

Design Advantage

THE SECRET TO CREATING LONG-TERM VALUE

Derived from : Roger Martin, *The Design of Business*

**BOOK
RAPPER**

**CREATING
INNOVATIVE
ENGINEERING**



DESIGN ADVANTAGE

The Secret to Creating Long-Term Value

THE BOOK Roger Martin, The Design of Business

SPEED RAP The key to value creation in any organization lies in the development of knowledge. Unlocking problems, issues and mysteries with new rules of thumb has the potential to overtake existing industries. Translating this thinking into business systems, software and step-by-step procedures can drive efficiency and slash costs.

THE BIG IDEA Design Thinking is the new competitive advantage. It's the balance between the drive for short-term efficiency through analysis and the exploration of new opportunities through creative and intuition based innovations. To fail to employ both modes of thinking and doing puts your organization at long-term risk.

YOUR CHALLENGE Be efficient and explore simultaneously. Immerse yourself in design. Explore it, experience it and exercise with it. Enhance your skills, influence others and add Design Thinking to your life and the culture of your organization.

RESOURCES : anything you use to generate wealth.

ACTIONS : an act of will, a deed completed.

PROFITS : to gain an advantage or benefit.

Contents : Design Advantage

Book Rapper Issues are not direct summaries of the books we review. We take what we consider to be the most important ideas from the book. We then re-package these key ideas so you can easily digest them in about 30 minutes. We also make it clear how you can take decisive action to benefit from these insights. In some parts we follow the book closely and in others we add our own models and interpretations. Given the **Book Rapper** Issue is much smaller than the book we may not cover each chapter. If you want more details than what's in this issue, we say '*buy the book*'.



BR Review : The Design of Business

RAP1 : The Business Paradox

RAP2 : The Knowledge Funnel

RAP3 : Opportunities

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RAP5 : The Reliability Bias

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RAP7 : Project Power

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RAP10 : Designing Yourself

RAP11 : Designing with Others

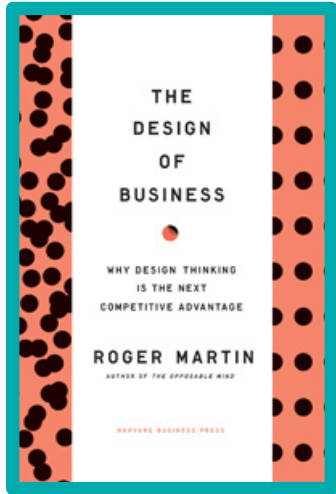
BR Context : For Future Sake

Action Plan : Designing Your Future

Companion Pieces

BR Review : The Design of Business

Roger Martin, *The Design of Business: Why Design Thinking is the Next Competitive Advantage*; Harvard Business Press, Boston, 2009.



PRÉCIS

If you want short term results stick to your numbers that prove the past. If you want long term sustainable results operate as a design firm. It's the key to innovation and growth - and staying competitive!

FEATURES

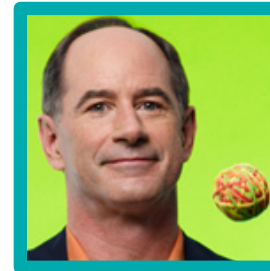
- Prominent model: the Knowledge Funnel which is the backbone of Martin's Design Thinking framework.
- Chapters on leading an organization and developing yourself as a design thinker.
- Case studies of *McDonalds*, *Proctor & Gamble*, *Cirque du Soleil*, *Herman Miller* and *Research In Motion* (RIM) - creators of the *Blackberry*.

BENEFITS

Martin's book is a big picture strategy book. He explains why Design Thinking is important and provides a key model for making it happen. Plus there's enough clues and examples to get you started.

WHO'S IT'S FOR

- It's for anyone interested in creating a world that works.
- For leaders who want to step out of short-termism and create long-term value for their organization.
- For intrapreneurs wanting to improve their lot.
- For individuals wanting control over their lives.



ROGER MARTIN

Roger's a Canadian with both academic and business experience.

He's a *Harvard* Grad in Economics and an MBA. And, the Dean of the *Rotman School of Management* at the *University of Toronto*. He's been dean since 1998... that's a big rap!

Roger's had extensive consulting experience, is a former director at *Monitor Company* and he sits on a number of company boards.

He writes columns for *Business Week*, the *Washington Post* and the *Financial Times*.

Roger's a leading advocate of Design Thinking and this is his fourth book. His previous tome, *The Opposable Mind* is worth a read too!

And, he's got his own Wikipedia Page:

http://en.wikipedia.org/wiki/Roger_Martin



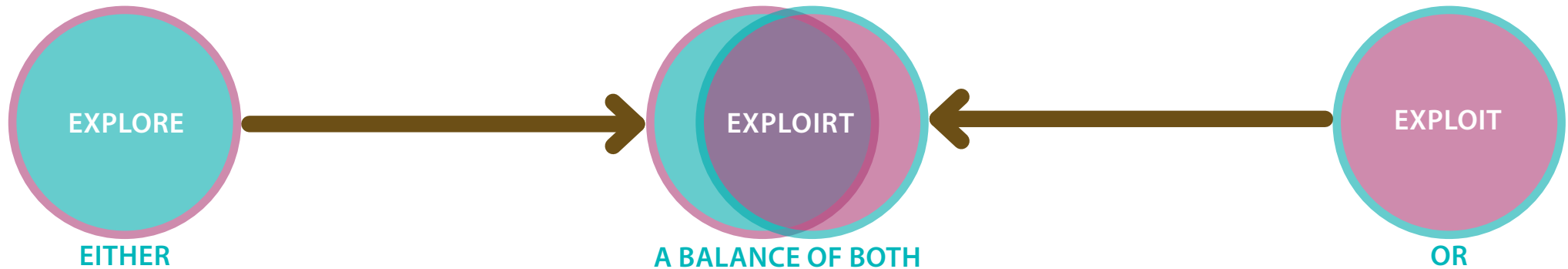
BOOK RAPPER THINKS...

Deee - Zine! Deee - Zine! Deee - Zine!

As a designer, this books sings sweet sonnets to my ears. It's the story I wanted to tell and didn't have the words to say it. Roger's my new design hero! He's put design back in the centre of business conversations!

RAP1 : The Business Paradox

PROFIT : What's the best way to create value for your organization? Surely, it's to make the most of the opportunities right in front of us. That may work for a while. And at some point, you need to question everything you do to create new knowledge, new opportunities and create new value. It's relatively easy to do both in isolation. And, how do you do both simultaneously? To 'exploirt' is the Business Paradox.



HOW TO PAINT A MASTERPIECE

A painter literally starts with a blank canvas.

They're usually not sure what the finished product will look like or how long it will take to complete. Sometimes even when a painting is done it's hard to know that it is.

To earn money they must sell the work they have created - a once-only opportunity. Unfortunately, this means they don't get to see their previous work again. Imagine an author who writes a book and doesn't get to read it once it's sold.

Whilst the work may be highly satisfying, the income is usually not. Some artists make it big. Most don't.

Typically, artists fail to find the right blend of explore and exploit.

EXPLORE	EXPLOIT
Invent business	Administer business
Move to New Knowledge	Refine Existing Knowledge
Intuition	Analysis
Long-Term	Short-Term
Hypothesis about Future	Data from the Past
Originality	Mastery
Progress is Stop/Start	Progress is Measured
High Risk	Minimal Risk
Potential High Reward	Smaller Reward
Risk of not consolidating	Risk of Obsolescence

HOW TO CREATE AN EMPIRE

McDonald's has turned making hamburgers into a science and a global mega-business.

Ray Kroc created a precise money-making machine. Every procedure is described and executed as a set of step-by-step 'do it this way' instructions. Including: hiring, cooking, location selection, cleaning, managing and franchising.

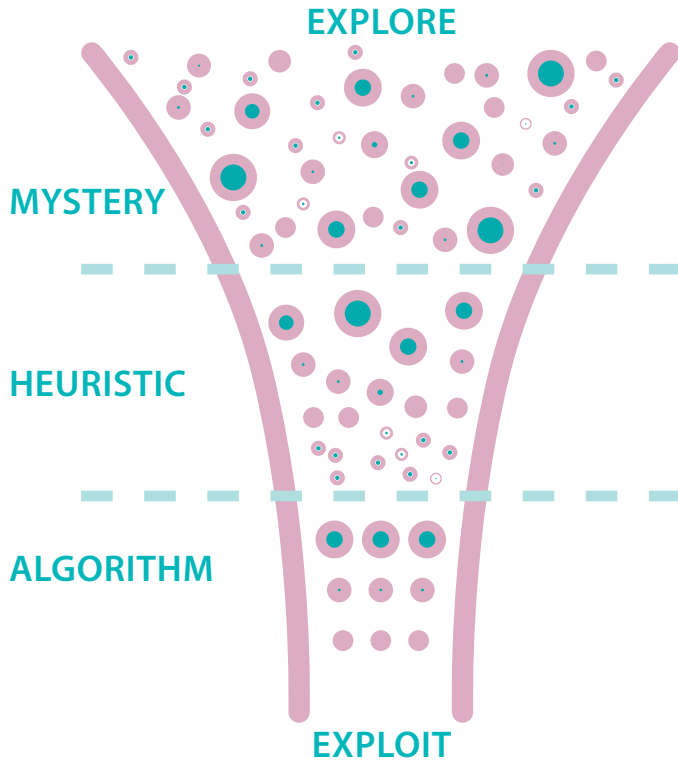
This enables their restaurants to be run primarily by minimum wage teenagers and students.

This level of efficiency is perfect for building size and scale. McDonald's success enables travellers to walk into any store in the world and know exactly what they're buying.

The trade-off is the lack of work satisfaction and variety. The tight system strips away uncertainty, ambiguity, judgement and any opportunity for innovation.

RAP2 : The Knowledge Funnel

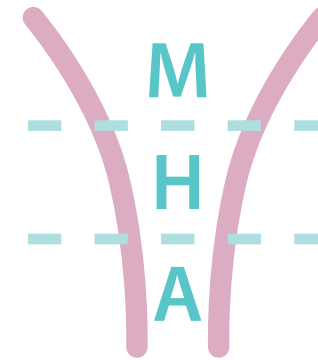
PROFIT : The key to Value Creation lies in our use of what we know and don't know. If we don't know how something works, we can't exploit it. Roger Martin's Knowledge Funnel provides a high-level model for translating knowledge into business value.



Mysteries are not understood. There's something going on and we can't quite explain it. Exploration starts with curiosity and a question. What do you want to know? Artists, Scientists, Researchers and Designers typically work in this domain.

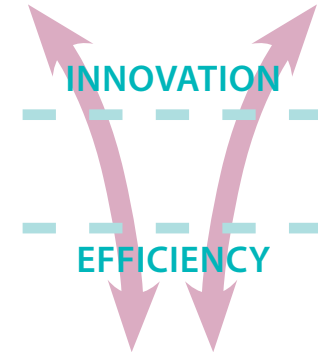
Heuristics are rules of thumbs. They're simple and incomplete understandings of more complex things. They increase the probability of getting a specific result and don't guarantee it. Knowledge workers and Professionals work in this domain.

Algorithms are fixed formulas. They're step-by-step procedures that guarantee a specific result. Think software - it works the same every time and almost anyone can do it. This domain includes the franchise, production lines and software code.



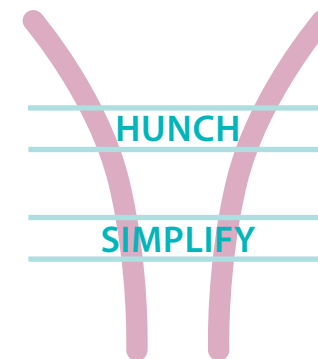
EXAMPLES

Artist
PhD Student
Researcher
Architect
Facilitator
Lawyer
McDonalds
Multi-Level Marketing
Factory Production
Software Code



UP AND DOWN

When you move *down* the funnel you decrease costs and increase your efficiency and scale. When you move *up* the funnel you create the opportunity to re-invent what you're doing. It's risky and the potential rewards are high.



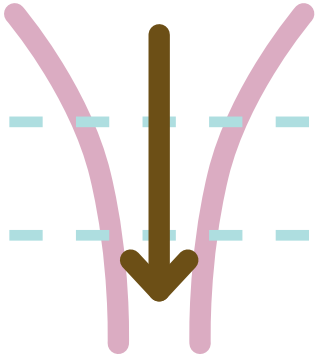
TRANSITIONS

To move from *Mystery* to *Heuristic* develop a hunch that explains what's going on. To move from *Heuristic* to *Algorithm* simplify what you're doing. Delete the extraneous, generalize circumstances and create a specific how-to model.

RAP3 : Opportunities

PROFIT : The Knowledge Funnel highlights four distinct opportunities to design, re-invent, innovate and exploit your business. The opportunities we create will depend upon where we start, where we finish and where we re-visit.

A NEW BUSINESS



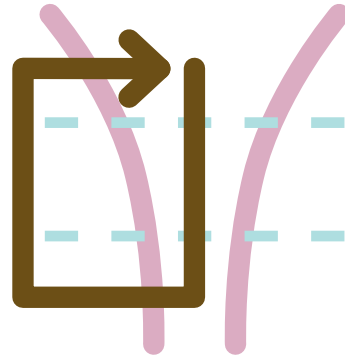
To start a new business... and I mean a business that does something new... you need to start at the top of the funnel.

Your challenge is to take an idea, an issue or a concern and translate it into a new way of doing things.

Then, you need to convert this into a business system that can produce the same result consistently over time.

Think McDonald's and how they've changed restaurants on a global scale.

BIG INNOVATION



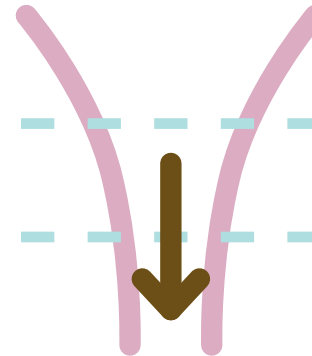
Going from *Mystery to Algorithm* can also be applied to an existing organization.

For instance, a traditional industry transforming into a digital one requires this progression down the full knowledge funnel.

The big challenge here is the willingness to take on the task of questioning everything you do.

It's not just an innovation challenge, it also requires a cultural change.

SYSTEMATIZE



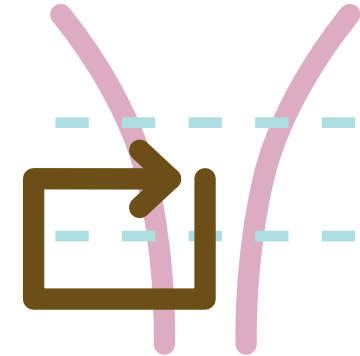
In his bestselling book, *The E-Myth Revisited*, Michael Gerber suggests that most small businesses fail because they don't build systems.

For instance, a typical technician like a plumber, architect or coach starts with the heuristics of their profession, craft or trade.

The key to their business success lives in their ability to translate these into effective step-by-step, easy-to-follow procedures.

Without this, they'll never be able to effectively outsource, add employees and build a business beyond themselves.

LITTLE INNOVATION



Going from *Heuristic to Algorithm* is the chance to revisit a blind spot and reinvent your processes and your offers.

This is a potent opportunity for all businesses.

For instance, a law firm could systematize their knowledge so a lesser qualified, lower paid employee could perform the same work.

Alternatively, a trainer could restructure their work to produce the same result in less time, to more people at the same time or to franchise it for other people to run.

RAP4 : Design Thinking

PROFIT : Our usual logic frameworks follow the scientific traditions to determine what is true and what is false. Design Thinking takes a different course. It's based upon what's possible in the future and not what is true or false right now.

DEDUCTIVE LOGIC

Deductive logic rationalizes from the general to the specific. If 'a', then 'b'. It reflects analytical thinking. It aims to create proof based upon the past.

- Rigorous
- Quantitative Analysis
- Decision Support Software

DESIGN THINKING

Roger Martin defines Design Thinking as *"the balance of analytical mastery and intuitive originality in dynamic interplay."* (P6)

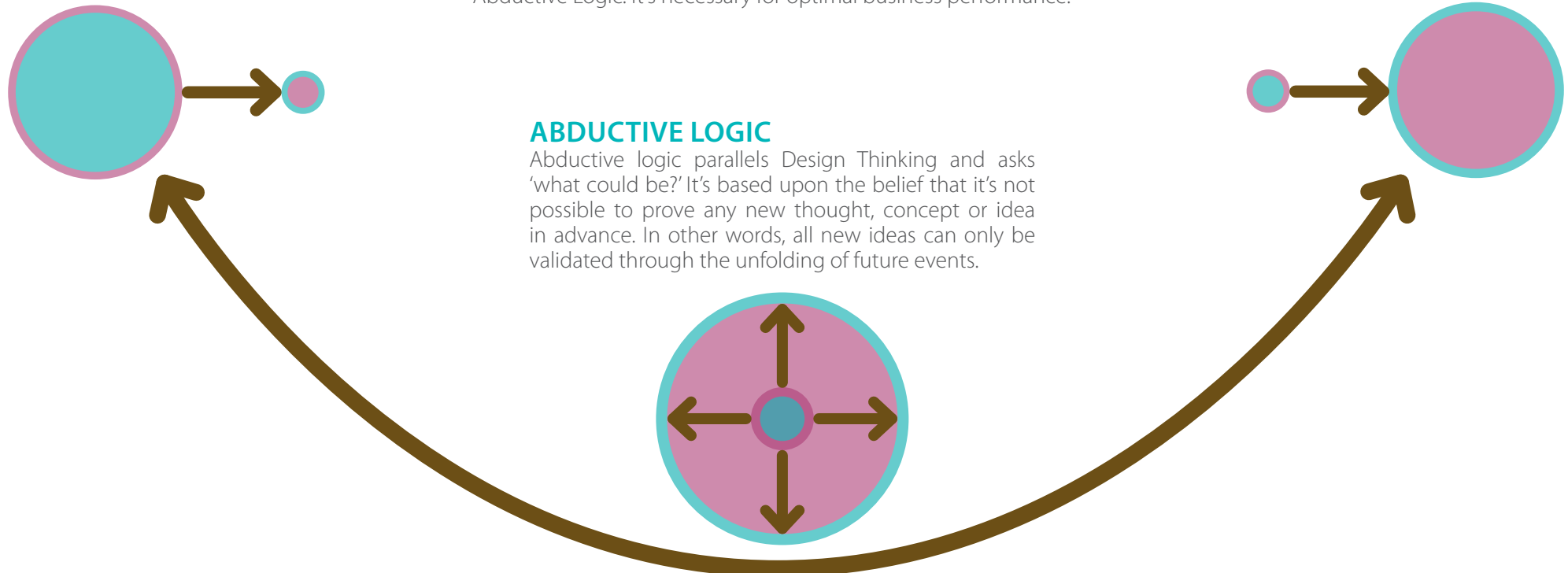
Tim Brown of IDEO defines it as: *"A discipline that uses the designer's sensibility and methods to match people's needs with what is technologically feasible and what a viable business strategy can convert into customer value and market opportunity."* (P62)

Design Thinking is a blend of creativity and business that relies on Abductive Logic. It's necessary for optimal business performance.

INDUCTIVE LOGIC

Inductive logic rationalizes from the specific to the general. It's about making generalizations from particular cases. It reflects intuitive thinking.

- Gut feelings
- Subjective judgements
- Bias and variation



ABDUCTIVE LOGIC

Abductive logic parallels Design Thinking and asks 'what could be?' It's based upon the belief that it's not possible to prove any new thought, concept or idea in advance. In other words, all new ideas can only be validated through the unfolding of future events.

RAP5 : The Reliability Bias

PROFIT : Reliability, predictability and consistency are crucial for business. They enable us to make promises to our customers and deliver. They enable us to earn income to pay staff wages, overheads and get ahead. They also slow movement down the Knowledge Funnel thwarting innovation. Here's some thoughts on how you can reduce your Reliability Bias.

Reducing Reliability

PAST PERSISTENCE

When the future resembles the past, it's likely you have a reliability bias. Check how strong the demand for proof is when you're allocating resources.

ELIMINATING BIAS

'The numbers will tell us the answer.' Sometimes that's correct and sometimes not. Relying on numerical data is one way to work. It's important to be aware of its limitations.

TIME PRESSURES

Reliable systems speed up analysis and judgement. Yet automated systems are not always accurate. Just ask stockmarket traders when the market plunges for no apparent reason. Being strong and valuing your management acumen is important too.

Valuing Validity

REDEFINE PROOF

When we rely on the past to prove the future we finish up living in a world called 'We've always done it that way.' Sometimes we have to question our assumptions and basic proofs.

EMBRACE SUBJECTIVITY

Attempts to remove subjective judgements ramp up the pursuit of reliability. Turn off the stats and make an informed decision that includes your intuitive thoughts of what might happen.

TAKE YOUR TIME

When do we need to know? Sometimes we simply get in an unnecessary hurry. Instead of merely ticking the boxes, take the time to question what is going on. Ask the question, 'Is this valid?' Is this accurate, authentic or credible?



One
of the
aims of
employing
Design Thinking
is to offset the bias
toward Reliability and
make room for Validity.

RAP6 : Building Within

PROFIT : Adding Design Thinking to your organization is not like from the inside. It's a cultural change that requires a re-think, get you started...

WORDS

Analyticals and Intuitives speak a different language. One speaks 'business': reliability, proof, statistics. The other speaks 'design': possible outcomes, futures and alternatives. Start some language training! Go bi-lingual!

CLARITY

Establish some clear expectations about what's going to happen, how it's going to happen and what it's going to look like when you become a Design Thinking organization. Also check timeframes. It may take 5 years to make the transition.

TRACTION

Start Design Thinking where you can get the most traction - ideally, where it already exists in your organization. Marketing may not be the obvious choice - they may be creative and they don't necessarily operate like designers.

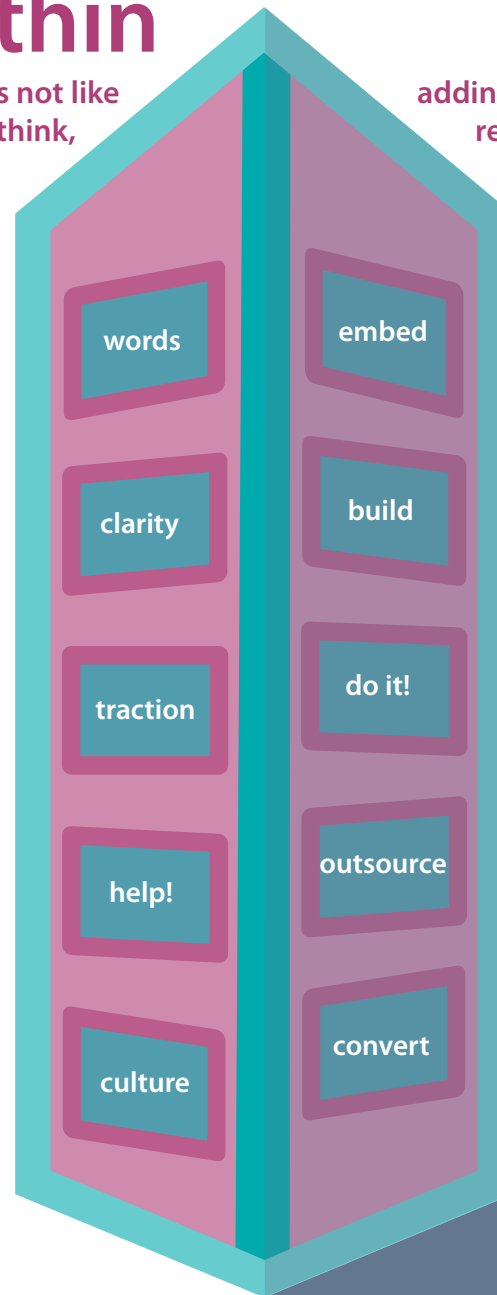
HELP!

Recruit the best design talent you can. And, look for partnerships with other organizations that value design and do it well. Work experience in a design office might be a useful program to implement for your team.

CULTURE

A shift to Design Thinking is a cultural shift. You'll need to review work incentives, team structures and workplace training. You'll also need to stop rewarding the drive for reliability. Project planning will need to be evaluated in fresh ways.

adding a coat of paint. It's more like rebuilding a new house re-work and dare I say it, a re-design. Here's ten clues to



EMBED

Seed your teams with at least one designer. This may be a permanent arrangement or as a guest to get your people to think about their work differently. This includes your leadership teams and your board.

BUILD

Designers work differently! You may need to build new systems, new work environments, provide new tools, new computers...

DO IT!

Talking about design will barely scratch the cultural surface. You need to do it and demonstrate it and demand it as part of your way of operating. Design ways for your entire organization to experience good design at work everyday.

OUTSOURCE

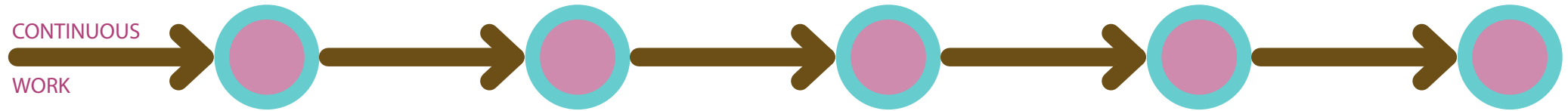
Consider outsourcing the areas of your business that already run as algorithms. This can be a way to reduce costs and release design fever.

CONVERT

Review existing heuristics and convert these to algorithms. The wealth of knowledge in the minds of your team could be worth more as a set of systems and procedures run by others. It's a way to drive efficiency, reduce costs and free up Design Thinking.

RAP7 : Project Power

PROFIT: Design work is different work. And it needs to be structured accordingly. Whilst exploitation and administration work suits permanent positions in set roles, exploration and innovation work is favoured by project teams. Here's eight tips for designing your projects...



SPECIFIC OBJECTIVES

Projects need to be organized around specific goals with an end-date. If defined well this will sharpen focus and raise energy levels - particularly as the deadline approaches.

RENEWED RESUMÉS

Designers are not that interested in job titles. They'd rather have a list of impressive projects they've worked on. Get ready to rewrite your CV.

CROSS FERTILIZE

Project teams allow for fertilizing your teams with fresh seeds. It's a chance to mix people who normally wouldn't work together. It's also a chance to add external designers to spice things up.

COLLABORATE AFRESH

Projects are a great opportunity to promote collaboration in your organization. By freeing people from their traditional roles you'll release their willingness to take a risk and explore working in fresh ways.

NEW WORKFLOWS

Continuous and specialized work is typically similar throughout. Project work has a completely different workflow. It can vary widely. It may include planning, customer interviews, physical testing, creative exploration and regular reviews.

ROOM TO INVENT

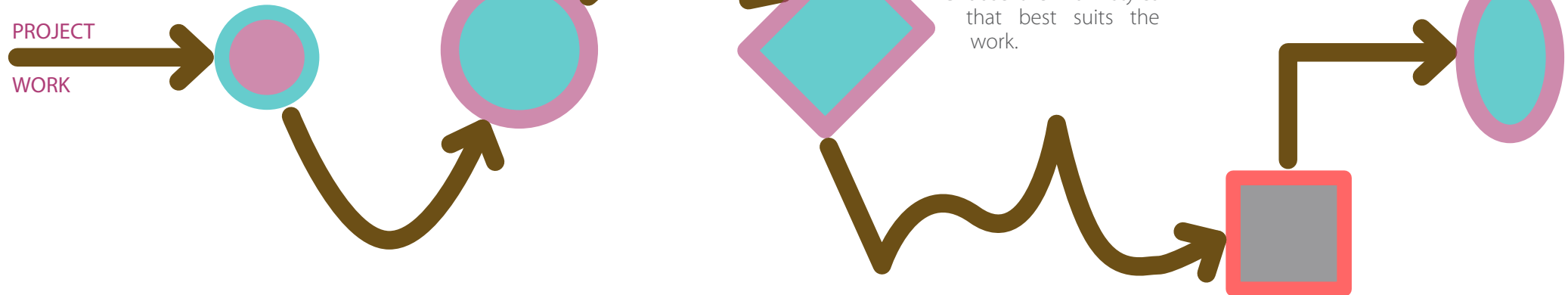
Without the traditional job specific and professional positioning there's room to play in new ways. By taking away the usual boundaries, you promote the likelihood of exploration and discovery.

FUNNEL MOVEMENT

Projects are ideal for moving knowledge down the funnel - either *Mystery to Heuristic* or *Heuristic to Algorithm*. Continuous work and fixed job roles are better suited to administering existing Heuristics or Algorithms. Choose the work styles that best suits the work.

VARIABLE RESULTS

Creative work does not run in straight lines. It runs in fits and starts. Progress will vary. At times it might look like nothing is happening. Results may not be as you expect. Be warned: The project may even fail.



RAP8 : Design Training

PROFIT : The best way to get your team to include Design Thinking in their work is to get them to do it in training. The goal is not to turn them into complete designers - that's a 3-5 year course - it's to give them a taste, a feel and the experience of doing it. It'll change the way they work and bring your customers' world closer.

3 MODEL 'IT'

Create simple explanations of your design issue. Highlight the components, the influences and the dilemmas. Draw diagrams, flow charts and words to describe the individual relationships and the whole.

2 UNDERSTAND 'IT'

Develop a deep and holistic understanding of the users' problem. Forget market research. Get down and dirty. Talk to users. Use it yourself. Break it. Get first hand experience of it.

1 MAKE 'IT' REAL

Grab a real design issue that's relevant, important and significant.

4 PROTOTYPE 'IT'

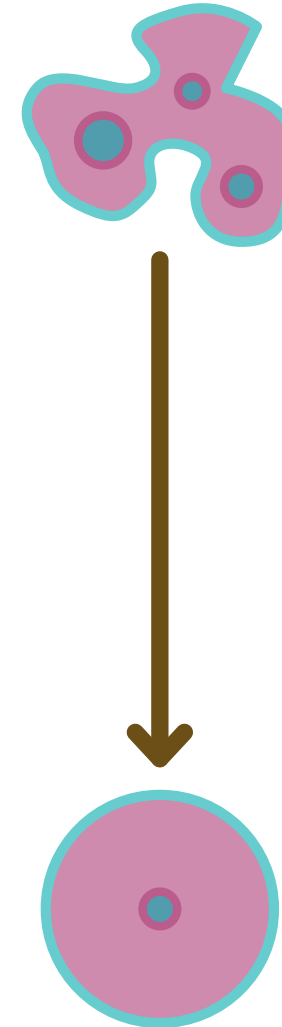
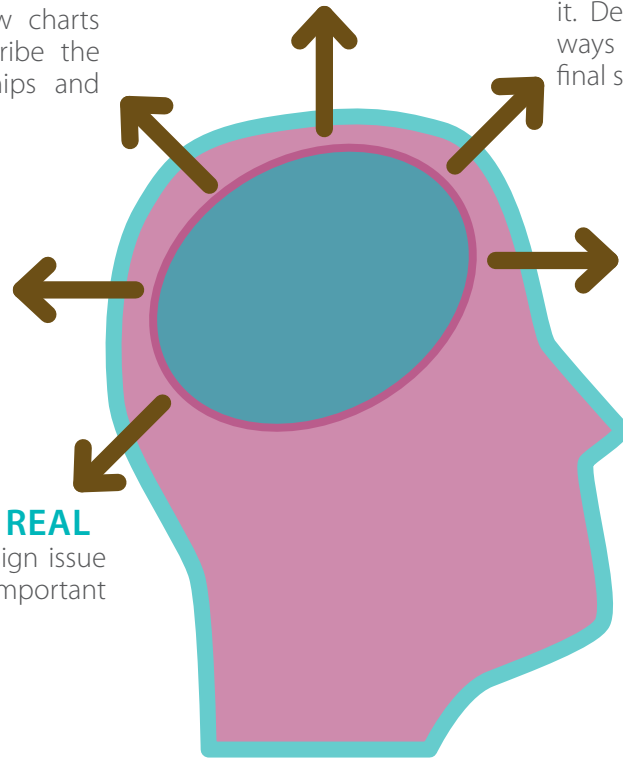
Get hands-on. Build real solutions. These might be to scale or scaled-down. By making actual things you'll get in touch with the problem at whole new level.

5 REFINE 'IT'

Test your solution. Tinker with it. Play with it. Redesign it. Destroy it. Then design ways to implement your final solution.

6 REVIEW 'IT'

Once you've implemented, check what the effect is. It's more than likely you'll need to continue tweaking and redesigning your current solution.



WICKED PROBLEMS

Wicked Problems are messy, confusing and ill-defined.

The causes are ambiguous, they don't fit any neat categories and attempts to solve the problem merely shift it.

And, even when you've solved them, it won't be clear that's what you've done.

Non-designers hate them. Designers thrive on them.

The wicked challenge is to get a valid understanding of what is really going on.

Once you do this, then you're a chance to resolve it.

But jumping ahead without getting a real understanding will simply cause further problems to arise.

It's like grabbing sand in your hand. The tighter you hold it, the more it falls through your fingers.

Solving the right wicked problem your competitors cannot, may give you a big lead in revolutionizing your industry.

RAP9 : Leading Design

PROFIT : If leading for reliability is like training a dog, then leading designers may be closer to training a cat. How they think, act and respond is completely different. You'll need to adjust your leadership style accordingly. Here's eight suggestions to consider...

COMMITMENT

Find ways to demonstrate your commitment to design rather than just talking about it. For instance, *Steelcase* bought *IDEO* to show they were serious. Merely redesigning logos is not going to be enough. Resourcing design effectively is crucial.

SUPPORT TEAM

Where Design Thinking may be missing, bring it in from the outside. For instance, *Target* commissioned star designers to create exclusive, well-designed, reasonably priced products. Consider having designers on your board and at the management level.

CHIEF DESIGNER

Are you a design friendly CEO or the actual designer? For instance, Steve Jobs is the design champion for *Apple* whilst Jonathon Ives is the star designer.

MORE QUICKLY

The key value creation challenge is to put more ideas into the top of the funnel and move them to the bottom more quickly. How can you do this? *Proctor and Gamble* employed crowdsourcing to accelerate their innovations.

BE THE EXAMPLE

Immerse yourself in the designer's way of thinking. You may need to think as both designer and business leader for a while until the two merge into one. Lead by being directly involved in a major design project.

STAND UP

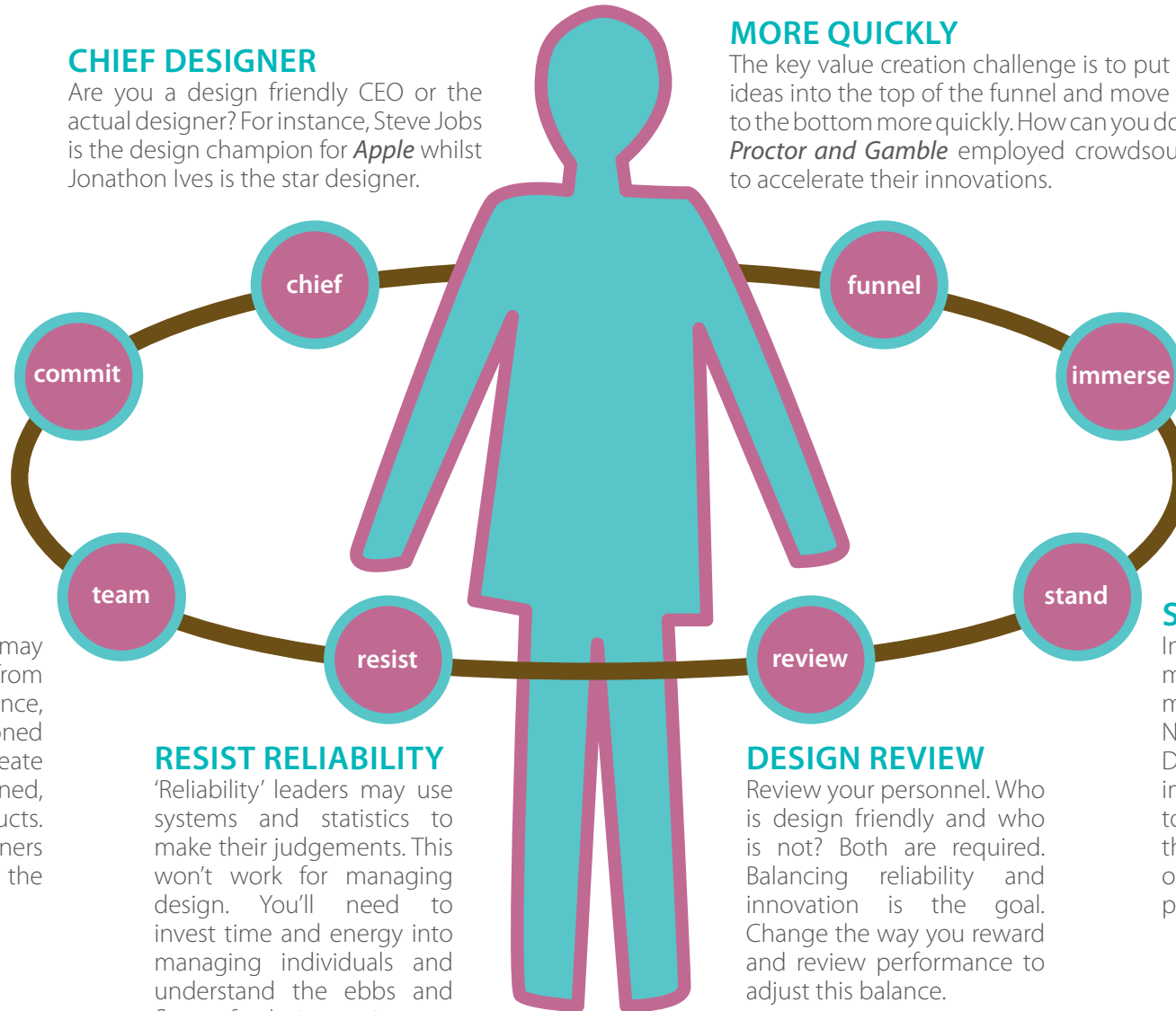
In the good old days, sales, marketing or production may have ruled over design. No longer. To reinforce Design Thinking as a business imperative will require you to stand up and defend it in the face of demands from other business domains. Be prepared.

DESIGN REVIEW

Review your personnel. Who is design friendly and who is not? Both are required. Balancing reliability and innovation is the goal. Change the way you reward and review performance to adjust this balance.

RESIST RELIABILITY

'Reliability' leaders may use systems and statistics to make their judgements. This won't work for managing design. You'll need to invest time and energy into managing individuals and understand the ebbs and flows of a design project.



RAP10 : Designing Yourself

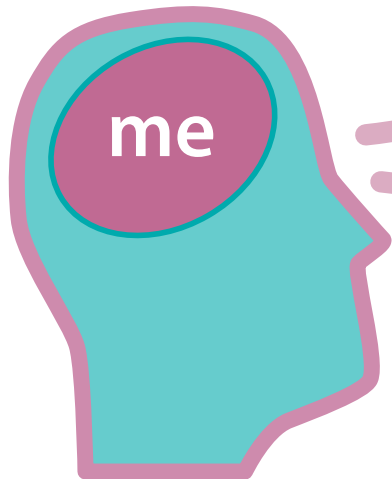
PROFIT : There are two specific ways to improve your personal design impact. The first is to develop your own Design Thinking skills. Here's some suggestions to accelerate the three key aspects of your design performance.

1 STANCE

Creating a design stance is your first step. Your stance is how you see the world and, how you see yourself in that world. Designers and non-designers see the world differently.

Adopt these attitudes to broaden your design horizons... A typical designer seeks the unknown and surprise. They're comfortable with complexity. They can balance pragmatic compromise and perfection. And, they can balance reliability and validity. Their core drive is creating the future.

How we see the world determines what actions we consider are viable. Observe your actions to observe your stance.



2 TOOLS

As the old saying goes, 'If the only tool you have is a hammer then everything begins to look like a nail'. The more tools in your designer toolkit, the more flexibility in your design responses.

A designer has three main tools to help them understand the world and organize their thoughts: observation, imagination and configuration.

Observation includes the ability to notice patterns and their underlying causes and seeing things others don't. Imagination involves being able to see beyond what is so to what could be. Configuration is the ability to translate your idea into a form that delivers the desired business benefit.

3 EXPERIENCE

Your design experiences are the most tangible part of your design knowledge system.

As we gather our experiences we sharpen our sensitivity to what works, what doesn't and what could be.

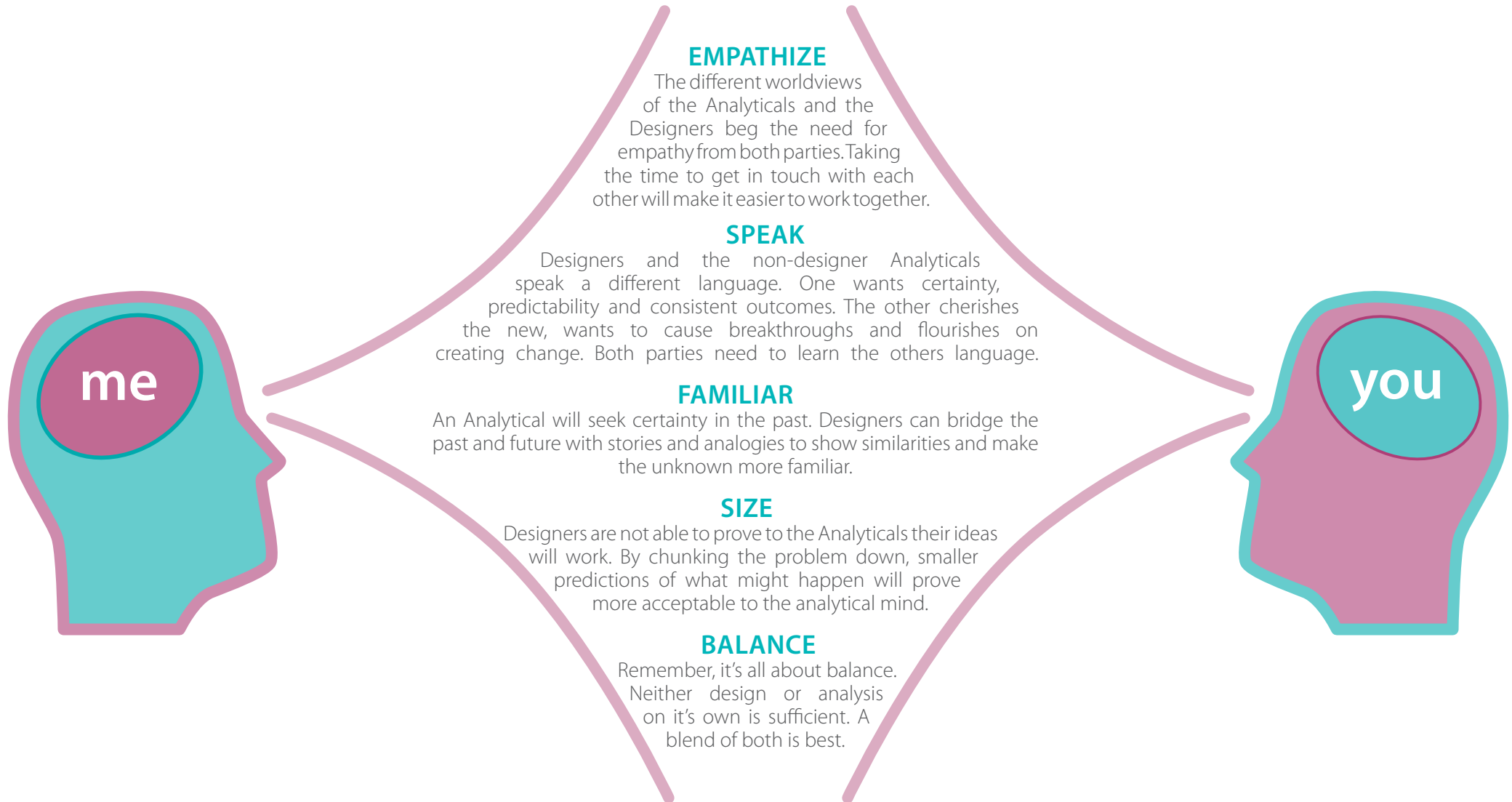
By creating new distinctions between things we create greater choices.

Our experience also includes our skill levels.

As we practice we enhance our skills and our ability to produce our desired results.

RAP11 : Designing With Others

PROFIT : The second way to enhance your design skills is to manage the way you work with analytical non-designers. Your best design ideas are worthless if you can't communicate them effectively. Here's five suggestions for working with non-designers.



BR Context : For Future Sake!

Our fearless leaders have proven not to be so fearless.

Their recent efforts in Copenhagen to create a compelling future for the planet came up stunningly short.

Hope was offered and then disappointingly frittered away.

As a designer, there was one thing visibly missing from the summit. There was no Design Thinking.

Our leaders were bogged down by their reliability bias.

They were overburdened with the need to prove their decisions would work.

They were unable to collaborate because they were stuck in their own self-interest.

And, there was very little future vision on offer.

Are today's politicians anti-designers? Are they capable of leading the way?

We don't need more science, more analysis or more rhetoric.

We need Design Thinking. We need visions, plans, options, choices and strategies.

We need to stop talking about Climate Change. That's a given, the climate is always changing.

It's time to start talking about Climate Design. What do we want our climate to be like? Let's start that conversation.

Let's set some desirable goals to achieve for everyone on the planet.

I'm not suggesting that we get an expert team of designers together to make choices for everyone else.

This is what is wrong with our political systems. And, we don't want to replace BIG Government with BIG Design.

The utopian visions of the Modern Movement proved this

didn't work. Grand plans have a habit of becoming grand disasters.

What is needed is both local and global design.

Like a good corporation we need some big picture strategy.

And, we need to give the team on the ground the room to implement and innovate in their own way. Owning their way is crucial.

This level of diversity is what makes the world so interesting.

Think Italy or France with it's national flavours

and distinct regional spiciness.

We need to infect our leaders with Design Thinking. We need to infect everyone else with Design Thinking too.

The goal is to have conversations for the future. The goal is to build a future that we all have a say in creating. The goal is to have a future that is compelling, desirable and

For F***** Sake!

exciting for everyone on the planet.

The single best thing you can do to help is to develop your awareness and abilities as a designer.

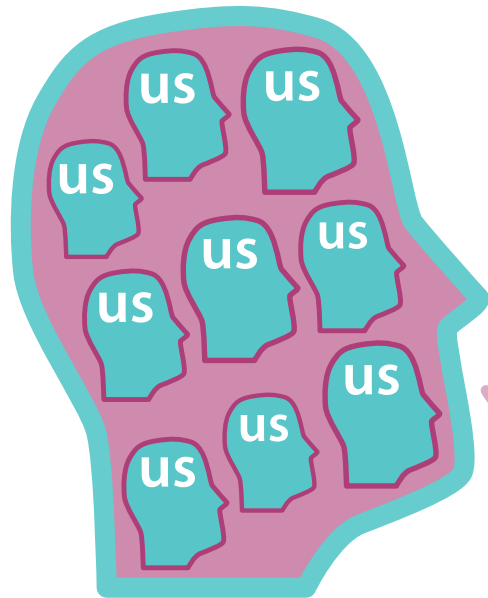
The more of us thinking this way, the more choices we will all have.

Remember, it's for your sake. It's for my sake.

And, it's For Future Sake!

Action Plan : Designing Your Future

PROFIT : Superficial Design makes no difference. It's adornment, decoration and cosmetic. It's like reading a book and doing nothing with it. Significant Design changes the world. It's like reading a book, looking at the world anew and taking decisive action based on your new knowledge. That's what this whole issue is about - creating new knowledge and putting it to good use. Are you Superficial or Significant? Here's your chance to prove it...



1 WHAT WILL DESIGN THINKING ADD OR SOLVE FOR YOU AND YOUR ORGANIZATION?

5 WHO DO YOU NEED TO GET ON BOARD TO ADOPT DESIGN THINKING?

2 WHAT COULD YOU EXPLOIT, MAKE MORE EFFICIENT OR CONVERT TO A STEP-BY-STEP PROCESS?

6 WHAT NEW DESIGN PROJECTS WILL YOU CREATE? HOW WILL YOU MANAGE CONTINUOUS WORK?

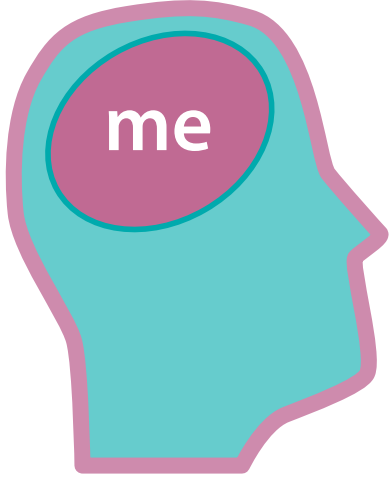
3 WHAT COULD YOU EXPLORE OR INNOVATE? WHAT WICKED PROBLEMS CAN YOU ATTACK?

7 HOW WILL YOU MODIFY YOUR LEADERSHIP STYLE TO ADOPT DESIGN THINKING?

4 WHICH OF THE FOUR OPPORTUNITIES TYPES WILL YOU PURSUE?

8 WHEN WILL YOU START DESIGN TRAINING? AND, WITH WHOM?

Action Plan : Designing Your Future



DESIGN FOR 'ME'

What are you going to do to develop your personal design skills?

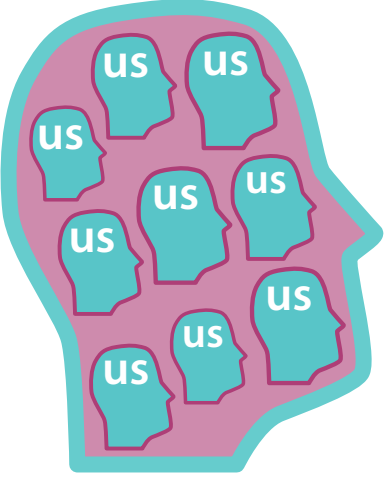
- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____



DESIGN FOR 'YOU'

What are you going to do to enhance how you design with others?

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____



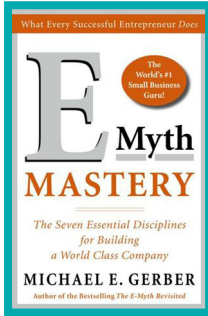
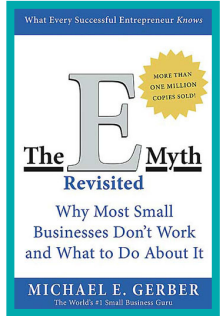
DESIGN FOR 'US'

What are you going to do to add Design Thinking to your organization?

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____

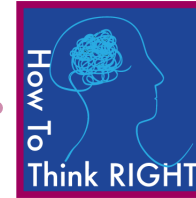
Companion Pieces

PROFIT : Want to fill your brain with more great ideas? The obvious thing to do is buy a copy Roger Martin's book and read that - We only select 12 books a year so you know it's good! And, here's a couple of other resources to extend, enhance and enrich your learning.



THE E-MYTH

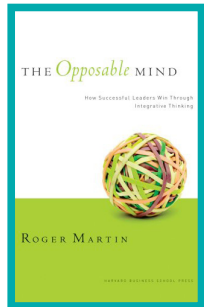
This small-business bible is all about turning your heuristic into an algorithm. In *E-Myth* speak it's going from the technician to the business builder. Gerber outlines the systems you need to turn your small business into a money-making machine. Start here and then graduate to *E-Myth Mastery*.



Book Rapper Issue

HOW TO THINK RIGHT

Another take on the design revolution. Pink highlights six modes of Right-Brain thinking for you to develop to stay ahead in the Conceptual Age. And, you guessed it, design is one of them!



THE OPPOSABLE MIND

Roger Martin's previous book. It's Design Thinking for the Individual.



Book Rapper Issue

FROG POWER

If you're serious about transforming your organization into a Design Thinking empire then you'll need to clean out some cultural debris. This issue shows you how.

Want More?

The Book Rapper

Geoff McDonald is a former architect who no longer designs buildings. Instead, as the *Ideas Architect*, he helps individuals and organisations to design, build and sell their ideas to develop a powerful brand presence and attract your ideal clients.



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Book Rapper provides on-the-job learning for business leaders through book summaries of leading business books. Subscribe and read this to keep yourself up to date with the world's best business thinkers. Or, share your branded copies with your clients and colleagues to position yourself as a leader in your market.

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