



ABIGAIL HUNT

CONSULTING

Operational Leaders in Legal Conference

Design Thinking: An innovative approach fit for changing times

**Abigail Hunt
9 March 2017**



Together, we will:

- investigate how design thinking can help law firms adapt and succeed in times of rapid change (both internally and in relation to clients)
- review the practical process, tools and mind sets for creating a culture of continuous innovation
- look at how design thinking accelerates the pace at which new services, processes, products and strategies are prototyped, tested and launched

Design thinking

- a human-centred approach to innovation used by some of the world's most innovative companies
- an innovative toolkit suited for a world where rapid change is the norm
- a simple set of tools drawn from some key design principles
- balances creativity with analytical rigour and encourages cross-disciplinary collaboration
- always starts with **empathy** for the people using the product, service, strategy or process being created

With its shared framework, language and methodology, design thinking can help law firms, to

- consistently identify emerging internal and client-facing opportunities before competitors
- be responsive to changing client and employee needs
- accelerate the time to successful launch of new solutions
- unlock the potential of the organisation's diverse talent
- increase organisational agility and employee engagement
- save time and money

With **empathy** upfront and central to the process later solutions are

- inspired by insights discovered by interacting with people and finding out what is desirable to them
- not lead by what is technically feasible or financially possible

Design thinking creates an overall mindset shift where empathy, a bias for action, collaboration and experimentation become the norm.

Valuable ideas are not just generated, they are successfully implemented.

Design thinking also includes later techniques such as:

- **framing the opportunity**
- **better brainstorming**
- **lateral thinking**
- **rapid prototyping**
- **iterating**
- **testing**

SAP:

“Untamed, complexity kills – slowing things down, adding unnecessary costs, wasting precious resources, and preventing people from seeing opportunities for game-changing innovation. I believe the solution lies in design – and specifically, “design thinking.”

- Sam Yen, Chief Design Officer, SAP

Who uses design thinking?

Google

P&G



PlayStation™



AIRBUS



Design thinking is on the curriculum of many top business schools including Harvard, Wharton, Cambridge and Warwick.

The Northeastern University School of Law in the US has established the NuLaw Lab which uses design thinking to develop new legal services and business models.

We increasingly hear about legal sector innovation awards and initiatives like Reed Smith's innovation hub and Baker McKenzie's recent announcement that they were the first law firm to embrace design thinking on a global scale.



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**in collaboration with you, the
Operational Leaders Team**

**A strategy planning workshop
to create a roadmap
– our working example
using design thinking**

**Abigail Hunt
9 March 2017**



The context for today's strategy planning session

- opening comments from **Charlie Forster**, the head of our team
- response from **Mary Holgate**, the firm's chief executive

A people-centred approach to our strategy planning

Increasing our **empathy** for internal and external **stakeholders**

- reviewing the gallery scan around the room showing your recent market research, data and quotes from interviews with stakeholders
- using the template on your clipboard make of a note of points that surprise you or provide clues about unmet stakeholder needs and opportunities for even better collaboration

Bringing key stakeholders in to the room

In pairs, select a persona template, give your persona a name and answer the questions below to bring your internal or external stakeholder to life

Q: What does success look like in your role?

Q: What are you most concerned about today?
Over the next 2 years?

Q: What are you most excited about today?
Over the next 2 years?

Q: In what ways is the Operational Leaders Team important to you and how do you work together/influence one another?

So who is in the room?

Share a brief snapshot of your completed stakeholder persona with the group

Challenge yourself to deliver the snapshot in the first person “I” form so that you are standing in the shoes of the persona

Put your persona template up on the wall and see if you can keep all stakeholders in mind throughout the session

It is 9 March 2019

The last 2 years have been years of great growth as well as transformation and profitability for your law firm. The Operational Leaders Team has experienced record success and is widely regarded as the most effective and innovative operational leaders team in the legal sector.

Also, internally, the team were recently awarded the coveted Outstanding Achievement Award for their contribution to the firm's wider success.

You are about to be interviewed by the Financial Times about exactly how the team contributed to the firm's success over the last 2 years...

Use the questions below to guide your interview preparation:

- What were the top 3 most important actions that contributed to this success?
- What were the first “quick wins” you achieved?
- What hurdles did you have to overcome and how did you do this?
- How did the firm support your team’s success?
- How were you able to tell you were on the right track?
What changes did you observe?

How do you need to evolve to achieve your March 2019 success?

In a new group of 2 or 3:

Flesh out key **challenges**, related **stakeholders** and likely **hurdles**

Debate the major **changes** that will be required (create a short list on the wall and rank most important top - bottom)

Agree at least 2 specific questions/challenges that merit further consideration today

Prepare to share those 2 questions/challenges with the whole group

Finding possible solutions to some specific questions.....

The rules of better brainstorming...



Defer judgment



Encourage wild ideas





Build on the ideas of others



Stay focused on the topic

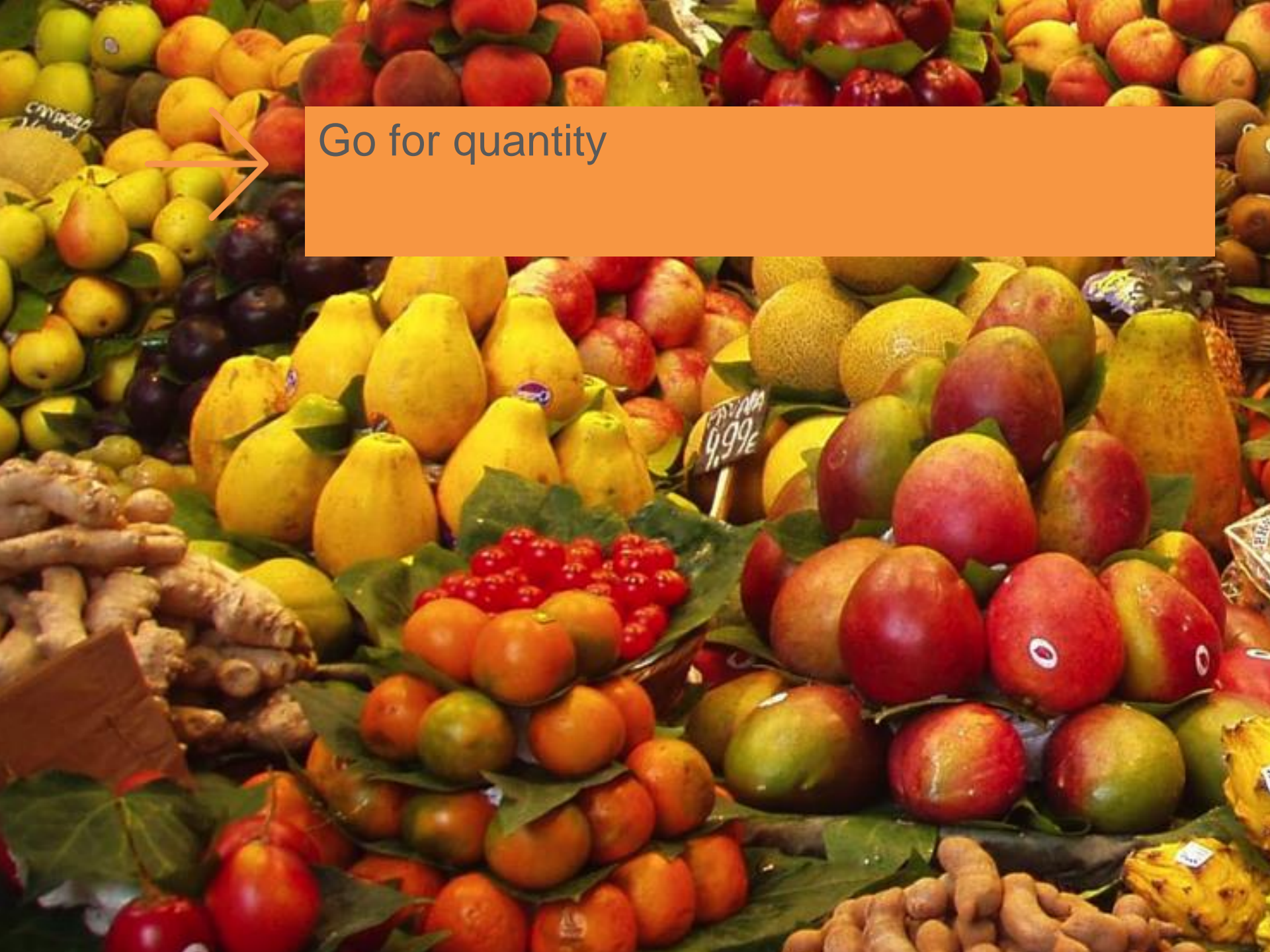


One conversation at a time





Be visual



Go for quantity

Rules of better brainstorming

1. Defer judgment
2. Encourage wild ideas
3. Build on the ideas of others
4. Stay focused on the topic
5. One conversation at a time
6. Be visual
7. Go for quantity



Brainstorm Defibrillators



How would a Martian do it?

What if you had infinite funds?

What if you had to do this with no budget?

What approach would definitely get you fired?

Agree the best 3 ideas and share with the rest of the group

See if you can avoid owning ideas and build on the ideas of others instead

Select ideas that you feel excited about pursuing

Consider having a dot vote

“Decision time”

Identify the top 4 - 5 things you need to do over the next 2 years

Sense-check these things against your team’s over-riding purpose

Agree what needs to start/stop/continue and what should be done more/less to support each of the 4 - 5 emerging business objectives

Set out 4/5 business objectives on the wall to form a high level road map

Discuss some of the **challenges** of achieving these objectives (divide in to smaller groups to focus on specific objectives if helpful)

Complete and put in order of **priority** the colour-coded road map templates

Share your thinking with the whole group and update or move the templates where necessary

Check that the different business initiatives fit together to achieve the team's overall purpose

Recap

You:

- conducted market research and interviewed key stakeholders
- reviewed the gallery scan
- built personas to represent key stakeholders
- empathised with/stood in the shoes of a range of those stakeholders
- time travelled to a very successful future and worked out how you got there
- shared your insights and experience
- identified changes required and challenges to be overcome
- generated multiple ideas and selected the best ones
- collaborated to create a valuable road map to inform a strategic plan

Is there commitment to, as follow up to this session,

- continuing to work together to test and refine the objectives?
- agreeing simple action plans to implement the objectives?
- taking responsibility for driving that action?

Thank you



Design Thinking



- **A human-centred innovation approach** used by many of the most consistently innovative companies to generate valuable new services, products, strategies and processes
- A comprehensive framework and creative toolkit to build and support a **culture of innovation**

How design thinking accelerates the pace that new services, processes, products and strategies are prototyped, tested and launched:

- **rapid prototyping** and **testing** (experiments)
- fast, focused iterations build on good ideas and help teams to decide which ideas should be shelved
- accelerates idea-invoice cycle and increases likelihood of acceptance by internal and external stakeholders
- shared language, action over prevarication, drawing on combined experience, learning from experiments, fast fail, collaborating, learning from other sectors

Rapid prototyping can be as simple as a rough sketch, a simple storyboard or model. It might be a flow chart, a role-play, a video or a paper-prototype.

“Failing fast” and getting feedback from users and other stakeholders early on allows teams to continue to

- experiment with ideas and iterations in low-cost, low-risk ways
- incorporate the learning from each range of testing
- increase buy in from stakeholder testers

We have discussed the **benefits** of design thinking. Now, in new pairs, discuss the **barriers** to making design thinking part of a particular law firm's culture and **how these might be overcome**.

You may want to consider:

- shifting from a specialist to a beginners mindset (e.g. asking questions with a real interest to understand rather than giving advice)
- moving from a practice defined by precision, relative uncertainty and avoidance of risk
- leaving the comfort zone for ambiguity and new learning
- changing the adviser/client dynamic to one of partners

How can a firm create a **culture of innovation**?

- a shared understanding of how innovation works and the business case for doing it (re internal innovation and re clients)
- take a strategic approach – make it a central/intentional e.g. firm-wide initiative with projects not just one off innovations
- a shared language/framework for everyone (not just fee-earners)
- leadership modelling, aligning systems, rewards and behaviours
- learn from other sectors and make small experiments

P&G:

"Don't turn it into an education program. Turn it into a problem-solving machine."

"Design education is not what we've been doing," she says. "I am trying to grow the business."

- P&G - Cynthia Tripp, marketing director for global design

GE HEALTHCARE:

To nudge employees to use these creative skills, Schwartz says, GE measures and rewards them not only on what they achieved but also how they achieved it, based on "growth traits" such as clear thinking, inclusiveness, and imagination.

When these traits become used more widely, "the results in the marketplace are remarkable."

- Robert Schwartz, formerly associate director of P&G's Global Design Organization now GE Healthcare - general manager of global design for the past two years.

Embracing design thinking brings many secondary as well as primary advantages.

Just one secondary advantage is the foundation for wider, more meaningful conversations with clients about innovation. Joint innovation projects and related learning could be mutually beneficial.

Developing a culture of innovation aligned to business strategy with related systems, behaviours and mindsets takes time.

There is every advantage in adopting this more innovative, open to ambiguity and continuous learning approach sooner rather than later – these are the skillsets that will dominate the near future.

Thank you

Suggested links:

[http://www.treehouseinnovation.com/sites/default/files/Building a Culture of Innovation \(ARK2015\).pdf](http://www.treehouseinnovation.com/sites/default/files/Building%20a%20Culture%20of%20Innovation%20(ARK2015).pdf)

[http://www.treehouseinnovation.com/sites/default/files/MP May-2015 Cover Story 0.pdf](http://www.treehouseinnovation.com/sites/default/files/MP_May-2015_Cover_Story_0.pdf)

www.abigailhunt.com

www.treehouseinnovation.com

<https://www.mollercentre.co.uk/psfg/>