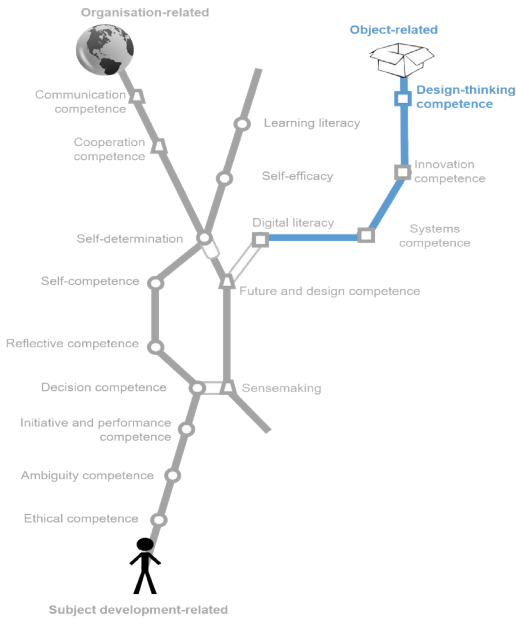


A 3.2.1 *Future Skill Profile* #10: Design-thinking competence



Definition: The *Future Skill Profile* design-thinking competence comprises the ability to use concrete methods to carry out creative development processes open-endedly with regard to given problems and topics and to involve all stakeholders in a joint problem and solution design process.¹⁶

Reference Competences: flexibility and openness, versatility, ability to shift perspectives, interdisciplinarity

Significance: As innovation ecosystems, *Future Organisations* are dependent on being able to use concrete methodological skills that incorporate the given social stakeholder constellations into concrete problem definition and solution designs, as represented in the *Future Skill Profile* design-thinking competence.

¹⁶ Design Thinking Competence was not included in the Delphi Survey.

Description: As a concrete methodological competence profile, the *Future Skill* design-thinking competence refers to the ability to develop concrete and creative solutions for organisations, processes or products that integrate stakeholders in the process and take their needs into account in a special way. In particular, this class of creative and innovation methods are summarised in the design-thinking profile. In addition to the concrete methodological skills, this *Future Skill* Profile is also concerned with promoting and shaping the organisational culture in *Future Organisations* in such a way that open-ended methods for core processes in the development and internal management of *Future Organisations* can be applied without leading to credibility crises.