

一念之间

- 设计思维实践的10个认知误区

吴舜贤 IBM

下一代
软件研发
SOFTWARE
DEVELOPMENT

吴舜贤

软件全球化项目经理

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IBM CDL UXL GSSC

IBM 设计思维讲师、教练

IBM 敏捷讲师、教练

CSP, PMP, SPC4, CSM, CSPO



翻译书籍



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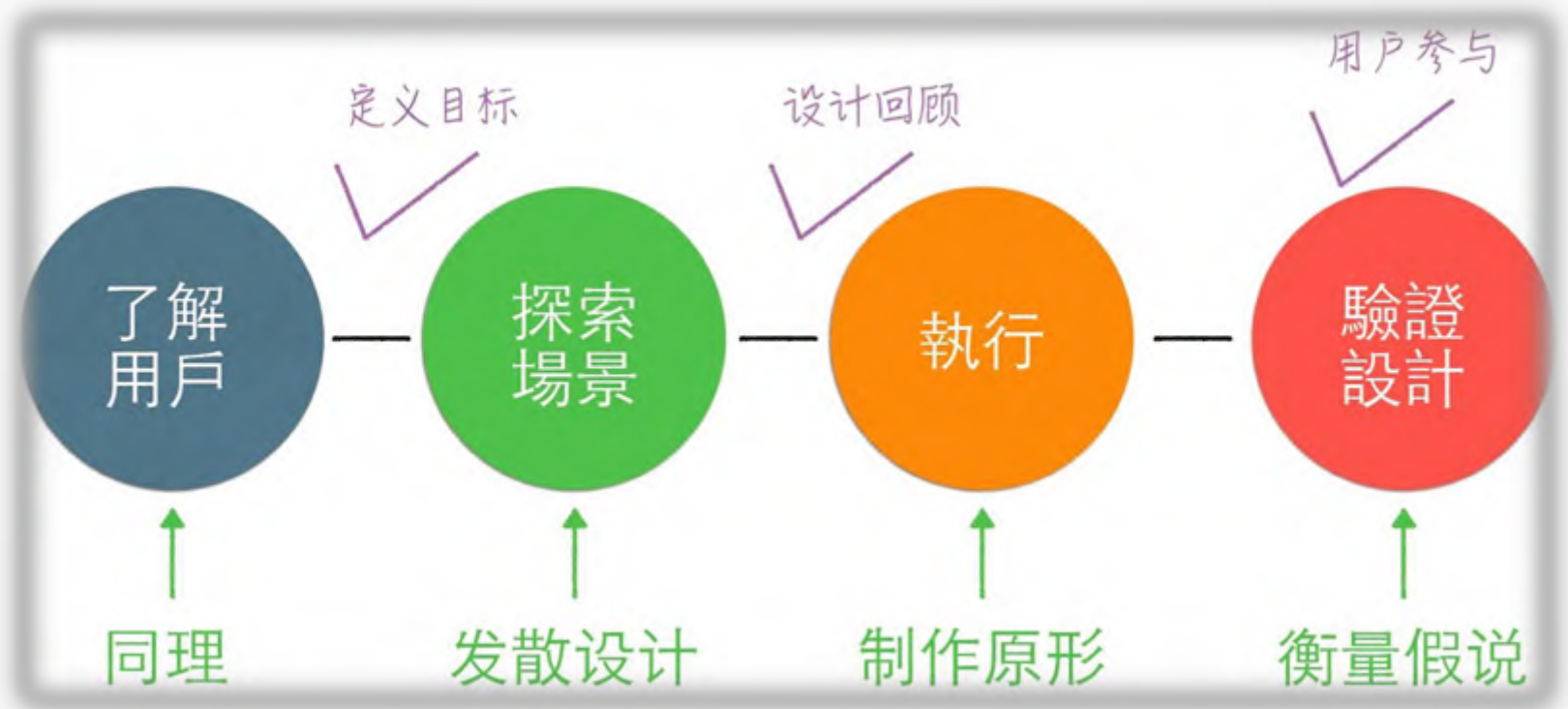
小调查

- 多少人之前没有听说过设计思维？
- 多少人一年之内才听说设计思维？
- 多少人听说过但不了解设计思维？
- 多少人系统地学习过设计思维？
- 多少人学习并在运用设计思维？





问题解决的过程



什么是Design Thinking ?

- ◆ 一种**创新设计理念**
- ◆ 一个**以人为本解决问题的方法论**

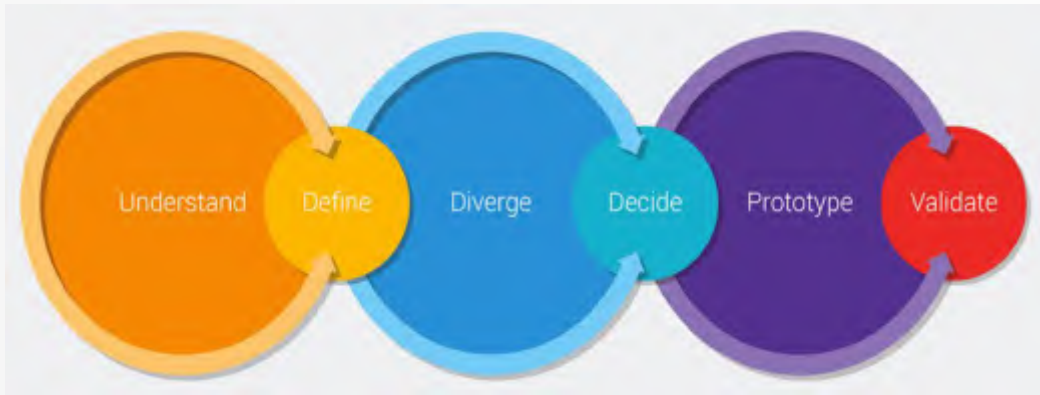
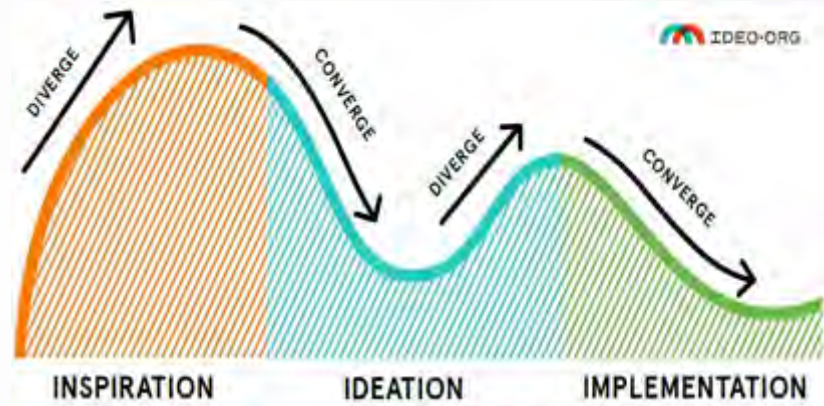
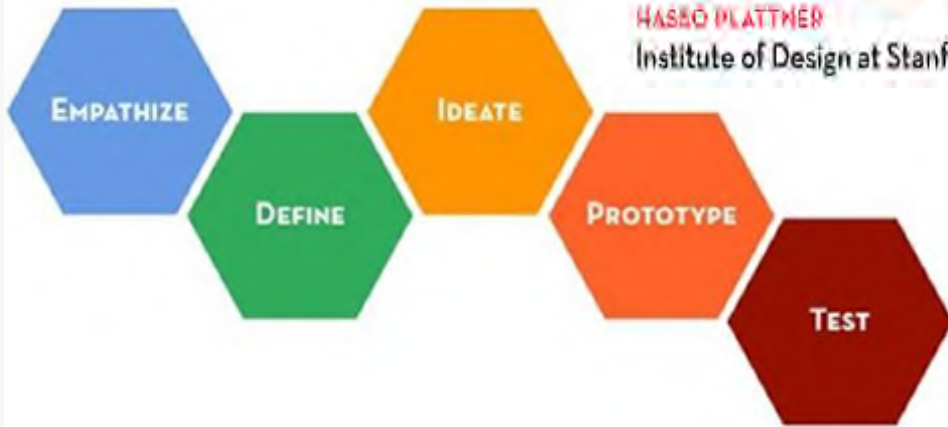


Design Thinking是以人为本的创新性问题解决方法，考虑人的需求、行为，也考量科技或商业的可行性。

——Tim Brown, IDEO President & CEO

Design Thinking的流程

d. 
HASBO PLATTNER
Institute of Design at Stanford





起源

- IDEO
 - ✓ 1991年成立的全球设计和创新公司
 - ✓ Tim Brown, IDEO CEO
 - ✓ 2008年《[Design Thinking](#)》(《哈佛商业评论》)



两个重要人物

- 斯坦福大学设计学院 (d.school)

- ✓ David Kelley



- 波茨坦大学设计思维学院 (d.school)

- ✓ Ulrich Weinberg



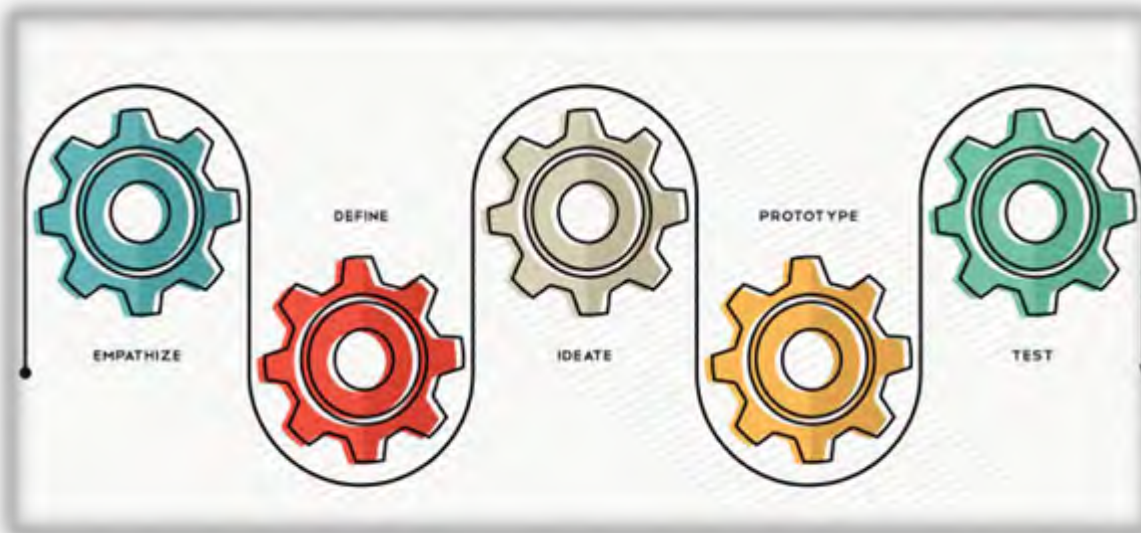
through Design



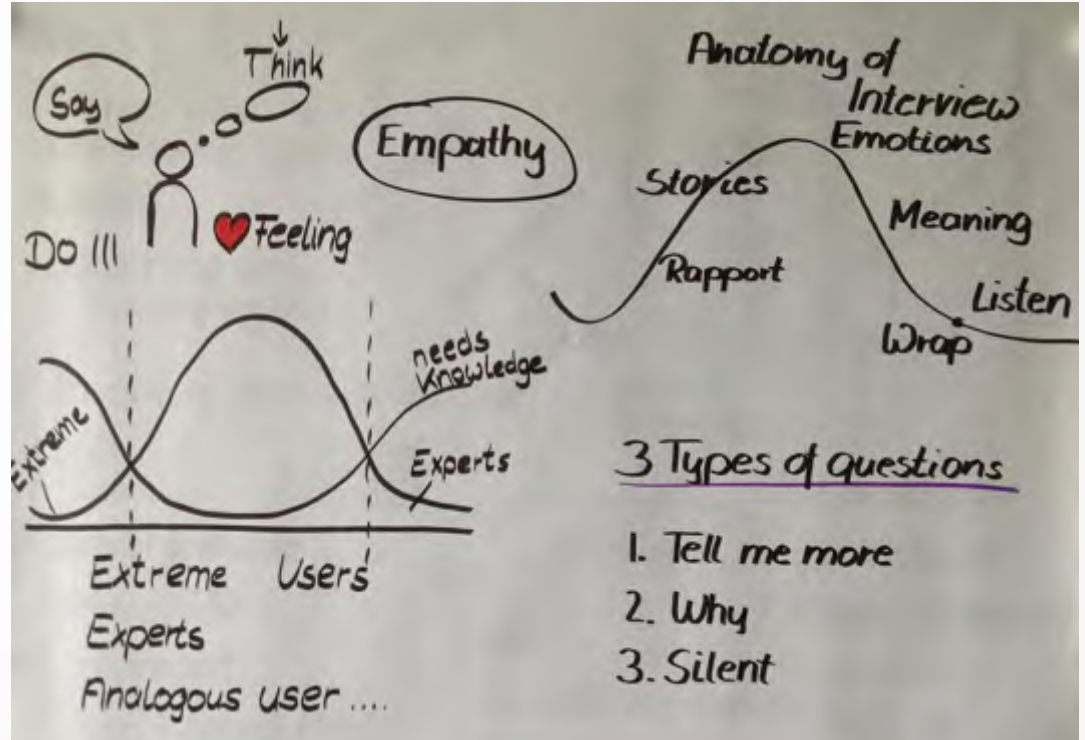
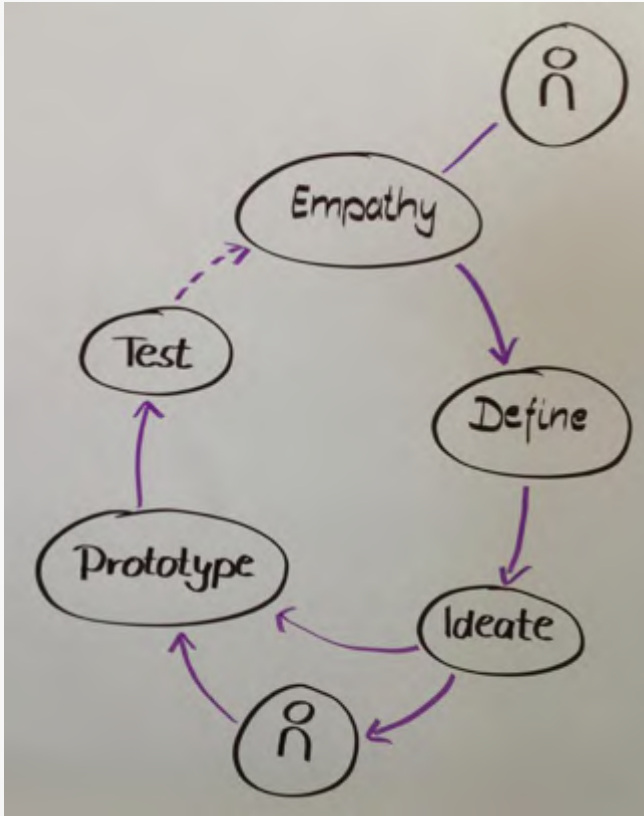
IDEO Human-Centered Design

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

- Tim Brown, president and CEO, IDEO



SAP Design Thinking



Google Design Sprint

设计要紧！ 速度要紧！

Design matters! Speed matters!

如何在 5 天 高效 解决重要问题 并 测试新点子 ？

How to solve big problems and test new ideas in just 5 days?



冲刺周 5天任务

Sprint Week 5-Days Task

第一天 建团队

Day 1 Team building

第二天 理解挑战

Day 2 Understanding the challenge

第三天 设计和原型

Day 3 Design and prototype

第四天 用户验证

Day 4 Validate with users

第五天 最终报告

Day 5 Final presentation

IBM Design Thinking



“Good design is good business.”

— Thomas Watson Jr., 1973



“The biggest driver of sustained growth is **the Client Experience**”

— Ginni Rometty

IBM Design Thinking 是一个给我们的客户并与客户一起交付用户体验的框架

People + Practice + Place = Outcome



IBM Design Thinking

The Principles



A focus on user outcomes



Multidisciplinary teams



Restless reinvention

The Loop



Observe

Reflect

Make

The Keys



Hills



Playbacks



Sponsor Users

IBM设计思维常用工具



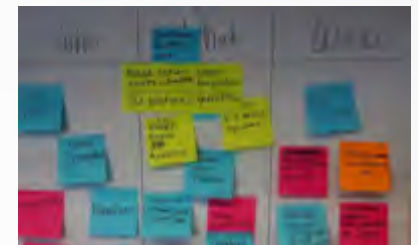
干系人映射图



同理心图



用户使用情景现状图



痛点分析



优先级图



用户目标以及路线图



团队回放和用户测试

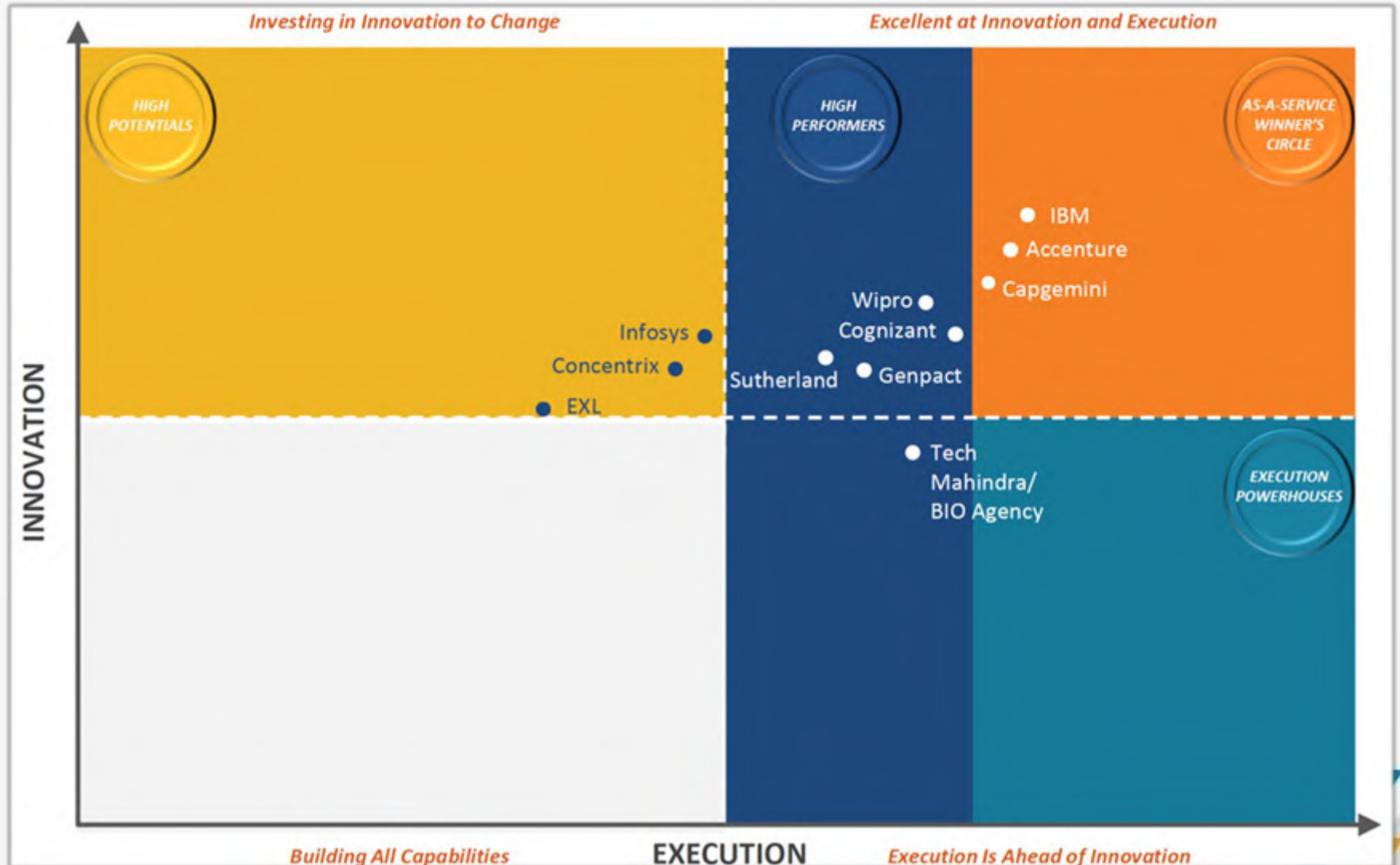


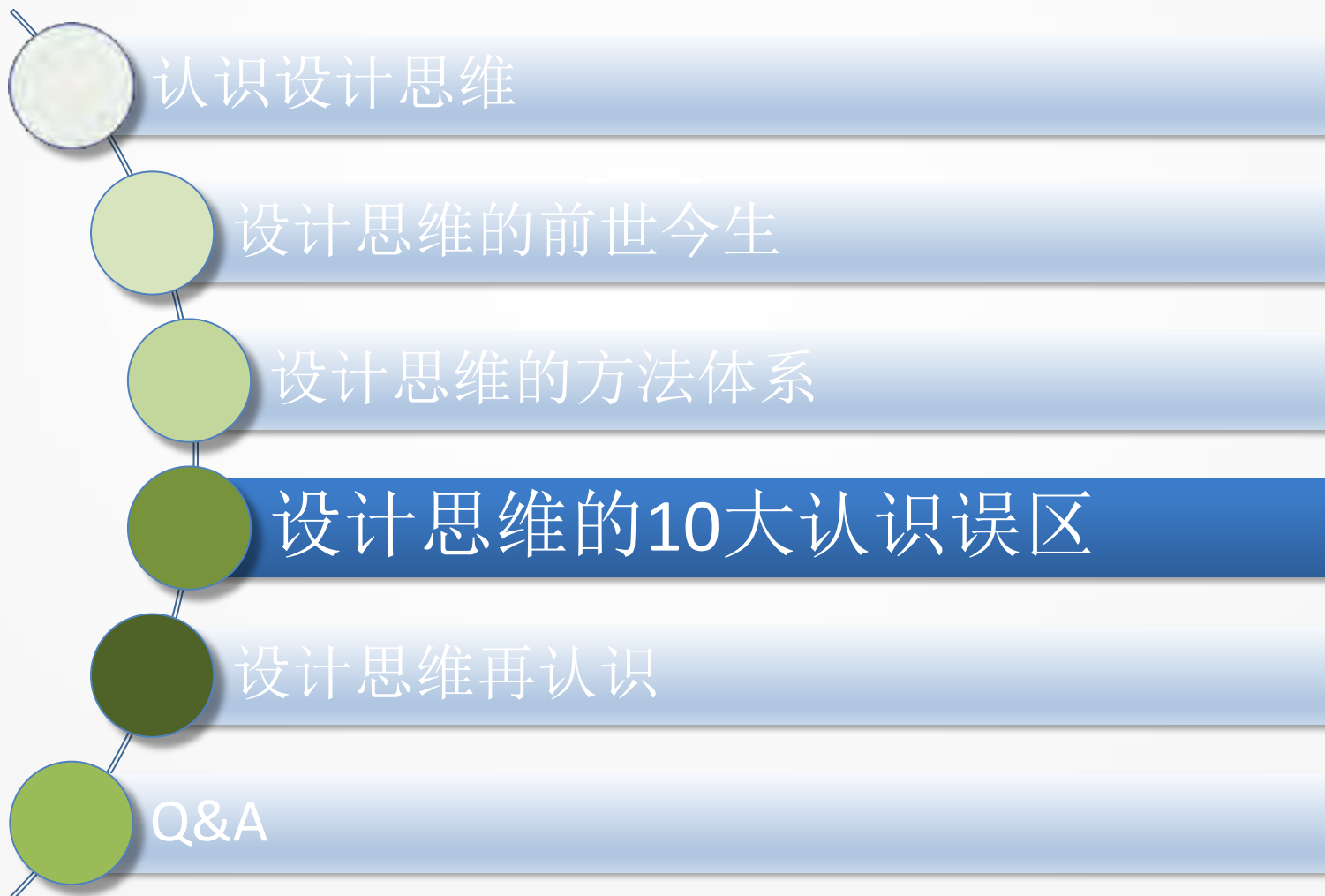
快速原型

Operationalizing Design Thinking: Methods

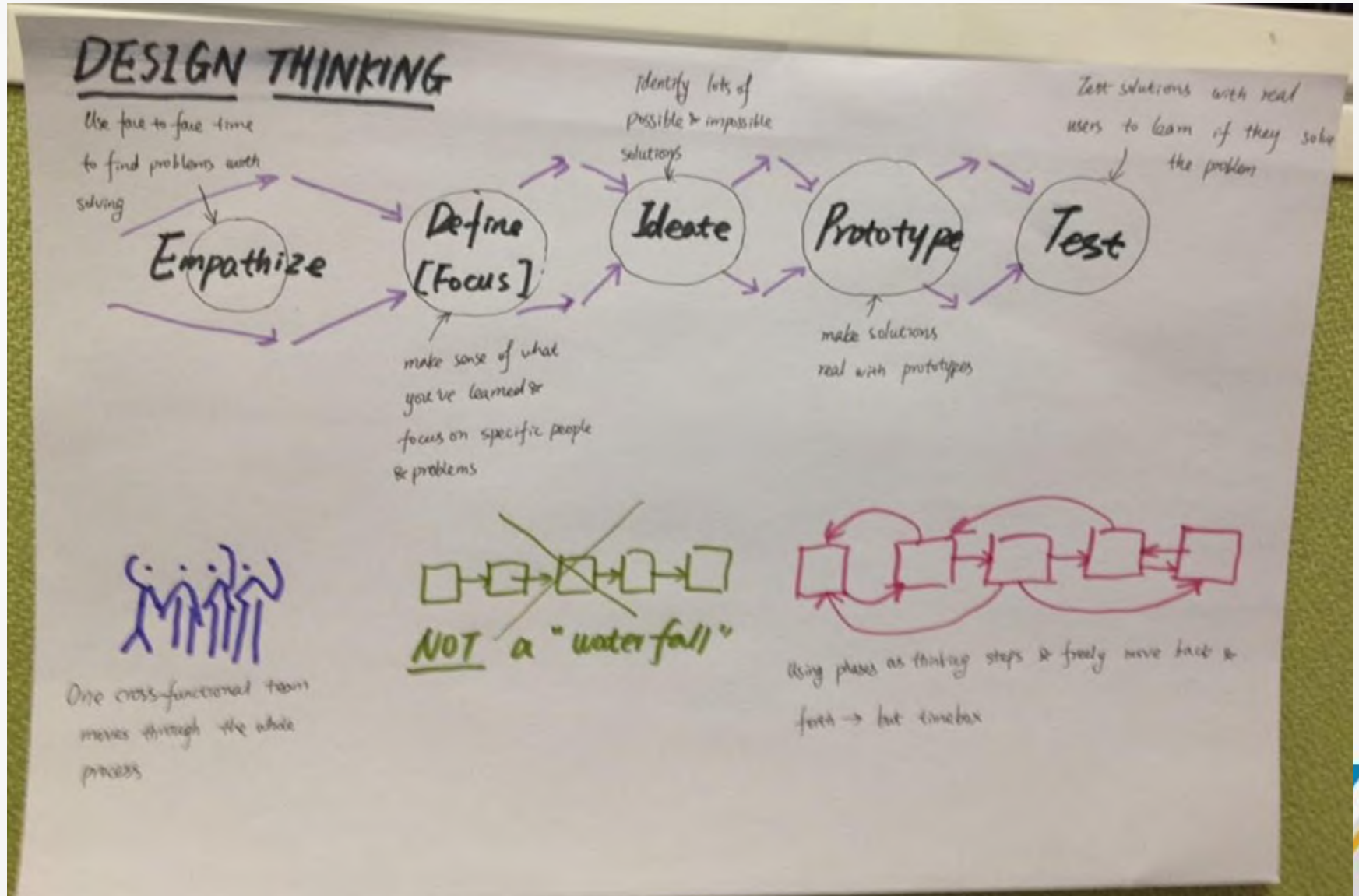
Service Provider	Proprietary Methods that Incorporate Design Thinking
Accenture	Accenture Innovation Architecture and Fjord Service Design
Capgemini	Scan – Focus – Act
Cognizant	Rethink/Reframe – Reimagine – Reset – Realize
Concentrix	EDGE Methodology
EXL	Five-Point Value Delivery Framework; EXLerator™
Genpact	Lean Digital™
IBM	Observe – Reflect – Make
Infosys	AI KI DO and Zero Distance
Sutherland	Embedded into Operational Excellence Methodology
Tech Mahindra / BIO Agency	BIO Customer Experience Framework
Wipro	Alpha Beta Five – Step Methodology

The use and incorporation of Design Thinking

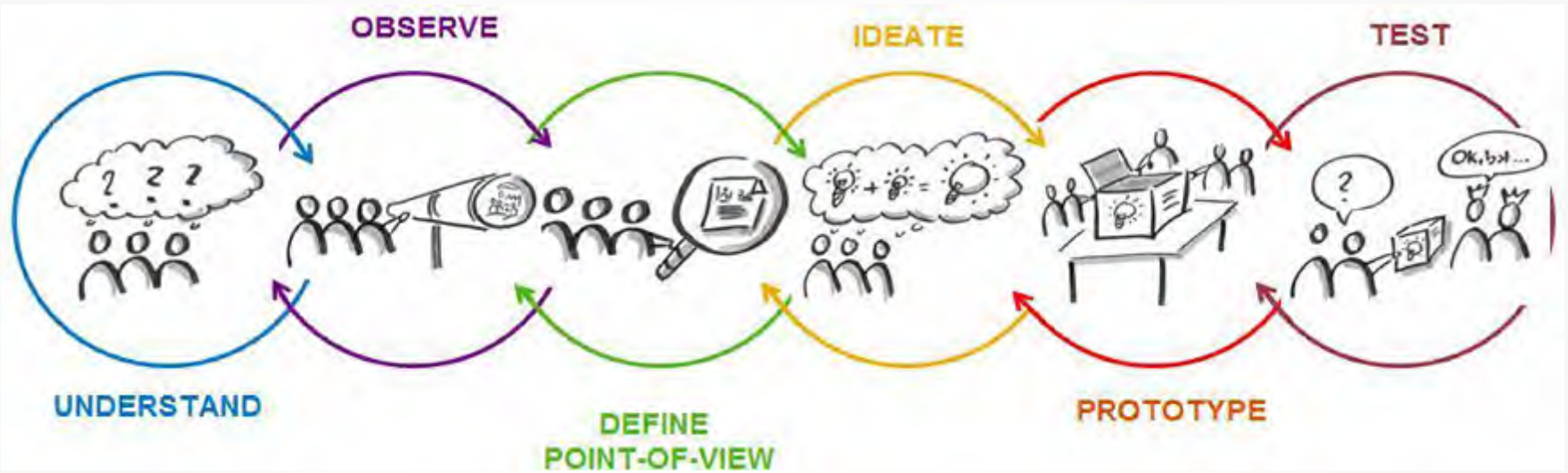




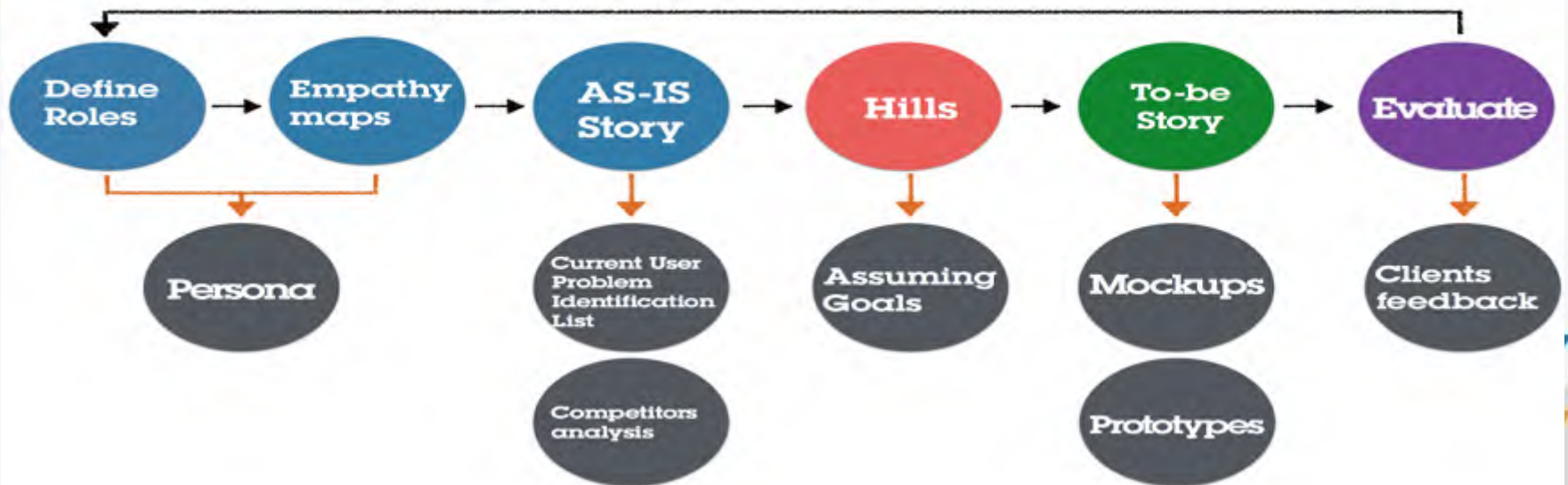
#1 设计思维是设计师才能用的方法吗？



#2 设计思维是一套设计工具集吗？

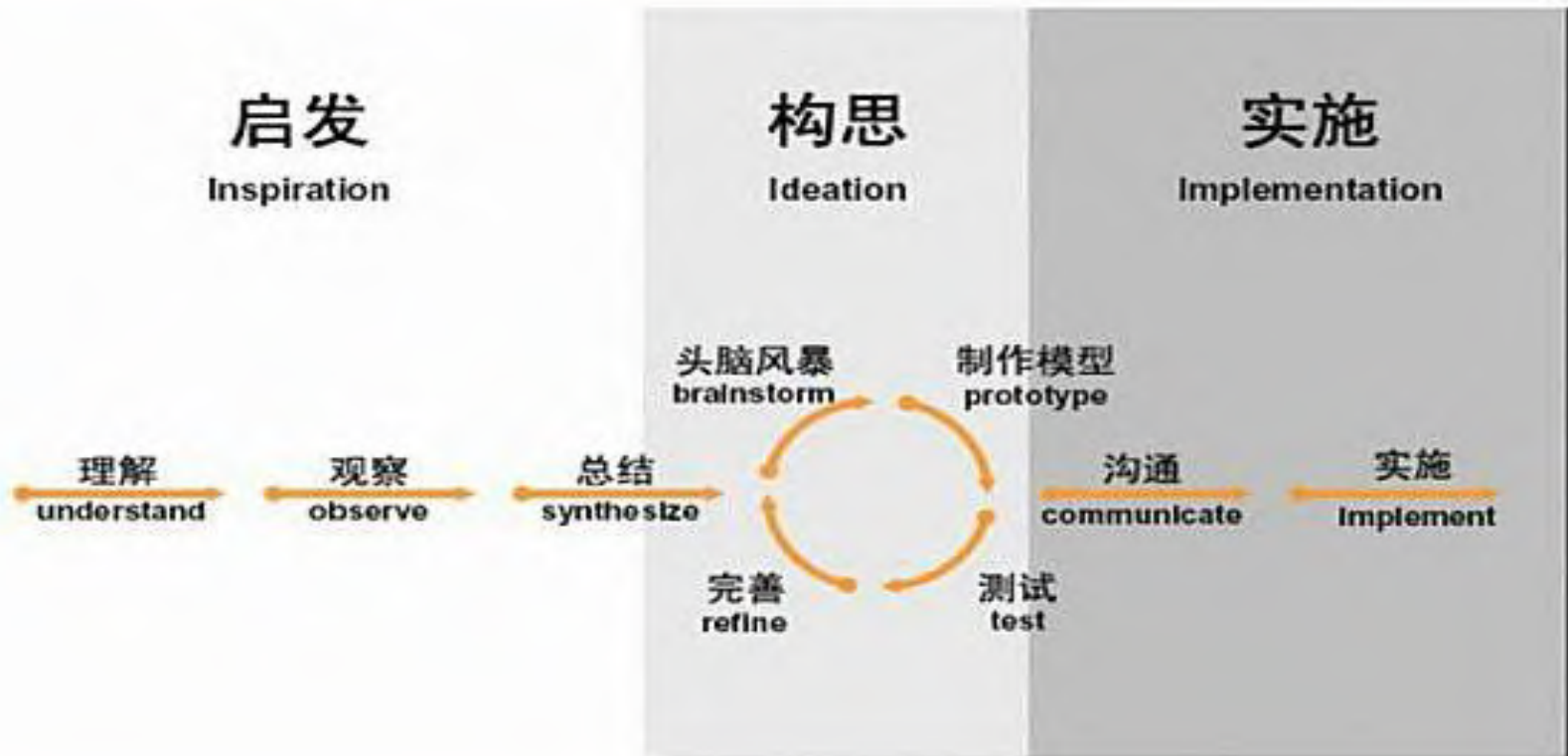


Iterative Process & Outcomes

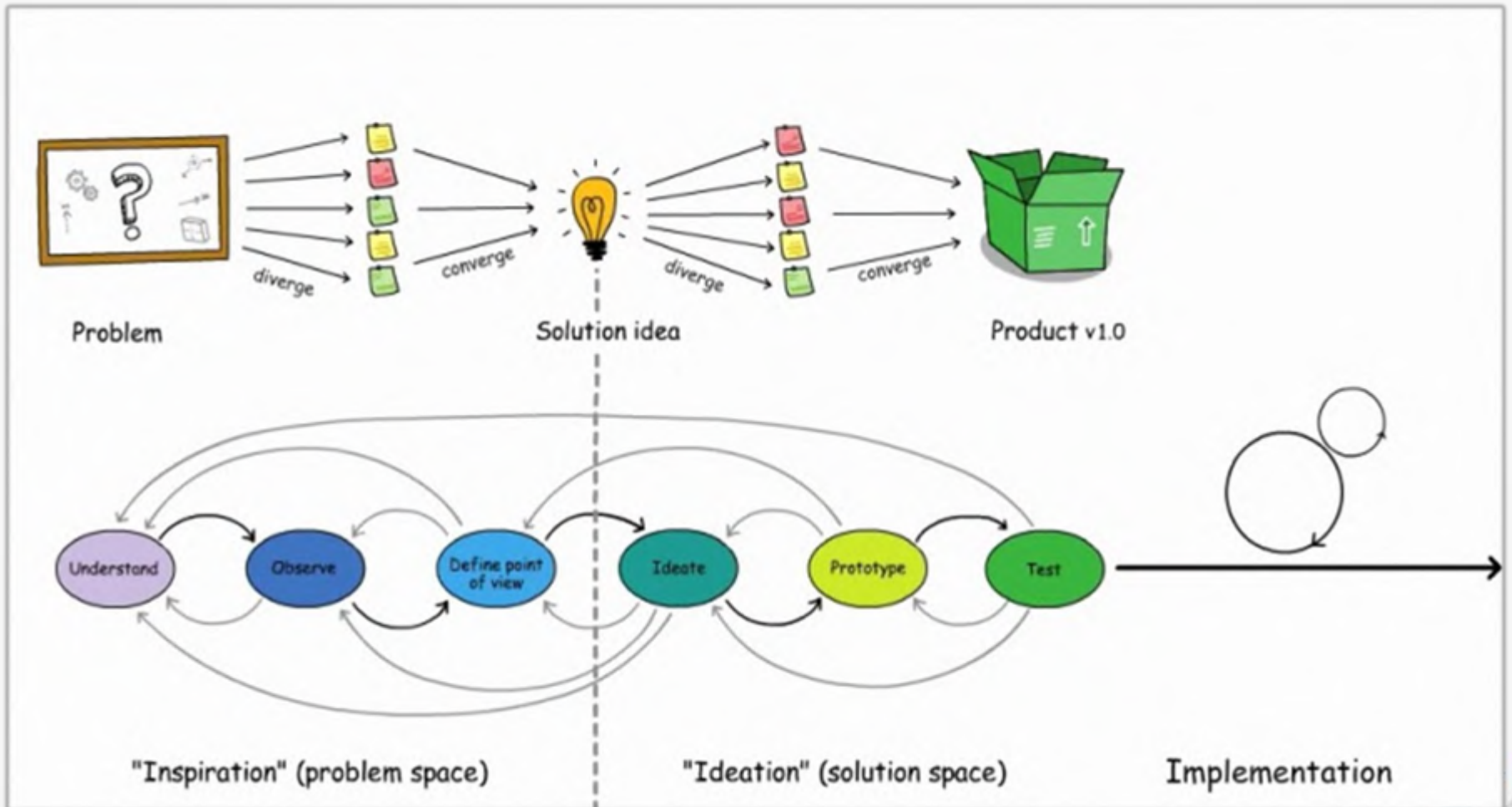


#3 设计思维就是头脑风暴吗？

设计思维的三大步骤和六大过程



#4 设计思维是设计行业的知识吗？



#5 设计思维专属于有创意头脑的人士吗？

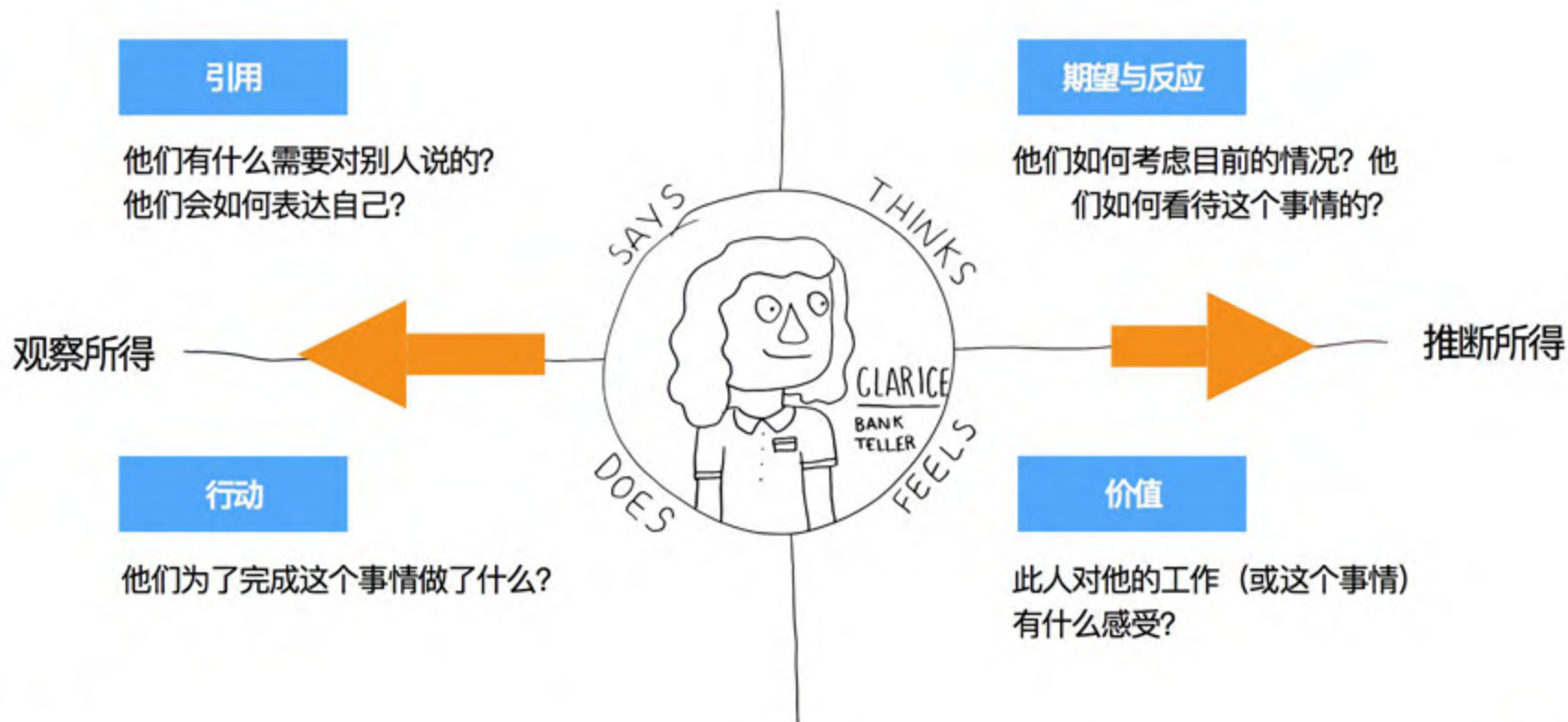
创意潜能与生俱来
人人都有创意潜能
人人都是创意型人士



#6 设计思维“以客户为中心”，就必须听客户的要求吗？



运用同理心图了解你的用户





同理心图示例



于是就有了这些产品...



Doug Dietz

Design Principle at GE Healthcare





理解用户的真实需要

● 真实用户：同理心思考

Break the empathy barrier.

只有同理心才能让你走的更远，如果你不是一个飞行员，你永远不知道驾驶飞机降落是什么感觉
Sponsor Users是那些把活生生的经验与领域的专业性带给团队的人。



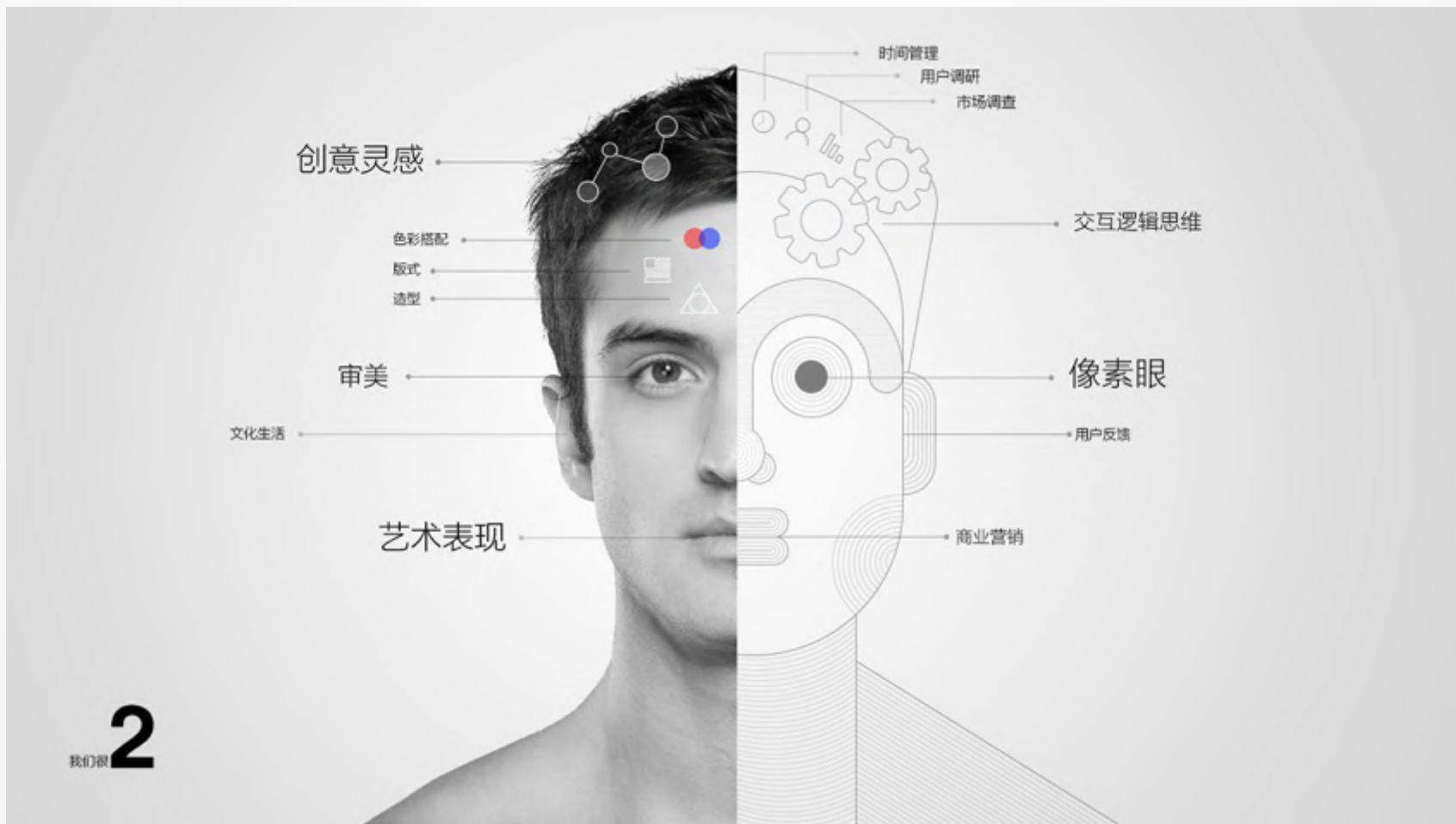
● 真实用户：同理心思考

Break the empathy barrier.

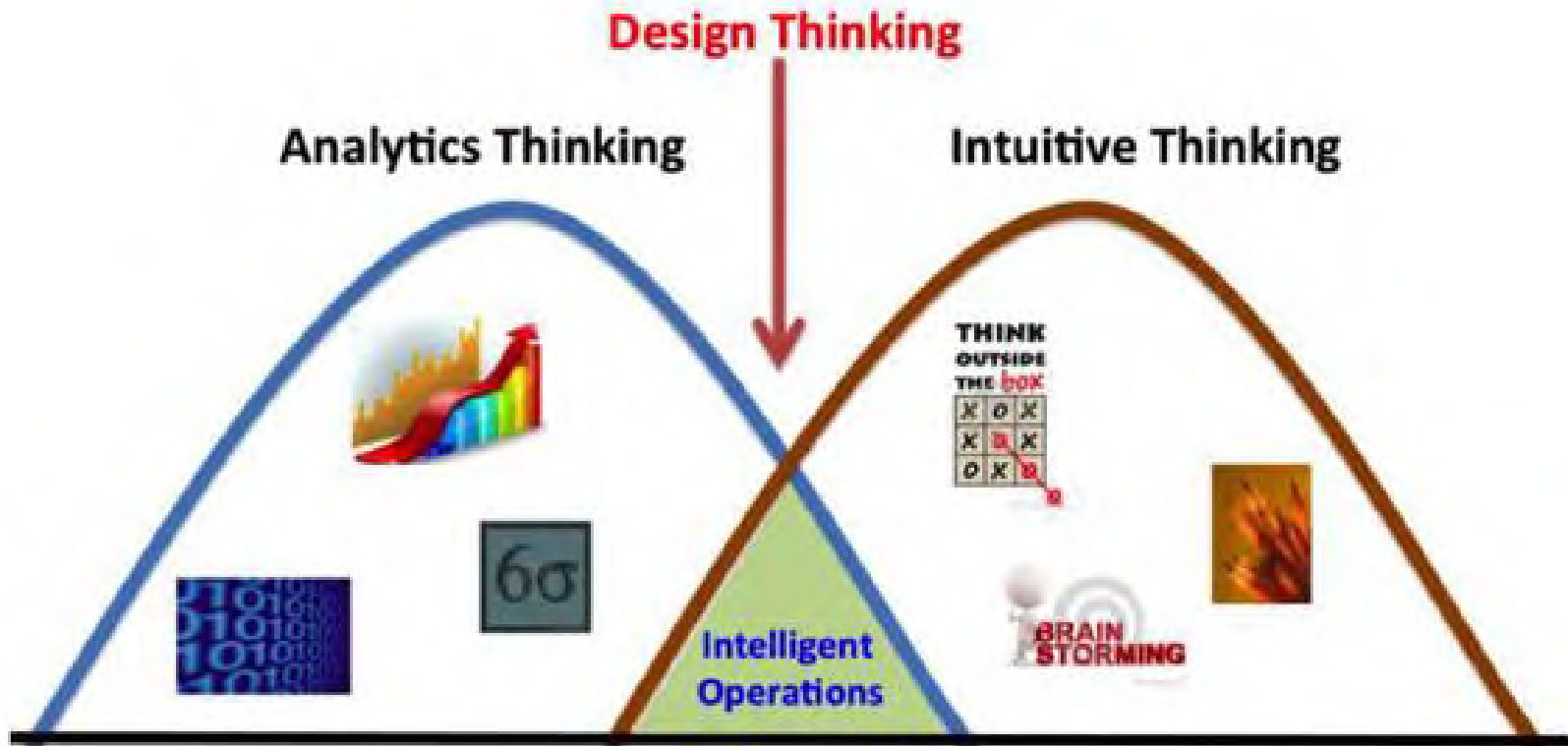
从场景中观察和记录用户的所做，所想，所说，所感，从意图本质思考，挖掘洞察



#7 设计思维就是右脑思维吗？

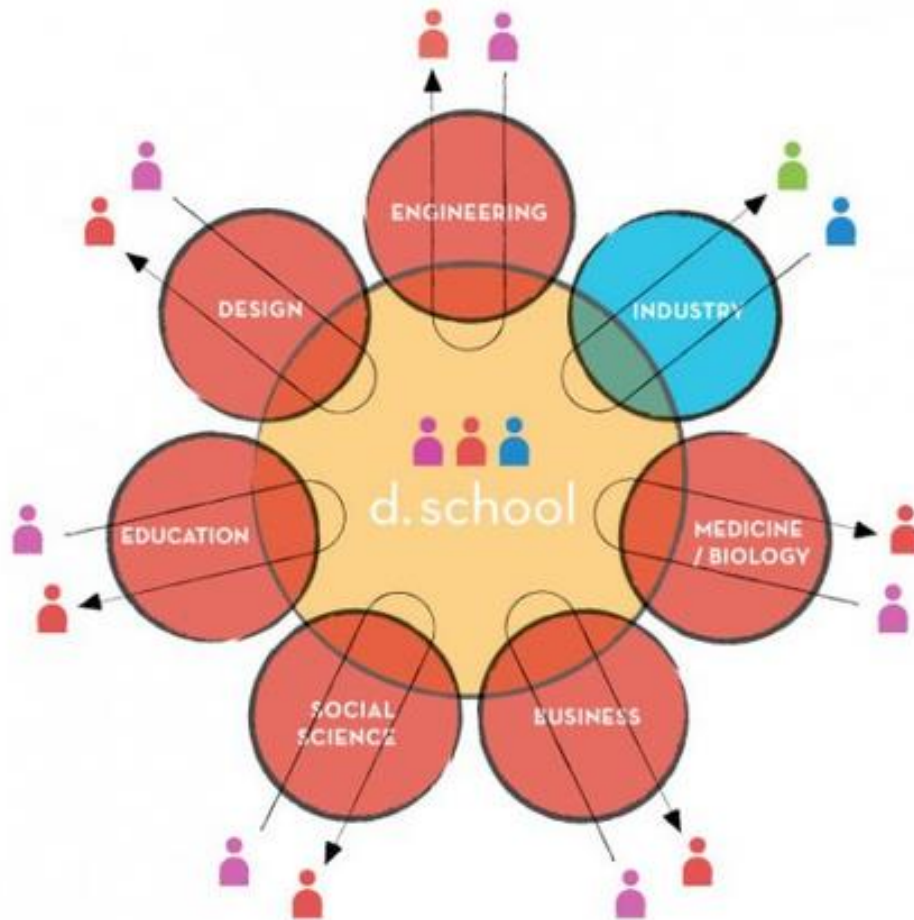


#8 设计思维激发灵感，还需要逻辑和数据分析吗？

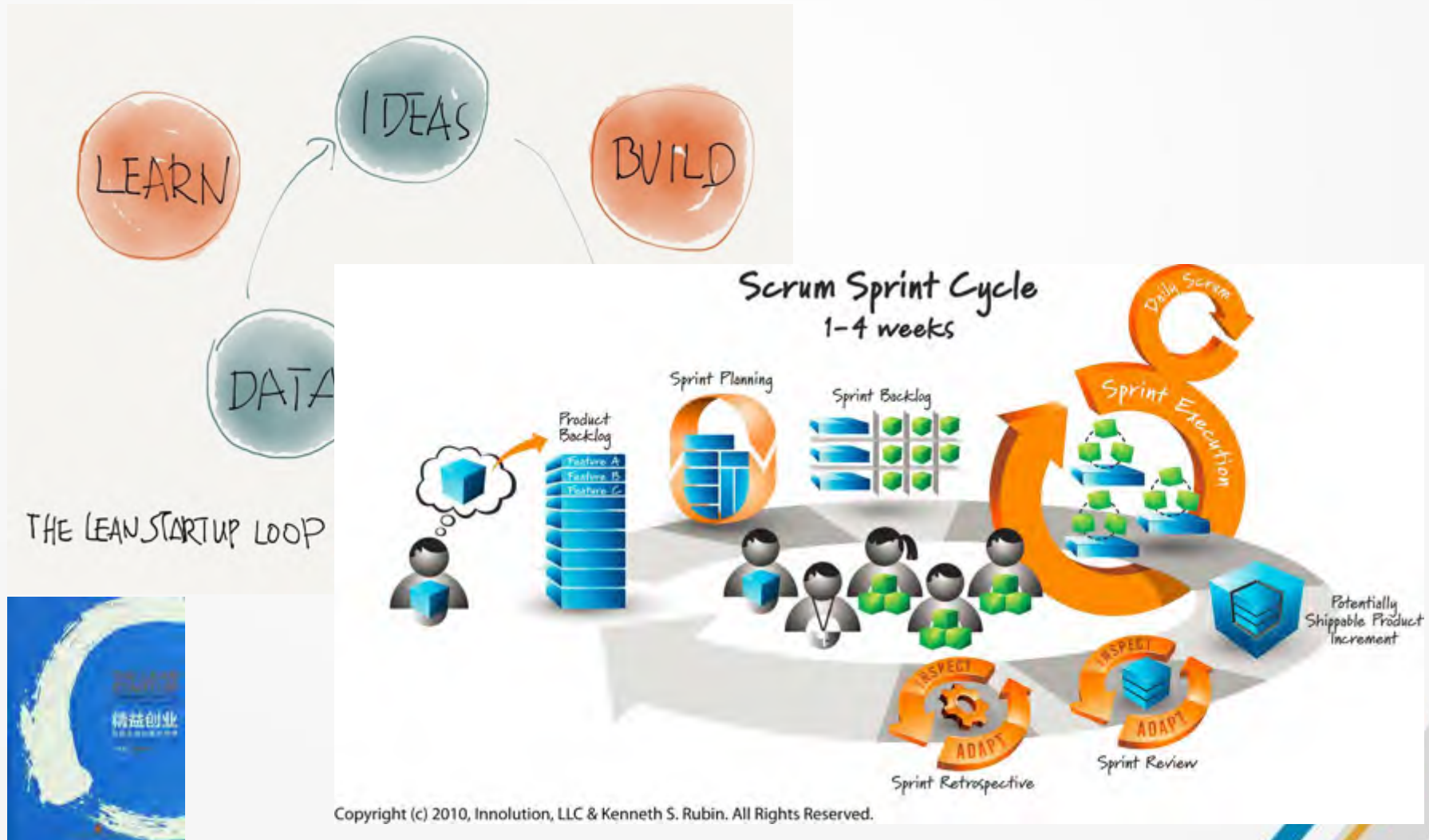


Source: HfS Research

#9 设计思维，一个人就能搞定用户研究！



#10 设计思维就是精益创业和敏捷实践的结合吗？



精益创业



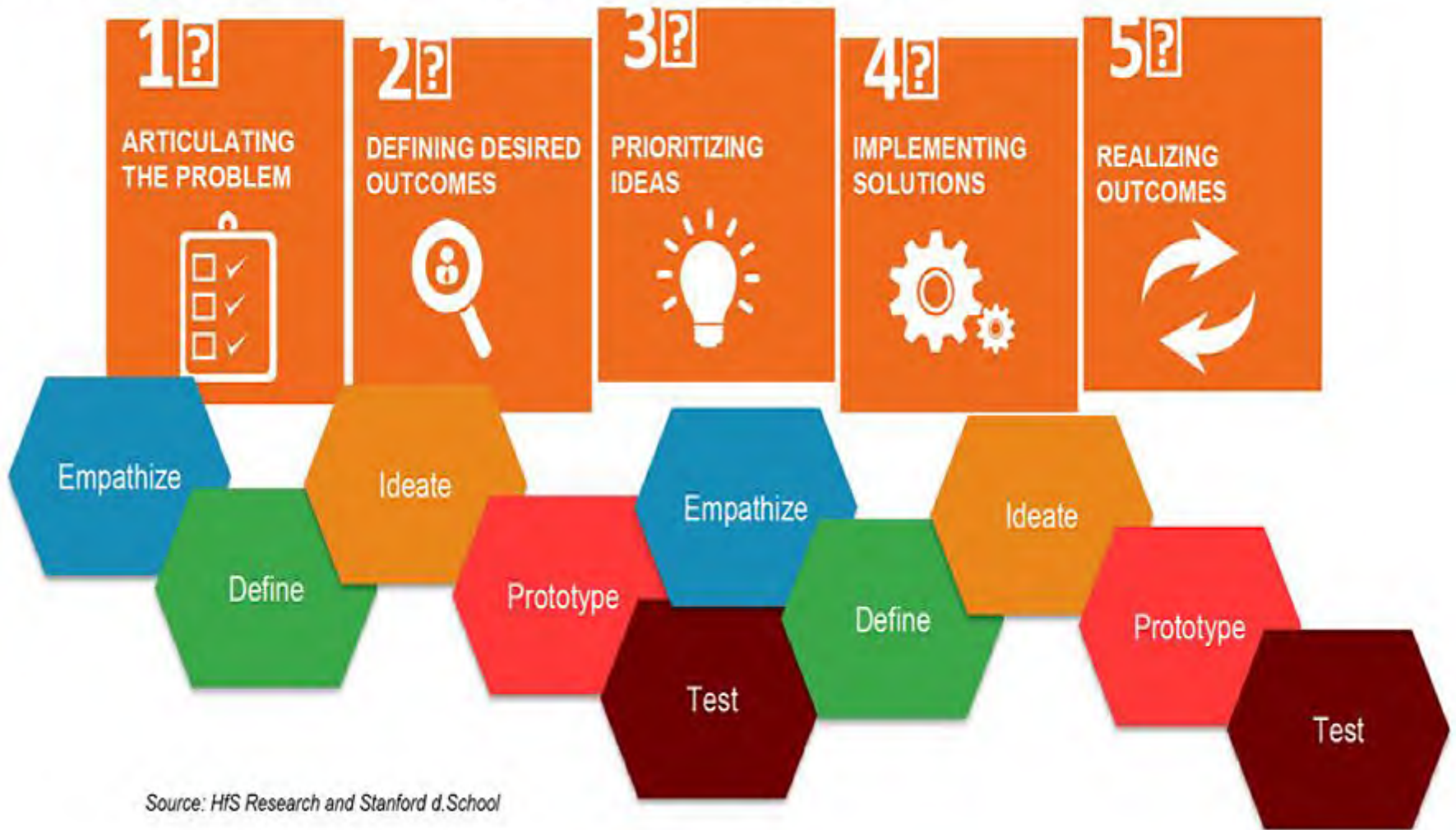
三大法宝：最小可用产品、客户反馈、快速迭代



设计思维的典型应用场景

- 创造性地解决问题
- 快速产品创新、创业验证
- 产品功能创新
- 深度用户理解与背景探索
- 产品需求探索
- 识别有效的项目假设
- 风险探索与管理
- 团队建设
- 企业战略、商业模式创新与探索
-

Incorporating Design Thinking into Business Context:



Source: HFS Research and Stanford d.School

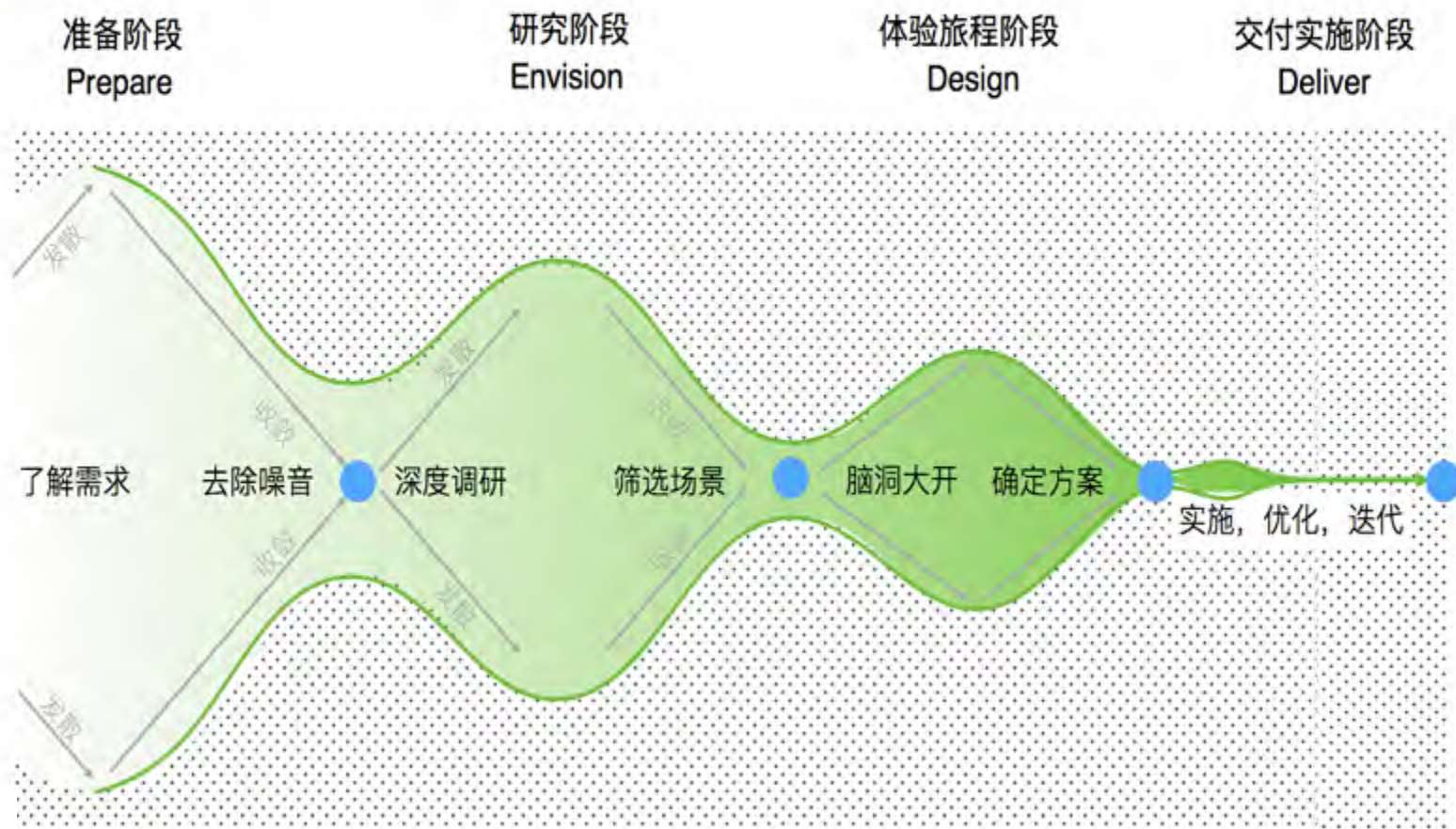
What does your team need to do?

	Further understand our users	Explore new ideas	Create an Experience-Based Roadmap	Write or refine Hils	Identify and validate assumptions	Create a multi-disciplinary research plan	Engage customers or users in a project	Introduce teammates to IBM Design Thinking	Ramp-up teammates' domain knowledge	Work better together as a multi-disciplinary team
This stuff can help your team do it.	Organize what you know about your users—and what you don't.	Think together as a team about new possibilities for your product or service—the small details or the whole picture.	Plan and scale the next new term, phase of your work and your future vision.	Combine user-value with market differentiation into a set of measurable objectives for your next release.	Check your team's collective knowledge: what are the unknowns that will help inform the research?	Understand what research, technical, user experience, market research needs to happen before your team starts building.	Co-create artifacts with your actual users or clients—design thinking and research in one.	Helpful when there are teammates who want to be brought up-to-speed with IBM Design Thinking.	Get new and veteran teammates alike up-to-speed on your product or service's technology, its users, and ecosystem.	How does your team work together now? What pain points exist? How can you address them? You are your best client.
Recommended Design Thinking webisodes	Intro to Sponsor Links User & Market Understanding Competitive Research	Success Patterns	Product Management Intro to Hils User & Market Understanding Market Collaboration	Intro to Hils Intro to Personas Workshops Hils Psychic Collaboration	Intro to Sponsor Links Success Patterns Competitive Research	Intro to Sponsor Links User & Market Understanding Competitive Research	Intro to IBM Design Thinking	Intro to IBM Design Thinking	Success Patterns	Success Patterns Market Collaboration
Hopes & Fears	POP check sheet Keywords deck PowerPoint deck			1				1		
Stakeholder Map	POP check sheet Keywords deck PowerPoint deck	1				1	1	2	1	1
Empathy Map	POP check sheet Keywords deck PowerPoint deck	2	1	2			2	3		2
As-is Scenario Map	POP check sheet Keywords deck PowerPoint deck	3	1	3		2	3	4	2	3
Big Idea Variables	POP check sheet Keywords deck PowerPoint deck		2	4						5
Prioritization Grid	POP check sheet Keywords deck PowerPoint deck	3		3						
Reach Statements	POP check sheet Keywords deck PowerPoint deck	4		2	5		4		3	4
Experience-Based Roadmap	POP check sheet Keywords deck PowerPoint deck		3							
Hils Writing	POP check sheet Keywords deck PowerPoint deck			7						
Storyboarding	POP check sheet Keywords deck PowerPoint deck	5	4	4	8		5			
To-do Scenario Map	POP check sheet Keywords deck PowerPoint deck			5						6
Assumptions & Questions	POP check sheet Keywords deck PowerPoint deck	6		3	10	3		5		
Feedback Grid	POP check sheet Keywords deck PowerPoint deck									
To Do's	POP check sheet Keywords deck PowerPoint deck		7	12						7
Business Model Canvas	POP check sheet Keywords deck PowerPoint deck		8	11						
more activity available coming soon										

- 干系人映射图
- 用户画像
- 同理心图
- 用户使用情境现状图
- 改进/创新机会陈述
- 头脑风暴
- 大创意
- 聚合/亲和图
- 优先级排序坐标图
- 体验目标 (Hills)
- 目标场景图
- 体验实现路线图
- 故事板
- 原型
- 角色扮演
- 体验回放
-

收敛 | IBM设计思维是不断地发散收敛的过程

在整个设计思维驱动的体验咨询项目中，项目的需求到设计落地式不断地发散和收敛的循环往复，只到设计结束。



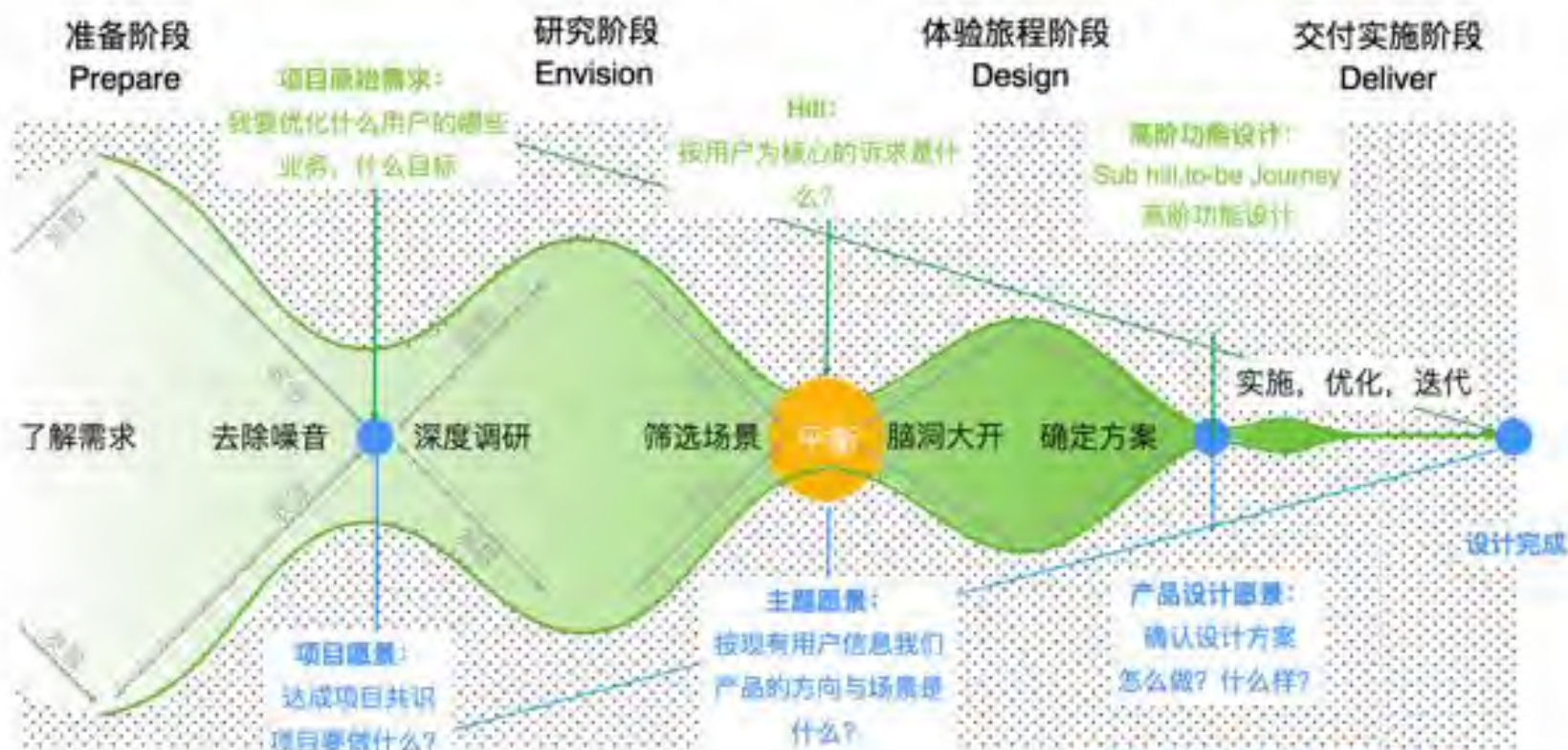
收敛 | 商业需求与用户的诉求存在差异

由于各种因素的影响，产品研发团队商业需求与用户诉求之间存在差异。



收敛 | 由项目生命周期映射的IBM设计思维

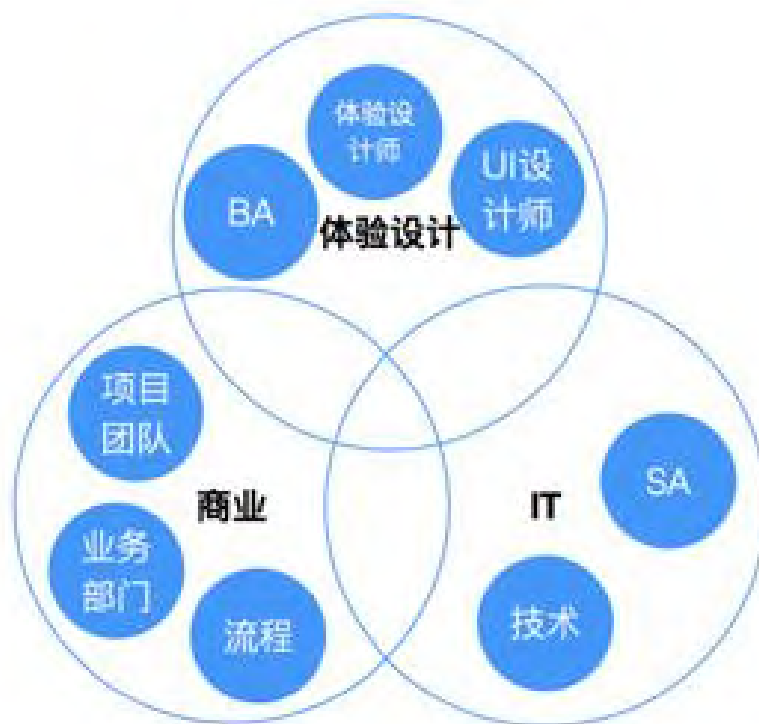
用户诉求的收敛



商业目标的收敛

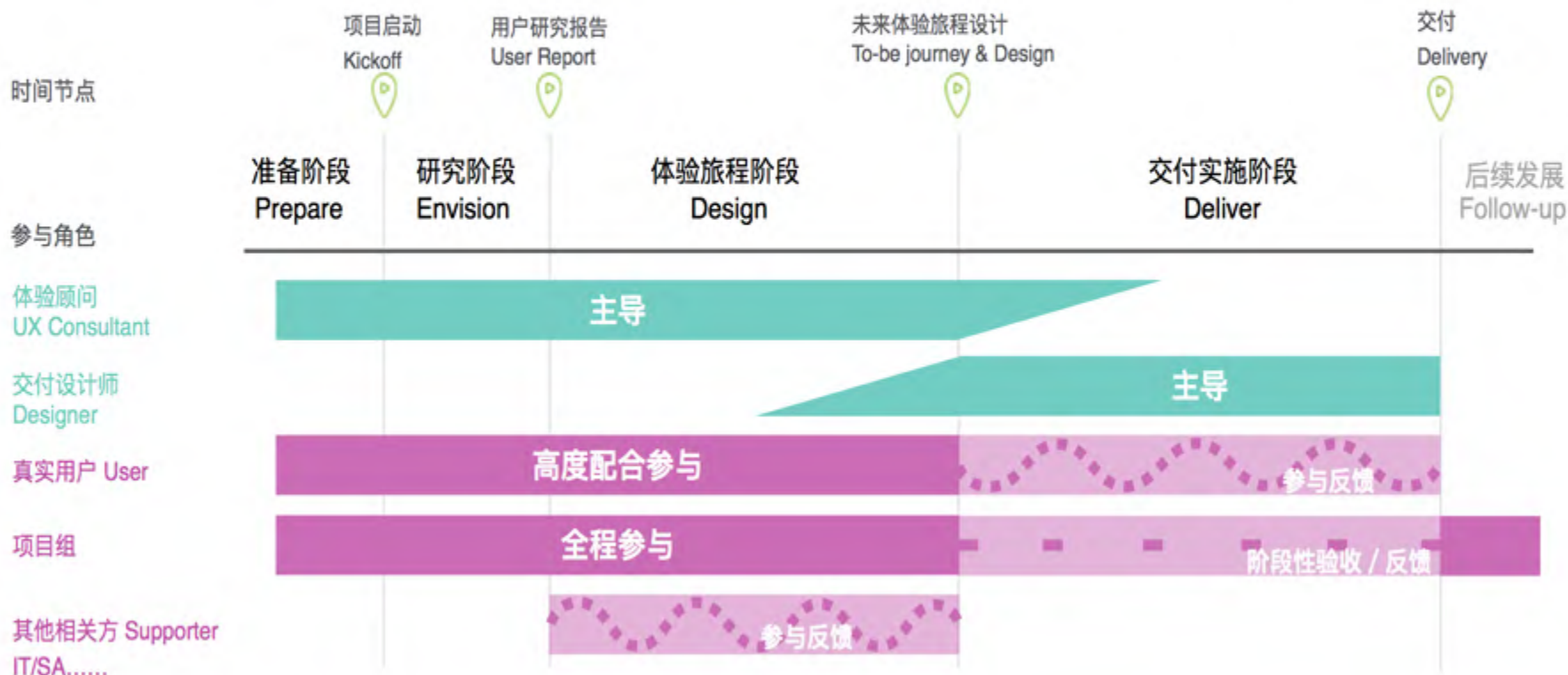
角色协作 | 三方协作，达成一致

在项目过程中，需要商业、设计、IT的三方面代表积极参与，只有三方同时达成一致，项目才能顺利推进。



角色协作 | 项目需要多方高度参与

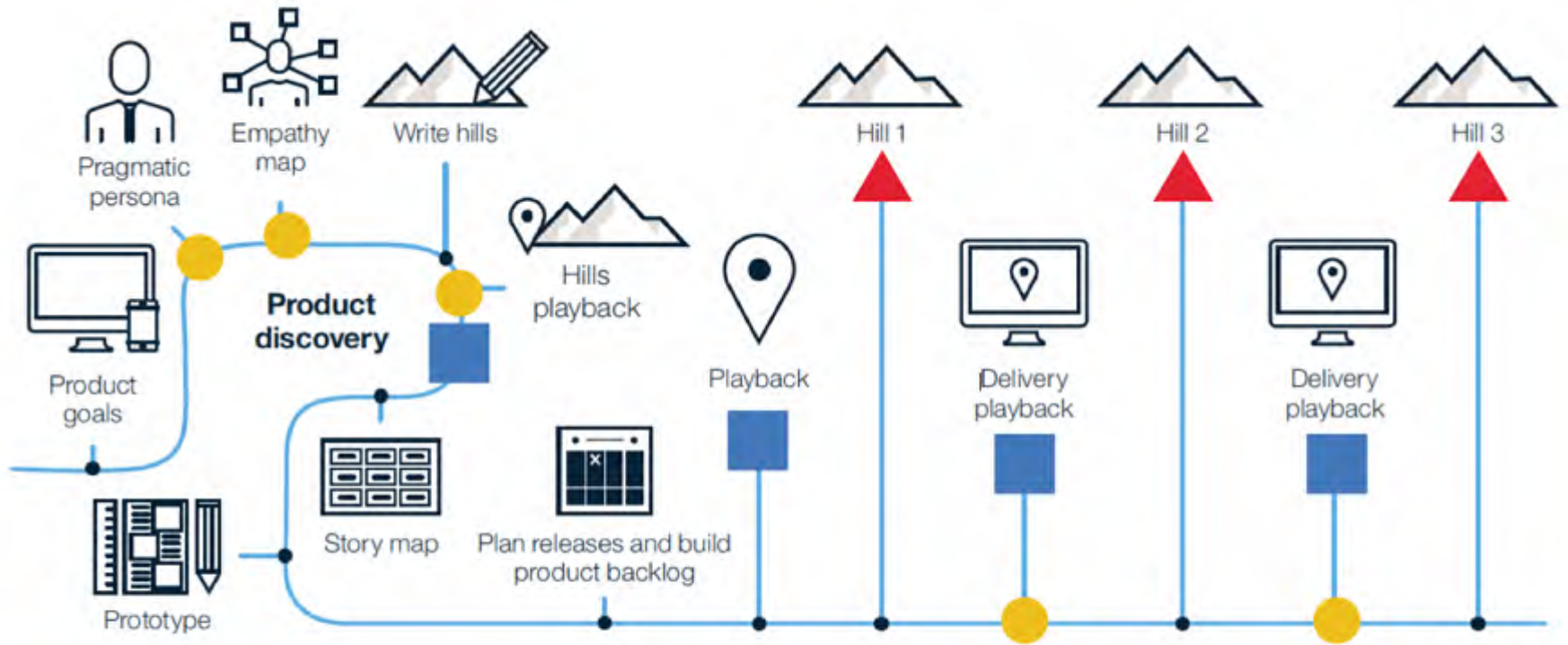
- i. 需要明确每个项目阶段参与的人员，还有不同阶段的工作模式 ii. 每个阶段针对项目情况不同，需要做一个方法的适配和调整



IBM设计思维与敏捷/DevOps强强联合 端到端从需求，到设计，到开发，到生产



IBM设计思维与敏捷/DevOps强强联合 端到端从需求，到设计，到开发，到生产



IBM Design Thinking

Co-creation with customers

Testing and learning

Agile delivery/DevOps

Validation with key business stakeholders

Run

Pilot market planning (business, IT, finance and other SMEs)

IBM Design Thinking, Agile 与 DevOps



- IBM Design Thinking 聚焦团队于有创意的高价值的用户/客户成果
- Agile 聚焦团队于交付高效、高质量、频繁交付软件产品/解决方案
- DevOps让IT研发、运维团队以敏捷的方式一起工作，快速交付成果

1(Design Thinking) + 1(Agile) + 1(DevOps) > 3

话题大纲

- 认识设计思维
- 设计思维的前世今生
- 设计思维的方法体系
- 设计思维的10大认识误区
- 设计思维再认识
- Q&A

Q & A



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专注领域

设计思维、敏捷实践
软件国际化全球化
软件测试与质量管理

翻译书籍

