

Design Thinking Workshop: Solving Real Problems (Part 1 & 2)

Challenge - How might we create an experience in the first week of rolling out ALERT that would increase lawyer engagement and lay the groundwork for firm-wide adoption of this new game-changing product?

Tuesday 15 August 11:00am #ILTAG49

Wednesday 16 August 11:00am #ILTAG98





SPEAKERS



Michelle Mahoney

Executive Director Innovation
King & Wood Mallesons

DESIGN THINKING

AGENDA

DAY ONE

UNDERSTAND

OBSERVE

POINT OF VIEW

IDEATE



DAY TWO

PROTOTYPE

TEST

TELL THE STORY

IMPLEMENT



Matthew Homann

Founder & CEO
Filament

#ILTACON

OVERVIEW



What is covered in the workshops?

- Introduces you to the concepts of the design thinking process
 - a tried and tested approach to creative problem solving
 - you will walk away with a knowledge of how design thinking works
 - how you can apply it back at your office
- It can be the first step in unlocking your creative potential



What is covered in the workshops?

- Working through the concepts over two days
- Interactive and applying learning as you go
- Highly collaborative
- Relax and enjoy, it is a fun and an iterative experience



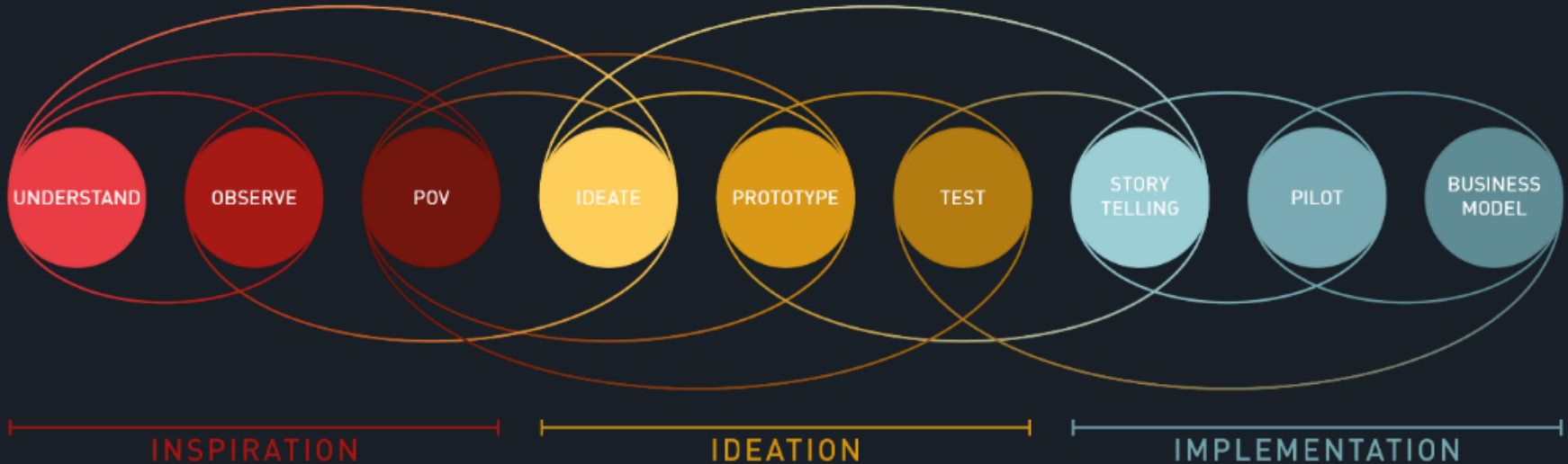
Why design thinking?

- Design thinking is a human centred process to creative problem solving
- Why would you use it?
- How has it had impact?



Design Thinking Overview

THE DESIGN THINKING PROCESS





Understand - Problem

Challenge - How might we create an experience in the first week of rolling out ALERT that would increase lawyer engagement and lay the groundwork for firm-wide adoption of this new game changing product?

- Explore stakeholder needs before developing a hypothesis. Problem finding precedes problem solving to achieve a better outcome.
- Make sense of and learn about the problem
- Identify if related work has been done before
- Determine if the initially identified problem is really a problem



Observe – Exercise – Say Hello To

DESIGN THINKING PERSONA: CLIFFORD

I'M CLIFFORD!

I'm 57 and I have been the managing partner of the firm for six years. I have given my life to this firm, and am focused on making it even better for my successors once I retire.

I have a reputation as being a bit "prickly" and hard to work with, but I think that's because others hate to admit that I'm usually right about things. Besides managing the firm, I'm still maintain an active practice and have the largest book of business (by far) in the firm.

I don't focus on technology since law is a people business. If you tell me machines will be able to do what I do, I'll call you a liar. After all, when it comes to tech, ~~there's what we have a CD for. Right?~~

WHAT ARE PAULINE'S PRIORITIES?

WHAT ARE HER PRIORITIES?

WHAT MIGHT SHE SAY TO ME?

DESIGN THINKING PERSONA: STACEY

I'M STACEY!

I'm 26 and just joined the firm after two years as a clerk for our appellate court's chief justice. I am a new mom and am trying to balance long hours in the office with my family life.

I was at the top of my law school class before my clerkship and this is the first time I've been uncertain about my professional skills. The partner I do most of my work for is kind of a jerk, and doesn't give me much feedback at all – except to yell at me.

I'm so busy I don't think about technology at all. I use the tools the firm gives me, but don't pay much attention to future trends. I'm just trying to keep my head above water.

WHAT DOES STACEY SAY ABOUT HERSELF?

DESIGN THINKING PERSONA: PAULINE

I'M PAULINE!

I'm 32 and a senior associate at the firm – where I've worked since graduating from law school. I think of myself as a super high-performing lawyer who's gained a reputation as a hard worker who always puts clients first.

Lately, I'm rethinking my priorities because my mentor in the firm just had a heart attack. I hope I'm realizing there is more to life than 13-hour days in the office. Perhaps I'm naive.

I expect to make partner next year, but am uncertain if I'll accept. I want to practice law in a different way and don't know if our traditional business model is going to change fast enough for me to be happy.

WHAT ARE PAULINE'S PRIORITIES?

WHAT ARE HER PRIORITIES?

WHAT MIGHT SHE SAY TO ME?

DESIGN THINKING PERSONA: ROBERT

I'M ROBERT!

I'm 44 and have been a shareholder at the firm for over a decade. I was just named to the firm's management committee, but I think I was offered the position because the firm is afraid I was looking to move elsewhere (I was).

I know I'm in my prime earning decade and I'm focused on earning as much money as I can. I'm a litigator and I'm sick of supporting my partners who don't work as hard as I do.

I don't pay attention to new technology unless it helps me bill more time and make more money. I'm not worried because the older partners will be impacted negatively by new innovations before I will.

WHAT DOES ROBERT SAY ABOUT HIMSELF?

WHAT ARE PAULINE'S PRIORITIES?

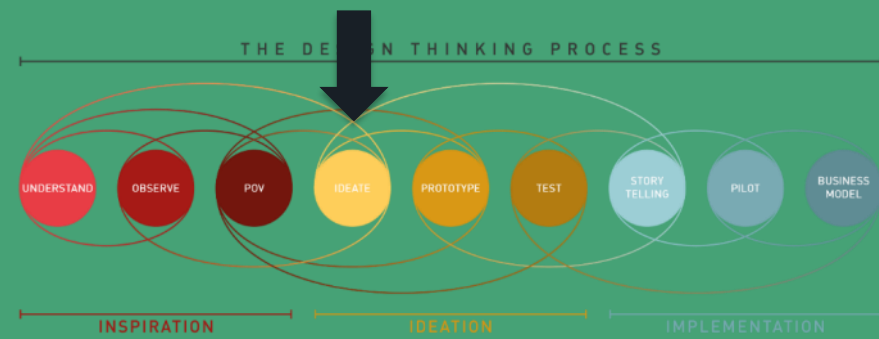
WHAT ARE HER PRIORITIES?

WHAT MIGHT SHE SAY TO ME?



Point of View – Exercise

- Create your POV as a team
- [USER] needs to [USER'S NEED] because [SURPRISING INSIGHT]
 - A lawyer needs to understand and adopt our AI advisory tool because he lunges from one urgent client request to another
 - A lawyer with demanding clients needs to be and feel more in control, known for delivering timely high quality work using the AI tool, because in his practice group the current way of working is not creating a good people or client experience



IDEATION- IDEATE



Ideate

- Diverge on a large quantity of possible ideas that could evolve into solutions
 - Step **beyond obvious** solutions (out of your heads) and increase the innovation potential of your solution set
 - Harness the **collective perspectives** and **strengths** of table
 - Uncover **unexpected** areas of exploration
 - Create **fluency** (volume) & **flexibility** (variety) in innovation options



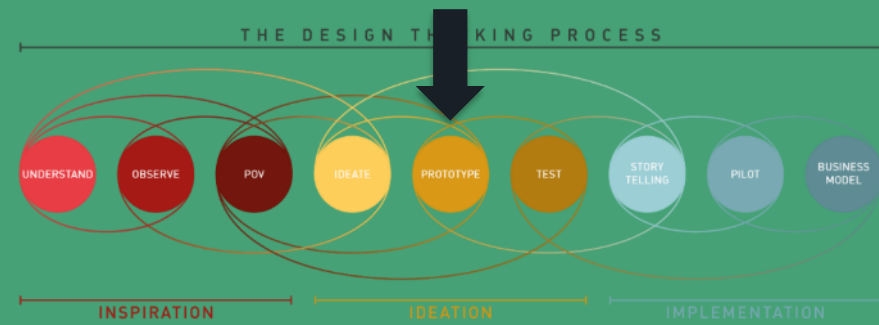
Ideate – Exercise

- Using your Point of View statement ideate
- Use “yes and” to increase volume and resist judgement
- Ideate for 10 minutes
- The power of constraints



Ideate – Exercise

- Group your ideas into themes
- Using a Sharpie each person per table put a dot on their favourite three ideas
- As a group select the idea you wish to prototype



IDEATION – PROTOTYPE



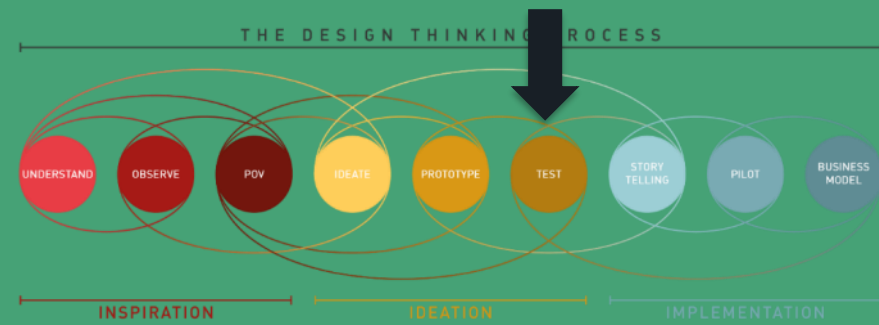
Prototype

- **Develop as a team some of the ideas into tangible objects**
 - **Learn** - a picture is worth a thousand words, a prototype is worth a thousand pictures
 - **Solve disagreements** - prototyping is a powerful tool eliminating ambiguity, assist in ideation, and reduce miscommunication
 - **Start a conversation** – prototype can be a way to have a different kind of conversation with users
 - **Fail quickly and cheaply** - creating quick prototypes allows testing a number of ideas without investing a lot of time and money
 - **Manage solution building process** - identifying a variable to explore encourages you to break a large problem down into smaller, testable chunks



Prototype – Exercise

- In your tables
- Create your prototype use your creativity
- For example an experience storyboard, agenda, event poster, training guide, web page, video

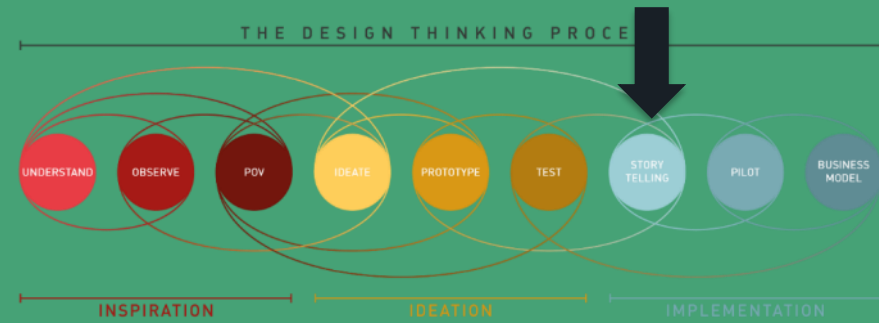


IDEATION- TEST



Test

- Evaluate finished objects with their users and collect input for improvement
 - Refine prototypes and solutions - testing informs the next iterations of prototypes.
 - To learn more about user - testing is another opportunity to build empathy through observation and engagement often yielding unexpected insights.
 - To test and refine POV - sometimes testing reveals did we not get the solution right, but also that we have failed to frame the problem correctly.



IMPLEMENTATION- STORYTELLING



Storytelling

- Identify your key stakeholders, their needs, and your prototype
- Explore different mediums for telling your story and versions in order to engage others
- Incorporate tone and style to ensure your story presentation resonates with your audience



Storytelling Spine

- **Story spine**
 - Once Upon a Time
 - And Everyday
 - Until One Day
 - And Because of that
 - And Because of that
 - Until Finally
 - And Ever Since that Day
 - And the Moral of the Story is



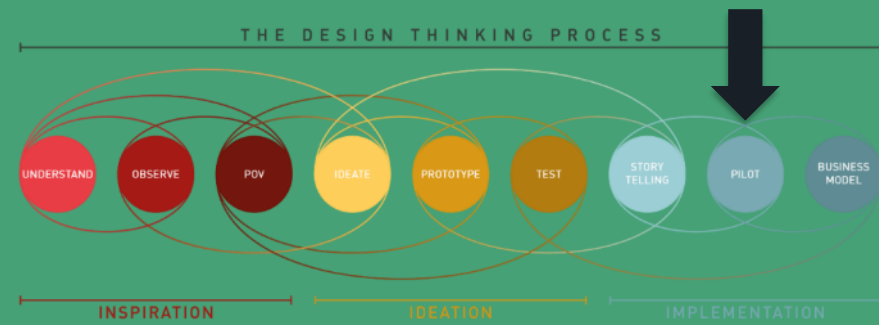
Storytelling with a Prototype





Storytelling– Exercise

- Select a table member to be your story teller
- Prepare your story
- Selected teams share their prototype via story telling

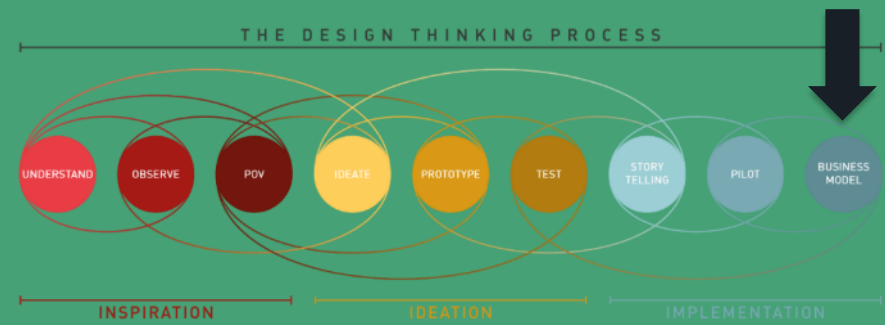


IMPLEMENTATION – PILOT



Pilot (Experiment)










- A longer term test of your prototype and a critical step before going live or to market
 - Have a methodology – must be fast and cheap
 - Learn and iterate
 - Communication is key
 - Measure before, during and after
 - Ensure feedback loops – check points
 - Validate approach (go and no go)



IMPLEMENTATION- BUSINESS MODEL



Business Model Canvas

The Business Model Canvas		Designed for:	Designed by:	Date:	Version:
Key Partners 	Key Activities 	Value Propositions 	Customer Relationships 	Customer Segments 	
	Key Resources 		Channels 		
Cost Structure 		Revenue Streams 			

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