



Book Key Takeaways

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Main Idea

Design thinking starts with people rather than technology or business constraints, and it is at its best when it combines what is **desirable, technically **feasible**, and business-**viable**.**



Human-Centricity

People often cannot explain what they need because they have already adapted to their challenges. Observing how they behave reveals unmet needs that traditional market research rarely identifies.



Three Constraints

**Successful innovation
balances three constraints.**

Desirability: Do people want it?

Feasibility: Can we make it?

Viability: Can the business sustain it?

**Most start with technology
or business. Innovation
should start with people.**



Divergent/Convergent Thinking

Divergent thinking generates possibilities. Convergent thinking selects among them. Better ideas usually emerge only after exploring many alternatives.



Think with Your Hands

**Prototypes are built to learn,
not to demonstrate. Making
ideas tangible exposes weak
assumptions, reveals better
alternatives, and prevents
costly mistakes later.**



Three Spaces of Innovation

Inspiration identifies the opportunity. **Ideation**

generates and tests

possibilities. **Implementation**

turns ideas into reality. These

are not sequential stages.

Learning in one space often

reshapes the others.



T-Shaped People

Innovation needs T-shaped people, who combine deep expertise with the curiosity to collaborate across disciplines. Interdisciplinary teams create shared ownership instead of protecting functional silos.



Designing Experiences

People experience systems.

Products are only one touchpoint within a broader experience. Design thinking therefore extends beyond products and services to organizations, systems, and human interactions.



So What?

**Observe more carefully,
prototype earlier,
collaborate across
disciplines, and keep people
at the center of everything
to create meaningful and
successful innovation.**