



Aalto University  
School of Arts, Design  
and Architecture



LAB University of  
Applied Sciences

# *Strategic Design Management*

*Session #3*

*Paulo Dziobczenski, PhD*

*Chief Specialist in Strategic Design*

*LAB University of Applied Sciences*

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**MyCourses service break 2.5.2024 from 10:00 to 17:00.**

The service will not be accessible during this time

[Read more](#)

## **The schedule - Week 01**

~~#1 - 29/04 - Intro to the course~~

~~#2 - 30/04 - Design management - Taija Turunen - Professor of  
Design Management @Aalto BIZ~~

~~**01/05 - VAPPU** 🎉~~

#3 - 02/05 - Design Thinking and Double Diamond (1/2)

#4 - 03/05 - Design Thinking and Double Diamond (2/2)

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#3 - 02/05 - Design Thinking and Double Diamond (1/2)

#4 - 03/05 - Design Project Development

## ***3 things we will cover today***

***1 - Quick recap***

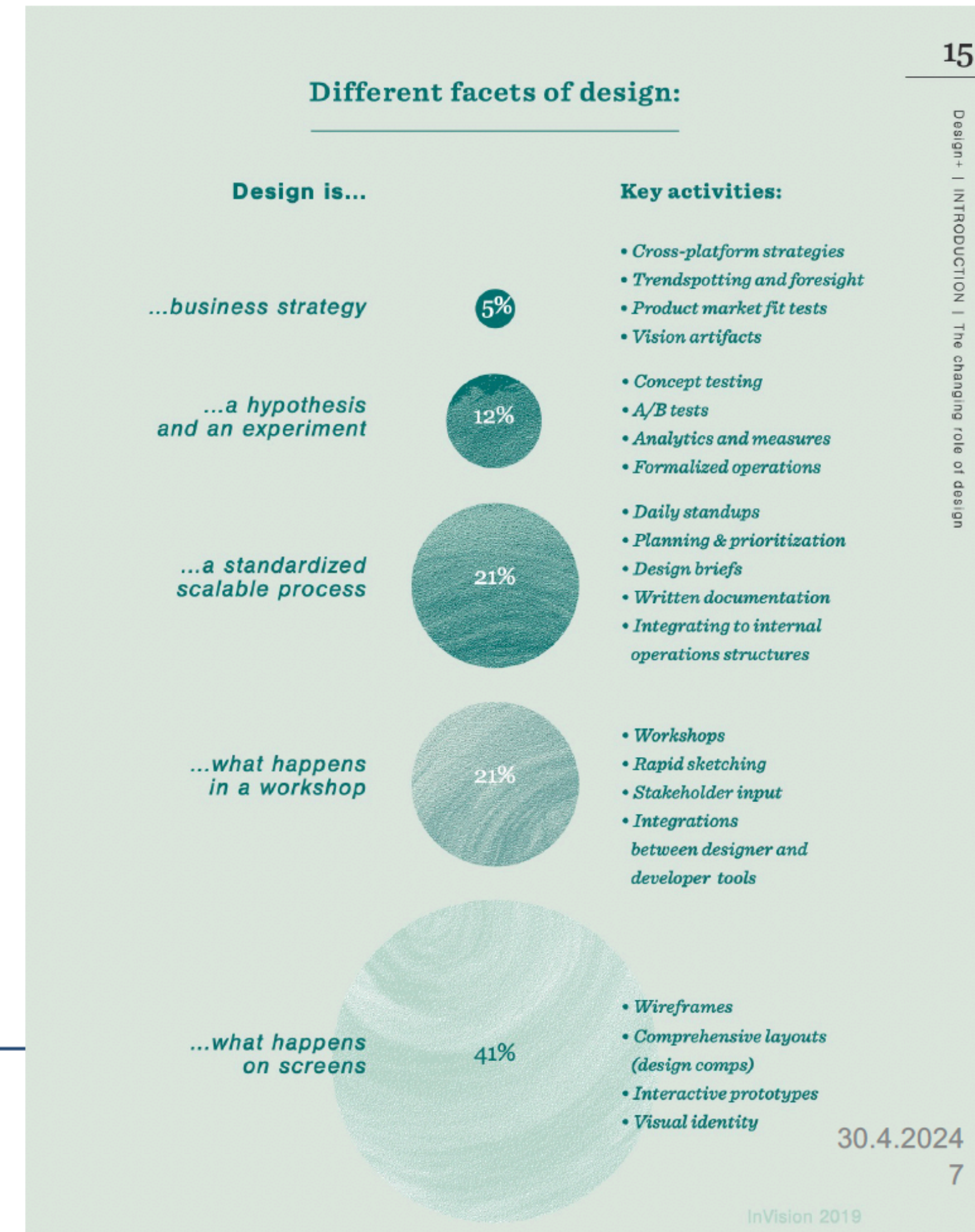
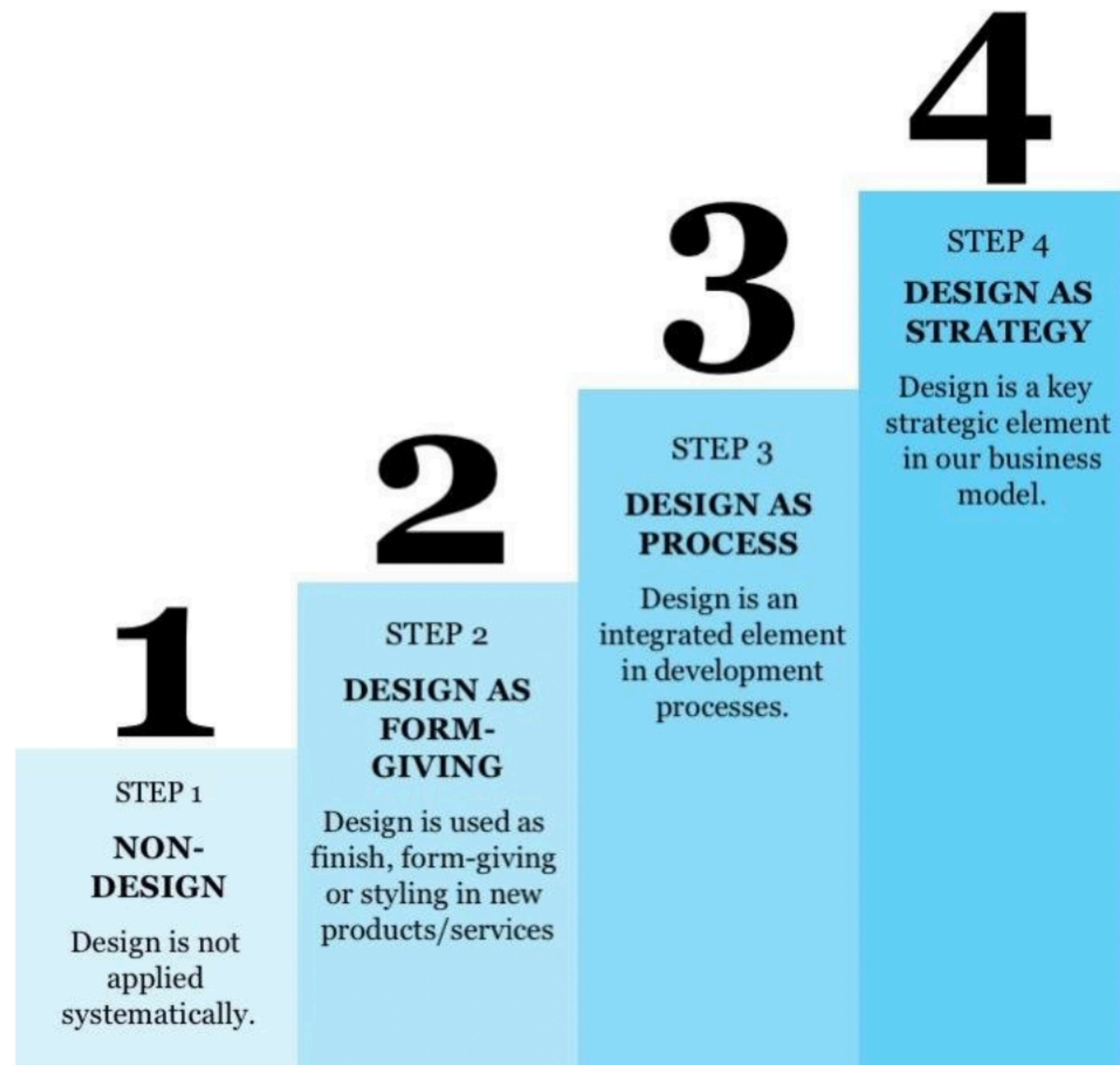
***2 - What is Design Thinking?***

***3 - Double Diamond Model - Part 01 - Discover and Define***

**#1**

***Quick Recap - Design Management***

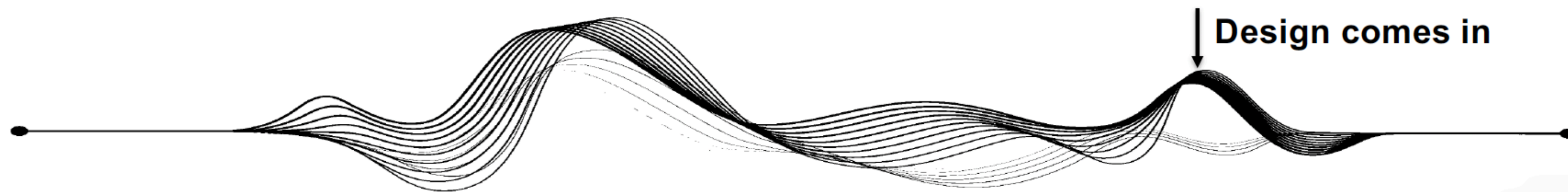
# Position of design in organizations





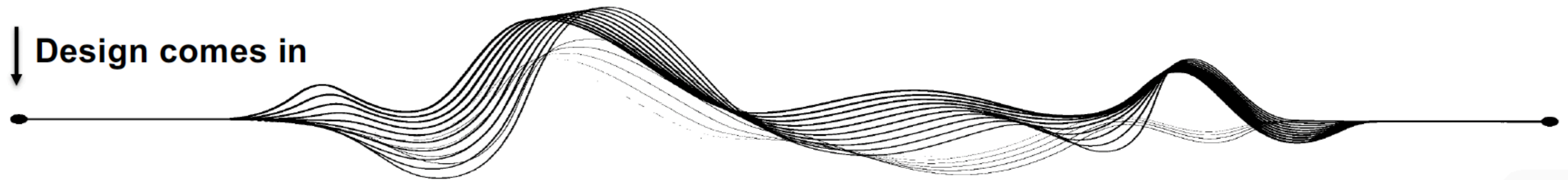
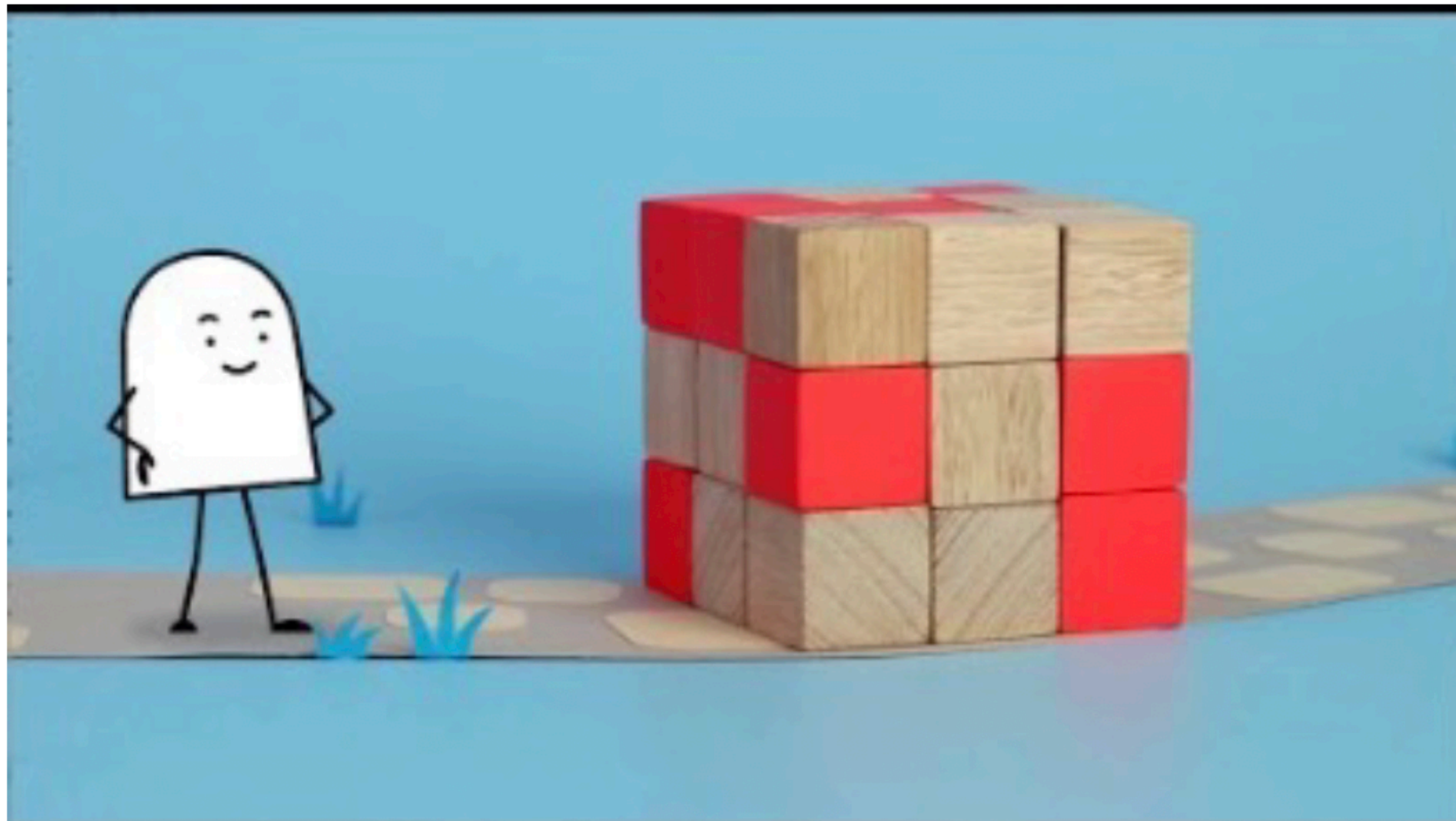
# Example uses of design expertise

## 1. Design as styling



# Example uses of design expertise

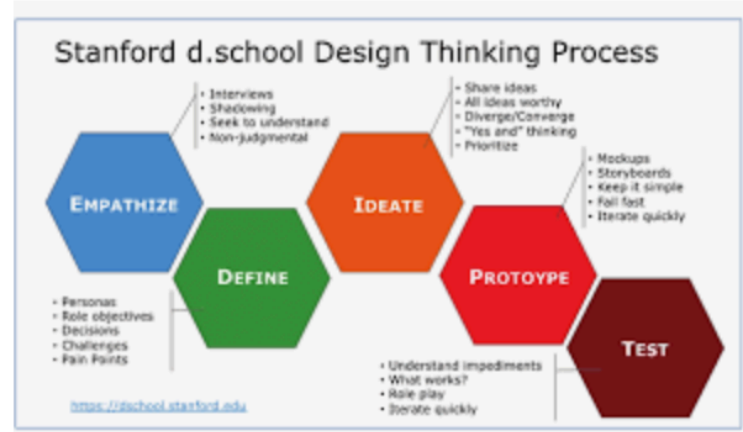
## 2. Designerly ways of solving problems:



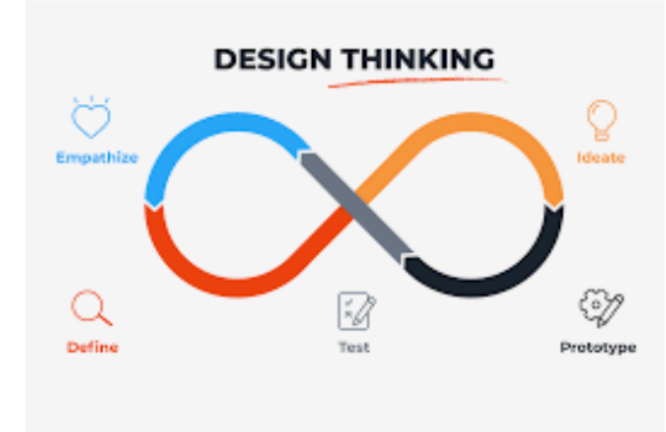


**#2**

***Design Thinking***



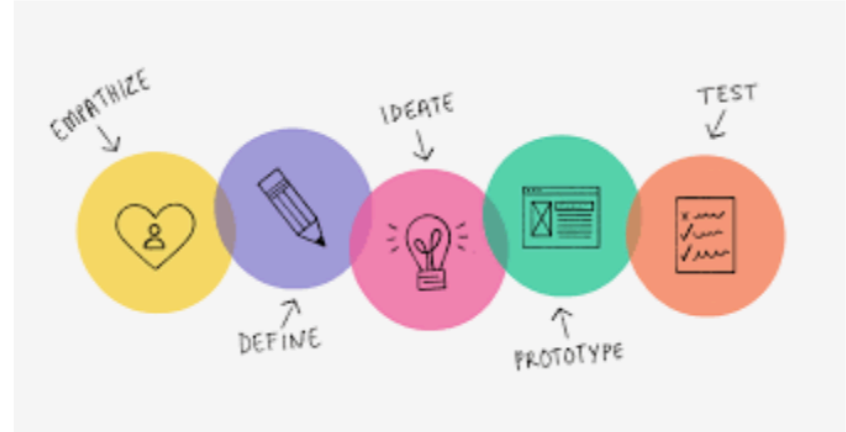
Phases of the Design Thinking process ... researchgate.net



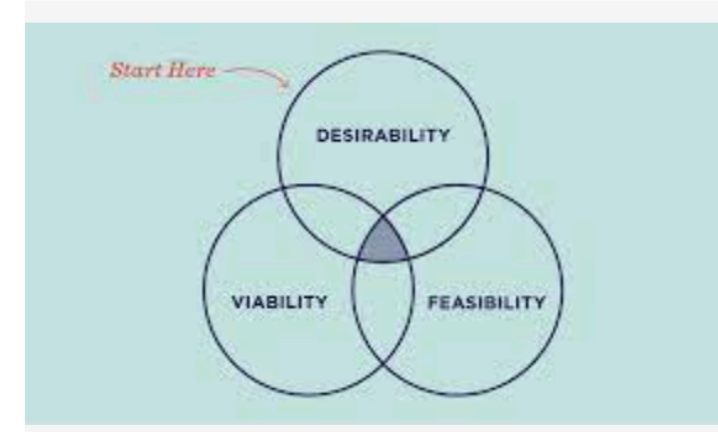
The Design Thinking Process - How does ... maqe.com



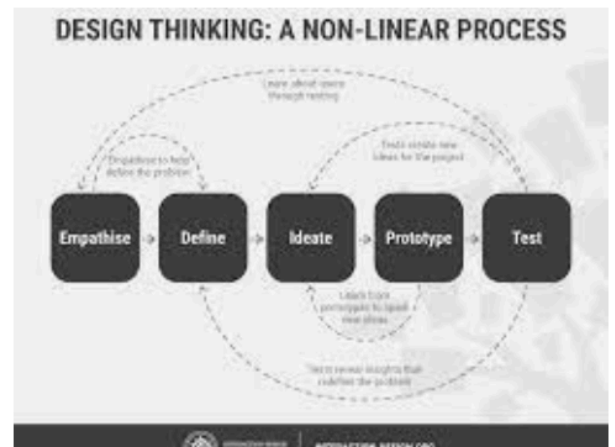
Design Thinking for Real-Life Problems ... 21clhk.org



Design Thinking - TheWebIsYou.com thewebisyou.com



What is Design Thinking? - IDEO U ideou.com



5 Stages in the Design Thinking Process ... interaction-design.org



Design Thinking: Study Guide nngroup.com



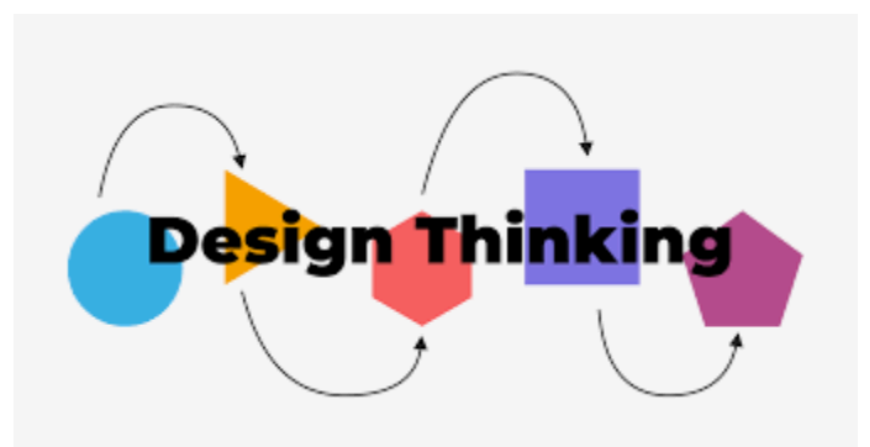
Design Thinking Process - Stephanie ... stephaniebaseman.com



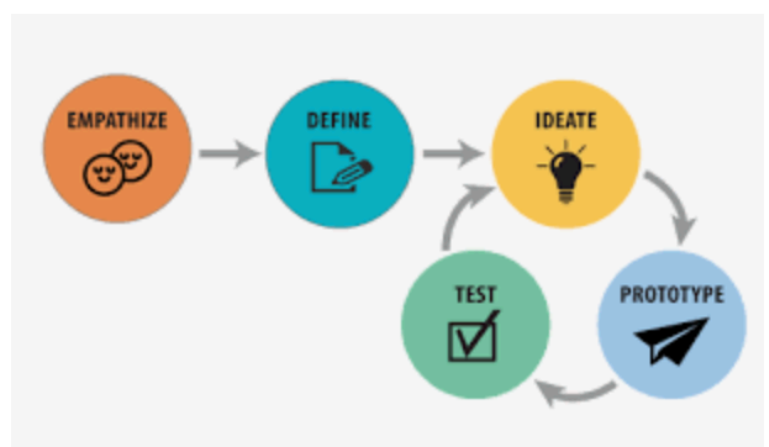
Design Thinking - ICG integratedconsulting.eu



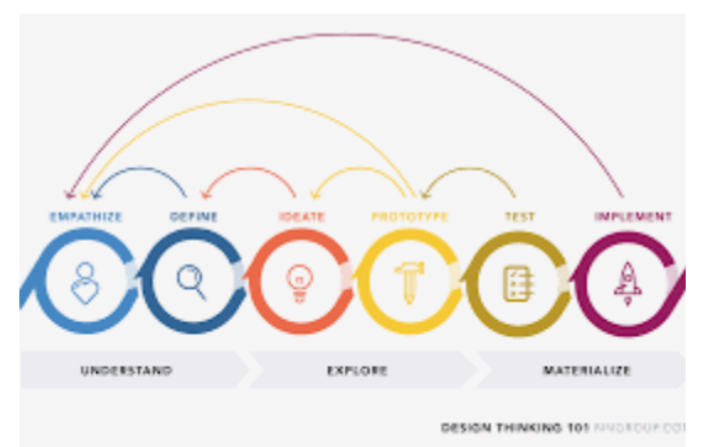
Design thinking agile methods - OVTT ovtt.org



Wondering if design thinking works ... uxplanet.org



Design Thinking - Perspectives@perspect.it



Design Thinking tutkimu.blogspot.com



5 stages of Design Thinking: the path... blog.genial.ly



What is Design Thinking? | 280 Group 280group.com



Mitä on design thinking? hls.fi https://www.google.com



What is Design Thinking? futurelearn.com



Steps to Design Thinking in Practi... innovationtraining.org



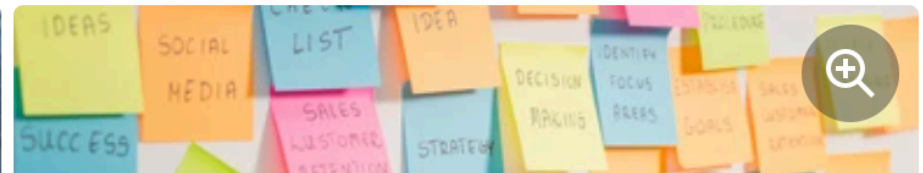
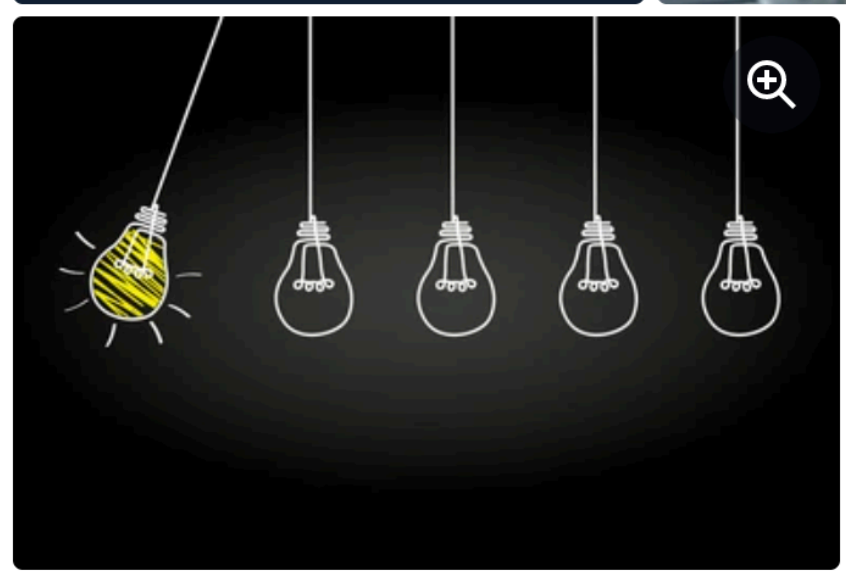
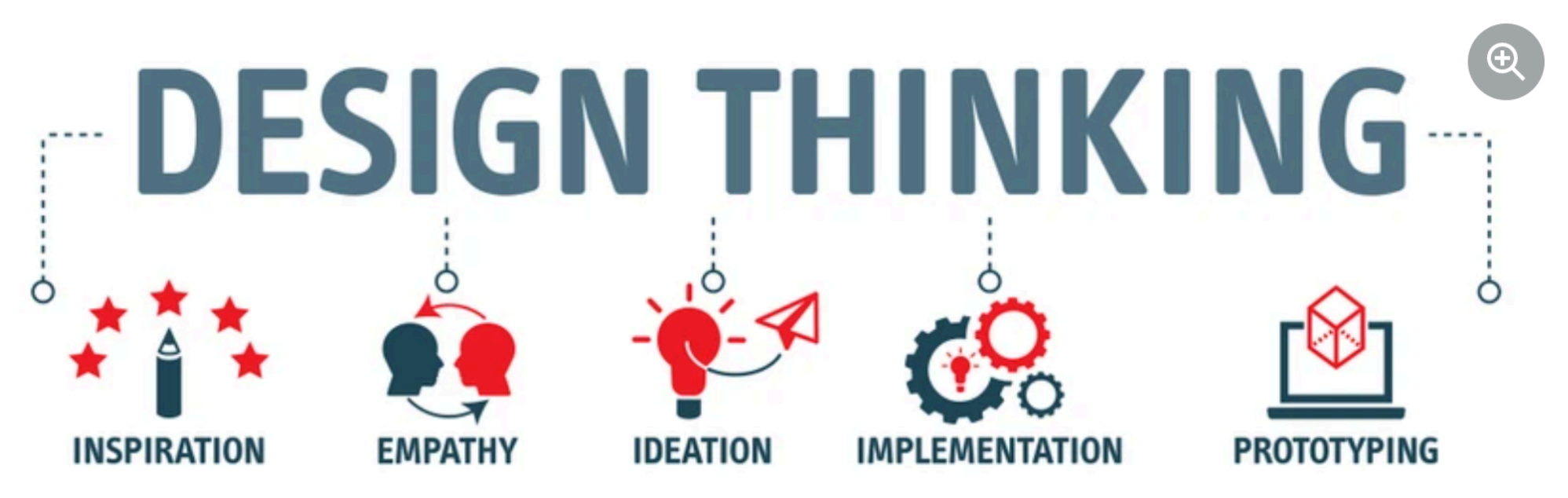
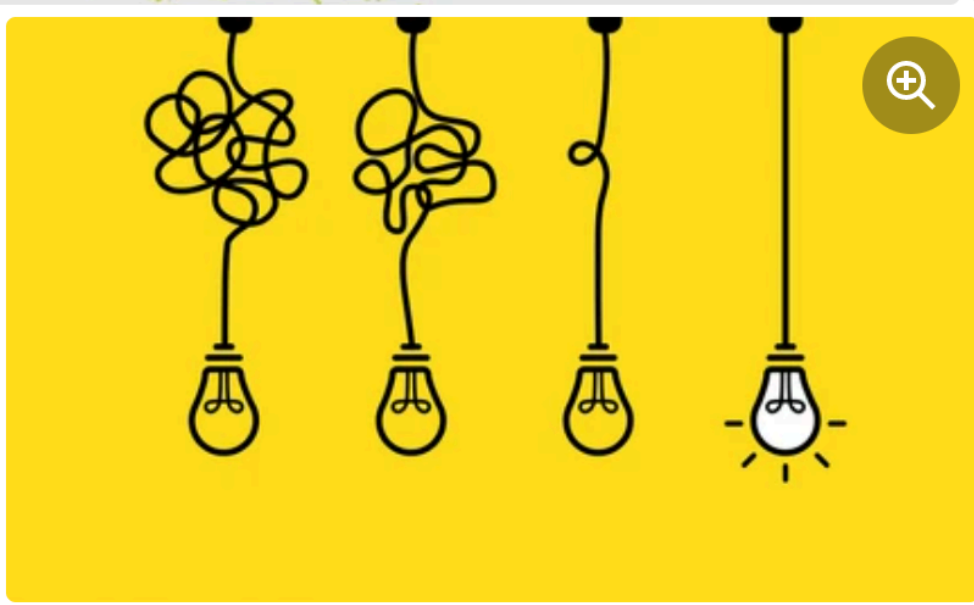
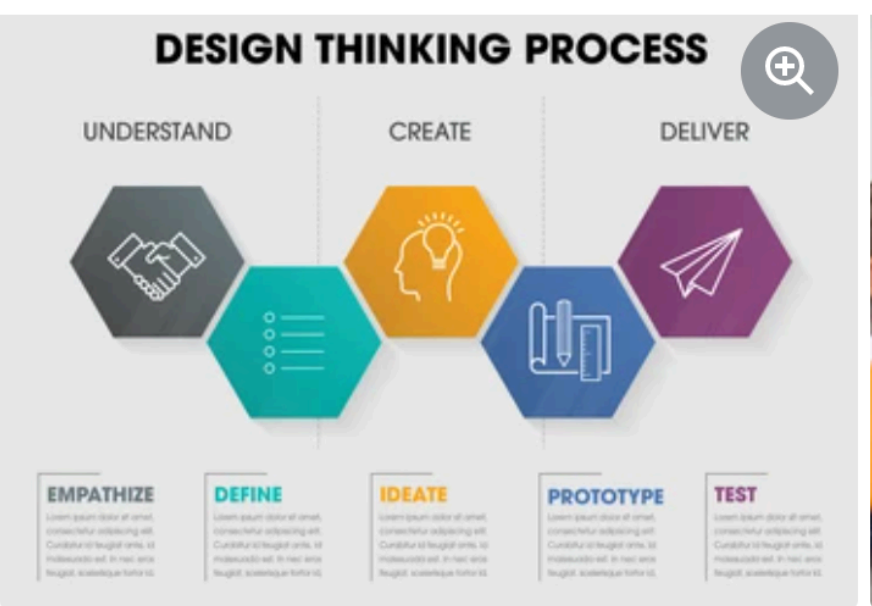
Design thinking, explained | MIT Sloan mitsloan.mit.edu



Module »THINK« - Design Thinking Playro... playground.rocks



Steps in the Design Thinking Process ... researchgate.net

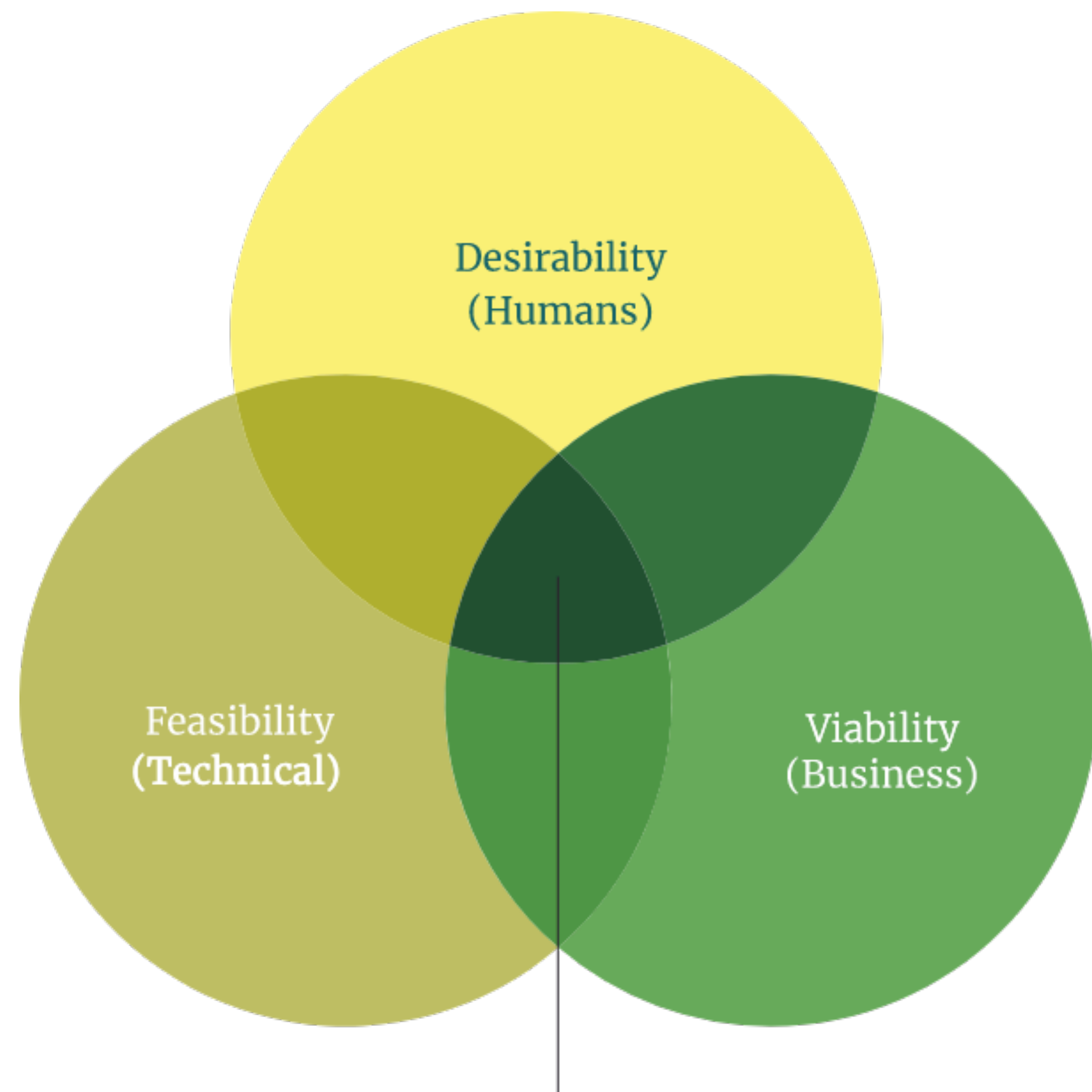


*Design thinking is a human-centered approach to innovation that draws from the designer's toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success."*

*Tim Brown, IDEO*







Desirability  
(Humans)

Feasibility  
(Technical)

Viability  
(Business)

Goal

*Design thinking begins with skills designers have learned over many decades in their quest to match human needs with available technical resources within the practical constraints of the business.*

*Tim Brown -> Change by Design Book*

*By integrating what is desirable from a human point of view with what is technologically feasible and economically viable, designers have been able to create the products we enjoy today.*

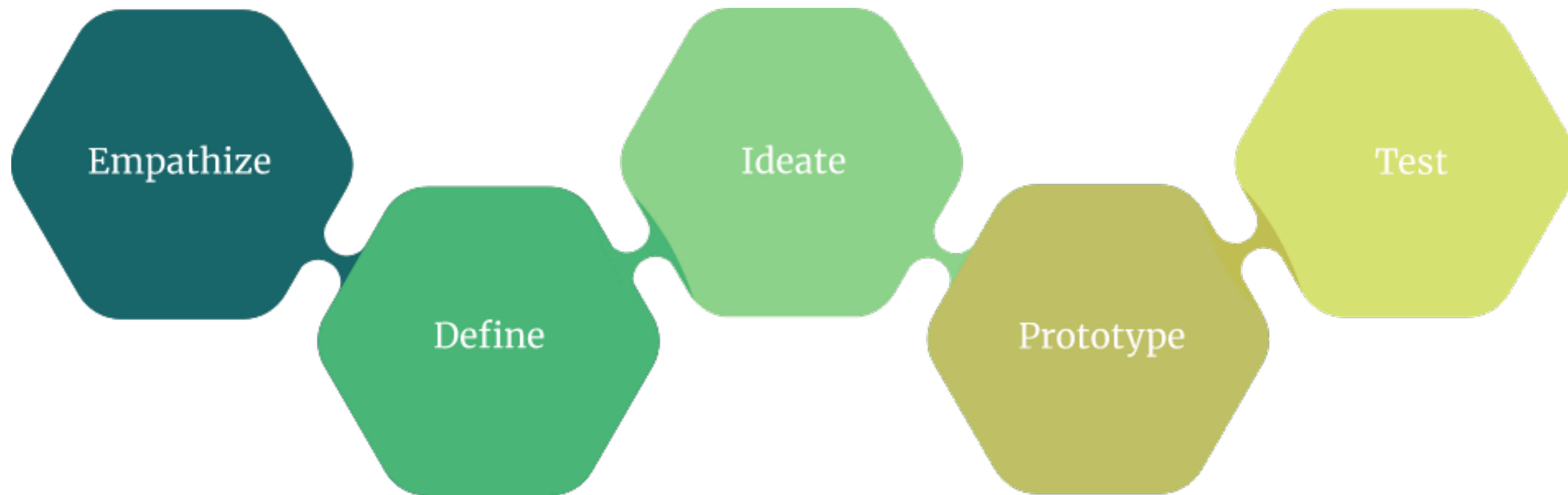
*Tim Brown -> Change by Design Book*

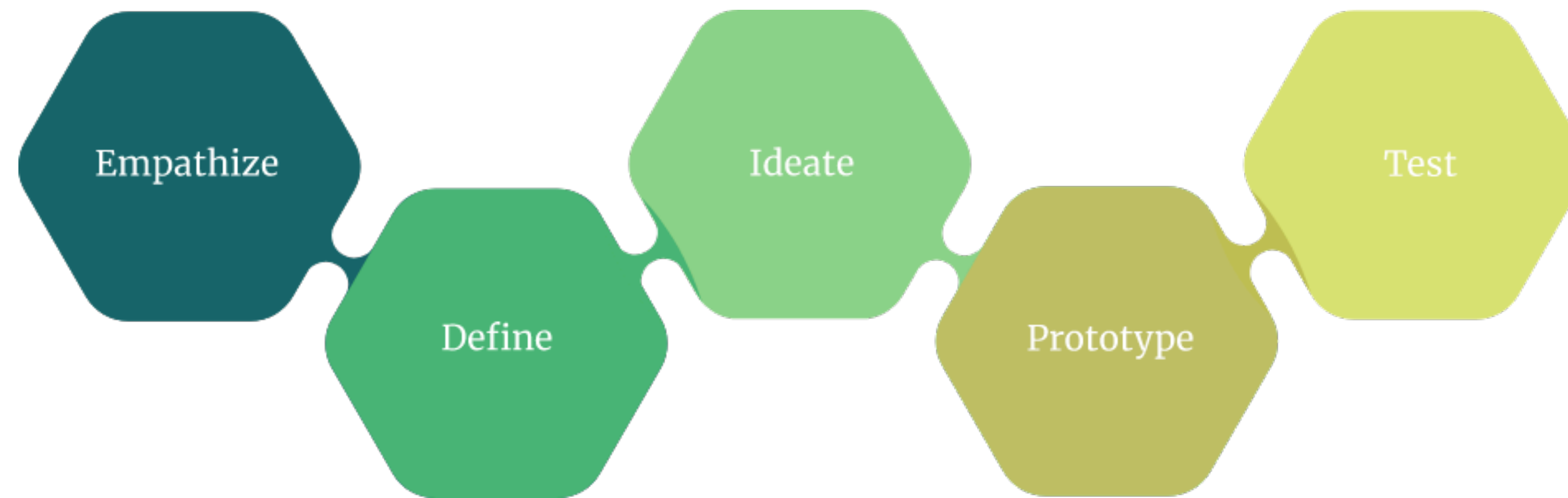
*Design thinking takes the next step, which is to put these tools into the hands of people who may have never thought of themselves as designers and apply them to a vastly greater range of problems.*

*Tim Brown -> Change by Design Book*



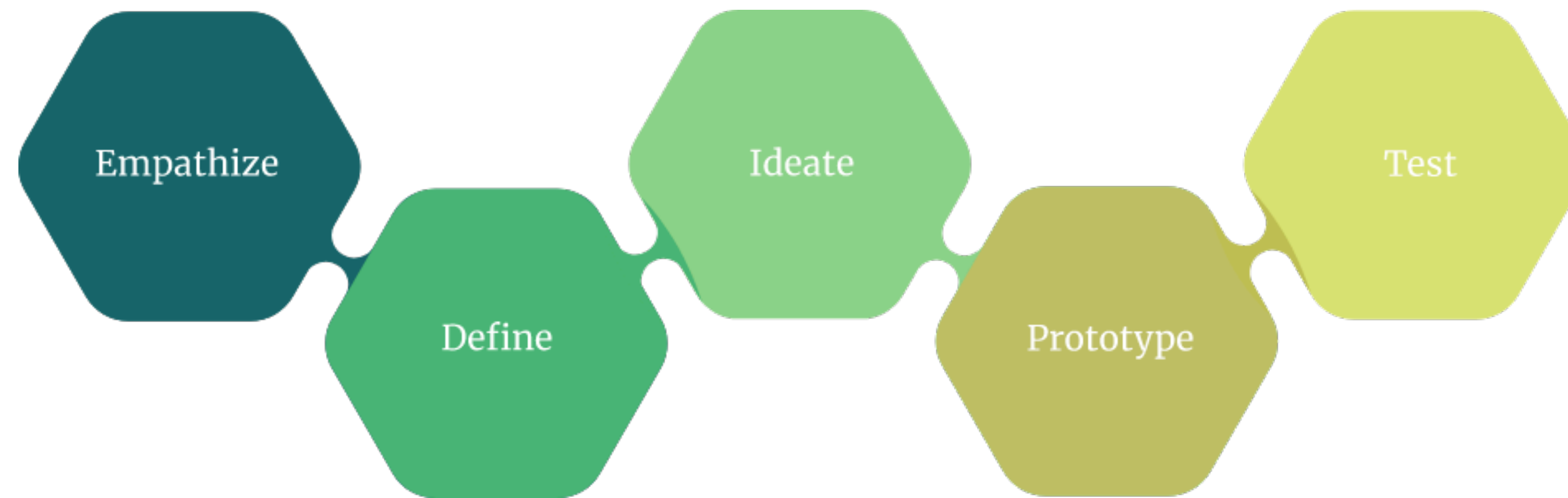
# ***Design Thinking model***



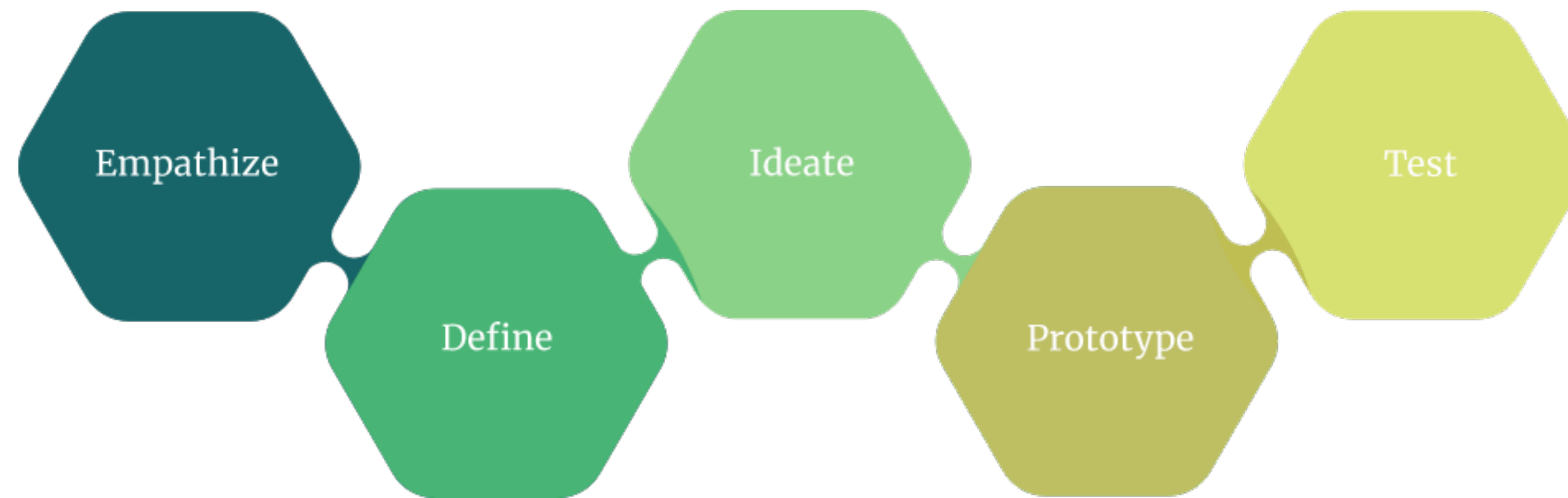


*Empathize: The initial step is meant to explore and understand the users' needs in the project. The project team empathizes with the users' values and needs by observing and immersing in the users' realities.*

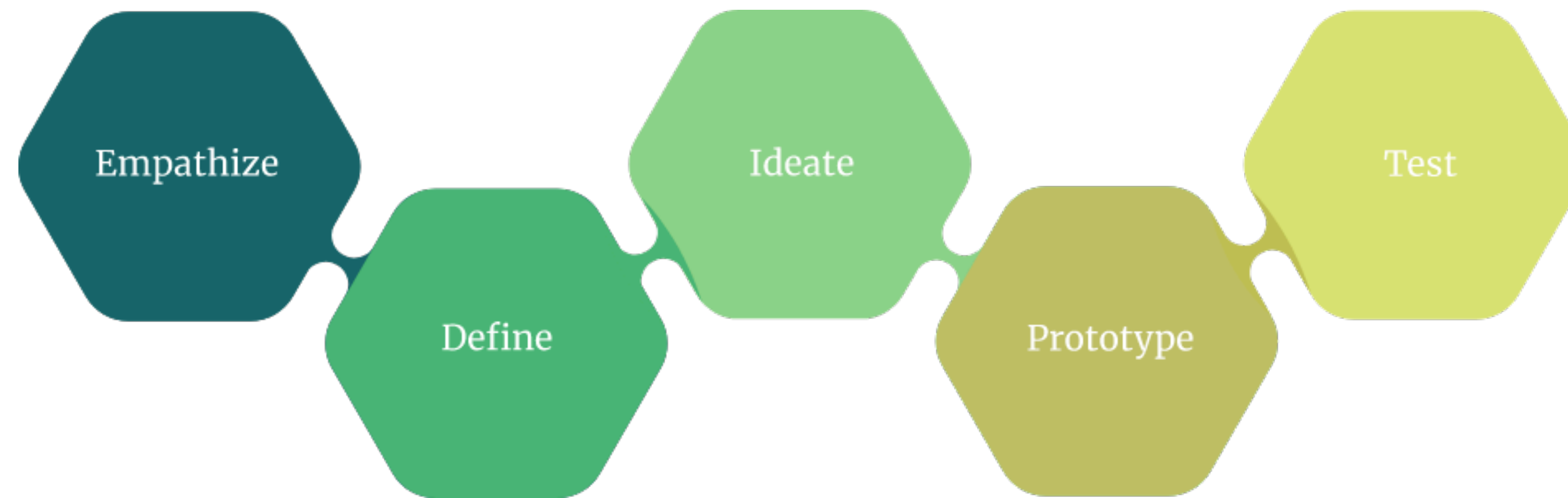




*Define: Framing and re-framing practices are used to make sure that the 'right' problem is solved in the process. After the empathize session, in this phase the team comes up with an actionable problem statement.*

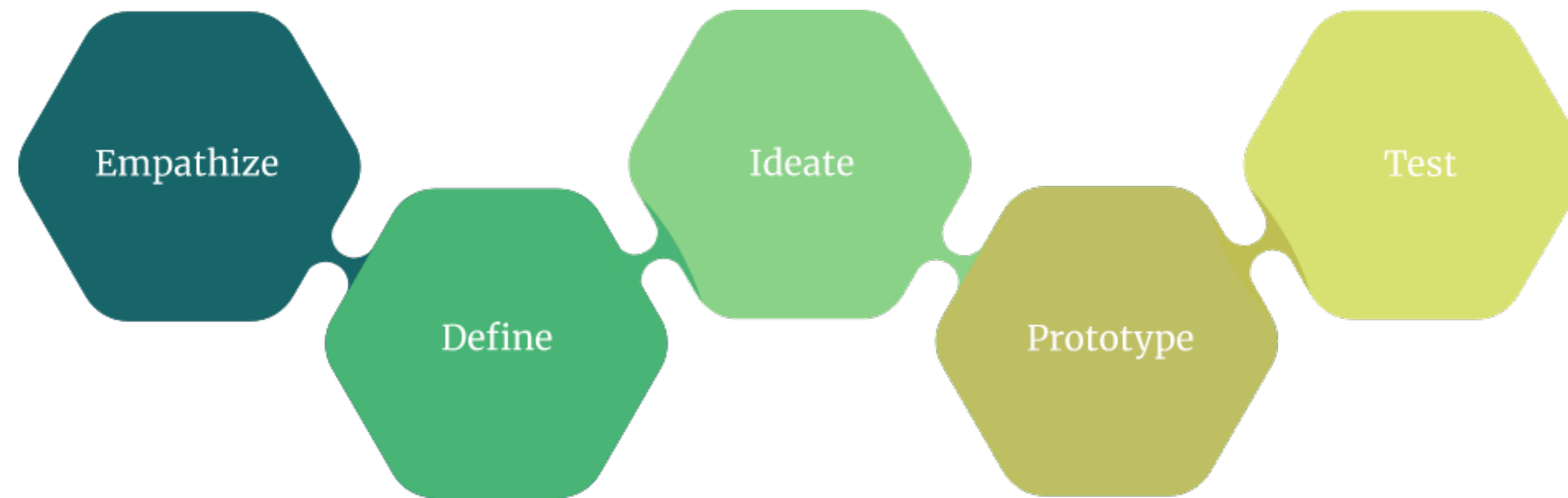


*Ideate: Creative techniques for generating ideas for the project. In this phase, the team explores a wide solution-space on how to solve the problem. The goal is to bring as many ideas to the table as possible, as ideas can always spark the generation of new proposals.*



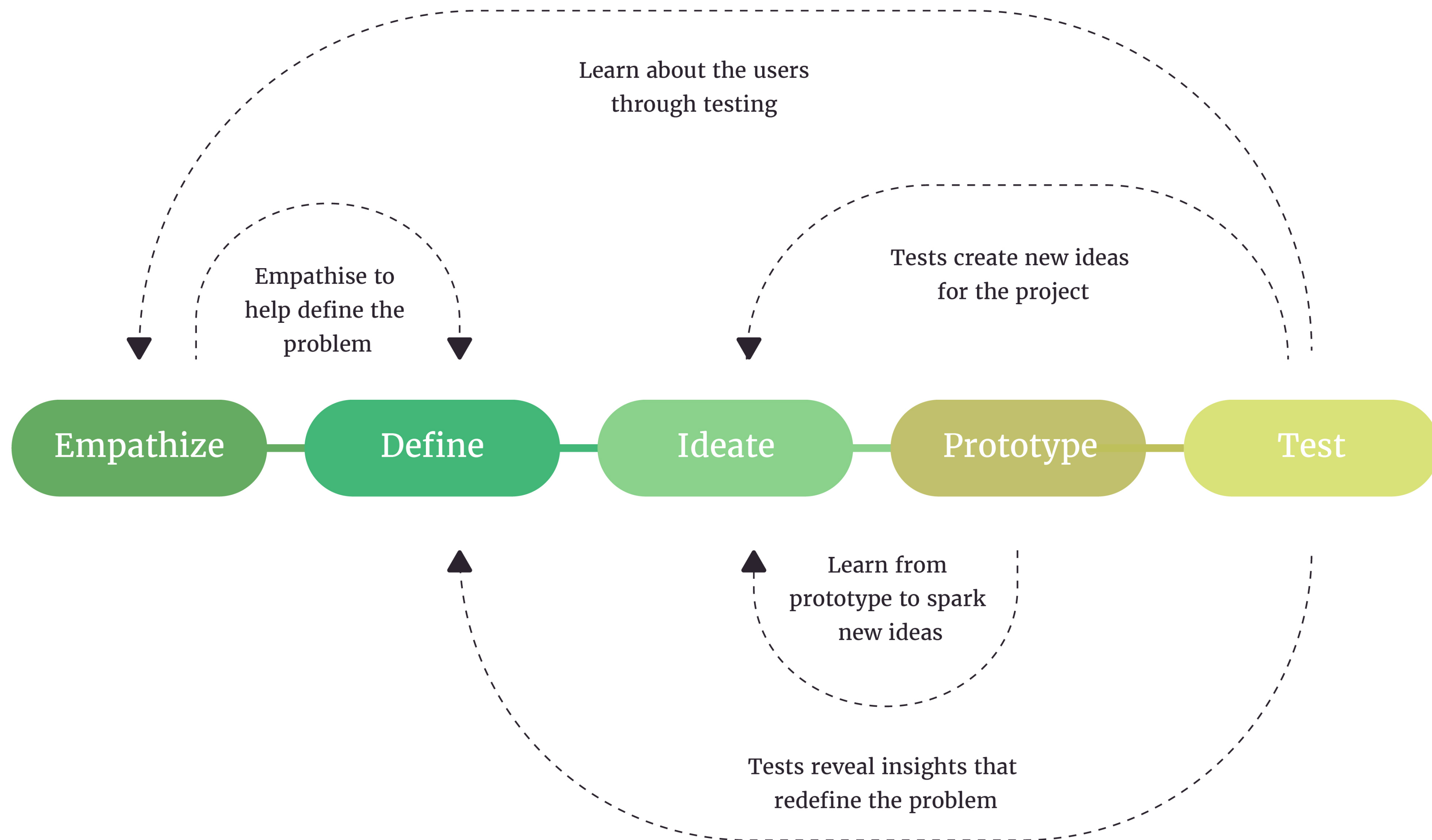
*Prototype: Prototyping moves (a few) ideas from intangible to tangible. It gives the team something they can experiment and rapidly test the solutions.*

*Prototypes start being low-fidelity, meaning that they are a rough representation of the idea, used to generate a conversation around the idea.*



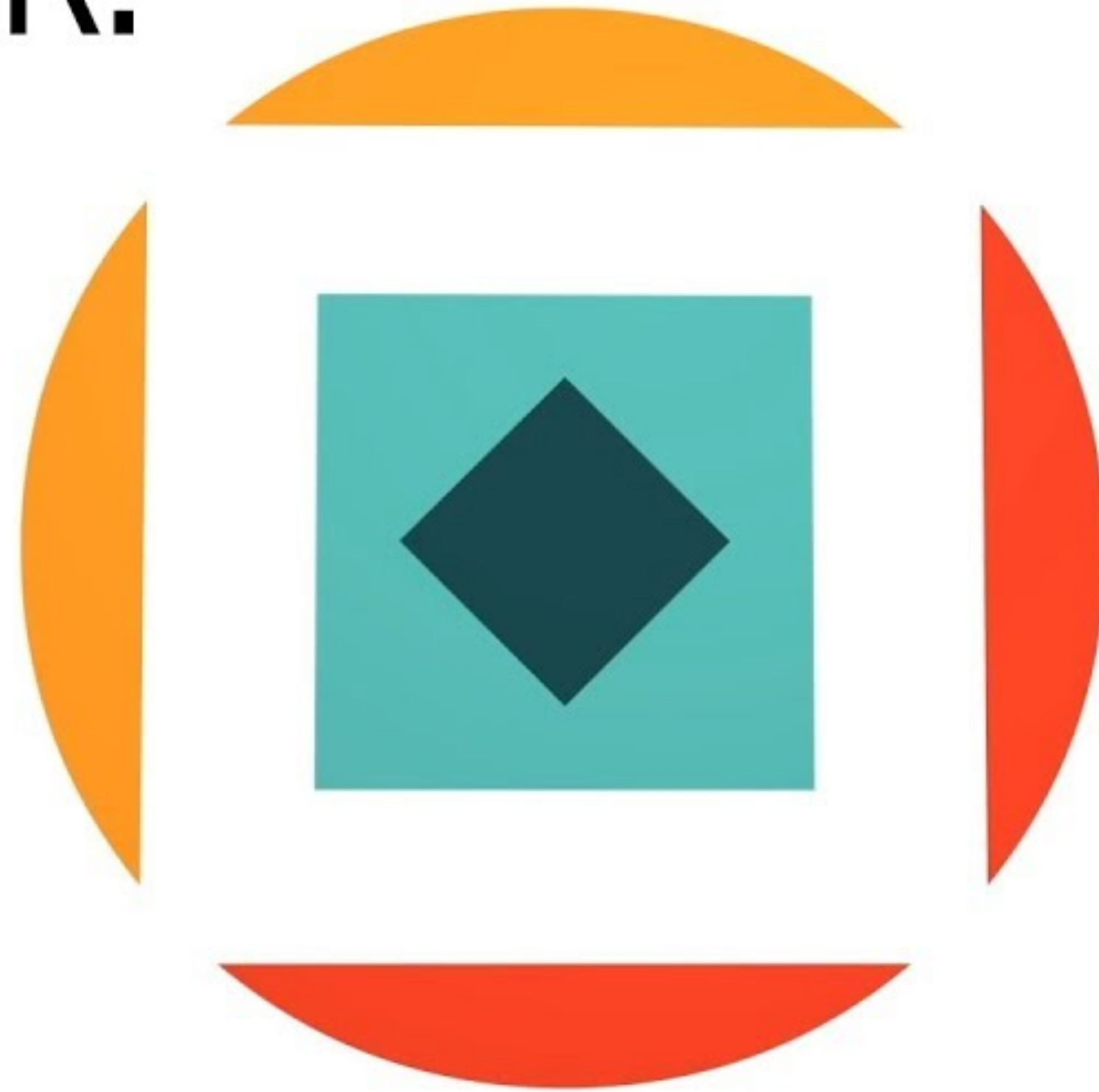
*Test: Evolving from the initial prototypes, the test phase is a more close-to-the-problem solution. Depending on the case, it can be a solution that already works (such as a website or object). Ideally, real users will join and give feedback in this phase.*

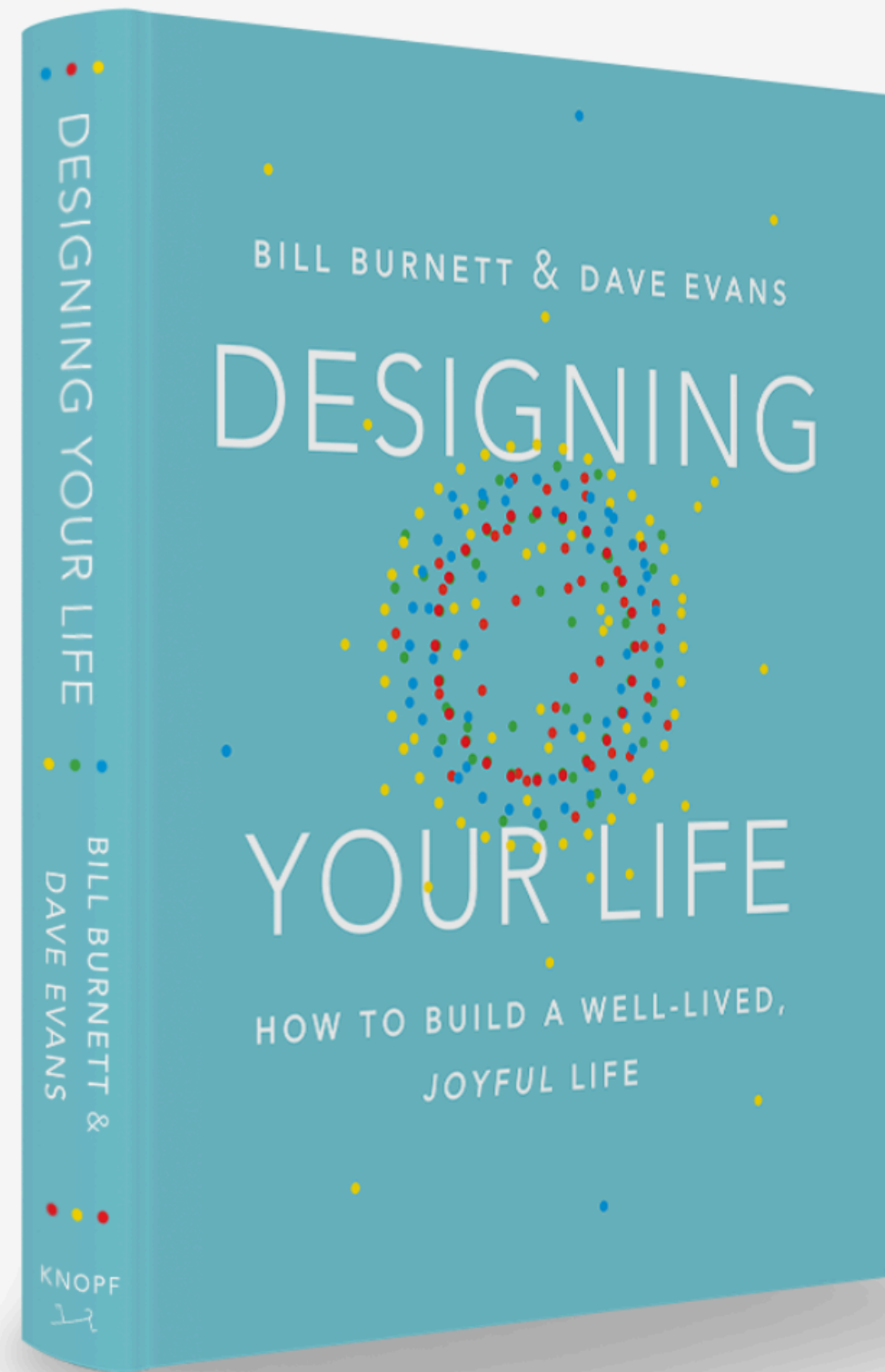
# Design Thinking: A non-linear process



# THE EXPLAINER: **DESIGN THINKING**

Harvard  
Business  
Review





## #1 New York Times Best Seller

At last, a book that shows you how to build—*design*—a life you can thrive in, at any age or stage

Designers create worlds and solve problems using design thinking. Look around your office or home—at the tablet or smartphone you may be holding or the chair you are sitting in. Everything in our lives was designed by someone. And every design starts with a problem that a designer or team of designers seeks to solve.

In this book, Bill Burnett and Dave Evans show us how design thinking can help us create a life that is both meaningful and fulfilling, regardless of who or where we are, what we do or have done for a living, or how young or old we are. The same design thinking responsible for amazing technology, products, and spaces can be used to design and build your career and your life, a life of fulfillment and joy, constantly creative and productive, one that always holds the possibility of surprise.

[About the Authors](#)

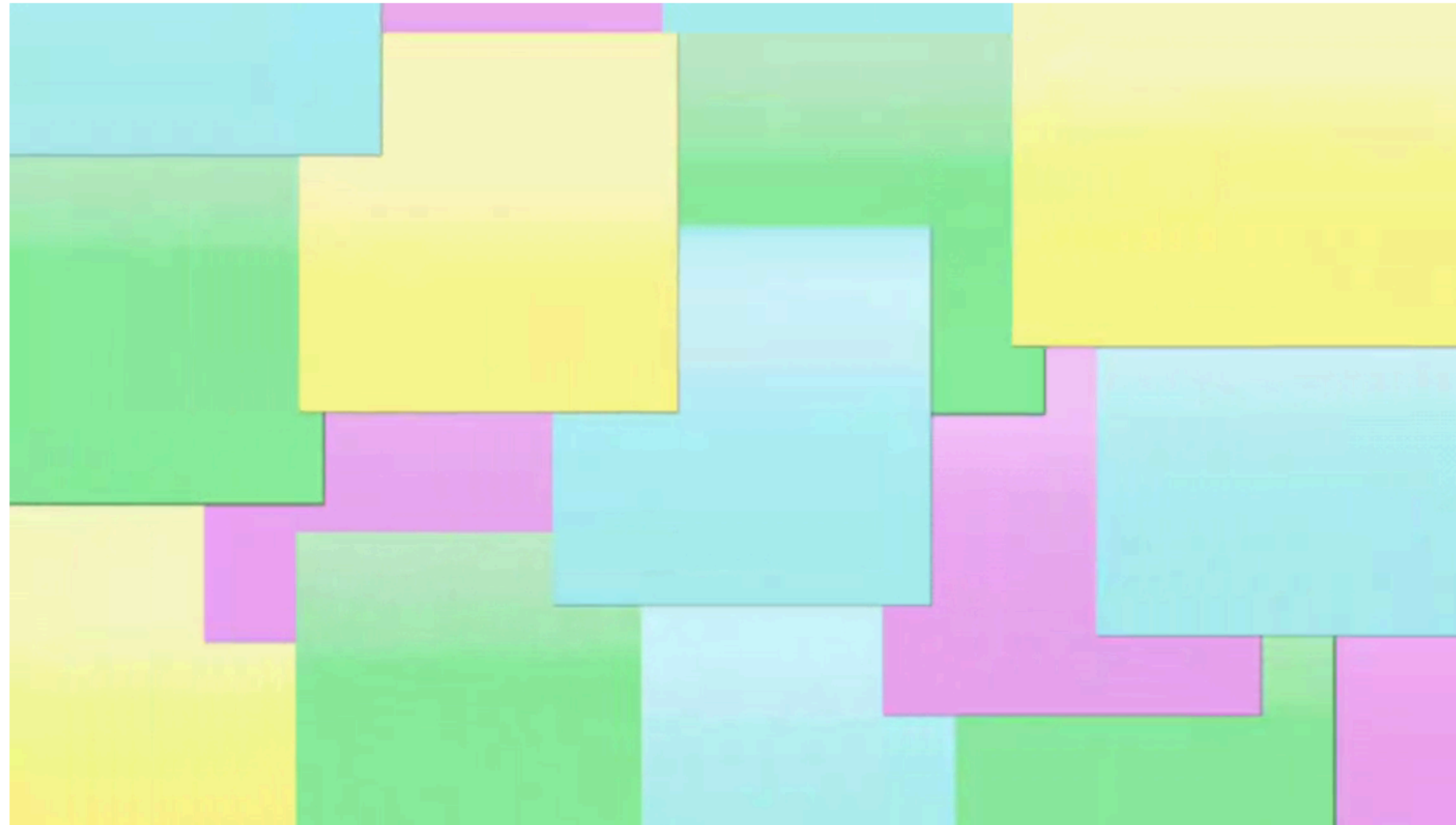
[Discussion  
Questions](#)

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# Ideo breaks its silence on design thinking's critics

Ideo partner Michael Hendrix discusses how design thinking can be used as a superficial tool to make a company seem innovative—even when it's not.



[Animation: FC]



BY KATHARINE SCHWAB 4 MINUTE READ



Over the last year, Ideo's philosophy of "[design thinking](#)"—a codified, six-step process to solve problems creatively—has come under fire.



It's been [called bullshit](#), the [opposite of inclusive design](#), and a [failed experiment](#). It's even been [compared to syphilis](#).





“I think it’s fair to critique design thinking, just as it’s fair to critique any other design strategy,” Hendrix says. “There’s of course many poor examples of design thinking, and there’s great examples. Just like there’s poor examples of industrial design and graphic design and different processes within organizations.”

Part of the problem is that many people use the design thinking methodology in superficial ways. Hendrix calls it the “theater of innovation.” Companies know they need to be more creative and innovative, and because they’re looking for fast ways to achieve those goals, they cut corners.



*Natasha Jen: Design Thinking is Bullsh\*t*

***In sum, design thinking is a method for bringing the users' perspective to product/service development.***

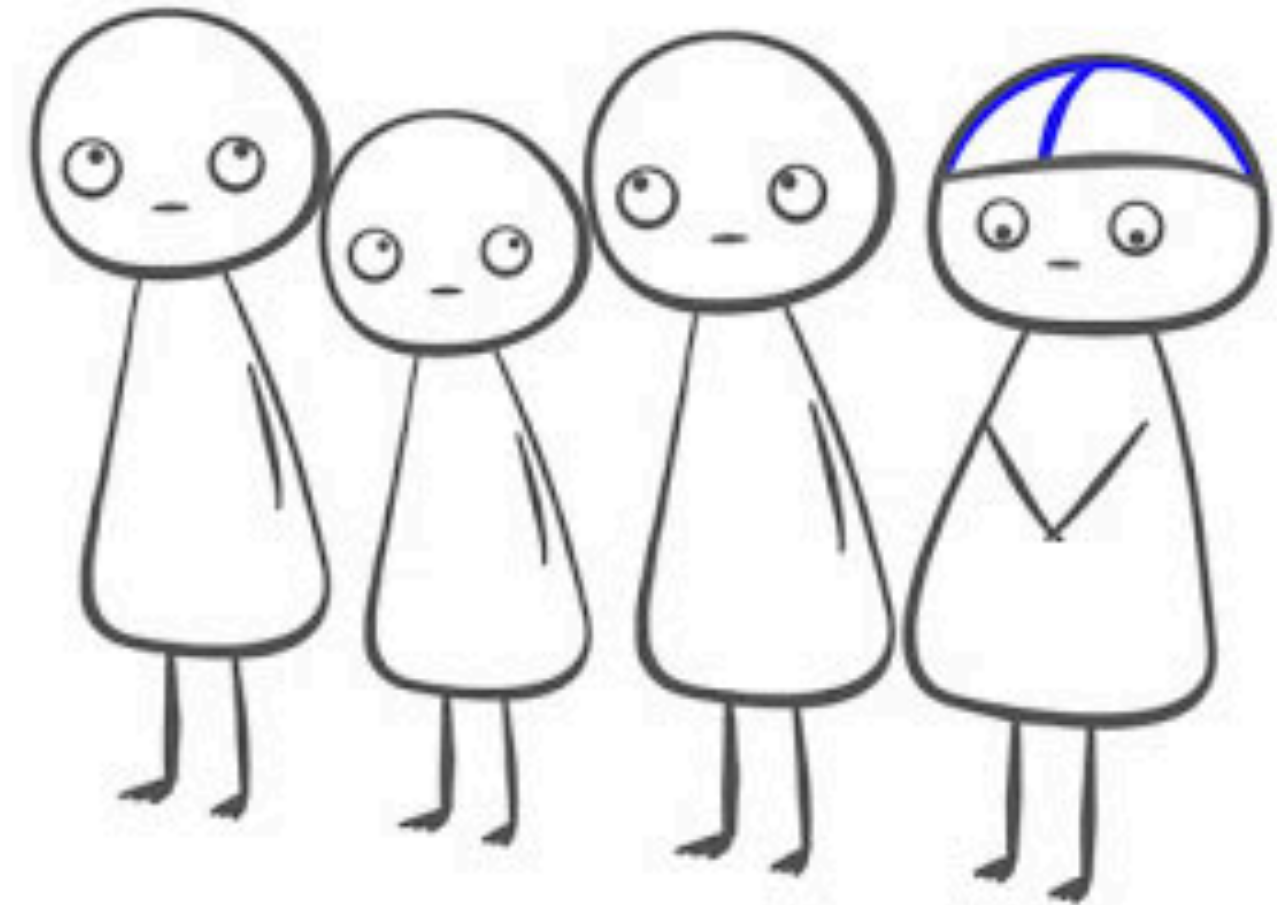
***Or, it is a reminder for ourselves of some key steps  
needed to be user-centered.***

***Questions?***

# FINNISH NIGHTMARES

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SO... DOES ANYONE  
HAVE ANY QUESTIONS?



WHEN YOU DO HAVE QUESTIONS BUT  
YOU DON'T WANT TO GET ANY ATTENTION

(C) KAROLITINA KORHONEN 2015

**#2**

***Double Diamond model***

# 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

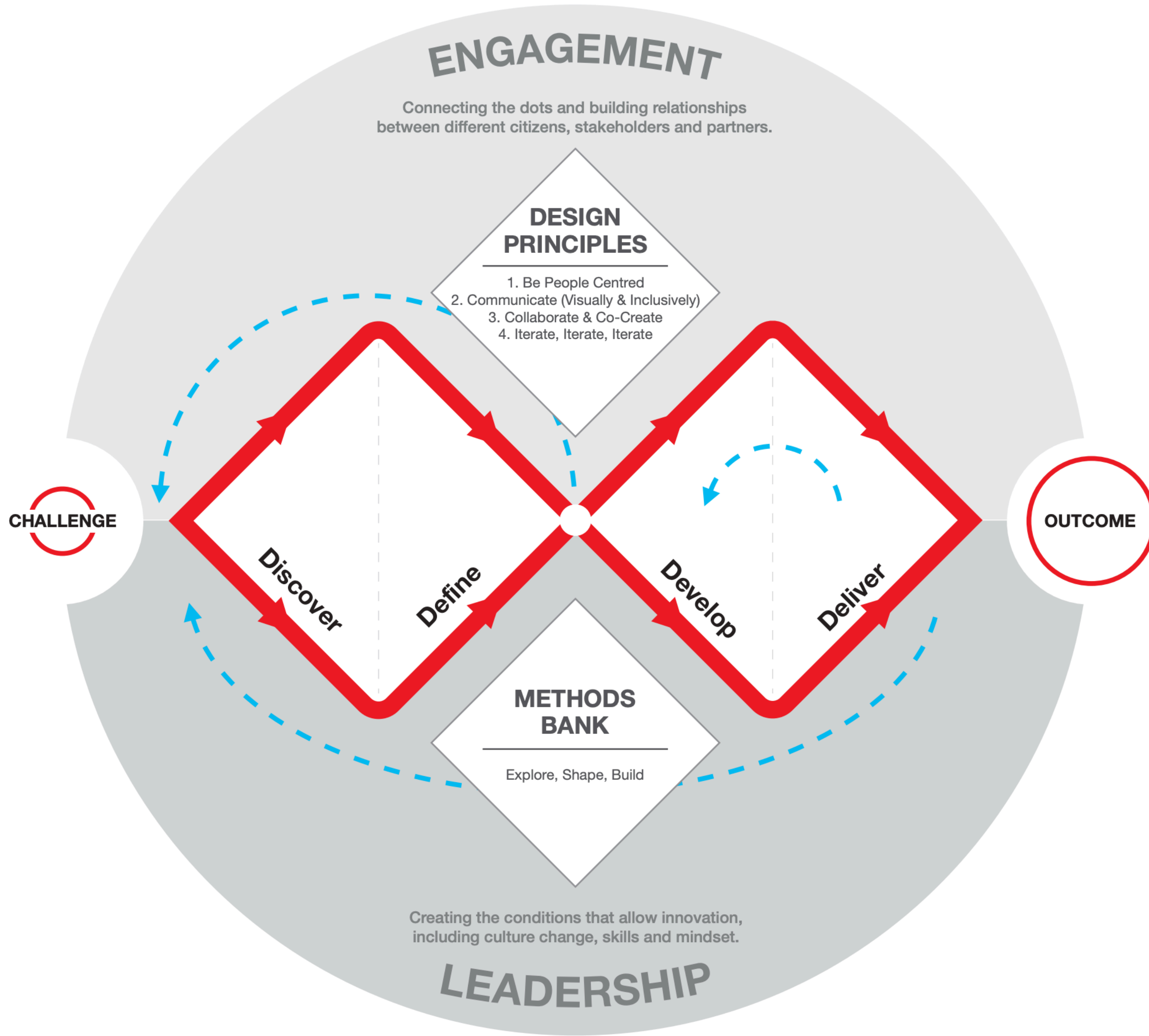
OUTCOME

## METHODS BANK

Explore, Shape, Build

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

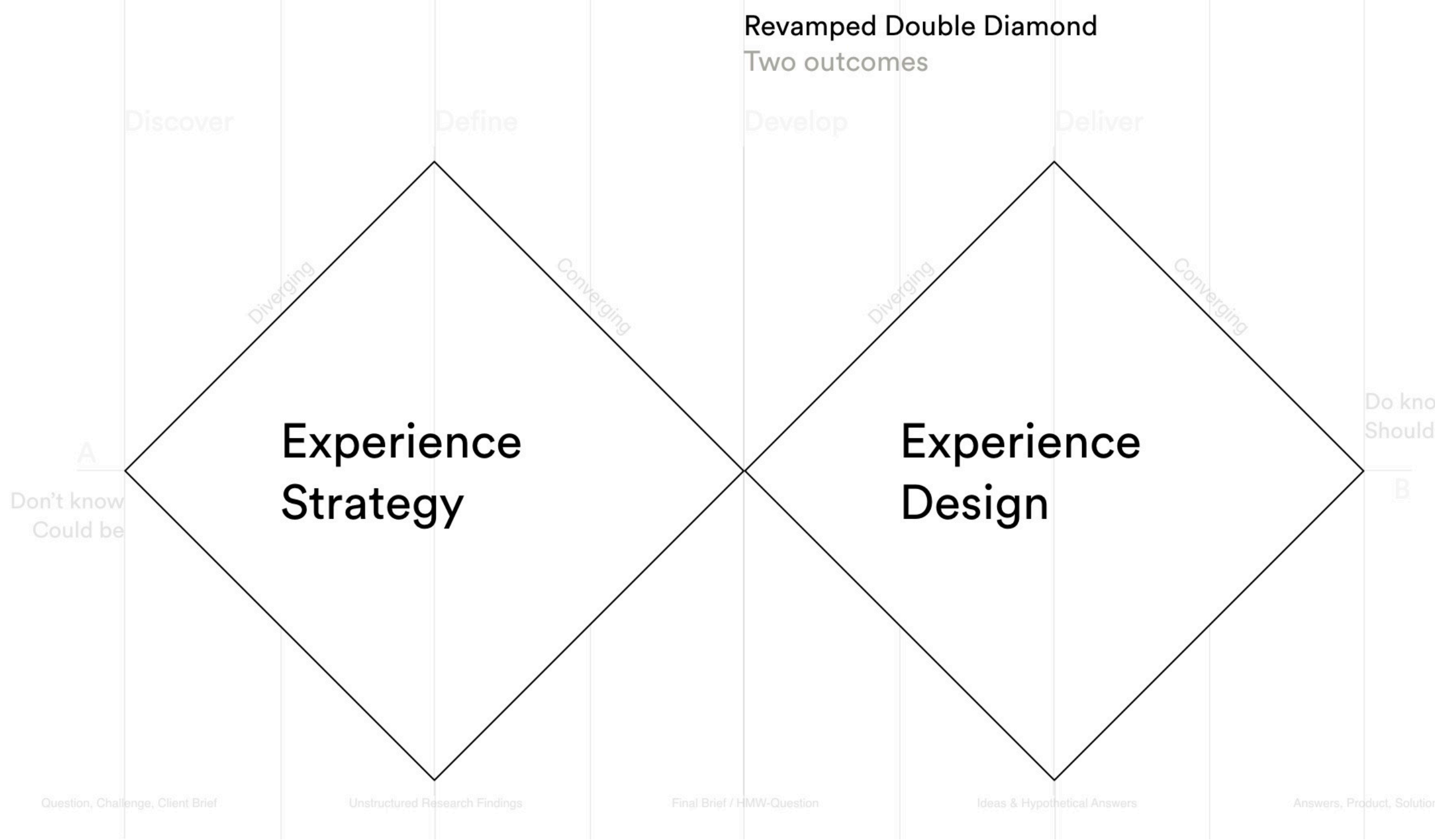
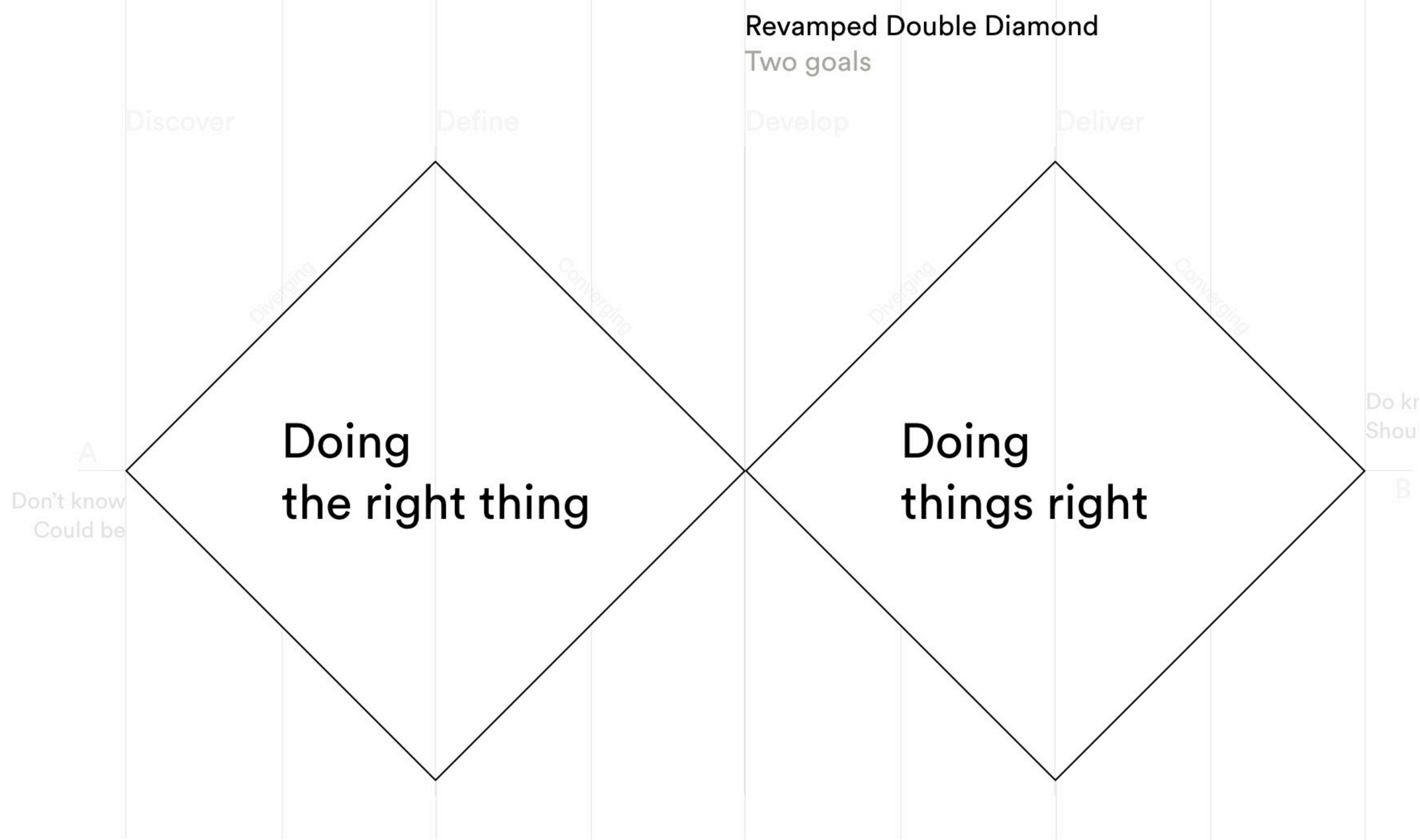
# LEADERSHIP



*Design Council's Double Diamond clearly conveys a design process to designers and non-designers alike. The two diamonds represent a process of exploring an issue more widely or deeply (divergent thinking) and then taking focused action (convergent thinking).*



**Jonathan  
Ball**  
explains the  
Double  
Diamond



### Stage 1 — Experience Strategy

The first two phases — Discover & Define — are all about «doing the right thing» (goal) and finding the right question to answer or the right problem to solve. This is when we talk about establishing an «experience strategy» (outcome).

### Stage 2 — Experience Design

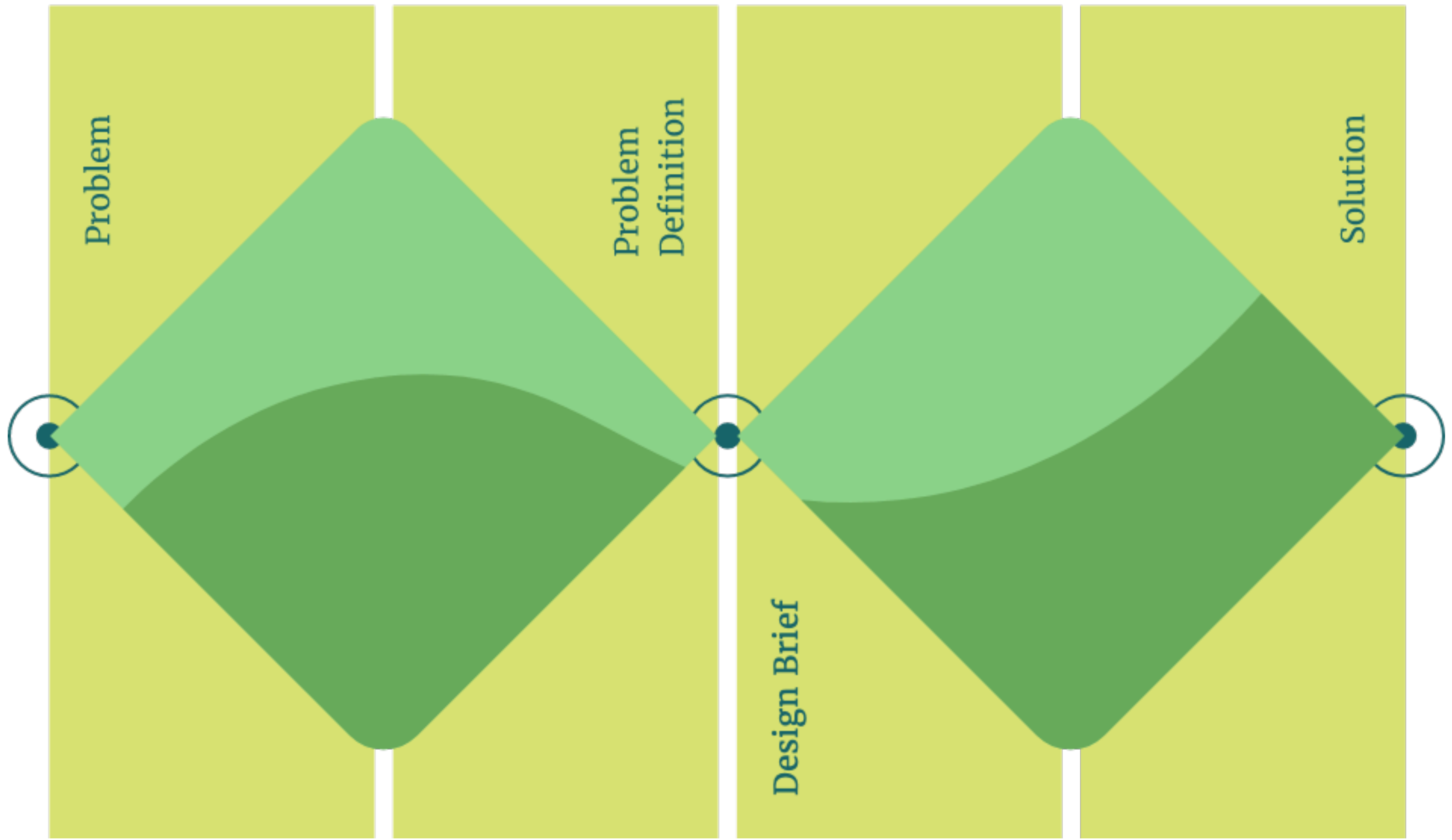
The following two phases — Develop & Deliver — are all about «doing things right» (goal) and finding the right answer or the right way to solve the problem. That's when we talk about executing the «experience design» (outcome).

**Discover**  
Insight into the problem

**Define**  
The area to focus upon

**Develop**  
Potential solutions

**Deliver**  
Solutions that work



*1 – Discover: The first step is understanding the problem to be faced, the user, and the context where it happens.*

*Research techniques such as observation and interviews are important at this stage of the process.*

*2 – Define: The knowledge from the discovery phase is then discussed by the development team. Designers in this stage (re)define the problem that they will tackle during the future steps.*

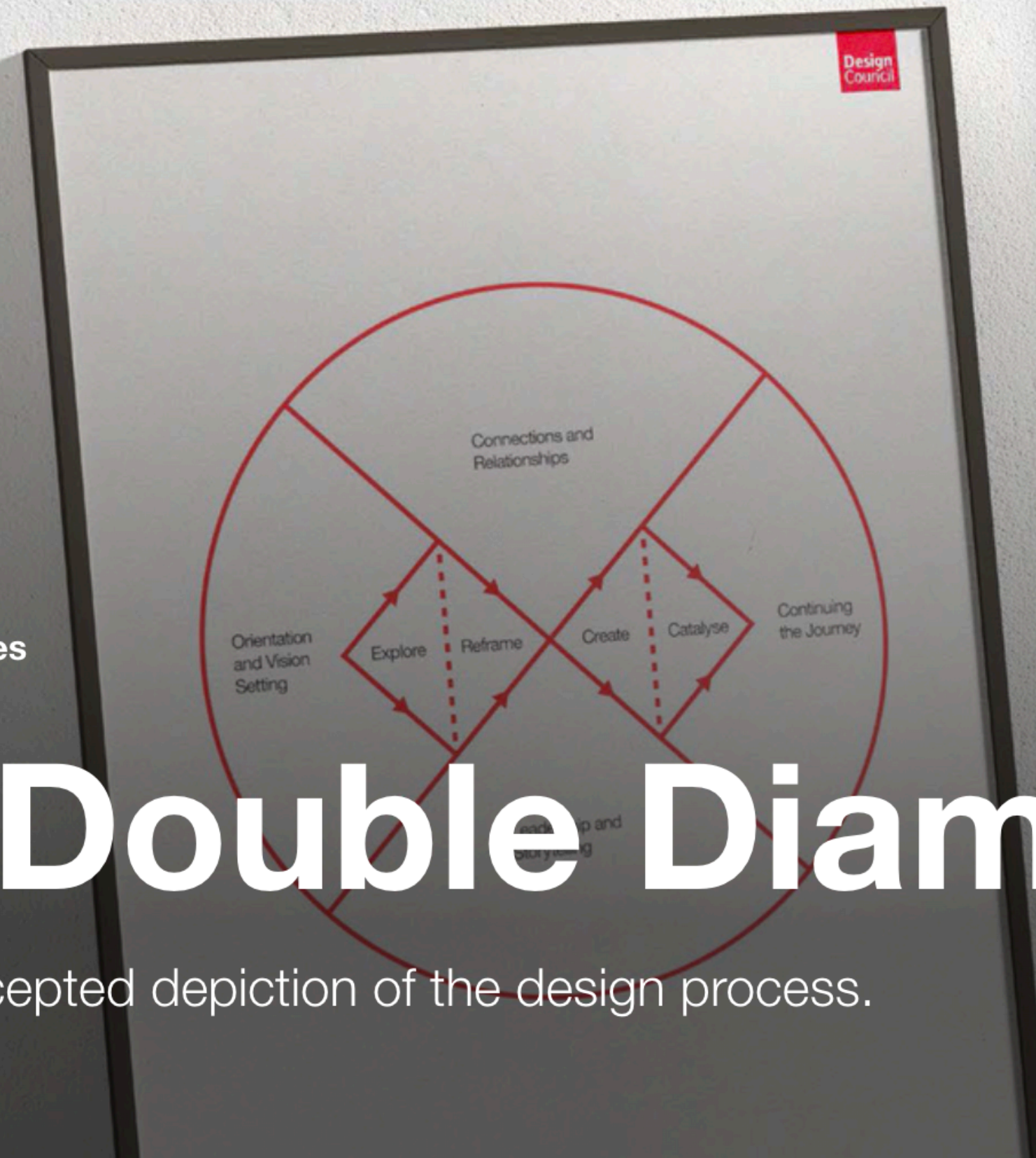
*3 – Develop: The classic ideation phase. The team uses convergent thinking to generate solutions for the problem. Like the first step, in this phase, the team seeks inspiration and co-designing solutions in partnership with users.*

*4 – Deliver: In the last step, the team compares the solutions generated with the problem defined in step 2, where one or a few are selected to further development and, when possible, prototype and get feedback from (real) users. When the idea is done, it's time for communicating the solution to a wider audience.*

Home ▸ Our Resources


# The Double Diamond

A universally accepted depiction of the design process.



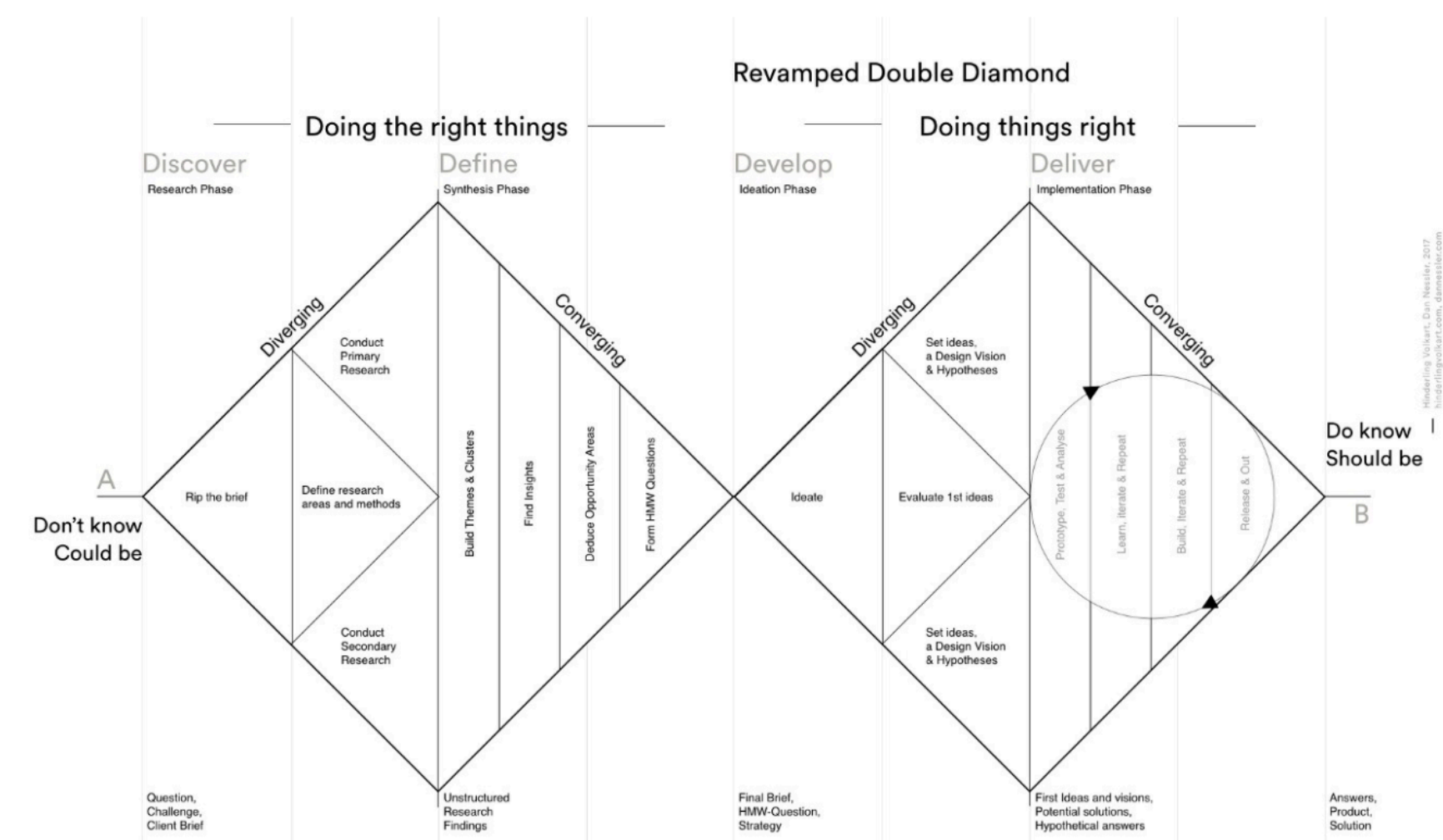


# How to apply a design thinking, HCD, UX or any creative process from scratch — Revised & New Version

 Dan Nessler Feb 6, 2018 · 7 min read



In 2016, I set out to take on and rethink the Design Process. It was my attempt at making sense of it but what happened went far beyond that notion.



My Revamped Double Diamond Design Process Framework (latest version, Jan 2018)

# Revamped Double Diamond

Doing the right things

Doing things right

Discover  
Research Phase

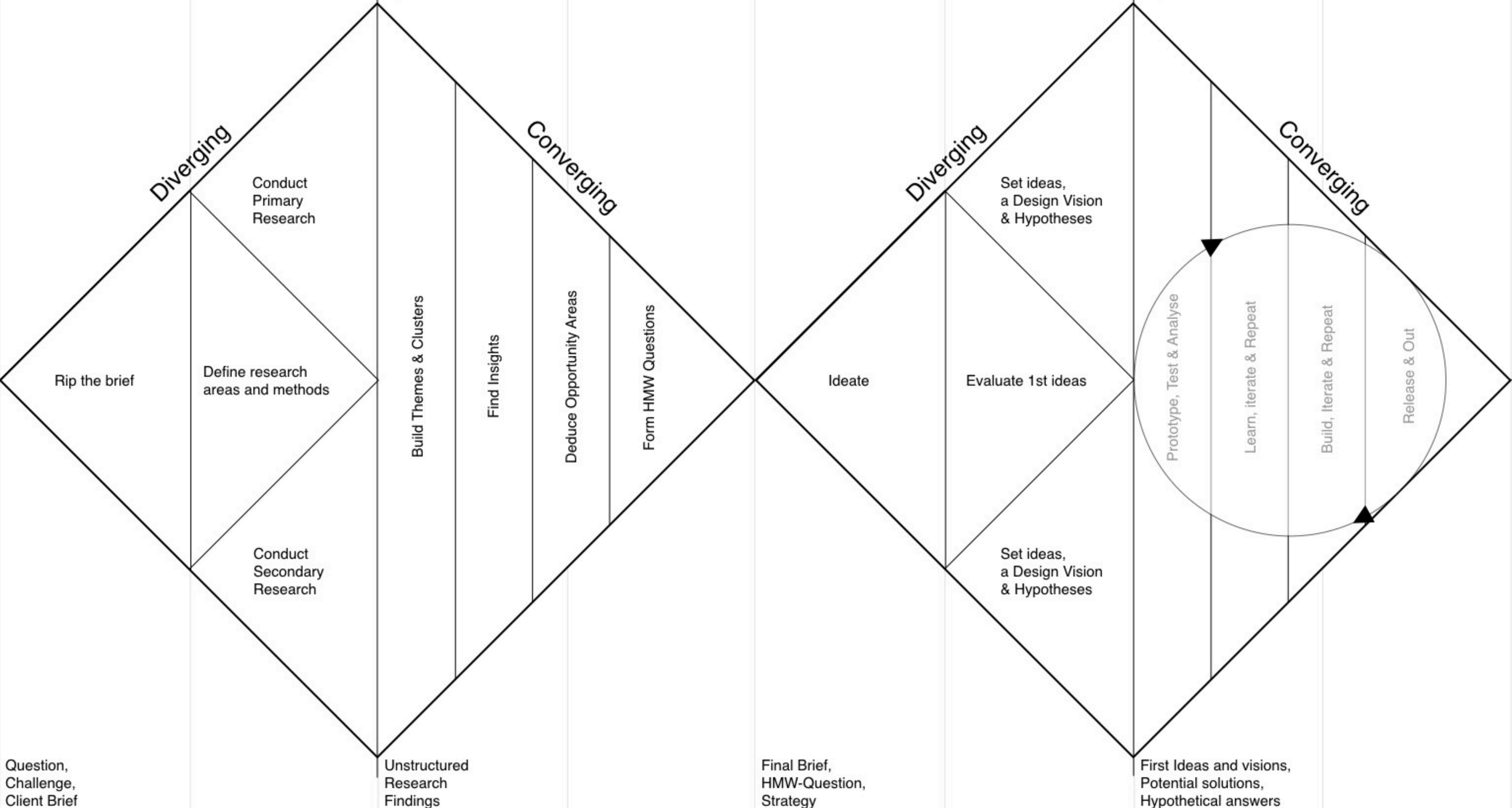
Define  
Synthesis Phase

Develop  
Ideation Phase

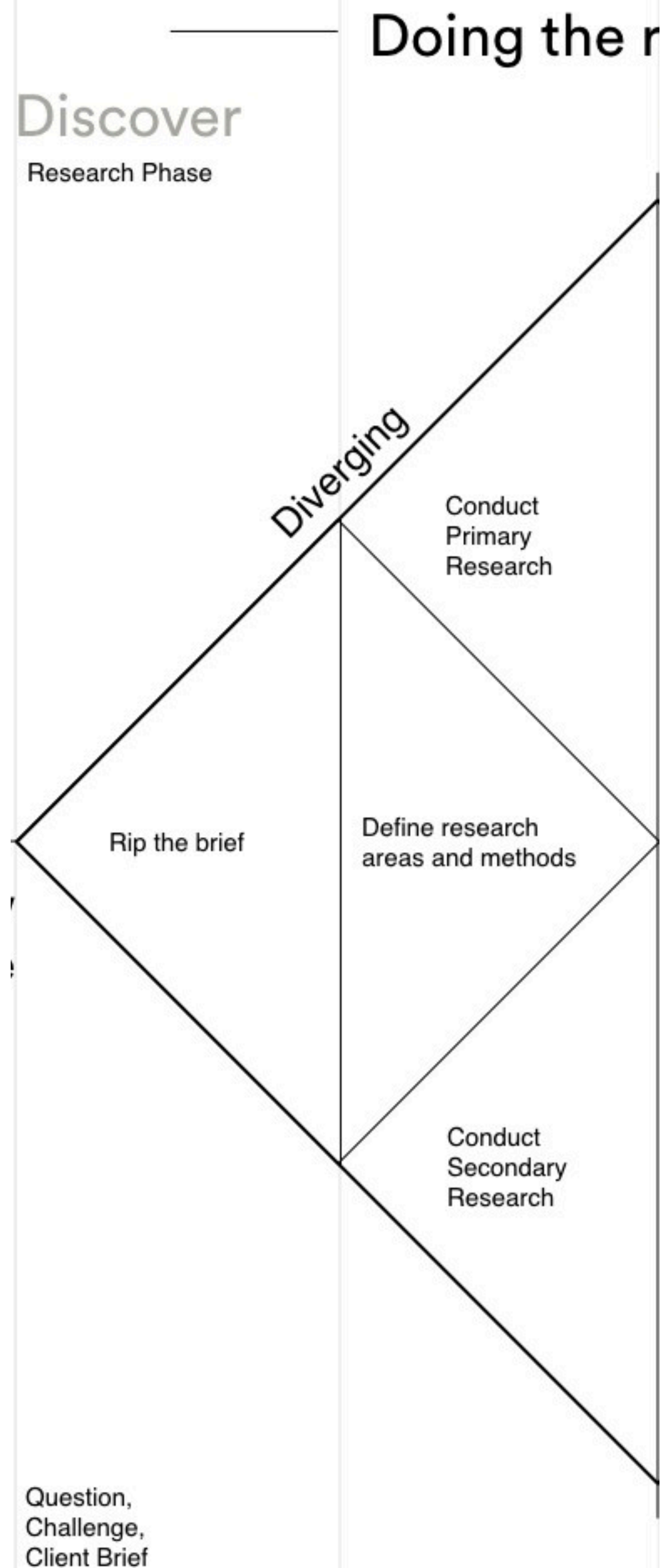
Deliver  
Implementation Phase

A  
Don't know  
Could be

B  
Do know  
Should be



*Diamond 1 - Discover*



## Things to do:

- Evaluate the brief from client. Ask (many) questions
- Research with users, clients, client of clients, etc.
  - Interviews, observations, survey, desk research...
- Who else is solving the same problem?  
Benchmarking

Output: Unstructured research findings, documentation and findings.

## Topics

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## The Discovery Phase in UX Projects

**Summary:** Although there can be many different instigators, roles, and activities involved in a discovery, all discoveries strive to achieve consensus on the problem to be solved and desired outcomes.

By [Maria Rosala](#) on March 15, 2020

**Topics:** [Design Process](#), [Research Methods](#)

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**Definition: A discovery** is a preliminary phase in the UX-design process that involves **researching** the problem space, **framing** the problem(s) to be solved, and gathering enough **evidence** and initial direction on what to do next. Discoveries do not involve testing hypotheses or solutions.

Discoveries are crucial to setting design projects off in the right direction by focusing on the right problems and, consequently, building the right thing. They are often referred to as ‘product discoveries’ (although I’m not keen on this name because it can set the expectation that this phase is about discovering requirements for a given product).

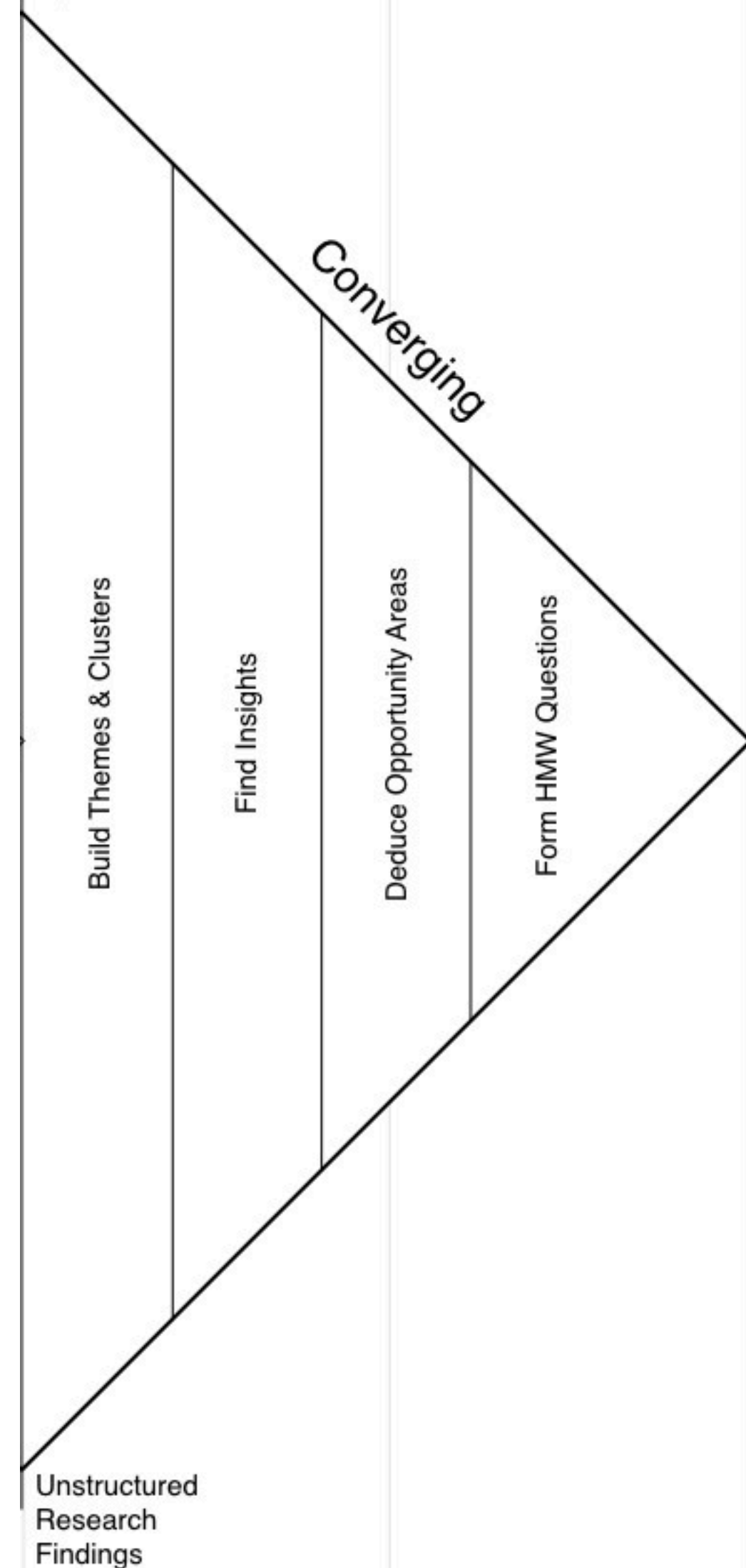
In order to be effective, a discovery should be broad and technology- or solution-agnostic. When teams carry out a discovery on a product they have already decided to build, it no longer *is* a discovery, but, instead, it becomes a requirements-gathering exercise or a [validation exercise](#) where teams seek to confirm that their solution is the best. The

*Diamond 1 - Define*

Right things

Define

Synthesis Phase



Things to do:

- Summarize, cluster, find patterns. Affinity diagram as a method.
- Customer journey with pain points.

Output: A final brief, new or refined How Might We? Or project question.



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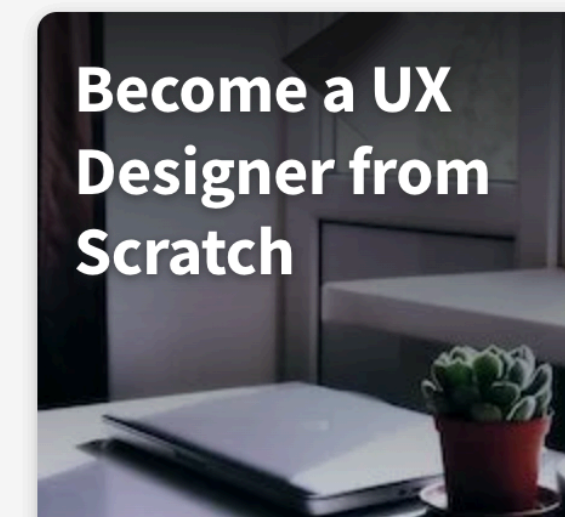
# Affinity Diagrams – Learn How to Cluster and Bundle Ideas and Facts

by [Rikke Friis Dam](#) and [Teo Yu Siang](#) | 1 year ago | 7 min read

1,058 shares



[Affinity diagrams](#) are a great method to help you make sense of all your information when you have a lot of mixed data, such as facts, [ethnographic research](#), ideas from brainstorm, user opinions, [user needs](#), insights, and design issues. Affinity diagrams or clustering exercises are all about bundling and grouping information, and this method can be one of the most valuable methods to employ. For this reason, it is used in many phases of [Design Thinking](#), as well as outside of the design context.



Become a UX Designer from Scratch

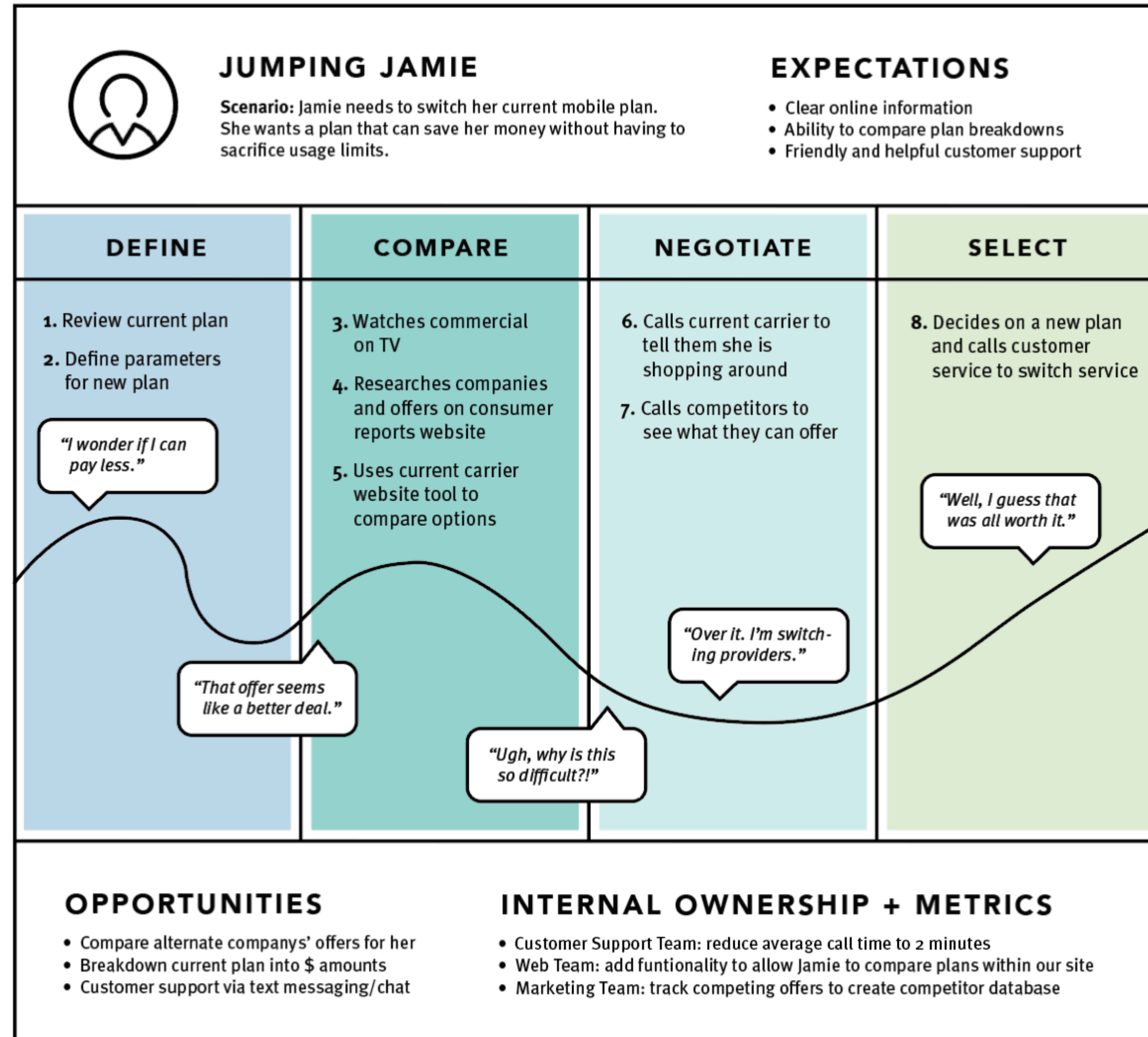
Closes in

0 | 10 | 35 | 33

97% booked



# CUSTOMER JOURNEY MAP *Example (Switching Mobile Plans)*

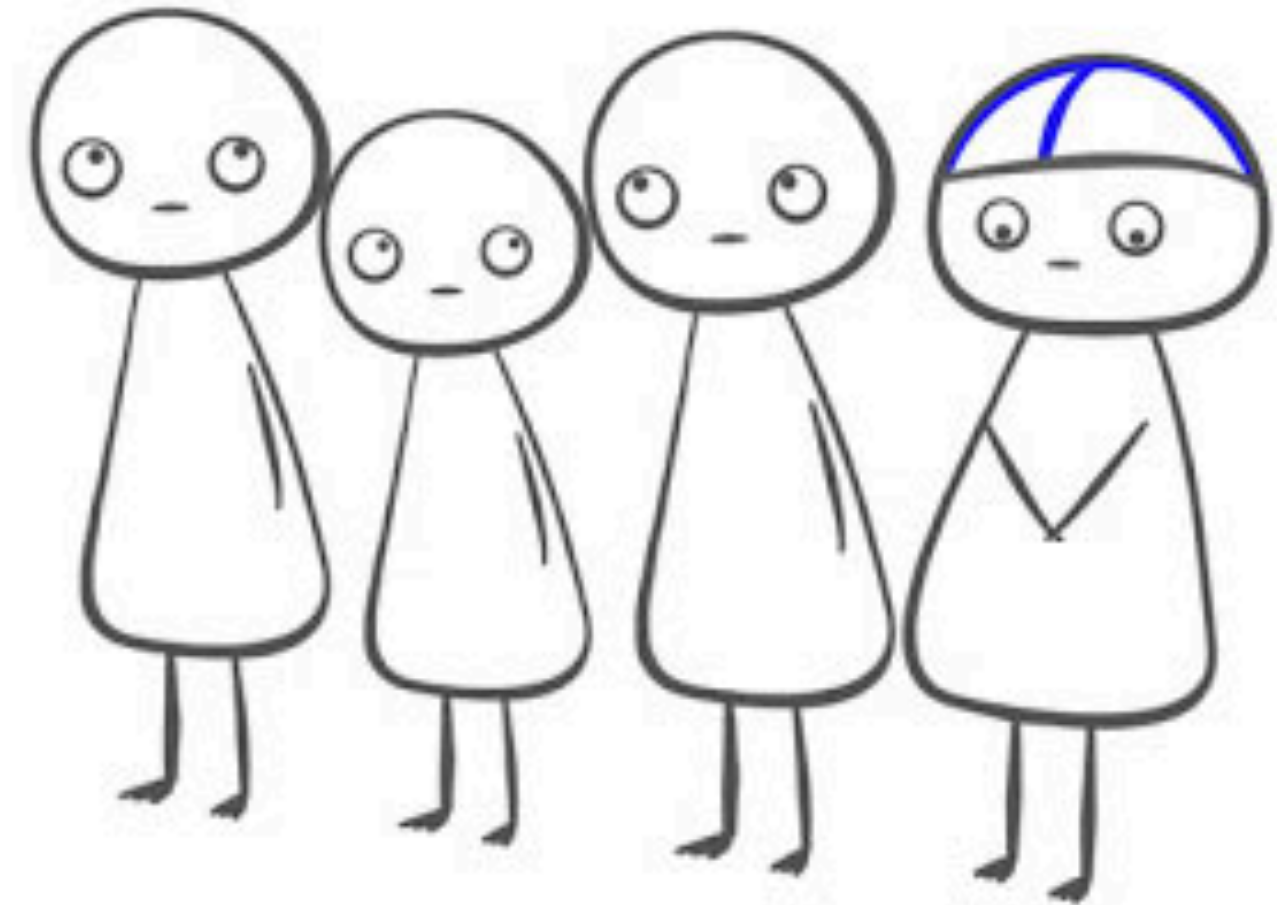


***Questions?***

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~~#4 - 03/05 - Design Project Development~~

*Kiitos*

*Thank you*

*Obrigado*

*[paulo.dziobczenski@aalto.fi](mailto:paulo.dziobczenski@aalto.fi)*