



Hello.

AskOneGuide

What Business Leaders Need to Know About Design

Audrey Crane, 29 July 2022



DesignMap

Who we are



Chuck Moore



Gregory Baker



Audrey Crane

DesignMap Partners

Who I am



Audrey Crane

Who I am



Audrey Crane

Who I am



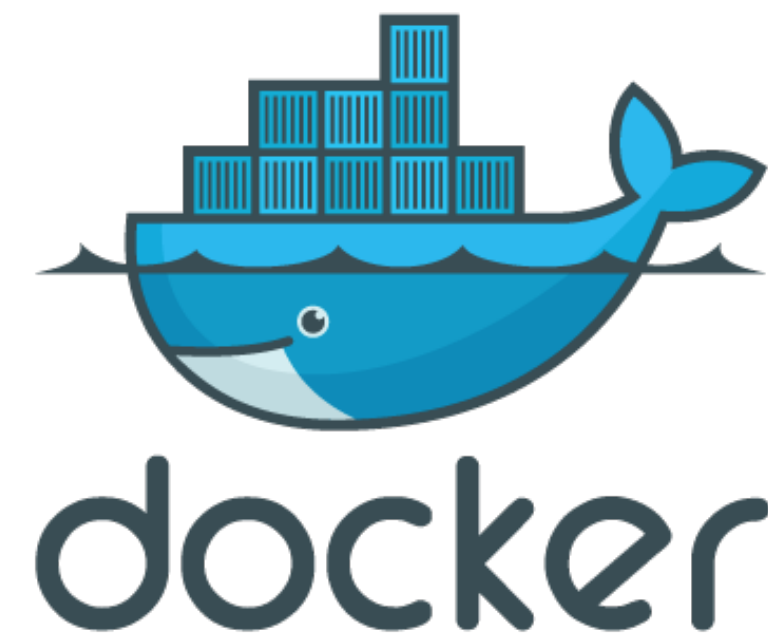
Audrey Crane

Who I am



Audrey Crane

Who I am



Audrey Crane







Audrey Crane



WHAT CEOs NEED TO KNOW ABOUT DESIGN

A business leader's guide to
working with designers



Principles for the Next Century of Work
Jeff Gothelf & Josh Seiden
Series Editors

Opportunity

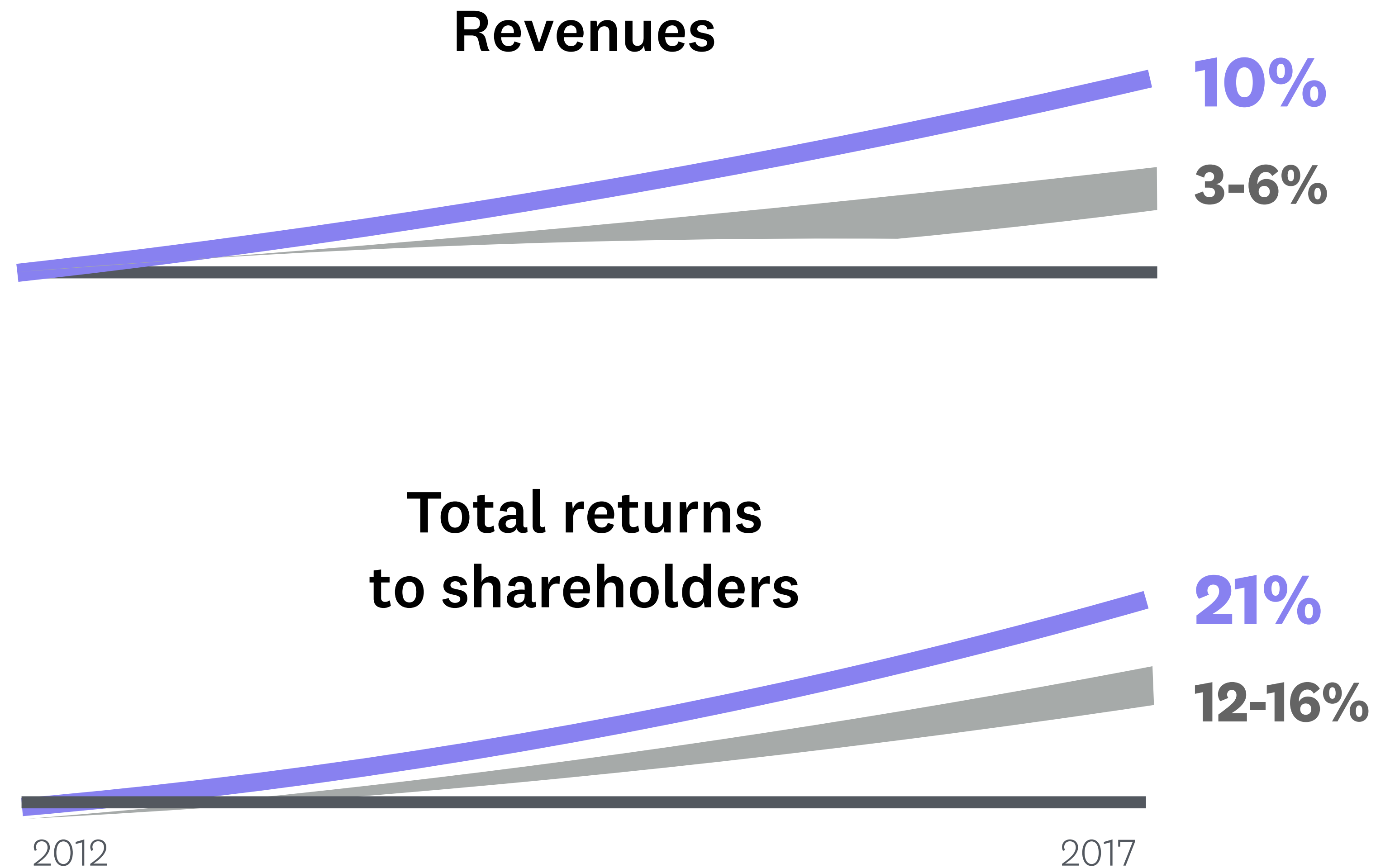


I'll call out opportunities and things that trip people up throughout this talk.

Investing in Design

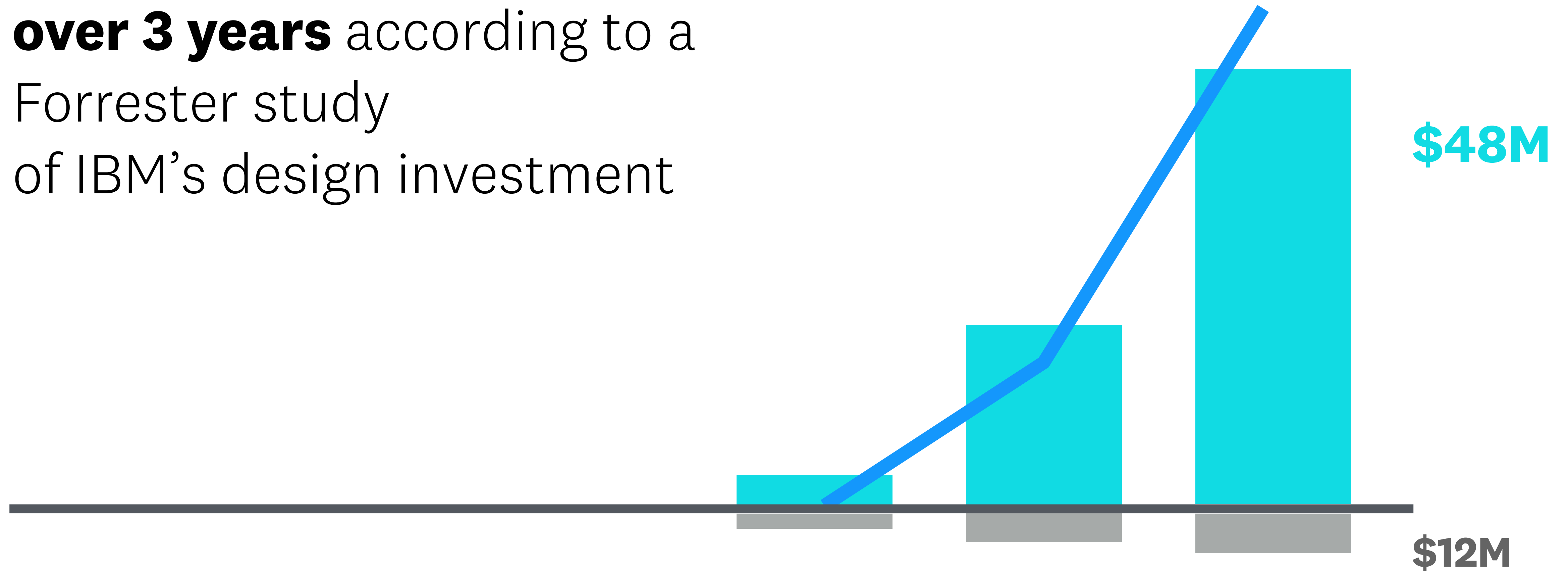
According to the Experts

Companies with
top-quartile
McKinsey Design
Index Scores
**Outperformed
industry-
benchmark growth
by as much as two
to one.**



McKinsey:
The Business Value of Design 2018

**301% ROI in design investment
over 3 years** according to a
Forrester study
of IBM's design investment

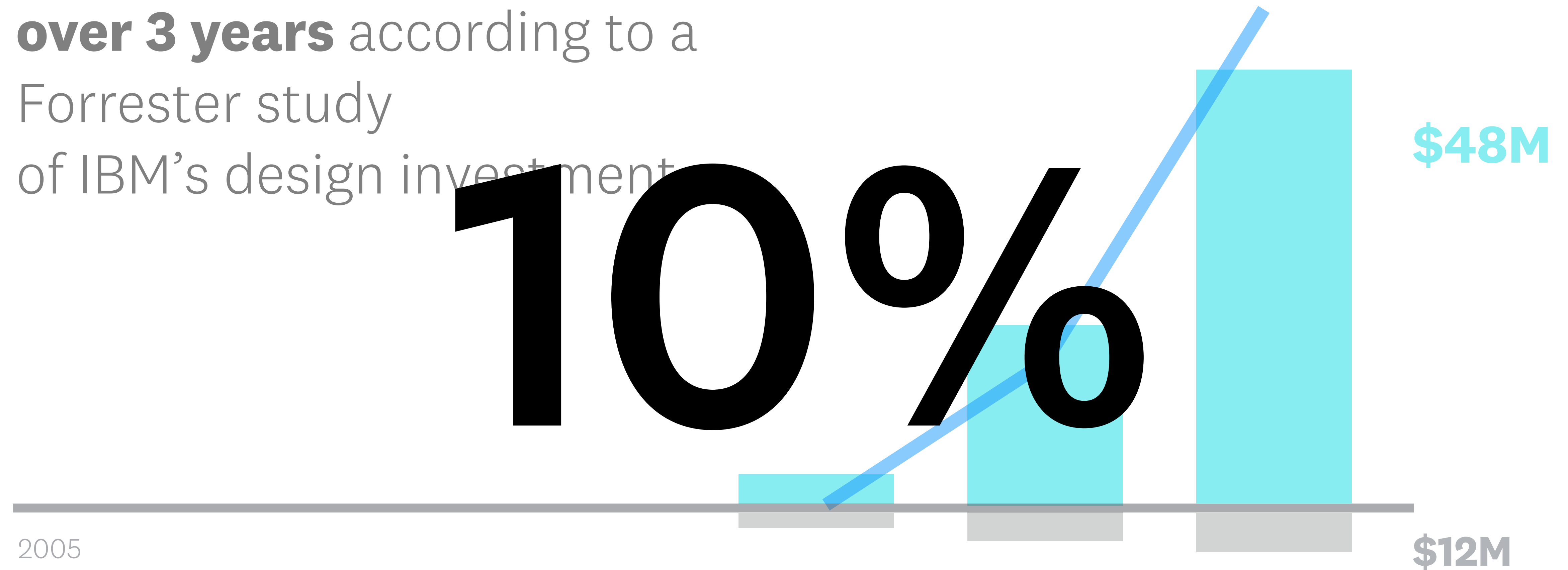


Forrester:

The Total Economic Impact™ Of IBM's Design Thinking Practice 2018

301% ROI in design investment over 3 years

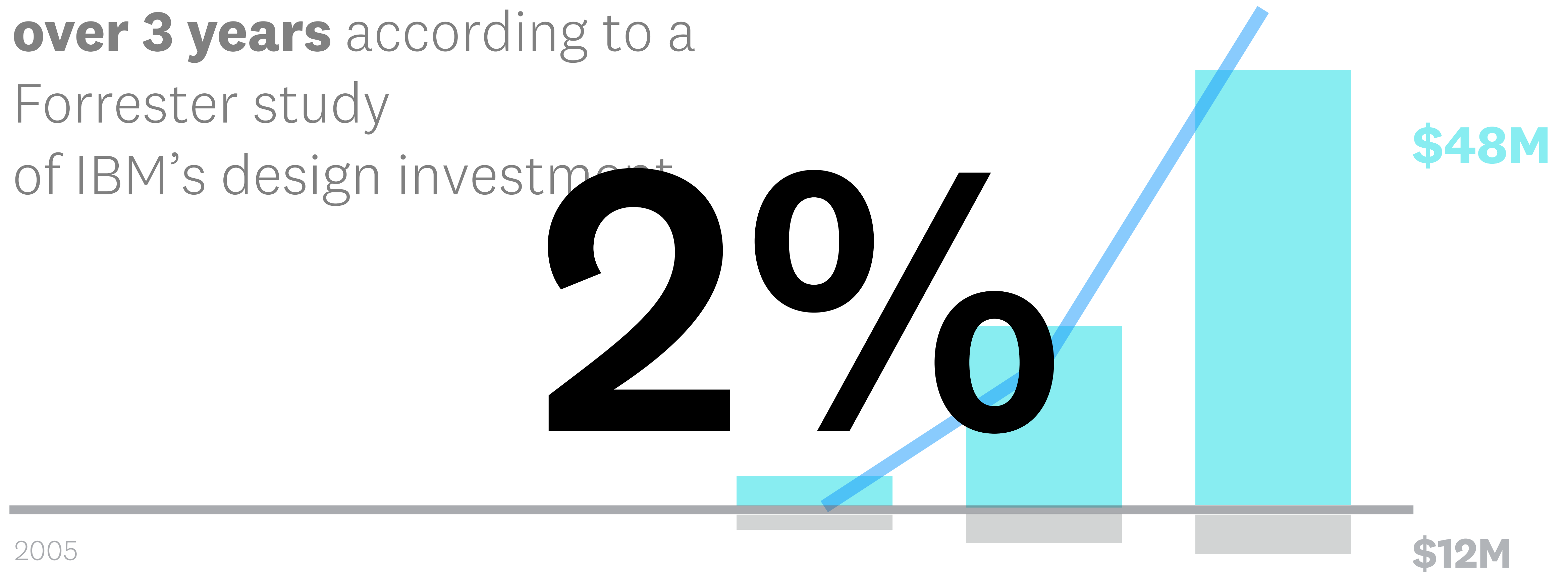
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Forrester:

The Total Economic Impact™ Of IBM's Design Thinking Practice 2018

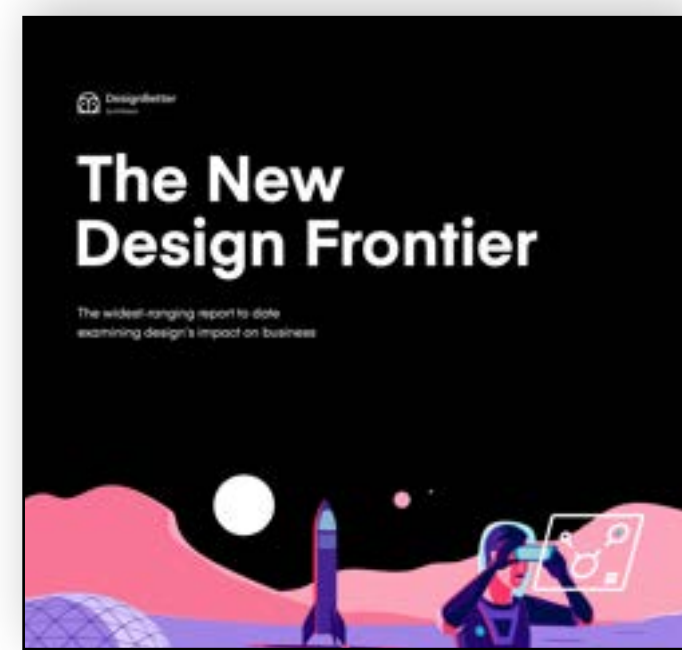
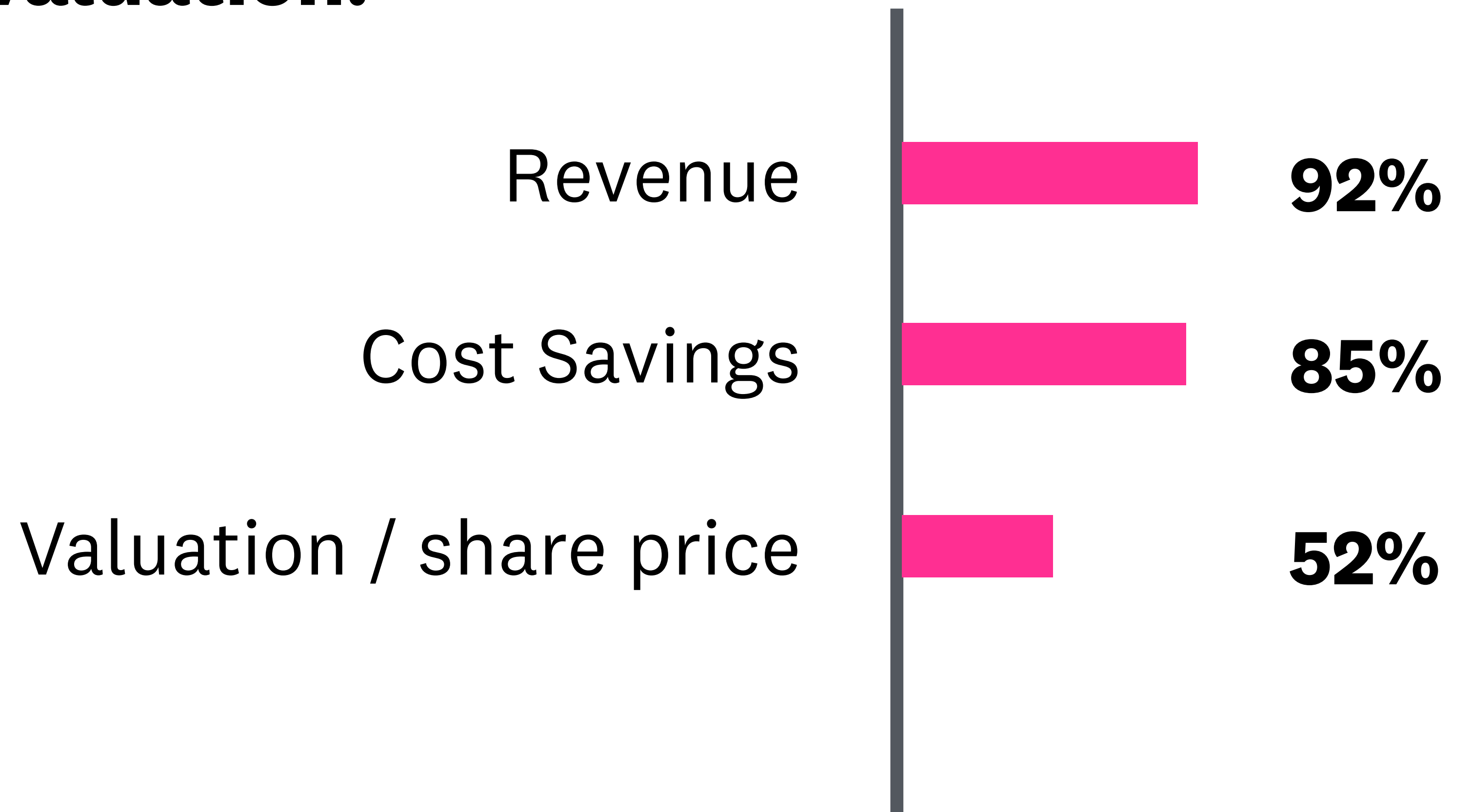
301% ROI in design investment
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Forrester:

The Total Economic Impact™ Of IBM's Design Thinking Practice 2018

Companies at the highest level of design maturity saw **significant impact on revenue, cost savings, and valuation.**



InVision:
The New Design Frontier 2019

Definitions of Key Assessment Areas

People & Culture

Design Team

Size and makeup of design team, investment in full time resources vs. contractors, ratio of Design to Product and Engineering employees, growth plans

Collaboration & Support

Design advocacy and inclusion by company leadership, integration of design product development processes

Design Strategy & Process

Design Strategy

Well defined Design Goals, investment in strategic design in addition to tactical design, investment in competitive research, trendspotting & foresight research.

Design Process & Activities

Design-centric operating model, established design processes including UX research and user empathy.

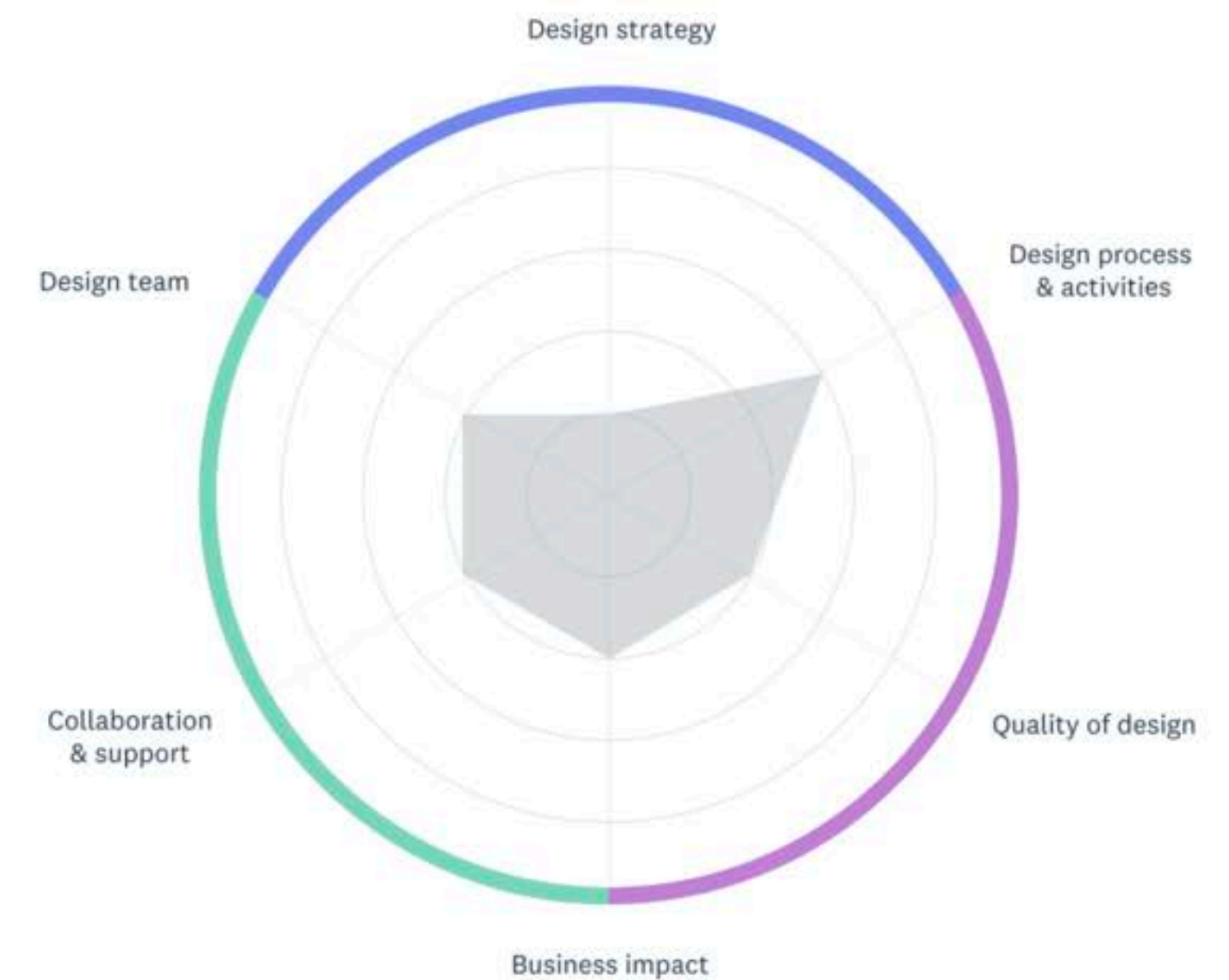
Quality & Impact

Quality of Design

Good UX (based off Nielsen Norman industry standards), meets accessibility standards, consistent use of design standards, modern visual design

Business Impact

Success metrics with an attribution to design such as decreased support tickets related to usability, NPS scores, new customer acquisitions and decreased churn.



Design...

makes employees more **efficient and productive**,

which puts products **in the market quicker**

that are more **innovative**

and drives higher **customer lifetime value**,

improving the company's **market share and position**

and, ultimately, leading to **growth**.

Investing in Design

- The Total Economic Impact™ Of IBM's Design Thinking Practice, Forrester.
(The punch line: 301% ROI, and projects that returned no profit dropped from 10% to 2%)
- The Business Value of Design, McKinsey.
(32% higher revenue growth and 56% higher shareholder returns)
- The New Design Frontier, Invision.
(92% saw design had a direct impact on revenue, 85% on cost savings)
- Design Value Index, Design Management Institute.
(211% return over the S&P 500)

Investing in Design

- [Design Management Institute Design Value Index \(2015\)](#)
- [McKinsey Quarterly: The Business Value of Design \(2018\)](#)
- [The Total Economic Impact™ Of IBM's Design Thinking Practice \(2018\)](#)
- [Forrester: Design Thinking Can Deliver An ROI of 85% Or Greater \(2019\)](#)
- [Invision: The New Design Frontier \(2019\)](#)
- [UserZoom: State of UX in the Enterprise \(2019\)](#)
- [HBR: 5 Ways to Get the Most Out of Your Design Team \(2019\)](#)
- [Making a Strong Business case for the ROI of UX \(2014, but good graphics\)](#)

Opportunity



View and expect your Designers to be capable of making a **specific, meaningful and significant** contribution to your company's success.

(We've hired a lot of Designers because they're tired of fighting to be valued.)

Hiring Designers

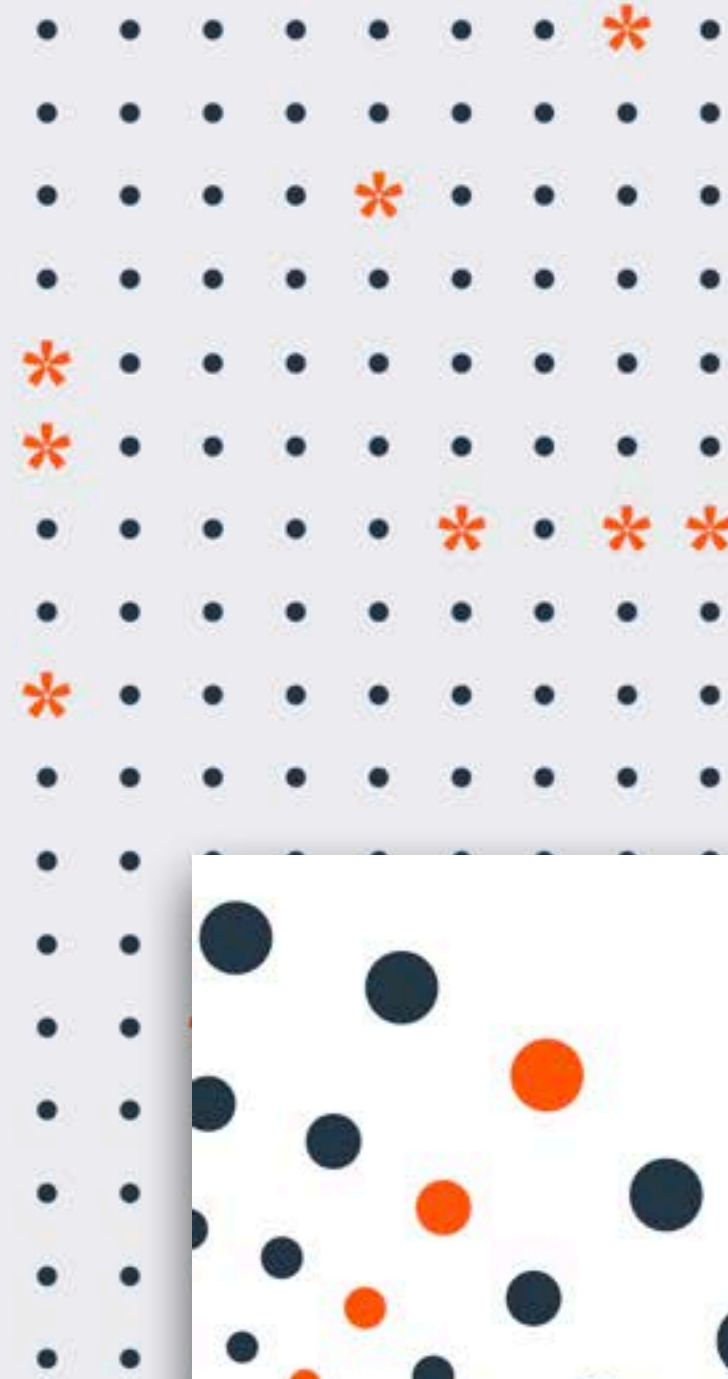
Internal Ratio

~1:8

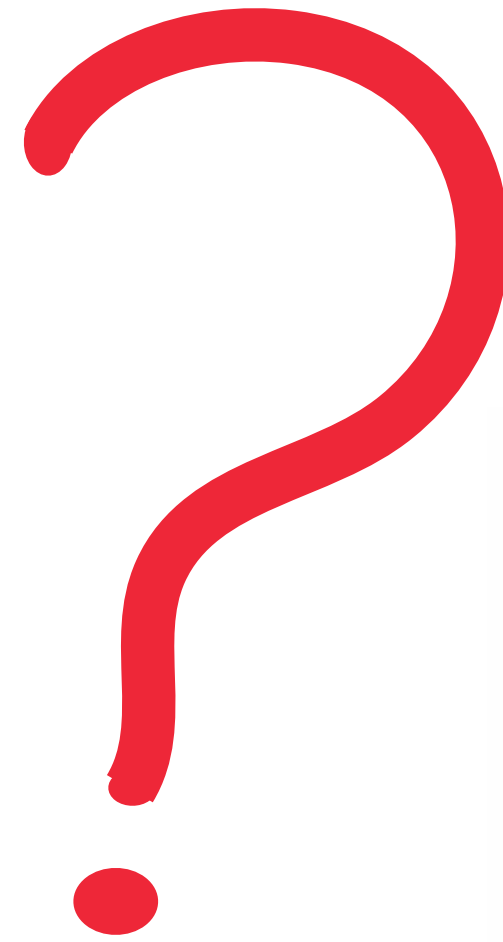
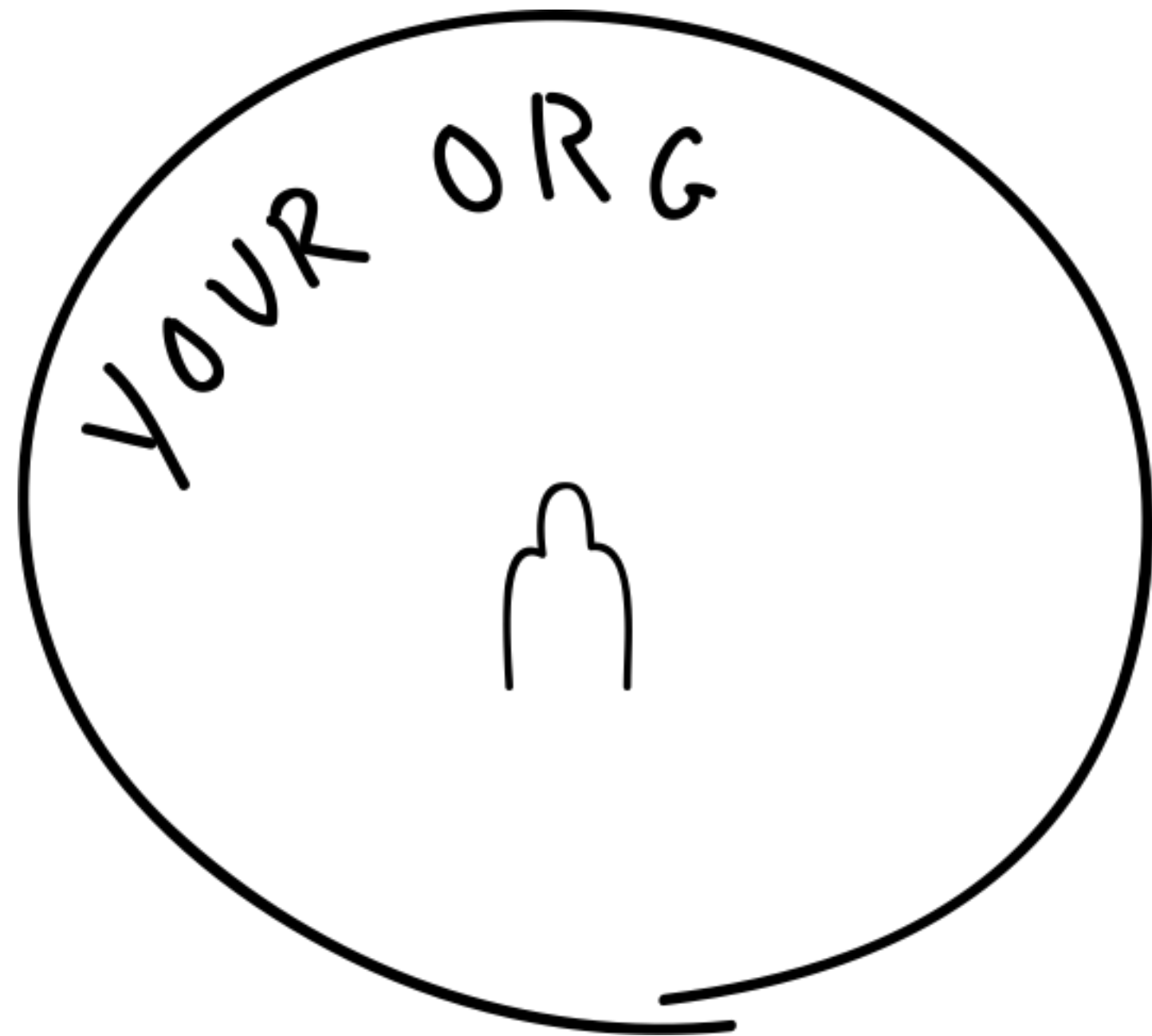
UX Work is Happening Without UX

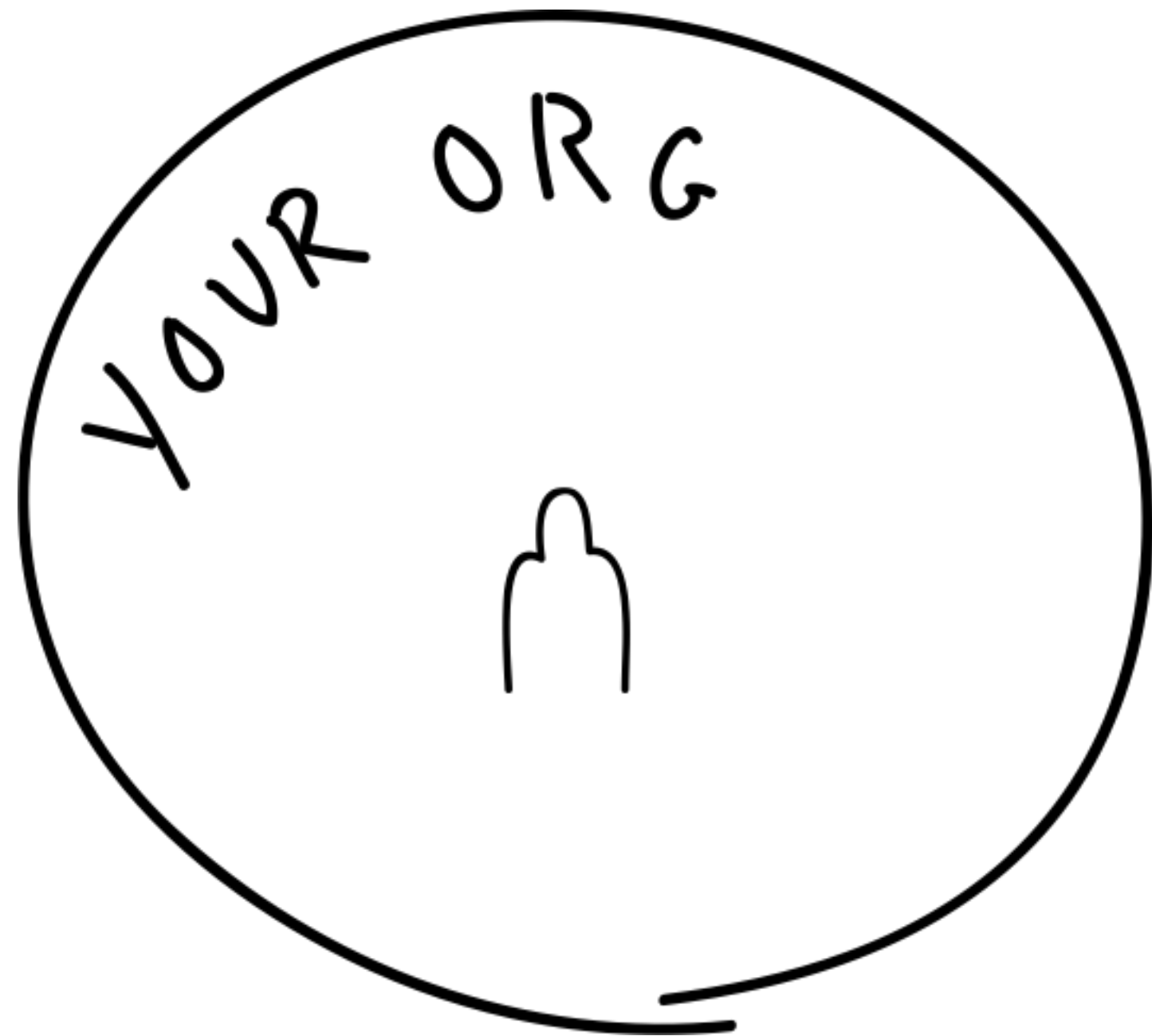
AcmeCorp is spending roughly **\$3 Million** a year to have non-UXers do UX work

- Product Managers spend over 8,100 hours a year doing UX related work
- Engineers spend over 50,600 hours a year doing UX related work



Nearly 59,000 hours of UX work are done within Engineering and Product Management each year. That's more than 28 FTEs and consumes **over 10%** of Engineering and PM's combined total capacity.





Yes



Internal Hires: No Unicorns

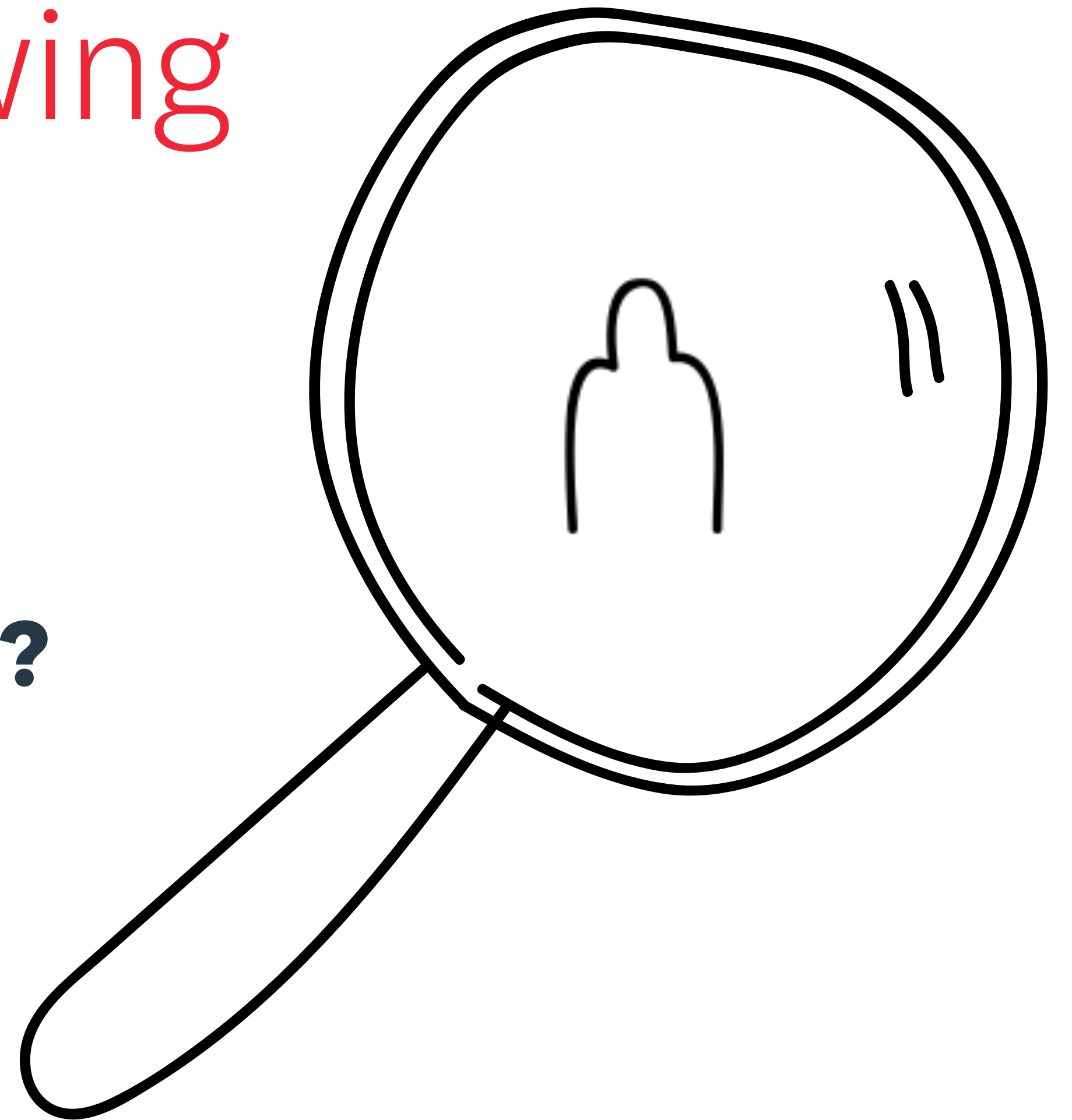
- **Designing OR Coding**
- **Marketing OR Product**
- **Interaction Design OR Visual Design**



...Probably

Internal Hires: Interviewing

- **Does their work look great?**
- **How do they think?**
- **What else are they interested in?**
- **How do they take criticism?**



Opportunity



Always provide feedback on a candidate's portfolio in the interview.

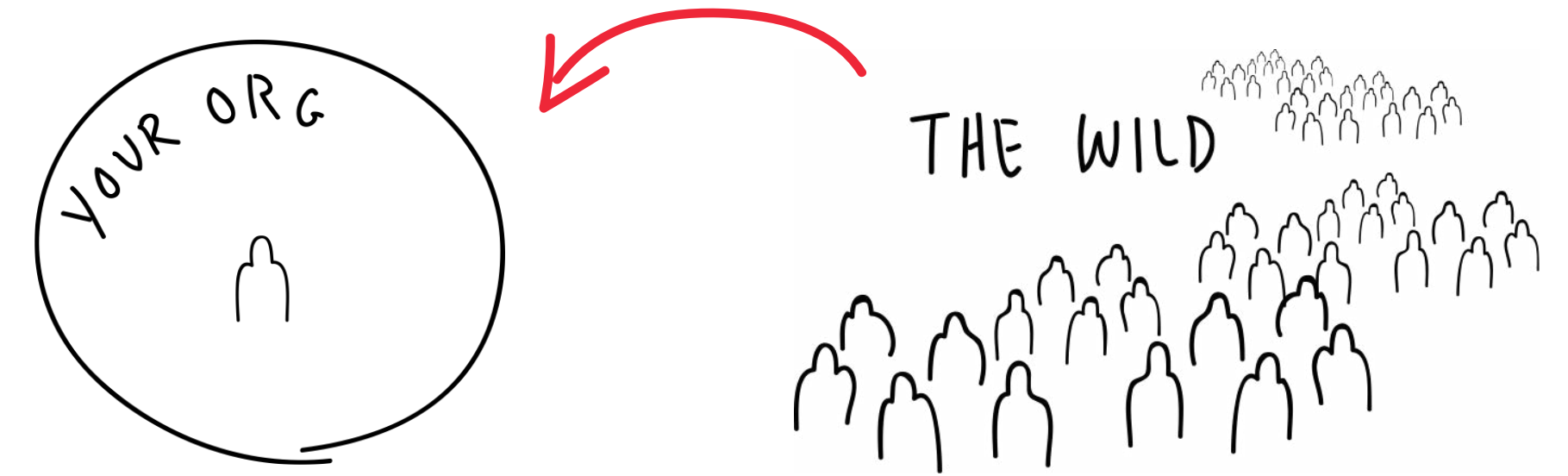
(You will be having these kinds of conversations every day with this person if you hire them. Make sure they're conversations you will enjoy.)

Partners While Hiring



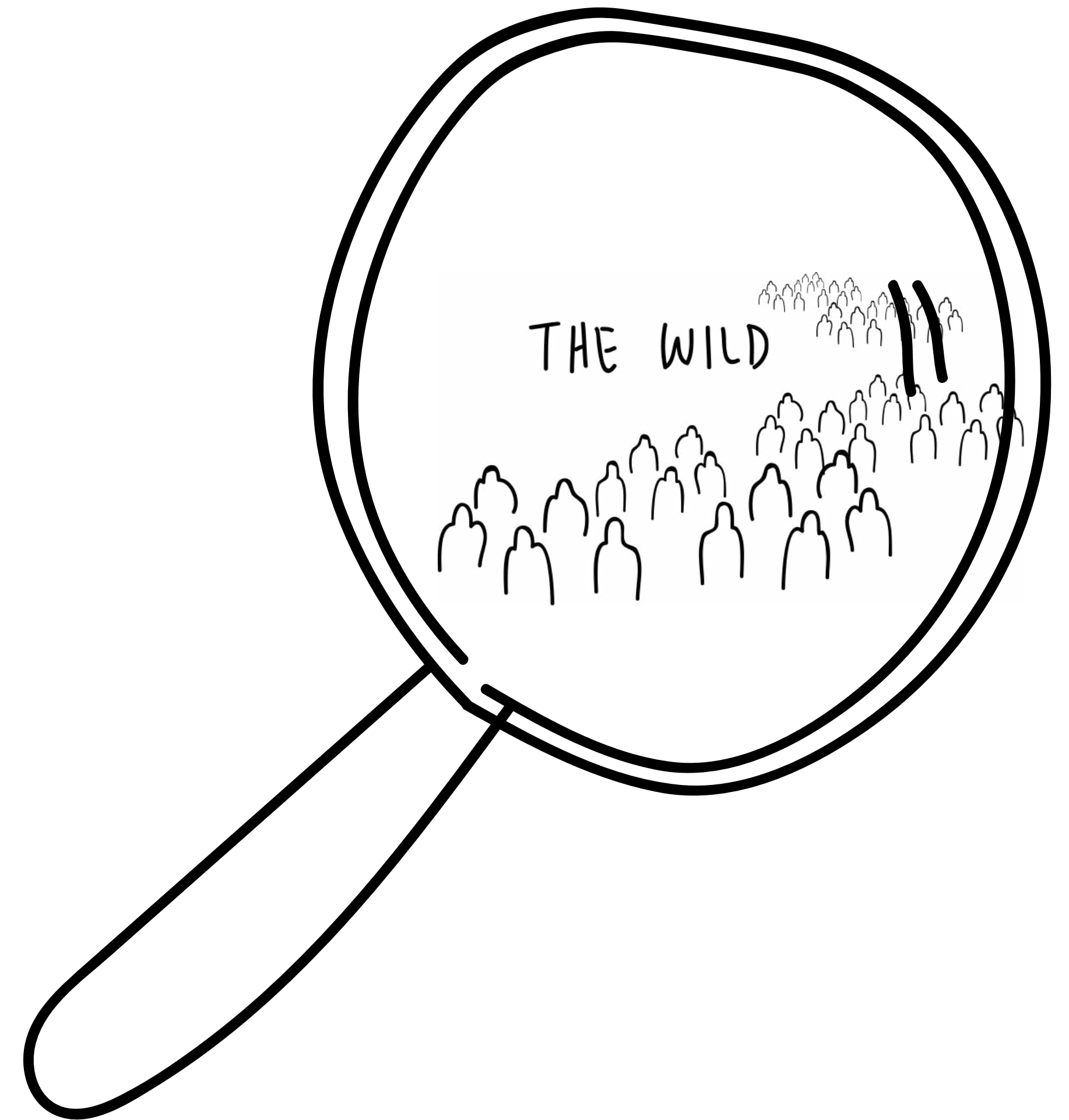
Partners: Benefits

- **start now**
- **help with hiring**
- **demonstrate you're invested**
- **internal steward**



Partners: Interviewing

- **work in progress**
- **measuring success**
- **ending**
- **what don't you do?**
- **ask what they need from you**



Opportunity



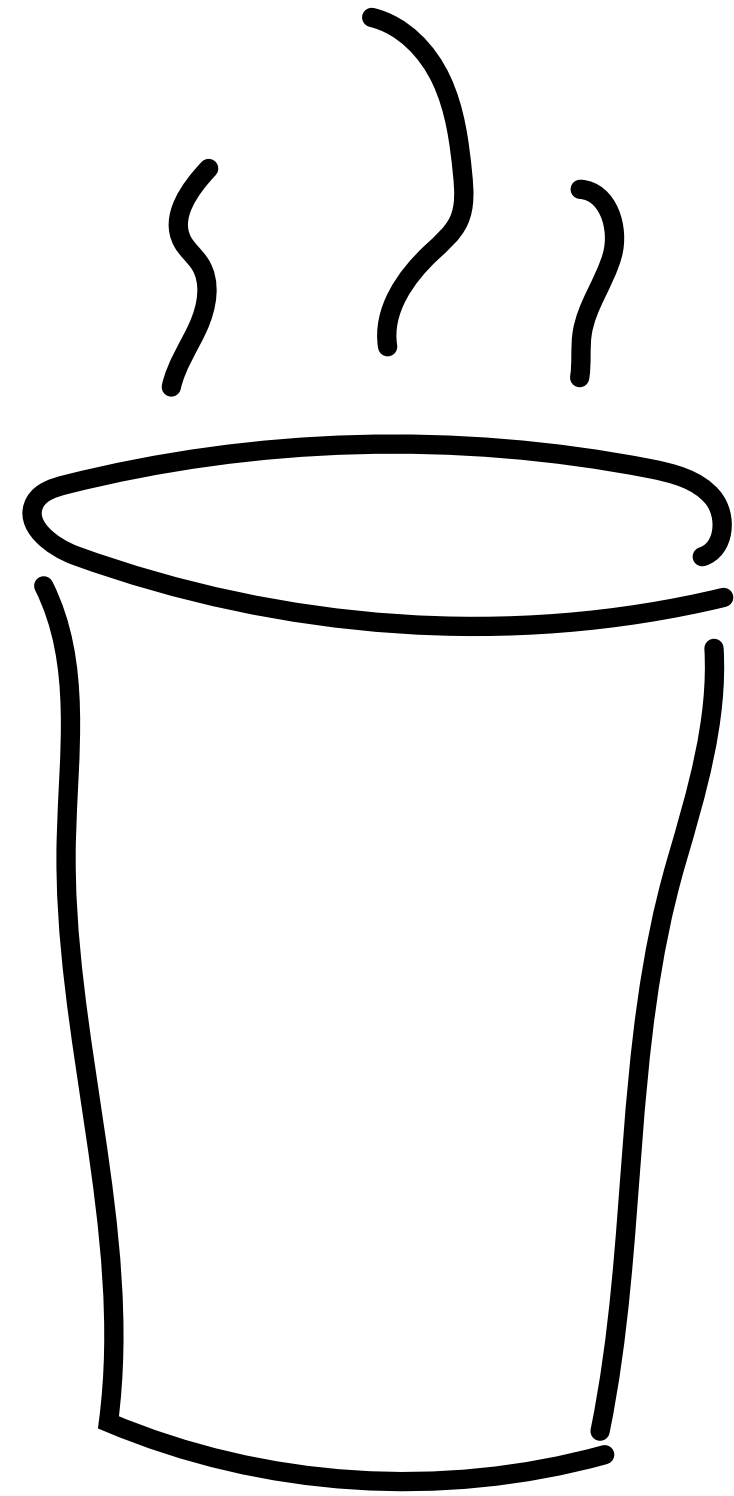
Provide a cohort for your Designers — even if they're the sole Designer on a team, they should have peers and mentors to turn to.

(We've also hired a lot of Designers because they're the only one where they work, and they want people to work with and learn from.)

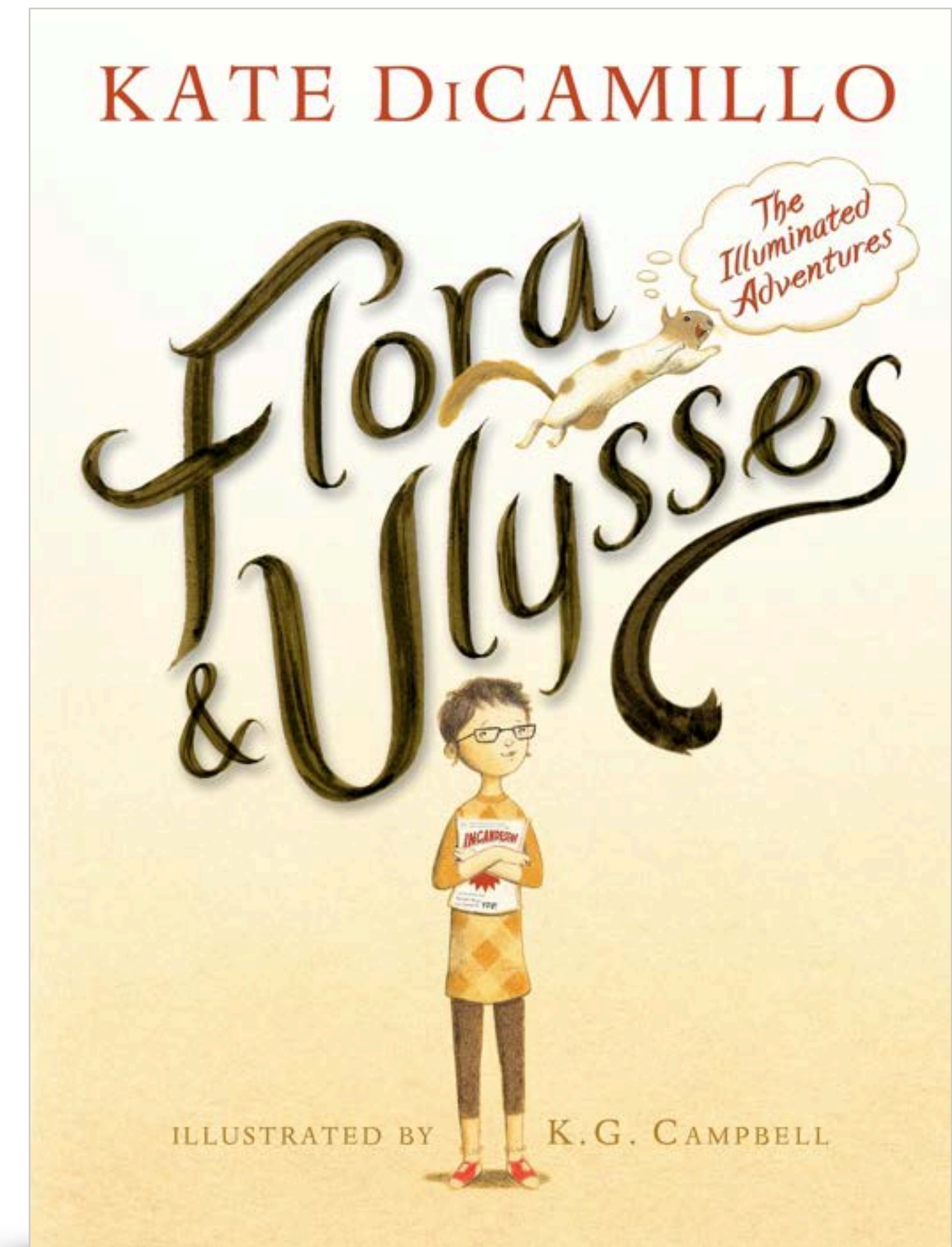
Working Together

Working Together

Learning / Research



**“Do not hope; instead,
observe...
hope sometimes got
in the way of action.”**



Opportunity



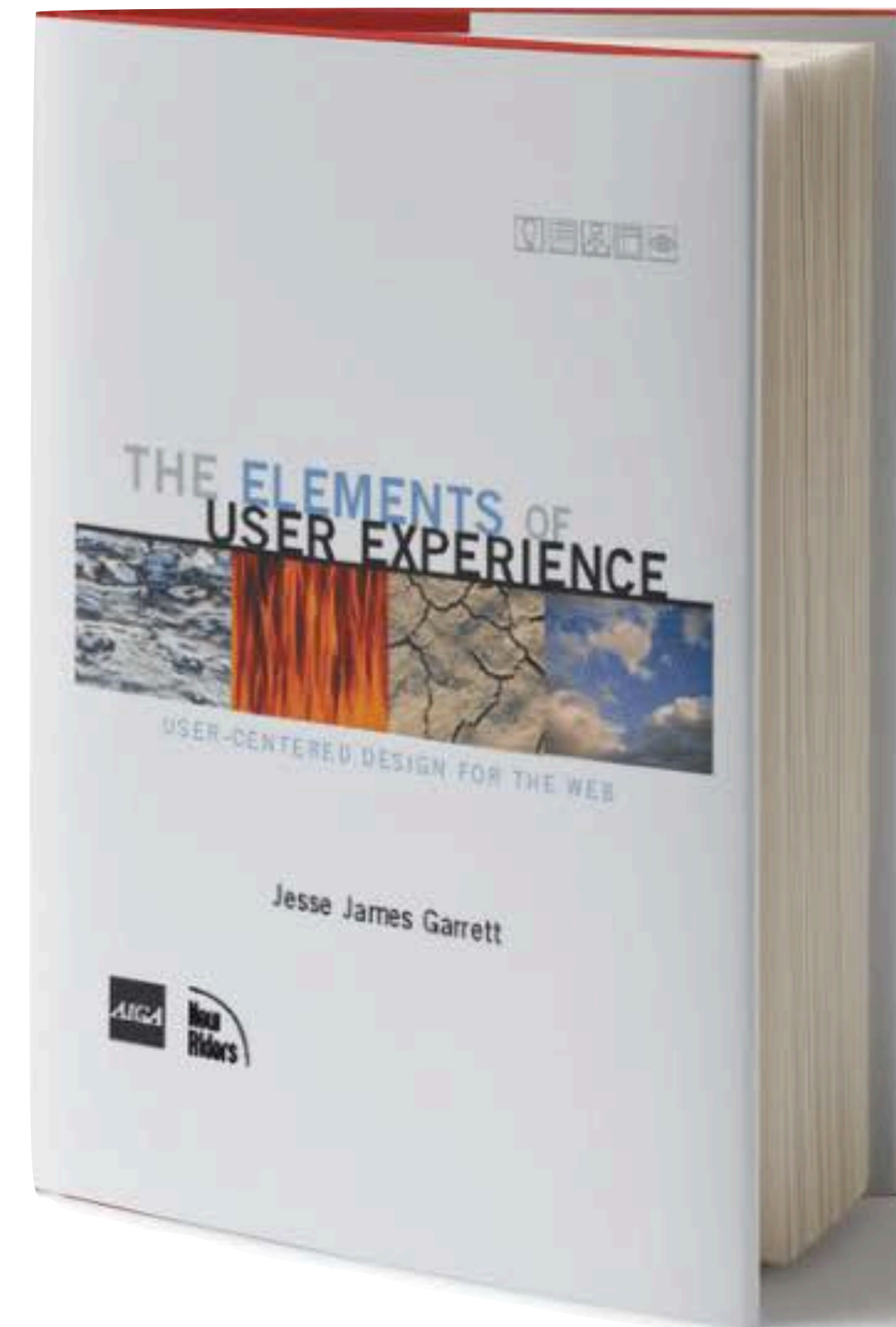
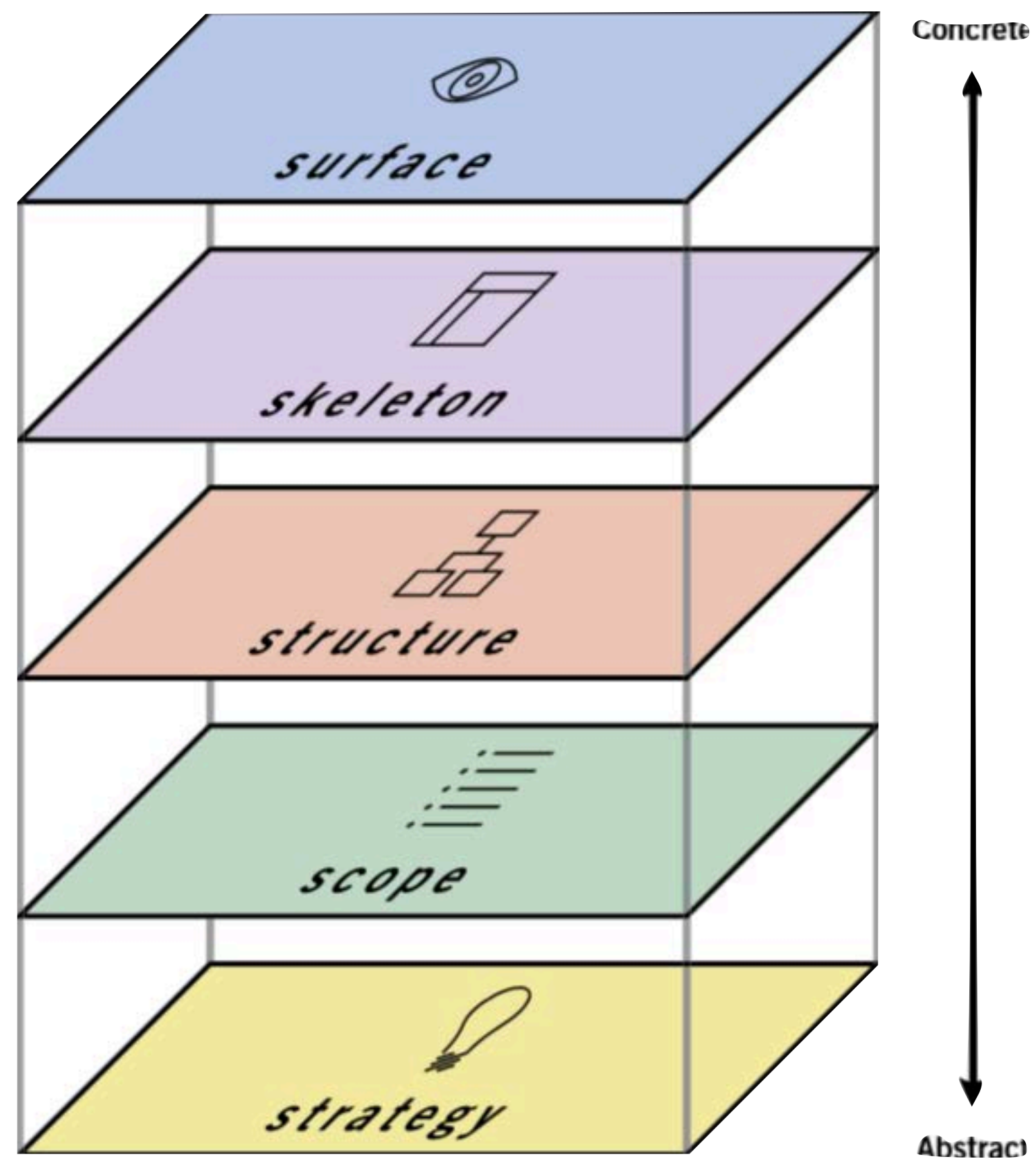
Learn to wear a different hat when you conduct research. If you are your normal charismatic, charming self, all you're going to learn is how great you are.

(Garbage In > Garbage Out)

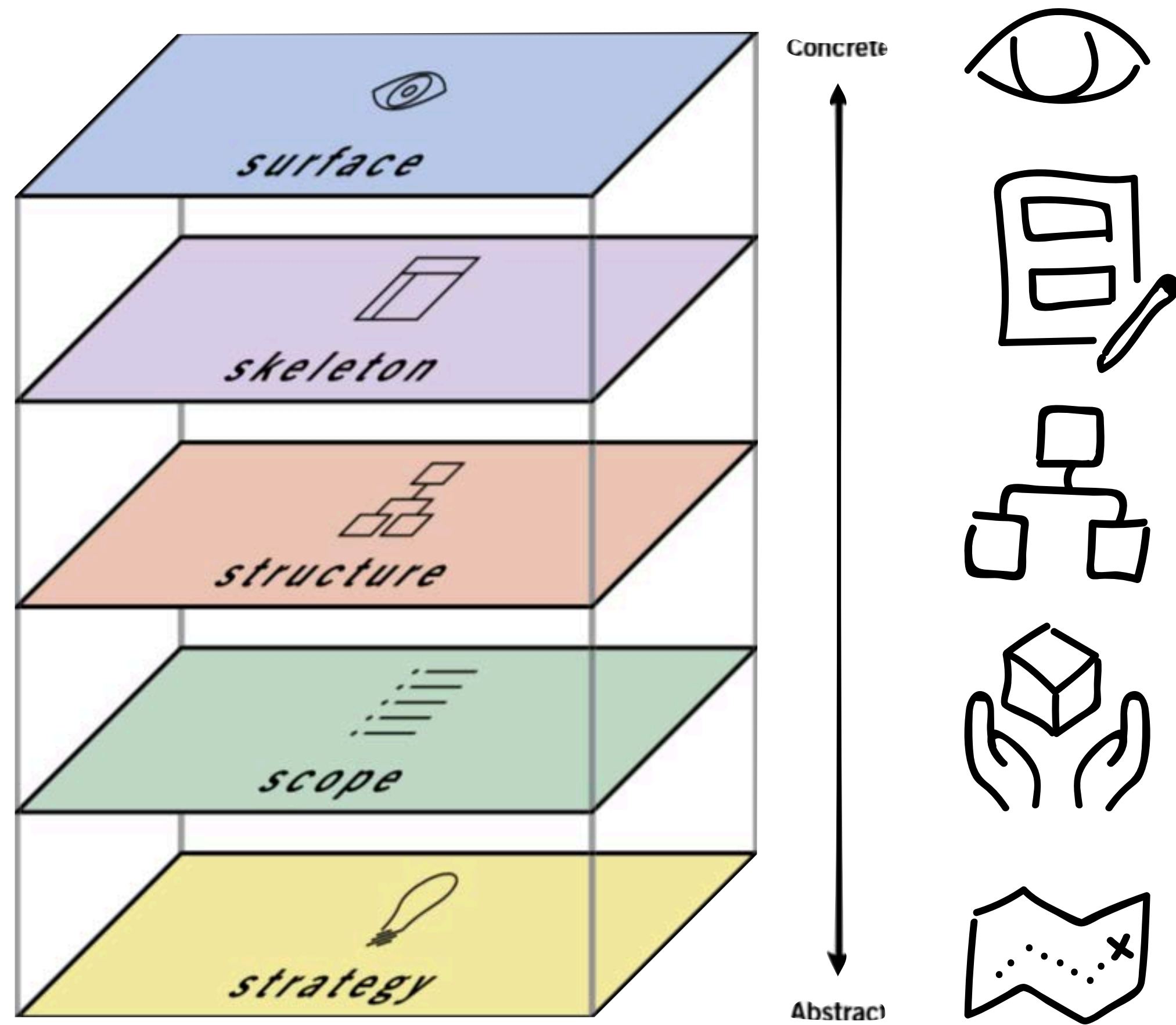
Working Together

Work Deeply

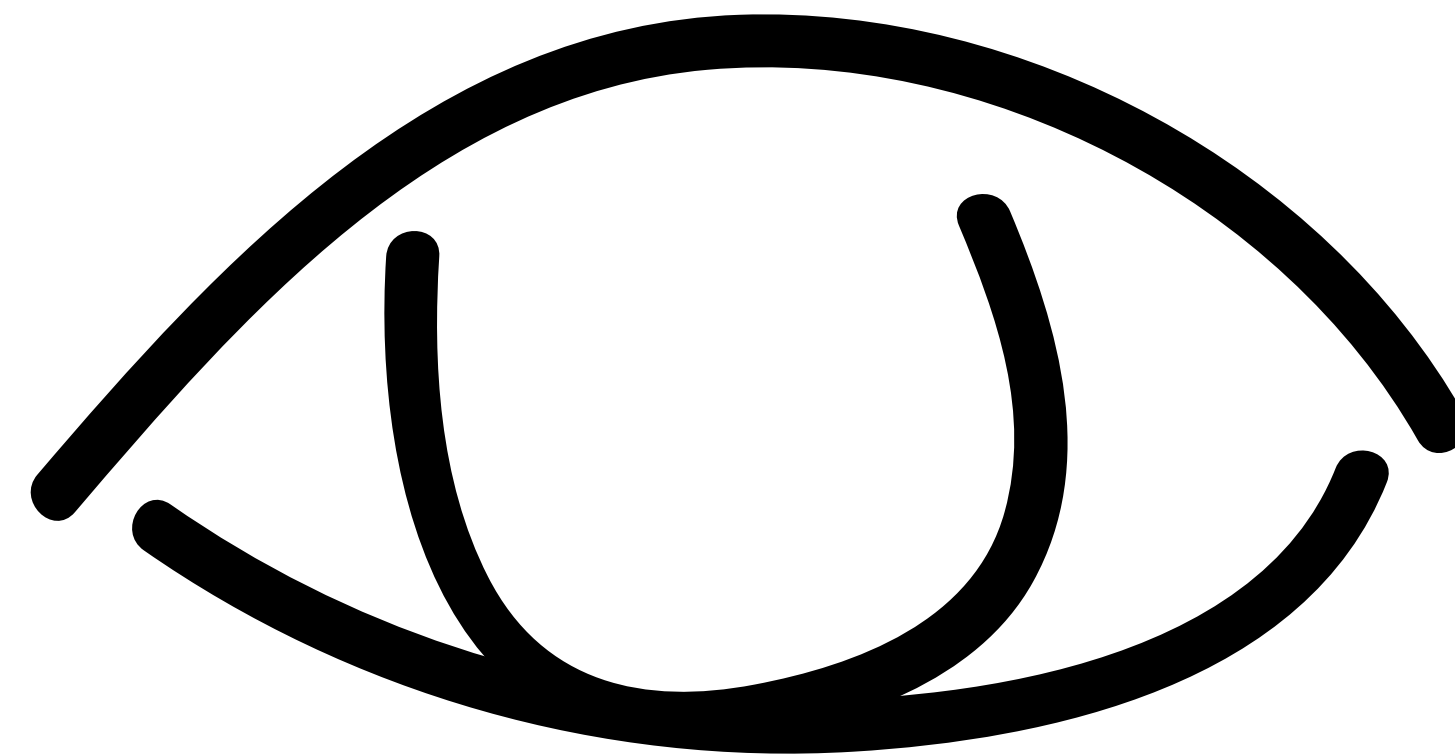
The Five Elements



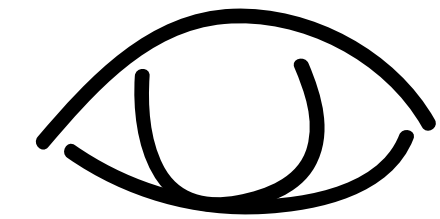
The Five Elements



The Five Elements



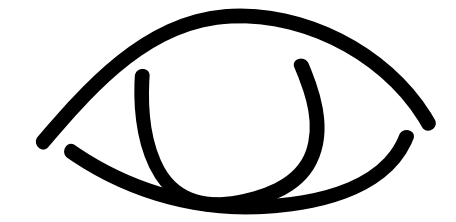
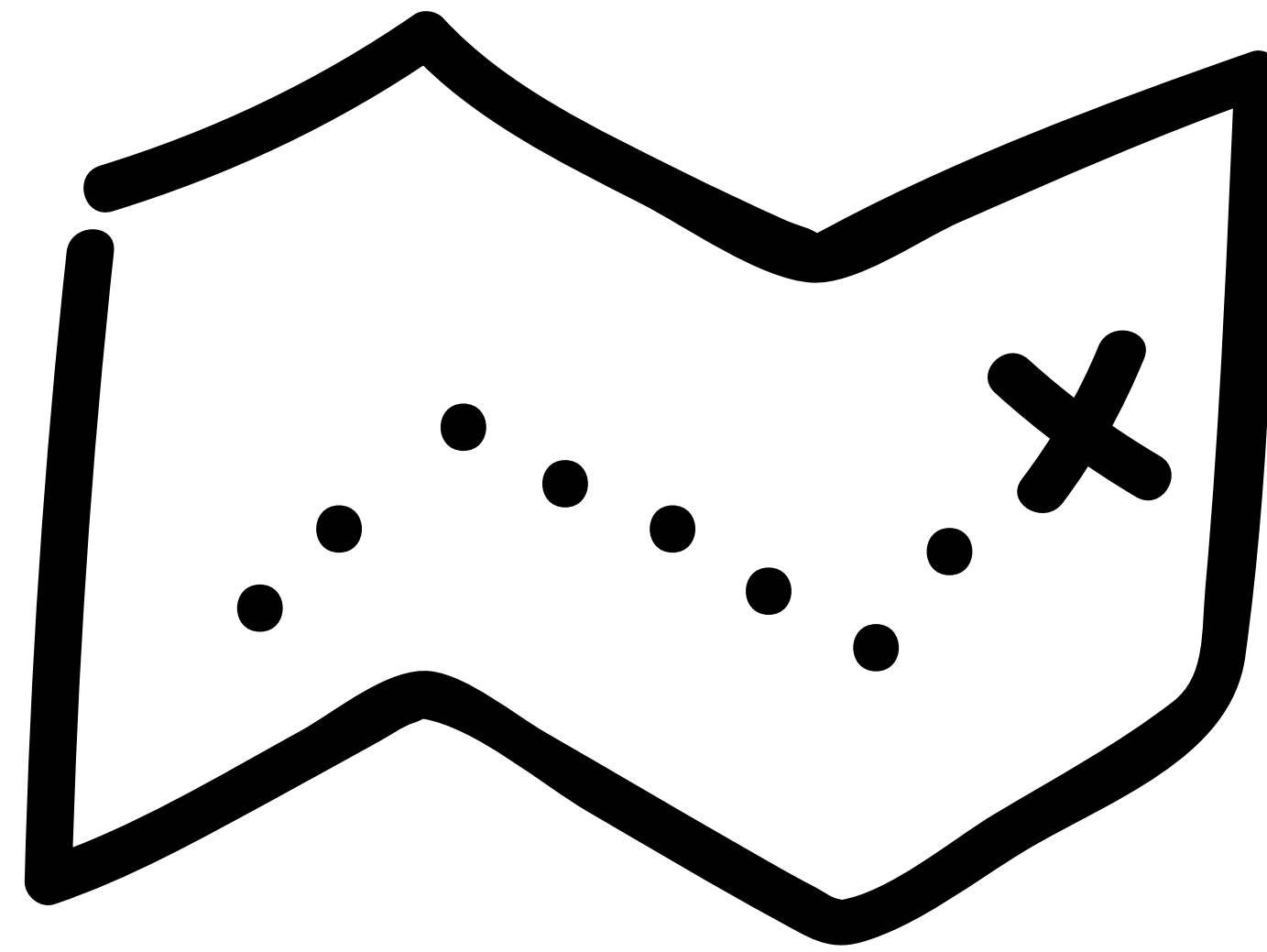
The Five Elements



Surface

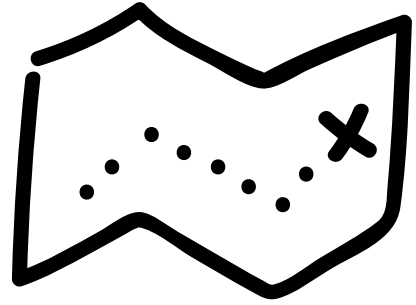
**Surface brings everything together visually.
What will the finished product look like?**

The Five Elements



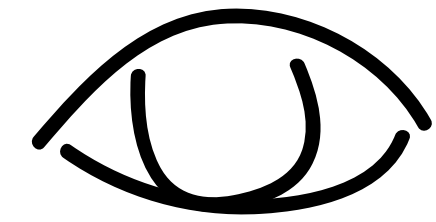
Surface

The Five Elements



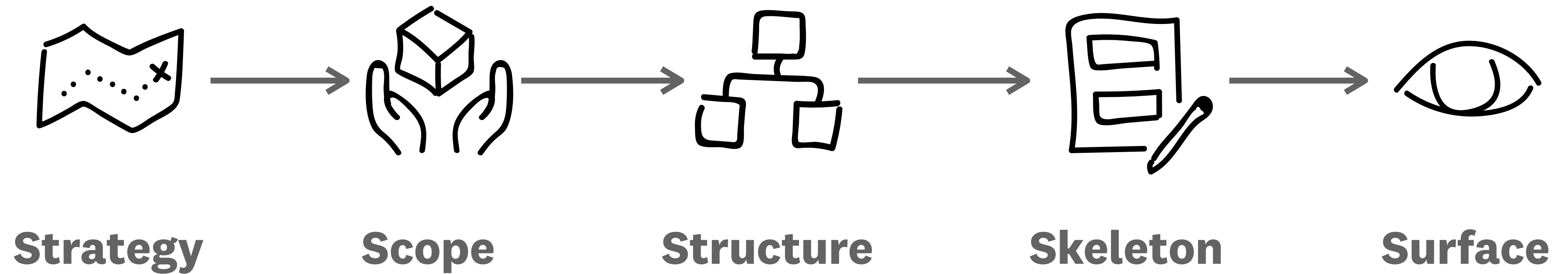
Strategy

**Strategy is where it all begins.
What do we want to get out of the product?
What do our users want?**

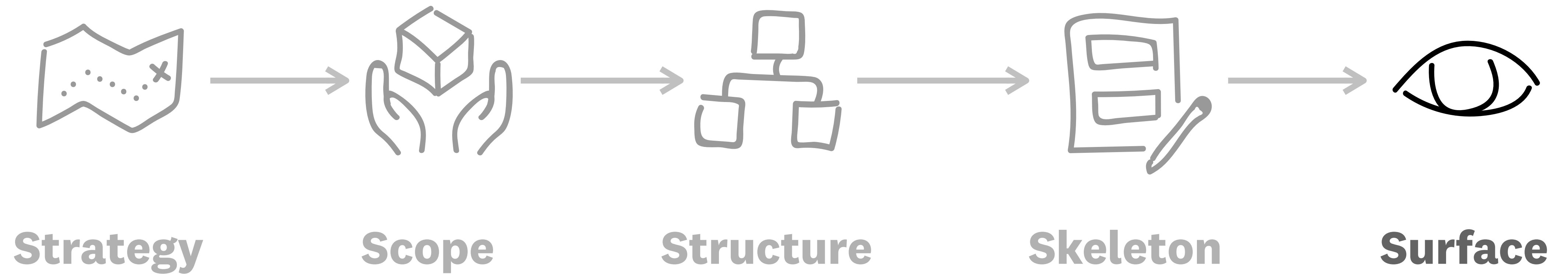


Surface

The Five Elements



The Five Elements



Opportunity



Use Designers deeply.

If you only use them for colors and fonts,
you're only getting a fraction of their value.

**Designers can only help manage risk if
they're involved.**

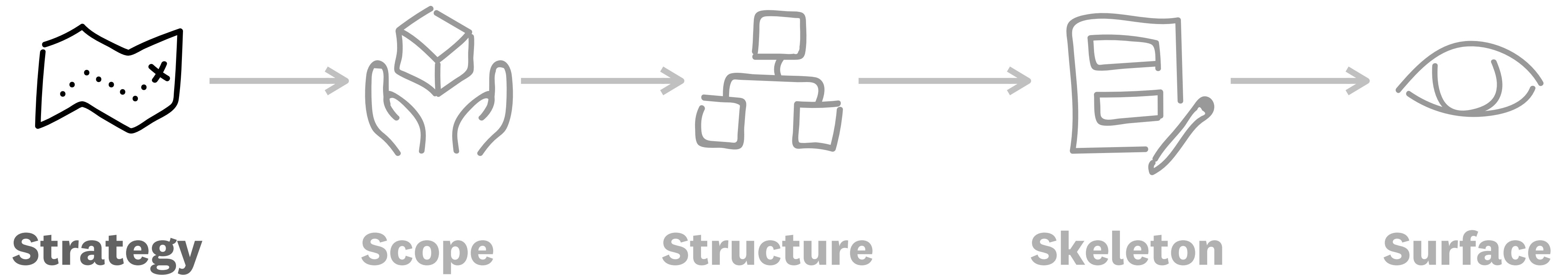
(Also most of them go crazy if they are only
involved at a superficial level.)

“If you’re only using your designers to create the interaction and visual design, you’re only getting about half the value of your designers.”

- Marty Cagan

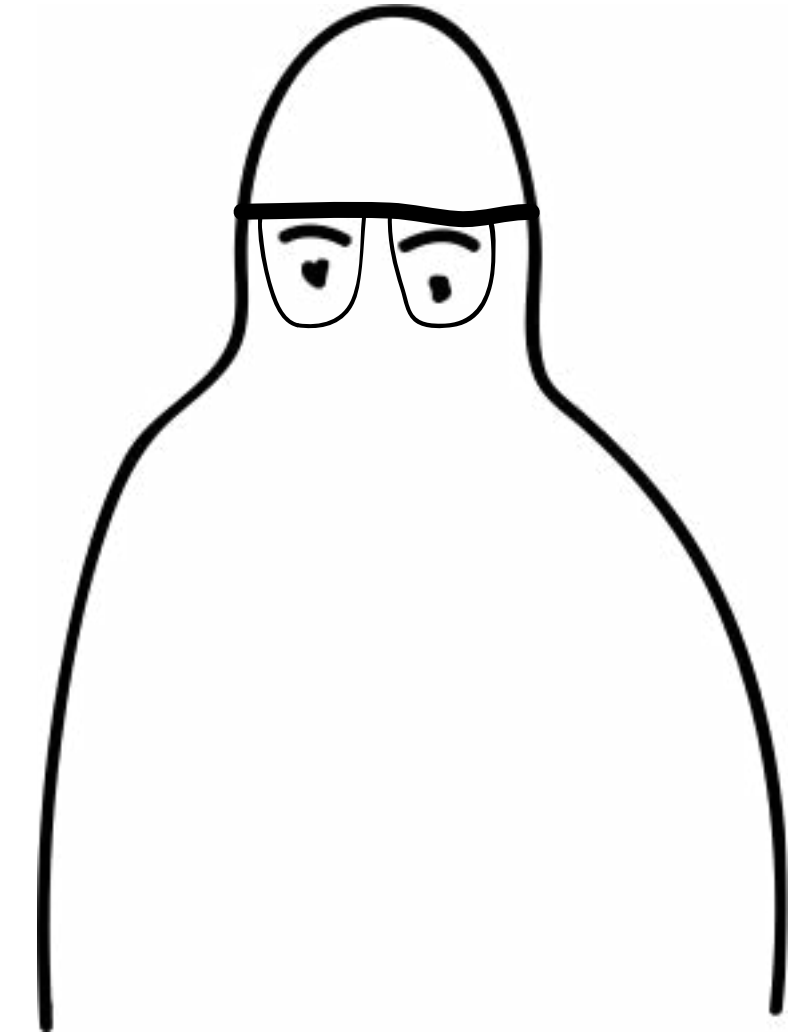
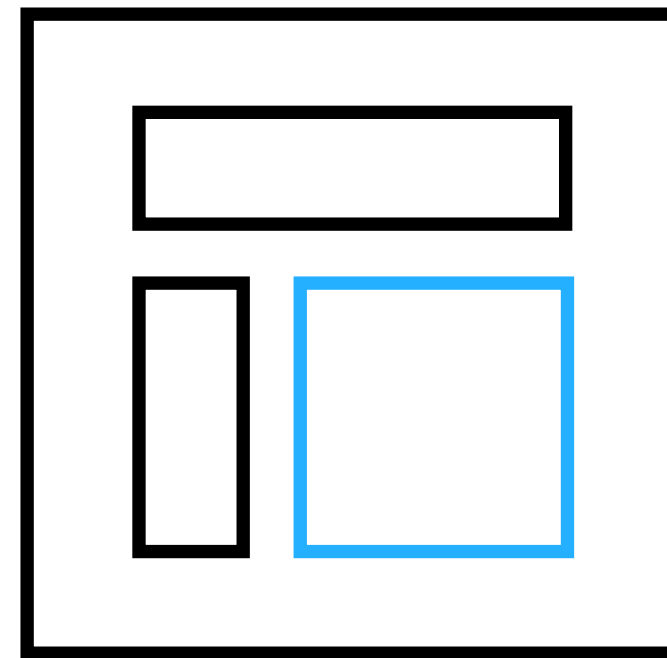
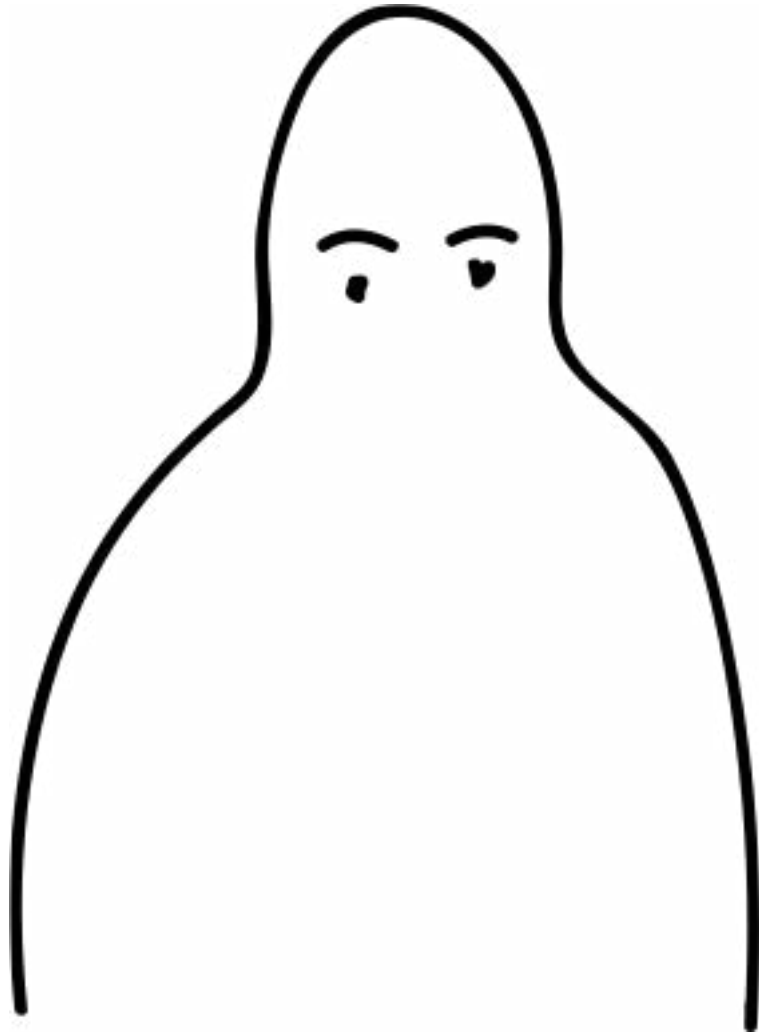


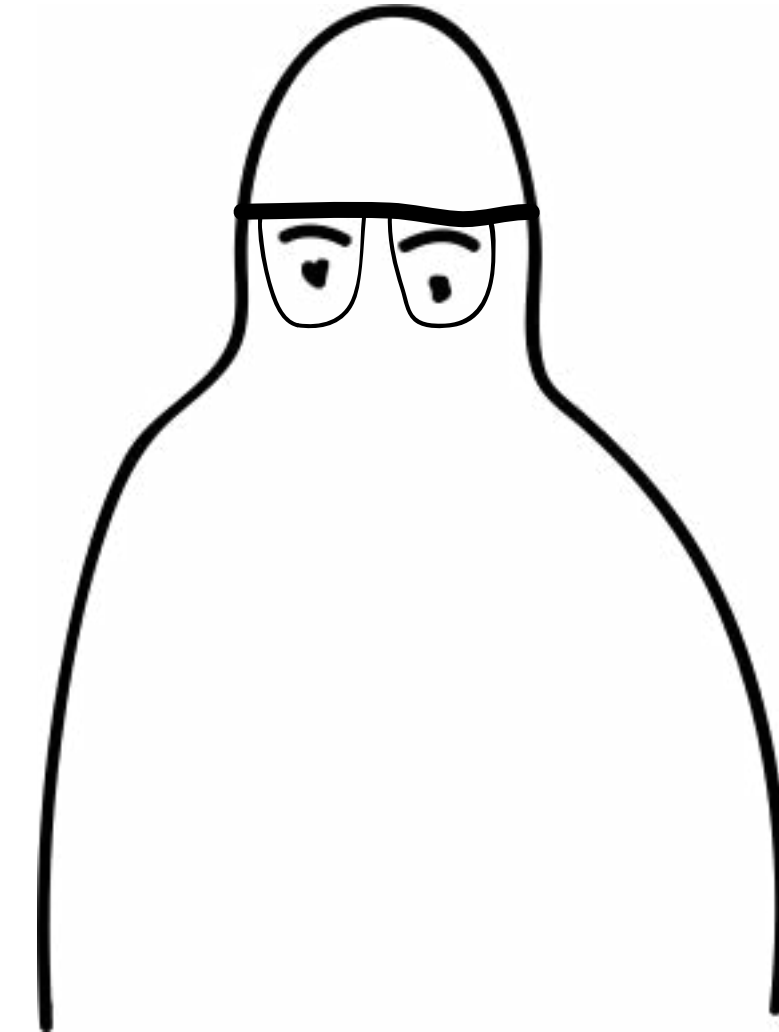
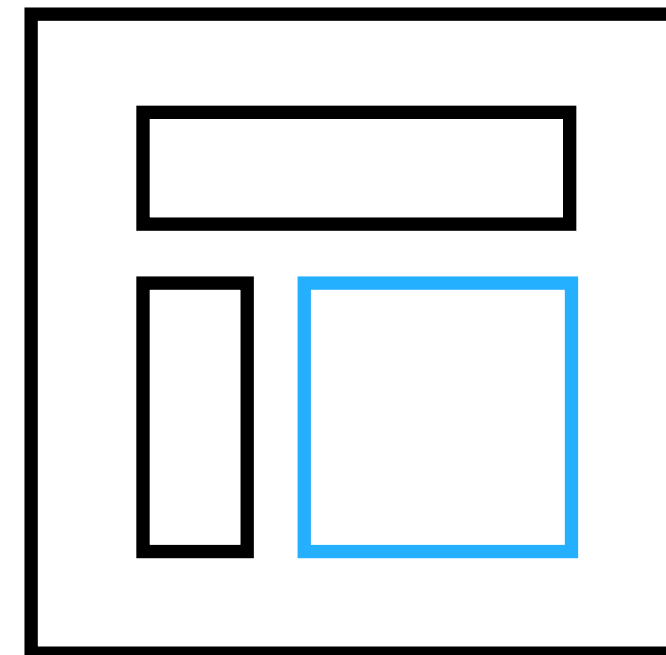
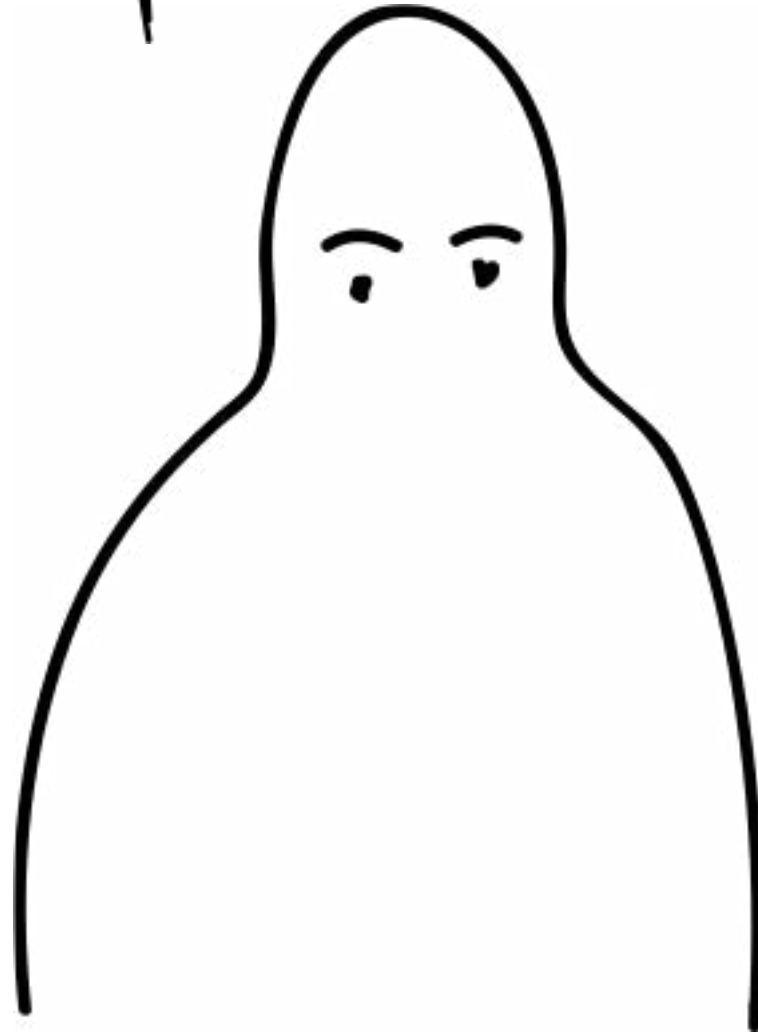
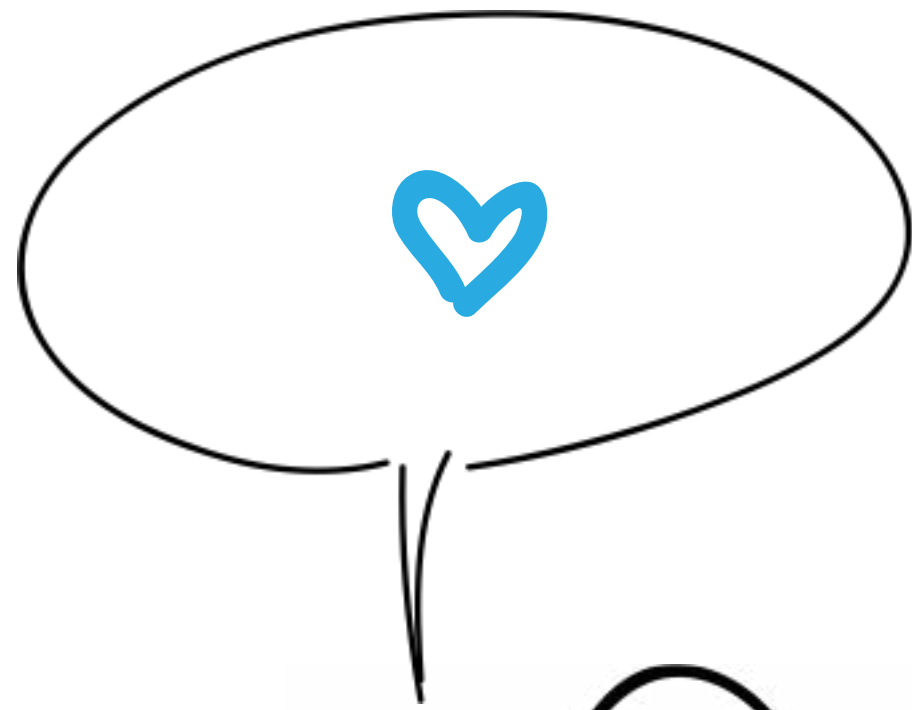
The Five Elements

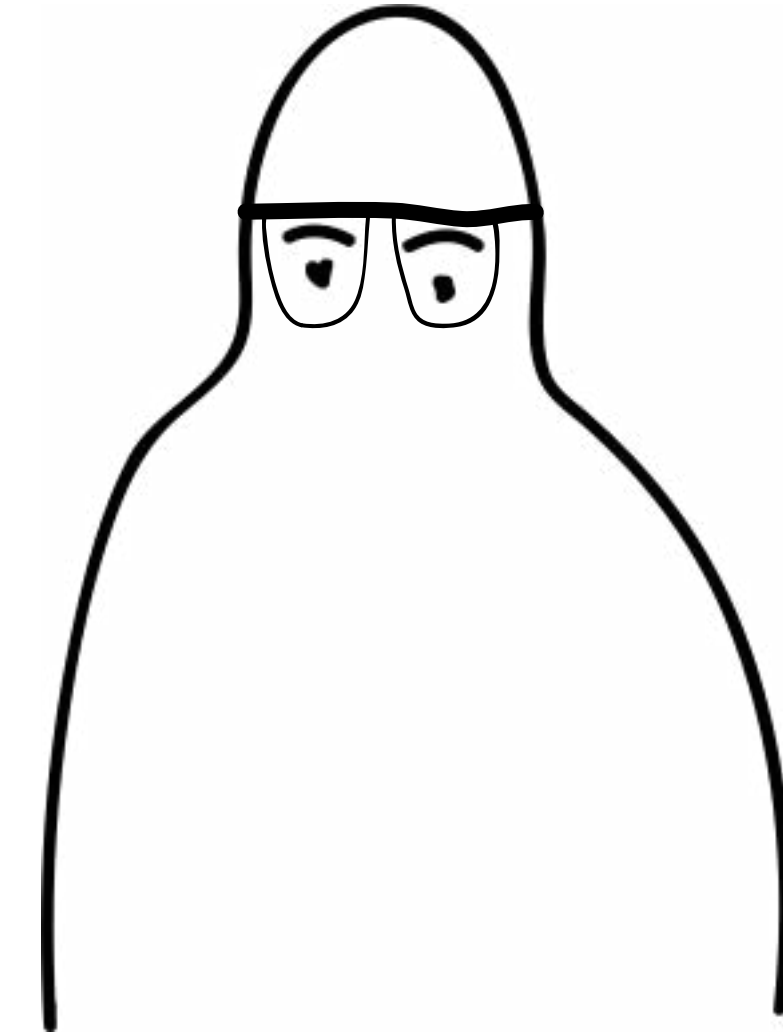
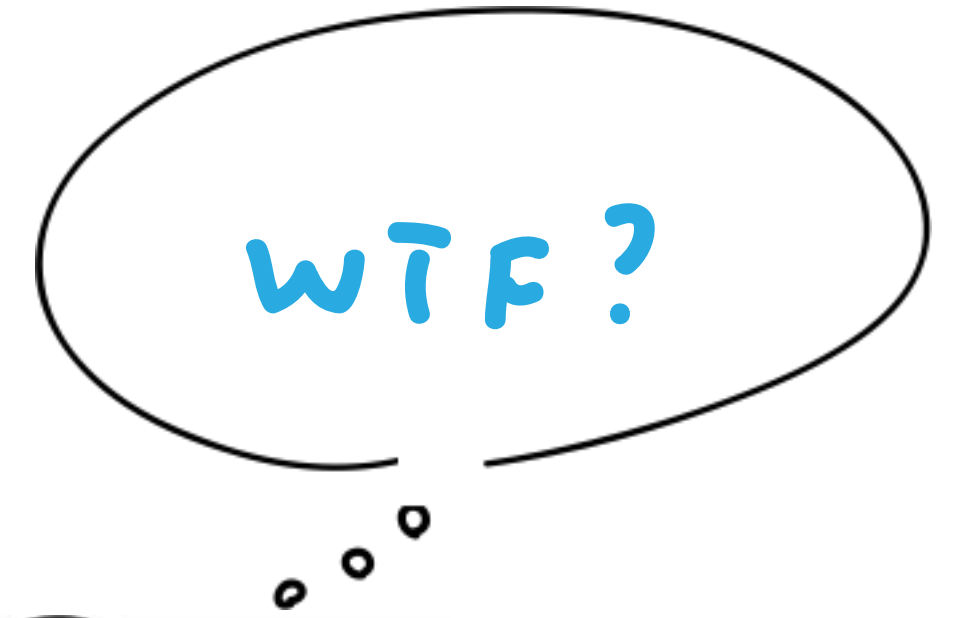
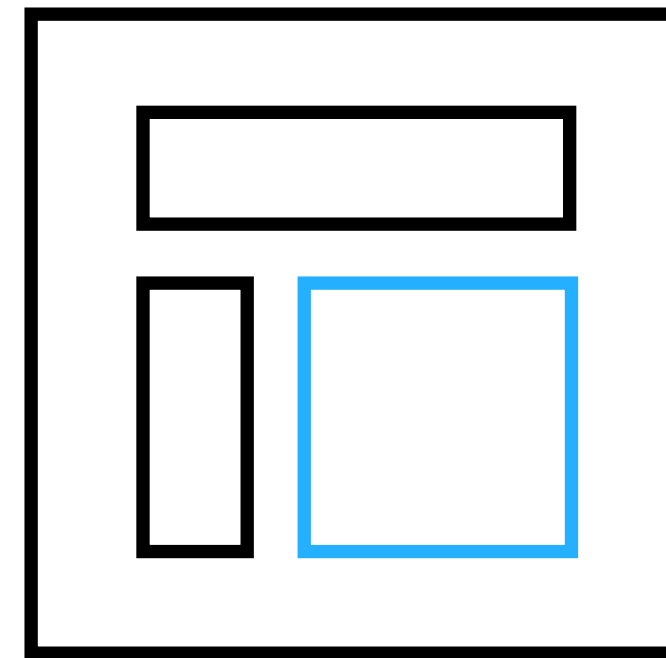
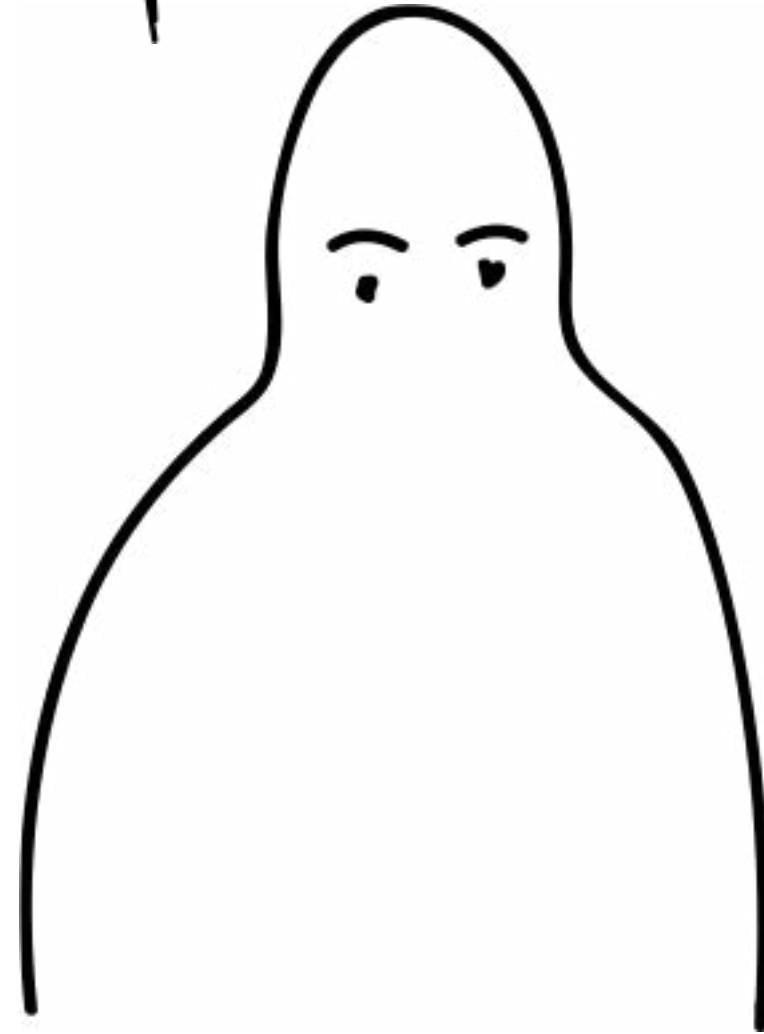
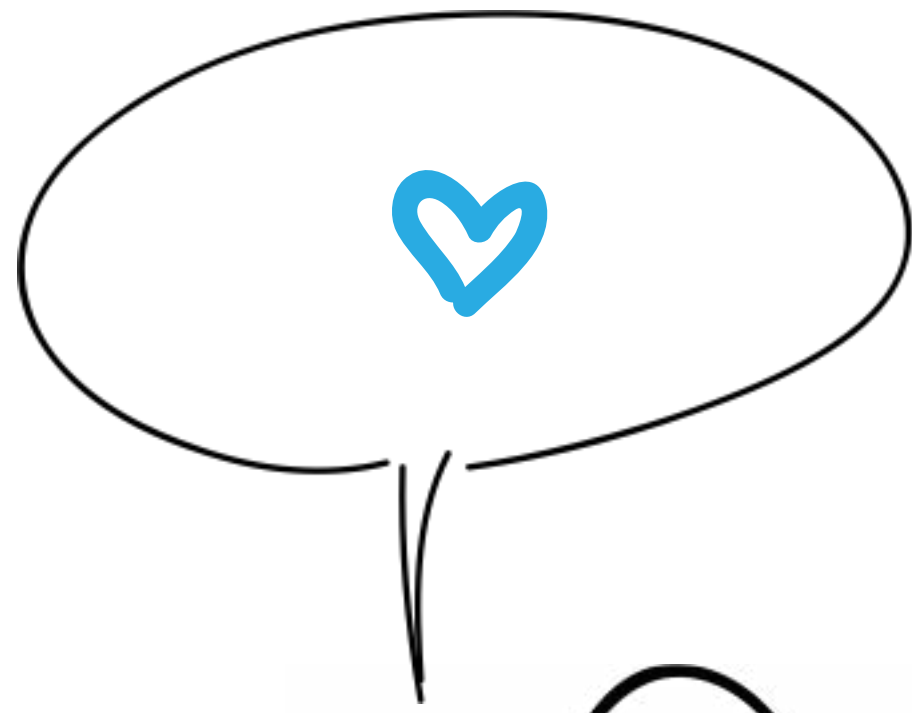


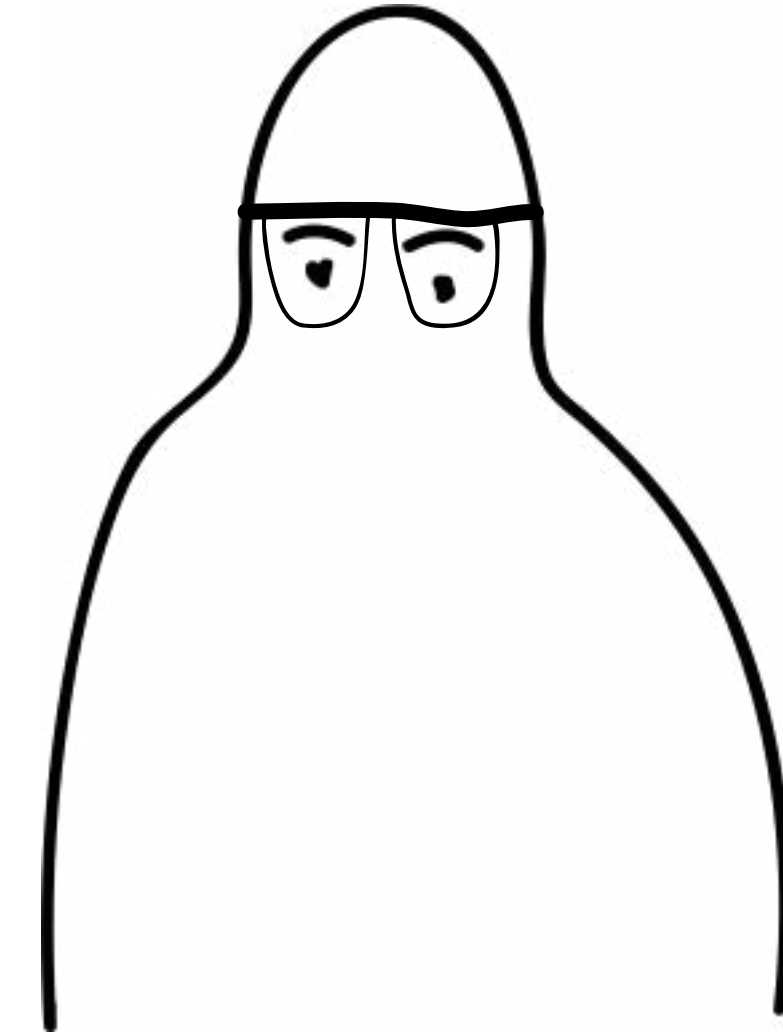
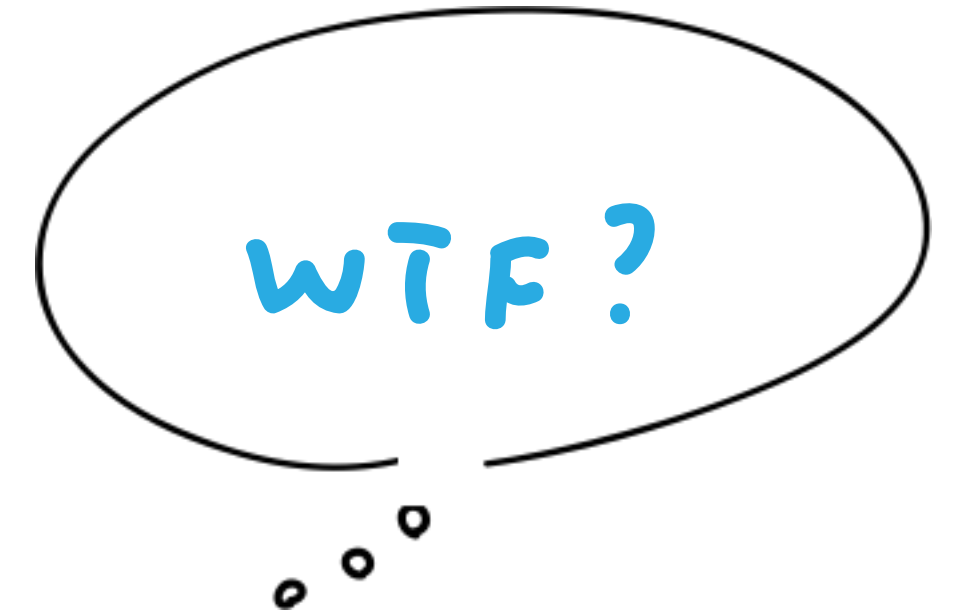
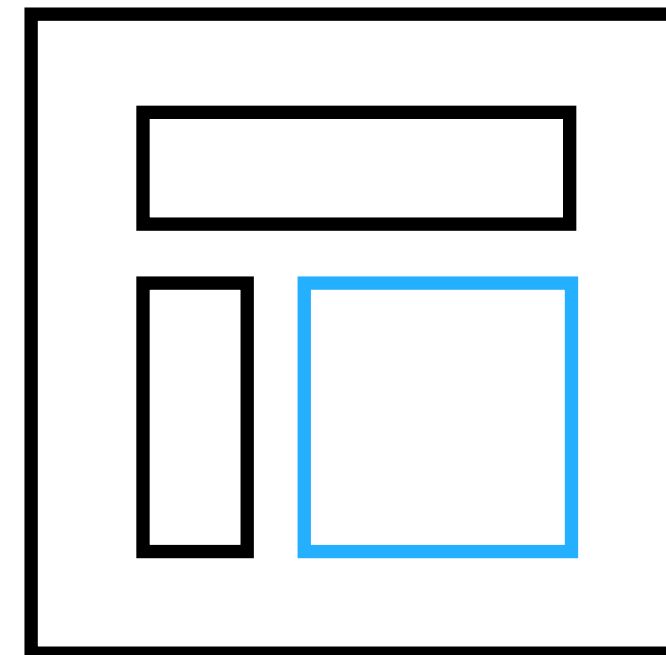
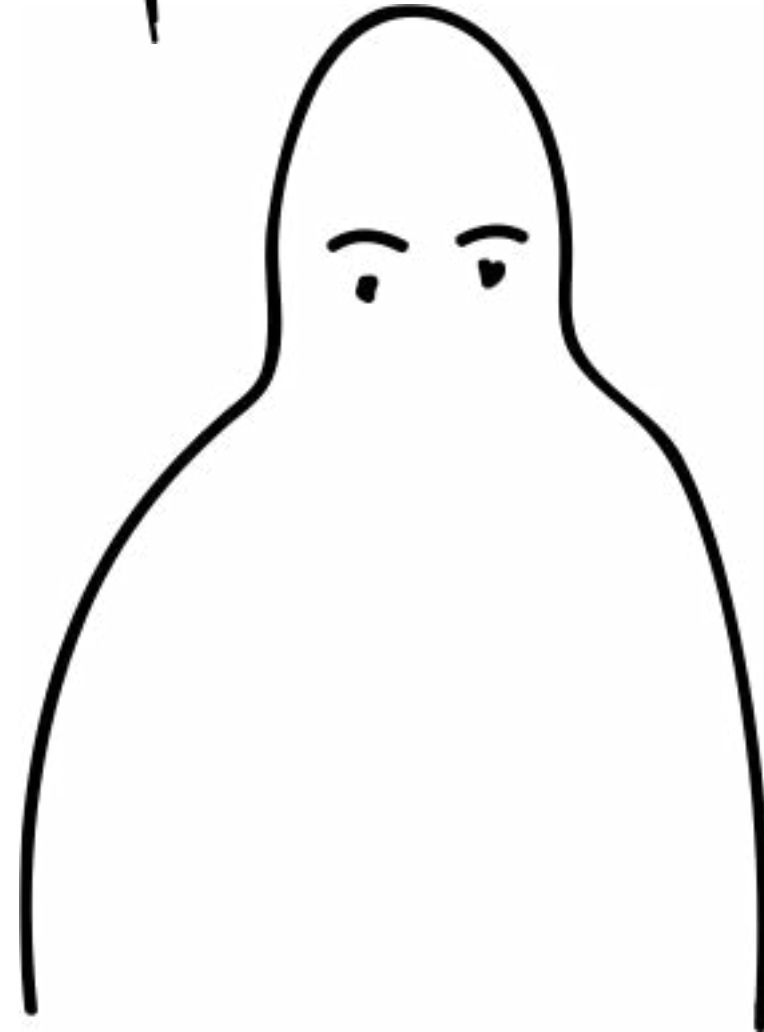
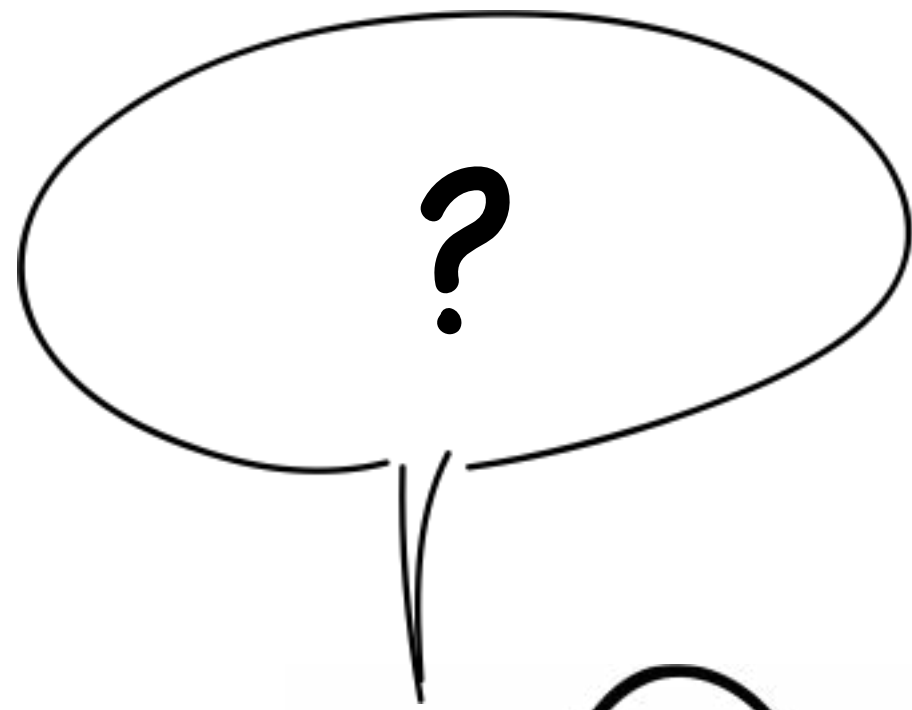
Working Together

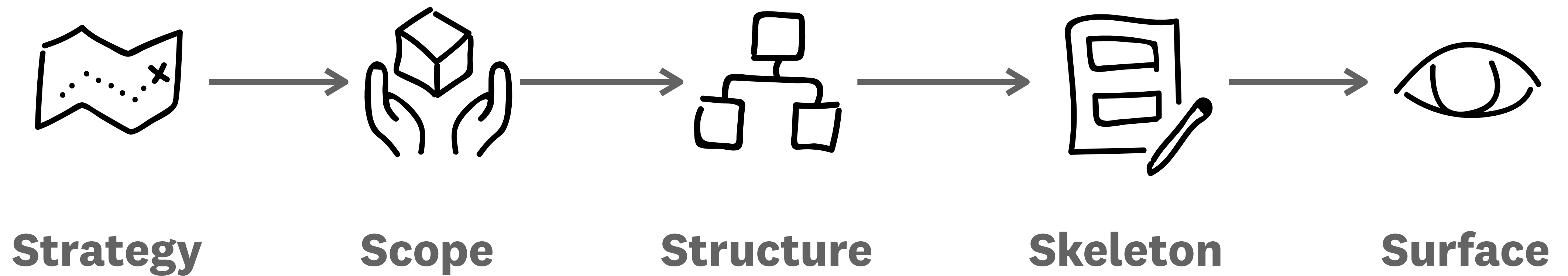
Give Good Feedback



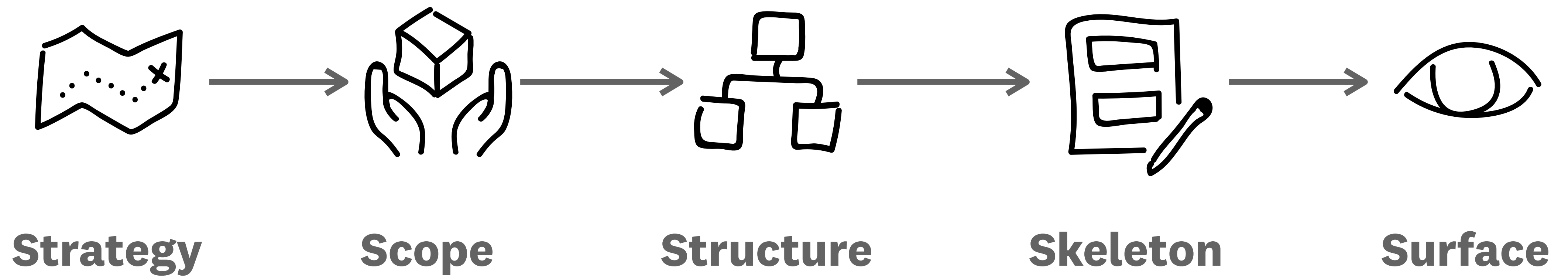








Who is this for?
How does this help them?
How is this different?

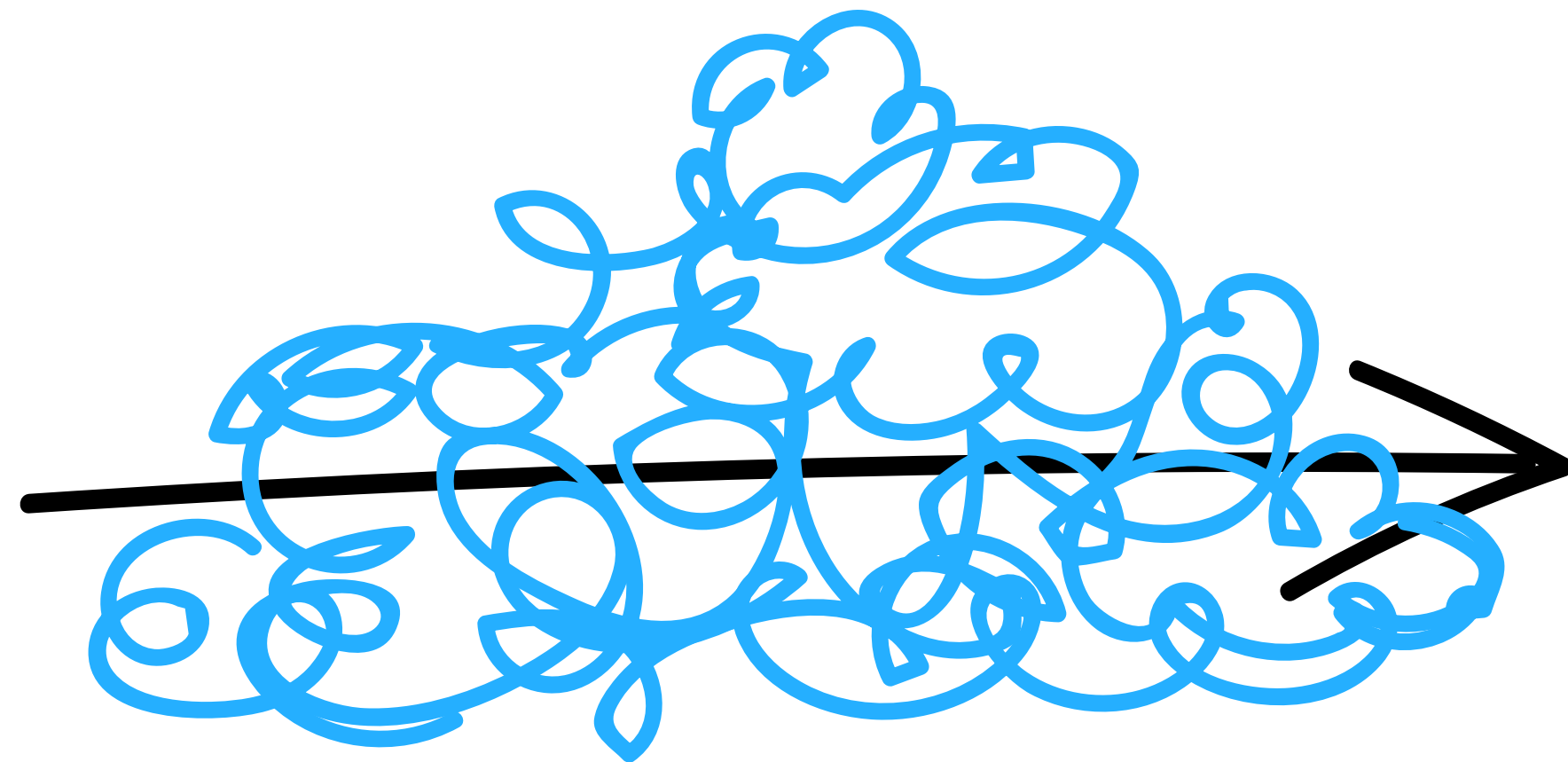


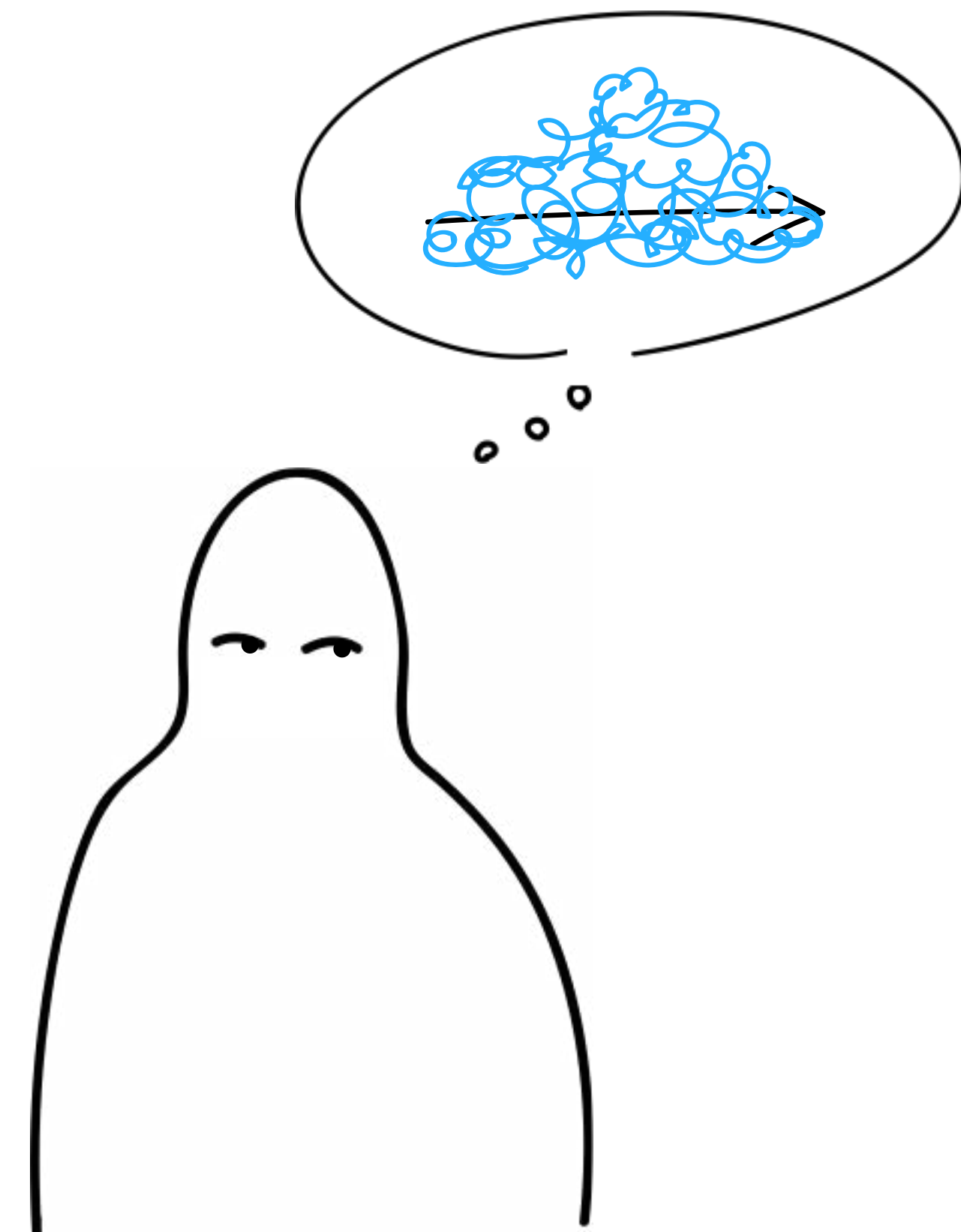
**Does this support my brand?
Is attention focused appropriately?
Is it clear?**

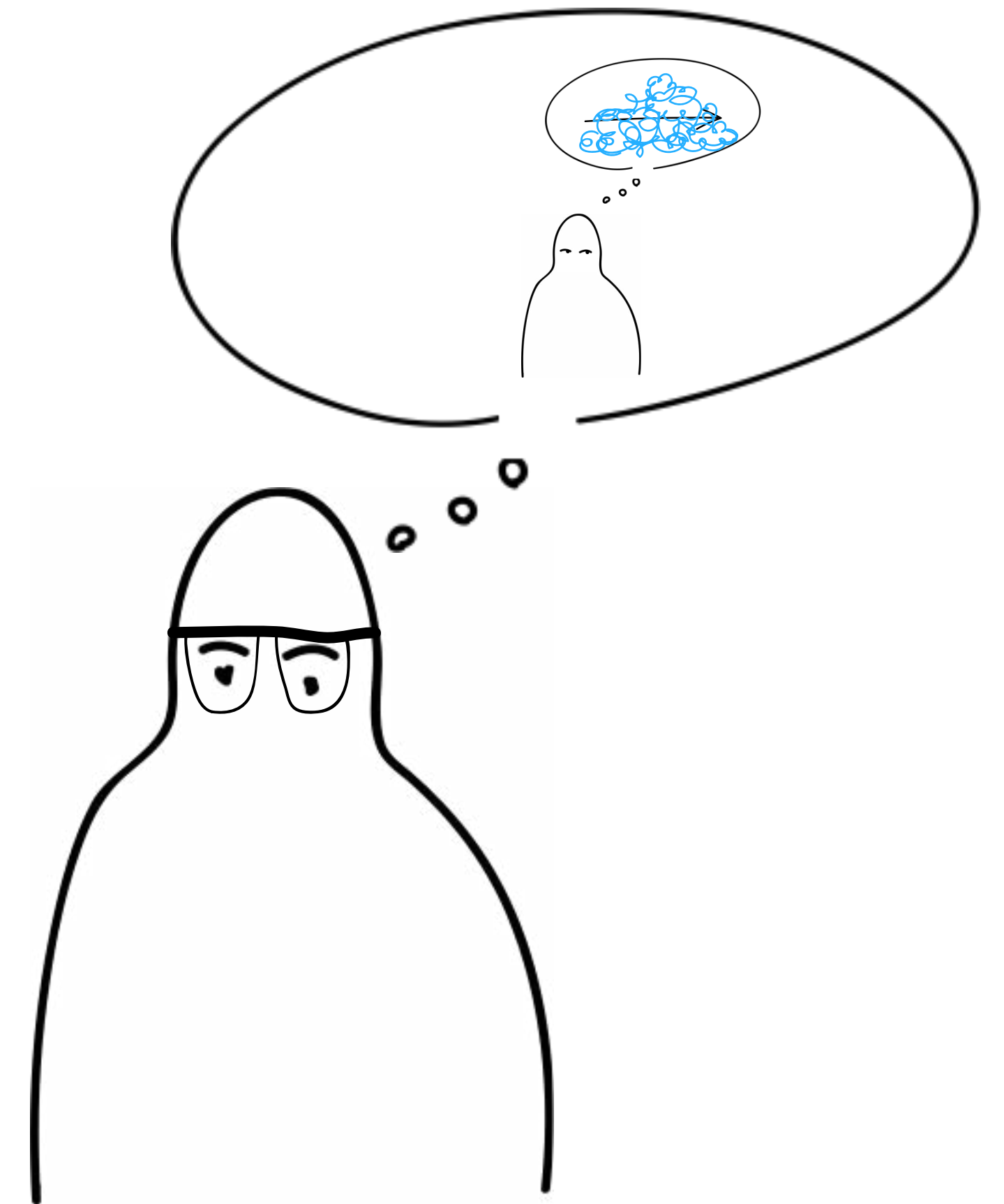
Opportunity

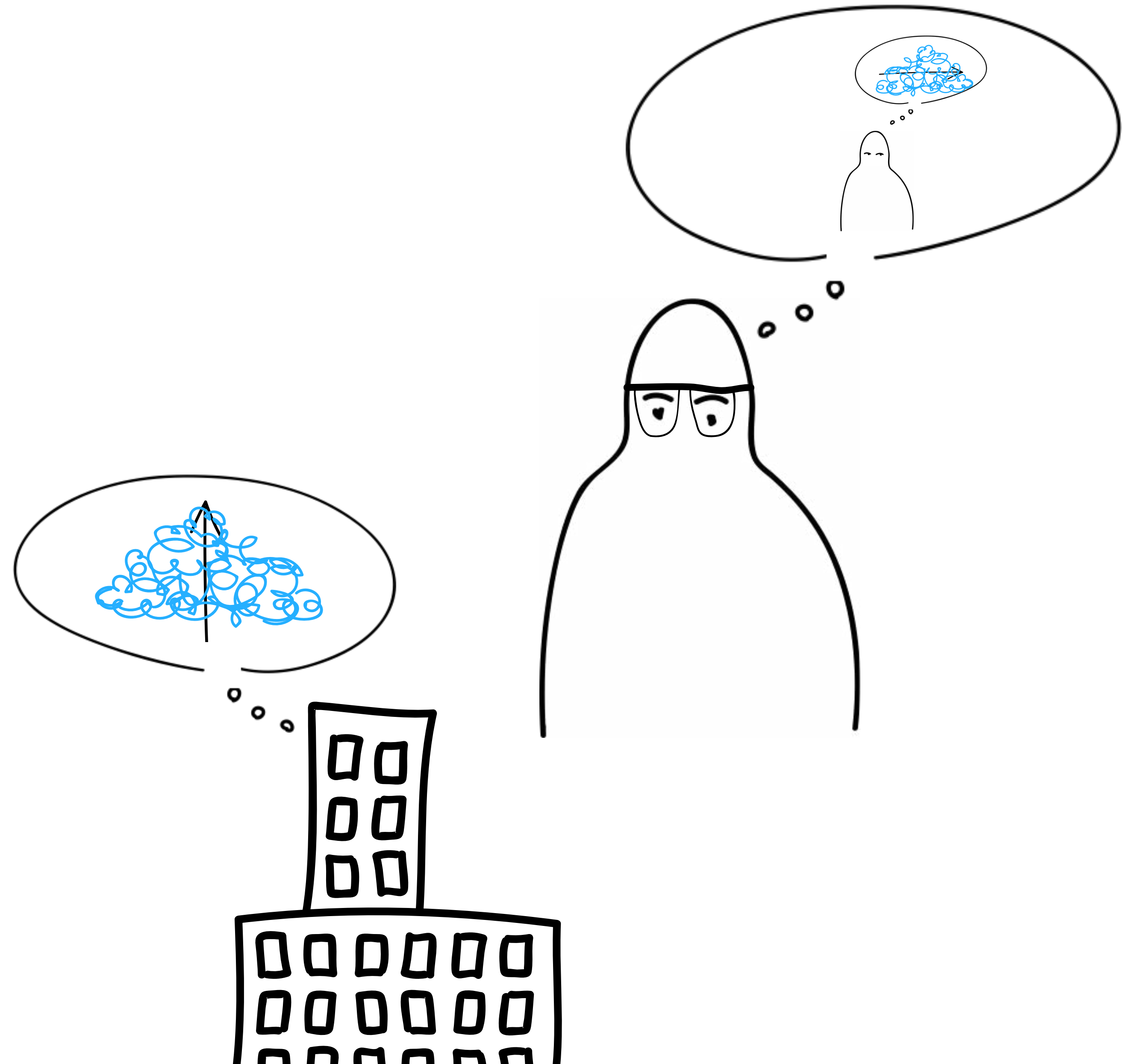
Know or ask **what kind of input** would be most useful, based on where you are in the process.

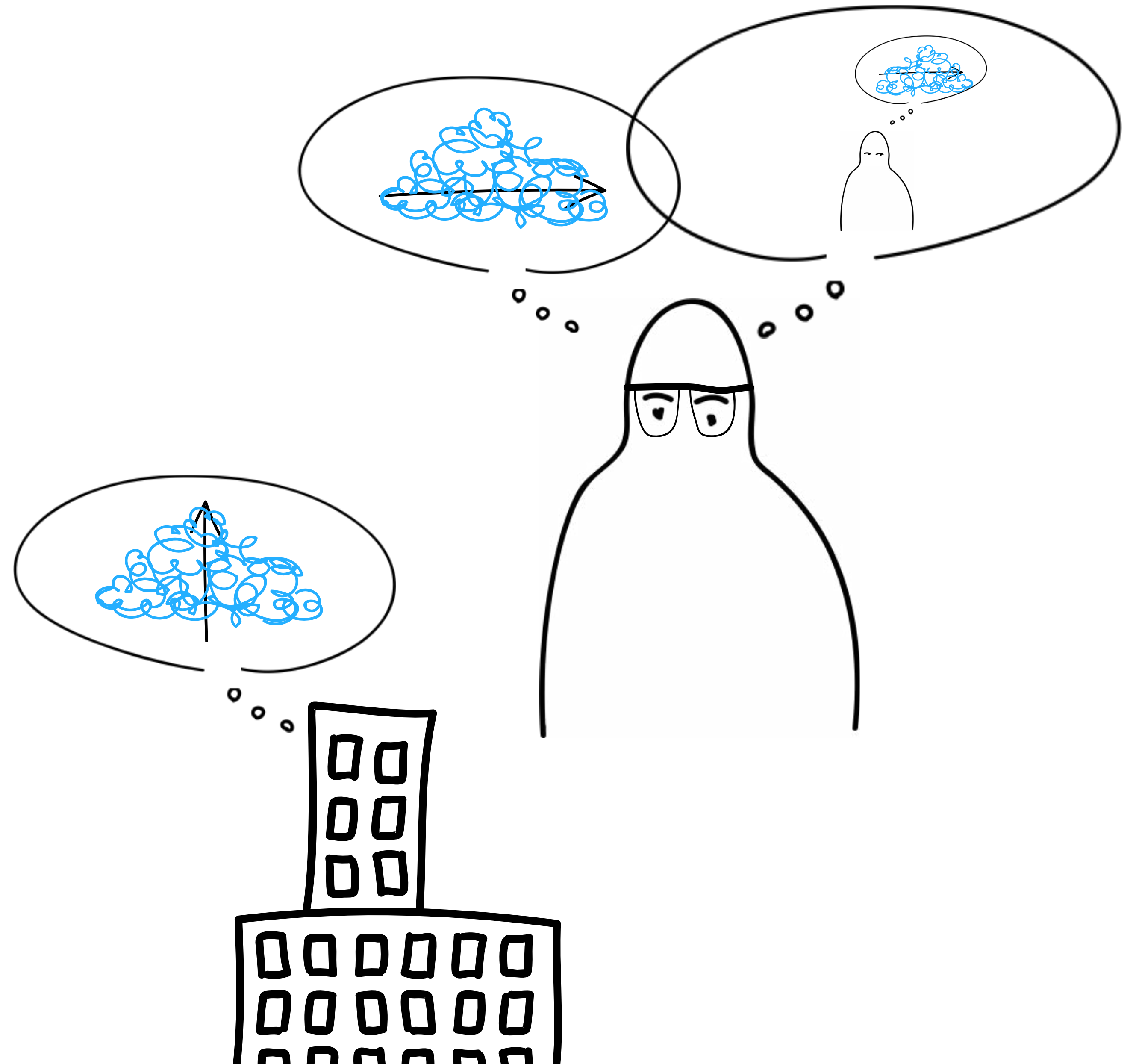


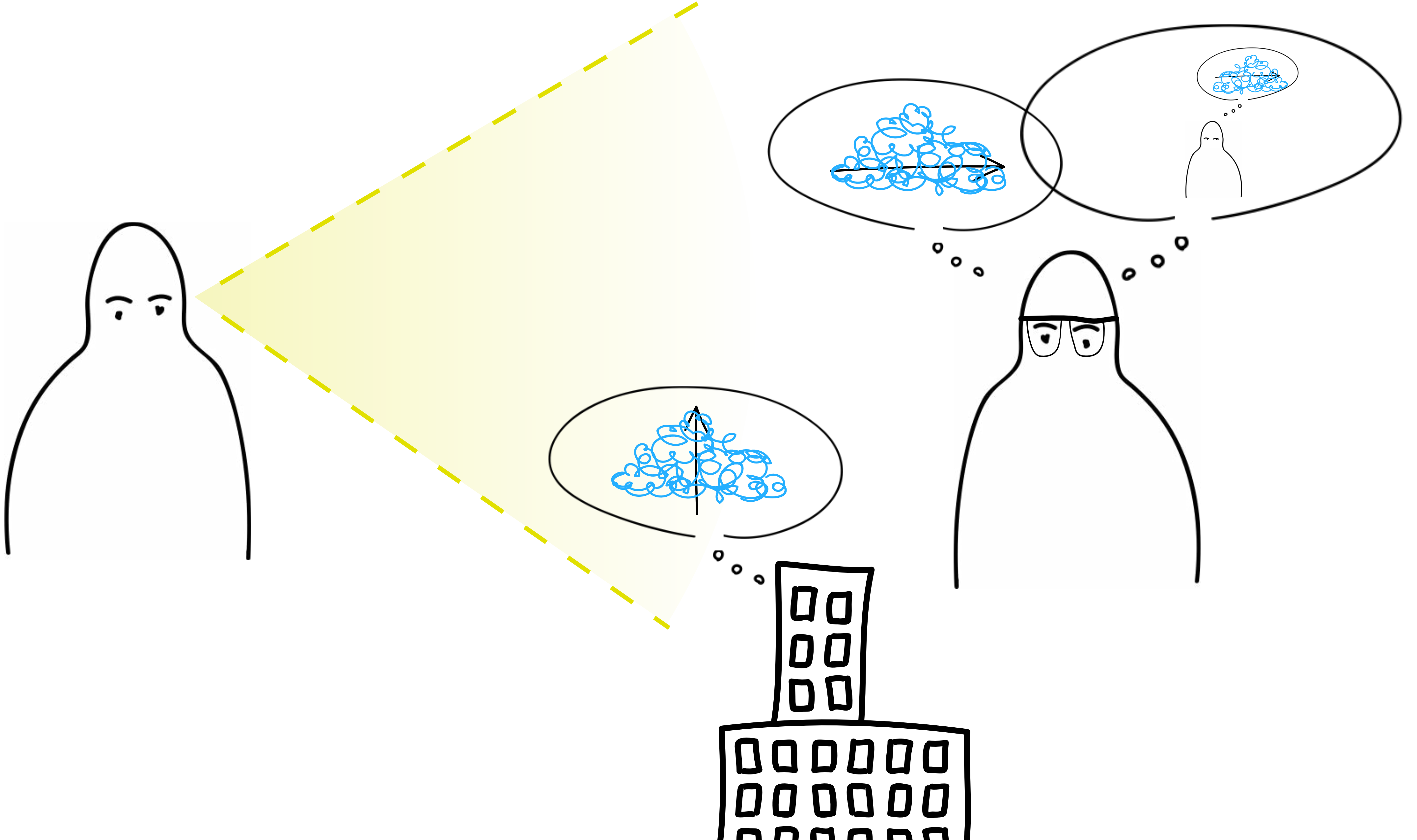




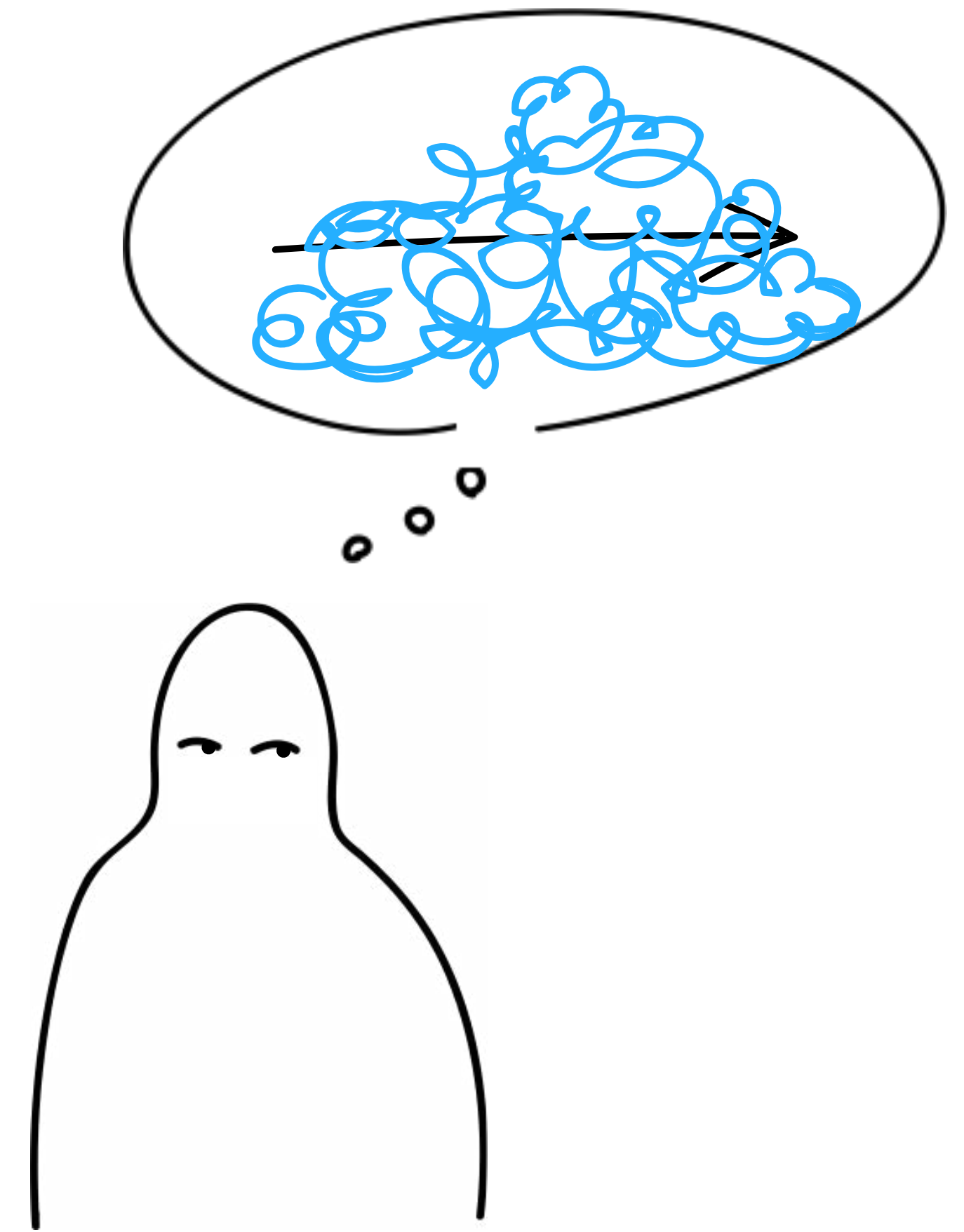




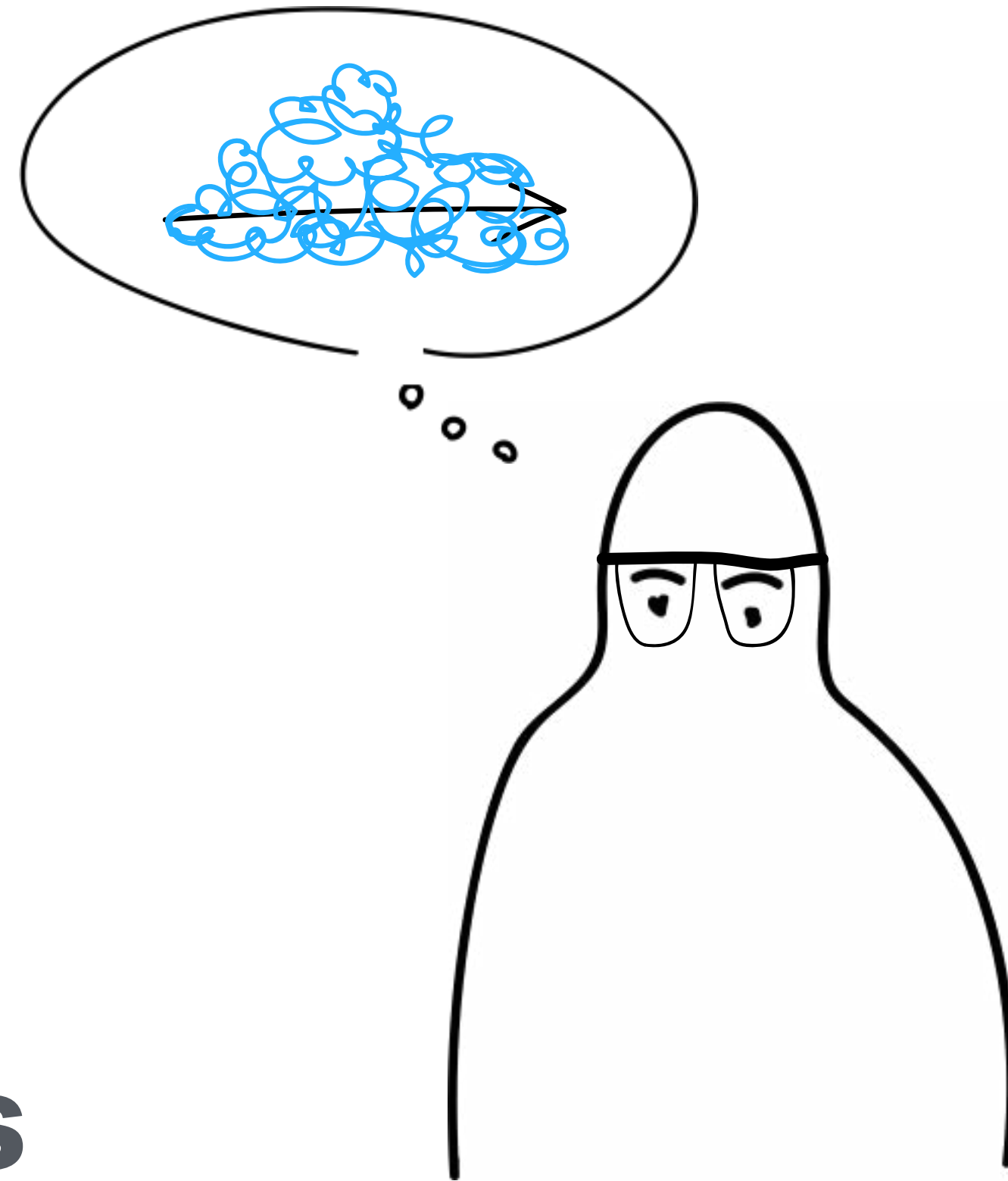


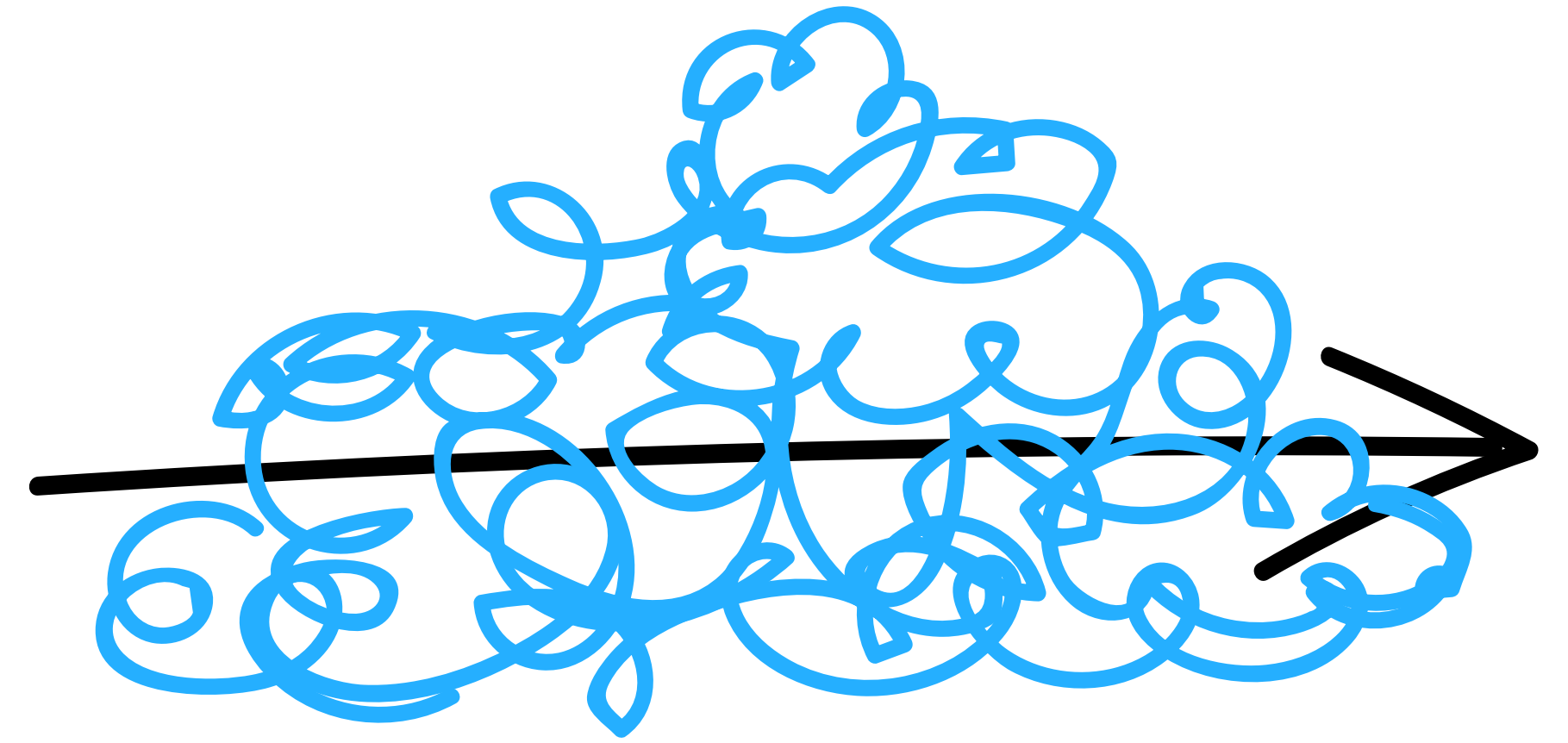


How does the user do it today?
How would this make it better?
What is the most important thing
to this user about this page?



Which version do you like?
Why did you do it this way?
How is the feedback process
going for you?





**I need to be sure
we align to this vision — can we do anything to
make it align more closely?**

**I need the CEO to see her ideas here. How can we
best do that?**

**I'm worried these aren't addressing the
conversion goals. Is there more we can do there?**

Opportunity

Focus on intent when giving feedback – yours, the businesses, the Designers, and the users. Doing so is the best tool for aligning them!



Working Together

Design

Designers Design. All the Things.

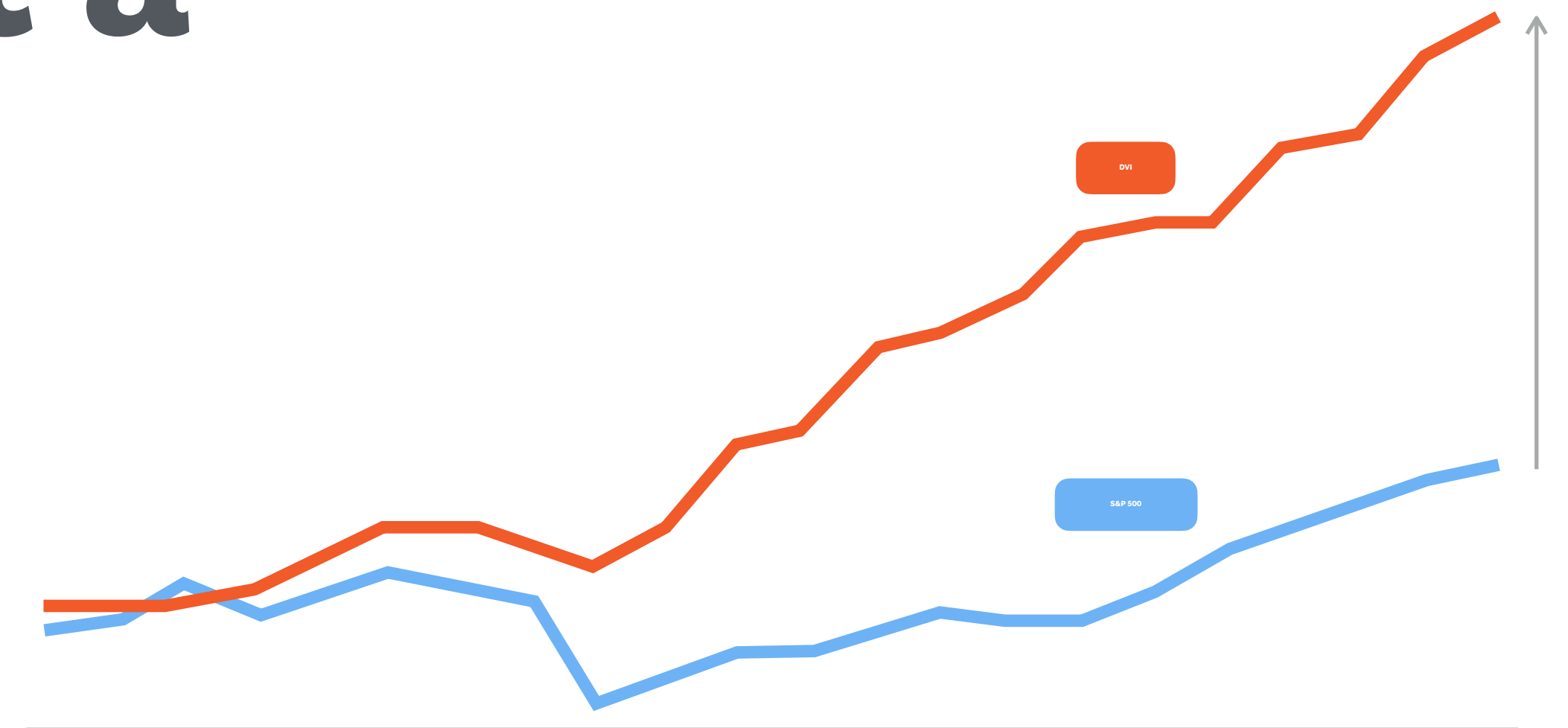
Opportunity

Keep your Designers involved
throughout the project, so that they can
design all the things.



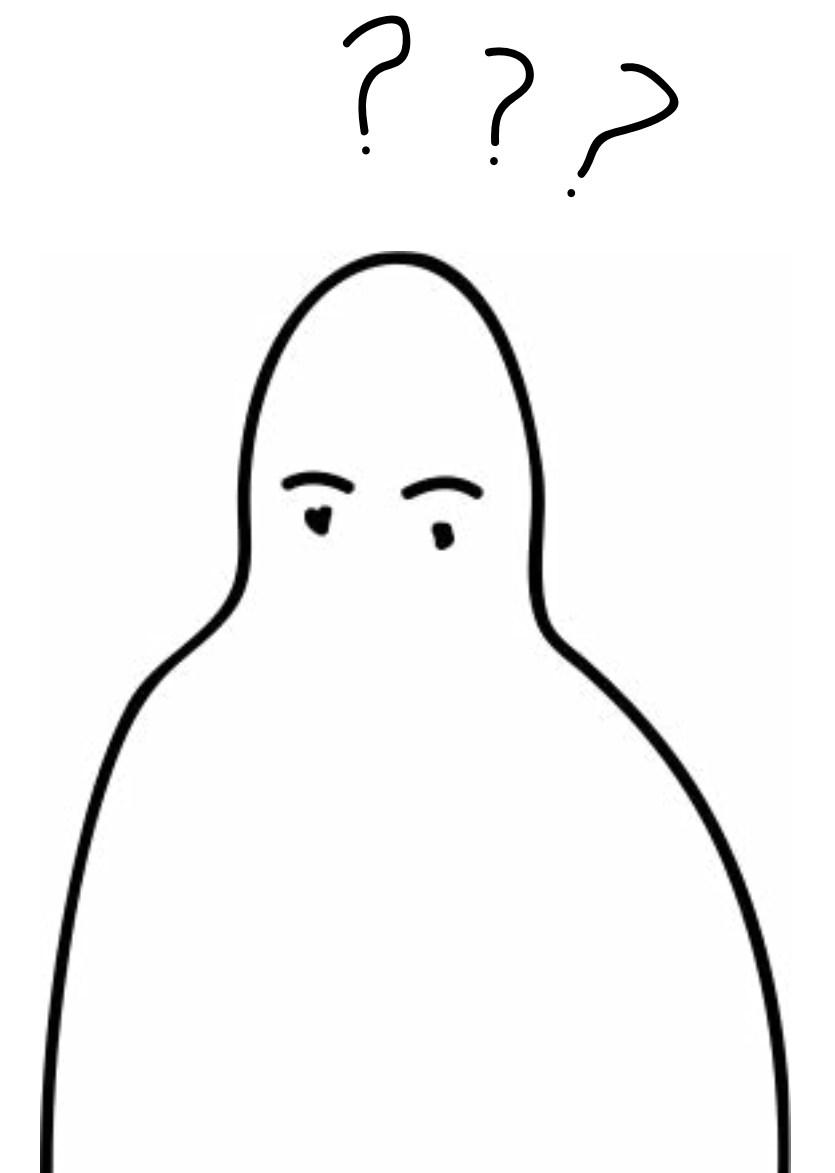
Three Ideas for Tomorrow

Partner with your design team to score your maturity, and to set a new goal.



Ask your design team, “Where do you have the most impact? Where do you wish you had more?” Insist on helping.

Attend a review meeting, and try using only questions, no statements.



Questions

What are some best practices for communicating requirements to design teams?

**Org structure (roles,
responsibilities, headcount),
reporting (Engineering, Product,
fully separate functional dept.)?**

Whats a realistic plan when trying to merge design across a company when there is always a heavy focus on needing new features?

How to keep a team engaged and not bored and want a new UI/App challenge?

Best practices for incorporating a designer into SCRUM team?

**Best practices for creating a
design system for coordination
of designers and developers?**

Thank you!
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@audcrane





Thank you!
audrey@designmap.com
@audcrane



Design Map