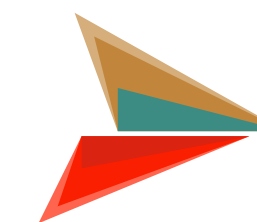




上海柯领企业管理咨询有限公司
Shanghai Key-Leading Management Consulting Co., Ltd.

设计改变一切

变革 创新 设计
Change Innovation Design



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曾在世界500强欧美公司，以及创业公司任职。从事销售、业务发展、项目管理、战略管理工作20年。现致力于设计思维的研究，是设计思维的开拓者与实践者，创造性地将设计思维用于创新、商业模式，客户体验、战略敏捷、积极变革、整合决策、人才发展、团队协同等领域。

《设计思维改变一切》

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- 斯坦福大学 d.school 创始人之一



分享的主要内容

上半部分 15Min

《设计改变一切》

精华内容

下半部分 15Min

设计思维

核心理念

设计改变一切



打动人心，设计思维不仅仅是形式

Getting Under Your Skin, or How Design Thinking Is About More Than Style

创新的三个空间

- 灵感，即那些激发人们找寻解决方案的问题或机遇；
- 构思，即产生、发展和测试想法的过程；
- 实施，即把想法从项目工作室推向市场的路径。

INSPIRATION

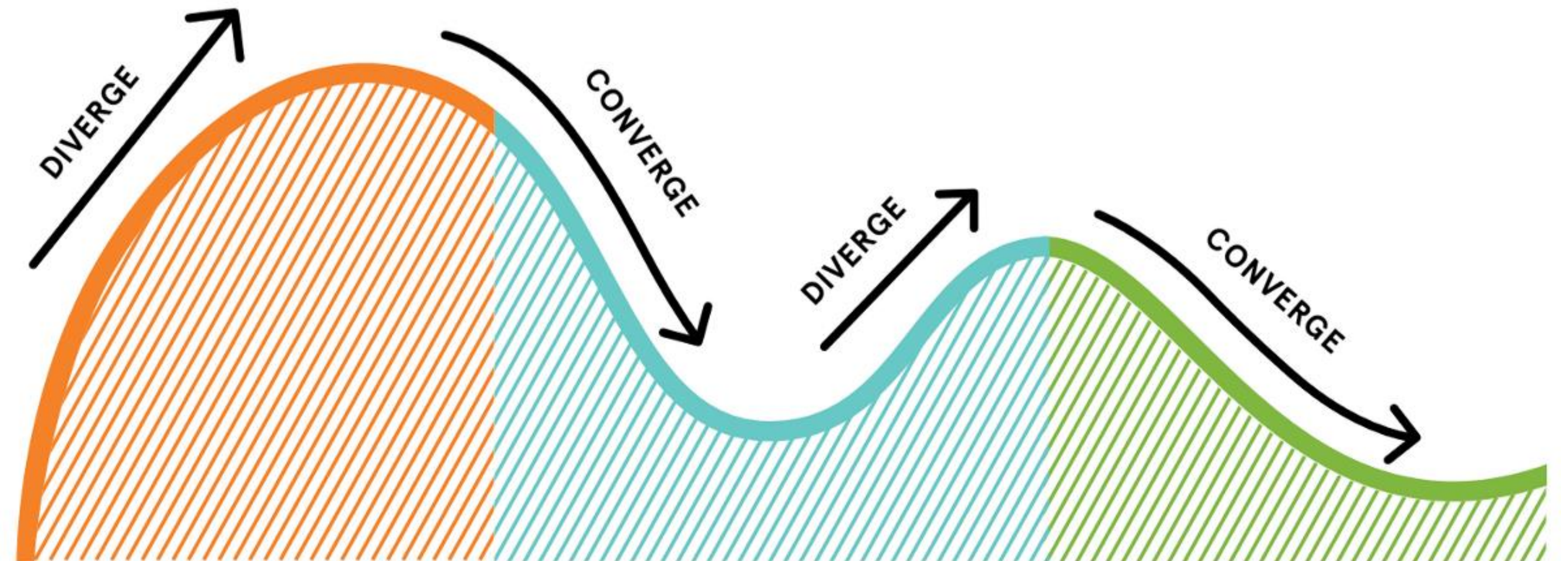
I have a design challenge.
How do I get started?
How do I conduct an interview?
How do I stay human-centered?

IDEATION

I have an opportunity for design.
How do I interpret what I've learned?
How do I turn my insights into tangible ideas?
How do I make a prototype?

IMPLEMENTATION

I have an innovative solution.
How do I make my concept real?
How do I assess if it's working?
How do I plan for sustainability?



变需要为需求，把人放在首位

Converting Need into Demand, or Putting People First

洞见 Insight

从他人的生活学习

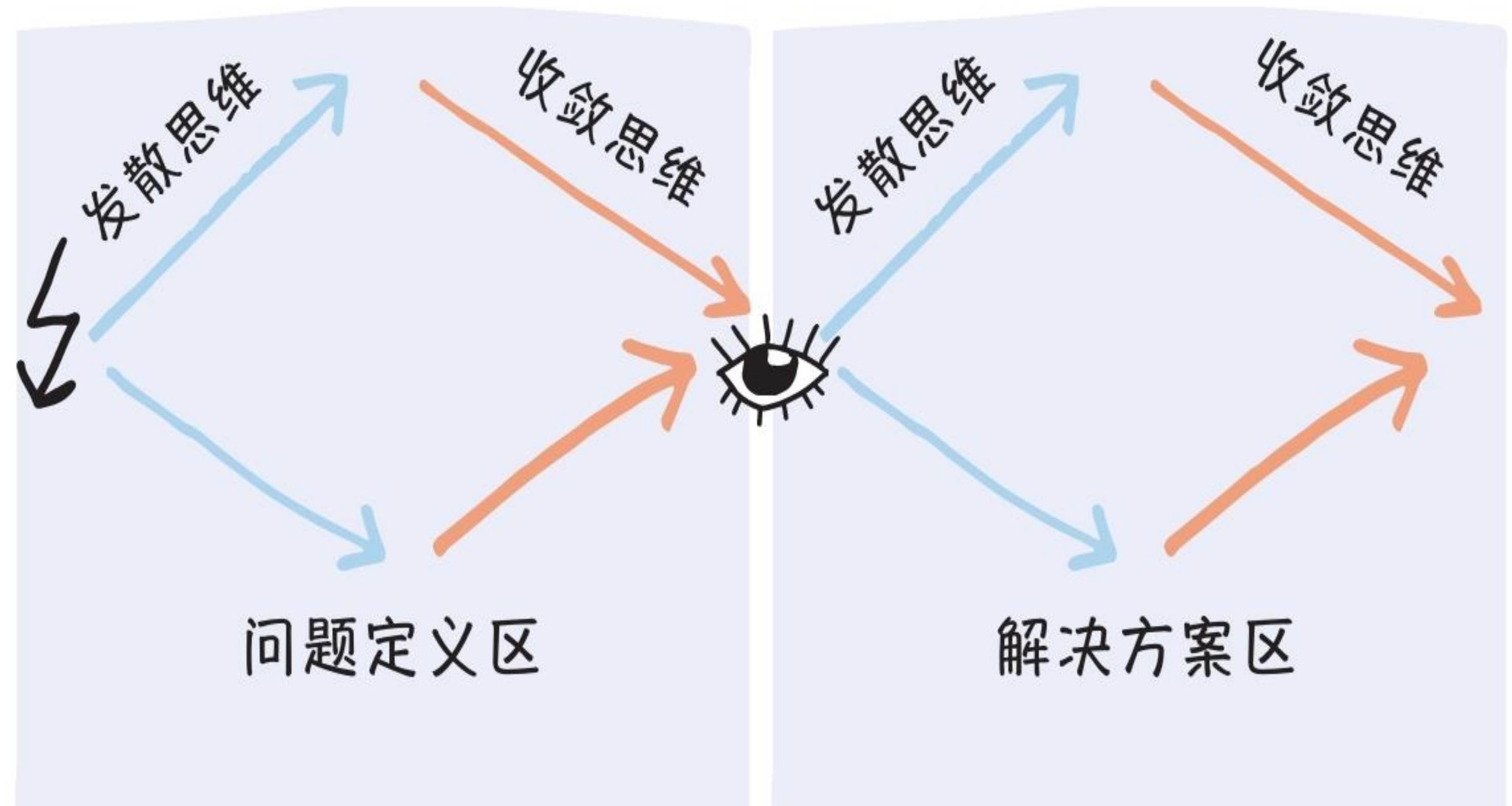
观察 Observation

关注人们没有做的，倾听人们没说出来的

思维矩阵，让思维过程变得更明晰

A Mental Matrix, or "These People Have No Process!"

发散与收敛



用手来思考，模型的力量

Building to Think, or The Power of Prototyping

模型，不求精细，
胜在快速








适可而止

回到表面，设计顾客体验

Returning to the Surface, or The Design of Experiences

体验蓝图

The Experience Blueprint

Stages	Unaware	Aware	Research	Consideration	Selection	Use	Advocacy
Emotion Attitude and feelings at each stage	Positive Feeling low	Reluctant to open up	Introverted and depressed	Feels able to be more open, let's sort it out	Hopeful - if they can, why can't you?	Recognizes own emotions	Wants to help
Touchpoints Things, systems, channels and people	 Workplace Getting drugs	 Hostel keyworkers	 Hostel keyworkers	 Daughters	 Therapy from professionals in group setting	 Therapy from professionals in group setting	 Community Workplace
Experience Trigger events and needs	Lost job, using drugs and being homeless	Internalising the social stigma of depression	Needed encouragement from hostel workers to seek help	Influenced and motivated by daughters to seek help	It helps to know a lot of people mess up in life, support was an important factor in choice of solution	Seeing people come through the other end of the tunnel gives encouragement	Gave back by mentoring others
COM-B See appendix for more information Page 28	Capability Opportunity Motivation	Capability Opportunity Motivation	Capability Opportunity Motivation	Capability Opportunity Motivation	Capability Opportunity Motivation	Capability Opportunity Motivation	Capability Opportunity Motivation
Insights & recommendations	See page 9	See page 11	See page 13	See page 15	See page 17	See page 19	See page 21

把你的想法传播出去，故事的影响力

Spreading the Message, or The Importance of Storytelling

- 为新想法争取资源
- 有时故事本身就是
一个产品
- 故事也是原型的一
种形式

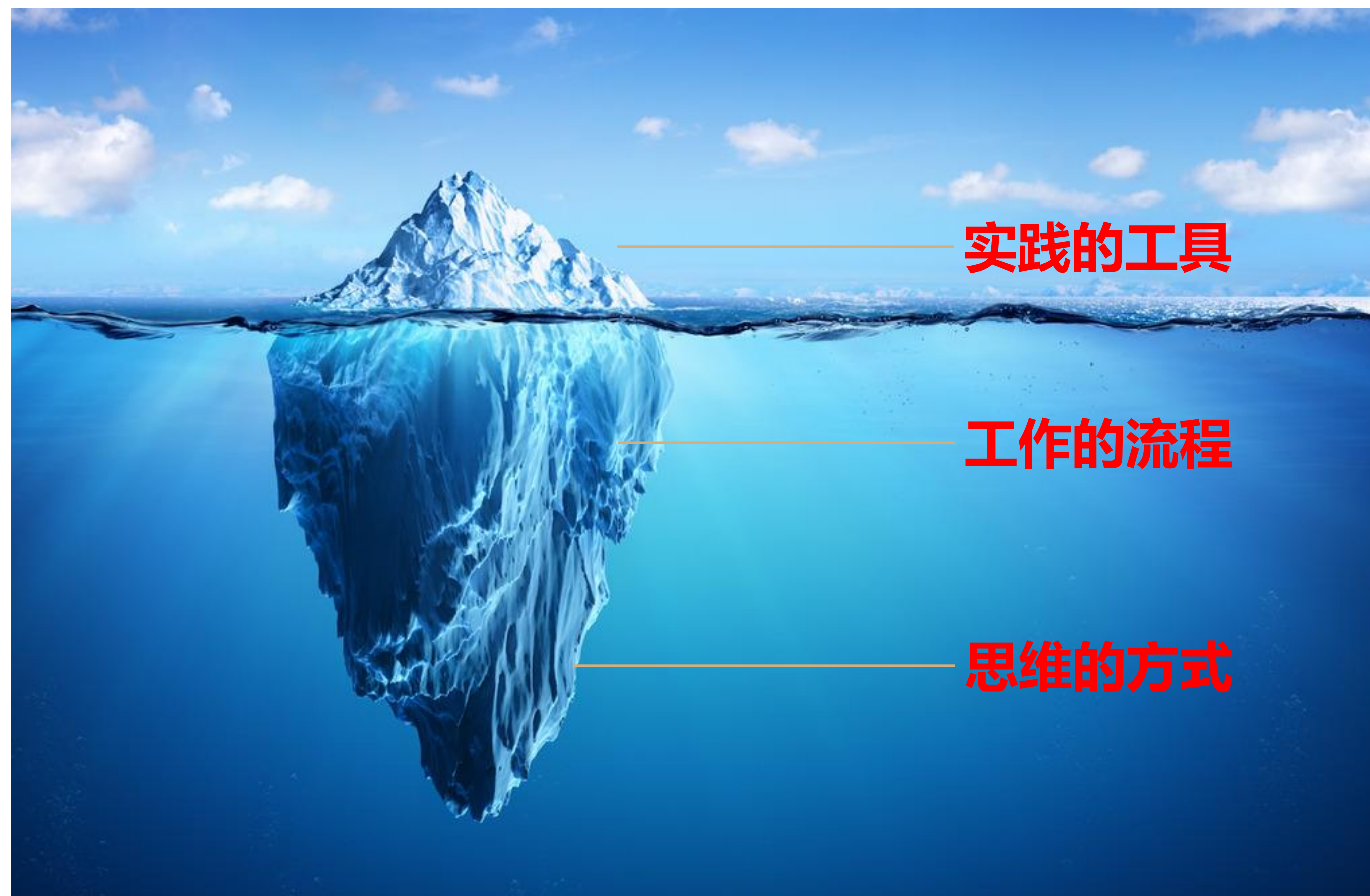
STORYTELLING CANVAS

SUBJECT What is the story about?		GOAL What do you want to achieve with this story?		AUDIENCE What is your story's audience? What are their needs?
BEFORE What does your audience think, feel, know, want, before they have experienced your story?	1. SET THE SCENE What do you need to introduce? What should be set up or explained?	2. MAKE YOUR POINT The audience's A-Ha moment.	3. CONCLUSION The end of your story. What is the conclusion? What is your call to action?	AFTER What does your audience think, feel, know, want, after they have experienced your story?

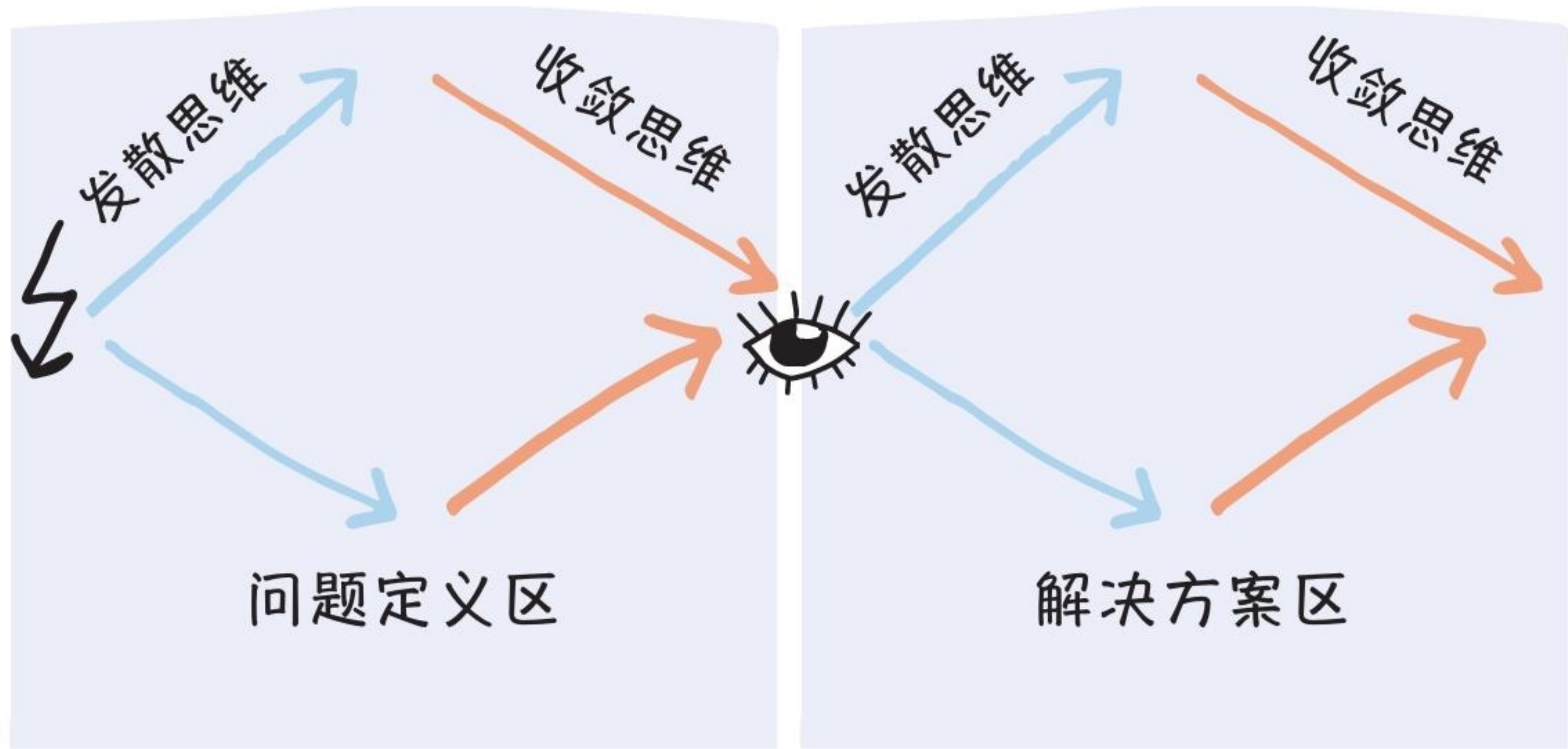
设计思维



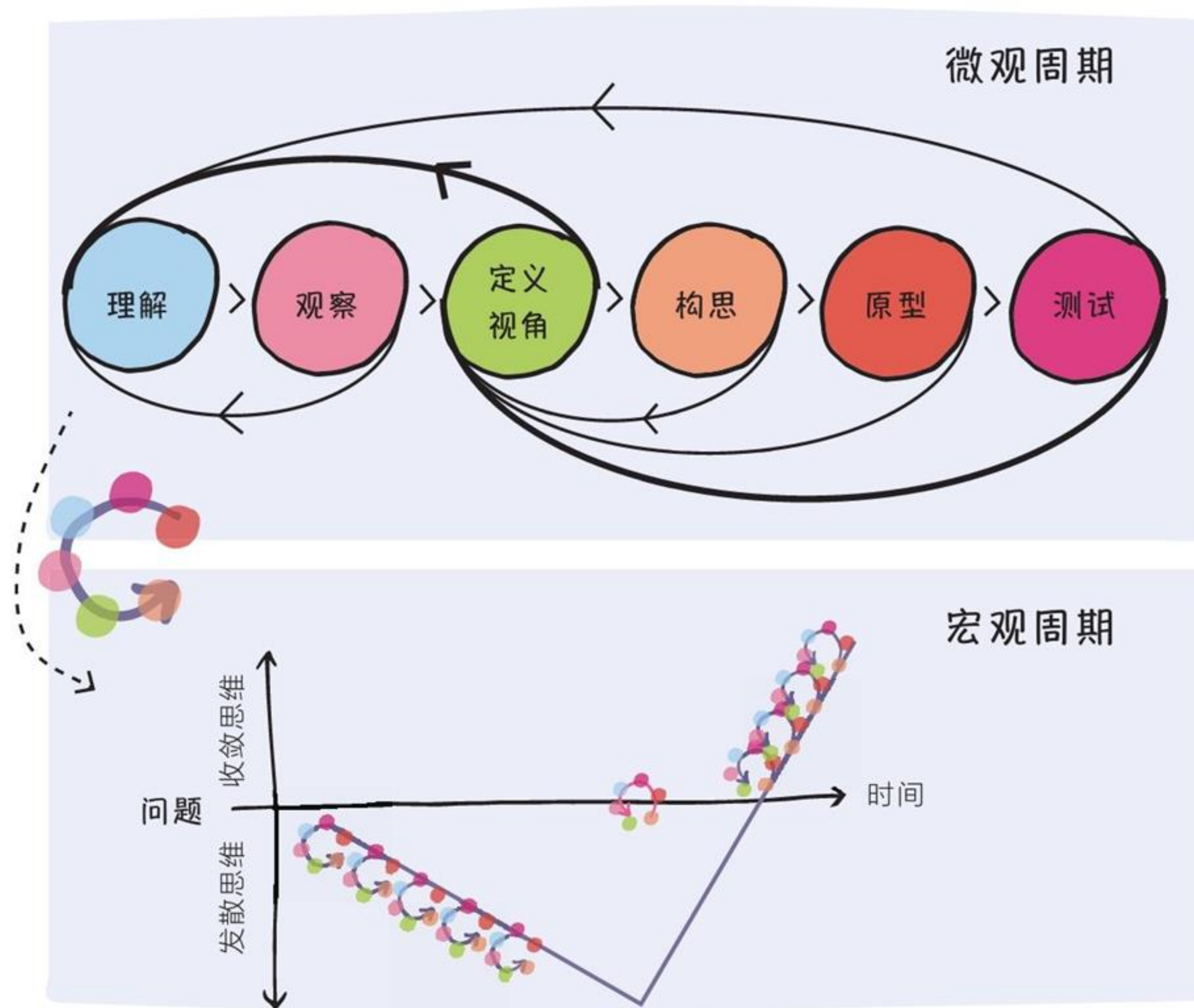
设计思维是.....



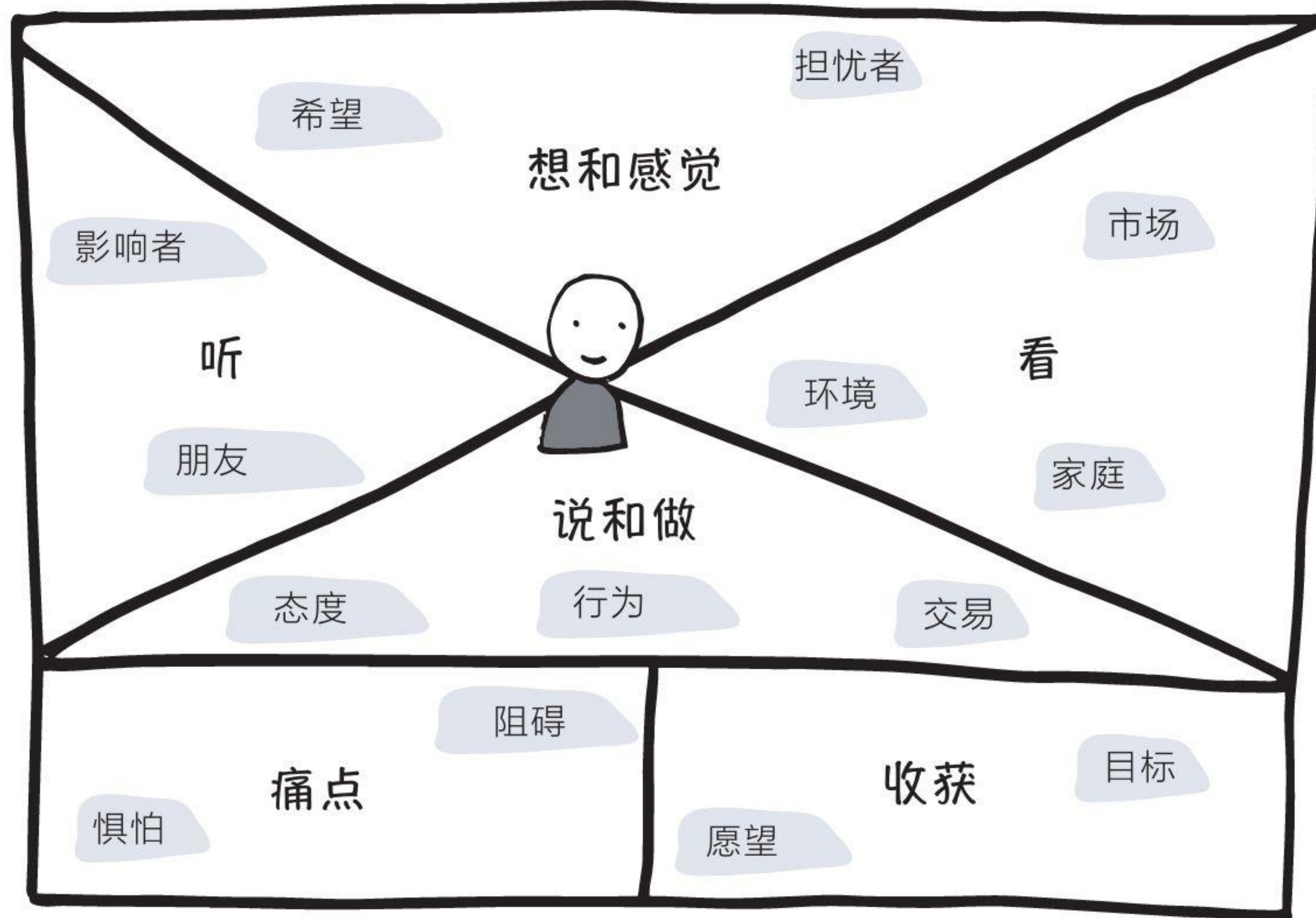
设计思维——思维的方式



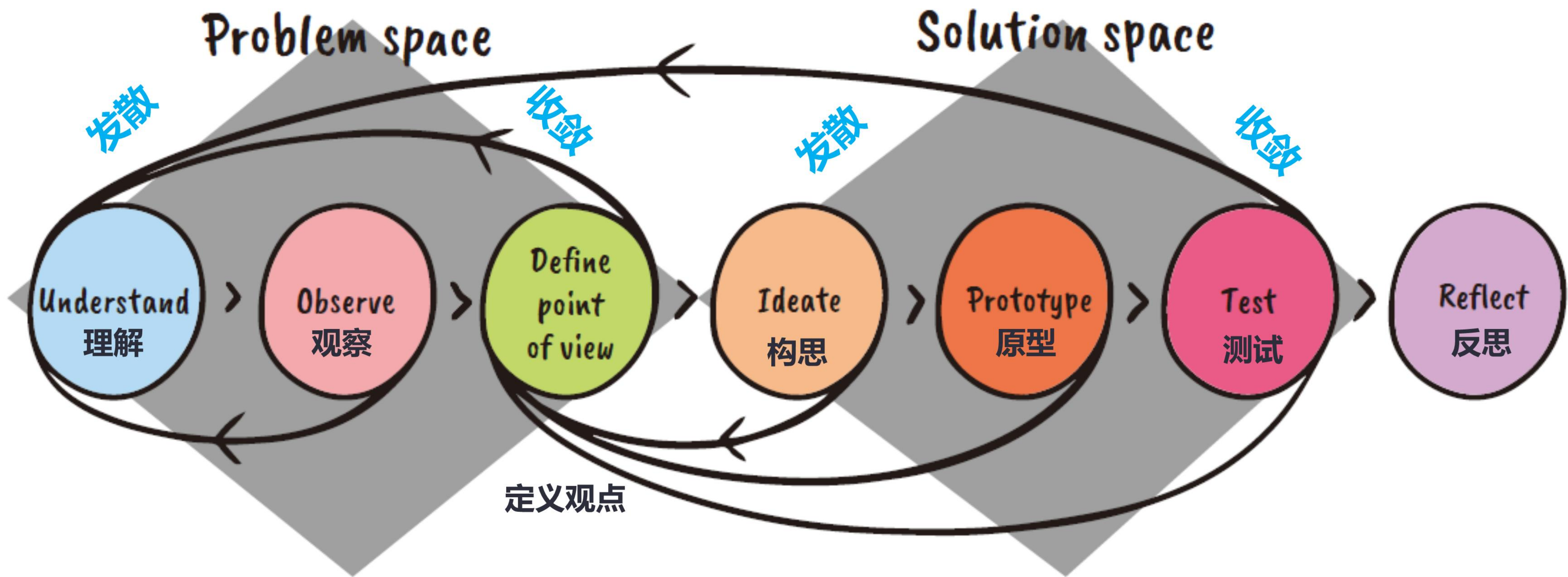
设计思维——工作流程



设计思维——实践工具



设计思维是以人为中心，创造性解决复杂问题的系统框架和方法



设计思维应用

DT + Strategy

战略敏捷
Strategic Agility

DT + Growth

增长引擎
Growth Initiatives

DT + business Model

商业模式创新
Business Model Innovation

DT + Experience

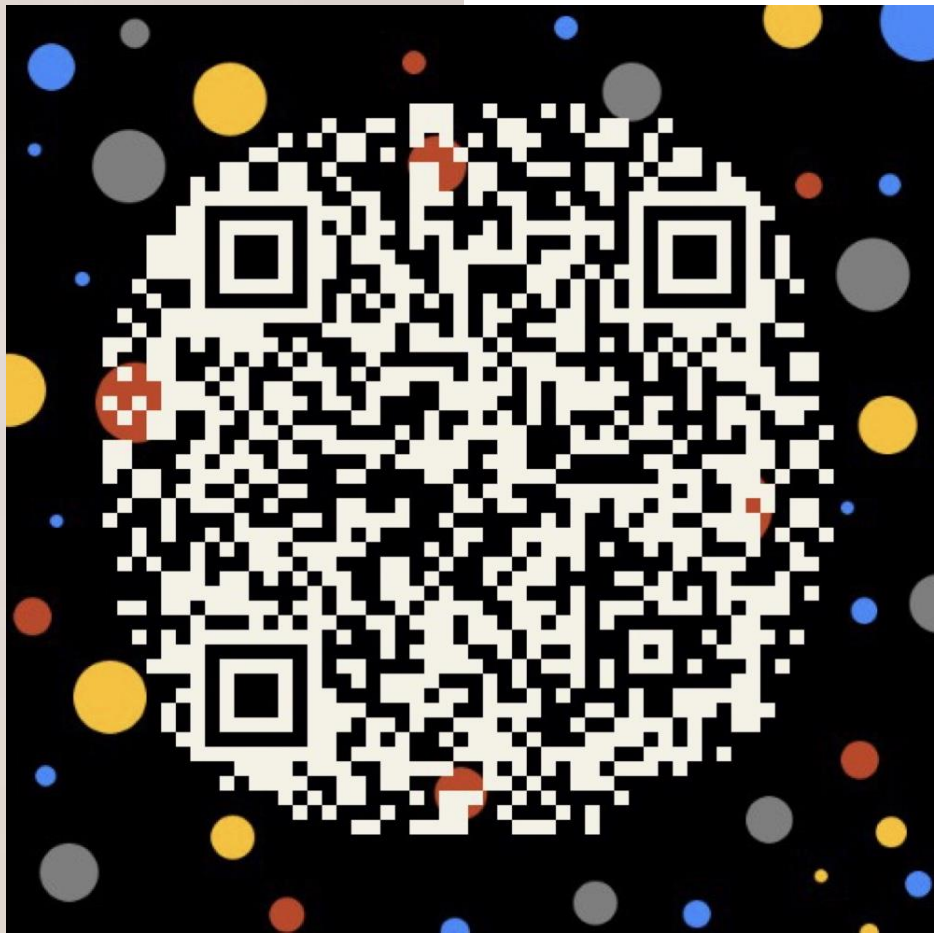
客户体验
Customer Experience

DT + Co-operation

团队协同
Team Alignment

DT + Talent Development

人才发展创新
TD Innovation



THANKS