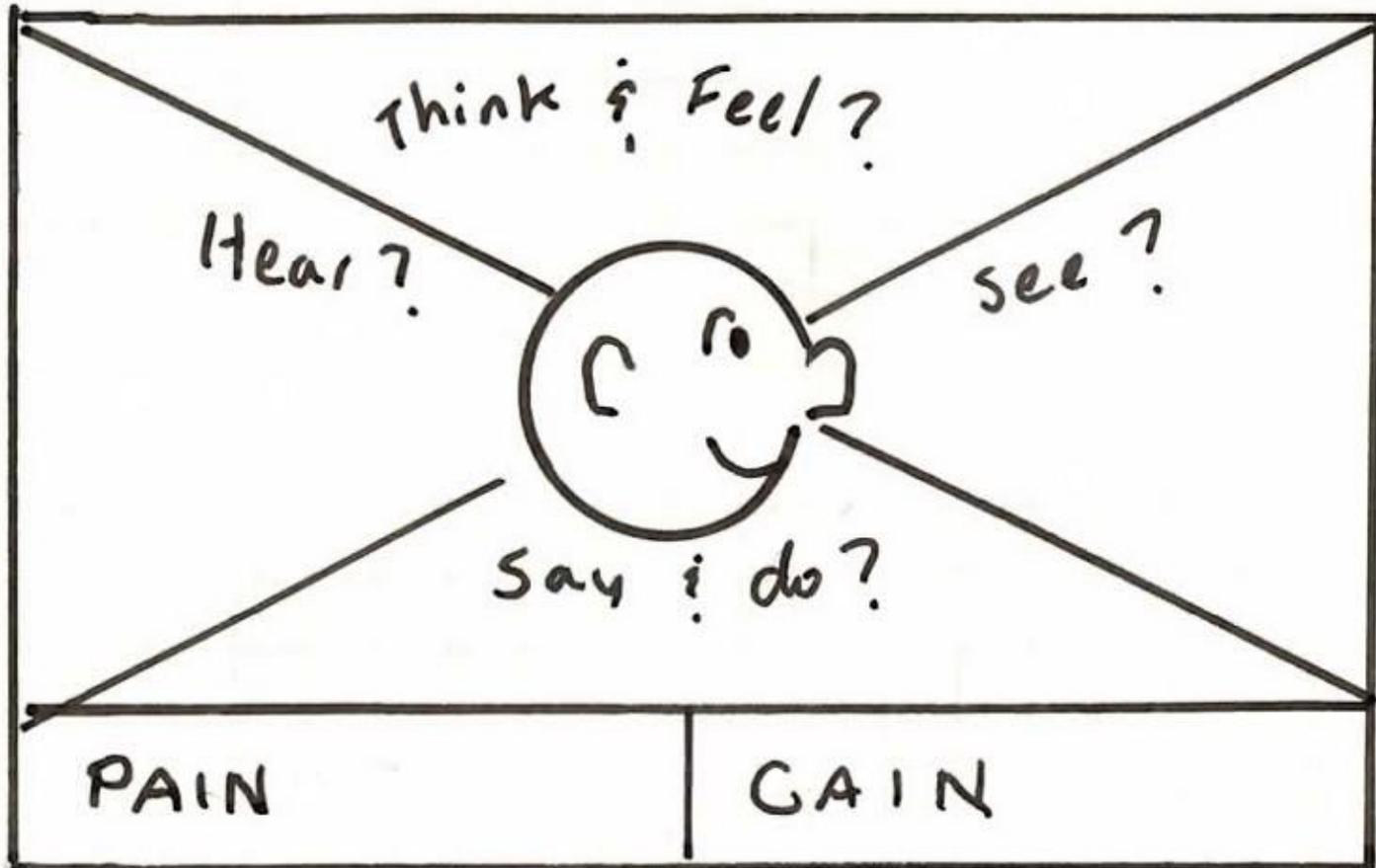
Observation: Carefully watching and examining what people are actually doing.

Conversation: Accurately capturing conversations and stories to inform insights

"To learn, we must listen more than we talk. When we observe, we disappear, rather than interfere. There is no room for sharing our opinions or selling the mission. If we can't understand the complexity of the "who" behind an experience or problem, any assumptions about the "what" and "how" are misleading."

–Forbes, *The Art and Science of Customer Empathy In Design Thinking*

EMPATHY MAP



An empathy map is a tool to help articulate what a team knows about those at the receiving end of their services and efforts.

By incorporating knowledge from your user community and the team, empathy mapping helps surface bias for improved usability and *experience*.

Our ability to see the realities of other's and develop a deep understanding of how they experience and interact with the world around them is vital to the design thinking process. Empathy mapping intends to get into the head and hearts of who we serve

Think and feel: What matters to your community? What occupies their thinking? What worries and aspirations does they have?

Hear: What are friends, family and other influencers saying to them that influences their thinking?

See: What things in their environment influence them? What competitors are they seeing? What they seeing friends do?

Say and do: What are their attitudes towards others? What does she do in public? How has her behavior changed?

Pain: What fears, frustrations or obstacles are they facing?

Gain: What are they hoping to get? What does success look like?

The image shows a handwritten Empathy Map on a piece of paper. The map is divided into four quadrants: Say, Do, Think, and Feel. The 'Say' quadrant lists green bullet points: '*genuine care for teachers', '*School improvement', '*meaningful collaboration', and '*teachers care for teachers'. The 'Do' quadrant lists red text: '~ trauma was present -> learned to cope/resilient', '~ teachers left', '~ lack of communication', '~ loneliness', and '~ lack of control'. A note next to 'lack of control' says '~ Want/need change: push for new culture'. The 'Think' quadrant lists blue text: '-> recognize problems, want to push forward + change', '-> know leaders are still present', '-> seek out support', '-> value good instruction', and '-> care about students'. The 'Feel' quadrant lists red text: '★ hopeful', '★ stress/anxiety -> overworked', '★ under-appreciated', and '★ willing to have the difficult conversations'. The title 'Empathy Map' is written in the center.

Say:

- *genuine care for teachers
- *School improvement
- *meaningful collaboration
- *teachers care for teachers

Do:

- ~ trauma was present -> learned to cope/resilient
- ~ teachers left
- ~ lack of communication
- ~ loneliness
- ~ lack of control
- ~ Want/need change: push for new culture

Think:

- > recognize problems, want to push forward + change
- > know leaders are still present
- > seek out support
- > value good instruction
- > care about students

Feel:

- ★ hopeful
- ★ stress/anxiety -> overworked
- ★ under-appreciated
- ★ willing to have the difficult conversations

Empathy Map

OTHER PROMPTS TO CONSIDER:

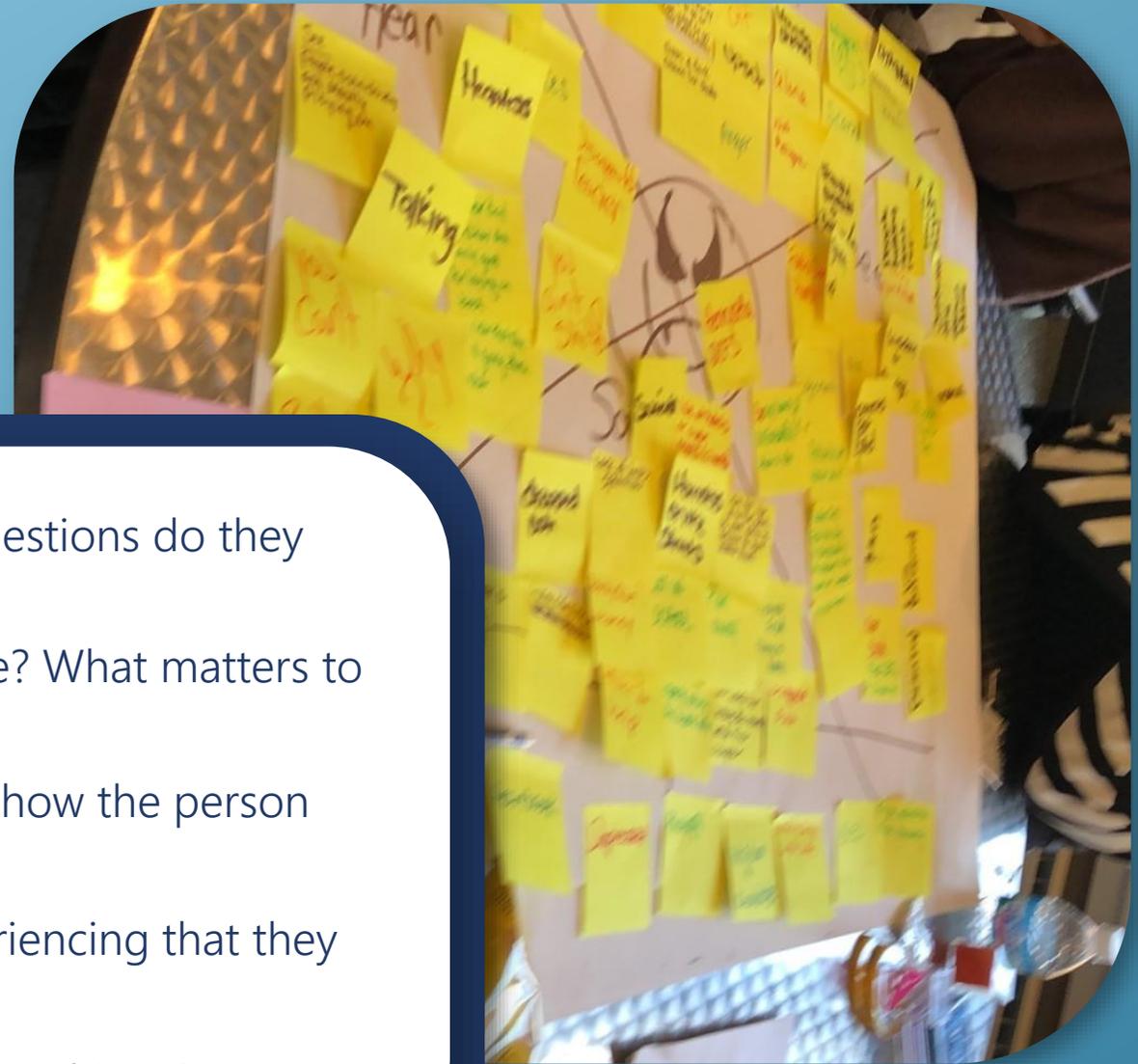
Tasks: What tasks are users trying to complete? What questions do they need answered?

Feelings: How is the person feeling about the experience? What matters to them?

Influences: What people, things or places may influence how the person acts?

Pain points: What pain points might the person be experiencing that they hope to overcome?

Goals: What is the person's goal? What are they trying to achieve?

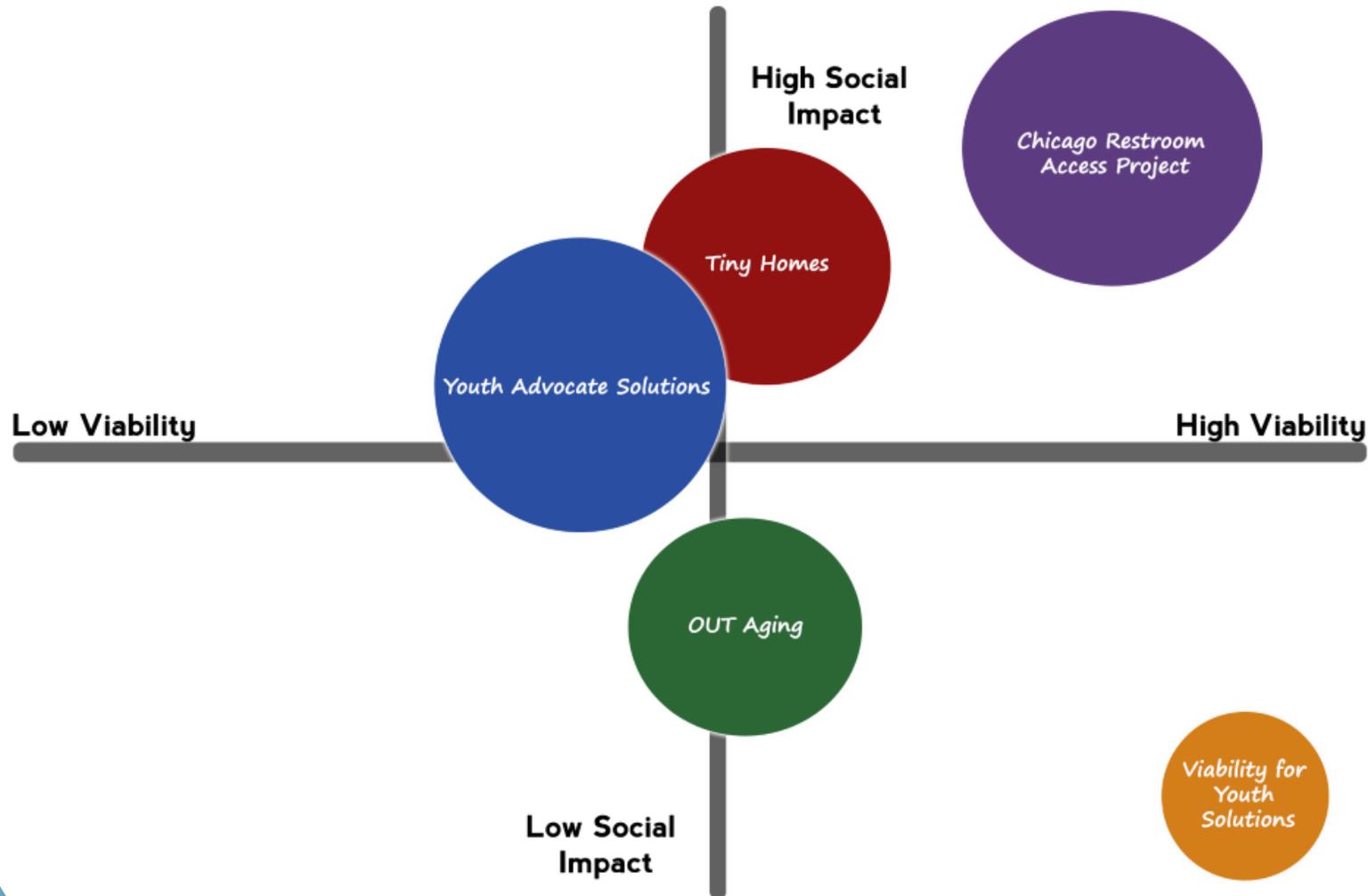


Pride Action Tank conducted an ideation retreat with their Advisory Council to discuss PAT's impact and develop new actions that took in account the sustainability, durability and capacity of the organization.

In a 3-hour think tank, stakeholders used tools to define potential ways to grow in years to come.



VIABILITY/ IMPACT MAP



As a team, we wanted to somehow define the impact of our actions and the potential for PAT to continue the work long term.

At the retreat, we mapped each of our initiatives on an axis to allow the team to create a visual map of our initiatives before ideating on ways to grow them.

WAYS TO GROW MATRIX

Also known as the Ansoff Matrix, this tool explores possible growth strategies across four key growth areas:

- Market Penetration
- Market Development
- Product Development
- Diversification

COMMUNITIES

OFFERINGS

EXISTING

NEW

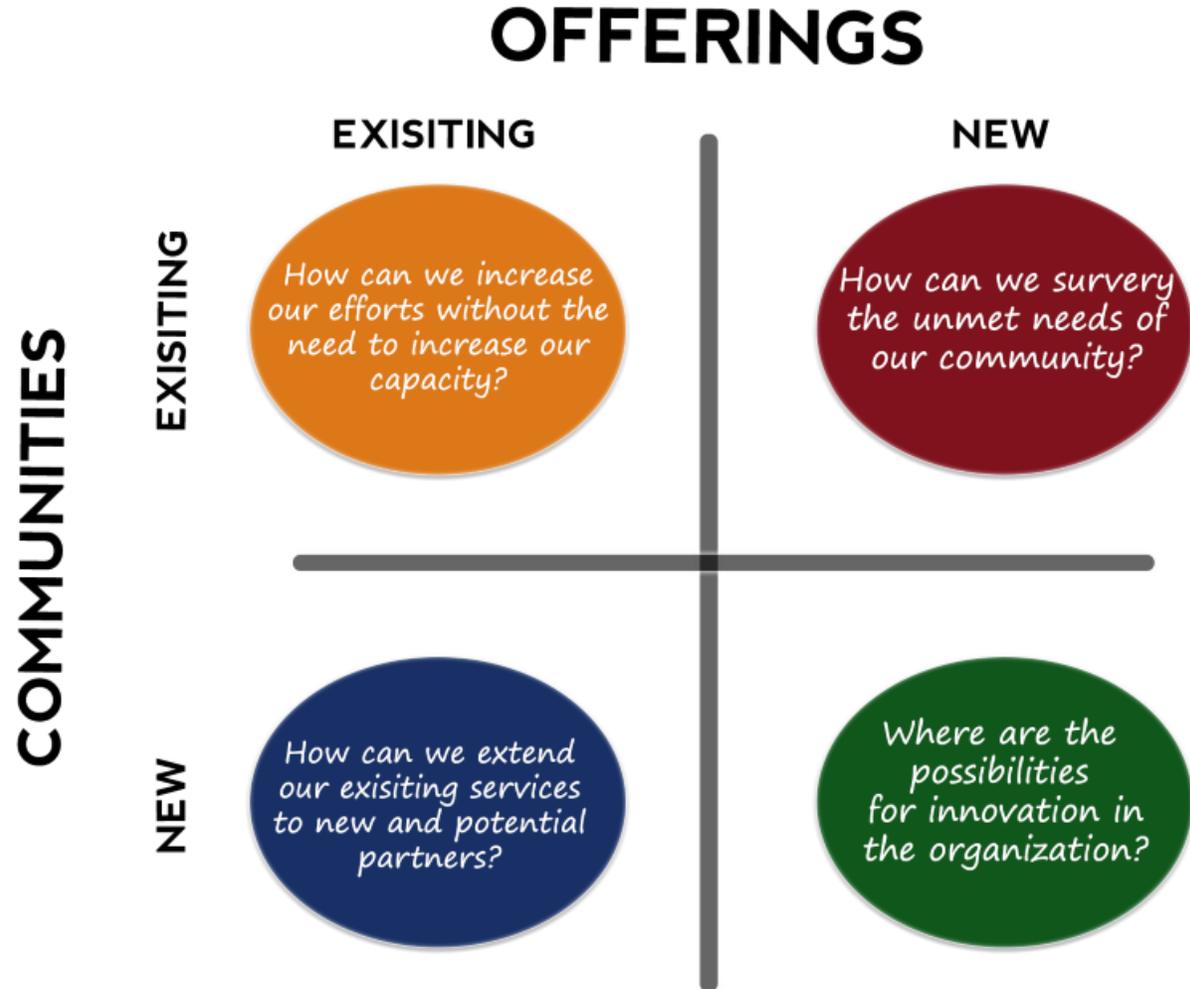
EXISTING



NEW



WE REDEFINED OUR PROMPTS . . .



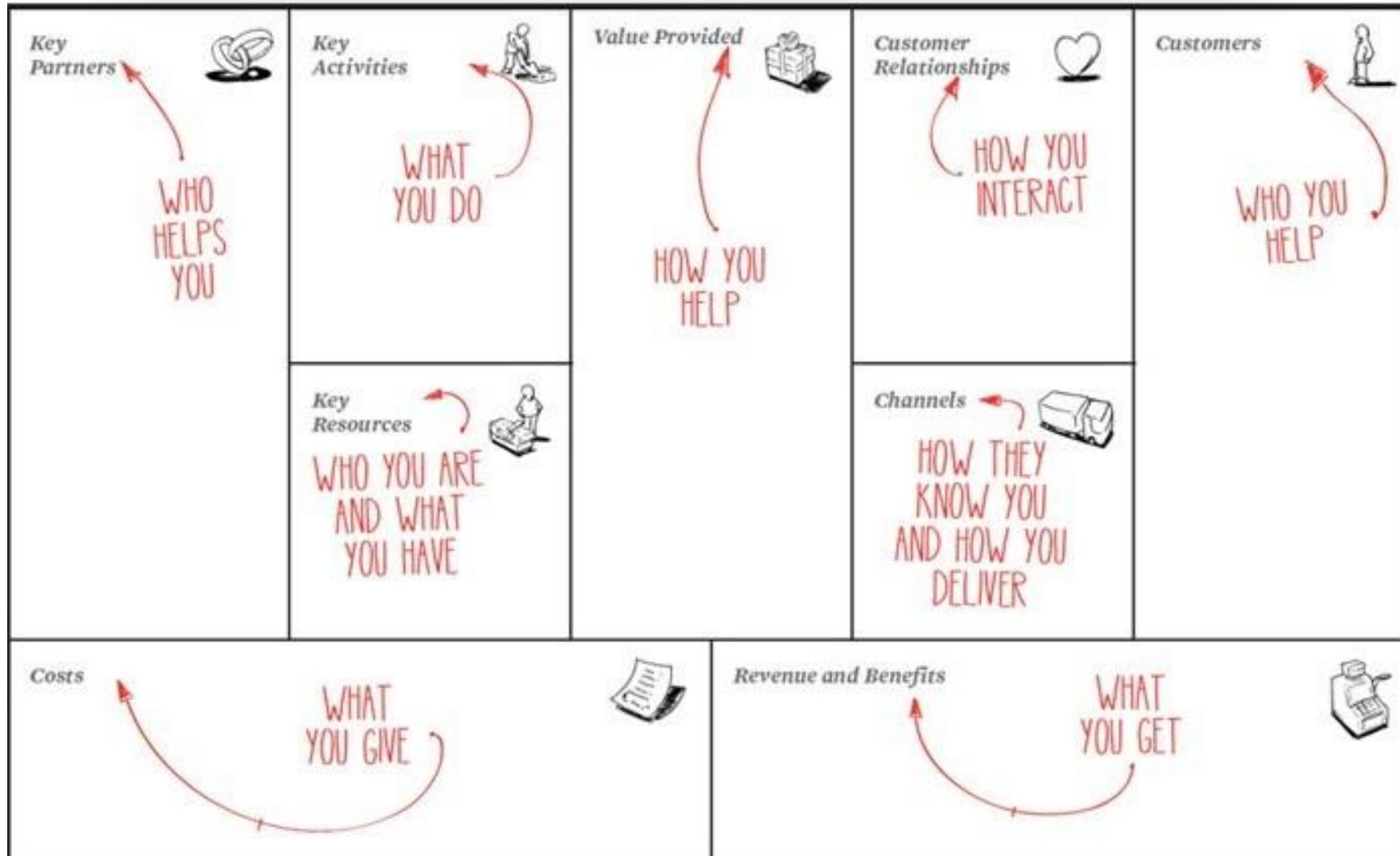
Then ... the *business model canvas*.

A tool for defining and visualizing an idea made up of 9 key parts, we used this canvas to make connection between the insights about the people we serve, value offered, and what's needed to do our best work.

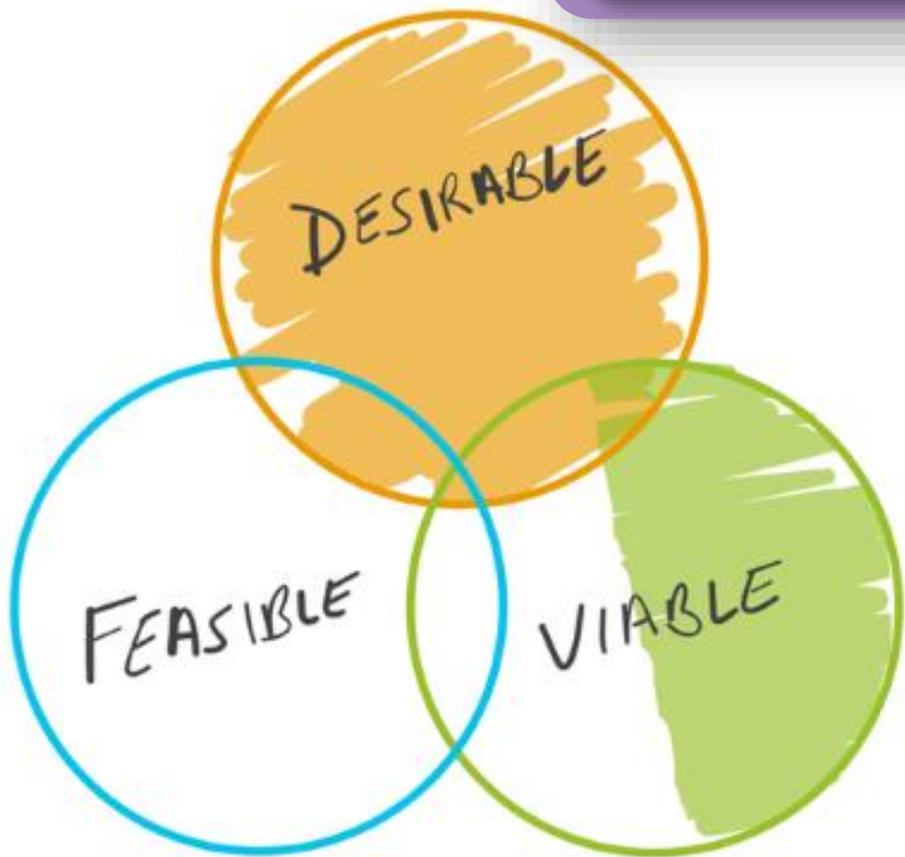
<https://www.youtube.com/watch?v=QoAOzMTLP5s&t=53s>



When you start your map, simplify and consider these questions:



VIEW OUR CAVAS: <http://bit.ly/2Eb40so>



TESTING

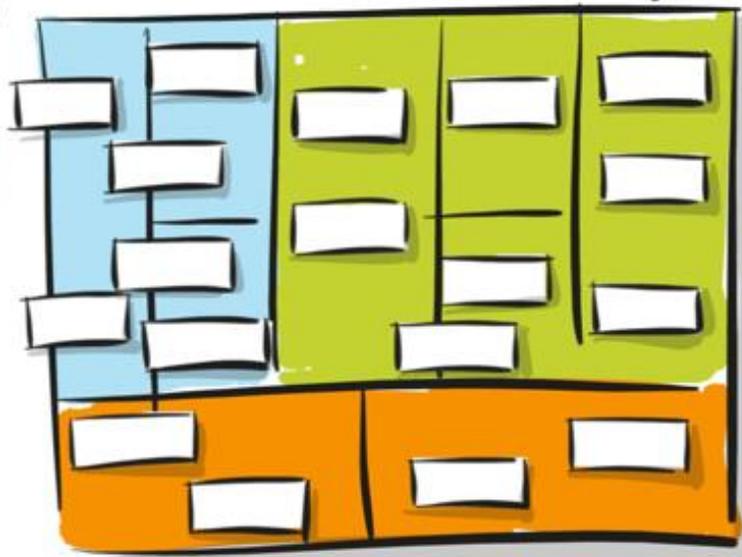
DO THEY WANT IT?

DESIRABILITY

TEST THIS FIRST! 😊

FEASIBILITY

CAN WE BUILD IT?



HYPOTHESES

EVERYTHING YOU PUT ON THE CANVAS IS AN ASSUMPTION...

SEARCH FOR EVIDENCE!



NEXT STEPS

LESSONS LEARNED

Focusing on the “who” we’re creating for leads to better services, interventions and people.

Getting to know the people you serve is an important step toward creating things they want, need and deserve.

Don’t assume you know a person’s lived experience or what’s best for them without have a deep understanding their experiences and motivations, as well as immersing yourself in their environment to inherit a deeper understanding of the issues, needs and challenges tied to their experience.

DIY Resources:

Book: “*Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*”

What is Design Thinking: www.ideo.com/blogs/inspiration/what-is-design-thinking

Design Tool Kit: <https://www.designkit.org/>

Empathy Map: www.interaction-design.org/templates/empathy-map

Business Model Canvas: www.strategyzer.com/canvas/business-model-canvas

THANK YOU!

QUESTIONS?

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