RISE
REGIONAL INCUBATOR FOR SOCIAL ENTREPRENEURS

DESIGN THINKING

RISE methodological presentation

This project is supported by the Agence Française de Développement, the European Union and Regional Youth Cooperation Office.

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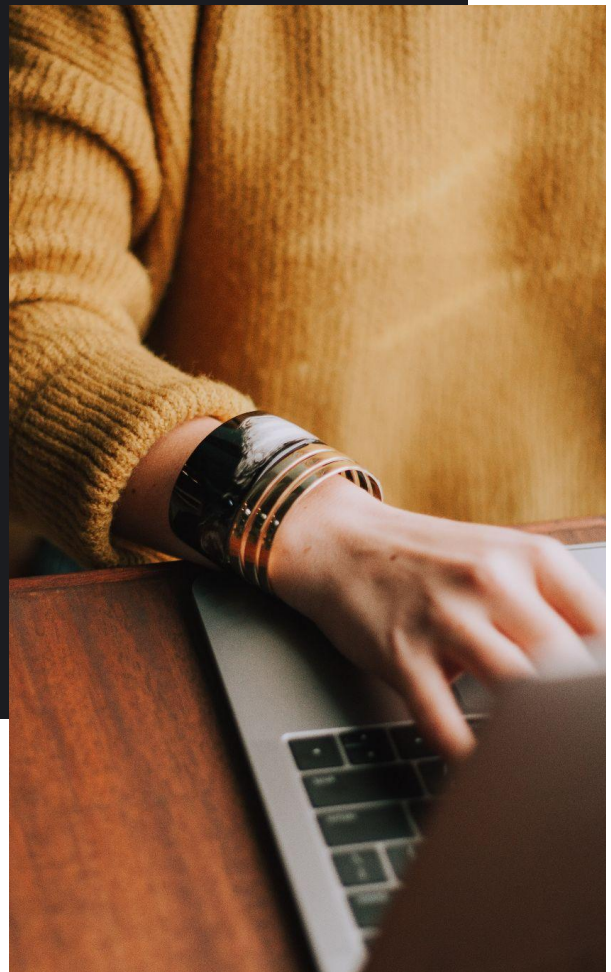

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Definition & Contextualization

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WHAT IS DESIGN THINKING?

To understand design thinking is to understand the idea of a **methodological approach** to thinking. It is not necessarily the most effective in all situations, but it does allow you to **think through other processes**. This methodology allows us to come up with **concrete, formulated and directly applicable solutions.**

The term design does not have the same meaning in English and French. In French, it refers to style and aesthetics while in English it refers to problem solving. Design therefore covers the idea of a mechanism rather than appearance.

Thus, design thinking is based on thought and design processes to enable innovative ideas to emerge. It is a **multidisciplinary** approach centred on the **human being.** It is a holistic approach.

"Design thinking is a discipline that uses the sensibility, tools and methods of designers to enable multidisciplinary teams to innovate by matching user expectations, feasibility and economic viability".
Tim Brown, CEO of IDEO, Harvard Business Review, 2009
His company is a pioneer in the creation and use of this method.

WHAT IS DESIGN THINKING?

The design thinking approach uses the concept of collective intelligence: it is **"the ability of a group of people to develop and act together through the power of connection. Its field of intervention is based on a set of theories, methods, tools and practices, which enable each person, within a collective, to gain in efficiency and achieve results that he or she would not have been able to achieve alone".**

It is an effective mobilization of skills, a form of intelligence that belongs to these emerging marketing concepts. It offers a new approach to group energies and reflections and above all makes it possible to achieve greater objectives. This approach encourages employees to mobilise their knowledge in order to, among other things, stimulate their creativity and achieve ever more ambitious results.

An approach that borrows from co-design and innovation

Why can this be useful to me?

In an ideation phase, building an innovative solution can sometimes be complicated, especially when we do not have external advice.

Reflecting on one's own project for too long can lead to overlooking solutions that could easily be found.

Our vision cannot cover everything. Working in a multi-disciplinary group means having to confront other opinions, other ways of thinking, but above all it brings other skills.

Design thinking is a method that aims to build a concrete and applicable solution. In the end, therefore, it allows you to have a concrete answer to your problem, verified and tested.

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1 **CO-CREATION**

Involving all its stakeholders - and more! - to think, rather than working in isolation.

2 **INTUITION & ANALYSIS**

Intellectual gymnastics alternating phases of intuition and analysis. Producing the maximum amount of knowledge on the subject, and then refining and questioning it.

3 **FIELD STUDY**

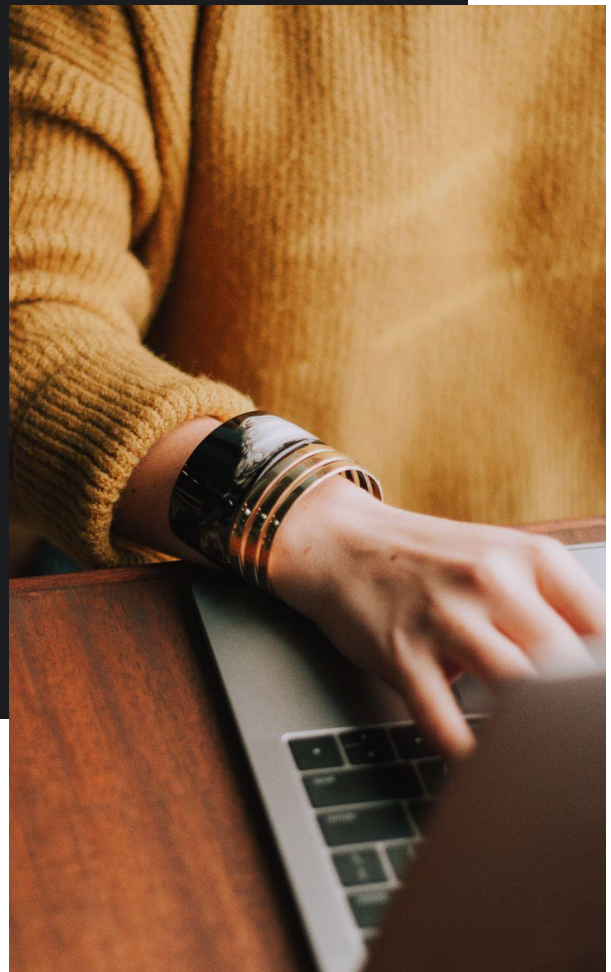
After having thought about solutions, the group must put its reflections on concrete cases into practice.

4 **ITERATIVE PROCESS**

By repeating your actions, by re-questioning your results in order to take a more critical and closer look at reality..

Design thinking is therefore :

A brainstorming session around a subject, bringing together different people to co-construct innovative solutions. Alternating the knowledge production phase and the analysis phase, in order to create, design and build.



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Objectives & Assets

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Objectives

TO CONCLUDE BY COMMITTING THE STAKEHOLDERS TO ONE OR MORE INNOVATIVE SOLUTIONS

Member(s) of the company/start-up/association

Client(s)/beneficiary(ies)/user(s)

Professional(s) with any type of competence(s)

A facilitator/mediator

Objectives

TO CO-CONSTRUCT AN ANALYSIS AROUND A PROCESS OF DOUBLE THINKING

INTUITION / QUANTITY

During the different phases of the process, participants will be asked to **question and reflect on different specific topics.** Their contribution **will be to write** down each of their ideas, reflections or questions.
Without thinking particularly hard about their idea, the aim is to **maximize the amount of resource/information/idea** created to create a form of **"data bank"**.

INTUITION / QUALITY

In the other phases of the process, the participants will collectively **sort, analyze and select** the best ideas/proposals/solutions from the database.
These moments begin after the participants' flow of ideas has been exhausted, and serve to **analyze each of the proposals in more detail.** The advantage is to have "exhaustively" scanned the subject to get a broader view.

Objectives

USING CREATION AND DESIGN TO INNOVATE

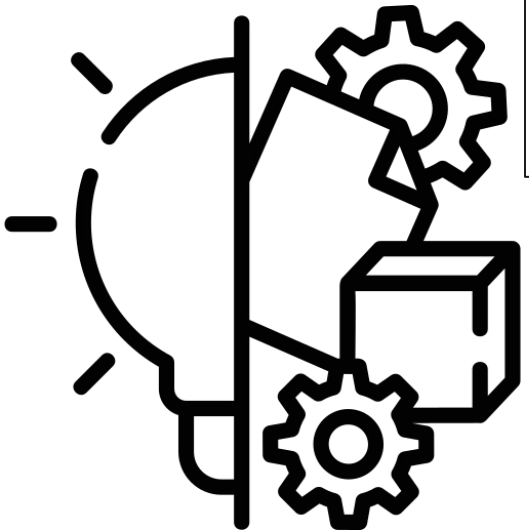
Pure and simple reflection around a theme is very effective, but does not in itself allow participants to experiment,
co-construct and project themselves in their idea. The advantage of design thinking sessions is that they integrate phases of **creation, prototyping or co-construction** centred on the material production of a solution.

Through drawing, design, construction - or any other means that can be used in a workshop to create the solution from scratch - **participants can model their solution concretely and physically**. In this way, they can experiment, create and realize the possibilities offered by their idea.
Using tools to stimulate imagination and creativity leads to more innovative and experimental solutions.

Objectives

CONCRETE, IMMEDIATELY APPLICABLE AND TESTE SOLUTIONS

1 - Solution selection
The group votes for the best solution(s).



3 - Solution test
The group evaluates and sets the limiting potential(s) of the solution(s).

2 - Prototypage
The group creates a formalization of its solution(s) in the form of a finished product(s)/service(s).

4 - Drafting of the action pla
The group draws up the action p to implement the solution.

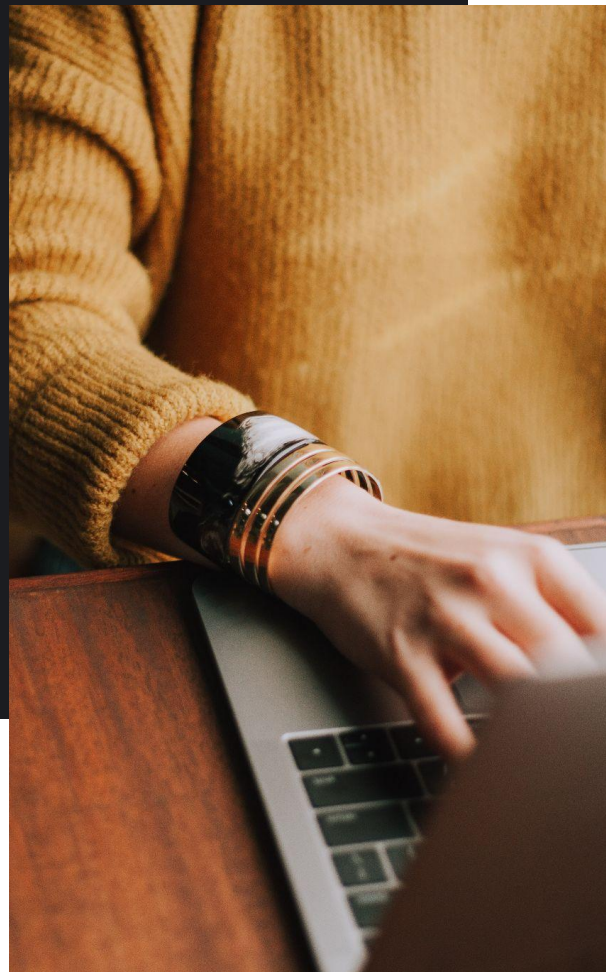
The benefits of design thinking

Design thinking is therefore a method, a way of thinking or acting that allows you to obtain results that are constructed, worked on in a multidisciplinary way, but above all formulated and applicable in a concrete and immediate way.

The overall framework of the process is **flexible enough** to allow you to build your own methodology, **specific to your project, to your needs.**

Above all, mobilizing a diverse group of people to participate in the reflection of your solution allows you to get a **more extensive reflection** than if you were to carry it out alone. Above all, it allows you **to meet the expectations of the various users** and beneficiaries of your proposal.

Iteration: one of the most important elements in the design thinking process.
This consists of repeating your actions and steps. By repeating, you participate in deconstructing, and therefore in reconstructing a solution in line with the subject at hand.



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Formalization & Process

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Formalization & Process

The formalization of a design thinking session must necessarily respond to **the objectives and mechanisms that it implies** in order to achieve a concrete and effective result.

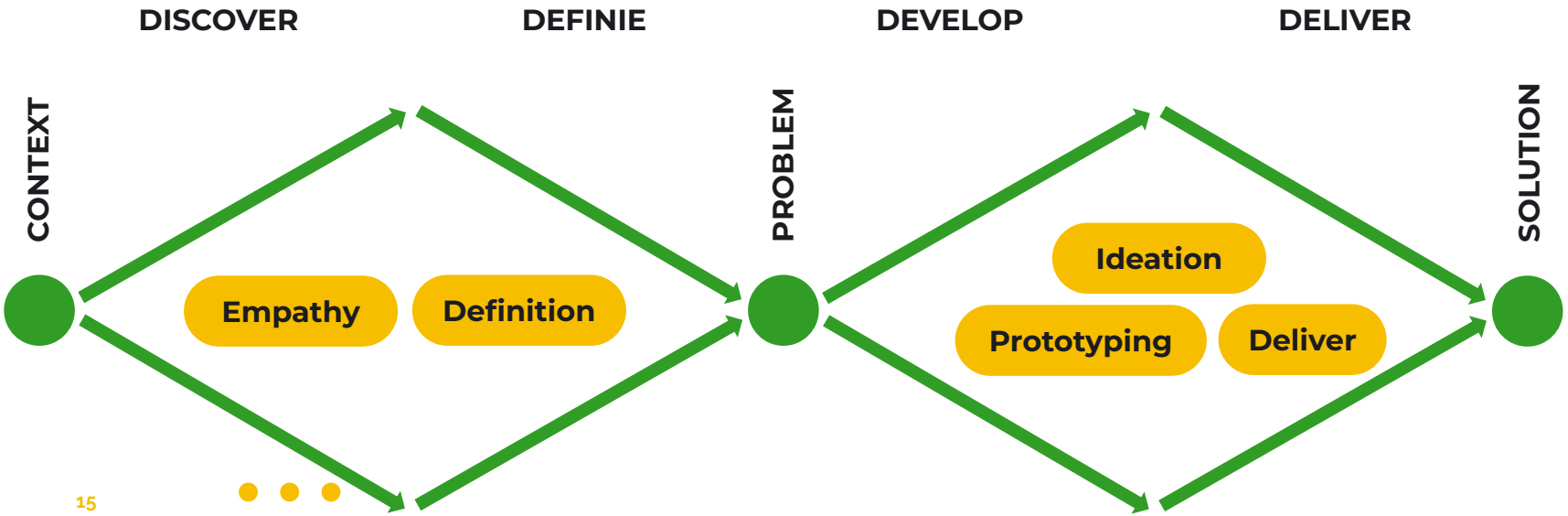
However, the economy of this method **emphasises the qualities of co-construction and innovation as a mode of operation.** And it is not lacking in form.

This is why it is also possible to **adapt** the steps and establish a design thinking session **in collaboration with your stakeholders**, **objectives and expectations**. Here we will present a schematic but not universal design thinking process that you can take as it is, or modulate.

Formalization & Process

SCHEMATIZATION OF DESIGN THINKING BY THE D.SCHOOL AT STANFORD UNI.

The main stages of design thinking



Formalization & Process

SCHEMATIZATION OF DESIGN THINKING BY THE D.SCHOOL AT STANFORD UNI.

Basic Context

Empathy

It is a phase that consists of delving into the lives of users to better understand them. To understand their life paths, their needs, their problems, their desires, in order to have a real use in the actions imagined afterwards.
Objective: To discover and become familiar with the context.

Discover

Define

The aim of the definition phase is to clarify the issue and focus on the scope of your study. The designer must define the challenge to be taken up from the elements discovered during the empathy phase.
Objective: To find the right angle of approach to the problem.

Problematize

Social problem

Formalization & Process

SCHEMATIZATION OF DESIGN THINKING BY THE D.SCHOOL AT STANFORD UNI.

Basic Context

Empathy

Define

Define

It is an idea generation phase responding to the challenge defined in the definition phase. It is a so-called "**divergent**" phase: it allows the maximum number of possible solutions and concepts to be explored without restricting themselves to their feasibility or desirability.
Objective: To have a maximum of potential solutions to the problem.

You will choose the most relevant solutions, in order to prototype them. This convergent design phase is **iterative**. You will test several solutions, and possibly test them with the collective.
Objective: To materialise and refine the solution(s) envisaged

You will be able to compare your solution with real users, to receive their feedback. Collect their point of view and their criticism(s). Always in an iterative logic, you will continue **to test your solution with different groups of users.**
Objective: To test the potential of an idea, a mechanism, a tool.

Discover

Problematize

Problematize

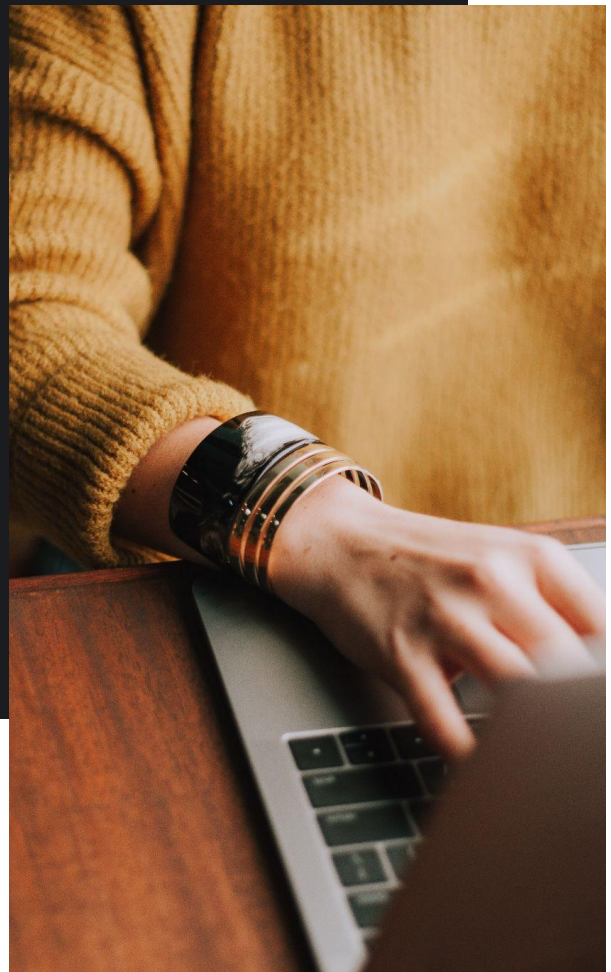
Formalization & Process

SCHEMATIZATION OF DESIGN THINKING BY THE D.SCHOOL AT STANFORD UNI.

Solution

ACTION PLAN:

Resource requirements	Necessary personal	Resource materials	Methodology of action



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Design thinking by PULSE

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Design Thinking by PULSE

The methodological presentation that follows is taken from a design thinking session created by Pulse. The story is fictitious and does not correspond to a particular entrepreneur.

We created it in order to show how a design thinking session can lead to unleashing the **creative energies of entrepreneurs,** leading them to formulate their social mission, with **a detailed and effective action plan.**

This session can therefore be taken up as is, just as it can be modified to meet your objectives and needs as closely as possible. However, it follows **a relatively general framework** that you can use to build your own design thinking session

The method presented here meets the objectives and expectations of the designers and the people who will use it. As previously indicated, design thinking is an approach of reflection through co-construction, responding to different logics. The thought process is yours, as long as your objectives are specific.

Design Thinking by PULSE

PROBLEM'S CONTEXTUALIZATION

Concerning entrepreneurs :

Based in Seine-Saint-Denis, a department where **youth unemployment rates are among the highest in France,** two social entrepreneurs decide to take action against the spiral of poverty and exclusion that is inactivity. Several things are being done in this department, but they want to contribute something more, and take part in the collective effort to combat precariousness.

Moving into action :

They therefore wish to take action and **benchmark existing solutions.** None of them really helps. So something new has to be created. To do this, our two social entrepreneurs decide to conduct a design thinking session. They will involve professionals, representatives, associations, and other actors, including the young people in question. The aim is to find a common solution, integrating the stakeholders of the problem in the solution.

Presentation of the design thinking session

1

Empathy: Getting into the daily lives of the people who suffer this unemployment

2

Formalization and definition of the problem: Analysis of the empathy phase, and formulation of an issue to meet the need

3

Ideation: Produce many ideas with a multi-disciplinary group to find solutions

4

Prototype: Concrete construction and modelling of the best solutions: how can they be implemented?

5

Test: Test its solution with different audiences and areas for improvement

6

Planning: Building the solution, social business model canva, implementation

1. Empathy

Methodology

Persons present : You, and the people concerned by the social problem in question.

Activities : Create immersions in different places and according to different methods in order to have several visions of the social problem. It is therefore necessary to identify the key places in order to obtain the best possible immersion and the most information. These immersions can be participative or not, you can decide whether to conduct interviews or not.

Tools used : Immersion, survey, observation and interview

Exemple

Activities :

4 different observations :

- 5 young people at the youth centre (simple observation and accompaniment in their approach)
- 5 young people at an employment office (simple observation and support in their approach)
- 5 young people in a café they often go to (participatory observation and free interview)
- 5 professionals that they often frequent: shopkeepers, educators, gym managers, etc...

Finally, 1 meeting with the 15 young people to discuss their desires, ambitions, passions, etc?

Important: Rigorously collect the data from each observation so that they can be used and analyzed in the second part.

2. Formalization of the problem

Methodology

Persons present: You

Activities: The activities of the empathy phase should be analyzed. You should then reflect together on the different themes addressed in this immersion phase, but also try to understand the underlying issues.

The objective is to tighten your analytical framework, in order to find a relevant angle of approach to respond to this social problem.

To do this, classify similar ideas, occurrences, and do some analysis work on this data.

At the end of this phase, you should have formulated a problem to focus your next reflections.

Exemple

Activities: Interviews, analyses and support for young people reveal several things:

- They all left the school system early, due to difficult personal and family backgrounds.
- They all regret having left school, and see the training provided at school as a means of acquiring knowledge. In retrospect, they would have acted differently, and would not have left school.
- They are often far away from the job because the jobs on offer do not match their desires. They are too often - for them - seen as 'bad jobs', belittled and devalued.

Approach angle adopted: training as a key element for young people's success.

Tools used : Personae, empathy card.

3. ideation

Methodology

Persons present: (10-15 people max.) You, and any person or professional with a direct or indirect link to the problem being developed.

Activities: A brainstorming workshop enabling those present to reflect together on the problem identified. The aim is to produce as much knowledge as possible in order to pool everything together. You will therefore have to ask many questions, allowing those present to stimulate their imagination and to transcribe everything they think about.

To do this, you can use different methods: Exercise with or without limited response time, open/closed questions, picture, etc...

Then comes a phase of analysis, where you will question what you have produced, to refine and select the best solutions. You will brainstorm to keep the most relevant proposals.

Exemple

Activities: The three most relevant answers are then worked on. Extensive development, construction and schematization of each solution on sheets, to represent step by step the construction and implementation of the project.

In groups, focus on a solution to make it concrete, and carry out a theory of change to show the necessary resources, objectives, achievements and their impacts.

The proposals are then presented in the form of a pitch to select the best solution for further prototyping and testing.

Selected solution: Short-term internship (3 to 10 days) with professionals in order to gain experience and gain access to more qualified jobs.

3. Prototyping

Methodology

Persons present : Social entrepreneurs, stakeholders

Activities: The mission of this phase is to build, create and produce solutions. Depending on the solutions selected, you will propose activities with supports adapted to the presentation. The aim is to produce a graded version of the solution: story told, diagram, storyboard). With the most concrete and feasible ideas, you will carry out a more advanced prototyping: creation of a web page, application screen, product drawing, action plan, etc...

Tools used: Drawing, scenario, mockup

Exemple

Activities: The three most relevant answers are then worked on. Extensive development, construction and schematization of each solution on sheets, to represent step by step the construction and implementation of the project.

In groups, focus on a solution to make it concrete, and carry out a theory of change to show the necessary resources, objectives, achievements and their impacts.

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5 & 6 Testing and Planning

Testing

Persons present: Social entrepreneurs, stakeholders and professionals

Activities: Iterative test in gradient : Submitting the prototyping via an established protocol: presentation of a scenario to 3 groups of 5 people, with an explanation, discussion and criticism/improvement phase. The scenario will be represented to other groups of 5 people until they do not find a significant axis of improvement. The new proposal will be presented to groups of 10 people, specifically including one type of actor (e.g. 1 group of 10 professionals,
1 group of 10 elected representatives).

Main axis of improvement: The start-up must also offer internships. For example: fruit preparation service, sale of juices and fruit salad by bicycle.

Planning:

Persons present : Social entrepreneurs

Activities : Planning of its action strategy : Create a pilot. Establish a Canva Social Business Model with all the necessary resources and funds. Correctly identify clients, beneficiaries and users. Have a complete mapping of stakeholders, and an exhaustive visualization of the partnerships to be established: municipalities, companies, associations, local missions, etc...
Be aware of the investment costs for the purchase of the bike, catering equipment and the room to make the preparations. Detailed action plan that can be used to launch the activity.

Thanks!

Do you have any questions?

www.risewb.org

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