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OPERATOR'S HANDBOOK

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OUR INTENT:

CREATE THE BEST DAMN
DESIGN ^{THINKING} SCHOOL. PERIOD.

I'D ARGUE OUR
CALLING IS BROADER.
THE D.SCHOOL IS JUST
ONE OF THE VEHICLES
AT OUR DISPOSAL.

→ HOW CAN WE GET
STANFORD TO BE
KNOWN AS THE
DESIGN THINKING
UNIVERSITY?

WHAT IF WE THOUGHT
BIGGER THAN THAT?

WHO?

— innovation leaders

SHAPE FUTURE INNOVATORS

TO BE BREAKTHROUGH THINKERS & DOERS

HOME FOR
WAYWARD THINKERS

INCREASE THEIR
CONFIDENCE IN THEIR
PERSONAL INNOVATION
PROCESS

IT'S ABOUT THE
INNOVATORS
NOT THE INNOVATIONS

How?

TACKLE BIG PROJECTS + USE
PROTOTYPING TO DISCOVER NEW SOLUTIONS

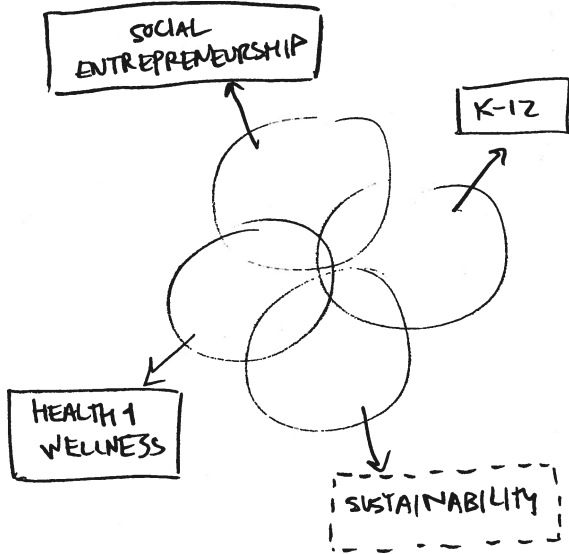
USE DESIGN THINKING TO INSPIRE
MULTIDISCIPLINARY TEAMS ^{↓ GUIDE}

FOSTER RADICAL COLLABORATION BETWEEN
STUDENTS, FACULTY + INDUSTRY PARTNERS

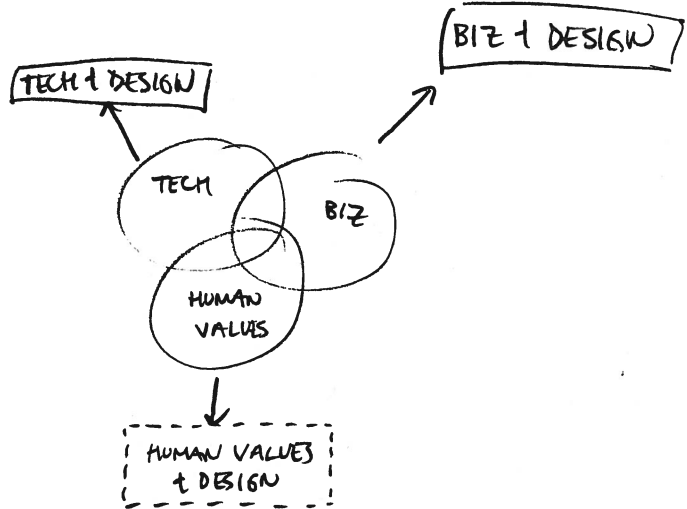
WHERE?

APPLY DESIGN THINKING TO MOST INTERESTING PROJECTS

LOOSELY ORGANIZED INTO INITIATIVES OR DOMAINS

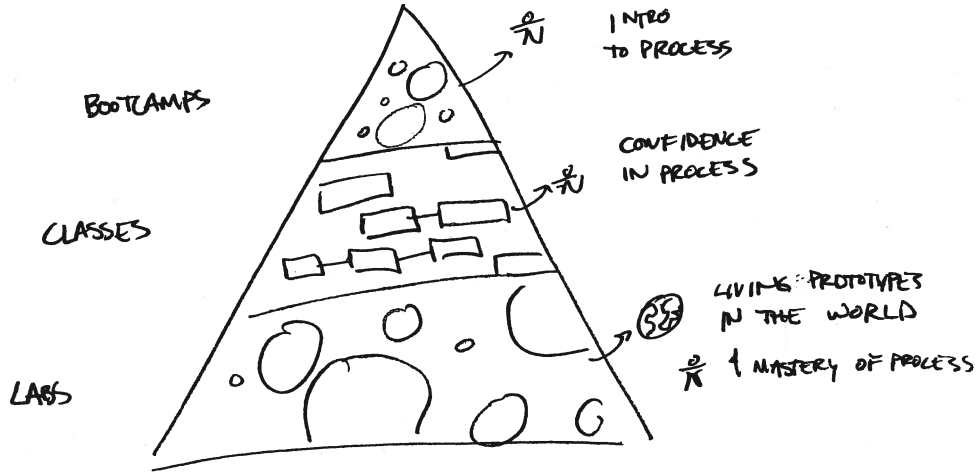


INITIATIVES



DOMAINS

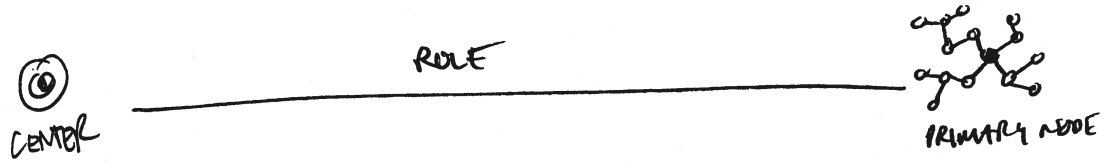
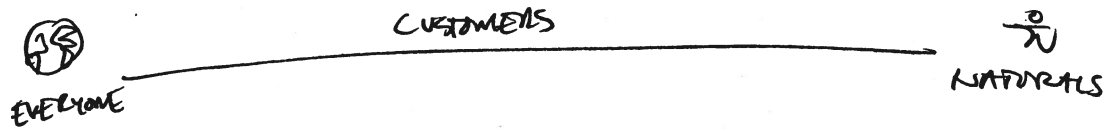
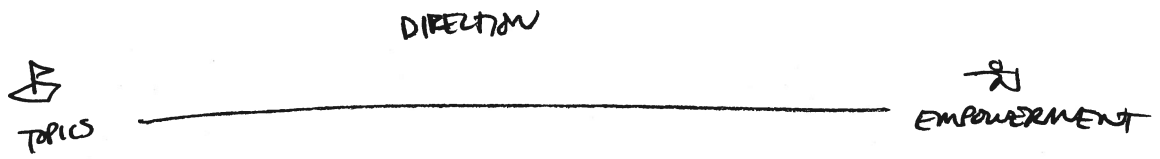
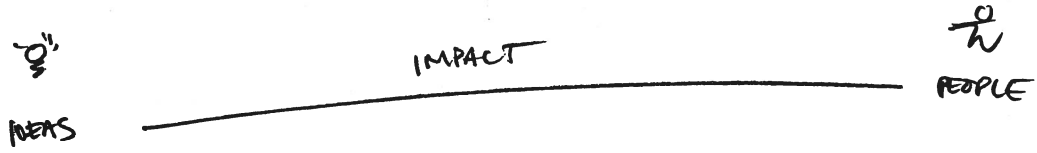
BY OFFERING:



we act like a FAMILY

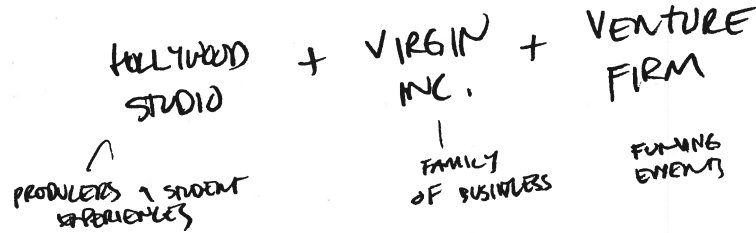
we play like a SPORTS TEAM

we spread like a RELIGION



we play on the → right
to get to the ← left

OPERATIONAL MANIFESTO



RULES OF EMERGENCE — in iphoto

- distributed being
- control from bottom up
- cultivate increasing returns
- grow by chunking
- maximize the fringes
- honor your errors
- pursue no optima, have multiple goals
- seek persistent disequilibrium
- change changes itself

When in doubt...

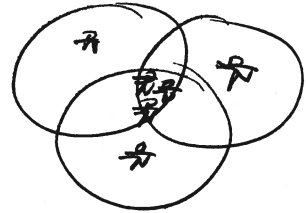
DO WHAT'S BEST
FOR THE
STUDENTS

↑ CRITICAL MASS
OF DESIGN THINKING'S
FACULTY

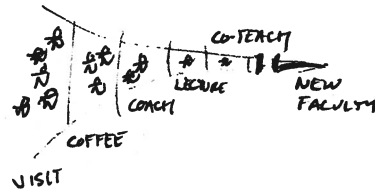
LIKE
CLINICAL
FACULTY?

CREATE A NEW KIND
OF FACULTY FOR STANFORD

IT'S THE PAIRINGS OF THESE
NEW FACULTY W/ TRADITIONAL
FACULTY THAT'S MAGIC



DEVELOP OUR PIPELINE
OF FUTURE FACULTY



develop d.schools POSITION

W/IN STANFORDS ECOSYSTEM

develop d school's position w/in Stanford ecosystem

STUDENTS CHOOSE STANFORD BECAUSE OF D. SCHOOL

SCHOOLS ADMIT STUDENTS CONTEMPLATING D. SCHOOL PARTICIPATION

→ ^{most interesting} BEST STUDENTS + ^{most interesting} BEST FACULTY MOST DEEPLY INVOLVED W/ D. SCHOOL

✓ % OF STUDENTS FROM ALL SCHOOLS HONORED AT UNIVERSITY GRADUATION
↑
AS INNOVATION LEADERS

CURRICULUM REQUIREMENTS ACROSS STANFORD VALUE D. SCHOOL PARTICIPATION

TEACHING & RESEARCH IN HOME DEPARTMENTS INFLUENCED BY DESIGN THINKING

EVERY SCHOOL CONSIDERS ITS COLLABORATION W/ THE D. SCHOOL AS STRATEGIC

CREATE EXTERNAL ENTITY FOR FRONTIER WORK + FOR

LAUNCH PAD + CHANNEL FOR
THINGS THAT COME OUT OF dSCHOOL

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PALO ALTO ENTITY (NON-PROFIT?
FOR-PROFIT?)

TO PURSUE [EXECED
CONSULTING
INNOVATION TOOLS
PUBLISHING
STARTUPS] OPPORTUNITIES

ONE OF MANY
d. SCHOOLS

How do we choose
what to work on?

FIRST,

IT MUST GET A
MULTIDISCIPLINARY GROUP
OF STUDENTS + FACULTY
EXCITED

STUDENTS WILL
VOTE w/ THEIR
FEET



WHAT'S THE ENDURING PURSUIT?

HOW DECIDE
WHAT TO FOCUS
ON?

SECOND,
DOES IT HELP US
GET BETTER & BETTER AT:

1. UNDERSTANDING DESIGN THINKING



2. IMPARTING IT TO OTHERS



THIRD,

DO WE GET TO WORK ON THE

MOST INTERESTING PROJECTS

WITH THE MOST INTERESTING PEOPLE

FINALLY, WE'RE RESPONSIBLE FOR:

- DEVELOPING OUR TEAM + DEEPENING OUR BENEFIT

- CAPTURING + SHARING OUR LEARNINGS SO OTHERS CAN ACT ON IT

↓ ↑ OUR EXCELLENCE
OF OUR TEACHING

↑
1st OUR TEAMS
THEN TO
OTHERS IN
THE WORLD

EXAMPLES: HOW THIS IS
FRAMING THE
DEVELOPMENT OF
THE EXECUTED STRATEGY...

OR K-12...

OR SPACE...

etc.

PICKING PROJECTS
THAT ↑ OUR UNDERSTANDING
OF DESIGN THINKING

→ ADVANCES
& DISCIPLINE

GETTING BETTER & BETTER
AT IMPARTING DESIGN
THINKING TO OTHERS

→ T STUDENT
EXPERIENCE

TRAILBLAZER
FOR OUR WORK
w/ STUDENTS

SHARPEN OUR SAW BY
WORKING IN UNCHARTED TERRITORY

- ↑ CHALLENGING WORK
- ↑ NEW PEOPLE & PROJECTS
- ↑ CYCLE TIME
- ↑ REPUTATION & RELEVANCE
- ↑ PAVES WAY FOR STUDENTS
- ↑ @ FOR d. SCHOOL

← MAKE
THINGS
WORK FOR
NEW FACULTY
& OTHERS

EXEC-ED

CAPTURE / CODIFY WHAT
WE'RE LEARNING

→ PUBLISHING

1st. to ↑ ^{our} EXCELLENCE IN
WHAT WE'RE DOING

ONCE WE'VE ^{CODIFIED} DONE THIS,
IT'S EASILY SHARED & CAN
HELP OTHERS DO THE SAME



1. EXCELLENCE @ HOME
2. THOUGHT LEADERSHIP
3. BROADENING IMPACT more reach thy d. use
4. CAPTURING VALUE \$

see you in

2017!

I'll be in college

Love,
Mary

MY CHALLENGE TO

THIS GROUP (BIZ DESIGN) :

IF WE'RE ABOUT SHAPING FUTURE INNOVATORS
TO BE BREAK-THROUGH THINKERS + DOERS...

WHAT DOES A DESIGN THINKER,
INNOVATION LEADER LOOK LIKE
IN THE WORLD OF BUSINESS?

MY CHALLENGE TO THIS GROUP :

WHAT CAN WE DO TO :

what it is
how it works
what's its applicable to

- ↑ OUR UNDERSTANDING OF DESIGN THINKING IN THESE AREAS
- GET BETTER + BETTER @ IMPARTING IT TO ~~OTHERS~~ ^{THESE PEOPLE}

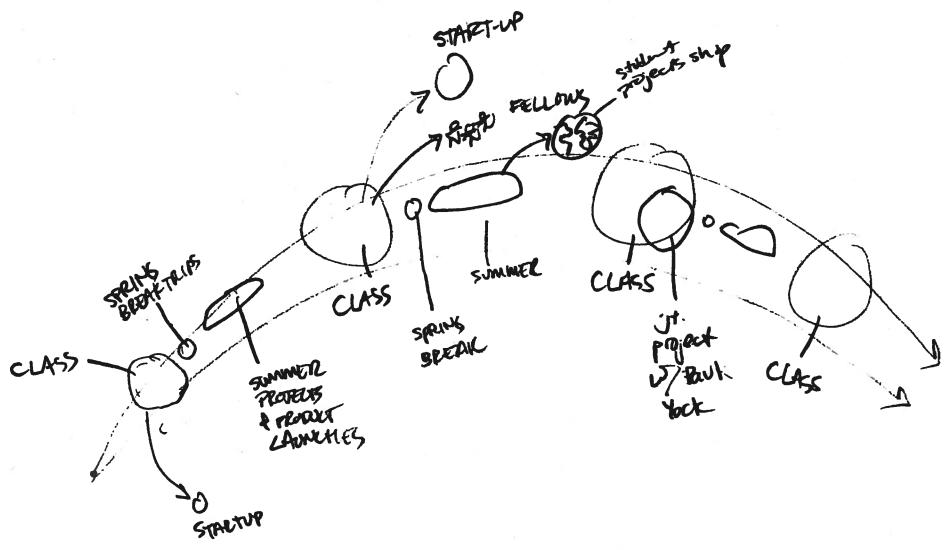
- DEVELOP OUR TEAM + DEEPEN OUR BENCH
- CAPTURE + SHARE OUR LEARNING SO OTHERS CAN ACT ON IT (FIRST OUR TERMS THEN OTHERS IN WORLD)

↑ excellence of our ready



WORK WITH THE MOST INTERESTING PEOPLE ON THE MOST INTERESTING PROJECTS

APPENDIX :



EXAMPLE: SOCIAL ENTREPRENEURSHIP