The Adoption Of Design Thinking And Lean Startup In An Agile Organisation

A case study of a global financial institution

BACKGROUND GFI was a global financial institution. An innovation methodology, DTLSA, was created for GFI through the integration of Design Thinking, Lean Startup, and Agile/Scrum software development. Signs of a low-level adoption for DTLSA were witnessed internally, despite ongoing promotion efforts.

OBJECTIVE This project aimed at improving the DTLSA adoption at GFI through empirical research and design intervention (directions). First, investigation was needed to validate the potential low-level adoption of DTLSA, and to analyse different aspects of DTLSA adoption status quo. Then, barriers and enablers for DTLSA adoption were sought out in pursuit of a better understanding the DTLSA adoption. Furthermore, the contextual information gathered in empirical research was used to inspire the design process for potential improvement concept directions.

RESEARCH METHODS A mix of different research methods was used to achieve a holistic understanding of the topic: literature and existing knowledge study, group session, interview, and survey.

RESEARCH RESULTS The low level of DTLSA adoption was confirmed, despite the positive aspects of DTLSA adoption such as sufficient understanding, and high motivation at GFI. A variety of barriers and enablers were found, the majority of which were related to 2 significant factors: team autonomy, and team engagement. 3 growth stages for DTLSA adoption were identified in regard to the different levels of these 2 factors. Team autonomy at risk caused by multiple barriers was considered as the most pressing issue that led to the low level of adoption.

DESIGN The design problem was defined as empowering the ambassador figures emerged in teams during the DTLSA adoption. A storyboard of a possible current situation and an imaginative narrative of an ideal situation were created. 3 concept directions were proposed.

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