THEN, NOW, NEXT: EVOLUTION OF DESIGN BUSINESS

mynameisjoshsilverman.com

@jhsilverman

HELLO, I'M JOSH

[ə] SCHWADESIGN

Harvard University
Systems Biology
PH.D. PROGRAM

eleve
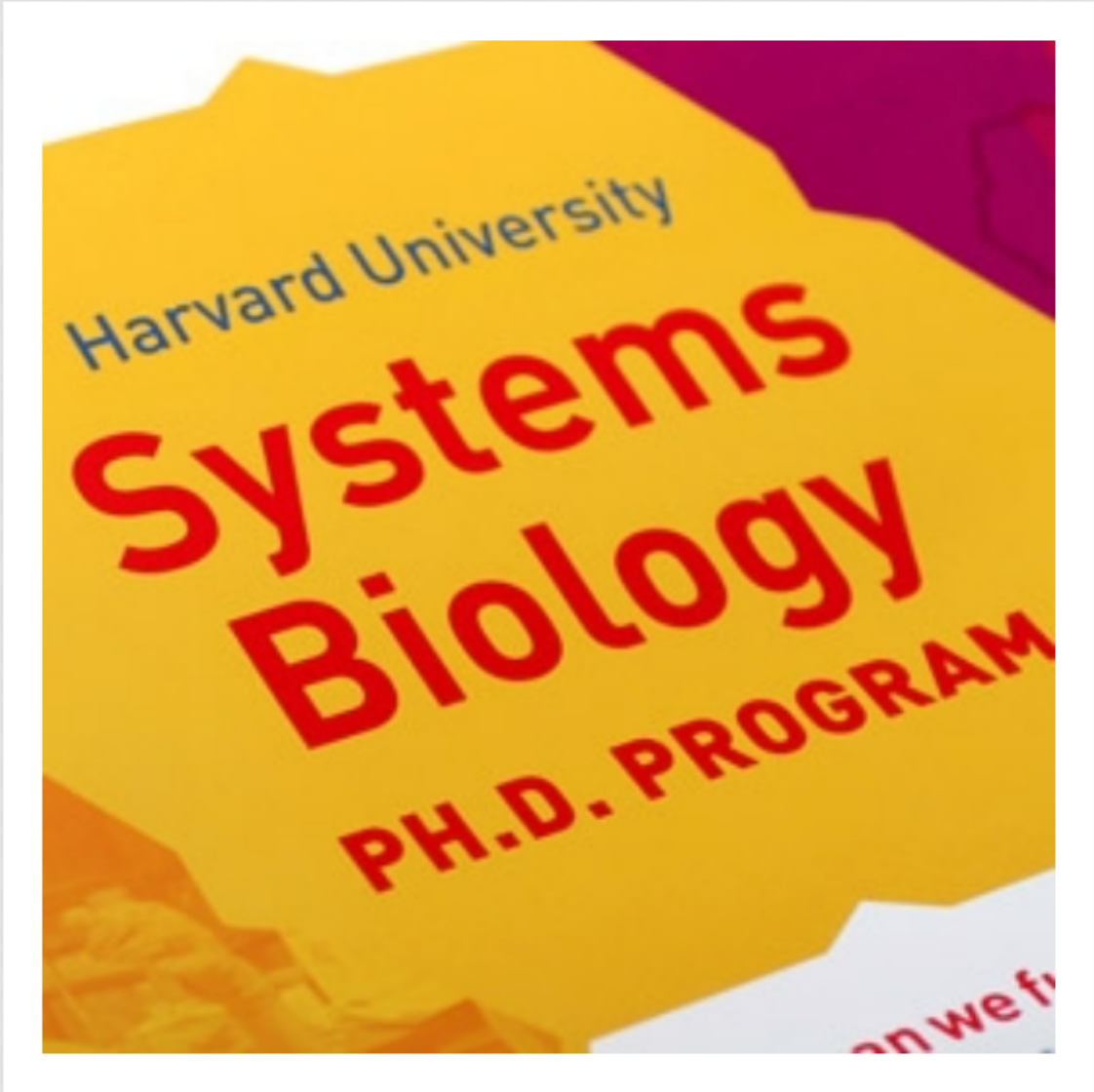SUCCEED WITH STYLE
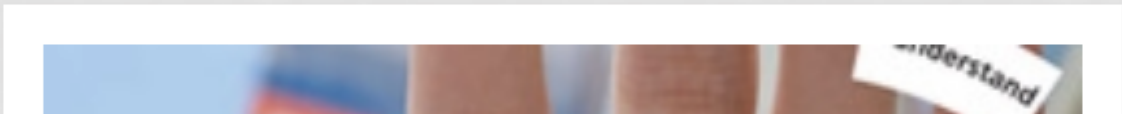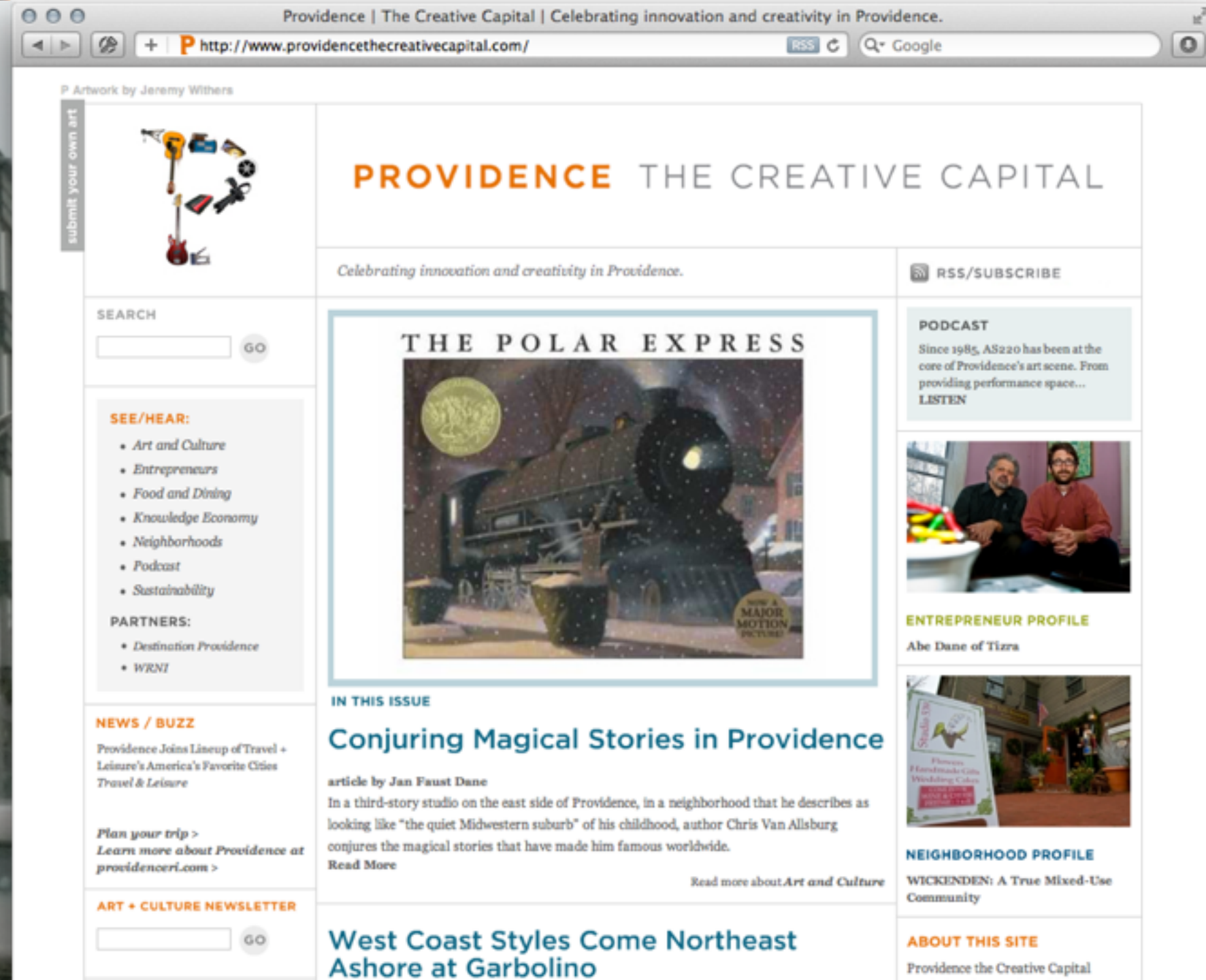
"Each time we hire Schwa, I know it will be pleasant, productive, and practical."

— Tammy Goodhue, Former Associate Director for Public Education, AIDS Action Committee of Massachusetts

GREEN UP

PROVIDENCE   THE CREATIVE CAPITAL

PROVIDENCE
THE CREATIVE CAPITAL

CLEAN UP
PROVIDENCE DEPARTMENT OF PUBLIC WORKS

PROVIDENCE   THE CREATIVE CAPITAL

TYPOGRAPHY – BASIC SPECIMENS

GOTHAM BOOK

A

ABCDEFGHIJKLMN
OPQRSTUVWXYZ
abcdefghijklmn
opqrstuvwxyz
1234567890

GOTHAM MEDIUM

A

ABCDEFGHIJKLMN
OPQRSTUVWXYZ
abcdefghijklmn
opqrstuvwxyz
1234567890

THE SERIF LIGHT

A

ABCDEFGHIJKLMN
OPQRSTUVWXYZ
abcdefghijklmn
opqrstuvwxyz
1234567890

THE SERIF

A

ABCDEFGHIJKLMN
OPQRSTUVWXYZ
abcdefghijklmn
opqrstuvwxyz
1234567890

TYPOGRAPHY – BACKGROUND INFORMATION

GOTHAM – Primary typeface

Gotham is the primary typeface for Providence the Creative Capital. As such, it is used for all headlines, taglines, city collateral, and signage. It can be used for short passages of body copy, such as those found in advertisements or web banners, but not for longer applications such as multi-page documents.

In 2000, Tobias Frere-Jones undertook a study of building lettering in New York, starting with a charming but rarely examined sign for the Port Authority Bus Terminal. Though Frere-Jones wanted Gotham to exhibit the "mathematical reasoning of a draftsman" rather than the instincts of a type designer, he allowed Gotham to escape the grid wherever necessary, giving the design an affability usually missing from "geometric" faces. Unlike the signage upon which it was based, Gotham includes a lowercase, an italic, a full range of weights, and a related condensed design.

THE SERIF – Secondary typeface

The Serif is the secondary typeface for Providence the Creative Capital. It is intended to be used as the text font in copy-heavy collateral, such as data sheets, one-pagers, and official reports. It should not be used in most any signage, or basic collateral. It should not be used in any advertising except in rare cases of text-heavy ads that require deviation from the basic "Your line" ad setup illustrated on pages 10, 11, and 12.

The Serif is a low-contrast typeface – i.e., the differences between thin and thick strokes are not very pronounced. Yet the reference to writing with the broad-nibbed pen is still present, giving the letters a diagonal stress and a forward flow that facilitates reading. The roman letterforms tend to have some characteristics of an italic or written construction.

COLOR PALETTE

PRIMARY   SECONDARY

Josh

Not Secure | schwadesign.com/studio

SCHWA

[ə]

Map

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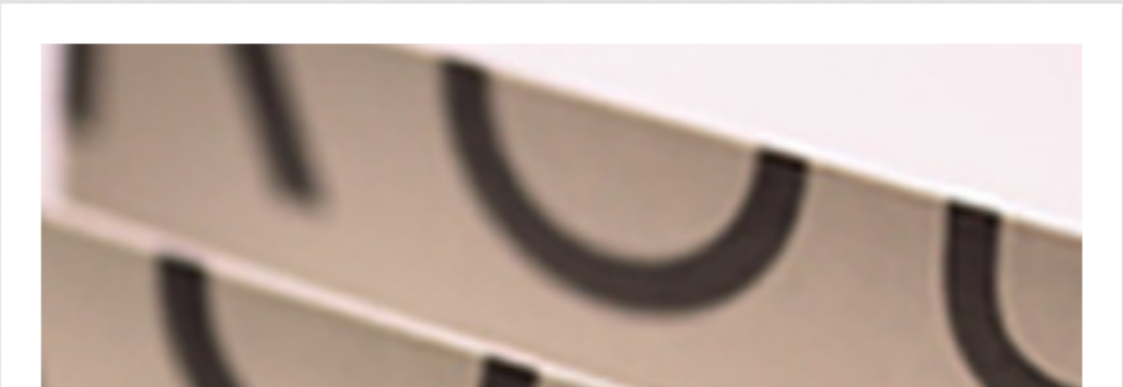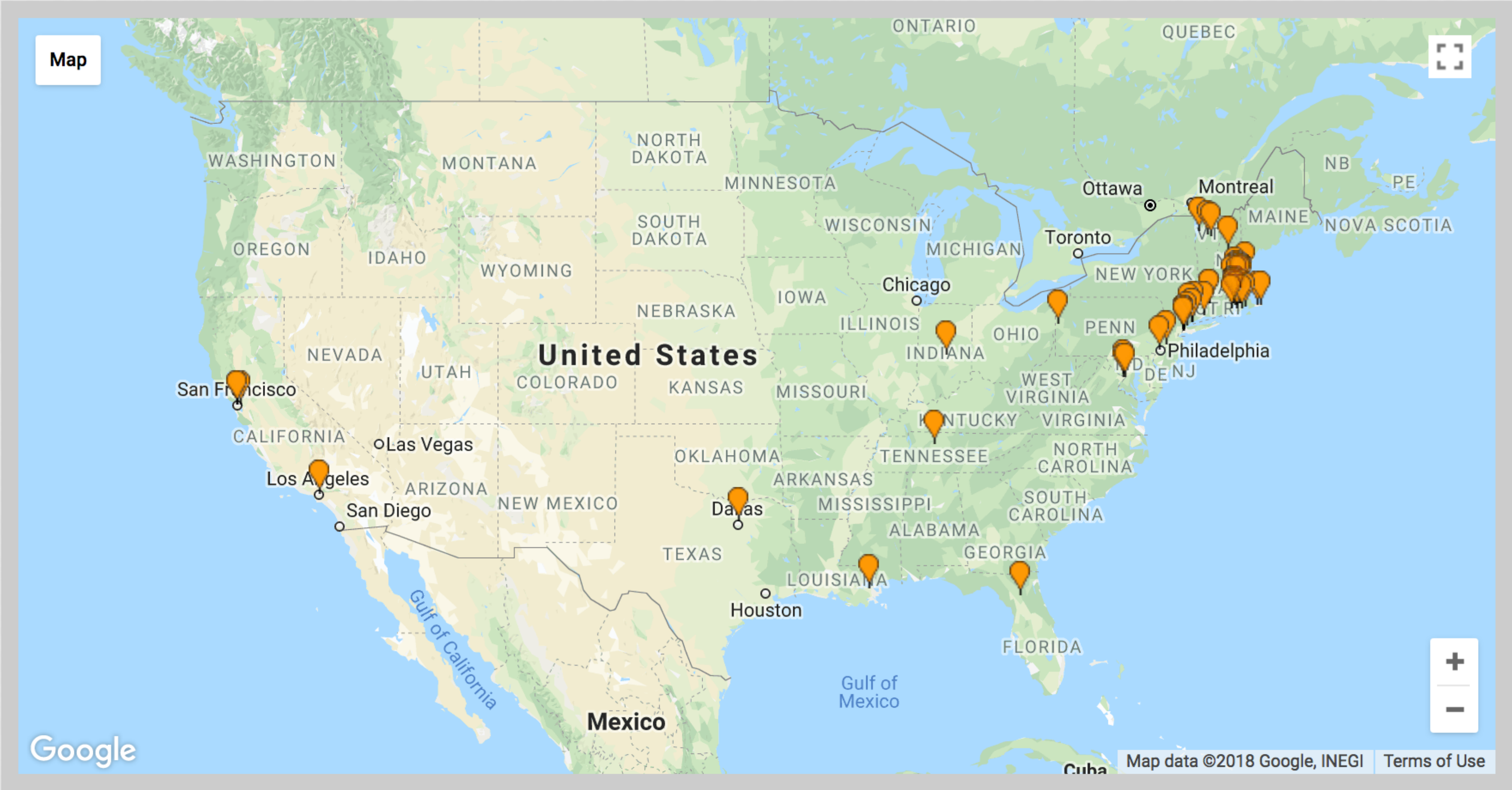
STARTNERSHIP
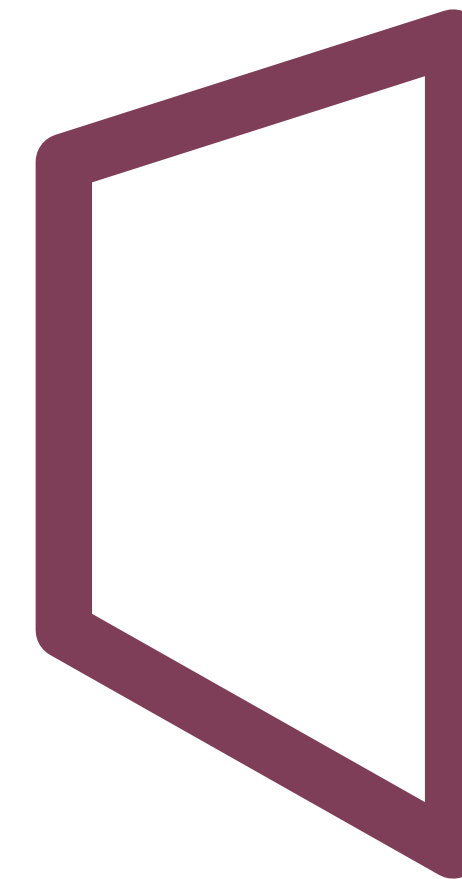
Startnership delivers **real value – fast.**
We do it for a fixed fee, on a fixed timeline.
Customers deploy as needs dictate.

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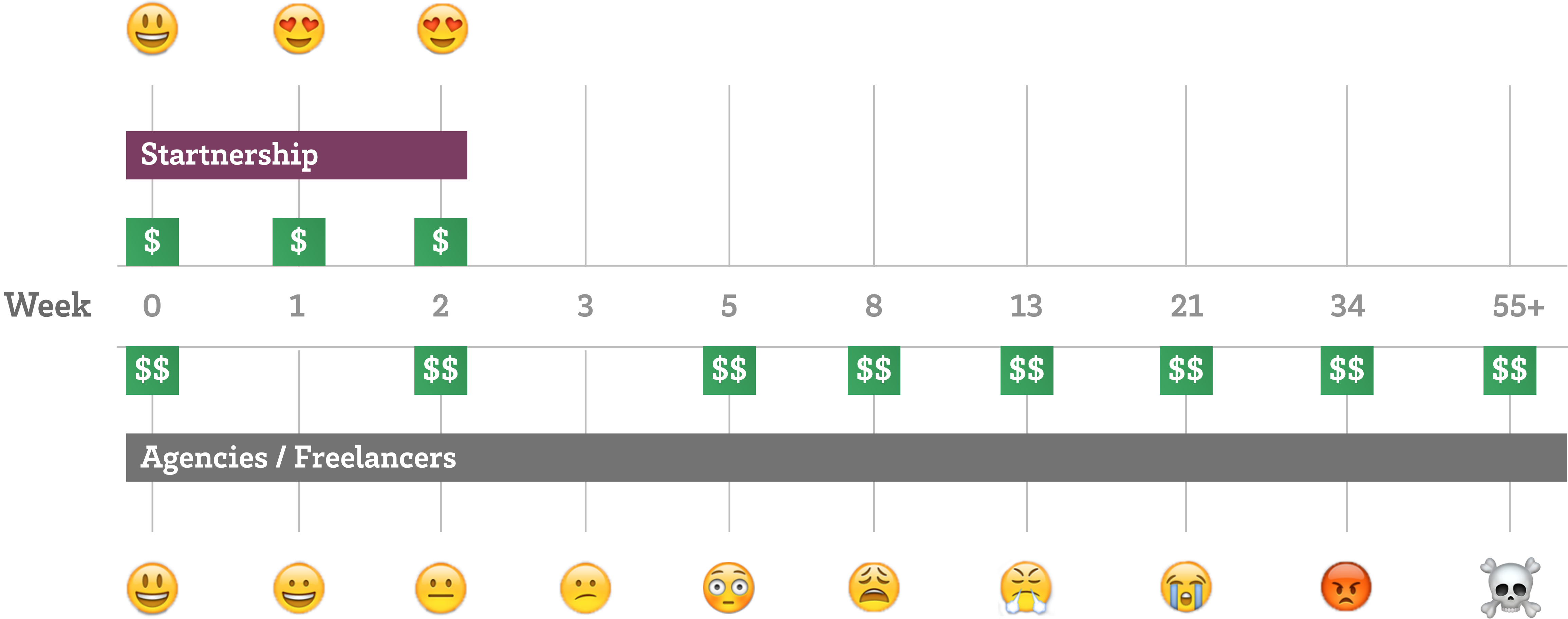### DAYS
Deliverables may include the preceding, plus: simple site, onboarding flows, motion graphics, explainer video, roadmap, full functional prototype.

Everything takes shorter

😃 😍 😍

Startnership

$ $ $

Week	0	1	2	3	5	8	13	21	34	55+

$$ $$ $$ $$ $$ $$ $$ $$

Agencies / Freelancers

😃 😀 😐 🙁 😳 😩 😤 😭 😡 ☠️

IBM Design

"Good design is good business."

Thomas Watson, Jr
Former President, IBM
Armonk, NY

Josh

Secure | https://horizon.twitter.com
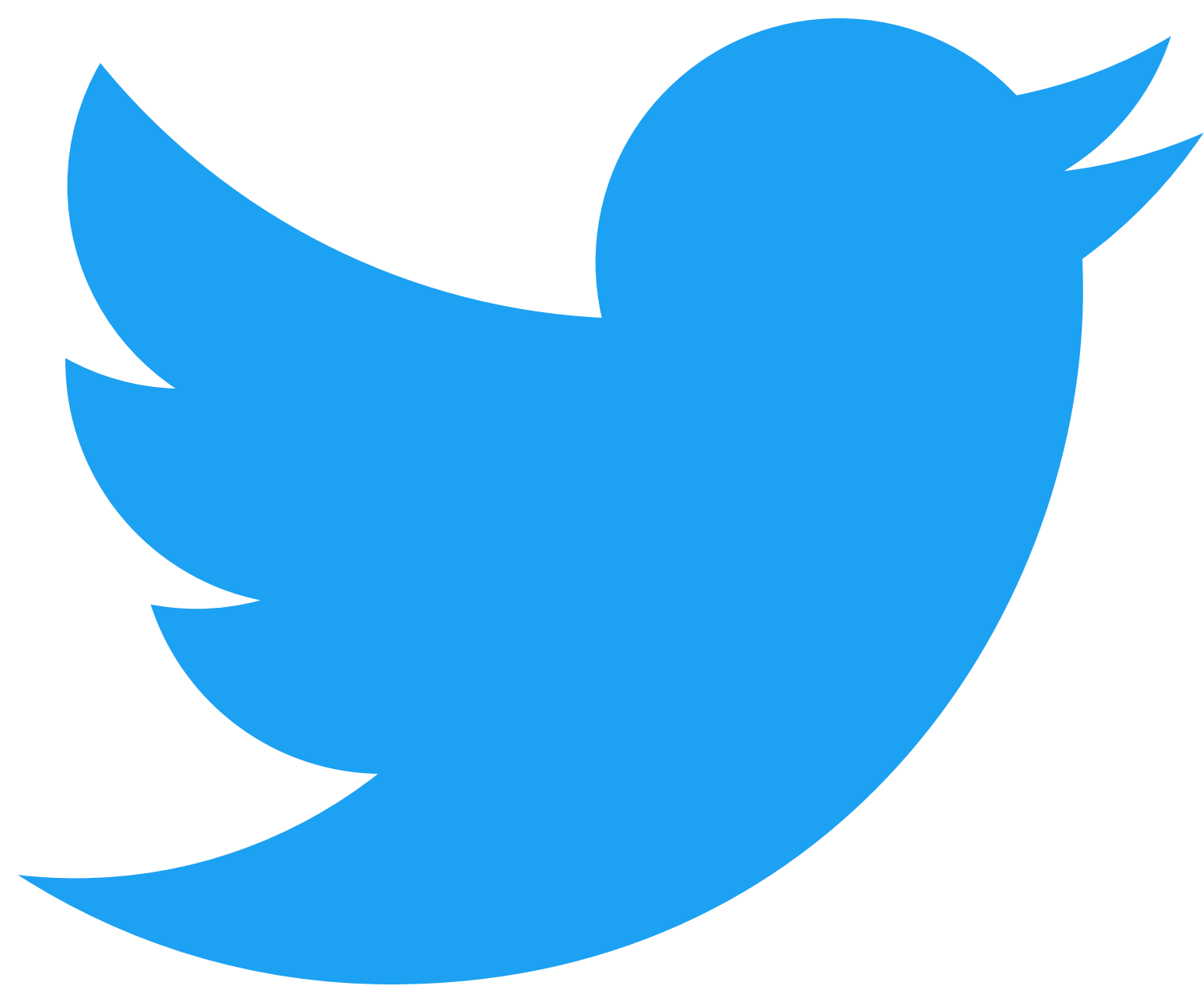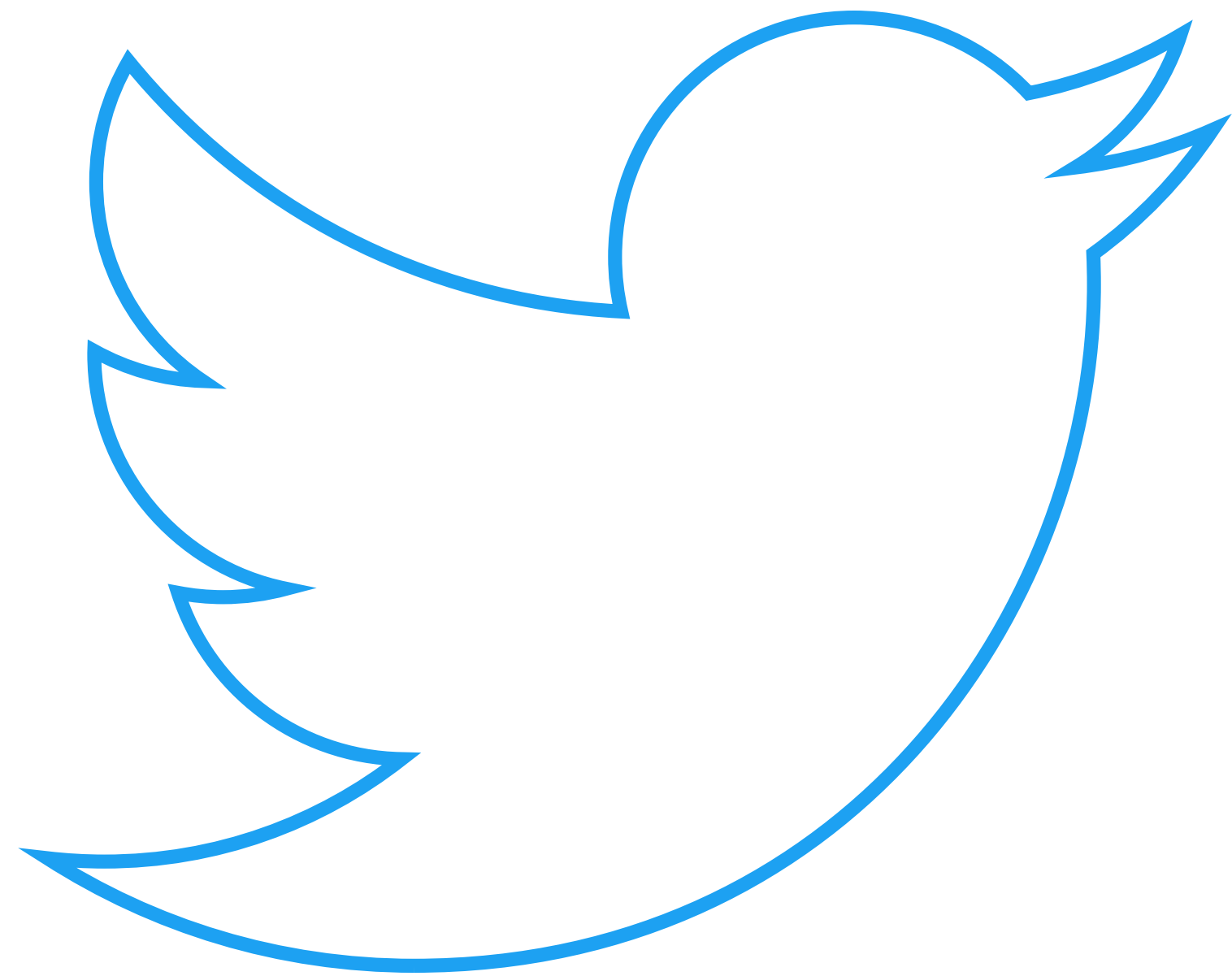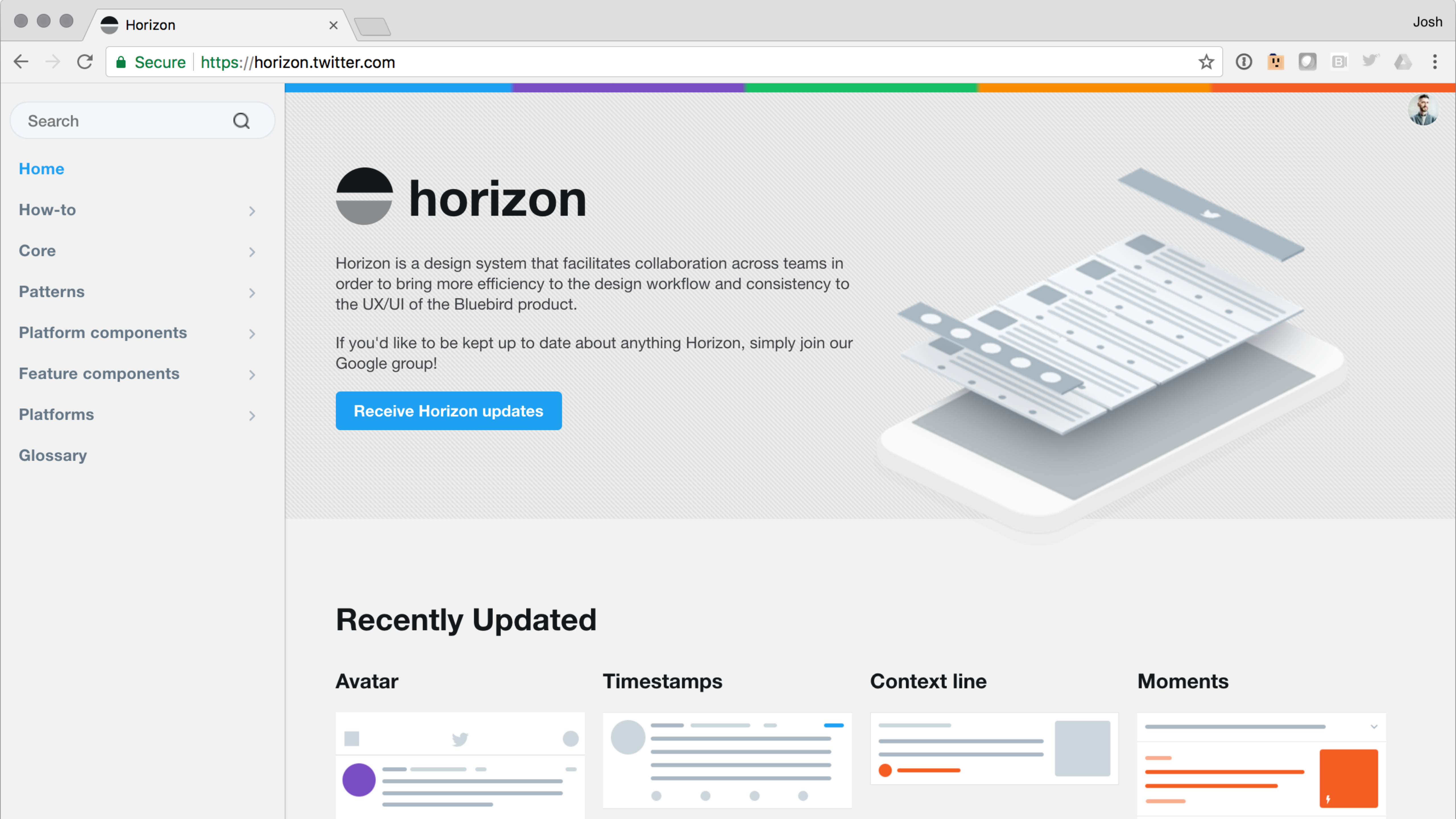
Home

How-to

Core

Patterns

Platform components

Feature components

Platforms

Glossary

horizon

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
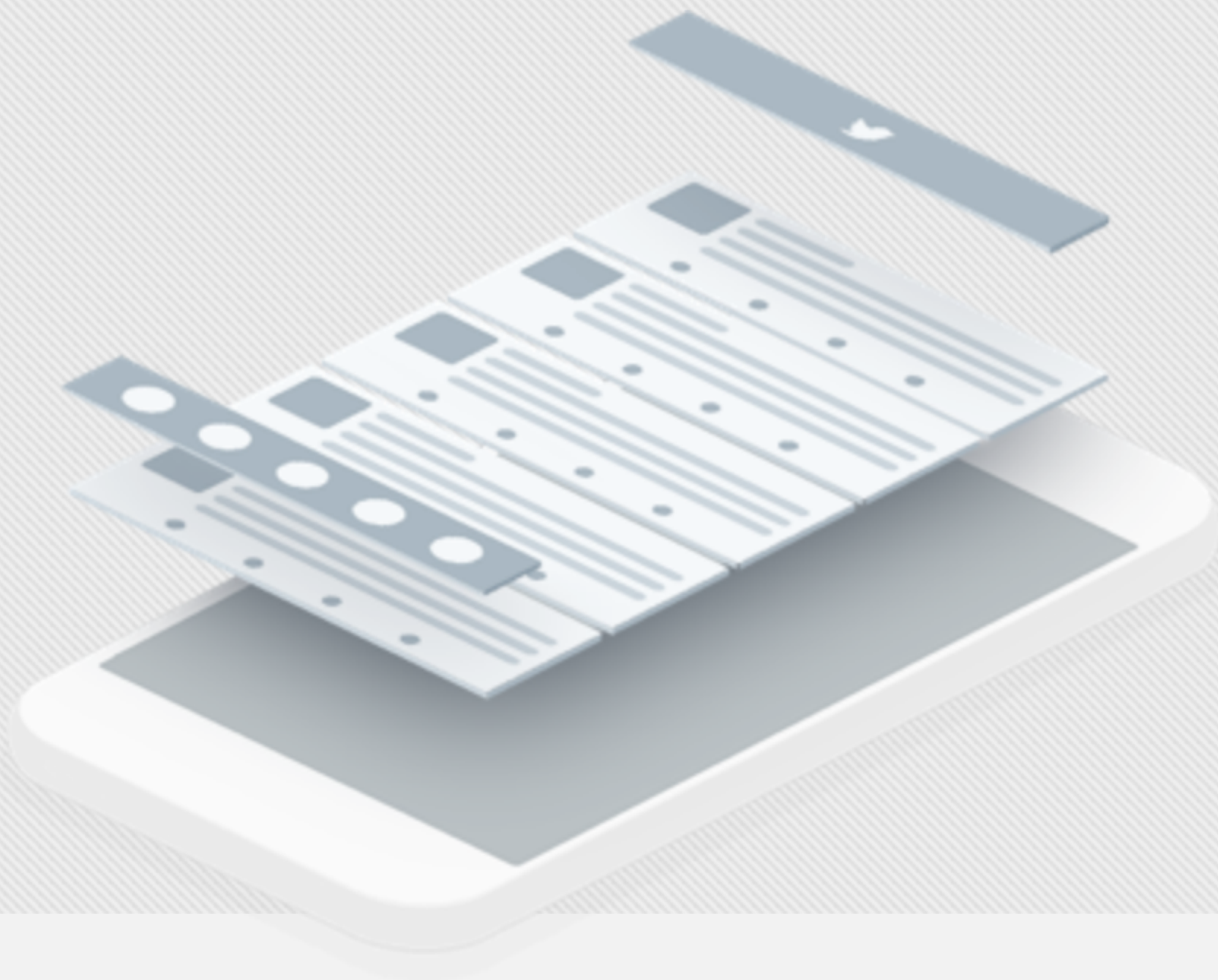
Recently Updated

Avatar

Timestamps

Context line

Moments

Secure | https://horizon.twitter.com/en/Glossary.html

Horizon

Glossary
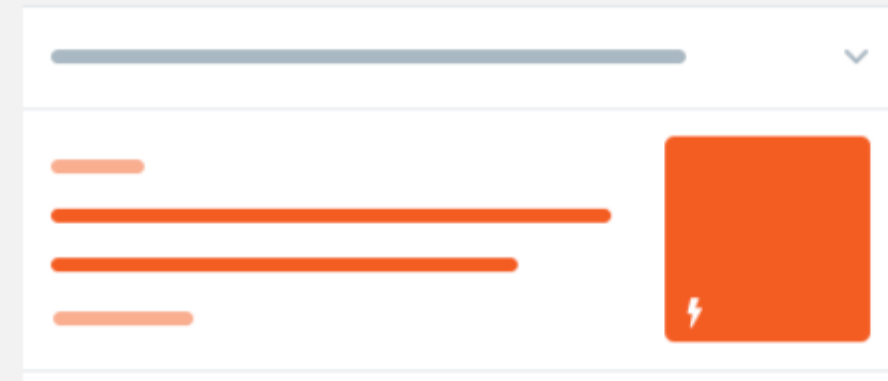
Ad blindness

When the user sees or identifies an Ad in the product, and doesn't stop to read the Ad.
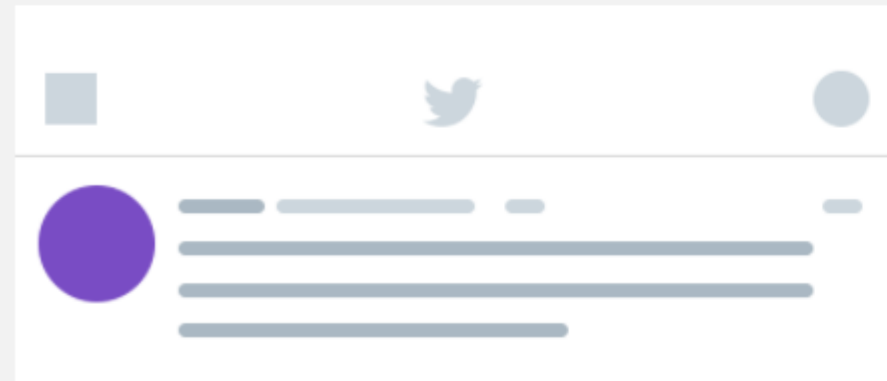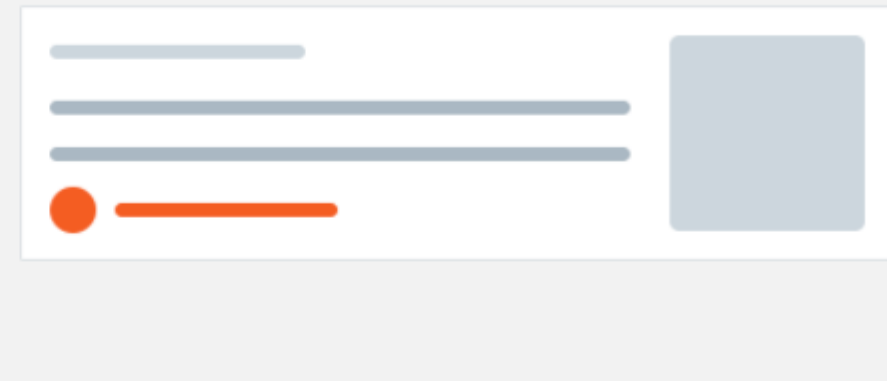
Aggregated context line (Aggregatable)

Context line that can be used for more than one user, displayed as "*{Fullname} and X others.*"

Cards

Cards can be attached to a Tweet and turn URLs and other media into a more UI friendly experience for users. There are many variations of cards, and currently most of them are Promoted cards.

- **CTR:** stands for "*Click through Rate.*" CTR is the largest factor the Ads team measures to determine the success of a Card.

- **Image aspect ratios:** the standard image ratios for Cards. The most common ones are 1 x 1 (commonly used for Instagram), or 1.91 x 1 (commonly used for Facebook).

- **Image website cards:** also referred to as "*Summary Cards.*"

Table of content

TWTR 9:15 AM 100%

A

Make your timeline yours

Subtitle text that provides users with more context on the task, that wraps.

C

🔍 Search for someone specific

C

B

Gravida Vestibulum
@gravida
Follow
Auctor erat venenatis erat elit fames.
Nascetur id commodo sed quam netus.

B   B

B

Ragittis Risus
@risus33
Follow
Proin, etiam commondo dis amet sempoer
suscipt!

Sagittis Risus
@risus33
Follow
Proin, etiam commondo dis amet sempoer
suscipt!

Ragittis Risus
@risus33
Follow

Action

PADDING
A: 2 * Default line height of device
For 320pt screen width: 2 * 18 = 36pt
B: 1 * XSmall spacing
(see https://horizon.twitter.com/en/core/s
For 320pt screen width: 1 * 12 = 12pt
C: 1 * Default line height of device
For 320pt screen width: 1 * 18 = 18pt

TASK TITLE
SF UI Display Bold Xlarge (21pt on 320 sc
#14171A

SUBTITLE
SF UI Text Regular Normal (14pt on 320 s
#657786

SEARCH
Icon: Height 14pt, width 14pt #657786
SF UI Text Regular Normal (14pt on 320 s
#657786
Search bar: Height: 30pt, width: auto #F0

USER CELL: BIO LIST
Avatar: [Default from people discovery AP
Name, Username & Bio: [Default from peo
Follow button: [Default from people disco
Follow button size: Small #FFFFFF
ICON: Height, width: default #1DA1F2
Note: All assets should be aligned with Ec

ACTION
[On landing] ACTIVE NAVIGATION CTA
Button size: Medium
SF UI Text Regular Normal (14pt on 320 s
Button background #1DA1F2

ATTENDANCE

- Getting the right people in the room from open teams
- **ATTENDANCE** — More eyes on clock, greater visibility/attendance
- THE RIGHT PEOPLE IN THE ROOM *

DIVERSITY + STAGES

- **DIVERSITY OF STAGES** — SEEING EARLY STAGE WORK
- Getting to learn from other designers

DIVERSITY OF TOPICS

- At a glance easy to see all crits happening taking place so could have...
- DIVERSITY OF TOPICS

CROSS-TEAM

- Flexible groups
- Matt + Josh giving it a shot
- Having BB + REVENUE TOGETHER @ CRIT
- Bringing together members from other teams

TRANSPARENCY + DIVERSITY

- Sign up view to see what everyone is working on
- HAVING VISIBILITY INTO PROJECTS VIA GO/DESIGNCRIT

DOCUMENTATION + VISIBILITY

- **NOTES**
- **NOTES**
- Josh facilitating
- Written doc of what was discussed
- Knowing notes are being taken

FEEDBACK

- PARTICIPATION GAPS
- TOO MUCH PRESCRIPTIVE FEEDBACK (DAVE)
- Need to help junior designers give feedback
- Not everyone focuses on giving feedback on the thing presenter asked for
- Some not feeling comfortable giving feedback depending on attendees
- People look to EDU for feedback vs looking to everyone for feedback
- COACHING ON PROVIDING FEEDBACK
- Often becomes similar to client office hours
- NOT ENOUGH LISTENING (DAVE)
- GROUP IS NOT CRITICAL ENOUGH
- TONE IS TOO NEGATIVE (DAVE)
- Doesn't always feel like a safe space to bring your work

SPACE

- 4K DISPLAY — HANGOUTS SETUP
- 4K monitor
- Round table (nicer environment)
- Can see the graphs! 4K FTW!
- Nice to have local high-quality display for work, and one for VC
- Free Tuesday
- Dedicated time to work on Tuesdays when not in crit
- On day blocked off for crits
- Good having no work and breaks designated will have more...
- TUESDAYS SET ASIDE FOR @DESIGN
- Crits back in Design Studio
- Workshop Session

SIGN-UP

- SESSION LENGTH
- Designers entering the format by booking a slot often optional

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

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
Jake Knapp

Author & Design Partner
@jakek | jakeknapp.com

Design sprint:
How to solve big problems and
test new ideas in just five days

May 15, 11am–12pm   A Design & Research
SF Market 10–Aviary   speaker series

I.

THEN

Letraset · · · · · · · · · · · · · · · Helvetica Medium · · · · · · · · · ·

AAAAABBCC;;
CDDDEEEEE
EFFGGG H
HHIIIIIJK LLL
LMMMNNNN
NNOOOOOP
PQQRRRRS
SSSTTTTTT
UUUUVVWW
YZZ123450
90&?!ßß£$()

Transotype

Helvetica fett · 30 P Vh6mm · Best.-Nr. 906 V

AAA
AAAAA   O   OOO   N.
BBBBB"   R   PPP !
BBBB"   QQQR RRR
CCCC."   RR:
DDDDD   SSSS   SSS?
DDDD!   S   SSS
EE   T   TTT   TT
EEEEE   TT   UUU
EEEE   TTTT   UU:
FFF   UUU,
GG   GG   GG   UUUUUU   V
GG   GGG GG   VV   VV   WW
H   HHH HH   W   WY
II   IIIII   X   Z
.JJJJ   Z   ZZZ   ÄÖ
K KKKK   ;;;   ÅÖ
LL LLL L   ;;;;
M   MMMMM MM   234
MMMMMM M   10mm   5678
N   N   0

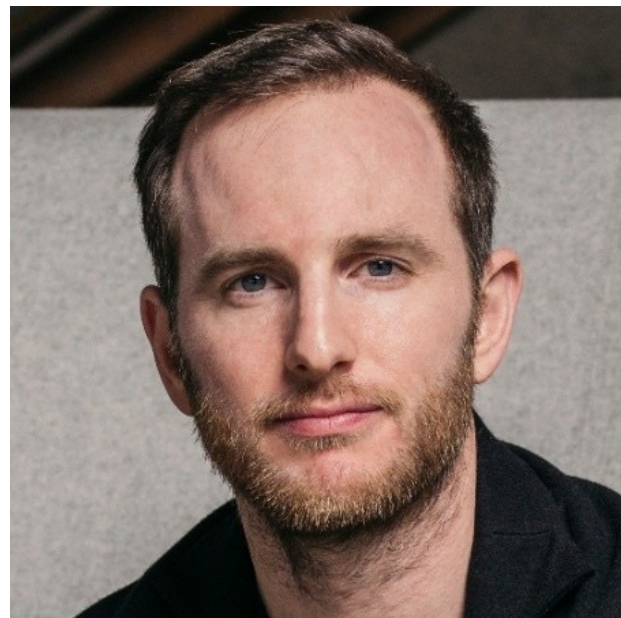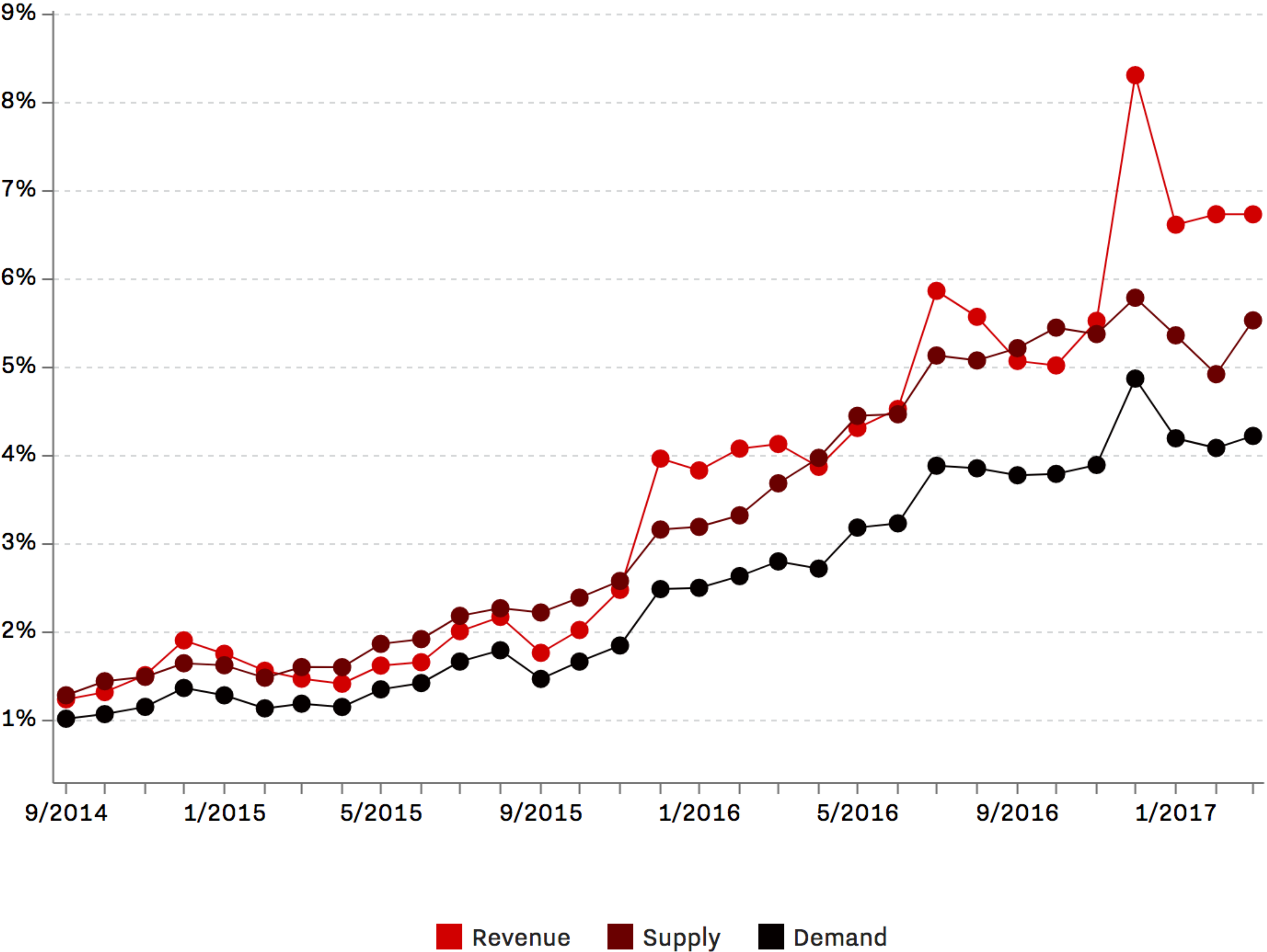# II.

NOW

"Design at the beginning has impacted everything."

Joe Gebbia, @jgebbia

Co-founder, CPO, Airbnb

San Francisco, CA

Airbnb in the U.S. as a share of the U.S. hotel industry

Revenue   Supply   Demand

Growth Journey Snapshot

2008 — 2014

Existence
- Rent out home with air mattress
- Creates a simple website
- Realises business potential

Survival
- Invites co-founder to build website
- Launches unsuccessfully at SXSW
- Innovates and sells cereal to promote Airbnb
- Gets first funding from Y combinator

Growth
- Partners with professional photographers
- Doubles revenue with in weeks
- Raises $60,000 from Squoia
- Expands internationally

Consolidation
- Grows rapidly internationally
- Faces many Legal and financial battles
- Security scandal
- Valued at $1Bn
- Secures multiple top tier investors

Maturity
- Rebrands to 'belo' logo and 'Belong anywhere' slogan
- Rises to larges hospitality service provider in the world
- Controversies and legal issues continues

Design, When Everybody Designs

An Introduction to Design for Social Innovation

Ezio Manzini

"People now make their own brands – not for profit, or shareholder value – but for a mission, using a message, to spark a movement. This democratization of brand tenets 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

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

DESIGN IS FOR PEOPLE.

DEFINE
THE PEOPLE LAYER

- **Cross-team relationships**
- Alignment on common purpose
- Known & socialized process
- Decision making transparency
- Clear success criteria
- Working agreements

- Appropriate people in the room
- Project briefs, meeting agendas
- Facilitators
- Giving & receiving feedback
- Growth mindset
- Common vocabulary

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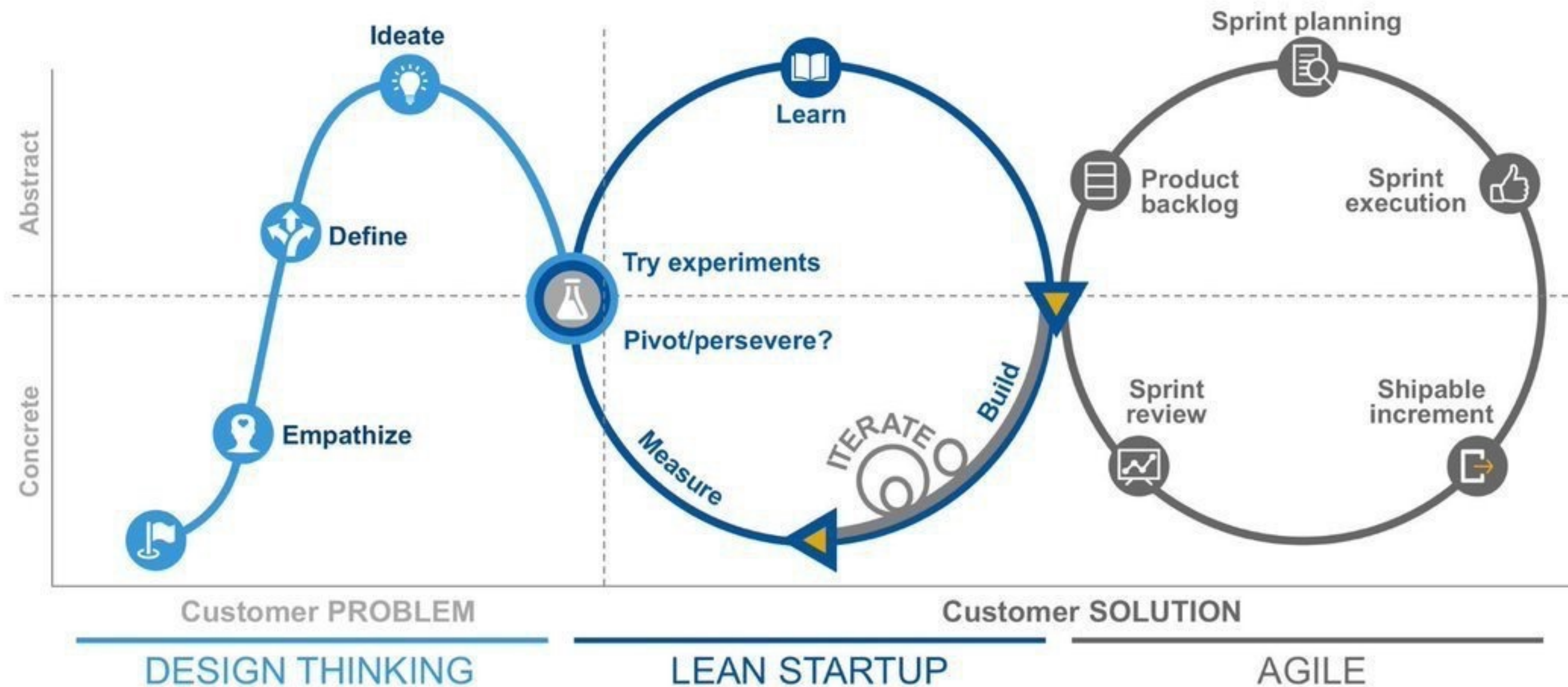- Growth mindset
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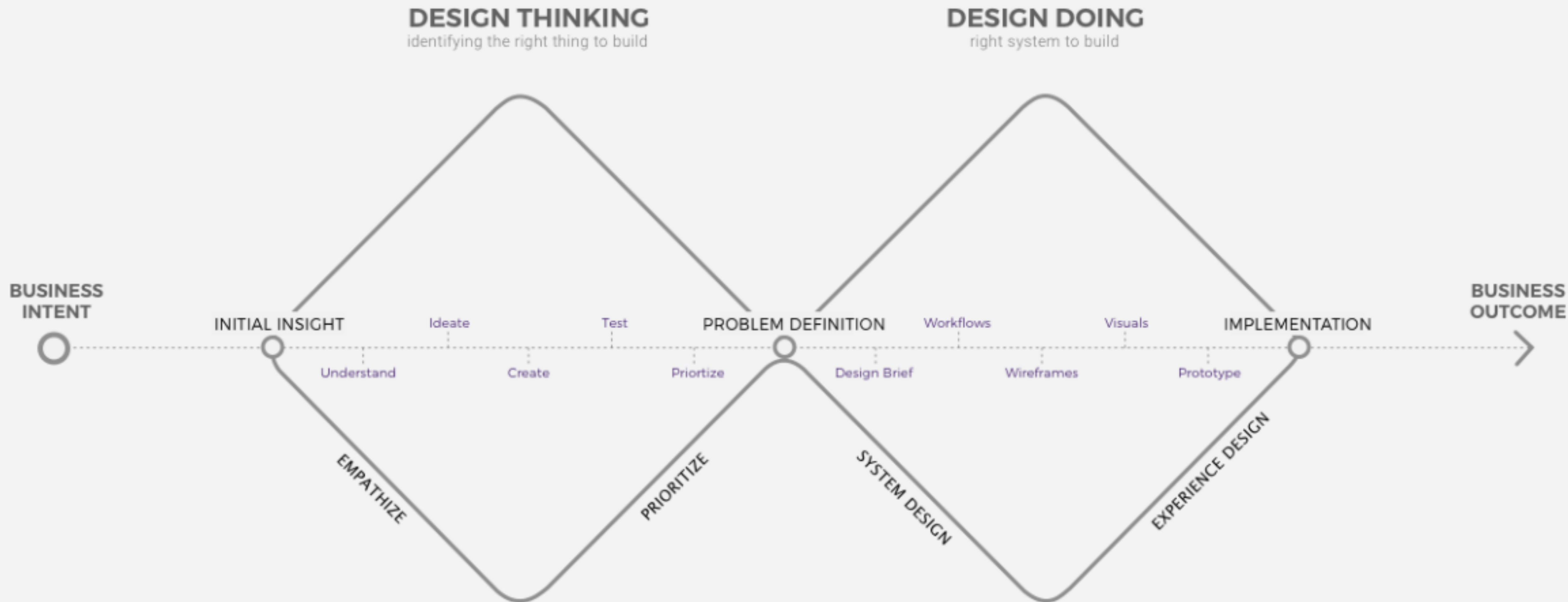- Clear success criteria
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Combine Design Thinking, Lean Startup and Agile

Abstract

Concrete

Ideate

Define

Empathize

Learn

Try experiments

Pivot/persevere?

Measure

ITERATE

Build

Sprint planning

Product backlog

Sprint execution

Sprint review

Shipable increment

Customer PROBLEM

Customer SOLUTION

DESIGN THINKING

LEAN STARTUP

AGILE

Gartner.

DESIGN THINKING
identifying the right thing to build

DESIGN DOING
right system to build

BUSINESS INTENT

INITIAL INSIGHT

Ideate

Test

PROBLEM DEFINITION

Workflows

Visuals

IMPLEMENTATION

BUSINESS OUTCOME

Understand

Create

Priortize

Design Brief

Wireframes

Prototype

EMPATHIZE

PRIORITIZE

SYSTEM DESIGN

EXPERIENCE DESIGN

Design Thinking: A 5 Stage Process

Empathise → Define → Ideate → Prototype → Test
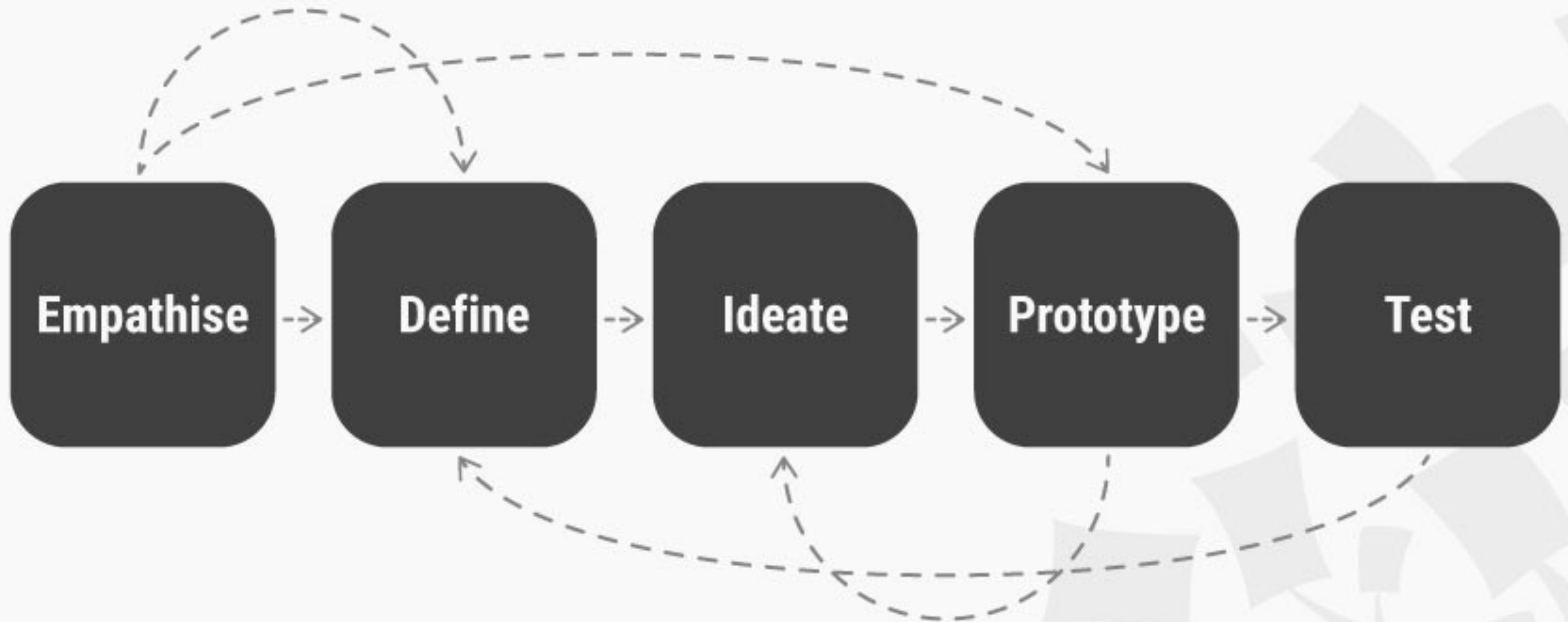
DESIGN THINKING BEGINS WITH INSIGHTS ABOUT PEOPLE.

BUSINESS (viable)

PEOPLE (desirable)

DESIGN THINKING

TECHNICAL (feasible)

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

↩ 11:30 - Infra Standup $1,500

↩ 12:15p – 1p $10,000
Review OKRs

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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- **Common vocabulary**

III.

NEXT

START WITH WHY.

DECODE THE PEOPLE LAYER

- **Optimal performance conditions**
- Channel preferences
- Internal alignment
- Flow for employees
- Mentoring program

- Design principles
- Culture builds trust
- Socialize your resources
- Keep tools & workflows current
- 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

Unneccessary 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
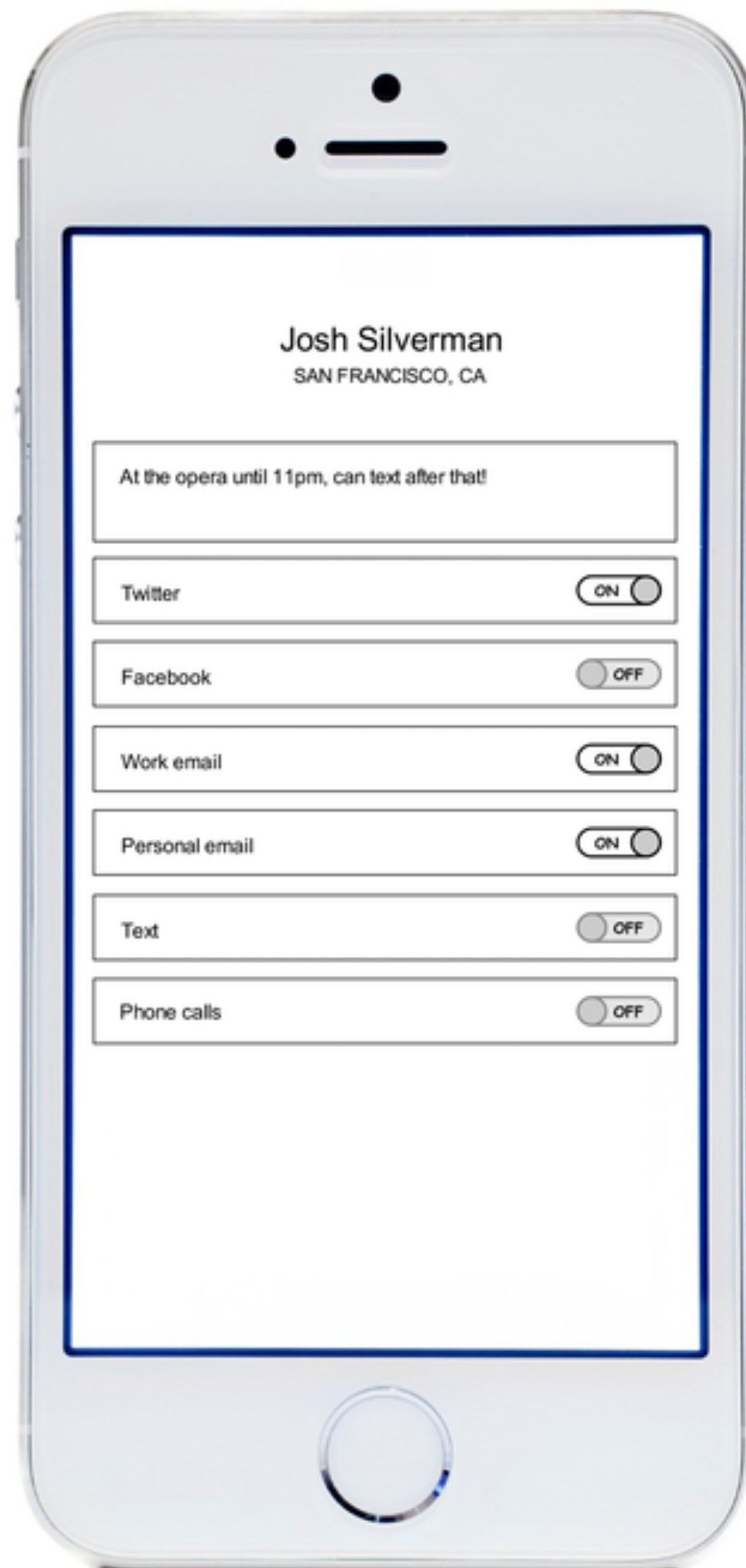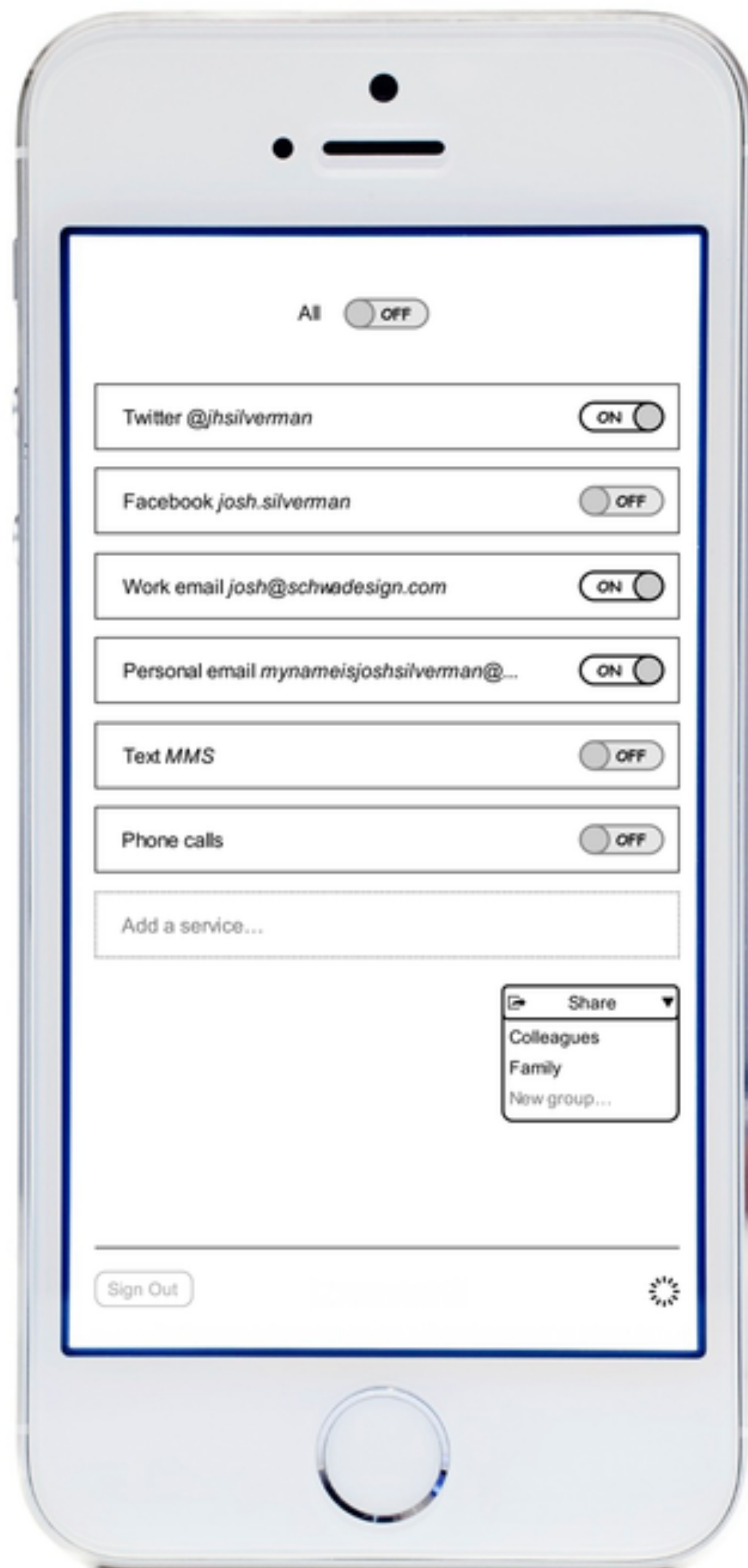
I don't like or drink tea

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

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- **Channel preferences**
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Screen 1:

All OFF

Twitter @jhsilverman — ON

Facebook josh.silverman — OFF

Work email josh@schwadesign.com — ON

Personal email mynameisjoshsilverman@... — ON

Text MMS — OFF

Phone calls — OFF

Add a service...

Share ▼
Colleagues
Family
New group...

Sign Out

Screen 2:

Josh Silverman
SAN FRANCISCO, CA

At the opera until 11pm, can text after that!

Twitter — ON

Facebook — OFF

Work email — ON

Personal email — ON

Text — OFF

Phone calls — OFF

Screen 3:

Settings

DISPLAY

All On or Off — ON

Status message — OFF

Add service — ON

ReachMe is public — ON

Notify subscribers when sharing — OFF

Lefty — OFF

ACCOUNT

Tell a friend >

Change username mynameisjoshsilverman

Time zone — GMT -5:00

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- Learning mindset

- Optimal performance conditions
- Channel preferences
- Internal alignment
- Flow for employees
- **Mentoring program**

- Design principles
- Culture builds trust
- Socialize your resources
- Keep tools & workflows current
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"Culture is everything you think doesn't matter."

Josh Higgins, @johnwhiggins

Executive Creative Director, Facebook

Menlo Park, CA

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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

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Process & Documentation	· No agreed-upon design process · No standardized workflow · Check-ins, critiques, and reviews are ad hoc, or they don't happen at all	· Have started documenting design decisions · Have a working style guide · Have a clear way to share files with fellow designers and hand off assets to engineers	· Have style guides for different areas of design maintained by product, engineering, and marketing Have a process to onboard new designers and · equip them with tools they need to work effectively	· Have a clearly defined process that designers use as a guiding framework, with clear owners of the visual language, interaction standards, and more · Have defined principles and values to work by · Team actively seeks feedback on their deliverables and design process
Communication & Collaboration	· Methods of communication are fluid and serve immediate needs · Most conversations happen in person and in collaborative working sessions with cross-functional teams	· In addition to face-to-face conversations, there are different modes of communication for different purposes, spanning verbal and written/asynchronous methods · Team is still learning how to communicate effectively and and doesn't yet have agreed-upon standards	· Have agreed-upon rules for communicating effectively · Designers know how to give clear feedback and how to receive it · In the broader company, non-designers regularly and openly seek input on their work from designers	· Have completed facilitation and difficult conversation training · Have well-defined rules for critique, and designers know how to request the type of feedback they want · Effectively communicate with external partners about how to best work with design
Critique & Feedback	· No formal critique process · Designers help facilitate feedback on design work from other teams at the company · Due to the small design team, designers seek feedback on their work from designers in the outside community	· Host design critiques at a set time each week to share progress and get feedback from designers · Impromptu conversations happen in between weekly critiques to keep momentum	· 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 · Use critiques to educate non-designers on how to give productive feedback · Introduce more scalable methods of collecting feedback over tools like Slack, Wake, Abstract, etc.	· Design managers schedule and facilitate critiques for their respective teams · Design team proactively assesses all work produced companywide and has a process in place for improving it · Works in progress are visible to the broader company by way of pin-ups, internal tools, and design team announcements
Development & Coaching	· Designers have some opportunities to learn from colleagues, but need to look outside the company for substantial design expertise	· 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	· Industry experts come in to develop team · Designers participate in professional development or leadership programs · Designers are encouraged to set up plans for skill development with their managers	· In addition to professional development opportunities for the entire design team, your Head of Design has a dedicated leadership coach · The company offers similar services to up-and-coming design leaders
Recruiting & Leveling	· No in-house recruiter · Designers are responsible for preparing job descriptions, defining the interview process, and sourcing design candidates from their own networks	· In-house recruiter helps with sourcing and scheduling, but design team drives interview process and defines assessment criteria · Designers source referrals from their activity and connections in the design community	· Have an in-house recruiter focused on building your design team · Have a clear hiring plan and corresponding job descriptions · Have content about your design team's culture and process to share with candidates and attract inbound applicants	· Design roles, levels, and compensation are clearly defined · Have a dedicated design recruiter and a refined recruiting process · Team undergoes interview training and unconscious bias training · Have a website to showcase the design team and ethos
Space & Seating	· Entire company still fits in one room · Designers sit next to the engineer who is building what they're designing · Likely in a co-working or temporary office space	· Design team sits together · Plenty of opportunities to collaborate with one another and with cross-functional teammates · Have areas to pin up work in progress and host collaborative work sessions	· Designers have a "home base" for heads-down work · Team has a common area for dedicated design sprints · Have access to a resource library and tools for printing, prototyping, and other forms of creative expression	· 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

Secure | https://www.range.co
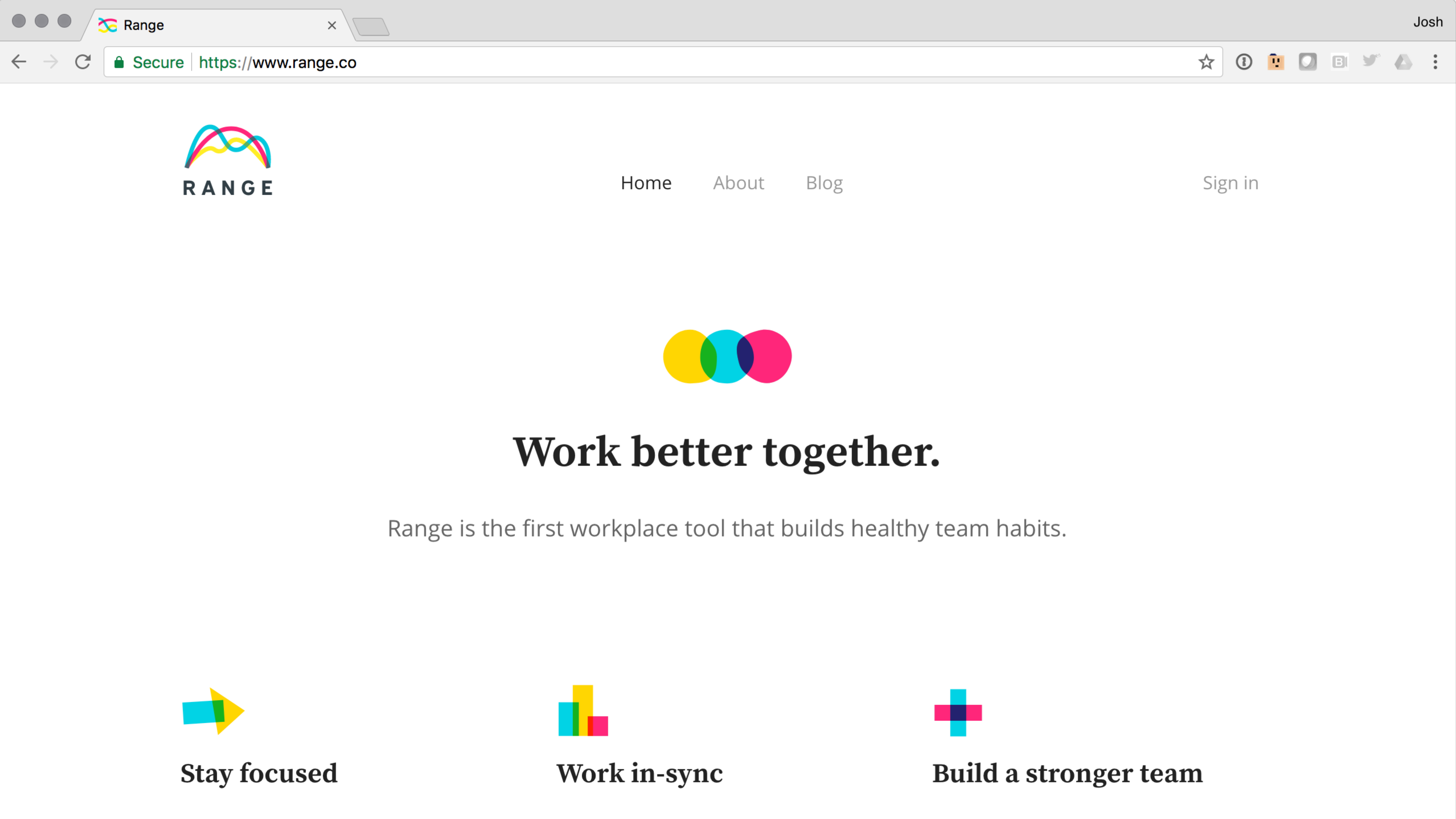
Home   About   Blog

Sign in

Work better together.

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

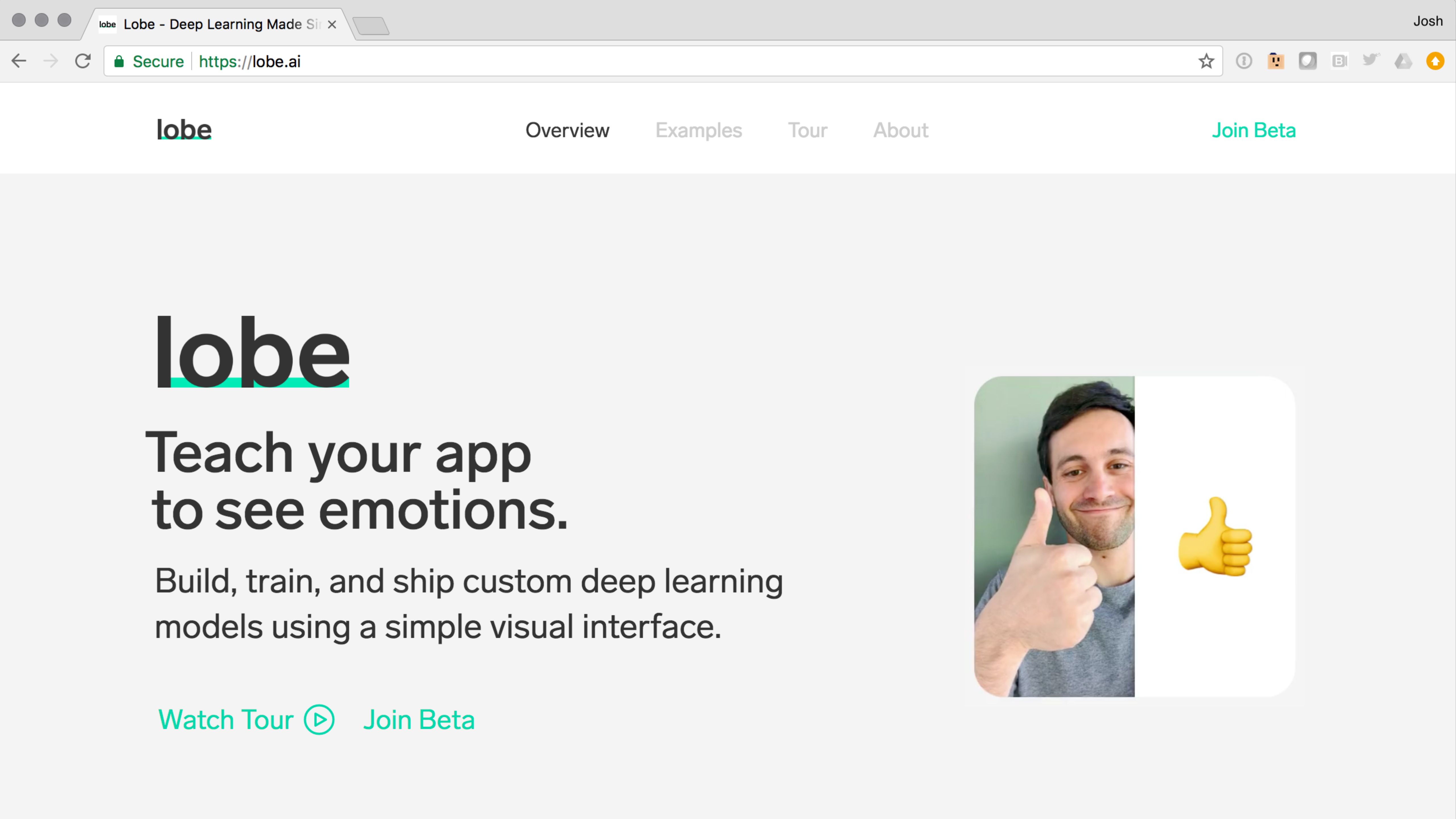**Stay focused**

Work in-sync

Build a stronger team

"The limiting factor to performance isn't how hard an individual can work, or how smart they are, but how well a whole team works together."

Braden Kowitz, @kowitz
Co-founder, Range Labs
San Francisco, CA

Secure | https://lobe.ai

lobe

Overview   Examples   Tour   About

Join Beta

lobe

Teach your app to see emotions.

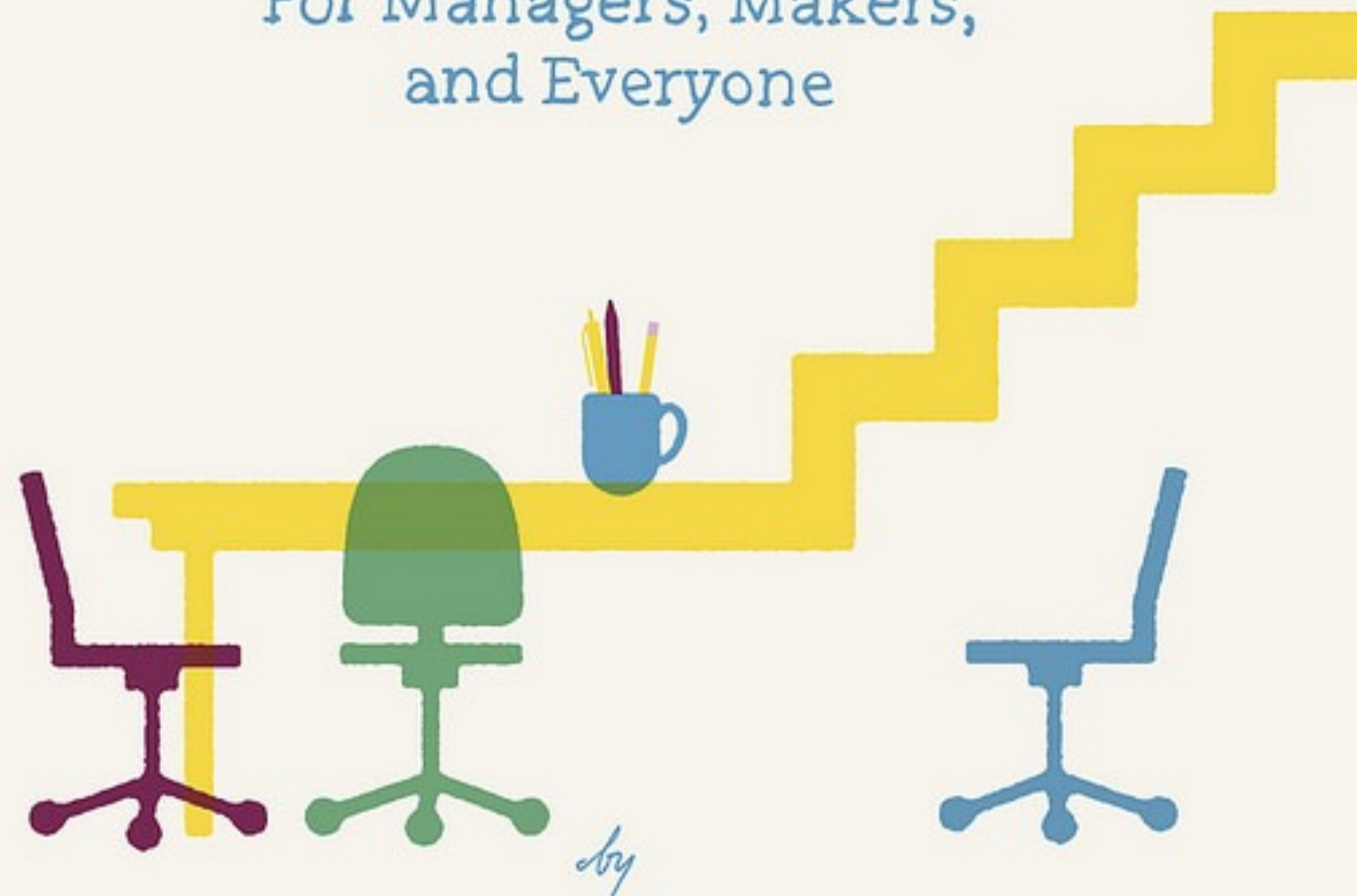Build, train, and ship custom deep learning models using a simple visual interface.

Watch Tour ▶   Join Beta

MEETING DESIGN

For Managers, Makers,
and Everyone

by

KEVIN M. HOFFMAN

foreword by Jeff Gothelf

TWO WAVES

- Optimal performance conditions
- Channel preferences
- Internal alignment
- Flow for employees
- Mentoring program

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- **Learning mindset**

FAILING FORWARD

JOHN C. MAXWELL

FAILING FORWARD

TURNING MISTAKES *into*
STEPPING STONES *for* SUCCESS

The Gift of Failure

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

Jessica Lahey

Failure Is An Option

H. Jon Benjamin

An Attempted Memoir

NO FEAR of FAILURE

GARY BURNISON

CEO OF KORN/FERRY INTERNATIONAL

Real Stories of How Leaders Deal With

RISK AND CHANGE

FAIL UNTIL YOU DON'T

BARE BONES

FIGHT. GRIND. REPEAT.

BOBBY BONES

Meditations on Self-Discipline and Failure

WILLIAM FERRAIOLO

STOIC EXERCISE FOR MENTAL FITNESS

The Wisdom of Failure

The
WISDOM
OF
FAILURE

HOW TO LEARN THE TOUGH LEADERSHIP LESSONS WITHOUT PAYING THE PRICE

LAURENCE G. WEINZIMMER
AND
JIM McCONOUGHEY

THE SECRET OF

SUCCESSFUL
FAILING

FREE BONUS
Teleseminar
Registration
Worth $300
Details Inside

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
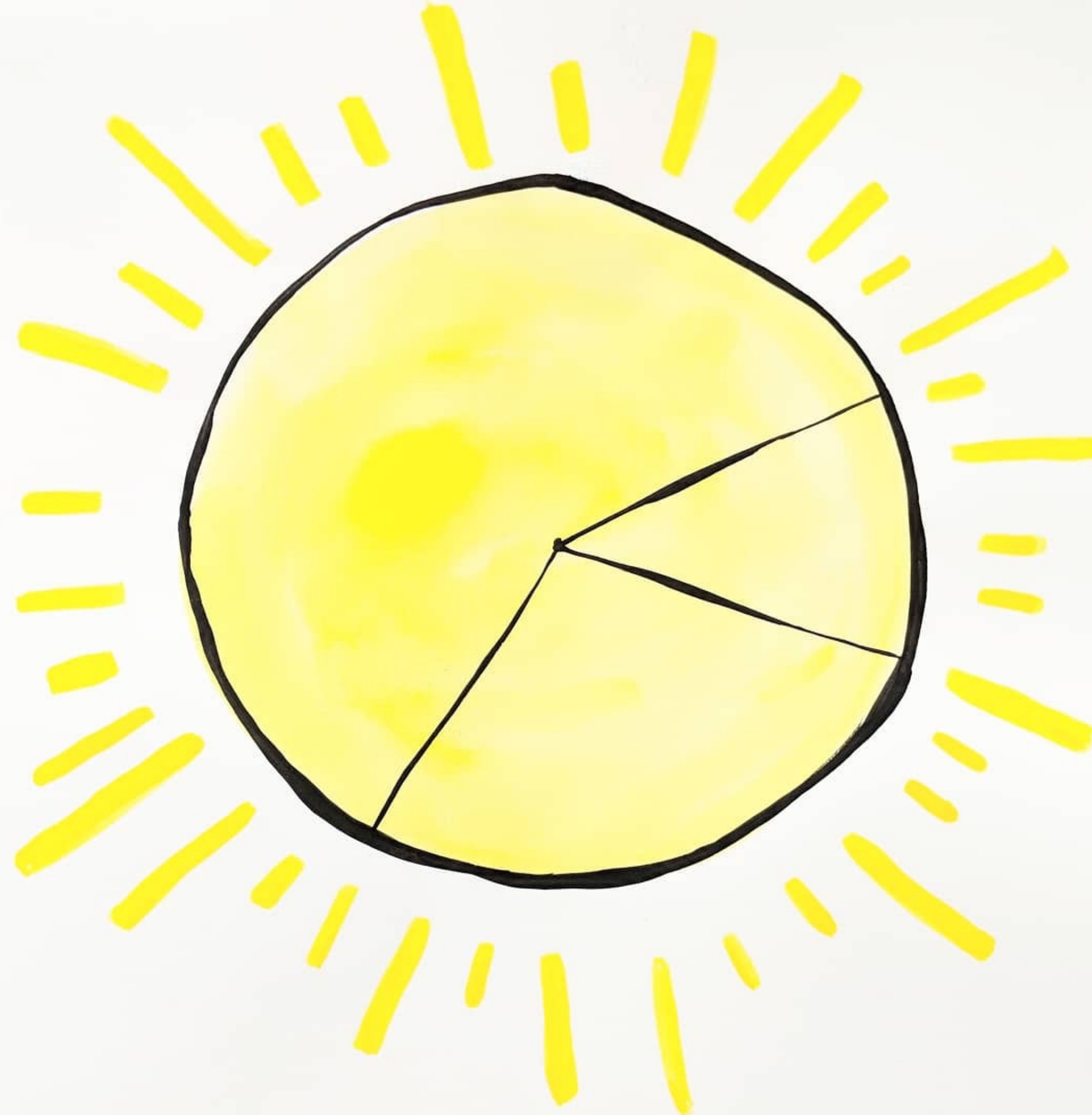Co-creator, #1 New York Times best-selling series *Chicken Soup for the Soul®*

The Ten
Commandments
for Business
Failure

DONALD R. KEOUGH
Former President of The Coca-Cola Company

FOREWORD BY WARREN BUFFETT

FAILURE is
DATA

IV.

TAKEAWAYS

1

DESIGN IS NEVER DONE.

2

SELLING IS GREATER THAN TELLING.

- **Tell them what you're going to tell them.**
- **Tell them.**
- **Tell them what you told them.**

- **Tell them what you're goin̶g̶ ̶t̶o̶ ̶t̶e̶l̶l̶ them.**
- **Tell them.**
- **Tell them what y̶o̶u̶ ̶t̶old them.**

- **Sell them what you're going to sell them.**
- **Sell them.**
- **Sell them what you sold them.**

YOU

THEM

FEATURES

BENEFITS

3

USERS ARE PEOPLE.

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.

136   ⟳ 2,162   ♡ 5,680

22 Aug 2017

4

A LOT OF WORK IS NOT AESTHETIC.

5

OPTIMISM RULES.

"My invitation: consider how design might be a city and country-wide mission, and how design contributes to your goals for growth and innovation in the 21st century. Find & share resources at aiga.org."

Julie Anixter, @julieanixter
Executive Director, AIGA
New York, NY

"Emerging markets can leverage technologies in more disruptive ways because they don't have to worry as much about resistance to change."

Saul Kaplan, @skap5
Founder and Chief Catalyst, Business Innovation Factory
Providence, RI

6

DIVERSITY BY DESIGN

"The purpose that diversity shares with design is 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 Intersectionality, Culture, and Diversity, Twitter
San Francisco, CA

7

"SOFT" SKILLS PERSIST.

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

THANK YOU!

mynameisjoshsilverman.com

@jhsilverman

V.

WORKSHOP TIME

- What's your proudest achievement? Greatest learning?
- What's a venture you've always wanted to pursue?
- What's an opportunity you see that no one else does?
- What's something that frustrates or annoys you that could be flipped?