



LEAN STARTUP SUMMER BOOT CAMP

AN INTRODUCTION TO DESIGN THINKING

Who am I?

WILL EVANS

Director of UX Design

TLC Lab

@semanticwill

TLCLabs

True Fact

The vast majority of startups fail NOT because they couldn't build a great product using the latest new technology.

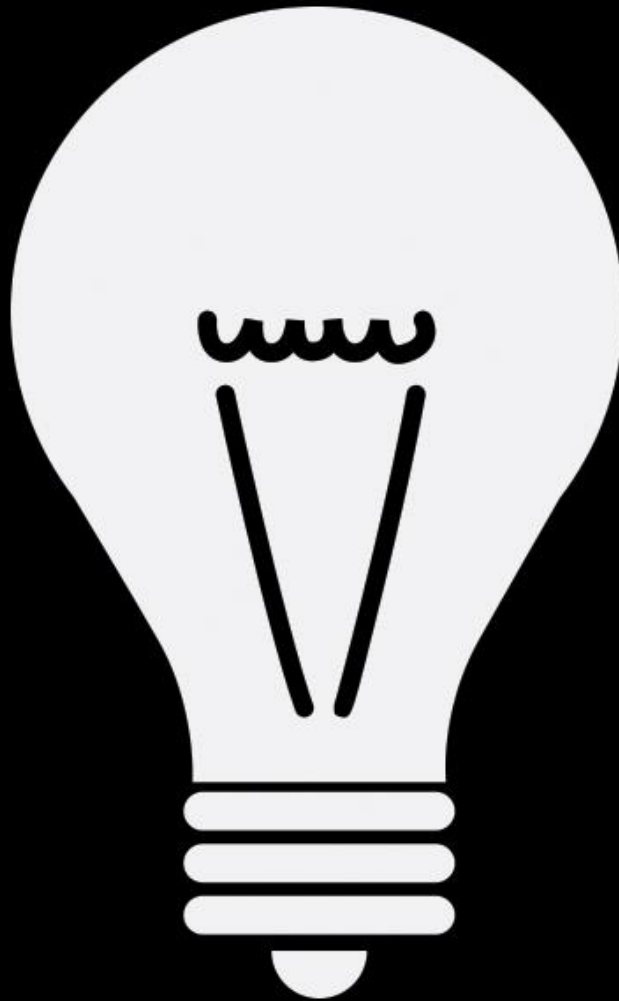
They failed because they built something no one

Why do startups succeed?

“The vast majority of [successful] startups abandoned their initial plans

and learned what would and would not work in the market.

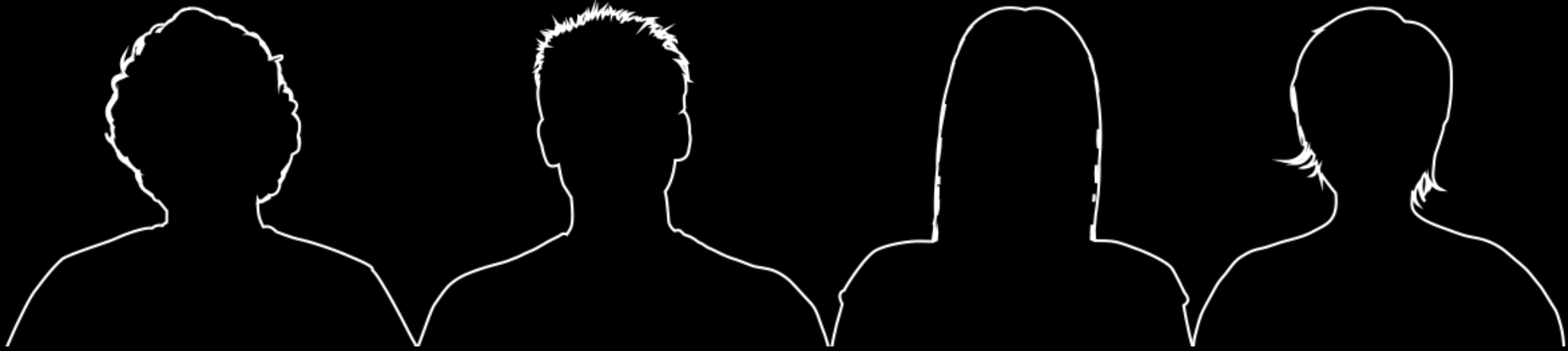
Let's start with an exercise!



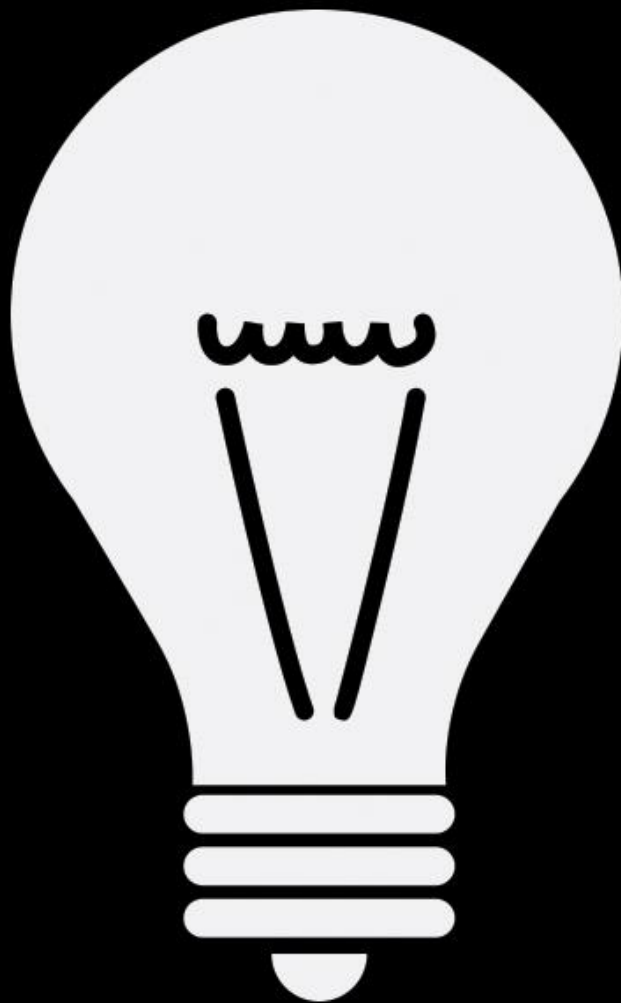
Which is timeboxed



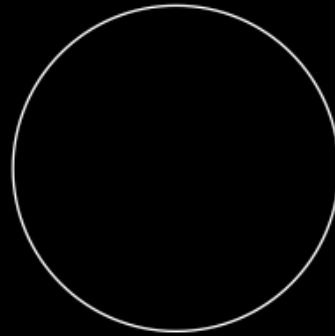
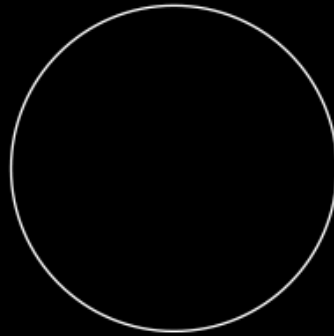
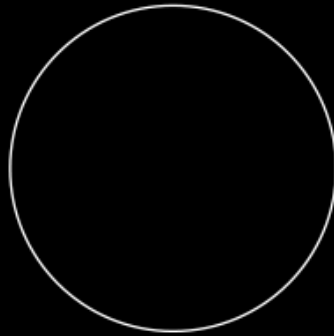
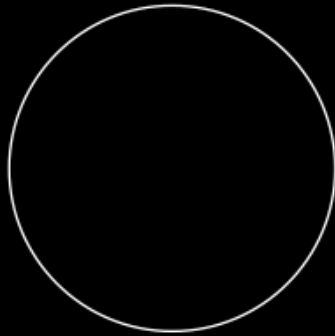
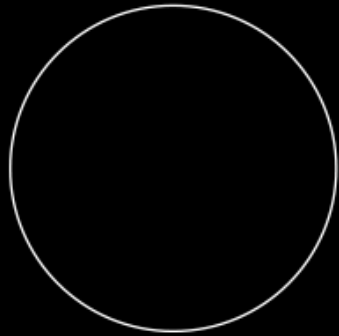
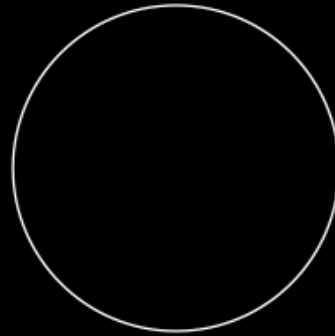
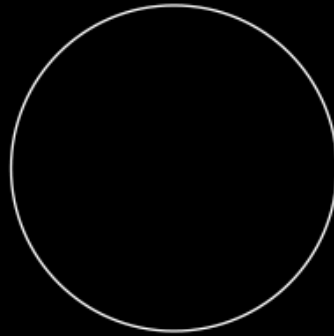
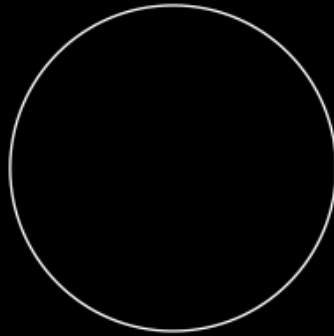
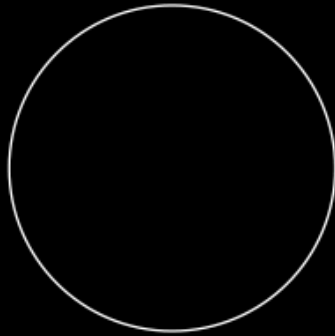
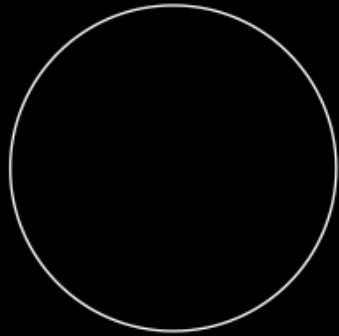
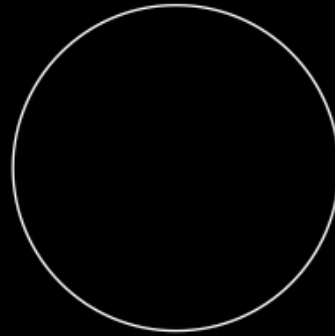
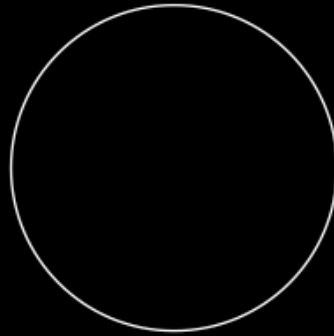
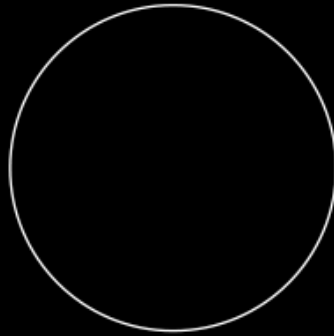
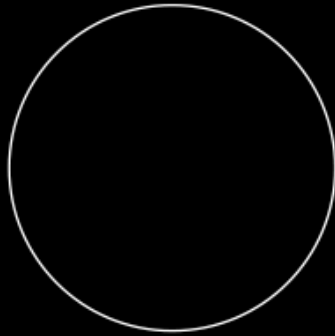
A simple exercise...



One more...



You have 2 minutes



What is Design Thinking?



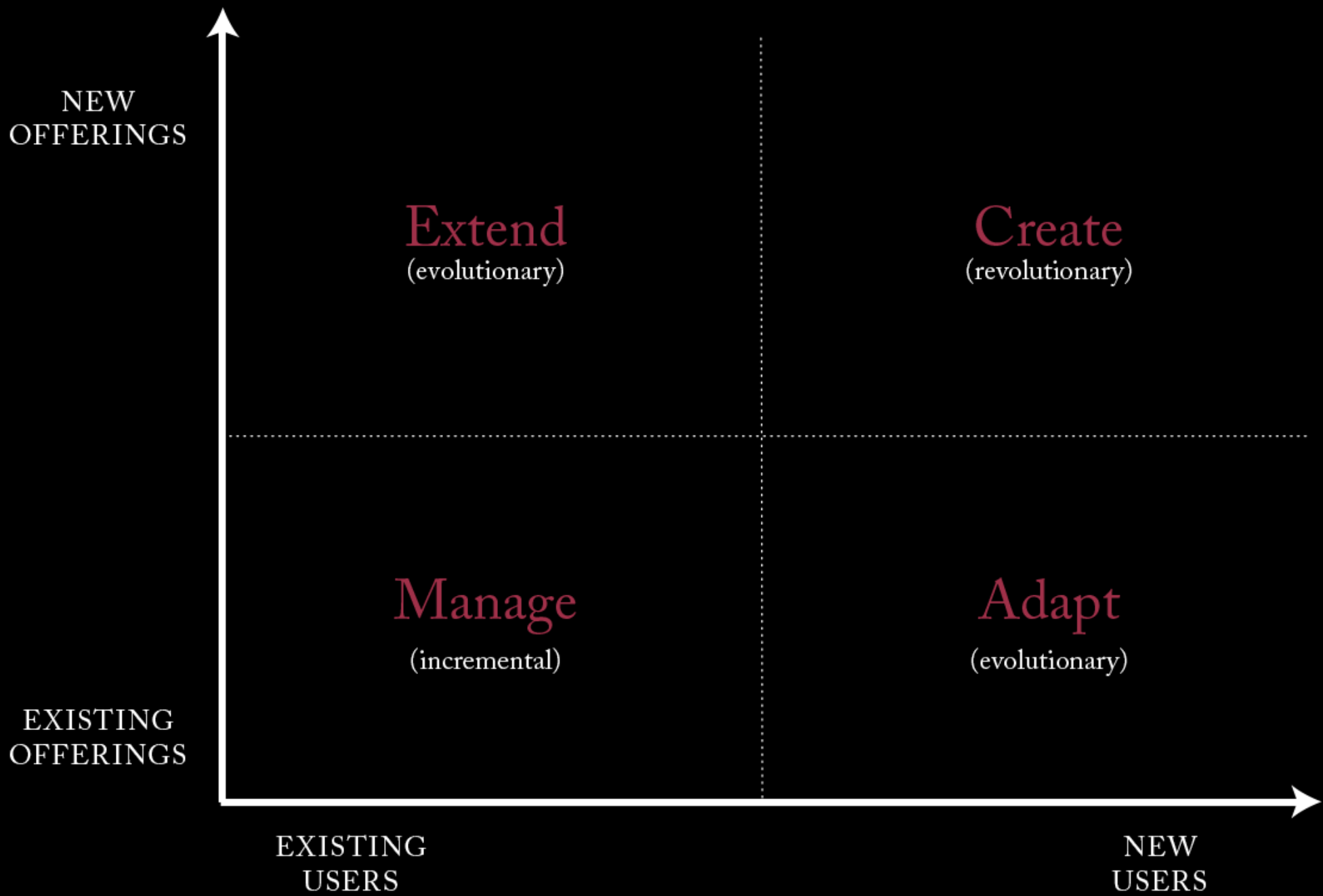
DESIGN THINKING

“As a style of thinking, it is generally considered the ability to combine empathy for the context of the problem, creativity in the generation of insights and solutions, and rationality to analyze and fit solutions to the context.”

- Tim Brown, IDEO

Another Definition

An approach to solving problems by understanding people's needs and synthesizing insights to solve those needs – in context.



WHAT TO DO

NEW OFFERINGS

Extend
(evolutionary)

EXPLORE

Create
(revolutionary)

EXECUTE

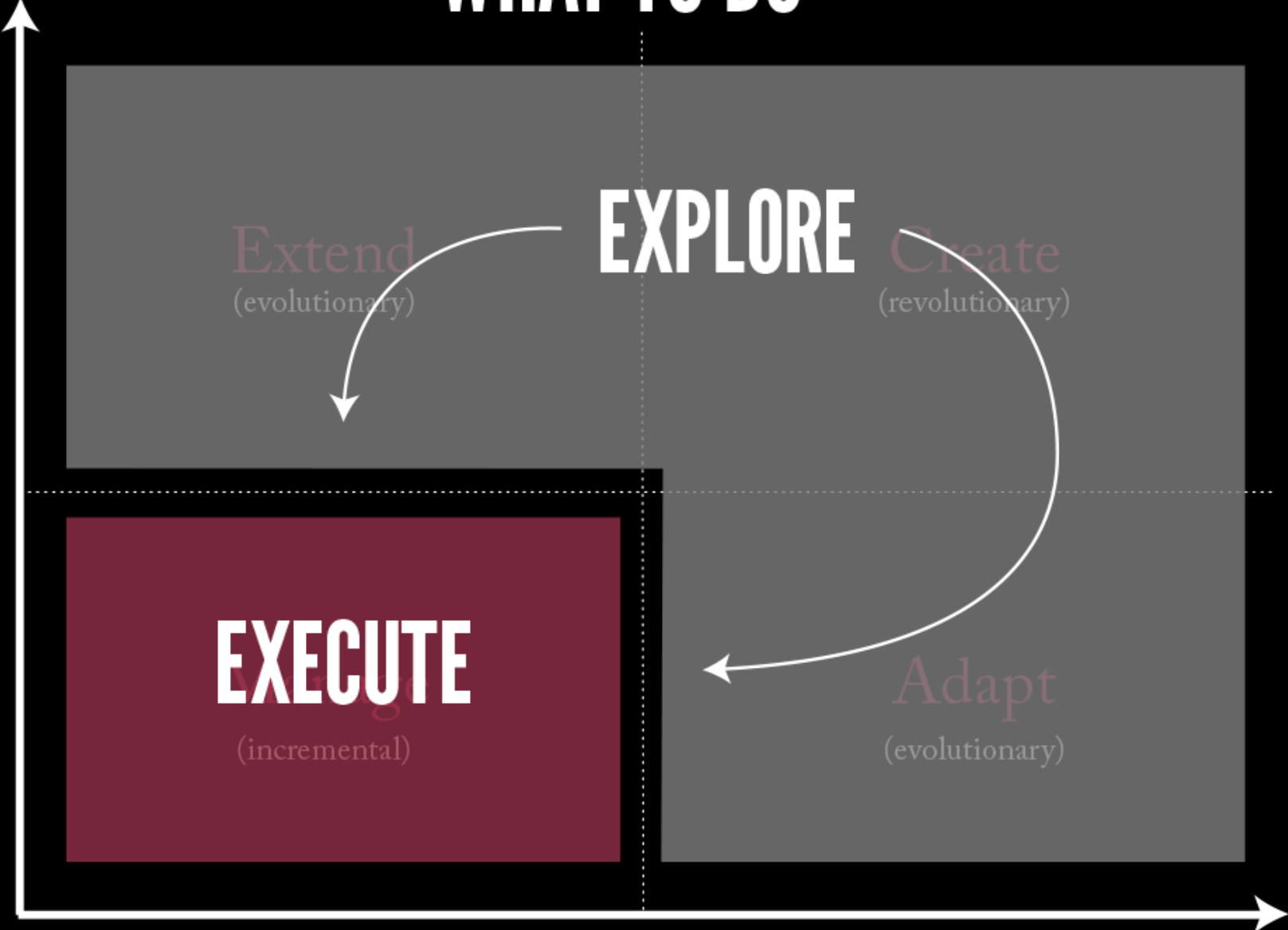
(incremental)

Adapt
(evolutionary)

EXISTING OFFERINGS

EXISTING USERS

NEW USERS



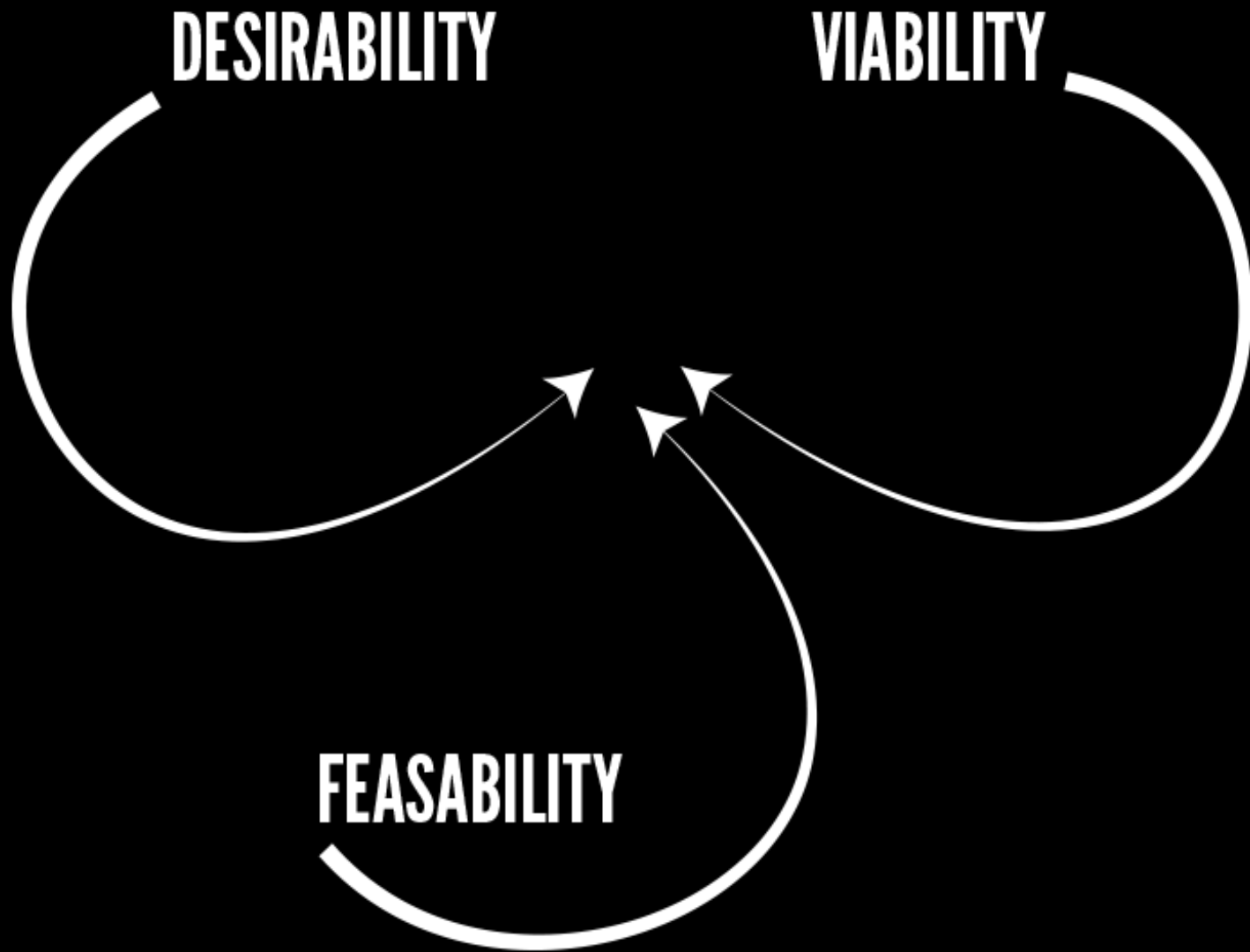
Design Thinking Premise

Only through contact, observation, and empathy with customer's can you hope to design solutions to fit their needs.

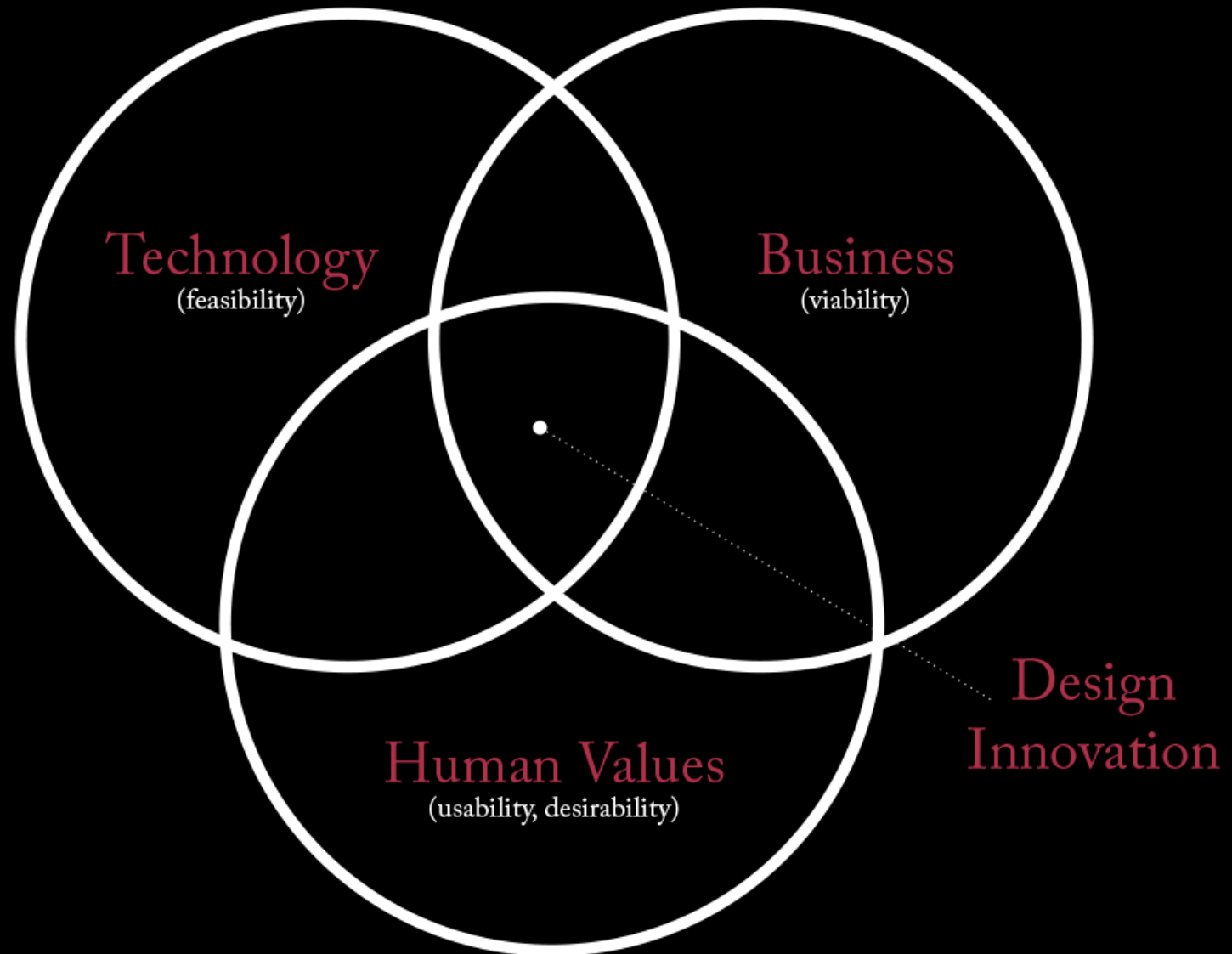
As opposed to?

- We have this problem, lets jump in and brainstorm a solution
- We have a new technology, what can we possibly use it for?
- Our competitors just launched X; how quickly can we also do X?

Three Overlapping Constraints



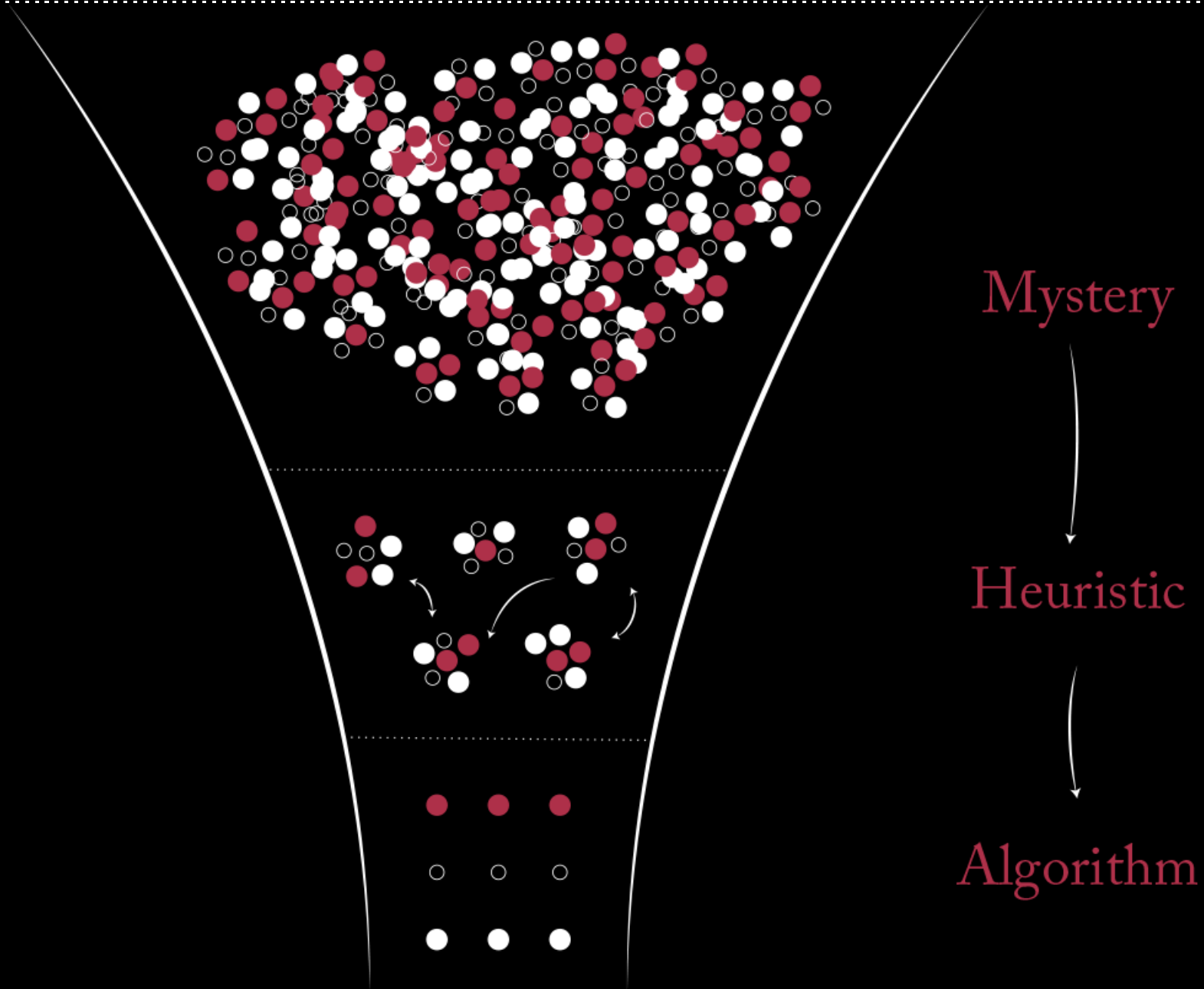
Where is Design Innovation?



4 Key Elements to Design Thinking

- Empathy through research
- Framing the problem
- Generative Ideation
- Prototyping & validation

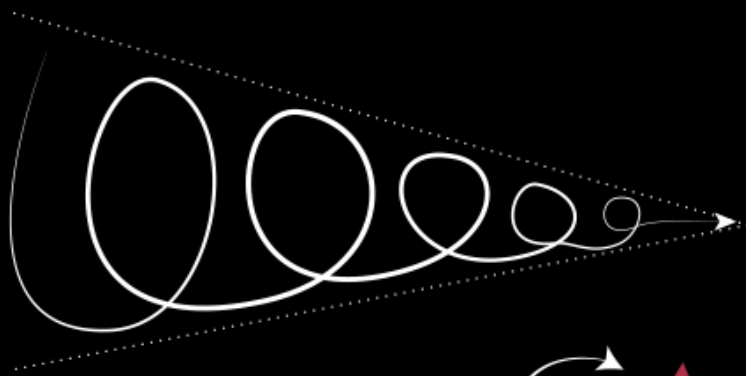
Knowledge Funnel



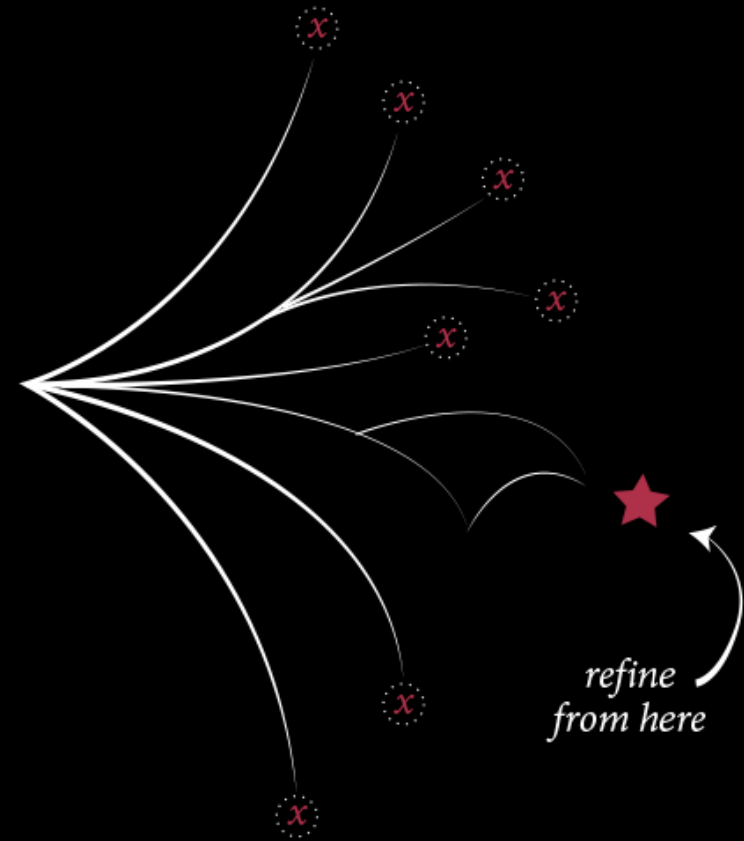
REFINEMENT

vs

EXPLORATION



*best solution
is missed*



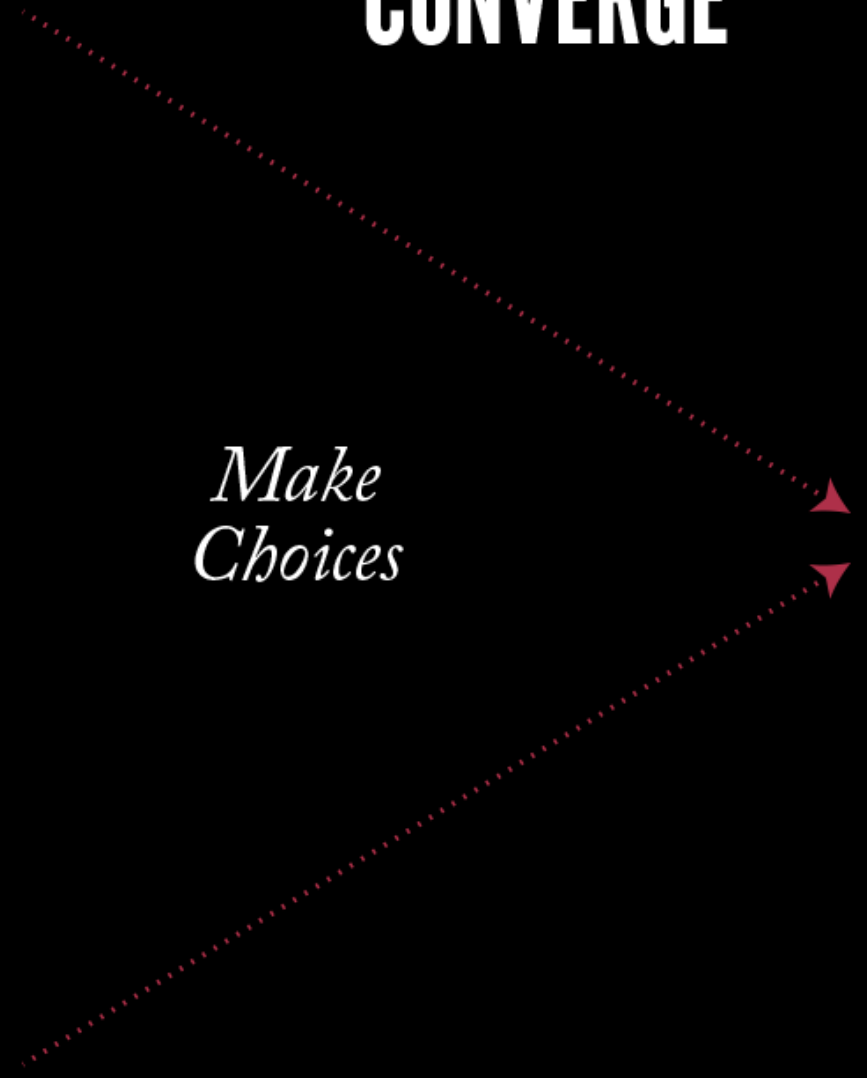
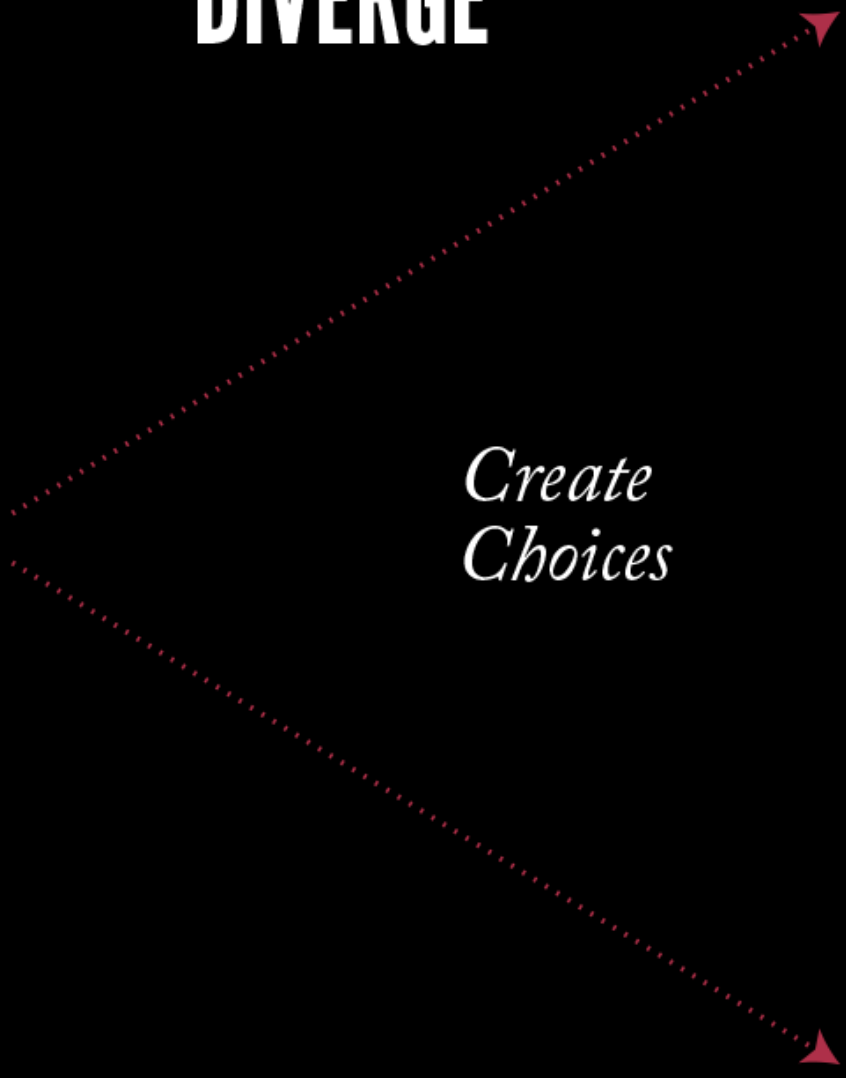
*refine
from here*

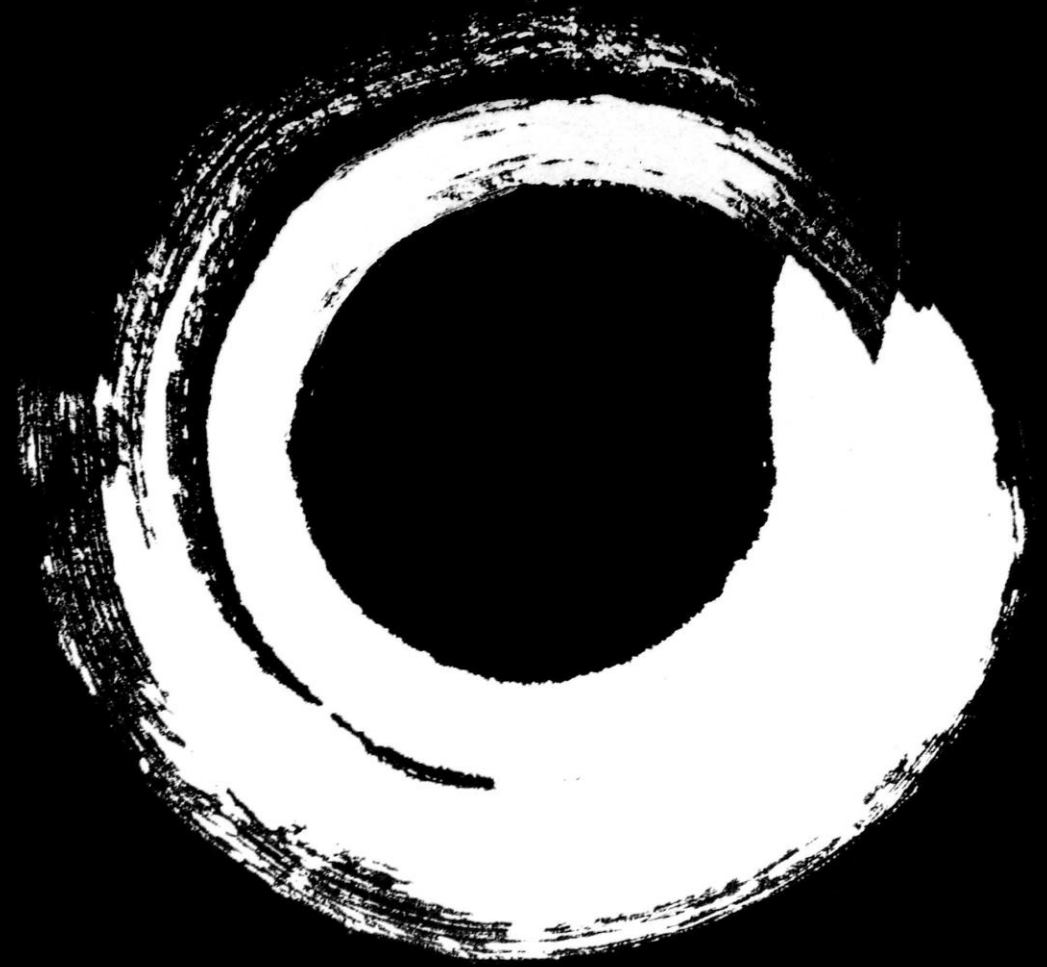
DIVERGE

*Create
Choices*

CONVERGE

*Make
Choices*





WHAT IS LEAN STARTUP?

*“A Startup is a human institution
designed to deliver a product or
service under conditions of
extreme uncertainty”*

– Eric Ries

7 Steps

Uncover your customers' pain points through research

Question your assumptions

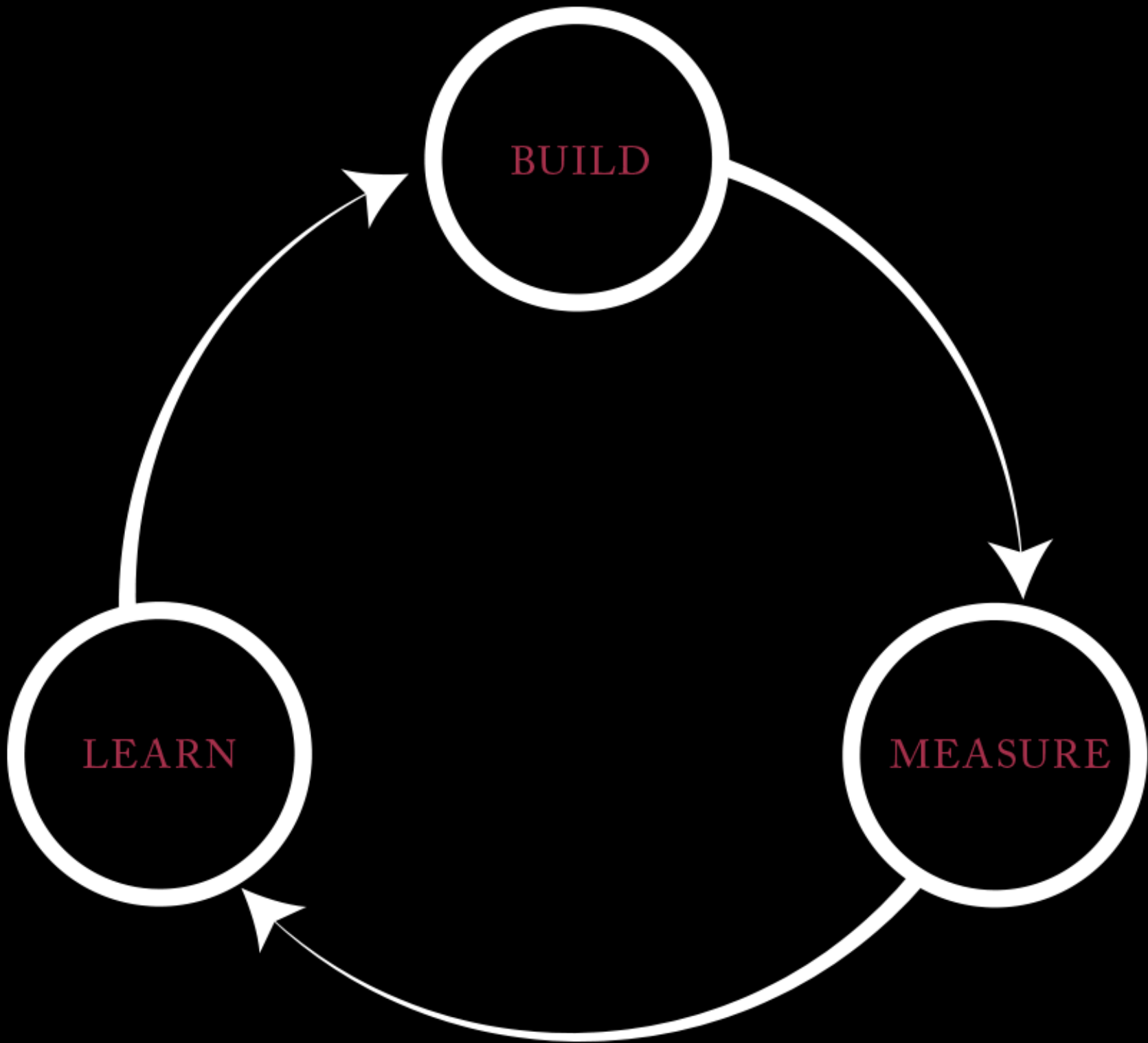
Collaborate to generate ideas

Formulate hypotheses

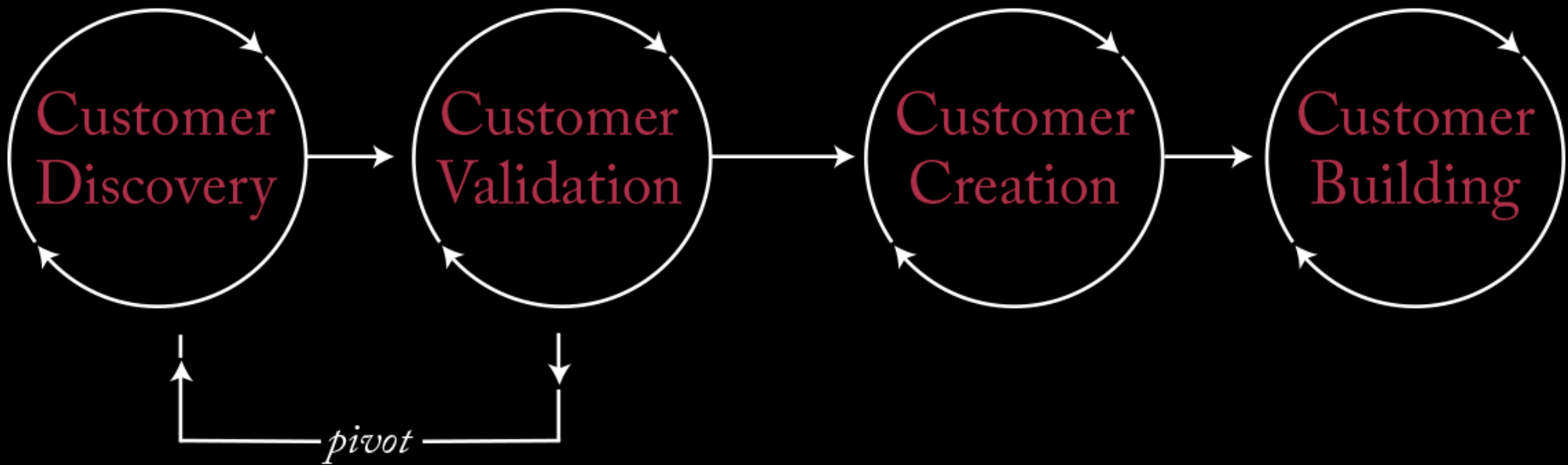
Embrace experiments

Learning isn't failure

Amplify what works

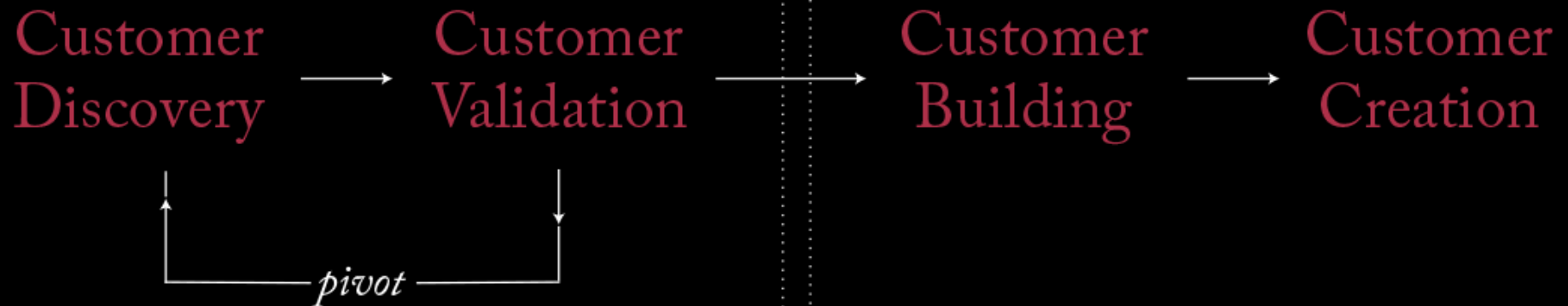


The Customer Development Process



The Customer Development Process

in other words...



EXPLORE

EXECUTE

High Occurance

*High Frequency
Low Pain*

*High Frequency
High Pain*

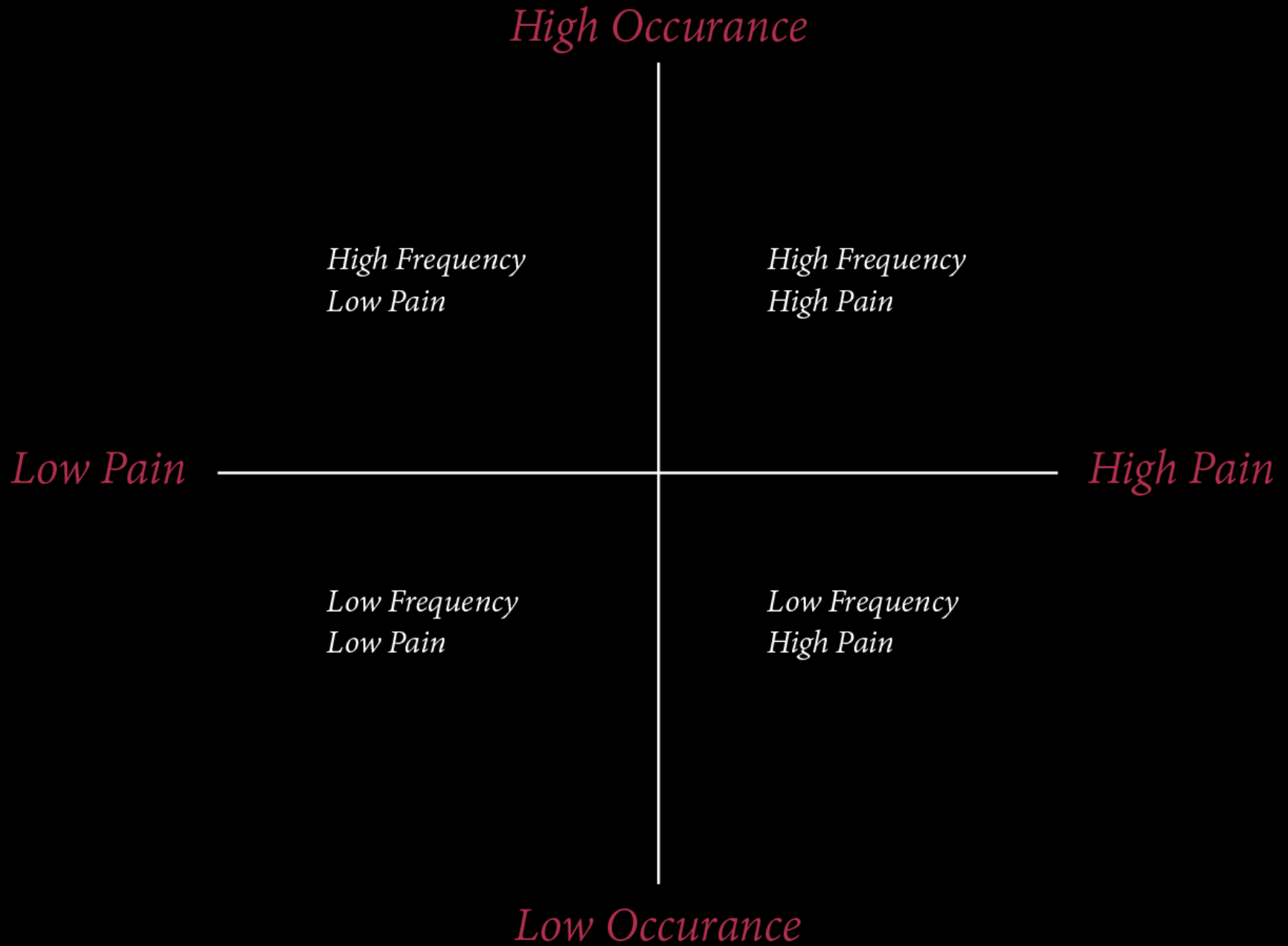
Low Pain

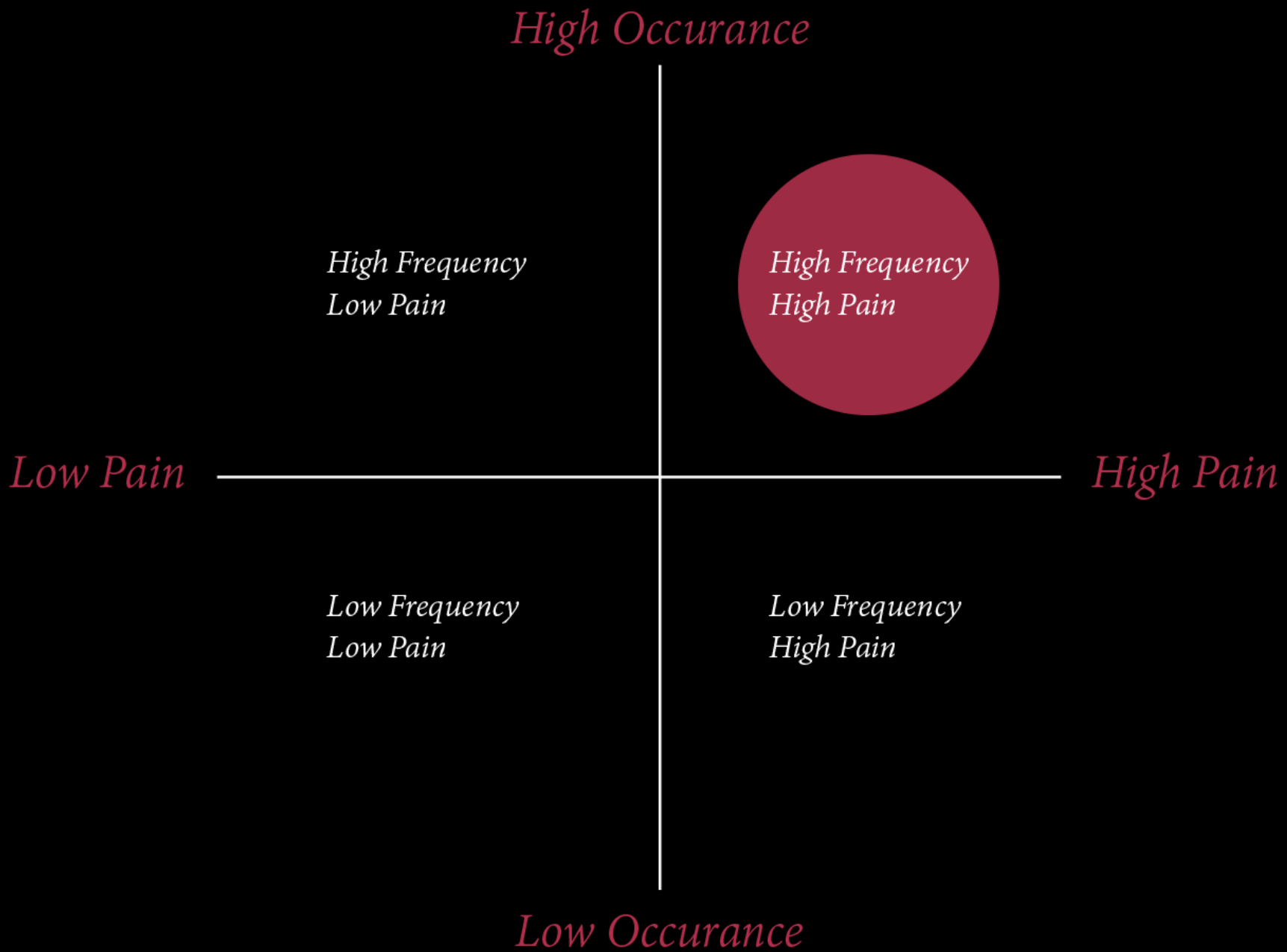
High Pain

*Low Frequency
Low Pain*

*Low Frequency
High Pain*

Low Occurance





It's About Finding Earlyvangelists

“Foaming at the mouth”

1. Have the problem
2. Know they have the problem
3. Searched for a solution
4. Hacked their own solution
5. Have a budget for the solution

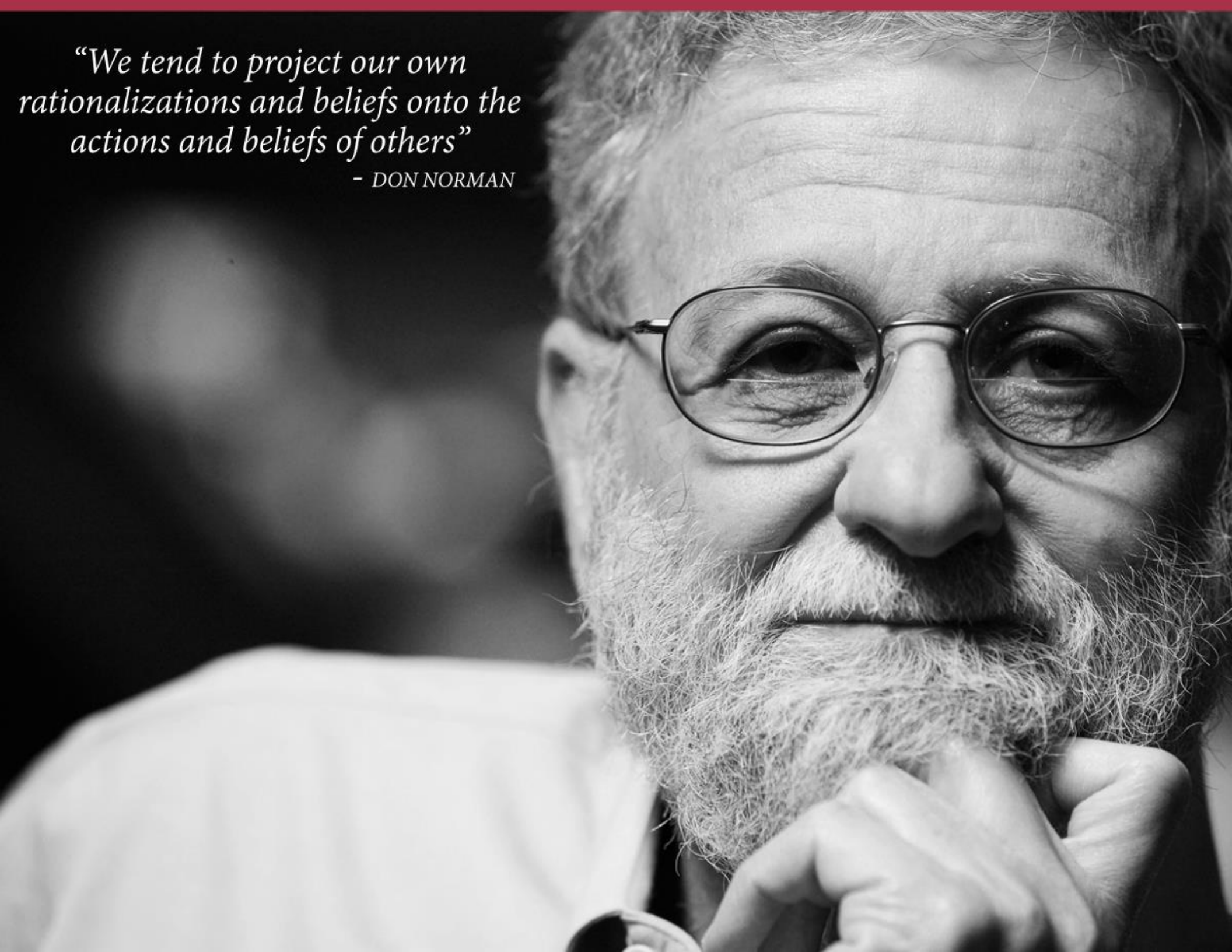
4 Key Elements to Design Thinking

- **Empathy through research**
- Framing the problem
- Generative Ideation
- Prototyping & validation

BASICS OF CUSTOMER RESEARCH

*“We tend to project our own
rationalizations and beliefs onto the
actions and beliefs of others”*

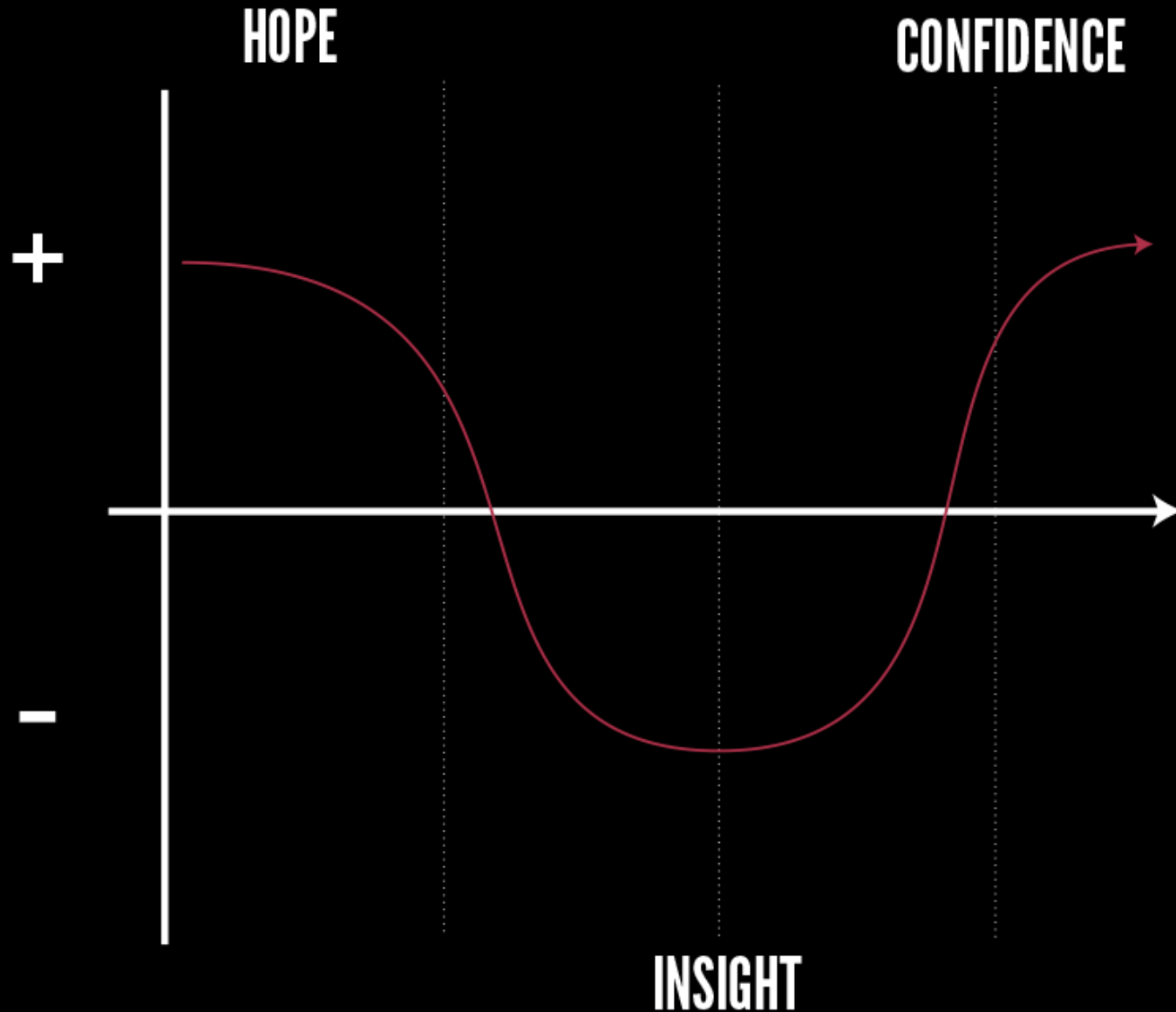
- DON NORMAN



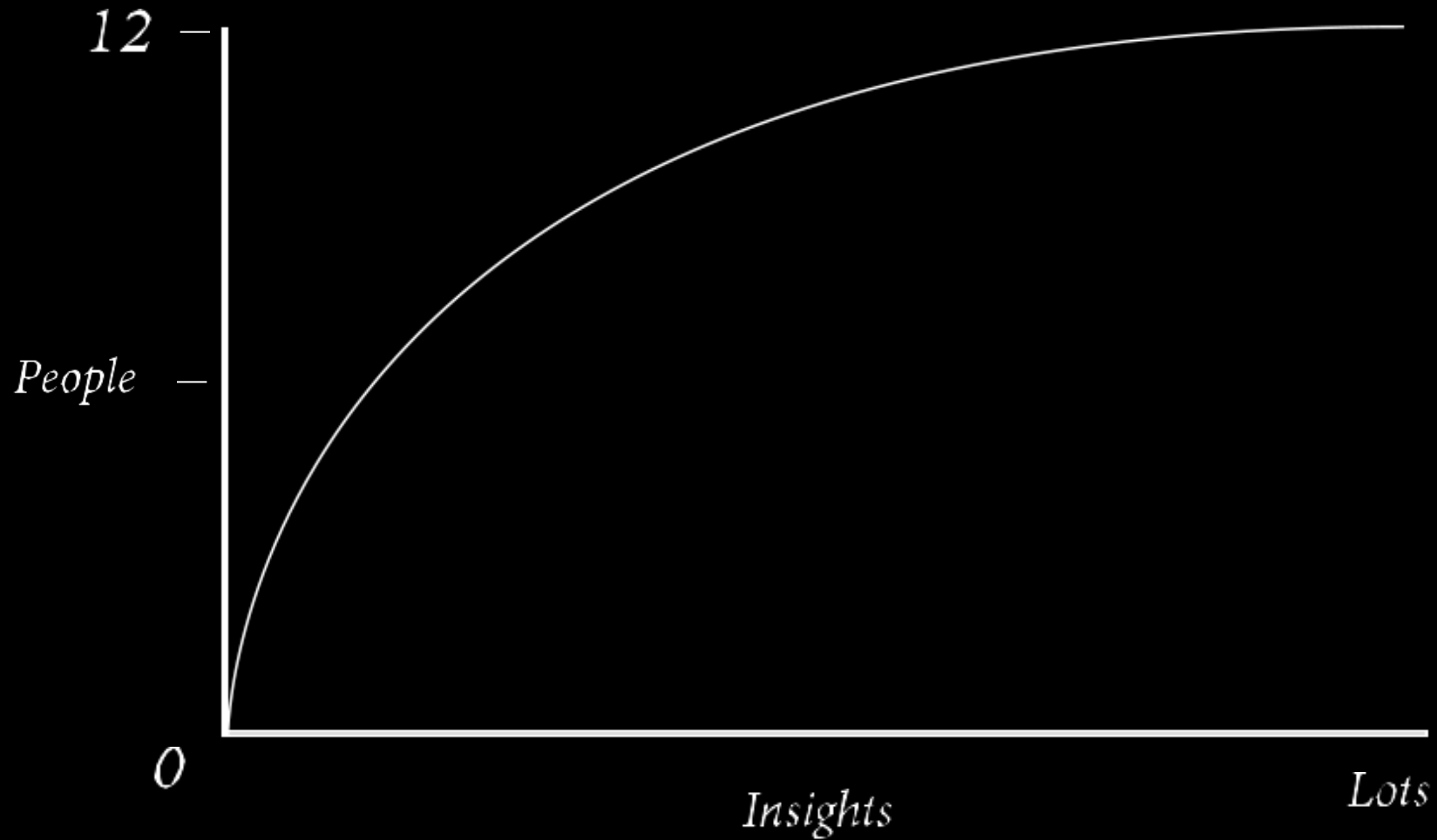
“Expertise ... breeds an
inability to accept new
views.”

- Laski

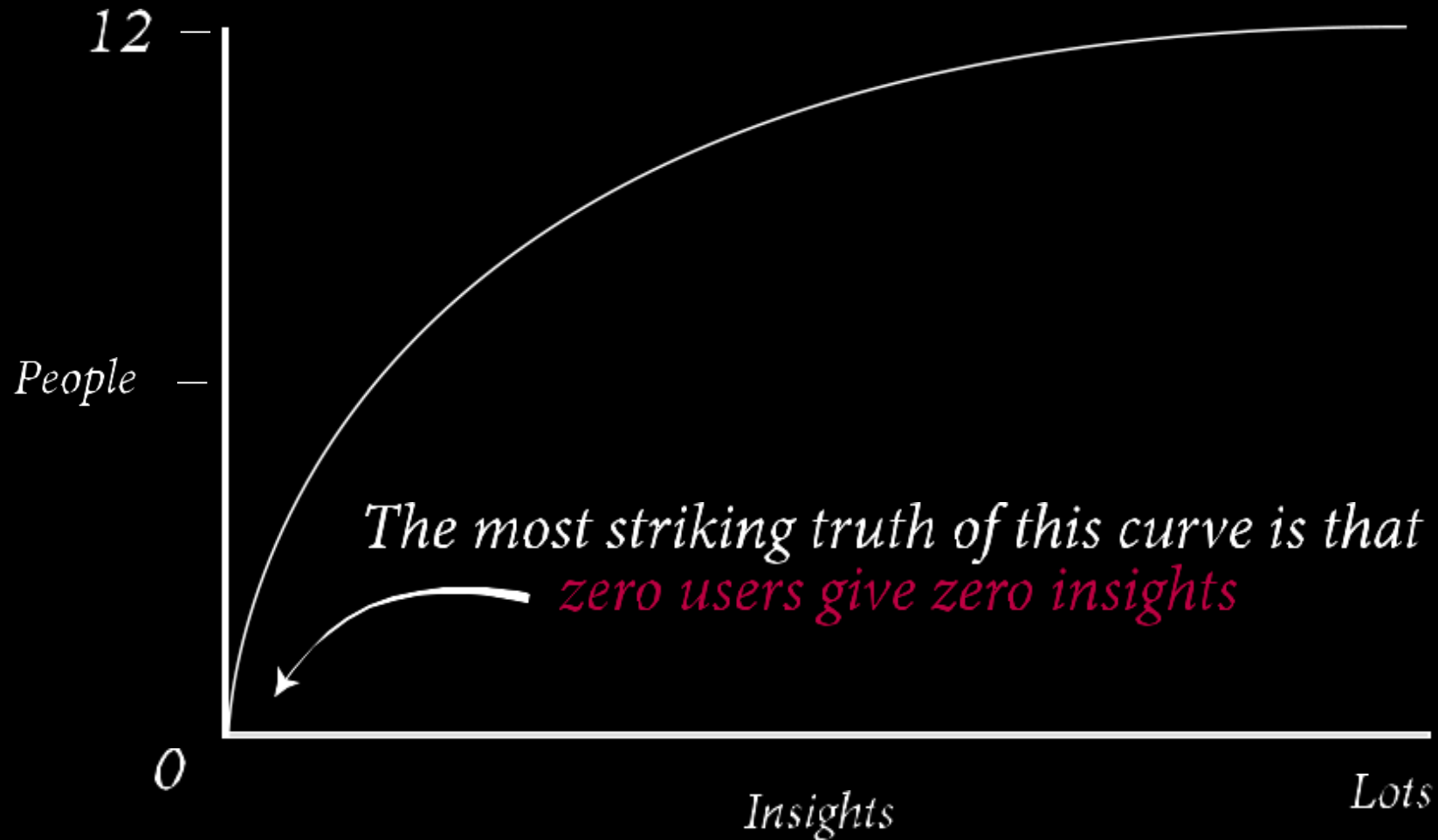
Customer Research



How much research?



A Research Heuristic



UX Mantra

Mantra: You are not the customer.

Only through research can we uncover people's pains, needs, and goals, in their context.

INTERVIEWING EXERCISE

Stand Up!

A — *B* - *C*

A = Speaker

B = Interviewer

C = Observer



Speakers

Close your eyes

Interviewers

*Chat with speaker
about their **career goals***

Observers

*Watch what happens.
Write observations on
post-it notes.*

Interviewers

Don't take notes.



2 minutes

Reflection

B = Speaker

C = Interviewer

A = Observer



Speakers

Close your eyes

Interviewers

*Chat with the speaker
about their **personal**
brand*

Interviewers

One more thing.

Interviewers

*After the first question –
you cannot speak
again.*

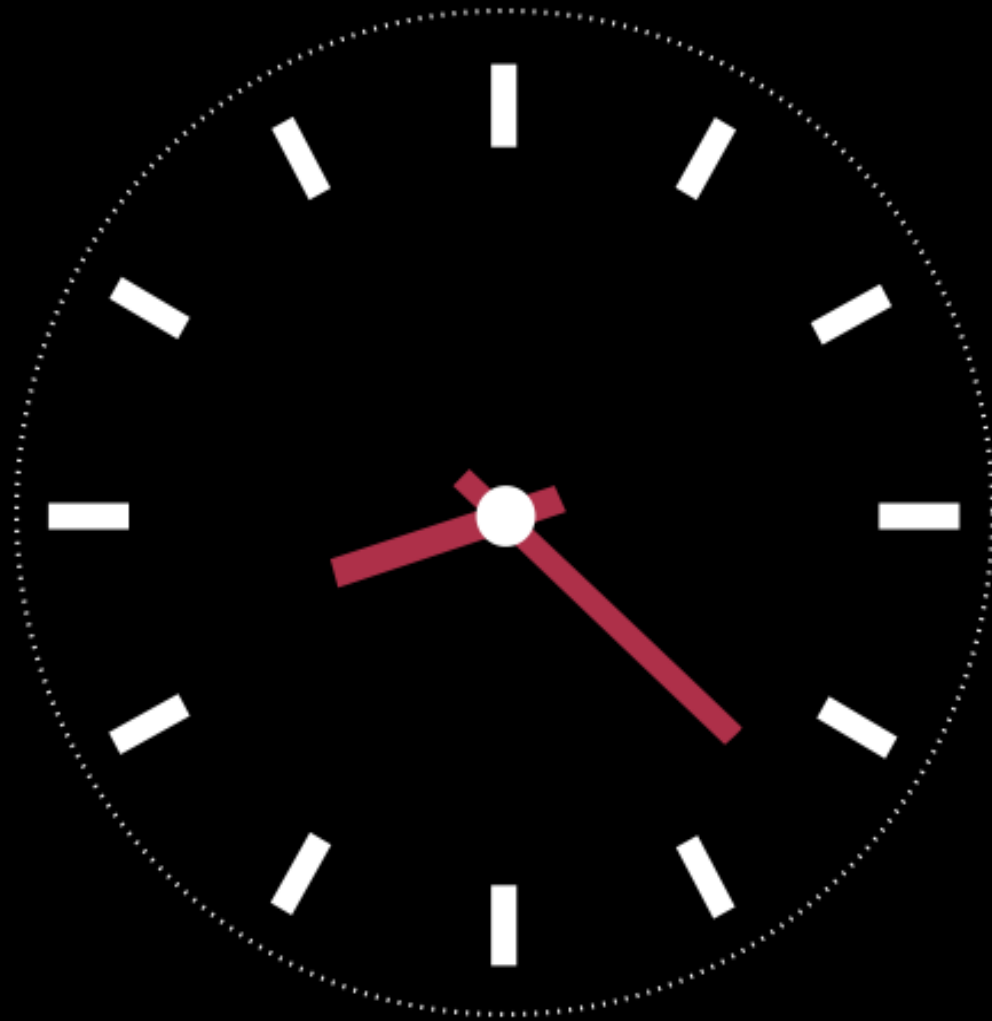
Shhh.....

Observers

*Watch what happens.
Write observations on
post-it notes.*

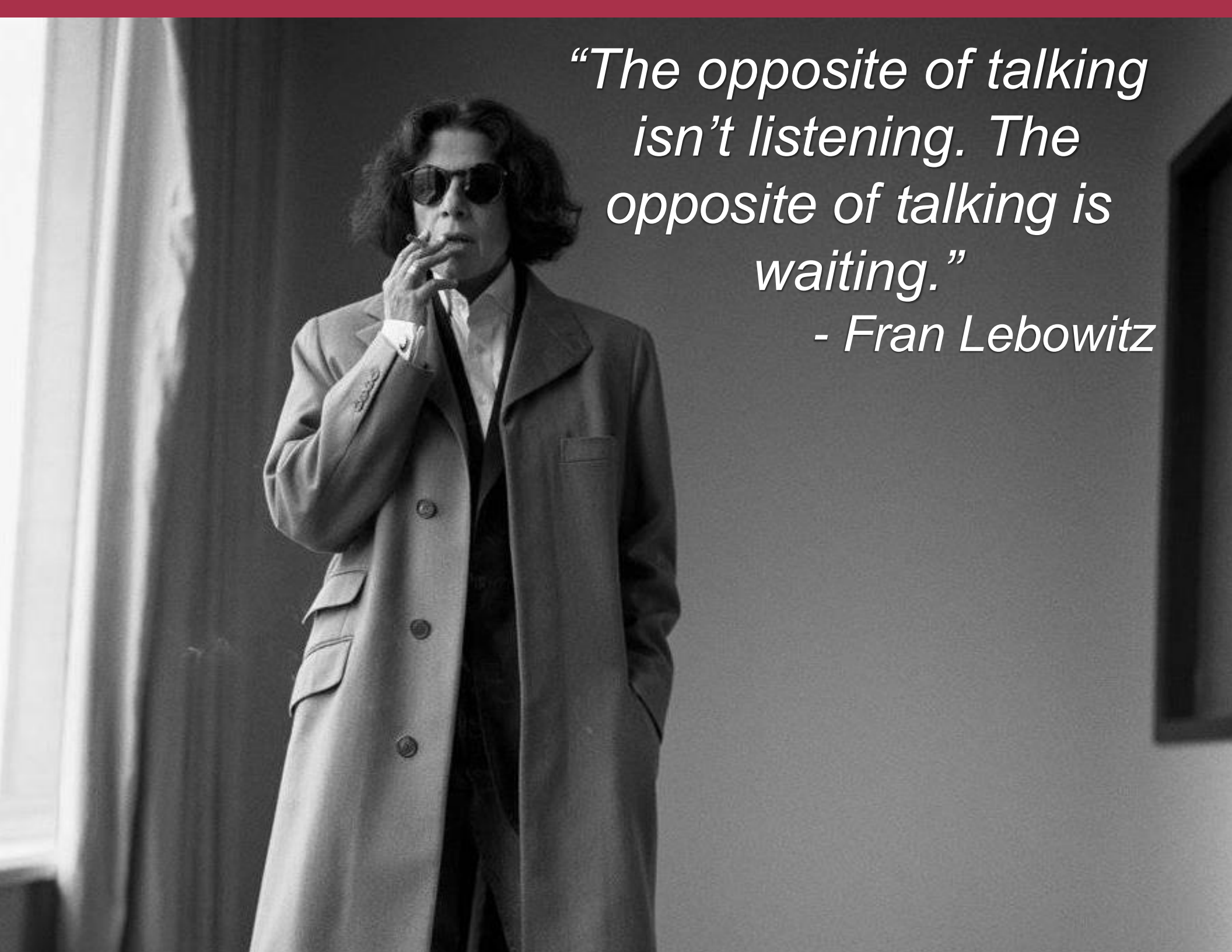
Interviewers

Don't take notes.



2 minutes

Reflection



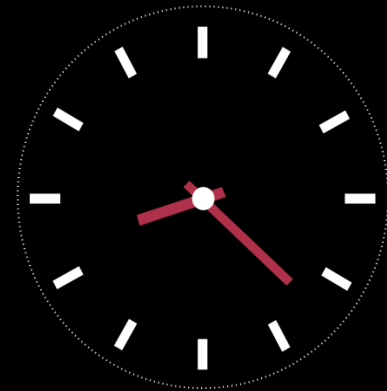
*“The opposite of talking
isn’t listening. The
opposite of talking is
waiting.”*

- Fran Lebowitz

C = *Speaker*

A = *Interviewer*

B = *Observer*



Speakers

Close your eyes

Interviewers

*Chat with the speaker
about how they **learn**
new skills.*

#ProTip

*Remember to use
silence and body
language.*

Interviewers

One more thing.

Interviewers

*After the first question,
you can only ask:
“Can you **tell me more**
about X?”*

Observers

*Watch what happens.
Write observations on
post-it notes.*

Interviewers

Do not take notes.



4 minutes

Reflection

More Tips

- *Silence*
- *Reflect back* (*What I think you said was...*)
- *Remember the person*
- *Ask open questions*
- *Ask for stories*
- *No leading questions*
- *Observations vs. Insights*

CUSTOMER EMPATHY MAP

Empathy Board

Project Name:

Team Leader Name:

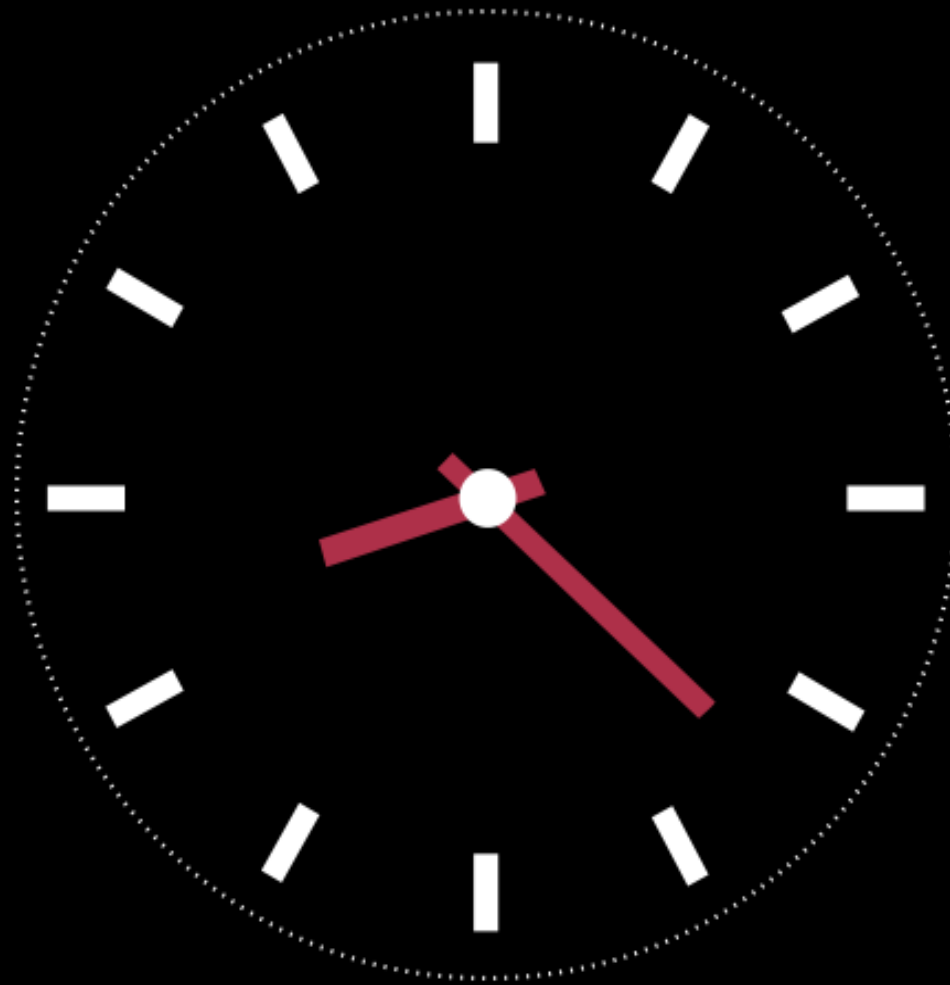
The Empathy Board is a tool for understanding user needs. It features a central character face with four quadrants for observation:

- THINK and FEEL?**
What does she think and feel?
what they care
major preoccupations
worries & aspirations
- SEE?**
What does she see?
environment
objects
what she interacts with
- SAY and DO?**
What does she say and do?
attitude in public
appearance
behavior towards others
- HEAR?**
What does she hear?
what friends say
what boss says
what influencers say

Below the character are two boxes for PAIN and GAIN:

- PAIN**
fears, frustrations, obstacles
- GAIN**
wants/needs, measures of success, obstacles

Timeboxed 10 minutes



Empathy Map Process

- Get into teams of 6
- Draw you empathy map
- Based on insights from your interviewing exercise, project yourself into the mind of a person wanting to advance their careers

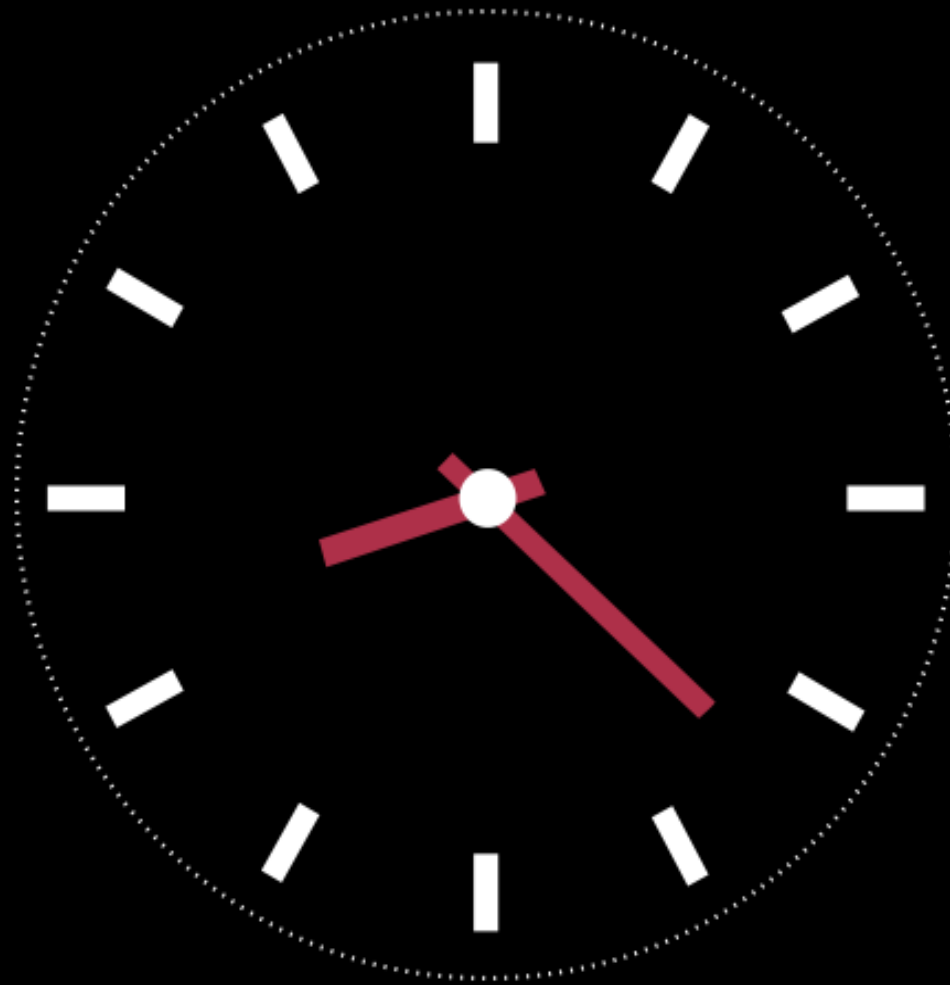
Empathy Map Process

- What does she Think or Feel? (What matters?)
- What does she see? (environment, friends, solutions in the market)
- What does she say and do? (appearance, activities, behaviors)
- What does she hear? (What do friends, boss, colleagues say?)
- Pain (fears, frustrations, obstacles)
- Goals (wants, needs, desires)

Empathy Map Process

- Write at least 2 insights per section
silently
5 Minutes
- Discuss with your team
5 Minutes
- Vote on top 2 per section
- Teams Present

You have 10 minutes!



Those were all assumptions...

4 Key Elements to Design Thinking

- Empathy through research
- Framing the problem
- Generative Ideation
- Prototyping & validation

I believe I can find
(Customer Hypothesis)
and they will say they have
(Problem Hypothesis)
and when I show them
(Solution Hypothesis)
they will try it and give me
feedback.

Customer Hypothesis

Uses your Empathy Map to Define
a Customer Hypothesis in 2-4
Words

Based on what you have, what do
you think is their most salient
problem?

Solution Hypothesis

**DO NOT DEFINE
Your Solution
Until you VALIDATE
Your Problem**

5. Has or can acquire a budget

4. Has put together a solution out of piece parts

3. Has been actively looking for a solution

2. Is aware of having a problem

1. Has a problem

High Occurance

*High Frequency
Low Pain*

*High Frequency
High Pain*

Low Pain

High Pain

*Low Frequency
Low Pain*

*Low Frequency
High Pain*

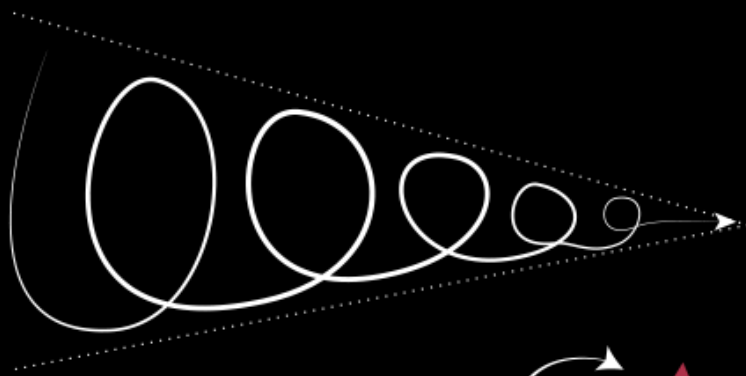
Low Occurance



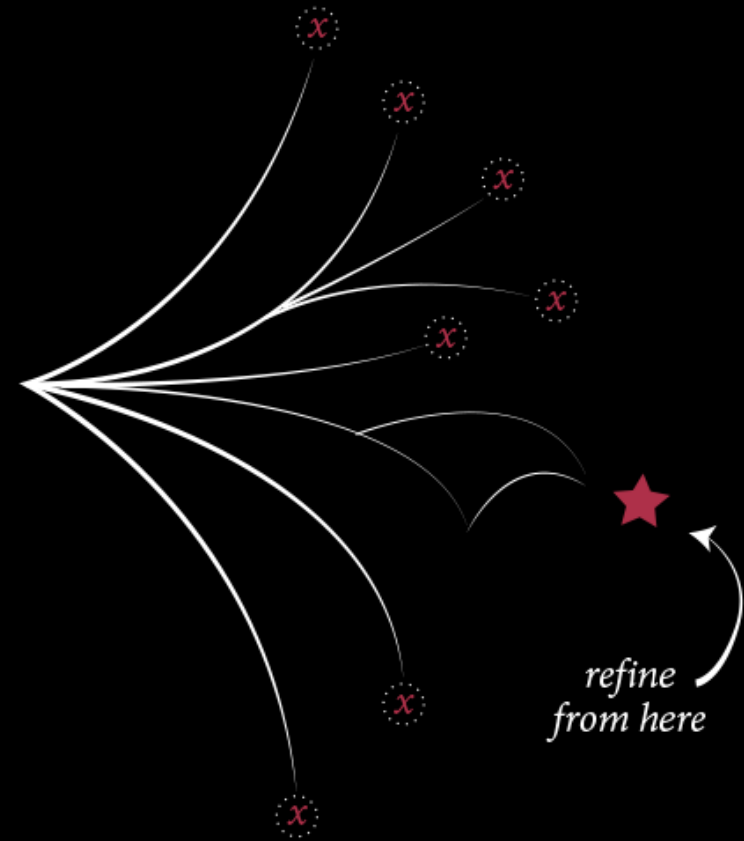
REFINEMENT

vs

EXPLORATION



*best solution
is missed*



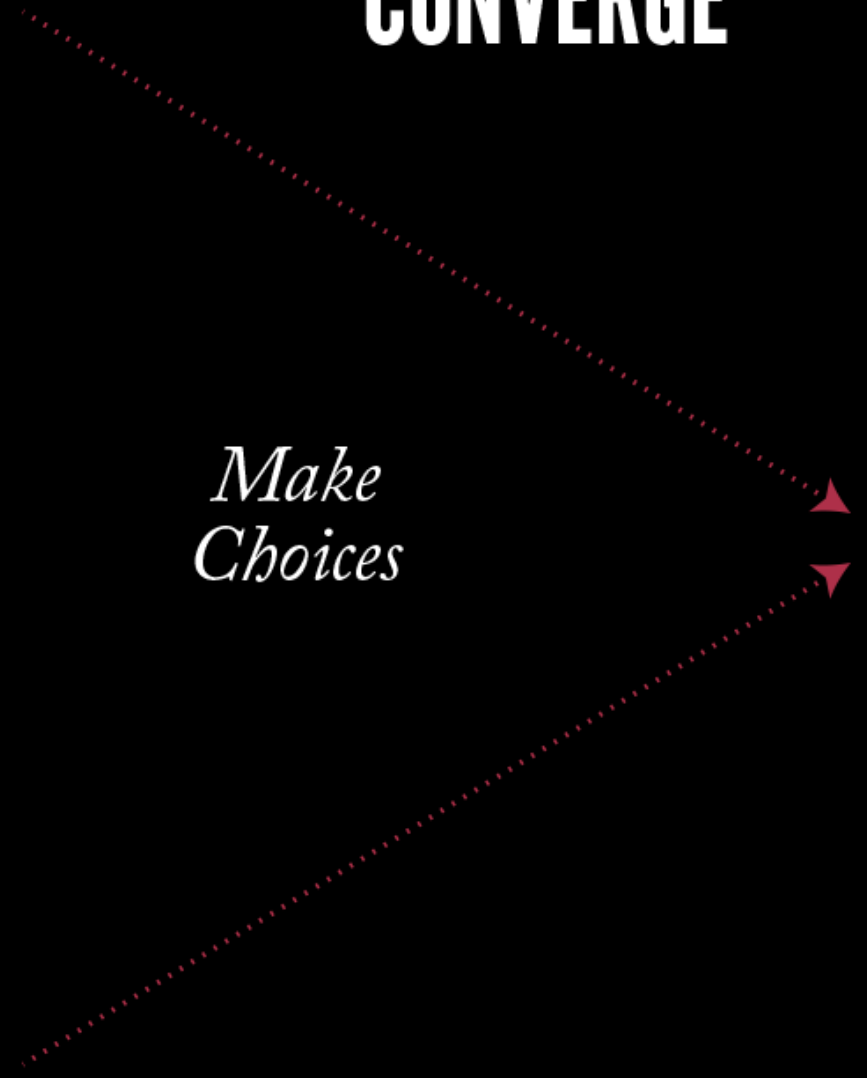
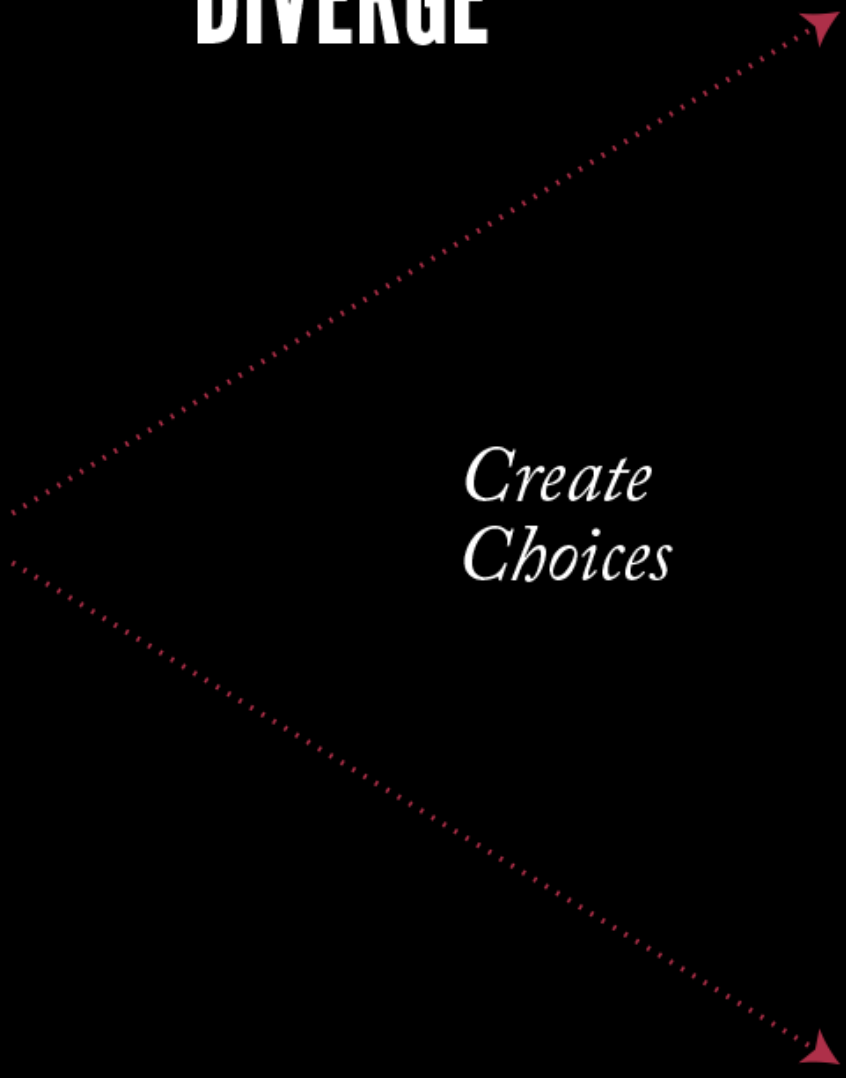
*refine
from here*

DIVERGE

*Create
Choices*

CONVERGE

*Make
Choices*



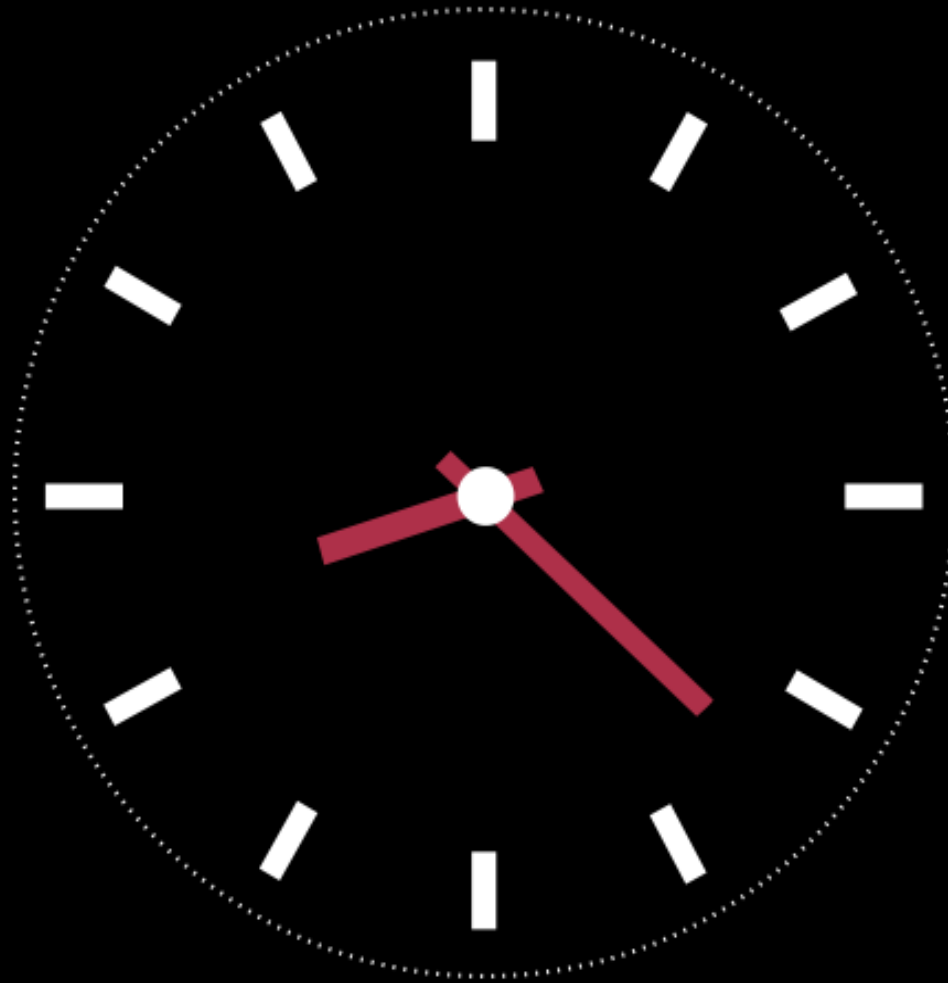
Generative Ideation

- Use the 8-Up handouts
- Generate 8 concepts that solves for the “Career Advancement” problem space based on the empathy maps
- Each box can be a solution or you can use all 8 boxes to create a storyboard.

You have 10 minutes!



Present to your teams

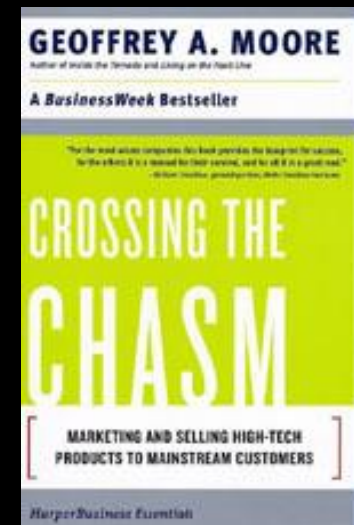
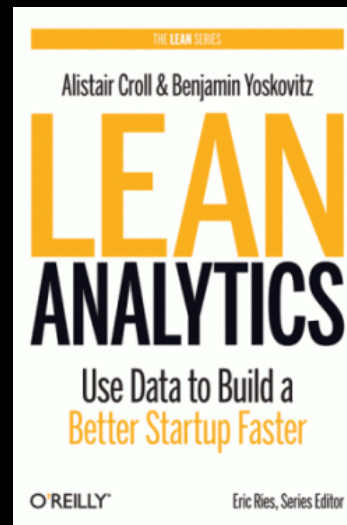
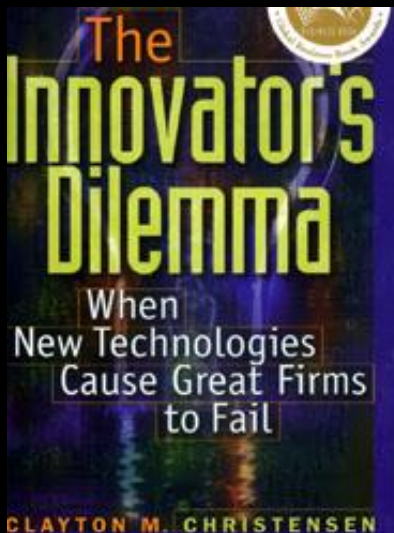
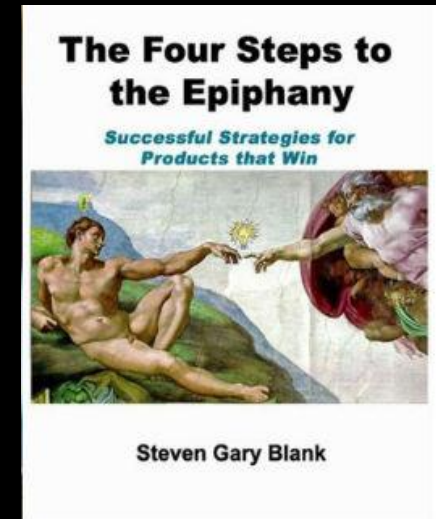
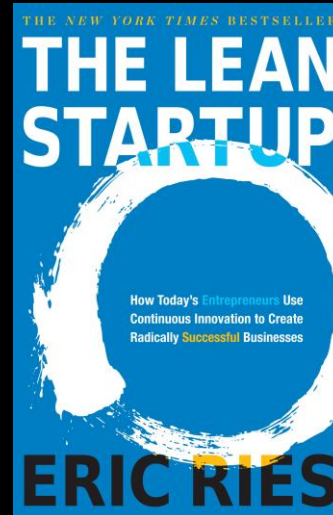


3 Minutes

Next Week

- A Deep Dive in Lean Startup
- Hypotheses & Assumptions
- Running Experiments
- The Business Model Canvas
- An Overview of Pivots
- What the hell is an MVP?

Reading Recommendations



THANKS!

WILL EVANS

@semanticwill

TLCLabs