

Influential Article Review- Using Design Thinking to Operate Organizations

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This paper examines innovation and organization. We present insights from a highly influential paper. Here are the highlights from this paper: Design thinking has been adopted by organizations in all sectors of the economy. In this qualitative study, I explore organizations' goals in adopting design thinking, the challenges such programs encounter, and the approaches they have taken to deal with these challenges. I find that unclear goals, the need to build legitimacy, cultural resistance, and leadership turnover can compromise the work of design programs. Possible antidotes include technological and collaborative platforms, and extending design thinking into the implementation process. For our overseas readers, we then present the insights from this paper in Spanish, French, Portuguese, and German.

Keywords: : Design thinking, Innovation, Organization design, Organizational culture

SUMMARY

- Businesses, governments and nonprofits, in search of competitive advantage, a means of keeping up with rapid technological and social changes, and a way of dealing with increasingly complex problems, have eagerly embraced design thinking.
- I have argued that design thinking is both a process and a mindset; however, as a process, it differs from business processes such as total quality management, Six Sigma and ISO 9000, which reduce variance and improve efficiency ; it is in essence an exploratory process rather than an exploitative one. Hence Benner and Tushman's conclusion that process management techniques tend to crowd out exploration do not apply to design thinking. This study nevertheless shows that such an exploratory process can struggle to survive in organizations that are primarily focused on efficiency.
- Discussing entrepreneurial innovation units within «ambidextrous» organizations, Tushman and O'Reilly argue that management «must not only protect and legitimize the entrepreneurial units, but also keep them physically, culturally and structurally separate from the rest of the organization». However, for design thinking, separation of this kind is not easy and involves tradeoffs. With its distinct method and mindset, design thinking has often encountered significant systemic and cultural challenges in organizations.

- Lack of clarity around goals contributes to the challenges. To connect with the organization, they were led by managers rather than professional designers; they were located onsite rather than offsite; and they had extensive outreach programs to engage other departments and build alliances.
- Design programs faced significant cultural barriers. The freewheeling nature of design, with its emphasis on qualitative research, storytelling, and iteration, can be a difficult fit in cultures that prioritize certainty, quantification, and efficiency. While the desire to change culture through design is often real, it is usually driven from the top and may not initially have adequate buy-in at the grassroots; furthermore, cultural change can involve dismantling systems and processes that have built up over many decades, a daunting task for a design program.
- A senior-level champion can mitigate these cultural challenges. Such support, however, is highly vulnerable to leadership changes. Several design programs have been severely compromised, and even shut down, as their sponsors moved on to other opportunities. Design programs thus need to build legitimacy quickly while they still have the ear of senior management.
- Two such communities were encountered in this study. These had the advantage of shared knowledge and technology, and the serendipity that arises from comparing common problems across different contexts.
- Project implementation presents a further challenge. The designers may be successful at developing ideas with strong potential, but a host of internal obstacles can militate against them. Some programs dealt with this by inviting those tasked with implementation into the design process; however, differences in mindset and approach between the two groups can make this difficult. Others sent design team members to facilitate design processes in «client» departments; this model can work for incremental innovation, but is less likely to be effective for disruptive innovation.

HIGHLY INFLUENTIAL ARTICLE

We used the following article as a basis of our evaluation:

Dunne, D. (2018). Implementing design thinking in organizations: an exploratory study. *Journal of Organization Design*, 7(1), 1–16.

This is the link to the publisher’s website:

<https://jorgdesign.springeropen.com/articles/10.1186/s41469-018-0040-7>

INTRODUCTION

Design thinking has received a great deal of attention in academic- and practitioner-focused management literature (e.g., Beckman and Barry 2007; Liedtka and Ogilvie 2011; Martin 2009). The benefits claimed for it include organizational transformation, innovation (Brown 2009), customer orientation (Kumar and Whitney 2007), better decision making (Liedtka 2015), organizational learning (Beckman and Barry 2007; Smulders 2004), and competitive advantage (Martin 2009). As a result, many organizations have established design programs.

Yet design thinking in management is not without its critics. The design community has accused the business community of oversimplification (e.g., Ling 2010). Management practitioners and scholars also have raised concerns and called for a “rethink” (Kupp et al. 2017).

Benner and Tushman (2002) argue that “process management” favors exploitation over exploration. The solution is “ambidextrous” organization (Benner and Tushman 2003), in which organizations simultaneously pursue exploitation and exploration by isolating process management from exploration. In this study, I show that such ambidextrousness is difficult to achieve in practice. Design thinking is holistic and iterative, with a distinct mindset and attitude (Boland and Collopy 2004). Many organizations, however, are built for efficiency, and such an approach can challenge established norms. Organizations dominated

by reductionist thinking may have particular difficulty adapting to such an approach (Irwin and Baxter 2008).

The overall goal of this study is to clarify why organizations adopt design thinking, what challenges they have encountered, and how they have responded to these challenges. I begin by commenting on the reasons underlying the growth of design thinking in organizations. To establish the context, I describe design thinking as both a process and a mindset, highlighting how it differs from traditional approaches to problem solving in organizations. I then discuss the methodology for the study and its key findings. The paper concludes with some comments on the meaning of these results, limitations, and implications for future research.

CONCLUSION

The adoption of design thinking in large organizations has outpaced research into its degree of fit within such environments. This rapid adoption is testament to the need for fresh thinking in the face of wicked problems, yet the difficulty these programs encounter in organizations can threaten their existence.

The findings of this study indicate several opportunities to clarify design programs' role and function: for example, when should an organization contract design thinking out to consultants or design firms rather than internalize it? What is the optimal organizational form of a design program, given its goals, context, and culture?

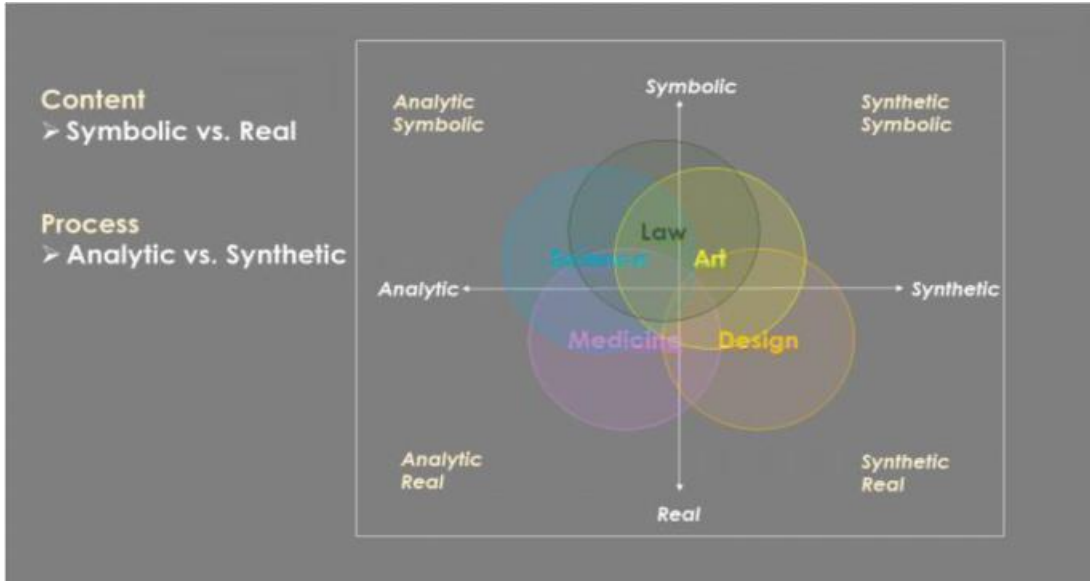
Several respondents mentioned the difficulty in measuring results in ways that are meaningful to the organization. Further research can help establish robust measures according to different program goals. Implementation is a critical issue for many design programs; while design labs have tended to focus on idea generation, there is an opportunity to explore how design approaches can help in the implementation process.

This is an exploratory study based on a small sample, and as such is suggestive rather than definitive. Further studies are needed to validate its conclusions. In addition, the study sample consisted only of existing design labs, and excluded those that had been terminated.^{Footnote3}

Organizations in all sectors of the economy are seeing value in design thinking. Yet it has often been adopted without a full understanding of its capabilities, limitations, and the demands it places on the organization. This has resulted in failures, and has led some to dismiss it entirely. Design thinking has value, but may not be right for all organizations in all circumstances; a more nuanced understanding is called for.

APPENDIX

FIGURE 1
TYPES OF THINKING ACROSS DOMAINS



OWEN 2007

FIGURE 2
IMAGES OF DESIGN LABS



(top row: Government lab, Denmark; bottom row, left, large consumer products manufacturer; bottom row, right, large non-profit hospital)

TABLE 1
SUMMARY OF INTERVIEWS CONDUCTED

Sector	Number of interviews	Categories	Roles
Public	5	Commerce, Education, Energy, Taxation	16 Directors of design labs 4 Staff members
Private	12	Consumer Goods, Health, Insurance, Media, Pharmaceuticals, Retail, Telecom	
Nonprofit	3	Health	
Expert	9	Design, Innovation Hub, Service Design	Partner, CEO, Consultant, Director

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TRANSLATED VERSION: SPANISH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUCIDA: ESPAÑOL

A continuación se muestra una traducción aproximada de las ideas presentadas anteriormente. Esto se hizo para dar una comprensión general de las ideas presentadas en el documento. Por favor, disculpe cualquier error gramatical y no responsabilite a los autores originales de estos errores.

INTRODUCCIÓN

El pensamiento de diseño ha recibido una gran atención en la literatura de gestión centrada en la educación académica y profesional (por ejemplo, Beckman y Barry 2007; Liedtka y Ogilvie 2011; Martín 2009). Los beneficios reclamados para ello incluyen la transformación organizacional, la innovación (Brown 2009), la orientación al cliente (Kumar y Whitney 2007), una mejor toma de decisiones (Liedtka 2015), el aprendizaje organizacional (Beckman y Barry 2007; Smulders 2004), y ventaja competitiva (Martín 2009). Como resultado, muchas organizaciones han establecido programas de diseño.

Sin embargo, el pensamiento de diseño en la gestión no está exento de críticas. La comunidad de diseño ha acusado a la comunidad empresarial de una simplificación excesiva (por ejemplo, Ling 2010). Los profesionales de la gestión y los académicos también han planteado preocupaciones y han pedido un "replanteamiento" (Kupp et al. 2017).

Benner y Tushman (2002) argumentan que la "gestión de procesos" favorece la explotación en la exploración. La solución es la organización "ambidiestra" (Benner y Tushman 2003), en la que las organizaciones persiguen simultáneamente la explotación y la exploración aislando la gestión de procesos de la exploración. En este estudio, mostramos que tal ambidiestra es difícil de lograr en la práctica. El pensamiento de diseño es holístico e iterativo, con una mentalidad y actitud distintas (Boland y Collopy 2004). Muchas organizaciones, sin embargo, están diseñadas para la eficiencia, y ese enfoque puede desafiar las normas establecidas. Las organizaciones dominadas por el pensamiento reduccionista pueden tener dificultades particulares para adaptarse a este enfoque (Irwin y Baxter 2008).

El objetivo general de este estudio es aclarar por qué las organizaciones adoptan el pensamiento de diseño, qué desafíos han encontrado y cómo han respondido a estos desafíos. Empiezo comentando las razones subyacentes al crecimiento del pensamiento de diseño en las organizaciones. Para establecer el contexto, describo el pensamiento de diseño como un proceso y una mentalidad, destacando cómo difiere de los enfoques tradicionales a la resolución de problemas en las organizaciones. A continuación, analizo la metodología para el estudio y sus hallazgos clave. El documento concluye con algunos comentarios sobre el significado de estos resultados, limitaciones e implicaciones para futuras investigaciones.

CONCLUSIÓN

La adopción del pensamiento de diseño en grandes organizaciones ha superado a la investigación en su grado de ajuste dentro de tales entornos. Esta rápida adopción es un testimonio de la necesidad de un nuevo pensamiento frente a problemas inicuos, sin embargo, la dificultad que estos programas encuentran en las organizaciones puede amenazar su existencia.

Los resultados de este estudio indican varias oportunidades para aclarar el papel y la función de los programas de diseño: por ejemplo, ¿cuándo debe un contrato de organización diseñar pensando en consultores o empresas de diseño en lugar de internarlo? ¿Cuál es la forma organizativa óptima de un programa de diseño, dados sus objetivos, contexto y cultura?

Varios encuestados mencionaron la dificultad para medir los resultados de maneras que son significativas para la organización. Una investigación adicional puede ayudar a establecer medidas sólidas de acuerdo con los diferentes objetivos del programa. La implementación es un problema crítico para muchos programas de diseño; mientras que los laboratorios de diseño han tendido a centrarse en la generación de ideas, hay una oportunidad para explorar cómo los enfoques de diseño pueden ayudar en el proceso de implementación.

Se trata de un estudio exploratorio basado en una pequeña muestra, y como tal es sugerente en lugar de definitivo. Se necesitan más estudios para validar sus conclusiones. Además, la muestra de estudio consistía únicamente en laboratorios de diseño existentes y excluía los que habían finalizado. Nota al pie³

Las organizaciones de todos los sectores de la economía están viendo valor en el pensamiento del diseño. Sin embargo, a menudo se ha adoptado sin una comprensión completa de sus capacidades, limitaciones y las demandas que impone a la organización. Esto ha dado lugar a fracasos, y ha llevado a algunos a descartarla por completo. El pensamiento de diseño tiene valor, pero puede no ser adecuado para todas las organizaciones en todas las circunstancias; se pide una comprensión más matizada.

TRANSLATED VERSION: FRENCH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUITE: FRANÇAIS

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INTRODUCTION

La pensée de conception a reçu beaucoup d'attention dans la littérature de gestion académique et praticien-axée (p. Ex., Beckman et Barry 2007 ; Liedtka et Ogilvie 2011; Martin 2009). Les avantages réclamés pour cela comprennent la transformation organisationnelle, l'innovation (Brown 2009), l'orientation client (Kumar et Whitney 2007), une meilleure prise de décision (Liedtka 2015), l'apprentissage organisationnel (Beckman et Barry 2007; Smulders 2004), et avantage concurrentiel (Martin 2009). Par conséquent, de nombreuses organisations ont mis sur pied des programmes de conception.

Pourtant, la pensée de conception dans la gestion n'est pas sans ses critiques. La communauté du design a accusé le milieu des affaires de simplification excessive (p. Ex., Ling 2010). Les praticiens de la gestion et les chercheurs ont également soulevé des préoccupations et appelé à une « refonte » (Kupp et coll. 2017).

Benner et Tushman (2002) soutiennent que la « gestion des processus » favorise l'exploitation par le plus grand que l'exploration. La solution est l'organisation « ambidextre » (Benner et Tushman, 2003), dans laquelle les organisations poursuivent simultanément l'exploitation et l'exploration en isolant la gestion des processus de l'exploration. Dans cette étude, je montre qu'une telle ambidextreness est difficile à réaliser dans la pratique. La pensée de conception est holistique et itérative, avec un état d'esprit et une attitude distincts (Boland et Collopy 2004). De nombreuses organisations, cependant, sont conçues pour l'efficacité, et une telle approche peut remettre en question les normes établies. Les organisations dominées par la pensée réductionniste peuvent avoir particulièrement de la difficulté à s'adapter à une telle approche (Irwin et Baxter, 2008).

L'objectif global de cette étude est de clarifier les raisons pour lesquelles les organisations adoptent la conception, les défis qu'elles ont rencontrés et la façon dont elles ont répondu à ces défis. Je commence par commenter les raisons qui sous-tendent la croissance de la pensée de conception dans les organisations.

Pour établir le contexte, je décrit la pensée de conception comme un processus et un état d'esprit, soulignant comment il diffère des approches traditionnelles à la résolution de problèmes dans les organisations. Je discute ensuite de la méthodologie de l'étude et de ses principales conclusions. Le document se termine par quelques commentaires sur la signification de ces résultats, les limites et les implications pour la recherche future.

CONCLUSION

L'adoption de la pensée de conception dans de grandes organisations a dépassé la recherche sur son degré d'ajustement dans de tels environnements. Cette adoption rapide témoigne de la nécessité d'une nouvelle pensée face à de méchants problèmes, mais la difficulté que ces programmes rencontrent dans les organisations peut menacer leur existence.

Les résultats de cette étude indiquent plusieurs occasions de clarifier le rôle et la fonction des programmes de conception : par exemple, quand une organisation devrait-elle concevoir un contrat à des consultants ou à des firmes de design plutôt que de l'intérioriser? Quelle est la forme organisationnelle optimale d'un programme de conception, compte tenu de ses objectifs, de son contexte et de sa culture?

Plusieurs répondants ont mentionné la difficulté de mesurer les résultats d'une manière qui est significative pour l'organisation. D'autres recherches peuvent aider à établir des mesures solides en fonction des différents objectifs du programme. La mise en œuvre est un enjeu crucial pour de nombreux programmes de conception; alors que les laboratoires de conception ont eu tendance à se concentrer sur la génération d'idées, il ya une occasion d'explorer comment les approches de conception peut aider dans le processus de mise en œuvre.

Il s'agit d'une étude exploratoire basée sur un petit échantillon, et en tant que telle est suggestive plutôt que définitive. D'autres études sont nécessaires pour valider ses conclusions. De plus, l'échantillon de l'étude ne comprenait que des laboratoires de conception existants et excluait ceux qui avaient été congédiés. Note de bas de page³

Les organisations de tous les secteurs de l'économie voient la valeur dans la pensée de conception. Pourtant, il a souvent été adopté sans une pleine compréhension de ses capacités, les limites, et les exigences qu'il place sur l'organisation. Cela a entraîné des échecs, et a conduit certains à le rejeter entièrement. La pensée de conception a la valeur, mais peut ne pas être bonne pour toutes les organisations en toutes circonstances ; une compréhension plus nuancée est demandée.

TRANSLATED VERSION: GERMAN

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

ÜBERSETZTE VERSION: DEUTSCH

Hier ist eine ungefähre Übersetzung der oben vorgestellten Ideen. Dies wurde getan, um ein allgemeines Verständnis der in dem Dokument vorgestellten Ideen zu vermitteln. Bitte entschuldigen Sie alle grammatikalischen Fehler und machen Sie die ursprünglichen Autoren nicht für diese Fehler verantwortlich.

EINLEITUNG

Design Thinking hat in der akademisch- und praxisorientierten Managementliteratur (z.B. Beckman und Barry 2007; Liedtka und Ogilvie 2011; Martin 2009). Zu den dafür in Anspruch genommenen Vorteilen gehören organisatorische Transformation, Innovation (Brown 2009), Kundenorientierung (Kumar und Whitney 2007), bessere Entscheidungsfindung (Liedtka 2015), organisatorisches Lernen (Beckman und Barry 2007; Smulders 2004) und Wettbewerbsvorteil (Martin 2009). Infolgedessen haben viele Organisationen Designprogramme eingerichtet.

Doch Designthinking im Management ist nicht ohne seine Kritiker. Die Design-Community hat der Wirtschaft eine übermäßige Vereinfachung vorgeworfen (z.B. Ling 2010). Auch Führungskräfte und Wissenschaftler haben Bedenken geäußert und ein "Umdenken" gefordert (Kupp et al. 2017).

Benner und Tushman (2002) argumentieren, dass "Prozessmanagement" Ausbeutung gegenüber Exploration begünstigt. Die Lösung ist die "ambidextrous" Organisation (Benner und Tushman 2003), in der Organisationen gleichzeitig Ausbeutung und Exploration verfolgen, indem sie das Prozessmanagement von der Exploration isolieren. In dieser Studie zeige ich, dass eine solche Ambidextrousness in der Praxis schwer zu erreichen ist. Design Thinking ist ganzheitlich und iterativ, mit einer ausgeprägten Denkweise und Einstellung (Boland und Collopy 2004). Viele Organisationen sind jedoch auf Effizienz aufgebaut, und ein solcher Ansatz kann etablierte Normen in Frage stellen. Organisationen, die von reduktionistischem Denken beherrscht werden, können besondere Schwierigkeiten haben, sich an einen solchen Ansatz anzupassen (Irwin und Baxter 2008).

Das übergeordnete Ziel dieser Studie besteht darin, zu klären, warum Unternehmen Design Thinking übernehmen, welche Herausforderungen sie gestellt haben und wie sie auf diese Herausforderungen reagiert haben. Zunächst möchte ich auf die Gründe eingehen, die dem Wachstum des Design-Denkens in Organisationen zugrunde liegen. Um den Kontext zu etablieren, beschreibe ich Design Thinking sowohl als Prozess als auch als Denkweise und verdeutliche, wie es sich von herkömmlichen Ansätzen zur Problemlösung in Organisationen unterscheidet. Anschließend bespreche ich die Methodik für die Studie und ihre wichtigsten Ergebnisse. Das Papier schließt mit einigen Kommentaren zur Bedeutung dieser Ergebnisse, Einschränkungen und Implikationen für die zukünftige Forschung.

SCHLUSSFOLGERUNG

Die Einführung von Design Thinking in großen Organisationen hat die Forschung über den Grad der Passform in solchen Umgebungen übertroffen. Diese schnelle Annahme zeugt von der Notwendigkeit eines neuen Denkens angesichts böser Probleme, aber die Schwierigkeiten, auf die diese Programme in Organisationen stoßen, können ihre Existenz bedrohen.

Die Ergebnisse dieser Studie zeigen mehrere Möglichkeiten auf, die Rolle und Funktion von Designprogrammen zu klären: Wann sollte eine Organisation beispielsweise das Design von Unternehmen an Berater oder Designfirmen weiterleiten, anstatt sie zu verinnerlichen? Was ist die optimale Organisationsform eines Designprogramms, wenn man seine Ziele, seinen Kontext und seine Kultur ansieht?

Mehrere Befragte wiesen auf die Schwierigkeit hin, Ergebnisse auf eine Weise zu messen, die für die Organisation von Bedeutung ist. Weitere Forschung kann helfen, robuste Maßnahmen nach verschiedenen Programmzielen zu etablieren. Die Implementierung ist ein kritisches Problem für viele Entwurfsprogramme. Während Designlabors dazu tendierten, sich auf die Ideengenerierung zu konzentrieren, besteht die Möglichkeit, zu untersuchen, wie Entwurfsansätze beim Implementierungsprozess helfen können.

Dies ist eine Sondierungsstudie, die auf einer kleinen Stichprobe basiert und als solche eher suggestiv als endgültig ist. Weitere Studien sind erforderlich, um ihre Schlussfolgerungen zu validieren. Darüber hinaus bestand die Studienstichprobe nur aus vorhandenen Konstruktionslabors und schloss beendete Übungseinheiten aus. Fußnote³

Unternehmen in allen Wirtschaftssektoren sehen Wert im Design Thinking. Dennoch wurde es oft angenommen, ohne ein vollständiges Verständnis seiner Fähigkeiten, Einschränkungen und der Anforderungen, die es an die Organisation stellt. Dies hat zu Misserfolgen geführt und hat einige dazu

gebracht, es vollständig zu entlassen. Design Thinking hat einen Wert, ist aber unter allen Umständen möglicherweise nicht für alle Organisationen richtig. Ein differenzierteres Verständnis ist gefragt.

TRANSLATED VERSION: PORTUGUESE

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSÃO TRADUZIDA: PORTUGUÊS

Aqui está uma tradução aproximada das ideias acima apresentadas. Isto foi feito para dar uma compreensão geral das ideias apresentadas no documento. Por favor, desculpe todos os erros gramaticais e não responsabilize os autores originais responsáveis por estes erros.

INTRODUÇÃO

O design tem recebido muita atenção na literatura de gestão académica e praticante (por exemplo, Beckman e Barry 2007; Liedtka e Ogilvie 2011; Martin 2009). Os benefícios reclamados para o mesmo incluem a transformação organizacional, a inovação (Brown 2009), a orientação do cliente (Kumar e Whitney 2007), uma melhor tomada de decisão (Liedtka 2015), a aprendizagem organizacional (Beckman e Barry 2007; Smulders 2004) e vantagem competitiva (Martin 2009). Como resultado, muitas organizações estabeleceram programas de design.

No entanto, o pensamento de design na gestão não é sem os seus críticos. A comunidade de design acusou a comunidade empresarial de simplificar excessivamente (por exemplo, Ling 2010). Os profissionais de gestão e os académicos também têm levantado preocupações e apelado a um "repensar" (Kupp et al. 2017).

Benner e Tushman (2002) argumentam que a "gestão do processo" favorece a exploração. A solução é a organização "ambidextrous" (Benner e Tushman 2003), na qual as organizações prosseguem simultaneamente a exploração e exploração, isolando a gestão do processo da exploração. Neste estudo, mostro que tal ambidextroidade é difícil de alcançar na prática. O pensamento do design é holístico e iterativo, com uma mentalidade e atitude distintas (Boland e Collopy 2004). Muitas organizações, no entanto, são construídas para a eficiência, e tal abordagem pode desafiar as normas estabelecidas. As organizações dominadas pelo pensamento reducionista podem ter particular dificuldade em adaptar-se a tal abordagem (Irwin e Baxter 2008).

O objetivo geral deste estudo é esclarecer por que razão as organizações adotam o pensamento do design, que desafios encontraram e como responderam a estes desafios. Começo por comentar as razões subjacentes ao crescimento do pensamento do design nas organizações. Para estabelecer o contexto, descrevo o pensamento do design como um processo e uma mentalidade, destacando como difere das abordagens tradicionais para a resolução de problemas nas organizações. Em seguida, discuti a metodologia do estudo e as suas principais conclusões. O documento conclui com alguns comentários sobre o significado destes resultados, limitações e implicações para a investigação futura.

CONCLUSÃO

A adoção do pensamento de design em grandes organizações ultrapassou a investigação sobre o seu grau de ajuste nestes ambientes. Esta rápida adoção é um testemunho da necessidade de um novo pensamento face a problemas perversos, no entanto, a dificuldade que estes programas encontram nas organizações pode ameaçar a sua existência.

As conclusões deste estudo indicam várias oportunidades para clarificar o papel e a função dos programas de design: por exemplo, quando deve uma organização desenhar um projeto de contrato

pensando em consultores ou empresas de design em vez de internalizá-lo? Qual é a forma organizacional ideal de um programa de design, dado os seus objetivos, contexto e cultura?

Vários inquiridos mencionaram a dificuldade em medir resultados de formas que são significativas para a organização. Pesquisas adicionais podem ajudar a estabelecer medidas robustas de acordo com diferentes objetivos do programa. A implementação é uma questão crítica para muitos programas de design; enquanto os laboratórios de design tendem a focar-se na geração de ideias, há uma oportunidade de explorar como as abordagens de design podem ajudar no processo de implementação.

Este é um estudo exploratório baseado numa pequena amostra, e como tal é sugestivo e não definitivo. São necessários mais estudos para validar as suas conclusões. Além disso, a amostra de estudo consistia apenas em laboratórios de design existentes, e excluía os que tinham sido encerrados. Nota de rodapé³

Organizações em todos os sectores da economia estão a ver valor no pensamento do design. No entanto, tem sido muitas vezes adotado sem uma compreensão completa das suas capacidades, limitações e exigências que coloca à organização. Isto resultou em falhas, e levou alguns a descartá-la completamente. O design tem valor, mas pode não ser certo para todas as organizações em todas as circunstâncias; um entendimento mais matizado é solicitado.