Module
summaries

Grow

Tomorrow's design leaders

Grow content comes straight from practice to you - to make your work a little better step by step. We have taken the fuzzy reality of managing design and distilled the essential topics (modules), so that you can study them one by one. At the end of the program, everything will click together again, and you can go back to work with a super solid structure and ideas that are grounded in this structure.
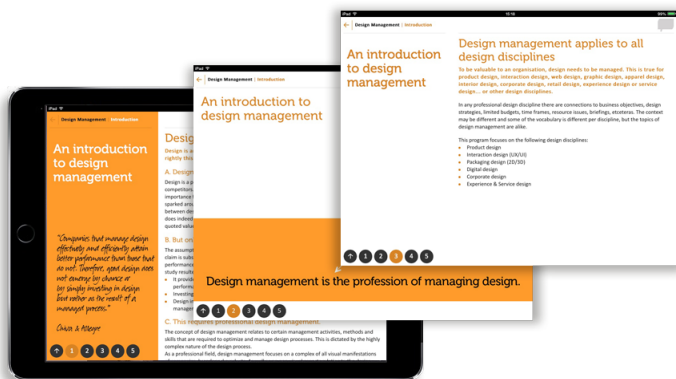
Design Management
(Module #1 in Design Leadership Program)

Module Overview

Design is only valuable to a business when it is professionally managed. Design management is the profession of managing design and applies to all kinds of design disciplines.

A design manager is responsible for delivering great design results. To do that he or she manages areas like design strategy, design process, design briefing and many more. This can be done on three levels: strategic, tactical and operational.

- What are the characteristics of this fairly new profession?
- How does design management bring value to an organization?

Learning goals

In this module we will achieve the following learning goals. You will be able to:

- Show understanding of the different definitions and types of design management.
- Show understanding of the relation between business objectives and the way to manage design.
- Show understanding of the complex design profession within the corporation.
- Show an overview of quick improvements.

"Design management is too important to leave it to designers only. Design management is too important to leave it to managers only."

Design Leadership
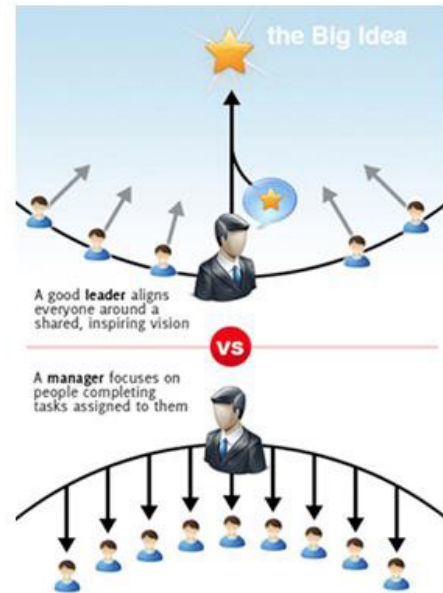(Module #2 in Design Leadership Program)

Module Overview

Many characteristics of leaders apply to design leaders as well, but their leadership style may be different: a bit more intuitive, visual and consumer- minded.

A design leader guides organizations into fulfilling desired design outcomes while taking designers and stakeholders along that path.

Whereas design managers deal with 'how', design leaders merely deal with 'what'. Although it is not easy to combine these perspectives, professional design managers need to know when and how to switch between leading or managing content, people or processes.

- Why is leading important for design and business?
- How to navigate between design manager and design leader in your daily work?

Learning goals

In this module we will achieve the following learning goals. You will be able to:

- Show understanding of the difference between design management and design leadership.
- Show understanding how design can inspire or lead business into new futures.
- Show understanding of the new areas design is entering.
- Show a strong personal direction that others want to follow.
- Show to be 'leading content'.

"Design leaders make awesome things happen in the area of design."

Design Quality
(Module #3 in Design Leadership Program)

Module Overview

Discussing design quality is not easy: when is design good design? Still it is important to be able to have structured and objective discussions about it. By definition design quality is always related to a design objective. If the design fulfils this design objective the design quality is right.

A design manager sets design objectives, manages design creation and execution in such a way that the set objectives are met, not more nor less. The challenge is to not over or under deliver: this will harm business performance.

- How to discuss and explain design quality in an objective way?
- How to set objectives for design quality?
- How to manage design creation and execution in such a way that the set objectives are met?

The objectives for this IKEA table were low price and low footprint. It wasn't built to last!

Learning goals

In this module we will achieve the following learning goals. You will be able to:

- Show understanding of the basic design quality model.
- Show relation between business objectives, design objectives and design choices.
- Show clear and objective discussion about design quality.
- Show understanding how to prevent over- or under-delivery of design.
- Show a clear and actionable conclusion, based on solid argumentation.

"**Managing design quality is too important to keep 'mumbling to yourself' about.**"

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Design Process
(Module #4 in Design Leadership Program)
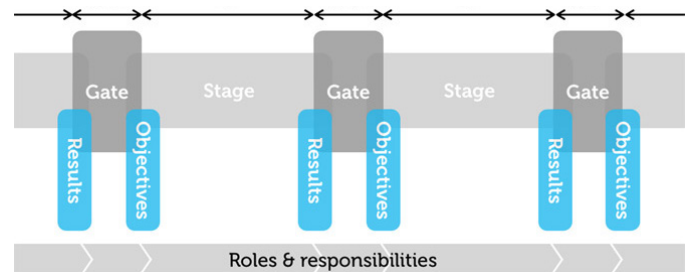
Module Overview

Combining characteristics of artistic and production processes, a design process is a structural and repeatable approach to delivering design solutions within business objectives and constraints. Due to the wide scope of design it has many formats.

Based on the objective of a design process and the business context of the company, a design manager builds or adjusts design processes, aligns them to the rest of the organization and runs them effectively and efficiently.

- How to build & adjust a design process?
- How to align your design process with the rest of the organization?

Many design processes are based on the same principle!

Learning Goals

In this module we will achieve the following learning goals. You will be able to:

- Show understanding of the different types of design (sub-)processes and components.
- Show understanding how to the design process fits in the bigger picture of business processes.
- Show clarity in the design process, related to its business context.
- Show understanding of the stakes of the target audience and with that the level of details needed.
- Show a logical flow with a strong conclusion, clearly designed for the target audience.
- Show a clear choice: or 'managing design process' by presenting the status quo, or leading design process by proposing a change.

"Managing design processes is fun, if you are willing to see it."
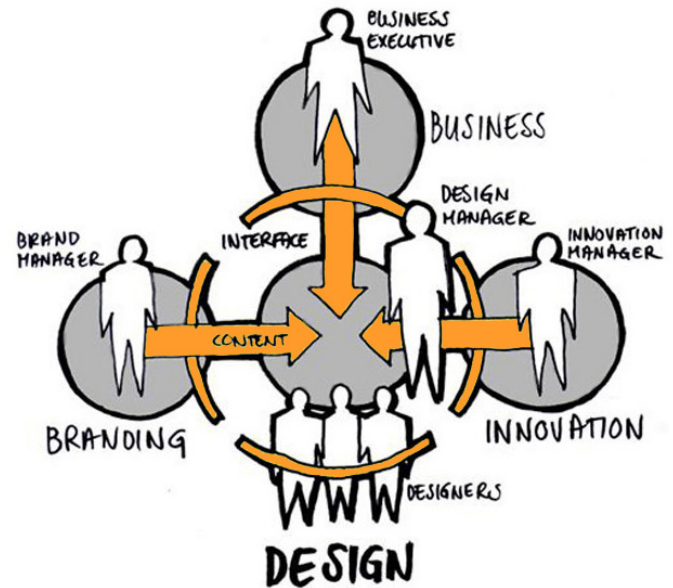
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Design Organization
(Module #5 in Design Leadership Program)

Module Overview
Understanding the role, position and stakeholders of design in the organization is crucial to a design manager. Only then he or she can effectively manage and lead design.

- How to best use and improve the position of design inside the organization?
- How to best identify, understand, prioritize, interact with, and influence the stakeholders of design?

Learning goals
In this module we will achieve the following learning goals. You will be able to:

- Show understanding of the position and role of design in the bigger organization.
- Show understanding of all relevant stakeholders and the different types of relations, stakes and interactions.
- Show understanding of how to get things done in a corporate environment.

"Growing the role of design, and with that repositioning design, only works when stakeholders are on board."

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Design Language
(Module #6 in Design Leadership Program)

Module Overview

In this era of brands, design languages are used to build brand recognition by applying design clues coherently over all brand touch points. This is not only relevant for consumer-driven industries but also for business-to-business industries.

Related to different types of brand architectures, a design manager applies, maintains and refreshes design languages. When doing so, a design manager does not only pursue brand recognition but also savings in development time & costs.

- How to distil a design language from a brand language and apply, maintain and refresh it?
- What value does a well-managed design language deliver to your brand?

Can you think of other brand expressions beyond these?

Learning goals

In this module we will achieve the following learning goals. You will be able to:

- Show understanding of the basic design language model.
- Show understanding of how design language is related to brand, and with that to business.
- Show clarity in the different levels of design language, from abstract to concrete.
- Show understanding how to catch the essence, preventing unnecessary details.
- Show a logical flow ending with actionable recommendations.

> "Implementing a design language is just like learning a actual language. You need to actually speak it in daily life to make it stick."

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Design Tools
(Module #7 in Design Leadership Program)

Module Overview

Design tools make challenging design tasks easier. They ensure more 'repeatable results' in an efficient way. Based on the context of a company a design manager selects the right tools, makes them available, trains them to users, updates and refreshes them and ensures that experiences with these design tools are shared amongst users. Since designers are not known for their love for procedures and fixed tools, this is not an easy thing to do. It requires lots of focus on benefits for designers.

- What differentiates design tools from other tools in an organization?
- How to ensure that designers have access to the latest (and greatest!) tools?
- How to make sure designers share their experiences?

What design tools are needed for what design tasks?

Design Process

Design Method

Design Tool

Device | Technique

Learning goals

In this module we will achieve the following learning goals. You will be able to:

- Show understanding of the vocabulary around managing design tools.
- Show understanding how design tools positively influence business, from inspiration & efficiency point of view.
- Show understanding of what design tools are needed for what design tasks.
- Show understanding of the need to implement and maintain design tools.
- Show a logical flow convincing the target audience to approve.
- Show to be 'leading': it is all about convincing your target audience.

"Design tools come in handy but only when designers are ready and willing to use them."

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Design Presentation
(Module #8 in Design Leadership Program)

Module Overview
Next to regular presentation skills, presenting design management topics requires a balance between creative content and managerial structure.

This module explains how to present design management topics.

• How to present design or design management topics best?

Learning goals
In this module we will achieve the following learning goals. You will be able to:

• Show understanding in the difference between design presentations and design management presentations.
• Show a good understanding of the stakes of the target audience and relate to these.
• Show clarity in argumentation in presentations.
• Show a healthy balance in the amount of work put in the presentation versus its impact.
• Show understanding of what influences impact on target audience.

"You can design or design manage what you want, but if you cannot get it presented properly, you fail... "

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Design Research
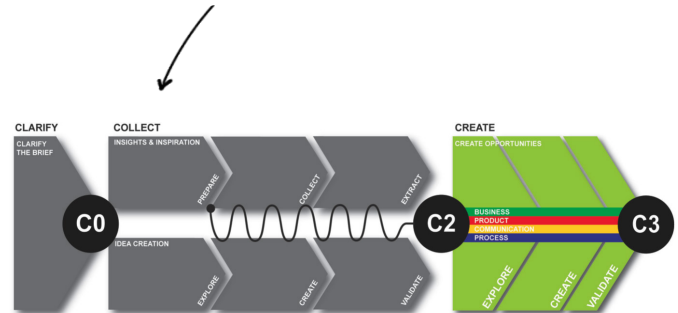## (Module #9 in Design Leadership Program)

Module Overview

Since revealing unmet needs has become more important than ever, and design research proofs to be good for that, design research is swiftly growing as a professional field of expertise, as part of market research.

Although doing design research is an expertise in itself, the actual management of it is not be neglected. Well managing design research ensures that design research results are truly integrated and linked in order to have maximum impact in a company.

- How to set-up and manage its activities?
- How to make sure the outcome of the design research is implemented in your design process?

At LEGO, designers collect insights and undergo idea creation simultaneously!

Learning goals

In this module we will achieve the following learning goals. You will be able to:

- Show understanding of the differences and similarities between design research and market research.
- Show understanding when design research is needed to drive business innovation.
- Show understanding in applying the different types and methods of design research.
- Show realism in the approach.
- Show a logical and solid flow with clear 'next steps'.

"Managing design research well ensures that these potential solutions fit strategies & organizations and are turned into valuable design results."
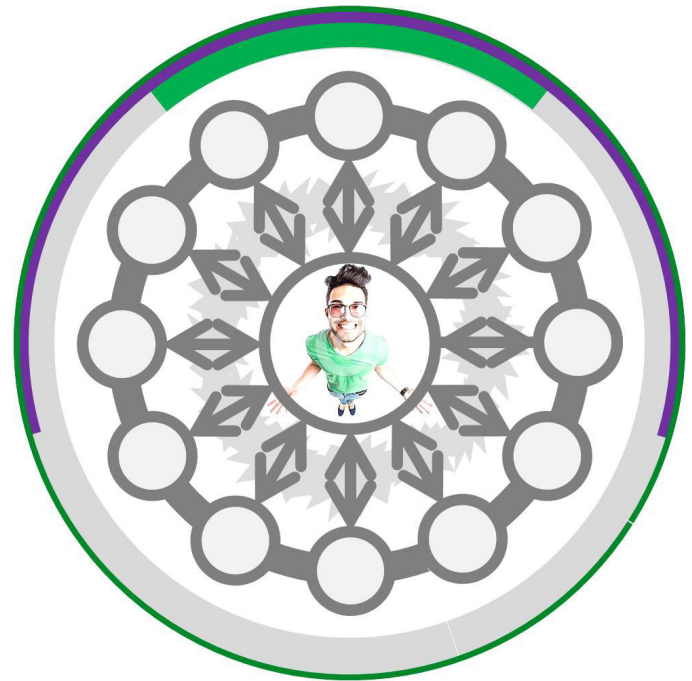
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Design in Customer Experience

(Module #10 in Design Leadership Program)

Module Overview

Companies can no longer stand out through manufacturing strength, distribution power or information mastery. Offering a great customer experience is a new way to give companies a competitive edge over others. Design is only one part of this greater 'CX Arena'.

In order to build a great experience, all functions that contribute to it need to be carefully aligned. Design will need to take on different roles at different moments in the process, and continuously align with other functions. This is the job of a design manager. He/she needs to leverage the unique capabilities of design and accordingly take a leading or supporting role with other functions.

- How to organise a great customer experience?
- How to use Design's capabilities to their full extent in building customer experiences?

Role of design

Design in CX

Design in Innovation

Design in Customer Experience

Design in other areas

1. Designing singular touch
2. Orchestrating look, feel
3. Facilitating innovation of touchpoints together

Design plays an important part in customer experience, but it is just a part...

Learning goals

In this module we will achieve the following learning goals. You will be able to:

- Show understanding of the CX arena.
- Show understanding of the role of design in the business-wide field of Customer Experience.
- Show understanding of the different types of design contributing to CX.
- Show understanding of what design should do and what not in the field of CX.

"**Ensuring an end-to-end great customer experiences always and everywhere, requires great management and leadership.**"

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Design Briefing

(Module #11 in Design Leadership Program)

Module Overview

As a design manager you need to know how to develop and communicate a design brief. Then you have to manage or lead your designers to deliver on the design brief. This module explains why and how to do that.

- How to develop and communicate a design brief for a particular project?
- How to make sure designers deliver according to your design brief?

Generally speaking, giving good design briefings won't

Learning goals

In this module we will achieve the following learning goals. You will be able to:

- Show understanding of the vocabulary around managing design briefs.
- Show understanding how design briefs are related to business objectives.
- Show clarity where, when and how the design brief is used in the design process.
- Show understanding of applying the right level of brief related to its purpose.
- Show a logical flow with solid argumentation, ending with a clear request.
- Show to be 'leading': it is all about convincing your target audience.

"**Design briefing is a carefully managed process that continues during the entire design project.**"

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Design Value
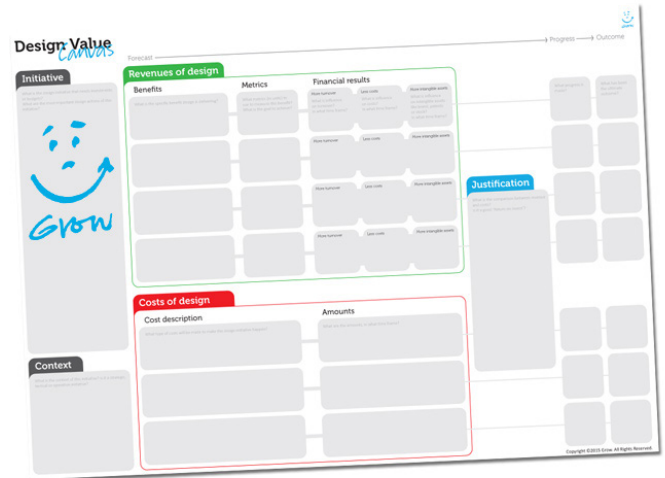## (Module #12 in Design Leadership Program)

Module Overview

Design does bring value to people through great products, experiences and services, and with that economical value to companies.

In order to deliver this value, invests in or budgets for design are needed. The justification of these budgets is the job of a design manager.

Although there is lots of generic and retrospective proof of the value of design available, design managers still need to justify in their specific situations.
The Design Value Canvas is a tool to compare the forecasted revenues through design with the costs of designing.

- Which kinds of value exist and in which terms to discuss these with stakeholders?
- How to predict the business value your next design initiative will deliver to the company or client?

Learning goals

In this module we will achieve the following learning goals. You will be able to:

- Show understanding of the vocabulary around managing design value.
- Show understanding of how investments in design needs to be justified.
- Show understanding how to differentiate all terms.
- Show understanding how to guesstimate financial value by design.
- Show a logical flow ending with a clear justification.

"Design managers need to build specific design value forecasts, with measurable benefits & costs and positive ROI."
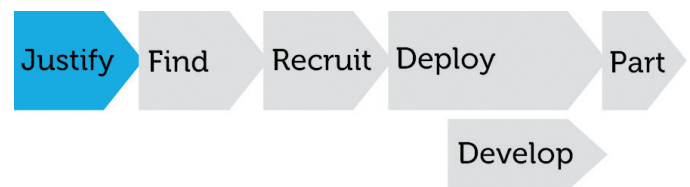
Design Resources
(Additional Module in Design Leadership Program)

Module Overview

Managing design resources is key to achieving successful design results. Finding and recruiting design talent, forming great teams and keeping designers fresh and open-minded are all part of that. This module explains why & how to do that...

- How to find & recruit design talent, internally and externally?
- How to form amazing design teams?
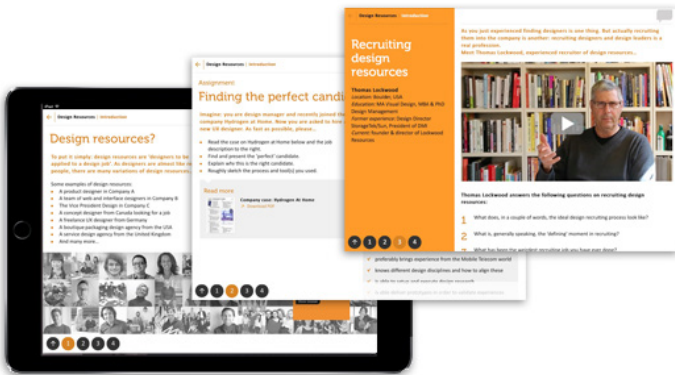- How to keep designers and teams fresh and open-minded?

Bring structure to your daily job with the 6 stages of managing design resources

Justify → Find → Recruit → Deploy → Part
Develop

Learning goals

In this module we will achieve the following learning goals. You will be able to:

- Show understanding of the vocabulary around managing design resources.
- Show understanding how business strategies influence the type of design resources.
- Show understanding of all the stages involved in managing design resources.
- Show understanding of how to get and keep the best designers with limited budget.
- Show inspiring but realistic profiles, aimed at design professionals.

"A design manager knows precisely which of the design resources needs to develop what and why."

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Design Team
(Additional Module in Design Leadership Program)

Module Overview
A design team is a team of professionals that have a design task. A design manager knows how to build, maintain and change design teams. To do that properly he or she truly understands the people in their team.

- How to improve criticizing each other in a design team?
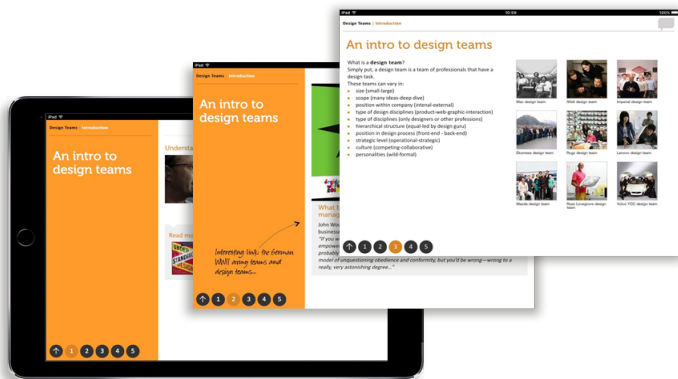- How to handle a time-stressed team?

Should all design teams be multidisciplinary?

Learning goals
In this module we will achieve the following learning goals. You will be able to:

- Show understanding of the offered behavioural theory.
- Show understanding how design teams problems negatively influence business performance.
- Show understanding of the design team using behavioural theory.
- Show understanding how to create an efficient solution that caters for different team behaviour.
- Show a logical flow, ending with actions.
- Show to be 'leading people'.

"**Design managers need to build specific design value forecasts, with measurable benefits & costs and a positive ROI.**"
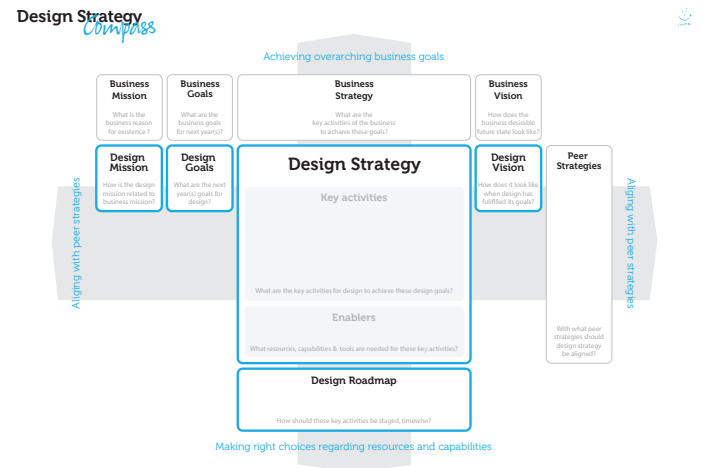
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Design Strategy
(Additional Module in Design Leadership Program)

Module Overview

Design strategy is the mother of all design management activities. A design strategy is a high-level plan to achieve design goals within a certain business context. It is certainly not created in isolation: it helps to achieve overarching business goals, it helps to align peer strategies and - most importantly - it helps to make the right choices in terms of resources and capabilities.

• What should a design manager do when managing design strategies?
• What are the key components of a solid design strategy?
• How are these components linked to the bigger picture of a company?
• What are the competencies needed to manage design strategies?

Learning goals

In this module we will achieve the following learning goals. You will be able to:

• Show understanding of the different components of the design strategy.
• Show the relation between overarching business strategy and design strategy.
• Show understanding of the long-term perspective in the design strategy.

"Design strategy is the mother of all design management activities."

Design Thinking
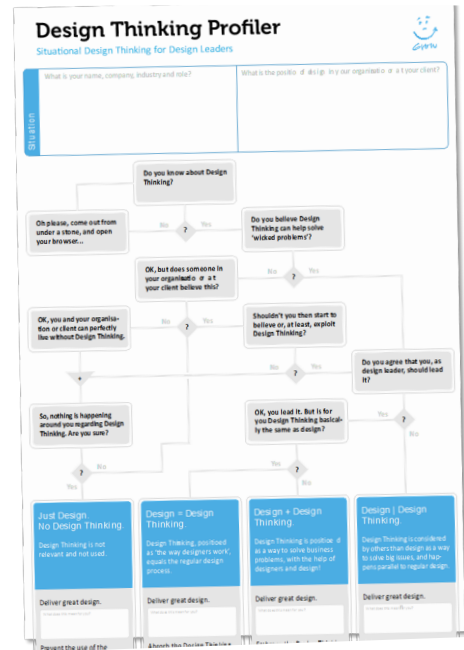## (Additional Module in Design Leadership Program)

Module Overview

Design Thinking can help to solve 'wicked problems'. There is lots of top-down interest, from non-designers. It is there to stay, for a while at least. But only when it is specific, applicable and measurable.

Design leaders should lead design thinking. However, there are many ways to define it and to lead it, depending on the context.

Make it work for your situation: 'situational design thinking'.

- How does a design leader define his or her perspective on Design Thinking?
- What is the position of design and design thinking in your company?
- How does a design leader profile him- or herself in the area of Design Thinking?

Learning goals

In this module we will achieve the following learning goals. You will be able to:

- Show understanding of the wide perception of Design Thinking.
- Show how Design Thinking can contribute to business.
- Show clarity on what Design Thinking is for your organization, and foremost what it is not, to prevent unnecessary costs and time spent.
- Take a clear standpoint on how you want to lead Design Thinking, expressed through a concrete plan.

"An extra kick for your daily innovation work, to help tackle your 'wicked problems'."

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