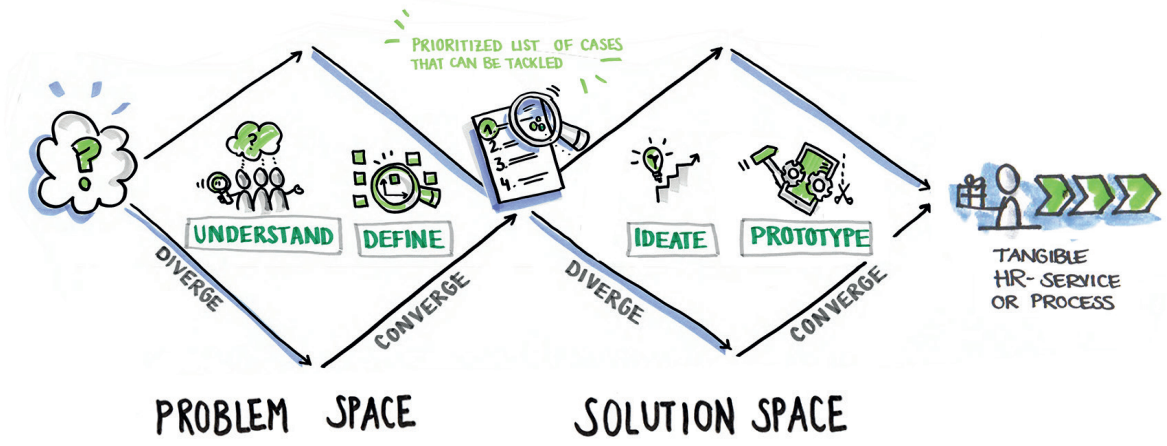
ZIP HR THINKING KIT

HR Thinking is a tool and approach to apply human centerd design methods to create tangible solutions for tomorrows HR-challenges today

© sovanta Design LAB

ZIP HR THINKING KIT



OUTCOME

- personas of HR customers
- clear description of the is-process & is-services
- customer needs & wants
- reframed HR challenge
- shared understanding of the problem
- multidisciplinary team for problem solving

- mutually agreed solution
- improved process-to-be
- prioritized list of generated HR solutions
- clear defined next steps
- visualization of the preferred solution

READY FOR THE REALISATION OF HR PROCESSES & SERVICES

© sovanta Design LAB

WARM UP / ENERGIZER

DRAW YOUR NEIGHBOR

MODERATION

TEAM SKILL LEVEL

DURATION: 20 MIN

warm up is about getting into the design thinking mindset of make-and-do. The team quickly gets to know each other, gets into the “right” mood of creativity and confidence for the Workshop day. At the end of this phase, the team is ready and prepared to tackle the upcoming challenges.

© sovanta Design LAB

DRAW YOUR NEIGHBOR

USE WHEN

To get to know everybody in the team, set the expectations for the workshop, and get into the design thinking mood.

HOW TO

Tell everybody to team up in pairs and draw your neighbor in the next 3mins. Exchange the masterpiece with the person who was sketched. Now everybody takes 5 min to add their name and role; why they are on the team and what they will contribute; to describe what they think a successful workshop would involve; and to share a surprise about themselves. Quick report back to the group: one participant after the other tapes sketches on whiteboard.

OUTCOME

Visual overview about all participants, workshop expectations, and a creative kick-off

CONCEPT

Get into a creative make-and-do mindset, build creative confidence

PROCESS

5 min
draw your neighbor

5 min
add details about yourself

10 min
report back to the group

MATERIAL

A5 post-its, Pen 68, timer, music

UNDERSTAND

CONTEXT MAP

MODERATION

TEAM SKILL LEVEL

DURATION: 30 MIN

understand is about defining the right challenge. The goal is to get a common understanding of the challenge/problem space together with the client. At the end of a project the developed ideas and concepts will be measured against the previously defined challenge. Make sure you understand the challenge right and rephrase it if necessary. 360° Research is about the Search, Discovery, Exploration and Capture of information. The goal is to find data that inspires the team and gain empathy for all relevant stakeholders.

© sovanta Design LAB

CONTEXT MAP

USE WHEN

as a quick start to a workshop and to bring everybody onto the same level without doing extensive research

HOW TO

prepare Canvas upfront, first individually brainstorm trends (one trend per post-it, be visual!) – quickly get everyone to share their ideas, ignoring doubles and cluster!, move on to brainstorm potential effects for organization and potential needs of the user – share findings and cluster.

OUTCOME

shared discovery, exploration and capture of different perspectives. This will inspire the team and promote empathy among participants and involved stakeholders. Big picture view of the project.

CONCEPT

We don't have a good grasp of a situation until we see it in a bigger context. The Context Map is therefore designed to show the external factors, trends, and forces at play surrounding an organization. Once we have a systemic view of our external environment, we are better equipped to respond proactively to that landscape.

PROCESS

5 min
Silent brainstorm on trends

10 min
share findings, cluster

5 min
brainstorm on potential effects/ potential needs

10 min
share and cluster ideas

MATERIAL

Canvas, post-its, Pen 68

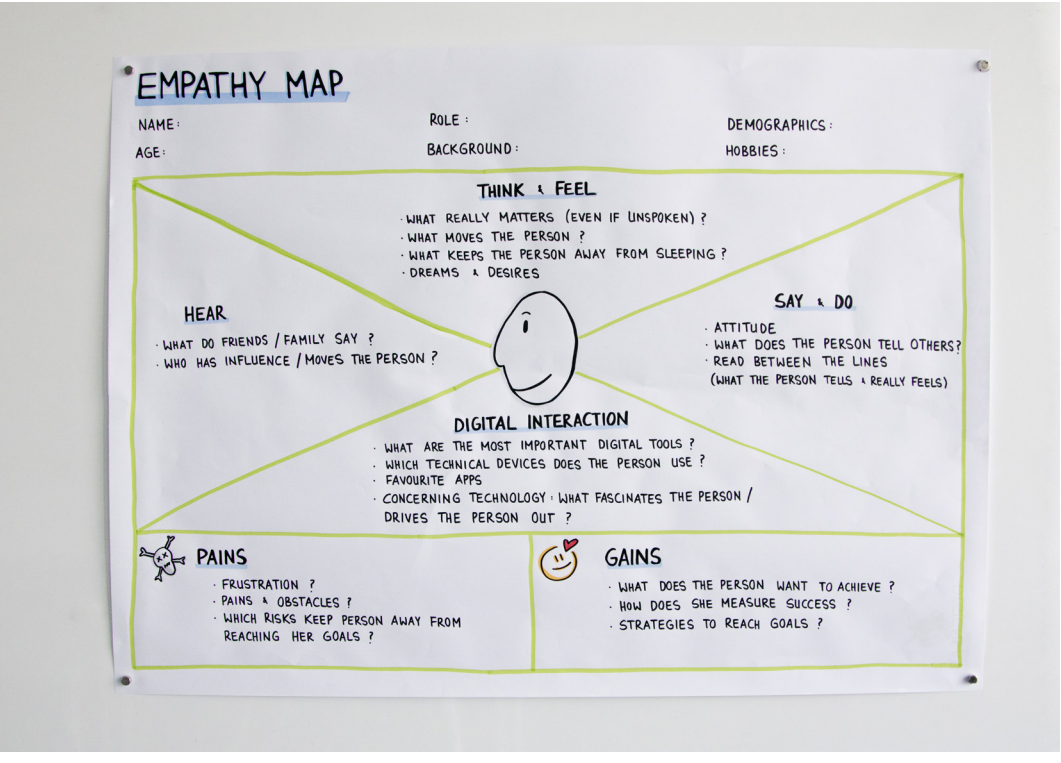
DEFINE

EMPATHY MAP

MODERATION

TEAM SKILL LEVEL

DURATION: 30-45 MIN



define is about structuring the unstructured data. The goal is to share and structure the information collected during the 360° Research phase. In addition, it is about setting the information in relation to different stakeholder types, those might be personas. Different techniques help to come to a convergent state of mind without jumping to the solution just yet.

© sovanta Design LAB

EMPATHY MAP

USE WHEN

quick way to develop empathy for your user (not as research-based as the persona task). Low-fi Persona.

HOW TO

split group into teams of 4/5, identify 2-3 user archetypes, give the persona a name and a demographic profile, guide the team through the fields of see, say & do, hear, think & feel. Focus on underlying pains & gains to identify needs and want - no solutions yet!

OUTCOME

Empathy Map of each user archetype

CONCEPT

Personas help focus group's attention on the people involved in the project. You can refer back to this map at a later point.

PROCESS

5 mins
identify personas / archetypes,
brainstorm demographics

15 mins
brainstorm see, say & do, hear, think & feel

10 mins
read between the lines,
identify pains & gains

15 mins
share findings

MATERIAL

Empathy Map canvas. post-its, pens

DEFINE

HOW MIGHT WE QUESTIONS

MODERATION

TEAM SKILL LEVEL

DURATION: 15-20 MIN

define is about structuring the unstructured data. The goal is to share and structure the information collected during the 360° Research phase. In addition, it is about setting the information in relation to different stakeholder types, those might be personas. Different techniques help to come to a convergent state of mind without jumping to the solution just yet.

© sovanta Design LAB

HOW MIGHT WE QUESTIONS

USE WHEN

Final synthesis of research results to prepare for ideation

HOW TO

explain structure of HMW question and underlying concept. Refer to any findings and empathy maps in particular. It is about reframing the challenge and not yet jumping into solutions. Create a seed that is broad enough so that there are a wide range of solutions but narrow enough that the team has some helpful boundaries. We are approaching the finishing line of the problem space. Participants might need support in this phase.

OUTCOME

prioritized HMW questions for each persona. The HMW question is the starting point for ideation

CONCEPT

Point of view = USER + NEED + INSIGHT

- The personas you have identified.
- The needs you have identified for them.
- The insights, you have for them (why do they have the needs?)

Reframing of design challenge into actionable problem statement.

PROCESS

10 mins
brainstorm as a team multiple HMW questions according to the structure

10 mins
prioritize and chose a first question as a basis for ideation

MATERIAL

structure of HMW question on white-board or paper, A3 paper, post-its, pens

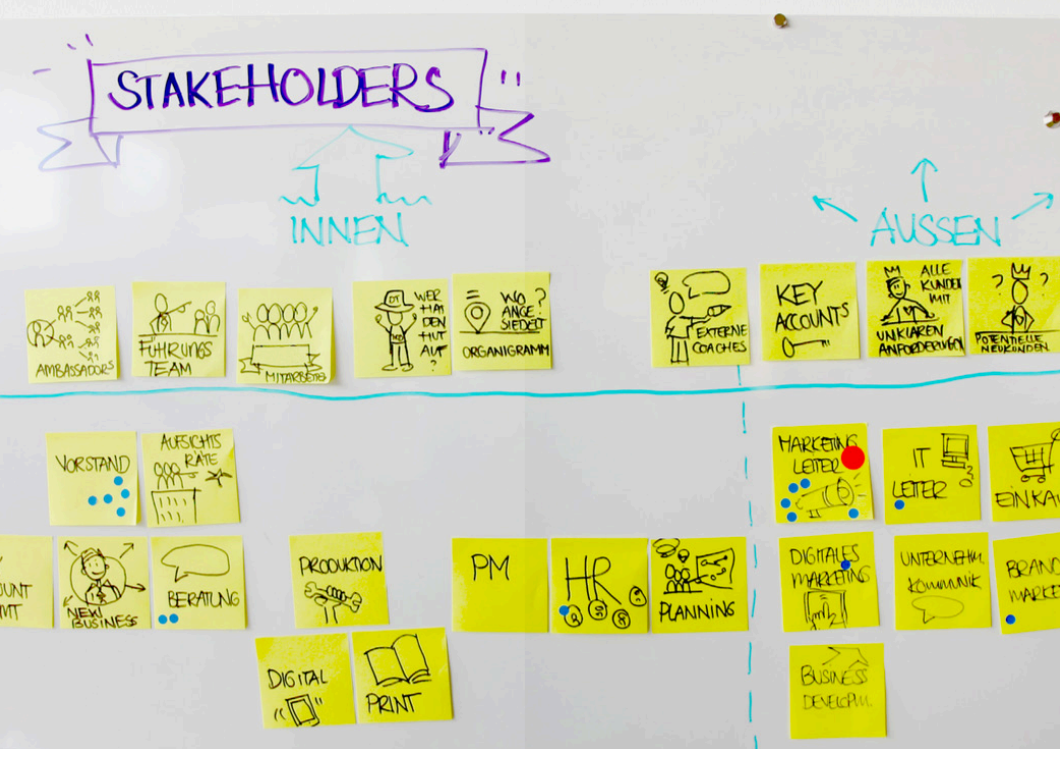
DEFINE

STAKEHOLDER MAP

MODERATION

TEAM SKILL LEVEL

DURATION: 20-30 MIN



define is about structuring the unstructured data. The goal is to share and structure the information collected during the 360° Research phase. In addition, it is about setting the information in relation to different stakeholder types, those might be personas. Different techniques help to come to a convergent state of mind without jumping to the solution just yet.

© sovanta Design LAB

STAKEHOLDER MAP

USE WHEN

to identify, visualise and prioritise all stakeholders and users that are of relevance to your project. Define which users/stakeholders to focus on using the empathy map.

HOW TO

let the group brainstorm all relevant stakeholders (they might be internal or external) and cluster them on a whiteboard. Be precise and depending on your challenge, describe the archetypes up to a role level (e.g., developer, design lead, etc.). Once the entire landscape of stakeholders is laid out, give each participant 2 dots (as many as empathy maps you intend to develop). Let the group vote for the 2 users with most impact on the project. Pick the highest rated users to develop their empathy map.

OUTCOME

archetypes for whom we identify an empathy map

CONCEPT

create an overview of all stakeholders involved

PROCESS

10 mins
identify personas/archetypes

10 mins
cluster in internal/external stakeholders

3 mins
dot vote on users with highest impact on project

MATERIAL

whiteboards, post-its, pens, dots

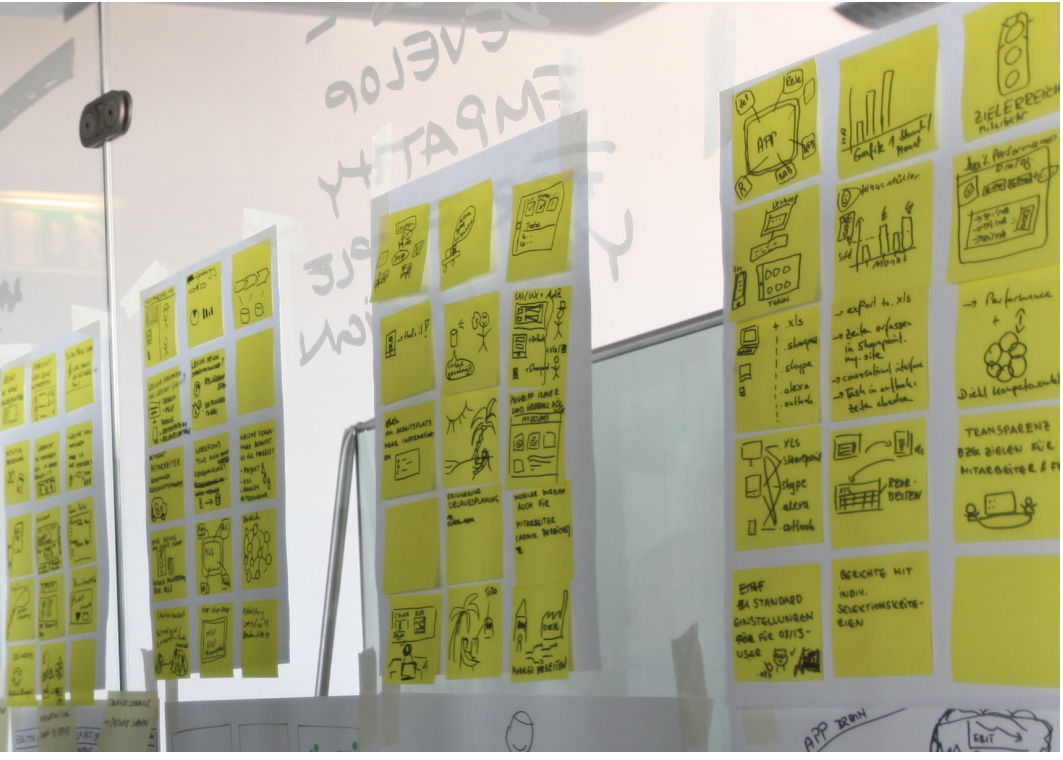
IDEATE

6-3-5 BRAINSTORMING

MODERATION

TEAM SKILL LEVEL

DURATION: 40 MIN, DEPENDING ON TEAM SIZE



ideate is about brainstorming ideas. The goal is to generate as many ideas as possible. At this point, the team starts to imagine possibilities. Do not check for feasibility and viability at the beginning of ideation, this is done later during prioritization.

© sovanta Design LAB

6-3-5 BRAINSTORMING

USE WHEN

idea creation, go for quantity

HOW TO

let the group chose a HMW question to brainstorm on, prepare some A3 paper with a row of 3 post-its for every participant, set timer to 5 minutes, tell the team to be visual and use text only if it's unavoidable, sketches should be self-explanatory, everybody comes up with 3 different ideas to the solution and sketches them in 5 minutes. Round 2, hand the sheet to the neighbor on your right, build 3 new ideas based on his/her ideas or be inspired to create totally new concepts. Repeat until everybody has contributed to each paper.

OUTCOME

many ideas

CONCEPT

The intention of 6-3-5 brainstorming is to leverage the collective thinking of the group, to be visual and build on the ideas of others. Conducting a brainstorm creates a distinct time when you intentionally turn up the generative part of your brain and turn down the evaluative part.

PROCESS

5 mins
round 1

5 mins
round 2

5 mins
round 3…

10 mins
post all A3 sheets on the wall and have the team look at them and get inspired in a silent session

MATERIAL

timer, A3 paper, post-its, pens, markers, Bikablo books for inspiration, music

STRUCTURE & SHARE

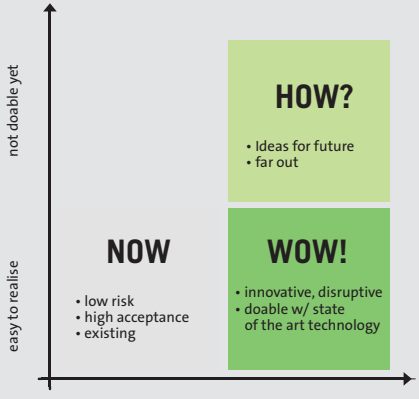
EFFORT/EFFECT MATRIX

MODERATION

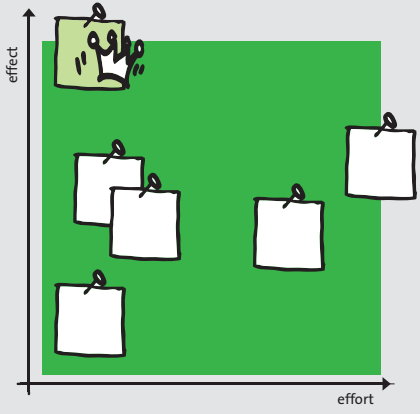
TEAM SKILL LEVEL

DURATION: 20 MIN

FRAMEWORKS



A NOW / HOW / WOW Matrix:
• Map and prioritize Ideas according to their feasibility



B Customer Value - ease of implementation
• Map according to effort vs satisfaction

structure and share is about synthesizing and prioritizing ideas or research findings. This helps the team to gain a structured overview of ideas leading to a convergent state, and helps to identify which ideas should be pursued or discarded.

© sovanta Design LAB

EFFORT/EFFECT MATRIX

USE WHEN

to help prioritize ideas – to identify low hanging fruits, to consider ideas in relation to ease of implementation, or customer satisfaction.

HOW TO

prioritize ideas, e.g., dot voting in silent brainstorm session. Together with the group, chose a matrix according to objective and map ideas in relation to each other on axes.

OUTCOME

overview of prioritized ideas in relation to value creation and effort; forms the basis for decision about follow-up and next steps

CONCEPT

Set ideas in relation to each other, identify which ones to pursue first

PROCESS

10 mins
prioritize ideas

10 mins
arrange post-its, identify low-hanging fruits

MATERIAL

whiteboard, post-its, dots

WRAP UP

I WISH, I LIKE

MODERATION

TEAM SKILL LEVEL

DURATION: 15 MIN

wrap up is about summarizing the key messages of the workshop, to which the team has committed. This summary is comprised of an overview of the next steps, a rough timeline, and a handover of the artifacts and canvases created by the team during the workshop. This is designed to help prepare the newly formed team for the next project phase.

© sovanta Design LAB

I WISH, I LIKE

USE WHEN

at the end of a workshop day, to get feedback and to learn about participant's impressions of the workshop

HOW TO

The simple structure helps encourage constructive feedback. Meet as a group and any person can express a "Like," a "Wish," or a "What if" succinctly as a headline. This way, it's possible to share dozens of thoughts in a session. It is useful to have one person capture the feedback. Listen to the feedback – you don't need to respond at that moment. Use your judgment as a team to decide if you want to discuss certain topics that arise.

OUTCOME

feedback and the possibility to adjust agenda and facilitation of day 2

CONCEPT

I Like, I Wish is a simple tool to encourage unfiltered feedback. Designers rely on personal communication and, particularly feedback, during design work. You request feedback from users about your solution concepts. Feedback is best given with I-statements. For example, "I sometimes feel you don't listen to me" instead of "You don't listen to a word I say."

PROCESS

2 min
explain the purpose and how-to

time depending on group size
give everybody a chance to contribute two sentences – verbally or on post-it

2 min
wrap up the workshop day yourself with your individual statement

MATERIAL

post-its or verbal