Positive Strategic Design card set
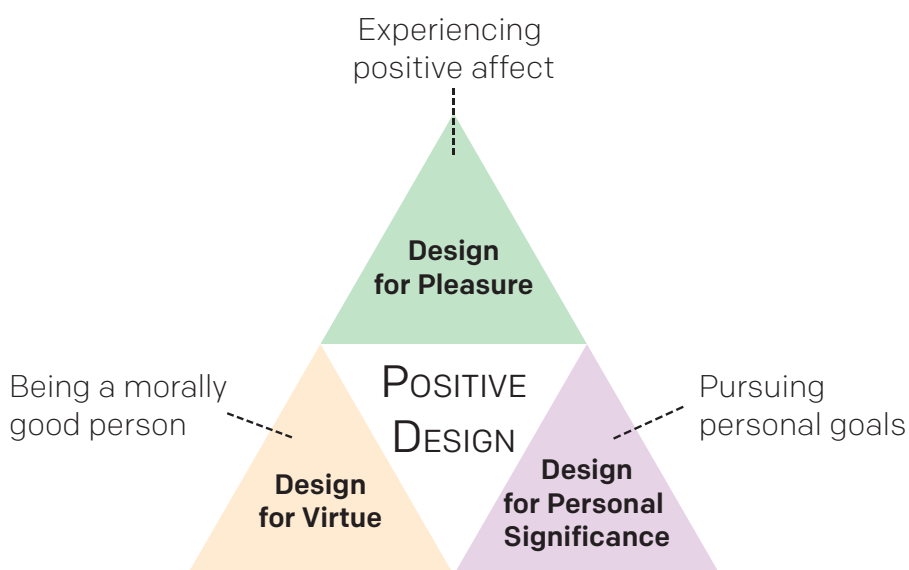
Introduction Folder

Introduction
Positive Strategic Design card set

The **Positive Strategic Design** (PSD) card set is an inspiration tool for designers to research and develop solutions that focus on nourishment and flourishment of people and companies through a positive lens. It is for anyone that seeks sustainable improvement through design by focussing on the values and needs of the people in the business context. It does so by offering design knowledge and principles as well as happiness interventions that are based on scientific research focused on increasing happiness and business performance.

Positive Design

The PSD tool is based on the principles of Positive Design, which is *design with an explicit focus on increasing the happiness of users*. It takes knowledge from **design theory** and **positive psychology** to facilitate designers in creating solutions that are also happiness-enhancing. Desmet & Pohlmeyer (2013) propose that a solution should address at least one of the pillars of the Positive Design framework (PDF). Moreover, when designing for happiness there are five characteristics to take into consideration to amplify the effect. Design should be **possibility-driven** in a way that the solutions go beyond merely problem-solving and **balanced** by addressing the appropriate pillar(s) of the PDF. Furthermore, it should offer the user a **personal fit** and preferably has **active involvement** throughout the design process and usage. Finally, design should strive to have a **long-term impact**, in a sense that it is sustainable and has a prolonged adaptation period.

Experiencing positive affect

Design for Pleasure

Being a morally good person

POSITIVE DESIGN

Pursuing personal goals

Design for Virtue

Design for Personal Significance

Positive Design framework (Desmet & Pohlmeyer, 2013)

How-To Guide
Positive Strategic Design card set

How to use the PSD tool?
The tool can be used during **development**, for strategy formulation, during **research**, for orientation, during **creative exercises**, for brain-storming, or during *any other design activity that requires a level of inspiration*.

There are 2 categories of cards. The first category of cards act as rules of thumb, depicting fundamental principles from Positive Design and Strategic Design. The second category of cards present happiness interventions in 4 different contexts of a product-service system (PSS). Each context plays a role in the PSS of a company, and comes with possible happiness-enhancing opportunities. The goal is to use the cards to learn about the opportunities and principles, and use these for inspiration purposes.

Is your specific project focused on additional topics? Not to worry! The card set also includes additional "Template" cards per happiness intervention topic, to expand its usage for personalized inspiration.

Rules of Thumb

Positive Design cards

Strategic Design cards

Happiness Interventions

Business competence cards

Leadership capability cards

Employee well-being cards

Consumer well-being cards

Rules of Thumb
Knowledge from both strategic- and positive design domains offer important principles. These principles should be kept in mind when using the happiness interventions during a design activity. Along with the knowledge presented about the Positive Design framework, these rules of thumb are fundamental in developing solutions that are strategically sound and make happiness measurable.
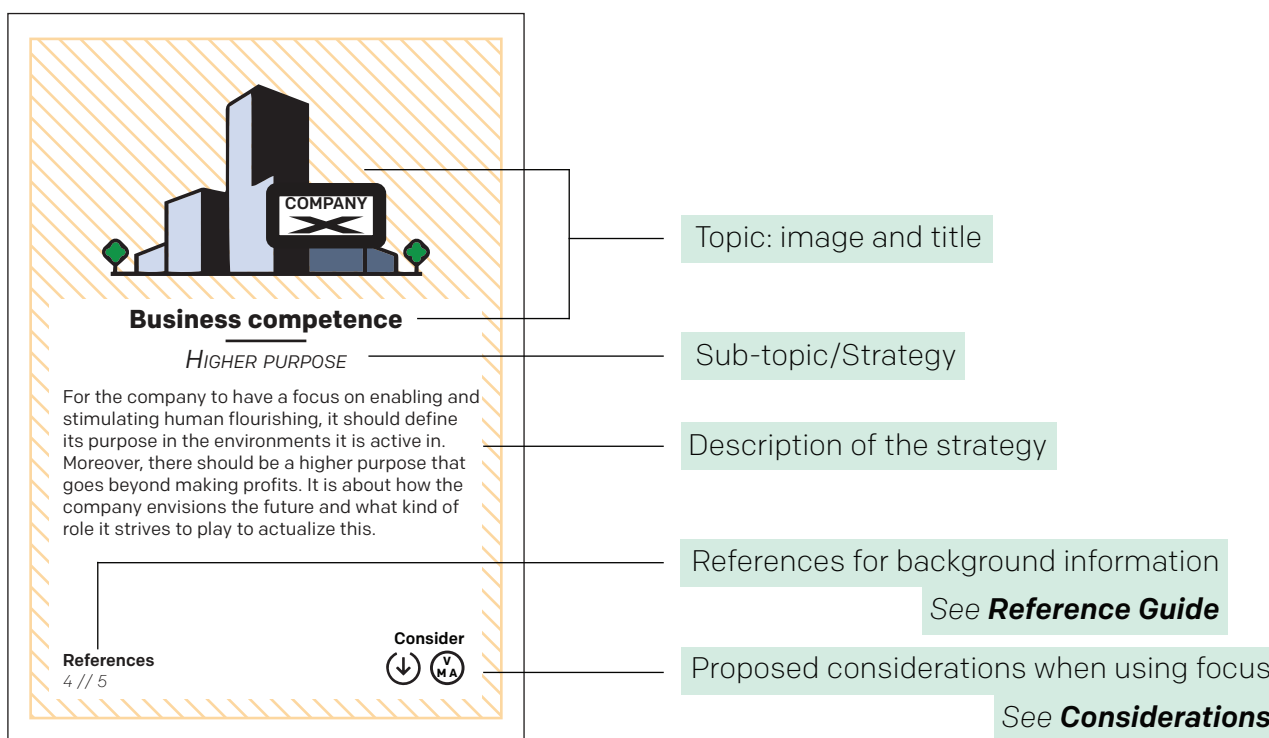
How-To Guide
Positive Strategic Design card set

Happiness Interventions

The happiness interventions are strategies derived from literature- and user research. They are called interventions as a lot of strategies are probably already considered by a company in one way or another, but happiness is often not taken into account. Thus, each strategy proposes how one can intervene to create this focus on happiness.

Select a topic and use one or multiple strategies that fit the focus of your design or research project. Use the description to get a grasp of the strategy and think about how it fits in the context of your project. Alternatively, discuss the strategy within a group to get more input. Use the Feference Guide to improve your understanding and use the considerations to stimulate your thinking and expand your ideation.

COMPANY

Business competence

HIGHER PURPOSE

For the company to have a focus on enabling and stimulating human flourishing, it should define its purpose in the environments it is active in. Moreover, there should be a higher purpose that goes beyond making profits. It is about how the company envisions the future and what kind of role it strives to play to actualize this.

References
4 // 5

Consider

Topic: image and title

Sub-topic/Strategy

Description of the strategy

References for background information
*See **Reference Guide***

Proposed considerations when using focus
*See **Considerations***

Reference Guide

The goal of the PSD tool is to centralize developments and knowledge from theory and practice that regard happiness-enhancing strategies. While it is possible to design with the positive strategic design card set alone, it is highly recommended to use the literature behind it as presented in the *Reference Guide* after the *How-To Guide*. Use these to strengthen your understanding and to enhance your solution development.

How-To Guide
Positive Strategic Design card set

Considerations

Each happiness intervention has one or more considerations attached. Use these as guiding information to stimulate your thoughts regarding the specific focus. Presented with each considerations is a set of example questions, answering these might give you a push in the right direction. You are encouraged to come up with more questions to broaden your understanding.

Vision, Mission, Ambition:
Describing the strategic plan of a company's business and organization gives direction to its activities and approaches. This can be its purpose, core goals, values, and actions, among other things related to the company. Think about:

How does the company want to be positioned within its environment?
How does the company add or create value for its consumers and employees?

Life Circumstances:
The external environment influences someone on a conscious or subconscious level. The circumstances regard everything that is outside of oneself and can be from materials to relationships, from services to acquired achievements, and everything in-between. Think about:

How do the products, services, and systems define the circumstances of a user?
How do the people/entities in a certain environment influence a user's experience?

Intentional Activities:
Here it is about the internal motivations and the actions that follow. A person holds values and seeks out certain behavior that are in line with these values. It is also about fulfilling needs that require satisfaction, having a purpose and stimulating oneself to do something. Think about:

What are the (possible) motivations of a user in a specific situation?
How do the values and expectations of a user influence their behavior?

Pleasure:
Pleasure is about feeling positive and feeling good. Be this by improving positive experiences or minimizing negative experiences. Situations and activities in a company's environment can be experienced either way, in the end it is about evolving to make users' experience a pleasurable one. Think about:

How are the company's solutions and environment experienced?
How does the company add or create value for its consumers and employees?

How-To Guide
Positive Strategic Design card set

Personal Significance:
Having personal goals and aspirations is an integral part of everyone's pursuit of happiness. Experiencing that you stimulated, have an impact and are appreciated. Creating shared goals or aligning personal one's goals over-time will boost individual and group happiness. Think about:

How does the company or solution offerings assist in achieving goals?
How does the company add or create value for its consumers and employees?

Virtue:
Knowing and practicing the difference between what is good and what is bad. This aspect of positive design takes into account moral awareness, responsibilities and contemplating values in the world. Think about:

How can this be evaluated as good or bad by the stakeholders involved?
Should people care for this, and how to make them care where necessary?

Experience needs

Additionally to the references and considerations it is worthwhile to state the following experience needs as general guidelines when using the PSD tool. It all comes down to designing solutions for the needs of users. Each user is unique and requires a personal fit for a solution to achieve optimal satisfaction. For happiness, experience needs are important as they play a significant role for long-term satisfaction. Below, you can find the needs that are proposed by Hassenzahl et al. (2013) that are important to keep in mind for experience design. Use these when contemplating a happiness intervention.

AUTONOMY	COMPETENCE	RELATEDNESS
Feeling that you are the cause of your own actions rather than feeling that external forces or pressure are the cause of your action.	Feeling that you are very capable and effective in your actions rather than feeling incompetent or ineffective.	Feeling that you have regular intimate contact with people who care about you rather than feeling lonely and uncared for.

POPULARITY	STIMULATION	SECURITY
Feeling that you are liked, respected, and have influence over others rather than feeling like a person whose advice or opinion nobody is interested in.	Feeling that you get plenty of enjoyment and pleasure rather than feeling bored and understimulated by life.	Feeling safe and in control of your life rather than feeling uncertain and threatened by your circumstances.

Reference Guide
Positive Strategic Design card set

Further reading will make it possible to optimally apply positive strategic design. The happiness interventions are derived from literature research. This guide presents the references for each separate strategy. When choosing a specific strategy you are encouraged to use these references to understand and apply the science behind it.

BUSINESS COMPETENCE

Higher purpose	Ethical Awareness	Transparency provider
4 - 5	**2 - 3 - 6 - 7**	**1 - 5 - 10**

LEADERSHIP CAPABILITY

Design leadership	Servant leadership	Need focus
8 - 9 - 10 - 11	**11 - 12 - 13 - 14 - 15 - 16**	**11 - 16 - 17 - 18 - 19 -20 - 21**

EMPLOYEE WELL-BEING

Touchpoint education	Social cohesion	Pleasurable Environments
4 - 9 - 11 - 22	**4 - 11 - 23 - 24**	**4 - 11 - 24 - 25**

Goal setting	Company perception
4 - 23 - 24	**4 - 5 - 26**

CONSUMER WELL-BEING

Value communication	Touchpoint facilitation	Company perception
5 - 27 - 28 - 29	**9 - 27 - 28 - 29**	**5 - 26 -27 - 28 - 30**

Important: *When less familiar with either Strategic Design or Positive Design it is also recommended to gain at least novice understanding of each domain. The last 2 pages of this guide overviews literature that presents important fundaments for both domains. This will assist in strengthening your understanding of the domains' design and research focus.*

Reference Guide
Positive Strategic Design card set

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Positive Strategic Design card set

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Reference Guide
Positive Strategic Design card set

RULES OF THUMB

Strategic Design

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The Positive Strategic Design card set

The PSD tool is the result of a graduation project at the Delft Institute of Positive Design (DIOPD). It strives to inspire, educate and motivate people and companies to design, research and develop knowledge and solutions that enhance the happiness of people. Optimally to make them flourish.

If you are interested in more positive design approaches, knowledge and tools, visit the DIOPD website (diopd.org)

Got questions, feedback or additional ideas the tool? Get in touch via the following email address: info@omarvanderheijden.com

Positive Design

POSITIVE EMOTION

This element is about feeling good. Enhancing positive emotions by stimulating the related drivers and overcoming or changing perspective on drivers that are related to negative emotions. Here the focus is on gaining positive affect by satisfying deficiency needs to a pleasurable experience, and satisfying growth needs to an enjoyable experience.

Positive Design

ENGAGEMENT

It is about being absorbed by the activities one is engaging in. The holistic sensation one experiences when acting with full involvement is called the flow state. The focus here is on fulfilling, challenging and interesting activities that captivate someone to be fully engaged in the moment. Individual valuations and preferences come to play in this process and thus are defining in what makes an activity balanced in engagement.

Positive Design

RELATIONSHIPS

Social connections are important aspects in life. There is even a causality between social relationships and health. People thrive on authentic connection and social cohesion, and require emotional and physical interaction to fully encompass the human experience.

Positive Design

MEANING

Meaning regards understanding and making sense out of one's existence and its impact on others. Further, to have a purpose and goals that one strives for. Having a meaningful existence is beneficial in gaining positive affect and can help people to cope with developmental crises.

Positive Design

ACCOMPLISHMENTS

The positive affect one gains from having goals that give one meaning can be strengthened through achievement of those goals. Sense of accomplishment is achieved by having goals and ambitions and working towards them. The ingredients for accomplishments are interest, ability and perseverance, independent of the scale it occurs on.

Strategic Design

ENVISIONING

Imagining and incorporating a future-oriented and long-term perspective both into an innovation strategy and into the objective of design projects.
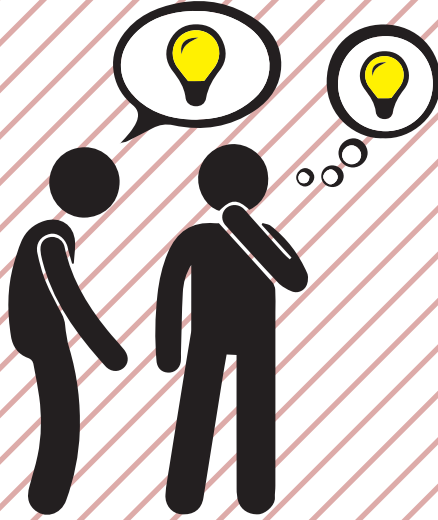
Strategic Design

INSPIRING

Making stakeholders, internal and external, confident enough to think and act differently.

Strategic Design

ALIGNING

Steering the solution in a direction that complements or matches the company's strategy, values and assets.

Strategic Design

COLLECTING

Resourceful collection of valuable information from stakeholders and environment through combined application of research and storage strategies techniques.
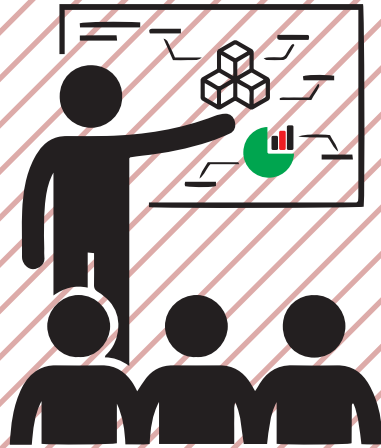
Strategic Design

EDUCATING

Building design capacity within an organization by teaching the the ins and outs of design.

Strategic Design

EMBRACING

Creating widespread organizational commitment to the project outcome and the design approach used during the project.

Strategic Design

SIMPLIFYING

Connecting and synthesizing information in a concise and meaningful manner.
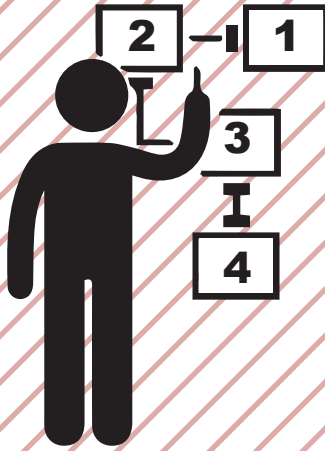
Strategic Design

STRUCTURING

Defining and executing each step on the road to achieve the project's objectives, while allowing for flexibility and sensitivity to changing circumstances.

Strategic Design

TRANSLATING

Converting information from one language into another - verbal to visual, visual to verbal, tacit to explicit, explicit to tacit - to enable knowledge sharing and knowledge creation.
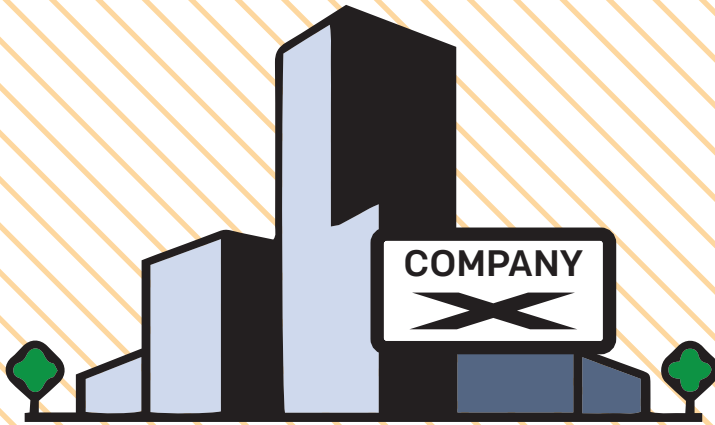
Business competence

TRANSPARENCY PROVIDER

Having both internal and external transparency is an important aspect of providing both the company and its stakeholders with a clear view on the past, present, and future. This is achieved by providing information both ways, from and toward the company, and taking action based on this information.

References
1 / 5 / 10

Consider

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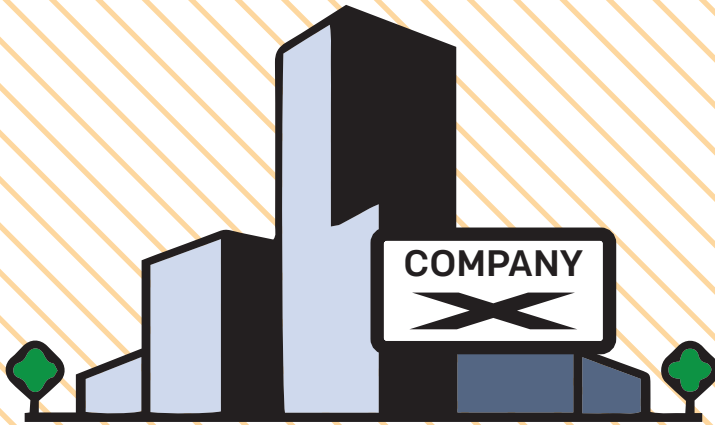
Business competence

ETHICAL AWARENESS

Increasing awareness of consumers calls for responsible company strategies. Sustainability and social cohesion are key aspects in maintaining control, while at the same time stimulating and providing engaging outlets and input channels.

References
2 / 3 / 6 / 7

Consider
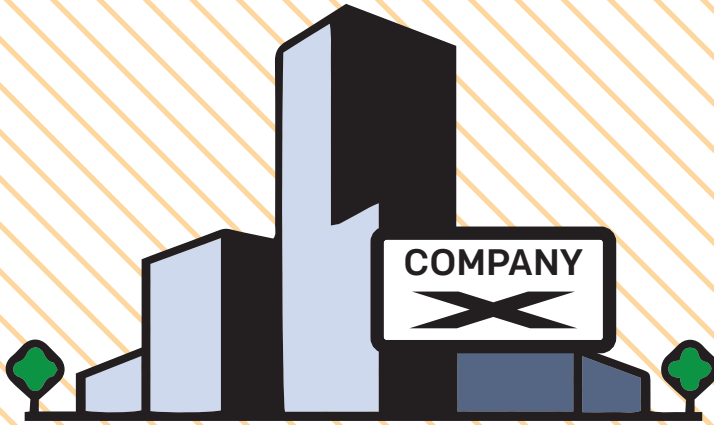
Business competence

Higher purpose

For the company to have a focus on enabling and stimulating human flourishing, it should define its purpose in the environments it is active in. Moreover, there should be a higher purpose that goes beyond making profits. It is about how the company envisions the future and what kind of role it strives to play to actualize this.

References

4 / 5

Consider
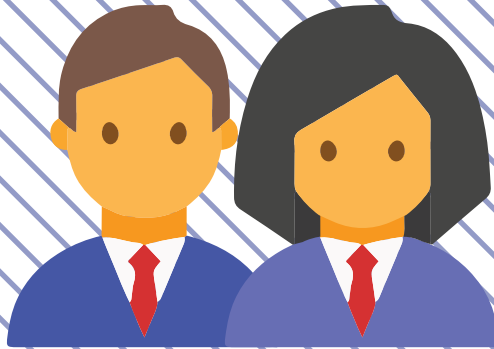
Leadership capability

Servant leadership

Happiness improving leadership is about knowing when to lead and to serve. While autonomy is the goal, being able to help when needed makes the change. Understanding the emotions and personalities of people. It is about providing the resources necessary for employees to thrive while creating a work environment that enhances employees' well-being.

References
11 / 12 / 13 / 14 / 15 / 16

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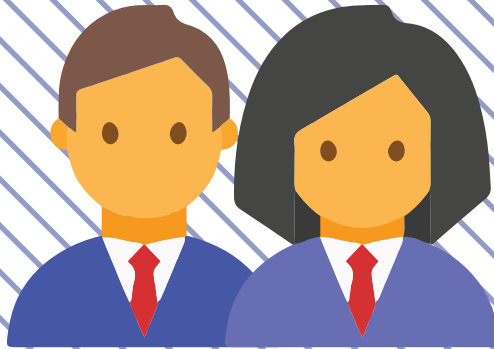
Leadership capability

DESIGN LEADERSHIP

The deeper design is integrated in the company and its activities, image, and people, the bigger the impact on the profits, costs, development time and valuation of the company. (Also consider the *Strategic Design Practices*)

Consider
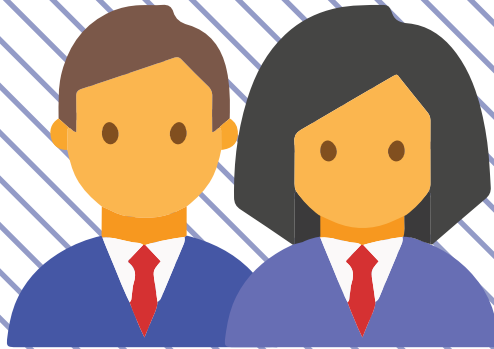
Leadership capability

NEED FOCUS

Improving happiness is recognizing behavior and the needs that are linked to that behavior. As leadership it is useful to overview the needs employees have and provide them with adequate care to satisfy those needs. In doing so it is important to periodically check if all needs are taken care of.

References
11 / 16 / 17 / 18 / 19 / 20 / 21

Consider

Employee well-being

TOUCHPOINT EDUCATION

Creating awareness of the impact of an employee's actions and stimulate them to take responsibility will improve the internal an external touchpoints they encounter. In doing so employees will feel valued and empowered to provide consumers and colleagues with adequate care.

References
4 / 9 / 11 / 22

Consider

Employee well-being

COMPANY PERCEPTION

How a company is perceived is vital in stimulating the happiness of employees. Making them feel part of something meaningful increases their commitment and making the job characteristics valuable on a personal level will increase their need to identify with their work. Furthermore, knowing that the company offers its consumers added value will improve their perceived impact.

References
4 / 5 / 26

Consider

Employee well-being

Goal setting

Aligning personal and company goals is a valuable way of letting employees identify with the company, and with that stimulate their commitment. Having periodic evaluations helps them see concrete and measurable outcomes. Having employees' short-term and long-term goals aligned will improve their happiness and perceived impact.

References
4 / 23 / 24

Consider

Employee well-being

PLEASURABLE ENVIRONMENTS

A comfortable and stimulating workplace is vital to support immersion and energy of employees. It is about an individual's direct or indirect interaction with the work environment, be this physical (office supplies, equipment, interior arrangement, etc.) or virtual (ICT services, storage accessibility, CRM systems, etc.).

References
4 / 11 / 24 / 25

Consider
⊙ ☺

Employee well-being

Social cohesion

Fostering positive relationships between employees plays an important role in creating a work culture that has a positive impact on the individual and collective. Providing sufficient collaboration in a producitve and innovative way is part of sustaining social cohesion. Moreover, offering fun and leisure experiences add to the collective happiness.

References
4 / 11 / 23 / 24

Consider

Consumer well-being

COMPANY PERCEPTION

How a company is perceived is vital in stimulating the happiness of consumers. Making them feel part of something meaningful increases their commitment, and making the solution characteristics valuable on a personal level will increase their need to identify with the company. Furthermore, knowing the company is ethically aware and engaged in virtuous behavior is proving to an increasingly important aspect of the company perception.

References
5 / 26 / 27 / 28 / 30

Consider

Consumer well-being

Value communication

For a company to add to the happiness of a consumer is to focus the value they try to create on happiness enhancing aspects. Furthermore, it is necessary to communicate internally about the value that is proposed and actualized, and align those when communicating this to the consumer. In doing so the value proposition will be more in line with the value consumers expect or look for.

References
5 / 27 / 28 / 29

Consider

Consumer well-being

Touchpoint facilitation

Offering consumers happiness enhancing touchpoints by providing them with educated employees and meaningful information systems. Sustained by offering feedback systems, co-creation possibilities, and automatization and personalization of touchpoints.

References
9 / 27 / 28 / 29

Consider

Business competence

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Leadership capability

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Employee well-being

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Consumer well-being

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