Design Thinking & Adaptive Leadership:
A Framework for Human-Centered Change
Presented by

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To Grow a Culture of Problem Solvers, we need to:

1) Think differently about the types of problems we’re solving
2) Consider the skills we’ll need to solve new problems
3) Leverage frameworks that utilize the skill sets of the future
How are you checking in today?

- High energy
- High mood
- Low mood
- Low energy

4 1
3 2
What’s your Transformation story?
We are facing profound changes in every sector 

<table>
<thead>
<tr>
<th>Technology</th>
<th>Customers</th>
<th>Workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Rise of Mobile</td>
<td>• Expectations focused on speed, convenience and personalization</td>
<td>• Multiple generations</td>
</tr>
<tr>
<td>• Cloud platforms and services</td>
<td>• Technology driving new experiences</td>
<td>• Culture of entrepreneurship</td>
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<td>• Open source</td>
<td></td>
<td>• Purpose driven economy</td>
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<td>• Machine Learning</td>
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<td>• Competition for talent</td>
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<td>• AI</td>
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<td>• Virtual staff</td>
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<td>• Automation</td>
<td></td>
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<td>• Internet of Things</td>
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</tbody>
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In millions

- Boomers
- Gen Xers
- Millennials
- Silents

Note: Annual averages plotted 1995-2014. For 2015 the first quarter average of 2015 is shown. Due to data limitations, Silent generation is overestimated from 2008-2015.


Pew Research Center
Employee resistance to change and management behaviors, not budget or resources, are the primary factors in 70% of failed change management programs - McKinsey

62% of employee respondents identified culture as the main hurdle to digital transformation - CapGemini
Technical Infrastructure

- Software
- Machinery
- Process

Cultural Infrastructure

- Teams
- Change
- Leadership
- Culture
Adaptive Leadership

- Observation
- Interpretation
- Intervention

Design Thinking

- Immerse
- Frame
- Imagine
- Prototype
Adaptive Leadership

“...change that truly transforms an organization, be it a multibillion-dollar company or a ten-person sales team, demands that people give up things they hold dear: daily habits, loyalties, ways of thinking. In return for these sacrifices, they may be offered nothing more than the possibility of a better future.”

-Heifetz & Linsky, HBR 2002
## Technical vs Adaptive Changes

<table>
<thead>
<tr>
<th>Technical</th>
<th>Adaptive</th>
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</thead>
<tbody>
<tr>
<td>Clearly Defined Problem</td>
<td>Not clearly defined problem. Requires learning</td>
</tr>
<tr>
<td>Clear and known solution. Have all information required, goal is to</td>
<td>Solution unknown- requires learning, experimentation and gathering more</td>
</tr>
<tr>
<td>optimize execution.</td>
<td>information</td>
</tr>
<tr>
<td>Evokes a rational and logical response.</td>
<td>Evokes an emotional response- people may avoid or struggle to deal with</td>
</tr>
<tr>
<td></td>
<td>this</td>
</tr>
<tr>
<td>Uses existing processes, practices, behaviors</td>
<td>Challenges existing processes, practices and behaviors</td>
</tr>
<tr>
<td>Led with authority</td>
<td>Requires engaging stakeholders and bringing them along</td>
</tr>
</tbody>
</table>
Technical

Broken Arm

Adaptive

High Blood Pressure
Puzzle

Mystery
Each one of these thwarting tactics...grows out of people’s aversion to the organizational disequilibrium created by your initiative...people strive to restore order, maintain what is familiar to them, and protect themselves from the pains of adaptive change.

-A Survival Guide for Leaders, HBR 2002
People don’t fear change, they fear loss.
A framework for change

• Core
  • Company values
  • Who our customers are

• Emerging
  • New ways of working
  • New project process

• Legacy
  • Siloed teams
  • Some roles or titles
Competing Commitments
Questions to consider

• Am I solving a puzzle or a mystery?
• What might people be afraid of losing?
• What might be some competing commitments?
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21st Century Skills
Skills needed in 2020

• Complex Problem Solving
• Critical Thinking
• Creativity
• People Management
• Coordinating with Others
• Emotional Intelligence
Learners must cultivate 21st century skills, capabilities, and attributes

- Emotional Intelligence
- Curiosity
- Creativity
- Adaptability
- Resilience
- Critical Thinking
Learning & Innovation Skills

- Creativity and Innovation
- Critical Thinking & Problem Solving
- Communication
- Collaboration
Communication
Sharing thoughts, questions, ideas, & solutions

Critical Thinking
Looking at problems in a new way and linking learning across subjects & disciplines

Creativity
Trying new approaches to get things done equals innovation & invention

Collaboration
Working together to reach a goal, putting talent, expertise, & smarts to work.

Curiosity
The capacity for inquiry and the desire and ability to learn about something
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Design Thinking

immerse  frame  imagine  prototype

Communication  Critical Thinking  Creativity  Collaboration  Curiosity
immerse
TRYING TO UNDERSTAND THE BEHAVIOR OF SOME PEOPLE IS LIKE TRYING TO SMELL THE COLOR 9.
Start with Empathy
Observation vs. Interpretation
I need a bridge...
I need a way to get to the other side...
I need to collaborate with someone on the other side...
How might we design a better suitcase?
Design a Better Suitcase
How might we arrive at our destination with the resources we need for our trip?
How might we arrive at our destination...

This startup founder wants you to be able to go on a vacation without packing a suitcase
imagine
Psychological Safety

- When someone makes a mistake in this team, it is often held against him or her
- In this team, it is easy to discuss difficult issues and problems.
- In this team, people are sometimes rejected for being different
- It is completely safe to take a risk on this team.
- It is difficult to ask other members of this team for help
- Members of this team value and respect each others' contributions.
Yes, BUT ...
Yes, AND...
How would each of these professions design the DMV experience?
prototype
Prototype & Test

$ COST OF EXPERIMENT

Prototype, Fail & Learn Here

Too Late

PROJECT TIMELINE

LAUNCH

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• Provides services and financial support to people with developmental disabilities in the San Francisco Bay Area
• State of California Department of Development Services
• Assessment for services takes 3 months
Design Sprint
Questions to consider

- What have we done to build empathy and challenge our assumptions?
- Have we invited diverse perspectives into our ideation?
- How might we test our ideas quickly and cheaply?
To Grow a Culture of Problem Solvers, we need to:

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