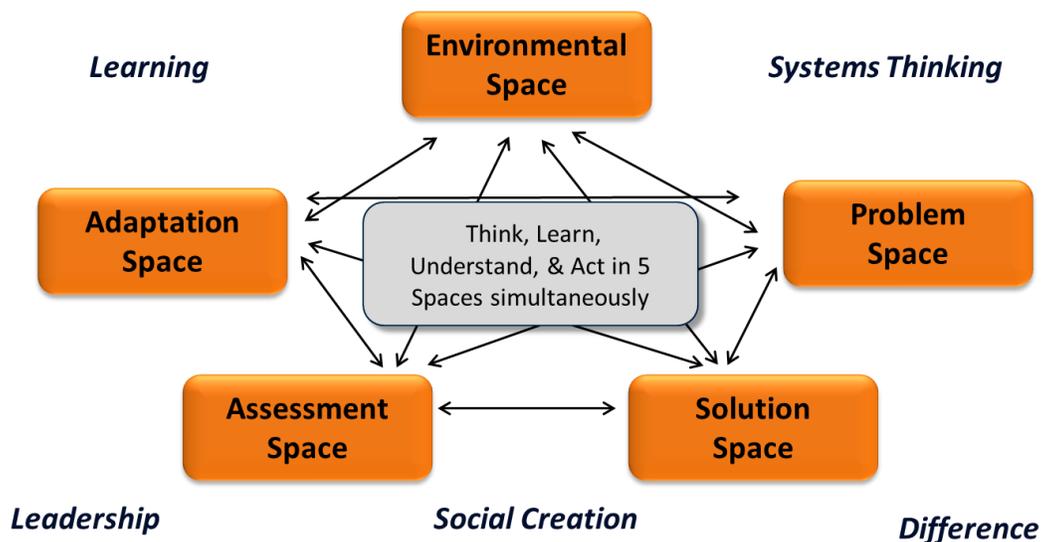


Design is a methodology for applying critical and creative thinking to understand, visualize and describe complex, ill-structured problems and develop approaches to solving them.

The *Applied Design Methodology (ADM)* is a practical strategic thinking approach to organizing information for decision making and problem solving in the midst of complexity and uncertainty, thereby mitigating risk and ensuring organizational sustainability. Industrial-age planning models largely in use in both the public and private sectors today have proven ineffective in the midst of 21st Century challenges including globalization, the acceleration of information-based interactions, economic downturns and terrorism. The *ADM*, as a five space strategic thinking construct, enables planning to chart the way from a current undesirable situation to a future desired situation. The Design approach sets problems and conditions for the implementation of solutions, assessment methods and adaptation mechanisms as the environment and problem situations change, overcoming the limitations of current strategic planning models, enabling organizational leadership to master complexity.

The Applied Design Methodology



Design, when applied in an organization, approaches a unique situation with dialog and collaboration in order to share interpretations from different perspectives to develop the correct strategies. This highlights relationships within the environment and between worldviews, rather than focusing on components of the environment. Quantitative methods still have a role in Design and compliment qualitative assessments in corporate decision making and problem solving processes. Rather than collecting decisions into discrete bundles to be decided on in advance, the Applied Design Methodology is continuous and dynamic, and adapts decision making in response to interactions and learning within the environment over time. This enables organizations to be anticipatory and adaptive even in the midst of the turmoil and uncertainty.

The Applied Design Methodology, as a strategic thinking framework, informs all planning activities in an organization. The ability to structure and lead learning, apply a systems thinking approach, valuing difference and the social creation of ideas as well as the precise application of various forms of leadership at exactly the right point underpin Design during implementation.

During the execution of the *ADM*, planning teams from within an organization conduct detailed research and analyze an organization's environment, system of problems, potential solutions, assessment considerations and adaptation requirements as the strategic plan is developed and implemented. In short, Design solutions provide a dynamic leadership instrument that – *if deployed and maintained* – will enable organizations to increase shared understanding of problems and the development of more innovative plans and solutions than more traditional, 20th Century linear planning processes. The *ADM* facilitates the creation of a corporate culture that optimizes close collaboration with a variety of stakeholders with various equities to develop adaptable, “living” and meaningful strategic plans that are ideally suited for managing large organizational transitions and daily complex problem-solving.

The Applied Design Methodology facilitates the right leadership environment to create or improve organizational learning systems and inform all other planning activities. Design is a non-linear collaborative, dialogue-driven approach to planning that transcends cultural and institutional boundaries. Design thinking is integrative and harnesses corporate intellect while valuing consumer-generated content and the power of different perspectives in an organization. The Applied Design Methodology employs a systems theory approach to assist leadership in gaining an understanding of a problem situation such as those experienced both the public and private sectors today.

The Applied Design Methodology:

- ❖ Optimizes corporate strategic direction and Business Model Design.
- ❖ Is a practical strategic thinking approach for decision making and problem solving.
- ❖ Mitigates risk and ensures organizational sustainability through shared understanding.
- ❖ Charts the way from a current undesirable situation to a future desired situation.
- ❖ Identifies problems and sets conditions for the implementation of solutions, assessment methods and adaptation mechanisms as the environment and problem situations change.
- ❖ Overcomes the limitations of current strategic planning models, enabling organizational leadership to master complexity.
- ❖ Enables organizations to be anticipatory and adaptive even in the midst of the turmoil and uncertainty.
- ❖ Design solutions provide a dynamic leadership instrument that – *if deployed and maintained* – will enable organizations to increase shared understanding of problems.

ALIS and Design: The chief authors and developers of the United States Army's Design Methodology and the US Joint Force Design Handbook are on the ALIS staff. These and other members of our team are skilled at leading the Applied Design Methodology at the graduate level. ALIS continues to develop and deliver extremely successful Design seminars and

workshops for private sector corporations and military organizations, including Army units preparing for deployment to Afghanistan. ALIS has received superb feedback about the use of the Applied Design Methodology during the past two years and there is a growing list of corporations and military organizations that desire to schedule design workshops and seminars.

ALIS conducts design seminars and webinars to assist individuals and organizations to develop the ability to implement the Applied Design Methodology in their planning and problem solving requirements. ALIS will conduct focused design workshops and seminars for organizations that are both instructive and focused on an organization's specific problem solving and planning requirements.

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