Strategic Design for Innovators

What Is and What Could Be

September 19, 2024

Desire Paths

Designing

“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

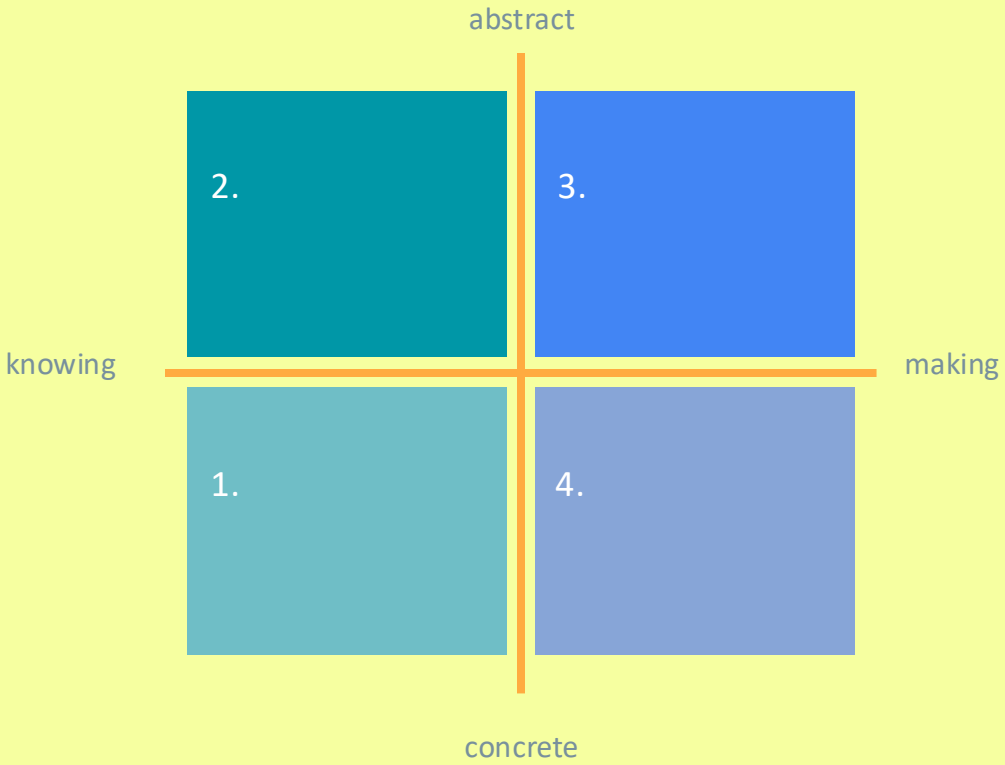
Preferred Alternative

Existing Situation

Preferred Alternative

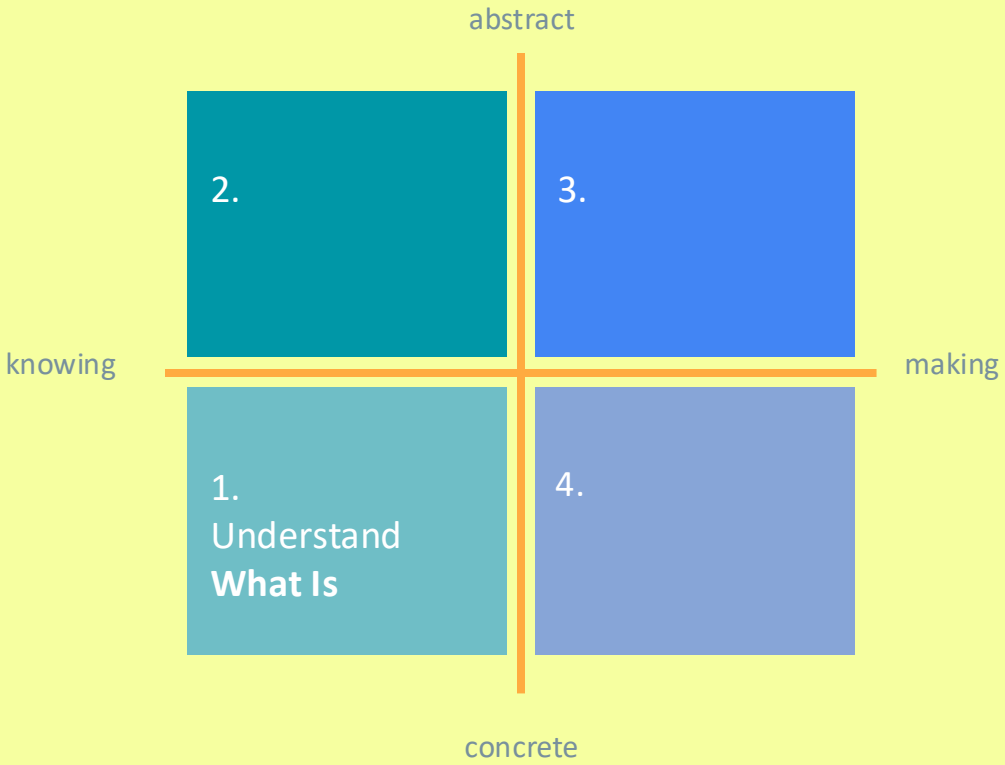
What is

What could be



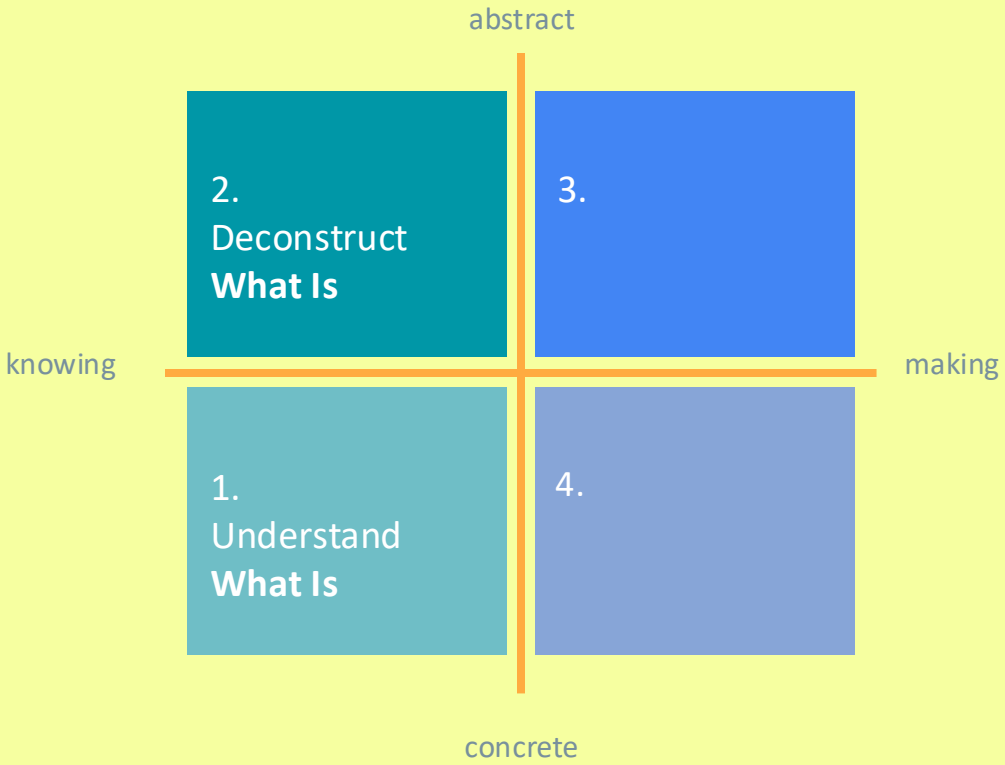
Adapted from:

- 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.



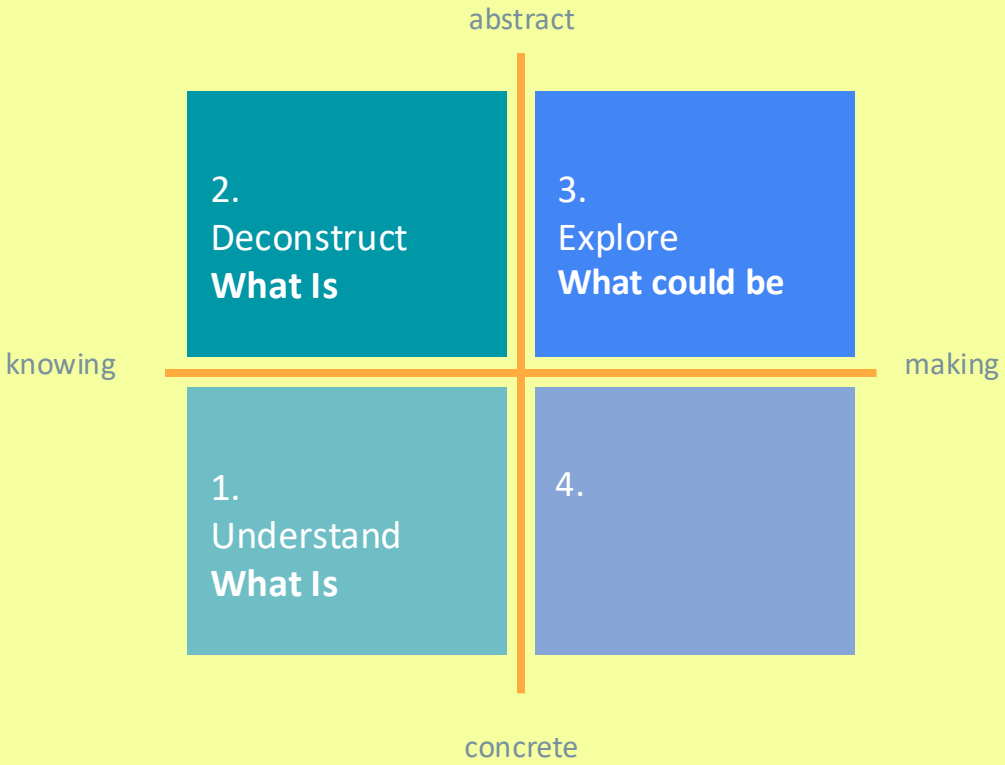
Adapted from:

- 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.



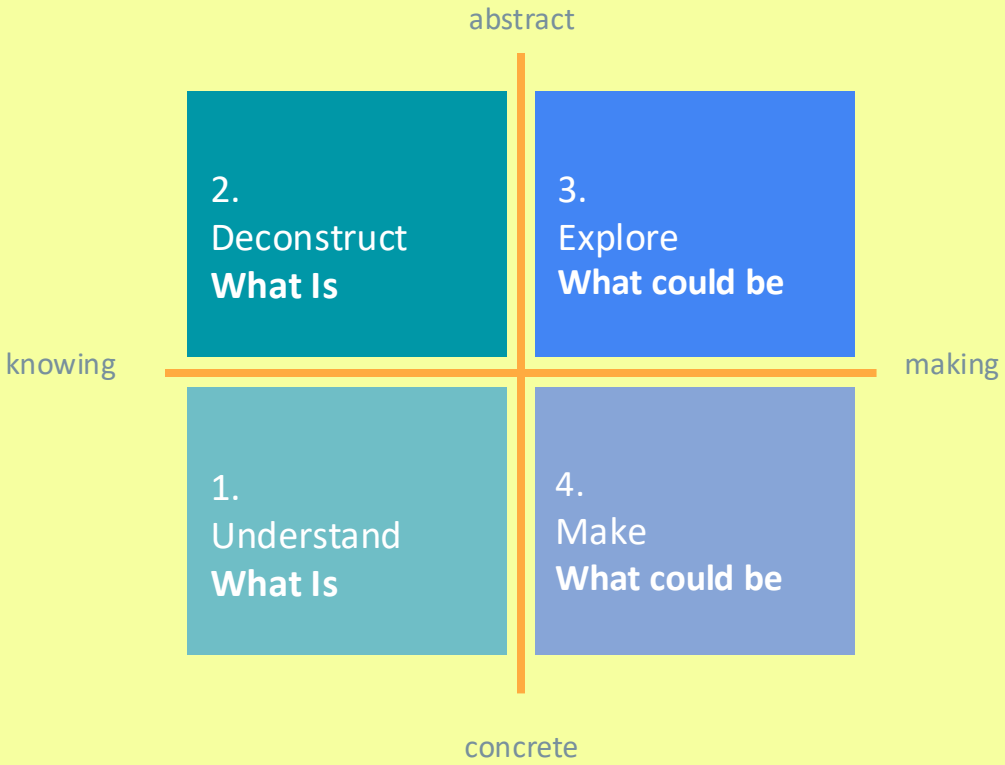
Adapted from:

- 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.



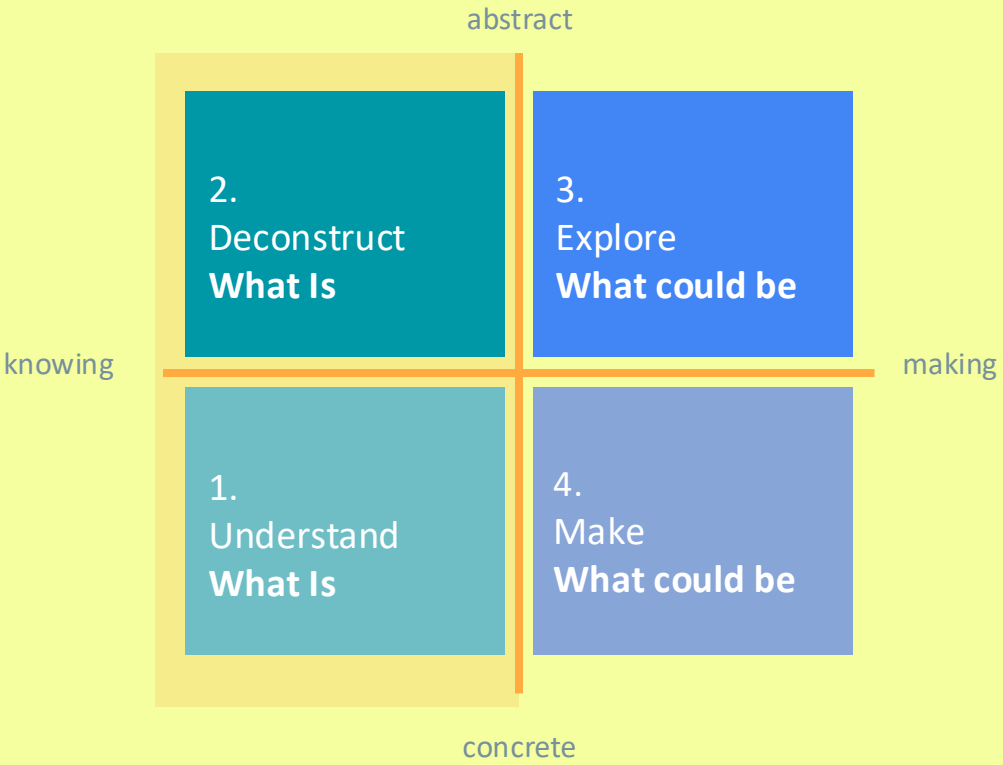
Adapted from:

- 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

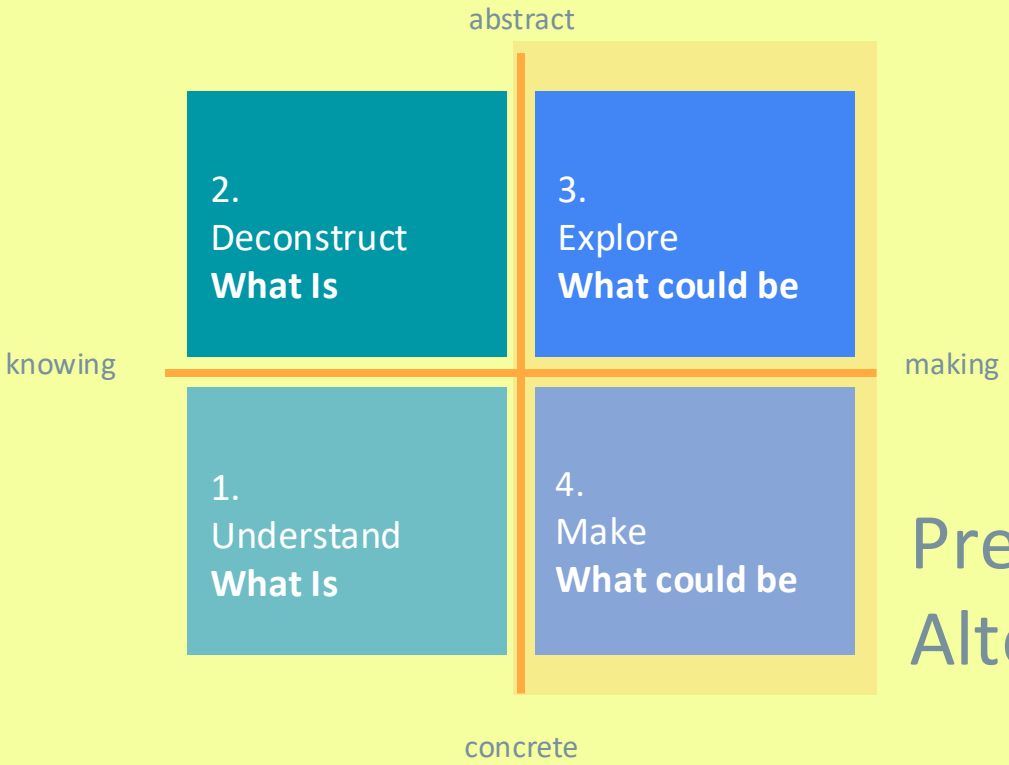
Preferred Alternative

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.

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/
Diagraming

How might we…

Explore
What could be?

Statement Starters,
Creative Matrix

Storyboarding

Concept Posters

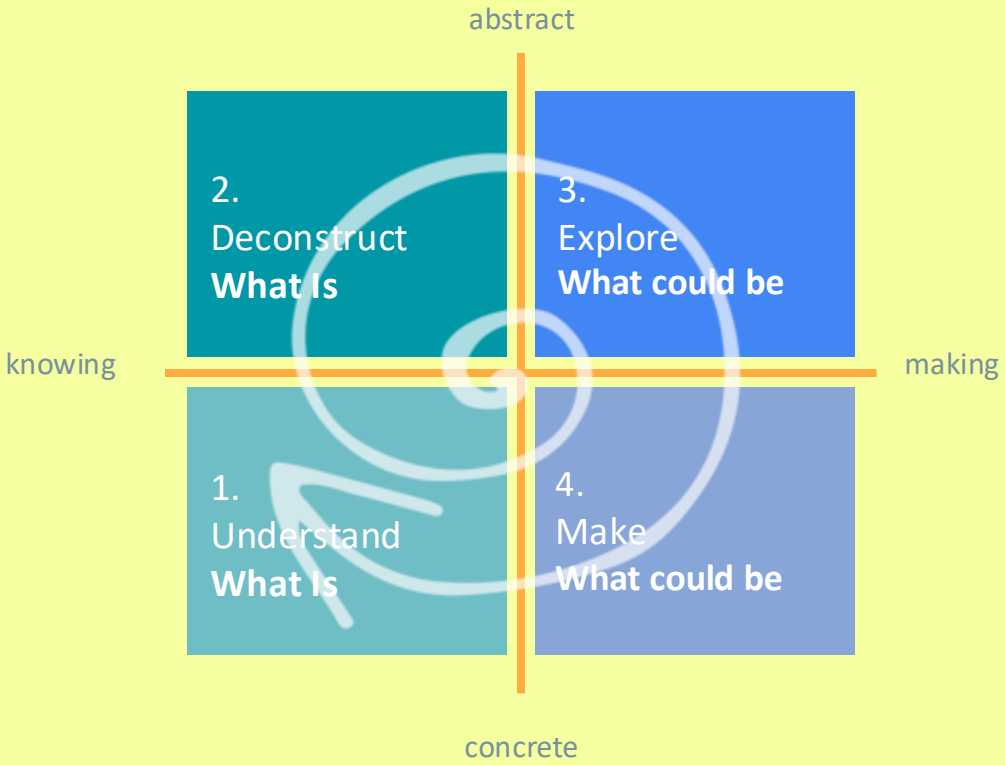
How might we…

Make
What could be?

Sketching, Wireframes

Paper Prototyping

Pilots, Experiments,
Experience Prototyping

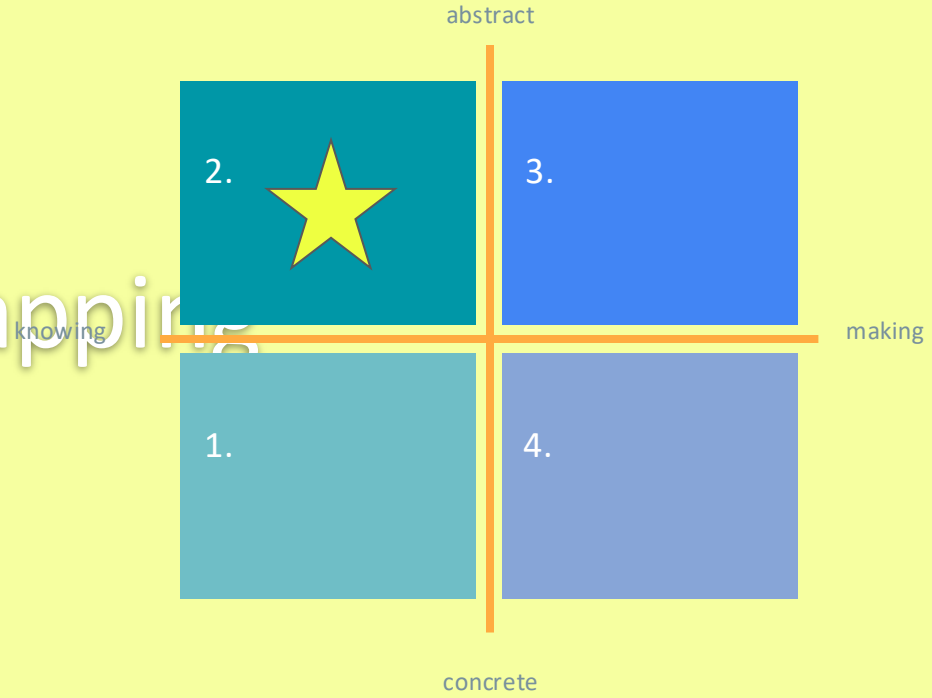


Adapted from:

- 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.

Let’s try it!

Stakeholder Mapping



Stakeholder Mapping

1. Make a list of all relevant people

Stakeholder Mapping

1. Make a list of all relevant people
2. Begin to cluster these people by “type”

Stakeholder Mapping

1. Make a list of all relevant people
2. Begin to cluster these people by “type”
3. Label the clusters

Stakeholder Mapping

1. Make a list of all relevant people
2. Begin to cluster these people by “type”
3. Label the clusters
4. Use speech bubbles to express their main priority

Stakeholder Mapping

1. Make a list of all relevant people
2. Begin to cluster these people by “type”
3. Label the clusters
4. Use speech bubbles to express their main priority
5. Begin to draw arrows to show how they are related

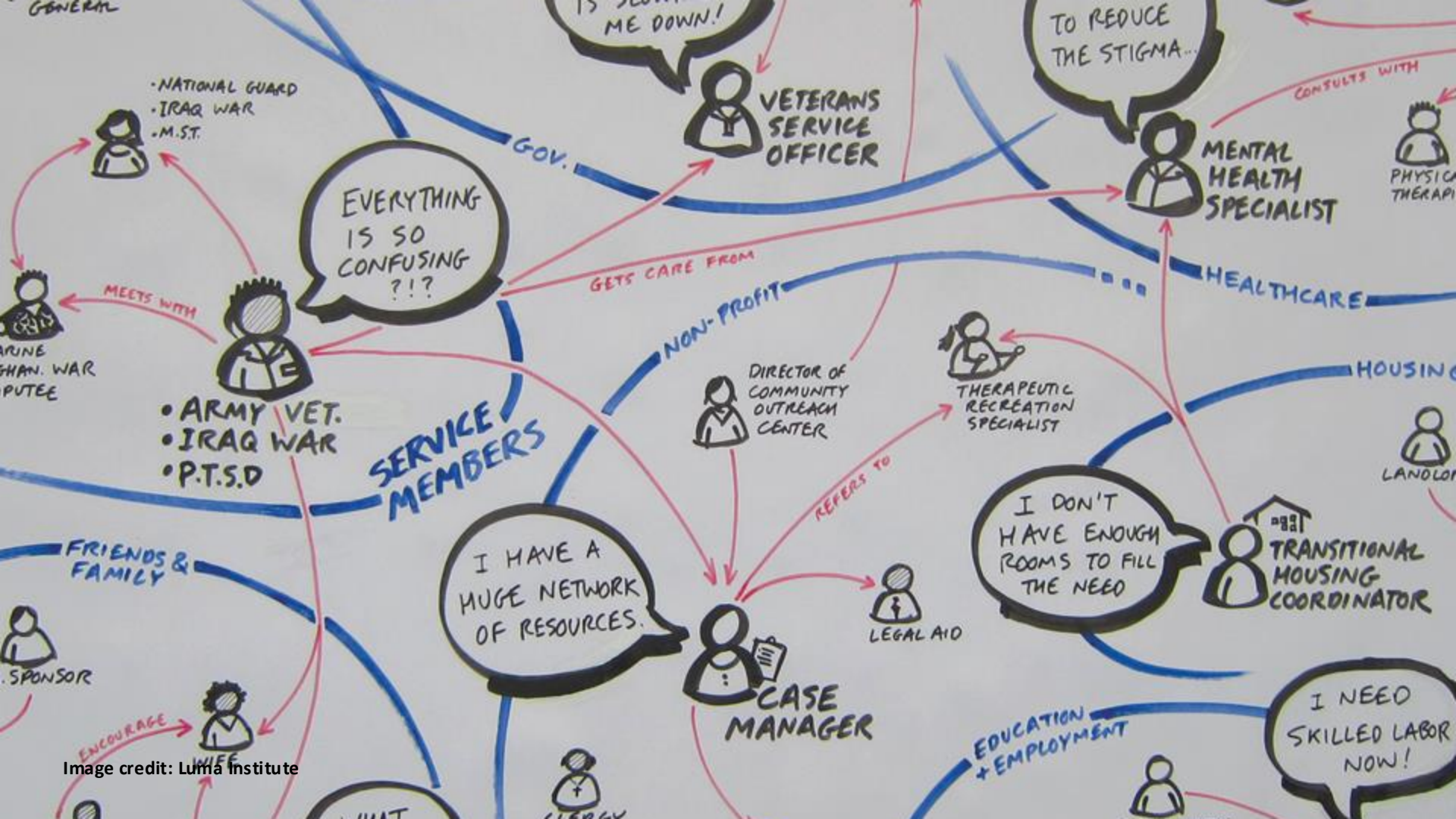


Image credit: Luma Institute

bit.ly/introtomiro

bit.ly/miropersonas

bit.ly/mirostakeholdermap

bit.ly/mirojourneymap

bit.ly/mirostoryboard

bit.ly/miroproblemstatement

bit.ly/miropilotposter

bit.ly/miroproblemtree

bit.ly/conceptposter

bit.ly/abstractionladder

bit.ly/rosebudthornmiro

bit.ly/miroconceptmap

bit.ly/miroaffinitymap

bit.ly/mirocrazy8s

bit.ly/miroradar

bit.ly/mirohopesandfears

bit.ly/mirocoverstory

bit.ly/mirocreativematrix

bit.ly/miroroundrobin

bit.ly/buyafeaturemiro

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

Connect with me on LinkedIn