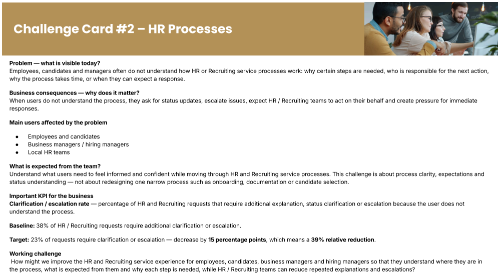
TEAM 2



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?

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.

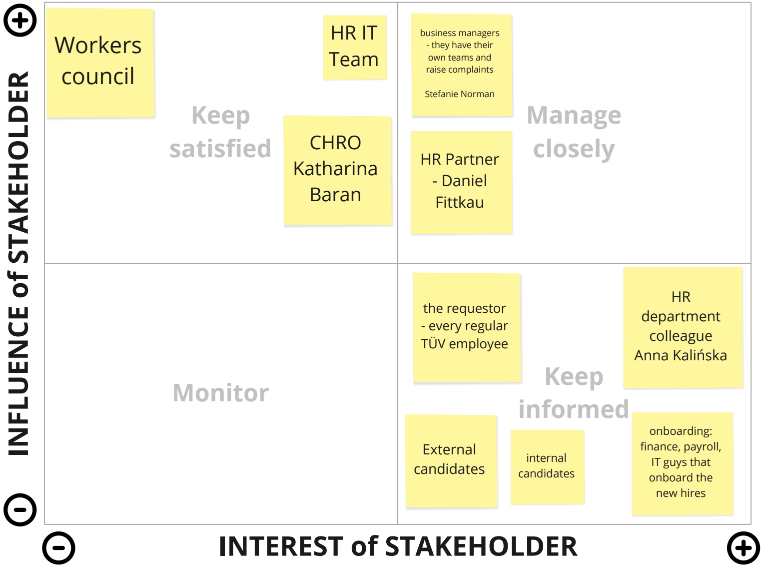
Map four groups:

- **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.

Sticky notes



INFLUENCE of STAKEHOLDER

INTEREST of STAKEHOLDER

Keep satisfied

Workers council

HR IT Team

CHRO Katharina Baran

Manage closely

business managers - they have their own teams and raise complaints

Stefanie Norman

HR Partner - Daniel Fittkau

Monitor

Keep informed

the requestor - every regular TÜV employee

HR department colleague Anna Kalińska

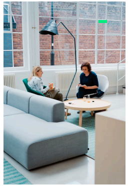
External candidates

internal candidates

onboarding: finance, payroll, IT guys that onboard the new hires

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.

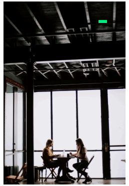


EXAMPLE QUESTIONS

- 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?

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.



Choosing the Interview Group

Go back to the stakeholder map from the previous exercise. Choose one group — preferably users. Note who, why, and how many people.

the requestor - Kasia Kruczek Nowak

HR department colleague Monika Wawrzynek Pawłowska TL HR Admin Anna Kalińska - TL Recrutitn

do people find this tiring/difficult at all?

Hypotheses & Goals

What **hypotheses** do we have about the source of the problem?

requestors complain a lot because they have no knowledge of the process because there are to many processes to manage

we do these requests rarely

direct communication to individual HR agent is discouraged

What do we want to **learn**?

do they have their own ideas/suggestions?

are there any "unofficial" practices that make life easier and we could implement?

what emotions have the requestors and HR agents

What would be useful to see or experience **first-hand**?

see how and where they look for information

dashboard - types of request with resolution times

Sticky stock

Stories & Experiences

'Tell me about the last time...'

what is the easiest way for you to submit this request?

did you place your request directly or via a ticket?

How did you issue the request?

Where did you look for instructions?

what was the difficulty you experienced when requesting spomething in HR

What is your biggest frustration with the requests you receive?

How often do you experience this issue?

What do you think the process should look like?

What do you think would help in this situation?

Did you know who to address with your request?

Tell me about the last time you have got a smooth and satisfactory support from HR Team

Sticky stock

Non-obvious & Deep

'What if...', 'Why specifically...'

What if there was a all-day hotline or chat so that the requestors could ask questions directly?

What are the daily tasks of HR agents that bother them besides of answering tickets?

what specifically is the hardest experience when requesting support from HR?

what specifically is the hardest experience when solving tickets as HR agent?

Sticky stock

'Faster Horse'

What users think they want — vs. what they really need?

what's working and what isn't

can you work me through what a typical situation feels like?

eg. what type of solution you dream of? :)

Rank the factors on a scale 1-5 in terms of importance: speed of resolution, direct contact and keeping you updated, no additional info required, short and easy ticket

Sticky stock

Ania

Observation & Experience

What do we want to see live? What will we ask the interviewee to show or demonstrate?

Requestor

What was the last HR request you had to submit? Show me how you did it.

Shadowing: looking for an HR-Related information

Who do you call/what do you do if you cannot find the information?

HR

Most popular ticket categories + time to resolve (to know what are the biggest pain points - look towards high number & slow processing

How do they deal with customers who don't have a clue (example call/ticket)

How do they search/exchange information?

Sticky stock

Stories & Experiences

‘Tell me about the last time…’

Sticky stack

what is the easiest way for you to submit this request?

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the requestor
- Kasia
Kruczek
Nowak

HR department
colleague
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Pawłowska TL HR
Admin
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Recrutitn

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see how and where they look for information

dashboard - types of request with resolution times

Sticky stack

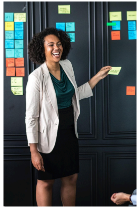
DEFINE: AFFINITY MAP INSTRUCTION

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

Category & Conclusion

interview: Requestor

What, in general, are the things you need from HR and how often?

what is the easiest way for you to submit this request? what are in general the ways you know?

what specifically is the hardest experience when requesting support from HR?

Tell me about the last time you had to request something at HR. How was your experience?

Shadowing: looking for an HR-Related information

What, in general, are the things you need from HR and how often?

Focus: **polish HR org, I contact them 2 times a month.**
Examples: signing contract update, ADP-related queries (at the beginning of the year my holiday balance was incorrect), holiday queries etc.

What is the easiest way to submit your request/get information?

I usually contact my team first, bcs they know the solution or they know someone who knows the solution.
It brings fastest solutions.

What is the hardest experience when requesting support from HR?

TIME is the priority – it's faster, shorter waiting time etc.
I don't know whom to approach with specific problems, there are a couple of ppl, responsibilities are divided.

In majority of the cases > Team first.

There are resources, but they're totally dispersed, for example, glasses reimbursement.

Kasia's way:
1.Checks available resources.
2.Asks across the team.
3.Prefers to deal directly with a human.

Solutions/what ifs:
-Quarterly webinars,
-**Internal HR chatbot** fed with knowledge repositories,
-**Instructions should be pinned alongside the resources.**

Till today she doesn't know how to mark in ADP wyjcie prywatne.

Employees don't know SLAs or steps alongside the way. Workflow is not visible for requestor > **perhaps could be visible**? Or the process flow could be described briefly on top of the ticket type (pdoc)?

SCOPE

Focus: polish HR org, I contact them 2 times a month

Examples: signing contract update, ADP-related queries (holiday balance was incorrect at beginning of year), holiday queries

SOLUTIONS SUGGESTED

Solution: Instructions should be pinned alongside the resources

Solution: Internal HR chatbot fed with knowledge repositories

Or the process flow could be described briefly on top of the ticket type (pdoc)?

Solution: Quarterly webinars

New joiners: there is a hotline for them to ask questions

[illegible]

There are resources, but they're totally dispersed, for example, glasses reimbursement

INSIGHT: there are resources (knowledge), but it's not there, where the user is taking the action

LACK OF PROCESS AND SYSTEM KNOWLEDGE

I don't know whom to approach with specific problems, there are a couple of people, responsibilities are divided

Employees don't know SLAs or steps alongside the way

Workflow is not visible for requestor > perhaps could be visible?

[illegible]

Payroll team [illegible]

Problem: we need more knowledge about contract management

[illegible]

INSIGHT: HR Hiring Administration Team is at the end of HR processes - that might be the background of some problems.

Till today she doesn't know how to mark in ADP wyjcie prywatne

[illegible]

UNOFFICIAL WORKAROUNDS

TIME is the priority - faster, shorter waiting time

In majority of cases > Team first

[illegible]

[illegible]

"SOMEONE HELP" -> SAVE PEOPLE FORM BOTHERING PEOPLE THAT ARE NOT RESPONSIBLE

TIME ZONE ISSUES - more time from request to solution needed

bugs: log in issues

bugs: data migration from people doc to MyHR

interview: HR Hiring Administration agent

PREPARED QUESTIONS

1. OPENING: could you tell me, what are the daily tasks of your team?

2. can you work me through what a typical situation feels like?

3. Most popular ticket categories + time to resolve (to know what are the biggest pain points - look towards high number & slow processing

4. what specifically is the hardest experience when solving tickets as HR agent?

5. are there any "unofficial" practices that make life easier and we could implement?

6. What are the daily tasks of HR agents that bother them besides of answering tickets?

7. What if there was a all-day hotline or chat so that the requestors could ask questions directly?

8. How do they deal with customers who don't have a clue (example call/ticket)

HOW IT REALLY WAS...

Respondent started her own **story**, which I followed, asking some questions at the end

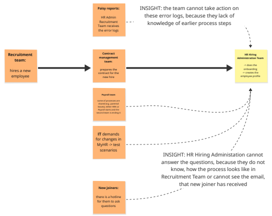
Agent showed an example: testing scenarios of MyHR portal, where:
1. Employee data is being stored
2. Employees can edit their data by themselves, request parental leave, initiate working time change
3. There are a lot of "self service features"

Agent coordinates 2 sub teams:

1. Betriebsmodell (??)

2. MyHR Team - responsible for the correctness of data in MY HR

INSIGHT: HR Hiring Administration Team is at the end of HR processes - that might be the background of some problems



Paisy reports:

HR Admin Recruitment Team receives the error logs

INSIGHT: the team cannot take action on these error logs, because they lack of knowledge of earlier process steps

Recruitment team:

hires a new employee

Contract management team:

prepares the contract for the new hire

HR Hiring Administration Team

-> does the onboarding
-> creates the employee profile

Payroll team

some of processes are shared (e.g. parental leaves); either HRA or Payroll starts and the second team is ending it

IT demands for changes in MyHR -> test scenarios

INSIGHT: HR Hiring Administation cannot answer the questions, because they do not know, how the process looks like in Recruitment Team or cannot see the email, that new joiner has received

New joiners:

there is a hotline for them to ask questions

Problem: we need more knowledge about contract management

Question: What would be the ideal solution?

Answer: If someone from Recruitment delivered a workshop for us and showed, how the system works.

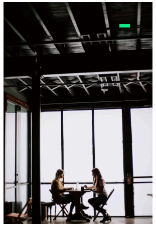
Question: what would change, if you had the knowledge you need?

Answer:
- we could avoid 1 or 2 weeks of email ping pong, before you finally get something clarified or someone ticks a box in the system
- we could directly ask someone: "hey, could you please change the status to [...]?"
- we could avoid writing to Contract Management Team and get a response: "this is not our scope"
- we could respond the employee's questions more quickly
- we could lower the emails volume
- we could solve hotline queries faster
- there would be less questions "who is responsible for that?"
- we had more independence

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.)



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.

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.

	Need identified	submit a change	Waiting	contract amendment	5. Service Usage	6. Feedback
Touchpoints Where and how the customer encounters you at this stage	Internal comms Need: I'm moving to another town in PL Email Teams verbal communication in the office	ADP system Success Factors system verbal communication in the office Email Teams	waiting all alone	Teams from HR Email from HR Information about contract change: you can sign in the office or receive it via post docusign (depending on region)		
Actions What the customer is actively doing	ask the manager B: you ask HR people what to do A: ask HR via Teams and Email	change address ON MY OWN send an unnecessary e-mail to HR with your new address	waiting helloo? is someone there? sending another e-mail to hr asking what's happening now? do I need to do anything?	sign and return the contract	Uses service daily	
Pain Points Friction, frustration, and blockers in the customer's way	your manager doesn't know what to do Hard to find info you are redirected to a wrong person unclear roles/responsibilities between HR roles	ppl don't understand why they need to do it themselves you need to do that in 2 different systems users doesn't know what will happen next (contract amendment or not?)	Waiting to see WHETHER something will happen - uncertainity Uncertainity	no deadline guidance needed with 1st docusign use no tracking (physical documents)		
Insights Patterns, conclusions, and opportunities to act on	Based on IP address - inform users about need of address change and how to do it AI agent/HR chatbot?	Simplify request form Do it in one system :)	Play elevator music :)			Quarterly NPS survey

RULES FOR IDEATION

1. **We stay committed to our challenge from the previous session**
   Keep your focus on the goal we defined earlier and actively search for answers to the "How might we" challenge from the previous session. Build on yesterday's work, stay engaged, and continue moving forward together.
2. **There are no bad ideas — only brave hypotheses**
   The crazier, more unusual or "impossible" the idea feels, the better. Breakthroughs often start outside the comfort zone.
3. **First generate, then analyse**
   Do not judge, comment on or analyse ideas while we are creating them. Evaluation will come later.
4. **Be specific, not generic**
   If an idea sounds too broad, make it concrete. A good idea should explain what, for whom and how.
5. **Constraints are a starting point, not the end**
   Treat limitations as fuel for creativity. The question is: how might we overcome this barrier?
6. **Look for inspiration everywhere**
   Use examples from other industries, technologies, services, startups and unexpected contexts. Innovation often comes from combining distant worlds.
7. **Speed matters**
   We will work in short rounds and time boxes. Time pressure helps us avoid overthinking and generate more boldly.
8. **Support others and yourself — leave your inner critic outside**
   Encourage each other, build on ideas, and create a safe space for experimentation. Your inner critic can wait outside the door — we will invite it back later, during evaluation.

10X THINKING

Most organizations try to make their products, services or processes **10% better**.

They optimize what already exists.
They improve the current process.
They fix small pain points.

But 10% thinking often keeps us inside the same assumptions.

10x thinking means asking a different question:

Not: "How can we improve this a little?"

But: "How could we make this 10 times better, faster, simpler or more valuable for the user?"

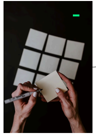
10x ideas may feel unrealistic at first — and that is the point.

They force us to:

- change perspective,
- question current assumptions,
- look beyond existing processes,
- imagine a radically better experience,
- search for new ways to create value.

In this exercise, we will use 10x thinking to push our ideas beyond obvious improvements.

SILENT IDEA GENERATION



Your task: generate as many ideas as possible individually and in silence.

You have **10 minutes.**

Work with your team's **"How might we..." challenge** and follow the ideation rules.

Instructions:

1. **Read your "How might we..." challenge carefully**
   Make sure you understand what problem you are generating ideas for.
2. **Switch off your inner critic**
   Write down every idea that comes to your mind — including ideas that feel strange, unrealistic, too simple or even "stupid".
   At this stage, quantity matters.
3. **Make your ideas specific**
   Do not write only the desired effect.
   For example, "better communication" is not an idea.
   Describe what could actually be done, for whom and how.

After 10 minutes, I will give you additional inspiration to help you push your ideas further.

GROUP BRAINSTORMING

Your task: share your ideas and build on them as a team.

You have **15 minutes**.

This is not a presentation.
This is not a decision-making moment.
This is not a search for approval.

Instructions:

1. **Read your ideas to the group**
   Briefly explain what you wrote, but do not try to defend or "sell" your ideas.
2. **Listen to others with curiosity**
   Do not judge, evaluate or discuss whether the idea is realistic yet.
3. **Build on each other's ideas**
   Use other people's ideas as triggers for new directions.
4. **Generate 10x ideas**
   Ask yourself: What would this idea look like if it was 10 times better, faster, simpler or more valuable for the user, and how could it improve key KPIs by 10x?
5. **Add new ideas to the board**
   Keep writing. Every new idea should become a separate sticky note.

Goal: create more, stronger and bolder ideas than any one person could generate alone.

Copy ar uestions

10x reco:

How might we remove the need for employees to understand, search for or manually submit HR change requests by creating a system that detects, prepares and routes the right change automatically?

Sticky stack

TASK: ANALYSE IDEAS ON THE MATRIX

Use the idea evaluation matrix on the Miro board.

Place each idea on the matrix according to two criteria:

Vertical axis:
Impact on solving the problem and improving KPIs

Horizontal axis:
Impact on user experience

Instructions:

1. Read all ideas generated by your team.
2. Discuss what each idea could change for the user and for the organization.
3. Place each idea on the matrix.
4. Look for ideas with the strongest combined potential:
   - high impact on the problem and KPIs,
   - high impact on user experience.
5. Select **2 ideas** that your team wants to develop further.

Output:
2 selected ideas with the highest potential for prototyping and testing.

Challenge Card #2 – HR Processes

Problem — what is visible today?
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Business consequences — why does it matter?
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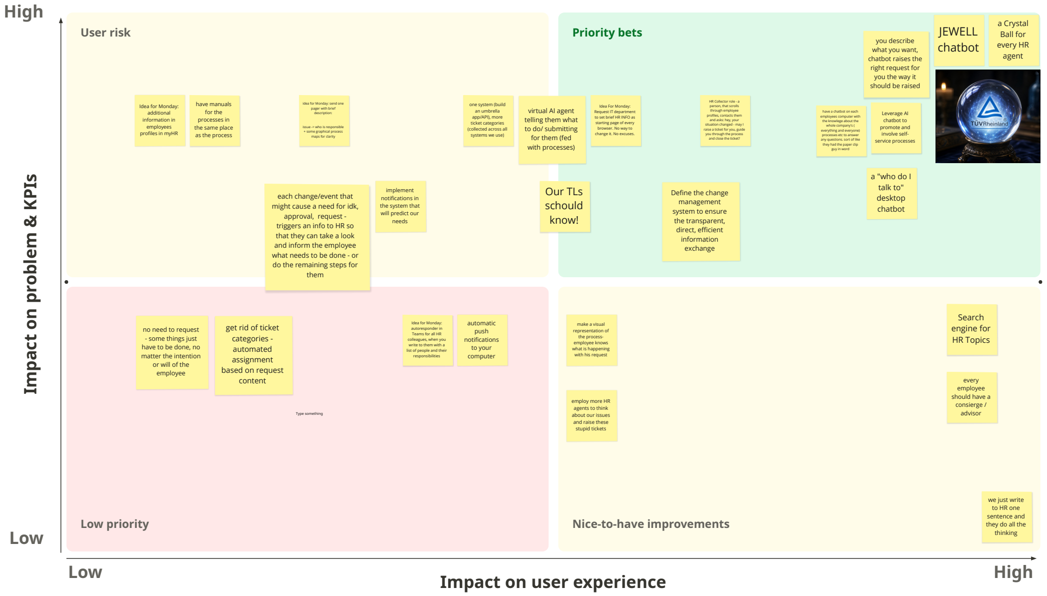


User risk

Idea for Monday: additional information in employees profiles in myHR

have manuals for the processes in the same place as the process

idea for Monday: send one pager with brief description:

issue -> who is responsible + some graphical process maps for clarity

one system (build an umbrella app/API), more ticket categories (collected across all systems we use)

virtual AI agent telling them what to do/ submitting for them (fed with processes)

each change/event that might cause a need for idk, approval, request - triggers an info to HR so that they can take a look and inform the employee what needs to be done - or do the remaining steps for them

implement notifications in the system that will predict our needs

Priority bets

Idea For Monday: Request IT department to set brief HR INFO as starting page of every browser. No way to change it. No excuses.

HR Collector role - a person, that scrolls through employee profiles, contacts them and asks: hey, your situation changed - may I raise a ticket for you, guide you through the process and close the ticket?

have a chatbot on each employees computer with the knowlege about the whole company's (everything and everyone) processes etc to answer any questions. sort of like they had the paper clip guy in word

Leverage AI chatbot to promote and involve self-service processes

you describe what you want, chatbot raises the right request for you the way it should be raised

JEWELL chatbot

a Crystal Ball for every HR agent

Our TLs schould know!

Define the change management system to ensure the transparent, direct, efficient information exchange

a "who do I talk to" desktop chatbot

Low priority

no need to request - some things just have to be done, no matter the intention or will of the employee

get rid of ticket categories - automated assignment based on request content

Type something

Idea for Monday: autoresponder in Teams for all HR colleagues, when you write to them with a list of people and their responsibilities

automatic push notifications to your computer

Nice-to-have improvements

make a visual representation of the process- employee knows what is happening with his request

employ more HR agents to think about our issues and raise these stupid tickets

Search engine for HR Topics

every employee should have a consierge / advisor

we just write to HR one sentence and they do all the thinking

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?

chat doesn't make things up

"2nd line support" was required at times

enables trust

it sometimes responds in polish, sometimes in English

the responses are concise

would need a good marketing and redirect to a specific person

responses are generated very slowly

more user-friendly interface

Design an experiment for your selected idea

Use the **Test Card** to turn your selected idea into a simple experiment.

Your goal is to decide **which key hypothesis should be tested first** and how you can verify it in the most reliable way during the next session.

Your conditions

- In the next session, you will have:
- 1 hour to build a simple prototype, MVP or test material
- At least 1 tester from another team to test it with

Be creative with the prototype

- Your prototype does not have to be built only in Miro.
- You can use any format that helps you test the hypothesis, for example:
- a clickable mock-up, a process sketch, a simple form, a storyboard, a landing page, a service script, an email/message draft, a dashboard mock-up, a role-play, or even a very simple MVP.
- The prototype only needs to be good enough to help someone react, understand, use or evaluate the idea.

Design an experiment for your selected idea

Complete the Test Card

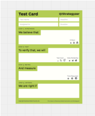
1. We believe that...
Write the most critical hypothesis behind your idea.

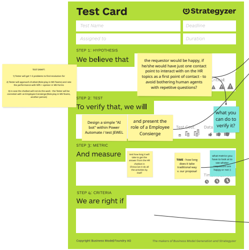
2. To verify that, we will...
Describe the smallest prototype, MVP or experiment you can prepare in 1 hour.

3. And measure...
Define what you will observe, ask or count during the test.

4. We are right if...
Define the minimum result that will tell you the idea is worth continuing.

What can we test quickly that will give us the strongest evidence for making a decision?





Test Card — Strategyzer

Test Name | Deadline
Assigned to | Duration

TEST DRAFT:

1) Tester will get 1-3 problems to find resolution for

2) Tester will approach chatbot (Role play in MS Teams) and rate the performance with NPS + opinion in MS Forms

3) in case the chatbot will not do the work - the Tester will be conneted with an Employee Consierge (Role play in MS Teams, another person)

STEP 1: HYPOTHESIS

We believe that

the requestor would be happy, if he/she would have just one contact point to interact with on the HR topics as a first point of contact - to avoid bothering human agents with repetitve questions?

Critical:

STEP 2: TEST

To verify that, we will

Design a simple "AI bot" within Power Automate / test JEWEL

and present the role of a Employee Consierge

what you can do to verify it?

Test Cost: Data

STEP 3: METRIC

And measure

test how long it will take to get the answer from the HR chatbot in China.Can it do all the activities by itself

TIME - how long does it take traditional way v. our proposal

what metrics you have to look at to see wheter requestors are happy or not :)

Time

STEP 4: CRITERIA

We are right if

Copyright Business Model Foundry AG

The makers of Business Model Generation and Strategyzer

Sticky stock

Service Experience Design Program

DESIGN THINKING TRAINING

Session 3 • Ideation, Selection & Experiment Design

for

Mateusz Kaliszewski

Design Thinking and Innovation Expert

Step 1: Hypothesis — We believe that...
Providing requesters with an AI bot that guides them through the process and answers repetitive questions will:

- reduce the time needed to achieve the expected outcome by **X%**,
- reduce manual interventions from the support team by **Y%**,
- increase requester satisfaction by **Z%**.
-

Step 2: Test — To verify that, we will...
Develop a simple AI bot (Power automate / Jevel) that helps requesters solve one or more selected, frequently occurring problems.

For the workshop, I recommend creating a detailed prompt for ChatGPT or another AI tool, instructing it to act as the bot. You can provide it with relevant procedures, knowledge materials, examples and other data needed to guide the requester.
The test can be conducted through MS Teams:

1. The requester communicates with the testing team via Teams.
2. The team copies the requester's messages into the AI bot.
3. The bot's responses are copied back to the requester.

This simple setup will allow you to simulate the experience without building a technical integration. The objective is to observe how the bot works in practice and whether it helps users achieve the expected outcome independently.

Step 3: Metric — And measure...
We will measure:

- **Time to outcome:** the time from the requester's first contact until the issue is successfully resolved. We will use tool statistics, if available, or measure it manually.
- **Manual interventions:** the percentage of cases that require help from the support team. We will compare the current percentage of tickets requiring manual support with the percentage among users testing the bot.
- **Requester satisfaction:** several dozen users will assess their satisfaction with the current ticketing process and with completing the same or a comparable task using the bot. We will then compare the results.

Step 4: Criteria — We are right if...

- Time to outcome is reduced by at least **X%**.
- Manual interventions are reduced by at least **Y%**.
- Requester satisfaction increases by at least **Z%**.
-

For a reliable comparison, both groups should complete the same or very similar tasks, and satisfaction should be measured using the same scale.

PROMPT

Role:
Act as an HR specialist with extensive knowledge of TÜV Rheinland's policies, procedures, and general HR best practices. You are an expert in providing accurate, clear, and employee-friendly answers to HR-related questions.

Task:
Your task is to assist TÜV Rheinland employees by answering their HR-related questions. You must provide detailed, accurate, and helpful responses tailored to the employee's query. If the question involves specific policies or procedures, explain them clearly and concisely. If the information is unavailable, admit you don't have this information and the requestor should contact local HR department.

Context:
You are assisting employees of TÜV Rheinland, a global organization with diverse teams and operations. Employees may ask about topics such as recruitment, onboarding, benefits, leave policies, workplace guidelines, performance management, career development, employee relations, workplace flexibility, diversity and inclusion, legal compliance, and employee support programs. Your responses must align with general HR practices and TÜV Rheinland's organizational standards.

Examples of Results:

Question: "How many vacation days am I entitled to per year?"
Answer: "At TÜV Rheinland, employees are entitled to [X] vacation days per year, as outlined in the company's leave policy. If you need further clarification, you can check the HR portal or contact your HR representative."

Question: "What is the process for applying for parental leave?"
Answer: "To apply for parental leave, you need to submit a formal request through the HR portal at least [X weeks] in advance. Ensure you attach the required documentation, such as a medical certificate or proof of eligibility. For more details, refer to the parental leave section in the employee handbook."

Question: "Who do I contact if I experience workplace harassment?"
Answer: "If you experience workplace harassment, you should report it immediately to your HR representative or use the confidential reporting system available on the HR portal. TÜV Rheinland has a zero-tolerance policy for harassment and will ensure your concerns are addressed promptly and confidentially."

Instructions:

Always provide clear, concise, and professional answers.
Use employee-friendly language and avoid technical jargon unless necessary.
If a question is outside your scope, direct the employee to the appropriate resource or contact.
Ensure that your responses are unbiased and adhere to TÜV Rheinland's values and policies.
When applicable, include step-by-step instructions or links to relevant resources.
Format of Results:

Provide answers in a conversational tone.
Use bullet points or numbered lists for step-by-step instructions.
Include links to resources or contact information when relevant.
Keep responses concise but detailed enough to address the question fully.
If the information is unavailable, admit you don't have this information and the requestor should contact local HR department.
Your responses must be maximum 120 words long.
Your responses must be solely based on attached instructions. In case you cannot find the answer in attached instructions, state it clearly and ask requestor to contact local HR deaprtment

Option 1: Channel Agent
A Channel Agent can be created directly inside a Teams channel.

Users ask questions by mentioning it:
@HR Support How can I submit a request to change an employee's personal data?
The agent can use information from:

- messages posted in its channel,
- meeting transcripts and approved summaries,
- the channel's Planner board,
- web search, if enabled by the organization.

To add it:

1. Open the relevant Teams channel.
2. Select **Open agents and bots**.
3. Find **Channel Agent** and select **Add**.
4. Users can then ask questions by @mentioning the agent.

Channel Agent is currently in public preview. To create and interact with it, users need a Microsoft 365 Copilot subscription, membership in the relevant channel and access enabled by the IT administrator. It cannot answer questions in conversations containing external users. Microsoft: Channel Agent requirements

Option 2: Custom agent for the experiment
For this experiment, a custom agent may be more suitable. You could create it in SharePoint or Copilot Studio and provide it with:

- a specific role and instructions,
- HR procedures and supporting materials,
- examples of typical requests,
- a structured process for guiding requesters,
- rules defining when human support is required.

The agent can then be added to the selected Teams channel. Users interact with it by writing, for example:
@HR Request Assistant I need to change my bank account details. What should I do?
Microsoft supports adding custom SharePoint agents to Teams channels and using them through @mentions. The agent only uses information that the individual user is permitted to access. Microsoft: Share a SharePoint agent in Teams

Recommended test setup

- Teams channel: **HR Request Support**
- Custom agent with instructions and relevant HR knowledge
- Requester asks a question using @HR Request Assistant
- Agent guides the requester toward resolving the issue
- The requester can select or write **"I need human support"**
- The team measures completion time and the number of human interventions

One important limitation: standard Teams agents normally respond only when explicitly @mentioned. If the agent needs to monitor every channel message and respond automatically, a more technical custom Teams bot, appropriate message permissions and probably IT involvement would be required.

For the workshop, I would still prepare the **Wizard of Oz simulation as a backup**, because access to agent creation may be restricted by TÜV's licences or IT policies.

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.

Prioritising Needs & Insights

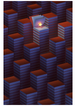
Choose what matters most

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?



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?

SOLUTIONS SUGGESTED

[illegible]

Solution: Quarterly webinars

LACK OF PROCESS AND SYSTEM KNOWLEDGE

[illegible]

Problem: we need more knowledge about contract management

UNOFFICIAL WORKAROUNDS

[illegible]

Play elevator music :)

no deadline

no tracking (physical documents)

High

Impact on user experience

Low

User value

check business relevance

guidance needed with 1st docusign use

USER: Waiting to see WHETHER something will happen - uncertainity

Uncertainity (regrading existing employees:D)

users doesn't know what will happen next (contract amendment or not?)

ppl don't understand why they need to do it themselves

Hard to find info

INSIGHT: there are resources (knowledge), but it's not there, where the user is taking the action

I don't know whom to approach with specific problems, there are a couple of people, responsibilities are divided

Employees don't know SLAs or steps alongside the way

There are resources, but they're totally dispersed, for example, glasses reimbursement

Workflow is not visible for requestor > perhaps could be visible?

Top priorities

PROBLEM: you need to do things in 2 different systems

your manager doesn't know what to do

"SOMEONE HELP" -> SAVE PEOPLE FORM BOTHERING PEOPLE THAT ARE NOT RESPONSIBLE

"SOMEONE HELP" -> SAVE PEOPLE FORM BOTHERING PEOPLE THAT ARE NOT RESPONSIBLE

you are redirected to a wrong person

Low priority

TIME is the priority – faster, shorter waiting time

In majority of cases > Team first

Till today she doesn't know how to mark in ADP wyjście prywatne

Business value

check user relevance

INSIGHT: HR Hiring Administration cannot answer the questions, because they do not know how the process looks like in Recruitment Team or cannot see the email, that new joiner has received

INSIGHT: HR Hiring Administration Team is at the end of HR processes - that might be the background of some problems

Company creates hundreds of apps and services that no one uses

Impact on challenge goal and KPI

High

HOW MIGH WE...

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?

you are redirected to a wrong person

How might we... HELP

for... HR AGENTS

so that they can... REDIRECT THE QUERIES DIRECTLY TO THE RIGHT PEOPLE

while... NOT HAVING TO EXCHANGE EMAILS WITH OTHER DEPARTMENTS

10x reco:

How might we make it impossible for HR Agents to contact the wrong HR / Recruiting person, no matter which channel they use?

OR

PROBLEM: you need to do things in 2 different systems

How might we... ENABLE

for... EMPLOYEES

so that they can... REQUEST HR CHANGE

while... USING ONLY 1 SYSTEM INSTEAD OF 2

10x reco:

How might we create a one-system experience that guides requestors through a simple, self-explanatory path to submit a request correctly the first time?

unclear roles/responsibilities between HR roles

SAVE PEOPLE FROM BEING OVERLOADED:

1. REQUESTOR - FROM MEMORIZING, HOW TO CORRECTLY REQUEST SOMETHING IN HR

2. THE HR SPECIALIST: FROM FINDING OUT, WHO IS RESPONSIBLE FOR THE CASE

How might we... MAKE THE HR CHANGES PROCESS

for... EMPLOYEES

so that they can... PLACE THE REQUEST WITHOUT ASKING OTHER COLLEAGUES FOR SUPPORT

while... NOT HAVING TO LOOK FOR KNOWLEDGE RESPOSITORIES

Reco:

How might we make the HR changes process self-service for employees, so that they can submit requests independently, without asking colleagues for support or searching through knowledge repositories?

10x reco:

How might we make HR changes happen proactively and automatically, before employees even need to ask, search or submit a request?

10x reco:

How might we remove the need for employees to understand, search for or manually submit HR change requests by creating a system that detects, prepares and routes the right change automatically?

ky notes

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.

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?**