

EHDM LONDON WORKSHOP



ORGANISATION

European House of Design
Management

LOCATION

London, United Kingdom

DATE

6 February 2013

USEFUL LINKS

- <http://bura.brunel.ac.uk/bitstream/2438/1387/1/Design%20and%20Competitive%20Edge.pdf>
- <http://database.designmanagementeurope.com/uploads/case/71/370.pdf>
- <http://www.designinbusiness.org.uk>
- <http://www.ideo.com/work/human-centered-design-toolkit/>
- <http://www.verganti.it/research.html>

THE EHDM LONDON WORKSHOP WAS THE FIRST OF THE EHDM WORKSHOP SERIES AND AIMED TO SCRUTINISE EXISTING DESIGN MANAGEMENT RESOURCES FROM THE PRIVATE SECTOR FOR USE IN THE PUBLIC SECTOR.

TASKS

The day was broken up into 3 tasks;

Task 1. In this task the attendees were asked to individually identify 5 barriers for implementing design management in the public sector. Subsequently, attendees were split into pairs to identify the 5 main barriers and capture these on post-its. The exercise resulted in a wall chart of barriers for implementing design management in the public sector, from a design industry perspective.

Task 2. The second task was aimed at scrutinising a number of selected design management and innovation tools:

- Brigitte Borja de Mozota (2003), Classification of 21 characteristic variables of design management
- Gert L. Kootstra (2009) / Danish Design Centre (2003-2007), the Design Management Staircase
- UK Design Council (2000- 2007), the Design Atlas
- IDEO (2009), the Human-Centered Design Toolkit
- Roberto Verganti (2008), the Three Innovation Strategies

For this activity, the participants were arranged in teams of different background to achieve a cross-section of the design and design management industries and the public sector. Each team identified strengths and weaknesses for one of the provided resources.

Task 3. For the final task, the participant groups were shuffled and tasked with recommending improvements for the presented resources, after which each group presented back to the room.

CASE STUDY PRESENTATIONS

In between the different tasks, the attendees were presented with a set of case study presentations demonstrating successful Design Management in the private sector. Case studies were presented by:

- Clive Grinyer, Cisco IBSG Topic: Designing Digital Experiences
- Raymond Turner, Raymond Turner Associates Topic: The challenge of 'what next'? Work in progress, based on Roca
- Kathryn Best, Kathryn Best Design Management Topic: Rockbrook by HKR Architects, Modern methods of construction (MMC)

MAIN FINDINGS

The main findings of the EHDM Design Management workshop in London were:

A. Presented resources are insufficient. None of the presented design management resources from the private sector are sufficient for use in the public sector. Reasons being that the resources are either old, incomplete and/or poorly structured.

A general comment was that all of the resources were too specifically grounded in the private sector, and even if adapted, they would not achieve any support for application in the public sector.

B. Language. The language and terminology used in the presented resources was not felt to be appropriate for use in the public sector. It is considered to be both too technical and too academic.

Another element that should be considered is that the deliverable is to be used Europe-wide. Therefore, the deliverable will also face difficulty with the varying native languages and the fact that users might not be fluent in English. For this reason, a more visual approach is recommended.

C. Stakeholder engagement. The deliverable is recommended to have a section on engaging stakeholders. This is seen as a crucial part of design management in the public sector and should therefore not be overlooked.

During the EHDM project process, the team will also be using stakeholder engagement in the form of several working groups, providing continuous feedback on prototypes and current thinking.

D. Naming the deliverable. The name 'toolkit' is seen as an incorrect approach to the deliverable of the EHDM project. Suggested alternatives are; route map, signposts and checklist.

The attendees of the workshop thought that it would be best to have a single resource ('tool'/deliverable) instead of a combination of several resources (a 'toolkit').



E. Measurability. Measurement and evidence are felt to be key in order to demonstrate the effectiveness of design management and build a successful business case. This should help in increasing the uptake of design management in the public sector by demonstrating a lower risk investment. Case studies with ROI figures could be used as evidence and leverage for initially taking the risk of trialling the deliverable.

F. Implementation. The lack of evidence from implementation of a developed design management process is found to be a major defect in existing design management resources used in the private sector. An implementation stage is therefore desired as an integral part of the resource.

Throughout the EHDM project, the team will be monitoring, evaluating and feeding back the developments made. By setting up a number of working groups meeting regularly, the team will be guided by experts from academia, the design and design management industry, as well as the public sector.