

Module summaries



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.

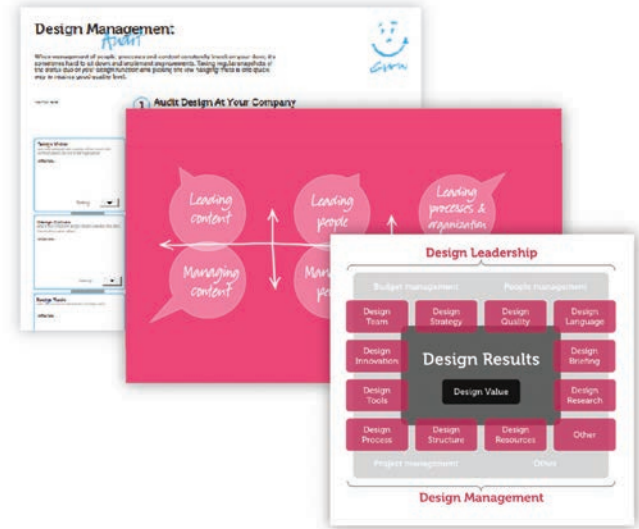
Design Management

Module 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 profession and why is it so important to leave managing design and designers to professionals?
- What are the three contributions of design management that bring value to an organization?
- How does design management connect the realms of design and business?

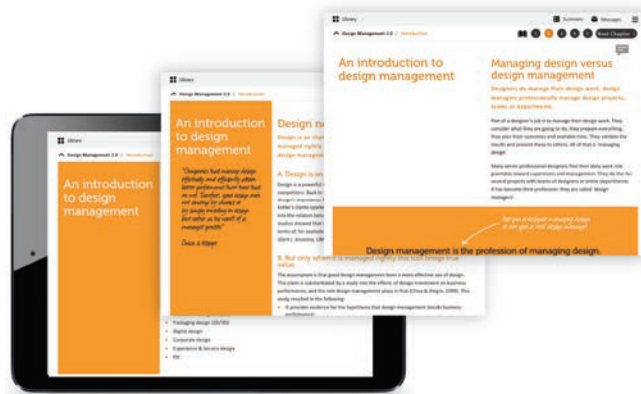


Design Management comes with the Design Management Audit tool.

Learning Goals

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

- Show understanding of different definitions and levels of design management.
- Clarify the relation between business objectives, goals and the way to manage design.
- Recognize the complex design profession within the corporation organizations.
- Audit your organization, to identify and communicate opportunities for improvements in the area of design management.



Screenshots from the Livebook app



“ 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 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, when and with whom', design leaders merely deal with 'why and 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?
- What are the characteristics of good leadership and how does it apply to design?
- What can design leadership contribute to business leadership?
- How to navigate between design management and design leadership in your daily work?

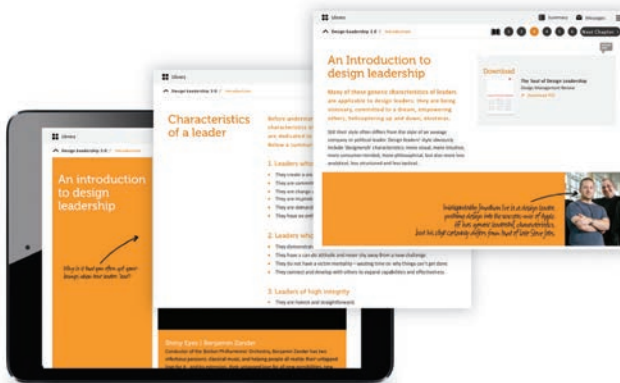


Design Leadership comes with the Design Leadership Personal Manifesto tool.

Learning Goals

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

- Know the difference between design management and design leadership.
- Reason how design can inspire or lead business into new futures.
- Show understating of how design can support new business areas.
- Present a strong personal direction that others want to follow.
- Demonstrate how to 'lead content, people and process'.



Screenshots from the Livebook app



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



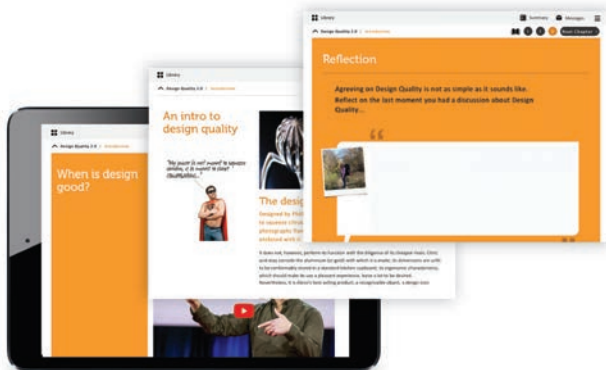
Design Quality

Module Overview

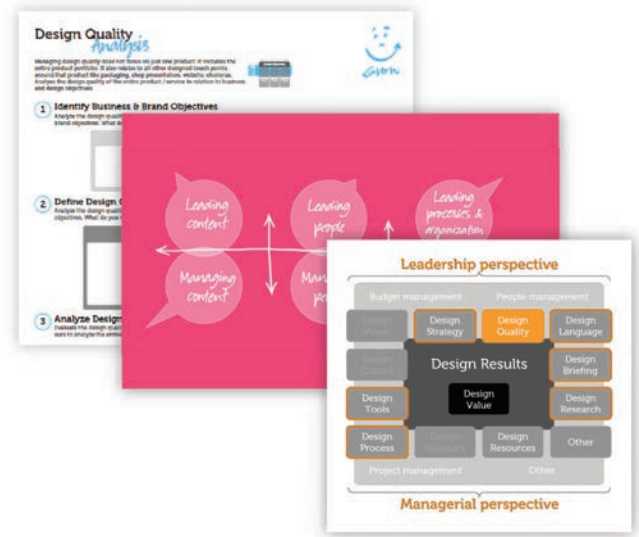
Discussing design quality is not easy: when is design good design and when is design good enough? It is important to be able to have structured and objective discussions about quality. By definition design quality is always related to the design objectives. If the design fulfils the design objectives 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: as this can harm business performance.

- What are the different dimensions of design quality and how to manage those?
- How to discuss and explain design quality in an objective way, with a certain distance to content?
- How to set objectives for design quality?
- How to manage design creation and execution in such a way that the set objectives are met?



Screenshots from the Livebook app



Design Quality comes with the Design Quality Analysis tool.

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.
- Know the relation between business objectives, design objectives and design choices.
- To clearly and objectively discuss design quality.
- Be thoughtful how to prevent over- or under-delivery of design.
- Argue a clear and actionable design quality strategy.
- To move from monitoring the design quality in the design process to setting the objectives and goals of design quality for your organization.

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



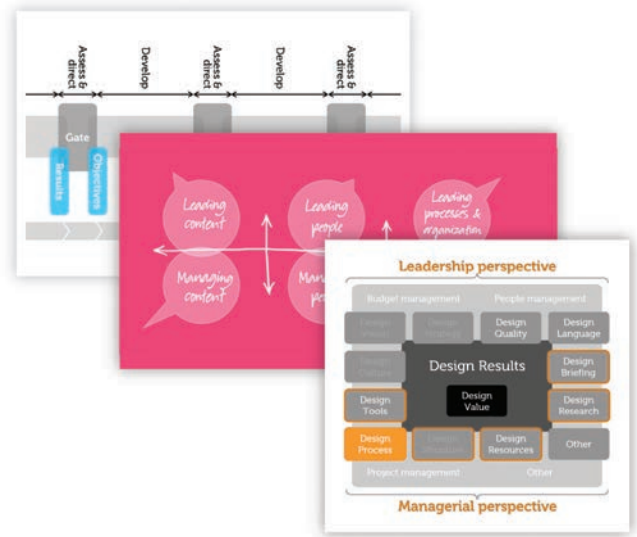
Design Process

Module Overview

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

A design manager builds and adjusts design processes, aligns them to the rest of the internal and external organization and runs them effectively and efficiently.

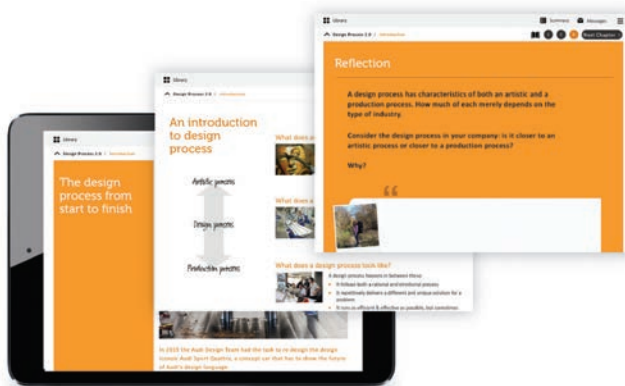
- Why does the business need a design process and why is it so important to manage it professionally?
- What are the dimensions of a design process?
- How to build & adjust a design process towards the business context?
- How to align your design process with the rest of the organization so that design has maximum business impact?
- How to keep the 'chaotic' designers on track?



Learning Goals

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

- Understand the different types of design processes and components.
- Demonstrate how the design process fits in the bigger picture of business processes.
- Show clarity in the stages and gates of the design process, related to its business context.
- Empathize with the target audience and the level of details needed.
- Show a logical process flow with strong deliverables, clearly developed for the target audience.
- Make a choice between 'managing design process' by optimizing the efficiency, or 'leading design process' by improving the effectiveness.



Screenshots from the Livebook app



" Managing design processes is fun, if you are willing to see it. "



Design Organization

Module Overview

Design is a growing function in many organizations. Also the external design network of many organizations is extending. Both the internal as the external resources must be integrated in the organization in the right way to have maximum contribution to the business success.

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 for an organization.

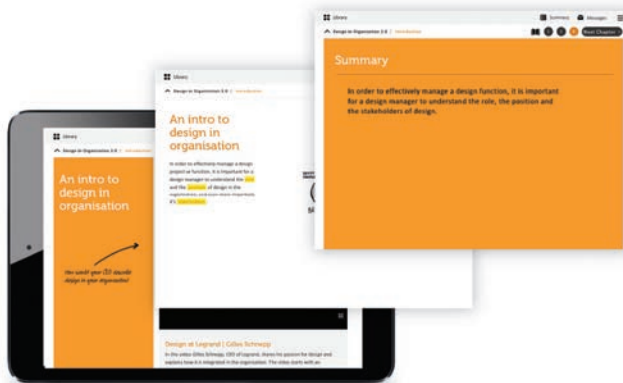
- How to best use and improve the position of design for an organization?
- How do the level of maturity, the scope and the level of integration influence the position of design inside the organization?
- How to best identify, understand, prioritize, interact with, and influence the stakeholders of design?
- What are the six ways to improve the design function's credibility?



Learning Goals

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

- Know the potential position and role of design in for an organization.
- Identify all relevant stakeholders and the different types of relations, stakes and interactions in order to improve the impact of the design function.
- Show understanding of how to get things done in a corporate environment.
- Drive the long-term development of the design function, while managing the day-to-day resources and deliveries.



Screenshots from the Livebook app



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



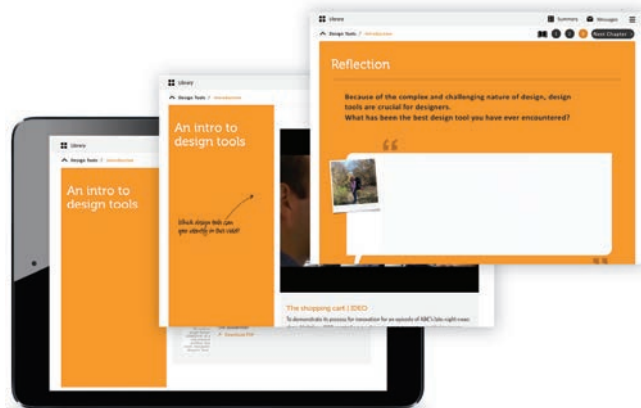
Design Language

Module Overview

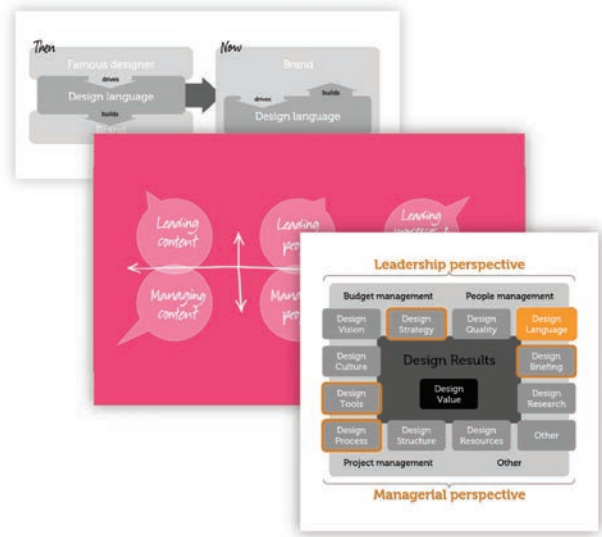
Design languages are used to build brand recognition by applying design assets coherently and consistently. This is not only relevant for consumer-driven organizations but also for business-to-business organizations.

Related to different types of brand strategies, a design manager applies, maintains and refreshes design languages. When doing so, he/she does not only pursue to build brand equity for the business but also efficiencies in development time and costs.

- Why do organizations invest a lot of time and resources to build and maintain strong brands?
- How to distil a design language from a brand and apply, maintain and refresh it?
- What are the elements of a design language to manage over time?
- What value does a well-managed design language deliver to your brand?
- How can a design language help to facilitate objective assessment of design work?



Screenshots from the Livebook app



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.
- Relate design language to brand positioning and identity, and with that to business.
- Clarify the different levels of design language, from abstract to concrete.
- To catch the essence of managing internal and external design partners all working on the same design language at different touch points, preventing unnecessary details.
- Audit the status quo of the design language, present this in a logical flow, ending with recommendations on how to make the design language future proof.



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



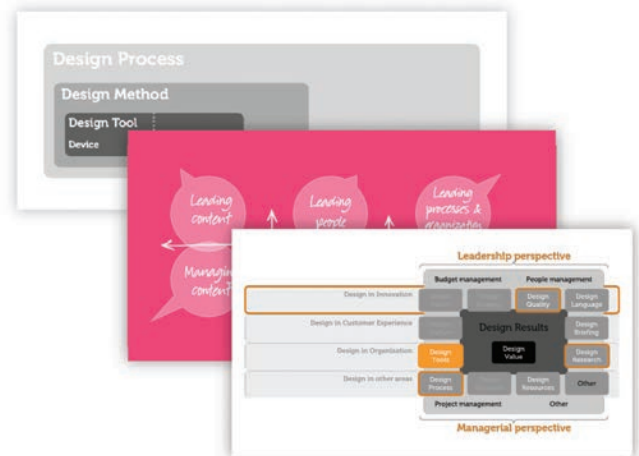
Design Tools

Module Overview

In today's practice of designers many physical and more and more digital design tools have come in place.

Design tools make challenging design tasks easier. They ensure more 'repeatable results' in an efficient way. 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. It requires lots of focus on benefits for designers.

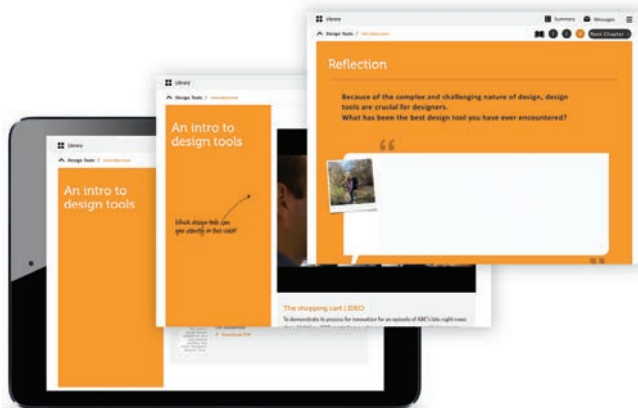
- What is a design tool and why do you need them?
- What differentiates design tools from other tools in an organization?
- How to make sure designers share their experiences?
- Why do you need to develop new tools that inspire designers and demonstrate professionalism to stakeholders?



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.
- Know how design tools positively influence business.
- Explore what design tools are needed for what design tasks.
- Manage the need to implement and maintain design tools.
- Create a logical toolbox with core tools and present them in a logical flow.
- Drive the differentiation and the link between the design tools and the tools of other functions in the organization.



Screenshots from the Livebook app



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



Design in Customer Experience

Module Overview

Companies can no longer stand out through manufacturing strength, distribution power or information mastery. Offering a great customer experience is crucial to get competitive edge over others.

In order to build a great experience, all functions that contribute to it need to be carefully aligned. Design will need to take on specific roles. 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.

- Why is the customer experience essential for organizations to manage well?
- What are the different levels of customer experience?
- What are the customer experience disciplines?
- What are the main hurdles to make it successful for the business?
- How to use Design's capabilities in building customer experiences?



Screenshots from the Livebook app



Design in Customer Experience comes with the Design in CX Arena tool.

Learning Goals

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

- Show understanding of the CX arena and CX persona.
- Know the role of design management in the business-wide field of Customer Experience Management.
- Apply the different types of design contributing to CX.
- Demonstrate what design should do and what not in the field of CX.
- Develop and present a customer experience arena with clear 'next steps' that improve the current experience.
- Drive the agenda for customer experience management.



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

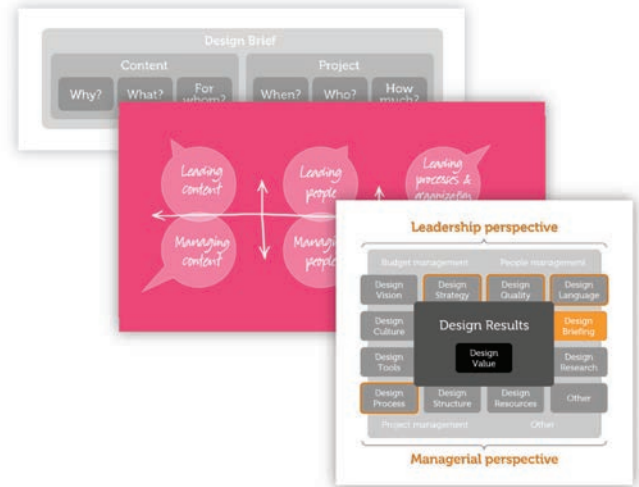


Design Briefing

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.

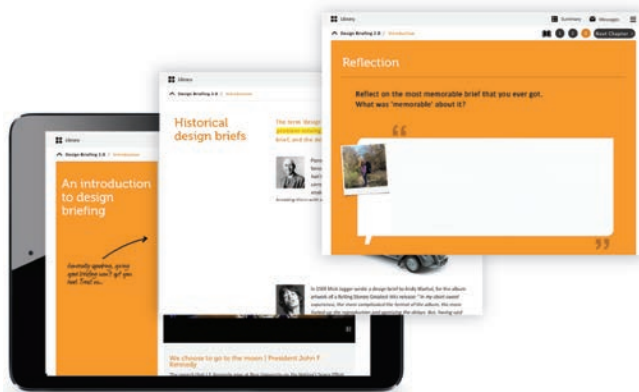
- Why you need to define design objectives and goals first before you write your detailed design brief?
- How to develop and communicate a design brief for a particular project?
- How to make sure designers deliver according to your design brief?
- Why the design brief helps to guide discussions around design quality and drive efficient progress of the design process.



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.
- Explore how design briefs are related to business objectives and goals.
- Clarify the content part (why, what & for whom?) along side the project part (when, who & how much?)
- Define and present a logical flow with solid argumentation – through the Design Value Canvas -, ending with a clear request of resources and projected outcomes.
- Demonstrate to be 'leading': it is all about convincing your target audience to agree with your design brief and the start of your initiative.



Screenshots from the Livebook app



“ Design briefing is a carefully managed process that continues during the entire design project. ”



Design Value

Module Overview

Design does bring value to people through great products, experiences and services, and with that economical value to companies organizations as well as value to society and our planet.

In order to deliver this value, continuous investments in or budgets for design are needed. The justification of these budgets investments and its efficient and effective implementation are the jobs of a design manager.

The design manager must therefore know the return of invest of design.

- How to link the value of design with the business objectives and business goals?
- Which kinds of design benefits that create value exist?
- How to predict the business value your next design initiative will deliver to the company or client?
- What are the different dimensions of measurable performance metrics?



Screenshots from the Livebook app



Design Value comes with the Design Value Canvas tool.

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.
- Demonstrate how investments in design needs to be justified.
- Know how to differentiate all basic economical performance terms.
- Experience how to guesstimate financial value – benefits and costs - by design.
- Present the Design Value Canvas ending with a clear justification of your initiative.
- Advocate the overall value of design in your organization while proving the value of design on a project level.



“ Design managers need to build specific design value forecasts, with measurable benefits and costs, and positive ROI. ”



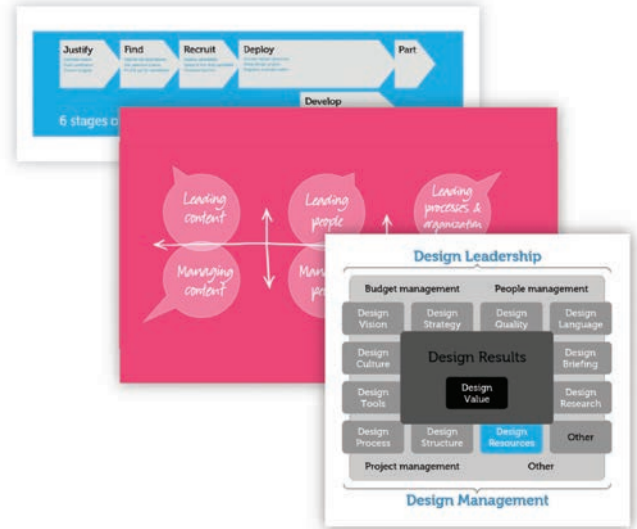
Design Resources

Module Overview

The desire for design talent has increased over the last 5 years. Many organizations have scaled up their design teams and more and more organizations have further matured their level of design.

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

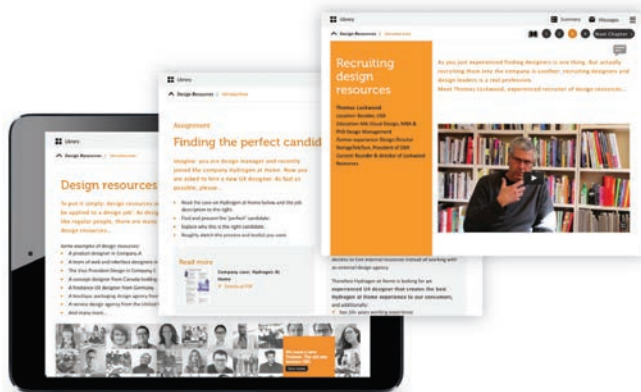
- Why should organizations invest in design resources and why is it difficult to find the right design resources?
- What design resources are organizations looking for?
- How to find & recruit design talent, internally and externally?
- How to form amazing design teams?



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.
- Know how business strategies influence the type of design resources.
- Explore of all the stages involved in managing design resources.
- Recognize how to get and keep the best designers with limited budget.
- Show inspiring but realistic professional design profiles, aimed at design professionals.
- Drive the resource strategy for the long term, while focusing on the high performance and motivation of the current team and individuals.



Screenshots from the Livebook app

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

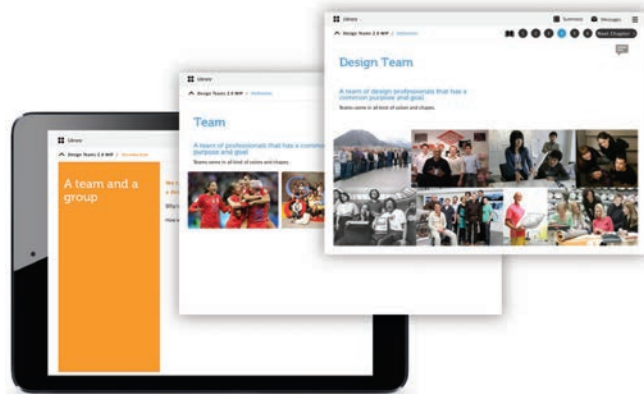


Design Teams

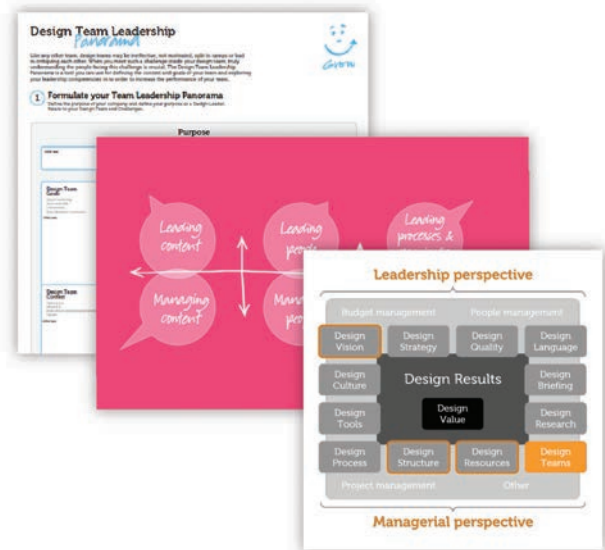
Module Overview

A design team is a team of professionals that have design tasks to achieve certain business objectives and goals. Doing this effectively with the right resources and efficiently with the minimum resources. A design manager knows how to build, maintain and change design teams depending on the task at hand. To do that properly he or she truly understands the people in their team and their competencies and capabilities.

- What is the difference between a group and a team?
- What are the key elements of design teams, in order to achieve tasks in an efficient and effective way?
- What is your position in your design team and how do you manage and lead your team and team members in a trustful way?
- How to give each other effective feedback in a design team and to deal with conflicts in a constructive way?
- How to transform a dysfunctional team into a high-performance team?



Screenshots from the Livebook app



Design Teams comes with the Design Team Leadership Panorama tool.

Learning Goals

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

- Know the 6 core team elements and their implications on the team effectiveness and efficiency.
- Show understanding how design teams dysfunctionalities can influence business performance negatively.
- To use Leadership Principles and Practices in order to improve your qualities in leading design teams.
- Demonstrate how to create an efficient solution that caters for change in team behavior.
- Action high-performance design teams.
- Show how to lead teams and keep an eye for the individual team member.



" Being the trusted design leader and knowing your leadership style is key to successful self management and team management. "



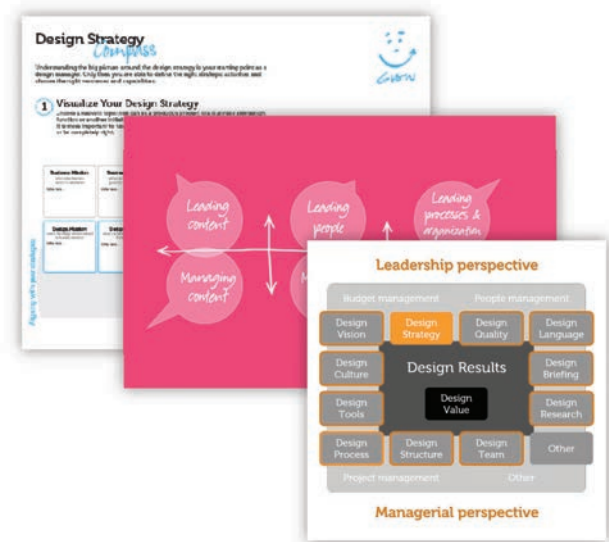
Design Strategy

Module Overview

A design strategy is a high-level plan to achieve design objectives and goals within a certain business context. It helps to achieve overarching business objectives, to align peer strategies and to make the right choices in terms of design resources and capabilities.

The Design Strategy Compass is a tool to link the corporate mission and vision with your design strategy and enablers.

- Why do organizations develop and manage strategies and how are they linked to the purpose and vision of an organization?
- 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 an organization?
- What are the competencies and skills needed to manage design strategies?



Design strategy comes with the Design Strategy Compass tool.

Learning Goals

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

- Know how to apply the different components of a design strategy in order to be effective and efficient.
- Explain the business why you need a design strategy and what the relation between overarching business strategy and design strategy is.
- Demonstrate clarity and structure when discussing design strategy, even if it's components are scattered.
- Show a clear and balanced picture, and how the design strategy can contribute to achieving the business objectives and goals.
- Gain understanding of how design can influence and direct the business strategy.



Screenshots from the Livebook app



“ Design strategy is the mother of all design management activities. ”



Design Thinking

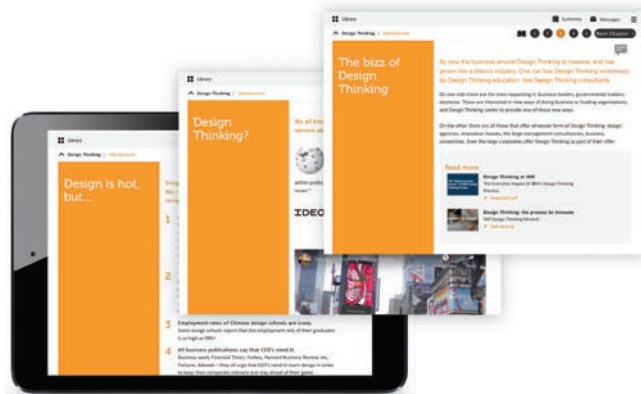
Module Overview

Design Thinking can help to solve 'wicked problems', it is here to stay and continues to have lots of top-down interest, from non-designers. 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.

In this module we make it work for your situation: 'situational design thinking'.

- Why is design thinking so much hyped and misunderstood?
- What is the difference between design and 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?



Screenshots from the Livebook app



Learning Goals

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

- Show understanding of the wide business perception of design thinking.
- Demonstrate how design thinking can contribute to business.
- Clarify 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'. "



Design Storytelling

Module Overview

Storytelling is a communication strategy that aims at engaging your audience into an 'imaginative situation' that delivers information and solutions through stories and facts.

Next to regular storytelling, communicating and 'selling' design management topics requires a balance between content, creative story telling and managerial structure.

- Why people love stories and why is storytelling for designers an essential capability in order to influence the minds and heart of stakeholders?
- How to communicate – present and discuss - design management and design leadership topics and what the critical success factors are to make your communication stick.
- What are the right storytelling tools and exercises to learn how to master your story, yourself, and your audience.



Design Storytelling comes with the Design Storytelling Checklist tool.

Learning Goals

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

- Show understanding in the difference between communicating design and communicating design management & design leadership.
- Recognize the stakes and needs of the target audience and how to relate to these.
- Show clarity in structure and argumentation in communicating and influencing.
- Reflect on the effects of your nerves, your voice, and your body language, and how you can master those.
- Learn to listen and show understanding how to handle feedback and questions from your audience.
- Set the objectives for the desired outcome, while managing the expectations of your audience.



Screenshots from the Livebook app



“ Storytelling is crucial to selling design in a dynamic environment to the different stakeholders inside and outside the business. ”



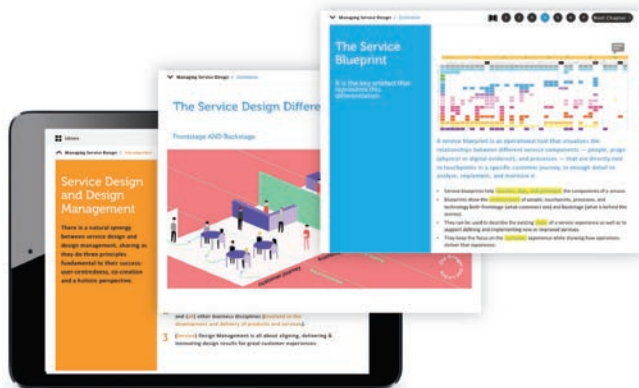
Service Design

Module Overview

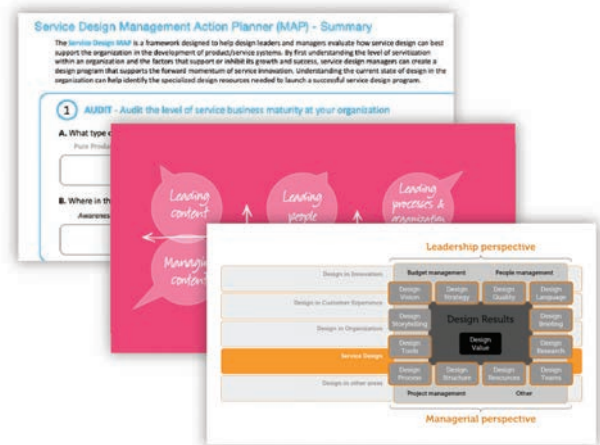
As the principles and practices of service design evolve, technologies driving innovation provide service designers and managers challenges as they support the generation of customer value through product-service ecosystems.

There is a natural synergy between service design and design management, sharing as they do three principles fundamental to their success: human-centredness, co-creation, and a holistic perspective.

- How can this synergy be exploited to establish service design leadership in organizations, markets, and service design teams, and advance the service design agenda?
- How can service design teams better understand the business context and help drive service innovation?
- What do design managers consider when introducing service design capabilities moving from product-centric to service-centric?
- What are the competences and practices that design managers need to develop in order to succeed?



Screenshots from the Livebook app



Service Design comes with the Service Design Management tool.

Learning Goals

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

- Show an understanding of servitization and various types of product-service systems
- Recognize the business context within which services either flourish or fail
- Gain familiarity with the principles and practices of service design that can drive success
- Gain understanding of design management and the skills needed to successfully partner service design with the business
- Explore a framework to align service design maturity with service business maturity



" Service design leaders will need to build on the integrative nature of the practice to develop new skills for multi-disciplinary design team management. "

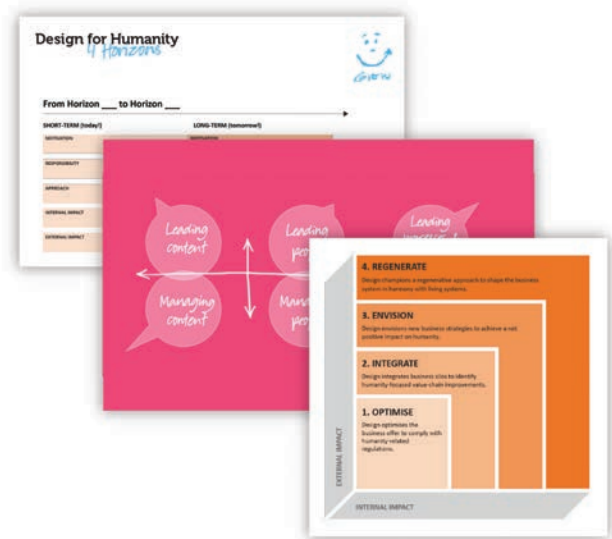


Design for Humanity

Module Overview

As sustainable design is getting crucial to sustain the impact of design, designers should not longer accept to work for organisations that do not have a true purpose. This means that design leaders and managers will move their strategic focus from problem solving to problem definition and problem owning.

- Why has design the potential to effect fundamental change at a global level?
- What belief system does design needs to make that role happen successfully?
- How can design scale-up its impact through collective ownership of problems?
- And co-create solution across disciplines, organizations and industries?
- What is the future scope of output, while moving to end-to-end design of the total eco-systems?
- How can a design leader move an organization up on the ladder of design for humanity?



Screenshots from the Livebook app

Learning Goals

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

- Show understanding of the wide perception of the UN Sustainable Development Goals.
- Demonstrate how design can contribute to the UN Sustainable Development Goals.
- Clarify what design for humanity can mean for your organization.
- Assess the level of design for humanity of your organization and the dimensions guiding that.
- Take a clear standpoint on how you want to lead the next level of design for humanity, expressed through a concrete plan.



“ The practice of design is inherently optimistic and serves the noblest purpose when it improves the quality of life. ”





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