ENHANCING AGILE WITH DESIGN THINKING

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2019 Project Management Symposium
Agenda

• Problems with scrum
• Overview of design thinking (DT)
• Approaches for integrating DT into scrum practices
• Benefits
Scrum

Product Owner
Sprint Planning Meeting
Sprint Backlog

Team

Product Backlog

Scrum Master

24 H

Daily Scrum

SPRINT
1-4 WEEKS

Finished Work

Sprint Review + Sprint Retrospective

Source: https://www.peerbits.com/blog/agile-software-development.html
Agile Pain Points

- Unclear purpose
- Unclear requirements
- Poor user experience (UX)

Source: Agile Practice Guide, p. 58
Design Thinking Overview

- **Design thinking** is a human-centered and collaborative approach to problem solving, using a designed mindset to solve complex problems.

  – **Tim Brown**, President of IDEO
Design Thinking

[Diagram showing the Design Thinking process with steps: Understand, Observe, Point of View, Ideate, Prototype, Test, Define, Ideate, Prototype, Test, Build, Empathize]
Double Diamond Approach

- Discover: insight into the problem
- Define: the area to focus upon
- Develop: potential solutions
- Deliver: solutions that work

Source: British Design Council
Osborn-Parnes Creative Problem Solving Model

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<td>Identify goals or challenges</td>
<td>Gather facts and data</td>
<td>Clarify the problem(s)</td>
<td>Generate ideas</td>
<td>Evaluate and select ideas</td>
<td>Refine ideas and create plan</td>
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Source: www.mindtools.com
Commonalities

• People over processes
• Iterative and incremental
• Build/measure/learn flow
• Sprints
• Frequent customer feedback
• Cross-discipline collaboration
Design Thinking and Agile

HOW TO GET THE BEST OF BOTH METHODS?
Design Thinking

Discover: insight into the problem
Define: the area to focus upon
Develop: potential solutions
Deliver: solutions that work

Source: British Design Council
Empathize
- Interview
- Observe

Define
- Synthesize information
- Analyze for insights
- Abductive reasoning

Ideate
- Brainstorm solutions
- Cull ideas
- Select most promising

Prototype and Test
- Resonates?

Conceptual design

Detailed design & development

Multidisciplinary team

- Identify Changes
- Test with Client
- Develop MVP
- Define sprint backlog
- Define product backlog
- Retrospective
Lean UX

- Start with a problem statement
Embedded Approach

Conceptual design

- Empathize
- Define
- Ideate
- Prototype & Test
- Problem Statements

Detailed design & development

- Clarify design
- Designer
- Engineer
- Customer/user
- Product Owner
Parallel Approach

Conceptual Design Artifacts

Design sprints

Development sprints
Benefits

• Reduces waste by developing the right solutions the first time
• Reduces time by getting UX right at the beginning of a sprint
• Improved customer experience and quality
Summary

• Design thinking brings renewed focus on the user to agile methods
• Multiple ways for incorporating design thinking into scrum
• The combined DT/scrum approach chosen should fit the organization and project
Questions?

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Sources:

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