

## Strategic Design Futures: Exploring strategy and futures to learn and practice design for intentional change.

G. Mauricio Mejía \*\*

\* The Design School, Arizona State University

\*\*Corresponding author e-mail: mauricio.mejia@asu.edu

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**Abstract:** Designers change existing situations with a focus on changing the behavior of artifacts. When designers aim to intentionally change the behaviors of individuals, organizations, or social systems, practitioners use specific approaches. Strategy (strategic design) and futures (design futures) are two alternatives for designers working on complex situations that require intentional change. This paper presents and reports three editions of a course titled Strategic Design Futures that address this type of situation. The course includes a seminar and a project component, which are structured into six design activities: sense-making, participatory visioning, designing futures, designing strategy, participatory evaluation, and design implementation. The course has ambitious goals, and students can only learn initial competencies. After three iterations, the course has focused on participatory visions and designing futures. The initial competencies the course provides are seeds for complex design situations of the real world requiring strategic and futures-oriented design skills.

**Keywords:** strategic design; design futures; design for change; service design

### 1. Introduction

As the greater scope of design becomes a familiar topic, concepts like change, transformation, and transitions become central in design discourse. While any design artifact produces a change, designers lack the ability to create, explain, or anticipate change. Design for change needs to be an intentional practice. In general design theory, design practice is fundamentally about change, “changing existing situations into preferred ones” (Simon, 1969, my emphasis). Nonetheless, I argue designers have a narrow vision of change centered on form-giving and satisfying human desire for commercial purposes. Strategy (strategic design) and futures (design futures) are powerful approaches to design for intentional change, considering challenges beyond the configuration of artifacts such as human needs and well-being, organizational culture, social systems, and planetary health. The purpose of this paper is



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