Contents

We begin with the results of the global survey, an explanation of the design thinking process, and a brief checklist. In addition, warm-ups are presented that loosen up the mood and fit the respective situation. In terms of content, the presentation of the tools follows the logic of the design thinking micro-process. At the end of the Toolbox, we will present initiatives that show how design thinking can herald in a cultural transformation in the context of the company and beyond.

Preface 5
The Toolbox in a nutshell 10
The global survey 13
What is design thinking? 17
Quick start 27

The Toolbox 36

Warm-ups that fit the setting 39

Clapping game 41
Bingo 42
Stop & go 43
30 circles 44
Ninja 45
Marshmallow challenge 46

Understand

47

Problem statement 49
Design principles 53
Interview for empathy 57
Explorative interview 63
Ask 5x why 67
5W+H questions 71
Jobs to be done 75
Extreme users/Lead users 79
Stakeholder map 83
Emotional response cards 87

Observe

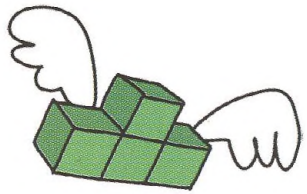
91

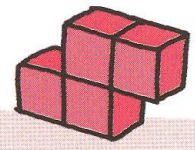
Empathy map 93
Persona/User profile 97
Customer journey map 103
AEIOU 107
Analysis questions builder 111
Peers observing peers 115
Trend analysis 119

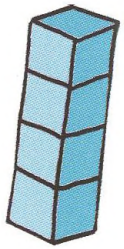
Define point of view

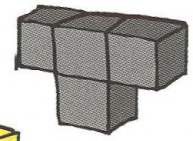
123

"How might we..." question 125
Storytelling 129
Context mapping 133
Define success 137
Vision cone 141
Critical items diagram 145





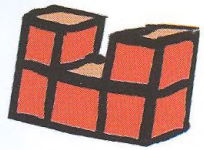




Ideate

149

Brainstorming 151
2x2 Matrix 155
Dot voting 159
6-3-5 Method 163
Special brainstorming 167
Analogies & benchmarking as inspiration 171
NABC 177
Blue ocean tool & buyer utility map 181



Prototype

185

Frequently used kinds of prototypes 187
Exploration map 195
Prototype to test 199
Service blueprint 203
MVP 207

Test

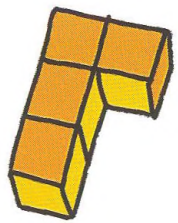
211

Testing sheet 213
Feedback capture grid 217
Powerful questions in experience testing 221
Solution interview 225
Structured usability testing 229
A/B Testing 233

Reflect

237

I like, I wish, I wonder 239
Retrospective "sailboat" 243
Create a pitch 247
Lean canvas 251
Lessons learned 255
Road map for implementation 259
Problem to growth & scale innovation funnel 263



Applications 267

Universities: ME310 at Stanford University 269
Companies: "Co-creation toolbox" by Siemens 273
Intrapreneurship: "Kickbox" by Swisscom 277
Transformation: "Digital transformation road map" 281
Promotion of young talent: "Young innovators" 285
Personal change: "Design thinking life" 289

Closing words 293
Authors & contributors 296
Sources and index 301
Workshop Planning Canvas 309