

# \_WORLDBLU FORUM | 28.10.05

## :: Design Management

Selbständige Designer gestalten heute nicht mehr nur Produkte, sondern erarbeiten zunehmend Strategien für ihre Auftraggeber, um Design als wertsteigernde Dienstleistung im Unternehmen zu integrieren. Diese Entwicklung stellt neue Herausforderungen an die ausgebildeten Gestalter. Ralf Beuker arbeitet seit mehreren Jahren als freier



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# Design .... what???

- » What is Design Thinking?
- » Why makes it different?
- » How does it translate to practice?

# What is Design Thinking?

Creativity That Goes Deep - Mozilla Firefox

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**INSIGHT**  
By Roger L. Martin, Dean of Rotman School of Management

## Creativity That Goes Deep

Embracing design-shop approaches to problem solving means having to shed some key characteristics of how traditional companies work

The topic of design is as hot as a pistol these days. Everywhere you look, you see cover stories and conferences. If it's design-related, people are talking about it. Firms everywhere want to revolutionize themselves by turning design-oriented. They look wistfully at the stupendous growth that the iconic iPod has provided previously stagnating Apple Computer ([AAPL](#)), and believe that design can help them create their own version of the iPod and restart their growth engines.



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# What is Design Thinking?

Table of Contents | June 2005 - Mozilla Firefox

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**Table of Contents | June 2005**

**Features**

**The Power of Design**  
Want to innovate? Want to forge lasting connections with customers? Want to outflank competitors? Want to grow? The creative and incisive folks featured in our second annual report on the Masters of Design have a lot to teach you.

**Mentors to the Masters**  
Introducing the six-person, all-star jury -- drawn from academia, business, and design -- who helped select this year's masters.

**WEB More from the Mentors to the Masters**  
Design ideas and insights from the six-person, all-star jury -- drawn from academia, business, and design -- who helped select this year's masters.

**Taking the Public Pulse on Design**  
They get it -- even if others don't. That's the message from our new survey.

**Strategy by Design**  
In order to do a better job of developing, communicating, and pursuing a strategy, the head of Ideo says, you need to learn to think like a designer. Here's his five-point plan for how to make the leap.

**What P&G Knows About the Power of Design**  
Your products run for election every day, says Procter & Gamble CEO A.G. Lafley. And good design is critical to winning the campaign.

**Designer Approved**  
Who knows better than a top designer what the best-designed products are? We asked our five Masters of Design winners to share their top picks for home, office, and the road.

**Fast Take: Creating a Design-Centric Culture**  
Few people have had as much experience trying to inculcate design into a traditional corporate culture as Claudia Kutchka, P&G's VP for design innovation and strategy. Here are some of her

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# What is Design Thinking?

In June of 2002  
60 designers, managers and  
scholars gathered at the  
Weatherhead School of Management  
in the  
Frank Gehry designed  
Peter B. Lewis Building  
to consider

Video is courtesy of Case Western Reserve University

# Modes of Thinking

How to approach a problem:

- » **As a Puzzle:**  
One optimal solution: Quest for truth
- » **As a Dilemma:**  
Two possible solutions: Best of worst
- » **As a Trade-off:**  
Many possible solutions: Negative Correlation
- » **As a Paradox:**  
No definite solution: Seek the best possible

# How Design addresses paradoxes:



Wai-Loong Lim, partner in the design and research firm Y Studios

+



Mieko Kusano, director of product management at Sonos

## From Prototype To Product

### The Designers' Approach To Appeal.

An interview with Mieko Kusano, director of product management at Sonos and Wai-Loong Lim, partner in the design and research firm Y Studios, to discover how they designed the Sonos™ Digital Music System to appeal to connoisseurs of digital music.

#### What was the basic design philosophy?

**Wai:** I wanted a design that doesn't scream "technology." I used housewares as my reference to get away from the usual look of electronic gadgetry. The ZonePlayer has the silhouette of a Japanese lacquer box while the Controller may remind you of a dish if you look at it from the side. There are also subtle tactile details that are not apparent at first. If you pick up the controller, there's a rubber pad and two rectangles on the side so that it feels good in the palm of your hand.

**Mieko:** We had three basic design theorems. The first was "quiet confidence." We wanted to make sure that it was high quality, but at the same time establish a design language that is subtle. As you use our system throughout your home, it needed to blend in with many different environments. The second was "functional elegance." The system has a lot of innovative technology; it's designed to reveal itself as you use it rather than be in your face. The third was "innovative simplicity." We wanted people to say: "Hey, I can use this and enjoy it because it's not intimidating."

# How Design addresses paradoxes:



## How did you want the design to be perceived?

**Wai:** We have a favorite mantra, "Not your father's stereo," but it's always difficult to introduce new technology to the world. We designed the ZonePlayer to hide away discreetly anywhere in your house, so we kept the design very clean and unobtrusive. It's going to be around for a while, and we didn't want it to be dated the minute it came out of the factory.

**Mieko:** We wanted people to see that the device had high quality and value. Our goal was to exceed customer expectations. We could have made a transitional product that looked like a traditional stereo, but we believe that the Sonos Digital Music System is a new class of product and wanted to establish a design language that communicated this.

## What about the design is particularly innovative?

**Wai:** The overall simplicity. The design is full of subtleties that make it elegant. For example, the perforations in the top plastic panel are offset from the perforations on the bottom layer, so if you spill coffee on it, the liquid won't seep right into the unit.

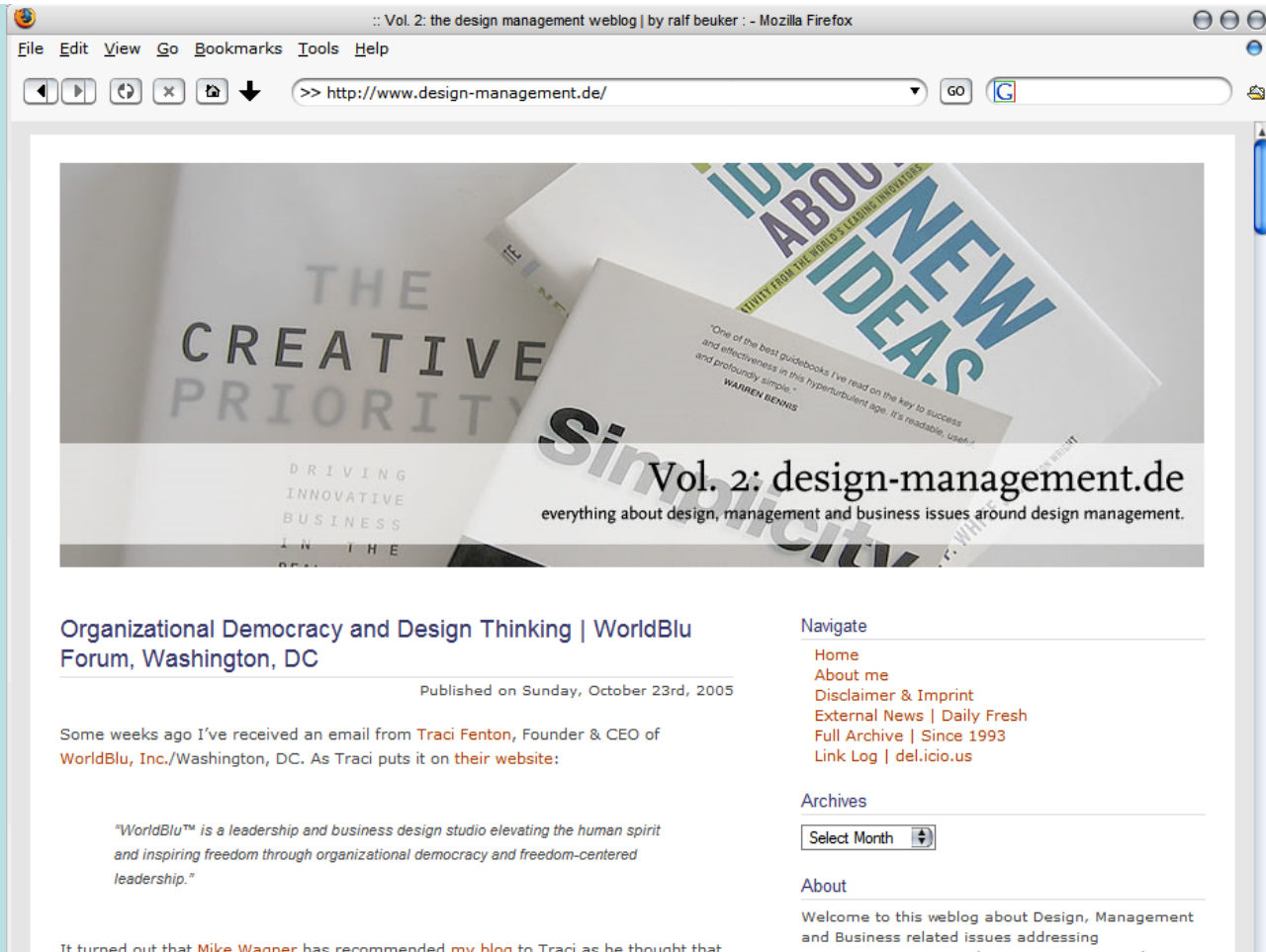
**Mieko:** The ZonePlayer's case is aluminum because that metal is so good at dissipating heat that the device doesn't need a noisy fan. The case is actually one solid piece of die-cast material. If you pick it up, you'll notice how solid it feels.

# How Design addresses paradoxes:

## Scientific/Academic Frameworks:

- » **Inductive Reasoning:**  
Observations > Theory > Verification
- » **Deductive Reasoning:**  
Hypothesis > Theory > Falsification
- » **Abductive Reasoning:**  
Collect > Collate > Consolidate > Collaborate

# How does this translate to how we work?



The screenshot shows a Mozilla Firefox browser window with the address bar displaying 'http://www.design-management.de/'. The page content features a header image with book covers and the text 'Vol. 2: design-management.de everything about design, management and business issues around design management.' Below the header, there is a main article titled 'Organizational Democracy and Design Thinking | WorldBlu Forum, Washington, DC' published on Sunday, October 23rd, 2005. The article text begins with 'Some weeks ago I've received an email from Traci Fenton, Founder & CEO of WorldBlu, Inc./Washington, DC. As Traci puts it on their website:'. A quote from WorldBlu is provided: 'WorldBlu™ is a leadership and business design studio elevating the human spirit and inspiring freedom through organizational democracy and freedom-centered leadership.' The article continues with 'It turned out that Mike Wanner has recommended my blog to Traci as he thought that'. On the right side of the page, there is a 'Navigate' section with links for Home, About me, Disclaimer & Imprint, External News | Daily Fresh, Full Archive | Since 1993, and Link Log | del.icio.us. Below that is an 'Archives' section with a 'Select Month' dropdown menu and an 'About' section with a welcome message.

# How does this translate to how we work?

Perspective - Mozilla Firefox

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http://www.nitibhan.com/perspective/

## Perspective

Change is the only constant.

October 27, 2005

### Collected thoughts - Design Industry

I noticed that I've written a random collection of thoughts on the design industry, and have selected some here.

- [Design studios, hiring etiquette](#)
- [A loose confederation of skunkworks](#)
- [Dream teams thrive on mix of old and new blood](#)
- [When Newsweek has a design special](#)
- [Changing landscape of the design industry](#)
- [Adding business metrics to design](#)
- [ID Strategy Conference](#)
- [PR for Design](#)
- [Fast Company June 05 Masters of Design issue](#)
- [Graduate design education and Core77](#)
- [Brand development in India](#)
- [Good design and unknown brands](#)
- [P&G takes design seriously - job advertisement analysis](#)
- [Comparing P&G job description to another](#)
- [Design, branding and the BW IDEA awards](#)
- [Ergonomics, BW and other thoughts](#)
- [Core77 article on Design and China](#)
- [Generation Gap or Digital Divide? - user interfaces for the elderly](#)
- [Experiencing design thinking in life](#)
- [Design language and branding - user interfaces by a newbie](#)
- [Design vs. Design thinking](#)
- [Design is a commodity](#)
- [Three case studies - design language of a successful brand](#)

### About

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### Recent Posts

- [Collected thoughts - Design Industry](#)
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- [Midnight Inspirations](#)
- [Names](#)
- [Change of Domain Notice](#)
- [Mr. Z. Ruess on design thinking](#)
- [Your good name, alias?](#)
- [One person's genealogy](#)
- [The Family of Man](#)
- [Thank you](#)

### Recent Comments

- [Jan McArthur on My Z. Ruess on design thinking](#)
- [Nitibhan on My Z. Ruess on design thinking](#)
- [Bill Becker on Mr. Z. Ruess on design thinking](#)
- [Michael Wagner on One person's genealogy](#)
- [Evelyn Rodriguez on tat boom asi](#)
- [Natalie Ray on The Family of Man](#)

# How does this translate to how we work?

CPH127  
Design + Innovation

Weblog Wiki Why CPH127? Cockpit Pilots Runways Newsstand Views Check-in? Links

< The School of hard skills | Main | links for 2005-10-26 >

## Ten new personas

IDEO and d-school extraordinaire Tom Kelley is due with a new book on innovation, it has not reached danish bookstores yet, so I wanted to share an excerpt I found online at Fast Company's website. In the book he introduce ten new personas (faces) for innovation processes, this is quite nifty!

### The Learning Personas

Individuals and organizations need to constantly gather new sources of information in order to expand their knowledge and grow, so the first three personas are learning roles. These personas are driven by the idea that no matter how successful a company currently is, no one can afford to be complacent. The world is changing at an accelerated pace, and today's great idea may be tomorrow's anachronism. The learning roles help keep your team from becoming too internally focused and remind the organization not to be so smug about what you know. People who adopt the learning roles are humble enough to question their own worldview, and in doing so, they remain open to new insights every day.

1. **The Anthropologist** brings new learning and insights into the organization by observing human behavior and developing a deep understanding of how people interact physically and emotionally with products, services, and spaces. When an Ideo human-factors person camps out in a hospital room for 48 hours with an elderly patient undergoing surgery, she is living the life of the anthropologist and helping to develop new health-care services.
2. **The Experimenter** prototypes new ideas continuously, learning by a process of enlightened trial and error. The Experimenter takes calculated risks to achieve success through a state of "experimentation as implementation." When BMW bypassed all its traditional advertising channels and created theater-quality short films for bmwfilms.com, no one knew whether the experiment would succeed. Its runaway success underscores the rewards that flow to Experimenters.

### About CPH127

CPH127 is a community sense-making initiative. We aim to create a open dialogue around the profound understanding of design, leadership and innovation.

### Recent comments

October 26, 2005 - Niti Bhan:  
[Opinion: Design Education and Culture](#)

October 26, 2005 - Ian McArthur:  
[Opinion: Design Education and Culture](#)

October 26, 2005 - Hans Henrik:  
[Opinion: Design Education and Culture](#)

October 26, 2005 - Niti Bhan:  
[The School of hard skills](#)

October 26, 2005 - Niti Bhan:  
[Opinion: Design Education and Culture](#)

October 26, 2005 - Steve Portugal:  
[The School of hard skills](#)

October 26, 2005 - Hans Henrik:  
[Opinion: Design Education and Culture](#)

October 25, 2005 - Niti Bhan:  
[Opinion: Design Education and Culture](#)

### Categories

- [Business Strategy](#)
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- [Design Thinking](#)
- [Digital Design](#)
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### Archives

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# How does this translate to how we work?

The screenshot shows a Mozilla Firefox browser window displaying the website <http://www.bolusd.org/>. The browser's address bar shows the URL. The website header features the logo "bplusd BUSINESS+DESIGN" and a navigation menu with links for "Home", "Books", "People", "Schools", "Firms", and "Events". The main content area is titled "what we're talking about" and describes the intersection of business and design. Below this, there is a section for "bplusdblog" featuring a post titled "Mindset and Skillset - Design Thinking Exercises Part 2" by Jess McMullin, dated October 23rd, 2005. The post discusses the need to address design thinking ability and lists various exercises. A sidebar on the right contains a search box, a "Pages" section, an "Archives" section with links for October 2005, September 2005, and April 2005, a "Categories" section with links for Business Models (1), Business + Design (4), Design Maturity (2), Design Thinking (9), Innovation (1), Meta (2), Methods (1), Practice (2), and Theory (1), and a "Business Design Blogs" section with links for Bruce Hirschbaum, Dave Pollard, Diego Rodriguez, Nili Bhan, Ralf Beuker, Scott Hirsch, Steve Portigal, and Victor Lombardi.

bplusd  
BUSINESS+DESIGN

less McMullin's blog on the intersection of business and design | Contact

Home Books People Schools Firms Events

## what we're talking about

The intersection of business and design, moving beyond form and function, design thinking, transforming experiences, transforming organizations, redesigning business as usual, reframing value, and more.

### bplusdblog

#### Mindset and Skillset - Design Thinking Exercises Part 2

October 23rd, 2005 by Jess McMullin

Reflecting on how we can help ourselves and others improve design thinking ability, I was struck by the need to address mindset and skillset exercises.

Mindset deals with things like design maturity. How do we change our thinking to address things like

- Framing
- Problem Solving
- Form and Function
- Abductive Thinking (generating multiple possibilities)

Skillset deals with specific activities, methods or tools like

- Prototyping and Modeling
- Iteration
- Observation
- Participatory Design

Search

#### Pages

[About Jess McMullin](#)

#### Archives

[October 2005](#)  
[September 2005](#)  
[April 2005](#)

#### Categories

[Business Models \(1\)](#)  
[Business + Design \(4\)](#)  
[Design Maturity \(2\)](#)  
[Design Thinking \(9\)](#)  
[Innovation \(1\)](#)  
[Meta \(2\)](#)  
[Methods \(1\)](#)  
[Practice \(2\)](#)  
[Theory \(1\)](#)

#### Business Design Blogs

[Bruce Hirschbaum](#)  
[CPH127](#)  
[Dave Pollard](#)  
[Diego Rodriguez](#)  
[Nili Bhan](#)  
[Ralf Beuker](#)  
[Scott Hirsch](#)  
[Steve Portigal](#)  
[Victor Lombardi](#)

# How does this translate to how we work?

The screenshot shows a Mozilla Firefox browser window displaying the homepage of designthinkinginstitute.com. The browser's address bar shows the URL http://www.designthinkinginstitute.com/. The website header includes the site name and tagline: "A VIRTUAL PLATFORM FOR NEW IDEAS ABOUT DESIGN, BUSINESS & ORGANISATIONS". A navigation menu contains links for HOME, ABOUT, and ARCHIVES. The main content area features a blog post titled "A transnational perspective on design thinking" dated Monday, October 24th, 2005 at 20:12 pm. The post text discusses the author's initial idea to collect resources and mentions Niti Bhan's response to Victor Lombardi's idea. A quote follows: "Here's how I would start framing it..." followed by a numbered list of three points. The right sidebar contains an "AUTHOR" section with a bio and a "RECENT ENTRIES" section listing several articles.

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design thinking institute.com

HOME ABOUT ARCHIVES

### A transnational perspective on design thinking

Monday, October 24th, 2005 at 20:12 pm

Even though my initial idea was to collect resources in some sort of chronological order I've decided to collect and document them as they come. Today Niti Bhan posted a great article in her blog as a response to Victor Lombardi's idea to frame the idea of design thinking. As I've understood his motivation he wants to push the discussion forward in order to be understood by the corporate boardroom as well (Quoted from his blog):

“ Here's how I would start framing it...

1. The pace and complexity of 21st century society present formidable challenges that require us to compliment our judgement thinking with an additional way of thinking which is collaborative, abductive, experimental, personal, integrative, and interpretive (replace with your own definition)
2. This way of thinking leads us to do (fill in kinds of actions)
3. These actions benefit companies by (fill in kinds of benefits in a way that impacts profit)

**AUTHOR**

After following and participating in the discussion about 'Design Thinking' I've decided to build this platform.

Feel free to drop Ralf Beuker an Email on resources you've discovered on 'Design Thinking'. Help building a community!

**RECENT ENTRIES**

- A transnational perspective on design thinking
- Organizational Democracy and Design Thinking | WorldBlu Forum, Washington, DC
- Design Thinking and the management of tensions
- Welcome to this new Forum
- Swarms, Pipelines, Design Thinking and Heraclitus

# How does this translate to how we work?

My ongoing investment in this blog and the similar efforts of others out there demonstrate the power of **'conversations'**. While there are a reasonable number of blogs out there in the area of design, innovation, creativity each author or community is adding their special perspective (which does not necessarily reflect consensus) to the discussion. By the same token 'Design' is about conversations and accordingly successful design is always embedded in the conversation (let it be directly/indirectly) with the customer/user context. Usability (Can I use it?), Usefulness (Would I use it?) and Emotion (Do I want to use it?) of a product or service are the ultimate benchmark criteria. On the other hand 'Design thinking' stimulates issues on Feasibility (Can we produce it?), Suitability (Should we produce it) and Acceptability (Do we want to produce it?)

Furthermore all of what is being said about 'Web 2.0' and '**Decentralized Networks**' these days is already in action as well: The Institute so far is represented by the blog and its content. Therefore by the same token systems like Wikipedia are kept alive by the input of their users different groups/stakeholders contribute in different ways and on platforms to the formation of a bigger picture about 'Design Thinking'. You might want to consider visiting Steve Portigal's and Niti Bhan's (among others) brainchild '**Does Size Matter**' in this context as well. They investigate

*"... whether large full service companies are better than smaller specialized firms in a loosely knit alliance, sourcing design, innovation, strategy and the answer to "Where do we go buy some innovation?"*

Another great source on how organizations might change in the future is David Pollard's blogposting '**The Changing Behaviour of Organizations**' where David observes how changed needs of customers, employees and other stakeholders will have an impact on the behaviour of organizations. Simply scan the table he's assembled in his posting and you can see clear links to design and democratic patterns.

Finally by accepting (strategic) issues as paradoxes you are to a large degree '**Giving up the delusion that you're in control**'. More than ever the customer is a 'volatile' variable in the game. Again David Pollard describes it very well by comparing today's with tomorrow's organizational behaviour on how to sell services and products:

*"Today: Selling aggressively, using researched persuasive techniques – Tomorrow: Conversing with customers to discover, and then respond to, articulated customer needs"*

## Reputation, and the Corporate Brand (Corporate Identity)



Design : Geschichte, Theorie und Praxis der Produktgestaltung (Design)

### Categories

- announcements (38)
- general news (12)
- german general news (12)
- automobile design (9)
- design management education (39)
- international news (20)
- kisd2003 (11)
- book reviews (4)
- magazine links (27)
- technology news (8)
- design management definitions (14)
- branding (6)
- web design management (3)
- consumer markets (24)
- conferences (14)
- management ideas (10)
- disruptive innovation (4)
- personal views (11)
- related blogs (3)
- Design Management Perspectives (11)
- del.icio.us links (29)
- Design Thinking (9)

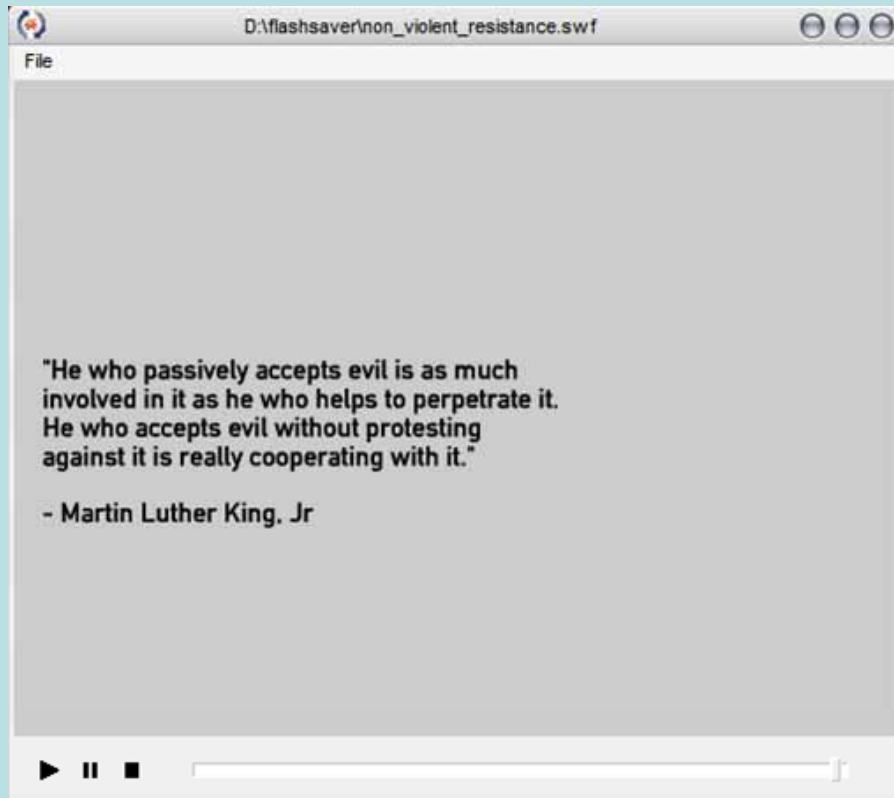
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- »cph127 | DK
- »BplusD | US
- »thepreparedmind.com | US
- »brand driven innovation | NL
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# How would „Design Thinking“ deal with this? – Puzzle or Paradox?



Flash Video is courtesy of: <http://www.djpauledge.com/wewillnotbesilenced>