

# Mastering Design Thinking in Organizations

## Using design as a driver for innovation strategy (Strategy)

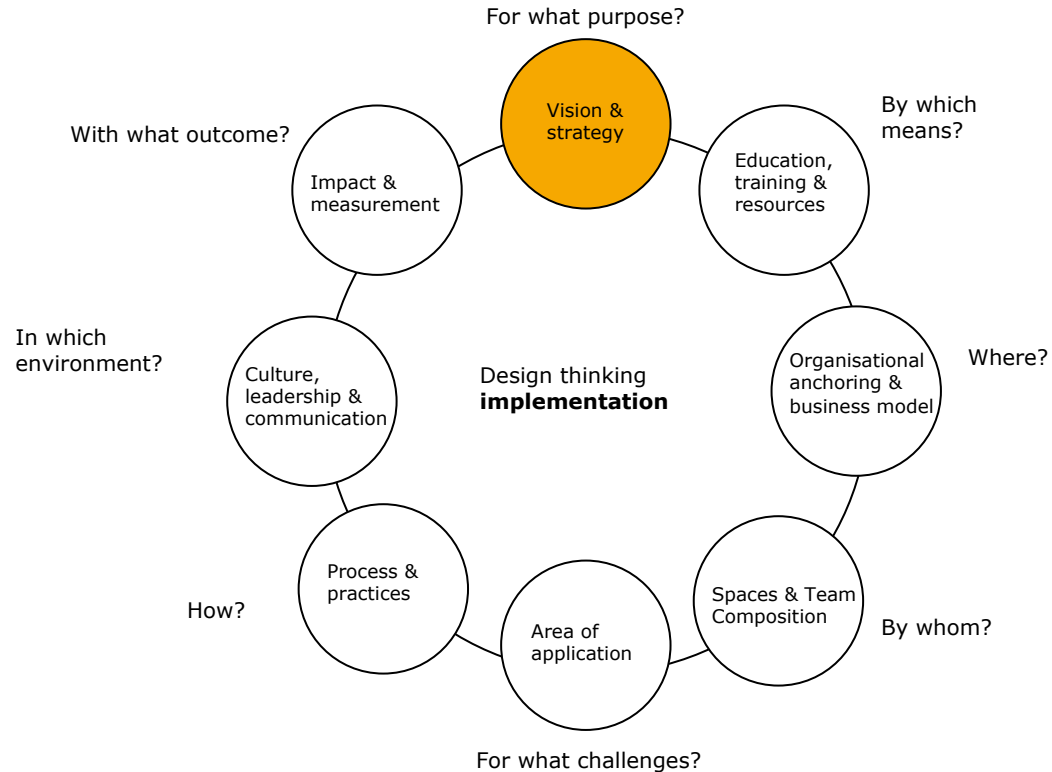
Prof Dr Falk Uebernickel

# Learning objectives ...

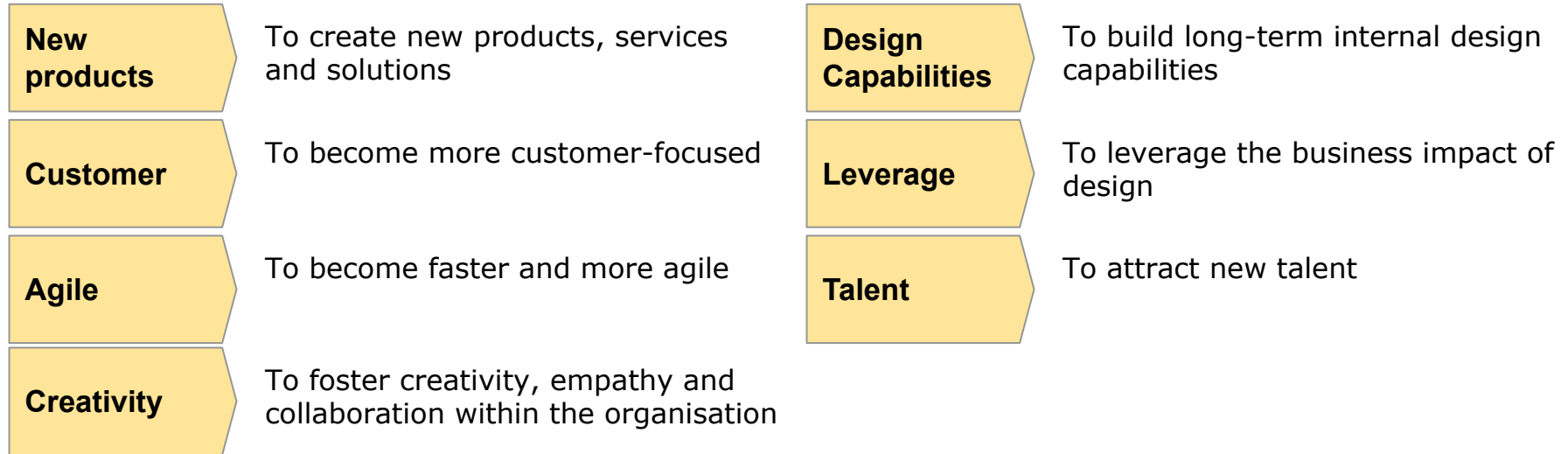
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1. What are the main drivers for Design Thinking on a strategic level
2. What are the critical success factors and inhibitors for setting up a Design Thinking strategy?

# The Design Thinking Implementation Wheel



# Key objectives that are usually tied to the implementation of Design Thinking



Study: N=25 expert interviews (globally)

# What are the main drivers for Design Thinking initiatives on a strategic level?

**26%**

**New  
products**

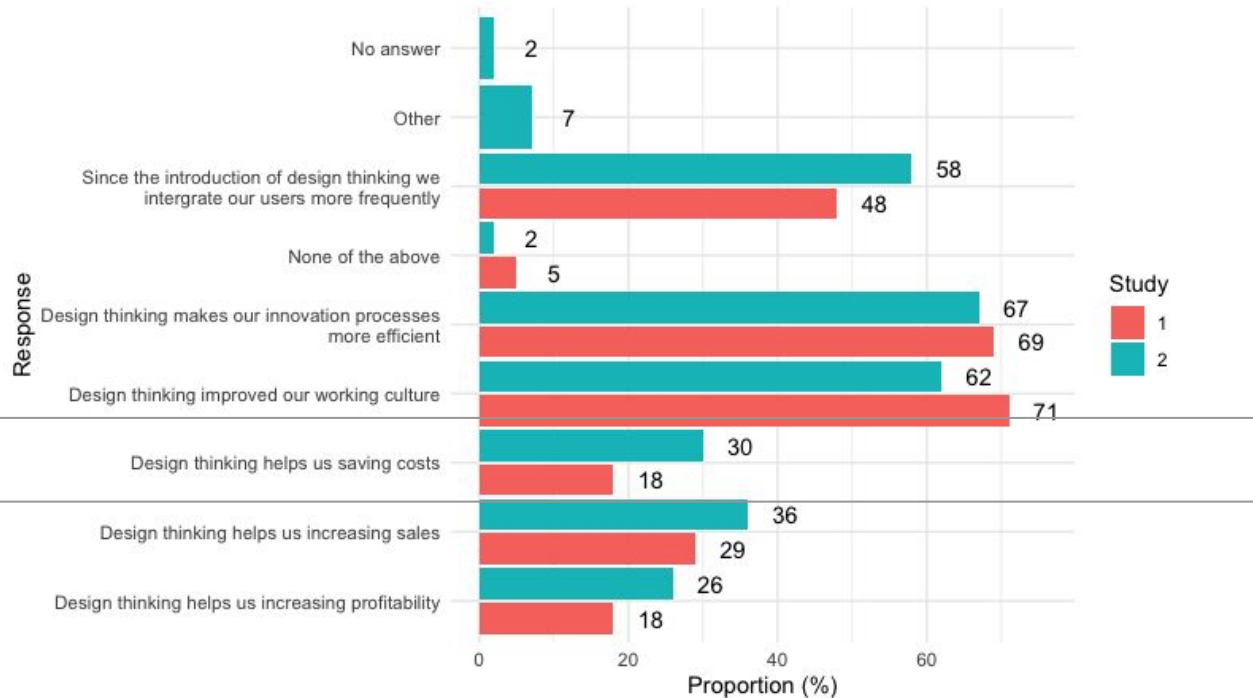
high interest in the new role of design by exploiting it for creating new business value

**23%**

**Internal  
change**

internal change and transformation process with a clear interest in new ways of working as part of their corporate culture

# What are the strategic outcomes that had been achieved with Design Thinking?



Study: N=389

Source: Uebernickel, Gerken: Global Design Thinking survey on implementation practices in organizations. Past – Present – Future (2020)

# Challenges and inhibitors for setting up a strategy for Design Thinking

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1. Difficulty to attain management buy-in
2. Misconceptions about the role and value of design
3. Short-term business objectives
4. False and too high expectations
5. Superficial and partial engagements
6. Lack of internal capability building

# Success factors for setting up a strategy for Design Thinking

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1. Ensuring top management support
2. Setting realistic expectations
3. Focusing on long-term internal capability building



# The Design Thinking Implementation Wheel

