

PEOPLE PERSIST

mynameisjoshsilverman.com/gif

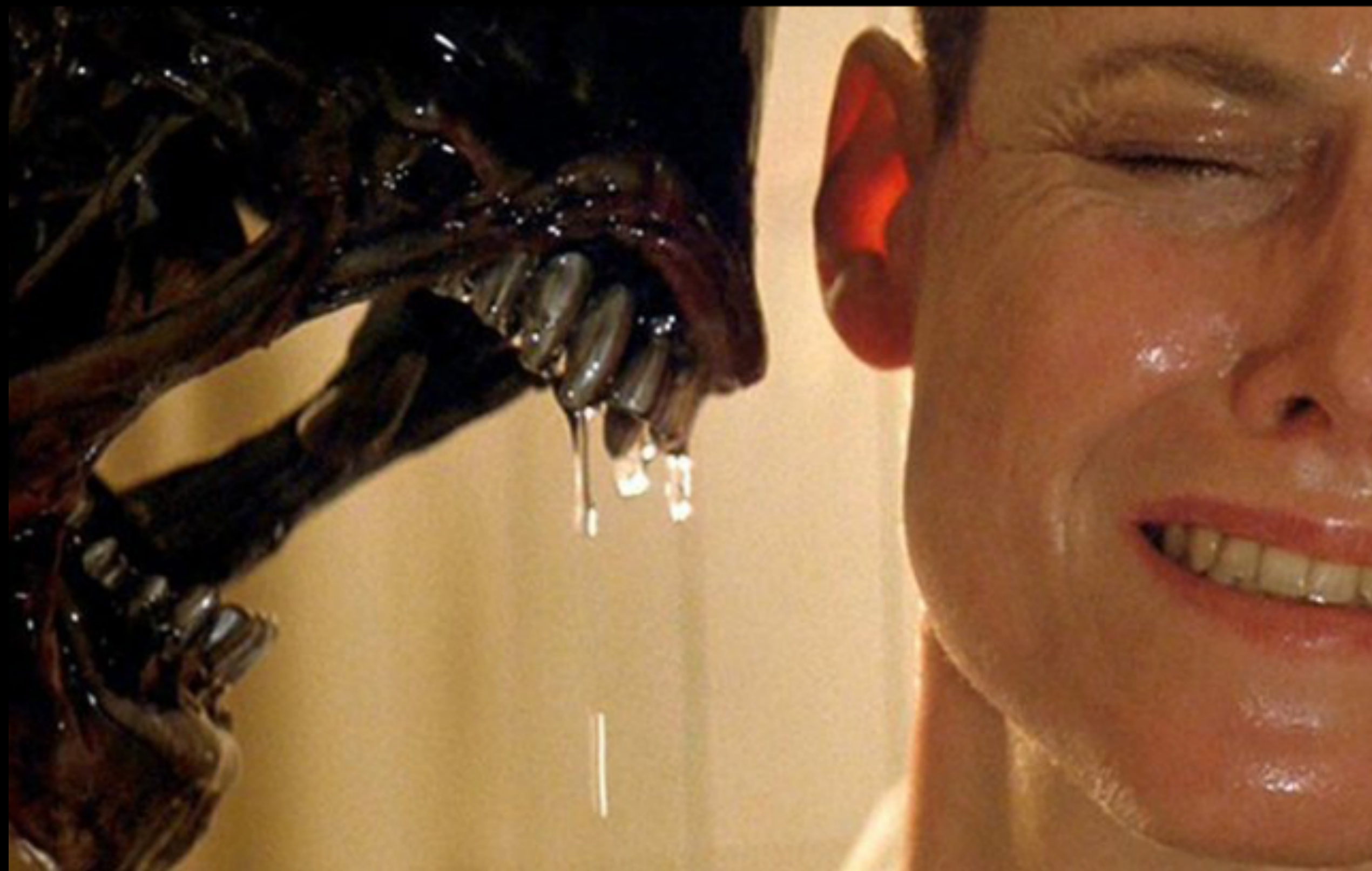
[@jhsilverman](https://twitter.com/jhsilverman)

HELLO, I'M JOSH

250 STARTUPS
125 NON-PROFITS
50 SCHOOLS
25 FORTUNE 500s
15 CITIES
10 ARTISTS

now is a great time to

BE MORE HUMAN



“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

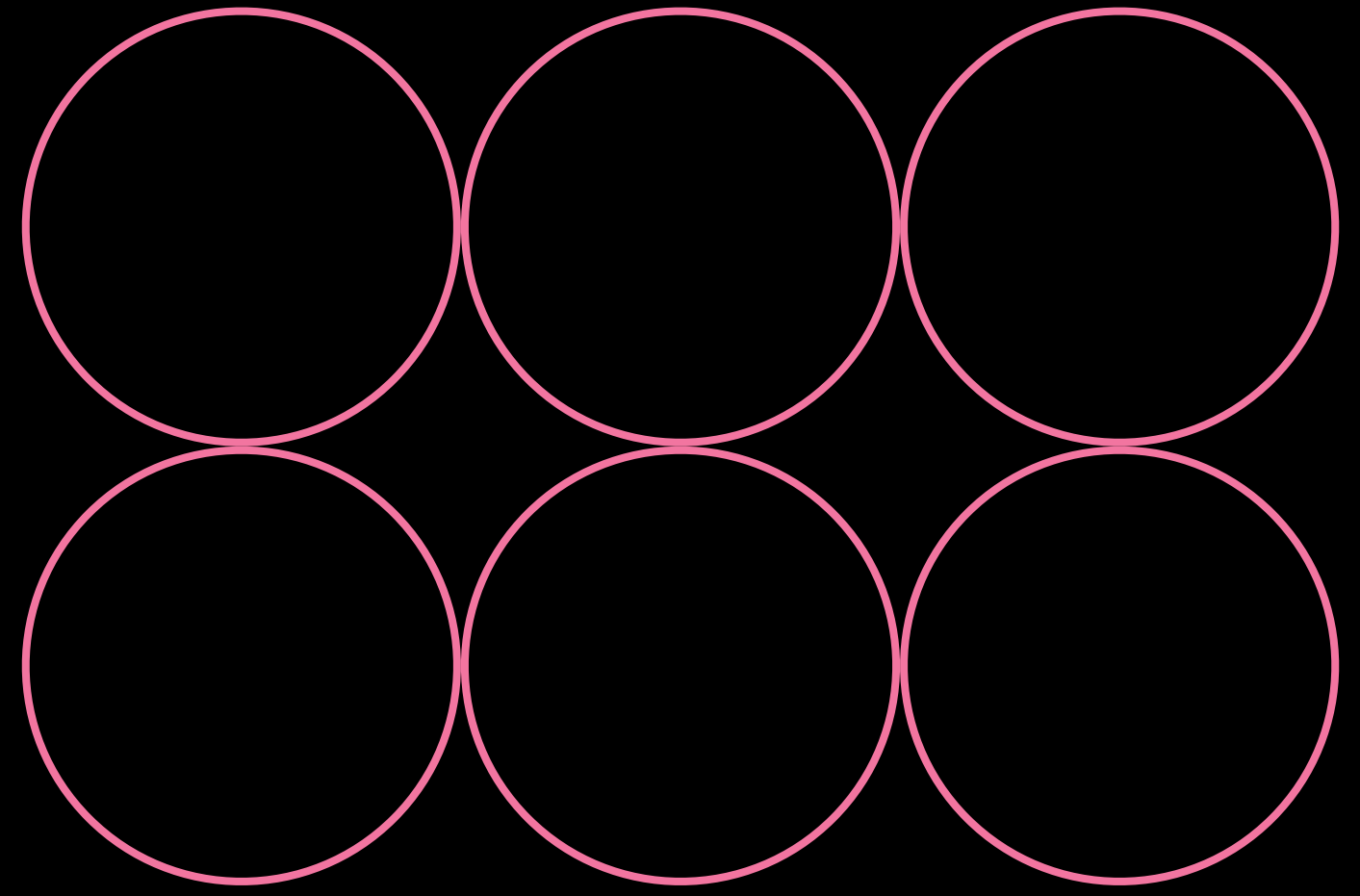
Chair, Masters in Branding Program, School of Visual Arts

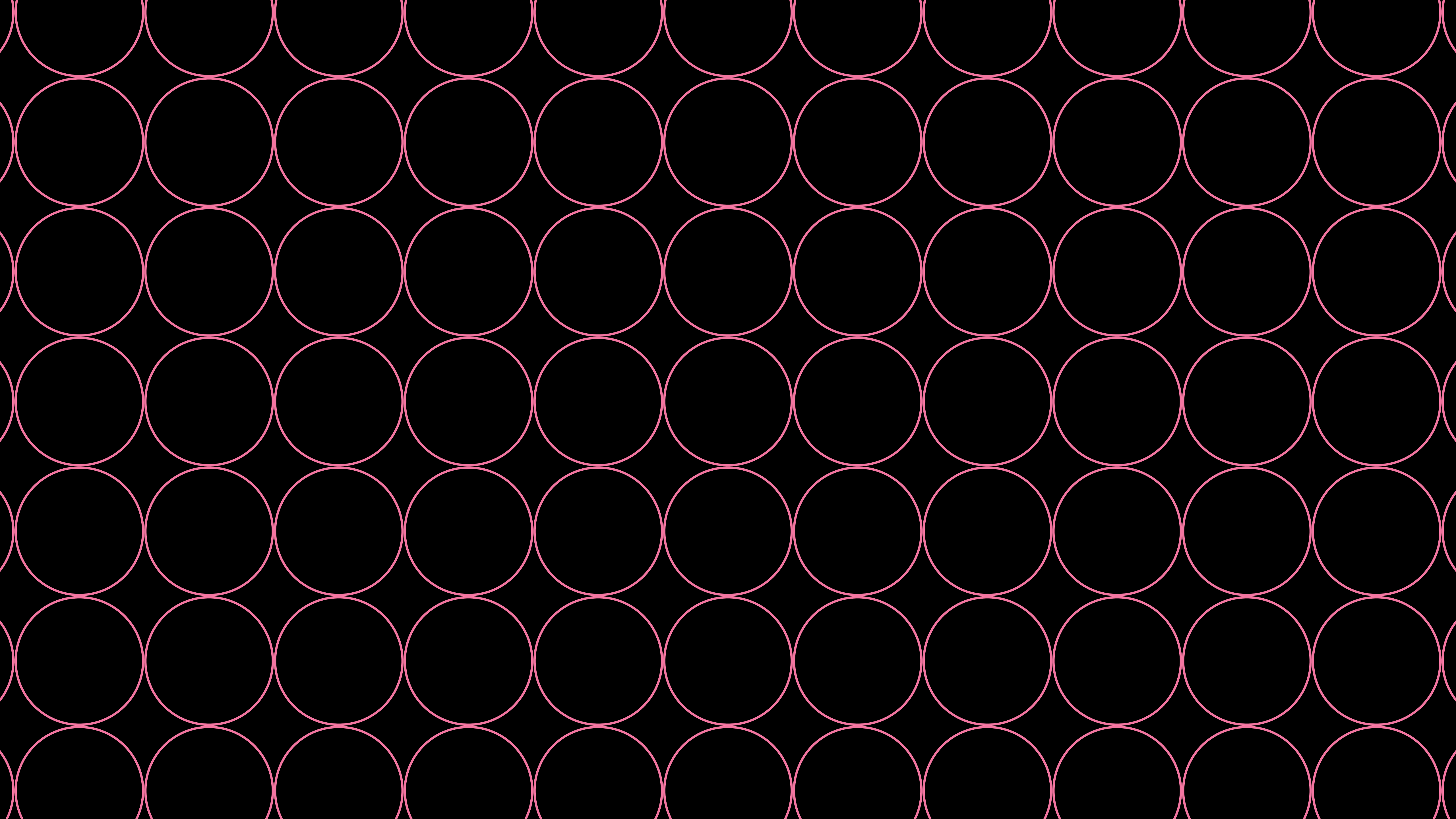
Founder, Design Matters

New York, NY



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







SO MUCH HAS CHANGED

in thirty years...

AAAAABBC; ;
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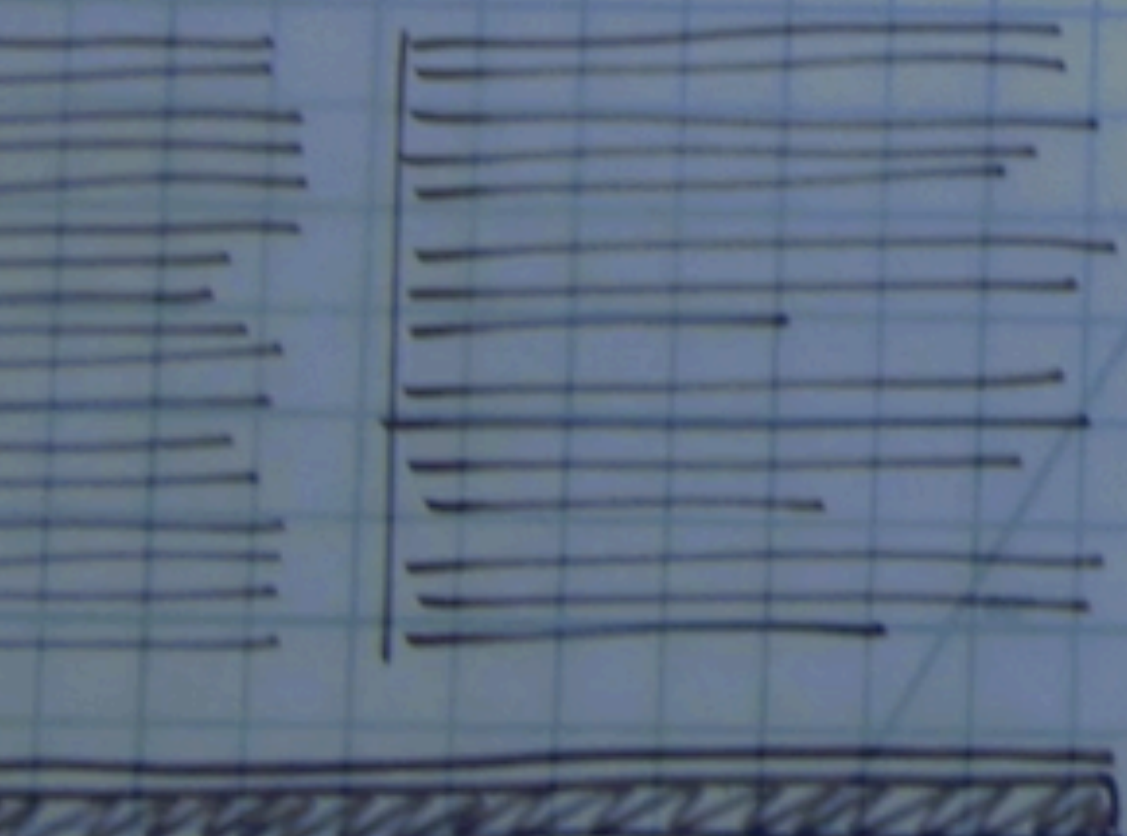
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transotype

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Graphic Design
your future.



Graphic Design in your future.

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HEADLINE
80%
TINT

FILE
40%



Graphic Design in your future.

Si quis sit sit sit qui prociam libero. totam et ad ut optaturum sit et, vitium nuncie volocitatum quae porripere dolupta dicit vera verped ut uti utem accipsum quis antibusimus accouperd sam allum di accipella volocitatum, in rerum volu et, in con possipo occulit quis? Quae. Ut omnis doluptae volumenerit hilit repene ad etur, ut abo. Dae comitit pt item dicit eum, ipquam fuga con praie ipa exerchi exorum duc, solum uluptatur aut exepore qui quaept perum quem autest, optum dicit id modiae. At etur rest quem site maximus, te commore od dolenit, tes exepistem quaepte mposito rone pla volende senditur ut et psium, verferchi exero itatem amquodit exot, commepi mod accum ad a sumquo vell quid quem vit, utem it hila suntone quamet lacum faciae aerdit abuzam qui od magratissimo totatem fuga conem nero eum inveliqua cus eosae ne nit, exepas dolumquis dicit sit reprim ees adiae ipam cuba nempere optae nus es dicitat etur, si ut optat.

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Version 3.0

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Aldus PageMaker®



working inside

THE PEOPLE LAYER



**DEFINE
THE PEOPLE LAYER**

1

DESIGN IS NEVER DONE.



2

FEEDBACK IS A GIFT.

SOLICITING FEEDBACK

- 1** Frame the feedback with open questions
- 2** Hone in on the current problem
- 3** Listen without reacting or interrupting
- 4** Understand it's a moment in time, not forever

PROVIDING FEEDBACK

- 1** Make it about the work, not the person
- 2** Lead with questions, not opinions
- 3** Be as specific & timely as possible
- 4** No “shit sandwiches”

3

ESTABLISH COMMON LANGUAGE.

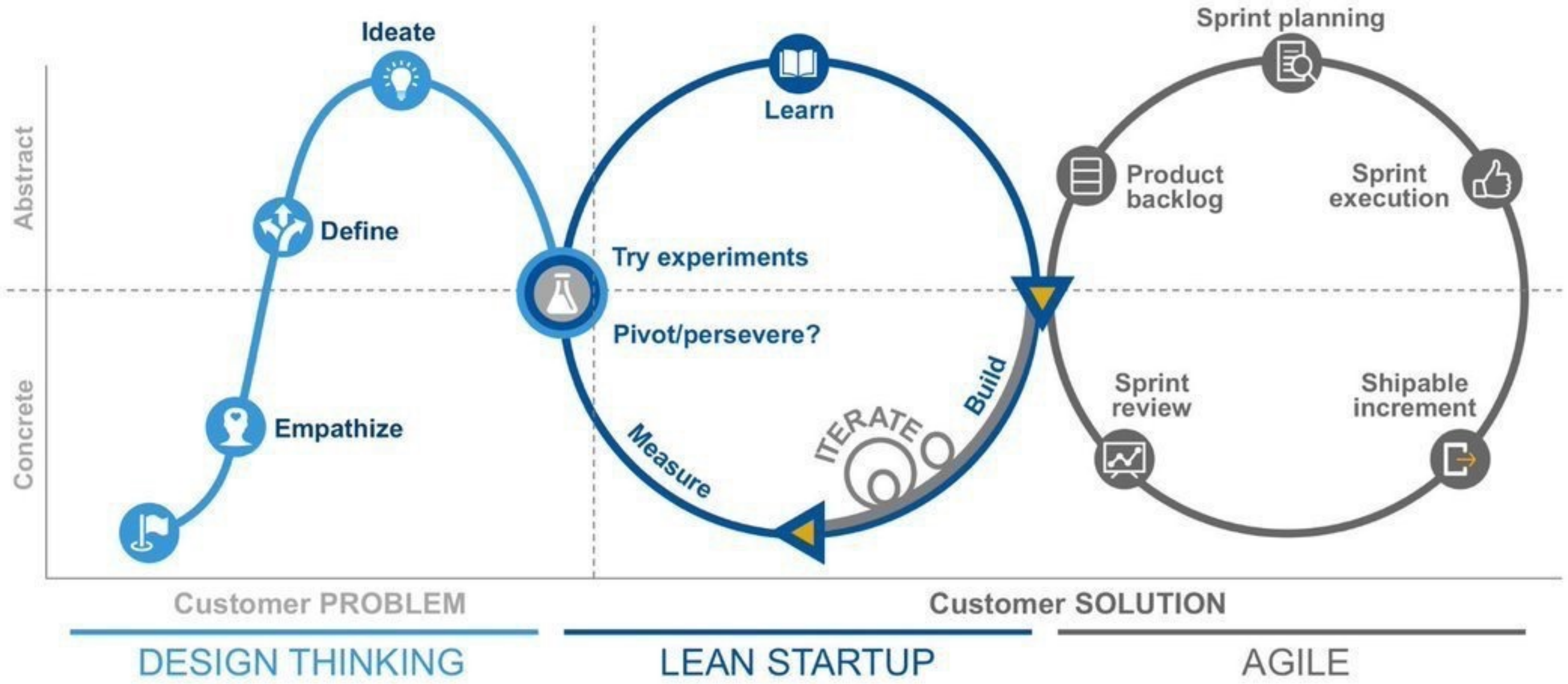
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FACILITATION IS A ROLE.

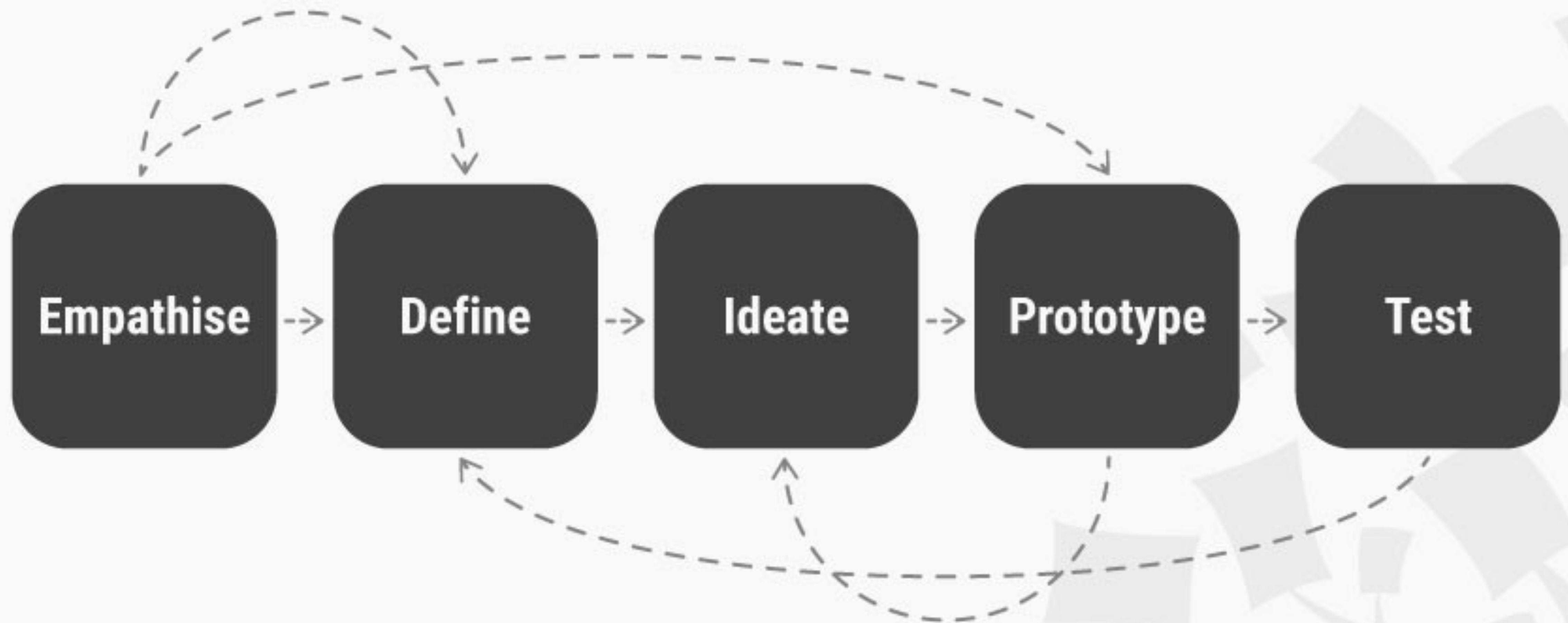
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SOCIALIZE YOUR PROCESS.

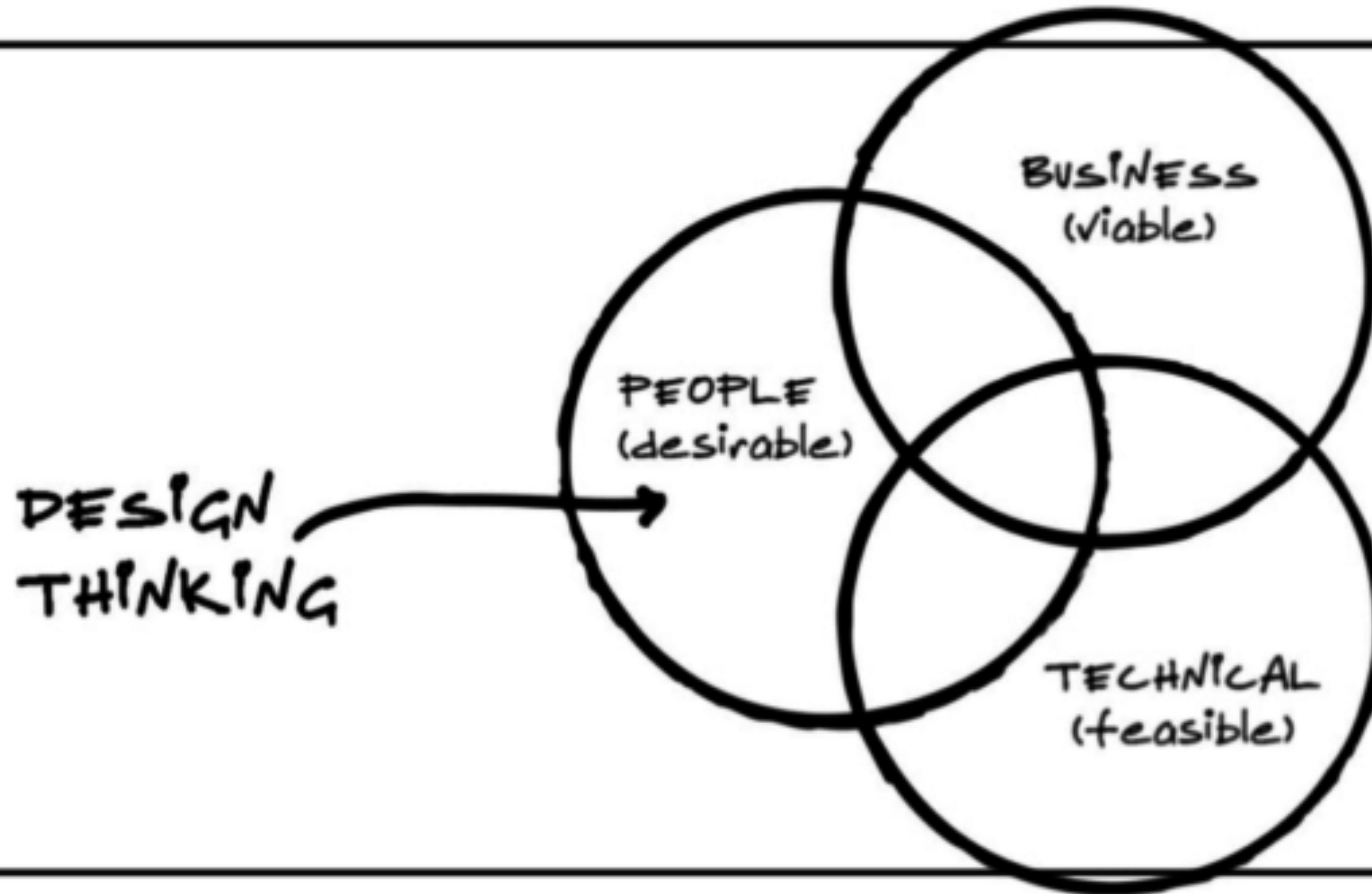
Combine Design Thinking, Lean Startup and Agile



Design Thinking: A 5 Stage Process



DESIGN THINKING BEGINS WITH INSIGHTS ABOUT PEOPLE.



THE CREATIVE PROCESS

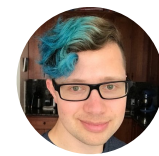


6

MAKE DECISIONS TRANSPARENTLY.

7

REMEMBER, 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

8

OPTIMISM RULES.

9

SELL, DON'T TELL.

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

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

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

YOU

USER

FEATURES

YOU

BENEFITS

USER

10

SEEK CROSS-TEAM RELATIONSHIPS.

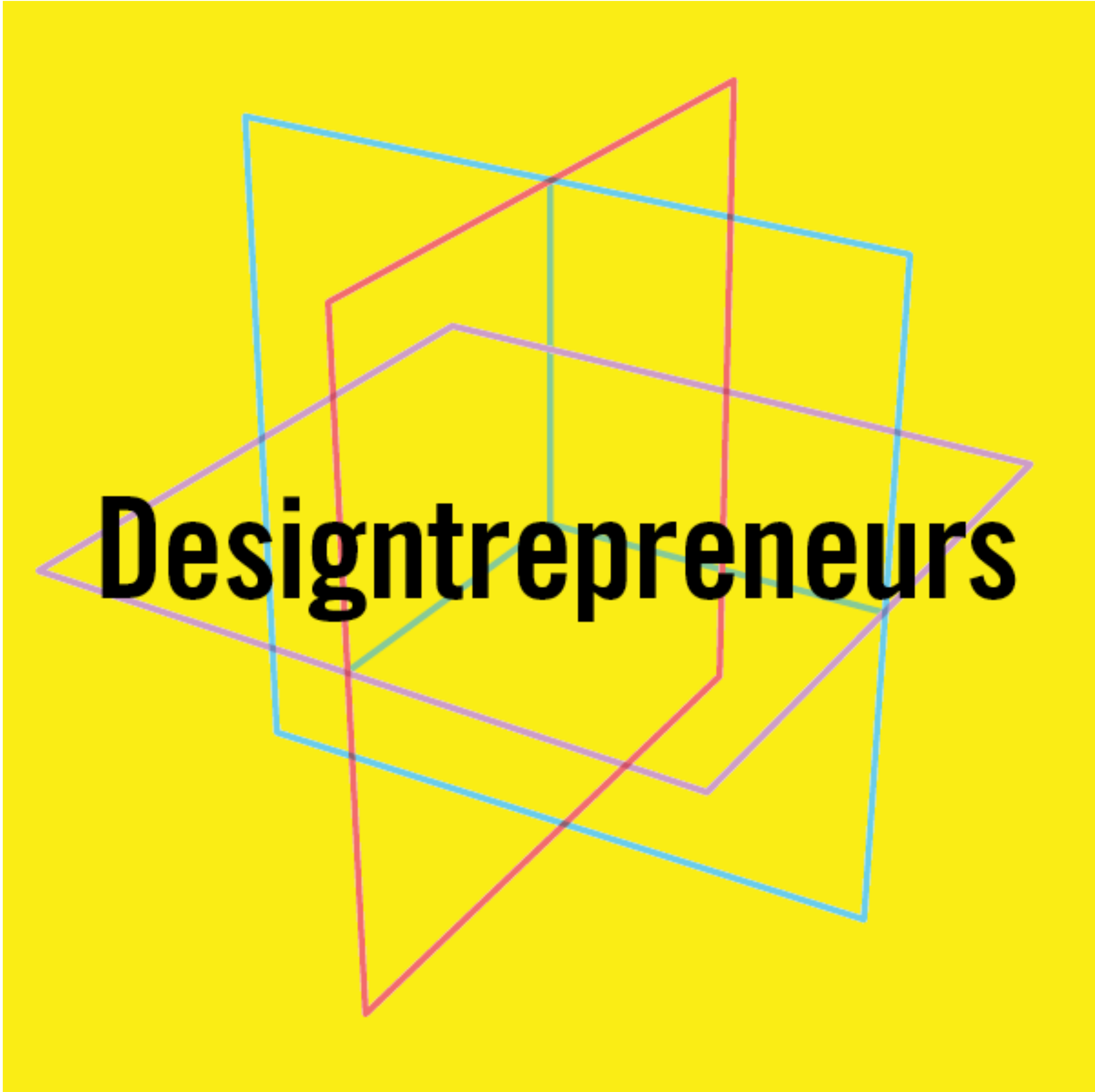


11

NETWORK, NETWORK, NETWORK.

AIGA

START  **OUT**







PRESS



PANELISTS



12

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

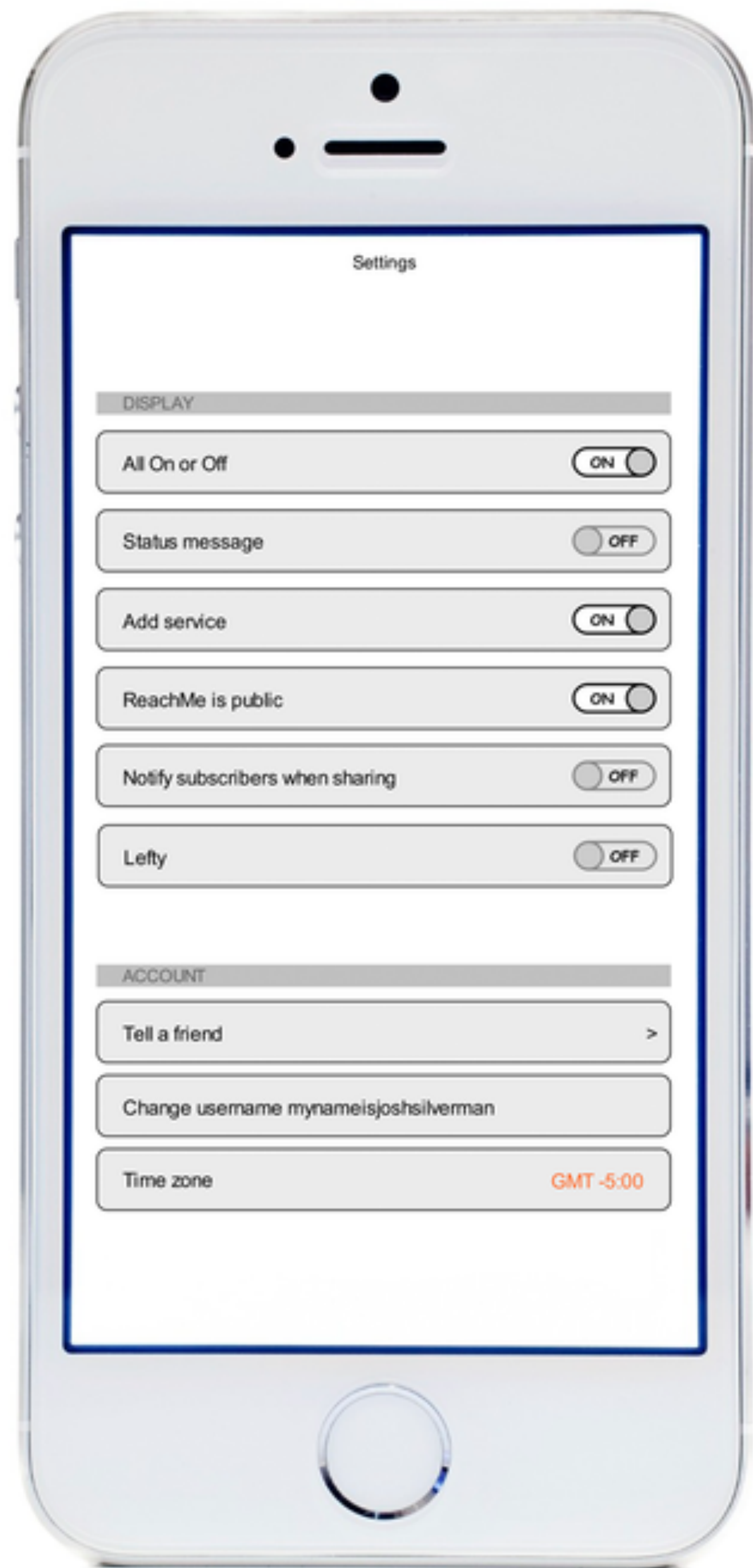
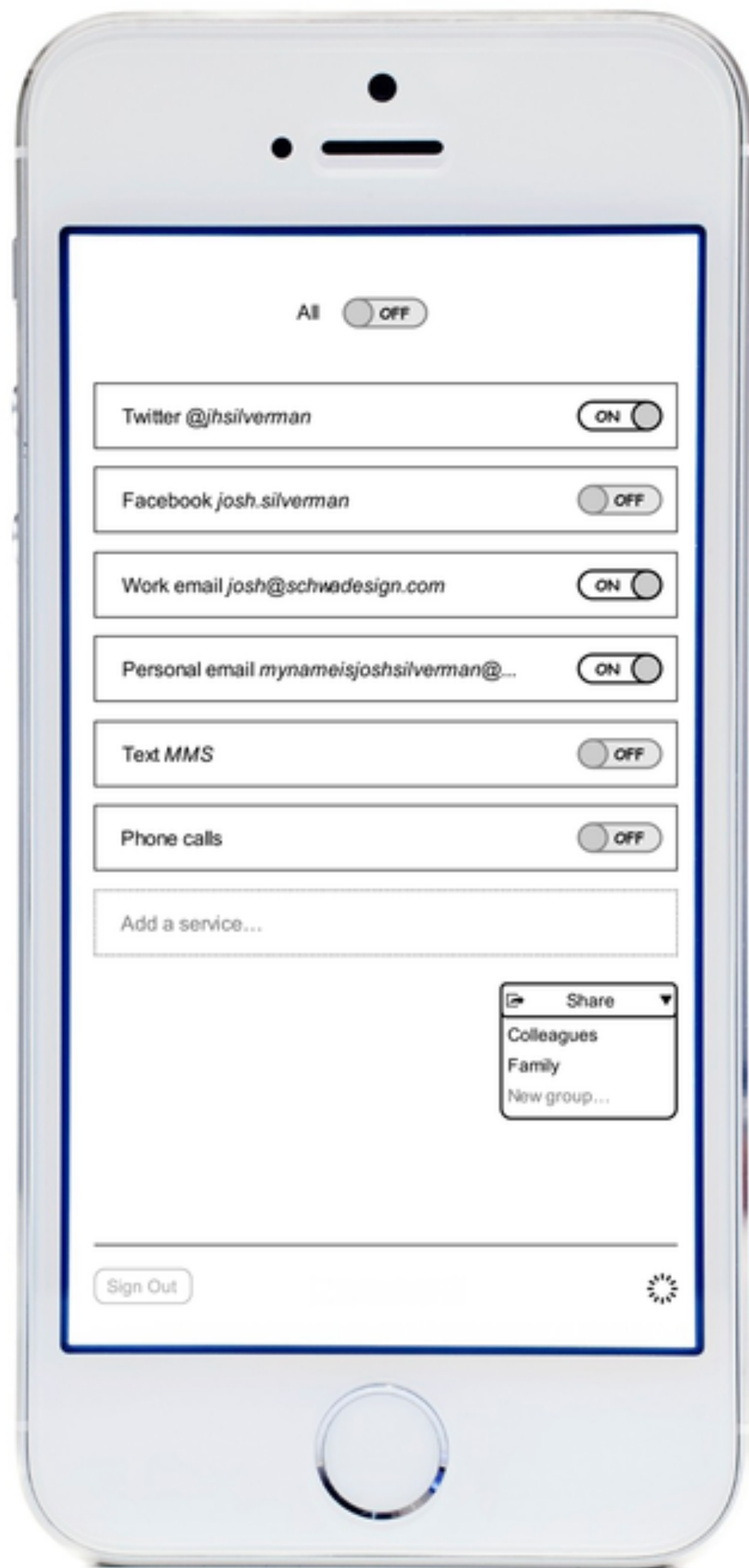
I use my intuition a lot to make decisions

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)



13

DIVERSITY IS REALITY.



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 Intersectionality, Culture, and Diversity, Twitter
San Francisco, CA

14

RESOURCES FOR HUMANS.

				
Process & Documentation	<ul style="list-style-type: none"> No agreed-upon design process No standardized workflow Check-ins, critiques, and reviews are ad hoc, or they don't happen at all 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Methods of communication are fluid and serve immediate needs Most conversations happen in person and in collaborative working sessions with cross-functional teams 	<ul style="list-style-type: none"> 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 doesn't yet have agreed-upon standards 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Designers have some opportunities to learn from colleagues, but need to look outside the company for substantial design expertise 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> No in-house recruiter Designers are responsible for preparing job descriptions, defining the interview process, and sourcing design candidates from their own networks 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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



17 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

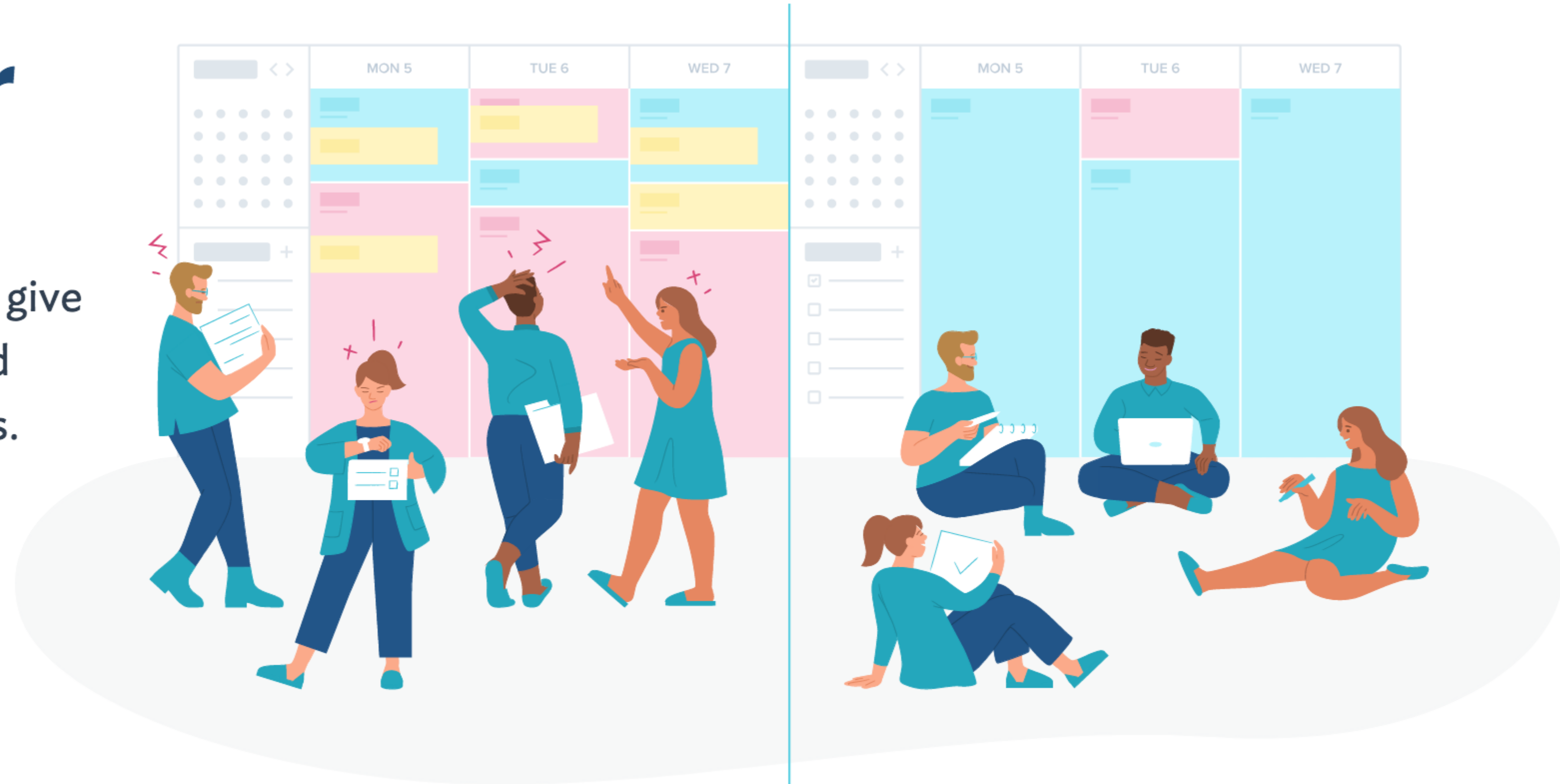
114 3,636 4,098

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





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

MEETING DESIGN

For Managers, Makers,
and Everyone



by

KEVIN M. HOFFMAN

foreword by Jeff Gothelf

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

HOW TO RUN A CALM COMPANY

40 HOURS IS ENOUGH
QUIET CALENDARS
COMFORTABLY PACED DAYS
DONE AT 5
NO WEEKEND WORK
DAYS WITHOUT MEETINGS
REALISTIC DEADLINES
LIBRARY-LIKE QUIET
LIGHT INBOXES
NO KNEE-JERK REACTIONS
GREAT NIGHT'S SLEEP
RESPOND WHEN READY
WORK FROM WHEREVER



9 780201 379624 harperbusiness.com

Jason Fried
David Heinemeier Hansson

IT DOESN'T HAVE TO BE CRAZY AT WORK



HARPER
BUSINESS

15

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 stack the deck against kids and give children the
chance to fail? They could start by modeling 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

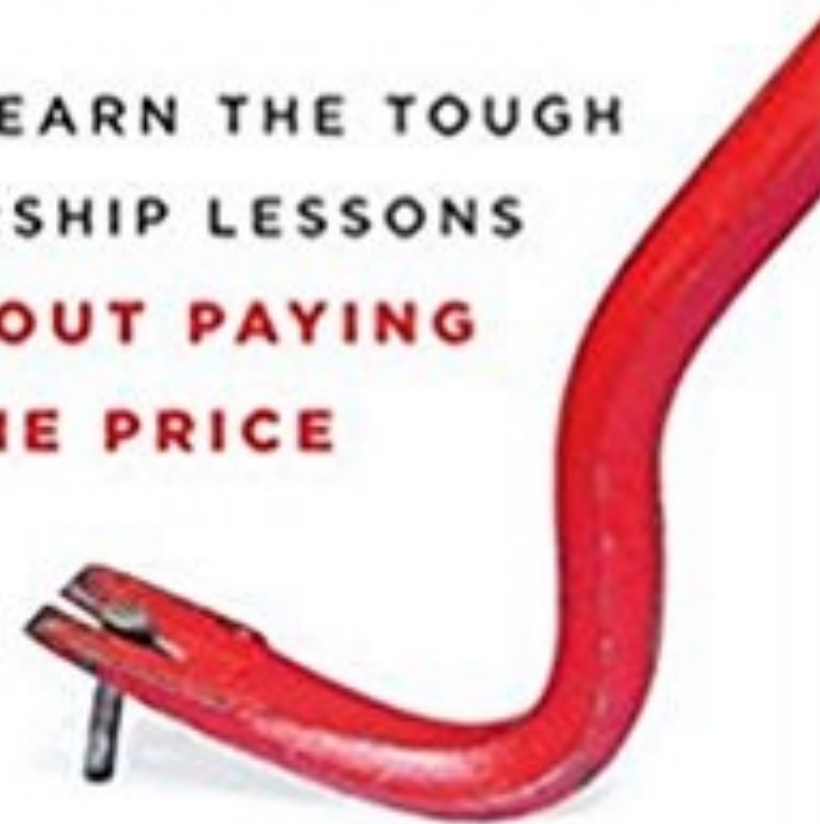
Co-creator, #1 New York Times best-selling series *Chicken Soup for the Soul*®

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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**

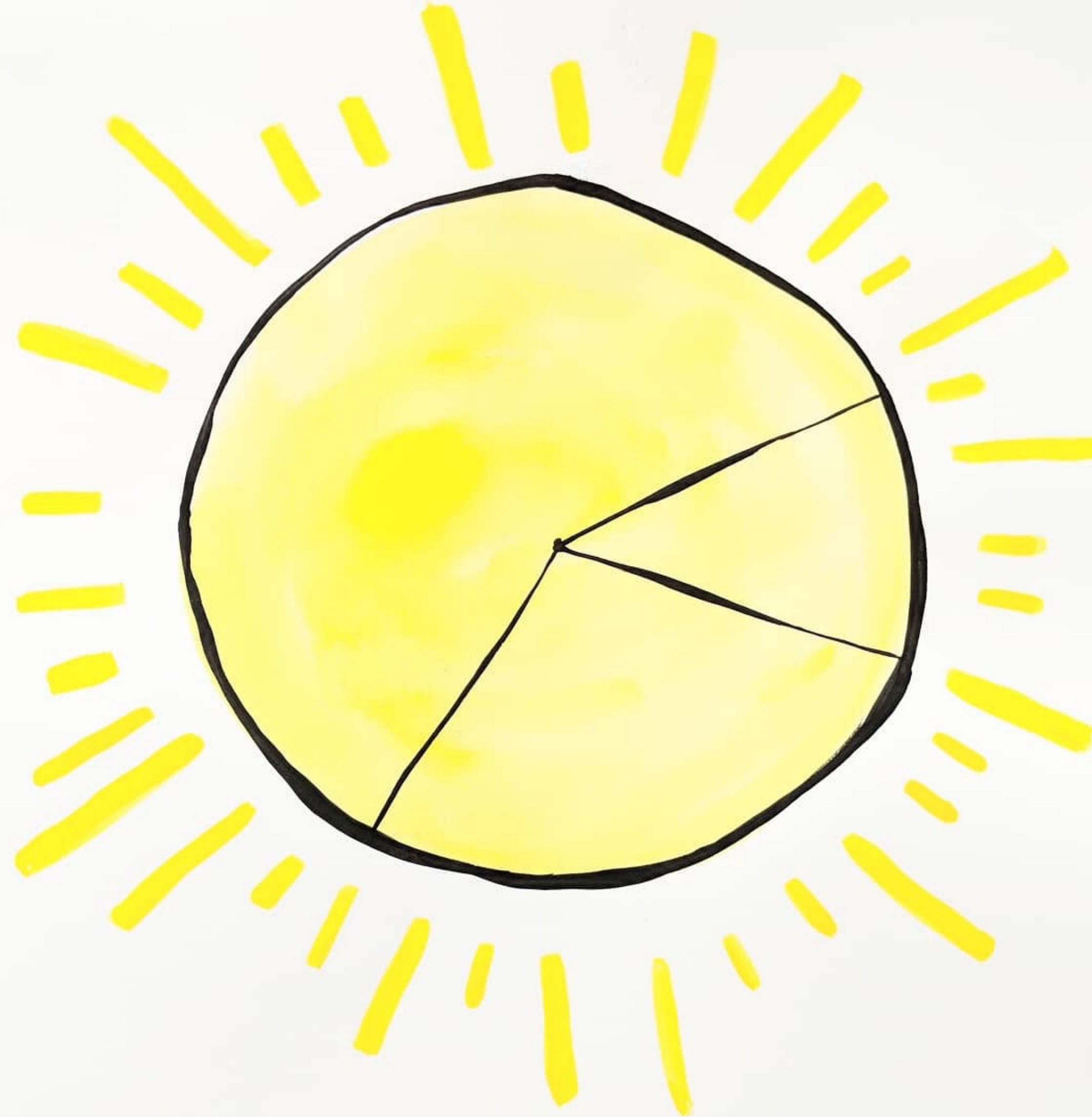
"A must read for every leader." —**JACK WELCH**

*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

people are you ready?

LET'S BE MORE HUMAN



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

Once you take care of people,
then you can take care of product.

#PeoplePersist

THANK YOU

mynameisjoshsilverman.com/gif

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