

Service Experience Design Program

DESIGN THINKING TRAINING

Session 2 – Synthesis & Problem Framing

for



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Design Thinking and Innovation Expert





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

Yesterday

- Introduction to Design Thinking: process, tools and mindset
- Why Design Thinking matters in service improvement and GBS context
- 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

Check: Did you do the homework?



Agenda – Session 2

- Review of homework and first user interview observations
- Introduction to synthesis and problem framing
- Organising research findings and looking for patterns
- Grouping observations with affinity mapping
- Mapping the current service experience with a Customer Journey Map
- Prioritising the key problems worth solving
- Reframing the challenge into “How might we...” questions
- Looking at the challenge from a more ambitious 10x perspective
- Summary and preparation for the next session

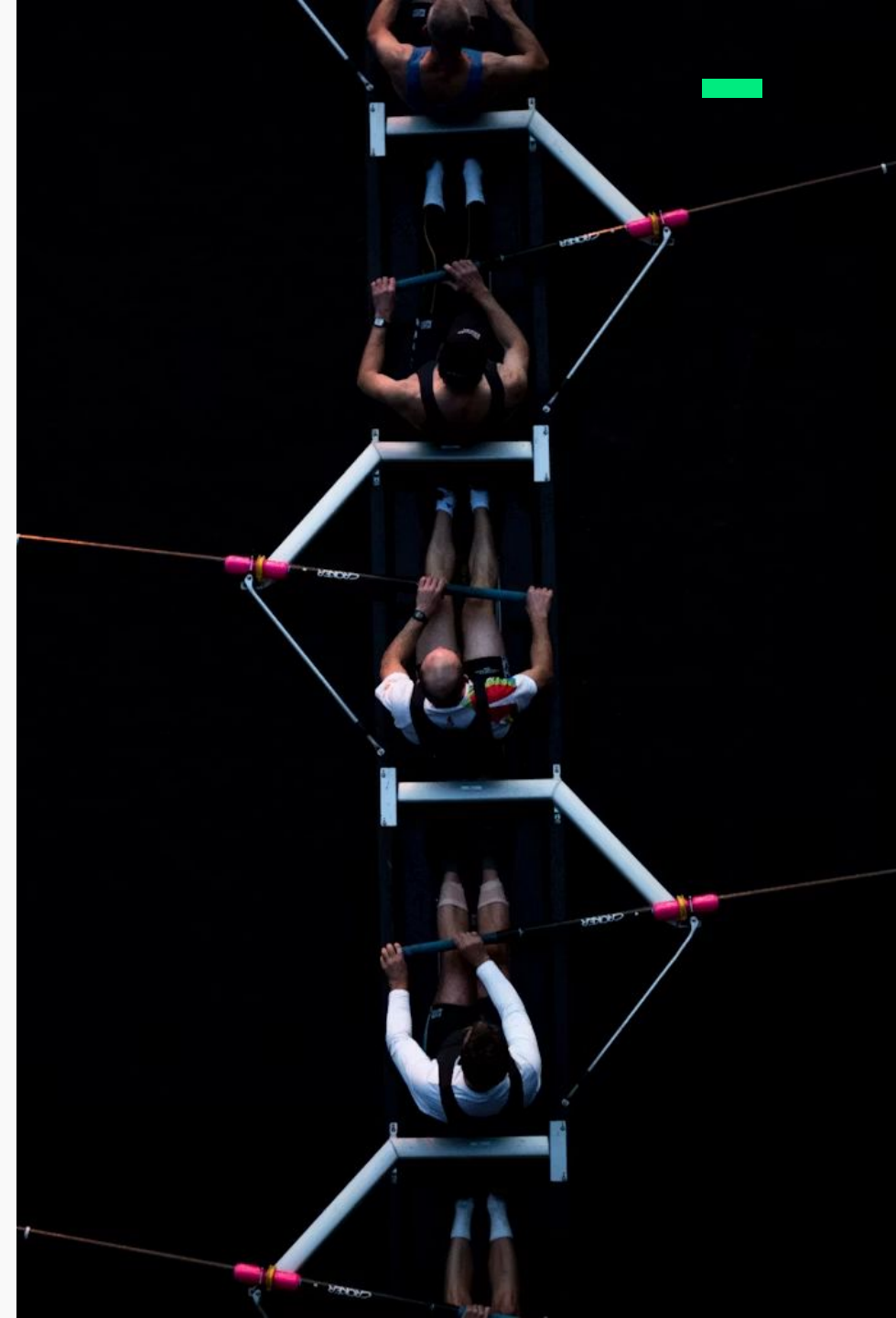
Breaks: One 15-minute break is planned during the session.

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.

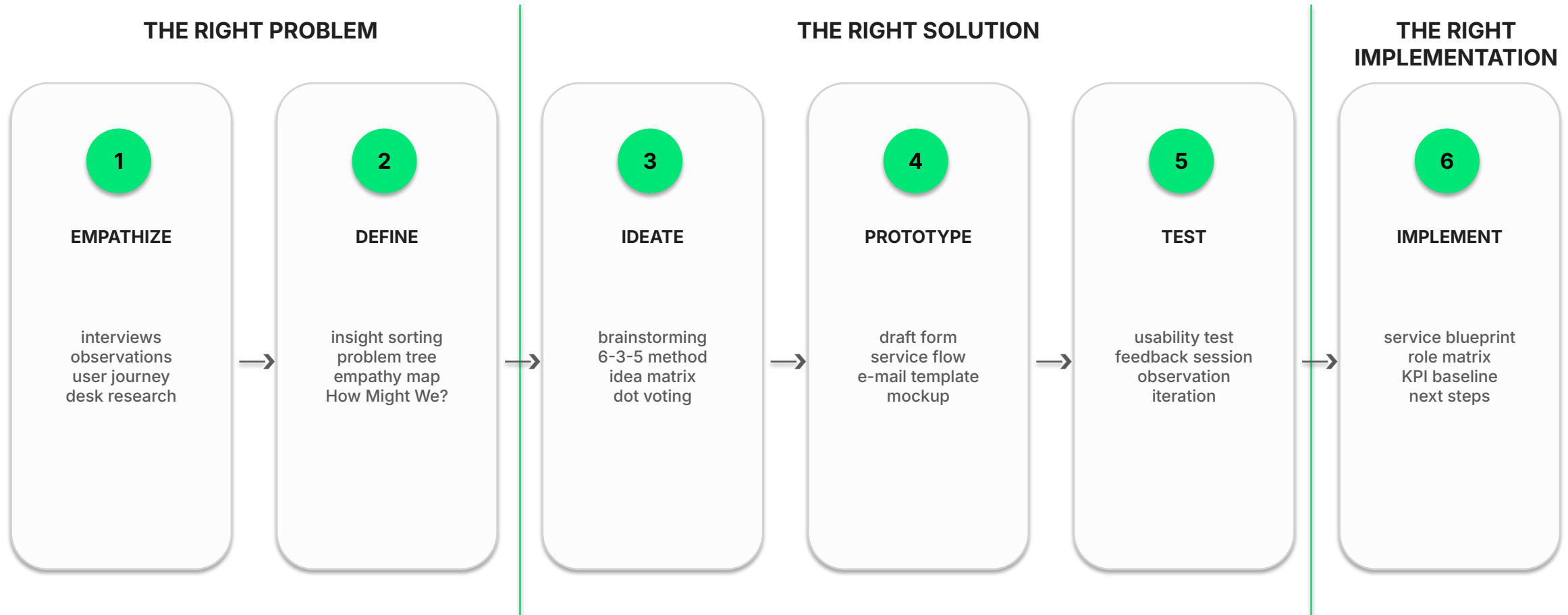


Technical Rules

- 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.



THE DESIGN THINKING PROCESS



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

DEFINE (Synthesis & Problem Framing)

After user interviews, stakeholder mapping and first observations, we usually have many notes, quotes and impressions.

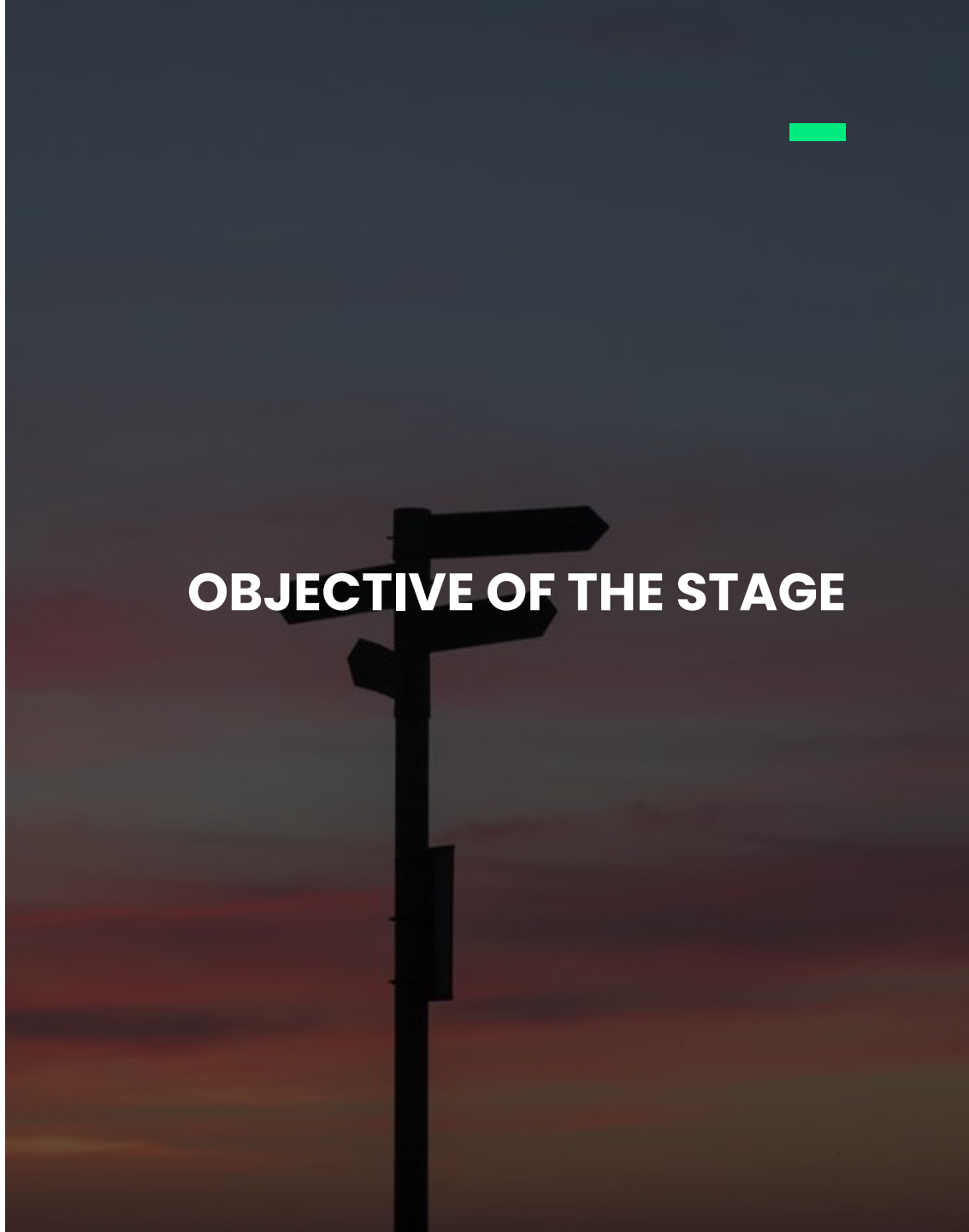
Synthesis helps us turn them into something useful.

It is the moment when we:

- organise what we heard
- look for patterns and contradictions
- separate facts from assumptions
- identify real needs behind user statements
- compare our findings with the initial Challenge Card
- check whether the original challenge is still accurate
- define the right question for the next stage

Synthesis is not only about analysing research notes.

It is also the moment to ask: Are we still solving the right problem?



OBJECTIVE OF THE STAGE

FROM CHALLENGE CARD TO BETTER PROBLEM FRAMING

At the beginning, we defined the challenge based on what was visible in the process, business consequences, affected users, expected outcomes and KPIs.

But after empathy work, we should revisit it.

Now we can ask:

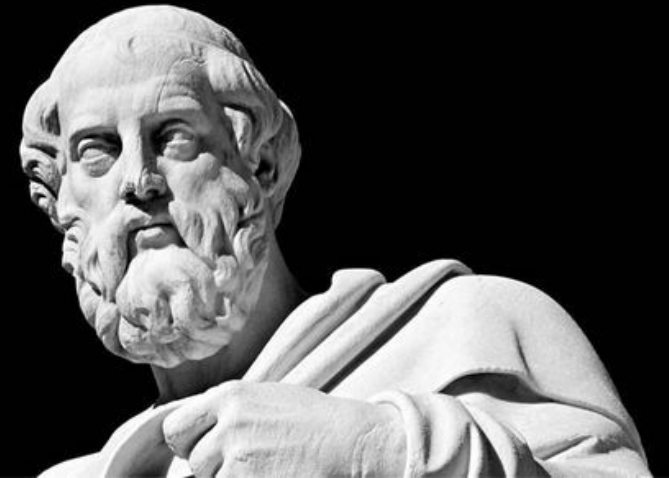
- What did we learn from users and stakeholders?
- What surprised us?
- What assumptions were confirmed?
- What assumptions were challenged?
- Is the original problem still the most important one?
- Do we need to reframe the challenge?

The first challenge is a hypothesis.

After empathy, we can make it sharper, more user-centered and more actionable.

"The right question is usually more important than the right answer."

~ Plato



What is Problem Framing?

Problem framing means choosing the right problem to solve

A good problem statement connects three perspectives:

- what we learned from users
- what matters for the business or service process
- what was defined in the original Challenge Card

A good problem statement is:

- based on real user needs
- connected to the business goal or KPI
- specific enough to guide the team
- open enough to allow many solutions
- not already written as a solution

Too broad:

Improve internal communication.

Too narrow / solution-driven:

Create a new automated email notification system.

Better:

How might we help internal clients understand the status of their request without needing to ask for updates, while enabling the service team to reduce repeated follow-up questions?



INFORMATION, OBSERVATION, NEED, INSIGHT

Four levels of understanding

Level	Meaning	Example
Information	Raw fact or quote from the user	"I often ask by email what is happening with my request."
Observation	What we notice in the behaviour or story	The user does not know where to check the status.
Need	What the user is trying to achieve	The user needs clarity and confidence that the request is moving forward.
Insight	A deeper explanation of the tension or pattern	Waiting is not always the main problem. Frustration often appears when users do not understand what is happening, what the next step is, or when they can expect an update.

TYPICAL MISTAKE

Do not confuse a statement with an insight

User statement:

"We need a dashboard."

This is not yet a need.

This is already a proposed solution.

Possible real needs behind it:

- "I need visibility."
- "I need to know who owns the next step."
- "I need to plan my work around the request."
- "I need to avoid chasing people for updates."

Users often describe solutions.

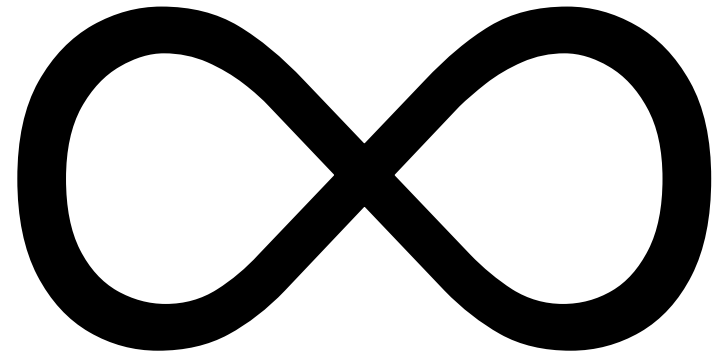
Our role is to discover **the need behind them** and **connect it back** to the original business and service challenge.



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?**

DEFINE: AFFINITY MAP

Affinity mapping helps us make sense of research findings

After interviews and empathy work, we usually have many notes, quotes, observations and first impressions.

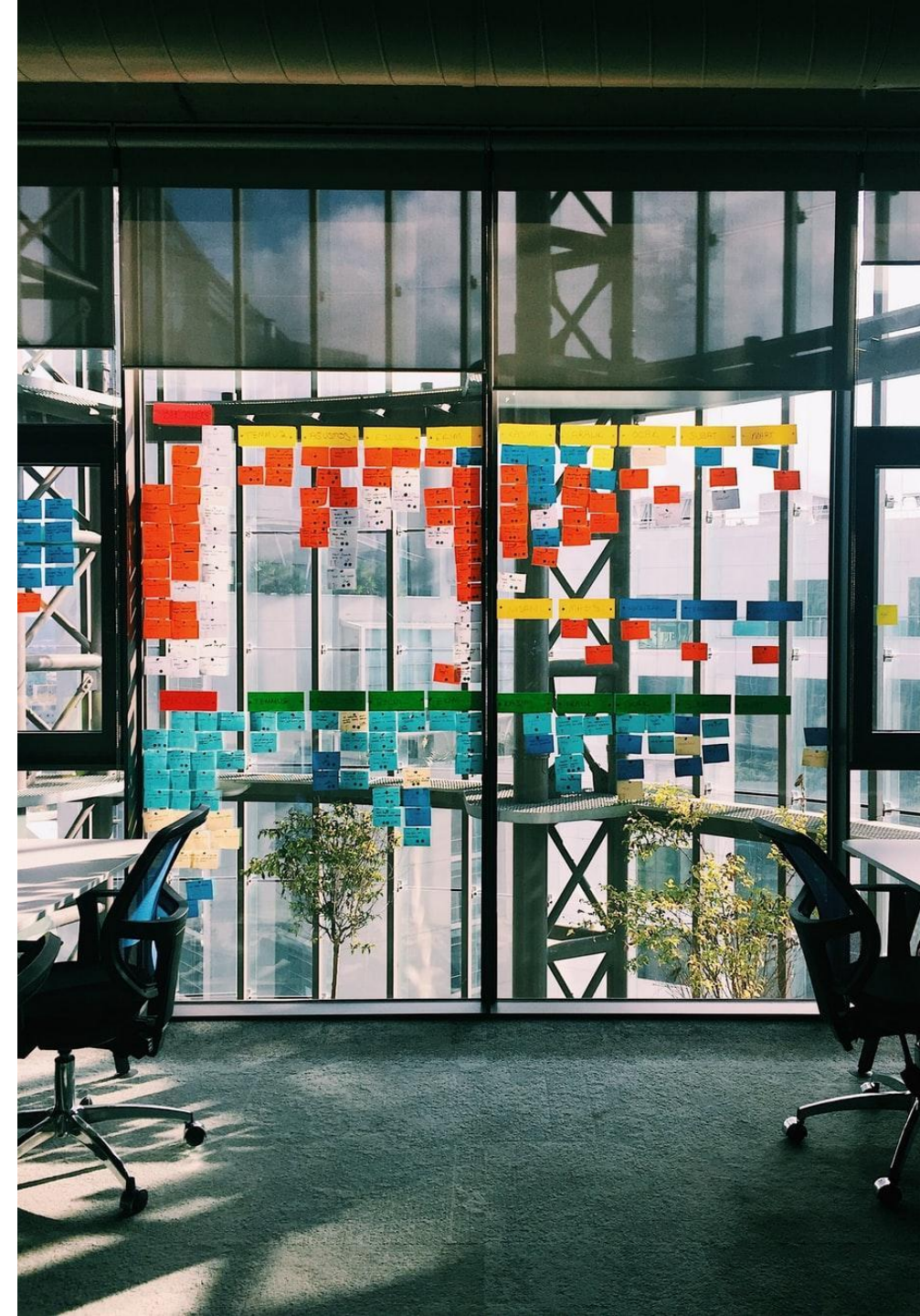
Affinity mapping helps us organise this material and discover what is really important.

It allows the team to:

- group similar observations together
- identify patterns, tensions and repeated problems
- move from individual comments to bigger themes
- define user needs and insights
- see the challenge from a broader perspective

We do not start with ready-made categories.

We let the patterns emerge from the data.



Zachowania na rzecz ochrony środowiska	Korzyści płynące z rozwiązań ekologicznych	Ewentualne miejsca do zaznaczenia w aplikacji	Jak wcześniej szukali takich miejsc	Problemy/wady dostępnych na rynku rozwiązań	Funkcjonalność aplikacji	Na jakie potrzeby odpowiada nasza aplikacja?	Inne
posiadanie mniejszej ilości ubrań, ale takich, które starczą na lata	proszę nie traktować ubrań jako modowego wyzwania, nie kupować się na nowo, ale również nie posiadać	Węgarńskie restauracje	poczta pantoflowa / polecenia	Cieśń aplikacji jest kłopotliwa, nie daje pomysłu, np. konieczność zjedzenia coś co w rzeczywistości jest nieakceptowalną ilością informacji.	Ważna cena, dobra	Zależy od tego, jakiego rodzaju aplikacja jest, czy jest to aplikacja, która ma być używana do wyszukiwania miejsc, czy do innych celów.	funkcjonalność aplikacji, gdzie uwzględniona jest dostępność miejsc oferujących produkty bardziej eko
recykling	sklepy z żywnością bez opakowań plastikowych i ekologicznych	Kupowanie lokalnych produktów	internet / grupy fb	Wiele sklepów nie ma możliwości, aby włączyć do aplikacji, a także nie ma możliwości, aby włączyć do aplikacji, a także nie ma możliwości, aby włączyć do aplikacji.	Wygodą odgrzywa bardzo dużą rolę	Wygodą / bliskość rozwiązań	Wiedza o doświadczeniach użytkowników, ważna jest jakość, naturalność, smak
kupowanie jakościowe, nie ilościowe	niespożywanie mięsa i produktów zwierzęcych	sklepy na waga	przez przypadek, zauważyli w okolicy, na spacerze	Zbyt mała ilość miejsc, żeby z nich korzystać codziennie	Nasza aplikacja powinna być uporządkowana, klarowna	Wytwarzanie zaufania między stronami	Co nadaje rzeczom status "eko"?
wspieranie lokalnych sklepów	kupowanie produktów nie plastikowych, butelek zwrotnych itd.	Kooperatywy spożywcze	przez przypadek lub z internetu/od ludzi	Ludzie szukają bynajmniej nie jakości, ale ilości, a nie jakości, ale ilości, a nie jakości, ale ilości.	kategorizacja	informowanie o cenach lub konkurencyjnych miejscach	
ograniczenie wymiany urządzeń elektronicznych	Warto kupić coś, co jest używane, a nie nowe, a nie nowe, a nie nowe, a nie nowe.			W aplikacji jest "bałagan", wymaga cierpliwości i czasu.	bliskość miejsc jest ważna	dobry design	
Wykorzystanie logo się trwałego wsparcia poprzez kupno produktów, notując kupowanych produktów.	kupowanie z głową, na lata, bez marnowania zasobów				dodane zdjęcia	info. o asortymencie	
kupowanie na wagę + odpowiednie opakowania etc.	tak, kupowanie od razu z opakowaniem, a nie później, a nie później, a nie później.				grywalizacja??	Nagrody i zniżki, które są oferowane, a nie oferowane, a nie oferowane.	
samodzielne robienie potrzebnych rzeczy: kawy, deserów, kabanosów, wędlin, rosołków							

DEFINE: AFFINITY MAP INSTRUCTION

How to create an Affinity Map

1. Each team member reads one sticky note out loud.
2. The team discusses what the note is really about.
3. Place the note next to other notes that feel related.
4. Continue with the next notes and look for natural connections.
5. Create clusters of notes that describe similar problems, needs or situations.
6. When the clusters are visible, give each group a clear name.

Remember:

- Do not create categories too early.
- Let the material speak first.
- Use an "Other" area for notes that do not fit anywhere yet.
- Split groups that become too large.
- Create subgroups if one theme contains different angles.
- Name clusters at the end, not at the beginning.



ANALYSIS AND INTERPRETATION

From clusters to meaning

Affinity mapping is not only about grouping sticky notes. The most important part is interpretation.

For each cluster, ask:

- What do these notes have in common?
- What problem or tension do they reveal?
- What does the user need in this situation?
- What surprised us?
- What is repeated across different interviews?
- How does this connect to our original challenge?

Under each cluster, write:

- the main conclusion
- the user need
- the insight or discovery
- possible implications for the challenge



DEFINE: CUSTOMER JOURNEY MAP

Customer Journey Map helps us see the process through the user's eyes

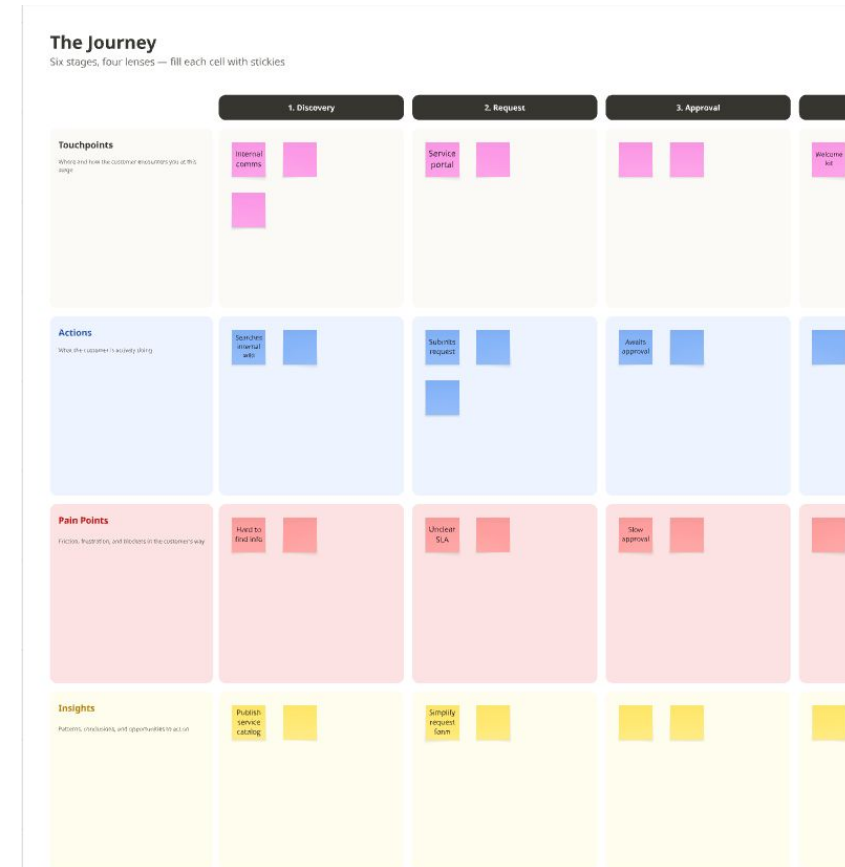
A Customer Journey Map is a visual tool that shows how a user experiences a service or process step by step.

It helps us understand:

- what happens at each stage of the process
- what the user does
- where the user interacts with the service
- what causes friction, confusion or frustration
- where the biggest improvement opportunities are

We do not map the process from the organisation's perspective.

We map how the process is experienced by the user.



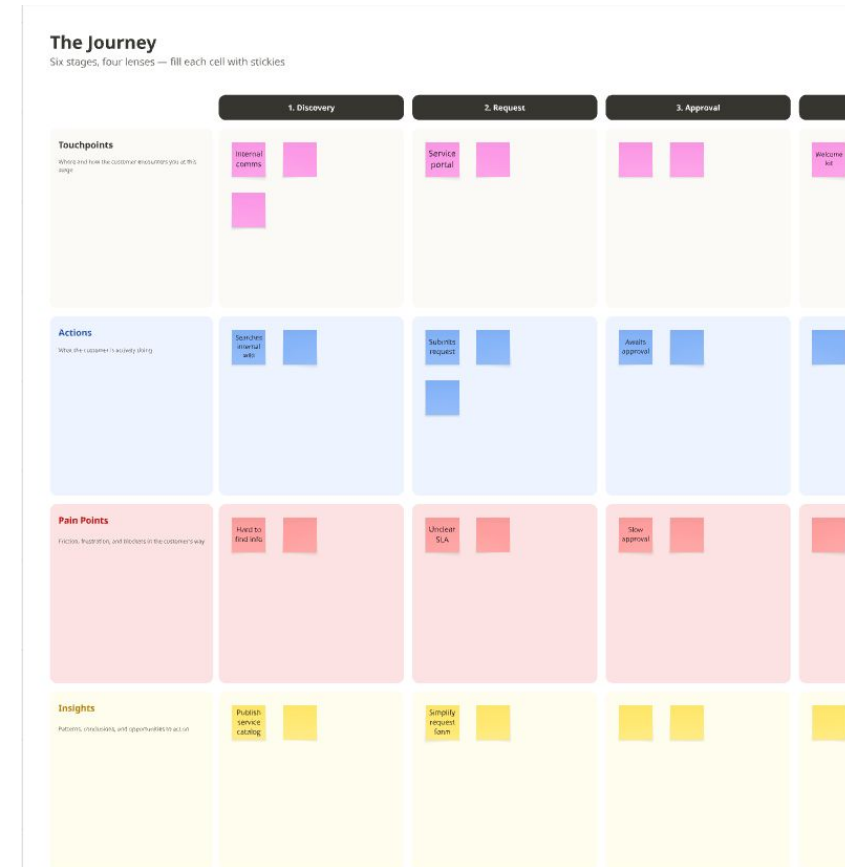
WHY CUSTOMER JOURNEY MAPPING MATTERS

It turns scattered observations into a clear service story

Customer Journey Mapping helps the team:

- build a shared understanding of the current experience
- identify pain points across the whole process
- see where problems appear, not only what the problems are
- connect user needs with business and process goals
- avoid improving isolated touchpoints without seeing the full journey
- identify moments that have the biggest impact on user satisfaction
- define better “How might we...” questions

A journey map helps us move from single problems to the bigger picture of the experience.



HOW TO READ THE JOURNEY MAP

Stages

The main steps of the process, for example: Discovery, Request, Approval, Onboarding, Service Usage. They show the journey from the beginning to the end.

Touchpoints

Where and how the user interacts with the service, system, team or communication channel. Examples: email, service portal, meeting, form, internal communication.

Actions

What the user is doing at each stage.

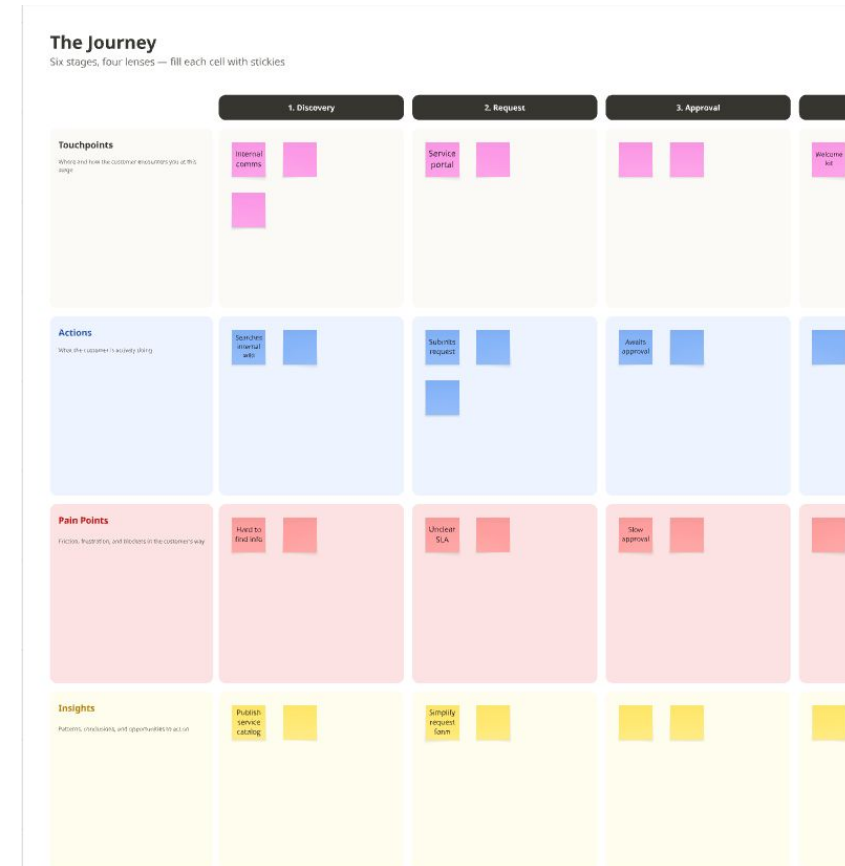
Examples: searching for information, submitting a request, waiting for approval, using the service.

Pain Points

Friction, frustration, confusion, delays or blockers in the user's experience. This is where the process becomes difficult or unclear.

Insights

Patterns, conclusions and improvement opportunities. This row helps us translate observations into decisions about what should be improved.



Disney MagicBand: Removing Friction from the Guest Journey

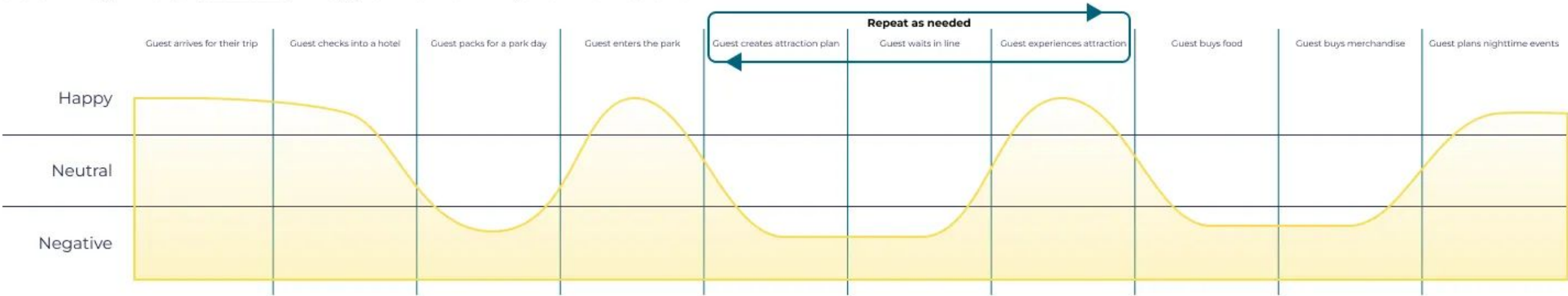
Problem

Disney guests had to manage too many separate touchpoints during one park visit: tickets, room keys, payment cards, maps, attraction plans, queues, restaurant orders, photos and family coordination.

Goal

Simplify the full guest journey by reducing what people need to carry, remember and manage during the day.

Journey Map before Magic Band implementation



Disney MagicBand: Removing Friction from the Guest Journey

Solution: MagicBand + MyDisneyExperience App

Disney connected physical and digital touchpoints into one ecosystem:

- park and hotel access
- ride reservations and wait-time planning
- contactless payments
- food ordering
- PhotoPass integration
- family/group planning



Disney MagicBand: Removing Friction from the Guest Journey

Impact on the experience

MagicBand made the experience smoother, more predictable and more personalised. Guests could move through the park with less friction, fewer small decisions and better real-time information.

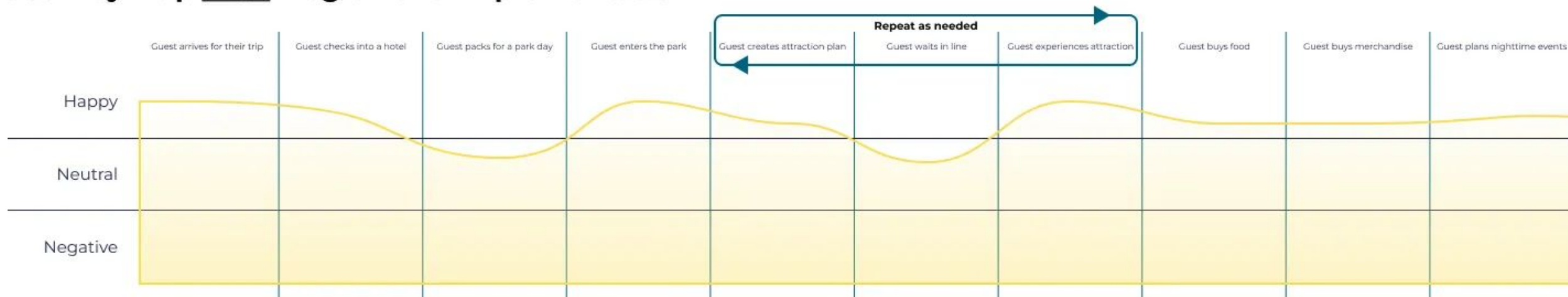
Key lesson

A great Customer Journey Map does not improve one touchpoint.

It shows how to connect many touchpoints into one seamless experience.

Disney saw that the problem was not only queues or tickets. The real problem was the accumulation of many small frictions across the whole journey. MagicBand became one simple interface connecting many services.

Journey Map after Magic Band implementation



CUSTOMER JOURNEY MAP: TASK

Map the current journey connected to your challenge

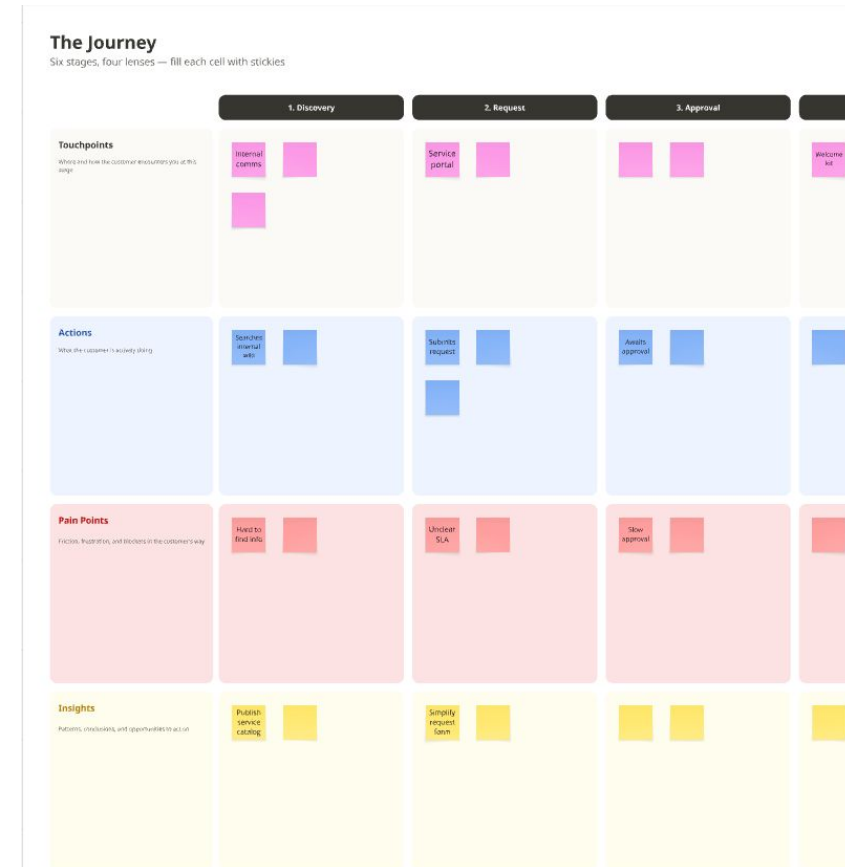
Work in your team and create a Customer Journey Map for the process your challenge is about.

Steps:

1. Start with the stages of the process.
2. Review the proposed stage names on the board.
3. If you do not agree with them, change the names so they better reflect the real process.
4. Add touchpoints for each stage.
5. Add user actions — what the user is doing.
6. Add pain points — what is difficult, unclear or frustrating.
7. Add insights — what patterns, needs or improvement opportunities you see.
8. Mark the most important moments that should be improved first.

The goal is not to create a perfect map.

The goal is to understand where the experience breaks and where improvement can create the most value.



Prioritising Needs & Insights

Choose what matters most

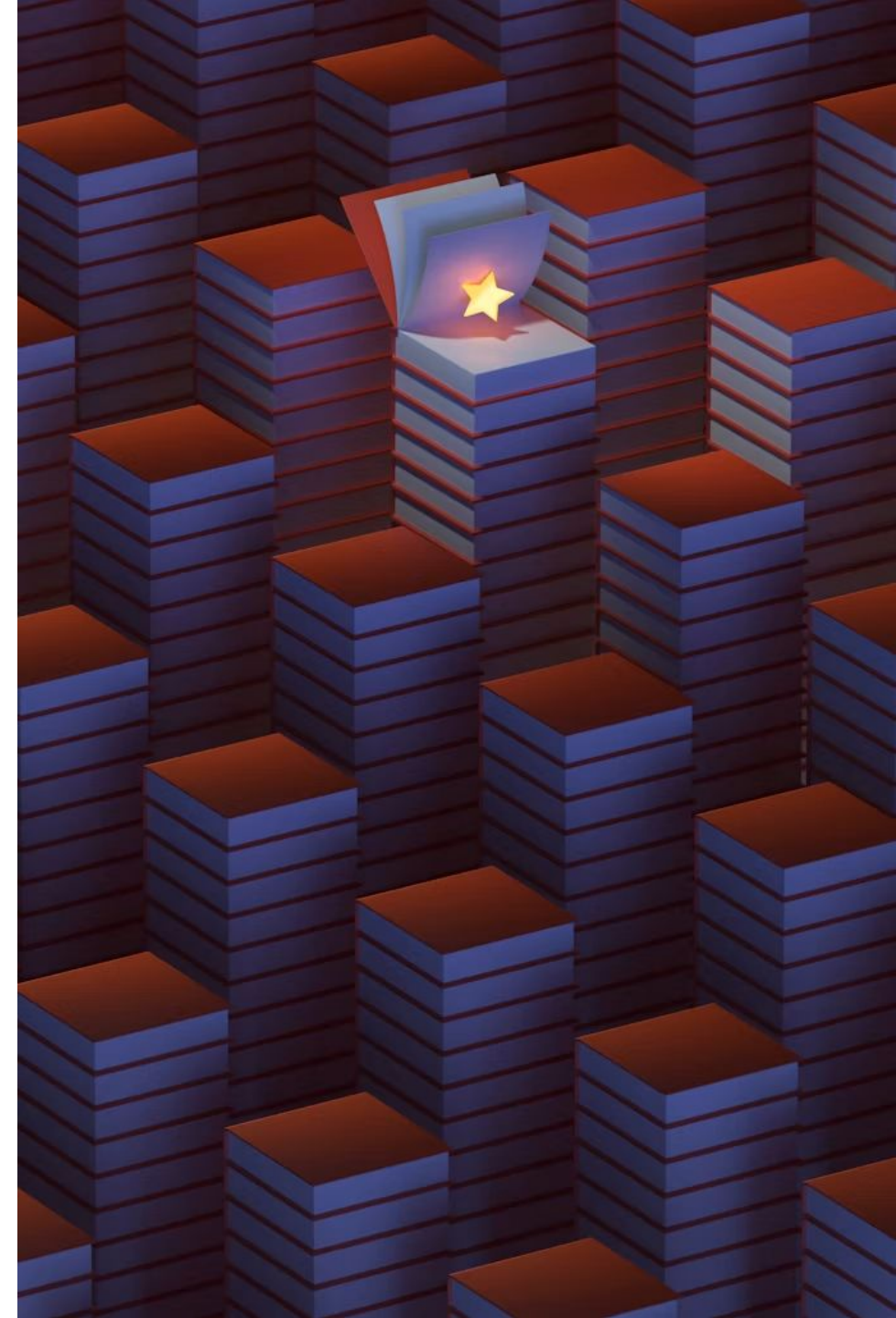
Now we prioritise the needs, problems, insights and conclusions that should guide our solution work.

Use the matrix to assess each item from two perspectives:

- **Impact on the user experience**
How strongly does this need / problem / insight affect the user's experience?
- **Impact on the challenge goal and KPI**
How strongly does it support the original challenge, business goal and KPI?

Key question:

Which needs or insights, if addressed, would create the biggest positive impact for users and the challenge goal?

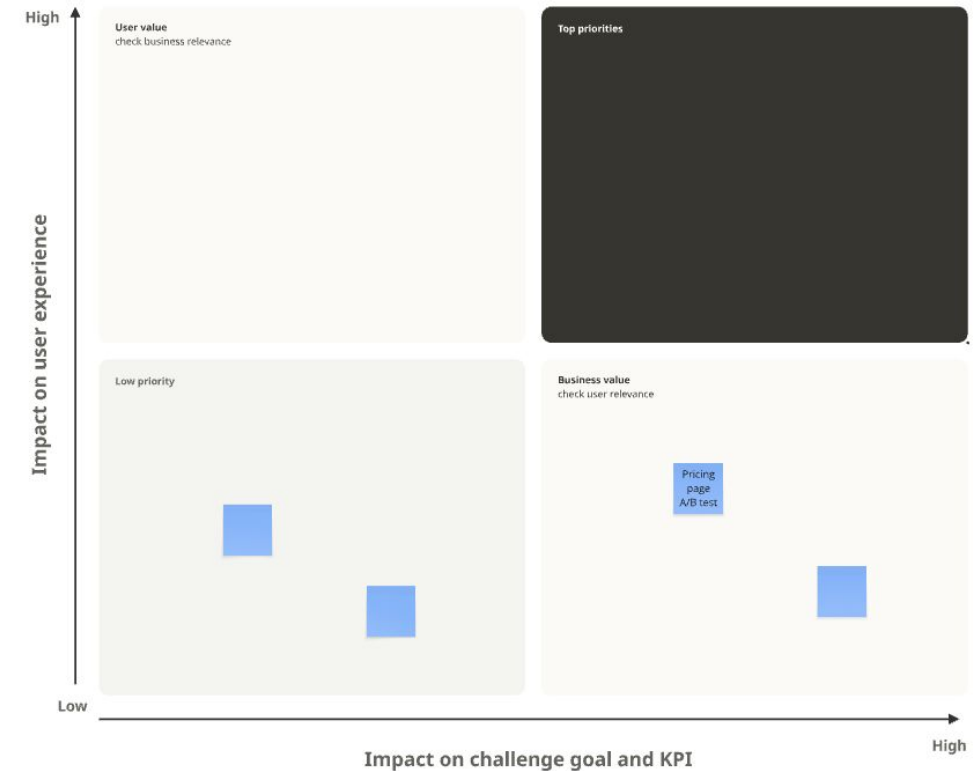


Prioritisation Matrix: Instruction

How to work with the matrix

1. Review your needs, problems, insights and key conclusions.
2. Place each sticky note on the matrix:
 - higher = stronger impact on user experience
 - further right = stronger impact on the challenge goal and KPI
3. Discuss differences in the team.
4. Select the items in the top-right area as your priorities.

Prioritisation Matrix



DEFINE: HOW MIGHT WE...

A bridge between problem understanding and ideation

"How Might We...?" is a way to turn a prioritised need, problem or insight into an inspiring design question.

It helps the team move from analysis to action.

A good HMW question:

- starts from a real user need or insight
- connects to the challenge goal and KPI
- opens space for many possible ideas
- does not suggest one ready-made solution
- gives the team a clear direction for ideation

"How Might We...?" is not a summary of the problem.

It is the question that will guide solution generation.

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INNOVATION

The Secret Phrase Top Innovators Use

by Warren Berger

September 17, 2012

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How do Google, Facebook and IDEO jumpstart the process that leads to innovation? Often by using the same three words: How Might We. Some of the most successful companies in business today are known for tackling difficult creative challenges by first asking, How might we improve X ... or completely re-imagine Y... or find a new way to accomplish Z?

<https://hbr.org/2012/09/the-secret-phrase-top-innovato>

WHY IS IT SO IMPORTANT?

The quality of ideas depends on the quality of the question

If the question is too broad, the team generates vague ideas.

If the question is too narrow, the team only improves one obvious solution.

Too broad:

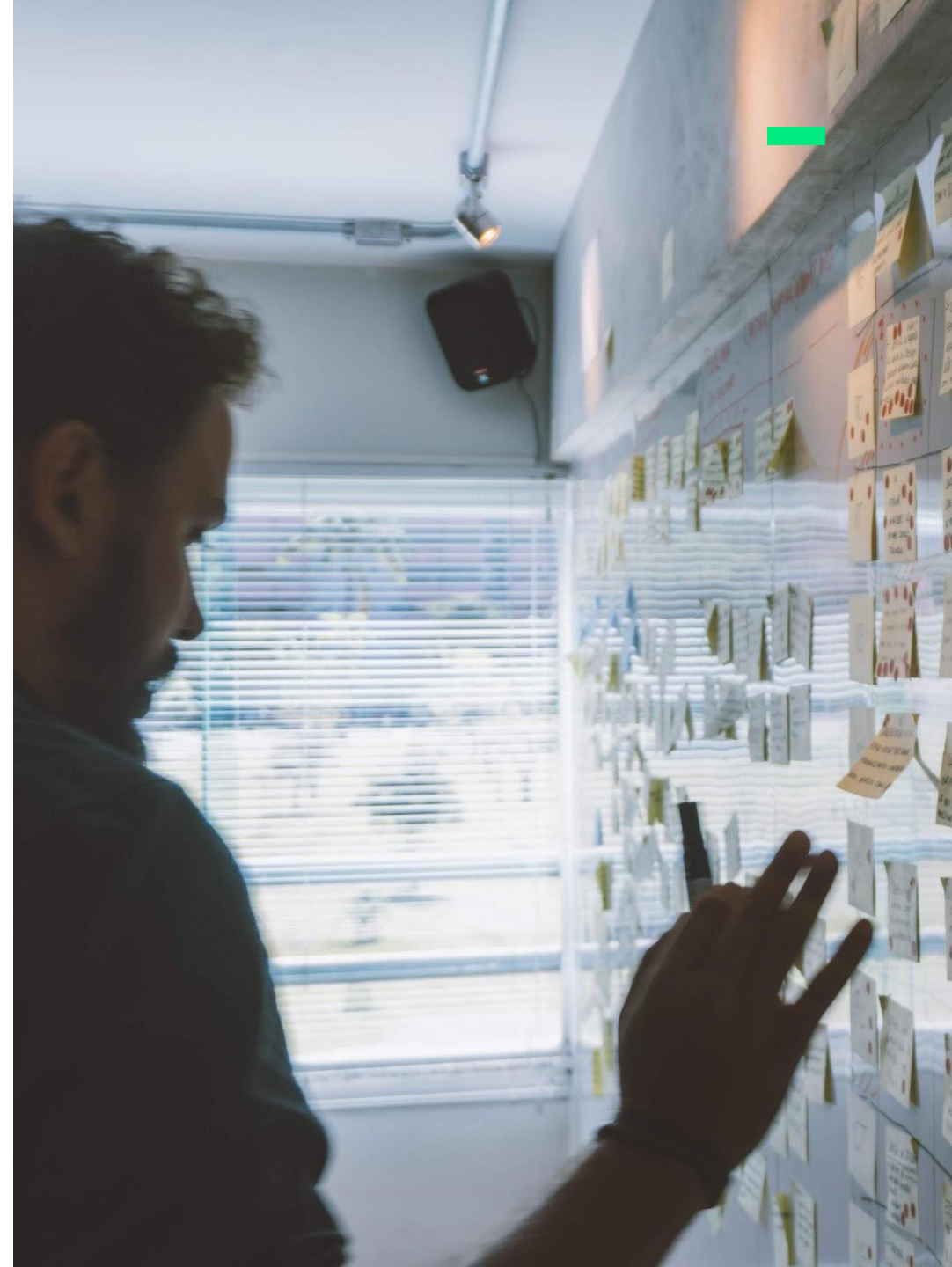
How might we improve onboarding?

Too narrow:

How might we send more friendly onboarding email?

Better:

How might we help new service users understand what to do in the first week, so that they can start using the service confidently and the support team receives fewer basic questions?



How to formulate a strong HMW question

Use this structure

How might we **[action]** for **[user / stakeholder]**, so that they can **[desired user outcome]**, while we support **[challenge goal / KPI / service outcome]**?

Elements:

- **Action:** help, reduce, increase, simplify, encourage, enable, make easier
- **User:** internal client, service user, business partner, team member
- **User outcome:** clarity, confidence, speed, less effort, better decision-making
- **Business / KPI outcome:** fewer escalations, shorter cycle time, better quality, fewer repeated questions, higher satisfaction

Example:

How might we simplify the request process for internal clients, so that they can submit complete requests faster, while the service team reduces rework and clarification loops?

Make it more ambitious: 10x HMW

Do not only ask how to improve. Ask how to rethink.

A standard question often leads to incremental ideas.

A difficult HMW question forces the team to go beyond obvious improvements.

Standard

How might we help new service users understand what to do in the first week, so that they can start using the service confidently and the support team receives fewer basic questions?

More ambitious

How might we make the first week of using the service feel almost self-explanatory, so that new users can complete key actions without needing basic support?

10x

How might we redesign the onboarding experience so that new service **users can achieve their first successful outcome in one day, with almost no effort and no need to contact support?**



Orange Poland – Case Study

Wybrany kierunek poszukiwania innowacji

Infrastruktura krytyczna

Wyzwanie:

Jak zapewnić 100% ochrony i odporności obiektów i infrastruktury krytycznej mimo rosnących zagrożeń, braków kadr i potrzeby szybkiej reakcji na incydenty (fizyczne + cyber), bez skokowego wzrostu kosztów?

Selected direction for innovation exploration

Critical Infrastructure

Challenge:

How can we ensure **100% protection and resilience of critical infrastructure facilities** and assets despite growing threats, staff shortages, and the need for rapid incident response — both physical and cyber — **without a significant increase in costs?**

Other examples

Product / company	Possible HMW question
OpenAI / ChatGPT Search	How might we help people get timely answers from the web without opening and comparing many links, while still giving them access to sources for verification?
OpenAI / Deep Research	How might we reduce hours of manual research into one reliable, cited report created from many sources?
Uber	How might we remove the uncertainty of getting from A to B, so that users know who is coming, when, for how much and where the car is?
Spotify	How might we help people discover the right music for their mood without manually searching through endless songs and playlists?
Amazon 1-Click	How might we make buying online almost effortless for returning customers, while reducing friction in checkout?

Task: Create 3 “How Might We...?” Questions

Turn your top priorities into strong design questions

Based on the highest-priority needs, problems, insights or conclusions from your matrix, create **3 How Might We questions** that will guide your ideation.

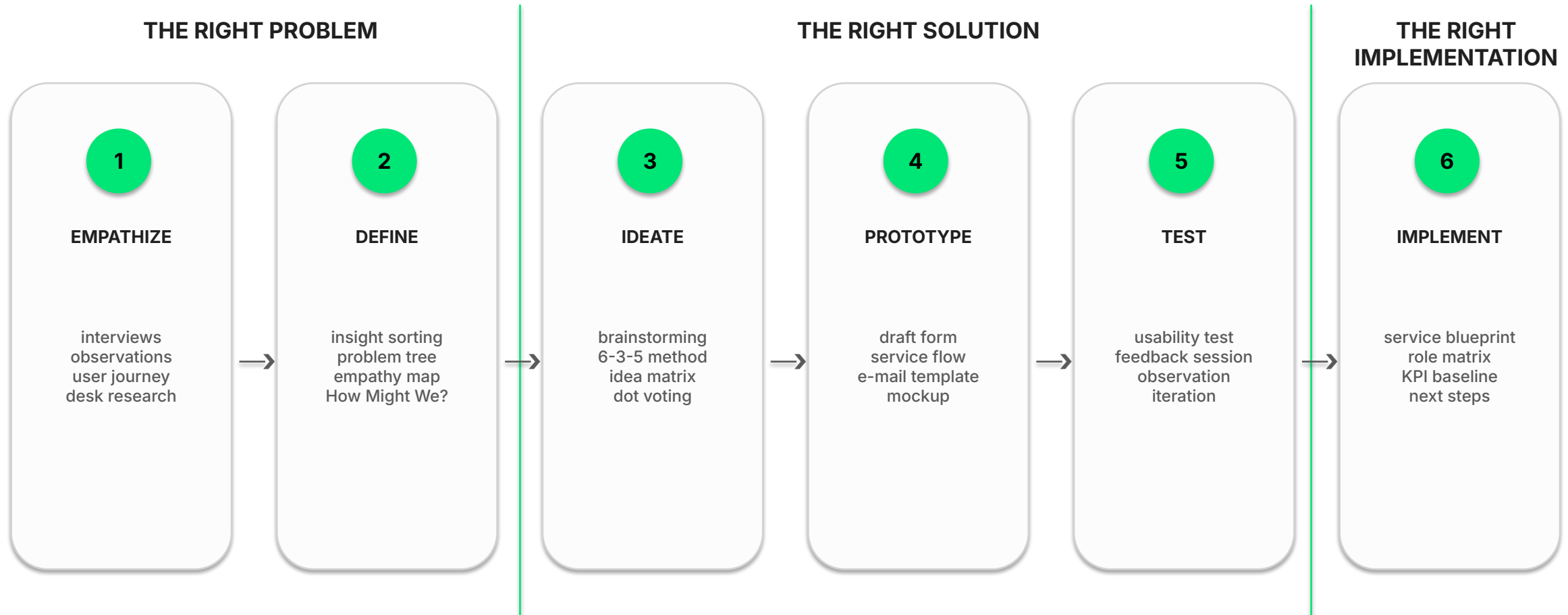
A strong HMW question should:

- address one of your top priorities
- connect to the original challenge and KPI
- improve the user experience
- support the desired business or service outcome
- be open enough to generate many different ideas
- be ambitious enough to move beyond small improvements

At least one question should be a **difficult, ambitious or 10x question** — one that pushes the team toward breakthrough innovation, a new way of solving the problem and achieving the desired challenge outcome.



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Thank You!

Complete the sentence

The most important thing I realised today is...

It can be:

- something about users,
- something about the problem,
- something about your own way of thinking,
- something about working with assumptions,
- something you want to remember in your daily work.



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