

Design thinking and the Future of EDP

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EDP Innovation
Immersion
Program

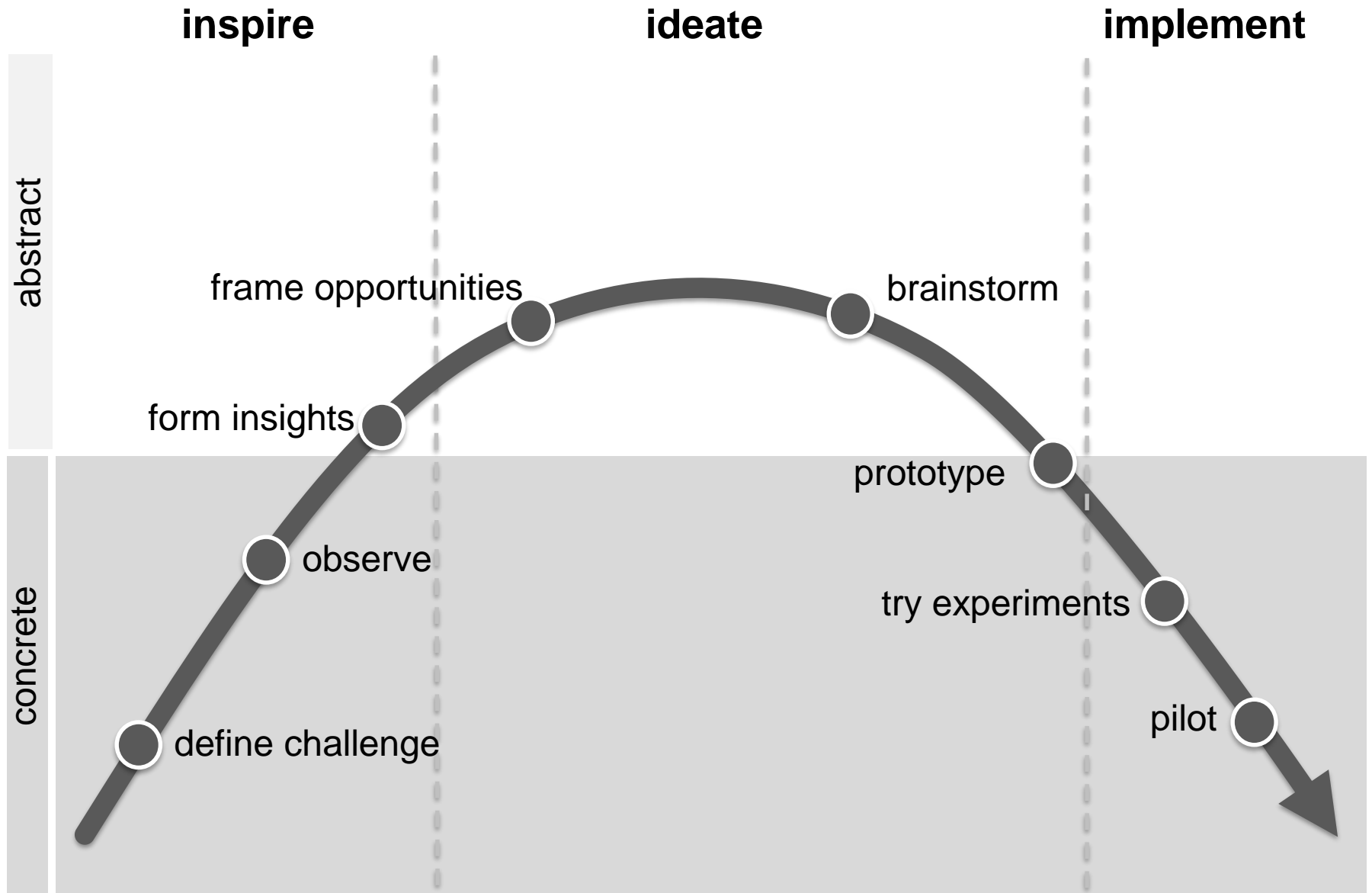
Today's Objectives

- Understand the value of design thinking for innovation at EDP
- Design structures to support innovation at EDP (insights, ideas, prototypes)
- Be prepared to implement changes (experiments)
- Reflect on process

Before we get started ...

- What kind of thinker are you?
- What do / don't you know about design thinking?
- What value do you think DT might bring to EDP's innovation group?

A design thinking process



Inspire

The problem or opportunity that motivates the search for solutions

Output: **Insights**

A great Insight is Authentic (supported by the data), Non-Obvious (not something you'd immediately think of), and Revealing (describes how users think / feel).

Ideate

The process of generating ideas

Output: **Ideas**

A great Idea is Inspirational (novel and exciting), Connected (solves a real problem), and Relevant (related to the original design challenge).

Implement

The path that leads from the project room to the market

Output: **Experiments**

A great Experiment is Low Risk (safe audience and low cost), Quick & Easy (easy to build and run), and Generative (will grow the idea).

Tell stories (15 min)

1. Tell stories about innovation at EDP – what have you experienced?
2. Talk in the past tense about things that actually happened, *not* generalities
3. Identify **themes, patterns, insights** across stories

“... brilliant insights into the mysteries of the change process at the heart of personal and organizational success ... Any leader seriously interested in developing new strengths in others—and in oneself—needs to read this book.”

—DANIEL GOLEMAN, author, *Emotional Intelligence*

IMMUNITY TO CHANGE

HOW TO OVERCOME IT AND
UNLOCK THE POTENTIAL
IN YOURSELF AND
YOUR ORGANIZATION

ROBERT KEGAN
LISA LASKOW LAHEY

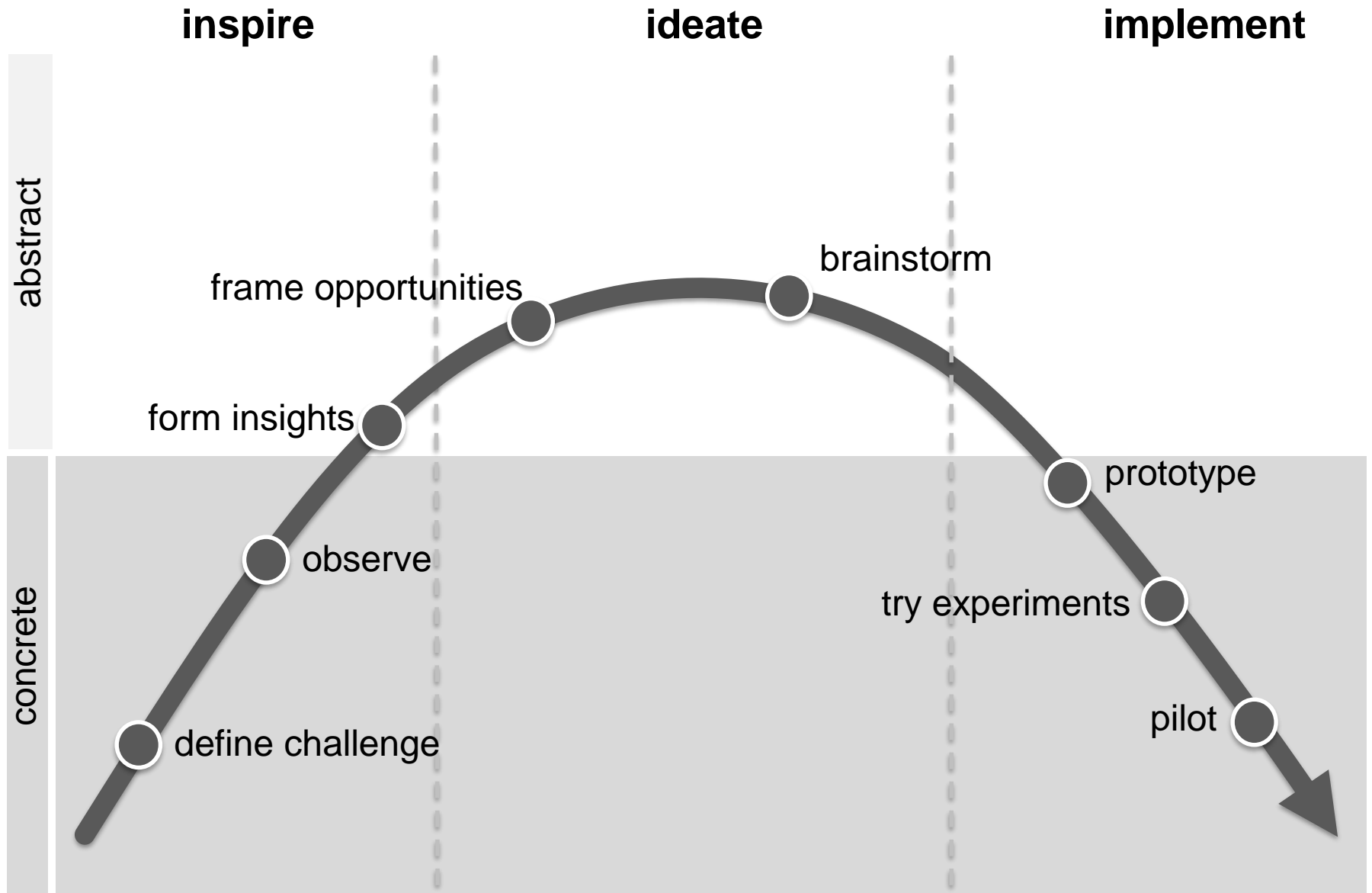
Authors of How the Way We Talk Can Change the Way We Work

HARVARD BUSINESS PRESS

Now let's “double-click”
on your stories ...

1. Things we're doing
and not doing
2. Competing
commitments
3. Hidden assumptions

A design thinking process



Frame opportunities (15 min)

1. If EDP could do only one thing to become more innovative, what would it be?
2. Turn that into a question, begin with the words "how might we ..."
3. For example, "how might we more quickly find emerging technologies?"

Brainstorm

DESIGN SESSION

TEAM 1: MATT, PATTY, SHANNON, MEG, KATIE

TEAM 2: CAROL L., JORDAN, ELLEN, JENNIFER, SHERI

TEAM 3: MARINA, JACOB, COREY, MA

TEAM 4: RAE, TERR

TEAM 5: CHRIS, W

TEAM 6: TIM, R

What fun, unexpected, or important information does OSR 19 need to know about

Interdependence/ values

Connection

Work in ways that honor independence

Honoring interdependence

Honor Inter

Conn

PEOPLE / DESIRE BROADENED CONNECTION

Building connections

Share

E-Value quality of life

Disc

growing needs

ORGS. LOOKING TO MEET GROWING NEEDS

Sustain

Serving others w/ Hospitality & gratitude

Sharing

VOLUNTEERS NEEDED

ATTUNEMENT:

FRI: Team Activities

SAT: Prayer

SUN: Torah

PEOPLE NEEDED:

FRI: _____

COMMONS:

CLOSING: FAMILY

IDEO's 7 rules of brainstorming

Defer judgment

There are no bad ideas at this point. There will be plenty of time to judge ideas later.

Encourage wild ideas

It's the wild ideas that often create real innovation. It is always easy to bring ideas down to earth later!

Build on the ideas of others

Think in terms of 'and' instead of 'but.' If you dislike an idea, challenge yourself to build on it and make it better.

Stay focused on the topic

You will get better output if everyone is disciplined.

Be visual

Try to engage the logical and the creative sides of the brain. A quick sketch can help make your idea more understandable to someone else.

One conversation at a time

Allow ideas to be heard and built upon.

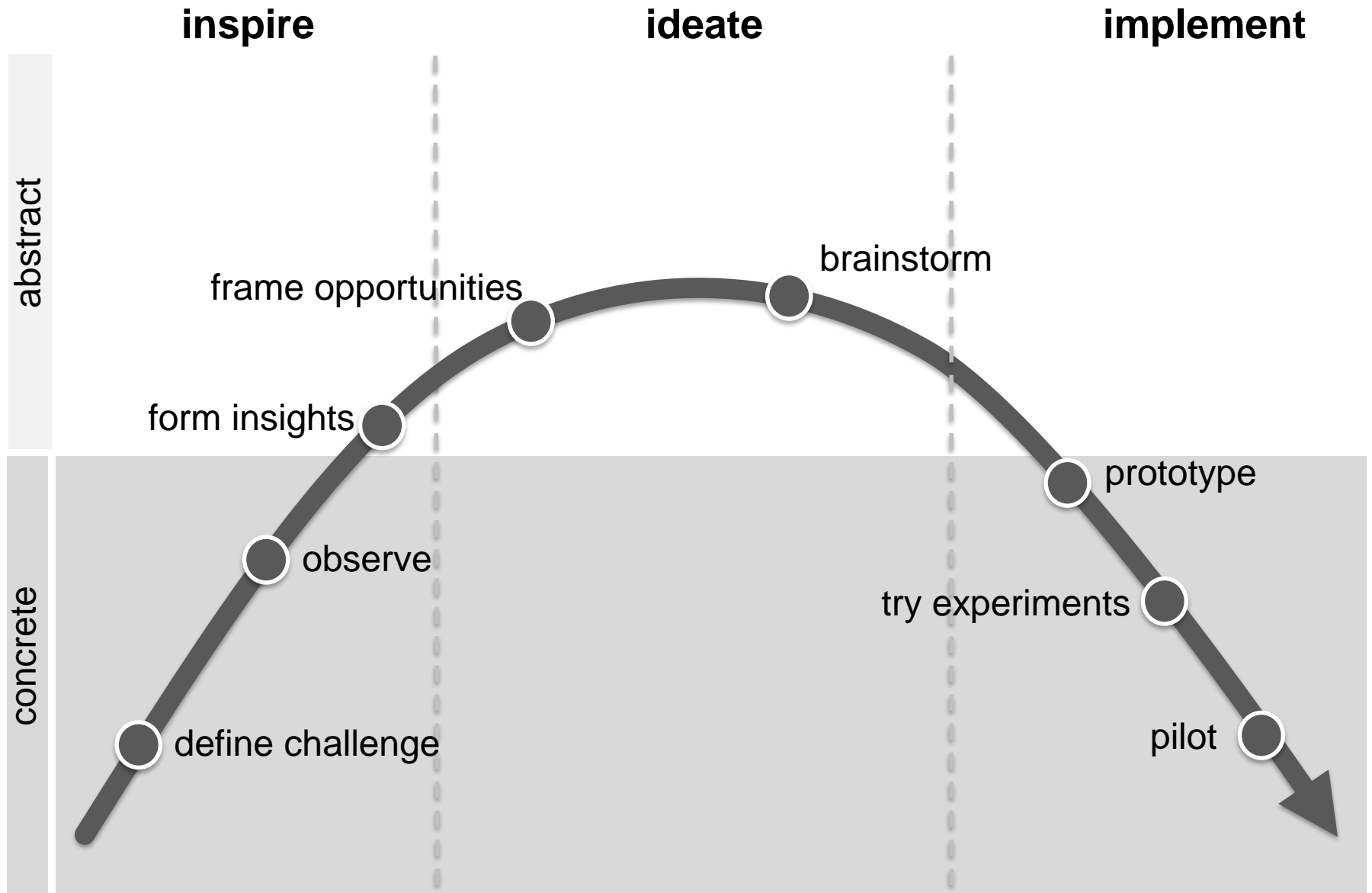
Go for quantity

Set a big goal for number of ideas and surpass it! Remember there is no need to make a lengthy case for your idea since no one is judging. Ideas should flow quickly.

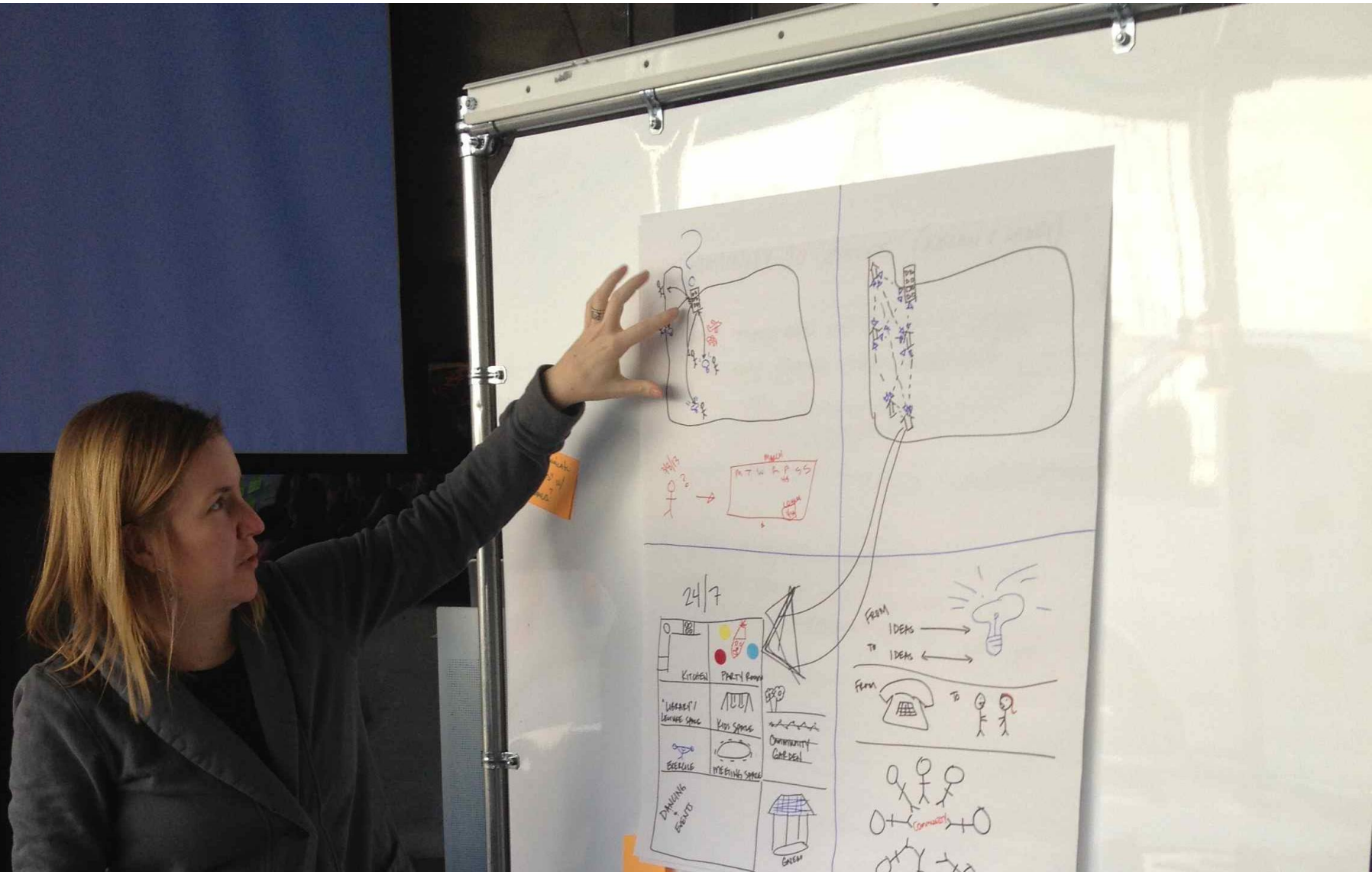
Possible things to design:

**roles/rules/tools/events/space/activities/
measures/incentives/**

A design thinking process



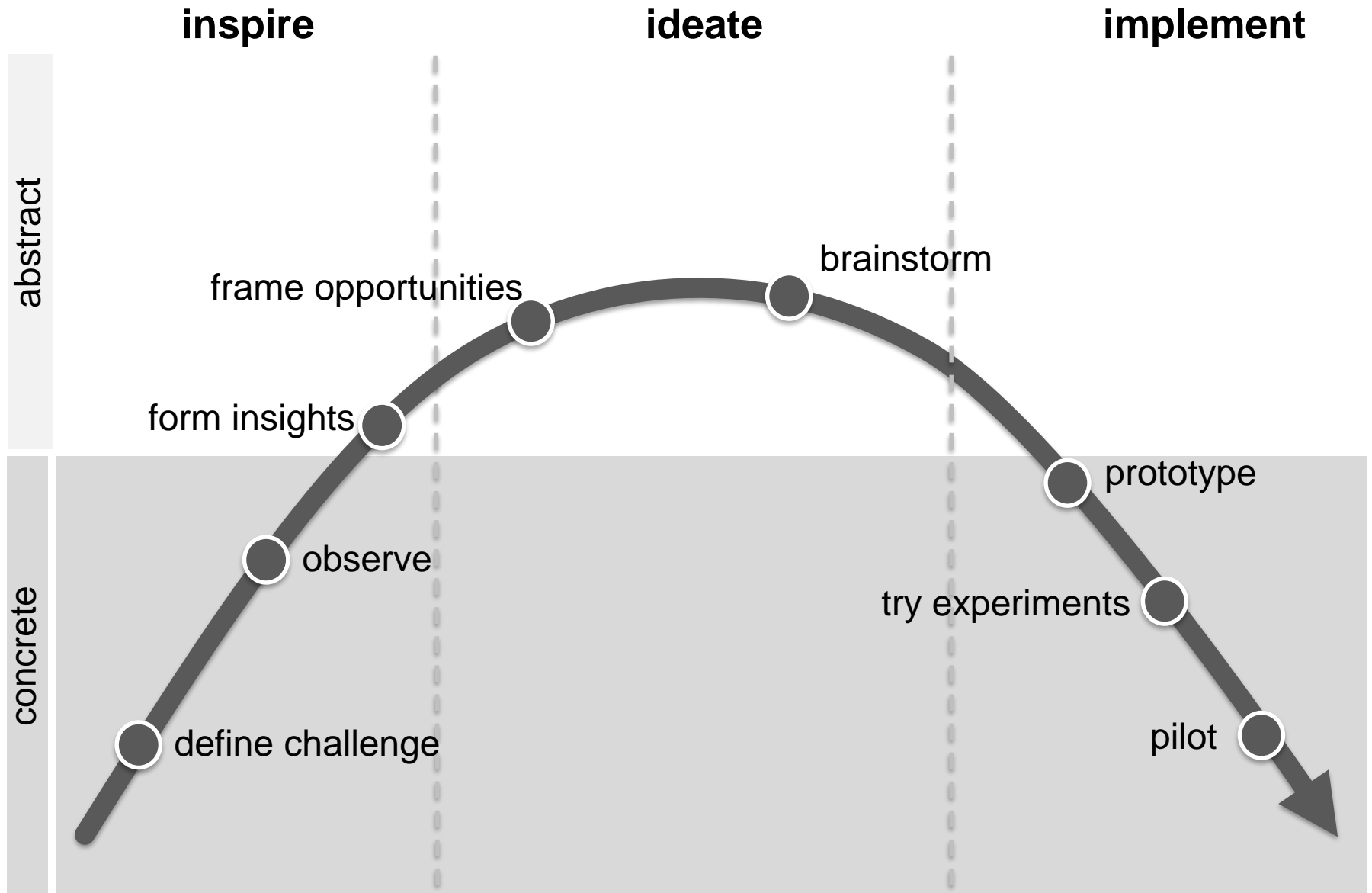
Prototype (storyboard)



Develop a storyboard that illustrates how your new structure will enable innovation at EDP.

Try to incorporate different [non-obvious] structures.

A design thinking process



Experiment (= prototype in system)



Experiment (= prototype in system)

Internal Moments of Truth

Experiment Summary



You are the Dinner Conversation

Internal Moments of Truth Experiment Background



You are the Dinner Conversation

Our Hypothesis

- The Family is critical in shaping a TM's view of the Company, and is a key decision-maker / influencer in the TM's "intent to stay".
- Throughout a TM's employment, there are internal moments of truth (new-hire, promotion, working a holiday) where the TM and the Family make-up their mind about the Company.

Our Experiment

- We will attempt to reshape the Dinner Conversation by making the Family the Center-Point and Recipient of TM Recognition at a critical Moment of Truth (above-and-beyond) behavior.
- We'll test whether this approach yields a stronger sense of connection, pride, and purpose among the TM and the Family.

Our Subjects

We'll focus on our Drivers who tend to voice being under-appreciated and/or a lack of connection to the Company:

- Robert Silva, Logistics Supervisor – higher turnover / lower TM engagement scores.
- 21 Drivers / 1 Lead Driver & their Families eligible to participate (not all will be recognized)

Prepare to present!

1. state your challenge
2. share your concept
3. recommend an experiment
4. capture feedback

Reflect

1. Storytelling to connect team to reality
2. Stretch ideas to encourage breakthroughs
3. Prototyping to make ideas tangible
4. Live systems to test ideas – “try before you buy”

A design thinking process

