

# Rahul Lindberg Sen

Head of Mobile & Offers UX  
Volvo Cars

Why So Serious?



Welcome, Anna

Brake and shift R/D to start the car

ODO 1927 km

347km  64%

VOLVO

# Mi nombre es Raúl

(Gracias Design Matters, Centro & my Volvo Colleagues...)





## Head of Mobile & Discovery UX / Volvo Cars

Saludos desde -

Jorge Furuya

Paola Gonzalez

Melissa Sanchez

Julian Garcia Luiz

Nathali Herrera

Antonio Ceballos

Barbara Rebolledo

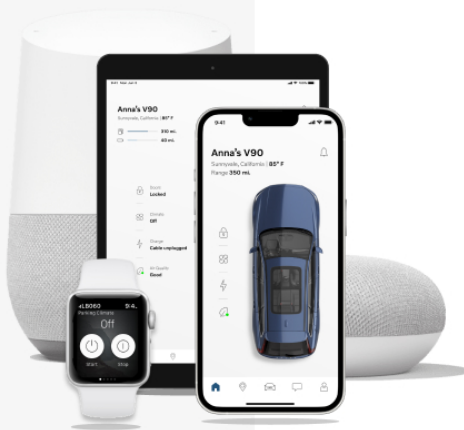
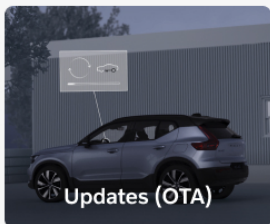
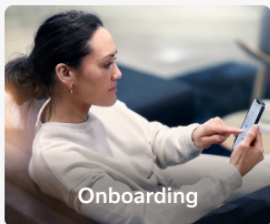
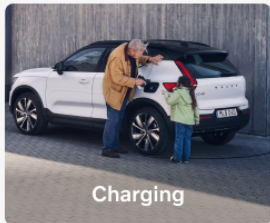
Erick Hernandez

...

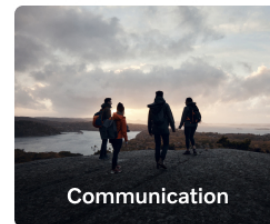
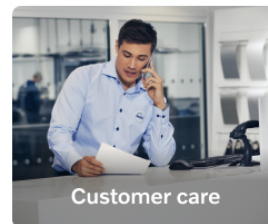
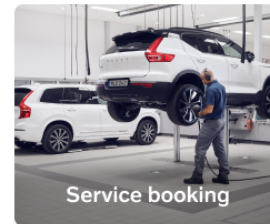
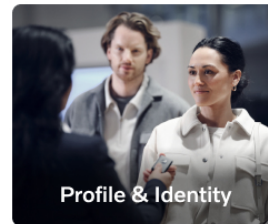
(We're Hiring)



## Get the best experience from **our cars** each day



## Enable living with our brand and **ecosystem**





The Comedian

Silk Spectre

Dr. Manhattan

Ozymandias

Night Owl


Rorschach

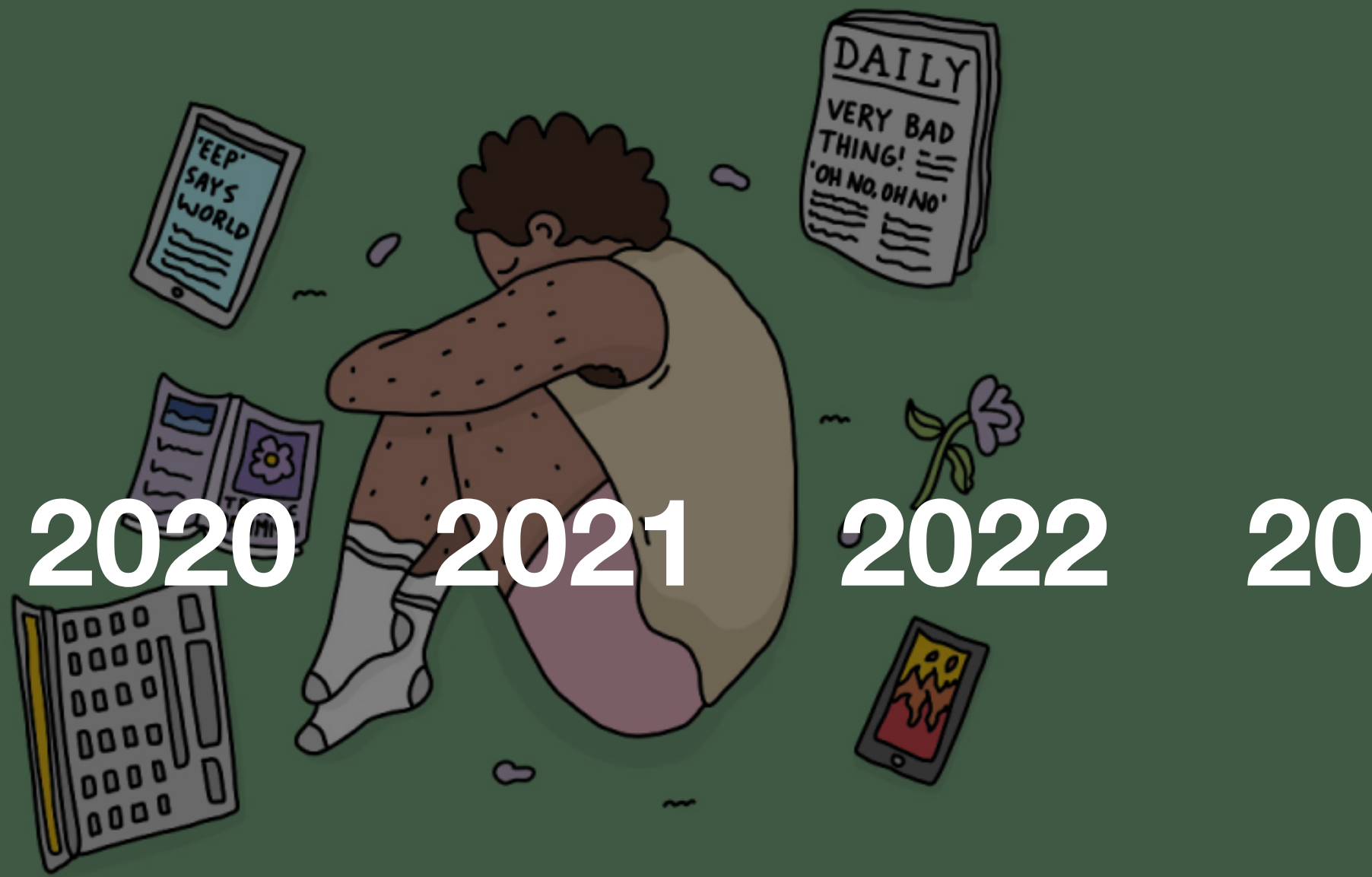
# Watchmen

Originally written by Alan Moore, 1986

# Superheroes saving the World from Nuclear War

(History.... or Happening?)

A dramatic scene featuring a massive, glowing orange and yellow nuclear mushroom cloud that fills most of the sky. In the foreground, a man in a dark suit and a woman in a dark dress are silhouetted against the light, embracing each other. The ground is a flat, desolate landscape under a hazy, orange-tinted sky.



2020

2021

2022

2023



Escape



# Superheroes Have Designers truly made the World better?

No

Yes

## AGENDA

---

1. A Hero in us all
2. What we do defines us
3. Doing can turn Heroes into Villains
4. Earning our Suits - heroes are everywhere



1

“I believe there’s a hero in all of us that keeps us honest...”

May Parker (Spiderman 2, 2004)

# Cone of the Future – Possible, Probable or Plausible?

Where are we headed toward in 5-10 years time?

How can we better prepare for what's to come?



UX VOYAGER

**AMMA 'KONDO' BARRY**



Age: 6

Sex: 6

Tech: 2

Bio Dev: 10


Insight: 7

Proactive: 7

Creative problem solver. Personalizes experience. Master of plans.

RESEARCH SCOUT

**AMANDA 'JONES' JONELL**



Age: 6

Sex: 6

Tech: 2


Bio Dev: 10


Insight: 7


Proactive: 7


Good and not too what you really mean. (Skills may vary after sessions)


**MISSION CARD**




Impact score: 

Business value: 

User value: 

Tech impact: 

Affectability: 

Resource need: 


**ICEBERG THREAT**



Cost Level:


JUDGE


**MR. GREEN**





Aspiring poet and deep thinker.  
Can unlock an entire Product Creation Cluster.


**LEARNING CARD**

















BLOCKER

**ANOTHER RE-ORG!**



A new CEO has taken over as the head of your department. In an effort to establish themselves they have decided to address the "diverse inefficiencies in the organization."


- 1) Swap seats with the person to your right.
- 2) Pass a team member card to the person on your left.
- 3) All players move at half speed for one round.

DESCRIPTOR

**NOT AGAIN, ELON...**

HOW DO YOU FEEL ABOUT THIS?

ELON HAS PLANNED TO OPEN A NEW OFFICE IN A SPARKY TOWN IN TEXAS.



How can another entrepreneur start into their town? The world would probably disown it as a risky idea. How would you respond?

It is your mission and goal to transfer user experience.

CONTINUE

or

Take a PIVOT card!

VOLVO


**OPPORTUNITY ISLANDS**




## PEOPLE

Bring the right skills to solve the right kinds of problems (and vice-versa) at the right time during the right mission.

**NOYAGERS**



Impact score:

Business value:


User value:

Tech impact:

Affectability:

Resource need:

**SPONSORS**



Impact score:

Business value:


User value:

Tech impact:

Affectability:

Resource need:

**JUDGES**



Impact score:

Business value:

User value:

Tech impact:


Affectability:

Resource need:

## MISSIONS

Missions take varying periods of time, cost money and require resources - all dependant on their end goal or objective.

**EXPERIMENT** L



Goal:

Cost:


User value:

Tech impact:

Affectability:

Resource need:

**EXPLORE** S



Impact score:

Business value:


User value:

Tech impact:

Affectability:

Resource need:

**SCOUT** S



Impact score:

Business value:

User value:


Tech impact:

Affectability:

Resource need:

## OUTCOMES

**EVENTS** L



Impact score:

Business value:

User value:

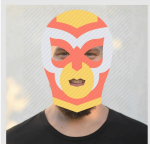
Tech impact:

Affectability:

Resource need:

**DESIGNER**

**PER 'THE BURGER'**



Design:  9

UX:  8

Tech:  5


Biz Dev:  1

Insight:  6

Proactive:  6

Loves a tight deadline and will give +1 Productivity. Easily distracted by lunchtimes.

**HELPERS**



Impact score:

Business value:

User value:

Tech impact:

Affectability:

Resource need:

**SCOUTS**

Impact score:

Business value:


User value:

Tech impact:

Affectability:

Resource need:

**OBSERVE** L



Impact score:

Business value:


User value:

Tech impact:

Affectability:

Resource need:

**DELIVER** S



Impact score:

Business value:


User value:

Tech impact:

Affectability:

Resource need:

**DELIVER** L



Impact score:

Business value:


User value:

Tech impact:

Affectability:

Resource need:

**IMPACT** L



Impact score:

Business value:

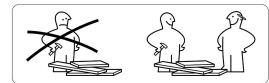
User value:

Tech impact:

Affectability:

Resource need:

# Bringing superheroes together on Missions ...



SuperDesignerHeroes  
we *might* recognise in us ;-)

# Dubbel Diamond

Pulls stakeholders into perfect design process no matter what the odds - 3 diamonds, every time.

Is a knowledge bank of design-methods and nifty workshop tricks.





# Capslokk Skeumorph

Polishes away pixel  
blemishes to make anything  
remotely wireframe-ish look  
stunningly real.



# System Cyster

Flies high above any problem area to explore it from a systems-thinking perspective.

Close relative of 'Eco-System'.



# Solver & Revolver

Uses design-thinking process to solve everything. Even their wedding process or vacation.

There is no problem that they won't solve the heck out of.



# Concept Commando

Love sketching concepts but cares little about bringing them to life. Dribbles and drools a lot at conceptual explorations to solve most of the world's problems.



# Fitts & ColesLaw

Give use to anything useless  
by bringing back function into  
form.

The powerful duo use  
ergonomic spells, heuristic  
charms to enhance Concept  
Commando's abstract stuff.



# Future Fetishist

Has an inappropriate fixation for trying to predict the Future and place their perfectly speculative solutions in that future.



# Minimo Vignelli

Born in the same village as  
Dieter Rams & Mies van der  
Rohe - he reduces anything  
complicated into simple, clean  
and often simplistic solutions  
to save the World.



# Loud Boldphase

Sells, sells, sells design thinking  
and all the good things with it.  
Dares to throw in funny jokes at  
Design Conferences in Mexico  
City.



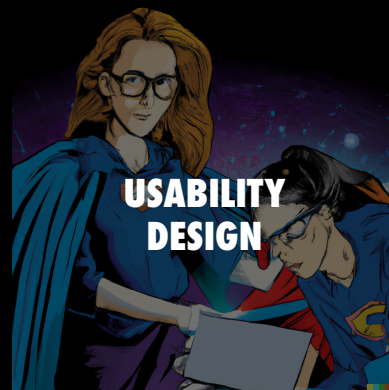
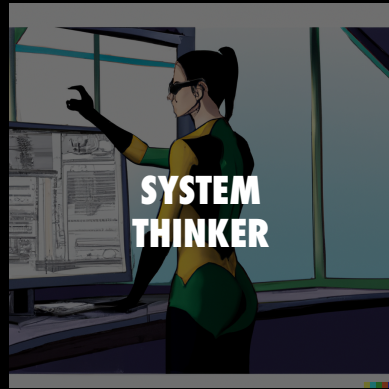


# Data Hunter

Hunts down data & insight from under any nook and pdf cranny. They find meaning in numbers and numbers in meaning. Design is about what data tells them.



# Superheroes exist in us all



A full-page background image of Batman in his suit, standing in a dark, industrial environment with metal beams and scaffolding. The lighting is dramatic, highlighting the contours of his suit and mask.

2

“It is not who I am underneath, but  
what I do that defines me.”

Batman Begins (2005)

“An innovation presented in Silicon Valley today, can destroy jobs in Amsterdam tomorrow.”

Alain Dujardin talking Consequence Design, Creative Director @ Greenberry

# Design is optimism

## We do good

- We make things nice
- We make stuff beautiful
- We (try to) make life simpler
- We champion 'The User' - what we think people *might* want or how they might want it

Dieter Rams

## Ten Principles of Good Design



So what is good design? Are there any instructions on how to create it? Dieter Rams, a German industrial designer, known for his "less but better" approach to design, attempted to answer these questions. [Visit the Interaction Design Foundation](#) for more detailed information.

**01**  
**Good Design Is Innovative**

The possibilities for innovation are not, by any means, exhausted. Technological development is always offering new opportunities for innovative design. But innovative design always develops in tandem with innovative technology, and can never be an end in itself.

**02**  
**Good Design Makes a Product Useful**

A product is bought to be used. It has to satisfy certain criteria, not only functional, but also psychological and aesthetic. Good design emphasizes the usefulness of a product whilst disregarding anything that could possibly detract from it.

**03**  
**Good Design Is Aesthetic**

The aesthetic quality of a product is integral to its usefulness because products we use every day affect our person and our well-being. But only well-executed objects can be beautiful.

**04**  
**Good Design Makes a Product Understandable**

It clarifies the product's structure. Better still, it can make the product talk. At best, it is self-explanatory.

**05**  
**Good Design Is Unobtrusive**

Products fulfilling a purpose are like tools. They are neither decorative objects nor works of art. Their design should therefore be both neutral and restrained, to leave room for the user's self-expression.

**06**  
**Good Design Is Honest**

It does not make a product more innovative, powerful or valuable than it really is. It does not attempt to manipulate the consumer with promises that cannot be kept.

**07**  
**Good Design Is Long-lasting**

It avoids being fashionable and therefore never appears antiquated. Unlike fashionable design, it lasts many years - even in today's throwaway society.

**08**  
**Good Design Is Thorough down to the Last Detail**

Nothing must be arbitrary or left to chance. Care and accuracy in the design process show respect towards the user.

**09**  
**Good Design Is Environmentally Friendly**

Design makes an important contribution to the preservation of the environment. It conserves resources and minimizes physical and visual pollution throughout the lifecycle of the product.

**10**  
**Good Design Involves as Little Design as Possible**

Less, but better - because it concentrates on the essential aspects, and the products are not burdened with non-essentials. Back to purity, back to simplicity.

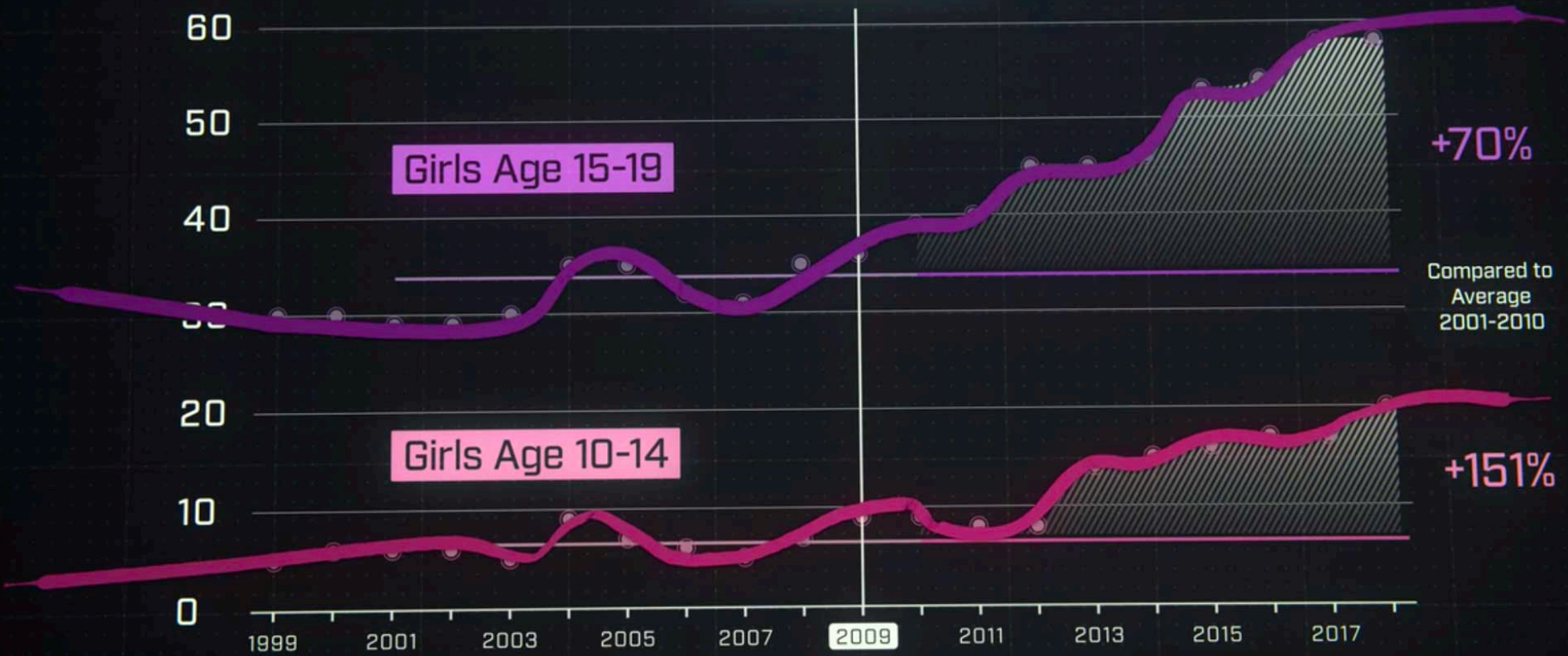
Start Learning Today:  
[interaction-design.org](https://www.interaction-design.org)

© Interaction Design Foundation 2024. You are free to edit and redistribute this template, even for commercial use, as long as you give credit to the Interaction Design Foundation. No, you're not. Don't do it. We'll report you. Thank you for your understanding.

# U.S. Suicide Rates

Deaths Per 1,000,000 Girls

Social Media Available on Mobile



+70%

Compared to Average 2001-2010

+151%

Source: Centers for Disease Control and Prevention



## Design consequence always not good

- At what cost?
- But what's beneath it?
- But life is complex, complicated
- But can we champion 'Humanity' or 'Societies' more?



INTRODUCING

**THE E.V.A. INITIATIVE**

EQUAL VEHICLES FOR ALL

Learn more at [volvocars.com/xx/eva](https://volvocars.com/xx/eva)



SHARED VALUES MAKE HEROES

---

Ownership to access  
Speed limit set to 112 mph  
100% electric by 2030




A close-up photograph of Harvey Dent's face, showing the transition from a handsome man to a disfigured villain. The right side of his face is severely burned and charred, while the left side remains relatively normal. He has a pained and intense expression. A blue circle with the number 3 is overlaid on the image.

3

"You either die a Hero or live long enough to see yourself become the Villain."

Harvey Dent, The Dark Knight (2008)

A close-up, high-contrast portrait of Jean Grey, the mutant character from the 2000 X-Men film. She has long, wavy, vibrant red hair that frames her face. Her eyes are dark and looking slightly to the right of the camera. The lighting is dramatic, with deep shadows on the right side of her face and highlights on her hair and the left side of her face. The background is a dark, almost black gradient.

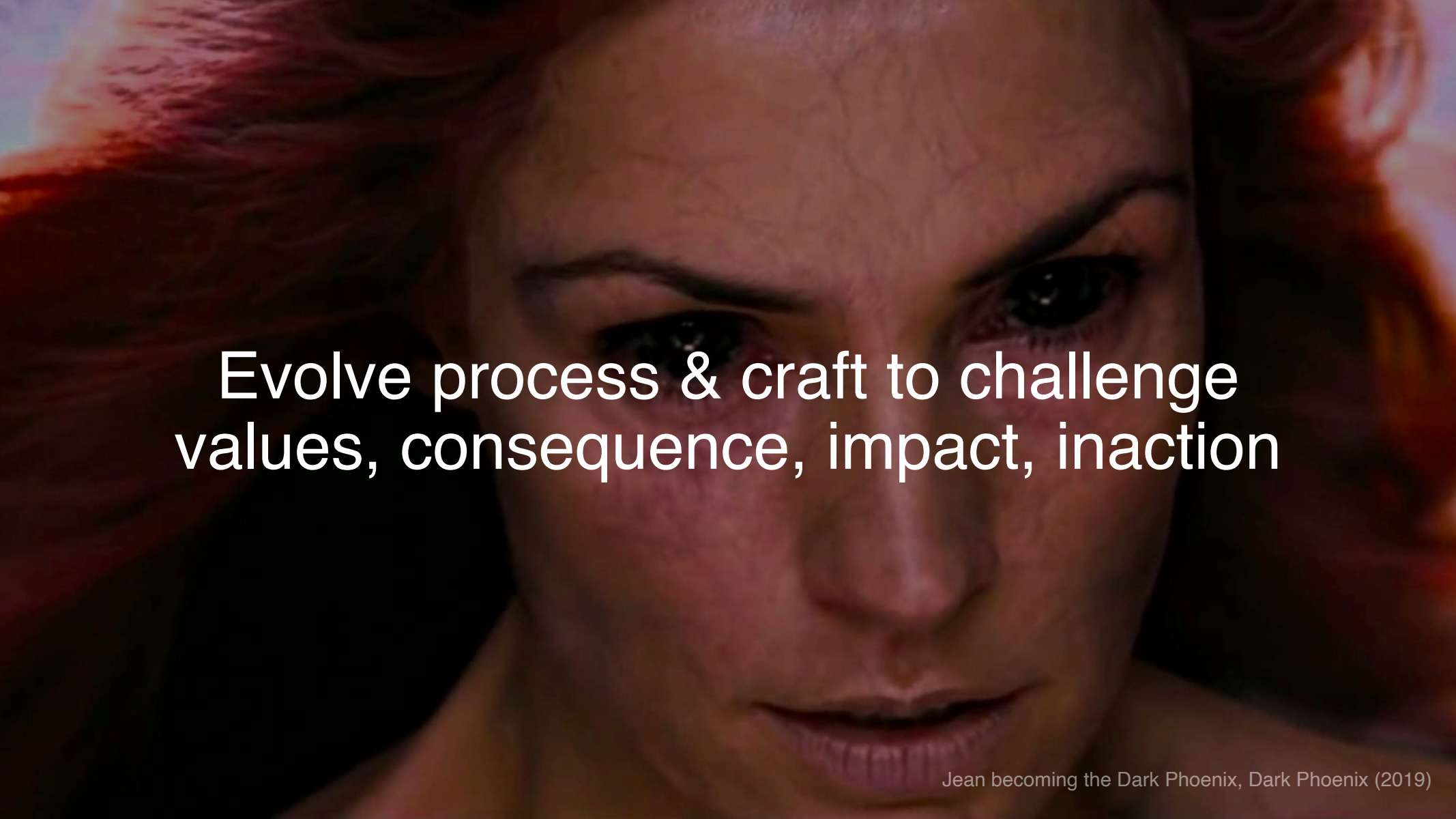
Design has been about thinking,  
process & doing.

Jean Grey the Mutant, X Men 2000

A close-up image showing the red and blue Spider-Man suit on the right and the black, symbiote-covered Venom on the left. The Venom character has a menacing expression with sharp teeth visible. The background is a dark, cloudy sky.

*Over-design, over-solutionism*  
has had negative consequences

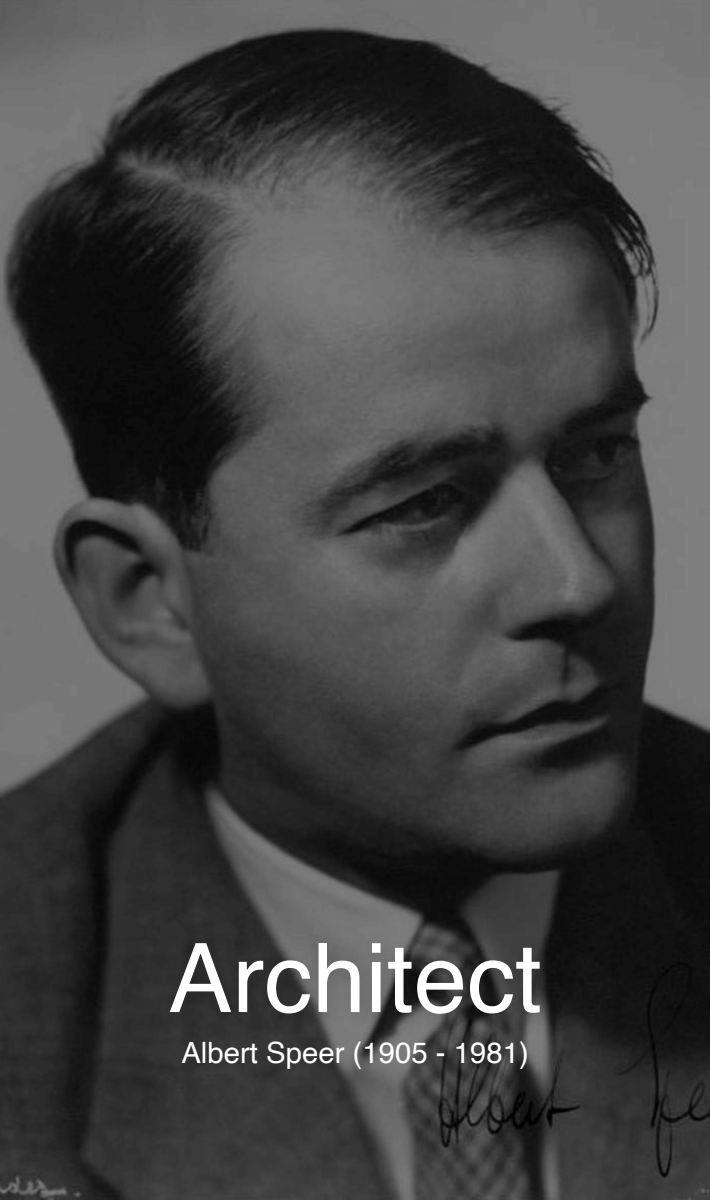
How do we correct this in ourselves?

A close-up, cinematic shot of Jean Grey's face. Her eyes are dark and intense, looking directly at the viewer. Her skin has a subtle, glowing red hue, particularly around her eyes and forehead, suggesting the presence of the Phoenix Force. Her hair is dark and pulled back. The lighting is dramatic, with strong highlights and deep shadows, creating a somber and powerful atmosphere.

Evolve process & craft to challenge  
values, consequence, impact, inaction

Jean becoming the Dark Phoenix, Dark Phoenix (2019)

History is littered with examples of real  
Heroes turned Villain



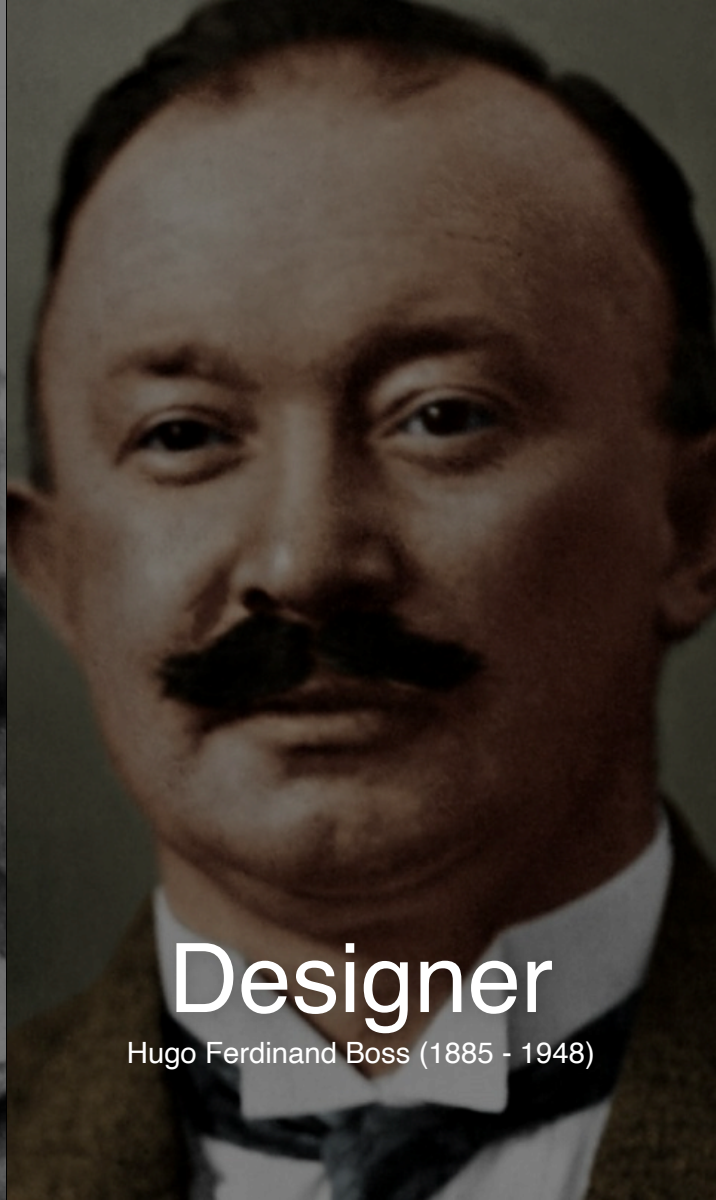
# Architect

Albert Speer (1905 - 1981)



# Film Maker

Leni Riefenstahl (1902 - 2003)



# Designer

Hugo Ferdinand Boss (1885 - 1948)



Designers can be forces for Harm





# Dr. Manhattan

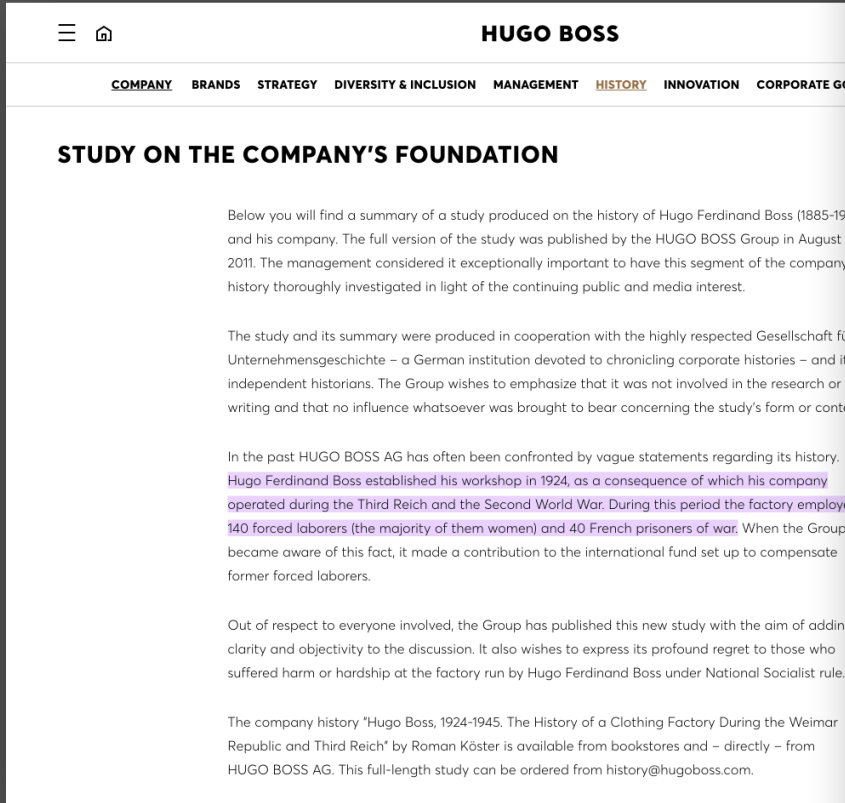
Named after the Manhattan Project that produced the Atomic Bomb during World War

A black and white photograph of J. Robert Oppenheimer. He is shown from the chest up, wearing a dark suit jacket, a white shirt, and a dark tie. He is holding a pipe in his mouth and looking directly at the camera with a serious expression. The background is a plain, light-colored wall with a window frame visible on the left side.

**“Now I am become Death, the  
Destroyer of Worlds”**

John Robert Oppenheimer (inventor of the Atomic Bomb)  
quoting from the Bhagavad Gita

(Thoughts are with all those across the world who are being laid off)



**HUGO BOSS**

COMPANY BRANDS STRATEGY DIVERSITY & INCLUSION MANAGEMENT HISTORY INNOVATION CORPORATE GO

## STUDY ON THE COMPANY'S FOUNDATION

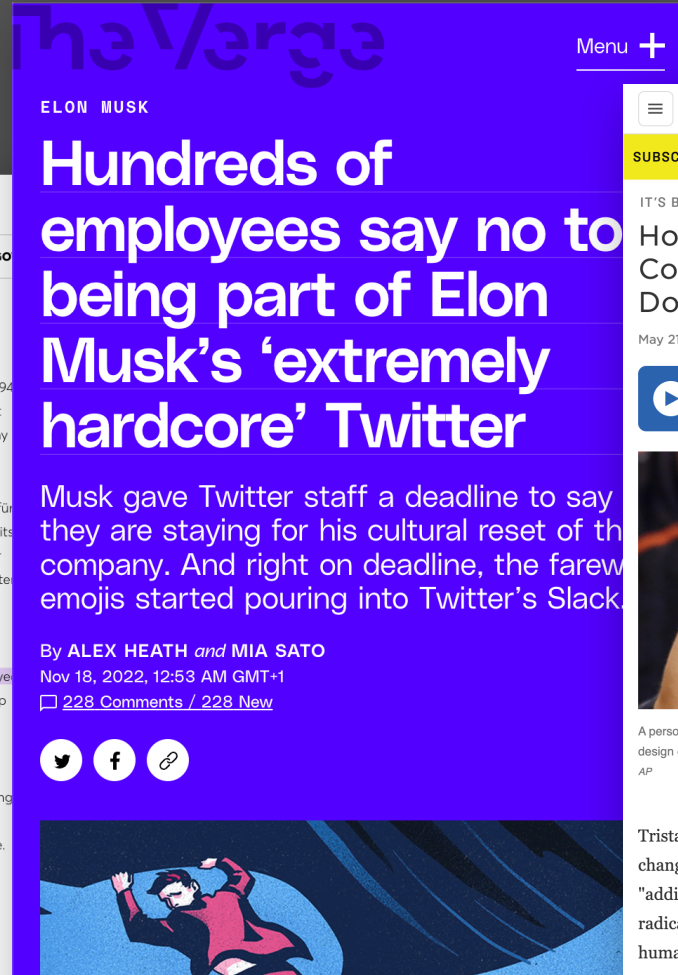
Below you will find a summary of a study produced on the history of Hugo Ferdinand Boss (1885-1944) and his company. The full version of the study was published by the HUGO BOSS Group in August 2011. The management considered it exceptionally important to have this segment of the company history thoroughly investigated in light of the continuing public and media interest.

The study and its summary were produced in cooperation with the highly respected Gesellschaft für Unternehmensgeschichte – a German institution devoted to chronicling corporate histories – and its independent historians. The Group wishes to emphasize that it was not involved in the research or writing and that no influence whatsoever was brought to bear concerning the study's form or content.

In the past HUGO BOSS AG has often been confronted by vague statements regarding its history. Hugo Ferdinand Boss established his workshop in 1924, as a consequence of which his company operated during the Third Reich and the Second World War. During this period the factory employed 140 forced laborers (the majority of them women) and 40 French prisoners of war. When the Group became aware of this fact, it made a contribution to the international fund set up to compensate former forced laborers.

Out of respect to everyone involved, the Group has published this new study with the aim of adding clarity and objectivity to the discussion. It also wishes to express its profound regret to those who suffered harm or hardship at the factory run by Hugo Ferdinand Boss under National Socialist rule.

The company history "Hugo Boss, 1924-1945. The History of a Clothing Factory During the Weimar Republic and Third Reich" by Roman Köster is available from bookstores and – directly – from HUGO BOSS AG. This full-length study can be ordered from [history@hugoboss.com](mailto:history@hugoboss.com).



The Verge

Menu +

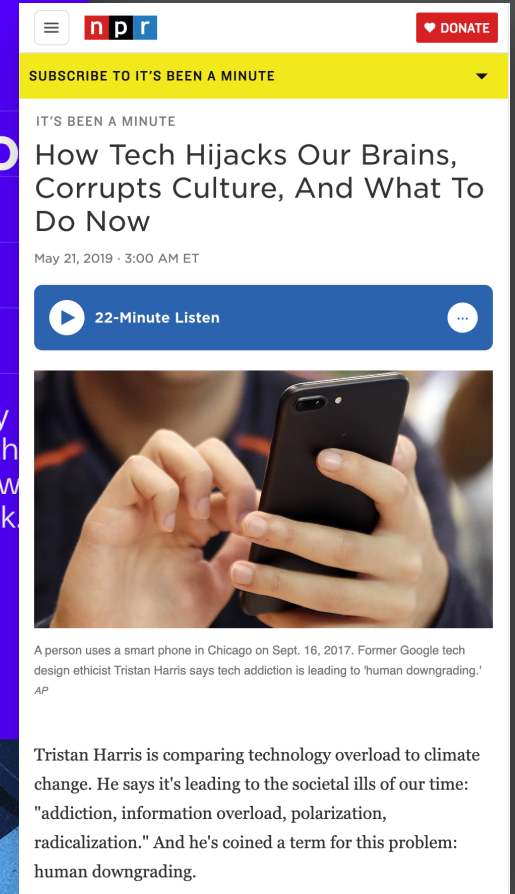

ELON MUSK

# Hundreds of employees say no to being part of Elon Musk's 'extremely hardcore' Twitter

Musk gave Twitter staff a deadline to say they are staying for his cultural reset of the company. And right on deadline, the farewell emojis started pouring into Twitter's Slack

By ALEX HEATH and MIA SATO  
Nov 18, 2022, 12:53 AM GMT+1  
[228 Comments / 228 New](#)

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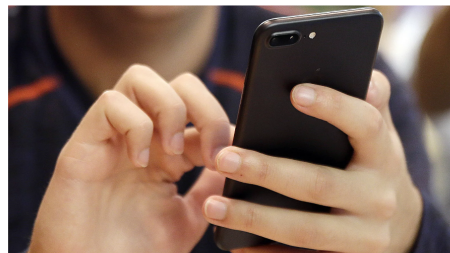
SUBSCRIBE TO IT'S BEEN A MINUTE

IT'S BEEN A MINUTE

## How Tech Hijacks Our Brains, Corrupts Culture, And What To Do Now

May 21, 2019 · 3:00 AM ET

22-Minute Listen



A person uses a smart phone in Chicago on Sept. 16, 2017. Former Google tech design ethicist Tristan Harris says tech addiction is leading to 'human downgrading.'

AP

Tristan Harris is comparing technology overload to climate change. He says it's leading to the societal ills of our time: "addiction, information overload, polarization, radicalization." And he's coined a term for this problem: human downgrading.

Will history be kind  
to *our* Superheroes?

# Darker Patterns

Dr. Harry Brignull @harrybr

[Home](#)[Types of deceptive design](#)[Hall of shame](#)[Reading list](#)[About](#)[Search](#)[Book coming soon!](#)

## DECEPTIVE DESIGN

### Hall of shame

[All](#)[Google](#)[Facebook](#)[Amazon](#)[Linkedin](#)[Microsoft](#)[Apple](#)[Everything else](#)

#### Luton airport, after prepaying for parking

Luton airport website shows a disguised ad. It appears to be a "continue" button leading on from the checkout, but in fact tricks users into subscribing to a totally unrelated service.

[Luton airport](#) | Socially Distant David | Aug 21, 2022

#### Skype tricks users into uploading their address book - via a dialog box that has no visible option to refuse.

Noticed my Skype client on the iPad started doing this sneaky crap where when you open the app it presents a prompt that asks you to approve sharing all your contacts w/ Skype. And there's no visible way to say "no."

[Skype](#) | briankrebs | Aug 21, 2022

#### Nice dark pattern @treatwelln! That didn't work.

Treatwell uses trick questions - alternating sentiment for its checkbox labels - to trick users into agreeing to emails or tracking.

[Treatwell](#) | Riccardo | Aug 21, 2022

#### Instagram doesn't allow me to keep my account deactivated. Instead it reactivates and doesn't allow me to deactivate it again.

"Sorry, you can only disable your account once a week. Try again in a few days."

[Instagram](#) | AssholeDesign | Aug 21, 2022

Breakthrough technologies have always been weaponised for good & evil.

National Socialism

Radio

Cold War

TV

Online Bullying?  
Property Market Crash

Personal Computing  
Internet / Social Media

Fake News Media

Mobile Computing

Social Isolation?

Cryptocurrency

Screen addiction?

Metaverse

Artificial Intelligence

???

# Abuser Centred Design Checklist

- Are we solving the right problem?
- Are my stakeholders clear on that? Do I need to debate their views?
- For who? (Individual to Group)
- What are consequences of my designed actions
- What might an alternate or opposite design direction be
- How might my designed solution be misused for harm
- What am I doing to help forewarn or prevent it using my superpowers
- ...

A scene from the movie Iron Man 3 showing Iron Man standing on a rooftop with Spider-Man. Iron Man is on the right, facing Spider-Man who is on the left with his back to the camera. The background is a city skyline at sunset. A blue circle with the number 4 is positioned above the text.

4

"If you're nothing without the suit,  
then you shouldn't have it."

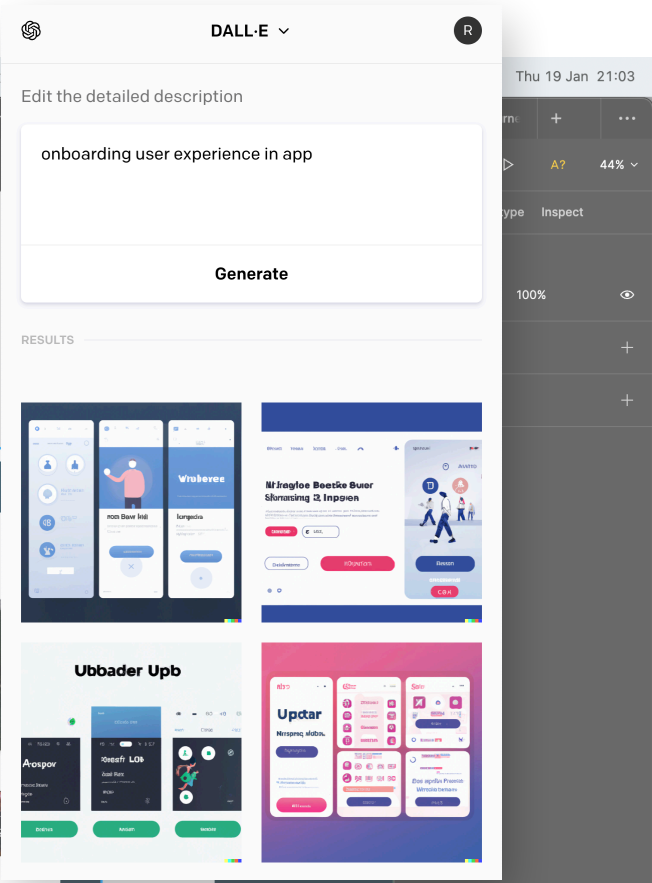
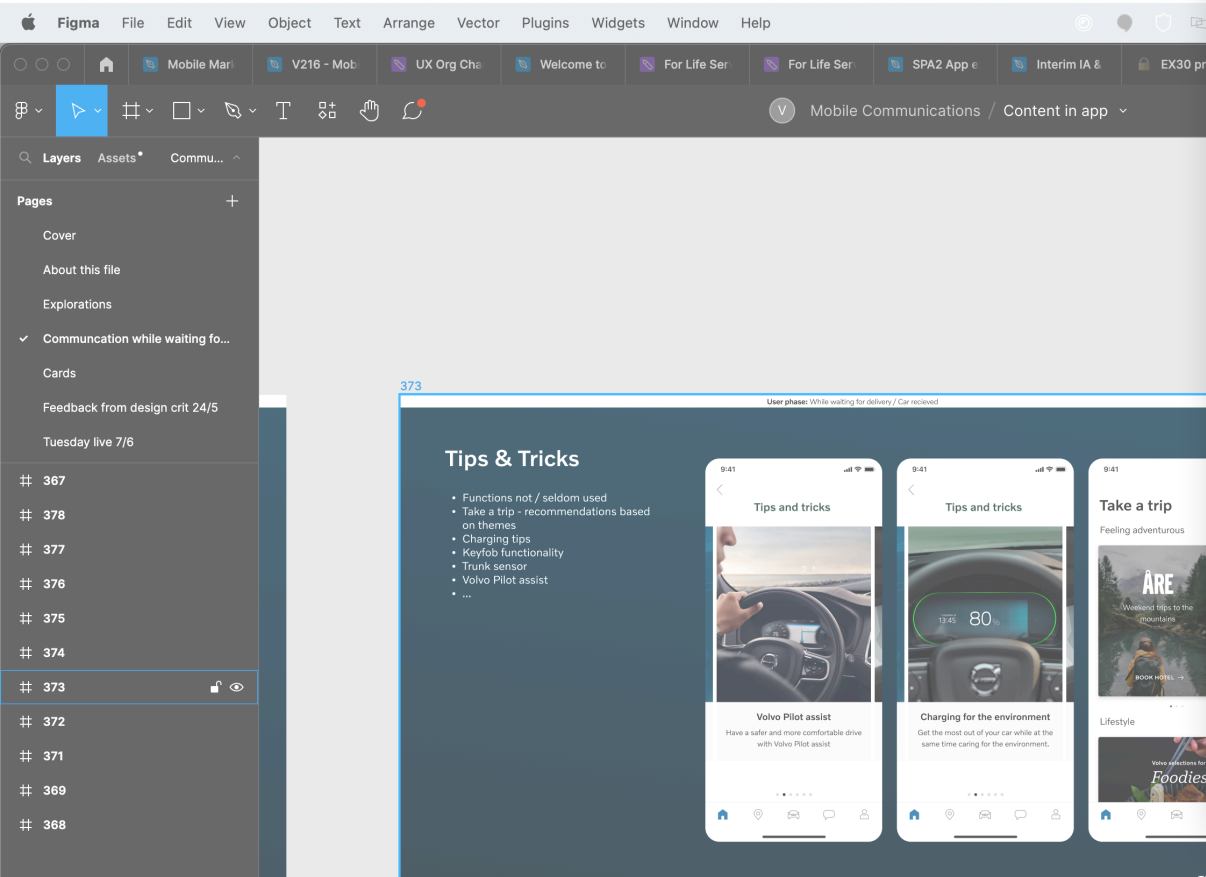


What happens when  
processes & tools  
lead *us*?

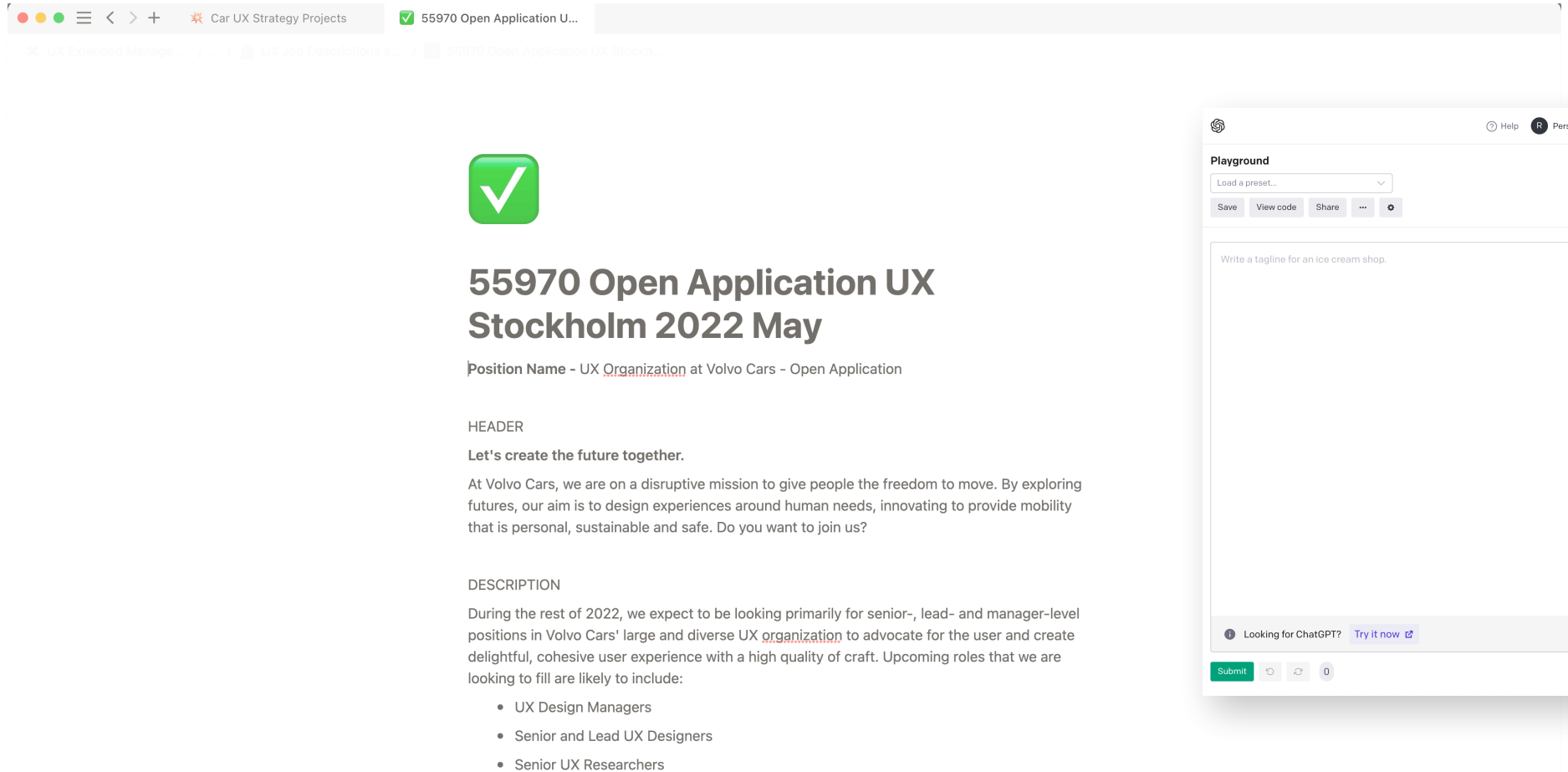


X-Men had Cerebro, we are racing into the age of AI

# Figma + Dall-E = ?



# Notion + ChatGPT = (Beta?)



The image shows a Notion page on the left and a ChatGPT playground interface on the right. The Notion page is titled "55970 Open Application UX Stockholm 2022 May" and contains a green checkmark icon, a header, and a description of a job opening at Volvo Cars. The ChatGPT playground shows a prompt: "Write a tagline for an ice cream shop." and a "Submit" button.

**55970 Open Application UX Stockholm 2022 May**

Position Name - UX [Organization](#) at Volvo Cars - Open Application

HEADER

**Let's create the future together.**

At Volvo Cars, we are on a disruptive mission to give people the freedom to move. By exploring futures, our aim is to design experiences around human needs, innovating to provide mobility that is personal, sustainable and safe. Do you want to join us?

DESCRIPTION

During the rest of 2022, we expect to be looking primarily for senior-, lead- and manager-level positions in Volvo Cars' large and diverse UX [organization](#) to advocate for the user and create delightful, cohesive user experience with a high quality of craft. Upcoming roles that we are looking to fill are likely to include:

- UX Design Managers
- Senior and Lead UX Designers
- Senior UX Researchers

Playground

Load a preset...

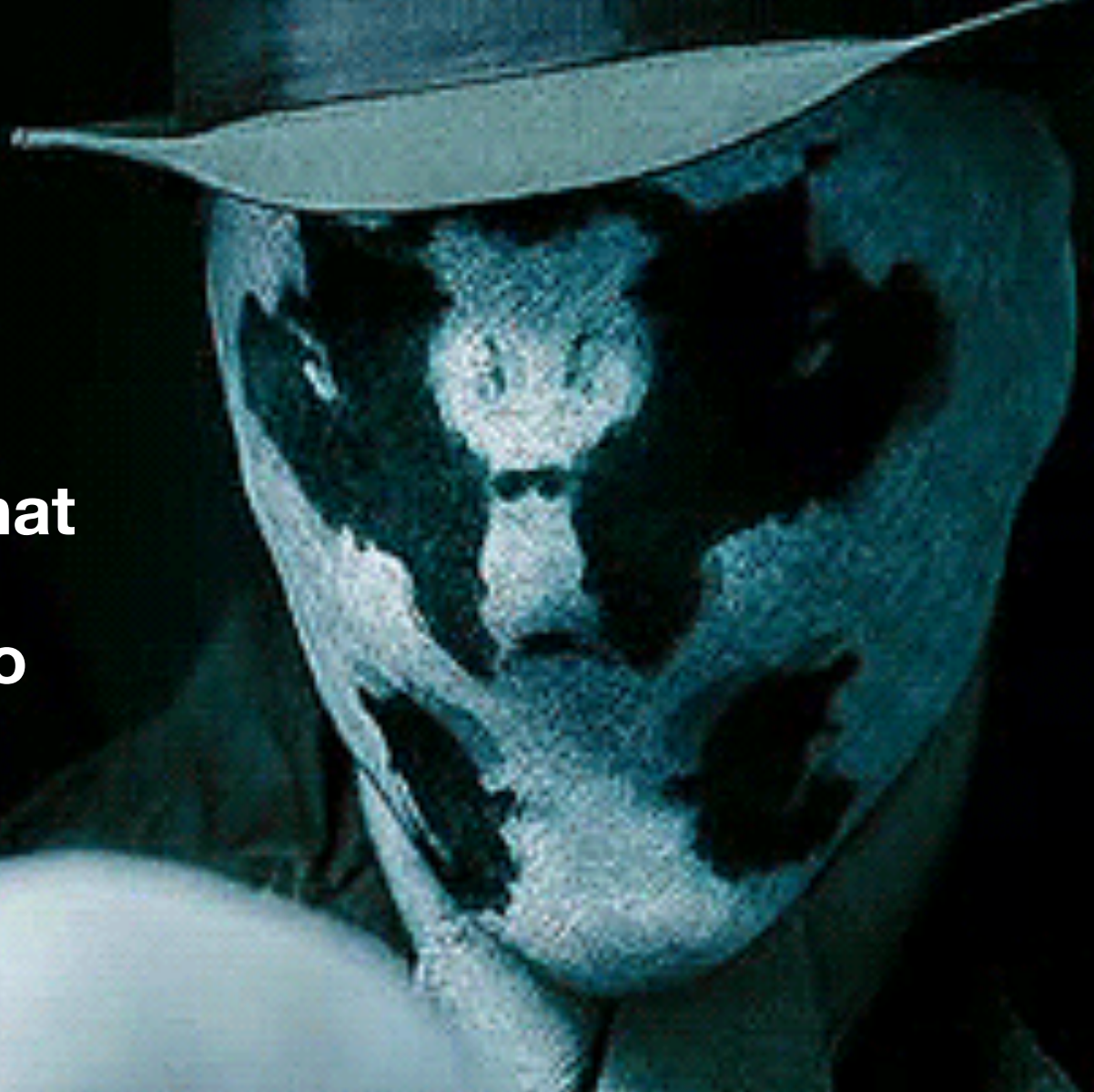
Save View code Share ...

Write a tagline for an ice cream shop.

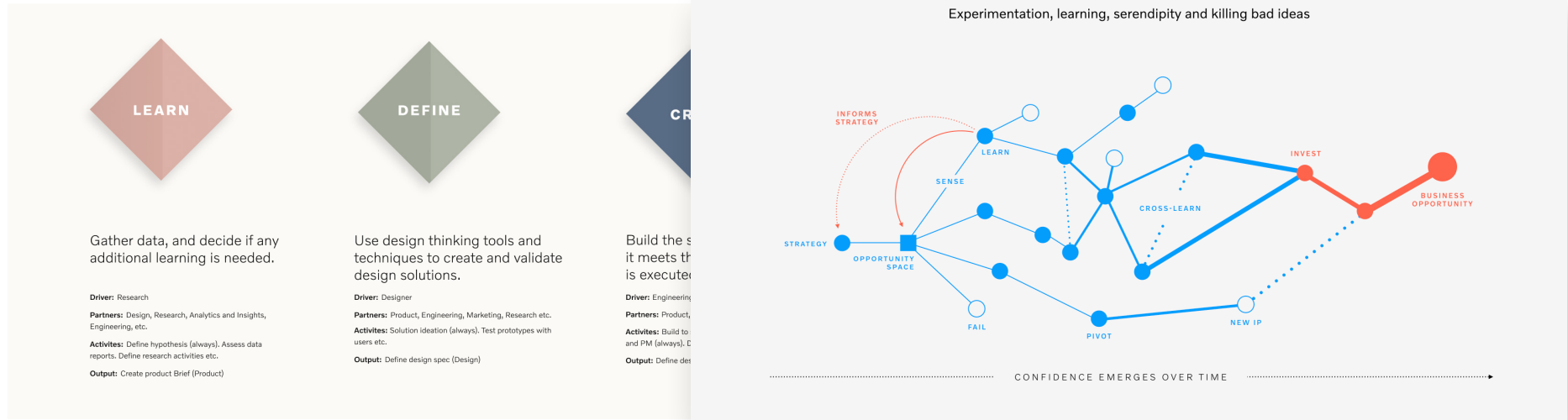
Looking for ChatGPT? [Try it now](#)

Submit

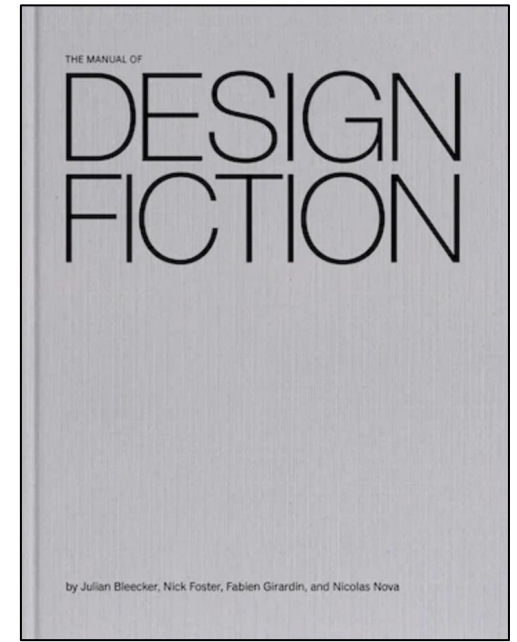
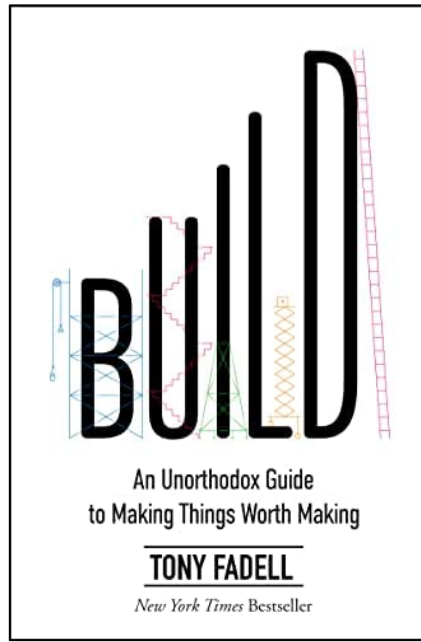
**“Existence is random. It has no pattern except what we imagine after staring at it for too long.”**




# Bridging order & chaos



# Bridging speculation & practice



A photograph of two men, Nick Foster and Christian Ervin, standing side-by-side against a dark background. Nick Foster, on the left, is wearing a blue jacket, glasses, and a large ring, and is holding a smartphone. Christian Ervin, on the right, is wearing a light blue button-down shirt. Both are smiling. The image is framed by large green L-shaped brackets on the left and right sides.

Nick Foster  
X-Company, Alphabet

Christian Ervin  
X-Company, Alphabet

Design is [ Messy ]

In Conclusion



1

# Avengers *together* defeated Thanos

Experience  
Desirability  
Usability

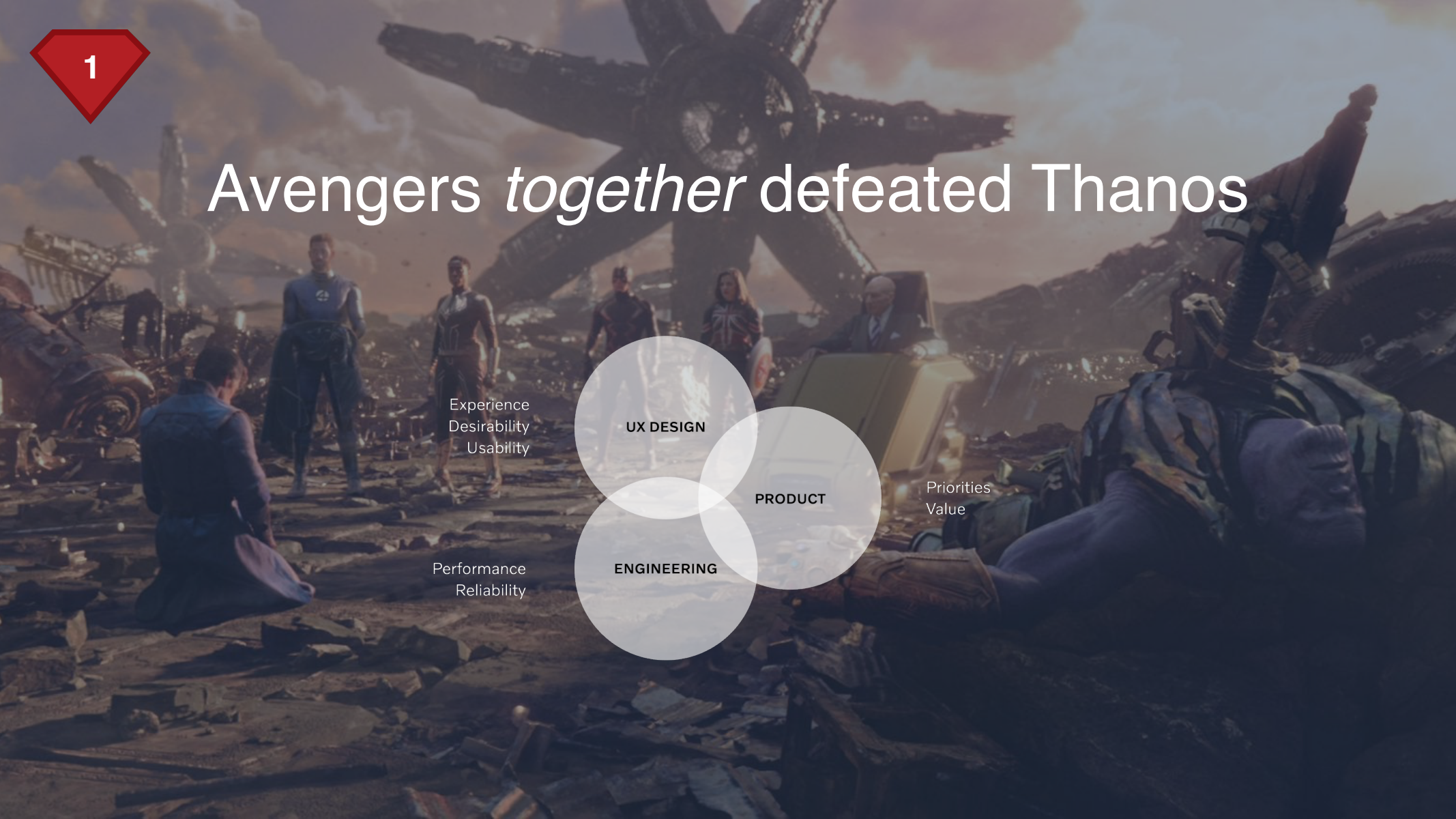
**UX DESIGN**


**PRODUCT**

Priorities  
Value

Performance  
Reliability

**ENGINEERING**



A scene from the movie 'Man of Steel' showing Superman and other characters in a destroyed city with a large alien structure in the background. The scene is set in a desolate, rubble-strewn landscape under a cloudy sky. In the foreground, Superman is kneeling on the ground, looking towards a group of people standing in the distance. The group includes Clark Kent, Lois Lane, and other characters. A large, dark, multi-armed alien structure dominates the background. The overall tone is somber and reflective.

Our collective superpower is \_\_\_\_\_? \_\_\_\_\_.

Our collective kryptonite is \_\_\_\_\_? \_\_\_\_\_.



Superpowers are weapons  
Use responsibly

From user to abuser...

Your responsibility  
*is* your superpower

Check your blind-spots

National Socialism

Cold War

Online Bullying?

Property Market Crash

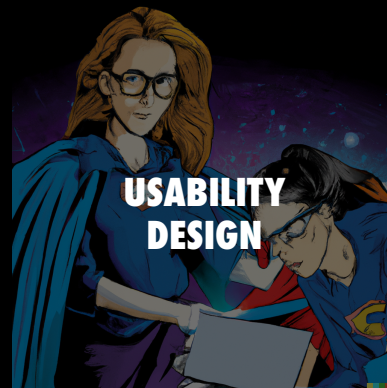
Fake News Media

Social Isolation?

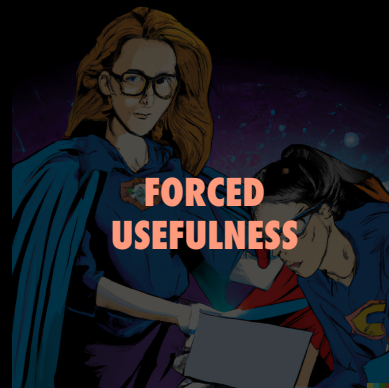
Screen addiction?

Polarisation ?

# Keep evolving Superpowers



# Be aware of blind spots!



# Gracias!

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