the new physics
where everything is context dependent

dancing with ambiguity
making business sense of design thinking through research

alpbach economic forum @ alpbach, austria
28.aug.2013

larry leifer
Professor, Dr., Founding Director, Center for Design Research at Stanford University
Founding Director, Hasso Plattner Design Thinking Research Program at Stanford
Founding Member, Hasso Plattner Institute of Design at Stanford
http://cdr.stanford.edu
a brief history

Creative Design with John Arnold and GSB

Product Design Program with Fine Arts Department

Robotic Systems Design with Computer Science and Aero

Team-Based Systems Design (310) with Corporate Partners

Smart Product Design (218) with EE and CS

Center for Design Research (CDR) with Industry Partners

Manufacturing Systems Design with GSB and MS&E

Micro Electro Mechanical Systems Design (MEMS) with EE

Human Computer Interaction Design with CS

Learning Design & Technology with Education

Learning Lab with Wallenbergs of Sweden

BioDesign with Biology & Medicine

d.school with HPI and IDEO

venture design with India & Nigeria

310.global
a few facts from the 2012 stanford university school of engineering corporate annual report
On the day Instagram was first available, in October 2010, 25,000 people downloaded the app. In the year since, the number has surpassed 11 million and the app is consistently listed among the top-10 free apps on Apple’s iTunes.

Using Instagram, smartphone owners can snap pictures with their iPhones and then select among 15 filters that stylize the photos. Suddenly, boring, run-of-the-mill phone pictures look vastly different—better than they should.

Instagram still has fewer than ten employees, but CEO Kevin Systrom and co-founder Mike Krieger are dreaming big. The two met at Stanford Engineering. After graduation, they chose professional tracks familiar to their classmates. Systrom opted for Google and Krieger for Meebo. A few years later, they developed a check-in app, but were intrigued that their beta testers seemed to enjoy swapping photos more than checking in. That idea and $7 million in funding and Instagram was on its way.

As of November 2011, the application has been downloaded over 11 million times.
Sitting on Top of the World
Skybox Imaging looks to change our perspective on business data. Plus: Instagram is an insta-hit.

Stanford Engineering alumni have generated

2.2 million new jobs
and
$1.6 trillion annual revenues worldwide.
### Alumni Demographics

#### The Rest of the World

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mechatronic systems design is hot
software design rules
free online classes enrolled 335,000 world wide 2012
d.school executive boot-camp
addressed by IDEO co-founder, Prof. David Kelley
today we go **hunting** for the next big idea
but outside the pipe-line

image von Malte Jung, PhD 2012
mission

let

breakthrough
growth happen
hypothesis

the shortest path
to a better future
is through better
design-X-teams
today’s value proposition

7 of 33
recent design thinking research findings immediately relevant to business and governance
pivot thinking and the differential sharing of information within new business development teams

Mark Schar, PhD 2011
ex-senior-VP marketing innovation
world wide, Proctor & Gamble