Transformational Synergy
aligning design pushers and pullers
Fork in the road
Design Pushers

Design Pullers
Design Pushers
Design Pullers
TWO ISSUES

Design
Pushers

Design
Pullers
Design Pushers

Design Pullers

OPPORTUNITY?
INFLUENCE?  OPPORTUNITY?

Design Pushers  Design Pullers

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Fork in the road

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inherent problems..
inherent problems..
design becomes a commodity..
inherent problems..
design becomes a commodity..
..and is difficult to change
..design must transform to achieve its full potential as a transformer..
Design Pushers
Design Pullers
“design is no longer limited to design professionals”

WARREN BERGER
“is design too important to be left to designers?”

BRUCE NUSSBAUM BusinessWeek
“put aside the idea that design is for designers, it is far too important for that!”

PETER GORB ex London Business School
“design is what you do, not what you’ve done”

BRUCE ARCHER ex Royal College of Art
“design...the Everest of intellectual capital”

TOM PETERS
“design is more than the product, it is the total business entity”

ALAN JONES Toyota
“silent design...design by people who are not designers and are not aware that they are participating in design activity”

PETER GORB AND ANGELA DUMAS ex London Business School
..through intelligent design we can reduce the environmental impact of our products and that of our customers..
..design – a creative force for innovation..
..visualizing, defining and creating the bathroom space of the future..
A key point

..people in a position to shape our world are not usually designers, but they can have a real sense of what it might do, and are often in a position to do it..
Design Pullers
In business...

• make strategy visible
• link strategy with operations
• enhance reputation
• insights to the future
• uncover customer needs
• drive innovation
In public services...

- better working hospitals
- seamless transport services
- accessible government services
In social structures...

• reduce crime levels
• sustainable natural resources
• safer and more secure
“design, in the end, is about creating better things for people and along the way it can generate better profits as well”

BRUCE NUSSBAUM BusinessWeek
A key point

design can be critical to success if only Design Pullers know where to look and what to ask for..
design thinking is people centric

design process is inclusive and holistic
can change what Design Pullers do
design process can be expertly managed
design thinking is people centric

design process is inclusive and holistic

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design process can be expertly managed
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design process is inclusive and holistic
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design thinking is people centric
design process is inclusive and holistic
can change what Design Pullers do
design process can be expertly managed
A key point

..Design Pullers, although concerned with what designers produce, will find greater value in the way they produce it..
Transformational design
Products and services

Transformational design

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Transformational design

Products and services

Social planning
Products and services

Social planning

National and international

Transformational design
Design Pushers  Design Pullers
Design Pushers  Design Pullers
A key point

..traditional design disciplines represent only part of what design thinking is capable of..
“we have failed to get across the message that design transforms”

SEAN McNULTY Innovator
Design Pushers
Pushers
Design

In essence...
In essence...

• create understanding of what is possible with design
In essence...

- create understanding of what is possible with design
- demonstrate the value that design can bring
Confront sceptics

Design Pushers
Confront sceptics
You are not paid to be nice guys!

Design Pushers
Design is...

superficial

the finishing touch
Design is...

expensive

big fees, hard to measure effectiveness
Design is...

elitist

designers don’t live in the real world
Design is...

irrelevant

far more important business matters
Design is...
Design is...

..one of a company’s most strategically potent assets and one that has a direct bearing on its wealth creating capability..
Design is...

not superficial

goes to the heart of the business
Design is...

*not superficial*

goes to the heart of the business

*not expensive*

right solution costs less than wrong one
Design is...

*not* superficial

goes to the heart of the business

*not* expensive

right solution costs less than wrong one

*not* elitist

involves everyone in the company
Design is...

not superficial

goes to the heart of the business

not expensive

right solution costs less than wrong one

not elitist

involves everyone in the company

not irrelevant

real commercial imperative
Design Pushers

CONFRONT SCEPTICS

You are not paid to be nice guys!
Design Pushers

DELIVER STRATEGY
DELIVER STRATEGY

Make them an offer they can’t refuse!

Design Pushers
“only one company can be the cheapest, the others have to use design”

RODNEY FITCH
DELIVER STRATEGY

Make them an offer they can’t refuse!

Design Pushers
Design Pushers DEMONSTRATE VALUE
Design Pushers

DEMONSTRATE VALUE

Appeal to the miser in them!
gross and net margin
return on capital
share value
operating cost
invisible asset value
Design Pushers

DEMONSTRATE VALUE

Appeal to the miser in them!
Design Pushers

BUILD REPUTATION
Design Pushers

BUILD REPUTATION

Massage their ego!
Design
Pushers

BUILD REPUTATION
Massage their ego!

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HIT WHERE IT HURTS

Design
Pushers
Design Pushers

HIT WHERE IT HURTS

Adopt shock tactics!

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management hierarchy

operational activities

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Does anyone have an overview of design spend?
..without business direction design will have no lasting effect, and business direction without design will fail to deliver..
Design pushers

HIT WHERE IT HURTS

Adopt shock tactics!
..a good idea doesn’t care who has it..
“coming together is a beginning; keeping together is progress; working together is success”

HENRY FORD Ford Motor Company
“it is impossible to solve a problem by using the same thinking that created it”

ALBERT EINSTEIN
our challenge..

..transform design to use design to transform..

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..business as usual is not an option..
“design needs capital ‘D’ people that care about doing what is right, and have the influence to make it happen”

TOM LOCKWOOD Design Management Institute
“in many cases design is used as an experiment, once, and when not successful is not used again... because it is not understood”

CLIVE GRINYER Cisco Internet Business
“mismatch occurs between designers with high views of what is needed and design managers trying to resolve many more parameters”

JOE FERRY ex Virgin Atlantic
“a real and urgent change is necessary to the way that we train, organise and regulate those responsible for the design of our built environment”

JAMES BERRY Director Woods Bagot
“the supply and demand of design are out of sync with each other...you don’t need to be a designer to run a successful business, but you do need design to maximize business success”

DAVID KESTER UK Design Council
Some final key points
In essence...

Design Pushers
In essence…

• help clients see design as a transformational tool
In essence...

- help clients see design as a transformational tool
- think differently about what you deliver

Design Pushers
In essence...

• help clients see design as a transformational tool
• think differently about what you deliver
• design education is key to transformation

Design

Pushers
In essence...

Design Pullers
In essence...

- see design as a process not a thing
In essence...

• see design as a process, not a thing
• design is a tool to consider what *could* be, not what *can* be

Design Pullers
..transformation will not happen by itself..
“on the paths that lead to the future, tradition has placed 10,000 men to guard the past”

MAURICE MAETERLINCK
Fork in the road
“thank you”
Transformational Synergy
aligning design pushers and pullers