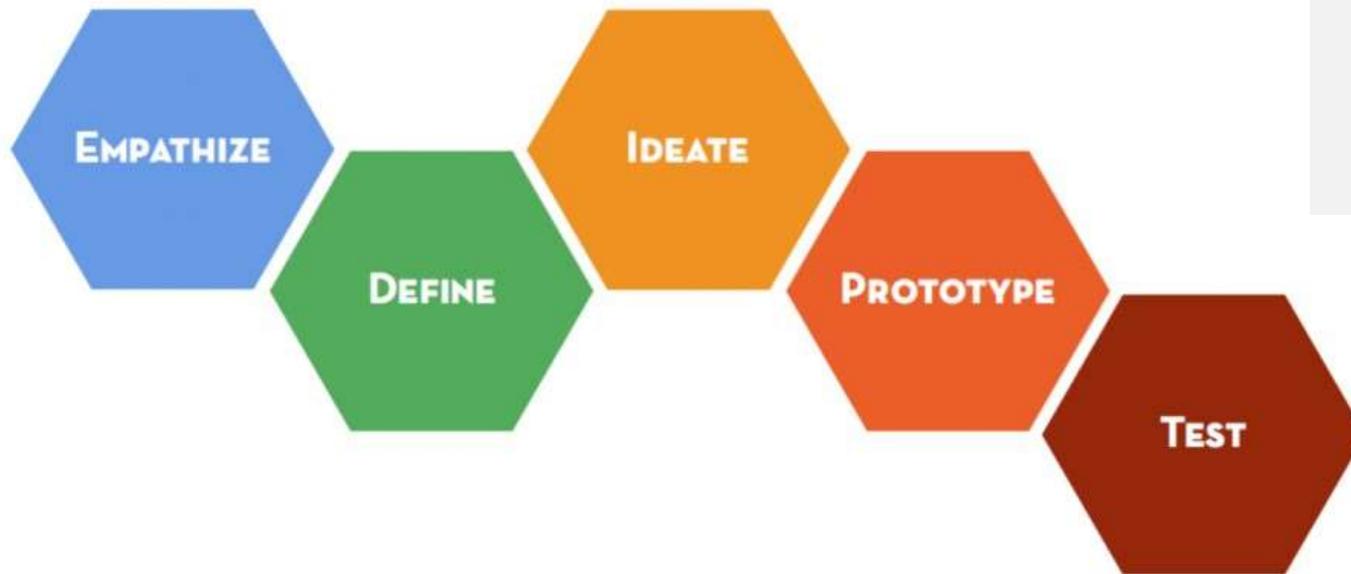


Using Design Thinking for Leading TSMO in DOTs

*Charlene McArthur
Patrick Cowley
Gary Vansuch*



Wednesday, June 12, 2019



Human-Centered Design for Changing Culture: Some Notes from Colorado



POSSIBLE

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Gary Vansuch
Tuesday, January 15, 2019



Changing Culture



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**HOW do we
do that?**

Changing Culture



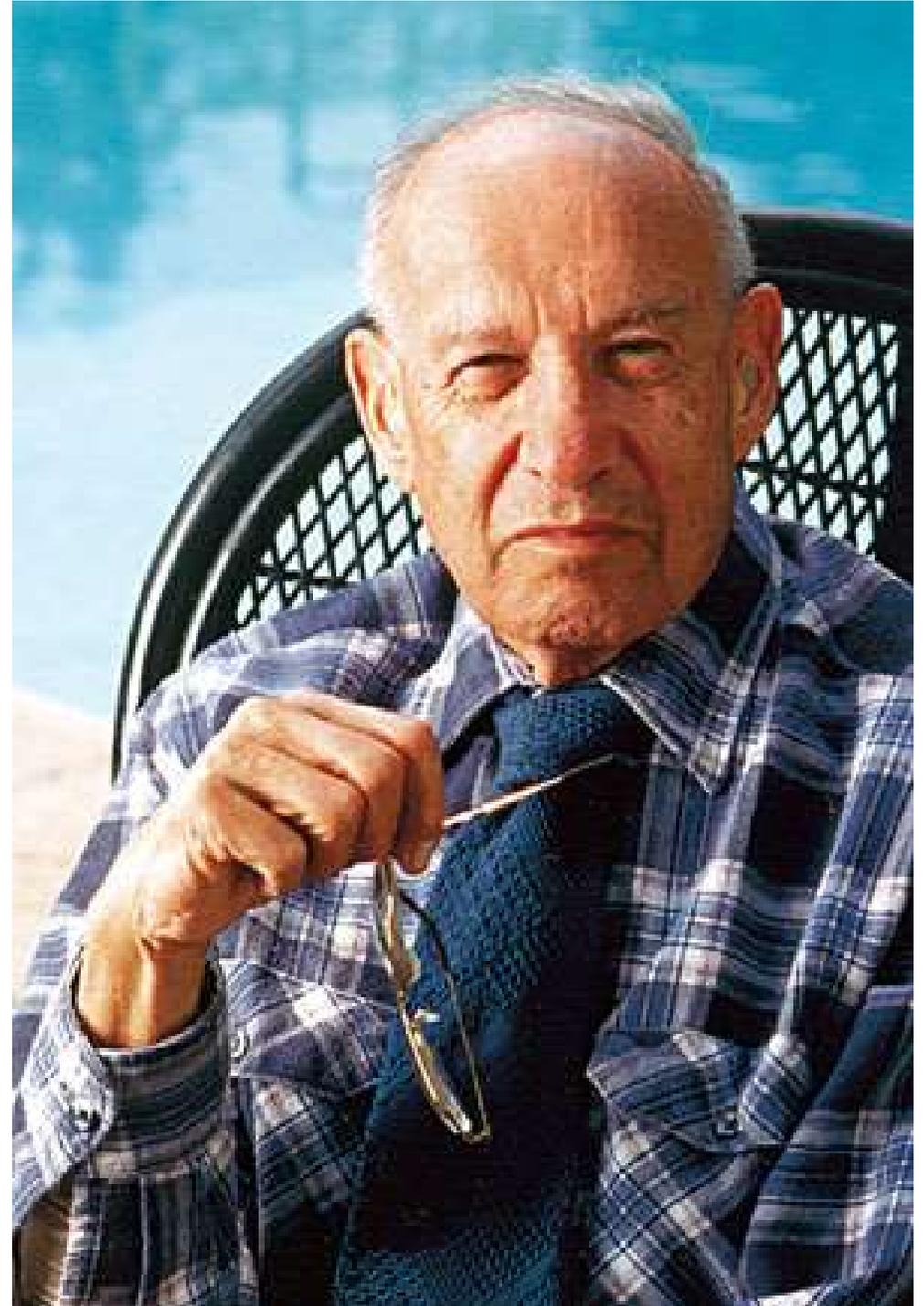
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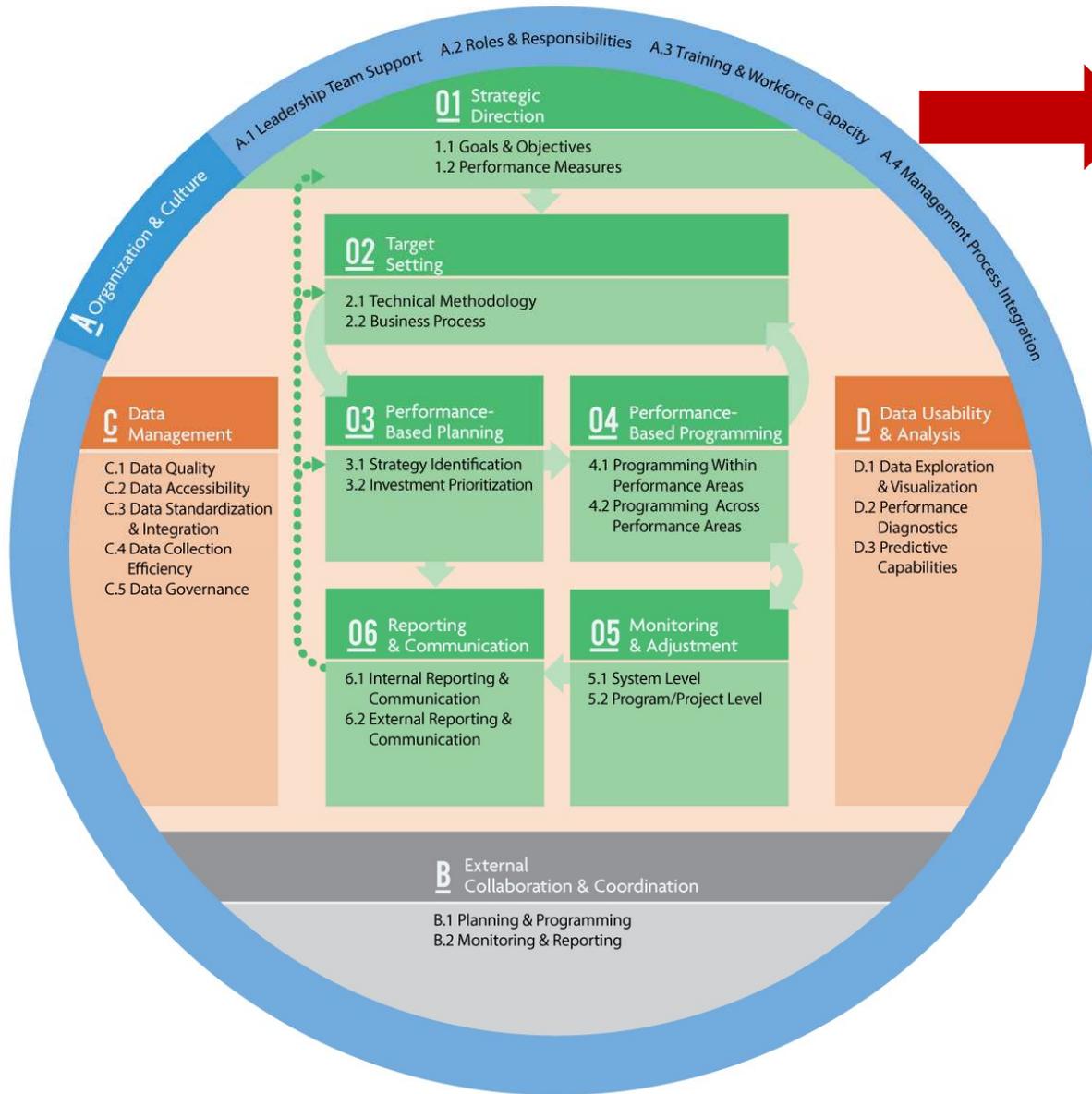
Why focus
on culture?

**“Culture
eats
strategy
for
breakfast”**

– Dr. Peter F. Drucker



Transportation Performance Management



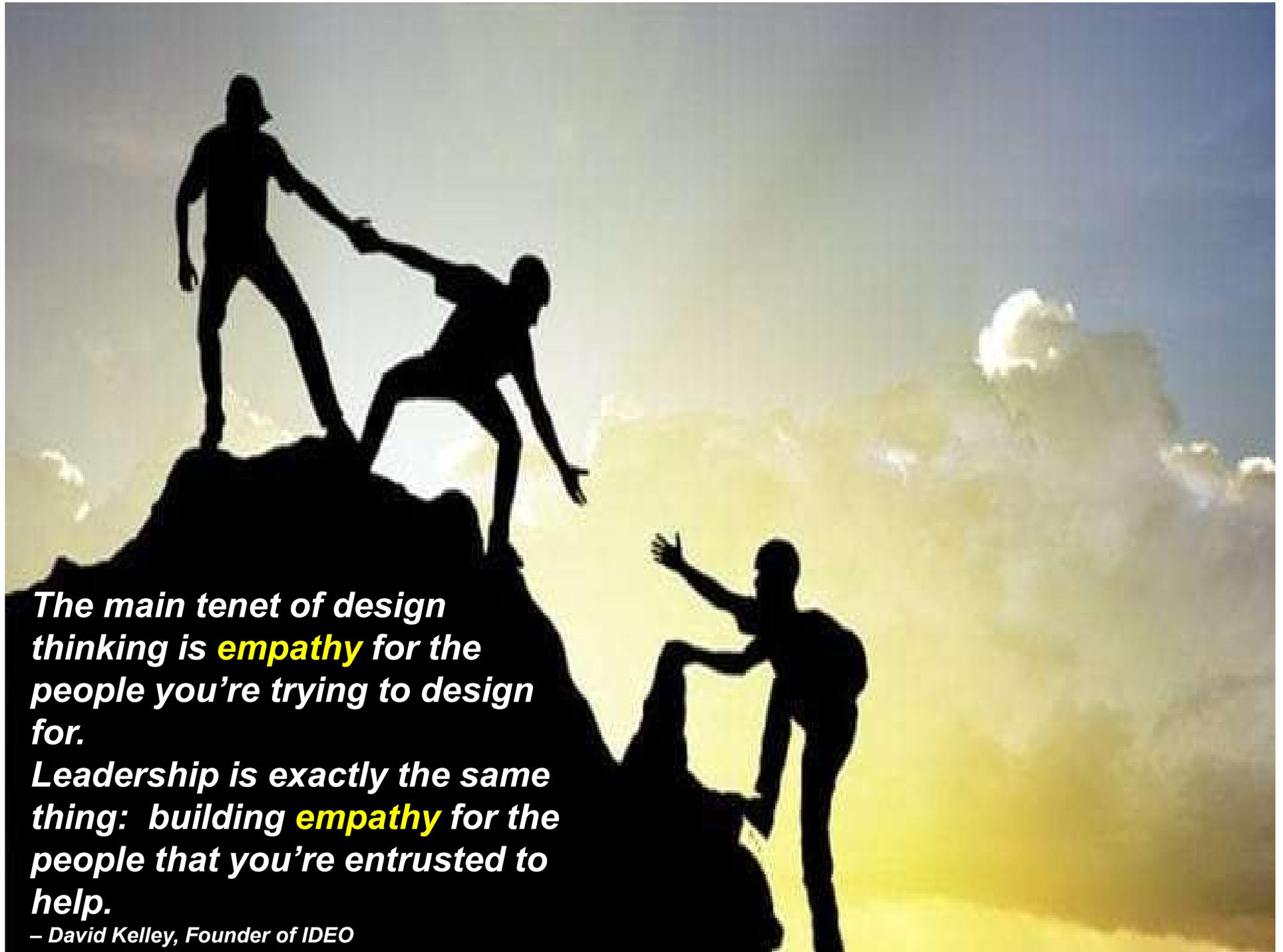
**A -
Organization
& Culture**

Changing Culture



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HOW do we
change our
cultures?

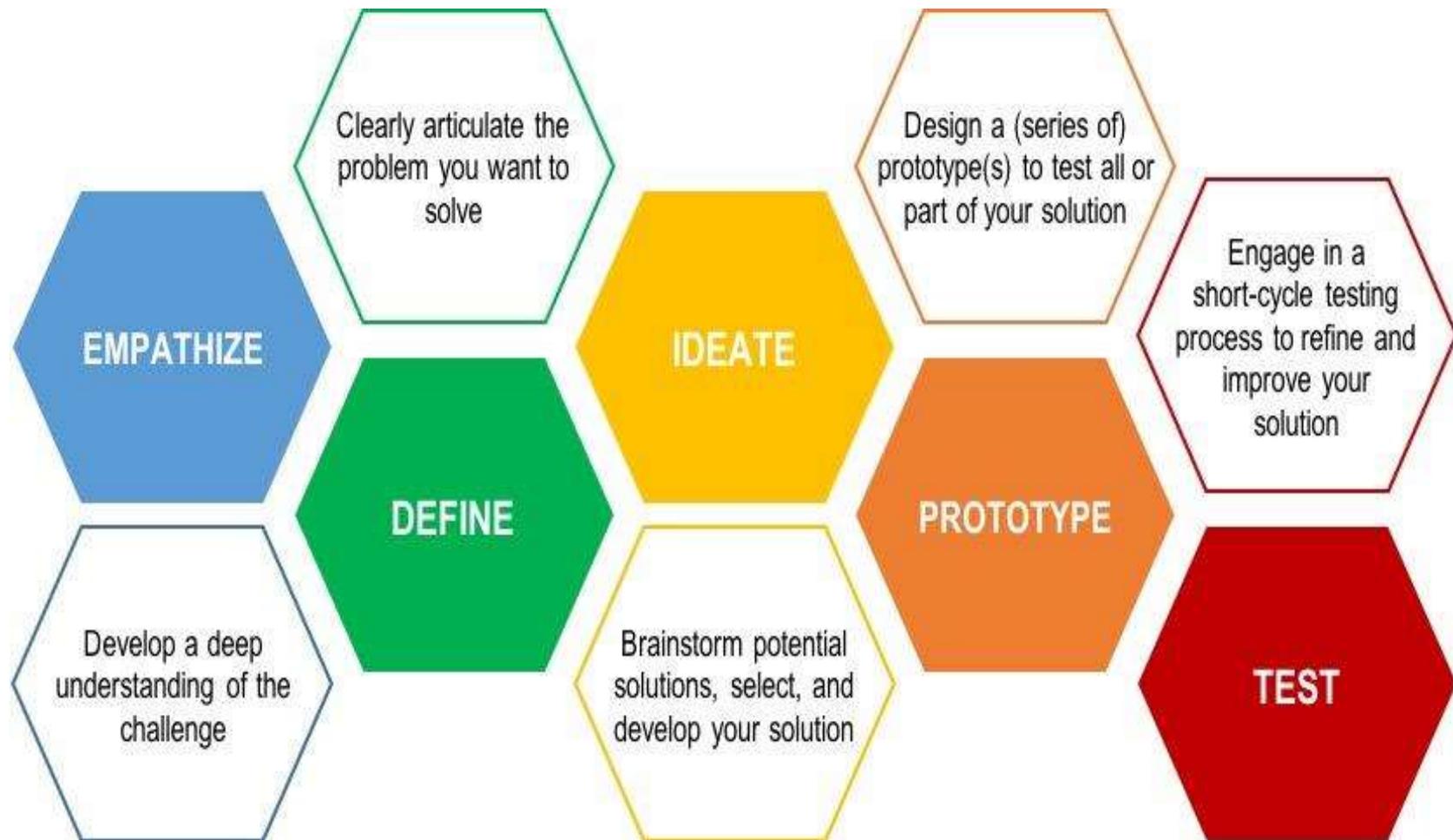


*The main tenet of design thinking is **empathy** for the people you're trying to design for.*

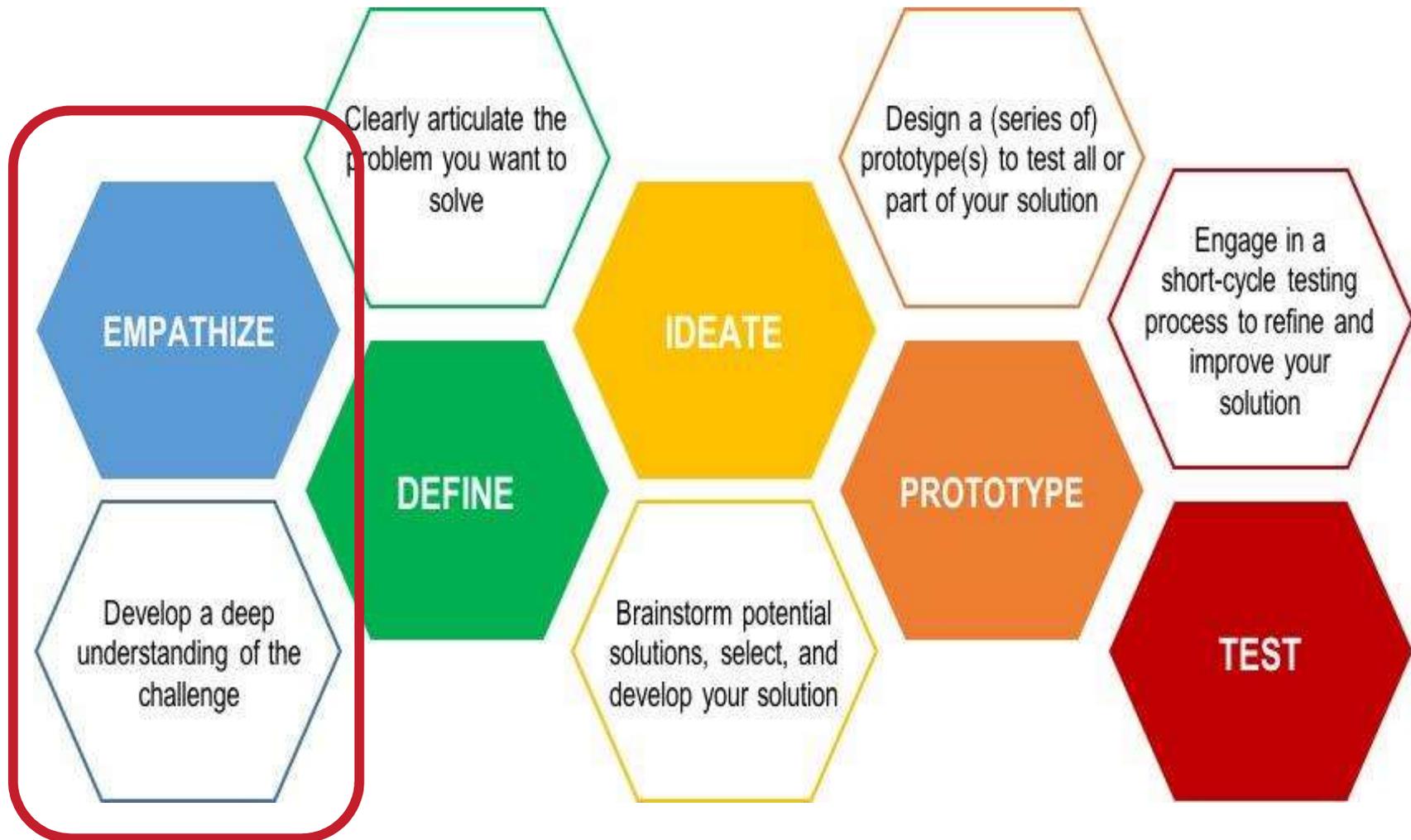
*Leadership is exactly the same thing: building **empathy** for the people that you're entrusted to help.*

– David Kelley, Founder of IDEO

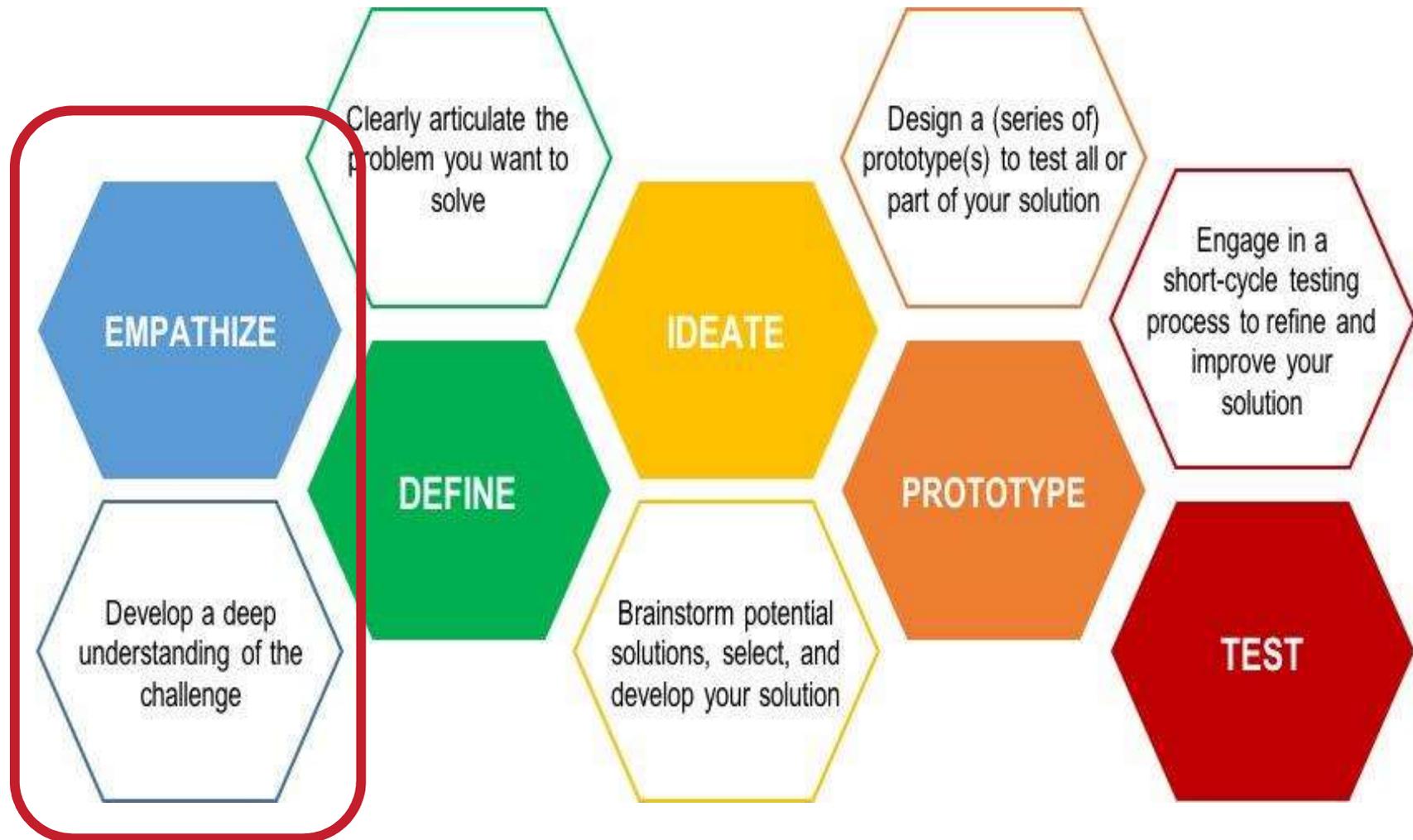
Human-Centered Design Principles and Practices Help Us Change Culture!



Changing Culture Through Empathy: Start at the **beginning**



Changing Culture Through Empathy: Start with **chartering**



_____ Improvement Project

Sponsor: _____

Person(s) working on this: _____

Date started: _____

Current date _____

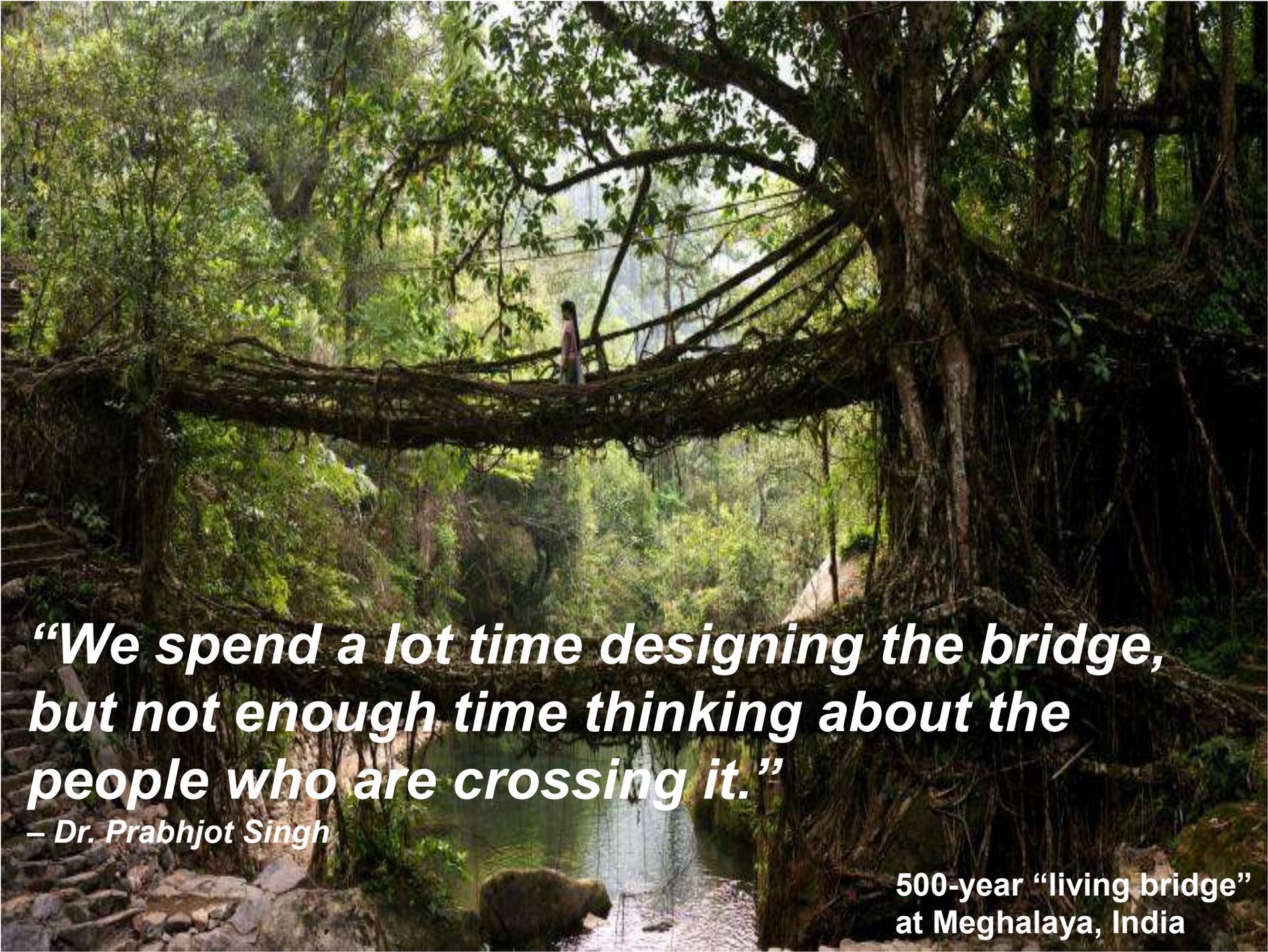
1 Scope the Opportunity	4 Gap Analysis	7 Complete Implementation
2 Initial State	5 Possible Solutions	8 Evaluate Implementation
3 Target State	6 Rapid Experiments	9 Insight

Build in **people** impacted into your Charter

1. Scope the Opportunity - *Understand the human elements of the problem and define the problem to be solved*

Empathize

- **Every problem has a human element.** You need to understand and document user stories and real life descriptions of the user experience and customer feedback. The following questions should be asked of the customers involved (internal and external) in order for the project team to gain **empathy** for the problem you are trying to solve:
 - Describe your experience with this process.
 - Why do you think this is a problem worth solving?
- Document direct quotes, add links to videos/pictures, etc..>
- [Use the persona exercise](#)

A photograph of a person walking across a natural suspension bridge made of thick, intertwined tree roots. The bridge spans a river in a lush, green forest. The scene is captured from a low angle, looking up at the bridge and the surrounding trees. The lighting is dappled, suggesting sunlight filtering through the canopy.

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

– Dr. Prabhjot Singh

**500-year “living bridge”
at Meghalaya, India**

***So, how
can we
that?***



**“The most basic
of all human
needs is the
need to
understand and
be understood.**

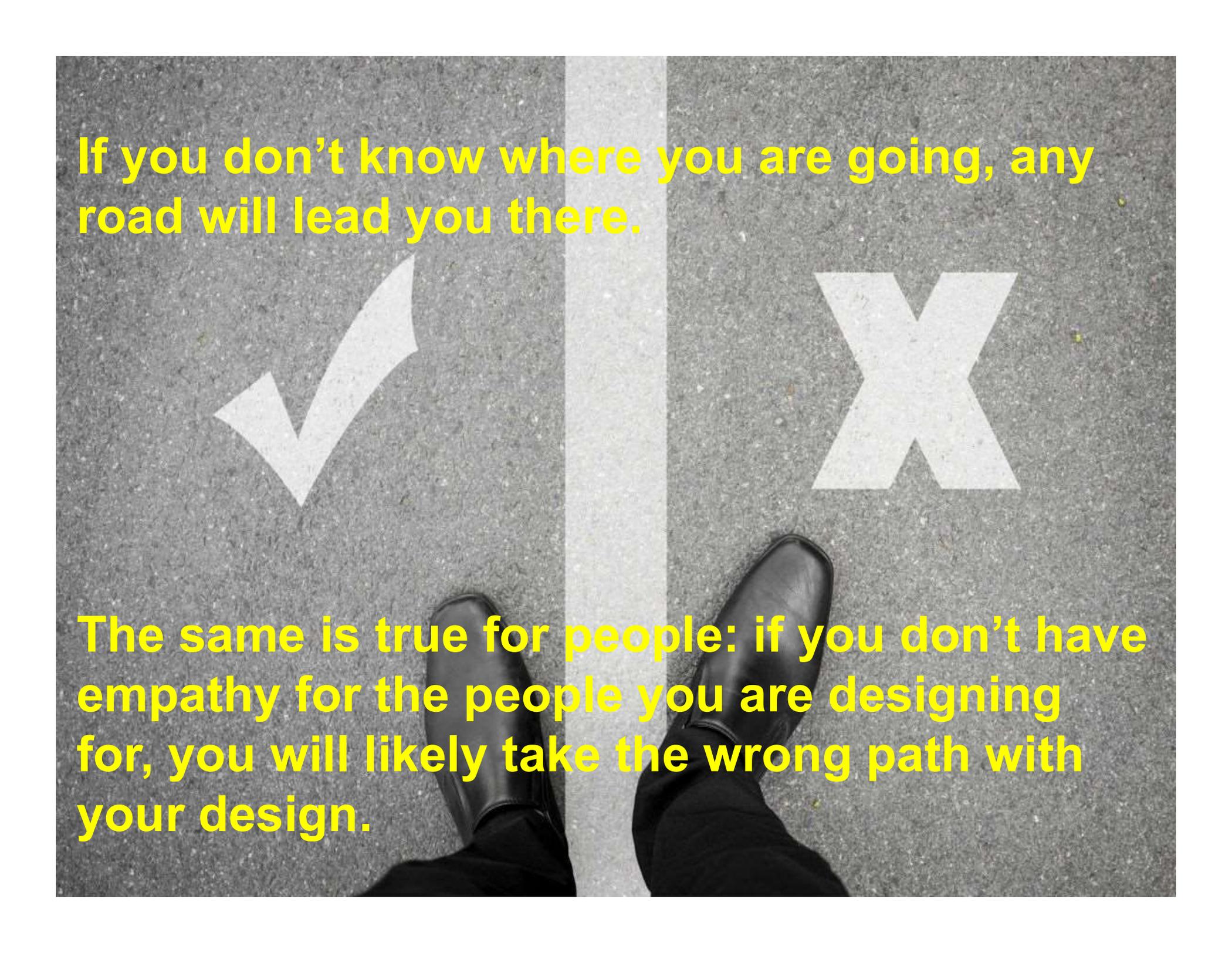
**The best way to
understand
people is to
listen to them.”**

— Ralph G. Nichols



If you don't know where you are going, any road will lead you there.





If you don't know where you are going, any road will lead you there.

The same is true for people: if you don't have empathy for the people you are designing for, you will likely take the wrong path with your design.

**The people who face the
problem every day hold the key
to the answer.**

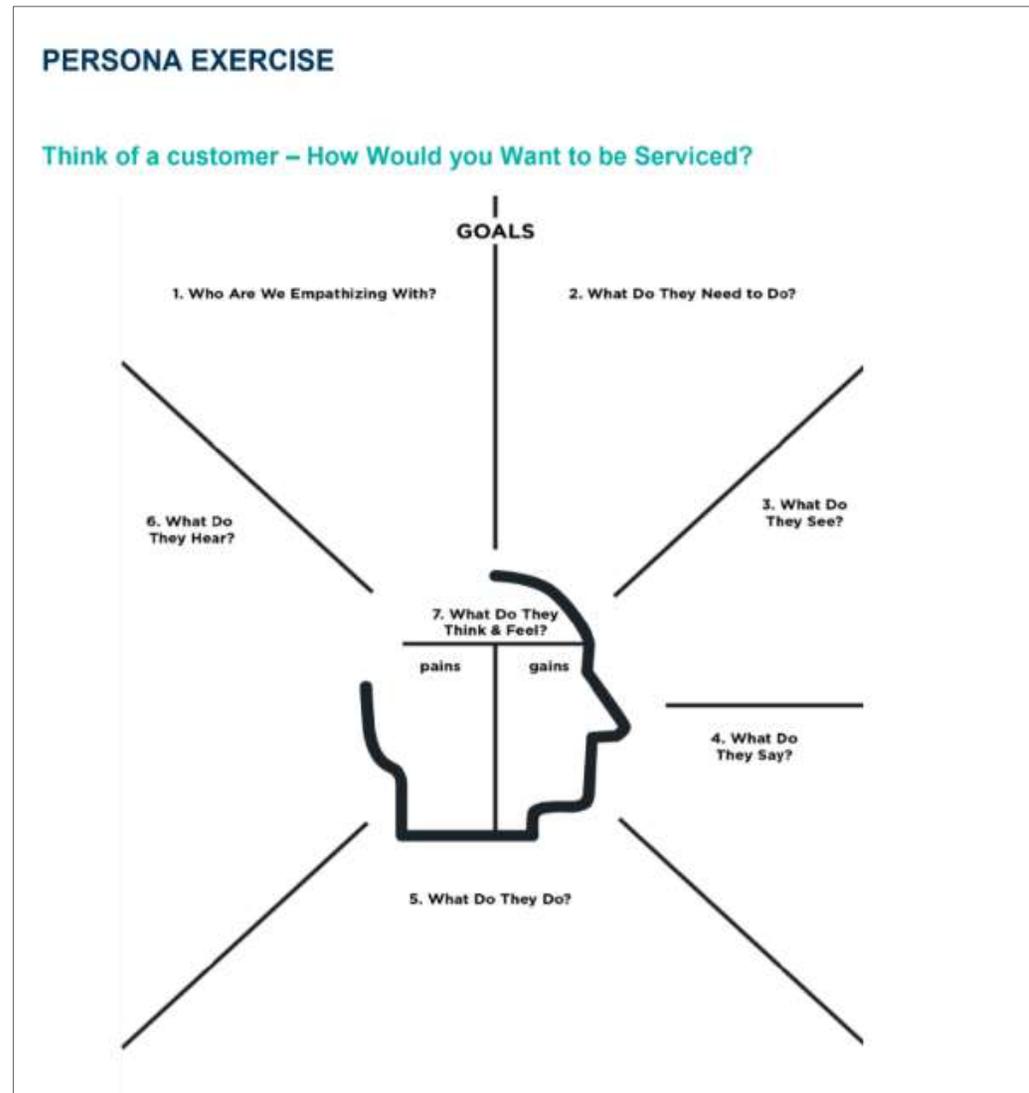


Tip 1: Persona exercise

Who are they?

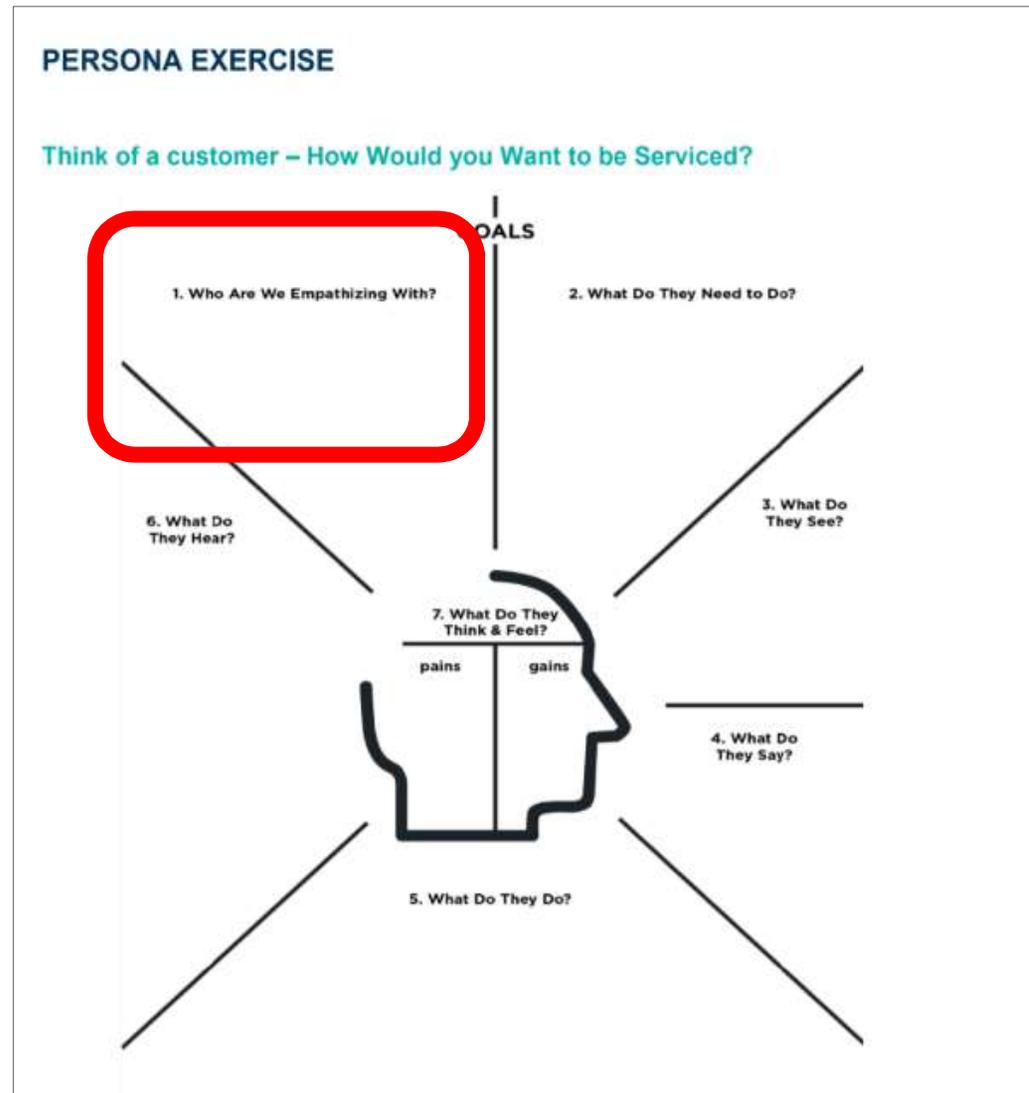
How would they like to be treated?

How will they feel?



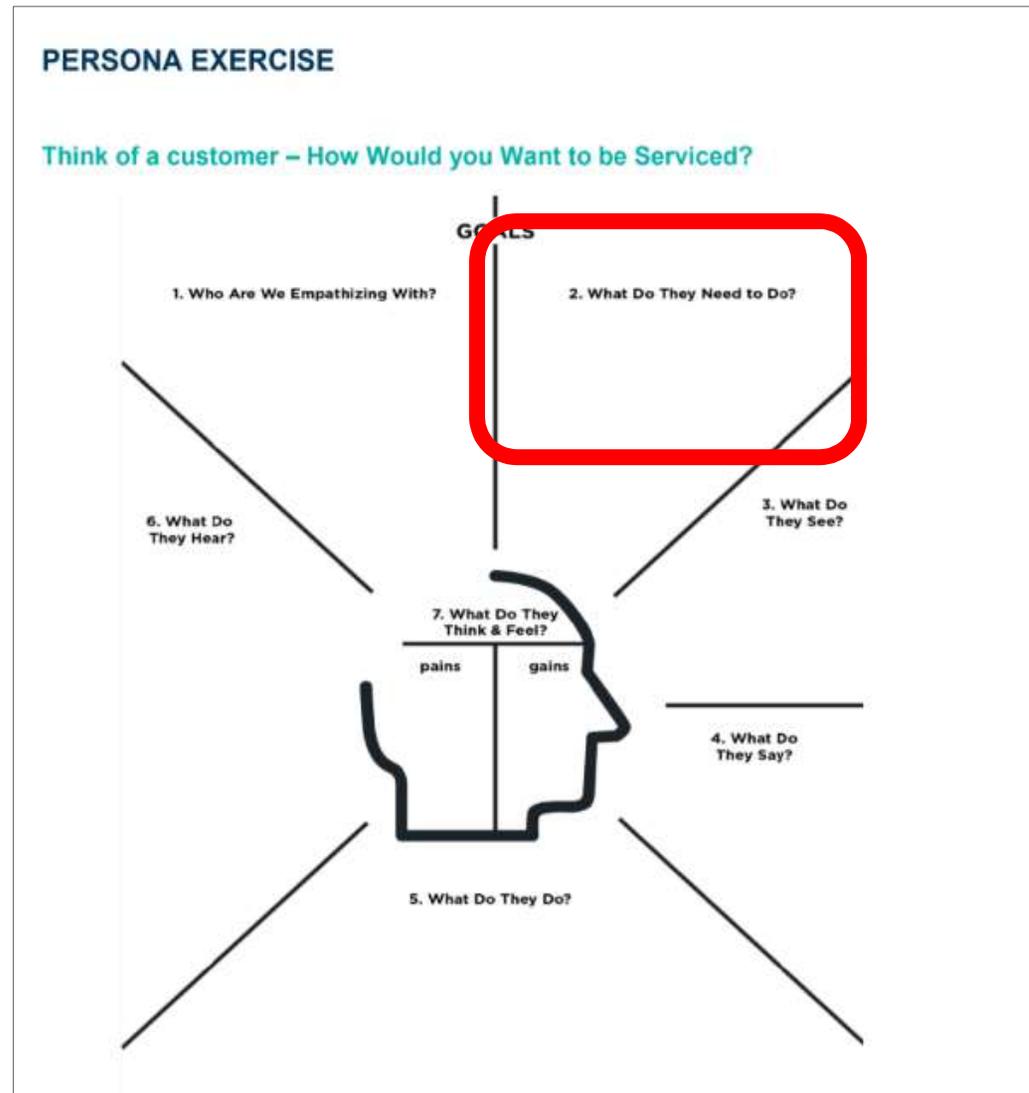
Tip 1: Persona exercise

1. Who are we empathizing with?



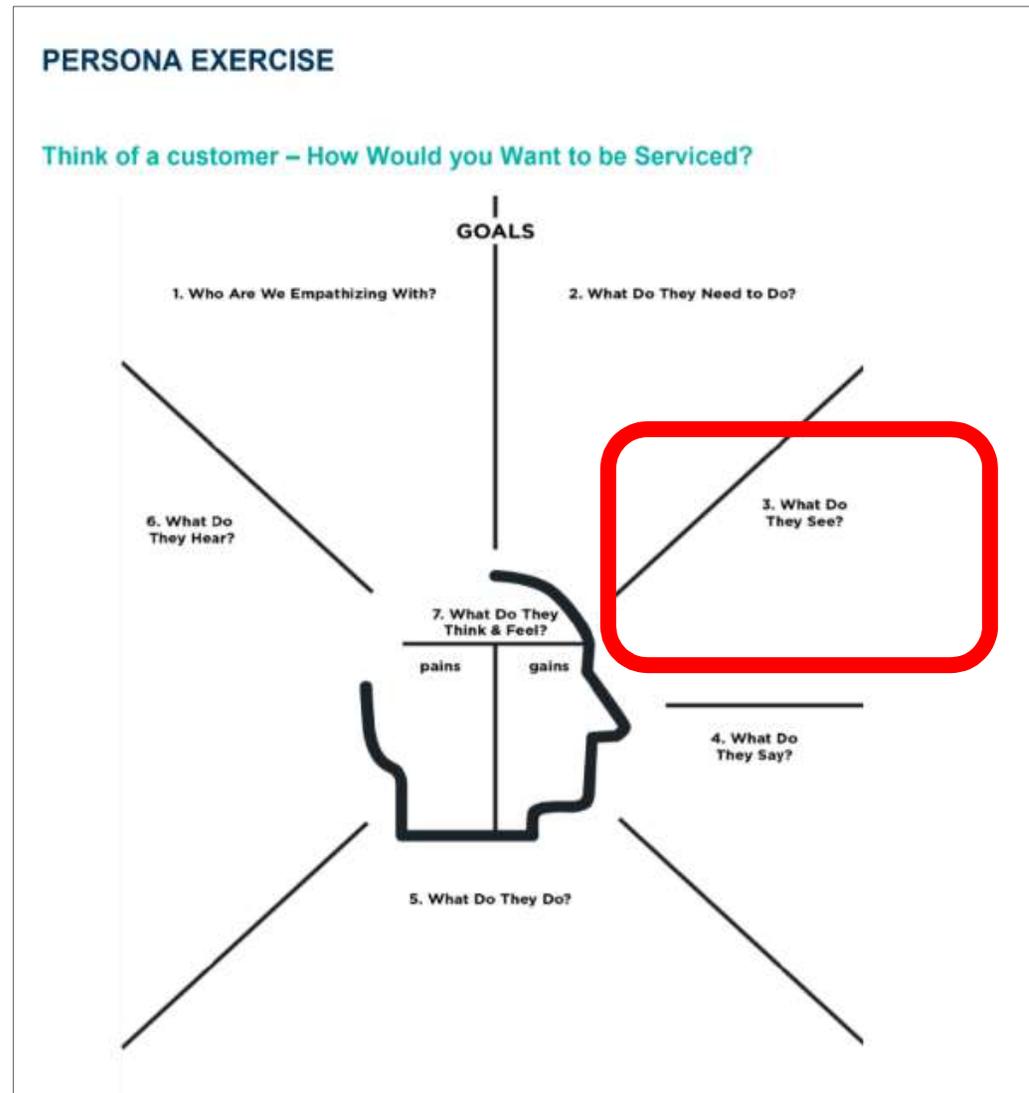
Tip 1: Persona exercise

2. What do they need to do?



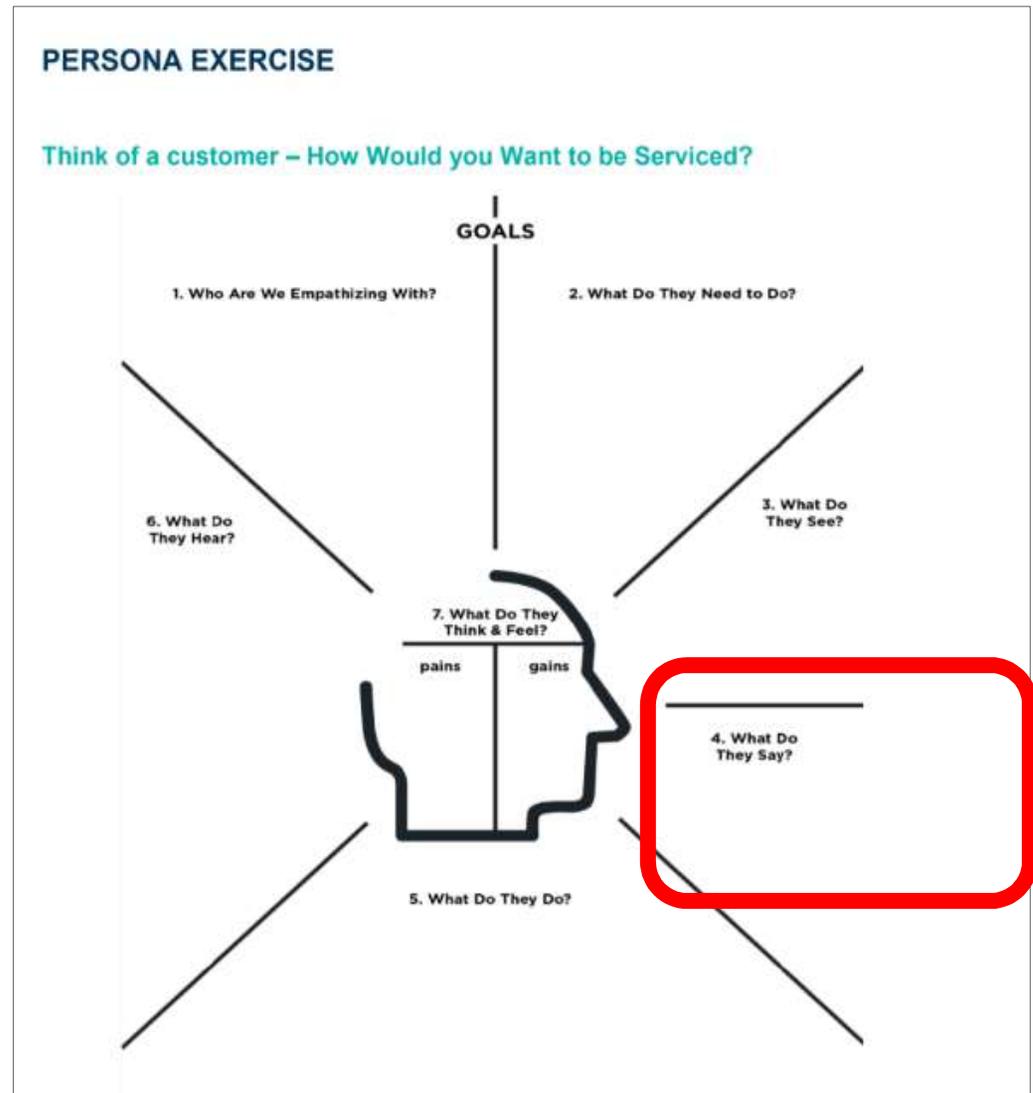
Tip 1: Persona exercise

3. What do they see?



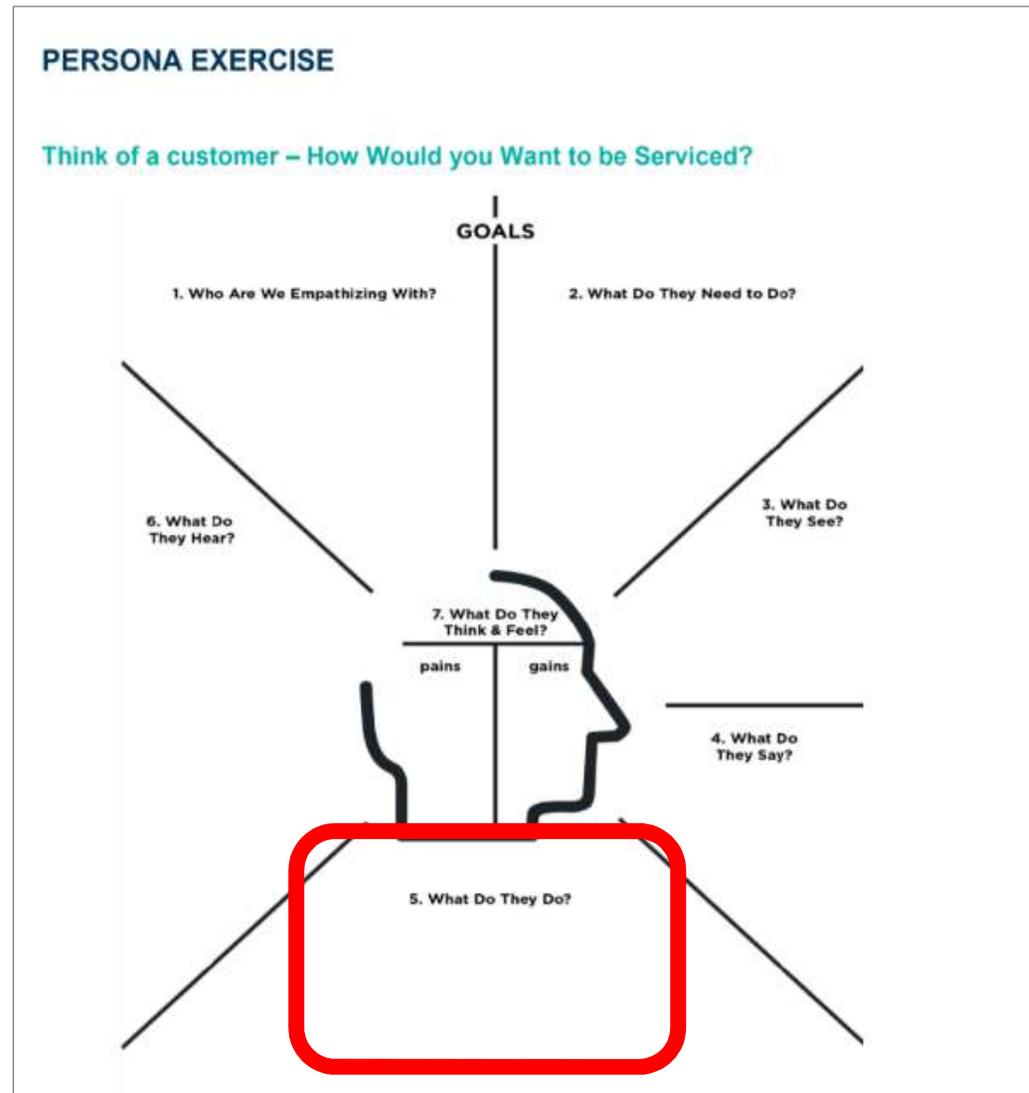
Tip 1: Persona exercise

4. What do they say?



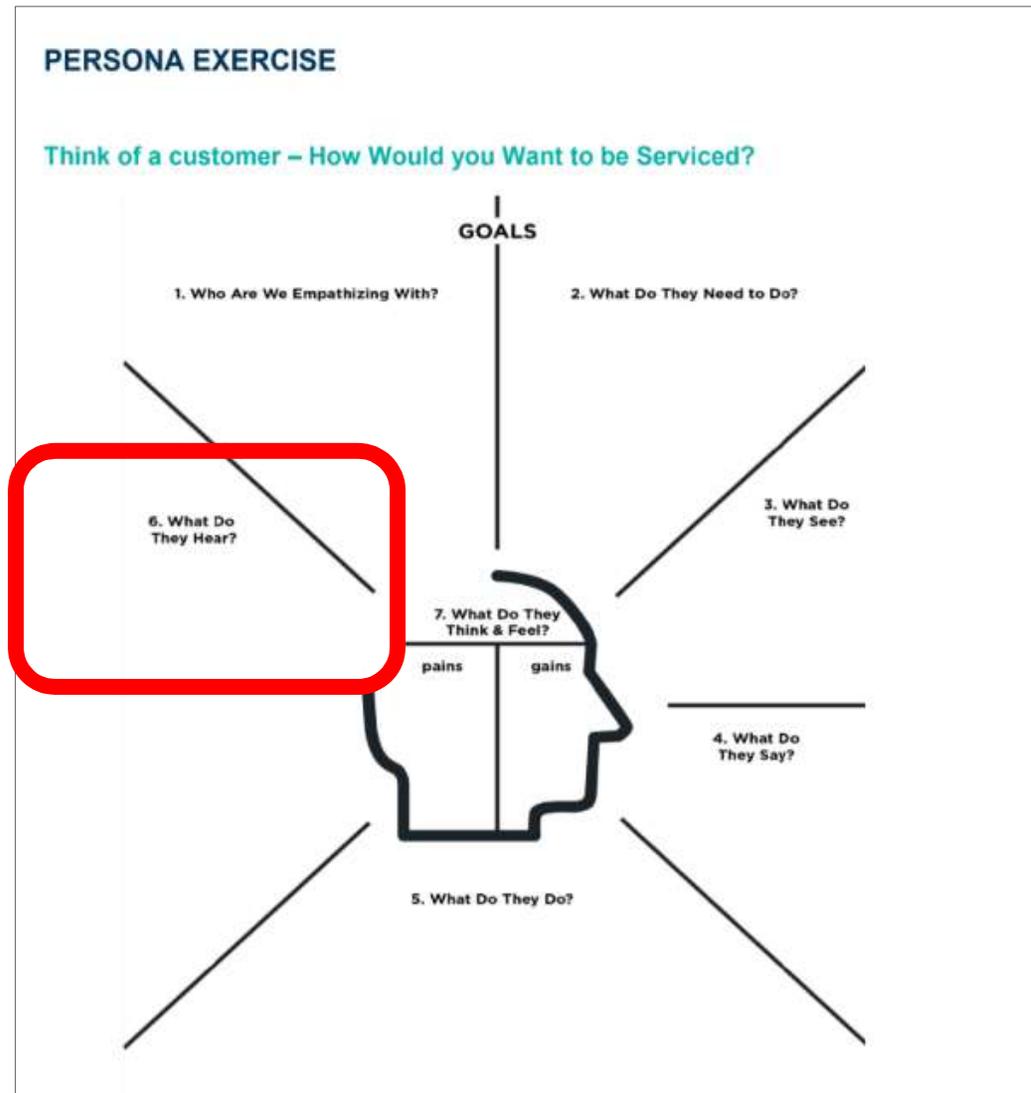
Tip 1: Persona exercise

5. What do they do?



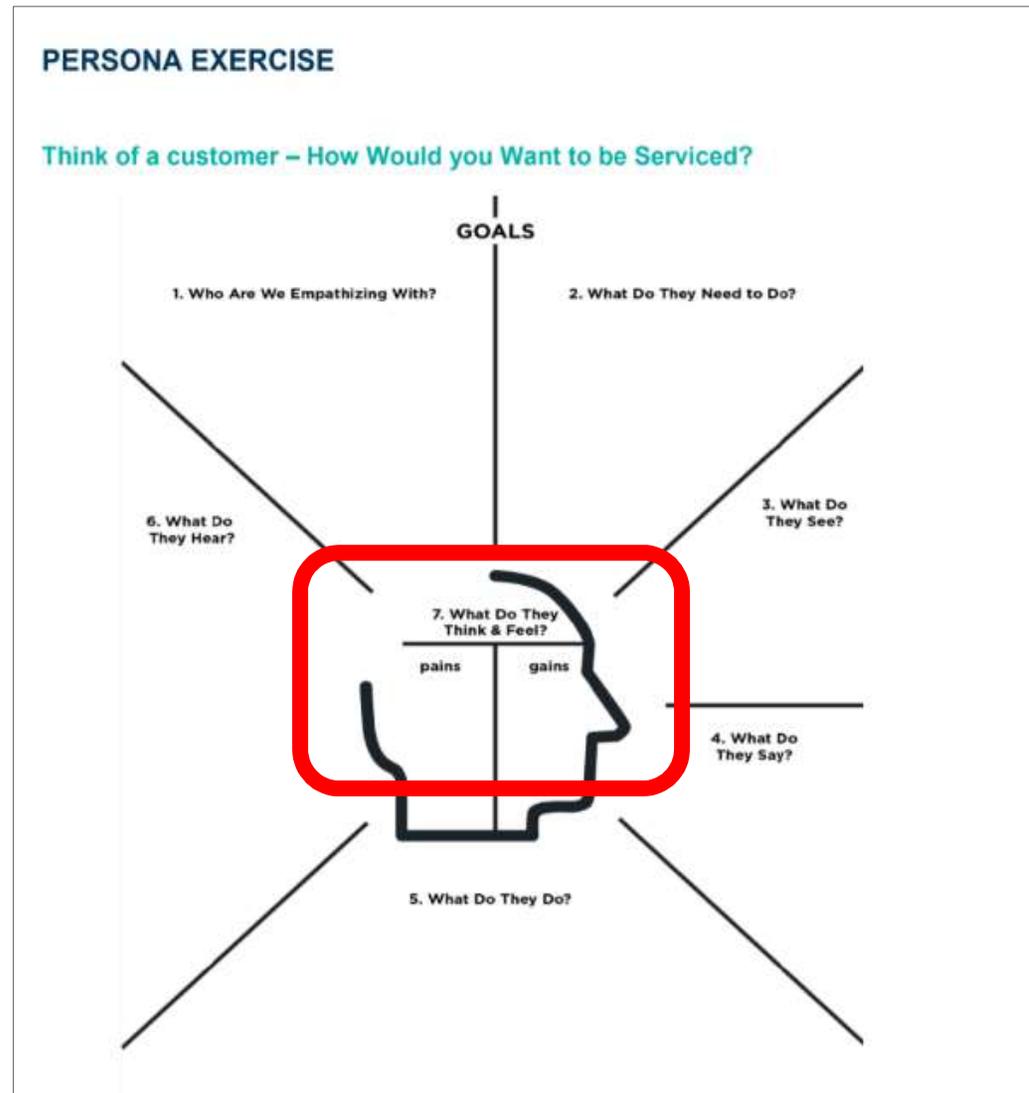
Tip 1: Persona exercise

6. What do they hear?



Tip 1: Persona exercise

7. What do they think and feel?



_____ Improvement Project

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Chartering is a great place to start building empathy!

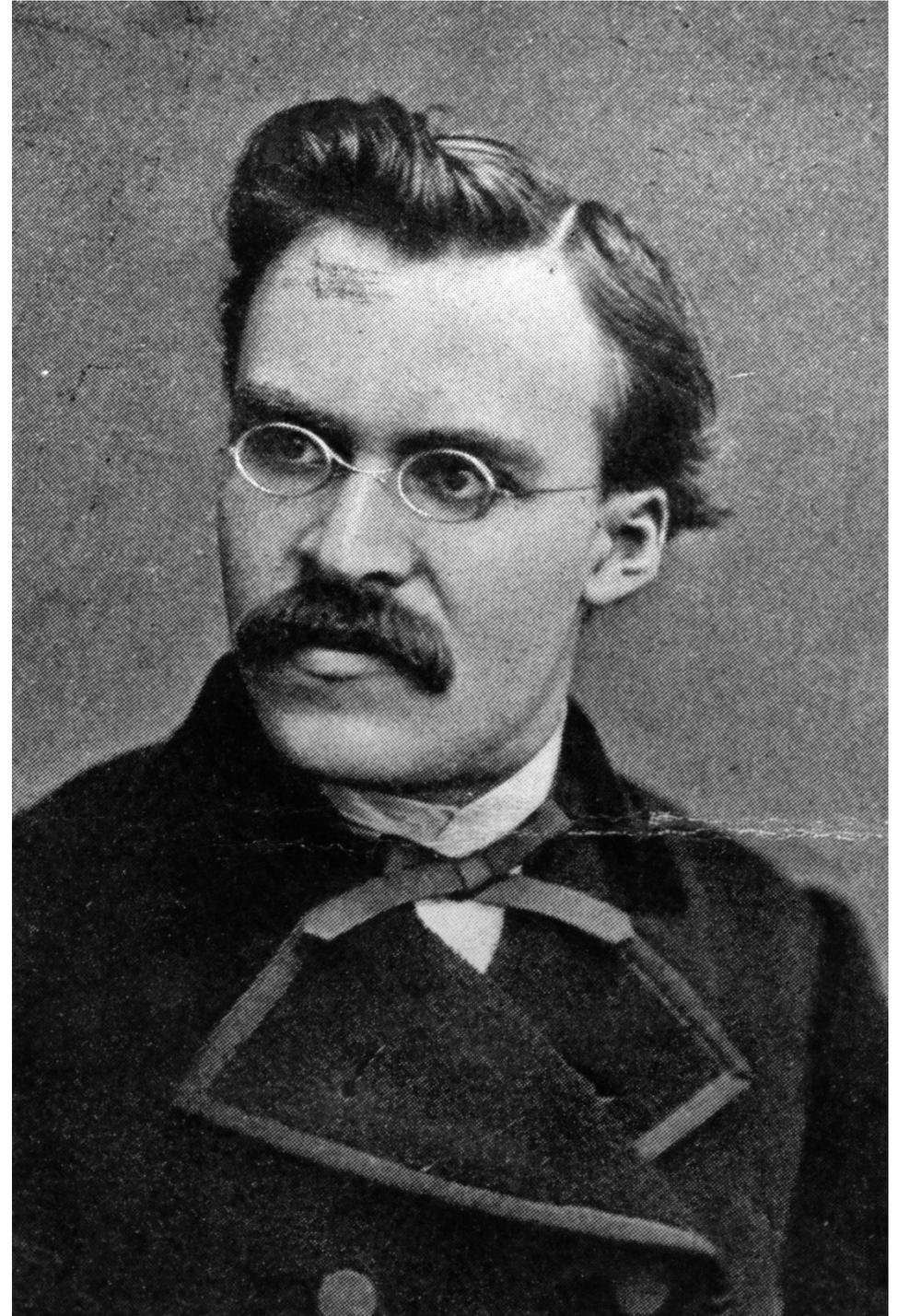


**“I've learned
that people will
forget what you
said, people will
forget what you
did, but people
will never forget
how you made
them feel.”**

- Maya Angelou

**“He who
has a “why”
can bear
almost any
“how”.**

- Friedrich Nietzsche



_____ Improvement Project

Sponsor: _____

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Current date: _____

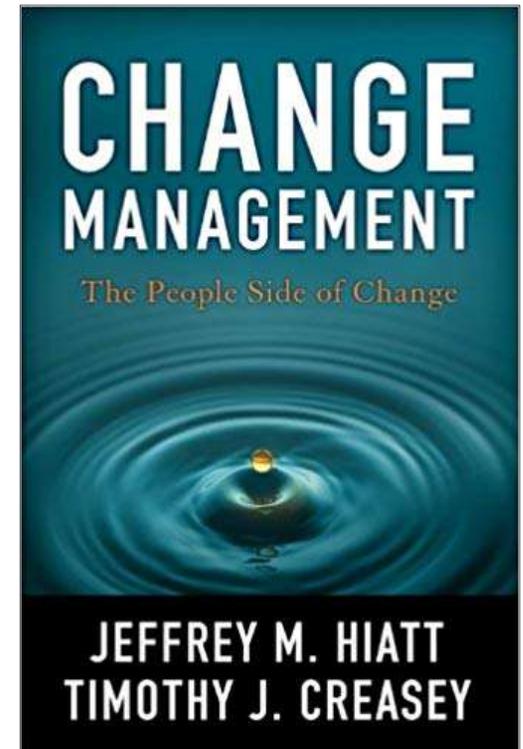
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Scope the opportunity with “who is impacted” in mind (Persona exercise)!

Building “people” into your training and development, particularly for Managers (Coaches)

Page 91:

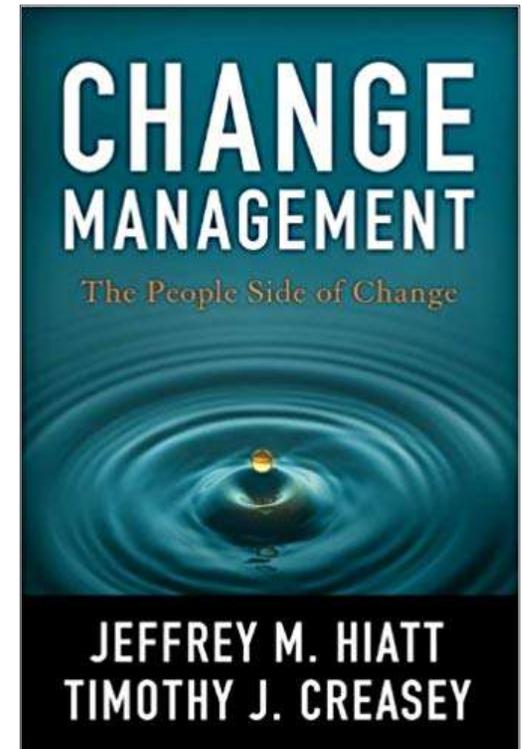
“Many changes fail in organizations because they do not appreciate and manage the people side of change”



Building “people” into your training and development, particularly for Managers (Coaches)

Pages 32-33:

“If a team only focuses on developing the “right answer”, they may ignore the people side of change, and end up installing a change that delivers no benefit.”



Building “people” into your training and development, particularly for Managers (Coaches)

https://www.codot.gov/business/process-improvement/self-service/resources/some-tips

You are here: [Home](#) / [Business Center](#) / [Process Improvement](#) / [Tools, Readings, and Submittal](#) / [Resources](#) / Roles of Managers During Times of Change - Some tips

Roles of Managers During Times of Change – Some tips

Developed in November 2011 by Gary Vansuch

References:
ADKAR: A Model for Change in Business, Government, and our Community; Jeffery M. Hiatt (2006); ISBN: 1930885504
Change management: The People Side of Change; Jeffery M. Hiatt and Timothy Creasey (2012); ISBN: 1930885615.

This Quick Start Guide is intended to help Managers lead during times of change, by helping these managers assist their employees to effectively adapt to a change. This Quick Start Guide can be used on its own, or in conjunction with the books referenced above.

Start with a description of the change:

Manager's roles for this change -- Shorter version: five overall roles

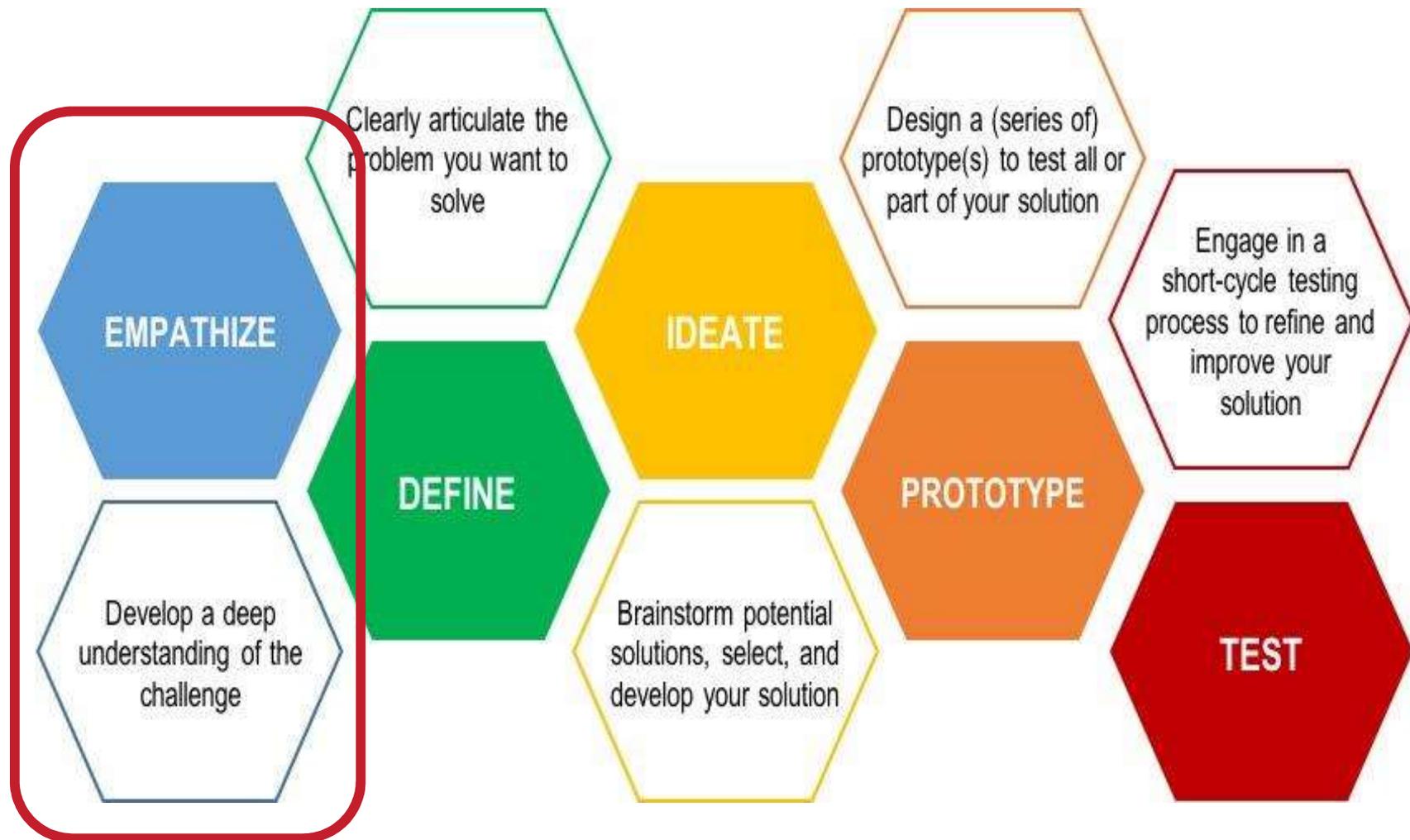
Role	Check
1. Communicate with your people about this change.	
2. Demonstrate your support for the change.	
3. Coach your people through the change process.	
4. Engage with and provide support to the Sponsor and the team who are developing this change.	
5. Actively identify and manage resistance .	

Manager's roles -- Longer version: activities for Managers during each phase of this change.

Adapting to this change myself	Check

www.codot.gov/business/process-improvement/self-service/resources/some-tips

Human-Centered Design Principles and Practices Help Us Change Culture!



Questions?



US 550 Near Silverton



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