The emerging field of design planning integrates approaches from business strategy, social science research, and design prototyping. This bibliography addresses these areas, emphasizing approaches required for breakthrough strategies in times of change.
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<td>Nobody's Tomorrow</td>
<td>Con,  Joseph J.</td>
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Jean Philibert Deschamps and F. Ranarath Noyes, Product Juggernaut: How Companies Move to a Stream of Market Winners
A wide and varied collection of case studies from two Arthur D. Little consultants outlining more systemic ways to reliably create successful new products - most revolving around new types of parallel development processes. Even with all the methods and processes outlined, they admit true breakthroughs are part art, part science.

Charles H. Ferguson and Charles R. Morris, Computer Wars: The Fall of IBM and the Future of Global Technology
New York: Times Books, 1994
Despite the recent renaissance of IBM, this book outlines some present approaches to finding and fostering technology "architectures" that have long-lasting value. Ferguson should know, having sold his subsequent company, Vermeer, to Microsoft for a tidy $325m.

Gary Hamel and C. K. Prahalad, Competing for the Future: Breakthrough Strategies for Seizing Control of Your Industry and Creating the Markets for Tomorrow
One of the most influential books on strategic planning in the last ten years, Prahalad and Hamel outline the need for more ambitious strategies in a time of increased change and competition. As the most design-friendly strategy book around, it outlines a more proactive approach to planning where you "imagine the future" and invent your way into it.

Harry Minterberg, The Rise and Fall of Strategic Planning
A dense but thought provoking review of the state of strategic planning. Minterberg highlights the difference between traditional numerical planning skills required in the analysis of strategies and new types of analytic skill required in the shaping of emergent strategies and composing on organization to take charge.

Wally Olins, Corporate Identity: Making Business Strategy Visible through Design
A good introduction to corporate identity that highlights one of the key issues many designers face: do great identities explain what a company is historically known for? Or do they explain what they should be creating in the future and thus, be more aspirational and strategic in nature? Recent introductions like the British Airways identity suggest the latter as a far better approach, not fully explored in this book.

Charles L. O'Reilly, Design for Integrity
Chicago, IL: Institute of Design Communication, 1993
One of the world's leading design methods innovators summarizes the need for— and some practical applications of— more systemic approach to design. As the most important and innovative problems continue to become more complex and far outweigh traditional methods of development, this is becoming an increasingly important issue for all forms of planning and design.

Michael Rothchild, Biomimetics: Economy as Ecosystem
New York: John Macrae, 1992
This lengthy tome was one of the first to define and promote the connections between ecological theory and emerging economic behavior in new types of market and— they hope — a massively deregulated, fewer government. Rothchild practices what he preaches as head of the Biomimetics Institute, an organization with planned obsolescence.

Peter Schwartz, The Art of the Long View: Planning for the Future in an Uncertain World
A classic that outlines scenario-based planning as pioneered by Royal Dutch Shell in the early 70's and currently practiced by the eclectic Global Business Network, co-founded by Schwartz. It points out that it is impossible to predict the future, hence it is better to be ready for multiple alternatives. A long view, but a short and quiet read.

John Thackara, ed., European Design Prize Winners: How Today's Successful Companies Innovate by Design
Amsterdam, Holland: BIS Uitgeverij, 1997
Design prizes are typically a terrible way of picking widespread innovations, but the Netherlands Design Institute does a thorough and valuable job of picking recent, small scale design successes in cultural and technical contexts, highlighting some of the main issues and theories shaping the field of design today.

John Zeratsky, Legacy by Design: Tools for Environment-Behavior Research
New York: Cambridge University Press, 1984
A comprehensive, accessible, and practical introduction on how to set up and interpret design research. It lacks only for ways to draw larger, more strategic implications from research. Also contains a useful bibliography on other design and environmental research books.

H. L. Arel, Corporate Strategy
Considered another seminal work, Arel's book has aged well and is useful historical background from one of the original books on strategic planning.

James C. Collins and Jerry I. Porras, Built to Last: Successful Habits of Visionary Companies
Based on extensive research done at Stanford, this book surprisingly highlights that leaders are not one of the variables of long-standing companies: rather, persistence, cult like behavior and "big hairy audacious goals" are. An interesting read to find out why some companies continue to stand out from the pack — although they remind us that these companies weren't always that way.

A groundbreaking title, this book captures the views of a gaggle of gurus. A collection of summarized articles are followed by interviews with the authors ranging from Porter and Kotter to Hamel and Coveny. A good primer to get substantive work beyond, but lacking much of that detail here, it suffers most by offering few connections between the work. Contentfully deeper than the figure sums of many of these gurus now charge per day.

John Middendorf and Adrian Woodbridge, The Witch Doctors: Making Sense of Management Gurus
Important parallel reading to Rethinking the Future, two Economists contributed this book to highlight some of the quips and shortcomings of business following the latest business trends and buzzwords. Important reading for any management consultant or planner who wants to have larger-impact aspect, but the book doesn't go far enough in offering possible solutions.

James E. Moore, Death of Competition: Leadership and strategy in the Age of Business Ecosystems
As a wild comparison to Porter, Moore takes you on a tour of the planning jungle, exploring the latest buzzwords to infinite management theory: ecological and biological theory. Miracles aside, Moore presents some progressive and provoking ways to approach new products, services, and markets.

Tom Peters and Robert Waterman, Jr., In Search of Excellence: Lessons from America's Best-Ran Companies
Excellent companies are... not! While many of the companies contained have since faded since the book was originally published, this book remains the most insightful Peters has written. His more recent works have bridged the different aspects of design, but tend to be vastly more superficial and whimsical.

Michael E. Porter, Competitive Strategy: Techniques for Analyzing Industries and Competitors
Competitive Advantage: Creating and Sustaining Superior Performance
New York: Free Press, 1985
Remaking two of the "seminal" works on strategy, Porter effectively outlines the Harvard Business School approach to planning. These books are by modern standards overlyacademic and "static" approaches to planning that did no more to place you in today's markets than help you create new markets of tomorrow, but far cheaper than paying for a full Harvard MBA — and maybe better value too.

Adrian J. Slywotsky, Value Migration: How to Think Several Moves Ahead of the Competition
With traditional markets and channels breaking down, Silveryoty starts parties new ways of thinking about value that go way beyond traditional value chain analyses. The core studies and analyses are a stimulating start on the way to somewhere interesting in the creation of new types of business models.

Michael Traity, Fred Wurstmann, The Discipline of Market Leaders: Choose Your Customers, Narrow Your Focus, Dominate Your Market
Reading, MA: Addison Wesley, 1995
Traity and Wurstmann took some of their own advice too much to heart by having stockyards of their book standing and leading the best-seller list. Nevertheless, there are some core insights in the book about different ways to focus a company that remain useful.
ORGANIZING INNOVATION


The need for management gurus. Drucker talks about how to foster innovation in large and emerging companies. His list of five basic entrepreneurial strategies is even more relevant today, highlighting the need to frame seemingly normal problems in new ways to stretch to greater innovation.


Proposing that experimentation and learning builds future success, Dorothy Leonard-Barton highlights different methods to foster better information and knowledge transfer in the creation of new products. Need for her work on "euphoria design." This book introduces the approach as a way to observe and design around user adaptations of new products.


A couple of Arthur O. Little consultants outline some of the more parapathetic and systemic methods to create breakthrough products and services. Ultimately, even they admits that in an unpredictable world breakthroughs still require trial and enlightened observation. As it can happen right at the first time; or in the same way each time.


A wonderful if sometimes superficial collection of case studies that prove how different—and seemingly random—the evolution of successful products are. Few robust guidelines highlight any of the deep-organizational structures and methods used to frame them. But the book is a good starting point to understand the challenges of new product development.

INTEGRATING DESIGN AND BUSINESS


If you don’t want to pay the hefty subscription to the Harvard Business Review, this book is the next best thing. This varied compendium brings together some of the most thought-provoking and important articles recently published in that journal that outlines innovative approaches to business, technology, and economics.


Von Hippel outlines the "distributive innovation process" and points out the reasoning behind that innovation occurs at the point of greatest benefit—often the end users or "lead users" rather than the engineers or marketers who develop the technology or service in the first place. A slightly technical book, it should offer guidance to planners about the origins of new ideas.


Highlighting that the most innovative companies win in times of dramatic change and competition, Zengel makes a compelling case that you can never know enough about customer behavior in these circumstances, so rapid learning and flexibility should be preferred over predetermined success. He goes on to highlight both more and less traditional ways to foster that culture within an organization.


Written by the person who introduced modern design management into Philips, this book details approaches there and in Herman Miller to link design processes with the rest of the company and outlines general principles applicable elsewhere. While both main examples remain design-friendly organizations, Philips has faced less well recently as often superficially-applied design has done little to help the company substantially.

Mike Feinberg, Strategies for World Class Products


Primarily covering product design and its role in successful companies and countries) this book is short and to the point. It introduces what design is, what it does and how to use it. Without going into any real depth or detail, Part of a British Design Council collection of books, most of the examples are British and European.

Vladan Vupol and Robin Ray, Margaret Bruce, Stephen Potter. Winning by Design: Technology, Product Design and International Competitiveness

(Cambridge, MA; Blackwell Business, 1992). Being both of academics and this book is comprehensive and thoughtful, but ultimately a dull plea for the power of design in successful companies and economies, supported by a multitude of charts and numbers.

Clement Mok, Designing Business

(San Jose, CA: Addison Press, 1996).

A meticulously designed book from one of the most successful information designers turned entrepreneurs today (Mok is the creative director of NefDesign, a company he co-founded). While it gives a comprehensive view of the evolving role of information design in the electronic and on-line world, it lacks the coverage of other fields of design often required in truly integrated business strategies.

Clive Rosan, Design and Corporate Success


Primarily covering product design and its role in successful companies (and countries) this book is short and to the point. It introduces what design is, what it does and how to use it. Without going into any real depth or detail, Part of a British Design Council collection of books, most of the examples are British and European.

Michael C. Calkins and Michael J. Knorr, The Psychology of Optimal Experience


Important for the ways it can be applied to creating meaningful customer experiences, Calkins and Knorr’s most accessible book introduces the idea of flow: that optimal experiences happen somewhere between those that fail to motivate and those that are simply too much of a stretch to seem possible. Put another way, anything worth being in life is worth working for. (Pseudonym Chick:icks-sure-n-n I’m wondering.)

Michael O’Cantar, The Practice of Everyday Life


An academic and theoretical examination of the ways in which users “really” operate. O’Cantar challenges the notion that users are merely passive consumers and attempts to outline models of action based around evolving, interpretive behaviors: everyday life involves itself by peacocking in countless ways on the property of others.

Paul S. Adler and Terry A. Winograd, Usability: Turning Technologies into Tools


With complex systems increasingly causing real danger to people, this sometimes dense collection of case studies details ways that design theoreticians and practitioners approach making products usable, including a Xerox case that builds on Suchman’s work.

Michael Appadurai, The Social Life of Things: Commodities in Cultural Perspective


This edited volume brings together a collection of case studies from different cultural and social contexts. By tracking the lifecycle of commodity products, the authors each attempt to understand how value, taste and desire are constructed— and what differentiates a piece of junk from a valued antique.

Mihaly Cszikszentmihaly, Flow: The Psychology of Optimal Experience


Important for the ways it can be applied to creating meaningful customer experiences, Calkins and Knorr’s most accessible book introduces the idea of flow: that optimal experiences happen somewhere between those that fail to motivate and those that are simply too much of a stretch to seem possible. Put another way, anything worth being in life is worth working for. (Pseudonym Chick:icks-sure-n-n I’m wondering.)

Peter Maccoby and Charles E. Mann, Material World: A Global Family Portrait


An extensively researched and fantastically photographed book that literally seems to stastically average family homes from around the world onto the street and shows just how much the American family has. Read this if you ever have a teens that around the world might be like.

William McNichol, ed., Behavioral Research in Environmental Design

(Stroudsburg, PA: Hutchinson and Ross, 1975).

One of the early works exploring how to understand how people behave in physical spaces and the implications it has on initial and ongoing environmental and interior designs especially. A good comparison to Goffman’s “Behavior in Public Places.”

Theodore Levitt, The Marketing Imagination


From one of the grand pooh-bahs of marketing and a Harvard professor to book Levitt basically asks for a re-think between innovation and imitation. Designers tend to love the former, marketers tend to love the latter, so both should end up well.

Unfortunately, few designers or marketers understand this balance, and fewer people still recognize the increased need for innovation when markets are as ill-defined as they have become since Levitt wrote this book. Includes the classic Harvard Business Review article “Marketing Myopia.”

Regis McKenna, Relationship Marketing: Successful Strategies for the Age of the Consumer


The marketing guru who helped nurture the Apple Macintosh, Regis McKenna has spent much of his life applying tried and tested marketing techniques to entirely new markets. While the story of this seems fast in most books, at least in the area of individual marketing McKenna appears here ahead of his times, but Popper and Rogers seem to have stuck more of his work with a more focused approach.

Peter Morris and Charles C. Mann, Material World: A Global Family Portrait


An extensively researched and fantastically photographed book that literally seems to stastically average family homes from around the world onto the street and shows just how much the American family has. Read this if you ever have a teens that around the world might be like.
Don Poppes and Muruhan Rengan, PhD. The One to One Future: Building Relationships One Customer at a Time
New York: Currency/Doubleday, 1993
Enterprise One to One: Tools for Competing in the Information Age
With the onset of extensive information technology, Poppes and Rengan highlight the need for successful new products and services to be tailored to individual users. While the implications of the approach raise many privacy issues and concerns of applications of the technology (on both sides to automation and externalized self), many of the examples in these books show the power of intelligent and thoughtfully applied information systems.

Drawing on extensive examples and foundations of the work in Scandinavia, this compilation of case studies shows the value of "co-constructed" innovations in the development of complex systems. The general principle is applicable everywhere; that often the best ideas come from the ways people adapt systems to use.

Lucy Suchman. Plans and Situated Actions: The Problem of Human Machine Communication
From one of the pioneers in the use of biographical observation from Korea RANC, this book is based on early work with photocopiers and argues that products are tools that shouldn't be taken for granted; instead, they should be used for constantly reformed possibilities.

Michael E. Wikander, ed. Usability in Practice: How Companies Develop User-Friendly Products
Cambridge, MA: AP Professional, 1994
Another collection of case studies about usability, this book focuses primarily on computer systems and a cognitive psychology approach to "debugging" them.

Bennett Brodeur. Structures of Everyday Life: The Limits of the Possible (Capitalism and Capitalism: 19th to the 18th Century)
Certainly not lacking for ambition, in the first of a three-part volume of truly global histories, Flawed Integrates History, cultural anthropology and contemporary archetypal work to detail how interrelated the world is. The notion that the world is a global system is shown to be a matter of degree.

Steven Caesar. Set Planners on Set and Other Tales of Design, Technology and Human Error
A collection of case studies that look like the hippest disaster movie script, with multiple incessant actions cascading into widespread catastrophe. Casey highlights how bad design can embed human error deep in complex systems. A good complement to Naminia, this is what happens if you truly screw up.

Joseph J.arem and Brian Forrester. Yesterday's Tomorrow
Baltimore, MD: The Johns Hopkins University Press, 1996
Reaffirming the assumption that nothing is truly new, the authors explore the vast array that created futures tell you more about present beliefs and assumptions than they do about what will happen next. Taken another way, however, with the right methods, it should be possible to research patterns of everyday life today to understand what is most likely to widely disseminate in the future. As Yogi Berra might say, prediction is hard, especially when it is about the future.

Steven Lubar. In fo Culture: The Smithsonian Book of Information Age Inventions
New York: Hyperion, 1993
Another comprehensive historical textbook details many of today's important inventions and their social consequences since deep in the industrial age to current day. Illustrating the multitude of innovations before taking root in a culture.

Donald Majekins and Judy Wajcman, The Social Shaping of Technology: How the Refrigerator got its Shape
A fascinating but hard to find book that describes some of the strange origins of otherwise taken-for-granted aspects of new technology. It illustrates the need for strange social "books" to get new technologies to take root in the culture.

Henry Petroski. The Evolution of Everyday Things
Author of other books on the role of failure in engineering design, Petroski details some of the early failures and dead-ends in the evolution of some of the common, seemingly dull things that most people take for granted. This book offers insights into the long time it takes for "winners" to take final shape.

Howard Rheingold. The Virtual Community: Homesteading on the Electronic Frontier
A quick read through the early life of online systems. Rheingold's book is important for the widely applicable insight that people naturally group around areas of interest. With increasing influence online and elsewhere, these "anarchies of interest" are quickly achieving powerful social and commercial impact — and offering new ways to research and support different customer groups. Understanding that a new set of rants governs this behavior, Rheingold gives us an easy-to-reading book for free download on the web.

Edward Tufte. Why Things Bite: Technology and the Revisions of Untended Consequences
As technology is applied in more and more places, it makes people's lives easier but also makes them more complacent. Tufte uses an intriguing collection of case studies to point out that technology doesn't make problems go away, it merely shifts them somewhere else. Current design systems often fail to account for this in advance. The books ultimately reinforces that the more we shape technology, the more technology shapes us.

Lighthas Winer. The Whole and the Part: A Search for Limits in an Age of High Technology
Chicago, IL: University of Chicago Press, 1995
Winer outlines some of the societal and political consequences of technology development that emerge from end-use but largely unattended consequences of design decisions, among a collection of essays. Winer is one of the founding members of the Science and Technology Studies program at Rensselaer Polytechnic Institute.

Hug-Alderson Williams, World Design: Nationalism and Globalism in Design
New York: Rizzoli, 1992
Defining global design as diverse, distinct national types over universal style (American), this book catalogs many of the major manufacturers and designers around the world without addressing ways that designers can more deeply understand the people who use products and the many cultural differences that exist around the world.

Peter Dormer. Design Since 1945
New York: Thames and Hudson, 1993
In the split between design as science and design as art, this book clearly falls closer to the latter, but presents a readable introduction to many fields of design. It is helpful as general background to the field, but is detailed in the prediction of the future of design being ecologically driven.

John Heskett, Industrial Design
New York: Thames and Hudson, 1991
As a thoughtful detailed history of the emergence and evolution of industrial design as a field from the early industrial revolution to more recent times, Heskett offers useful background about one of the closely related fields predating design planning.

From an exhibition of the same name in Paris in 1985, this extensive collaborative work details the history and evolution of the industrial design field over the course of a century. Beautifully illustrated, it manages to balance images with thoughtful commentary to help people understand the place of design in culture over the years. Like many design books, this book is strong on design rather on design as a strategic or systemic approach.

An excellent visual dictionary of major cultural artifacts, this is a fantastic resource but ultimately a very light read. Like many other Dorling Kindersley books, this is an insomnacally constructed visual exploration of designed objects over the years.
**ALTERNATIVE BUSINESS MODELS**

R. Thomas Mitchell, Redefining Design: From Form to Experience
New York: Van Nostrand Reinhold, 1992
The core insight is captured clearly in the title: user needs are central to emergent types of design when creating a compelling experience as opposed to the next widget gadget. Mitchell outlines an interesting collection of "experience designers" from Brian Eno to Chris, explaining the notion of design wide open.


Somewhere before its time, this book outlines approaches and generalizable design principles derived from hardware and software computer systems design. A book in a jargon, which seems somewhat ironic given its title.

Harold A. Simon, The Sciences of the Artificial, 2nd Ed.
A work that seems to be more relevant today than ever, this important work makes a good complement to Alexander's work. Introducing the idea that the complexity of individual actions is representative of the design complexity of larger organizations, Simon offers insights to why people subsequently take the first, easiest choice, rather than the rational or best choice.

Anacost, IA: Iowa State University Press, 1990
A dense and somewhat unapproachable book, its core insight is that a general systems theory is required for designing increasingly complex systems. This could have been outlined in far fewer words; it's a pity that the approach described seems lacking in practical outcomes.

**COMMUNICATION CHANGING AND COMPLEXITY**

Per Myhrvold, Marks of Excellence: The History and Taxonomy of Trademarks
A catalog of graphic detail, the heavy tome presents a comprehensive study of the evolution and use of trademarks by modern corporations. Beautifully researched and designed, it does little to offer insight into the new types of methods and possibilities that are now emerging in more vibrant, dynamic identities.

Edward T. Tufte, The Visual Display of Quantitative Information
Cheshire, CT: Graphics Press, 1983

Envisioning Information

Visual Explanations: Images and Quantities, Evidence and Narrative
Cheshire, CT: Graphics Press, 1997
Recognizing the importance of clear and understandable information design, this series of books explores how to visualize data. Tufte's basic principle is that "direct, evidence-driven, and non-deceptive visualizations of data are always better than non-visual". The series is a must-read for anyone who uses data in their work.

**CHANGING ORGANIZATIONAL BEHAVIOR**

Jon R. Katzenbach and Douglas K. Smith
The Wisdom of Teams: Creating the High-Performance Organization
A must-read for anyone who wants to work in a team. The book outlines the key challenges that teams face and provides practical strategies for overcoming them.

David A. Nadler, Max D. Gerstein, and Robert B. Shaw
Organizational Architecture: Designing for Changing Organizations
Recognizing the importance of clear and understandable information design, this series of books explores how to visualize data. Tufte's basic principle is that "direct, evidence-driven, and non-deceptive visualizations of data are always better than non-visual". The series is a must-read for anyone who uses data in their work.

This book offers practical insights into how to manage in a time of rapid change, offering strategies that can be applied in any situation.

Patrick Whitney and Cheryl Kant, Editors, Design in the Information Environment: How Computing is Changing the Problem, Processes and Theories of Design
New York: Knopf, 1995
An early book on the impact of computers on design, this book explores the changing role of design in the information age.

Christopher Alexander, Notes on the Synthesis of Form
Cambridge, MA: Harvard University Press, 1964
A classic in the design field that discusses the deep interrelationship between the body of a problem and the process and solution to that problem. An excellent read for designers.

**SYSTEMIZING CHANGE**

C. Thomas Mitchel, Redefining Design: From Form to Experience
New York: Van Nostrand Reinhold, 1992
The core insight is captured clearly in the title: user needs are central to emergent types of design when creating a compelling experience as opposed to the next widget gadget. Mitchell outlines an interesting collection of "experience designers" from Brian Eno to Chris, explaining the notion of design wide open.


Somewhere before its time, this book outlines approaches and generalizable design principles derived from hardware and software computer systems design. A book in a jargon, which seems somewhat ironic given its title.

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Philip Anderson, Kenneth J. Arrow, and David Pines, Editors, The Economy as an Evolving Complex System
New York: Addison Wesley, 1988
A collection of essays covers the application of complexity theory to economics. It highlights some of the deep flaws in traditional deterministic and empirical-econometric modeling, pointing to the need for new ways to model emergent economic behavior and new types of business models.

Recently published in the success of Iliad, Micros, and a few other lucky land-well-run companies, Arthur details some of the underlying theory of path dependence: the behavior that occurs when CPUs, Windows, and other dominant standards take hold. Unfortunately, this book does little to explain why seemingly inferior solutions win or how you can create the next winner—at least he hasn't told us about it yet. Most of the book is highly theoretical, but the first chapter at least should be widely applicable.

Richard Epstein, Simple Rules for a Complex World
Cambridge, MA: Harvard University Press, 1995
Making a strong case for deverticalization and open systems, Epstein illustrates the underlying belief that it is far more effective to create a few basic tools to guide intelligent people than to try to micro-control their preferred behavior. Alluding to a general distrust of largescale institutions, Epstein bravely puts his theory to test in a simple game that shows that persuasively citizens could make much of government and the legal profession irrelevant. Who could argue?

Kevin Kelly, Out of Control New York: Addison Wesley, 1994
Exploring the role "technological" systems and principles through a fascinating collection of stories, this highly acclaimed book from the executive director of Wired highlights the rich opportunity of emergent behaviors and strategies. The flocking or "synchronized" behaviors described in the book seem to have induced similar behaviors in responses to a massive number of books, conferences, and articles following Kelly's lead.

Michael Hardt, Complexity: The Emerging Science at the Edge of Order and Chaos
New York: Simon and Schuster, 1992
This book details some of the background of the Santa Fe Institute, one of the pioneers of the emerging field of complexity theory and its application to other areas. Of special note is the connection to emerging economic theory, through the work of Brian Arthur. While not the "theory of everything" it was hoped to be in the late 80s, complexity theory has widespread implications for a large number of domains today, including decentralized strategy and IT support systems.