

**Add one sticky note with:**

- Name
- What I do at TÜV
- My superpower for these workshops is...

**Then add one image that represents your superpower.**

You can upload it, copy and paste it, or drag and drop it directly onto the Miro board.

Place your image next to your sticky note.



Izabela  
Accounts Payable  
Accountant  
Superpower:  
creativity



Mateusz



Konstancja  
Online Marketing  
Specialist  
Superpower: A lot of ideas

**Rebecca Li**  
Role: AP Operation  
manager in RSSC  
Asia  
Superpower: Rapi  
d Learning Ability



**Diana**  
GL Accountant  
  
Detail oriented,  
good listener, old  
school trader.



Marina Liu MDM  
Team leader  
super power  
:communication  
and coordination,  
singing well



Michelle Li  
Service delivery manager

Superpower: Open-  
minded, broader vision,  
and looking forward

**Ania**  
Team Leader HR  
Recruiting  
**Superpower:**  
I always manage to  
find something that  
works wrong/ is wrong

Adrian  
Presentation  
Service / previous  
Graphic Design  
Superpower:  
Graphics, creativity



Paulina  
MDM Team  
Coordinator



Michał

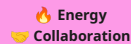


my role in TÜV: money collection  
  
My superpower: always some  
crazy ideas :D

Xiaoqing Ma  
Account  
Receivable Team  
Leader  
Superpower:  
creative idea



Oliwia  
Online Marketing  
Specialist/ Webinar Expert



Jessie Liu  
Role: Employee  
Data Administrator  
(SSC.HR) Team  
Leader  
Superpower: let  
there be change



**Alicja**  
IT SD Coordinator



Solving problems daily  
Experience working  
with children

## Challenge Card #1 – System architecture and UX



### Problem – what is visible today?

Business employees and finance colleagues need to adjust AP or Master Data requests, but they are not always sure which system to use, what information is required, what the SLA means, or how to check the request status. The experience is fragmented across separate tools such as SAP / HR, Concur, or vouchers and booking systems.

### Business consequences – why does it matter?

When users are uncertain how to act, they submit incomplete or incorrect requests, ask repeated questions and create rework for AP / Master Data and support teams.

### Main users affected by the problem

- Business employees
- Local finance colleagues
- Accounting / master data stakeholders

### What is expected from the team?

Understand what steps AP and Master Data requests go through from the user's point of view: choosing the right path, submitting correct data, understanding status and knowing what happens next.

### Important KPI for the business

First-time-right request rate – percentage of AP / Master Data requests submitted correctly without rework, correction or reworking.

Baseline: 62% of AP / Master Data requests are submitted correctly the first time.

Target: 82% submitted correctly the first time — increase by 20 percentage points, which means a 32% relative improvement.

### Working challenge

How might we improve the AP and Master Data request experience for business employees, local finance colleagues and accounting / master data stakeholders so that they can choose the right process path, submit requests correctly the first time and understand the next steps, while service teams can reduce rework and repeated questions?

## TEAM 1

Paulina

Marina

Konstanca

Oliwia

Adrian

Alicja

## Challenge Card #2 – HR Processes



### Problem – what is visible today?

Employees, candidates and managers often do not understand how HR or Recruiting service processes work: why certain steps are needed, who is responsible for the next action, why the process takes time, or when they can expect a response.

### Business consequences – why does it matter?

When users do not understand the processes, they ask for status updates, escalate issues, expect HR / Recruiting teams to act on their behalf and create pressure for immediate responses.

### Main users affected by the problem

- Employees and candidates
- Business managers / hiring managers
- Local HR teams

### What is expected from the team?

Understand what users need to feel informed and confident while moving through HR and Recruiting service processes. This challenge is about process clarity, expectations and status understanding – not about redesigning one narrow process such as onboarding, documentation or candidate selection.

### Important KPI for the business

Clarification / escalation rate – percentage of HR and Recruiting requests that require additional explanation, status clarification or escalation because the user does not understand the process.

Baseline: 38% of HR / Recruiting requests require additional clarification or escalation.

Target: 23% of requests require clarification or escalation — decrease by 15 percentage points, which means a 39% relative reduction.

### Working challenge

How might we improve the HR and Recruiting service experience for employees, candidates, business managers and hiring managers so that they understand where they are in the process, what is expected from them and why each step is needed, while HR / Recruiting teams can reduce repeated explanations and escalations?

## TEAM 2

Ania

Kasia

Jessie Liu

Michelle

Michał

## Challenge Card #3 – Finance invoicing process



### Problem – what is visible today?

External certification customers do not always know when they will receive the invoice, what exactly they need to pay, or how the overdue amount relates to the project status. Internal business and finance colleagues also do not always understand the invoicing and collection process, so they need individual guidance from the AP / Finance team.

### Business consequences – why does it matter?

When customers and internal colleagues lack clarity, payments are delayed, clarification requests increase, and AP / Finance teams spend more time explaining invoice status instead of collecting payments.

### Main users affected by the problem

- External certification customers
- Business colleagues
- Local finance teams

### What is expected from the team?

Understand what customers and internal colleagues need to know at each stage of invoice delivery and overdue-payment clarification.

### Important KPI for the business

On-time invoice delivery rate – percentage of invoices delivered to customers within the agreed timeframe.

Baseline: 75% of invoices are delivered on time.

Target: 90% of invoices delivered on time — increase by 15 percentage points, which means an 18% relative improvement.

### Working challenge

How might we improve the invoicing experience for external certification customers, business colleagues and local finance teams so that customers receive invoices on time, understand what they need to pay and know what to do next, while AP / Finance teams can reduce repeated clarification work?

## TEAM 3

Diana

Xiaoqing Ma

Rebecca Li

Izabela



## Creative Warm-up

### Push Your Inner Critic

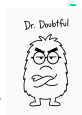
Before we start working creatively, let's have space for inner thinking.

#### How to do:

- Color the MINDCARD.
- Use the Brainbuddy Miro to draw your inner critic — the voices that stop things like:
  - "This doesn't matter."
  - "You are creative."
  - "This will never work."
  - "Someone else will have a better idea."
- Name your inner critic — give it a funny nickname or thought bubble name.
- Place your inner critic **behind** the virtual doors.

For the next part of the workshop, we will leave judgment outside and focus on curiosity, openness and experimentation.

Source: Adapted: <https://www.mindbuddy.com/>



Captain No



Frustrated ADI



A man of Little Faith



Mrs. Negative Potato

From 1 (poor) to 10 (excellent)

Keep doing more of this

Stick to the task

Idea exchange

I heard the design of this... really clear path and notes

It was interactive and we could learn by doing which was great.

Real time examples presented during the presentation

Working in teams with our people giving us their own perspectives

explanations based on real examples

processing with deliberation

wearing on real examples from our company

I heard these many practical facts on how to use

A positive and supportive atmosphere

Immediate hands-on practice after training helps participants fully grasp tool operation and application logic.

## Room to grow next time

Sticky note

maybe a bit more breaks :)

more breaks - it was really intense :)

pre-recorded information map (the discussion was so confusing)

More discussion in the relevant team with help

for team division/breakout rooms - next time, it might be worth noting at the beginning who's in which team to avoid asking it back and forth prior to assigning us to breakout rooms :)

I would like to read in class

I would need more breaks

Sometimes time for discussion seems to start

The training sessions are scheduled too densely.

Where could Design Thinking create the most value in your organisation?

What role could you personally play as a Design Thinking Ambassador?

What is one concrete next step you can take after the training — and what support do you need?



- 1. It can help improve the contact with the business and other stakeholders. It can help improve the process.
- 2. Design Thinking team member and in-alyte internal Design Thinking consultant.
- 3. I'm not sure maybe with TI, discussing possible implementation in our Team. I need more practice and informations.

Different DT Ambassador roles within organisations

A Design Thinking Ambassador can support the organisation in different ways — depending on the situation, challenge and level of experience.

1. Design Thinking team member (Basic Design Thinking training)

- Actively contributes to a Design Thinking project.
- Takes part in research, ideation, prototyping, testing and learning with the team.

2. Workshop facilitator (Train the Trainer training)

- Plans and facilitates Design Thinking workshops.
- Keeps the team focused on the goal and process.
- Creates space for collaboration, participation and open discussion.

3. Design Thinking Project Manager (Basic training + Train the Trainer + support from an experienced DT practitioner)

- Manages the full Design Thinking process from challenge definition to testing and next steps.
- Connects workshops, research, prototyping, decisions and stakeholder involvement.
- Keeps the team moving from discussion to action.

4. Internal Design Thinking consultant (Experience from at least one completed Design Thinking project)

- Supports other teams in approaching challenges in a user-centered way.
- Helps teams choose the right tools, ask better questions and validate assumptions.
- Advises how to adapt Design Thinking to real organisational situations.

You do not have to play all these roles at once. Your role depends on the need, context and your level of Design Thinking experience.

Three ways to use Design Thinking

| Type                               | What it means to practice                                                                                                                                                                      | Examples                                                                                                                                         |
|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Single workshop or sprint       | A focused session designed to produce one concrete output. It can help the team understand a problem, generate and select ideas, prototype one solution, and make a decision about next steps. | <b>AdHoc Design Sprint</b> — focused on one clearly defined challenge and one practical output - new AdHoc end-page modules                      |
| 2. Project based Design Thinking   | A longer process combining workshops with work between sessions. It helps the team move from challenge to working solution.                                                                    | <b>Orange Peels</b> — workshops plus work between sessions, focused on validation and business outcomes in order to generate new revenue streams |
| 3. Internal organisational process | Design Thinking can become a repeatable way of working inside the organisation.                                                                                                                | <b>Start up at Adlyte</b> — an internal process combining Design Thinking, PR&G and Business Case                                                |

DT Ambassador could bring the different functions and cross-departmental cooperation into the organisation and other areas

Internally in teams, in processes not requiring extensive approvals

1. Easier processes and better information flow

2. See myself as Design Thinking Consultant

3. Project Based Design Thinking, learning more

1. Start working with other silos to improve things from start to end

2. Design Thinking project manager

3. Align next steps of Service Experience Design programme with V&P

I might need more practice to become more confident as a DT ambassador

I am afraid some people do not like to be challenged, they do not respond well to new ideas or visions

Lack of IT experience

Questions, doubts, barriers

I'm afraid to step into a new way of working, but also excited. I will ask my supervisors to support me.

Doubt: overgrown approval processes

How can we measure the outcomes of DT improvements and present it to management and all TÜV employees

I see myself as a team member and consultant

TÜV needs stronger cross team collaboration with DT ambassadors in board

- 1. 1
- 2. 3
- 3. Initiate a project at improving cooperation and understanding of IT tasks among all TÜV employee

Those who don't  
want to will find  
**an excuse.**

Those who do will  
**find a WAY.**