

# **WHAT PERSISTS: PEOPLE, PROCESS & PERFORMANCE**

[mynameisjoshsilverman.com](http://mynameisjoshsilverman.com)

@jhsilverman

**HELLO, I'M JOSH**



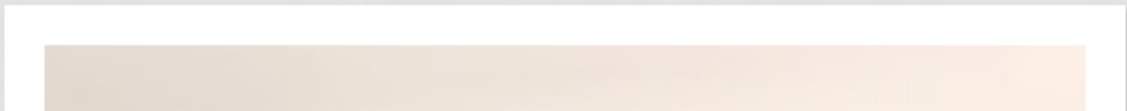
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SCHWADESIGN







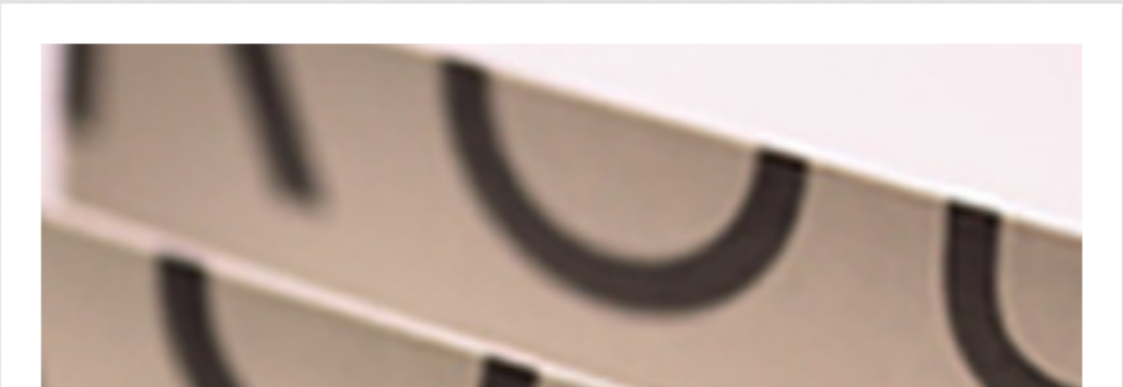
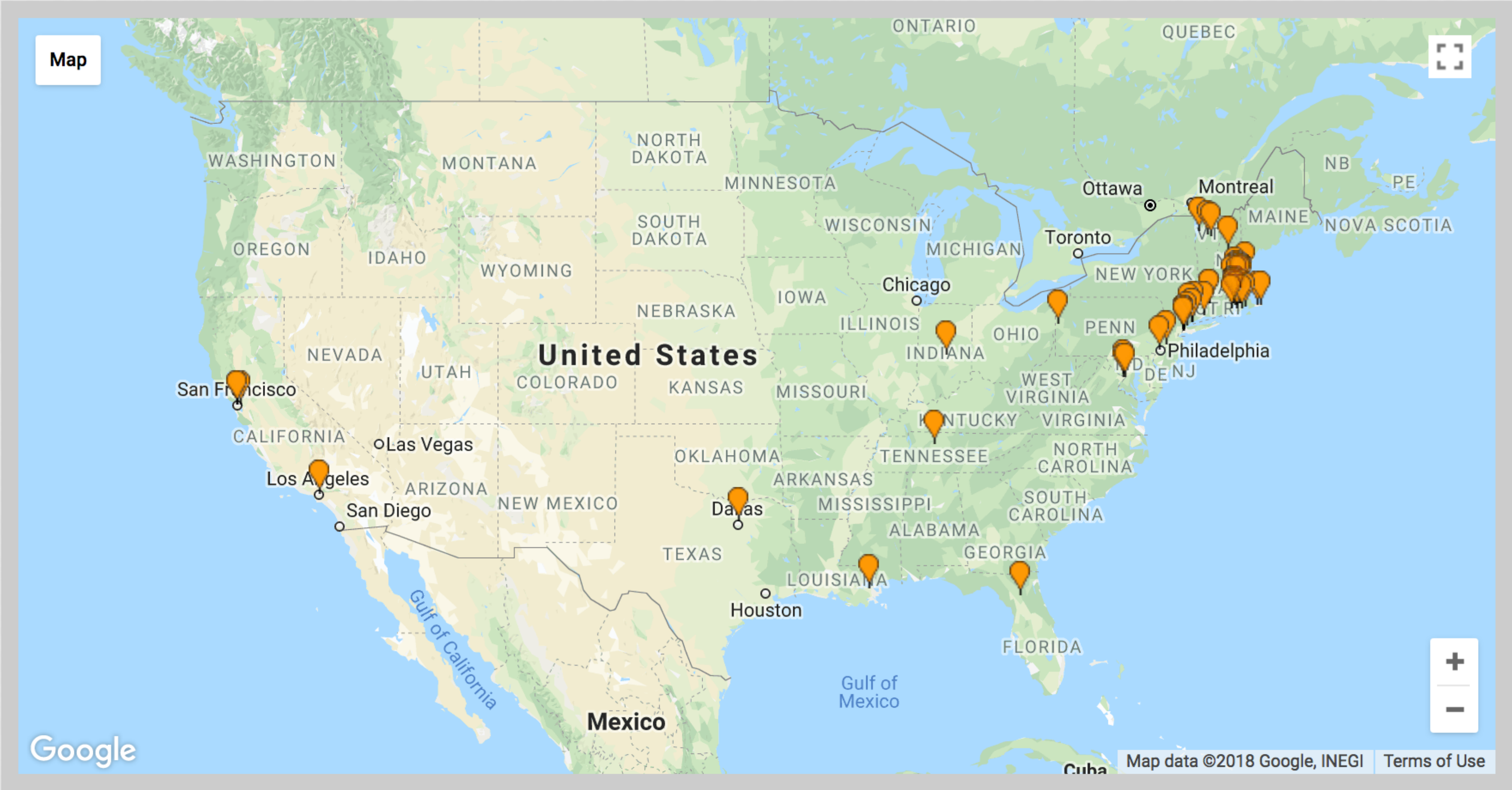




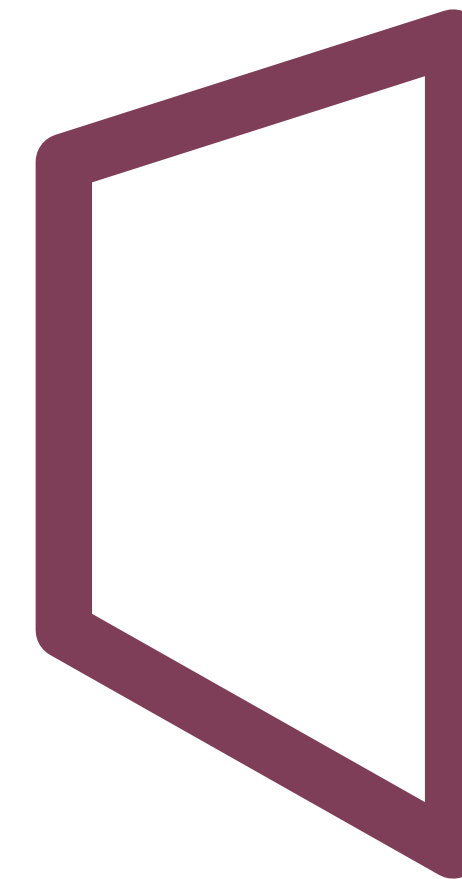
SCHWA



Schwadesign is a network of independent designers, strategists, writers, website developers, illustrators, photographers, typographers, project managers, and other experience makers. Our business model means that teams are curated specifically for each client and project, translating into great results for both start-ups and Fortune 500 clients alike — with



**STARTNERSHIP**



Startnership delivers **real value – fast**.  
We do it for a fixed fee, on a fixed timeline.  
Customers deploy as needs dictate.

**2**

**DAYS**

Deliverables may include:  
Pitch deck, investor deck,  
content strategy, coaching.

**5**

**DAYS**

Deliverables may include  
the preceding, plus:  
key messages, identity,  
wireframes, landing page.

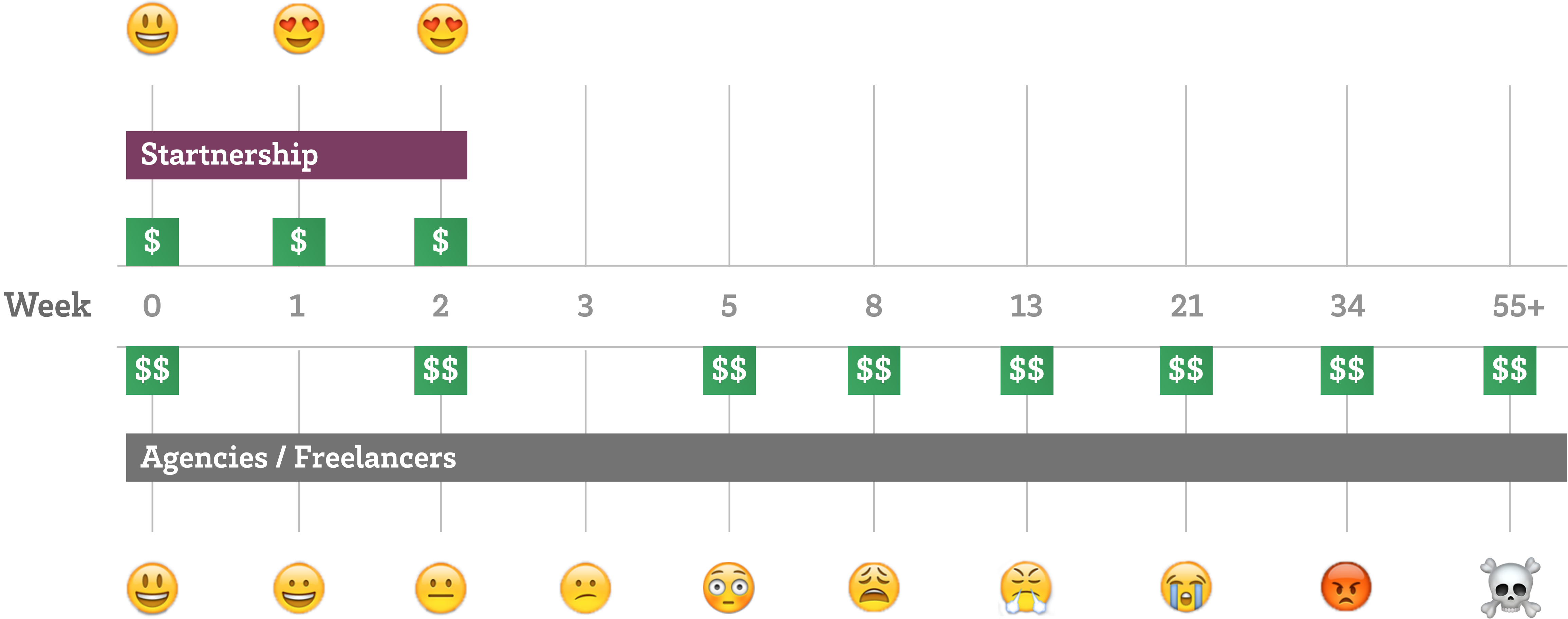
**10**

**DAYS**

Deliverables may include  
the preceding, plus:  
simple site, onboarding  
flows, motion graphics,  
explainer video, roadmap,  
full functional prototype.



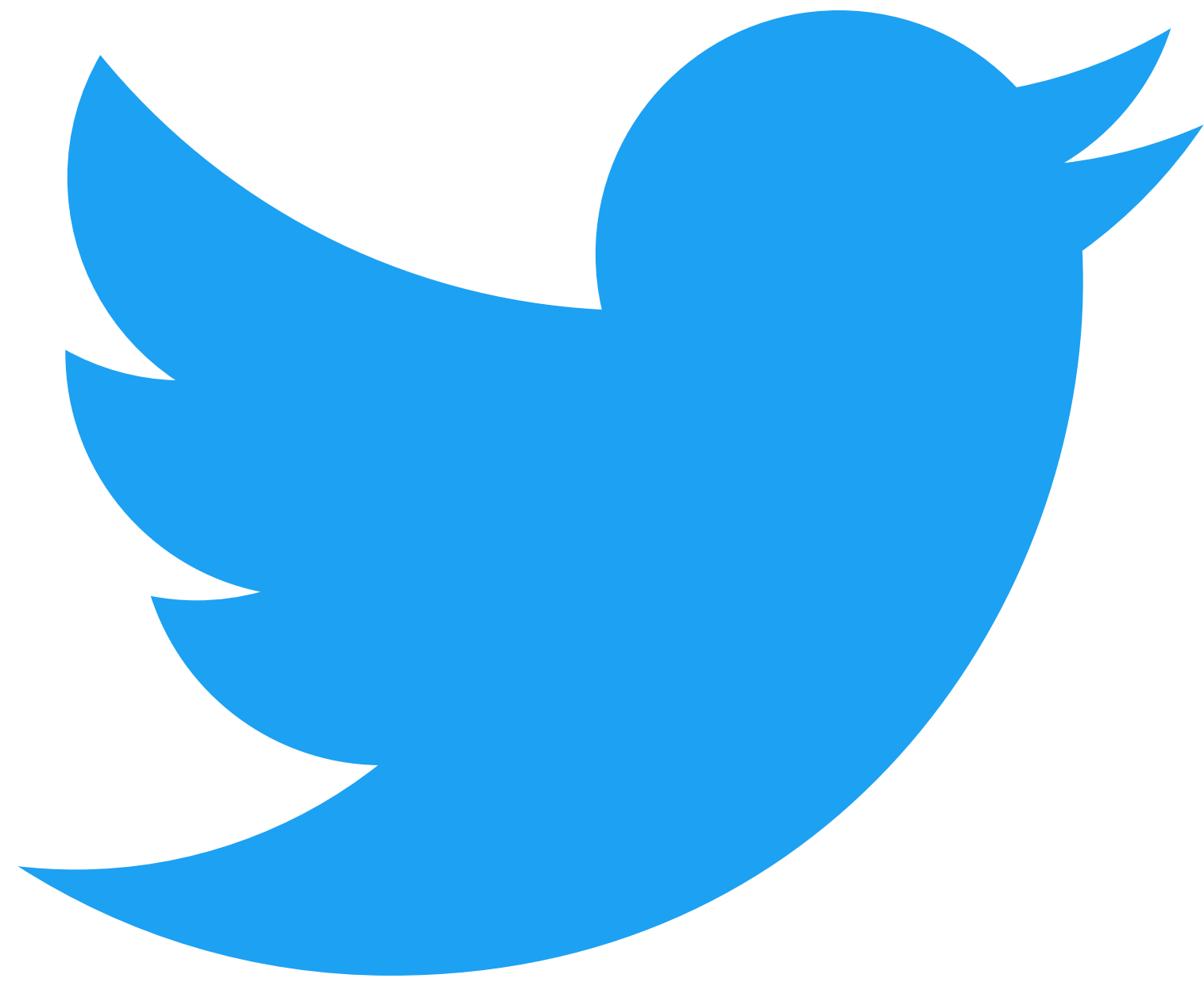
# Everything takes shorter

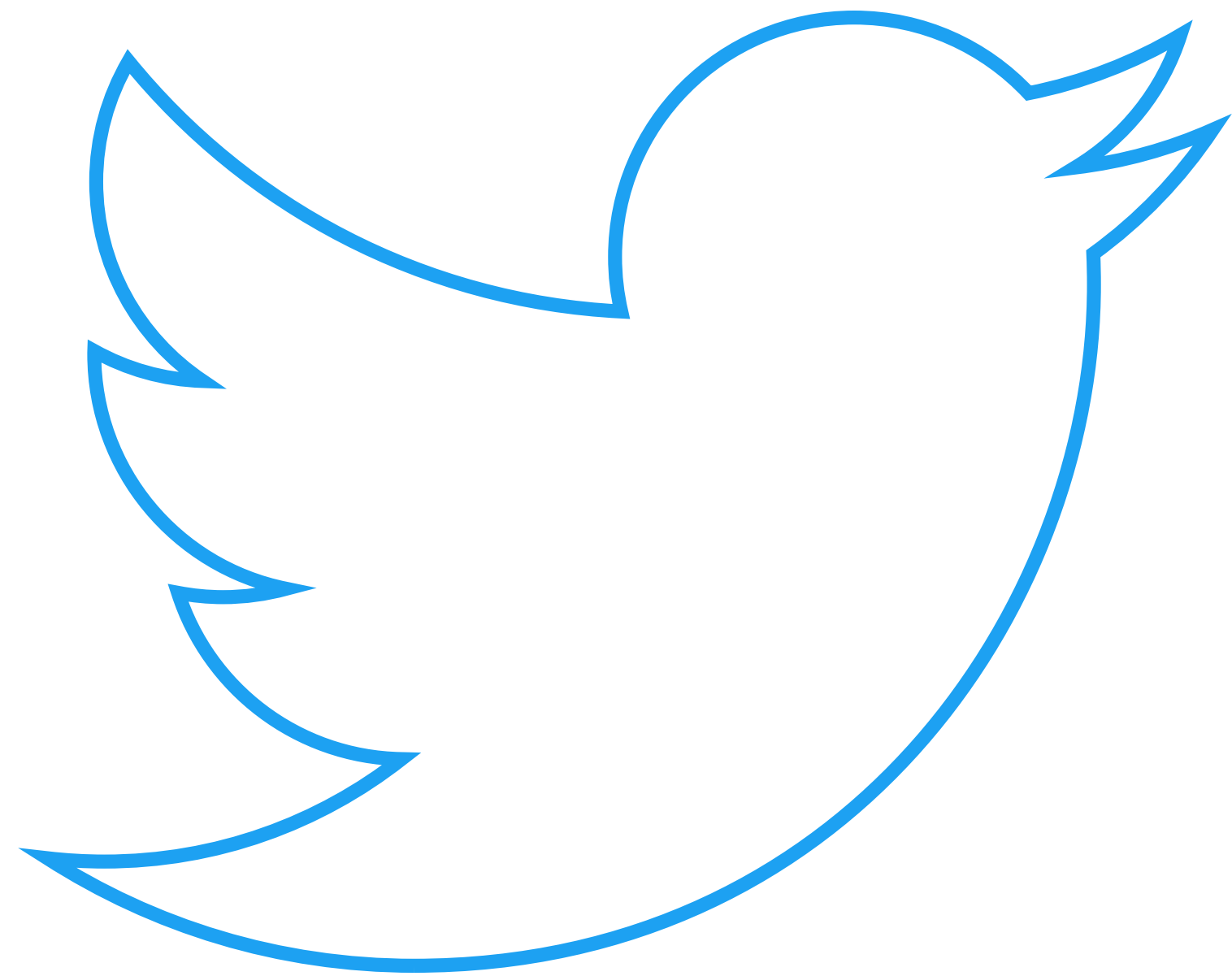








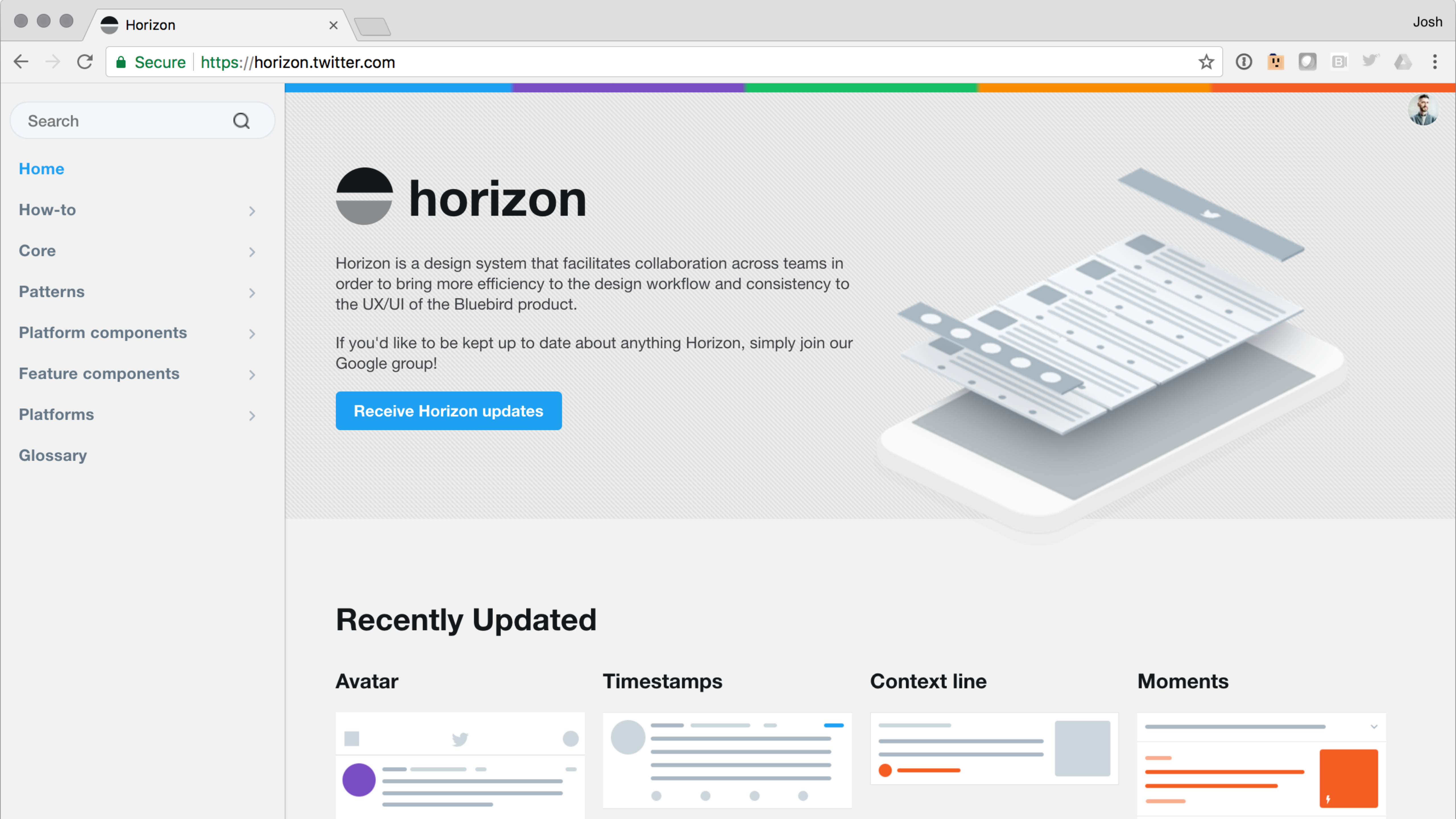












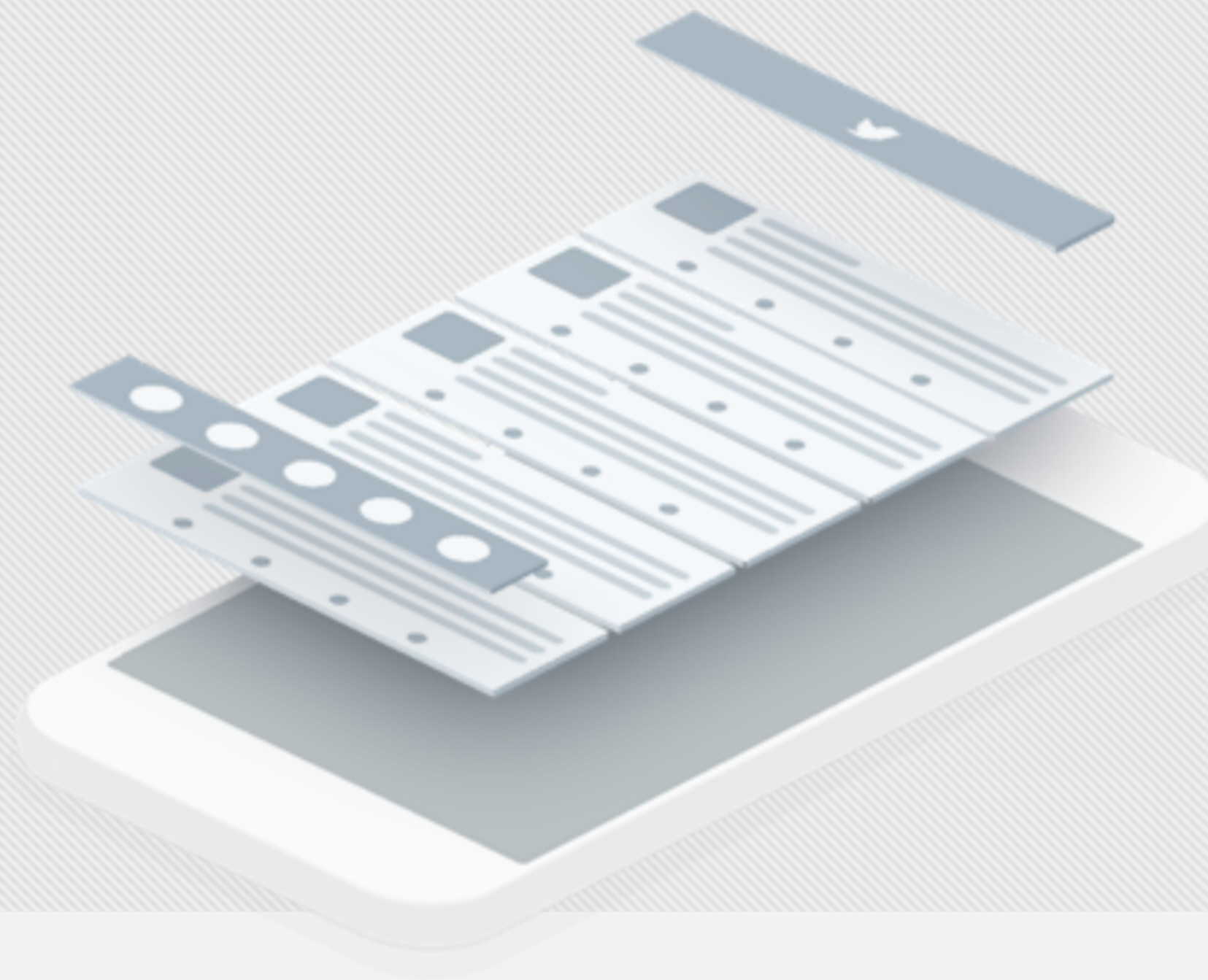
Search



Horizon is a design system that facilitates collaboration across teams in order to bring more efficiency to the design workflow and consistency to the UX/UI of the Bluebird product.

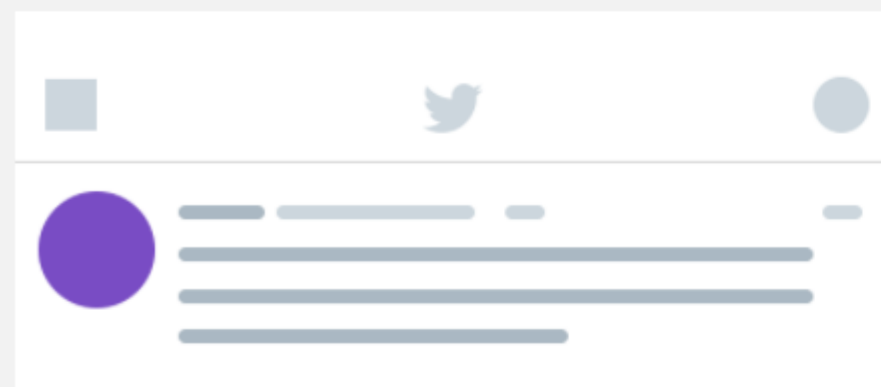
If you'd like to be kept up to date about anything Horizon, simply join our Google group!

Receive Horizon updates

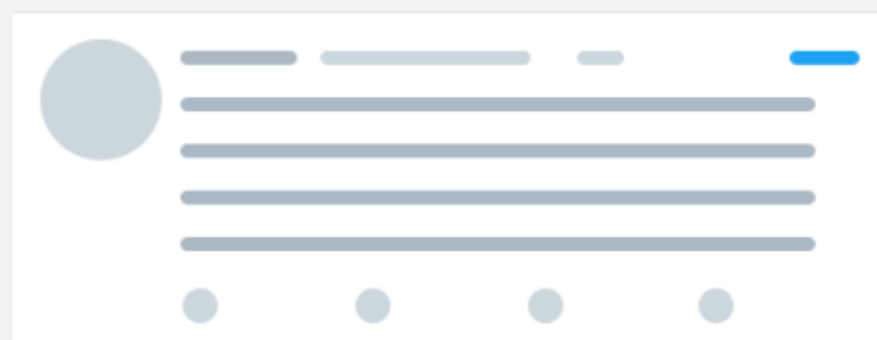


## Recently Updated

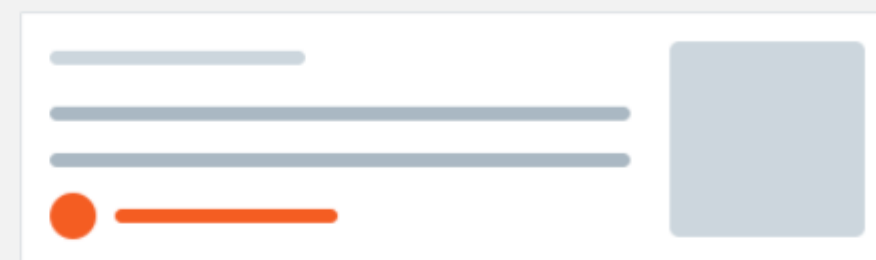
### Avatar



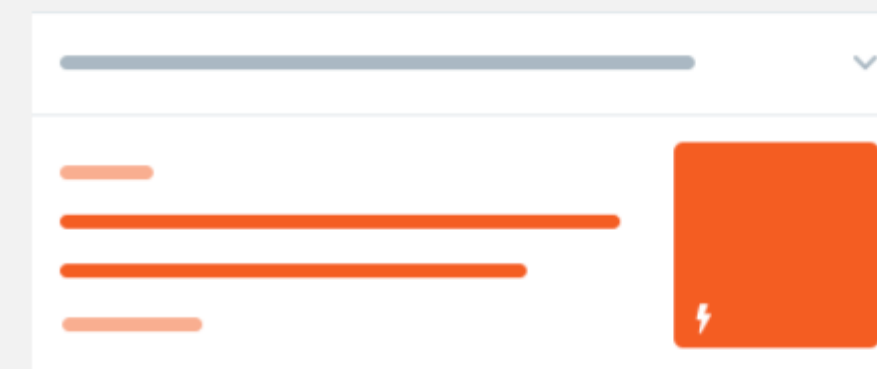
### Timestamps



### Context line



### Moments















What to Help  
Whom to Help  
Through?  
Tech Engineering High  
Level  
gohand-esp@github.com

THE INTERVOCALISTS  
2012-2013

THE INTERVOCALISTS  
2012-2013  
Benjamin Besser  
Melody Pavia  
Wendi Kay  
Perry Li  
Morgan Valencia  
Javier Rodriguez  
Dany Cheung  
Van Jettin  
Bodo Besser  
Jennifer Pavia  
Alex Chung  
Julia Diamond  
Paul King  
John Lapins  
Alex Stevens  
Andy Brown





**Chat**  
**Maria**  
**Giudice**

Author and CEO

**The life of a change maker:  
Lessons from the battlefield**

March 28th 11am–12pm    A Design & Research  
SF Tenth-2 Aviator West    education series



**Chat**  
**Brian**  
**Singer**

Artist & Designer  
someguy.is

**How to get “rich” in design**

April 25, 3–4pm    A Design & Research  
SF Market 10–Canary    speaker series







I.

PEOPLE









**Daniel Burka**  
@dburka



**Beautiful prototyping tools are  
distracting designers into  
creating beautiful interactions  
over beautiful products.**

—

**Footnote: Prototyping is great!  
Design tools are getting better  
and better. Just don't miss the  
forest for the trees.**

💬 13

↻ 60

❤️ 294

30 April 2018

1

**DEFINE THE PEOPLE LAYER**



**DEFINE  
THE PEOPLE LAYER**

2

**DIAGNOSE THE PEOPLE LAYER**

- **Cross-team relationships**
- Alignment on common purpose
- Decision making transparency
- Clear success criteria
- Multi-disciplinary kickoffs
- Working agreements
- Appropriate people in the room
- Project briefs, meeting agendas
- Facilitators
- Giving & receiving feedback
- Growth mindset
- Common vocabulary





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📅💰 is an upcoming project to encourage the conservation of maker time.

⏮️ 11:30 - Infra Standup \$1,500

⏮️ 12:15p – 1p  
Review OKRs \$10,000

 **Phil Cohen**  
@philltopia

Follow

New side project: price tags on Google Calendar events based on the inferred hourly rates of participants.

10:40 AM - May 2, 2016

💬 114 ↺ 3,636 ❤️ 4,098



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# Giving Feedback

## Approach

- Be thoughtful and respectful
- Don't make it personal
- Prepare your comments, lead with questions
- Balance areas for improvement with strengths

## Feedback

- Make it as specific as possible
- Make it actionable
- Make it timely

# Receiving Feedback

## Mindset

- Be open to the feedback
- Recognize that it's being given to help you grow
- Understand that it's a point in time, not forever

## Actions

- Listen without interrupting or countering
- Always thank the person giving you feedback
- Next steps include considering, integrating, or acting on the feedback



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3

**DECODE THE PEOPLE LAYER**



- **Optimal performance conditions**

- Channel preferences

- Comfortable work environments

- Flow for employees

- Mentoring program

- Design principles

- Team activities

- Learning mindset



# User Manual for

Cassie Robinson

## Conditions I like to work in

I like a quiet working environment. I find it hard to do work that requires my concentration if there is a lot of noise and distractions

I like having my own desk space

I find it hard to work in heated rooms, and love fresh air (windows open etc)

## The times/hours I like to work

I am trying to start my work day at 10am so that I can have 2 hrs from 8-10am in the mornings to do things like exercise and meditation etc.

I work best in the evenings

I don't mind being contacted at any time but I will likely only respond during week daytimes and evenings

My diary is open and accessible so everyone can see my availability. I don't mind people booking things in my diary if I am free

## The best ways to communicate with me

Slack is the quickest way to get a response from me

I will never answer my phone, but I look at text messages

I keep on top of my emails each week and usually respond within a few days at the latest.

## The ways I like to receive feedback

I'd rather have difficult conversations than things be unspoken or inauthentic, so just be straight with me

I like receiving feedback face-to-face

I see all feedback as a learning opportunity so I like any feedback to include examples and also suggestions on how I / it could be better/different

## Things I need

I love ideas sessions with people, where we can freely think about what is possible without the if's and but's

I need time to reflect

Authenticity - I find it really hard to be around bullshit, inconsistency or incongruence

## Things I struggle with

I'm an introvert so working "in the open" is something I have to work hard at

Too much critiquing and logical reasoning drains my energy

If I don't understand the wider purpose behind why we are doing something, I find it hard to engage with

Unnecessary process - I love agile and design-lead process however, it's not always necessary. I like minimum-viable-process - what is enough?

## Things I love

I like hearing what others are working on and connecting up the dots of what we are doing

I love organising team things - birthday gifts, evenings out etc.

A generative, risk-taking culture that has a flag in the ground about what it stands for

Quarterly team away days

## Other things to know about me

I use my intuition a lot to make decisions

My favourite saying is "the sum of the whole is greater than the sum of the parts."

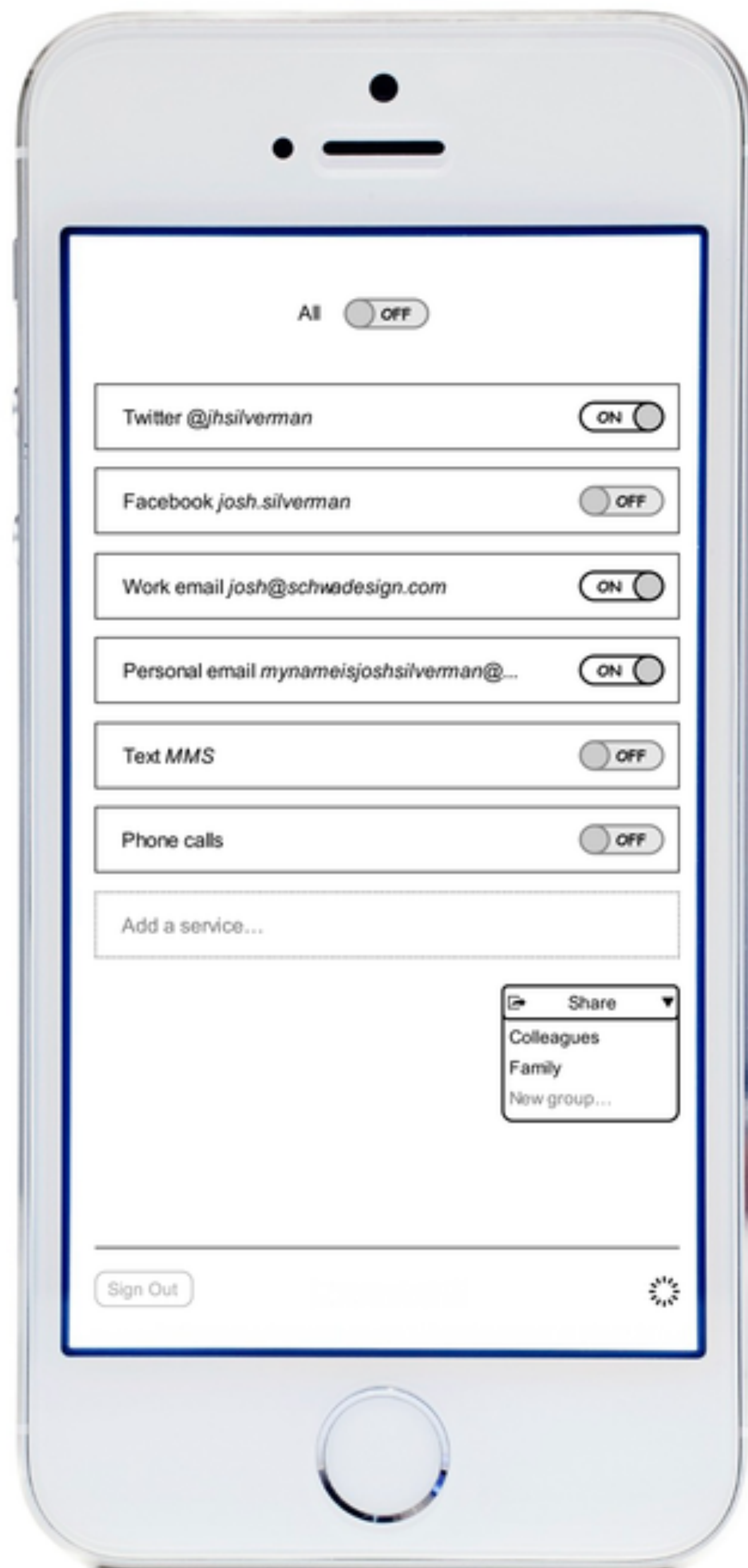
I am an INFP / INFJ cusp

I don't like or drink tea

I bring my whole self to work (we should chat about what this means to me)



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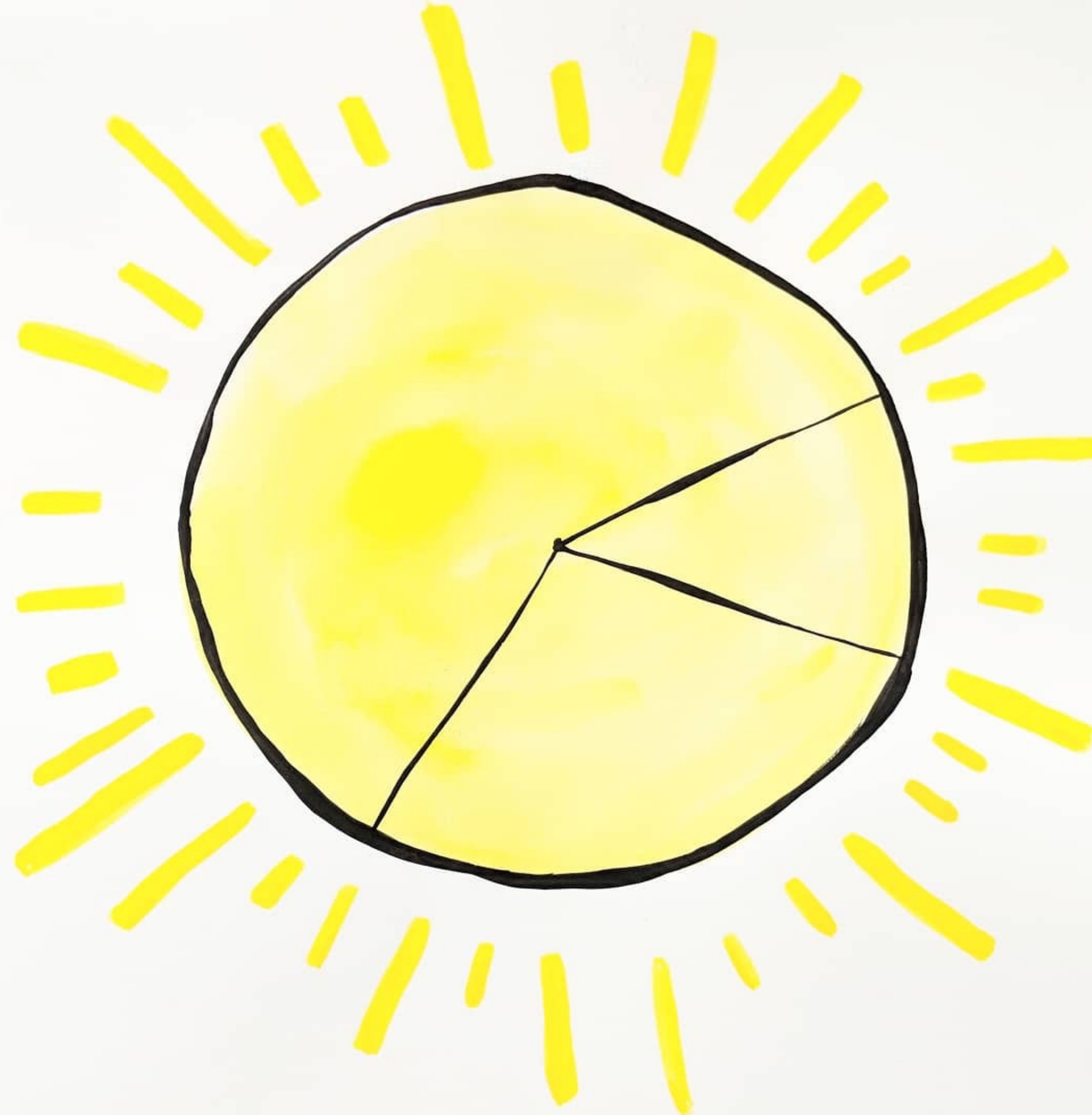






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FAILURE is  
**DATA**



- **Optimal performance conditions**
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II.

PROCESS



**DESIGN IS NEVER DONE.**





**DEFINE**



**DISCOVER**



**DETERMINE**



**DESIGN**



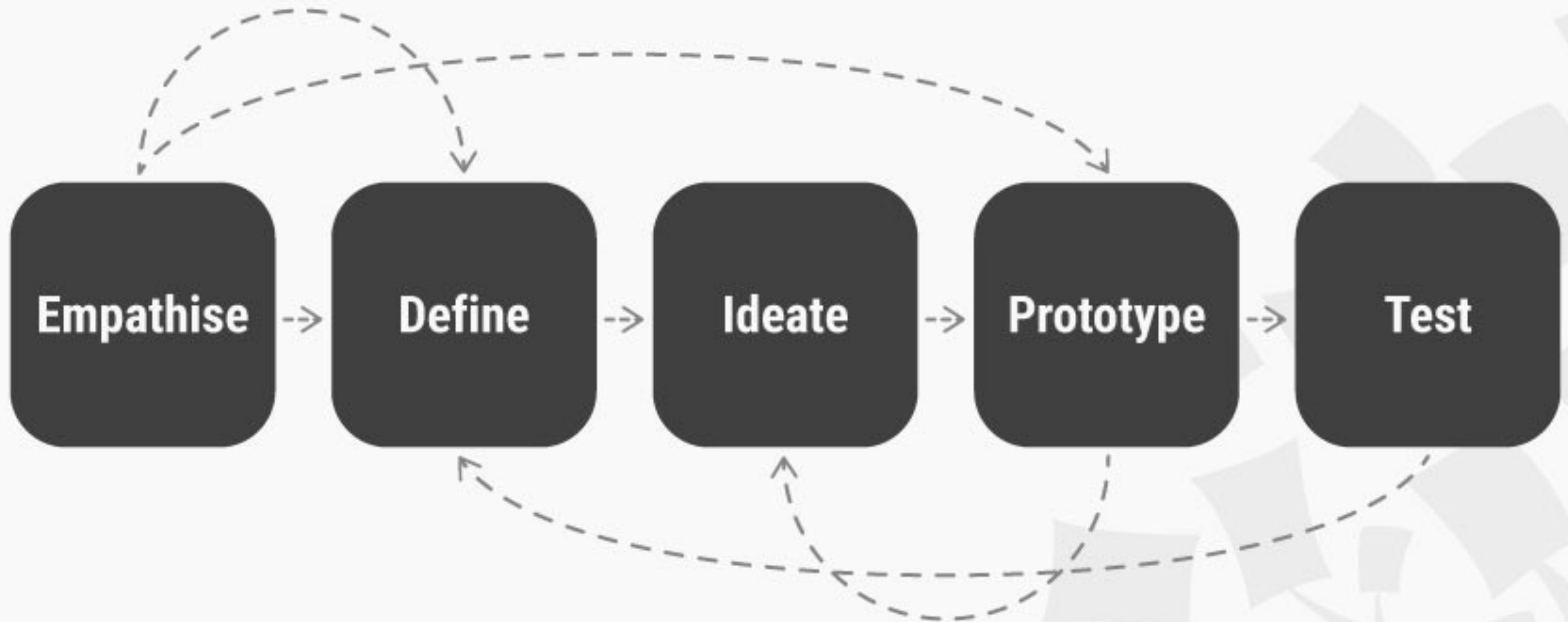
**DELIVER**



**DEBRIEF**



# Design Thinking: A 5 Stage Process





# IDENTIFY

Opportunities · Challenges · Competition

# SIMPLIFY

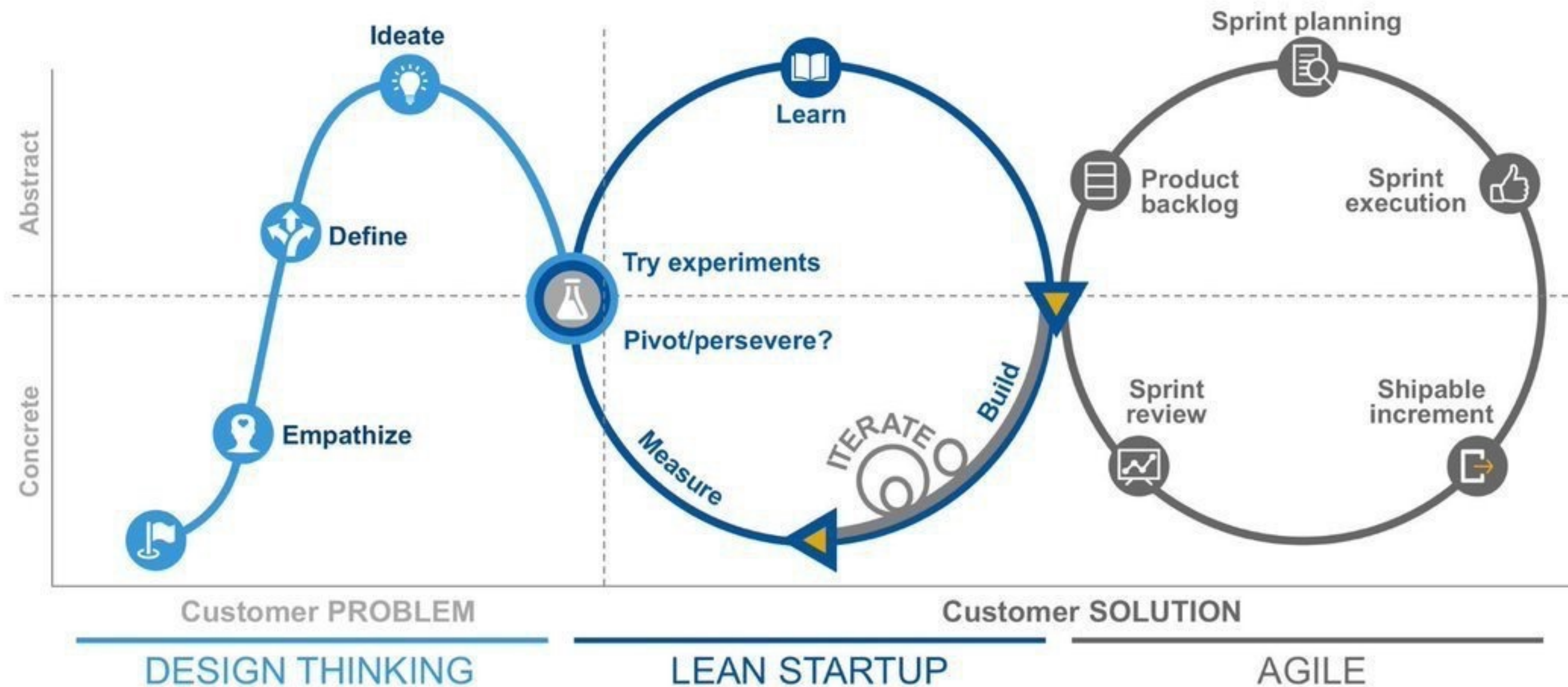
Strategy · Essence · Concept

# AMPLIFY

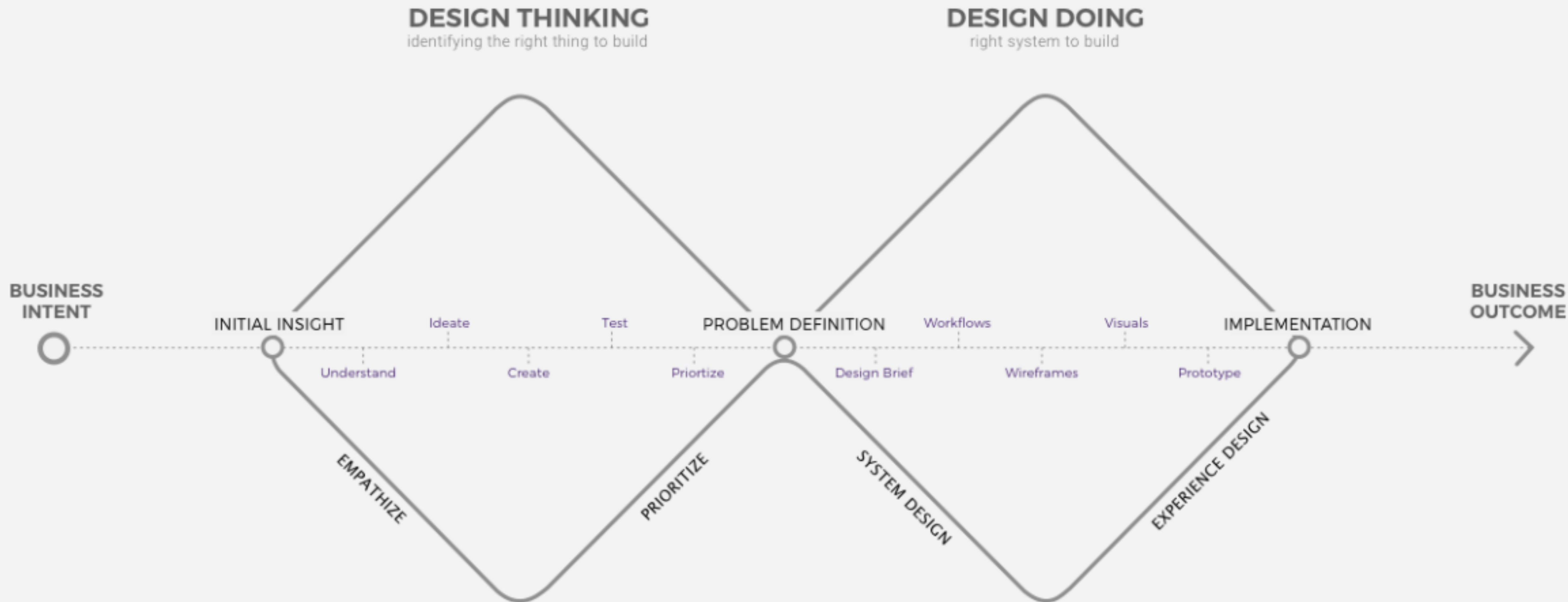
Execution · Implementation · Experience



# Combine Design Thinking, Lean Startup and Agile

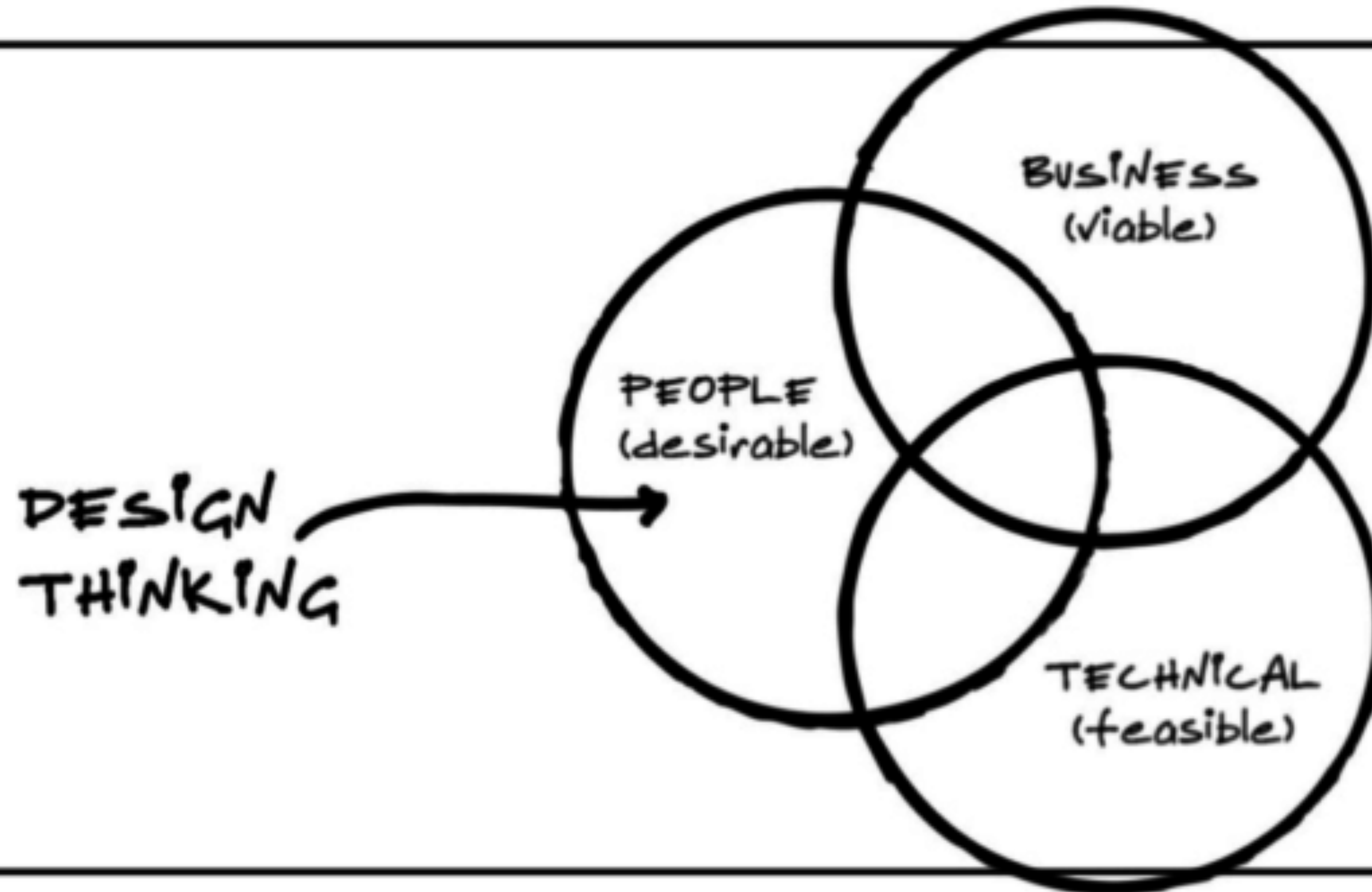








## DESIGN THINKING BEGINS WITH INSIGHTS ABOUT PEOPLE.





# THE CREATIVE PROCESS









**START WITH WHY.**



III.

**PERFORMANCE**



				
Process & Documentation	<ul style="list-style-type: none"><li>• No agreed-upon design process</li><li>• No standardized workflow</li><li>• Check-ins, critiques, and reviews are ad hoc, or they don't happen at all</li></ul>	<ul style="list-style-type: none"><li>• Have started documenting design decisions</li><li>• Have a working style guide</li><li>• Have a clear way to share files with fellow designers and hand off assets to engineers</li></ul>	<ul style="list-style-type: none"><li>• Have style guides for different areas of design maintained by product, engineering, and marketing</li><li>• Have a process to onboard new designers and equip them with tools they need to work effectively</li></ul>	<ul style="list-style-type: none"><li>• Have a clearly defined process that designers use as a guiding framework, with clear owners of the visual language, interaction standards, and more</li><li>• Have defined principles and values to work by</li><li>• Team actively seeks feedback on their deliverables and design process</li></ul>
Communication & Collaboration	<ul style="list-style-type: none"><li>• Methods of communication are fluid and serve immediate needs</li><li>• Most conversations happen in person and in collaborative working sessions with cross-functional teams</li></ul>	<ul style="list-style-type: none"><li>• In addition to face-to-face conversations, there are different modes of communication for different purposes, spanning verbal and written/asynchronous methods</li><li>• Team is still learning how to communicate effectively and and doesn't yet have agreed-upon standards</li></ul>	<ul style="list-style-type: none"><li>• Have agreed-upon rules for communicating effectively</li><li>• Designers know how to give clear feedback and how to receive it</li><li>• In the broader company, non-designers regularly and openly seek input on their work from designers</li></ul>	<ul style="list-style-type: none"><li>• Have completed facilitation and difficult conversation training</li><li>• Have well-defined rules for critique, and designers know how to request the type of feedback they want</li><li>• Effectively communicate with external partners about how to best work with design</li></ul>
Critique & Feedback	<ul style="list-style-type: none"><li>• No formal critique process</li><li>• Designers help facilitate feedback on design work from other teams at the company</li><li>• Due to the small design team, designers seek feedback on their work from designers in the outside community</li></ul>	<ul style="list-style-type: none"><li>• Host design critiques at a set time each week to share progress and get feedback from designers</li><li>• Impromptu conversations happen in between weekly critiques to keep momentum</li></ul>	<ul style="list-style-type: none"><li>• Host critiques at key points of the design process and invite non-design stakeholders to participate, with a schedule of presenters and clear rules on how to engage</li><li>• Use critiques to educate non-designers on how to give productive feedback</li><li>• Introduce more scalable methods of collecting feedback over tools like Slack, Wake, Abstract, etc.</li></ul>	<ul style="list-style-type: none"><li>• Design managers schedule and facilitate critiques for their respective teams</li><li>• Design team proactively assesses all work produced companywide and has a process in place for improving it</li><li>• Works in progress are visible to the broader company by way of pin-ups, internal tools, and design team announcements</li></ul>
Development & Coaching	<ul style="list-style-type: none"><li>• Designers have some opportunities to learn from colleagues, but need to look outside the company for substantial design expertise</li></ul>	<ul style="list-style-type: none"><li>• In addition to learning from colleagues, design team has a budget for professional development to put toward internal workshops, coaching, and external conferences and classes</li></ul>	<ul style="list-style-type: none"><li>• Industry experts come in to develop team</li><li>• Designers participate in professional development or leadership programs</li><li>• Designers are encouraged to set up plans for skill development with their managers</li></ul>	<ul style="list-style-type: none"><li>• In addition to professional development opportunities for the entire design team, your Head of Design has a dedicated leadership coach</li><li>• The company offers similar services to up-and-coming design leaders</li></ul>
Recruiting & Leveling	<ul style="list-style-type: none"><li>• No in-house recruiter</li><li>• Designers are responsible for preparing job descriptions, defining the interview process, and sourcing design candidates from their own networks</li></ul>	<ul style="list-style-type: none"><li>• In-house recruiter helps with sourcing and scheduling, but design team drives interview process and defines assessment criteria</li><li>• Designers source referrals from their activity and connections in the design community</li></ul>	<ul style="list-style-type: none"><li>• Have an in-house recruiter focused on building your design team</li><li>• Have a clear hiring plan and corresponding job descriptions</li><li>• Have content about your design team's culture and process to share with candidates and attract inbound applicants</li></ul>	<ul style="list-style-type: none"><li>• Design roles, levels, and compensation are clearly defined</li><li>• Have a dedicated design recruiter and a refined recruiting process</li><li>• Team undergoes interview training and unconscious bias training</li><li>• Have a website to showcase the design team and ethos</li></ul>
Space & Seating	<ul style="list-style-type: none"><li>• Entire company still fits in one room</li><li>• Designers sit next to the engineer who is building what they're designing</li><li>• Likely in a co-working or temporary office space</li></ul>	<ul style="list-style-type: none"><li>• Design team sits together</li><li>• Plenty of opportunities to collaborate with one another and with cross-functional teammates</li><li>• Have areas to pin up work in progress and host collaborative work sessions</li></ul>	<ul style="list-style-type: none"><li>• Designers have a "home base" for heads-down work</li><li>• Team has a common area for dedicated design sprints</li><li>• Have access to a resource library and tools for printing, prototyping, and other forms of creative expression</li></ul>	<ul style="list-style-type: none"><li>• In addition to the above spaces for designers, Design influences the office space for the entire company, which influences decisions about the floorplan, furnishing, and the proximity of different departments and how they interact</li></ul>



[PRODUCT](#)[ABOUT](#)[CAREERS](#)

# More time for better work

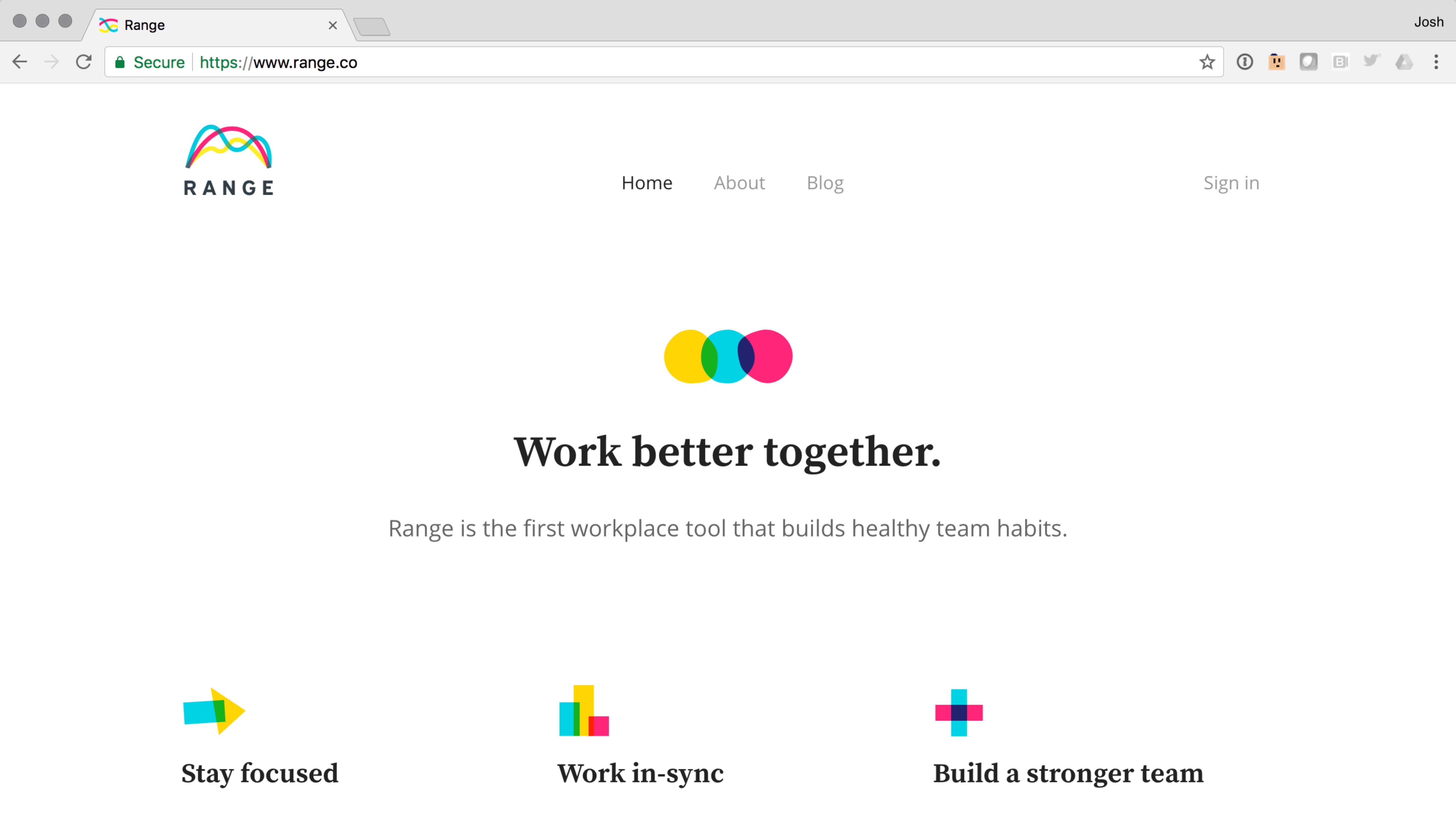
We're building a suite of tools that give individuals and teams the time and focus to accomplish their priorities.

[TRY CLOCKWISE FOR CHROME](#)

 Follow [@getclockwise](#) for updates







RANGE

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# Work better together.

Range is the first workplace tool that builds healthy team habits.



**Stay focused**



**Work in-sync**

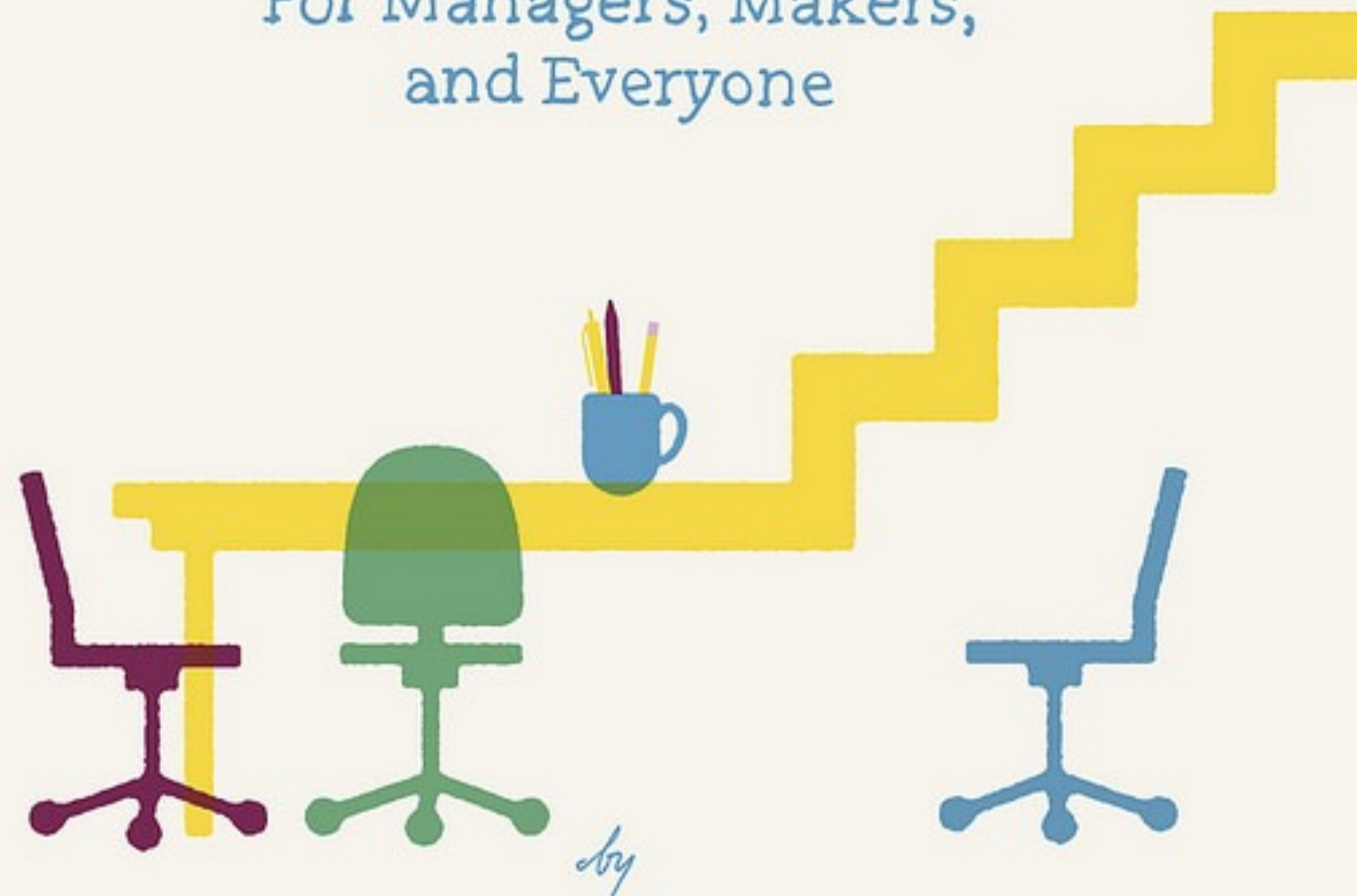


**Build a stronger team**



# MEETING DESIGN

For Managers, Makers,  
and Everyone



by  
**KEVIN M. HOFFMAN**

*foreword by Jeff Doherty*

TWO WAVES





**80 hour weeks**  
**Fully packed schedules**  
**Super busy**  
**Endless meetings**  
**All-nighters**  
**Sunday afternoon emails**  
**Unrealistic deadlines**  
**Constant interruptions**  
**Overflowing inbox**  
**Chat's blowing up**  
**Can't sleep**  
**No time to think**  
**Stuck at the office**

**IT DOESN'T HAVE TO BE  
CRAZY AT WORK**



[ABOUT](#)[PROGRAM](#)[SPEAKERS](#)[LOCATION](#)[SPONSORS](#)[REGISTER](#)

If you're a **design leader**, **manager**, or **practitioner** who wants to learn about and help define Design Operations, you should join us for the first DesignOps Summit.

NOVEMBER 6-8, 2017

NEW YORK, NY



**IV.**

**WHAT'S NEXT**





**Bo Ren**  
@bosefina



**In Silicon Valley I used to think being too “human” was a weakness. Too empathetic, too emotional, too vulnerable, too feminine. Now I wear “human” was a badge of honor. The future lies in humanists building a human layer on top of technology.**



44



766



2,625

9 Nov 2017



- **Reunited (and it feels so good)**
- Flexible framework: time, budget, existing resources
- Solve for healthy, happy, high-performing teams
- Read, research, report, repeat
- “Soft” skills persist



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- **“Soft” skills persist**



# THANK YOU!

[mynameisjoshsilverman.com](http://mynameisjoshsilverman.com)

[@jhsilverman](https://twitter.com/jhsilverman)