



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.