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?

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What's your Transformation story?

We are facing profound changes in every sector

Technology

- Rise of Mobile
- Cloud platforms and services
- Open source
- Machine Learning
- AI
- Automation
- Internet of Things

Customers

- Expectations focused on speed, convenience and personalization
- Technology driving new experiences

Workforce

- Multiple generations
- Culture of entrepreneurship
- Purpose driven economy
- Competition for talent
- Virtual staff

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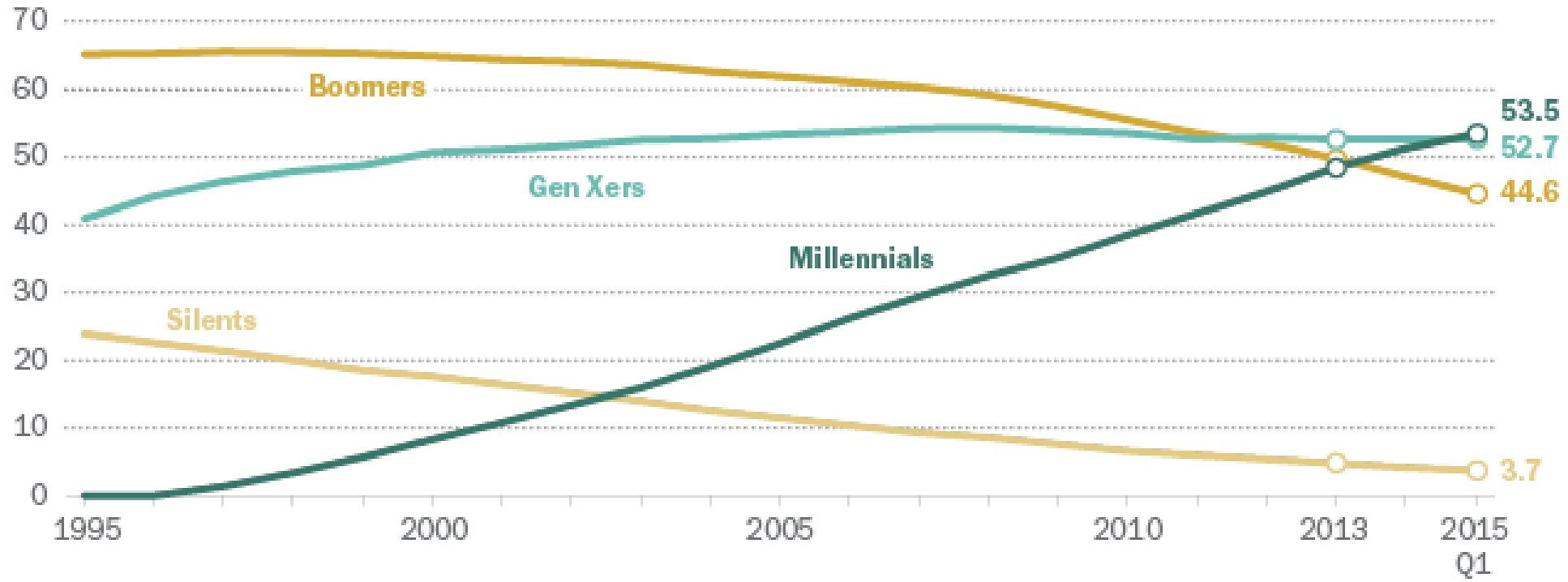
U.S. Labor Force by Generation, 1995-2015

In millions



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.

Source: Pew Research Center tabulations of monthly 1995-2015 Current Population Surveys, Integrated Public Use Microdata Series (IPUMS)

PEW RESEARCH CENTER

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FAIL
failblog.org

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

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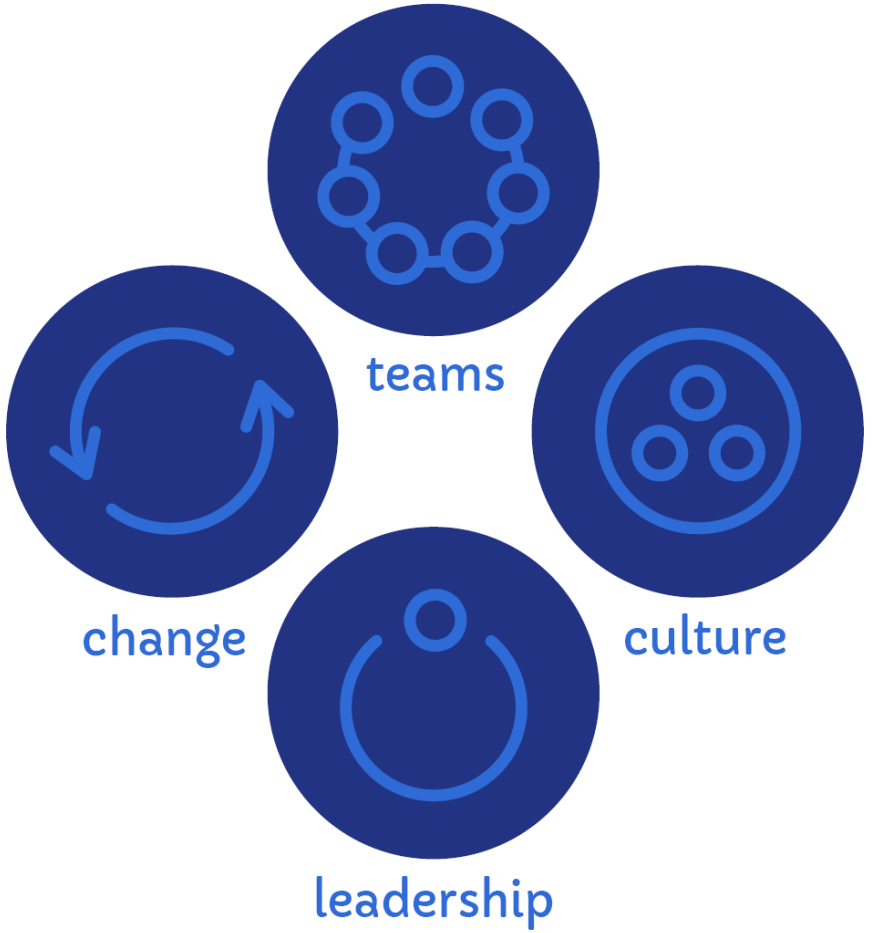
Technical Infrastructure

Software

Machinery

Process

Cultural Infrastructure



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BLACKJACK PAYS
must stand on 17 and
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Adaptive Leadership

Observation

Interpretation

Intervention

Design Thinking

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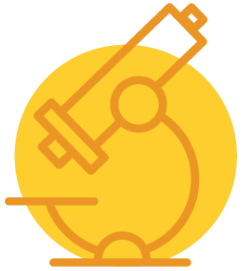

frame

imagine

prototype

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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

Adaptation

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Technical vs Adaptive Changes

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

Technical

Broken Arm

Adaptive

High Blood Pressure

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Puzzle

Mystery

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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

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Competing Commitments

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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

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SIMON KNEEBONE

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WORLD ECONOMIC FORUM

COMMITTED TO IMPROVING THE STATE OF THE WORLD

Global Challenge Insight Report

The Future of Jobs

Employment, Skills and Workforce Strategy for the Fourth Industrial Revolution

January 2016

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

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PewResearchCenter
NUMBERS, FACTS AND TRENDS SHAPING THE WORLD

MAY 3, 2017

The Future of Jobs and Jobs Training

As robots, automation and artificial intelligence perform more tasks and there is massive disruption of jobs, experts say a wider array of education and skills-building programs will be created to meet new demands. There are two uncertainties: Will well-prepared workers be able to keep up in the race with AI tools? And will market capitalism survive?

BY *Lee Rainie and Janna Anderson*

FOR MEDIA OR OTHER INQUIRIES:

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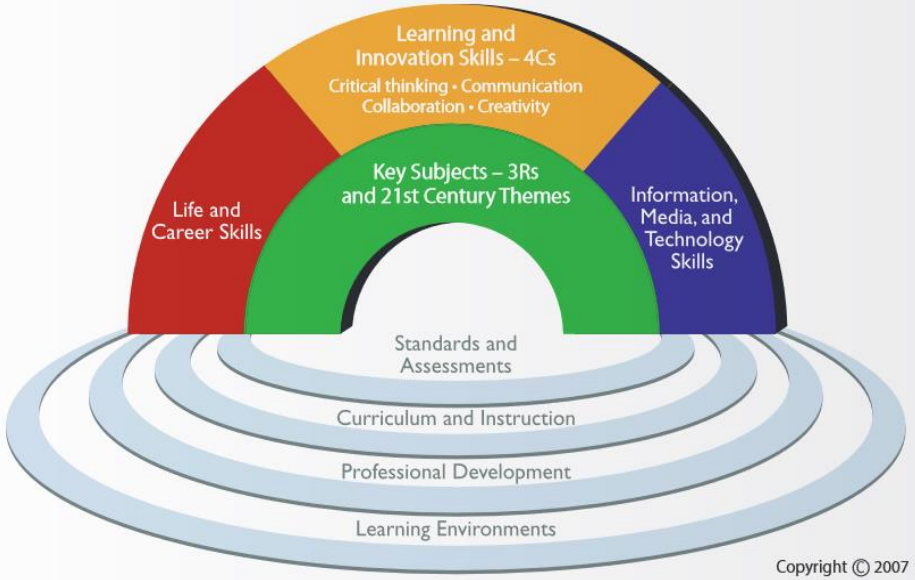
RECOMMENDED CITATION: Lee Rainie and Janna Anderson. "The Future of Jobs and Jobs Training." Pew Research Center, May 2017. Available at: http://www.pewinternet.org/2017/05/03/the-future-of-jobs-and-jobs-training/

P21 PARTNERSHIP FOR 21ST CENTURY LEARNING

Framework for 21st Century Learning

A unified vision for learning to ensure student success in a world where change is constant and learning never stops.



21ST CENTURY STUDENT OUTCOMES AND SUPPORT SYSTEMS

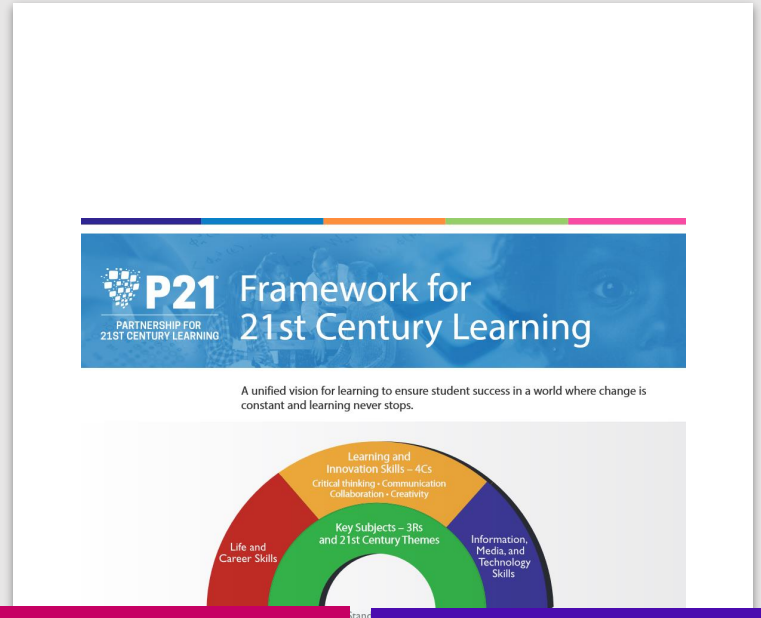
The P21 Framework for 21st Century Learning was developed with input from educators, education experts, and business leaders to define and illustrate the skills, knowledge, expertise, and support systems that students need to succeed in work, life, and citizenship.

The Framework continues to be used by thousands of educators and hundreds of schools in the U.S. and abroad to put 21st century skills at the center of learning. All elements of the Framework are critical to ensure 21st century readiness for every student.

When a school, district, or state builds on this foundation, combining knowledge and skills with the necessary support systems of standards, assessments, curriculum and instruction, professional development, and learning environments - students are more engaged in the learning process and graduate better prepared to thrive in today's digitally and globally interconnected world.

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

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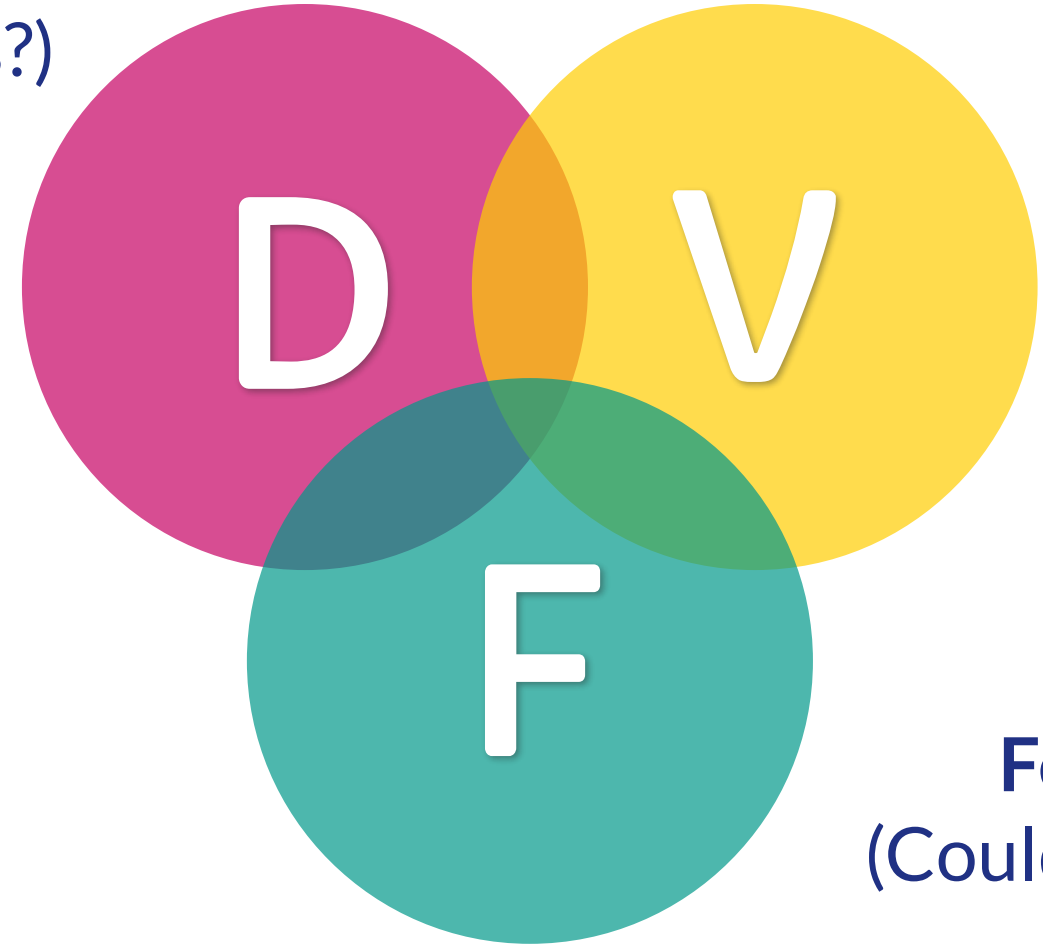
Desirability
(Do people want this?)



Viability
(Should we do this?)

Feasibility
(Could we do this?)

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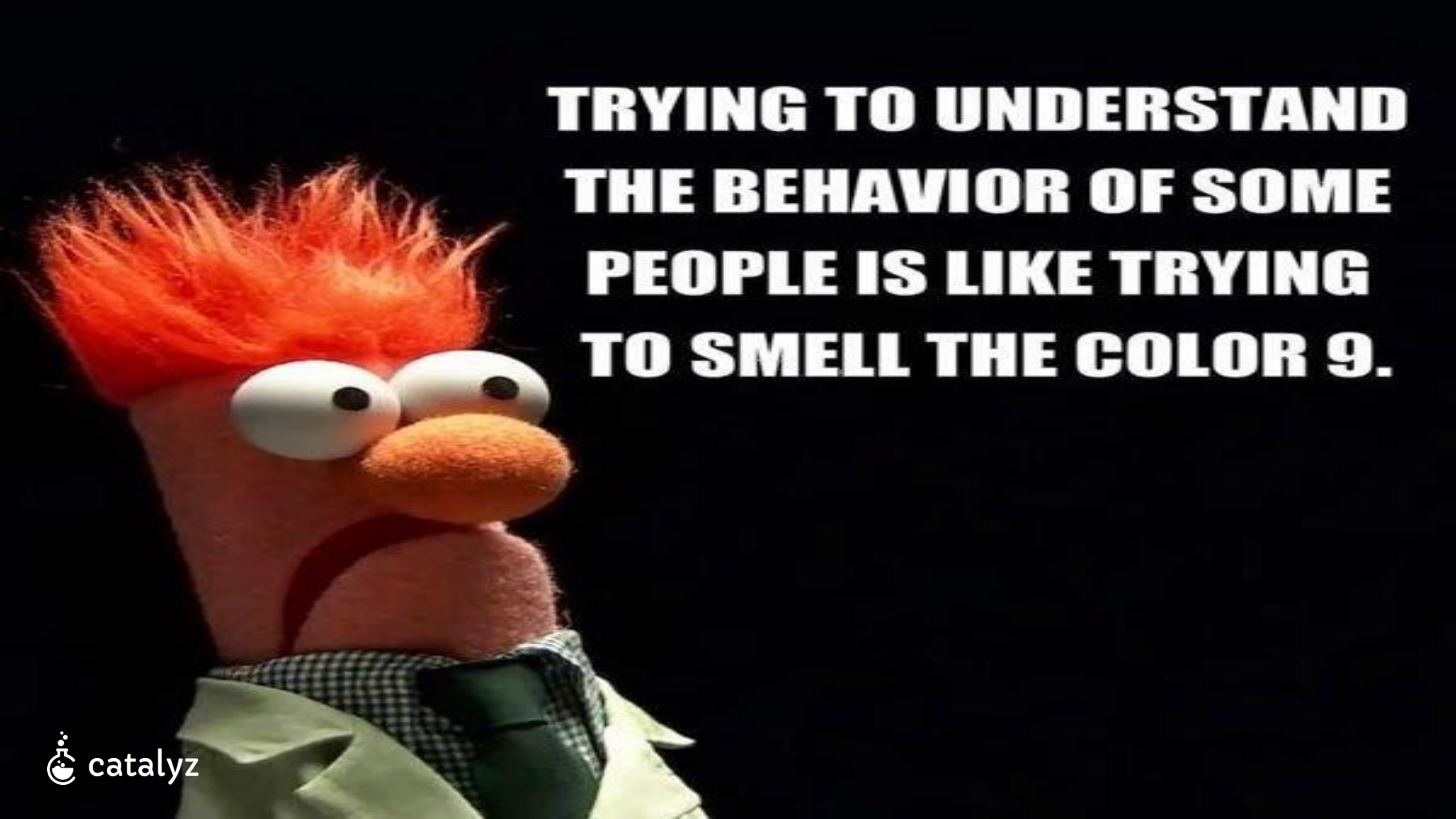
Communication

Curiosity


TRYING TO UNDERSTAND
THE BEHAVIOR OF SOME
PEOPLE IS LIKE TRYING
TO SMELL THE COLOR 9.
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Start with Empathy

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Observation vs. Interpretation

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frame

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Critical Thinking

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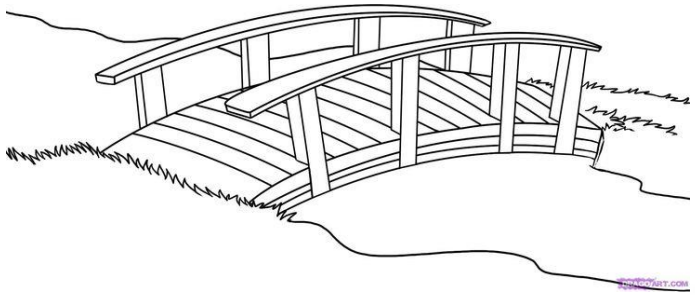
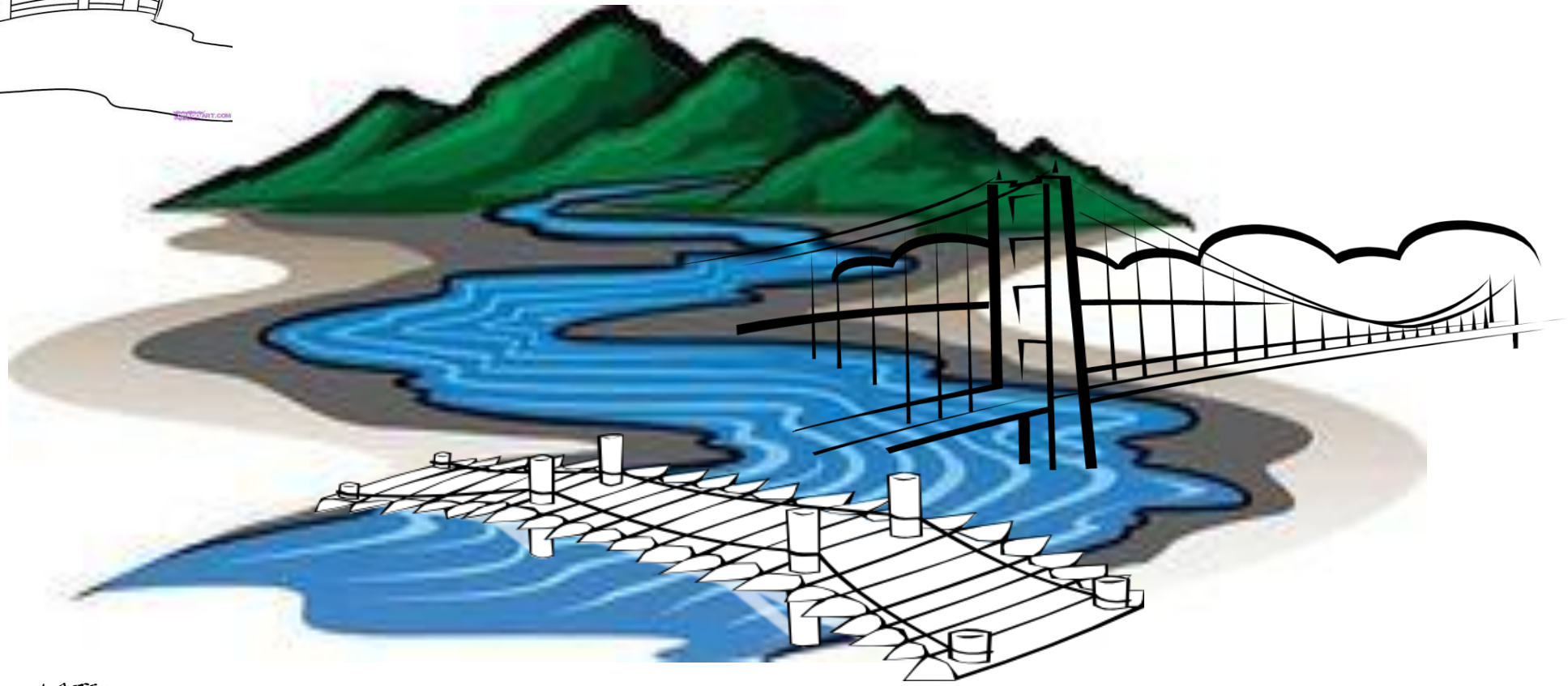
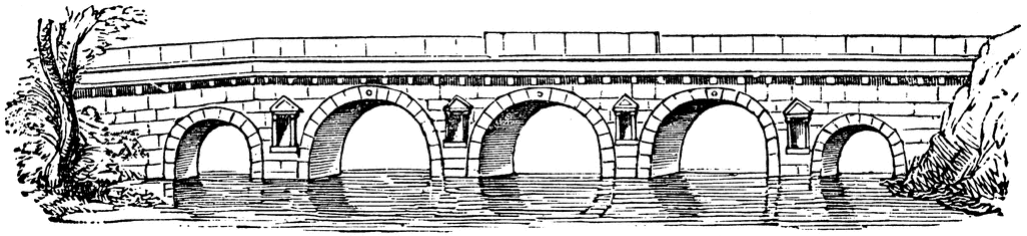
I need a bridge…







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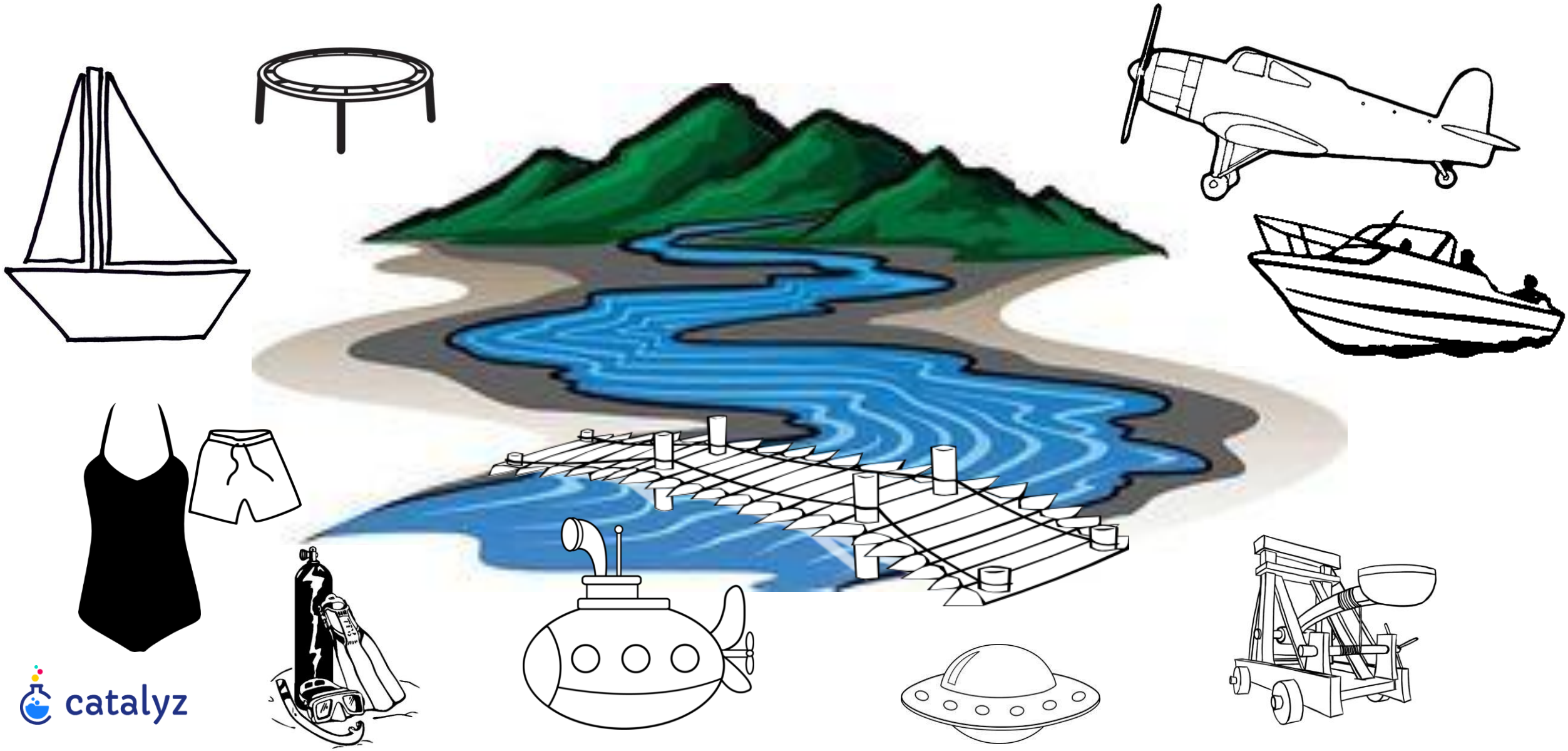
I need a way to get to the other side...



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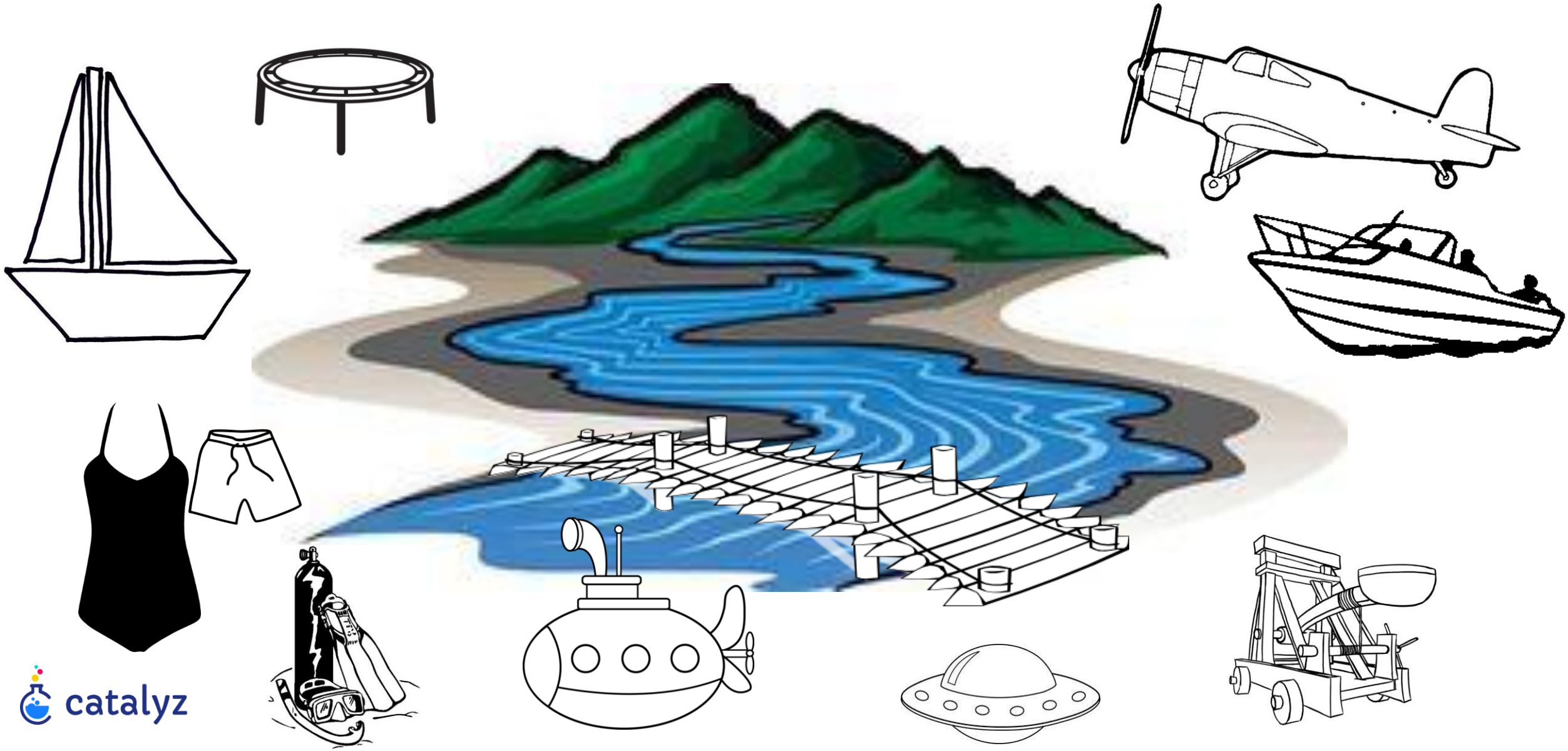
I need to collaborate with someone on the other side...



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How might we design a better suitcase?

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Design a Better Suitcase

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How might we arrive at our destination with the resources we need for our trip?

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How might we arrive at our destination...

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

JILLIAN D'ONFRO

MAR. 14, 2015, 11:18 AM | 4,527 | 4

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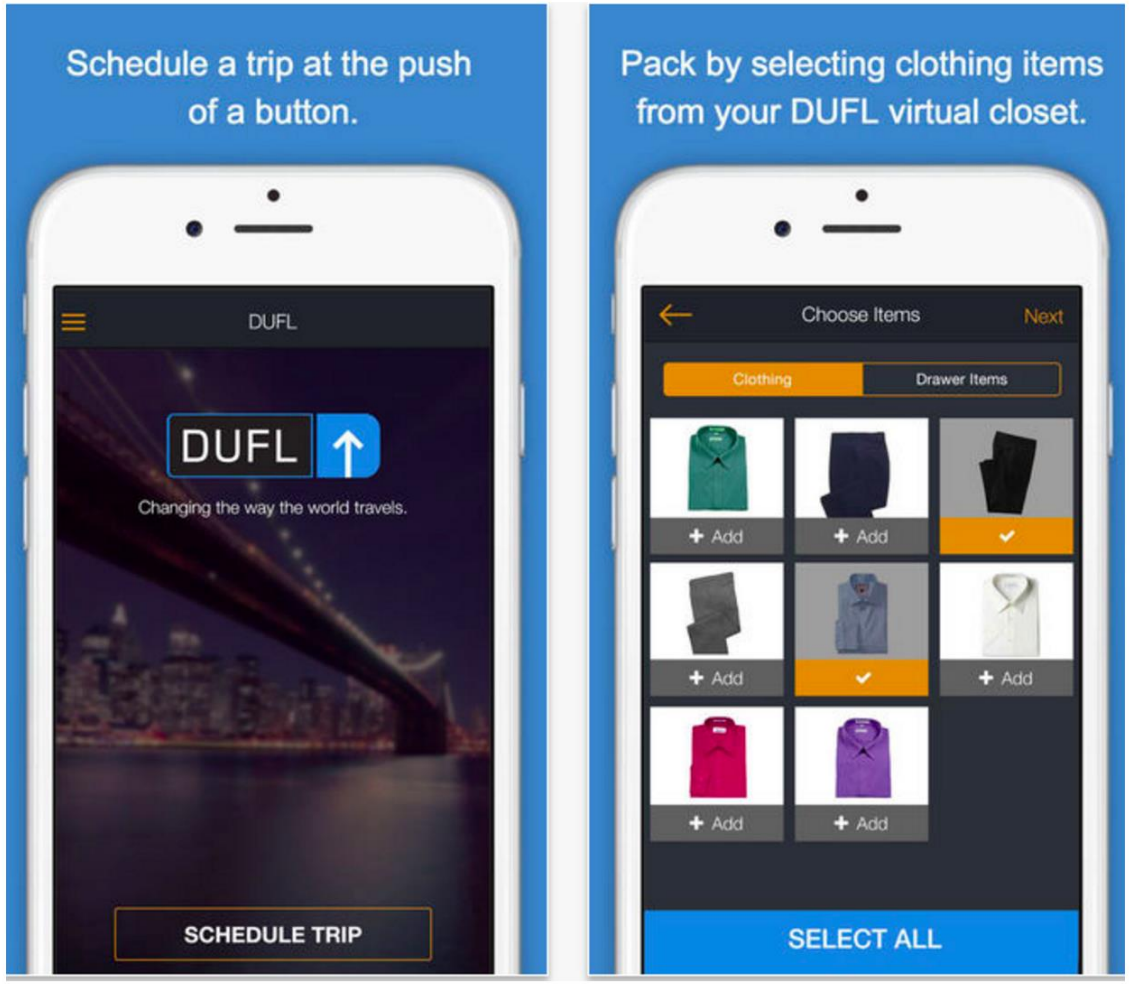

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imagine

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Creativity

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.

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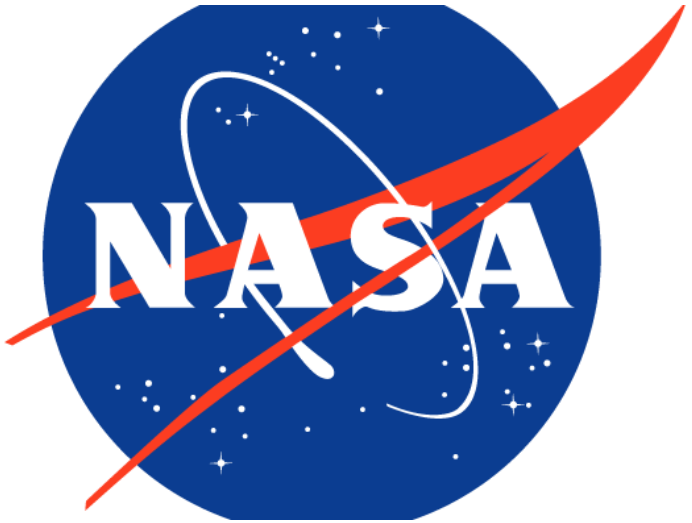
How would each of these professions design the DMV experience?



TESLA

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prototype

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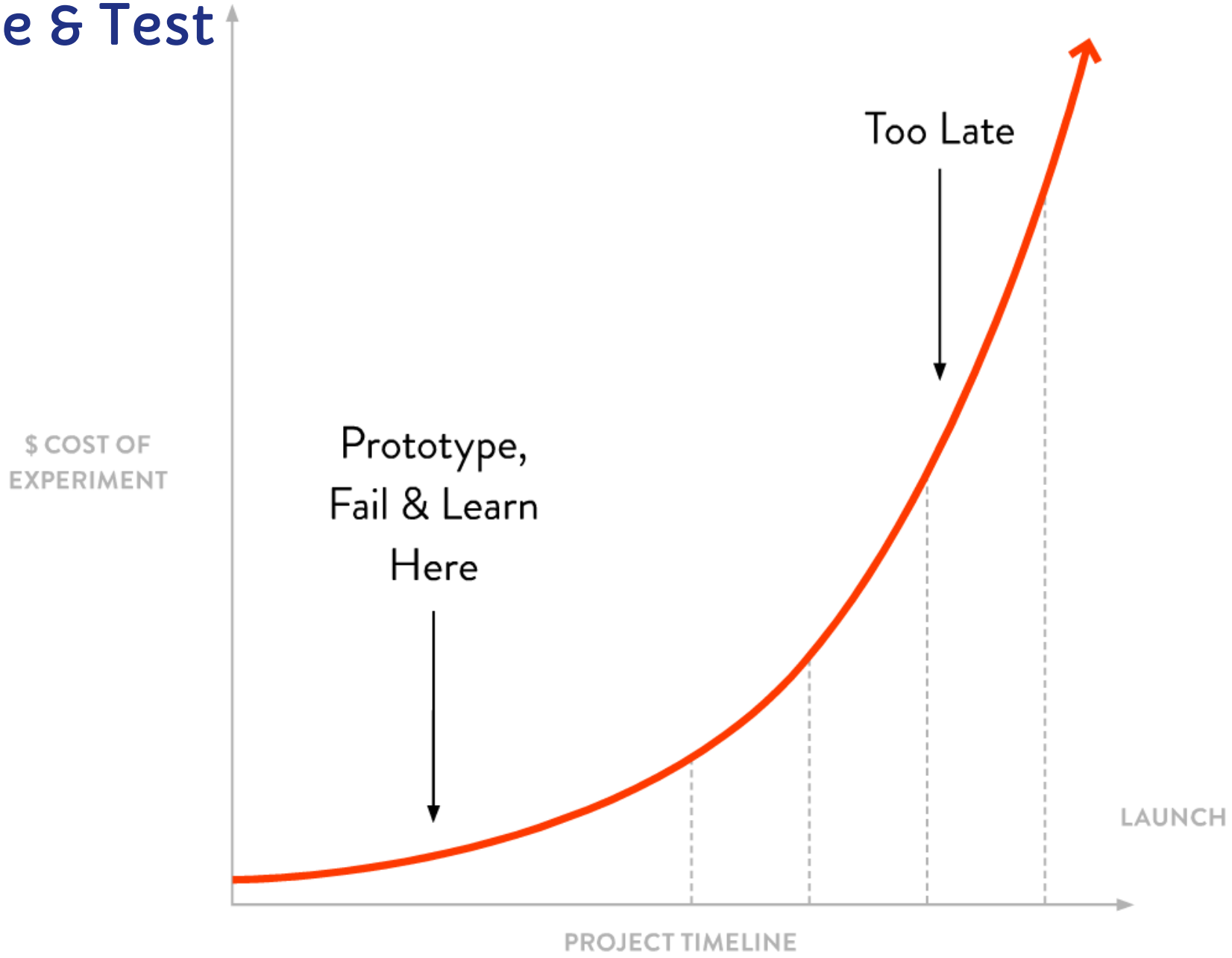
Communication

Collaboration

Prototype & Test



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Golden Gate Regional Center

Belong, Contribute, Thrive

- 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

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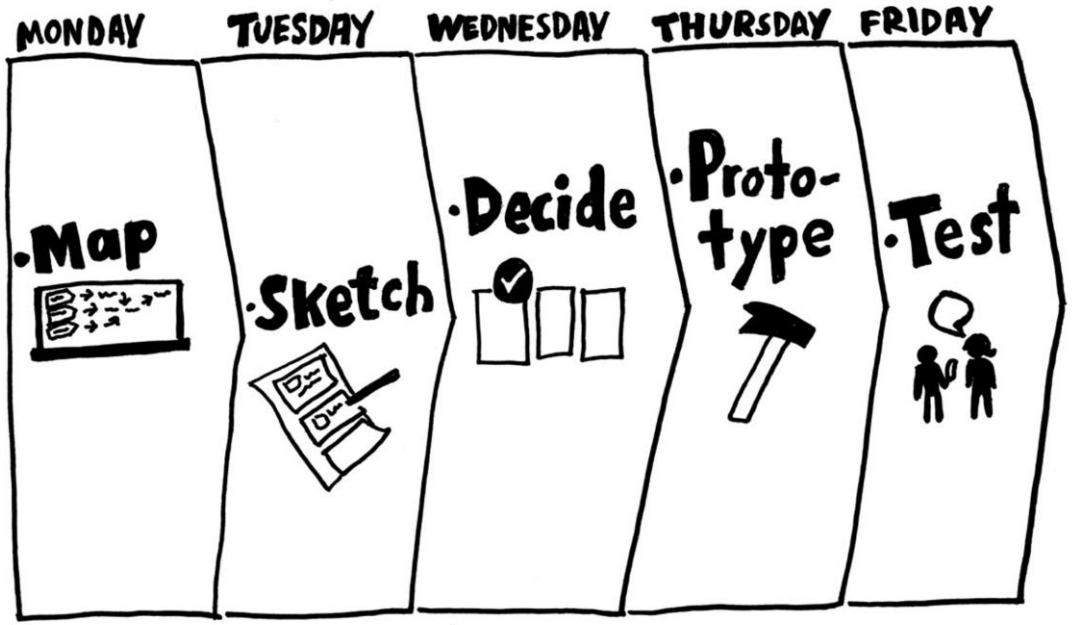
Design Sprint



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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?

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