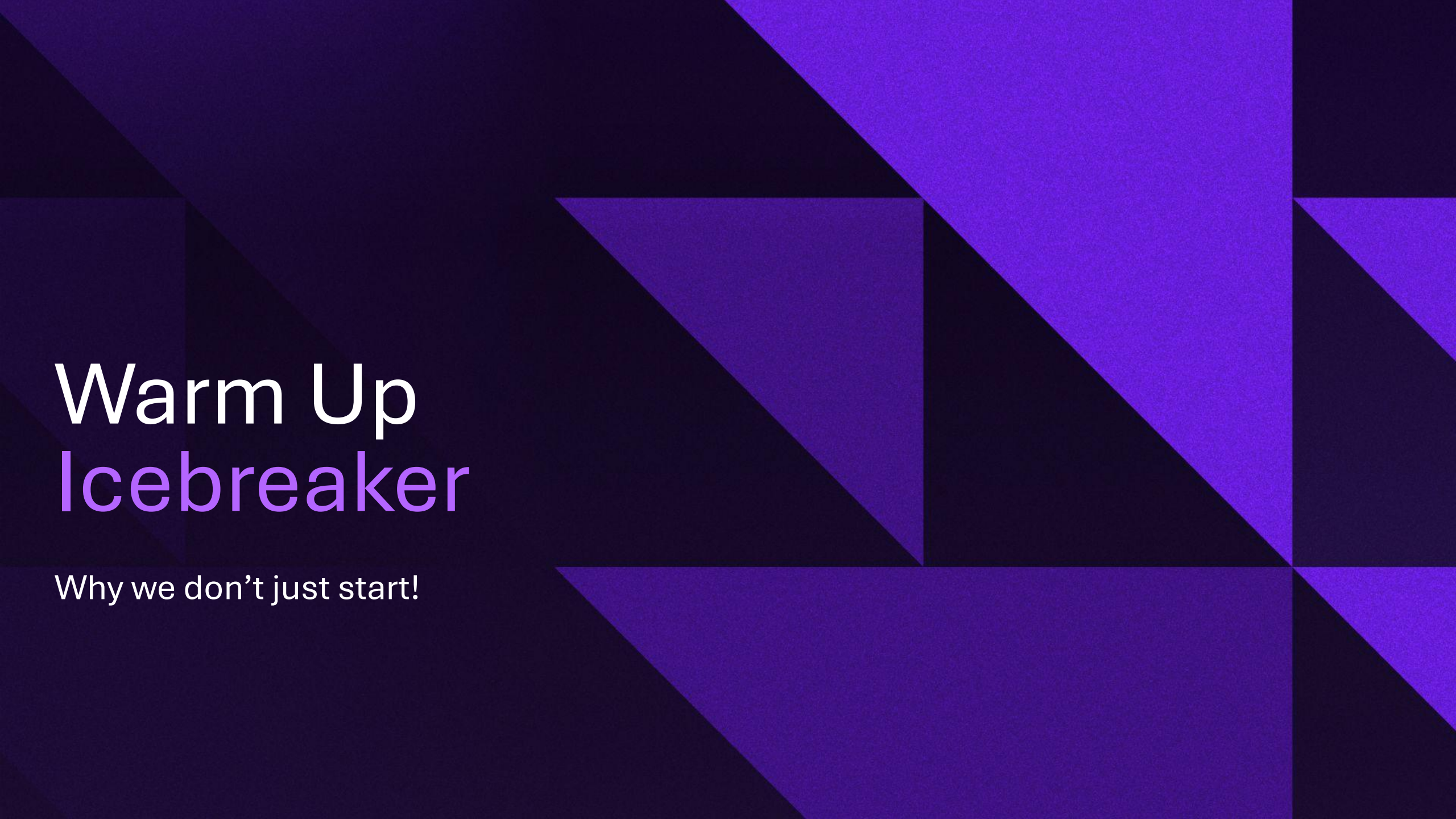




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How do you feel?



Warm Up Icebreaker

Why we don't just start!

Icebreaker

Why we don't just start!

Two truth, one lie

Get to know the team.

- 1) Write down two truths and one untruth about yourself, and
- 2) let the team vote on which one is the lie.
- 3) After voting, reveal what's untrue and see who guessed correctly.

Icebreaker - Two truth, one

Why we don't just start!

NAME				
Example 1 Abstimmung mit Aufklebern: Was ist die Lüge?  	Example 2 Abstimmung mit Aufklebern: Was ist die Lüge?  	Example 3 Abstimmung mit Aufklebern: Was ist die Lüge?  	Abstimmung mit Aufklebern: Was ist die Lüge?  	Abstimmung mit Aufklebern: Was ist die Lüge?  
Abstimmung mit Aufklebern: Was ist die Lüge?  	Abstimmung mit Aufklebern: Was ist die Lüge?  	Abstimmung mit Aufklebern: Was ist die Lüge?  	Abstimmung mit Aufklebern: Was ist die Lüge?  	Abstimmung mit Aufklebern: Was ist die Lüge?  



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How do you feel now?

July 2026

Design Thinking in Project Management

Leonore Kolbe, PMP®, Thomas Priess

Design Thinking – What's that?

Agenda slide

What the heck is Design Thinking? – Any why do I need that?

WarmUp/ Icebreaker

Section 1

Who am I?

Section 2

Basis and Link to PMBOK

Section 3

Trial 1+2

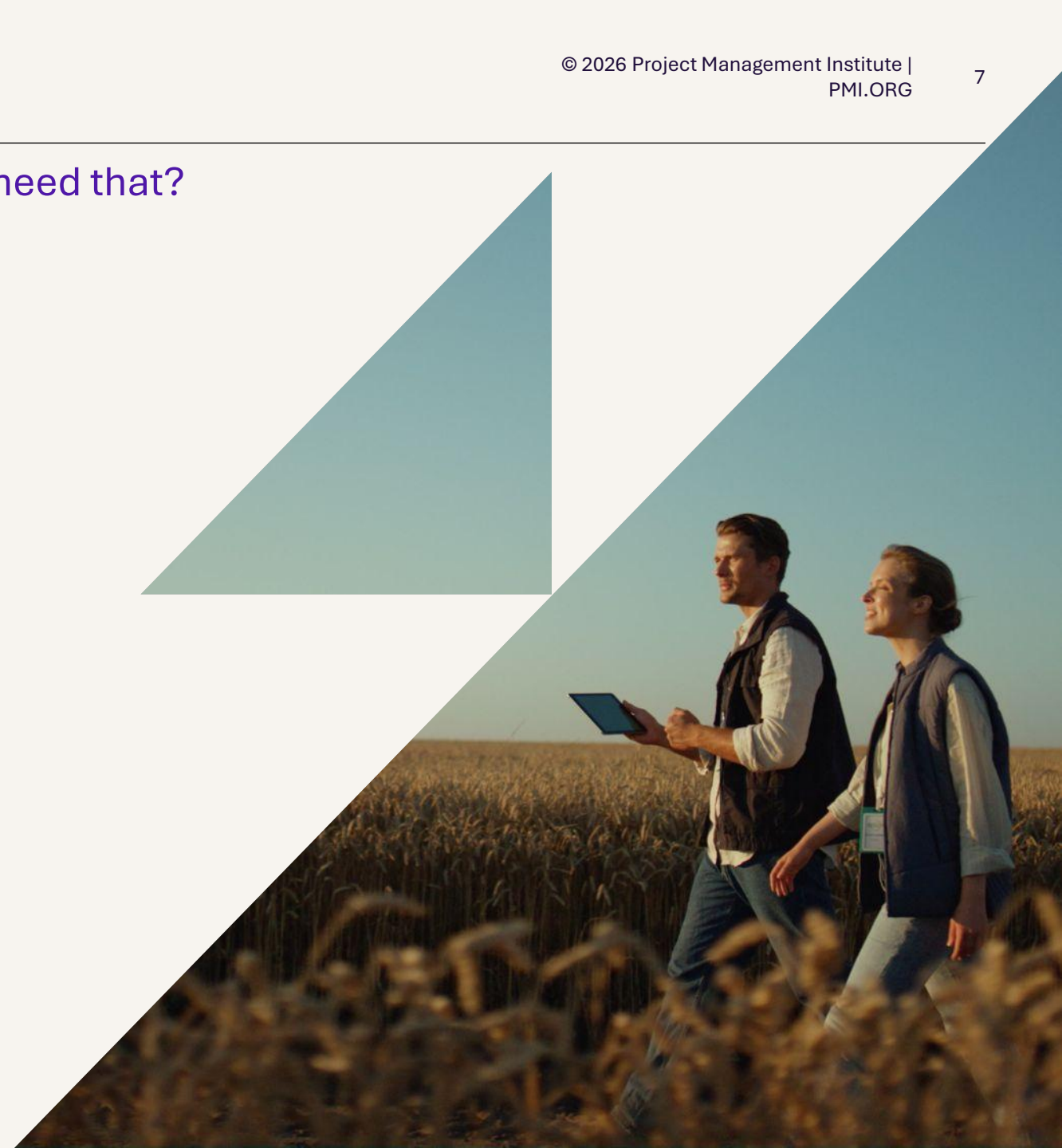
Section 4

Q&A + Feedback

Section 5

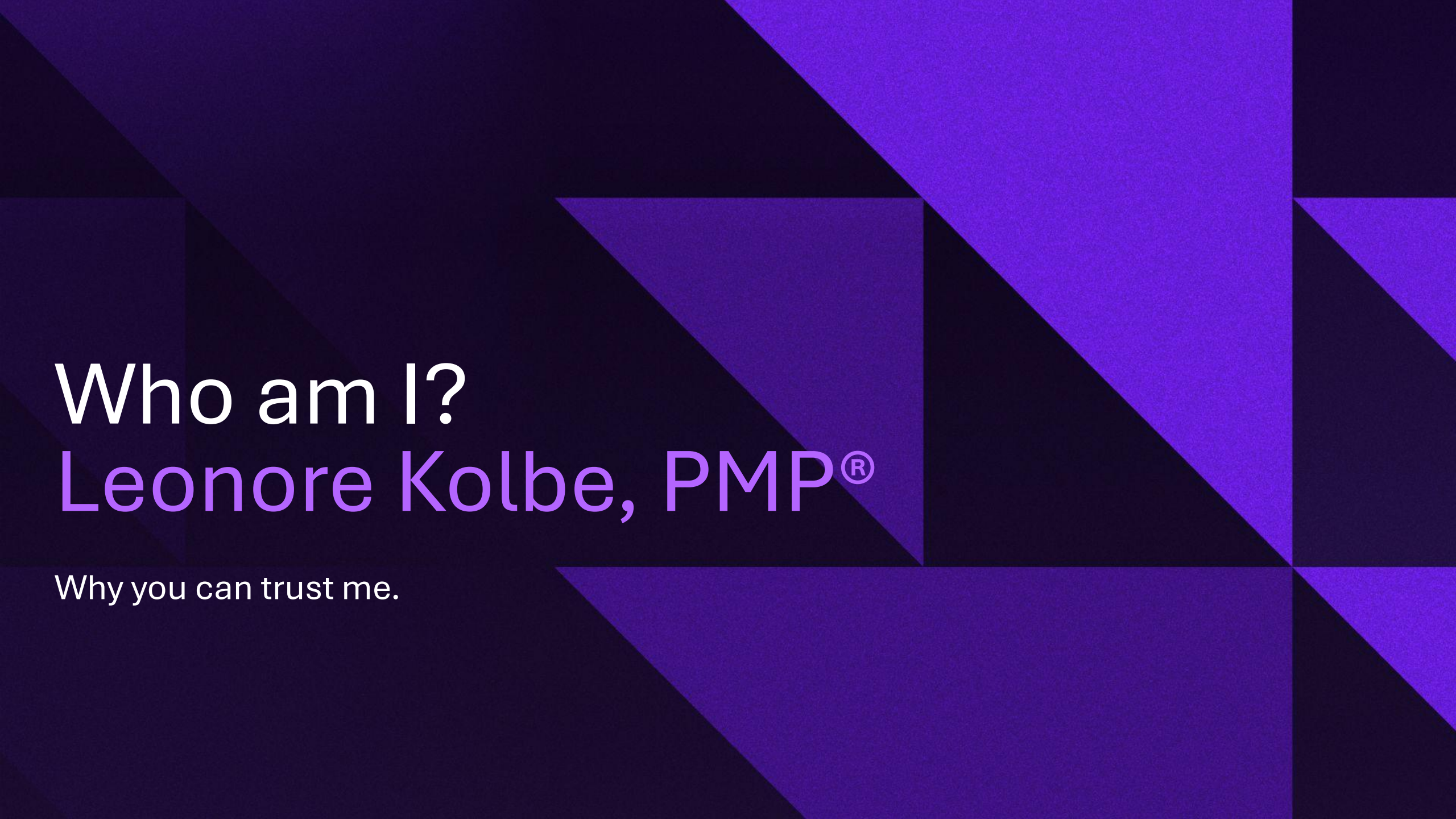
Literature, Links & Tools

Section 6





How familiar are you with Design Thinking?



Who am I?

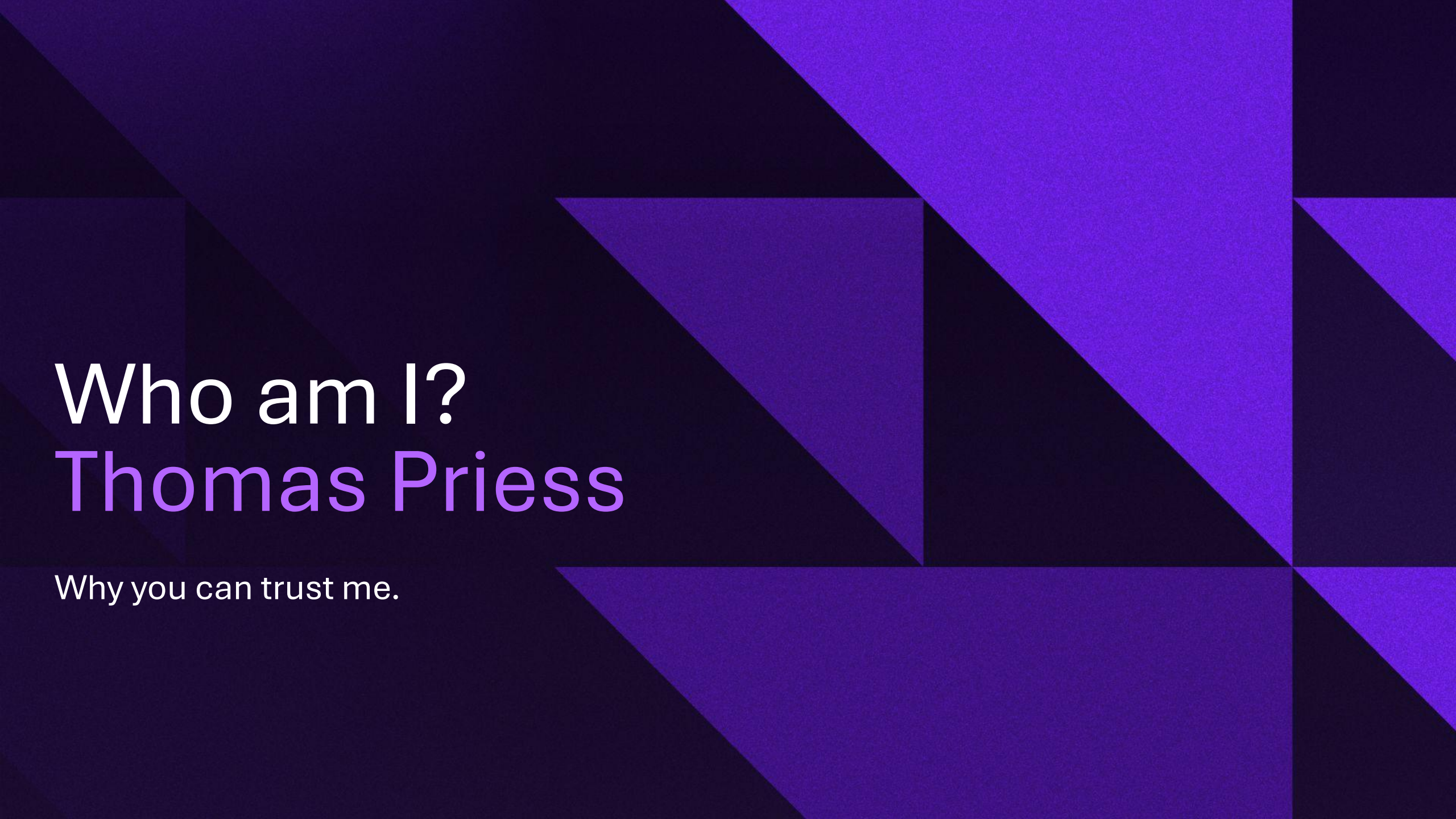
Leonore Kolbe, PMP®

Why you can trust me.

Leonore Kolbe, PMP®

Why you can trust me.

- 23 years -Engineer by heart
 - Dipl.-Ing. (Chemistry)
 - M. Eng. (Photonics)
- 9 years - Researcher, Developer, Process and Project Engineer
- 5 years - Project Manager, federal, national and global research and industry projects
- 6 years - Program Manager industry product development and transition programs
- 6 years - Program Manager in PMO supporting and guiding global development and transition programs
- 4 years - Design Thinking facilitator
 - 22 years practitioner



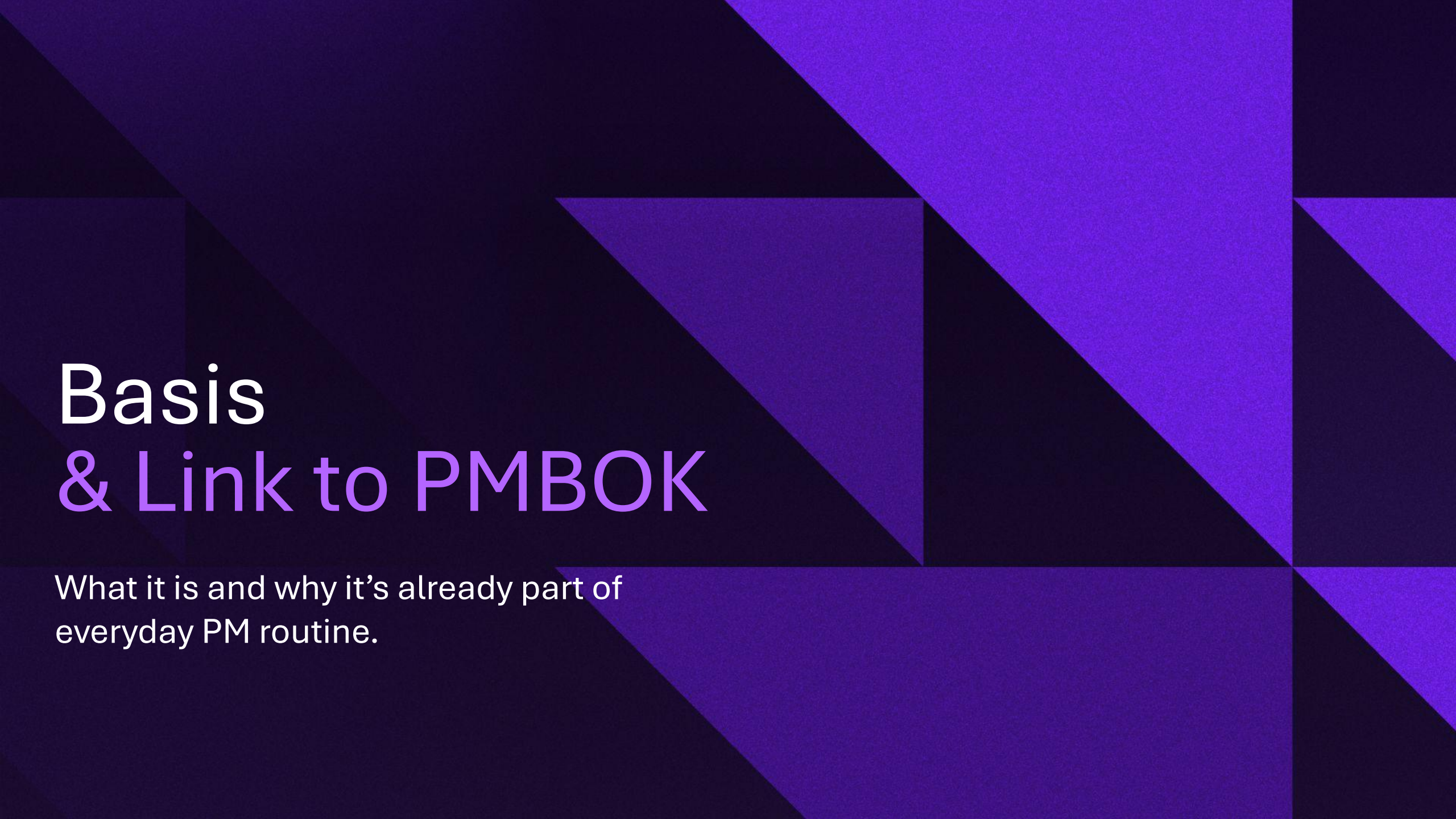
Who am I? Thomas Priess

Why you can trust me.

Thomas Priess

Why you can trust me.

- 8 years of experience in clinic IT rollout projects
- Certified PMI PMP® project leader and tutor
- Certified SCRUM Master II
- Certified SCRUM Master I
- Certified GPM LVL D - project manager
- Health Care Economist - M.Sc. University of Bayreuth



Basis & Link to PMBOK

What it is and why it's already part of
everyday PM routine.

“Design thinking is a nonlinear, iterative process that teams use to understand users, challenge assumptions, redefine problems, and create innovative solutions to prototype and test. ...”

PMI (2025), PMBOK® - A Guide to the Project Management Body of Knowledge, p.168

Basis

What it is and why it's already part of everyday PM routine.

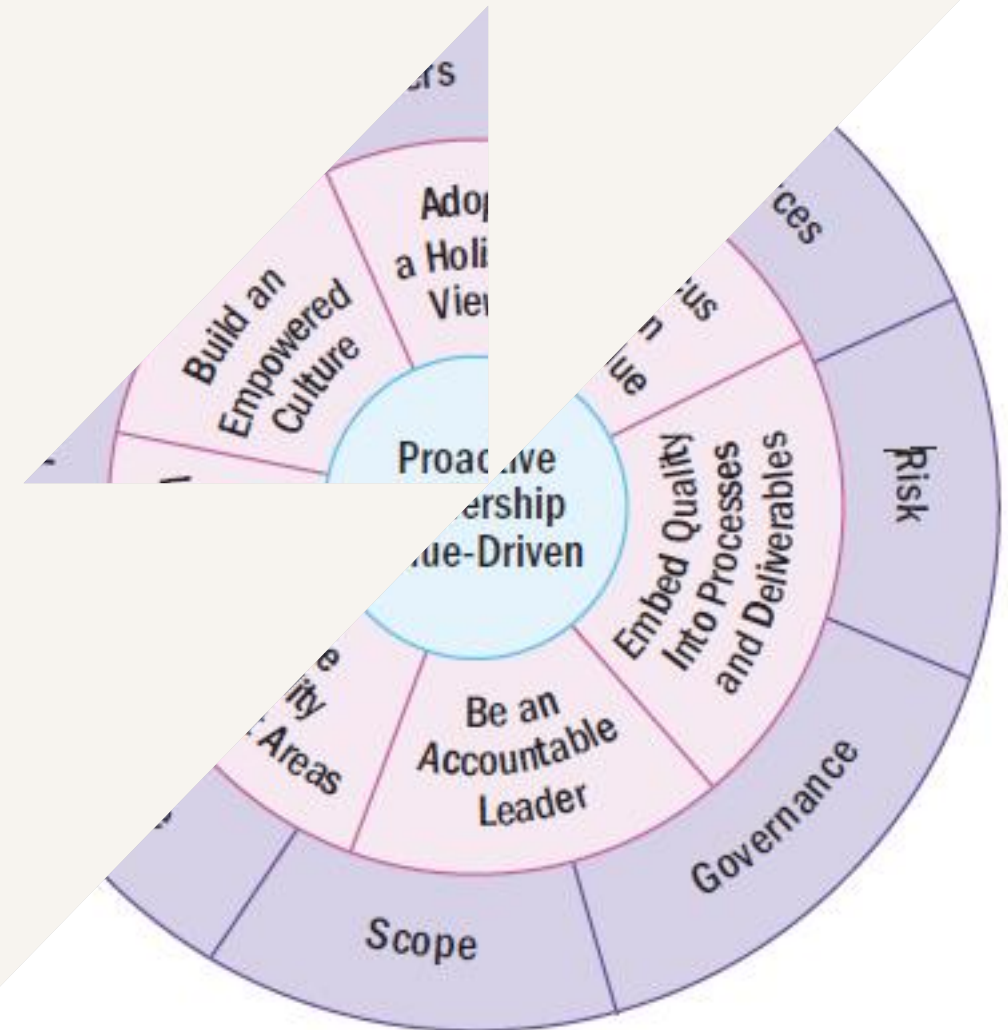
The double diamond

Usecases - examples

Methodes - examples

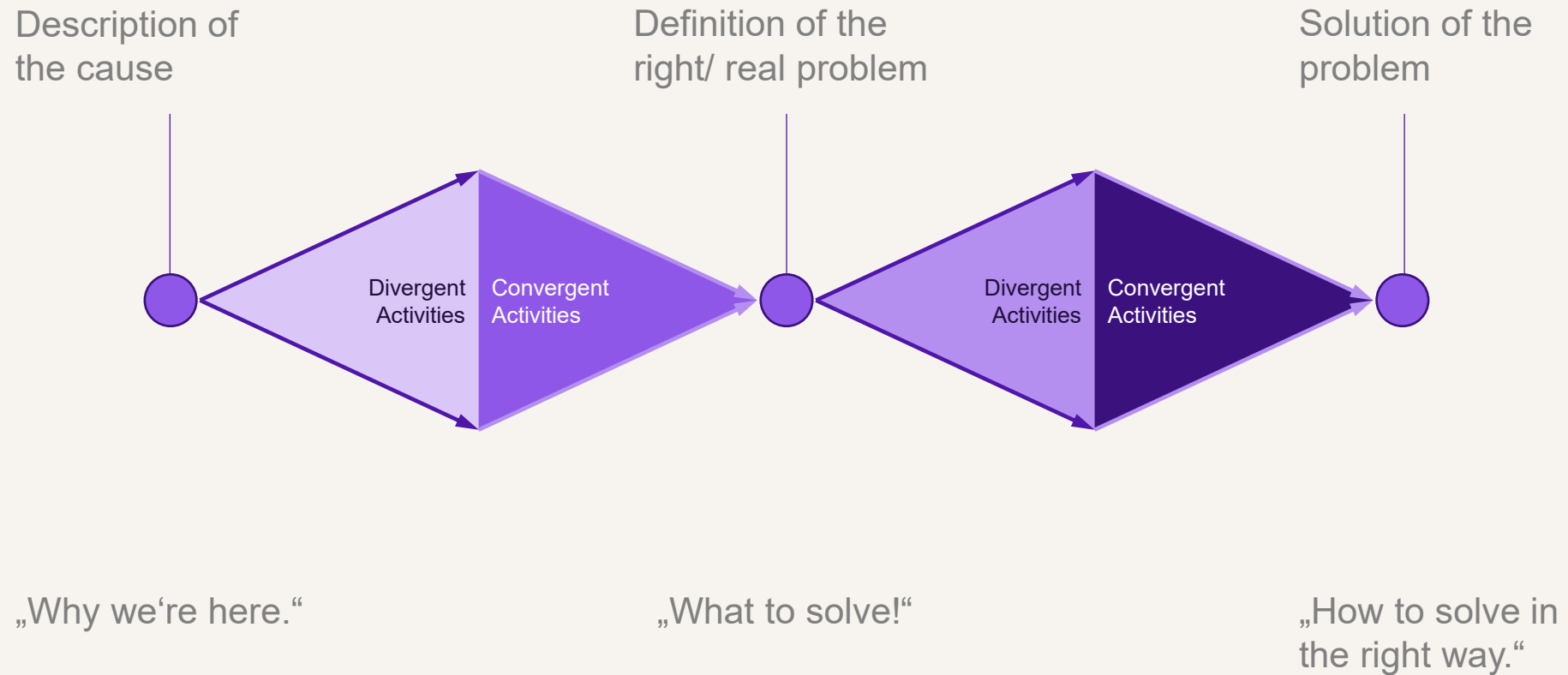
Icebreaker

PMP guideline



The double diamond

Basis



Usecases - examples

Basis

1

Initiation

If you don't know why.
e.g. Governance, Scope

- Sope definition
- Customer Buy-in
- Group Building
- etc.

2

Ideation

If you don't know what.
e.g. Stakeholder, Finance,
Resource

- Conflict resolution
- Risk analysis
- Lessons Learnt
- etc.

3

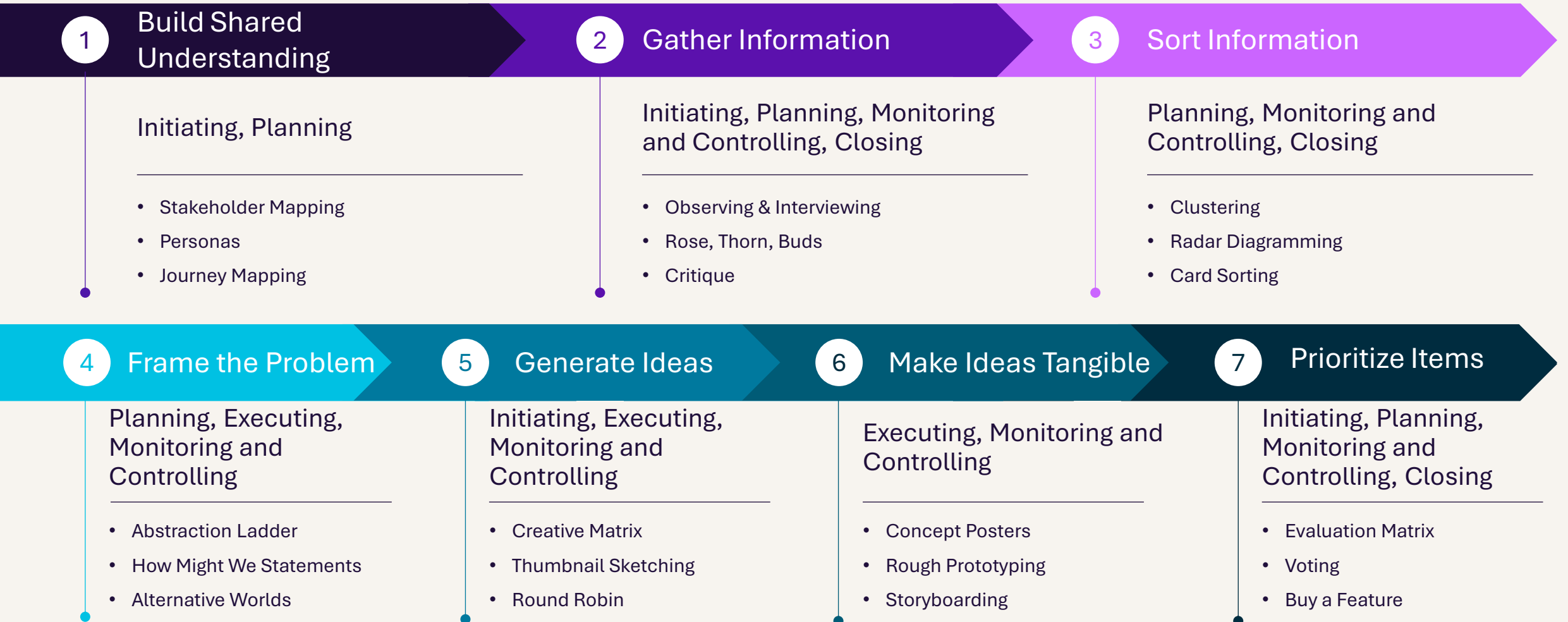
Implementation

If you don't know how.
e.g. Schedule, Risk

- Opportunity enhancement
- Process development
- Roadmaps
- etc.

Methodes - examples

Basis



Icebreaker

Basis

Good communication is a prerequisite.

→ The basis for good communication is trust and a positive attitude.

→ Therefore, Icebreakers should:

- If possible, take everyone with you. (But don't push anyone!)
- Drawing attention to positive events.
- Show similarities and differences.
- If necessary, generate understanding for certain situations.

! Icebreakers can be used for ANY Meeting!

Icebreaker

Basis

What's defining a good Icebreaker?

- Maximum 5-15min, depending on workshop
- Content depends on group and context.
- Is supporting positive thinking.

Examples:

- One Word Challenge
- Painting Exercise
- Visualization

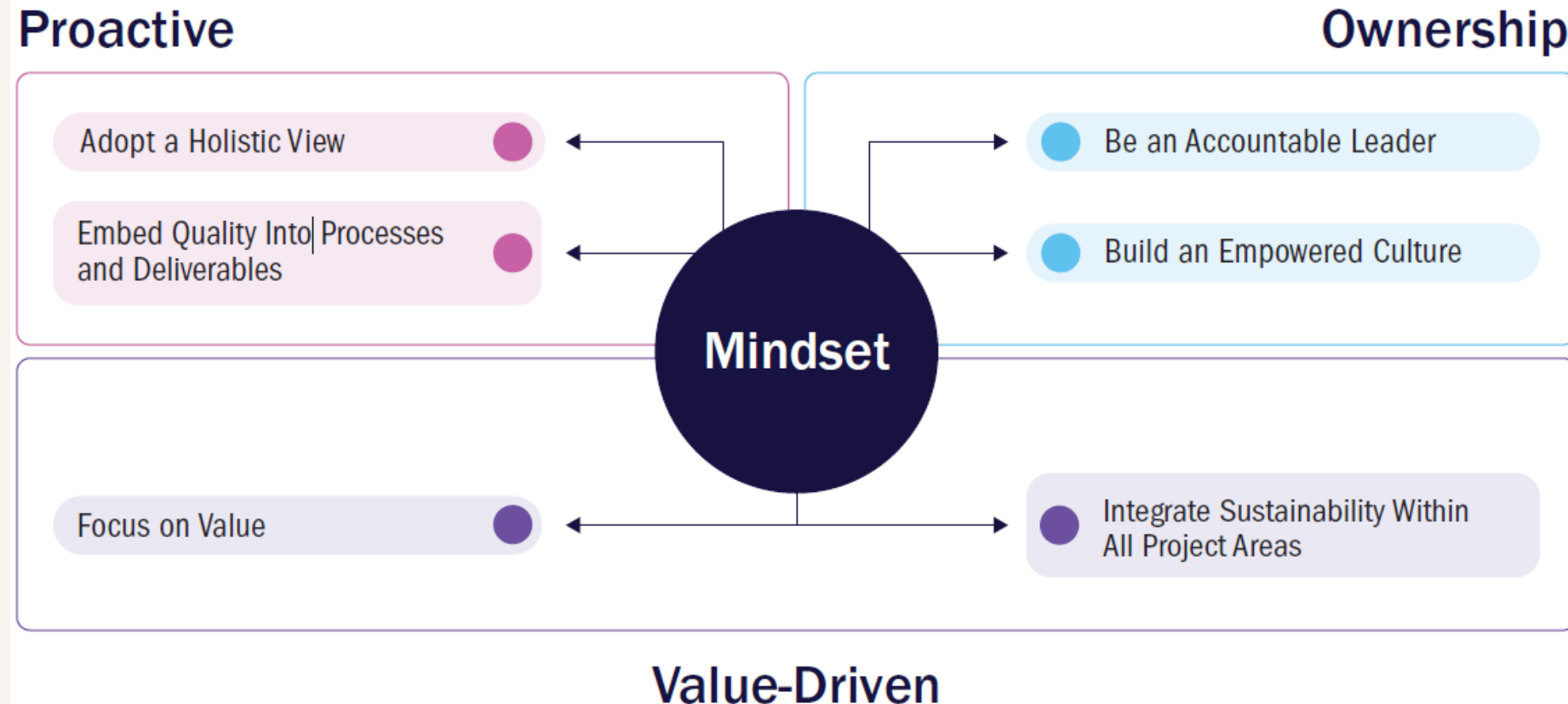
PMP guideline

Basis

- What's in PMPBOK® Guide 8th edition
 - Project Management Performance Domains (Section 2, p. 7ff)
 - Tools & Techniques (definition Section 5, p. 145ff)
 - Examples:
 - Affinity diagrams
 - Storytelling
 - Data analysis (e.g. Alternative Analysis, Stakeholder Analysis)
 - Decision-making (e.g. Voting)
 - Data gathering (e.g. Brainstorming, Interviews, Questionnaires)
 - Prioritization/ ranking
 - Data representation (e.g. Mind mapping, Stakeholder mapping)
 - etc.

PMP guideline

Basis



*PMI (2025), The Standard for Project Management, p. 36, Figure 3-1



Trial 1

Radar Diagram

What type of project is it?

Radar Diagram

What type of project is it?

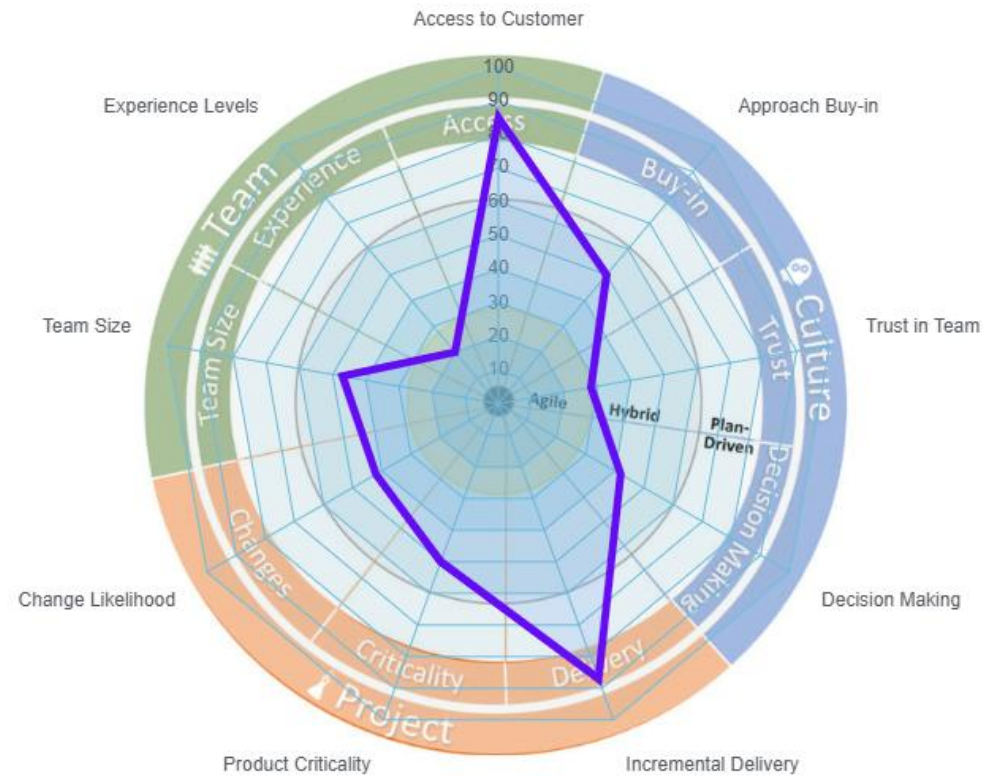
- A visual method to prioritize and structure ideas by importance within a shared scope.
 - Items plotted in concentric circles
 - Closer to center = higher priority
 - Enables quick alignment on what matters most
 - Makes priorities transparent and comparable
- [PMI - Suitability Filter](#)

Radar Diagram

What type of project is it?

Example:

- Corporate Setting
- Critical hardware product
 - one launch approach
 - might have 2-3 versions
- 2-5 years development
- Experienced team with some new members
- High expected revenue



Radar Diagram

What type of project is it?

Usecase: Emergency Communication Device

NPI for the development of a smart emergency communication device (e.g. public safety terminal)

- Publicly funded
- 3 companies involved (hardware, embedded software, network integration)
- Includes physical device + backend connectivity
- Planned duration: 2 years

Circumstances:

- Companies teams don't know each other
- hardware product team is not used to agile approaches

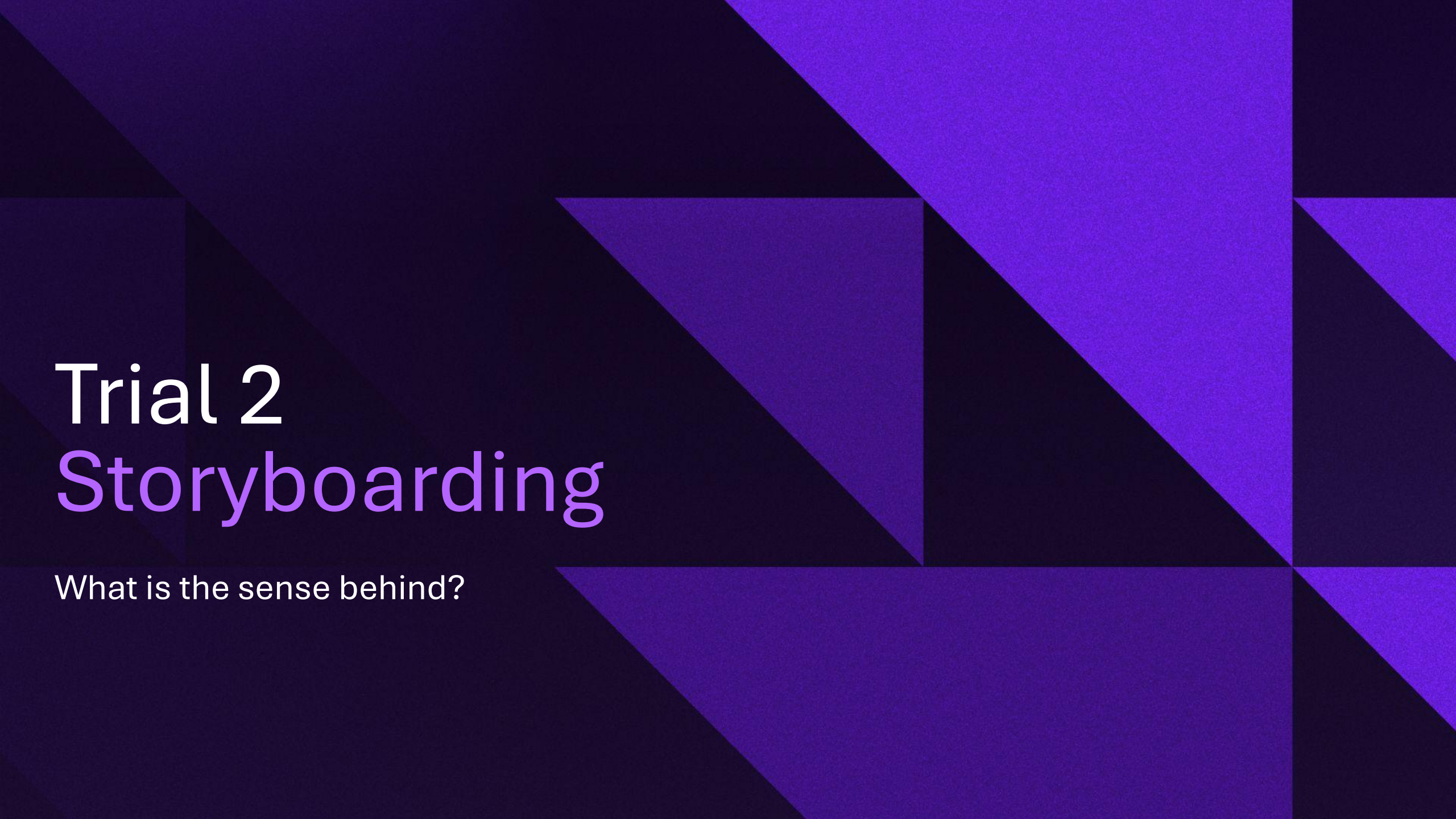
Radar Diagram

What type of project is it?





How useful is radar diagramming?



Trial 2

Storyboarding

What is the sense behind?

Storyboarding

What is the sense behind?

- Visual storytelling of the user journey to explore and communicate ideas before prototyping.
 - Shows interactions as simple scenes (like a comic strip) as sketches or text
 - Focuses on the user's perspective and experience
 - Makes abstract ideas tangible and easy to discuss
 - Supports team alignment and shared understanding
 - Helps identify gaps, pain points, and improvements early

Storyboarding

What is the sense behind?

Example:

- Corporate Setting
- Critical hardware product
 - one launch approach
 - might have 2-3 versions
- 2-5 years development
- Experienced team with some new members
- High expected revenue

Step 1) Explain the initial setting and circumstances

Step 2) Find titles

Step 3) Draw a picture/ Use pictures and forms

Step 4) Describe the picture/ Tell the story

Beacon for taxiway, critical moment in landing and taking off A plane is arriving in the twilight of an evening.					
Plane is arriving	Approving landing	Approach	Taxi	Taxi position	Arrived
					
The pilot is communicating to the tower	Flight control communicating and approving	The plane is approaching for landing Lights (Beacon) on the ground are essential for the pilot's orientation	Safely landed, beacons guiding to the taxi position	Entering Taxi position, getting signals for deceleration and full stop	Pilot is approving offboarding

Storyboarding

What is the sense behind?

Usecase 1: Emergency Communication Device

NPI for the development of a smart emergency communication device (e.g. public safety terminal)

- Publicly funded
- 3 companies involved (hardware, embedded software, network integration)
- Includes physical device + backend connectivity
- Planned duration: 2 years

Usecase 2: Smart Mobility Platform

NPI for a city mobility platform (public transport + shared mobility)

- Public-private partnership (city + 2 tech providers)
- Strong integration with existing infrastructure
- Planned duration: 3 years

Storyboarding

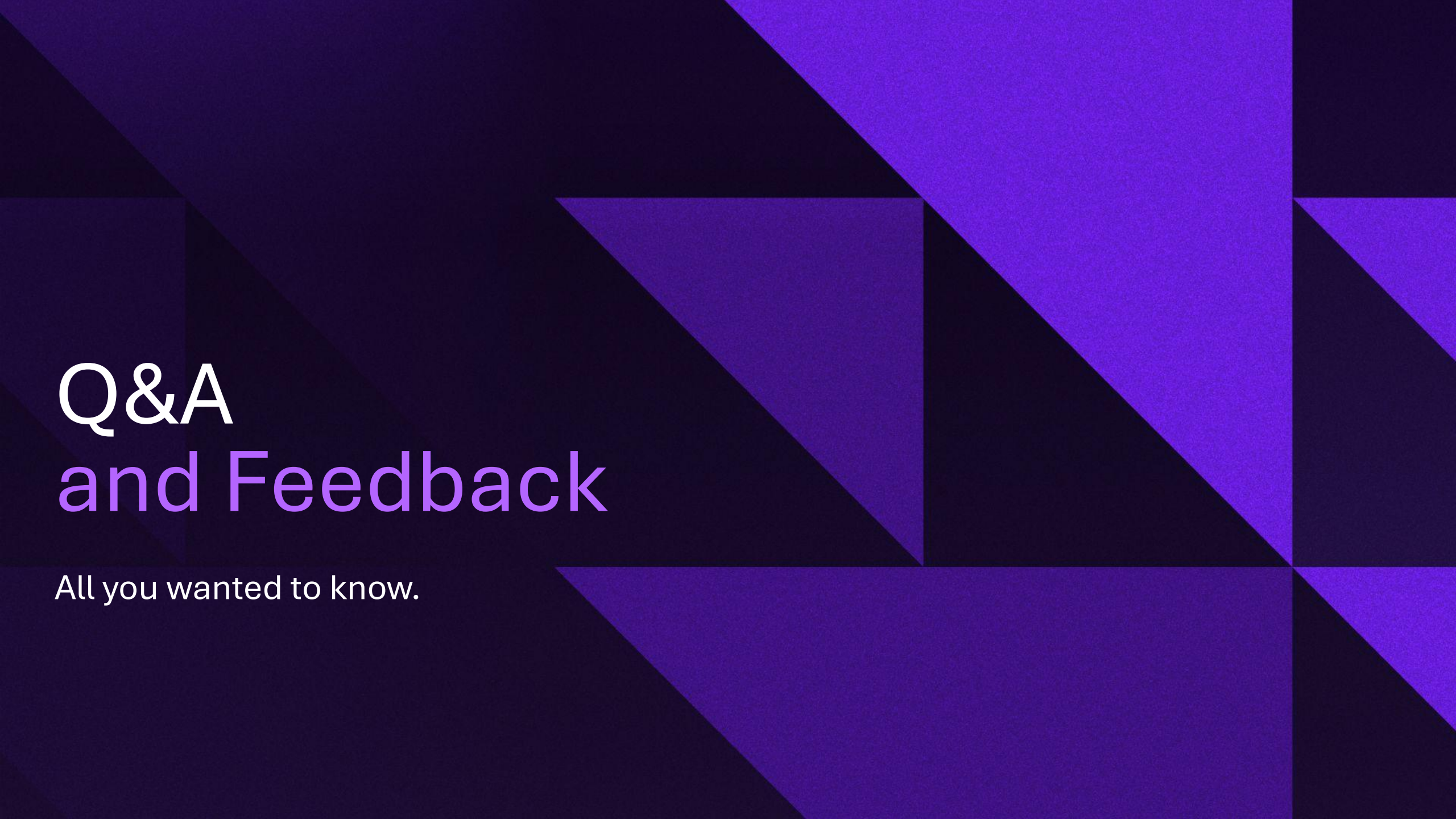
What is the sense behind?

Describing the scenario

Title Scene 1	Title Scene 2	Title Scene 3	Title Scene 4	Title Scene 5	Title Scene 6
Description of the scene	Description of the scene	Description of the scene	Description of the scene	Description of the scene	Description of the scene



How useful is Storyboarding?



Q&A and Feedback

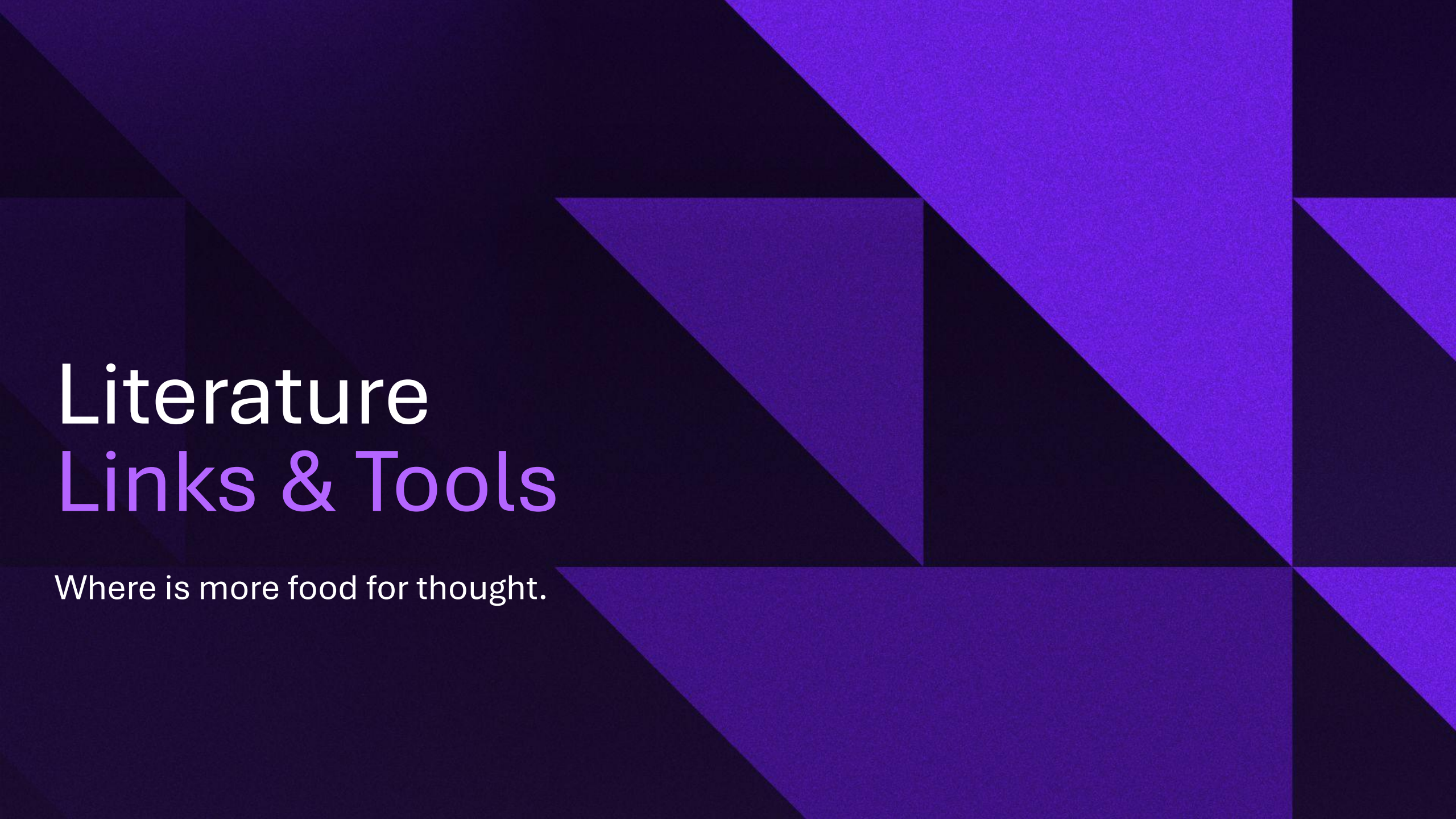
All you wanted to know.



What's your (key) takeaway from today's workshop?



What did you like? What could be improved?



Literature Links & Tools

Where is more food for thought.

Links

Where is more food for thought.

- The Art of Gathering
 - Priya Parker
 - Penguin Books Ltd, 2019
 - ISBN 978-0-241-97384-4
- The Design Thinking Series
 - Michael Lewrick, Paterick Link, Larry Leifer
 - John Wiley & Sons Inc, ab 2018
 - ISBN 978-1-119-46747-2 (Playbook)
 - ISBN 978-1-119-62919-1 (Toolbox)
 - and more
- Links
 - [Icebreaker Games](#)
 - [100 Warm-ups für Workshops](#)
 - [5 Icebreakers to Ignite](#)
- Tools - selection
 - Miro
 - Power Point
 - Whiteboard
 - Pen & Paper

Thank you!



Trial 3

Stakeholder Mapping

Who is involved?

Stakeholder Mapping

Who is involved?

- Visual mapping of all stakeholders to understand influence, interests, and relationships around a project.
 - Identifies all relevant people and groups involved or affected
 - Clarifies influence, power, and interests
 - Helps understand the broader system beyond the user
 - Supports prioritization and engagement strategies
 - Reveals conflicts, dependencies, and collaboration needs early

Stakeholder Mapping

Who is involved?

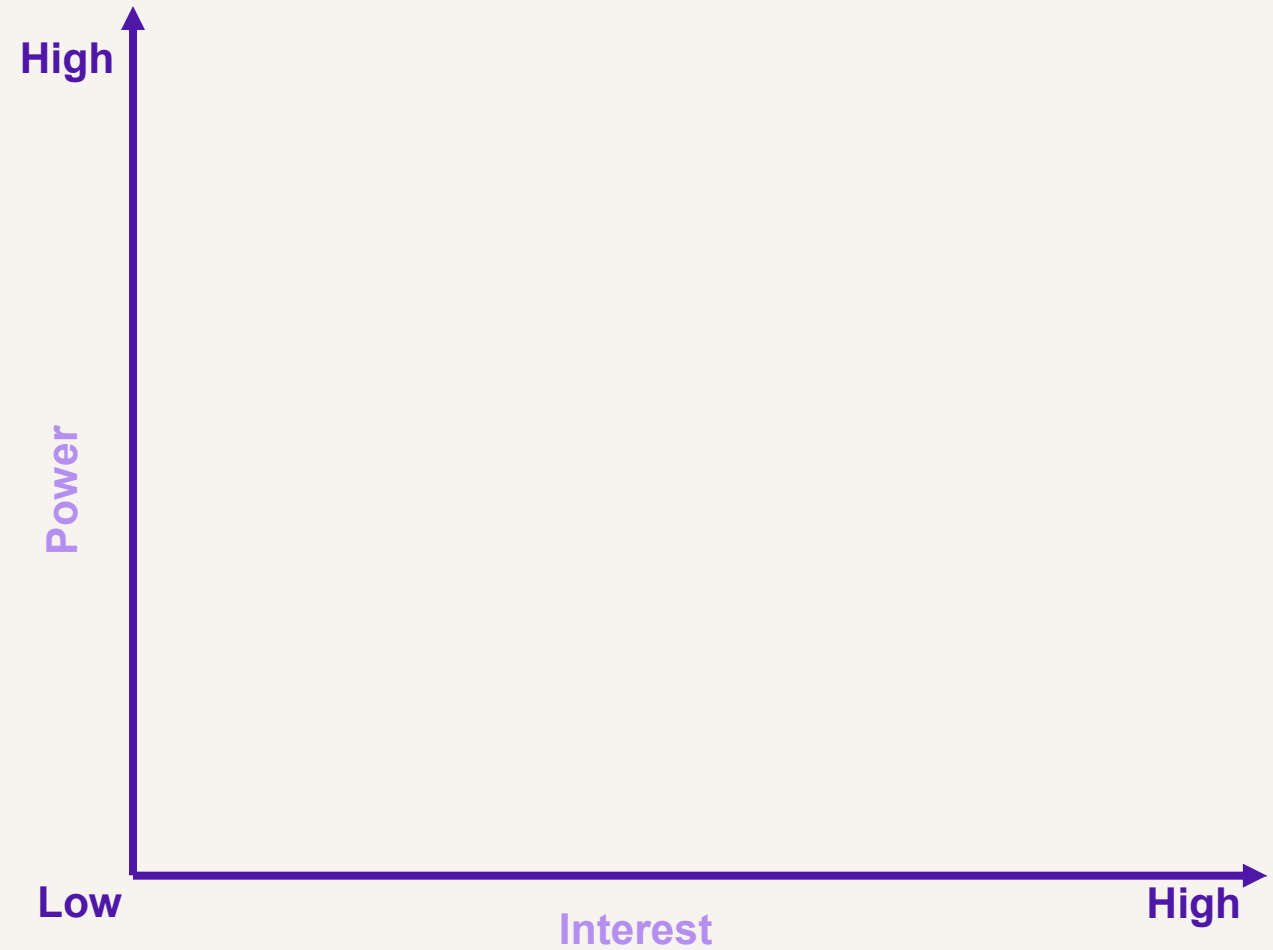
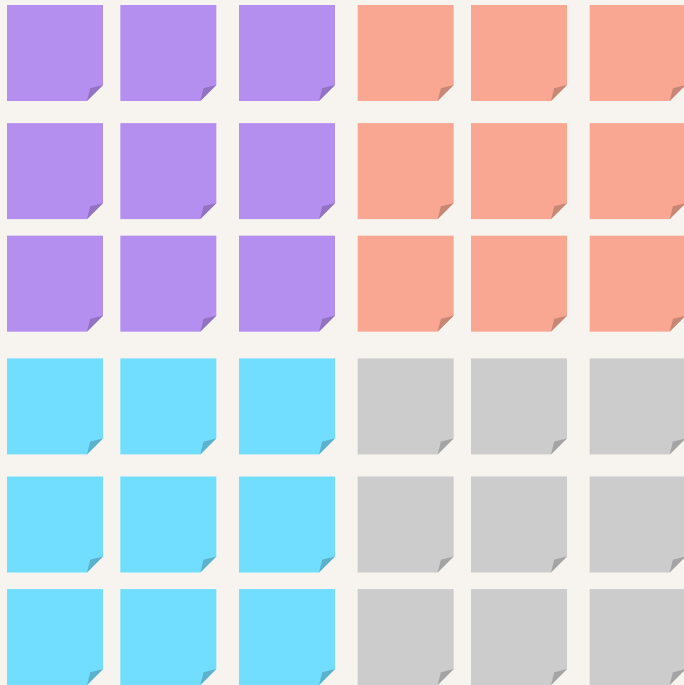
Usecase: Festival Organization

3 day music festival

- Planned for a week in about 12 month
- Festival area is a fairground nearby a city
- A camping site is required
- 3 main acts for each day
- Food trucks expected

Stakeholder Mapping

Who is involved?





How useful is Stakeholder Mapping?

Trial 4

Round Robin

What's a possible solution?

Add
mark
here

Round Robin

What's a possible solution?

- Turn-based ideation where everyone contributes ideas in sequence, building on each other's input.
 - Ensures equal participation—every voice is heard
 - Follows a structured, sequential flow (one after another)
 - Encourages building on others' ideas collaboratively
 - Reduces dominance, bias, and groupthink
 - Produces diverse and collectively developed ideas
- ! Need at least 3 teams!

Round Robin

What's a possible solution?

Steps:

- 1) Every Team is working on a solution within 5-10min
 - Drawing/ Text/ Use of pictures – everything descriptive is allowed
- 2) Teams changing the table/ room/ slide and reflect on the solution of that other team
 - What's good?/ What's not?
 - Don't work on a solution!
- 3) Teams changing again and trying to incorporate the reflections of team 2 to optimize Team 1's solution

Round Robin

What's a possible solution?

Usecase: Quality issue with technical belongings in a motor home

- ~30k vehicles affected
- 3 suppliers involved
- Drawings defective
- 3 different failure descriptions existing

Circumstances:

High pressure as usage is forbidden through authorities, customers might have only limited or no possibility to use their vehicle

Round Robin

What's a possible solution?

1. Solution Description
Team 1



How useful is Round Robin?