



Designing for Disagreement

Increasingly, the problems the design community is being engaged to solve are compounding in complexity. As a result, what used to be something one person could solve alone now requires participation by a group of complementary collaborators. With such problems, the ways in which individuals solve problems has become less useful than understanding the ways a collaborative team solves a problem.

The value of Design for today and tomorrow lies with understanding and employing collaborative problem solving—including the methods that enable a fluid design process, the practice of rapid creation, and the value of *disagreement* in solving complex problems. *This is a visual explanation of think/make, a new method of creative problem solving with the ultimate focus on expeditious, honest, and accurate results.*



A Note About Collaboration

The difficulty of fluid collaboration is that everyone in the organization needs to have an impassioned understanding of how to solve a design problem regardless of a particular process. The problem solver must be confident, assertive, inquisitive, pragmatic, empathetic, and passionate. Each designer must value themselves and their opinions but also be respectful of the opinions and experiences of others on their team. They must not only understand how to execute on tasks but they must be able to rise out of a task and look holistically at the problem considering all parts of the system from the business issues to people management to production requirements.

They can no longer strictly sit inside the task and rely on the process to carry them through. Instead the designer must become fluid moving freely between thinking and making as each new situation emerges. And ultimately, the designer must learn to use visual decision-making as a way of presenting synthesized thoughts to generate a response—disagreeable or not.