

## OVERVIEW

HR and design thinking have been evolving side by side, expanding their scope and depth. HR practitioners moved from a process focus to an employee focus, while design thinking broke out of the design space and now solves problems within every function. In recent years, it's become clear that human-centered design thinking and Human Resources are a natural pair. HR solutions are becoming more creative and effective because they're designed with the people who use them. In this Resource, we'll see how design thinking arrived in the HR space.



## HR AND THE EVOLUTION OF DESIGN THINKING

If design thinking is relatively new for HR practitioners, how were we solving problems before? In this video, Kathi Enderes, Vice President of Research at The Josh Bersin Company, walks us through her career trajectory, illustrating the rise of design thinking along the way.



## TEST YOURSELF

Take the quiz below to complete this Resource. Answer carefully: you can only take the quiz once.

**According to Kathi, why did the HR solutions she developed early on not work well?**

The solutions were tested with customers and patients but not employees

The design and sales teams were not aligned on what the goals should be

The solutions were not designed by experts with sufficient HR experience

People who used the solutions were not involved in the design process

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## DISCUSS

What do you think will be the biggest challenge, barrier, or adjustment for HR practitioners introducing design thinking into their work? Why? Share your response in the space below, and be sure to respond to your fellow learners to keep the conversation going.