







# Design Thinking

Principles, Goals, Methods

## The Design Thinking Process (not straight!)

Design Thinking unfolds as a dynamic and iterative cycle, guiding innovators through a series of human-centered phases to arrive at meaningful solutions. Each step builds upon the last, fostering continuous learning and refinement.

**Empathize**  
Deeply understand the users, their needs, and their challenges through observation and engagement.

**Test**  
Gather feedback from users on the prototypes, iterating and refining solutions based on their input.



**Define**  
Synthesize insights from the empathy phase to articulate a clear, user-centered **PROBLEM STATEMENT**.

**Ideate**  
Brainstorm a wide range of creative solutions without judgment, focusing on quantity and diversity.

**Prototype**  
Build low-fidelity representations of solutions to test ideas quickly and cost-effectively.

This cyclical approach ensures that solutions are not just innovative, but also highly relevant and effective for the people they are designed to serve.

## Key Principles of Design Thinking

Design Thinking is guided by core principles that ensure a human-centered and effective approach to problem-solving. These foundational ideas steer innovators towards creating solutions that truly resonate and deliver impact.

### Human-Centered

Prioritize the needs and experiences of the end-users throughout the entire process.



### Collaborative

Foster diverse teamwork and cross-disciplinary insights to generate richer solutions.



### Iterative

Embrace continuous learning, refinement, and adaptation through cycles of feedback.



### Creative & Experimental

Encourage rapid prototyping and testing to validate ideas and gather practical insights.



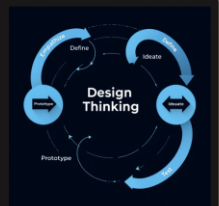
## Design Thinking?

Design Thinking is a

- human-centered, iterative process
- used for creative problem-solving.

It encourages organizations to focus on the people they are creating for, leading to better products, services, and internal processes.

It involves understanding challenges, brainstorming solutions, and building prototypes to test and refine ideas. This systematic approach fosters innovation and adaptability, crucial for addressing complex issues like event/crowd safety.



# IMPORTANT

Everyone is a beginner: step back to basics!



Saying “HELLO” the DESIGN THINKING way:

OR: EMPATHY IS THE NEW SUPERPOWER!



Understanding Diverse Stakeholders & User Attributes

Crowd Manager	Parent with young child	Regular festival goer	I take my family with me when I attend festivals.	Wheelchair user
Parent with teenager	When I visit festivals, I normally drink a lot	When I go to festivals, I normally take drugs	Member of the LGBTQ+ family	New in my job
Long-time “I have seen (nearly) everything in my job	Influencer / TikTok content creator	Person with social anxiety	Mobility impaired	Visually impaired
Hearing-impaired	Male	Political activist	Red/green blind	Attend festivals rather alone
	Introvert	Digital native	Female	Social-focused
Attend festivals normally in a group	I work internationally			
eager to learn new things	I have a structured education for my job	I work nationally	Inexperienced / new in my job	Professional (paid)
Middle-aged (30–50)	Senior (60+)	I (normally) love my job	Temporary helper	Easily stressed
Wheelchair user	My budget is being given / defined by someone else	I (normally) hate my job	Calm	Cleaning crew / waste management staff
Not tech-savvy		learned everything I know through experiences	When I visit festivals, I am normally sober	VIP guest (celebrity or sponsor)
I have dyslexia / dyscalculia	I have my own budget		Professional security guard	
Emergency medical staff member	I only speak one language	Volunteer steward	Sound & light tech	Press / media representative
	I have a learning disorder		Festival director / organizer	Food truck operator
multilingual	I am often frustrated in my job	Artist (performing on the smaller stages)		

WHAT ELSE? (use the break to write down other aspects)

Production Manager	Wheelchair Users	Crowd Manager	Deaf Person	Blind Person
• Age:	• Age:	• Age:	• Age:	• Age:
• Profile:	• Profile:	• Profile:	• Profile:	• Profile:
• Needs:	• Needs:	• Needs:	• Needs:	• Needs:
• Weather Pain Points:	• Weather Pain Points:	• Weather Pain Points:	• Weather Pain Points:	• Weather Pain Points:
◦ In rain →	◦ In rain →	◦ In rain →	◦ In rain →	◦ In rain →
◦ In heat →	◦ In heat →	◦ In heat →	◦ In heat →	◦ In heat →
◦ In storm →	◦ In storm →	◦ In storm →	◦ In storm →	◦ In storm →
◦ Others →	◦ Others →	◦ Others →	◦ Others →	◦ Others →

VIP Guest

- Age: 45
- Profile: Influencer, less used to discomfort, expects premium experience.
- Needs: Exclusive access, reliable info, personal comfort.
- Weather Pain Points:
  - In rain → expects VIP shelters, dislikes mud.
  - In heat → wants shaded lounges, cold drinks.
  - In storm → worries about reputation if seen panicking.

Family with Kids

- Age: Parents 35 & 37, kids 6 & 9
- Profile: Looking for fun but safety comes first.
- Needs: Safe zones, child-friendly shelters, quick info.
- Weather Pain Points:
  - In rain → kids get cold, parents stressed.
  - In heat → children tire quickly.
  - In storm → fear of separation, need for clear instructions.

Stage Crew Member

- Age: 27
- Profile: Works behind the scenes, under pressure, technical role.
- Needs: Equipment safety, clear instructions from organizers, personal protection gear.
- Weather Pain Points:
  - In rain → risk of electric hazards, wet equipment.
  - In heat → long hours outdoors, dehydration.
  - In storm → stage teardown urgency, personal danger.

First-Time Visitor

- Age: 16
- Profile: Excited, doesn't know the site layout, inexperienced with outdoor events.
- Needs: Clear guidance, reassurance, easy shelter access.
- Weather Pain Points:
  - In rain → quickly soaked, frustrated.
  - In heat → forgets to hydrate, overwhelmed.
  - In storm → easily panics, follows crowd blindly.

Security Staff

- Age: 32
- Profile: Experienced, responsible for crowd safety.
- Needs: Clear protocols, tools to guide large groups, communication devices.
- Weather Pain Points:
  - In rain → reduced visibility, slippery ground.
  - In heat → risk of exhaustion, dehydration.
  - In storm → pressure to act fast, needs crowd compliance.

## 39. YES Group Workshop (Roskilde)

### The use of **Design Thinking** to learn more about your festival, your audience, your weather....

#### Why Design Thinking and creating „Personas“ are powerful tools for education and training

Design Thinking offers a structured yet flexible approach to developing education and training programs that are learner-centered, practice-oriented, and outcome-driven. Rather than starting with content or curricula alone, Design Thinking begins with a deep understanding of the people who are supposed to learn: how they think, what they need, and what constraints they face. This shift in perspective is particularly valuable in professional education, where learners differ widely in experience, motivation, operational context, and responsibility.

#### Personas: Making Learners Concrete and Actionable

At the core of Design Thinking in education is the creation of personas. Personas are realistic representations of typical learners within a target group. In training design, personas serve several critical functions:

- Focus and clarity: Personas prevent “average learner” assumptions. Instead of designing for everyone educators design for clearly defined learner types.
- Empathy and relevance: By articulating what matters to a specific persona, training content becomes more relevant, situational, and credible.
- Better didactics: Personas guide decisions on language level, depth of explanation, examples, formats (e-learning, classroom, exercises), and assessment methods.
- Alignment with real-world practice: Personas help ensure that learning objectives reflect actual tasks, constraints, and decision-making responsibilities, not abstract theory.

#### Improving Learning Outcomes and Transfer

One of the persistent challenges in education and training is transfer: the ability of learners to apply what they have learned in real situations. Persona-based design directly addresses this issue. When scenarios, exercises, and case studies are explicitly mapped to persona needs and contexts, learners more easily recognize themselves in the material. This increases engagement, retention, and ultimately behavioral change.

#### A Common Language for Teams

Finally, personas create a shared reference point for multidisciplinary teams involved in education and training development. Trainers, subject-matter experts, instructional designers, and stakeholders can align discussions around a concrete learner profile rather than abstract preferences. This reduces misunderstandings and supports coherent, consistent learning designs.







elchair user

y in my job

mediately after the

infr.	Communication info	Comfort	Safety Post	PUBLIC Experience
- offer dry clothes - place/shelter - Showers Hot Cold - charging stations - comm. center → computer → internet - storage bag to hold stuff → pick ups - keep a bike station → enough	- comm. center - provide info → funding - all channels need for all info → adequate staff briefing - announce future weather	- dry clothes - charging stations - raincoats - extra shelter → transport	- Transport Protocols → kit → know times → extra - big shoes → boots → Gro bags - Grounding lighting protection - Drivage - Shelter - Floor covering	- Rain Dance - Trial Happy - baloch dance

sional (paid)

stressed

w / waste  
staff

celebrity

INFRASTR	COMMS. INFO	COMFORT	HEALTH PROT.	EXPER IENCE	CREW STAFF
- Parcous - umbrellas - water stations - Sun Screen Stations - Afters → Vests - Sun Sails - medical Recreation - Grounding lighting protection - Drivage - Shelter - Floor covering	- Post messages - Gro bags - 1:2:1 - Radio - messages Service - who can get called → details of communication - big shoes → boots → Gro bags - Dry Area/ Cool Area - "Fishes"	- Slice Squeeper - Outfit → Coats → Towels - Umbrellas - Social centers for crew - extra staff → exchange support - Oracles/ Swatches electrolytes - Dry Area/ Cool Area - "Fishes"	- Motion Casts - Checklists - Briefings - details of communication info is important - e-learning - interactive Sessions - which weather tools it control	- Teamwork → same Shifts - Appropriately - River Drives - Fast Boats - Passage - Responder - belting → growing	

Consi- sion	Where am I?	Where are my friends	I need to find them	Why is it hard helping me
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Festival Guest  
Age: 29  
profile: experienced, just got  
dressed, does drugs,  
very stubborn  
Needs: water stations, Toilets  
weather: Nice guards  
Rain: dances anyways, gets  
heat: forget water  
storm: potential bad trip  
gets scared

Feel: anxious + happy  
+ confused

Do: they end up  
prob. doing as they  
are told but  
slowly and scared  
Some one will judge  
them cause they are  
high

Say: do not  
my party  
Nothing can  
from partying

Think: what is  
something happens  
where are my friends  
what is a bad trip

Prod. manager	THUNDERSTORM	HEAT SUB
Find all rain gear → line everything with gear BUT - BEWARE NOT TO PLANT IT ANYWHERE GOES, WEARS LISTEN TO THE ACTS TRY TO ELIMINATE ALL REASONS FOR A STRESSOR BE SORE THAT ALL SUPPLIES KNOW THEIR RESPONSIBILITY → HIRE THE SEC. MANAGER STANDBY TO BRIEFME CONTINGENCY TO GEAR	THUNDERSTORM	HEAT SUB