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Disruptive Innovation Reframed: Insurgent Design for Systemic Transformation
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Disruptive Innovation Reframed: Insurgent Design for Systemic Transformation

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Now, here, you see, it takes all the running you can do, to keep in the same place.

Christensen’s Theory of Disruptive Innovation
Christensen’s Theory of Disruptive Innovation

Measure of Performance vs. Time

Disruptive Innovation

[Diagram showing a line representing the progression of Disruptive Innovation over time.]
Disruption of the Music Industry

IXI prototype, 1979
3.5 minutes of digital music storage

Compared with the Sony Discman:
- Lower quality
- Smaller capacity
- Less convenient
Impact of the Digital Music Revolution
# How Design Thinking is Different

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<th>Traditional Management</th>
<th>Design Thinking</th>
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| **Underlying Assumptions**| Rationality, objectivity  
Reality as fixed and quantifiable                                                        | Subjective experience  
Reality as socially constructed                      |
| **Method**                | Analysis aimed at proving one “best” answer                                              | Experimentation aimed at iterating toward a “better” answer |
| **Process**               | Planning                                                                               | Doing                                                |
| **Decision Drivers**      | Logic  
Numerical models                                                                  | Emotional insight  
Experiential models                                   |
| **Values**                | Pursuit of control and stability  
Discomfort with uncertainty                                                              | Pursuit of novelty  
Dislike of status quo                                   |
| **Level of focus**        | Abstract or particular                                                                  | Iterative movement between abstract and particular    |
HOLD UP!
UPSIGHT 1
Roger Martin

Design Thinking Comes to the U.S. Army

New Army Field Manual
FM 5-0, The Operations Process

U.S. Army Combined Arms Doctrine Directorate (CADD)
U.S. Army Combined Arms Center (CAC), Fort Leavenworth, KS 66027

The new FM 5-0, The Operations Process, expands Army doctrine on the exercise of command and control during the conduct of full spectrum operations. No longer a manual strictly concerned planning, FM 5-0 now describes the relationship of all activities of the operations process – planning, preparing for, execution, and assessing operations.

In addition, for the first time in Army doctrine, the manual weaves “design” throughout the operations process. This version of FM 5-0 provides a guide for Army leaders in understanding, visualizing, and describing complex, ill-structured problems and developing approaches to solve them.
UPSIGHT 2
SACRED
5 IS THE LONELIEST #
THIS IS NOT DISRUPTION
SYSTEMIC IMPLICATIONS
DISRUPTION IS IRREVERSIBLE
KILLER BUSINESS MODELS
DISRUPTING HEGEMONY
DISRUPTION AS EMERGENCE
DESIGNING FOR ECOSYSTEMS
INSURGENT DESIGNERS