

Strategic Design Futures: Exploring strategy and futures to learn and practice design for intentional change.

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Abstract: Designers change existing situations with a focus on changing the behavior of artifacts. When designers aim to intentionally change the behaviors of individuals, organizations, or social systems, practitioners use specific approaches. Strategy (strategic design) and futures (design futures) are two alternatives for designers working on complex situations that require intentional change. This paper presents and reports three editions of a course titled Strategic Design Futures that address this type of situation. The course includes a seminar and a project component, which are structured into six design activities: sense-making, participatory visioning, designing futures, designing strategy, participatory evaluation, and design implementation. The course has ambitious goals, and students can only learn initial competencies. After three iterations, the course has focused on participatory visions and designing futures. The initial competencies the course provides are seeds for complex design situations of the real world requiring strategic and futures-oriented design skills.

Keywords: strategic design; design futures; design for change; service design

1. Introduction

As the greater scope of design becomes a familiar topic, concepts like change, transformation, and transitions become central in design discourse. While any design artifact produces a change, designers lack the ability to create, explain, or anticipate change. Design for change needs to be an intentional practice. In general design theory, design practice is fundamentally about change, “*changing existing situations into preferred ones*” (Simon, 1969, my emphasis). Nonetheless, I argue designers have a narrow vision of change centered on form-giving and satisfying human desire for commercial purposes. Strategy (strategic design) and futures (design futures) are powerful approaches to design for intentional change, considering challenges beyond the configuration of artifacts such as human needs and well-being, organizational culture, social systems, and planetary health. The purpose of this paper is



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United States. Congress. House. Committee on Foreign Affairs. Subcommittee on National Security Policy and Scientific Developments, 1971 **City Futures** Doctor Edgar Pieterse, 2013-04-04 Cities are the future In the past two decades a global urban revolution has taken place mainly in the South The mega cities of the developing world are home to over 10 million people each and even smaller cities are experiencing unprecedented population surges The problems surrounding this influx of people slums poverty unemployment and lack of governance have been well documented This book is a powerful indictment of the current consensus on how to deal with these challenges Pieterse argues that the current shelter for all and urban good governance policies treat only the symptoms not the causes of the problem Instead he claims there is an urgent need to reinvigorate civil society in these cities to encourage radical democracy economic resilience social resistance and environmental sustainability folded into the everyday concerns of marginalised people Providing a dynamic picture of a cosmopolitan urban citizenship this book is an essential guide to one of the new century's greatest challenges

Integrated Reporting Cristiano Busco, Mark L. Frigo, Angelo Riccaboni, Paolo Quattrone, 2013-11-27 This book focuses on Integrated Reporting as a contemporary social and managerial innovation where a number of initiatives organizations and individuals began to converge in response to the need for a consistent collaborative and internationally accepted approach to redesign corporate reporting Integrated Reporting is a process that results in communication of the annual integrated report which describes value creation over time An integrated report is a concise communication about how an organization's strategy governance performance and prospects lead to the creation of value over the short medium and long term This book offers a fresh perspective with expert contributions focusing on both the theoretical underpinnings and the practical challenges for the future of corporate reporting

The Evolution of Strategic Foresight Tuomo Kuosa, 2016-03-16 Embracing the theory and practice of strategic foresight and illuminating how different schools of thought regard its role in policy making Tuomo Kuosa describes how something not traditionally considered an independent discipline is steadily becoming one In *The Evolution of Strategic Foresight* he explains how the practice of strategic foresight has long been closely associated with the military and politics Linking strategic thinking more broadly to futurology however it is quite new Since strategic foresight refers to the practice of generating analyses of alternative futures and strategies based on available intelligence and foreknowledge the practice can and should be applied to companies business sectors national and transnational agencies of all descriptions and to all aspects of public policy making The author explains its practice in terms of structure process and knowledge domains and examines its methodologies and systems along with how strategic foresight can be used to produce better knowledge and be more effectively linked to policy making Using examples from 30 different

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Strategic Risk Management Practice Torben Juul Andersen, Peter Winther Schrøder, 2010-03-04 At a time when corporate scandals and major financial failures dominate newspaper headlines the importance of good risk management practices has never been more obvious The absence or mismanagement of such practices can have devastating effects on exposed organizations and the wider economy Barings Bank Enron Lehmann Brothers Northern Rock to name but a few Today s organizations and corporate leaders must learn the lessons of such failures by developing practices to deal effectively with risk This book is an important step towards this end Written from a European perspective it brings together ideas concepts and practices developed in various risk markets and academic fields to provide a much needed overview of different approaches to risk management It critiques prevailing enterprise risk management frameworks ERMs and proposes a suitable alternative Combining academic rigour and practical experience this is an important resource for graduate students and professionals concerned with strategic risk management The Strategic Future United States. Congress.

House. Committee on Energy and Commerce, 1981 **STRATEGIC MANAGEMENT** Dr. Amishi Arora, Dr. Asim Parthey, 2024-11-01 Buy STRATEGIC MANAGEMENT e Book for Mba 3rd Semester in English Language Specially designed for RTMNU Rashtrasant Tukadoji Maharaj Nagpur University Maharashtra By Thakur publication *Reinventing Strategic Planning* Stephen G. Haines, Jim McKinlay, 2007 **Strategic Intelligence for the Future 2** Henri Dou, Alain

Juillet, Philippe Clerc, 2019-04-09 Information in all its forms is at the heart of the economic intelligence process It is also a powerful vector of innovation and more than ever a balance between economic and societal forces That is why a large part of Strategic Intelligence for the Future 2 analyzes the various aspects of information from traditional processing and research to the psychological and epigenetic aspects of its development This leads to a new vision of its integration into organizations In addition new technologies offer extensive access to information including social networks which are critically analyzed here In a complex world where geopolitics and the new concept of information warfare are becoming increasingly important it becomes imperative to better apprehend and understand our environment in order to develop critical thinking that will reinforce the different global aspects of security in economic intelligence **Strategic Management** R. Edward

Freeman, 2010-03-11 Strategic Management A Stakeholder Approach was first published in 1984 as a part of the Pitman series in Business and Public Policy Its publication proved to be a landmark moment in the development of stakeholder theory Widely acknowledged as a world leader in business ethics and strategic management R Edward Freeman s foundational work continues to inspire scholars and students concerned with a more practical view of how business and capitalism actually work Business can be understood as a system of how we create value for stakeholders This worldview

connects business and capitalism with ethics once and for all On the 25th anniversary of publication Cambridge University Press are delighted to be able to offer a new print on demand edition of his work to a new generation of readers *Future Directions of Strategic Communication* Howard Nothhaft, Kelly Page Werder, Dejan Verčič, Ansgar Zerfass, 2020-05-21 This book examines the state of strategic communication as a discipline and how it has emerged as a unique area of scholarship in the beginning of the 21st century Strategic communication encompasses all communication that is substantial for the survival and sustained success of entities like corporations governments non profits social movements and celebrities A major aspect of the field is the purposeful use of communication by an organization to engage in conversations of strategic significance to its goals The contributions in this book provide unique insights make compelling arguments and highlight promising areas of scholarship in strategic communication Presented in four parts the chapters explore the emergence of strategic communication its conceptual foundations its expanding body of knowledge and the foundation for further development and new directions in the field Of interest to those studying communication from the perspectives of communication science management theory organizational studies or business administration this volume will also be useful for readers who are new to strategic communication and who are interested in the field for its new avenues of research This book was originally published as a special issue of the International Journal of Strategic Communication **Strategic Stability in the Post-Cold War World and the Future of Nuclear Disarmament** Melvin L. Best, Jr., John Hughes-Wilson, Andrei A. Piontkowsky, 2013-04-17 This Report contains a Consensus Report and the papers submitted to the April 6 10 1995 NATO Advanced Research Workshop on Strategic Stability In The Post Cold War World And The Future Of Nuclear Disarmament held in Washington D C United States Of America of at The Airlie Conference Center The workshop was sponsored by the NATO Division Scientific and Environmental Affairs as part of its ongoing outreach programme to widen and deepen scientific contacts between NATO member countries and the Cooperation Partner countries of the former Warsaw Treaty Organization The participants recognize that the collapse of the former Soviet Union has left a conceptual vacuum in the definition of a new world order Never before have the components of world order all changed so rapidly so deeply or so globally As Henry Kissinger points out the emergence of the new world order will have answered three fundamental questions What are the basic units of the international order What are their means of interacting and What are the goals on behalf of which they interact The main question is whether the establishment and maintenance of an international system will turn out to be a conscious design or the outgrowth of a test of strength The concept of a planning framework that could shape or govern these interactions is emerging and may now be at hand Capturing this emerging framework is the thrust of this NATO sponsored Advanced Research Workshop **E-Government Website Development: Future Trends and Strategic Models** Downey, Ed, Ekstrom, Carl D., Jones, Matthew A., 2010-07-31 This book provides fundamental clues about the direction forward in electronic government needed to achieve even greater value from websites

and assist the continuing transformation of governmental interaction with citizens Provided by publisher **A Future for Planning** Michael Harris,2019-04-25 As well as being spatial planning is necessarily also about the future and yet time has been relatively neglected in the academic practice and policy literature on planning Time in particular the need for longer term thinking is critical to responding effectively to a range of pressing societal challenges from climate change to an ageing population poor urban health to sustainable economic development This makes the relative neglect of time not only a matter of theoretical importance but also increasing practical and political significance A Future for Planning is an accessible wide ranging book that considers how planning practice and policy have been constrained by short termism as well as by a familiar lack of spatial thinking in policy in response to major social economic and environmental challenges It suggests that failures in planning often represent failures to anticipate and shape the future which go well beyond planning systems and practices rather our failure to plan for the longer term relates to wider issues in policy making and governance This book traces the rise and fall of long term planning over the past 80 years or so but also sets out how planning can take responsibility for twenty first century challenges It provides examples of successes and failures of longer term planning from around the world In short the book argues that we need to put time back into planning and develop forms of planning which serve to promote the sustainability and wellbeing of future generations Strategic Information Technology Plan United States. Patent and Trademark Office,1999 Teaching about the Future P. Bishop,A. Hines,2012-06-26 The faculty at the University of Houston s program in Futures Studies share their comprehensive integrated approach to preparing foresight professionals and assisting others doing foresight projects Provides an essential guide to developing classes on the future or even establishing whole degree programs **Strategic Planning for Nonprofit Organizations** Michael Allison,Jude Kaye,2011-01-11 Your total guide to putting a powerful management tool to work in your organization Why strategic planning Because a well wrought strategic plan helps you set priorities and acquire and allocate the resources needed to achieve your goals It provides a framework for analyzing and quickly adapting to future challenges And it helps all board and staff members focus more clearly on your organization s priorities while building commitment and promoting cooperation and innovation But to be effective your plan will need to address the special needs of the nonprofit sector And for more than a decade Strategic Planning for Nonprofit Organizations has been the number one source of guidance on all facets of strategic planning for managers at nonprofits of every size and budget This thoroughly revised updated and expanded edition arms you with the expert knowledge and tools you need to develop and implement surefire strategic plans including tested in the trenches worksheets checklists and tables in print and on the companion website along with a book length case study that lets you observe strategic planning in action Packed with real world insights and practical pointers it shows you how to Develop a clear mission vision and set of values Conduct SWOT analyses and program evaluations Assess client needs and determine stakeholder concerns Set priorities and develop core strategies goals and objectives Balance the dual bottom lines

of mission and money Write and implement a solid strategic plan Develop a user friendly annual work plan Establish planning cycles gauge progress and update strategies **Strategic Information Technology Plan FY 1999-FY 2004** United States. Patent and Trademark Office,1998 *Evaluation of Future Strategic and Energy Efficient Options for the U.S. Capitol Power Plant* National Research Council,Division on Engineering and Physical Sciences,Board on Infrastructure and the Constructed Environment,Committee on the Evaluation of Future Strategic and Energy Efficient Alternatives for the U.S Capitol Power Plant,2009-08-12 The U S Capitol Complex in Washington D C comprises some of the most historic and symbolic buildings in the nation The steam and chilled water required to heat and cool these buildings and related equipment is generated and distributed by the Capitol Power Plant CPP district energy system Portions of the CPP system are now 50 to 100 years old and require renewal so that reliable utility services can be provided to the U S Capitol Complex for the foreseeable future Evaluation of Future Strategic and Energy Efficient Options for the U S Capitol Power Plant provides comments on an interim set of publicly available consultant generated options for the delivery of utility services to the U S Capitol Complex The report provides recommendations to bring the interim options to completion including suggestions for additional analyses so that the CPP can be best positioned to meet the future strategic and energy efficiency requirements of the U S Capitol Complex

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