



Innovation, in-sourced Organizational change through design

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**DESIGN
TRANSFORMATION**

Mary Wharmby / mary@designtransformation.com / [@marywharmby](https://twitter.com/marywharmby)

Digital is not about technology. It is about culture.
That's something I think is the biggest challenge,
which is **how do you build a groundswell within the
bank of a culture and a DNA of digital transformation?**
If you can't build that, you will never be successful.

– Chris Skinner at Money20/20, July 4, 2018

Culture **eats strategy for breakfast.**

– Peter Drucker, management guru, date unknown
Mark Fields, President of Ford, 2006

The game has changed.

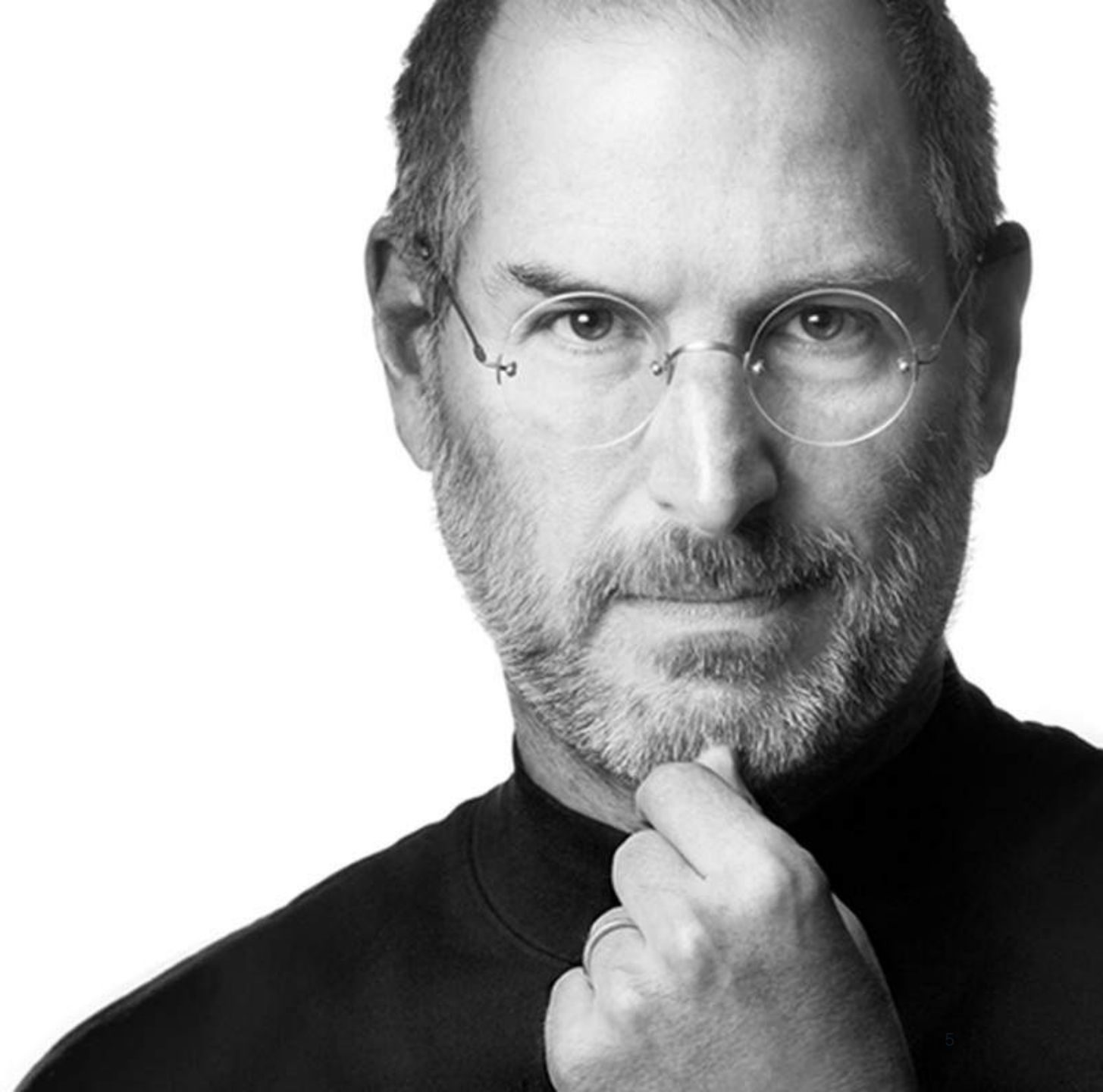
- Digital is **disrupting everything**
- The **pace and complexity** of change **is accelerating**
- Transformation is **no longer point A to B**
- Organizations are **holistic systems** made up of **people**

Design?

The business case for design

**“Design is a funny word.
Some people think design
means how it looks.
But of course, if you
dig deeper, it’s really
how it works.”**

— Steve Jobs

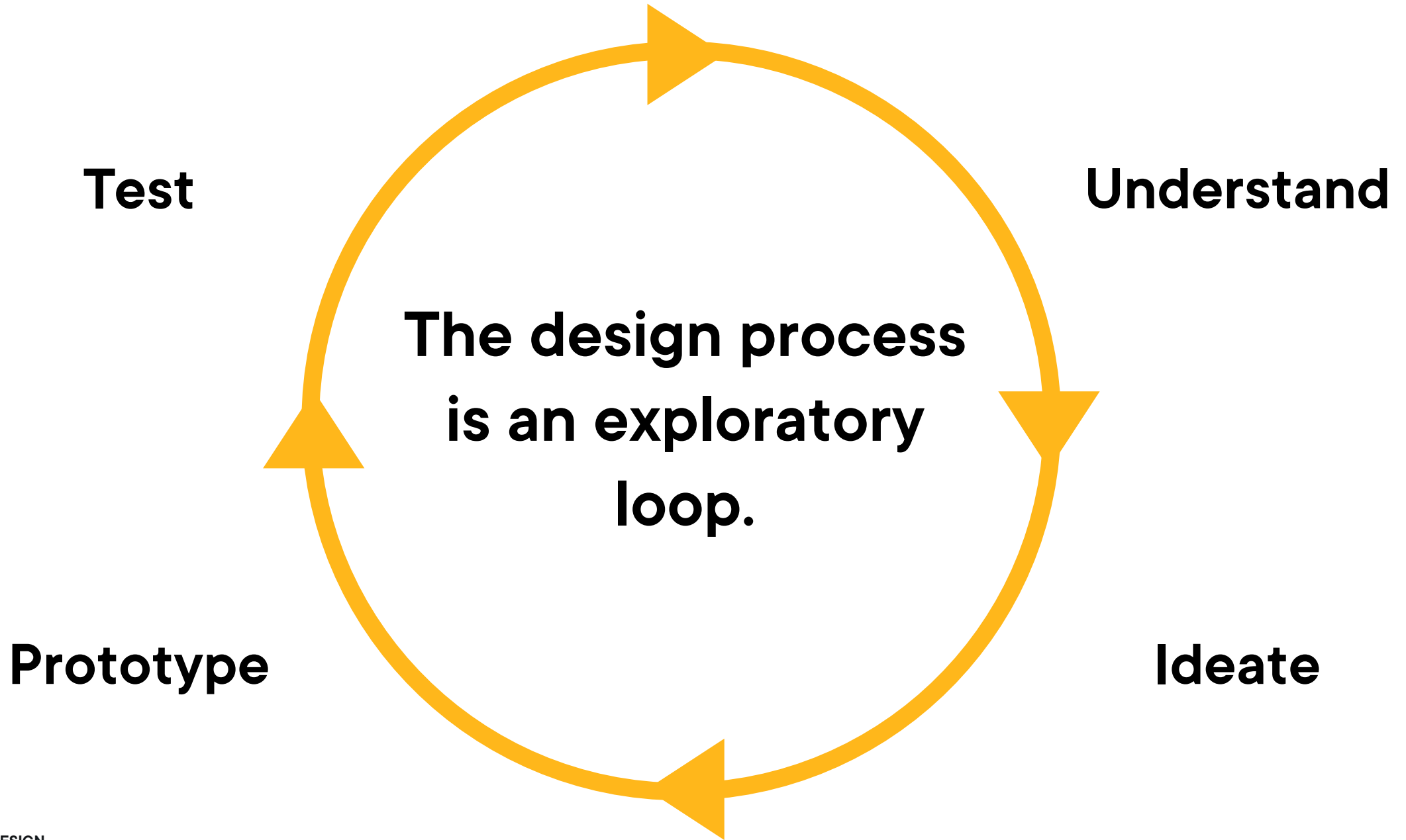














innovation

Advanced and original

A product or idea that features new methods

Original and creative in thinking

A person who introduces new ideas



2x

Faster time to market

75%

Reduction in design time

33%

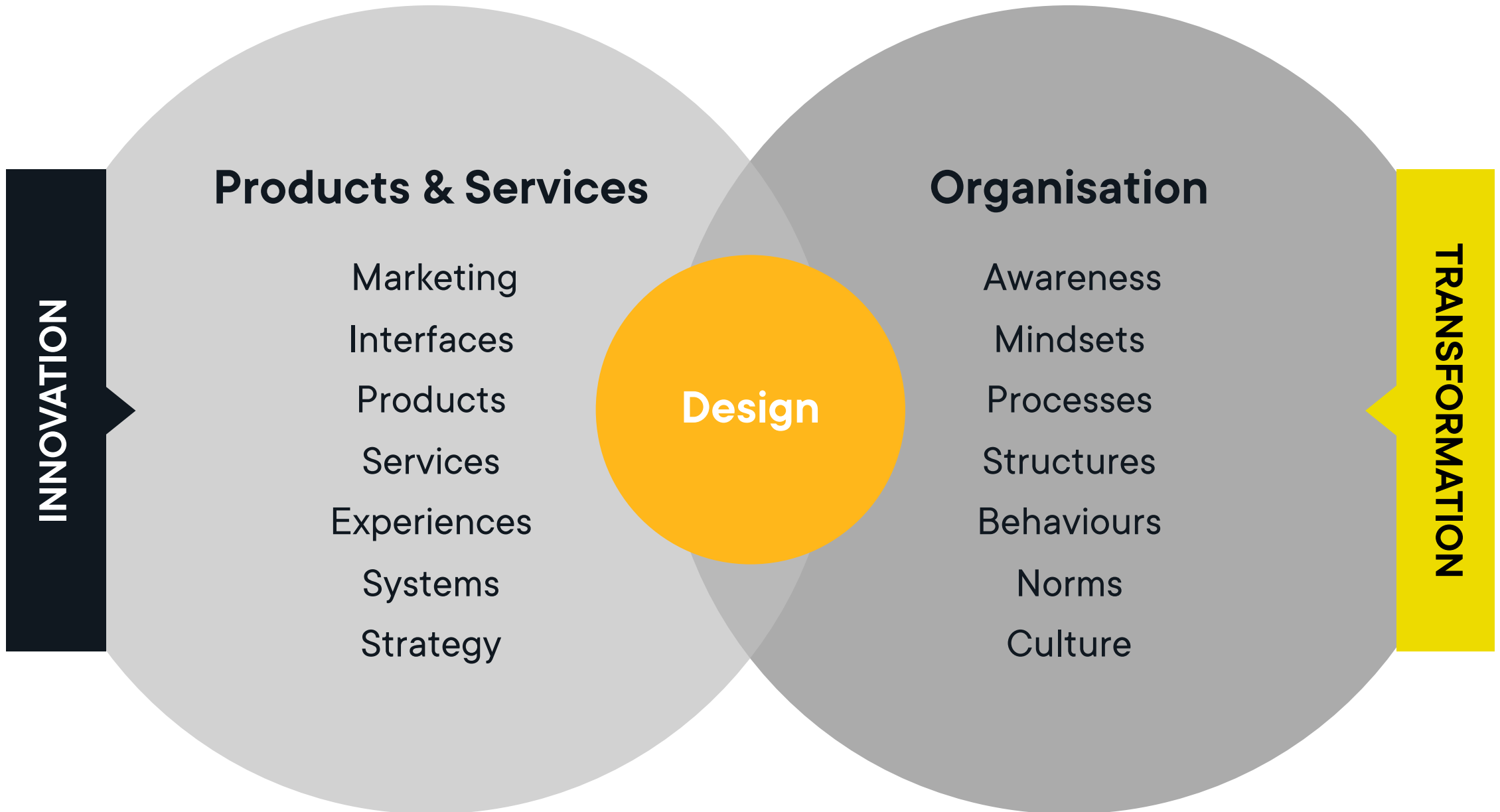
Reduction in development time

INNOVATION

Products & Services

Marketing
Interfaces
Products
Services
Experiences
Systems
Strategy

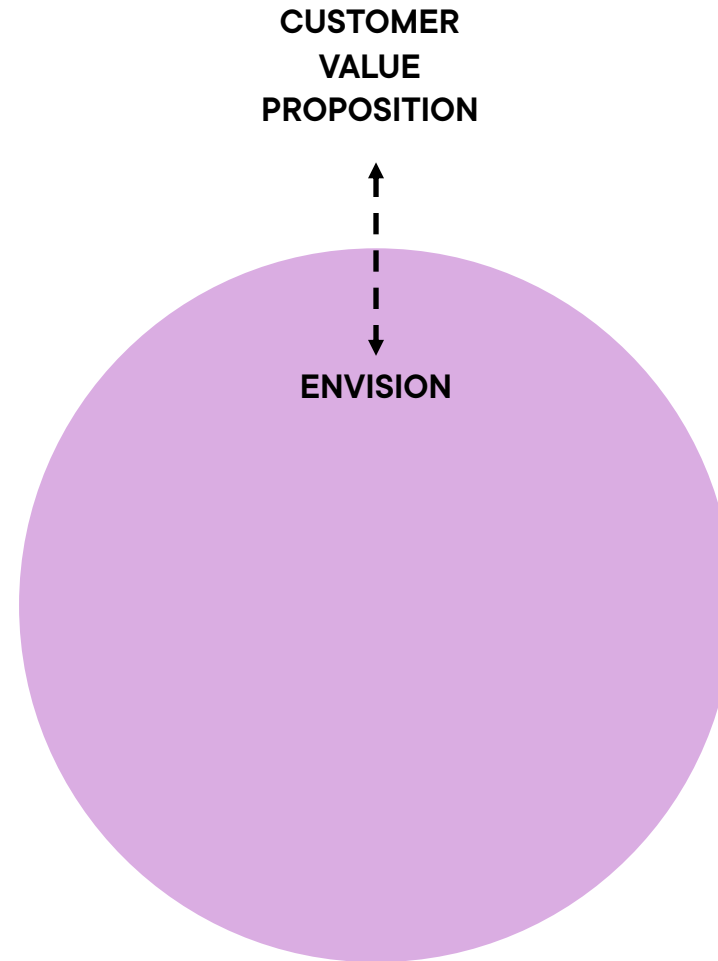
Design



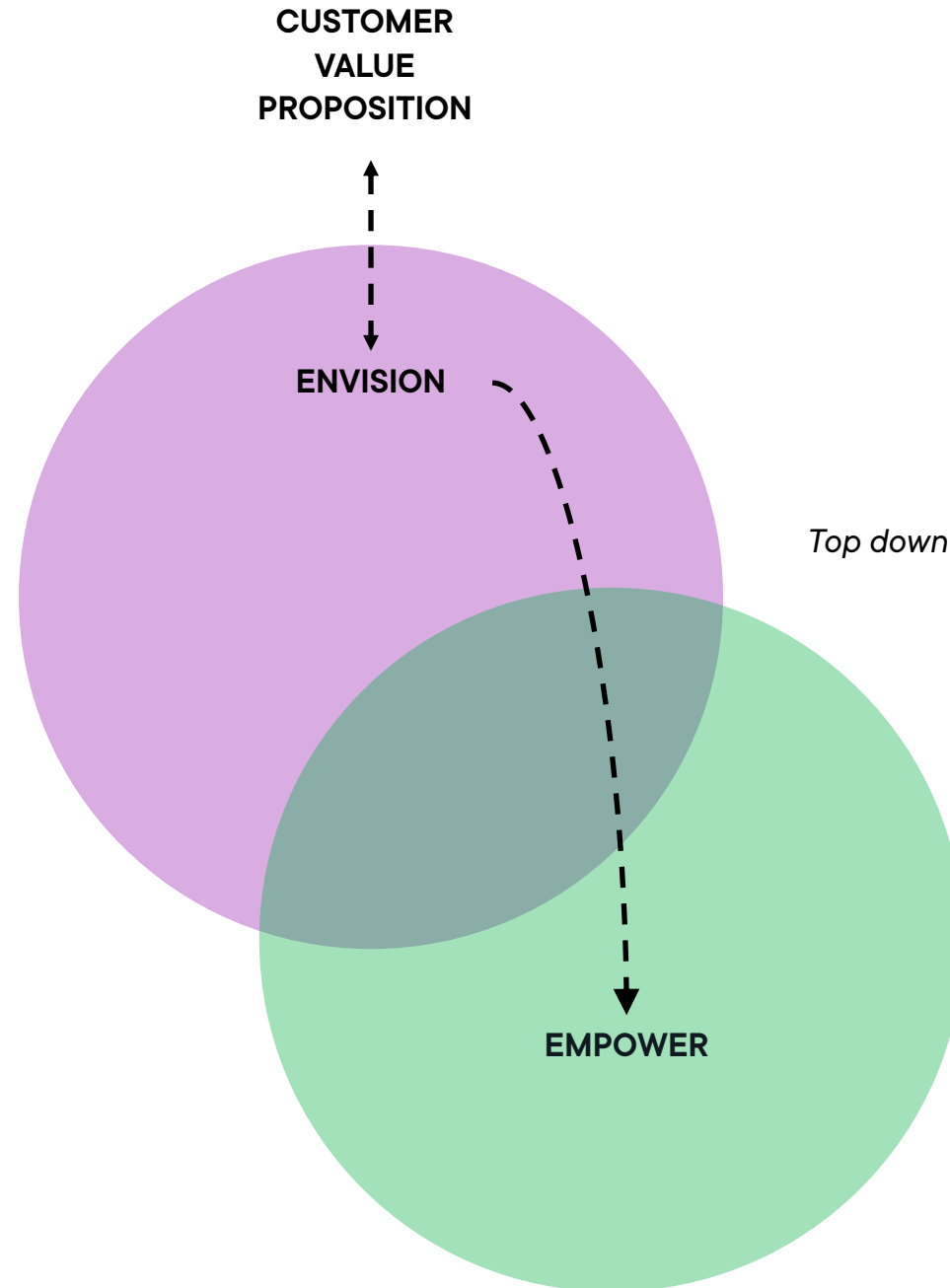
Process

A people-centered approach to change

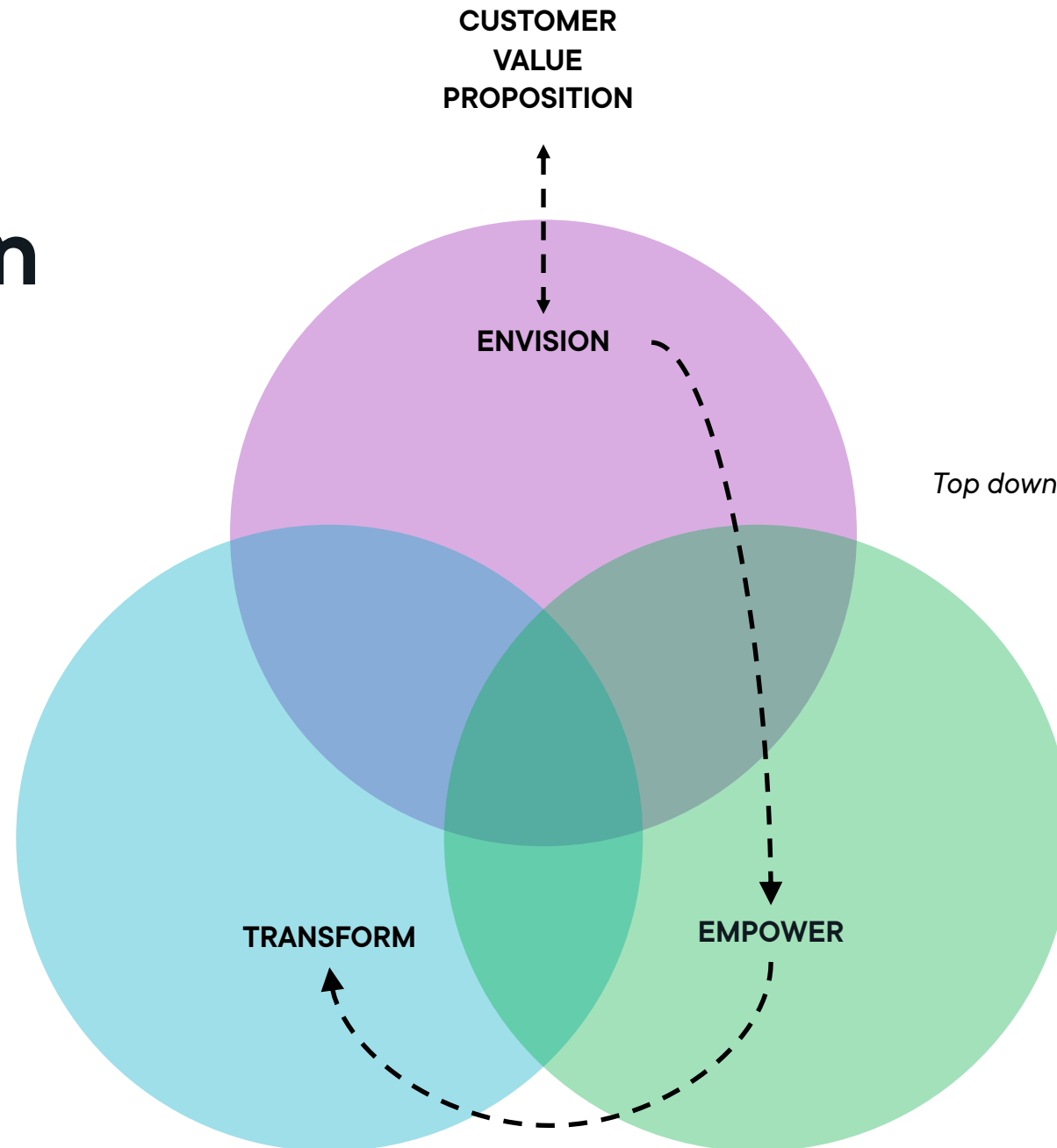
The design transformation process.



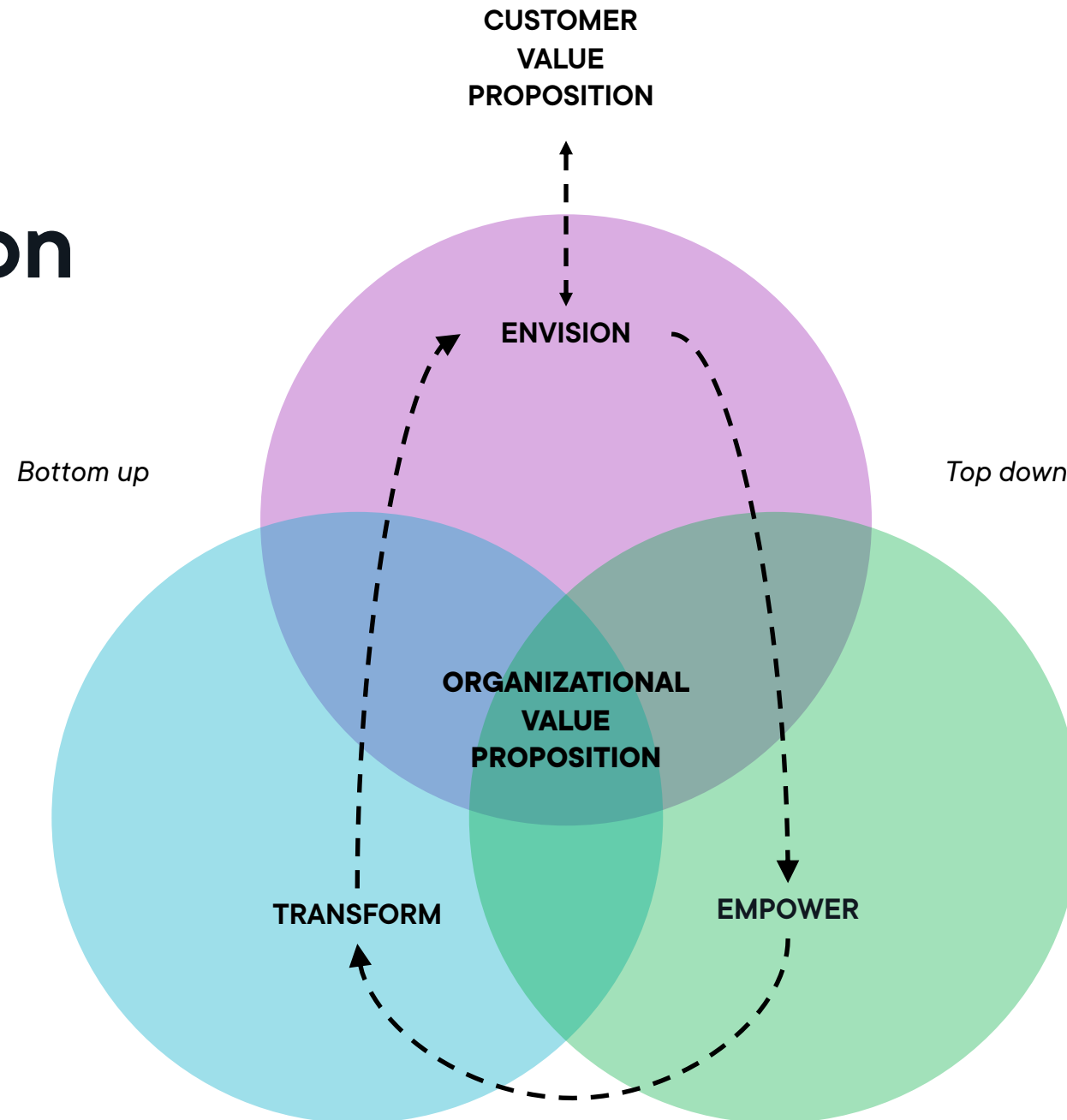
The design transformation process.



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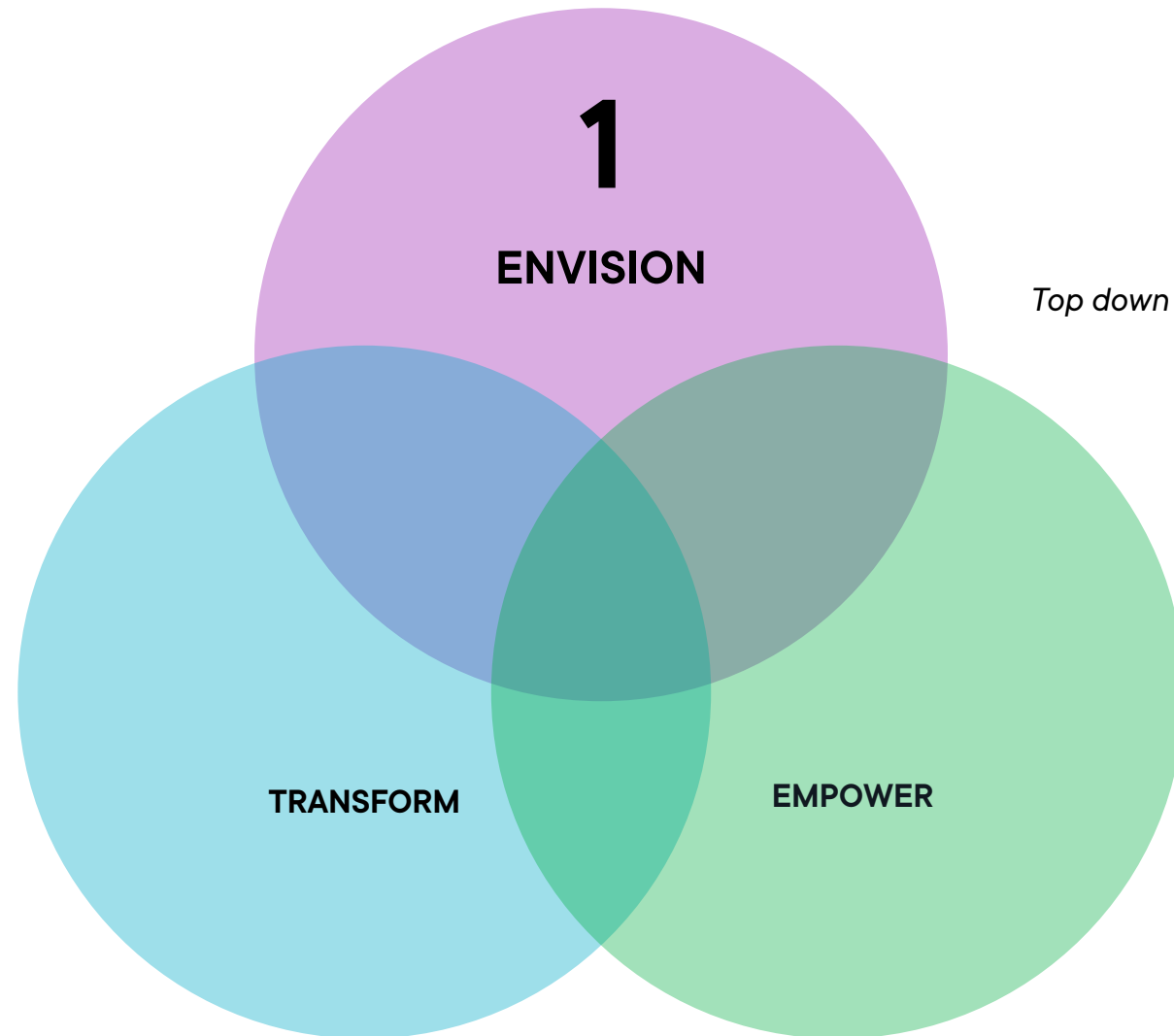
A people-centered approach looks different.

- Begin with **human needs** and extrapolate to organization
- Strategy is **bottom-up discovery-driven**
- Leadership is **distributed** (organic)
- Implementation dynamic is **experimental**
- Focus is on **people and engagement** first
- **Qualitative + quantitative** measurement
- Failure as **learning**

Impact

BBVA Design Ambassador Program

The design transformation process.



Google

“To provide access to the world’s information in one click.”

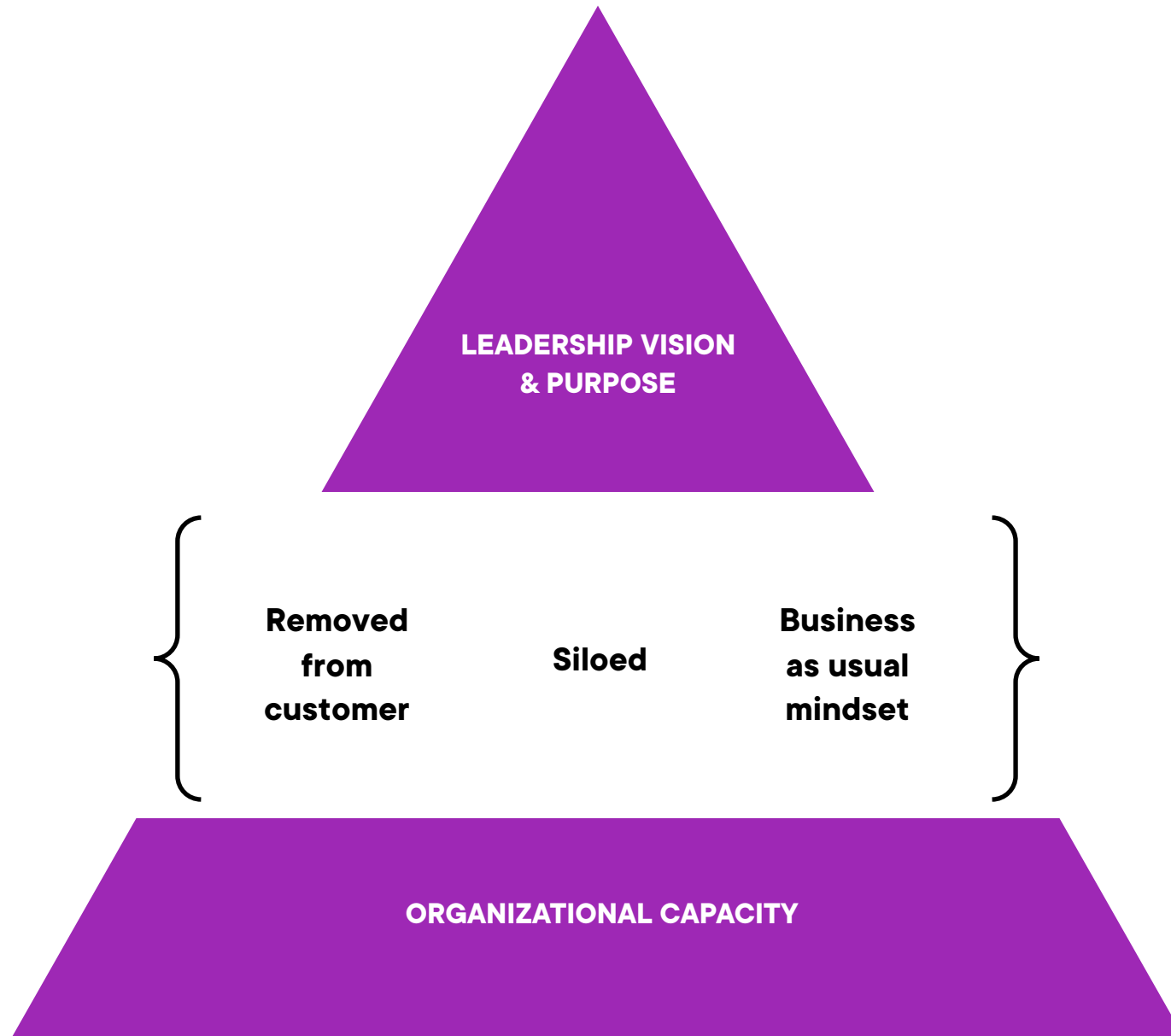
BBVA

“To bring the age of opportunity to everyone.”



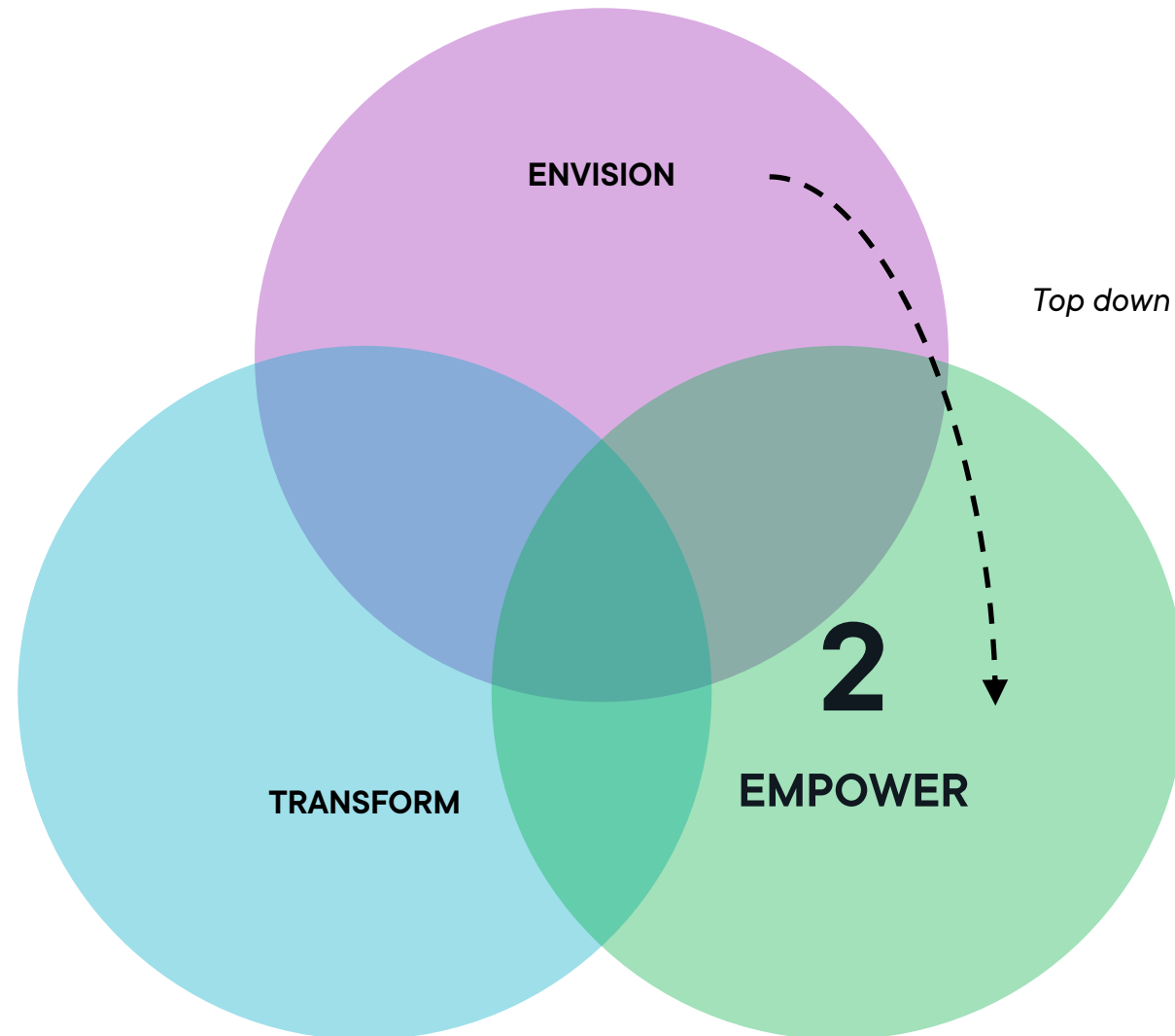
“We are a globally leading provider of sustainable mobility.”



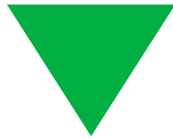




The design transformation process.

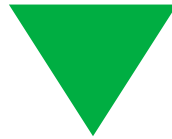


Removed from
customer



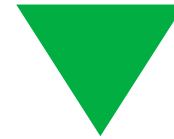
**Foster
customer-centricity**

Siloed



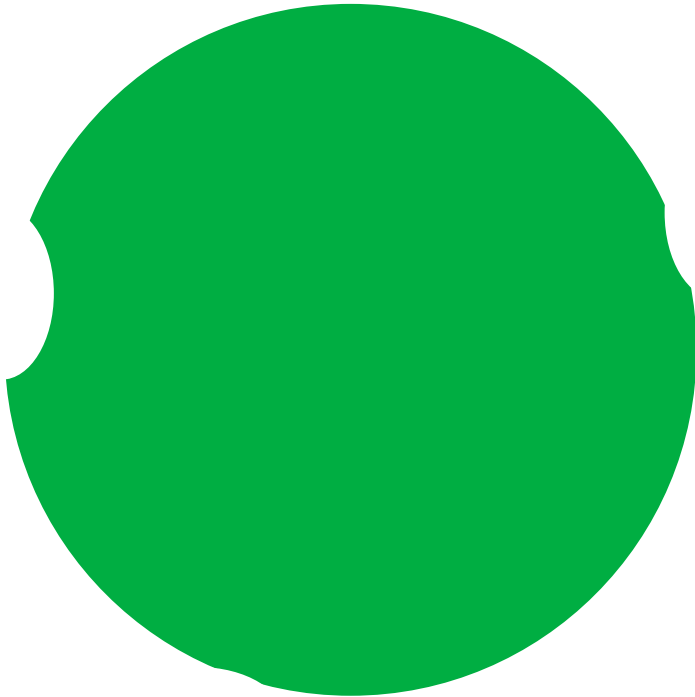
**Build bridges
to collaboration**

Business as usual
mindset



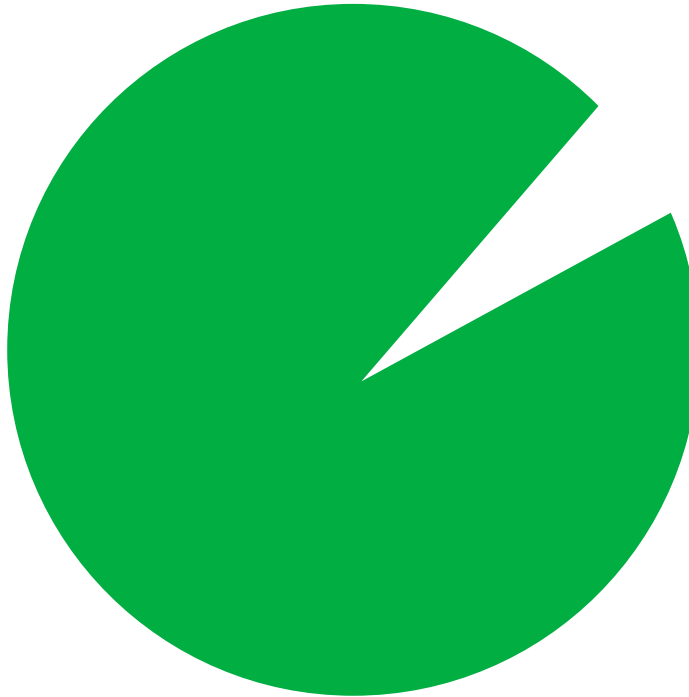
**Provide creative
problem solving toolkit**

Strategy A



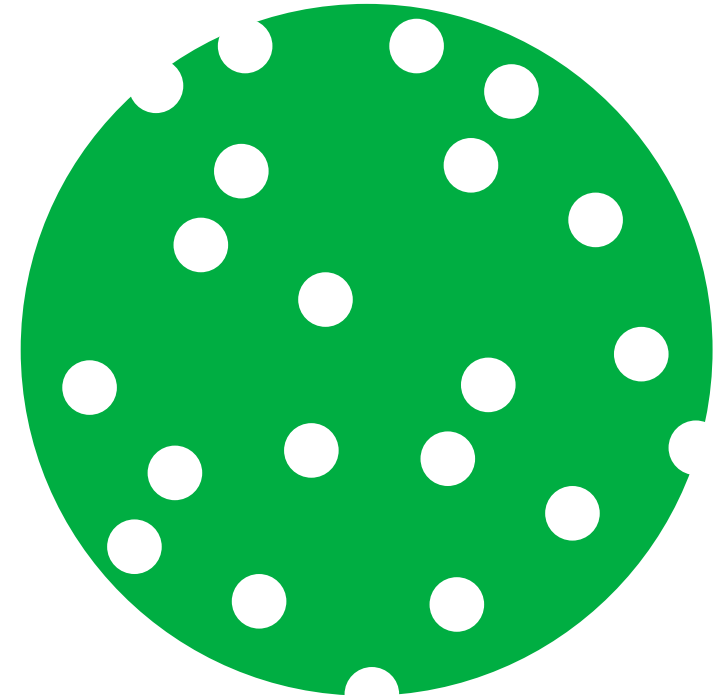
**Online awareness course
for everyone**

Strategy B

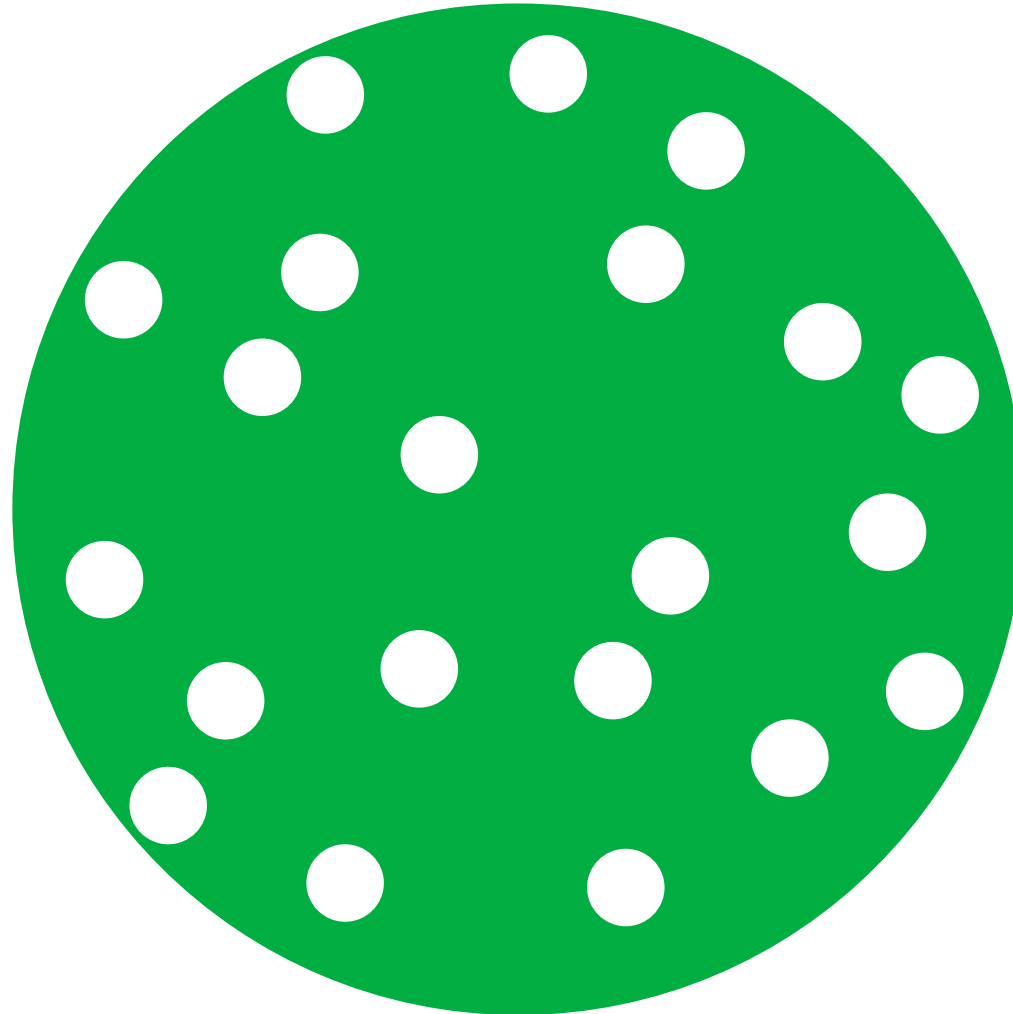


**Targeted training
for specific teams**

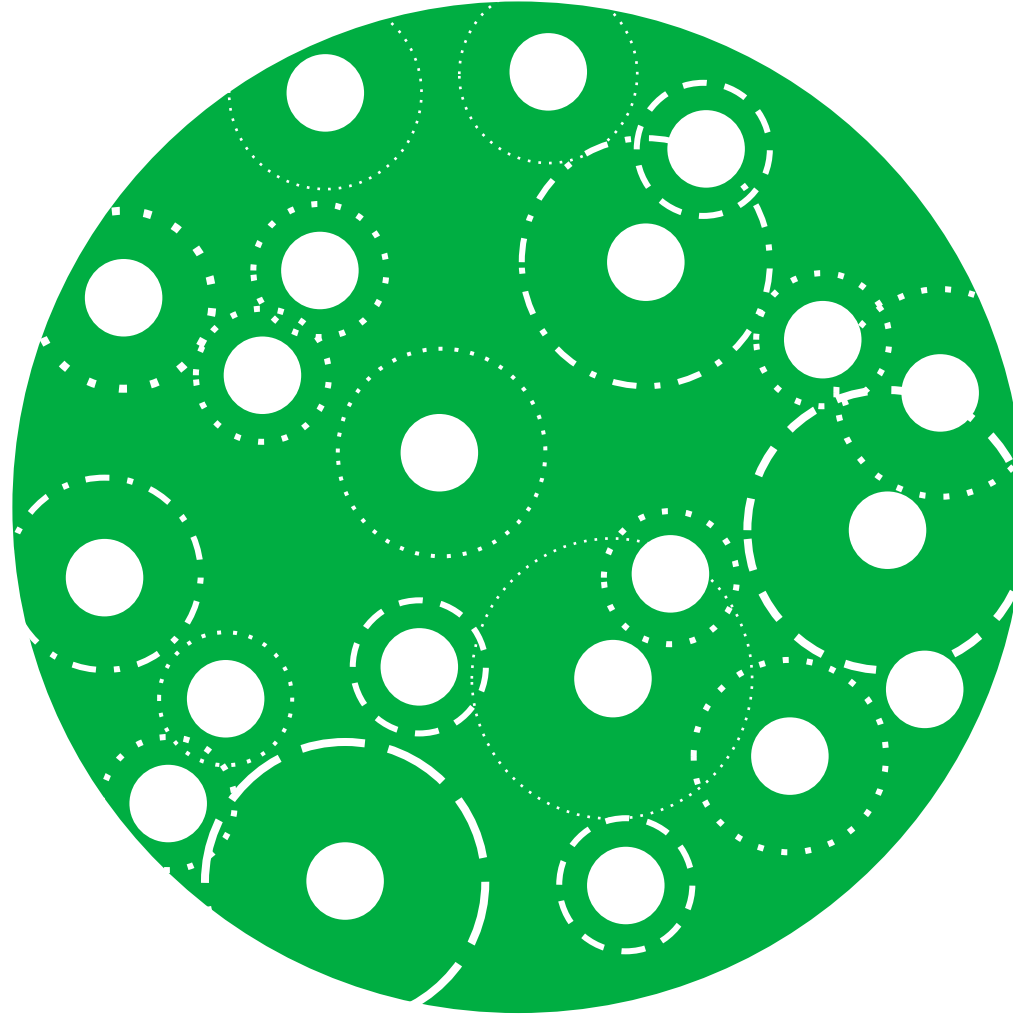
Strategy C



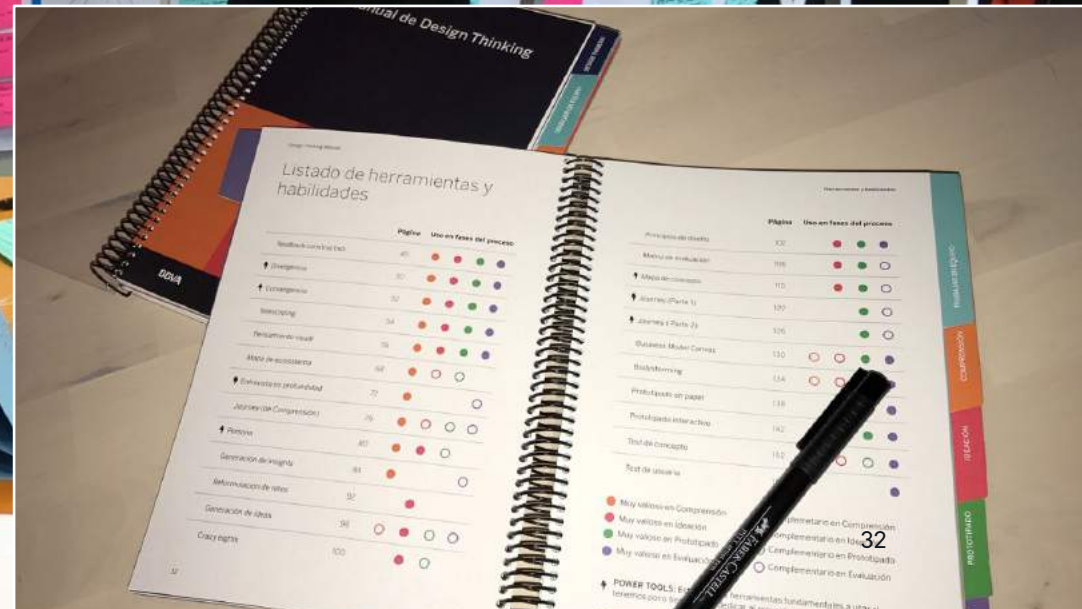
**Targeted training
for individuals & teams**



Create a group of design thinking-hybrids across all areas and functions



Empower them to lead innovation & transformation in their areas



Admin Assistant
+ design thinker

HR specialist
+ design thinker

CEO
+ design thinker

Business analyst
+ design thinker

Data scientist
+ design thinker

Business owner
+ design thinker

Sales specialist
+ design thinker

Risk Analyst
+ design thinker

Engineer
+ design thinker

Process engineer
+ design thinker

Agile coach
+ design thinker

Economist
+ design thinker

Architect
+ design thinker

Lawyer
+ design thinker

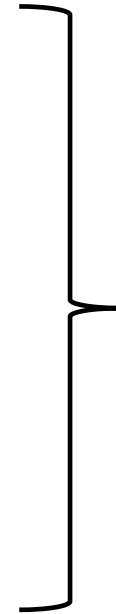
Designer
+ design thinker

Marketer
+ design thinker

Investment banker
+ design thinker

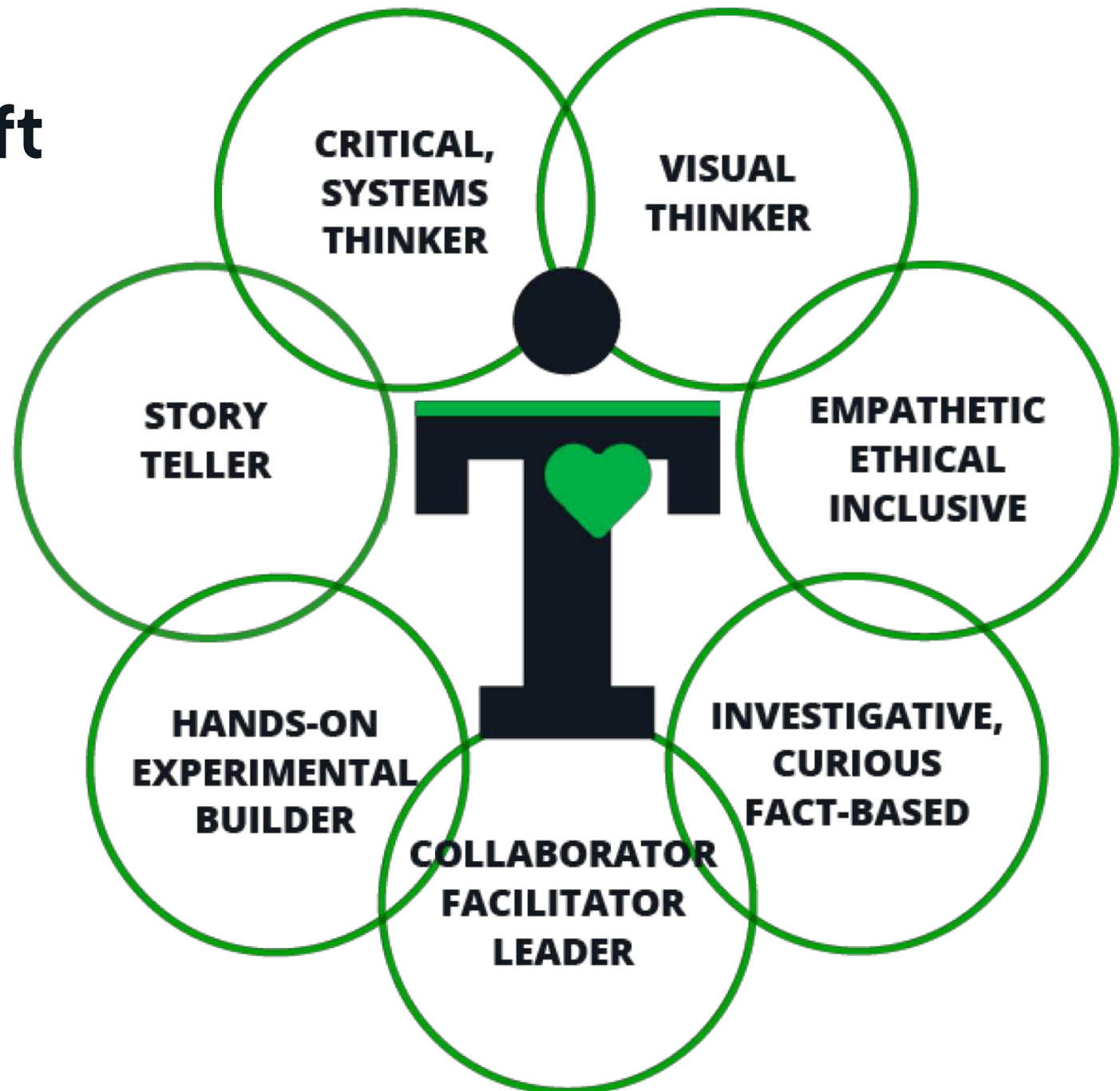
hybrids

... + design thinker =

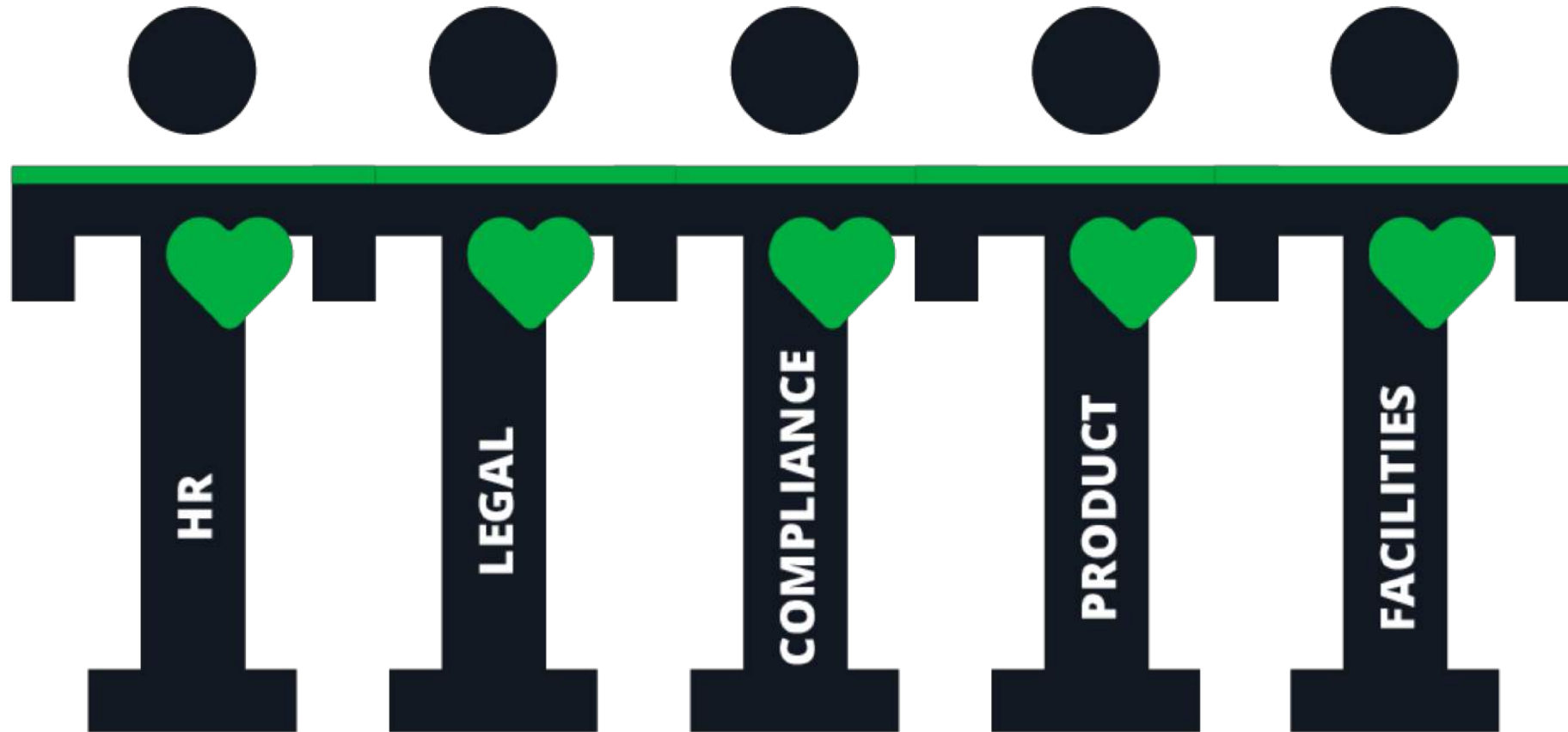


change agent
problem solver
leader

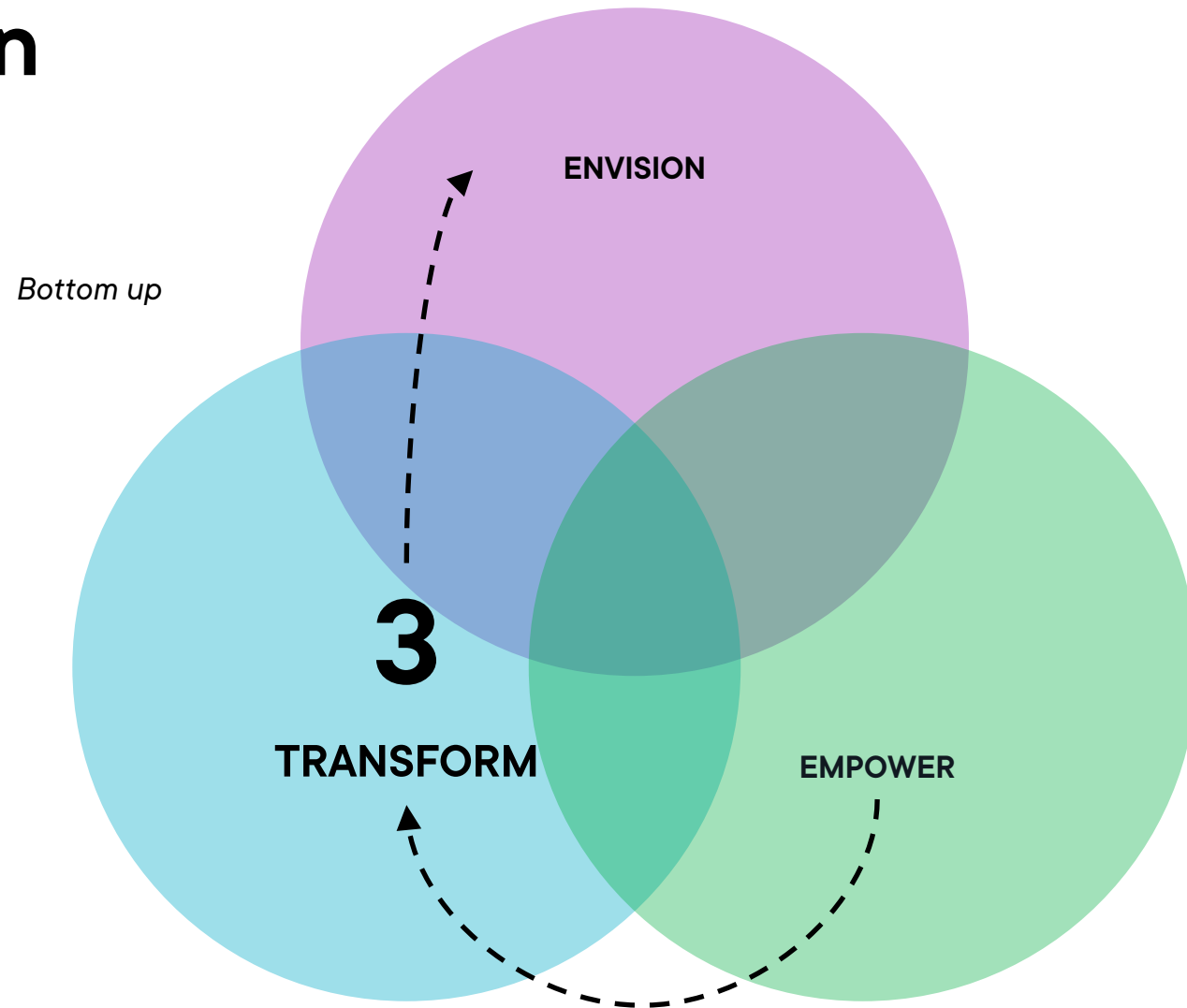
The essential soft skillset for the 21st century.



A common language of innovation across the organization.



The design transformation process.



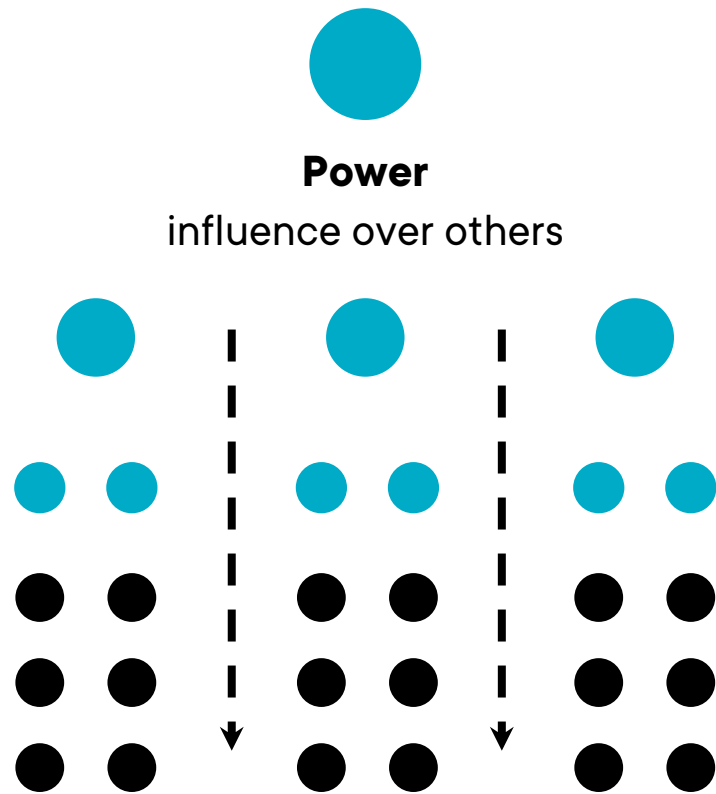
100% of front-line problems were known to the front-line employees

74% were known to team leaders

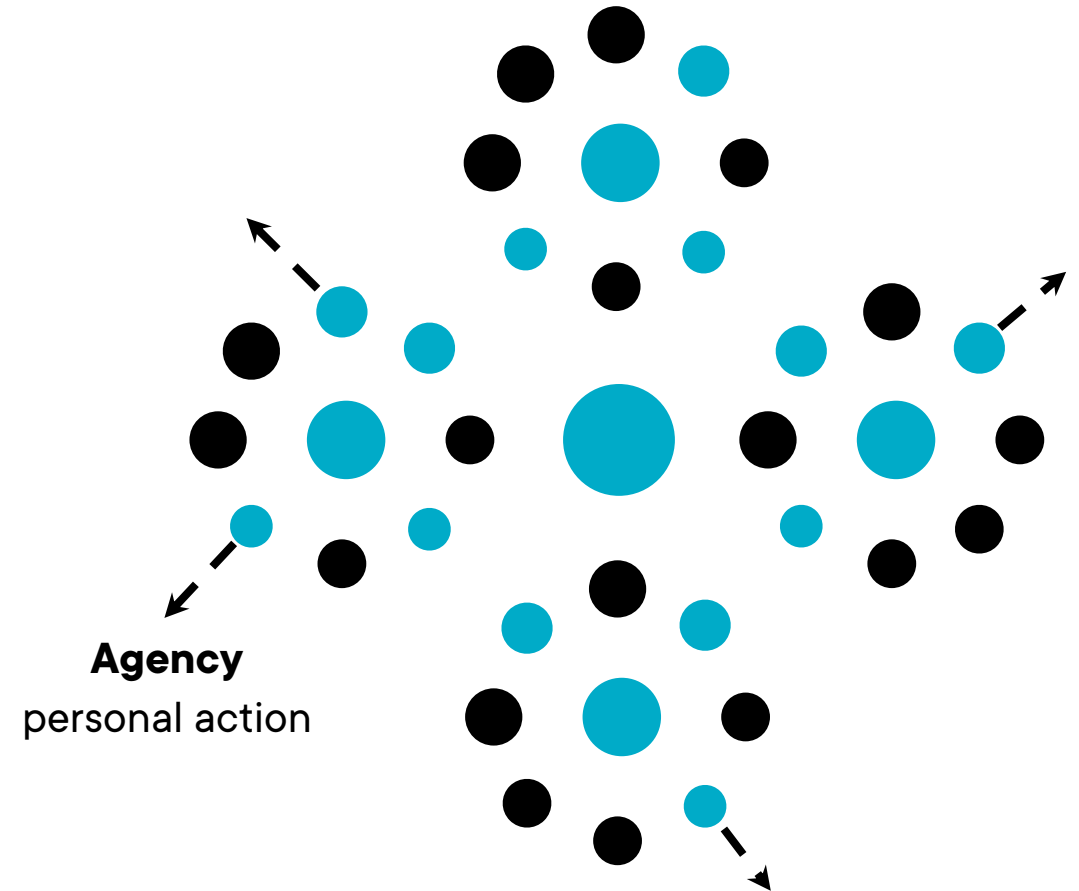
9% to middle management

4% to top management

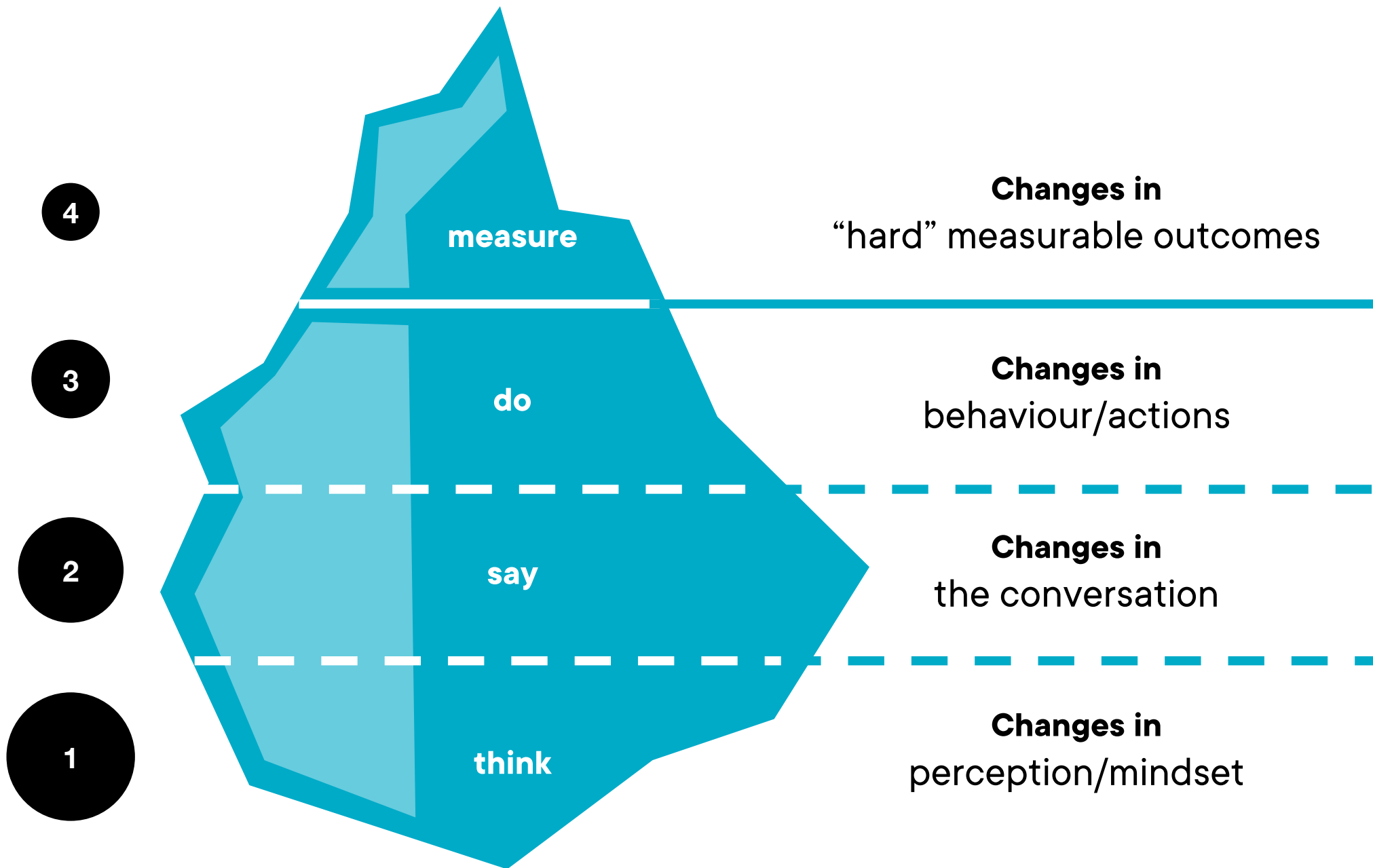
– Sidney Yoshida, 1989



Hierarchical model



Network/Mesh model



Design Ambassador pledge.

Interact with (your) customers

Connect with other areas

Experiment with new ideas

Prototype and **test** concepts

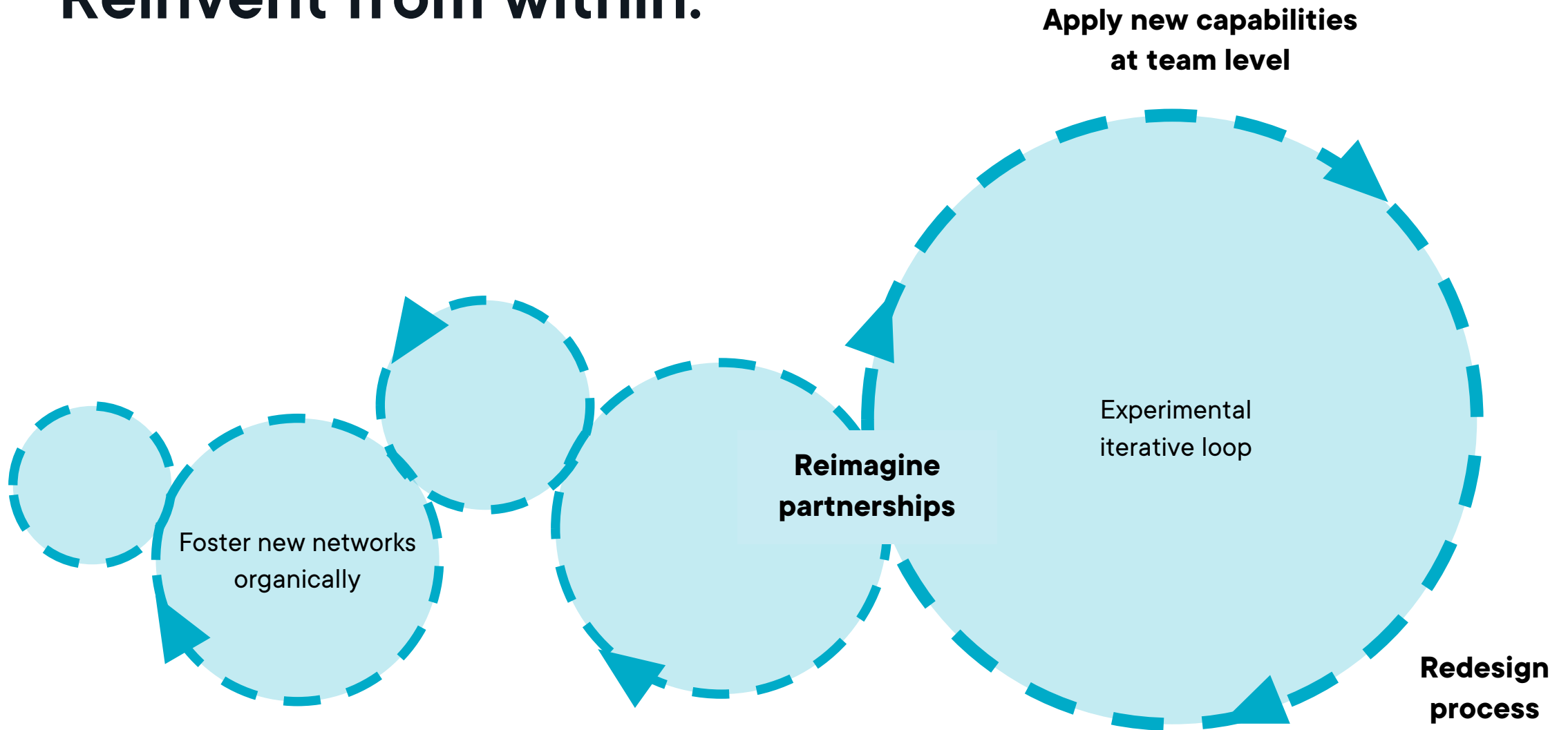
Iterate solutions

> **Pass on** what you've learned



**Behaviour
change**

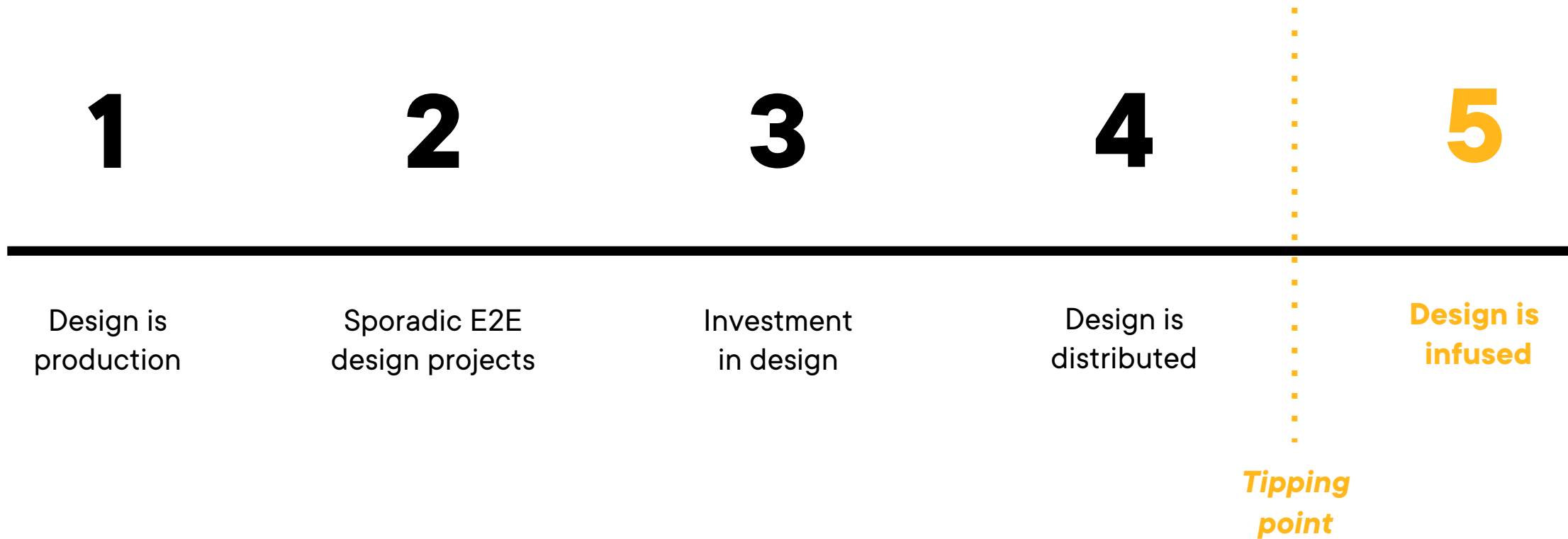
Reinvent from within.



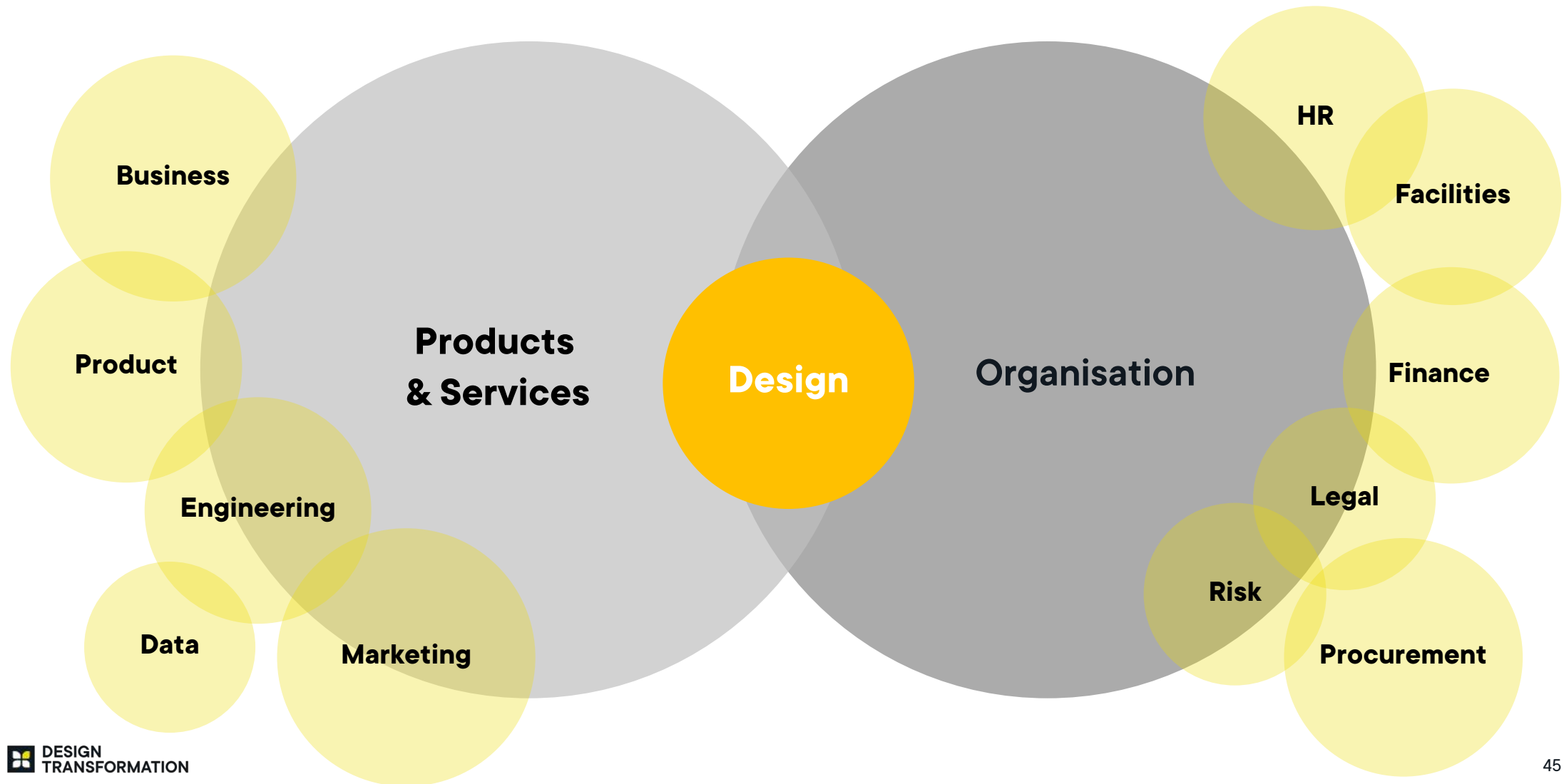
First Steps

Thoughts about implementation

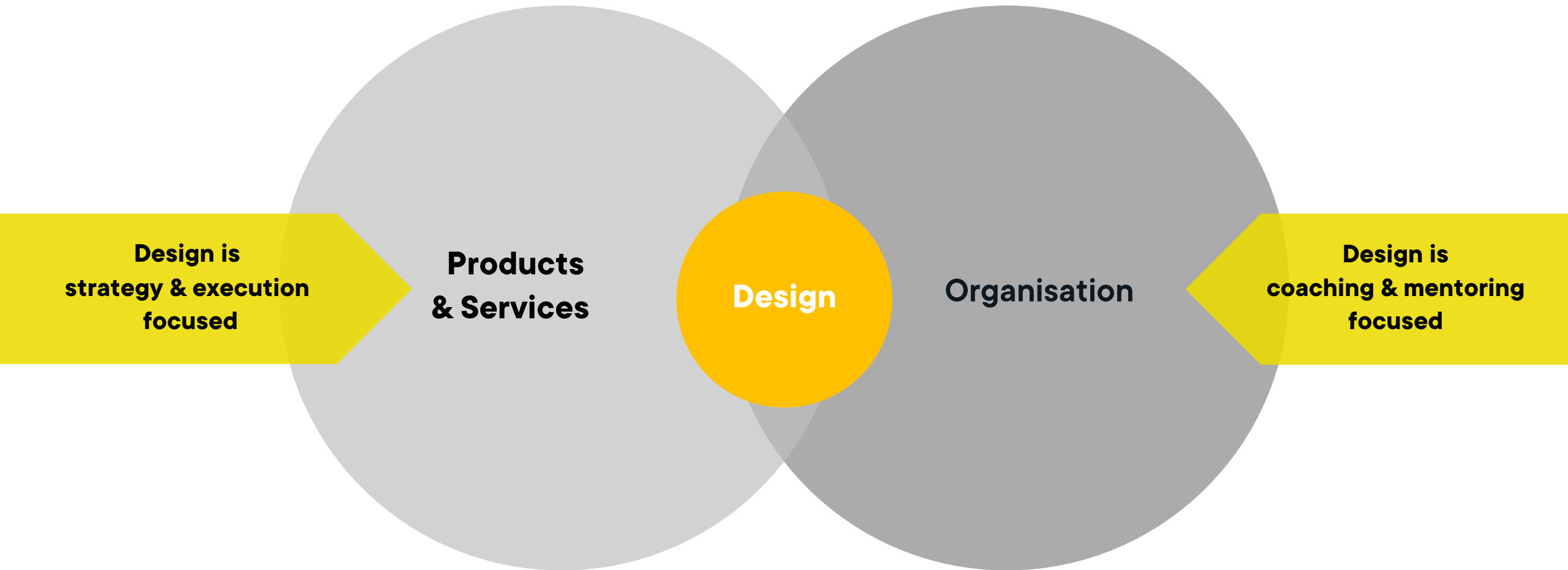
What is the maturity of design in your org?



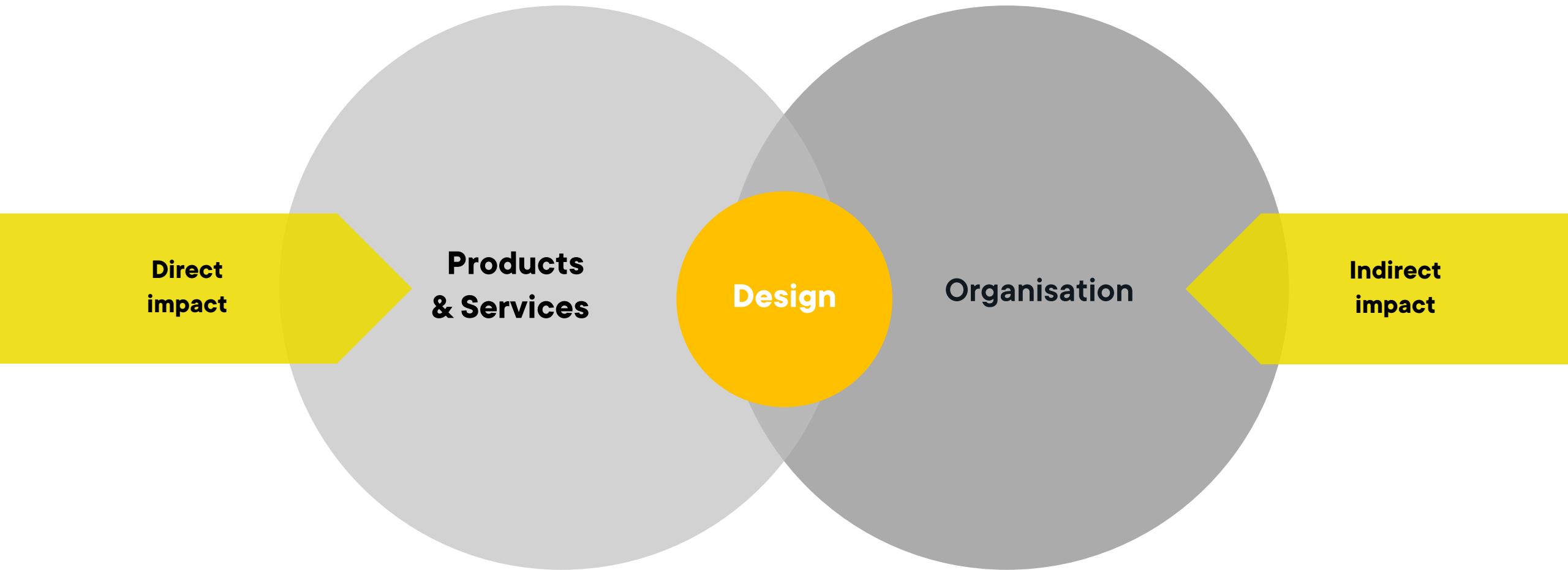
Who does design interact with?



How are you using your designers?



How are you measuring impact?



Find out more...

- **The Total Economic Impact of IBM's Design Thinking Practice**

<https://www.ibm.com/design/thinking/static/media/Enterprise-Design-Thinking-Report.8ab1e9e1.pdf>

- **Exploring the Impact of Design Thinking in Action**

<https://designatdarden.org/app/uploads/2018/01/Working-paper-Liedtka-Evaluating-the-Impact-of-Design-Thinking.pdf>

- **Service Designing Organisational Change**

<https://medium.com/touchpoint/it-takes-a-village-26cd9cb3fd63>

- **Design Thinking the Future Bank**

<https://www.youtube.com/watch?v=9VdmdrGwmR00>

Thank you!

Mary Wharmby / mary@designtransformation.com / [@marywharmby](https://twitter.com/marywharmby)