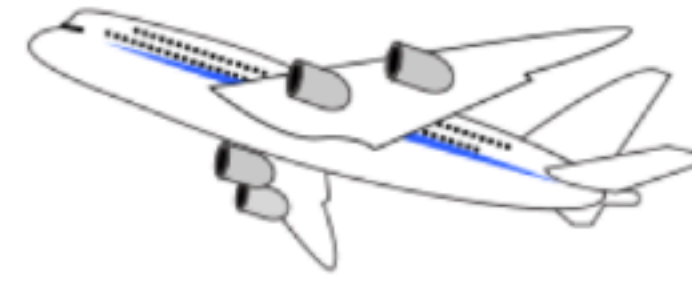10,000 - 1,001 feet
The Big Picture - integrated view
of company's entire offering;
brand characteristics
(5% of team effort)

1,000 - 101 feet
Strategy - requirements; briefs;
desired results; planning; vision;
campaign concepts
(15% of team effort)

100-11 feet
Structure - flows; service blueprints; architectural renderings, wireframes;
wayfinding; navigation; brand standards and guidelines; visual language
(40% of team effort)

10-1 feet
Surface - typography; color; layout; interface design; spacing; animation;
transitions; CMF (color, materials, finish) (40% of team effort)

From *Org Design for Design Orgs* by Peter Merholz and Kristin Skinner (O'Reilly, 2016).

Informed by Jesse James Garrett's classic *The Elements of User Experience* (New Riders, 2010) strategy, structure, and surface layers

On post-its write

1. one thing that bugs you about "strategy"

2. one thing you hope to get out of this session

3. one question you'd like answered

Write each one on a separate post-it
Share them with your neighbour