

Designing Success: Applying Design Thinking to Academic Coaching

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Empathy Motivational Interviewing Questions	Coach Notes
<p>Step 1: Empathize - Feelings Questions</p> <ul style="list-style-type: none"> • Where are you feeling frustrated in your work? • What obstacles are you facing on campus? • What do you enjoy about your job? • What is working well for you? • Where would you like to see improvement? 	
<p>Step 2: Define – Clarifying Questions</p> <ul style="list-style-type: none"> • If you had to define the problem into a single statement, how might you do so? • So, you feel... • It sounds like you... • You're wondering if... 	
<p>Step 3: Ideate – Solution Exploration Questions</p> <ul style="list-style-type: none"> • What might it feel like if you were successful? How might you get there? • What do you want to do next? • What have you tried before to make a change? • What resources do you need to make a change? • How can you communicate this issue to others? 	
<p>Step 4: Prototype and Step 5: Test</p>	

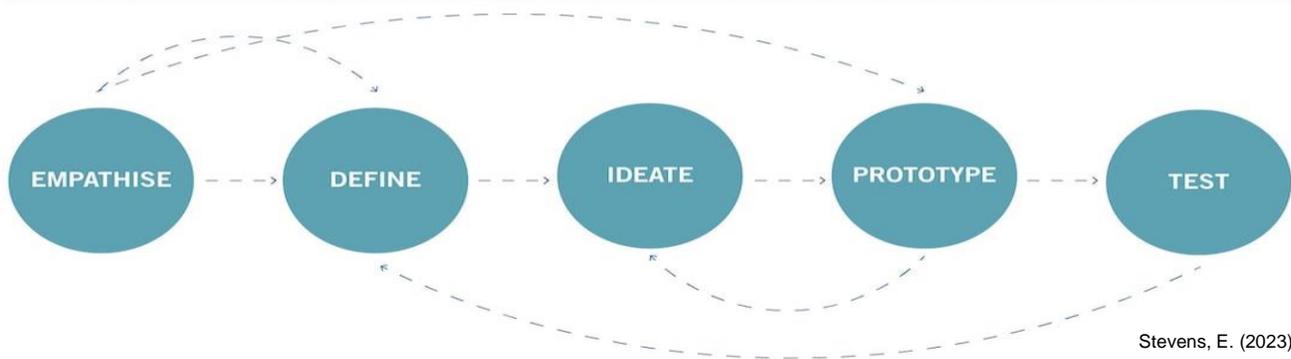


Design Thinking Overview

“**Design thinking** is a mindset and approach to problem-solving and innovation anchored around **human-centered design**.”

- Ester Han, Harvard Business School - Online

5 PHASES OF THE DESIGN THINKING PROCESS



Problem	Design thinking	Improved outcome
Innovators are trapped in their own expertise and experience.	Design thinking provides immersion in the user's experience, shifting an innovator's mindset toward...	...a better understanding of those being designed for.
Innovators are overwhelmed by the volume and messiness of qualitative data.	Design thinking makes sense of data by organizing it into themes and patterns, pointing the innovator toward...	...new insights and possibilities.
Innovators are divided by differences in team members' perspectives.	Design thinking builds alignment as insights are translated into design criteria, moving an innovation team toward...	...convergence around what really matters to users.
Innovators are confronted by too many disparate but familiar ideas.	Design thinking encourages the emergence of fresh ideas through a focused inquiry, shifting team members toward...	...a limited but diverse set of potential new solutions.
Innovators are constrained by existing biases about what does or doesn't work.	Design thinking fosters articulation of the conditions necessary to each idea's success and transitions a team toward...	...clarity on make-or-break assumptions that enables the design of meaningful experiments.
Innovators are lacking a shared understanding of new ideas and often unable to get good feedback from users.	Design thinking offers pre-experiences to users through very rough prototypes that help innovators get...	...accurate feedback at low cost and an understanding of potential solutions' true value.
Innovators are afraid of change and ambiguity surrounding the new future.	Design thinking delivers learning in action as experiments engage staff and users, helping them build...	...a shared commitment and confidence in the new product or strategy.

Liedtka, J. (2018). Why design thinking works: It addresses the biases and behaviors that hamper innovation. *Harvard Business Review*, 72-79. <https://hbr.org/2018/09/why-design-thinking-works>.

Stevens, E. (2023). What is design thinking? A comprehensive beginner's guide. *Career Foundry*. <https://careerfoundry.com/en/blog/ux-design/what-is-design-thinking-everything-you-need-to-know-to-get-started/>

Han, E. (2022). What is design thinking and why is it important? *Harvard Business School Online*. <https://online.hbs.edu/blog/post/what-is-design-thinking>