

ADOBE ELEARNING WORLD 2020

**INSTRUCTIONAL DESIGN:
DESIGN THINKING FOR LEARNING DESIGNERS
*WORKBOOK***



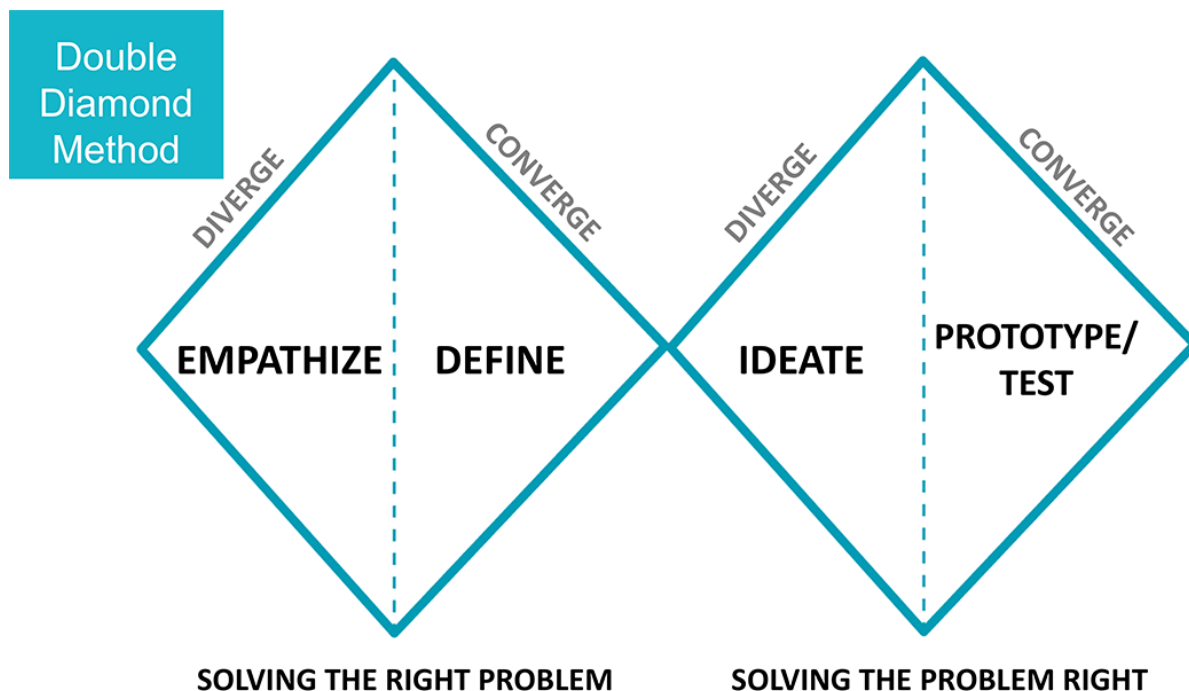
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A DESIGN THINKING MODEL



EMPATHIZE: Learn about the audience to understand who they are, what they think and what they feel. Put yourself in their shoes to see the world from their perspective.

DEFINE: Use your insights from the Empathize Phase to formulate the problem in a meaningful and actionable way. Create your measurable performance objectives.

IDEATE: Create "How might we" statements. Brainstorm lots of ideas on sticky notes. Don't judge. Be crazy. Then cluster the ideas into categories that make sense to you. Select a few of the most viable ideas.

PROTOTYPE & TEST: Build low-fidelity prototypes of your best ideas and try them out with sample audience members. Use this input to revise your prototype until you get it right. When you fail fast, you save the time of going down the wrong path.

YOUR DESIGN THINKING CHALLENGE

Scenario:

You work in the training department of a large international software company. Due to unforeseen circumstances, thousands of employees are now working from home.

Employees feel that they are not getting the support they need from management now that they are remote workers. Most managers don't know how to adjust their practices to this new environment. You are tasked with designing a learning experience that will help all managers improve their skills at supporting, overseeing and leading a remote team.

Managers need to ensure:

- Employees feel as comfortable as possible with the upheaval.
- Employees know how to be productive when working from home.

Audience Challenges:

- Managers do not think they need to learn how to deal with remote teams.
- Managers can't find time in their busy schedules for training.
- Managers work in diverse departments and have varied teams and job roles.

Problems Managers Have During These Transitions:

- Fostering a community mindset without a shared location
- Communicating effectively using remote tools
- Creating engagement while working remotely
- Reducing employee anxiety caused by living with uncertainty

See the resources on the next page.

RESOURCES FOR INFORMATION ON REMOTE WORKING

You may need to understand the challenges and guidance on remote management for later activities, so here are some **optional** resources to skim later in the program. You would only need a few.

1. [5 Tips to Increase Productivity While Working Remotely](#) from SHRM
2. [10 Ways to Communicate with Empathy and Authority in Times of Crisis](#) from Duarte Design
3. [15 Useful Tips for Beginner Remote Managers](#) from Forbes Magazine
4. [A Guide to Managing Your \(Newly\) Remote Workers](#) from HBR
5. [A Project Manager's Guide to Leading Remote Teams](#) from Capterra
6. [COVID-19: The Pulse of HR—What is HR Doing Now?](#) by Josh Bersin
7. [How Managers Can Support Remote Employees](#) from HBR
8. [Working from Home Increases Productivity](#) from Business News Daily

PHASE 1: EMPATHIZE. INTERVIEWS

WRITE THREE INTERVIEW QUESTIONS BELOW

PHASE 1: EMPATHIZE. PERSONA



Sketch of Person

Name: Lilian

Age: 26

Job Title: Manager

Personality Traits Competent, organized and detail-oriented.

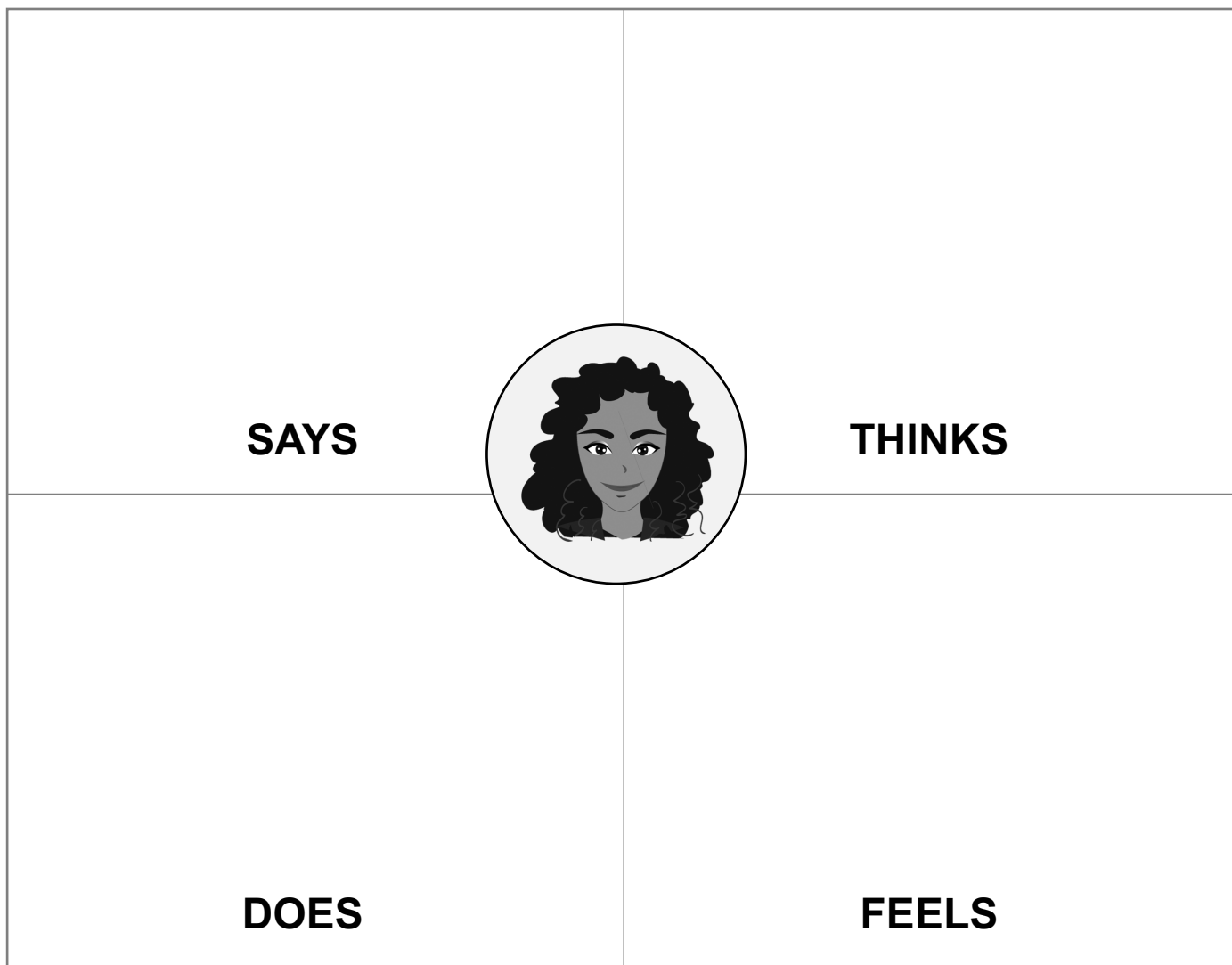
Goals: To excel at work and to start graduate school for an MBA.

Education: Business Major

Values: Hard work, discipline, accuracy

PHASE 1: EMPATHIZE. EMPATHY MAP

Create an empathy map for more insight into your audience.



Insights and Conclusions

How can you summarize and synthesize what you've discovered?

PHASE 2: DEFINE THE PROBLEM

PROBLEM STATEMENT (IN TERMS OF PERFORMANCE):

Drawing from your insights and the scenario on page 2, what performance problem do you need to address? **Write your answer below.**

PERFORMANCE GOAL:

What change do you want to see in performance? Relate the performance goal to a business driver. **Write your performance goal below.**

MAKE IT MEASURABLE:

Now add a measurable component to your goal. How will you define success? What metrics will you use to demonstrate your solution is effective? **Write the measurable performance goal below.**

PHASE 2: DEFINE THE PROBLEM

Copy the measurable performance goal from the previous page into the box below and continue to answer the questions.

WHAT ACTIONS SHOULD LEARNERS DEMONSTRATE?

List three actions that managers need to demonstrate on the job to show they have achieved the goal.

WHAT CONTENT DO THEY NEED TO KNOW?

What knowledge gaps must will you help learners close to be able to perform the actions above?

PHASE 3: IDEATE. THE LEARNING JOURNEY

A learning journey uses more than one approach to reaching performance goals. Some would call this a blended learning approach. As you generate ideas, consider the best strategy for each skill (and accompanying knowledge) learners need to demonstrate. Here are some approaches.

- Apprenticeships
- Ask Me Anything sessions
- Augmented reality
- Automated text messages
- Badges
- Blogging
- Coaching
- Communities of practice
- Digital curation
- Discussions
- eLearning
- Email reminders/lessons
- Flipped classroom
- Forums
- Games
- Gamification
- Hands on practice
- Individual assignments
- Infographics
- Instructor-led training
- Interviews with experts
- Job aids (physical or digital)
- Job shadowing
- Learning portals
- Mentoring
- Microlearning
- Mobile apps
- Mobile learning
- On-the-job training (OJT)
- Online tutorials
- Peer learning
- Podcasts
- Posters
- Print manuals
- Social media
- Text messages
- Video
- Virtual classroom
- Virtual reality
- Wikis

PHASE 3: IDEATE. HOW MIGHT WE QUESTIONS

Instructions:

Formulate a How Might We question and brainstorm as many ideas as you can to help learners reach the performance goal. Write them below. Below is a How Might We question for starters or use your own.

Sample How Might We Question:

How might we help managers become better leaders of remote teams when they don't have much time?

PHASE 4. PROTOTYPE AND TESTING

Your next activity is to select the best ideas from your brainstorming session. Then, diagram the learning journey you are proposing below or elsewhere if you need more space.

Now list ideas for how you might prototype and test this journey.