

Organization Design Forum Pop-Up Conversation

Human-Centered Design and Organization Design

1/19/21 | moderator: Jeanna Kozak



ODF Pop Up

What will we do and how



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Find us at:

www.organizationdesignforum.org

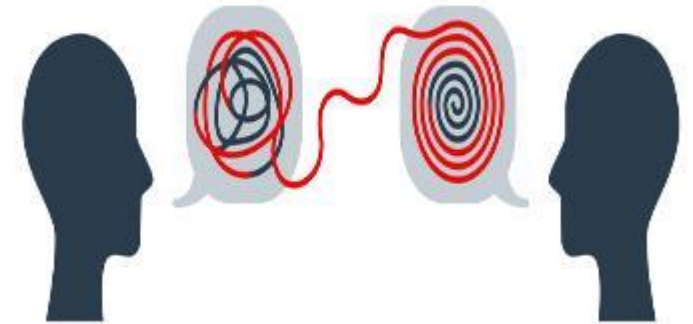
**(Gina or JEE-na)*



Evolution of design discipline

Basic HCD approach

Design organizations

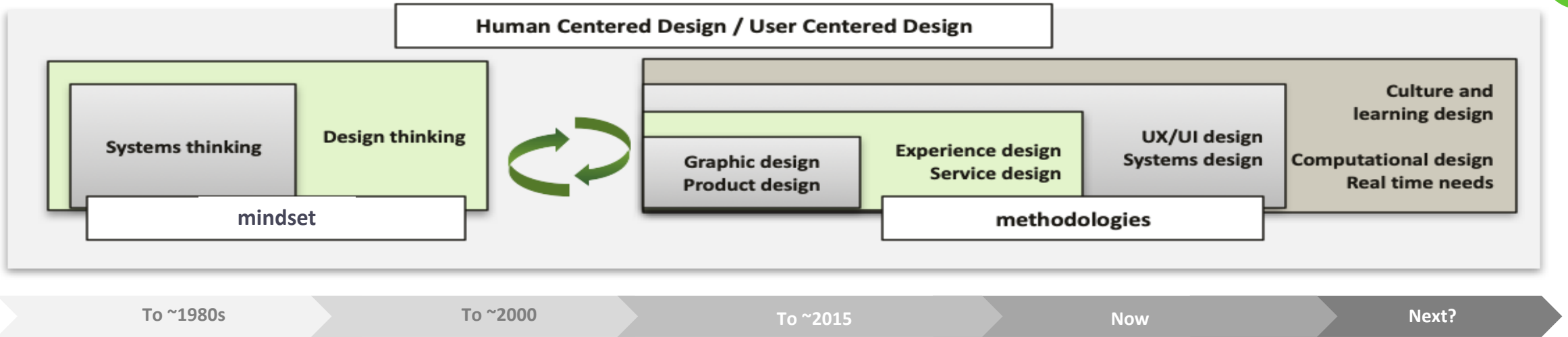


HCD + OD = ?

What learning or inspiration can we take from the evolution of design in other contexts for our OD work?

Evolution of design

From them to you



the experience

Thinkers and thinking

Organizations

Graphic and product design
Products, catalogs, distribution based on demographics

Experience and services design
Brands, malls, services based on market segmentation

Systems and UX/UI design
Online comparisons and superstores based on selection preference

(sub) culture and learning design
Personalization based on predictive analytics

Life and work style design
AI, devices, mobility enabling connection based on semantic learning

From Frederick Taylor *The Principles of Scientific Management* to Herbert A. Simon *The Sciences of the Artificial*

Donald Norman *The Design of Everyday Things*

Agile Alliance *The Agile Manifesto*

Clayton Christenson *Jobs to be Done*

Toyota Production System (TPS)

Xerox PARC
Apple

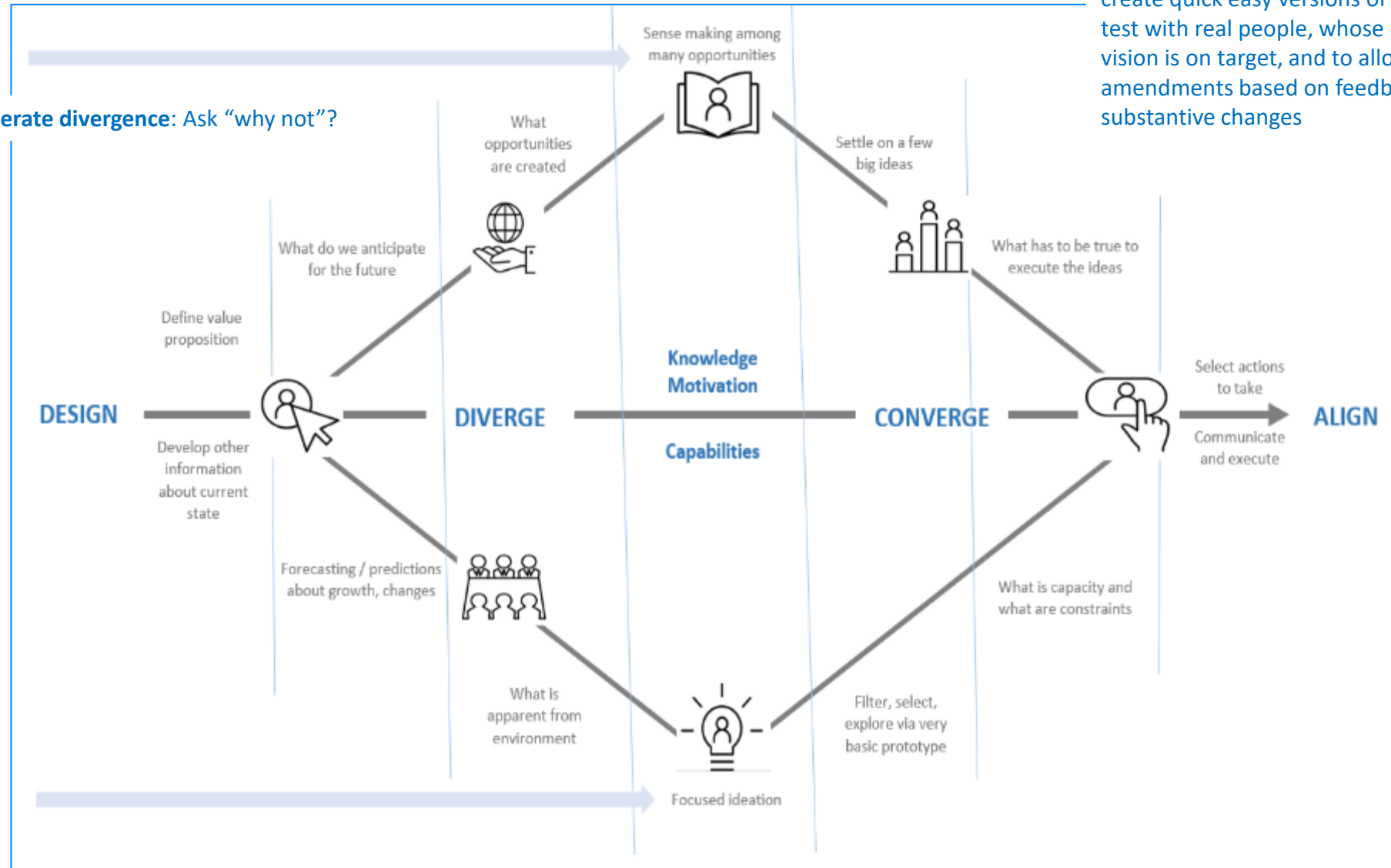
Zappos
Macy's
Github

Zoom
Paypal
Nike



General HCD process

Deliberate divergence: Ask “why not”?



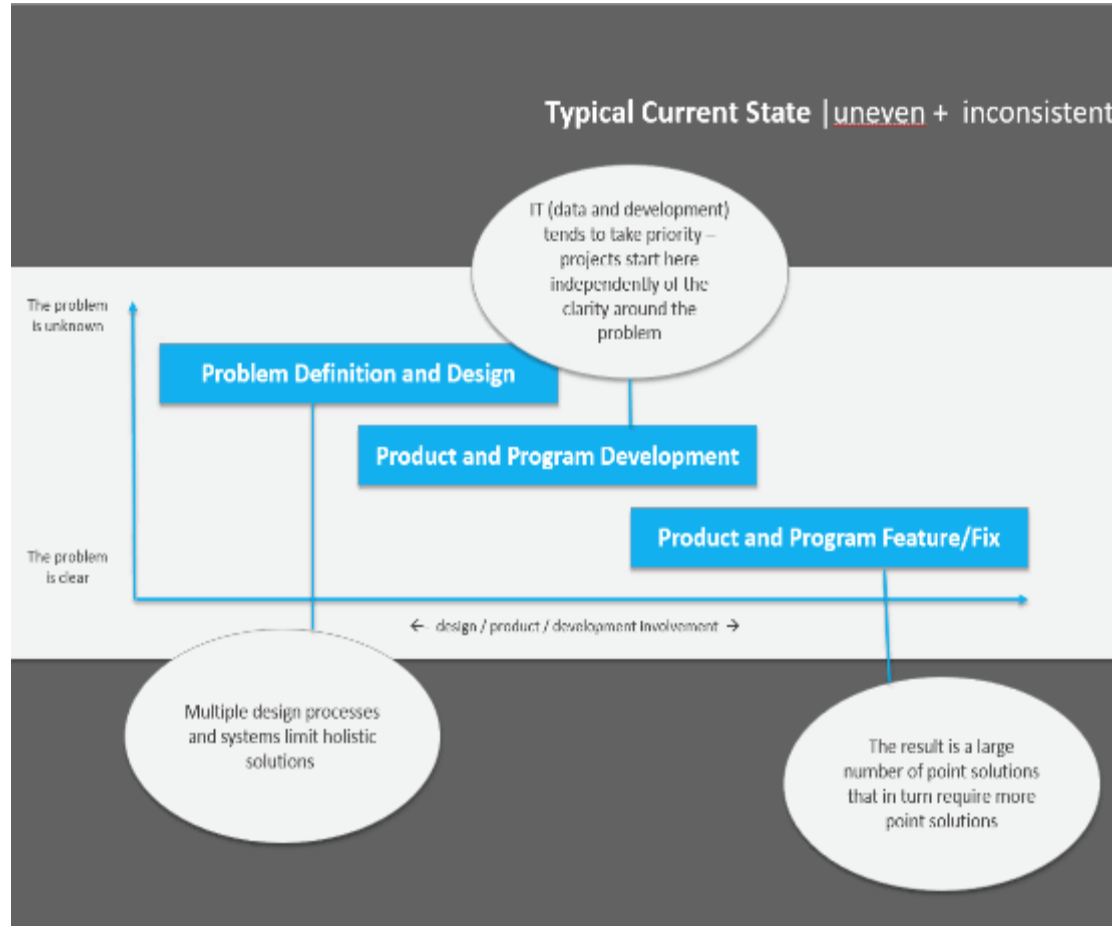
Prototyping - ideally rapidly and in real time, create quick easy versions of the solutions and test with real people, whose role is to ensure the vision is on target, and to allow you space to make amendments based on feedback before making substantive changes

Immersion - with real people, observe as much as possible. The data is transformed into insights, which help teams agree on design criteria they use to brainstorm solutions. Experiential methods vs market research

Iteration – to fix defects and continuously build

Design maturity

From one offs to meaningful change



A mature design system moves people emotionally **and** functionally

Most organizations are here

Aligned approach to design

The experience “feels like” your brand

Begin with elements

Consistent pieces are the foundation to work toward consistent results

- Design system
- Language
- Colors and images
- Typography
- Style section/editorial guidelines
- Naming conventions

Add structure and behavior

Build upon brand values to create consistent design ethos and process

- Everyone is accountable for a good user experience
- Design thinking skills
- Planned staffing for design resources
- Pattern library
- Mobile design requirements

Embed connection

Move people emotionally and functionally

- Supported implementation/usage for visual aspects
- 3rd party access
- Modules for selected scenarios
- Code is in synch
- Difference between good and bad design is clear

Organizations

Design centric organizations

consistently outperform on loyalty metrics, stock performance, revenues, and valuations

This is the result of **design actions**:

- senior level integration of design connected with clear metrics
- design quality included in incentives

There is tremendous opportunity to lead in this space – 73% of organizations have low maturity in design capability, and over 40% still do not integrate users into development

See :

The Business Impact Of Design: Five Best Practices For Measuring It
Forrester Research May 2020

The Design Revolution December 2019

McKinsey The Business Value of Design October 2018

The Bingham Advisory 2014 CCO Council

Design? ...Experience?.....Customer?



Pop-up!

HCD + OD = ?

What learning or inspiration can we take from the evolution of design in other contexts and design organizations for our OD work?

If we take a human centered design approach, how might that change?

- Finding the problem to solve
- The OD approach or process
- Leading change and transformation