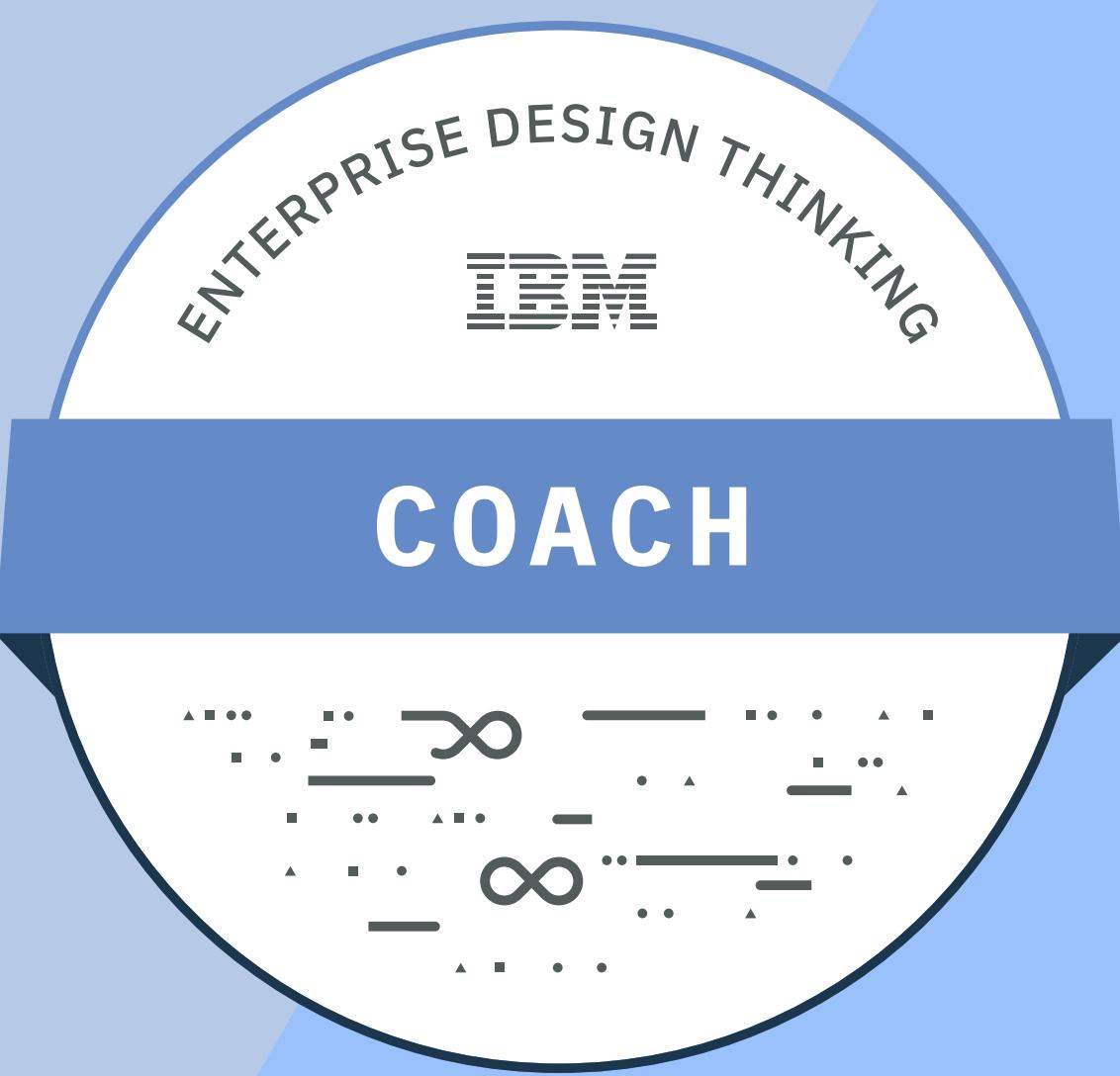


James Dow



COACH APPLICATION V3
10/03/20
AUSTIN TEXAS

Who am I?

James Dow

Front end developer

Business / functional analyst

UX designer

Marketing specialist

User researcher

Pianist

I've been in the industry for over 8 years now, and joined IBM in 2014. My degree in both design and development has allowed me to learn how to bridge and fill gaps within multi-disciplinary teams. That being said, my career journey within IBM has been unique as it has allowed me to participate in many parts of IBM due to the sheer number of different roles I've played throughout the years.

I was first introduced to the term design thinking within the Maelstrom, and early on I noticed a great reluctance from non-designers to participate in it. Since then, through my opportunities to facilitate and mentor 1 on 1, I've worked with those on the fringe, and outside the fold to bring them in to understand and apply Enterprise Design Thinking in their every day work.



Learning Lab

Role: Front end development

Timeline: March 2016 – 2017

Squads and Teams

Learning lab

- Joel G. – Offering manager
- Neal C. – Design lead
- Josh B. – Development lead
- Erica R. – Design researcher
- James D. – Design UX & Development
- Ben H. – Front end developer

Executive Stakeholders

- Jeanne J. – Director of customer experience
- Marc W. – Design executive
- Dirk N. – Head of DeveloperWorks
- Kevin E. – VP

Case study 1: Introduction

Learning lab was an innovation project meant to push the IBM Marketplace to focus on the developer. Through our user research and multiple times around the loop, we identified a major gap within learning at IBM that our developer customers were craving. By establishing partnerships with providers like Codecademy, Coursera, and DeveloperWorks we realized we could educate early career developers on how to use IBM technology. We created new IBM specific learning resources, and aggregated hundreds of related

development learning resources from all of our learning providers into a single marketplace on IBM.com. After gaining IBM technology skillsets they would then go back to their teams, and become an influencer to those buying software and technologies at the company. 4 years later the learning lab doesn't exist as it once did, but its user experience and research has been influential throughout IBM.com's user journey, IBM's call for code, and the productization of internal tools like YourLearning.



Driving the Loop

- A couple of us helped guide the learning lab team, leadership, and our partnering teams like DeveloperWorks, IBM.com Marketplace, and even Coursera, Codecademy, and Udemy through the loop multiple times.
- We went through small loops once every sprint, and for a 3 month project initially that would have been at least 9 times. We also had a couple larger project level iterations of Learning lab where we went through each time.
- For workshops we definitely had our favorite Design Thinking activities. We loved to level set everyone at workshops with empathy maps, need statements, and as-is journey maps. After everyone had a basic understanding, and built empathy for the user we liked to start imagining what the experience could be using to-be journey maps, big ideas (always got a good participation on this one), and prioritization grids.



Case study 1: Demonstrating the Keys

Driving the Loop

- Day to day, and in our smaller loops we would use retros to see what went well, what didn't go well, and how we could improve every sprint. We also would use empathy maps from time to time to help synthesize our user research.
- We considered everything to be a prototype. From the user experience we were building, to the hills we wrote, and even the design thinking exercises we did.

The image displays three wireframe prototypes of a learning platform interface, illustrating the progression from low-fidelity wireframes to clickable prototypes.

Low-fi wireframes: The first wireframe shows the initial landing page of the IBM Academy. It features the IBM logo at the top, followed by the text "IBM Marketplace" and "Welcome to IBM Academy". Below this is a paragraph about the academy's mission to learn and build with IBM Technologies like Watson. A button labeled "Log in and continue learning" is present. At the bottom, there are "Learning Categories" with five placeholder categories: Category, Category, Category, Category, and Category.

Clickable prototypes: The second wireframe shows a "Popular Learning Paths" section. It includes two cards: one for "codecademy" and another for "Safari". Each card has a "FROM" icon, the provider name, a title placeholder, a brief description, and a "Start learning" button. The third wireframe shows a "Popular Learn to Exercises" section with three cards, each featuring a "Learn to Exercise" icon, a title placeholder, a brief description, and a "Start learning" button.

Final state: The third wireframe represents the final state of the application, titled "IBM Learning Lab for developers". It includes sections for "Watson Retrieve and Rank", "Watson Natural Language Classifier", and "Watson Sentiment and emotion". It also features a "New" section for "Research your business and the competition with business intelligence" and a "Sentiment and emotion" section. Logos for Coursera, codecademy, and U DACITY are visible at the bottom.

Research & Sponsor Users

- When we started this project we were asked to initially focus on CFOs and COOs because they were the ones who maybe made decisions and wrote the checks. Our research flipped this on its face, and realized that those using the tools were actually influencers within the buying process.
- We used a mix of qualitative and quantitative research. We would often go to places like WeWork to get feedback from our target audience, where we established sponsor users and continued user testing over zoom throughout the project. I would often help out taking notes, analyzing research sessions, creating research plans, and even conduct the user testing. We also often leaned on analyzing data from coremetrics, and hotjar heatmaps and surveys.
- For me it was super important to push our development team to participate in these user research sessions, so to help get buy in from them through building empathy and trust.



Influential developer, Jennifer



Hills

- Our first playback only had one hill. As we learned more about the space, and more about the user our hill became 3 hills. By the end they were more personal, better scoped and defined. We started off with a broad “motivated professionals” as a user. Our user research really helped us refine this a single “motivated professional”. By the time playback 0 happened the professional was not only motivated but also curious.
- Our use of user research, in person workshops, and monthly playbacks to stakeholders were crucial in the development and alignment of our hills. We came out with 3 hills, but after presenting them to our stakeholders they said the first two are great. The last one is amazing, but we can't prioritize that right now.
- Our hills that we all aligned to, allowed us to go out and build something amazing that users were excited about.

ITERATION 1

Motivated professionals solve today's problems by learning with each other **throughout their learning journey.**

ITERATION 2

A motivated professional can solve today's problems by learning with each other **throughout their learning journey.**

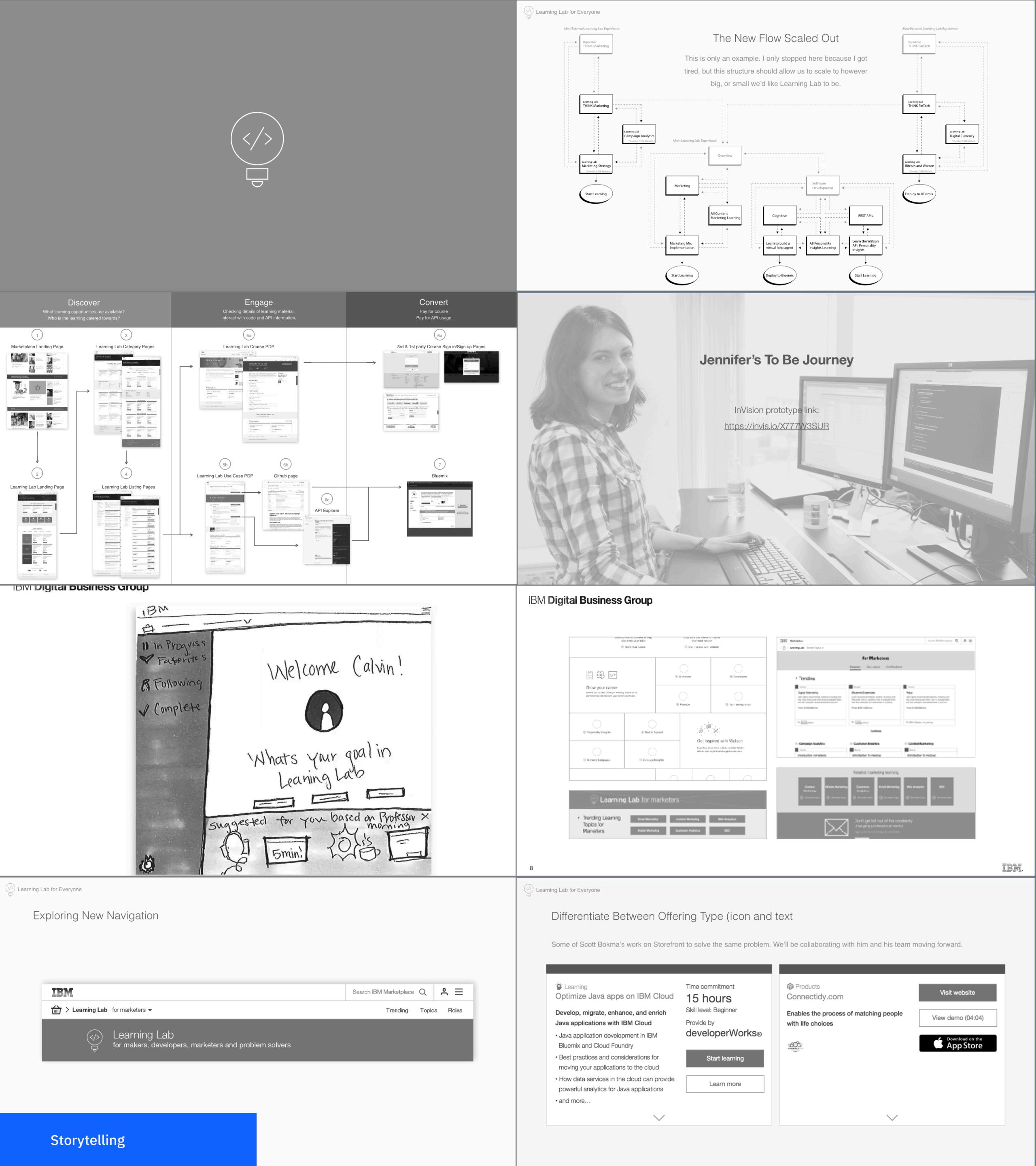
ITERATION 3

Jennifer, a curious, motivated professional, can easily navigate to relevant content in a timely manner **so she can begin solving her problem the same day she researches the solution.**

Case study 1: Demonstrating the Keys

Playbacks

- We started every day with a standup to stay aligned with each other. We would use this opportunity to playback progress on designs and development, and any user research insights we collected.
- We also had playbacks with our stakeholders and partners every month. We started with a hills playback and continued until playback 0. Even after we released our cupcake version we continued to have playbacks to align everyone on our progress.
- Playbacks with our stakeholders was absolutely crucial in this project where priorities kept constantly changing, and we experienced scope creep multiple times. We would use these playbacks to make sure we were still heading in the right direction, and ask for help with unblocking our team. It was also a moment to connect with teams that we had dependencies on, to make sure we were all hitting our delivery checkpoints.



Impact

- We delivered 133 courses, 39 use cases across 3 focus areas, and we were able to forge partnerships with 14 new learning providers for IBM.
- We pushed IBM.com to innovate by adding learning, 3rd party, and personalized offerings to the marketplace for the first time.
- IBM customers were able to access learning material, and get certified in IBM technologies.
- As mentioned earlier this work influenced things like the IBM Call for Code, and offering YourLearning to customers.
- Our team became the Enterprise Design Thinking advocates for our organization. Not only did our team all level up and get our practitioner badges, but we then went out and trained the rest of the organization on Enterprise Design Thinking, and eventually pushed many to get their co-creator badges.

133

Courses

39

Use cases

IBM Automation

Role: UX Design, User Research, Development

Timeline: June 2017 – May 2018

Squads and Teams

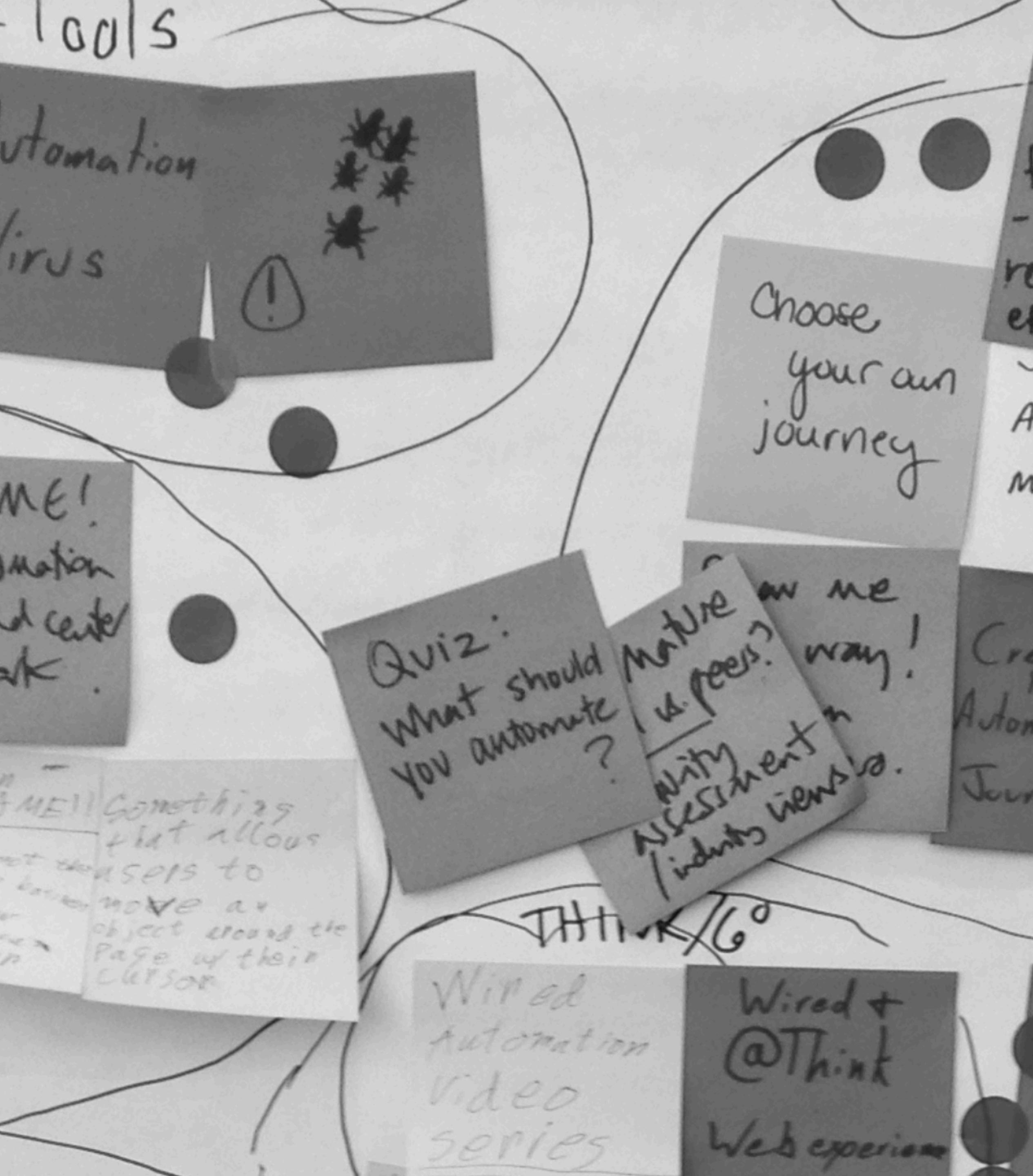
Innovation lab

- Emily L. – Product owner
- Hayley Y. – Project manager
- Josh B. – Development lead
- James D. – Design lead
- Jen A. – Visual designer
- Ben H. – Front end developer

Executive Stakeholders

- Jeanne J. – Director, IBM Digital Lab
- Bob L. – VP
- Jesus M. – Managing partner
- Gene C. – Senior partner

Coming off of the heels of learning lab, the IBM Automation project was to be a more immediate business result project. We were creating a whole new business category under IBM similar to Cloud or GBS. At the time the word automation at IBM was used flippantly all across IBM.com, and the technology backing it was packaged to be sold in so many different ways. Our goal was to create IBM Automation. A single place where users come to learn about, and purchase IBM Automation technology. One struggle we had was that automation was supposed to be this invisible technology, and if it's invisible how can a user see its value? We aligned pretty quickly through design thinking and user research that the user directly working with automation technology every day was our focus, but we had a problem convincing our stakeholders and the greater team of this because they didn't have the checkbooks. So we used Enterprise Design Thinking every chance we got to refocus the greater team on who the user was, and why they mattered. IBM Automation is still standing stronger than ever today.



Driving the Loop

- Because of the size of the project, I was able to encourage the team to create a stakeholder map that began to shed some light around how many teams were apart of this project. At a high level this project spanned across at least 4 organizations and 9 role based tribes across those organizations.
- Being much of the same team as learning lab we kept a similar cadence to that project. We went through the loop at a micro level every sprint, and then at a macro level we went through the loop 2-3 times for each larger iteration of work while I was on the team.
- This team in particular was all about priorities and business outcomes, and priorities. In order to help focus them on the user we presented our personas based on user research every chance we got, and asked the teams to do empathy maps, needs statements, and as is scenarios to build that empathy for our users. Then we would use forms of next steps, big ideas, and prioritization grid to help everyone define our success metrics, and prioritized next steps.



Research & Sponsor Users

- One of the hardest things we had to try and overcome was the idea that our users were afraid of automation taking over their jobs. For many of our users it was a fear of something that they didn't fully understand. To counteract that, we responded with forming hills that addressed this pain point by trying to reveal something that is usually invisible through highly visual and interactive experiences.
- Without a researcher for this project I pulled together a team of volunteers and helped them to create research plans, survey questions, interview guidelines, and helped pull out insights.
- We interviewed program managers with over 25 years of experience, innovation program leaders that worked with automation every day. We looked at people who use it, and those who were impacted by it.
- We audited IBM.com to determine how many pages talked about automation. We then selected highest trafficked pages for a survey to learn about who was coming to IBM.com to learn about automation.

			
<p>Clive - COO</p> <ul style="list-style-type: none">• Streamlines operations and ROI focused• Works closely with CEO and CFO• How do I stay ahead of competition?• Confusion and lack of understanding around automation	<p>Clarence - Influencer</p> <ul style="list-style-type: none">• Asked the more detailed questions• Researches, analyzes, tries• Weight of the world on his shoulders	<p>Cronk - Practitioner</p> <ul style="list-style-type: none">• Implants automation• Skilled in automation	<p>Claire - End User</p> <ul style="list-style-type: none">• Fears change• Wants to do less boring and repetitive work - potential advocate for automation• Tries to gain new skills

Hills

- The hills didn't change too much over time because this project was relatively short. While our understanding of the user grew over time, the intent behind the hills and our team's initiative didn't need to change too much based on earlier user research we did and earlier assumptions we made.
- We started off with a kick off workshop meeting where we all first aligned on our understanding of the user, and their pain points. At same time going through the business needs. This first workshop we drafted our hills, and we took them and ran with them. After a month of user research and validating we met for a second workshop where we presented the hills as they stood and the team and stakeholders all agreed to continue forward.
- I believe they were directionally solving our user and business needs. You look at IBM Automation today after so many years and you can see the foundation and influence of our initial work, and these hills throughout the users experience.

HILL 1

Clive a finance COO who likes to take risks is trying to stay competitive while balancing cutting edge technology & ROI ***so that he can improve/ ensure quality of service.***

HILL 2

Claire an over worked financial advisor can hear about automation for the first time and ***be confident her skills, and job will still be relevant once automation is adopted.***

HILL 3

Clive a finance COO who likes to take risks wants to experience and play with automation ***without feeling like he's being sold something.***

Case study 2: Demonstrating the Keys

Playbacks

- We kept a daily cadence of standup with our immediate design team. Because the scope was so huge we could hardly ever get everyone in the same room. We would have a weekly playback with our marketing team, a separate weekly playback with one side of leadership, and another with the other side of leadership. We were able to get a number of individuals on an alignment meeting every other week. It probably wasn't your typical playback hill, -1, and then 0 playbacks. We were iterating and delivering new content every day.
- Despite the logistics of all these teams, our leadership was very responsive and transparent. These playbacks were their opportunities to provide feedback, allow us to pivot, but most of all was visibility on obstacles that were coming down for us to prepare for and pivot ourselves.

IBM Automation December Workshop

IBM

DBG / December 14, 2017 / © 2017 IBM Corporation

Users

- Stakeholder Map
- Empathy Map
- Needs Statements
- As-is Journey Map

DBG / December 14, 2017 / © 2017 IBM Corporation

IBM Automation Offerings

AUTOMATION STRATEGY	
Provides consulting advisory that helps clients to envision and achieve successfully their automation agenda	

AUTOMATION PROTOTYPE SERVICES	
Offers the technical oversight and deep implementation skills to showcase the art of the possible for unique use cases	

AUTOMATION CENTER OF EXCELLENCE (COE)	
Enables Clients to design, setup, operate and/or monitor automation COEs to scale automation and drive automation strategy to results	

AUTOMATION PRODUCTION	
Designs and builds automation at scale across the enterprise to fully execute and operationalize automation strategy	

AUTOMATION AS A SERVICE	
Provide managed services to enable the effective operation of deployed automation solutions	

DESIGN & BUILD MANAGED SERVICES

Offerings

Offerings

Advisory services

Prototype services

Center of excellence (COE)

Design, build, run" services

Storytelling

!/? Means to Resolve

What's Next

- User Research
- Incorporate output from this workshop
- Refine understanding of user
- Create working team and begin designing

Secondary Research Competitors History User Interviews

Align w/ Collaborate Marketing w/ Marketing Propose POC

Get list of pain & validate

Storytelling

IBM Automation December Workshop

DBG / December 14, 2017 / © 2017 IBM Corporation

Impact

- We delivered an entire user journey in one of IBM.com's corner accessible on every page via the Masthead. We went to market with new offerings, services, and marketing campaigns, and users were for the first time able to see IBM's entire point of view on automation within a single journey. Years later it's still stronger than ever.
- Introduced Optimizely a/b testing practice to this organization, and added the ability for a user to talk directly to an automation expert.
- Similarly to the Learning Lab journey we made sure everyone involved with our Enterprise Design Thinking workshops had their practitioner badges before we started. This branched the foundation from not just our organization, but advocated for the importance of this level foundation across other business units.

4

Consultations

12%

Better than GBS
avg. engagement

58

Registrations

1%

Earned organic
traffic increase

Mentorship

EMILY L.

Role:

Strategy and Investments

Badge(s) Earned/Skills Developed:

Practitioner

Through multiple workshops and strategy planning sessions, I helped guide Emily to understand the importance of user centered design. By encouraging common enterprise design thinking concepts and activities and helping to refer back to how business results and concepts relate, she and many others from the workshops obtained her practitioner badge.

MARGOT C.

Role:

Program director

Badge(s) Earned/Skills Developed:

Co-creator

While I and others helped to teach and guide Margot to obtain her practitioner badge, she eventually went on to get her co-creator badge and helped her direct reports in Austin to also receive their co-creator badges. She continues to reach out to ask questions as we pass in the halls, and even invites me to meetings from time to time to help provide an Enterprise Design Thinking and Agile perspective with her development teams.

WILLIAM D.

Role:

Development intern

Badge(s) Earned/Skills Developed:

Practitioner

I met William in Raleigh for a design thinking workshop that I helped to facilitate as he started off his second IBM internship. Being a developer, and already having been an intern at IBM he was familiar with Agile. He was reluctant at first, but at the end of our day he was cautiously optimistic and began to slowly implement it as I checked in to help throughout his internship. He came to appreciate it and went on to get his practitioner badge.

HAYLEY Y.

Role:

UX Researcher

Badge(s) Earned/Skills Developed:

Coach

I won't try to take credit for Hayley's coach badge because she is a rockstar, and I'm just happy to be apart of it. She learned about user centered design and design thinking at the same time as Emily. At the time she was a product manager focused on the business outcomes. Similar to Emily, I along with others on the team helped guide her to eventually get her practitioner badge, and then she just took off from there to get her co-creator, changed roles to User Researcher, and eventually got her coach badge.

Testimonial

“James facilitated several design thinking workshops with our team and with stakeholders from multiple units and with varying degrees of design thinking knowledge. He guided the team through exercises such as, hopes and fears, problem statements, empathy maps, as-is, to-be, needs statement, and hills. The results of these workshops were not only seen through the results of the projects worked on but also in the number of attendees who subsequently pursued design thinking badges and the shift in the mindset of the team in how we worked.”

— Emily L.

Testimonial

“James led several of the design thinking workshops for Learning Lab while we were working on that project. He facilitated several sessions of the workshops that were held in Austin and NYC. He also guided the Learning Lab team through the Loop, including the full lifecycle from ideation to user understanding and then to implementation, testing, and delivery of a successful web site. He was an integral part of the design and development team during this project.”

— Margot C.

Testimonial

“We did all of the exercises you recommended actually, in the order as well. Started with questions and assumptions, to empathy maps next, then as-is map, and finally need statements. Initially it feels like its slowing you down a bit, but once you actually get into the exercises and make some new discoveries and whatnot, you can really see the value-add. By the time we finished I think we'd all agree it helped push us in the right direction and helped us scope our ideas. It also really helped iron out what we thought versus what we knew and what we still had to find out”

— William D.

Testimonial

“James is an inquisitive and experienced Design Thinking leader, whether it’s facilitating a workshop, coming up with product requirements, or creating team cohesion. I was fairly new to Design Thinking when I started working with James, and he helped me learn how and why we create human-centered solutions. Through this time, I’ve been inspired by his knowledge of the practice – he offers thoughtful guidance and is driven to ensure that outcomes are always user-centric. If there is uncertainty about user’s behavior, he has the experience to design and facilitate research plans to fill in the knowledge gaps. For James, Design Thinking isn’t just something you do at a workshop, it’s engrained in his thought process and problem solving abilities at every stage of the loop.

— Hayley Y.

Giving Back & Sharing Out

PANEL DISCUSSIONS

I have sat on a few panels to share my own experiences with Enterprise Design Thinking as a Front End Developer and UX designer to new recruits, and other community members.

FACILITATION & TEACHING

I have helped contributed to the planning, and teaching of Enterprise Design Thinking to different organizations and teams at a number of workshops across Austin, New York, and Raleigh.

ARTICLES

Collaborated and provided feedback on a team article speaking about our experiences, pivoted, and how we overcame obstacles using Enterprise Design Thinking to create a complete user experience on IBM.com.

REVIEWING CO-CREATOR

Back when there was a major backlog I helped the EDT team to review co-creator submissions, and provide feedback to those who didn't quite make it at that time.

Workshop Facilitation

STOREFRONT PERSONALIZATION 3/30/2016 - 4/1/2016

Problem Statement/Opportunity:
Our external developer community struggles to find learning experiences and ways to update their IBM development skillsets.

Role:
Developer & Designer, Co-facilitated

Outcomes:

- Alignment on users and their pain points
- To be user story
- Prioritized next steps
- 3 hills

DISCOVERY 9/22-23/2016

Problem Statement/Opportunity:
Scaling IBM Academy in storefront, and across multiple new teams and partnerships.

Role:
Developer & Designer, Co-facilitated

Outcomes:

- New relationships and opportunities to collaborate with PartnerWorld
- Improve communications with existing partnerships like Storefront.
- Alignment on mission across multiple teams.
- Stakeholders map

SEARCHLIGHT 3/24/2017

Problem Statement/Opportunity:
Design a better way for GBS practitioners to gain greater visibility into relevant projects

Role:
Design UX & Research, Co-facilitator

Outcomes:

- Hills
- Roadmap
- Todos
- To-be user story

CEA AUTOMATION KICKOFF 6/21/2017

Problem Statement/Opportunity:
Design a digital experience for clients to discover and learn about automation at IBM.

Role:
Design UX & Research, Co-facilitator

Outcomes:

- All attendees to get a practitioner badge
- Align on current understanding of user and their pain points
- To be scenario map
- Prioritized next steps and to-dos

Workshop Facilitation

DESIGN THINKING 101
9/14/2017

Problem Statement/Opportunity:
3 teams/groups going through 3 different problem statements to practice and learn Enterprise Design Thinking together.

Role:
Co-facilitator

Outcomes:

- All attendees to get a practitioner badge
- Level set everyone on Design Thinking practices
- Work through a practical exercise applying Design Thinking
- Providing individuals with EDT tools and techniques they can take back to their teams.

IBM AUTOMATION
12/11-13/2017

Problem Statement/Opportunity:
Design a better way for the COO to discover invisible problems IBM Automation can solve.

Role:
Design UX, Research & Development, Co-facilitator

Outcomes:

- All attendees to get a practitioner badge
- Aligning the team on user pivot and pain points.
- Aligning on 3 hills
- Big ideas for Think
- Determining a prioritized list of next steps and to dos like user research.

IBM AUTOMATION
1/9-10/2018

Problem Statement/Opportunity:
Design a better way for the COO to discover invisible problems IBM Automation can solve.

Role:
Design UX, Research & Development, Co-facilitator

Outcomes:

- Review progress made since last workshop.
- Deciding what type of content our users need on the website and social media.
- User experience and components for webpages.
- Project structure and success.
- Next steps.

Q2 COMMERCE TRIBE WORKSHOP
5/21/2018

Problem Statement/Opportunity:
Enabling commerce squads across the tribe with tools and skills to leverage Enterprise Design Thinking every day.

Role:
Design UX & Research, Co-facilitator

Outcomes:

- All attendees to get a practitioner badge
- Align all the squads under commerce with 3 hills, project progress, and future iterations.
- Jump start the commerce internship program.
- Use this opportunity to help level set everyone on Design Thinking practices, and push to do more in our daily work.