The Steps and Tools

Here's one way that the questions, steps, and tools fit together.
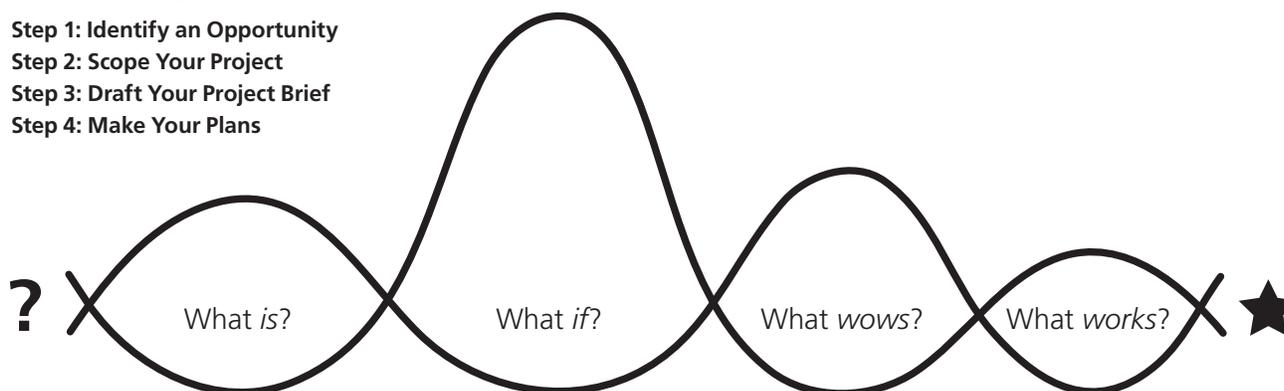
Before you begin

Step 1: Identify an Opportunity
Step 2: Scope Your Project
Step 3: Draft Your Project Brief
Step 4: Make Your Plans

? What *is*?   What *if*?   What *wows*?   What *works*? ★

What *is*?

Step 5: Do Your Research
• secondary research
• direct observation
• ethnographic conversations
• job to be done
• value chain analysis
• journey mapping
• personas
• 360 empathy
• creating posters
Step 6: Identify Insights
**Step 7: Establish
Design Criteria**

What *if*?

Step 8: Brainstorm Ideas
• analogies
• blue cards and
  trigger questions
• worst idea
• contra-logic
• change perspectives
Step 9: Develop Concepts
• anchors
• 5Bs supply chain map
• forced connections
**Step 10: Create Some
Napkin Pitches**
• value/ease grid

What *wows*?

**Step 11: Surface
Key Assumptions**
Step 12: Make Prototypes
• visualization basics
• the big what if
• storytelling
• storyboarding

What *works*?

**Step 13: Get Feedback
from Stakeholders**
• co-creation tools
**Step 14: Run Your
Learning Launches**
Step 15: What's Next?

We know that different people have picked up this book for different reasons. Maybe you're new to design thinking and in need of a simple, end-to-end process to guide you through a project (*start with page 1*). Some of you may only want some tools (*turn straight to **The Tools***). Others may be seasoned pros interested in facilitating a group rather than practicing yourself (*watch for tips and take advantage of the templates and examples in the final section*).

As you turn the pages of your field book, make a shift from design *thinking* to design *doing*. To help you do that, we designed this field book for active use. You might ask, "What does that mean?" It means that this book is not meant to stay pristine and pretty. Instead, write in it. Turn down the corners of the pages you like. Tear out the pages you can't stand. Doodle. Write in the templates. Make notes in the margins. Stack and store your sticky notes. But most of all, keep it handy for whatever thoughts occur to you along the way.

Let's get started!

However you decide to use this field book, we suggest that it's particularly useful for three things.

Choosing

A successful design thinking experience begins with a great problem. Before you begin working the four questions, take time to choose a meaty challenge and frame your challenge question. The design brief form and instructions in steps 1 through 3 of this field book will help you get set up for greatness.

Planning

Every challenge is different, so even with a handy guide like this you'll want to take time to plot your course. Being a good catalyst for problem solving requires planning. Think about which tools will be best suited to your challenge and the people who might be available to help you.

Good news: The steps and tools in this book will guide you along the way. We've also included an example project with completed templates in the final section if you find yourself lost in translation.

Doing

Thinking is fine, but it's also important to deliver results. At some point, you'll need to bring a team together to use the tools you've chosen to navigate your challenge. Design thinking works best as a team sport! Grab a flip chart and some markers, follow your plan, use the tools, adjust if you hit a bump in the road, and see where the journey takes you. This field book is your guide as you take on today's challenge—but you have a lifetime ahead of you to think like a designer.

Along the way, you can also visit Design@Darden (https://designatdarden.org), an online portal with more resources to help you get the action started.