



The Next Step for Design: Social Entrepreneurship

Jon Kolko
Director, Austin Center for Design

^{1/}
We've Arrived!

**We're in the middle of
an enormous professional shift.**

**For years,
design was about form giving.**





**During this period,
design was a big deal – to designers.**

**Then, design was at the heart of the
“experience” and “innovation”
conversations.**

**PROFITS 1ST QTR
RESULTS FOR 900
COMPANIES**

**BOOK EXCERPT
THE NEW RATIONAL
EXUBERANCE**

**INVESTING
FINDING THE BEST
ONLINE BROKERS**

The McGraw-Hill Companies

BusinessWeek

MAY 17, 2004

www.businessweek.com

THE POWER OF DESIGN



A tiny firm called **IDEO** redefined good design by creating experiences, not just products. Now it's changing the way companies innovate.

BY BRUCE NUSSEBAUM



CEO Tim Brown (left)
Founder David Kelley

COVER PHOTOGRAPHY
BY TIMOTHY ARCHERLAD

CONSUMER RAGE (P. 32) | ANXIETY AT BOEING (P. 38) | GOLF GIFTS FOR DAD (P. 72)

The McGraw-Hill Companies

BusinessWeek

JUNE 19, 2006

www.businessweek.com

In this issue:
Introducing our
innovation and
design quarterly



Innovation Champions

The new breed of
managers and their
radical cultures of
creativity



That gave us a “seat at the table.”

**Now, it's beginning to
gain recognition as
a prime mover for the next century.**

... THE MOMENT,
IS REFORMING
PUBLIC EDUCATION

REASONS
FOR IT

CULTURAL IDENTITY



HOW DO WE
EDUCATE OUR
CHILDREN TO
TAKE THEIR
PLACE IN THE
ECONOMIES
OF THE 21ST
CENTURY?

GIVEN THAT
WE CAN'T
ANTICIPATE
WHAT THE
ECONOMY WILL
LOOK LIKE AT
THE END OF
NEXT
WEEK

GLOBALISATION

IT'S A SH...
WORLD F...
ALL



FTSE



? CULTURAL

HOW DO WE SQUARE THA



A Strategy for American Innovation: Securing Our Economic Growth and Prosperity

[Home](#) | [Executive Summary](#) | [Introduction](#) | [Invest in Building Blocks](#) | [Market-Based Innovation](#) | [Catalyze Breakthroughs](#) | [Appendix A](#) | [Appendix B](#) | [Appendix C](#)

- [Comment on the American Strategy for Innovation.](#)

America's future economic growth and international competitiveness depend on our capacity to innovate. We can create the jobs and industries of the future by doing what America does best – investing in the creativity and imagination of our people. To win the future, we must out-innovate, out-educate, and out-build the rest of the world. We also must take responsibility for our deficit, by investing in what makes America stronger, cutting what doesn't, and reforming how our government operates so it focuses on promoting our economic growth and preparing for the challenges of a new century.

President Obama's *Strategy for American Innovation* seeks to harness the inherent ingenuity of the American people to ensure that our economic growth is rapid, broad-based, and sustained. Innovation-based economic growth will bring greater income, higher quality jobs, and improved health and quality of life to all U.S. citizens. The *Strategy for American Innovation* provides a multifaceted, commonsense, and sustained approach to ensuring America's future prosperity.

This document updates the *Innovation Strategy* issued in September 2009, detailing how the Administration, the American people, and American businesses can work together to strengthen our long-run economic growth. It



A Strategy for American Innovation: Securing Our Economic Growth and Prosperity

[Home](#) | [Executive Summary](#) | [Introduction](#) | [Invest in Building Blocks](#) | [Market-Based Innovation](#) | [Catalyze Breakthroughs](#) | [Appendix A](#) | [Appendix B](#) | [Appendix C](#)

“To win the future, we must out-innovate, out-educate, and out-build the rest of the world.”

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**DEDICATION
SUCCESS**

ARTICLE

COMMENTS (0)

In Silicon Valley, designers emerge as rock stars

 Recommend Sign Up to see what your friends recommend.By [Gerry Shih](#)

SAN FRANCISCO | Mon Apr 16, 2012 11:58pm BST

(Reuters) - Five years ago, Justin Edmund arrived at Carnegie Mellon University, a floppy-haired freshman, with artistic talent and dreams of joining a venerable design firm like IDEO or Frog. But during his sophomore year, a recruiting pitch from a Facebook employee turned his head, and prompted a detour of his ambitions.

"It didn't even occur to me that working at a tech company was something I

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Quotes

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AAPL.O **DEDICATION
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“The new breed of ‘user experience’ designers – part sketch artist, part programmer, with a dash of behavioural scientist thrown in – are some of the most sought-after employees in technology.”

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2/

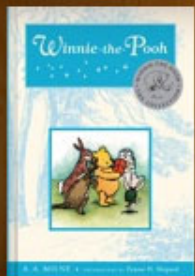
Don't Look Behind The Curtain.

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Edit



Chapter 4

here
in the
omiting
orderly at

SPEAKING WITH ALL due respect, I must confess that nothing could have prepared me for your arrival in this port." Mr. Robert Hall said. His voice nervous, paced up and down the room and cursed the slender, dark, foreign-looking visitor who had stared at Almont.

Sir James sat behind his desk, leaning on a pillow and throbbing head.

"In the capital of the New World," Hackle said. "That is the law of the

semblance of... least, some... man...

James," he said, "you... speech when the truth of the... and dwelling of the town."

... seen at the gallows of High... when now a pirate may be found... disembarked earlier, you might

... sighed again. "Sit down," he said, "confirm yourself in my judgment as

... you already appear to be."

... was obviously unaccustomed to such... quickly in a chair next to his wife. She

... such a favorable... surprisingly: a heartfelt gesture from one of... potentially luc... esses.



IDSA2011 Best In Show!

June 22, 2011 16:15 ET

The NaturallyCurly Network Captures \$1.2 Million in Additional Angel Investments

Social Media Company Currently Engages 1 Million Monthly Consumers, and Plans to Invest in Talent, Infrastructure, New Mobile Platform and Applications, and Community Expansion

“The leading social network for people with wavy, curly, and kinky hair...”

enhancements, new mobile applications, and marketing initiatives to expand community reach and engagement.

With its most recent round in funding completed, the Austin, TX-based social media company has raised approximately \$2 million in total during the past four years, and achieved a profitable and cash-flow-positive year in 2010, according to NaturallyCurly CEO Crista Bailey.

"Our latest round is a testament to the business team's performance -- we've consistently grown revenues and visits, in triple-digit percentages, over the most recent years while achieving profitability," Bailey said. "Our passion and vision, and the counsel we receive directly from our angel investors, is reflected in what we've achieved. Among our angels are

Additional

Website

<http://www.naturallycurly.com>

Technora

Naturally
Treybig
Curly Ha

[About](#)

[CDNPAL The Web](#)

[Press Release - Only \\$73.22](#)

NYC-based Kohort raised \$3M seed funding for its social media startup

“Kohort allows for hierarchical groups, so groups can have as many subgroups as a user would like.”

round was led by [IA Ventures](#), and backed others investors including High Peaks Venture Partners, Contour Venture Partners, and angel group Anduin Ventures.

IA Venture is famous for investments in early-stage companies that focus in developing high-tech tools and technologies for data mining and data cleansing. It has invested in many such companies; [PlaceIQ](#), [ThinkNear](#), [SavingStar](#), and [MetaMarkets](#), to mention a few.

T-Mobile



Two Lines
\$49.99
each per mo.
Unlimited
data, talk, &
Includes up to 2 GB of high-

HOT TOPICS EDITOR'S PICKS APPLE FACEBOOK ANDROID FACEBOOK IPO

Color Looks To Reinvent Social Interaction With Its Mobile Photo App

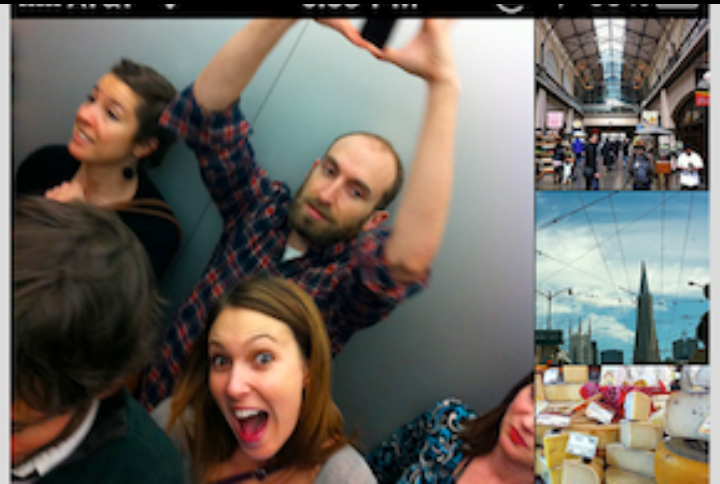
GOT A

“Broadcast live from your phone to Facebook.”

and Silicon Valley Bank. Pre-launch.

That's how much a brand new startup called Color has to work with. Your eyebrows should already be raised, and here's something to keep them fixed there: this is the most money Sequoia has ever invested in a pre-launch startup. Or, as the Color team put it, "That's more than they gave Google."

But the founding team goes a long way toward



CORNING
Gorilla Glass

corni
er &
er im

• Greater tou

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TRENDING

We're really good at designing stuff.
We're really bad at picking what to design.

have2p

restroom locator

DOWNLOAD NOW

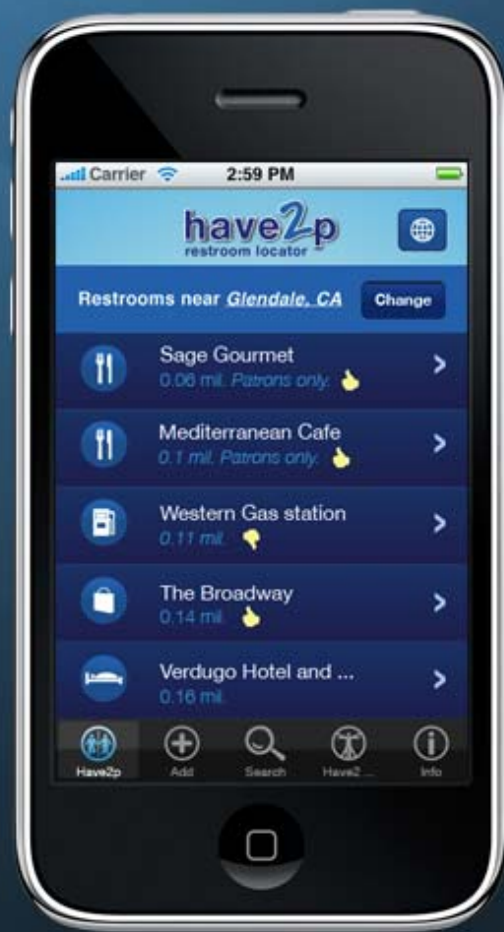


Available on the iPhone

App Store

Home

Contact



Sometimes when nature calls, you may not be in the most convenient place to answer.

With Have2P, you can use your iPhone, iPod touch, or Android phone to quickly find listings of nearby spots that have restrooms. And Version 2 makes it easier than ever!

- Automatically detects your current location to find restrooms in the local area
- Scan helpful tips noted by others, like whether the restroom is for patrons only, if it has a changing table, and how clean it is
- An urgency detector senses when you (and the phone) are shaking and starts a fresh search for nearby restrooms
- Use restroom ratings for when you actually have a choice
- See restrooms on a map
- Add new restrooms to share with others
- Find other places nearby with expanded search capabilities
- Avoid businesses that have been flagged for having no public restrooms – saving you precious time

See what people are saying about Have2P:

- Selected as New York Times APP OF THE WEEK
- Featured on Gizmodo
- Reviewed by BuyMeAniPhone.com

Cancel

Search

bathroom finder

Category

Release Date

Customer Rating

Price

Device

Reset Filters

All

All

All

All

All

Clear All

iPhone Apps 1-6 of 10 See All >

Sort by: Relevance

**SitOrSquat: Bathroom Fin...**

Travel

Updated Feb 16, 2011

★★★★☆ 187 Ratings

FREE

**Restroom/bathroom/toilet ...**

Lifestyle

Updated Jan 04, 2012

★★★★☆ 1142 Ratings

FREE

**Have2P**

Lifestyle

Updated Oct 22, 2010

★★★★☆ 117 Ratings

FREE

**Bestroom**

Lifestyle

Updated Jan 21, 2012

★★★★☆ 9 Ratings

FREE

**Toilet Finder!**

Lifestyle

Released Oct 21, 2011

\$0.99

**iToiletFinder**

Navigation

Updated Jan 11, 2012

★★★★☆ 12 Ratings

FREE

+ indicates an app designed for both iPhone and iPad

Apple ID: jkolko@gmail.com

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Our “selection” problems
may not be our fault.

Even if we don't want to design the
bathroom finder...

We still run headfirst into
organizational roadblocks...

we still find ourselves embedded in a
culture of consensus...

we're still contained
by billability, utilization,
and quarterly dividends.

and the Recording Angel. It does not tell us what Jim Smith does and how he performs. We do not learn anything about the work of a prospector hunting for uranium in the Nevada desert by being told that he is trying to make his fortune. We do not learn anything about the work of a heart specialist by being told that she is trying to make a livelihood, or even that she is trying to benefit humanity. The profit motive and its offspring, maximization of profits, are just as irrelevant to the function of a business, the purpose of a business, and the job of managing a business.

In fact, the concept is worse than irrelevant: it does harm. It is a major cause for the misunderstanding of the nature of profit in our society and for the deep-seated hostility to profit which are among the most dangerous diseases of an industrial society. It is largely responsible for the worst mistakes of public policy, which are squarely based on the failure to understand the nature, function, and purpose of business enterprise. And it is in large part responsible for the prevailing belief that there is an inherent contradiction between profit and a company's ability to make a social contribution. Actually, a company can make a social contribution only if it is highly profitable. A bankrupt company is not likely to be a good company to work for, nor likely to be a good neighbour and a desirable member of the community.

The purpose of a business

To know what a business is we have to start with its *purpose*. Its purpose must lie outside of the business itself. In fact, it must lie in society, since business enterprise is an organ of society. There is only one valid definition of business purpose: *to create a customer*.

It is the customer who determines what a business is. It is the customer alone whose willingness to pay for a good or for a service converts economic resources into wealth, things into goods. What the business thinks it produces is not of first importance – especially not to the future of the business and to its success. The typical engineering definition of quality is something that is hard to do, is complicated, and costs a lot of money! But that isn't

“It is the customer who determines what a business is ... what the business thinks it produces is not of first importance.”

Peter Drucker

What Is The Idea?

We have only started on our development of our country—we have not as yet, with all our talk of wonderful progress, done more than scratch the surface. The progress has been wonderful enough—but when we compare what we have done with what there is to do, then our past accomplishments are as nothing. When we consider that more power is used merely in ploughing the soil than is used in all the industrial establishments of the country put together, an inkling comes of how much opportunity there is ahead. And now, with so many countries of the world in ferment and with so much unrest every where, is an excellent time to suggest something of the things that may be done in the light of what has been done.

When one speaks of increasing power, machinery, and industry there comes up a picture of a cold, metallic sort of world in which great factories will drive away the trees, the flowers, the birds, and the green fields. And that then we shall have a world composed of metal machines and human machines. With all of that I do not agree. I think that unless we know more about machines and their use, unless we better understand the mechanical portion of life, we cannot have the time to enjoy the trees, and the birds, and the flowers, and the green fields.

I think that we have already done too much toward banishing the pleasant things from life by thinking that there is some opposition between living and providing the means of living. We waste so much time and energy that we have little left over in which to enjoy ourselves.

Power and machinery, money and goods, are useful only as they set us free to live. They are but means to an end. For instance, I do not consider the machines which bear my name simply as machines. If that was all there was to it I would do something else. I take them as concrete evidence of the working out of a theory of business, which I hope is something more than a theory of business—a theory that looks toward making this world a better place in which to live. The fact that the commercial success of the Ford Motor Company has been most unusual is important only because it serves to demon-

“Power and machinery, money and goods, are useful only as they set us free to live.”

Henry Ford

Our organizational structures should exist
only to enable powerful
and positive change.

Right now,
our organizational structures
are disabling us.

We need to get out of the
organizational machine
in order to work on

problems worth solving.

3/
A Way Forward





1991, Nikon / Kodak DCS420
\$28,000



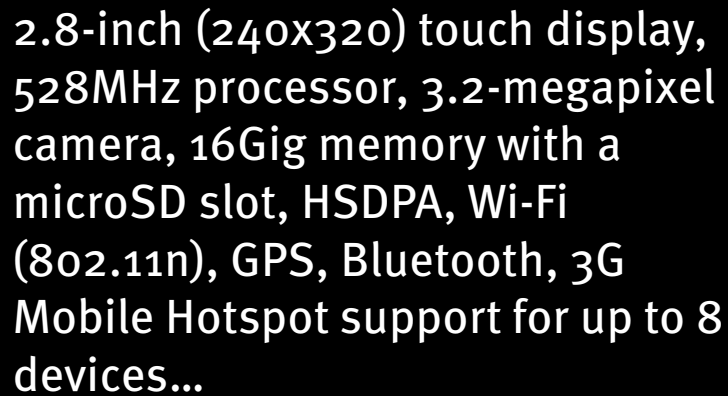
2011, Serial CMOS Camera
\$22



1983, Motorola DynaTAC 8000X
\$3995



2010, Huawei IDEOS
\$100

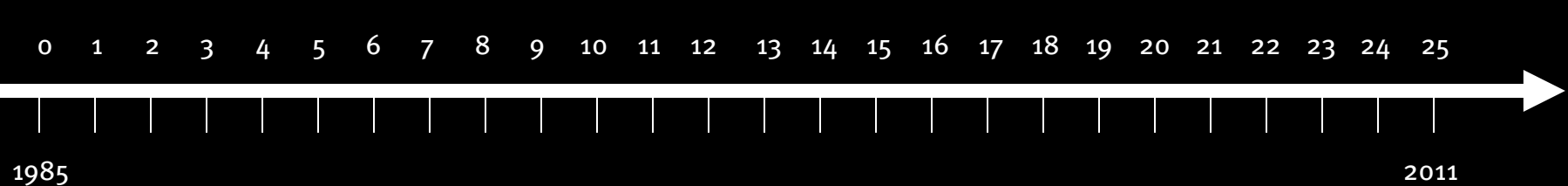


2.8-inch (240x320) touch display,
528MHz processor, 3.2-megapixel
camera, 16Gig memory with a
microSD slot, HSDPA, Wi-Fi
(802.11n), GPS, Bluetooth, 3G
Mobile Hotspot support for up to 8
devices...

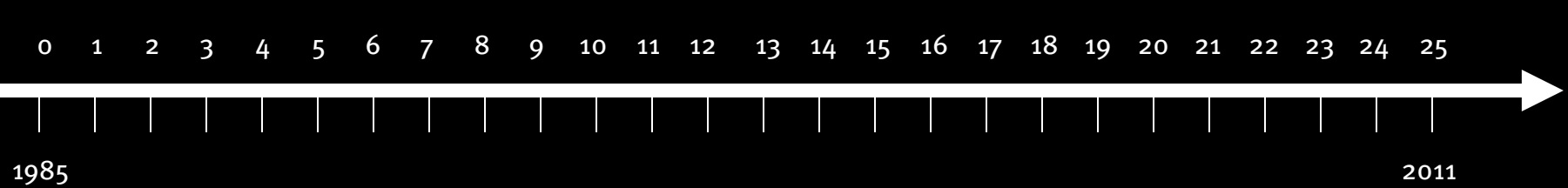


1983, Motorola DynaTAC 8000X
\$3995

2010, Huawei IDEOS
\$100



**In your lifetime,
the cost of producing a high-tech product
– and launching it to a mass audience –
has gone from exorbitantly expensive,
to...**



\$0.

\$0.

Maybe you don't need the
organizational machine after all.

“What about my mortgage?”

MORE DESIGNERS CAN CREATE BUSINESSES WITH MEANINGFUL IMPACT.

WILL YOU BE NEXT? ▶

What is the Designer Fund?

We're a community of designers who invest in designer founders through mentorship, funding, and access to our network. Designers can [apply](#) for an investment, then our community will evaluate and select applicants to invest in. We are NOT another incubator. Instead, we help match designer founders with mentors, angels, accelerators, seed funds and later stage VCs.

Our sponsoring partners include top tier investors such as Khosla Ventures, Andreessen Horowitz, KPCB, 500 Startups, KKLD, Venture51 and Quest Venture Partners.

Who are we looking for?

Designers whose success in business generates meaningful impact (positive social impact at scale), particularly through the use of new IT experiences. Every six months we look to invest in a balanced mix of designers across three stages: prototype, alpha and beta. We're focusing on designer founders primarily based in Silicon Valley but we're open to those located in other major metropolitan and startup hubs.

DESIGNER FOUNDERS : THE BOOK

Stories by designers of tech startups

This is a non-profit book of 35+ rare personal interviews with the founders of tech-startups who have various design backgrounds such as Chad Hurley (YouTube), David Karp (Tumblr), Matt Shobe (Feedburner), Caterina Fake (Flickr) . . .

FEATURED

Designer founders who dare the path of tech entrepreneurship

DECEMBER 1 2011

FastCoDesign wrote earlier this year about a new VC model, called the Designer Fund, a community of designers that invest in designer founders. The point is not to get caught up in titles and





The White House

Office of the Press Secretary

For Immediate Release

December 08, 2011

We Can't Wait: Obama Administration Announces \$2 Billion in Resources to Support Job-Creating Startups

2012 STATE *of the* UNION



“\$2 Billion in Resources to Support Job-Creating Startups”

Specifically, the President has called for increasing limits on mini-leases, allowing crowd-funding, and phasing in some requirements for small firms as they go public.

“Today, we’re announcing \$2 billion in public and private resources to help entrepreneurs start and grow their businesses. Now it’s time for Congress to do its part. It was encouraging to see members of both parties in the House come together to pass legislation that will help small businesses get ahead, and I’m calling on the



Higginbottom, Deputy Director of the Office of

On Monday, February 13th, President Obama will unveil his 2013 budget at a community college in Virginia. Later, Heather

“Wait..”

“You want me to challenge
all existing norms by
quitting my well-paying job,

“You want me to challenge
all existing norms by
quitting my well-paying job,
cutting my salary in half,

“You want me to challenge
all existing norms by
quitting my well-paying job,
cutting my salary in half,
working long hours,

“You want me to challenge
all existing norms by
quitting my well-paying job,
cutting my salary in half,
working long hours,
and trying to take on the institutionalized
organizations of the global 2000
by starting my own company?”

Yes.



Our team.

We take what's familiar and look at it in a new light. Our team focuses on making technology that's simple, fresh and helpful.

Our people
are Nest.



← Tony Fadell



← Matt Rogers



← John Gilmore



← Yoky Matsuoka



← Erik Charlton

“

At the end of the day, look at our product and you'll see a reflection of the people that made it.

- Tony Fadell



Honeywell hits Nest with a law suit over smart thermostat

By Katie Fehrenbacher | Feb. 6, 2012, 8:24am PT | 14 Comments

Tweet 204 Share 54 Like 34 +1 3

Thermostat giant Honeywell has filed a lawsuit alleging patent infringement by the buzzy Silicon Valley startup Nest Labs, which makes a smart learning thermostat. Honeywell has spent decades developing thermostat technology and just last week the company told me it had developed and tested learning thermostat technology, like the kind Nest has introduced, but that it had decided not to commercialize the learning tech after weak user response.



The Nest thermostat (in cooling mode).

Honeywell says its patent infringement lawsuit, which was filed in the U.S. District Court in Minnesota and also targets Best Buy

Brocade. The world leader in cloud-optimized networks.

VIEW VIDEO FEATURING JASON NOLET, BROCADE VP »

Learn about private cloud infrastructures.

BROCADE

Katie Fehrenbacher



RT @SAI: Saturday Night Live Just Burned Verizon's 4G LTE Commercials by @hamburger <http://t.co/COGOnVEI>

KATIE'S POSTS

A big lesson from climate science for entrepreneurs

Amyris ditches biofuels, stock falls almost 30%

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81. Honeywell International

81 of 500 [Back](#) [Next](#)

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Rank: 81 (Previous rank: 74)

CEO: David M. Cote

Compare tool: [Honeywell International vs. Top 10](#)

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Key financials	\$ millions	% change from 2009
Revenues	33,370.0	8.0
Profits	2,022.0	-6.1
Assets	37,834.0	—
Stockholders' equity	10,666.0	—
Market value (3/25/2011)	45,000.8	—

Profits as % of

Fortune 500+ Web app



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Job openings... at Honeywell International

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[Developer II - Ariba](#)
Kansas City, MO - Honeywell International

[Lead Civil Design Engineer](#)
Hopewell, VA - Honeywell International

[Networks Engineer 3](#)
New Castle, DE - Honeywell International

[Install Tech Specialist](#)
 Fargo, ND - Honeywell International

[Engineer Lead Project](#)
Phoenix, AZ - Honeywell International

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81. Honeywell International

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Rank: 81 (Previous rank: 74)

CEO: David M. Cote

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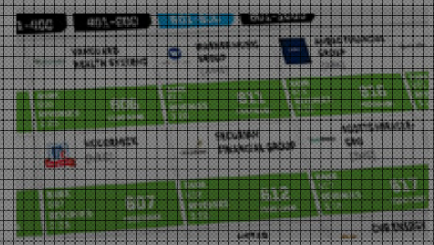
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Profits as % of

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Job openings... at Honeywell International

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New Castle, DE - Honeywell International

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 Fargo, ND - Honeywell International

[Engineer Lead Project](#)
Phoenix, AZ - Honeywell International

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*All for Less
with Broadband
and Unlimited
Nationwide Voice.
Starting at \$75/month
for 12 months.*

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RBCC - Breakout Gains!
The Most Promising Biotech Company Could Make You Extremely Wealthy!

Could This Stock Triple?
The Hottest Gold Stock on Wall Street right now!

“In seven decades, there appears to be little more technological improvement to the flagship Honeywell thermostat than the replacement of a mechanical display with an LCD.”

Tony Fadell, Nest CEO

<http://www.theverge.com/2012/4/12/2942861/nest-answers-patent-lawsuit-honeywell-troll>

A tiny company,
has a giant company,
that made 2 billion in profit,
running scared.

And it's just a thermostat.



TOP STORIES IN
Markets



1 of 12
Insta-Rich: \$1 Billion for Instagram



2 of 12
Oracle's Little Problem With Big Data

3 of 12
Phillips 66 Offers Route to Returns

Microso Shopping

WSJ BLOGS

An inside look from VentureWire at high-tech start-ups and their investors.

April 9, 2012, 2:18 PM

Facebook Takes Pretty Picture Of Instagram: Zero To \$1 Billion In 15 Months

Article

Comments (7)

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Text



By *Zoran Basich and Lizette Chapman*

The \$1 billion acquisition by Facebook of mobile photo app company [Instagram](#), [announced on both companies' blogs](#), caps a startling rise for a 15-month-old start-up with barely a dozen employees, a free app and little real revenue.

Since being founded in the fall of 2010, the company has amassed more than 30 million users of its app, which allows people to take photos, retouch them and share them on their social networks.

The service has become the go-to photo app for tech-savvy 20-and 30-somethings drawn to its social media friendliness and the color-saturated effects of its photo filters, which can evoke memories of 1970s snapshots.

Like many early-stage tech companies quickly building up large user bases, monetization has taken a back seat during its lightning-quick rise. While major retailers have taken to opening Instagram accounts to promote their brands, it's not clear how the company was planning to create significant revenue, especially since its smartphone

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Robert W. Baird & Co., Member SIPC

About Venture Capital Dispatch



Produced by the editors of [Dow Jones VentureWire](#), Venture Capital Dispatch tracks the fast-moving developments at the intersection of high-tech innovation and venture capital finance.



They have 12 employees.

*Maybe you don't need the
organizational machine after all.*

But if you are going to challenge all existing norms by quitting your well-paying job, cutting your salary in half, working long hours, and taking on the institutionalized organizations of the global 2000 by starting your own company,

there's one additional
norm to question, too.

We all believe it's acceptable
to judge the *quality* of a design.

What if we start judging the
content of the design, too?

4/

Problems Worth Solving



Meet Alex Pappas and Ruby Ku, two of my students.

They conducted months of immersive, ethnographic research with the homeless in Austin.





HI!
CAN
WE
ASK
YOU A
QUESTION

ONE WAY

UNCORKEE





“We feel that self actualization is at the core of what makes us human, and we observed people’s enhanced self-esteem when they share their knowledge. For homeless people to feel empowered to change their situation, we began to look at what they could teach.”

Alex Pappas & Ruby Ku
2011

http://www.hourschool.com

SIGN UP | SIGN IN

Hour School LEARN SOMETHING NEW OFFER TO TEACH SUGGEST A CLASS HOURSCHOOL FOR ORGANIZATIONS

LEARN FROM YOUR NETWORK ONE HOUR AT A TIME

Build a social school from your social network because it's not always the experts who make the best teachers, it's the people you know.

FIND A CLASS

SEARCH

FEATURED CLASSES

VIEW MORE CLASSES



Beginner Banjo- 5 String
Class will cover tuning, basic chords, picking techniques.

3 seats left | Austin, TX



Soup Class: chunky and blended
Its cold and wet outside - lets make some SOUP!

6 seats left | San Francisco, Ca



Homemade Bagels
Making bagels from start to finish.

2 seats left | Austin, TX



How to shop for organics and safe personal...
Learn how to read food and beauty products labels

6 seats left | Toronto, Ontario

HOURSCHOOL HAPPENINGS



WANT TO TEACH A CLASS?
Our teacher's handbook is a great guide to help you get started

WE'RE GROWING!
Since the launch of our new site, we now have classes in 8 new cities!

WHAT DOES HOUR SCHOOL MEAN TO YOU?
A few Hour School teachers and students tell us their story. Share yours with us as well!

OUR MISSION

We're building a social school from your social network. Because it's not always the experts who make the best teachers, it's the people you know.

WE BELIEVE

- 1 You don't have to be an expert to teach.
- 2 You're passionate about a wide variety of things.
- 3 You enjoy learning from and with your friends.
- 4 Your friends have a lot to teach you.
- 5 You have a great deal to teach them.

RECENT BLOG POST

SEPT 10, 2011

Title of Blog Post

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo.

Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui...

[Continue Reading](#)

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- Call us at 512-555-555

NEWSLETTER SIGN UP

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore...

email address

SUBMIT



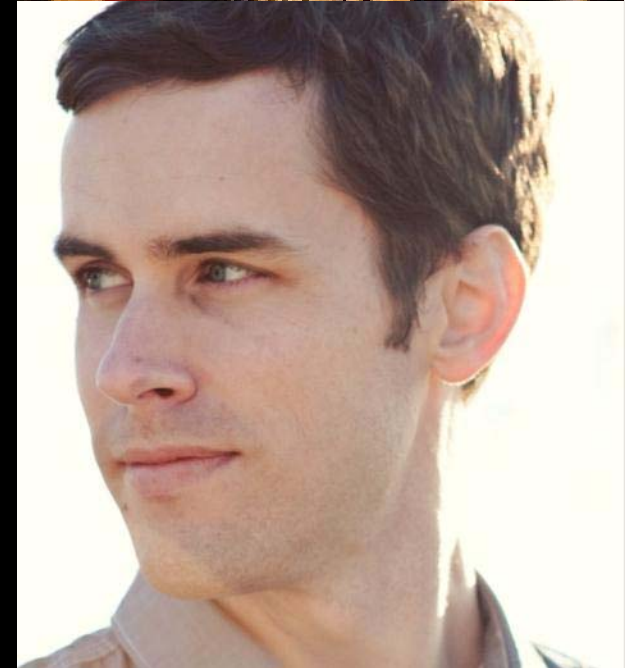
HourSchool makes money by taking a small percentage of class fees.



They drive impact and change by empowering everyone to become teachers, irrespective of socioeconomic background.

Meet Chap Ambrose and Scott Magee, two of my students.

They also conducted months of immersive, ethnographic research with the homeless in Austin.



E 7th ST
500

ONE WAY

NECHES ST
700

ARC

Austin Resource Center for
500

DATA

NO PARKING

DATA

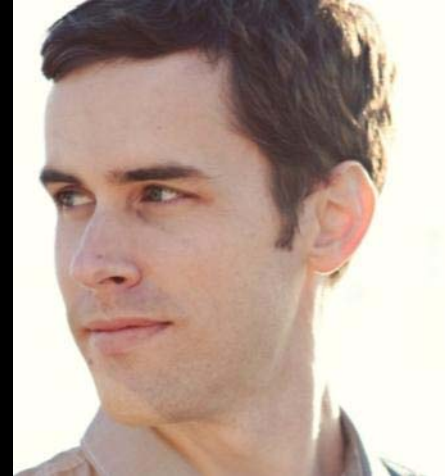


“Organized chaos”



“We believe that by connecting people in need to the larger community, cultural change can happen. We’re building a platform that directly connects the community to those in need.”

Chap Ambrose & Scott Magee
2011



Reward your existing customers for answering support requests

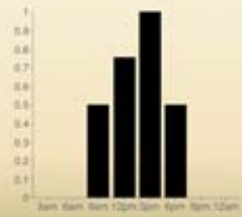
Crowdsource your support to expert customers who love your product.



This Week's Calls

Operators On Call

Activity This Month



10



3,700 hours on call 17 minutes talking



1. Your customers encounter problems

2. We connect them with an existing customer who has volunteered as an expert

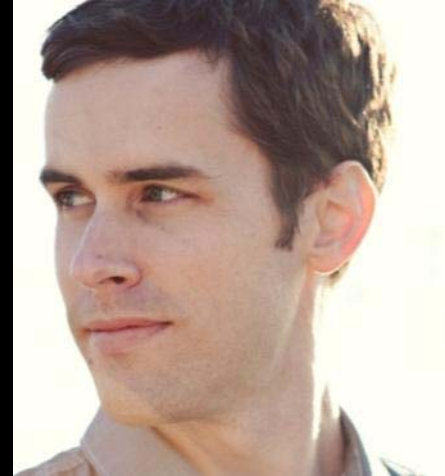
3. The expert leverages their experience and a searchable wiki

4. The issue is resolved or shared among the larger expert community

5. The expert earns rewards and you save money on support

Pocket Hotline makes money by charging for talk-time minutes on each hotline.

They drive impact and change by providing a human voice during an emotionally difficult situation.





“We feel that self actualization is at the core of what makes us human, and we observed people’s enhanced self-esteem when they share their knowledge. For homeless people to feel empowered to change their situation, we began to look at what they could teach.”

Alex Pappas & Ruby Ku
2011

“We believe that by connecting people in need to the larger community, cultural change can happen. We’re building a platform that directly connects the community to those in need.”

Chap Ambrose & Scott Magee
2011



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Alex Pappas & Ruby Ku
2011

“**We believe** that by connecting people in need to the larger community, **cultural change can happen**. We’re building a platform that directly connects the community to those in need.”

Chap Ambrose & Scott Magee
2011

**Ruby, Alex, Chap and Scott
leveraged insights in order to
address symptoms of a wicked problem.**

Ruby, Alex, Chap and Scott
leveraged insights in order to
address symptoms of a wicked problem.

“The abductive suggestion comes to us like a flash. **It is an act of insight, although extremely fallible insight...** it is the idea of putting together what we had never before dreamed of putting together which flashes the new suggestion before our contemplation.”

Charles Peirce

1903

The insight isn't "in the data" –
it comes from inside of you.

That means you need to
have a point of view.

**Ruby, Alex, Chap and Scott
leveraged insights in order to
address symptoms of a wicked problem.**

**Well-
Structured
Problems**

**Ill-
Structured
Problems**

**Wicked
Problems**

Well- Structured Problems

Ill- Structured Problems

Wicked Problems

In a well structured problem, all of these are true:

We can test our solution.

We can identify problem, goal, and interim states.

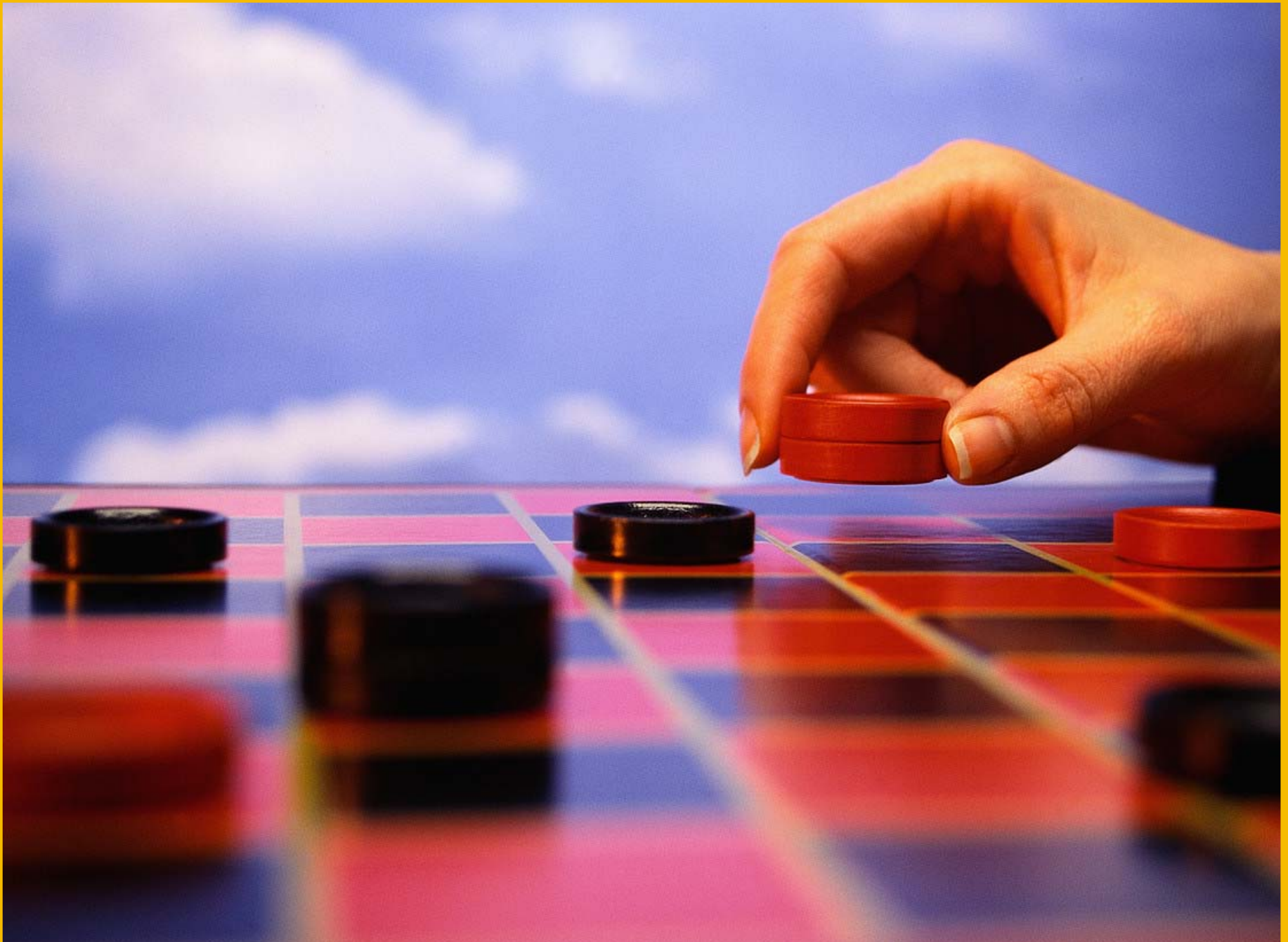
We can identify solution steps.

We can identify domain knowledge.

We can solve the problem while obeying the laws of nature.

We can solve the problem using only practical levels of effort.

Herb Simon, 1973



**Well-
Structured
Problems**

**Ill-
Structured
Problems**

**Wicked
Problems**

In an ill-structured problem, some of these are true:

We cannot test our solution, or cannot test it easily.

We cannot easily identify problem, goal, or interim states.

We cannot identify all of the solution steps.

We cannot identify domain knowledge (it may be tacit).

We may be constrained by the laws of nature.

Solutioning may outweigh practical efforts.

Herb Simon, 1973



Well- Structured Problems

Ill- Structured Problems

Wicked Problems

In a wicked problem, the following are true:

Wicked problems have no definitive formulation.

Wicked problems have no criteria upon which to determine “solving”.

Solutions to wicked problems can only be good or bad.

There are no complete list of applicable "moves" for a solution.

There are always more than one explanation for a wicked problem.

Every wicked problem is a symptom of another problem.

No solution of a wicked problem has a definitive, scientific test.

Every wicked problem is unique.

Horst Rittel, 1973



Kibera – Nairobi, Kenya

Photo by Michael Cetaruk

**Well-
Structured
Problems**

**Ill-
Structured
Problems**

**Wicked
Problems**

What if we start judging the
content of the design, too?





These problems are not equally worth your time.

5/

Social Entrepreneurship

Corporate, or consultancy?

~~Corporate, or consultancy?~~

What if you started your own company?

~~Corporate, or consultancy?~~

What if you started your own company?

And what if you used inexpensive technology to provide a service?

~~Corporate, or consultancy?~~

What if you started your own company?

And what if you used inexpensive technology to provide a service?

And what if you did it in the context of social and humanitarian problems?

“That sounds hard. How do I start?”

You already know how.

Ethnography

Synthesis

Prototyping

Ethnography

Synthesis

Prototyping

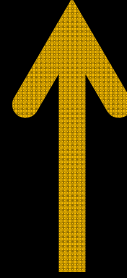


**We usually focus
our efforts here.**

Ethnography

Synthesis

Prototyping

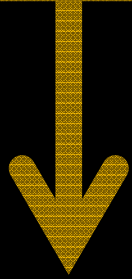


When you are engaged with wicked problems, these are more important.

Ethnography

Synthesis

Prototyping



Ethnography requires leaving the safety of the studio and going out into “real life”; it’s about observing “real people” – and designing with them!

Ethnography

Synthesis

Prototyping



The goal of ethnography is to **gain empathy** and **identify an opportunity space**.



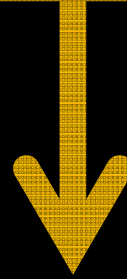
Left:
Patricia Moore, ~1984

Above:
Patricia Moore, ~2000

Ethnography

Synthesis

Prototyping

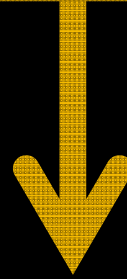


Synthesis is the process of making meaning through inference and sensemaking.

Ethnography

Synthesis

Prototyping



Synthesis is the process of making meaning through inference and sensemaking.

deductive

inductive

abductive

Jon is a Designer.

All Designers are Arrogant Bastards.

Therefore, Jon is an Arrogant Bastard.

deductive

inductive

abductive

The output is guaranteed to be true,
if the premise is true.

Jon is a Designer.

All Designers are Arrogant Bastards.

Therefore, Jon is an Arrogant Bastard.

All of the designers I've ever seen wear
black t-shirts.

Therefore, the next designer I will see
will be wearing a black t-shirt.

deductive

inductive

abductive

The output is guaranteed to be true,
if the premise is true.

Gives good evidence
that a conclusion is true.

Jon is a Designer.
All Designers are Arrogant Bastards.
Therefore, Jon is an Arrogant Bastard.

All of the designers I've ever seen wear
black t-shirts.
Therefore, the next designer I will see
will be wearing a black t-shirt.

When a designer works on a
project, they often draw diagrams
of things. It seems to help them
learn about a new topic.

I've seen grade school students
struggle to learn complex topics
of math or science.

I can abduct that students might
be able to learn better by drawing
diagrams in a classroom setting.

deductive

The output is guaranteed to be true,
if the premise is true.

inductive

Gives good evidence
that a conclusion is true.

abductive

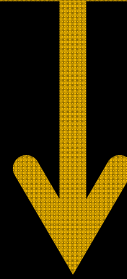
The argument from best
explanation, depending on
circumstances and experience:

an inference.

Ethnography

Synthesis

Prototyping

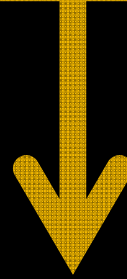


Synthesis is the process of making meaning through inference and sensemaking.

Ethnography

Synthesis

Prototyping



Synthesis is the process of making meaning through inference and sensemaking.



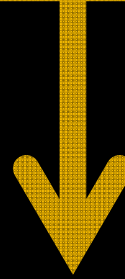
“By sensemaking, modern researchers seem to mean something different from creativity, comprehension, curiosity, mental modeling, explanation, or situational awareness... Sensemaking is a motivated, continuous effort to **understand connections** (which can be among people, places, and events) in order to anticipate their trajectories and act effectively.”

Robert Hoffman

Ethnography

Synthesis

Prototyping

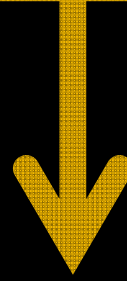
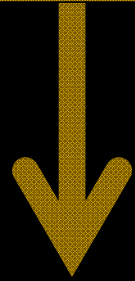


Synthesis is the process of making meaning through abductive sensemaking and reframing.

Ethnography

Synthesis

Prototyping

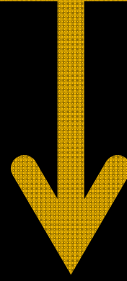
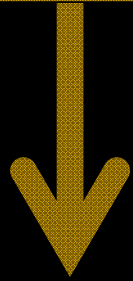


This is a process for humanizing technology.

Ethnography

Synthesis

Prototyping



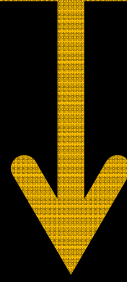
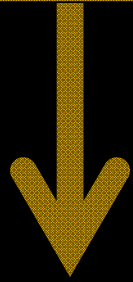
This is a process for humanizing technology.

**It's the process of social
entrepreneurship.**

Ethnography

Synthesis

Prototyping



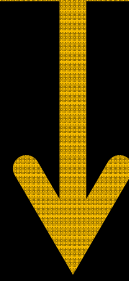
This is a process for humanizing technology.

**You already know how to do it,
because it's also the process of design.**

Ethnography

Synthesis

Prototyping



This is a process for humanizing technology.

And if you start with meaningful insights into social problems, your solution can likely be of use to everyone.



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Beginner Banjo- 5 String
Class will cover tuning, basic chords, picking techniques.
3 seats left | Austin, TX



Soup Class: chunky and blended
Its cold and wet outside - lets make some SOUP!
6 seats left | San Francisco, Ca




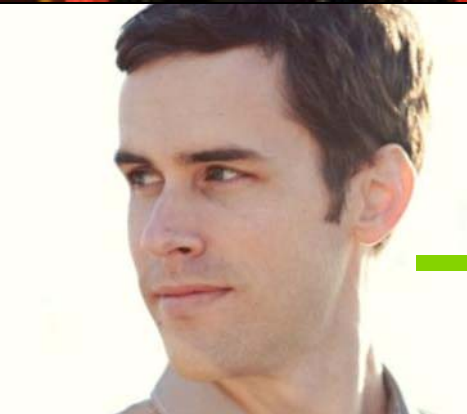
Homemade Bagels
Making bagels from start to finish.
2 seats left | Austin, TX



How to shop for organics and safe personal...
Learn how to read food and beauty products labels
6 seats left | Toronto, Ontario

HOURSCHOOL HAPPENINGS





Firefox

Rails Hotline: (877) 817-4190

rails.pockethotline.com

Google

Sign in



photo by Jon Lim

Rails Hotline

The Rails Hotline is a FREE helpline run by volunteer Ruby and Rails developers.

Are you stuck or need help getting started? Let's talk through your problem.

Go ahead, give us a call!

Operators are generally available

Mondays
10am - 12pm, 2pm - 8pm, and 4pm - midnight

Tuesdays
10am - 12pm and 5pm - midnight

Wednesdays
10am - 5pm, 12pm - 6pm, and 7pm - midnight

Thursdays
10am - 12pm, 2pm - 4pm, and 7pm - midnight

Fridays

Why would I want to call?

You'll receive personalized attention from an actual, honest-to-goodness, caring human being. No call centers or automated systems, and the person on the other end of the phone actually cares about you and your question.

Is it really free?

Yup! There's no fee for calling. But if you get a great answer, consider sharing your appreciation by [buying more minutes for us](#). You can see the full list of supporters [here](#).

Who will answer when I call?

Nothing less than an amazing volunteer expert. All of our operators have volunteered their time to take calls from you, because they love what they do

Rails Hotline
(877) 817-4190

2
VOLUNTEERS
ON CALL NOW

THE NEXT 2 HOURS
SUPPORTED BY



Thanks for all your help. Great service.

7 1/2
HOURS
REMAINING



Hey, Thanks!

This hotline is possible because of generous support from people like you dropping change in our [tip jar](#).

Contribute

Operators on-call now



Brian Glusman
Loved this when I heard about it, just thought I may as well offer to help too.



Richard Schneeman
I've worked for one of NYTimes top 50 websites 2010 as a Rails developer, and used to do tech support.

Start Volunteering

**Leave the
organizational machine behind.**

**Realize the
disruptive power of design.**

**Give yourself permission to start
your own thing, and tackle
problems worth solving.**

ac4d

Jon Kolko
Director, Austin Center for Design
jkolko@ac4d.com

Download our free book,
Wicked Problems: Problems Worth Solving,
at <http://www.wickedproblems.com>