Mindset (Worldview & Values)		Posture (Approach)
Dominant	**Holistic**	**New**
World Metaphor: World as a machine; 'parts' and are separate and independent of each other.	**World Metaphor**: World as a living organism; 'parts' are self-organizing, interdependent, mutually influencing and reinforcing and co-evolving.	Posture of **humility, reverence for nature** and acknowledgement of human ignorance (we can never fully understand or 'manage' complex natural or social systems); any action may have unseen short and long-term ramifications. Actions and solutions are conceived with **welfare of the natural world and future generations** in mind.
Human Presence: humans are viewed as separate from, and superior to, other forms of life and the natural environment.	**Human Presence**: humans are viewed as part of an interdependent web of life that includes other species and the natural environment.	
Nature: is viewed as a storehouse of resources for human use and consumption.	**Nature**: is viewed as the context for human life; human health is directly connected to the health of the natural environment.	
Timeframe: Conceives actions in short horizons of time with the welfare of self and present generation in mind.	**Timeframe**: Conceives actions in long horizons of time with the welfare of present and future generations in mind.	
Environmental & Social Crises: (if acknowledged) are viewed as things that can be fixed within existing socio-economic-political paradigms through technology, economic growth and 'business as usual'.	**Environmental & Social Crises**: are viewed with optimistic grumpiness; dissatisfaction with status quo and a sense of urgency combined with the belief that positive change is possible but only within new, alternative paradigms.	Posture of action and **sense of urgency tempered with patience** to carefully observe short-term ramifications of actions and consider their **long-term implcations**. Commitment to the development of radically alternative socio-economic-political forms.
Individual vs. Community: focus is placed on the individual and their own self-fulfillment with an emphasis on material wealth/possesions.	**Individual vs. Community**: focus is placed on community and fulfillment through interdependence, reciprocity and belonging.	Willingness and desire to **collaborate** and foster **positive interactions among groups** is seen as an essential skill.
Business & Economy: are viewed as the context for everyday life. Focus placed on career, earning power and personal identity/reputation. Disciplinary expertise and individual achievement is highly prized.	**Business & Economy**: everyday life is viewed as the primary context for problem solving. Business and the economy exist to satisfy human needs, without compromising the ability of other species/ future generations to meet theirs. Focus placed on quality of life and the bonds of community. Disciplinary expertise is best realized through trans/cross-disciplinary collaboration.	Commitment to **balance in one's own life** and others' lives. Ability to **collaborate effectively in transdisciplinary groups** is seen as a vital skill and source of satisfaction/reward.
Problem Solving: focuses on individual parts (decontextualization), emphasizes and values disciplinary expertise, strong belief in linear cause-and-effect outcomes, predictability and control and priviledges quantifiable and replicable results.	**Problem Solving**: focuses on understanding the whole system (context) in order to solve for a part, emphasizes transdisciplinary collaboration and understanding the emergent (and therefore unpredictable) properties of social and natural systems, priviledges qualities and values.	Embraces **transdisciplinary knowledge and collaboration** as the optimum basis for coordinated action and problem solving. Involves **posture of tinkering** or 'shepherding' solutions into existence.
Competition vs. Cooperation: belief in competition and proprietary knowledge as the pathway to success. Effective action and solutions take place within the dominant, single bottom line economic paradigm/marketplace.	**Competition vs. Cooperation**: belief in cooperation and open source information/knowledge ('the commons'). Effective action and solutions are conceived within alternative economic models.	Commitment to **sharing information and knowledge** as the basis for improving conditions of the whole (society and the environment). **Generosity** and sharing are seen as essential attributes.
Predictability & Control: sees lack of order and chaos as a problematic and something to be 'fixed'. Pre-conceived solutions based upon predicted outcomes are 'imposed' within top-down, often centralized structures.	**Predictability & Control**: sees chaos as a rich bed of possibilities where new forms of order and behavior arise spontaeously and unpredictably at the grass roots level. These dynamics can be leveraged/amplified in the formulation of solutions but change cannot be predicted or controlled.	Posture of **watchful anticipation** and willingness to look for the clues for how to act in the system itself. **Trust** that the **seeds of solutions are already present** in what is perceived as chaos
Ambiguity & Uncertainty: viewed as an undesirable state and/or as a problem to be solved.	**Ambiguity & Uncertainty**: viewed as a natural component of the process of change within social and natural systems.	Posture of **flexibility and comfort with uncertainty** combined with a desire to be **grounded, yet open to new ideas** and ways of acting
Designers' Role: designers see themselves as expert practitioners and problem-solvers, working alone or in positions of leadership within cross-disciplinary teams.	**Designers' Role**: designers see themselves as change agents and catalysts for positive social/environmental change in a co-design process that involves both leadership and followership.	Posture of **humility and an openess** to both lead and be led, commitment to be aware of **when one has stepped out of one's domain of expertise**.
Pace: emphasis on face-paced processes that arrive at solutions quickly and efficiently; time is money.	**Pace**: emphasis on a slower, mindful approach and consensus building with multiple constituencies. Focus on development of longer term solutions.	Posture of **patience and a willingness to learn** and acknowledge what one doesn't not know.

Terry Irwin, Carnegie Mellon University, 2015. Originally developed for Design & Culture Journal, 9.15.