

Service Experience Design Program

# DESIGN THINKING TRAINING

Session 1 – Introduction to Design Thinking & Empathy

for



**Mateusz Kaliszewski**

Design Thinking and Innovation Expert



# MATEUSZ KALISZEWSKI

Design Thinking Expert and Trainer of Design Thinking Facilitators

- **14+ years of experience** in Design Thinking, innovation, and facilitation.
- I train Design Thinking practitioners to **facilitate workshops and innovation processes** that lead to tangible outcomes.
- I support organizations in **implementing a Design Thinking-based approach** to product, service, and business development.
- At **Allegro**, I co-created and implemented a process for managing new product development, combining: Design Thinking, Lean Startup, Business Case methodology.
- I established the **Innovation Hub at Allegro**, responsible for internal innovation programs, new solutions, and PoC projects.
- I designed and taught the **"Design Thinking & UX Research"** course at the **University of Warsaw**.
- I work with **startups, SMEs, and corporations**, sharing practical knowledge and best practices in innovation development.
- My mission is to **deliver real business value through Design Thinking**.



# MY NUMBERS

**14**

years of experience working with  
the Design Thinking method

**1715**

hours of Design Thinking workshops  
and training sessions delivered

**3909**

training participants



You can find the full list of all Design Thinking workshops and training sessions I have delivered [here](#).

# PROOF OF EXPERIENCE AND EXPERTISE



Fundacja Share The Care  
ul. Gen. J. Zajączka 32  
01-510 Warszawa  
[www.sharethecare.pl](http://www.sharethecare.pl)

Warszawa dnia 29.01.2020

## Referencje

Oświadczamy, że Instytut Kreowania Przedsiębiorczości Sp. z o.o. zrealizował warsztaty dla Fundacji Share the Care o tematyce design thinking.

Trener Mateusz Kaliszewski wykazał się ogromną wiedzą oraz umiejętnościami trenerskimi. Skutecznie zainspirował uczestników przykładami z własnego doświadczenia z pracy metodą design thinking, co wzmocniło motywację grupy do pracy nad swoimi wyzwaniami. Polecamy trenera Instytutu Mateusza Kaliszewskiego jako profesjonalnego i otwartego eksperta design thinking.

Z wyrazami szacunku,

*Karolina Andrian*  
Karolina Andrian

Prezesa Fundacji Share The Care

Fundacja Share The Care  
ul. Gen. J. Zajączka 32, 01-510 Warszawa  
NIP: 552365217, REGON: 3547008000000

## warta.

Warszawa, 02.12.2020

## Referencje

W dniach 12, 13 i 14 października 2020 Startup Academy Sp. z o.o. przeprowadziło szkolenie moderatorów design thinking typu train the trainer dla Lean Managerów i Trenerów Wewnętrznych Warty.  
Szkolenie odbyło się w formie zdalnej i obejmowało 18 godzin szkoleniowych. Podczas szkolenia uczestnicy zdobyli wiedzę, kompetencje oraz perspektywę niezbędną do samodzielnego moderowania warsztatów oraz prowadzenia projektów metodą design thinking.

Szkolenie przeprowadził trener Startup Academy Sp. z o.o. Mateusz Kaliszewski, który wykazał się profesjonalizmem, zaangażowaniem i dużą dbałością o uczestników.

Rekomendujemy Startup Academy Sp. z o.o. oraz trenera Mateusza Kaliszewskiego do realizacji warsztatów i szkoleń z metody design thinking.

Z poważaniem,  
Małgorzata Minakowska

*M. Minakowska*  
Kierownik Wydziału Szkoleń i Rozwoju  
Departament Zarządzania Kadrami

Towarzystwo Ubezpieczeń i Reasekuracji „WARTA” S.A.  
ul. Lwowska 69/87, 00-605 Warszawa, tel. tel. (22) 672 30 00, fax (22) 672 00 30  
Spółka zarejestrowana w Sądzie Rejonowym dla m. st. Warszawy, XII Wydział Gospodarczy Krajowego Rejestru Sądowego  
pod nr KRS: 000016432, NIP 521-04-20-047, Wysokość kapitału akcyjnego: 187 508 580 zł, opłacony w całości.

## SIEMENS

Pan Mateusz Kaliszewski  
ul. Kaczmarskiego 69/21  
02-679 Warszawa

## Referencje

— Dla zainteresowanych stron

Z przyjemnością potwierdzamy, że współpracowaliśmy z Panem Mateuszem Kaliszewskim, który był jednym z dwóch trenerów, którzy przeprowadzili szkolenie moderatorów Design Thinking w dniach 29.11 – 01.12.2016 dla dwóch osób z naszej firmy.

Uczestniczki szkolenia wysoko oceniły zarówno treść merytoryczną szkolenia, jego zakres, jak również wiedzę, kompetencje i umiejętności dydaktyczne trenera. Szkolenie odbywało się w przyjaznej atmosferze, co sprzyjało przyswajaniu wiedzy. Warsztatowy i praktyczny charakter zajęć pozwolił na lepsze opanowanie nowych umiejętności oraz ułatwił wdrożenie poznanych narzędzi.

Z pełnym przekonaniem polecamy szkolenia i warsztaty prowadzone przez trenera Design Thinking Mateusza Kaliszewskiego.

Z poważaniem

Dominika Żwirbida – Kalman  
Dyrektor Działu SCM

*Dominika Żwirbida*  
Dyrektor Działu SCM

Andrzej Kęcki  
Dyrektor Działu IT

*Andrzej Kęcki*  
Dyrektor Działu IT

23.01.2020

Siemens Sp. z o.o.  
Prezes Zarządu Dominika Bettman  
Nazwa i adres siedziby/Instytutu szkoleniowego, Dyrektor: imię i nazwisko

ul. Żurczyka 11  
03-821 Warszawa  
Polska

Tel.: +48 228709000  
Fax: +48 228709009  
www.siemens.pl

Siedziba spółki: ul. Żurczyka 11, 03-821 Warszawa, Zarząd: Dominika Bettman, Jolanta Fluch, Tomasz Hadek, Wojciech Kowalski, Grzegorz Narkiewicz  
Sąd Rejonowy dla m. st. Warszawy: XII Wydział Gospodarczy Krajowego Rejestru Sądowego, Nr KRS: 0000031804, Wykonawca kapitału spółki: 100 000 000 PLN, 800 000 000 PLN, 100 000 000 PLN, 100 000 000 PLN

Strona 1 z 1



## UMCS

UNIWERSYTET MARII CURIE-SKŁODOWSKIEJ W LUBLINIE  
Projekt „Zintegrowany UMCS”  
Centrum Kształcenia i Doskonalenia Studentów  
Biurowo: ul. Książka Uniwersyteckiego  
Lublin: +48 81 537 58 61 62

Lublin, 28 października 2019 r.

## Referencje

W dniach 16-20 września 2019 roku Pan Mateusz Kaliszewski przeprowadził szkolenie moderatorów design thinking, w wymiarze 35 h, dla kadry dydaktycznej Uniwersytetu Marii Skłodowskiej Curie. Szkolenie obejmowało warsztaty praktyczne, prezentację niezbędnej przyszłym moderatorom wiedzy, ćwiczenia zespołowe oraz moderatorskie, egzamin teoretyczny i praktyczny.

Szkolenie zostało przeprowadzone na najwyższym poziomie merytorycznym. Pan Mateusz Kaliszewski wykazał się dużymi kompetencjami trenerskimi oraz szeroką wiedzą ekspercką z zakresu metody design thinking. Szkolenie było prowadzone w sposób angażujący co wpłynęło na efektywność nauki uczestników oraz ich motywację do wdrażania wiedzy ze szkolenia w swojej codziennej pracy.

Współpraca z Panem Mateuszem Kaliszewskim przebiegała bez najmniejszych komplikacji również przed i po szkoleniu co znacznie ułatwiło jego organizację.

Rekomendujemy Pana Mateusza Kaliszewskiego jako profesjonalnego, rzetelnego i inspirującego trenera, który z ogromną pasją dzieli się swoim ogromnym doświadczeniem i wiedzą z zakresu design thinking.

Z poważaniem

DYREKTOR  
Centrum Kształcenia i Doskonalenia Studentów  
*Alko*  
mgr inż. Alko



# WHY IS IT WORTH APPLYING DESIGN THINKING IN AN ORGANIZATION?

## Design Thinking:

**Provides a clear structure for the innovation process** – it brings order to the work, from identifying the challenge to testing solutions.

**Reduces implementation risk** – it enables ideas to be validated at an early stage, before the full cost of investment is incurred.

**Supports the development of relevant innovations** – it leads to solutions based on the real needs of customers and users.

**Improves the quality of customer and user experience** – it increases the alignment of products, services, and processes with market expectations.

**Strengthens collaboration and team engagement** – it integrates different perspectives and builds a shared sense of ownership for outcomes.





# Training Objective



- **Understand** the Design Thinking mindset, process, and key tools
- **Learn** how to identify real user and stakeholder needs
- **Practice** defining challenges, generating ideas, prototyping, and testing solutions
- **Strengthen** collaboration, creativity, and user-centered problem solving
- **Apply** Design Thinking to real business challenges within the organization



# FULL PROGRAMME OVERVIEW



| DATE & TIME          | SESSION   | MAIN FOCUS                                | WHAT WE WILL DO                                                                                                |
|----------------------|-----------|-------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| 7 July, 08:00–12:00  | Session 1 | Introduction to Design Thinking & Empathy | Understand the DT process, choose a service challenge, identify users and stakeholders, prepare for interviews |
| 8 July, 08:00–12:00  | Session 2 | Synthesis & Problem Framing               | Analyse insights, map the current service experience, identify pain points, define “How might we...” questions |
| 10 July, 08:00–12:00 | Session 3 | Ideation, Selection & Experiment Design   | Generate ideas, select the most promising solution, and turn it into a testable experiment                     |
| 13 July, 08:00–12:00 | Session 4 | Prototyping, Testing & Applying DT at TÜV | Build and test a prototype, collect feedback, define next steps and the ambassador role                        |

# Agenda – Session 1

- Welcome and introduction to the programme
- Training goals, ways of working and online collaboration rules
- Introduction to Design Thinking: process, tools and mindset
- Why Design Thinking matters in service improvement and GBS context
- Team integration and setting up the working groups
- Choosing a real service challenge for the workshop
- Introduction to empathy in Design Thinking
- Mapping stakeholders and service users
- Learning how to ask better questions in user interviews
- Preparing for user conversations before the next session
- Summary and next steps

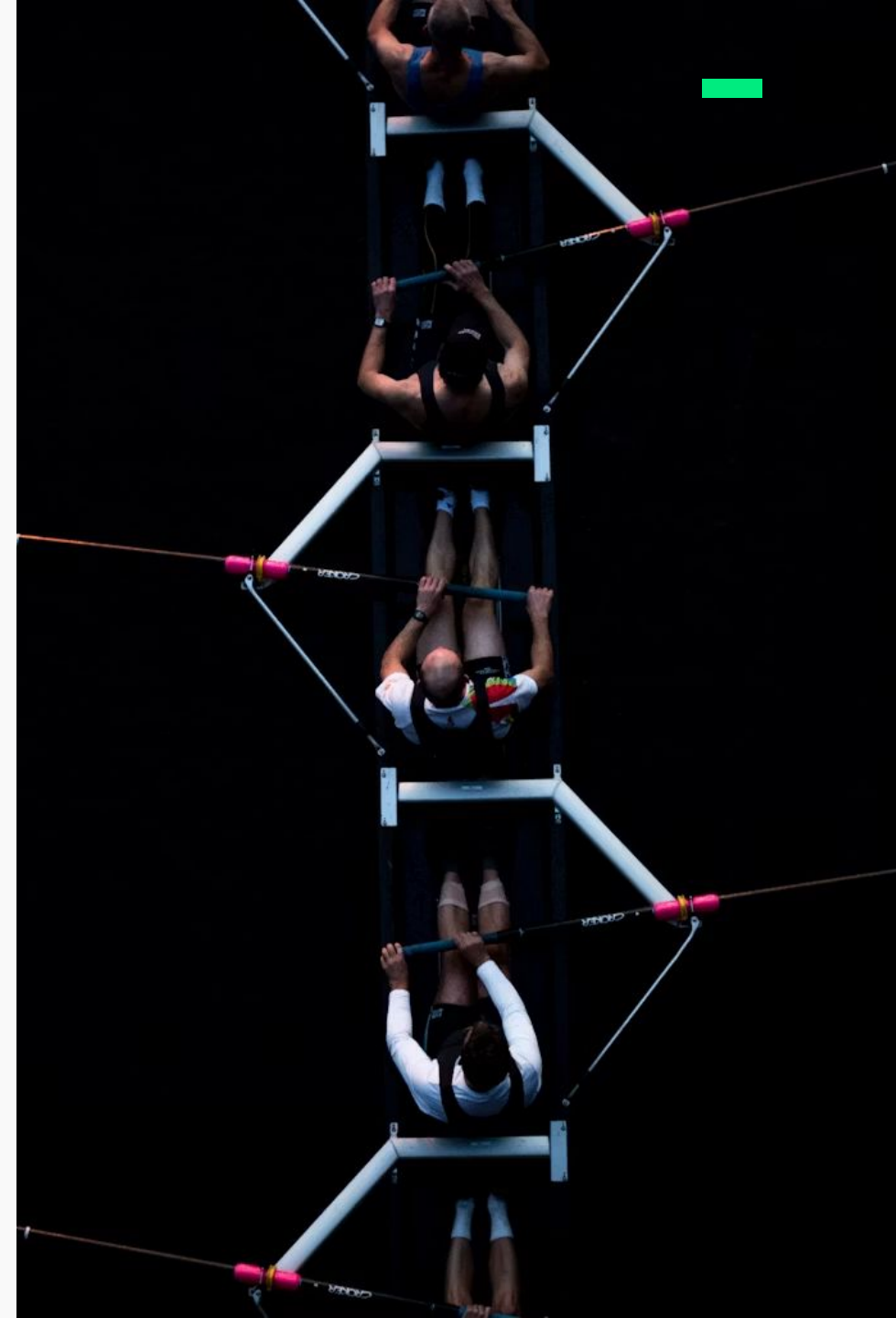
**Breaks:** One 15-minute break is planned during the session.

Additional short breaks may be added if needed.



# 🤝 Working Contract – Key Principles

- We respect each other and create a safe space for collaboration.
- We are fully present: only Microsoft Teams and Miro are open, other apps, tabs and notifications are closed.
- We are willing to step outside our comfort zone, because this is where real learning happens.
- There are no stupid questions. You have the right not to know — and I do too.
- We challenge ideas kindly, constructively and with good intentions.
- Help each other if someone gets stuck — do not wait only for the trainer.



# Technical Rules

- If something does not work in Miro, refresh the board first.
- If you get disconnected, simply rejoin the Teams meeting using the same link.
- Make sure you have a stable internet connection and, if possible, join from a quiet place where you can focus.
- If you have a technical problem, please say it out loud. I may not be able to follow the chat during the exercises.
- It is best to use a mouse when working in Miro — it makes moving around the board and editing sticky notes much easier.
- Please have something ready for taking notes, either offline or digitally.
- Keep your camera on whenever possible. It helps build a better atmosphere, trust and comfort in the group.
- Keep your microphone muted when you are not speaking, but feel free to unmute yourself whenever you want to ask a question or contribute.



🔥 **Let's get started!**



# WHAT IS DESIGN THINKING ABOUT?

Design Thinking is a method for creating innovation and solving problems based on discovering and deeply understanding users' needs.



# What Design Thinking is not

Design Thinking is not:

- a brainstorming meeting,
- a colorful workshop,
- a method for making people agree with a ready solution,
- a replacement for expertise,
- a guarantee of innovation.

Design Thinking is: a disciplined way of learning before investing too much time, money and organizational energy.

Which misunderstanding about DT have you seen before?



# Why it matters in internal services

Internal services are designed experiences.  
Even if we do not call them “products”, they have users.

A user of an internal service may ask:

- What should I do?
- Where should I submit the request?
- What information is required?
- How long will it take?
- Who is responsible?
- What is the current status?
- Why was my request rejected?

Every unclear moment creates friction.



# Example: internal customer frustration

A process may be correct and still feel broken.

Example:

- The procedure is documented.
- The form exists.
- The team responds within SLA.
- But the internal customer still feels lost, ignored or frustrated.

Why?

Because the service was designed from the process perspective, not from the user perspective.



# The shift from process-first to user-value-first

Traditional question:

**"How do we make the process compliant and efficient?"**

Design Thinking question:

**"How do we make the service valuable, understandable and usable for the people who depend on it — while keeping it compliant and efficient?"**



# Traditional Project Approach vs. Design Thinking

| Area               | Traditional project approach                                              | Design Thinking approach                                                        |
|--------------------|---------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| Starting point     | We start with a defined solution or business requirement.                 | We start with understanding the real user need or problem.                      |
| Assumptions        | Assumptions are often treated as facts and built into the project plan.   | Assumptions are made visible and tested as early as possible.                   |
| Risk               | Risk is managed mainly through planning, governance and control.          | Risk is reduced through fast learning, prototyping and user feedback.           |
| Planning           | A detailed plan is created early and the team tries to follow it.         | The plan evolves as the team learns more about users and the problem.           |
| Problem definition | The problem is often defined by the organization.                         | The problem is reframed based on user insights and stakeholder perspectives.    |
| User involvement   | Users are usually involved late — during acceptance, rollout or feedback. | Users are involved early and repeatedly throughout the process.                 |
| Success measure    | Success means delivering the agreed scope on time and within budget.      | Success means creating a solution that is valuable, usable and feasible.        |
| Decision-making    | Decisions are often based on opinions, hierarchy or internal priorities.  | Decisions are based on evidence, insights and tested hypotheses.                |
| Mistakes           | Mistakes are costly because they appear late in implementation.           | Mistakes are expected early, when they are still cheap and useful for learning. |
| Output             | A completed project, process or service.                                  | A validated solution that solves the right problem.                             |



**Mindset › Process and tools**



**Step into the user's shoes. Understand their perspective.**



**Take action.  
Build and test  
prototypes  
quickly.**



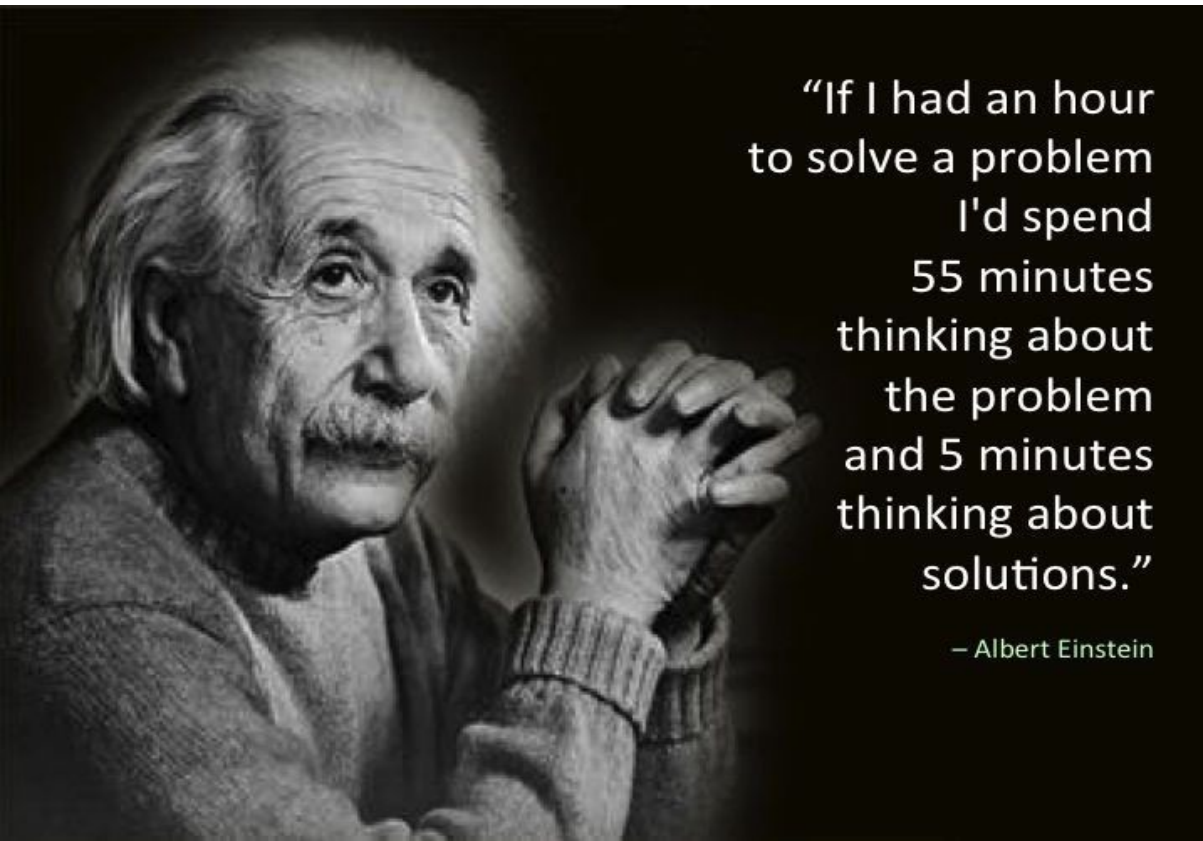
**Get out of the office.  
Stay close to your  
customers.**



**Get out of the office.  
Stay close to your  
customers.**



**Work as a team.  
Use different  
perspectives.**

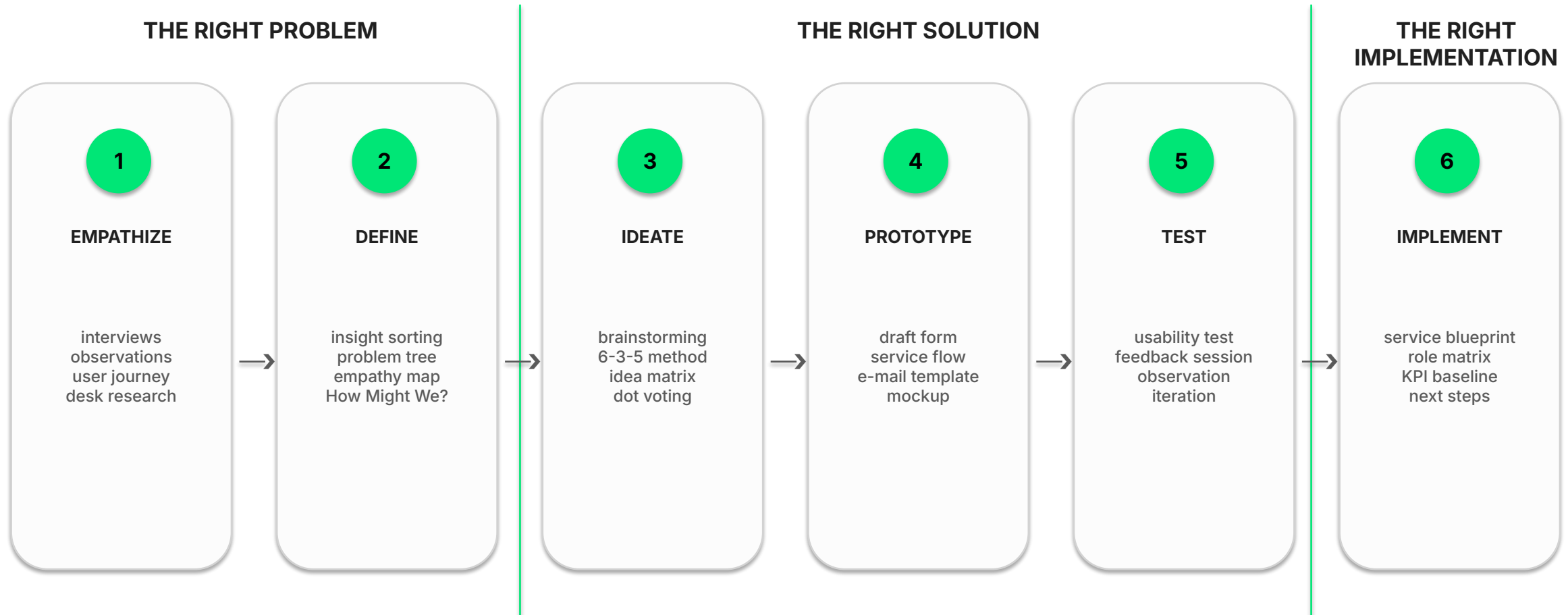


“If I had an hour  
to solve a problem  
I'd spend  
55 minutes  
thinking about  
the problem  
and 5 minutes  
thinking about  
solutions.”

— Albert Einstein

**Be aware of the process.**

# The Design Thinking Process



First understand the right problem. Then design and test the right solution. Only then move toward implementation.



## Hidden numbers



**10%**

scan success rate

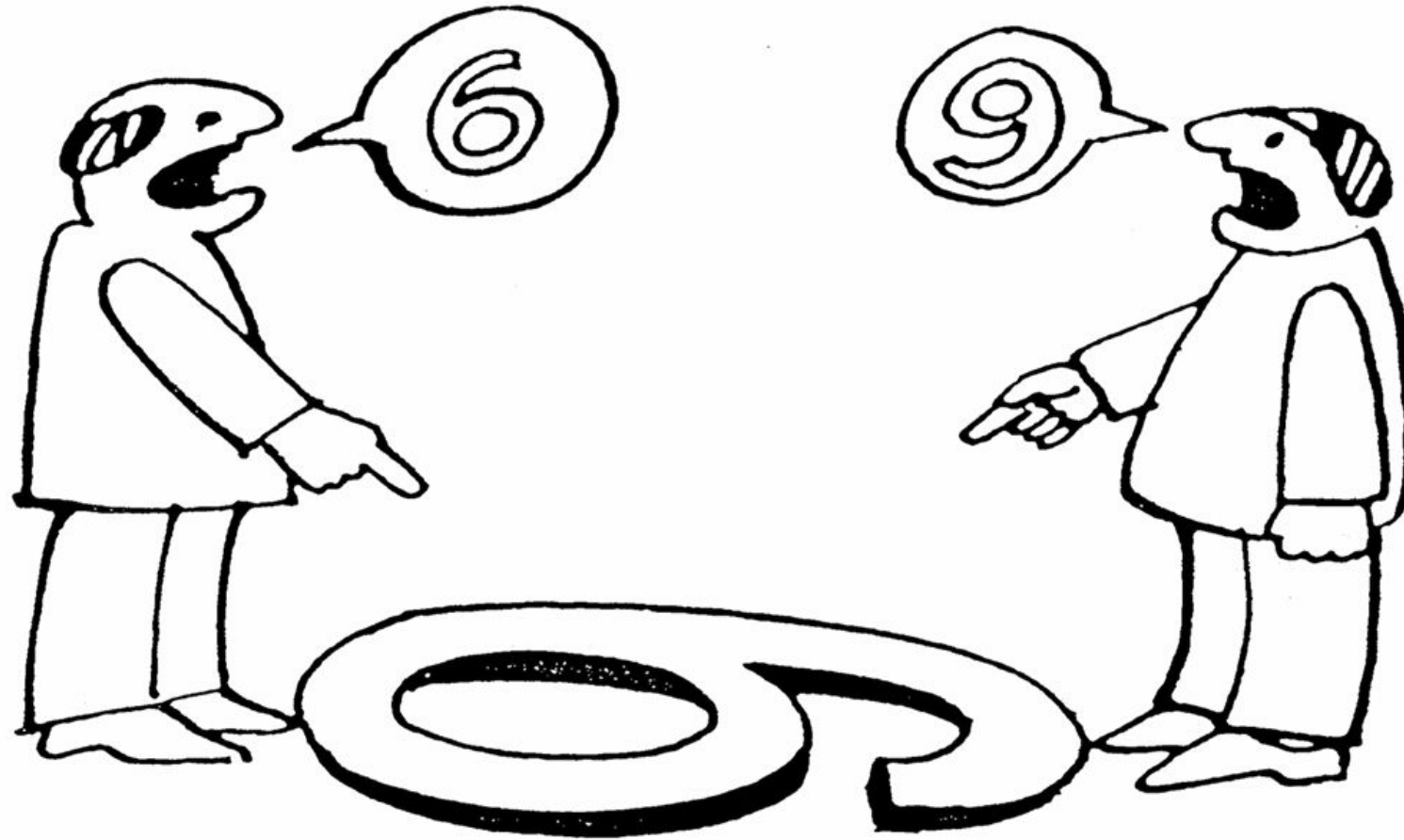
**80%**

children received  
sedatives

## Visible consequences



**How can we step into a child's shoes?**



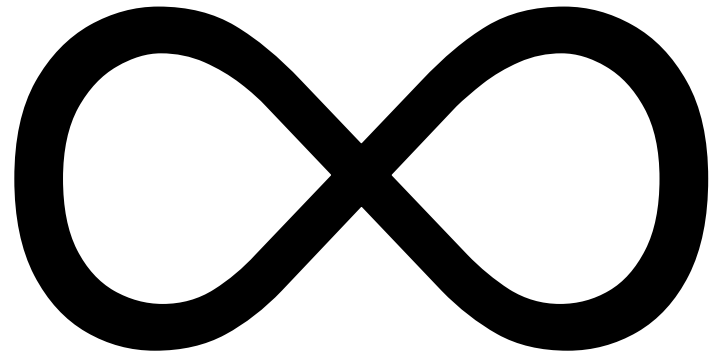
**It is not about being scanned by CT as an adult**



## Lack of perspective leads us to the wrong solution



- ☹️ More space
- ☹️ Movement resistance
- ☹️ Shorter scan time
- ☹️ A quieter machine



The right question:

**How might we turn the scan into  
an adventure so that a child has a positive  
and memorable experience?**

**It is not about painting the machine — it is about designing a formal process for doctors and an adventure for children.**



## Measurable impact

Scan success rate

**10% → 90%**

from low completion  
to reliable scans

Sedative use

**80% → 10%**

from routine sedation  
to a better child experience

A better-designed experience changed both the user outcome and the operational outcome.

## User benefit





Powered by **allegro**

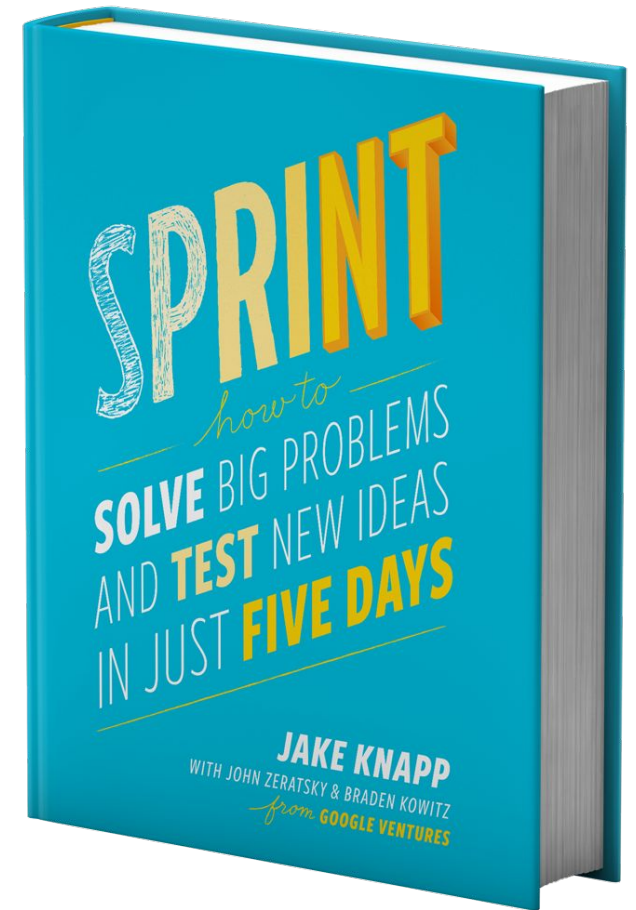
## Let's run a 5-day Design Sprint for the new eBilet website

### Research insight:

- The website should not only support ticket purchase, but also help users discover inspiration and reasons to come back.

### Why a Design Sprint?

- Fast progress
- No endless meetings or consultations
- All key perspectives working together



# Design Thinking in 5 days

day 1



understand

- who are the users
- what are their needs
- what is the context
- competitor review
- formulate strategy

2



diverge

- envision
- develop lots of solutions
- ideate

3



decide

- choose the best idea
- storyboard the idea

4



prototype

- build something quick and dirty to show to users
- focus on usability not making it beautiful

5



validate

- show the prototype to real users outside the organisation
- learn what doesn't work

# Participants

- UX team
- Marketing
- Technology
- Decision-maker
- Facilitator 😊

5 days × 6 hours

Testing with real users

Prototype: clickable mockup



## Results?

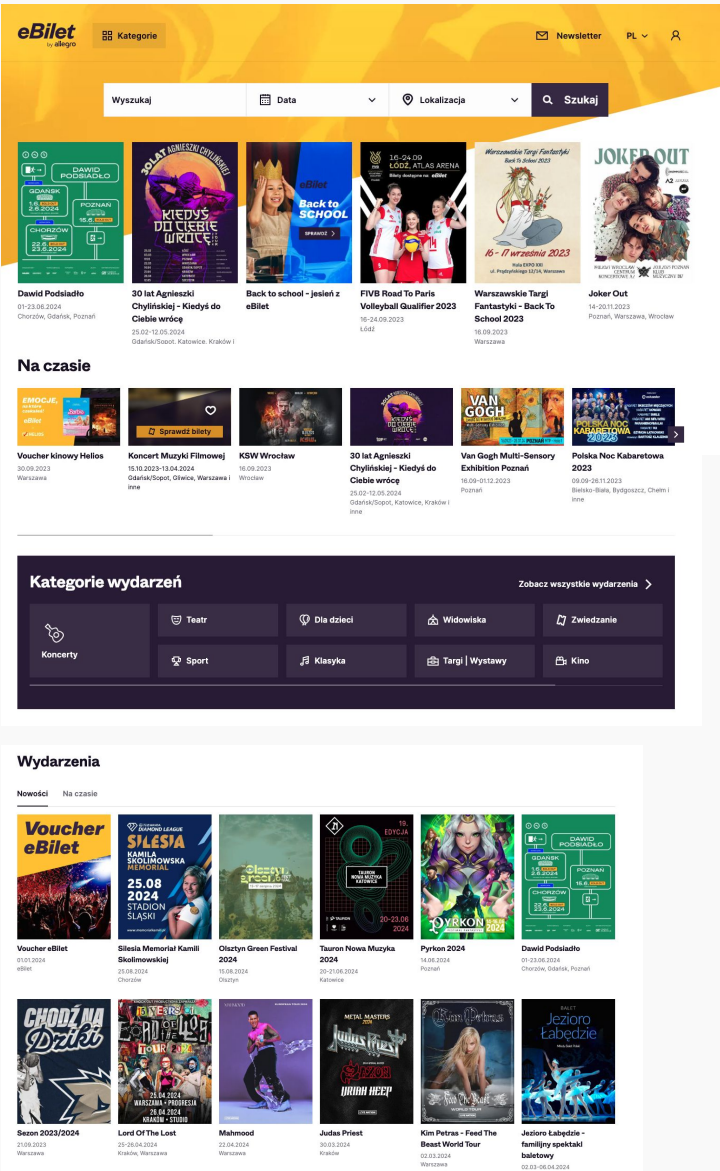
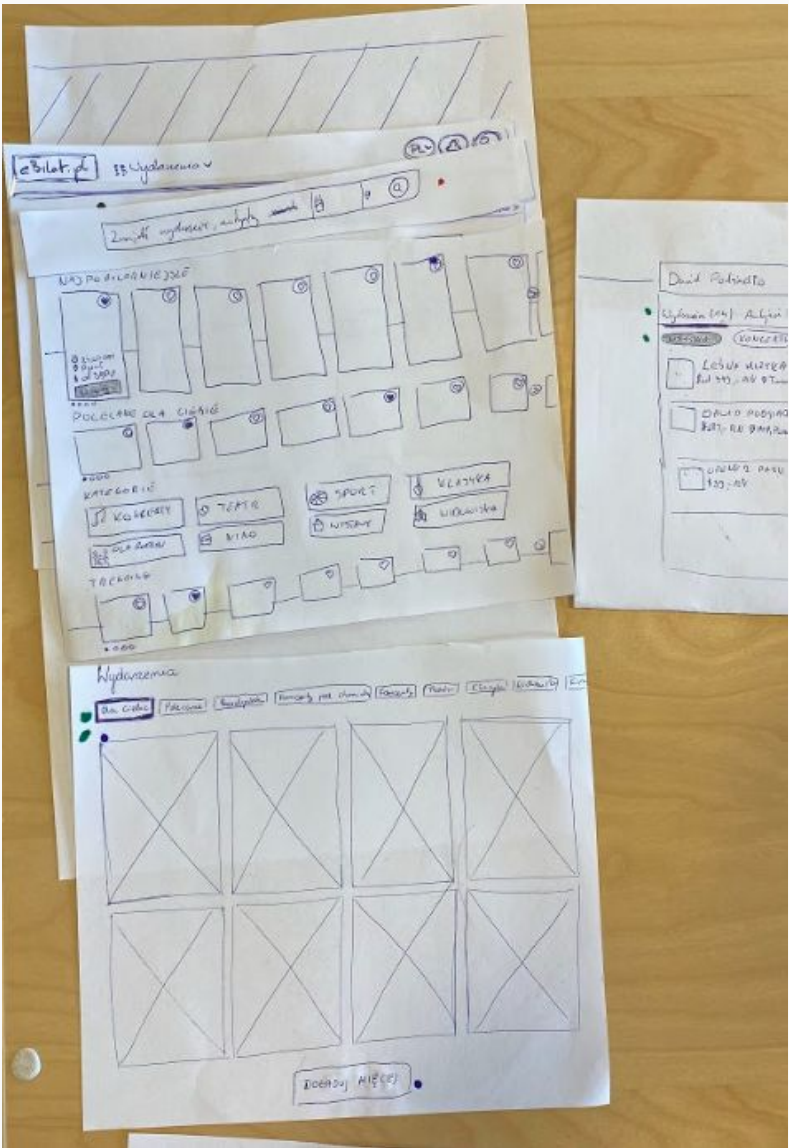
A prototype better than the existing service.

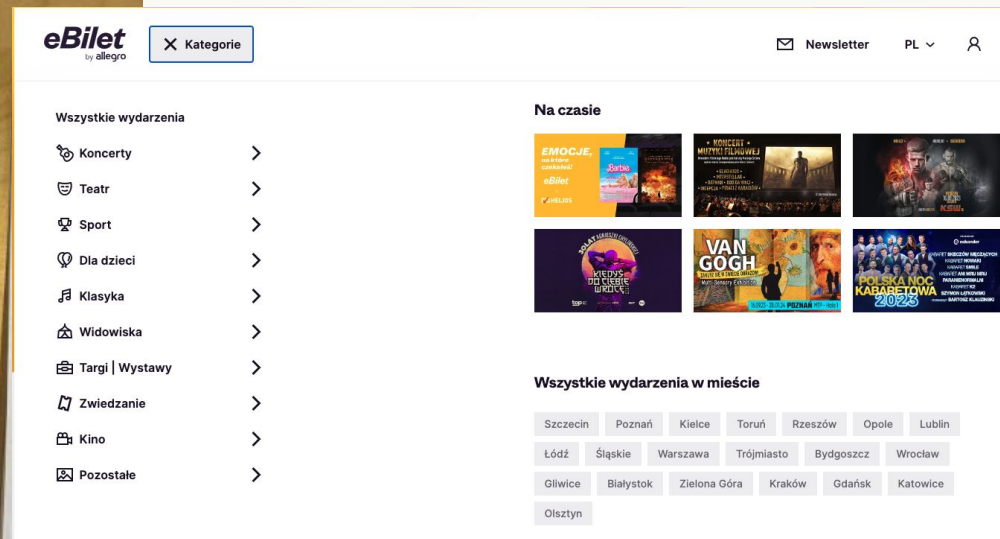
From paper sketches to a complete digital service.

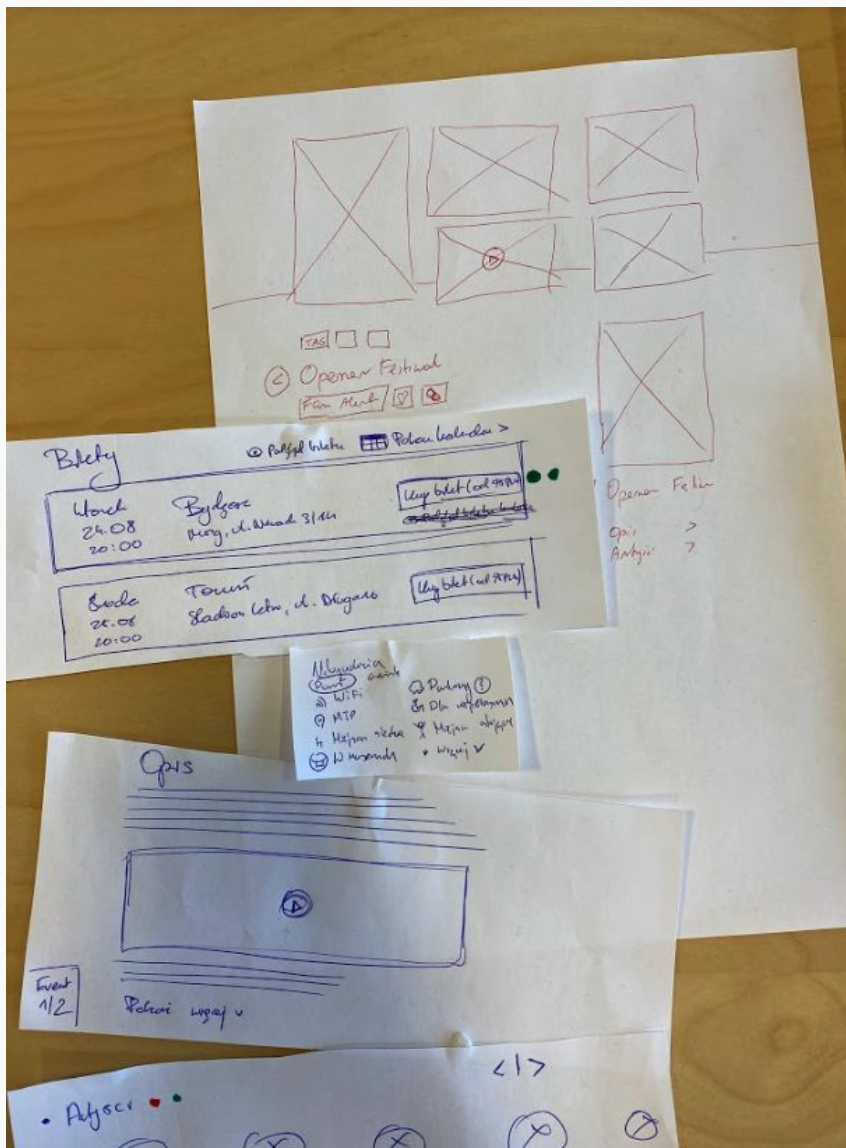
5 years of operation and increased ticket sales.



# We drew the service first — and only a few changes were needed later.







# KSW Wrocław

16.09.2023 Wrocław

Organizator: Federacja KSW



3348



Sprawdź bilety



## BILETY

Pokaż widok kalendarza

sobota  
16.09.2023  
19:00

**KSW 86**  
Wrocław, Hala Orbita



Kup bilety

## O wydarzeniu

### NOWE OGŁOSZENIA:

- Artur Szczepaniak z nowym rywalem na galę KSW 86: były pretendent do pasa mistrzowskiego i numer dwa rankingu wagi półśredniej, podczas gali KSW 86 zmierzy się ze specjalizującym się w kończeniu walk przed czasem, Henrym Fadipe. Igor Michaliszyn musiał wycofać się ze starcia z powodu kontuzji pleców.

### Gala KSW 86 z mistrzowską walką o pas wagi koguciej we Wrocławiu!

Już 16 września organizacja KSW po raz piąty w historii zawita do Wrocławia. Gala KSW 86 odbędzie się w hali Orbita, a w walce wieczoru Jakub Wikłacz (14-3-1, 9 Sub), mistrz wagi koguciej, stanie do pierwszej obrony pasa. W karcie walk pojawią się też dwaj efektownie walczący zawodnicy wywodzący się z Wrocławia: Michał Michalski (10-5, 6 KO, 1 Sub) i Kacper Koziorębski (9-5, 4 KO).

# Why paper drawings were a final prototype?

## Design Thinking:

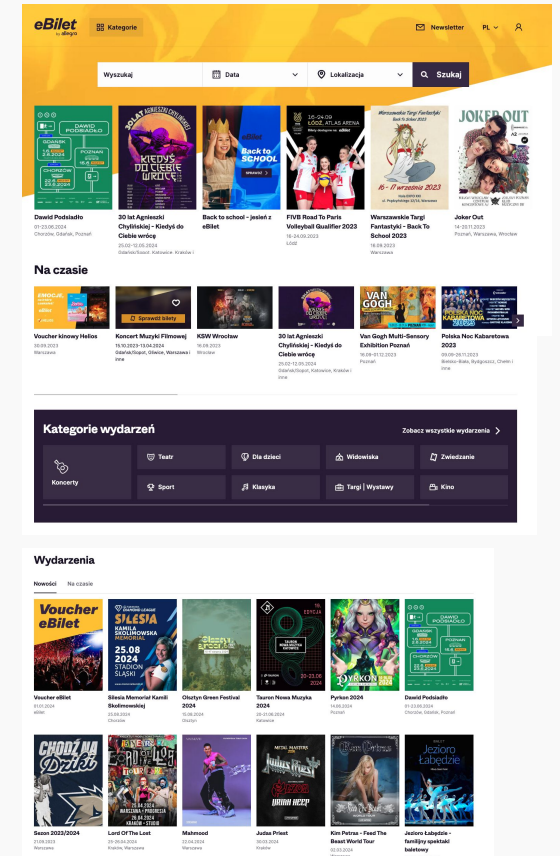
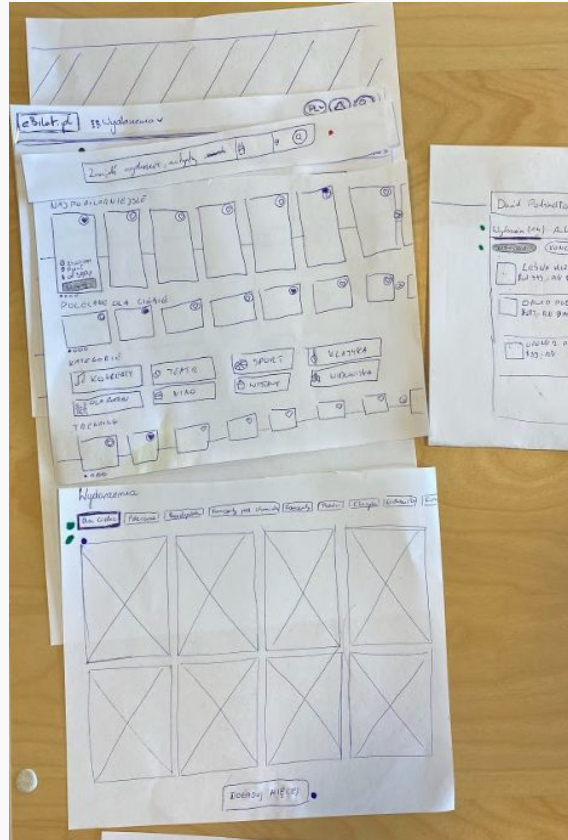
**Provides a clear structure for the innovation process** – it brings order to the work, from identifying the challenge to testing solutions.

**Reduces implementation risk** – it enables ideas to be validated at an early stage, before the full cost of investment is incurred.

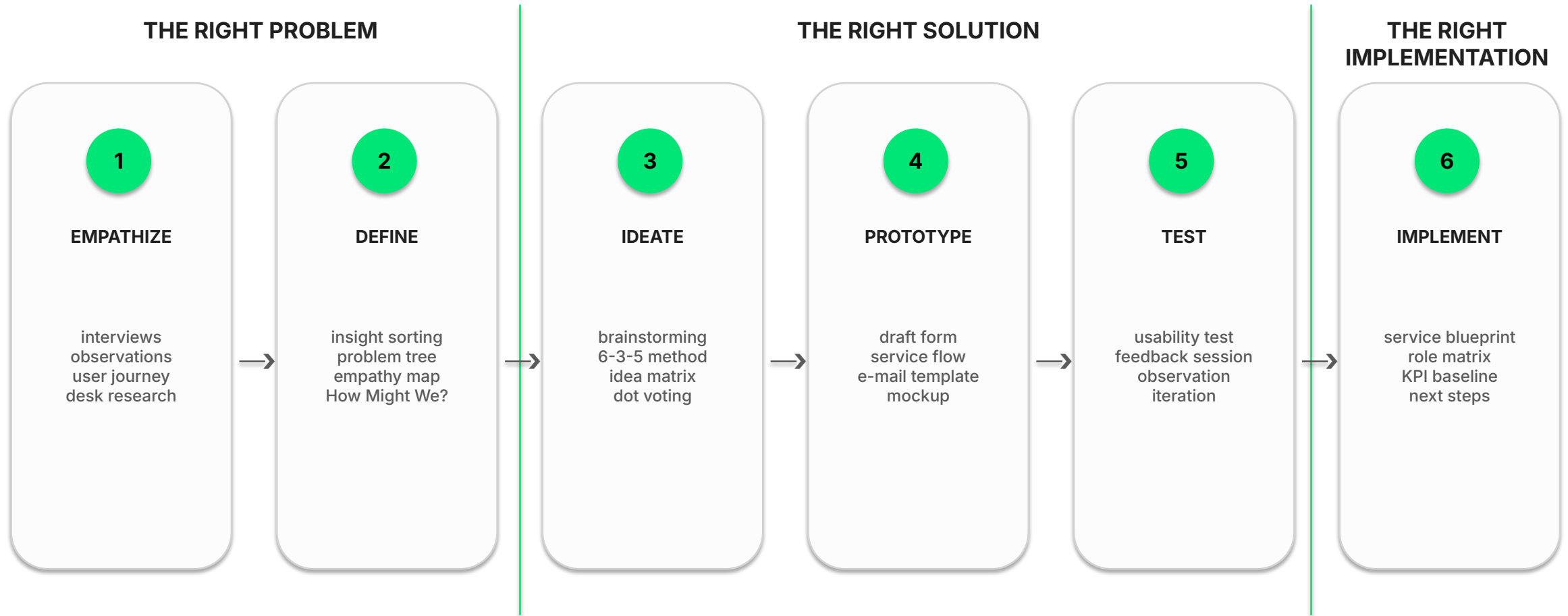
**Supports the development of relevant innovations** – it leads to solutions based on the real needs of customers and users.

**Improves the quality of customer and user experience** – it increases the alignment of products, services, and processes with market expectations.

**Strengthens collaboration and team engagement** – it integrates different perspectives and builds a shared sense of ownership for outcomes.



# Summary: from the right problem to implementation



First understand the right problem. Then design and test the right solution. Only then move toward implementation.

# Miro Warm-Up: Meet the Team

Please open the Miro board and go to the area called:

**Meet the Team: Our Superpowers**

**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.

**Let's divide into working groups**



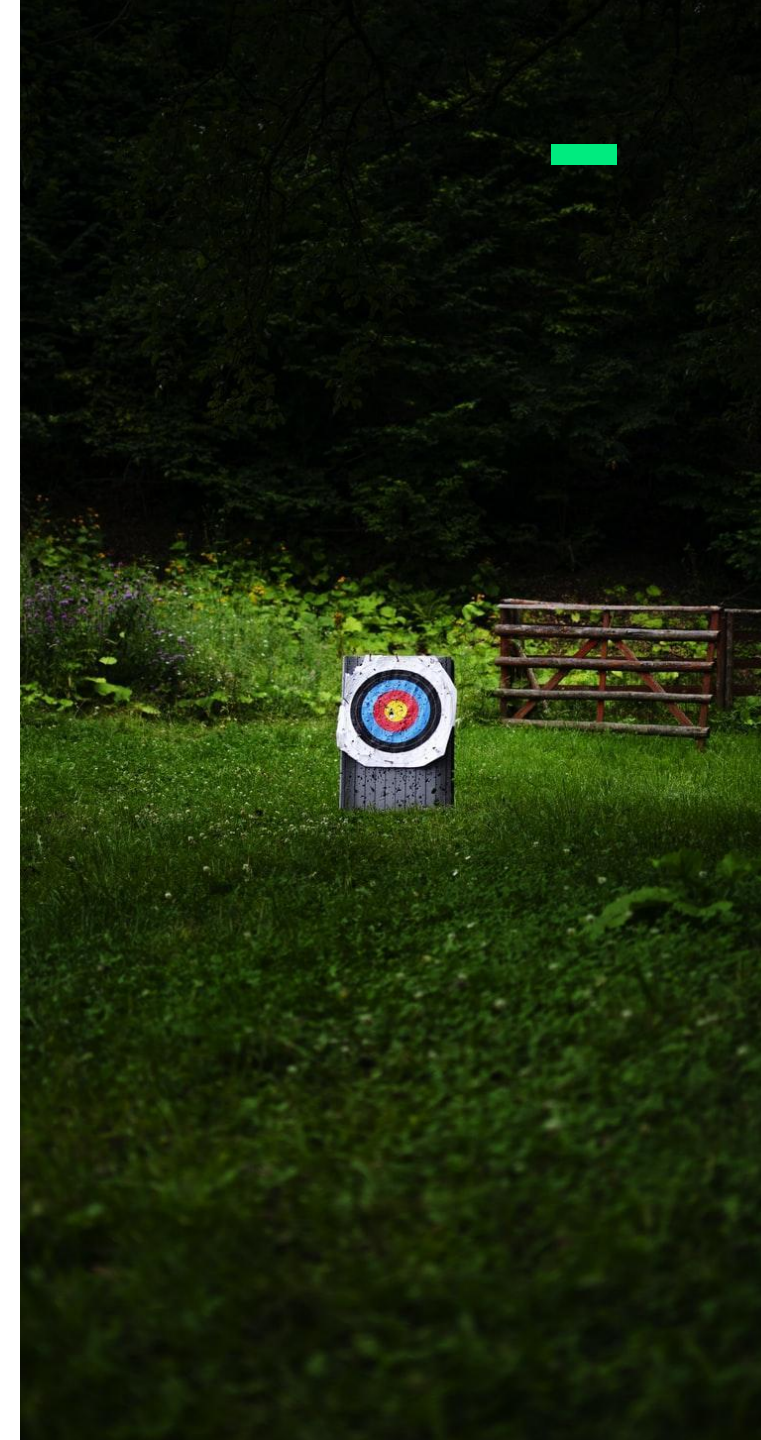
# Challenge — Simulation context

In this training, **you are a special task force** brought together **to solve a critical business problem.**

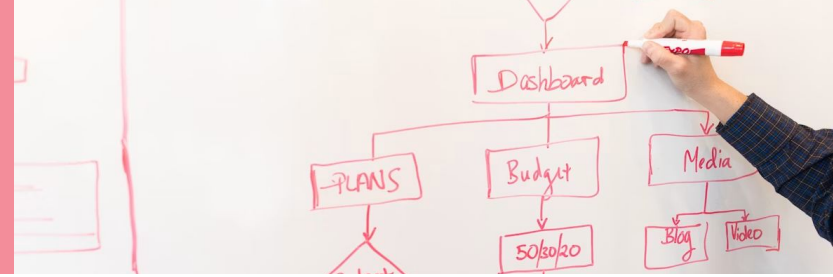
You have been given **a challenge that has serious consequences for the organization** — it affects efficiency, creates frustration and impacts key business results.

Your mission is to understand the problem, find the right solution and design a simple experiment that will allow you **to test whether your idea actually works in practice.**

The goal is not to build a perfect solution, but to **create something simple, fast and low-cost that can be tested and validated before any larger investment is made.**



# Challenge Card #1 – System architecture and UX



## Problem — what is visible today?

Business employees and finance colleagues need to submit 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 VIM, Concur, e-vouchers and ticketing systems.

## Business consequences — why does it matter?

When users are unsure 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 makes AP and Master Data requests difficult 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 rerouting.

**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?

# 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 process, 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?

# 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 AR / Finance team.

## Business consequences — why does it matter?

When customers and internal colleagues lack clarity, payments are delayed, clarification requests increase, and AR / 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:** 76% of invoices are delivered on time.

**Target:** 90% of invoices delivered on time — increase by **14 percentage points**, which means an **18% relative improvement**.

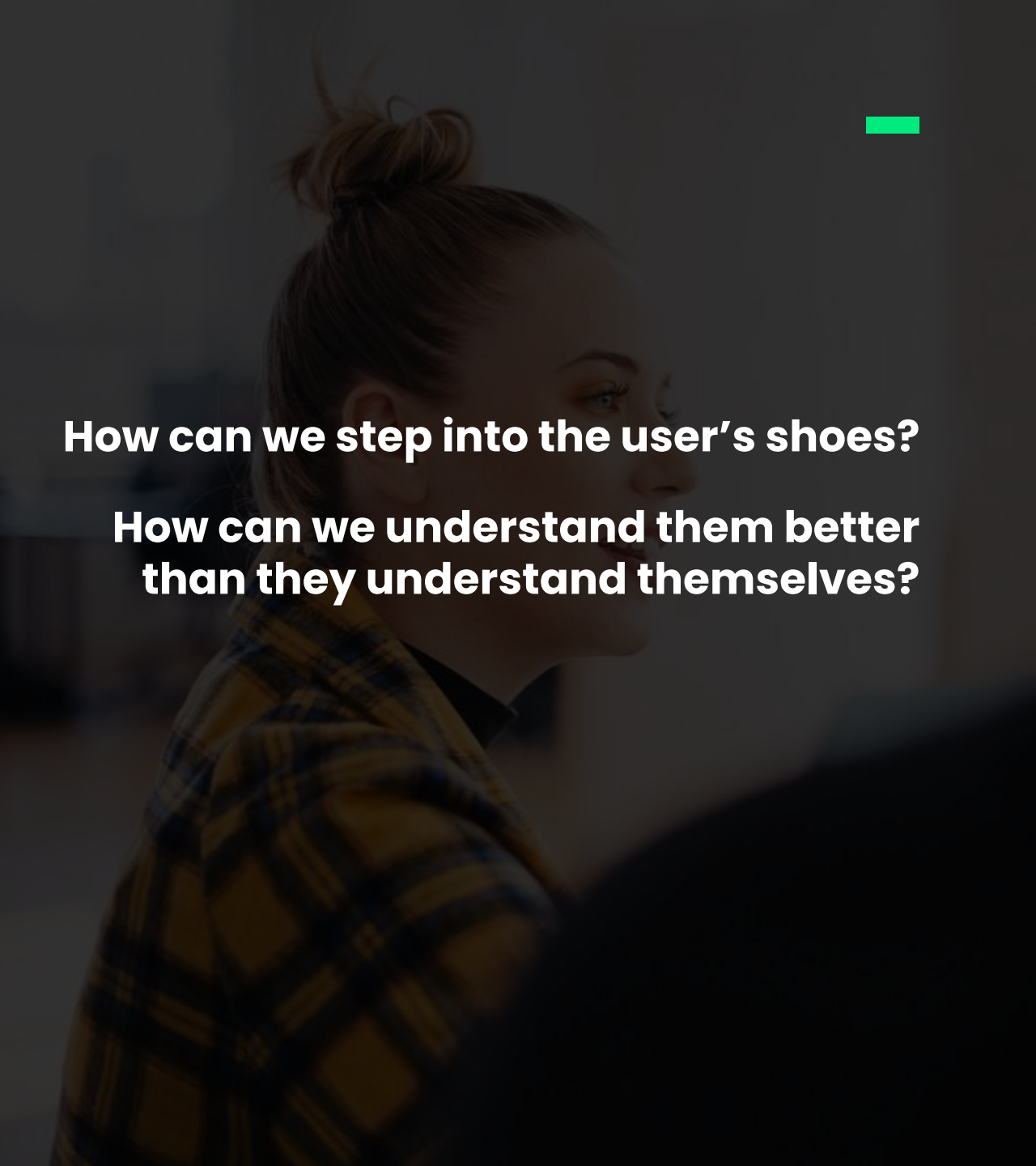
## Working challenge

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 AR / Finance teams can reduce repeated clarification work?

# EMPATHY

"Empathy means seeing an experience through another person's eyes and understanding why people do what they do. Human focus is at the heart of innovation."

**Creative Confidence, David and Tom Kelley**



**How can we step into the user's shoes?**

**How can we understand them better than they understand themselves?**

# EMPATHY

- Gain insights.
- Discover real and unspoken needs or root causes.
- Understand details of users' problems and contexts.
- Find inspiration for innovative solutions.
- Base project work on facts, not assumptions.
- Understand users' values, motives and behaviours.
- Identify stakeholders who influence the solution.
- Verify hypotheses about users.
- Motivate the team with real user stories.



## OBJECTIVE OF THE STAGE

# EMPATHY MINDSET

A user or customer is a person, not a row in Excel or an institution.

Contact Details

Grant Admin

Individual / Employee / Person

DetailsParentsChildrenListsLot/PlanAudit LogAdditional Information

Active

User

Public

Account Managers

Contact Details

First Name:Grant

Last Name:Admin

Job Title:Round Administrations Officer

Mobile:0412 345 678

Phone:07 1234 5678

Fax:07 1234 5679

Email:gadmin@grantcloudpro.net

Website:http://www.example.com

Add Client Engagement

NoteIssue/ActionTaskCorrespondence

\*Type:Phone

\*Details:Details of correspondence

\*Date:23/11/2015

Attachment:(Max 20MB)

Choose FileNo file chosen

ResetAdd

Client Engagements

FromPlease enter aToPlease enter aKeywordPlease enter a keyword

CRM Project Budget Breakdown Export

My Assigned Issues / ActionsSummaryNotesIssues / ActionsTasksCorrespondenceProject InvolvementMy Activity

| Date       | Type  | Details                                     | Attachment(s) | Created In Contact List | Created By  | Created Date & Time |
|------------|-------|---------------------------------------------|---------------|-------------------------|-------------|---------------------|
| 14/09/2015 | Phone | Conversation with Terry Young regarding ... |               |                         | Grant Admin | 23/11/2015 10:23    |

Client Persona: HR Executive

Evonne

Director of Human Resources

Demographics

• Skews female

• Ages: 35-55

• Education: BA and often MA

Challenges

- Often tasked with many competing responsibilities
- Uses outdated HR software
- Can't spend as much time addressing individual staff problems as she would like
- Finding qualified temporary staff at a moment's notice
- Avoiding sticky discrimination scenarios
- Healthcare options keep changing
- Training new recruits

Goals

- To ensure the company complies with all labor laws and standards
- To address staff problems quickly and efficiently
- To maintain a modern and efficient HR IT system
- To keep up to date with the latest changes in federal, state and local labor regulations
- To deliver a streamlined personnel vetting and hiring process
- Managing benefits and payroll without delays or errors

What Does She Read?

- HR Executive <http://www.hreonline.com/>
- HR Magazine <http://www.shrm.org/Publications...>
- Workforce <http://www.workforce.com/>
- HR.com <http://www.hr.com/>

Key Objections

- "I have too many things on my plate to learn a new software system."
- "I'm concerned about getting buy-in from the executive team. Any way you can help?"

How to Respond

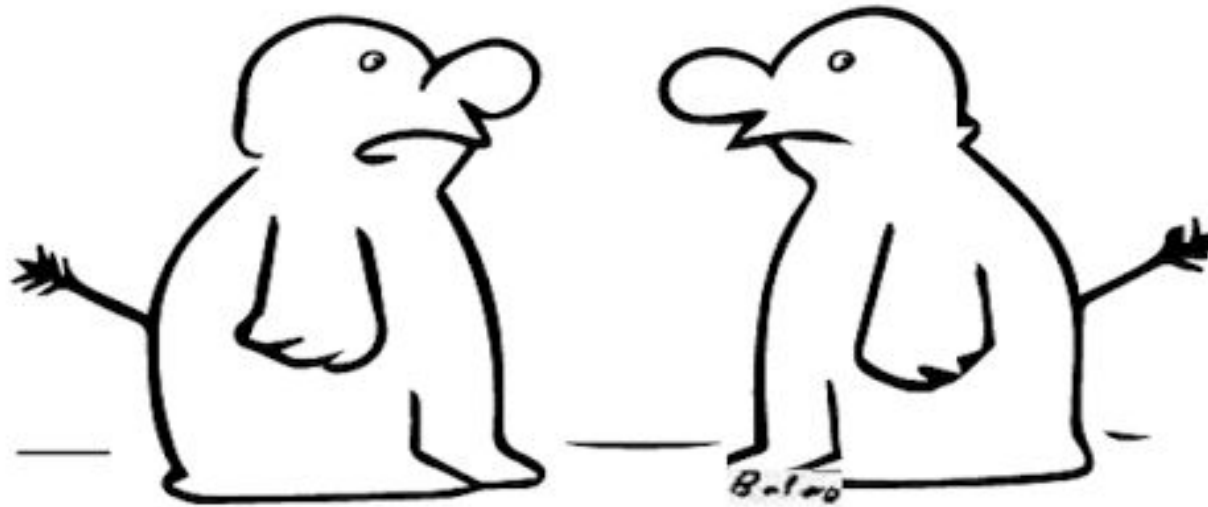
- "Our platform is incredibly easy to learn and use. In fact, some of our users say it has transformed their work."
- We can help in a few ways: 1) we can set up a live demo for your management team; 2) we can fly in and meet with your team in person to answer any questions; 3) we can put together a detailed pitch deck that spells out all the benefits of the HRNow platform.

I think we're too small for your platform. It's probably more than we need right now.

You can buy HRNow Lite, a reduced version of our flagship produce. That way you can add features as you grow.

## EMPATHY MINDSET

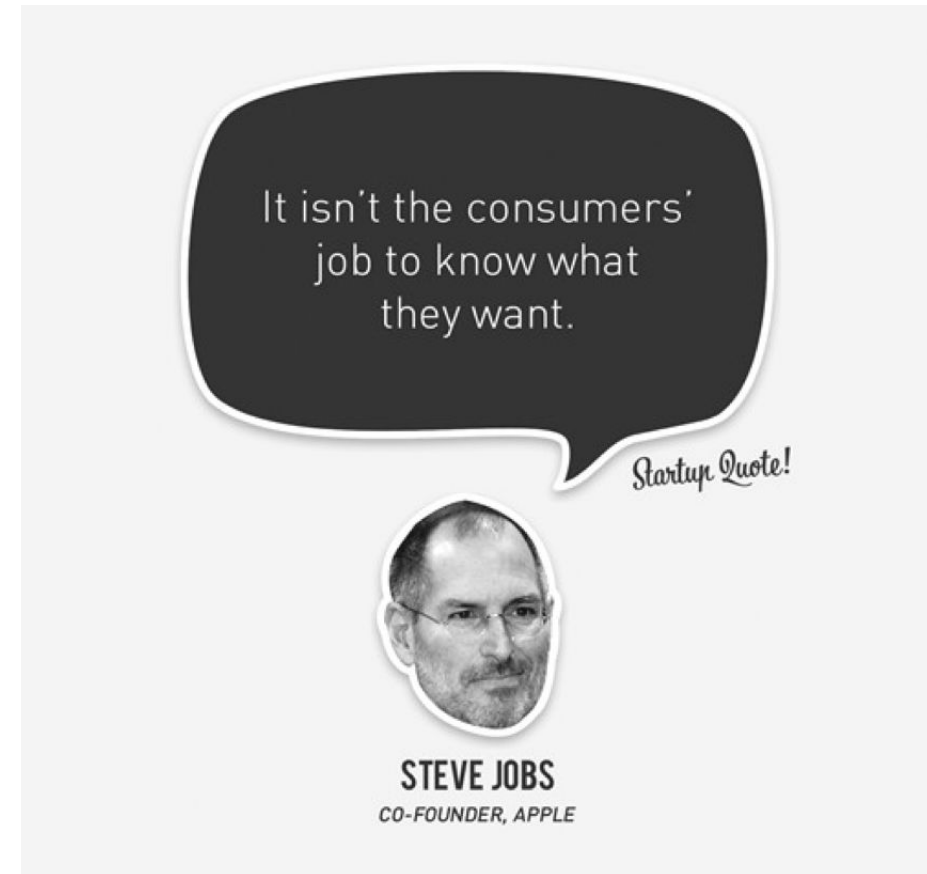
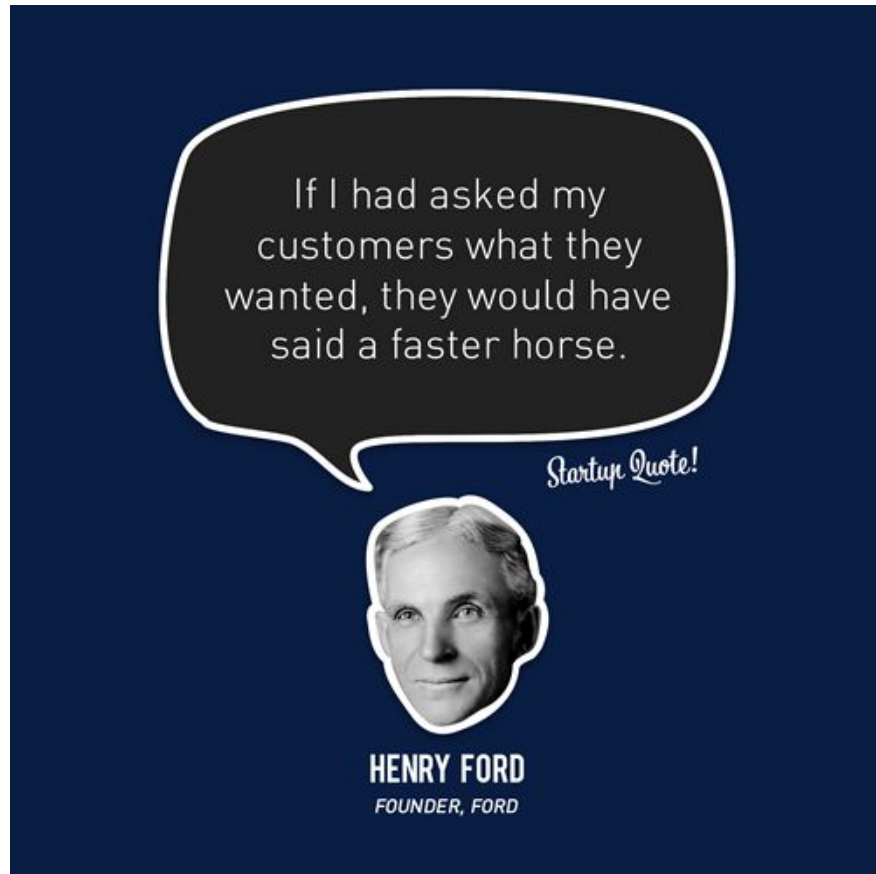
Understanding is the essence of empathy.



"Yeah, I know exactly how you feel."

## EMPATHY MINDSET

Be aware of users' unspoken needs.



# EMPATHY MINDSET

## AirBnB Example

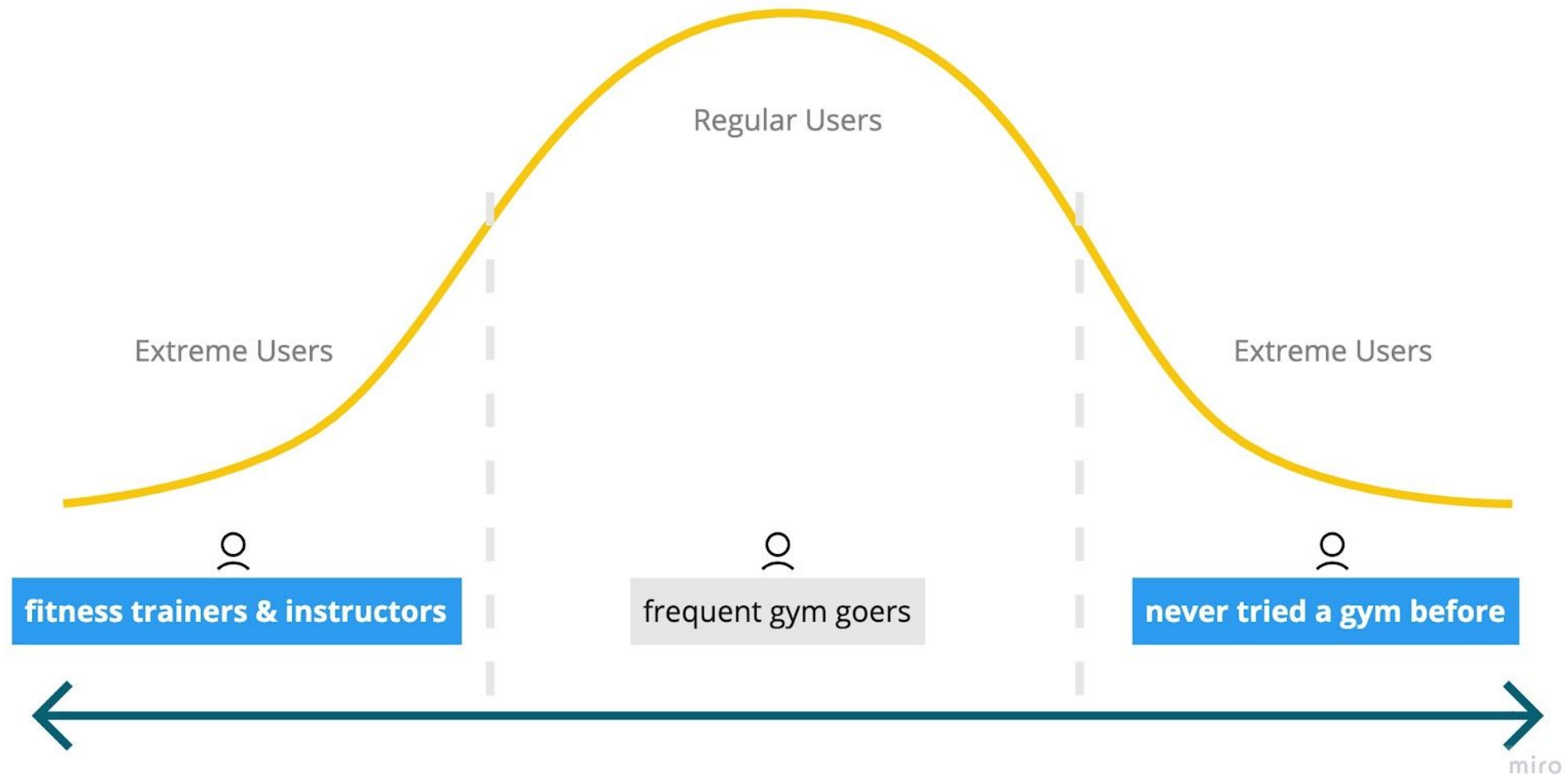


# IDENTIFYING KEY STAKEHOLDERS

- users / customers as the main research group
- stakeholders who influence decisions



# Extreme Users



Extreme users help us discover hidden needs, workarounds and failure points that average users may never mention.

# EXTREME USERS

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## NASA Inventions

Surprising things we use every day that came from the Space Program

Compiled by  
Kella Randolph, M. Ed.



1 of 34

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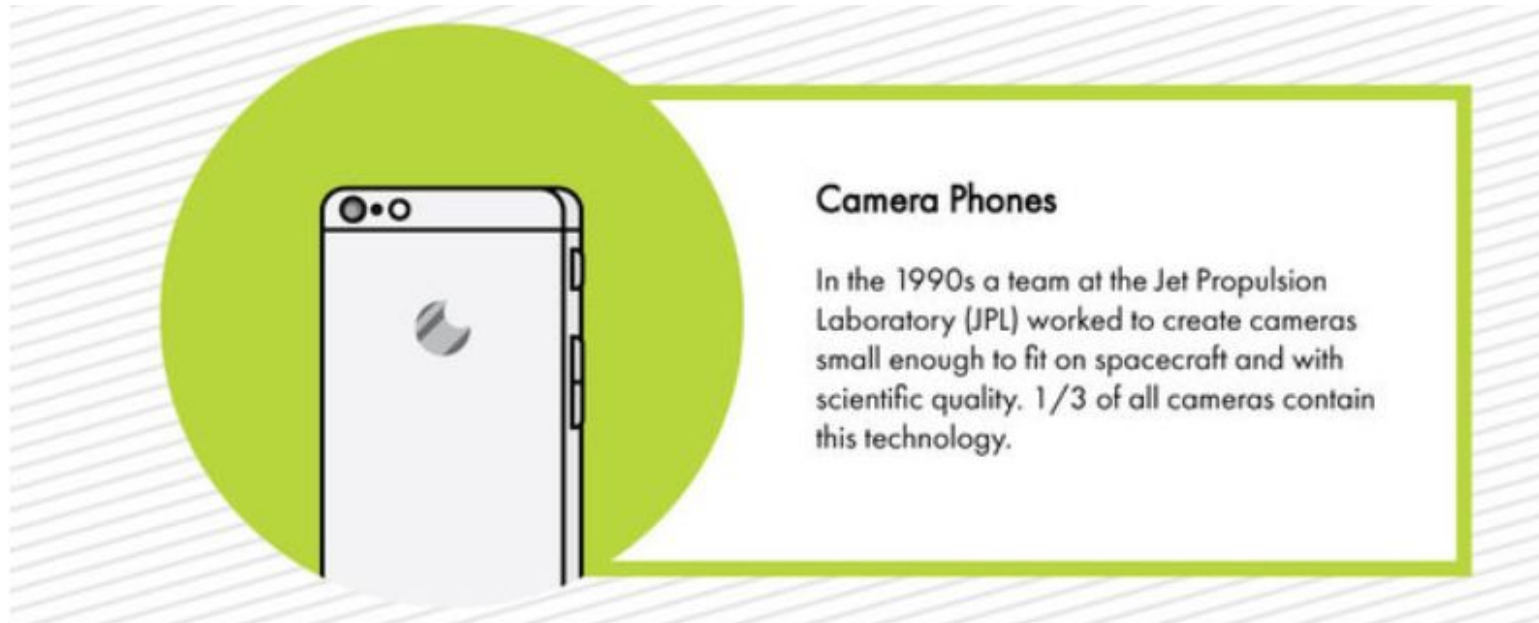
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## EXTREME USERS



In the context of your workshop challenge, who could be your extreme users?

# Empathy – Stakeholder Map

A stakeholder map helps us identify people and groups connected with the challenge.

It shows who has:

- interest in the problem,
- influence on the process, decision or implementation.

This is useful before the empathy step because it helps us decide who we should talk to first.

In Design Thinking, we do not empathize with “random users”.

We need people who can help us understand:

- where the friction really appears,
- who experiences the problem directly,
- who creates or controls parts of the process,
- who may support or block future improvements.



# Empathy – Stakeholder Map

## Map stakeholders for your challenge

Use your challenge card and list all people or groups connected with the process.

Place them on the map based on:

**Interest** — how much they care about the problem or are affected by it.

**Influence** — how much they can affect the process, decision or implementation.

Map four groups:

- **High interest / high influence**  
Key stakeholders. Talk to them early and involve them closely.
- **High interest / low influence**  
Main users or affected groups. Important for empathy interviews.
- **Low interest / high influence**  
Potential blockers or decision-makers. They may not feel the problem, but can stop or enable change.
- **Low interest / low influence**  
People to monitor. They may be less important for interviews now.

## Output

Select **2–3 people or groups** you would interview first in the empathy phase.

## Map stakeholders for your challenge



# EMPATHY – IN-DEPTH INTERVIEWS

In-depth interviews are one of the core ways to gain insights in Design Thinking. They are semi-structured conversations with one person. They usually last from 15 minutes to 1.5 hours, depending on the scope and depth.

They help us:

- understand users or customers deeply,
- explore stories, emotions and context,
- ask follow-up questions,
- observe body language and reactions,
- collect rich information and specific quotes that reveal needs and problems.

Key features:

- simple to run,
- easy to repeat,
- allow probing and clarification.

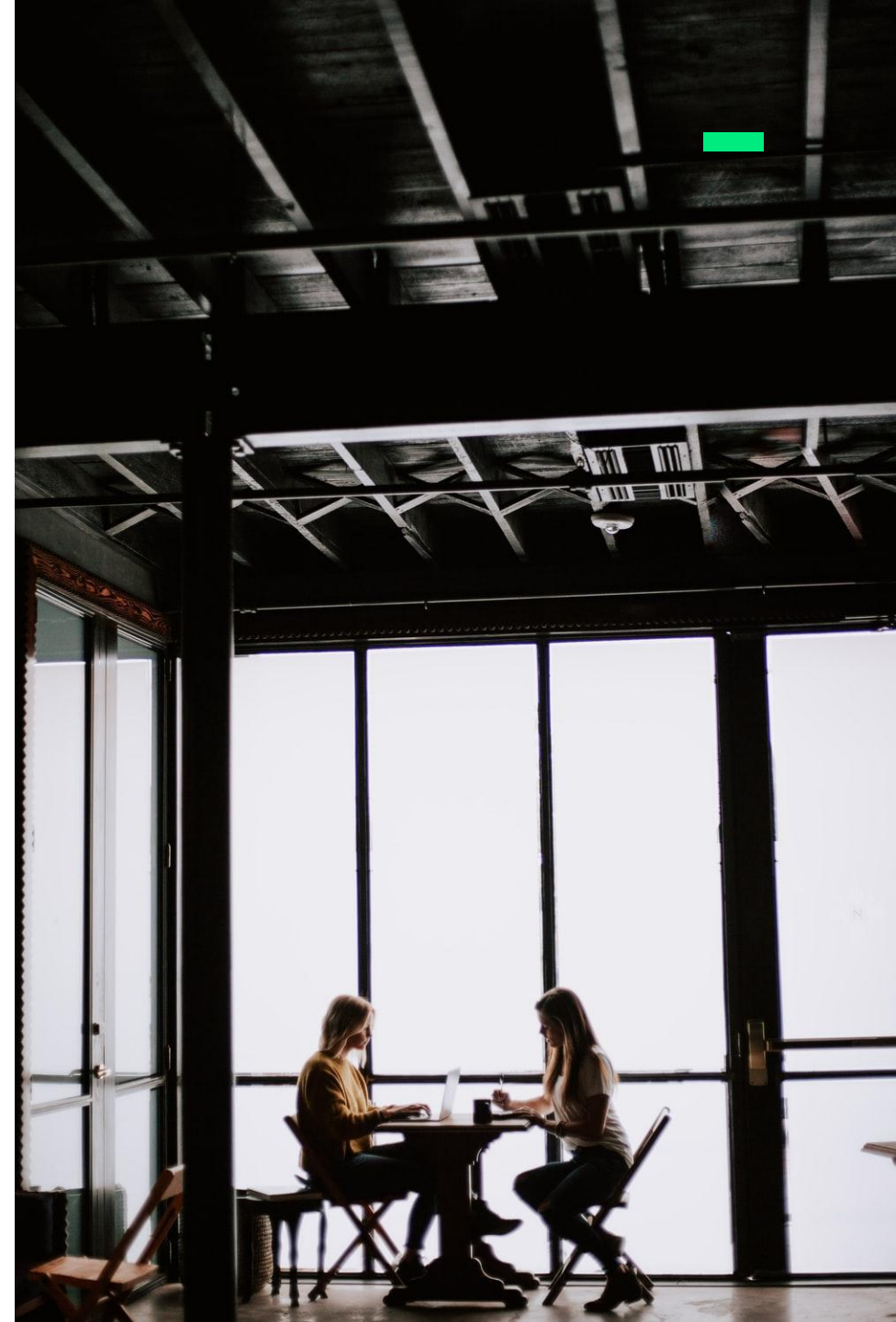
**Watch out for declarative answers.**

**What people say and what they actually do are often two different things.**



# HOW TO CONDUCT A INTERVIEW?

- Ask open-ended questions.
- Encourage stories.
- Do not suggest the answer in the question.
- Go deeper using the "5 Whys" method.
- Make the interviewee feel comfortable.
- Document answers: recording, notes or an AI note-taker.
- If possible, ask the person to show the problem and its consequences.

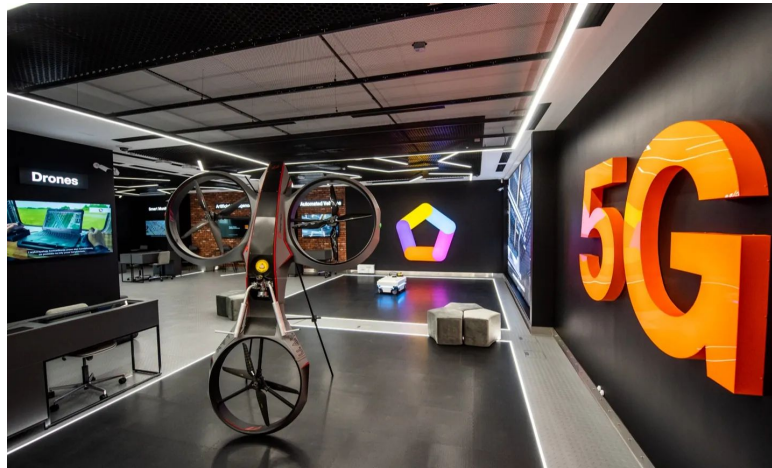


# EXAMPLE QUESTIONS

- Tell me about the last situation when...
- What was difficult?
- Why was it difficult?
- How did you feel at that moment?
- How often does this problem happen?
- How do you deal with it today?
- What have you already tried?
- Why was the current solution not good enough?
- How much time or effort does it cost you?
- Where do you look for information or support?
- What keywords would you use to search for this topic?



**Five minutes talk with a real user can overturn our assumptions  
and force us to rethink the work we have done so far.**



**STOEN  
OPERATOR**  
powered by *e-on*

# TASK – DESIGN AN INTERVIEW

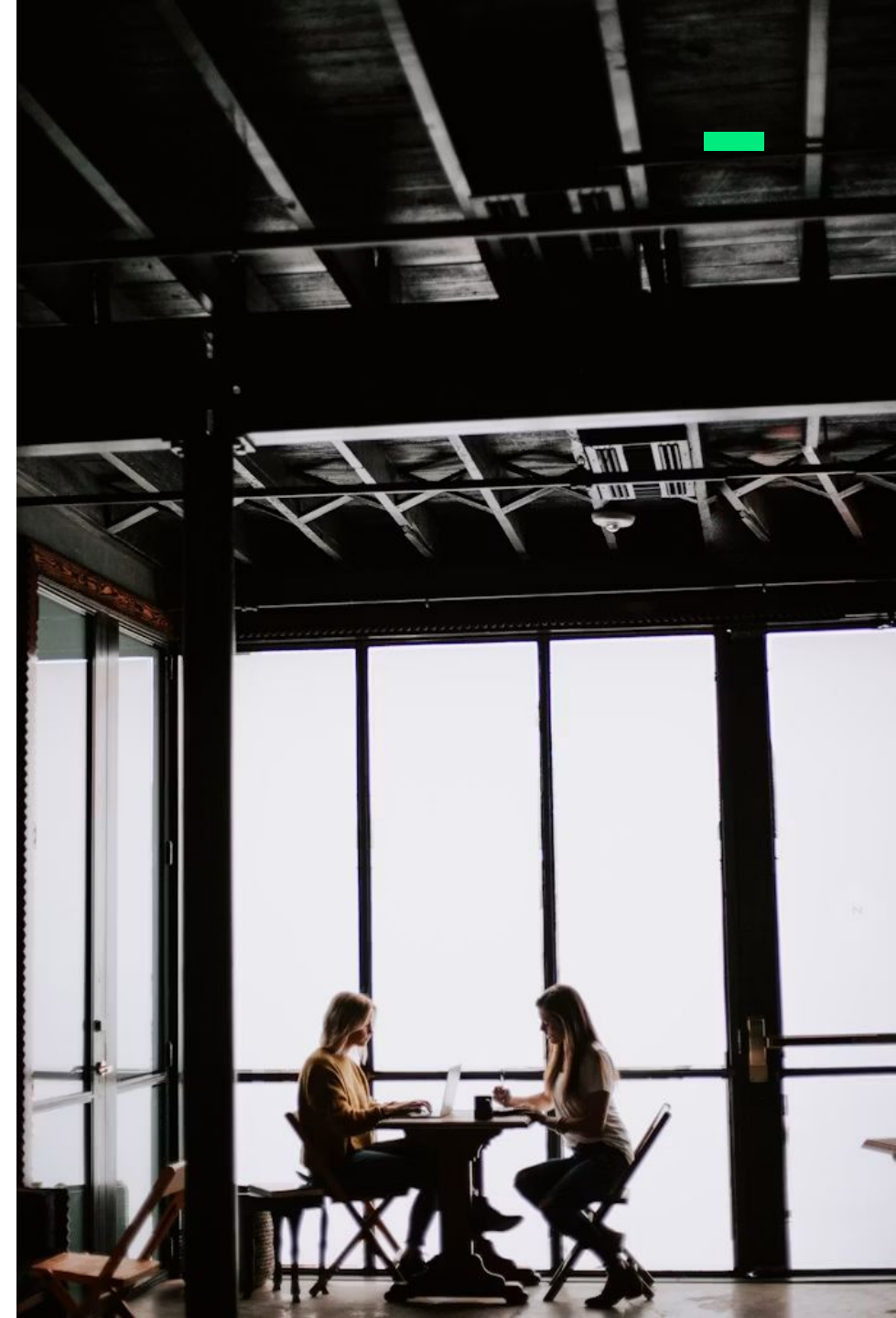
1. Use the stakeholder map from the previous exercise.
2. Choose one group to interview — preferably users.
3. Discuss:
  - What hypotheses do we have about the source of the problem?
  - What do we want to learn?
  - Which questions could reveal valuable and non-obvious information?
  - Which questions will help us learn stories, facts and real experiences?
  - Which question could reveal the “faster horse” — what users think they want?
  - What would be useful to see or experience first-hand?
4. Output: Brainstorm questions, then turn them into one coherent interview guide.



## TASK – HOMEWORK FOR EVERYONE

**Conduct one simple and short interview.**

1. Contact a person from the selected group.
2. Explain that you are participating in a training and need real information for workshop work.
3. You can talk live, meet on Teams, or send the questions by e-mail or chat.
4. Use the questions prepared during the exercise.
5. If possible, ask follow-up questions and capture examples, stories and quotes.
6. Write your answers in Miro using sticky notes. Please use one sticky note for one piece of information. (Tip: You can use Miro's bulk mode to paste table rows and automatically turn them into separate sticky notes.)





# FULL PROGRAMME OVERVIEW



| DATE & TIME                    | SESSION              | MAIN FOCUS                                               | WHAT WE WILL DO                                                                                                           |
|--------------------------------|----------------------|----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| <del>7 July, 08:00–12:00</del> | <del>Session 1</del> | <del>Introduction to Design Thinking &amp; Empathy</del> | <del>Understand the DT process, choose a service challenge, identify users and stakeholders, prepare for interviews</del> |
| 8 July, 08:00–12:00            | Session 2            | Synthesis & Problem Framing                              | Analyse insights, map the current service experience, identify pain points, define "How might we..." questions            |
| 10 July, 08:00–12:00           | Session 3            | Ideation, Selection & Experiment Design                  | Generate ideas, select the most promising solution, and turn it into a testable experiment                                |
| 13 July, 08:00–12:00           | Session 4            | Prototyping, Testing & Applying DT at TÜV                | Build and test a prototype, collect feedback, define next steps and the ambassador role                                   |

# Thank You!

Complete the sentence

*I'm finishing today's training with...*

It can be:

- one thought you are taking with you,
- one insight,
- one question,
- one thing you want to test in practice,
- one reflection about users, the problem or the process.



# CONTACT



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