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OK



**AI will replace the
hands, not the mind.**

Design Matters 25, Tokyo, 日本

James Hsu | Dark UX Academy







LOOK SHARP + LIVE SMALL

JAMES HSU LEADS OUR MEN OF THE YEAR ISSUE

LEONARDO
DICAPRIO

JON
HAMM

MICHAEL
PHELPS

THE
BOSTON
CELTICS

GENERAL
PETRAEUS

GORDON
RAMSAY

AARON
ECKHART

TED
KENNEDY

JAMES
FRANCO

JOHN
MALKOVICH

RAFAEL
NADAL

SEAN
PENN

JASON
STATHAM

& BASEBALL'S
COMEBACK KID



OUR
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OBSESSION
WITH
**MEGAN
FOX**

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Amazing
Rescue
Story We've
Heard in
Years

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FOR YOUR
BUCK

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STUFF
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→ Upgrade your style in 30 days. See page 66.





THE TWENTY-FOURTH ANNUAL

POULTRY

appreciation

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Enjoy yourself at this year's Poultry Appreciation Festival. A year's worth of planning and preparing, all concentrated into one eventful day of poultry tasting, education, and loving all things related to poultry. Poultry. It's what's for dinner. Ticket and festival information available online at www.poultryappreciationfestival.org.

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BEGIN YOUR MIGHTY QUEST, IT'S FREE!
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The Mighty Quest for Epic Loot is a brand new Free-to-Play IP from Ubisoft Montreal for the PC that thrusts you in an outrageous medieval fantasy world called Opulencia where wealth, status and showboating are the name of the game!

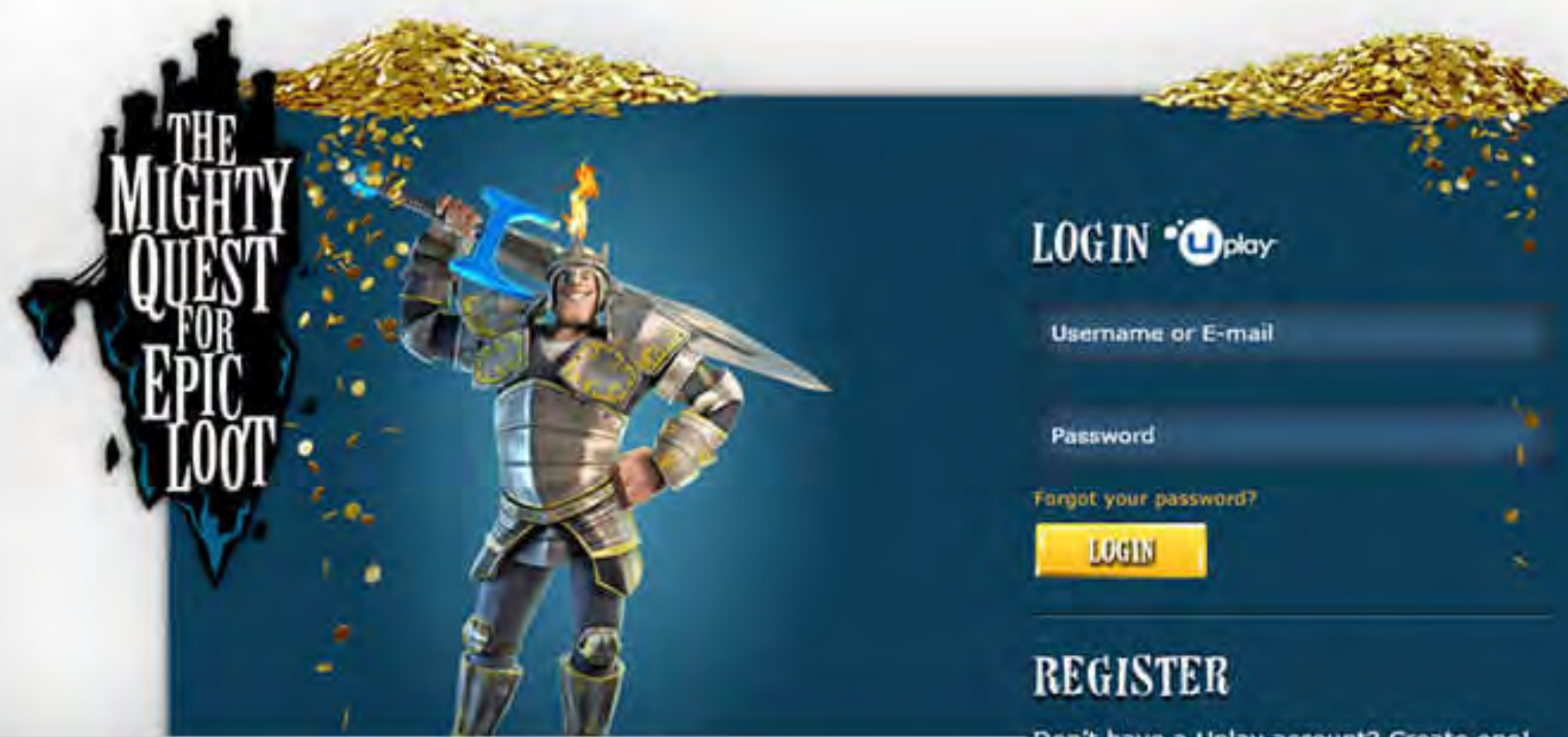
As a newcomer to Opulencia, you will hack n slash your way through hundreds of castles designed by the ingenious minds of your fellow players! Don't forget to show them who's boss by constructing a deadly keep of your very own - in this kingdom, size really does matter!

UBISOFT

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BEGIN YOUR MIGHTY QUEST, IT'S FREE!
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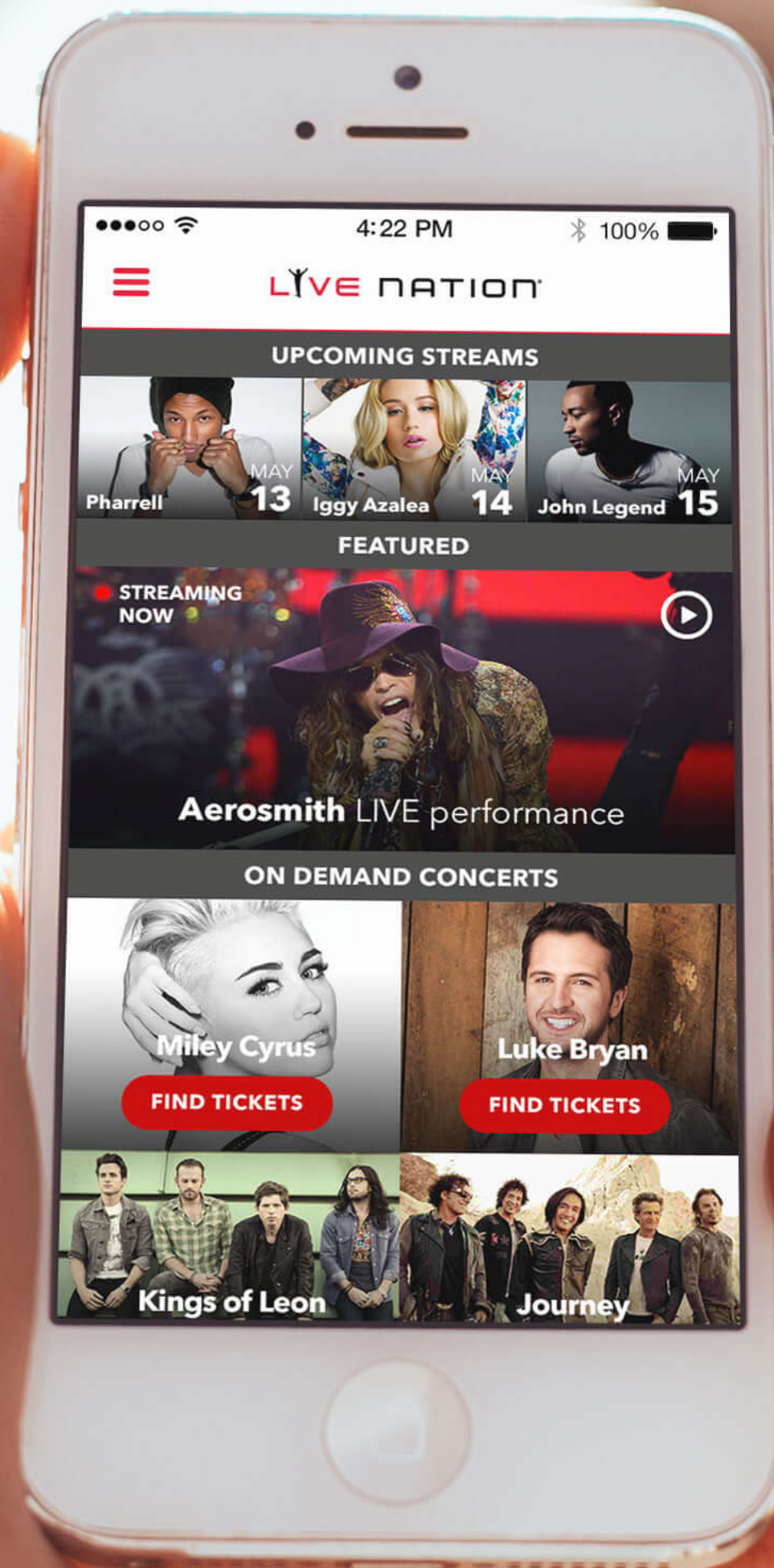
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Posing with Jakob Nielsen

The Role of AI in design

◦ Summary: AI's Role in Design Today

Area	AI Maturity	Role
UI generation	✓ Mature	Text → Screen → Code in seconds
Visual design	✓ Mature	Asset creation, branding, motion
UX research & synthesis	⚠ Maturing	Summaries, clustering, pattern recognition
Product storytelling	⚠ Emerging	Stakeholder alignment, narrative shaping
Influence & strategic UX	✗ Immature	Human-only zone (for now)



**In the beginning, your
job is to be good at
design.**



55%A

100%

30%A

BUILD
TWO COLOR

CUT

decrease

GRADIENT
ELEMENTS

BRAND

Mastery of the Craft




Mastery of the craft

- You know how to do the thing
- You are highly skilled at it





**Today I'm going to talk to
you about those 2 missing
buckets of skills that
designers are never taught.**



部屋にいるプロダクトデザイナー

**Product Designers in
the room right now**



ちょうど今、両方の薬を飲みましたか？

Did you just take both pills?



Mastery of the craft

Influence

Business Acumen

Mastery of the craft

- You know how to do the thing
- You are highly skilled at it

Influence

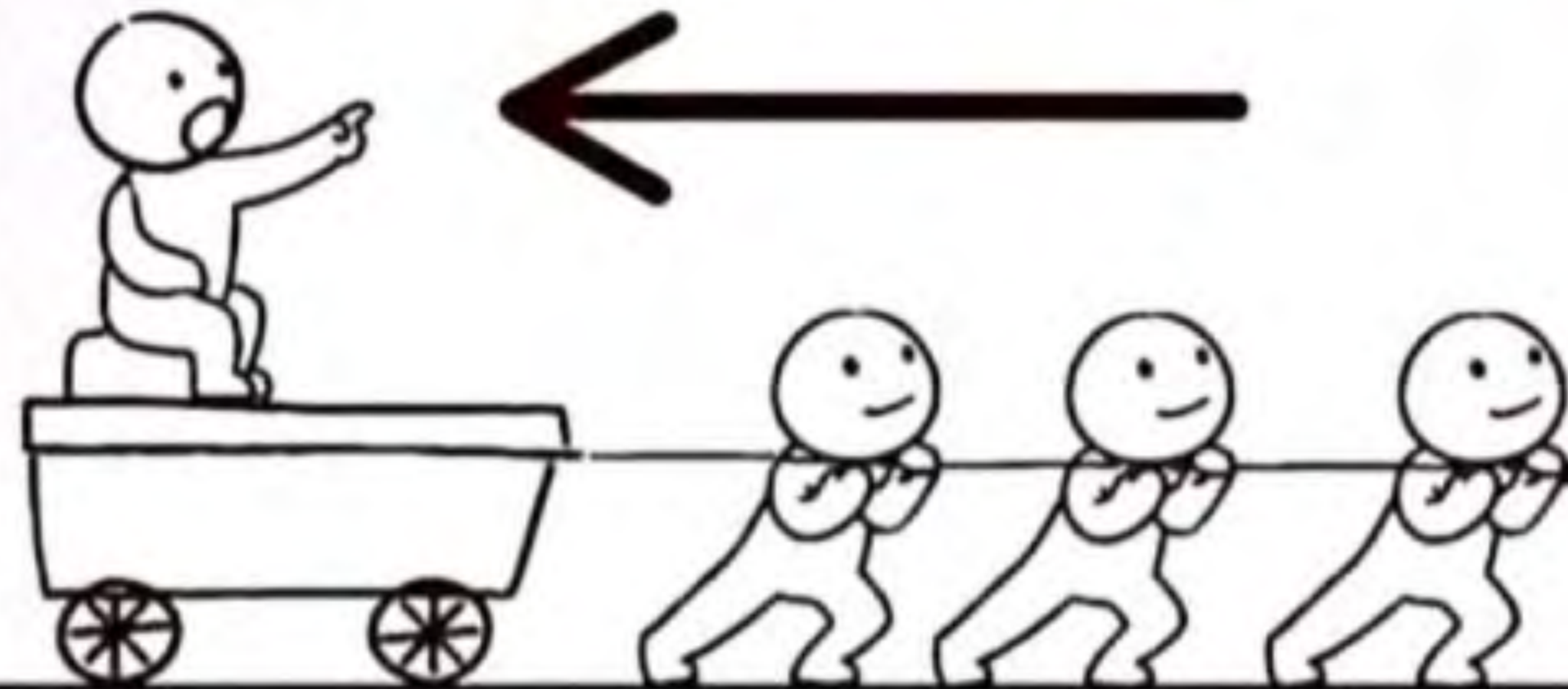
- The power to have an important effect on someone or something

Business Acumen

- A sharp grasp of how a business runs—its money, strategy, operations, and market position.

Leadership vs Management

BOSS



@Digitalmeet

LEADER



**Let's start with
Business Acumen**



**It's all about Janet
Jackson**

...WHAT HAVE YOU

DONE FOR ME LATELY?

Key point #1

**What you deliver doesn't
have to make money, but it
does have to deliver value.**



Take a photo of this

4 easy ways to measure value



It makes money



It saves time



It prevents something
bad from happening



It makes us look good

Key point #2

**Make sure you're doing
Main Quests, and not all
side quests.**

Refer back to 4 easy ways to measure value

**Ok let's talk about
influence.**

Why Designers Struggle with Influence

**It's not your fault -
no one taught you.**



vs





**Most designers think
their only job is to "do
design stuff," but that's
only 1/2 of the job.**

The other
1/2 is
selling it
to others

INFLUENCE BEATS SKILLS EVERY TIME



This is influencing.

The harsh truth is:

**If you can't influence
decisions, your talent
does not matter.**

The harsh truth:

**Stakeholders don't give a
flying 🖐️ about (something
important to you about
design).**

(Stakeholders = everyone in "business decision role")

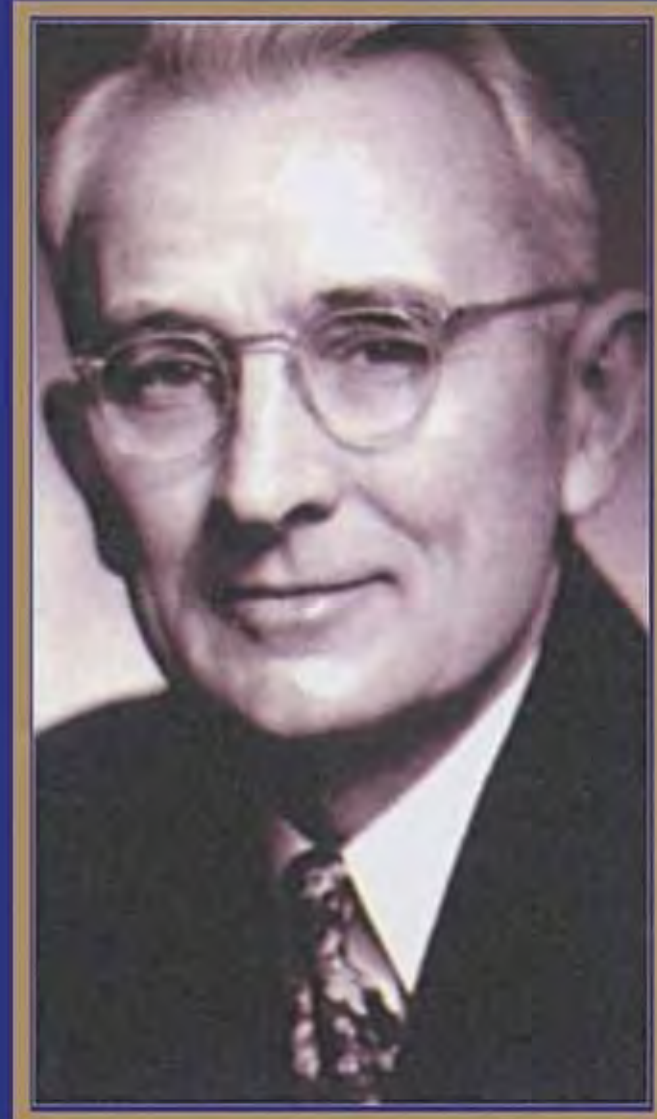
A cartoon illustration of a person with dark hair and glasses, looking surprised or questioning. Their mouth is open in an 'O' shape, and their hands are raised in front of them. The background is a simple indoor setting with a window.

OLD ME

**TYPOGRAPHY
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GOOD UX
"GESTALT"
GRID**

IS THIS WHAT STAKEHOLDERS WANT?

HOW TO WIN FRIENDS & INFLUENCE PEOPLE



THE FIRST—AND
STILL THE BEST—BOOK
OF ITS KIND—TO LEAD
YOU TO SUCCESS

Read by Andrew MacMillan

by DALE
CARNEGIE





*graphic design is
my passion.*



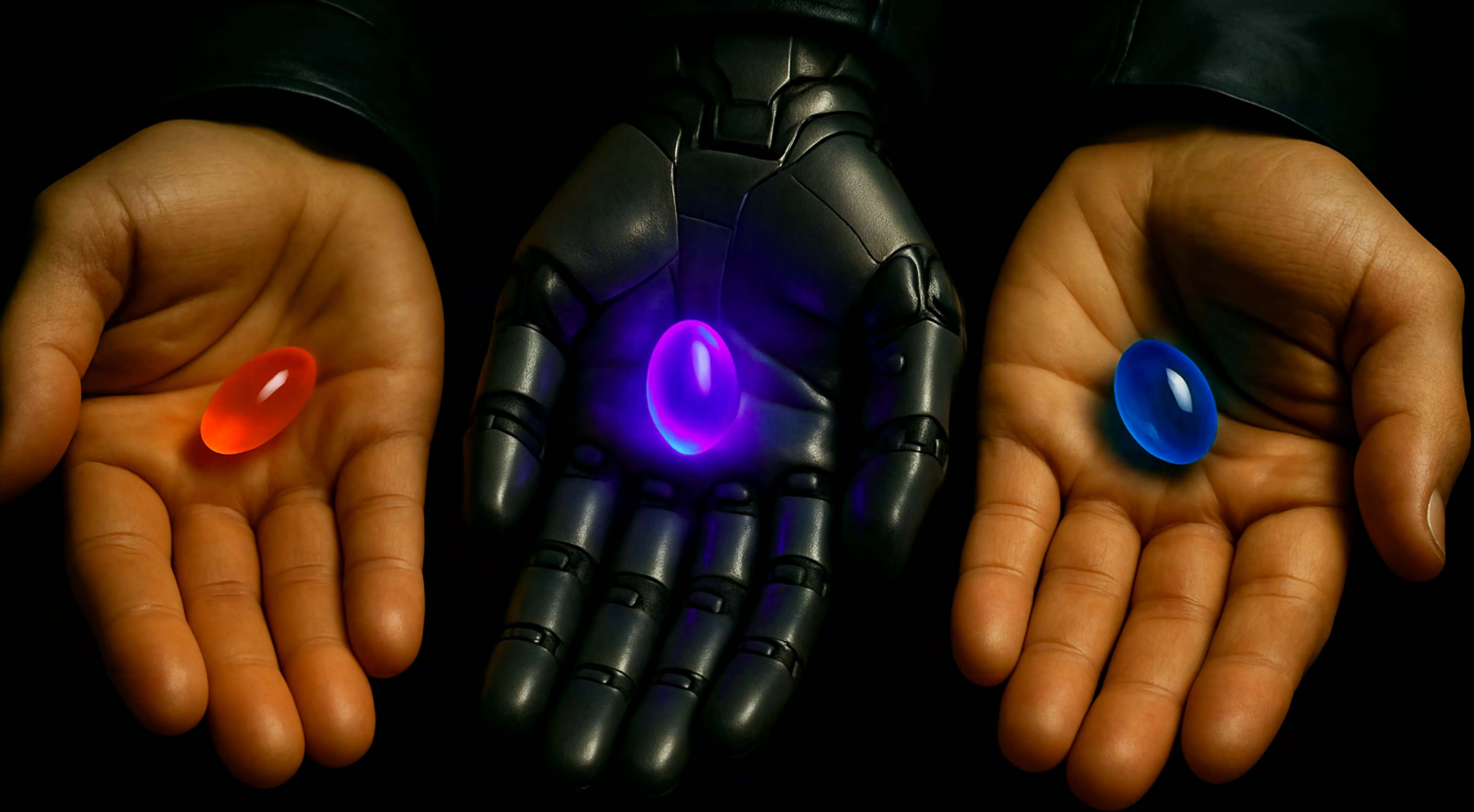
Tips on how to talk to stakeholders (so they actually listen):

1. Mirror their language.
2. Start with their goals, not your Figma.
3. Summarize what you heard.
4. Frame in business terms.
5. Ask smart questions.
6. Connect it back to users.
7. Plant seeds early.

Key Point #3 :

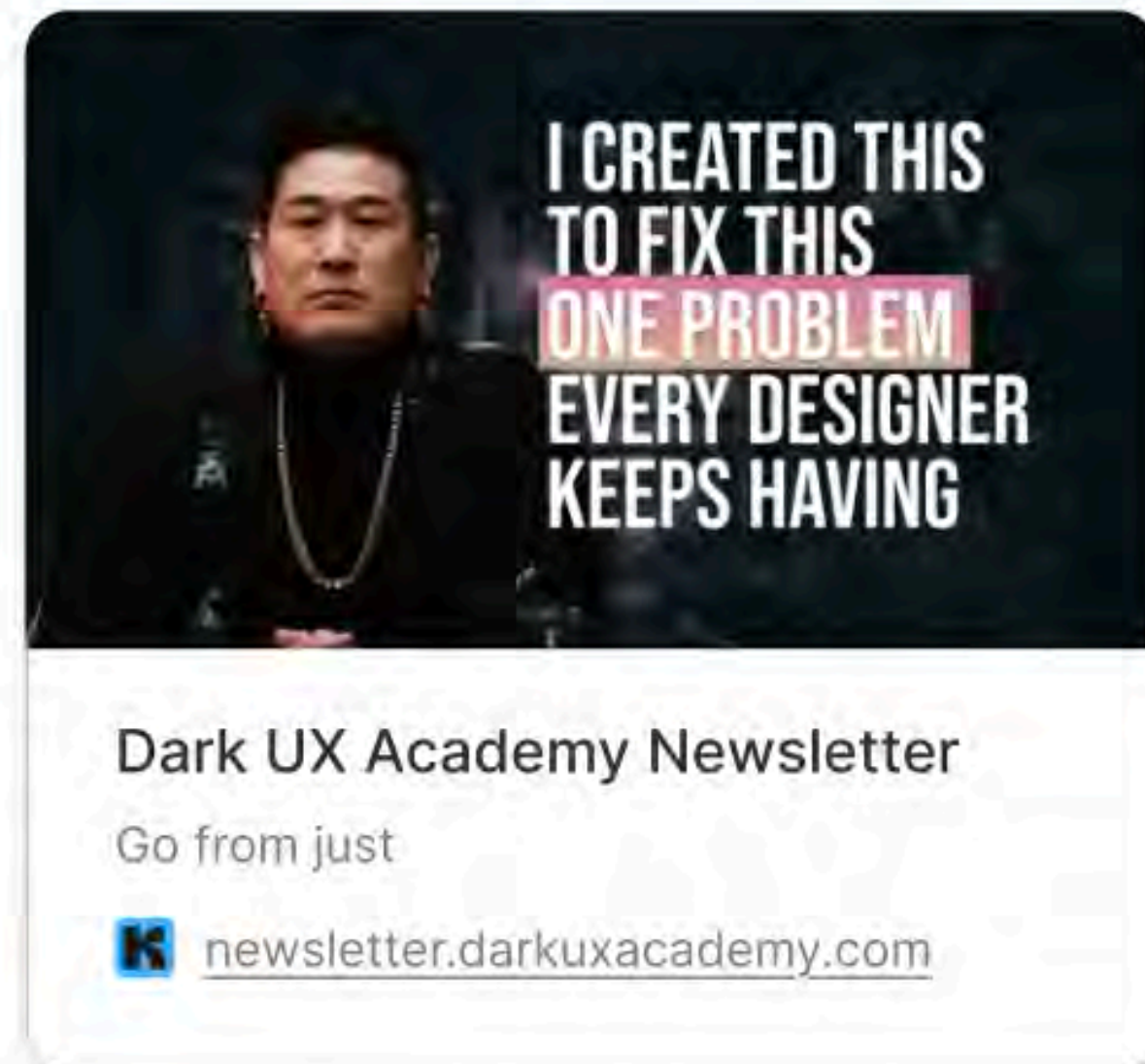
You gotta bait the
hook to suit the
fish.





DARK UX ACADEMY

James' Newsletter | Dark UX Academy



@darkuxacademy