### Empathy Motivational Interviewing Questions

**Step 1: Empathize - Feelings Questions**
- 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?

**Step 2: Define – Clarifying Questions**
- 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...

**Step 3: Ideate – Solution Exploration Questions**
- 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?

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**Step 4: Prototype and Step 5: Test**
**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

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### 5 PHASES OF THE DESIGN THINKING PROCESS

![Diagram of the 5 stages of design thinking: Empathise, Define, Ideate, Prototype, Test.](Stevens, E. (2023))

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

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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](https://online.hbs.edu/blog/post/what-is-design-thinking)