

Hands-On Workshop

# Design Thinking and Organizational Implementation

A cooperation between ESMT Berlin and  
Hasso Plattner Institute Academy Potsdam

Dates in 2020:

- ▶ **March 30 - April 1, 2020** · Potsdam / Berlin
- ▶ **October 14 - 16, 2020** · Potsdam / Berlin

POINT OF  
VIEW

IDEATION

PROTOTYPING



# Hands-On Workshop

## DESIGN THINKING AND ORGANIZATIONAL IMPLEMENTATION

The business world of the 21st century is experiencing a dramatic shift. Reinforced by digitalization and a globalized competitive environment, companies have become aware of the necessity to better understand their customers and build lasting ties with them. Markets are moving from “technology push” to “market pull”. Even the most traditional companies establish innovation hubs to explore new customer-centered business models, creating user journeys and a unique user experience of their products and services.

Within this movement, Design Thinking has become one of the business standards in the corporate world to enhance human centered innovation. It focuses on the user’s actual needs and provides a highly structured, guided process to facilitate ideation and better ignite and steer organizational capabilities to innovate.

Innovative ideas emerge and are tested with users early on. First prototypes are built. But many of these potentially game-changing innovations never pass organizational hurdles, they end without top-level support in the middle of the innovation funnel, and slowly die. All efforts of the Design Thinking teams are in vain, if they cannot stimulate sustained traction to translate prototypes into real products. Strategically positioning their solutions, winning over key internal stakeholders, identifying the right channels and resources are crucial success factors for corporate innovators.

The Hands-On Workshop “Design Thinking and Organizational Implementation” encompasses these two dimensions of the innovation process, with two leading players in Germany’s ecosystem of executive education, HPI Academy and ESMT Berlin, combining their expertise: HPI Academy provides the hands-on Design Thinking input and insights on implementing Design Thinking in companies. ESMT Berlin contributes its expertise in organizational change and change strategies.

The workshop starts at HPI Academy in Potsdam-Griebnitzsee, where participants get acquainted with the mindset of human centered innovation and the Design Thinking process and working culture. Based on a real challenge of a corporate player, participants

form small teams, conduct interviews with potential users, and develop ideas and test prototypes. With coaches of the HPI Academy, they are guided through each step of the Design Thinking process, getting acquainted with tools they can later apply in their project work and daily business. Day 1 will be complemented with a joint dinner event.

Day 2 of the workshop focuses on the refinement of the prototypes, testing them with potential users, and preparing pitches. The teams use a conceptual tool to reflect how the next steps of the implementation process could be initiated. The teams present their solutions to a representative of the corporate player that provided the challenge, followed by concrete insights how that company implemented Design Thinking methods in their innovation process. The day ends with a happy hour and a networking get-together.

On Day 3, participants move to the ESMT Campus in Berlin-Mitte. In a shift from smaller teams to a shared group experience, from experiential learning to interactive lectures, participants get to know strategies on how the implementation of new practices (and initiatives?) can be fostered and improved. How can internal change processes be triggered? How can peers and stakeholders be convinced? Which communication strategies can be applied? The workshop ends with a real case example of successful implementation and change.

The Hasso Plattner Institute (HPI) is one of Germany’s leading university institutes for IT and Europe’s largest hub for Design Thinking education. Participants benefit from the close cooperation with the HPI School of Design Thinking and the Stanford d.school as well as the exchange with the Design Thinking Research Program. Through the HPI Academy, these resources are also available to professionals.

ESMT Berlin was founded in 2002 by 25 leading German companies and institutions. In 2019, ESMT Berlin placed 12th globally in the Financial Times Executive Education ranking and 9th in Europe and 1st in Germany in the European Business School Ranking.

## Methods

The first part of the workshop is based on an experiential, hands-on approach. Group work, real-life interviews, prototyping, and testing are core ingredients of the individual and collective learning process. In the second part on organizational implementation, interactive lectures, classroom discussions and real cases encourage participants to reflect on their own organizational dynamics and transfer the insights to their companies. The highly interactive design of the workshop allows for intense networking and sharing of experiences in a setting of like-minded people facing similar challenges.

## Who should attend

Managers and executives eager to learn and implement new processes and tools of customer-centricity, both within their organizations as well as when they are in contact with their external customers and users of their products and services.

## Individual key benefits

Participants will get acquainted with the principles of Design Thinking and familiarize themselves with the major steps of this process: understanding the needs of internal and external customers and gaining empathy for them, conducting interviews, implementing creativity methods, as well as prototyping and testing.

Participants will enhance their ability to trigger user-centered innovation in the managerial practices of their firms. Of course, there is no „One-Size-Fits-All“ blueprint for successful change management, because all companies are different. However, they will receive practical advice on how to establish networks of like-minded people and refine their communication skills to convince their peers across hierarchies.

Complemented by a real-life business challenge presented by an external guest speaker, the program also expands the horizon of participants offering up-to-date insights within the field of innovation and customer-centricity.

## Topics include

- ▶ The changing landscape of innovation: customer centricity as the driving factor
- ▶ Applying Design Thinking methods to a real challenge from the business world
- ▶ Conducting interviews with customers and stakeholders
- ▶ Tools for implementing organizational change: discussion of potential hurdles and pitfalls
- ▶ Communication techniques and best practices of stakeholder management
- ▶ Communicating change stories and dealing with resistance
- ▶ Gaining insights from users of products and services
- ▶ Communication techniques and best practices of stakeholder management

## Details

**DATES** March 30 - April 1, 2020 (3 days)  
October 14 - 16, 2020 (3 days)

**VENUE** Days 1 + 2  
Day 1: 9 am - 10 pm      **HPI Academy**  
Day 2: 9 am - 7 pm      August-Bebel-Straße 88  
14482 Potsdam

Day 3  
Day 3: 9 am - 4.30 pm      **ESMT Berlin**  
Schlossplatz 1  
10178 Berlin

**COSTS** EUR 3,500.- (plus 19% VAT)  
Includes: participation, materials, networking event on day 1 and happy hour on day 2. Participants receive a joint certificate from HPI Academy and ESMT Berlin.

**ACCOMMODATION** Participants are entitled to a reduced per night rate at the H2 Hotel Berlin Alexanderplatz

**WORKSHOP LANGUAGE** Inputs and presentations are in English.

**PLEASE REGISTER HERE** [www.hpi-academy.de/esmt](http://www.hpi-academy.de/esmt)

## FACULTY

### Flavia Bleuel



Flavia Bleuel has a passion for enabling people as innovators and leaders. As a program manager at the HPI Academy and coach at the HPI D-School she is responsible for developing new formats for Design Thinking as well as inquiring into the impact of Design Thinking on large organizations. Starting as a researcher on user behavior at the Berlin University of the Arts, she is also passionate about analyzing how people deal with complex and uncertain challenges. She has been an innovation coach for 13 years combining Design Thinking, Futures Thinking, Business Model Development, Strategic Thinking and Agile Leadership. She co-founded CoObeya, an Expert Network for Innovation. Flavia studied Communication and Media, Psychology, and Anglistic Linguistics at the Friedrich-Schiller University in Jena.

### Selina Mayer



As a Program Manager at the HPI Academy, Selina Mayer facilitates and consults both method focused design thinking workshops and solution driven long term projects. She has an academic background in business psychology and design thinking, including experiences in different international institutes made possible by scholarships from Fulbright University and Duke University. These two fields mentioned above are responsible for her overall interest in user-centered design and her passion for human behavior. Having already worked for a multinational engineering company and a small Berlin start-up she has experience of very different infrastructures of businesses big and small, traditional and modern. She enjoys the constant surprises and challenges that accompany these various areas and is curious to see what might be next.

## FACULTY

### Urs Müller



Urs' focus in research and teaching is in the areas of business ethics, strategy and change management. Urs currently serves as Associate Professor of Practice at SDA Bocconi (Milan/Italy) and Visiting lecturer at ESMT since April 2019. Before that Urs worked as Lecturer and Head of the Practice Group "Consumer Goods, Retail and Media" and Program Director at ESMT Berlin since September 2005. During and after working on his PhD at the Georg-August-Universität, Urs worked as management consultant for A. T. Kearney. Urs is a best-selling and award winning case author and serves as visiting tutor on writing and teaching with case studies for "The Case Centre".

### Bianca Schmitz



Bianca Schmitz is the founding director of the Hidden Champions Institute (HCI), Head of Sales and Operations Executive Education and a program director at ESMT Berlin. She is responsible for establishing new international alliances with other business schools, institutions and networks, such as the Global Network for Advanced Management (GNAM). Her focus lies on agile innovation processes, especially of so-called hidden champions. She studied Regional Sciences of Latin America at the University of Cologne and finished with a diploma. Her focus was on economics and the Spanish language. Bianca worked for three years at the International Association for Sports and Leisure Facilities (IAKS), a non-profit organization based in Cologne, Germany, with branches throughout the world. Bianca's international profile is supplemented by two-years of work experience in Spain.

### Jens Weinmann



Jens Weinmann is a program director at ESMT Berlin. He runs ESMT's open program "Innovation As a Corporate Model" and serves as a mentor at the Startup Bootcamp Berlin. His research focuses on the analysis of innovation strategies and regulation, with a special interest in energy and transport policy. He graduated in energy engineering at the Technical University of Berlin and received his PhD in decision sciences from the London Business School. His academic experience includes fellowships at Harvard University's Kennedy School of Government and the Florence School of Regulation, European University Institute.

# CONTACT AND DIRECTIONS

For any questions concerning the workshop, please contact:

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## How to find us

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