

Service Experience Design Program

DESIGN THINKING TRAINING

Session 4 – Prototyping, Testing & Applying Design Thinking at TÜV

for



Mateusz Kaliszewski

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

On Friday

- Silent brainstorming: generating first ideas individually
- Team brainstorming: building on each other's ideas
- Selecting the most promising ideas
- Choosing the idea for further development
- Introduction to prototyping, testing and experimentation
- Designing a simple experiment with a Test Card



Agenda – Session 4

- Building a simple prototype based on the selected idea
- Preparing the prototype for user testing
- Introduction to testing: how to test ideas without defending them
- Testing prototypes with users from other teams
- Collecting feedback and identifying what works and what needs improvement
- Applying Design Thinking in everyday work at TÜV
- Discussion: where Design Thinking can support services, collaboration and digitalisation
- The role of a Design Thinking ambassador in the organisation
- Final reflection: what I will apply first in my work

Recording for Those Who Will Be Absent from Today's Training. Is it ok for you?

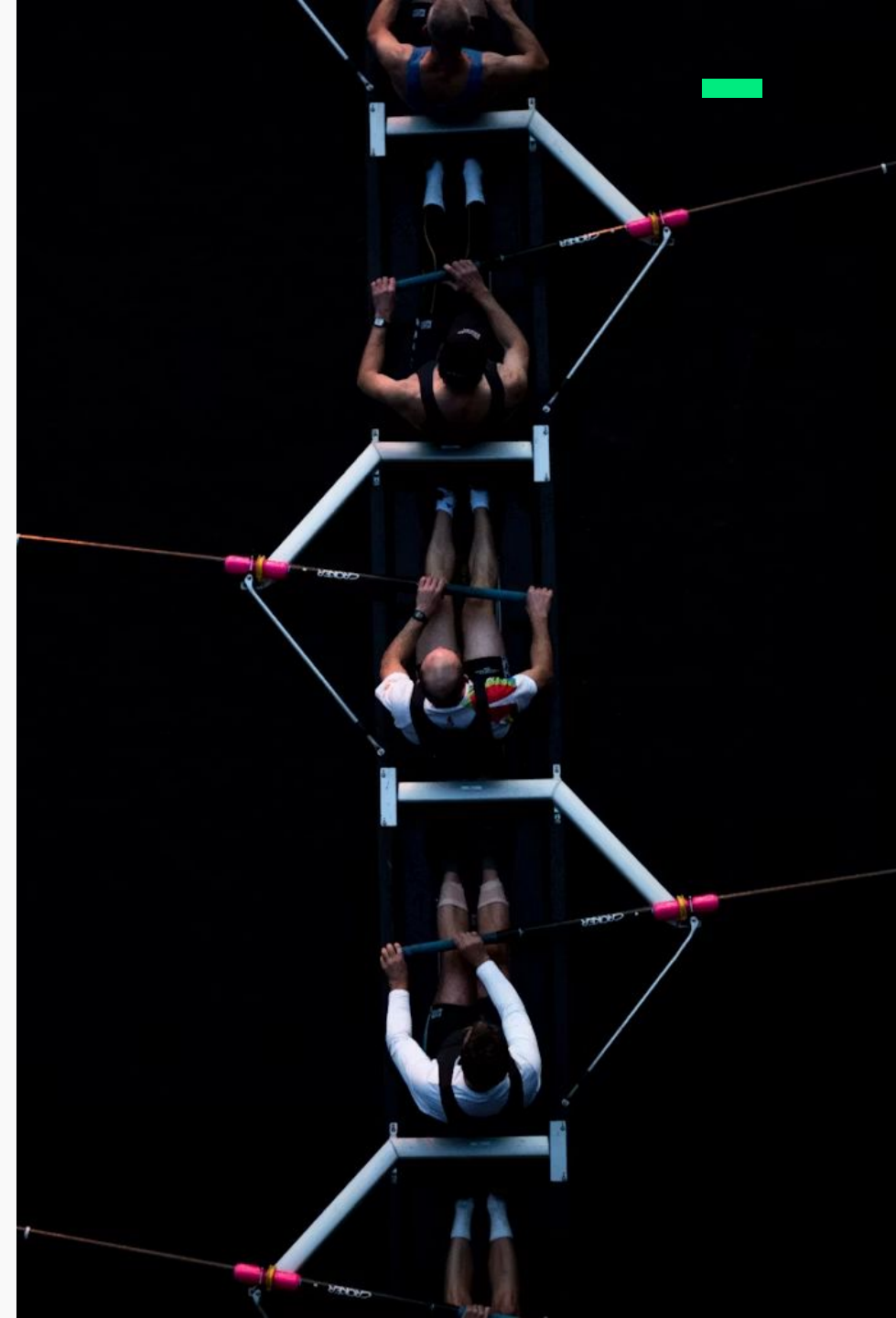
Breaks: One 15-minute break is planned during the session.

Additional short breaks may be added if needed.

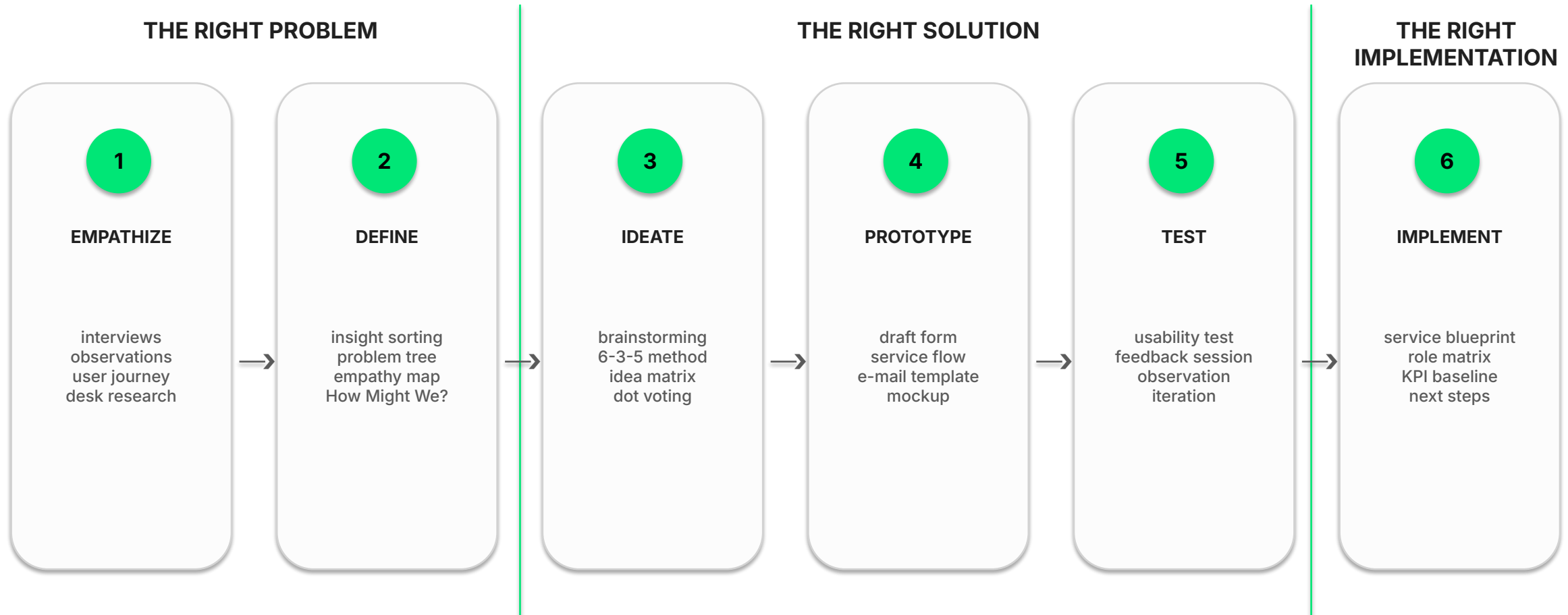


🤝 Working Contract – Key Principles

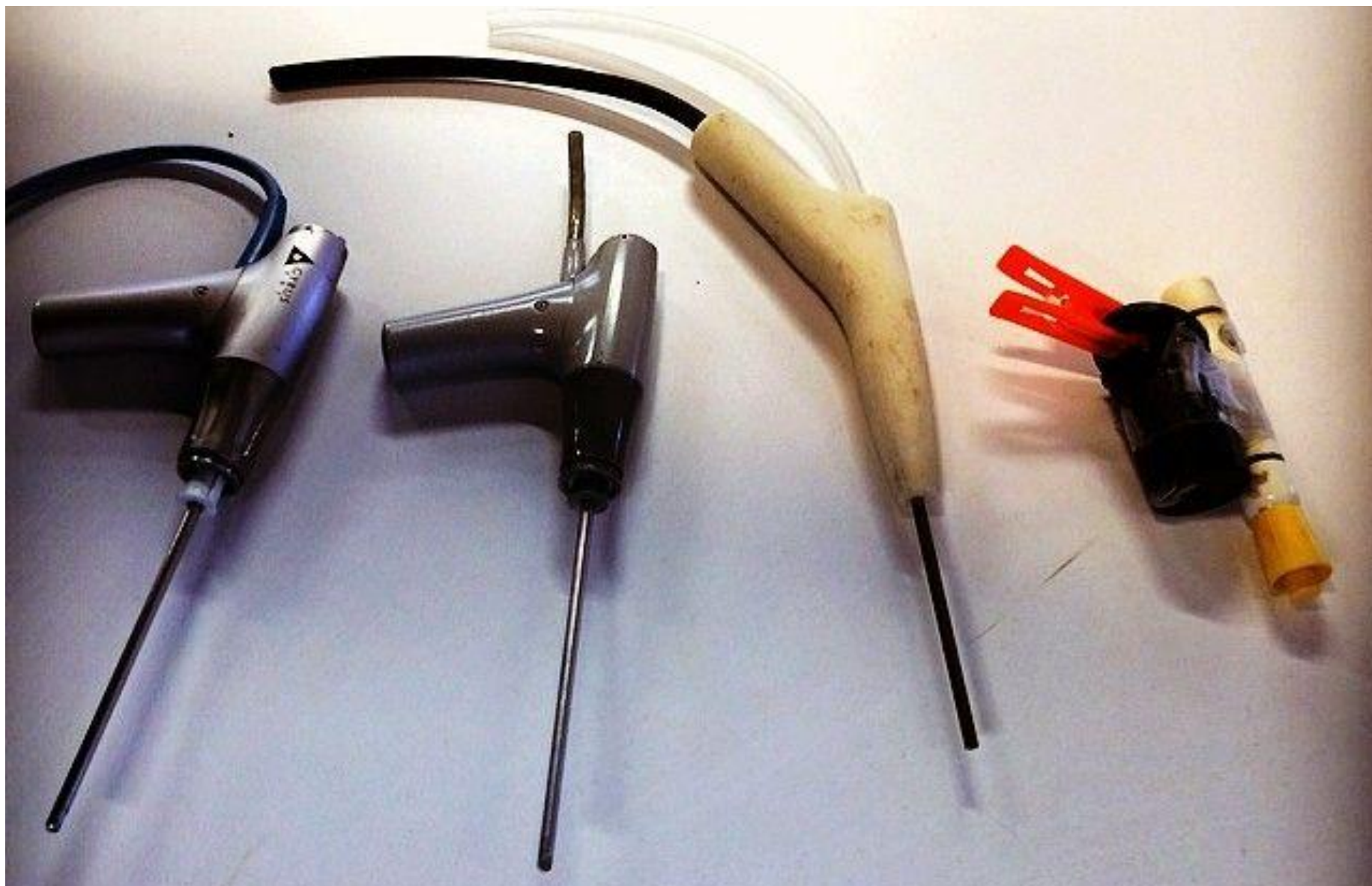
- We respect each other and create a safe space for collaboration.
- We are fully present: only Microsoft Teams and Miro are open, other apps, tabs and notifications are closed.
- We are willing to step outside our comfort zone, because this is where real learning happens.
- There are no stupid questions. 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.



THE DESIGN THINKING PROCESS



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



Build your experiment

In the previous session, you created a **Test Card**.

Now your task is to make this Test Card real by preparing the experiment.

Build a simple prototype or MVP that will allow you to validate the hypothesis you defined earlier.

At this stage, you are **not testing yet**. You are preparing **everything that will be needed to run the test**.

Your prototype does not have to be perfect. It has to be clear enough for someone to understand the idea, react to it and give useful feedback during the test.

Use any available tools and materials to make your idea tangible.

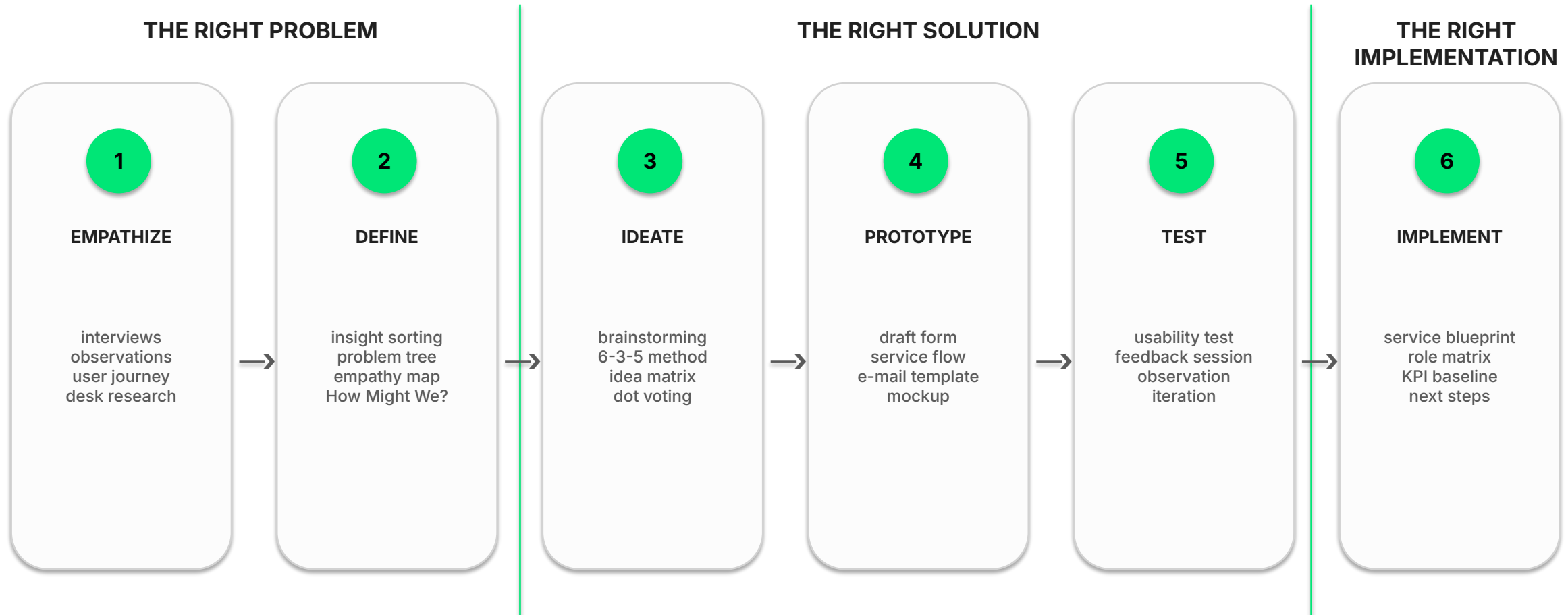
Focus on the smallest thing you can prepare to learn whether your idea makes sense.

If you get stuck because of missing tools, too many discussions, unclear decisions or lack of time — call me quickly and ask for help.

The goal is not to build the final solution. The goal is to prepare a simple experiment that can be tested, discussed and improved.



THE DESIGN THINKING PROCESS



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

TEST: WHY DO WE TEST?

Testing helps us check whether our idea creates real value for the user — **before we invest time, money and effort into implementation.**

It is not about proving that we are right. It is about learning what works, what does not work and what needs to be improved.

During testing, we come back to the empathy mindset — but this time in the context of a proposed solution.

We test to:

- validate key hypotheses from the Test Card
- understand how users react to the prototype or MVP
- identify what is clear, useful and valuable
- discover what is confusing, missing or unnecessary
- collect feedback for improvement
- make better decisions: continue, adjust or stop

Remember:

The goal of testing is not to defend the solution.
The goal is to learn from the user.

OBJECTIVE OF THE STAGE

A photograph showing a person from the side, wearing glasses and a red shirt, interacting with a smartphone on a desk. The phone displays a colorful app interface. In the background, a laptop is open, and a small green light is visible on the desk. The image is darkened to serve as a background for the text.

TESTING MISTAKES

Testing can give us very valuable insights — but only if we do it in the right way.

Avoid these common mistakes:

- **Selling the solution**
Trying to convince the user that the idea is good instead of observing their honest reaction.
- **Teaching the user how to use it**
Explaining too much, correcting the user or guiding them step by step instead of letting them interact naturally.
- **Asking leading questions**
For example: “Do you like this solution?” or “Would this be useful for you?”
These questions often produce polite but unreliable answers.
- **Collecting the wrong data**
Focusing only on opinions instead of behaviours, reactions, misunderstandings, questions and concrete feedback.
- **Ignoring negative feedback**
Treating criticism as a problem instead of seeing it as useful information.
- **Jumping to conclusions too quickly**
Making big decisions based on one comment, one user or one unclear signal.
- **Drawing false conclusions**
Confusing what the user says with what the user actually does.



TEST YOUR PROTOTYPE

Test your prototype or MVP with a user from another team to check if your Test Card experiment gives useful evidence about your hypothesis.

What to do:

1. Set the context

- Who is the user?
- What problem does the prototype solve?
- What hypothesis and success criteria are you testing?

2. Give a task (don't explain too much)

- Ask the user to complete a realistic scenario
- Let them interact naturally with little guidance

3. Observe carefully

- What is clear vs confusing?
- Where do they hesitate?
- What questions or reactions appear?
- What do they do differently than expected?

4. Ask for feedback

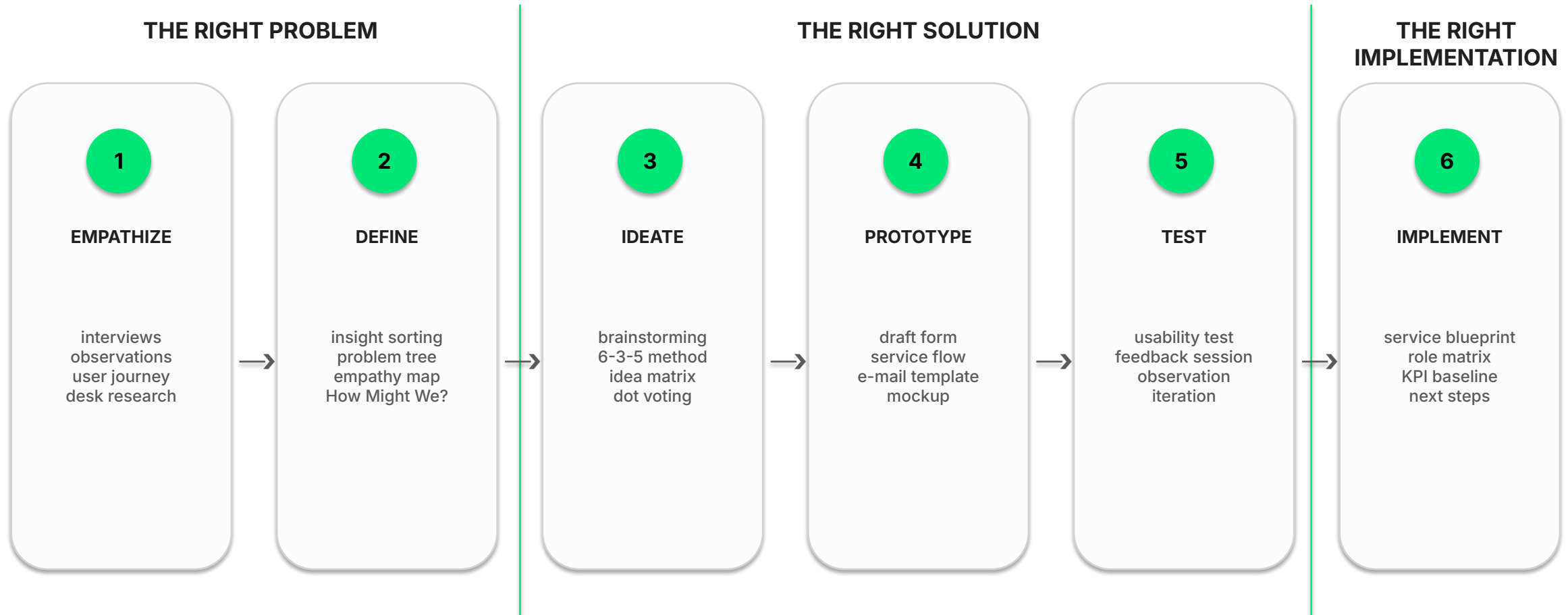
- What worked / didn't work?
- What was unclear or missing?
- What would improve it?
- Did you meet your success criteria?

5. Draw conclusions

- What to keep, improve or change?
- What did you learn about your hypothesis?
- Continue, adjust or stop?



THE DESIGN THINKING PROCESS



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

IMPLEMENTATION

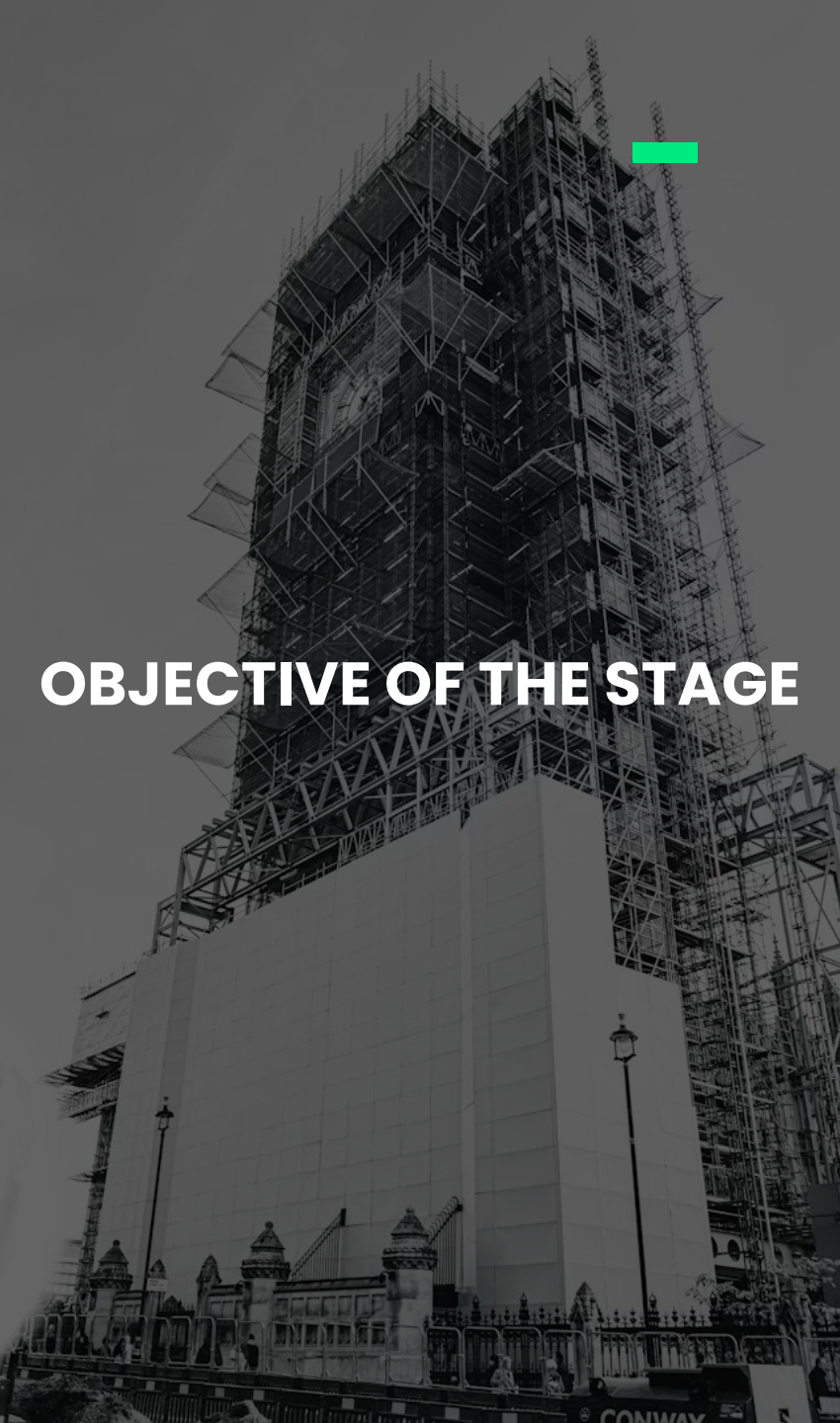
A successful test does not mean the solution is ready to scale. It means **we have stronger evidence about the need, solution and value** — and we can now test the next hypotheses needed for implementation.

When moving from prototype to scale, we need to ask:

- What exactly should be scaled?
- For whom should we scale it first?
- What worked in the test and should be kept?
- What needs to be improved before scaling?
- What processes, systems or teams will be affected?
- What new risks or blockers may appear at scale?
- What new hypotheses do we need to test?

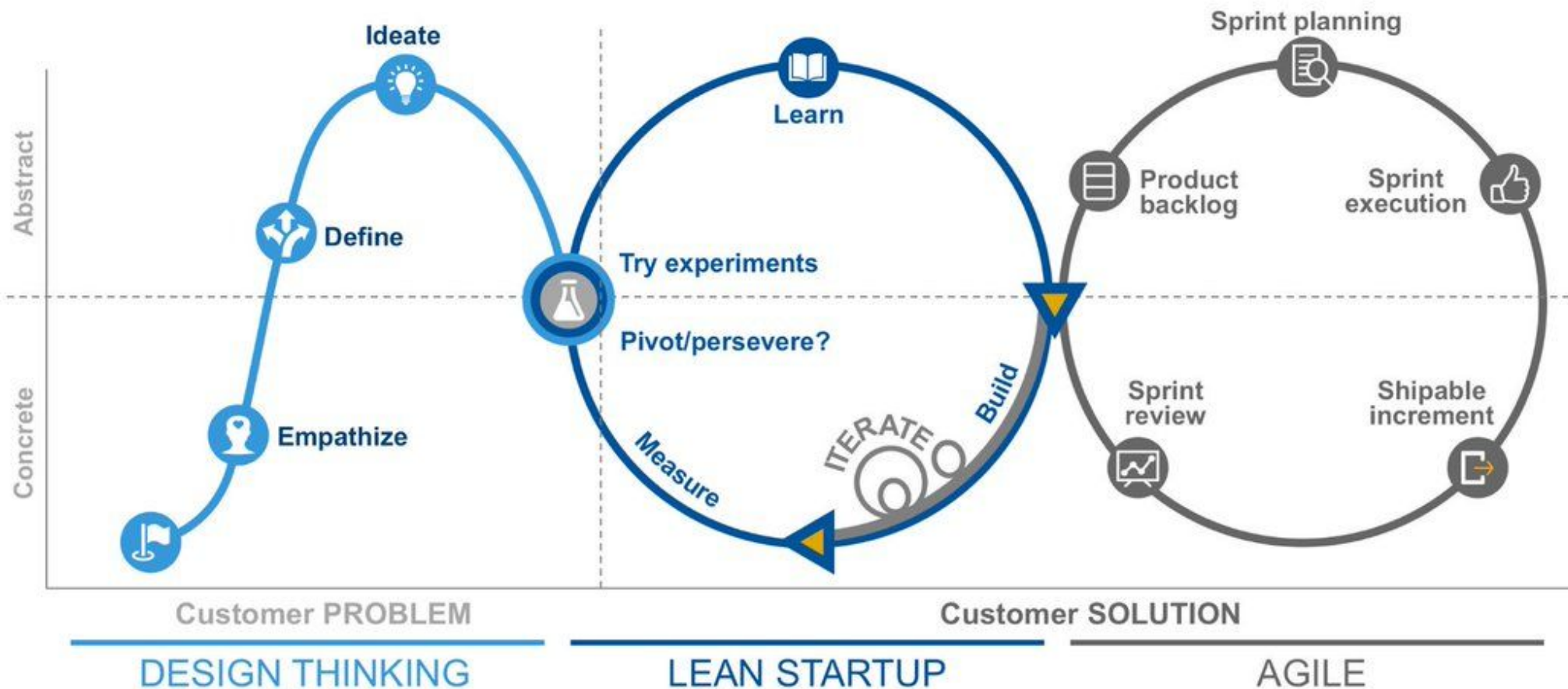
Scaling can mean testing new hypotheses about:

- **adoption** — will more users actually use it?
- **process fit** — can it work within existing processes?
- **stakeholder buy-in** — will key people support it?
- **feasibility** — can we deliver it with available resources?



OBJECTIVE OF THE STAGE

Combine Design Thinking, Lean Startup and Agile

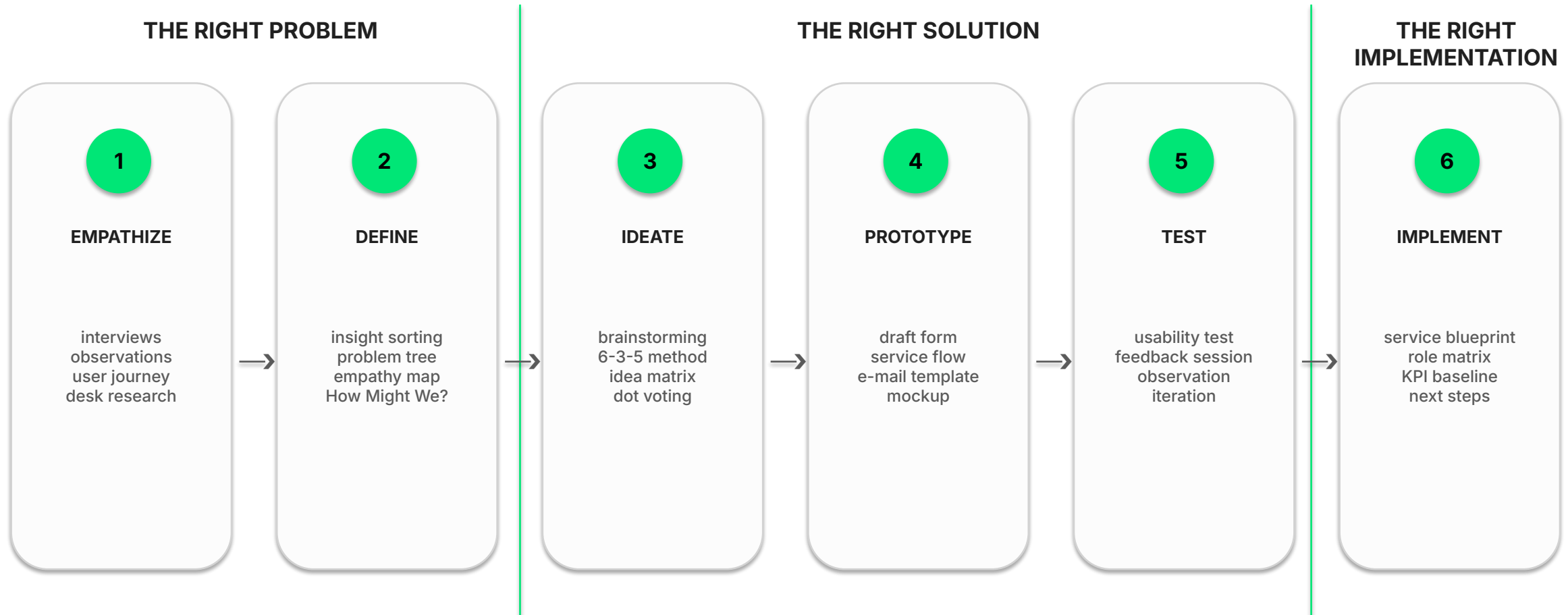


#GartnerSYM

21 CONFIDENTIAL AND PROPRIETARY | © 2016 Gartner, Inc. and/or its affiliates. All rights reserved. Gartner and ITxpo are registered trademarks of Gartner, Inc. or its affiliates.

Gartner

THE DESIGN THINKING PROCESS



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

DESIGN THINKING IN ORGANISATION

Design Thinking can be used in different ways — depending on:

- the type of challenge
- available time
- team maturity
- expected outcome
- organisational context

It does not always have to be a long innovation project.

Sometimes it is:

- one focused workshop
- a short sprint
- a longer project
- an internal process
- a way of supporting everyday improvement

Design Thinking is not one fixed format. It is a flexible approach to solving problems with users, evidence and experimentation.



Three ways to use Design Thinking

Type	What it means in 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.	eBilet Design Sprint — focused on one clearly defined challenge and one practical output - new eBilet web page mockup
2. Project-based Design Thinking	A longer process combining workshops with work between sessions. It helps the team move from challenge to working solution.	Orange Poland — 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.	SIMPL4D at Allegro — an internal process combining Design Thinking, PRFAQ and Business Case.

What blocks Design Thinking?

Design Thinking sounds simple — but using it in the organisation can be difficult.

The biggest barriers are usually not tools. **They are habits, priorities and ways of making decisions.**

Design Thinking does not remove organisational barriers automatically. It helps make them visible.

Typical blocker	Description	What people often say
Groupthink	Teams quickly agree with the dominant opinion instead of exploring different perspectives.	"Let's go with this idea. Everyone seems to agree."
Business-as-usual priorities	Daily tasks feel more urgent than discovery, experimentation and learning.	"I don't have time for this right now. I need to focus on my daily work."
Silos	Teams optimise their own part of the process instead of looking at the full service experience.	"That's not really our team's responsibility."
Decisions based on opinions	Strong opinions, hierarchy or assumptions replace evidence from users and experiments.	"My manager thinks this is the right direction, so let's do that."
Jumping too quickly to solutions	Teams start building before they understand the real problem.	"We already know what the solution is. Let's just build it."
Sticking to old patterns	"This is how we have always done it" becomes a barrier to change — even when current methods are no longer enough because the company environment is changing	Yes, but why should we change something that is working?

When can Design Thinking help at TÜV?

Design Thinking can support TÜV whenever the challenge involves:

- people & technology
- services
- processes
- communication
- stakeholder experience
- internal or external users

It is especially useful **when the problem is complex, unclear or depends on many different perspectives.**

Design Thinking can help when you want to:

- improve process KPIs
- create a new service
- improve customer experience
- improve internal collaboration
- support digitalisation projects

Design Thinking is most useful when we do not yet know the best answer — and need to learn before we scale.



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.

Applying Design Thinking at TÜV

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?



Thank You!

Complete the sentence:

The one question I want to ask more often after this training is...



CONTACT



MATEUSZ KALISZEWSKI

Design Thinking and Innovation Expert

 +48 694 341 553

 mateusz@szkoleniedesignthinking.pl

Company Details:

INNOVATION CONSULTING Mateusz Kaliszewski
Aleje Jerozolimskie 85 lok. 21
02-001 Warszawa
Tax ID (NIP): 7582342534