Design Thinking untuk ASN Inovatif

Ellya Zulaikha

Penerapan Design Thinking Dalam Kepemimpinan Inovatif ASN yang Berkelanjutan

BPSDM Provinsi Jawa Timur

17 November 2022

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1998   Industrial Design, Institut Teknologi Sepuluh Nopember (ITS)

2003   Master of Art, Bandung Institute of Technology (ITB), Indonesia

2015   Doctor of Philosophy (Collaborative Design Learning), Queensland
         University of Technology (QUT), Brisbane, Australia

- Head of Industrial Design Department ITS 2015-2019
- Vice Dean of Faculty of Creative Design and Digital Business 2020-2024
- Member of ADPII (*Aliansi Desainer Produk Industri Indonesia*) – Indonesian Industrial Designer Alliance, since 2015
- Member of Reviewers Board for Indonesian Higher Education Accreditation (in Design field), since 2019
- RESEARCH INTEREST : *Industrial Design, Participatory Design, Innovation Design Management*

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Apakah ASN itu ...

- Mengurusi manusia?
- Mengurusi hal-hal yang ruwet? Tampak sulit dan kompleks?
- Harus berkoordinasi dengan banyak pihak?
- Harus inovatif? Atau Perlu Inovasi?

UNCERTAINTY / PATTERNS / INSIGHTS   CLARITY / FOCUS

RESEARCH   CONCEPT | PROTOTYPE   DESIGN
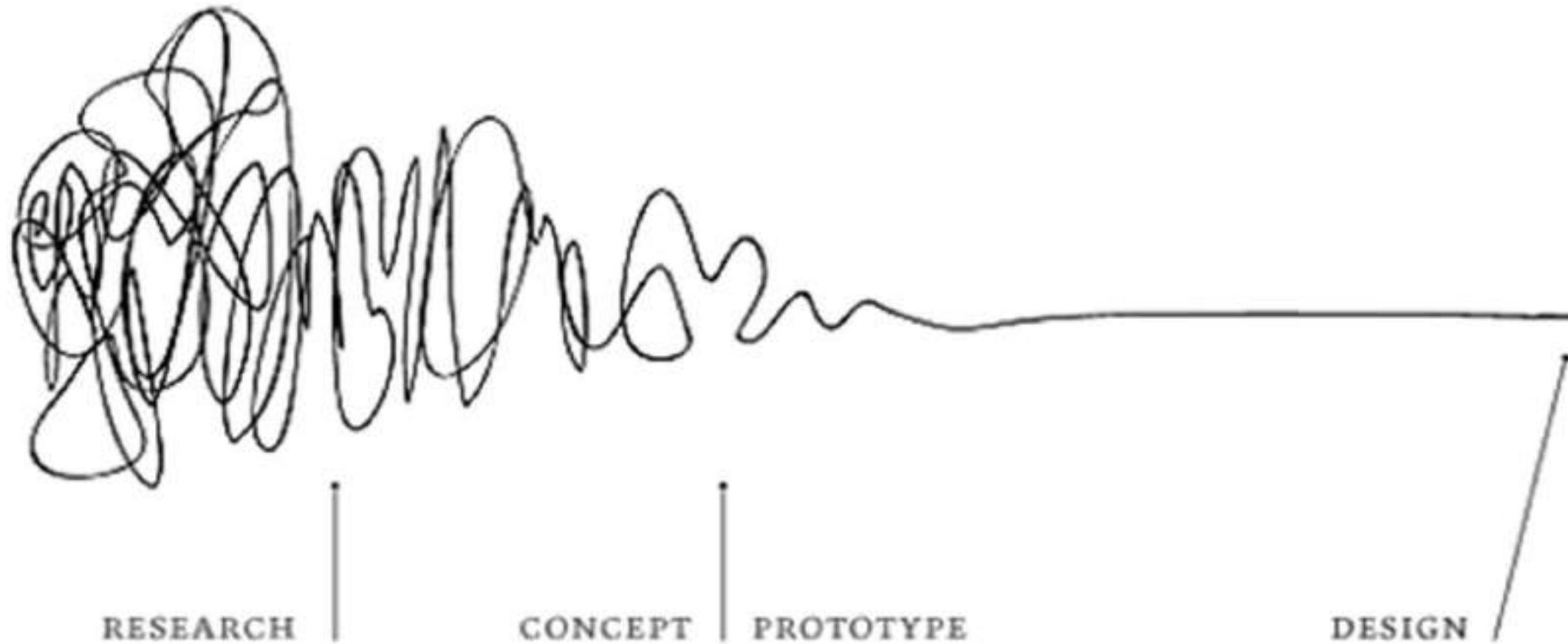
Design Thinking: Deal with Wicked Problem

BASIC REASONING PATTERN

WHAT + HOW LEADS TO RESULT

THING

WORKING
PRINCIPLE

(OBSERVED)

DESIGN
thinking

in design field ....

WHAT
THING

+

HOW
WORKING
PRINCIPLE

LEADS TO

VALUE
(ASPIRED)

ABDUCTION

Dorst, K (2011). The core of 'design thinking' and its application. *Design studies, 32*(6), 521-532.

DESIGN
thinking

Apa HAL PERTAMA yang harus dilakukan jika menemui kondisi ini?

TribunJogja.com

Home   Nasional

Viral Tips Jitu Agar Masyarakat Tak Buang Sampah Sembarangan, Begini Caranya

Rabu, 13 November 2019 15:50 WIB

Penulis: **Bunga Kartikasari** | Editor: **Rina Eviana**

lihat foto

+ LEADS TO "RAPI"

WHAT + HOW LEADS TO VALUE

THING

WORKING
PRINCIPLE

(ASPIRED)

ABDUCTION

Dorst, K (2011). The core of 'design thinking' and its application. *Design studies, 32*(6), 521-532.

DESIGN
thinking

HOW

HOW

HOW

TAKE YOUR E-WASTE TO A BETTER PLACE

HOW

HOW

HOW

HOW

HOW

Image Credit: Baltimore Waterfront Project.

Pic taken from: https://presspay.ng/news/2022/11/11/the-best-kept-secret-to-cultivating-creativity-and-innovation/

WE ARE BORN CREATIVE!

Unfortunately creativity is rarely developed, along with the development of logic and the necessity to follow instructions

The evolution of CREATIVITY THEORY

He → I → We

Pic taken from: https://digitalleadership.com/blog/creativity-and-innovation/

https://suarakebebasan.id/akar-tunggang-pohon-kebebasan/
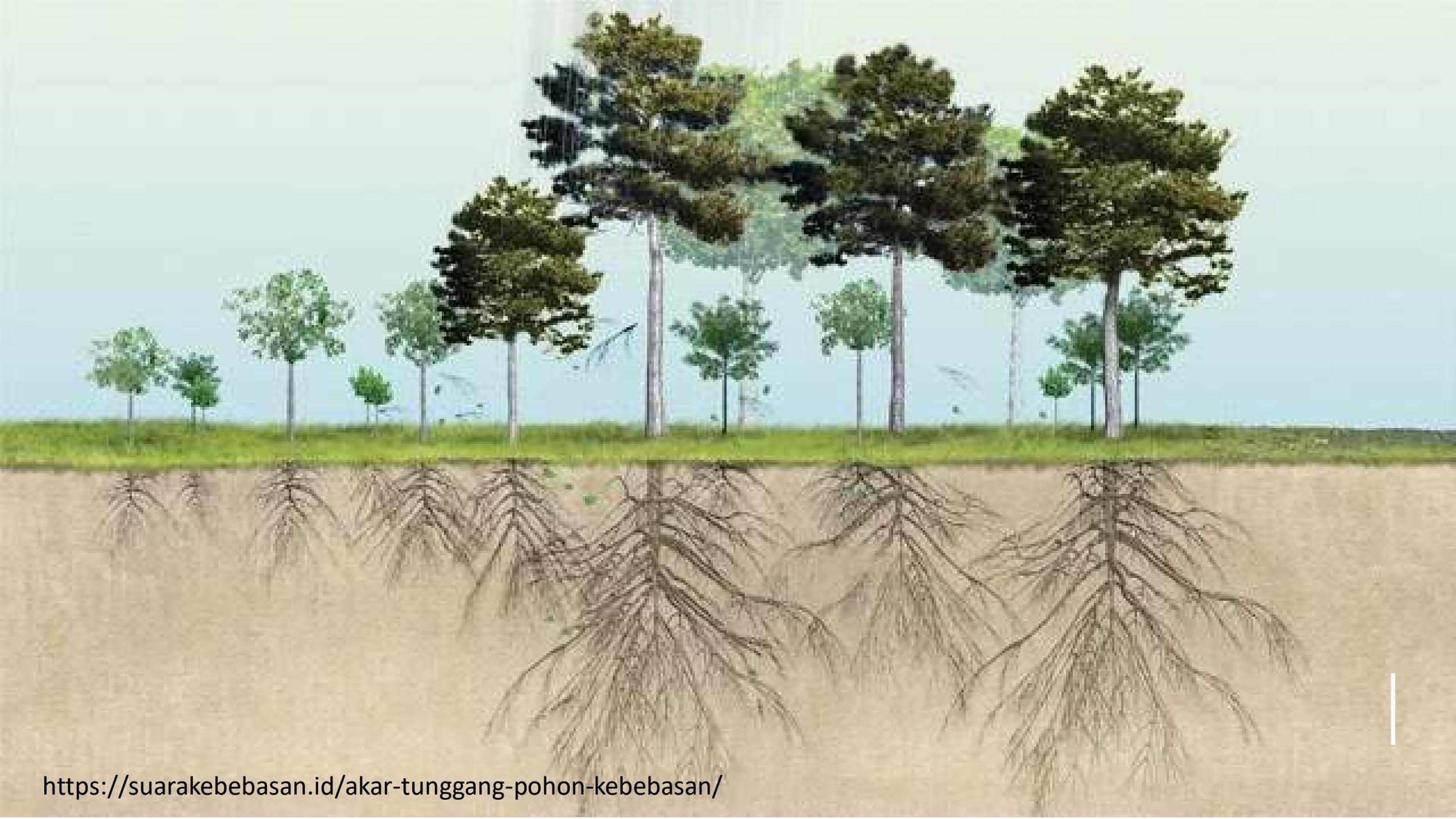
Industri Kerajinan Pedesaan

Merupakan mata pencaharian utama (atau sampingan) yang dapat memberikan kesejahteraan ekonomi dan menyerap tenaga kerja

(Kerr, 1991; Rogerson, 2000).
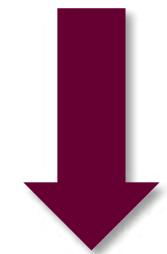
Jumlahnya menurun secara signifikan

(Cohen, 1998; Dhamija, 2008; Dilley, 2004; Dutton, 1983; Friel & Santagata, 2008; Kamara, 2004; Liebl & Roy, 2004; Rogerson, 2000).

PERMASALAHAN EKSTERNAL

Tren cepat berganti

Krisis Ekonomi Global

Kedatangan barang impor yang kualitasnya bagus dan murah

PERMASALAHAN INTERNAL

Keterbatasan

- Sumber Daya Manusia
- Material
- Ruang Kerja dan Alat
- Posisi Tawar pada Pedagang

Konflik

- Saling bajak antar pengrajin
- Saling meng-copy desain yang laku
- Kompetisi harga
- Dinamika dalam Asosiasi

Grouping Tendency
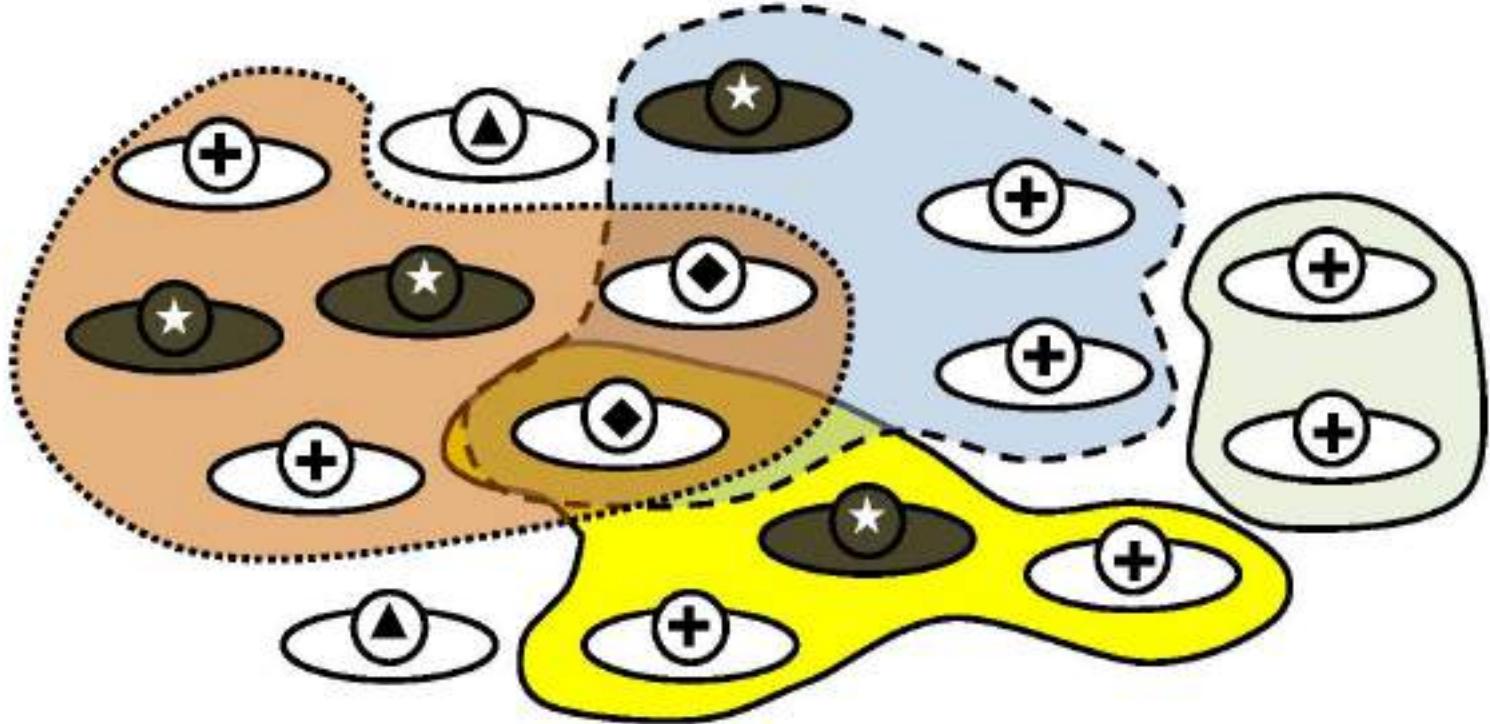
|	Community Leader		Solitaire craft person
	A craft person who could share with more than a group		A craft person who tended to share with a group only

IDENTIFIKASI TIPE-TIPE PENGRAJIN
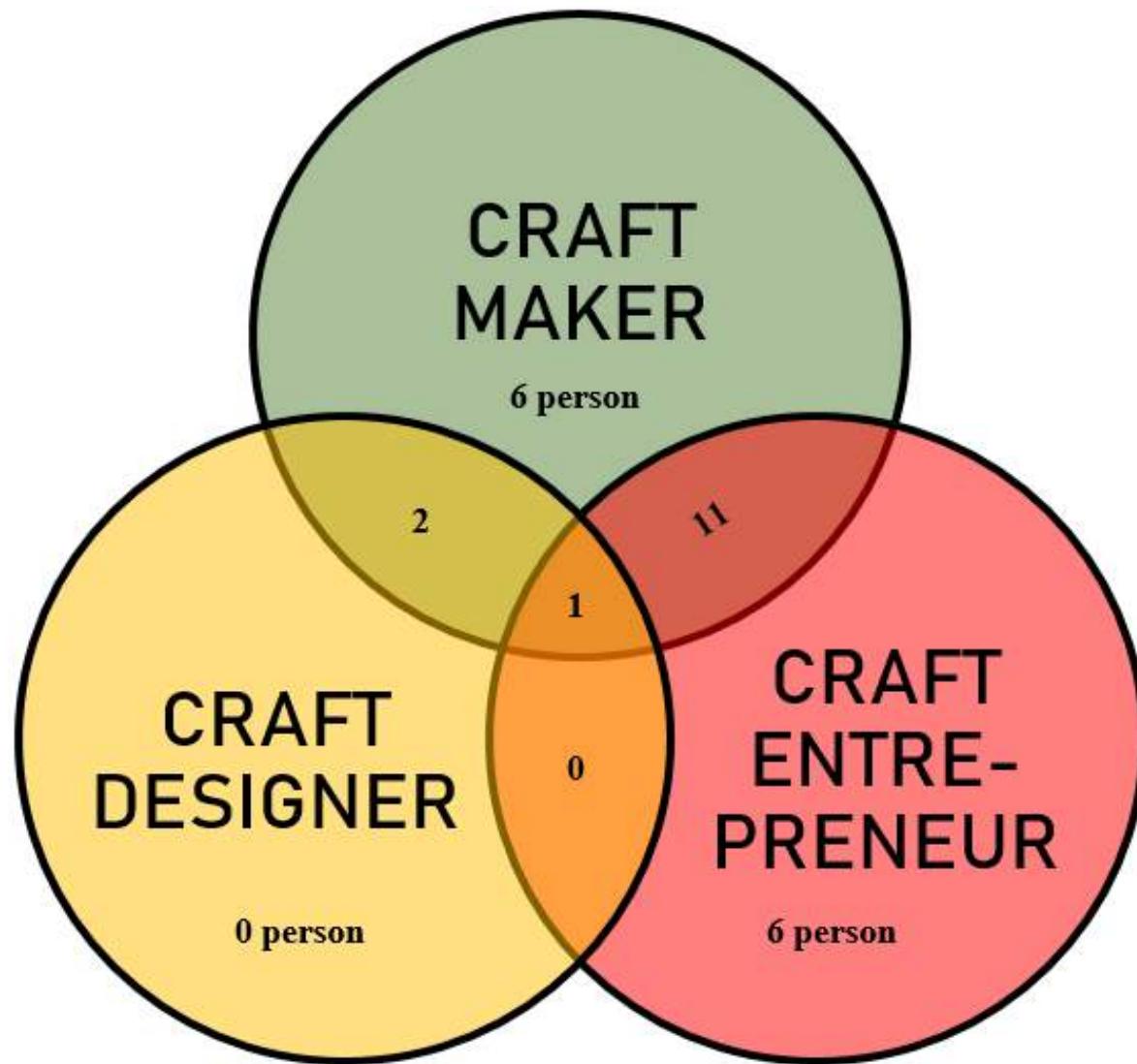
Participatory Action Research
2012

Jewellery Making Workshop to High School

knowledge

knowledge

knowledge
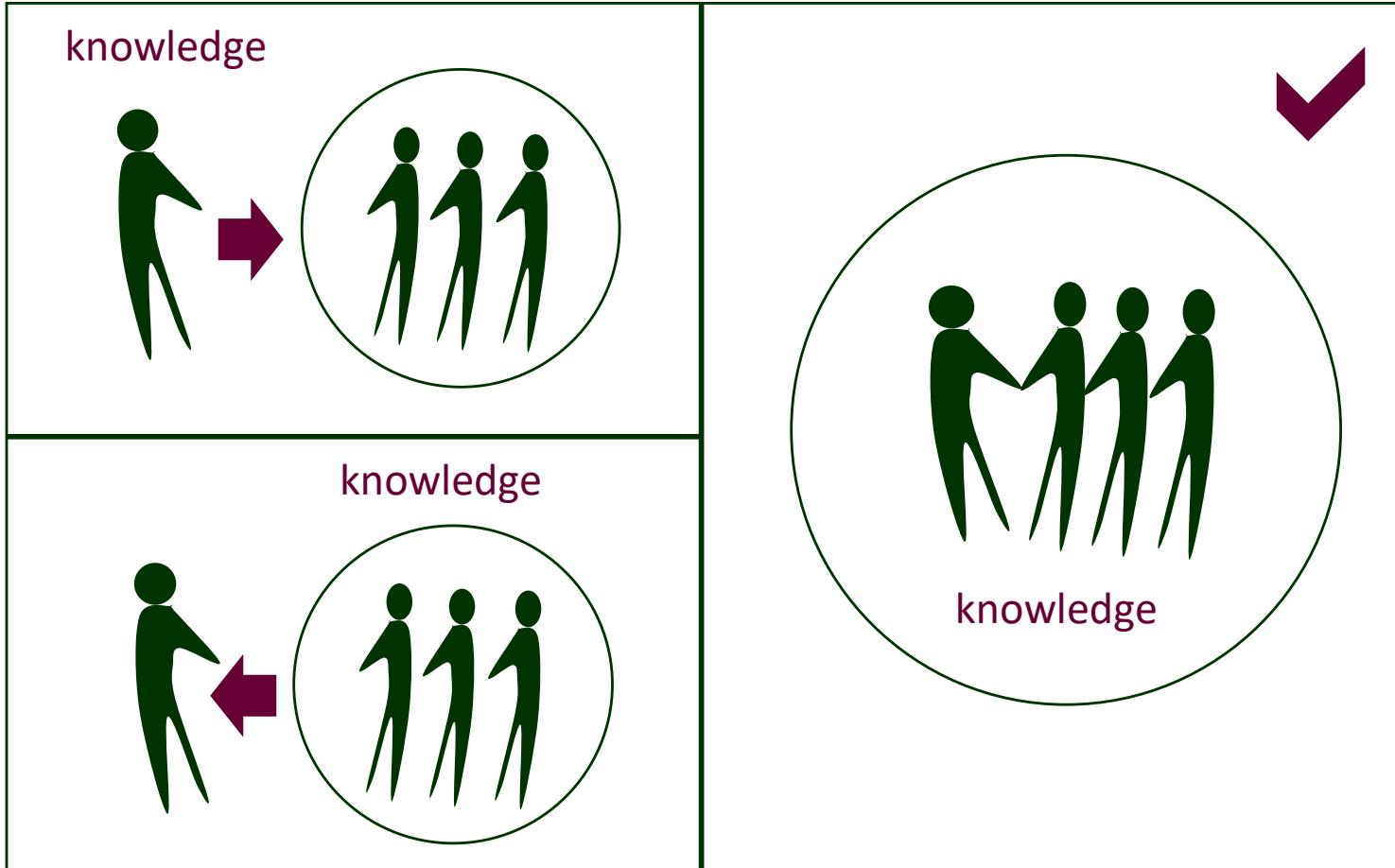
Decisions or policies affecting any community should be made by the community themselves.
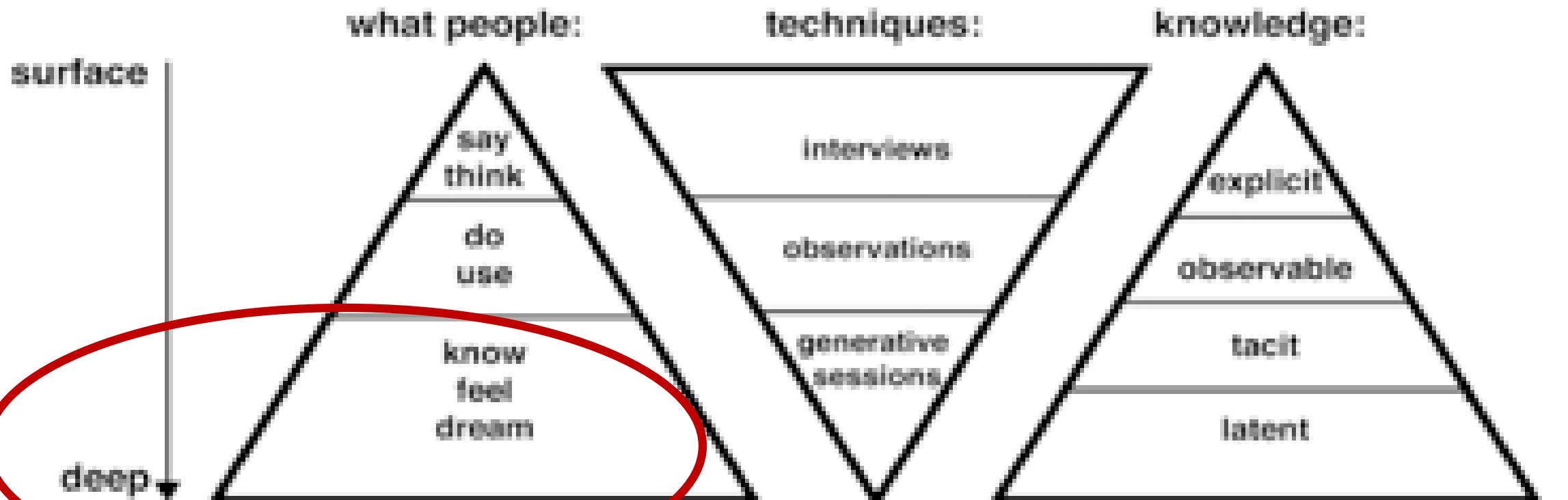
Sanders, 2002. From User centered to Participatory Design Approaches.
In Design and the Social Sciences. J.Frascara (Ed.), Taylor & Francis Books Limited, 2002.

Bantu kami untuk membantumu

Arnstein's Ladder of Participation

Sherry Phyllis Arnstein
1930 – 1997
University of California, LA

ACTIVE
8. CITIZEN CONTROL

INCREASED LEVELS OF DECISION-MAKING POWER ←
7. DELEGATED POWER

6. PARTNERSHIP

RESPONSIVE
THE 'POWERFUL' HAVE CONTINUED RIGHT TO DECIDE, BUT 'POWERLESS' CAN ADVISE ←
5. PLACATION

4. CONSULTATION

'POWERLESS' CAN HEAR AND BE HEARD, BUT HAVE NO ASSURANCE OF BEING HEEDED BY 'POWERFUL' ←
3. INFORMING

PASSIVE
2. THERAPY

'EDUCATE' OR 'CURE' THE 'POWERLESS' ←
1. MANIPULATION

CITIZEN POWER
DEGREES OF TOKENISM
NON-PARTICIPATION

Source of Picture: Co-design is not a panacea for inequality - InWithForward
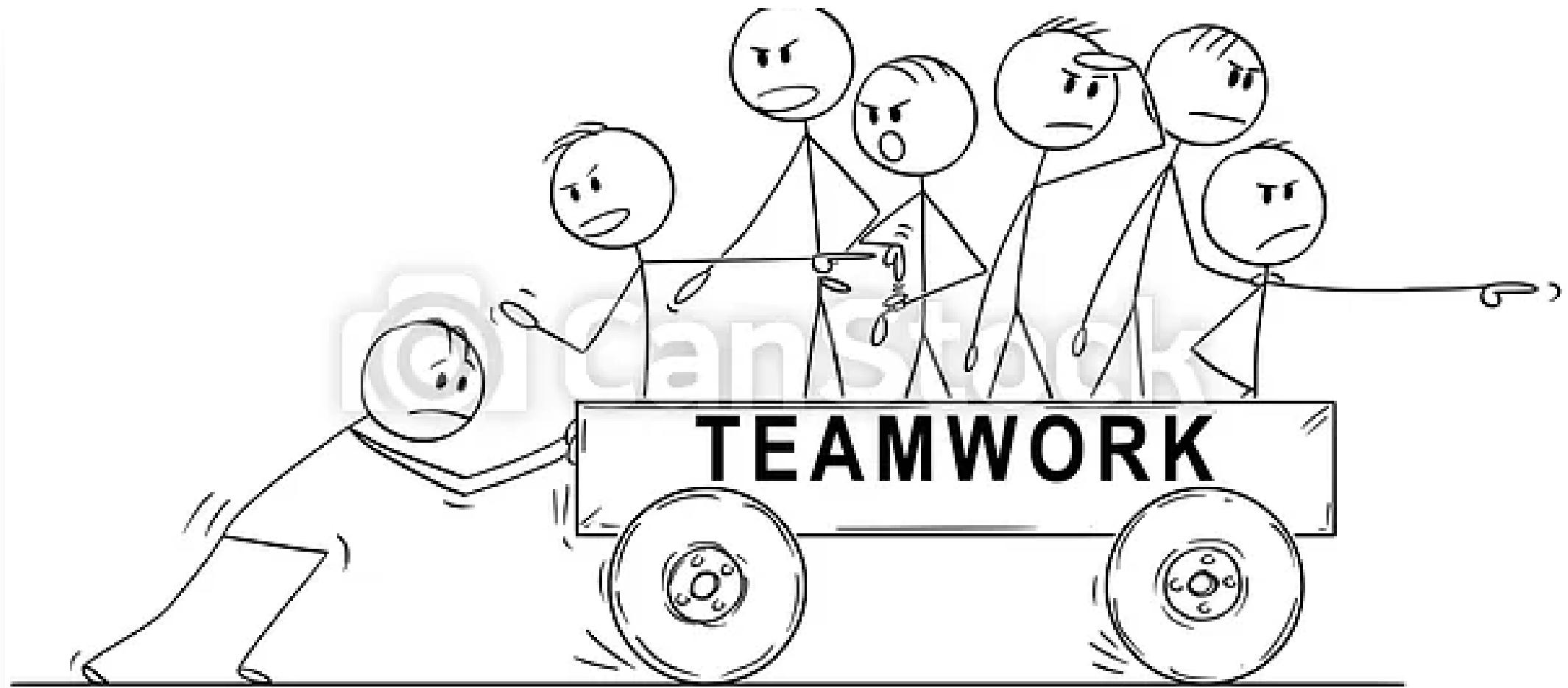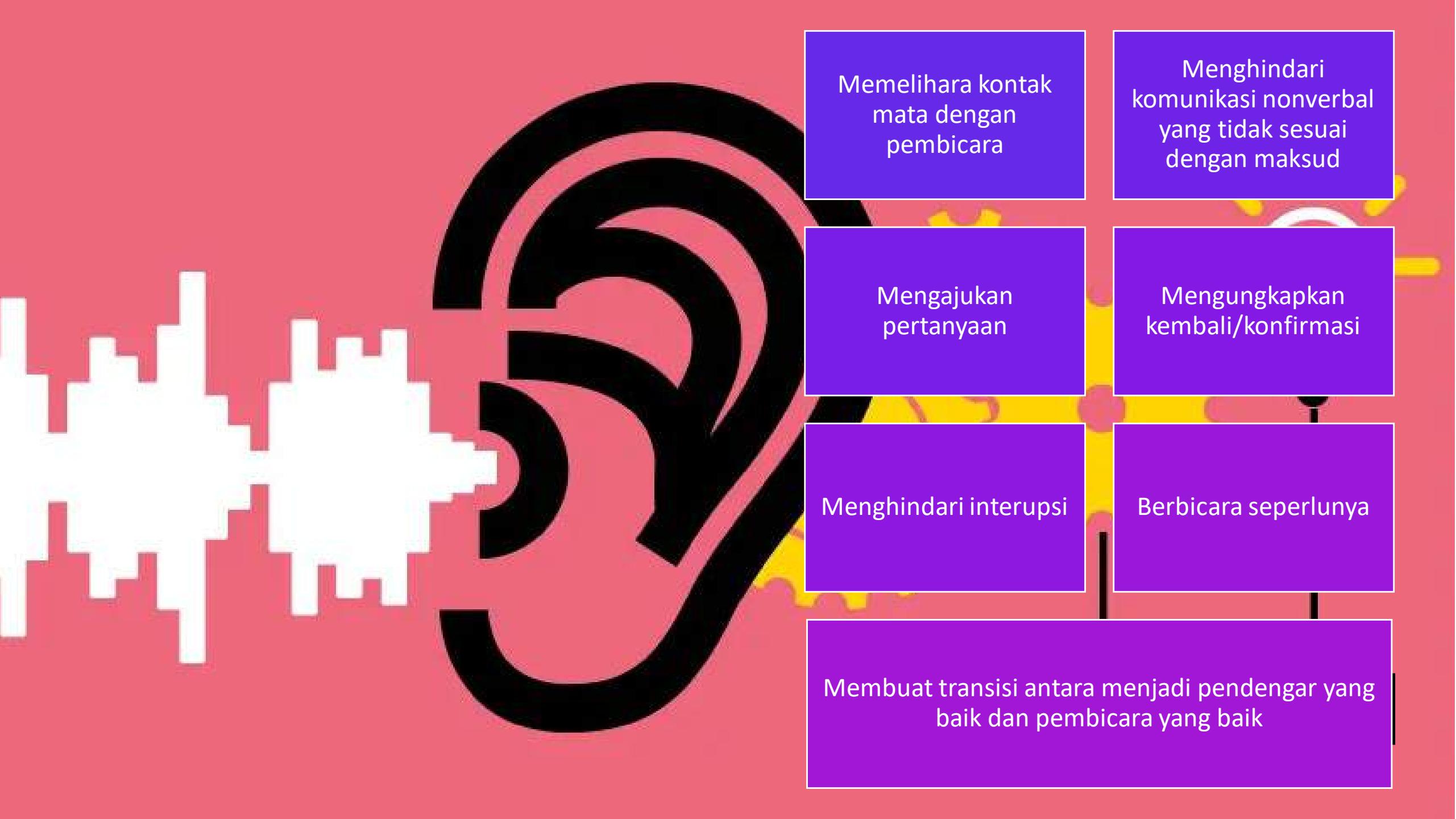
TEAMWORK

Empathy
At the heart
of innovation

Karl-Magnus Möller
@unicconsulting

Tali Sharot
Professor of cognitive neuroscience
Department of Experimental Psychology
University College London.

Kita mengira bahwa jika kita menakut-nakuti orang, kita dapat memengaruhi perilaku mereka.

Namun kenyataannya hal ini dampaknya justru kecil atau tidak sama sekali

karena orang biasanya malah defensive (memutuskan untuk menutup diri dari informasi yang disampaikan dan membuat alasan).

Sebisa mungkin kita cari persuasi positif di situasi apa pun. Persuasi positif lebih mudah diterima daripada yang negatif.

1. social incentives

2. immediate rewards

3. progress monitoring

fear > inaction
gain > action

Tali Sharot
Professor of cognitive neuroscience
Department of Experimental Psychology
University College London.

design thinking.

more than just beauty (or aesthetics)

Google

LEGO

IDEO

ALESSI

IKEA

Apple Inc.

airbnb

SAMSUNG

problem definition

Discover
Behaviour-led design research

Define
Creative work shops and idea generation

Develop
Review ideas through culture thinking and design

Deliver
Prototyping, selection and mentoring
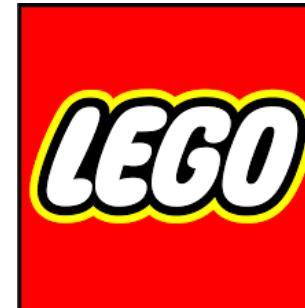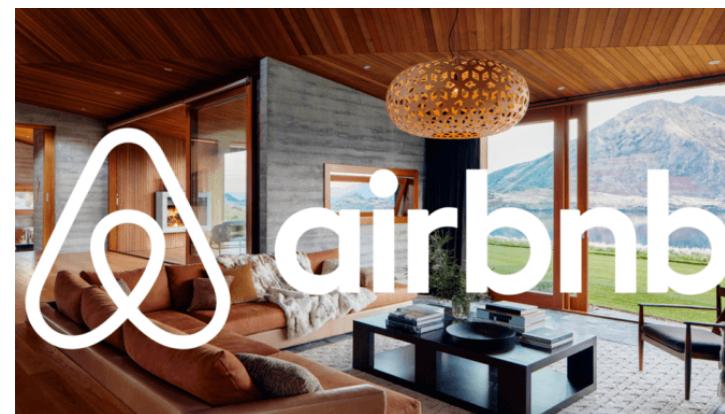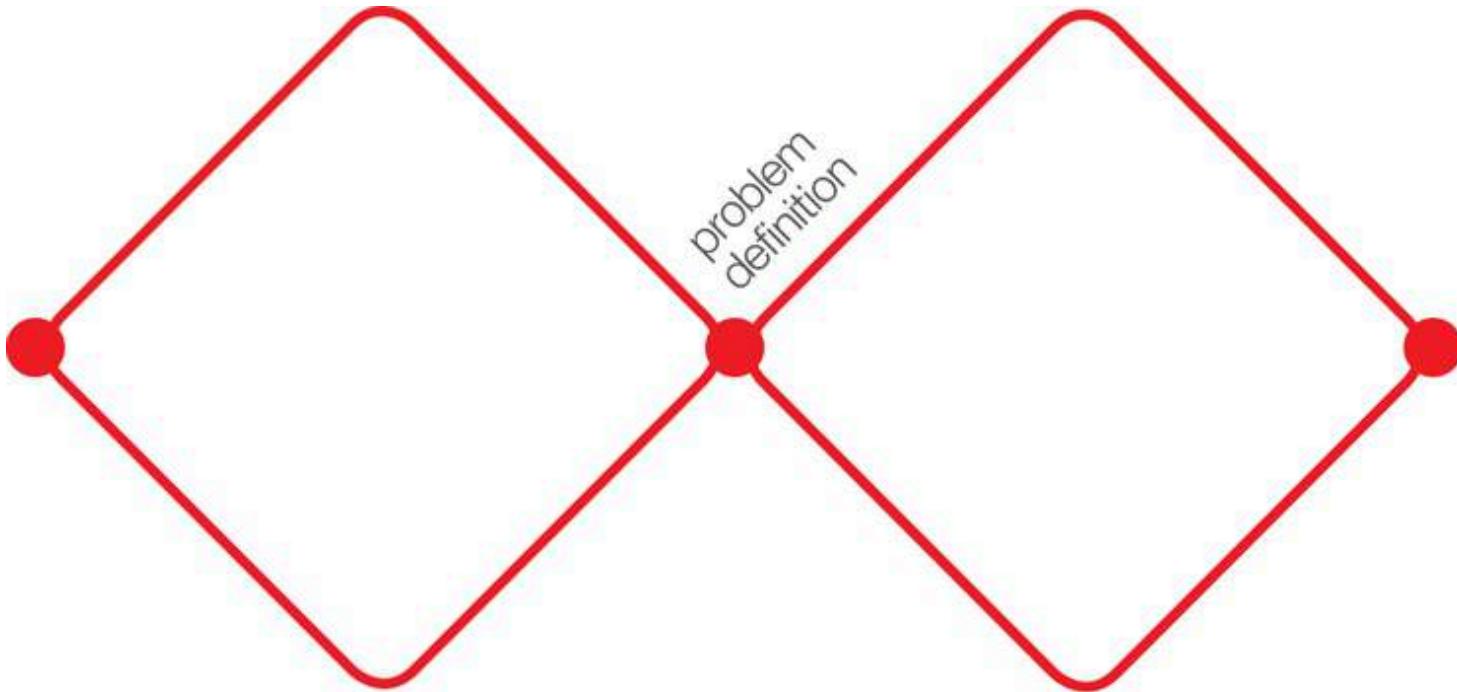
UK Design Council, 2011

Fenomena

Permasalahan

Keputusan

DISCOVER   DEFINE   DEVELOP   DELIVER

DISCOVER — DEFINE — DEVELOP — DELIVER

Fenomena — Permasalahan — Hasil Desain
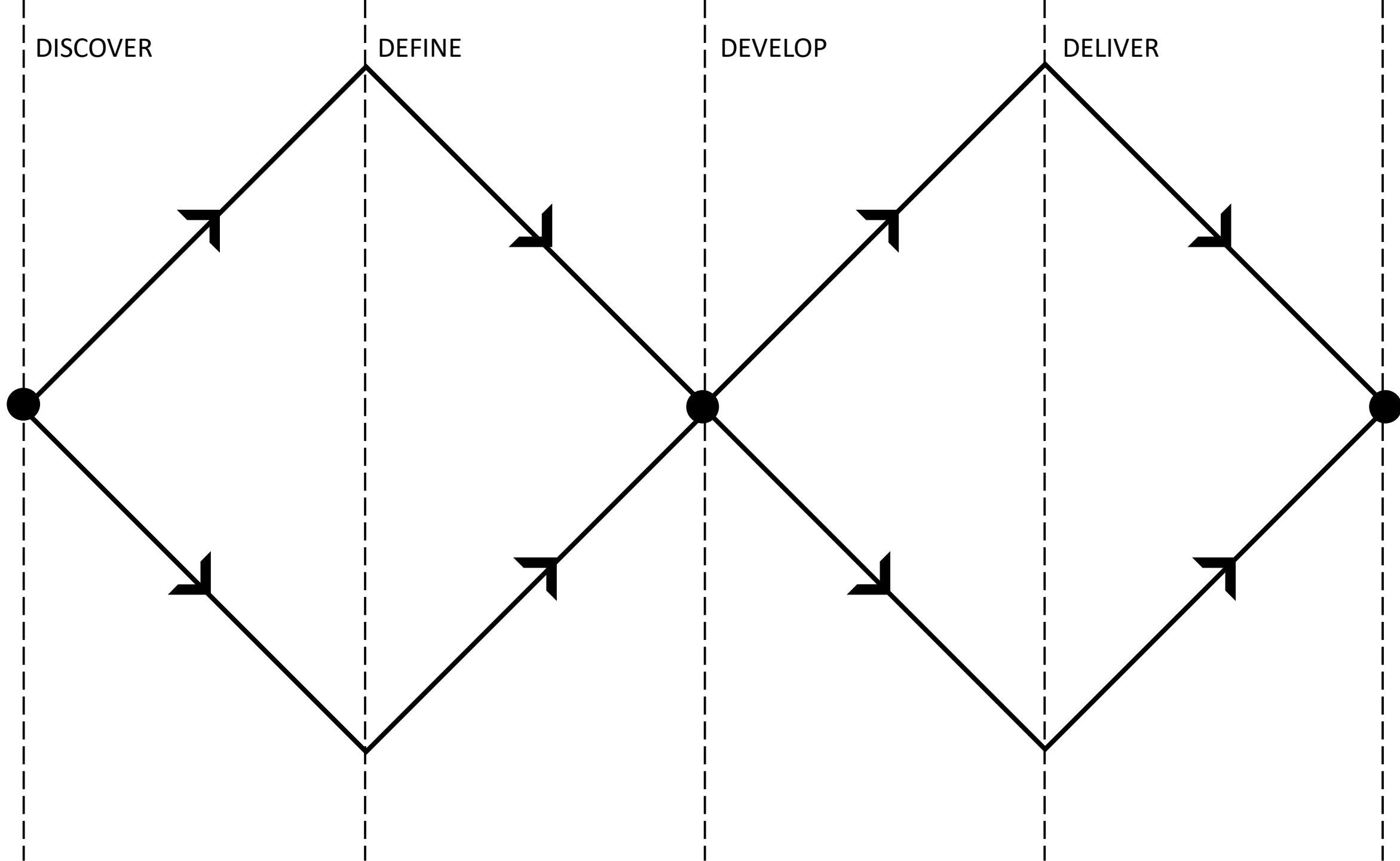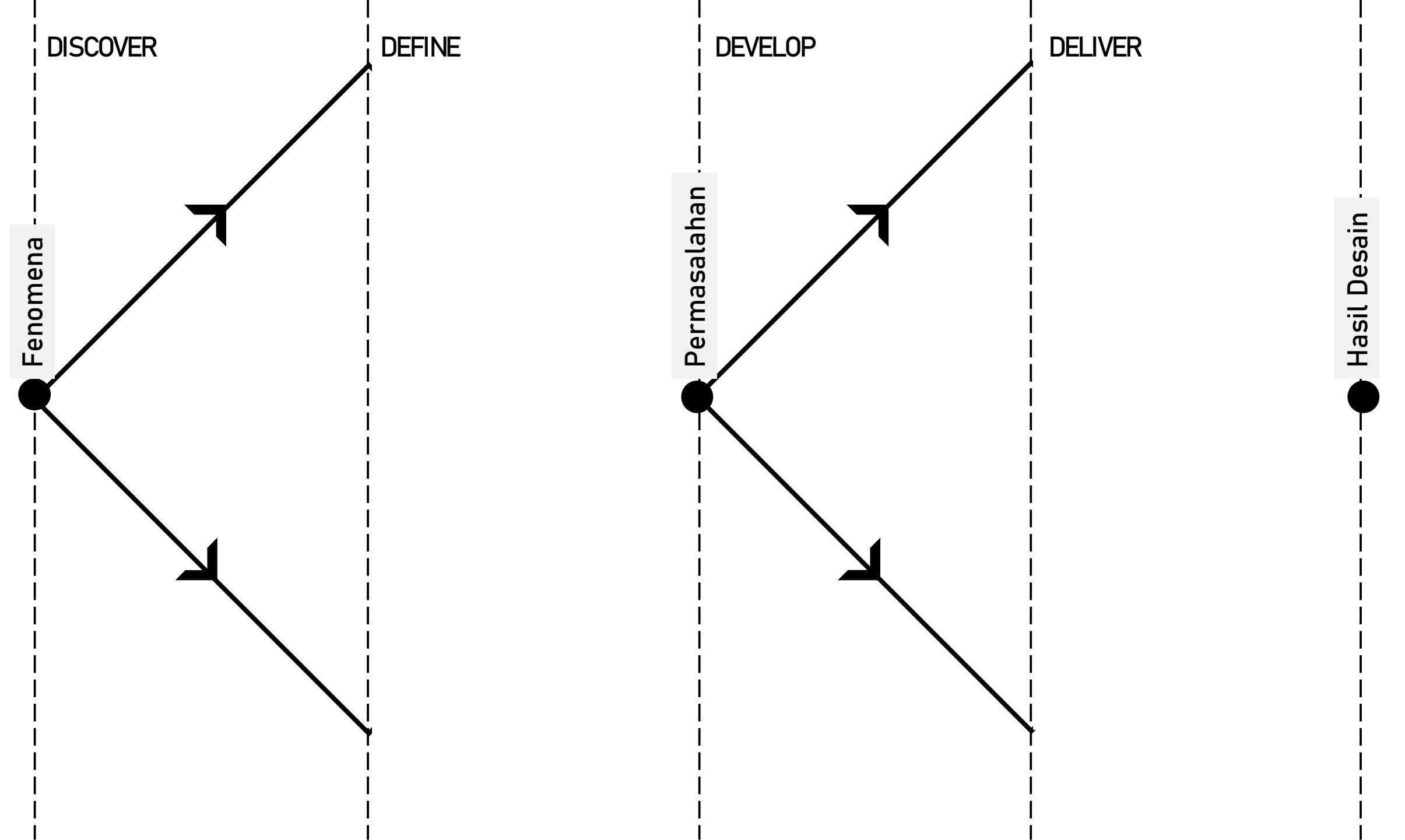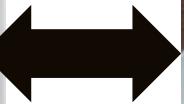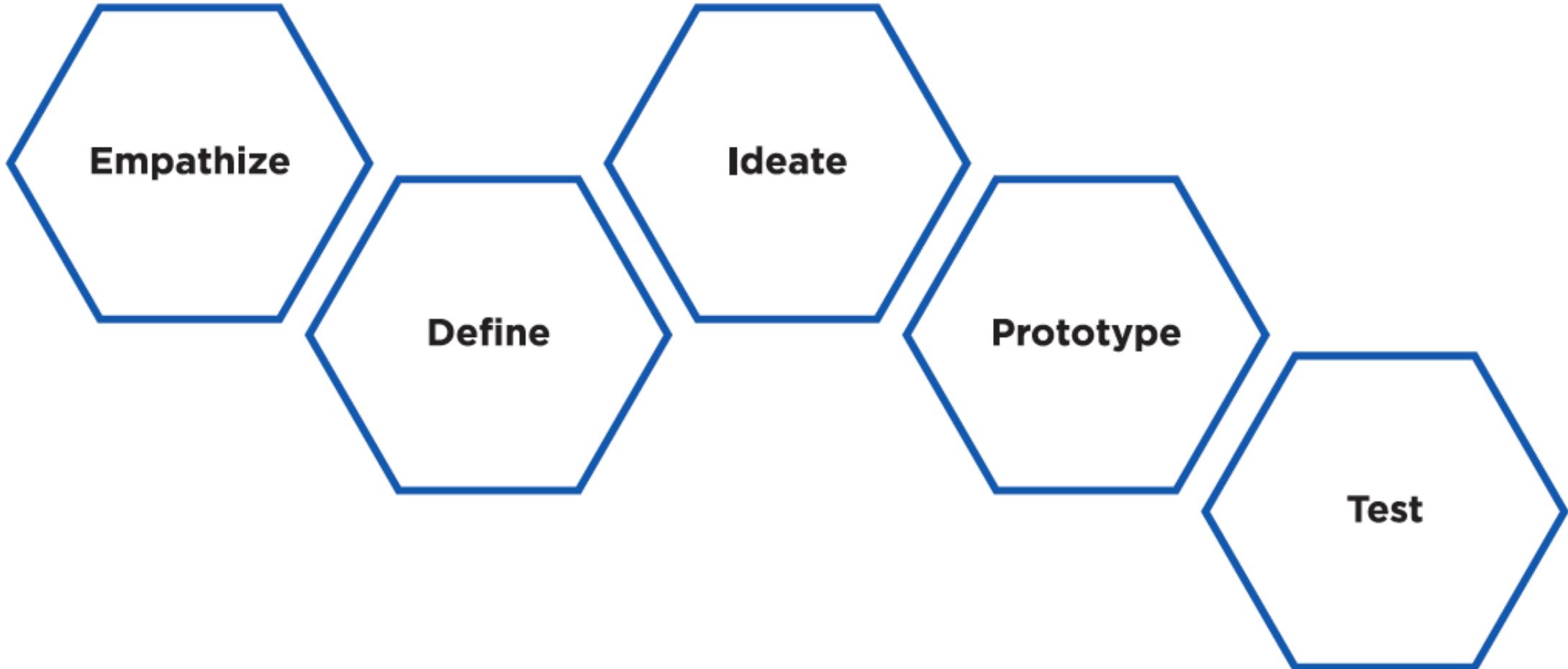
Stanford d.school DESIGN THINKING

EMPHATY

kemampuan untuk memahami secara emosional apa yang dialami orang lain.

menempatkan Anda pada posisi orang lain dan merasakan apa yang mereka rasakan.

Empathy is the ability to understand other people's emotions and what they are thinking or feeling. There are two types of empathy:

Affective Empathy

—

The ability to feel another person's emotions.

Cognitive Empathy

—

The ability to know what another person thinks or believes.

INNOVATION SPOT

DESIRABILITY/ **FIT TO THE NEEDS**

Rp **VIABILITY/** **BUSINESS MODEL**

FEASIBILITY/ **ABILITY TO PRODUCE**

1 Inspiration

3

2 Ideation

Move on to the next project – repeat

Make the case to the business – spread the word

Expect Success
Build implementation resources into your plan

What's the business problem? Where's the opportunity? What has changed (or soon may change)?

Help marketing design a communication strategy

Look at the world: Observe what people do, how they think, what they need and want.

Execute the Vision
Engineer the experience

What are the business constraints (time, lack of resources, impoverished customer base, shrinking market)?

Prototype some more, test with users, test internally

Involve many disciplines from the start (e.g., engineering & marketing)

I see it

Communicate internally – don't work in the dark!

Pay close attention to "extreme" users such as children or the elderly

Have a project room where you can share insights, tell stories

Tell more stories (they keep ideas alive)

Prototype, test, prototype, test....

Apply integrative thinking

Put customers in the midst of everything; describe their journeys

Are valuable ideas, assets, and expertise hiding inside the business?

How can new technology help?

Build creative frameworks (order out of chaos)

Make many sketches, concoct scenarios

Brainstorm

Organise information and synthesise possibilities (tell more stories)

Brown, T. (2008). Design thinking. *Harvard business review*, *86*(6), 84.

# design thinking.

memahami konteks

jangan terburu-buru untuk memutuskan solusi

memperluas kemungkinan+ desain partisipatif : pertimbangkan potensi swadaya

Beberapa catatan.

- jebakan efisiensi
- partisipasi palsu : "yang mimpinya harus dipenuhi"
- tantangan untuk mentransfer kepemilikan suatu program/kegiatan

terimakasih

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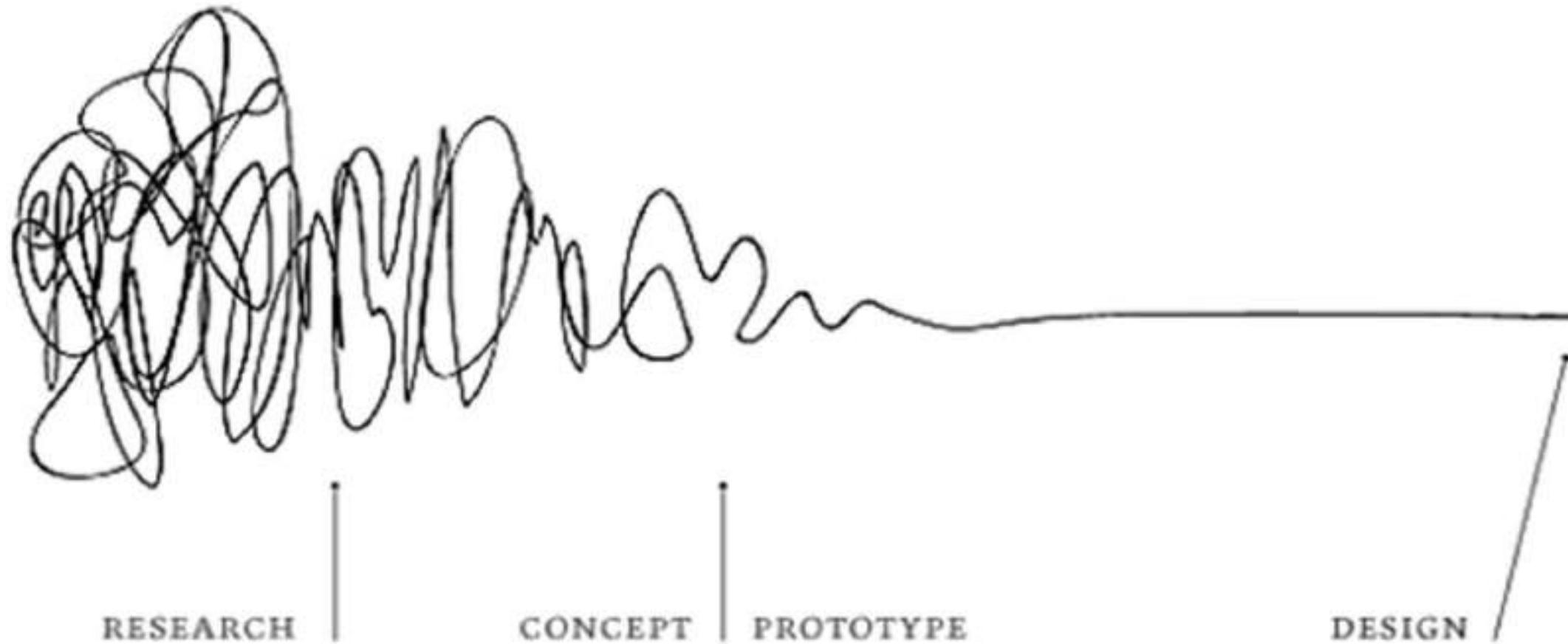
Design Thinking: Deal with Wicked Problem

Not just a link of a chain,
but as the hub of a wheel

Design Thinking: Interdisciplinary

Modes of Thinking

Divergent Thinking
Using imagination

IDEA IDEA IDEA IDEA IDEA IDEA IDEA IDEA
QUESTION

Also called: Creative/horizontal thinking (BRAINSTORMING)

Convergent Thinking
Using logic

FACT FACT FACT FACT ANSWER FACT FACT FACT

Also called: Critical/Vertical Analytical/Linear thinking
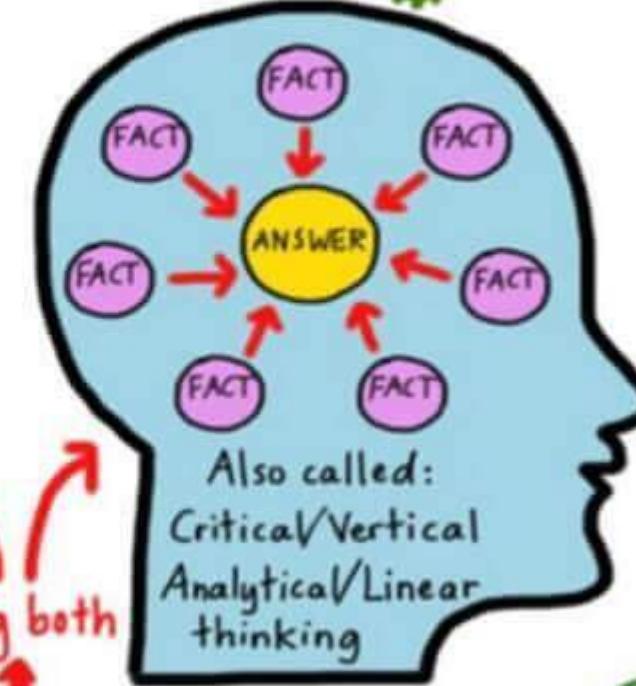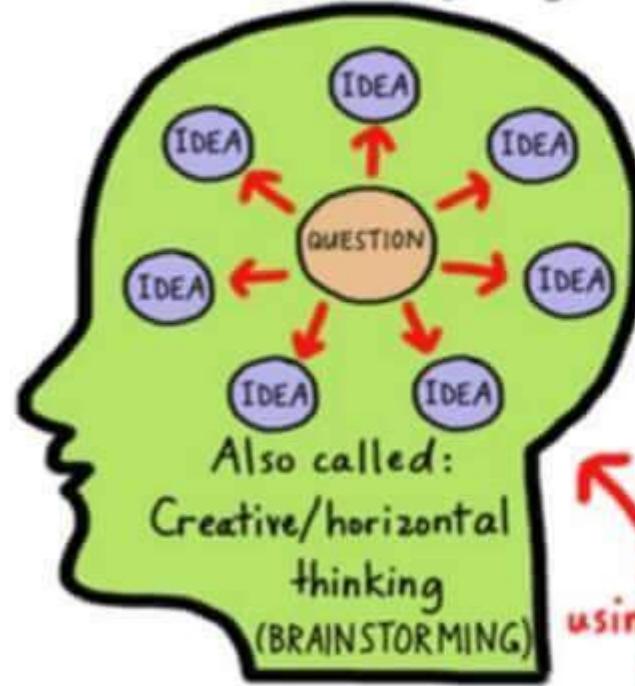
@sylviaduckworth

using both

Lateral Thinking: Thinking "Outside the box"

Design Thinking: Lateral Thinking/Creativity