# 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.