PARK
Academy

Module Summaries

May 2023

PARK Academy

Built upon real world experience, PARK Academy distils the ambiguous reality of managing and leading design into a series of connected modules that will help you to sharpen your skills, increase your impact, and further your future.

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Coming Soon Modules

◆ Design and Innovation
◆ Business Design
◆ Design Excellence

Design Management

Overview

Deploy design resources to help you reach your business objectives.

A design manager is responsible for delivering impactful design results by connecting the dots between business and design at a strategic, tactical and operational level. To achieve this, a design manager can be accountable in areas such as design strategy, design process, design briefing and many more. Some of the topics covered in this module include:

◆ What are the characteristics of this profession and why is it so important to professionally manage design and designers?
◆ What are the three contributions of design management that bring value to an organisation?
◆ How does design management connect the dots between design and business?

Learning Goals

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

✔ Show understanding of the different definitions and levels of design management.

✔ Recognise the complexity of the design profession in the context of a wider organisation.

✔ Clarify the relationship between business objectives, goals and the way to manage design.

✔ Audit your organisation, to identify and communicate opportunities for improvements in the area of design management.

Resources

Design Management utilises our proprietary *'Design Management Audit'* tool.

PARK training materials can be found in the Livebook, our e-learning application.
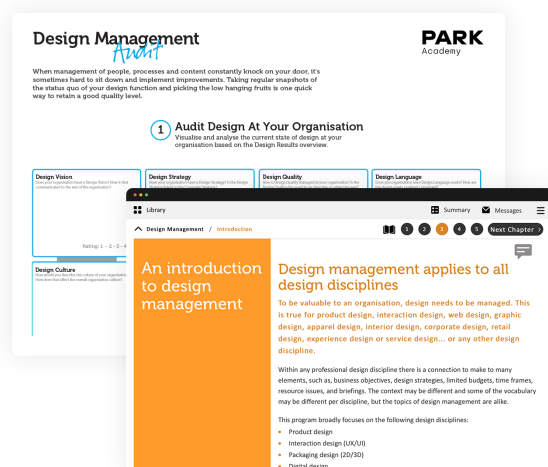
"Efficient and effective design can only be achieved when Design and Business are expertly integrated through professional Design Management"

Design Leadership

Overview

Align everyone around an inspiring design vision.

Design Leaders display competencies beyond those of a traditional leader - they are more intuitive, more human-centered, and more visual.

Whereas design management deals with 'how, when and with whom', design leadership is focused on the 'why and what', and the very best design managers and leaders know when and how to switch between leading or managing content, people or processes. Some of the topics covered in this module include:

◆ Why is leadership important for design and organisations?
◆ What are the characteristics of good leadership and how does it apply to design?
◆ What can design leadership contribute to organisation leadership?
◆ How can you navigate between design management and design leadership in your daily work?

Learning Goals

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

✓ Know the difference between design management and design leadership.

✓ Show an understanding of how design can support new focus areas within your organisation.

✓ Know how design can inspire or lead organisations into new futures.

✓ Demonstrate how to 'lead content, people and process'.

Resources

Design Leadership utilises our proprietary 'Design Leadership Personal Manifesto' tool.

PARK training materials can be found in the Livebook, our e-learning application.
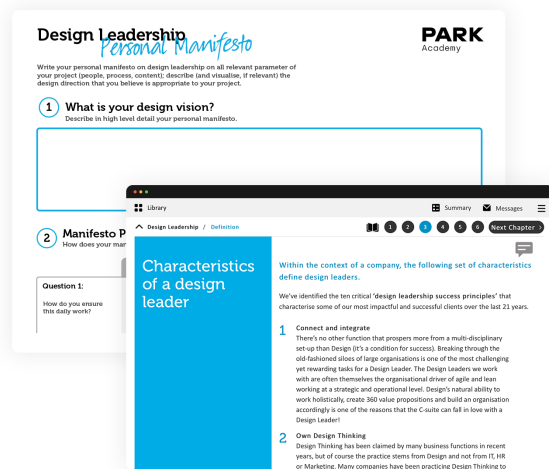
> "It is the Design leaders responsibility to expertly guide their organisation and the people they serve towards a better future."

PARK Academy

Design Quality

Overview

Set and manage quality objectives for more objective design decisions.

Discussing design quality is not easy: when is design good design and when is design good enough? A design manager sets design objectives, and manages 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 performance of your organisation. Some of the topics covered in this module include:

◆ What are the different dimensions of design quality and how should they be managed?
◆ How to set objectives for design quality?
◆ How to discuss and explain design quality in an objective way, with an appropriate distance from content?
◆ How to manage design creation and execution in such a way that the set objectives are met?

Learning Goals

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

✓ Show understanding of the basic design quality model

✓ Be able to clearly and objectively discuss design quality

✓ Argue for a clear and actionable design quality strategy

✓ Know the relationship between organisation objectives, design objectives and design choices

✓ Know how to prevent over or under-delivery of design

✓ Move from monitoring the design quality in the design process to setting the objectives and goals of design quality for your organisation

Resources

Design Management utilises our proprietary 'Design Quality Analysis' tool.

PARK training materials can be found in the Livebook, our e-learning application.
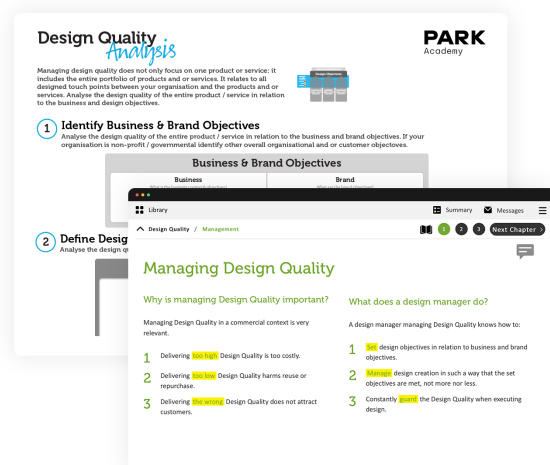
"*Objectively managing design quality is simply too important to ignore.*"

Design Process

Overview

Create design processes that drive better efficiency and effectiveness.

Combining characteristics of artistic and production processes, a design process is a structured, repeatable approach to delivering design solutions in alignment to the objectives and constraints of your organisation. Due to the wide scope and organisation 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 organisation and runs them effectively and efficiently. Some of the topics covered in this module include:

◆ Why does the business need a design process and why is it so important to manage it professionally?
◆ What are the key dimensions of a design process?
◆ How can you build & adjust a design process within the context of an organisation?
◆ How do you align your design process with the rest of the organisation so that design has maximum impact?
◆ How can you keep your less structured designers on track?

Learning Goals

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

✓ Understand the different types of design processes and their components

✓ Show clarity in the stages and gates of the design process, related to its business context

✓ Show a logical process flow with strong deliverables, clearly developed for the target audience

✓ Demonstrate how the design process fits within the bigger picture of business processes

✓ Empathise with the target audience and the level of details needed

✓ Make a choice between 'managing design process' by optimising the efficiency, or 'leading design process' by improving the effectiveness

Resources

Design Process utilises our proprietary *'Design Process Architecture'* tool.

PARK training materials can be found in the Livebook, our e-learning application.
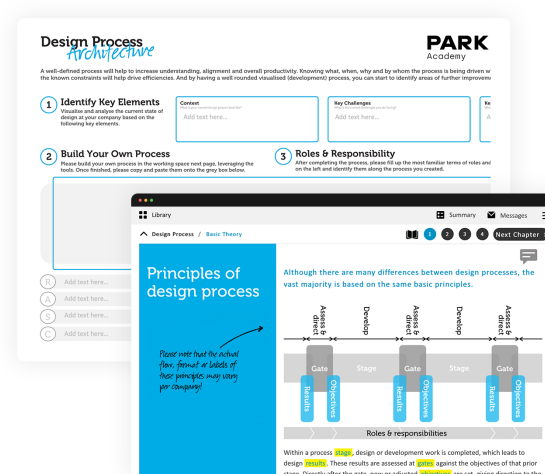
"Effectively managing design process is one of the most rewarding aspects of design management."

Design Strategy

Overview

Define how design will deliver against organisation and user objectives.

A design strategy is a high-level plan to achieve design objectives and goals within a certain business context. It helps to achieve overarching organisational 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 that links the corporate mission and vision with your design strategy and enablers. Some of the topics covered in this module include:

◆ Why do organisations develop and manage strategies and how are they linked to the purpose and vision of an organisation?
◆ What is the approach to managing design strategies?
◆ What are the key components of an impactful design strategy?
◆ How does a design strategy connect to the broader context of an organisation?
◆ What are the competencies and skills needed to manage design strategies?

Learning Goals

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

✓ Know how to apply the different elements of a design strategy in order to be effective and efficient.

✓ Demonstrate clarity and structure when discussing design strategy, even when elements are disconnected.

✓ Understand how design can influence and direct the business strategy.

✓ Explain from an organisations point-of-view why a design strategy is needed and what the relationship is between the business strategy and design strategy.

✓ Show how the design strategy can contribute to achieving organisational objectives and goals.

Resources

Design Strategy utilises our proprietary '*Design Strategy Compass*' tool.

PARK training materials can be found in the Livebook, our e-learning application.
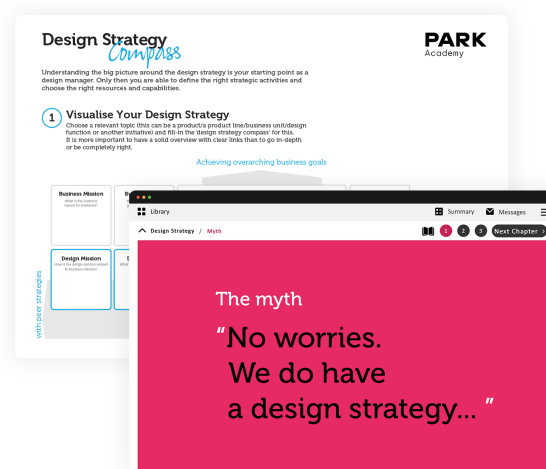
"*Design strategy is the mother of all design management activities!*"

Design Teams

Overview

Find a shared purpose and boost design team potential.

A design team is a team of professionals that execute design tasks to achieve specific business objectives and goals. Doing this effectively and efficiently is a challenge. A good design manager knows how to build, maintain and adapt their design team depending on the challenges ahead. To do this proficiently, he or she must truly understand the competencies and capabilities of the people in their team. Some of the topics covered in this module include:

◆ What is the difference between a group and a team?
◆ What are the key characteristics of an effective and efficient design team?
◆ How do you position yourself as a trusted manager of your design team?
◆ How to manage effective feedback and conflict in the context of a design team?
◆ How to transform a dysfunctional team into a high-performance team?

Learning Goals

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

✓ Know the '6 core team elements' and their impact on the effectiveness and efficiency of the team.

✓ Know how to use Leadership Principles and Practices in order to improve your team management approach.

✓ Know how to lead design teams whilst still focusing on the individuals.

✓ Show an understanding of how design team issues can influence business performance negatively.

✓ Develop a high-performing design team.

Resources

Design Team utilises our proprietary 'Design Teams Panorama' tool.

PARK training materials can be found in the Livebook, our e-learning application.
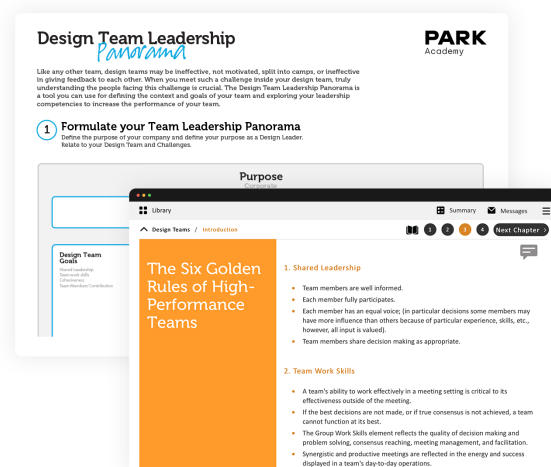
"Knowing your authentic leadership style is key to becoming a trusted and successful design team manager."

Design Research

Overview

Discover unmet needs that change your business perspective.

Revealing unmet consumer needs has become more important than ever, and design research plays a critical role, either as part of an existing market or consumer research team, or as an integral deliverable of the designorganisation.

Although delivery of design research is an expertise in itself, the actual management of it should not be neglected. Well managed design research ensures that the solutions delivered by the design function drive impactful results for your organisation. Some of the topics covered in this module include:

◆ How should you set-up and manage Design Research activities?
◆ How can you ensure that the outcome of the design research is integrated within your design process?

Learning Goals

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

✓ Show an understanding of the differences and similarities between design research and market research

✓ Understand when design research is needed to drive innovation for your organisation

✓ Show an understanding in applying the different types and methods of design research

✓ Understand the flow and logic of design research

Resources

Design Research utilises our proprietary 'Design Research Roadmap' tool.

PARK training materials can be found in the Livebook, our e-learning application.
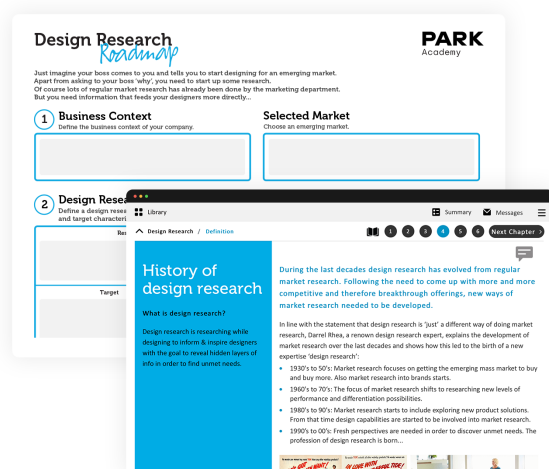
> "Effective management of design research ensures that future solutions drive results for your organisation."

Design in Customer Experience

Overview

Design for a more holistic customer experience.

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

In order to build a great experience, every contributing function needs to be meticulously aligned. It's the role of design and the design manager to deploy their unique capabilities whilst knowing when to lead or support other functions. Some of the topics covered in this module include:

◆ Why is effective management of the customer experience essential for organisations?
◆ What are the different levels of customer experience?
◆ What are the customer experience disciplines?
◆ What are the main hurdles to ensure successful customer experiences for the business?
◆ How should Design's capabilities be used to build customer experiences?

Learning Goals

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

✔ Show understanding of the CX arena and CX persona

✔ Develop and present a customer experience arena with clear 'next steps' that improve the current experience

✔ Apply the different types of design contributing to CX

✔ Know the role of design management in the organisation-wide field of Customer Experience Management

✔ Demonstrate what design should do and what not in the field of CX

✔ Drive the agenda for customer experience management

Resources

Design in Customer Experience utilises our proprietary 'Design in CX Arena' and 'Design in CX Persona' tools.

PARK training materials can be found in the Livebook, our e-learning application.
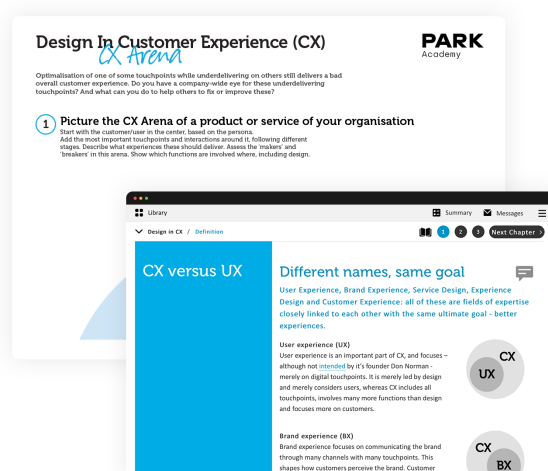
"Designing and sustaining the end-to-end customer experience requires expert management and leadership."

Design Value

Overview

Justify your design investments through a holistic business lens.

Design brings value to people through great products, experiences and services, and with that economical value to organisations , society and the planet.

To deliver this value, continuous investments in design is needed. The justification of these investments through efficient and effective implementation is a critical aspect of the Design Managers role. Some of the topics covered in this module include:

◆ How can you link the value of design with organisation objectives and goals?
◆ What types of value can design deliver?
◆ How can you predict the business value of your next design initiative?
◆ What are the different dimensions of measurable performance metrics?

Learning Goals

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

✓ Show understanding of the vocabulary around managing design value

✓ Demonstrate how to justify investment in design

✓ Know how to differentiate between basic economical performance terms

✓ Advocate the overall value of design in your organisation while proving the value of design at a project level

✓ Experience how to estimate financial design value, benefits and costs

Resources

Design Value utilises our proprietary 'Design Value Canvas' tool.

PARK training materials can be found in the Livebook, our e-learning application.
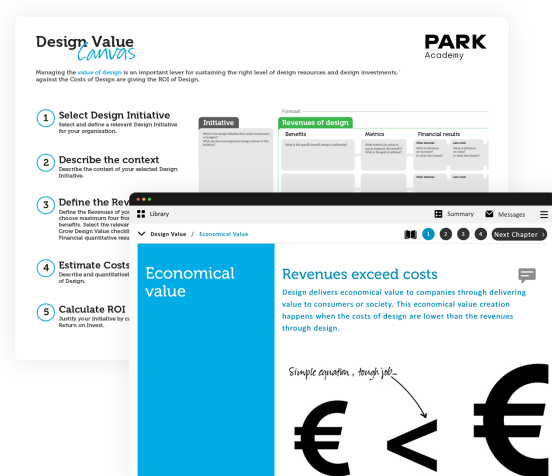
> "Building design value forecasts, with measurable benefits and costs and positive ROI is a key responsibility of every Design Manager."

Design Storytelling

Overview

Excite, entertain and engage stakeholders & peers.

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

Specific to design, communicating and 'selling' design management topics requires a balance between content, creative storytelling and managerial structure. Some of the topics covered in this module include:

◆ Why people love stories and why is storytelling an essential design competency that can help to influence the hearts and minds of stakeholders?

◆ How to communicate, present and discuss design management and design leadership topics and what are the critical success factors that will make your communication stick?

◆ What are the storytelling tools and exercises that can help you to prepare and deliver your stories to maximise audience impact?

Learning Goals

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

✓ Set objectives for the desired outcome, whilst managing the expectations of your audience

✓ Learn to listen and show an understanding of how to handle feedback and questions from your audience

✓ Show clarity in how you structure your communication and influencing approach

✓ Recognise the stakes and needs of a target audience and how you should therefore tailor your approach

✓ Show an understanding of the difference between communicating design and communicating design management & design leadership

✓ Reflect on the effects and control mechanisms associated with your emotions, your voice, and your body language

Resources

Design Storytelling utilises our proprietary *'Design Storytelling Checklist'* and *'Design Storytelling Presentation quick scan'* tools.

PARK training materials can be found in the Livebook, our e-learning application.
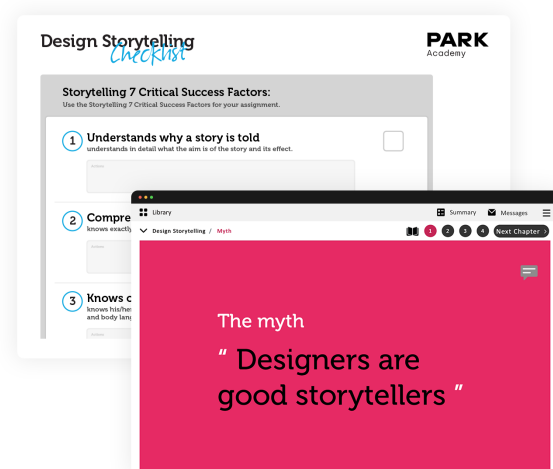
"Storytelling is crucial if you want to 'sell' design in a dynamic environment of stakeholders inside and outside of your organisation."

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◁╟▷ Managing Service Design

Overview

Drive business transformation with service design.

As the principles and practices of service design evolve, the technologies that drive innovation are creating a challenge for service designers and managers as they strive to generate customer value through product-service ecosystems.

There is a natural synergy between service design and design management, sharing three principles fundamental to their success: human-centredness, co-creation, and a holistic perspective. Some of the topics covered in this module include:

◆ How can the synergy between Service Design and Design Management be exploited to establish service design leadership in organisations, markets, and service design teams?

◆ 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 that help an organisation move from a product-centric to service-centric mindset and approach?

◆ What are the competences and practices that design managers need to develop in order to succeed in the Service Design domain?

Learning Goals

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

✔ Show an understanding of servitisation and the various types of product-service systems

✔ Gain familiarity with the principles and practices of service design that can drive success

✔ Explore a framework to align service design maturity with service business maturity

✔ Recognise the business context in which services either thrive or fail

✔ Gain an understanding of design management and the skills needed to successfully partner service design with the business

Resources

Design for Humanity utilises our proprietary '*Service Design Management Action Plan*' tool.

PARK training materials can be found in the Livebook, our e-learning application.
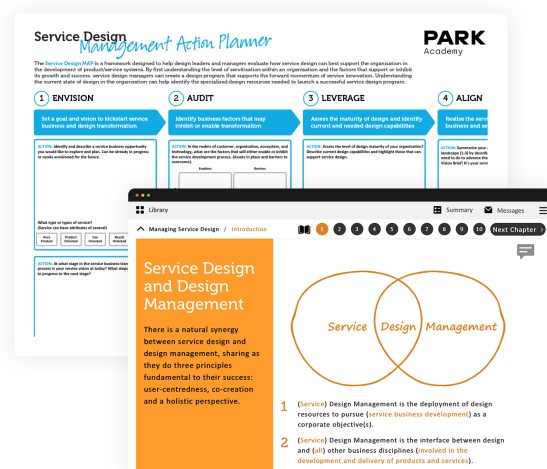
> "*The skills of a Service Design leader should reflect the integrative, multi-functional nature of the practice.*"

Design Briefing

Overview

Connect design, business and people with impactful briefing.

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. Some of the topics covered in this module include:

◆ 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.
◆ How 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 learing goals. You will be able to:

✓ Show understanding of the vocabulary around managing design briefs

✓ Clarify the content part (why, what & for whom?) alongside the project part (when, who & how much?)

✓ Explore how design briefs are related to organisational objectives and goals

✓ Demonstrate to be 'leading': it is all about convincing your target audience to agree with your design brief and the start of your initiative

✓ Define and present a logical flow with solid argumentation - through the Design Value Canvas -, ending with a clear request of resources and projected outcomes

Resources

Design Briefing utilises our proprietary '*Design Briefing Make Your Mark*' tool.

PARK training materials can be found in the Livebook, our e-learning application.
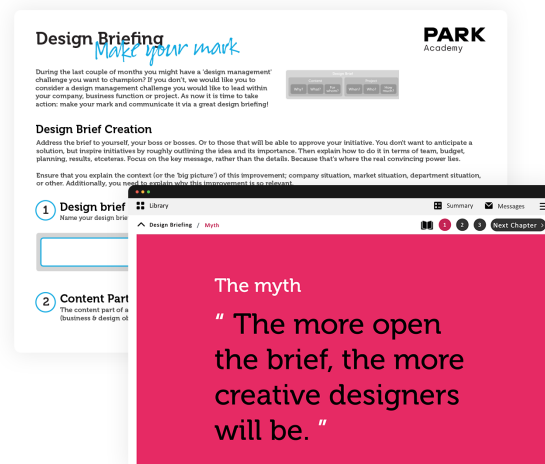
> "*Design briefing is a carefully managed process that continues throughout the end-to-end journey of a design project.*"

Design in Organisation

Overview

Position and organise design for greater business impact.

Design is a growing function in many organisations expanding both internally, but also through its extended external network. Both the internal and external resources must be integrated into the organisation in the right way to maximise their contribution to the business success.

Understanding the role, position and stakeholders of design in the organisation is crucial to a design manager. Only then can he or she effectively manage and lead design within an organisation. Some of the topics covered in this module include:

◆ How can you improve and optimise the position of design within an organisation?
◆ How do the level of maturity and the scope/level of integration influence the position of design inside an organisation?
◆ How can you identify, understand, prioritise, 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 learing goals. You will be able to:

✓ Know the potential position and role of design within an organisation

✓ Identify all relevant stakeholders and the different types of relationships, stakes and interactions in order to improve the impact of the design function

✓ Show understanding of how to make progress in a corporate environment

✓ Drive the long-term development of the design function, while managing the day-to-day resources and delivery

Resources

Design Briefing utilises our proprietary 'Design Briefing Make Your Mark' tool.

PARK training materials can be found in the Livebook, our e-learning application.
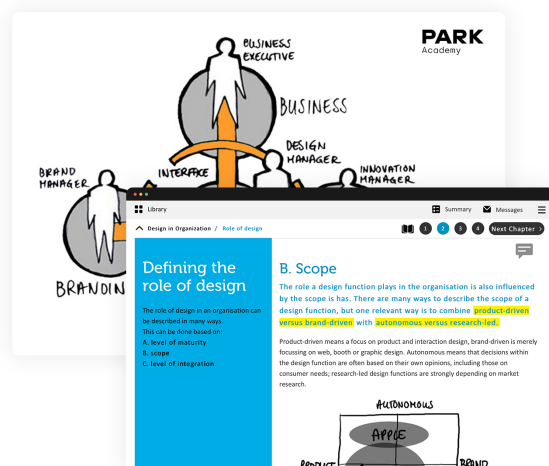
"You will only grow and reposition the role of design when every stakeholder is on board and aligned."

Design Language

Overview

Define, manage and grow brand design equity.

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

Born out of a brand strategy, a design manager applies, maintains and refreshes design languages. When doing so, they build brand equity for the business but also efficiencies in development time and costs. Some of the topics covered in this module include:

◆ Why do organisations invest a lot of time and resources to build and maintain strong brands?
◆ How should you 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?

Learning Goals

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

✓ Show understanding of the basic design language model

✓ Clarify the different levels of design language, from abstract to concrete

✓ Relate design language to brand positioning, brand identity and business

✓ Align internal and external design partners working on different brand touchpoints

✓ Audit the status quo of the design language and present this in a logical flow, ending with recommendations on how to make the design language future proof

Resources

PARK training materials can be found in the Livebook, our e-learning application.
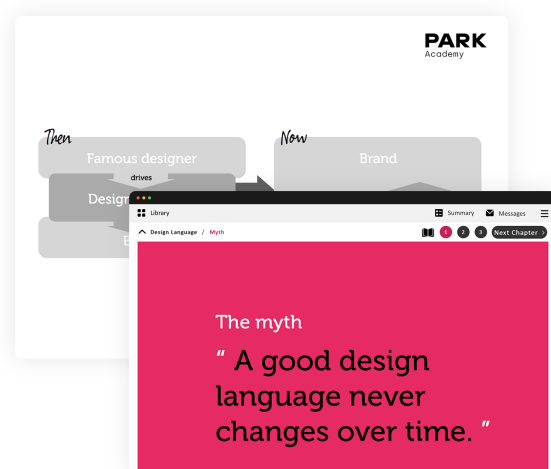
> "Implementing a design language is the same as learning an actual language -
> You need to speak it every day to make it stick."

Design Resources

Overview

Find, develop and fast-track your design talent.

The desire for design talent has increased over the last 5 years. Many organisations have scaled up their design teams and more and more organisations 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. Some of the topics covered in this module include:

◆ Why should an organisation invest in design resources and why is it so challenging to secure the right design resources?
◆ What design resources should organisations be looking for?
◆ How can the right design talent be located and recruited, both internally and externally?

Learning Goals

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

✓ Show an understanding of the vocabulary around managing design resources

✓ Know the stages involved in managing design resources

✓ Know how business strategies influence the type of design resources required

✓ Recognise how to recruit and retain the best designers with a limited budget

✓ Drive a resource strategy for the long term, while focusing on the high performance and motivation of the current team and individuals

Resources

Design Resources utilises our proprietary 'Design Resources Journey' tool.

PARK training materials can be found in the Livebook, our e-learning application.
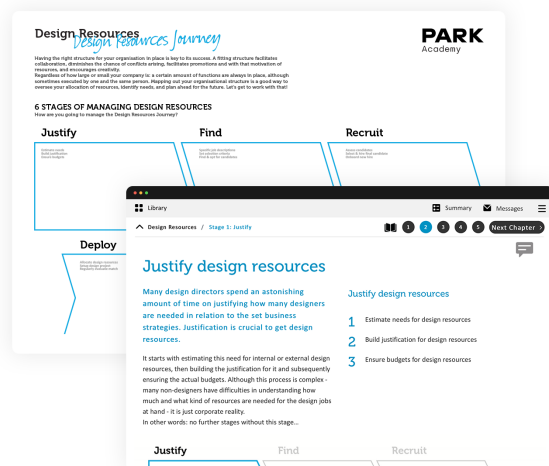
> "A design manager should know what resources they need, why they need them, how to source them, and how to retain them."

Design Tools

Overview

Make challenging design tasks easier with the right tools.

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 best-practice is shared amongst users. It requires focus not only on the tool, but the benefits that they bring. Some of the topics covered in this module include:

◆ What is a design tool and why do you need them?
◆ What differentiates design tools from other tools in an organisation?
◆ How to make sure designers share their best-practice and experience?
◆ 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 learing 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 implementation and maintenance of 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 organisation

Resources

Design Tools utilises our proprietary 'Design Tools Mapping' tool.

PARK training materials can be found in the Livebook, our e-learning application.
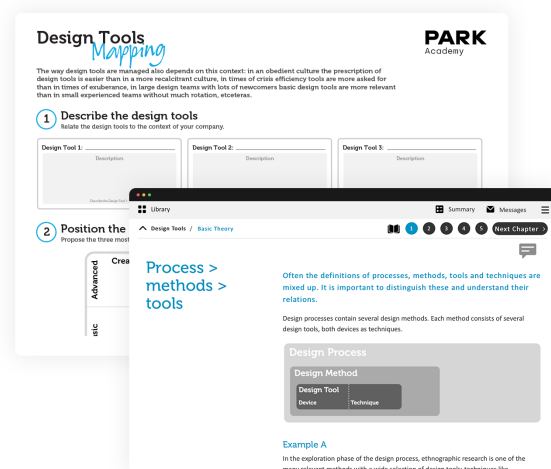
"Design tools are like any other tool, they are only of value when the user is ready and willing to use them."

Design for Humanity

Overview

Champion design for a better, brighter future.

As sustainable design becomes a critical aspect of every organisation, design leaders and managers must move their strategic focus from problem solving to problem definition and problem owning. Some of the topics covered in this module include:

◆ What is the potential of design in driving fundamental change at a global level?
◆ What belief system does design needs to adopt to drive positive change?
◆ How can design scale-up its impact through a collective ownership of problems?
◆ How can design co-create solutions across disciplines, organisations and industries?
◆ What is the future scope of design output when moving to end-to-end design of total eco-systems?
◆ How can a design leader move an organisation up the ladder of Design for Humanity?

Learning Goals

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

✓ Show an understanding of the wide perception of the UN Sustainable Development Goals

✓ Clarify what Design for Humanity can mean for your organisation

✓ Demonstrate how design can contribute to the UN Sustainable Development Goals

✓ Assess the level of Design for Humanity within your organisation

✓ Define how you want to lead your organisation towards the next level of Design for Humanity, expressed through a concrete plan

Resources

Design for Humanity utilises our proprietary *'Design for Humanity Pathfinder'* tool.

PARK training materials can be found in the Livebook, our e-learning application.
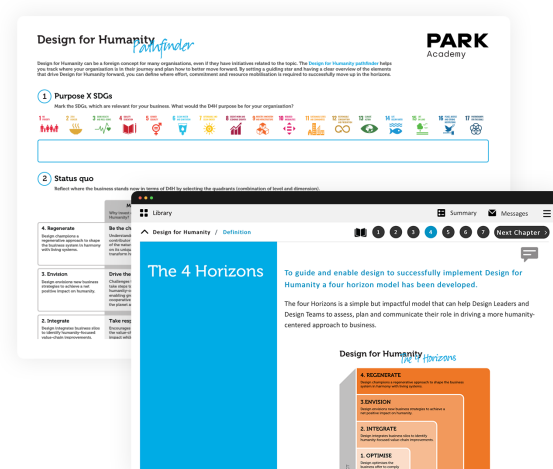
"The practice of design is inherently optimistic and serves the noblest purpose when it improves the quality of life."

Design Thinking

Overview

Advocate co-creative and iterative problem solving.

Design Thinking can help designers and non-designers solve 'wicked problems', but only when it is specific, applicable and measurable. Design leaders are well positioned to own and drive design thinking within their organisation, yet there are many ways to define and lead it depending on the context. In this module we make it work for your specific context, 'situational design thinking' is key. Some of the topics covered in this module include:

◆ Why is design thinking so over-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?
◆ How to position design and design thinking in your company?
◆ How does a design leader position themselves as a leader of Design Thinking?

Learning Goals

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

✓ Show an understanding of the current perception of design thinking within business

✓ Demonstrate how design thinking can contribute to business

✓ Clarify what design thinking means for your organisation, and foremost what it is not, to prevent wasted effort and cost

✓ Define how you intend to lead design thinking in your organisation, expressed through a concrete plan

Resources

Design Thinking utilises 10+ proprietary Design Thinking tools that can be used across different design phases.

PARK training materials can be found in the Livebook, our e-learning application.
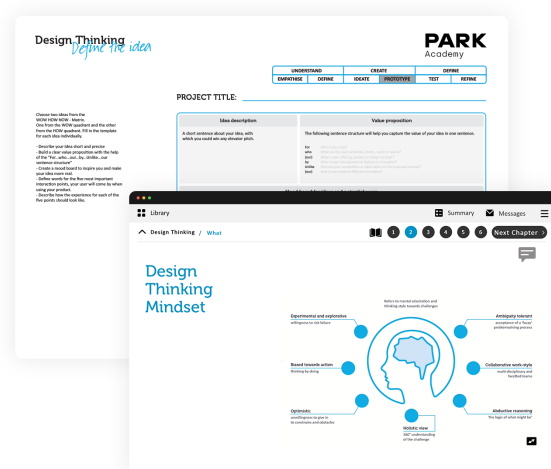
> "Design thinking is a non-linear, human-centered approach to problem framing and solving that can be applied to 'wicked problems' across all aspects of an organisation."

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