



Reflections through the following filters

- A once-enthusiastic, but eventually disaffected engineering student
- An anthropologist of technology
- A business consultant accountable for “delivering client success”

One view of design

- Manipulation of social, symbolic, and material resources to achieve a particular objective
 - Social (users, user context, stakeholders, organization, etc.)
 - Material (artifacts, tools, etc.)
 - Symbolic (representations, framing, modeling, etc.)

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Trends requiring a broad range of competencies

- Operational efficiencies to “innovation”
- Waterfall development to agile development
- Web 1.0 (presentation / pages) to Web 2.0 (participation / experience)
- Global distributed delivery

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These trends increase the importance of knowing how to work with social and symbolic resources.

- Material: function, cost
- Social: user centered design, participatory design, ethnographic practice, change management, business process design
- Symbolic: generating multiple perspectives on stakeholders' needs, creating compelling narratives for Chief Marketing Officers as well as CIOs

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Competencies in demand

- Organizational mapping and navigation

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 - Team collaboration
 - Rhetorical skills
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- Project management

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- Value assessment

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 - Building networks
- User-centered design
- Professional development
- Project management
- Account management
- Value assessment
- Innovation as a discipline

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Continuing the discussion on repertoires of knowledge, experience, and perspectives...

- Maturity in design: how can this be accelerated?
- Empathy: what methods to focus on human experience as a resource for design?
- Different modes of thinking: what different modes could be employed at what times to what effect?

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Continuing the discussion on repertoires of knowledge, experience, and perspectives...

- Maturity in design: how can this be accelerated?
- Empathy: what methods to help students focus on human experience as a resource for design?
- Different modes of thinking: what different modes could be employed at what times to what effect?

Help students understand themselves and the social contexts they will be applying their engineering expertise.