

**BRAND IS PRODUCT IS
MARKETING IS OPERATIONS**

mynameisjoshsilverman.com/jointfutures

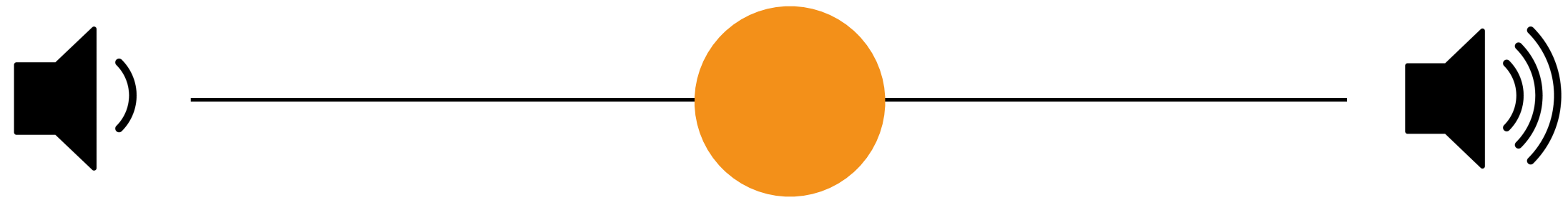
@jhsilverman











Brand



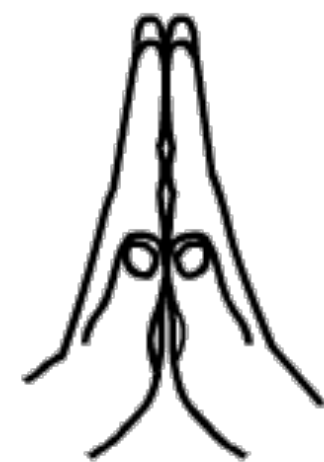
Product



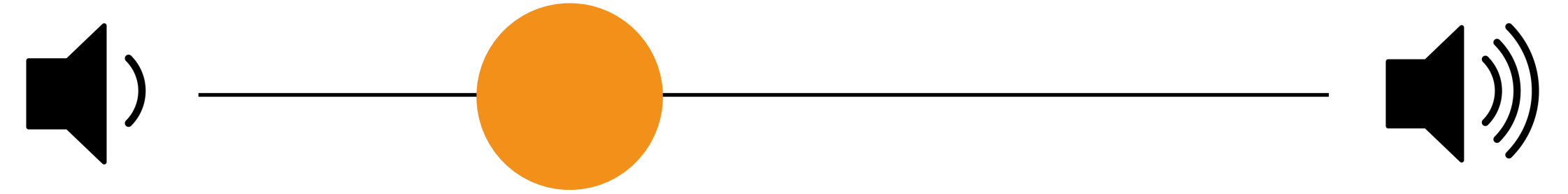
Marketing



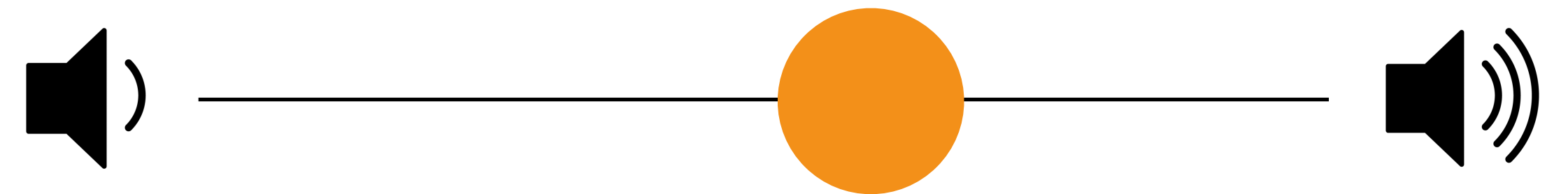
Operations



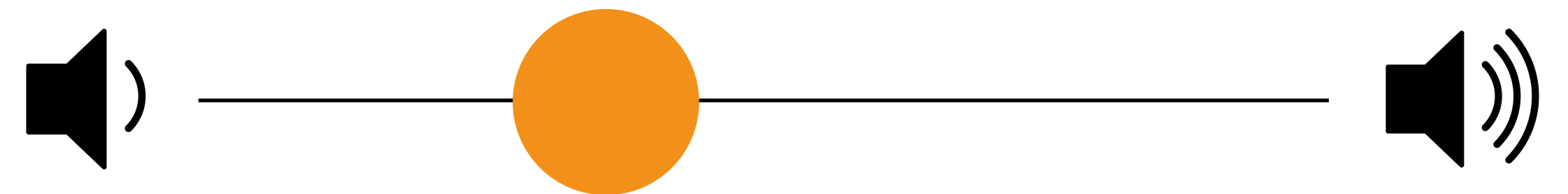
Brand



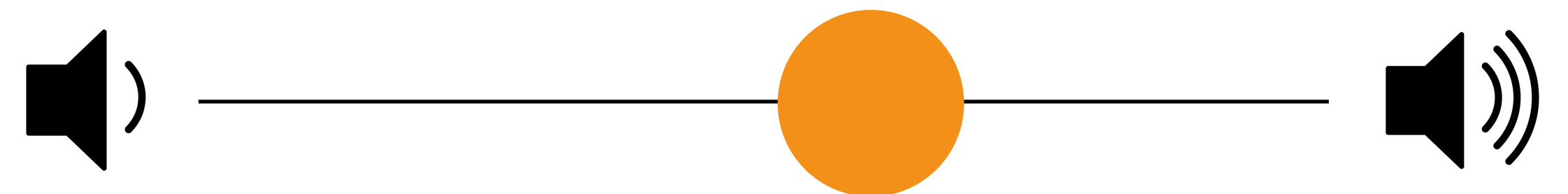
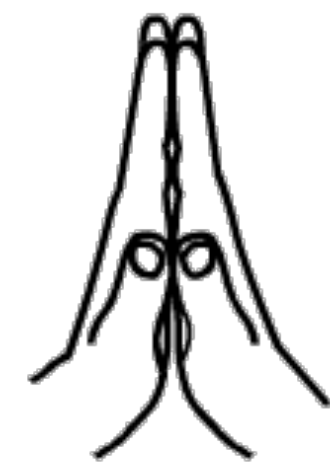
Product



Marketing



Operations



HELLO, I'M JOSH

Harmony

Rhythm

Silence

Phrases

Composition

Key

Collaboration

Cadence

Whitespace

Gestures

Project brief

Design system

I will now in a few words try to describe how I worked, designing Fiskars general purpose scissors, the first ones in the world with plastic handles joined to steel blades.

I got the assignment to design medium-sized scissors with plastic handles, mainly for home-use, in 1960. I knew that much of existing scissors that the form of the handles was all wrong, they chafed and caused blisters.

I started by analyzing my task. I studied what the scissors are generally used for and how the handles should be formed to fit the hand. In the case of scissors, and in many other cases as well, the mutual harmony between the tool and the user has been badly neglected. Now, however, ergonomics, which among other things aims at reducing the friction, physical or psychological, between the tool and the person, is becoming an acknowledged branch of science.

I started by analyzing my task. I studied scissors are generally used for and how should be formed to fit the hand. In the scissors, and in many other cases as well harmony between the tool and the user has been neglected. Now, however, ergonomics, which deals with things aims at reducing the friction, physical, psychological, between the tool and the user, becoming an acknowledged branch of science.

With this in mind, I was now in a position to design a pair of scissors.

“The role of a conductor is to enable musicians to be more emotionally expressive, and guide an overall experience”



Allegra Martin, PhD

Director of College Choirs, College of the Holy Cross

Worcester, MA, US



1997–2015



2013–



2019–





**DEFINE
THE PEOPLE LAYER**

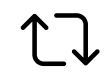
TIMES OF DISCORD



Laurie Voss
@seldo



The older I get, the more every problem in tech seems to be a matter of getting humans to work together effectively, and not tech itself.



22 Aug 2017



VENTURE CAPITAL

The Era of "Move Fast and Break Things" Is Over

by Hemant Taneja

JANUARY 22, 2019

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Executive Summary

Hemant Taneja of General Catalyst argues that the era of "move fast and break things" is over; that in the wake of the Facebook scandal, the public is less tolerant of tech startups that ignore the societal ramifications of their innovations; and that VCs should analyze not only for market size and product viability, but for whether founders show sufficient foresight and concern about the unintended consequences of the ideas they are pursuing. Instead of just "minimum viable products," today VCs need to screen for "minimum virtuous products." The author offers eight questions to help VCs identify entrepreneurs who can meet this evolving need.

WHAT TO READ NEXT

[Which Countries Are Leading the Data Economy?](#)



Communication designer

User experience designer

VP design

Marketing specialist

Service designer

Associate creative director

Experience architect

Principal designer



Aine Zhou
@ZhouAine



There are so many disjointed job titles stacked on top of each other. Experience designer. Product Designer. Designer. Art Director. What do they mean? What are the qualities? It seems like the industry is looking for a flying dolphin to do them ALL.



5 Mar 2019





PRODUCT

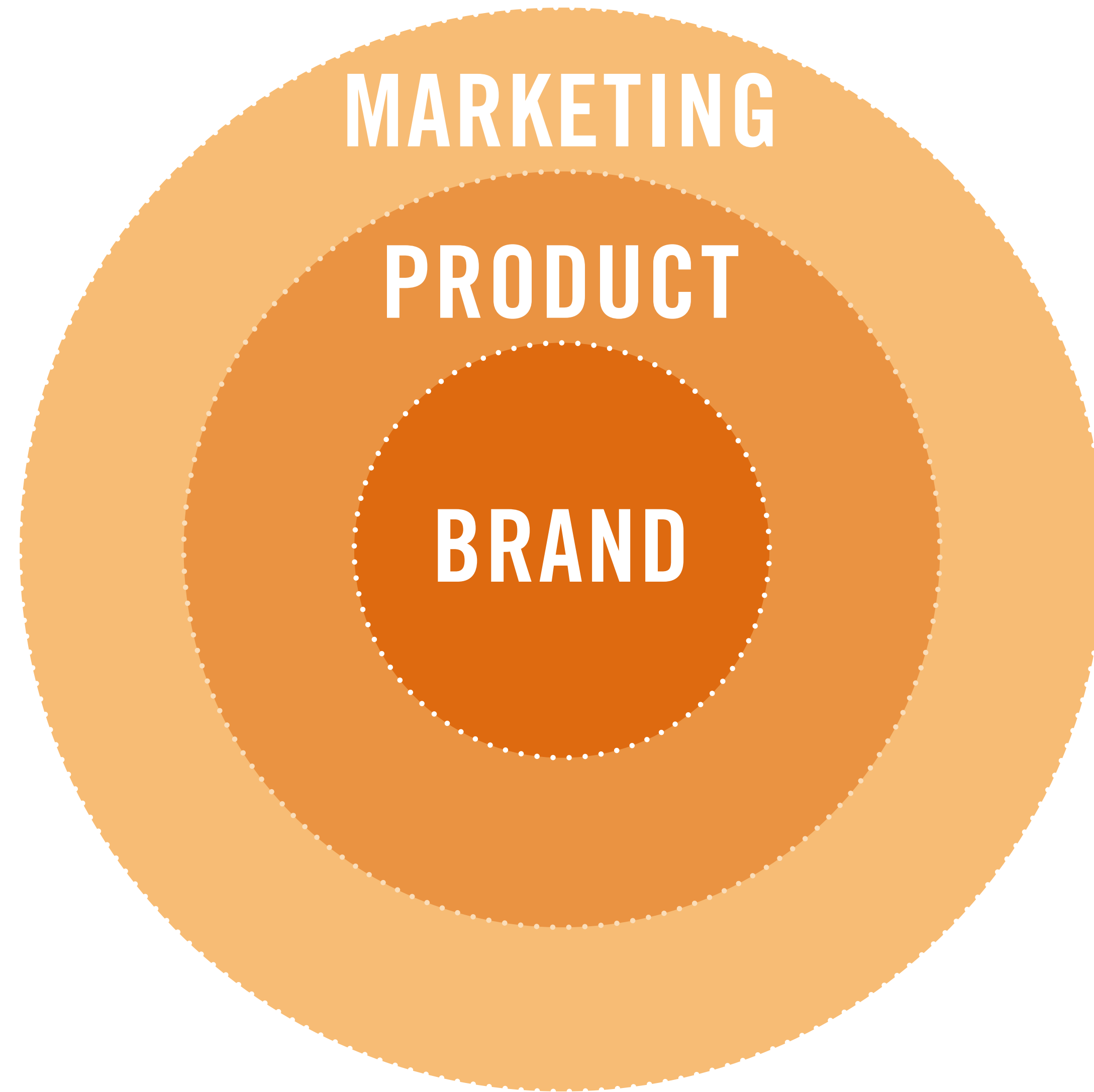


SIGNS OF (R)EVOLUTION

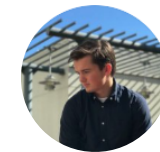












Parker Henderson
@ParkerHendo

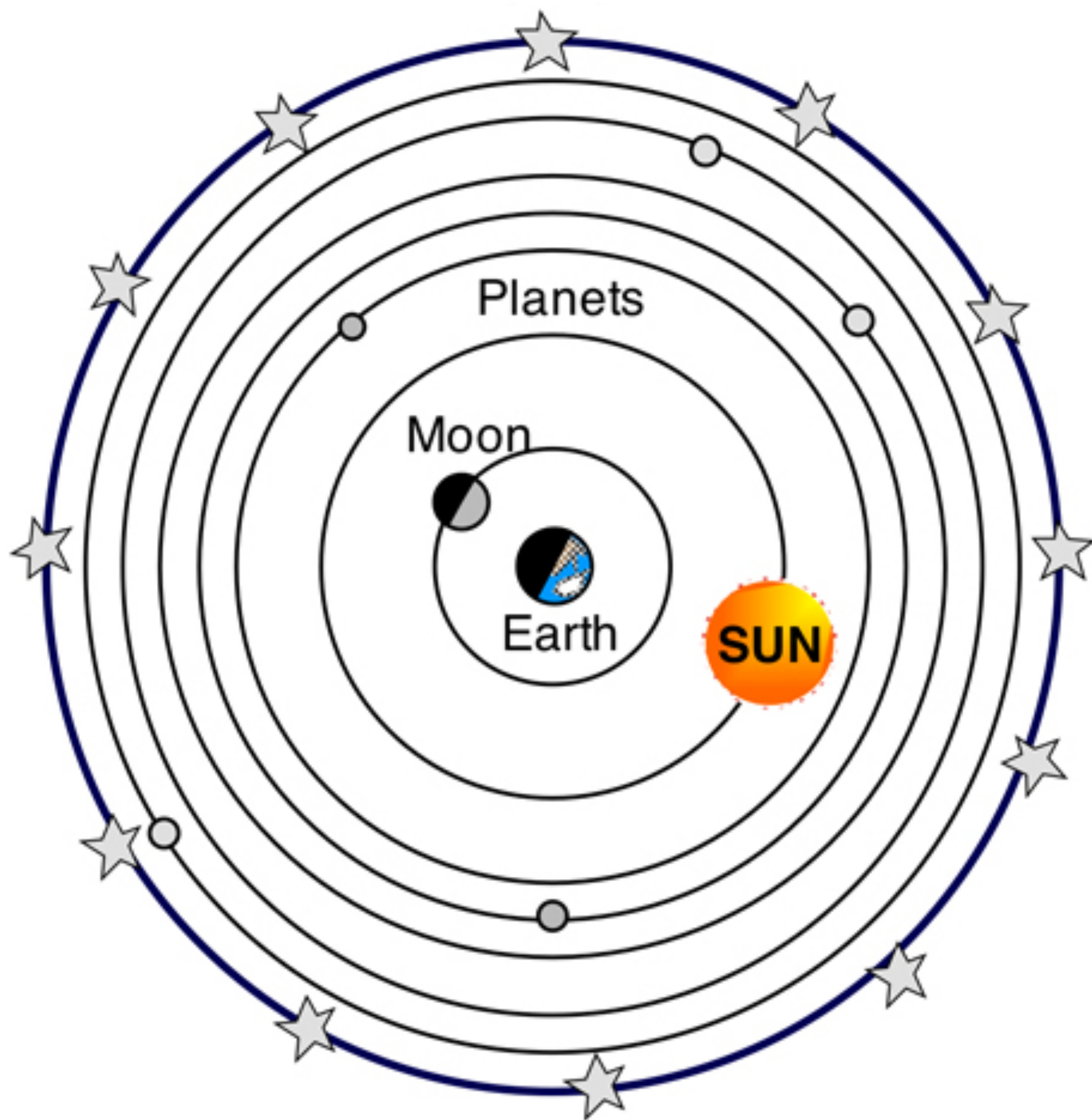


**Product, Engineering, and
Design should start on a project
at the same time.**

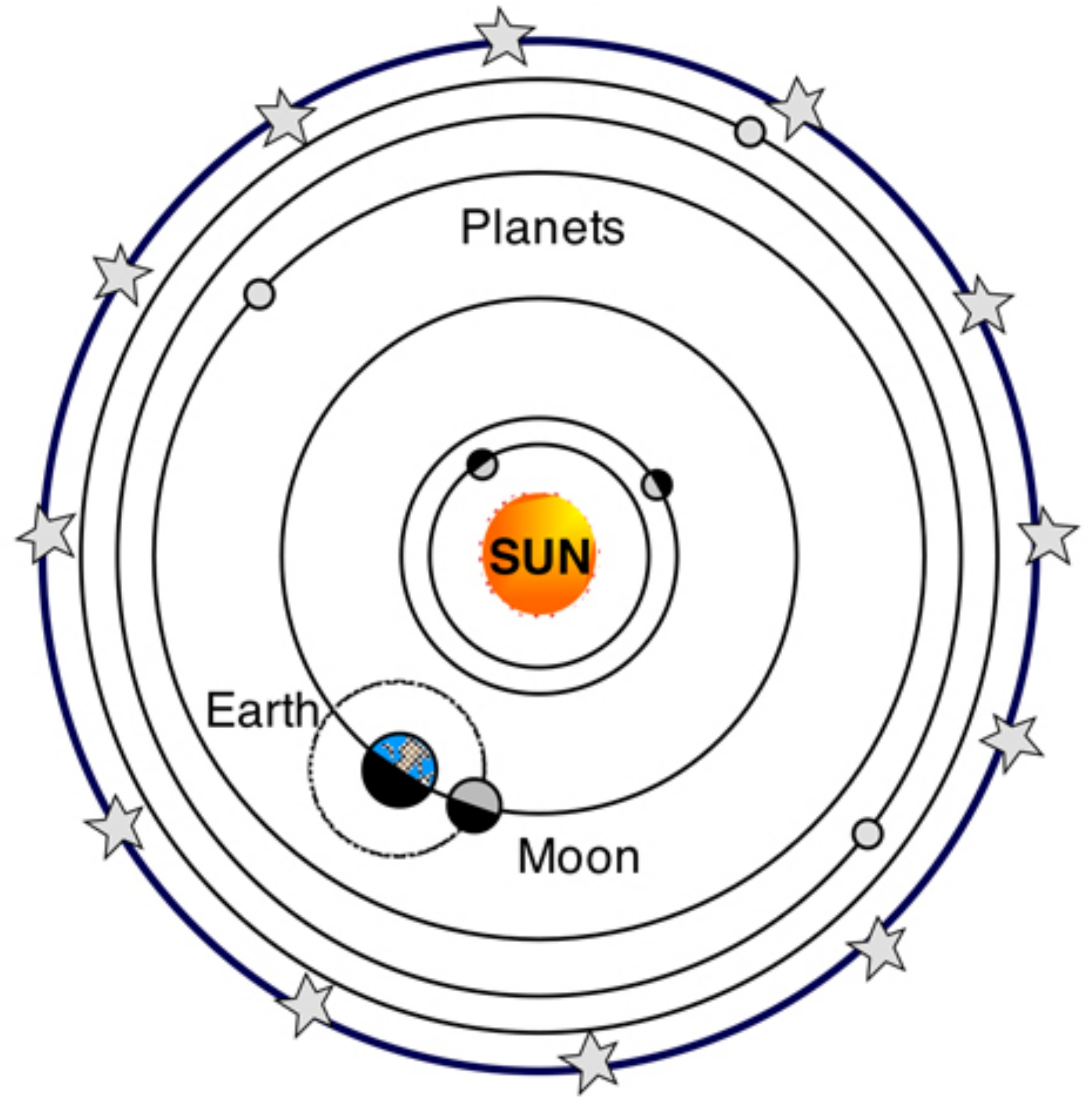
I WILL die on this hill.



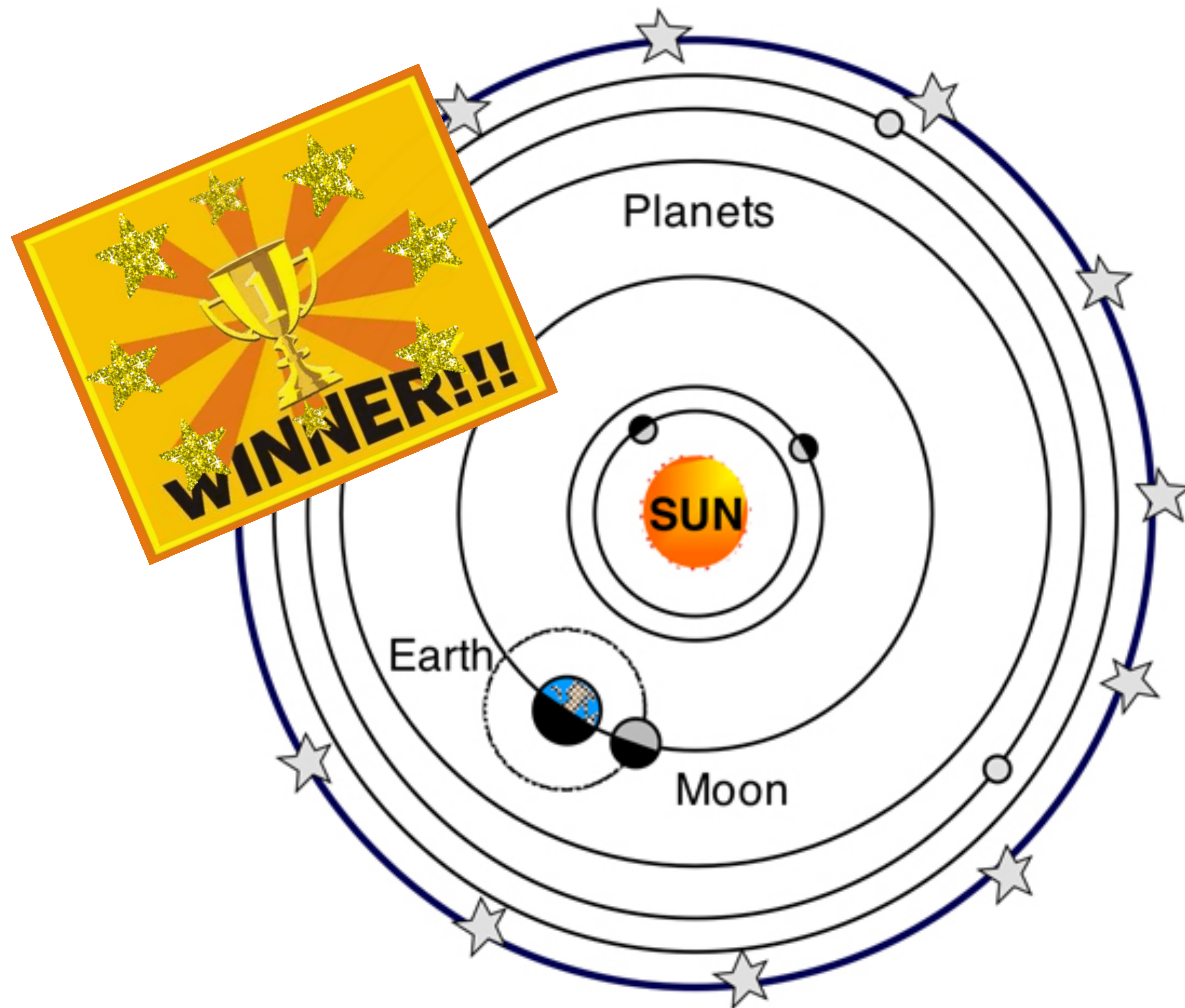
20 Aug 2019



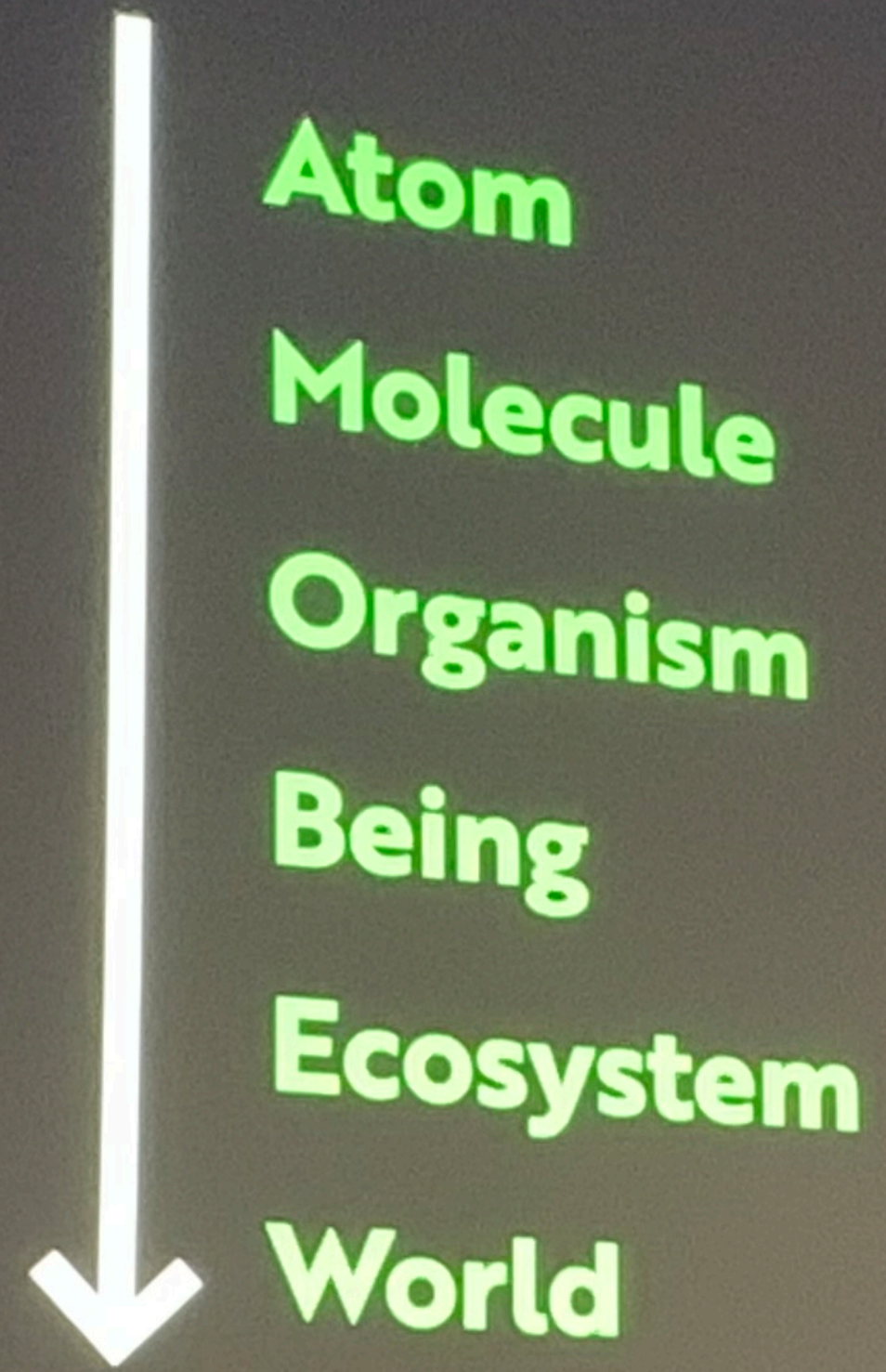
Geocentric Theory



Heliocentric Theory



Heliocentric Theory





Transparent

Data, Process

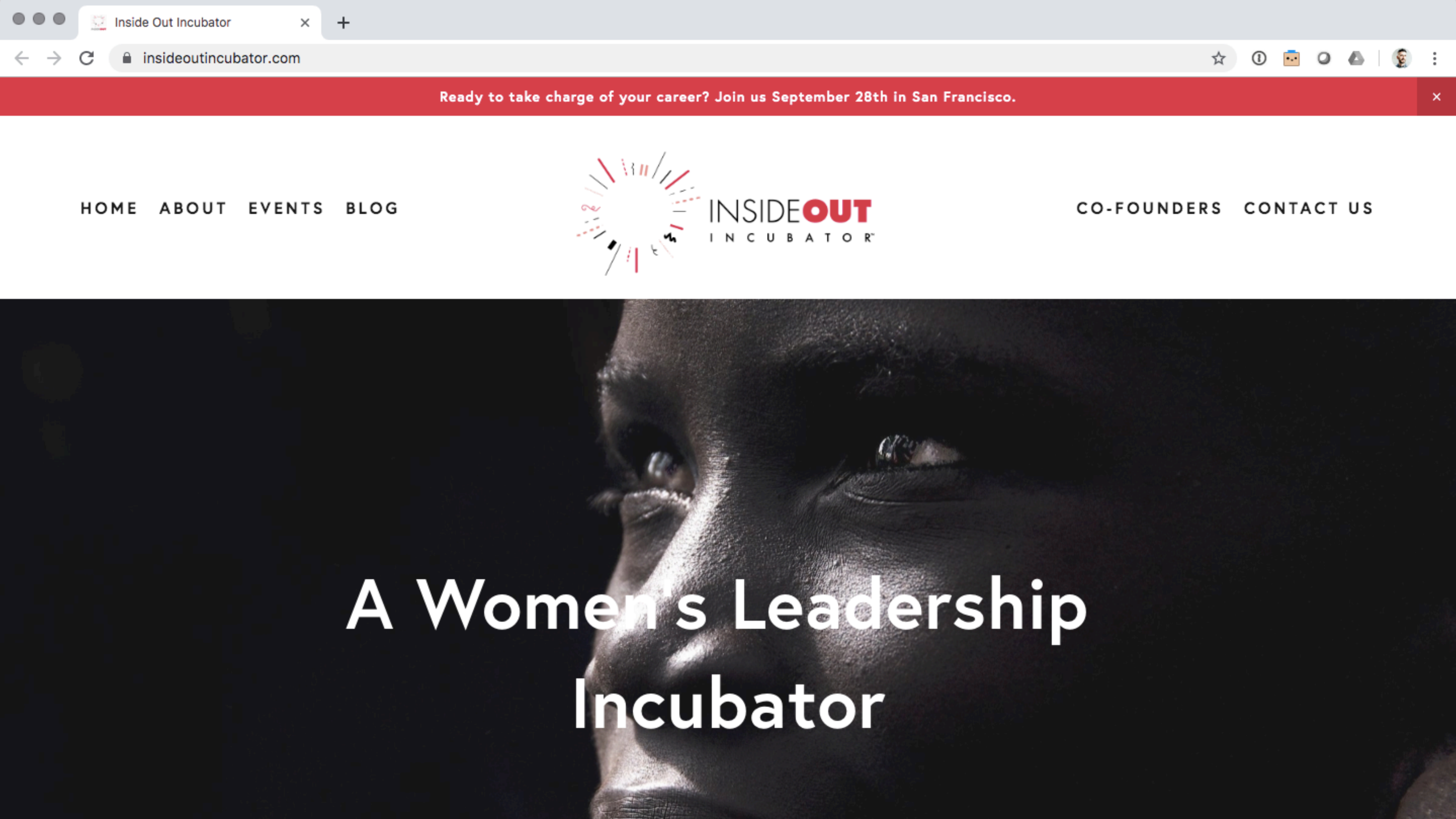
Lack of transparency erodes trust in a product. We can prevent this erosion by demanding that the products we design are clear and honest about the data that's being collected from users and why it's being collected, how this data will be used, and avoiding dark patterns that exploit human psychological vulnerabilities.



A person is sitting on a dark metal park bench in a wooded area. They are wearing a dark jacket and blue jeans. Their hands are resting on their lap, and they are looking down at them. The background is filled with trees and fallen leaves, suggesting an autumn setting. The lighting is soft and natural.

Empowering superheroes.
One journey at a time.

Do you want to be more super at work?



HOME ABOUT EVENTS BLOG



CO-FOUNDERS CONTACT US

A Women's Leadership Incubator

SOCIETAL CONTEXT



Login

Startups

Apps

Gadgets

Videos

Podcasts

Extra Crunch

Events

Advertise

Crunchbase

More

Apple

PACKAGES STARTING AT \$35/MO. w/24-mo agmt. Autopay & Paperless bill req'd. Prices higher in 2nd year. Regional Sports Fee up to \$8.49/mo. is extra & applies.

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DIRECTV GET DIRECTV

AdChoices

In big tech's future expansion plans, public good should be the corporate incentive

Yung Wu 1 day ago

Comment



TechCrunch:
Robotics+AI
2019
Tickets On Sale
Now!

Berkeley
Apr 18

Get Tickets

Shareholder Value Is No Longer Everything, Top C.E.O.s Say

Chief executives from the Business Roundtable, including the leaders of Apple and JPMorgan Chase, argued that companies must also invest in employees and deliver value to customers.



**“People now make their own brands – not for a profit,
or shareholder value – but for a mission or movement.
This shifts power and control to the individual.”**




Debbie Millman, @debbiemillman

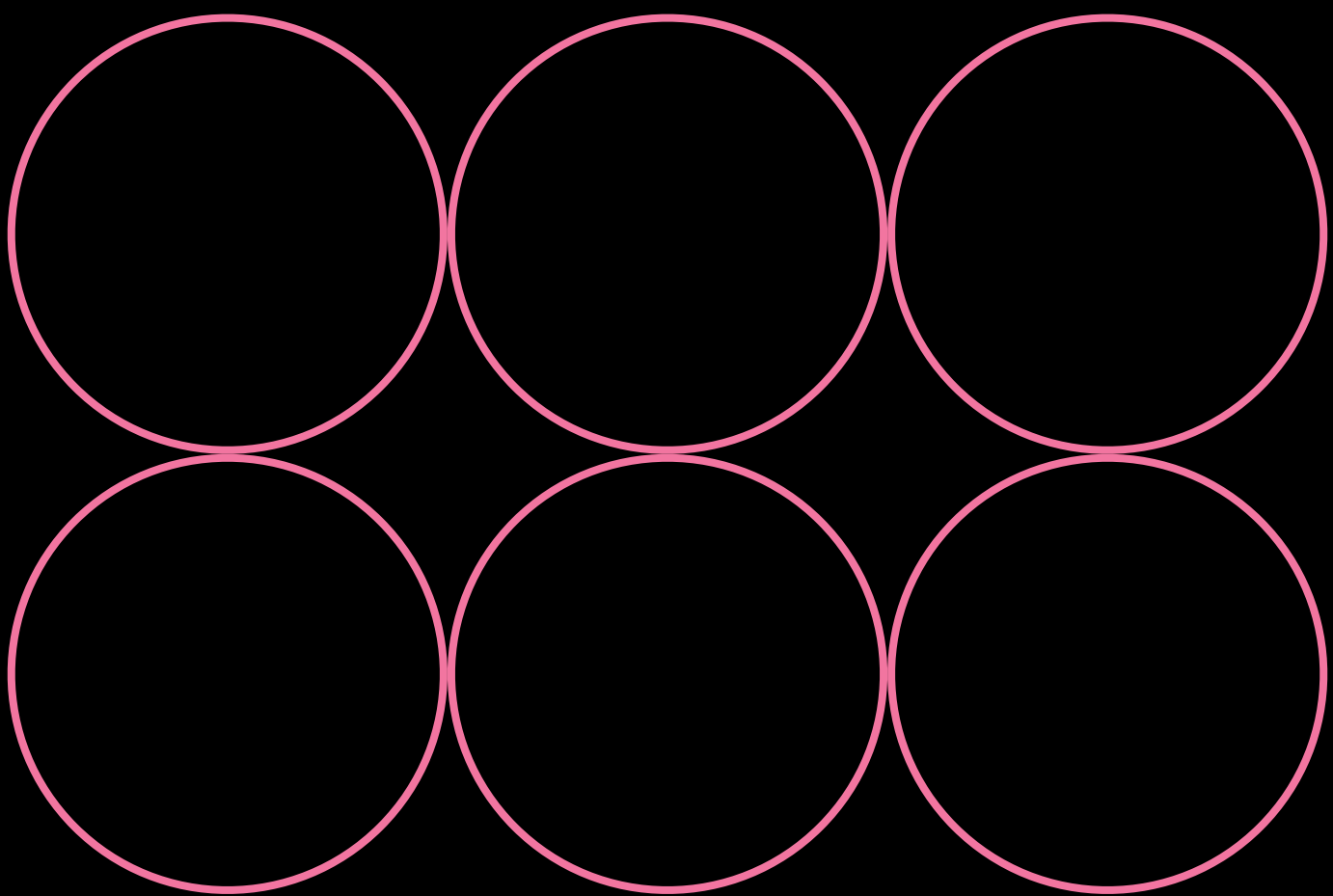
Chair, Masters in Branding Program, School of Visual Arts

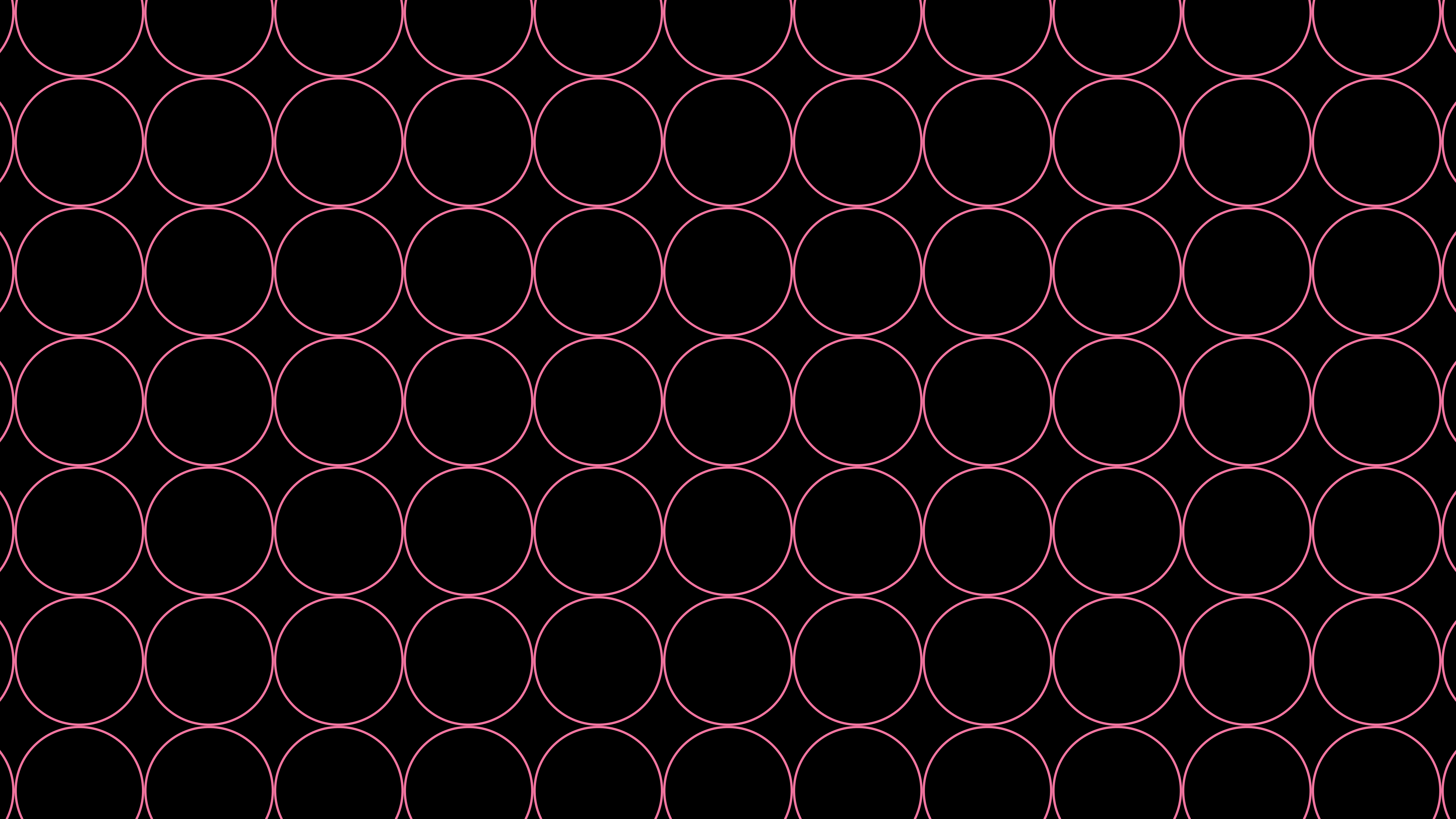
Founder, Design Matters

New York, NY, USA



TO ALL THE
LITTLE GIRLS
WATCHING RIGHT NOW:
NEVER DOUBT THAT
YOU ARE VALUABLE
POWERFUL DESERVING
OF EVERY CHANCE
IN THE WORLD



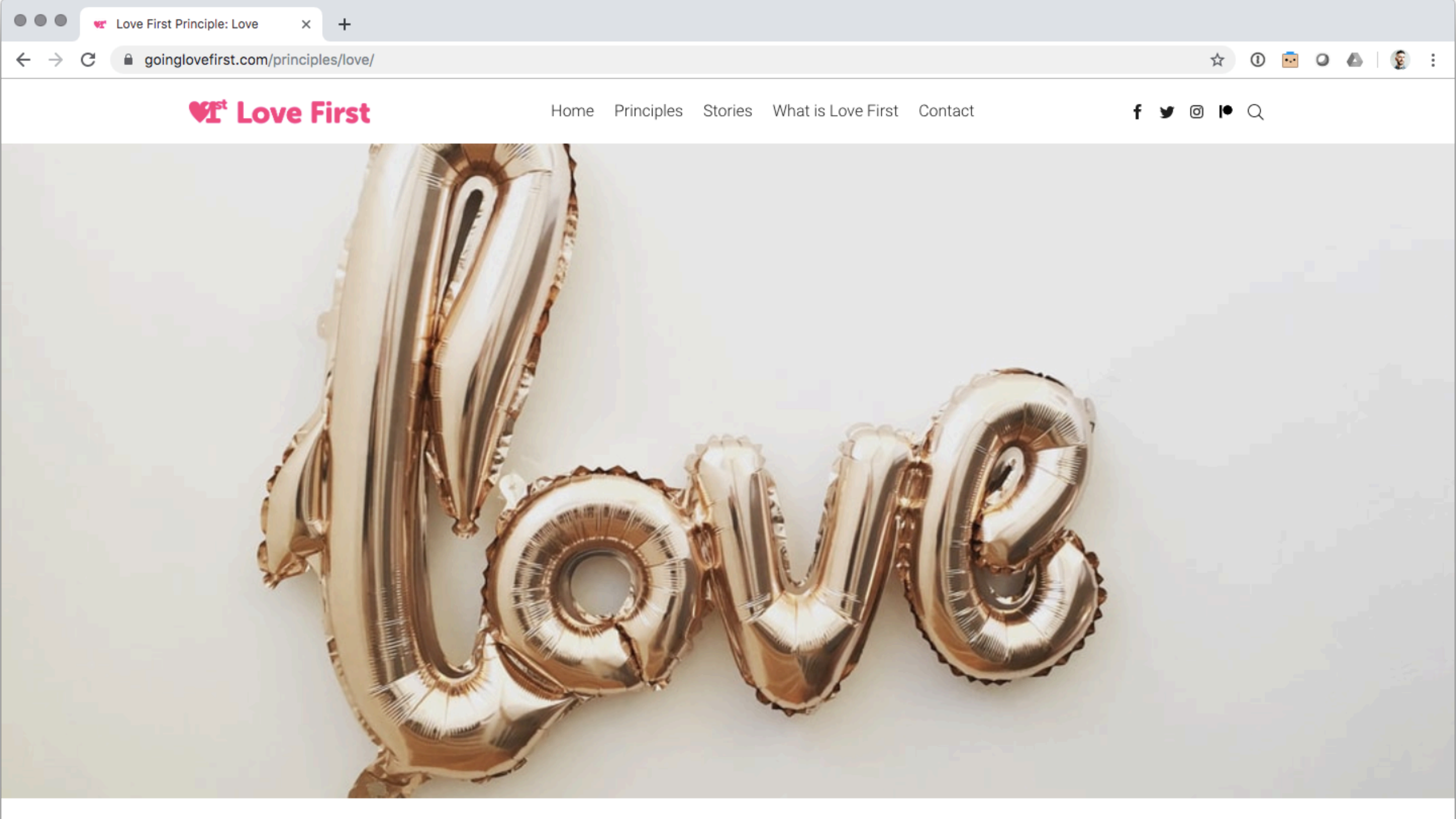




EVOLUTION STARTS WITH... YOU

1

LOVE THYSELF



2

SHARE HOW YOU WORK BEST

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

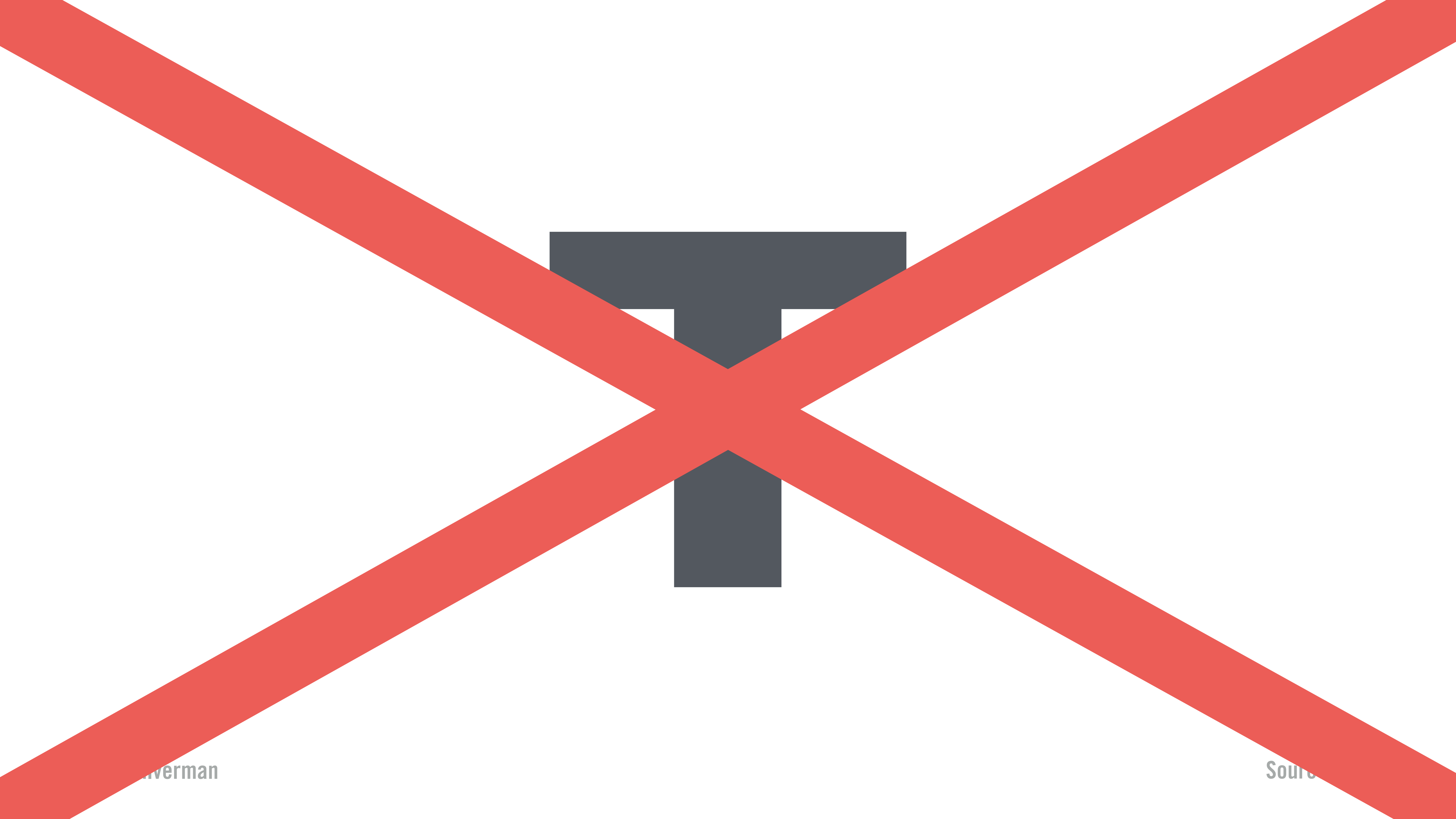
I don't like or drink tea

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

3

BE A MULTIPLIER







4

CULTIVATE A GROWTH MINDSET

"Failure is an
opportunity to grow"

GROWTH MINDSET

"I can learn to do anything I want"

"Challenges help me to grow"

"My effort and attitude
determine my abilities"

"Feedback is constructive"

"I am inspired by the success of others"

"I like to try
new things"

"Failure is the
limit of my abilities"

FIXED MINDSET

"I'm either good at it or I'm not"

"My abilities are unchanging"

"I don't like
to be challenged"

"I can either do it,
or I can't"

"My potential is predetermined"

"When I'm frustrated,
I give up"

"Feedback and criticism
are personal"

"I stick to what I know"

NEW YORK TIMES BESTSELLING AUTHOR OF
THE 21 IRREFUTABLE LAWS OF LEADERSHIP

JOHN C.
MAXWELL

FAILING FORWARD

TURNING MISTAKES *into*
STEPPING STONES *for* SUCCESS

NEW YORK TIMES BESTSELLER

The Gift of Failure

HOW THE BEST PARENTS
LEARN TO LET GO SO THEIR
CHILDREN CAN SUCCEED

Jessica Lahey

"Gripping... How can teachers reach back their school walls and give children the necessary space to fail? They could start by making parents read *this book*!"
—Julie Lythcott-Harris, *New York Times* Best Author

Failure Is An Option



H. Jon
Benjamin

An Attempted Memoir

GARY BURNISON

CEO OF KORN/FERRY INTERNATIONAL

NO FEAR *of* FAILURE

Real Stories of How Leaders Deal With
RISK AND CHANGE

AUTHOR OF THE #1 NEW YORK TIMES BESTSELLER

BARE BONES

FAIL UNTIL YOU DON'T

FIGHT. GRIND.
REPEAT.

BOBBY BONES



WILLIAM FERRAILOLO



Meditations on Self-Discipline and Failure

STOIC EXERCISE FOR
MENTAL FITNESS

THE SECRET OF
**SUCCESSFUL
FAILING**

Hidden inside every failure is exactly
what you need to get what you want.



GINA MOLLICONE-LONG

*"Finally! A book that reframes failure as a powerful tool that can
actually be used to get what you want. This is a must-read."*

— Mark Victor Hansen

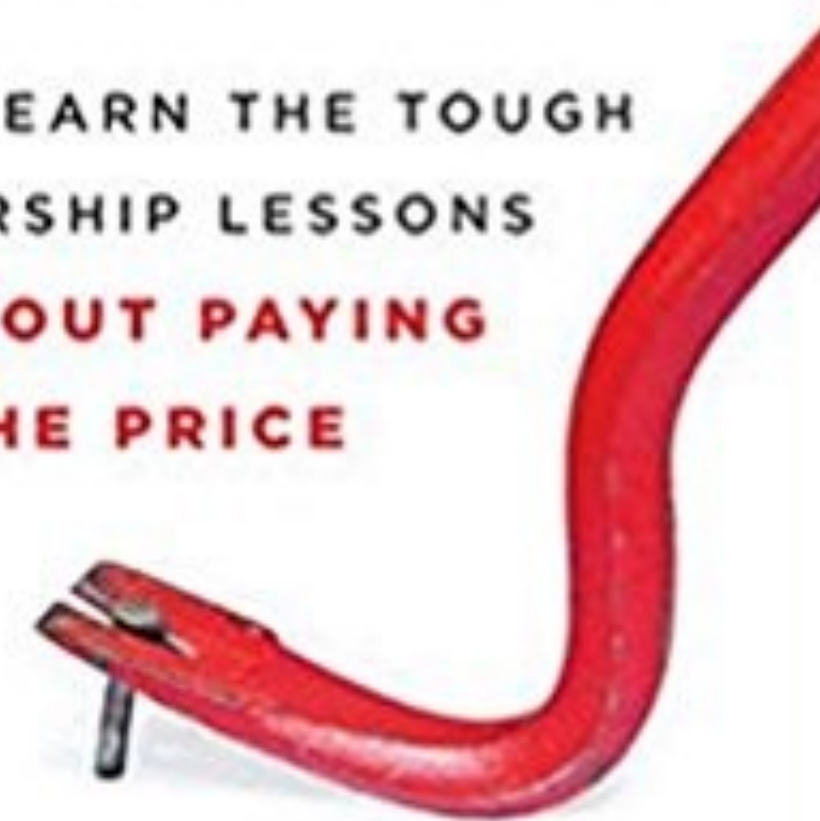
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WALL STREET JOURNAL BESTSELLER

The
**WISDOM
OF
FAILURE**

HOW TO LEARN THE TOUGH
LEADERSHIP LESSONS
**WITHOUT PAYING
THE PRICE**



LAURENCE G. WEINZIMMER
AND
JIM McCONOUGHEY

"Don's commandments for failure will teach you more
about business success than a whole shelf full of books."

—BILL GATES

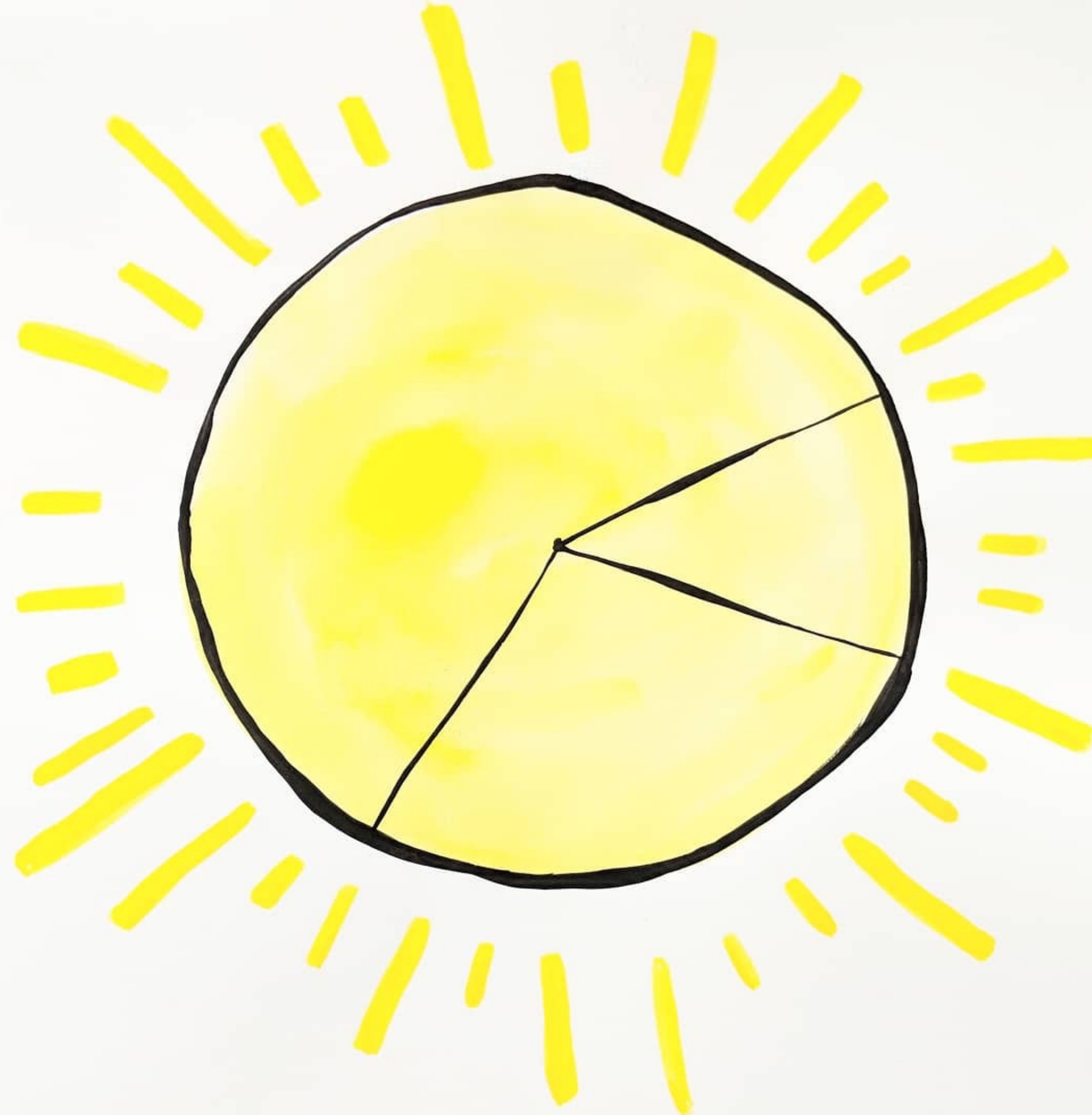
"A must read for every leader." —JACK WELCH

*The Ten
Commandments
for Business*
Failure

DONALD R. KEOUGH

Former President of The Coca-Cola Company

FOREWORD BY WARREN BUFFETT



FAILURE is
DATA

**“All life is an experiment.
The more experiments you make, the better.”**



Ralph Waldo Emerson, 1844

5

ELEVATE FEEDBACK & CRITIQUE

“Design thinking [without critique] is bullshit.”



Natasha Jen
Partner, Pentagram
New York, NY, USA

Requesting feedback

Be clear.

Be specific.

Direct the level.

Direct the conversation.

Be open.

Requesting feedback

Be clear.

Be specific.

Direct the level.

Direct the conversation.

Be open.

Providing feedback

Be clear.

Be specific.

Be timely.

Be focused.

Be supportive.

Be collaborative.

Be inquisitive.

Be aware of cadence.

Integrating feedback

Self-awareness

Empathy

Listening

Acknowledgement

Vulnerability

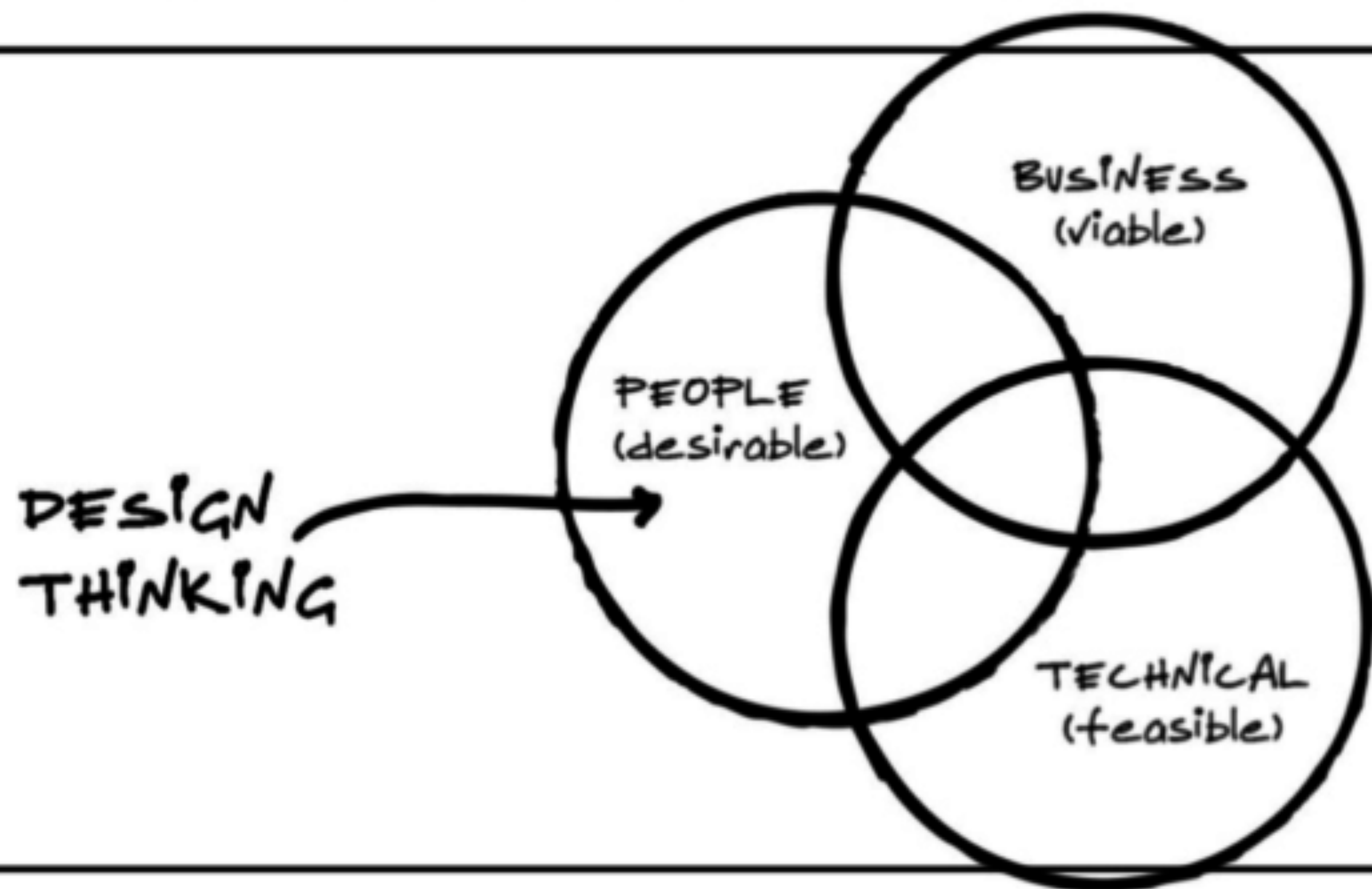
Trust

Action

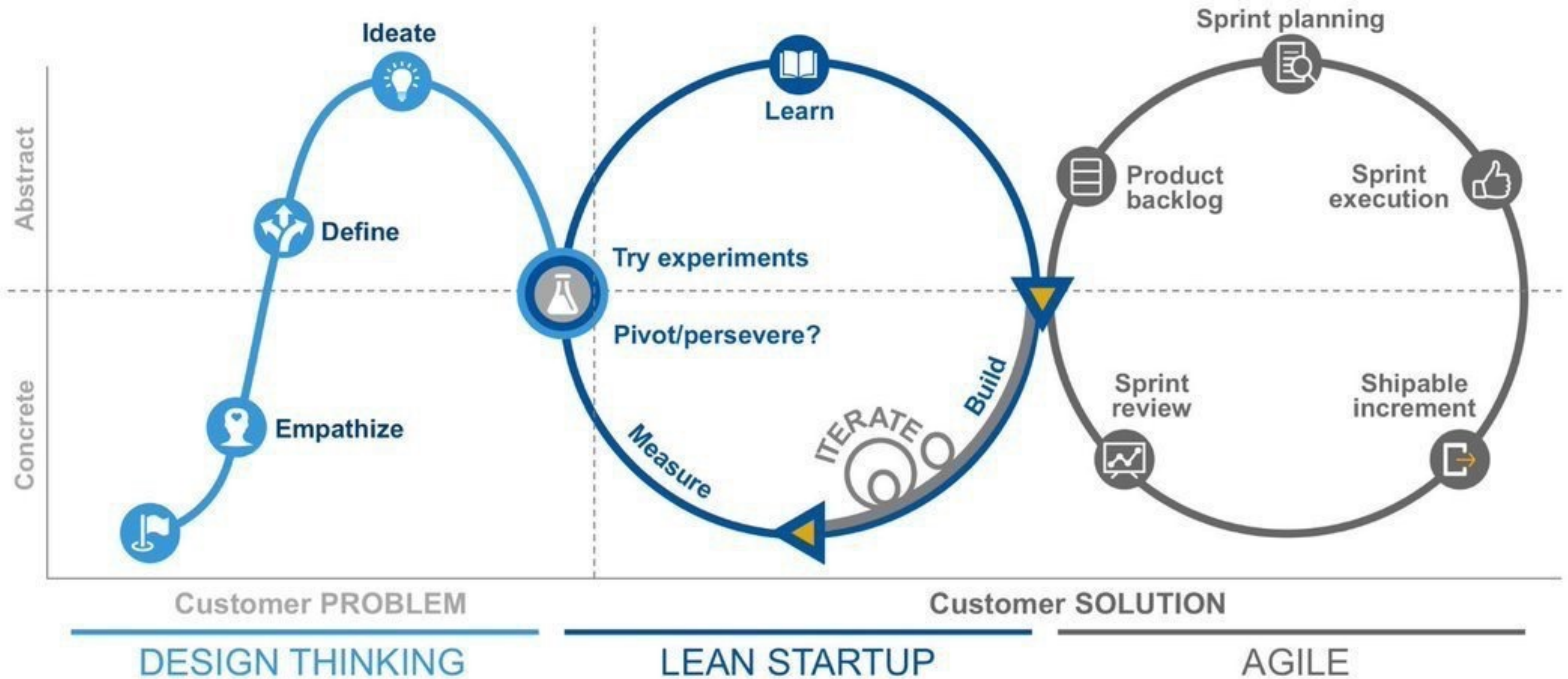
6

MAKE YOUR PROCESS VISIBLE

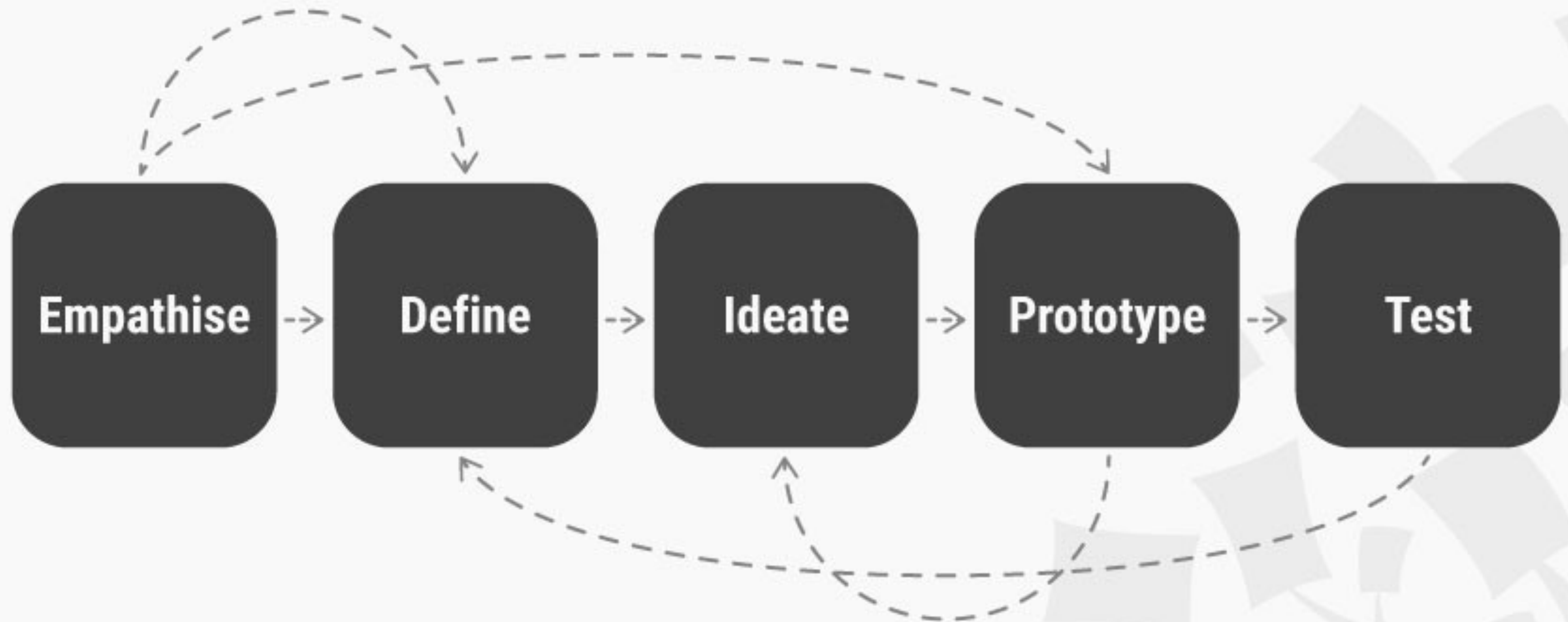
DESIGN THINKING BEGINS WITH INSIGHTS ABOUT PEOPLE.



Combine Design Thinking, Lean Startup and Agile



Design Thinking: A 5 Stage Process



THE CREATIVE PROCESS



7

BUILD THINGS HUMANELY

Humane Design Guide

Use this worksheet to identify opportunities for Humane Technology.

Product or feature:

Value proposition:

Measure of success:

What are Human Sensitivities?

Human Sensitivites are instincts that are often vulnerable to new technologies.

Human Sensitivity	We are inhibited when	What inhibits	We are supported when	Opportunity to improve
Emotional What we feel in our body and in our physical health.	We are stressed, low on sleep, afraid or emotionally exhausted.	<ul style="list-style-type: none">• Artificial scarcity• Urgency signalling• Constant monitoring• Optimizing for screentime	Design engenders calm, balance, safety, pauses and supports circadian rhythms.	<div><div></div>High</div> <div><div></div>Low</div>
Attention How and where we focus our attention.	Attention is physiologically drawn, overwhelmed or fragmented.	<ul style="list-style-type: none">• Constant context switching• Many undifferentiated choices• Fearful information• No stopping cues (e.g. infinite scroll)• Unnecessary movement	Enabled to bring more focus and mindfulness.	<div><div></div></div>
Sensemaking How we integrate what we sense with what we know.	Information is fear-based, out of context, confusing, or manipulative.	<ul style="list-style-type: none">• Facts out of context• Over-personalized filters• Equating virality with credibility• Deceptive authority (ads vs. content)	Enabled to consider, learn, express and feel grounded.	<div><div></div></div>
Decisionmaking How we align our actions with our intentions.	Intentions and agency are not solicited nor supported.	<ul style="list-style-type: none">• Avatars to convey authority• Stalking ads and messages• Push content models• Serving preference over intent	Enabled to gain agency, purpose, and mobilization of intent.	<div><div></div></div>
Social Reasoning How we understand and navigate our personal relationships.	Status, relationships and self-image are manipulated.	<ul style="list-style-type: none">• Quantified social status• Viral sharing• Implied obligation• Enabling impersonation	Enabled to connect more safely and authentically with others.	<div><div></div></div>
Group Dynamics How we navigate larger groups, status, and shared understanding.	Excluded, divided and mobilized through fear.	<ul style="list-style-type: none">• Suppressing views and nuance• Enabling ad hominem or hate speech• Enabling viral outrage• Lack of agreed-upon norms	Enabled to develop a sense of belonging and cooperation.	<div><div></div></div>

8

BUILD DIVERSE, INCLUSIVE TEAMS

- **Increased financial returns**
- **Smarter**
- **More innovative**
- **Fun**



Black



White



Gay



Straight



Religious



Atheist



You

“Diversity and design share the purpose of creating for someone else. If you’re creating for only one user, you’re not affecting as much change as you could.”



Candi Castleberry Singleton, @candi
VP of Diversity Partnership Strategy, Twitter
San Francisco, CA, USA

LET'S DO THIS

“The performance of a piece of music is not the goal, it’s a vehicle for the audience. Inspiration is the goal.”



Edwin Outwater
Conductor
Chicago, IL, US

THANK YOU

mynameisjoshsilverman.com/jointfutures

@jhsilverman



Q&A

mynameisjoshsilverman.com/jointfutures

@jhsilverman