

CASE STUDY

Applying DTMethod® - the Design Thinking methodology to create solutions:

Effective cooperation and
communication with clients.

How to increase employee
engagement?



About our client

PwC is a leading global consulting organization. Its goal is to build social trust and solve key issues. PwC is a network operating in 155 countries and with over 327 thousand employees, which delivers business, tech consulting, legal, tax, and audit services.

Basis for cooperation

Inprogress Design Lab and PwC collaborated in the development and testing of DTMethod®. The purpose of the collaboration was to create a solution for two challenges:

1. Effective cooperation and communication with clients.
2. Increasing employee engagement.

Mode of operation

e-DTMethod – Online meetings. Our collaboration started at the beginning of the COVID-2019 pandemic and we ensured we worked effectively without endangering the employees' health.

Challenge 1

DTDesigners had the task of creating Solutions, that would increase the effectiveness of cooperation and communication with clients.

We divided 10 DTDesigners into two DTTeams, that worked in parallel. Each DTTeam had their own name and motto.

DTTeam 1

name: Stark

motto: *Winter is coming!*

DTTeam 2

name: Superwomen and Wondermen

motto: *Impossible is nothing*

While planning the workshops, we chose tools which, in line with our knowledge and experience, helped us achieve our goals most effectively.



Work organization

The DTSponsor was one of the PwC leader in the business area of which the challenge was based. Together, we defined the scope of the challenge and briefed the DTDesigners. PwC also appointed a DTCoordinator, who scheduled time for DTTeams to work on the design thinking process. The DTSponsor and DTCoordinator were not members of the DTTeams.

Each DTTeam consisted of 5 DTDesigners, drawn from different business areas and different levels of the PwC hierarchy. The workshops were conducted by the Inprogress Design Lab's DTFacilitator.



DTMethod process in short

Usually, e-DTMethod can be completed in four meetings. In this case it was necessary to organize a 5th "emergency" meeting. That meeting should be penciled in at the beginning of the process just in case additional time is needed to complete the work. In between meetings, the DTDesigners had defined tasks to do.

DTTEAM
INTRODUCTORY

Introductory meeting

1. Team creation.
2. Description of the challenge by the DTFacilitators challenge to DTTeams.

EXPLORATION PHASE

Meeting 1

PART 1
Q&A session between the DTDesigners and the DTSponsor about the challenge.

- PART 2
1. Stakeholders identification.
 2. Preparation for stakeholder surveys.

EXPLORATION PHASE

Individual work between meetings

Stakeholder surveys.

Meeting 2

1. Analysis of the information received from DTDesigners surveys.
2. Generation of user stories.

CREATIVE PHASE

3. Distribution of grouped user stories on a matrix of needs.
4. Creation of categories of ideas.
5. Generation of ideas (individually).

CREATIVE PHASE

Meeting 3

- 1. Clustering of ideas.
- 2. Prioritisation of clusters using the RIG matrix.

CONSTRUCTION PHASE

- 3. Application of the build-break-repair tool to identify weak points in the generated ideas and their refinement.

Homework

Creation of three solution prototypes by Stark.

CONSTRUCTION PHASE

Meeting 4

- 1. Presentation of solution prototypes to beta testers who were asked to provide feedback.
- 2. Evaluation of solutions and discussion.
- 3. Selection of four solutions for prototyping and beta and gamma testing.

DTMETHOD SUMMARY

Meeting 5 (additional)

- 1. Presentation of solution prototypes to DTSponsor.
- 2. Debrief session with the DTDesigners and the DTFacilitators.



Effects of work in numbers

34

stakeholders surveyed

Stark: 17
Superwomen & Wondermen: 17

58

user stories

Stark: 21
Superwomen & Wondermen: 37

175

generated ideas

Stark: 61
Superwomen & Wondermen: 114

5

prototypes created

Stark: 3
Superwomen & Wondermen: 2

3

Solutions to implement

Stark: 2
Superwomen & Wondermen: 1

Challenge 2

The DTDesigners had the task of creating Solutions, to increase employee engagement in the organization. This challenge was a real test of the effectiveness of the DTMethod.

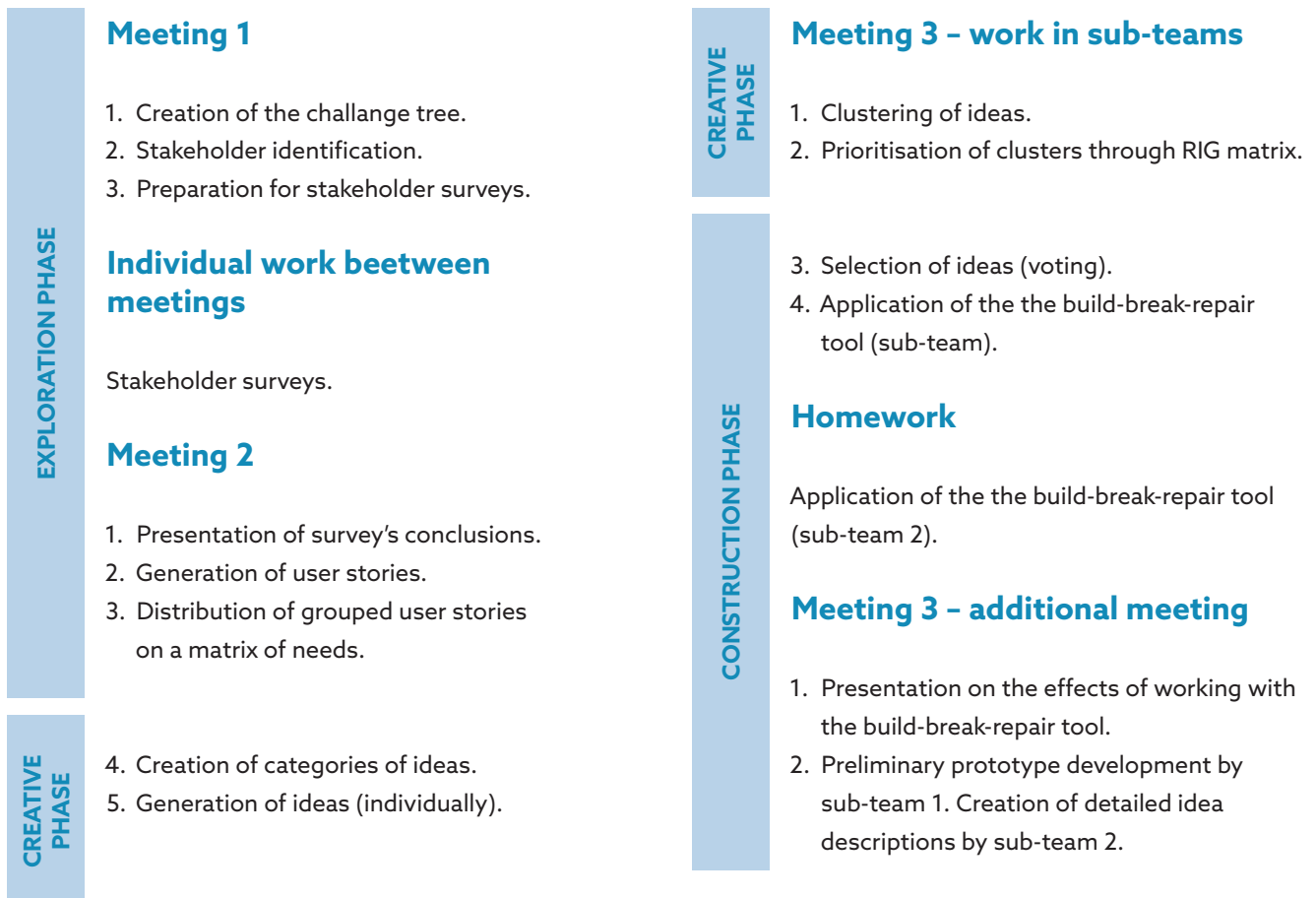
Work organization

In this challenge the DTSponsor was also one of the DTDesigners. The other members of the team came from the same business area, but from different levels of the PwC hierarchy and with different responsibilities. In the first stage of the DTMethod process, the DTSponsor met with the Inprogress Design Lab DTFacilitators to share knowledge and expectations about the challenge. Following this conversation, the DTFacilitators prepared the challenge description.

Although the e-DTMethod should start with the introducing meeting, in this case one wasn't needed as the DTDesigners already knew each other. What's more, they had worked together on the previous challenge and decided to continue working with DTMethod. The number of DTDesigners was not the same as in challenge 1 – this time, it ranged from 5 to 8 people and they were divided into smaller sub-teams during the 3rd meeting. After working in in their sub-teams, the DTDesigners came together and presented their ideas as one DTTeam.

DTMethod process in short

The full process took five meetings, as additional time was required in one of them. The sub-teams worked at different paces during meeting 3, but the results were equally fruitful.



Homework

Creation of prototypes by sub-team 2.

Meeting 4

1. Presentation of prototypes.
2. Collection of feedback from the DTDesigners.
3. Prototype testing.

4. Selection of the best ideas.
5. Creation of a detailed implementation plan with specific dates and responsibilities.

Meeting 5

1. Discussion about the developed ideas and possibilities for implementation.
2. Debrief session with the DTDesigners and the DTFacilitators.



Effects of work in numbers

22

stakeholders surveyed

45

user stories

117

generated ideas

7

prototypes created

2

solutions to implement

Summary

In accordance with the goals set during the DTMethod workshops, PwC employees created solutions to the two challenges. The DTSponsors considered that five of them had the potential to be implemented in the organisation. In addition, the DTTeams generated a total of 292 ideas that the organisation could implement in the future or further develop through the continued use of the DTMethod process. Stakeholder surveys provide substantial knowledge, which may be useful in future Design Thinking processes and marketing efforts.