

Models for managing design

Version 1.1

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Prepared by
Dubberly Design Office
2501 Harrison Street, #7
San Francisco, CA 94110
415 648 9799

A definition of design:

*“In most people’s vocabularies,
design means veneer.*

It’s interior decorating.

It’s the fabric of the curtains and the sofa.

*But to me, nothing could be
further from the meaning of design.*

***Design is the fundamental soul
of a man-made creation
that ends up expressing itself
in successive outer layers of the product or service.”***

— Steve Jobs, *Fortune*, January 24, 2000

Herbert Simon argued that the professions share a fundamental core; that, at heart, they are about design:

- Engineering
- Law
- Medicine
- Business

*“Everyone designs,
who devises courses of action aimed at
changing existing conditions
to preferred ones.”*

— Herbert Simon, *Sciences of the Artificial*, 1969

Is that **problem solving**?

A → **B**

or

A → **B** → **C** → **D** → **E**

or perhaps

10 → **3** → **1**

or even

A → **B** → **C** → **A** ...

Not all problems are created equal.

Simple problems:

The goal is specified.

Complex problems:

We must agree on the goal.

Wicked problems:

We cannot agree on the goal.

Taming wicked problems requires **reframing — finding a new frame which can encompass previously competing points of view.**

That is, having your cake and eating it, too — **not accepting a tradeoff of competing variables.**

“Generative metaphor produces a selective representation of an unfamiliar situation that sets values for the system’s transformation.

It **frames the problem** of the problematic situation and thereby **sets directions in which solutions lie** and provides a schema for exploring them.”

—Donald Schön, *The Design Process*, 1990

The generative metaphor is an **insight—
a hypothesis, a product of abduction.**

It **grows out of observation and emersion.**

It requires experience and preparation.

Generative metaphor is an academic term.

Business people talk about **product concept
or **positioning statement**
or **value proposition**.**

**Defining the metaphor / concept / position / value
is a key responsibility of **product management**.**

Product management—
the art of making a successful product—
is rarely taught in design schools
or business schools.

**Design
School**

**Product
Management**

**Business
School**

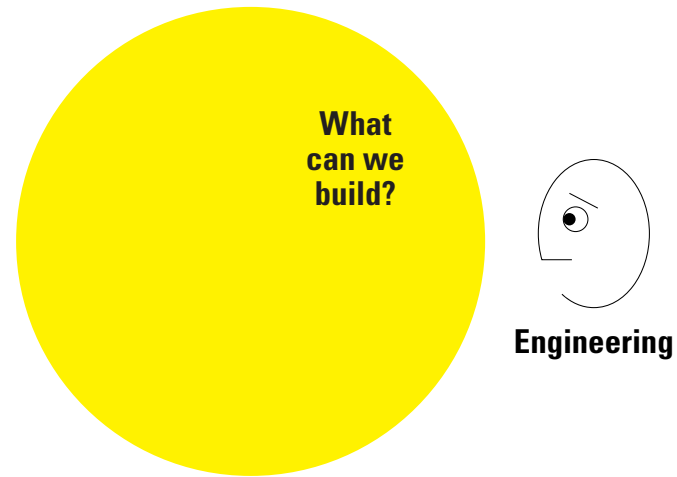
Product management should be taught in both design schools and business schools.



People who make products don't agree on how to do it.

- Who manages the schedule and the budget?
- How do you determine requirements?
- Who owns design? Who owns the spec?
- Who can say, “No”? Who can say, “Yes”?

Engineers tend to focus on technology.

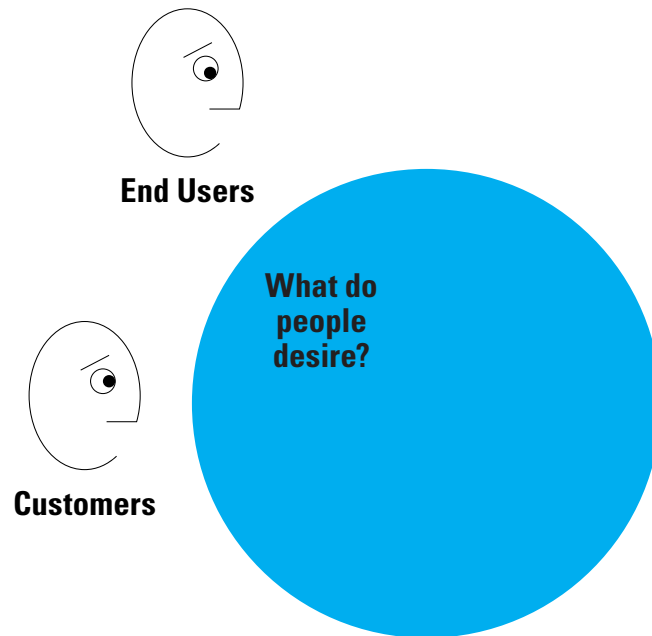


Managers tend to focus on making money.

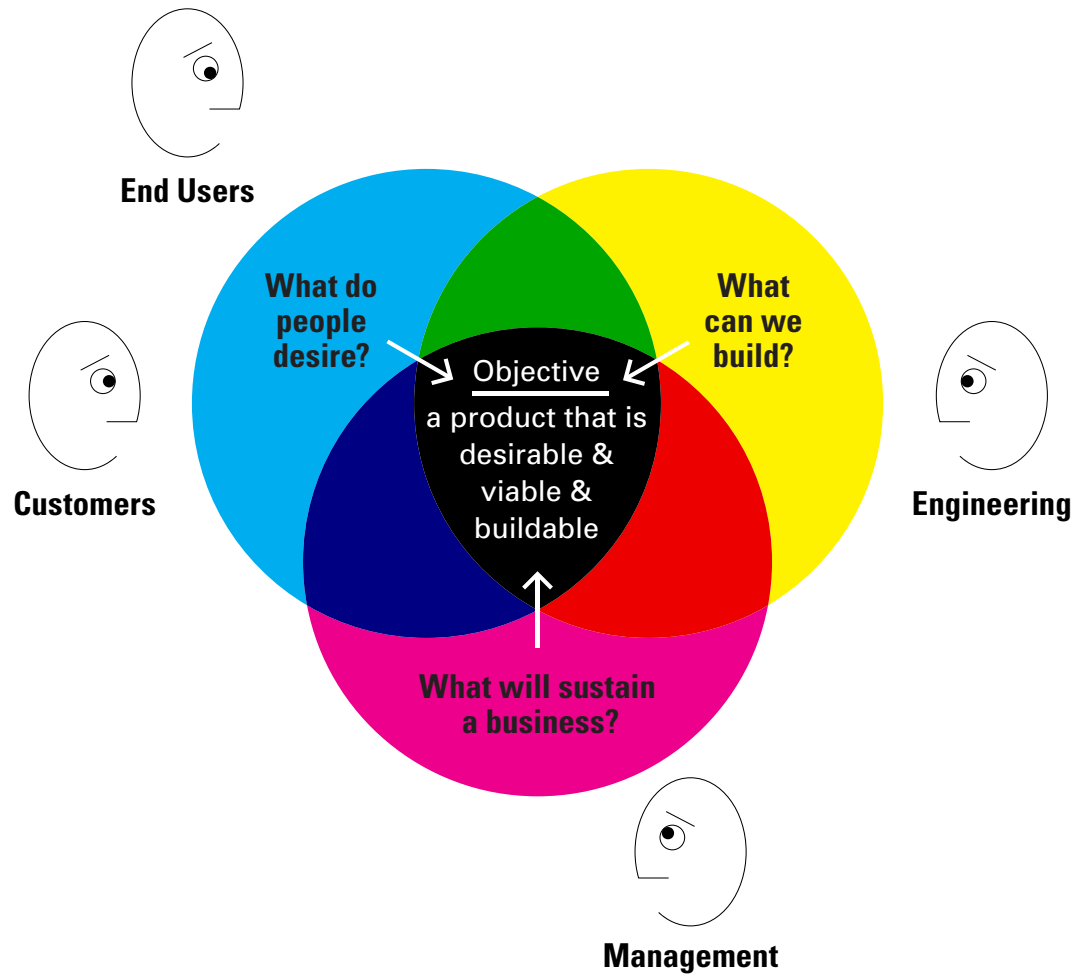


Management

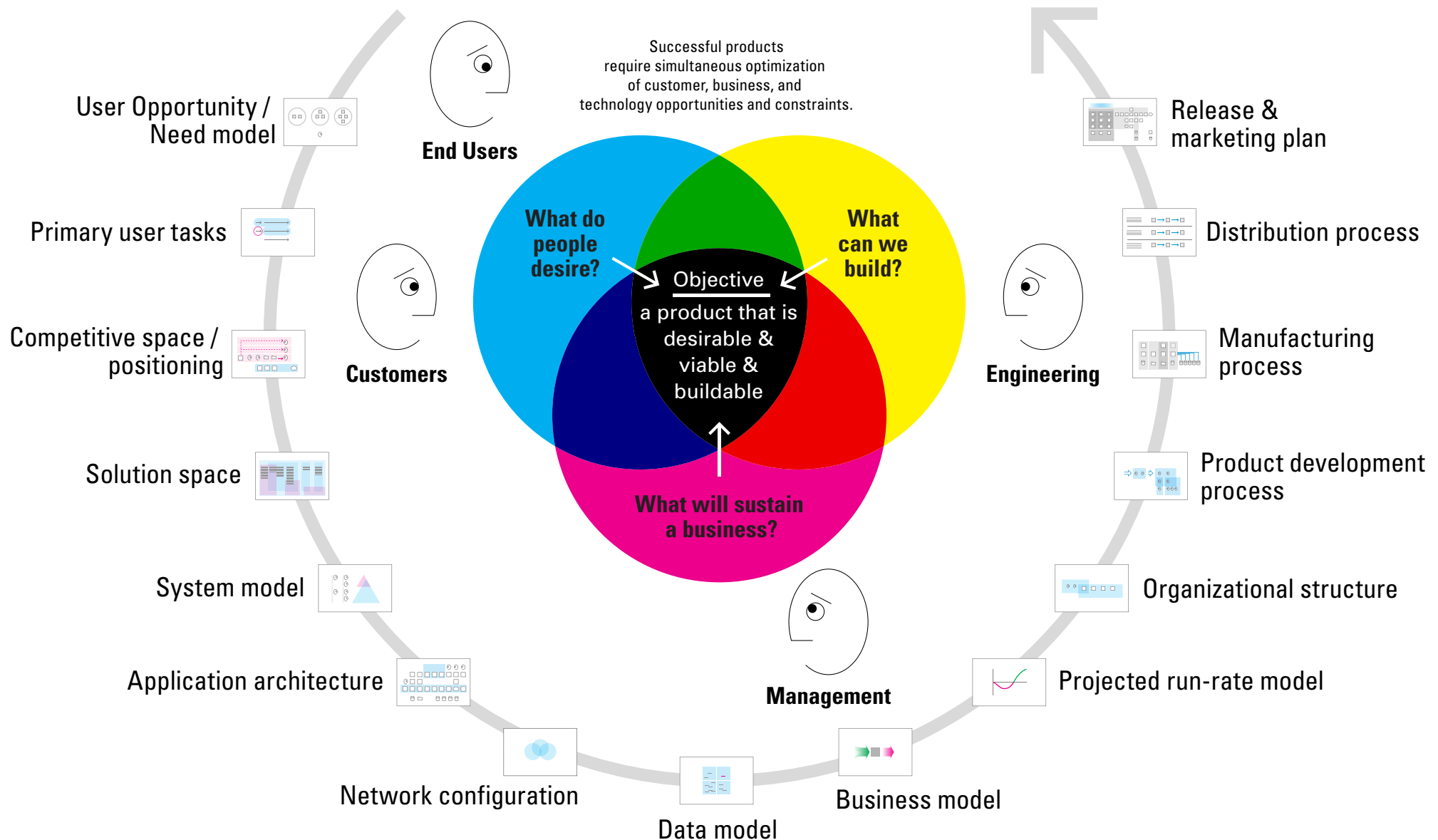
Designers tend to focus on **users and their **goals**, taking a “user-centered approach” to their work.**



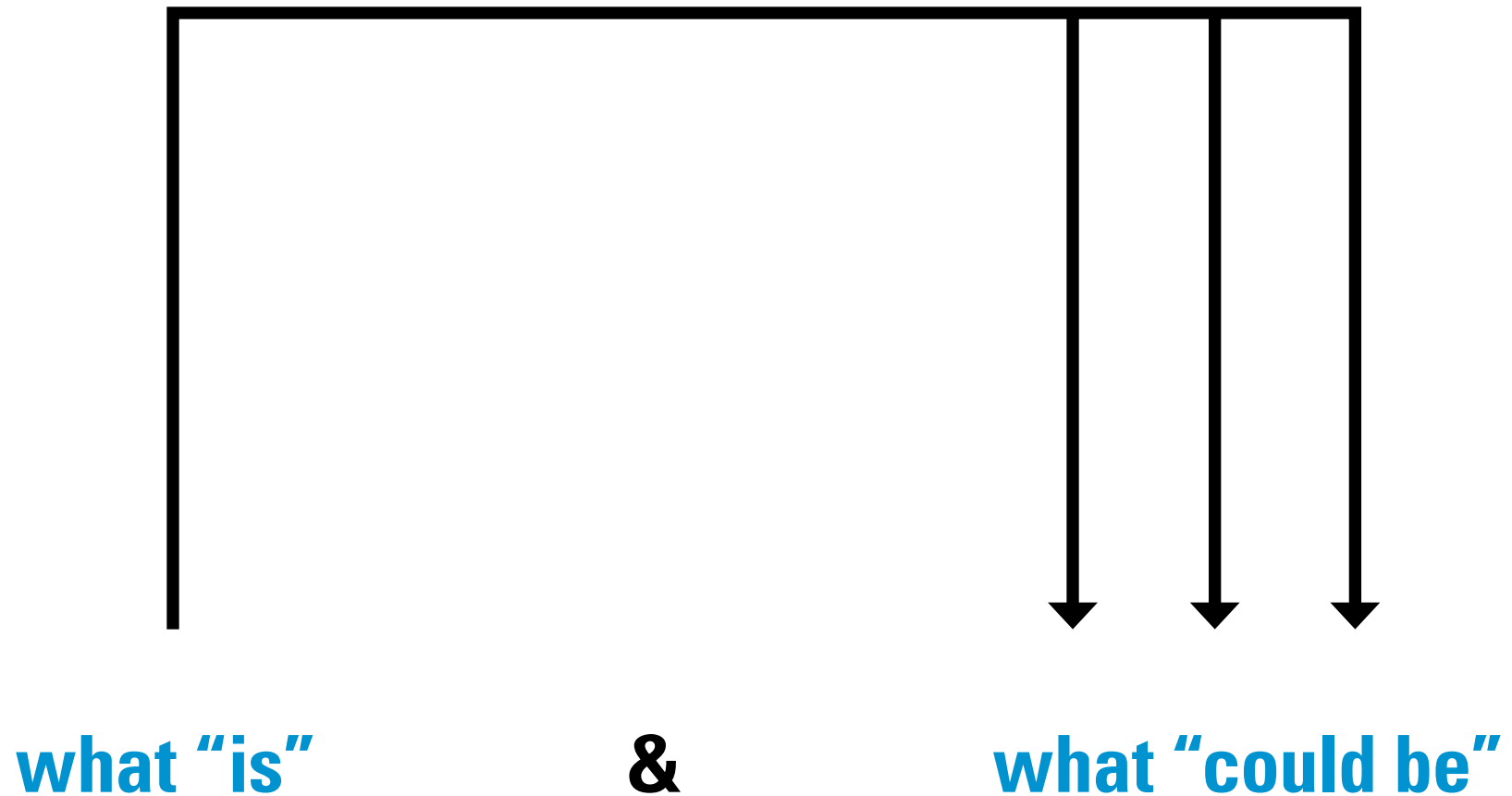
Successful products meet several criteria:



Each criteria suggests a series of models.



Designers bridge the gap between

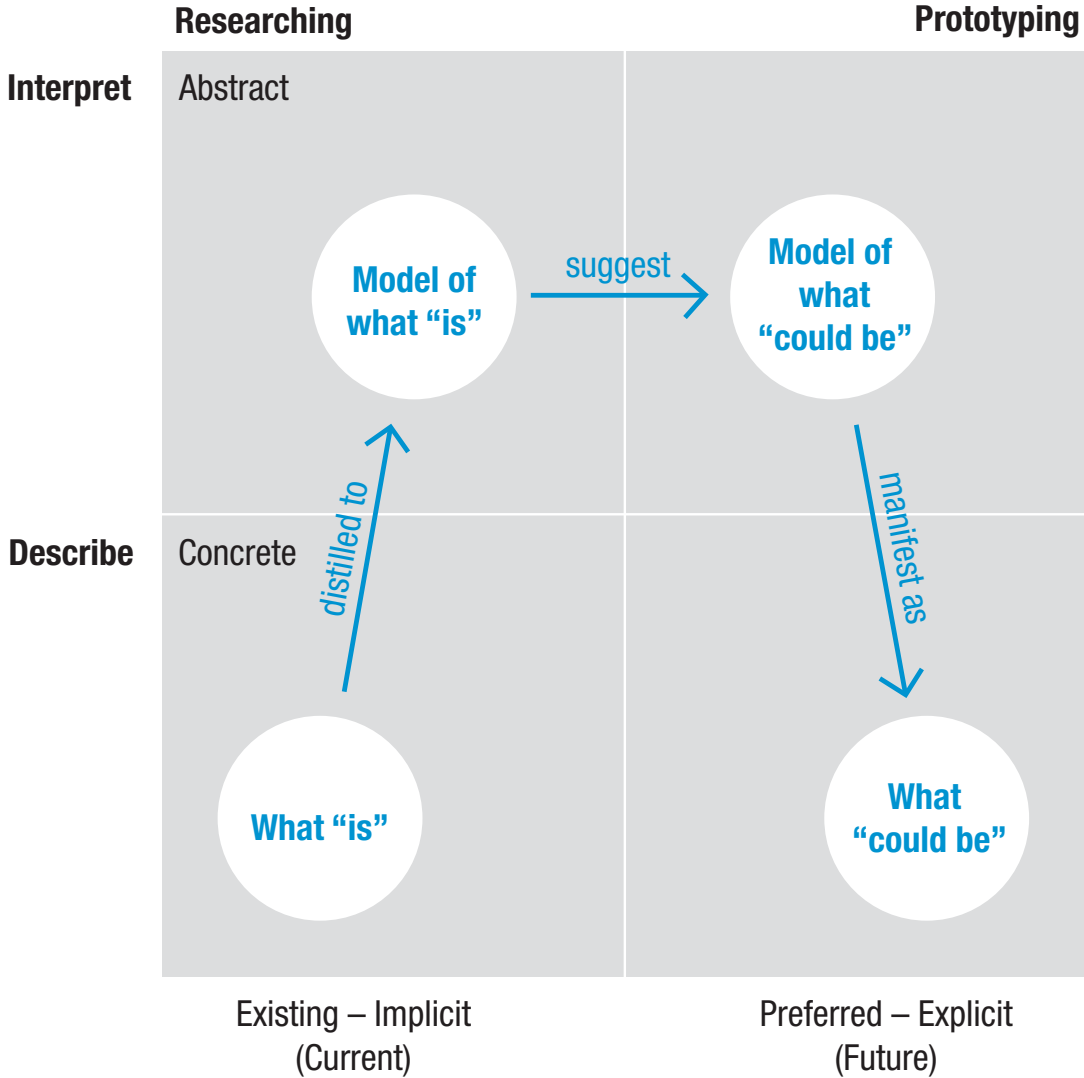




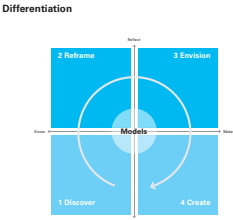
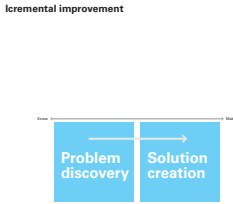
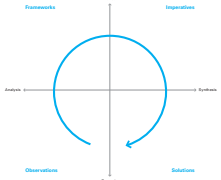
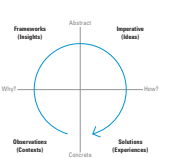
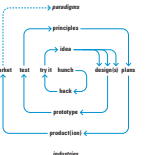
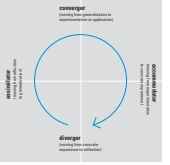
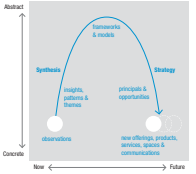
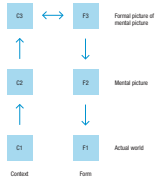
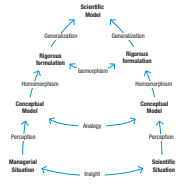
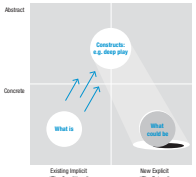
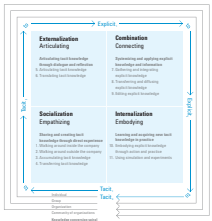
or “should be”

Models are the tools designers use to bridge between what is and what should be.

Analysis-Synthesis Bridge Model
 Dubberly, Evenson & Robinson
 (2008)



The bridge model has many variations and is shared by many others.

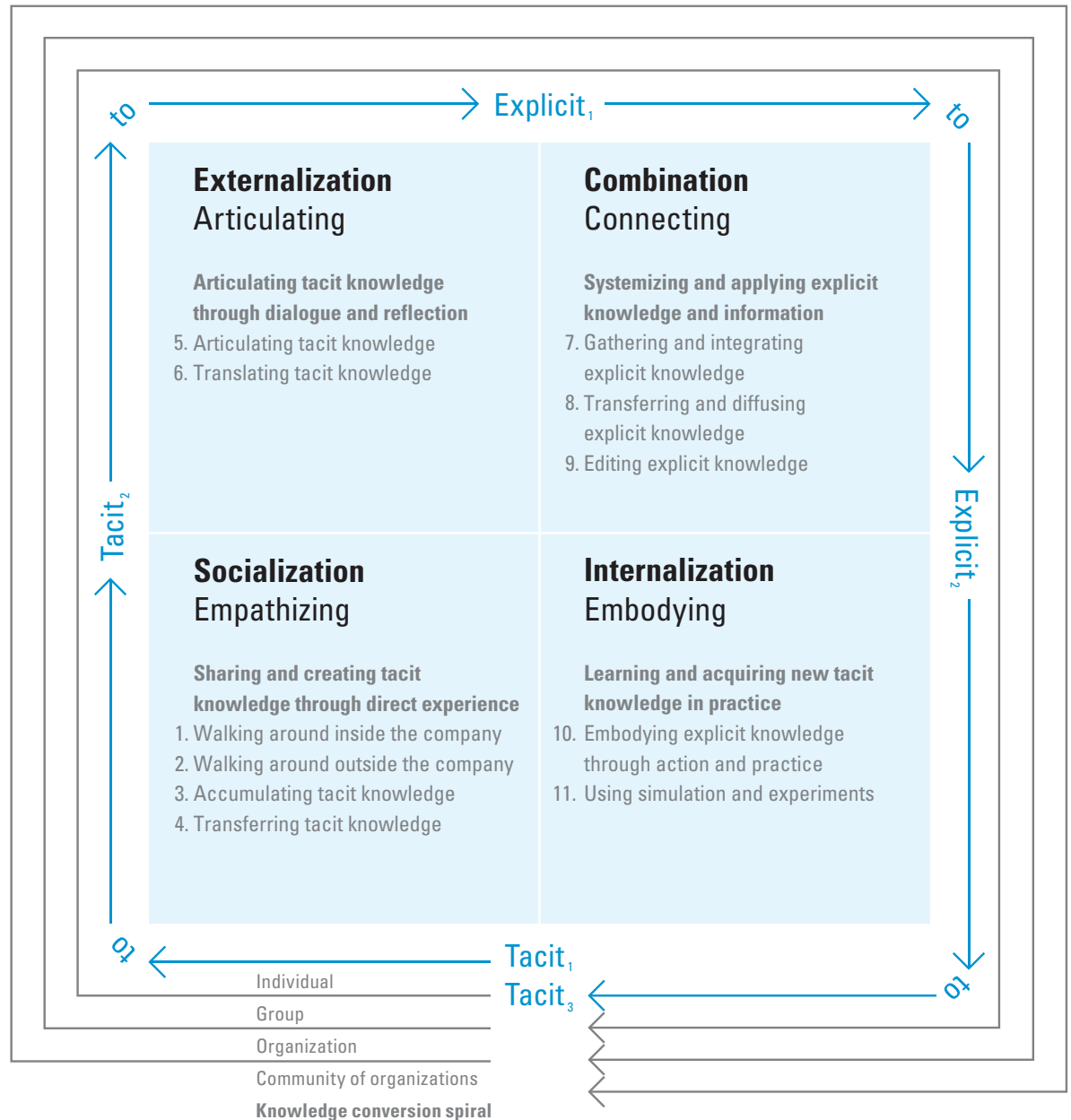


Learning bridges the gap between

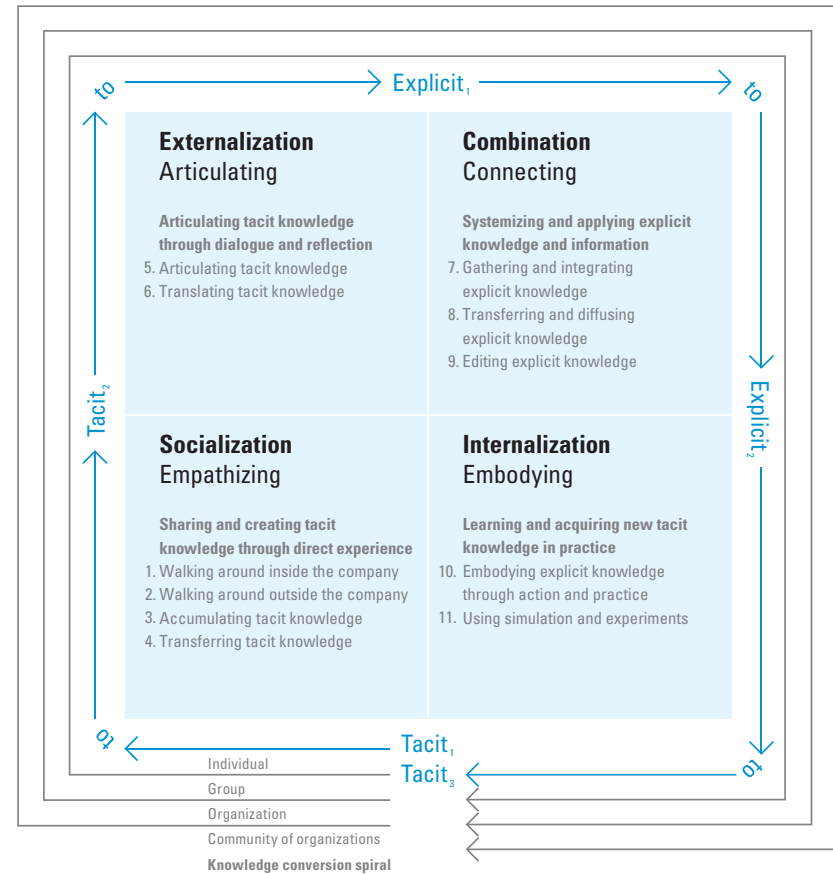
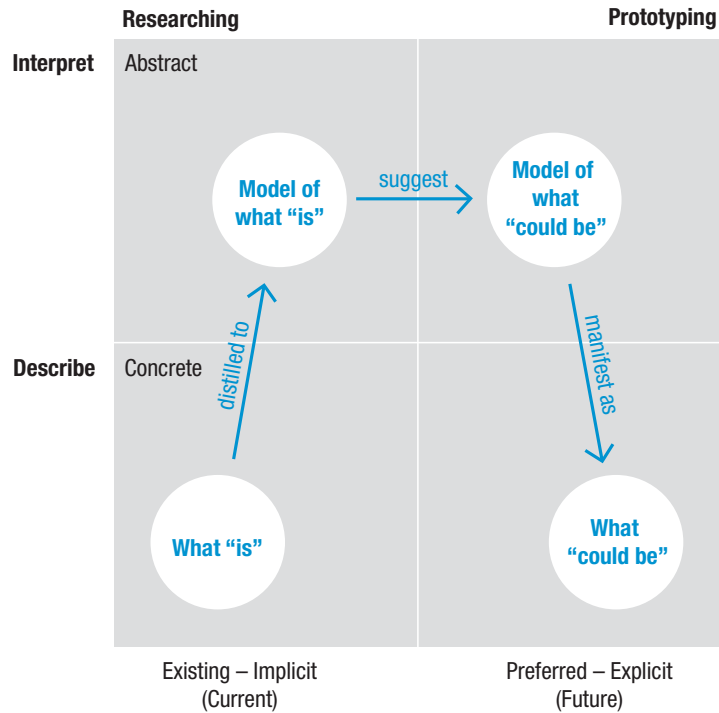


This model describes the learning process.

SECI model of knowledge creation
 Ikujiro Nonaka
 (1995)



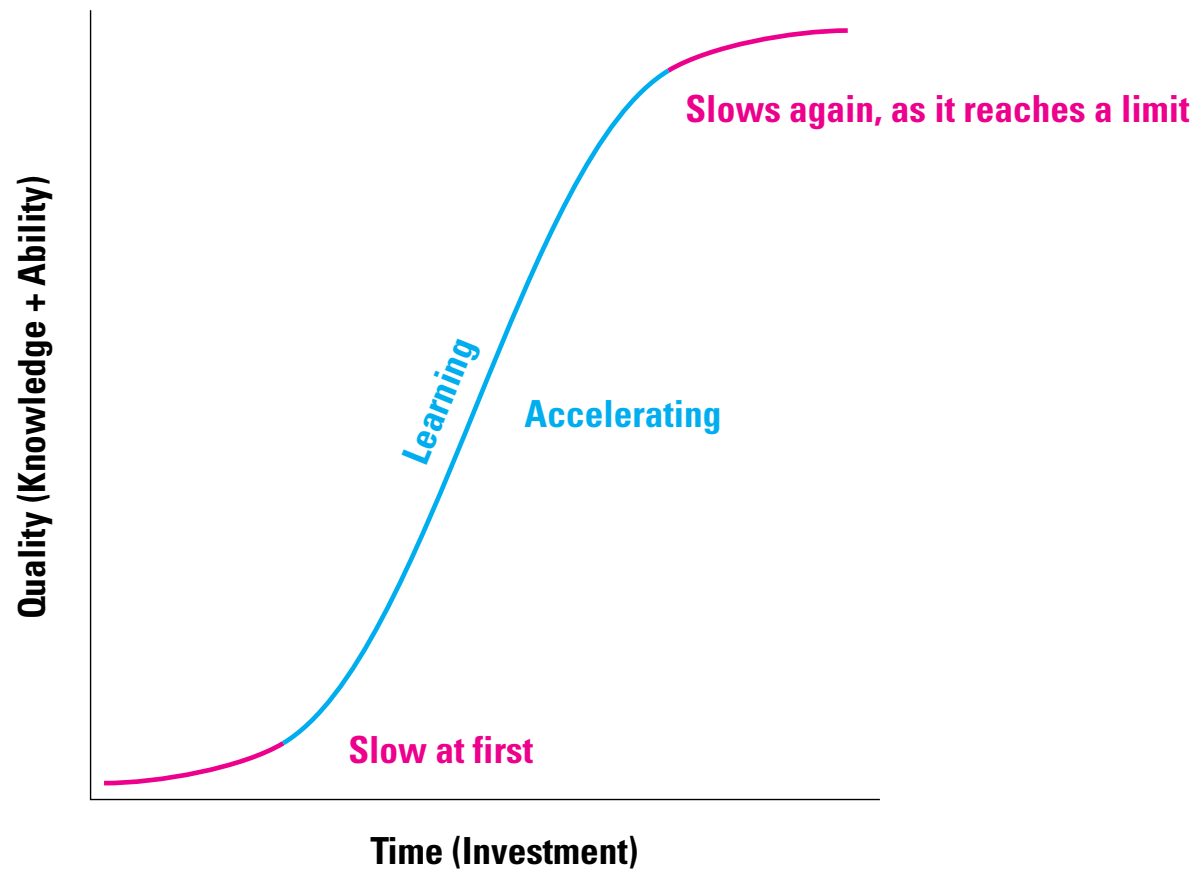
Designing is analogous to learning.



Analysis-Synthesis Bridge Model
Dubberly, Evenson & Robison (2008)

SECI model of knowledge create
Ikujiro Nonaka (1995)

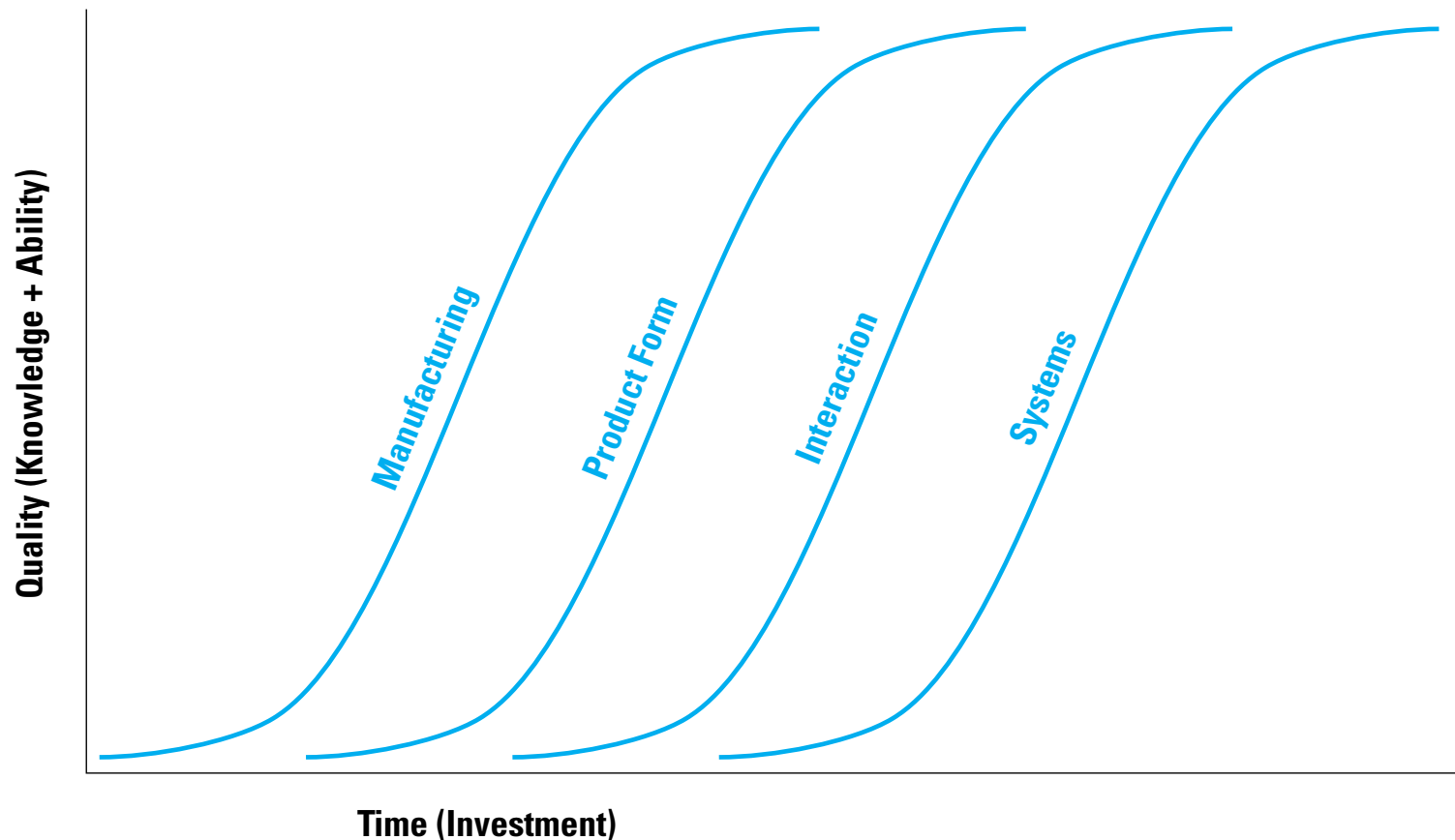
Learning can be described in terms of **curves**— or **waves**.



Learning happens at **different scales**—small + large.

- **Individuals** have insights, which they refine and share with colleagues, building support within an organization or discipline.
- **Companies** that master new skills first gain a lead over their competitors, but competitors soon copy success and catch up.
- Eventually, knowledge becomes distributed throughout an **industry**—and innovative practices become standard operating procedure.

Over the last 30 years, product innovation has occurred in 4 waves. New waves offer competitive advantage; over time they become competitive necessity.

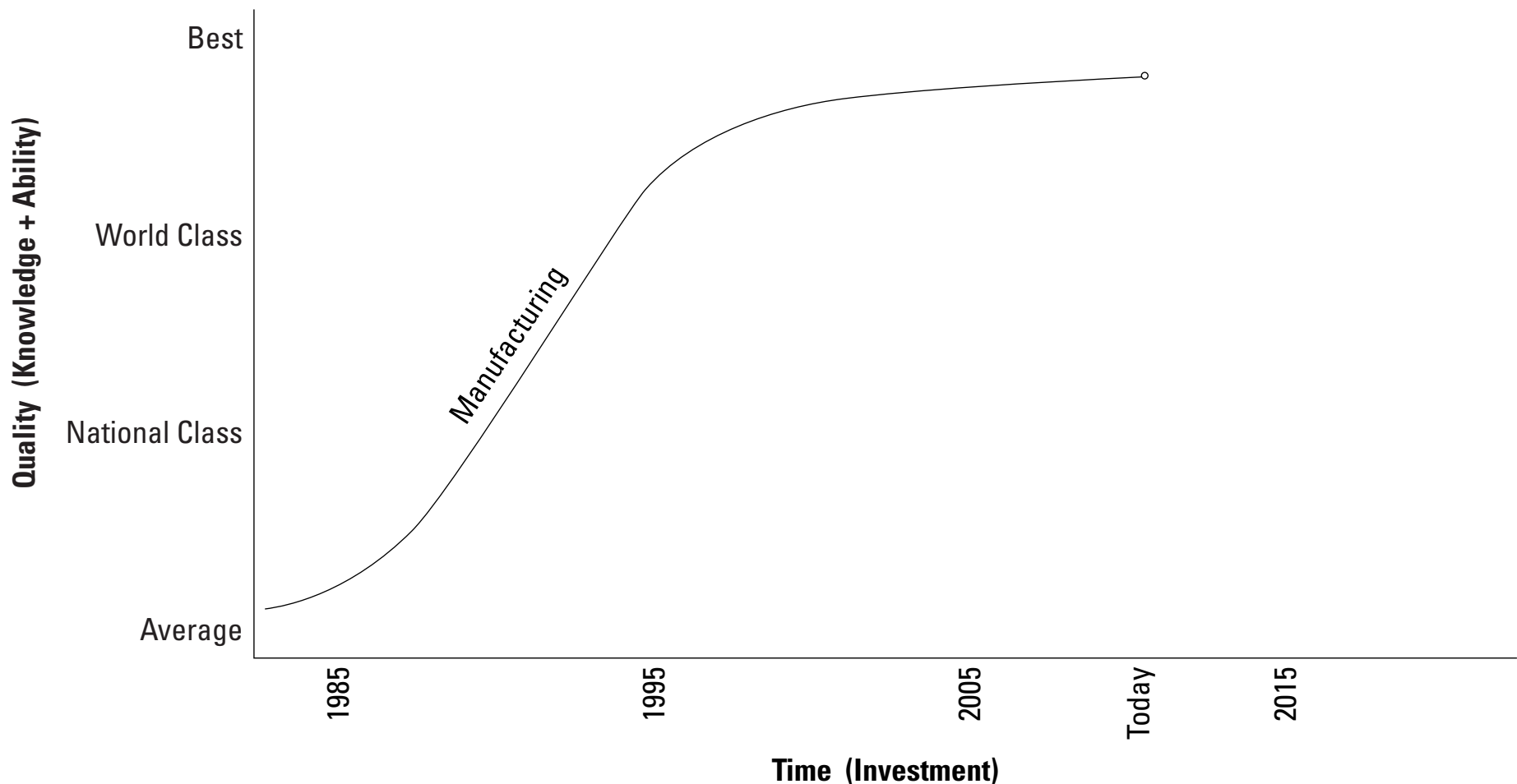


CURVE 1

Improving manufacturing quality.

- Statistical Process Control (SPC)
- Total Quality Management (TQM)
- Six-sigma
- Fit and Finish
- Craftsmanship

In the late 1980s, Samsung focused on improving manufacturing quality; now they make 30nm DRAM.

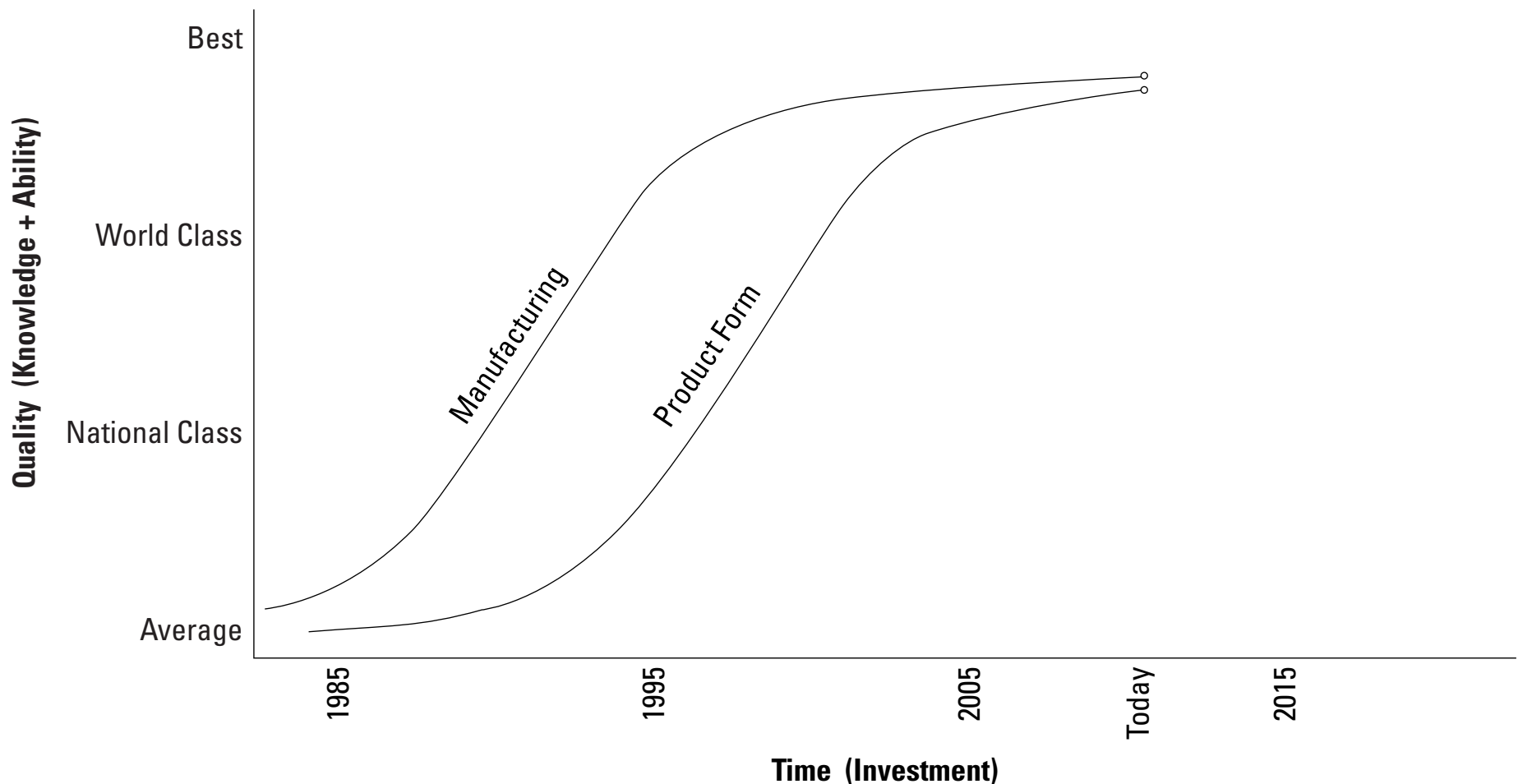


CURVE 2

Improving product form.

- **Immediate connection**
“This looks interesting.”
- **Clear communication**
“I understand what this does.”
- **Emotional resonance**
“This is really great.”

In the 1990s, Samsung improved product design; now they win as many design awards as Apple.



CURVE 3

Improving user interaction.

- **Minimizing learning time**

“This is easy.”

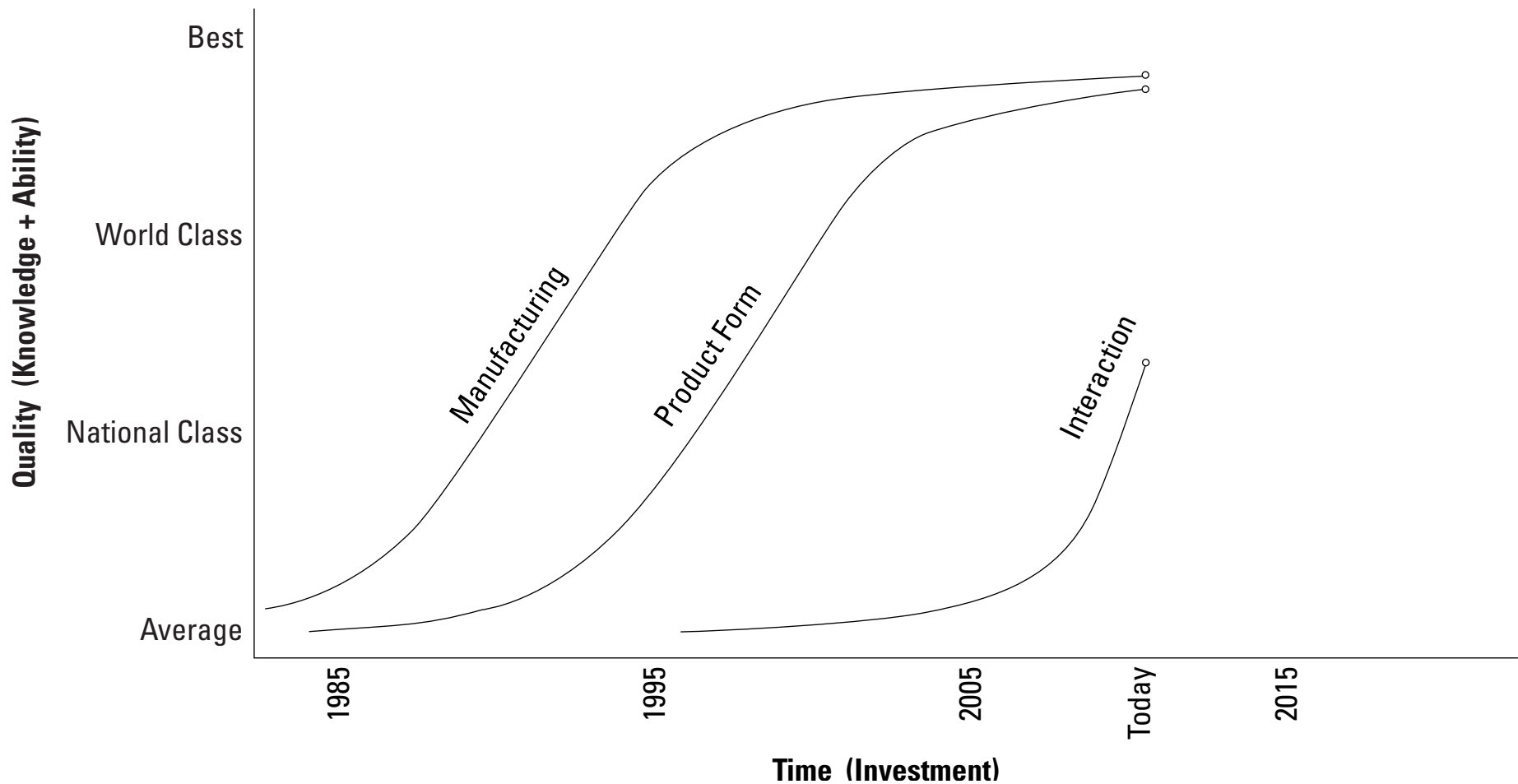
- **Efficient, effective, delightful operation**

“This is fun.”

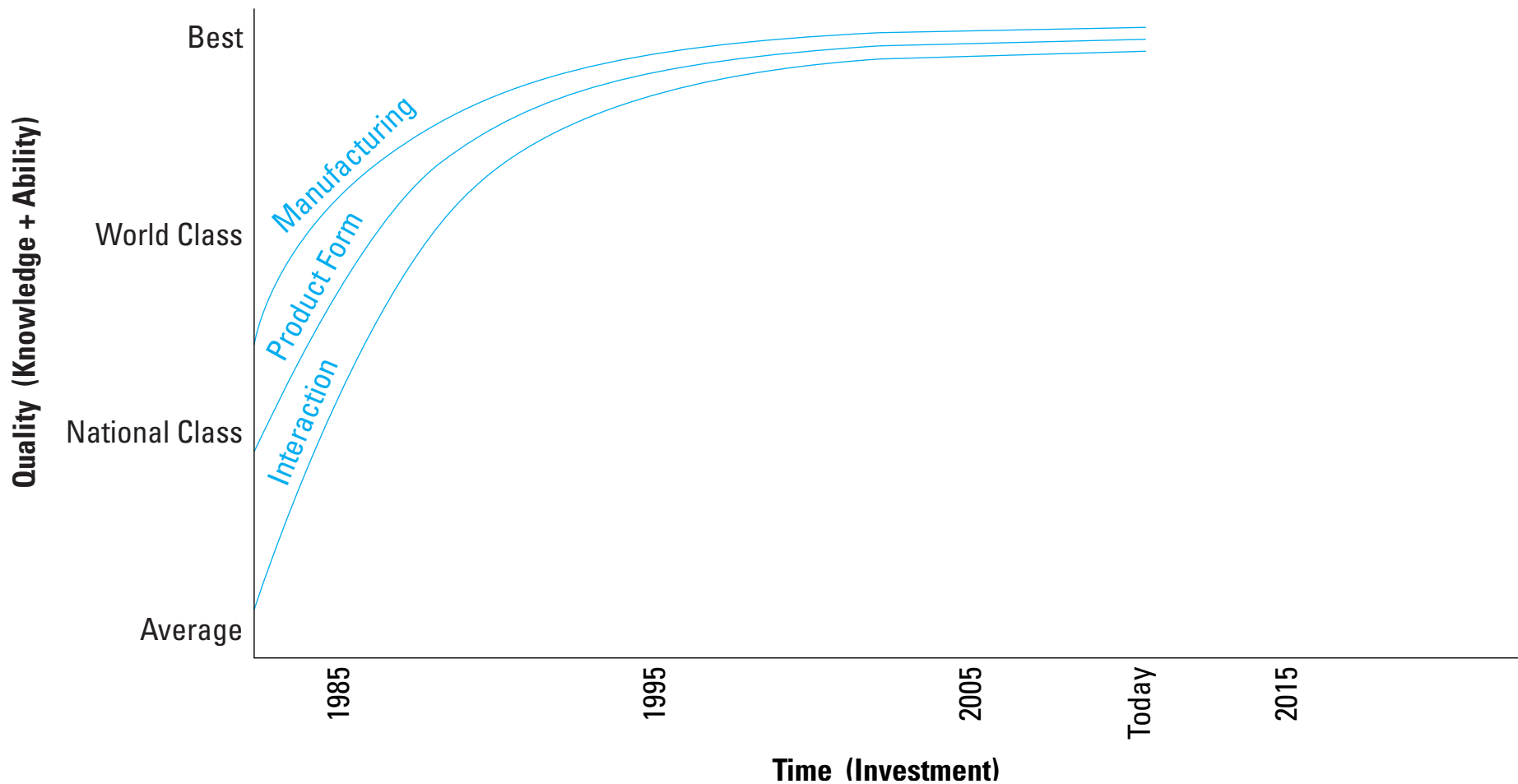
- **Creating unexpected opportunities**

“Look what I can do now.”

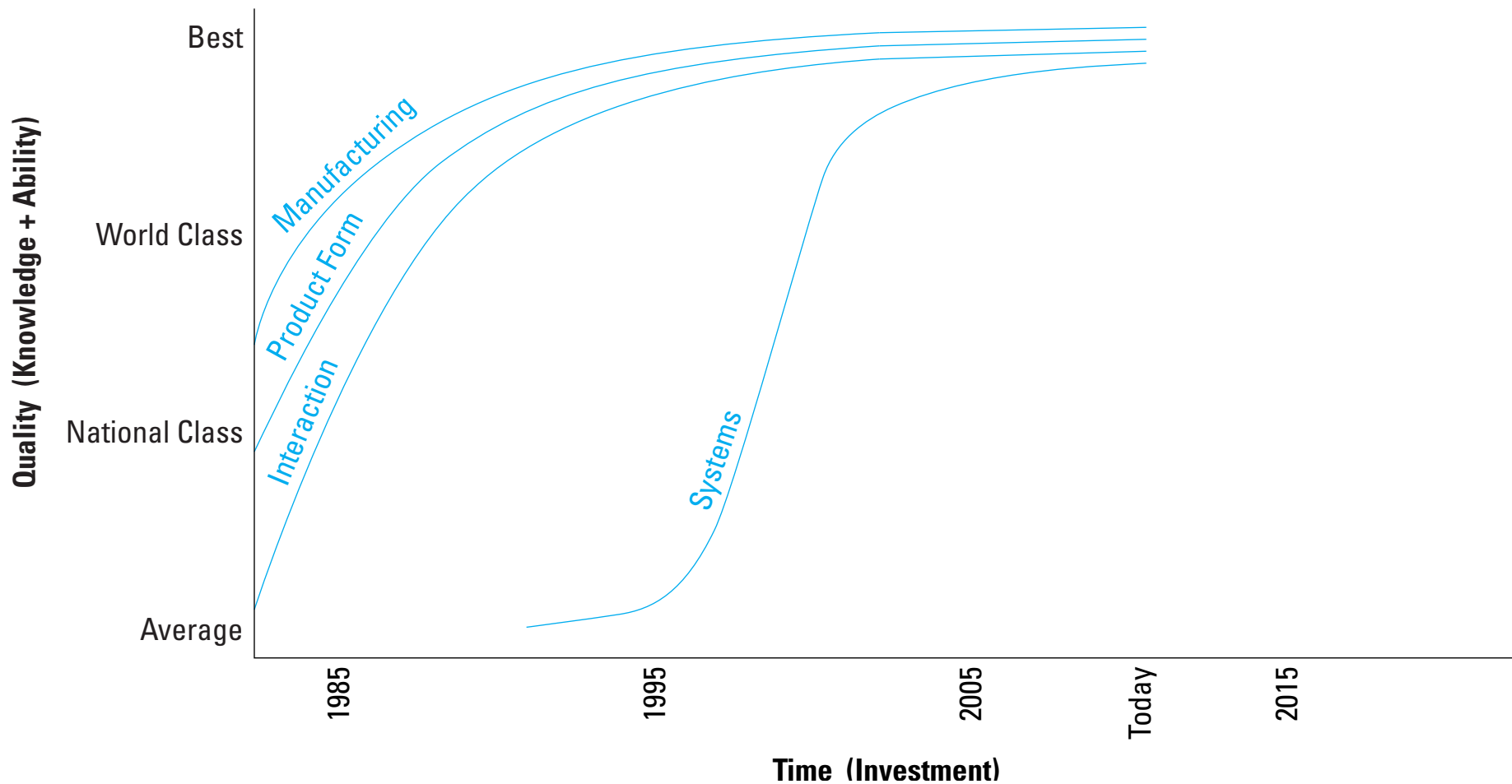
Recently, Samsung began to climb a third curve, improving the quality of its user interfaces.



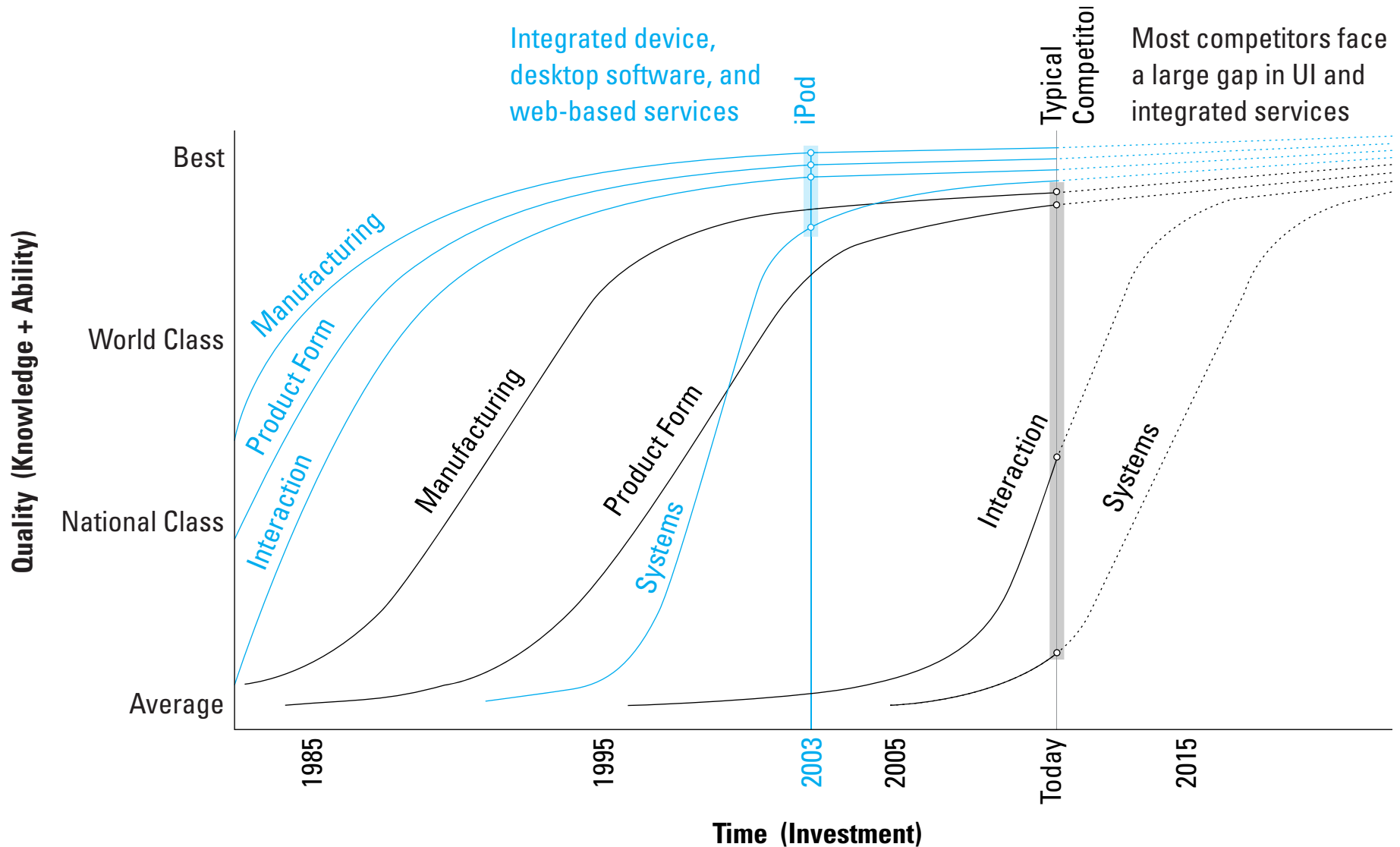
But Apple achieved world-class manufacturing, product design, and user-interfaces, years ago.



More recently, Apple has focused on integrating its products into sophisticated services.



The success of iPod is more than product design; it depends on all four measures of product quality.



CURVE 4

Thinking in terms of systems.

- **Looking at whole systems, not individual products**
roadmaps, product lines, platforms, APIs
- **Enabling feedback**
goal-action-measure-compare loops
- **Adopting metaphors from nature**
ecology, evolution, conversation, bio-cost

Systems affect many **dimensions** of design.

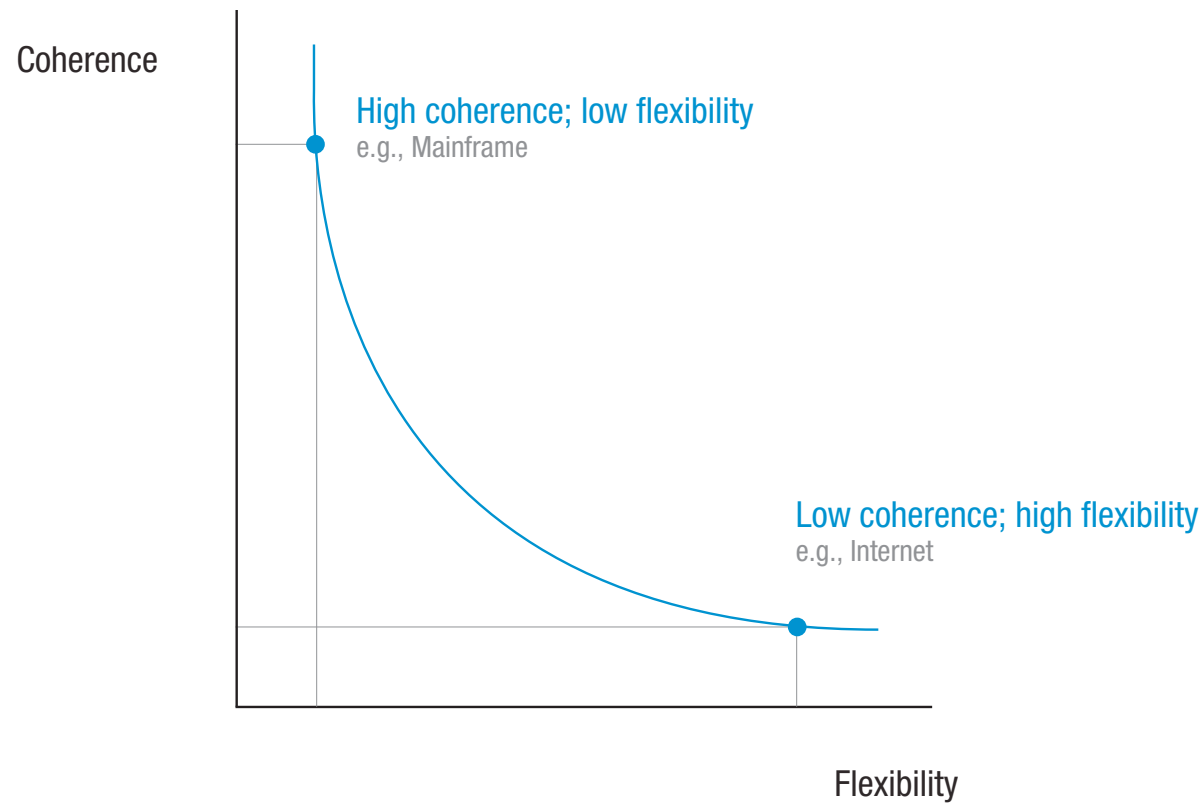
- Creating and managing (networked) **services**
- **Connecting** products + services
- **Integrating** across products
- Building a seamless **brand experience**
- Communicating with **consistency**
- Creating a **sustainable** business (green design)
- and building relationships (**CRM**) by managing “**big data**”

A big challenge in developing systems is balancing **coherence** and **flexibility**.

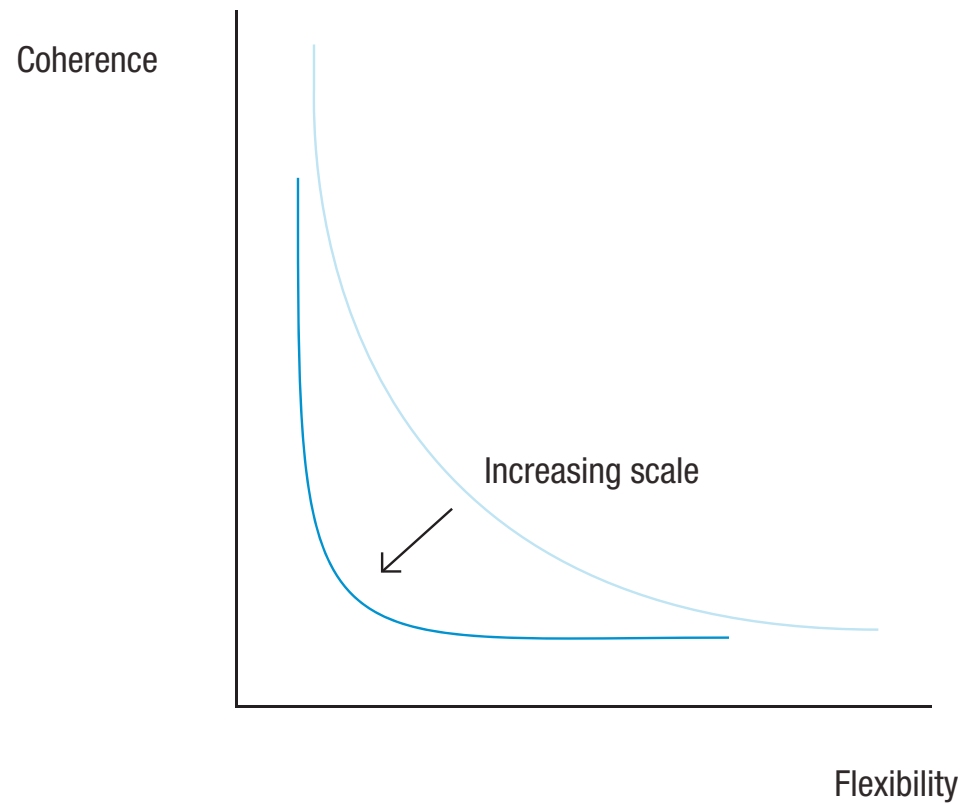
- Top-down
- Apple walled garden
- Cathedral
- Steve Jobs management style
- Hardware editions
- Consistent
- Bottom up
- Android open-source
- Bazaar
- Agile method
- Continuous release on the net
- Resilient



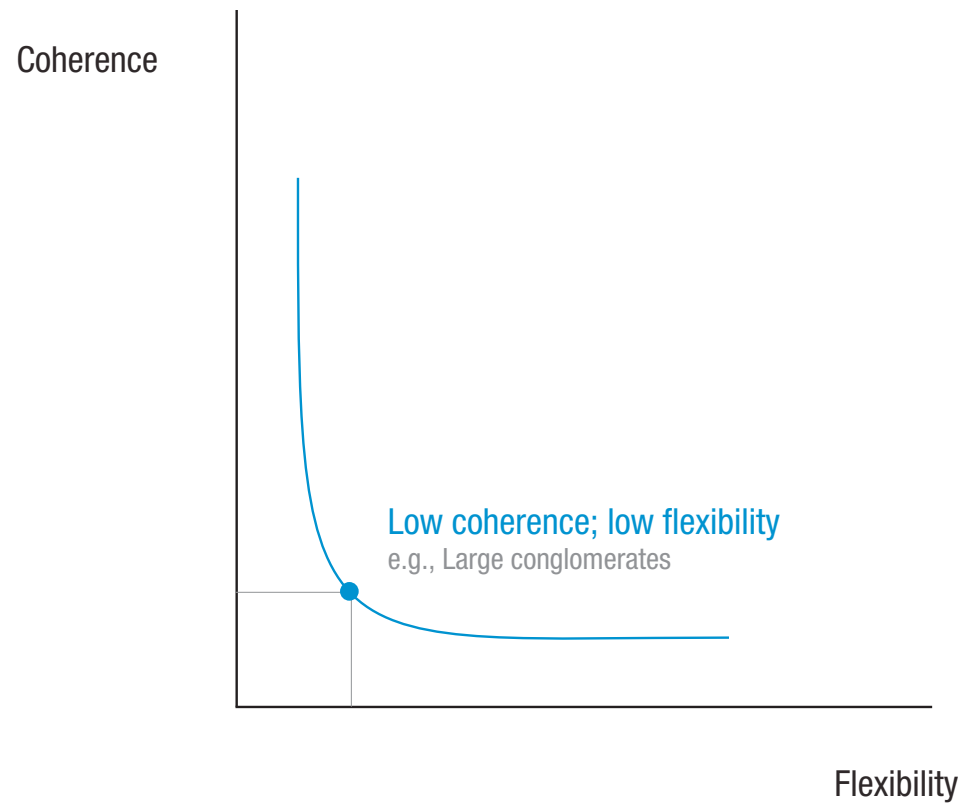
These may be independent dimensions, which seem to require a tradeoff.



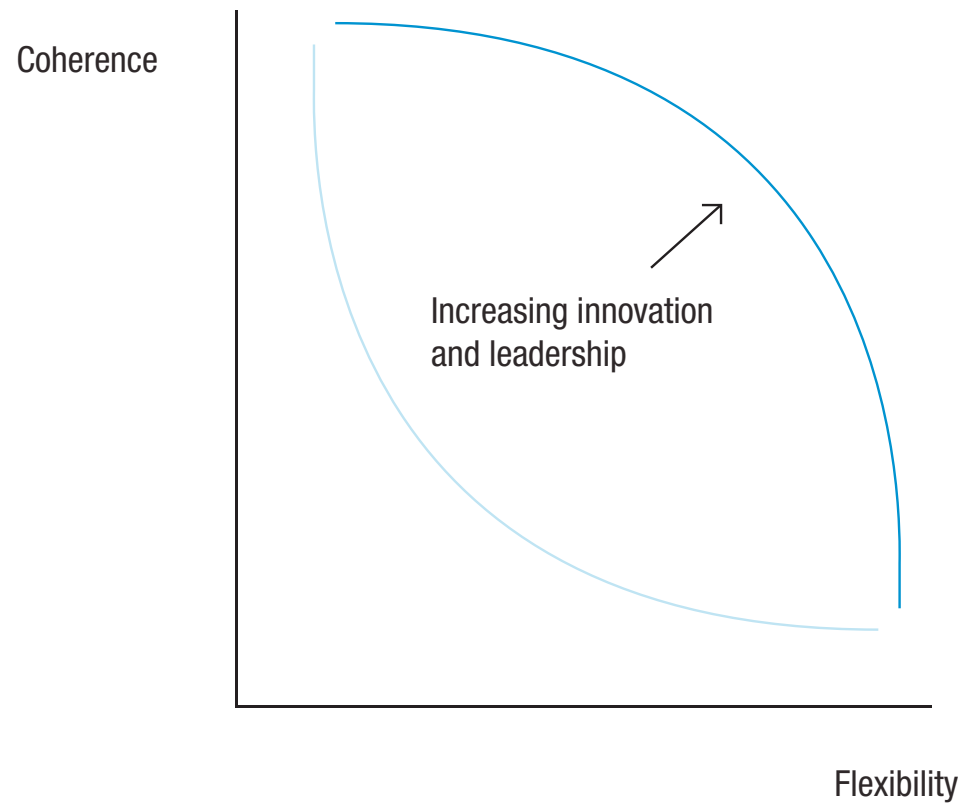
Increasing scale may make the trade-off worse.



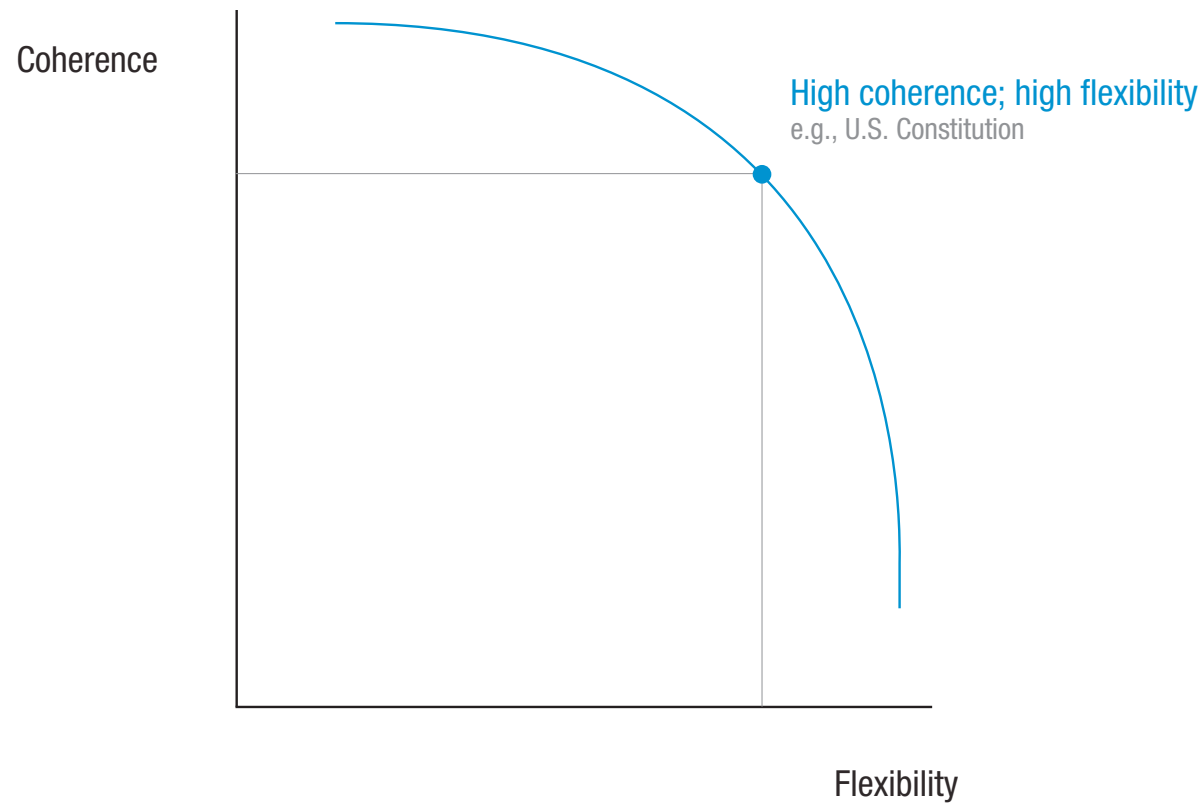
As organizations grow they often become both less coherent and less flexible.



Conversely, innovation or leadership may reduce the need for tradeoff.

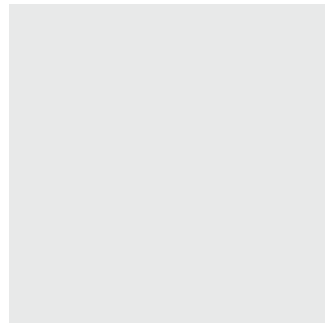


Great innovations, such as the U.S. Constitution, don't accept dilemmas.



Design education focuses on the **form of objects;
much of practice does likewise.**

How are we making it?
Form/Grammar
Syntactic

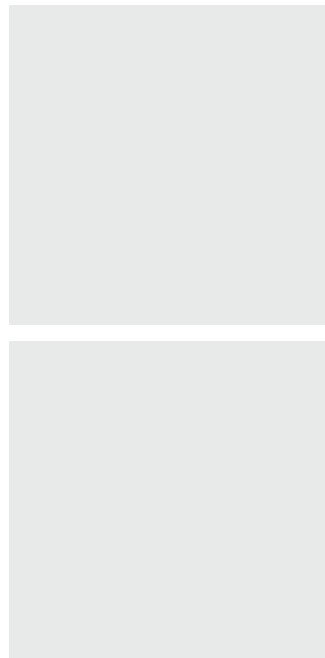


Object
Component

Form is governed by **meaning and structure**, though they are also affected by form.

What are we making?
Meaning/Definition
Semantic

How are we making it?
Form/Grammar
Syntactic



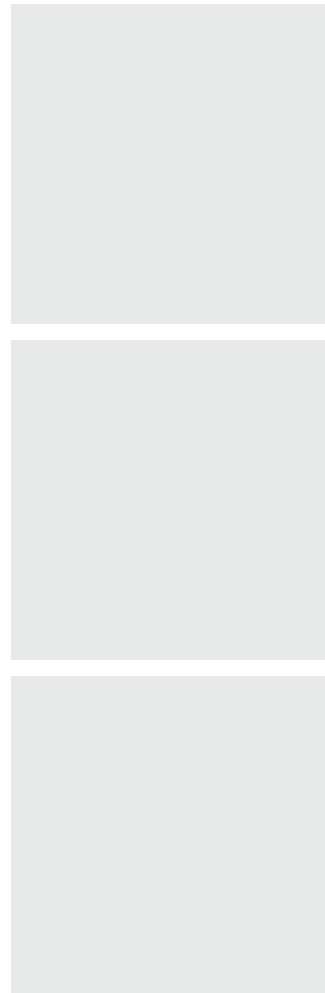
Object
Component

Meaning + structure are governed by **context**; context is also affected by meaning + structure.

Why are we making this?
Context/Need
Pragmatic

What are we making?
Meaning/Definition
Semantic

How are we making it?
Form/Grammar
Syntactic



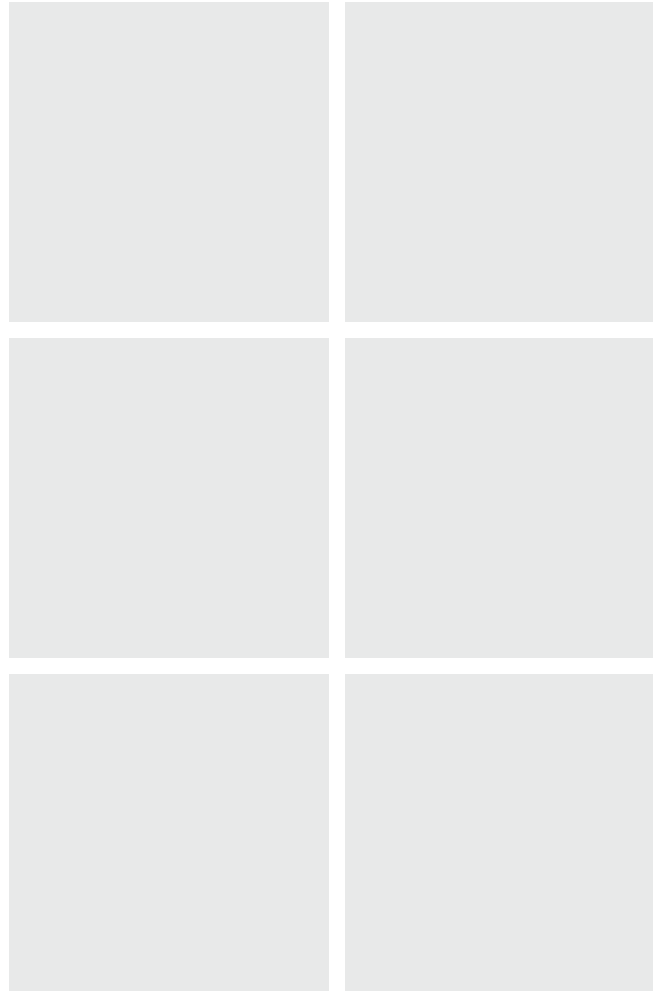
Object
Component

Objects are often embedded in **systems**.

Why are we making this?
Context/Need
Pragmatic

What are we making?
Meaning/Definition
Semantic

How are we making it?
Form/Grammar
Syntactic



Object
Component

System
Systems of components
Organism

Systems are often embedded in **ecologies**— communities of systems.

Why are we making this?
Context/Need
Pragmatic

What are we making?
Meaning/Definition
Semantic

How are we making it?
Form/Grammar
Syntactic

Object
Component

System
Systems of components
Organism

Ecosystem
Systems of systems
Community
Market

Practice focused on the form of objects can be **direct and unmediated.**

Why are we making this?
Context/Need
Pragmatic

What are we making?
Meaning/Definition
Semantic

How are we making it?
Form/Grammar
Syntactic

Individual Intuitive Idiosyncratic		

Object
Component

System
Systems of components
Organism

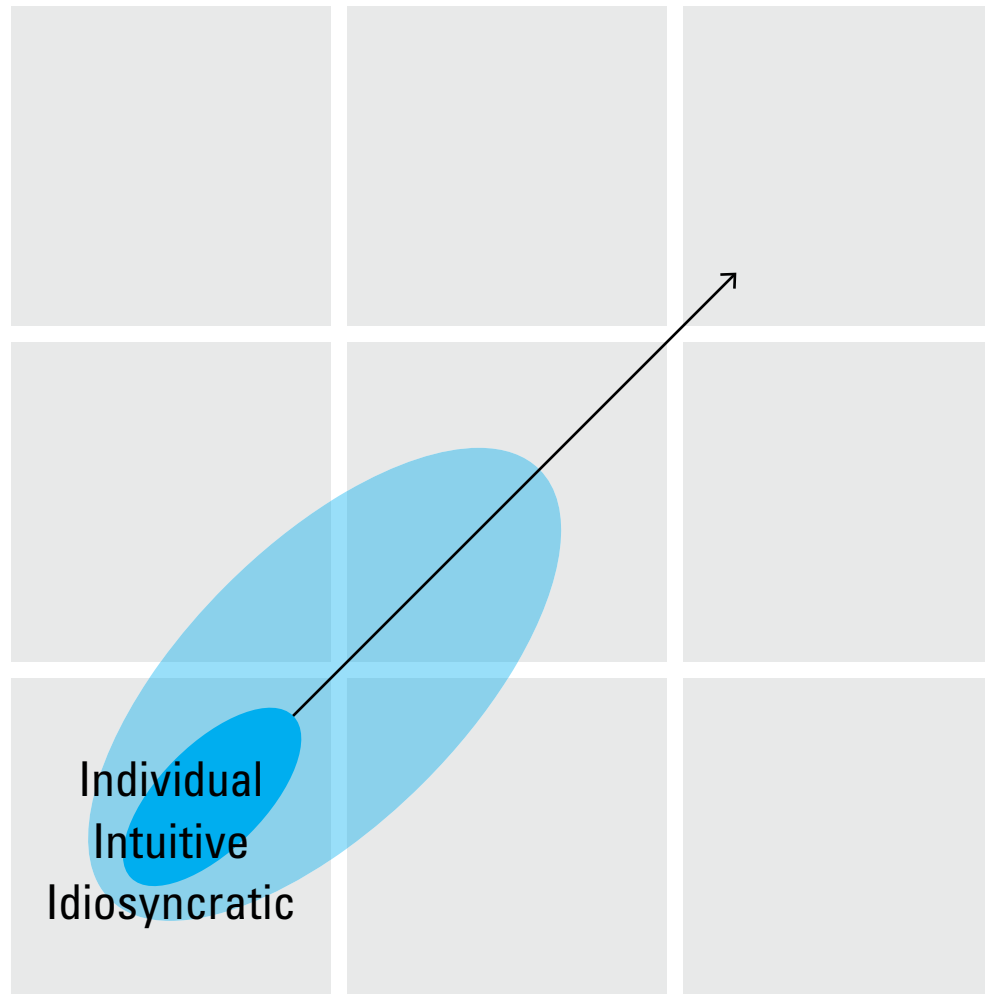
Ecosystem
Systems of systems
Community
Market

As practice expands, it becomes **more complex.**

Why are we making this?
Context/Need
Pragmatic

What are we making?
Meaning/Definition
Semantic

How are we making it?
Form/Grammar
Syntactic



Object
Component

System
Systems of components
Organism

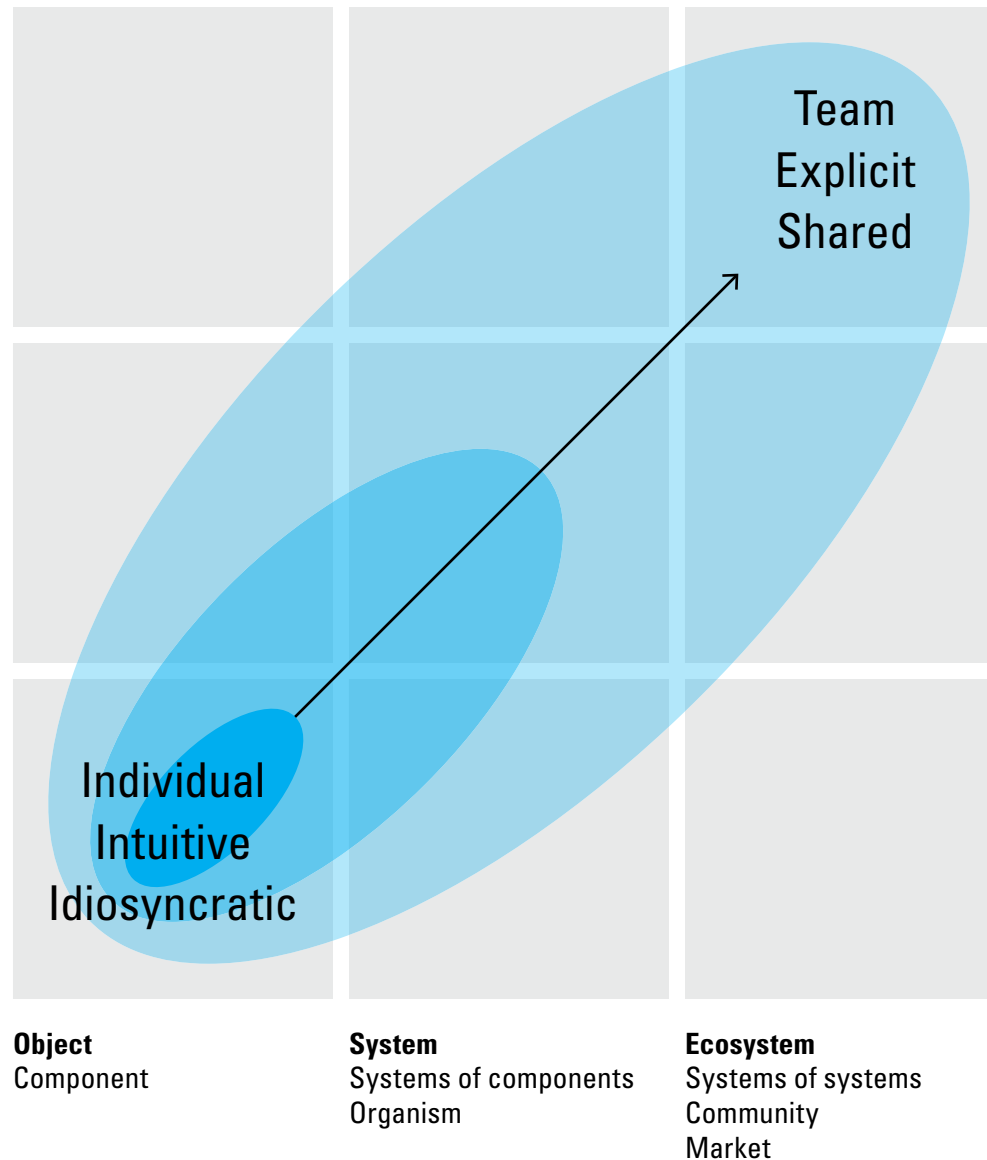
Ecosystem
Systems of systems
Community
Market

When practice also concerns context + ecologies, it requires **shared methods**.

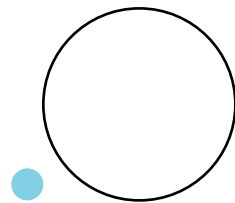
Why are we making this?
Context/Need
Pragmatic

What are we making?
Meaning/Definition
Semantic

How are we making it?
Form/Grammar
Syntactic



Possible relationships between a **design function** and the organization that it supports.

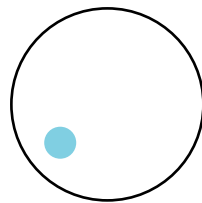


Separate

Design as external resource

Design thinking and methods have no continuous presence in the organization.

They are add-ons, limited to traditional problems: form, communication, function.

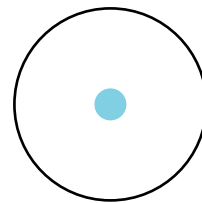


Peripheral

Design as part of the organization

Design thinking and methods practiced somewhere within the organization.

They apply to specific products and services.

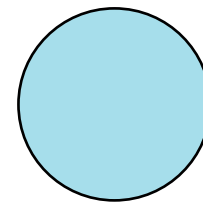


Central

Design at the core of the organization

Design thinking and methods are highly visible and take a central position.

They unify products and services across an organization; apply to corporate design and brand strategy.



Integrated

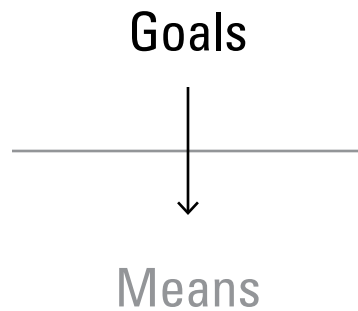
Design integral to all aspects of the organization

Design thinking and methods are being applied at an organization's top level as means to inquire into a wide range of organizational problems with the aim to develop integrated solutions.

— Sabine Junginger, 2009

We often have **conversations** with ourselves.

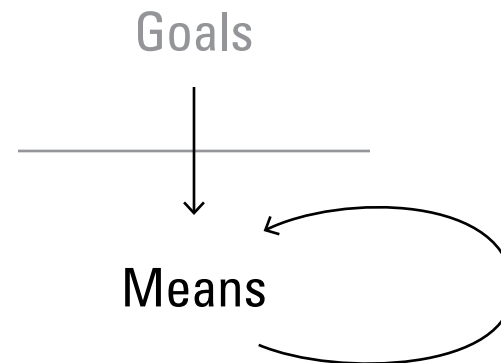
Manager



Reflecting:

Individual considers possible goals.

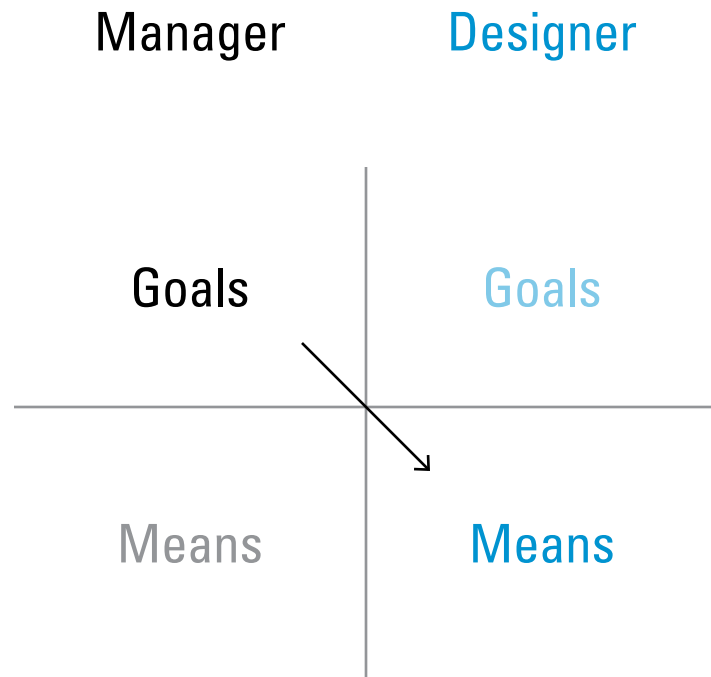
Manager



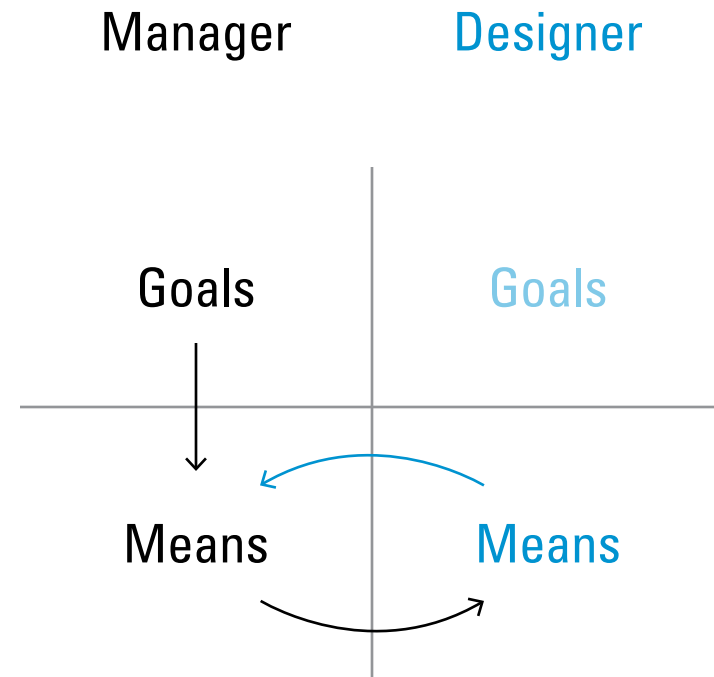
Reflection in action:

Individual considers possible means while executing

Traditional management is often **hierarchical**.

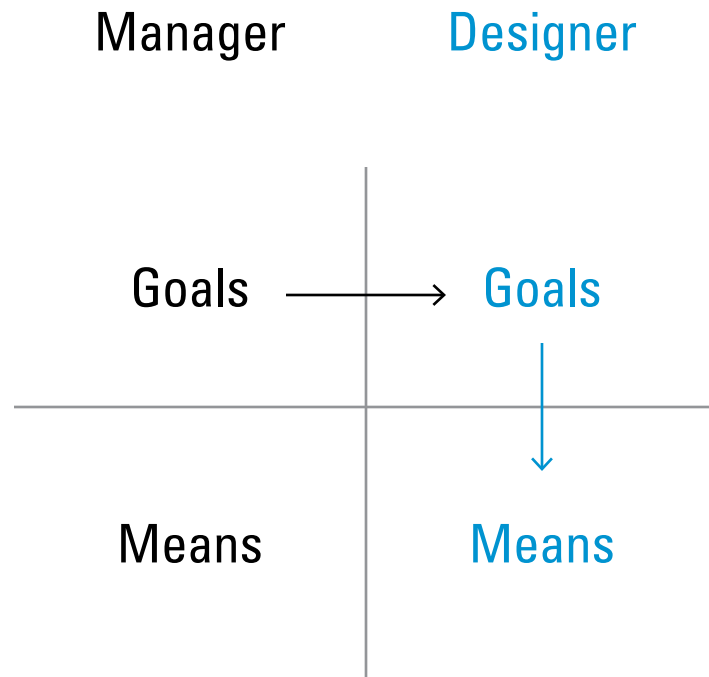


Controlling:
Manager tells designer
what to do + how to do it;
designer executes.

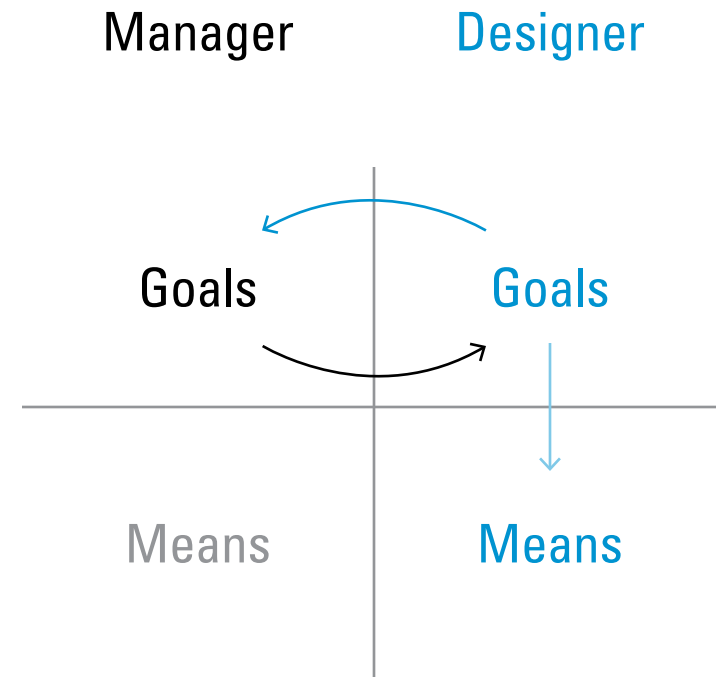


Mentoring:
Manager sets goals
but discusses means
with designer.

Information age management must be **collegial**.



Delegating:
Manager sets goal
but leaves means
to the designer.



Collaborating:
Manager and designer
set goals together.

Great design, sustained over time, is the product of conversations that build relationships and trust.

Steve Jobs + Jonathan Ive	= Apple
Ed Catmul + John Lasseter	= Pixar
Tom Watson, Jr. + Eliot Noyes	= IBM
Walter Paepke + Herbert Bayer	= Container Corp.
Adriano Olivetti + Marcello Nizzoli	= Olivetti
Artur & Erwin Braun + Dieter Rams	= Braun
Max Dupree + George Nelson	= Herman Miller
William Paley + William Golden	= CBS
Frank Stanton + Lou Dorfsman	= CBS
Hans Knoll + Florence Schust	= Knoll
Martha Stewart + Gael Towey & Eric Pike	= Martha Stewart

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hugh@dubberly.com

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