INTENTIONAL PRODUCT LEADERSHIP

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THE 4TH INDUSTRIAL REVOLUTION

MOBILE INTERNET

AUTOMATION

ARTIFICIAL INTELLIGENCE

KLAUS SCHWAB
FOUNDER OF THE WORLD ECONOMIC FORUM, 2016

Inside the New Industrial Revolution
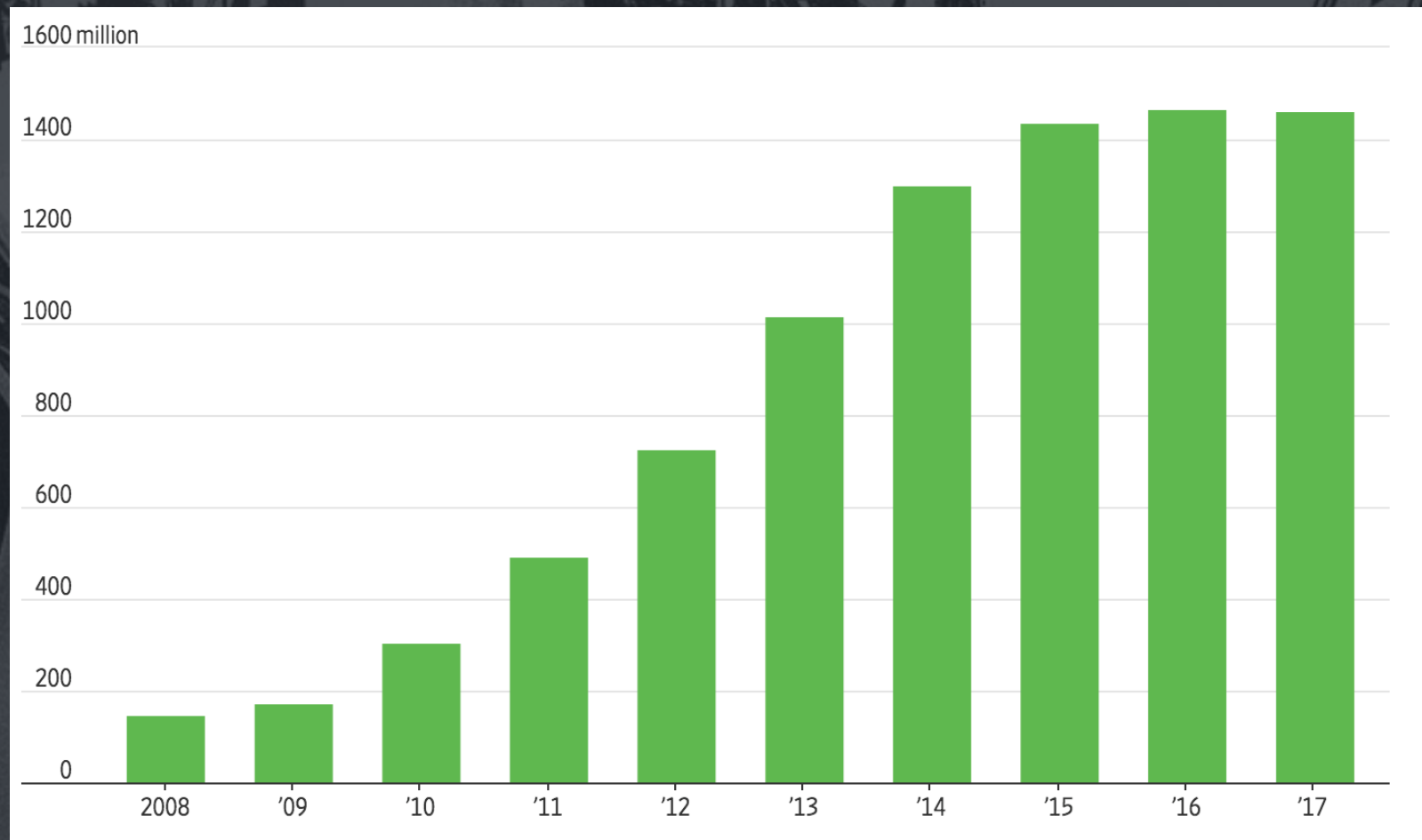
The mobile internet, automation and AI will have profound implications. Here's a closer look at how the old and new economies compare.
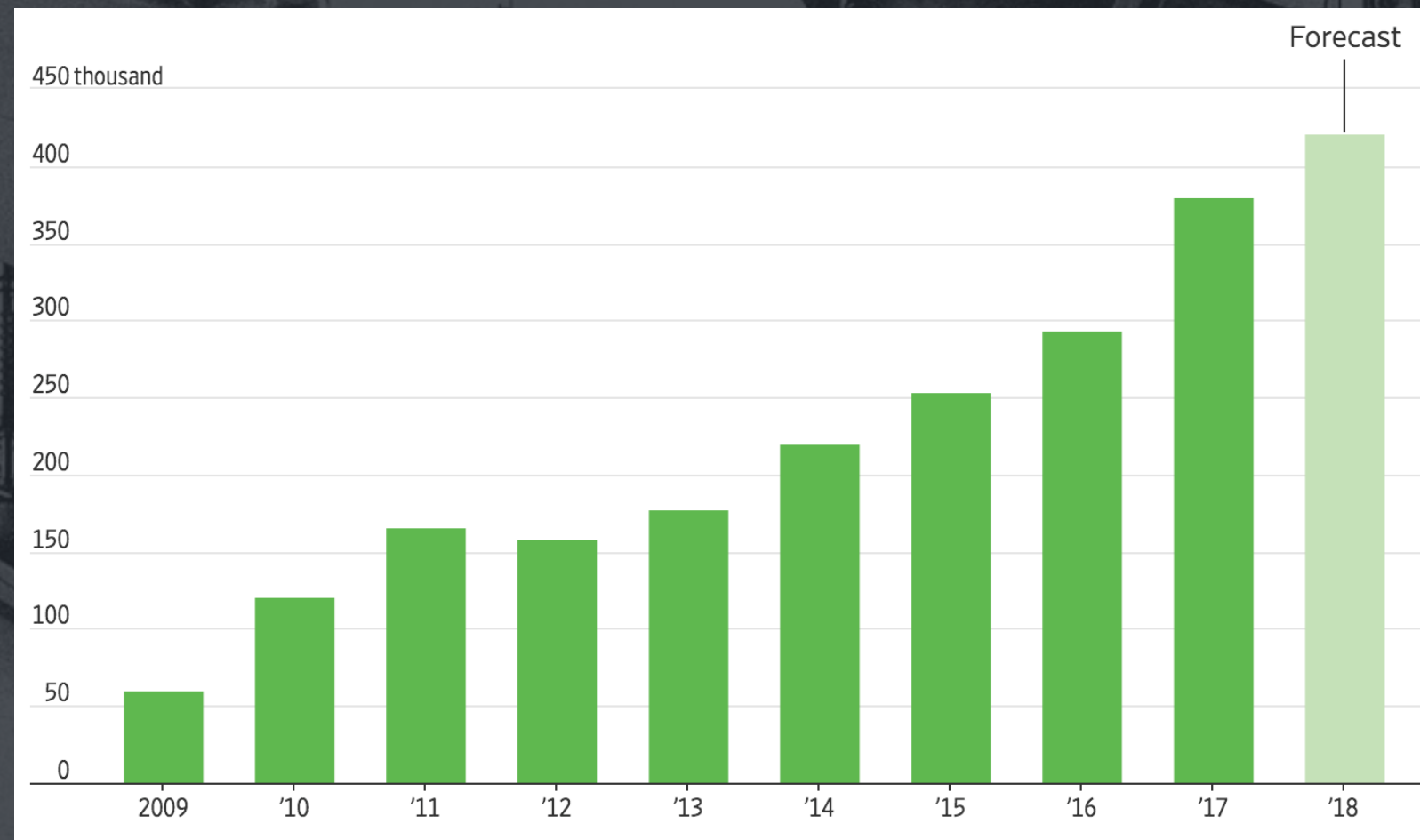
WALL STREET JOURNAL

MOBILE INTERNET
GLOBAL SMARTPHONE SHIPMENTS

1600 million

1400	
1200	
1000	
800	
600	
400	
200	
0	2008 '09 '10 '11 '12 '13 '14 '15 '16 '17

Source: IDC

AUTOMATION
SHIPMENT OF ROBOTS

450 thousand

Forecast

400	
350	
300	
250	
200	
150	
100	
50	
0	2009 '10 '11 '12 '13 '14 '15 '16 '17 '18

Source: International Federation of Robotics

ARTIFICIAL INTELLIGENCE
MENTIONS OF ML IN ACADEMIC PAPERS

100 thousand

90	
80	
70	
60	
50	
40	
30	
20	
10	
0	2009 '10 '11 '12 '13 '14 '15 '16 '17
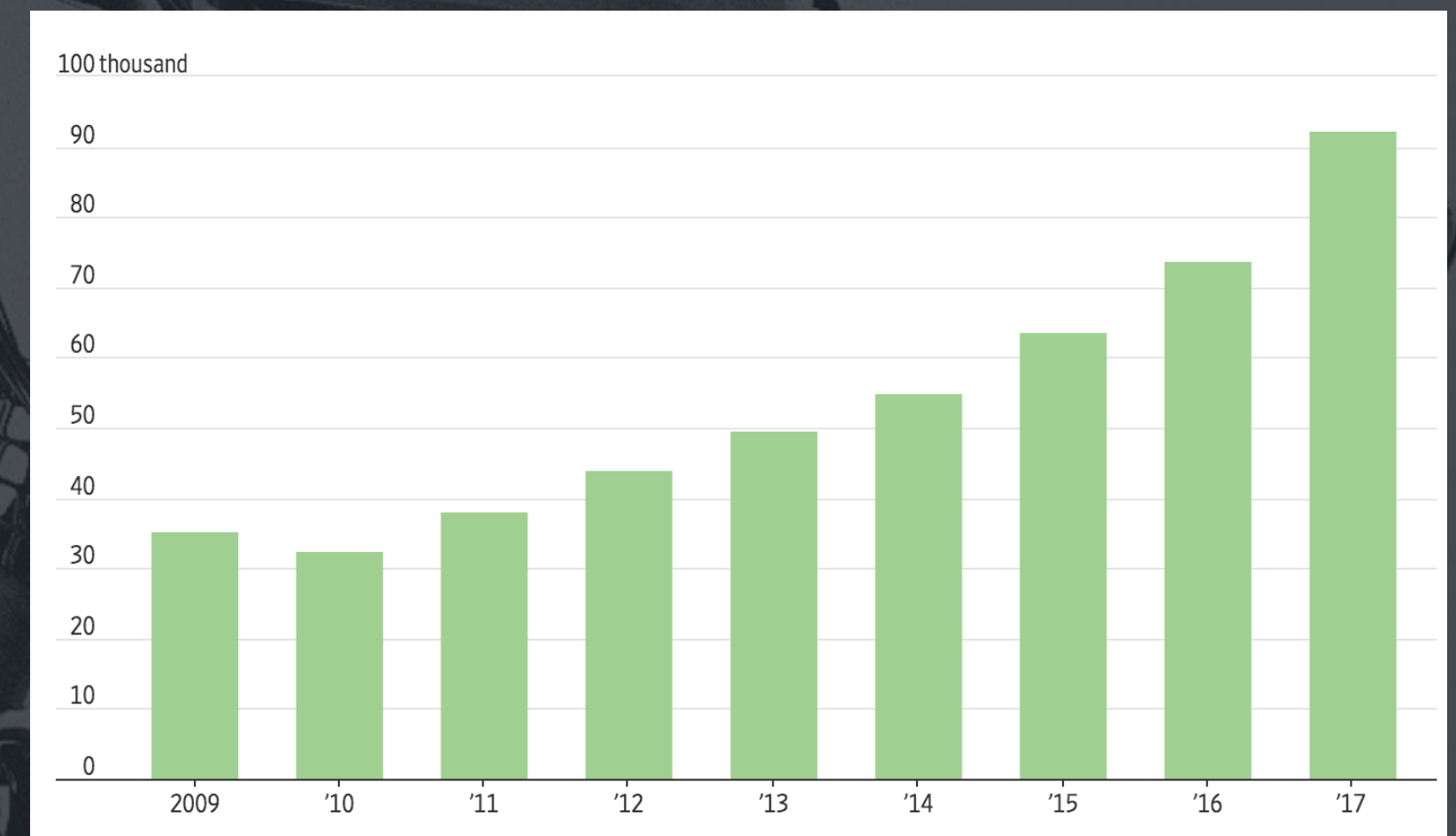
Source: Dimensions

Every company across every industry is now compelled to reconsider their traditional ways of doing business to keep pace with rapidly changing technology and consumer expectations.

The convergence of digital technologies with breakthroughs in materials science and even biology means we're seeing an emergence of entirely new ways in which to live and what it means to be human.

We're either witnessing the end of work as we know it or "merely" a profound transformation of what jobs humans do.

CHRIS MIMS, WALL STREET JOURNAL

What does a profound transformation of

what jobs **[product leaders]** do *look like*?

And how might we

prepare ourselves

to meet these challenges?

EVOLVE
PRODUCT LEADERSHIP
1

EXPAND
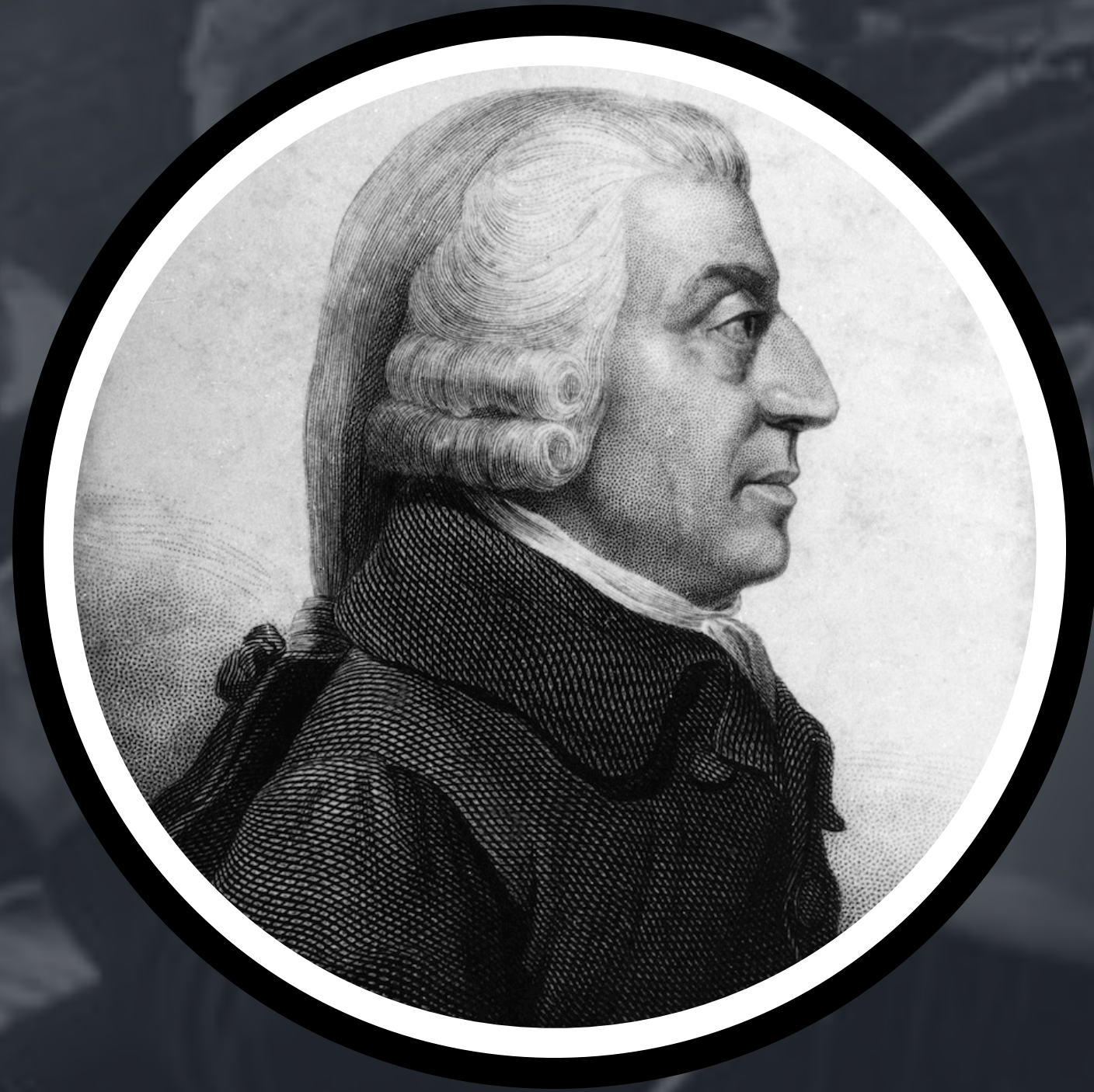## THE DESIGN PRACTICE
2

ELEVATE
DESIGN MATURITY
3

EVOLVE

PRODUCT LEADERSHIP

1

LEGACY MANAGEMENT

- Operations

- Delivery

- Division of labor

- Activity: Staying Busy

- Having all the answers

- Quality control

- Execution

- Logistics

Most managers have been either explicitly or implicitly trained to think in terms of accomplishing **fixed goals, tasks, and deliverables in a predictable world...**

AMY EDMONSON

HARVARD BUSINESS SCHOOL

…We all know we're not in that kind of world — and yet the fundamental mindset and skills of management work best for **fixed, understandable, reasonably predictable deliverables.**

AMY EDMONSON
HARVARD BUSINESS SCHOOL

FIXED GOALS

- Specs must be heavily documented so management approves and development teams begin work
- Linear approach: Step by step design process, often in separate silos
- Only focused on delivering something on time and to spec

FIXED TASKS

- Rote methods prioritizing consistency in approach and execution

FIXED DELIVERABLES

- Deliverables don't change based on what teams learn

PREDICTABLE

- Risk averse
- Designing the planned thing
- Research only confirms decisions or suggests cosmetic changes

DETERMINE SUCCESS BY:

- Did the boss like it?

- Does it meet all the requirements?

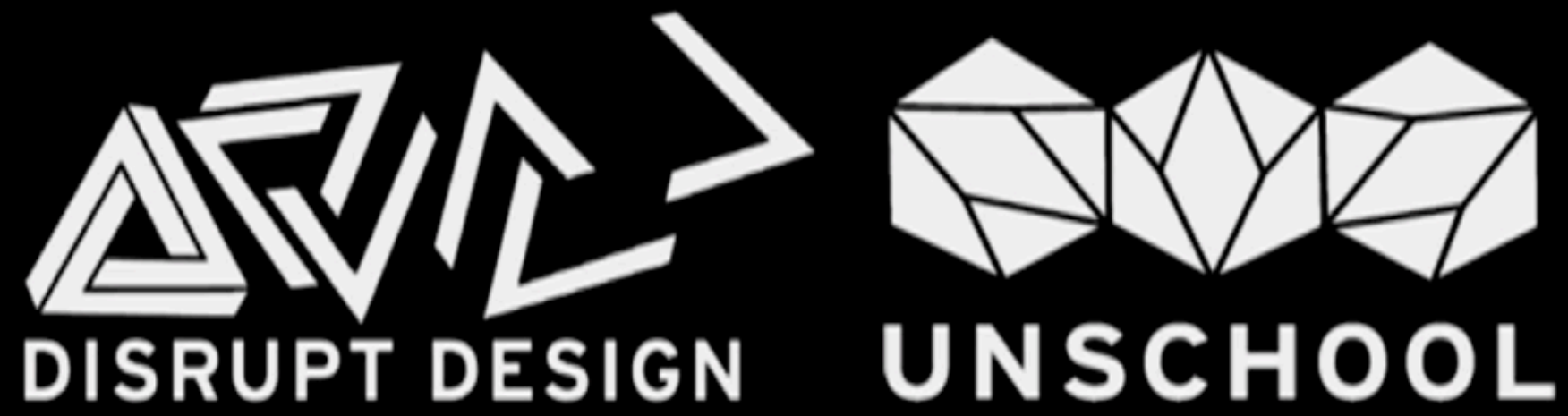- Did we hand it off on time?

- Did dev have to make changes?

The complex, transformative, and distributed nature of the 4th Industrial Revolution demands a **new type of leadership** Schwab calls **Systems Leadership**.

TOOLS OF A SYSTEM THINKER

DISCONNECTION   INTERCONNECTEDNESS

LINEAR   CIRCULAR

SILOS   EMERGENCE

PARTS   WHOLES

ANALYSIS   SYNTHESIS

ISOLATION   RELATIONSHIPS
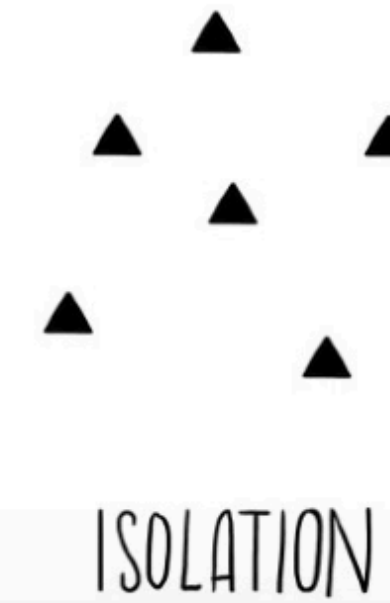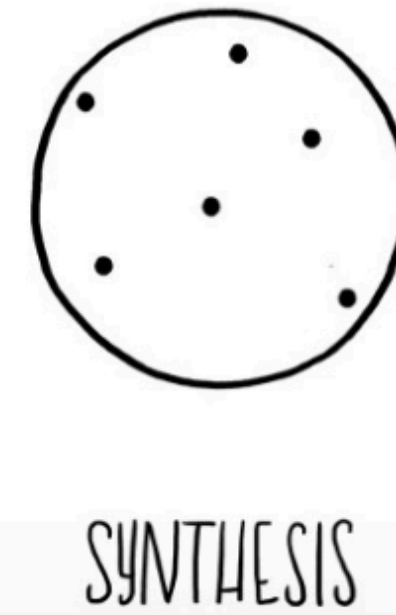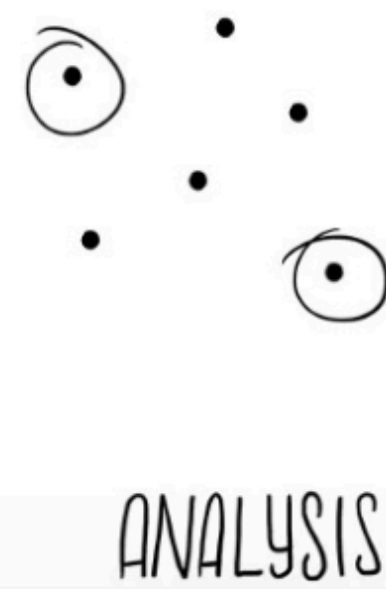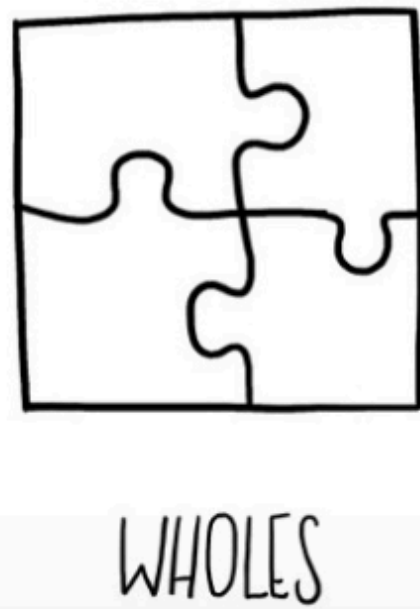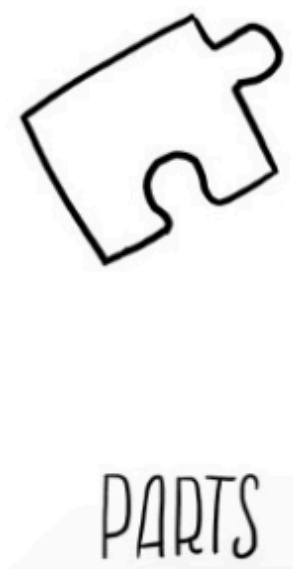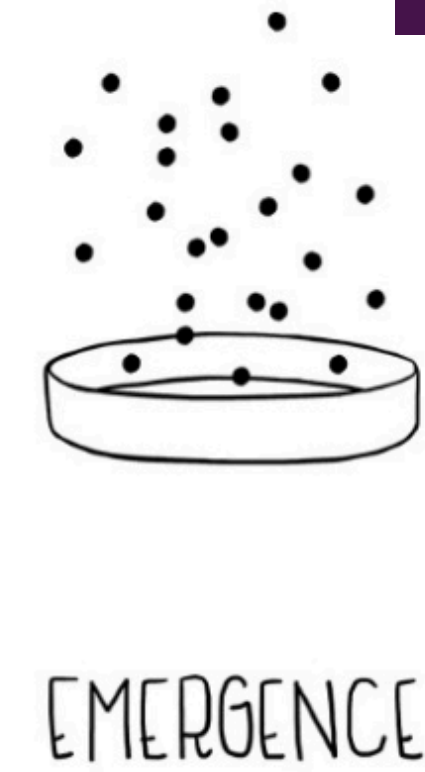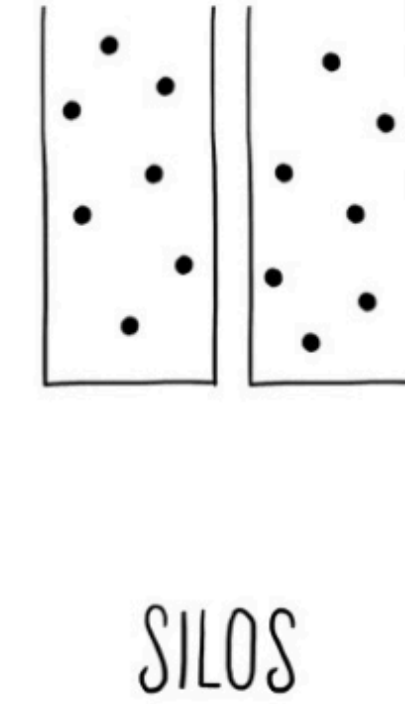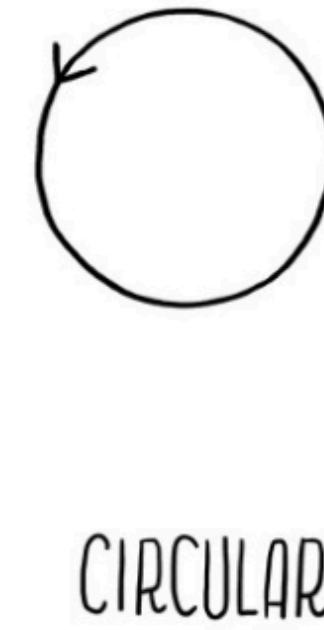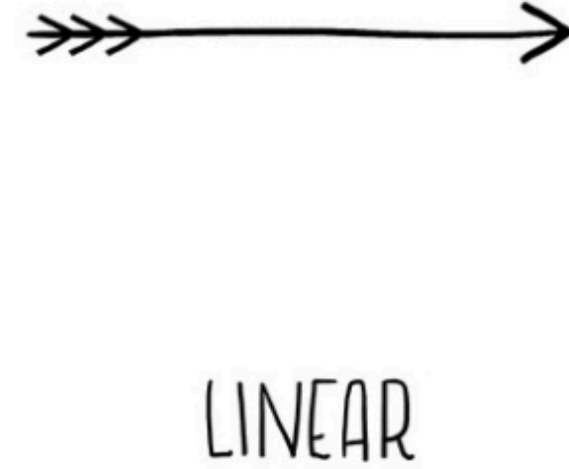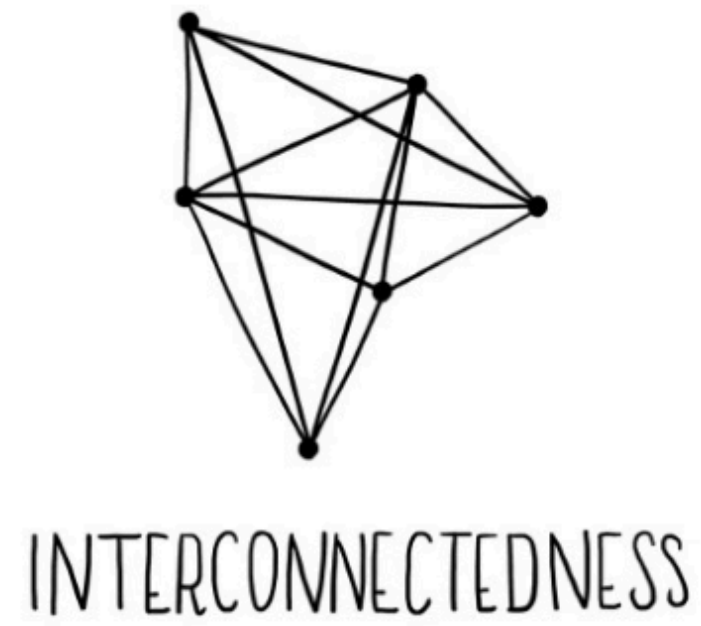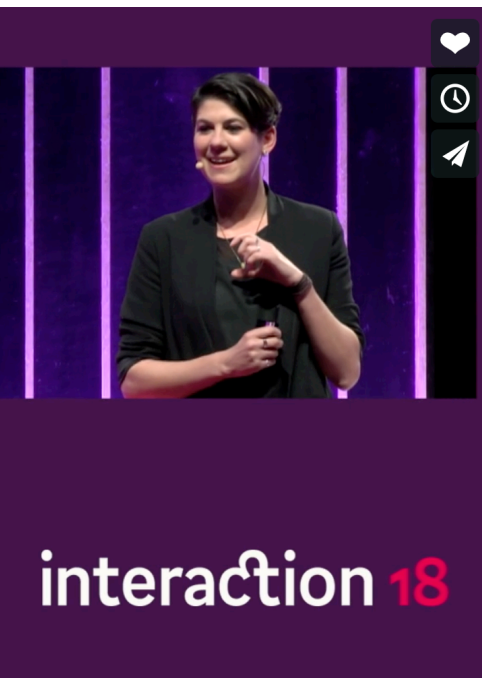
INTERCONNECTEDNESS VS DISCONNECTION

- Emphasize a clear vision and north star
- Show how design work drives business value
- Diverse teams involved sooner

CIRCULAR VS LINEAR

- Map experiences beyond just the perceived beginning and end of use

EMERGENCE VS SILOS

- Monitor behaviors that change over time via multiple feedback loops
- Review research with cross-functional teams to make sure findings reflect reality
- Promote—not just tolerate—new or unexpected outcomes when co-designing with colleagues, partners, customers

WHOLES VS PARTS

- Interview more than just direct users—include 2nd & 3rd roles
- Map multiple touchpoints of the larger ecosystem
- Monitor organizational alignment goals, priorities, and milestones

SYNTHESIS OVER ANALYSIS

- Embrace individual ideas to be evaluated by the group
- Promote double-loop learning

RELATIONSHIPS INSTEAD OF ISOLATION

- Self-aware of their own position relative to others
- Cognitive humility: asking questions is ok
- Foster psychological safety

DETERMINE SUCCESS BY:

- Did it create positive business value?

- Does it create an impact?

- To whom are these results important?

- Did we learn anything unexpected we must address now?

- Where else can we drive change (instead of react)?

LEGACY MANAGEMENT

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MODERN MANAGEMENT

- Ensuring delivery of high impact, high quality work

- Identifying, sponsoring, and coaching teammates

- Creating a work environment conducive to flexible, remote, and distributed work

- Building and nurturing a diverse pipeline of prospects & candidates for future growth

- Nurturing a psychologically safe environment

- Sustaining an inclusive team culture

- Articulating roles, responsibilities, growth, and outcomes for career paths across junior, senior, team lead, and other roles

- Defining the hiring process, including interviewing practices, establishing bias-free compensation bands, and onboarding into the organization

LEGACY

REACTIVE

MODERN

DELIBERATE & INTENTIONAL

STARTING NEXT WEEK

1 Monitor a psychologically safe environment through frequent 1:1s, skip levels, surveys, and change in team behaviors.

2 Define and evangelize what management and leadership mean to you, your team, and your org.

3 Include diverse teams sooner in kickoffs, research, vision exercises, journeys

4 Map goals that stakeholders want, that they're measured by, and tailored to your culture (engineering, sales, product, etc)

INTENTIONAL 1:1'S

1

- Collaborative agenda shared in advance

- Don't just rely on "So how are things going?"

- Don't have to be only once a week

- 'Open door policies' shift the responsibility

- Set actionable goals for the next week

- Conduct skip-level meetings with your teams and x-functional stakeholders at least monthly

DEFINING LEADERSHIP

2

- How you define quality

- How you define design & product roles

- How you work with other teams

- Why your process works

- How other teams succeed or fail

INTENTIONAL COLLABORATION

3

- Encourage more people to learn about your domain and ecosystem by including diverse teams sooner

- Notice who asks questions, who sticks to the agenda, and who is watching the clock

- Reinforce shared goals, intended outcomes, and how you'll know you're on the right track, and what options you have to change course
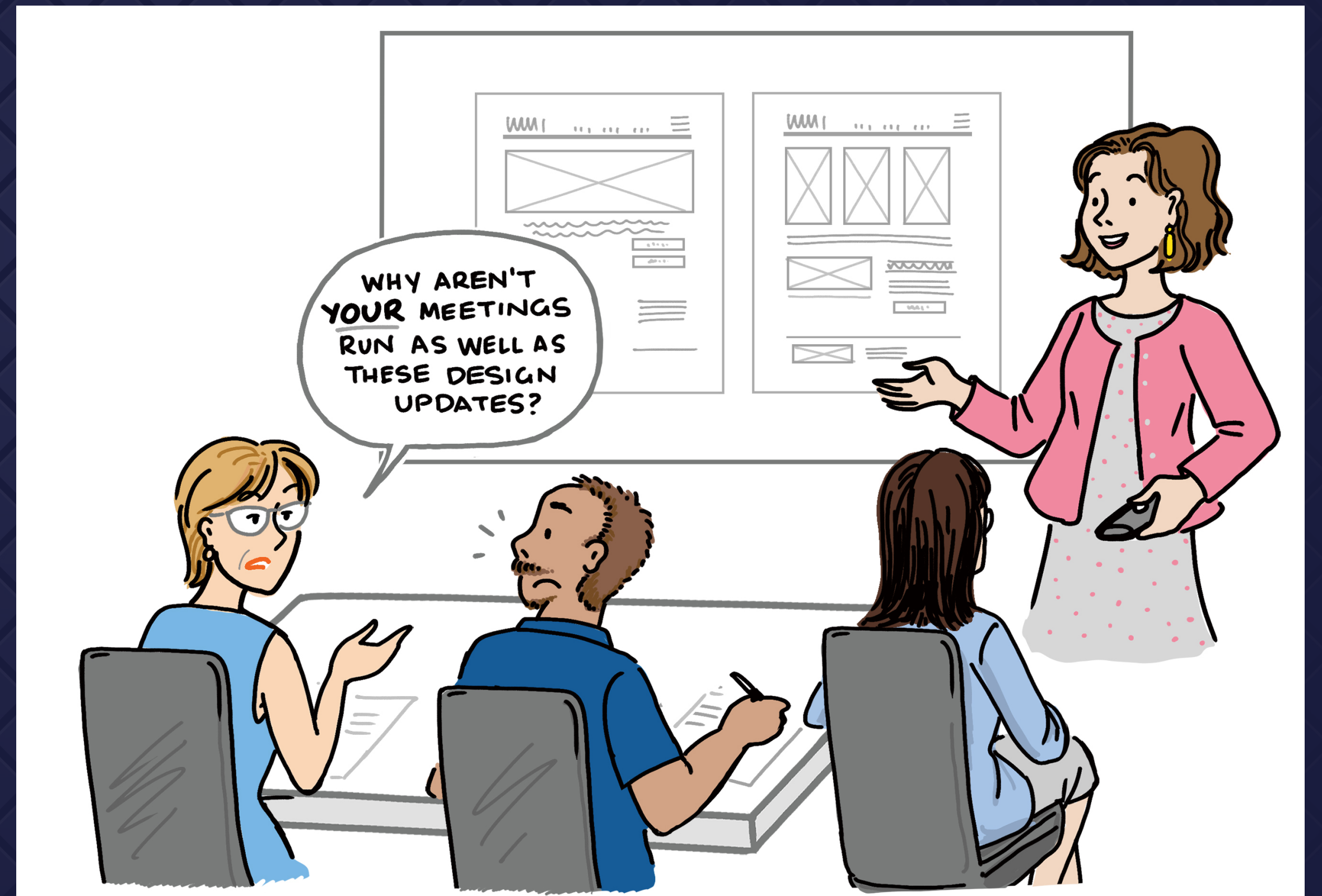
DELIBERATE ALIGNMENT

4

- Understanding how teams and leaders are incentivized reduces surprises later

- Know the culture and tie your goals and accomplishments to those goals (sales, engineering, science/r&d, etc)

- Relying on UX-centric metrics or qualitative research interviews in an org unfamiliar with how those are measured can lead to lack of trust or dismissing important useful info

EXPAND
THE DESIGN PRACTICE

2

32%

Source: Bureau of Labor Statistics

THE WALL STREET JOURNAL.

Scaling the design practice means establishing, governing, and evangelizing the practices, norms, and methods for how design should be done at your organization, as it grows beyond your original remit across lines of business and products, even if it's not you directly managing the output or outcomes

When we talk about scaling a business, we're not just talking about growing it. We're talking about **improving its ability to handle growth**.

REID HOFFMAN
BLITZSCALING

PROMOTE

CONNECT

GOVERN

DELIVER

TRUST

LINES OF BUSINESS, PRODUCTS, BUSINESS UNITS

Find inefficiencies in similar activities
Spin Design Ops into own practice/team/role
Empower new design leaders
Hire Specialists
Evangelize thought leadership
Show improvement via sales, retention, margin, revenue, etc

Empower new design teams
Evangelize, educate
Identify new allies, skeptics, etc
Show successes at portfolio level, not product level
Continue identifying new leaders
Research and advise on innovation, new ventures

Introduce/Reinforce UCD methodology
Share User Research
Identify High Performers
Begin designing for re-use
Hire Generalists
Foster relationships w/ secondary stakeholders
Create checkpoints for ethics
Establish measures for design quality:
metrics, KPI, OKR, analytics

Observe & Listen
Assess Skill Levels
Learn the business
Identify allies, promoters, skeptics
Build rapport w/ primary teams
Understand the hierarchy

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PROMOTE
DELIVER

LINES OF BUSINESS, PRODUCTS, BUSINESS UNITS

Your product team   ???
· · · · · · · · · · · · · · · ·

then prioritize

TRUST

- Observe & Listen
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DELIVER

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GOVERN

- Find inefficiencies in similar activities
- Spin Design Ops into own practice/team/role
- Include diverse teams in design system committees
- Position governance as a way to avoid problems later, not a power grab

CONNECT

- Include diverse teams sooner and more frequently
- Share user research
- Show how your work can be reused to solve others' problems
- Use co-design practices in journeys, research, etc
- Use design systems as a bridge

PROMOTE

- Evangelize thought leadership
- Identify new allies, skeptics, etc
- Show successes at portfolio level, not product level
- Keep recent case studies nearby
- Speak at internal events

Your product team

Other business units with no design presence

then prioritize

TRUST

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Your product team

Other designers in other teams

then prioritize

TRUST

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STARTING NEXT WEEK

1 Complete a Design Team Charter so your team maintains an identity articulating who you are, what you do and don't do

2 Start standardizing how you screen, interview, offer, hire, and onboard your teams, so other teams can rely on your intentional approach.

3 Establish career paths for IC and managers, that focus on milestones, behaviors, and responsibilities.

4 Coach, mentor, and sponsor peers and partners who are less familiar with design, instead of your own teams and directs.
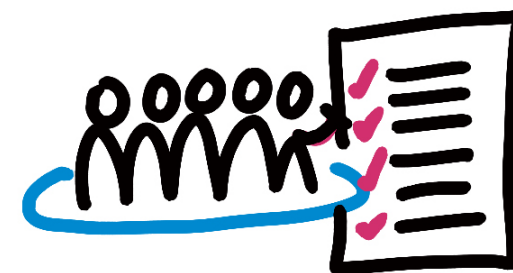
INTENTIONAL CHARTERS

1

Unintentional charters are usually UX theatre

Intentional charters have a purpose and a problem to solve: What does the team need? How will it help you?
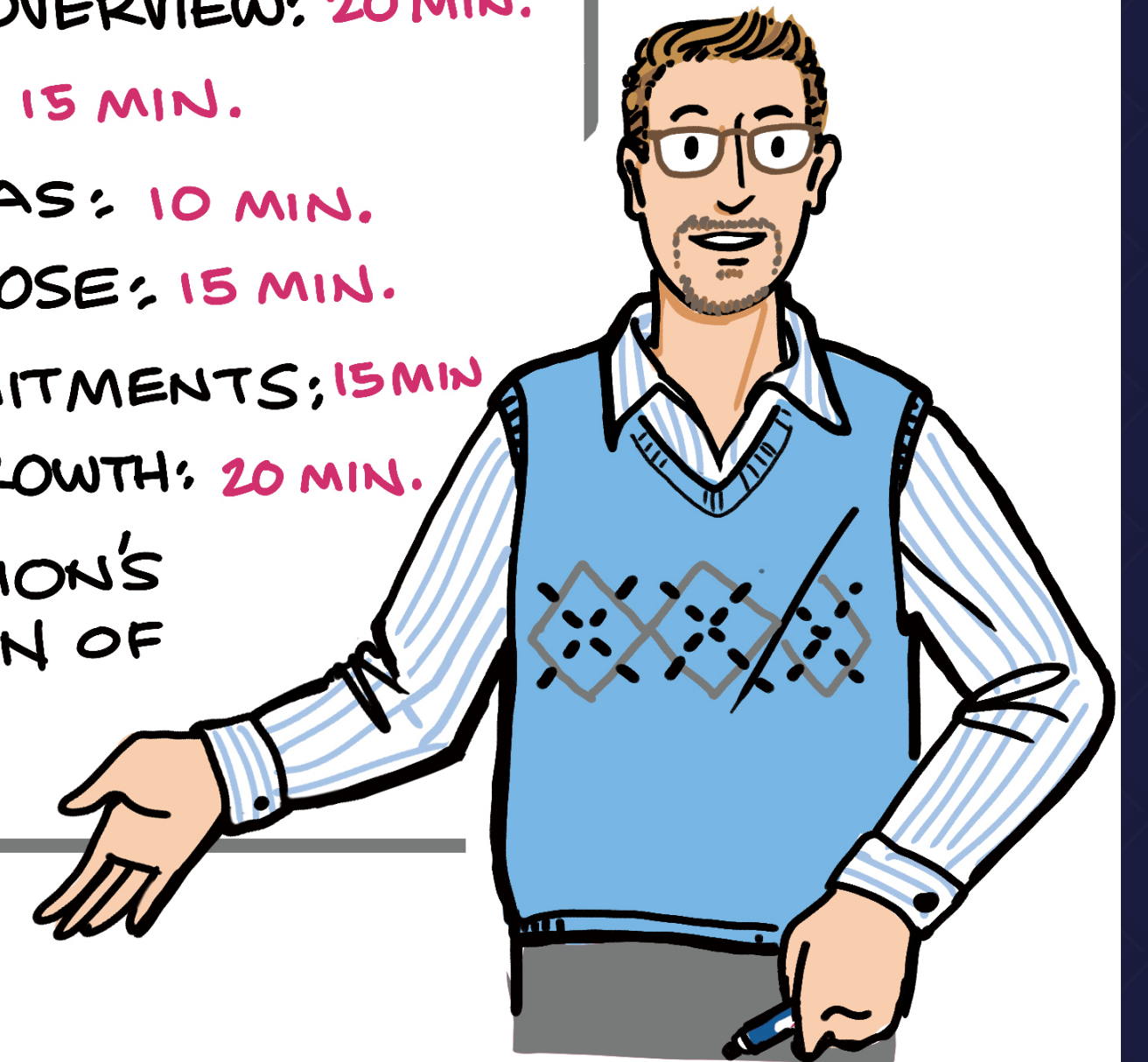
Survey your org to gauge where you need to articulate purpose, commitments, perception, etc.
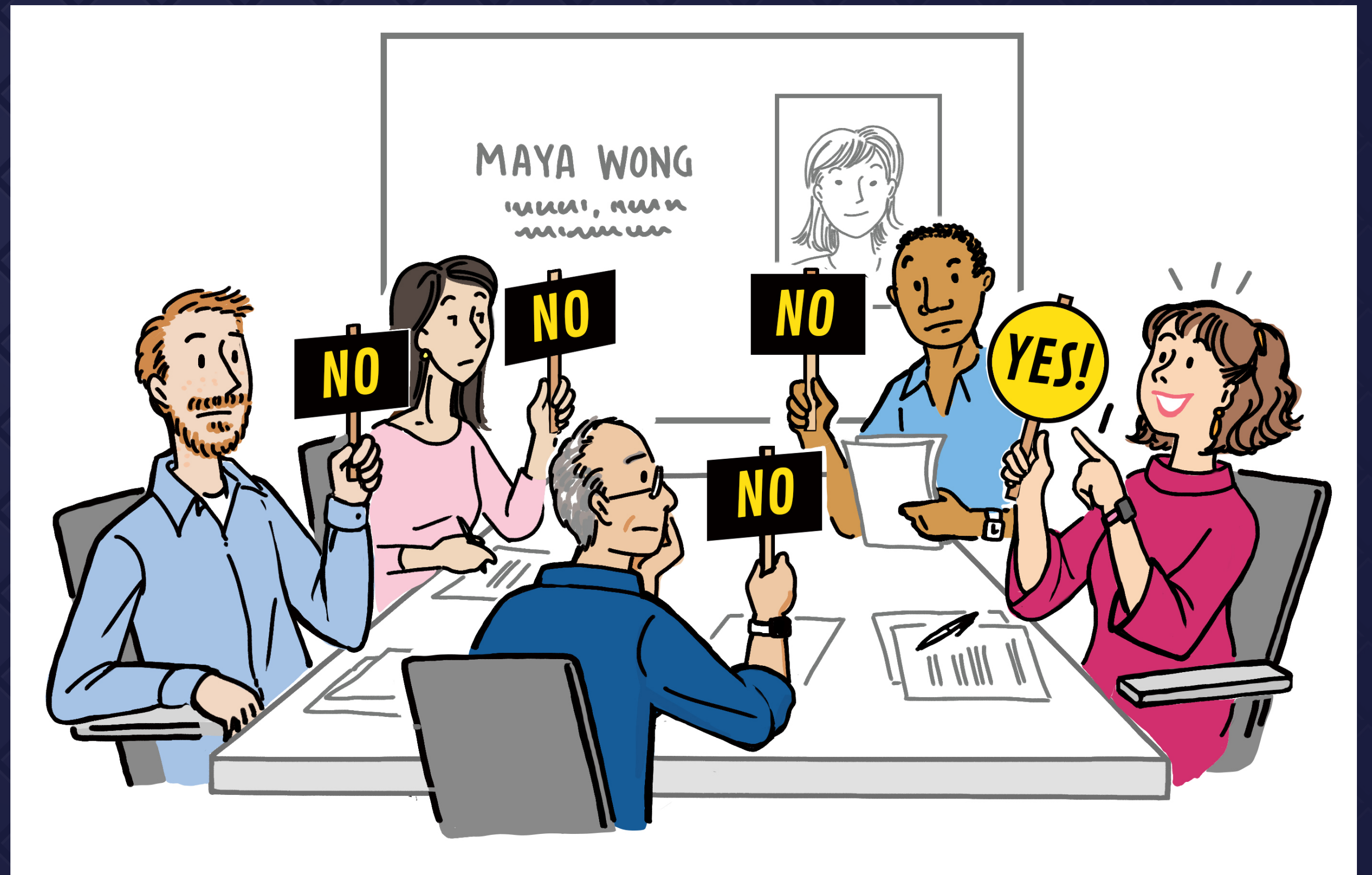
INTENTIONAL HIRING

2

Keep teams aligned on the job description

Write down the interview questions in advance to surface signal to meet the job description

Weight how you'll score each question with examples of possible answers
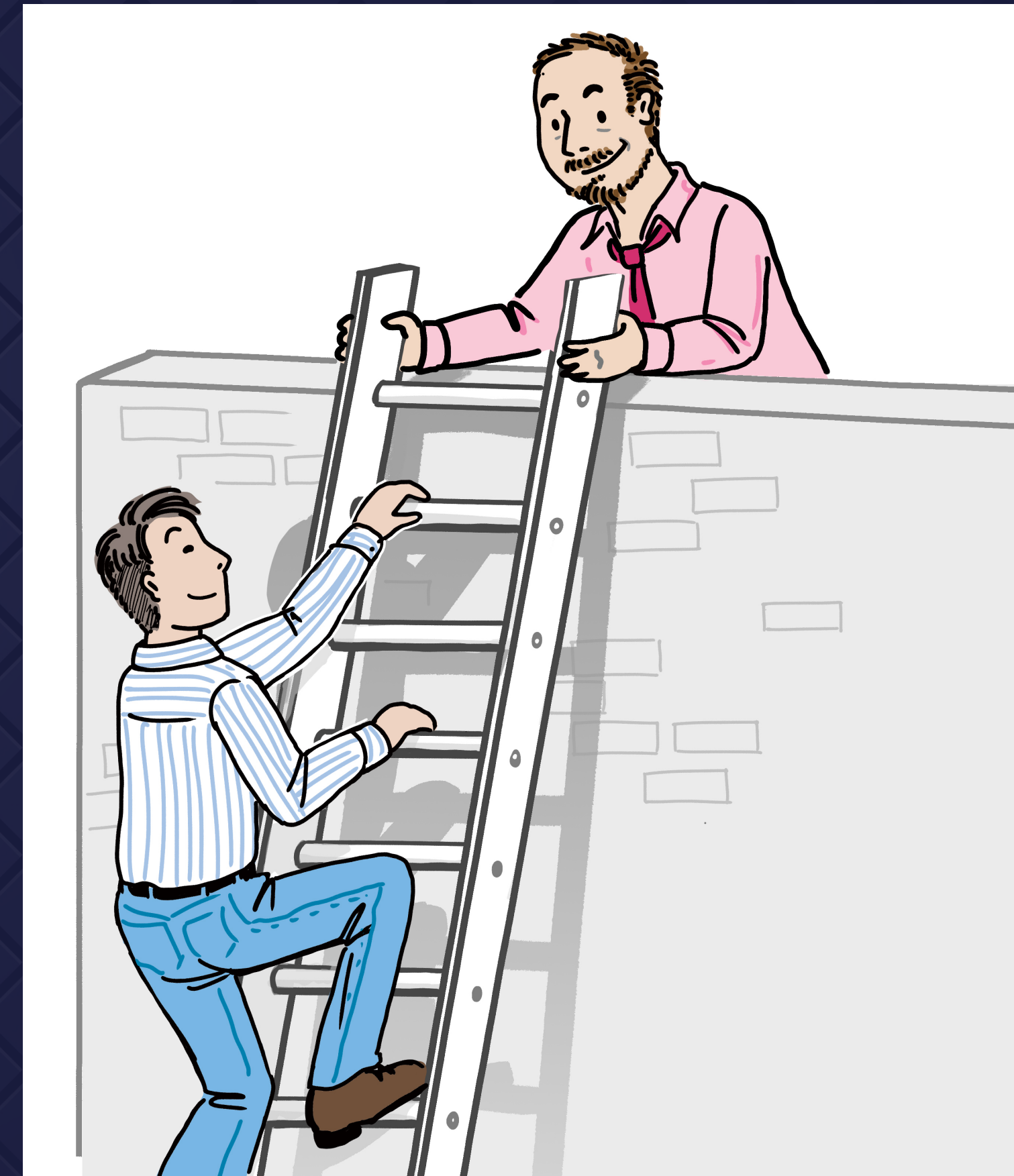
INTENTIONAL CAREER LADDERS

3

Ad-hoc career ladders don't consider all the possibilities or paths for advancement

Focus on behaviors observed over time, not checklists of activities

Model your ladders to others in the org so you don't risk mismatch, title creep, or other misalignment

Provide ladders for management and Independent Contributors

INTENTIONAL DEVELOPMENT

4

Identify which model of development works for your team:
Mentorship, Coaching, and Sponsorship

Intentional Delegation suggests assigning responsibility that can help your colleague grow and strengthen a skill they wouldn't otherwise practice.

Use your 1:1s to monitor a growth plan and clearly agree on milestones and activities

ELEVATE

DESIGN MATURITY

3

The New Design Frontier

The widest-ranging report to date
examining design's impact on business

DesignBetter
by InVision

Your authors

This report was written, conducted, and analyzed by:

Leah Buley

Leah Buley is a veteran of the experience design industry and the author of the book *The User Experience Team of One,* published by Rosenfeld Media. As a director of InVision's Design Education team, she researches, analyzes, and shares what makes design teams successful. Prior to joining InVision, Leah was a principal analyst at Forrester, where she studied design's role in business. She has also held roles at Intuit, one of the first companies to make design thinking a firm-wide competency, and at Adaptive Path, a pioneering user experience design consultancy.

Additional contributors:

Chris Avore

As a principal of InVision's Design Transformation team, Chris advises enterprise clients on strategies to advance their organization's design maturity and increase their strategic influence, while helping the larger organization better understand the business value of design. Prior to joining InVision, Chris introduced and led the design and user experience practice at Nasdaq for more than seven years. He teaches principles of customer experience at Rutgers University and is writing a book on design leadership and management with Rosenfeld Media to be published in 2019.

Stephen Gates

An industry-recognized designer, design leader, and head of InVision's Design Transformation team, Stephen and his team work hand in hand with InVision users to elevate the business impact of design in enterprise companies. Before joining InVision, Stephen held leadership roles at McCann Erickson, Citi, and Starwood Hotels, building teams created through an inclusive creative process that blends world-class design with consumer-based insights and innovative executions that drive consumer loyalty and the bottom line. His clients have included American Airlines, W Hotels, Disney, ExxonMobil, Acura, Citi, Nationwide Insurance, Metallica, Verizon, Subaru and more, and his work has won more than 150 international design awards.

> " **Companies with high design maturity…are more likely to see cost savings, revenue gains, productivity gains, speed to market, and brand and market position improvements through their design efforts.**

The New
Design Frontier

1 Design is decoration — **40%**

2 Design is what happens in a workshop — **21%**

3 Design is a standardized scalable process — **21%**

4 Design is a hypothesis followed by experiments — **12%**

5 Design is business strategy — **5%**

The New Design Frontier

1 Incorporate more user research and collaboration into digital product design.

2 Streamline repeatable processes and scale the practice of design via design operations and design systems

3 Strengthen experimentation practices by committing to developing hypothesis, running tests, and measuring results.

4 Apply design methods to new challenges in the business, bringing design thinking into the boardroom and employing design exploration to discover the next business opportunity.

5

- De-risk development by continually listening, testing, and iterating with end-users.

- Measure and drive design performance with the same rigor as revenues and costs.

- Break down internal walls between physical, digital, and service design.

- Make user-centric design everyone's responsibility.

- Strengthen experimentation practices by committing to developing hypothesis, running tests, and measuring results.

- Incorporate more user research and collaboration into digital product design.

- Streamline repeatable processes and operationalize design.

- Apply design methods to business problems such as customer journeys & discovery research to evaluate new business segments or acquisitions

But more importantly than just being a better asset for business to improve shareholder returns, elevating design maturity means we as design leaders are more influential to the business.

We can shape things for the better.

EVOLVE
PRODUCT LEADERSHIP

EXPAND
THE DESIGN PRACTICE

ELEVATE
DESIGN MATURITY

What does a profound transformation of what jobs [product leaders] do look like?

The design industry is in great position to lead organizations into this fourth industrial revolution to deliver **better, more useful, sustainable products** while generating **improved benefits** for the business and our communities because of the **methods we use to innovate** and our **proximity to the customer**

"

Design thinking—particularly employing the techniques and philosophy of human-centered design—as well as systems thinking approaches…
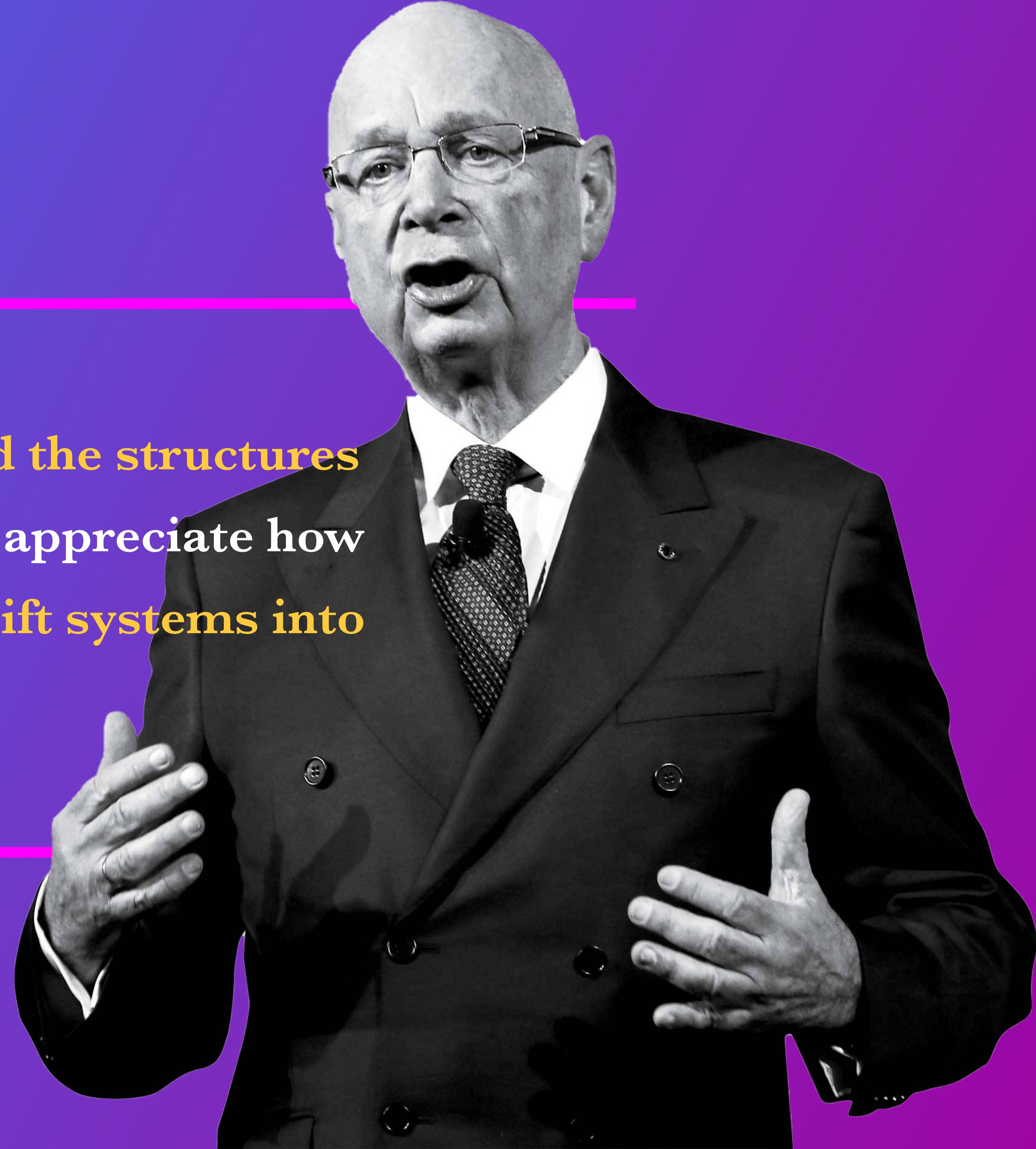
"

…can help us **understand the structures** that guide the world and appreciate how new technologies may **shift systems into new configurations**

"

shift systems
into new
configurations

Such **shifts** often go unnoticed until we're forced to **act.**

When we react, we risk:

Jumping to conclusions

Making decisions without enough information

Biased perspectives

Relying on instinct & emotion

By purposely embracing an **intentional, deliberate** mindset, we reduce the severity and frequency of these risks.

This intentional, deliberate mindset of systems leadership will help us avoid the mistakes of previous industrial revolutions, where leadership failed to prevent unintended consequences, second or third order impacts, or the misuse of these new technologies.

1. Systems, not technologies

2. Empower, not determine

3. By design, not default

4. Values as a feature, not a bug
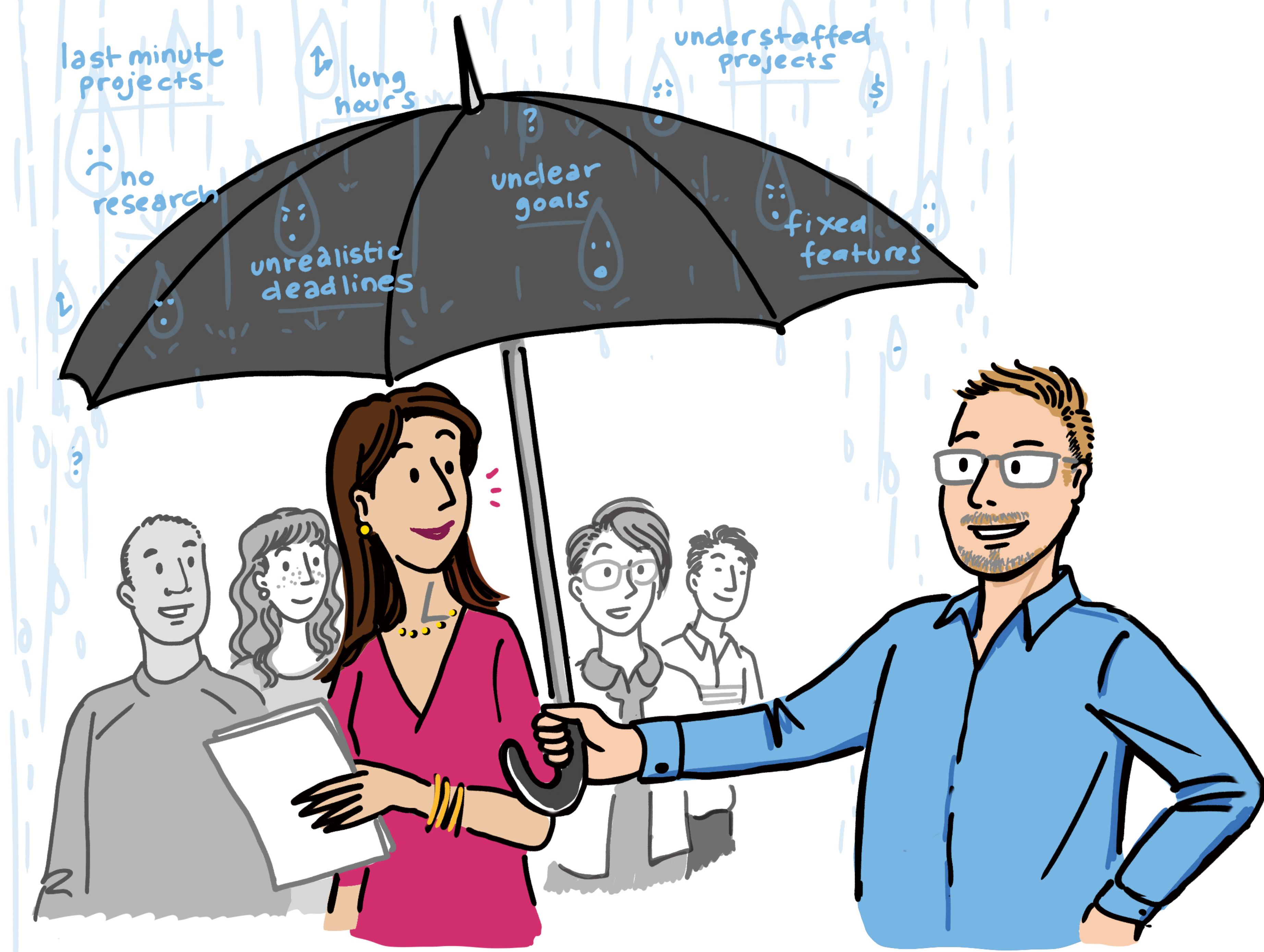
THANK YOU

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