

ideo-affordance(s)

ideo design(s) – affordance(s) / meeting people

design(s) / change(s) / experience(s) / _ / .

... truly good design is about meeting people.

It is about opening doors.

Designers sometimes call these *affordances*.

I like to think of them as welcoming handshakes

visual clues that make you feel more comfortable.

the art of innovation
play / metaphor(s) / cycle(s)

ideo-art(s)

ideo design(s) – the art of innovation

design(s) / change(s) / experience(s) / _ / .

- innovation begins with an eye
- prototyping is the shorthand for innovation
- creating experiences for fun and profit
- in search of the wet nap interface

. / the art of innovation / create / innovation(s) / cycle(s) / ..

ideo-attitude(s)

ideo design(s) – attitude(s)

design(s) / change(s) / experience(s) / _ / .

... the transformation of a business-as-usual culture into one focussed on innovation and driven by design involves activities (*), decisions and attitudes.

(*) workshops, pilot projects, leadership, interdisciplinary teams, dedicated space. change by design / cycle(s)

ideo-barrier(s)

ideo design(s) – jumping barrier(s)

design(s) / change(s) / experience(s) / _ / .

- barrier(s) – hierarchy-based, bureaucracy, anonymous, clean, experts
- bridge(s) – merit-based, autonomy, familiar, messy, tinkerers

. / the art of innovation / brief(s) / cycle(s) / ..

ideo-blake(s)

ideo design(s) – satanic mills [heat, beat & treat]

design(s) / change(s) / experience(s) / _ / .

... they subordinate humans to the inscrutable logic of the machine, they degrade and frustrate us, they compromise the quality of life and the efficiency of work.

(service) companies must (innovate to) improve the quality of life!

change by design / cycle(s)

ideo-brief(s)

ideo design(s) brief(s) / fail early to succeed sooner

design(s) / change(s) / experience(s) / – / .

desirability

viability

feasibility

change by design / cycle(s)

ideo-communication(s)

ideo design(s) – communication(s) / the decline of traditional advertising

design(s) / change(s) / experience(s) / – / .

... all of these clever marketing tools not only were well executed, they also got people talking, and that became part of the story.

change by design / cycle(s)

ideo-compete(s)

ideo design(s) – compete / design thinking is more than design

design(s) / change(s) / experience(s) / – / .

... in today's fluid business environment, innovation is key to competitiveness.

change by design / cycle(s)

ideo-cult(s)

ideo design(s) – cult(s) / design thinking

design(s) / change(s) / experience(s) / – / .

... others, less in awe of the **cult of the designer**, may confuse the mastery of the tools – including the qualitative tools of brainstorming, visual thinking & storytelling – with the ability to reach a design solution.

... design thinking is neither an art nor a science. it is the capacity, ultimately, for **integrative thinking**.

change by design / cycle(s)

ideo-culture(s)

ideo design(s) – culture / innovation(s)

design(s) / change(s) / experience(s) / – / .

a culture that believes it is better to ask forgiveness afterward rather than permission before, that rewards people for success but gives them permission to fail, has removed one of the main obstacles to the formation of new ideas.

change by design / cycle(s)

ideo-design(s)

ideo design(s) – design thinking is more than design

design(s) / change(s) / experience(s) / – / .

1. inspiration – problem or opportunity
2. ideation – generating, developing & testing ideas
3. implementation – from project room to market

change by design
affordance(s) / attitude(s) / cycle(s)

ideo-experience(s)

ideo design(s) – experience(s)

design(s) / change(s) / experience(s) / – / .

- design is about delivering a satisfying experience
- design thinking is about creating a multipolar experience in which everybody has the opportunity to participate in the conversation ...

comfort / style / community

. / change by design / cult(s) / attitude(s) / future(s) / cycle(s) / ..

ideo-future(s)

ideo design(s) – future / where do we go from here?

design(s) / change(s) / experience(s) / – / .

... we are at a critical point where rapid change is forcing us to look not just to new ways of solving problems but to new problems to solve.

. / change by design / innovation(s) / cycle(s) / ..

ideo-great(s)

ideo design(s) – how to create great product(s) & service(s)

design(s) / change(s) / experience(s) / – / .

1. make a great entrance – easy to find your way about
2. make metaphors – to inspire (y)our new products
3. think briefcase – between work & home
4. color inspires – from business black to candy-pink
5. backstage pass – let them know what's behind ...
6. one click is better than two – as in autopilot
7. goof proof – with auto-save and undo
8. first, do not harm – or provide discomfort
9. etcetera – checklist / great extra(s)!

the art of innovation / cycle(s)

ideo-hot(s)

ideo design(s) – hot group(s) / characters process / ... / artist(s) / engineer(s) / designer(s) / mind(s) / _ / .

1. the visionary – rise above the others!
2. the troubleshooter – no excessive politeness, ...
3. the iconoclast – as a counterpoint
4. the pulsetaker – as a heart
5. the craftsman – with talent(s) & technology
6. the technologist – to unlock byzantine problems
7. the entrepreneur – bright & innovative
8. the cross-dresser – self-educated/self-motivated

the art of innovation / team(s) / cycle(s)

ideo-idea(s)

ideo design(s) – the politics of new idea(s)

design(s) / change(s) / experience(s) / _ / .

... at the heart of every good story is a central narrative about the way an idea satisfies a need in some powerful way ...,

as it unfolds the story will give every character represented in it a sense of purpose and will unfold in a way that involves every participant in the action.

change by design / cycle(s)

ideo-innovation(s)

ideo design(s) – innovation(s) / storytelling

design(s) / change(s) / experience(s) / _ / .

... it is essential that storytelling begins early in the lifecycle(s) of a project and be woven into every aspect of the innovation effort.

. / change by design / future(s) / cycle(s) / .. /

ideo-inspiration(s)

ideo design(s) – prototype as inspiration

design(s) / change(s) / experience(s) / _ / .

... designers may need a fully equipped model, but **design thinkers** can build prototypes in the cafeteria, a boardroom or a hotel suite.

change by design / cycle(s)

ideo-journey(s)

ideo design(s) – journey / adherence

design(s) / change(s) / experience(s) / _ / .

1. time-based design – each journey will be different
2. designing with time means thinking of people as living, growing, thinking organisms,
3. ... who can help write their own stories!

. / change by design / barrier(s) / cycle(s) / ..

ideo-kill(s)

ideo design(s) – ways to kill a brainstorm(er)

design(s) / change(s) / experience(s) / – / .

1. the boss gets to speak first
2. everybody gets a turn
3. experts only please!
4. do it off-site
5. no silly stuff
6. write down everything!

. / the art of innovation / weirdo(s) / attitude(s) / rule(s) / journey(s) / cycle(s) / ..

ideo-life(s)

ideo design(s) – life / design with a small 'd'

design(s) / change(s) / experience(s) / – / .

... using design as a tool to improve the quality of life at every level, as opposed to creating the signature of *objets* that grace the pedestals of art museums and the covers of lifestyle magazines.

change by design / cycle(s)

ideo-limit(s)

ideo design(s) – era of limit(s)

design(s) / change(s) / experience(s) / – / .

... we are entering an era of limits.

the cycle of mass production and mindless consumption that defines the industrial age is no longer sustainable.

design thinking needs to be turned towards the formulation of a new participatory social contract! change by design / cycle(s)

ideo-matrix(s)

ideo design(s) – process / design thinking is more than design

design(s) / change(s) / experience(s) / – / .

	existing users	new users
new offerings	extend/evolutionary	create/revolutionary
existing offerings	manage/incremental	adapt/evolutionary

change by design

cycle(s)

ideo-message(s)

ideo design(s) – spreading the message / storytelling

design(s) / change(s) / experience(s) / – / .

... we rely on stories to put our idea(s) into context and give them meaning. It should be **no surprise**, than, that the human capacity for storytelling plays an important role in the intrinsically human-centered approach to problem solving: **design thinking**.

change by design / cycle(s)

ideo-model(s)

ideo design(s) – internet as model

design(s) / change(s) / experience(s) / – / .

... the internet, in other words, characterized by dispersed, decentralized, naturally reinforcing networks, is not so much a **means** as the **model** of the new forms of organization taking shape.

change by design / cycle(s)

ideo-observation(s)

ideo design(s) – observation(s)

design(s) / change(s) / experience(s) / – / .

watching what people don't do

listening to what people don't say

empathy = standing in the shoe(s) of others

change by design / cycle(s)

ideo-organization(s)

ideo design(s) – organization(s)

design(s) / change(s) / experience(s) / – / .

... the fact remains that curiosity does not thrive in organizations that have grown cynical.

change by design / cycle(s)

ideo-paradox(s)

ideo design(s) – prototyping paradox

design(s) / change(s) / experience(s) / – / .

... they slow us down to speed us up!

change by design / cycle(s)

ideo-pioneer(s)

ideo design(s) – pioneer(s) / designer(s) of the past

design(s) / change(s) / experience(s) / – / .

... not minimalist, esoteric members of design's elite priesthood

but ... creative innovators who could bridge the chasm between thinking and doing because they were passionately committed to the goal of a better life and a better world around them.

tomorrow – today: around the world design thinkers have become activists and are applying their skills to sources of dysfunction.

change by design / cycle(s)

ideo-plant(s)

ideo design(s) – planting tips / cross-pollination(s)

design(s) / change(s) / experience(s) / – / .

1. subscribe & surf – browse magazines & books
2. play director – take perspective of film/story
3. hold an open house – invite experts & everybody
4. inspire advocate(s) – exercise mental diversity
5. hire outsider(s) – to introduce new ideas
6. change hat(s) – ... importance of observation(s)
7. cross-train – drills & processes from other ...

the art of innovation / cycle(s)

ideo-pong(s)

ideo design(s) – story / life-size pong (350 people)

design(s) / change(s) / experience(s) / – / .

... as the prototype unfolded, we learned that a story needs to be repeated many times before people understand how it applies to them and many more times again before they change their behavior.

change by design / cycle(s)

ideo-portfolio(s)

ideo design(s) – portfolio(s) / diversity

design(s) / change(s) / experience(s) / – / .

a company's best defense is to diversify its portfolio by investing across all quadrants of the innovation matrix.

change by design / cycle(s)

ideo-practice(s)

ideo design(s) – hitting the practice room

design(s) / change(s) / experience(s) / – / .

- watch customers
- play with your physical workspace
- think verbs not nouns
- break rules and fail forwards
- stay human
- build bridges – across people & departments

have some serious fun!

the art of innovation / cycle(s)

ideo-process(s)

ideo design(s) – process / design thinking is more than design

design(s) / change(s) / experience(s) / – / .

... the reason for the iterative, non-linear nature of the journey is not that design thinkers are disorganized or undisciplined but that design thinking is fundamentally an exploratory process

. / change by design / cycle(s) / affordance(s) / ..i/a?

ideo-prototype(s)

ideo design(s) – prototyping / building to think

design(s) / change(s) / experience(s) / – / .

... this shift from physical to abstract, and back again, is one of the most fundamental processes by which we explore the universe, unlock our imagination(s) and open (y)our mind(s) to the new possibilities.

change by design / cycle(s)

ideo-rigor(s)

ideo design(s) – rigor(s)

design(s) / change(s) / experience(s) / – / .

... people who practice design thinking rely heavily upon imagination, insight and inspiration, but at (...) they are equally committed to the rigors of scientific procedure(s).

change by design / cycle(s)

ideo-rule(s)

ideo design(s) – rule(s) / brainstormer(s)

killer(s) / ... / design(s) / practice(s) / revolution(s) / – / .

1. sharpen the focus – well-honed problem statement
2. playful rules – don't critique or debate ideas
3. number your ideas – obvious, right?
4. build & jump – facilitate steep power curves!
5. space remembers – record flow of ideas
6. stretch (y)our mental muscle(s) – time is short!
7. get physical – brainstorms are extremely visual

. / mind(s) / the art of innovation / cycle(s) / ..

ideo-story(s)

ideo design(s) – story / toolkit

design(s) / change(s) / experience(s) / – / .

... storytelling needs to be in the toolkit of every design thinker – in the sense not of a tidy beginning, middle and end, but of an ongoing, open-ended narrative that engages people and encourages them to carry it forward and write their own conclusions.

... design thinking can help us chart a path into the future ..

change by design
play / serious / design(s) / cult(s) / cycle(s)

ideo-team(s)

ideo design(s) – smart team(s)

design(s) / change(s) / experience(s) / – / .

in an interdisciplinary team there is collective ownership of ideas and everybody takes responsibility for them.

change by design / cycle(s)

ideo-time(s)

ideo design(s) – time / design in the fourth dimension

design(s) / change(s) / experience(s) / – / .

... designing in time is a little different from designing in space.

verb(s) *not* **noun(s)**

change by design / game(s)
play / cycle(s)

ideo-trick(s)

ideo design(s) – from black art to systematic procedure

design(s) / change(s) / experience(s) / – / .

... the trick is to do this without sucking the life out of the creative process – to balance management's legitimate requirement for stability, efficiency and predictability with the design thinker's need for spontaneity, serendipity, and experimentation.

change by design / cycle(s)