Rethinking Design Thinking

Paul Pangaro, ph.d.
paul@cyberneticlifestyles.com
September, 2010

Wicked Problems

Hard or impossible to agree
What do we focus on? Why? Who says?

Each wicked problem is unique
How do we use what we've learned before?

Hard to know when "solved"
When are we "done"?

Demands new perspectives
By definition it's not been done before!

Today's really important design problems — economic, social, environmental — are wicked problems

Design Thinking

Design Thinking

- Beyond analytical thinking

- Designers from the start

- Empathy for users

- Open & inclusive process

- Brainstorming

- Rapid prototyping

Genesis of Design Thinking
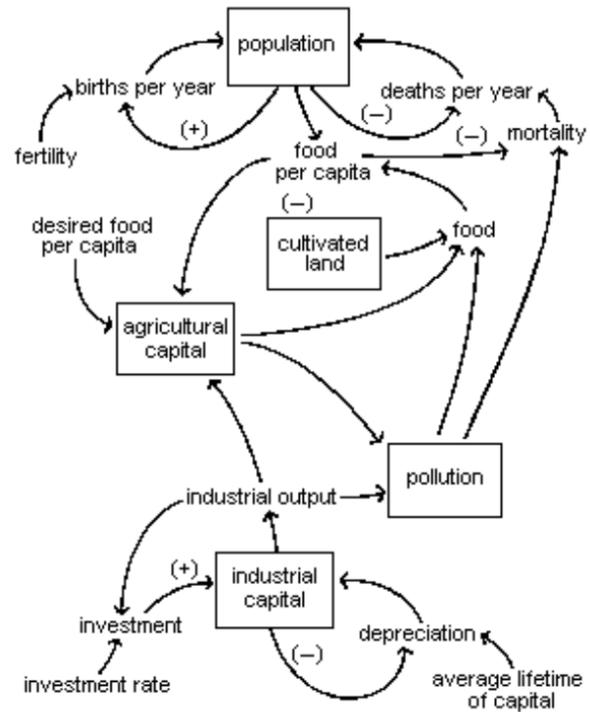
Value of the systemic approach

Genesis of Design Thinking

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**Design methods movement in late 1960s**

Genesis of Design Thinking

Value of the systemic approach
Design methods movement in late 1960s
Design as science — Herbert Simon
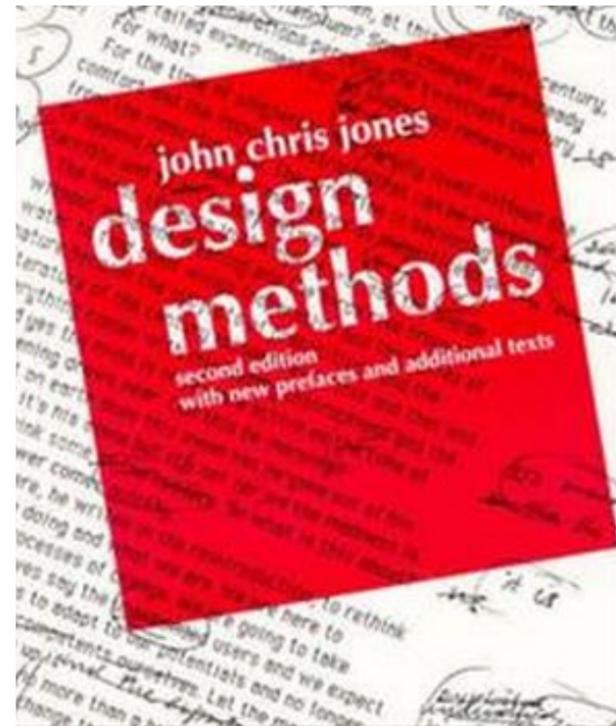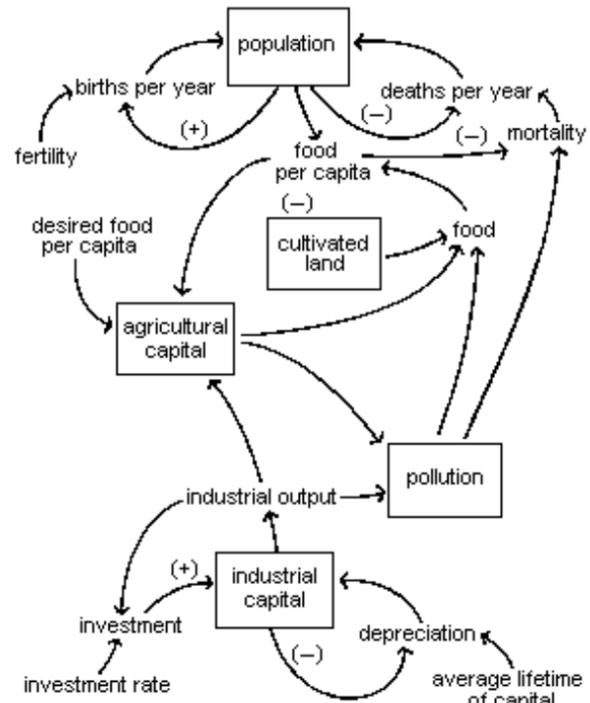
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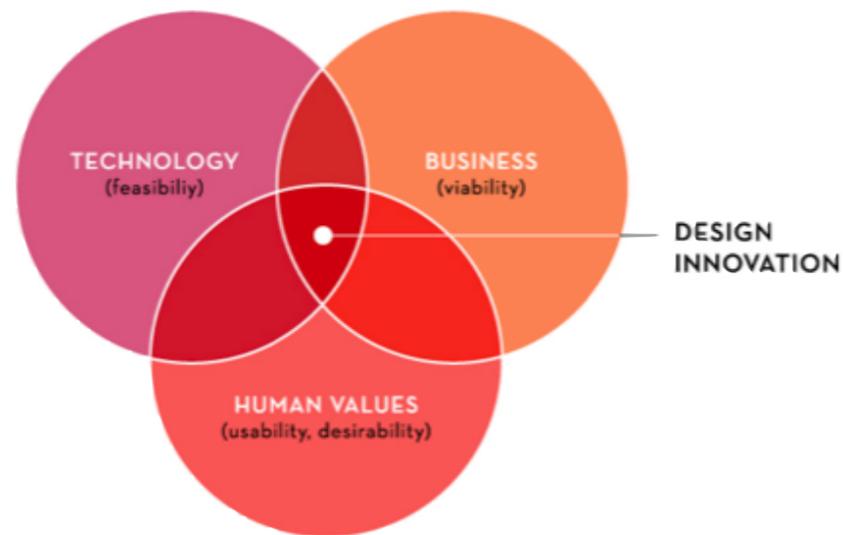
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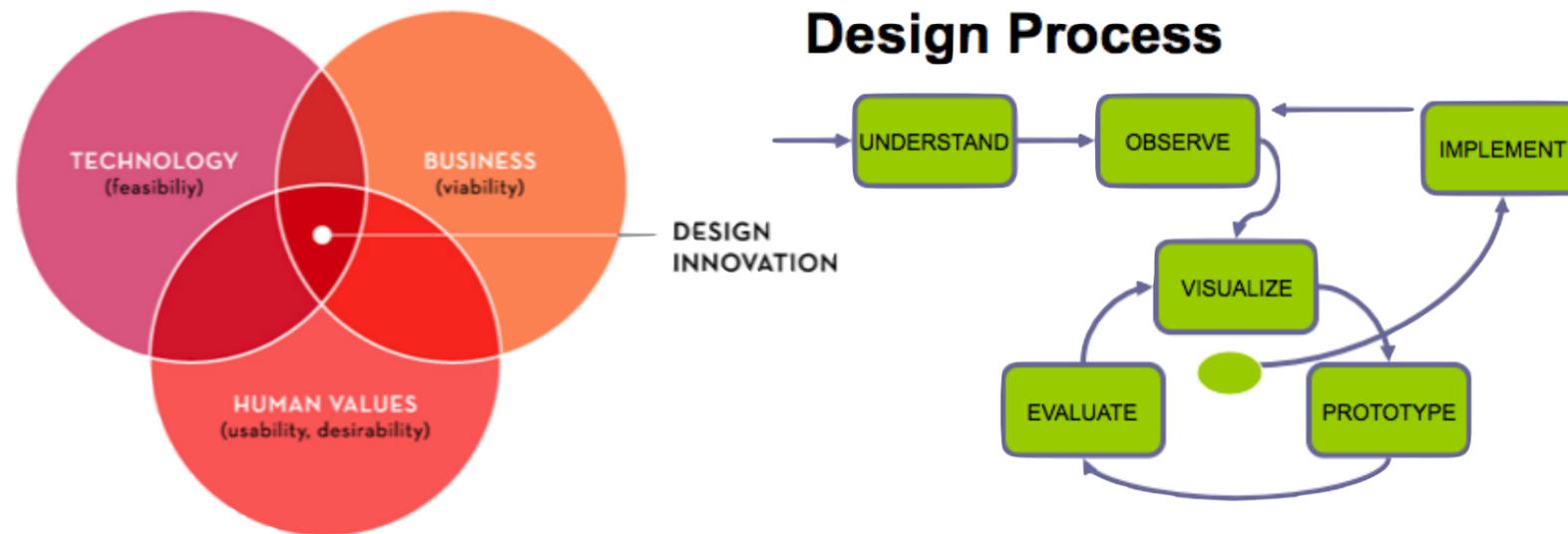
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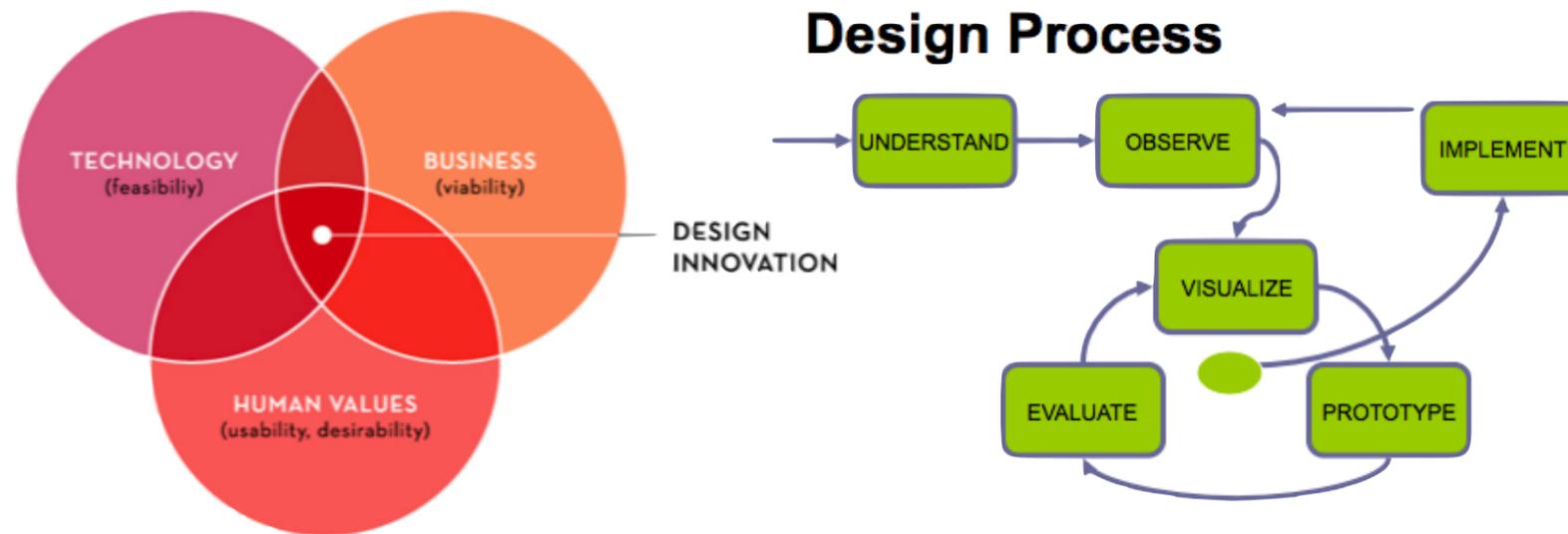
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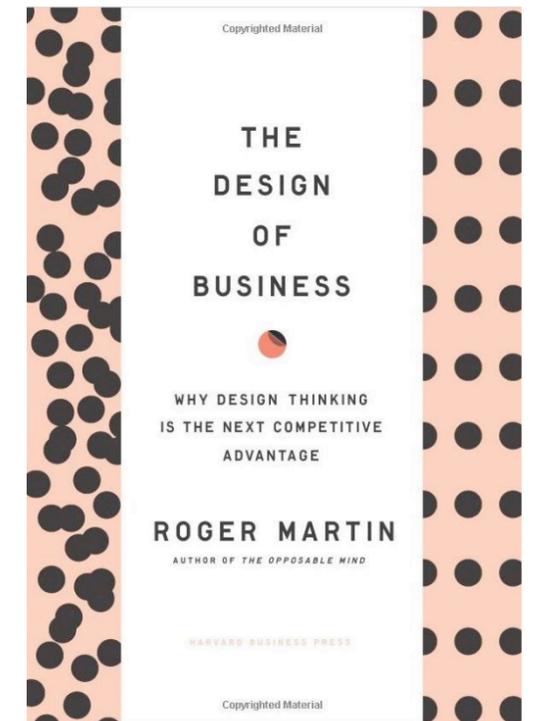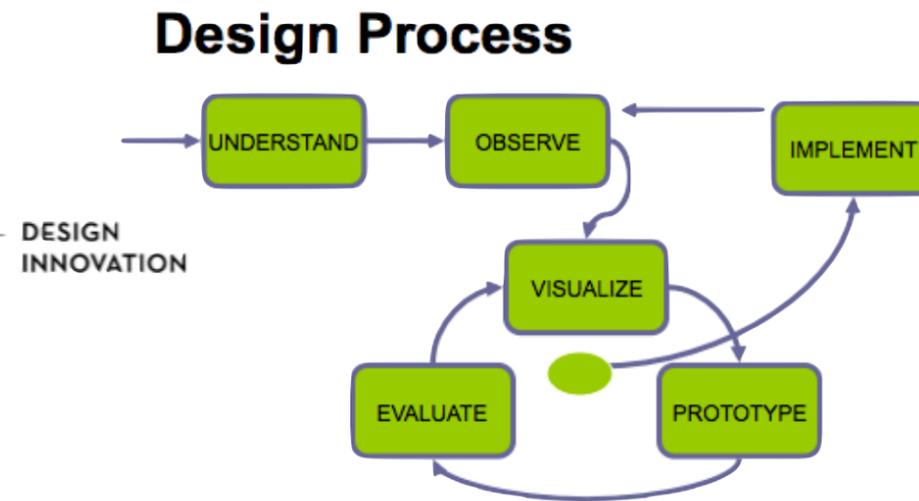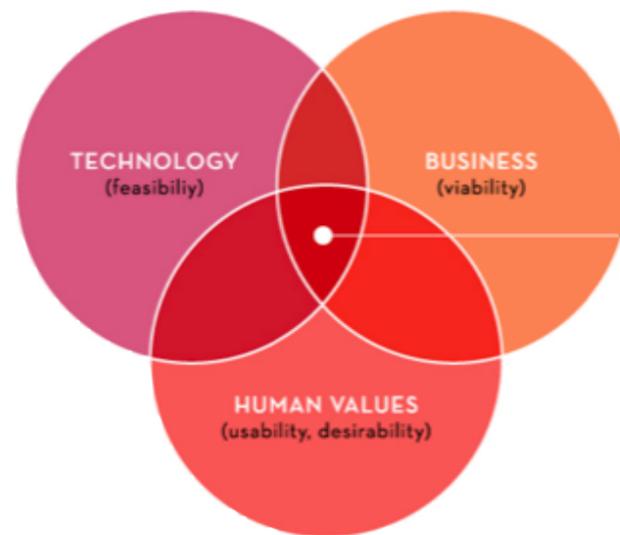
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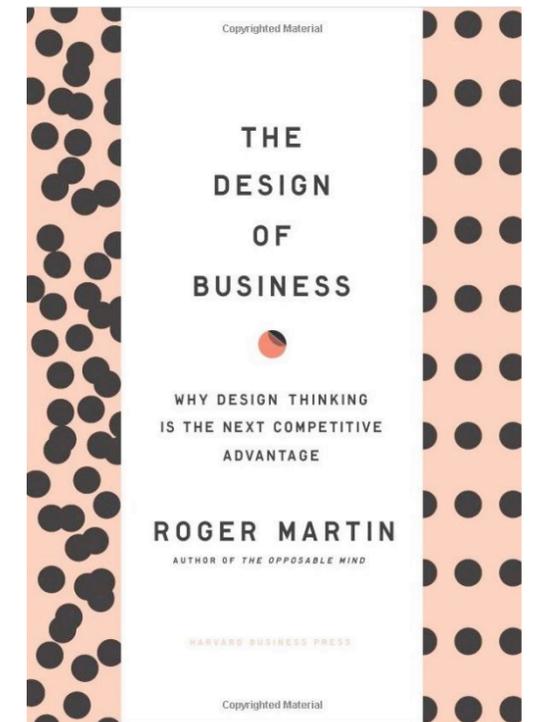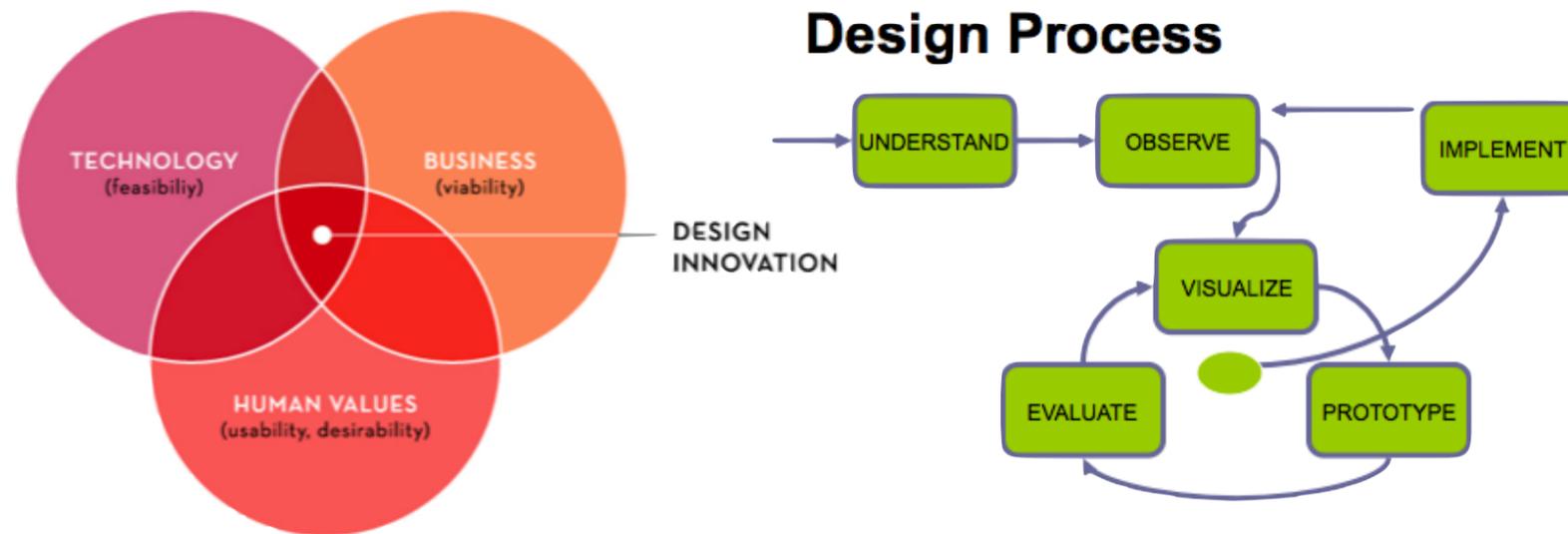
Business Argument for Design Thinking

Business success = innovation
Innovation = design thinking

Therefore
Business success = design thinking

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Which implies
A repeatable process...
Applicable to many situations

Iconic Examples of Design Collaborations

- Andriano Olivetti with Marcello Nizzoli at Olivetti

- Tom Watson with Eliot Noyes at IBM

- Max Dupree with George Nelson at Herman-Miller

- Hiroshi Yamauchi with Shigeru Miyamoto at Nintendo

- Steve Jobs with Jonathan Ive at Apple

after Hugh Dubberly

Rethinking Design Thinking

What is the process?

Design Thinking

What is the process?

Observe

Brainstorm

Prototype

What does that mean?

Ethnography	**Observe**
Open-ended idea generation	**Brainstorm**
Making and testing	**Prototype**

What does that mean?

Observe

Brainstorm

Prototype

Evaluate

What does that mean?

Observe

Brainstorm

Prototype

Iterate

Evaluate
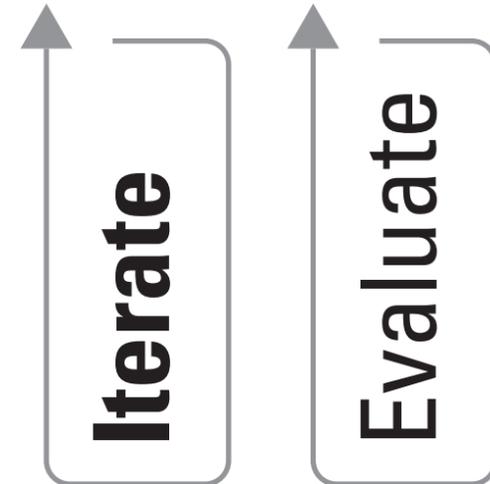
How do we judge what is better?

Observe

Brainstorm
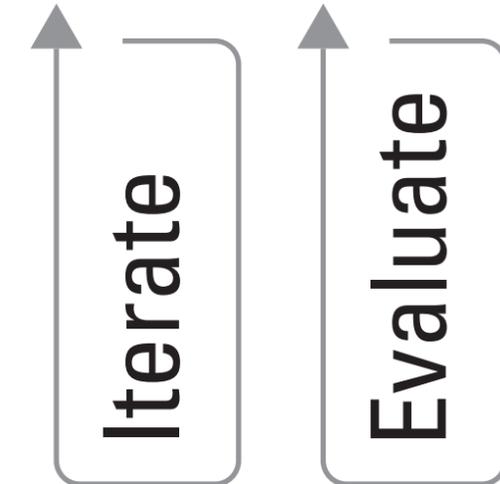
Prototype

Iterate

Evaluate

Limitations

Specific?

Rigorous?

Repeatable?

Observe

| Brainstorm |

| Prototype |

Iterate

Evaluate

Limitations

Specific?

Rigorous?

Repeatable?

Observe

Brainstorm

Prototype

Iterate
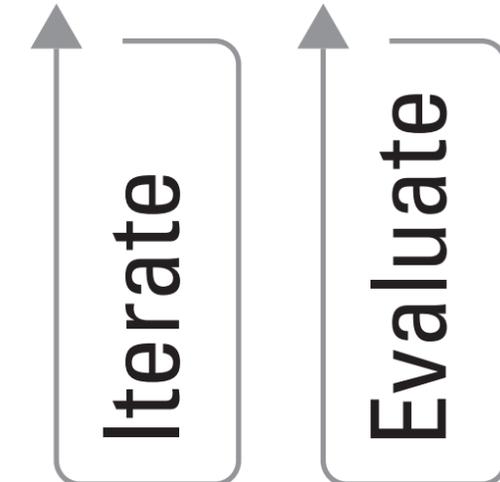
Evaluate
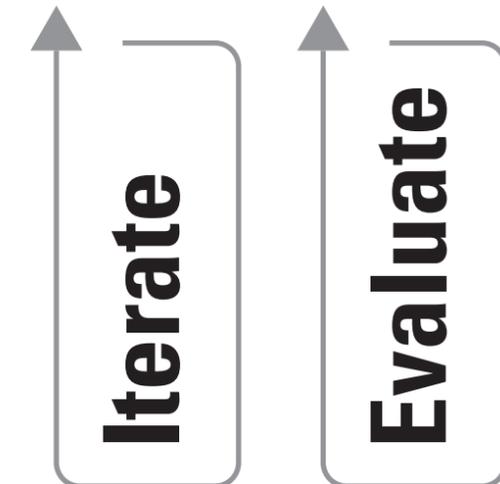
Clear?

Quantifiable?

Directed?

Rethinking...

Observe

Brainstorm

Prototype

Iterate

Evaluate
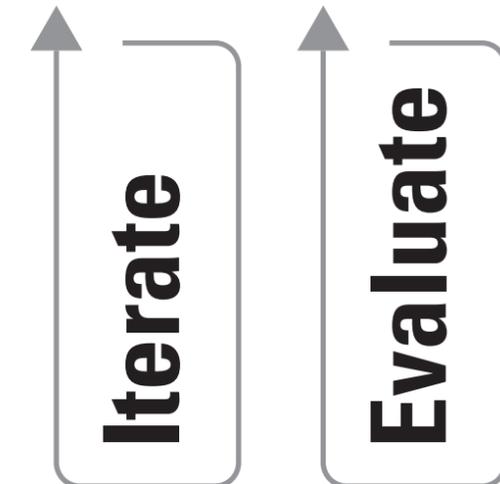
Design the Conversations

Design the conversations

Brainstorm

Prototype

Iterate

Evaluate
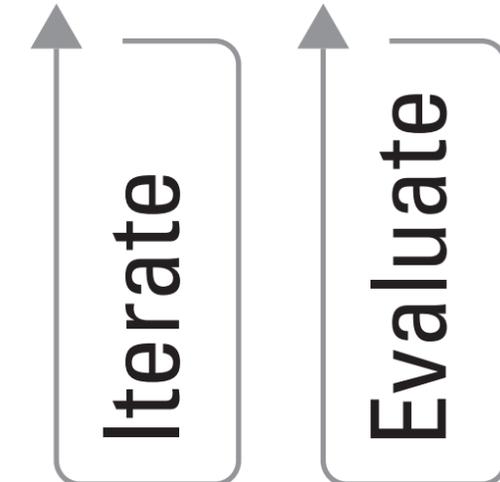
Find a Focusing Problem

Design the
conversations

**Find a
focusing problem**

Prototype

Iterate

Evaluate
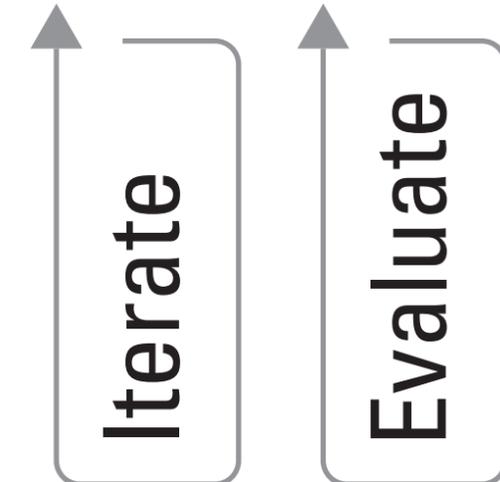
Find a Focusing Problem

Economic
From atoms to bits

Social
Consistent with who we are

Design the conversations

Find a focusing problem

Prototype
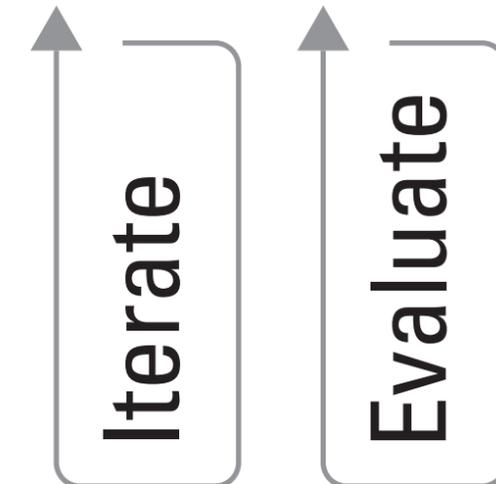
Iterate

Evaluate

Prototype a Solution

Design the
conversations
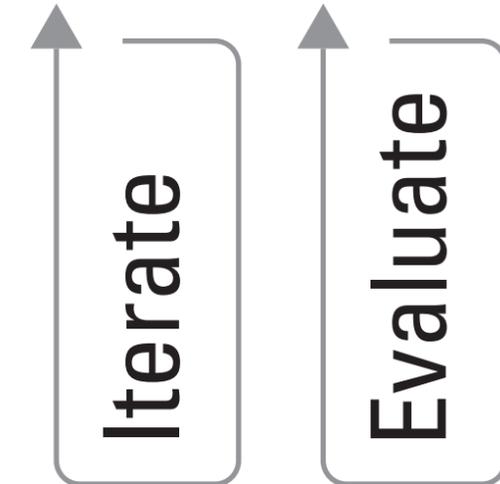
Find a
focusing problem

Prototype a solution

Iterate

Evaluate

Iterate & Evaluate

Design the
conversations

Find a
focusing problem

Prototype a solution
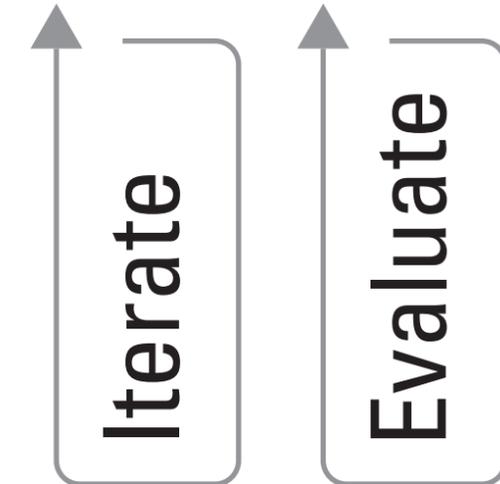
Iterate

Evaluate

Iterate & Evaluate

Measure
improvement in
user experience

Design the
conversations
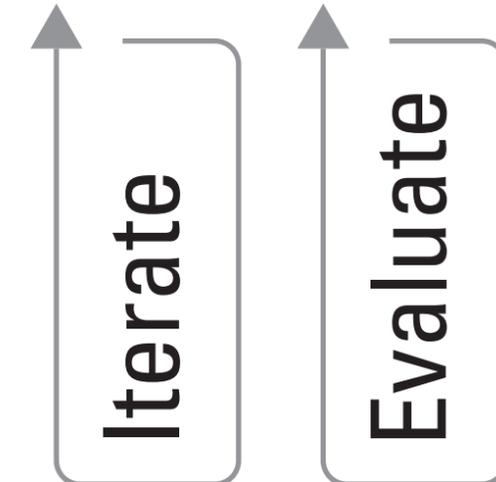
Find a
focusing problem

Prototype a solution

Iterate

Evaluate

Iterate & Evaluate

Measure
improvement in
user experience

Measure
convergence on
design goals

Design the
conversations

Find a
focusing problem

Prototype a solution

Iterate

Evaluate
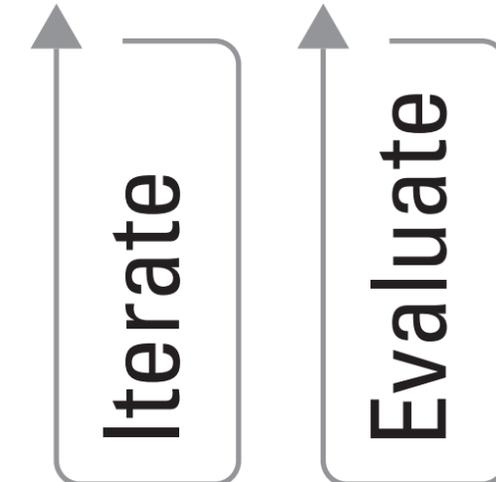
Conversation is the core

Measure improvement in user experience

Measure convergence on design goals

Conversation to Agree on Means

Rethinking Design Thinking

Conversation to Agree on Means

Design as Conversation

**Conversation to
Agree on Means**

Design as Conversation

Conversation to Agree on Goals

Iterate   Evaluate

Conversation to Agree on Means

Design as Conversation

Conversation to Create New Language

Iterate

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**Conversation to
Design the Designing**

Conversation to
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Design as Conversation

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Evaluate

Conversation to Agree on Goals

Iterate

Evaluate

Iterate

Evaluate

Conversation to Design the Designing

Iterate

Evaluate

Conversation to Agree on Means

Conversation Leads to Agreement

**Agreement** leads to action or transaction

Action repeated over time leads to relationship

Relationship maintained over time leads to trust

Trust provides a fertile ground for change

Change is the pivot-point of innovation

Innovation requires new language

New language is created in conversation

Redesigning Design – PICNIC '10

MAKING DESIGN REAL – Tim Kobe, Founder & Principle, Eight Inc
Co-creating conversations with brands and with consumers

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Being connected to products and the people behind them is a good idea

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Design as Conversation

Conversation to Create New Language

← Iterate

← Evaluate

Conversation to Agree on Goals

Iterate Evaluate

Iterate Evaluate

Conversation to Design the Designing

Iterate →

Evaluate →

Conversation to Agree on Means

Thank you.