

Design^{at} Business



MINDSETS

OF DESIGN-MINDED INTRAPRENEURS



Additional examples contribution - Kaiser Permanente & A large active wear brand

TABLE OF CONTENT

Why do Mindsets matter?	3
Shamelessly Human Centered	4
Confidently iterative	5
Courageously Committed	6
Respectful Instigator	8
Business Savvy	9
Additional Examples	10
How does SAP use this artifact?	14
Contributor Bios	22

FOR QUESTIONS CONTACT:

DEEPA IYER
deepa.iyer@sap.com
Community Strategist / North America
SAP Labs Palo Alto



WHY DO MINDSETS MATTER?

Why this document?

Generic mindsets described in the context of design thinking fall short of what makes successful design-minded intrapreneurs in large businesses.

Why do we care about mindsets?

- Mindsets are the essential but tacit drivers of success in design-led innovation teams.
- Deliberately hiring new talent also considering mindsets can create diverse teams faster.
- Empowering existing talent to leverage design mindsets is essential to drive innovation.

What has happened?

A group of thought leaders from large organizations implementing design minded intrapreneurship created a description of the missing “mindsets” that have driven design culture at scale.

SHAMELESSLY HUMAN CENTERED



Curiosity to understand a variety of perspectives when creating solutions.
Ability to feel what other people feel, and share their perspective.
Courage to advocate for human needs unapologetically.

How do you know its there: An empathetic person is eager to understand how another person feels, thinks and operates. They have the ability to capture and communicate human needs and pains, and leverage those to find solutions. In developing solutions, they incorporate people at every stage of process, and have the courage to balance human and business needs.

Inhibitors: Organizational process which limits user contact. Projects with pre-defined solutions. Team handoffs where those with customer contact are not involved in solution finding. Misunderstanding the limitations of traditional market research. Untested assumptions about user needs. Use of “pseudo users.” Perception of “risk”, which limits user contact.

Enablers: Legal and organizational permission to include users in shaping solutions. Logistical support to bring customers and product makers together. Skills in interviewing, observation and customer co-design. Curiosity. Time to dig deep.

Example A: Fidelity Labs has a customer delivery service to put real users at the center of design projects. Recently, a team used the service to hold co-design sessions with families who had the need to collaborate on critically important documents. The team discovered many were preparing for their own death and struggling to make the process easy. Together everyone prototyped ways to have important family conversations, and organize essential documents in a safe, secure, easy to use location. One family member took the prototype to his family reunion to try and returned with feedback for the design team. The result was a product called FidSafe®, which was built with users, not just for them. (www.fidsafe.com)

Example B: Fidelity Labs includes customers in co-design sessions in order to keep the design project focused end users. In co-design sessions with families, Fidelity Labs discovered homeowners in Florida frequently conducted post-hurricane damage repairs while living out of state. This group needed all the insurance documentation in a safe, secure, easy to access location. Fidelity Labs experimented with several rounds of prototypes helping them to know which documents to have on hand. The result, FidSafe®, is a product built with users, not just for them. (www.fidsafe.com)

CONFIDENTLY ITERATIVE



Passion to craft delightful solutions and the curiosity to imagine multiple approaches.
Courage to iteratively prototype, test, learn, and improve.

How do you know its there: A maker comes up with many ideas, tests them for merit, and continuously iterates to improve towards the best possible solution. They are not offended by critique and see it as learning.

Inhibitors: Process and deadlines that discourage iteration. Definition of success as “on time, on budget, as expected.” Social pressure that discourages rough prototypes, and small data sets. Personal discomfort with showing “it” before it is “perfect.” Lack of constraints, focus and need to deliver value.

Enablers: Reward for fresh ideas. Comfort with starting small. Permission to tests and learn from results. Access to the customer. Technical and legal ability to prototype and test quickly. Sandbox designed to make failure safe. Management that creates conditions that encourage and support realistic iteration and learning toward a business value.

Example: In early 2013 SAP embarked on a project to explore how to scale in-person design-thinking and doing “training” to product teams around the world within and beyond SAP through on-line learning. The project team was empowered to experiment with a variety of teaching styles, platforms, learning techniques and content, and now has broadened its on-line learning experiences portfolio into 4 courses with over 15,000 participants annually.





COURAGEOUSLY COMMITTED (GRITTY)

**Enthusiastically drives towards results.
Willing to sacrifice own ideas.
Passion and stamina to make a groundbreaking
delightful solution a reality.**



How do you know its there: A true belief in what is possible, yet willing to confront difficult realities. (Stockdale Paradox). As a result, they maintain an optimistic outlook while adapting to challenges over the long run, and driving for results.

Inhibitors: Absence of a larger vision. Ungrounded assessments. Short term focus. Fixed mindsets. Hard set rules. Uninterested Sr. leaders. Inability to sacrifice for ideals. Apathetic,

constantly changing, or unaligned team. False praise.

Enablers: Passionate commitment with an ability to face hard facts. Mid-term focus to drive to results. Growth Mindset and ability to try multiple approaches. Senior air cover that creates space for learning. Experimental approach applied over time. Willing to break current paradigms and status quo. Rails versus rules.

Example: David Byerly, the holder of the key Tide® patent worked for almost 10 years on the official project and failed to come up with a satisfactory, heavy-duty,

non-soap product. For the next 7 years he worked on his own nights and weekends. Despite repeated frustrations, Byerly refused to shelve the research and his doggedness insured that Procter & Gamble, not Colgate or Unilever, would be the developer of the first heavy-duty synthetic detergent. But his superiors did not see it that way at the time, and management frequently tried to discourage him from working on what became known as Project X. <https://www.acs.org/content/acs/en/education/whatischemistry/landmarks/tidedetergent.html>

RESPECTFUL INSTIGATOR



Independent thinker and insightful problem finder eager to change the status quo, with tact and chutzpah. Willing to try new things despite uncertain outcomes.

How do you know its there: A Respectful fact-based disagreement with mainstream thinking. Willingness to speak up – even if it is against the popular opinion. Eager to find new ways. Ability to present evidence for a solution that moves beyond the status quo.

Inhibitors: Fear of failure. System not set up to support and reward behavior. Optimization for efficiency. Defensiveness. Top-down management. Tunnel thinking, and “Yes But” attitude. Cynicism.

Enablers: Focusing on outcomes rather than paths to get there. Permission to experiment. Accountability and permission for failure. Trust in self and team. Freedom to experiment while driving for results. Strategic connections to other that can help move an idea forward.

Example: Project Lantern, Kaiser Permanente (refer to slide 10 for more details). A senior physician brought up the topic of improving LGBTQ care at a leadership team at an off-site. They shared her observations from patient visits – people considering transition surgeries to those already transitioned dealing with societal, familial and work place acceptance issues. Kaiser realized this transition could be made easier by improving Kaiser’s processes to be more human-centered. The results were that now the transgender community feels welcome, safe and heard at Kaiser. Full story in the additional examples section.



BUSINESS SAVVY



Knows what the business cares about. Uses that knowledge to discover and deliver solutions that balance human needs, feasibility and viability. Innovates on both the product and business models.

How do you know its there: Committed to the user AND customer, a sustainable future for the company, and success of working group. Business-minded individuals have an acute perception of the dimensions of business, and make sense of complexity and an uncertain future. They are mindful of the business implications of a choice and are decisive yet flexible if further change is warranted. They can imagine new ways of conducting business.

Inhibitors: Lack of outcomes, lack of evidence and focus, inertia, organizational dynamics, rails, status quo.

Enablers: Focus on an end state, reward for delivering results, high-level direction, favorable project conditions, a diverse business network and team, background in multiple disciplines.

Example: A large denim wear brand wanted to make jeans that makes the user ‘cooler’ in the Asian market. In doing user research, they learned that the users, in fact, wanted jeans that kept them ‘drier’ and wicked away sweat since they lived in a warm and humid environment. The denim brand came up with the idea of using jade weaved through the denim to wick away moisture. After extensive research and numerous iterations of who could create this new fabric combination and would users feel the cool advantage, the company designed and introduced the jeans in the market. It was a wildly successful product that met user needs.

ADDITIONAL EXAMPLES



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01 PROJECT LANTERN

is the story of how Kaiser Permanente is lifting up the voice of the transgender community to provide healthcare that meets their needs. Developed by the Kaiser Permanente Innovation Consultancy (IC) and their partners, the project seeks insights into the experiences, goals, hopes, and challenges of being a transgender person in our society, and to use those insights to provide better care for this underserved population. This story embodies all of the 5 DT mindsets defined by the working group.

02 SHAMELESSLY HUMAN CENTERED

The gender transition process is a complex and emotional journey for both patients and care giving teams. With diverse issues to be tackled ranging from financial to friends and family to hospital policies, conversations were sometimes unintentionally hurtful. One of the fundamental outcomes from this project is to educate care staff to ask LGBTQ patients “What is your preferred name?” and “What is your pronoun?” instead of assuming. The goal became to understand a person’s individual self-identify and have the medical record and staff interactions reflect that. Patient needs drives process, not the other way around.

03 CONFIDENTLY ITERATIVE

After a 3 month field study using a human centered approach, the Kaiser Permanente team created booklets to capture very deep and personal stories of patient journeys. Each booklet contained a story about a transgender person. They were going to be used for empathy and understanding for the care team to use in training groups to provide better care. With all the dos and don’ts the IC had been given for LGBTQ patient care, the team was paralyzed with the fear of saying the wrong thing. They needed to take a deep breath and acknowledge that they were learning and without putting the prototype out there and testing the booklets, they couldn’t make it better alone. So they invited other employees and patients to run through workshops using the booklets and made them better before broad release across hundreds of clinics.

04 COURAGEOUSLY COMMITTED

This effort took quite a while to get off the ground. It involved the insurance providers, clinic staff, physicians, business leaders, researchers, innovation teams and most importantly, the patients and their family members. Coordination and getting everyone working together was not at all easy, but the team was committed.

05 RESPECTFUL INSTIGATOR

A senior physician brought up the topic of improving LGBTQ care to the leadership team at an off-site. They shared his observations from patient visits – people considering transition surgeries, working through insurance confusion, dealing with societal, familial and work place acceptance issues. It was a very difficult and sometimes demoralizing process. Kaiser Permanente wanted to support this population the way it supports the others in its care. More needed to be done.

06 BUSINESS AWARE

During the project, the team recognized that the care and insurance coverage varied widely across their business regions for reasons that were not clear. They used real data to understand the real business impact. They blended together with a mission to truly understand the needs of this population to drive a more holistic outcome that worked for all.

BASED ON A CONVERSATION WITH CHRISTI ZUBER INTERVIEWED BY DEEPA IYER AND MARK ROGERS.

ADDITIONAL EXAMPLES PROVIDED BY KAISER PERMANENTE

HOW DOES SAP USE THIS ARTIFACT?

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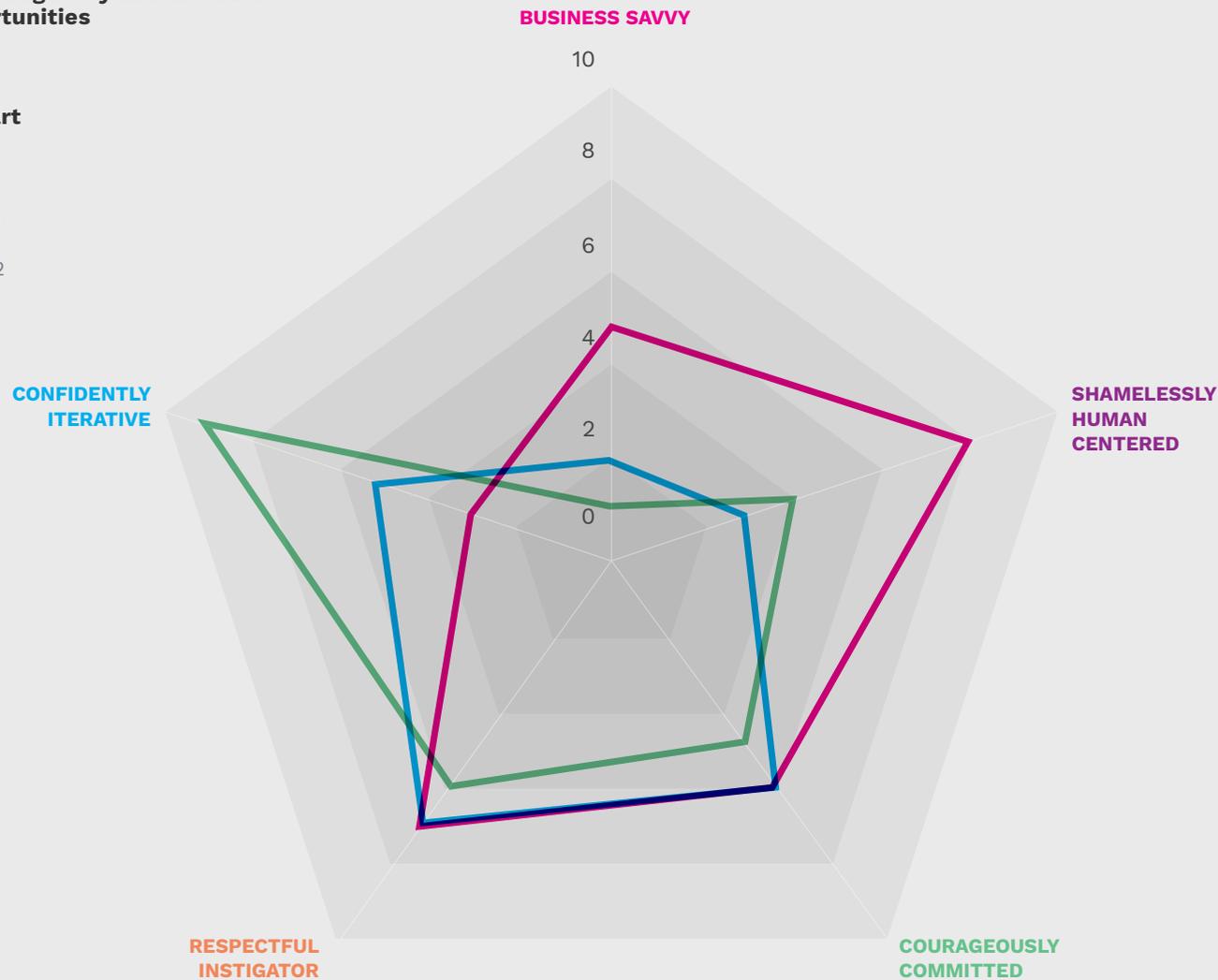


HOW DESIGN-MINDED ARE YOU?

Asses your mindset regularly and discover development opportunities

Example Chart

- You
- Colleague 1
- Colleague 2

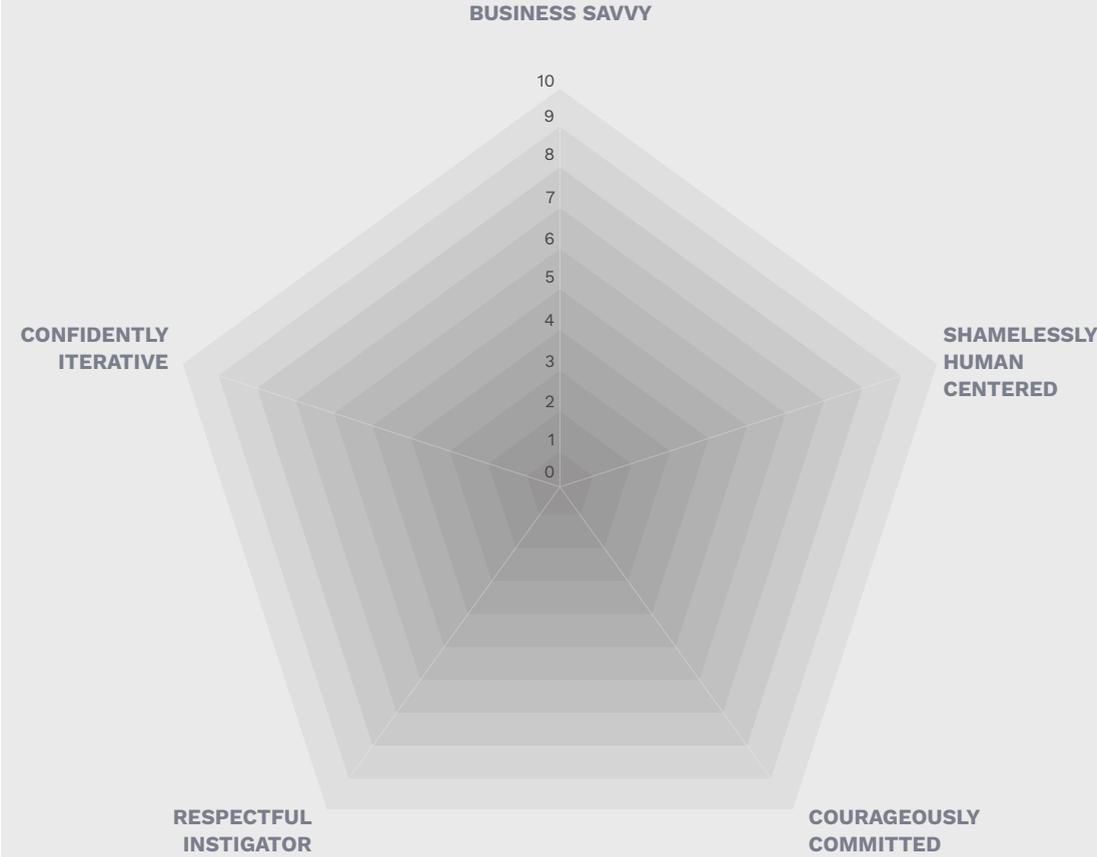
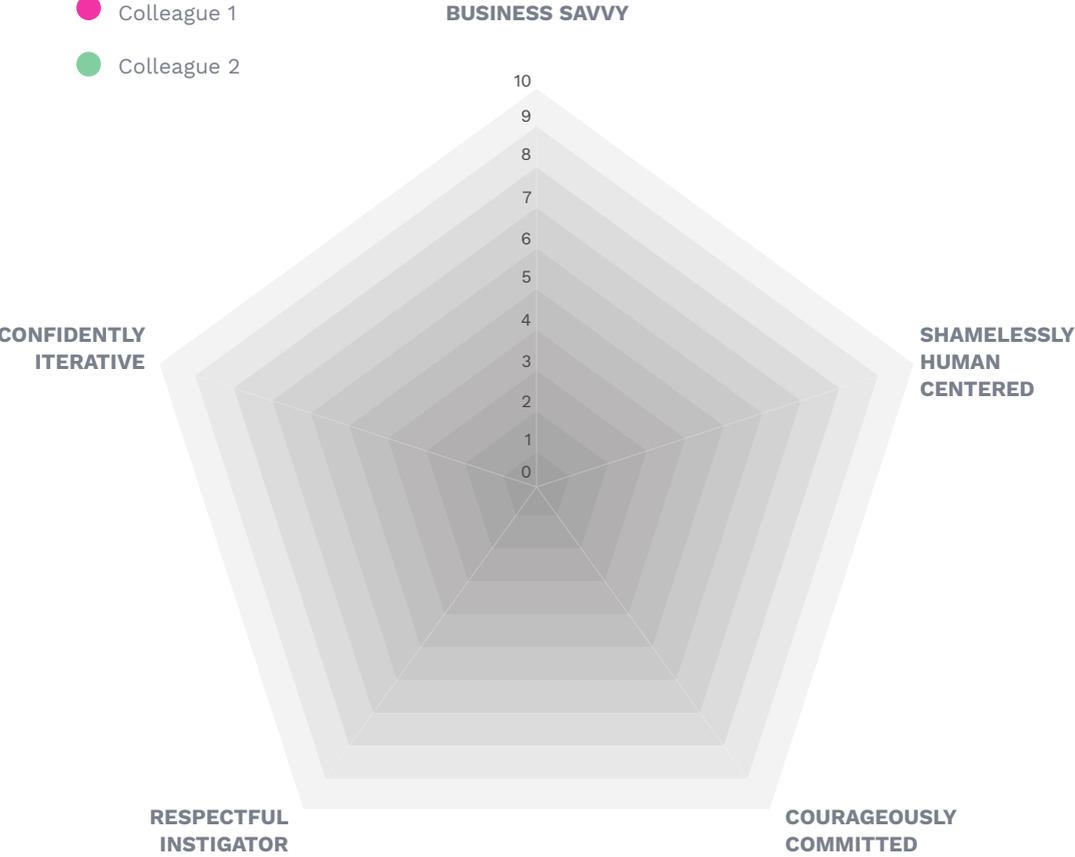


Use the following exercise as a part of your regular feedback conversations, e.g. with your colleagues/customers/manager:

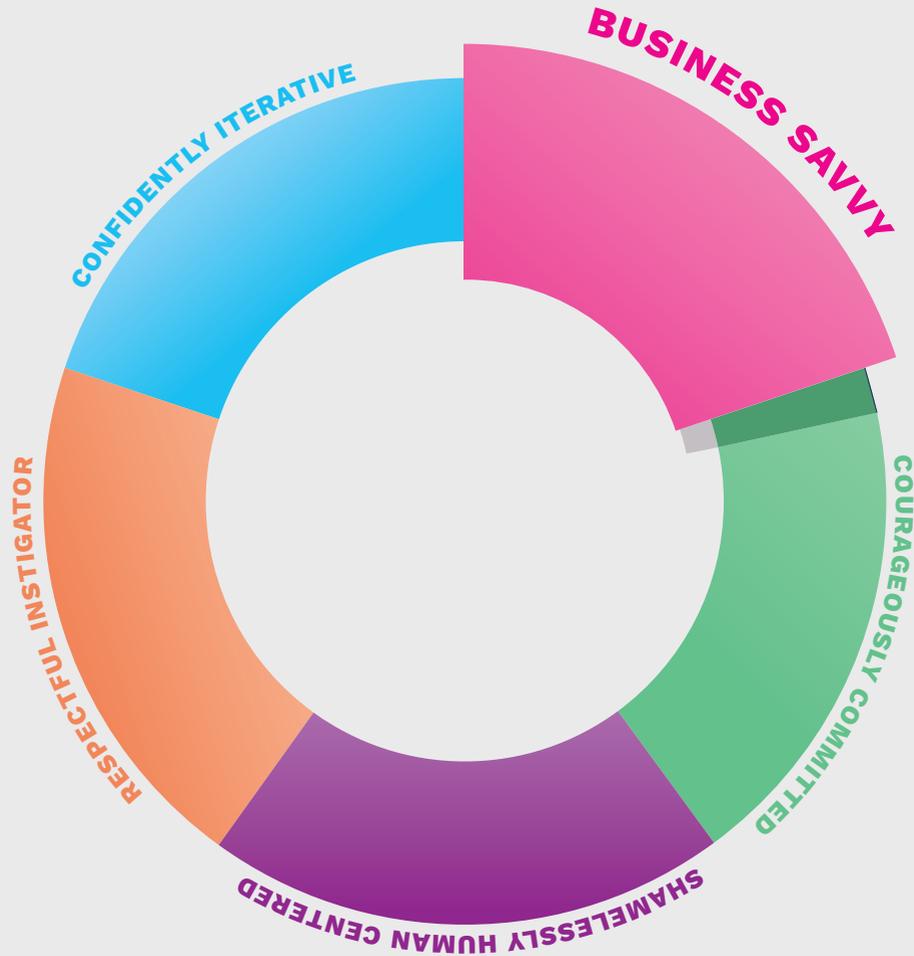
1. Read through the mindsets (page 4 – 9), and the “how you know its there”.
2. Think about your projects/ workshops of the past months: how much did you adopt this mindset?
3. Asses every dimension on a scale from 1 (not adopted at all) to 10 (lived every day).
4. Use a blank diagram for a feedback conversations. Ask a few colleagues to asses you, and explain their choice.
5. Compare the results. Do you see patterns? They can point out your strengths, or opportunities for development.

MINDSET DIAGRAMS FOR YOUR ASSESSMENT

- You
- Colleague 1
- Colleague 2



DESIGN-MINDED TEAMS THRIVE ON DIVERSITY



IS YOUR TEAM DESIGN-MINDED?

An exercise to reflect on the enablers and inhibitors of mindsets in a group setting

You can use the following exercise to tease out the mindsets of a group and reflect on the mindsets as individual/manager/team member etc.:

1. Hide the enablers and inhibitors for each mindset with an opaque white textbox (in the PDF document) or alternately hide it with a blank piece of paper on the printout. **Print** out all the 5 mindsets.
2. Tape each mindset printout onto separate flip chart sheets. Add a **stack of post-it** notes next to each sheet. Use a **different color** for each mindset/flipchart sheet.
3. Have the participants walk around and **read through each mindset** and associated example story.
4. Have them take the post-it colors off the wall for **TWO mindsets** that **resonate** with them the most.
5. Each participant find others with the same mindset(s).
6. Discuss what “enables” and what “inhibits” this mindset. **Capture** them on the post-its.
7. Each team shares with the **larger group** what they have come up with as far as enablers and inhibitors go.
8. ‘Reveal’ the enablers and inhibitors in the mindset document and compare/reflect.

CONTRIBUTOR BIOS



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CONTRIBUTOR BIOS



Mark Rogers

Mark is a Product Designer focused on human centered innovation. As part of Fidelity's Design Thinking Teaching Team, he helps incubate new ideas using a combination of design thinking, lean startup and agile methodologies. Trained at Stanford's d.school, Mark was at one point David Kelley's TA at Stanford's d.school where he helped with the Master's Series in Innovation for faculty and professional clients.



Lindsey Sampson

Lindsey Sampson is a Design Strategist at Fidelity. As a part of the design thinking team, she loves solving messy problems and making sense of human behavior & emotions. At Fidelity Labs, she teaches teams around the firm how to translate design thinking methods and mindsets into their work and their lives.



Deepa Iyer

Deepa is a Community & Design Strategist. Deepa leads the North American chapter of the Design at Business Community. She drives and leads working groups - small subsets of the community working together to solve shared challenges. Deepa is also Design Thinking coach, facilitator and trainer and creates curriculum and teaches/coaches the boot-camps, coach camps and other innovation trainings for SAP employees and customers. Deepa has been with SAP for over 9 years.



Andrea Anderson

Andrea is a veteran of Design Thinking in software. With more than 10 years of practicing and teaching design thinking, she has applied the approach to software solutions, product strategy and services. Andrea has been instrumental in leading the organizational transformation of SAP into an organization that practices Design Thinking throughout the world.

CONTRIBUTOR BIOS (CONT.)



Joern Bruecker

Through a more than 15 years IT-project, program and portfolio experience in the NESTLE GLOBE business re-engineering program, Joern developed intense expertise and insight in customer needs and value proposition to software solution and organizational services. Utilizing the long-term insights, Joern governs and steers today globally the B2E innovation processes as the Design Thinking lead with a passion to foster and inspires the mindset transformation while enabling a user centric culture in the Nestlé world.



Holly O'Driscoll

Holly O'Driscoll is a champion of human centered design and innovation. She has trained thousands of people around the globe on the method and mindset of Design Thinking in her role as Global Design Thinking Leader at P&G. In this role, she has programmed and facilitated more than 170 Design Thinking experiences, often at the request of senior executives. Holly's passions include problem framing, connecting people and ideas, and creating organizational conditions that allow human creativity and curiosity to thrive.

STORY CONTRIBUTIONS



Christi Zuber | @czuber

Christi Zuber RN, MHA, PhD is a hybrid design practitioner/researcher with 20 years experience observing and co-designing with users. She founded the successful (and joyful!) Innovation Consultancy at Kaiser Permanente which she led for 12 years. Their work has been touted by the likes of the Harvard Business Review and Fast Company. Founder of Aspen Labs, she focuses on the secret sauce for change agents to grow innovative communities and the development of social innovation efforts.



Purvi Patel

Purvi focuses on building the design capability at VF. She has over 12 years of experience in Design, Retail and Management Consulting. In the past six years, she has brought new innovation capabilities and tools to VF, including the Innovation Fund. As a strong team builder, Purvi is a great project manager and creative problem solver who has the ability to influence and affect change.

THANK YOU



Design at Business is a global community connecting design-minded change makers working in more than 150 large enterprises. We accelerate Design Thinking as a people centric innovation approach across companies by connecting the catalysts.

Learn more about us at www.designatbusiness.com

Designed by:
Hyun Lee, SAP

Photos
Bios: private
Others: Fidelity, SAP

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