

"Jeanne Liedtka is dedicated to bringing design concepts and theory down from the stratosphere into the hands of managers tackling everyday problems. She and her coauthors achieve just this in *Solving Problems with Design Thinking*. Read it once for inspiration and encouragement. Then go back to its pages time and time again for models, tools, lessons, and stories that will transform design thinking into a powerful asset for you."

—ROGER MARTIN, DEAN OF THE ROTMAN SCHOOL OF MANAGEMENT,
UNIVERSITY OF TORONTO

PRAISE FOR
SOLVING PROBLEMS WITH
DESIGN THINKING

"This book offers a solid, in-depth look at the power of design thinking to solve organizational problems. Better yet, through real-life examples, it demonstrates a far more important skill: how to uncover the more urgent problems lurking beneath the surface. The authors brilliantly reveal how the design mindset can permeate—and then transform—an organization."

—DANIEL PINK, AUTHOR OF *DRIVE AND TO SELL IS HUMAN*

"In a clear and simple style, this book shows how design thinking has been applied successfully to address complex and different problems in a variety of organizations, both for- and not-for-profit. The ten case studies provide creative and innovative applications of design principles and supply sufficient detail of use to aid readers in their own planning processes. *Solving Problems with Design Thinking* provides depth of value to the graduate professional classroom while being simple and clear for immediate use by managers."

—TONI UNGARETTI, JOHNS HOPKINS UNIVERSITY

 **Columbia Business School**
Publishing

AN IMPRINT OF COLUMBIA UNIVERSITY PRESS

\$29.95

ISBN: 978-0-231-16356-9




Printed in the U.S.A.

LIEDTKA, KING,
AND BENNETT
SOLVING PROBLEMS WITH
DESIGN THINKING
 STORIES OF
WHAT WORKS
Columbia Business School

SOLVING PROBLEMS WITH DESIGN THINKING



JEANNE LIEDTKA, ANDREW KING,
AND KEVIN BENNETT

 Columbia Business School

SOLVING
PROBLEMS
WITH DESIGN
THINKING

*Solving Problems
with Design Thinking*



JEANNE LIEDTKA, ANDREW KING,
AND KEVIN BENNETT

SOLVING PROBLEMS WITH DESIGN THINKING



JEANNE LIEDTKA, ANDREW KING,
AND KEVIN BENNETT

SOLVING PROBLEMS WITH DESIGN

Columbia University Press
Publishers Since 1893
New York Chichester, West Sussex
cup.columbia.edu
Copyright © 2013 Jeanne Liedtka, Andrew King, and Kevin Bennett
All rights reserved

Library of Congress Cataloging-in-Publication Data

Liedtka, Jeanne.
Solving problems with design thinking : ten stories of what works / Jeanne Liedtka,
Andrew King, Kevin Bennett.

pages cm

Includes bibliographical references and index.

ISBN 978-0-231-16356-9 (cloth : alk. paper) — ISBN 978-0-231-53605-9 (ebook)

1. Creative ability in business.
2. Design. I. King, Andrew (Andrew Courtland) II. Bennett, Kevin B. (Kevin Bruce), 1957-III. Title.

HD53.L545 2013
658.4'03—dc23
2013009497



Columbia University Press books are printed on permanent and durable acid-free paper.
This book is printed on paper with recycled content.
Printed in the United States of America

COVER DESIGN:
Noah Arlow

References to websites (URLs) were accurate at the time of writing. Neither the author nor Columbia University Press is responsible for URLs that may have expired or changed since the manuscript was prepared.

Contents

For Debra and Matt

Preface	ix
Acknowledgments	xiii
1. Dispelling the Moses Myth	1
2. Reimagining the Trade Show Experience at IBM	15
3. Passenger Integration at Southwest	33
4. Transforming B2B Customer Engagement at J&M	57
5. Rethinking Strategic Planning at SAP	74
6. Redesigning the Customer Contact Center at Toyota	98
7. Social Networking at MedVee Health	107

Contents

Preface	ix
Acknowledgments	xiii
1 Dispelling the Moses Myth	1
2 Reimagining the Trade Show Experience at IBM	15
3 Postmerger Integration at Suncorp	35
4 Transforming B2B Customer Engagement at 3M	57
5 Rethinking Strategic Planning at SAP	74
6 Redesigning the Customer Contact Center at Toyota	92
7 Social Networking at MeYou Health	107

Contents

8	Industry Collaboration in Financial Services with the FiDJI Project	126
9	Rethinking Subsidized Meals for the Elderly at The Good Kitchen	143
10	Engaging the Citizens of Dublin	160
11	Scaling a Design Thinking Competency at Intuit	179
12	Where Do We Go from Here?	196
POSTSCRIPT		
	Educating Managers for Design	211

Preface

The Story Behind Our Stories

For those of you who don't read prefaces, feel free to continue on without remorse—the stories you are about to hear will be just as satisfying. But for those who like to know what is going on backstage, we thought a bit of detail about the origin of our ten stories might be of interest.

In the spring of 2010 the Design Management Institute (DMI) and researchers at the University of Virginia's Darden School of Business (a team that included us) launched a multistage research program to assess the prevalence and impact of design thinking in business organizations. Sponsored by the Batten Institute, a center for the study of entrepreneurship and innovation at Darden, the study set out to develop an understanding of the extent to which the methods, techniques, and processes traditionally associated with design and designers had been adopted within established business and social sector organizations.