Opportunities When the Design Goes Sour

Please help!

Before we start...

Think about (or discuss)

one time when you saw

a design fail after being implemented
Opportunities When the Design Goes Sour

Case: From Bad to Worse

Leadership 4.0. What’s yours?

Your next “lemon” ...your breakthrough?

Bruce Mabee
Milestone Partners, LLC . Benedictine University . Lake Forest Graduate School
Does what we design = how we design?

What do you design?

What design process is expected ... in the things you design?

His
“DESIGN“

Their
“Design“

“design“ Your

“design“ My

“design“ Her
Does what we design = how we design?

Designs I’ve done - that designed me

1970s
- University Bike Parking System
- Tax Department Structure
- Union-Management Interaction

1980s
- Strategic Planning System

1990s
- Internal Consulting Process

2000s
- The Checklist for Change

2010s
- Design Process: The Innovation of Innovation
- Leadership System 4.0

Does what we design = how we design?
What are we really designing?

Six Elements in One “Design”

Some parts went sour. Others made magic

Element A Reporting Structure

Element B Office Layout

Element C Management Interactions

Element D Crisis Meetings: 1 ... 2 ...

Element E Crisis Recovery Process

Element F Role in Corporation & Markets
Which is better ... 

Simple or Complicated?
How are we designing?

“Design Thinking”

How do we get from here to better?

Is Design like Problem Solving?

1. Define
2. Analyze
3. Options
4. Solution
5. Implement
6. Evaluate
“Modern” Design - 3 Steps

1 Diverge
Expand the Possibilities

2 Transform
Focus Alternatives

3 Converge
Test & Build

J. Christopher Jones
© Bruce Mabee, 2015
"Agile" Design - Learning Loops

Rapid Iteration

Engage - Explore - Prototype - Build - Improve - Innovate

Two Weeks? ... One Day? ... 30 Minutes?

© Bruce Mabee, 2015
“Synergy” - Design Culture

Engage

Prototype

Explore

better

here
“Our silicon chip machine just made a big pile of scrap.”
“Can you help us with Strategic Planning?”

As adviser, what will you do next?

Case – Scrap Recovery

1. **Supervisory demands → relationships**
   - **Large Group** Strategic Priority: “Open Floor Plan.”

2. **5 weeks of facility change**
   - **Learn** “Well, that didn’t work!”

3. **“OK, then what will work?”**
   - **Test Larger** Deal with angry customers → expand!
The Leadership Evolution – Changing Purposes

L1 Conquering
You know who’s boss

L2 Vision
It’s clear where we’re going

L3 Teamwork
We succeed together

L4 Network
Each of us “moves” the whole
Mini-Café:

How will you approach your next challenge?

(...) Where did you get that approach?
Opportunities When the Design Goes Sour

What test will you face?

Who or what can help?

Thanks for joining us!

Bruce Mabee
bmabee@aol.com

The Future. 2000 AD, as seen in 1900