

IBM Design

Karel Vredenburg

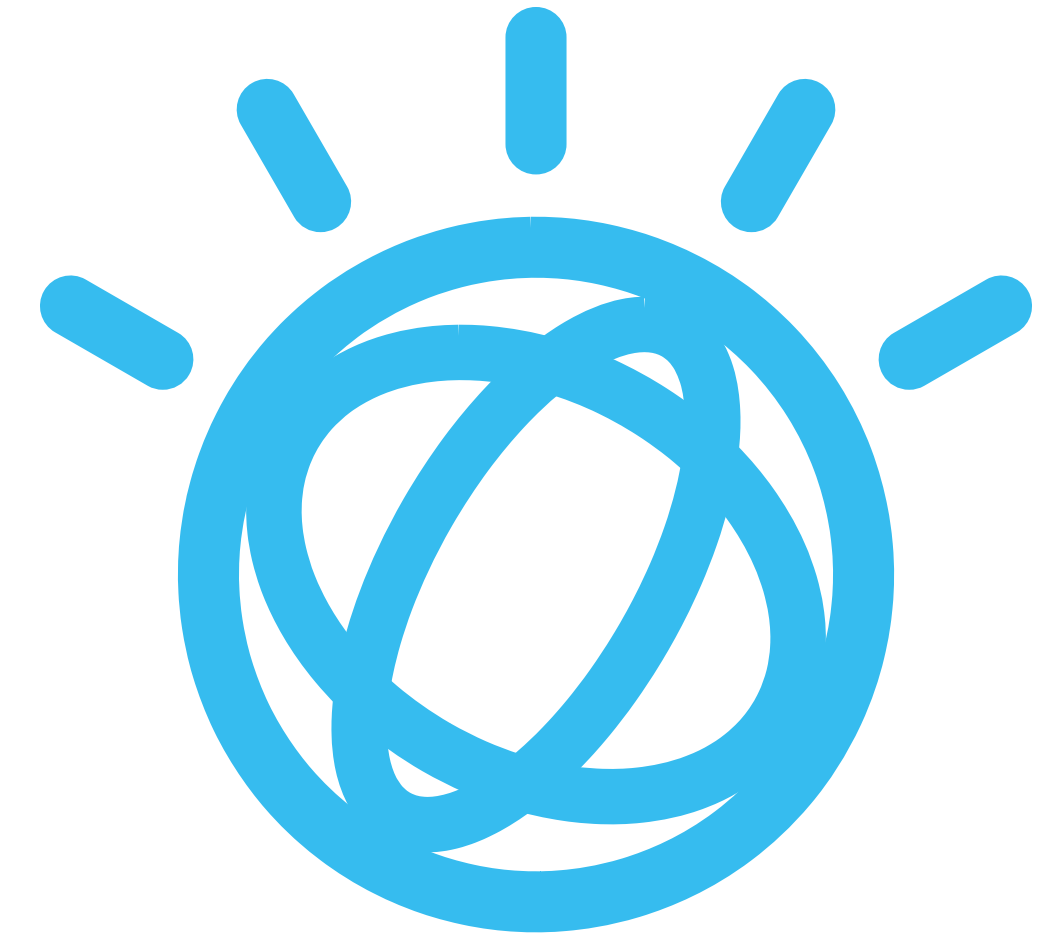
Intrepreneurship Conference | November 16th, 2017

The **technology landscape** is changing rapidly.

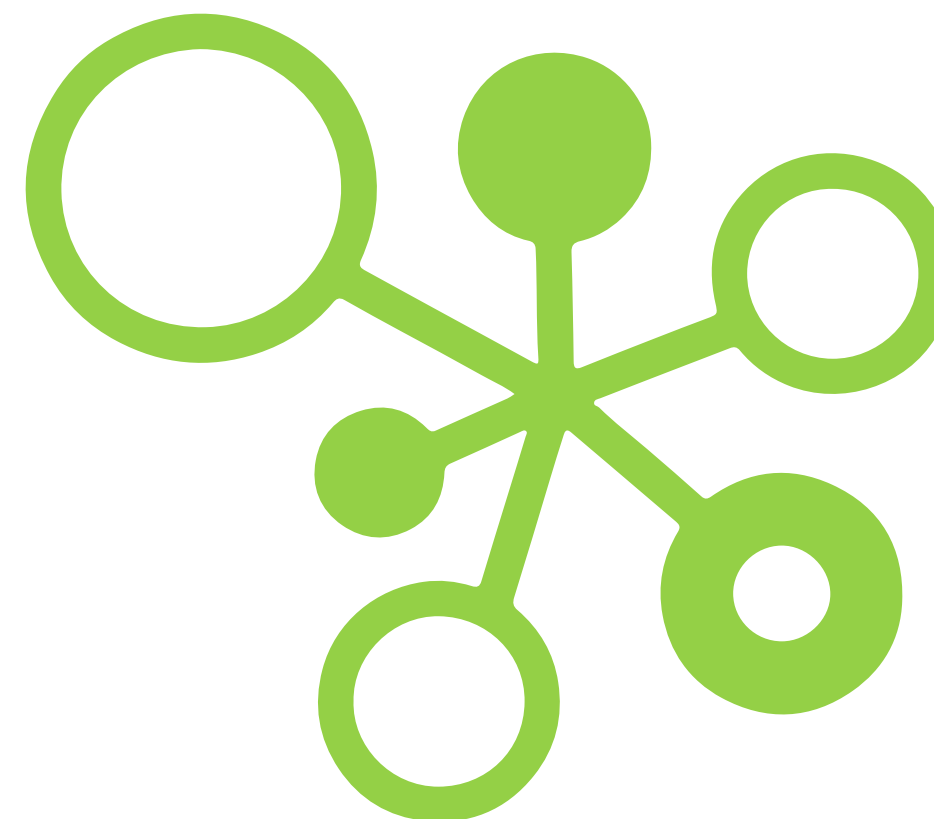
CLOUD



COGNITIVE



BIG DATA & ANALYTICS



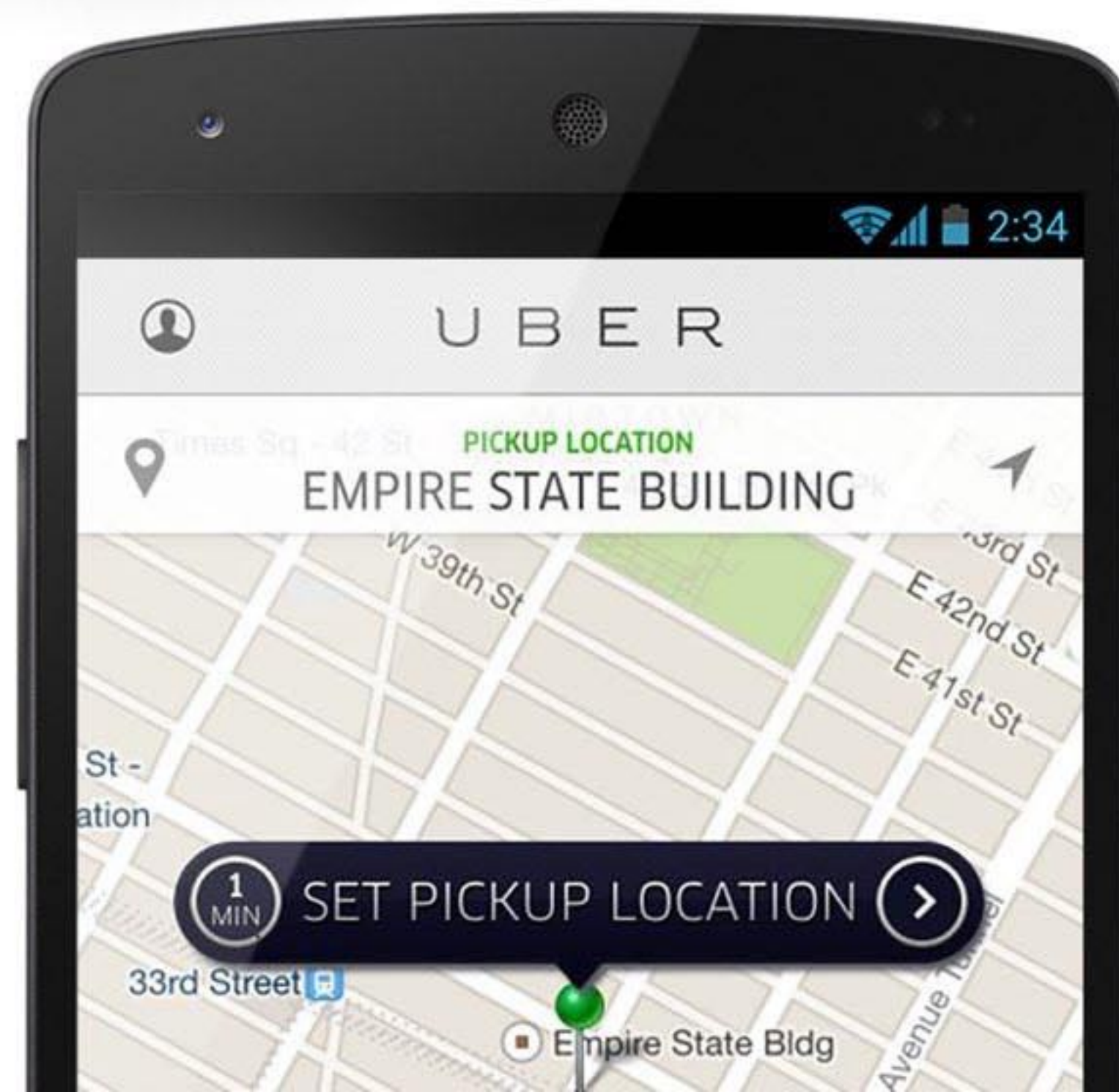
MOBILE



A photograph of a modern, open-plan office. In the foreground, several people are seated at long white desks, working on laptops. The desks are cluttered with various items like water bottles, mugs, and papers. In the background, a large video wall displays a remote meeting with three participants. One person is wearing a green cap and a red laptop. The office has large windows, whiteboards with sticky notes, and a casual, collaborative atmosphere.

The **demographic landscape** is changing rapidly.

The **user experience landscape** is changing rapidly.



OUR MISSION:

Create a global,
sustainable culture
of design and
design thinking at IBM.



Design Transformation of IBM

2013



Software

2014



Consulting

2015



Sales

2016



Services

2017

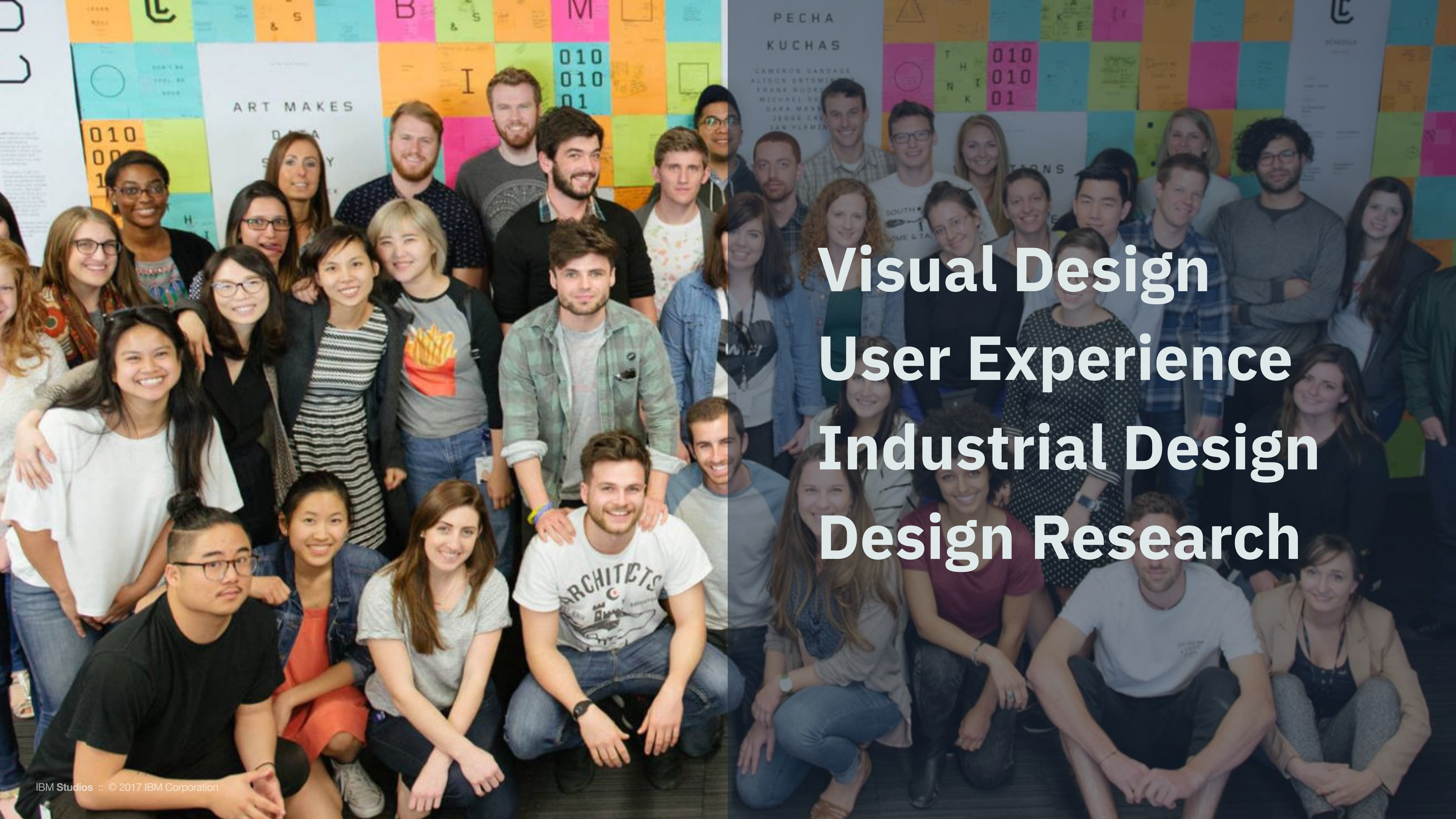


IBM Wide

People + Practices + Places = Outcomes



**1,600
professional
designers**



Visual Design User Experience Industrial Design Design Research

Today, 44 IBM Studios



IBM Design Thinking

IBM Design Thinking

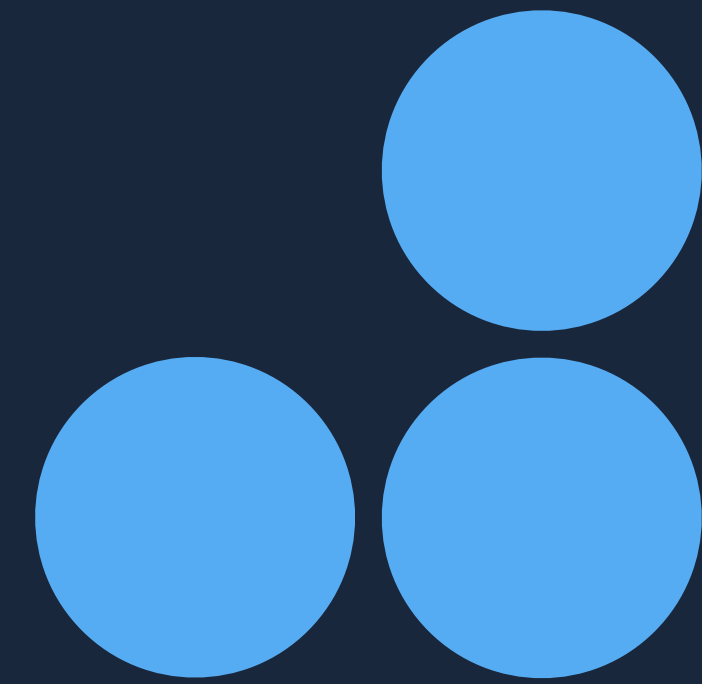


**A focus on user
outcomes**

IBM Design Thinking



**A focus on user
outcomes**



**Diverse,
empowered teams**

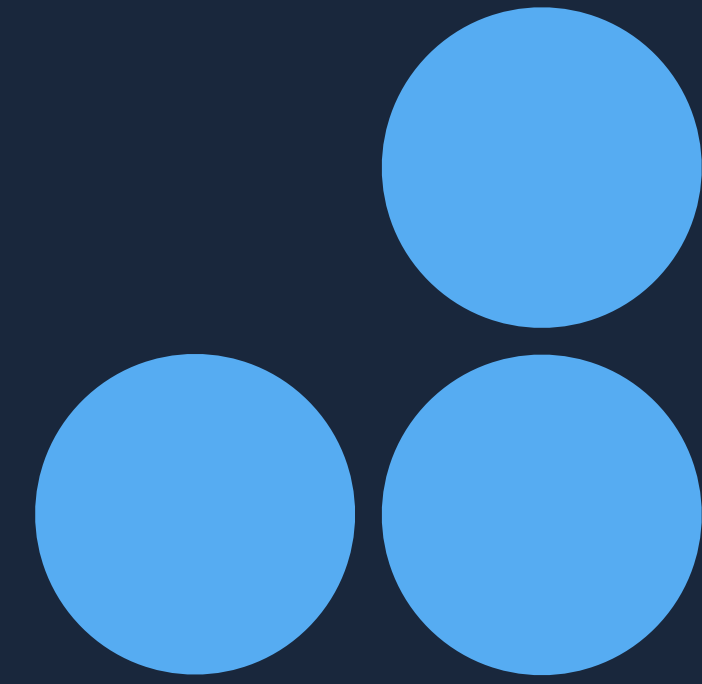
IBM Design Thinking



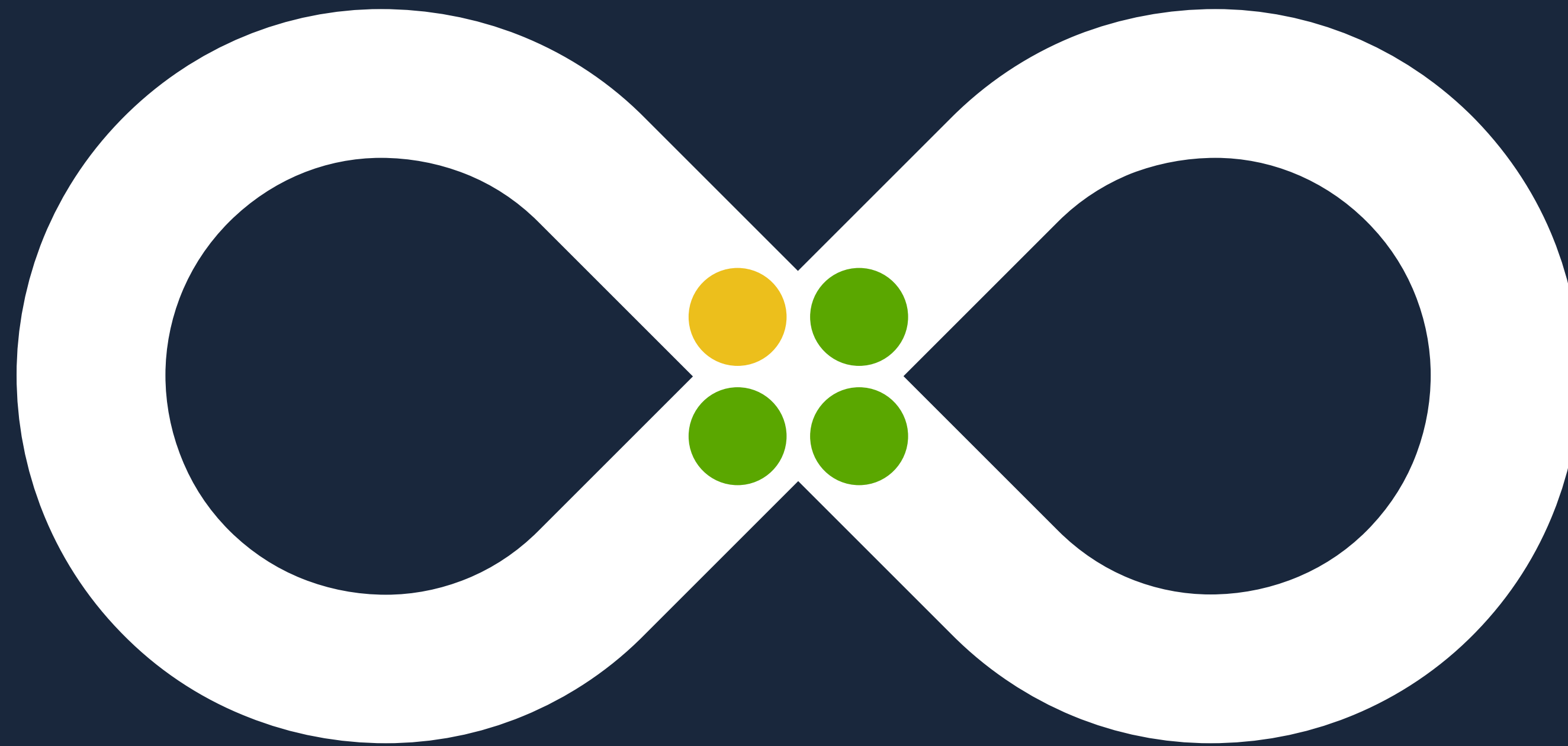
**A focus on user
outcomes**



**Restless
reinvention**



**Diverse,
empowered teams**

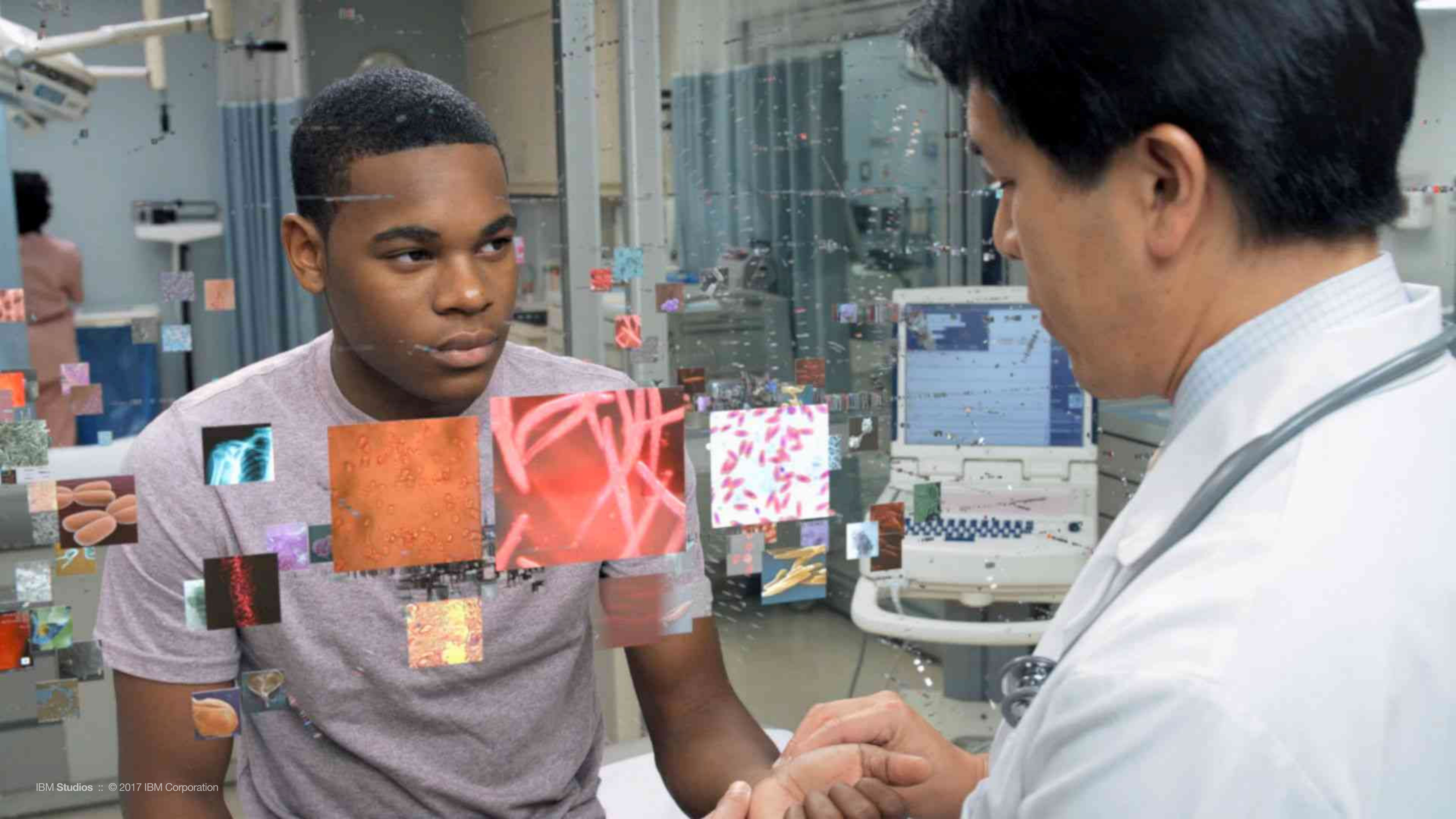


Observe

Reflect

Make

**We're not
our users**







**Observing is
about immersing
yourself in your
users' world.**





**Observing is
about immersing
yourself in your
users' world.**

Sponsor Users

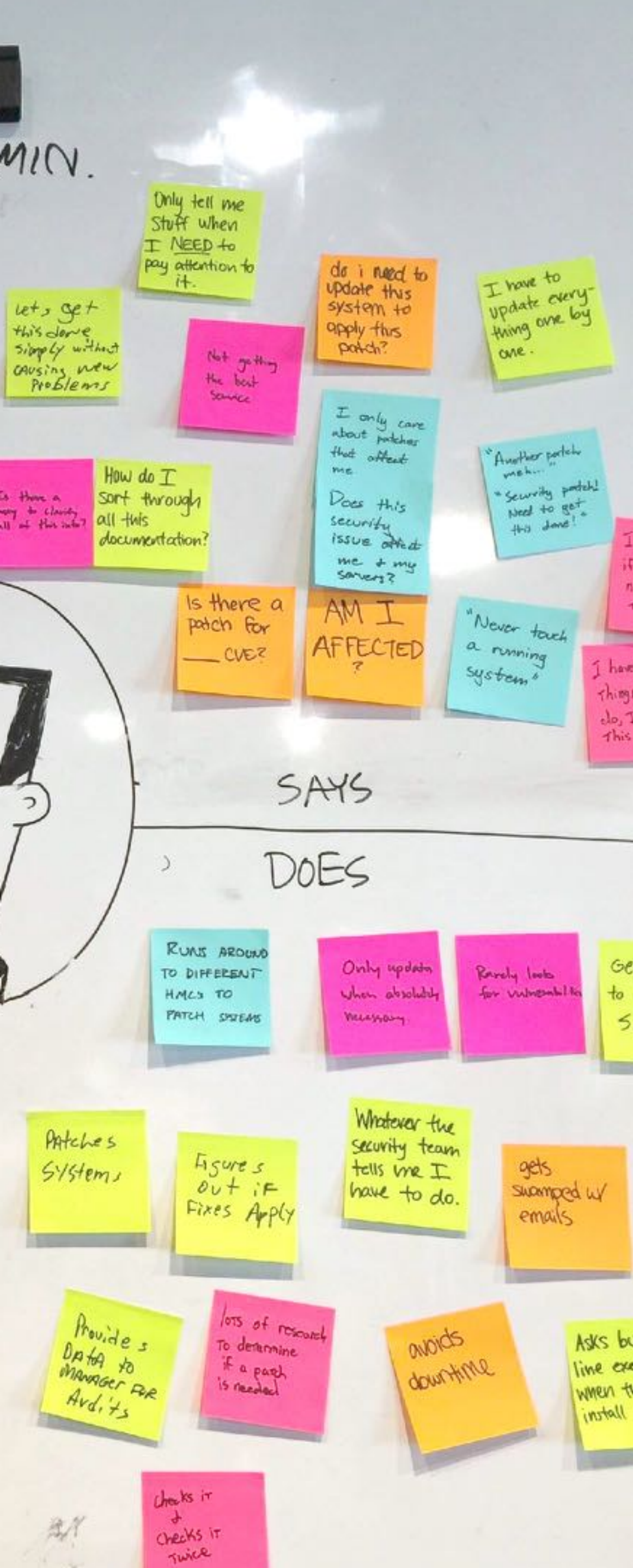


Ideas: easy

Alignment: hard

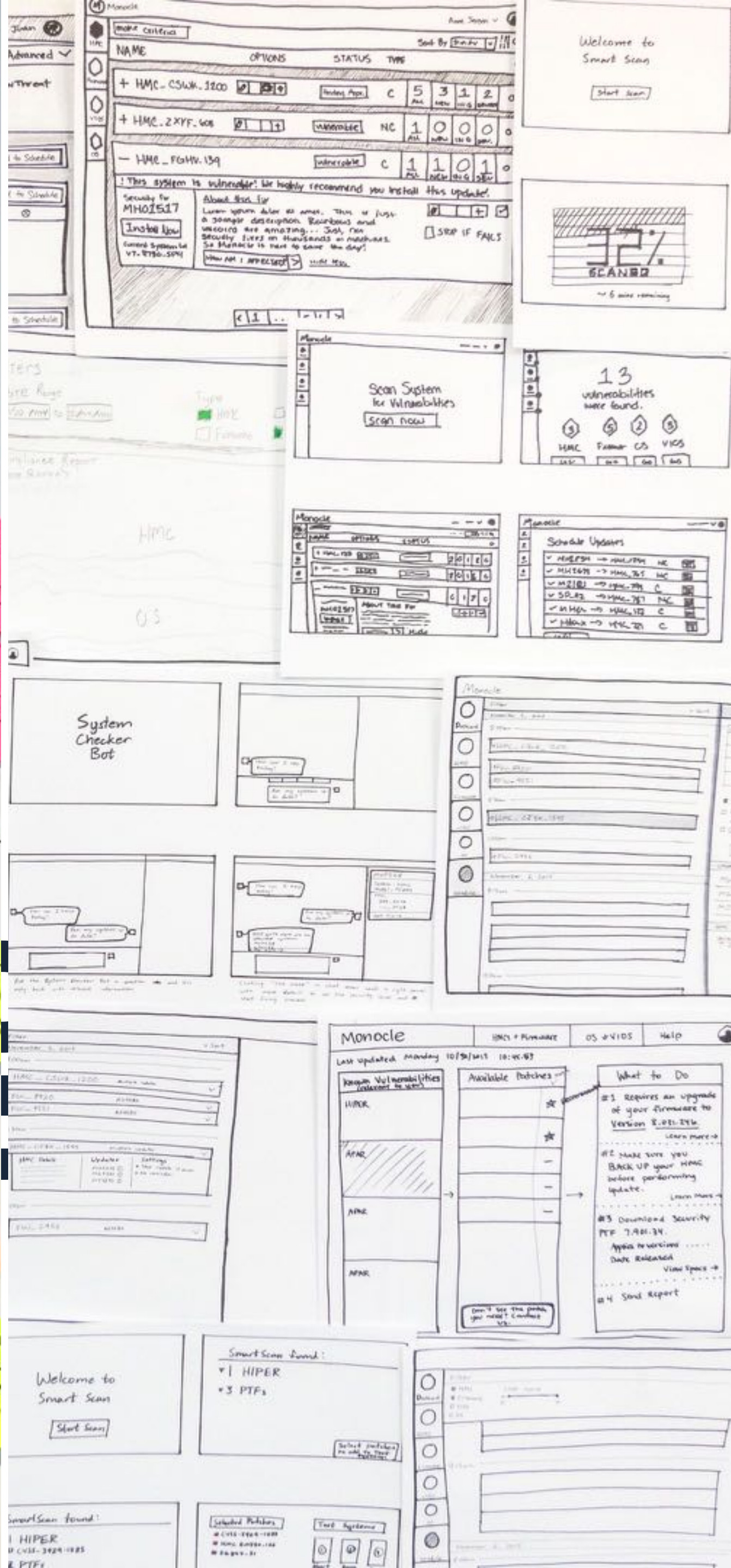
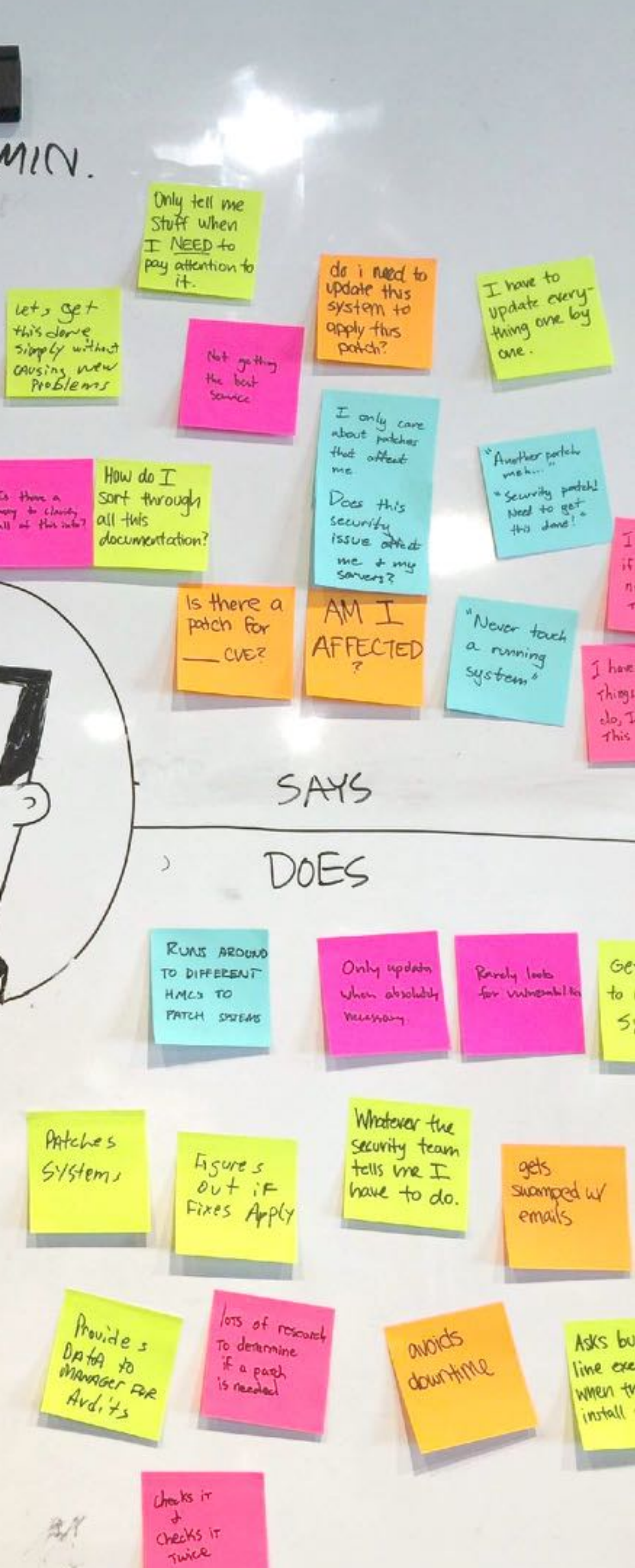
Ideas: easy

Alignment: hard



deas: easy

gnment: hard



: easy
nt: hard

MIN.

Only tell me stuff when I NEED to pay attention to it.

do i need to update this system to apply this patch?

I have to update every-thing one by one.

let's get this done simply without causing new problems

Not getting the best source

How do I sort through all this documentation?

Is there a patch for CVE?

AM I AFFECTED?

"Never touch a running system"

Another patch meh...

"Security patch! Need to get this done!"

I have things to do, I can't do this

SAYS

DOES

RUNS AROUND TO DIFFERENT HMCs TO PATCH SYSTEMS

Only updates when absolutely necessary.

Rarely looks for vulnerabilities

Patches systems

figures out if fixes apply

Whatever the security team tells me I have to do.

gets swamped w/ emails

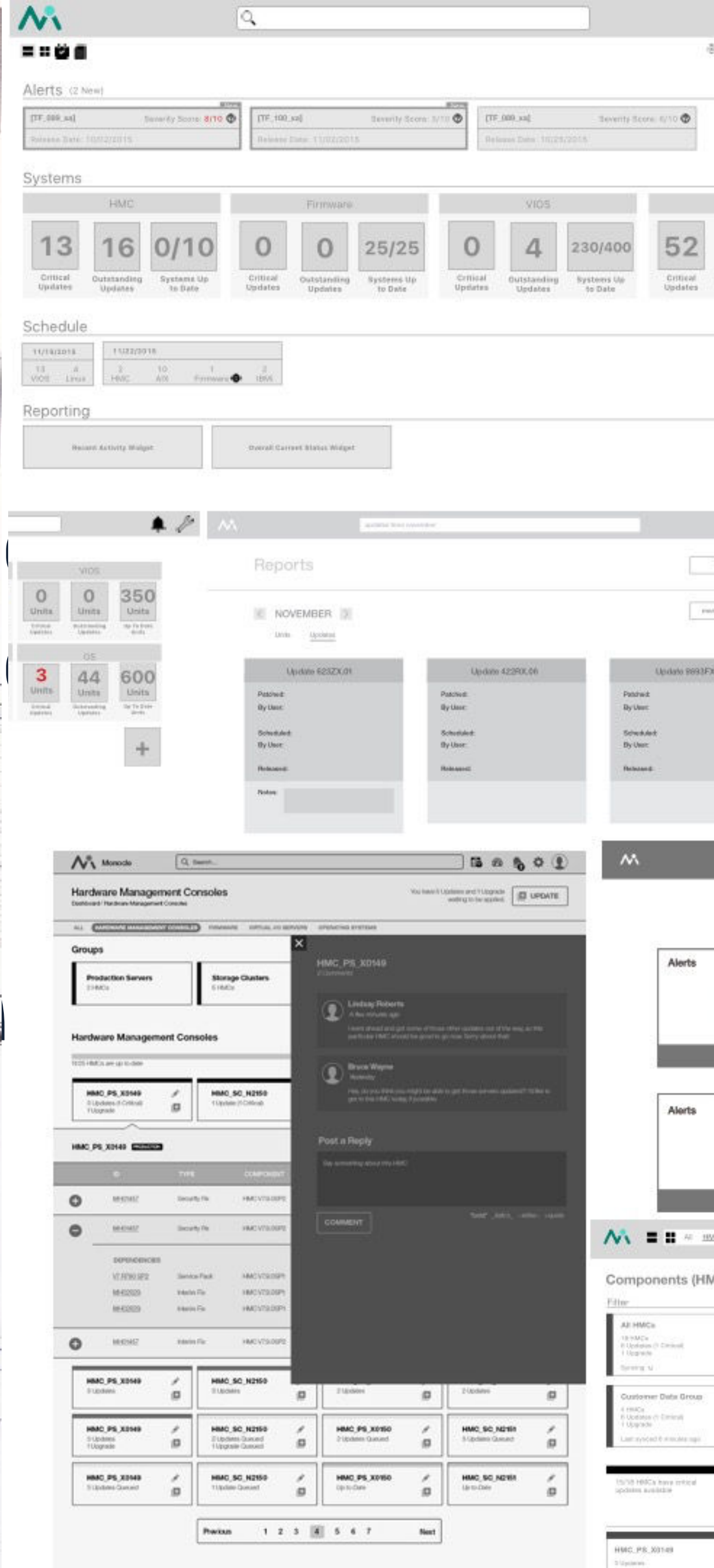
Provides data to manager for audits

lots of research to determine if a patch is needed

avoids downtime

Asks but line exec when to install

Checks it & checks it twice



by hard

MIN.

Only tell me stuff when I NEED to pay attention to it.

do i need to update this system to apply this patch?

I have to update every thing one by one.

let's get this done simply without causing new problems

Not getting the best source

I only care about patches that affect me

Does this security issue affect me + my servers?

"Another patch meh..."

"Security patch! Need to get this done!"

How do I sort through all this documentation?

Is there a way to classify all of this info?

Is there a patch for CVE?

AM I AFFECTED?

"Never touch a running system"

I have things to do, I this

SAYS

DOES

Runs around to different HMCs to patch servers

Only updates when absolutely necessary.

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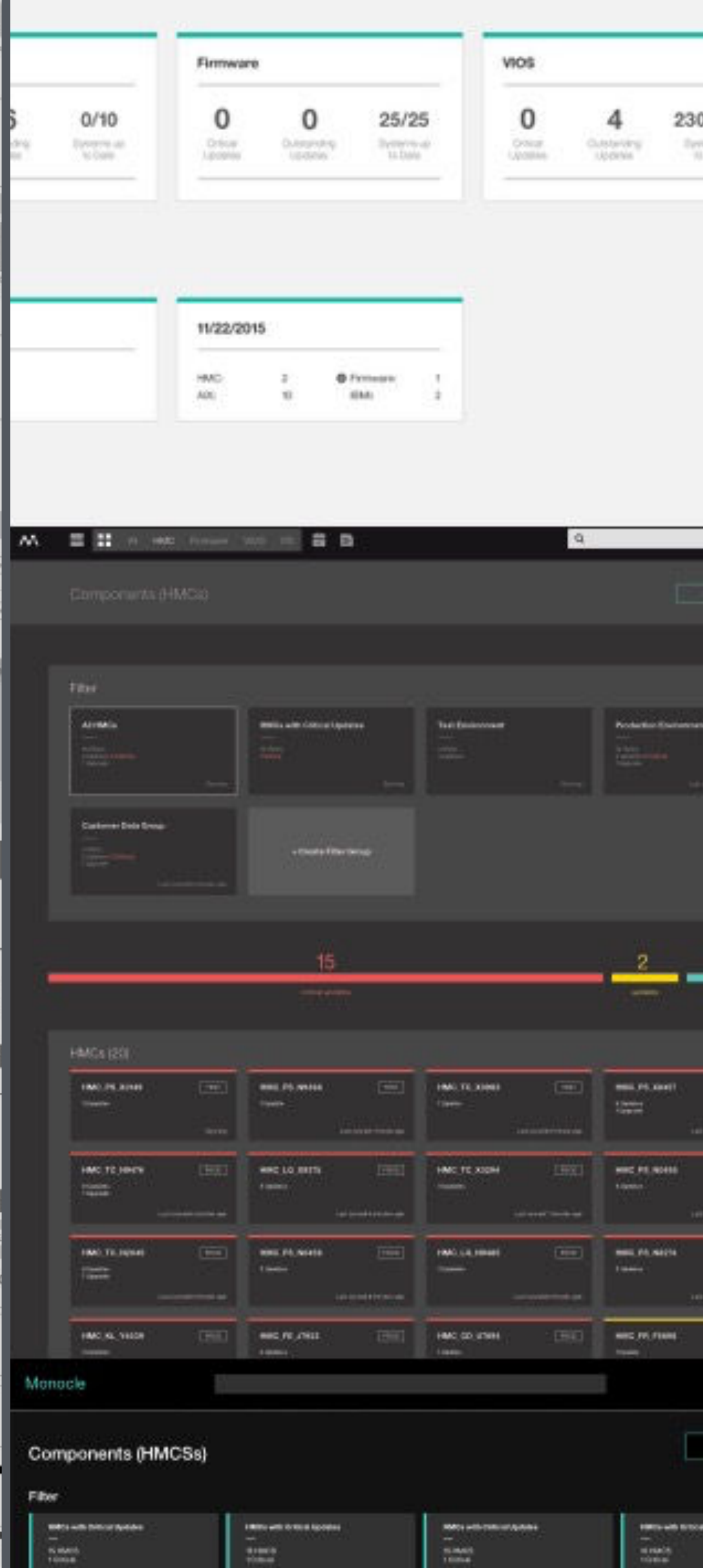
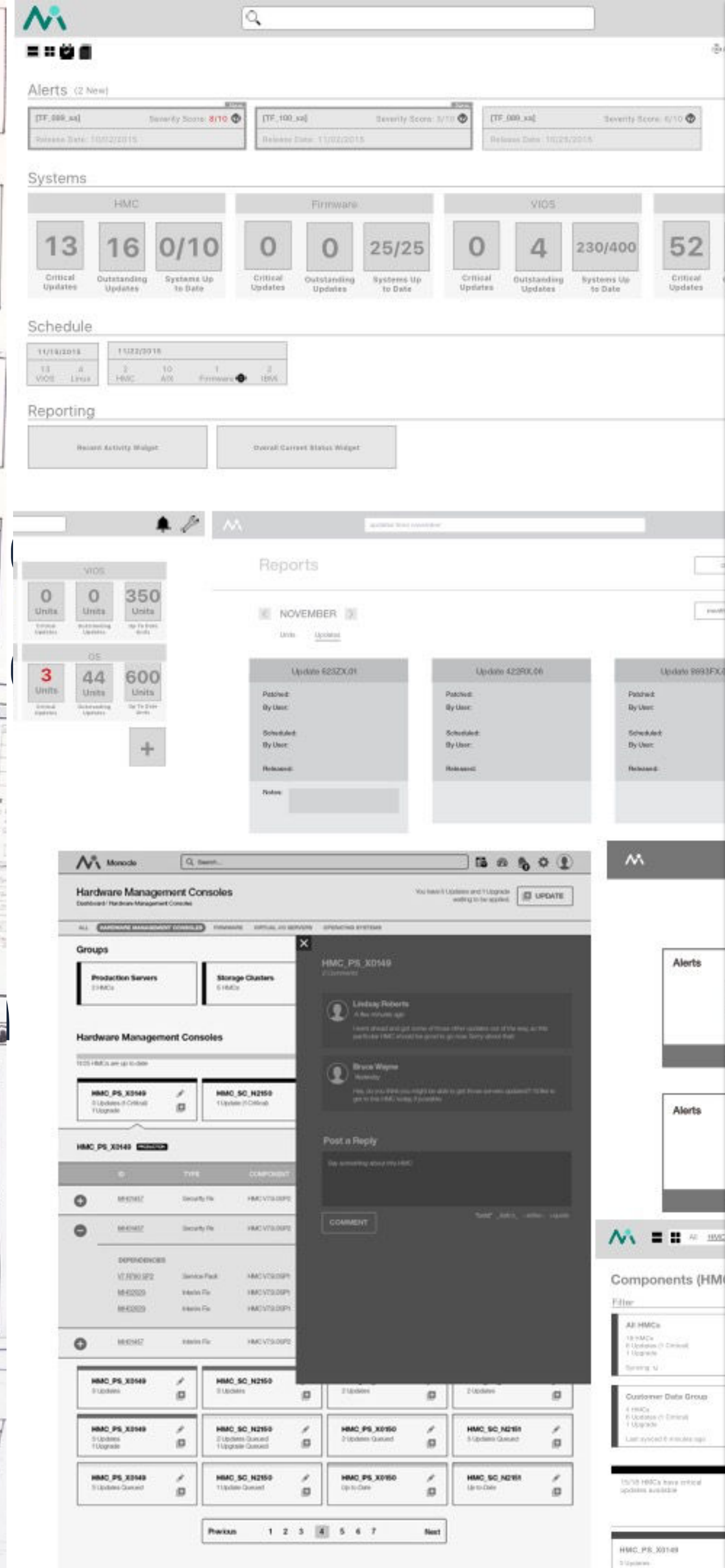
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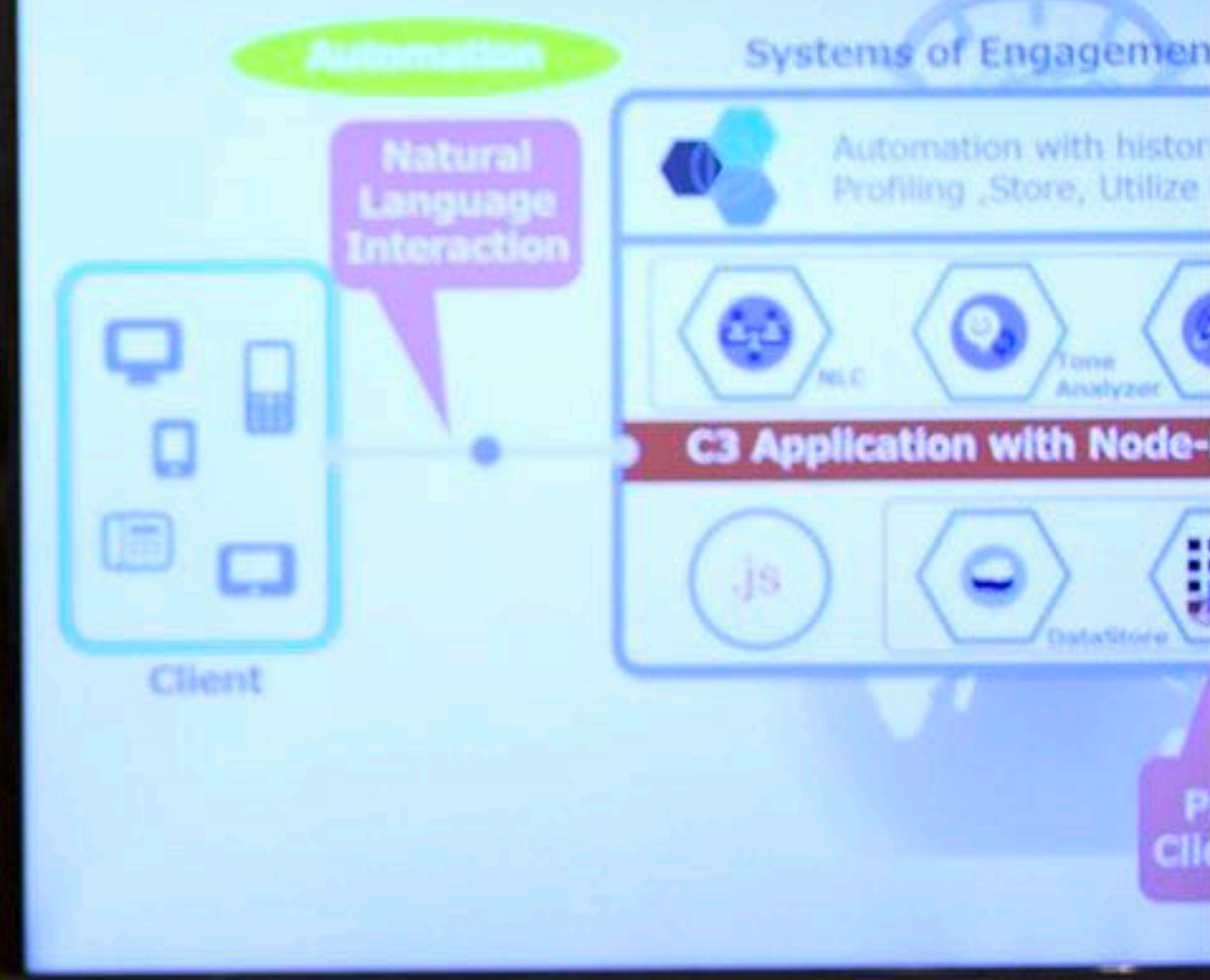
Asks bu line exe when to install

Checks it
↓
Checks it twice



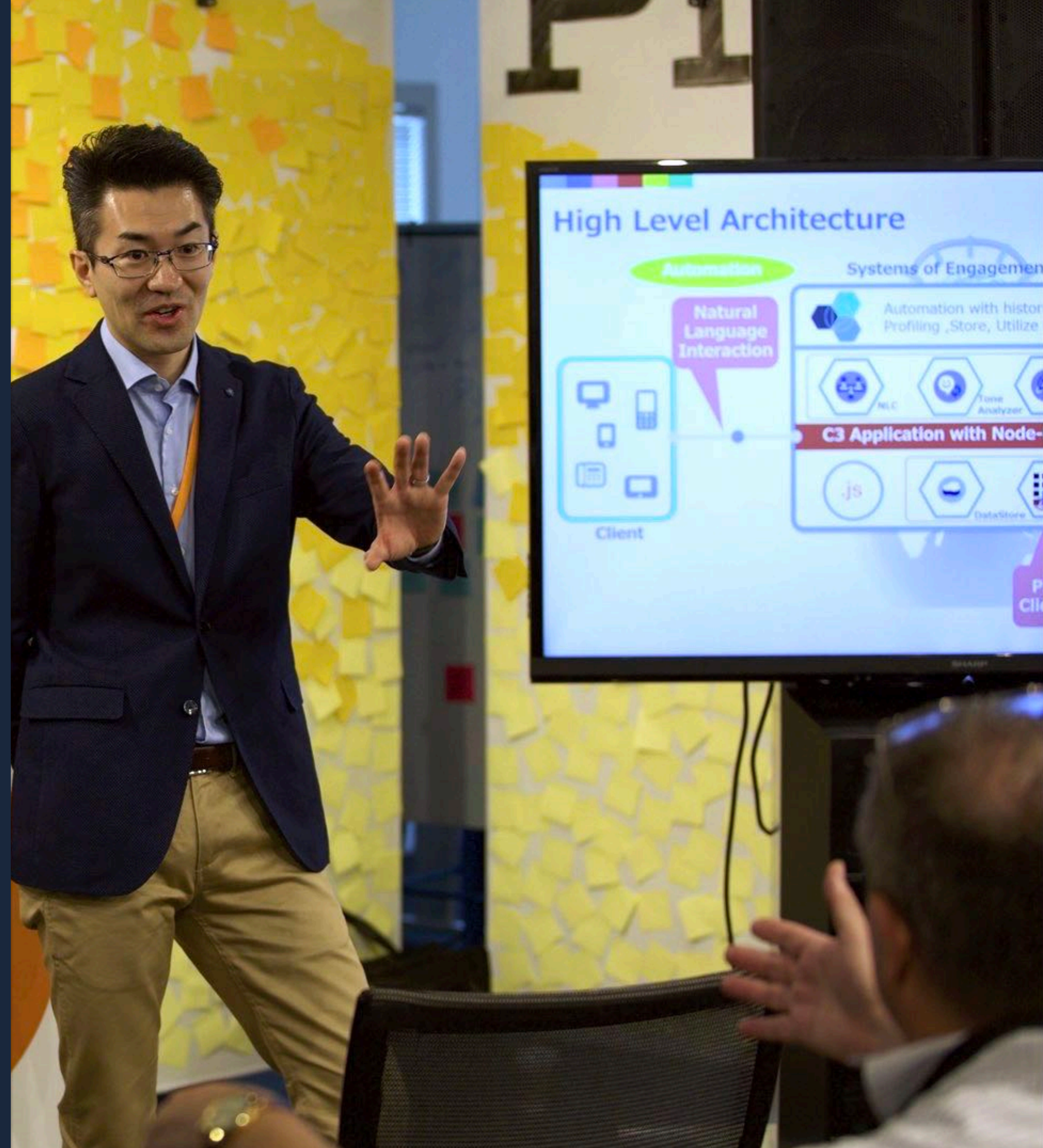


High Level Architecture





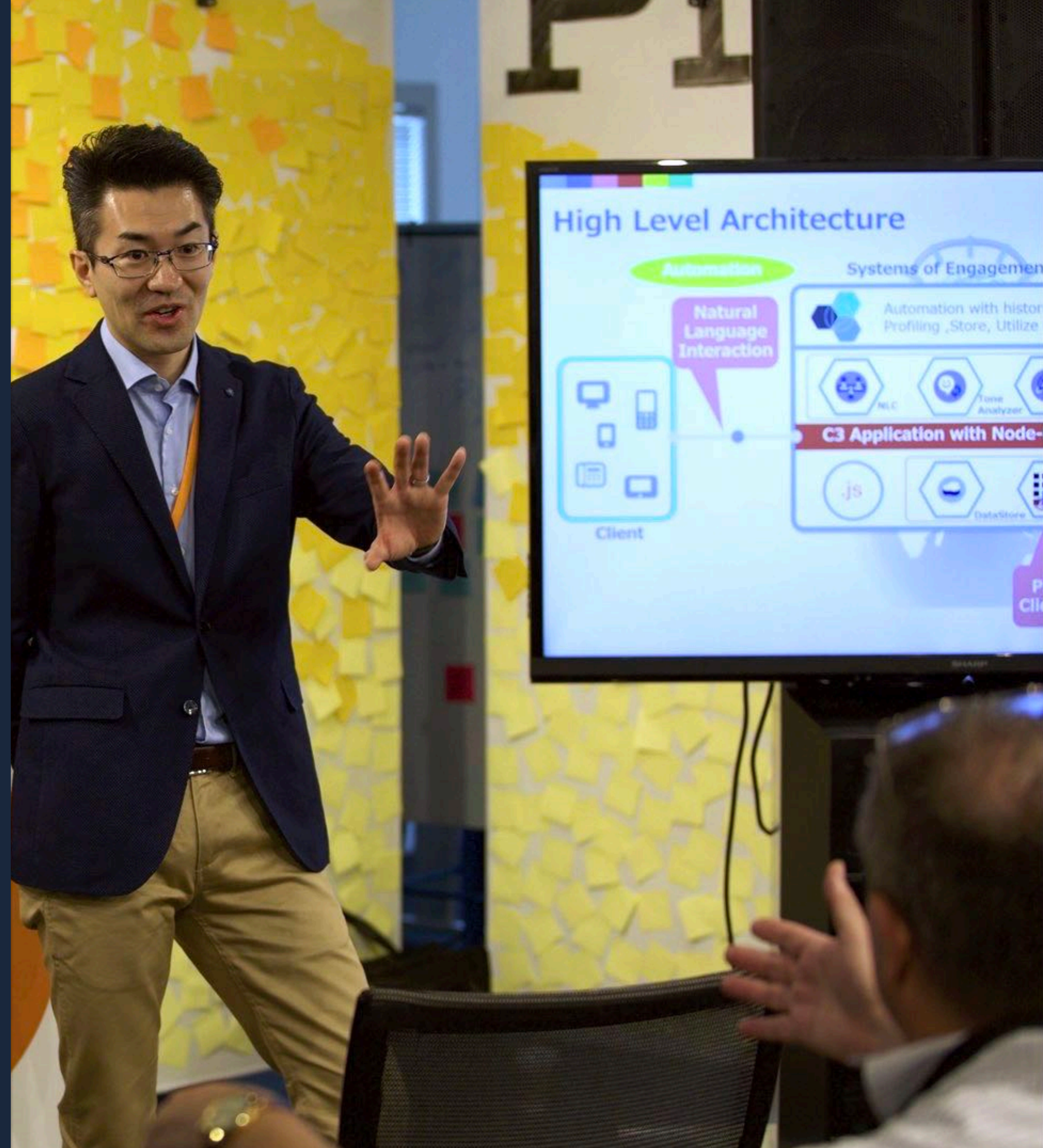
**Reflecting is
about converging
on a point of view.**





**Reflecting is
about converging
on a point of view.**

Playbacks



**Two pizzas
won't do**

Who. Specific user or class of users

What. Specific user enablement

Wow. Specific & differentiating value to the user

A procurement manager
can change buying strategies
based on global market
conditions, as fast as social
media reveals them.

The background of the image is a close-up of a wall made of horizontal wooden planks. Mounted on this wall is a large, dark-colored logo that reads "IBM Design". The "IBM" part is in a bold, sans-serif font, and "Design" is in a script font. Overlaid on this background is a white text block.

**Creating a sustainable culture of
design and design thinking at IBM.**

The background of the image is a close-up of a wooden wall made of horizontal planks. Mounted on the wall is the 'IBM Design' logo. The 'IBM' part is in large, dark, three-dimensional block letters. The word 'Design' is in a smaller, dark, sans-serif font, also appearing to be mounted on the wall. Overlaid on this background is a white text block.

Creating a **sustainable** culture of
design and design thinking at IBM.

Career tracks for designers and design leaders.

IBM Fellow

band D
Distinguished Designer

Operational Lead

Division

band 10
Design Principal

Operational Lead

Pillar

band 9
Product Design Lead

Team Lead

Multiple Projects
Responsibility: Lead

band 8
Sr. Designer

Exposure: Focused on 1 or 2 project
Responsibility: Mentor

band 7
Staff Designer

Exposure: Focused on 1 project
Responsibility: More, Solo

band 6
Designer

Exposure: Focused on 1 project
Responsibility: Constrained

Execs
Teams

Products

Services

CIO & HR

Sales

Tools, Practices & Community

Execs

Teams

Products

Services

CIO & HR

Sales

Design Principals
and Design Managers

Craft & leadership

Tools, Practices & Community

Execs
Teams

Products

Distinguished Designers
and Directors

Design Principals
and Design Managers

Craft & leadership

Services

Directors

Design Principals
and Design Managers

Craft & leadership

CIO & HR

Design Principals
and Design Managers

Craft & leadership

Sales

Tools, Practices & Community

Execs
Teams

Products

Fellow and VPs

Distinguished Designers
and Directors

Design Principals
and Design Managers

Craft & leadership

Services

VP

Directors

Design Principals
and Design Managers

Craft & leadership

CIO & HR

Directors

Design Principals
and Design Managers

Craft & leadership

Sales

Design Principals
and Design Managers

Craft & leadership

Tools, Practices & Community

Every IBMer
can follow a curated journey
to become a badged
IBM Design Thinker.

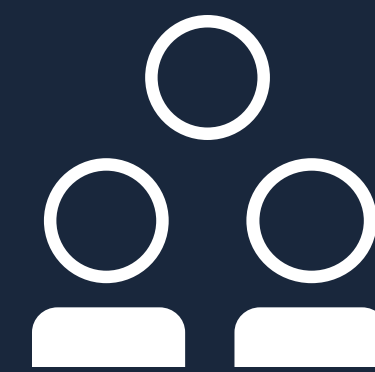
Elevating three concepts.



BADGES

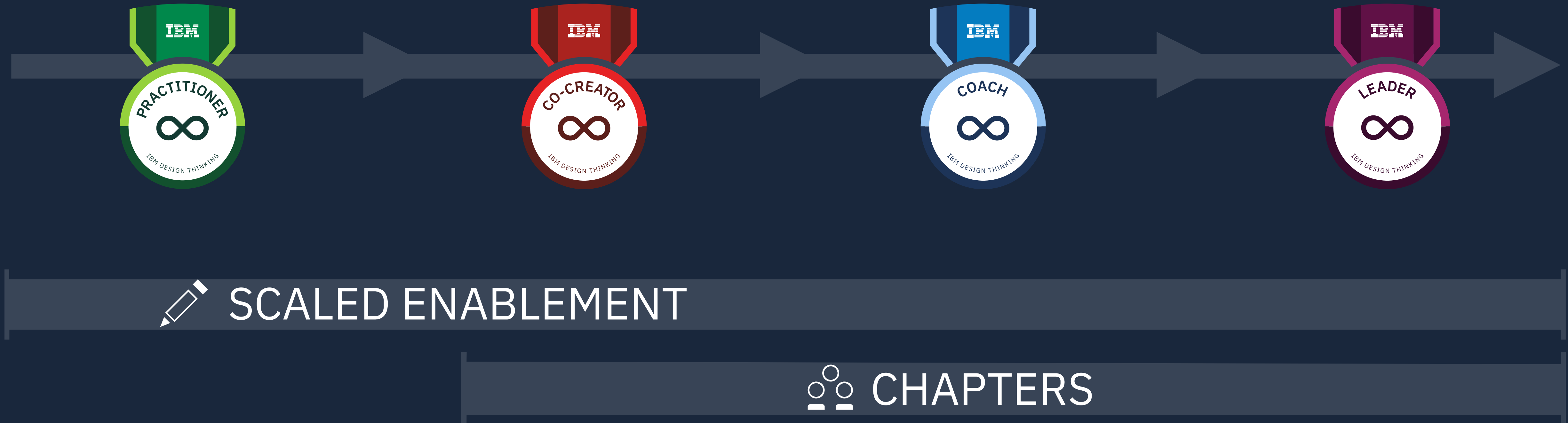


SCALED ENABLEMENT



CHAPTERS

Elevating three concepts.



**From 7 teams in 2013
to hundreds of teams,
and ninety thousand IBMers today**

The New York Times



6 ECONOMIC VIEW

A three-page tax code? Not likely. BY JOSH BARRO

3 WORKSPACE

A Seattle chief executive brings the outside inside.

INVESTING | INNOVATION | JOBS



7 VOCATIONS

To win a seal of approval, products need to get past her.

6 STRATEGIES

Pfizer: boldly cutting its tax bill. BY JEFF SOMMER

Sunday Business



Setting Free the Squares

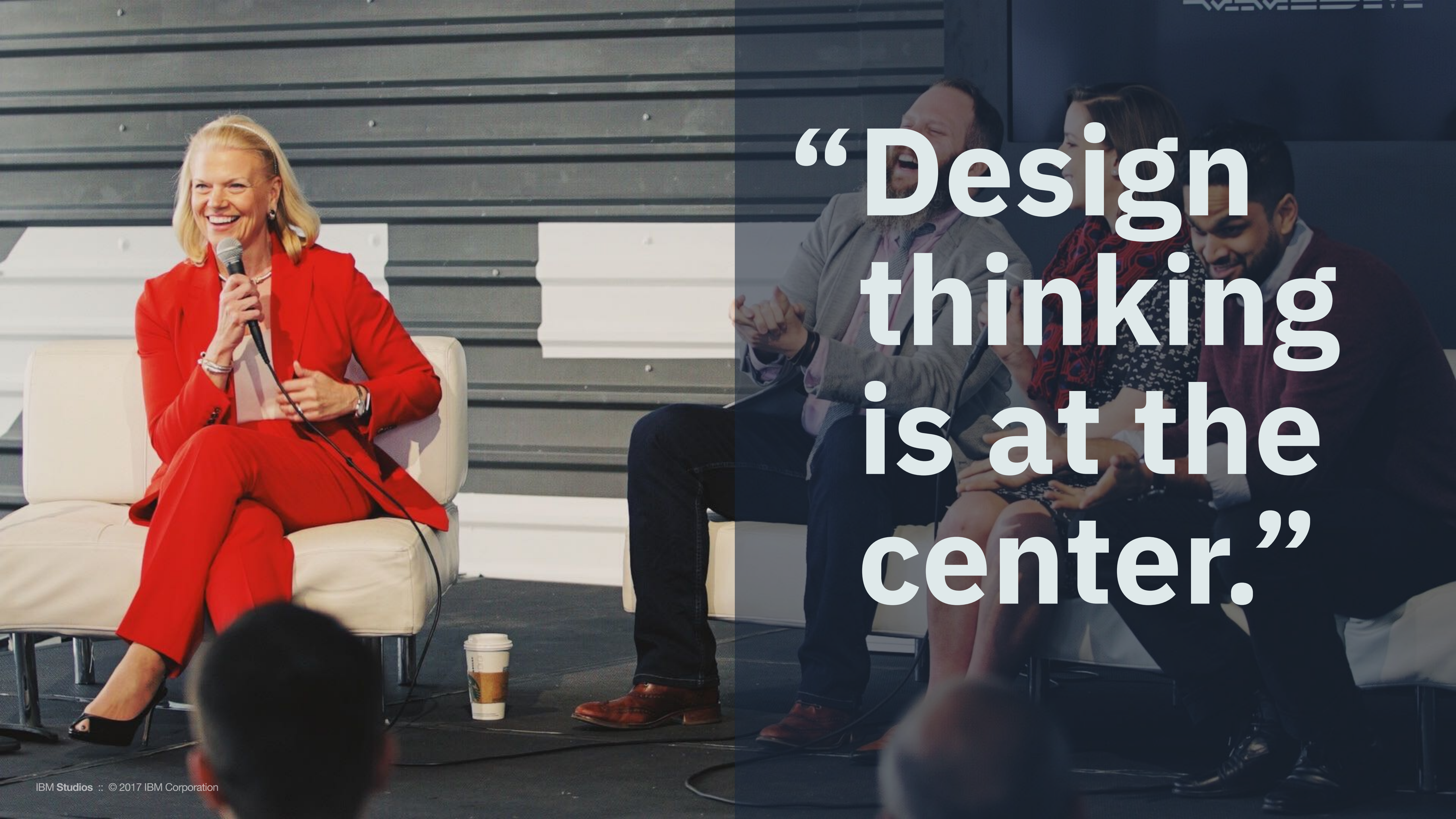


IBM is challenging its stodgy reputation by hiring thousands of designers and turning them loose on...

In the past, we
changed what we
were working on ...

Now, we're
changing how we
work."





“Design
thinking
is at the
center.”

Power

A hand holds a large, black camera lens. The lens is split vertically: the left half shows the hand and the lens's internal elements, while the right half is a solid dark blue-grey. In the center of the lens, a small, circular inset shows a close-up of a person's face, smiling broadly. The text "Focusing on Empathy for Users" is written in white, bold, sans-serif font across the right side of the lens.

Focusing on Empathy for Users



Driving Effective Multidisciplinary Collaboration

Application



It's Team Sport - Pervasive Deployment



**Activate by
Doing not
just Learning**



Pitfalls



Seeing Design Thinking AS Workshopping



