
FORMULATING

UNDERSTANDING — IDENTIFYING — FRAMING

REPRESENTING

EXTERNALIZING — CONVERSING —
USING MULTIPLE REPRESENTATIONS

MOVING

CREATING PRIMARY GENERATORS —
KINDS OF MOVING — MOVING THE PROBLEM

EVALUATING

OBJECTIVE / SUBJECTIVE REFLECTING-IN-ACTION —
JUDGING ON 3 QUALITIES — SUSPENDING JUDGMENT

MANAGING

REFLECTING-ON-ACTION — BRIEFING —
PURSUING PARALLEL LINES

Figure 3.1

The spectrum of design activities (after Lawson and Dorst 2009).

subjective nature—later, the evaluations can be much more formal and objective. (5) Still, design projects are a challenge to *manage* because they are a mixture of a problem-solving process, creative freedom, and a learning process that is driven by reflection on action. Management challenges are exacerbated by the fact that the project brief is in continuous flux: as the possible design outcomes crystallize, the aims of the project can change.