

What is the book?

Right: A New Design Perspective for Business Innovation. Right thinking in a left-brain world.

Who should read this book?

Any leader who wants to innovate. All creative types who aspire to lead.

This book was written to enlighten leaders within organizations to the value of creativity and inspire the creatives to step forward and demand a place at the table for their perspective to be heard.

The idea of having a creative perspective as the final decision is so uncommon that Steve Jobs had to elevate Apple's lead designer Jonathan Ive to a position where he only answered to Jobs, the CEO of the company. This move insulated Ive from the scrutiny of the accounting department as they commonly attempt to quantify a decision based on cost efficiency, and in front of the debate of whether to choose functionality over user experience.

What is the message?

There are two type people: People who view the world predominantly from one brain hemisphere over the other.

Left-brain thinkers make up 80 percent of the population.

1. Those that prefer concrete, literal definitions which feels most comfortable with established rules and proven conventions. The left-brain person avoids ambiguity and seeks clearly defined objectives. This person might be more apt to over simplify an issue and generalize the conclusions. A left-brain person will always turn to experience or research over imagination for solutions.

Right-brain thinkers make up 20 percent of the population.

2. Those that see the world as pictures and finds meaning from visual, tactile, and audio information. They visually process information and rely on metaphors to explain complexities. They pursue the unknown and revel in discovery. These people are inspired by vagaries and thrive in ambiguity. The right-brain thinker creates or imagines solutions to escape established conventions. The right-brain person lives from a place of ideology over pragmatism.

The predominant personality types who lead most organizations, run the government bureaucracies, and occupy positions of influence are the left-brain thinkers. The message is when innovation is necessary to move beyond the established levels of success, the only person who can imagine the path forward is a Design Thinker.

What's different about this message?

Left-brain thinkers are attempting to explain the innovation process and do not understand what artists do every day in their work of creating something from nothing. It is documented how Designers have found ways to integrate the right-brain creative process into the predominantly left-brain structure of an organization, yet they are still isolated as a department, and not considered a unique approach to business.

This book captures the artist's approach, imitating the Designer's process and promoting the idea that innovation must be included in the conversations at the highest level of the organization to expand the vision and discover solutions not available to current left-brain dominated leadership.

Why are the prevailing messages wrong?

Most press directed towards creativity within the workplace relies on case-studies with fantastic results, and left-brain consultants and journalist attempting to explain a creative process they don't understand.

The recent trend is to cite neurological studies illustrating specific regions of the brain that are stimulated and light-up in clinical tests.

The physicist, David Bohm presented the analogy of the watch to address the flaw of studying individual parts when attempting to understand a whole system. Forty years later, we are still attempting to explain a larger, complicated process by scrutinizing the parts, or small brain regions. Current research which is relying heavily on MRI scans of the brain is similar to breaking apart a wind-up watch and analyzing a spring or cog in an effort to explain the concept of time.

Creativity occurs in the space between the synapses.

What is Design Thinking?

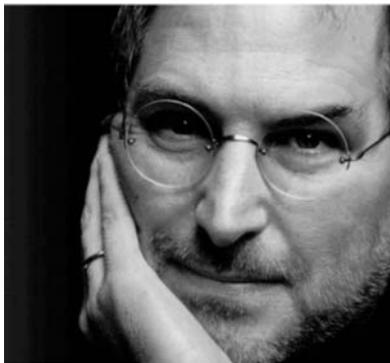
Design Thinking is derived from the creative process perfected by designers and practiced everyday by artists. Artists are comfortable creating something from nothing and never intimidated by what they don't know. They are inspired by problems that seem to have no solution. When the artist approaches a blank

canvas or block of marble they don't have all the details or answers how they will create a work of art, but they live for these moments and embrace the challenge. The designer has learned to survive and excel in the highly structured, process driven, hierarchal environment of the corporate world while practicing the creative process. Design thinking interprets and formulates the artists and designer's process to support creativity and produce innovation in a predominantly left-brain world.

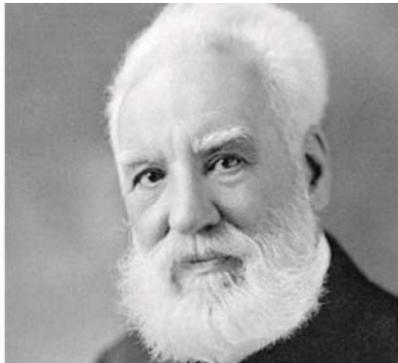
Design Thinking takes complex concepts and ideas, breaks them apart to understand the nuances, including intrinsic and extrinsic elements, parts, relationships, as well as the direct and peripheral influences. The Designer then develops steps, processes and models to make the concept accessible and the ideas reproducible. Design Thinking facilitates the process of turning ideas into innovations.

Who is a Design Thinker?

Design Thinkers are the people who embrace the extreme perspectives of both hemispheres and appreciate or comfortably navigate the right and left perspectives.



Steve Jobs



Alexander Graham Bell



Leonardo da Vinci

Throughout history, there have been individuals who are comfortable accessing both sides of their brains and thinking in an integrative, whole brain approach.

These individuals embrace the facts of science; rely on logic and reason to traverse the norms, and comfortably dive between ideas in the pool of the imagination and abstractions.

Design Thinkers rise above convention and view the world as it is; as well as, how it could be.

What's the argument?

Although creativity is given much attention and lip service, it is not understood, nor embraced by the corporate culture. The skills necessary to successfully operate on organization are antithetical to the aptitudes that promote innovation.

The left-brain thinker is less apt to gamble the coffers away, make risky decisions that jeopardize the stability of the company, or make gut-level, unsubstantiated decisions that have success or failure as the consequence for the entire operation. The paradox is leaders who lead from such a conservative position will never adapt to disruptive change when industries change or technologies redefine success.

The same reason the left-brain thinker is the ideal leader, is the same reason they cannot lead change. A right-brain perspective must be making the decisions when innovation is necessary. The leader must be a Design Thinker or have a right-brain perspective in the decision process.

What does Design Thinking look like Monday morning at 8 am?

The left-brain thinker is the manager who opens the doors, hangs the open sign, and makes sure the orders are received, products and services delivered, and the organization supports a happy, healthy, efficient and productive work force. The manager makes sure the “Trains run on time.”

The left-brain thinker manages the accounting, the logistics, day-to-day operations, while relying on practical, experience driven solutions that address real-time, predetermined operations and processes.

The right-brain thinker operates literally and figuratively outside the day-to-day operations. They develop brands, create meaningful missions and consider human-dynamics which are the foundation of the organization. The right-brain thinker considers the organization as an entity, the influence of management, the culture, as well as, the customers as partners, consumers, and a targeted demographic.

While the left-brain thinker specializes in how the organization operates, the right-brain thinker imagines the human-dynamics and relationships of the larger operation. They consider, design and lead the system as it affects the organization.

Why artists?

I use the artist as the ideal example of someone who innovates for a living in the most uncorrupted, purest sense. Then, I expand the definition out to designers who have moved the creative process into a structured, business environment.

Artists provide the foundational approach and designers show it can be done anywhere.

I use artists to ground the definition. My observation is the term Design Thinking was co-opted by business consultants who did not understand the term or the creative process used to innovate; therefore, these explanations are shallow and often incorrect.

The field of Design provides the process and terminology to allow anyone to reproduce the innovative process.

For the purposes of illustrating a point, the moniker of artist is appropriate. In practice of Design Thinking, the title artist is replaced with designer, creative, or right-brain thinker.

Why you? What makes you feel qualified to lead this discussion?

I'm an artist, academic, communication consultant, and entrepreneur. I practice integrative thinking in all aspects of my life. I explored and developed an innovation model in my Ph.D. dissertation and practiced the process of Design Thinking in many community-based and academic projects over the past five years.

I come to creativity and innovation as an artist, and feel comfortable translating the nuances into a business parlance as I've created and operated businesses for over thirty years. I understand the stereotypes and misconceptions of creativity as an artist, and the value of the right-brain, creative perspective as an entrepreneur.

What do you want leaders to do?

Make sure no organization wide decision is ever made without a Design Thinker in the room that relies on the right and left brain perspective. The right-brain perspective must have the same degree of impact and influence in the decision process even when it seems wrong to the left-brain people.

It requires trust and courage.

What is your proposal for organizations?

- Add Design Thinking as an expected trait for leadership
- Understand the value of creativity
- Create infrastructures that promote innovation
- Promote Design Thinkers to leadership positions

What is the objective of my work?

- Teach the value of Design Thinking to organizations
- Teach how Design Thinking is a unique and effective leadership tool
- Expand the conversation on innovation
- Develop group effectiveness programs utilizing the tools of Design Thinking

How do you view the world? Answer the following questions to identify your hemisphere preference:



What do you see? When looking at an abstract work of art:

- A. Do you seek something familiar to make sense of the work?
- B. Do you see the artist's intention?

Who do you talk to? This explores how you talk when you really connect with a like-minded person:

- A. Rider - Do you rely on facts, figures, logic, and documented information that proves, confirms, or empirically expresses a point?
- B. Elephant - Do you connect with others base on personal, relational, or emotional basis?

When trying to understand a concept, do you:

- A. Have to see it to be completely sure?
- B. Can imagine it and feel comfortable?

Do you consider yourself?

- A. A pragmatist
- B. An idealist

For 80% of the people who take the test, there will be no question; they are “A” type. They will select all four answers of “A.” The other 20% will select both. These people represent a minority of integrative thinkers who comfortably negotiate both worlds of right and left. The few artists who select only “B” will proudly and defiantly choose all four “B” answers, and go back to their canvas or studio and continue doing only what they know to do and that’s create.

The objective is to identify your dominant preference and seek the other person who sees the world differently than you, that you rarely connect with, and don’t understand, and make an effort to embrace their perspective.

Innovation audit: Check the box that best describes your organization.

Where is the company suggestion “box?”

- H.R. offices
- Central location
- What’s a suggestion box?

How many suggestions a month are submitted?

- None
- 1-15
- 20+

Who collects and reads all suggestions?

- H.R.
- Middle management
- C-level management
- Other _____

How many new ideas a year are acted upon?

- 0-1
- 2-9
- 10+

What is the ratio of good to bad ideas generated last week?

- 1 to 2
- 4 to 2
- 2 to 50

How many bold boxes did you check?

- 0-2 needs ideas
- 3-4 got ideas
- 5 promotes ideas