Design Thinking Strategy

DT CAPABILITY TRACK

The purpose of this track is to build, root and nurture the design thinking capability in Ørsted's talent mass. This includes training existing employees and setting expectations for coming employees to master specific elements depending on role.

01 **Digital Academy.** Design Thinking is being offered as courses. Bootcamp formats have been made for ARTS. Crash courses and Practitioner courses are offered upon request.

02 **Design Thinking in Roles.** We plan to define expectations for design thinking skills in specific Ørsted roles, ie Product Owner roles and other

03 **Speaker Series.** We plan to run a speaker series with design thinkers from inside and outside the company as part of our C.O.P

04 **Community of Practice for Design Thinking.** Planned launch October 2019 with the hiring of the DT FTE

INCORPORATED DESIGN TRACK

The purpose of this track is to create sustainable and relevant demand for design thinking across Ørsteds business and development processes and thereby introduce DT as a core Ørsted strategy.

11 **Design Thinking in ARTS.** We are currently implementing design thinking sprints within ARTS for Spikes and Portfolio sprints.

12 **LPM - specific focus.** We plan to introduce Design Thinking as part of the LPM process to secure relentless focus on the users while planning the ART backlog and roadmaps.

13 **Design Thinking in IT Projects**. We regularly support agile projects with UX and DT activities on an at-call basis.

14 **Design Thinking in Business Innovation**. We have planned, facilitated and co-created business innovation projects within CS and Offshore as pilots for bringing design thinking activities to Business Innovation to bring clarity and customer orientation into the work.

15 **Tech Innovation.** Design Thinking is planned to participate in introduction of new technology to create relevant and fast user centered concepts. (Smart Plant IOT)

16 **Workshop Formats.** Design Thinking workshop formats are being created to fit specific needs as they are encountered in the organisation. This makes it easier for project managers across Ørsted to request and drive DT.

17 **Process incorporation.** When fully evolved, DT will become embedded everywhere in Ørsted where user focus, co-creation and other DT methods are needed.

18 **Design Governance.** To mature DT and UX at Ørsted, we define and implement a governance structure that ensures the right interpretation of our design guidelines and systems.

19 **Design System.** A modern system for Digital design includes Design Templates, Components, Interaction principles, Design philosophy and more and is used to streamline and accelerate the roll out of our design strategy.

SPEARHEAD THE CHANGE TRACK

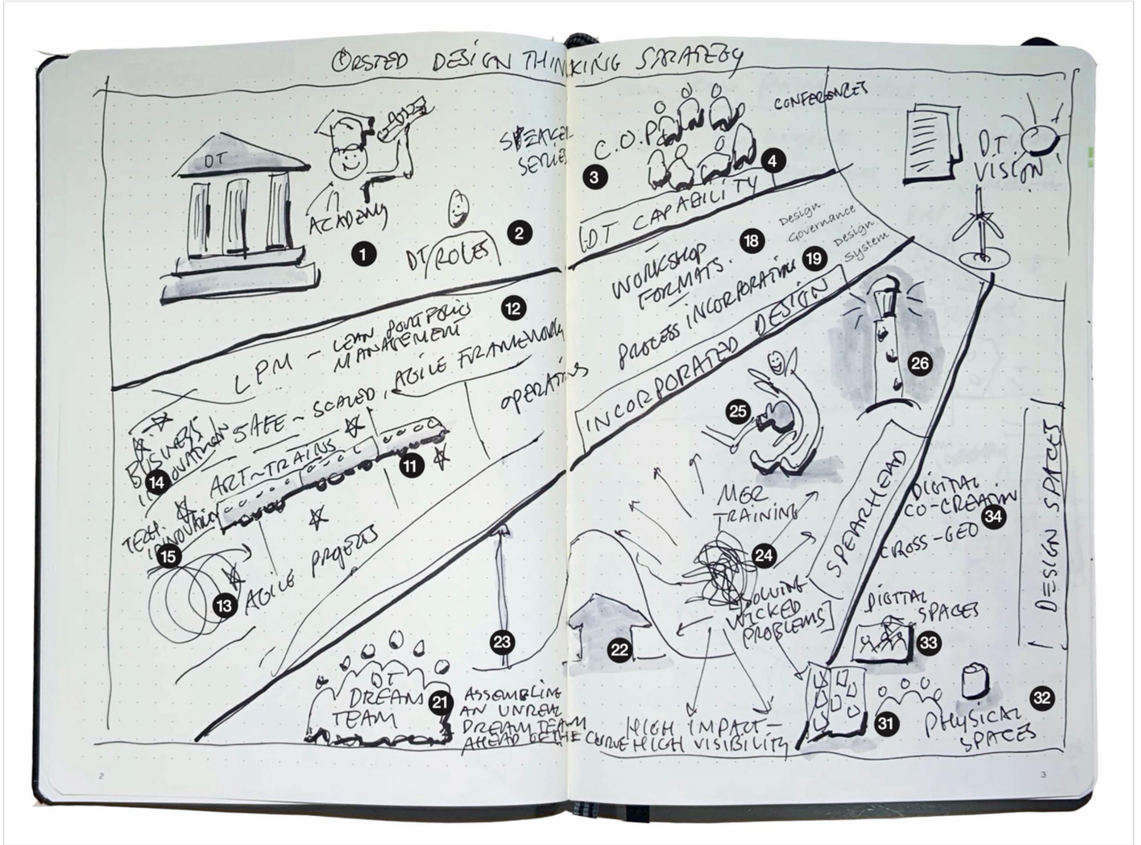
The purpose of this track is to showcase and accelerate the learning and ability to do design thinking as an organisation. The journey towards DT requires us to test, experiment and show our stakeholders what this DNA element consist of and how it is practiced as well as building an appetite (Desire) for using it.

21 **Design Thinking Dream Team.** What if we were able to solve significant problems using best in class methods by assembling a team of the best Ørsted resources and hand-picked external design consultants for the task? This way we enact how DT will function 18-24 months from now when our capability track has yielded the internal talent.

22 **Core spearhead projects.** Showcase projects where we solve significant problems based in the core of the company.

23 **Fringe spearhead projects.** Showcasing design thinking through projects that are important but not part of our core enables us to experiment and innovate while adopting higher risk profiles and thereby raise the ability to consciously experiment, fail and learn.

24 **Wicked problems.** A specific type of problems that Design Thinking is specifically good at solving. These involve dilemmas, long standing tensions, cultural and systemic change. Solving difficult, painful and important wicked problems make the best spearhead projects.



25 **Manager Training.** Design Thinking is especially taxing on the manager layer of any organisation because it changes the way their employees work, the culture and thinking styles. Enabling the managers to see, try and acknowledge what DT is, is an important step in the implementation journey. Manager Kick Off sessions with strategy input, hands on design thinking and action planning can feel like a necessary (and enjoyable afterwards) punch to the gut.

26 **Lighthouse projects.** These are communication efforts that elevate specific either succesful or failing projects to become benchmarks and set direction for the rest of the organisation.

DESIGN SPACES TRACK

The purpose of this track is to build spaces and infrastructure that promotes and enable design thinking on an organisational scale. Design Thinking as a methodology requires the full person to participate, and building physical and digital spaces significantly helps the change process.

31 **Design Thinking pop-up kits.** These are flexible, lightweight kits that enable us to temporarily repurpose office areas into effective design thinking spaces. These are easier to implement because they do not require permanent changes or recoding of our phyiscal structures.

32 **Physical spaces for Design Thinking**. When fully evolved, specific DT physical rooms are needed - "War-rooms" where each project team can permanently post their work on walls and work in a co-creation (loud) fashion together. "Design Theaters" - are larger rooms for larger workshops involving stakeholders, users and artifacts for effective co-creation. These are equipped with flexible furniture that allow them to be reset for each event.

33 **Digital spaces and tools for design thinking.** Design thinking methods today consist largely of process descriptions, paper templates/post-its and other physical artefacts. However there is a need to digitalise parts of our DT processes to structure documentation efforts and accelerate certain bottleneck processes.

34 **Co-creation cross-geo**. Ørsted has many office locations and our users are often located in remote areas hard to access. To drive an effective DT culture we need to enable our employees to connect and co-create across geographic locations.

This is a Hand out to be printed in A3

20