

Designing in Circles
Any consideration of sustainable business practice requires an acknowledgment that design works (and easily) within larger systems. The Living Principles framework serves as the means by which design solutions can be developed and evaluated in holistic fashion within such context. This worksheet is intended to facilitate discussion and provide visual evidence of how each principle relates to any given company, organization or endeavor that is under consideration.

To get the ball rolling, try following these basic guidelines:

1. Select an industry vertical or sector for examination (e.g. technology, medicine, hospitality, transportation, curable goods, agriculture, etc). This is the "stage" to be set (and perhaps the Project Name below).
2. Populate this sector with various entities or stakeholders: corporations, non-government organizations (NGOs), government agencies, universities, causes, initiatives, etc. These are the "actors" on the designated stage.
3. If this is a group exercise, assign these actors to the individuals present. To easily delineate the various actors, assign a different color marker to each Project Participant and write them in below.

Project Name
Project Participants

4. Using the Living Principles Scorecard Worksheet (or by consulting the point-based rating system below), assign a "score" for each of the four integrated streams of sustainability. If an actor at each is a score, one should account for each of the twenty-one discreet principles that comprise the four streams.

- 0 **Doing Nothing**
Exactly what it sounds like. Nada.
 - 1 **Exploring Concepts**
You're stuck as far as the water. Reading books, conducting audits.
 - 2 **Implementing Solutions**
You finally have some skin in the game. A prototype, a pilot project.
 - 3 **Exhibiting Leadership**
Everyone else is following your lead, copying what you are doing.
 - 4 **Achieving Restoration**
The holy grail of sustainable practice. High five, your work here is done.
5. Start "designing in circles." As participants move around the web, assigning different scores to the various actors on the stage, they should challenge the scores being assigned by other participants. In the spirit of reciprocity, participants should also be willing to generate challenges to their own scores. What does it mean to explore? To restore? What constitutes a "vision"? What does "good" behavior look like? According to whom? How are differences resolved?
6. Review what is beginning to emerge. Is there consensus in some areas? Dischord in others? Progress on certain principles? Gaps elsewhere? Of the various actors whose activities now wind their way around this grid — are there any relationships worth noting? Possibilities for cooperation?
7. How can you share the results? What action can be undertaken? What next?
8. Repeat as necessary.

The Living Principles Roadmap
Four Streams of Integrated Sustainability // 21 Discreet Principles

Environment
Actions and issues that affect natural systems, including climate change, preservation, carbon footprint and restoration of natural resources.

Design can invent new systems, products, and services that use less and deliver more. It can translate complex concepts into the relevant messages that help people adopt behavioral change.

Behaviors
How can you use this project to promote actions that protect and restore the environment?

Creation
As you consider your project from creation to end use, what materials are you using, and what potential interest or unintended ecological consequences can you foresee, including air quality and water? How can overall energy use be minimized and renewable energy use maximized—in all stages of manufacturing, transportation, and use?

Durability
What is the expected life span of the artifact? Can it be extended? What other use could this artifact have? Can the artifact be easily repaired and reused? Can it be upgraded?

Disassembly
How easy is it to disassemble your product once discarded? Are the materials clearly labeled, the parts easy to take apart? Are they made of only one material or several?

Supply Chain
Can your product be wholly or partially constructed in the location where it will be used? To what extent do your suppliers work sustainably and use clean technologies?

Waste
How can waste be eliminated? When your product's life span is complete, how can you "close the loop," i.e. facilitate the use of materials in continuous cycles?

People
Actions and issues that affect all aspects of society, including poverty, violence, injustice, education, healthcare, safe housing, labor and human rights.

Design can visualize acute needs, raise awareness, prompt public response, and affect policy. It can promote messages of inclusion, equality and empathy, helping to establish harmonious and healthy conditions in which all members of society can flourish.

Impacts
How does the project affect various individuals and communities throughout its life, from makers to users and those involved in its disposal?

Conflicts
Is your product (or any of its components) created by or affiliated with organizations that support issues your audience or client may find objectionable?

Desirability
Is this product actually desired by your customers or stakeholders?

Need / Use
What societal needs does this artifact, message, service or experience fulfil? Is it useful?

Long View
How can this project enhance the lives of its makers and users?

Economy
Actions and issues that affect how people and organizations meet their basic needs, evolve and define economic success and growth.

Design thinking's approach to investigation, analysis, and visualization can create value and opportunities for companies and people across all streams of sustainability.

Systemic View
What are the financial requirements of this project? Who gains economic value from purchasing or using this product or service? Can it provide value above and beyond its intended use?

Metrics
How is the inherent value of the project measured? Is value assessed only in terms of financial profit?

Benefits
What are the short- and long-term economic benefits of incorporating sustainable solutions?

Transparency and Truth
Can you communicate transparently about every aspect of the project? Are you promoting your work, your organization, or your client beyond the actual value that is provided?

Waste = Food
Can your raw materials come from someone else's waste? Can your waste become someone else's raw material?

From Product to Service
Is there an opportunity to create a rental, leasing, or service model for this product?

Culture
Actions and issues that affect how communities manifest identity, preserve and cultivate traditions, and develop belief systems and commonly accepted values.

Design can cross cultural barriers to promote universal understanding. It can deliver a compelling view of sustainability that ensures its assimilation by a broad array of people. And at its best, it can shift consumption and lifestyle aspirations, literally changing the definition of prosperity.

Visions
In what ways can this project compel people to make more sustainable lifestyle choices?

Meanings and Reactions
What meanings do your project communicate, and how are your customers and stakeholders acting upon them? What emotional reactions could they have? Is there any way they could react negatively?

A Systemic View
What attitudes and values does your project promote, both in its intention and its creation and execution? How does this project take into consideration the unique needs of various cultures?

Diversity
How can this project promote cultural diversity?

Appendix
Related support items include (available as PDFs from the Living Principles site):
Living Principles // Project Scorecard Worksheet
Living Principles // Large Format Poster
Living Principles // Framing Cheat-Sheet
Living Principles // (Moo-Friendly) Business Card File

See additional spiderweb visualizations in action at:
<http://www.siaminc.com/enry/coll/greenidynodes.htm>

