

# DESIGN THINKING FOR HR

**More Human in Human Resources**

“From Process  
Developers to  
Experience Architects.”

- JOSH BERSIN



According to Deloitte, **80%** of executives believe that a change is needed in providing a differentiated employee experience.

Design Thinking for HR is about reinventing workplaces. That's why HR professionals need to start thinking like "What does a great employee experience look like from end to end?" and to be able to create that employee experience, they need to build the competency of Design Thinking.

Deloitte predicts HR teams will stop creating "programs" and instead design integrated, high-value "experiences" that excite, engage and inspire employees.

### **FUTURE - READY challenges**

- The world of work is not **going to** change – it already **has** changed, and continues doing so at an increasingly fast pace. 65% of children entering school today will end up in jobs that do not exist yet!
- Automation, artificial intelligence and robotics will potentially cause 47% jobs to "disappear" (Carl Frey/Michael Osborne & MIT – 2013).

### **FUTURE - READY HR challenges**

- In-house HR will downsize and outsourcing will increase
- Strategic thinking will become in-house HR's new responsibilities
- The pendulum will swing back to the Specialist
- HR will increasingly utilize analytics and big data to augment its value to employees and the firm
- Managing a large remote workforce will be the new norm
- HR will need to become more like Marketing – managing brand and its relevance
- Changed demographic demands, changed culture and values

# YOUR ROAD MAP TO HAPPY EMPLOYEES

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“Happy Employees make Happy Customers.”

Set  
the  
Ground

Uncover  
an HR  
Challenge

Apply  
Design Thinking  
Tools

Emerge  
with  
Insights

Act &  
Bring visible  
change

**Our trainers are also available for post workout coaching/ hand holding to help you glide seamlessly through your design journey.**

**Who is it for**  
Chief Peoples Officers  
HR Directors  
HR Managers  
Talent Acquisition Managers  
Organization Development Managers  
HR Transformation and Analytics Managers  
Employee Experience Managers

## Solve for

01

### ENHANCING EMPLOYEE EXPERIENCES

(HALF DAY WORKOUT)

02

### TRANSFORMING RECRUITMENT AND ONBOARDING EXPERIENCES OF NEW JOINERS TO ENHANCE BRAND

(HALF DAY WORKOUT)

03

### INFLUENCING COMPANY CULTURE

(FULL DAY WORKOUT)

04

### ESTABLISHING STRATEGIC LONG TERM OBJECTIVES FOR HR AND OD – ORGANIZATION DEVELOPMENT

(FULL DAY WORKOUT)

“Design is directed toward human beings. To design is to solve human problems by identifying them, examining alternate solutions to them, choosing and executing the best solution.”

- IVAN  
CHERMAYEFF



## A HALF DAY WORKOUT FOR

# ENHANCING EMPLOYEE EXPERIENCES

## Challenge at hand - The Why?

Organizations want to be the employer of choice to attract and retain the right talent. An integral part of this is to enrich the experience of employees at various engagement touchpoints. With employees coming from the millennial segment it has become imperative that we empathize and design employee engagement models where they are able to freely express themselves.

Objective is to discover the right focus areas for interventions and defining the right problem to solve from the employees perspective rather than just duplicating best practices from industry. This is subsequently taken up for idea generation and prototyping.

## Path Followed - The How

1. Map the experiences - Build empathy with employees by mapping the experiences, touchpoints, technologies and efforts employees have to undertake for critical processes like- recording activity efforts, interacting with clients or other teams, appraisal process or any escalation process.
2. Gain insights on challenges they face using Rose, Thorn, Bud technique.
3. Framing of aspirational "To be State" from the employee's perspective using the 'How Might We' statements.

## Key Outcomes

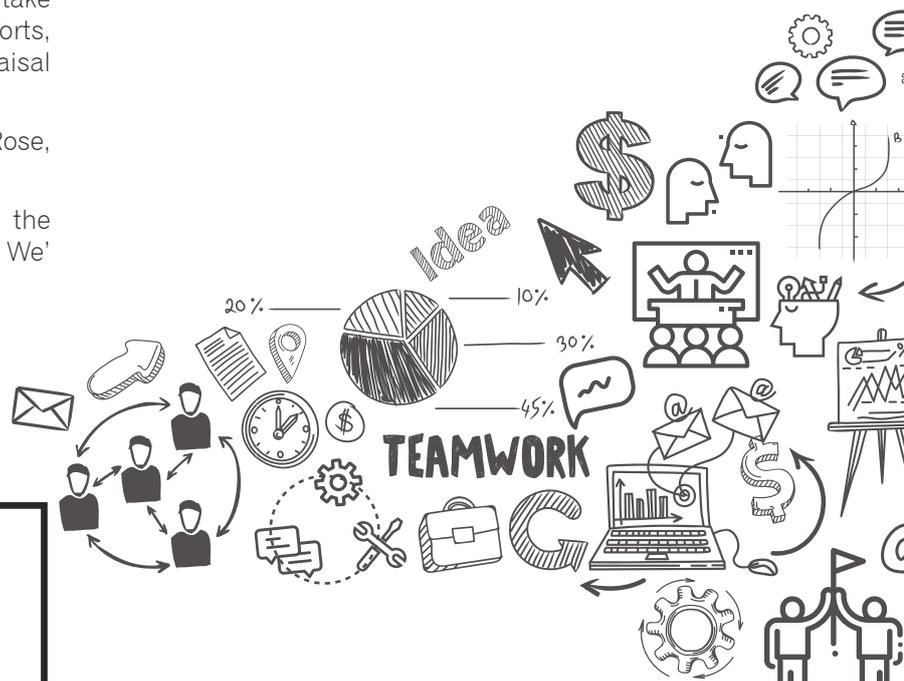
- Key insights on challenges employees are facing rather than just asking them.
- Empathizing with employees
- An ideal "To Be State" and what specific actions need to be designed.
  - First level ideas generated using SCAMPER technique.

## Design Thinking tools you will experience and apply

1. Experience Map
2. Empathy Map – Pains and Gains
3. HMW- A Human Centered challenge
4. SCAMPER technique

**"In order to build a rewarding employee experience, you need to understand what matters most to your people."**

**- Julie Bevacqua**



A HALF DAY WORKOUT FOR

# TRANSFORMING RECRUITMENT AND ONBOARDING EXPERIENCES

## Challenge at hand - The Why?

With employee expectations increasing radically we need to redesign how we recruit talent and develop them. Recruitment processes also creates the first impression on employees that ultimately get recruited or acts as a positive word of mouth to attract new candidates. Key stakeholders have lots of ideas and thoughts to improve the engagement process which needs to be harnessed quickly, prototypes created and feedback taken in an agile manner.

## Path Followed - The How

1. Involve key decision makers and stakeholders to share their ideas, some of them crazy.
2. Prioritize on the key themes and aspirations.
3. Create quick and multiple prototypes for feedbacks.
4. Select specific ideas to work on further.

## Key Outcomes

- Innovative Ideas to improve the recruitment experience.
- Innovative ideas to develop employee skills and capabilities.
- Quick prototypes and visual representation of innovative solutions.

## Design Thinking tools you will experience and apply

1. Service Blueprint- Pains and Gains
2. Affinity Diagram
3. HMW
4. Idea Blitz



**“Nothing we do is more important than hiring people. At the end of the day, you bet on people, not strategies.”**

**- Lawrence Bossidy**

## A FULL DAY WORKOUT FOR

# INFLUENCING COMPANY CULTURE

## Challenge at hand - The Why?

Organizations are looking at building a culture of innovation and making the organization more agile. This is a wicked problem to solve as there is no such clear metric to measure culture and benchmark it with others. Also with the advent of AI, Robotics and other automation, employees increasingly are seeing their roles at risk. We would want to transform them to a build a team culture and boost morale.

We need to get answers to key questions like -

- How to get people to openly share thoughts, concerns and ideas
- How to create a sense of unified direction
- How to build ownership

The one day session looks at how to identify and prioritize on the cultural aspects in a scientific manner. The recipe can be easily practiced for a team, department or whole organization making it repeatable. Subsequent to this; idea generation, prioritization and concept generation can be carried out for high potential ideas.

## Path Followed - The How

1. Involve employees and key stakeholders to share their concerns, experiences and needs.
2. Identify common themes and experiences linked to these- generating key insights.
3. Framing of aspirational "To be State" from the employee's perspective using the 'How Might We' statements.
4. Prioritize on the key themes and aspirations.

## Key Outcomes

- Key insights through empathizing with employees and stakeholders.
- An ideal "To Be State" and what specific actions need to be designed.
- Buy ins from key stakeholders on directions to build organizational culture.
  - First level ideas generated using Mind mapping Technique.

## Design Thinking tools you will experience and apply

1. Stakeholder Map
2. Empathy Map - Pains and Gains
3. Affinity Diagramming
4. HMW - A Human Centered challenge
5. Mind mapping
6. Multi voting
7. Storyboarding ideas

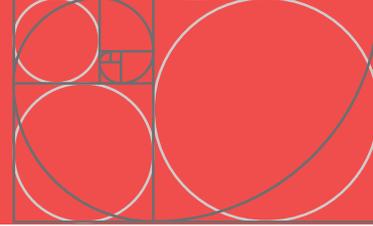
"We spend a lot of time designing the bridge, but not enough time thinking about the people who are crossing it."

- Dr. Prabhjot Singh

A FULL DAY WORKOUT FOR

# ESTABLISHING LONG TERM STRATEGIC OBJECTIVES

04



## Challenge at hand - The Why?

A general way we use to set objectives is to set a mission statement for the year or two and then break it down to sub elements to allocate to specific teams and groups. This sets up lots of pressure as many of the objectives may not be aligned. The challenge is how do we get the stakeholders on the same page to come up with innovative long term strategic objectives and co-create a mission statement.

## Path Followed - The How

1. Involve key decision makers and stakeholders to share their concerns, experiences and needs.
2. Identify the opportunities and barriers that the teams are currently facing.
3. Collate trends of evolution and vectors of evolution for the business.
4. Identify common themes and experiences linked to these- generating key insights.
5. Frame aspirational "To be State" and create long term objectives.
6. Prioritize on the key themes and aspirations to work on.

Subsequent to this; idea generation, prioritization and concept generation can be carried out for high potential ideas.

## Key Outcomes

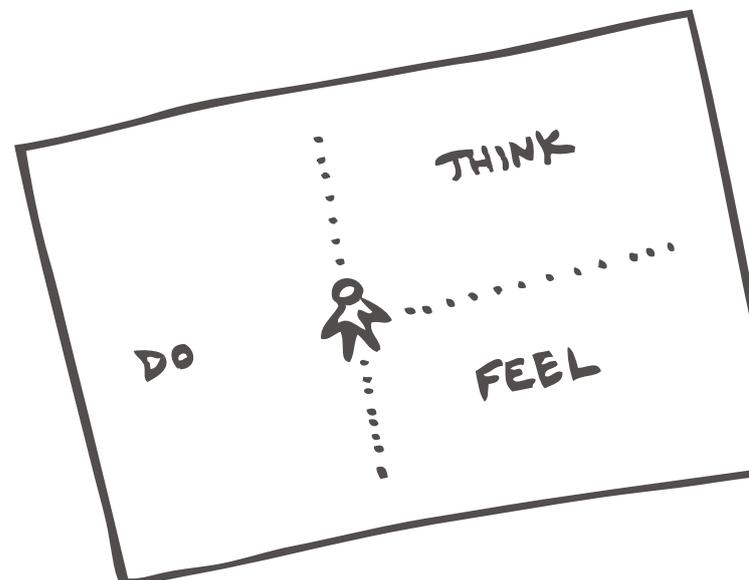
- Key insights through empathizing with decision makers and stakeholders.
- Insights on existing opportunities to build strategic objectives.
- A challenging end state is defined and prioritized to build further.
- Buy ins from key stakeholders on directions to build organizational strategy.

## Design Thinking tools you will experience and apply

1. Multiscreen Diagram- to visualize future of business
2. Stakeholder map
3. Empathy Map - Pains and Gains
4. HMW - A Human Centered challenge
5. Idea Blitz
6. Innovation Probes
7. Affinity Diagrams
8. Storyboarding strategies

"Leadership is about giving people a platform for spreading ideas that work."

- Seth Godin





**DESIGN THINKING** is  
discipline of user centric  
approach to problem solving  
using a innovators mindset.

## About QAI

Founded by William Perry, USA in 1980, QAI is a transnational consulting company facilitating quality and process improvement in organizations worldwide. With presence in 30 countries and 700 successful client journeys, QAI has evangelized process improvement, operational excellence and quality in India and globally. QAI has trained 180,000 professionals and certified over 40,000 people.

## About QGLUE

QGLUE is the design and innovation arm of QAI. It brings a unique Design and Innovation led human-centred approach to building products, services and businesses – making future living better with happier people. QGLUE equips people to solve wicked problems by helping them reach a solution that is not just right, but also desirable.

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