Efficiency Thinking Vs. Design Thinking

WORK LIFE

Issue	Efficiency Thinking	Design Thinking
Flow of work life	Ongoing tasks, permanent assignments	Projects, defined time periods
Source of status	Managing big budgets and large staffs	Solving "wicked problems"
Style of work	Defined roles, wait until it is "right"	Collaborative, iterative
Sequence of work	Sequential	Consciously horizontal
Personnel requirements	Narrow experts	Broad learning
Primary rewards	Money, prestige	Win more pinball, recognition of peers
Employee consideration	Work harder	Work differently
Dominant attitude	Can only do what buget allows, constraints are the enemy	Everything can be done, constraints increase the challenge and excitement
Focus	Reliability	Validity
Goal	Planning for successful disruptive leaps	Continuous messy incremental adaptation
Planning	Extensive strategic planning	General constraint planning and experimentation
Waste	Programmed tidiness, no waste	Marginally focused chaos
Failure consideration	Avoid at all costs	Welcome at all costs
Policies	Discrete policies and procedures	Rule abhorrence
Length of innovation	Incremental goals	Quantum objectives
Time on task	As funding permits	Rabid tenacity
Information acquisition	Highly secure	Universal sharing

RELATIONSHIP TO CUSTOMER

Issue	Efficiency Thinking	Design Thinking
Need definition	Obvious precise need defined - reductionist	Essence defined - holistic
Product role	Utility	Utility, experience
Hoped-For Outcome	Make money	Solve customer problems
Priority	Product	Customer
Metrics	Project expansive secondary data	Measure limited observed responses
Ultimate goal	Mildly please and don't offend many customers	Wildly delight some customers
Customer relationship	Receiver of end product	Co-designer of end product
Customer acceptance	Prove in advance	Test during design
Institutional learning	Internal employee expertise	External customer input
Prototypes	Near end of design, perfect version of final product	Many sloppy prototypes shared with customers from the beginning

APPROACH TO INNOVATION

Issue	Efficiency Thinking	Design Thinking
Collaborative styles	Intentionally harmonious	Wildly diverse, creative abrasion
Mode of thinking	Deductive, inductive	Deductive, inductive, abductive
Development	Specification-driven prototype	Prototype-driven specificication
End result	Good enough, "satisficing"	Elegant solution
Project review outcome	Confusion, protracted scapegoating	Surprise, congratulations
Failure recovery	Double-down on resources for current plan	Broaden customer interface
The future	Continue historical trajectory	Pivot toward potential opportunities
Information orientation	Text orientation	Visual orientation
Length of innovation	Incremental goals	Quantum objectives
Tool utilization	Use what you have	Invent as you go