

Design's Next Chapter

From Artefacts to Governance
in an AI World

Intersection 2025

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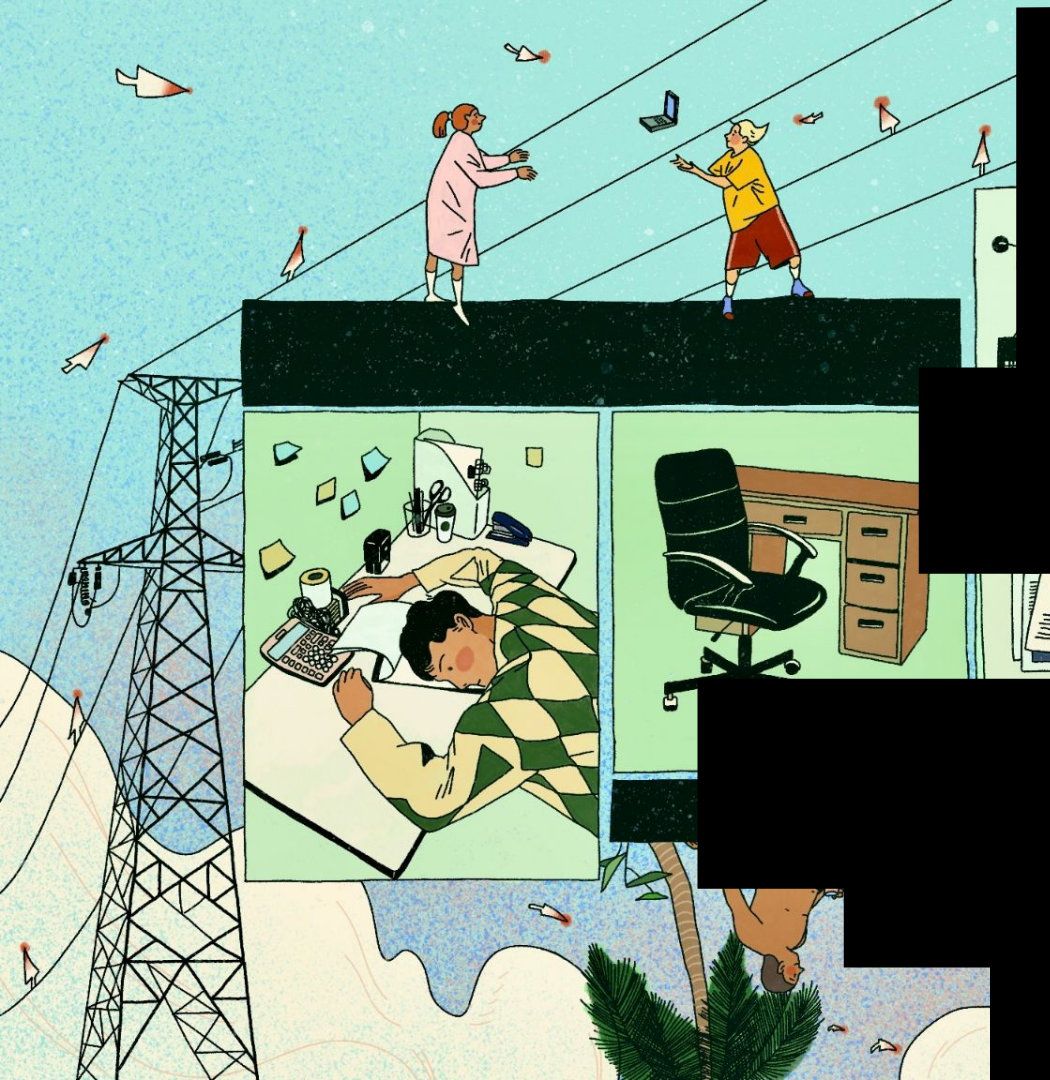


design
mavericks⁺

**AI ITSELF WILL DO
NOTHING.**

**DESIGN ISN'T WHAT YOU DO,
IT'S WHERE YOU STAND.**

**DESIGN IS TRANSFORMING
FAST AND ENTERING ONE
OF ITS MOST STRATEGIC
CHAPTERS YET.**



1. WE'LL EXPLAIN WHY
DESIGN'S ROLE IS
CHANGING

2. WE'LL TAKE A STAND
ON WHAT DESIGNERS
ARE RESPONSIBLE
FOR.

3. WE'LL SHOW HOW
TO MOVE FROM
ASPIRATION TO
GOVERNANCE IN
PRACTICE.

Image by Yutong Liu & Digit
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**THE GRAVITATIONAL CENTRE OF
DESIGN IS SHIFTING TOWARDS
SYSTEMS, STRATEGIES, AND
DECISION-MAKING
INFRASTRUCTURES.**

**IN AN AI-DRIVEN WORLD,
THE MOST URGENT DESIGN
TASK IS NOT POLISHING PIXELS,
IT'S STRUCTURING AGENCY.**



STRUCTURING AGENCY
MUST HAPPEN AT
THREE LEVELS:

1. REGULATORY
2. SOCIO-TECHNICAL
3. ALGORITHMIC

**AGENCY IS THE ANSWER TO
THE QUESTION:
WHOSE INTENT IS BEING
RENDERED?**

**DESIGN BECOMES THE
MEANS BY WHICH
ORGANISATIONS SEE WHAT
THEY ARE BUILDING AND ITS
CONSEQUENCES.**

**OK, LOTS OF BIG WORDS.
BUT WHAT'S AN EXAMPLE
IN PRACTICE?**

INTENT PROVIDES PURPOSE.

**RENDERING TURNS INTENT
INTO FORM AND
CONSEQUENCE.**

**AGENCY DECIDES WHOSE
INTENT GETS RENDERED.**

**INTENT IS THE
EXPRESSION OF AGENCY
IN ACTION.**

**GOVERNANCE IS NOT
RULES ON PAPER. IT IS
THE STRUCTURING OF
AGENCY, THE RENDERING
OF INTENT.**

**MAPPING TURNS
COMPLEXITY INTO
SOMETHING
ORGANISATIONS CAN SEE,
ACT UPON, AND GOVERN.**



THE PRODUCT TRAP:
PUSHING FOR SPEED AND
OUTPUT OVER
RESPONSIBILITY.

THE QUANT TRAP:
RELYING ONLY ON METRICS
WHILE NEGLECTING VALUES.

THE AGILE TRAP:
MOVING TOO FAST WITHOUT
RISK MANAGEMENT.

**THE CHALLENGE AHEAD WILL
NOT BE SO MUCH DIGITAL
INNOVATION PER SE,
BUT THE GOVERNANCE OF THE
DIGITAL – AI INCLUDED.**

Luciano Floridi

**EFFICIENCY IS
NO LONGER ENOUGH.**

**FOCUSING ON
RESPONSIBILITY AND
PROFITABILITY IS NOW A
MUST.**

**GOVERNANCE IS NO LONGER
STATIC.**

**DESIGNERS MUST BECOME
THE SCAFFOLDING OF
ADAPTIVE GOVERNANCE.**

**DESIGN WILL BE LED BY
THOSE WHO CAN NAVIGATE
THE SPACE BETWEEN CODE,
COMPLIANCE, AND
CONSCIENCE.**

**MAPS ARE NOT CREATED
IN THE LIKENESS OF THE
WORLD. ON THE
CONTRARY, MOST OF OUR
EXPERIENCE IS BEING
CREATED IN THE LIKENESS
OF A MAP.**

**DESIGN AS MAPPING
MAKES SYSTEMS MORE
LEGIBLE, SURFACES
SUBMERGED VALUE, AND
REFRAMES VALUES AS
PART OF THE VALUE
EQUATION.**

**TWO EXAMPLES:
NIST AI RMF &
VALUE-SENSITIVE DESIGN.**

**DESPITE \$30-40 BILLION IN
ENTERPRISE INVESTMENT
INTO GENAI,**

**95% OF ORGANIZATIONS
ARE GETTING ZERO RETURN.**

**IT'S NOT THE LLMS'
FAILURE.**

IT'S A FAILURE OF DESIGN.



DESIGN AS MAPPING MAKES
SYSTEMS MORE LEGIBLE AND
INTEGRATED.

DESIGN AS GOVERNANCE
STRUCTURES AND
ORCHESTRATES AGENCY.

**SCALING GEN AI
ADOPTION
CAN BREAK THE BUSINESS
CASE**

**DESIGN IS CENTRAL TO BOTH
SIDES OF RESPONSIBILITY:
RESPONSIBILITY AS LEADERSHIP
& RESPONSIBILITY AS
SUSTAINABLE PROFITABILITY.**

**WHEN DESIGN IS MARGINALISED,
RISK IS LEFT UNMANAGED:
SYSTEMIC, REPUTATIONAL,
REGULATORY, AND FINANCIAL.**

The background is a complex digital composition. It features a light beige, textured surface. Overlaid on this are various elements: a large, dense stream of orange binary code (0s and 1s) that appears to flow from the top left towards the center; a dark blue rectangular area in the upper right containing a grid of squares in shades of blue, orange, and white; and several solid black rectangular blocks of varying sizes that frame the text and other elements. The overall aesthetic is modern and tech-oriented.

AI ETHICS IS VALUES-DRIVEN.

RESPONSIBLE AI IS
PATTERNS-BASED.

DESIGN IS THEIR BRIDGE.

Image by Yutong Liu & Kingston School of Art
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**ROI of Gen AI?!
Not without design.**

**AGENTIC DOESN'T MEAN
AUTOMATIC SOLUTION.**

**WHY RECLAIMING DESIGN AS
MAPPING AND GOVERNANCE IS
THE ONLY WAY FOR AI TO
SUCCEED RESPONSIBLY AND
PROFITABLY.**

**A JOB TITLE DOESN'T MAKE
YOU STRATEGIC.**

**YOU BECOME STRATEGIC THE
MOMENT YOU ACT AS IF YOUR
WORK HAS CONSEQUENCES.**

**EXECUTION WITHOUT
AWARENESS IS LABOUR.**

**EXECUTION WITH INTENTION
IS LEADERSHIP.**

**DON'T WAIT FOR AN INVITATION
TO EXPLORE NEW EDGES.**

**MAKE IT YOUR CRAFT TO
INFILTRATE ADJACENT DOMAINS.**

**THE DESIGNERS OF THE FUTURE
WON'T JUST WORK ON
INTERFACES.
THEY WILL ACT AS ONE.**

**DESIGN EDUCATION
IS OUT OF DATE.**



DESIGN AS MAPPING AND
DESIGN AS GOVERNANCE
WILL BE THE ENGINE OF
ENTERPRISE AND DIGITAL
PUBLIC INFRASTRUCTURE IN
THE AI ERA.

ULTIMATELY CREATING AN
AGE MORE OF US WILL WANT
TO INHABIT.

THANK YOU!

FEEL FREE TO CONNECT
WITH US ON LINKEDIN!

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& GIULIO FRIGIERI

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