

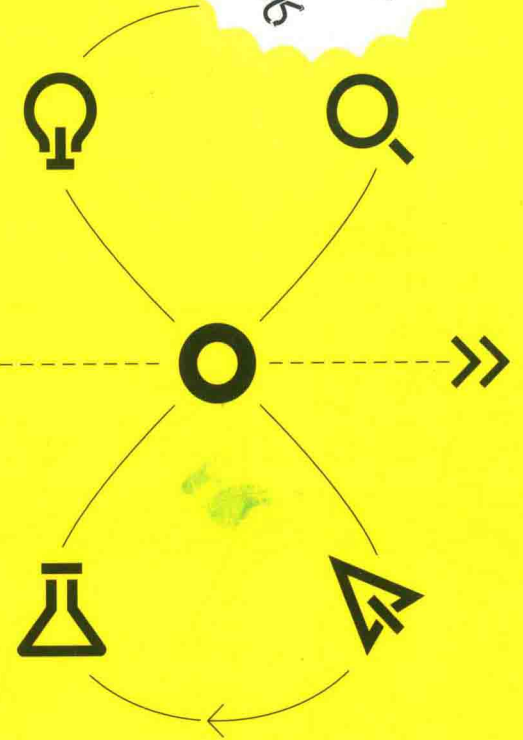
NEW TOOLS, SKILLS AND MINDSET
FOR STRATEGY AND INNOVATION

DESIGN A

> **BETTER
BUSINESS**

Written by Patrick van der Pijl, Justin Lokitz, and Lisa Kay Solomon
Designed by Erik van der Pluijm & Maarten van Lieshout

INCLUDING
PERSONAL INSIGHTS
AND EXPERIENCES OF
30 DESIGNERS
AND THOUGHT LEADERS



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Cover and interior design by Erik van der Pluijm & Maarten van Lieshout

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**DESIGN A
BETTER BUSINESS**

Does this page make you feel uncertain or freak you out? YES NO

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USE THIS BOOK

FILLED WITH **PERSONAL STORIES**
AND EXPERIENCES FROM **29**
DESIGN PRACTITIONERS AND
THOUGHT LEADERS SUCH AS...

STEVE BLANK
SERIAL ENTREPRENEUR,
AUTHOR, LECTURER
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ROB FITZPATRICK
AUTHOR, *THE MOM TEST*
P89



TOOL ICON LEGEND



PERSONAL

This tool requires personality.



TANGIBLE

This tool helps you build something.



GENERATE OPTIONS

This tool helps you to create options.



CREATE FOCUS

This tool helps you to decide and select.



NORMAL SESSION

Normal work session.



PRESSURE COOKER

High-intensity session.



TEAM SIZE

Small or large team sizes.



REVISIT

How often do you need to revisit this?

We've designed this book with you in mind! Unlike most books, this one can be read in several ways.

For one, you can read this cover to cover. The chapters build on each other. You can also scan for things that interest you, like new tools and skills. Additionally, we've included fast passes in this chapter (page 22) in case there is something specific you want to learn about right now.

**START
READING!**



**UNCERTAINTY:
YOUR SECRET
WEAPON**

The world around you – and your business – is filled with uncertainty. But within that uncertainty exist innumerable opportunities to design (or redesign) game-changing businesses. These opportunities are there for the taking, if you know how to look for them.

The world has changed. Not only are consumer habits, technologies, and other trends uprooting once-thriving businesses, entire markets are shifting and emerging out of the uncertainty and unpredictable nature of today's network economy. Interestingly (and infuriatingly to some), many of the companies leading the charge – and the change – did not exist two decades ago. It's not that these new players are just lucky or employ smarter, more capable people. So, how is it that they've found gold in some of the most unlikely places? In a word: design.

Design is fundamentally about enhancing the way you look at the world. It's a learnable, repeatable, disciplined process that anyone can use to create unique and qualified value. Design is not about throwing away the processes and tools you have. In fact, quite the opposite is true. Just as design has enabled countless upstarts to create new business models and markets, design will also help you decide when to use what tools in order to learn something new, persuade others to take a different course, and at the end of the day, make better (business) decisions.

Most of all, design is about creating the conditions by which businesses thrive, grow, and evolve in the face of uncertainty and change. As such, better businesses are ones that approach problems in a new, systematic way, focusing more

on doing rather than on planning and prediction. Better businesses marry design and strategy to harness opportunity in order to drive growth and change in a world that is uncertain and unpredictable.

This book will provide you with new tools, skills, and a mindset to harness opportunities born of uncertainty in order to design a better business. We've included tons of real-world examples of people who have mastered the fundamentals of design, as well as case studies of companies that have created change using design as the underlying foundation for decision making. And, just as design is a repeatable process, this book is meant not only to guide you on your design journey, but also to provide an ongoing reference to help you scale the design beyond one project or product to an entire company. ■

**YOU'VE GOT
EVERYTHING TO GAIN**

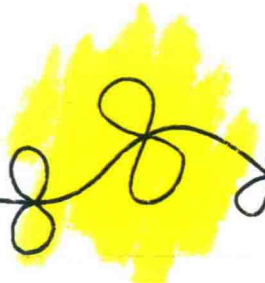


BECOME A DESIGNER

WHAT'S ALL THIS (DESIGN) BUZZ ABOUT

Design is quickly becoming one of those words like “innovation.” It has different meanings to different people. It can be a noun, an adjective, and a verb. Design is ultimately an empowering approach of looking at the world and igniting new possibilities to make it better.

Design is both a process and a mindset. It's an intentional set of practices to unlock new, sustainable value from change and uncertainty. It allows individuals and organizations to be more flexible and resilient in the face of constant change. Unfortunately, the flip



side of design is where we often find ourselves: scrambling when unforeseen change happens to us.

WITH GREAT POWER . . .

The good news is that you are already a designer, at least some of the time. Every time you intentionally develop strategy or make a decision based on insight, you are acting as a designer. The not-so-good news is that many of the tools that you have probably been using to help make those decisions are likely not as useful as they once were, at least not on their own. So, what do designers do and what tools do they use that help them make better decisions?

ITERATION

The key to design – and design tools – is that it is an **iterative** process by which designers, like you, start with a point of view, go out and observe the world to inform that point of view, create options that may address the opportunities you see, validate those options, and execute the ones that best address the opportunities. Most important, designers never focus on simply scaling the execution of the chosen option. Design is continuous and iterative; it's built to deal with ambiguity and change in a long-term way. ■

**DESIGN IS A DISCIPLINED APPROACH TO SEARCHING,
IDENTIFYING, AND CAPTURING VALUE.**