



STEFANO MAFFEI

WHAT'S DESIGN THINKING?

IL DESIGN E' DAPPERTUTTO



DESIGN SCHOOL _ POLITECNICO DI MILANO
Corso di Laurea Magistrale in Design _ Anno Accademico 2011/2012

Cultori della materia: Massimo Bianchini / Patrizia Bolzan / Paolo Liaci / Diego Longoni

D.T. WILL RULE THE WORLD?

La visione del business

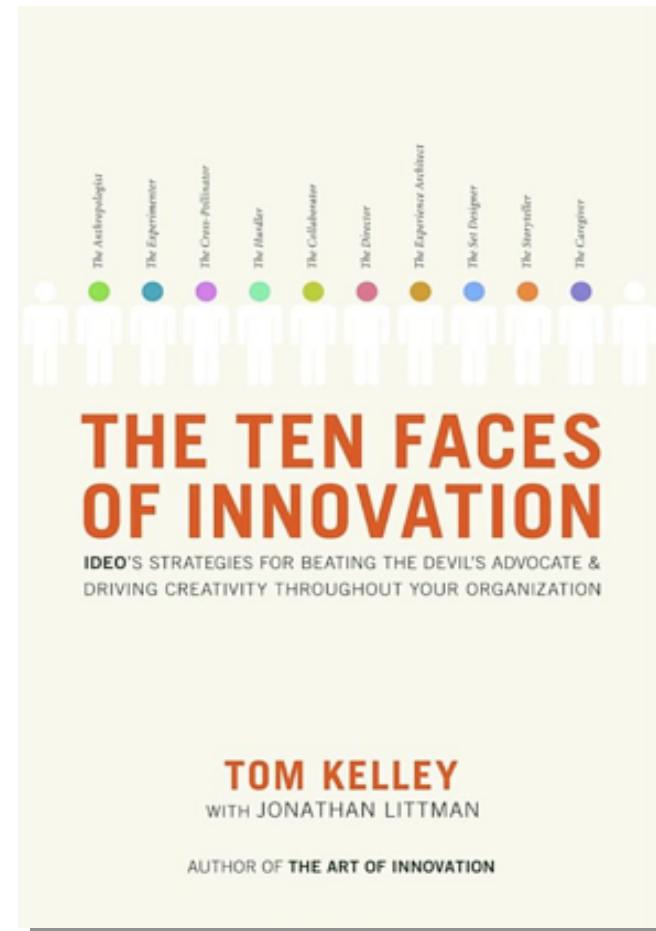
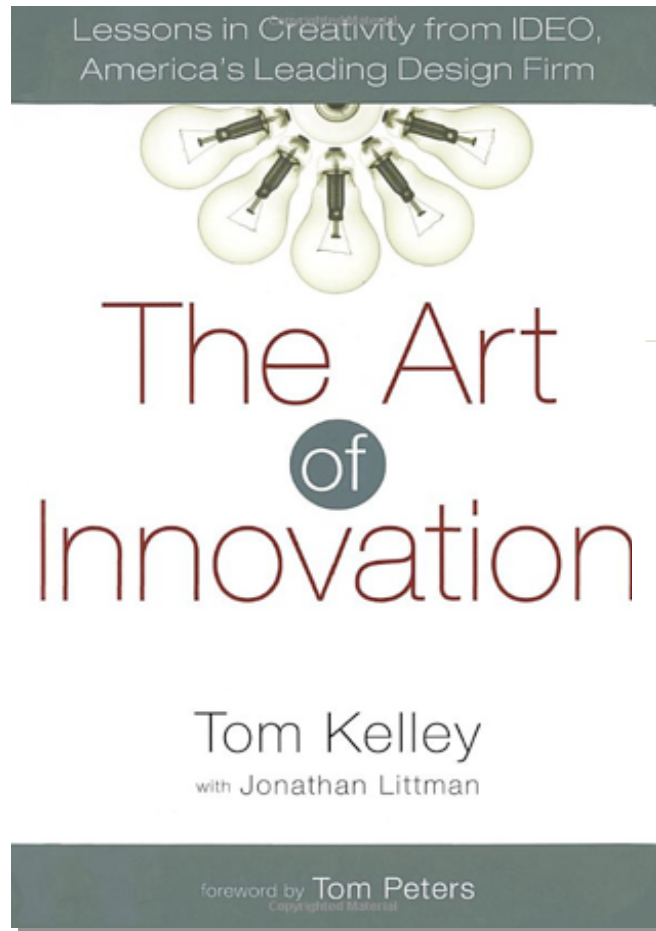
***DesignThinking* is a popular catch phrase for a more multi-disciplined approach to solving problems and tapping into authentic innovation -- the 'HOW' we do business. Unlike analytical thinking, design thinking is a creative process based on the "building up" of ideas.**

There are no judgments or fear of failure. This topic will cover that latest on design thinking, including efforts to redefine the idea of capitalism by blending the conversations around design thinking and social enterprise.

<http://bx.businessweek.com/design-thinking/>

IL CONTRIBUTO SEMINALE

Tom Kelley...sempre da IDEO



DESIGN THINKING

Tim Brown

Harvard Business Review 
www.hbr.org

Thinking like a designer can transform the way you develop products, services, processes—and even strategy.

Design Thinking

by Tim Brown

Reprint [ROB06E](#)



IL CONTRIBUTO SEMINALE

Un esempio

http://www.businessweek.com/video/?fr_story=aed88aecbbc3812653938a1d99e5beade27953b3&rf=bm#video=xhNXBrMjqu9x8m5wJL8yo8-79_pIMSxF



David Kelley



DESIGN THINKING

Un nuovo paradigma



*Thinking like a designer
can transform the way
you develop products,
services, processes – and
even strategy.*

Thinking

by Tim Brown

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HOMAS EDISON created the electric lightbulb and then wrapped an entire industry around it. The lightbulb is most often thought of as his signature invention, but Edison understood that the bulb was little more than a parlor trick without a system of electric power generation and transmission to make it truly useful. So he created that, too.

Thus Edison's genius lay in his ability to conceive of a fully developed marketplace, not simply a discrete device. He was able to envision how people would want to use what he made, and he engineered toward that insight. He wasn't always prescient (he

Photo courtesy of IDEO

hbr.org | June 2008 | Harvard Business Review 85

DESIGN THINKING

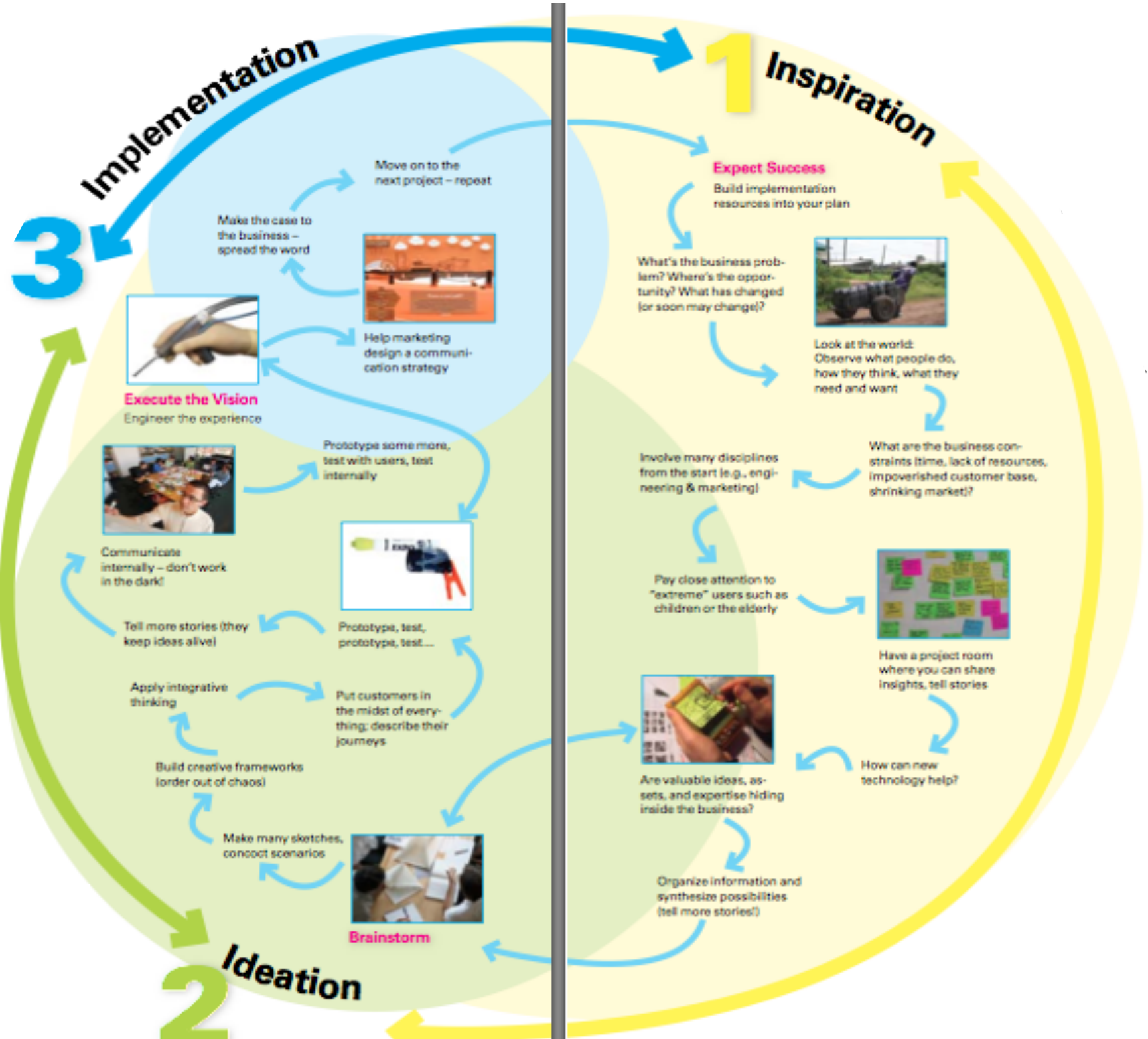
Una definizione

“...Design thinking can be described as a discipline that uses the designer’s sensibility and methods to match people’s needs with what is technologically feasible and what a viable business strategy can convert into customer value and market opportunity...”

[Tim Brown, *Design Thinking*, in HBR, giugno 2008]

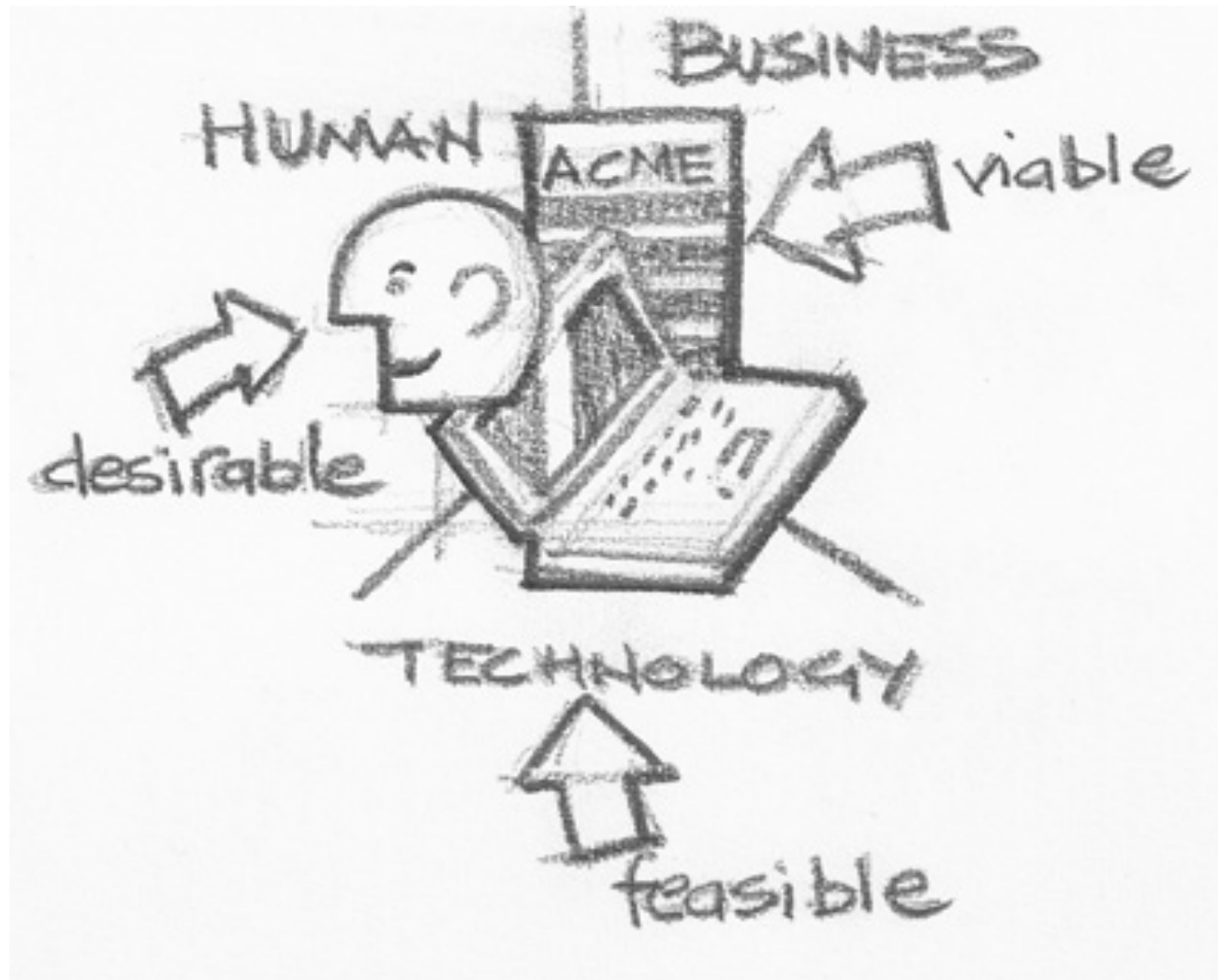
On reflection this is a narrow description that focuses on design thinking’s role within business. The next sentence that I wrote. “....design thinking converts need into demand” , which I borrowed from Peter Drucker, broadens things out a bit but still assumes an economic motivation.

<http://designthinking.ideo.com/?p=49>



DESIGN THINKING

I tre spazi dell'innovazione



DESIGN THINKING

Le precondizioni

smart teams

VS.

groupthink

DESIGN THINKING

Le precondizioni

cultures of innovation

>

smart environments

>

embodied thinking

DESIGN THINKING

Il principio base

**converting needs into
demand**

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putting people first

DESIGN THINKING

Il principio base

insight: learning from the lives of the others

inspiration

observation

emphaty

beyond the individual

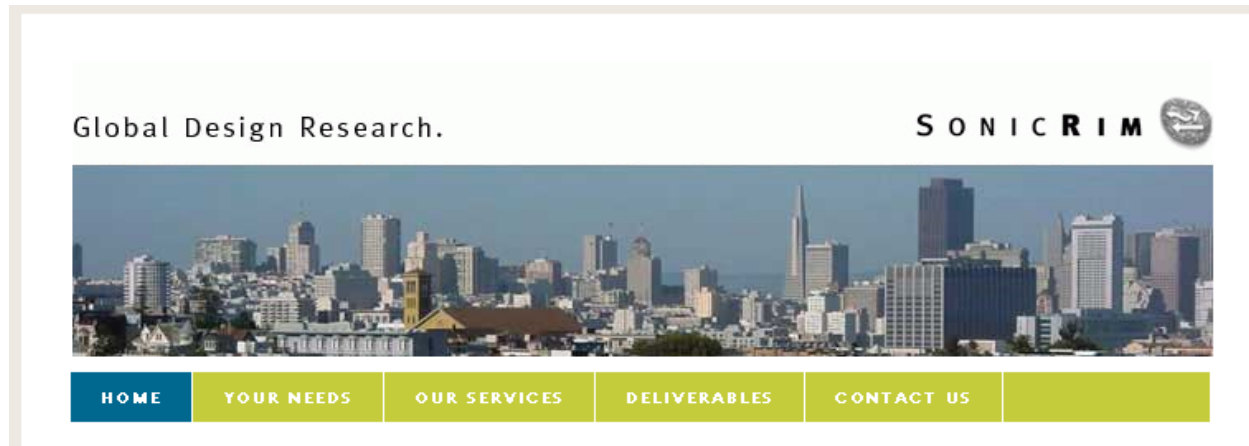
back to inspiration

DESIGN THINKING

Il principio base

What people: DO SAY THINK

<http://sonicrim.com/>



DESIGN THINKING

Next steps

**designers creating *for* people
to
designers creating *with* people
to
people creating *by themselves* through the
application of *user-generated content* and
*open-source innovation***

Jane Fulton Suri

DESIGN THINKING

Il pensiero convergente

Diverge

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create choices

Converge

>

make choices

DESIGN THINKING

1st step

optimism

>

brainstorming

>

visual thinking

DESIGN THINKING

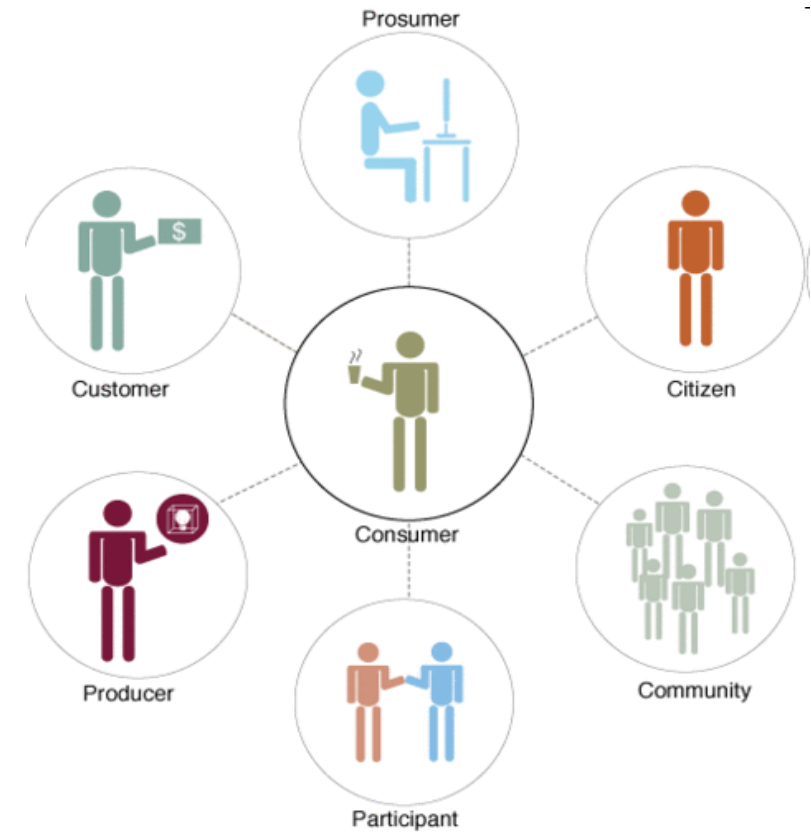
Il design dell'esperienza

dal consumo alla
partecipazione

progettare l'esperienza

economia dell'esperienza

[Pine&Gilmore, *L'economia dell'esperienza*, ETAS,
Milano, 2000]



DESIGN THINKING

Il design dell'esperienza



Experience prototyping

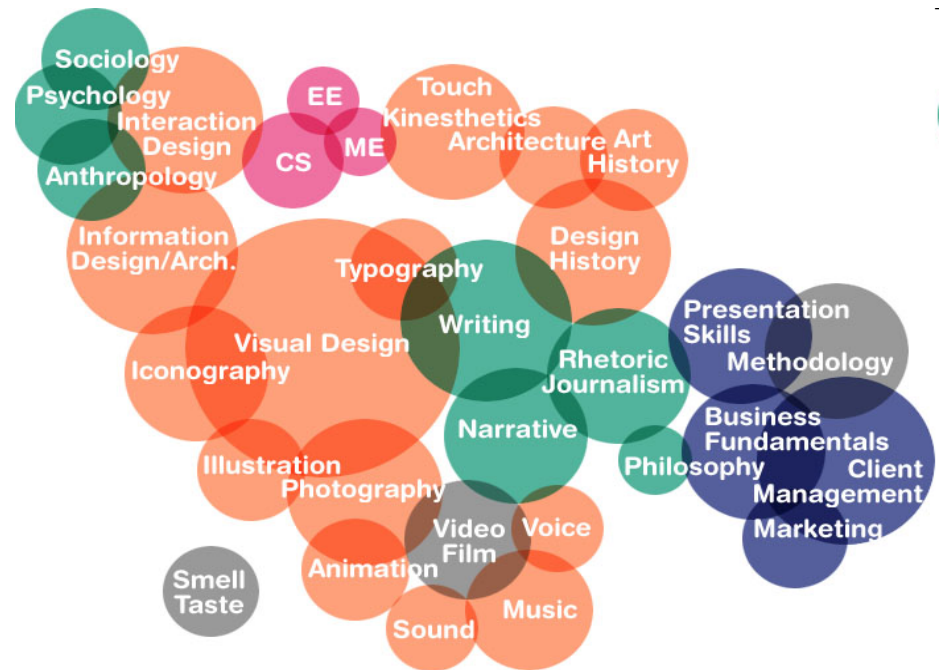
DESIGN THINKING

Il design dell'esperienza

Storytelling

The fourth dimension

Designing with time



DESIGN THINKING

Design activism?

Come recita la *Global Agenda Council on Design* del recente World Economic Forum tenutosi a Davos nel gennaio 2010

“...Design is an agent of change that enables us to understand complex changes and problems, and to turn them into something useful. Tackling today’s global challenges will require radical thinking, creative solutions and collaborative action...”

DESIGN THINKING

Design activism?

Hanno partecipato: Paola Antonelli, Carl Bass, Craig Branigan, Tim Brown, Brian Collins, Hilary Cottam, Kigge Mai Hivid, Larry Keeley, Chris Luebke, John Maeda, Mokena Makeka, Toshiko Mori, Kohei Nishiyama, Bruce Nussbaum, Alice Rawsthorn, Sudhir Sharma, Jens Martin Skibsted, Milton Tan, Arnold Wasserman.



<http://designthinking.ideo.com/?p=409#content>

DESIGN THINKING

Design activism?

Il design thinking quindi come un approccio, o un processo che mira a rendere il progetto aderente alla sua definizione più basilca, quella di Herbert Simon, ma per questo più interessante e pluralista, di “...trasformare una situazione data in una situazione desiderata...”.

DESIGN THINKING

Design activism?

Ma aggiungendogli degli ingredienti attuali, tradotti in parole chiave, che lo rendano:

“...Transparent: Complex problems require simple, clear and honest solutions.

Inspiring: Successful solutions will move people by satisfying their needs giving meaning to their lives, and raising their hopes and expectations.

Transformational: Exceptional problems demand exceptional solutions that may be radical and even disruptive.

Participatory: Effective solutions will be collaborative, inclusive and developed with the people who will use them.

Contextual: No solution should be developed or delivered in isolation but should instead recognize the social, physical and information systems it is part of.

Sustainable: Every solution needs to be robust, responsible and designed with regard to its long-term impact on the environment and society...”

DESIGN THINKING

Design activism+business?

Business Week, giornale feticcio del capitalismo avanzato mondiale sta dedicando a questo tema della relazione tra innovazione, design e business un'attenzione crescente.

Molti MBA di ambito economico tra cui il Business Design Initiative, della Rotman School of Management , o il programma congiunto in Design dell' Università di Stanford/Hasso Plattner Institute of Design (d.school) o il master in Transdisciplinary Design o la School of Design Strategies della Parsons The New School for Design, che offrono corsi in cui business, design e altre discipline stanno assieme.

In questo ancora una volta l' Italia è stata un' anticipatrice che ha investito poco nelle proprie potenzialità: il Master in Design Strategico del Consorzio Poli.Design del Politecnico di Milano risale addirittura al 1998, seguito in tempi più recenti dal Master in Business Design di Domus Academy.

DESIGN THINKING

Un profilo di personalità

A Design Thinker's Personality Profile Contrary to popular opinion, you don't need weird shoes or a black turtleneck to be a design thinker. Nor are design thinkers necessarily created only by design schools, even though most professionals have had some kind of design training. My experience is that many people outside professional design have a natural aptitude for design thinking, which the right development and experiences can unlock. Here, as a starting point, are some of the characteristics to look for in design thinkers:

Empathy.

They can imagine the world from multiple perspectives—those of colleagues, clients, end users, and customers (current and prospective). By taking a “people first” approach, design thinkers can imagine solutions that are inherently desirable and meet explicit or latent needs. Great designthinkers observe the world in minute detail. They notice things that others do not and use their insights to inspire innovation.

DESIGN THINKING

Un profilo di personalità

Integrative thinking.

They not only rely on analytical processes (those that produce either/ or choices) but also exhibit the ability to see all of the salient—and sometimes contradictory— aspects of a confounding problem and create novel solutions that go beyond and dramatically improve on existing alternatives. (See Roger Martin's The Opposable Mind: How Successful Leaders Win Through Integrative Thinking.)

Optimism.

They assume that no matter how challenging the constraints of a given problem, at least one potential solution is better than the existing alternatives.

DESIGN THINKING

Un profilo di personalità

Experimentalism.

Significant innovations don't come from incremental tweaks. Design thinkers pose questions and explore constraints in creative ways that proceed in entirely new directions.

Collaboration.

The increasing complexity of products, services, and experiences has replaced the myth of the lone creative genius with the reality of the enthusiastic interdisciplinary collaborator. The best design thinkers don't simply work alongside other disciplines; many of them have significant experience in more than one. At IDEO we employ people who are engineers and marketers, anthropologists and industrial designers, architects and psychologists.

DESIGN THINKING

Una conferenza

Innovation Through
Design Thinking

Timothy Brown

March 16, 2006

<http://mitworld.mit.edu/video/357>



GRAZIE

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