

Use Design Thinking to Pivot Out of COVID

ATD Charlotte

October 21st, 2021

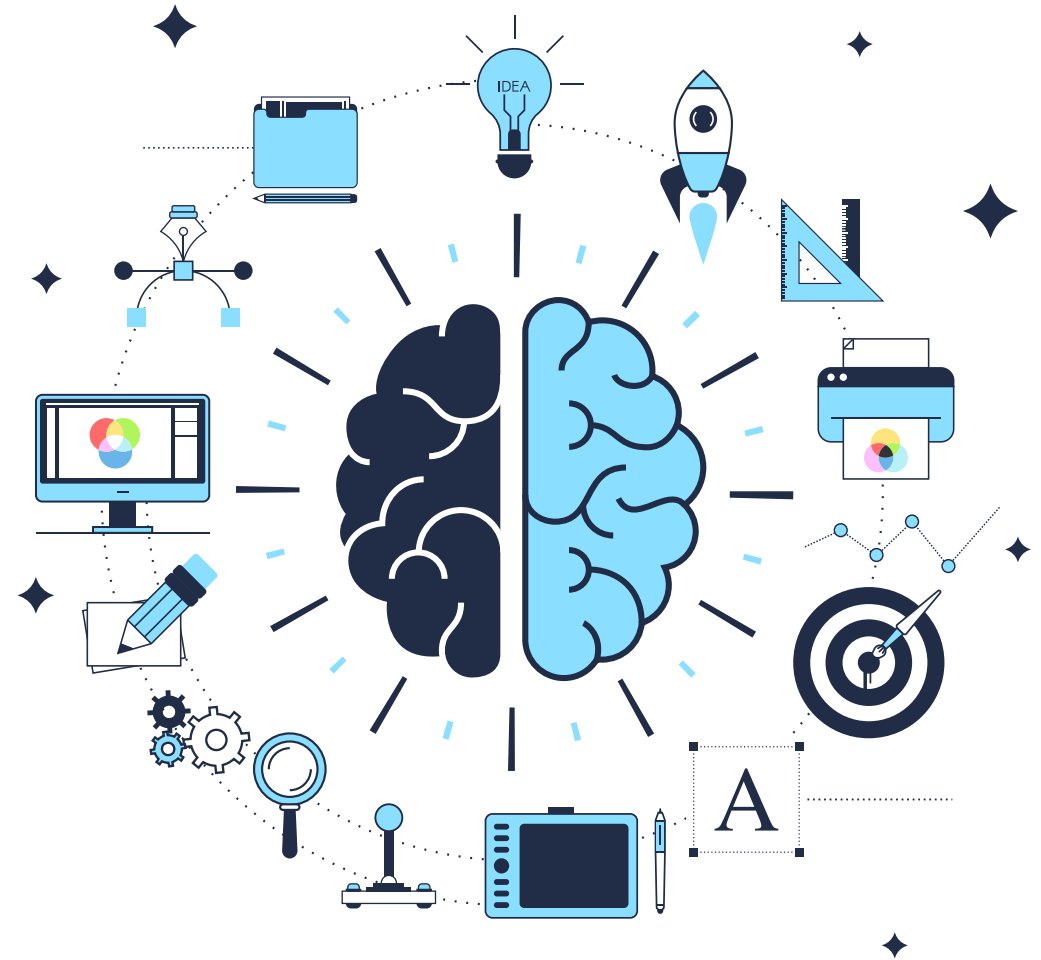


Faster Glass

imagine better • innovate faster

WHAT IS DESIGN THINKING?

- A discipline that leverages the tools, principles, and practices of designers
- A human-centered approach to innovation
- A way of thinking (mindset) and working (toolset)



Mann Gulch memorial

IN MEMORY OF

THE 13 HEROIC YOUNG MEN WHO LOST THEIR LIVES
IN SERVICE OF THEIR COUNTRY FIGHTING THE
MANN GULCH FOREST FIRE 1 MILE DOWN THE RIVER
ON AUGUST 5, 1949

ROBERT J. BENNETT	PARIS, TENNESSEE
ELDON E. DIETERT	MISSOULA, MONTANA
JAMES O. HARRISON	MISSOULA, MONTANA
WILLIAM J. HELLMAN	KALISPELL, MONTANA
PHILIP R. McVEY	RONAN, MONTANA
DAVID R. NAVON	MODESTO, CALIFORNIA
LEONARD L. PIPER	BLAIRSVILLE, PENNSYLVANIA
STANLEY J. REBA	BROOKLYN, NEW YORK
MARVIN L. SHERMAN	MISSOULA, MONTANA
JOSEPH B. SYLVIA	PLYMOUTH, MASSACHUSETTS
HENRY J. THOL, JR.	KALISPELL, MONTANA
NEWTON R. THOMPSON	ALHAMBRA, CALIFORNIA
SILAS R. THOMPSON	CHARLOTTE, NORTH CAROLINA



Dedicated to the memory of the 13 firefighters
who perished in the Mann Gulch Fire

U.S. Forest Service
Helena National Forest
August 5, 1999

Smokejumper Coat and Helmet circa 1949



WHY

didn't they drop their tools?

***“Dropping one’s tools** is a proxy for unlearning, for adaptation, for flexibility.”*

– Karl Weick

“

TODAY'S ROADMAP

1. Why we get stuck
2. How we can rethink



BARRIERS TO RETHINKING

1

Blind Spots

We all have blind spots and we're often blind to our blindness.

2

Identity

When we feel our beliefs are under attack, we defend ourselves through mechanisms like Motivated Reasoning.

3

Experience + Success

If it's worked in the past, why change?



What can we do
DIFFERENTLY?



***“Progress is impossible without change;
and those who cannot change their
minds cannot change anything.”***

– George Bernard Shaw

“

EQUIPPING OURSELVES TO RETHINK

Or like a designer!

1

Think Like a Scientist

Be curious. Doubt what you know. Form and test hypotheses. Update views based on results.

2

Separate Beliefs from Identity

Who we are should be a question of what we value, not what we believe. Our beliefs can evolve as we learn.

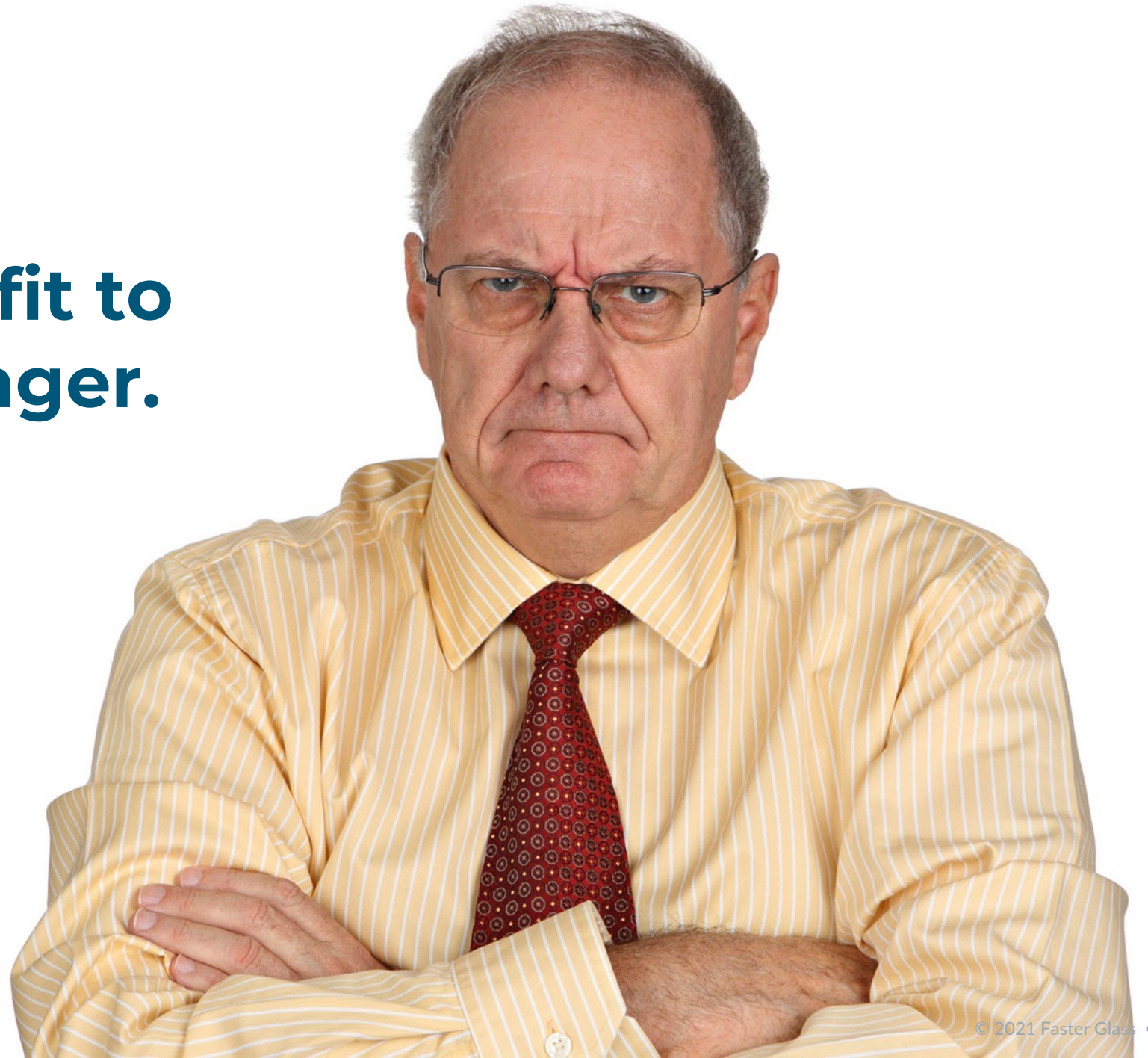
3

Adopt a Scout Mindset

- How do I know?
- Why do I think that?
- What if I'm wrong?



**There's no benefit to
being wrong longer.**

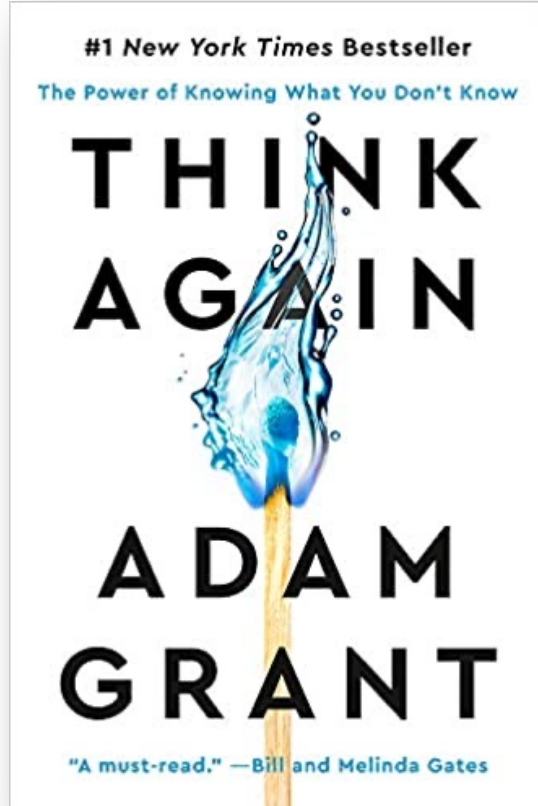


A photograph of a muddy road with deep, dark ruts. The road is wet and reflective, with a small puddle in the center. In the background, a house with a dark roof is visible through a hazy, overcast sky. The overall tone is somber and gritty.

**“The only difference between a rut
and a grave are the dimensions.**

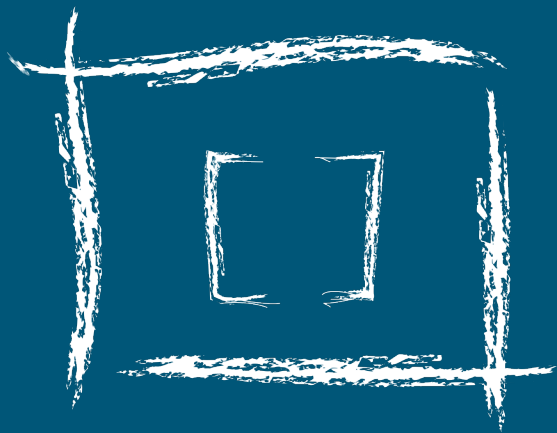
- Ellen Glasgow

RETHINKING RESOURCES



**Why You Think You're Right
Even When You're Wrong**

Julia Galef TEDxPSU Talk



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