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Design and business

Guest Editors: Jeanne Liedtka, Roger Martin and dt ogilvie

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## Feature articles

- Design and business: why can't we be friends?** 6  
Roger Martin  
*Although design is more important in business than ever before, designers and business people often find working together fraught with tension and misunderstandings. The author suggests that the key attributes of validity and reliability can frame a more productive way for designers and business people to work together. He outlines five practical actions that designers can take and five equivalent actions for business people.*
- Artistry for the strategist** 13  
Hilary Austen Johnson  
*Artistry is not an exclusive talent but rather a learned, emergent capability that allows practitioners to integrate mastery and originality as they work. The problems faced by today's practitioners often reflect ambiguity, uncertainty and complexity. The author contends that practitioners may not be able to rely on historical solutions. Artistry is an alternative capability that allows practitioners to work effectively with difficult problems.*
- The second road of thought: how design offers strategy a new toolkit** 22  
Tony Golsby-Smith  
*Organizations are far better equipped with the tools for operational management and defending the status quo than for inventing and shaping new futures. But a new approach to strategy through design thinking can unlock fresh energy and make strategy more innovative and less data-driven. Design opens a door to a new art of thinking that has been suppressed for centuries by the Western world's addiction to logic and science as the dominant thinking paradigm.*
- Possibility thinking: lessons from breakthrough engineering** 30  
Robert Friedel and Jeanne Liedtka  
*The ability to see new possibilities is fundamental to creating new innovative designs – but what do we know about state-of-the-art possibility thinking? The authors examine this topic, until now largely ignored by strategists in favor of analytics. They examine a selection of breakthrough engineering projects and, from these, derive eight different ways of illuminating new possibilities.*
- Abduction: a pre-condition for the intelligent design of strategy** 38  
Nicholas Dew  
*Abduction may be defined as deducing the best possible explanation from information that is surprising or anomalous – both very typical in strategic decision making. Strategists can gain much from knowing how to use abduction well because it is frequently integral to problem defining, which in turn sets the stage for possibility thinking and choosing the best alternative. Good abductive thinking therefore is a pre-condition for intelligent designing in strategy.*
- Daily life, not markets: customer-centered design** 46  
Vijay Kumar and Patrick Whitney  
*Executives were shocked to find that in six weeks a research team unfamiliar with life in Hong Kong could identify wholly new potential markets through research that revealed unarticulated consumer needs. As companies try to gain a deeper understanding of consumers, they are increasingly turning to user-observation and ethnographic processes. The authors describe a research method that allows companies to conduct observational research for application and reusability on a large scale.*
- Learning to design: giving purpose to heart, hand and mind** 59  
Sabine Junginger  
*Design thinking is becoming a topic in strategic management. This article offers a glimpse into education in design schools and links it with design education in the business organization to make basic design thinking and methods accessible to managers. Systematic inquiry into the organization through design thinking is an iterative activity that can be launched in almost any environment with few resources.*