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# Design and Innovation





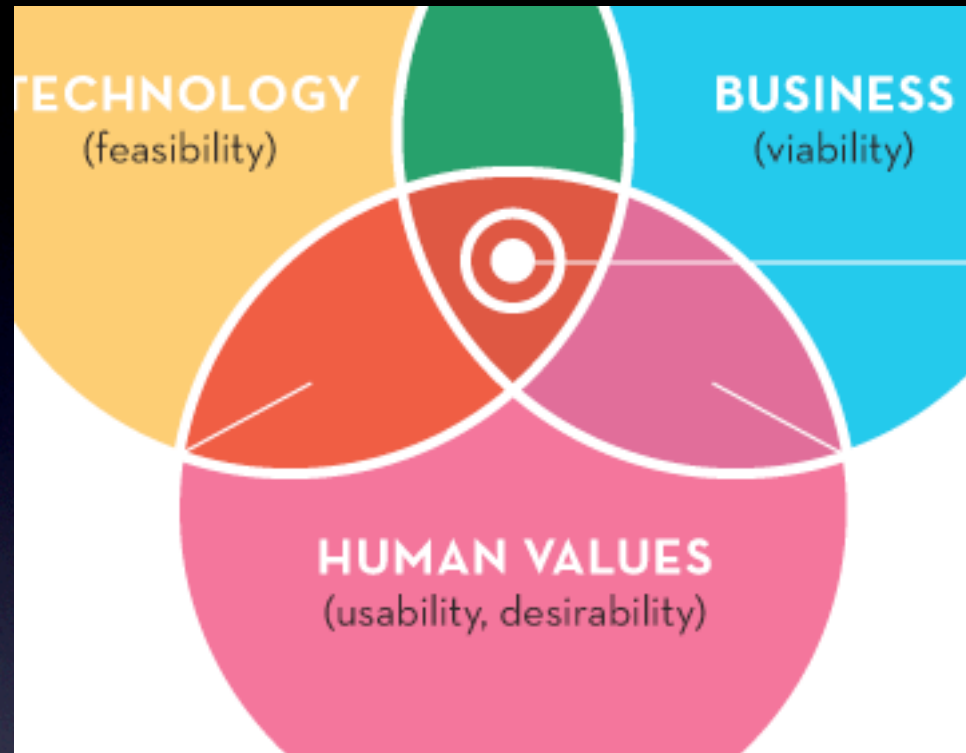


Black Magic?



Anyone can be a Black Magician





## Design Thinker

Process of how designers think and do..



## Stanford Design Process

Gave birth to ideo

Human centered design

No lone genius: multi-disciplinary team



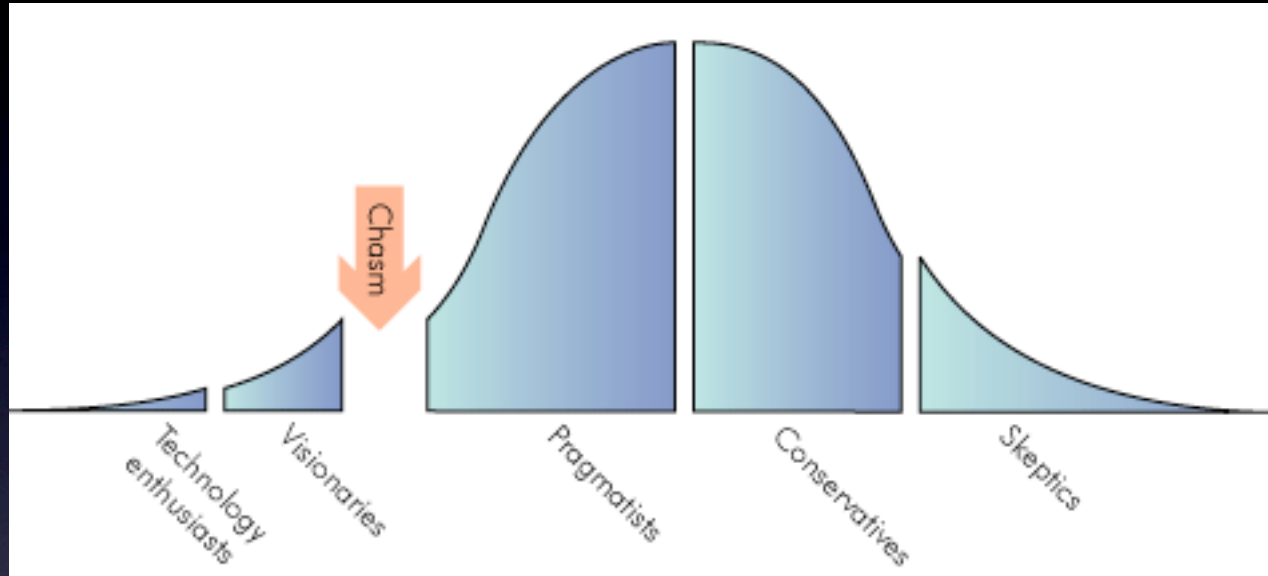
Today...

3 types of innovation



Technology led innovation





Solution looking for a problem  
Adoption : Crossing the Chasm

# Competitors

Google  
Web 2.0



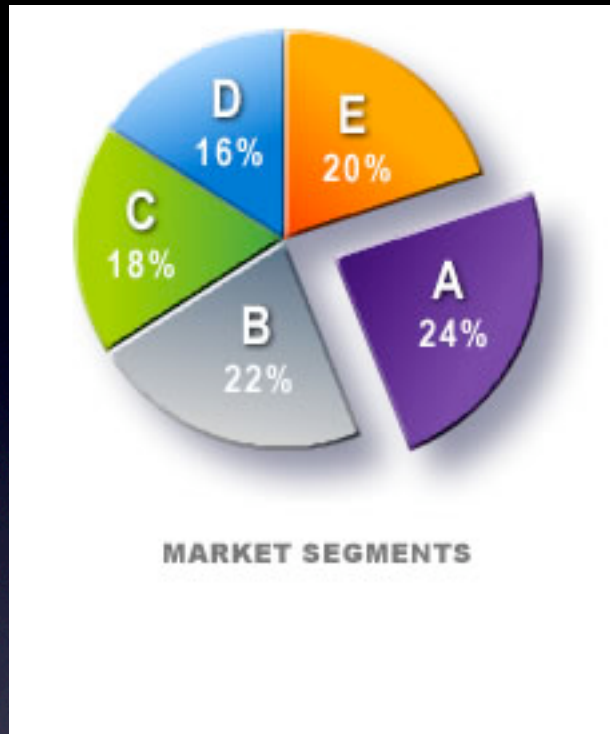
Business led innovation

Dell



Game changing event : Deregulation, Internet





Quantitative approach  
All your competitors



Human-led innovation





Very few companies doing this today (bar is low)  
Obvious (Knowing vs Doing)  
Humans : Complex





When your industry is mature...  
out-innovate your competition  
using human centered design



Why is it relatively untapped?



“Organizations resist change because they’re made up of individuals who are working at what has always worked”

Roger Martin, Dean of Rotman



## *The Fundamental Tension*

### **Reliability**

- Production of consistent, replicable outcomes
- Substantiation based on past data
- Use of limited number of objective variables
- Minimization of judgment
- Avoidance of the possibility of bias

*Vs.*

### **Validity**

- *Production of outcome that meets objective*
- *Substantiation based on future events*
- *Use of a broad number of diverse variables*
- *Integration of judgment*
- *Acknowledgement of the reality of bias*

# Design Thinking



# Human Centered Design

Engage with humans from the beginning to end

Inspiration  
Ideation  
Implementation

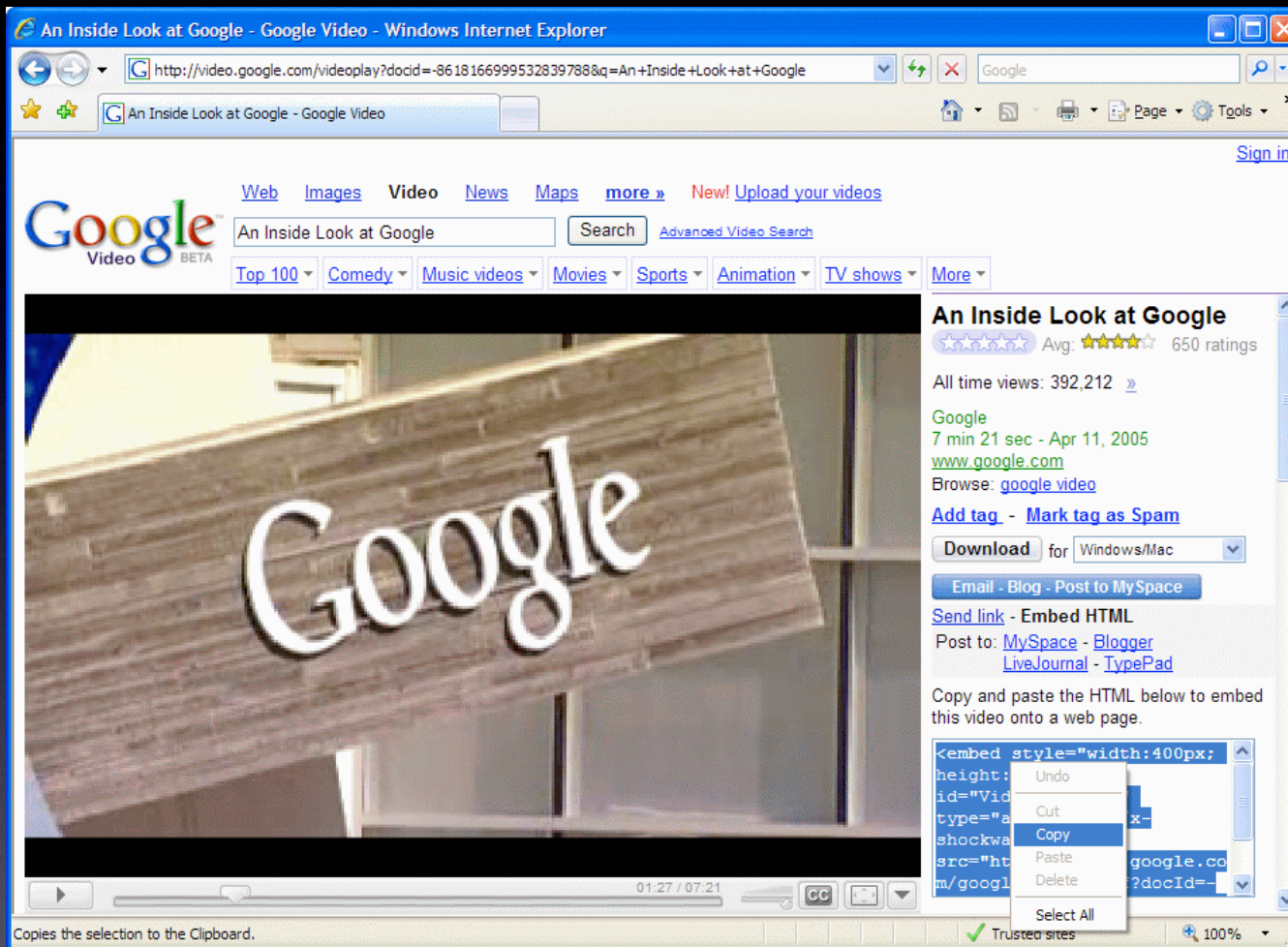
# Inspiration: Understand and Observe



Needfinding  
Deep User Understanding



# Tools...



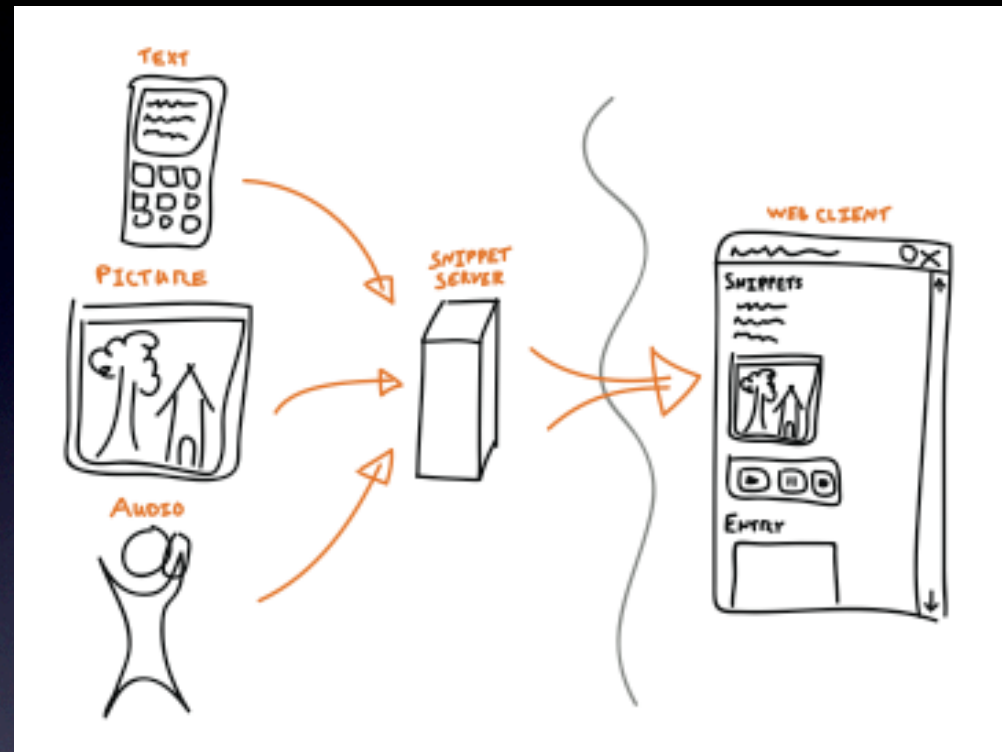
## Google IE Capture

Why not just focus groups?

Gladwell



# Tools...



txt4l8r  
Joel Brandt  
Stanford





Be on the lookout for...

Latent need: What people do rather than say  
People don't know what they want  
Emotional/Body cues  
Don't influence





## Tips

Consciously incompetent  
Talk to experts  
Look for extreme users  
Look for analogous situations  
Empathy : Bodystorm (Paul Bennett)  
Use your gut



## Ideation: Synthesis & Brainstorming



# Brainstorming Rules

Defer judgement  
Build on top of others  
Quantity `

# Wisdom of Crowds



Implement:

Express (prototypes)

Test

Cycle



Don't be afraid to polarize...  
Don't try to please everyone



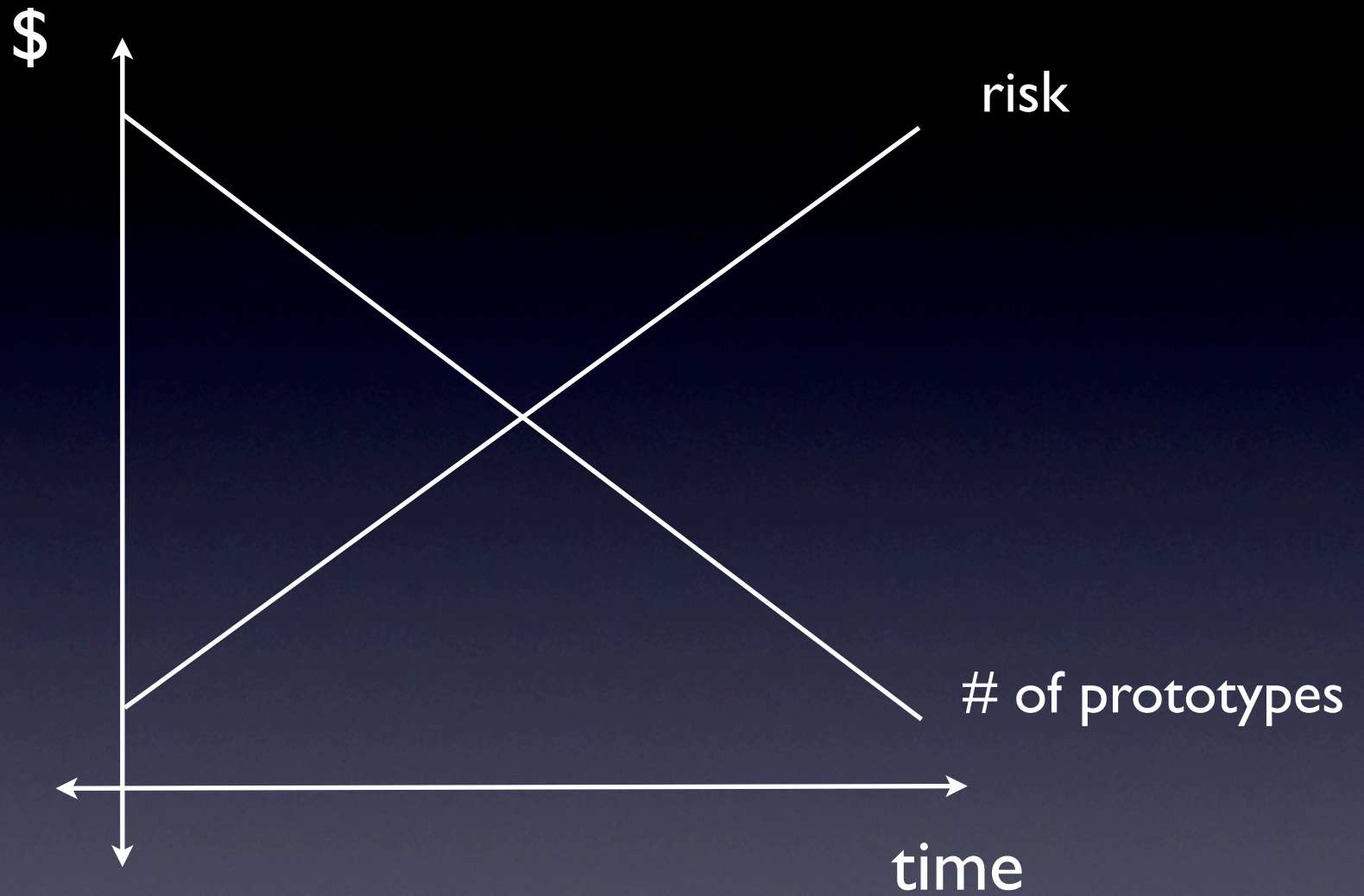


Prototypes: Skits or videos

Each prototype should resolve a specific question







Success proportional to iterations

Prototype no. I  
vs  
Prototype no. X



# Testing

Interpret user comments, tone, body language



Iterate until time runs out  
Cycle: 2 weeks to 6 months



## Final tips

Trust the Process and take on 'wicked' problems  
There has to be a certain element of uncertainty

Don't settle on an idea or solution too quickly  
"Throw away your first idea or solution"

Learn to embrace the unknown

Get out of the office

Tell stories

Dream



How to transform yourself?

Objective to recognize your bad habits  
develop right ones



P&G  
SAP

Thanks