

# WIAD 2019

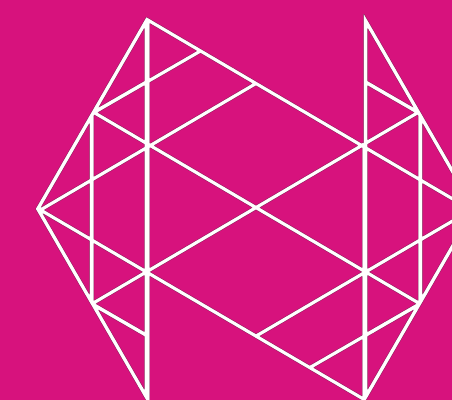
LOCAL CONNECTIONS. GLOBAL IMPACT.

## VICTORIA, BC

# POSITIVE TURBULENCE.

A FRAMEWORK FOR  
DESIGN (ING FOR DIFFERENCE)





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**KARYN  
ZUIDINGA**

NEXTWAVE  
INNOVATION  
DIGITAL PRODUCT EVOLUTION

[WWW.LINKEDIN.COM/IN/KARYNZUIDINGA/](http://WWW.LINKEDIN.COM/IN/KARYNZUIDINGA/)



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# ABOUT ME

HERE ARE 6 WORDS THAT I USE TO DESCRIBE MYSELF (TODAY).

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INNOVATOR

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STRATEGIST

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UX DESIGN & USER  
RESEARCH EXPERT

TURBULATOR

ENTREPRENEUR

DIGITAL ELDER



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# WHAT ABOUT YOU?

HOW DO YOU DESCRIBE YOURSELF?

LET'S HEAR IT! WHO ARE YOU? WHAT WORDS DO YOU APPLY  
TO YOURSELF?





# DESIGN PHILOSOPHY

01  
DESIGN IS HOW IT WORKS, NOT JUST HOW  
IT LOOKS

02  
DESIGNING FOR DIFFERENCE IS SIMPLY  
DESIGN

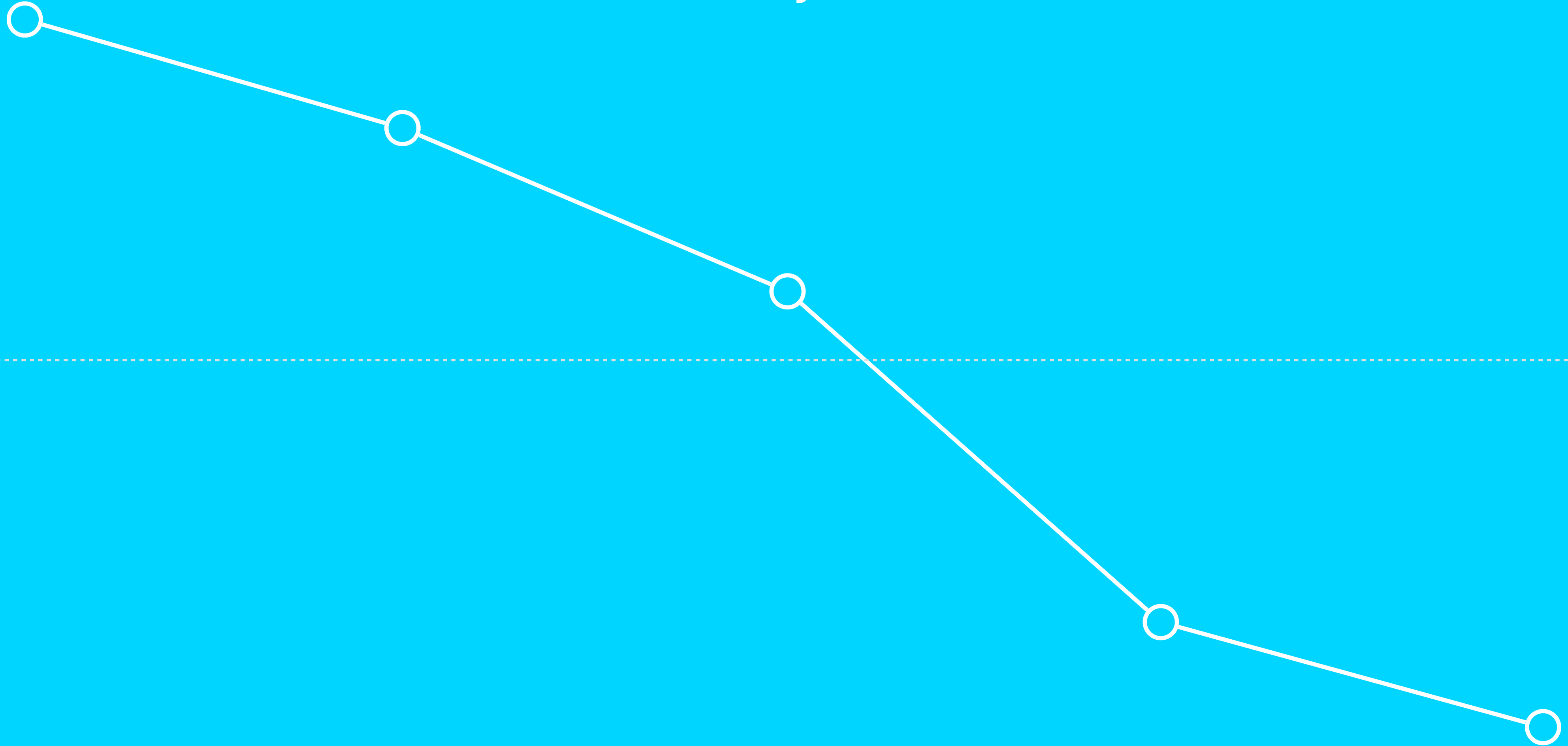
03  
DESIGN ALWAYS STRIVES TO INNOVATE



# A 'FAILURE' STORY

The challenge in any organization isn't so much failing fast as it's identifying the 'failures' and learning the right lessons quickly and well.

Contract Award    User Research Phase    Synthesis/ Analysis    Present Reco's    Design New Site







# POINTS OF FAILURE

## CONTRACT AWARD

- GOV'T CLIENT
- LIMITED DIRECT ACCESS TO "REAL" CLIENT – WORKING WITH A "GATE KEEPER"
- TOO MANY COOKS IN THE KITCHEN



# LESSONS LEARNED

## CONTRACT AWARD

- ONLY WORK WITH CLIENTS WHO ARE WELL VERSED IN DIGITAL TECHNOLOGY AND DESIGN THINKING METHODS
- MAKE SURE WE HAVE ACCESS TO THE “REAL CLIENT” NO SUBBING, NO LONG CHAINS TO THE DECISION MAKER





# POINTS OF FAILURE

## USER RESEARCH PHASE

- WHAT WE FOUND IN USER RESEARCH AND WHAT THE CLIENT EXPECTED WE'D FIND WERE NOT AT ALL ALIGNED
- RESEARCH WAS COMPROMISED



# LESSONS LEARNED

## USER RESEARCH PHASE

- STICK TO YOUR RESEARCH GUNS – DON'T COMPROMISE YOUR VISION!
- TELL THE CLIENT UP FRONT THAT WHAT WE FIND IN RESEARCH MAY NOT BE ALIGNED WITH WHAT S/HE THINKS WE'LL FIND  
(WE HAD DONE THAT BUT MAYBE NOT ENOUGH?)





# POINTS OF FAILURE

## SYNTHESIS/ANALYSIS

- WE WERE LOOKING FOR INNOVATION OPPORTUNITIES/THEY WERE LOOKING FOR AFFIRMATION FOR A SOLUTION THEY HAD ALREADY DECIDED ON
- NEVER QUESTIONED WHETHER RESEARCH WAS ACTUALLY NECESSARY



# LESSONS LEARNED

## SYNTHESIS/ANALYSIS

- OF COURSE RESEARCH IS NECESSARY! WE JUST DIDN'T SELL IT WELL ENOUGH, WE DIDN'T BUDGET ENOUGH, WE NEEDED TO MANAGE THE CLIENT BETTER.





# POINTS OF FAILURE

PRESENT RECOMMENDATIONS

- “SPRING” THE FINDINGS ON THE CLIENT – NO PREP FOR WHAT’S COMING



# LESSONS LEARNED

## PRESENT RECOMMENDATIONS

- DO A PRE-MEETING WITH THE CLIENT TO MAKE SURE THEY ARE PREPARED FOR THE FINDINGS
- INVOLVE THE CLIENT IN THE SYNTHESIS/ANALYSIS PART



# POINTS OF FAILURE

DESIGN NEW SITE

- DID NOT “SHOW” WHAT WE MEANT, ONLY “TOLD”





# LESSONS LEARNED

## DESIGN NEW SITE

- CREATE MOCKUPS TO SHOW WHERE WE THINK THE RECOMMENDATIONS COULD GO



# REAL POINTS OF FAILURE

AND THE REAL LESSONS TO BE LEARNED

- THE CLIENTS WERE NOT EXPECTING CHANGE/INNOVATION OR INDEED, REALLY, DESIGN
- THE CLIENT CULTURE WAS VERY COMMAND AND CONTROL, VERY LITTLE FLOW – SO WERE WE IF I'M HONEST
- I FELT THAT I HAD NO AGENCY TO CREATE A CLIMATE OPEN TO CHANGE

“Trying to create innovation around  
here is like throwing seeds on  
concrete.”

ANDREW BENNET



# IT ALL BOILS DOWN TO FEAR

01  
ORGANIZATION NOT READY FOR CHANGE

02  
ORGANIZATION NOT OPEN TO OUTSIDE  
IDEAS

03  
RIGID COMMAND AND CONTROL MODEL





# APPLY THIS TO DESIGN....

01  
DESIGNER NOT READY FOR CHANGE

02  
DESIGNER NOT OPEN TO OUTSIDE IDEAS

03  
DESIGNER IMPOSING THEIR OWN RIGID  
COMMAND AND CONTROL MODEL

“When we pump fear out of the room and give the team permission to make mistakes, the team starts to feel safe. If team members feel safe, they will begin to trust one another. If they trust one another, they will begin to collaborate and we see teamwork.”

RICH SHERIDAN - MENLO INNOVATIONS - AUTHOR OF JOY INC.



# POSITIVE TURBULENCE

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# WHAT IS POSITIVE TURBULENCE?

THERE ARE NO WRONG ANSWERS!

PEOPLE SEEM TO FIND THE TERM INTRIGUING AND QUICKLY ATTACH THEIR OWN MEANING TO IT. IT'S ALSO AN EVOLVING CONCEPT.

SO GO AHEAD, TELL ME THE FIRST THING THAT POPPED IN YOUR HEAD.

# THREE CHARACTERISTICS OF TURBULENCE

FIRST LET'S LOOK AT TURBULENCE.

## IRREGULARITY

- DETERMINISM FALLS APART
- LIMITED/NO PREDICTABILITY
- THE PIECES DON'T SEEM TO FIT

## DIFFUSION

- MIX OF DIVERSE THINGS COMING TOGETHER
- BREAKING DOWN OF SILOS
- EXPERTISE IN ONE AREA IS THREATENED BY OTHER AREAS

## CHAOS

- PROCESS IS DESTROYED
- MEANING IS LOST
- VACUUM OF LEADERSHIP

\*THESE IDEAS COME FROM/HEAVILY INFLUENCED BY [INNOVATIONS IN STRATEGY CRAFTING](#) BY ROB BRODNICK, CHAPTER 13



“The story of all of our staff and our students is that we start at chaos and work towards order. ... You don’t know what the results are going to be until the very end when [we experience emergence]”

EMILIA WILES - FOUNDER/CEO OF COLLEGE CONFIDENT

# EMERGENCE

EMERGENCE IS A PROPERTY OF COMPLEX SYSTEMS WHERE NEW PROPERTIES ARISE THAT WERE NOT FOUND IN THE SIMPLE BUILDING BLOCKS OF THE SYSTEM

- ORGANIZATIONALLY WHAT EMERGENCE SUGGESTS IS THAT BY GENERATING POSITIVE TURBULENCE BETTER SOLUTIONS WILL RESULT.

\*THESE IDEAS COME FROM/HEAVILY INFLUENCED BY [INNOVATIONS IN STRATEGY CRAFTING](#) BY ROB BRODNICK, CHAPTER 13

# POSITIVE TURBULENCE DEFINED

FIRST LET'S ADMIT THAT 1) ORGANIZATIONS AND DESIGN PROCESSES ARE COMPLEX 2) COMMAND AND CONTROL MODELS ARE NOT WORKING 3) WE USE FEAR TO GET RESULTS

- IS AN **ENERGIZING CLIMATE** THAT **DRAWS ORGANIZATIONS** TOWARDS A **DIRECTED CHANGE**
- IT IS THE **TRANSFORMATIONAL STIMULUS** THAT MAKES INNOVATION POSSIBLE WITHOUT RELYING ON LUCK
- IT **FOSTERS CREATIVITY** AND **POSITIVE CHANGE FOR EVERYONE** IN THE ORGANIZATION AND **PREPARES THE GROUND** FOR METHODS LIKE DESIGN THINKING TO BE SUCCESSFUL

\*THESE IDEAS COME FROM/HEAVILY INFLUENCED BY [INNOVATIONS IN STRATEGY CRAFTING](#) BY ROB BRODNICK, CHAPTER 13



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# POSITIVE TURBULENCE DEFINED (FOR DESIGNERS)

NOW LET'S APPLY THE DEFINITION TO DESIGN(ING FOR DIFFERENCE)

- IS AN **ENERGIZING CLIMATE** THAT **DRAWS DESIGNERS** TOWARD MEANINGFUL DESIGN
- IT IS THE **TRANSFORMATIONAL STIMULUS** THAT MAKES DESIGNING FOR DIFFERENCE POSSIBLE WITHOUT RELYING ON LUCK OR WEAK INSIGHTS
- IT **FOSTERS CREATIVITY** FOR THE DESIGNER AND **POSITIVE EXPERIENCES** FOR ALL USERS SO THAT DIFFERENCE, INNOVATION AND ETHICS ARE CENTRAL TO THE WORK

# 10 ELEMENTS OF POSITIVE TURBULENCE

## POSITIVE TURBULENCE ELEMENT

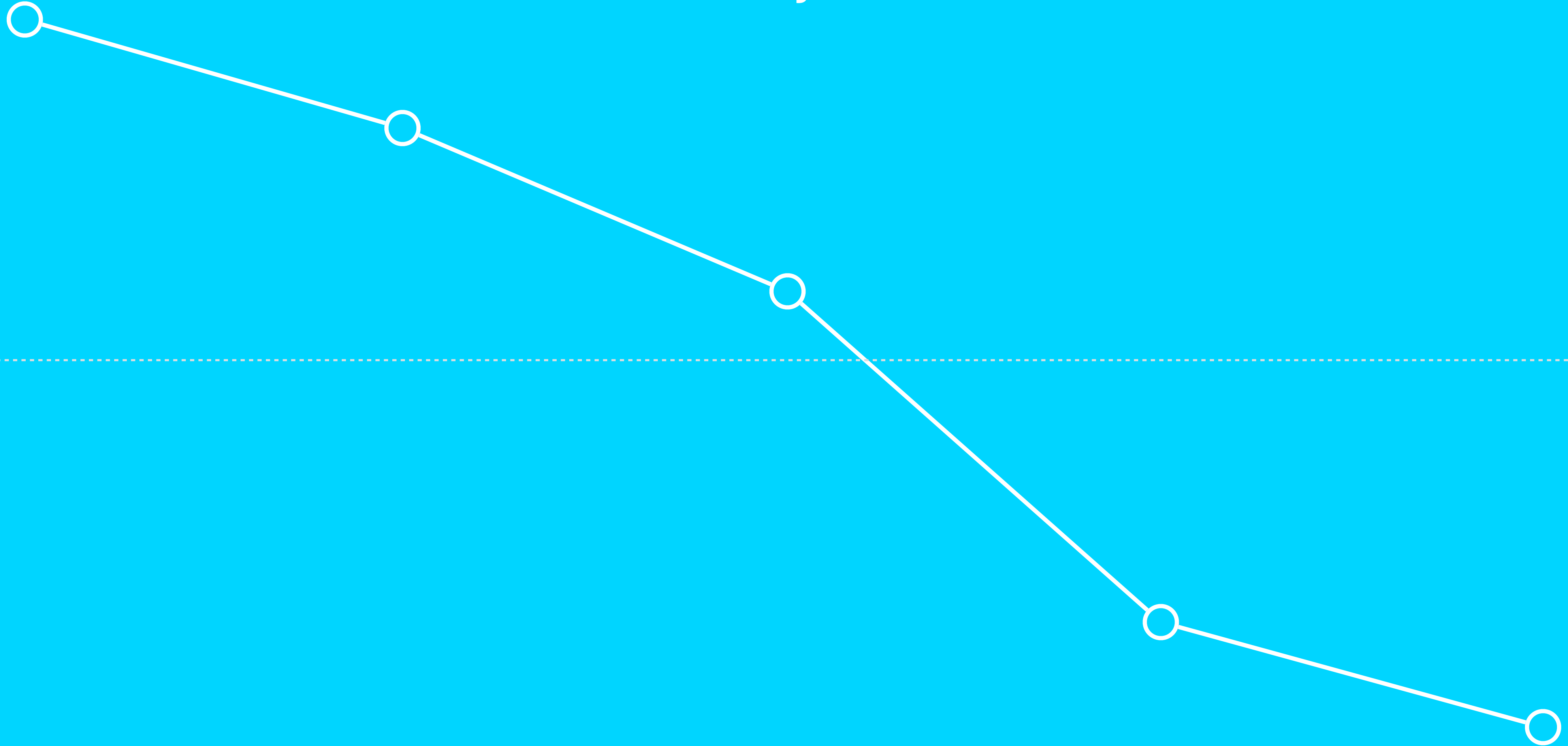
1. PAY ATTENTION TO THE PERIPHERY
2. ENCOURAGE NON-LINEAR THINKING
3. NEW PATTERNS OF COMMUNICATION
4. EMBRACE CHANGE AND DIVERSITY
5. OPEN FLOW FOR ARTS AND TECHNOLOGY
6. BRING POSITIVE TURBULENCE TO TEAMS
7. KEEP TURBULENCE POSITIVE
8. MANAGE THE INTENSITY OF TURBULENCE
9. ENSURE PERIODS OF RENEWAL
10. BE INTENTIONAL ABOUT POSITIVE TURBULENCE AS STRATEGY

## TAG

- PERIPHERY
- NON-LINEAR
- COMMUNICATION
- DIVERSITY
- OPEN-FLOW
- TEAMS
- POSITIVE
- INTENSITY
- RENEWAL
- INTENTIONAL

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Contract Award    User Research Phase    Synthesis/ Analysis    Present Reco's    Design New Site



Contract Award    User Research Phase    Synthesis/ Analysis    Present Reco's    Design New Site



↑  
Open Flow  
Periphery

↑  
Teams  
Diversity

↑  
Communication

↑  
Non-linear

←    Positive, Intentional, Intensity, Renewal    →



“Creative leaders are meaning makers.  
Everything just stops when you do a  
merger or acquisition because the  
meaning making function in the  
organization goes silent.”

MARY MCBRIDE -CREATOR, LEADER AND CHAIR OF THE DESIGN MANAGEMENT PROGRAM - PRATT INSTITUTE, NEW YORK

Kick off

User Research  
Phase

Synthesis/  
Analysis

Present Reco's

New Service  
Plan



← Positive Turbulence →



⚠️ WAIT! I DON'T  
MANAGE A TEAM.  
HOW DOES THIS  
HELP ME DESIGN  
FOR DIFFERENCE?





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# THREE SPHERES OF INFLUENCE

AS A DESIGNER THERE ARE THREE AREAS WHERE YOU CAN GENERATE POSITIVE TURBULENCE.



WITHIN THE  
DESIGNER

TOWARDS THE  
OBJECT OF THE  
DESIGN

IMPACT OF THE  
DESIGNED  
EXPERIENCE





# MY TURBULATORS

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# AMI

[AMINNOVATION.ORG](http://AMINNOVATION.ORG):

AMI IS A PIONEERING 501(C)(3) NONPROFIT ORGANIZATION COMPRISED OF COMMITTED INDIVIDUALS WHO FOSTER AND LEVERAGE CREATIVITY AND INNOVATION IN ORGANIZATIONS AND SOCIETY. AMI IDENTIFIES LEADING EDGE INNOVATION, SHARES EXPERIENCES, SPONSORS RESEARCH, AND RECOGNIZES INNOVATION AND CREATIVE PROCESSES.





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# MEET STAN

MEET STAN GRYSKIEWICZ, AN ORGANIZATIONAL DEVELOPMENT EXPERT. HE REALIZED THAT

- THE THINGS THAT MOST OF US SIMPLY ACCEPT AS “JUST THE WAY IT IS” DON’T NEED TO BE THAT WAY
- WROTE THE BOOK POSITIVE TURBULENCE – CHECK OUT [POSITIVETURBULENCE.COM](https://www.positiveturbulence.com)
- FOUNDED AMI
- IS A MENTOR, SUPPORTER AND FRIEND



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# MEET ROB

MEET ROB BRODNICK, AN ORGANIZATIONAL STRATEGY EXPERT:

- WROTE THE BOOK INNOVATIONS IN STRATEGY CRAFTING
- CO-FOUNDER [SIERRA LEARNING SOLUTIONS](#)
- IS AN AMI BOARD MEMBER
- IS MY CO HOST ON THE POSITIVE TURBULENCE PODCAST
- IS A COLLABORATOR, COLLEAGUE AND FRIEND







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# POSITIVE TURBULENCE PODCAST

THIS WORK HAS BEEN SO ENRICHING...

- THE PEOPLE WE'RE SPOKEN TO
- THE IDEAS THEY'VE SHARED
- ADVANCING THE CONCEPT OF POSITIVE TURBULENCE
- SOON (WITH ANY LUCK) FINDABLE AT [POSITIVETURBULENCE.COM](https://positiveturbulence.com)

# HOW CAN I HELP YOU GENERATE POSITIVE TURBULENCE IN YOUR ORGANIZATION?

# PING ME IF YOU:

- ARE INTERESTED IN AN INNOVATION AUDIT OR COMPREHENSIVE CHANGE READINESS ASSESSMENT
- WANT HELP DEVELOPING AN INNOVATION LEARNING COMMUNITY IN YOUR ORGANIZATION
- ARE INTERESTED IN DEVELOPING A PODCAST
- ARE LOOKING TO EVOLVE YOUR CUSTOMER EXPERIENCE
- WANT HELP GETTING YOUR ORGANIZATION UNSTUCK

# THANK YOU.

## QUESTIONS?

PLEASE CONTACT:

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