

STRATEGIC DESIGN AS CATALYST FOR ORGANIZATIONAL INNOVATIVENESS

HelsIT 2015

JOAKIM FORMO

User Experience Lab | Ericsson Research



- › **What is strategic design?**
- › **How does it work?**
- › **What does it do?**



ARTS &
HUMANITIES
narratives
meaning
inquiry

**STRATEGIC
DESIGN**

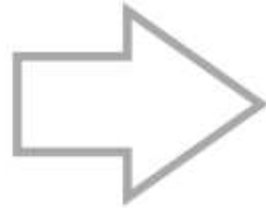
SCIENCE &
ENGINEERING
facts
data
solutions



- › **Applying traditional design principles, evolved in the process of designing objects, to larger issues that do not necessarily involve objects at all.**



Designed objects and user interfaces



Education



City planning



Organizations



Healthcare

100,000

Harvard Business Review

SEPTEMBER 2015

34 **The Big Idea**
The Organizational
"I'm Sorry"
Kathryn S. Schweitzer et al.

56 **What Management**
Cybersecurity: Lessons
from the Pentagon
James A. "Tony" Waverford Jr. et al.

124 **Managing Trends**
How to Embrace
Complex Change
Linda Wilson

THE EVOLUTION OF DESIGN THINKING

IT'S NO LONGER JUST FOR
PRODUCTS. EXECUTIVES ARE
USING THIS APPROACH
TO DEVISE STRATEGY
AND MANAGE
CHANGE.
PAGE 55





“You have to stop thinking in terms of 19th century bureaucratic rules, where everything is on paper. That ends up meaning **redesigning government and how you interact with people.**”

— Toomas Hendrik Ilves, President of Estonia

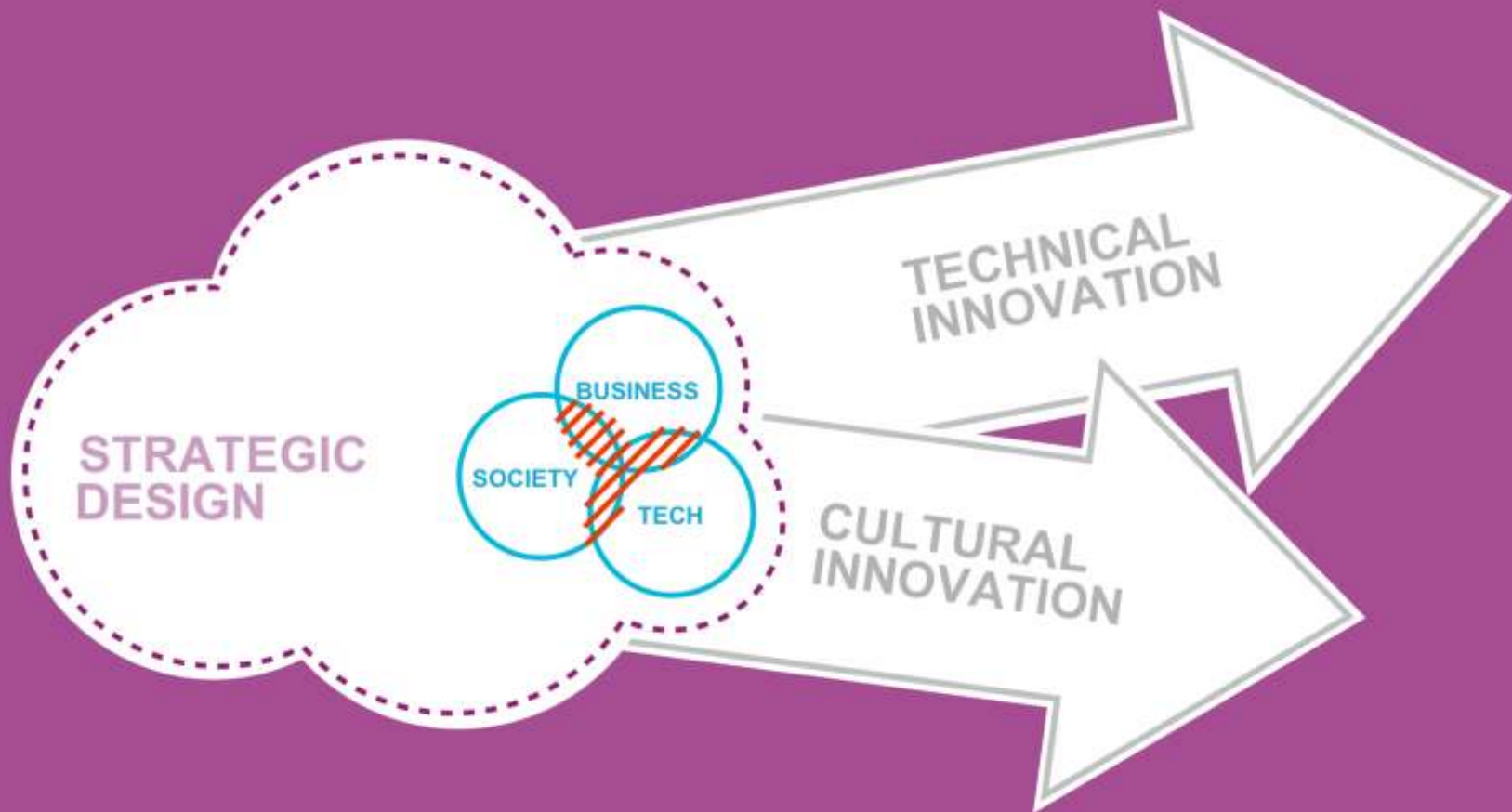




- › **Start with people**
- › **Design to ask better questions**
- › **Be inclusive**
- › **Prototype and iterate**
- › **Redesign the way you make decisions**



- › Start with people
- › Design to ask better questions
- › Be inclusive
- › Prototype and iterate
- › **Redesign the way you make decisions**





NEW YORK CITY INNOVATION (NYCDOT)









Before



After



Before



After



Before



After



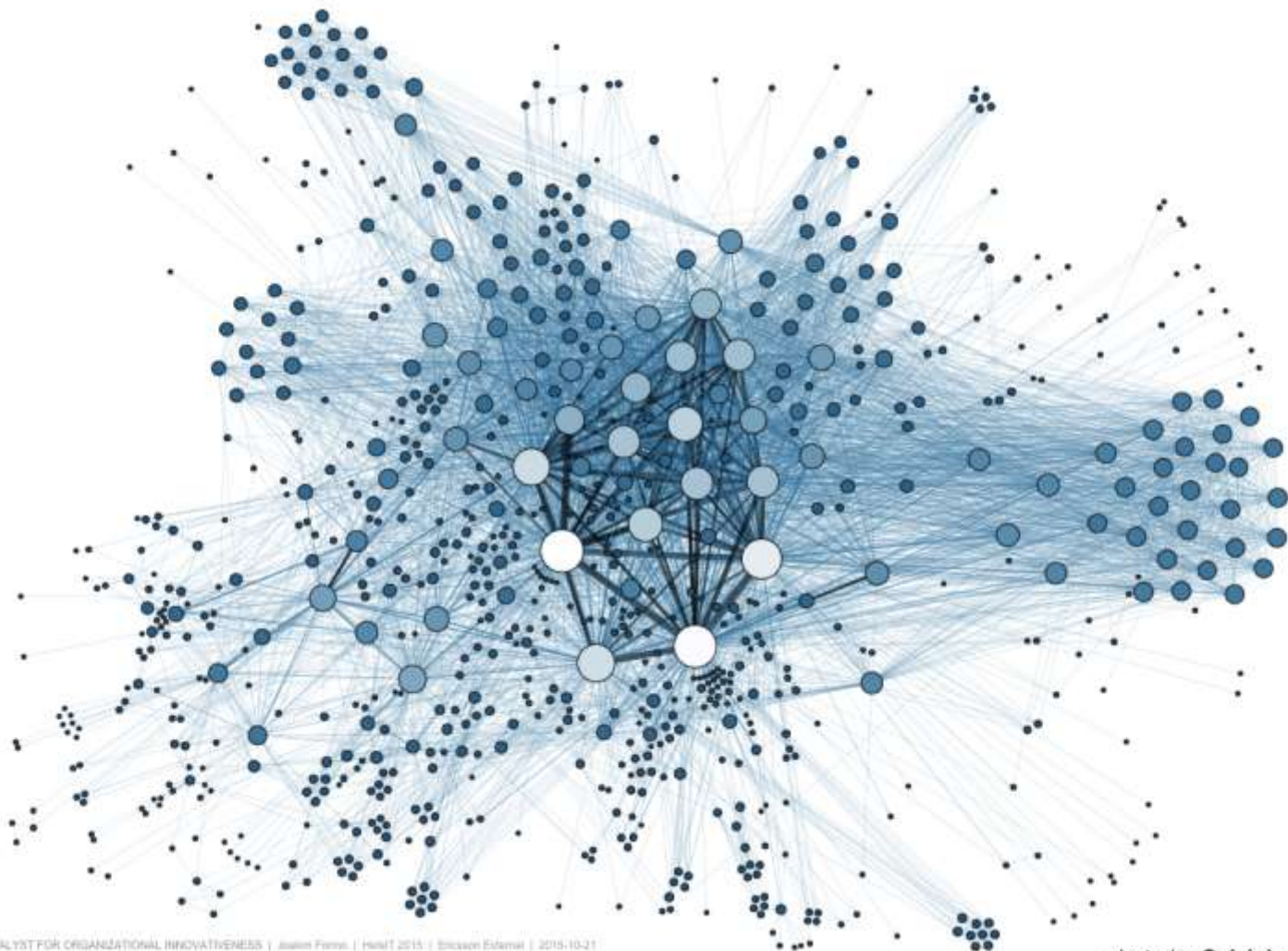
Before



After



GUI FOR 10 000 INTERCONNECTED THINGS





- > ~~How do we best visualize and interact with 10 000 things?!~~
- > **How do people relate to technology?**





ERICSSON

SOCIAL WEB OF THINGS

My Profile

Alerts (0)

Notifications (5)

Requests (3)



WELCOME
Joakim Formo

What's on your mind?

News Feed

Friends

Media

Energy

Finance

Health

Events

Help

FRIENDS



2net Hub



Alarm Clock



Calendar



Car



Electricity Meter



Energy Co




Home



Lights@Home




Surveillance Cam

 **Pill Bottle** - Medicine Dispenser
...want's to be your friend.

Accept

Decline

More Info

 **Tele & Co** - Telecom Operator
...want's to be your friend.

Accept

Decline


More info



WELCOME
Joakim Formo

What's on your mind?

 **News Feed**

 Friends

 Media

NEWS FEED



Live Weather Report - less than a minute ago
The cold front just reached the west coast with a 12 degree drop in temperature to 5 below freezing. The cold front reaches Home in about 30 minutes.



Thermostat - less than a minute ago
Preemptively boosting heating to reduce the extra energy needed to withstand the forthcoming drop in outdoor temperature.

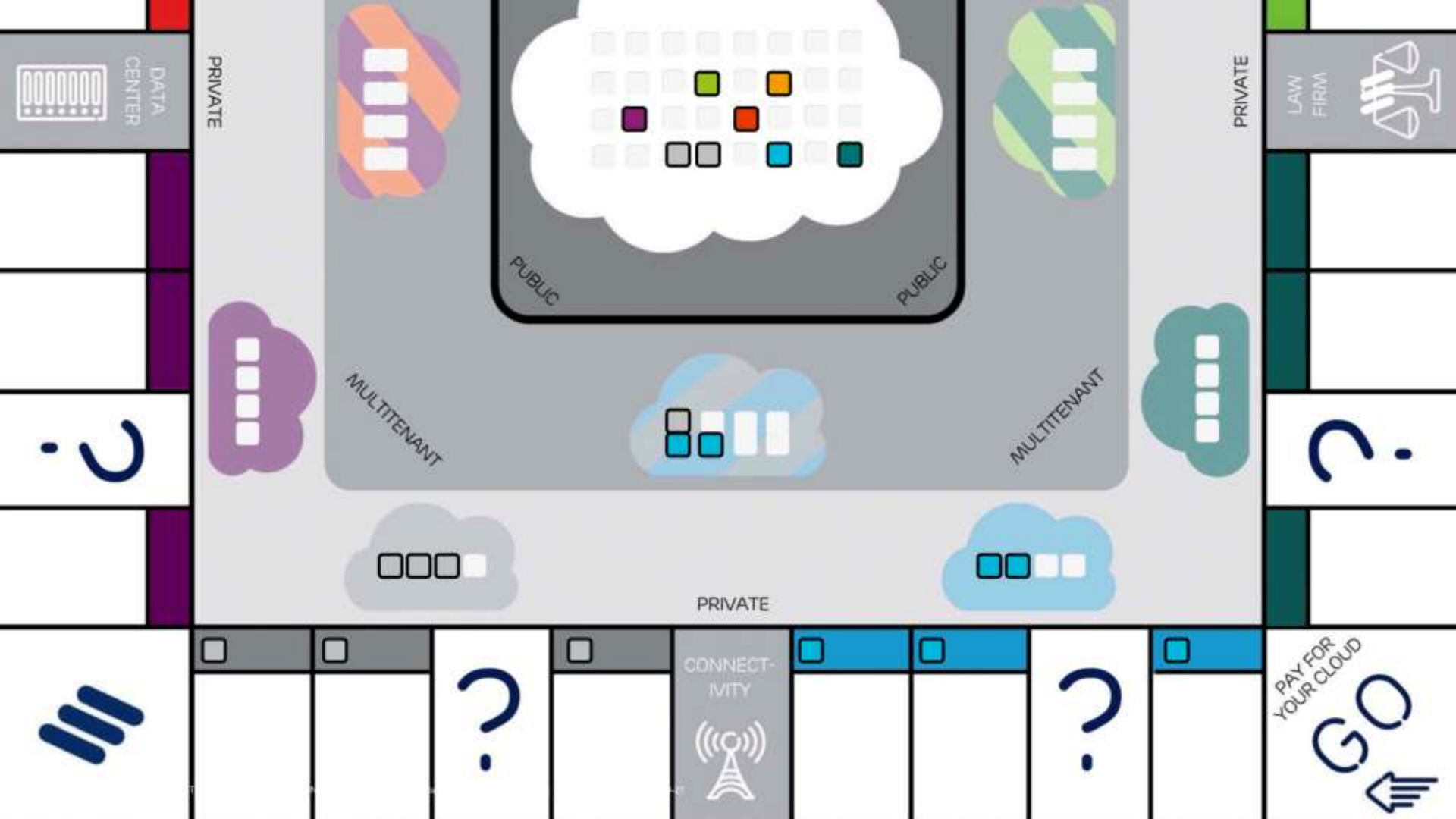


Traffic - less than a minute ago



THE CLOUD EXPERIENCE





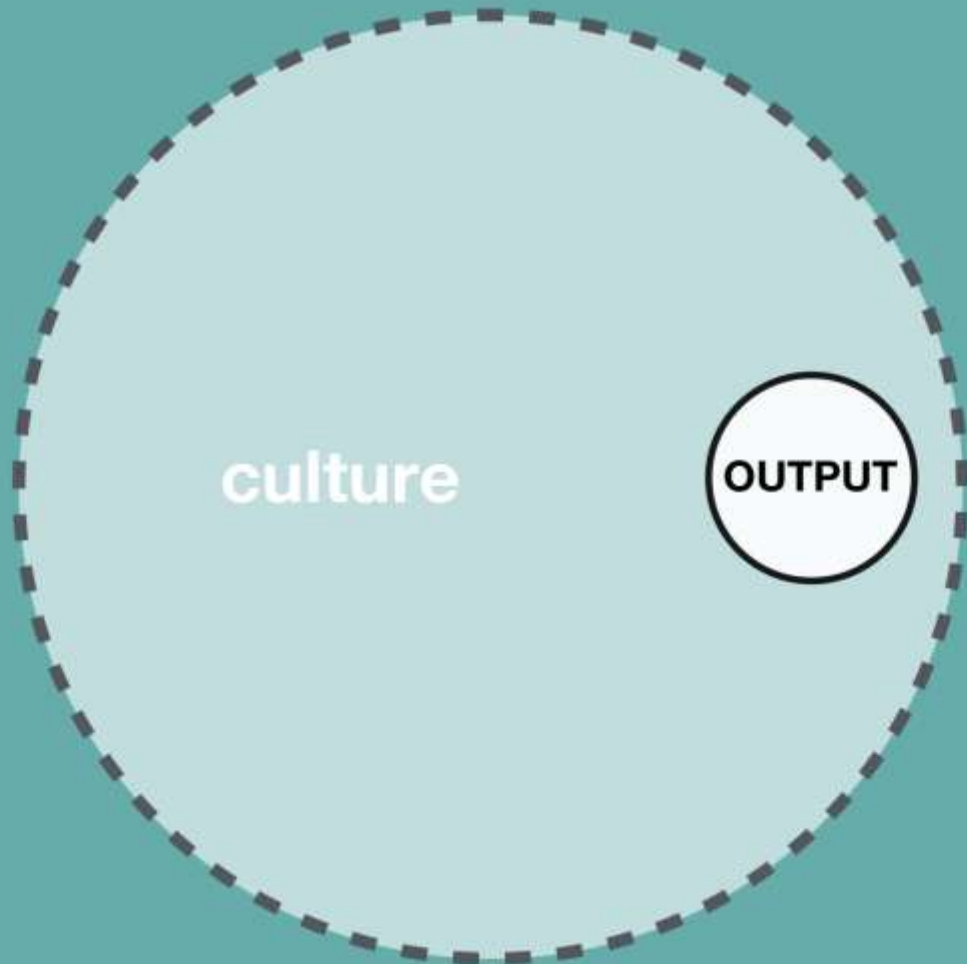
YOUR CLOUD IS NOT RELIABLE
Pay 500 and blame someone.

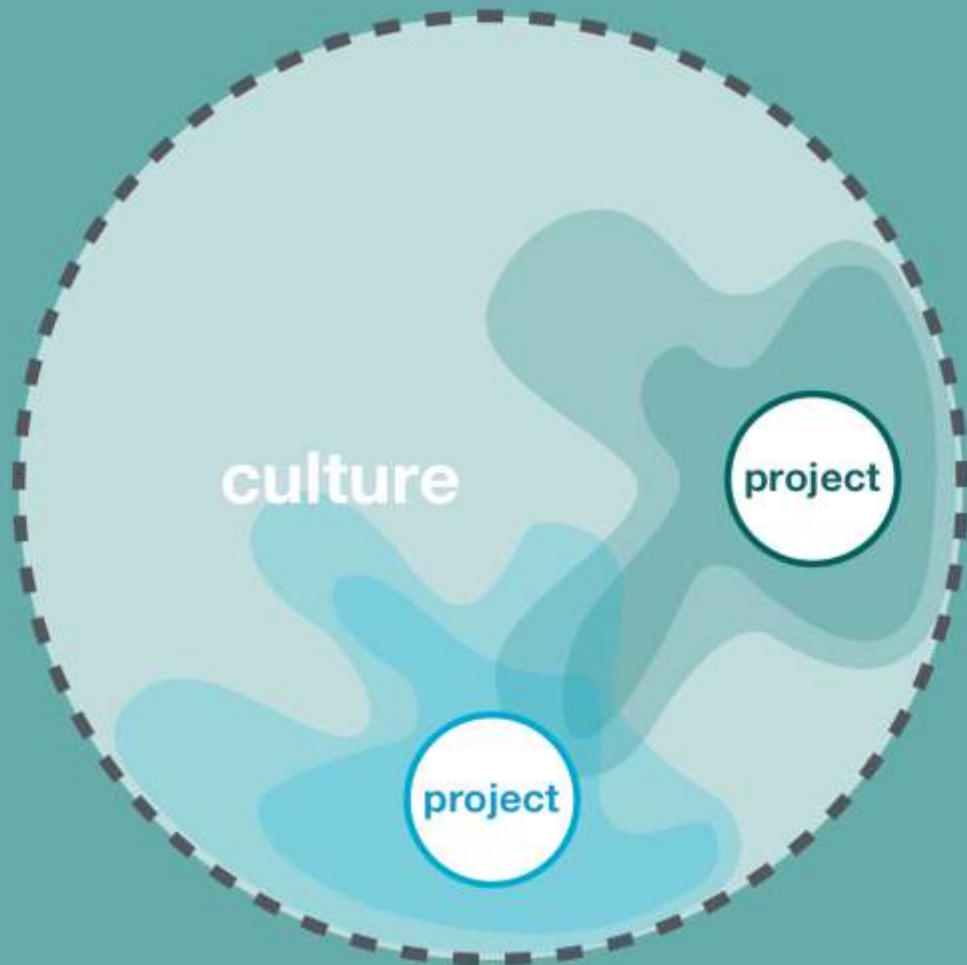


PUBLIC CLOUD SERVICE AQUIRED
BY GOOBLER AND CLOSES
WITHOUT NOTICE
Pay 500 for each component in Public Cloud.

SECURITY BREACH
Pay 500 for each component in Public or Multitenant
Private Cloud and move all components back to
Private Cloud or Local Sites.

YOU DON'T TRUST ANYTHING.
ENGAGE A LAWYER JUST IN
CASE
Pay 1000 to the Law Firm.









culture



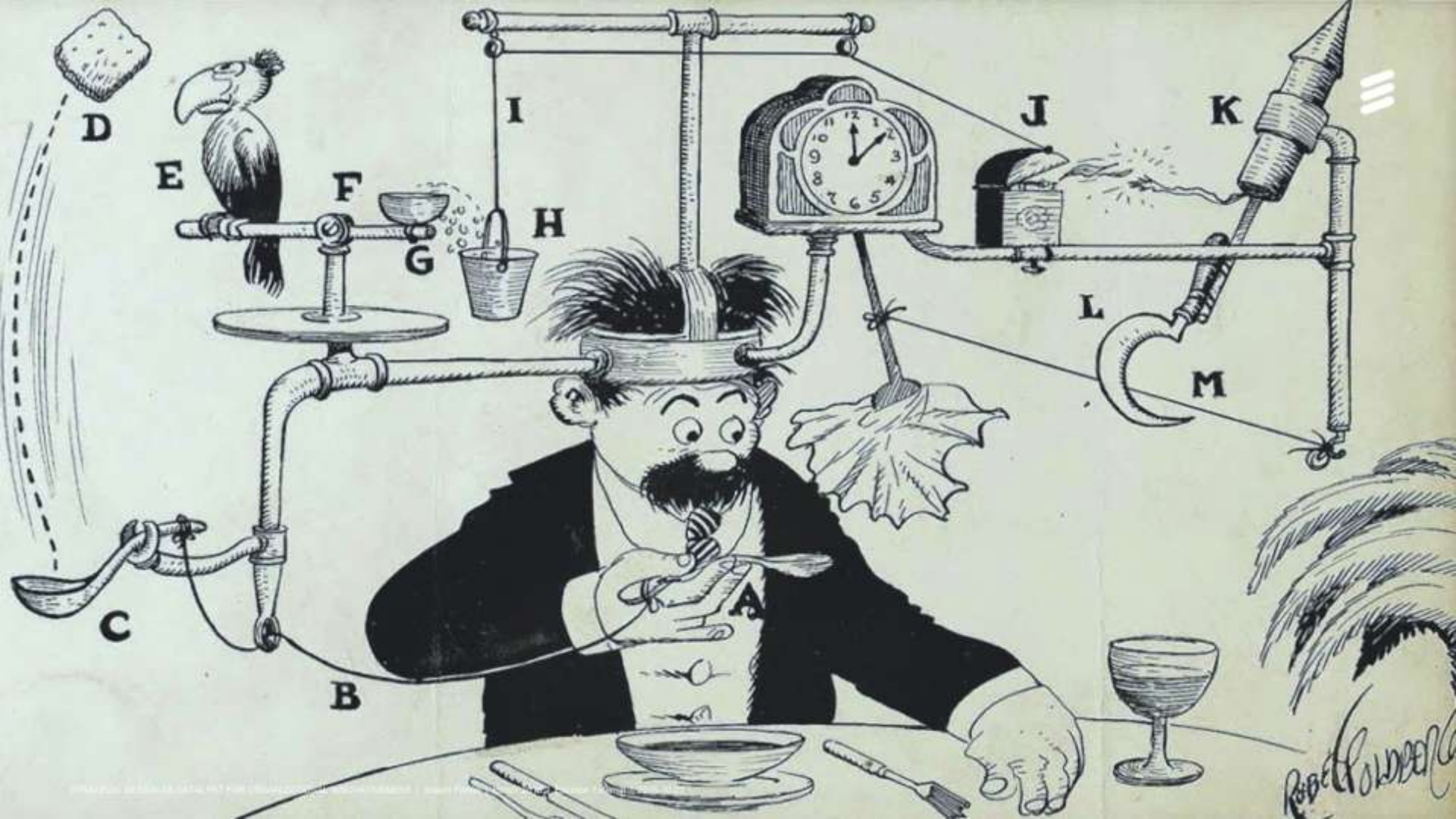


- › **Altered narratives**
- › **Emotional connection**
- › **The thinkable is expanded**

ERICSSON AB

- › **117 000 employees**
- › **78% Men**
- › **40% of global mobile traffic**
- › **in 180 countries**
- › **37 000 patents**
- › **since 1876**







- › **Territorial defensiveness/tactics**
- › **Not-invented-here attitude**
- › **Fear of failure and risking accountability**
- › **Inflexible targets and goals**
- › **Excessive administration and control**
- › **General nitpicking**
- › **etc...**



MINDSETS ARE SKILLS



- › **Nonlinear imagination**
- › **Holistic perception**
- › **Comfortable with uncertainty**
- › **Inquisitive**
- › **Intrinsic motivation**
- › **Change-willingness**
- › **Empathy and self-reflection**
- › **Perseverance**



GET EXCITED AND
EXPERIMENT A LITTLE





THANK YOU!



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