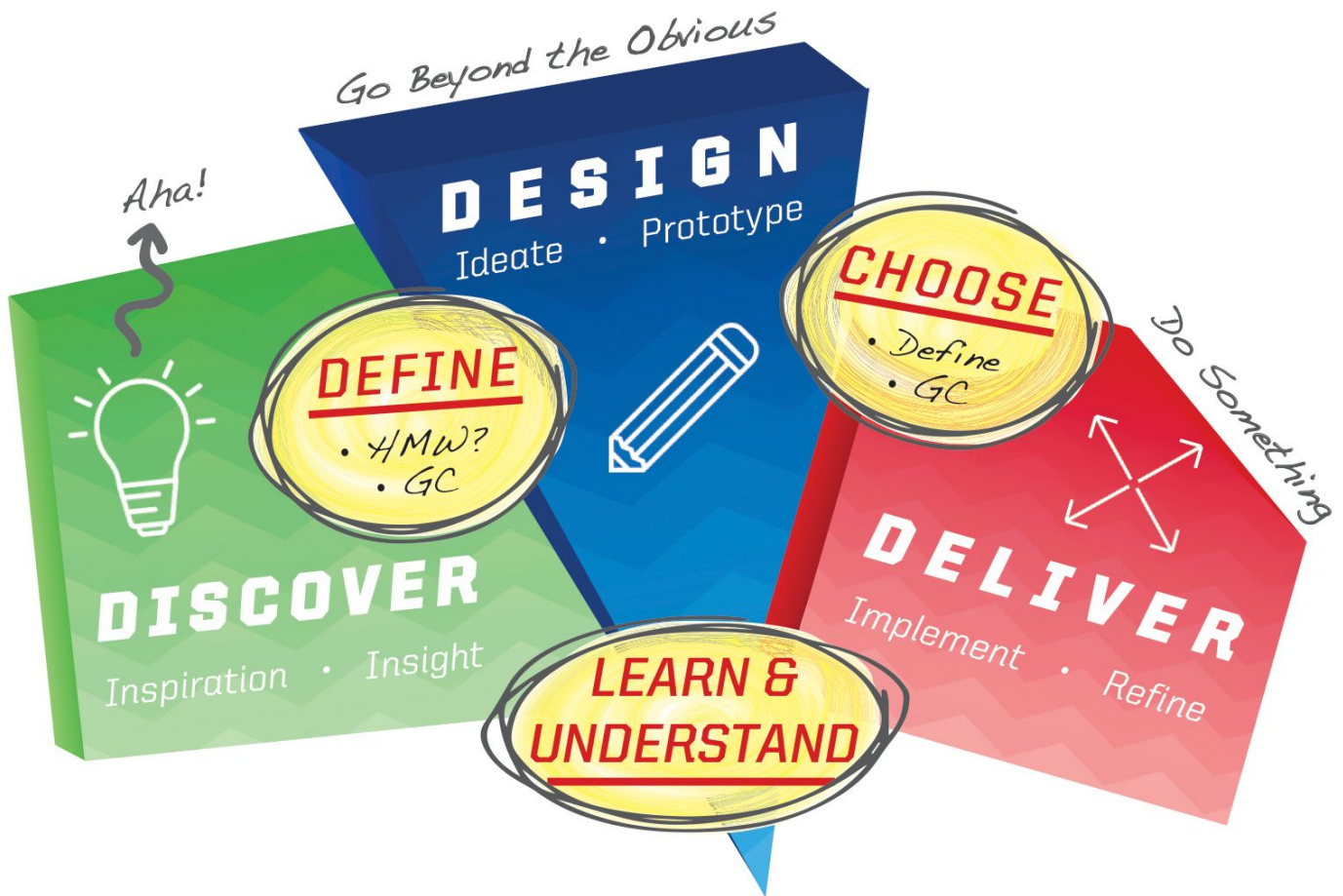


SLP 3D Design

Thinking Methodology

The Essential Playbook



USING THE ESSENTIAL PLAYBOOK

I 1@>1-OE E; A>1-.; A@@ 01?5. &41 ,??1: 68'8E ; ; 75?<1/55- 8E 01?5. 102 >
.; @1D<1>5: /10-: 0: 1C A?1>?C4; 4-B1- 01?5. /4- 8: 31 @-@/-: 818. 1@/780
5 - >18 818?4; >@ 9; A: @ 289 1 ; >4?- >18 818?9-8?/; <1 Z-: E; 2@1
91@; 0?E; A 825 05 @5 <8E. ; ; 7?4; A88; 729 88 >-: 01B1E?5 38 ; ; 15: @
: 1/1??->8 >1=A510 +; A9 54@<57-: 0/4; ; ?1 ?5 38 91@; 0?@ /; 9 <8@ 5 - "t"
; >?1@?51 -: 1: 810-E@ C; >7E; A>C-E@> A34@11: 81. ; ; 7 "; C4-@C; >?2 >
E; A-: 0E; A>@-9 , B1E?@< 2 >C->05-: 9 <; >@: @: 1

~; >1-/49 1@; 05 @1 <8E. ; ; 7 E; A 825 0-: A9. 1>; 2189 1: @; : 1-/4 <- 31 @
418 E; A-8: 3@1 C-E 5/805 3

What is it

&45?1/8: C88<> B01- . >52 B1>B1C ; 2C4 @1-/49 1@; 0501?5. 10@
-//; 9 <84

Why we do it

&45?1/8: 505-@?@1 9 <; >@: /1; 2@19 1@; 0 -: 04; C 5@C 8A88-@8E?A<<; >@
E; A>@-9 -?@1E1: 3-31 5 01?5.

How we do it

&45 <> B01?@< . E ?@< 051/8: ?; : 4; C @ A?1 @19 1@; 0

See it in action

&45?1/8: 5 7?@ ?-9 <8?; >B01; ?@-@C 88418 E; A @> A34A?5 3; >2/88@ 8 3
@19 1@; 0

&41>1 5: ; 2 8A>1 41> ; : 8; <<; >@: 88?2 >3; C@ &-71 >57? ° >1-@ fi: ; B-@
@O-E@ 1: 0A< 5 - . 1@><8/1@9; >> C \$1-OE ?1@3;

THE 3D DESIGN MINDSETS

) 41: 01?5 5 3 C10; ; A>. 1?@@ -041>1 @ @1 2 8 C5 39 5 0?1@ &41 @-9 ?-. 58E
@ A<4; 8@1?1 9 5 0?1@; ; @; 8 8-0?@ - 9; >1 <> 0A/81 01?5 ?1??5: . A@@: 0?
@ 8-0@ - ?@; : 31>; A@; 9 1; B1> 8

Tap into your creative confidence.

` 181B1 5 E; A>/- <- /5E @ />1- @ <; ?581 /4: 31 -: 04-B1 @1 /; A> 31 @ @71 - /@:
&45- 8 C?A?@ 9-71. 1@>/4; 51? ?11: 1C <; ??5 88? /; 8. ; >@ C54; @1?>
-: 0-<<> -/4/4- 8: 31?C54 /; A> 31 " -B0L18E 2A: 01>; 2fi !

Learn from failure.

~ 1->; 22 5A>1 /-: 4; 8A?. - /72; 9 @E5 3- 8; >@; 2@5 3? ` A@5C1 - //1<@@- @
2 5A>1 5- <->@ 28-> 5 3 C1 /-: >19-5 /; ; 201: @@- @?1@ - /7? - /@- 8- 8 C A?@
9; B1 2 >C- >0 ~- 8 31-> 8- 8 C?A?@ ?A//110?; ; : 1>

Embrace ambiguity.

~; >9 A8? -: 0- 8; >49?0>B1 A?@ @1; . B5 A? fi?@-0 381 E; A>?12@1 <1>9 5?5:
@ 1D-8 >1 8 @; 20521>1: @;<; ??5 88?; @- @@1 >54@: ?C1>/-: >1B1- 8@12 &41>
->1- 8-E?9; >1 51-? " -@51Z -> 8 fi !

Be urgently optimistic.

~; /A?; : C4- @; A8. 1 >@1>@-: @1 /; A: 8??; . ?@/8?@- @9 -E 31@5 @1 C-E
, B1>E <>. 8 9 5?; 8. 8 - 8C1: 1105- >1-?; : -. 8 4; <1; 2?A//1??

Iterate, iterate, iterate.

) 17: ; C C1C; : @31@5>54@@1 25?@8 1 . A@1B1>E 54 > @: ?@1>A?/8?1>@ @1
. 1?@54 > @: 2?@> 1 @2110. - /72; 9 @1 <1; <8 E; A->1 01?5 5 32 >- 8: 3@1 C-E
> @1>@-: C- 55 32 >@1 <1>2 /@; 8 @:

TABLE OF CONTENTS

Discover Space Methods

fi @ OA/ @:
/ -> 1??5 3@- @ 4- Ž; 9 1: @
fž 110 % &4- @
~ ??1@ -: 0† 5. 588?
&41† ; ; 0 &41 ` -0 &41 Ž 14

Define Space Methods

fi @ OA/ @:
) > 3- / Ž) #A1? @:
~ 1B18 <5 3- † A5 3° 4- : 31

Design Space Methods

fi @ OA/ @:
ž ; > 9 ? 2 > f01- @:
f01- @:
Ž ; 9 1: @ ; > ° 4- < @ ?
\$- < 5 " > @ @ < 5 3
&41 " 54
fi 51 fj 54 fj ; : 01 >

Deliver Space Methods

fi @ OA/ @:
" 8 : : 5 3 2 > f9 < 8 9 1: @ @:



DISCOVER SPACE METHODS

&41 " 5/; B1>%- /1 418?A??117; A@5 ?<5- 5: 4- > 1?? 5@-: 0. 135 @ ?11 @1
<; ??5 555?@- @01?5: /-: ; 21>A?

fi 55 8 E; A 8250- 9 1@; 02 /A?10; : 3- > 1>5 35?<5- 5: &41>1 ->1 /; A: 8??
<8/1?C1/-: 250; A>5?<5- 5: ` 135 @ ?11 @45 3?0521>1: 5 \$105/; B1>@1
29 55 > &A> <>. 89?5 @ <; ??5 555? -: 09-71 @1 9; ?@ 2C4-@? >54@5 2; : @ 2
E; A " ;: @8@ -335 3<>. 89?5 ; A>?E?@19 <1>?5@

ž 1D@E; A 89; B1 5@ @; 801?5: 102 >3- 5 5 35?54@fi 9 -: EC-E? C4- @9-71?
01?5: 0521>1: @2; 9 <8:: 5 35- 4A9 -: /1: @>102 /A? " 55 @ @1: 110?-: 0
01?51?; 2@; ?1 E; A>1 01?5: 5 32 > ~ A88 A: 01>@: 0@1 /; : @D@ 12 >1 @9 <5 3@
/; : /8?5: ?- . ; A@C4- @E; A @45 75 >1- 88: 11010 fi ?54@5- 71E 5 3>105: @@
4A9 -: /1: @>1001?5: -: 0; : 1 @- @?4; A8- 8; ?@ 1B1>. 1?75<10

Inspiration

[/-> 1??5 3@-@ 4- Ž; 91: @](#)

Insight

[fi 110 % &4-@](#)
[~ ??1@-: 015. 555?](#)
[&411 ; ; 0 &41 ` -0 &41 Ž 14](#)

Discover Space: Harnessing that Aha! Moment

What it is

~ 9 1@; 02 >/- <@>5 3@15?<5> 6: - 8
-> A: OA?

Why we do it

&45 9 1@; 0 4154@: ?; A>-C->1: 1?? fi 8 C?A?@ ?11
@1 B-?@ A9. 1>; 2 <<; >A: 5?C11: /; A: @>1-/40-E
2 >/>1- 6 3- . 1@>1D<1>5: /1 2 >; A>A?1? ; >
5: ; B 6 3; : 1D3 3?E?@9? fi?1-?E@ @71 @1 C-E
@5 3?->1 2 >3>: @0 ; >C- 52 >; @1?@ @/78 @1
; <<; >A: 5 fi 01?5: C14; 8- . 5?@C->0-/6: -: 0
@/78 5 A>?181?

How we do it

fi />1-?1 E; A>9 5 028 1??; 2@1; <<; >A: 5?E; A1: /; A: @>1-/40-E 11<- 8@ 2@5 3?
@- @ A3E; A ; >@71 - /8?1>8; 7-@@1 > A6 1?E; A1D<1>5: /11-/40-E
+; A->1 5718 /; : ?@: 6 31: 1> 6 3 51-?; >@; A34@5 @>- 8) >@ 419 0; C: &18-
25: 0 " ; : @8@@- @@; A34@31@8 ?@&4 @?71@4; : @1. -/7; 2- : -<75 ; >9 508 ; 2@1
: 54@ ; 6: 9 54@A?@ 1 @1: 1D@>1- 6 B1: 6:
"; ?; 9 1@5 3 Z ; ?@<1; <8 8@@; ?1: -335 3<>. 89?; >3>1-@51-?3 &45 <8E ; ; 7
<> B51?- @: 35 8 C-E@ 4-> 1??E; A>/>1- 6 1: 1>3E-: 09-71- <; ?581 /4-: 31

Discover Space: ↑ I Need, So That*

What it is

~ C-E@ =A57E 3-5 19 <-@E 2 >@1
/A?@ 9 1>@- @E; A->1 01?5: 5 3 2 >

Why we do it

& 3-5 19 <-@E C1C-: @@ <A@@1: 110?; 2@1 <1; <8
C1 >1 01?5: 5 3 2 >5?@! 21: @ 1? C1 31@/-A34@< 5
01?5: 5 3?; 8@: ?@-@9-71 @45 3?9; >1/; : B1: 5: @
2 >A?B1>?A?@1 1: 0A?1>; 2@1 1D<1>5: /1 fi -0055:
@ 51: @E5 319; @: -8: 0A: /@: -8 110? @5
9 1@; 00; 1? - : 516. ; 231@5 3-@; C - ?; 8@:
9-71?@1A?1>?1D<1>5: /1. 1@>

How we do it

° >1-@ - &/4 >@: - <5/1; 2/4 >@-<1>; >C45@. ; ->0 !: ; : 1?51 C>@ fi 110 -: OC>@
% &4-@; : @1; @1>?51
) 5@ @1; <<; >A: 5E; A->1 01?5: 5 3-> A: 05 9 5 0 -?7 1B1E; : 1@ @45 7-. ; A@@1: 110?
@-@@1A?1>9 54@-B1 &45 7 only -.; A@@1 1D<1>5: /1; 2@1A?1>; ; @ A><1>; : -8
1D<1>5: /1? -@@5 @ 1 ' ?1 @1?1: 110?@ 31: 1>@ fi 110 ?; @-@ ?@@9 1: @
" > B01 -: 1D-9 <8 5 2 1/1?>-E fi 110@ 3; @. 10; : @ 1 ?; @-@v-: C-71A< 54@C-E
C41: 9 E-8 >9 3 1?; 2
&41 fi 110 ?4; A@9-@4@1 % &4-@; : . ; @?51?; 2@1 &/4 >@

See it in action

(51; 1D-9 <8 [15741>](#))

~ 0- <@02; 9 i ; t->@ -. ? 4@ CCC 3; 7->@. ?/; 9

Discover Space: Assets and Liabilities*

What it is

~: 1D1>51A?10@ =A57E /-<@>1 @1
2 >1? @- @9 54@9 - 71; A>51-?. 1@>; >
C; >1 ~??1@->1 @11891: @5 ; A>
/A>>1: @1-8E @-@>1 C; >75 32 >A? -: 0
@-@>1 8-05 3A?@C->0?A//1??
f5. 55?->1 @; ?11891: @5 ; A>/A>>1: @
>1-8E @-@>1 31@5 35 @1 C-E `; @->1
5 <; >@: @@ /; : ?51>

Why we do it

' : 01>@: 05 3@1-??1@-@4: 02 >-: ; >3: 5-@: 5
/55-8E 5 <; >@: @?C1C-: @@ 9-71?A>1C1>1
5/; >; >@ 3@1. 1?@1D<1>5: /1?5@ @1?; 8@: C1
01?5: fA?@?5 <; >@: @ C1C-: @@ 9-71?A>1C1
A: 01>@: 0@1. ->5?@-@ A>5. 55?9 54@ >5 3
-: 001?5 ?; 8@: ?? >@; ?1: 110?

How we do it

" >C - &/4 >@: - <5/1; 2/4 >@-<1>; >C45@. ; ->0! : 141-05 15~??1@ -: 0@1; @1>
41-05 15f5. 55?
" 1?/>5 1@191-: 53; 2-??1@-: 05. 55?@ @1 3> A< &4591@; 0/-: 5/; >; >@; : 1; >
-8 2@1A?1? 1D<1>5: /1? 1D-9 <8 ?@01: @ 29 5E /; 99A: 5E~ž" ?@2 >@?@1?@2
1D<1>5: /1
/ -B1 @1 3> A< 8@ 21D<1>5: /1?; >1891: @@-@9-71A<; A>/A>>1: @1-8E -: 0?4->1 C4E
55 -: -??1@ >- 5. 55 ' ?1 @5 5?54@C41: 01B18 <5 3E; A>/; C Ž 54@ 1

See it in action

(51; 1D-9 <8 [15741>](#)

~0-<@02> 9 i; t->@-.? 4@ CCC 3; 7->@. ?/; 9

Discover Space: The Good, The Bad, The Meh*

What it is

~ 9 1@; 0@ 1B- &- @ @1 1D<1>5: /1- 8: 3
E; A>/A?@9 1>?6A> 1E

Why we do it

&45 9 1@; 0?5 <55?@1 /; 9 <8DA?1>6A> 1E. E
2 /A?5 3; : 9; 9 1: @ @- @9 - @>@1 9; ?@@ E; A>
/A?@9 1> &45 9 1@; 0<> B51?- /4: /1 @ 05/A?? 4; C
@45 3?->1 >1- 8 3; 5 32 >E; A>A?1> ` E 3; 5 3@> A34
@45 9 1@; 0 E; A 8 1-. 8 @ 51: @E C454->1-?/-: . 1
8B1> 310-: 0C454->1-?C1/-: >101?5; -> A: 0

How we do it

1. f01: @E 71E <-> @; 2@1 /A?@9 1>?1D<1>5: /1 "; E; A>. 1?@@ 89 5E; A>?12@ :; 9; >
@4: 71E <-> @; ><4 ?1?
~ 8: 3@1 @<; 2- <5/1; 2/4 >@-<1>; >C451. ; ->0 0>C - ?9 8 @1 3; ; 0 ?@ 54@@1
9 14 -: 0?0 @1. -0 19; @; : ?
~ 8: 3@1 8 21031; 2@1 /4 >@-<1>; >C451. ; ->0 C>@ 0; C: @1 71E <-> @; 2@1
/A?@9 1>?1D<1>5: /1 @- @E; AC-: @@ 2 /A?; :
">C 8 1?5 . 1@11: 1-/4 71E <-> @: 019; @; : @ 9-71- 3>5
! 5@; A@@1 052!>1: @ /@85? @- @@1 /A?@9 1>C; A8?-E->1 3; ; 0. -0; >9 14C545 1-/4
71E <-> @ 2@15-1D<1>5: /1 +; A 9-E: ; @28 A@B1>E. ; D
!; ; 72 >->1-?@- @C; A8. 1/; ; ?51>C5? ! 1B1> 31 @1?1 189 1: @ ~ 8; 8; 72 >->1-?@- @
/; A8. 1 9 <> B10A<; : ' ?1 @1?1 5?54@C41: 01B18 <5 3E; A>/; C Z 54@ 1

See it in action

(51; 1D-9 <8 [15741>](#))

~ 0- <@02; 9 i; t- >@ - . ? 4@ CCC 3; 7- >@ . ?/; 9



DEFINE SPACE METHODS

&41 " 125 1% - /1 418?A?: - >> C ; A>2 /A?@ 1: ?A>1 ; A>@-9 5 ; : @1?-9 1 <- 31
- : 041-05 35 @1?-9 1 051/5 : f@?- />5-8?@ < 5 ?/- 5 3- : 0?/ ; <5 3- 01?5

° ; 9 <> 510 ; 2@ ; 71E 9 1@ ; 0? @15?<- /19 - 71? =A57C ; >7 ; 24548345 371E
8B1> 31 < ; 5@ <> B05 3- : 1: 05 B3C - : 0/>1- 5 3- / ; 81/51 B55 : @- @?4 ; A8
5?<51 @1 @-9 @ 9 ; B1 2 <C- >0C54 / ; 99 59 1: @ : 0 <A> ; ?1

Define

) >5 3- /) Ž #A1?5 :
" 1B18 <5 3- | A55 3° 4 : 31

Define Space:

Writing a HMW Question*

What it is

~ 91@; 02>: ->> C53- 01?5; @-9 ?
 2 /A?@ - ?5 38 ; >9 A85-B 71E8B1> 31
 <; 5 @ f01: 5E5 3@1?1 8B1> 31 <; 5 @ C58
 A89 -@E ?1B1 -? - @9 <5 3; 2<; 5 @2 >
 31: 1> 5 3/>1- 8B1 ?; 8@: ?

Why we do it

&41 ~ 5/; B1>%- /1: -@> 8E. >5 3?; A>01?5; B1>E C51
 0A1 @ @1-9; A: @ 2@ 1-; 01: 1>3E 1D<1: 010; ;
 3-5 5 35?54@) >5 3- / Z) =A1?@: -5?@: ->> C
 ; A>2 /A?@ 71E8B1> 31 <; 5 @ C1/-: />1- 8B1E 01?5;
 -> A: 0

How we do it

%E: @1?51 9-6 >5?54@ 8-> 105 @1 ~ 5/; B1>%- /1 ~ ?- 3> A<; >5 0550A-8E; A 9 54@
 31: 1>@ - 8@ 271E@ 71-C-E?; >05/A?? 9-6 >@19 1?
 ` 135 @ @> @; ?1 71E@ 71-C-E?; >@19 1?5@ -/@: -. 8 =A1?@: ? ' ?1 @1 2-9 1; 2 /; C
 9 54@C1 @ 454854@@1; <<; >A: 5E 5 E; A>=A1?@: ~ @@5 <; 5 @0; : @31@@; /-A34@
 A<5 C; >0?9 545 3 %9 <8 31: 1> @ ?1B1> 8=A1?@: ?@- @9 54@418 @/78 @1; <<; >A: 5E
 -@-: 0
 ~ 21>?1B1> 8<; @: 5 8 Z) =A1?@: ? 4-B1. 11: 31: 1> @0 /41/7 @19 2 >?/; <1 f?@1
 =A1?@: @; . > -05 @- @50, 1? @> B01 1; ; A34 2 /A? 2 >@1 3> A< f?@1 =A1?@: @;
 : ->> C 5 @- @- 81-OE-??A9 1?- 351: ?; 8@: \$1C; >-: E=A1?@: ?@- @9 54@ 1 @;
 . > -0; >@; ; ->> C
 ~ ?- 3> A< ?1@8 ; ; : 1 @ @>11/ Z) =A1?@: ?@ 3A51 @1 C; >7 01<1: 05 3; ; @ 1
 -B-8. 8 @ 0105- @ @ @1 01?5;
 f2@1 3> A< 5?@A335 3@ /; 9 1@ - /; : ?1: ?A?; : C454=A1?@: ?@ /4; ; ?1 A?1 - ?5 <8
 B 5 3?E?@9 ~; >1D-9 <8 1- /4 <1>; : <A@- 0; @ >9->7: 1D@@ @15@< =A1?@: ? -: 0
 C4541B1>1: 0A< C54 @1 9; ?@, @ C58 1 @1 ?18/@0=A1?@:

See it in action

(51; 1D-9 <8 [15741>](#))

~ 0- <@02; 9 f; ; H ~ 8>54@ >1?1B10 4@ 01?5; @45 75 32 >10A/- @>? /; 9 -: 0
 i; E- @- . ? 4@ CCC 3; 7- @. ? /; 9

Define Space:

Developing a Guiding Change

What it is

~ 91@; 0@ 0125 1@1/; ; @51>; >
?-. 0. ; D2 >@101?5 . E/8->E; A@5 5 3
/A>>1: @/; ; @D@: 0>1-8E 01?510>1?A@?
-: 0/; ; ?@ 5 @

Why we do it

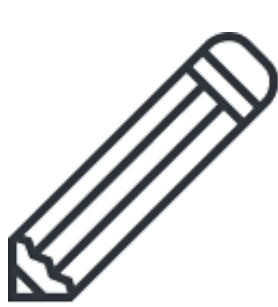
~ 005 3/8>E -: 00125 55: @ @101?5 <> B@1?-
2> 91C; >72 >/>1-@E) 54/8->; A@; 9 1?5 9 5 0
-: 0- /8->E 0125 10?-. 0. ; D5 C454@ C; >
01?5 1?>->1-. 8 @ 8B1> 31 @15/>1-@B1 /; ; 201: /1
-: 0?119; >1<; @: @8 <<; >A: 5@?

How we do it

~ 3A55 3/4: 31 /-: . 15 2 >9 -E ?71@410A<; - <5/1; 2/4 >@-<1>; >C45@. ; ->0 ; >
; A@5 109; >1 2 >9 -E ; ; A>05@5@> B@100; /A9 1: @5 710. 18C %18/@C45491@; 0
@ A?1. -?10; ; @1 ?/; <1; 2@101?5 E; A>1 @/78 3 12E; A>1 ?71@45 35@ A@5 2 >9 -E
O>C - @>11/; 8A9: @. 8 C54 @1 41-05 3?° A>>1: @ ; ; @D@: 0\$1-8E ~ 1?510\$1?A@? -: 0
' : -//1<@. 8 Ž 1-: ?
Ž - 71?A>1 @1/ Ž) =A1?@; ; >=A1?@: ?E; A>01?5 @-9 31: 1> @0->1 15@1>B55 8 ; >
<>5 @0-8: 3@1 @<; 2@1 3A55 3/4: 31
° ; ; ?@1>@1/ Ž) =A1?@: -@: 0 ` 135 5 @1 2?@; 8A9: . E 31: 1> @ 371E<; 5 @
>18 @0@ @1 /A>>1: @: B5; : 9 1: @@: 0? ; ><>/@1?19. 100105 @1/ Ž) =A1?@: &45
?4; A@-: ?C1>@1 C4E ; 2E; A>01?5 ~ ; >A>@1>3A5-: /1 ?11 @10; /A9 1: @5 710. 18C
ž 1D@5 @1 9 508 /; 8A9: />1-@ - <5@>1; 2?A//1?? 5E; AC1>1-. 8 @ -: ?C1>E; A>/ Ž)
=A1?@:) 4 @C; A@ @1 01?510>1?A@?. 1 &45?4; A@. 1 @1 C4 @; 2E; A>01?5 -: 0
<> B@1 -: 1: 0 5 B5C 2 /A? 2 >@1 3> A< ~ ; >A>@1>3A5-: /1 ?11 @10; /A9 1: @5 710
. 18C
~ 5 -E 5 @1 8?@; 8A9: 45454@: EA: -//1<@. 8 9 1-: ? ' : -//1<@. 8 9 1-: ?; A@5 1 @1
; ; @4; C ; 2- 01?5 -8@1C-E?C1 C; : @: ?C1>; A>/ Ž) =A1?@: &41?1C; A@. 1
?; 8@: ?@-@>1: ; @ //1<@. 8 &41E->1 @1: 1/1??-E/; ; ?@ 5 @ @-@18 A>/>1-@E
~ ; >A>@1>3A5-: /1 ?11 @10; /A9 1: @5 710. 18C

See it in action

~ ; >9 -83A55 3/4: 310; /A9 1: @C54 5 01<@101?/>5@? [15741>](#)
, D-9 <8 B@1; [15741>](#)



A

DESIGN

SPACE METHODS

&41 " 1?5: %- /1 <> B01?A?C54- <8/1 @ /4:: 18@1 />1- 1: 1>3EC1 /; 8 /@0
5 05 /; B1>E / 1>1 C1 @> 5 ?54@ 5 @ 51-? -: 0 51-?5 @ ?; 8 @ : ?

&41 5?@?1@ 29 1@; 0? ?A<<; >@51- @: ' ?1 @1?1 @; 8 @ ; <1: E; A>9 5 0 -: 0 8 @
E; A>9 - 35 - @: >A: 2 11 1 11 < <A?45 3 2 >9; >1 ' A 5 0; 2 : 1 -: ; @1 > 1 5 1 E; A>?1 2
@1 2 1 1 0; 9 @ 3; . 1 E; : 0 @1; . B 5 A? 1 0 1 - @: 9 1 @; 0? - 8; ?A<<; >@@1; >3: 5 - @:
-: 0 1 D < 8 > @: ; 2 @1 /; A: @?? 5 1 - ? E; A B 1 3 1: 1 > @ 0 &41 9; ?@>; 9 5 5 3 5 1 - ? C 5 5
>?1 @ @1 @ < -: 0 < 5 / 1 ? C 5 5 1 3 5 @ 2 8 5 @ < 8 / 1

~ > 9 5 1 - @: /; 9 1 ? <> @ @ < 5 3 C 4 5 4 4 1 8 ? . > 5 3 E; A > 5 1 - ? @ 5 1 " > @ @ < 1 ? C 5 5
. 1 3 5 > A 3 4 -: 0. 1 /; 9 1 9; >1 > 1 5 1 0 &41 5 <; >@: @ @ 5 3 5 @ @ > @; A 3 4 @ 5 @
@ 5 3 ? 5 - 7 1 E; A > /; : / 1 < @ ? 4 - > 1 - . 8 -: 0 > 1 - 8?; 2 1 0. - / 7 / -: 3 1 @ 3 - @ 1 > 1 0 -: 0 E; A
/ -: 2 5 2 > C - > O C 5 4 1 - / 4: 1 C 5 > @:

+; A >. 1 ? @ > @ @ < 1 ? : 1 1 0 @ . 1 @ ? @ 0; > 3 5 1: 2 1 0. - / 7 -: 0 C 1; 2 1 > E; A - B - 5 1 @; 2
@; 8 2 >. ; @ - ?? 1 ?? 5 3 -: 0 3 - @ 1 > 5 3 2 1 0. - / 7; : @ 1 9 & - 7 5 3 2 1 0. - / 7 5 @
/; : ? 5 1 > @: 1 B 1: @ - 5 5 E; A 8 / 4; ; ? 1 @ 1 <; 5 @ @ C 4 5 4 E; A > 9; ? @ > 9 5 5 3
<> @ @ < 1 5 > 1 - O E 2 > 9 < 8 9 1: @ @:

Ideate

ž; > 9 ? 2 > 1 0 1 - @:

1 0 1 - @:

Prototype

ž; 9 1: @ ; > ° 4 < @ ?

\$ - < 5 " > @ @ < 5 3

&41 " 5 / 4

f i 5 1 f i) 5 4 f i) ; : 0 1 >

Design Space: Norms for Ideation*

What it is

' ?1 @45 - @41. 135: 53; 2@41 ~ 1?5
%- /1@ 31: 1>@ -?9 -: E51-?-?
<; ??5 8) 458 : ; @ 8801-?C58 1A?10
@1EC58 A58; 2 : 1-: ; @41>: 08-0@
2>@41>5?<5 8:

Why we do it

l 1: 1> 8 3-?9 -: E51-?-?<; ??5 8 C58757?@>@
/>1- 8101?5: 101-8: /-: . 1 @; A34@ 2-?
A: ?@A/@>10 . A@>1=A51?- 8@ 205/5:5 1-: 02 /A?
/- B5 3: ; >9?C589 - 71 @45 8 19; >1 <> 0A/81

How we do it

%@>@C54E; A>/8 - 8 0125 10; <<; >A: 8 / 5) -: 03A55 3/4: 31

%4- >1 @41: ; >9?2 >51-8:

" 12>A0319 1: @ @41>1 ->1 ž! . -051-?-@45<; 5@

: /; A> 31 C5851-? 1B1: 55?; ; @>1-88 59 54@<->7-: ; @41>51- @- 85

' A58; : 1-/4; @41>?51-? @45 7 E1? -: 0

%@E 2 /A?10; : @41@ <5 711<E; A>0125 10/4-8: 315 9 50

/-B1; : 1/; : B1>-8: -@ 8 1 -8801-?: 110@ . 141->-: 0B-810

' 1B5A-8 0: : @5 54; A>18@ 6?@>8 3E; A>51-? ?5 <8 ?71@41??; 9 18 1?
?-E9; >1

l ; 2 >=A-: 8 @41. 1?@-E@ 250- 3; 051- 5@ /; 9 1A<C54 8@; 251-?

%@>@41 51-8: <> /1??

~ 0- <@0-0- <@02; 9

fi . ; H° ~ 8-54@ >1?1>B10 4@ 01?5: @45 75 32 >10A/- @>? /; 9

Design Space: Ideation*

What it is

~ 91@; 0@ 757?@>@ >5?@>95351-?
<>5>@ <>; @<53<; @: 88; 88: ?

Why we do it

f01- 3C58418 E; A31: 1>@ 8-0?; 251-?C54; A@
-: E/; : ?@ 5@ ~ @45<; 5@41>15Z! . -051-
#A-: 88C55 />1-?1 @1 87184; ; 0; 231: 1> 351-?
@-@4-B1 @1. 1?@/4: /1; 2C; >753

How we do it

" 57- ?<- /1C41>1B1E; : 15 /; 92 @. 8 /-: 9; B1 2>11E -: 0@1>15?A255: @C- 8?<- /1
Z - 71?A>1 @- @E; A4-B1- 8841: 1/1??- E@; 84: OE 9->71?>-: 0<; ?@8; @?
f0?. 1?@ 4-B1?; 91; : 1?1>B1-?2/58@>-: 0; ; @- 85-@5 @1 51- 8: <> /1?? f2E; A
-8C-: @@ <- 85-@ /4; ; ?1?; 91; : 1181@ 65 E; A>3; A<2 >45<; 8: ; >01?5; -@
?; 91; : 1C545 @13> A<@ ?1>B1-?2/58@>
\$1B5C @1Z; >9?2>f01- 8: ?11Z; >9?2>f01- 8: <- 31
%@>C54E; A>/8- 88015 10; <<; >A: 88 2; 9 @1 ~ 5/; B1>%<- /1 \$1B5C @1/ Z) -: 0
3A55 3/4: 31 \$19 50@1 3> A<@- @C1->1 51: 885 3?; 88: ?@- @C58418 A?9 11@41
01?510>1?A88 8 5; A8 @1 3A55 3/4: 31
.- /4<1?; : 31@- ?@/7; 2<; ?@8; @?@ 5088A- 88C>8 0; C: -: E 51-?@-@; 91@
950-?5>18@?@ E; A>015 10; <<; >A: 88 %1: 0 95A@? =A5 4-B5 3@1 3> A<
31: 1>@ -?9-: E 51-?>?<; ??5 8 <A88 3; : 1 51- <1><; ?@8; @
~ 21>@1 95A@?5A< 250-: ; <1: ?<- /1; : @1C- 8841 2/58@>?4; A8 4-B1; : 1
<1?; : ?@>@ E?4 >5 3; ; 1; 2@15 51-?>-: 0<8/5 3@1 <; ?@8; @; : @1C- 88! @1?C4;
4-B1 ?9 8>51-??4; A8 <A@415; ; @: 1->@1; >55-881- B1: 52; 91; : 14-?@1 1D-/@
?-9 1 51- @1E?4; A8?4->1 88 8A0-: 03> A< 88 <<> <>5 48
~ ?3> A?; >/- @3; 51?; 251-?>->1 />1- @0 @1 2/58@>?4; A8A?1 - 052>1: @/; 8><; ?@8
: ; @ @ 51: 88 @1 @19 15 @- @3> A<; 2<; ?@8 ° -<@ 53@1?1 @19 1?C58418 A?@ 71
@1: 1D@?@< @C->? <> @<5 3

See it in action

(51; 1D-9 <8 [15741>](#))

~ 0- <@02; 9 f1; ; H ~ 8834@>1?1-B10 4@ 01?5 @45 75 32 >10A/-@? /; 9 -: 0
1; 1-@- . ? 4@ CCC 3, 7-@. ? /; 9

Design Space: Moments (or Chapters)*

What it is

~ 91@; 0; 25 558<; @ < 53@ - @ ?? @ 1
01?5: 1>@ ?71@4; A@ ?@ >E; 2@1 71E
9; 91: @ 5 @1 51-86A> 1E; 2@1 1: 0
A?1>C1 >1 01?5: 5 32 >

Why we do it

% 91@ 1? -?C1. 135 @ <> @ < 1. -?10;; 51-?
C1 B1 31: 1> @0 5/-: . 10525A8@ - >A8@ C4-@
A?1>1D<1>5: /1C 588; 7-: 0218571 Z; 91: @ ; >
/4 <@> /4 8: 31?01?5: 1?@ 015 1-: 1D<1>5: /1
-@71E9; 91: @ -8: 3@1 6A> 1E ~ 553@1: A9. 1>; 2
9; 91: @ 2 >1?<1; <8 @ 9-71@A34/-88-; ; A@
C4-@?9; ?@5 <; >@: @

How we do it

~ 3>11;; @19; 91: @ ; >/4 <@> E; A0871@101?5: 3> A<@ 2/A?;; Z; 91: @ /-: . 1
::: ?1=A1: 881D<1>5: /1?A/4-? 5 @1/8??>; 9 -: 0 ; A@51 @1/8??>; 9 " 125 53
/4 <@> 5- ?5 5 >91@; 0 . A@2 >- /4>; ; 8 35-81D<1>5: /1?A/4-? . 12 >1?/4; ; 8
0A-5 3?/4; ; 8 -: 0 - 21>?/4; ; 8
1 51 <- >5-: @ - 210: A9. 1>; 28>31"; ?@5 " > B55 3 " ; ?@5: ; @?5 51-8
01<1: 05 3;; @1?/; <1; 2@1 01?5: " - >5-: @?4; A8A?1 @1?1"; ?@5 @ ?71@4; A@
C4-@@1E. 18B1 @ . 1 @1 71E?; 8@: ?2 ><1; <8 381: @15 9 5 0?1@5 @19; 91: @-: 0
5?<510. E @1 51-?@-@C1>1 31: 1>@0
% @ @ 1>2 > 9 5 A@? " 51/@1-/4 <- >5-: @@ 01?/>5 1 5 C; >? -: 0 <5@>1? @1
A?1>1D<1>5: /1C 545 1-/4 9; 91: @ ; > /4 <@>) 41: ?@410@31@1> @1"; ?@5
?4; A8 <>1?1: @ ?; 8@: -: 05 512- B1E > A34-: 05 558<; @ < 1
) 41: @1 @ 1>1: 0? 4-B1 1-/4 <- >5-: @>1?1: @@15"; ?@5 @ @1 3> A< / - B1 @19
01?/>5 11-/4?@ < f2- ?@<; 2@1 ?@ >E 5B-3A1 <A?4 @19 @ . 1/8-> ~ ? <- >5-: @
<>1?1: @8; 72>; >>1/; >071E @19 1?@-@ >1/; 99;; : 5 1-/4
% 55210. -/72; 9 @1 3> A<- 21>1-/4 <- >5-: @>1?1: @) 4 @C; >?) 4 @9 54@ 110
2>@1>01B18 <9 1: @
"; : B1?-> : ?-: 0 @19 1?74; A8 418 @ 71 @1 ?@ <?@C- >12 53- 9; >1/; 9 <8@
<> @ < 1

See it in action

(51; 1D-9 <8 [15741](#)>

~ 0- <@02> 9 1; E-@ - . ? 4@ CCC 3; 7->8. ?/; 9

Design Space: Rapid Prototyping

What it is

~ 9 1@; 02 >A9 <5 32; 9 51-?@ -/A-Æ
. A505 3?; 9 1@45 3@- @5 55 351?A?@
1; ; A34 01@ 5@ 31@210. -/7; ;

Why we do it

\$- <5 <> @ <5 3 <A?41?A?@ 19. >/15 2/5A?
-/5: - : 0; ; @31@/-A34@A< 5 <1>2/5: <-> 5?5
#A578 />1-5 3- 9; /7 A<; 2: 51- :; @: 5 31@ 41
<> /1??9; B5 3. A@ 8; />1-@?- 9; 018A?@; ; 0
1; ; A34 @ 31@210. -/7; ; - />5-8; 9 <; : 1: @ >
=A578 /E/5 3@; A34 9 A55 8 5 > 5: ?

How we do it

+; A/-: 1541>?@>@41>1-24>51-5: ; >A?1 -: 5 @>9 105 @ 9 1@; 0571 Ž; 9 1: @ ° 4 <@>
@ 31@41 3> A <<>1 <->102 ><> @ <5 3 ` 135 . E 51: 55 5 3; ; 1; 2@1. 551-?@-@/ 9 1
2; 9 E; A>51-5: ?1??5: ; >- 71E @19 1 2; 9 - 9 1@; 0571 Ž; 9 1: @ ° 4 <@>
° >1-@ - ?@/A>1 B5A-805 3> 9 ?@ 5 ?@ 5: ; -> 9; /7A< ; >9; 018 2C4 @41 01?510
1D<15: /1C; A5. 1 \$19 19. 1 ><> @ <1?->1: ; @<1/5A? &41E?4; A5. 1 > A34-: 0; <1:
@ />5A1
°; ; 5 A1 >15 5 31-/4 51- A: 55 1/; 9 1??; 9 1@45 3B5. 8 -: 0?; 5
"1>5 05-5 /41/7E; A><> @ <1-3-5?@; A>/ Ž) =A1?5: ? -: 0E; A>1 A55 3° 4: 31 ~??
E; A>18 0; 1?@5?; 55: 4-B1- ?4; @-@: ?C1>5 3; A>/ Ž) =A1?5: ; ; 1?531@?
/8?1>@ ; A>01?510>1?A5) ; A5@5 <> @ <1B5 8@ -: E; 2 A>A: -//1<@. 8 9 1-: ?
f2?; >15 1; >18 5-@ -//; >05 35
~??; ; -?<; ??5 8 31@; A>> A34 <> @ <15 2; : @ 2 @41>2 >210. -/7 fi <->A8 >
210. -/7 2; 9 71E?@714; 51>55/>105 5B-8. 8 ' ?11-/4 > A: 0; 2210. -/7@ />1-@-
: 1C 5 > 5: ; 2E; A>5 55 8<> @ <1

See it in action

" > @ <1 1D-9 <8? [15741>1](#)
(51; 1D-9 <8 [15741>1](#)

Design Space: The Pitch*

What it is

' ?1 @4591@; OC41: E; A: 110@ 185@
210. -/72; 9 -: 5055DA-8?9-83> A< ; >
8>31 3> A<; ; : 1; >9; >1 <> @ <1?

Why we do it

&45@; 8C58418-E; A3-5 210. -/7@ 9-71- 01/55:
; : C4-@> @ <1@ 9; B1@C->09 <891: @<: f@?
-8; - 3>1-@C-E@ =A578?4->1-.; A@ <> @ <1 52
E; A>1 8; 75 32 >210. -/7; : E; A>: 1D@> <:

How we do it

" >1<->1 - ?4; >@ B1>B5C ; 2@1 <> @ <1 &45C58 1?4->10C5@ @1 5055DA-8?9-83> A<
; >8>31 3> A<; 2<1; <8 @-@; A->1 4; <5 3@ 31@210. -/72; 9 ' ?1 @1?@<?. 18C @ 2-91
@5; B1>B5C
f01: @E @1 @-9 @-@C58<>1?1: @@1 <> @ <1 15@1>2/1@ 2/1; >B5 B01;
%4->1 @1?@<E; 2@1 <> @ <1 Z-71?A>1 @-@; A?4->1 @1C4E-: 04; C @1: @1C4@
%4->1 @1/4-8: 31 ; <<; >A: 5E ; ><> . 89
%4->1 C4E@1 1D8@ 3?; 8@<: ?28?4; @
%4->1 @1?; 8@<:
1 -@1>210. -/7@ >121@C->0@1: 1D@> <: ; 2E; A><> @ <1; >@ 52-9
9 <891: @<: ; 2@1 <> @ <1

~0-<@02; 9 118E " 118E & %<->7 fi °>1-@1/; : 21: /1' : 8-?453@1/>1-@1
< @: 85A?-8Z 1C +; >7 °> C: ' A?5 1??

Design Space: I Like, I Wish, I Wonder*

Á

What it is

~ C-E@ 3-@1>210. -/7;: - <> @€<1
2 /A?10;: @>11 71E->1-?
) 4-@C5571E C; >
) 4-@/; A@. 1. 1@>
) 4-@57?; >?; &@: ?9 54@1D@

Why we do it

/;: 1?@?; &@: 2 /A?10 210. -/7 41&?-@ 2A? 31@@
@1. 1?@; &@: &459 1@; 03-@1?-/@: -. @
210. -/7 2; 9 ?9-@ >8>31 3; A<? -: 0. >1-7?0; C:
. ->@?; 2/; 99A: 5-@: C4@ /4-@: 35 3
-??A9 <@: ?

&459 1@; 0/-: . 1A?10. 12>1; >- 21>@ <@9 1: @ 3-
<> @€<1

How we do it

1 -@1>- 3; A<@ 31@1> &45 571E C@ 1?@ 714; @1?; >@1 ~ 1 > A< ; 2E; A><> @€<1
/-B1?; 9 1;: 1-??5; 10@ /-<@>1 @1 210. -/7
/-B1?; 9 1;: 1-??5; 10@ 3@1 &41" 54 @ @1 210. -/7 3; A<
~??@1 210. -/7 3; A<@ 1D<>1??C4-@@1E 5710 C4-@@1EC54/; A@. 1 <-> 2@1
<> @€<1 ; >?; 9 1@5 3@1EC;: 01> - <; ??5 @ ?5A-@: ; >- ?; &@: @-@@1 @-9 /; A@
/;: ?@1>

~0- <@02; 9 11@E " 11@E & %->7 fi °>1-@1/;: 21: /1 ' : @-?453@1/>1-@1
< @: @5A?-@ 1C +; >7 ° > C: ' A?5 1??



DELIVER SPACE METHODS

&41 " 18B1>%-/15C41>1 @A15: ; B-@: 4 <<1: ? ž; @45 3/4: 31?A: @C10; A: @
; A>51-?->1-/@-@ <A@5@ -/@:

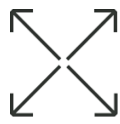
! A> ??1: @8' 8E ; ; 7711<? @?9 <8 -: 0?@ 54@ <C->0) 1. 153C@4- 2-9 1C; >7
2><A@3@41 <8: ?5@ <8/1@ 9-71?A>1E; A>01?5: 59 <891: @0 ž 1D@C10; : @
<> B01- 9 1@; 0 . A@ @41>- >19 501> @-@B1E 01?5: C@4-B1 >; 9 2>
>15 191: @L11<@. ?; : @41 9 <891: @@:) 4-@?C; >75 3) 4-@?; ; @ @?: 1B1>@;
8@ @ 8-> 2; 9 2 @A>1; >9; B1 @ @1: 1D@ 1?@> @: &41 01?5: <> /1??5/E/8-8
-: 0; : 3; 53 -: 0-: -@> 81891: @ 25: ; B-@: @ . 119. >/10

Implement

["8: : 532 >f9 <891: @@:](#)

Refine

) 4@ C10; : @4-B1- 9 1@; 05 @1 ,??1: @8' 8E ; ; 7?<1/5@ @ >15 191: @- />@-8
/; 9 <; : 1: @ 2: E9 <891: @001?5: 59; : @ >5 3@41 9 <891: @@: /41/75 35
; : C4-@?C; >75 3 C4-@?; ; @-: 0/; : @A; A?@ 31@3@ @41: 1D@ 1?@> @:



Deliver Space: Planning for Implementation*

What it is

~ 91@; 02 >1: ?A>5 3@- @<> @<1? 31@
5 <891: @0

Why we do it

ž; @45 355: ; B- 31A: 3C1- /@- 3E 50/ - B5 3-
?; 35 <891: @<: <8: @- 3B1> 31?1- /4919. 1>
; 2@1 01?5 @-9 1: ?A>1?- 3 1E 5 <891: @<: @-@
8-0?A?@ . 1@>-: 0. 1@>; <<; >A: 5?

How we do it

! : /1E; A><> @<1 4?. 11: 01B18 <10 -: 0 3> @0A<; : 3-@1>E; A>01?5 @-9 -?C18
-? -: E?@714; 31?; >/4; 51 9-71? 5<; ??5 8
` 135 . E 31: 1> 3- 3@ 2-3@?? @-@ 110@ @71 <8/1@ 9-71 E; A>01?5 4-<<1:
ž 1D@31: 1>@ - 3@ 2-31?; A>1?: 11010
&-71 - 8; 7-@ ; @3@ -: 0-??5 @??-: 0@; ?1 >1?<; : ?5 8 2 >/; 3/3: 1/1??- 3
>1?; A>1?
! <1: - /-8: 0->-: 0?1@ 0-@ 2 >5 <891: @<:
î È! : @1?-91 /-8: 0->/; 99 3@ 3 1E 1? -: 00-@?2 >/; 9 <8 3@?? /; 3/3 3
>1?; A>1? -: 0/41/75 35 ; : <> 3-1??-?- @-9

~ 0- <@02; 9 fi .; H° ~ 8>34@ >1?1-B10 4@ CCC 01?5 75 >3

LICENSE:

&41 %<531-71"-> .??1: 68'8E ;;7581: ?10A: 01>@1° >1-@1°; 99;; ?
~ @5A@: ž;; °; 991>58%4->1~ 81 ' : < ; @081: ?1 ° ° ' +ž° % &41 28@D@ 2@5
81: ?1 5-B-8. 8 41>1 4@? />1-@1/; 99;; ?; >3 81: ?1?. E: / ?- A?

CONTACT:

8-. 1@ž 181:
°;; >05-@>; 2 " " 1?8 fi:;; B-@: -: 0" 1>; :-810f 1-> 5 3
9-81: 18 05@5@ ;>3
&C@> 1810A/-@: