WIAD 2019
LOCAL CONNECTIONS. GLOBAL IMPACT.
VICTORIA, BC
POSITIVE TURBULENCE.

A FRAMEWORK FOR DESIGN(ING FOR DIFFERENCE)
WORLD IA DAY 2016

KARYN ZUIDINGA

WWW.LINKEDIN.COM/IN/KARYNZUIDINGA/
ABOUT ME

HERE ARE 6 WORDS THAT I USE TO DESCRIBE MYSELF (TODAY).

INNOVATOR
STRAATEGIST
UX DESIGN & USER RESEARCH EXPERT
TURBULATOR
ENTREPRENEUR
DIGITAL ELDER
WHAT ABOUT YOU?

HOW DO YOU DESCRIBE YOURSELF?

LET’S HEAR IT! WHO ARE YOU? WHAT WORDS DO YOU APPLY TO YOURSELF?
DESIGN PHILOSOPHY

01 DESIGN IS HOW IT WORKS, NOT JUST HOW IT LOOKS

02 DESIGNING FOR DIFFERENCE IS SIMPLY DESIGN

03 DESIGN ALWAYS STRIVES TO INNOVATE
A ‘FAILURE’ STORY

The challenge in any organization isn’t so much failing fast as it’s identifying the ‘failures’ and learning the right lessons quickly and well.
Contract Award | User Research Phase | Synthesis/Analysis | Present Reco's | Design New Site
POINTS OF FAILURE

CONTRACT AWARD

- GOV’T CLIENT
- LIMITED DIRECT ACCESS TO “REAL’ CLIENT – WORKING WITH A “GATE KEEPER”
- TOO MANY COOKS IN THE KITCHEN
LESSONS LEARNED

CONTRACT AWARD

• ONLY WORK WITH CLIENTS WHO ARE WELL VERSED IN DIGITAL TECHNOLOGY AND DESIGN THINKING METHODS
• MAKE SURE WE HAVE ACCESS TO THE “REAL CLIENT” NO SUBBING, NO LONG CHAINS TO THE DECISION MAKER
POINTS OF FAILURE

USER RESEARCH PHASE

- WHAT WE FOUND IN USER RESEARCH AND WHAT THE CLIENT EXPECTED WE’D FIND WERE NOT AT ALL ALIGNED
- RESEARCH WAS COMPROMISED
LESSONS LEARNED

USER RESEARCH PHASE

- STICK TO YOUR RESEARCH GUNS – DON’T COMPROMISE YOUR VISION!
- TELL THE CLIENT UP FRONT THAT WHAT WE FIND IN RESEARCH MAY NOT BE ALIGNED WITH WHAT S/HE THINKS WE’LL FIND (WE HAD DONE THAT BUT MAYBE NOT ENOUGH?)
POINTS OF FAILURE

SYNTHESIS/ANALYSIS

- WE WERE LOOKING FOR INNOVATION OPPORTUNITIES/THEY WERE LOOKING FOR AFFIRMATION FOR A SOLUTION THEY HAD ALREADY DECIDED ON
- NEVER QUESTIONED WHETHER RESEARCH WAS ACTUALLY NECESSARY
LESSONS LEARNED

SYNTHESIS/ANALYSIS

• OF COURSE RESEARCH IS NECESSARY! WE JUST DIDN’T SELL IT WELL ENOUGH, WE DIDN’T BUDGET ENOUGH, WE NEEDED TO MANAGE THE CLIENT BETTER.
POINTS OF FAILURE

PRESENT RECOMMENDATIONS

• “SPRING” THE FINDINGS ON THE CLIENT – NO PREP FOR WHAT’S COMING
LESSONS LEARNED

PRESENT RECOMMENDATIONS

• DO A PRE-MEETING WITH THE CLIENT TO MAKE SURE THEY ARE PREPARED FOR THE FINDINGS
• INVOLVE THE CLIENT IN THE SYNTHESIS/ANALYSIS PART
POINTS OF FAILURE

DESIGN NEW SITE

• DID NOT “SHOW” WHAT WE MEANT, ONLY “TOLD”
LESSONS LEARNED

DESIGN NEW SITE

• CREATE MOCKUPS TO SHOW WHERE WE THINK THE RECOMMENDATIONS COULD GO
REAL POINTS OF FAILURE

AND THE REAL LESSONS TO BE LEARNED

- THE CLIENTS WERE NOT EXPECTING CHANGE/INNOVATION OR INDEED, REALLY, DESIGN
- THE CLIENT CULTURE WAS VERY COMMAND AND CONTROL, VERY LITTLE FLOW – SO WERE WE IF I’M HONEST
- I FELT THAT I HAD NO AGENCY TO CREATE A CLIMATE OPEN TO CHANGE
“Trying to create innovation around here is like throwing seeds on concrete.”

ANDREW BENNET
IT ALL BOILS DOWN TO FEAR

01 ORGANIZATION NOT READY FOR CHANGE

02 ORGANIZATION NOT OPEN TO OUTSIDE IDEAS

03 RIGID COMMAND AND CONTROL MODEL
DESIGNER NOT READY FOR CHANGE

DESIGNER NOT OPEN TO OUTSIDE IDEAS

DESIGNER IMPOSING THEIR OWN RIGID COMMAND AND CONTROL MODEL
“When we pump fear out of the room and give the team permission to make mistakes, the team starts to feel safe. If team members feel safe, they will begin to trust one another. If they trust one another, they will begin got collaborate and we see teamwork. ”

RICH SHERIDAN - MENLO INNOVATIONS - AUTHOR OF JOY INC.
POSITIVE TURBULENCE
WHAT IS POSITIVE TURBULENCE?

THERE ARE NO WRONG ANSWERS!

PEOPLE SEEM TO FIND THE TERM INTRIGUING AND QUICKLY ATTACH THEIR OWN MEANING TO IT. IT’S ALSO AN EVOLVING CONCEPT.

SO GO AHEAD, TELL ME THE FIRST THING THAT POPPED IN YOUR HEAD.
THREE CHARACTERISTICS OF TURBULENCE
FIRST LET’S LOOK AT TURBULENCE.

IRREGULARITY
- Determinism falls apart
- Limited/no predictability
- The pieces don’t seem to fit

DIFFUSION
- Mix of diverse things coming together
- Breaking down of silos
- Expertise in one area is threatened by other areas

CHAOS
- Process is destroyed
- Meaning is lost
- Vacuum of leadership

*These ideas come from/heavily influenced by Innovations in strategy crafting by Rob Brodnick, Chapter 13
“The story of all of our staff and our students is that we start at chaos and work towards order. ... You don’t know what the results are going to be until the very end when [we experience emergence]”

EMILIA WILES - FOUNDER/CEO OF COLLEGE CONFIDENT
EMERGENCE

EMERGENCE IS A PROPERTY OF COMPLEX SYSTEMS WHERE NEW PROPERTIES ARISE THAT WERE NOT FOUND IN THE SIMPLE BUILDING BLOCKS OF THE SYSTEM

• ORGANIZATIONALLY WHAT EMERGENCE SUGGESTS IS THAT BY GENERATING POSITIVE TURBULENCE BETTER SOLUTIONS WILL RESULT.

*THESE IDEAS COME FROM/HEAVILY INFLUENCED BY INNOVATIONS IN STRATEGY CRAFTING BY ROB BRODNICK, CHAPTER 13
POSITIVE TURBULENCE DEFINED

First let’s admit that 1) organizations and design processes are complex 2) command and control models are not working 3) we use fear to get results

• Is an energizing climate that draws organizations towards a directed change

• It is the transformational stimulus that makes innovation possible without relying on luck

• It fosters creativity and positive change for everyone in the organization and prepares the ground for methods like design thinking to be successful

*These ideas come from/heavily influenced by Innovations in Strategy Crafting by Rob Brodnick, Chapter 13
POSITIVE TURBULENCE DEFINED (FOR DESIGNERS)

Now let’s apply the definition to design(ing for difference)

• Is an energizing climate that draws designers toward meaningful design
• It is the transformational stimulus that makes designing for difference possible without relying on luck or weak insights
• It fosters creativity for the designer and positive experiences for all users so that difference, innovation and ethics are central to the work
## 10 ELEMENTS OF POSITIVE TURBULENCE

<table>
<thead>
<tr>
<th>POSITIVE TURBULENCE ELEMENT</th>
<th>TAG</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Pay Attention to the Periphery</td>
<td>• Periphery</td>
</tr>
<tr>
<td>2. Encourage Non-Linear Thinking</td>
<td>• Non-Linear</td>
</tr>
<tr>
<td>3. New Patterns of Communication</td>
<td>• Communication</td>
</tr>
<tr>
<td>4. Embrace Change and Diversity</td>
<td>• Diversity</td>
</tr>
<tr>
<td>5. Open Flow for Arts and Technology</td>
<td>• Open-Flow</td>
</tr>
<tr>
<td>6. Bring Positive Turbulence to Teams</td>
<td>• Teams</td>
</tr>
<tr>
<td>7. Keep Turbulence Positive</td>
<td>• Positive</td>
</tr>
<tr>
<td>8. Manage the Intensity of Turbulence</td>
<td>• Intensity</td>
</tr>
<tr>
<td>9. Ensure Periods of Renewal</td>
<td>• Renewal</td>
</tr>
<tr>
<td>10. Be Intentional About Positive Turbulence as Strategy</td>
<td>• Intentional</td>
</tr>
</tbody>
</table>

*These ideas come from/heavily influenced by Innovations in Strategy Crafting by Rob Brodnick, Chapter 13*
Contract Award
User Research Phase
Synthesis/Analysis
Present Reco’s
Design New Site

Open Flow
Periphery

Teams
Diversity

Communication

Positive, Intentional, Intensity, Renewal

Non-linear
“Creative leaders are meaning makers. Everything just stops when you do a merger or acquisition because the meaning making function in the organization goes silent.”

MARY McBRIDE -.Creator, Leader and Chair of the Design Management Program - Pratt Institute, New York
Kick off
User Research Phase
Synthesis/Analysis
Present Reco’s
New Service Plan

Positive Turbulence
⚠️ WAIT! I DON’T MANAGE A TEAM. HOW DOES THIS HELP ME DESIGN FOR DIFFERENCE?
THREE SPHERES OF INFLUENCE

As a designer there are three areas where you can generate positive turbulence.

- Within the designer
- Towards the object of the design
- Impact of the designed experience
MY TURBULATORS
AMI

AMI INNOVATION.ORG:
AMI is a pioneering 501(c)(3) nonprofit organization comprised of committed individuals who foster and leverage creativity and innovation in organizations and society. AMI identifies leading edge innovation, shares experiences, sponsors research, and recognizes innovation and creative processes.
MEET STAN

MEET STAN GRYSKIEWICZ, AN ORGANIZATIONAL DEVELOPMENT EXPERT. HE REALIZED THAT

• THE THINGS THAT MOST OF US SIMPLY ACCEPT AS “JUST THE WAY IT IS” DON’T NEED TO BE THAT WAY
• WROTE THE BOOK POSITIVE TURBULENCE – CHECK OUT POSITIVETURBULENCE.COM
• FOUNDED AMI
• IS A MENTOR, SUPPORTER AND FRIEND
MEET ROB

MEET ROB BRODNICK, AN ORGANIZATIONAL STRATEGY EXPERT:

• WROTE THE BOOK INNOVATIONS IN STRATEGY CRAFTING
• CO-FOUNDER SIERRA LEARNING SOLUTIONS
• IS AN AMI BOARD MEMBER
• IS MY CO HOST ON THE POSITIVE TURBULENCE PODCAST
• IS A COLLABORATOR, COLLEAGUE AND FRIEND
POSITIVE TURBULENCE PODCAST

THIS WORK HAS BEEN SO ENRICHING...

- THE PEOPLE WE’RE SPOKEN TO
- THE IDEAS THEY’VE SHARED
- ADVANCING THE CONCEPT OF POSITIVE TURBULENCE
- SOON (WITH ANY LUCK) FINDABLE AT POSITIVETURBULENCE.COM
HOW CAN I HELP YOU GENERATE POSITIVE TURBULENCE IN YOUR ORGANIZATION?
PING ME IF YOU:

- ARE INTERESTED IN AN INNOVATION AUDIT OR COMPREHENSIVE CHANGE READINESS ASSESSMENT
- WANT HELP DEVELOPING AN INNOVATION LEARNING COMMUNITY IN YOUR ORGANIZATION
- ARE INTERESTED IN DEVELOPING A PODCAST
- ARE LOOKING TO EVOLVE YOUR CUSTOMER EXPERIENCE
- WANT HELP GETTING YOUR ORGANIZATION UNSTUCK
THANK YOU.

QUESTIONS?

PLEASE CONTACT:

KARYN ZUIDINGA
INNOVATION STRATEGIST, NEXTWAVEINNOVATION.IO
KARYN@NEXTWAVEINNOVATION.IO | WWW.LINKEDIN.COM/IN/KARYNZUIDINGA/