



# Strategic Design for Innovators

What Is and What Could Be

But first, a story...































An aerial photograph of a park. A paved path enters from the top left, curves to the right, and then continues straight across the top. A grassy area with some yellow and pink flowers is to the right of the path. A dense forest of green trees is on the left. The text "Desire Paths" is overlaid in the center in white.

# Desire Paths



An aerial photograph of a park. A paved path winds through a lush green landscape. The path starts from the bottom left and curves towards the top left. The surrounding area is filled with various types of trees and grass, creating a vibrant green scene. The text "An act of Design." is overlaid in the center of the image in a large, white, sans-serif font.

**An act of Design.**



“Everyone designs who  
devises courses of action  
aimed at changing existing  
situations into preferred ones.”

Herbert Simon,  
[The Sciences of the Artificial](#), 1969



Existing Situation

Preferred Alternative



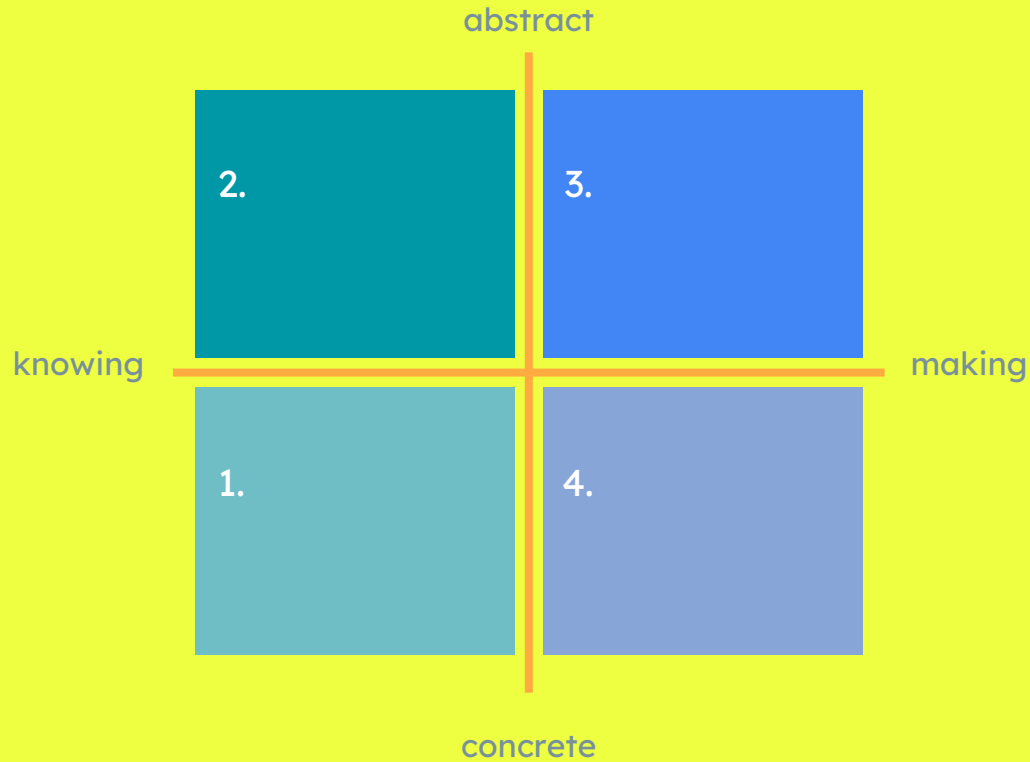
Existing Situation

Preferred Alternative



What is  
What could be

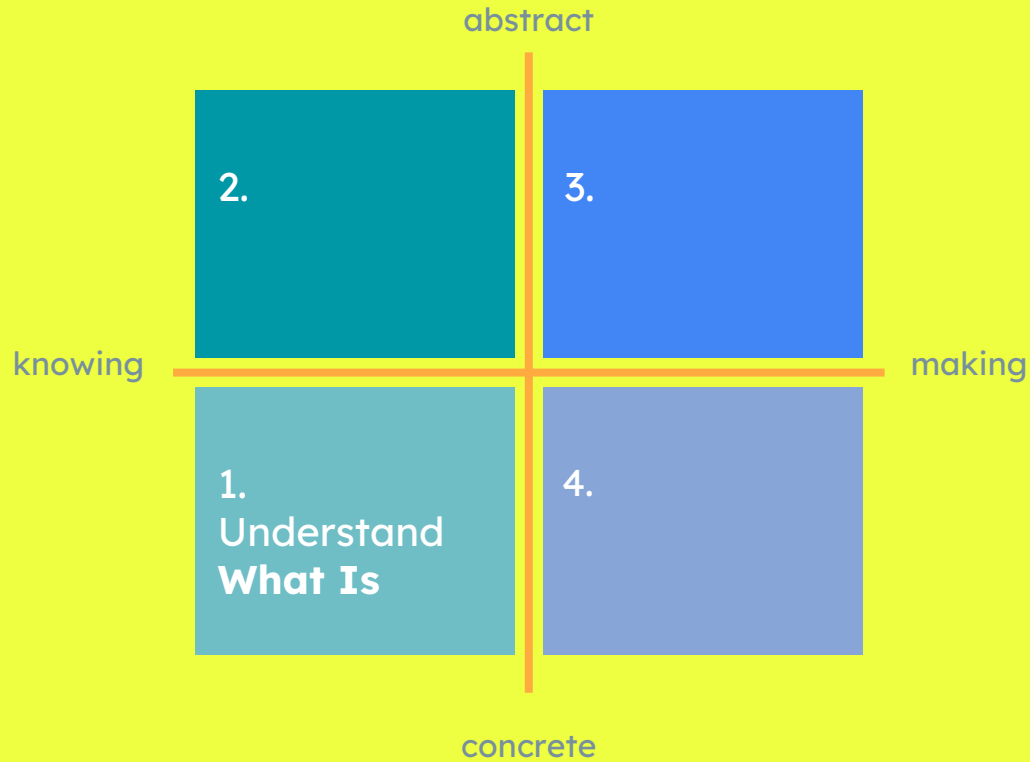




Adapted from:

- Dubberly, Hugh, Rick Robinson and Shelley Evenson. "The Analysis-Synthesis Bridge Model." *Interactions*, March 1, 2008
- Mendel, Joanne and Jan Yeager. "Knowledge Visualization in Design Practice: Exploring the Power of Knowledge Visualization in Problem Solving." *Parsons Journal for Information Mapping*, Vol. 2, Issue 3, Summer 2010.

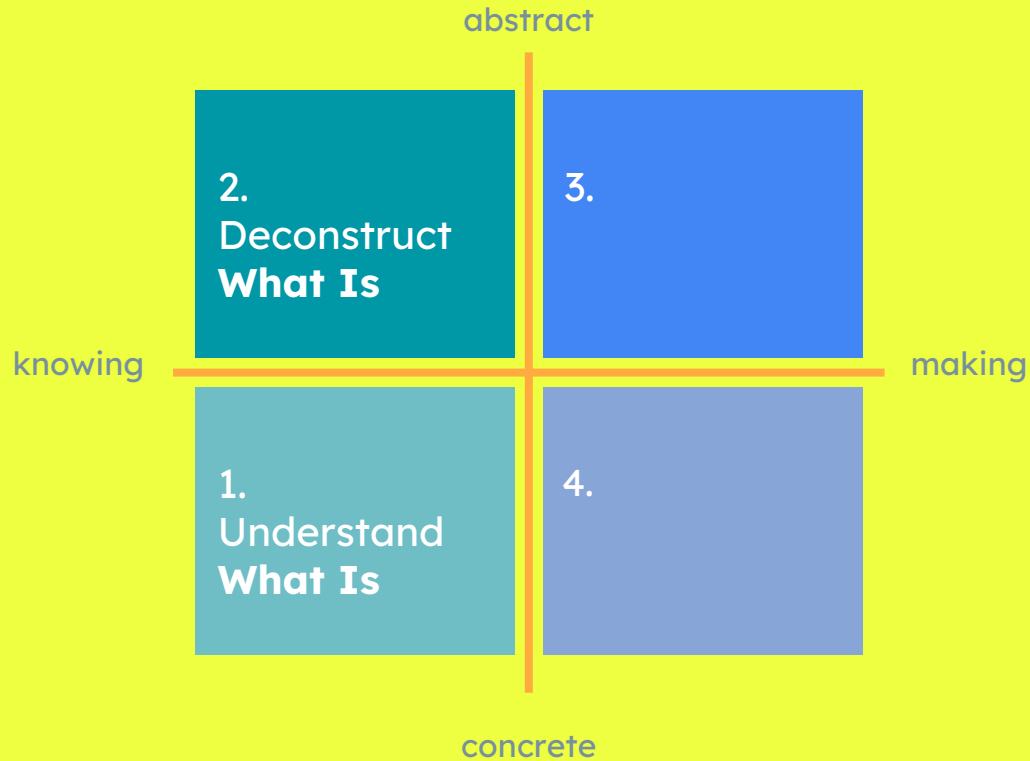




Adapted from:

- Dubberly, Hugh, Rick Robinson and Shelley Evenson. "The Analysis-Synthesis Bridge Model." *Interactions*, March 1, 2008
- Mendel, Joanne and Jan Yeager. "Knowledge Visualization in Design Practice: Exploring the Power of Knowledge Visualization in Problem Solving." *Parsons Journal for Information Mapping*, Vol. 2, Issue 3, Summer 2010.

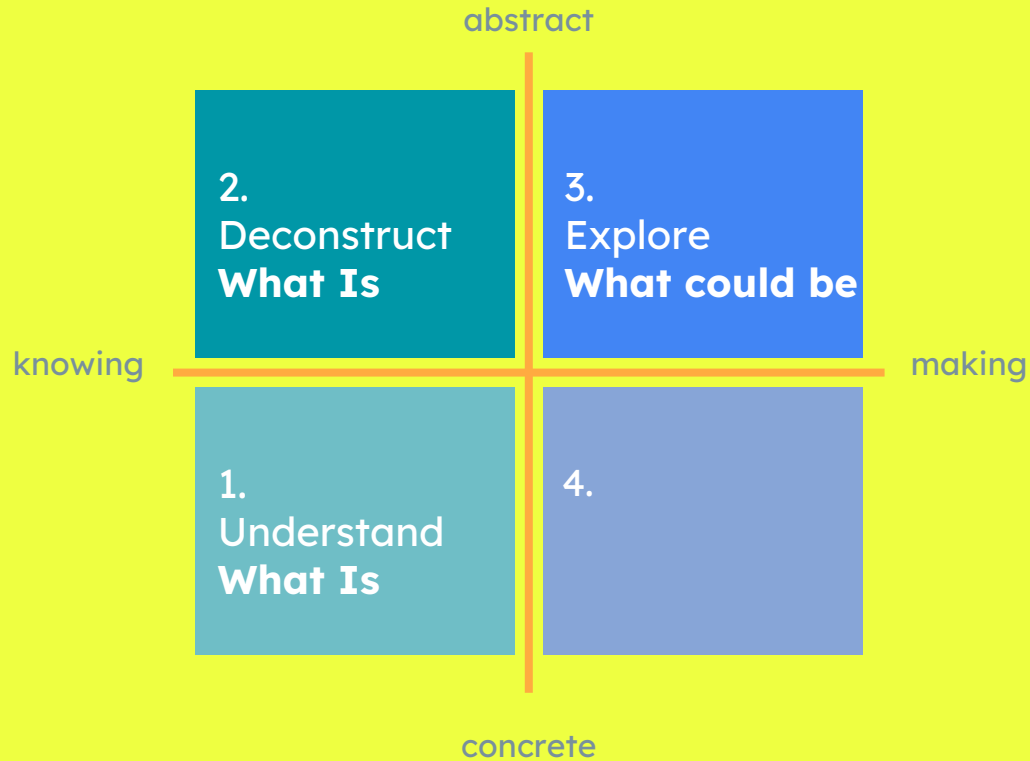




Adapted from:

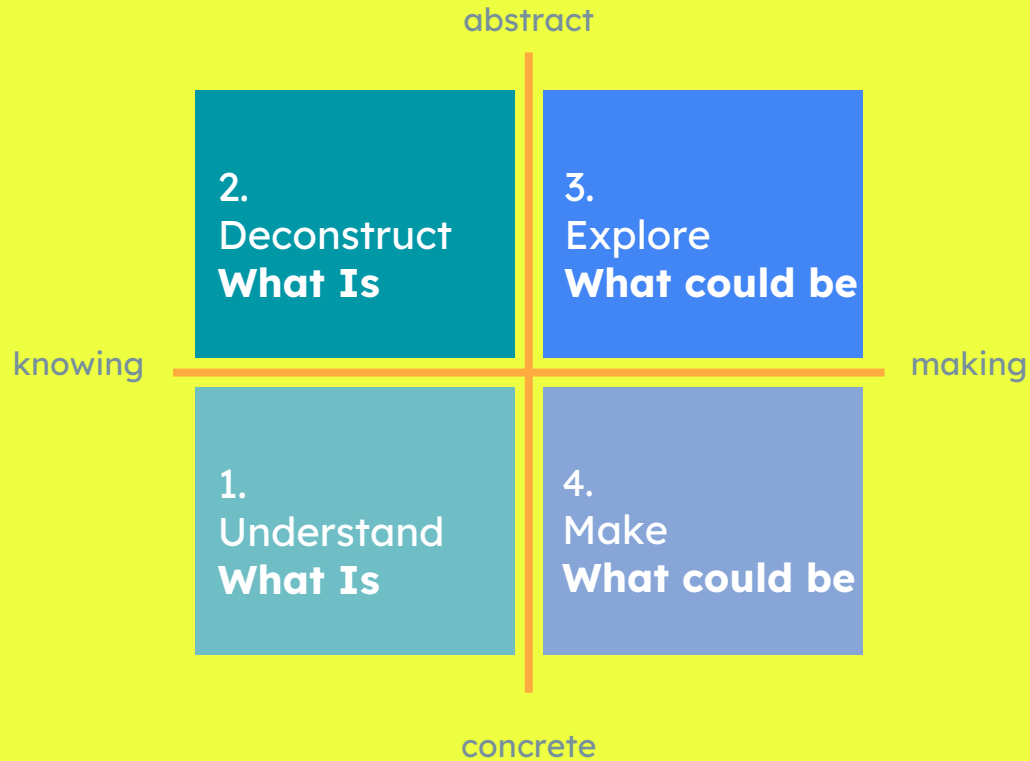
- Dubberly, Hugh, Rick Robinson and Shelley Evenson. "The Analysis-Synthesis Bridge Model." *Interactions*, March 1, 2008
- Mendel, Joanne and Jan Yeager. "Knowledge Visualization in Design Practice: Exploring the Power of Knowledge Visualization in Problem Solving." *Parsons Journal for Information Mapping*, Vol. 2, Issue 3, Summer 2010.





Adapted from:

- Dubberly, Hugh, Rick Robinson and Shelley Evenson. "The Analysis-Synthesis Bridge Model." *Interactions*, March 1, 2008
- Mendel, Joanne and Jan Yeager. "Knowledge Visualization in Design Practice: Exploring the Power of Knowledge Visualization in Problem Solving." *Parsons Journal for Information Mapping*, Vol. 2, Issue 3, Summer 2010.



Adapted from:

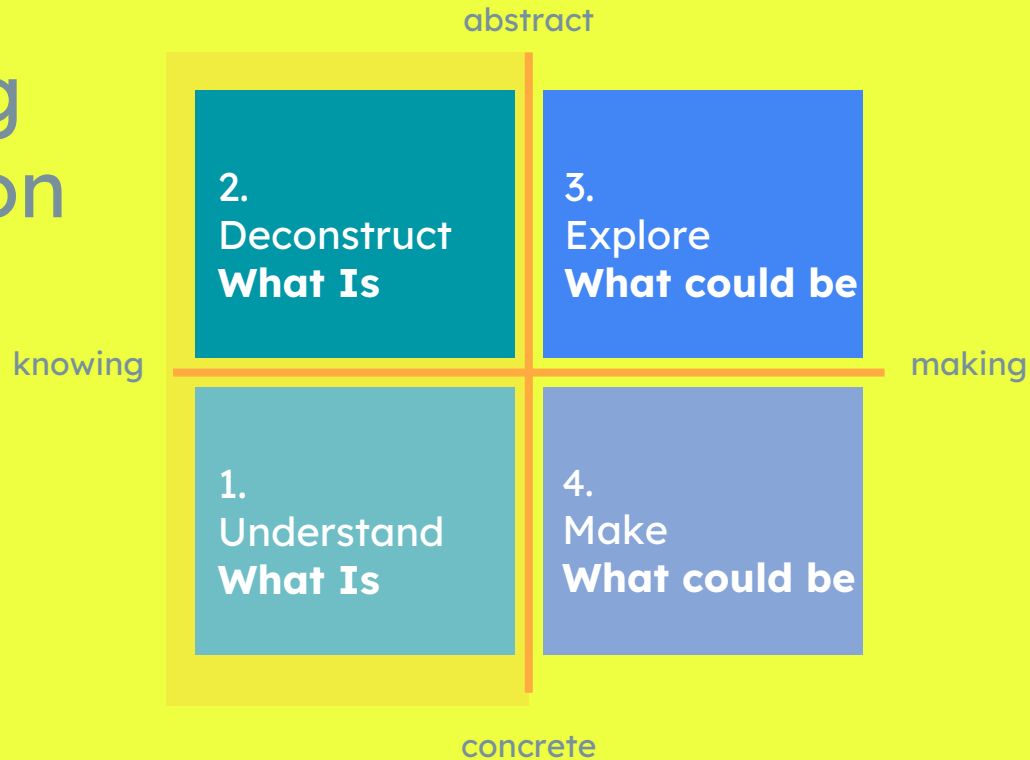
- Dubberly, Hugh, Rick Robinson and Shelley Evenson. "The Analysis-Synthesis Bridge Model." *Interactions*, March 1, 2008
- Mendel, Joanne and Jan Yeager. "Knowledge Visualization in Design Practice: Exploring the Power of Knowledge Visualization in Problem Solving." *Parsons Journal for Information Mapping*, Vol. 2, Issue 3, Summer 2010.



Existing Situation

Preferred Alternative

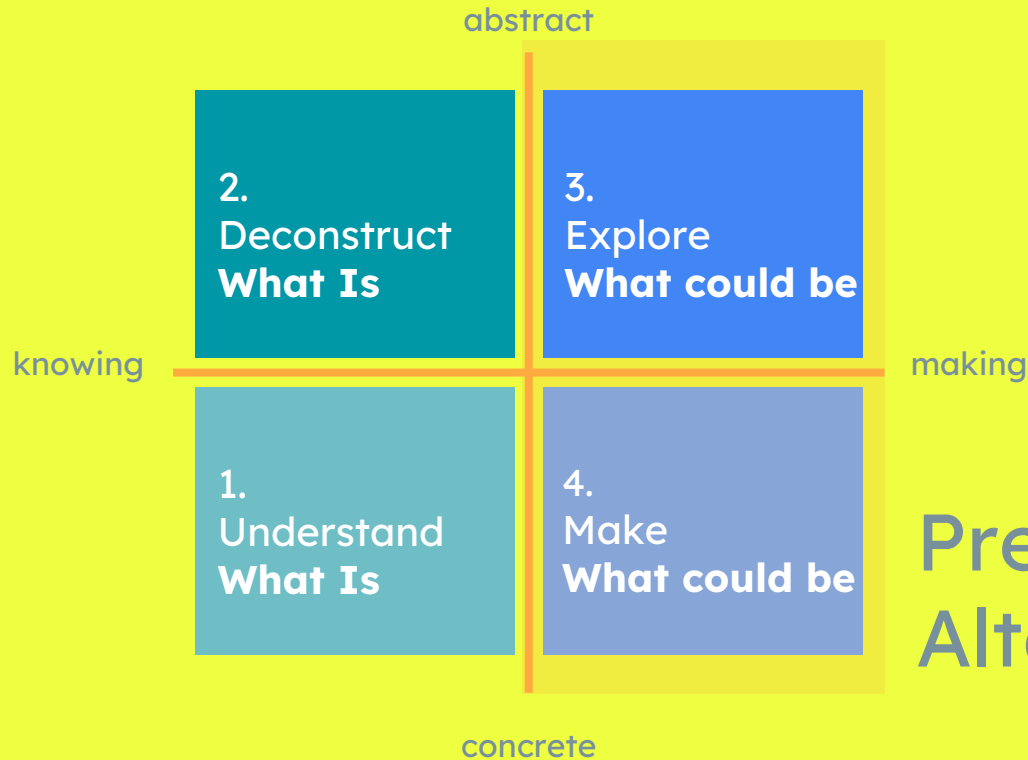
# Existing Situation



Adapted from:

- Dubberly, Hugh, Rick Robinson and Shelley Evenson. "The Analysis-Synthesis Bridge Model." *Interactions*, March 1, 2008
- Mendel, Joanne and Jan Yeager. "Knowledge Visualization in Design Practice: Exploring the Power of Knowledge Visualization in Problem Solving." *Parsons Journal for Information Mapping*, Vol. 2, Issue 3, Summer 2010.





Preferred  
Alternative

Adapted from:

- Dubberly, Hugh, Rick Robinson and Shelley Evenson. "The Analysis-Synthesis Bridge Model." *Interactions*, March 1, 2008
- Mendel, Joanne and Jan Yeager. "Knowledge Visualization in Design Practice: Exploring the Power of Knowledge Visualization in Problem Solving." *Parsons Journal for Information Mapping*, Vol. 2, Issue 3, Summer 2010.

A photograph of two people on a rocky landscape. In the foreground, a person stands on a large, reddish-brown rock, wearing a grey sweater with colorful fringes and blue jeans. In the background, another person is captured mid-air, jumping over a rock. They are wearing a pink and blue patterned sweater, blue jeans, and green Converse sneakers. The sky is overcast and grey.

**How  
might  
we?**





**How  
might  
we?**



**How  
might  
we?**

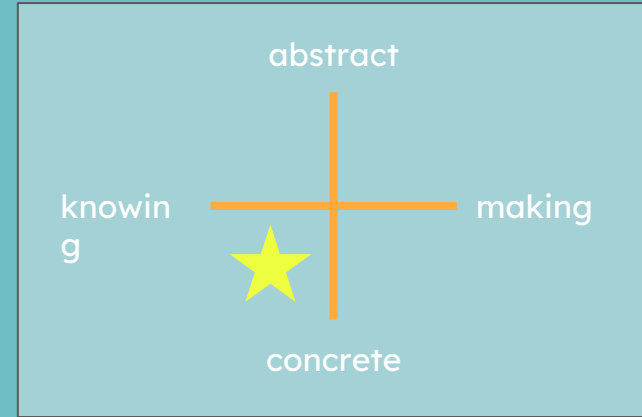




# How might we?

How might we...

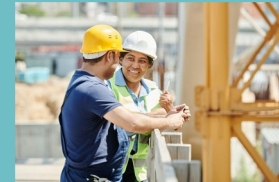
# Understand What is?



Observation



Immersion

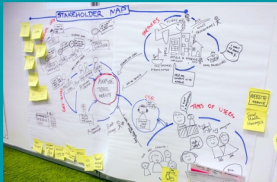
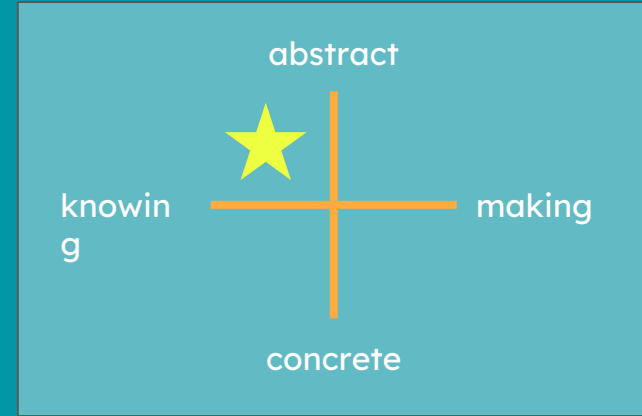


Contextual Inquiry

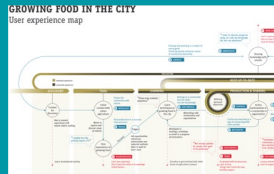


How might we...

# Deconstruct What is?



Stakeholder Mapping



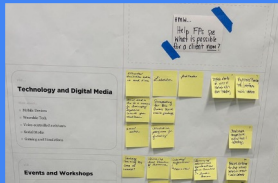
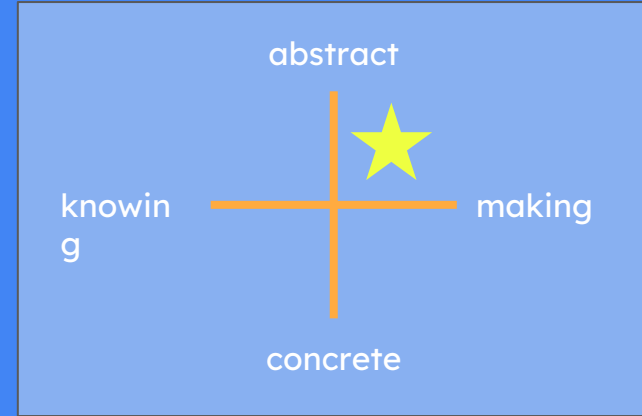
Experience Mapping,  
Journey Mapping



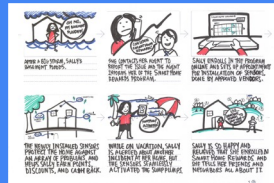
Affinity Clustering

How might we...

# Explore What could be?



Statement Starters,  
Creative Matrix



Storyboarding

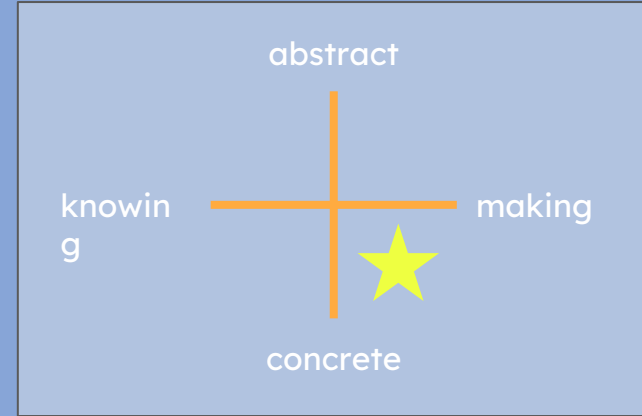


Concept Posters



How might we...

# Make What could be?



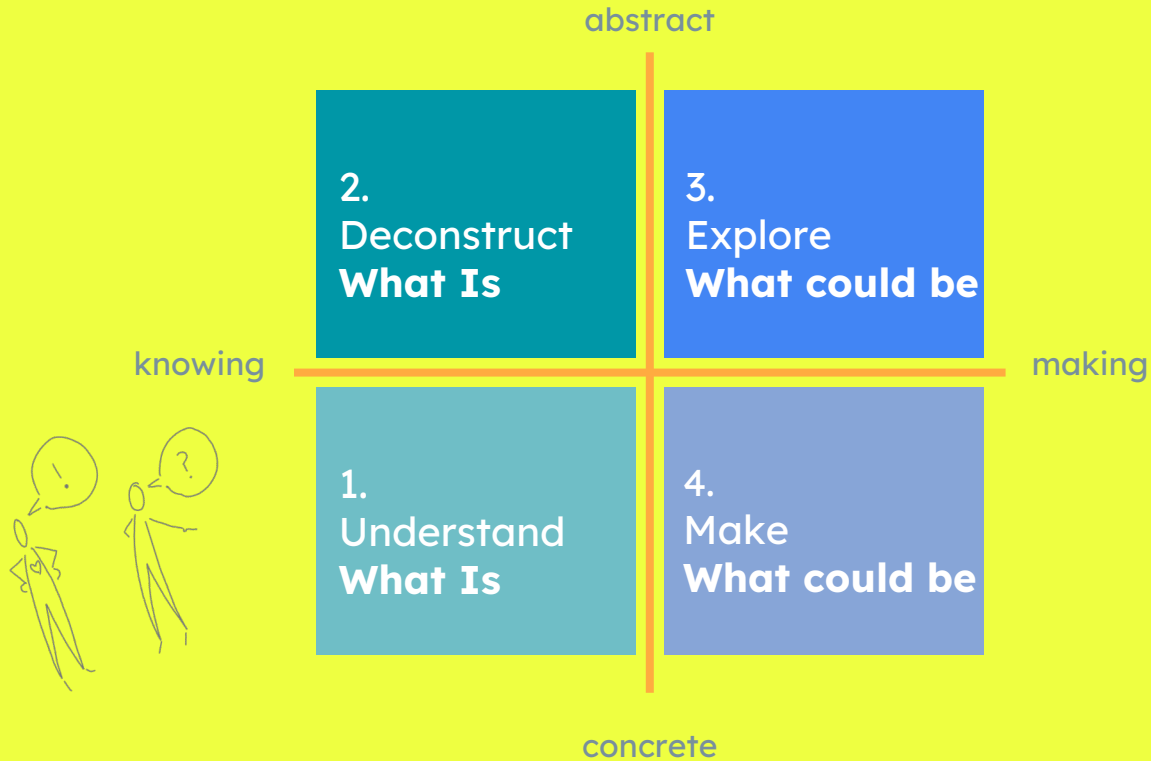
Sketching, Wireframes



Paper Prototyping

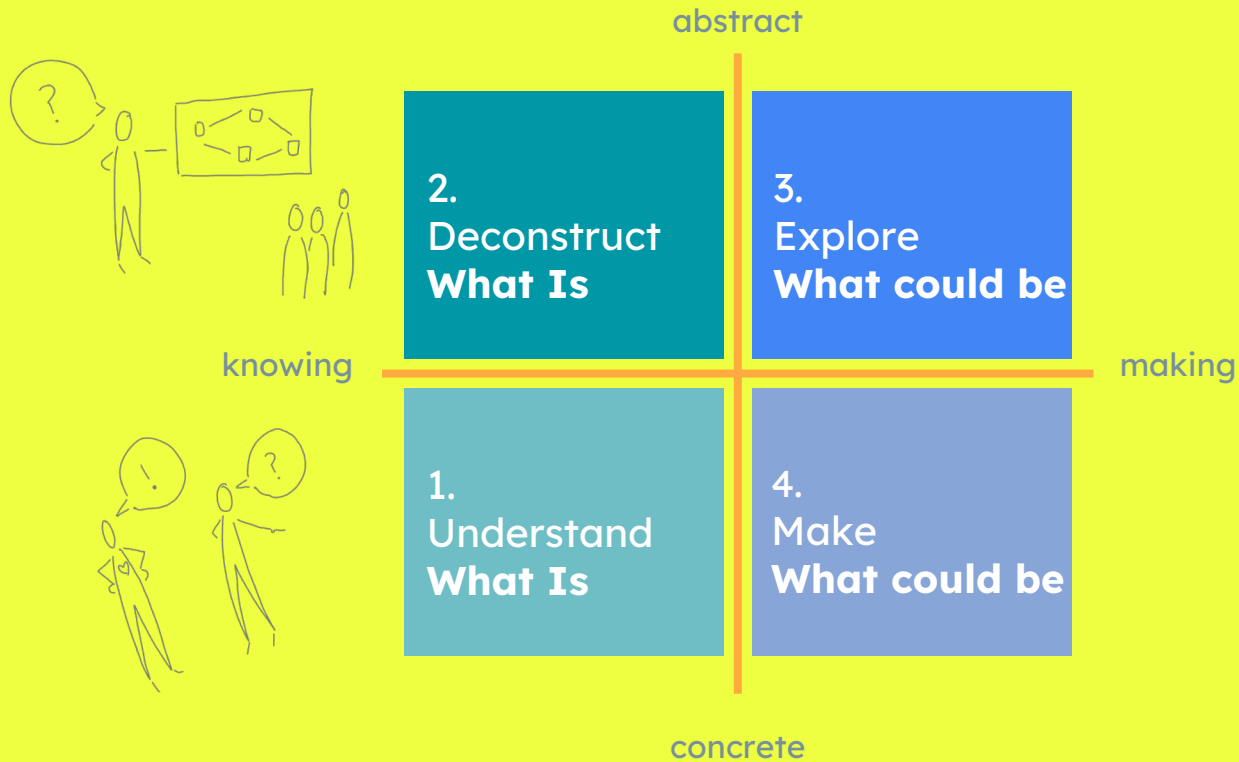


Pilots, Experiments,  
Experience Prototyping



Adapted from:

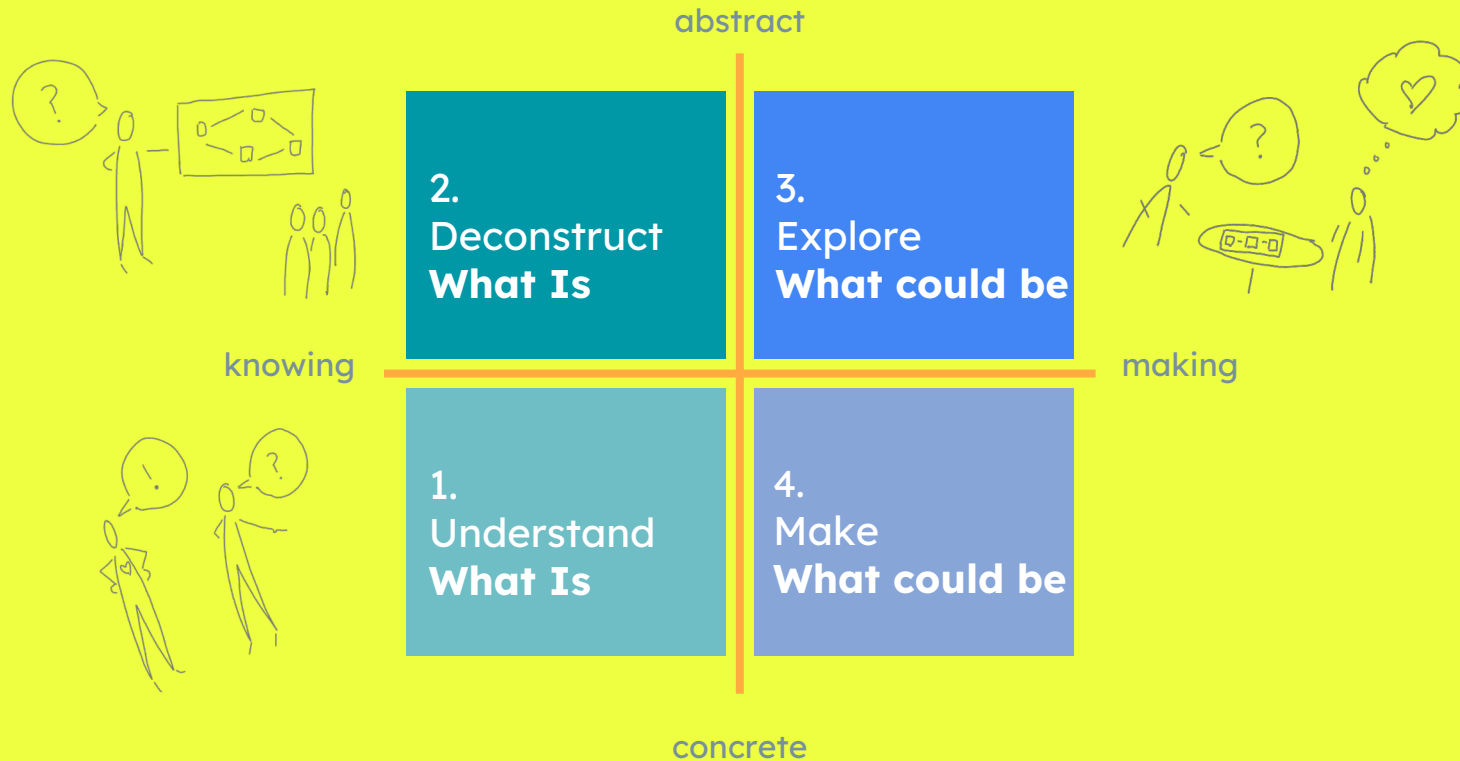
- Dubberly, Hugh, Rick Robinson and Shelley Evenson. "The Analysis-Synthesis Bridge Model." *Interactions*, March 1, 2008
- Mendel, Joanne and Jan Yeager. "Knowledge Visualization in Design Practice: Exploring the Power of Knowledge Visualization in Problem Solving." *Parsons Journal for Information Mapping*, Vol. 2, Issue 3, Summer 2010.



Adapted from:

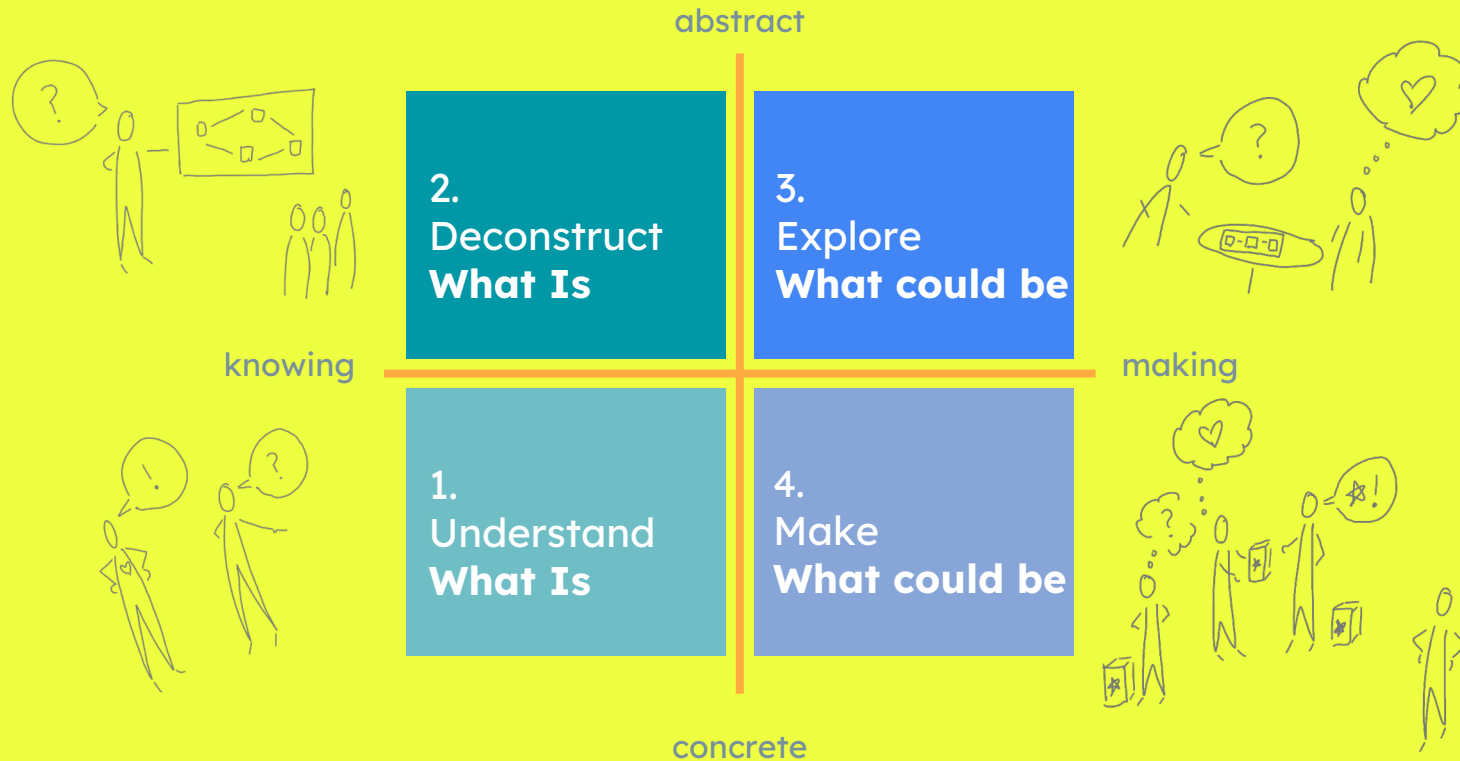
- Dubberly, Hugh, Rick Robinson and Shelley Evenson. "The Analysis-Synthesis Bridge Model." *Interactions*, March 1, 2008
- Mendel, Joanne and Jan Yeager. "Knowledge Visualization in Design Practice: Exploring the Power of Knowledge Visualization in Problem Solving." *Parsons Journal for Information Mapping*, Vol. 2, Issue 3, Summer 2010.





Adapted from:

- Dubberly, Hugh, Rick Robinson and Shelley Evenson. "The Analysis-Synthesis Bridge Model." *Interactions*, March 1, 2008
- Mendel, Joanne and Jan Yeager. "Knowledge Visualization in Design Practice: Exploring the Power of Knowledge Visualization in Problem Solving." *Parsons Journal for Information Mapping*, Vol. 2, Issue 3, Summer 2010.



Adapted from:

- Dubberly, Hugh, Rick Robinson and Shelley Evenson. "The Analysis-Synthesis Bridge Model." *Interactions*, March 1, 2008
- Mendel, Joanne and Jan Yeager. "Knowledge Visualization in Design Practice: Exploring the Power of Knowledge Visualization in Problem Solving." *Parsons Journal for Information Mapping*, Vol. 2, Issue 3, Summer 2010.



**Intro to Miro**  
Strategic Design Kit  
miro



[bit.ly/introtomiro](https://bit.ly/introtomiro)



**Personas**  
Strategic Design Kit  
miro



[bit.ly/miropersonas](https://bit.ly/miropersonas)



**Stakeholder Map**  
Strategic Design Kit  
miro



[bit.ly/mirostakeholdermap](https://bit.ly/mirostakeholdermap)



**Journey Map**  
Strategic Design Kit  
miro



[bit.ly/mirojourneymap](https://bit.ly/mirojourneymap)



**Storyboards**  
Strategic Design Kit  
miro



[bit.ly/mirostoryboard](https://bit.ly/mirostoryboard)



**Creating a Problem Statement**  
Strategic Design Kit  
miro



[bit.ly/miroproblemstatement](https://bit.ly/miroproblemstatement)



**Pilot Posters**  
Strategic Design Kit  
miro



[bit.ly/miropilotposter](https://bit.ly/miropilotposter)



**Problem Tree Analysis**  
Strategic Design Kit  
miro



[bit.ly/miroproblemtree](https://bit.ly/miroproblemtree)



**Concept Poster**  
Strategic Design Kit  
miro




[bit.ly/conceptposter](https://bit.ly/conceptposter)



**Abstraction Ladder**  
Strategic Design Kit  
miro



[bit.ly/abstractionladder](https://bit.ly/abstractionladder)



**Rose, Bud, Thorn**  
Strategic Design Kit  
miro



[bit.ly/rosebudthornmiro](https://bit.ly/rosebudthornmiro)



**Concept Mapping**  
Strategic Design Kit  
miro



[bit.ly/miroconceptmap](https://bit.ly/miroconceptmap)



**Affinity Map**  
Strategic Design Kit  
miro



[bit.ly/miroaffinitymap](https://bit.ly/miroaffinitymap)



**Crazy 8s**  
Strategic Design Kit  
miro



[bit.ly/mirocrazy8s](https://bit.ly/mirocrazy8s)



**What's On Your Radar?**  
Strategic Design Kit  
miro



[bit.ly/mioradar](https://bit.ly/mioradar)



**Hopes and Fears**  
Strategic Design Kit  
miro



[bit.ly/mirohopesandfears](https://bit.ly/mirohopesandfears)



**Cover Story Mockups**  
Strategic Design Kit  
miro



[bit.ly/mirocoverstory](https://bit.ly/mirocoverstory)



**Creative Matrix**  
Strategic Design Kit  
miro



[bit.ly/mirocreativematrix](https://bit.ly/mirocreativematrix)



**Round Robin**  
Strategic Design Kit  
miro



[bit.ly/miroroundrobin](https://bit.ly/miroroundrobin)



**Buy a Feature**  
Strategic Design Kit  
miro



[bit.ly/buyafeaturemiro](https://bit.ly/buyafeaturemiro)



**Ecosystem Collection Map**  
Strategic Design Kit  
miro



[bit.ly/ecosystemcollectionmap](https://bit.ly/ecosystemcollectionmap)



# Let's chat...

**Carnegie Mellon University**  
Swartz Center for Entrepreneurship

What you'll find me doing:



**open**  
design, research and  
strategy consulting



**V!B**  
a corporate  
venture builder



Connect  
with me on  
**LinkedIn**

