

# IBM Design Thinking





“Good design is good business.”

— Thomas Watson Jr., 1973

“There’s one key to our future growth:  
the client experience.”

— Ginni Rometty

IBM Design Thinking is a framework for  
delivering great user experiences  
to our clients.

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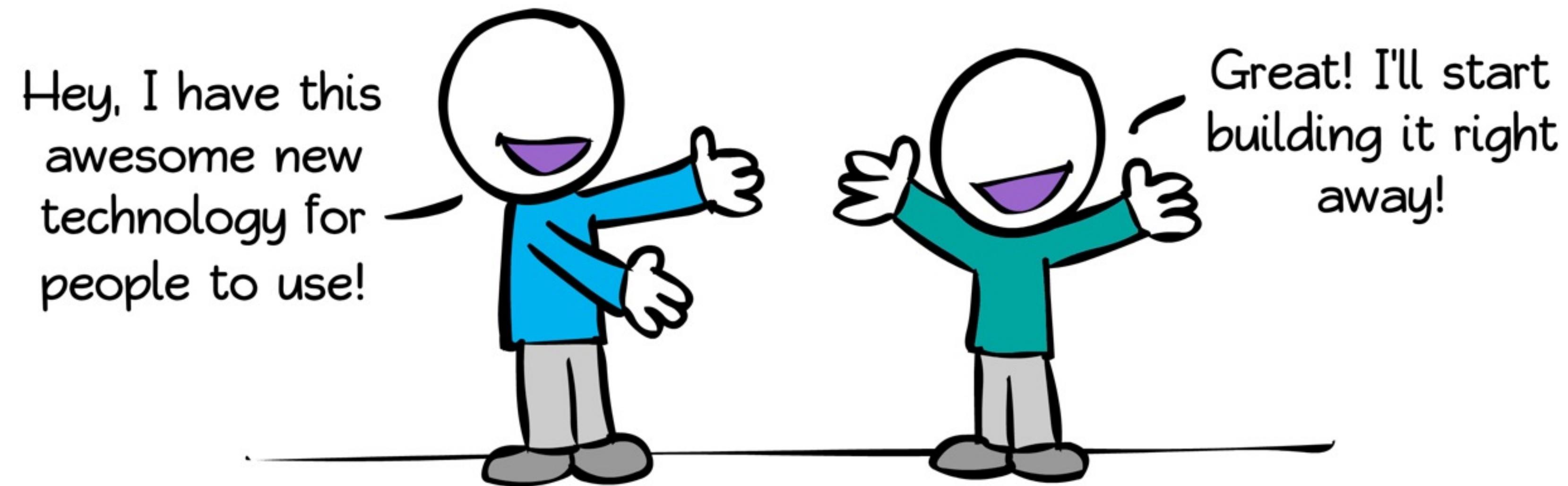
**This is not a user experience**



This is a user experience

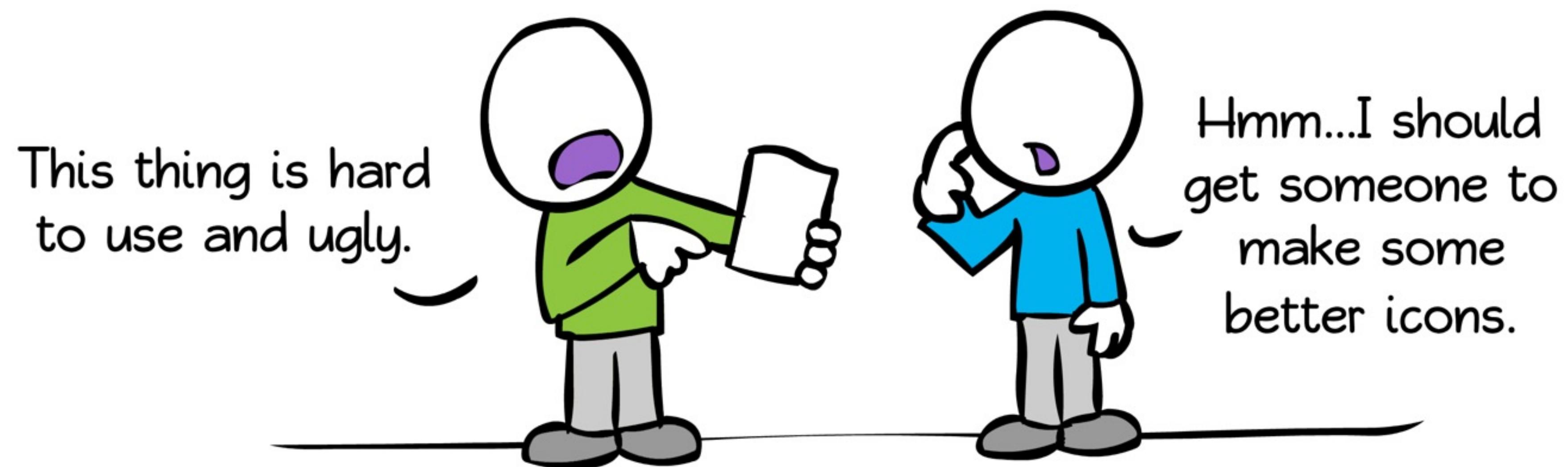


# When we forget the user experience



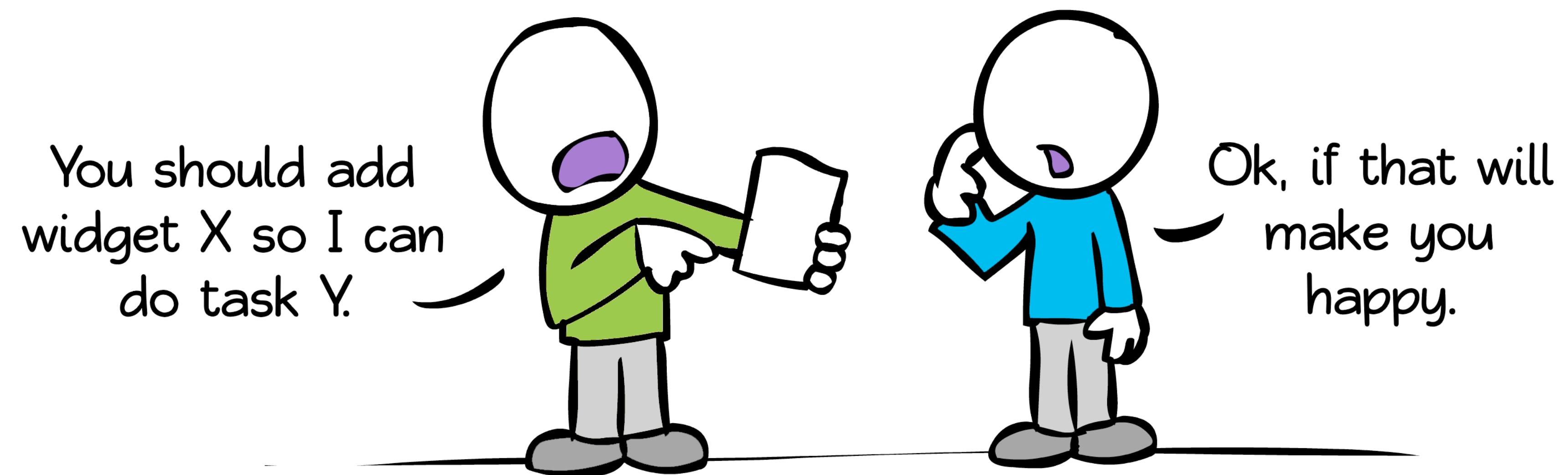
Jessica Ramirez  
Designcamp Alumna, SWG  
[w3-connections.ibm.com/blogs/blargh](http://w3-connections.ibm.com/blogs/blargh)

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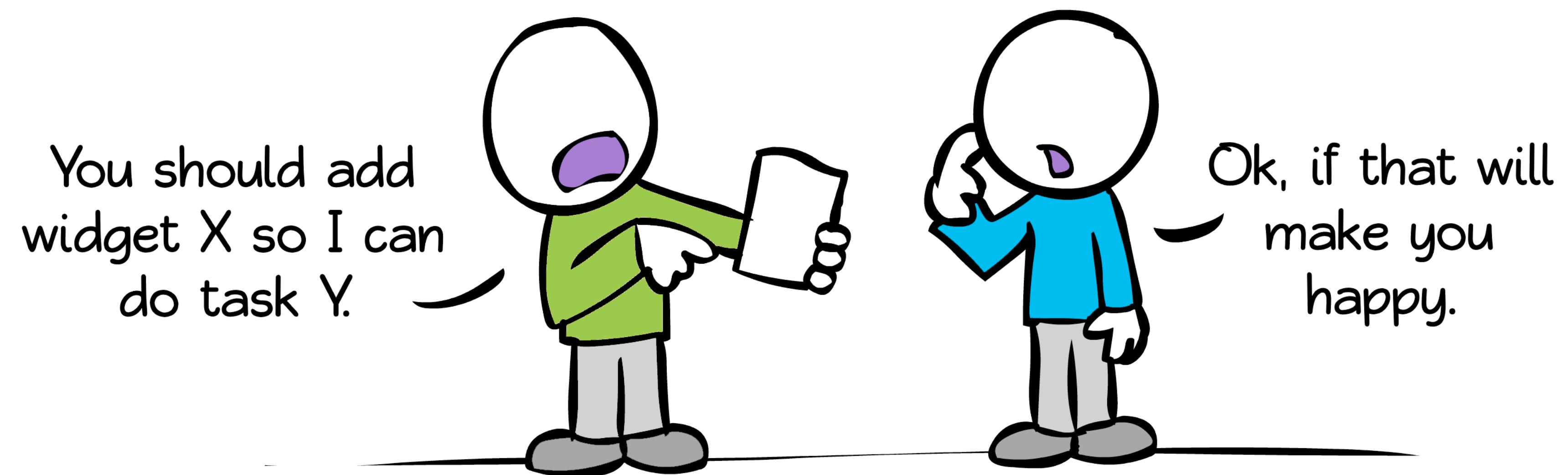
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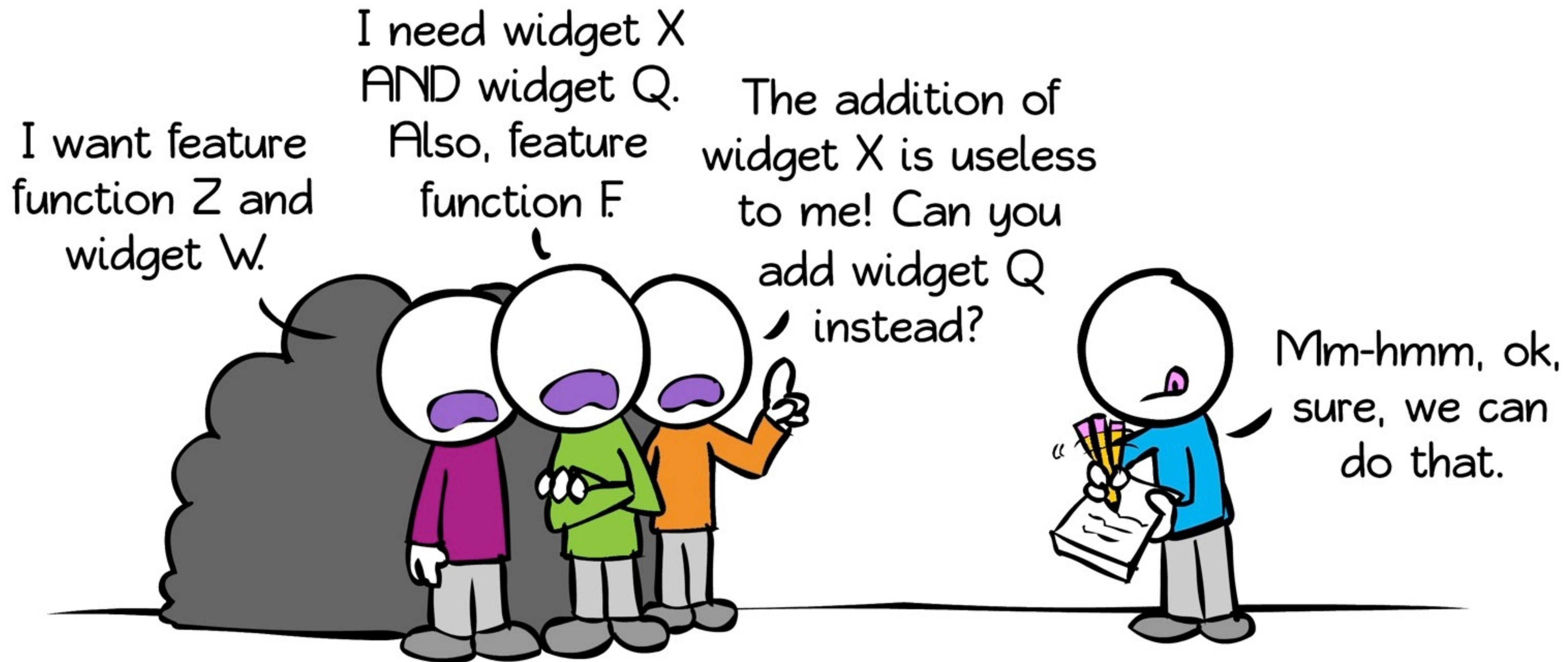
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# IBM Design Thinking

# Principles and Core Practices



## Invest for Market Outcomes

**Hills** focus your project on big problems and outcomes for users, not just a list of feature requests



## Envision the User Experience

**Sponsor Users** help you design experiences for real target users, rather than imagined needs



## Collaborate, Align, Engage!

**Playbacks** align your team, stakeholders, and clients around the user value you will deliver, rather than project line items



## Hills frame your releases around user-centric market outcomes, not feature requests

 Deliver a custom Connections community template to allow agile teams to collaborate on client projects

 A GMU-based sales leader can assemble an agile response team from across IBM in 24 hours without management involvement  
(Deliver by November 2013)

Example from an internal project



## Hills frame your releases around user-centric market outcomes, not feature requests

Who    What    Wow

X Deliver a custom Connections community template to allow agile teams to collaborate on client projects

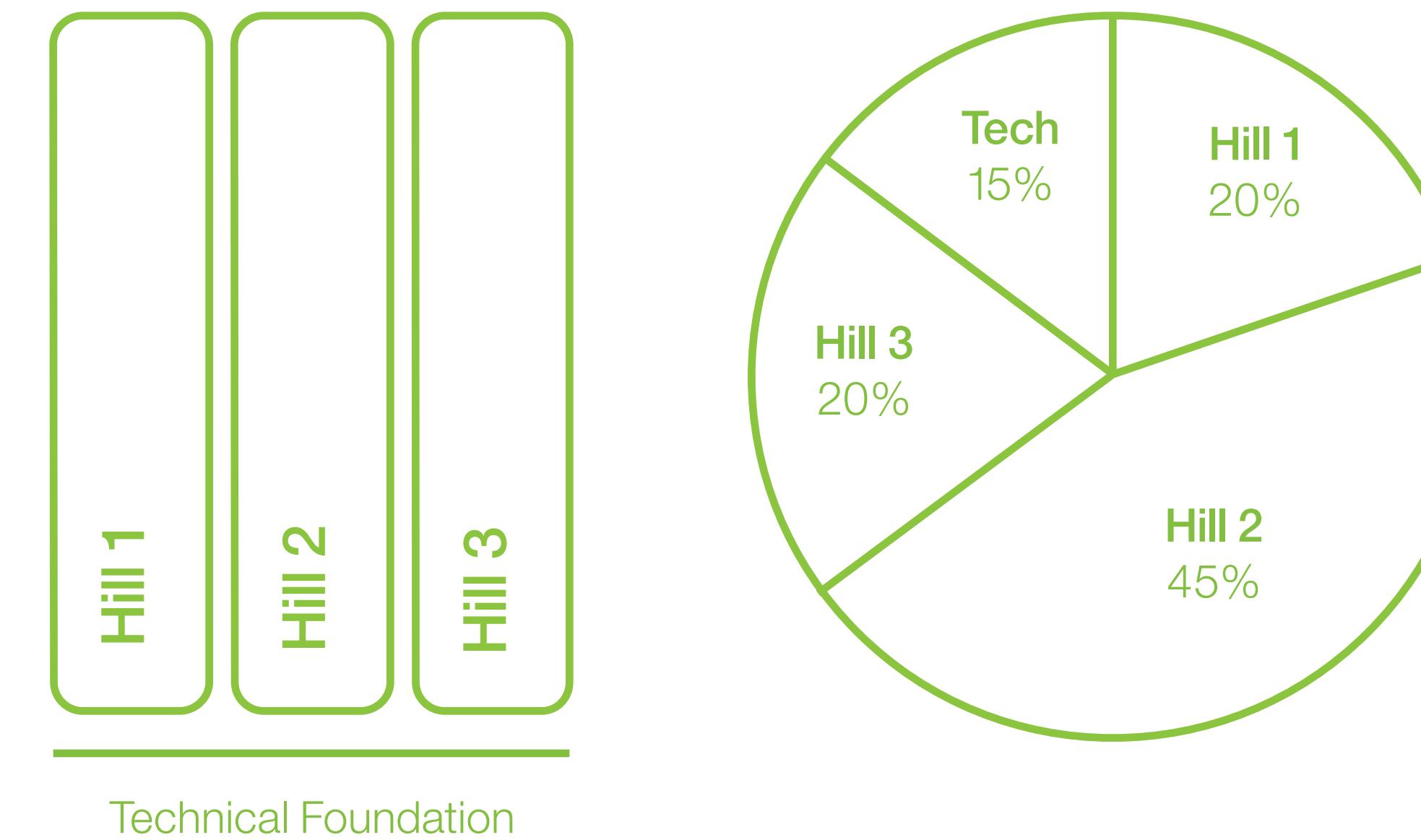
✓ A GMU-based sales leader can assemble an agile response team from across IBM in 24 hours without management involvement

(Deliver by November 2013)

Example from an internal project



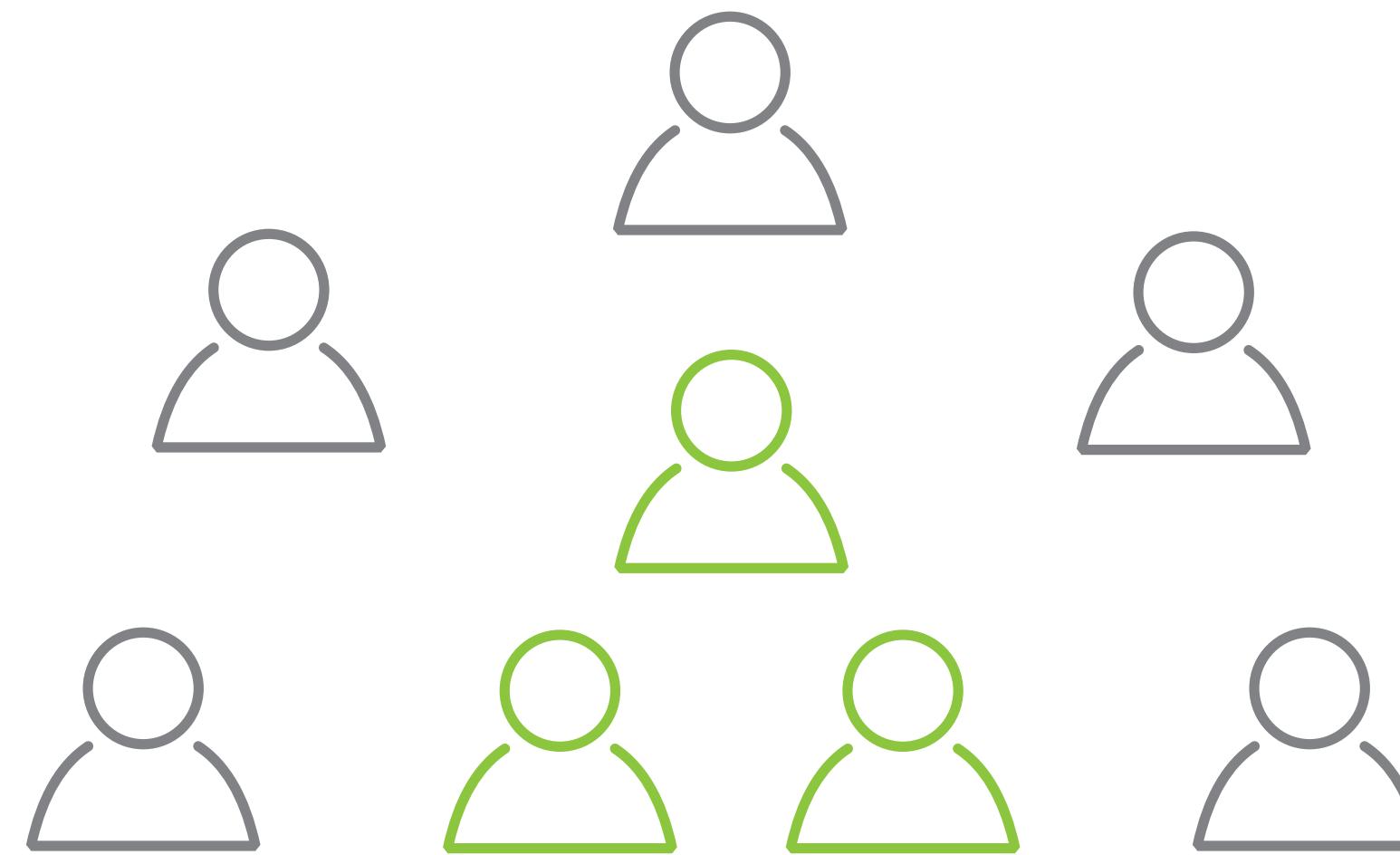
Invest resources across three Hills + a Technical Foundation to combat arbitrary features and reallocation



# Sponsor Users



Sponsor Users bring your team deep domain expertise around edge-case usage



■ Sponsor Users

■ Field research and personas

# Sponsor Users



Sponsor Users can come from  
clients, partners, or IBM

Hill	Organizations	Sponsor Users
1	Welch Allyn Del Monte BigInsights Team (IBM) IBM Tech Sellers	Amy Dawson Rich Hewer Jason Hu Kim Easton
2	BigInsights Team (IBM) Tivoli Team (IBM)	Phil Johnson Stacy Hughes
3	NARA (Large Database) Wind River and Verizon (Oracle WCC) Expertise Locator (IBM Connections)	Raj Khanna Ricardo Alvarez Rick Washington

Example from Data Explorer

# Playbacks



Playbacks align teams and stakeholders, clients, and prospects around stories that show the value of your offering

## Hills

- 1 An application engineer can deploy the company's 1st 360° big data application in less than 8 weeks with out-of-the box capabilities.
- 2 A software engineer can embed Data Explorer's indexing & search capabilities at the API level for a new big data application running across 10s of terabytes of data.
- 3 A customer service manager can see a single, secure view about the company's customers & products, pulling data from large databases (over 10s of TB), Oracle WCC and Connections.

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## Personas



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## Scenario

### Motivation:

Big Outdoors lost deals due to lack of timely information about products and existing customers. Customer Service Reps can't answer in a timely manner, which is having a major impact on customer retention.



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Example from Data Explorer

# Playbacks



The story evolves across milestone Playbacks  
with the team and stakeholders

## Hills Playback



# Playbacks



The story evolves across milestone Playbacks  
with the team and stakeholders

Hills Playback



Playback 0



# Playbacks



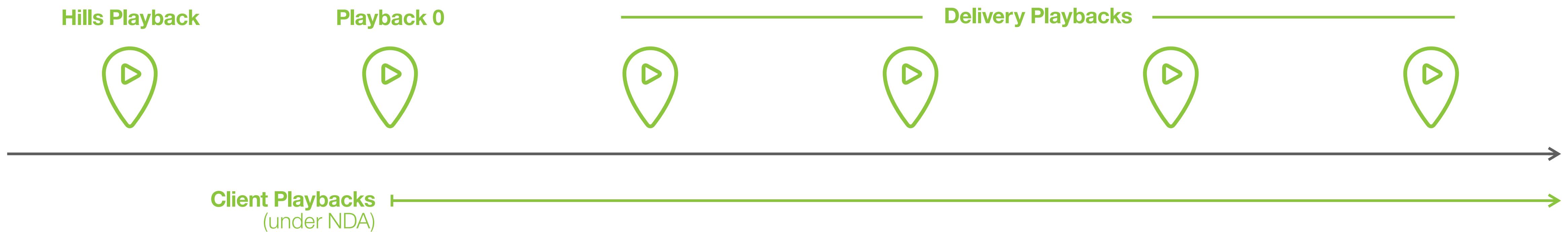
The story evolves across milestone Playbacks  
with the team and stakeholders



# Playbacks

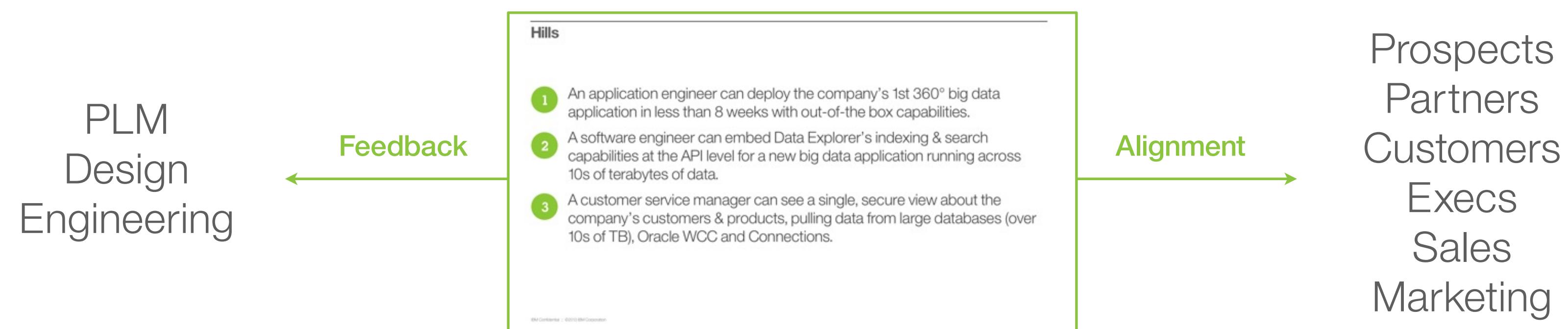


The story evolves across milestone Playbacks  
with the team and stakeholders



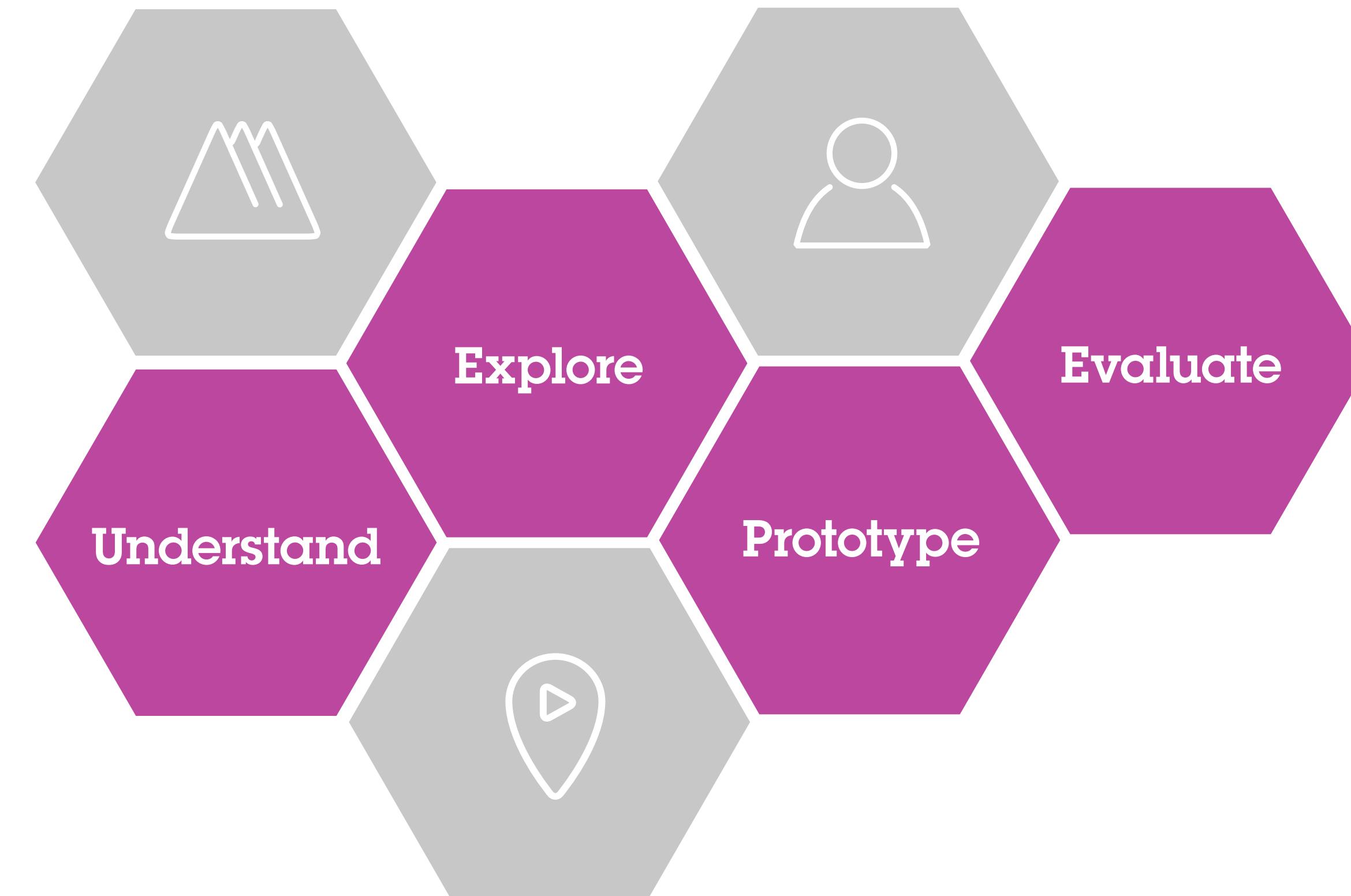


Client Playbacks communicate Hills and the user experience to clients, partners, and, prospects under NDA



The Client Playback deck can be delivered by sales, marketing, and execs to scale our PLM

# Design Thinking Methods



Design Thinking methods help you envision your user experience

“Designers [...] don't try to search for a solution **until they have determined the real problem**, and even then, instead of solving that problem, they stop to consider a wide range of potential solutions. Only then will they finally converge upon their proposal.

This process is called '**design thinking**.'”

—Don Norman

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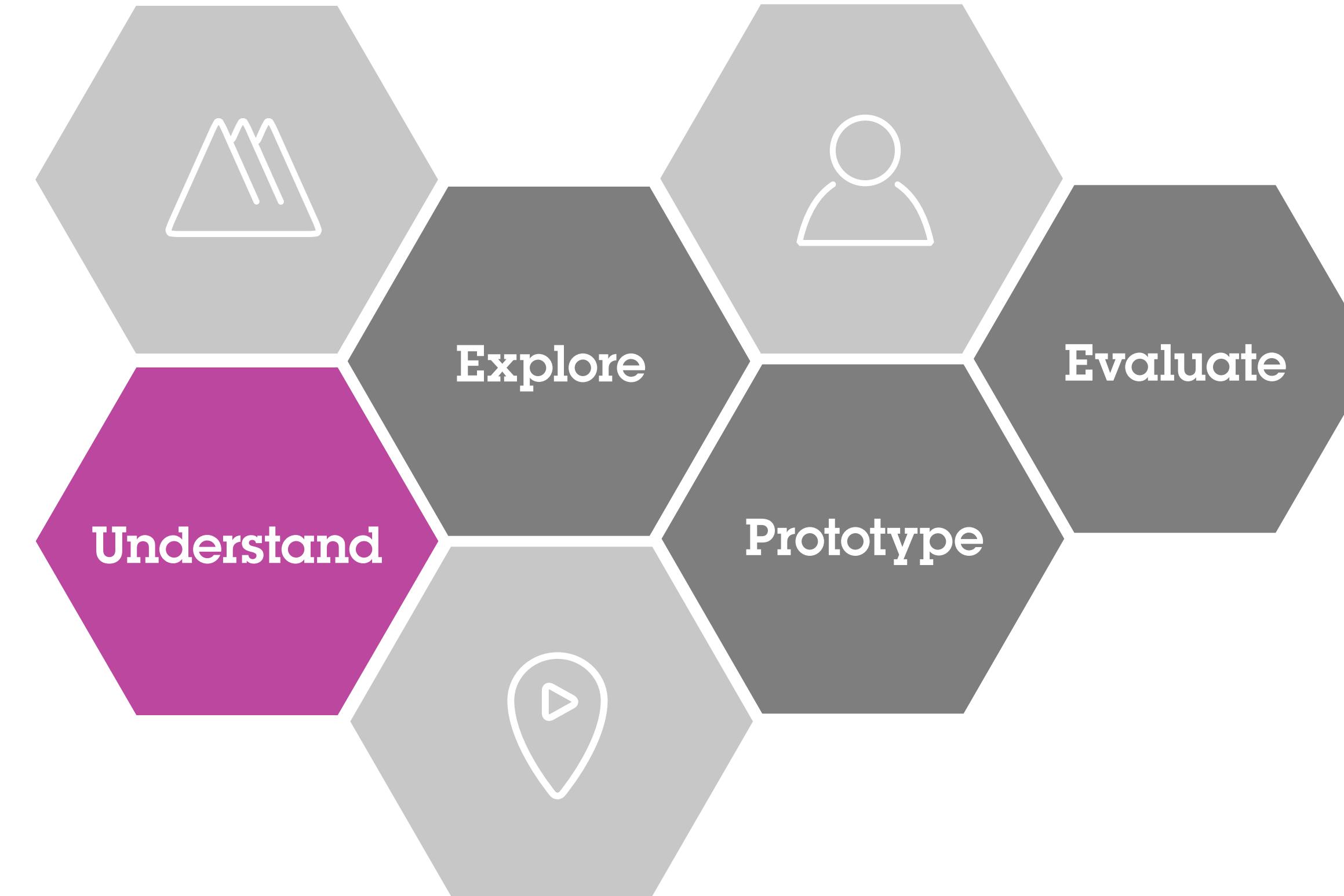
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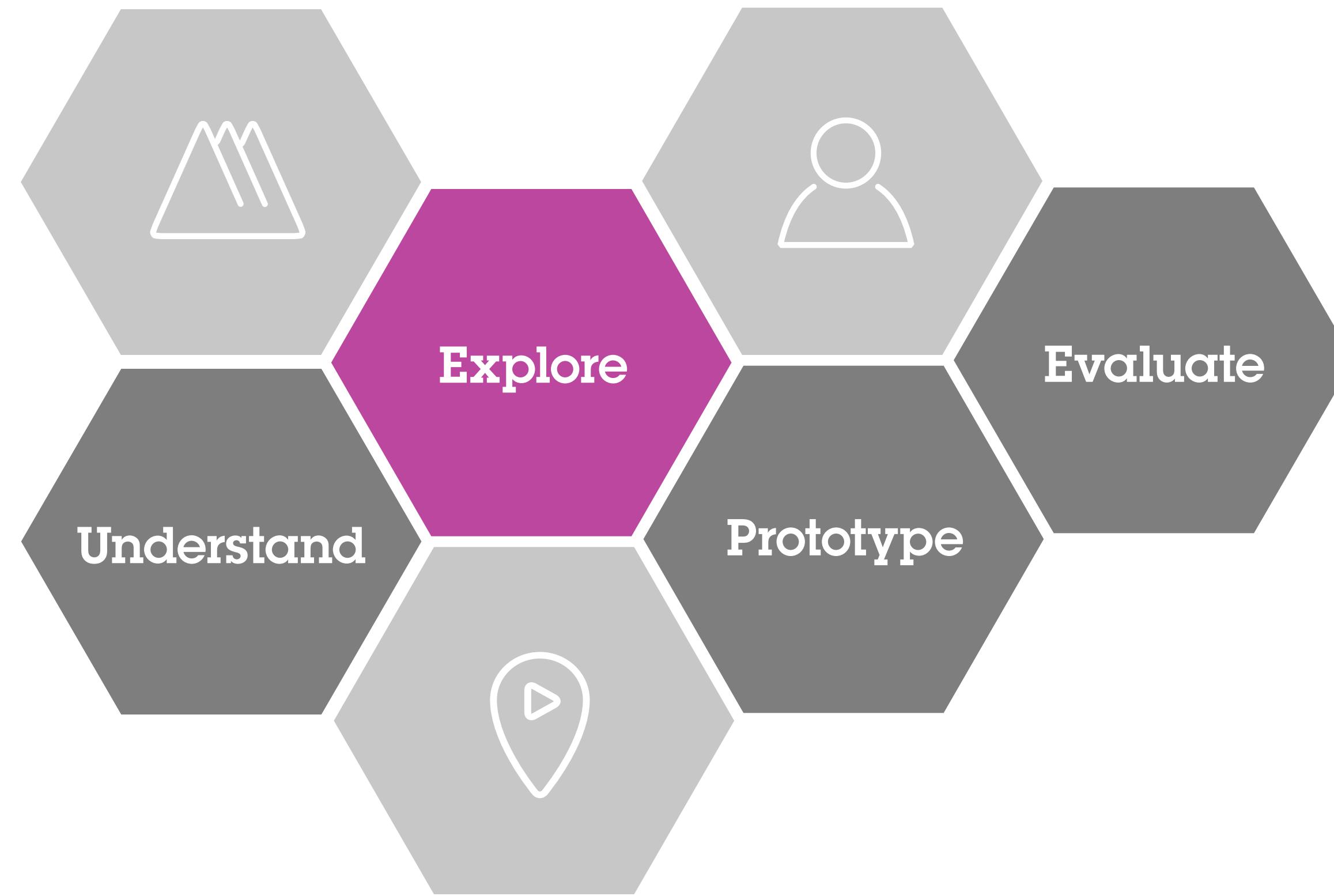
—Don Norman

# Getting to Playback 0



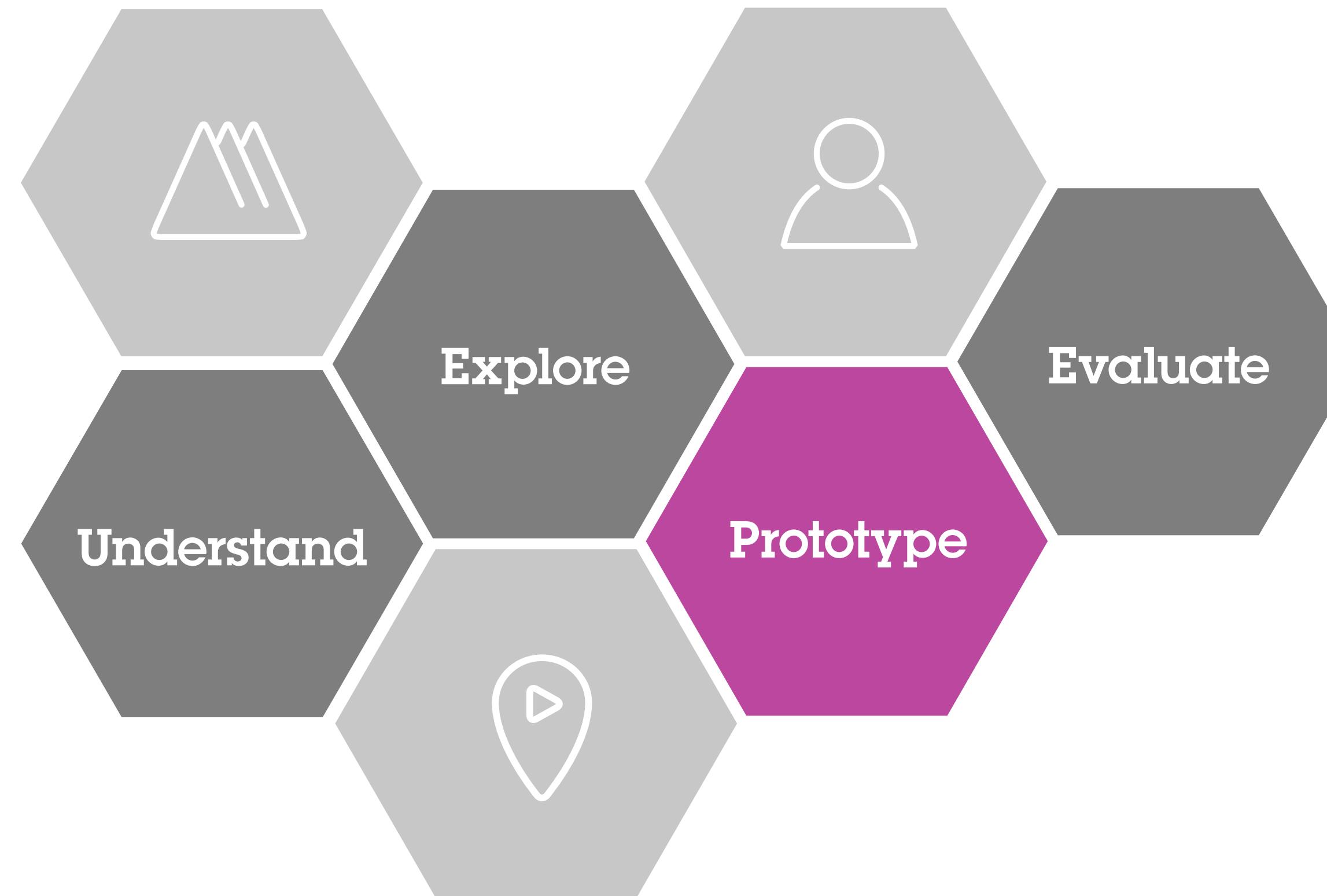
Generate personas and as-is scenarios

# Getting to Playback 0



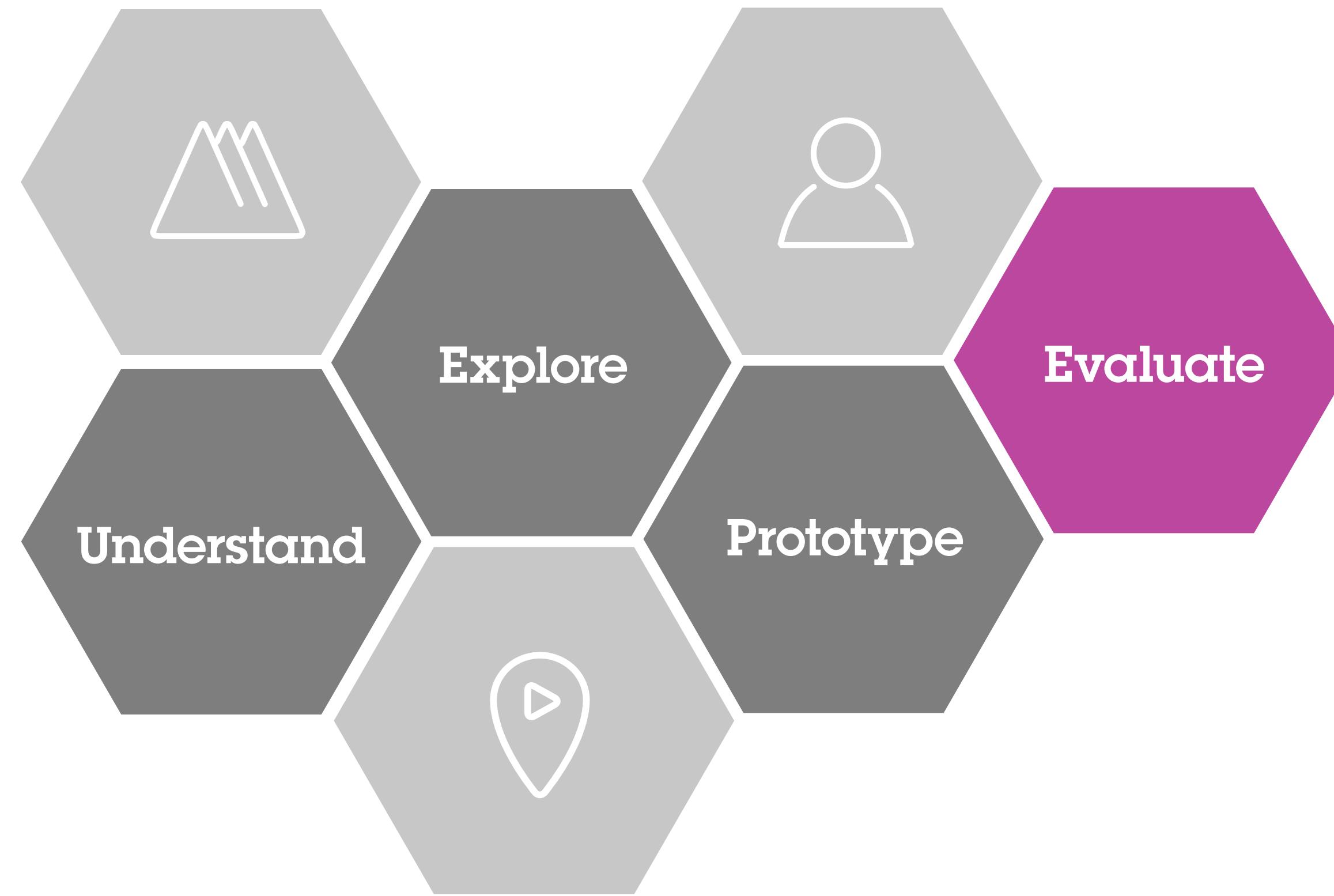
Generate to-be scenarios

# Getting to Playback 0



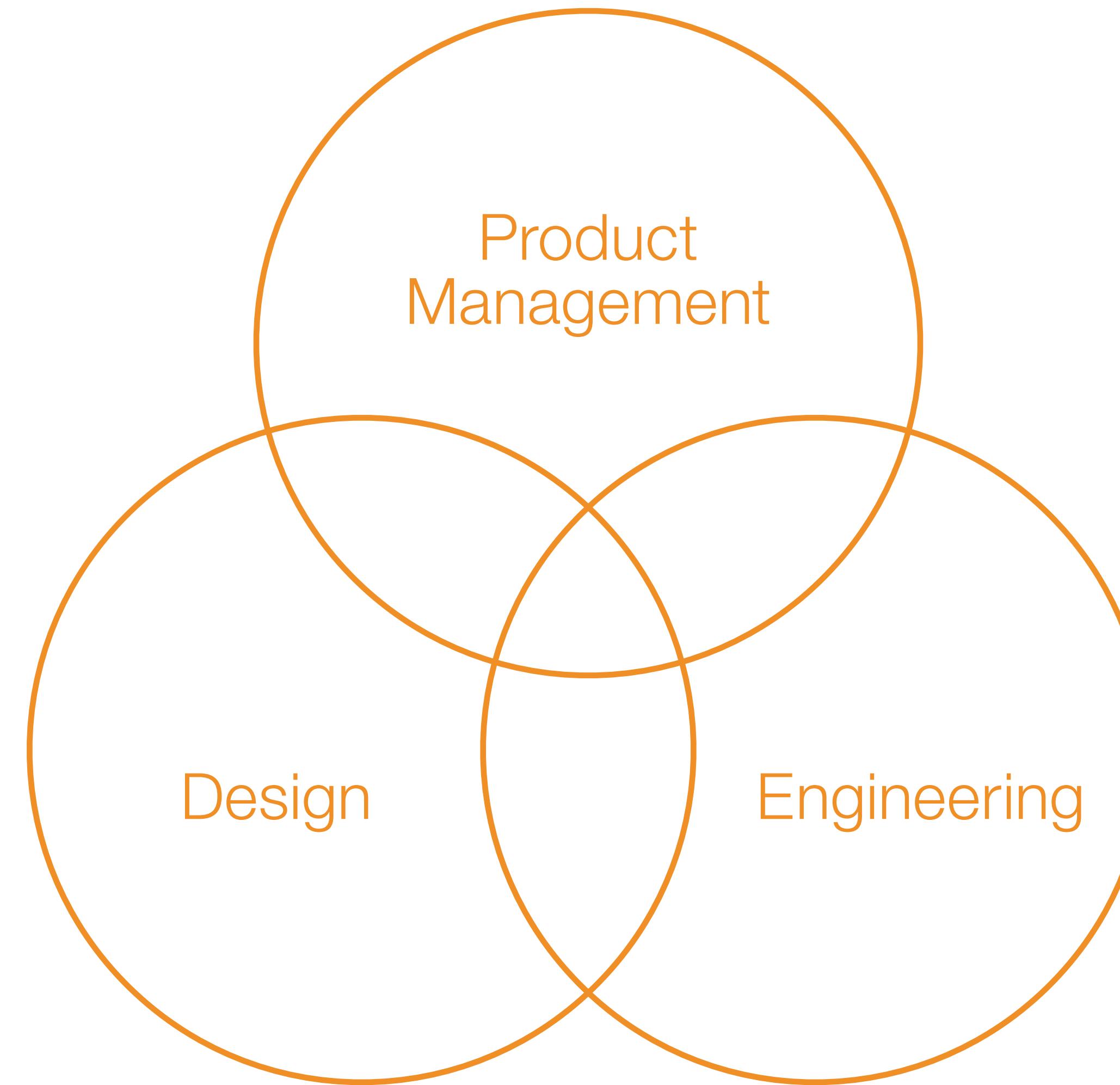
Generate wireframes and mockups

# Getting to Playback 0



Are we ready for Playback 0?

# Collaboration



# Brainstorm using Design Artifacts



Stakeholder Map



Empathy Map



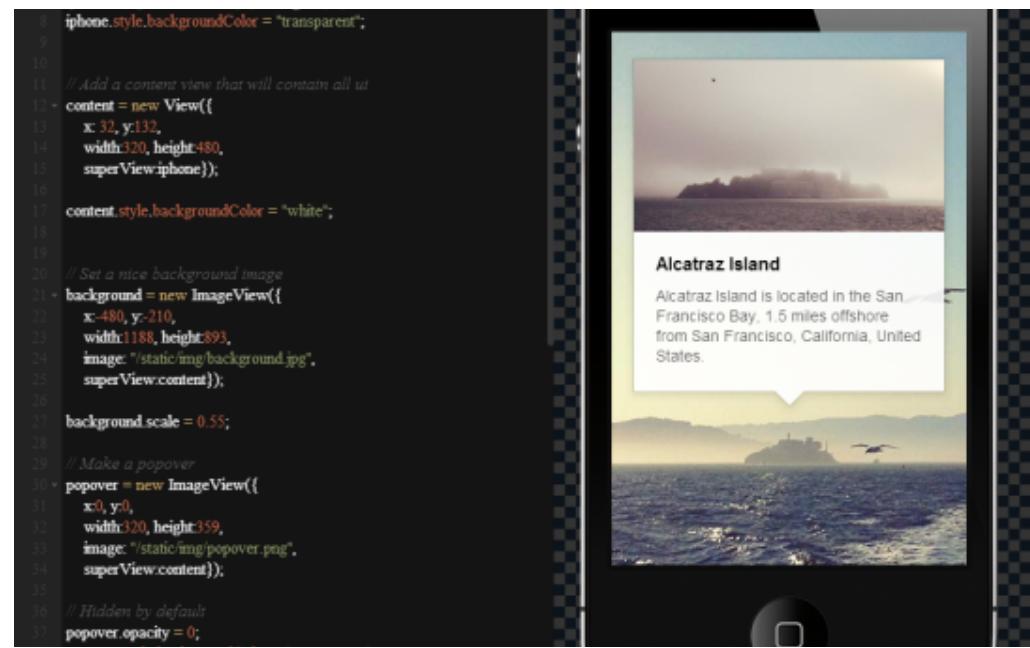
Scenario Map



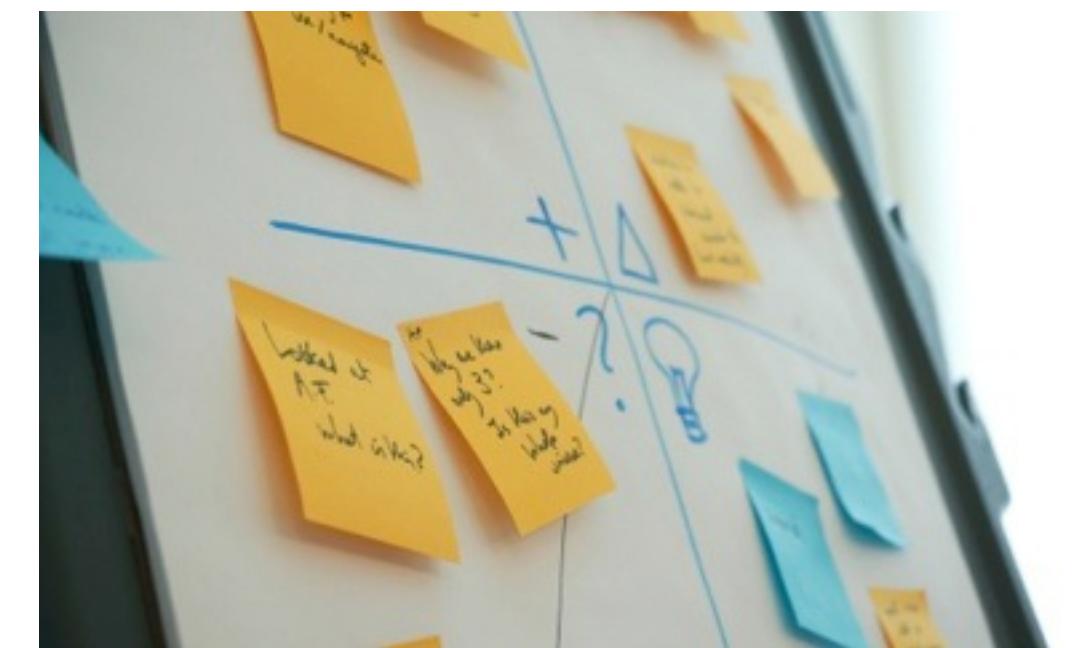
Story Map



Wireframe



Technical Prototype



Feedback Grid



Prioritization Grid

# Harden decisions in the Release Blueprint

- Market Analysis
- Hills
- Personas
- Scenarios
- User Stories

My Spaces > IBM Design > Release - Cardini > Release Blueprint - Cardini

DANIELS, STEVEN D. ▾ 🔍 Search

## Release Blueprint - Cardini

Added by Dyer, Lisa (LISA), last edited by Dyer, Lisa (LISA) on Sep 03, 2013 (view change) show comment

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**Release - Cardini** Click here to expand...

**Release Blueprint - Cardini**

Adaptavist deliverables  
Alicia's Storyboard  
App Stats  
Blueprint - empathy map tool  
Cardini - Project Plan  
Cardini Roadblocks  
collection12  
collection45  
collection56  
Collection6  
Confluence drawbacks that effect RBA experience  
Data-Driven Dashboard research  
Design Collections  
Empathy mapping tool  
How-to: Deep-linking within wiki page  
How-to: Dialog Box  
ICS UX Sketchbook prototype  
ITCS104 compliance

**1. General description and market problem summary**

We now have some 40+ Hallmark and Signature Projects enabled in the Release Blueprints app and in their first experience with developing and using Release Blueprints and Dashboards to run their projects. Functionally, the baseline is perceived as good and important features for getting the entire product team on the same page are technically there. But teams are not yet using the app to its fullest potential, and while there are several reasons for this outside of our control (for example, project kickoffs yet to happen), there are specific functional and usability gaps that we could not close in the previous release that we need to address to make the app experience more "worth it."

The primary problems and opportunities involve enabling projects leads to better manage team participation; better workflow for creating and organizing the release content; helping designers iterate and get feedback on their design artifacts including research outcomes and wireframes; and affordances in the Release Blueprint app that facilitate bringing other systems of record (for example, RTC and Connections) into the view of the release content for awareness and traceability.

There are market needs in terms of other tooling as well; in particular, tooling that enables teams to conduct the user research exercises that Designcampers do (such as empathy and stakeholder mapping) but in a distributed team environment. This particular need will likely not be met by the Cardini release scope but the follow-on release.

**Offering's current standing in the product portfolio:** Seed

**2. Release Hills**

Number of resources available: 4

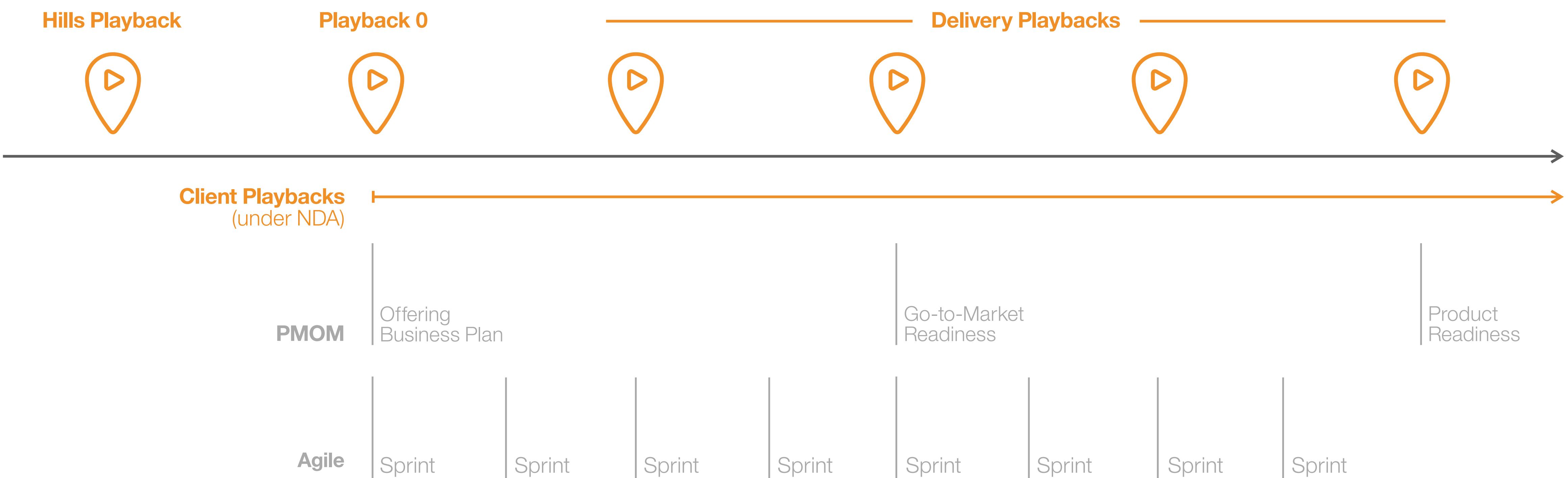
Hill name	Description	Resource allocation
Hill 1	<b>Provide better visibility into the release content as it evolves</b>	25%
Sub Hill 1	Product managers and Designers should have a guided way to organize <i>all</i> content (not just dashboard and blueprint) so that it's discoverable within seconds, and be able navigate all content without the Back button.	
Sub Hill 2	Team members have guided way to watch pages versus spaces, be notified "on the glass" (notification tray), and be able to view the details in two clicks. <i>&lt;concern is lost in email spam&gt;</i>	
<Sub Hill 3>	Dependency on TOM : Product managers have a facility to self-evaluate the completeness of practice as prescribed by IBM Design Thinking. <i>&lt;checklist or conversational one-pager that re-enforces IBM Design Thinking guidance e.g. are your Hills "user centered", "measurable"&gt;</i>	
Hill 2	<b>Support design artifacts and activities that tie Hills to user scenarios to codable stories</b>	40%
Sub Hill 1	A Designer can, in one place, play back, collaborate, and capture feedback on her design artifacts, such as the latest multi-frame storyboards, with her remote team members.	
Sub Hill 2	A Designer has useful and expressive templates and guidance for planning, creating, and organizing Designs and Personas that get her team to Playback 0 readiness.	

releaseblueprints.ibm.com

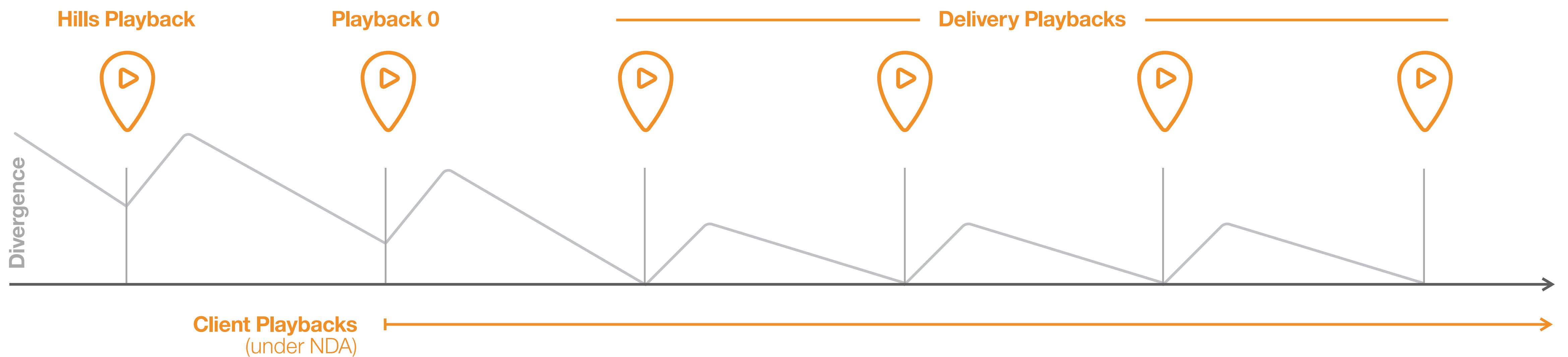
# Team

	Primary Responsibilities	Deliverables
<b>Product Management</b>	Understanding the market opportunity Project definition	Release Blueprint Hills and Hills Playback Sponsor Users Metrics Playback strategy and timeline Client Playback deck
<b>Design</b>	User experience Functional design	UI Spec Personas As-is and to-be scenarios Playback 0 Content for Client Playback deck
<b>Engineering</b>	Technical design Implementation	Executable code Technical architecture and specs Technical prototypes Story maps and containment Delivery Playbacks

# Timeline



# Use Design Thinking methods to diverge at any time



# IBM Design Thinking



# Support from IBM Design

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- Design Talent
- Signature Project Program
- Hallmark Project Program
- Online Education and FAQs
- Forums and Office Hours
- Release Blueprint Application
- Kits with Templates, Samples, & Worksheets
- Designcamp

[design.ibm.com](http://design.ibm.com)