Content

The Tetris blocks will guide you through The Design Thinking Playbook. We start with a better understanding of the individual phases of the design thinking cycle. In the thematic block of “Transform,” we discuss the best ways to shape framework conditions and how strategic foresight helps us to create greater visions. The last part, “Design the Future,” focuses on the design criteria in digitization, the design of ecosystems and the convergence of systems thinking and design thinking, and the options of how to combine data analytics and design thinking.

1. UNDERSTAND DESIGN THINKING

1.1 What needs are addressed in the Playbook? 14
1.2 Why is process awareness key? 36
1.3 How to get a good problem statement 50
1.4 How to discover user needs 58
1.5 How to build empathy with the user 72
1.6 How to find the right focus 80
1.7 How to generate ideas 90
1.8 How to structure and select ideas 98
1.9 How to create a good prototype 108
1.10 How to test efficiently 118
2. TRANSFORM ORGANIZATIONS 131

2.1 How to design a creative space and environment 132
2.2 What are the benefits of interdisciplinary teams? 144
2.3 How to visualize ideas and stories 158
2.4 How to design a good story 168
2.5 How to trigger change as a facilitator 180
2.6 How to prepare the organization for a new mindset 190
2.7 Why strategic foresight becomes a key capability 198

3. DESIGN THE FUTURE 211

3.1 Why systems thinking helps to understand complexity 212
3.2 How to apply lean business model thinking 224
3.3 Why business ecosystem design becomes the ultimate lever 240
3.4 How to bring it home 254
3.5 Why some design criteria will change in the digital paradigm 266
3.6 How to kick-start digital transformation 278
3.7 How artificial intelligence creates a personalized customer experience 292
3.8 How to combine design thinking and data analytics to spur agility 302

Closing words 314
Authors 323
Sources 335
Index 338