Measuring Adoption of Design Thinking in Organizations
I’m a user researcher and designer. Currently I work at IBM Design. I focus on the organizational and cultural changes that are needed to adopt design thinking at scale.
What do I mean when I say **design thinking**?

Solving problems by creating something to address real **human needs**, by **collaborating** with a **diverse** team of people, in a highly **iterative** fashion, using **visual** thinking and deep **user understanding**.
Case Study: IBM

- Created enterprise scaled design thinking framework
- Trained thousands of employees as teams and their executives in design thinking
- Teams are collaborating across disciplines, conducting user research and prototyping ideas early to test viability
- Re-imaging their user experiences and software products with real people in mind
WHY IS FACILITATION IMPORTANT FOR IBM

IBM Design Thinking
Facilitator Handbook

HOPES

FACILITATION

LEARN

RESEARCH

CORE

KINDS OF THINKING

LEARN

EXPLORATION OF

BUILD

COMMUNITY
3 Stages of Team Adoption
Stages of Team Adoption

Onboarding

Iterating

Customizing
## Stages of Team Adoption

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<th>Observing Users</th>
<th>Onboarding</th>
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<td>Scoping &amp; Making</td>
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The team is just getting started with design thinking.

They understand the need for user research, but aren’t conducting it.

They are defining their goals in a user centered way, but not executing against these goals yet.

Collaboration is limited to meetings, conference calls, and presentations.
The team is actively iterating on their design thinking approach.

Key members are acting as catalysts: conducting retrospectives, learning advanced design thinking techniques to share with the team, and pro-actively facilitating group collaboration through exercises and activities.
They are conducting user research, but are just short of implementing their findings.

They are defining their goals in a user centered way, and can break those goals down into delivery plans.

Collaboration occurs across design, development, and business strategy.
The team is collectively experimenting with the many aspects of design thinking.

They regularly design new tools and methods, exercises and activities to suit their particular needs.

They customize the practices to work for them.
They are conducting user research, and can point to existing products, services, etc. that reflect research insights and decisions.

They have long and short term plans for user centered goals and research.

Collaboration includes more tertiary team members such as marketing, sales, and support, as well as executive participation.
### Stages of Team Adoption

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<tr>
<td><strong>Observing Users</strong></td>
<td>“OMG We need research!”</td>
<td>“We conduct user research.”</td>
<td>“Our products and services reflect our research findings.”</td>
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<td><strong>Scoping &amp; Making</strong></td>
<td>“We try to connect business goals to user goals...but we largely ignore them.”</td>
<td>“We have informed goals and metrics that we break down into delivery plans.”</td>
<td>“We have long and short term plans for delivery and research.”</td>
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<td><strong>Collaborating &amp; Reflection</strong></td>
<td>“We meet across core disciplines...in meetings.”</td>
<td>“We work across core disciplines to come up with our best ideas...and we share with execs.”</td>
<td>“We work across all disciplines to come up with our best ideas.”</td>
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Stages of Team Adoption
IBM Design Teams, December 2015

- Customizing: 10%
- Iterating: 40%
- Onboarding: 50%
Adoption Roadblocks

Onboarding Stage

- Lack of Reflection
- Turnover
- Lack of Faith
- User Research
- MVP
- Incorporating Business Strategy
- Incorporating Development
- Incorporating Design
- Delay

Adoption Roadblocks

Onboarding Stage

- Lack of Reflection
- Turnover
- Lack of Faith
- User Research
- MVP
- Incorporating Business Strategy
- Incorporating Development
- Incorporating Design
- Delay
Onboarding to Iterating

Adoption

Enablers

- Group Reflection
- Surfacing Issues
- Magic People™
- Access to users
- Face-to-face work
- Capacity to prototype at every fidelity
Onboarding to Iterating

Observable Behaviors

• Executive Participation
• Sharing and critique culture
• Formalized Magic People™ roles
• Regular contact with users
Measurement
Measurement Themes

Awareness of design thinking
Measurement Themes

Participation in design thinking
Measurement Themes

Collaboration
Measurement Themes

Intake of data by team
Measurement Themes

Sense making of data
Measurement Themes

Change agency
Measurement Themes

Shared language
Measurement Themes

Iteration & feedback culture
Measurement Themes

Work results
Measurement Themes

“Executive” buy-in
Thanks!