

# IPI Transition Accelerator

Creative Confidence, Innovation and  
Design Thinking



International  
Press  
Institute

My design challenge:

How might we build an ecosystem to encourage and support journalists and news leaders to reimagine and create journalism that serves and delights their communities.

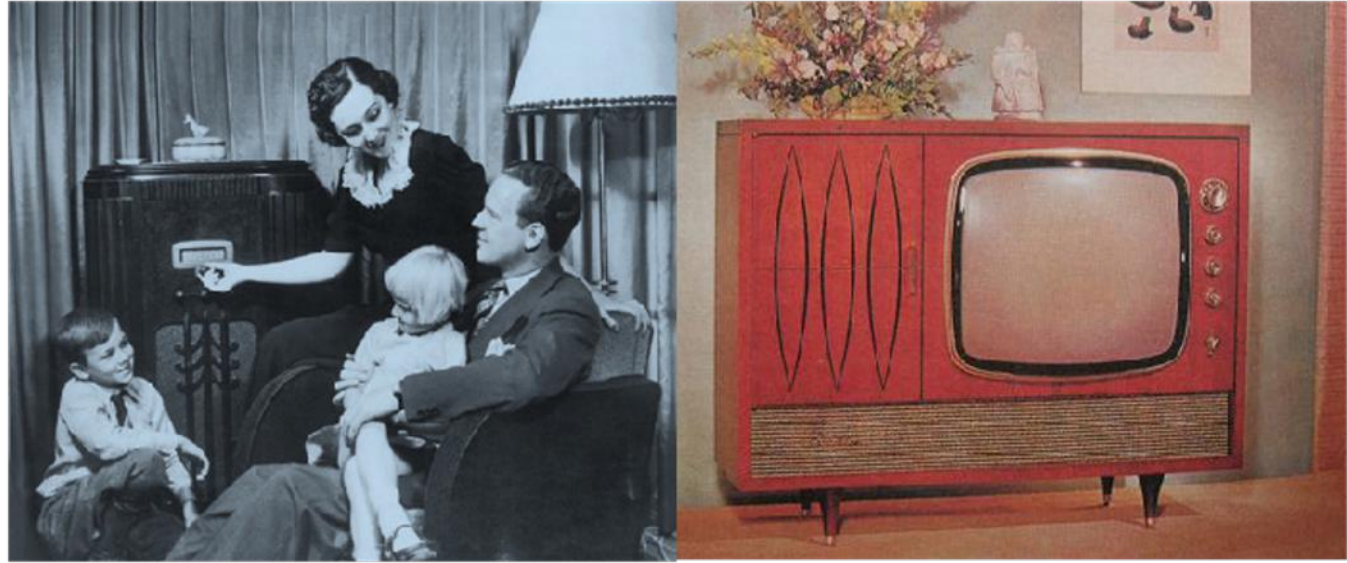
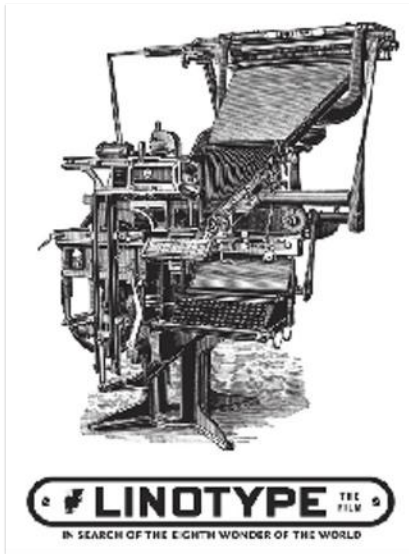
**NEWS MEDIA  
INNOVATION  
*2020***



At its most basic, **design thinking** is an agile process for solving complex problems. It's a way of understanding the needs of the people you're building a solution for, and testing that solution with them *before* creating it.



Laura Morton



# WHAT DO WE MEAN BY INNOVATION?

10x







**TURNING READERS  
INTO SUBSCRIBERS,  
DONORS, PARTNERS —  
IT WILL CHANGE MORE  
THAN YOU THINK**

~~B2B~~

B2C

**It's not about the  
tech or the business  
model.**

**It's about  
attention.**



“

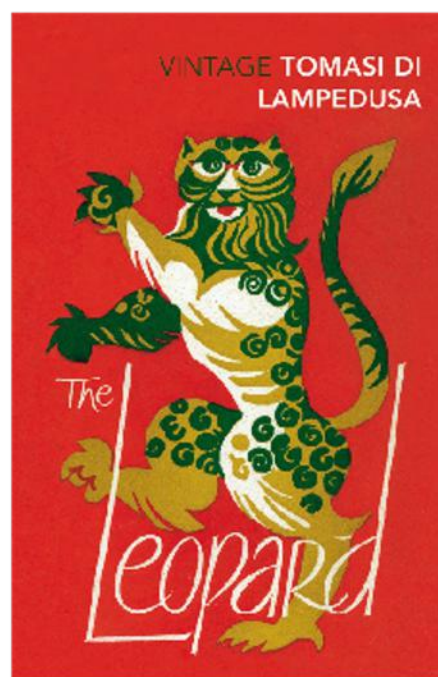
**2008**

**MOVE FAST  
AND BREAK THINGS**

**2015**

**MOVE FAST  
*WITH STABLE INFRASTRUCTURE***

”



**“IF WE WANT EVERYTHING TO  
STAY THE SAME, EVERYTHING  
WILL HAVE TO CHANGE”**

**LAMPEDUSA**  
***THE LEOPARD 1958***

*How might we renew a journalism true to its values that delights and fulfills an essential need for our society?*



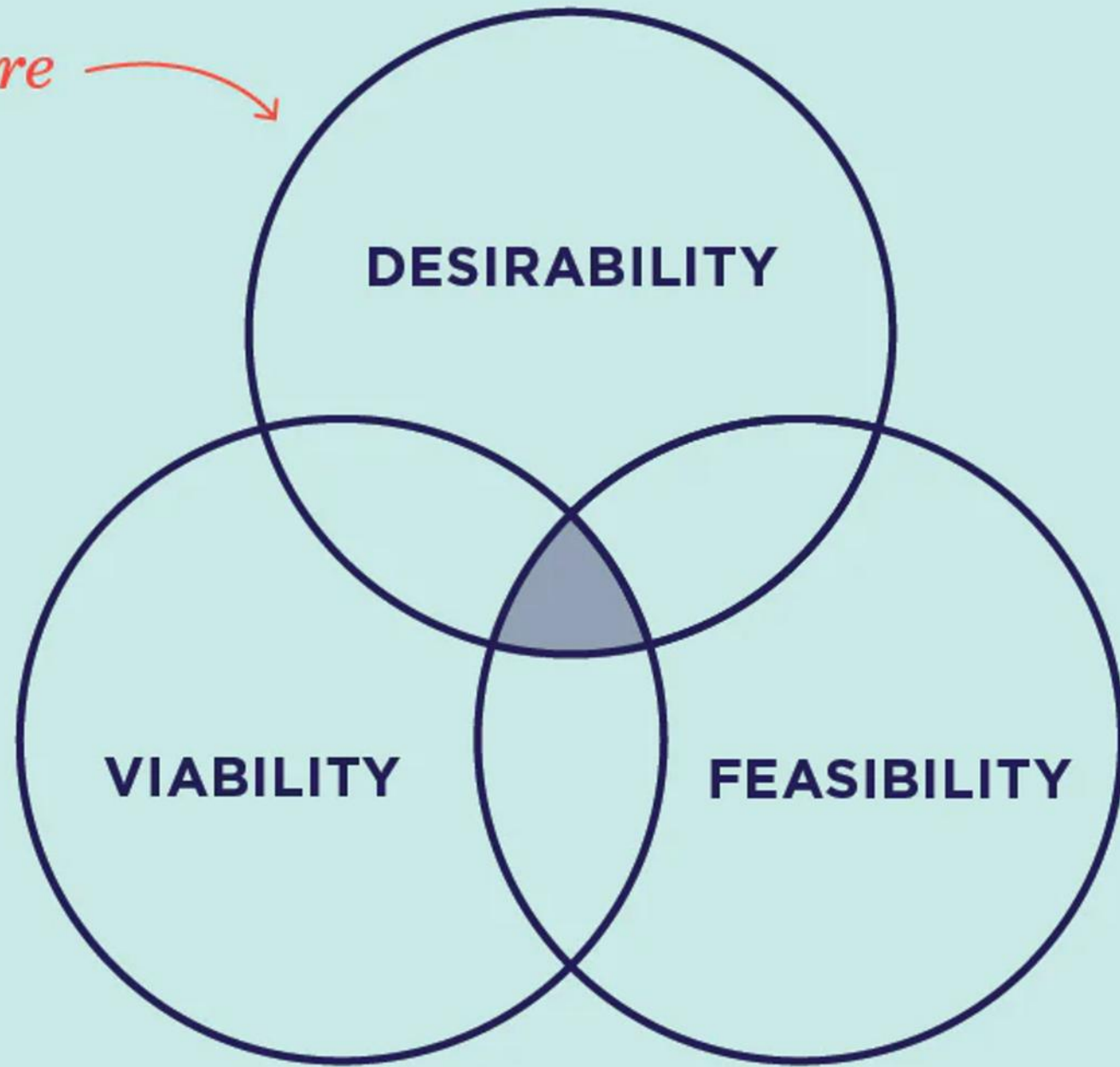
# Melinda Gates on Innovation

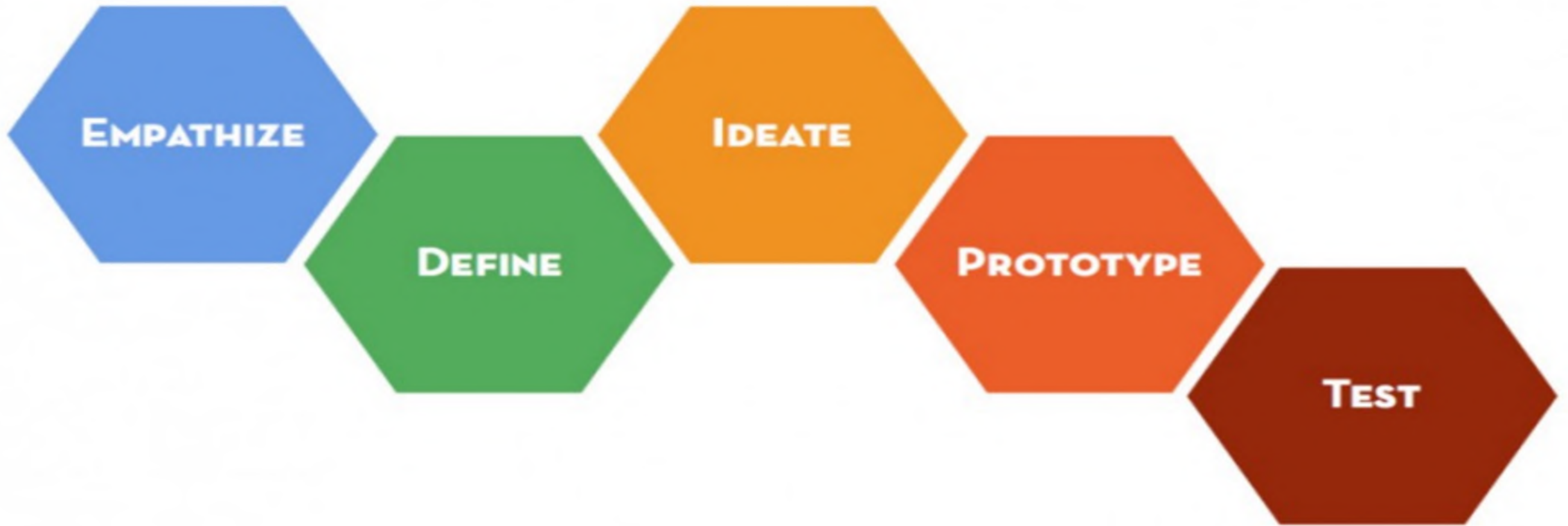
**-WIRED:** What innovation do you think is changing the most lives in the developing world?

**- MELINDA GATES:** Human-centered design. Meeting people where they are and really taking their needs and feedback into account. When you let people participate in the design process, you find that they often have ingenious ideas about what would really help them. And it's not a onetime thing; it's an iterative process.



*Start Here*



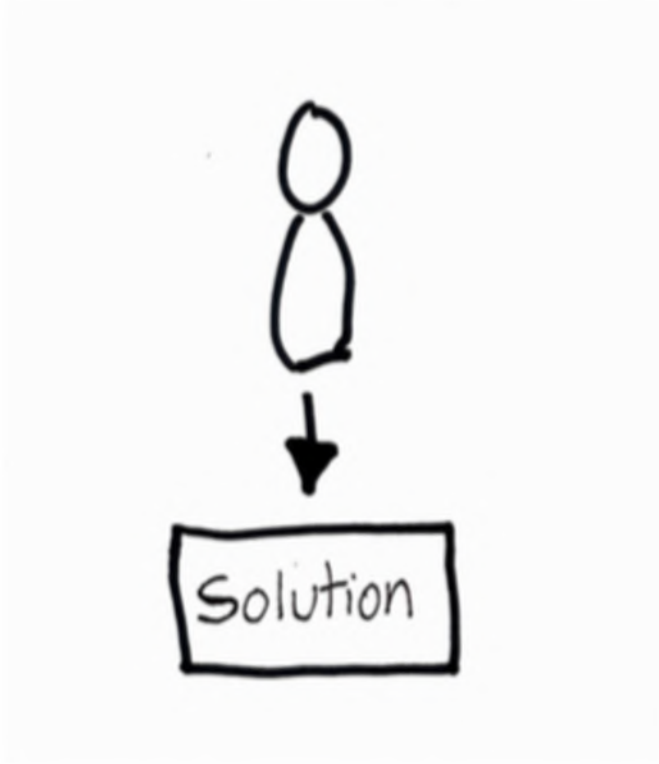


# INTRO TO HUMAN CENTERED DESIGN

*IPI's Transition  
Accelerator*

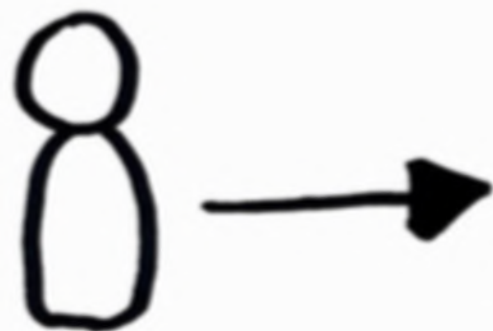
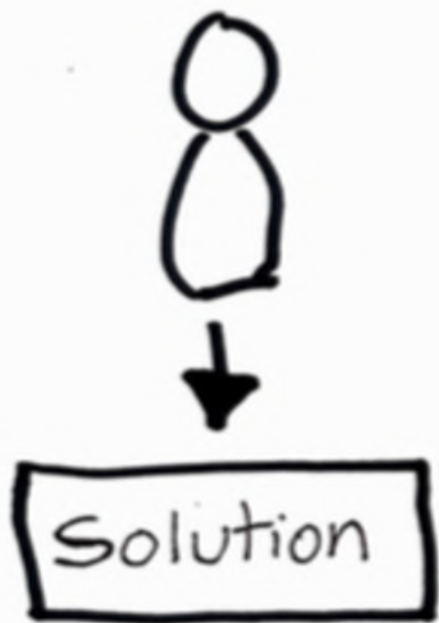


“WE HAVE THIS PROBLEM.  
LET’S GET IN A ROOM AND  
BRAINSTORM SOLUTIONS.”



**“IF I HAD AN HOUR TO SOLVE  
A PROBLEM AND MY LIFE  
DEPENDDED ON THE SOLUTION,  
I WOULD SPEND THE FIRST  
55 MINUTES DETERMINING  
THE PROPER QUESTION TO ASK,  
FOR ONCE I KNOW THE PROPER  
QUESTION, I COULD SOLVE THE  
PROBLEM IN LESS THAN 5 MINUTES.”**

**—ALBERT EINSTEIN**



**PROBLEM FINDING**  
**VS. PROBLEM SOLVING**



# DESIGN THINKING | WHAT?

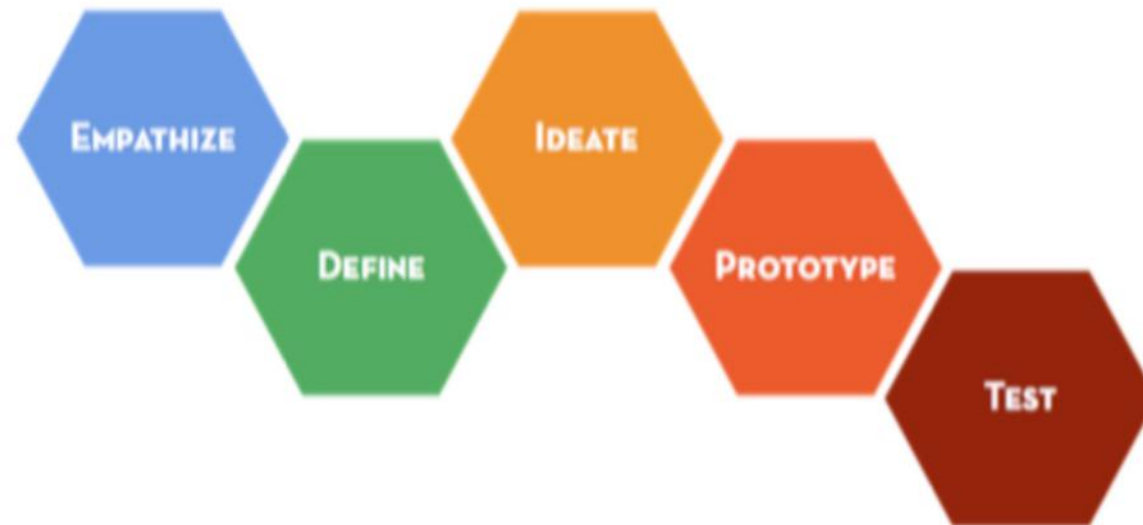


# HUMAN-CENTRED DESIGN

Design thinking is a process for creative problem finding, problem framing and problem solving which at its core is human-centered. It encourages organizations to focus on the people they're creating for ... the first question should always be what's the human need behind it?



## **DESIGN THINKING | HOW?**





**What we see**

**What they  
feel**

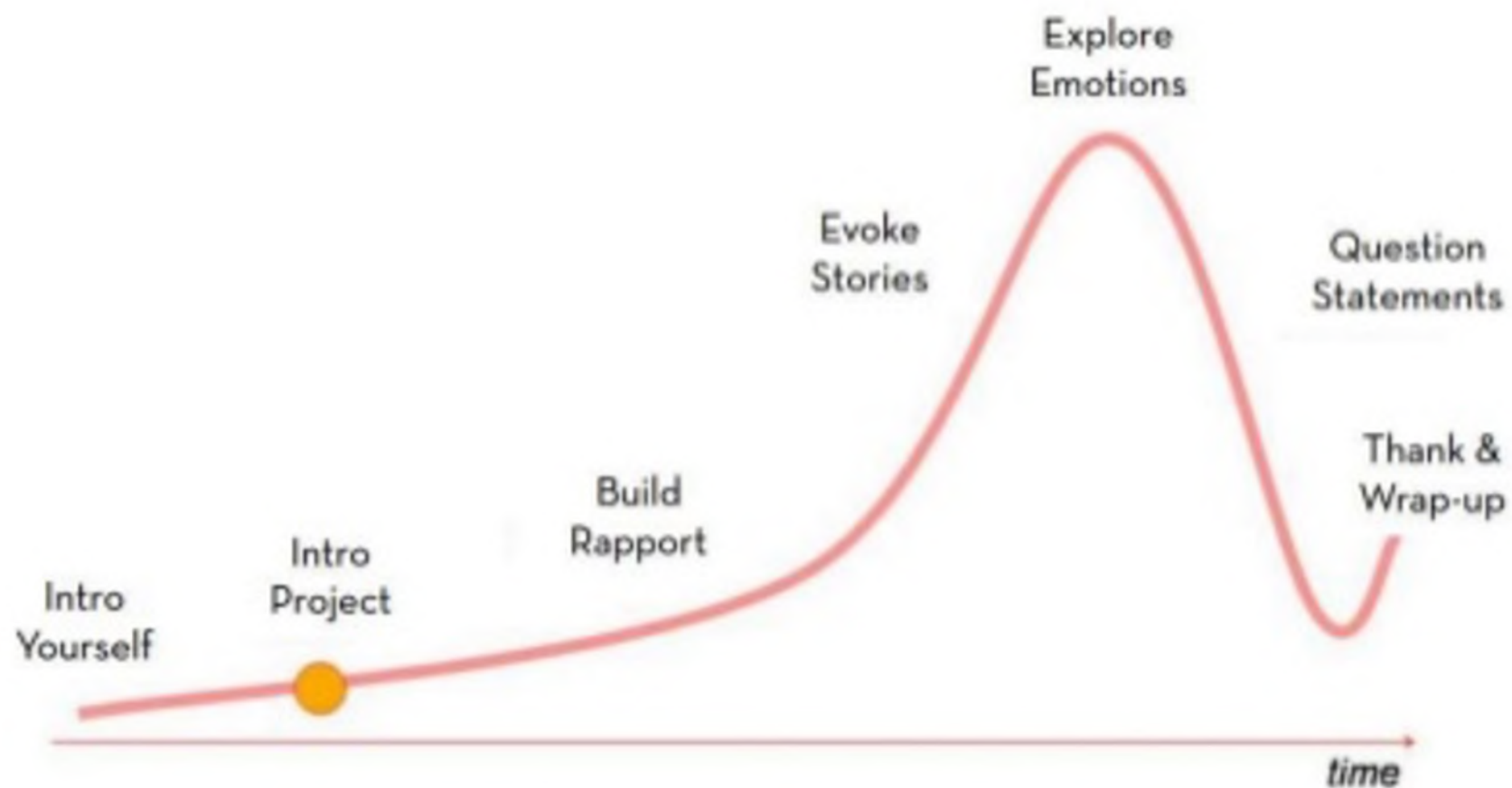


# How to interview


- Frame the discussion as a conversation rather than an interview
- Look for human stories rather than facts
- Be open-minded and avoid judgment and assumptions
- Avoid suggesting answers and hinting at solutions
- Ask about feelings and emotions
- Always go deeper in the conversation by asking why, why, why
- Don't be afraid of being silent
- Listen actively to what the person has to say

## User Interview – Ideal Timeline

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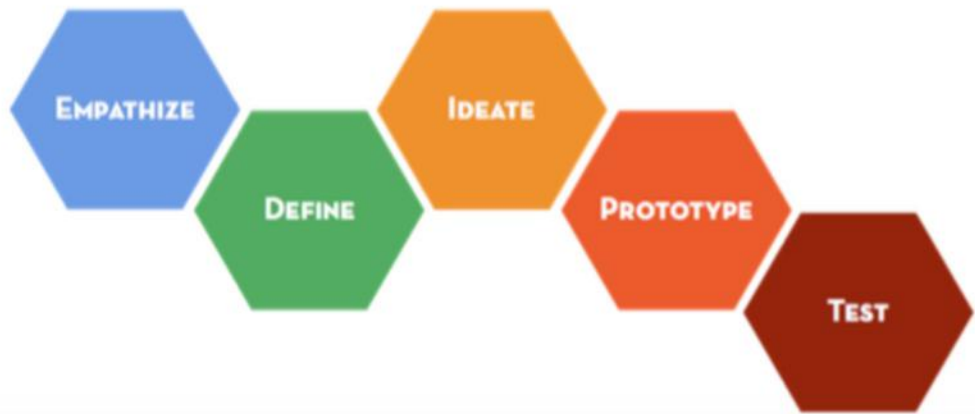
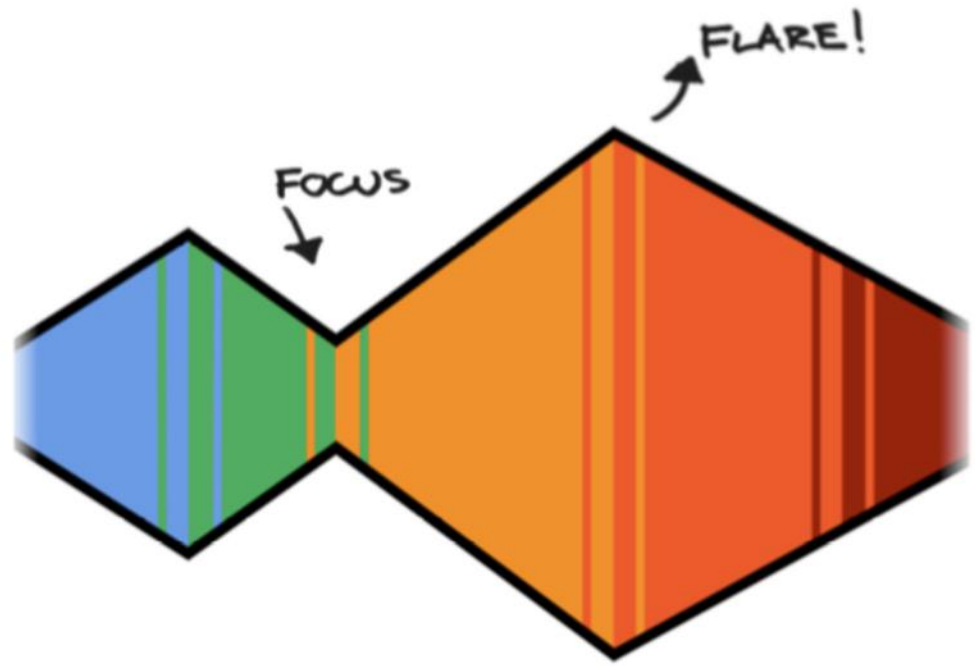


(<http://dschool.stanford.edu/wp-content/themes/dschool/method-cards/interview-for-empathy.pdf>)



# ASSUME A BEGINNER'S MINDSET

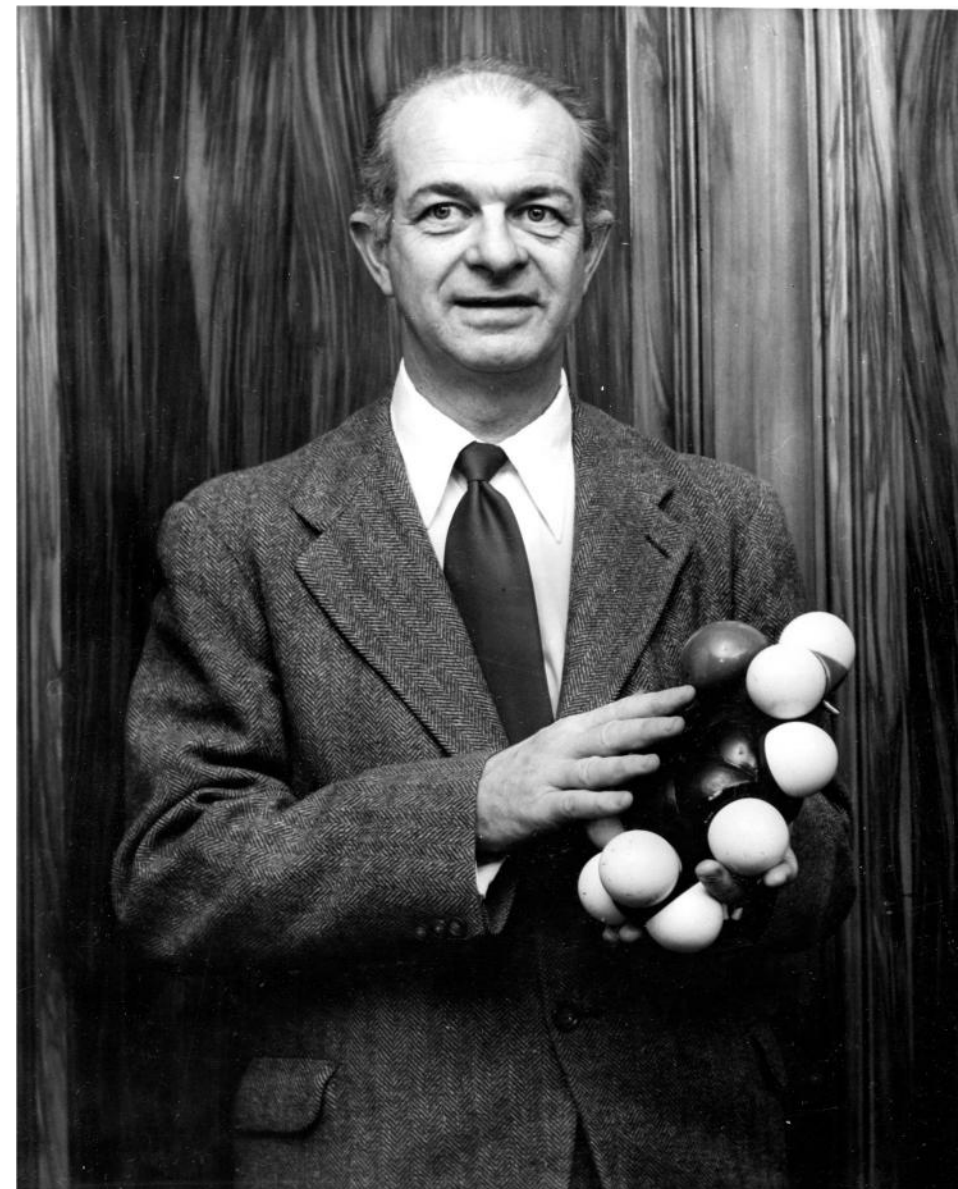
- **Don't judge.** observe and engage users without the influence of value judgments
- **Question everything.** Question even (and especially) the things you think you already understand. Ask questions to learn about how the user perceives the world. Follow up an answer to one "why" with a second "why."
- **Be truly curious.** Strive to assume a posture of wonder and curiosity, especially in circumstances that seem either familiar or uncomfortable.
- **Find patterns.** Look for interesting threads and themes that emerge across interactions with users.
- **Listen. Really.** Lose your agenda and let the scene soak into your psyche. Absorb what users say to you, and how they say it, without thinking about the next thing you're going to say.



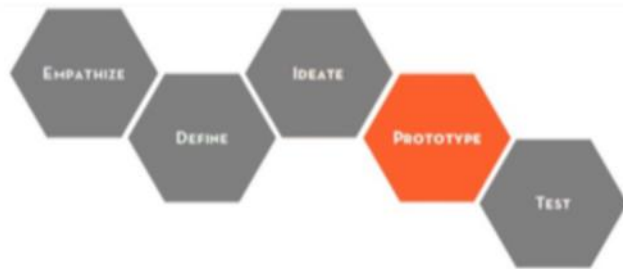


**“To get a good idea, you  
need a lot of ideas.”**

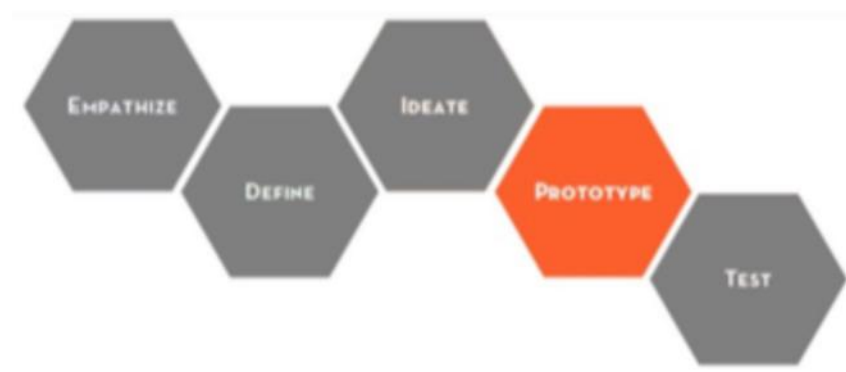
*Two-time Nobel Prize winner Linus Pauling*



# PROTOTYPE AND TEST



# PROTOTYPE AND TEST



Gather feedback

What worked?

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What didn't work?

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What can we improve?

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Questions or new ideas?

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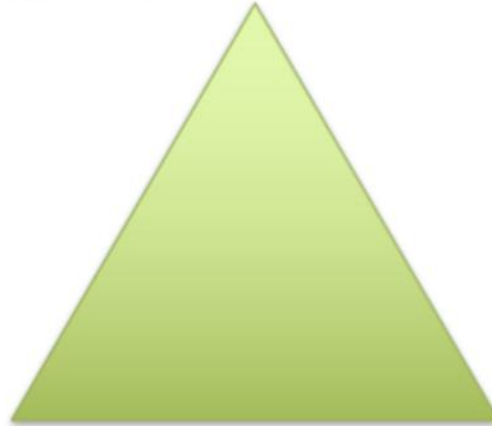
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# DESIGN THINKING IS ...

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## A MINDSET

A set of beliefs and a lens through which we approach and work through problems

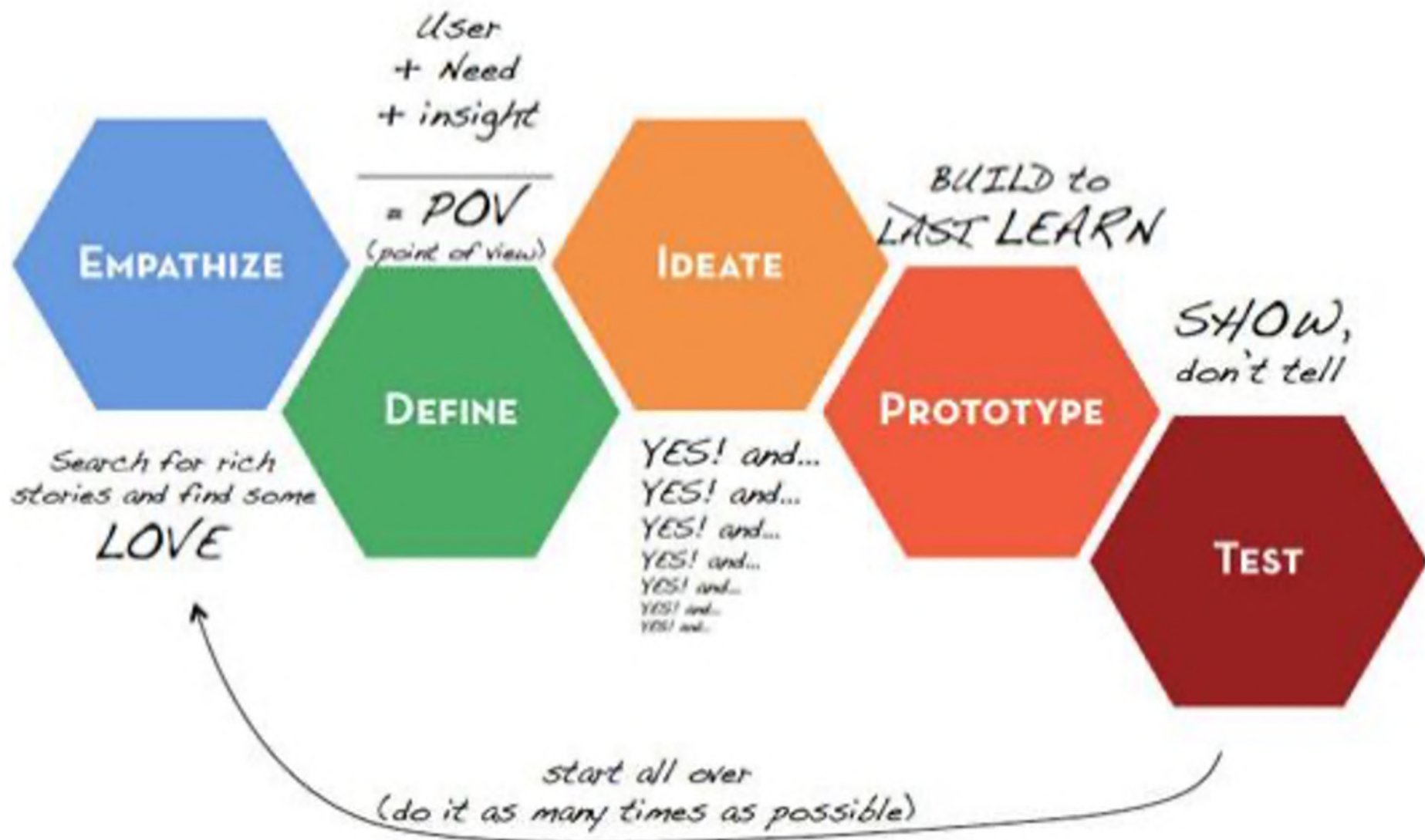


## A SET OF TOOLS

For how to understand, engage and navigate complex challenges

## A PROCESS

For engaging with for whom we're designing creating conditions where more transformative ideas can surface





# THINK LIKE A DESIGNER

- Start with curiosity
- Reframe the problem/need – ask why
- Bias to action –
  - The data is out there, go find it
- Design with your user/audience at the table –
  - understand their needs
- Rapid prototyping and testing –
  - Build to think and explore the space
- Radical collaboration
- Be mindful of where you are in the process

Know your audience.



+ What worked

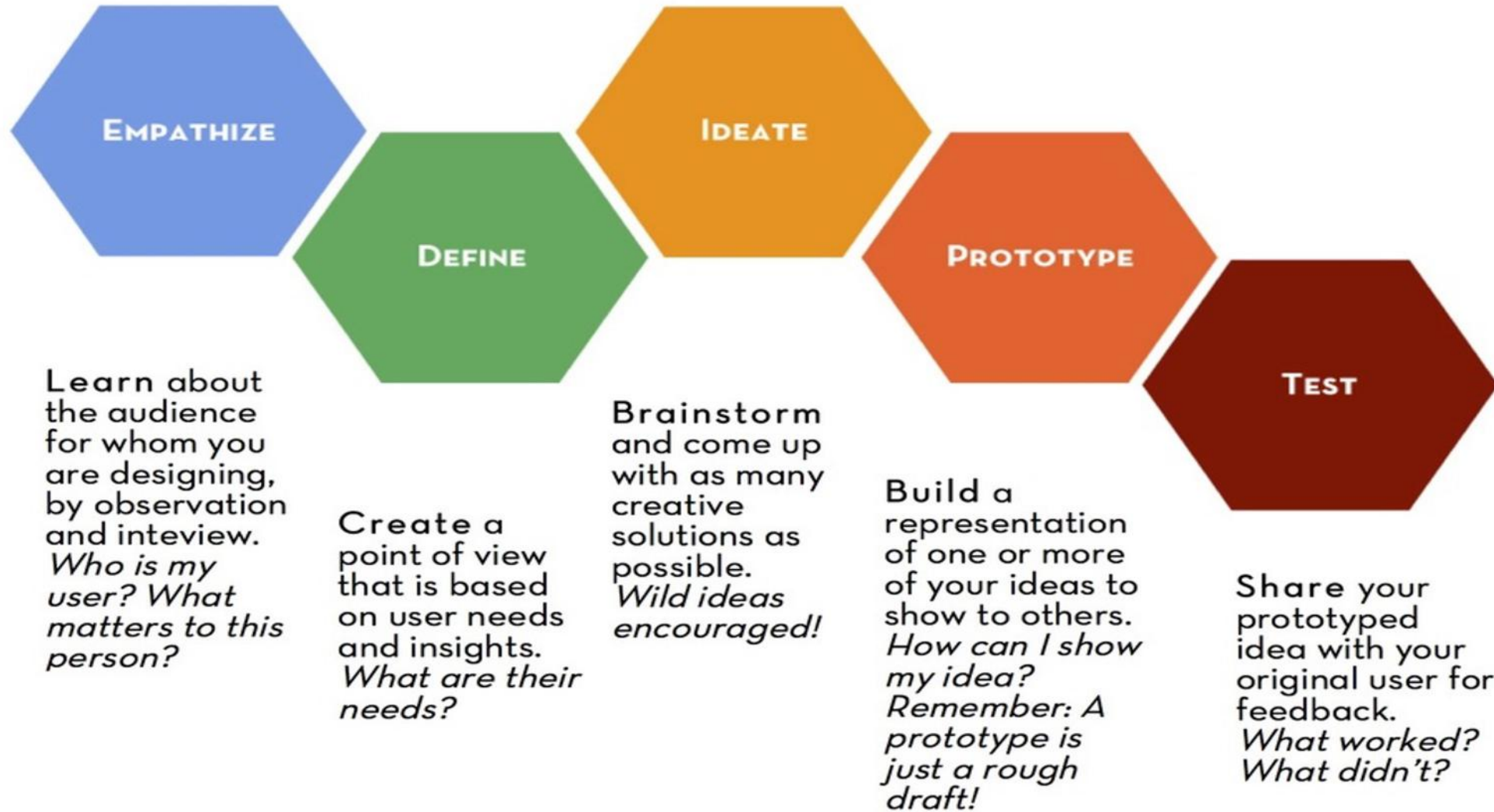
△ What could be improved


? Questions

! Ideas



# We are all DESIGNERS!

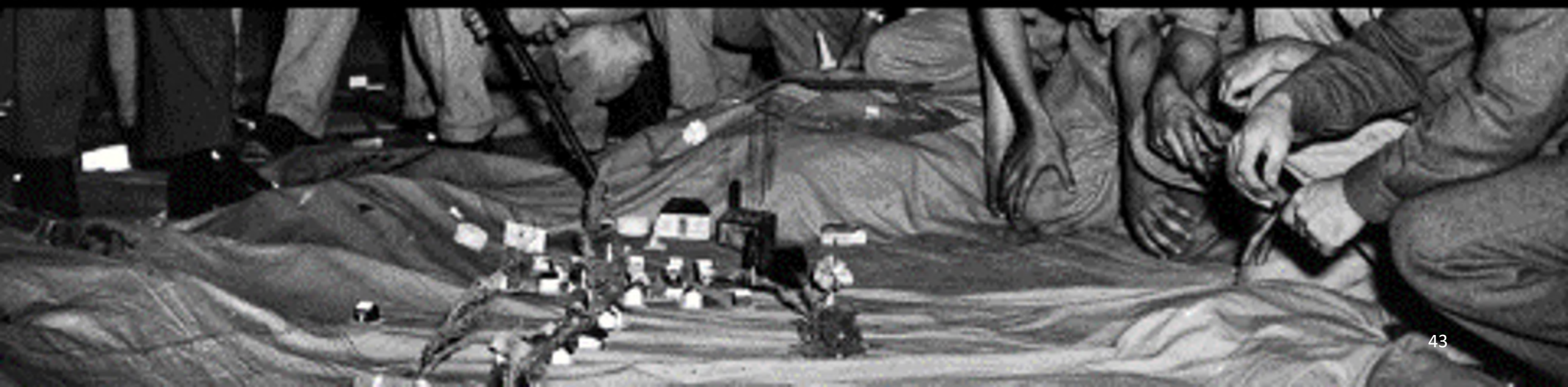




Get people to value journalism.



Learn from each other.





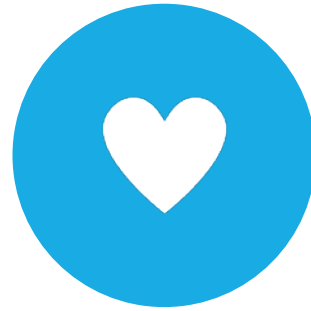
We need your courage.



***FINAL  
THOUGHTS***



I LIKE ...



I WISH ...



WHAT IF ...



~~B2B~~

B2C



**Ask why.** Even when you think you know the answer, ask people why they do or say things.



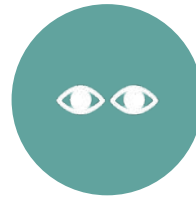
**Never say “usually” when asking a question.** Instead, ask about a specific instance or occurrence, such as “tell me about the last time you \_\_\_\_\_”



**Encourage stories.** Whether or not the stories people tell are true, they reveal how they think about the world.



**Look for inconsistencies.** Sometimes what people say and what they do are different.



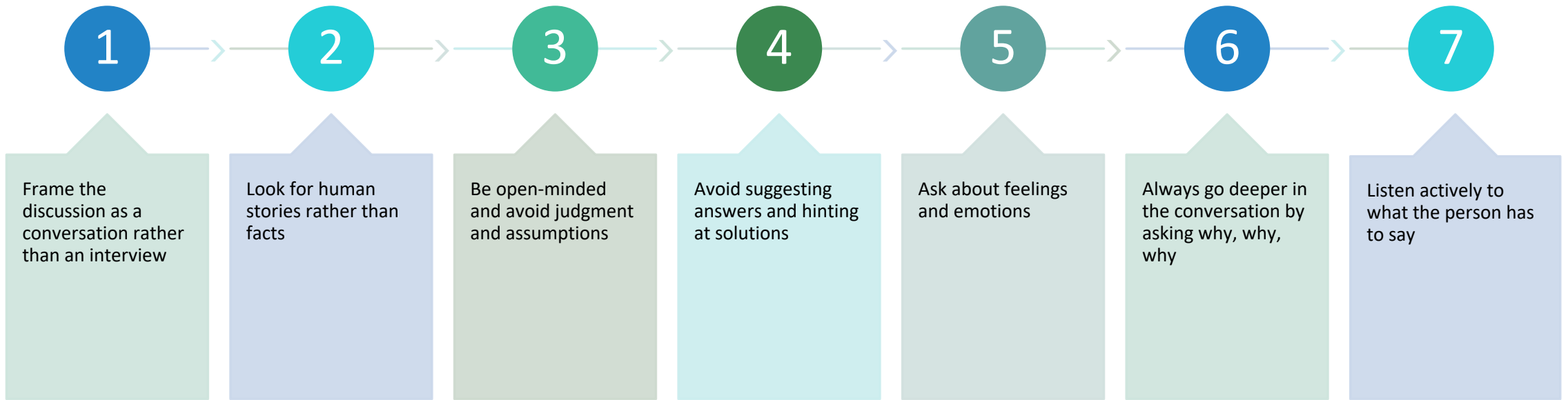
**Pay attention to nonverbal cues.**



**Don't be afraid of silence.**

# HOW TO INTERVIEW





# BRAINSTORM YOUR INTERVIEW QUESTIONS



**David Kelley**

*Founder of IDEO & the Stanford d.school*