



Strategic Design for Innovators

What Is and What Could Be

September 19, 2024















An aerial photograph of a park. A paved path enters from the top left, turns right, and then continues straight. The path is surrounded by lush green grass and some trees on the left. The text "Desire Paths" is overlaid in white on the left side of the image.

Desire Paths

An aerial photograph of a winding asphalt road that curves through a vibrant, green landscape. The road is bordered by dense, dark green trees on the left and a mix of bright green grass and yellow wildflowers on the right. The overall scene is bright and sunny, with high contrast between the dark foliage and the lighter grass.

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

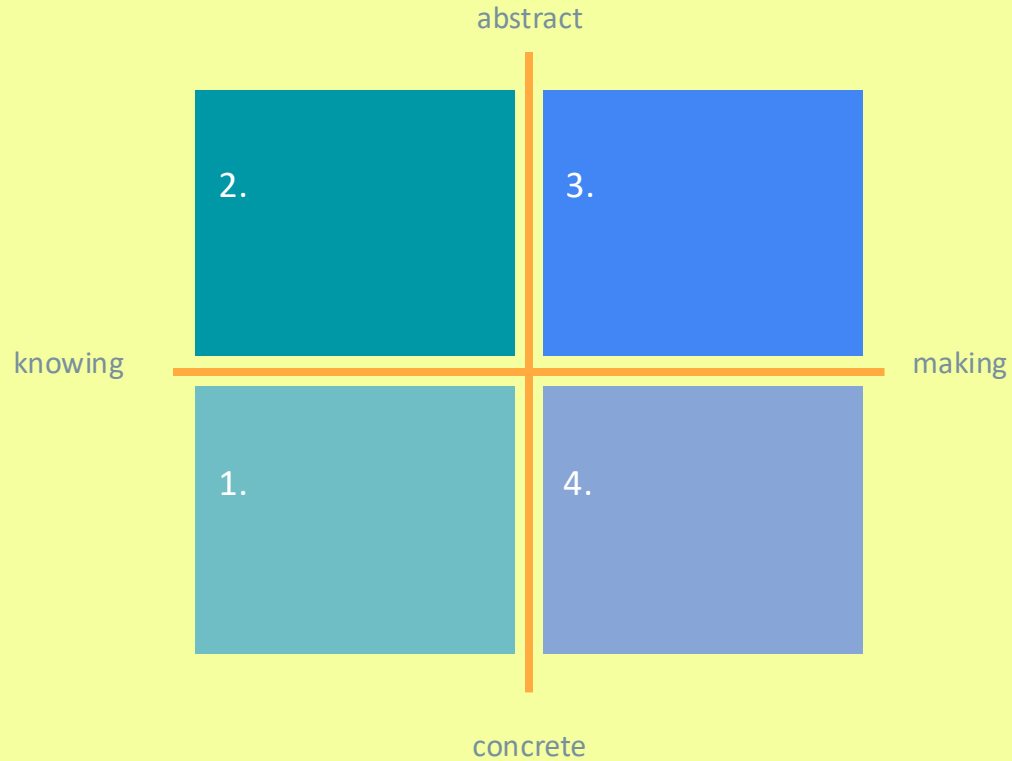
Preferred Alternative

Existing Situation

Preferred Alternative

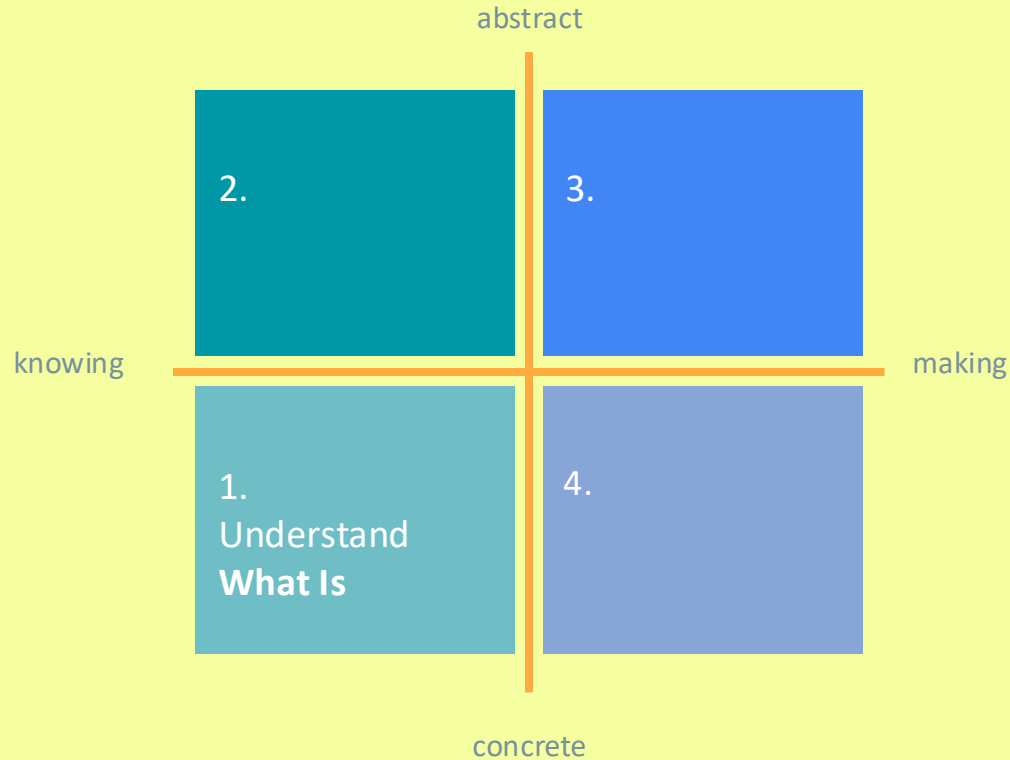
What is

What could be



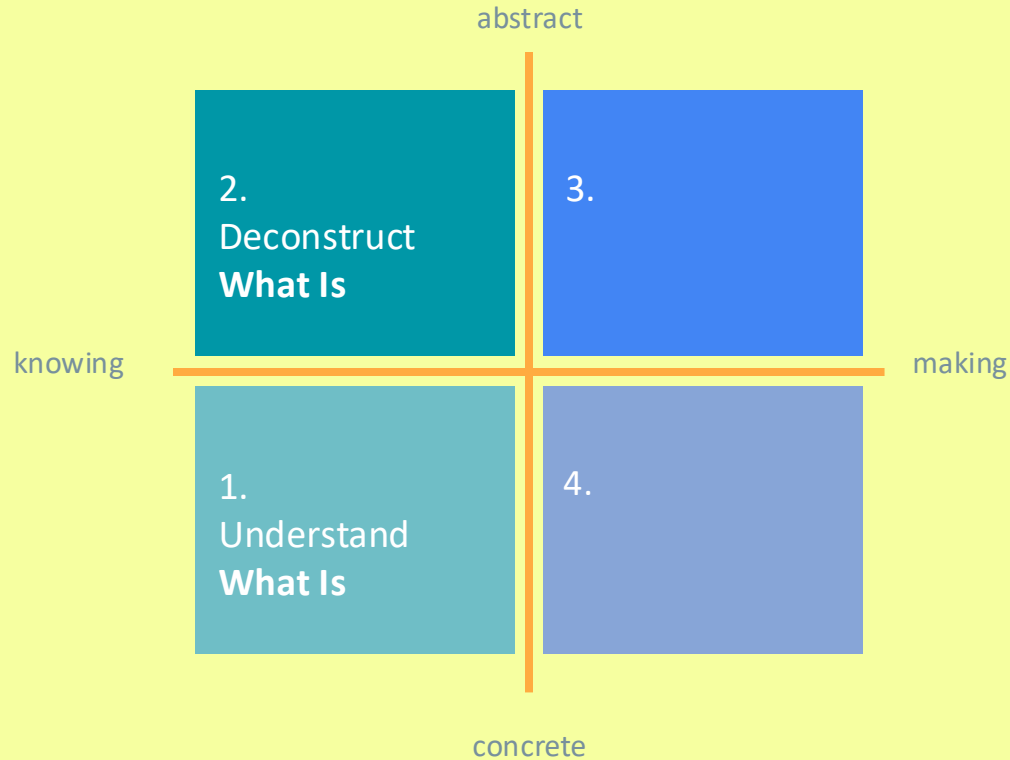
Adapted from:

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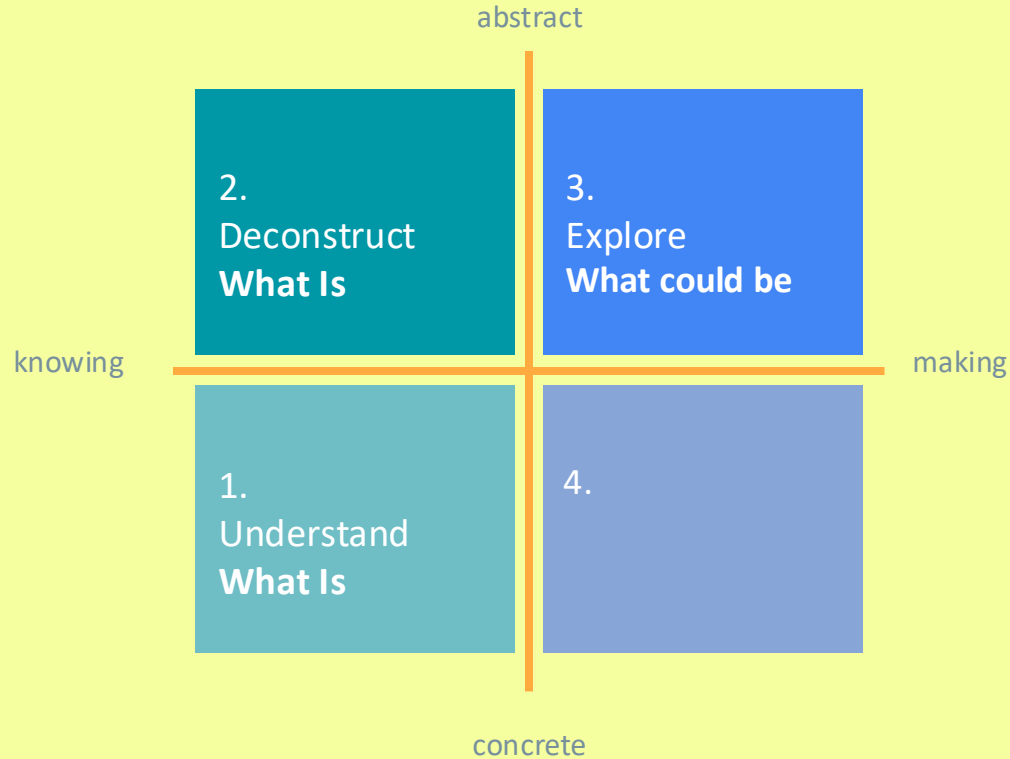
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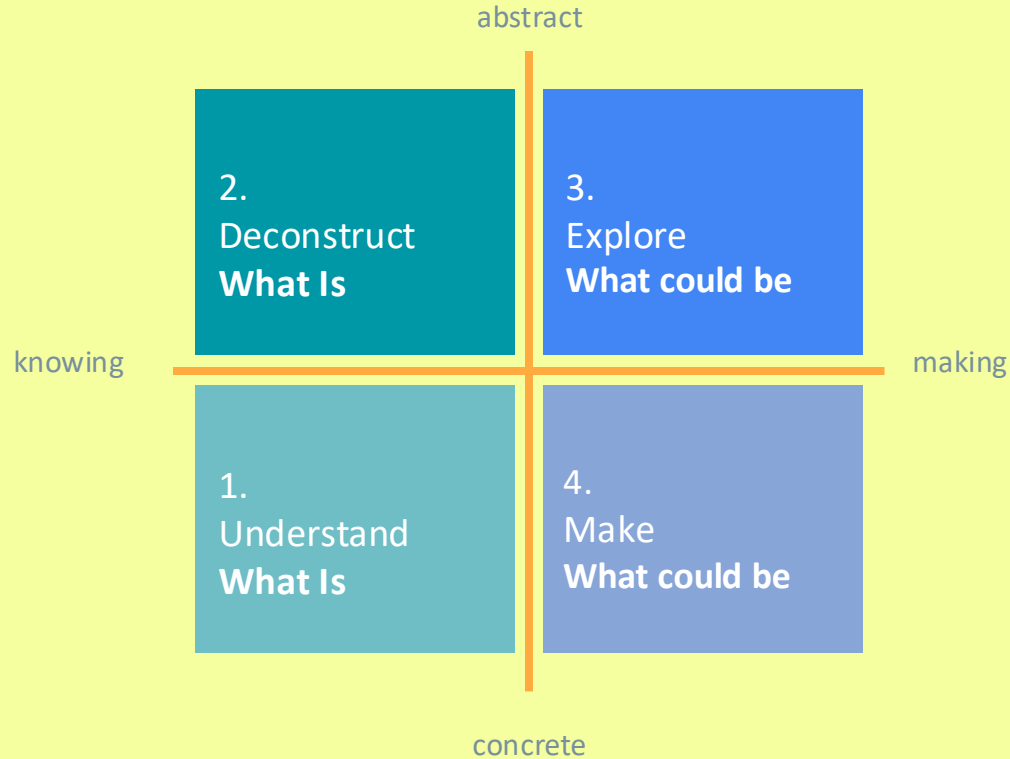
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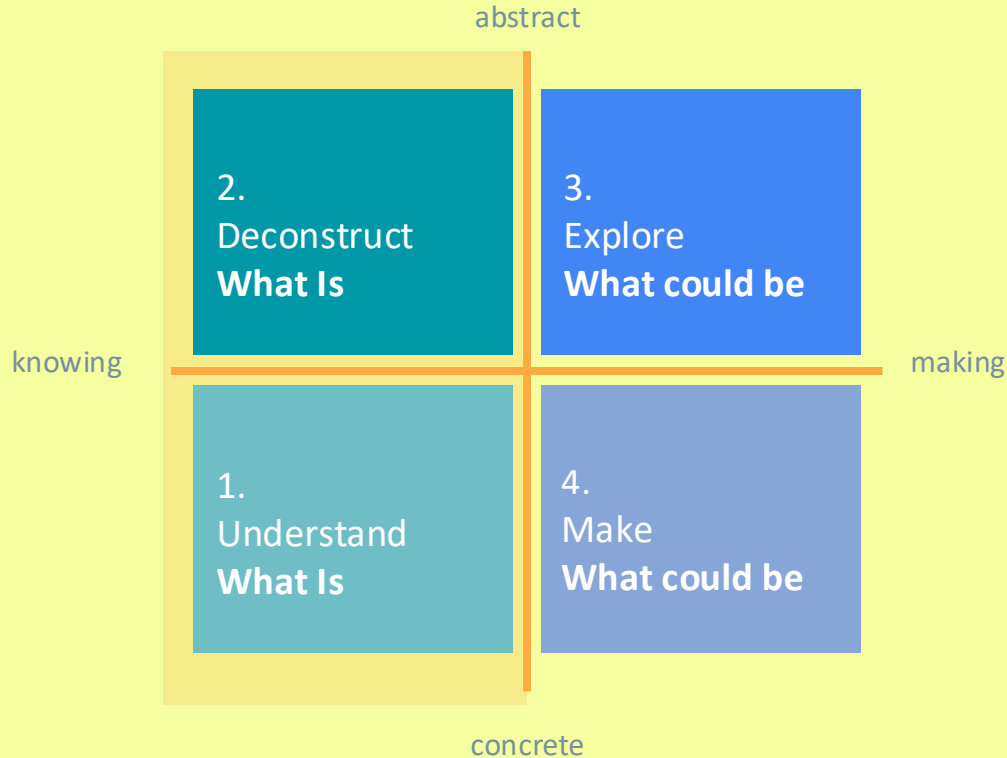


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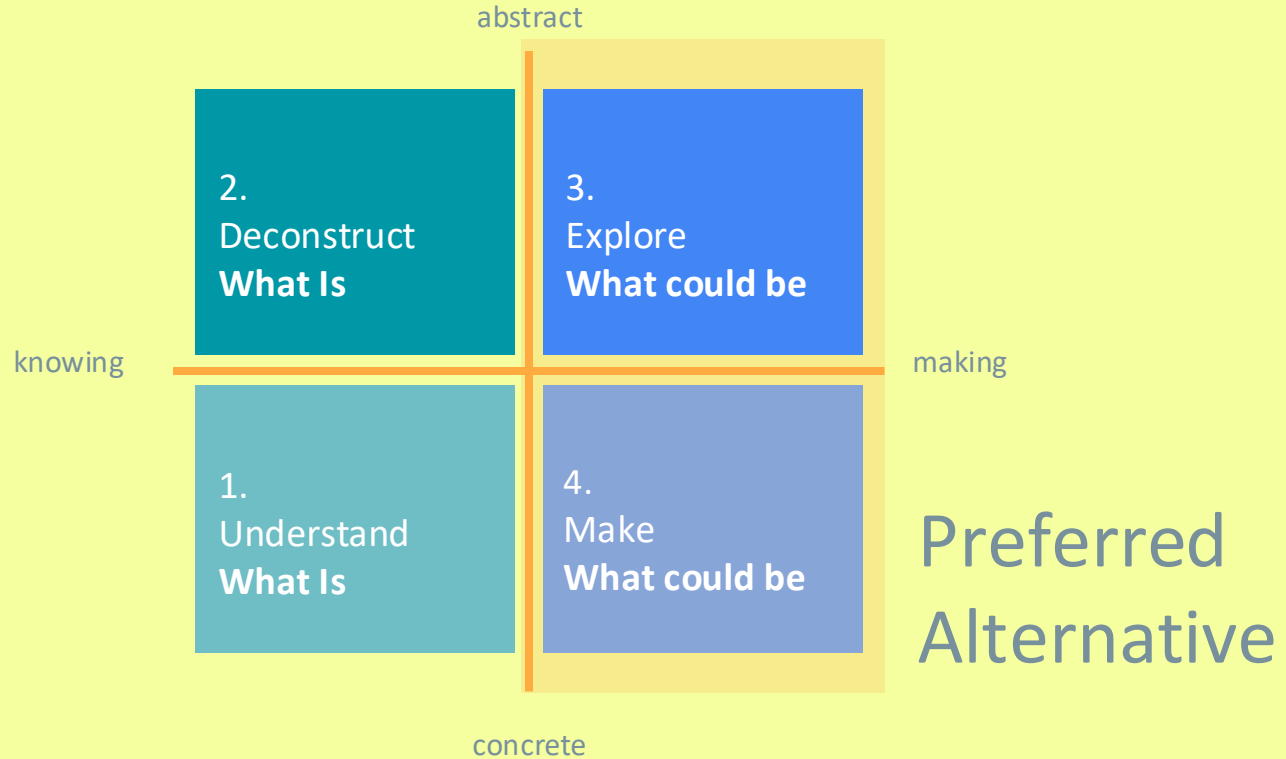
Existing Situation
Preferred Alternative

Existing Situation



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A photograph of two people standing on a large, reddish-brown rock in a grassy field under a cloudy sky. The person on the left is wearing a purple jacket with colorful threads hanging from it, blue jeans with a tear, and tan sneakers. The person on the right is wearing a pink and blue patterned long-sleeved shirt, blue jeans, and green Converse sneakers. The text "How might we?" is overlaid in white on the left side of the image.


How
might
we?



**How
might
we?**



How
might
we?

A photograph of two people on a rocky hill. The person on the left is standing on a large rock, wearing a blue jacket with colorful threads hanging from it and blue jeans. The person on the right is in mid-air, jumping or running over a rock, wearing a pink and blue patterned jacket, blue jeans, and green Converse sneakers. The background shows a grassy field and a cloudy sky.

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?



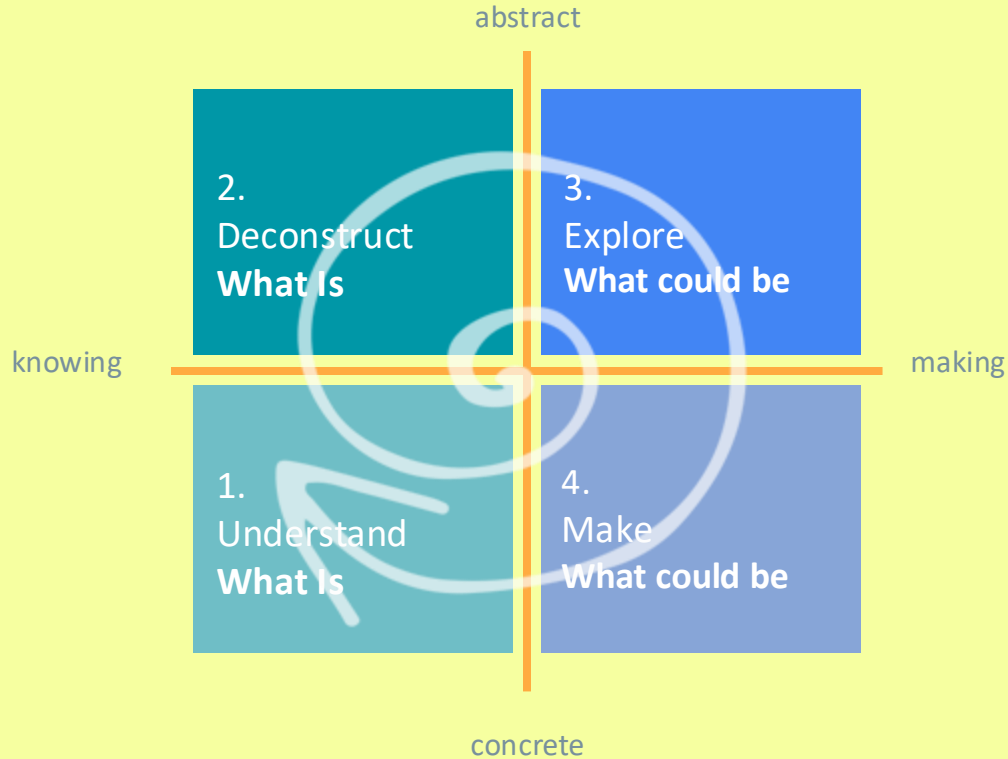
Sketching, Wireframes



Paper Prototyping



Pilots, Experiments,
Experience Prototyping

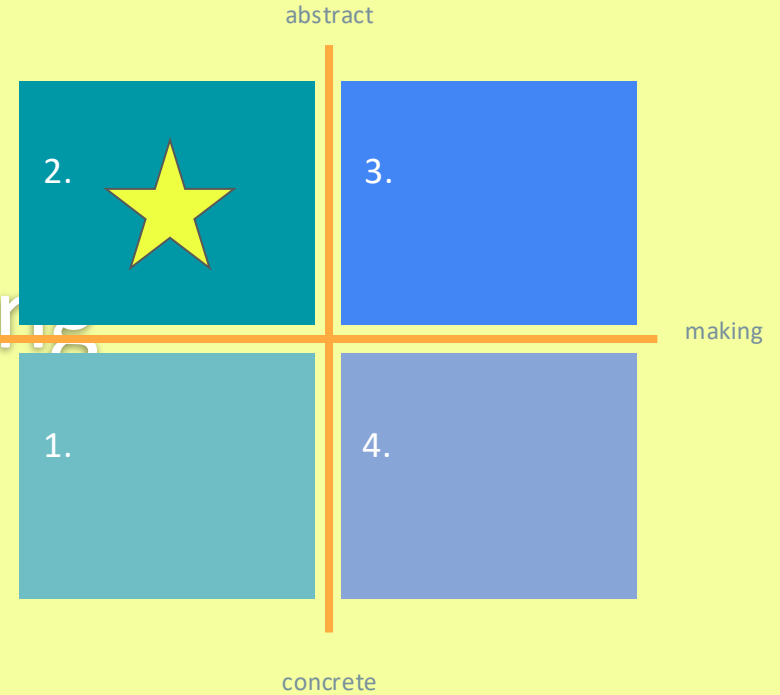


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Let's try it!

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

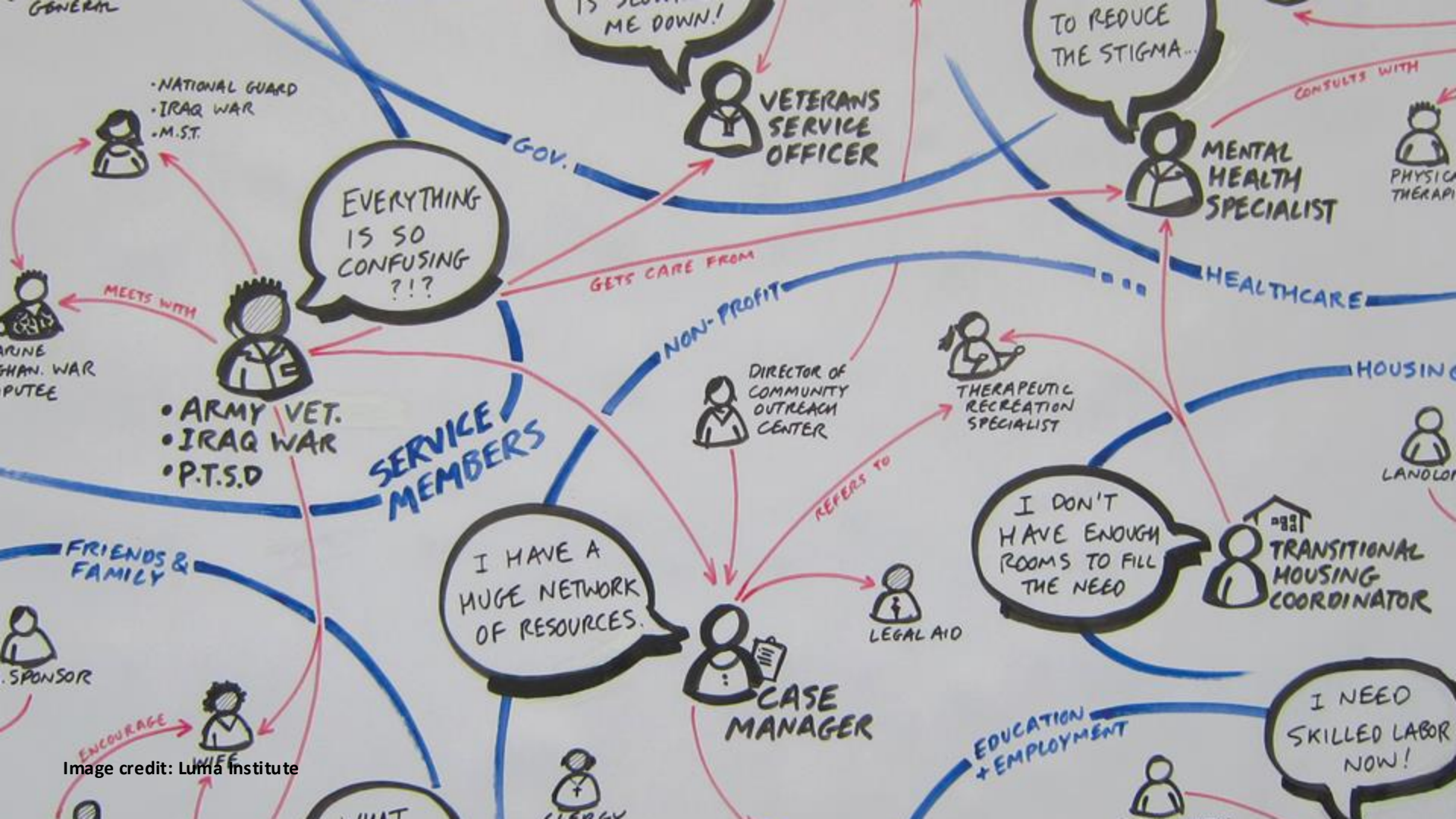
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3. Label the clusters

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

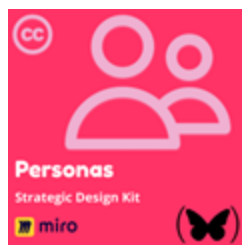
Stakeholder Mapping

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





bit.ly/introtoniro



bit.ly/miropersonas



bit.ly/mirostakeholdermap



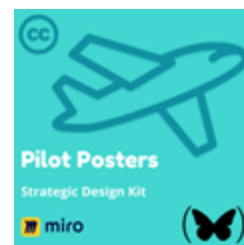
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bit.ly/mirostoryboard



bit.ly/miroproblemstatement



bit.ly/miropilotposter



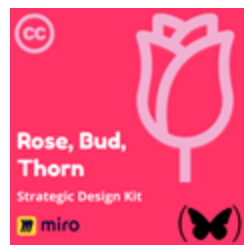
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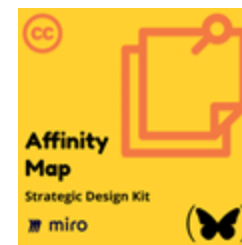
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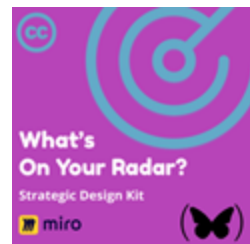
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bit.ly/miroaffinitymap



bit.ly/mirocrazy8s



bit.ly/miroadar



bit.ly/mirohopesandfears



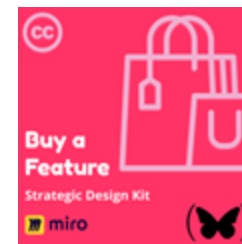
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bit.ly/buyafeaturemiro



bit.ly/ecosystemcollectionmap

Let's chat...

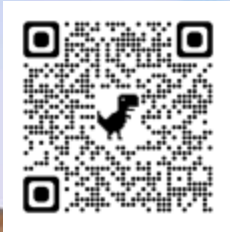
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