REDESIGNING THINKING

Prof. Clive Grinyer Public Policy Design Community April 2025

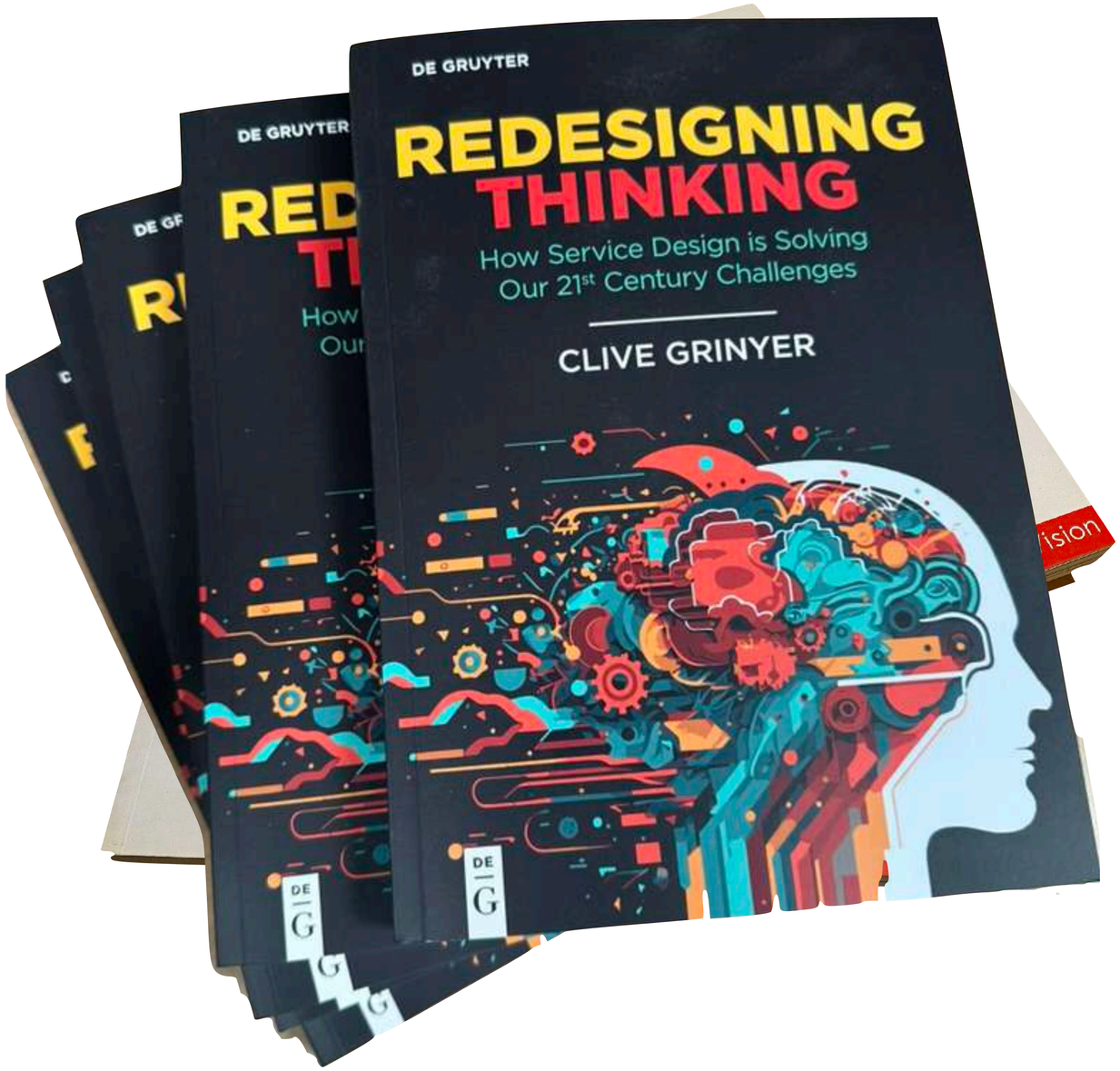
introduction

I have led design and innovation activities for IDEO, was co-founder of design consultancy **tangerine**, and created design teams for **Samsung**, Cisco, Orange (France Telecom) and Barclays and a stint at POLICY LAB.
I was Head of Service Design at the Royal College of Art and co founded now + **next** a design training company with designer Anja Kluver.

I have trained organisations as diverse as the Bank of England, Dorchester Hotels, Avon Fire and Rescue Service, Lego, social housing organisation and local authorities.

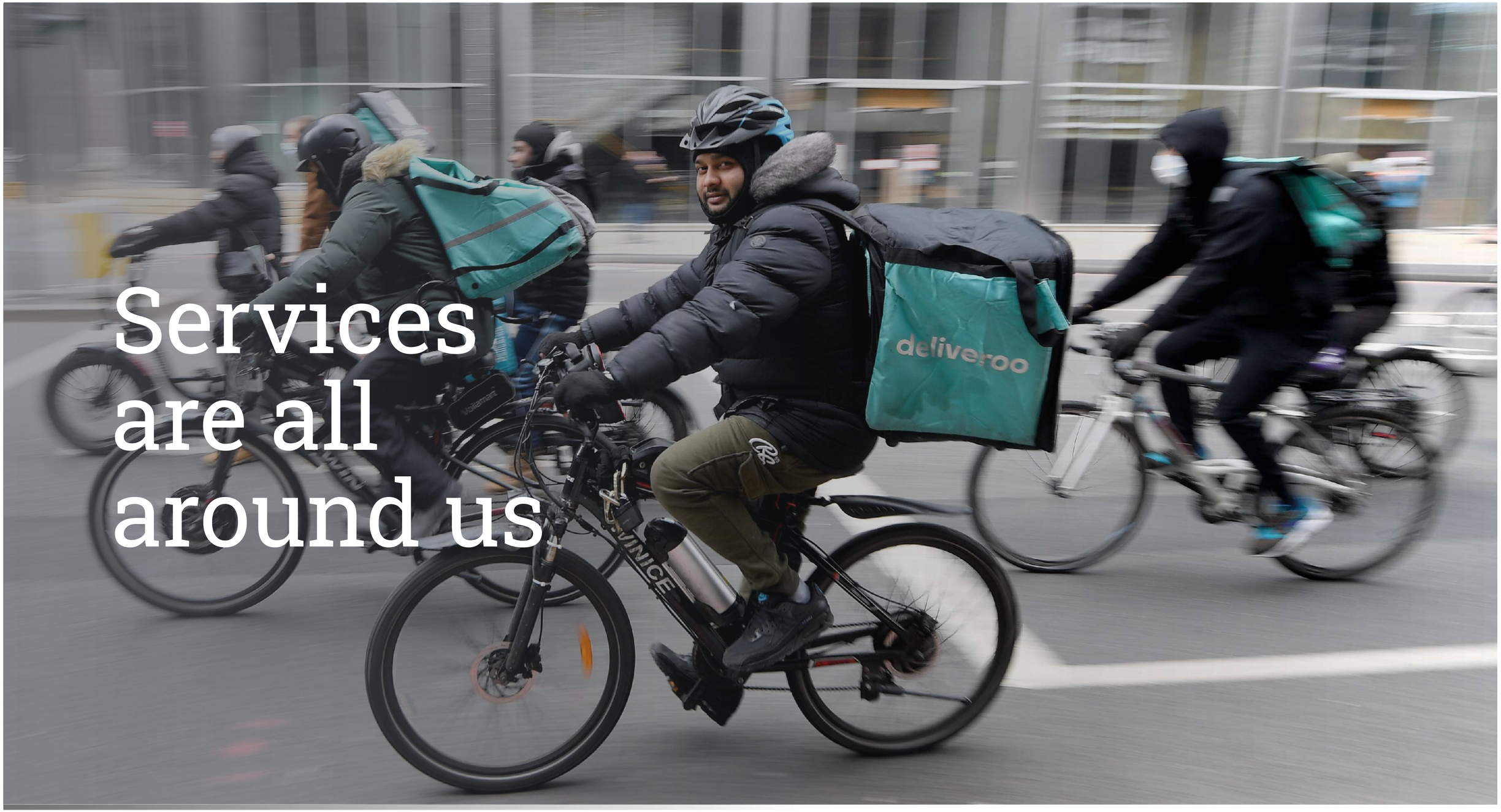
The Book.

“The world doesn’t work....”



The Burning Platform

“You live the surprise result of old plans.”
Jenny Holzer



Services are all around us

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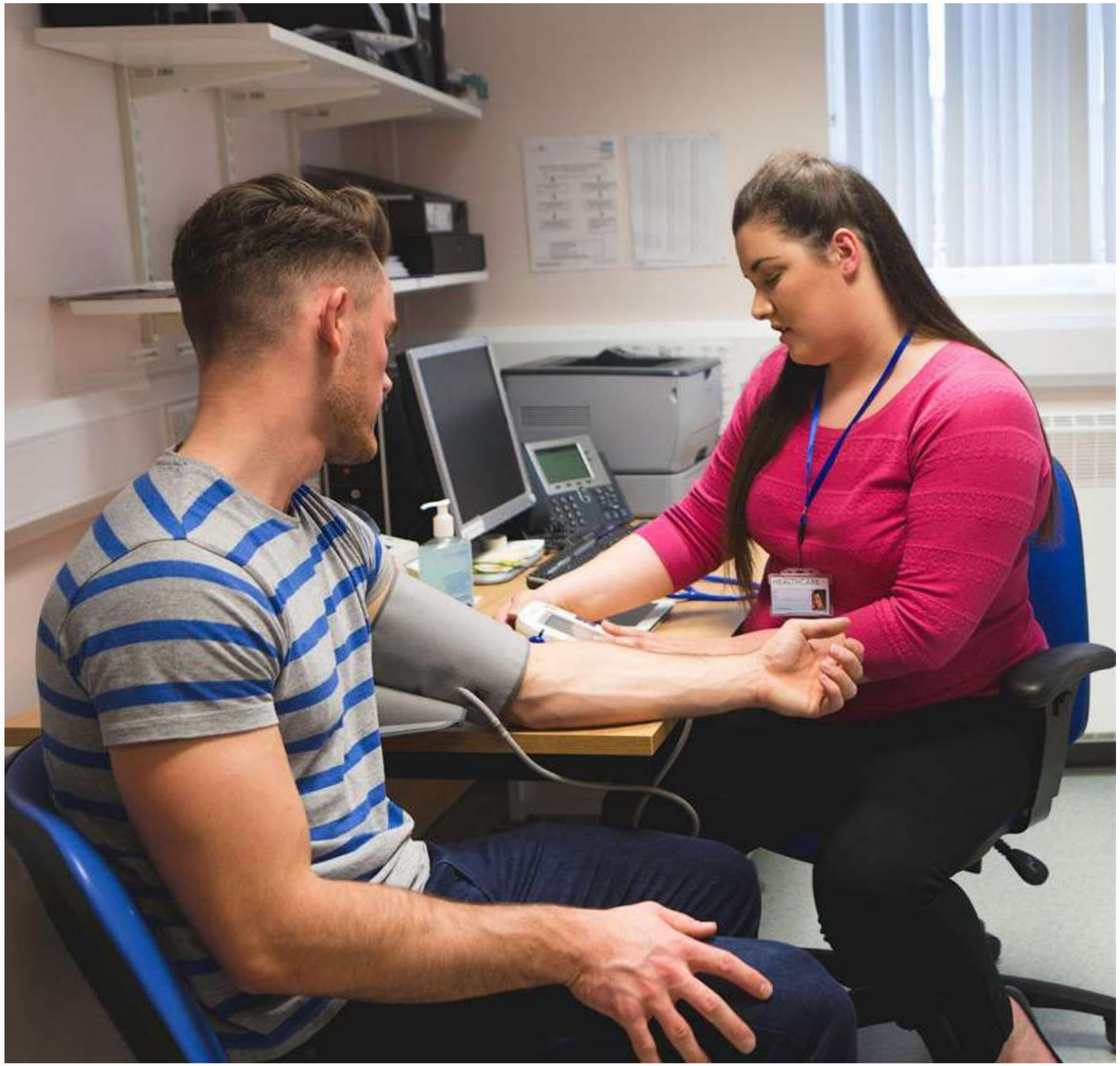
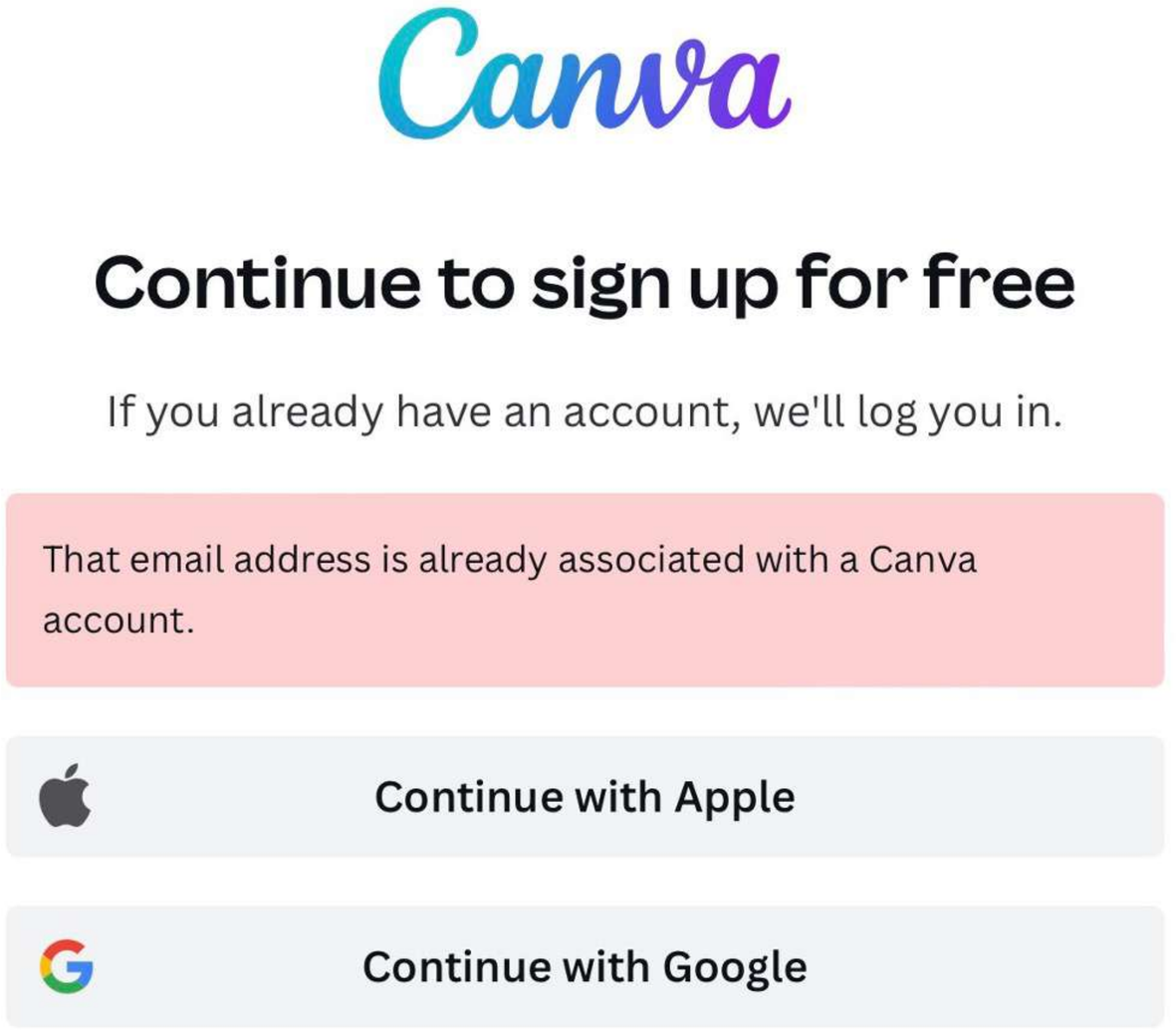
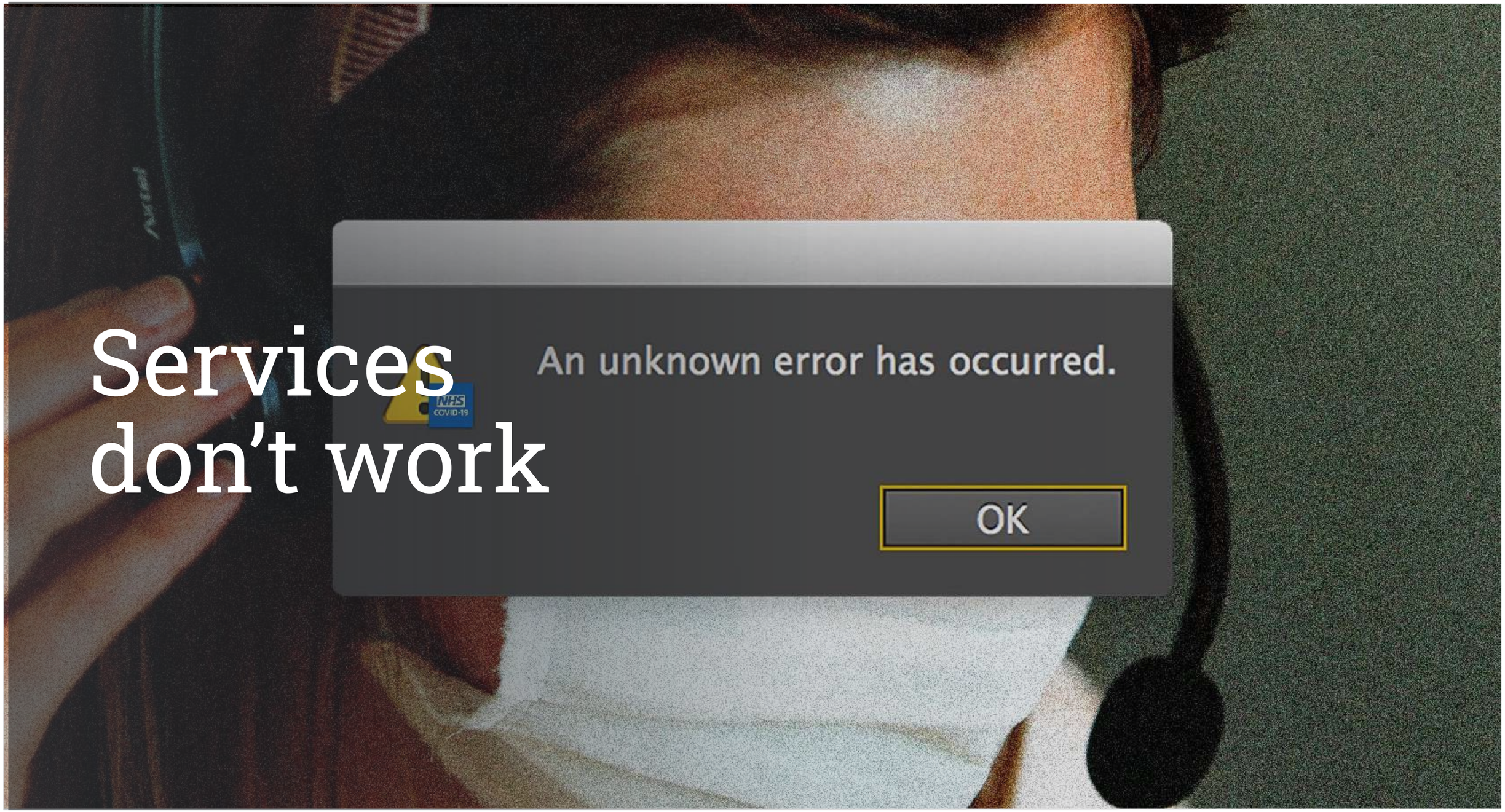


Unintended consequences

Unintended consequences

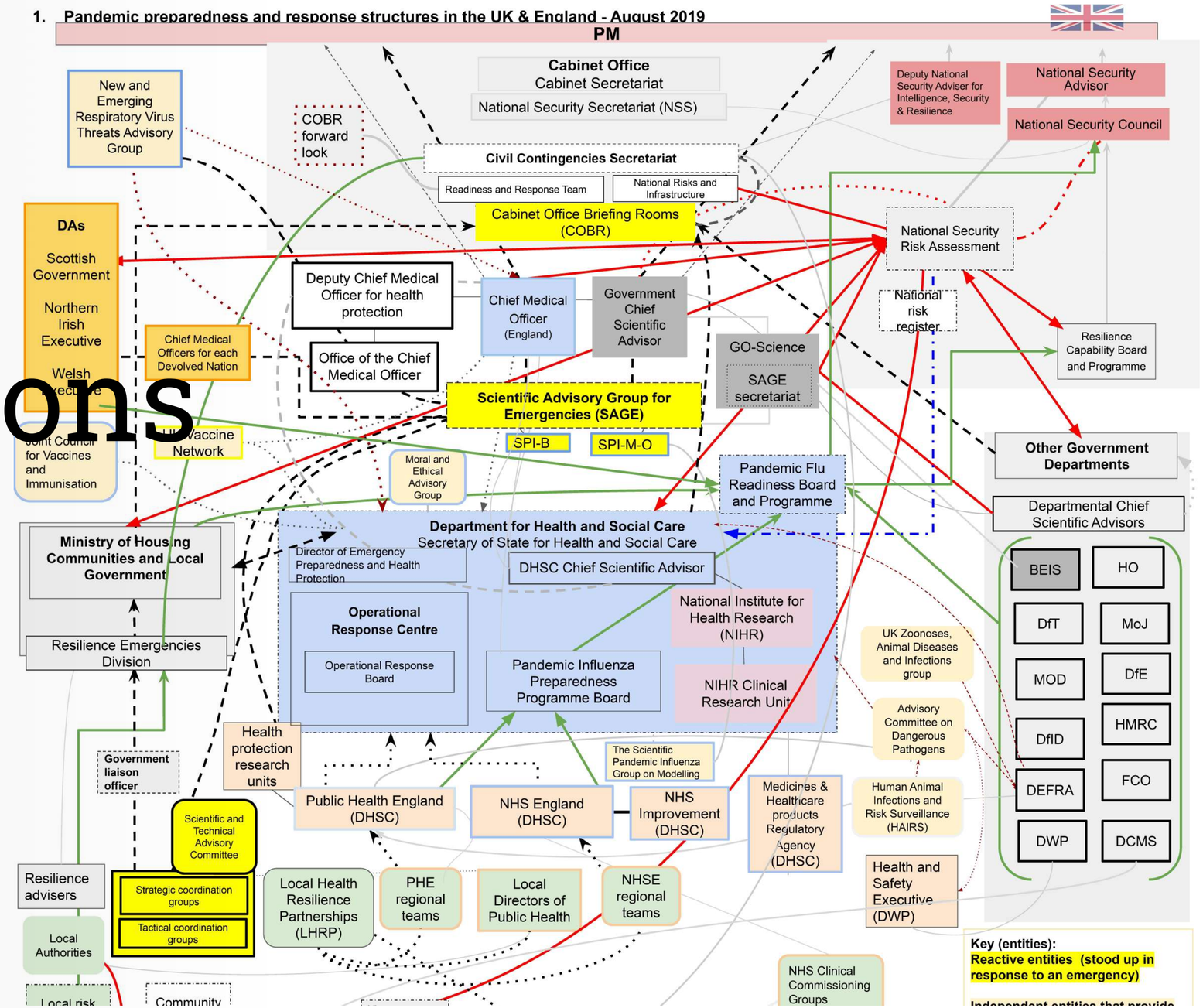


Serious damage



Services don’t work

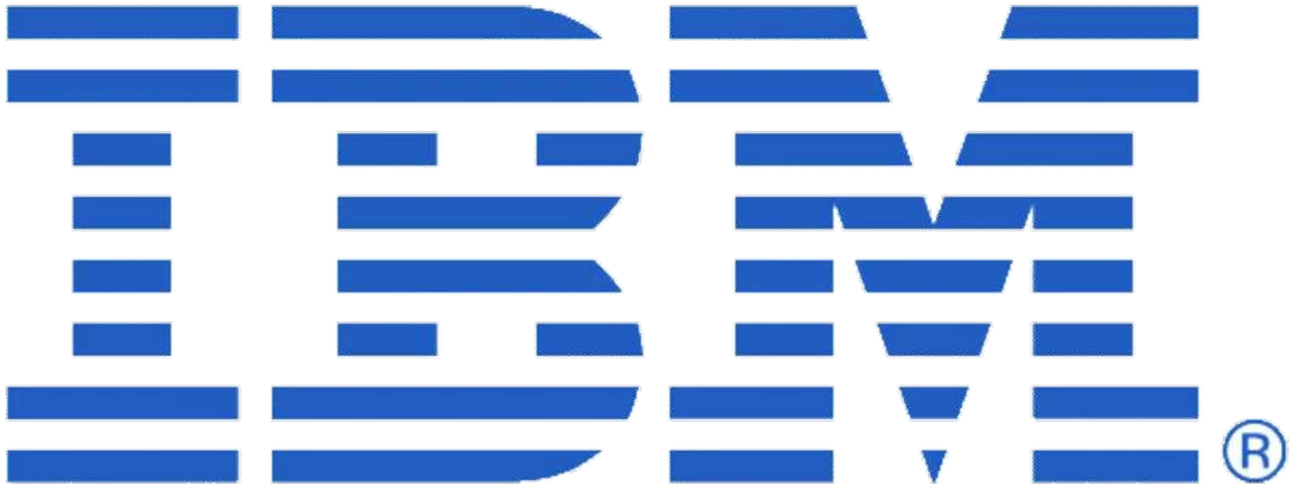
Organisations are poorly designed…



The Need for Change

"Change before you have to."
Jack Welch

brand



brand

brand

21st Annual Design Review
Product Design Award
1982 I.D. Magazine (USA)

challenges

challenges

challenges

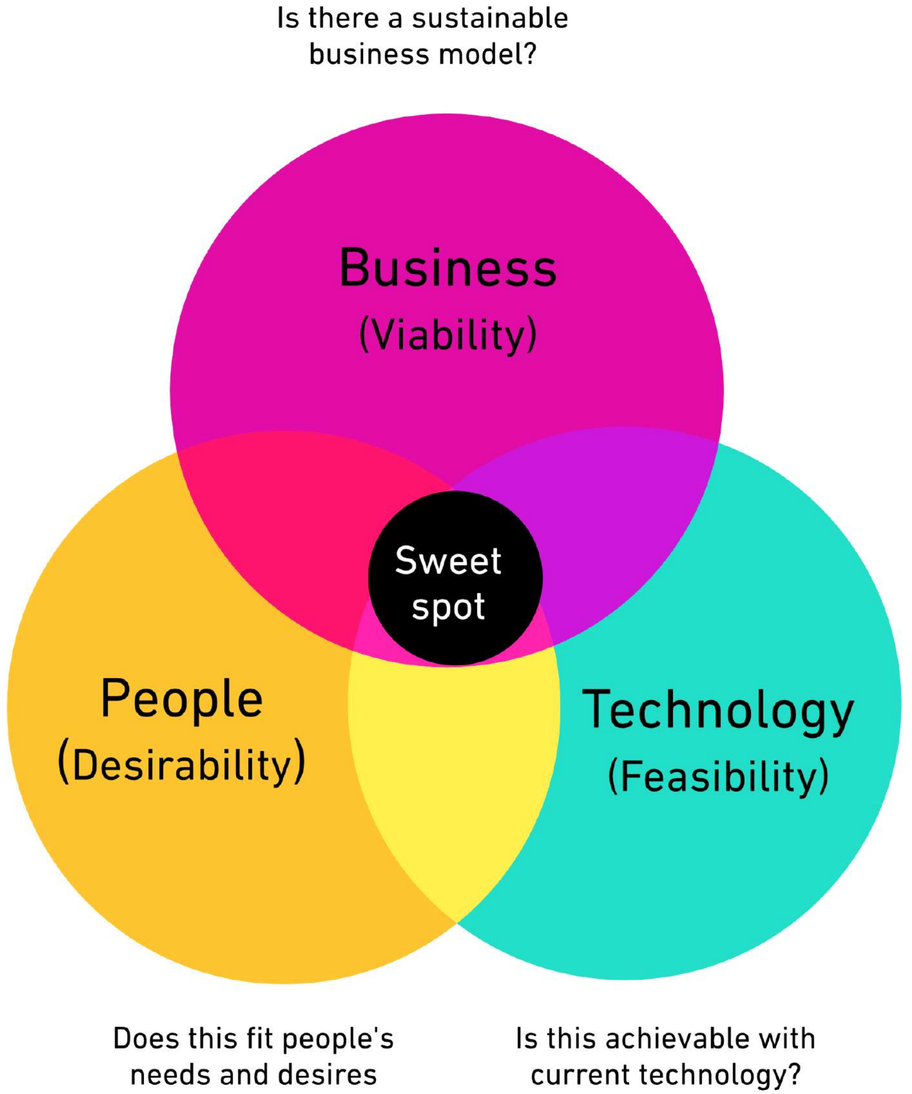
challenges

challenges

this isn't just a chocolate bar..
THIS IS IMPACT
Tony's is an impact company that makes chocolate, not the other way around. It's the reason we exist: to end exploitation in cocoa. And not just the cocoa in our chocolate, but in all chocolate worldwide.
To make that happen, we need all chocolate brands to source their cocoa responsibly, according to Tony's 5 Sourcing Principles. And all chocolate lovers (that's you!) to share our bar + our story. Because this isn't just a chocolate bar, it's impact.
TONY'S CHOCOLONELY
an impact company that makes chocolate, not the other way around

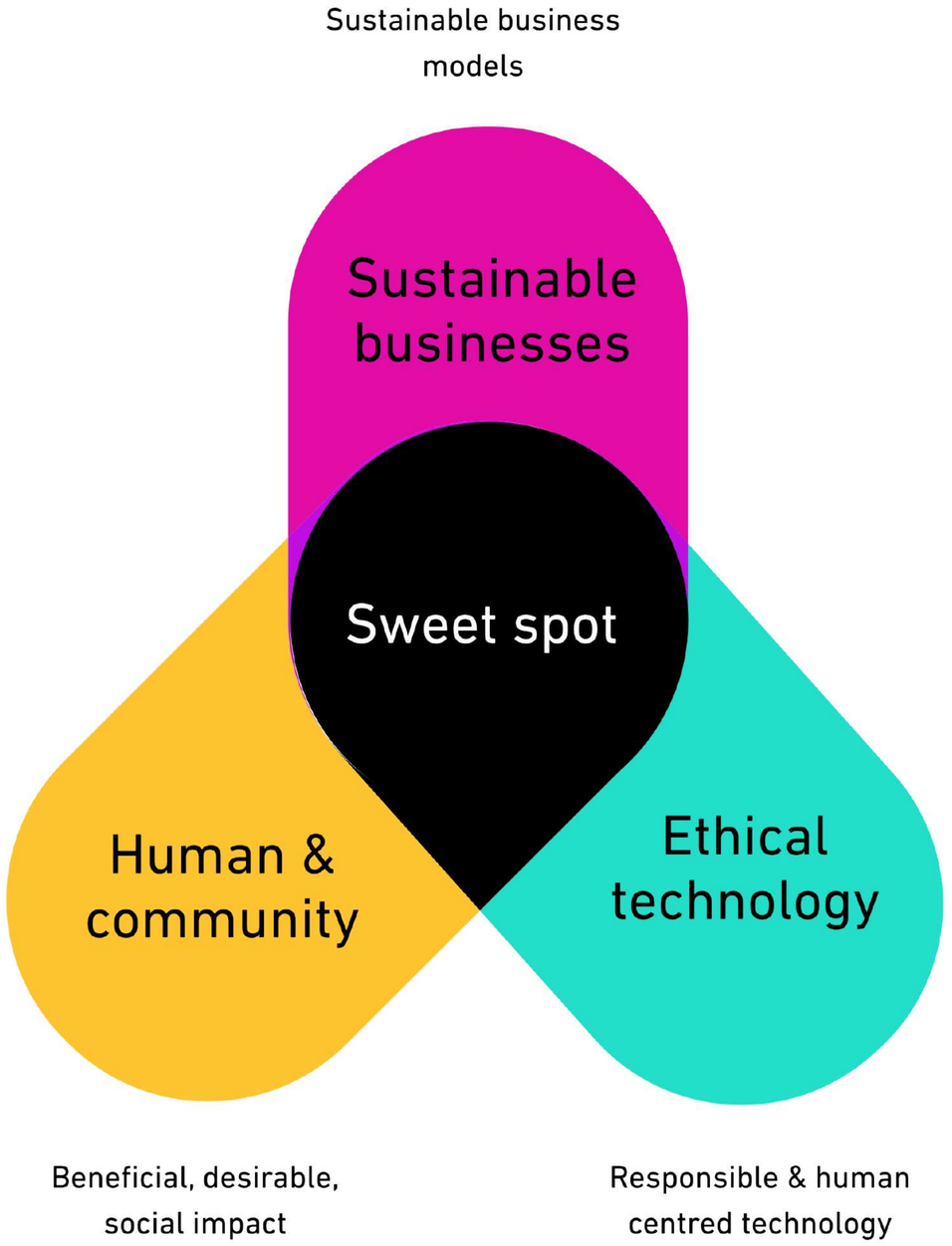
Service Design applies **Design Thinking** with **Technology** (how we make things), and Business, (can we make it for the right price).

It identifies the human needs and makes solutions **desirable**.



Service Design applies **Design Thinking** with **Ethical Technology** (how we make the right things), and **Sustainable Business**, (can we make sustainably).

It identifies the all human and social **needs** and understands **impact**.



In Technology We Trust

“We tend to overestimate the effect of a technology in the short run and underestimate the effect in the long run.”

Roy Amara

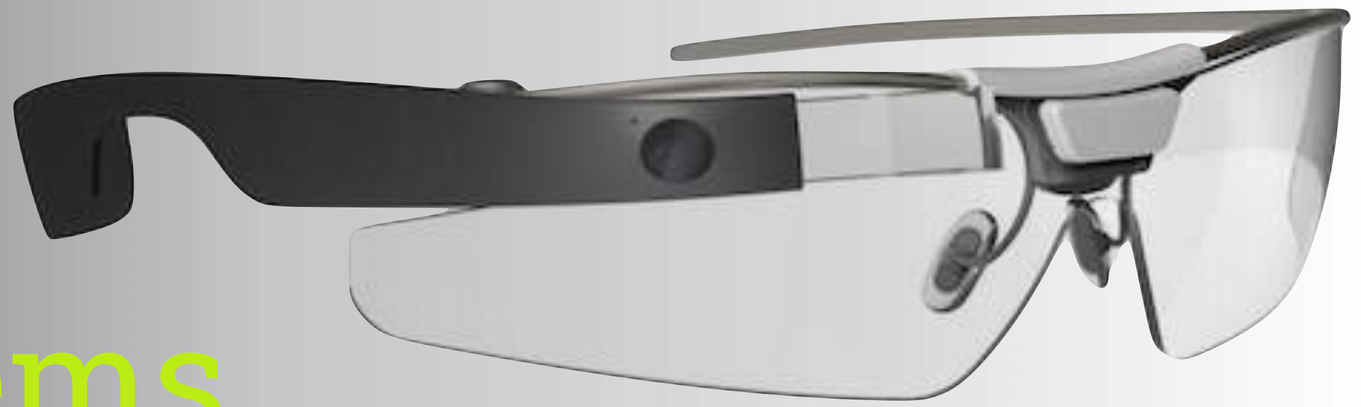
Technology doesnt always work

On average, 5% of product features are used 95% of the time.

Technology can be accessible and inclusive

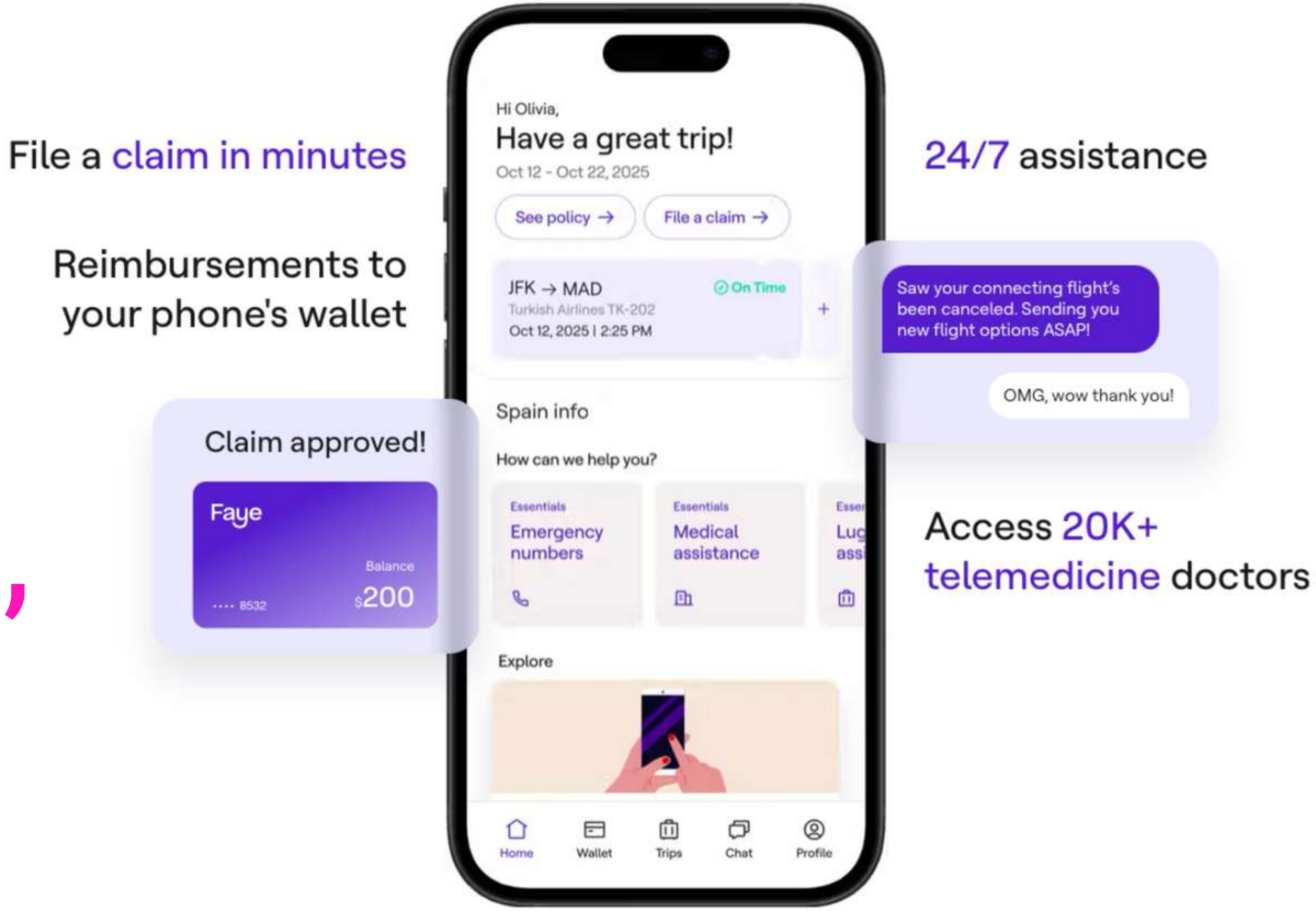
Technology solves problems we don’t have

Technology solves problems we don’t have

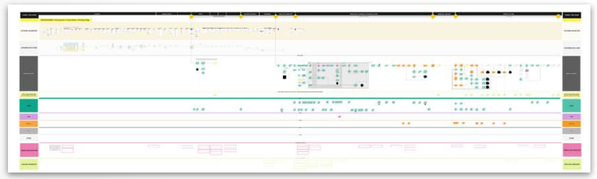


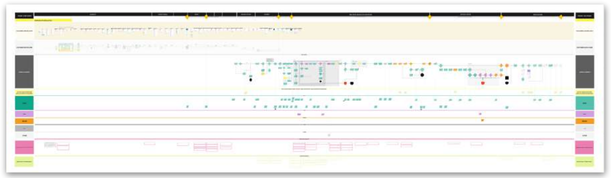
Technology solves problems we don’t have

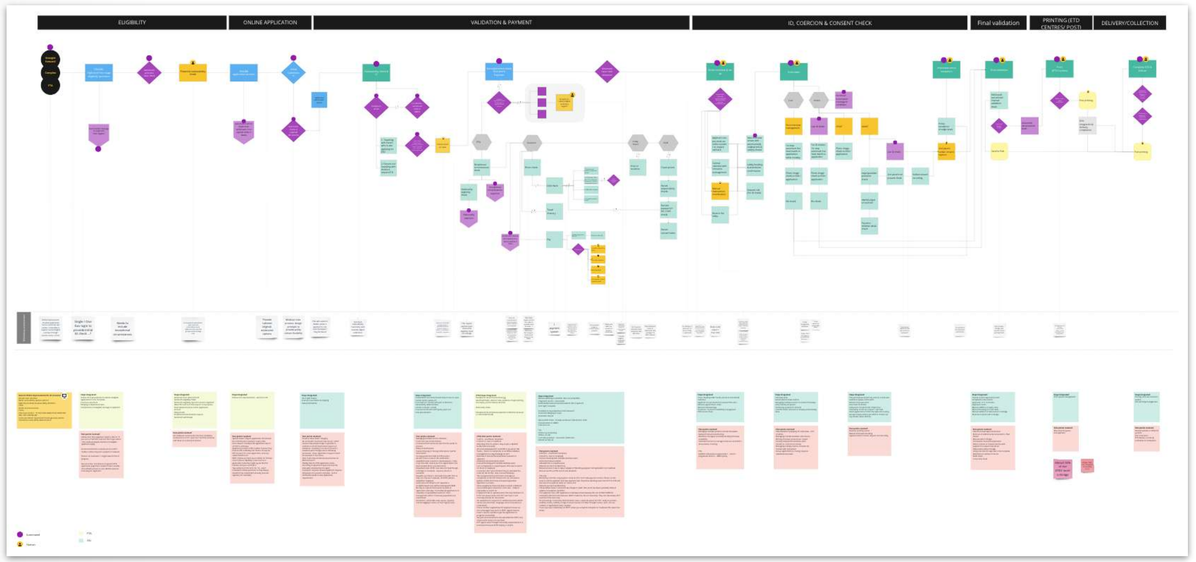
Technology creates new opportunities, and threats



AI system analysis and great service design: integrate 3 business process journeys (3 miles long) into 1 unified journey (30 cm)







How To Make a Poor Decision

“Any man can make mistakes, but only an idiot persists in his error.”
Cicero

Effects of Energy Habits on Retrofits

believe Housing Electric Heating Pilot (2016)

Air Source Heat pumps uninstalled because residents felt unable to

- Regulate the dial (habituated to constant temperature)
- Comprehend how new heating system operates

Houses **without a retrofit**
but smarter energy habits.

2.5x more energy consumed

Houses **with retrofit**
but no behaviour change.

Effect of retrofit is nullified

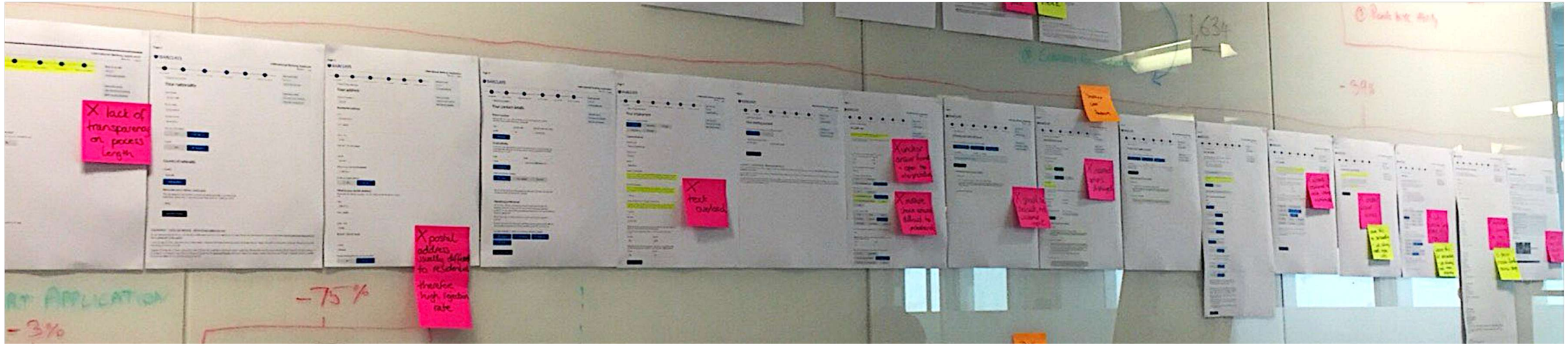
"Deep and long-term changes in the energy performance of housing.

Requires the development of a culture of energy."

Karvonen, Andrew. 2013. Towards systemic domestic retrofit: a social practices approach, Building Research and Information 41(5): 563- -574, doi 10.1080/09613218.2013.805298

Henrike Rau, et al, Changing energy cultures? Household energy use before and after a building energy efficiency retrofit, Sustainable Cities and Society, Volume 54, 2020, 101983, ISSN 2210-6707, https://doi.org 10.1016/j.scs.2019.101983. (https://www.sciencedirect.com/science/article/pii/S2210670719335243)

the process is not the experience



The Design Approach

Design?

Designers

From sources across the web

Coco Chanel

Christian Dior

Karl Lagerfeld

Stella McCartney

Alexander McQueen

Cristóbal Balenciaga

Jean Paul Gaultier

Pierre Balmain

Phoebe Philo

Halston

Jeanne Lanvin

Diane von Furstenberg

Tom Ford

Yves Saint Laurent

Donatella Versace

Calvin Klein

Christian Louboutin

Gianni Versace

Miuccia Prada

Donna Karan

Kate Spade

Michael Kors

Salvatore Ferragamo

Virgil Abloh

Ralph Lauren

Valentino

Giorgio Armani

Marc Jacobs

Vivienne Westwood

Hubert de Givenchy

Betsey Johnson

Pierre Cardin

Tommy Hilfiger

Azzedine Alaïa

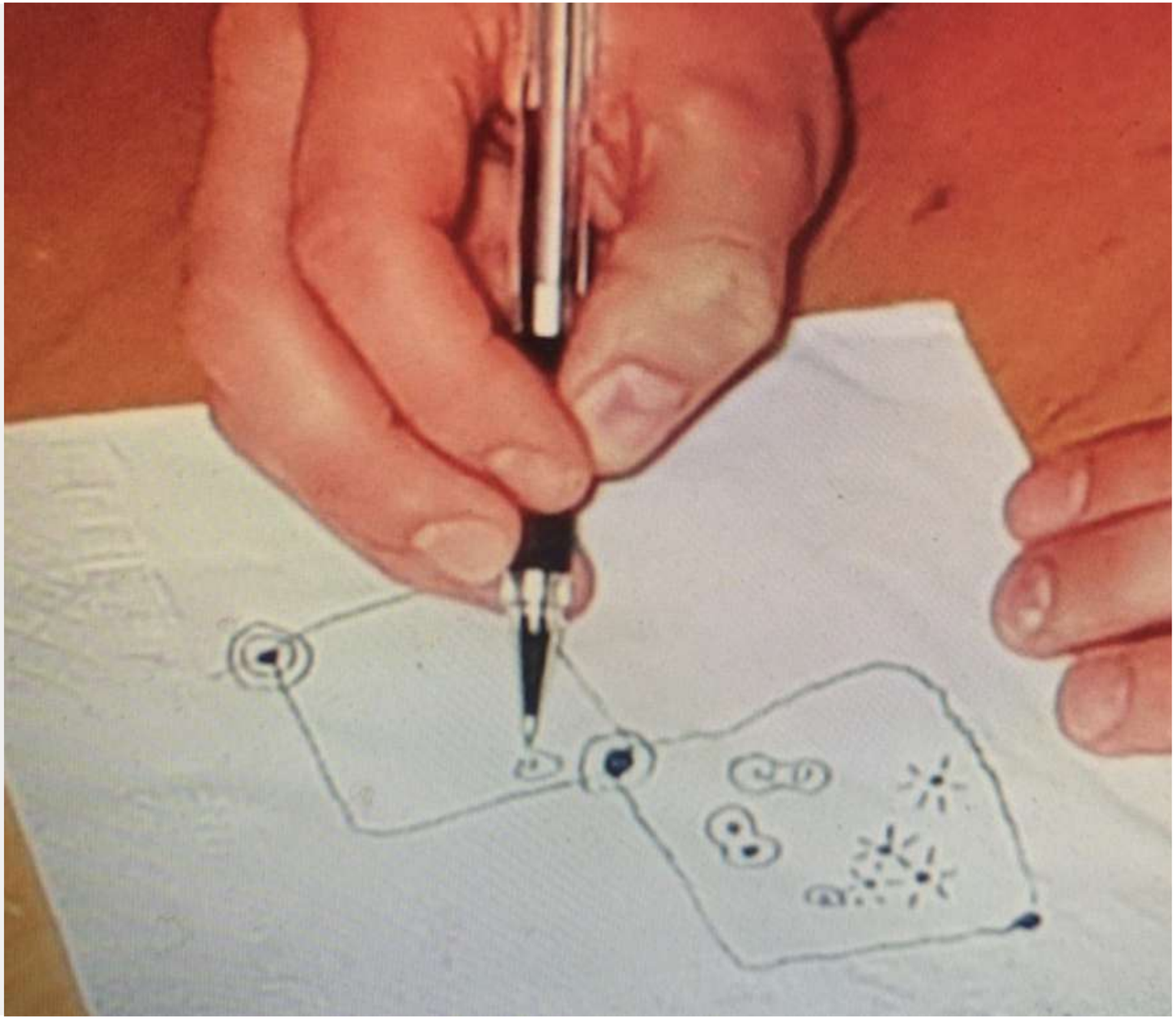
Oscar de la Renta

Manolo Blahnik

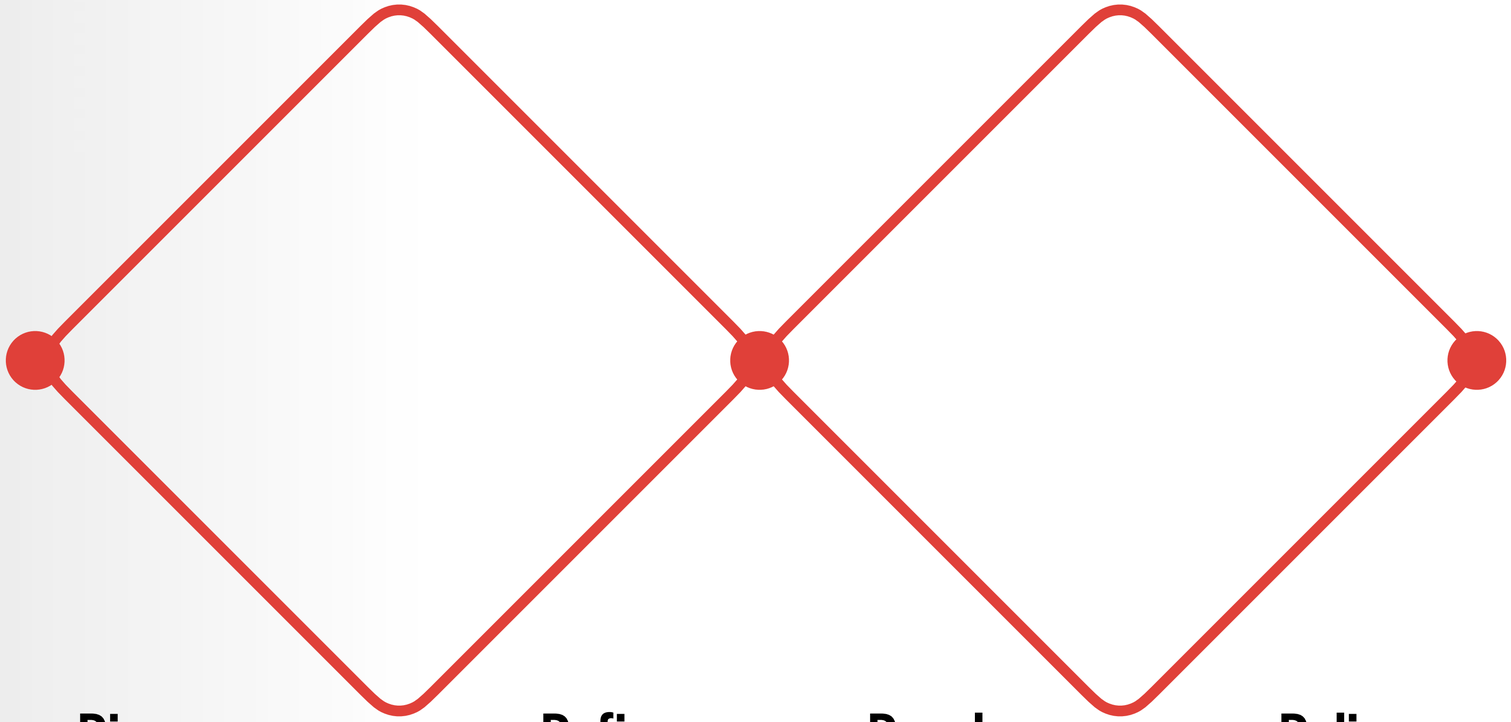
Design?

“Designer” | Designers | |

Design is a process.



Design is a process.



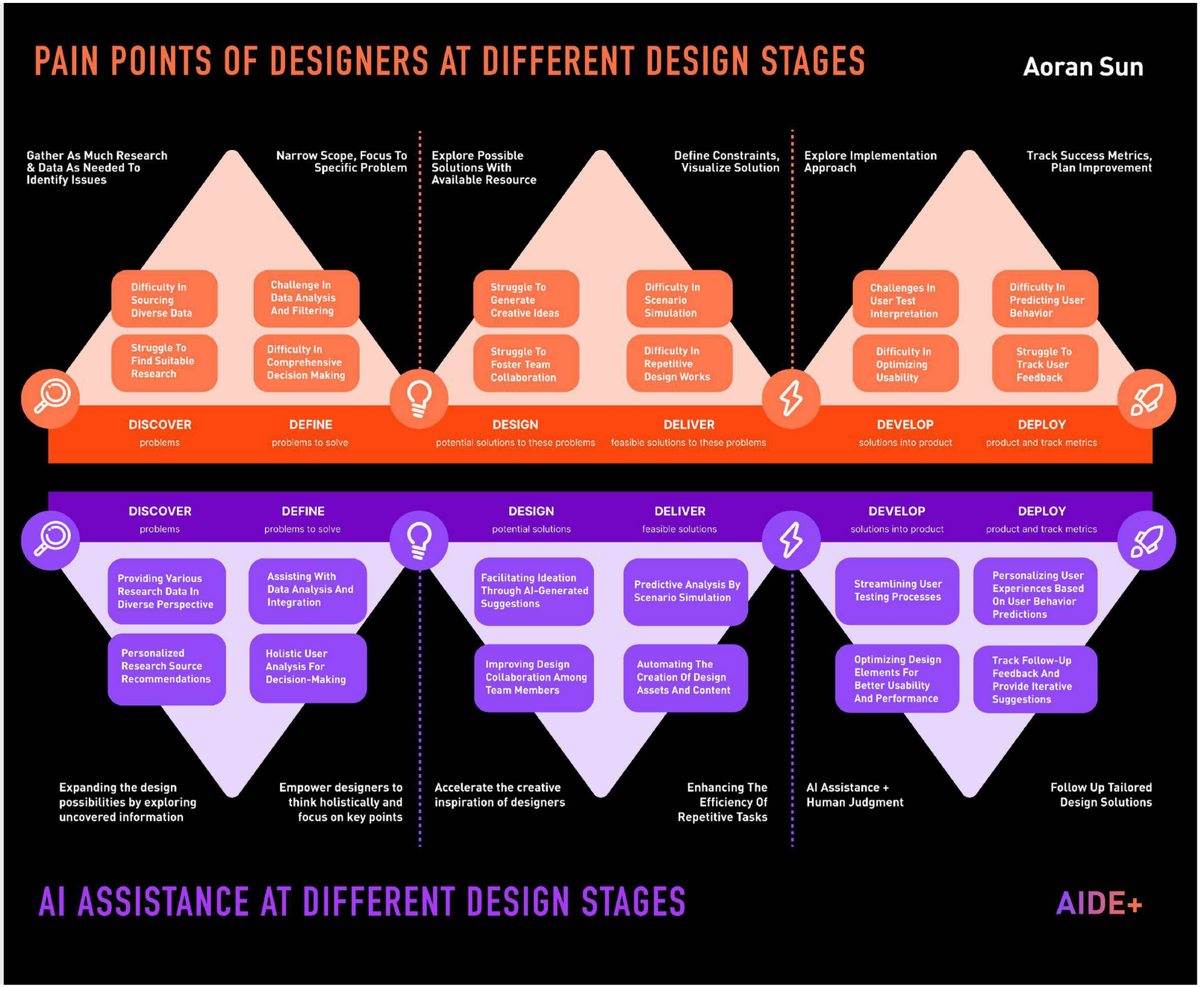
Discover
Research, Who, What, Why?

Define
Analyse, frame the problem

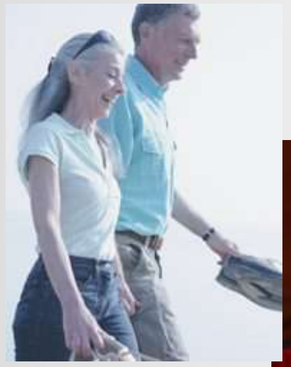
Develop
Create ideas and prototype and validate

Deliver
Design for delivery and impact

Design by AI.


PAIN POINTS OF DESIGNERS AT DIFFERENT DESIGN STAGES
Aoran Sun
Gather As Much Research & Data As Needed To Identify Issues
Narrow Scope, Focus To Specific Problem
Explore Possible Solutions With Available Resource
Define Constraints, Visualize Solution
Explore Implementation Approach
Track Success Metrics, Plan Improvement
Difficulty In Sourcing Diverse Data
Challenge In Data Analysis And Filtering
Struggle To Find Suitable Research
Difficulty In Comprehensive Decision Making
Struggle To Generate Creative Ideas
Difficulty In Scenario Simulation
Struggle To Foster Team Collaboration
Difficulty In Repetitive Design Works
Challenges In User Test Interpretation
Difficulty In Predicting User Behavior
Difficulty In Optimizing Usability
Struggle To Track User Feedback
DISCOVER problems
DEFINE problems to solve
DESIGN potential solutions to these problems
DELIVER feasible solutions to these problems
DEVELOP solutions into product
DEPLOY product and track metrics
DISCOVER problems
DEFINE problems to solve
DESIGN potential solutions
DELIVER feasible solutions
DEVELOP solutions into product
DEPLOY product and track metrics
Providing Various Research Data In Diverse Perspective
Assisting With Data Analysis And Integration
Personalized Research Source Recommendations
Holistic User Analysis For Decision-Making
Facilitating Ideation Through AI-Generated Suggestions
Predictive Analysis By Scenario Simulation
Improving Design Collaboration Among Team Members
Automating The Creation Of Design Assets And Content
Streamlining User Testing Processes
Personalizing User Experiences Based On User Behavior Predictions
Optimizing Design Elements For Better Usability And Performance
Track Follow-Up Feedback And Provide Iterative Suggestions
Expanding the design possibilities by exploring uncovered information
Empower designers to think holistically and focus on key points
Accelerate the creative inspiration of designers
Enhancing The Efficiency Of Repetitive Tasks
AI Assistance + Human Judgment
Follow Up Tailored Design Solutions
AI ASSISTANCE AT DIFFERENT DESIGN STAGES
AIDE+

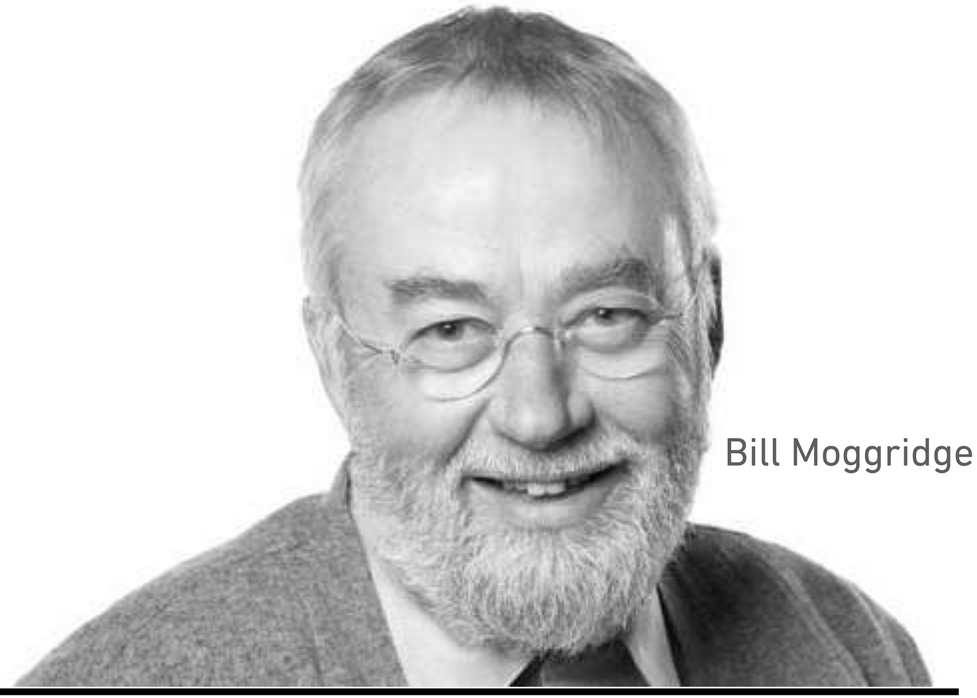
We start with people



What are we doing?

Empathy

“Few people think about it or are aware of it. But there is nothing made by human beings that does not involve a design decision somewhere.”



Bill Moggridge

“Everyone designs who devises courses of action aimed at changing existing situations into preferred ones.”

Herbert Simon

(Anyone who plans to improve things by changing them, is a designer.)

What is the Problem?

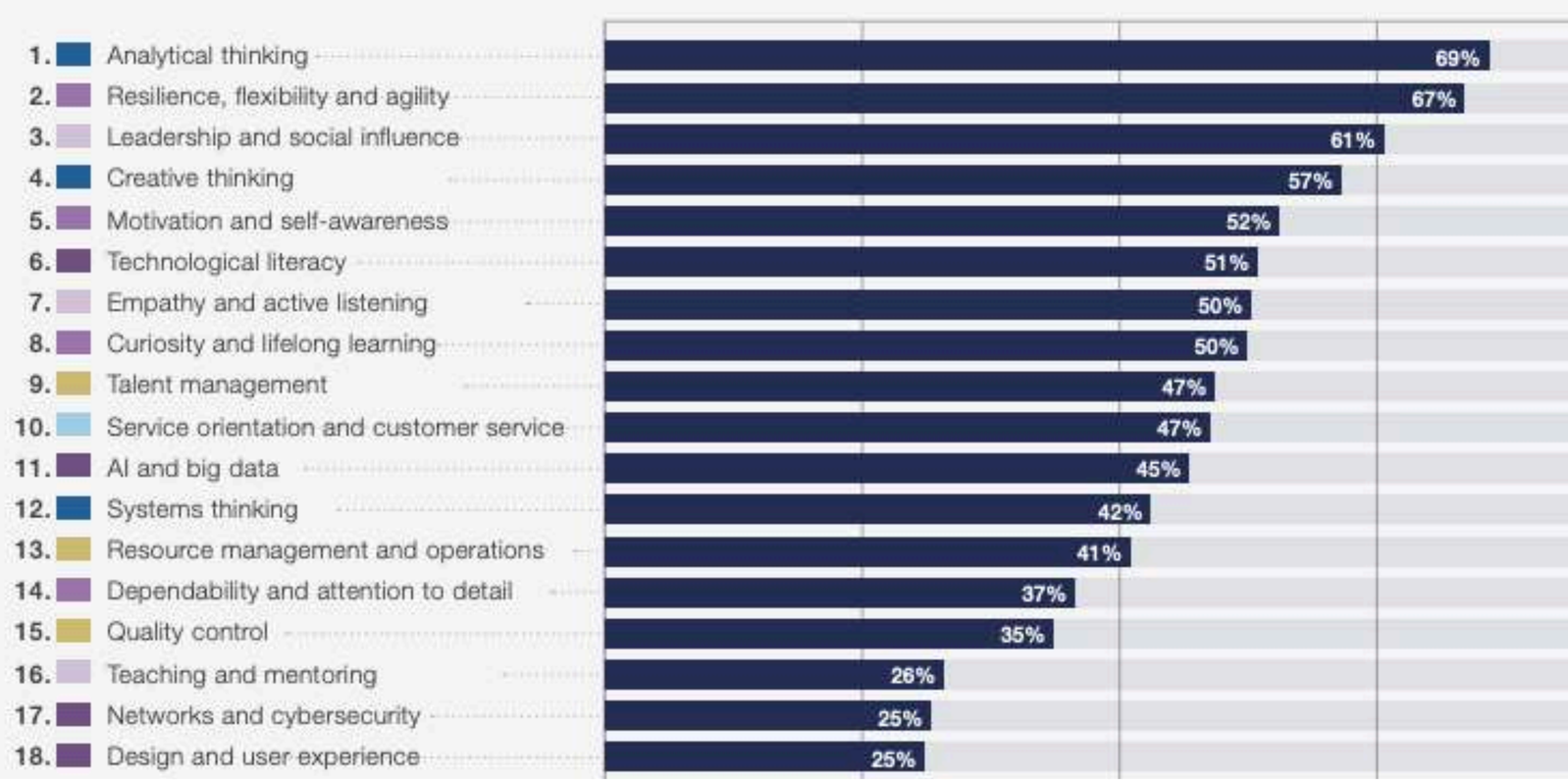
“Memo: Piers for use on beaches.They must float up and down with the tide. The anchor problem must be mastered. Let us have the best solution worked out. Don’t argue the matter. The difficulties will argue themselves.”
Winston Churchill

Observation

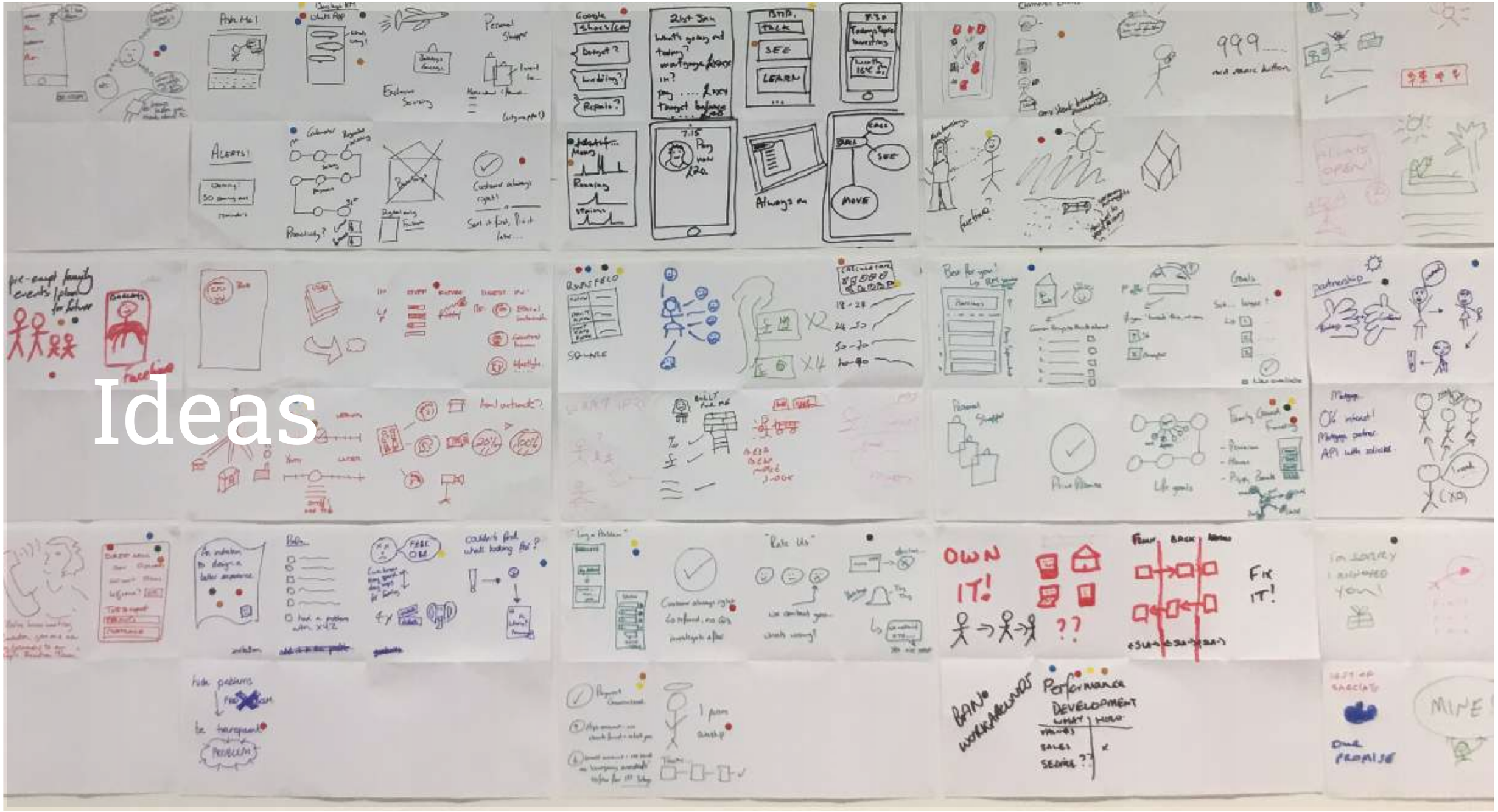
Time for Creativity

“The creative process is about surrender, not control.”
Bruce Lee

WORLD ECONOMIC FORUM
Future of Jobs Report
2025
INSIGHT REPORT
JANUARY 2025


1. Analytical thinking 69%
2. Resilience, flexibility and agility 67%
3. Leadership and social influence 61%
4. Creative thinking 57%
5. Motivation and self-awareness 52%
6. Technological literacy 51%
7. Empathy and active listening 50%
8. Curiosity and lifelong learning 50%
9. Talent management 47%
10. Service orientation and customer service 47%
11. AI and big data 45%
12. Systems thinking 42%
13. Resource management and operations 41%
14. Dependability and attention to detail 37%
15. Quality control 35%
16. Teaching and mentoring 26%
17. Networks and cybersecurity 25%
18. Design and user experience 25%

anyone working in the area of transformational change, whether or not they are a service designer.



The Power of the Prototype

“We don't trust it until we can see it and feel it.”
Win Ng

Prototype

Visions and Stories

“The most powerful person in the world is the storyteller. The storyteller sets the vision, values, and agenda of an entire generation that is to come.”
Steve Jobs

Stories

Frank

Age: 64.5 | Sex: Male | Marital status: Divorced with kids

Frank is approaching 65, he thinks he might like to retire but is uncertain of his financial situation

He knows he has a number of pensions that he has been contributing to but doesn't know where they are or how much he has

As Frank is walking down the high street he notices a government poster on a bus stop

The poster explains that the this new online platform can help people like Frank find their pension

Frank has his smart phone with him and checks out the website there and then he likes what he sees and makes a note to check it out further at home

Frank then goes home to investigate further on his computer where he registers and sets up his digital ID

He is able to collate his pension pot information but wants more clarity on what this information means

Frank decides to book a session with an advisor at his local Citizen Advice bureau

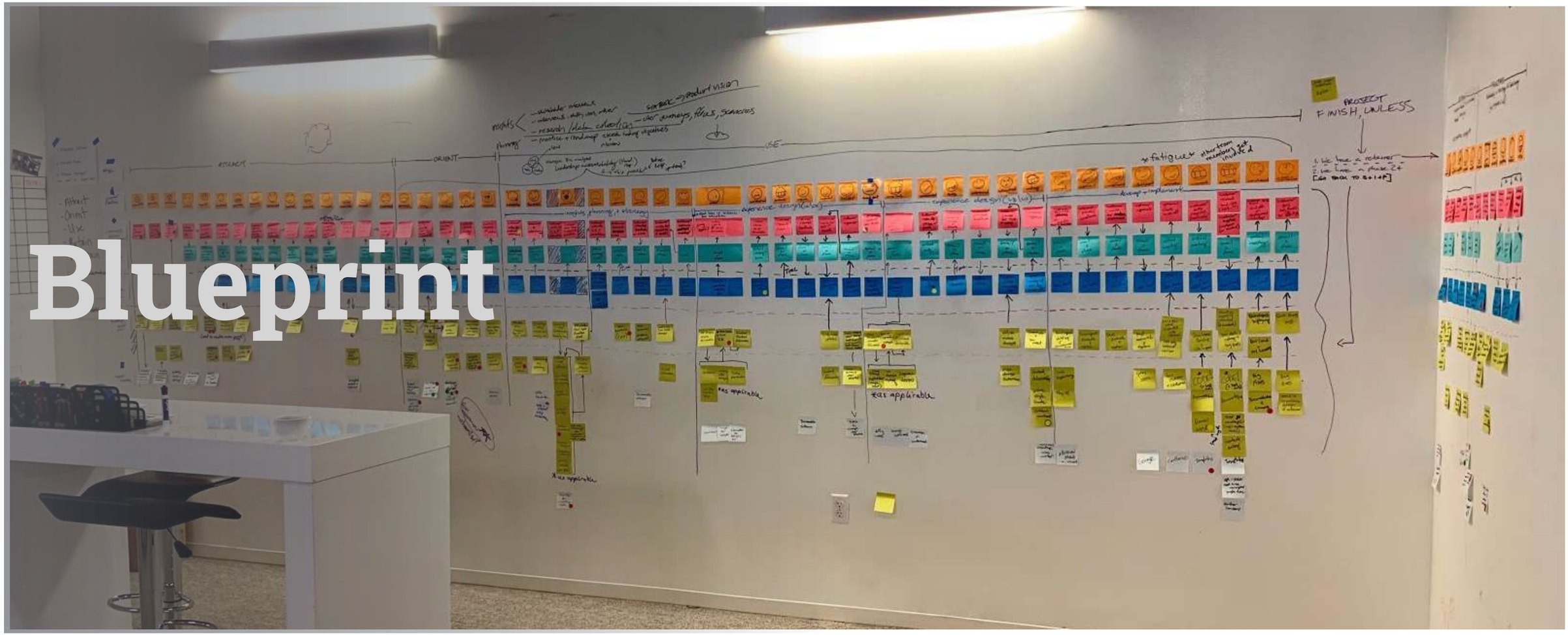
When Frank attends this session with CAB Frank is advised he can retire

Frank Retires!

The Blueprint for Change

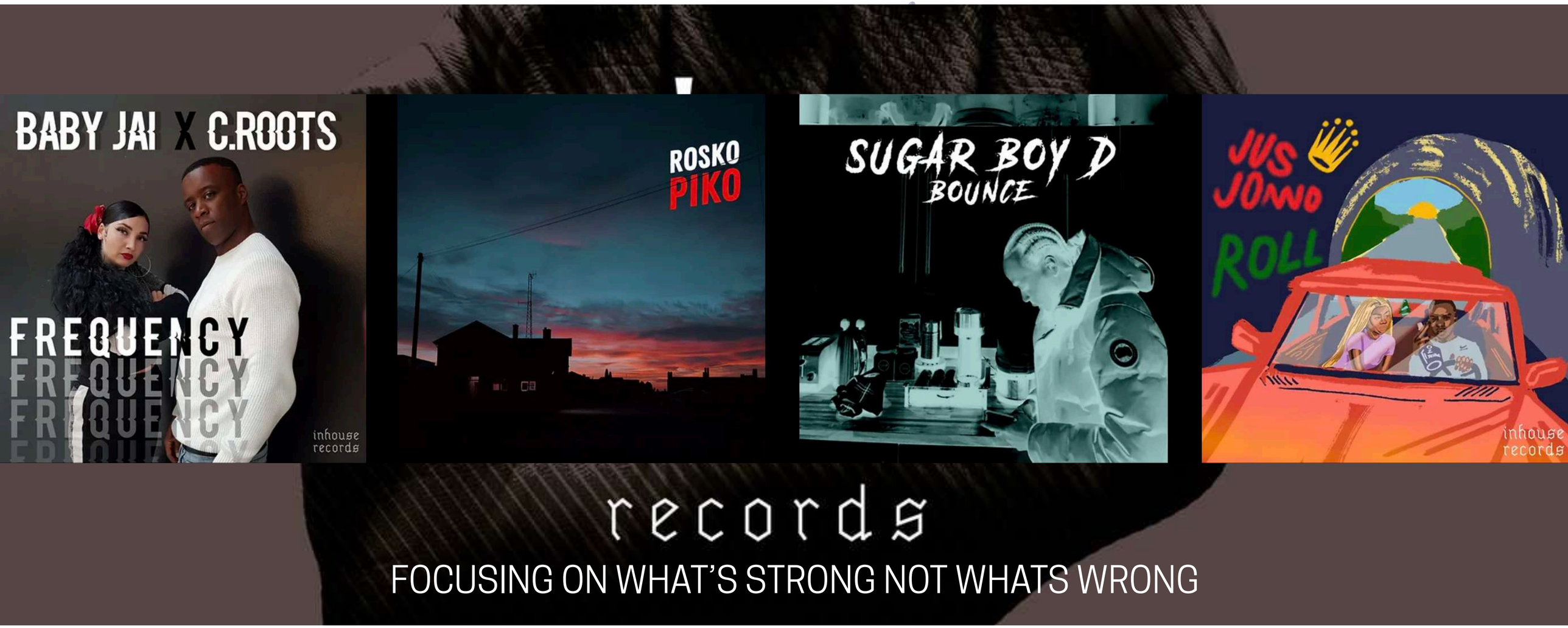
“Everybody that's successful lays a blueprint out.”
Kevin Hart

Blueprint



Making Change Happen

“Design is far too important to be left to designers.”
Raymond Turner



records

FOCUSING ON WHAT'S STRONG NOT WHATS WRONG

It’s Not Easy

“Simple can be harder than complex.”
Steve Jobs

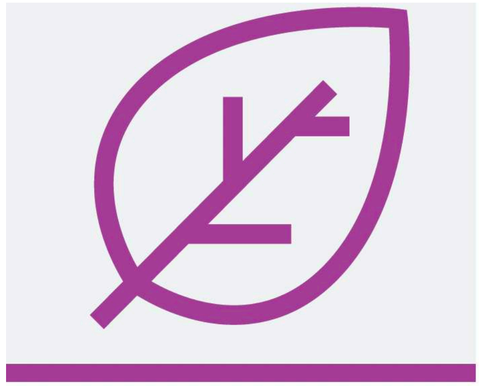
strategy

strategy

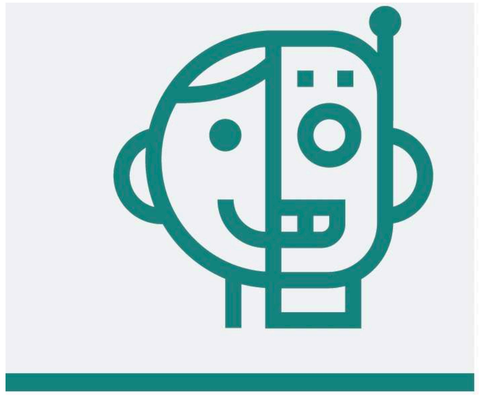
UX Maturity Stage	Featuring	Time to next stage
1: Hostility	Developers simply **don't want to hear about users or their needs**	Up to **decades**
2: Developer-Centred	**Design team relies on its own intuition**	**2-3** years
3: Skunkworks	Guerilla user research or external usability experts	**2-3** years
4: Dedicated Budget	**Usability is planned for**	**2-3** years
5: Managed	**Someone to think about usability across the organisation**	**6-7** years
6: Systemic Process	**Tracking user experience quality**	**6-7** years
7: Integrated User Centred Design	Implying usability data to determine what what company should build	**~ 20** years
8: User-Driven Corporation	Usability affects corporate strategy and activities beyond interface design	**~ 40** years to get from start

strategy

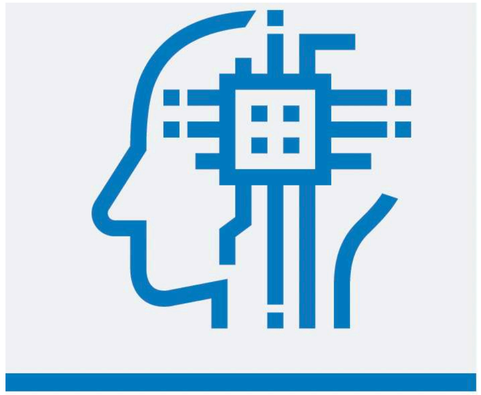
Human-centred design for sustainability



Digital Customer Journeys



AI Experiences



Social changes & inclusive design

Redesigning Thinking

“It’s not **reinventing** thinking, it’s **redesigning** thinking!”
John Bird

“What would I redesign?”
“Thinking”
John Bird

The Future’s Bright

“The Future’s Bright the future’s Orange”

Advert for *Orange Mobile Phone Network*

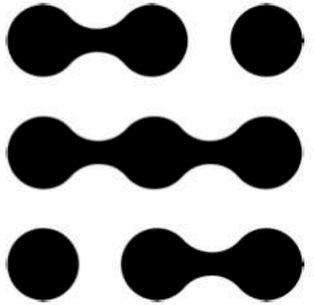
“When the wind of change blows, some build walls while others build windmills”

curious

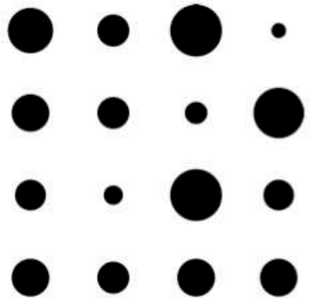
courageous

collaborative

innovative



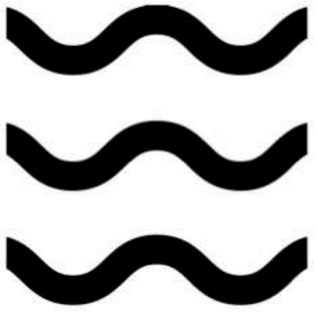
plurality



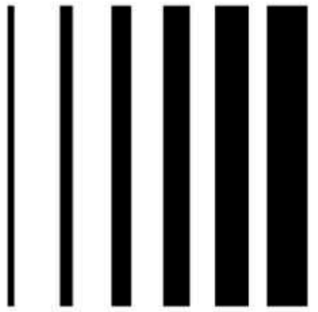
inclusive

holistic

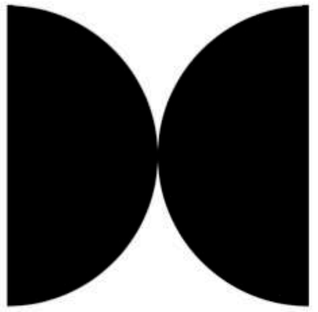
dynamic



transformative

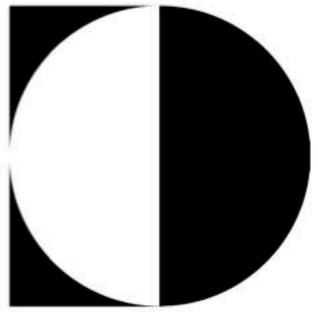


people



purpose

planet



Aethos.

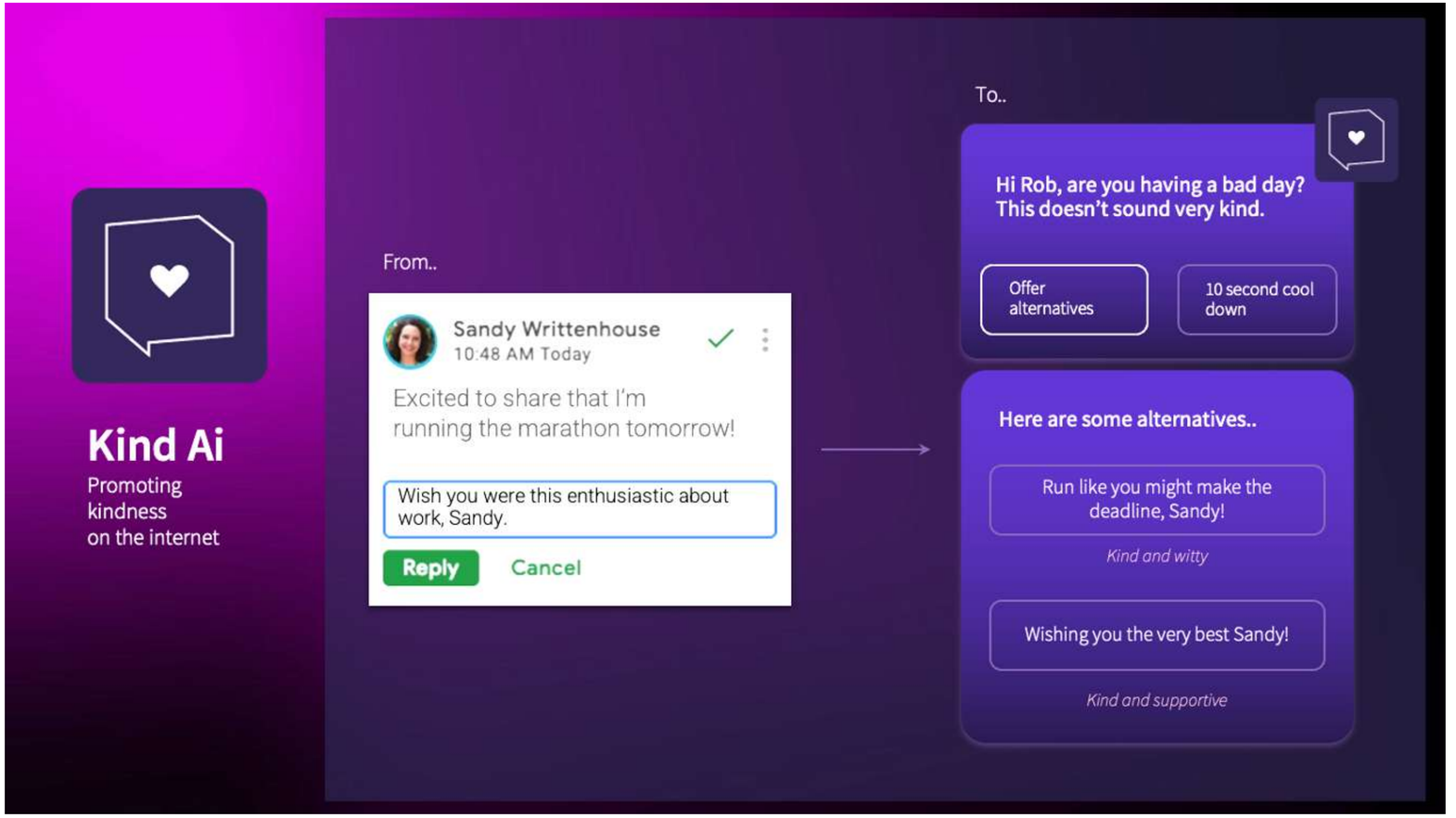
Acknowledge, empower, share

MOVE FAST
F*** ETHICS
TAKE A BACK
What if ethics was more practical?
No bull**** here.
WE help you build your ethical muscles.
YOU future proof your product.
ALL provided by your incubator.
JOIN THE PROGRAM!
come have a chat with us

IF TRUMP HAD YOUR PRODUCT IN HAND, WHAT WOULD HE DO WITH IT?

PROJECT LOVE

PROJECT LOVE



“The intellectual activity that produces material artefacts is no different fundamentally from the one that prescribes remedies for a sick patient or the one that devises a new sales plan for a company or a social welfare policy for a state.”

Herbert Simon

Enormous change is about to happen…lets raise our ambition and reach higher to redesign our thinking to take better actions, now and every day for the future.

clive@clivegrinyer.com