



Thanks so much for joining us for Design Thinking Mindsets to Supercharge Your Work! We hope you walked away with some creative approaches to bring to your work.

Question Storming

What is it?

Question Storming is a tactic that can help you expand your view of a change or problem.

Why use it in change management?

By shifting to problem-finding, Change Managers can broaden their perspective about what the change is all about. Plus, taking a “problem finding” lens helps us think more broadly and inclusively, and discuss aspects of the change that we didn’t even realize were there.

When to use it?

This tool is great at the start of a project, or if the project is underway and you hit a point where you are dealing with a high amount of ambiguity.

How do you do it?

This can be done by yourself, or with other stakeholders like members of your change team.

1. Grab a stack of sticky notes and a sharpie. Online collab tools like MURAL or Miro work great, too.
2. Write down as many questions as you can about the change.
3. Cluster similar ideas together.
4. Reflect — what are the high-priority questions to answer? Where can you start to gain clarity? What needs to be explored further?



Empathy Map

What is it?

Empathy Mapping is a tool you can use to help you better understand the life and experience of people directly affected by the change.

Why use it in change management?

Taking time to understand the ecosystem of people impacted by any business change can help you better understand the opportunity, help the people impacted see value in the change, and ultimately help you land the change.

When to use it?

This can be a great activity to use as you are doing stakeholder mapping and planning the change. Or it can be used farther along in the project if you are trying to develop messaging and understand people who are resistant to the change.

How do you do it?

1. Fill out the [Empathy Map template](#) with assumptions you have about your core stakeholders (think about your executive sponsor, senior and junior employees, and end users). MURAL and Miro also have existing empathy map templates you can leverage for virtual work.
2. This can be done solo or in a group with your key stakeholders to help everyone build a deeper understanding of the change.
3. As you conduct stakeholder interviews, validate your assumptions by asking questions about what they are thinking, feeling, and doing about the change.
4. Use your answers to build change solutions that address the deeper understanding you have from these maps.



Crazy 8s

What is it?

A tool to help with divergent thinking, encouraging you to come up with a high volume of ideas at once.

Why use it in change management?

Bringing creativity and new approaches to your Change Management work can help you overcome change fatigue, better engage your stakeholders, and help generate excitement for a change.

When to use it?

Any time that you want to infuse creativity and new ideas into your work.

How do you do it?

1. This can be done solo, or better yet, with a group of your key stakeholders.
2. Fold a piece of paper into 8 pieces.
3. Set a timer for 5 minutes (the time constraint can add to the creativity and spur new ideas.)
4. Come up with 8 unique ideas. Don't spend too much time on any one idea and don't be tied to the practical. Remember, it's easy to bring a wild idea back down to earth.
5. If facilitating this for a group, consider asking thought-provoking questions starting about halfway in, such as...
 - a. What if we had an unlimited budget?
 - b. What if Lizzo wanted to join in?
6. Review your ideas with others. What was surprising? What could inspire solutions in your change project?



Prototyping

What is it?

Making your ideas “real enough to feel” in order to get feedback and quickly iterate to make them better and move forward with confidence.

Why use it in change management?

The concept of “failing quickly” is core to Design Thinking and can be really helpful for Change Management. Failing quickly helps you quickly eliminate what *won't* work and shine the light on what can. This can help you figure out any avoidable roadblocks in advance and build them into your change plans.

When to use it?

Once you have an idea — it can be done with very early ideas (Post-it note fidelity) or once your idea is more developed (e.g. running an early pilot).

How do you do it?

1. Once you have an idea you'd like to get feedback on, make that idea “real enough to feel.” This can be either analytical (a visual representation of an idea like a rough draft of your change plan) or experiential (like observing somebody using a tool before rolling it out broadly).
2. Get feedback on this idea from the right people such as a stakeholder of the change program or an employee experiencing the change.
3. Act on the feedback you receive, adapting your idea to make it stronger. This will help you move forward with confidence.



Pre-Mortem

What is it?

A Pre-Mortem is similar to a Post Mortem, except you do it at the *start* of a project to anticipate what might go wrong.

Why use it in change management?

A Pre-Mortem is another way to vet your change. It allows you to get perspectives from key stakeholders on all the ways your change might possibly go wrong so you can address those problems before you reach them.

When to use it?

The beginning of a project

How do you do it?

1. Gather together core stakeholders (your executive sponsor, core working committee, key partners like your technical team, etc.). Think about who will be core to project success or who might be able to surface constraints.
2. This can be done in person with sticky notes, or virtually in MURAL or Miro.
3. Set the stage by telling everyone that you are time-traveling to the future, and unfortunately, our change has failed. Ask them to come up with as many ideas as they can for why. One idea per Post-it note.
4. Go one by one and have people share the reasons they came up with for why things failed. Cluster by themes.
5. Discuss the themes and how you might mitigate those risks as you build your change plan.



Resources

If you're interested in learning more about Design Thinking, here are a few great resources:

- [Gamestorming: A Playbook for Innovators, Rulebreakers, and Changemakers](#) by Dave Gray, Sunni Brown, and James Macanufo:
This resource references 80 “games” that help you generate ideas, build stronger relationships with your stakeholders, and more
- [Change by Design, Revised and Updated: How Design Thinking Transforms Organizations and Inspires Innovation](#) by Tim Brown:
Foundational text on Design Thinking with a lot of great real-world examples
- LinkedIn Learning course - [Design Thinking 101](#)