Organizational Design Change and Transformation
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Module - 11
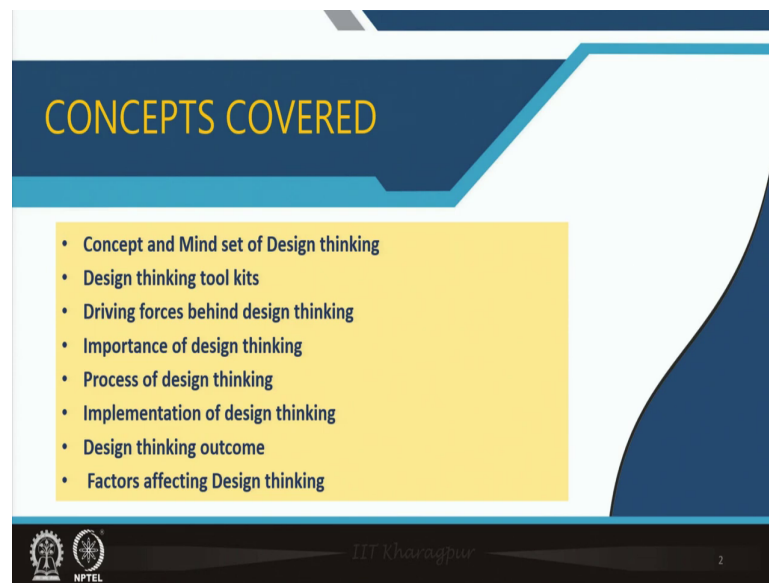**Lecture - 56**
Creativity and Design Thinking

Welcome back to the sessions on Organizational Design Change and Transformation. We are on week 11 where we are extensively discussing about innovations and creativity in organization. We have discussed about innovation, we have discussed about the modules of innovation, we have also discussed about entrepreneurship.

In the last two lecture sessions we have discussed about creativity, we have discussed about creativity and issues related to it like what are the different paradigms of creativity, the measures of creativity. In today's session we are going to focus on a very very new or interesting area of discussion which is about design thinking and creativity.

We are discussing this over here in the like topic areas where we are discussing on organizational design, change and transformation because in order to accommodate and assimilate the design thinking in the organization, organization has to redesign itself. So, that it can give a facilitating environment for design thinking.

In order to understand how to redesign itself in the processes, in the structure, in the human behavior, in the leadership, everywhere. In the technology first we need to understand what is design thinking. So, this lecture we will focus on design thinking, the requirements of it and how organization can prepare itself. So, that it can assimilate design thinking in its environment.

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So, let us begin. The concepts covered here are concept and mindset of design thinking, design thinking, toolkits, driving forces behind design thinking, importance of design thinking, process of design thinking, implementation of design thinking, design thinking outcomes, factors affecting design thinking.

A concept of design thinking - what is design thinking? Design thinking is defined as a human centered innovation process that emphasizes observation, collaboration, fast learning, visualization of ideas, concept prototyping and concurrent business analysis. Design is a systematic approach to problem solving.

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Mindset of a design thinker - Mindset of the design thinker involves the following: Think users first, ask the right questions, believe you can draw, commit to explore, prototype to test.

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The design thinking process starts with need finding, then ideation and then testing. The tools of design thinking are visualization, ethnography, prototyping, co-creation, design of experiments, collaborative sense making and ideation.
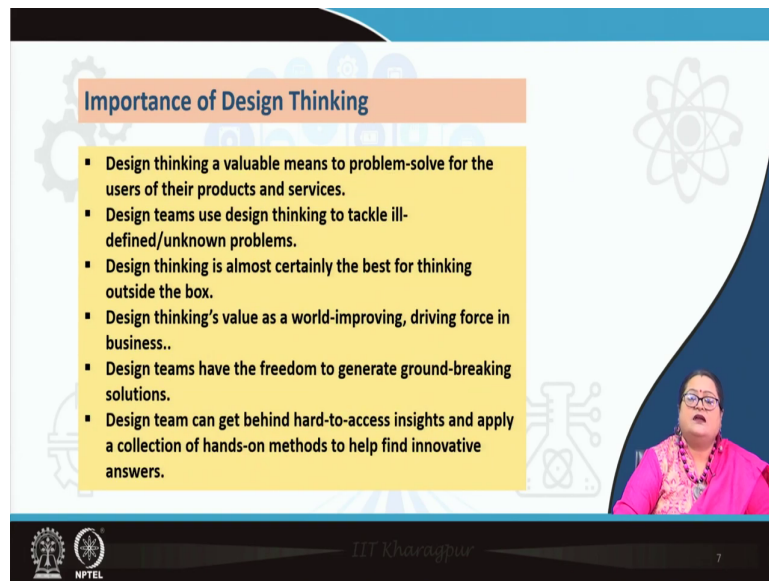
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What are the driving force behind design thinking? The biggest driving force is the accelerated rate of change in business and society caused by advances in technology. Design thinking minimizes risk, reduces cost and improves speed and energizes the employees. Design thinking provides leaders with a framework for addressing complex human centred challenges and making the best possible decisions.

Now, what is the importance of design thinking? Design thinking is a valuable means to problem solving for the users of their products and services. Design teams use design thinking to tackle ill-defined or unknown problems. Design thinking is almost certainly the best for thinking outside the box. Design thinkers value as a world-improving driving force in business.

Design teams have the freedom to generate ground-breaking solutions. Design teams can get behind hard-to-access insights and apply a collection of hands-on methods to help to find innovative answers.

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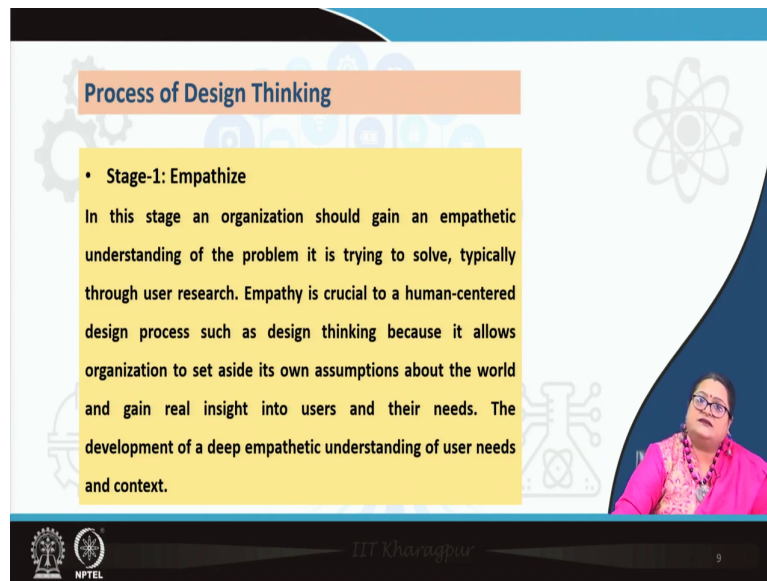Now, what is the process of design thinking? There are five stage in the processes of design thinking like empathize, define, ideate, prototype and test.

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Empathize: In this stage an organization should gain an empathetic understanding of the problem. It is trying to solve and typically through their user research. Empathy is crucial to a human centred design process such as design thinking because it allows organization to set aside its own assumptions about the world and gain real insight into the users and their needs.

The development of a deep empathetic understanding of user needs and the context. So, you can understand the organization here itself has to start thinking differently about what are the products and how it can be delivered or what nature of product needs to be developed. So, that itself is a transformation in the mindset of the organization.

Stage-2 is define. It is time to accumulate the information gathered during empathize stage. The organization then analyze its observations and synthesize them to define the core problems of the organization and its team that have identified. These definitions are called problem statements. The organization can create personas to help keep the organization's effort human centered before proceeding to ideation.

Here the formation of like heterogeneous teams may be very useful because this diversity brings a new ideas of processing the ideas new creativity, new ways of looking at things. So, diversity, heterogeneous teams are very useful whenever we are talking of design thinking.

Stage-3 is ideate: In this stage the organization is ready to generate ideas. The solid background of knowledge from the first two phases means that it can start to "think outside the box". Look at alternative ways to view the problem and identify innovative solutions to the problem statement it has created. Brain storming in this stage is very very useful. Dialogue based conversation is happened here in this stage.

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Stage 4 is prototype. In this stage there is an experiment. The aim is to identify the best possible solution for each problem found. The organization's team should produce some inexpensive scaled down versions of the product or specific features found within the product to investigate the ideas the organization has generated. This could involve simple paper prototype also. The generation of multiple solutions are winnowed through experiments.
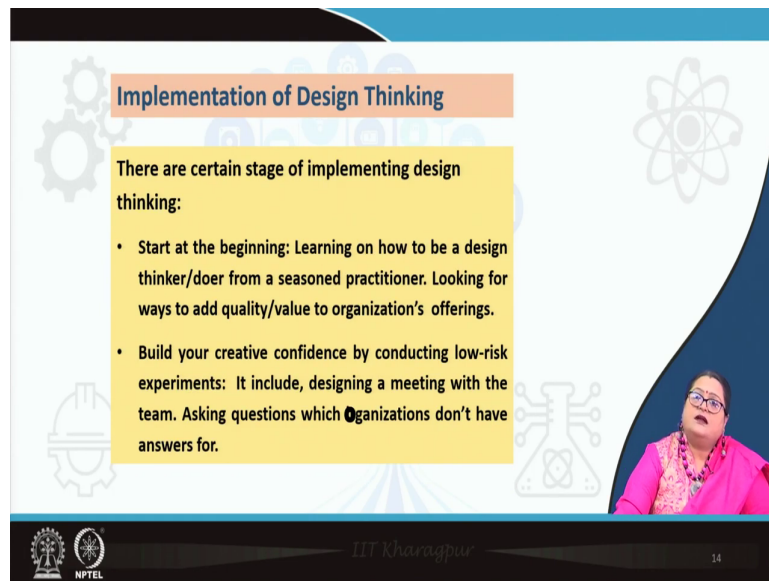
Stage 5 is the testing or the test. Evaluators rigorously test the prototypes. Although this is the final phase the design thinking is iterative. Teams often use the results to redefine one or further problems, one or more of the further problems. So, organization can return to previous stages to make further iterations, alterations and refinements to find a rule out alternative solution. There is the use of structured and facilitation process, facilitated process in this stage.

Now, the implementation of design thinking: There are certain stage of implementing design thinking. Start at the beginning. Learning on how to be a design thinker or doer from a seasoned practitioner. Looking for ways to add quality value to organizations offerings. Build your creative confidence by conducting low risk experiments. It includes designing a meeting with the team. Asking questions which organizations do not have answers for.
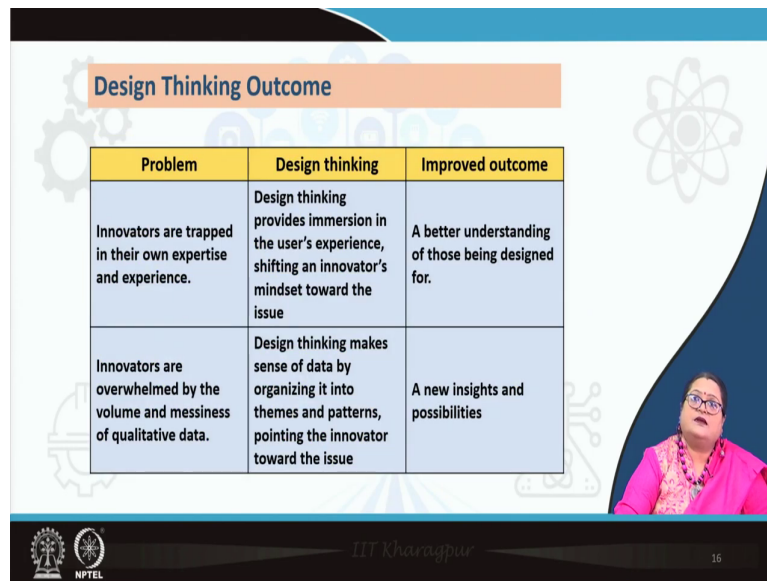
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Learning how to coach and facilitate for creativity, co-creation and collaboration. This is crucial for creating a safe space for conceptualizing conceptual risk taking. Stay focused on the user's experience. Health teams unlock provocative insights, reframe existing problems and generate ideas in response to on-the-research. Encourage multiple perspectives, reframe constraints into opportunities and check assumptions.

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Now, what are the design thinking outcomes? We have listed it in the form of problem, design thinking, improved outcome. Now, problem: Innovators are trapped in their own expertise and experience. Design thinking provides immersion in the user's experience, shifting an innovator's mindset towards the issue.

Improved outcome is the better understanding of those being designed for. Problem is innovators are overwhelmed by the volume and messiness of qualitative data. Design thinking makes sense of data by organizing it into themes and patterns and pointing the innovator towards the issue, a new insights and possibilities.

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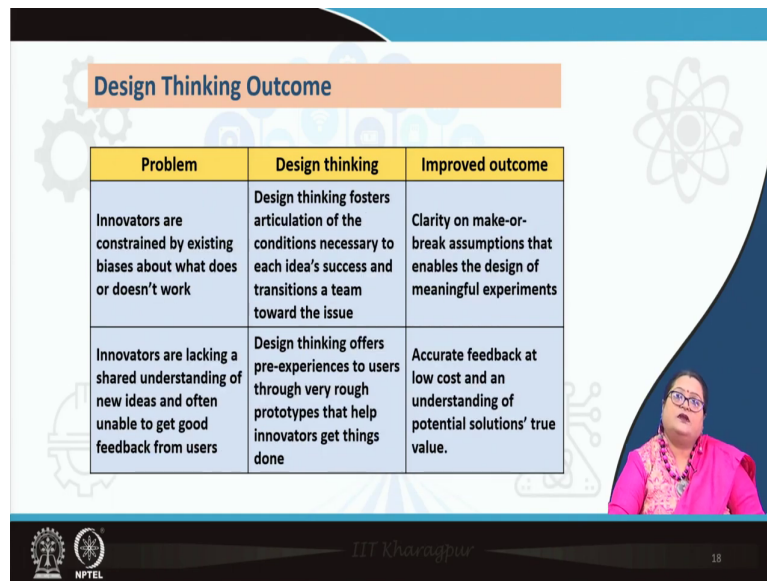Innovators are sometimes divided by differences in team members' perspectives. The design thinking builds alignments as insights are translated into design criteria, moving an innovation team towards the issue. Improved outcome is convergence around what really matters to the users.

The problem is innovators are confronted by too many desperate, but familiar ideas. Design thinking encourages the emergence of fresh ideas through a focused inquiry, shifting team members towards the issue. The outcome is a limited, but diverse set of potential new solutions.
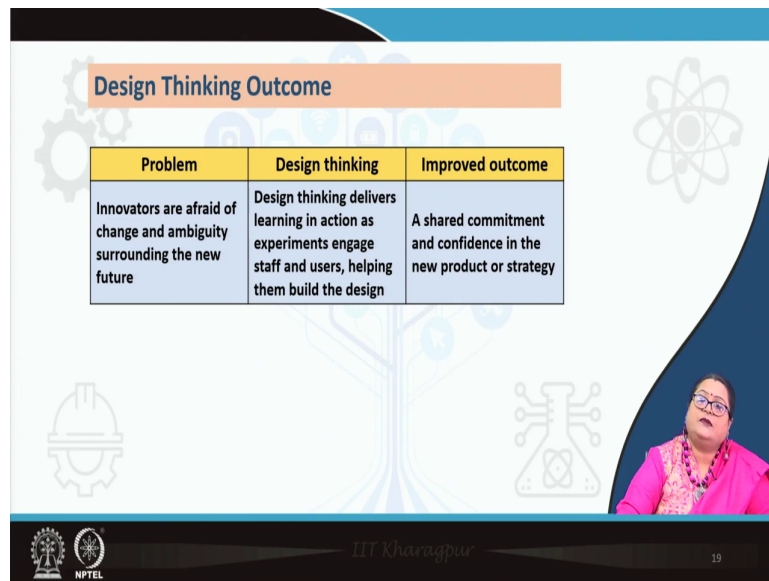
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The problem is, innovators are constrained by existing biases about what does or does not work. The design thinking fosters articulation of the conditions necessary to each idea's success and transitions a team towards the issue. Improved outcomes is clarity on make or break assumptions that enables the design of meaningful experiments.

Sometimes the problem is, innovators are lacking a shared understanding of the new ideas and often unable to get good feedback from users. Design thinking offers pre-experience to users through very rough prototypes that help innovators get things done. Improved outcomes is accurate feedback at low cost and an understanding of potential solutions through value.

The problem could be, innovators are afraid of change and ambiguity surrounding the new future. Design thinking delivers learning in action as experiments engage staff and users helping them to build the design. Improved outcomes is a shared commitment and confidence in the new product or strategy.

So, as you understand, like it is a collaborative approach where it is a change of mindset of the innovators to first look into the user's perspective, empathize with the users, like do a lot of brainstorming thing like idea exchange with the teams, building up prototypes, testing it. So, the organization system, the environment of the organization needs to be flexible enough. The structure of the organization needs to be flexible enough.

The physical space, the design of the organization, physical design of the organization needs to be flexible enough which is focused towards like the activity based design. So, let us see what are the factors, which are affecting success of the design thinking. First of course, is the leadership: Linking design thinking initiatives to the strategic goals, providing direction, resources and commitment.

People: Enabling champions to lead the change through successful lighthouse projects. Building up an internal design thinking community where best practices are shared.
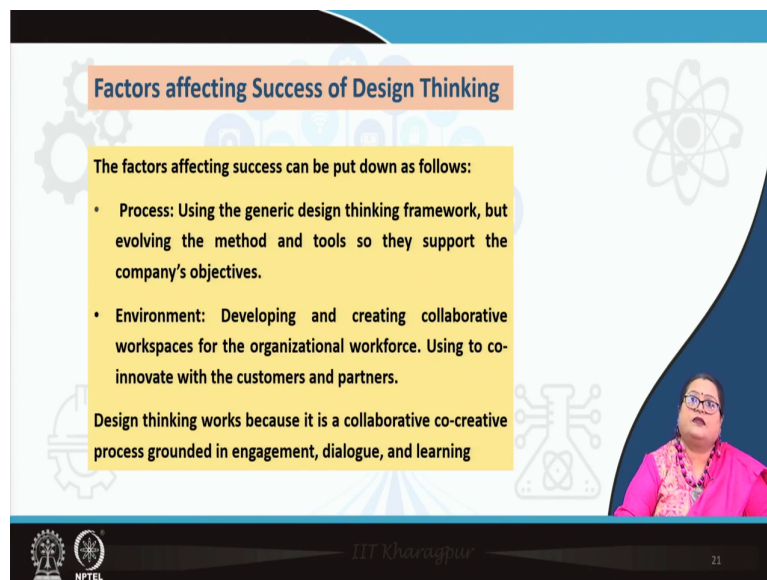
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Processes using the generic design thinking framework, but evolving the methods and tools. So, they support the companies objectives. So, the if you understand in this way the performance management has to be redesigned, the reward system has to be redesigned. So, all has to be looked in a different perspective from the like. So, that it can assimilate, it can facilitate the design thinking in the organization.

Environment, developing and creating a collaborative workspaces for the organization's workforce using to co-innovate with the customers and partners. So, one of the physical design could of the workspace is activity based design which not just this design thinking.

Design thinking works because it is a collaborative co-creative process grounded in engagement, dialogue and learning.

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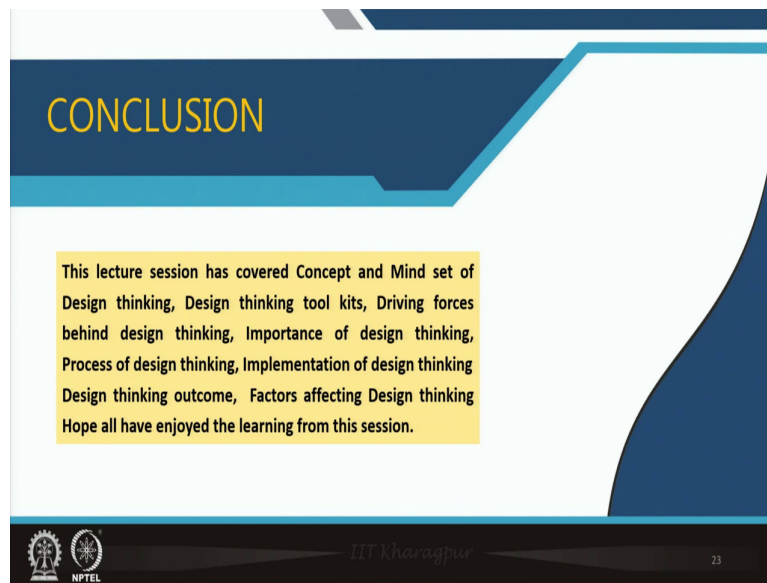➤ Jones, G.R. (2013). Organizational Theory, Design and Change, Pearson Education, England

These are the references that we have used for these slides.

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In conclusion we can tell this session has covered the concept and mindset of design thinking, design thinking toolkits, driving forces behind design thinking, importance of design thinking, process of design thinking, implementation of design thinking, design thinking outcomes, factors affecting design thinking, hope all have enjoyed the learning from this session.

In week 12 we are going to focus on the organizational turnaround and transformation strategies and we are going to discuss the third generation of Organizational Development Techniques.

Thank you. Bye bye till then.