

Design Thinking in HR: Innovating Employee Experience and HR Service Delivery

Yvonne Ama Adiepena Wiredu-Akpabli

October 2023



Roadmap

- Introduction to design thinking
- Understanding employee experience
- Applying design thinking in HR
- Building a design thinking culture in HR
- KPIs
- Tools and resources
- Q&A and Discussion

What if HR's processes and services could help focus and engage its customers with compelling experiences at every point of interaction? This is the opportunity presented by adopting design thinking to employee-focused services, programs, and offerings.

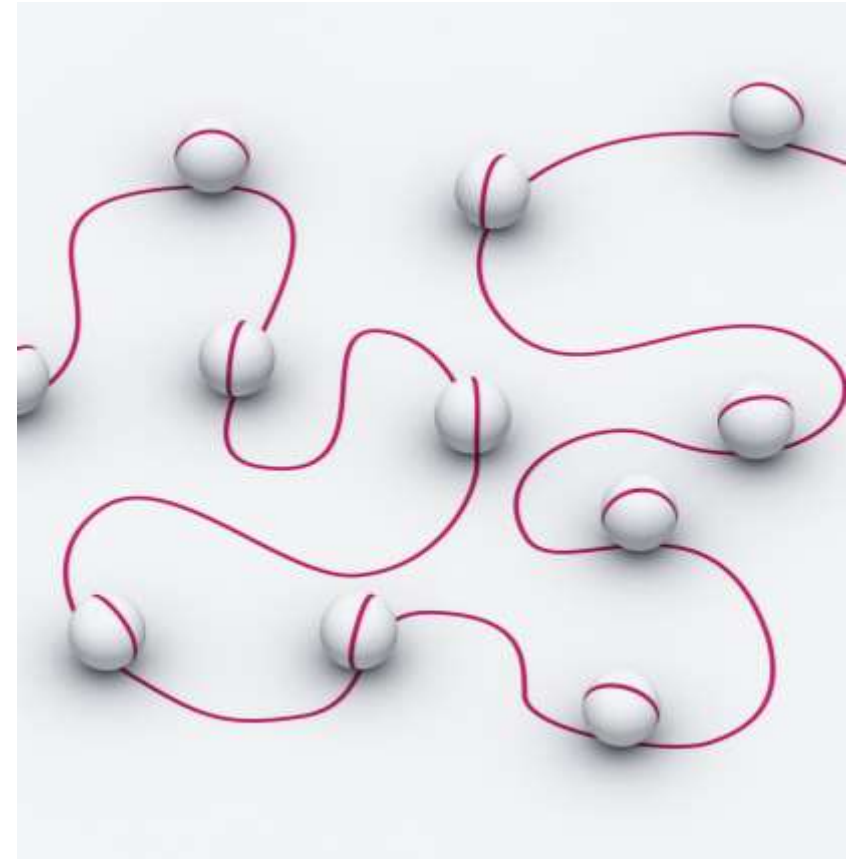
- *Deloitte 2016*

The Deloitte logo is displayed in white text on a black rectangular background. The word "Deloitte" is written in a bold, sans-serif font, followed by a small green square dot.

Deloitte.

What is Design Thinking?

- Design thinking is a **human-centered** and iterative problem-solving approach that focuses on creating innovative and effective solutions by **empathizing** with end-users, generating and testing ideas, and **continuously refining** those ideas based on feedback and insights.
- It is a creative and collaborative process that can be applied to a wide range of challenges, from product design to business strategy and, as mentioned, to HR service delivery and employee experience improvement.
- The goal of the design thinking process is to come up with solutions, products, or services that are desirable for the user, economically viable from a business perspective, and technologically feasible.



Wework Ideas definition



Design thinking is a process for solving problems by prioritizing the consumer's needs above all else.

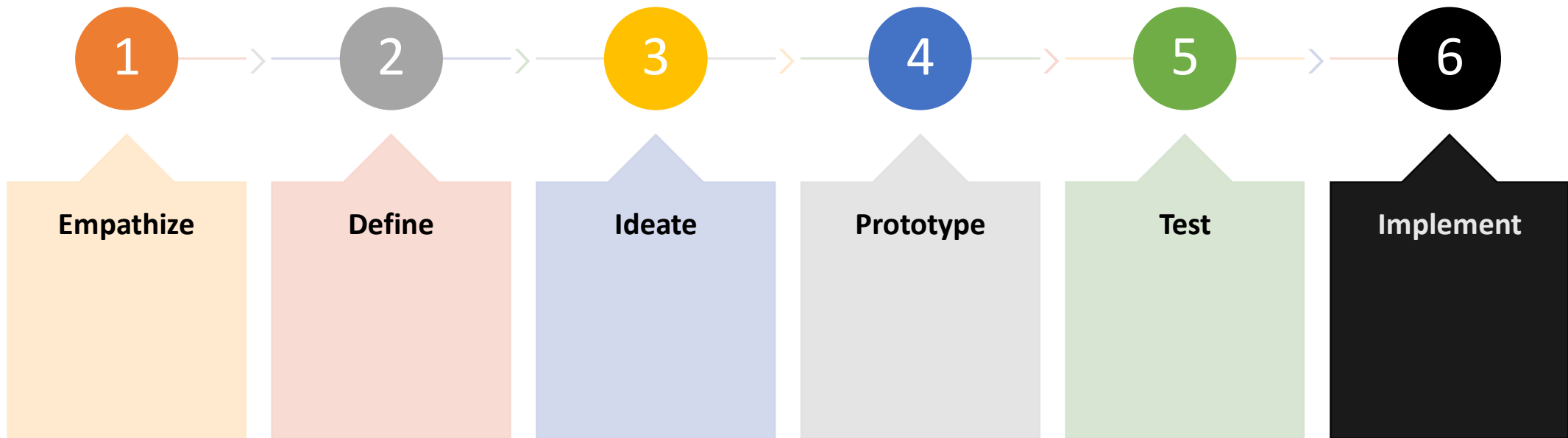


It relies on observing, with empathy, how **people interact with their environments**, responds to situations and employs an iterative, hands-on approach to creating innovative solutions.



Finding solutions that respond to human needs and individual feedback.


Key principles and 5 steps of design thinking



Why is DT important in HR

- Solves a concrete **human need**
- Tackles problems that are ambiguous or difficult to define
- Leads to more **innovative solutions**
- It helps **designers** gain an understanding of user habits, behaviors, frustrations, needs, and wants.
- It allows **managers** to foster a culture of user-centricity at every level of business.
- Most importantly, it helps **teams** create ground-breaking products that users actually want
- Makes organizations run faster and more **efficiently**





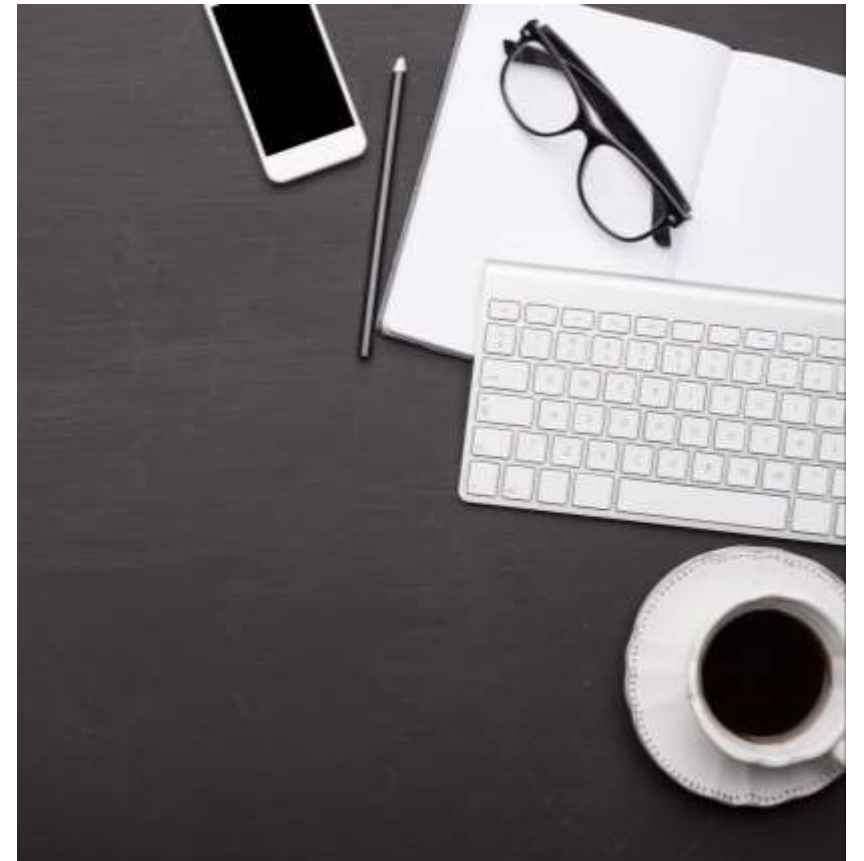
“In a world where money is no longer the primary motivating factor for employees, focusing on the employee experience is the most promising competitive advantage that organizations can create”.



– *Jacob Morgan, author of The Employee Experience Advantage*

Understanding Employee Experience

- Employee experience is a worker's **perception** of the organization they work for during their tenure. It includes an employee's entire journey through all the touchpoints of the **employee lifecycle**, from job candidacy to the exit from the company.
- Employee experience is essentially how your employees experience the company, from relationships with their manager, to work accomplishments, to the technology they need to do their job successfully.
- The EX Ecosystem: Touchpoints and Moments That Matter



Stages of EX



Attraction



Recruitment



Onboarding



Development



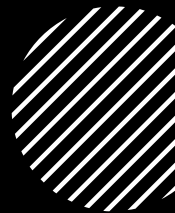
Retention



Separation



The '3 environment s' of employee experience



Company culture



Technology environment



Workplace environment

Benefits of Employee Experience



Using DT Steps to enhance EX in HR

Empathize: Walk in Their Shoes

Techniques for Gaining Empathy with Employees

- Example: Conducting Employee Interviews

Define: Reframe the Problem

Identifying HR Challenges and Opportunities

- Example: Defining Employee Pain Points

Ideate: Generate Creative Solutions

Brainstorming and Idea Generation in HR

- Example: Collaborative Idea Workshops

Using DT to enhance EX in HR

Prototype: Build HR Solutions

- Developing HR Initiatives and Programs
- Example: Creating a New Onboarding Process

Test: Learn from Employee Feedback

- Piloting HR Solutions and Gathering Feedback
- Example: Running a Feedback Pilot for a New Benefit Program

Building a DT culture in to drive EX

- Know and understand how DT and EX work
- Use the process to implement a degree of **empathy** in **all your HR processes** so that your employees understand that you care about their experiences.
- Then encourage **open lines of communication** and nurture a 360-feedback approach at every level of your company.
- Understanding Employee **Needs and Pain Points**
- Generating creative solutions for better employee experience
- Rethinking HR processes
- Streamlining onboarding, training, and support
- Aligning HR with design thinking principles
- Share the benefits of a human-centered approach to line managers
- Iterate prototyping and testing
- Create cross-functional teams
- Encourage employee feedback and involvement



Building a Design Thinking Culture in HR



Fostering a culture of innovation and empathy



Encouraging collaboration and experimentation



Leadership's role in driving design thinking



Training And Development Opportunities

Key Performance Indicators

Employee satisfaction

Number of interviews with target stakeholders

Number of questions defined from empathy gaining activities

Number of ideas

Number of prototypes

Number of tests run of prototypes

Employee productivity level

Employee wellness

Employee retention

Employee engagement level

Number of early leavers & *what a shocks*

Employee net promoter score (eNPS)

Absenteeism rate

DT & EX Tools

IT TOOLS

- **Empathize:** Typeform, Zoom, Creatlr
- **Define:** Smaply, Userforge, MakeMyPersona
- **Ideate:** SessionLab, Stormboard, IdeaFlip
- **Prototype:** Boords, Mockingbird, POP
- **Test:** UserTesting, HotJar, PingPong
- **For the complete process:** Sprintbase, InVision, Mural, Miro

NON-IT TOOLS

- Journey mapping
- Interviews
- Observations
- Research – primary and secondary
- Surveys
- Starbusting
- Brainstorming
- 5 WHys



