Design Thinking in Ørsted

What is Design Thinking? How is it used in Ørsted? How might we use this method and mindset

MIMCK
Head of UX Design

Ørsted

My path to design leadership

Director of UX - Design Culture
and Global Teams

Activate Design at eBay Inc

Studio Director
Amazone Digital IProducts

Senior Director of
Design Language

Product Development // Nokia Design Innovation

Trifork Accelerate -
Strategic Design Thinking

Implemented Design Thinking
for Enterprise IT

Head of UX and
Design Thinking

Visiting Fellow University of Cranfield

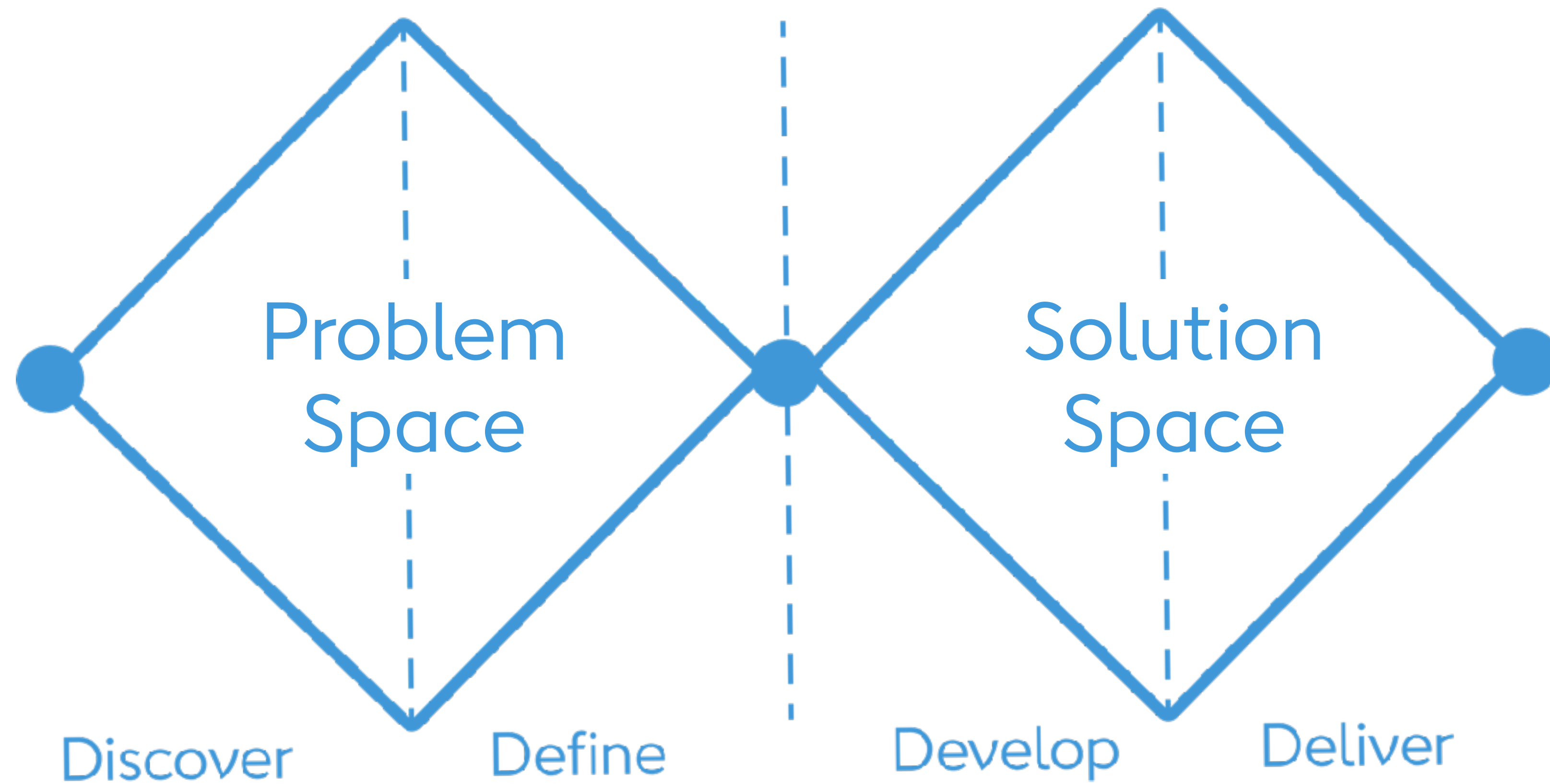Adjunct Professor Royal Academy
of Architecture and Design

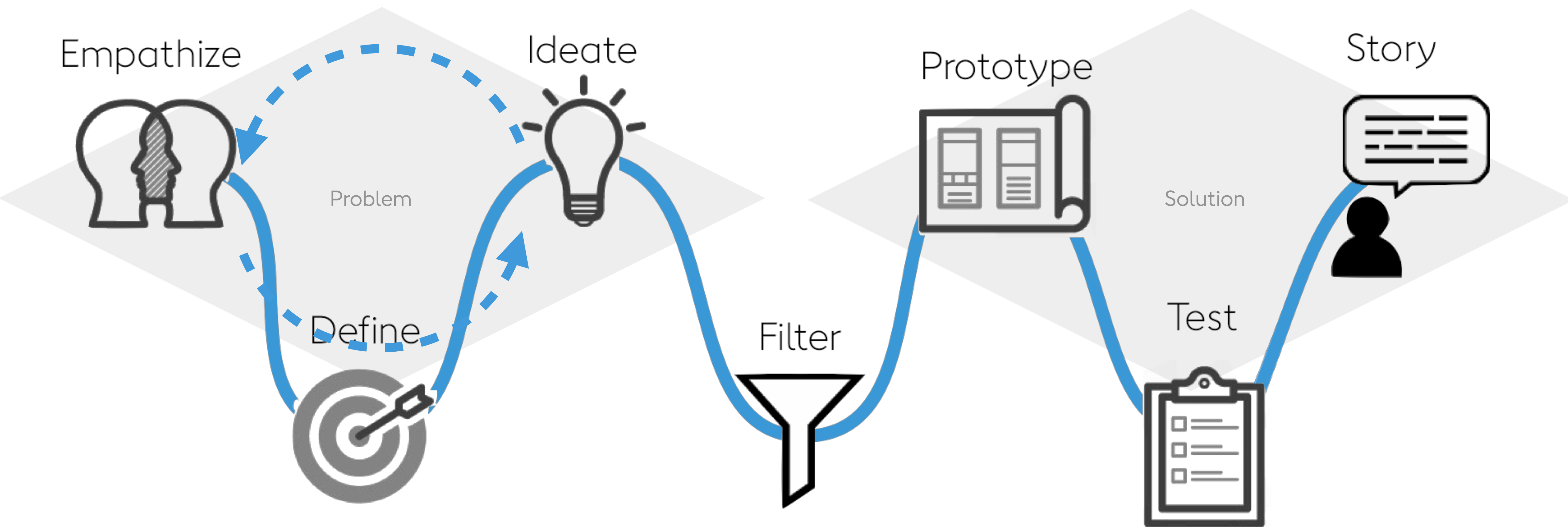Board member of
Danish Design Council

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that drives co-creation and focuses on understanding
the user's actual needs and challenges

What is Design Thinking?
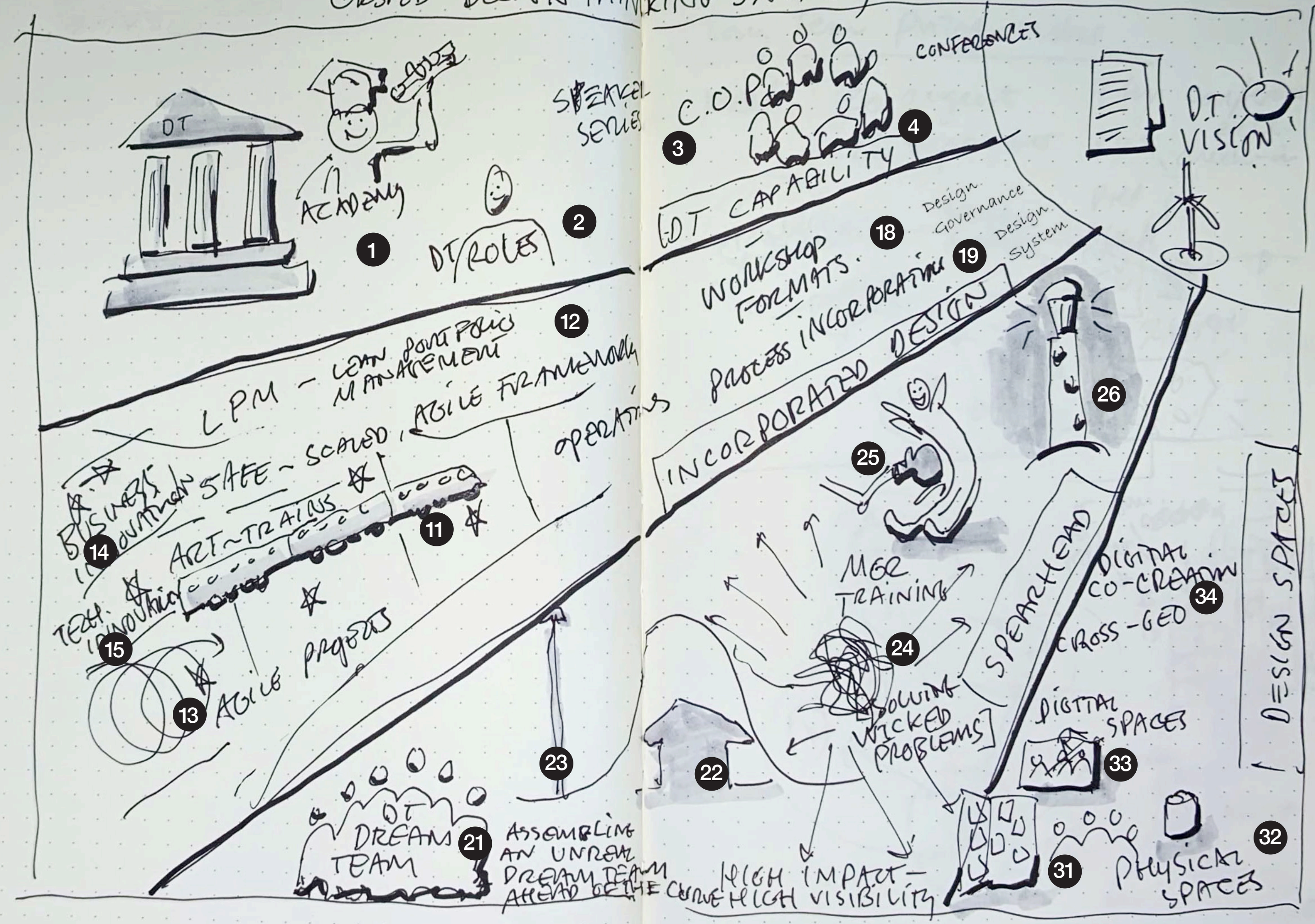
Problem Space

Solution Space

Discover   Define   Develop   Deliver

Ørsted

What is Design Thinking?

ØRSTED DESIGN THINKING STRATEGY

is a Hand out to be printed in A3

Design Thinking Strategy

DT CAPABILITY TRACK

The purpose of this track is to build, root and nurture the design thinking capability in Ørsted's talent mass. This includes training existing employees and setting expectations for coming employees to master specific elements depending on role.

01 Digital Academy. Design Thinking is being offered as courses. Bootcamp formats have been made for ARTS. Crash courses and Practitioner courses are offered upon request.

02 Design Thinking in Roles. We plan to define expectations for design thinking skills in specific Ørsted roles, ie Product Owner roles and other

03 Speaker Series. We plan to run a speaker series with design thinkers from inside and outside the company as part of our C.O.P

04 Community of Practice for Design Thinking. Planned launch October 2019 with the hiring of the DT FTE

INCORPORATED DESIGN TRACK

The purpose of this track is to create sustainable and relevant demand for design thinking across Ørsteds business and development processes and thereby introduce DT as a core Ørsted strategy.

11 Design Thinking in ARTS. We are currently implementing design thinking sprints within ARTS for Spikes and Portfolio sprints.

12 LPM - specific focus. We plan to introduce Design Thinking as part of the LPM process to secure relentless focus on the users while planning the ART backlog and roadmaps.

13 Design Thinking in IT Projects. We regularly support agile projects with UX and DT activities on an at-call basis.

14 Design Thinking in Business Innovation. We have planned, facilitated and co-created business innovation projects within CS and Offshore as pilots for bringing design thinking activities to Business Innovation to bring clarity and customer orientation into the work.

15 Tech Innovation. Design Thinking is planned to participate in introduction of new technology to create relevant and fast user centered concepts. (Smart Plant IOT)

16 Workshop Formats. Design Thinking workshop formats are being created to fit specific needs as they are encountered in the organisation. This makes it easier for project managers across Ørsted to request and drive DT.

17 Process incorporation. When fully evolved, DT will become embedded everywhere in Ørsted where user focus, co-creation and other DT methods are needed.

18 Design Governance. To mature DT and UX at Ørsted, we define and implement a governance structure that ensures the right interpretation of our design guidelines and systems.

19 Design System. A modern system for Digital design includes Design Templates, Components, Interaction principles, Design philosophy and more and is used to streamline and accelerate the roll out of our design strategy.

SPEARHEAD THE CHANGE TRACK

The purpose of this track is to showcase and accelerate the learning and ability to do design thinking as an organisation. The journey towards DT requires us to test, experiment and show our stakeholders what this DNA element consist of and how it is practiced as well as building an appetite (Desire) for using it.

21 Design Thinking Dream Team. What if we were able to solve significant problems using best in class methods by assembling a team of the best Ørsted resources and hand-picked external design consultants for the task? This way we enact how DT will function 18-24 months from now when our capability track has yielded the internal talent.

22 Core spearhead projects. Showcase projects where we solve significant problems based in the core of the company.

23 Fringe spearhead projects. Showcasing design thinking through projects that are important but not part of our core enables us to experiment and innovate while adopting higher risk profiles and thereby raise the ability to consciously experiment, fail and learn.

24 Wicked problems. A specific type of problems that Design Thinking is specifically good at solving. These involve dilemmas, long standing tensions, cultural and systemic change. Solving difficult, painful and important wicked problems make the best spearhead projects.

25 Manager Training. Design Thinking is especially taxing on the manager layer of any organisation because it changes the way their employees work, the culture and thinking styles. Enabling the managers to see, try and acknowledge what DT is, is an important step in the implementation journey. Manager Kick Off sessions with strategy input, hands on design thinking and action planning can feel like a necessary (and enjoyable afterwards) punch to the gut.

26 Lighthouse projects. These are communication efforts that elevate specific either succesful or failing projects to become benchmarks and set direction for the rest of the organisation.
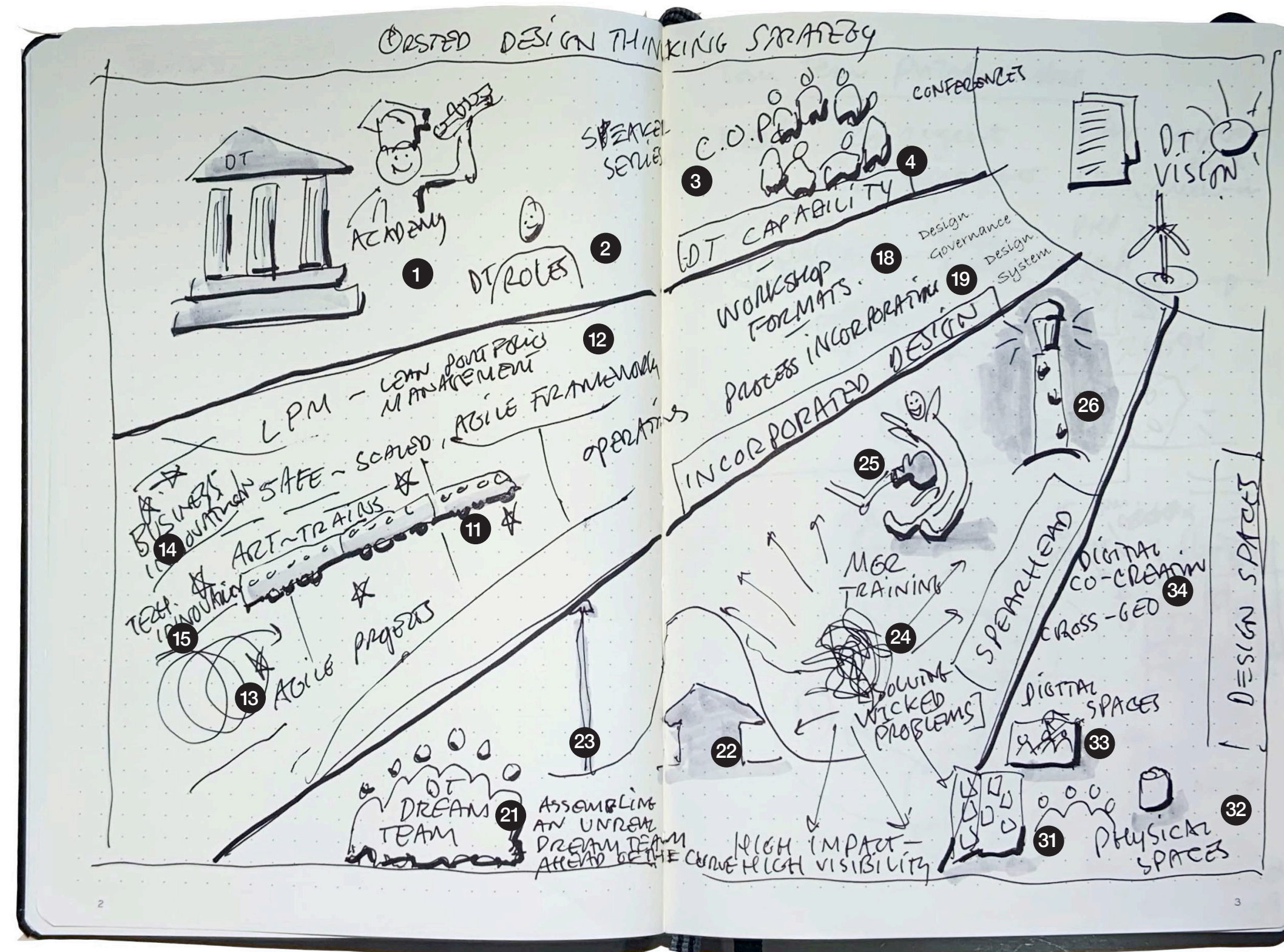
DESIGN SPACES TRACK

The purpose of this track is to build spaces and infrastructure that promotes and enable design thinking on an organisational scale. Design Thinking as a methodology requires the full person to participate, and building physical and digital spaces significantly helps the change process.

31 Design Thinking pop-up kits. These are flexible, lightweight kits that enable us to temporarily repurpose office areas into effective design thinking spaces. These are easier to implement because they do not require permanent changes or recoding of our phyiscal structures.
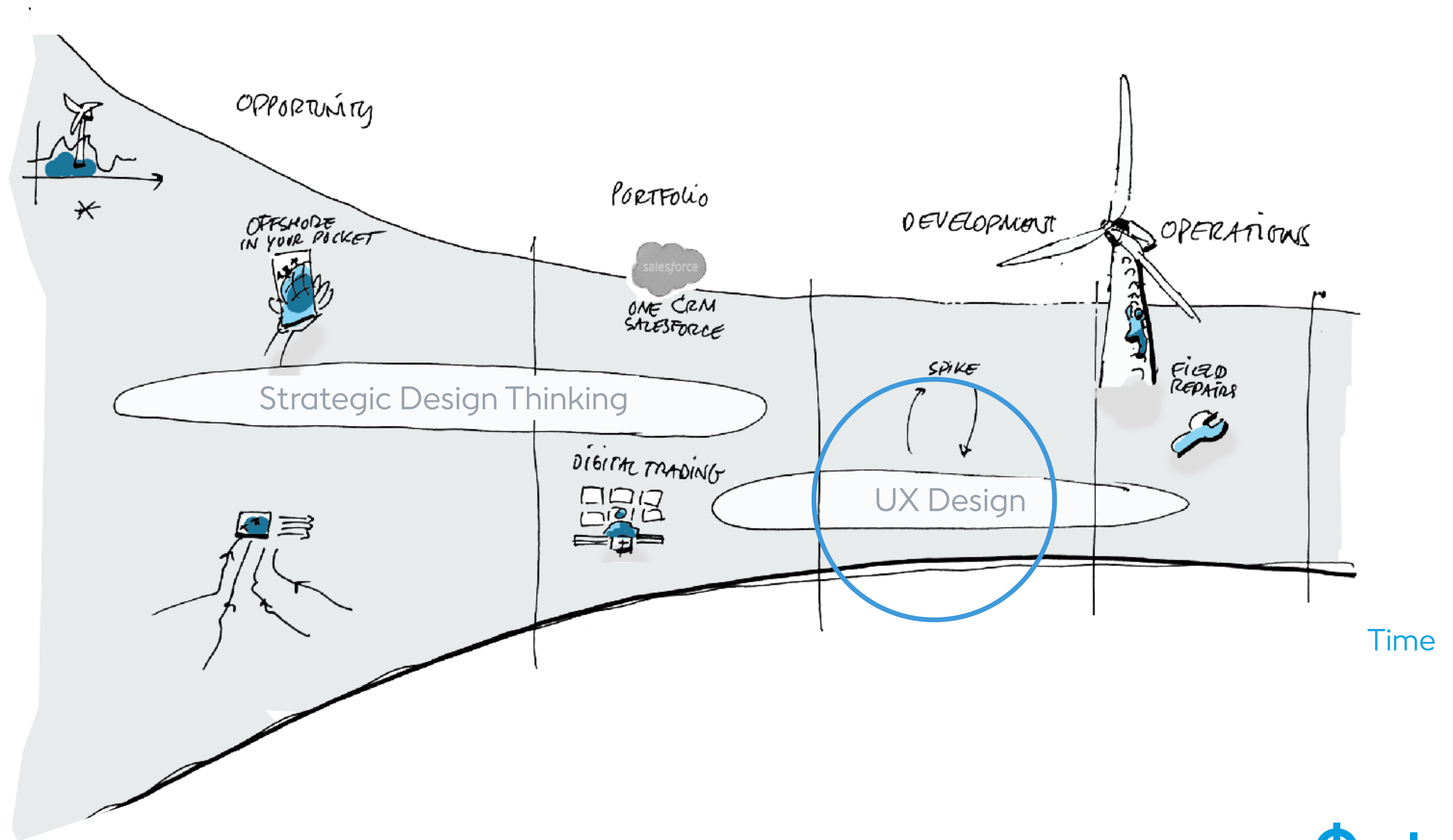
32 Physical spaces for Design Thinking. When fully evolved, specific DT physical rooms are needed - "War-rooms" where each project team can permanently post their work on walls and work in a co-creation (loud) fashion together. "Design Theaters" - are larger rooms for larger workshops involving stakeholders, users and artifacts for effective co-creation. These are equipped with flexible furniture that allow them to be reset for each event.
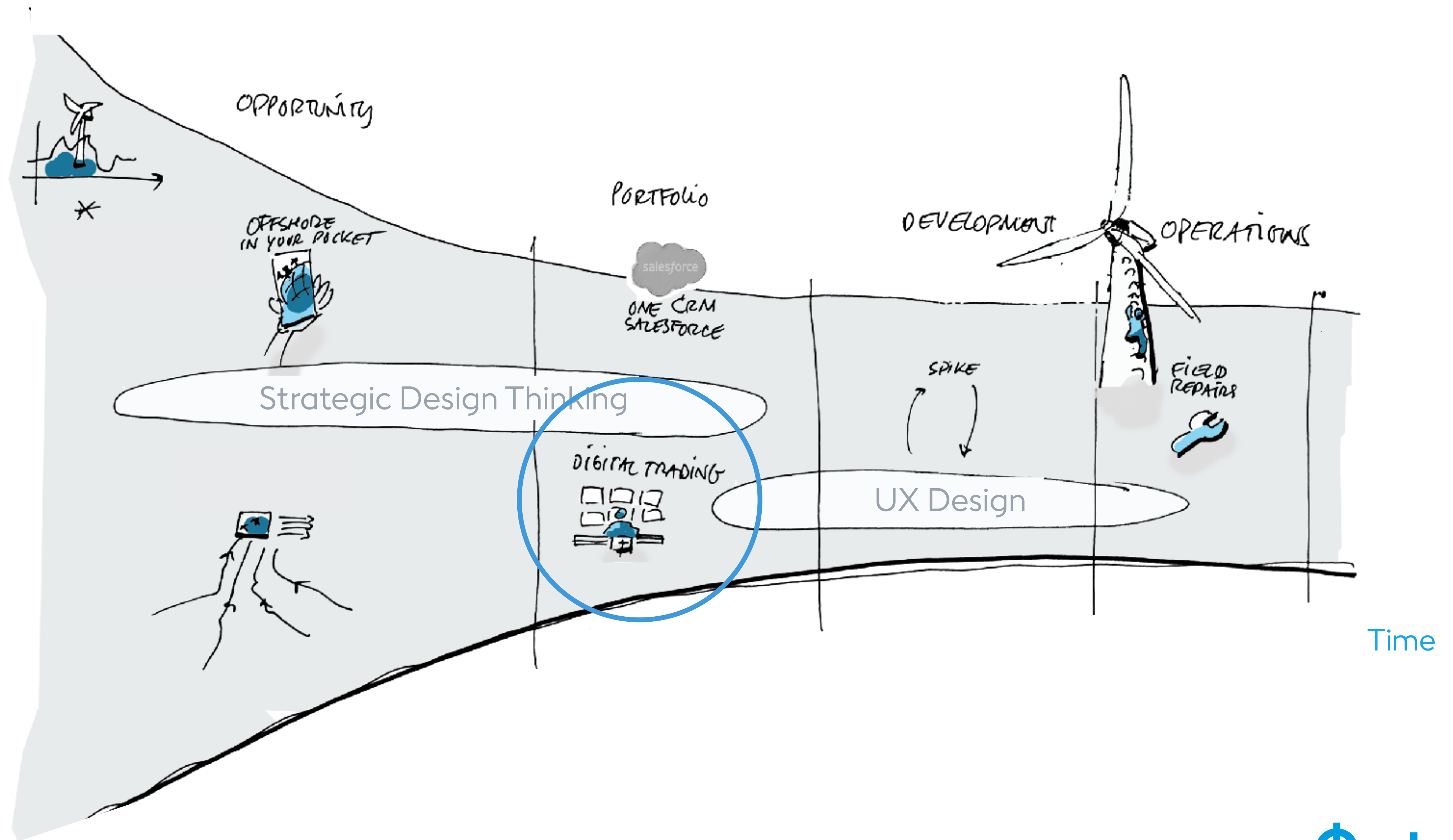
33 Digital spaces and tools for design thinking. Design thinking methods today consist largely of process descriptions, paper templates/post-its and other physical artefacts. However there is a need to digitalise parts of our DT processes to structure documentation efforts and accelerate certain bottleneck processes.

34 Co-creation cross-geo. Ørsted has many office locations and our users are often located in remote areas hard to access. To drive an effective DT culture we need to enable our employees to connect and co-create across geographic locations.
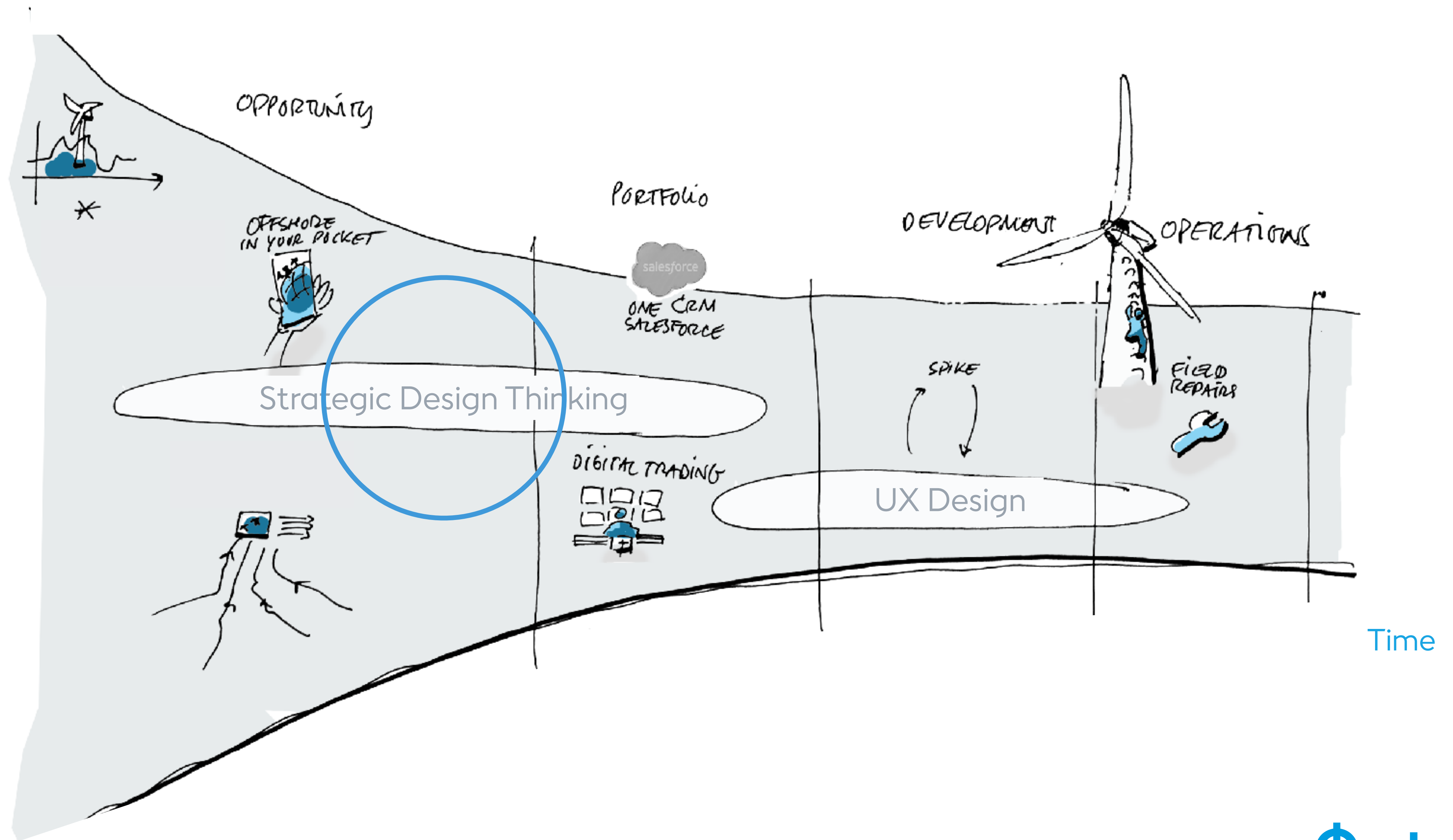
Ørsted

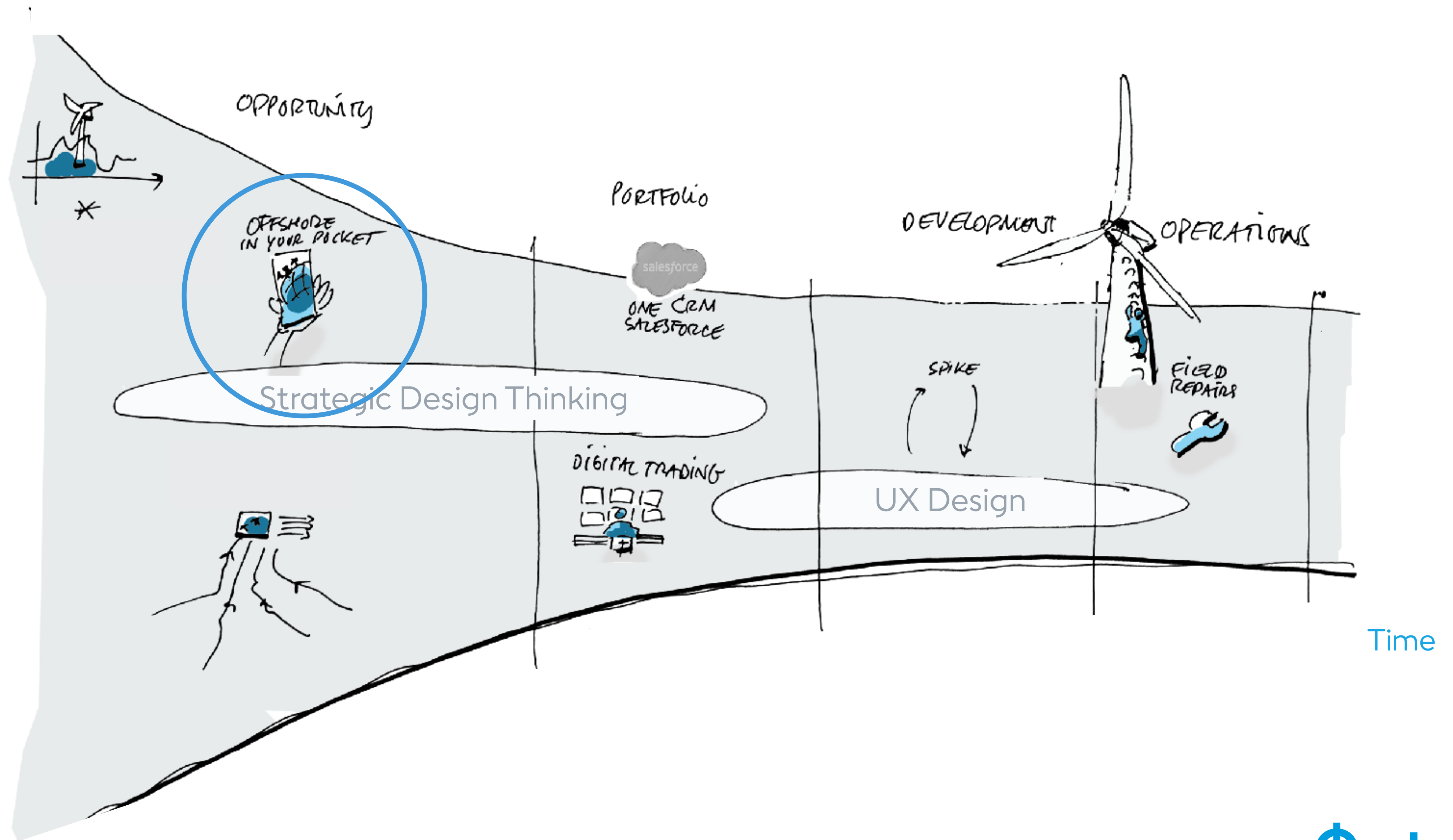# Where is Design Thinking Used?

OPPORTUNITY

PORTFOLIO

DEVELOPMENT   OPERATIONS

OFFSHORE
IN YOUR POCKET

salesforce

ONE CRM
SALESFORCE

Strategic Design Thinking

SPIKE

FIELD
REPAIRS

DIGITAL TRADING

UX Design

Time

Ørsted

Product Funnel

Where is Design Thinking Used?

OPPORTUNITY

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salesforce

ONE CRM SALESFORCE

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Örsted

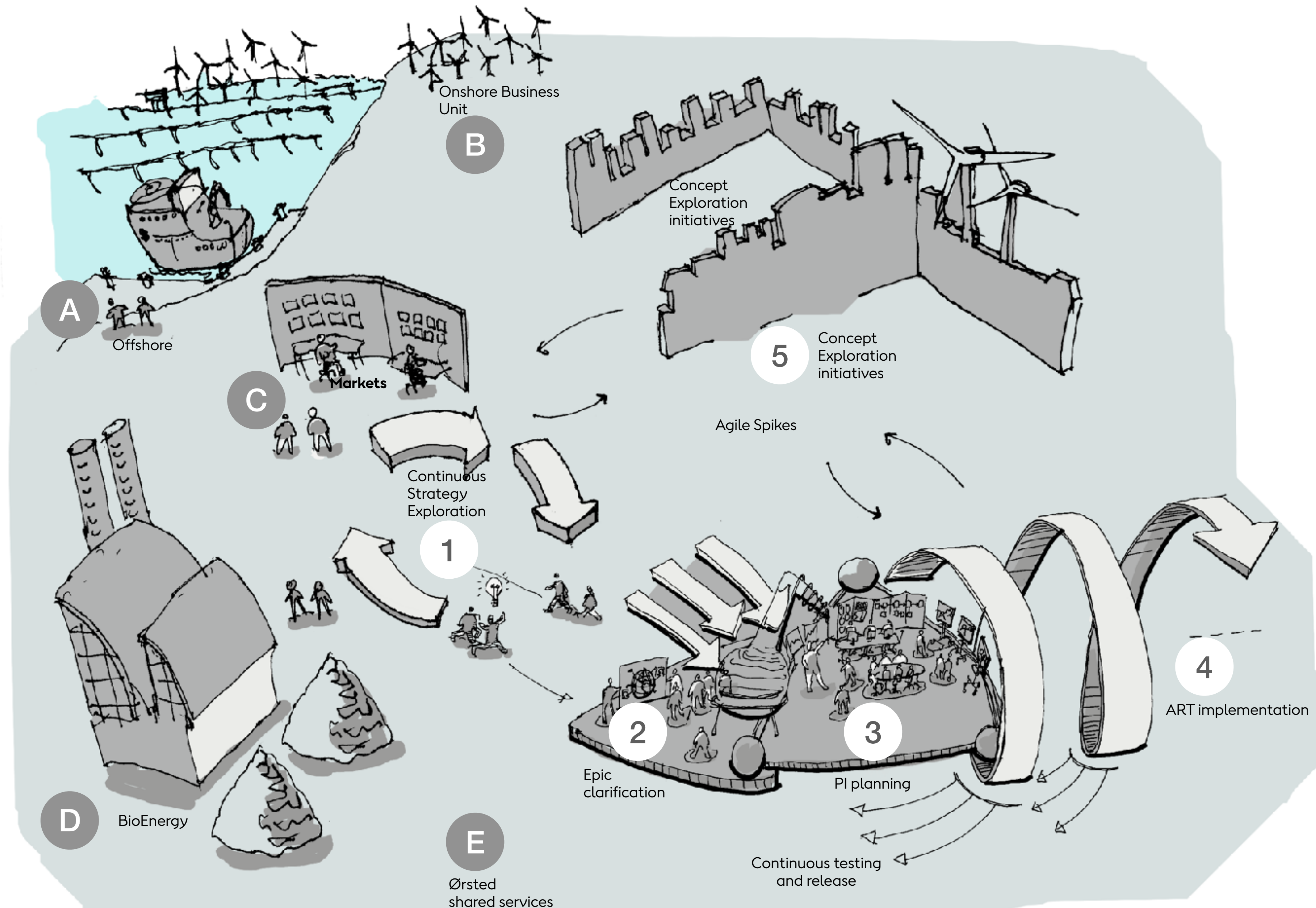Product Funnel

Where is Design Thinking Used?

Product Funnel

Where is Design Thinking Used?

Product Funnel

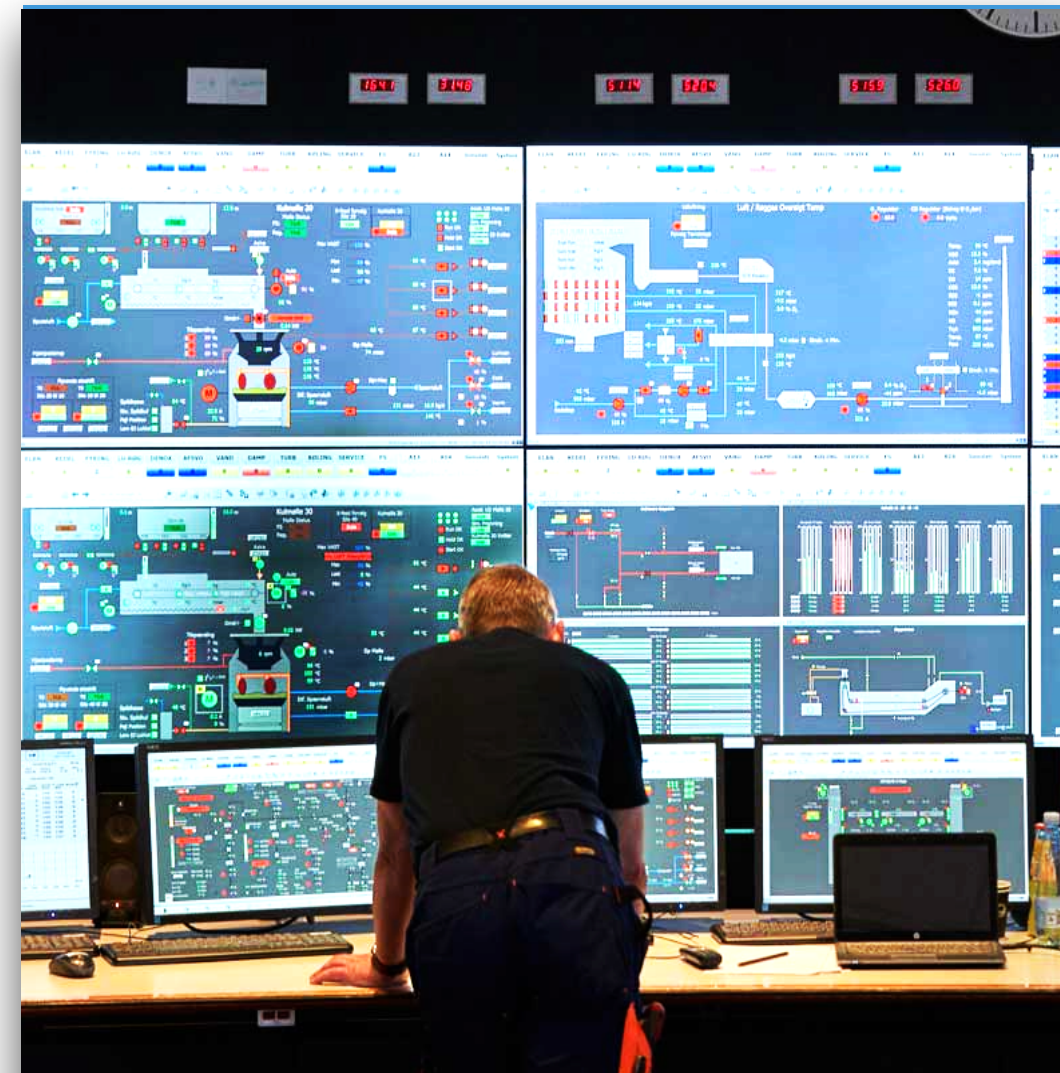# Digital Innovation Landscape overview

The innovation process

(1) Continuous Strategy Exploration
(2) Epic clarification

(3) PI planning

(4) Continuous implementation

(5) Proof of concept / Rapid prototyping

A. Offshore
B. Onshore
C. Markets
D. BioEnergy
E. Shared Services

Three Engagement Levels of Design Thinking at Ørsted

#1: Digital Design Production

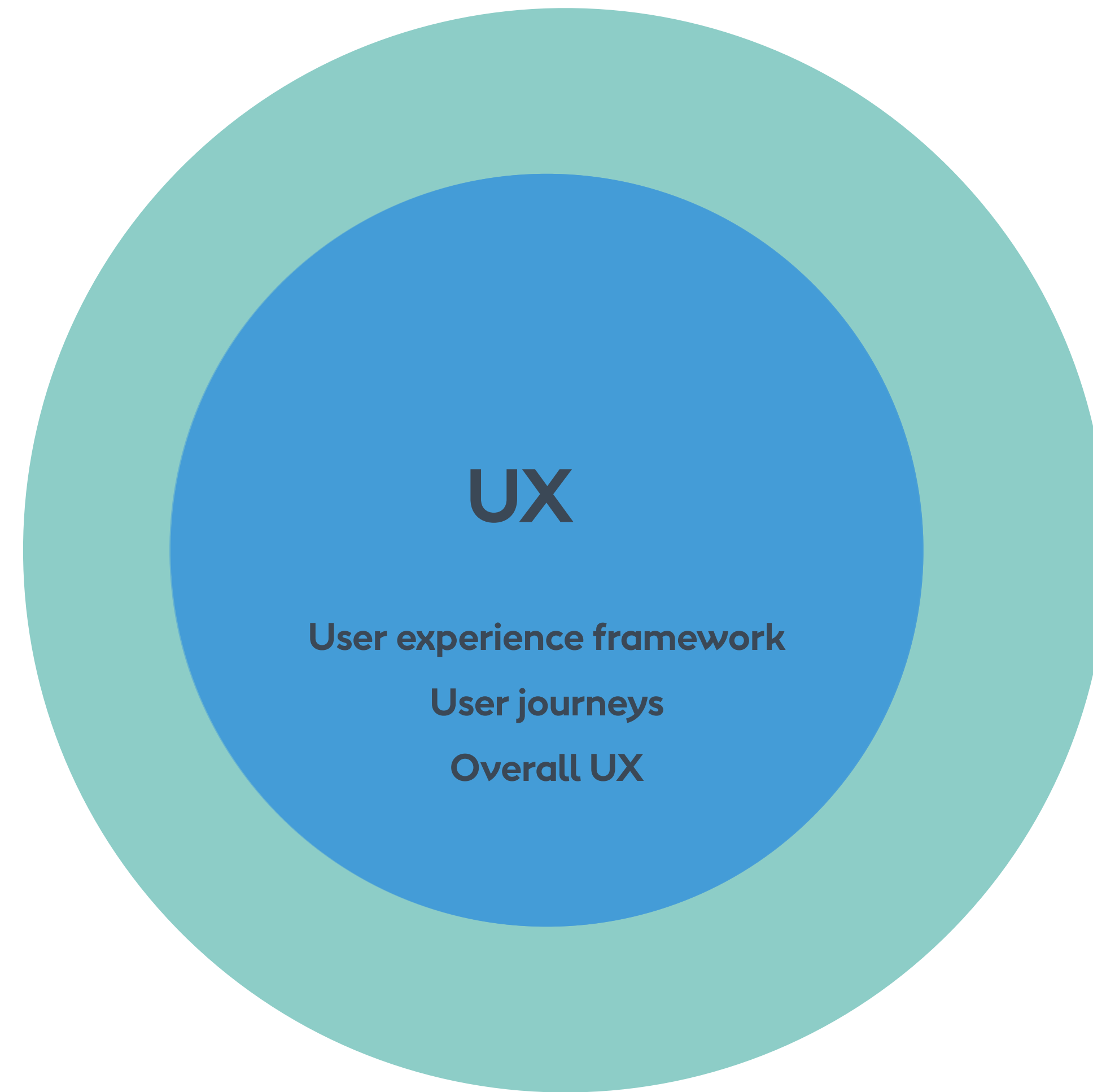
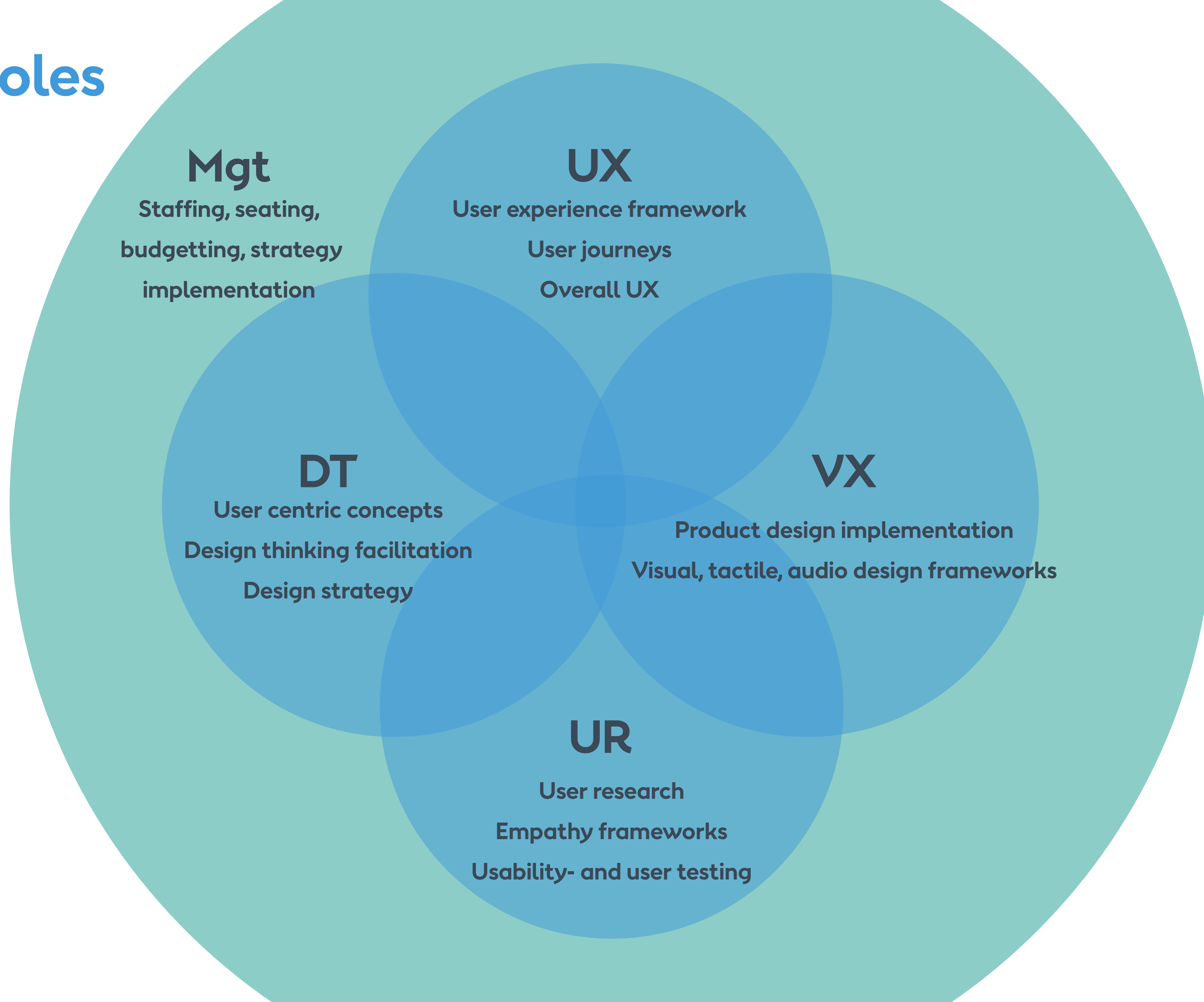**#2 Continuous Business Strategy Exploration**

#3 Design Thinking for Ørsted vision and long term strategic initiatives

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Design roles

UX

User experience framework

User journeys

Overall UX

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Design roles

Mgt
Staffing, seating, budgetting, strategy implementation

UX
User experience framework
User journeys
Overall UX

DT
User centric concepts
Design thinking facilitation
Design strategy

VX
Product design implementation
Visual, tactile, audio design frameworks

UR
User research
Empathy frameworks
Usability- and user testing

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3 Design areas

Consulting
Companywide Design Thinking consulting

Excellence
Ørsted Design Center of Excellence

Practice
IT UX Design

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Next steps for Design Thinking

Ørsted Strategic Design Thinking

Matured DT practice

DT kickoff and training

Digitalise Ørsted Business

DT Spearheads

Matured UX function

UX in Release Trains

UX Team

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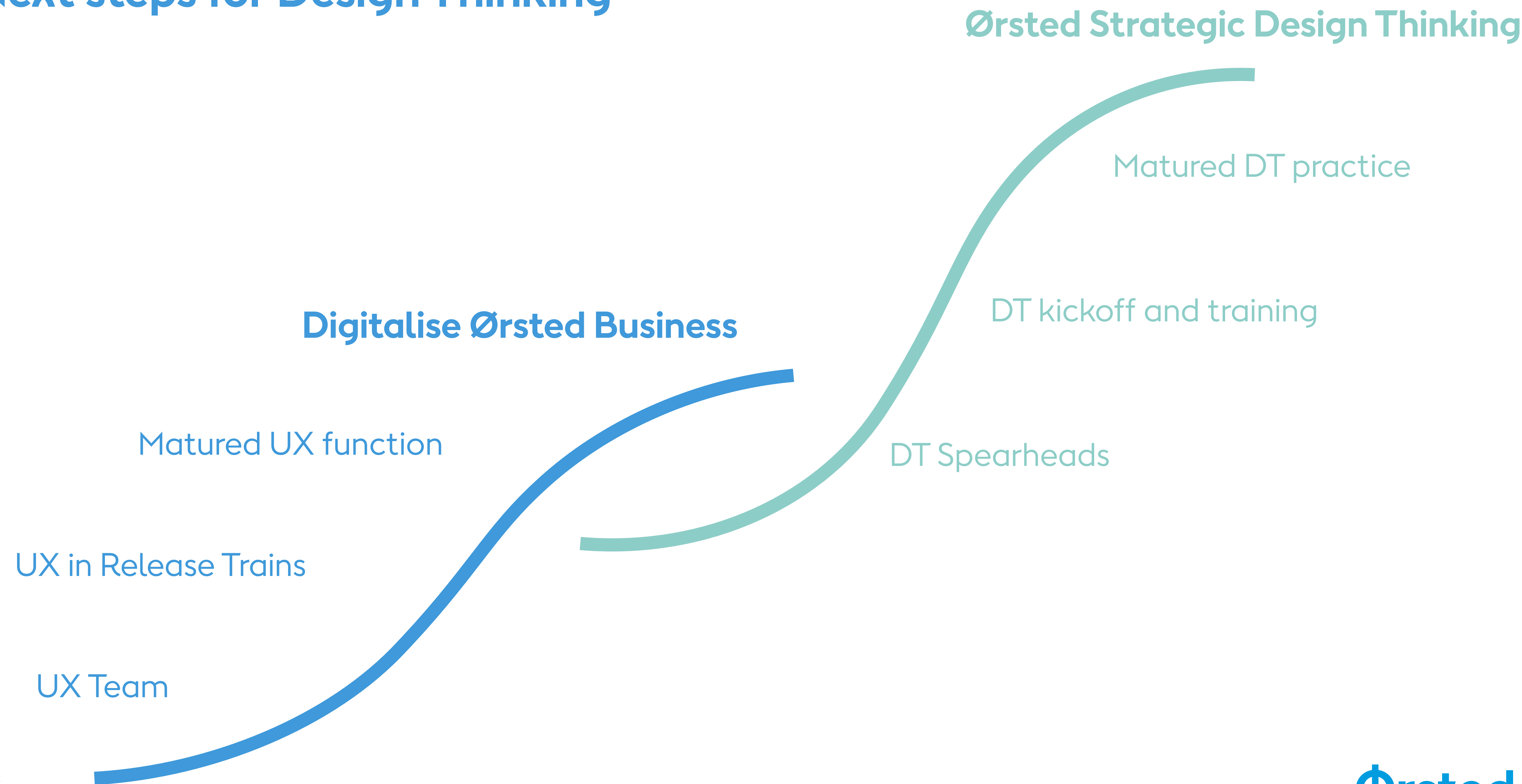
Concept Storytelling Through Hi Fidelity Front-end prototyping
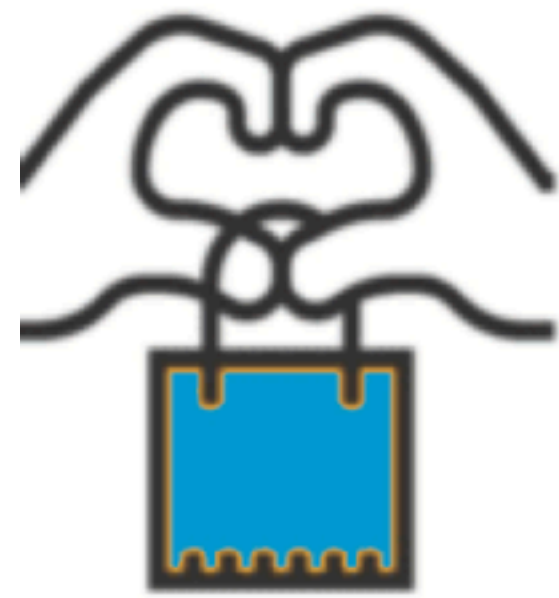
Deep empathy through mobile eye tracking

Permission to **Play**

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Design Thinking starts with your mindset

Empathy

Optimism

Embrace Ambiguity

Make It

Learn From Failure

Iterate, ITERATE

Creative Confidence

Ørsted

Harvard Business Review

SUSTAINABILITY

Ørsted continues to lead the green energy transformation

By having a customer-centric, innovative approach to business, Ørsted has stayed ahead in the sustainable energy sector. The name of the approach? Design Thinking.

By N. Nielsen
December 5, 2023

The energy sector is notorious for being conservative. People need energy, the companies provide it: why change? But times are changing, and consumers are increasingly demanding sustainable energy alternatives. In 2017, Ørsted was one of the first companies to take lead

GREEN DESIGN THINKING,
articles for further reading on Design Thinking at Ørsted

Building a leading Design Thinking capability
Ørsted has successfully implemented Design Thinking in a traditionally conservative sector by working with the SAFe model, internal academies, physical design space and digital collaboration.

Read more

Making wind farms a modern plug'n'play offering
Using Design Thinking to streamline the full value chain of renewable power has dramatically altered the traditional KPIs for offshore windfarms on average bid time and profitability.

Read more

A segue into tomorrow's fuel
Using Design Thinking to drive co-creation across several industry partners, Ørsted has enabled a smooth transition from traditional fossil fuelled transportation into electro fuels by working on a system innovation scale.

Read more

Preparing energy trading for the future
Ørsted has used Design Thinking to digitize a complex energy trading process balancing corporate contracts with legal obligations and compliance while scaling this work through machine learning and AI.

Read more

Digitizing tacit knowledge
Using Design Thinking and empathetic understanding, Ørsted has turned tacit knowledge from highly skilled operators and technicians into a scalable, digital knowledge platform.

Read more

Co-creating corporate power purchase agreements
The traditionally slow and documentation-heavy CPPA process was re-imagined through a series of co-creation events which cut down development and negotiation times with nearly 40%.

Read more

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Conclusion

Permission to **Play**

Design Thinking connected with
User Experience Design

Product Centricity
Vision **- purpose -** direction
PAK = Practice - application - knowledge
Value (Honeymoon)

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