Jeanne Liedtka

Jeanne is a professor at the University of Virginia Darden School of Business, where she teaches both MBAs and executives and consults on innovation, organic growth, and design thinking. Beginning her career as a strategy consultant for the Boston Consulting Group, she has served as associate dean of the MBA program at Darden, executive director of the Batten Institute for Entrepreneurship and Innovation, and chief learning officer at United Technologies Corporation. Jeanne’s goal in her work is to clarify design thinking for managers and help them tap into its awesome potential and power. She has two children and two adorable grandsons, and lives in Charlottesville, Virginia, with her husband, Salz.

Tim Ogilvie

Tim is the CEO of Peer Insight, an innovation strategy consulting firm. He believes in uniting design and analytics in the cause of entrepreneurship, and has applied these principles on projects for Procter & Gamble, Intel, Starbucks, NASA, and Kimberly-Clark. He is also a visiting lecturer at the University of Virginia Darden School of Business. Tim is an avid rock climber and lives in Alexandria, Virginia, with his wife, Caroline, and two sons.

Rachel Brozenske

Rachel is the vice president of Allison Partners, an organizational development consulting practice, and an adjunct lecturer at the University of Virginia Darden School of Business. With a background in advertising and corporate branding, she has a habit of looking at most problems—whether the creation of a performance management system or the development of a learning experience—through the lens of design. Rachel lives in Charlottesville, Virginia, with her husband, Greg, who inspires her to be as brave as a superhero.

The Designing for Growth Field Book demystifies tools that have traditionally been the domain of designers to help organizations execute an innovation project to its full potential.

In Designing for Growth: A Design Thinking Tool Kit for Managers (D4G), Jeanne Liedtka and Tim Ogilvie showed how businesses can use design thinking to boost innovation and drive growth. In this companion guide, which can also serve as a stand-alone project workbook, the authors provide a step-by-step framework for applying the D4G tool kit and process to a particular project, systematically explaining how to address the four key questions of the design thinking approach. The field book maps the flow of the design process within the context of a specific project and reminds readers of key D4G takeaways as they progress. Readers learn to identify an opportunity, draft a design brief, conduct research, establish design criteria, brainstorm, develop concepts, create napkin pitches, make prototypes, solicit feedback from stakeholders, and run learning launches.

The Designing for Growth Field Book

( a step-by-step project guide )

JEANNE LIEDTKA, TIM OGILVIE, AND RACHEL BROZENSKE

Praise for Designing for Growth:

"By treating management as a design process, managers can create systems that have quality built in rather than simply offer rules and guidelines for employees to follow. This book is the guide to making that shift, and it is an important resource for those who lead people."

— 800-CEO-READ, in its selection of Designing for Growth for the 2011 Business Book Award in the Management category

"The best designers seem to have an almost magical gift for finding creative solutions to problems we didn’t even know existed. This book teaches how to capture that magic and turn it into a problem-solving process that can create a better future for your customers and yourself."

— Daniel H. Pink, author of Drive and A Whole New Mind
The Designing for Growth Field Book
The Designing for Growth Field Book: a step-by-step project guide

Jeanne Liedtka, Tim Ogilvie, and Rachel Brozenske

Columbia Business School
Publishing
Using Your Field Book

Welcome!

Chances are, if you bought this book, you are facing a messy challenge—and want to use design thinking to create an innovative solution. We have written this field guide to make that process easier, to create a road map for you to manage your innovation project as it unfolds.

A few years ago, Jeanne and Tim wrote *Designing for Growth: A Design Thinking Tool Kit for Managers* (D4G) with the goal of making design thinking tools and methods accessible to any manager interested in using them. Since then, we’ve learned some new things. Having spent that time helping hundreds of managers tap into design’s potential, we saw an opportunity to get even more practical by creating a step-by-step guide. This is that guide—your field book. If you’d like more detail on the design thinking philosophy, you’ll find that in D4G. If you own it already, you’ll see that it serves as a great companion to this field book. But we think you’ll find this field book is a useful guide to managing your project regardless of whether you have read D4G.

**In D4G, we laid out a simple process that asked four questions:**

- What is?
- What if?
- What wows?
- What works?
What is explores current reality. What if envisions a new future. What wows makes some choices. What works brings us to action. We have built this step-by-step guide around those same four questions, with some reminders about the tools and project management aids we talked about in D4G, and the addition of a few new tools and aids.

We designed this field book for active use. You might ask, “What does that mean?” It means that it’s not meant to stay pristine and pretty. Instead, write in it. Turn down the corners of the pages you like. Tear out the pages you can’t stand. Doodle. Make notes in the margins. Stack and store your sticky notes. But most of all, keep it handy for whatever thoughts occur to you along the way.

Let’s get started.
Although you can use your field book however you like, we suggest that it’s particularly useful for three things.

**Choosing**

A successful design thinking experience begins with a great problem. Before you begin working the four questions, take time to choose a meaty challenge and frame your challenge question. The design brief form and instructions in Steps 1 through 3 of this field book will help you get set up for greatness.

**Planning**

Every challenge is different, so even with a handy guide like this you’ll want to take time to plot your course. Being a good catalyst for problem solving requires planning. Think about which tools will be best suited to your challenge and the people who might be available to help you.

Good news: The steps and tools in this book will guide you along the way. We’ve also included an example project with completed templates in the final section if you find yourself lost in translation.

**Doing**

Thinking is fine, but it’s also important to deliver results. At some point, you’ll need to bring a team together and use the tools you’ve chosen to navigate your challenge. Grab a flip chart and some markers, follow your plan, use the tools, adjust it if you hit a bump in the road, and see where the journey takes you. This field book is your guide as you take on today’s challenge, but you have a lifetime ahead of you to think like a designer.

Along the way, you can also visit Design@Darden, an online portal with more tools (including digital templates and ready-to-print posters) to help you get the action started.