Reimaging Leadership Development Using Human Centred Design

KEY TAKEAWAYS

1. Rethink leadership development for the new world of work

2. Define human-centered design and how it can be used in leadership development

3. Practical HCD activities, tools and frameworks you can use

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Head of Leadership and OD
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Who has LEADERSHIP EXPERTISE?
The business or L&OD/HR?

Both!

Growing leadership capability requires **strong partnership and collaboration** between the business and L&OD/HR using HCD.

Built on solving real problems, making decisions and doing work, codesign and iteration

In order to be of *value and have impact* we must ask the fundamental question
What is the purpose of my role?

> "I have spent my entire career becoming an expert –
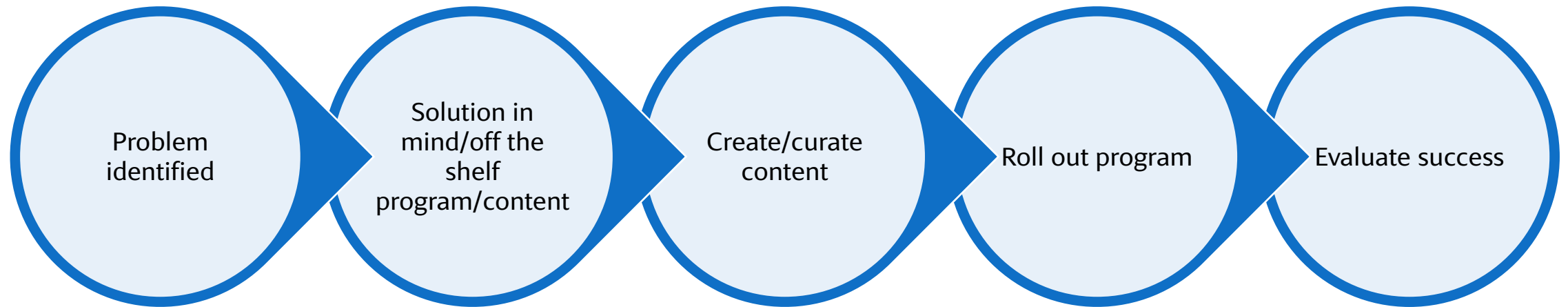> only to find that I will become an anti-expert"
>
> Keara Byrne

Facilitator   Partner   Coach

How leadership development in organisations usually happens

Problem identified → Solution in mind/off the shelf program/content → Create/curate content → Roll out program → Evaluate success

What are some of the issues with this?

What are the problems we are trying to solve?

Start with the *problem* not the *solution*

Ask questions with your business to better understand your problem
- *Who* is a leader?
- What is the *role* of leadership?
- What does *effective leadership look like* in our organisation?
- *How* can we support our leaders and teams to thrive?

Problem statement?
How might we develop our leaders to grow our people and business in a geographically spread diverse organisation?

Partnering for success

Mindset is critical for implementing HCD

1. Viewing human centered design as the process for working with the business – not for the outcome of creating content and programs

2. Using parts of HCD to experiment as well as the end-to-end process

3. Joint-collaboration on process, success, learnings and outcomes. Include all levels of the organisation – not just the most senior leaders

4. Letting go of pre-determined outcomes and ideas
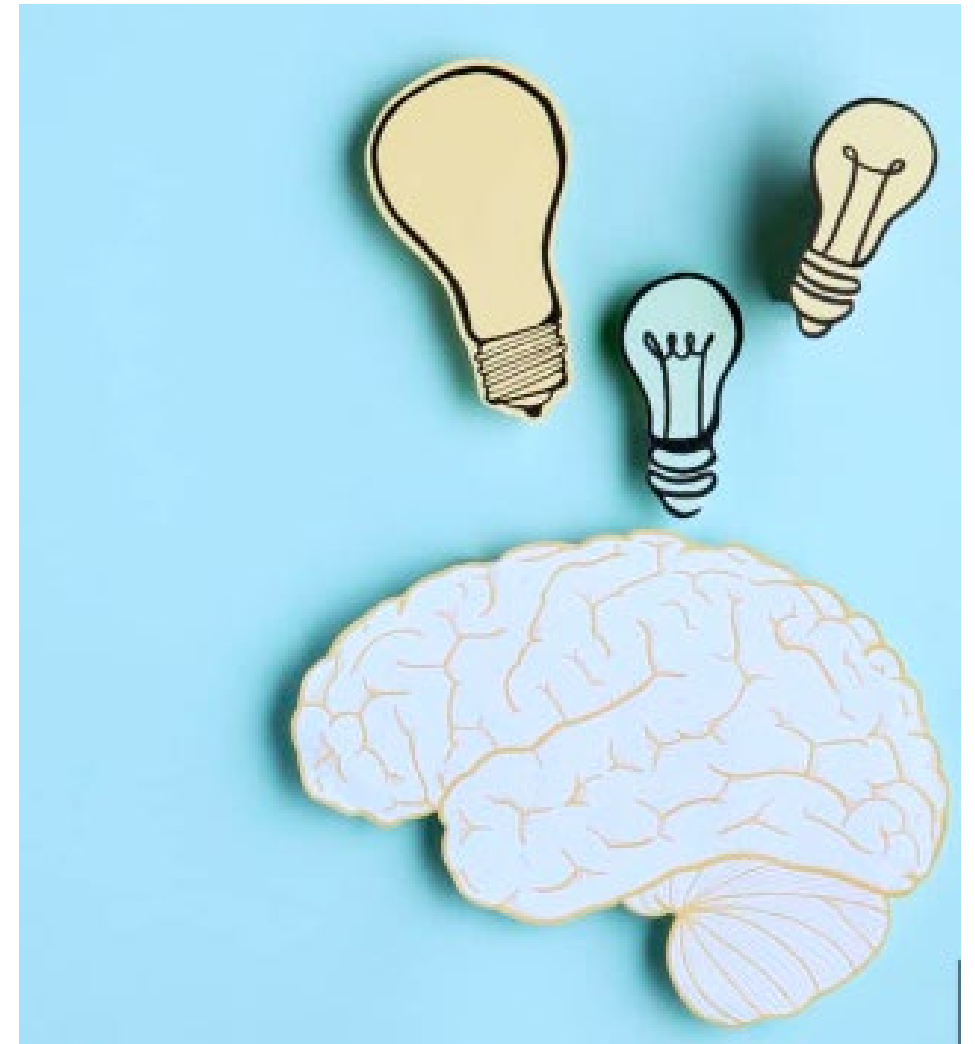
Why HCD? How HCD can support leadership development

Solve the right problems

Co defining problems so real problems can be solved – using data.
Focusing on real business and people needs.
Inclusive – requires diverse stakeholders to co define problems.

People centered

Focus on empathizing with the people you are designing for i.e;
Empathy mapping, interviews, Personas.
Making people the focus for people leaders.
Democratic – invites everyone in to contribute

Everything is a system

Using systems thinking to understand the interdependencies, Complexity, context and connectedness within the system so people leaders can make an impact
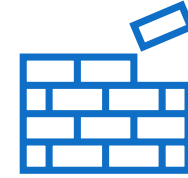
Small & simple Interventions

HCD as a mindset.
Using simple interventions to codesign, test and iterate.
Embedding a culture of collaboration and innovation.

What is Human Centered Design?

a process that starts with the people you're designing with and ends with new solutions that are purpose-built to suit their needs.

Human-centered design is about cultivating *deep empathy* with the people you're designing with; generating ideas; building prototypes; sharing what you've made together; and ..putting your innovative new solution out in the world.

IDEO
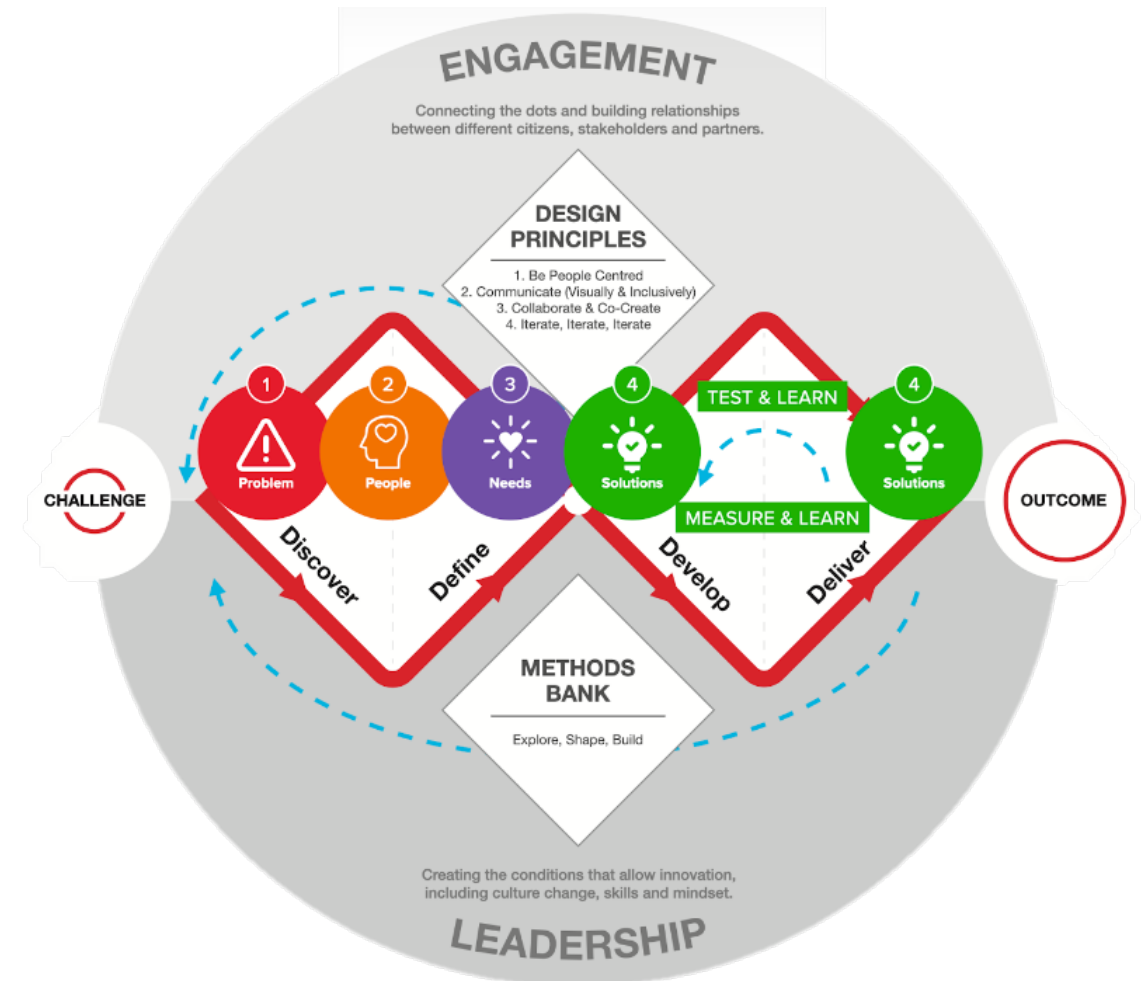
The ways I have used HCD in organisations

- Reward and recognition program with an entire org (600+ people)
- Resources and leadership program development
- Persona creation – change and comms plan, grad program, leadership programs
- Journey mapping – people and grad experience
- Culture change programs – CX transformation; E.g. levate, Managing Challenging Behaviours
- Change management – built in
- Innovation and problem solving
- Ideation for brainstorming
- Learning and Performance Needs analysis
- Identifying problems to solve
- Strategy sessions and Team building
- Project and program reviews
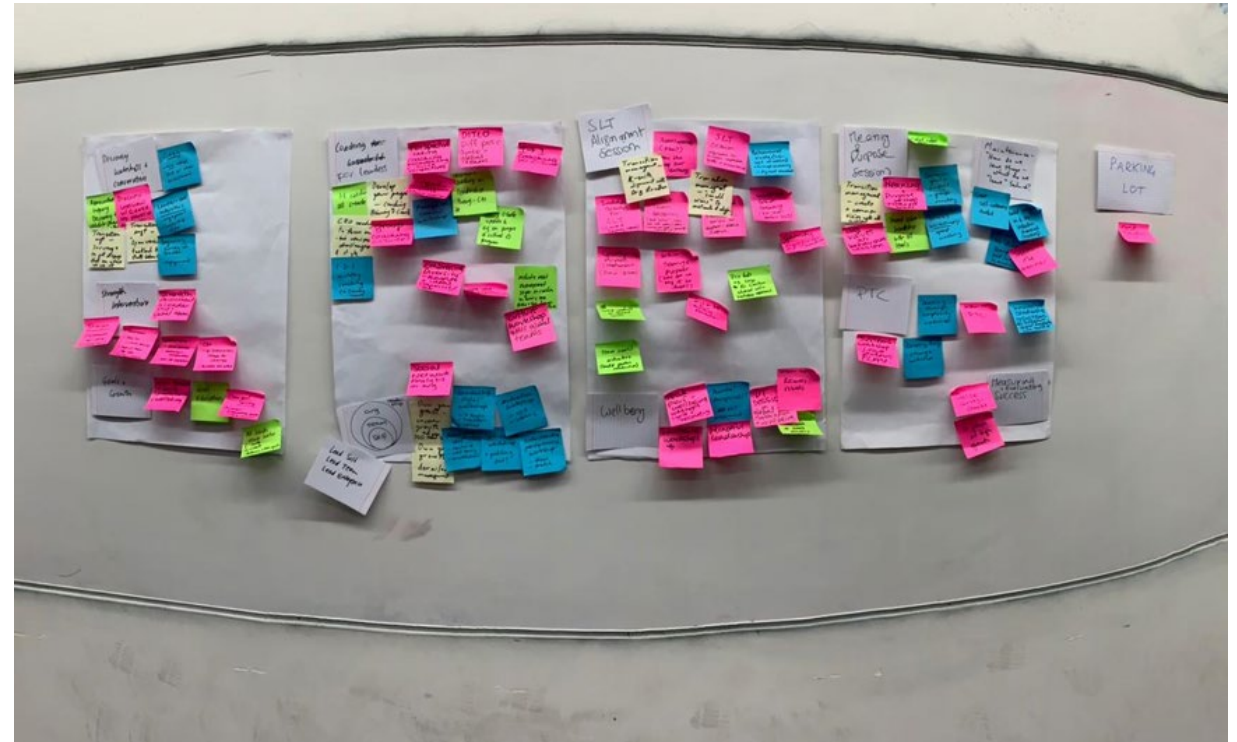
If I didn't use HCD I would have wasted thousands of dollars, hours of time, opportunity loss and credibility

Defining Leadership for the modern world of work

Everyone is a leader. The modern world of work requires us to lead with vulnerability, humanity and integrity.

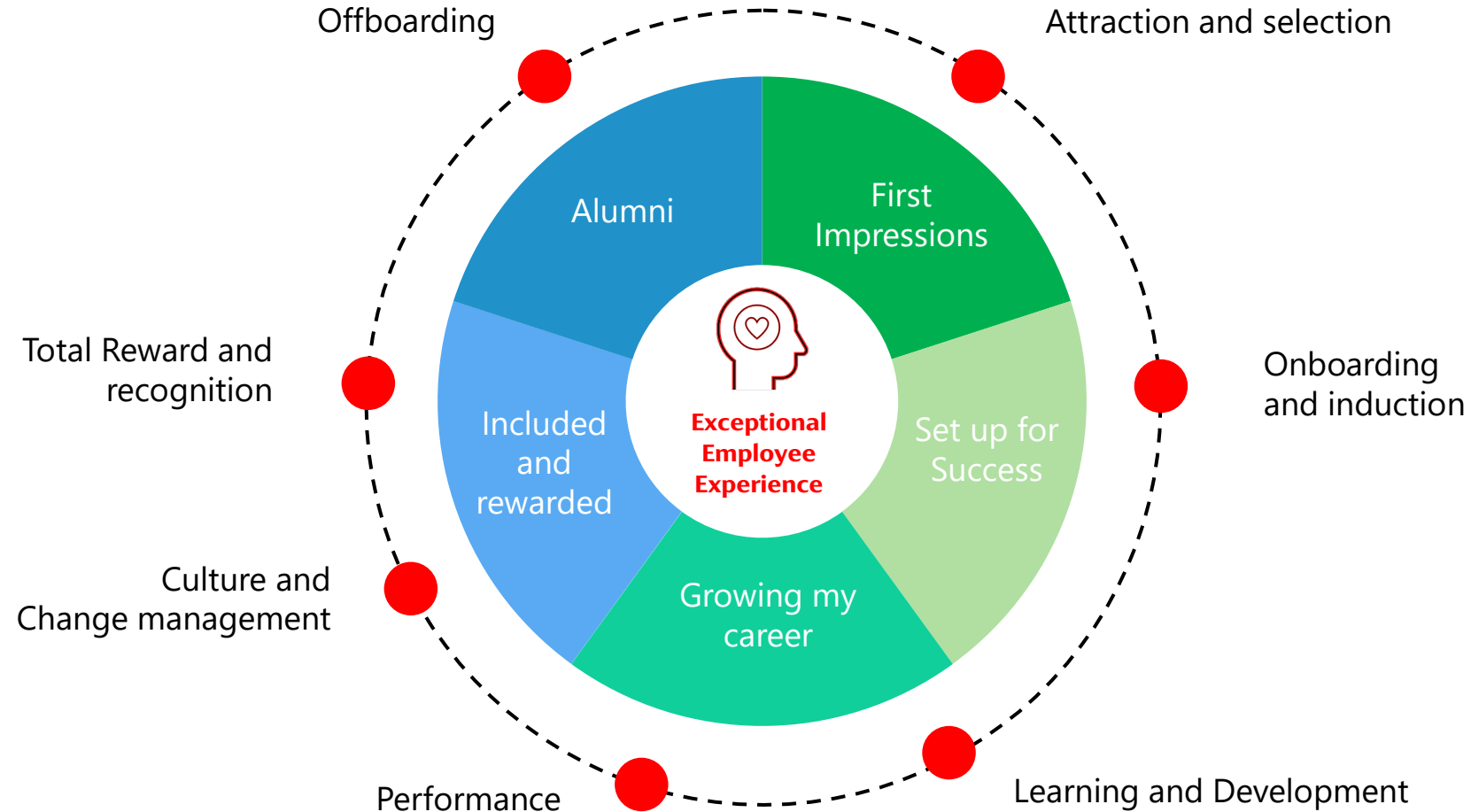**Lead self** in how you show up and be the best version of you

Lead others in how you influence, motivate and collaborate with others

Lead organisation in how you contribute to our strategic goals and ways of working

Lead community in how you positively impact customers and community

Anchoring leadership around supporting the people experience in the **moments that matter to our people**

Offboarding

Attraction and selection

Total Reward and recognition

Onboarding and induction

Culture and Change management

Performance

Learning and Development

Alumni

First Impressions

Included and rewarded

Exceptional Employee Experience

Set up for Success

Growing my career

Bringing HCD to Life

a. Design icebreaker – listening and prototyping

b. Empathy activity

c. Creating personas as part of the "Elevate customer experience program"

Bringing HCD to Life

d. Gamification – using HCD

e. Personas and experience journey mapping – grad program. Arriba Group

f. Ideation – using teams digital whiteboard

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Some of the things I am starting to implement using HCD

- Group wide leadership academy – El Lider (self, team, organisation, community)
- Diversity, Inclusion and belonging program co designed with our teams
- Annual Performance cycle – co designed with our business
- Change management practice
- Listening program (using a mix of PX data, interviews and workshops)
- Career pathways – co designed with our business
- People personas
- Co defining/designing what good looks like – succession planning framework

rehab
MANAGEMENT
putting people first

aimbig
bigger than employment

livebig
beyond allied health

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HCD framework to take back to your workplace

Co create a problem statement

Consider different perspectives of a problem with different stakeholders who are impacted by the problem.

Craft a how might we statement together and agree it's the right problem to solve.

Use data to inform your problem (CX/EX, financial)

How might we xx?

Empathise

Consider the people impacted by this problem. Conduct empathy sessions to try and understand their needs/motivations, goals and pain points.

You can involve the people effected in this or interview them to use this information to create some simple empathy maps.

Use these insights to further discuss/refine the problem.

Diverge

Start with the problem you are looking to solve.

Spend max 5 minutes ideating ideas in response to the problem statement. individually – 1 idea per sticky note – stretch to the ridiculous and don't over think it.

Put your sticky notes on the wall together and theme them. Make sure everyone is involved in this.

Discuss the ideas in your group – ensuring everyone speaks to their ideas – without holding onto them – let go of ego. If you want to build on someone's idea – add a "yes and" and create a new sticky note to build it out.

Converge

Vote on the top 3- 5 by putting a tick on the sticky notes you think have the most merit.

Then go through a process of evaluating how viable, feasible and desirable each of the potential ideas for a solution are.

Desirability – something people want and need
Viability = it makes business sense and is going to add value/profit.
Feasibility – it can be achieved with the resources you have.

Take forward ideas for solutions that have all 3 criteria and discuss the best option.

Test and iterate

Co design and prototype **solutions** test them with end users, get feedback and iterate.

Bring people in to do this and ensure you share back early prototypes for feedback and testing as you go.

Iterate what isn't working and be open to feedback.

Roll out solutions and iterate as you go.

This promotes a culture of innovation, learning and continuous improvement

Tools that can help you

Digital tools
Microsoft teams – Meeting Whiteboard – digital HCD. Ideation, problem framing, journey mapping, strategy.

Miro https://miro.com/ digital collaboration tool with templates for HCD including journey mapping and ideation

Mural https://www.mural.co/ digital collaboration and brainstorming tool – visual story telling

Courses that provide you will greater skills and insights
In depth
IDEOU – Certificate – Foundations in Design Thinking (highly recommend doing it with other team mates and embedding it in your workplace as you learn)

Short and sharp
Design and Innovative Thinking Course (Sydney Uni) 1 day workshop

Key Takeaways

01 **Mindset is key**

Adopting a mindset that embraces co-design and partnership as a way of working is critical for success.

02 **Everyone is a leader**

Engage and co design across your organisation. Some of the best ideas come from frontline teams.

03 **Experiment**

Build a culture of co design in how you consult, partner and define problems in your organisation. You can do this without explaining all of the parts of HCD – just do it.

04 **Iterate**

Co design solutions and iterate to improve with testing.
Progress over perfection.