

jan 29 / @matthewmunoz

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**RGD**

# designer as catalyst

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**today's itinerary**

crossroads

new opportunities

mindset +  
methods

**One night**



**in 2005**

**There's more.**

from a comfortable path *to*

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# CROSSROADS

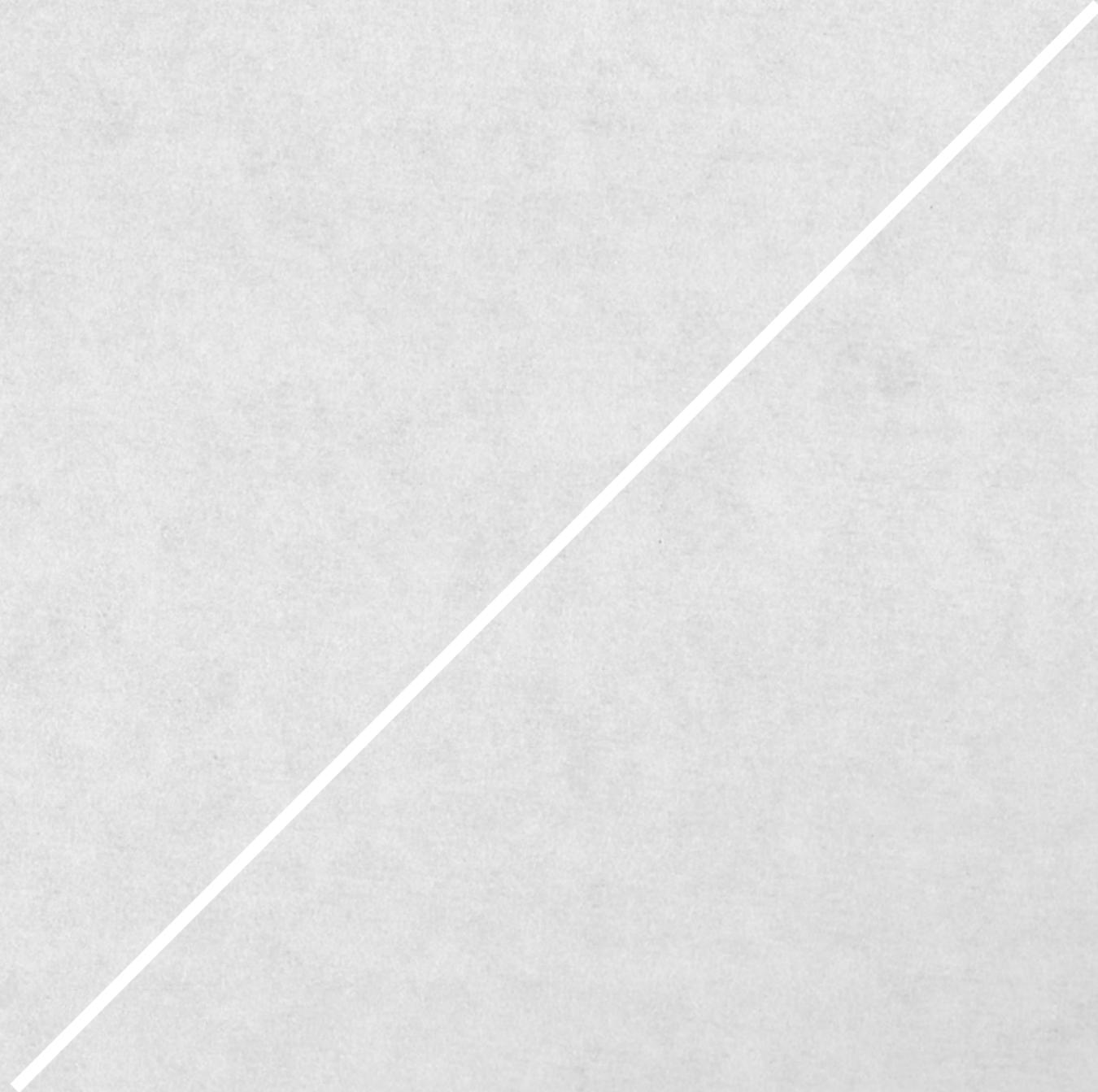
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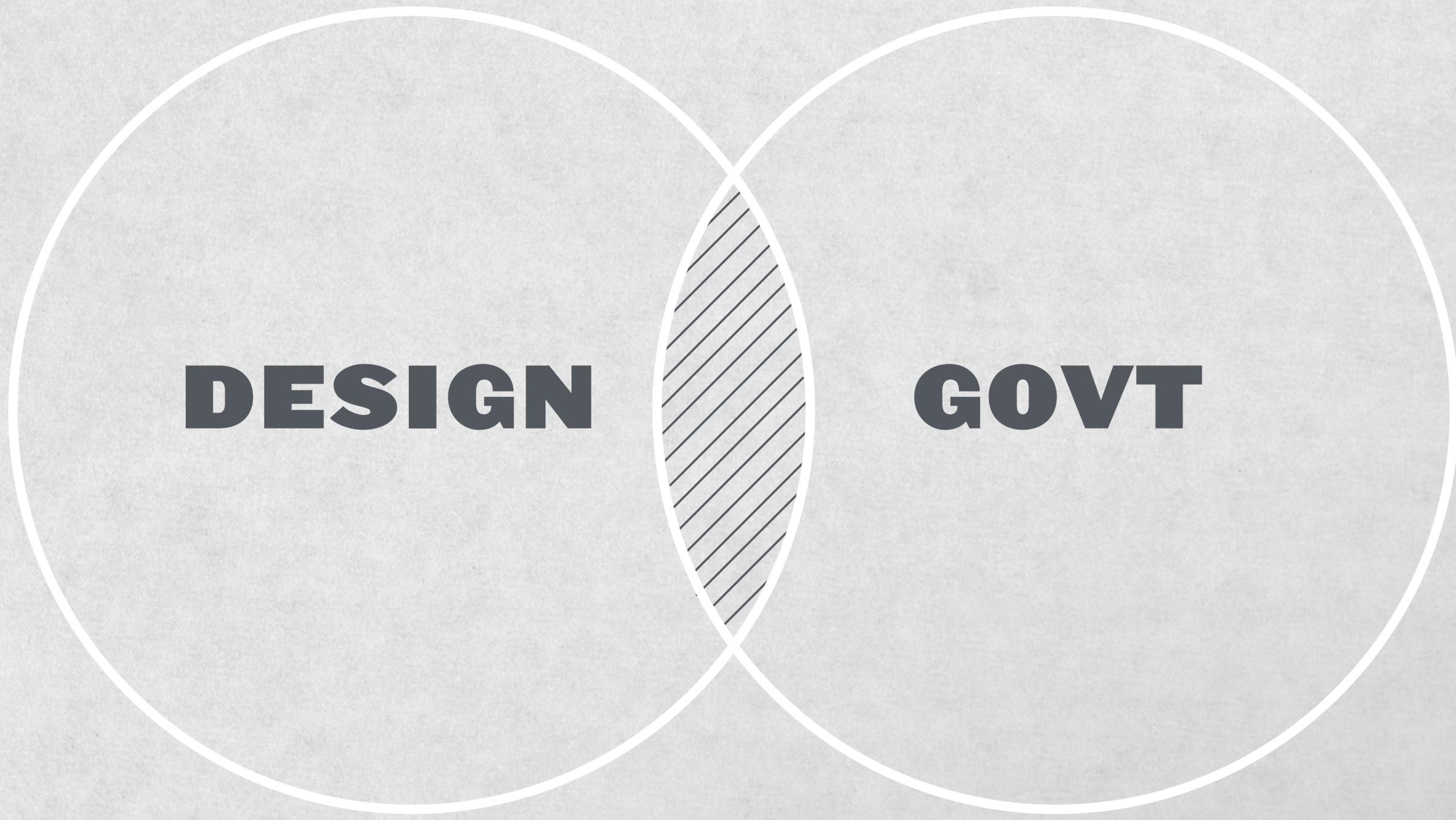
How can graphic designers make  
a big difference?

What role can we play in the future?

**DESIGN**

**GOVT**





**DESIGN**

**GOVT**

An aerial photograph of a vast, snow-covered mountain range. The peaks are jagged and covered in white snow, with some areas appearing darker due to shadows. A bright light source, likely the sun, is positioned behind the central peaks, creating a strong lens flare and illuminating the scene. The sky is a deep, clear blue. The overall atmosphere is serene and majestic.

# **CALL TO ADVENTURE**

An aerial photograph of a vast, snow-covered mountain range. The peaks are rugged and white, with deep shadows in the valleys. A thick layer of white clouds fills the lower valleys, creating a sea of clouds. The sky is a pale, hazy blue. The overall tone is serene and majestic.

shit got real





What are the  
boundaries of  
*design?*

SOURCE: EAMES EXHIBITION



What are the  
boundaries of  
*problems?*

SOURCE: EAMES EXHIBITION

# Rotman

The Magazine of the Rotman School of Management / Winter 2009

## Wicked Problems



# Rotman

The Magazine of the Rotman School of Management: Spring 2012

## Wicked Problems II



Three Ways 4  
Approach to Design 16  
Participatory System 28  
The New Role of the Chair 48  
Constructive Capitalism 81

# Problems *v.* Opportunities

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problem solving



opportunity making

**reactive**

**proactive**



What are the  
boundaries of  
*opportunities?*

SOURCE: EAMES EXHIBITION

catalyst

mindset

from problem solving

*to*

---

**OPPORTUNITY  
MAKING**

Theodore Roosevelt —

**Far and away the best prize that  
life has to offer is the chance to  
work hard at Work Worth Doing.**

a firm in Toronto



KLOWN  
HOUSE

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# How do you build a business focused on greening houses?

- + Get funding
- + Change minds
- + Reach “customers”
- + Make the prototype

**M O O R R E**

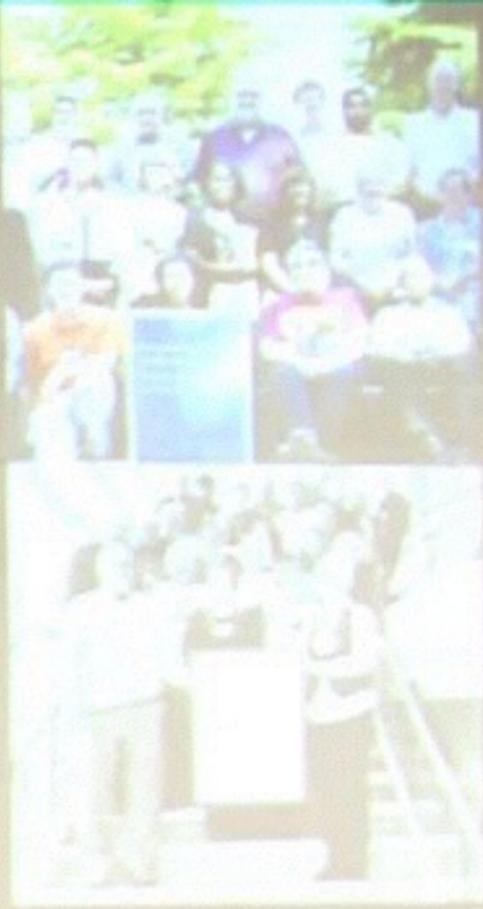
**Q U E S T I O N S**

# RED PAPER 02

## Transformation Design

Colin Burns  
Hilary Cottam  
Chris Vanstone  
Jennie Winhall

es



Peter MacLeod (at work!)  
Principal and Co-founder, MASS LBP







### Wellogram

We know that the UK is facing an epidemic of chronic disease and that current approaches are economically unsustainable. 60%...

[Read More →](#)



### The Circle Movement

A membership organisation for older people, which takes care of everyday worries via a strong social network.

[Read More →](#)



### The Life Programme

The Life Programme represents a unique approach to working with families in chronic crisis. Often positioned as groundbreaking, in reality...

[Read More →](#)



### EmployAbility

Building a social network that creates opportunities for people out of work, in work and anywhere in between.

[Read More →](#)

# Addressing the big social issues of our time.

Participle works with and for the public. Together we create new types of public services that make a real difference in everyday lives.

*We have a radical new vision for our public services, it's called [Beveridge 4.0](#) »*

## NEWS & COMMENTARY

### Relational Welfare Blog

#### Hard Edges

There are 58,000 people per year in England who are in contact with all three of the homelessness, drug misuse and criminal justice systems. So why...

Jan 19, 2015 10:25:18 AM

#### A matter of time

Our new year's resolutions are personal declarations of how we plan to spend our time in 2015. But how will our frontline workers be spending...

Jan 14, 2015 5:12:01 PM

## GET INVOLVED



## WHAT WE'RE SAYING...

### Tweets

[Follow](#)

 **Participle**

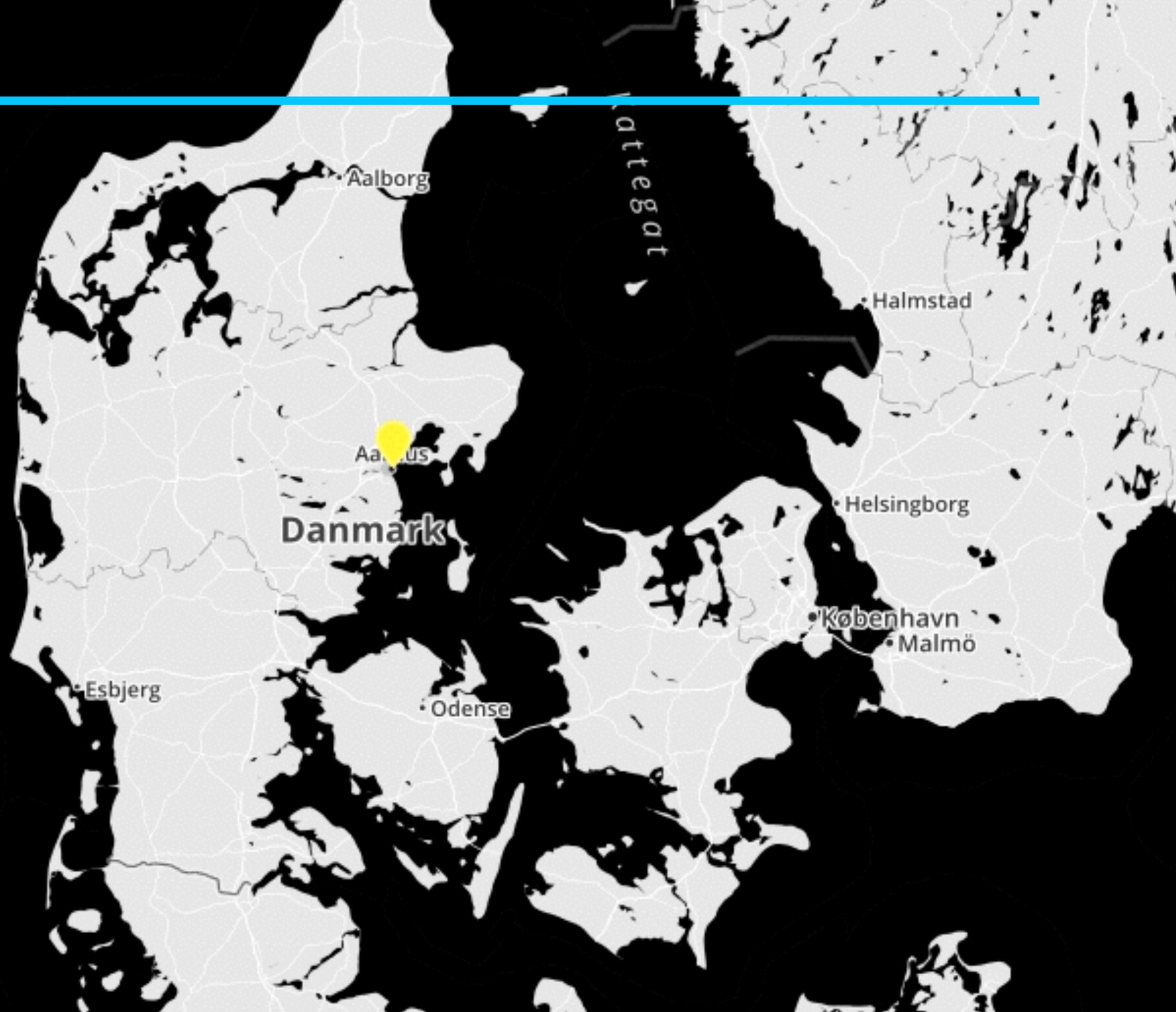
1h

@weareparticiple

Many of our services need radical new ways of working, w relationships designed into the process - @JonCruddasMP #LoveAndWork

Expand

How do  
we prepare  
the next  
generation  
of innovators?



# How do we measure the health of democracy?

---

MASS LBP + Involve

## How do we engage the public in issues that affect them?

# How do you we reimagine public services?

**HOW DO YOU  
BEGIN TO  
ANSWER THESE  
QUESTIONS?**

# Technical *v.* Adaptive challenges

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*kind of  
challenge*

*problem  
definition*

*solution*

*locus  
of work*

---

*technical*

clear

clear

authority

*adaptive*

requires  
learning

requires  
learning

stakeholders

**THESE  
CHALLENGES  
ARE  
EVERYWHERE**

they're not always labeled *wicked*

*technical* challenge

---

Web design project XYZ

Identity project XYZ

Brand project XYZ

*technical* challenge

---

Web design project XYZ

Identity project XYZ

Brand project XYZ

*adaptive* challenge

---

How will our company fulfill  
its purpose and be relevant  
to our customers?

catalyst

mindset

from technical challenges

*to*

---

# ADAPTIVE CHALLENGES

The image features a dark, almost black background with a complex, organic texture. This texture consists of irregular, light-colored patterns that resemble marbled paper or perhaps a microscopic view of a material. The patterns are dense and intricate, with some areas appearing more solid and others more wispy. On the left side of the image, there is a large, white dotted circle. The word "ideas" is written in a clean, white, sans-serif font, centered within this dotted circle. The overall composition is minimalist and artistic, suggesting a theme of creativity or intellectual exploration.

**ideas**



**ideas**

**need nurturers**



**Washington D.C.**

*January 2009*



**Washington D.C.**

*January 2009*

*We*  
*insure domestic Tranquility,*  
*and our Posterity, do Ordain as*

## REDESIGNING AMERICA'S FUTURE

### 10 DESIGN POLICY PROPOSALS FOR THE UNITED STATES OF AMERICA'S ECONOMIC COMPETITIVENESS & DEMOCRATIC GOVERNANCE

The American Design Communities  
JANUARY 5, 2009

## THE UNITED STATES IS IN NEED OF A REDESIGN.

The U.S. has lost its economic competitiveness. Its role as a beacon of democracy has dimmed.

Our economy is in its longest slump since the end of World War II. The National Debt has reached \$10.6 trillion dollars. Our unemployment rate has increased to a 15-year high of 6.7 percent.

Scandals, corruption, and the Iraq War have eroded the sense of American democracy and the trust in the transparency and effectiveness of our government.

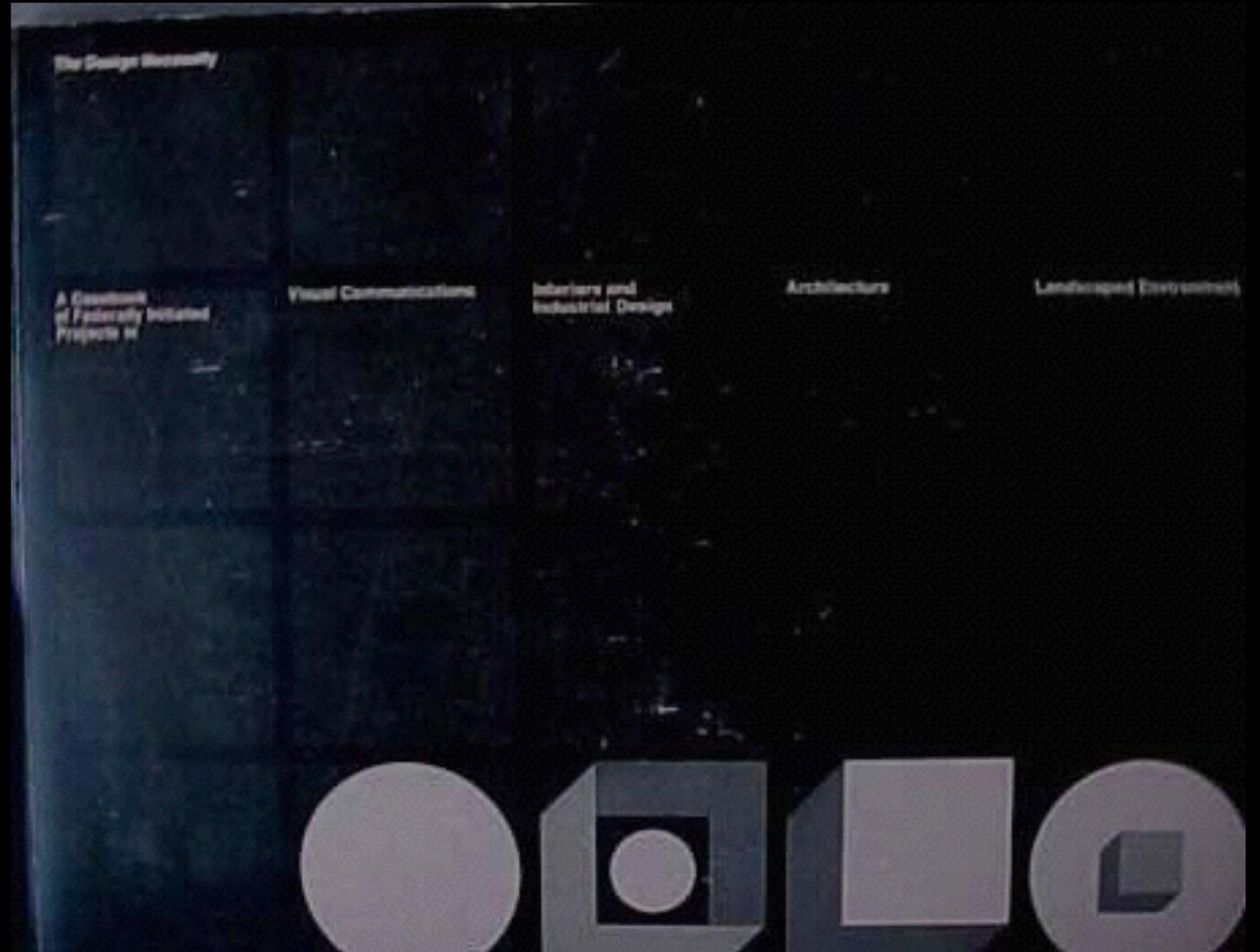
Design serves to advance the goals of the United States' economic competitiveness by saving time and money and simplifying the use, manufacturing, and maintenance of goods and services. It enhances democratic governance by improving the performance and delivery of government services.<sup>1</sup>

Thus, the American design communities offer ten design policy proposals for how we can partner with the government to help redesign America's future.

## DESIGN POLICY FOR DEMOCRATIC GOVERNANCE

SOURCE: US NATIONAL DESIGN  
POLICY INITIATIVE

# The Design Necessity



SOURCE: [FEDERAL DESIGN ASSEMBLIES](#)

from a postage stamp to a national highway system.

8. That the absence of design is a hazardous kind of design. *Not to design is to suffer the costly consequences of design by default.*

9. That, on any given project, designers and Government officials are committed to the same basic goal: performance.

# design *by* default

8. That the absence of design is a hazardous kind of design. Not to design is to suffer the costly consequences of design by default.

9. That, **the nemesis** given project, designers and Government officials are committed to the same basic goal: performance

# design *by* default

- + To what's safe
- + To what we know
- + To how we've always done things
- + To our assumptions
- + To the status quo

**cities, states, products,  
services, companies,  
web sites, careers, lives,  
and many, many, many  
more things are designed  
by default. every day.**

**let's fix it.**

**one design approach:**

**let's design a poster  
or a web site**

or a marketing approach:

let's mount a campaign  
against designing by  
default military language *intended*

**but who is designing  
by default?**

people

# A barrier to overcome

---

Jonathan Haidt Researches morals and decision-making in politics

---

“If I could nominate one candidate for “biggest obstacle to world peace and social harmony,” it would be *naive realism* [*Each of us thinks we see the world directly, as it really is.*] because it is so easily ratcheted up from the individual to the group level: My group is right because we see things as they are.”

*technical* challenge

---

designer as problem solver

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- + Creating a web site
- + Creating an identity
- + Campaign tactics

*adaptive* challenge

---

**designer as catalyst**

---

**What role can I play in:**

- + **Understanding people's hopes and fears?**
- + **Forging common ground between people?**
- + **Transforming people's beliefs and attitudes?**
- + **Shaping people's behavior and conversation?**

catalyst

mindset

from design as the end result

*to*

---

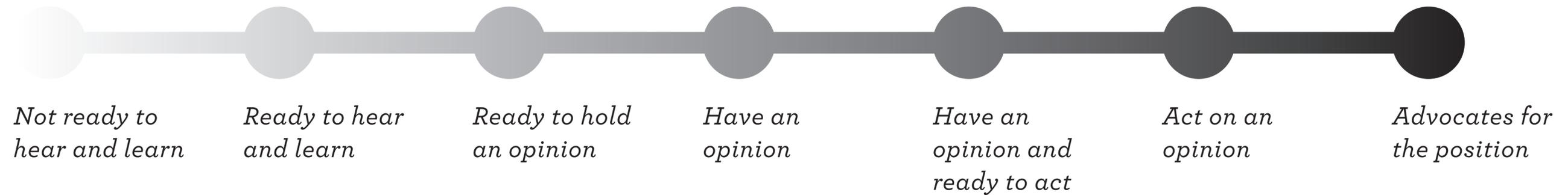
**DESIGN AS  
THE MEANS**

designer as *facilitator* | of an *activity* | to achieve a *goal*

must understand  
the language and  
culture of multiple  
knowledge domains  
different than  
his/her own  
*business*  
*economics*  
*humanities*  
*more*



# A journey



How can designers facilitate a journey towards  
*understanding, vision, and action?*

*a starter list*

# Catalysts use design methods to

---

**clarify  
ideas**

to create meaning

---

- + Prototypes
- + Sketches
- + Storytelling
- + Visualizations
- + Making things real

---

**align self  
and shared  
interest**

to nurture  
motivation

---

- + Ethnography and design research methods
- + Empathy
- + Workshops
- + Opportunities for conversation

---

**compel  
contributions**

to inspire action

---

- + Platforms and channels for ideas and feedback
- + Genuine partnership
- + Experiences
- + Opportunities for involvement

---

**form  
with intent**

to shape the future

---

- + Brand Standards and HR practices
- + Uncovering and committing to behavior that shapes the future
- + Videos, purpose statements, more
- + Bringing everything together

catalyst

mindset

from design by default

*to*

---

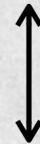
**DESIGN WITH  
INTENT**

*sidebar*  
a brief history

# The first internet revolution — access

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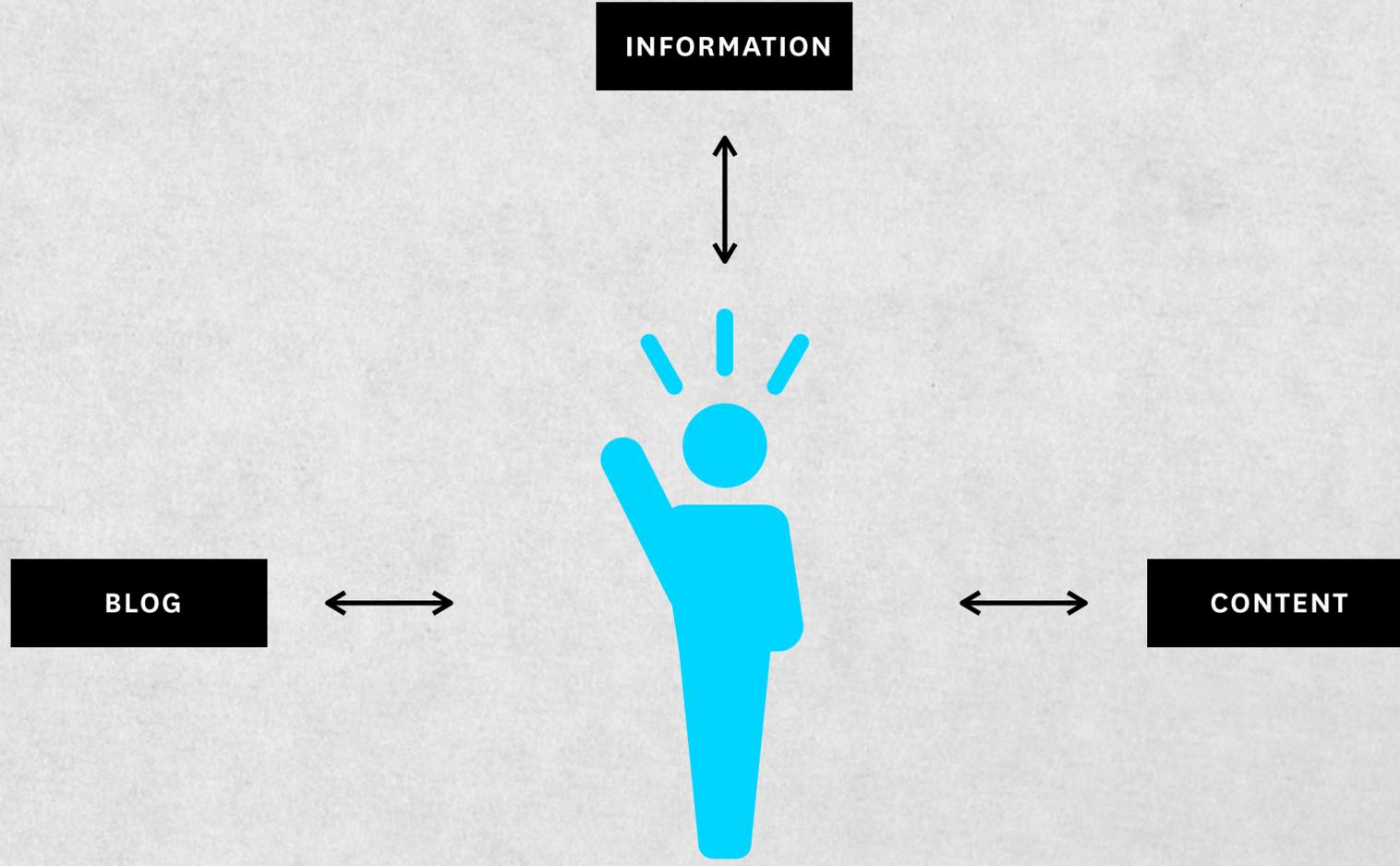
INFORMATION



people **find choice**

# The second internet revolution — create

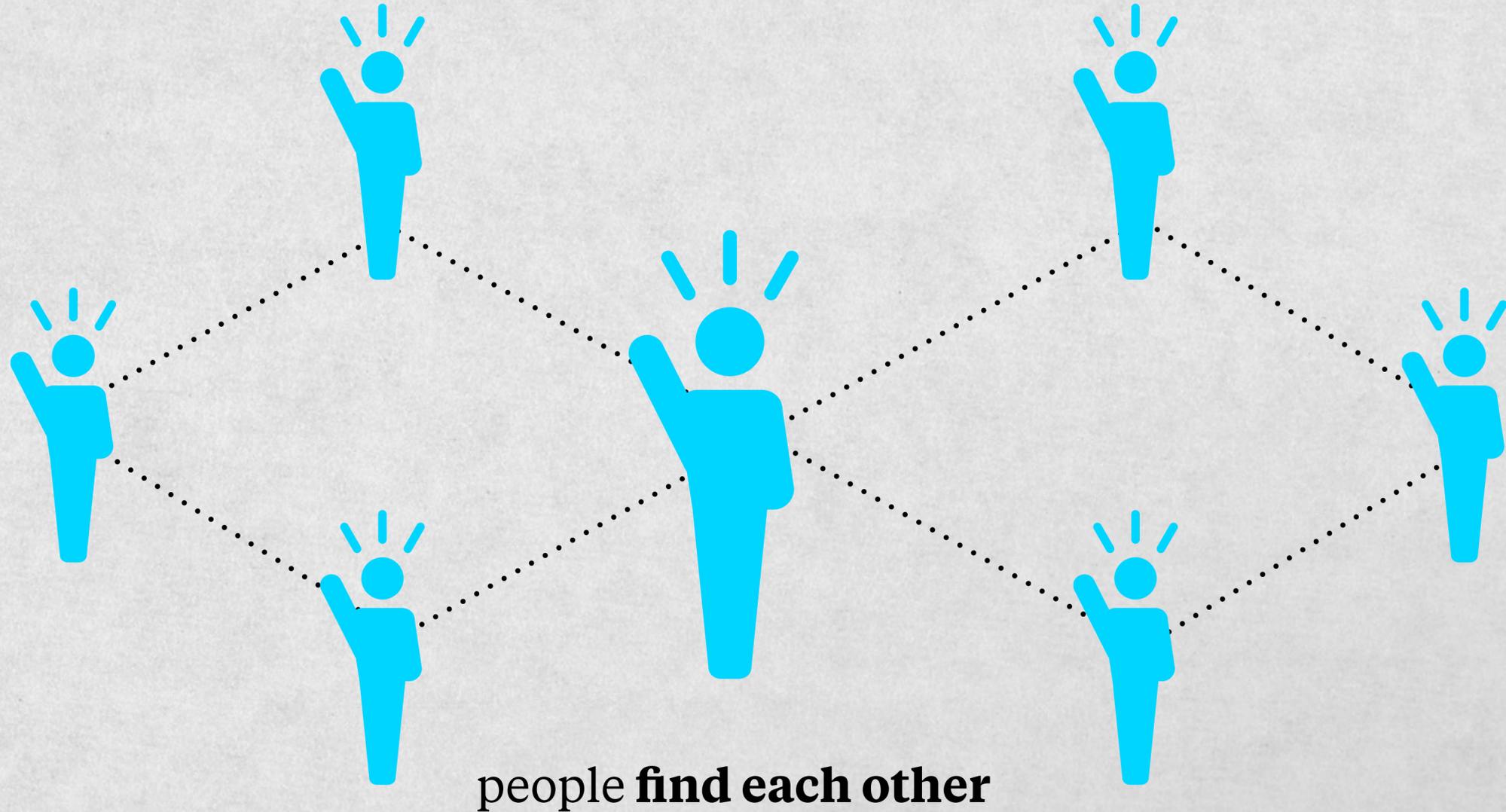
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people **find a voice**

# Today's internet revolution — connect

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# User-centric *v.* Community-centric design

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*user-  
centric*

*who*

individual users,  
contributor

*goals*

specific tasks and  
task completion

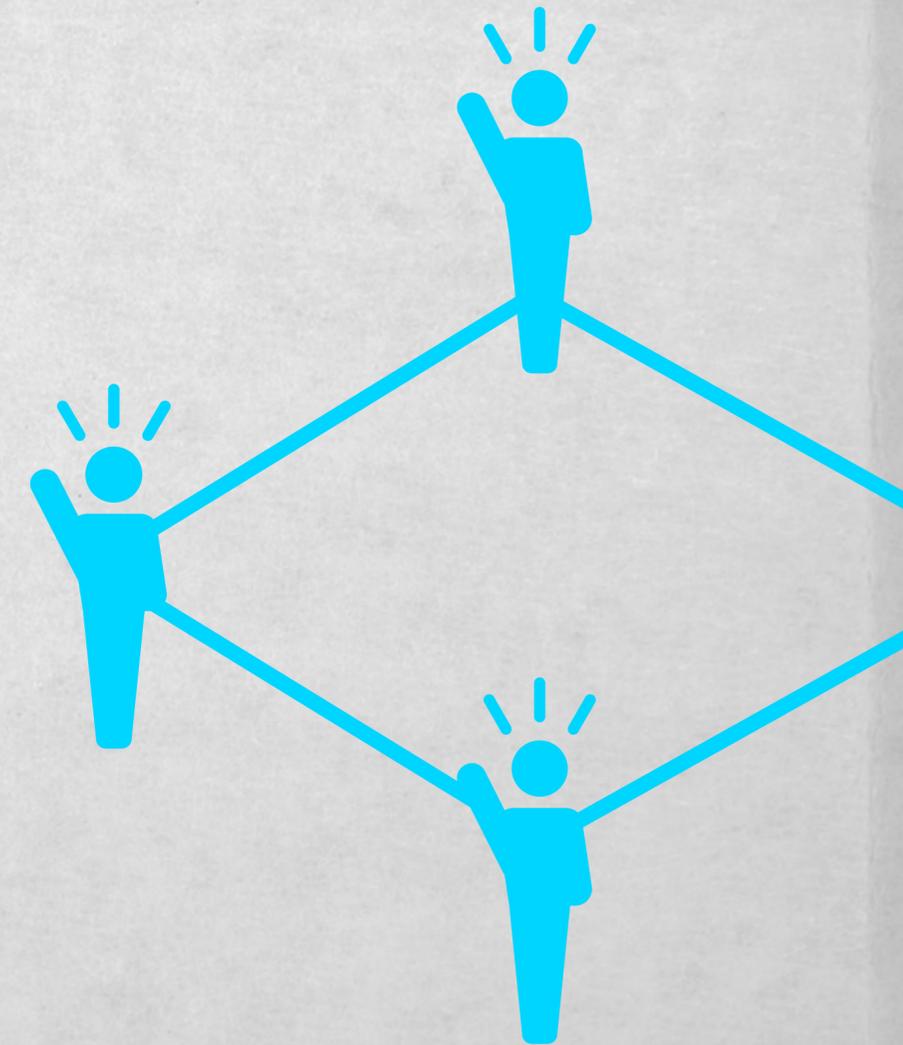
*needs*

efficiency,  
satisfaction,  
experience,  
searching



# User-centric *v.* Community-centric design

	<i>user- centric</i>	<i>community- centric</i>
<i>who</i>	individual users, contributor	community members, networks, groups, collaborators
<i>goals</i>	specific tasks and task completion	social exchange, co-creation, creativity in collaboration
<i>needs</i>	efficiency, satisfaction, experience, searching	community interaction, co-experience, privacy, social belonging



catalyst

mindset

from user-centric design

*to*

---

**COMMUNITY-  
CENTRIC  
DESIGN**

**In February 2009,  
my partners and I created  
New Kind.**

**To bring people together  
to share in the adventure  
of creating the future.**

**With** **Businesses**  
**Governments**  
**Social enterprises**  
**Universities**

- + Engaging 30,000 innovators on the **Management Innovation eXchange (MIX)**
- + Developing team-wide collaboration habits with the **IRS Design Office**
- + Launching a movement for making same-sex marriages legal in North Carolina



Discover the people  
designing the future.

(Crafting a 2-day design festival)

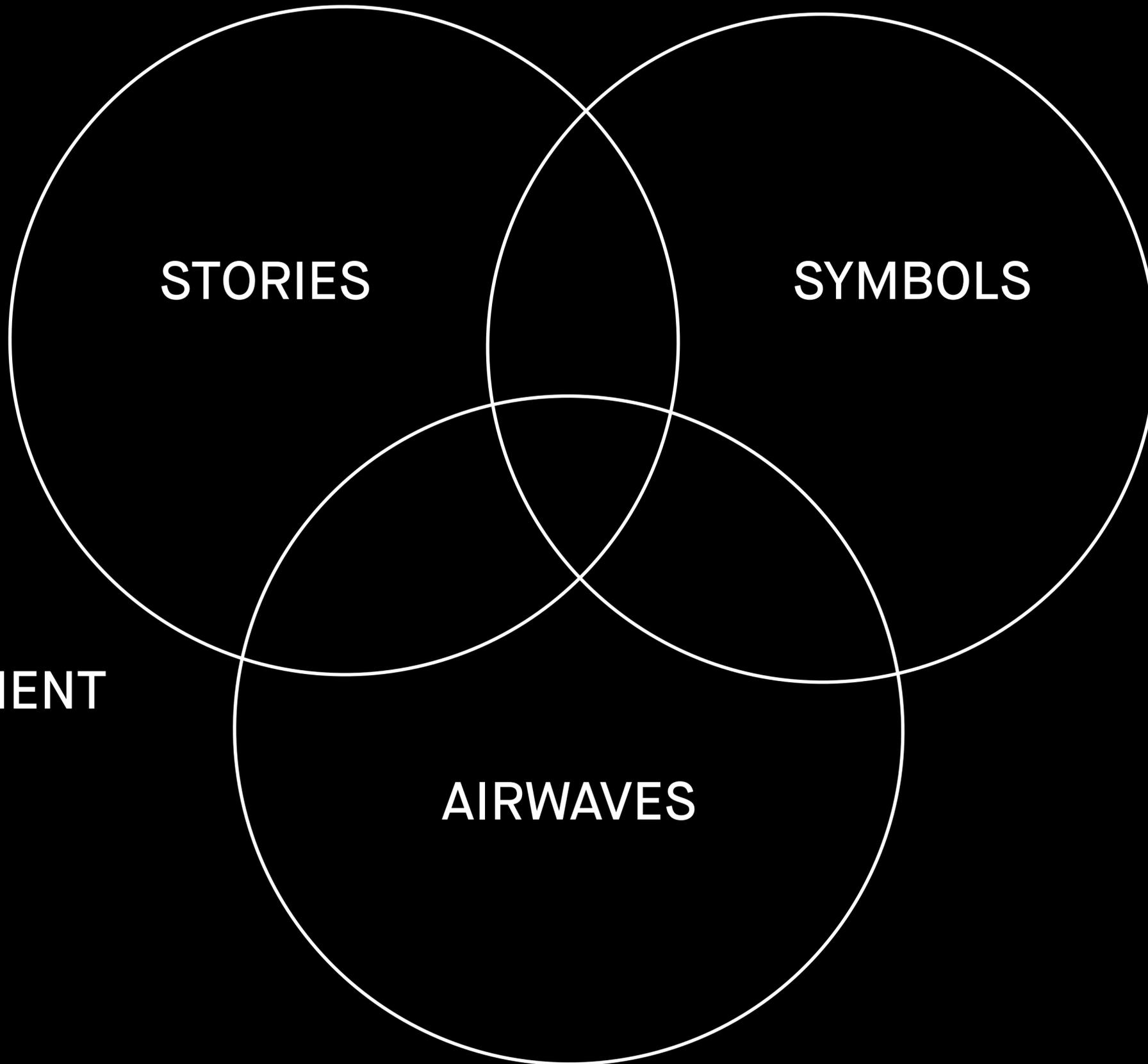


**into the unknown**

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# METHODS

*Anatomy*  
OF A MOVEMENT



STORIES

SYMBOLS

AIRWAVES

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# 5 WHYS

---

**WHAT IF?**

---

# BUNGEE JUMP

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# **VISION-BASED ACTION**

catalyst

mindset

a final word

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**FAILURE IS  
A LEARNING  
OPPORTUNITY**

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**When was the last time you  
were uncomfortable?**

Have you *heard* your

**CALL TO  
ADVENTURE?**

# thank you. [@matthewmunoz](#)

## Check out

- + [In the Bubble: Designing in a Complex World](#) by John Thackara
- + [Massive Change](#) by Bruce Mau
- + [Humility Fuels Good Design](#)  
Interview with Co:Lab's Rich Hollant

- + [Moments of Impact: How to Design Strategic Conversations That Accelerate Change](#) by Chris Ertel and Lisa Kay Solomon
- + [The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World](#) by Ronald A. Heifitz, Marty Linsky, and Alexander Glashow

- + [The Progress Principle: Using Small Wins to Ignite Joy, Engagement, and Creativity at Work](#) by Teresa Amabile and Steven Kramer
- + [The Three Laws of Performance: Rewriting the Future of Your Organization and Your Life](#) by Steve Zaffron and Dave Logan