

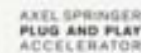


# WHY DESIGN THINKING NEEDS A RE-THINK FOR BUSINESS

2/28/19

[mkupp@escpeurope.eu](mailto:mkupp@escpeurope.eu)

@martinkupp



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## PRODUCT DESIGN & JOINT PROGRAM IN DESIGN

### Ideo's David Kelley on "Design Thinking"

By: Linda Tischler Fri Jan 16, 2009 at 11:12 AM



Courtesy IDEO

David Kelley, founder of the design firm Ideo and the Stanford d.school, was leading a charmed existence. Then he felt a lump.

#### Related Content

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The smell of ramen noodles wafts over the Stanford d.school classroom as David Kelley settles into an oversize red leather armchair for a fireside chat with new students. It's 80 degrees and sunny outside in Palo Alto, and as the flames flicker merrily on the big computer screen behind him, Kelley, founder of both the d.school and the global design consultancy Ideo, introduces his grad students to what "design thinking" -- the methodology he made famous and the motivating idea behind the school -- is all about.

Today's task: Design a better ramen experience.

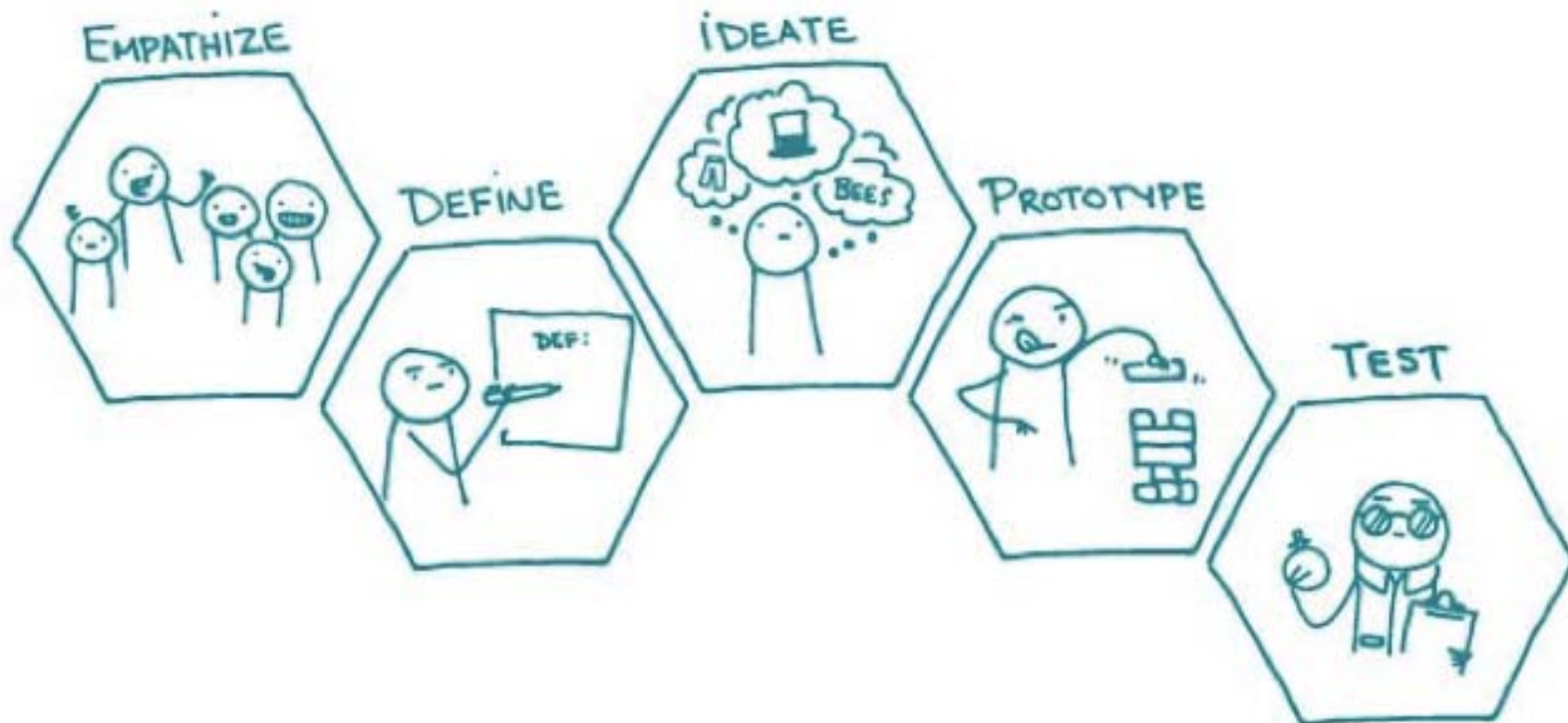


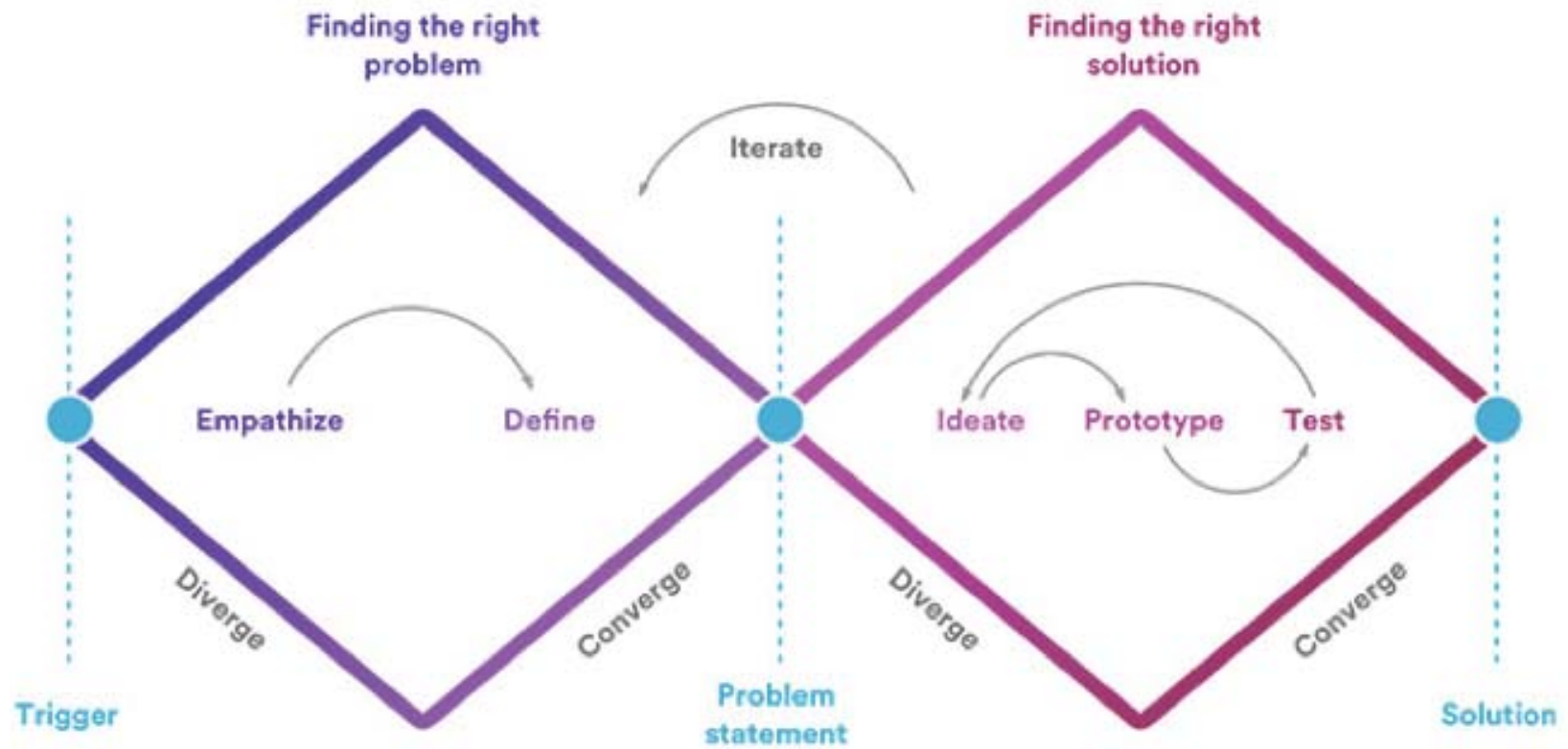
**HASSO PLATTNER**  
Institute of Design at Stanford



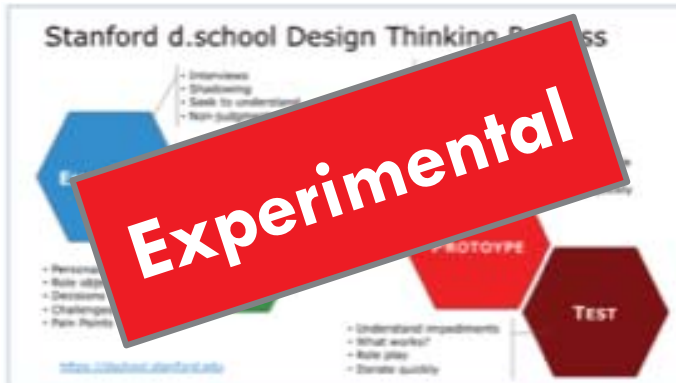


# DESIGN THINKING!





Design Thinking: targeting a problem  
= **Design Challenge**



The big thing about Design Thinking is it allows people to build on the ideas of others, instead of just having that one thread.

David Kelly

Strategic Innovation: targeting a niche  
= **Business opportunity**



By breaking the rules of the game and thinking of new ways to compete, a company can strategically redefine its business.

Costas Markides

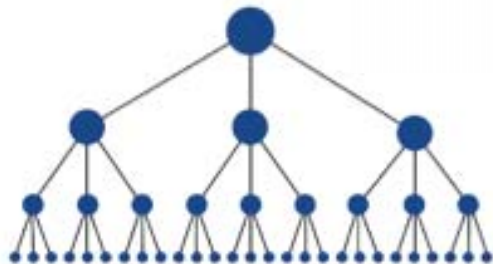


# FOUR UNDERLYING FACTORS





# FIVE STEPS TO TAKE FULL ADVANTAGE OF THE POTENTIAL OF DESIGN THINKING







## WHAT ARE YOUR MAIN OBSERVATIONS OF DESIGN THINKING PROJECTS IN COMPANIES?



**Everybody is interested**  
**Everybody likes the process**  
**High energy**  
**Good results**

**Sometimes little impact (in the sense of  
sustainably changing the approach to  
innovation)**

### **Our findings to increase the impact (as in MITSloan article):**

1. Encourage top managers to champion design thinking initiatives.
2. Balance the teams.
3. Set ground rules.
4. Integrate design thinking into product development processes.
5. Redefine the metrics.



- <https://www.designmattersmedia.com/designmatters> (The world's first podcast about design and an inquiry into the broader world of creative culture through wide-ranging conversations with designers, writers, artists, curators, musicians, and other luminaries of contemporary thought)
- <https://sloanreview.mit.edu/article/why-design-thinking-in-business-needs-a-rethink/> (our article on how design thinking needs to evolve to create impact in the business world)
- T. Brown, "Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation" (New York: HarperCollins, 2009)
- R.L. Martin, "The Design of Business: Why Design Thinking Is the Next Competitive Advantage" (Boston, Massachusetts: Harvard Business Press, 2009).
- T. Kelley and D. Kelley, "Creative Confidence: Unleashing the Creative Potential Within Us All" (New York: Crown Business, 2013).
- J. Liedtka, « Why design thinking works », Harvard Business Review 2018.



# Design Thinking is just one methods of many

