## **Contents**

Acknowledgements —— IX
Foreword —— XI
Introduction — 1
Chapter 1 The Burning Platform — 7 The Rise of Services — 13
Chapter 2 The Need for Change — 16 A Sense of Purpose — 17 The Balancing Act — 20 But Things Are Changing — 23 New Values — 24 Ethical Technology — 25 Sustainable Business — 26 The New Paradigm — 29 How Do We Redesign Thinking for Change? — 30 How Do We Design for Change? — 32
Chapter 3 In Technology We Trust — 34 Fear of Tech — 35 The Transformation of Personal Technology — 36 Technology Solves Problems We Don't Have — 40 Heroic Failures – Segway — 40 Google Glasses — 41 Speech Recognition — 42 The Metaverse — 44 Invisible Enablers — 45 Data and AI — 46 Humanising Technology — 48 How Do We Redesign Thinking for Technology? — 49 An Anecdote on Designing for Technology? — 51 How Do We Design for Technology? — 52 Always Start With Research — 53 Testing Ideas — 55 Storyboarding — 55

Make the Advert —— <b>56</b>
Next, Features —— <b>56</b>
Design the Technology —— <b>57</b>
Designing for Real People —— <b>58</b>
Chapter 4
How to Make a Poor Decision —— 59
Doing the Right Thing —— <b>59</b>
Good Design, Bad Decision —— <b>62</b>
Data Will Tell Us What We Need to Know! —— <b>64</b>
Trust —— <b>64</b>
The Price, and Value, of Data —— <b>65</b>
Affordance — 68
The Value of Data —— 68
Surprising Data —— <b>69</b>
Balancing Data —— 71
Listening with Our Eyes — 72
Research Wisely and Carefully —— <b>74</b>
Chapter 5
The Design Approach —— 76
The Double Diamond —— <b>79</b>
Discover —— 81
Who Are We Designing For? —— <b>81</b>
Why Don't We Just Ask People What They Want? —— <b>84</b>
"If You Want to Experience Something, You Have to Experience it" —— 85
Research for Design —— <b>85</b>
What's Really Going On? —— <b>86</b>
Interviews —— 87
Experience the Experience —— 88
Co-creation, Co-design —— <b>89</b>
Handing Over the Pen —— 90
Card Sorting —— <b>91</b>
Epiphanies —— <b>91</b>
Mapping Journeys —— <b>92</b>
Good Journey Mapping —— <b>93</b>
Other Design Methods —— 95

#### Chapter 6

### What Is the Problem? — 97

The Value of Challenging the Brief —— 97

Describe the Problem, Not the Solution — 99

How Might We? —— 100

Why, Why, Why, Why —— 100

What Does a Good "How Might We?" Look Like? —— 101

What Does Success Look Like? — 103

How Do You Redesign Thinking to Define a Problem? —— 103

How to Redesign Design to Define a Problem — 104

#### Chapter 7

### Time for Creativity — 105

Creativity is Scary — 108

Permission to Have Ideas — 109

What About My Hunch? — 110

The Philosophy of Failure — 112

How to Be Creative — 112

Inclusivity — 114

Everyone Has a Good Idea — 115

Everyone Can Draw — 116

Rules of Collaborative Creativity — 116

Defer Judgement — 117

Encourage Wild Ideas — 118

Stay Focused on the Topic — 118

One Conversation at a Time — 118

Be Visual — 119

Go for Quantity — 119

Creativity Methods —— 119

Sharing Ideas —— 122

Brainstorming — 123

Co-Creativity — 123

Voting on Ideas — 124

Capturing Ideas — 124

What Next? —— 125

How Do You Redesign Thinking to Be Creative? —— 125

How Do You Design with Creativity? —— 125

```
Chapter 8
The Power of the Prototype —— 127
    Solving an Argument —— 129
    Stop Trying to Get it Right in One Go — 129
    Understand Different Types of Prototyping — 130
        Paper Prototypes — 131
    3D Prototypes — 131
    Advanced Digital Prototypes — 132
    When to Prototype — 132
    Who Are You Testing Prototypes With? —— 132
    The Three Stages of Prototyping: Stage 1 – the Proposition —— 133
    Make the Advert — 134
    Tell the Story — 135
    Artifacts — 135
    Stage 2 – Features — 137
    Usability —— 138
    Useful Exercises — 139
    The Power of Prototypes — 140
        How to Redesign Thinking to Prototype —— 140
        How to Use Prototypes as a Designer — 141
Chapter 9
Visions and Stories — 142
    What Do Stories Look Like? —— 143
    The Story of Frank — 144
    Visions — 147
    What Are Vision, Strategy and Execution? —— 147
    Weak Signals — 150
    Target Visions —— 152
    Creating a Target Vision — 154
    Engineering Emotion —— 154
    How to Use Stories — 155
        Target Visions and Stories for Redesigning Thinkers —— 156
        Target Visions for Designers — 157
    Examples of Design Principles — 158
        "Getting to Know Me" — 158
        "Attentive Service" — 158
        "Celebrating Colleagues" —— 158
        Reasons to Love Us — 159
    Dieter Rams' 10 Principles of Good Design — 159
    Creating the Story — 162
```

## **Chapter 10** The Blueprint for Change — 164 The Blueprint — 165 The Story — 168 The Front Stage — 169 Brand Behaviour and Design Principles — 171 On-Stage Actions — 174 Offstage Actions — 175 Support Systems and Processes — 176 Terrible Tech — 176 The Capability of the Organisation to Deliver the Service — 177 Blueprints for Redesigning Your Thinking —— 178 Blueprints for Designers — 178 Chapter 11 Making Change Happen —— 179 Small Changes for Big Impact — 180 Change by Discovery — 181 Designing New Lives — 183 Designing Policy — 185 Policy Design Around the World — 188 Organisational Change — 189 Design as an Agitator — 190 Design Changing the World —— 191 Designing Services in Emerging Economies —— 193 Designing for a Sustainable World — 193 **Chapter 12** It's Not Easy —— 197 Leadership from Within — 197 People and Change — 200 Behaviours — 202 Ambition — 206 A Case Study of a Strategic Approach to Design — 208 How to Redesign Your Thinking to Bring Design Into Your Organisation — 211 How to Design for Success — 212

# Chapter 13

## Redesigning Thinking —— 213

Stop Solutionising —— 217

Listen With Our Eyes — 217

Share Your Ideas Early —— 217

Defer Judgement —— 217

Engineer Designs, Don't Design Engineering — 218

The Manifesto for Redesigning Thinking —— 220

The Consequence of Not Redesigning Our Thinking? —— 221

## **Chapter 14**

## The Future's Bright — 223

Speculative Design — 224

Raising Our Ambition — 226

Optimism, Vision and Pragmatism —— 227

The Future of Design —— 232

New Territories for Design — 233

Enormous Change Is About to Happen — 236

Further Reading List —— 239

List of Figures — 241

About the Author — 243

Index — 245