

INNOVATION  
RADICALS

DESIGN THINKING METHOD BOOKLET

# TOOLBOX



EU4Business

**giz** Deutsche Gesellschaft  
für Internationale  
Zusammenarbeit (GIZ) GmbH

## OUTLINE

Introduction	3-7
Set-up	8-11
Problem Framing	12-19
Need Finding	20-31
Ideation	32-42
Prototyping	43-49
Testing	50-56
Evaluation	57-60
Templates	61-70
Imprint	71

# WHEN TO USE DESIGN THINKING?

The level of certainty of „What you want to do“ and „How you want to do it“ determines your approach.

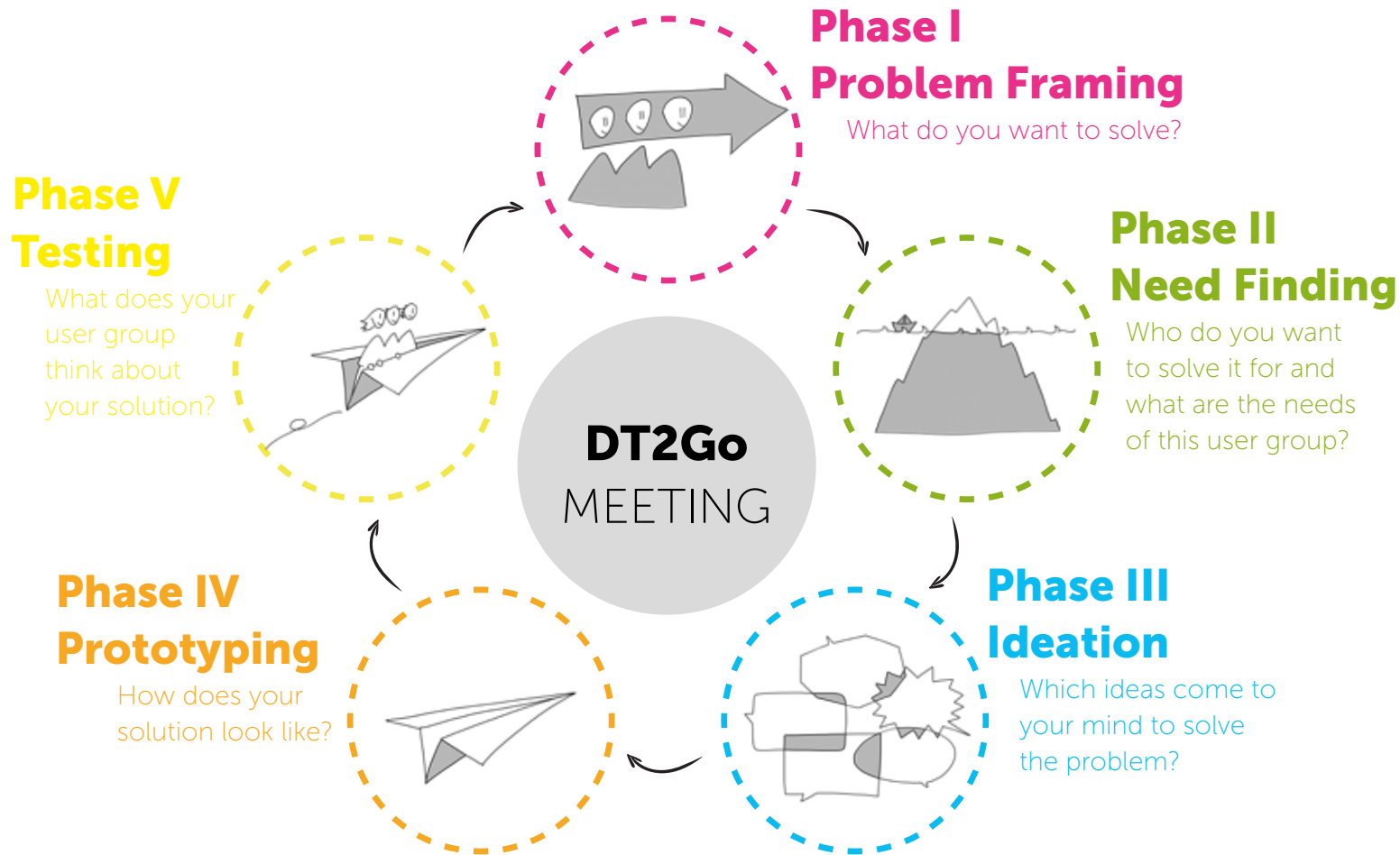


If you know “what” you want to do and “how” to do it, the rest is a piece of cake.



If your “how” and “what” are unclear, you are in the jungle!  
This is where Design Thinking helps!

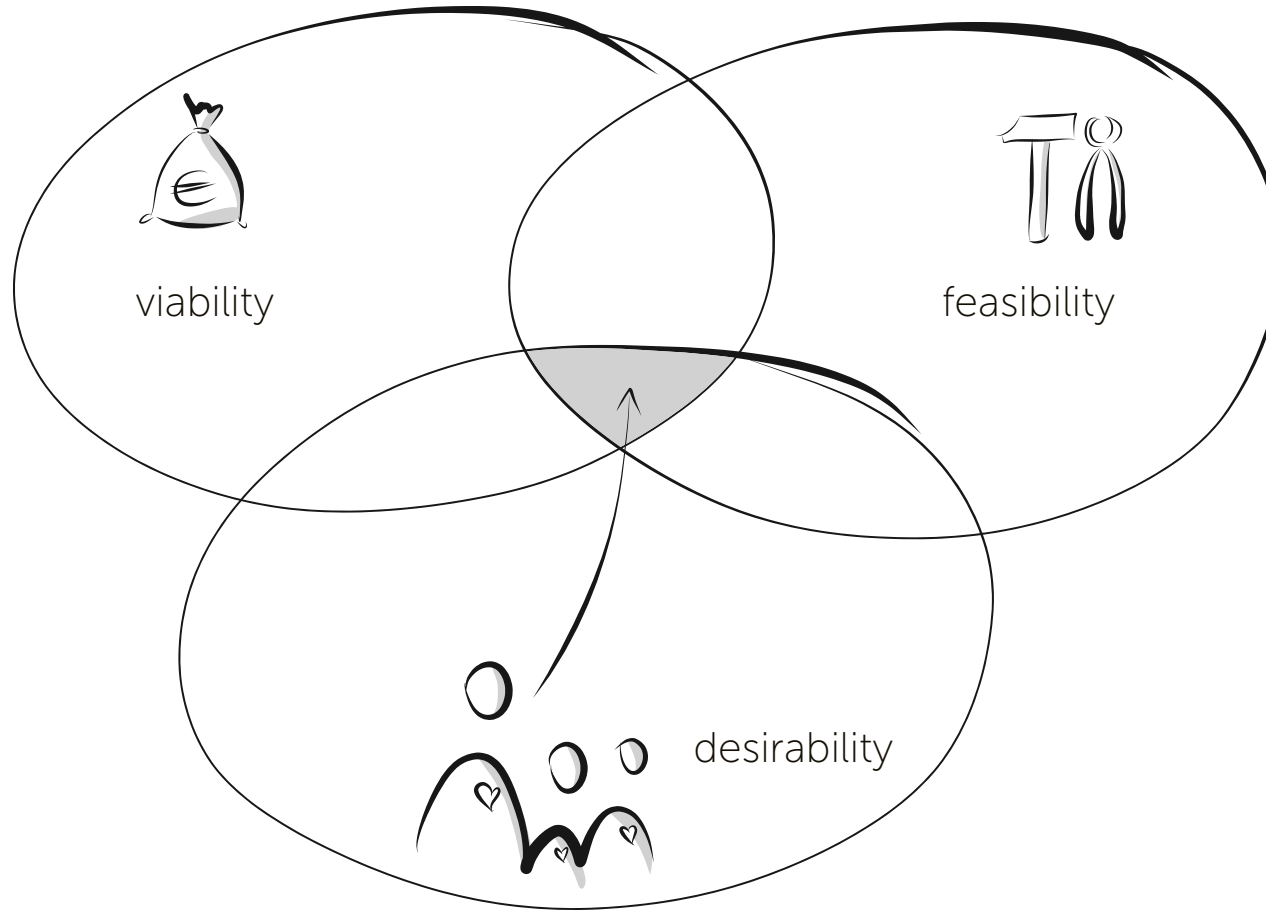
# THE ORIGIN: FULL SCALE DESIGN THINKING...



...BROKEN DOWN TO STEPS AND METHODS

# DESIGN THINKING APPROACH: FOCUS ON THE USER

Successful innovation happens in between viability, feasibility, and desirability.



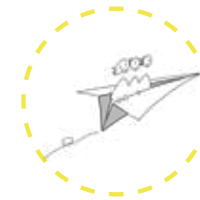
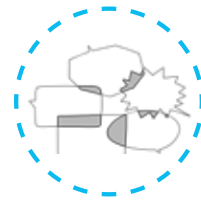
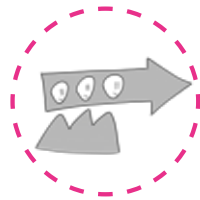
# MEETING FLOW

This is the workflow we propose.

PREPARATION

THE DT SESSION

FOLLOW-UP



Phase 0

## Set-up

Phase I

## Problem Framing

Phase II

## Need Finding

Phase III

## Ideation

Phase IV

## Prototyping

Phase V

## Testing

Phase VI

## Evaluation

The moderator prepares the meeting flow based on the briefing of the topic owner. He or she prepares materials and the meeting room.

The team creates a common understanding of the topic and decides on a specific Challenge Definition.

The participants deepen their empathy for the defined user and his/her needs/pains/wishes.

Time for a massive ideation! The team finds many solutions for the challenge - and then decides on one.

The team brings their idea into the real world by building a hands-on prototype.

Finally, the team plans the testing: collect feedback from the user and evaluate the prototype.

Every session has its flaws and edges. Make sure to include time for feedback when setting up the meeting.

Moderator  
Topic Owner\*

Moderator | Topic Owner | Participants\*

Topic Owner  
Participants\*

Moderator  
Topic Owner\*

\*For more information, see page 9.

# DESIGN THINKING MINDSET

These principles are the key in guiding you through the Design Thinking process.

**Go for quantity!  
The quantity is it!**

**"Yes, and..." instead  
of "Yes, but...!"**

**One conversation  
at a time!**

**Let's have fun!**

**Stay focused!**

**Avoid criticism,  
defer judgement!**

**Speak in pictures!**

**Think human  
centered!**

**Leave titles  
at the door!**

**There are no  
good or bad ideas!**

**Build on ideas  
of others!**

**Fail early and  
often!**

**Dare to  
be wild!**

# PHASE 0

## SET-UP

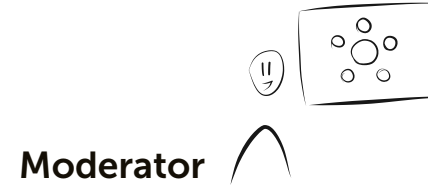


# ROLES IN MEETINGS



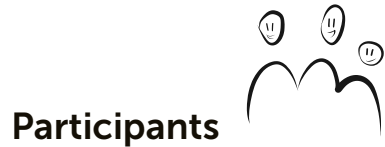
## Topic owner

The person facing the challenging question is the topic owner. He/she will continue working with the prototypes after the DT2Go meeting.



## Moderator

The moderator prepares and moderates the DT2Go session. During the session:



## Participants

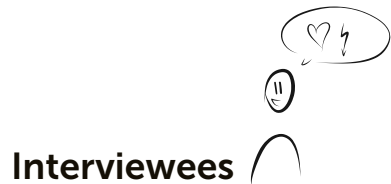
Try to get a diverse group of participants - not everyone has to be an expert on the topic. Different perspectives are especially valuable. Participants will share their knowledge from this, co-create new ideas and concepts.



In order to gather a lot of input/ideas/... from everyone in the team, we often start with individual work. Everyone should think or write on Post-its in silence. It is important to keep the team from discussing!



The team will also work together on templates, share and discuss what they collected during working alone and make decisions together. Here they can discuss all they like!



## Interviewees

During the Need Finding (phase II of the DT2Go process) you might lead interviews to gain deeper insights on the topic. Rather than experts, try to speak with people affected by the topic.

# MATERIALS



Templates



Gaffa/Artist Tape



Post-its  
Metaplan cards



Marker, Pens,  
etc.



Cardboards/Walls/Windows  
Metaplan boards



Prototyping material  
> see: Planning Sheet Materials & Methods

# ROOM SET UP

## Space

Book a room with sufficient space to move around! Make sure you are allowed to use walls and/or windows if you want to work with post-its and tape. Alternatively, you can work with metaplan boards and brown paper.

## Chairs

Remove all chairs from the room - working on their feet helps participants to be active and creative. Note: Telling your team to work standing while there are chairs in the room rarely works out.

## Tables

As you will be standing, high tables are an ideal work environment. If possible, provide two high tables per group as a working top and one regular table to put on prototyping material.

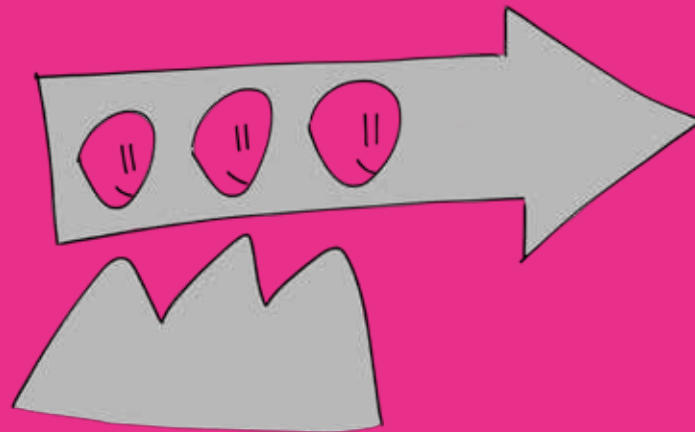
## Eye catcher

Let everyone know that you will be working on innovation! Surprise the participants with a warm welcome on the floor or tape arrows to indicate where the room is located.



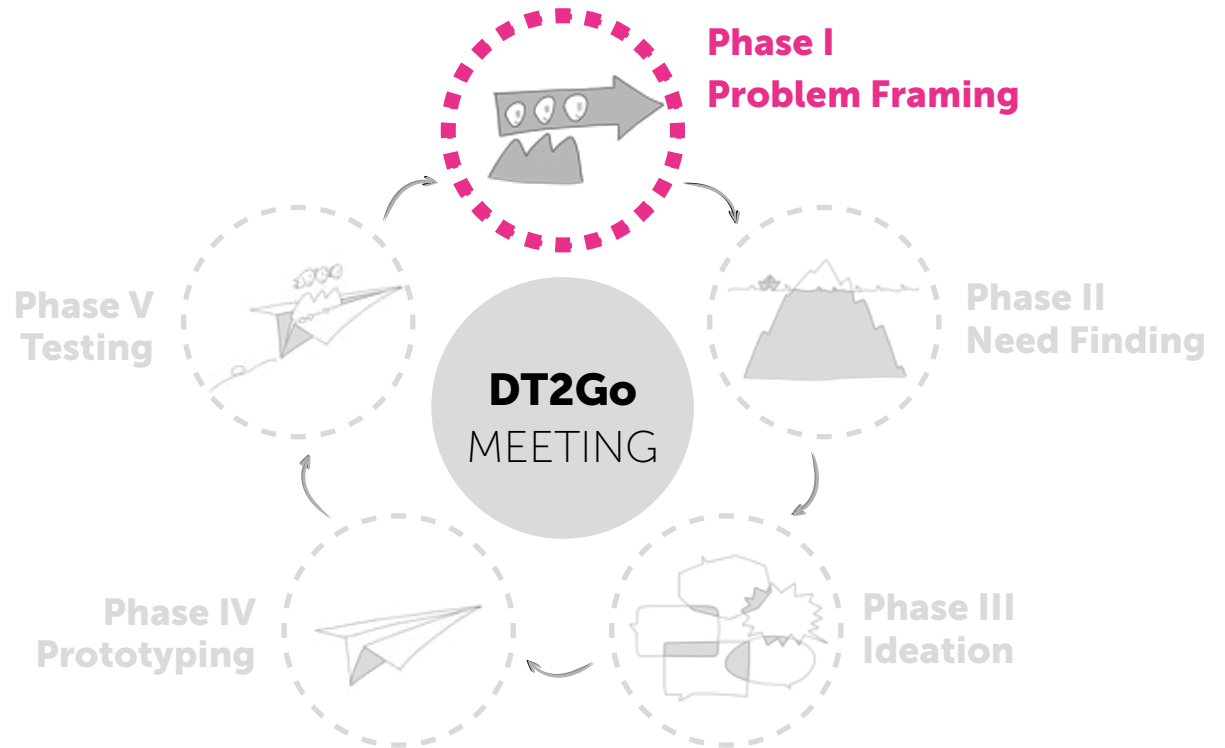
# PHASE I

## PROBLEM FRAMING



# OVERVIEW

<p><b>Purpose</b></p>	<p>Create a common understanding of the topic and narrow down a specific Challenge Definition to work on during this session</p>
<p><b>Mindset</b></p>	<p>Collect information first, evaluate later! Consider your Challenge Definition as a Prototype - there are many ways to start into the topic!</p>
<p><b>Outcome</b></p>	<p>A specific Challenge Definition as a framing and direction for the Need Finding (Phase II)</p>



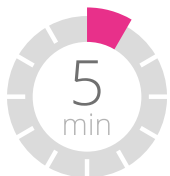
# FLOW

## INTRODUCTION

The moderator explains the meeting flow, his role and the purpose of Phase I.

The **topic owner** can shortly present the topic but may also ask the moderator to do so.

### Example



## STEP 1

### Problem Framing

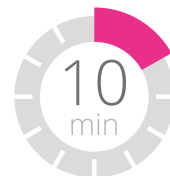
The level of knowledge on the topic probably differs among the participants. Therefore, it's necessary to share all the knowledge present in the meeting.

Methods:

**Option 1: User Map**

**Option 2: Issue Map**

### Example



## STEP 2

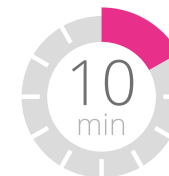
### Challenge Definition

In order to work focused and build your first prototype, it's necessary to narrow down the initial topic to a specific Challenge Definition.

Method:

**Challenge Definition**

### Example



# PHASE I

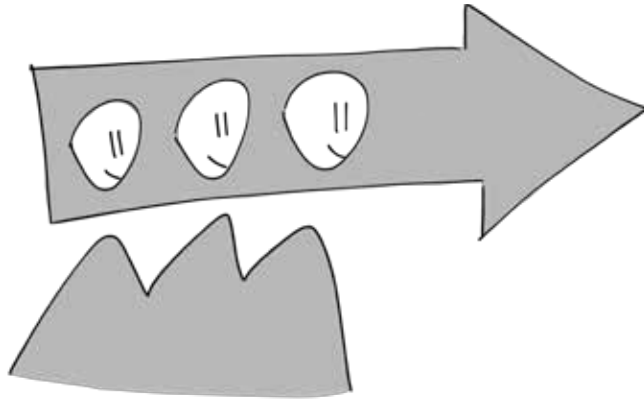
# PROBLEM FRAMING

**METHODS**



# Phase I – Problem Framing: Introduction

## What



Create a common understanding of the topic

Unveil different perspectives

Narrow down a direction for further investigation

## Outcome

### Challenge Definition

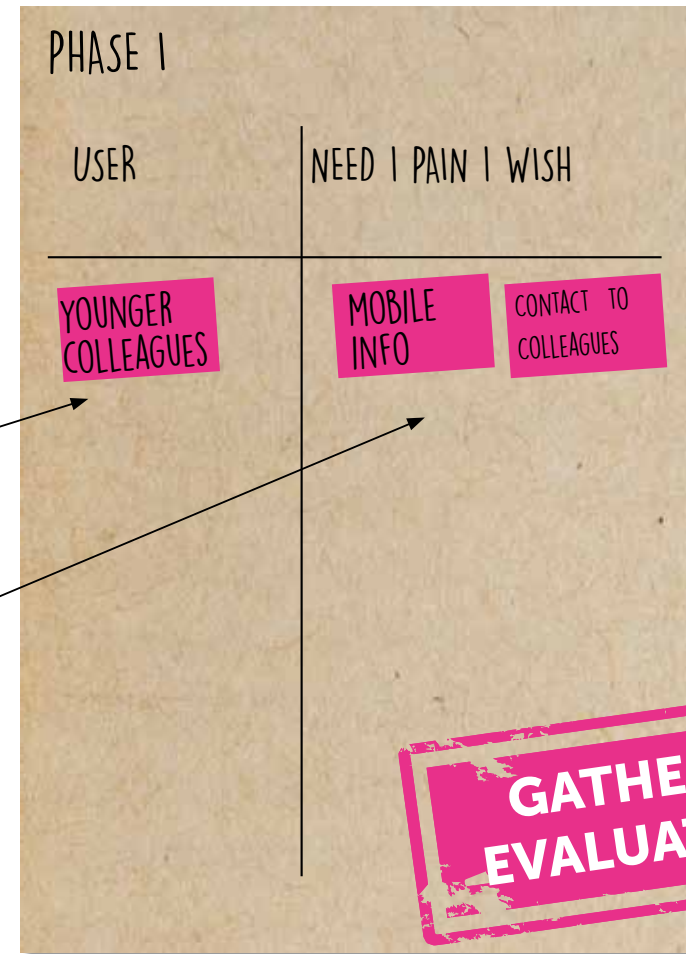
**PHASE I** CHALLENGE DEFINITION

How can we \_\_\_\_\_  
 \_\_\_\_\_  
 for \_\_\_\_\_  
 in order to solve \_\_\_\_\_  
 \_\_\_\_\_



# Step 1 – Option 1: User Map

Which specific **users** are involved in your topic?  
 What is **important for them** concerning the topic?  
 (need | wish | pain)



USER

NEED | PAIN | WISH

**GATHER FIRST  
EVALUATE LATER**



## Step 1 – Option 2: Issue Map

Each team member writes down **one typical situation** concerning the topic on a post-it

Answer for each situation the following question:



Who is involved?

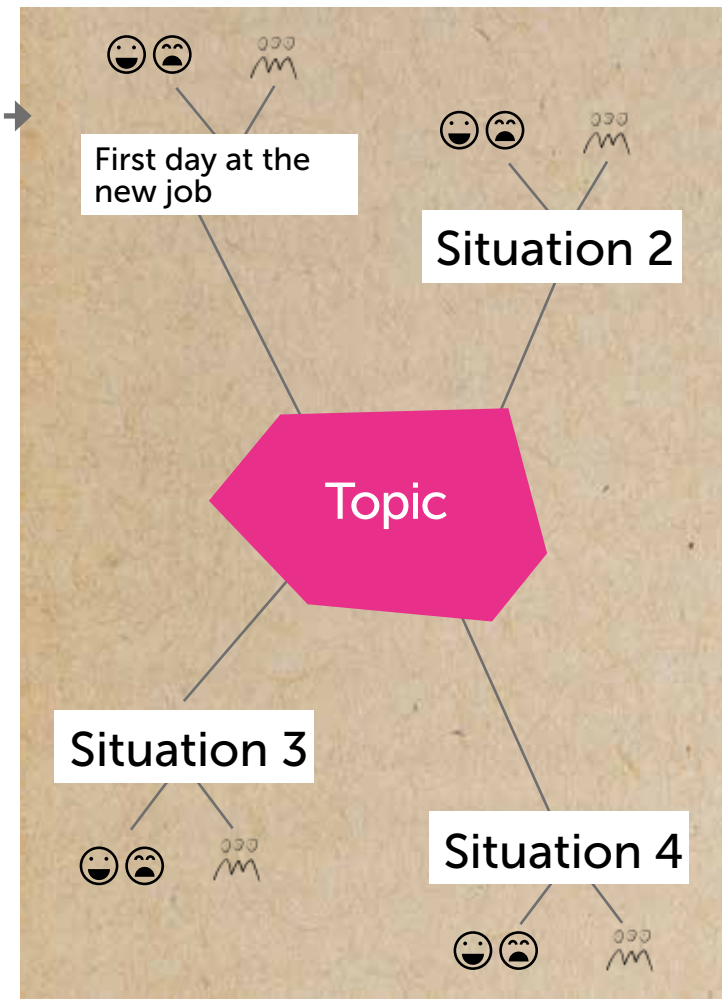


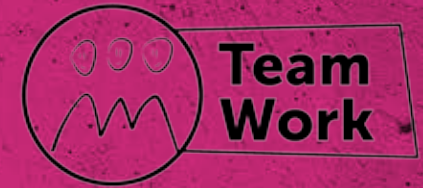
What are the **pains** in this situation?  
(i.e. negative experiences, unmet needs)



What are the **gains** in this situation?  
(i.e. possible benefits and wishes)

Select **the situation you find most interesting.**





## Step 2: Challenge Definition

Based on the information collected with the User Map or Issue Map

Define a sharp and concrete **Challenge Definition**. Focus on one specific user and aspect.

YOUNGER  
COLLEAGUES

MOBILE  
INFO

**Be aware:** Do not already put an implicit solution in your challenge!

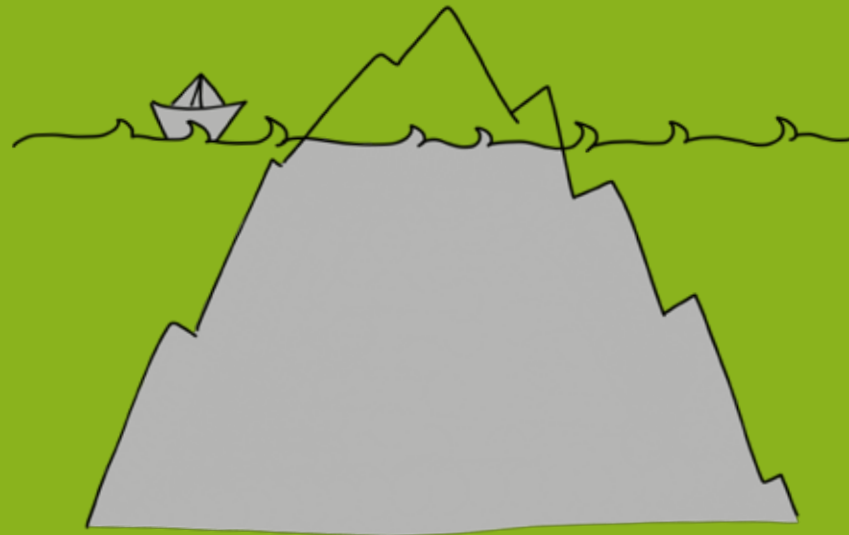
### PHASE I

### CHALLENGE DEFINITION

How can we OFFER MOBILE INFO  
something  
 for YOUNGER COLLEAGUES  
 in order to GIVE THEM ORIENTATION IN THEIR FIRST WEEK

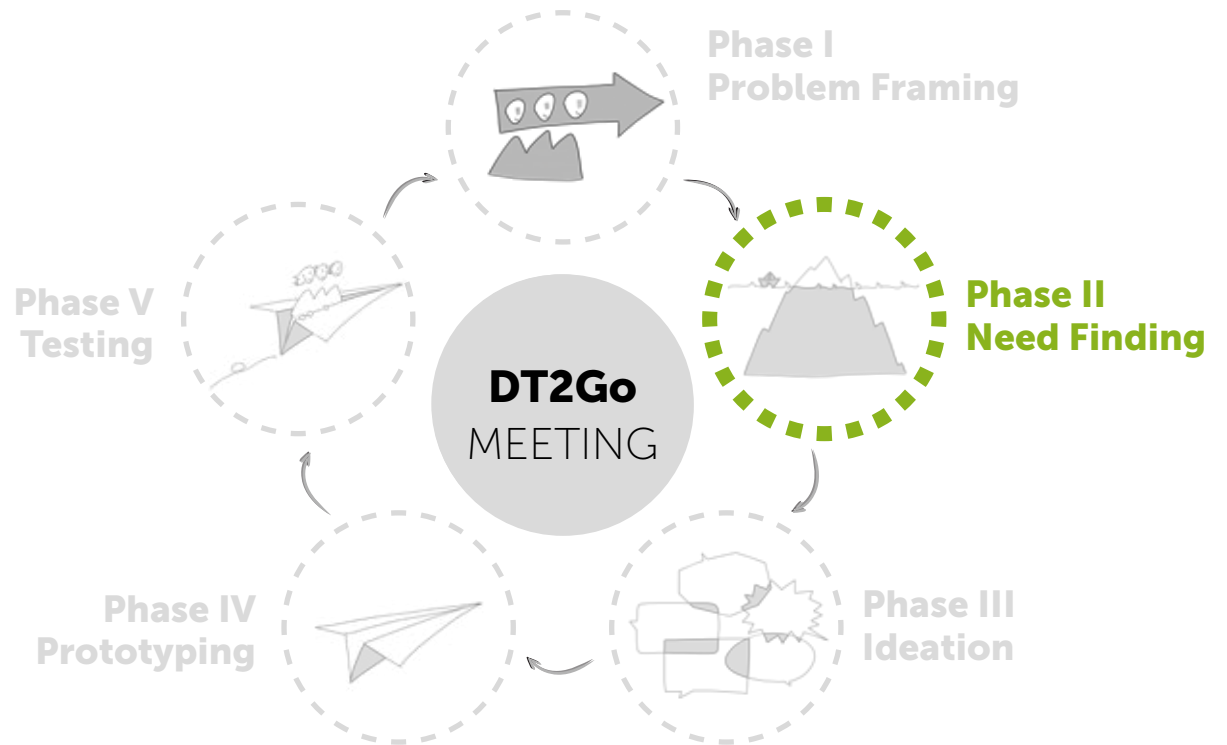
# PHASE II

## NEED FINDING



# OVERVIEW

<p><b>Purpose</b></p>	<p>Deepen the understanding of the selected user and their specific need   pain   wish</p>
<p><b>Mindset</b></p>	<p>Be curious! So far, you have been working based on assumptions - let go if you realize you were wrong and try to learn new things!</p>
<p><b>Outcome</b></p>	<p>Key Insights from interviews and eventually a refined Challenge Definition for Ideation (Phase III).</p>



# FLOW

## OVERVIEW

The moderator shortly introduces the purpose of phase 2

### Example



## STEP 1

### Empathy building

So far the team has been working based on their own knowledge and assumptions. In order to develop a solution that's truly based on the user, the team needs to develop empathy.

Methods:

**Option 1 : Interview**

**Option 2: Mini Persona**

### Example



## STEP 2

### Challenge Redefinition

Based on the Key Insights in step 1, the team might want to adapt the Challenge Definition, i.e. to further narrow down the need.

### Example



# PHASE II

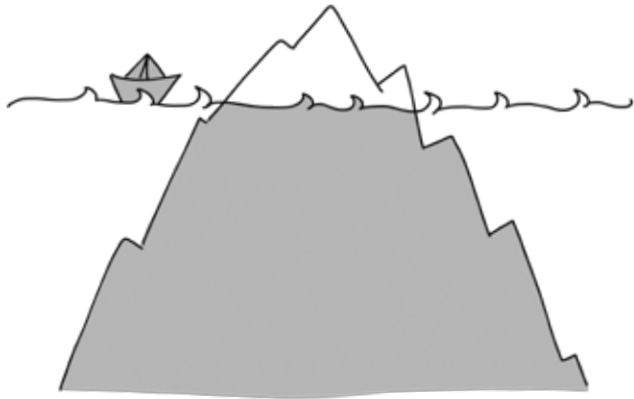
## NEED FINDING

**METHODS**



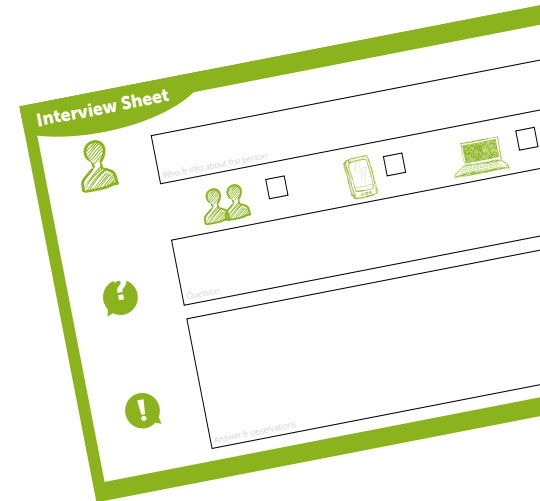
## Phase II – Need Finding

### What



Build up empathy!

Better understand the needs of your chosen user



### Outcome

Key Insights from Interviews  
Mini Persona





# Step 1 – Option 1: Interviews



(Ideally with: One interviewer / one note-taker / one observer)

**a. Formulate three essential questions**

**b. Find a relevant interview partner**

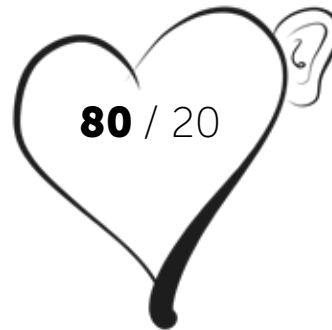
**1**



„...Ice breaker...“

**2**

**3**



**Truly listen**  
**80/20**

**4**



... For observer: Look for **strong emotions** observe body language & quotes

... and **why, why, why** ...?

...**How** did you **feel** when ... ?

...**When** did you ... **for the last time** ... ?



## Step 1 – Option 1: Interviews




Use the **interview sheet** to collect the information from the interviews.




### Important


- Start the interview with a bit of small talk
- Go with an explorer mindset into the interview
- Don't try to confirm your own assumptions/ideas
- Better: find out as much about the need or problem (instead of a possible solution)


**Interview Sheet**

Who & info about the person







Question

Answer & observations

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# Step 1 – Option 1: Key Insights from interviews

- Write down **2-3 Key Insights per interview**
- What did you learn that you didn't know before?

**Interview Sheet**

Who is who about this person?

Context

Answer to observations



KEY – INSIGHT

KEY – INSIGHT

KEY – INSIGHT

PHASE II – INTERVIEWS

Interview Sheet

KEY – INSIGHT

KEY – INSIGHT

KEY – INSIGHT

Interview Sheet

KEY – INSIGHT

KEY – INSIGHT

KEY – INSIGHT

# Step 2 – Option 1: Challenge Redefinition based on interviews

Based on the **Key Insights** you collected:  
Do you want to **redefine your Challenge Definition**?

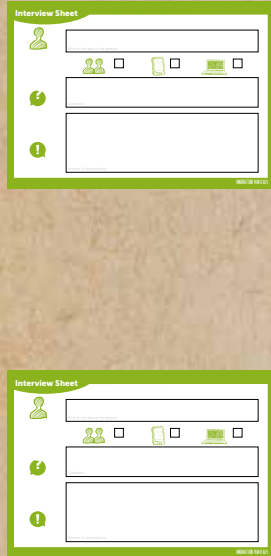
**PHASE II** CHALLENGE DEFINITION

How can we PROVIDE THEM WITH MOBILE INFO ON OFFICE  
STANDARDS + RULES  
something

for YOUNGER COLLEAGUES

in order to solve GIVE THEM ORIENTATION IN THEIR  
FIRST MONTH

PHASE II – INTERVIEWS



KEY – INSIGHT

KEY – INSIGHT

KEY – INSIGHT

KEY – INSIGHT

KEY – INSIGHT

KEY – INSIGHT





## Step 1 – Option 2: Mini Persona

Each team member:  
take one **Mini Persona Template**  
and create a representative of  
your chosen user.

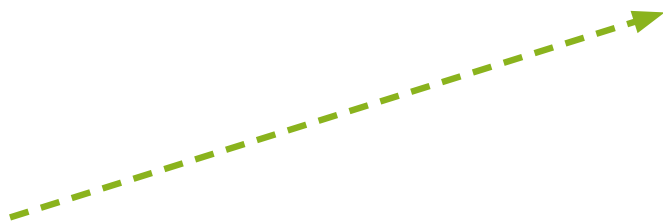
**Be creative and bring  
him or her to life!**



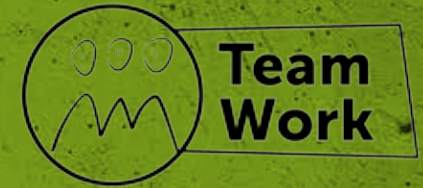
# Step 1 – Option 2: Team Persona

Build **one persona team Persona** inspired by your individual Mini Personas.

INFORMATION ABOUT PETER



Decide on distinctive features - don't try to copy all individual Mini Personas into one!



## Step 2 – Option 2: Challenge Redefinition based on Persona

Based on the needs | pains | wishes of the Team Persona you created: Do you want **to redefine your challenge?**



**PHASE I** CHALLENGE DEFINITION

How can we OFFER MOBILE INFO

something

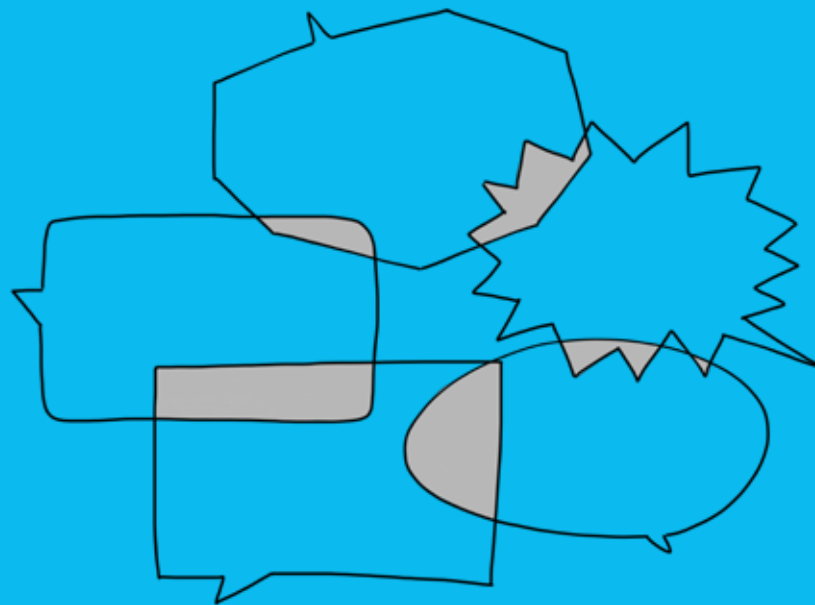
for PETER

in order to solve HIS PROBLEM TO FIND

THINGS IN THE OFFICE.

# PHASE III

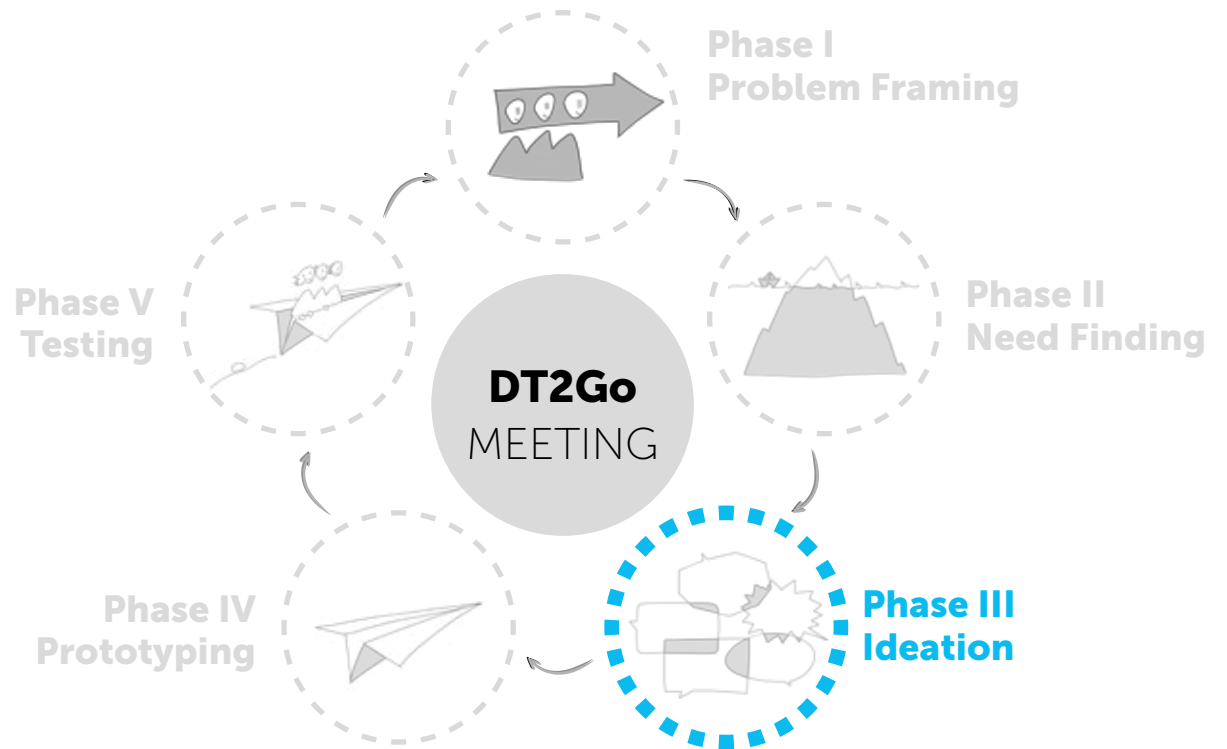
## IDEATION





# OVERVIEW

<p><b>Purpose</b></p>	<p>Use and combine all the information gathered so far to create innovative solutions for the challenge.</p>
<p><b>Mindset</b></p>	<p>Quantity is it. Come up with many different ideas! Dare to be unconventional and build on the ideas of others.</p>
<p><b>Outcome</b></p>	<p>At the end, select one idea for prototyping.</p>

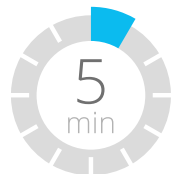


# FLOW

## INTRODUCTION

The moderator shortly introduces the purpose of phase III.

### Example



## STEP 1

### Ideation

Now the team can finally let their imagination run wild and come up with ideas. Go for quantity, the ideas will be evaluated at the end.

Methods

**Option 1: Brainwriting**

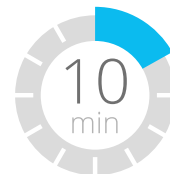
**Option 2: Trigger Questions**

**Option 3: Hero Method**

**Option 4: Kill the idea**

(Our recommendation: Brainwriting + one option)

### Example



## STEP 2 (OPTIONAL)

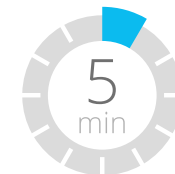
### Idea selection

The team has a look at all the ideas generated and will select one for prototyping.

**Option 1: Idea selection**

**Option 2: Structured Idea Selection**

### Example



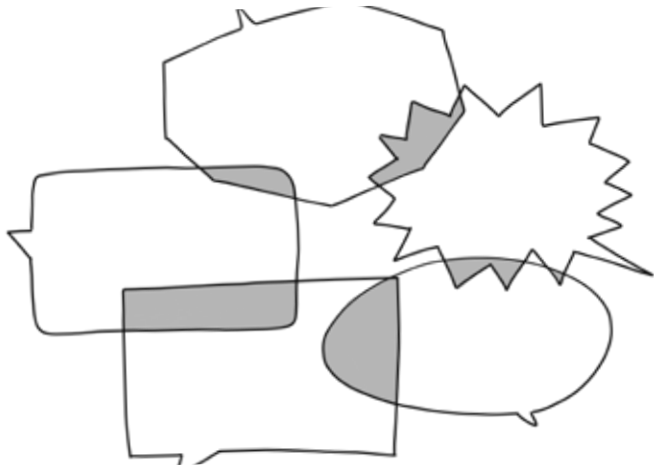
# PHASE III

# IDEATION

**METHODS**

## Phase III – Ideation

### What



Write down many ideas  
to solve your specific  
Challenge Definition

Build on the ideas of others!

---

### Outcome



... at the end: select one idea!



# Step 1 – Option 1: Brainwriting

Write down as **many ideas** as possible to answer your **Challenge Definition**

**PHASE I** CHALLENGE DEFINITION

How can we \_\_\_\_\_

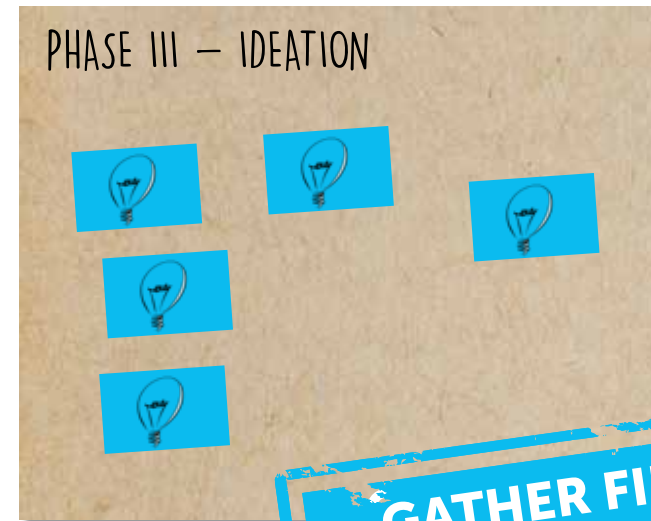
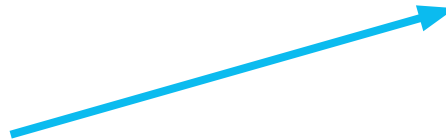
\_\_\_\_\_

for \_\_\_\_\_

in order to solve HIS PROBLEM TO FIND

THINGS IN THE OFFICE.

+

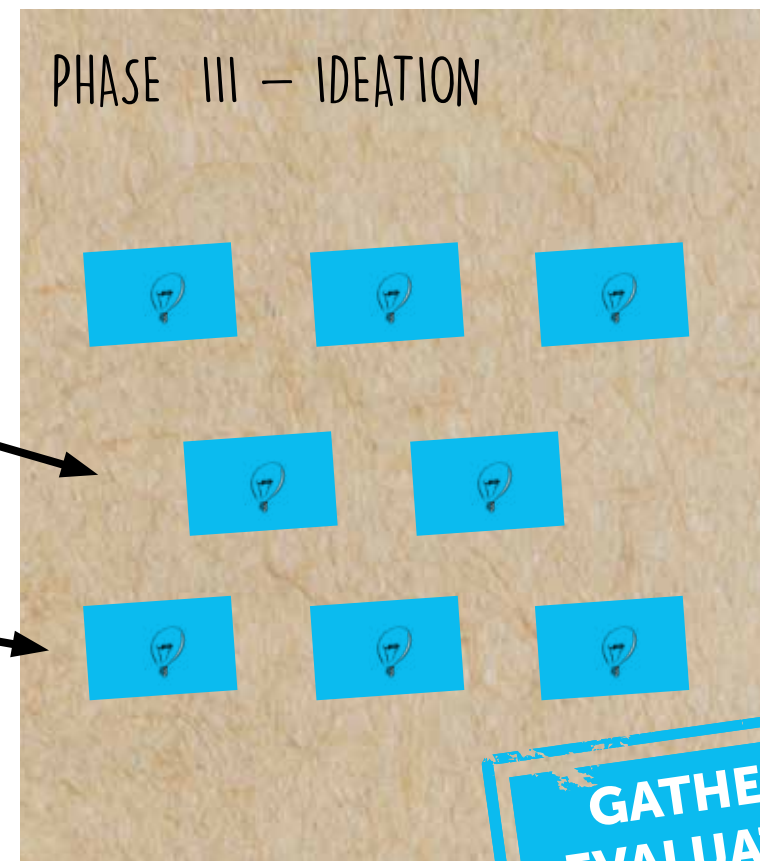


**GATHER FIRST  
EVALUATE LATER**

## Step 1 – Option 2: Trigger Questions

The idea pipeline got dry?

Take a **Trigger Question** to get an impulse for an idea.



**GATHER FIRST  
EVALUATE LATER**





## Step 1 – Option 3: Hero Method

### How would your hero solve the problem?

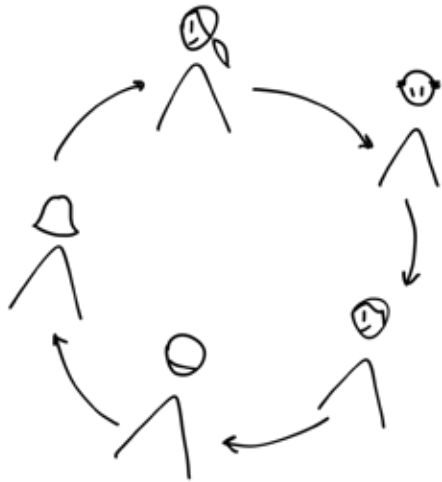
Think of a personal hero or villain!

Note: How would they solve the problem (one idea per blue post-it)?



## Step 1 – Option 4: Kill the idea

1. Note an unconventional **idea**
2. Take the sheet from the person on your right
3. Write down one reason why the idea will **fail**
4. Take the next sheet from your neighbour
5. Note a way that **resolves** the critique



### KILL THE IDEA

Write down one idea to solve your mission:

idea

Pass the sheet to your left neighbor

Why the idea will fail:

fail

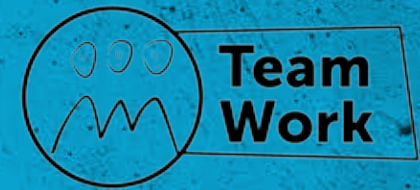
Pass the sheet to your left neighbor

How the idea will still work:

idea

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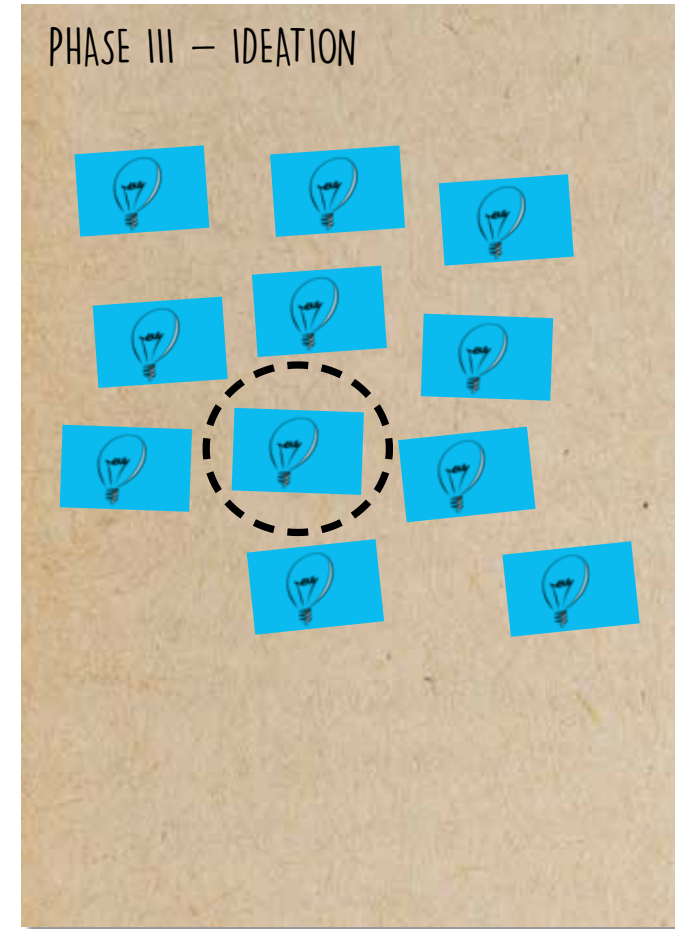


## Step 2 – Option 1: Idea Selection

Present your ideas to your team:  
Together, choose one idea together!

If you find it hard to decide, you can use sticky dots to vote.

**Hint:** If in doubt, we recommend that the topic owner selects one idea.



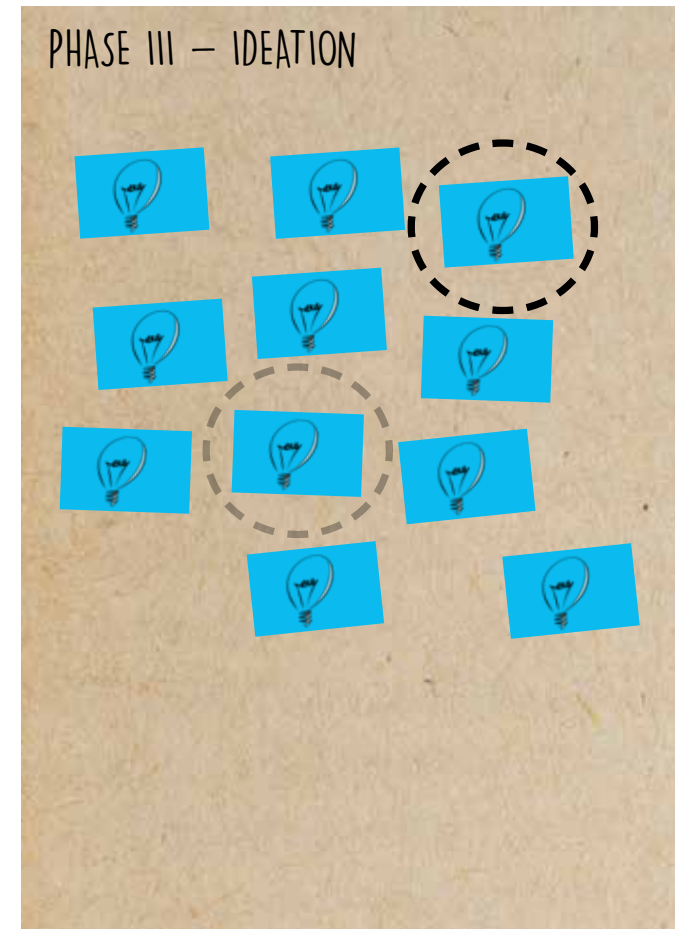
## Step 2 – Option 2: Structured Idea Selection

If you are not sure which idea to select, these questions can help you choose:



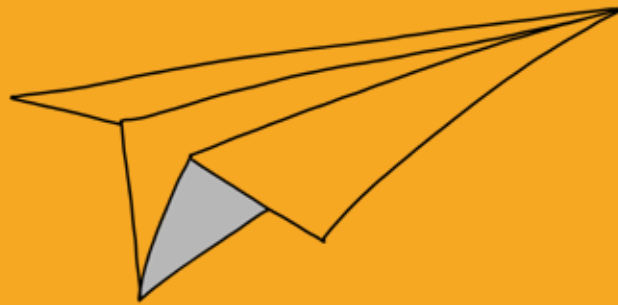
- Which idea seems most impactful considering your challenge?
- Which idea can be implemented soon (especially if you need a quick solution)?
- Which idea has the best chances to thrive in your organisation (financially, technically, culturally,...)?

**Hint:** If in doubt, we recommend that the topic owner selects one idea.



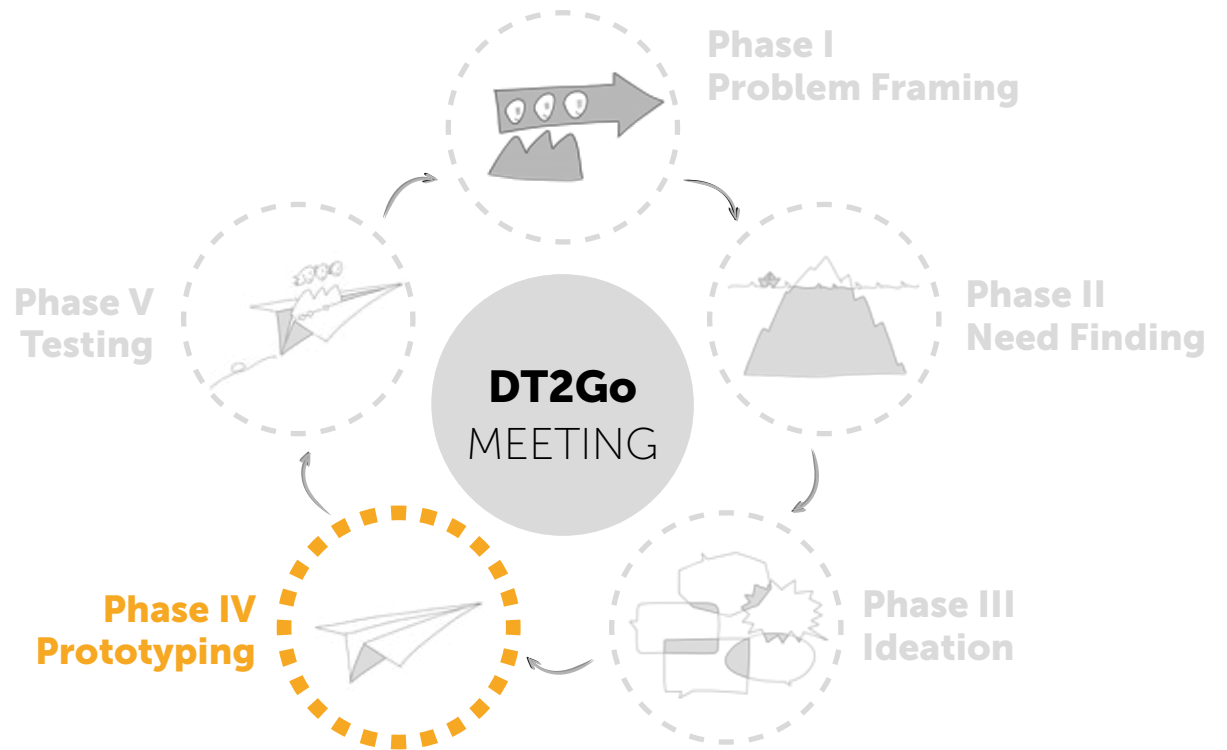
# PHASE IV

# PROTOTYPING






# OVERVIEW

<p><b>Purpose</b></p>	<p>Create a prototype to show key aspects of your idea and test underlying assumptions</p>
<p><b>Mindset</b></p>	<p>Build the prototype as cheap as possible and only as complex as necessary.</p>
<p><b>Outcome</b></p>	<p>A tangible prototype</p>



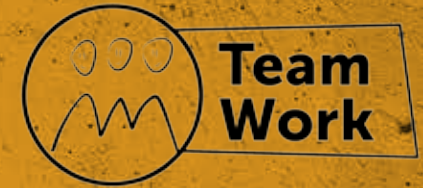
# FLOW

INTRODUCTION	STEP 1	STEP 2
<p>The moderator shortly introduces the purpose of phase IV.</p>	<p><b>Prototype checklist</b></p> <p>Before the team starts building their prototype a checklist that guides the prototyping phase will be set up.</p> <p>Method <b>Prototype checklist</b></p>	<p><b>Prototype</b></p> <p>Now the team will build a prototype for your selected idea. The method/material depends on the type of solution and the functionalities that need to be tested, i. e. service solutions could be demonstrated by a story or a sketch/video; more technical solutions as a Paper sketch (i.e. for Apps) or as a cardboard construction. It's best to be prepared for a few different methods.</p> <p>Method <b>Freestyle Prototyping</b></p>
<p><b>Example</b></p> 	<p><b>Example</b></p> 	<p><b>Example</b></p> 

# PHASE IV

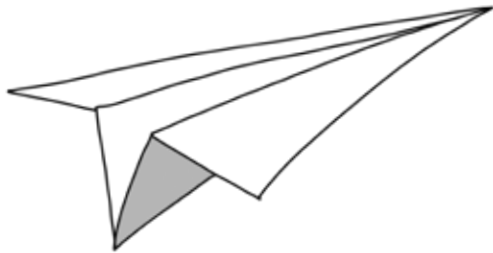
# PROTOTYPING

**METHODS**



## Phase IV – Prototyping

### What



Demonstrate the features  
of your idea

Build, craft, play –  
think with your hands

---

### Outcome

Prototype



# Step 1: Prototype Checklist

Before you start building a prototype:  
Fill in the prototype checklist!

You'll use it as a guide for prototyping and for  
setting up the testing.

**PROTOTYPE CHECKLIST**

What is the **main functionality** of your idea?

---

Who is the **target group**? (Who should this be tested with)



---

What is the **main assumption** behind your idea? (If this assumption is proven wrong your idea fails)

---

Draw a **rough sketch of a prototype**. How can you test this assumption - quick and cheap?



## Step 2: Freestyle Prototyping

Now build the prototype you sketched in the prototype checklist!

Form and materials depend on the type of solution you developed, for example:



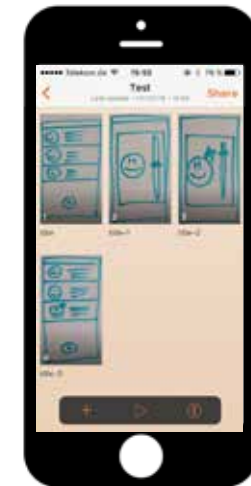
### Services

Role play, Video, Storyline, Flyer, etc.



### Products

Cardboard Model, Playdoh, etc.

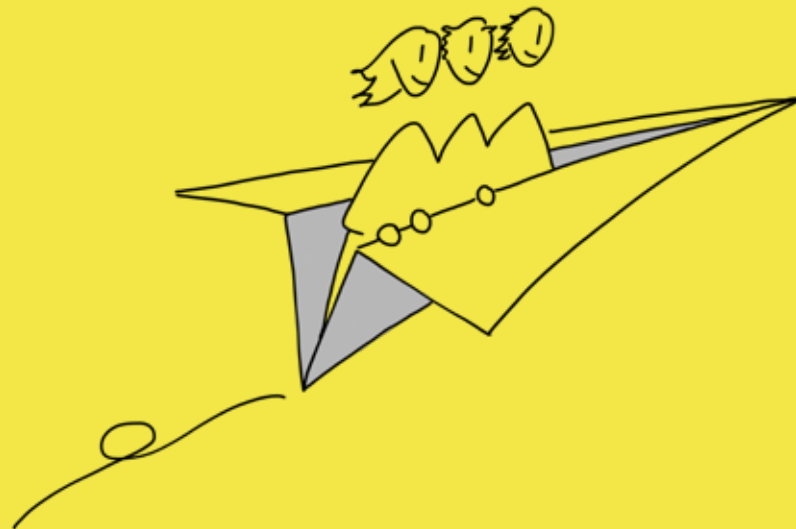


### Digital services/products

Paper sketch, PoP App, Mockup

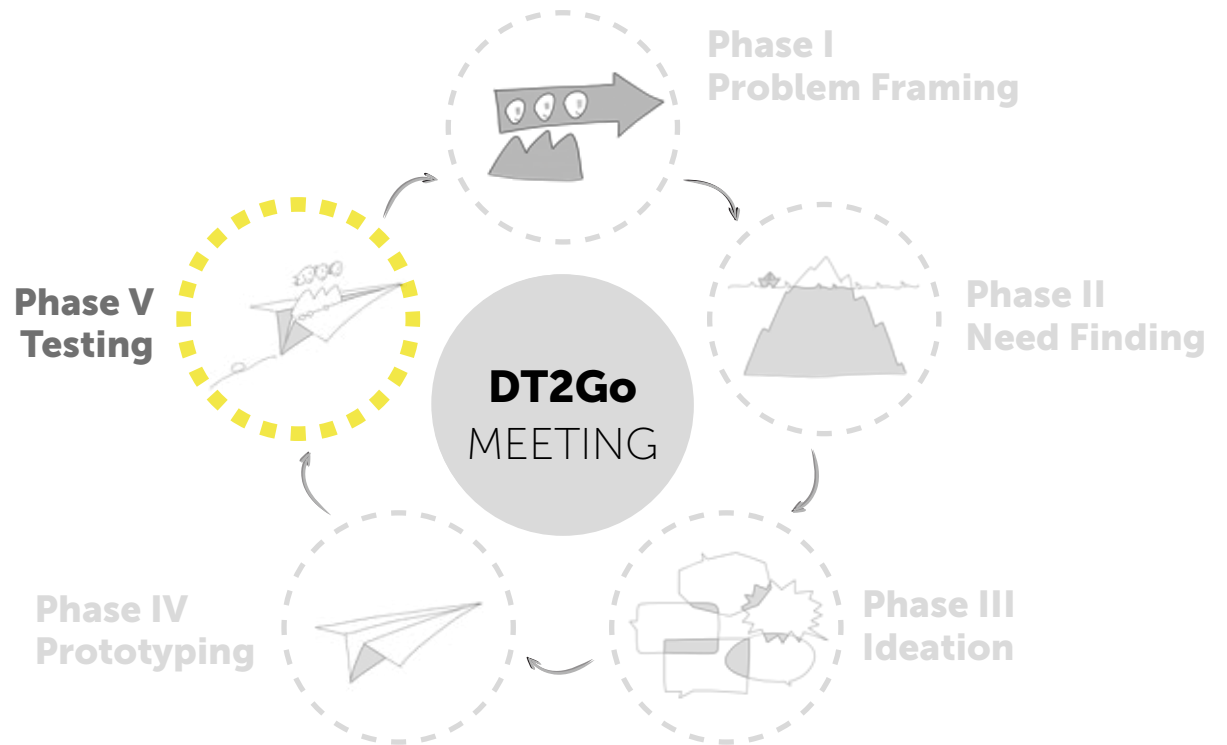
# PHASE V

## TESTING




# OVERVIEW

<p><b>Purpose</b></p>	<p>Gain valuable insights on the prototype and your user's needs.</p>
<p><b>Mindset</b></p>	<p>Show, don't tell! Don't defend your prototype but be curious and ask why the test-user liked or did not like certain aspects/features.</p> <p>There's no failure in testing!</p>
<p><b>Outcome</b></p>	<p>Feedback on the prototype as an input for your next iteration</p>



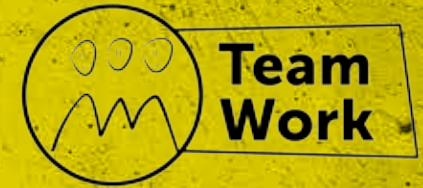
# FLOW

INTRODUCTION	STEP 1	STEP 2
<p>The moderator shortly introduces the purpose of phase V.</p>	<p><b>Test planning</b></p> <p>The session ends with the team deciding on the next steps for testing, i. e. who will run tests and when.</p> <p>Method:  <b>Test Planning</b>  <b>Testing Guide</b></p>	<p><b>Testing</b></p> <p>Using the prototype, your idea will be tested in interviews with representatives of the selected user.</p> <p>This step is not part of the session.</p>
<p><b>Example</b></p> 	<p>Depends on the intensity of testing</p>	<p>Depends on the intensity of testing</p>

# PHASE V

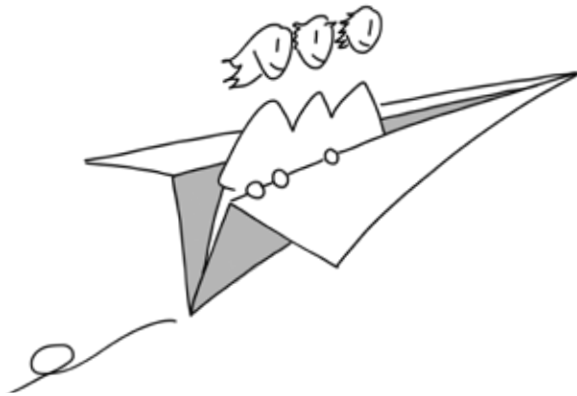
# TESTING

**METHODS**



## Phase V – Testing

### What



Plan the testing

Show, don't tell!

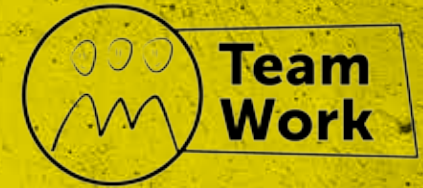
Have an explorer mindset

There are no failures

### Outcome

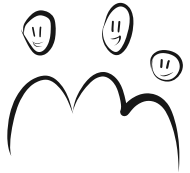
Feedback on your  
prototype

I LIKE...  
I WISH...  
I GIVE...



# Step 1: Test Planning

The main goal of the first tests is typically to find out, if your user accepts your solution. Have a look at your prototype checklist:



Find a team: Who can support the topic owner after this meeting and do some tests?



When can you do this?

Who specifically could you ask for a testing interview? Find at least 2-3 people.

How can you verify your assumption? Find 2-3 questions, that you can ask during the testing interviews.

## PROTOTYPE CHECKLIST

What is the **main functionality** of your idea?

---

Who is the **target group**? (Who should this be tested with)

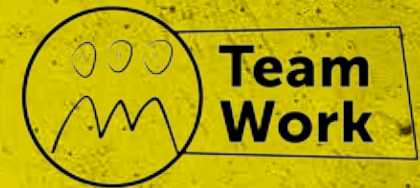
---

What is the **main assumption** behind your idea? (If this assumption is proven wrong your idea fails)

---

Draw a **rough sketch of a prototype**: How can you test this assumption - quick and cheap





## Step 2: Testing Guide

Here's a rough outline for a testing interview:

1. Start with a bit of **small talk**
2. **Don't sell** or explain your prototype! Show it and let the interviewee react.
3. Ask your interviewee to **"think out loud"** and tell you what they see and think.
4. Explain only, if your interviewee is missing information for a critical function.
5. **Be open for concerns and criticism.** Hunt for real emotional reactions!
6. Last question: "What should I've asked you that I didn't?"
7. Thank you :)

Try to either record your interview or ask someone to take notes.



small talk



empathetic listening



strong emotions



# PHASE VI

# EVALUATION

## Phase VI - Evaluation

As Design Thinkers, we continuously want to improve ourselves and our sessions. Collecting feedback from the participants is a powerful tool to do so.

**One** aspect per Post-it.



Collect feedback **one by one**.

**Explain** each Post-it with your own words.

## Step 1 - Option 1

Ask the participants which aspects to start, which ones to stop, and which one to continue. Write them on sticky notes and collect them one by one.

# START



# STOP



# CONTINUE



## Step 1 - Option 2

Prepare a feedback-grid.

Things you had trouble with!



Something you really liked!



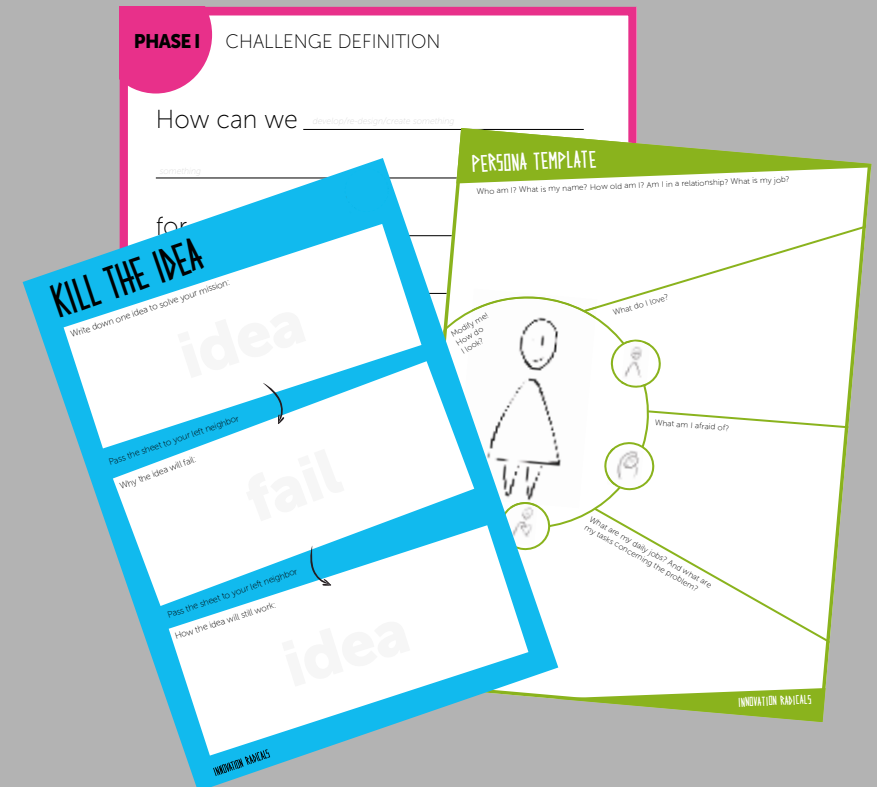
A moment / idea that struck you (positively)!



Something you will use / take home (either tangible or intangible)!



# TEMPLATES



# PHASE I

## PROBLEM FRAMING



# PHASE I

## CHALLENGE DEFINITION

How can we develop/re-design/create something

something

for person

in order to solve problem

# PHASE II

NEED FINDING

# PERSONA TEMPLATE

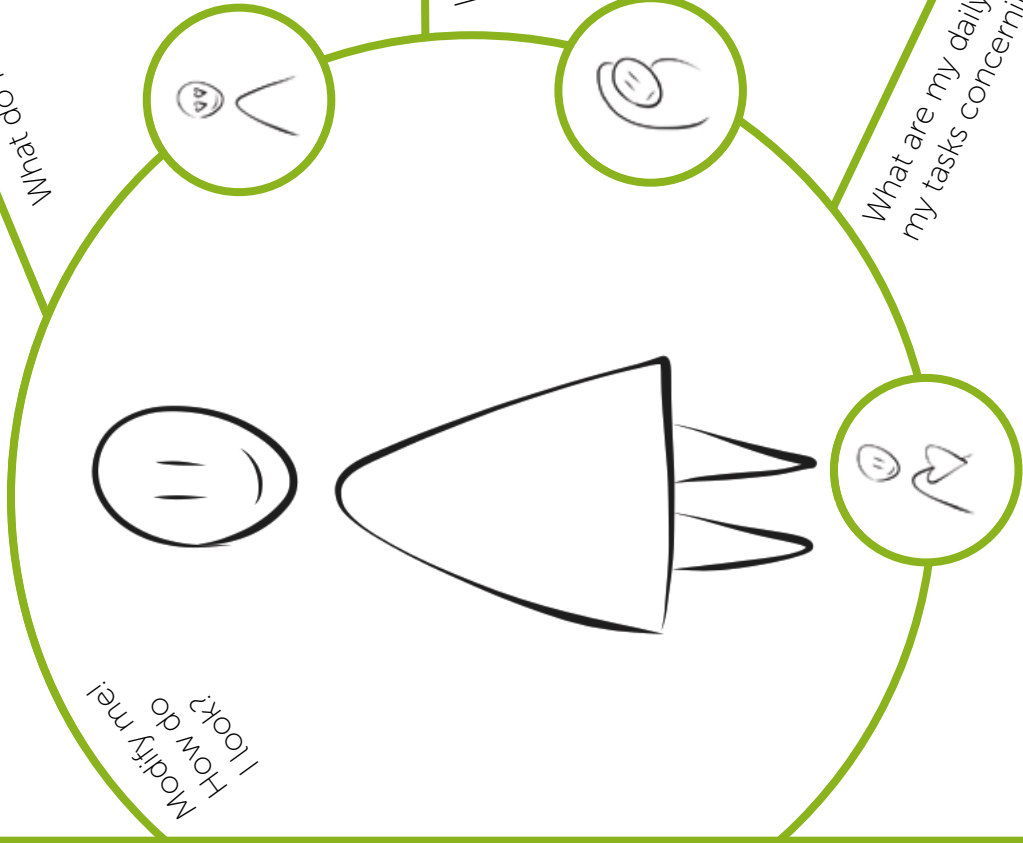
Who am I? What is my name? How old am I? Am I in a relationship? What is my job?

How do I look?

What do I love?

What am I afraid of?

What are my daily jobs? And what are my tasks concerning the problem?



# Interview Sheet



Who & info about the person



Question



Answer & observations

# PHASE III

# IDEATION

# KILL THE IDEA

Write down one idea to solve your mission:

idea

Pass the sheet to your left neighbor

Why the idea will fail:

fail

Pass the sheet to your left neighbor

How the idea will still work:

idea



# PHASE IV

# PROTOTYPING

# PROTOTYPE CHECKLIST

What is the **main functionality** of your idea?

Who is the **target group**? (Who should this be tested with)



What is the **main assumption** behind your idea? (If this assumption is proven wrong your idea fails)

Draw a **rough sketch of a prototype**: How can you test this assumption - quick and cheap?

# IMPRINT



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