

**Baker
McKenzie.**

INTRODUCTION TO DESIGN THINKING



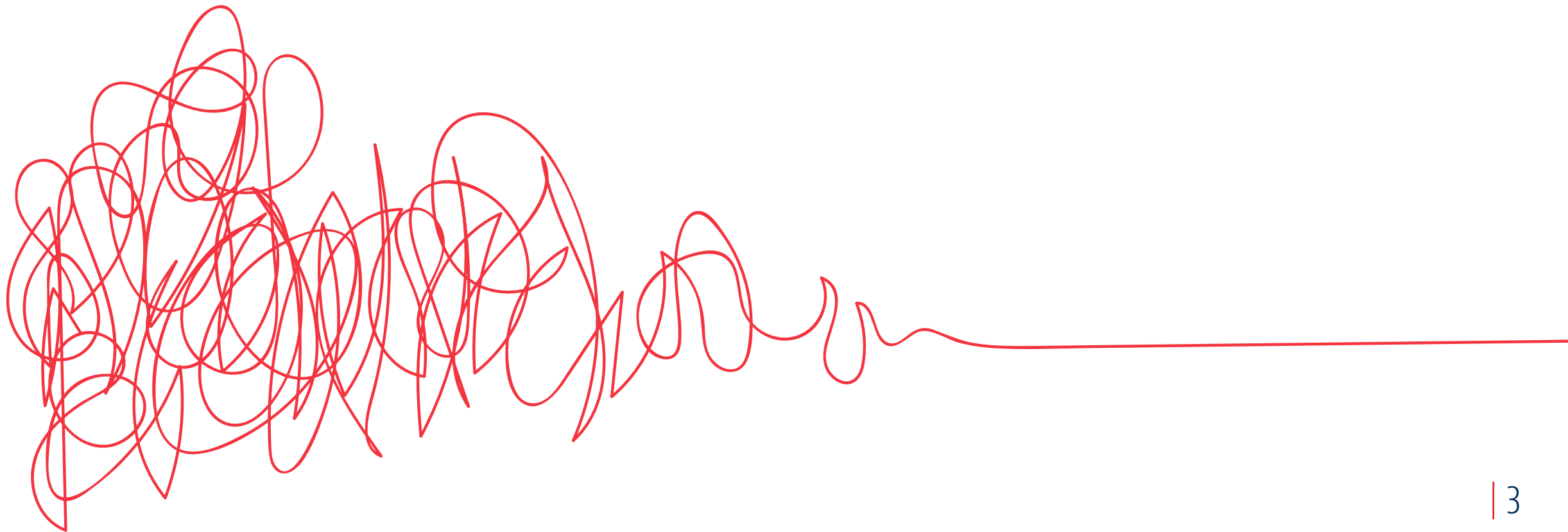
THE WHAT AND WHY OF DESIGN THINKING

A human centered approach to solving problems.



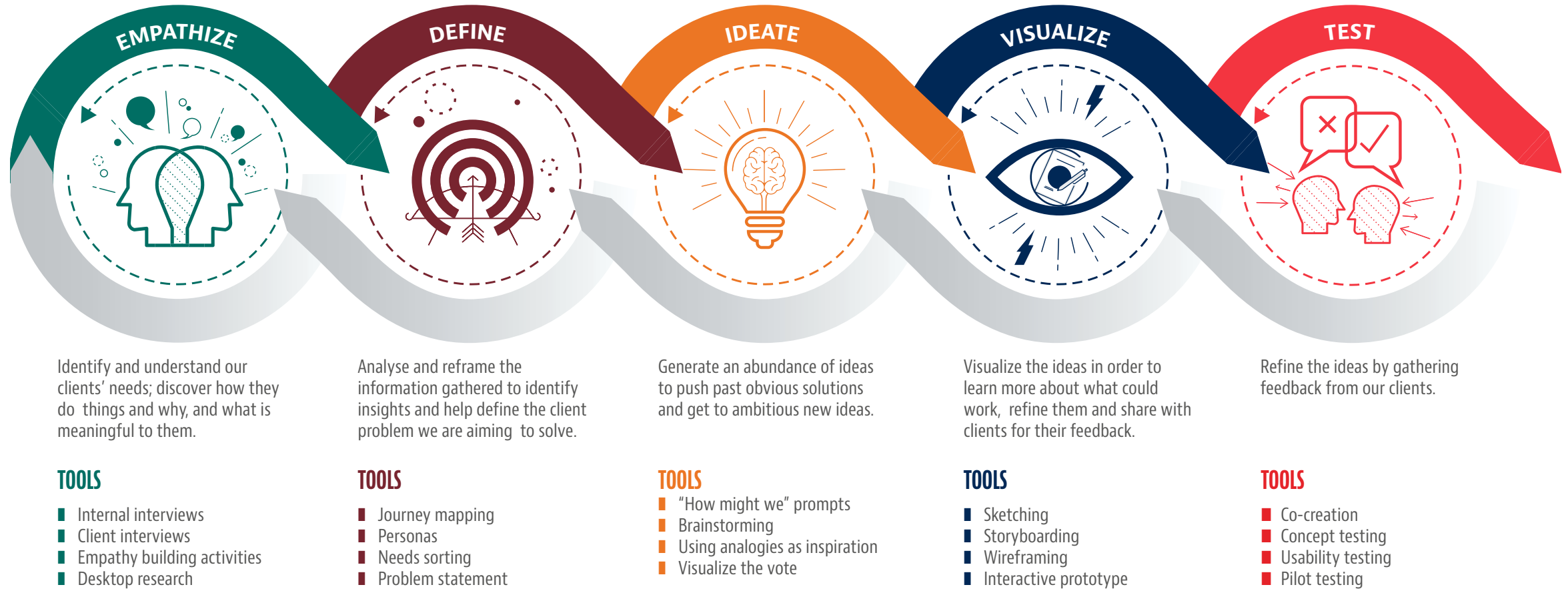
WHAT IS DESIGN THINKING

Design thinking is a human centered approach to solving complex problems. The methods that stem from design thinking enable us to better identify and understand our clients' needs, work collaboratively, and foster adaptable mindsets to help our clients solve their challenges quickly. These methods center on empathy, ideation and visualization.



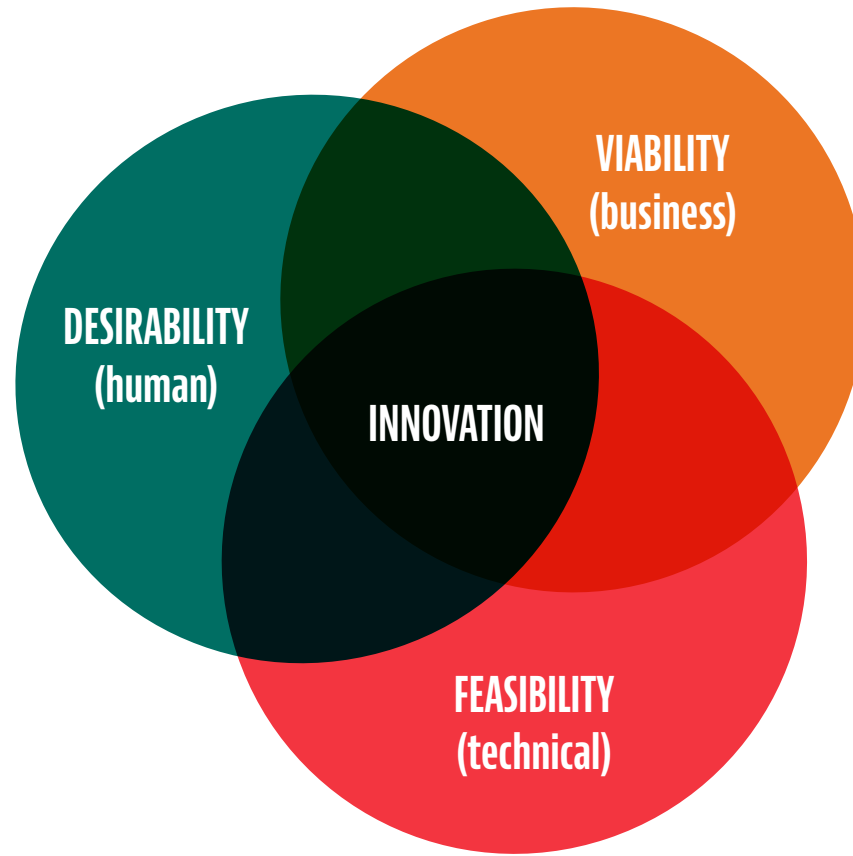
THE FRAMEWORK

There are many frameworks used to explain the design thinking approach. We use a 5 step framework based on an established model by the Stanford D School adapted for the unique needs of Baker McKenzie.



You may also see it described as:

Gather inspiration, generate ideas, make ideas tangible, and share the story ([IDEO](#)) Discover, Define, Develop, Deliver ([British Design Council](#)) What is, What if, What wows, What works? ([Peer Insight](#))



CREATE REAL IMPACT

Human-centered design is uniquely situated to arrive at solutions that are desirable, feasible, and viable. By starting with humans, their hopes, fears, and needs, we quickly uncover what's most desirable. But that's only one lens through which we look at our solutions. Once we've determined a range of solutions that could appeal to the community we're looking to serve, we then start to home in on what is technically feasible to actually implement and how to make the solution financially viable. It's a balancing act, but one that's absolutely crucial to designing solutions that are successful and sustainable.

*IDEO Field Guide to Human Centered Design

WHY DESIGN THINKING

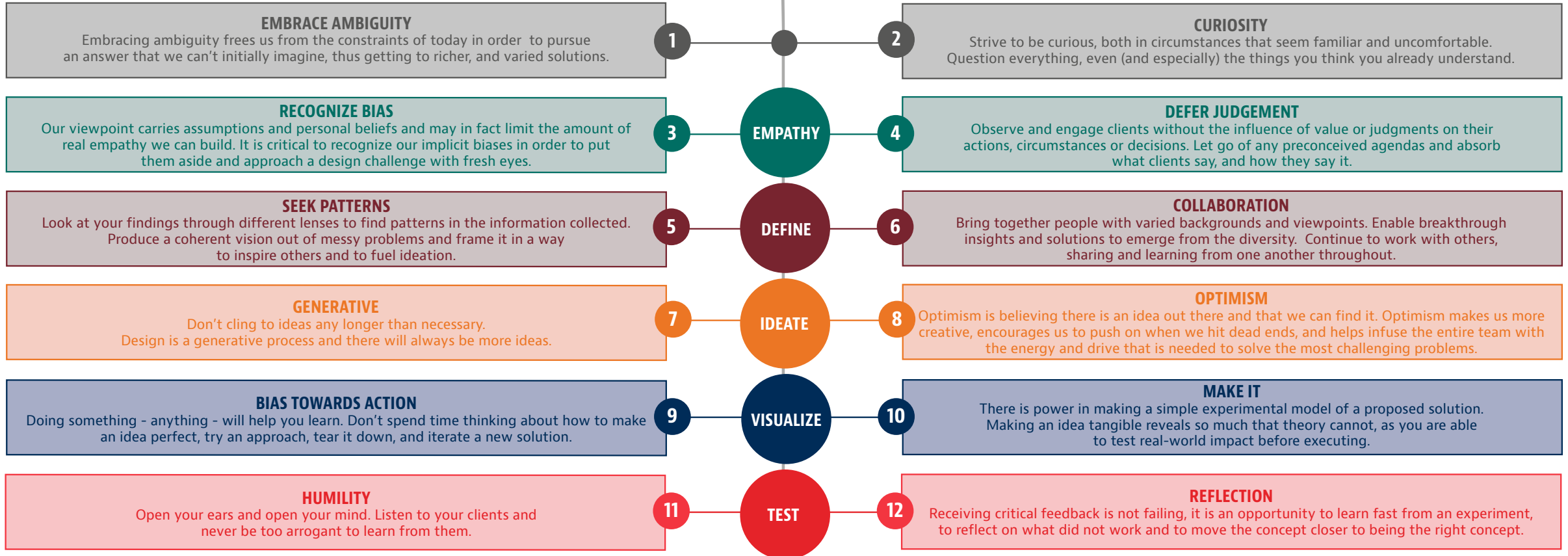
Listening to our clients is nothing new, so why all the focus on design thinking? Clients are at the heart of our global strategy and innovative business models and service delivery is one of the key enablers of the strategy. Design thinking techniques bring a more rigorous and thorough approach to getting under our clients' skin to identify, understand, and solve their challenges in a sustainable way.

THE DESIGN MINDSET

Design thinking is more than a process to be followed, rather it is a mindset to embrace. A design mindsets enables experimentation, and creativity.



It allows you to see the world through a new lens and envision a future that has yet to be defined. At Baker McKenzie we have identified 12 core components to a design mindset.

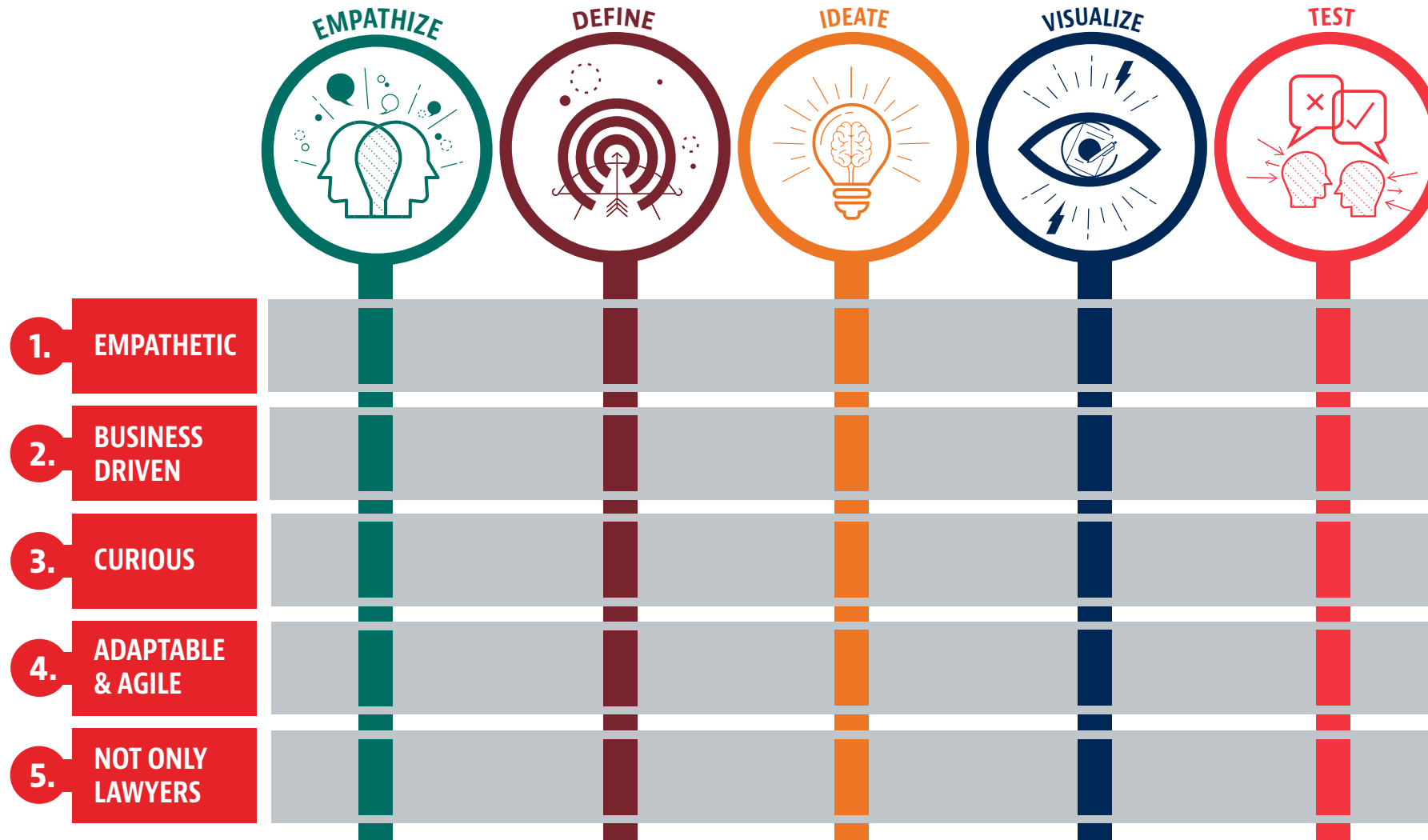


DESIGN THINKING AND THE NEW LAWYER

The characteristics of The New Lawyer are present throughout design thinking methods.



DESIGN THINKING AND THE NEW LAWYER



When we asked clients, partners, associates and business professionals about the defining characteristics of the [New Lawyer](#), five key themes came through.

Design thinking both encapsulates these five themes and is a way of putting these defining characteristics into practice.

HOW IS DESIGN THINKING BEING USED OUTSIDE THE FIRM?

The following are examples of how design thinking has been used across industries to bring new products and services to market and to implement organizational improvements.



CASE STUDY: Bank of America, Keep the Change



CHALLENGE

Help generate product ideas that would help Bank of America retain current customers while bringing in new ones.

APPROACH

- Understand existing and potential customers' prevailing behavior by visiting a variety of homes across America and speaking with families to learn how saving figured in the lives of ordinary Americans. This included watching them pay bills, and balance their checkbooks.
- They found that people routinely overpay their utility bills, either out of a love of round numbers or to make sure they are never surprised by a fee for a late payment.
- They also observed that people have a habit of tossing spare change into a jar at the end of the day (to the delight of the kids, who find it a bottomless source of allowance payments, and the dismay of bank tellers who have to count it out in exchange for a couple of dollars).

SOLUTION

Keep the Change automatically rounds up debit card purchases to the nearest dollar and transfers the difference into the customer's savings account.

RESULT

Attracted 2.5 million customers, which translates into more than 700,000 new checking accounts and 1 million new savings accounts. Ever since the program launched in September 2005, more than 12.3 million customers have enrolled, saving a total of more than 2 billion dollars. Of all new customers, 60% enroll in the program.



There was an almost unexpected and very emotional effect from this new service ... people who previously never had savings suddenly did ... and it wasn't the amount that mattered; even a small amount of money in their savings account gave them a sense of power and control over their finances.

**Faith Tucker Senior Vice President & Product Developer at Bank Of America
During the Keep the Change Project**

CASE STUDY: GE, Adventure Series



Product

CHALLENGE

How could GE create a scanner experience (CT, MRI, X-Ray) that children would love?

APPROACH

- In order to gain empathy, the designer started by observing young children at a daycare center. The designer talked to specialists to understand what pediatric patients went through, and involved a small volunteer team from GE, experts from a local children's museum, and doctors and staff from two hospitals.
- Next, he created the first prototype of what would become the "Adventure Series" scanner and was able to get it installed as a pilot program in the children's hospital at the University of Pittsburgh Medical Center.

SOLUTION

Adventure series scanners visually transform medical equipment into child friendly stories, ranging from Pirate Adventures to a Cozy Camp.

RESULT

Patient satisfaction scores went up 90 percent. Children suffer less anxiety and some of them even ask their parents if they can come back the next day. It also means it is easier for children to hold still during the procedure which in turn avoids the doctors having to repeat the scan which also means more patients get scanned each day. Since the pilot, the imaging departments of 27 children's hospitals have been successfully re-imagined with the GE adventure series.



I started to imagine how powerful this tool (design thinking) could be if I brought it back and got cross-functional teams to work together.

Doug Dietz, Designer at GE

CASE STUDY: Daimler, Lab1886



CHALLENGE

How can Daimler realize customer-oriented, creative ideas and projects in a faster, more flexible manner, and how can we implement this with Design Thinking at Daimler?

APPROACH

- Lab1886 is supporting the Daimler Group in connection with their “Connected Autonomous Shared Electric” strategy as it transforms into an integrated provider of mobility solutions. It combines the Group’s know-how with the speed of a start-up and has the freedom to address issues that go beyond the core business.
- With Lab1886, Daimler is making targeted worldwide use of swarm intelligence. The aim is for the ideas of individual employees, teams and business units to be implemented quickly and by unconventional means.
- For this purpose, Lab1886 is equipped with all the necessary infrastructures and skills as well as over ten years of experience in the implementation of new business models. This freedom enables employees in Stuttgart, Berlin, Beijing and Atlanta to work in flat hierarchies and a creative atmosphere.

SOLUTION

The objective of the new innovation laboratory Lab1886 is to bring the ideas of individual employees, teams or departments to market readiness even more quickly.

RESULT

The result has been ground-breaking offers such as the connectivity service Mercedes me, or the mobility app moovel. The car-sharing of car2go also originated from the idea laboratory. It started with fifty participants in a pilot test in Ulm; now 2.7 million people use the revolutionary mobility concept – at 25 locations in eight countries on three continents.



Here all ideas have a chance – regardless of whether they involve intelligent software or a sound business model.

Susanne Hahn, head of Business Innovation and Lab1886



When I met their project lead and their team of ambassadors, I could really feel the enthusiasm for Design Thinking - not only as a need-to-have, but to become a new mindset and key to change their culture.

Sam Yen (Chief Design Officer, SAP)

CASE STUDY: ATOS, Redefining Legal Experience



CHALLENGE

Stay customer-focused and innovative in a tech-centric environment like Atos and promote a culture of simplicity, efficiency and creativity in our legal department.

APPROACH

- Using a service design approach to put the human in the center
- Help lawyers to understand their evolving identity and aspirations, as well as the changing needs and constraints of the users of legal services.

SOLUTION

Research was conducted with Atos' internal stakeholders with the support of anthropologists, ethnologists, and designers. This observation phase revealed insights and opportunity areas that a multicultural and multidisciplinary team (business, legal & contracts professionals, IT engineers, designers, anthropologists, data scientists...) tackled in a two-day ideation sprint. Designers and facilitators helped the 50 participants to co-create with and for the "users" and to formulate their concepts which simplified and digitized the way legal services are provided and utilized.

RESULT

A prototype which facilitates client contract review, enables bid teams to work collaboratively and generates a visual representation of deviations from Atos contracting policy that can be easily understood by business stakeholders. The tool is enriched by continuous testing by the users (circa. 25% of the lawyers and contract managers) and iterative prototyping allowing to work in parallel and in an agile way with Atos' IT development teams.



Atos continues its legal, compliance and contract management transformation and its adjustment to digital revolution. By putting user experience at the heart of this project and by using design methods encouraging creativity and innovation, we are also preparing our colleagues in becoming the legal counsels of tomorrow.

Alexandre Menais, Executive Vice-President, Group General Secretary

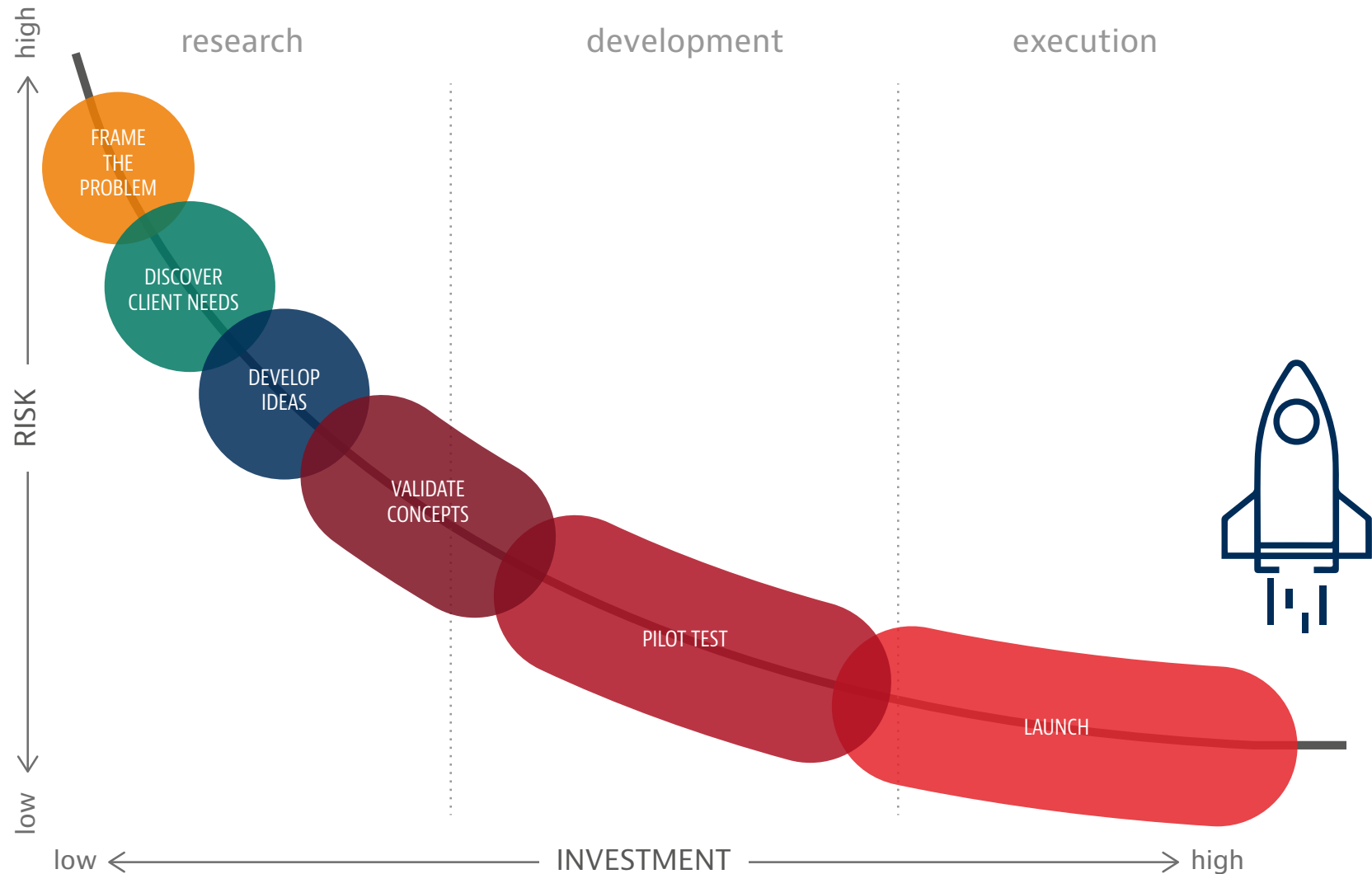
DESIGN THINKING AT BAKER MCKENZIE

Part of our innovation strategy is to integrate design thinking into how we work through our Service Design function and client conversations.

DE-RISKING INNOVATION

The service design process gives us a robust, structured methodology that allows us to de-risk our innovation effort by maintaining momentum, and learning as much as we can as early as we can in the development process.

By doing this alongside our clients, we ensure that we create solutions rooted in actual needs, and innovations that move our clients beyond business as usual.



CLIENT ENGAGEMENT

“

It's obvious you're looking to the future and trying to future-proof. You're going out into the brave new world and exploring it, not hiding under a rock – that's a law firm that's going to survive in my opinion.

GC, successful Fintech start-up

“

I really like the innovative approach to how you work with customers. It all looks very exciting. It is important to be proactive and think about.

GC, Global Financial Company [IKC]

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**Ventures
between
2017-2018**

AVERAGE OF

25



INTERVIEWS
PER VENTURE



ASIA PACIFIC

31%



EMEA

40%



NORTH AMERICA

29%

50%+

IKC
PARTICIPATION



> 7

BM TEAM
MEMBERS
ENGAGED
PER VENTURE



WHAT WE HAVE HEARD FROM CLIENTS



1. CREATE EFFICIENCIES

- ▶ Help me optimize my legal team and resources ◀
- ▶ Remove/reduce repetitive tasks ◀
- ▶ Free me up for higher-value activities ◀
- ▶ Accelerate and simplify work ◀

2. DELIVER LASTING, ONGOING VALUE

- ▶ Think beyond a transactional engagement ◀
- ▶ Deliver more than legal advice alone ◀
- ▶ Enable self-service, with an option to escalate ◀
- ▶ Focus on high value needs ◀

3. FUEL SYSTEMIC TRANSFORMATION

- ▶ Help me stay relevant ◀
- ▶ Open up new opportunities ◀
- ▶ Give me a competitive advantage ◀
- ▶ Create a strong foundation for me to stand on ◀

DOES IT WORK

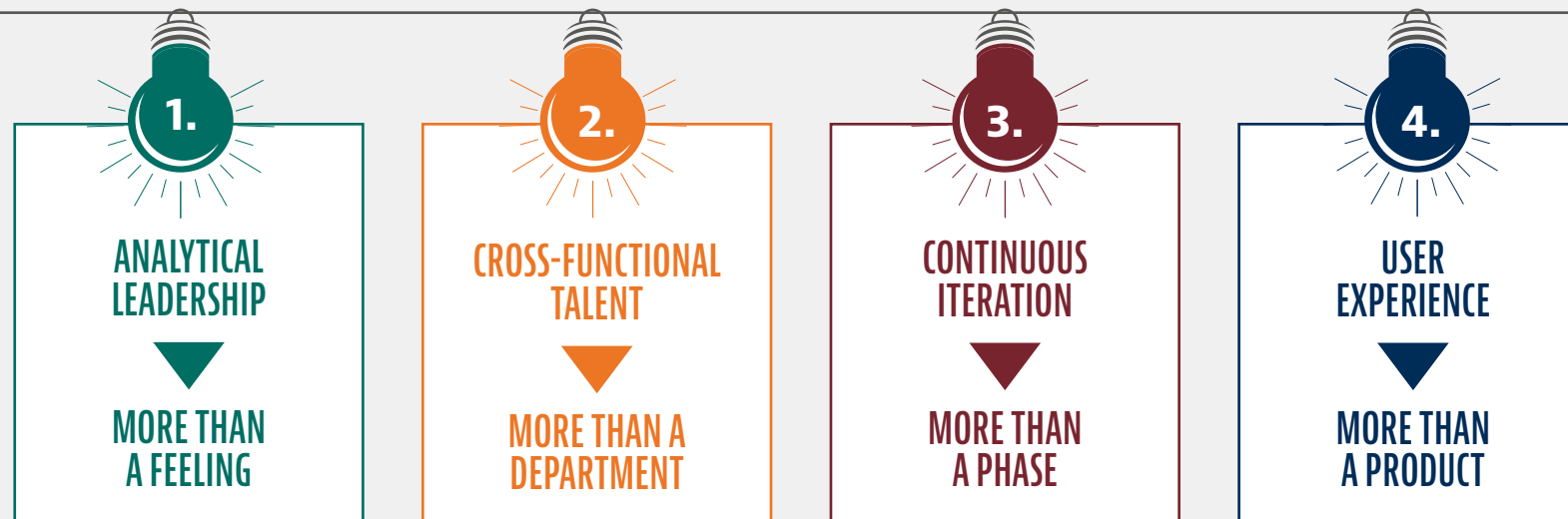
How do you measure the value of design thinking?



THE FOUR THEMES OF GOOD DESIGN

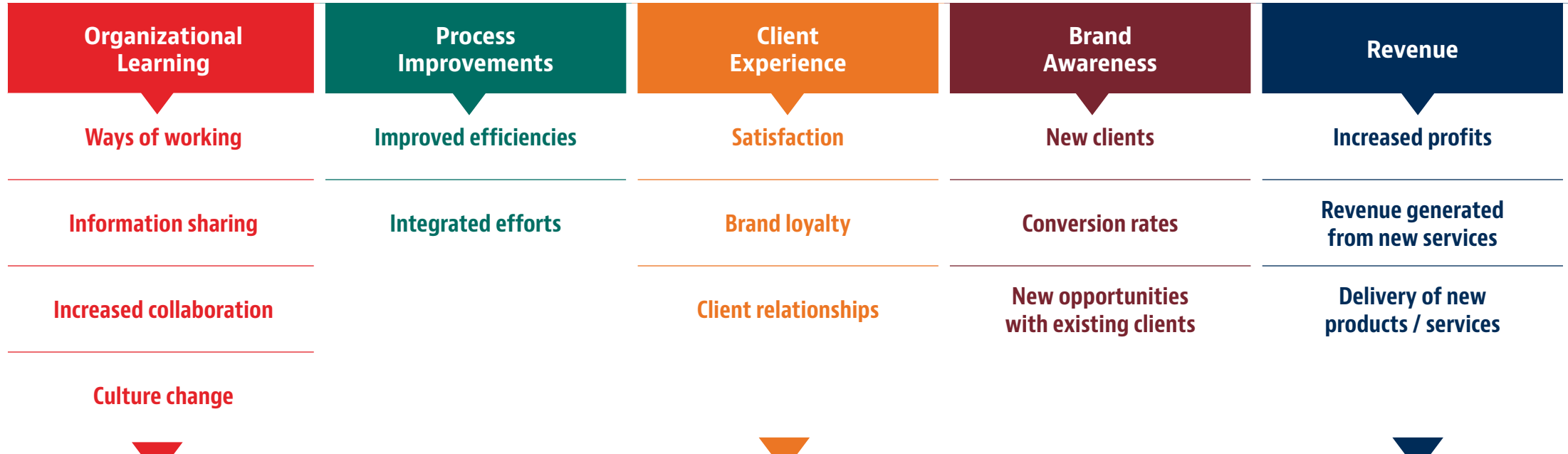
The value of design is difficult to define. Design is hard to isolate as a function and the design function operates differently by industry. That makes benchmarking to standardized metrics difficult. However, organizations like Design Management Institute, and McKinsey have studied the outcomes of design driven companies with the goal of creating a design index by which to measure the value of design.

McKinsey's Design Value Index found that good design spans four main themes:



Companies that tackle these four priorities boost their odds of becoming more creative organizations that consistently design great products and services.

THE VALUE OF DESIGN



“I was not familiar with the design thinking method and now... I am able to explain what is going on in the process and that is beneficial both for us and the clients, it was a great opportunity”.

Yaeko Hodaka
Partner, Mergers & Acquisitions
Tokyo

“We had no relationship with Baker really 12 months ago, and now we’re positioning you guys as our go-to sort of advisors. It’s really cool and reassuring to see that you’re looking at these kinds of things”.

GC, Global Tech Company [IKC]

2015 Design Value Index results show that over the last 10 years design-led companies have maintained significant stock market advantage, outperforming the S&P by an extraordinary 211%

*<https://www.dmi.org/page/2015DVlandOTW>

MAKING IT WORK FOR YOU

Following are ways that you can start applying design thinking today.



HOW TO START APPLYING DESIGN THINKING

EMPATHIZE



Try asking only open questions with your clients.

Spend the majority of your time listening, and see what a different response you can get, and what you learn from this approach.

DEFINE

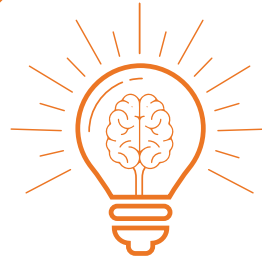


After a conversation with a client, try capturing your notes in 4 categories (What the client Says, What the client Thinks, What the client Does, What the client Feels).

Do any insights emerge by using this framework?

How might these insights impact your potential approach to working with your client?

IDEATE



Try connecting with someone from a different geography, industry group or practice group on a specific topic via a 30 minute collaborative session.

See how their perspective would influence or change the approach you take.

VISUALIZE



Try being more graphic or creative in how you represent your advice/service instead of through words.

What would that look like?

TEST



Try inviting your client to provide feedback to you in four areas: likes / dislikes / questions / new ideas.

How does this framework allow you to take action based on the feedback received?



The real goal of teaching design thinking is to give students **creative confidence**, an idea similar to what Bandura calls “self-efficacy:” the ability to do what one sets out to do, in her own way, even while facing ambiguous circumstances.

The core trait that holds people back is **fear**: fear of failure, fear of being judged. Something about Design Thinking – that it is human-centered and focused on helping others, or that it thrives on experimentation and **small steps** – gives students permission to try on new behaviors despite the fear.

The job of any design thinking teacher or mentor is to guide students to master new behaviors with a series of incremental challenges until the frightening becomes the familiar and students happily embrace what was previously daunting.

David Kelley - Stanford d.school

GLOSSARY



GLOSSARY

Term	Definition	Also called
Co-Creation	Bringing clients into the design process so that they can contribute directly to the development of a service.	Collaboration
Empathize	Truly understanding our clients' needs - the way they do things and why and what is meaningful to them. It's more than just seeing it from their perspective, it is about understanding how they feel about it all and what it means to them. These unarticulated needs are often the source of inspiration for innovation.	Empathy
Human Centered	Human-centered design is uniquely placed to arrive at solutions that are desirable, feasible, and viable by starting with humans, their hopes, fears, and needs, we quickly uncover what's most desirable. You may also have seen it referred to as User Centered Design or Client Centered Design.	User Centered, Client Centered
Ideation	The rapid and systematic generation of ideas at mass. The aim is to produce as many ideas as possible and these ideas then evolve through the process as they are combined, recombined in different ways and distilled.	Brainstorming, Idea generation, Ideate
Iterative design	Iterative design is the process of visualizing, testing and refining a design in a series of repeated steps. Each repetition of the process is also called an iteration.	Experimentation, Prototype
Jobs to be done	Describes what a product/service helps the client to achieve. This helps move our thinking away from current services and focus on what the client really wants to achieve.	JTBD, Tasks, Insights, Needs
Journey Map	Visualizes how a client experiences a service and helps us to find gaps and pain points.	Customer Journey
Minimum Viable Service (MVS)	A minimum viable service is a simple version of a new service which allows us to learn as much as we can about how clients react to a new service with the least effort. The goal of an MVS is to test fundamental business hypotheses in the real world as efficiently as possible. This means we can introduce a new service in stages and only invest to fully scale it when we know it makes sense to do so.	Minimum Viable Prototype (MVP), Minimum Viable Experience (MVX)
Needs	A necessary function or condition. These might be functional needs such as [I need more resources so I can manage growing complexities] or more emotional needs such as [I need as much certainty as possible in order to think strategically and make decisions].	Unmet Needs, latent needs, Jobs to be done .

GLOSSARY

Term	Definition	Also called
Needs Finding	The art of discovering client needs—both those they might explicitly state and those hidden beneath the surface. There are specific techniques and activities we use when we interview clients to uncover needs.	Empathetic Research, Empathize
Persona	A persona is a fictitious identity that reflects one of the user groups that you are designing for. The persona therefore represents those with shared needs and characteristics and who will use the service in a similar way. Personas help us humanize and keep our different audiences (e.g [General Counsel vs Business Partner]) in mind.	Client Profile, Archetype, Segment
Prioritization Criteria	The process and framework by which ideas are evaluated, compared, ranked, clustered and eliminated. Having this criteria helps to reduce risk by eliminating ideas that do not meet our basic selection criteria.	Visualize the Vote, Design Criteria, Selection Criteria
Prototype	The act of visualizing a product, service or user experience in order to test with clients and learn what works and what doesn't before moving to the next stage of development. In service design, these prototypes can range in style and fidelity and include sketches, storyboards, wireframes, business models, stories, and videos. These prototypes allow teams to make their ideas tangible and helps us understand real, working conditions rather than theoretical conditions - also known as moving from "say data" to "do data".	Visualization, Iterative design , Stimuli
Service Blueprint	Builds on the experience visualized in a journey map, but adds layers of depth showing relationships and dependencies between client facing and behind the scene processes.	Journey Map
Sensemaking	Process of identifying and grouping similar qualitative data in order to make sense of the information collected during client research.	Affinity Mapping, Codifying, Unpacking Insights
Think Aloud	A direct observation method of user testing that involves asking users to think out loud as they are performing a task.	Think Aloud Protocol, Putting your Brain on Speakerphone