



**MAKE BETTER
DECISIONS TOGETHER**



**JAKE
ZUKOWSKI**

**INTERACTION
DESIGN
DIRECTOR AT
FJORD**

HAPPY ELECTION DAY



**REMEMBER
TO GET YOUR
FREE KRISPY
KREME
DONUT
TODAY!**

**EVER NOTICE IT'S
EASIER TO MAKE
DECISIONS IN
STARTUPS?**



*Strength lies in
differences, not in
similarities.*

– Stephen Covey

DIVERSITY BREEDS INNOVATION

AND INNOVATION BREEDS SUCCESS

Forbes study has identified workforce diversity and inclusion as a key driver of internal innovation and business growth.

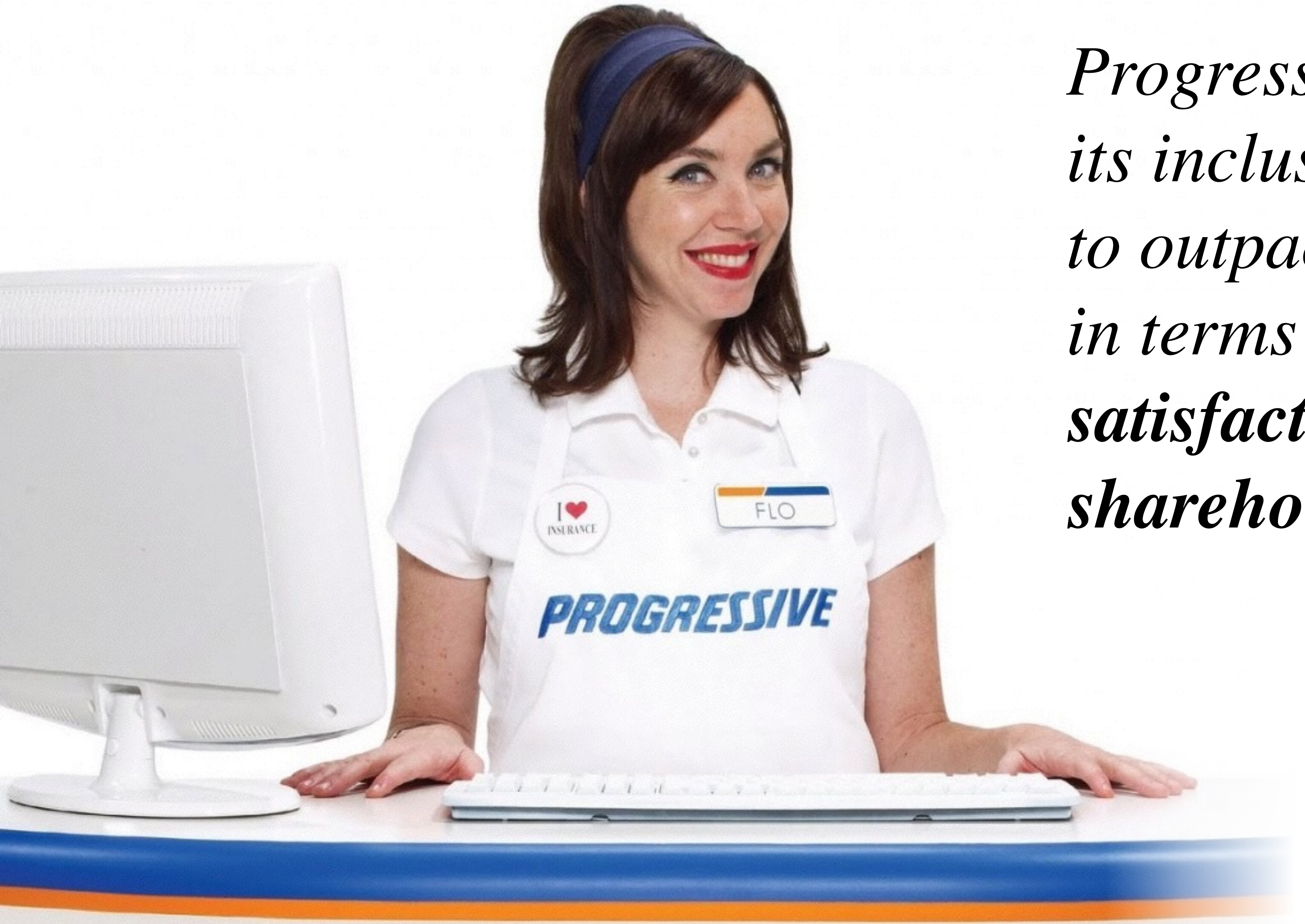
The Forbes logo is displayed in white serif font on a dark gray rectangular background.

University of Michigan study showed that groups of diverse problem solvers can outperform groups of high-ability problem solvers.

The University of Michigan logo features a large, bold, yellow letter 'M' centered on a blue square background.

According to McKinsey, companies with diverse executive boards enjoy significantly higher earnings and returns on equity.

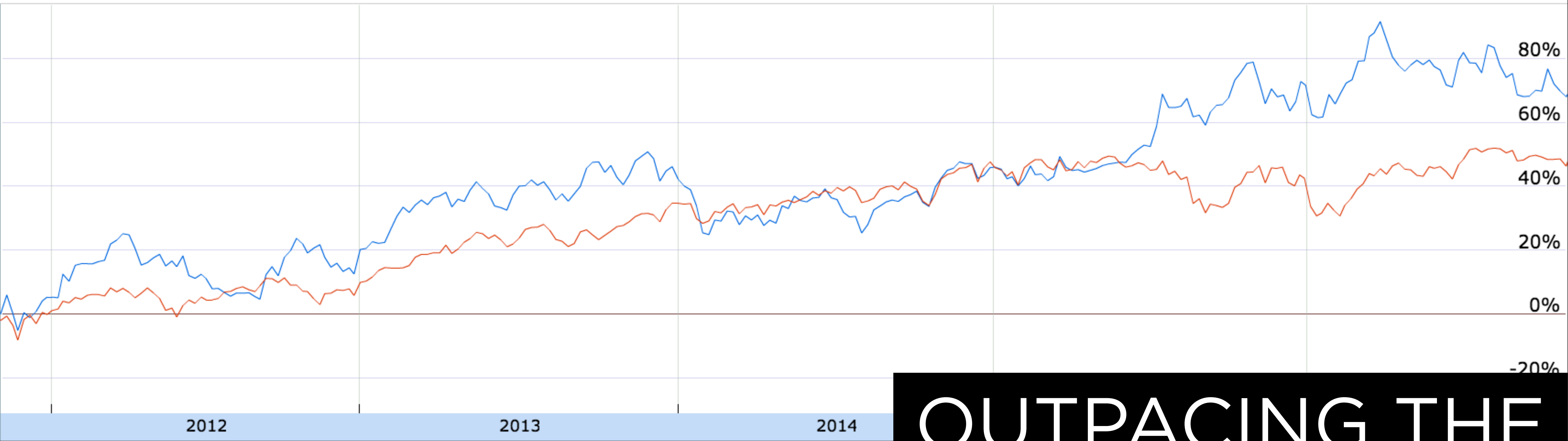
The McKinsey logo shows the letters 'McK' in white serif font on a dark blue rectangular background.



Progressive has used its inclusive strategy to outpace the market in terms of customer satisfaction and shareholder value.

Nov 11, 2011 - Nov 07, 2016

● Dow Jones +49.27% ● PGR +69.71%



OUTPACING THE

DOW JONES AVERAGE

BY 20%



Diversity and independence are important because the best collective decisions are the product of disagreement and contest, not consensus or compromise

– James Surowiecki

**DISAGREEMENT AND
CONTEST,**

**NOT CONSENSUS OR
COMPROMISE**



HOW DO YOU SQUARE

INCLUSIVENESS WITH

DISAGREEMENT AND CONTEST?

**DOESN'T DISAGREEMENT
AND CONTEST**

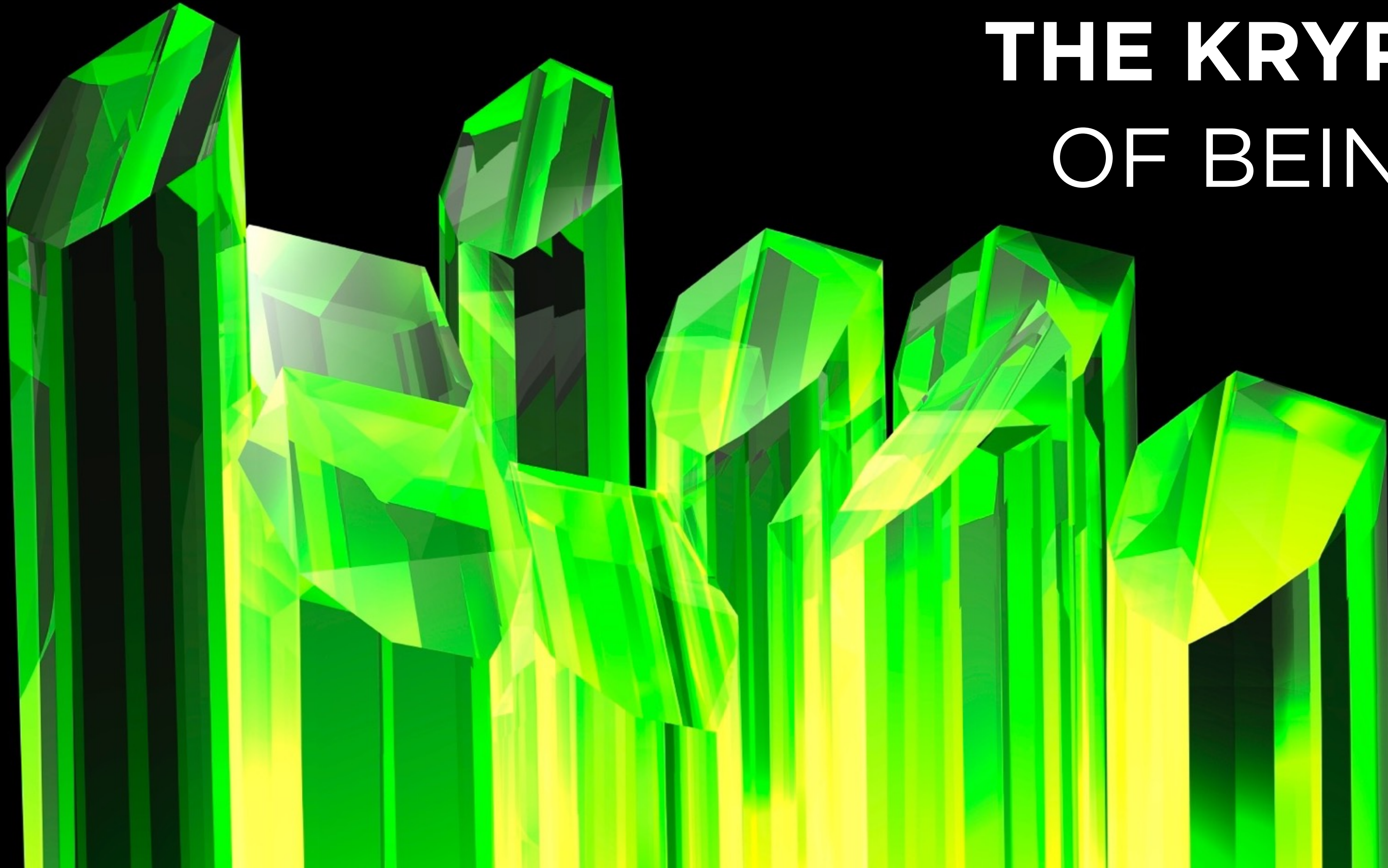
KILL A CULTURE?

NO

CONSENSUS

KILLS CULTURE

CONSENSUS IS
THE KRYPTONITE
OF BEING BOLD





CONSENSUS

GIVES POWER TO

DEBBIE DOWNER

A person wearing a black beanie and a dark jacket is holding a red rectangular sign in front of their face. The sign has a simple black drawing of a sad face with downturned eyes and a curved-down mouth. The person is also wearing a string of red beads on their left hand. The background is a textured blue wall.

CONSENSUS

TYPICALLY LEAVES

EVERYONE UNSATISFIED

THE EFFECTS

WE MOVE
SO SLOWLY

WE CAN'T
MAKE A
DECISION

WE NEVER
TAKE A RISK

*Nothing is what happens
when everyone has to
agree.*

– Seth Godin





CONSENSUS AVOIDS

CRITICAL

CONVERSATIONS

**OK, I'M SOLD. NO MORE
CONSENSUS CULTURE.**

**BUT WHAT IF I HAVE
A STALEMATE?**

YOU NEED A

NORTH STAR VISION

BUT CREATING ONE

CAN BE DAUNTING

A photograph of a Walmart grocery aisle, densely packed with shelves of canned goods and packaged items. The shelves are filled with various brands and types of products, creating a colorful and textured background. The text is overlaid on the left side of the image in white boxes.

THE AVERAGE
WALMART HAS
144,000 ITEMS



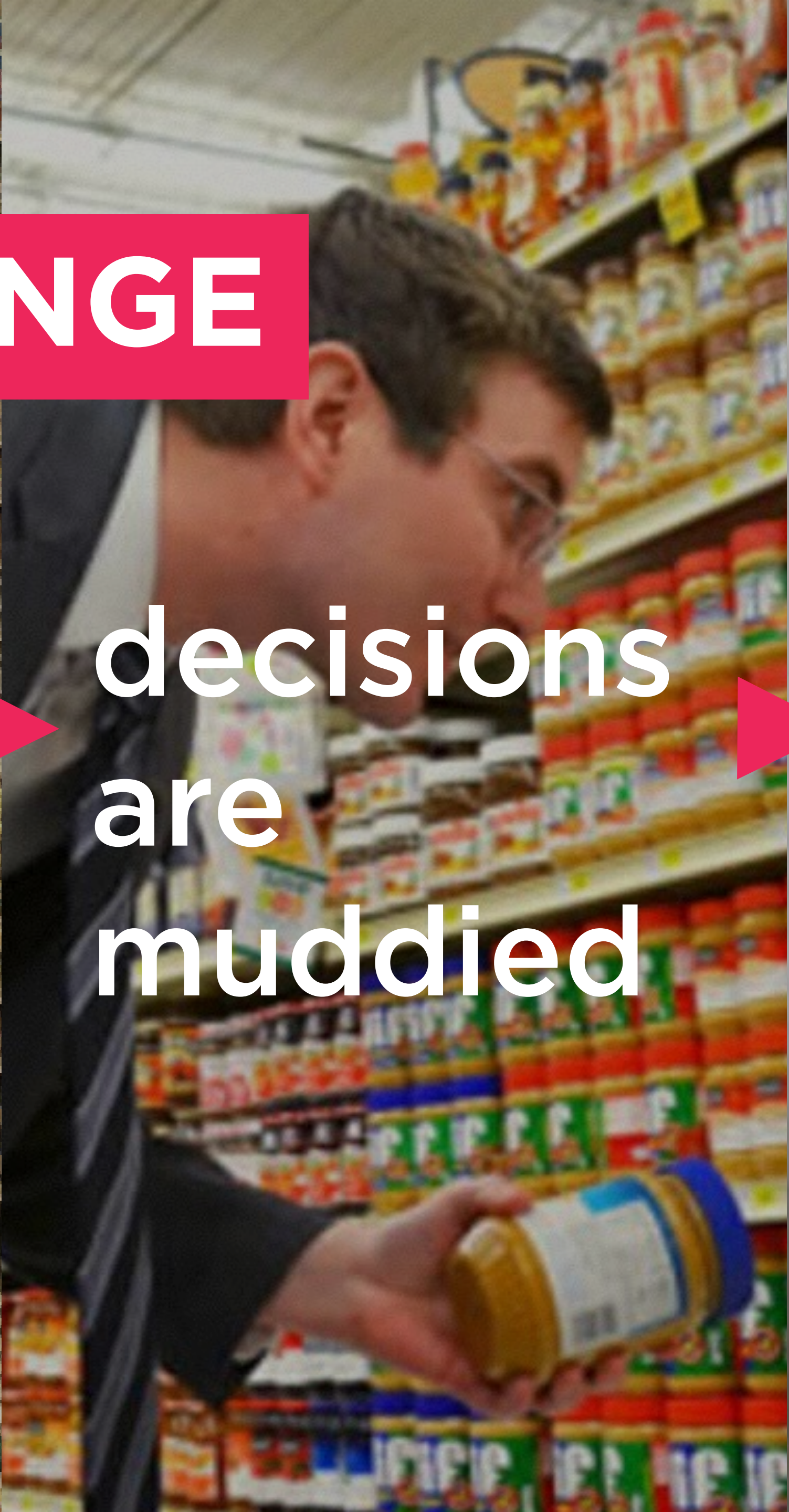
DOES ANYONE
FIND THIS TO BE

A PLEASANT EXPERIENCE?



THE CHALLENGE

abundance
of choice



decisions
are
muddled

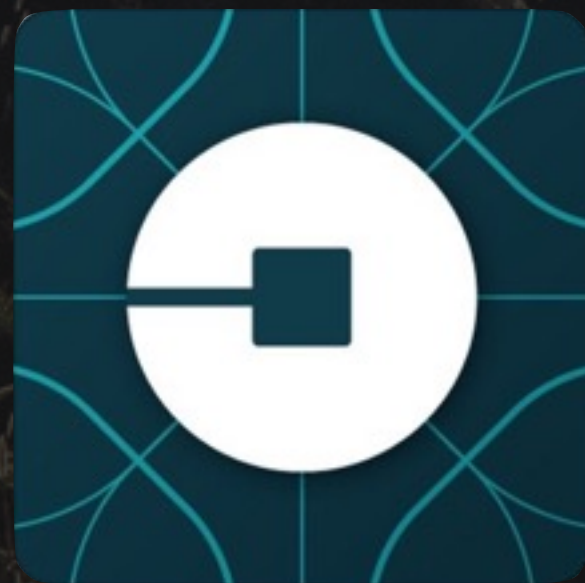


simplify
expectations
and
find meaning

LIQUID EXPECTATIONS

TRANSCEND TRADITIONAL BOUNDARIES

why can't checking in/
out of my hotel be as
easy as using Uber?



why can't my cell
phone bill be as easy
to read as Mint.com?





why can't everything
be as easy to find as it
is on Google?



LIQUID EXPECTATIONS

IN THE FINANCIAL SERVICES SPACE


 BANK OF SCOTLAND

LLOYDS
BANKING
GROUP 

HSBC 

 Santander

 BNP PARIBAS

 Deutsche Bank


DIRECT COMPETITORS


Google
wallet

 *intuit*
mint

venmo



 *PayPal*

EXPERIENTIAL COMPETITORS

amazon


airbnb

facebook

PERCEPTUAL COMPETITORS

Services that change customer expectations – and raise them for yours



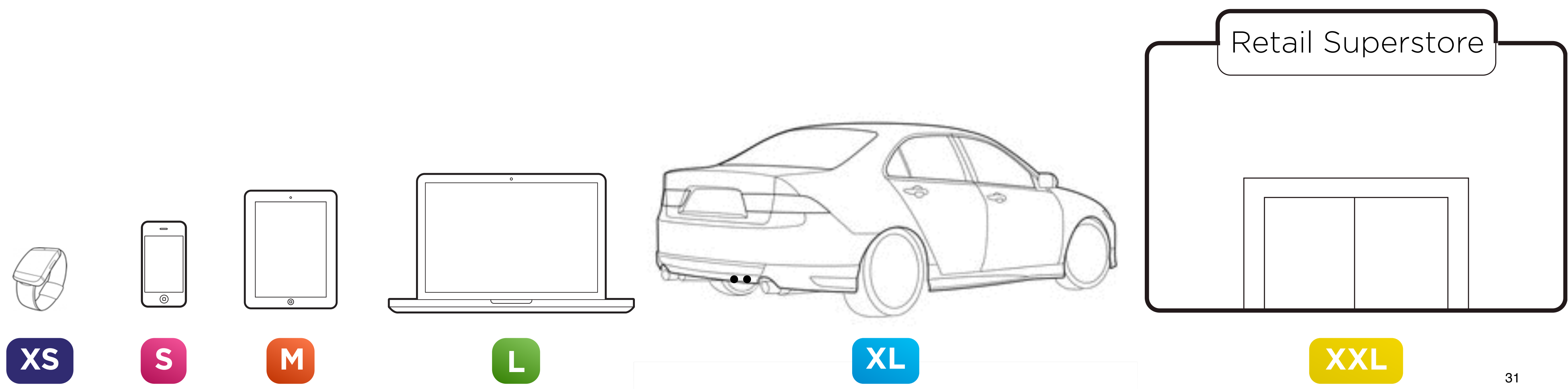
THE WORLD

IS MORE AMBIENT

THAN EVER BEFORE



MORE PLATFORMS HAS MADE IT HARDER TO FIND A COHERENT VOICE.





AND MORE DATA

DOESN'T NECESSARILY MEAN

MORE INSIGHT

AS A RESULT, WE'VE

LOST SIGHT OF THE

CONSUMER AND WHAT SHE

FINDS MEANINGFUL.

**DETERMINING WHAT'S
MEANINGFUL IS THE KEY
TO WHAT DRIVES
INNOVATION AND VALUE**

**WHAT DRIVES
INNOVATION AND VALUE**

**HELPS TEAMS TO
CLARIFY THEIR GOALS**

FIRST,

CREATE THE RIGHT

FRAME TO THINK ABOUT

THE WORK

A person wearing a dark blue button-down shirt is sitting at a desk, using a laptop. Their right hand is pointing at the screen, and their left hand is holding the laptop. A watch is visible on their left wrist. The background is a blurred office environment with a computer monitor.

**WE BUILD
PEACE OF
MIND IN OUR
AIR
TRAVELERS**

**PROVIDE
FINNAIR'S
CUSTOMERS
WITH THE
BEST DIGITAL
TRAVEL
EXPERIENCE**

WE BUILD PEACE OF MIND IN OUR AIR TRAVELERS



HOW DO YOU BUILD A CUSTOMER-FOCUSED VISION STATEMENT?

TALK WITH
YOUR
CUSTOMERS

ACTIVE LISTENING

AND TECHNIQUES OF

ANTHROPOLOGY







HOW DO YOU BUILD A CUSTOMER-FOCUSED VISION STATEMENT?

TALK WITH
YOUR CO-
WOKERS

TALK WITH
YOUR
CUSTOMERS

WHO HAS EMPATHY WITH YOUR CUSTOMER?

Hello
I am your...
Designer

Hello
I am your...
**Awesome
Sales Person**

Hello
I am your...
**Customer
Service Rep**

**YOU HAVE A GOOD
VISION WHEN**

**TEAM MEMBERS USE IT
TO MAKE DECISIONS**

BUT WAIT.

**SHOULDN'T THIS BE SET
BY LEADERSHIP?**

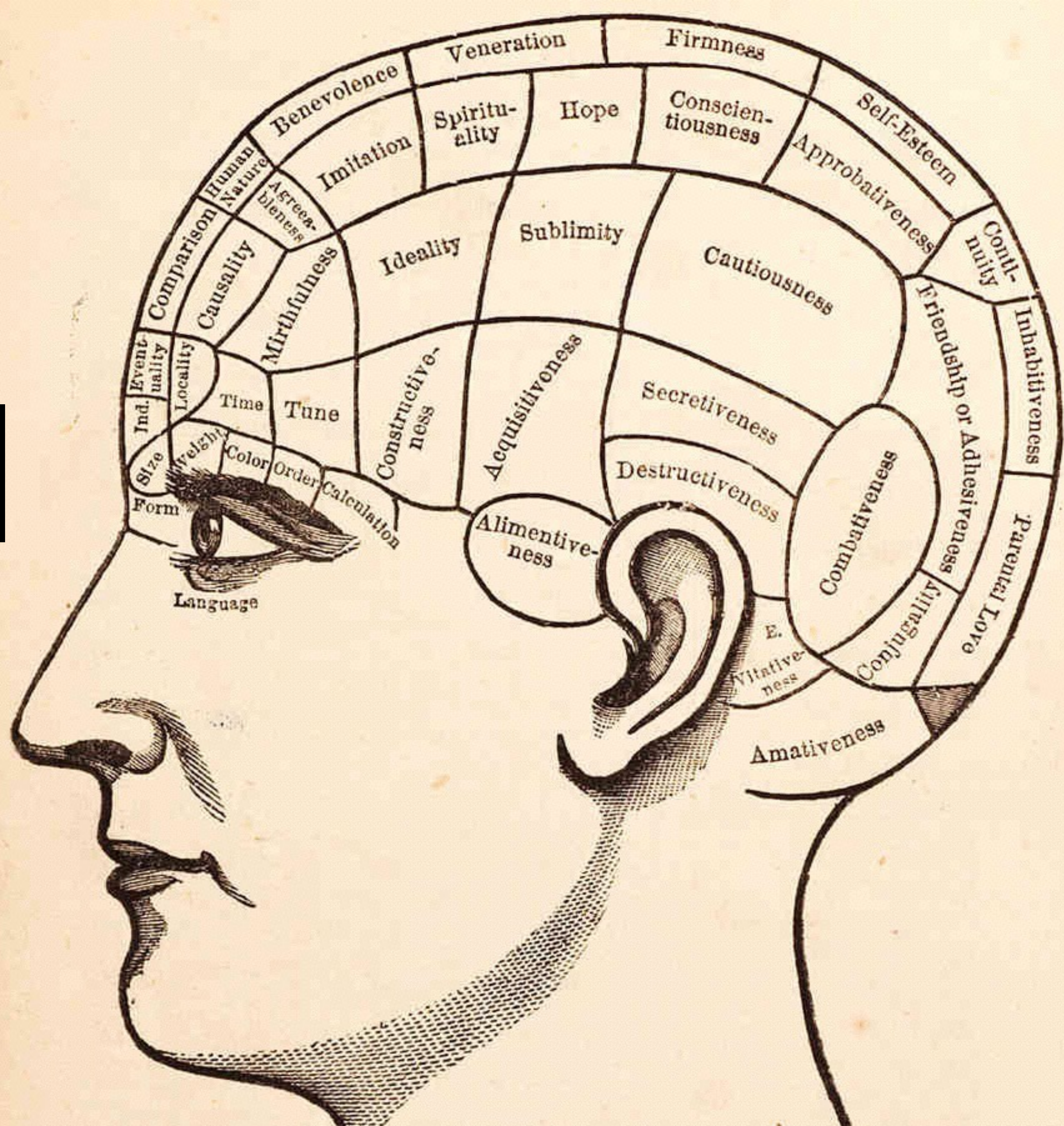




**HOW DO YOU
RECOGNIZE**

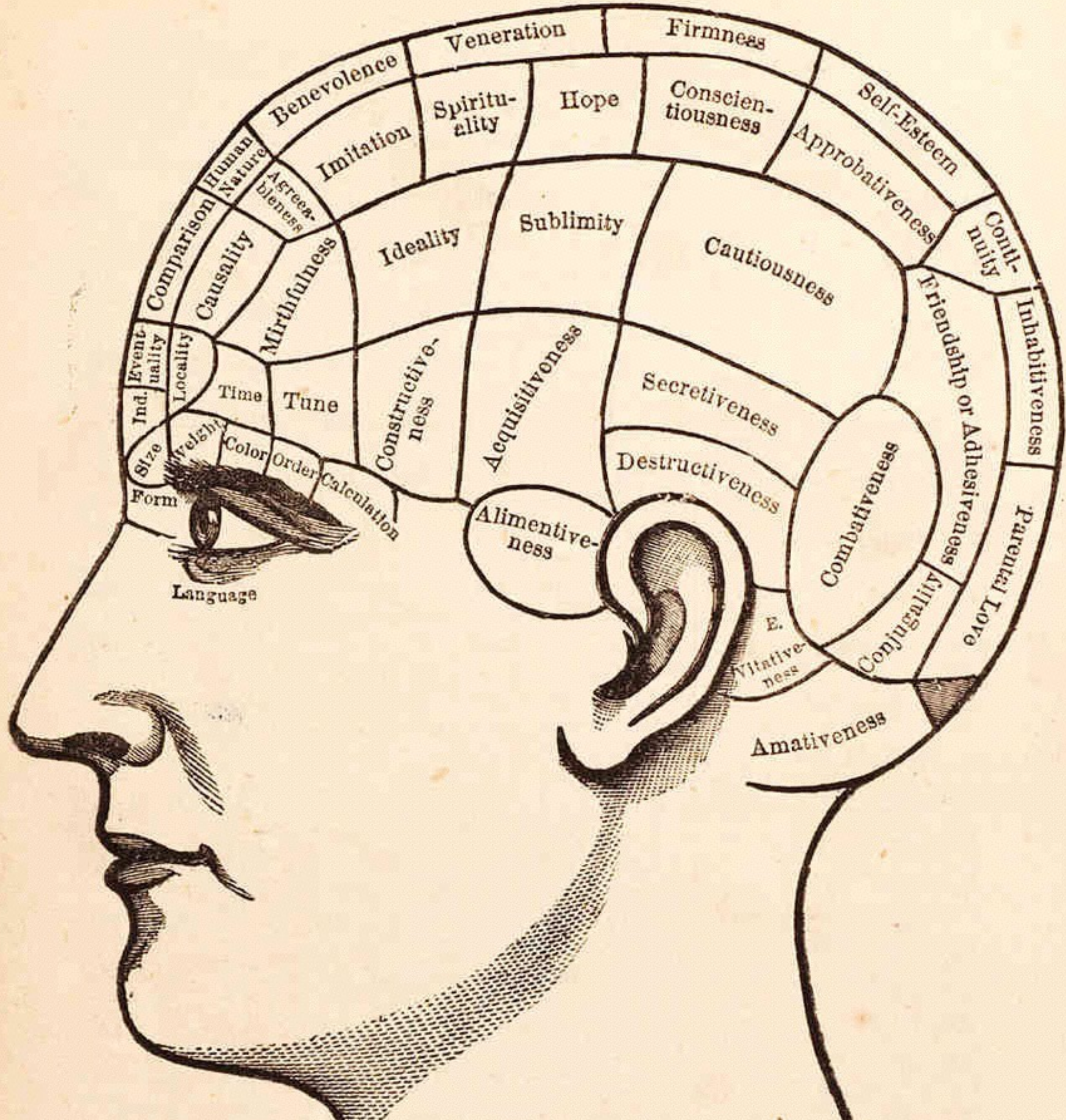
**DESTRUCTIVE
BEHAVIORS?**

OUR BRAINS
ARE WIRED FOR
FIGHT OR FLIGHT



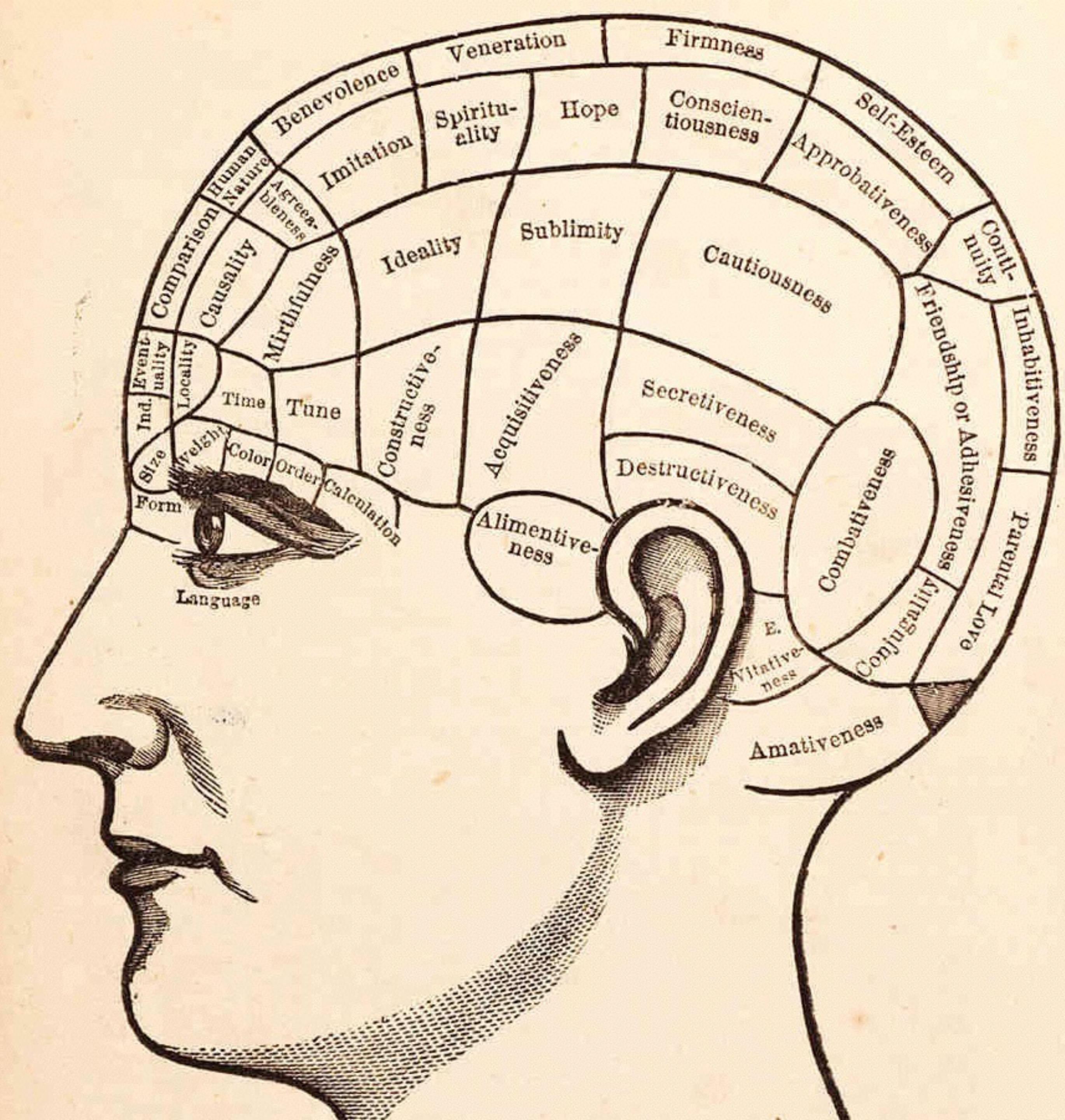
FIGHT

Easier to recognize in others. But how can we recognize it in ourselves before we get to an uncontrollable point?

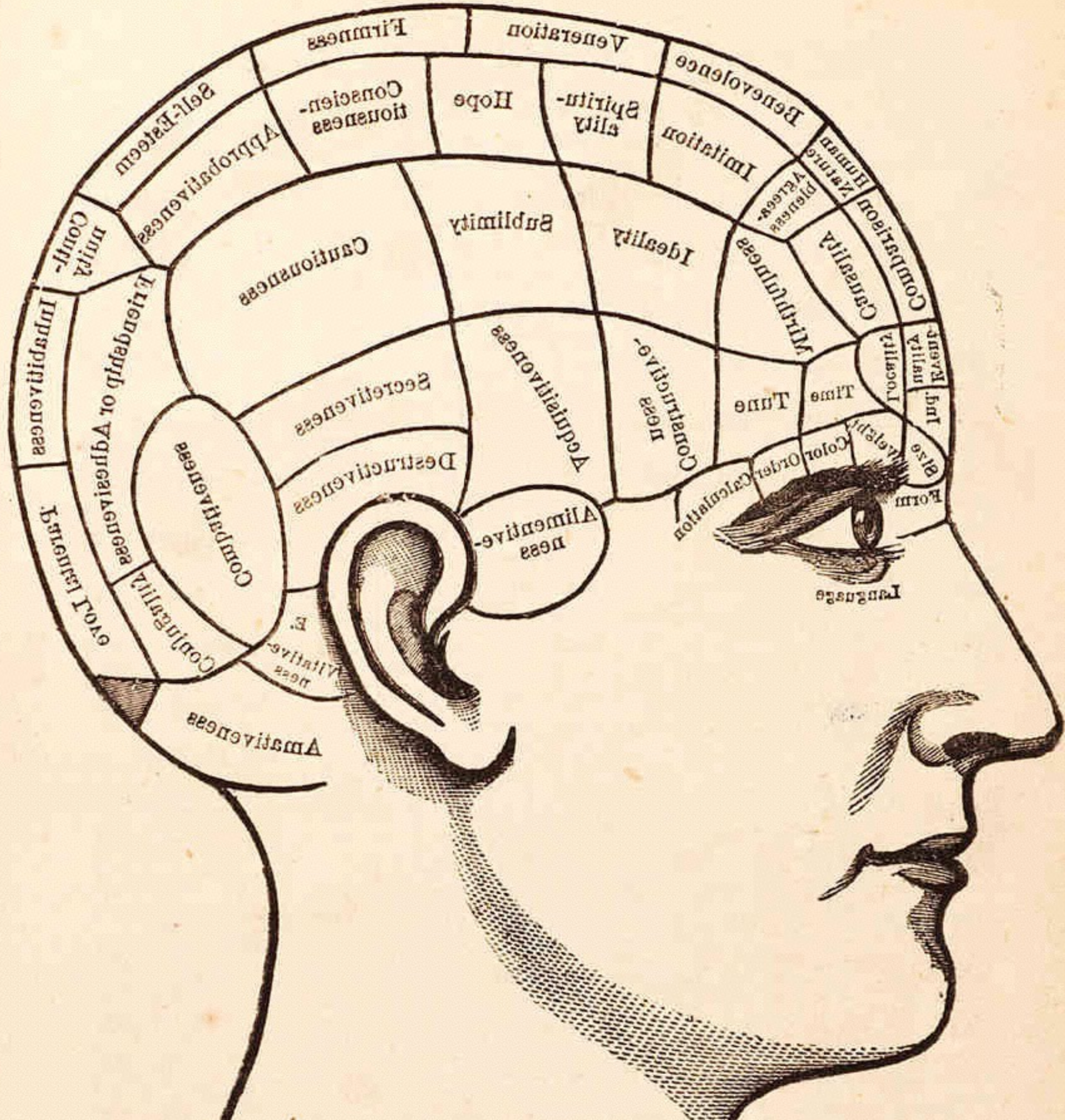


FIGHT

- *Pointing*
- *Standing or hovering*
- *Patterns of language*
- *Mouth dries out*
- *Voice raises*

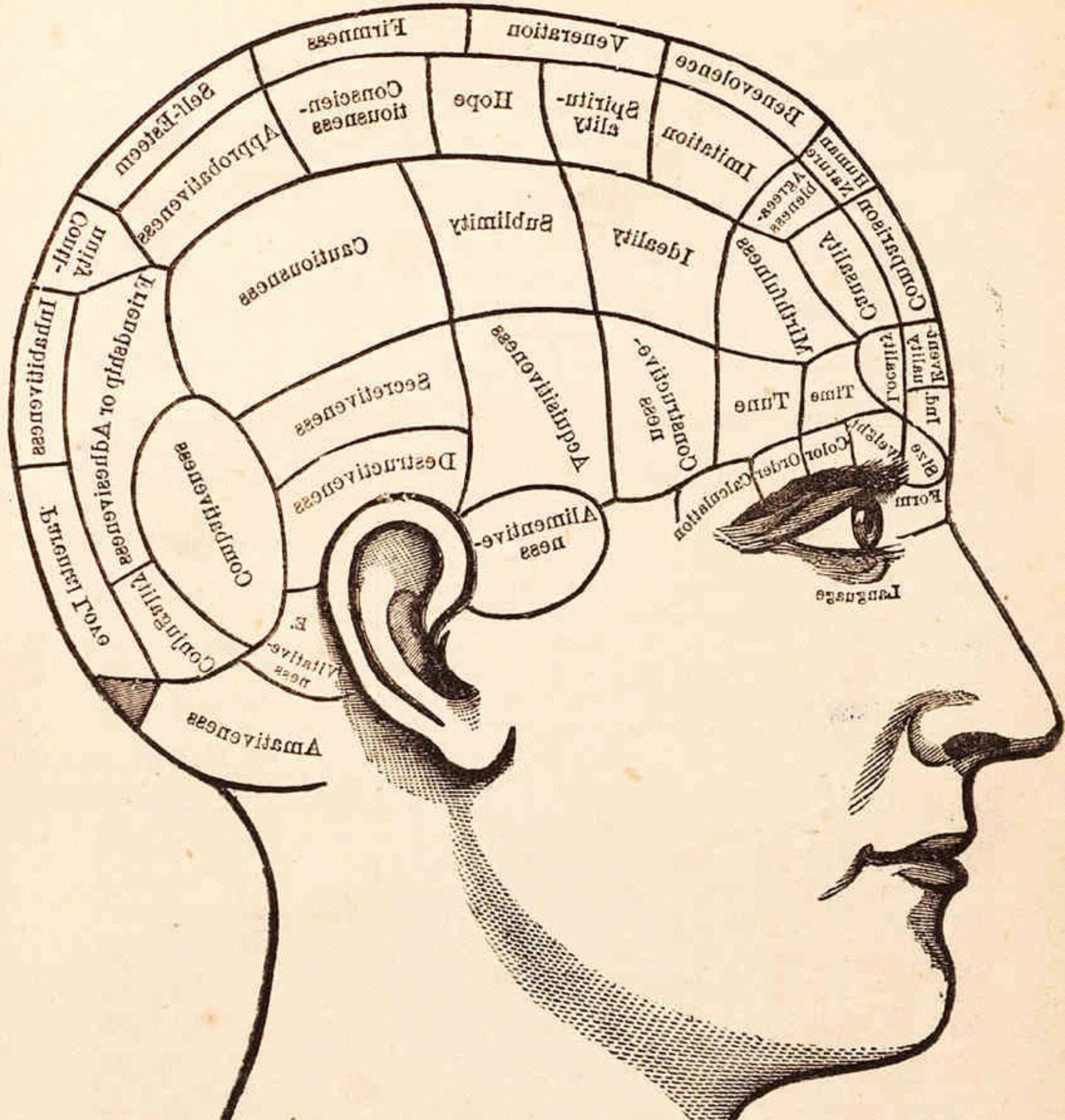


FLIGHT



Typically we see this as the more “rational” and “humane” response, but it is destructive as well.

FLIGHT



- *Immediate need to remove yourself from a situation*
- *Quiet up with no opinion given*
- *SPOOMA-like behavior.*

SPOOMA



LOOK AT THE CONTENT

AND THE CONDITIONS

**SHOULDN'T I JUST BE
HONEST AND DIRECT
WITH MY FEEDBACK?**

**GETTING RESULTS VS.
KEEPING A RELATIONSHIP**

GETTING RESULTS **AND
KEEPING A RELATIONSHIP**

IN A CONVERSATION, ASK YOURSELF ...

What do I really want for myself?

What do I really want for others?

What do I really want for our product or service?

.....→ How should I behave if I wanted these results?

IN SUMMARY ...

Destroy consensus, before it destroys you.

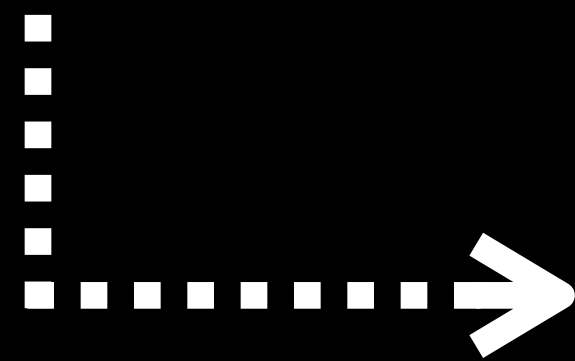
Create a north star customer-focused vision of your product or service to help clarify organization goals.


Communicate to get results and keep a relationship.

THANK YOU

Jake Zukowski, @jakez

Be cool like Chris and tweet at me



 **Chris J. Bush**
@suthen

Looking forward to @jakez talk at #qconsf today

LIKE
1

9:22 AM - 8 Nov 2016

