Impact, Scaling and Managing as Designing

DT4SI

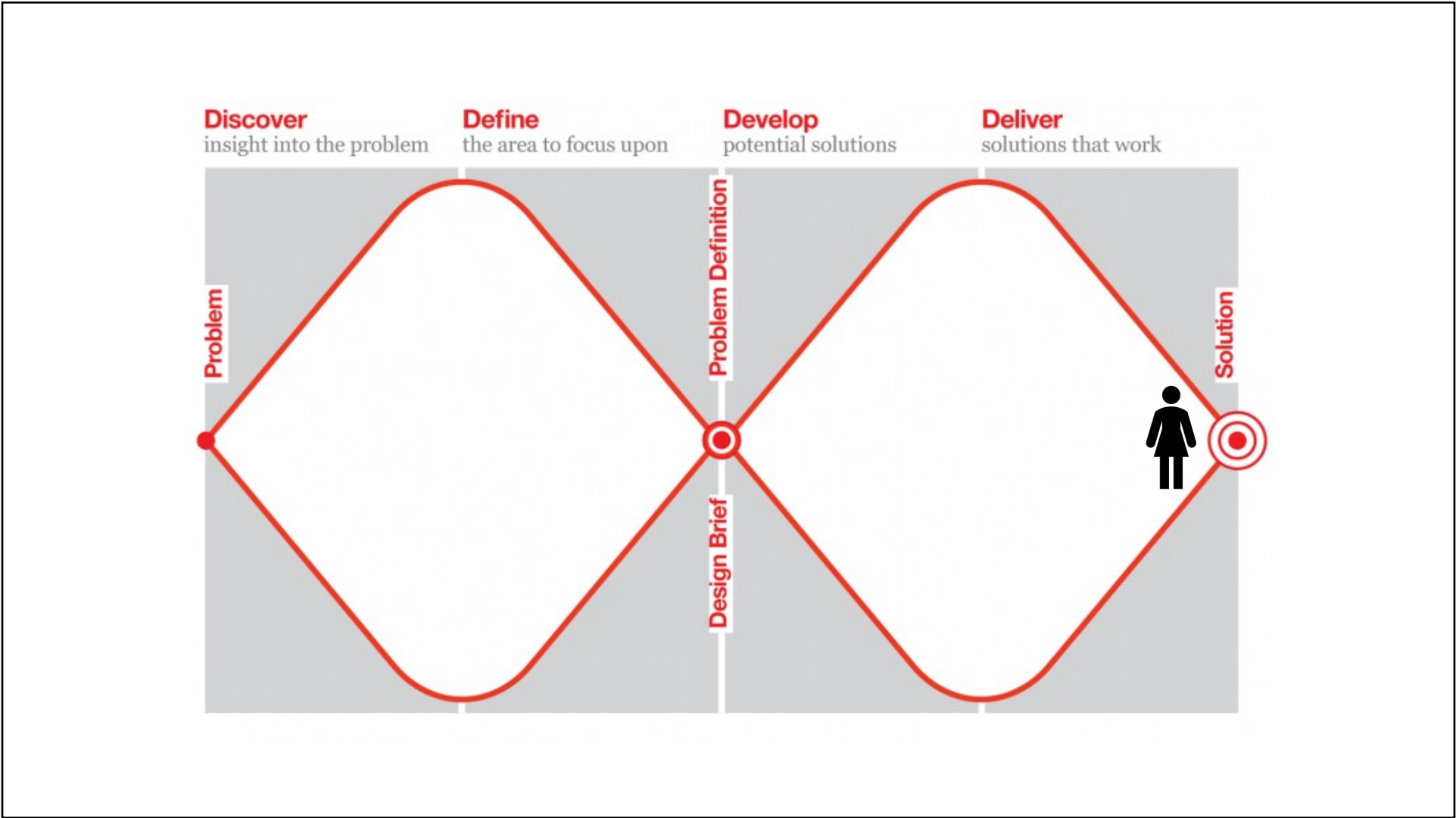Design Thinking For Social Innovation

1

2

Today

- Studio time: wrapping up and planning for Tuesday
- Break
- Stepping back
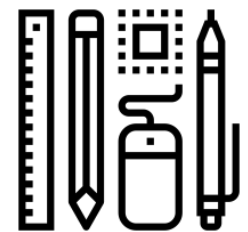- Critical views on design thinking

3

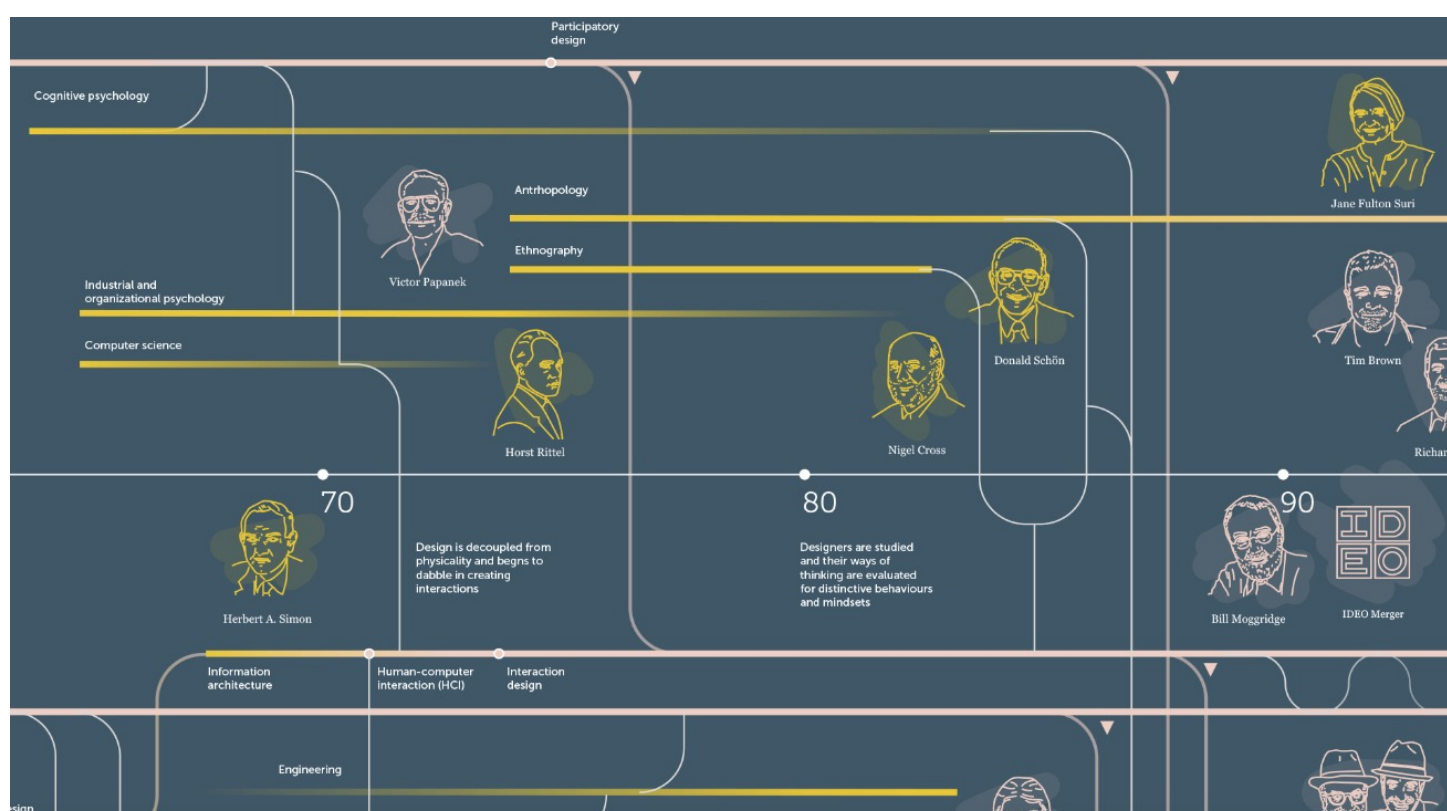"We do not learn from experience … we learn from reflecting on experience." John Dewey

4

2

A Short History of Design Thinking:
Beyond Tools and Methods and the
Importance of Culture

https://szczpanks.medium.com/design-thinking-where-it-came-from-and-the-type-of-people-who-made-it-all-happen-dc3a05411e53

5

6

"Design thinking must not become a management fad"
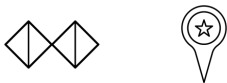
Mark Curtis, co-founder of Fjord (@Accenture)

7

8

Design on its own is not enough… It requires thinking, building and above all culture. And culture is the hardest part.

Curtis

9

Design Thinking Stance

Beliefs and values	**Style of Reasoning:**	**Mode of evaluating solutions**
Reality is socially constructed: you need to understand the users' perspective and their context.	*Intuitive reasoning* • Key role of imagination and analogy. • Be open to "surprise," the unexpected and the contradictory	One needs to develop multiple prototypes to test the idea with the user (iteration).
Multidisciplinary collaboration is key to generate novel ideas.		
It's OK to not know the solution. Trust the process!	*Divergent—convergent*	The main test for an idea's usefulness is how users will react to it.
	Experimental: prototyping to test assumptions.	
Failure is part of a learning process.		

Fayard et al. 2016

10

A call for critical design alternatives

Reductive design thinking:

- Formulaic: x-steps, one singular toolkit
- Decontextualized: designers are neutral; focus only on human failures
- Short-termist: consulting model, open innovation

Fayard and Fathallah, 2024

11

Embracing a critical stance

- Relational:
  - Who is the expert? Indigenous relational views of the world (all living things—humans, animals, and the natural environment—exist and are defined in relation to each other) challenges Western distinctions between those who know (the "experts")
  - Designers as connectors and facilitators
- Reflective
  - Be aware of your assumptions and positionality
- Politically committed
  - Design is not objective / neutral. It reflects and shapes reality.

Fayard and Fathallah, 2024

12

In practice…

- Scaling vs. developing sustainable innovation
- Building trust: from transactive to relational relations
- Collaboration: team, across disciplines, with users / beneficiaries/ stakeholders
  - Need to be managed
- Be humble
- Do, document and reflect, and do again.

13

A stance is not prescriptive

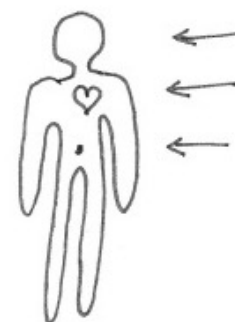You have a toolbox and now it's up to you to adapt it intentionally and thoughfully.

14

Design thinking is more than a method

It is an ethos - a mindset

15

decision attitude
vs. design attitude
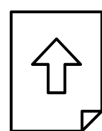
16

Knowing how to think,
Not what to think.

17

Vertical   vs. lateral thinking

"I know what I'm looking for"   *"I'm looking but I won't know what I'm looking for until I found it."*

Rightness   Richness

Most promising approach   Generate as many alternate approaches as possible

Sequential

                                   Allows jumps

Moves only if there's a direction to move

                                   Moves to generate a direction

De Bono

18

A mindset

"If you do not expect the unexpected, you will not find it, for it is not to be reached by search or trail."
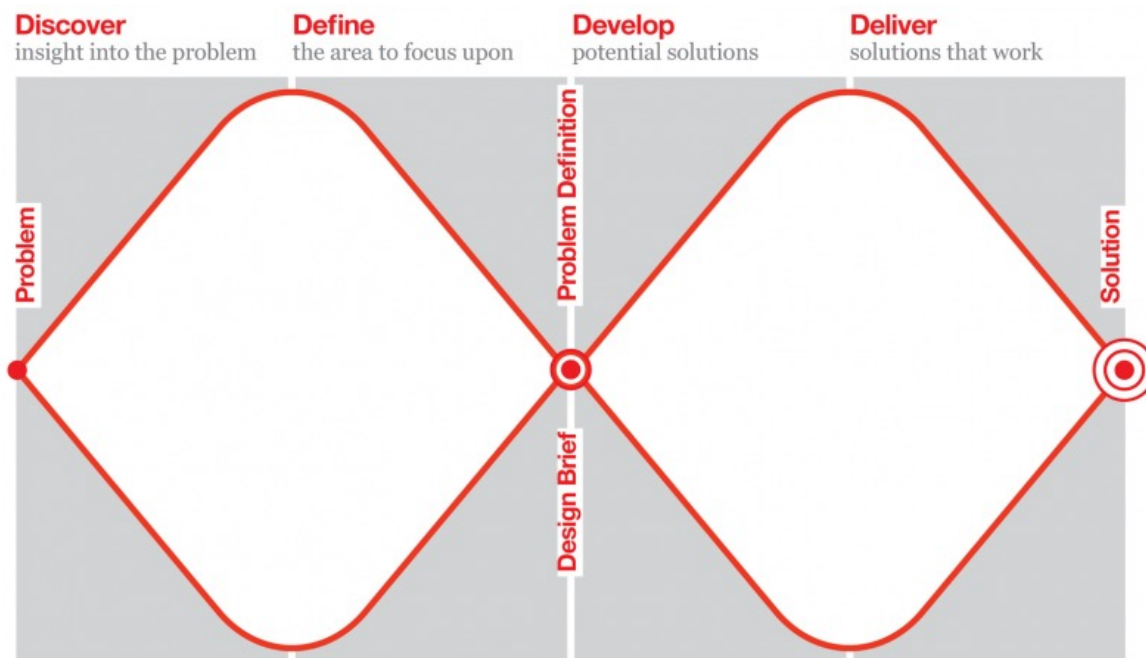
Heraclitus, c. 500 BC

19

20

Design as a process

21

22
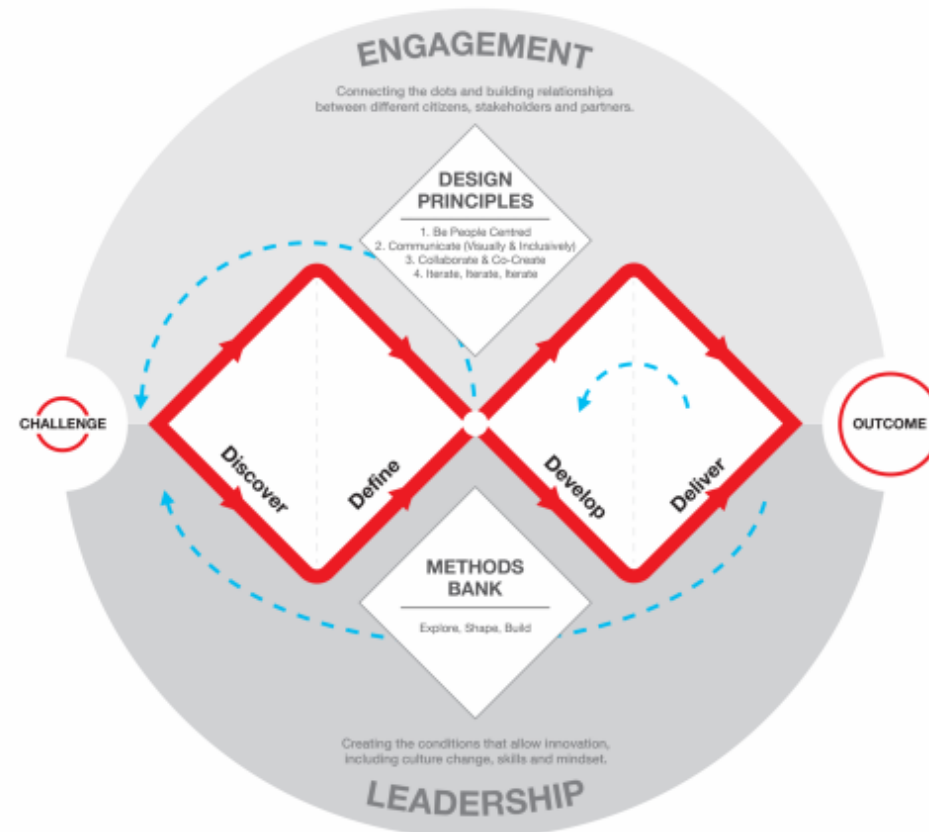
23

Designing for social innovation

… tackling social AND environmental issues

24

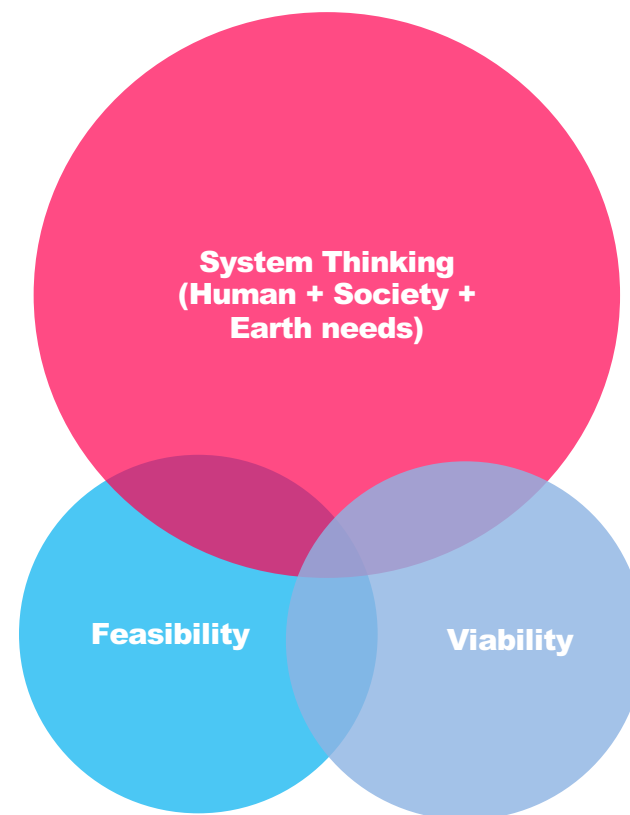**Sustainable innovation is environmental ...**

25

And social too ...

26

Consider the broader system

27

What about chicken- centered design?
Environment-centered design?...

28

Holistic / system view

DISCONNECTION — INTERCONNECTEDNESS	LINEAR — CIRCULAR	SILOS — EMERGENCE
PARTS — WHOLES	ANALYSIS — SYNTHESIS	ISOLATION — RELATIONSHIPS

DISRUPT DESIGN
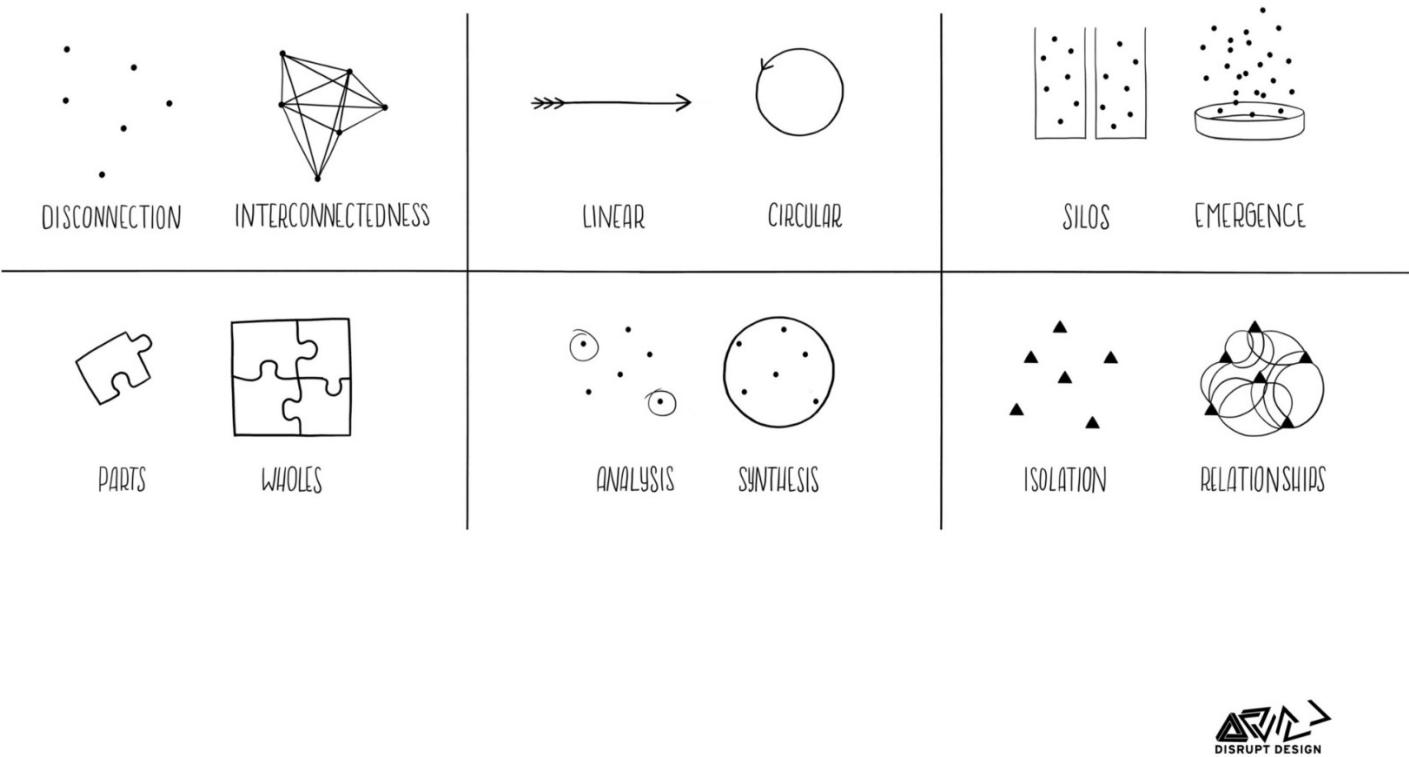
29

1
Widen your view of user-centredness

When designing for the circular economy, it's about researching and understanding the needs of all users or usages of the materials within the system.

2
Reimagine viability

In the circular economy, growing your slice of the pie may mean growing the pie. Designing reusable materials will create new value by enabling your own, as well as other businesses, to reuse those materials.

3
Design for evolution

We used to design 'finished' products. Now, we should think of everything we design like software – products and services that can constantly evolve, based on the data we get through feedback. Design is never done.
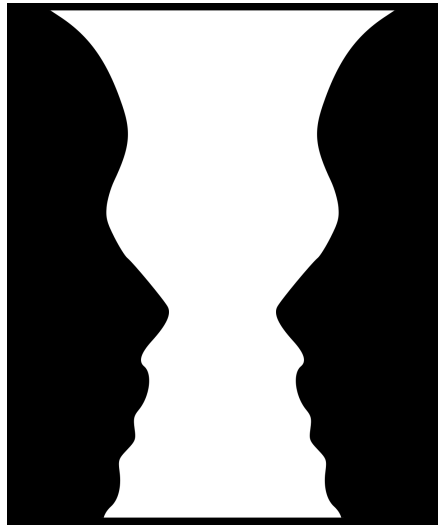
4
Build a strong narrative

In the circular economy, designers more than ever, have to change the mindsets of those around them. By developing compelling stories and proof-of-concept, we can widen our sphere of influence.

https://www.circulardesignguide.com/mindset

30

What about unintended consequences?

31

Technology-as-monster metaphor

32

Just one more time… ☺

The semester in a few slides.

33

Human-centered design...

starts with gaining deep empathy for the customer/ user / patient's needs, hopes, and aspirations for the future.
----

helps us **understand not only people and their needs but also the broader context that shapes their daily lives.**
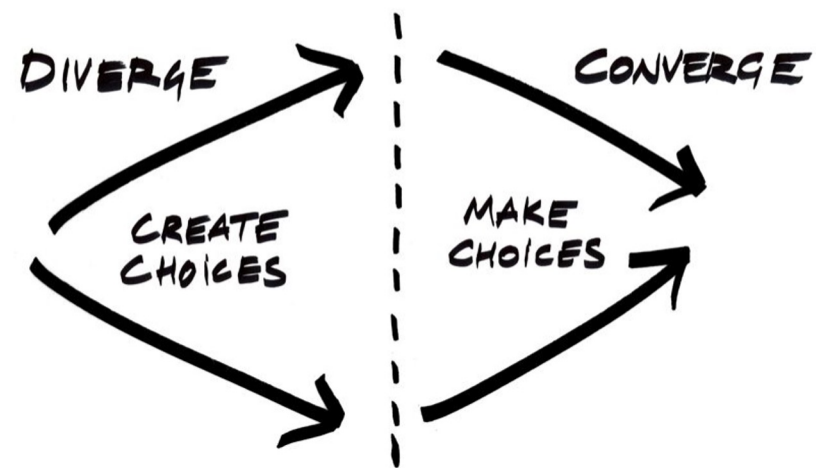
34

"The most basic of all human needs is the need to understand and be understood. The best way to understand people is to listen to them."
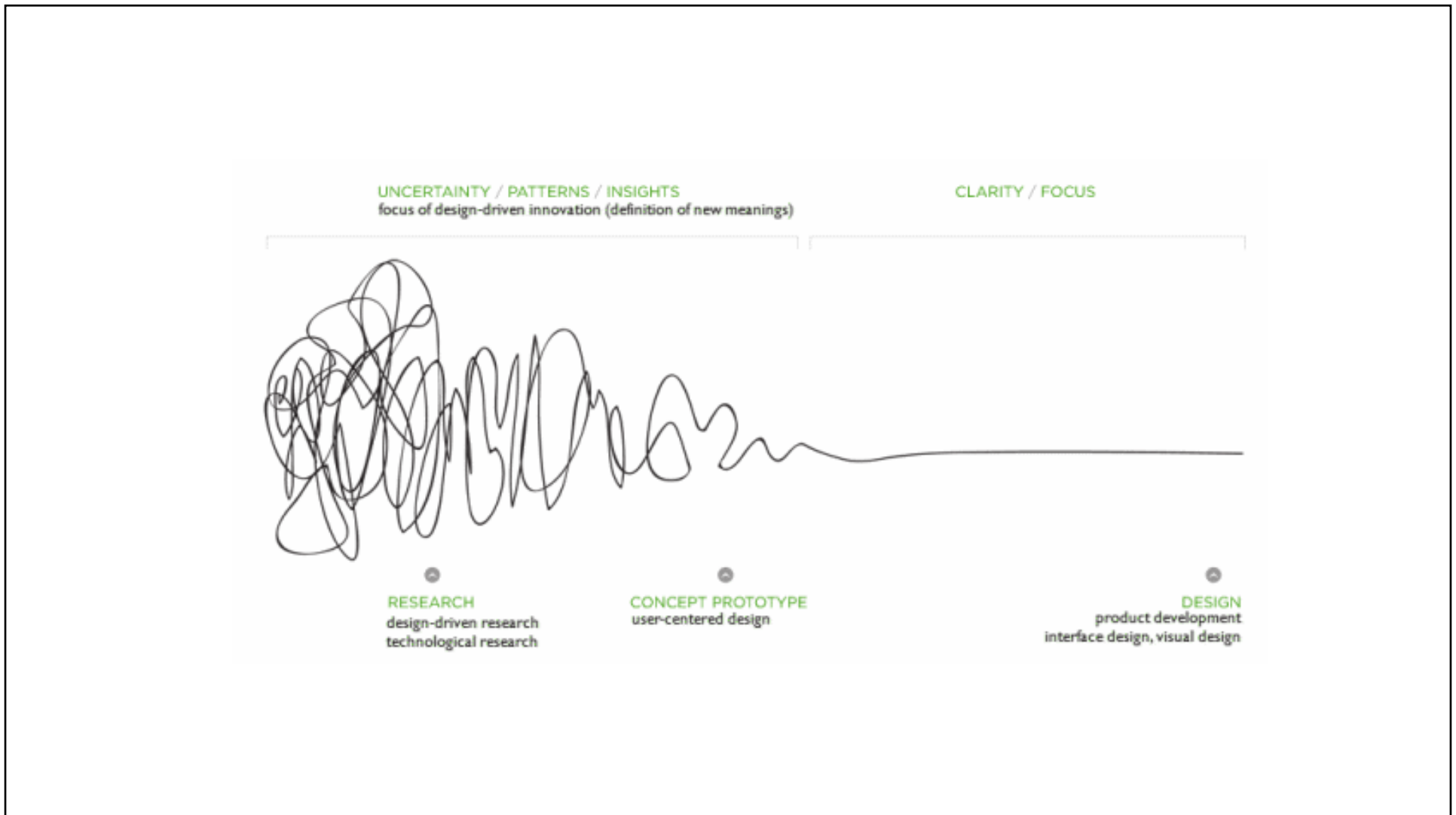
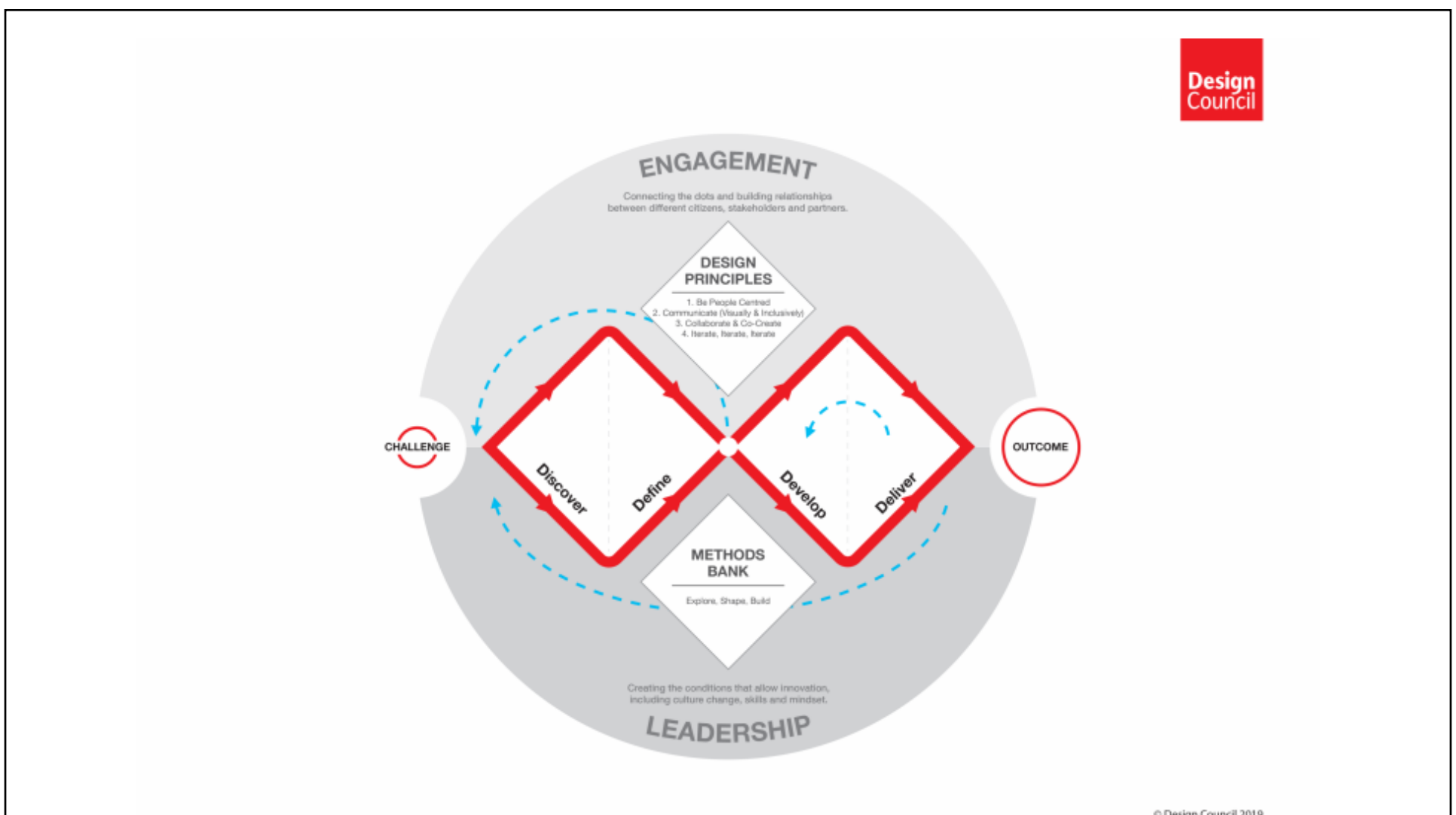Ralph Nichols, co-author of *Are you listening?*

35

36

37

38

UNCERTAINTY / PATTERNS / INSIGHTS
focus of design-driven innovation (definition of new meanings)

CLARITY / FOCUS

RESEARCH
design-driven research
technological research

CONCEPT PROTOTYPE
user-centered design

DESIGN
product development
interface design, visual design

39

ENGAGEMENT
Connecting the dots and building relationships between different citizens, stakeholders and partners.

DESIGN PRINCIPLES
1. Be People Centred
2. Communicate (Visually & Inclusively)
3. Collaborate & Co-Create
4. Iterate, Iterate, Iterate

CHALLENGE

Discover   Define   Develop   Deliver

OUTCOME

METHODS BANK
Explore, Shape, Build

Creating the conditions that allow innovation, including culture change, skills and mindset.
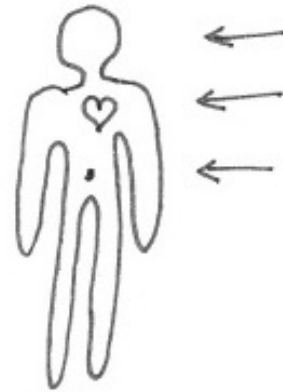
LEADERSHIP

Design Council

© Design Council 2019

40

decision attitude
vs. design attitude

41

"Always design a thing by considering it in its next larger context – a chair in a room, a room in a house, a house in an environment, an environment in a city plan"
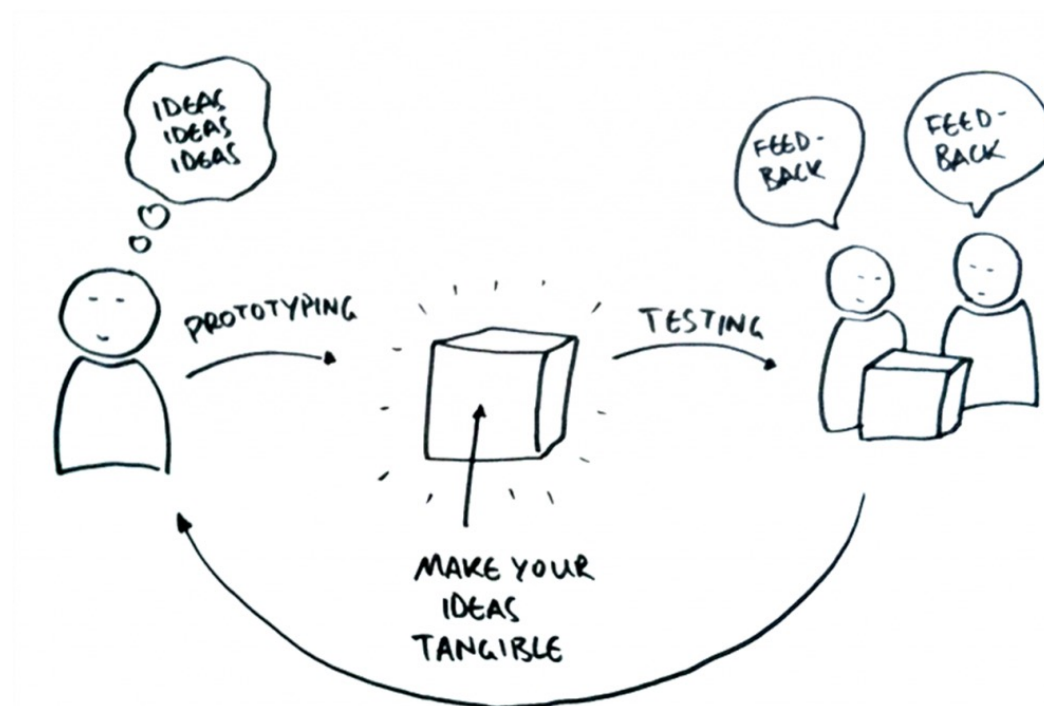
Eliel Saarinen (Architect)

42

Yes and…

43

44

The problem is not just solving the problem.
The main problem is defining the problem

Often ask yourself "What problem are we solving?" The definition of the problem will change throughout the project.

45

Embrace ambiguity

Learn to be comfortable in a space where there are no right answers and no correct solutions but where you can tackle big problems (Mayo Nilsen)

46

Be humble

I won't never know. I am not the expert.
It's OK to be stuck…
I'm not 100% sure that this is right

47

Always be aware of your assumptions.
Then design ways to find out if they are
true.

48

24

It's a balancing act

- Between doing and reflecting
- Between trying now and being patient
- Between being granular and systemic

49

The future does not just happen. It can, should be designed with intentionality and agency.

50

Your dreams are your responsibility.

Give them the attention they deserve.

Be bold – anything is possible. If you don't try, you won't know…

51

Upcoming

- Next Tuesday, be there at 3:30 pm to set up
- Fill in the peer evaluation **by May 8th 11 pm**
- Remember to keep documenting your work in Teams **by May 9th 6 pm**
  - Tag us when you are done.
- Reflection 3: **May 10th, 6 pm**

52

Peers' evaluation
Link to be posted on Moodle

- **Personal reflection**
- **Think of your teammates, and for each of them ask yourself whether you would recommend them to other teams?** Would you want to work again with them in the future?
  - You might ask your self "How good a team player this person was?""How instrumental they were to the group project?"
- **Give them a grade between 1 and 5, 1 being the lowest, 5 being the highest.**

53

Thank you!

See You Tuesday!

54