



Design Thinking for Adoption

Michelle Caldwell

mary.m.caldwell@Avanade.com

Meet Michelle Caldwell @shellecaldwell



12 years in
SharePoint, 18+ in
IT

MVP MSRD CSM



Founding
Member &
Former President



NA Digital Workplace
Transformation Lead

**Certified
Innovation Games
Facilitator**



1 son (Brenden)
2 cats (Clark &
Snickers)
1 puppy (Zyla)



The Adoption Challenge

We've
invested
in what's
good for
our users

Our users don't
necessarily agree



Avoiding Adoption Failure

We know that many initiatives end up misused or under-used



We want to make a difference, but...



*"If you want to make enemies, try to
change something"*

Woodrow Wilson



It's not always clear what direction to take



What can we do?



Search the internet?

- Download a PDF guide on adoption?
- Attend a session on adoption at European SharePoint Conference?

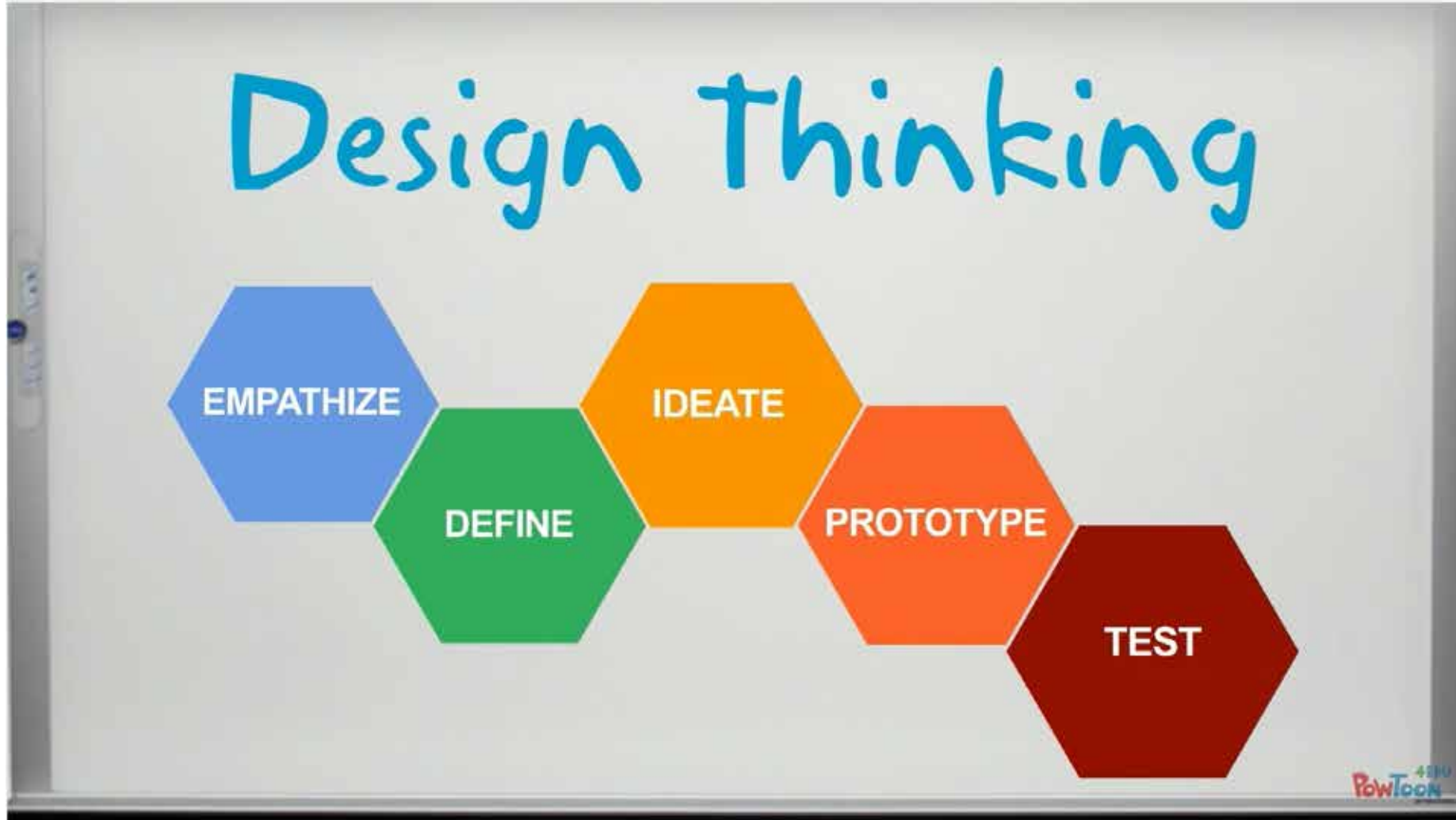


Those are all good, but...

- Let's look at a potential alternative
- One that involves your users in a cooperative, collaborative approach to solving the problem



Short Video



What is Design Thinking?

*“Design Thinking is a **human-centered approach to innovation** that draws from the designer's toolkit to integrate the needs of **people**, the possibilities of **technology**, and the requirements for **business success**.”*

- Tim Brown, IDEO



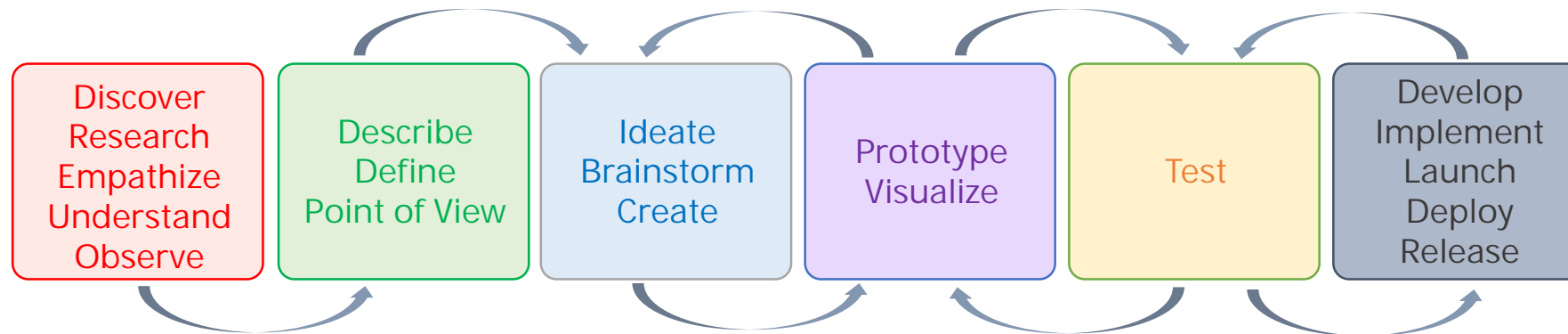


Key Elements of Design Thinking

- Human-centered
- Creative and Playful
- Prototype-Driven
- Iterative
- Collaborative

Design Thinking Approaches & Methods

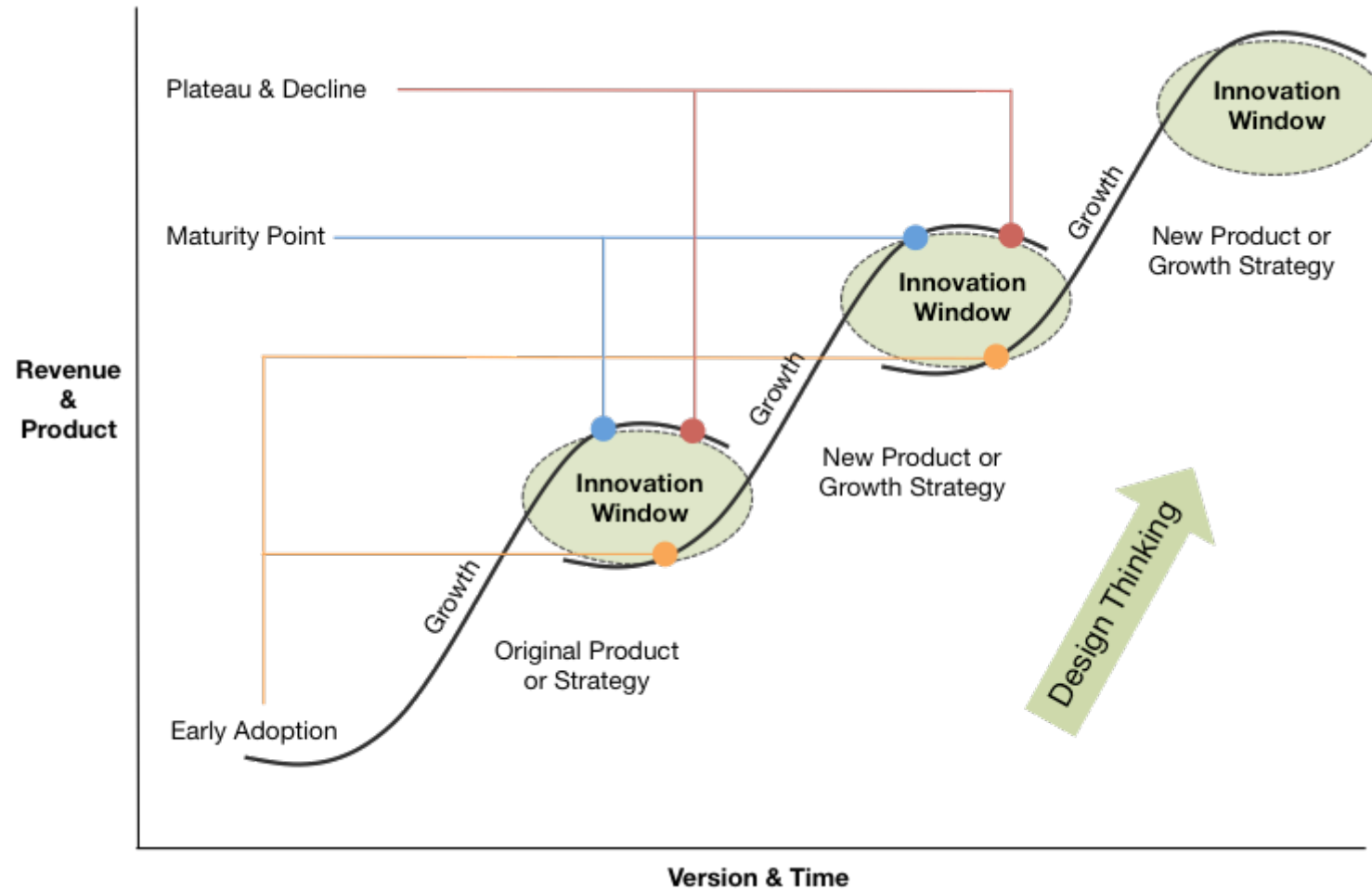
Design Thinking is not a set process: the specific steps and terminology vary between approaches, and there are over 50 design methods to select from for a particular situation



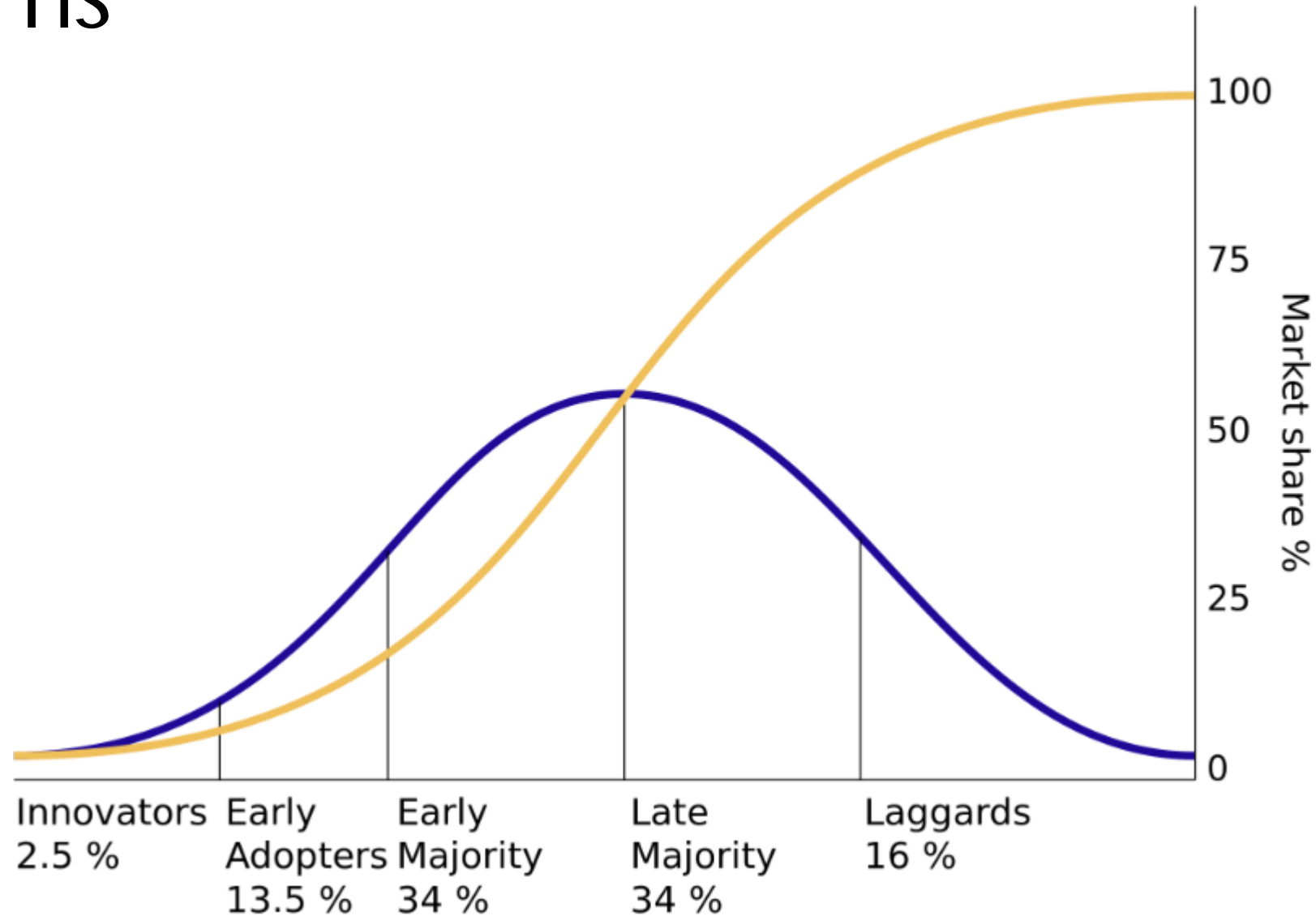
Examples of Methods – some methods can be applied by anyone, others require design expertise

- | | | | | | |
|---------------------|----------------|------------------|---------------------------|------------------|---------------|
| • Ethnography | • Personas | • Brainstorming | • Diagrams, Wireframes | • Test Workshops | • Website |
| • User research | • Journey Maps | • User workshops | • Interactive Simulations | • A/B Testing | • Application |
| • User observations | • Empathy Maps | • Sketching | • Working Code | | • Process |
| | | • Storyboards | | | |

The S-Curve & Design Thinking



The S-Curve is Partially Driven by Adoption Patterns



What is and is NOT Design Thinking?



Experimental/explorative
nonlinear process



Planning linear process

What is and is NOT Design Thinking?



Ethnographies, observation studies, focus groups, interviews to understand the end-user needs



“Show and Tell” innovation workshops

What is and is NOT Design Thinking?



Co-creation and
brainstorming workshops



Single-day workshops

What is and is NOT Design Thinking?



Focus on end-user strategy



Focus on technology implementation

What is and is NOT Design Thinking?



Workshops over multiple days/time period



Perception of end-user needs based on opinions/secondary research

What is and is NOT Design Thinking?



Project constraints are in place; flexibility to adjust solution, budget and/or deadline as needed



Project driven by single discipline (e.g. XD team siloed from technologists)

What is and is NOT Design Thinking?



Multidisciplinary team



Narrow audience

What is and is NOT Design Thinking?



Broad audience



Fixed solution, budget, and/or
deadlines with little to no room for
adjustments

What is and is NOT Design Thinking?



Rapid prototyping and testing;
evaluation and fine-tuning



Presentation of complete solution
(without phases of engagement/
prototypes)



Design Thinking Tools

Resource:

SERVICE DESIGN TOOLS

COMMUNICATION METHODS SUPPORTING DESIGN PROCESSES

An open collection of communication tools used in design processes that deal with complex systems.

The tools are displayed according to the **design activity** ^{WHEN} they are used for, the kind of **representation** ^{HOW} they produce, the **recipients** ^{WHO} they are addressed to and the **contents** ^{WHAT}.



DESIGN ACTIVITIES

CO-DESIGNING

ENVISIONING

TESTING & PROTOTYPING

IMPLEMENTING

RELATIONS	RECIPIENTS	CONTENTS
	STAKEHOLDERS	CONTEXT
	PROFESSIONALS	SYSTEM
	SERVICE STAFF	OFFERING
	USERS	INTERACTION

<http://www.servicedesigntools.org/>

design activity

ENVISIONING



tool
**SERVICE
IMAGE**



tool
**TOUCHPOINTS
MATRIX**



tool
EVIDENCING



tool
PERSONAS



tool
**OFFERING
MAP**



tool
ACTORS MAP



tool
BLUEPRINT



tool
POSTER



tool
SYSTEM MAP



tool
**EXPERIENCE
PROTOTYPE**



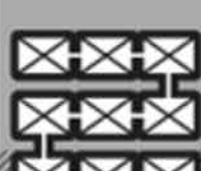
tool
MOCK UP



tool
MOODBOARD



tool
**TOMORROW
HEADLINES**



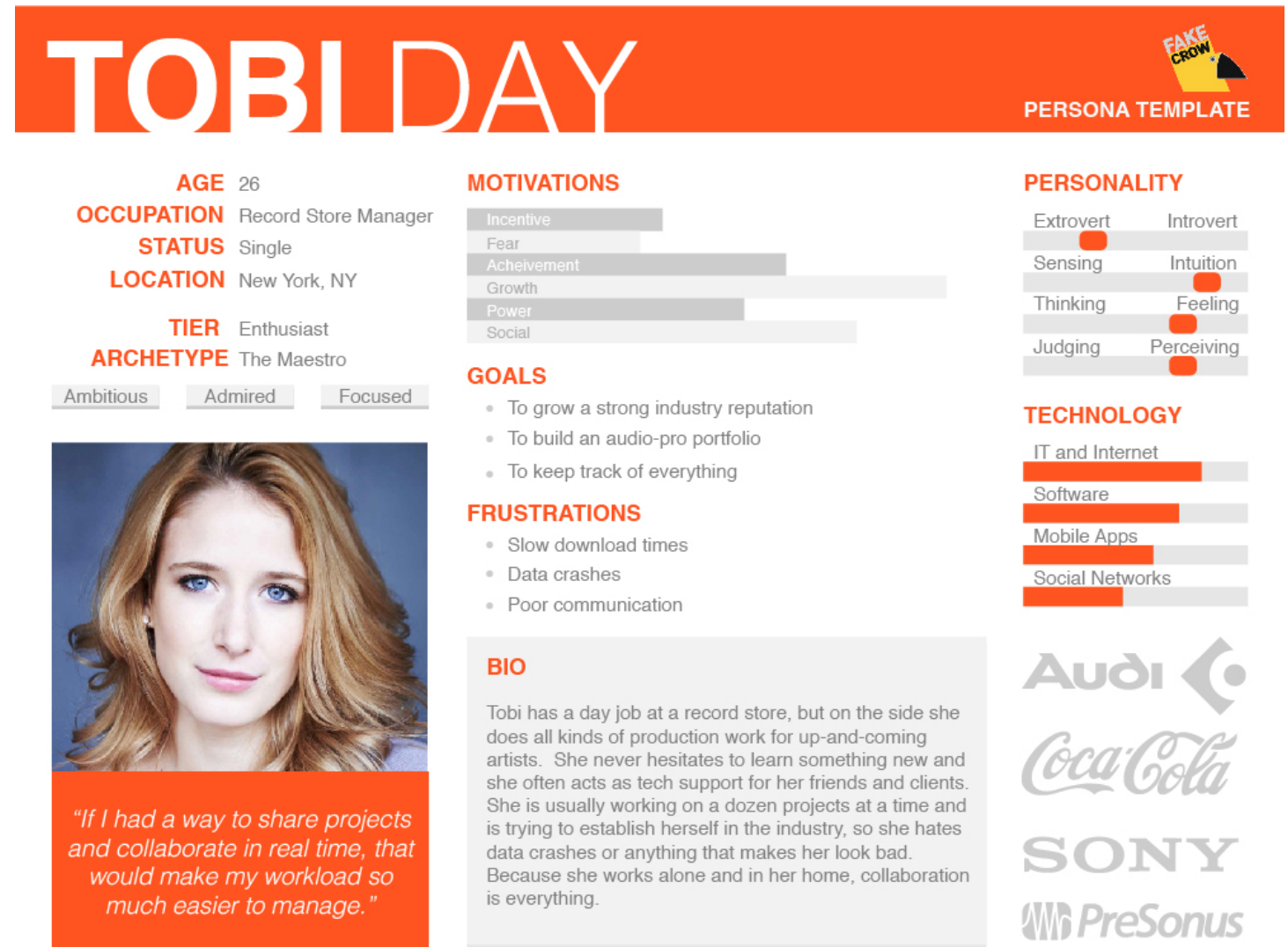
tool
STORYBOARD



tool
**CUSTOMER
JOURNEY MAP**

Personas

- Reliable
- Realistic
- Based on Research
 - Qualitative &
 - Quantitative



Customer Journey to VA Services

Customer Journey to VA Services

While there are many paths into VA services, we identified common trajectories in the process of engaging with the VA. We translated those paths into touchpoints in a service-member's transition and captured the positive and negative interactions associated with each stage of the transaction. The result is a customer

journey map, which captures the key intervals between a Veteran's release from service until they have been approved for VA benefits.

KEY



Negative experience Positive experience

allow us to
of users
e customer
nd downs
al pain points
is are most

VA SERVICES

ns
ant/helpful/
ary/worth it

LS

t qualified
seem worth
ort to apply
lity was

G for VA SERVICES

METHODS OF APPLYING



did it
wrong
ots of
forth
aren't
do it
or me
aren't
helpful

They did it
all for me
They helped
me enough
to get
started

TRANSITION OUT OF SERVICE

DECISION TO APPROACH VA



Nobody cares
I'm leaving
TAP felt useless
I was encouraged
to stay in service by
my peers or TAP

It took a
long time
to get my
appointment

I was able
to get the
process
started

I had to be
proactive to make
sure VA had my
documents

Vague, confusing, unclear
info from VA
I want to know more but
I don't know where to go
I know about one thing
but nothing else
I have no idea what's available to me
I didn't know VA facility was nearby
I haven't heard from the VA

A friends/family members/
fellow Vet gave me some info
VSO or non-profit reached out
I learned while I was in service
The VA reached out to me
My bank/employer/school etc.
informed me about a VA service

going to continue
applying

Attend
TAP
training

Nobody cares
I'm leaving
TAP felt useless
I was encouraged
to stay in service
by my peers or TAP

RECEIVES APPL

My
appli
tion w
accep

Took a very
long time
Spent personal
\$ while waiting
for benefit to
come through

My app
tion v
deni

It took a very long time to
get this answer
I'm unhappy

Dear Portal...

"You have frustrated me time and time again"

Dear Portal, I am afraid our long term relationship must come to an end. Over the years...

"You were put on this earth to serve me, but alas, I feel that more often than not you are toying with me. Overall, you have let me down"

"We laughed, we cried, I shut my laptop in your face sometimes"

Hello Boston Link, I really wanted to talk to you in person, but we never seem to have the time to be together anymore. What with you being down for repairs, and me trying to recreate the documents that I can't find after long frustrating searches through your out dated information. I know you try your best to get me the most up to date and innovative posts, and programs. I appreciate your willingness to try new things, like Culinary Corner, and Playbooks. Quite frankly if it wasn't for your efforts to keep things exciting and fresh over the years I feel I may have lost interest and just started Goggling aimlessly to satisfy my needs for information. I know you may still harbor some animosity towards me because of my searches of other sites in the past, but we talked about that and we were "on a break", from my employment with BP. Since I have returned I have been 100% faithful in my searches for recipes and procedures, and your Intel Hub is the only place I would ever want to conduct a Business Review. Now I know what you are thinking and please don't take this the wrong way, but I think we both need some space to grow on our own, and explore new IP addresses. You will always have a special place in my favorites directory, and who knows what could happen in the future. As we both go out into the www (wide wide world) on a mission to improve ourselves. Our new and improved versions may one day be able to sit by the side of a beautifully created Marketing Action Plan and laugh about the old times when you had to log in twice to check your BP Learning. I hope that you will take the time necessary to process this letter, and please try to resist the urge to Reply All to let everyone know that it wasn't you it was me. Yours Forever A BostonLink User

We have tried to work together. Sometimes it has been fine but more often than not you have made things difficult for no particular reason. Trying to find information from you has been a frustrating and cumbersome task. You were put on this earth to serve me but alas, I feel that more often than not you are toying with me. I have learned some tricks to make our relationship easier but overall, you have let me down. And the passwords! Where is the trust? 3 separate passwords to print off general information? Why BL? Why? I'd like to say I'll miss you but in all honesty.....

you have been very good to me... Keeping me up to date on the latest and greatest, sharing exciting news about our friends, even letting me keep my junk in your inbox... Unfortunately, I've changed... and the problem is; you haven't. I feel it is now time for us to part ways so that I can discover my true potential. Thanks Bostonlink... I hear White Spot might be looking for a new online portal. You might be just the fit. Yours, Kelsey Carignan PS I would have broken up with you by text but accessing you through smartphones has proven to be a challenge over the years.

we have had some good moments but its now time to move into the next millenium

I came to appreciate how you never were all about substance. But I have a dream!!!! The dream of a search engine that knows me and my area. A dream that can give me ideas about what others around me might be using. Unfortunately you started as a great friend who supplied allot of info to me when we began, but I'm growing tired of looking for local issues and finding out about something wonderful they did in BC years ago. I want to look up a menu item and get the info about it rather than something we did away with ages ago. I would love to say it's not you it's me, but it is YOU! I want to make room in my garage for a new car and unfortunately you are taking that new babies parking spot!!!! * Please understand that this is all in good fun this has been a tremendous resource"

I have spent many, many, many long hours looking for answers to simple questions that you made

Adoption Tool

- 30 scenarios

332		
333		
334	Activity Number	13
335	Activity Title	Lunch and Learn
336	Target Audience	End Users
337	Description	Work scenario-based interactive training for teams/pillars and/or communities. To increase coverage and impact Lunch&Learn can be delivered as part of team / pillar meetings.
338		
339	Additional Comments	Interactive, onsite format.
340		Prerequisite: Participants are already familiar with functions & features of tools.
341	Goal	•Build Knowledge
342		•Enable Community
343		•Drive Adoption
344	Impact	•Change work style.
345		•Enhance usage of tools.
346		•Increase collaboration capabilities.
347	User Adoption Phase(s)	•Availability
348		•Usage
349		•Ongoing Adoption
350	Ownership	Lead: Super User Community
351		Contribution: Adoption Lead
	Content / Format / Facilities	Interactive format that reuses scenario description and scripts. All content from adoption activities should be reused when talking to teams / departments.
352		
353	Content Sources / Resources	Time
354		Scenario Training Materials and Script
355		Employee Productivity Home
	Linkage with other adoption	Announcement in Exec Blog, Newsletter, Super User Community
356	Activities	
357	Effort	3
358	Impact	2

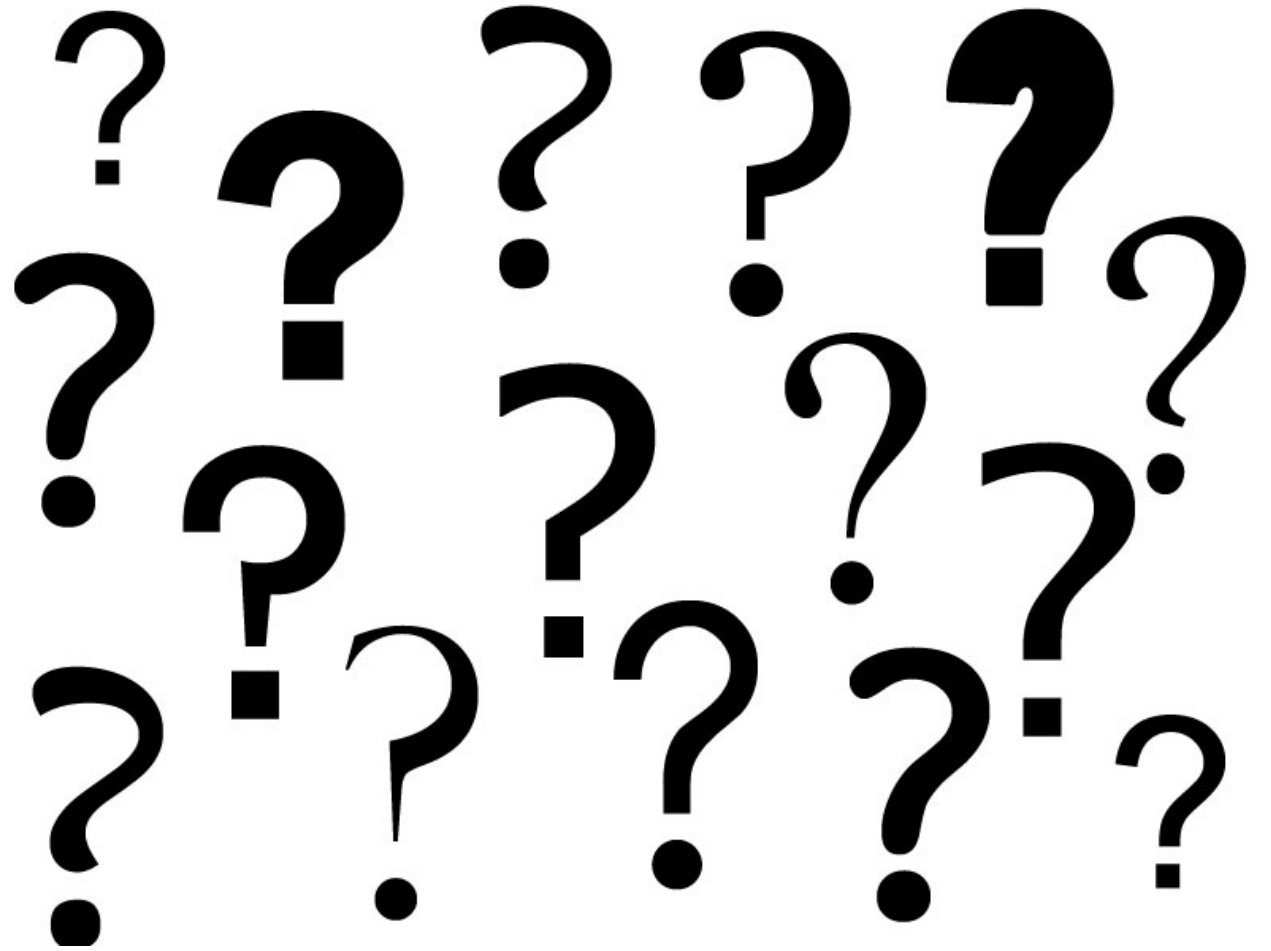


Design Thinking Exercise

Exercise: Q-Storming

We need to ask the
right questions

But... we are often
impatient...



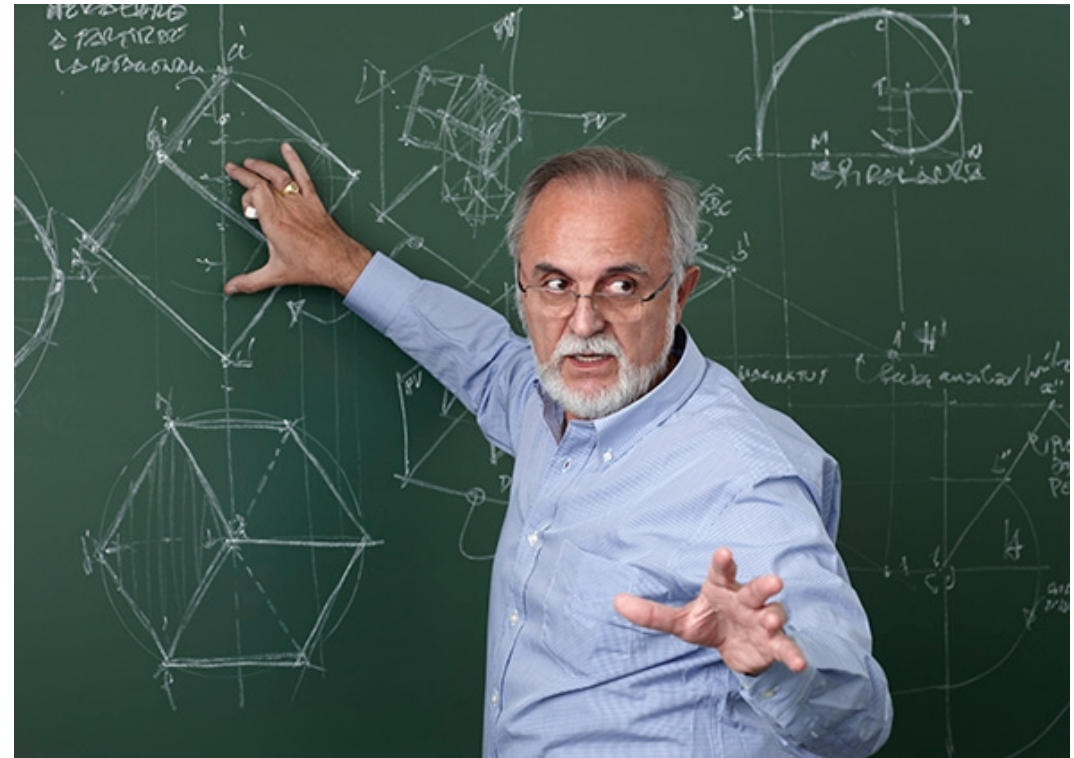
We tend to go directly to the Answers

Result:

- Miss the mark
- Opportunities lost
- Disempowered Stakeholders

Project Failure:

...may need to start over from the beginning



What is Q-Storming?

A method of generating breakthrough questions

- Time bound
- Energy-producing
- Diverse participants
- Brainstorm the questions related to the subject

Process of Creating a Q-Storm

- Gather a diverse group of people
- A Scribe pre group – record all questions
- Establish a brief goal statement with any underlying assumptions
- Ask as many questions as they can think of that would need to be attained
- Normally 20-30 min (10 min for this exercise)
- All questions welcome (none too silly)
- Move quickly, but ask one at a time and are recorded
- (facilitator can insert questions to get the group going)

Once the questions have been generated:

- Post them on the wall
- Have the group identify natural categories
- Divide the group into sub-teams to focus on specific categories
- Refine the list to the most important questions to consider
- Have each team share their findings with the large group to develop consensus
- Set problem solving priorities

Results of the Q-Storm

- Participant buy-in, empowerment and accountability
- A comprehensive set of questions generated from multiple points of view
- Unique approaches to considering alternatives
- Breakthrough ideas and lines of inquiry

Why Design Thinking for Adoption?

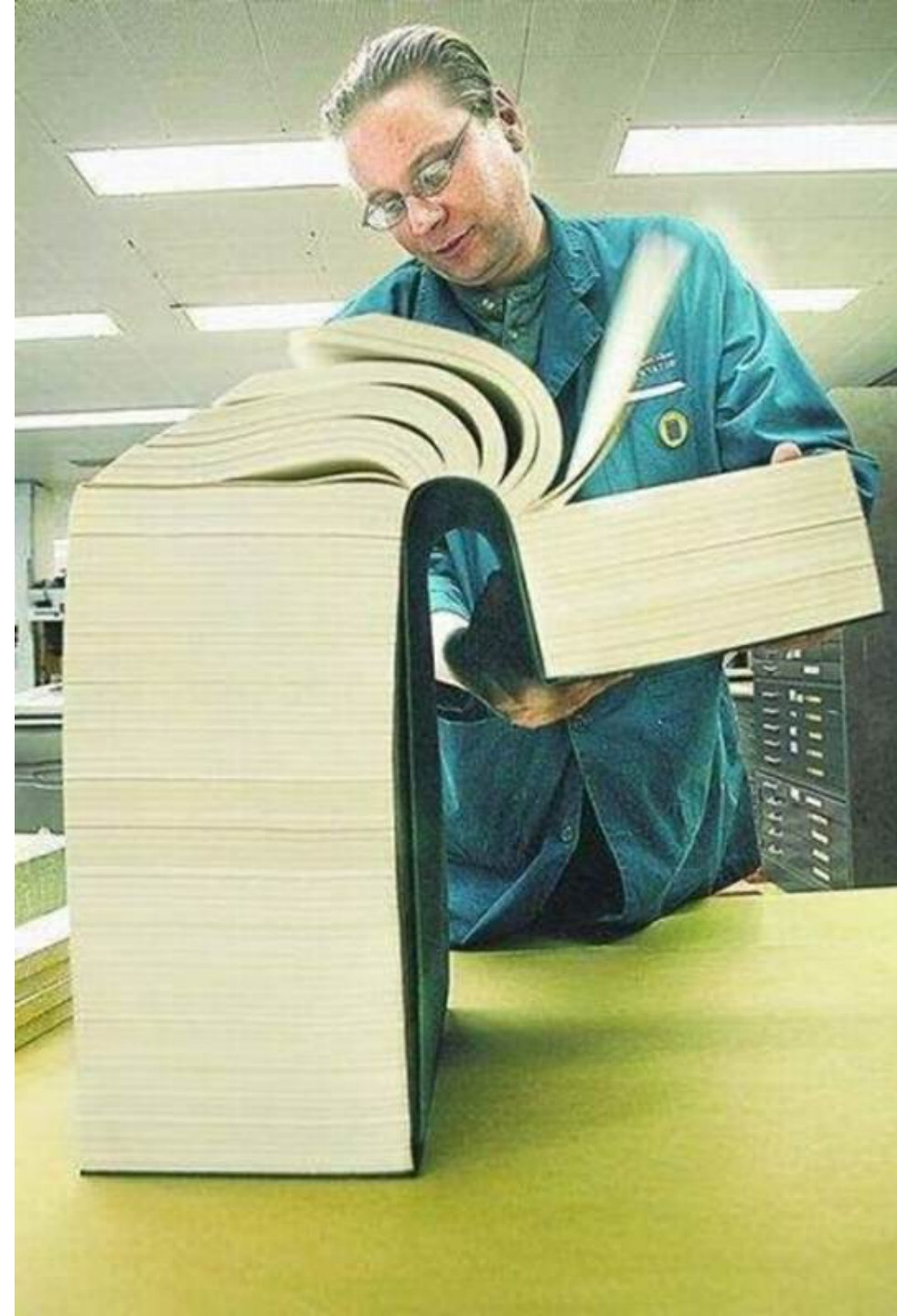


Turn Badvocates



Into Advocates

Your Governance Plan



Design is more than
good ergonomics:

Putting the buttons in the
right places

USES IT EVERYDAY



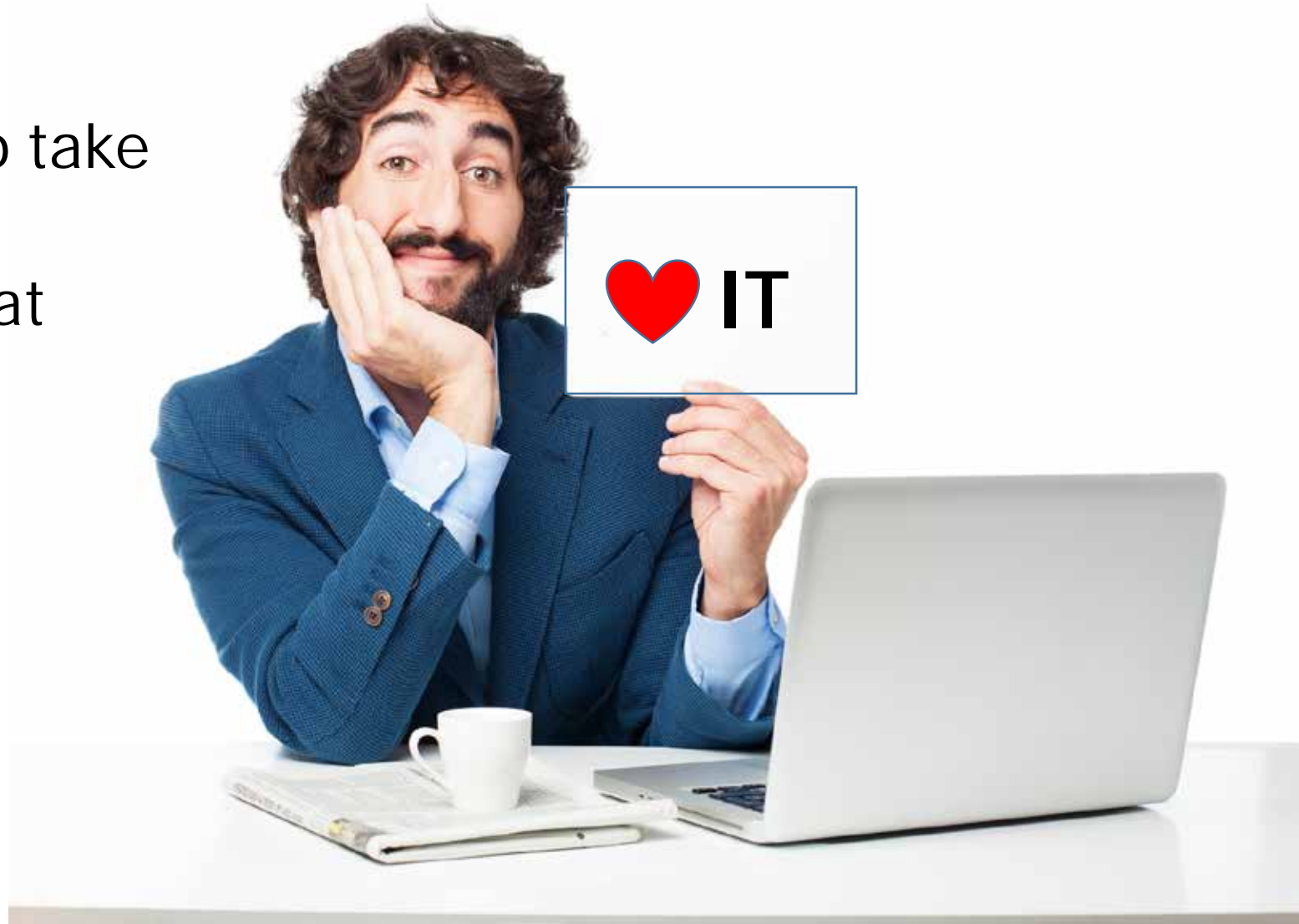
**STILL PRESSES EVERY
SWITCH TILL THE RIGHT
LIGHT TURNS ON**

Design Thinking: Goals & Results

- Understand aspirations and motivations
- Don't start with technology, start with people and culture
- Prototypes speed up the process of innovation
- The faster we do that, the faster our ideas evolve
- From consumption to participation
- Shift from passive relationship from producer to consumer – to participatory systems

Making Adoption Better

- Application of Design Thinking forces you to take the user into account
- MUCH better chance at success



Questions?

Thank you!

