Contents

Part I All Design Activity Is Ultimately Social in Nature

Introduction ......................................................... 3
Christoph Meinel and Larry Leifer

Student Teams in Search of Design Thinking ...................... 11
Shelley Goldman, Zandile Kabayadondo, Adam Royalty, Maureen P. Carroll,
and Bernard Roth

Team Cognition and Reframing Behavior: The Impact of Team
Cognition on Problem Reframing, Team Dynamics and Design
Performance ......................................................... 35
Greg Kress and Joel Sadler

Early and Repeated Exposure to Examples Improves
Creative Work ......................................................... 49
Chinmay Kulkarni, Steven P. Dow, and Scott R Klemmer

Part II Design Thinkers Must Preserve Ambiguity

Impact and Sustainability of Creative Capacity Building: The Cognitive,
Behavioral, and Neural Correlates of Increasing Creative Capacity .... 65
Grace Hawthorne, Eve Marie Quintin, Manish Saggar, Nick Bott, Eliza Keinitz,
Ning Liu, Yin Hsuan Chien, Daniel Hong,
Adam Royalty, and Allan L. Reiss

Acting with Creative Confidence: Developing a Creative Agency
Assessment Tool ......................................................... 79
Adam Royalty, Lindsay Noelle Oishi, and Bernard Roth

How Design Thinking Tools Help To Solve Wicked Problems ......... 97
Julia von Thienen, Christoph Meinel, and Claudia Nicolai
Part III  All Design Is Re-design

How Prototyping Helps to Solve Wicked Problems ........................................... 105
Birgit Jobst and Christoph Meinel

Creative Collaboration in Real World Settings ................................................. 115
Matthias Wenzel, Lutz Gericke, Raja Gumienny, and Christoph Meinel

User-Centered Innovation for the Design and Development of Complex Products and Systems .......................... 135
Lauren Aquino Shluzas, Martin Steinert, and Riitta Katila

Part IV  Make Ideas Tangible

Connecting Designing and Engineering Activities ........................................ 153
Thomas Beyhl, Gregor Berg, and Holger Giese

A Research Plan for the Integration of Design Thinking with Large Scale Software Development Projects .................................................. 183
Thomas Kowark, Franziska Häger, Ralf Gehrer, and Jens Krüger

Sharing Knowledge Through Tangible Models: Designing Kickoff Workshops for Agile Software Development Projects ............... 203
Markus Guentert, Alexander Luebbe, and Mathias Weske

How to Compare Performance in Program Design Activities: Towards an Empirical Evaluation of CoExist ............................................ 219
Bastian Steinert and Robert Hirschfeld

Design Thinking: Expectations from a Management Perspective .................. 239
Holger Rhinow and Christoph Meinel