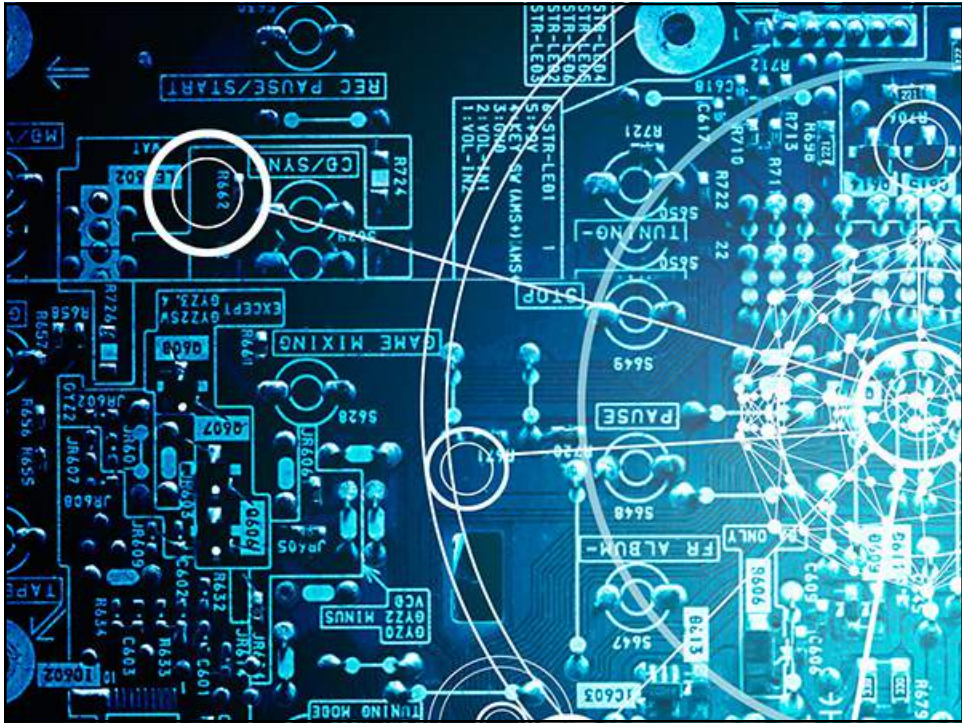


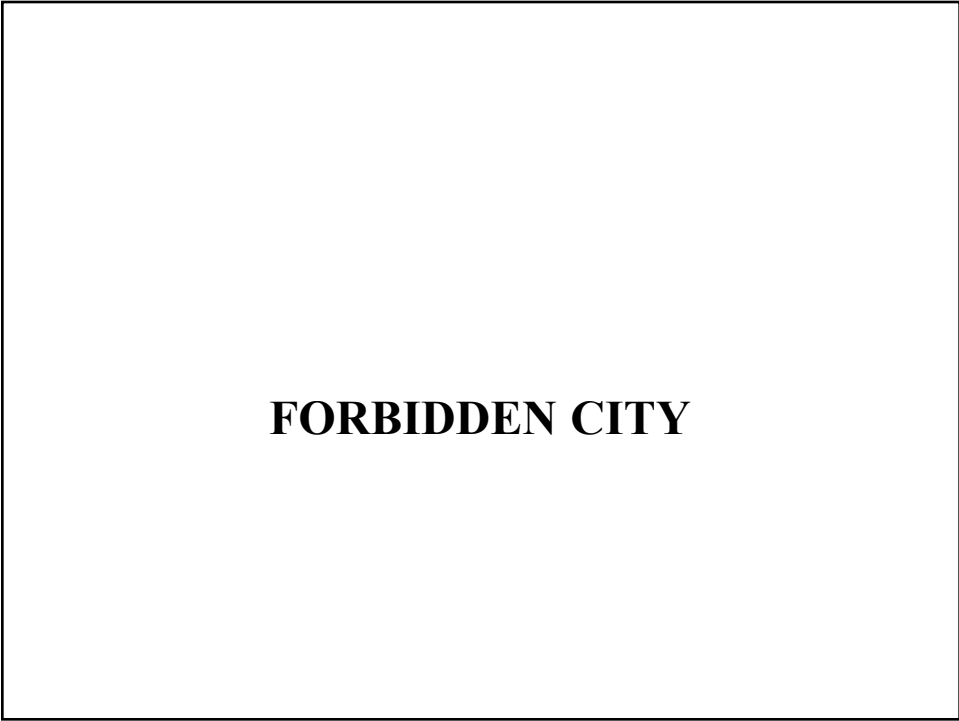
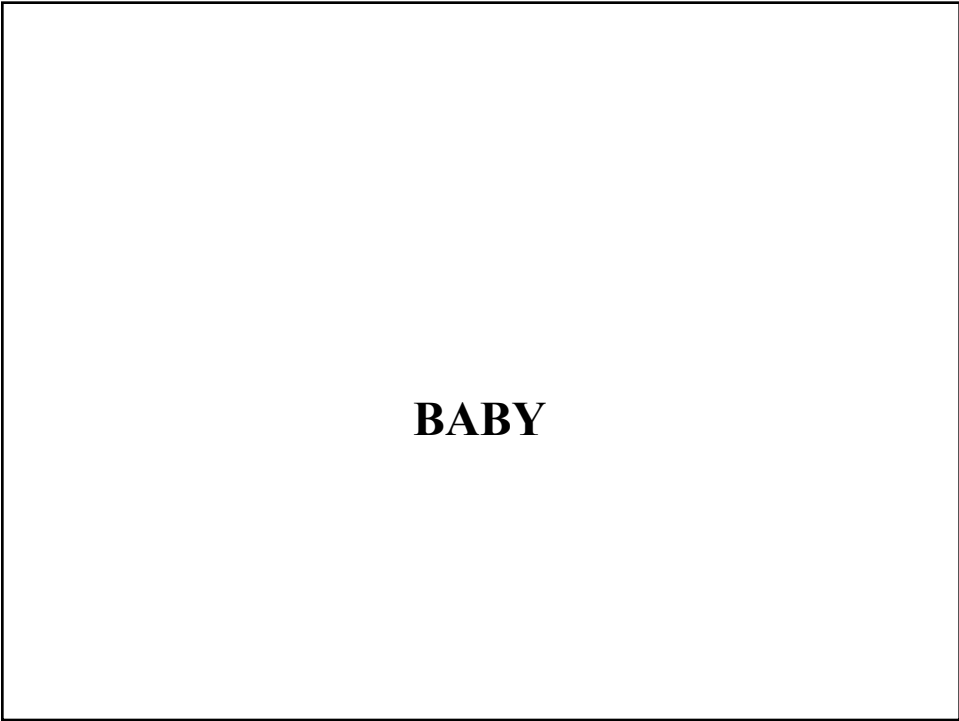
The screenshot shows the website for the John S. Knight Journalism Fellowships at Stanford. At the top left is the JSK logo. To its right are navigation links: "About Us", "Become a Fellow", "Meet the Fellows", and "For Alumni". Below these is the text "John S. Knight Journalism Fellowships at Stanford" and "News & Notes | Journalism Challenges | Life of a Fellow". A horizontal bar with colored segments (blue, yellow, red, green, purple) is below the navigation. The main content area features an article titled "Future of news: Focus on 'who,' not 'what'" by Tran Ha, dated June 3, 2014, from the "Journalism Challenges" section. The article includes a photo of three young women. To the right of the article are two sidebars: "Find Us on the Web" with social media icons for Facebook, Twitter, and YouTube, and "Recommended" with three article teasers.

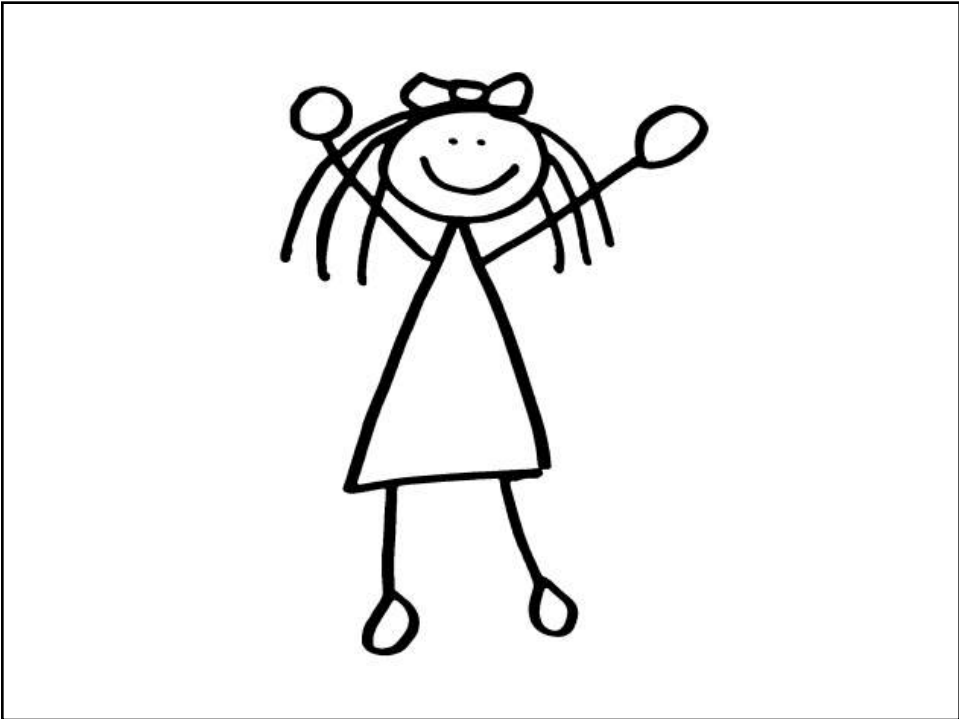
**WHAT IS INNOVATION?**





**TREE**





**creative confidence**

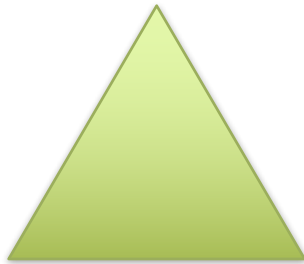
**DESIGN THINKING | WHAT?**



## DESIGN THINKING IS ...

### A MINDSET

A set of beliefs and a lens through which we approach and work through problems

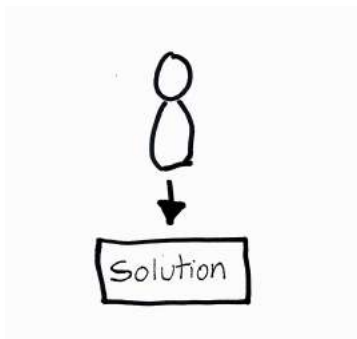


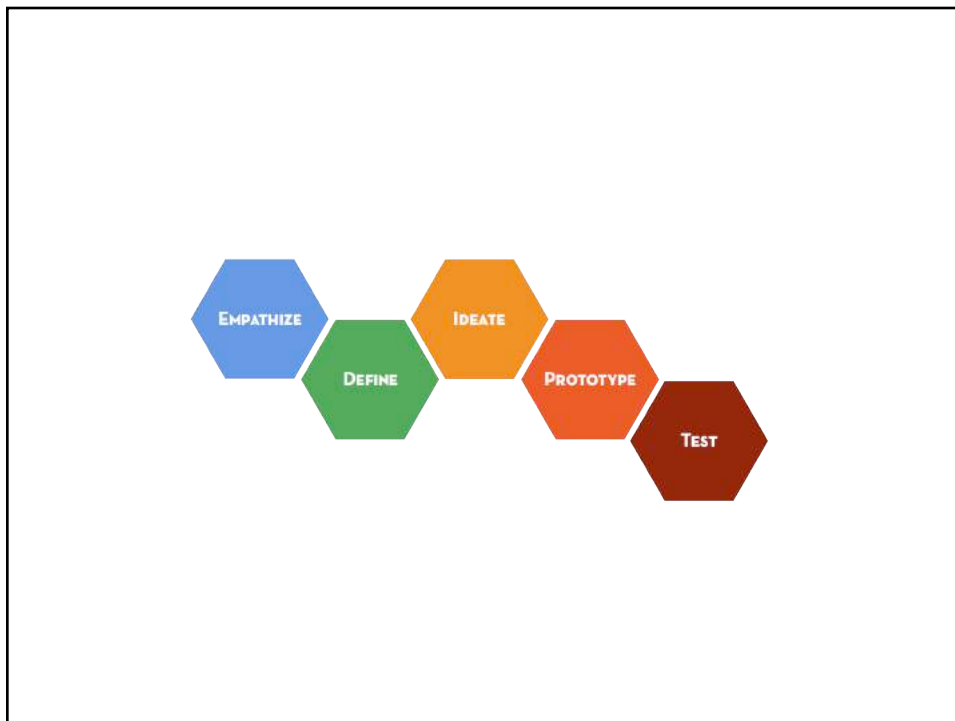
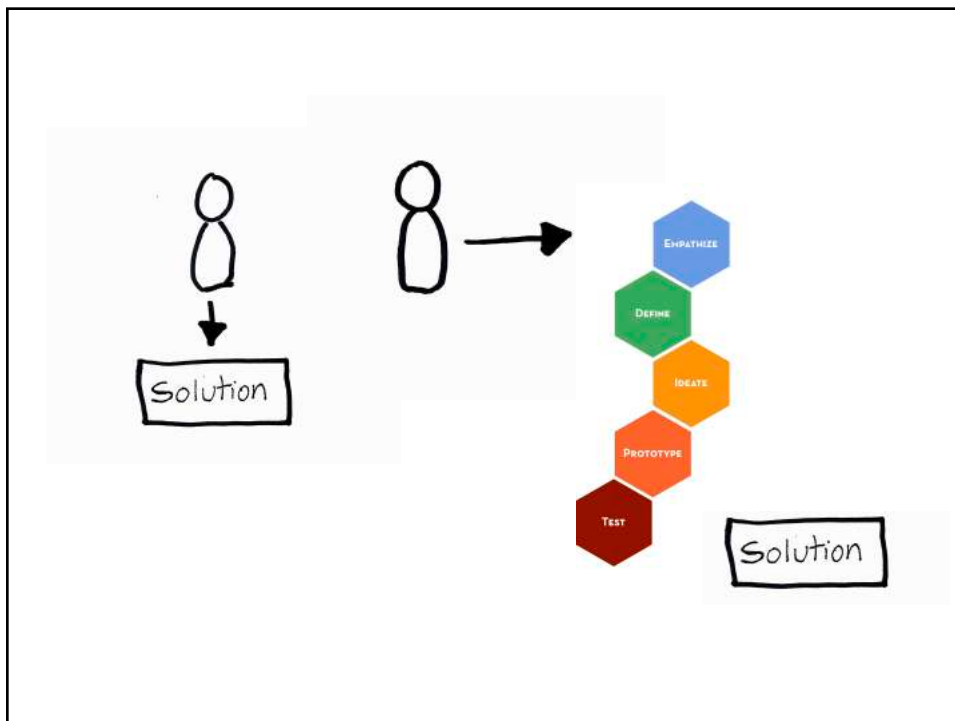
### A SET OF TOOLS

For how to understand, engage and navigate complex challenges

### A PROCESS

For engaging with for whom we're designing creating conditions where more transformative ideas can surface





**DESIGN THINKING | WHY?**

**+ TECHNICAL CHALLENGES**  
**VS.**  
**ADAPTIVE CHALLENGES**



**CLOCKS**

MECHANICAL, FINITE, PREDICTABLE, WELL-DEFINED,  
CONTROLLABLE



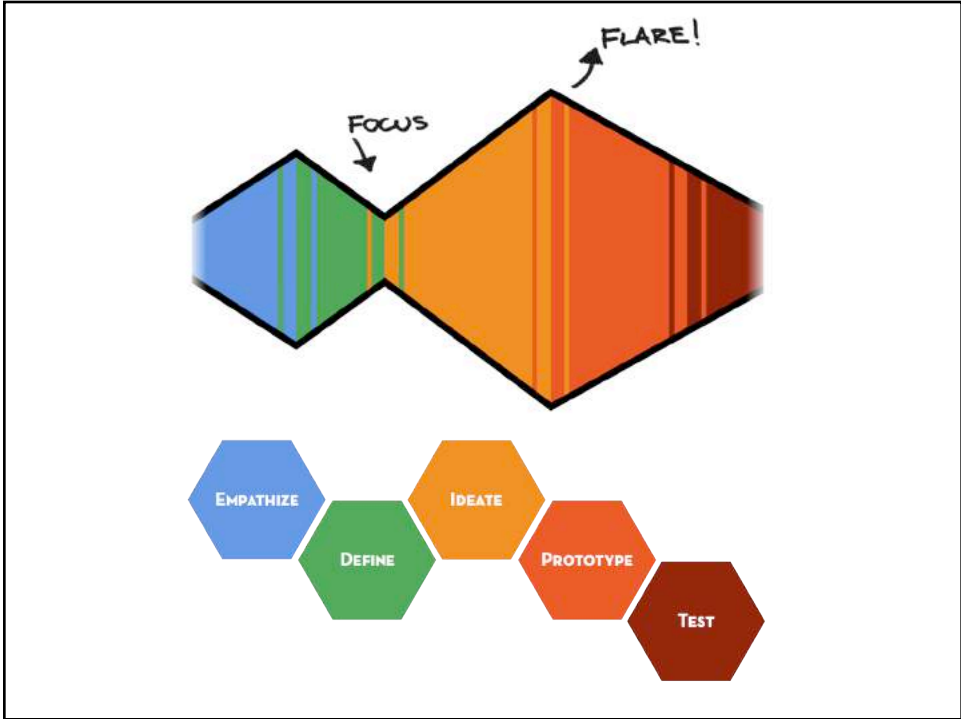
**CLOUDS**

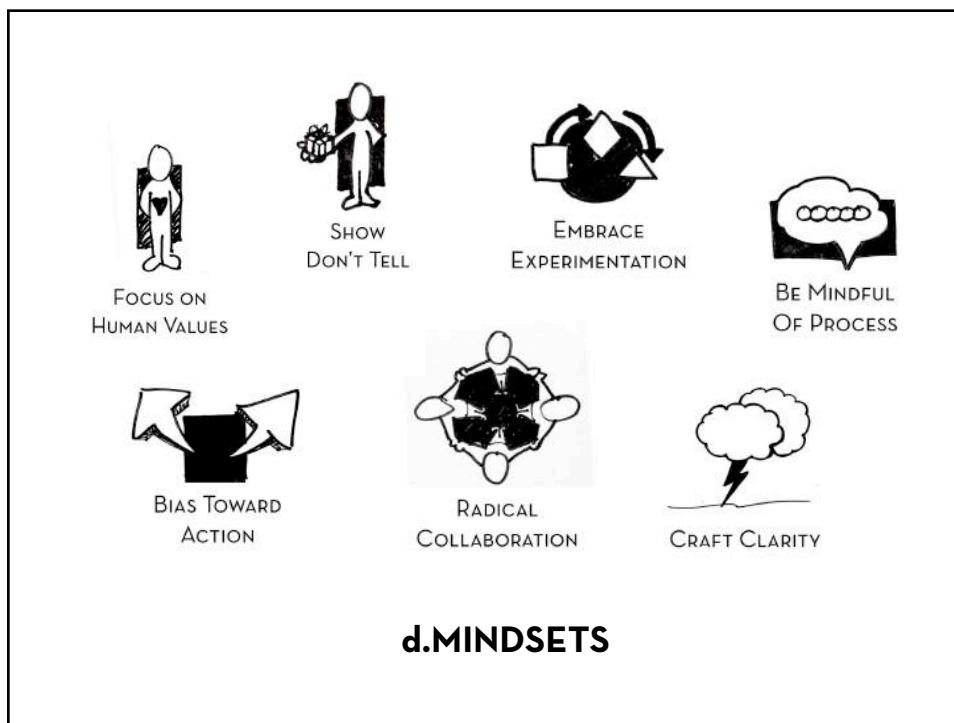
INFINITE, EVER-CHANGING, UNPREDICTABLE,  
HARD TO CONTROL

**+ THE CHALLENGE:  
WE TEND TO USE **CLOCK**  
TOOLS TO ADDRESS  
**CLOUD** ISSUES**

**YOU CAN'T ANALYZE YOUR  
WAY OUT OF **UNCERTAINTY****

# DESIGN THINKING | HOW?





# Brainstorming rules

- #1 **No 'buts'** allowed.
- #2 All ideas are **good ideas.**
- #3 **Time constraints** are your friend.
- #4 Keep the **energy up!**

*Don't stick a pin in others' ideas!*



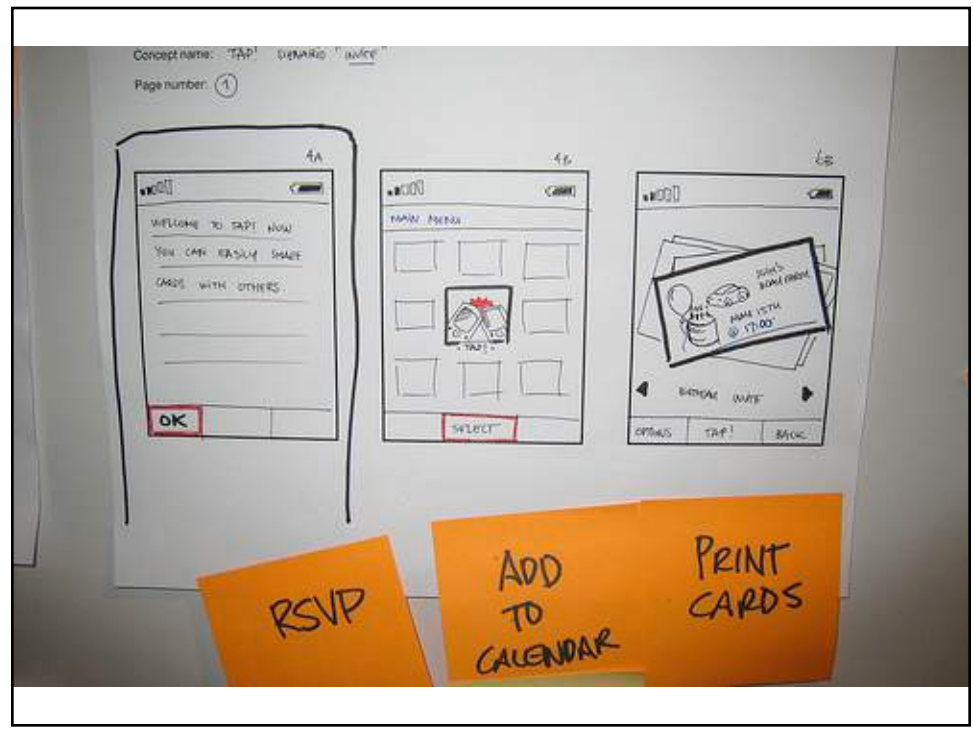
## Prototype

Realize an idea ...  
quickly.

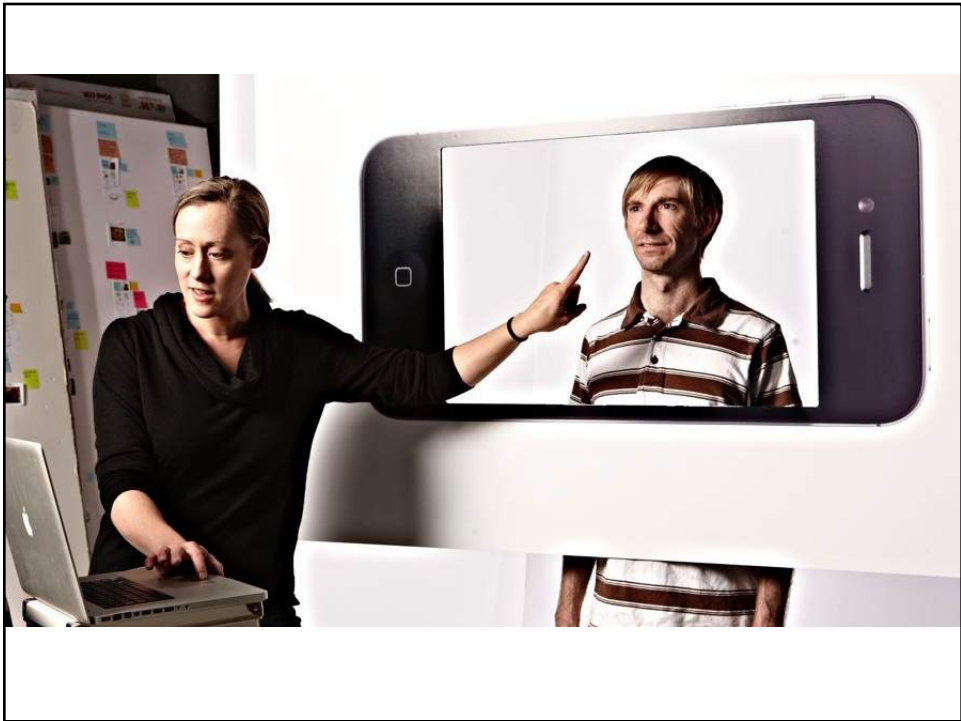
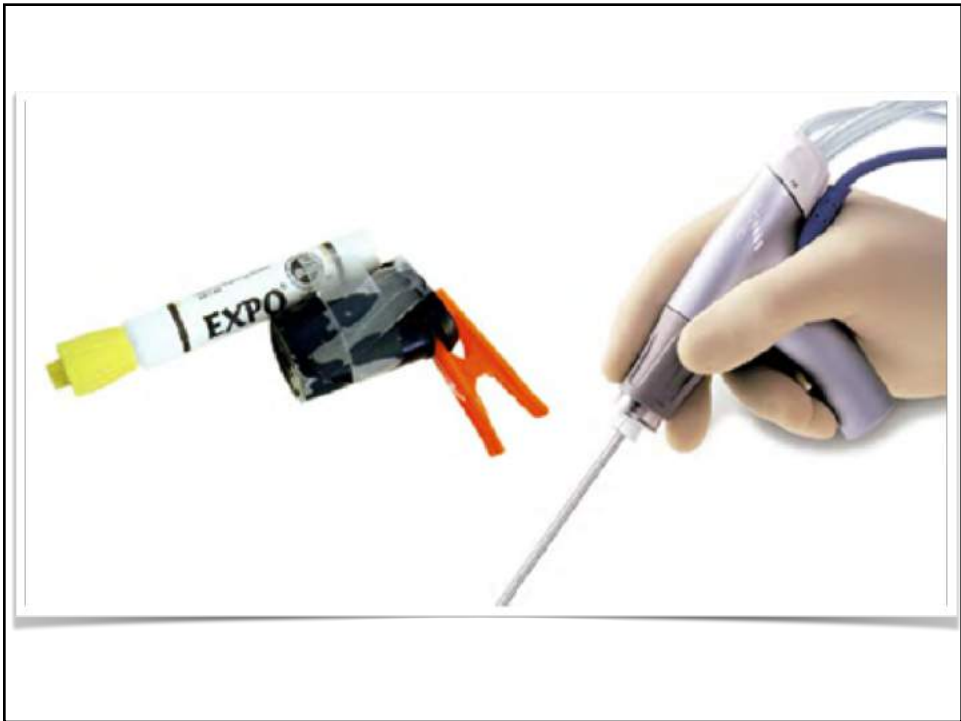
# The keys to prototyping



- #1 Make it **fast!**
- #2 Make it **cheap.**
- #3 Withhold **judgment.**









**PHEW, THAT WAS ALOT!**

