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## Sommario/riassunto

Die heutige Gesellschaft erbringt Höchstleistungen im Streben nach immer mehr und immer spezifischerem Know-how in den unterschiedlichen Fachbereichen, und die Strukturen in heutigen Unternehmen werden immer komplexer. Dabei ergeben sich an den Schnittstellen Probleme, die eines ganzheitlichen Lösungsansatzes bedürfen. *Creating Desired Futures* definiert Design als kreativ-analytische Methode zur Entwicklung und Erforschung alternativer Lösungen für komplexe Probleme und zeigt auf, dass Design dem aktuellen Bedarf der Wirtschaft an innovativen Strategien in besonderem Maße gerecht wird. In 24 Fachbeiträgen von Designern, Architekten und Vertretern großer Unternehmen wie Nike oder Shell thematisiert das Buch, inwieweit ein solcher designbasierter Ansatz helfen kann, Probleme in Unternehmen zu definieren, einzuschätzen und zu lösen. Dabei werden sowohl konkrete Strategien aus der Praxis, als auch innovative Ansätze aus dem Bereich Unternehmensberatung vorgestellt; Beiträge aus Forschung und Lehre erörtern theoretische Aspekte zum Thema "Design Thinking". Michael Shamiyeh ist praktizierender Architekt mit eigenem Büro (Shamiyeh Associates) und zudem Gründer und Leiter des Design-Organisation-Medien Forschungslabors (DOM) an der Kunstuniversität Linz. Er beschäftigt sich mit der Relevanz des kreativen-analytischen Ansatzes im architektonischen Denken zur Lösung von komplexen Problemen im Bereich Strategic Business Thinking and Innovation. Shamiyeh wurde bereits mehrfach ausgezeichnet, unter anderem mit dem Innovation Prize (2008) des österreichischen Bundesministeriums für Wissenschaft und Forschung sowie dem Future Award (ZuP, 2003) und dem Award für Entrepreneurship (2000), beide verliehen von der österreichischen Regierung.

Today's society is making great leaps in its effort to obtain ever more and ever more specific know-how in various specialties, with the consequence that the structures of today's companies are become increasingly complex. This in turn leads to problems at the points of interface, which calls for a comprehensive approach to solutions. *Creating Desired Futures* defines design a creative, analytical method to develop and explore alternative solutions to complex problems, and it shows that design is particularly well suited to the business world's current need for innovative strategies. In twenty-four essays by

designers, architects, and representatives of large companies such as Nike and Shell, the book shows how such a design-based approach can help define, assess, and solve problems for companies. It presents not only specific strategies from actual practice but also innovative approaches from the world of corporate consulting. Essays by researchers and teachers discuss theoretical aspects of the subject "Design Thinking." Michael Shamiyeh is a practicing architect with his own firm (Shamiyeh Associates) and also founder and direction of the DOM (Design-Organisation-Media) Research Laboratory at the Kunstuniversität Linz. He works on the relevance of creative, analytical approaches in architectural thinking to solve complex problems in the area of Strategic Business Thinking and Innovation. Shamiyeh has received numerous awards, including the Innovation Prize (2008) of the Austrian Federal Ministry for Science and Research and well as the Future Award (ZuP, 2003) and the Award for Entrepreneurship (2000), both awarded by the Austrian government.

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