

Scenario-Buffered Design

Oxford Futures Forum, May 31, 2014

**Gerard Drenth
Daniel Grönquist
Peter Hesserda
David Ing
Naomi Stanford
Felix Werle**

How can scenarios and design mutually support each other?

Scenarios



Design

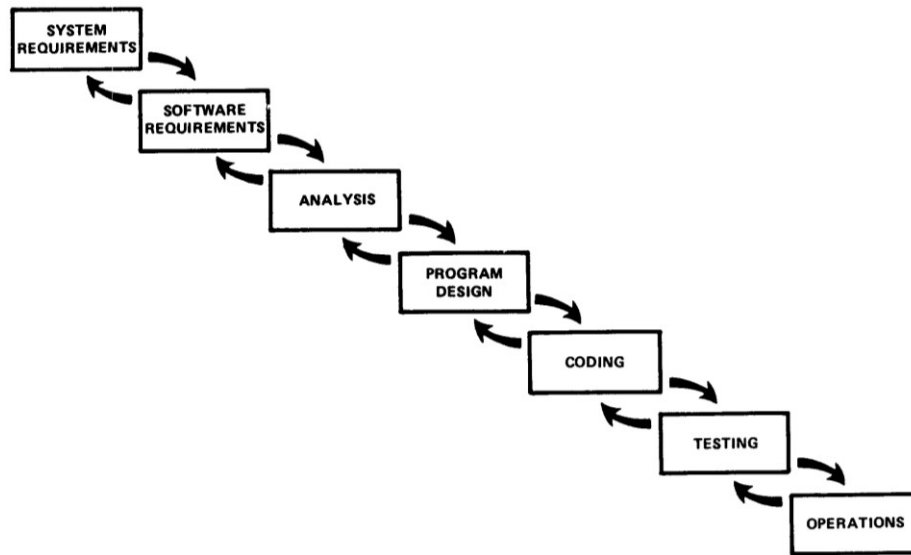
All buildings are predictions. All predictions are wrong.

The product of skilled scenario work is not a plan but a strategy. Where a plan is based on prediction, a strategy is designed to encompass unforeseeably changing conditions. A good strategy ensures that, no matter what happens, you always have maneuvering room [p. 178]

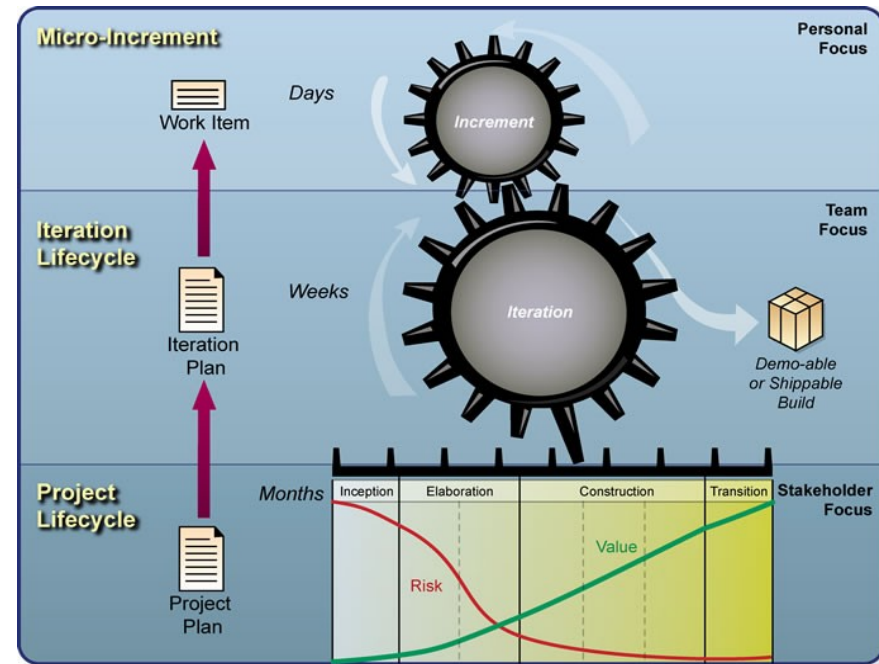
... Following Chris Alexander's formula, there needs to be more money than usual spent on the basic Structure, less on finishing, and more on perpetual adjustment and maintenance. [p. 190]

Brand, Stewart. 1994. *How Buildings Learn: What Happens After They're Built*. New York: Viking. <http://books.google.com/books?id=68DYAAAAMAAJ>

Structured methods (waterfall) vs. agility

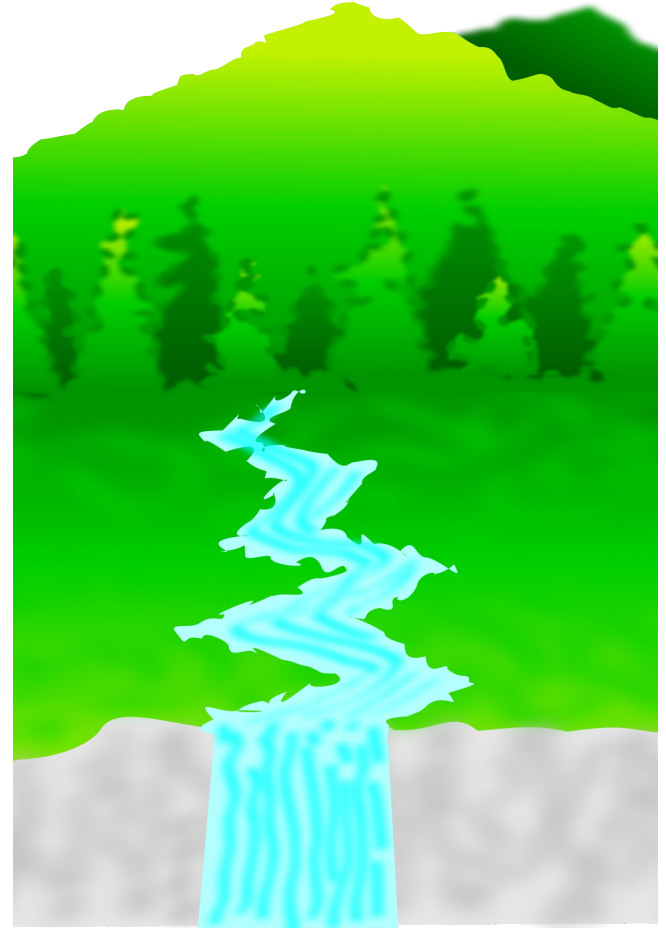
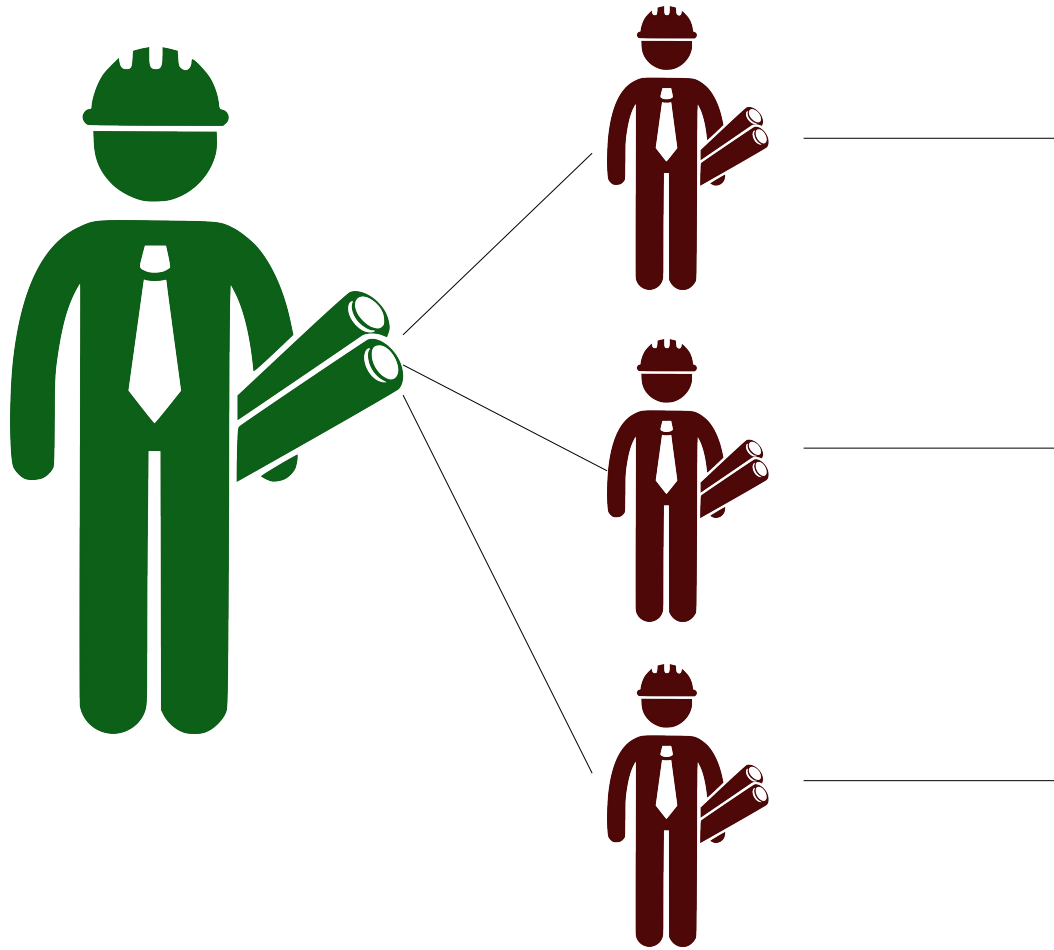


Source: Winston W. Royce, "Managing the Development of Large Software Projects", IEEE Wescon 1970 (Figure 3)

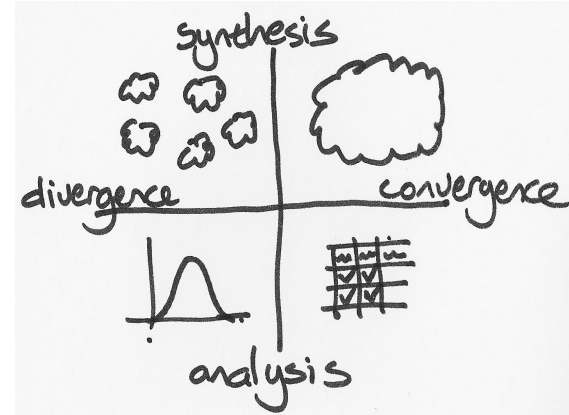
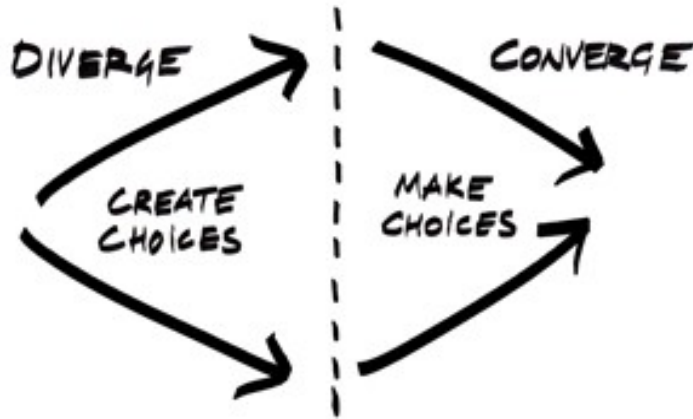


Source: Introduction to OpenUP (Open Unified Process), http://www.eclipse.org/epf/general/getting_started.php

Rechanneling a river?



Design Thinking: Divergent-Convergent, Synthesis-Analysis



Design thinking is different and therefore it feels different. Firstly it is not only convergent. It is a series of divergent and convergent steps. **During divergence we are creating choices and during convergence we are making choices.**

The second difference is that design thinking relies on **an interplay between analysis and synthesis, breaking problems apart and putting ideas together**. Synthesis is hard because we are trying to put things together which are often in tension.

Source: Tim Brown "What does design thinking feel like?" *Design Thinking* (blog), Sept. 7, 2008 at <http://designthinking.ideo.com/?p=51> ; "Why Social Innovators Need Design Thinking", *Stanford Social Innovation Review*, Nov. 15, 2011 at http://www.ssireview.org/blog/entry/why_social_innovators_need_design_thinking .

Designing **with**

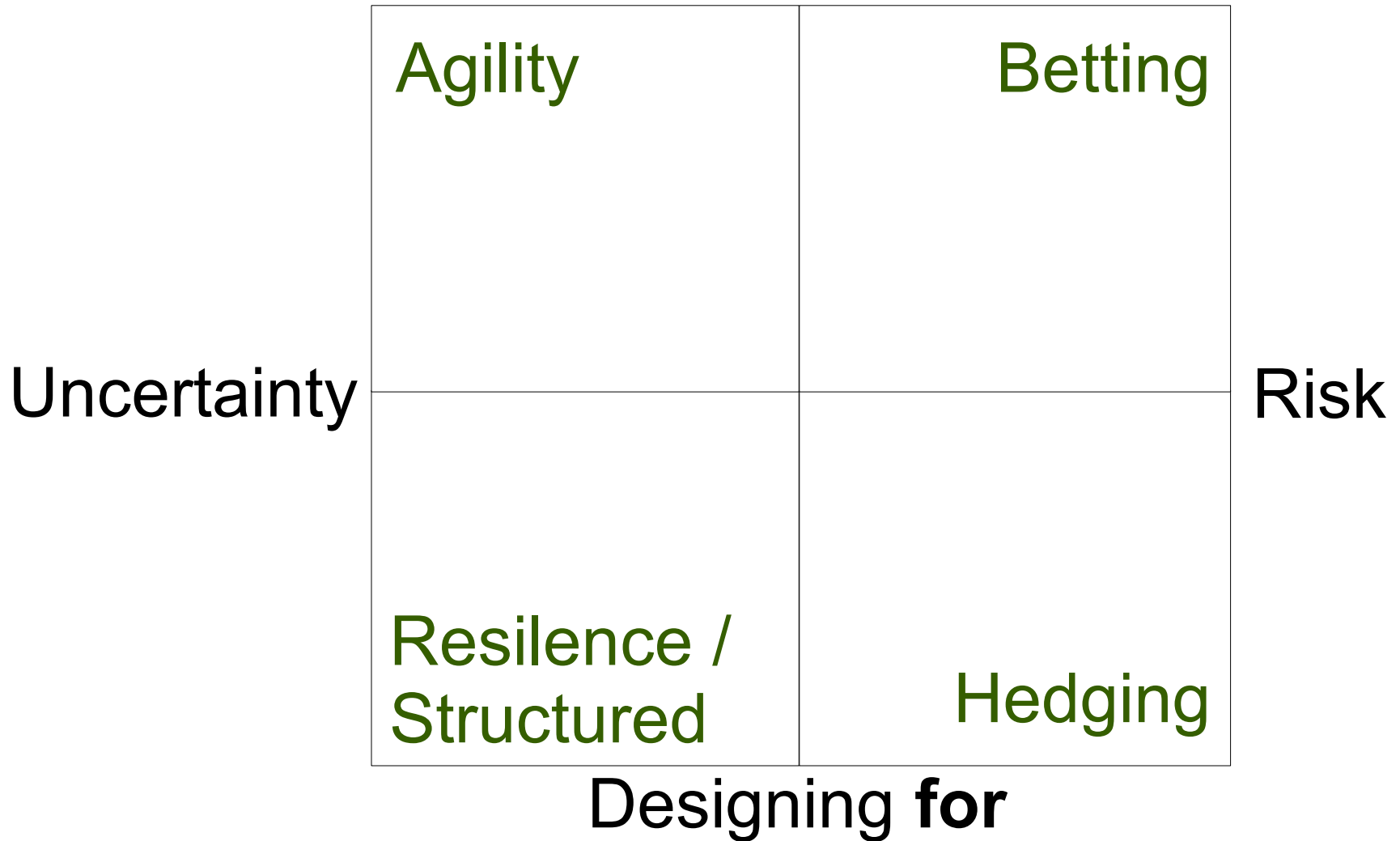
Designing **for**

Uncertainty—————Risk

We suggested in the 2010 Conference that important aspects of what risk professionals call “systemic risk” is actually not a risk: the probabilities are unknown, and the impacts and their boundaries are unknown, so it cannot be a ‘risk’. That term ‘risk’ is used for a situation in which the impact and probability can be known in advance, labelled, priced, traded (bought and sold) and ‘managed’—in other words, risks are domesticated. Treating a situation that is not a risk, as if it were a risk, can contribute to make it feral.

Source: Ramírez, Rafael, and Jerome Ravetz. 2011. “Feral Futures: Zen and Aesthetics.” *Futures* 43 (4). Special Issue: Community Engagement for Sustainable Urban Futures: 478–87. doi:10.1016/j.futures.2010.12.005. <http://dx.doi.org/10.1016/j.futures.2010.12.005> .

Designing **with**



Unfolding futures

