



**Kelle Link**

Business Design, Service Design, Org Transformation

2yr • 🌱



Really enjoyed teaching as guest lecturer at **Dublin Institute of Technology** on their Leadership module on the MBA program - design thinking methods for strategic & tactical planning & execution - a spirited bunch! I asked t ...see more



# Designing At Home - The Impact Of A Pandemic On Leading User Experience Designers

Published on May 28, 2020



**Mark Campbell**

User Experience Consultant

8 articles

✓ Following

There is little doubt that during times of hardship, uncertainty, and fear, community is more important than ever. We rely on those around us and close to us for solidarity, support, guidance, information, and empathy. Amongst one of the greatest challenges of the COVID-19 pandemic is that in order to slow the spread of the virus we must practice social distancing and forgo in-person community.

## Kelle Link | Principle UX Designer, Verizon Connect



I see my teammates' faces on Hangouts (tiled, so I can see everyone) more than anyone else in my social life at the moment. We have gotten to know them better and we support each other as humans, not just as colleagues during these COVID times. We have informal chats about "the state of the nation". When we ask each other "What did you do last

night?" or "How was the weekend?"



# Design Thinking in large organisations - beyond UX

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Parable:  
The Tattooed Irishman



*Picture: John Riley, the brother of  
Professor O'Riley ( inventor of the tattoo  
gun)*

**Speaking The Language**

**Adapting Design Thinking**

**Serving vs “Right Fighter”**

**Empowerment Over Control**

**Give it all away**

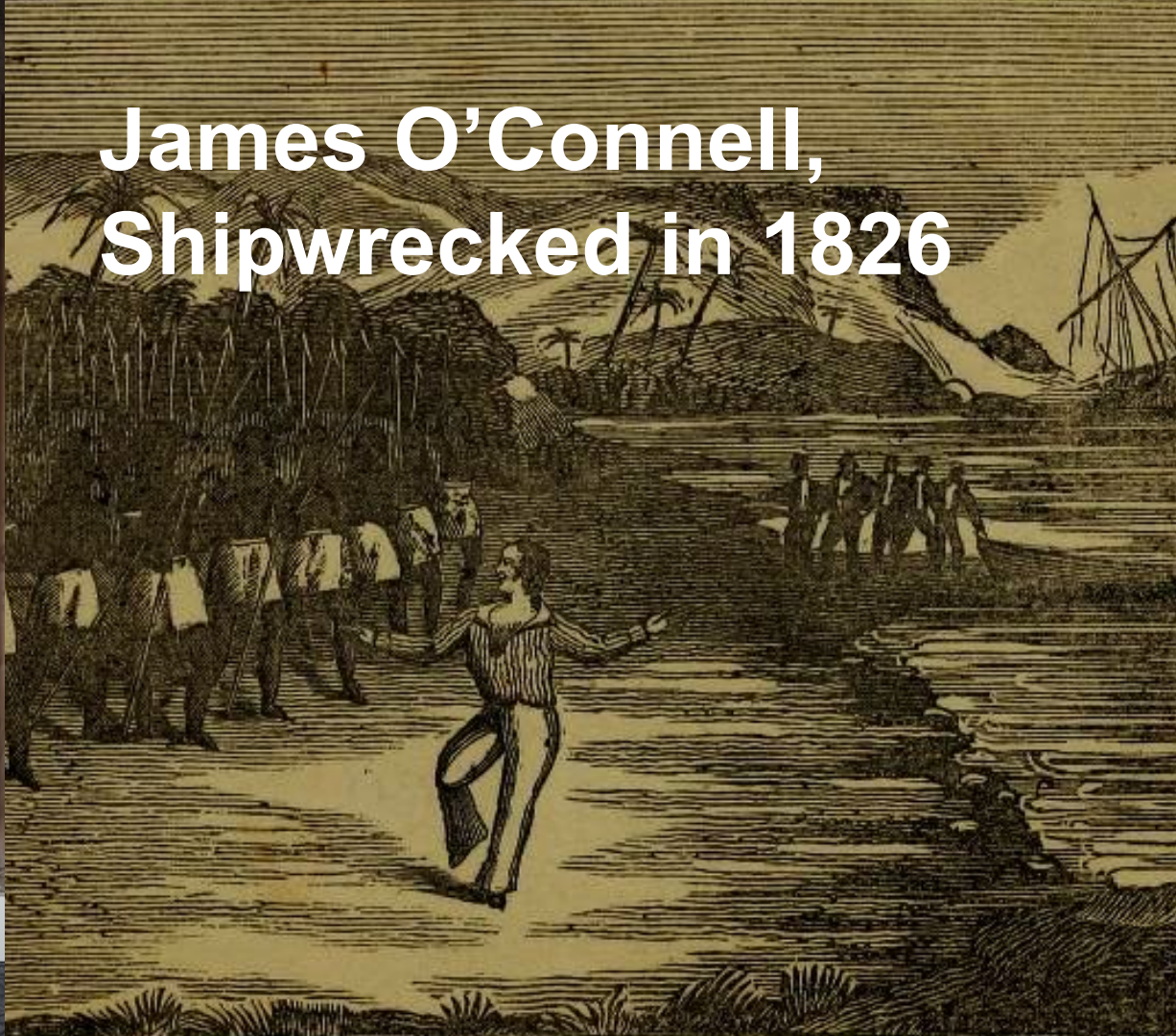
**Crafting narratives**

**Roadmap Delivery**





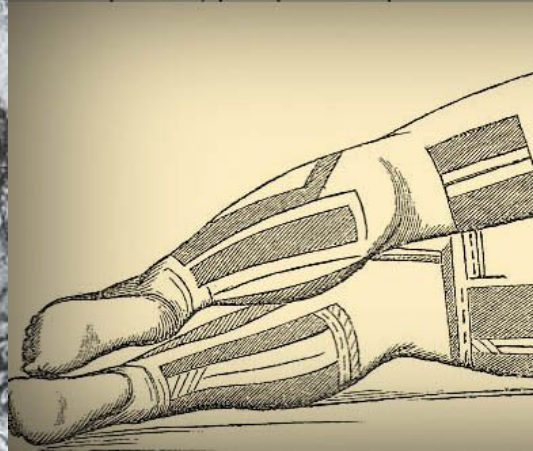
# James O'Connell, Shipwrecked in 1826







Picture: John Riley, the brother of  
Professor O'Riley  
(inventor of the tattoo gun)



THE  
LIFE AND ADVENTURES

OF

JAMES F. O'CONNELL,

THE TATTOOED MAN.

DURING A RESIDENCE OF ELEVEN YEARS IN NEW  
HOLLAND AND THE CAROLINE ISLANDS.

- Andrs.*
1. N. H. Historical Socy. Act of Inc.  
Constitution. By Laws. Members &c.
  2. Historical Memoir of Ballerina  
*John F. James*
  3. Memorial. Recent History. & Constitutional Rights.  
Privileges of Harvard College. No. 10. No. Sept. 1887.
  4. Historical of Christ Church, Boston.  
*Scam.* Rev. Wm. Eaton.
  5. *Scam.* Two<sup>nd</sup> Anniversary Chs. Ch.  
West Haven. Rev. A. B. Chapin.
  6. Report. Constitution of Bylaws.  
Boston Academy of Art & Science.
  7. Oration. Jan<sup>y</sup> 8. 1886. at Salem  
*A. W. Everett.*

**SUPPLEMENTAL FINANCIAL INFORMATION (Unaudited)<sup>1</sup>**  
**RECONCILIATION OF GAAP AND NON-GAAP FINANCIAL MEASURES**

(In millions, except per share and percentage information)	For the Three Months Ended December 31,		
	2023	2022	Change
<b>Earnings Per Share</b>			
Net Income Per Common Share, As Reported	\$ 0.42	\$ 0.04	950%
<i>Adjustments:</i>			
Severance and Restructuring Expenses	(0.01)	0.03	
Inclined Sleeper Product Recalls	0.03	—	
Sale of Assets <sup>2</sup>	—	(0.02)	
Changes to Deferred Tax Assets <sup>3</sup>	(0.14)	—	
Loss on Liquidation of Argentina Subsidiary <sup>4</sup>	—	0.13	
Tax Effect of Adjustments <sup>5</sup>	—	0.01	
Net Income Per Common Share, As Adjusted	<u>\$ 0.29</u>	<u>\$ 0.18</u>	61%

**EBITDA and Adjusted EBITDA**

Net Income, As Reported	\$ 147.3	\$ 16.1	813%
<i>Adjustments:</i>			
Interest Expense	31.3	33.1	
(Benefit) Provision for Income Taxes	(27.3)	5.3	
Depreciation	35.4	36.1	
Amortization	9.3	9.6	
EBITDA	196.1	100.2	
<i>Adjustments:</i>			
Share-Based Compensation	30.9	13.1	
Severance and Restructuring Expenses	(2.0)	8.9	
Inclined Sleeper Product Recalls	9.0	(1.5)	
Sale of Assets <sup>2</sup>	—	(8.3)	
Loss on Liquidation of Argentina Subsidiary <sup>4</sup>	—	45.4	
Adjusted EBITDA	<u>\$ 234.0</u>	<u>\$ 157.8</u>	48%

**Free Cash Flow**

Net Cash Flows Provided by Operating Activities
Capital Expenditures
Free Cash Flow

Understand what you are designing -  
businesses are all about numbers

Speak the  
Language



# M E G A N



**Examples & Case studies today:**  
**imaginary org & product, with HW & SW**  
**hybrid offerings**

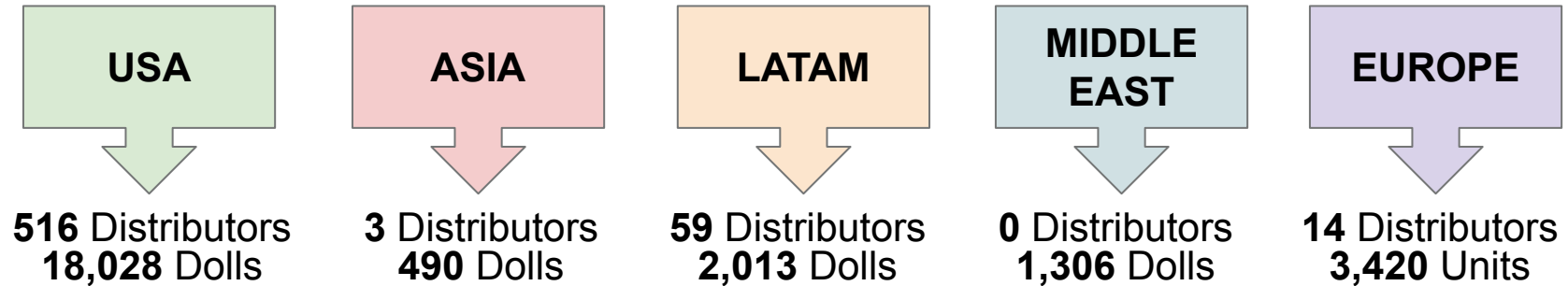


BEFORE

# Child Monitor Toy & Robots: Discontinued M3GAN Holiday Line: Buyers/Unit Reduction

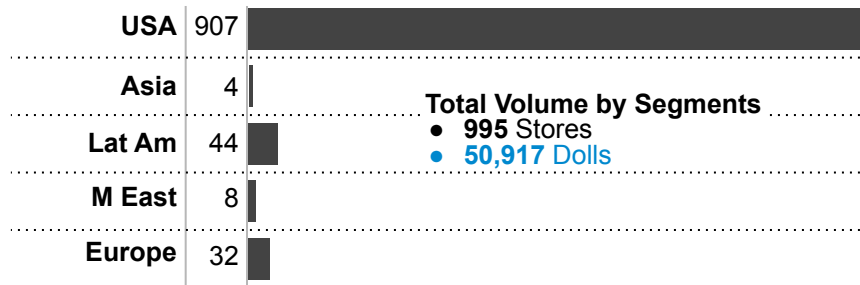
## Count Changes Since Discontinuation of M3GAN Holiday Line

**592 Distributors**  
**25,269 Dolls**

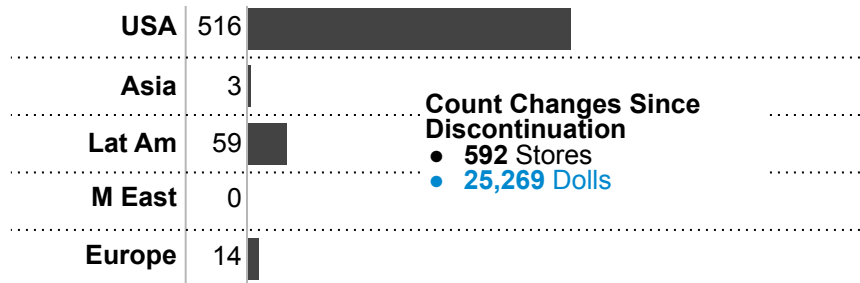


# Child Monitor Toy & Robots: Distributors Count by Volume

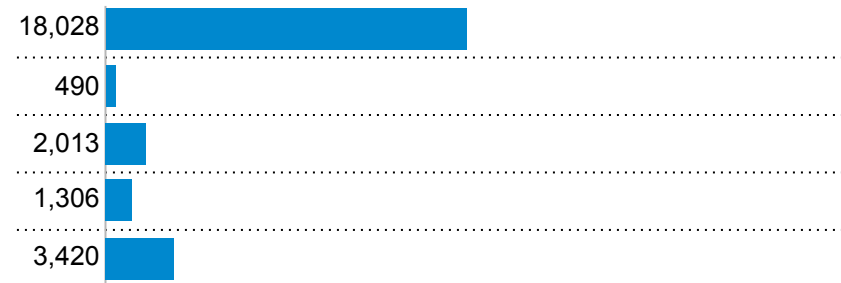
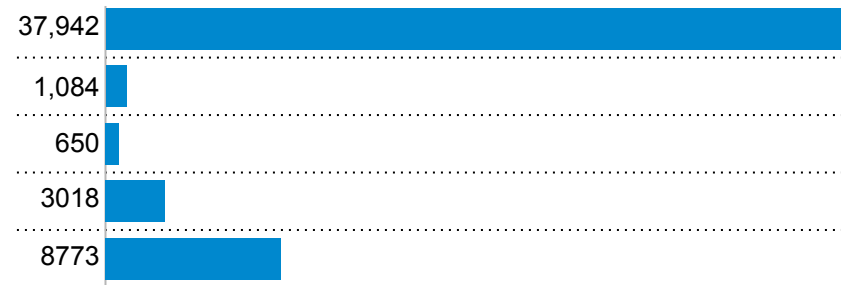
## Distributors



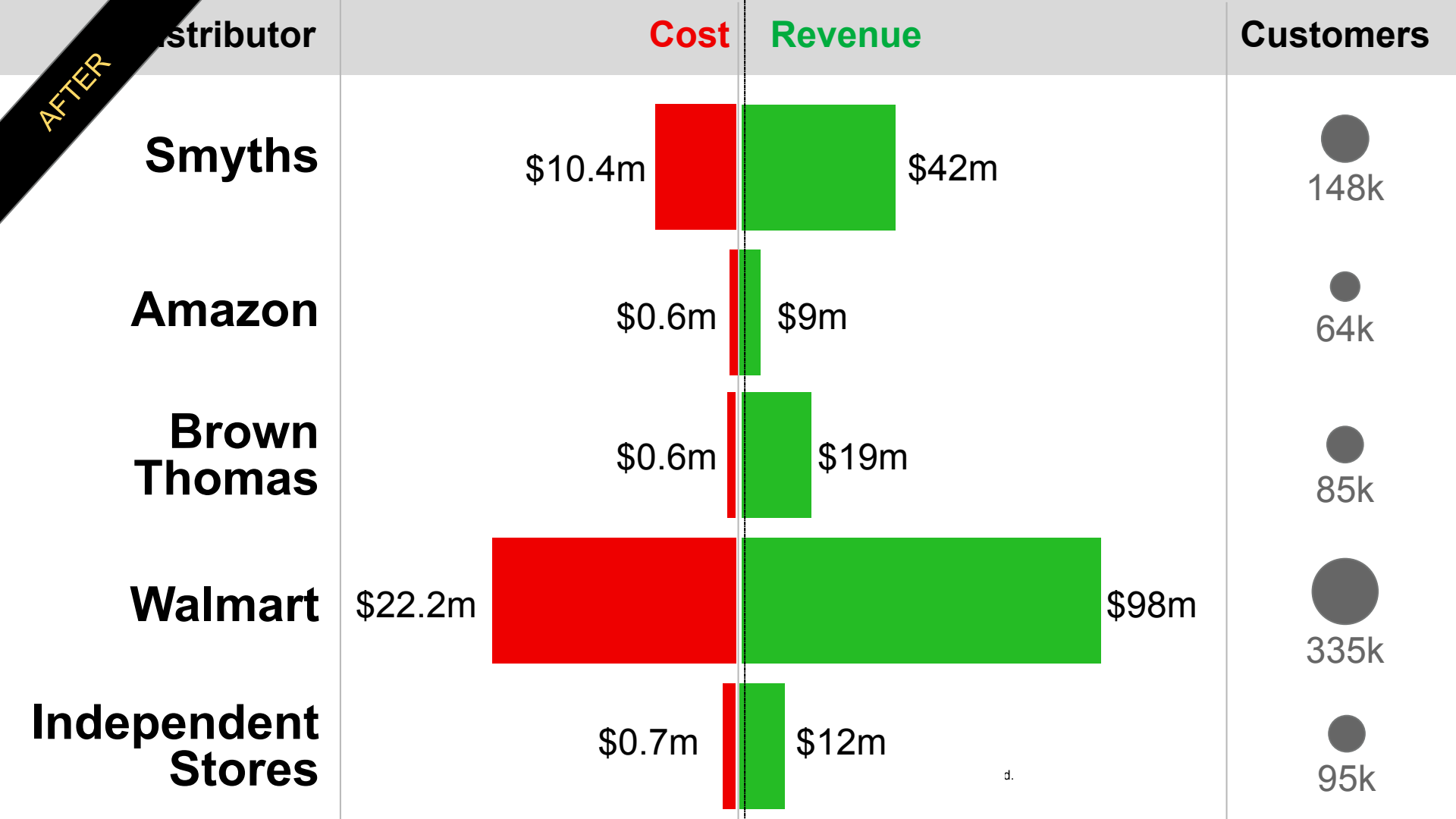
## Distributor/Doll (Unit) Reduction



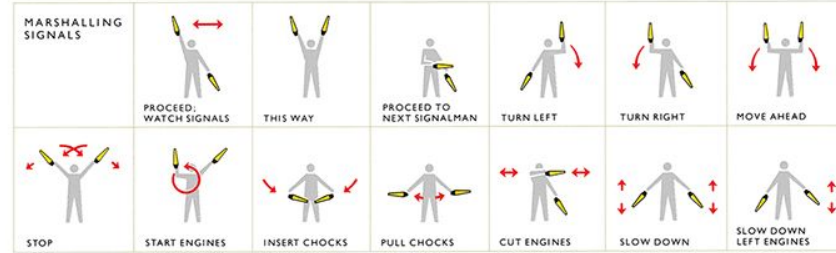
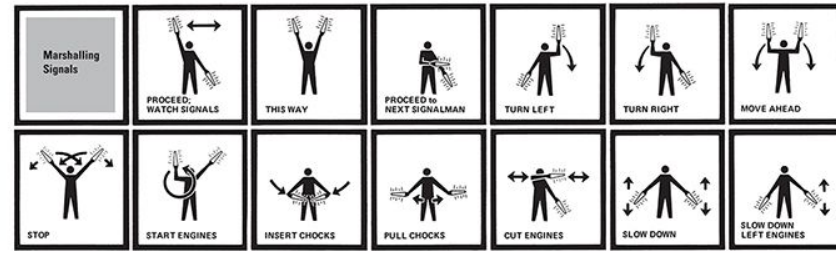
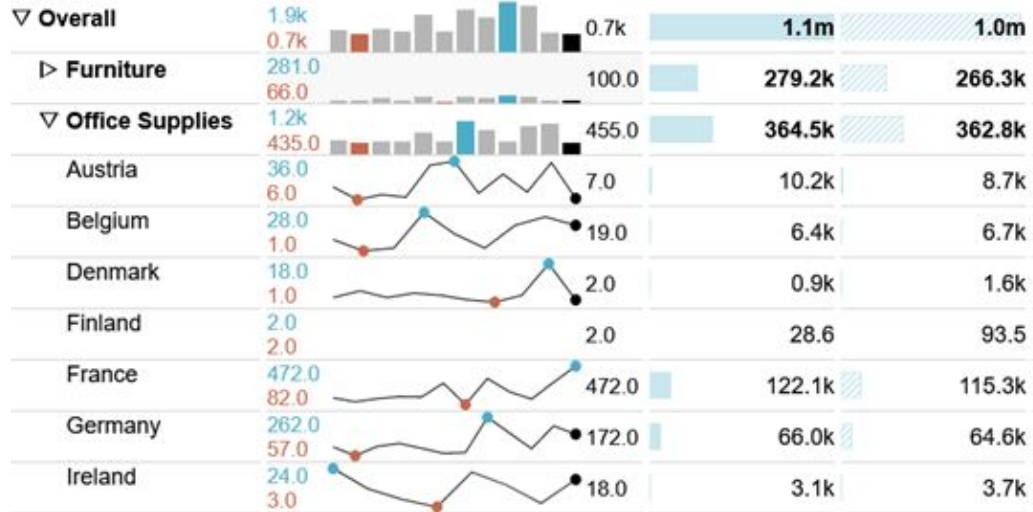
## Dolls







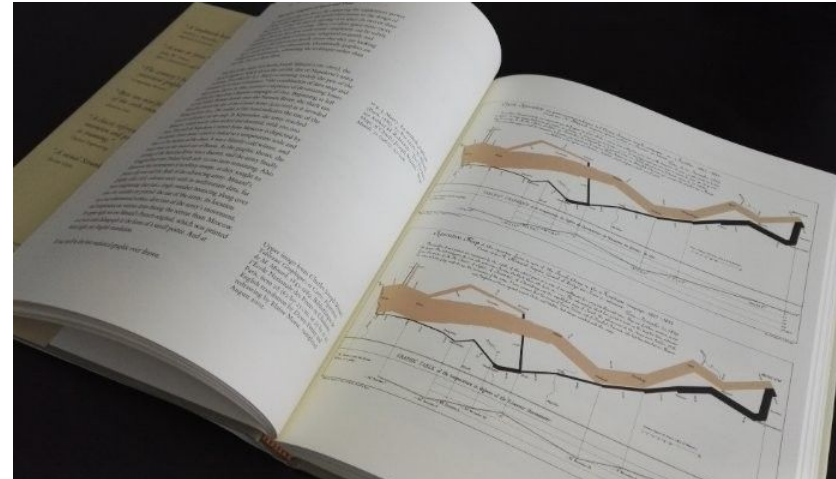
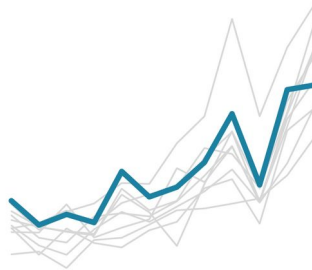
# Trend Sales



NOT IDEAL

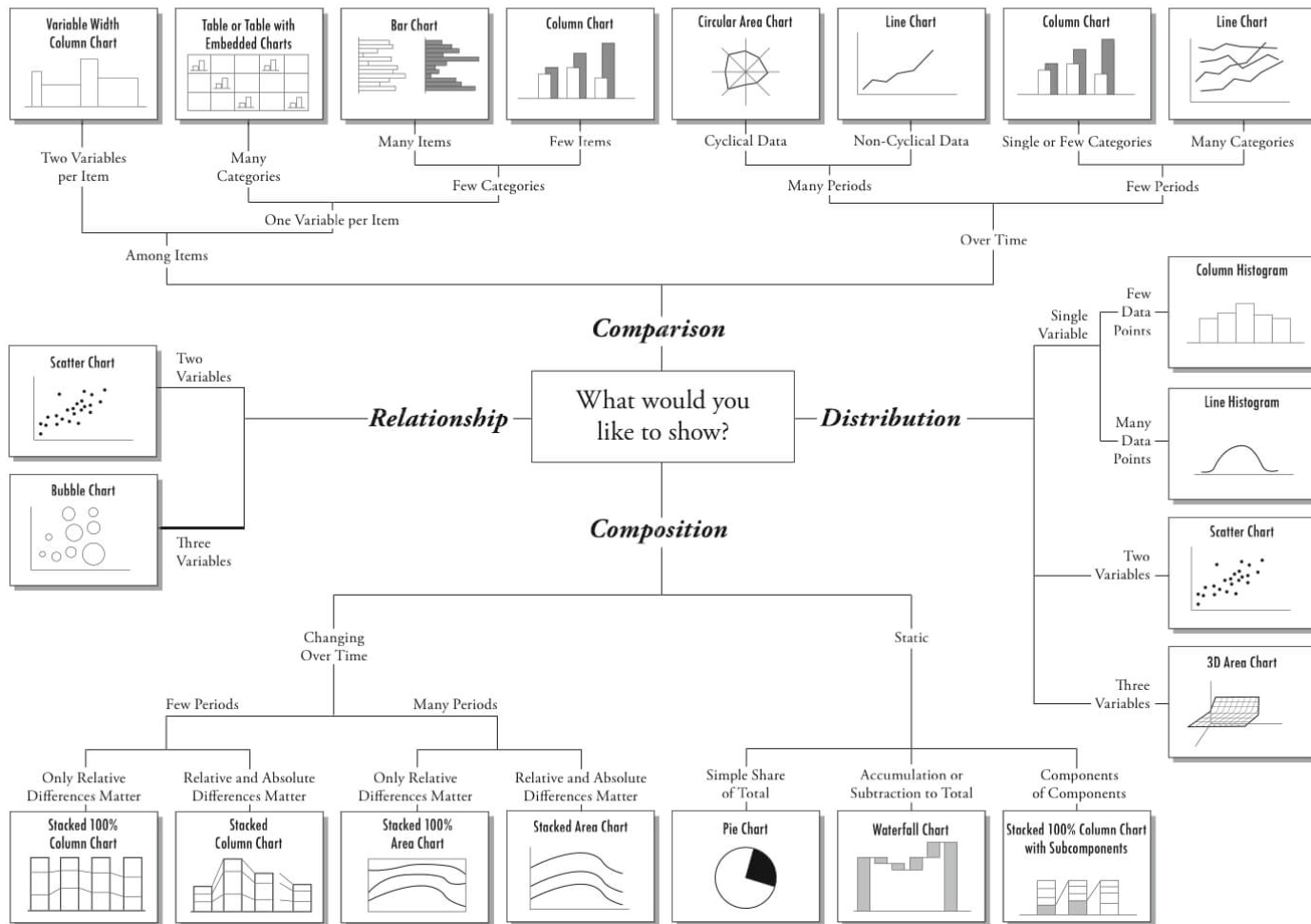


BETTER



# Chart Suggestions—A Thought-Starter

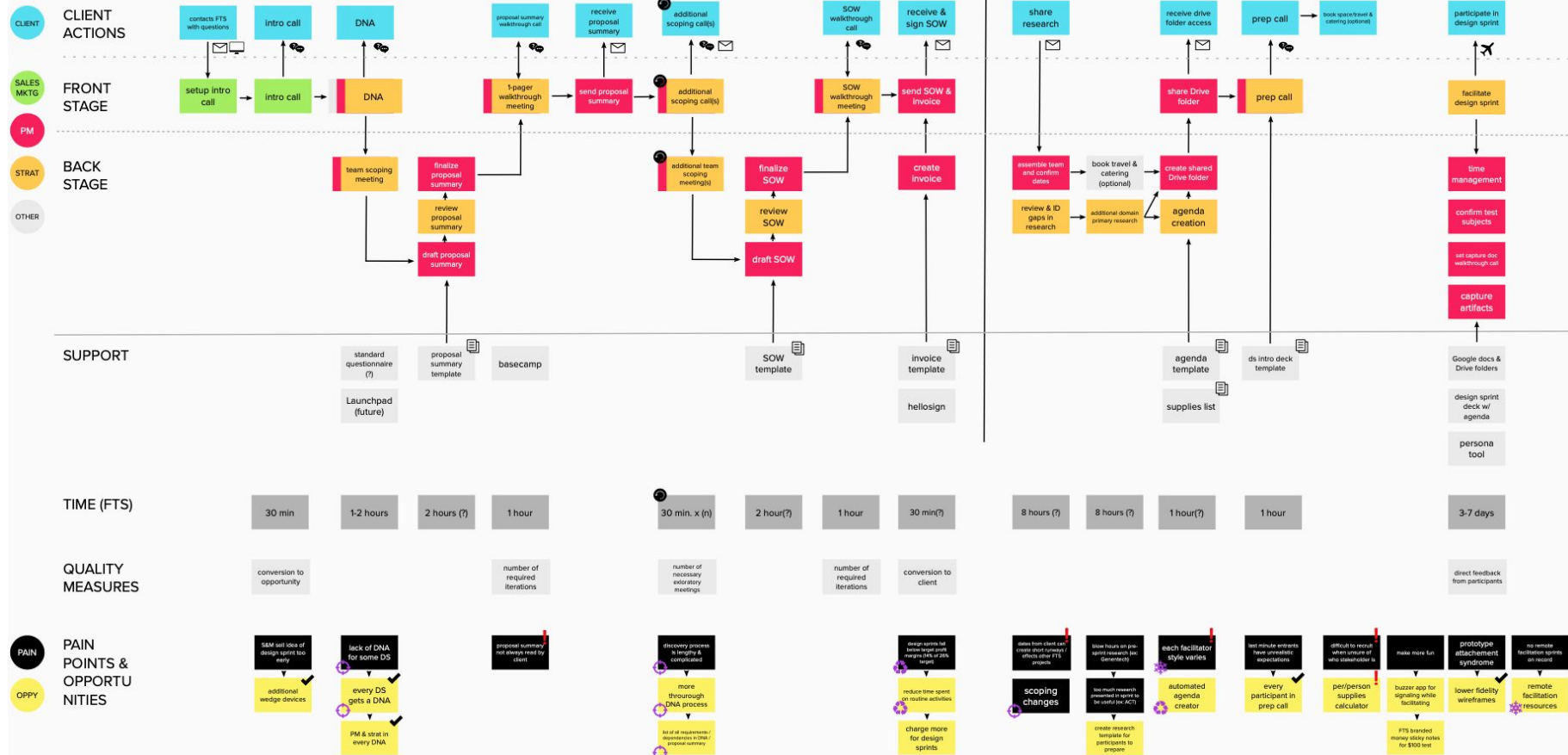
www.ExtremePresentation.com  
© 2009 A. Abela — a.vabel@gmail.com



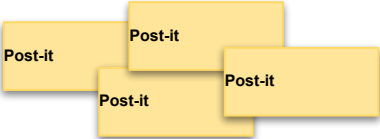
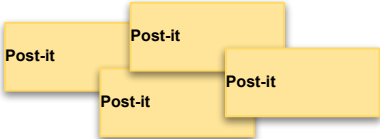
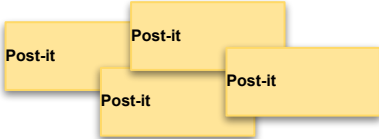







**... SOLVE**

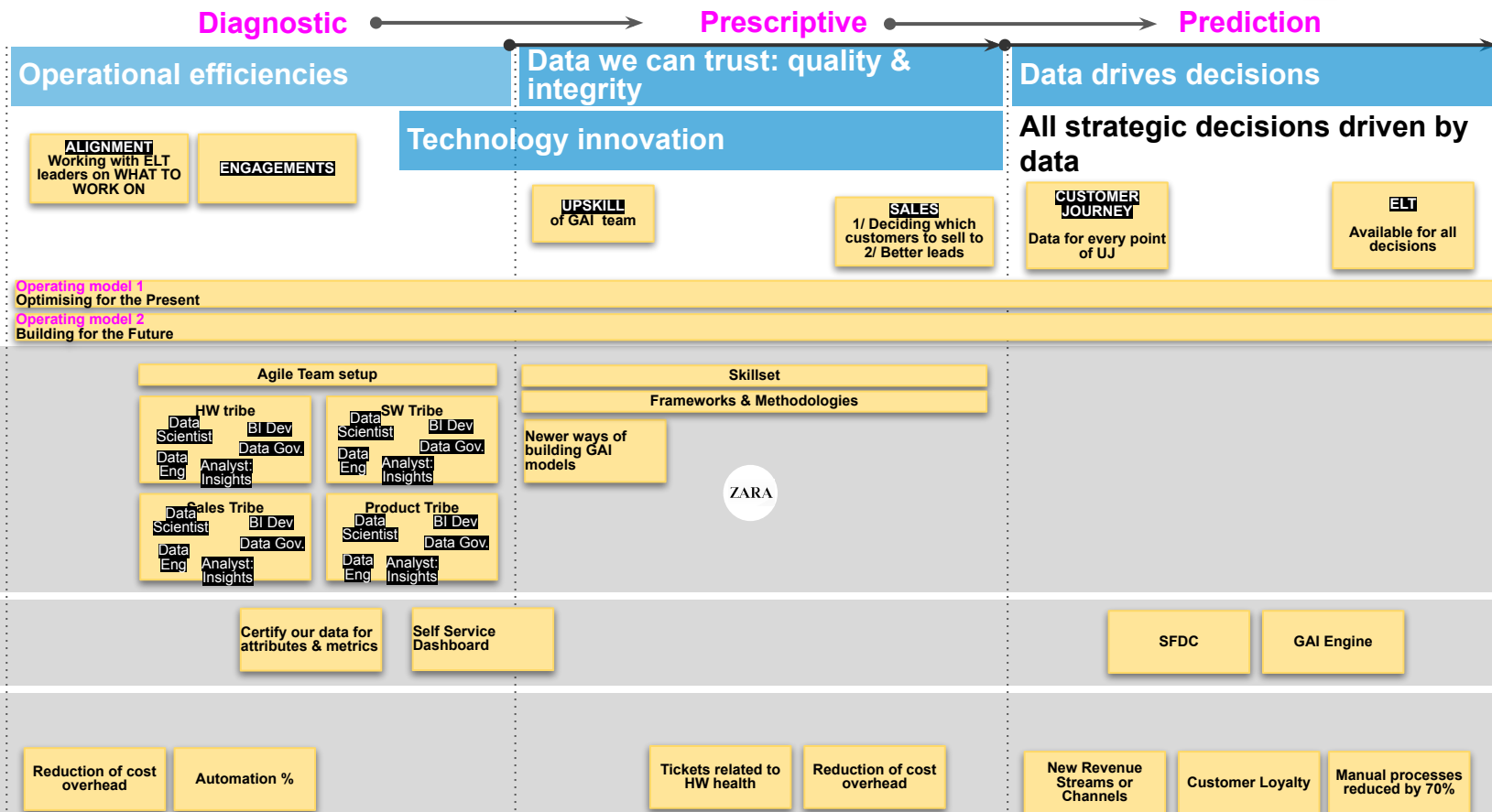


# Whiteboard exercise: your org / team in 3 years time

	2024	2025	2026
			
How my team “elevates”			
Systems			
Outcomes (KRs)			



# M3GAN: your org / team in 3 years time





Beating them over the head with User  
Research & UX activities

# Serving vs Right- Fighting



Right-fighting as a designer at the  
Strategy Table or with stakeholders

“How’s that  
working for  
you?”





## Examples

**“But customers said so” & NPS Verbatim**

**“Look at this Blueprint and set of concept designs! We spent 3 days on them on-site with a cross functional team. All the solutions are there, customers will love it!”**



If they don't "get" design or your insights, sometimes

**“it pays  
sometimes to  
be a little deaf”**

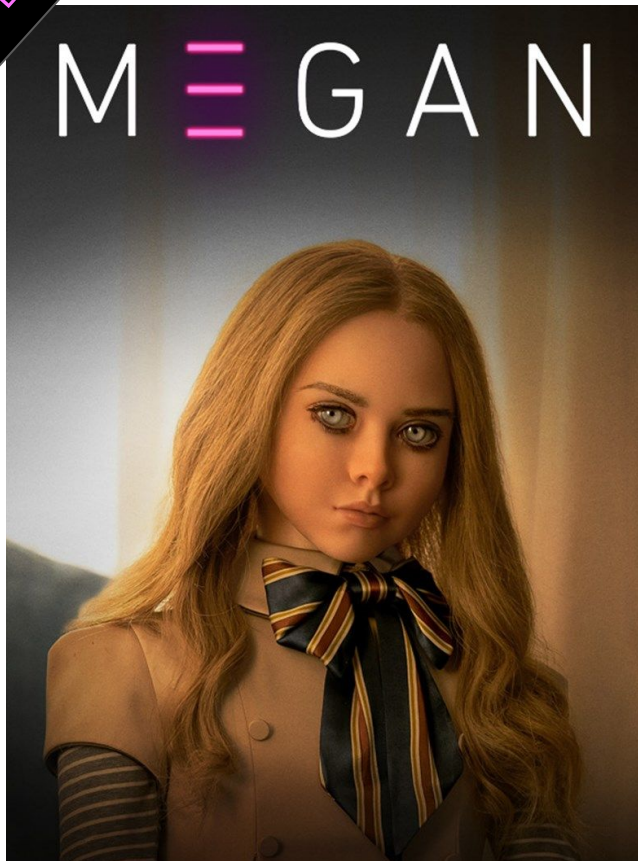
... and learn what that situation means, ie. what is it  
evidence of?



Give it all  
away - make  
them look  
good



# BEFORE M3GAN: R&D Spend & Platform Consolidation



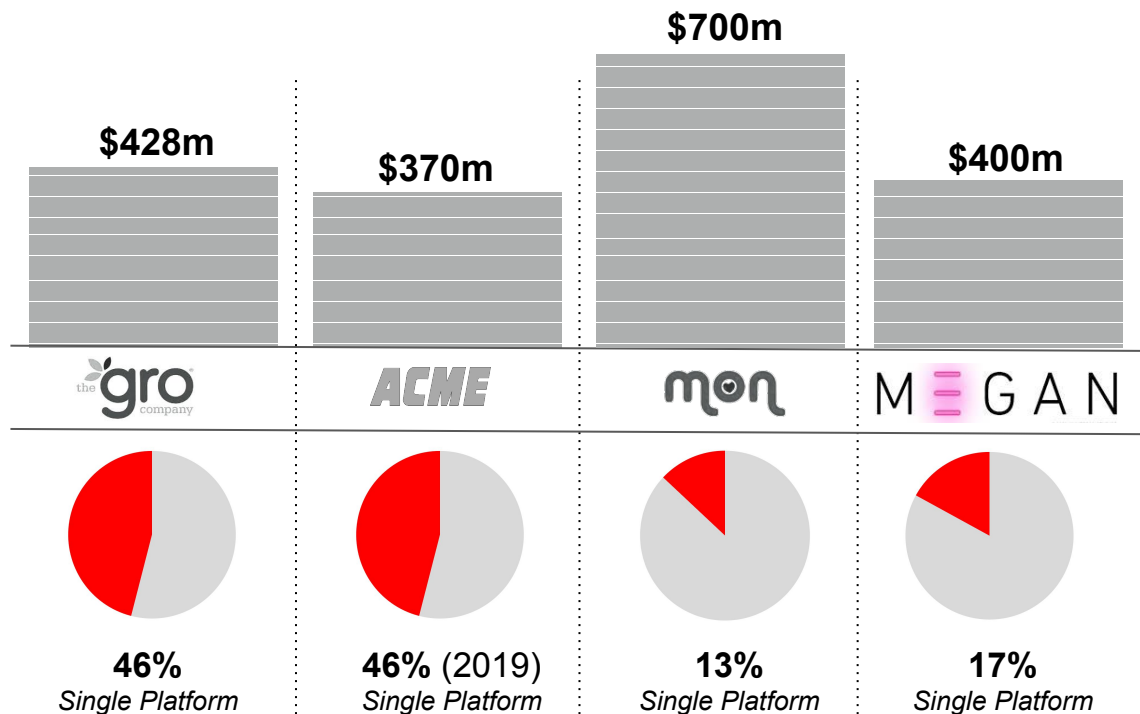
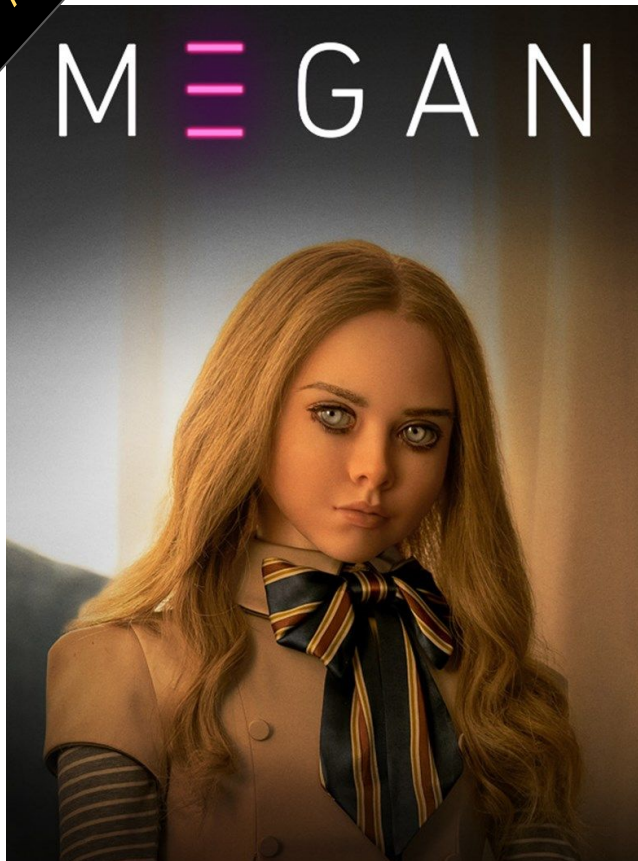
Competitor	gro	ACME	Mon	M3GAN
R&D spend 2024	\$428m	\$370m	\$700m	\$400m
Consolidation platforms	46%	46%	13%	17%



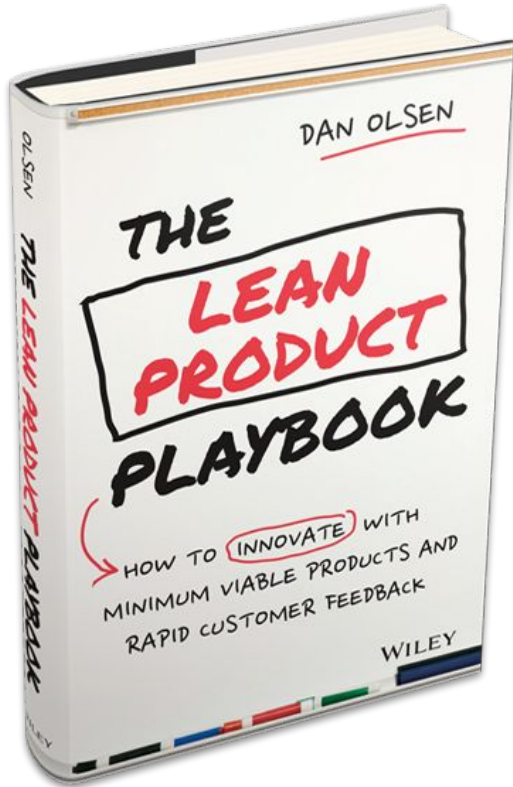
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Consolidation platforms	46%	46%	13%	17%

AFTER

# MEGAN: R&D Spend & Platform Consolidation



# Help your stakeholders articulate their hypothesis



**We believe that...**

[business outcome]

**will be achieved if...**

[target customer]

**attain...**

[target customer benefits]

**with...**

[solutions]

# Help your stakeholders articulate their hypothesis

**We believe that** *an increase in revenue in our US snacks offering*  
**will be achieved if** *professional drivers of heavy duty vehicles*  
**attain** *a reduced risk of exhaustion and time-saving while on the road*  
**with**  
*- a tailored snack subscription service*  
*- a mobile app to update their preferences*  
*- a choice of easily & quickly accessible nationwide pick-up points*

**We believe that...**

[business outcome]

**will be achieved if...**

[target customer]

**attain...**

[target customer benefits]

**with...**

[solutions]





## Examples

Even when you aren't needed,  
and you notice things they are  
suffering from design-wise or  
conceptually

Their processes, reports,  
decks

Their North Star & roadmap

User Research, Surveys≈



Politics is all about relationships,  
which makes **relationship building**  
& nurturing one of a fire chief's  
**most important functions.**

Building & maintaining your  
relationships **constitute**  
**a process, not a task or an event.**

Though they **require**  
**ongoing attention,**  
**the payoff is huge.**





- *Build relationships early on and maintain them routinely. Don't wait to get to know stakeholders until you need something from them.*
- *Do not try to sell yourself or your department; you won't be successful. Instead, speak about your issues in terms of how they serve the decision-makers' needs and wants.*
- *Take the time to develop your staff so they can be fully successful in their roles. Then allow them to shine by making full use of their skills and talents. No fire chief can be successful without the support of his or her team.*
- *Develop a trusting and collaborative relationship with your labor units. They have a very strong voice and can deliver messages and otherwise influence elected officials in ways that fire chiefs can't.*
- *Make yourself easily and readily available to stakeholders. The fire chief must be the face of the department and embrace that responsibility. Trusted staff will take care of the operations and keep you informed.*



The only way humans - which your work colleagues & stakeholder are - remember things is through stories

# Crafting Narratives

... no matter how dry or “boring” the topic, it can be done

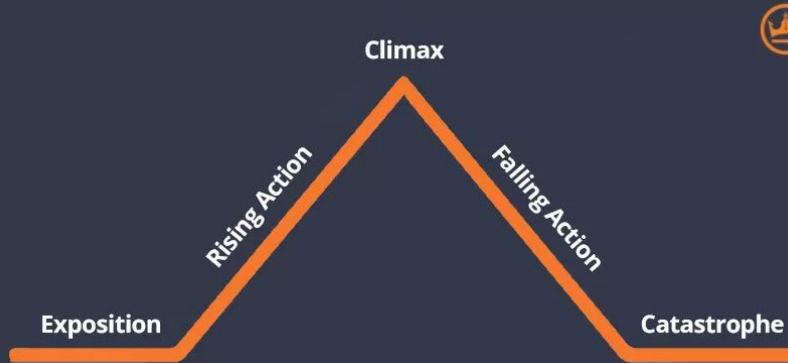




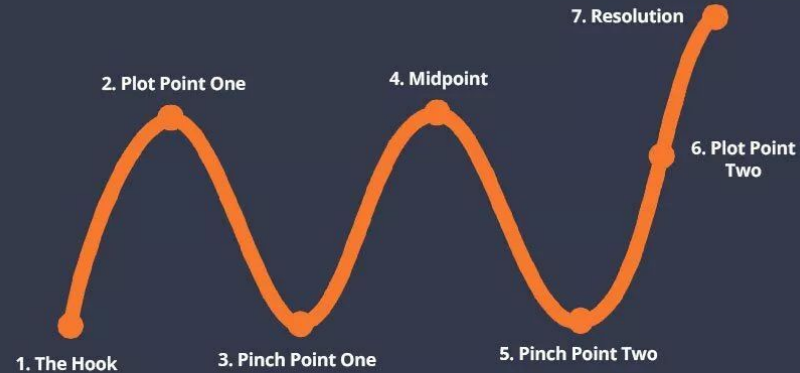
## The Three Act Structure



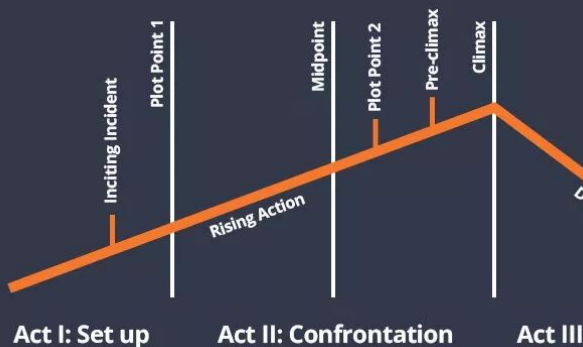
## The Fichtean Curve



## Freytag's Pyramid



## Seven Point Structure



## The Three Act Structure

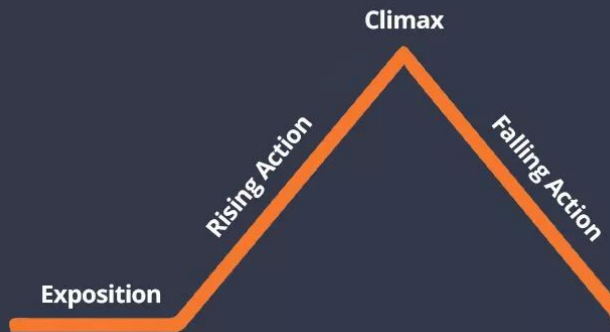
Can you redesign my deck?

Your order of information - WTH

The type of info - what the hell

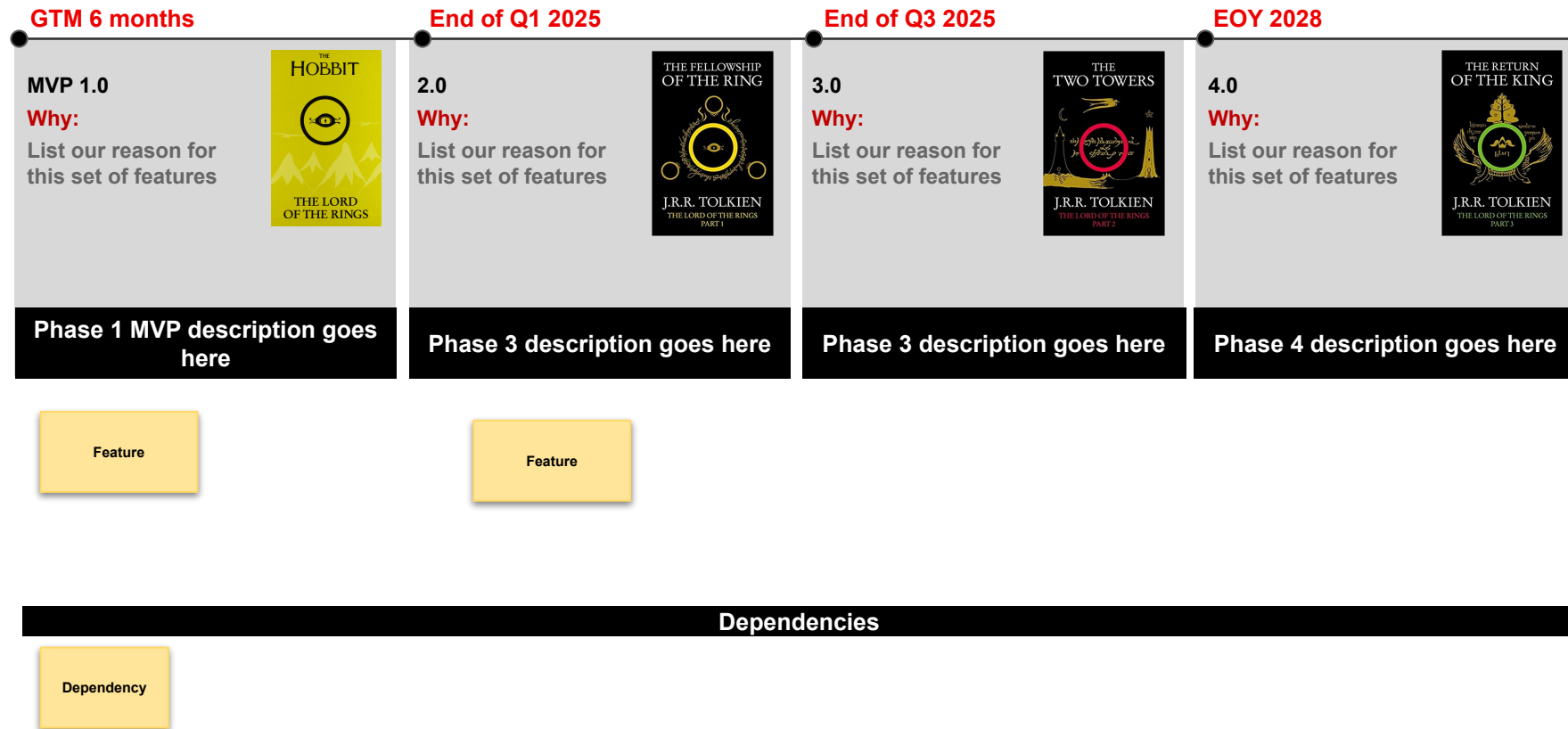
Yoga class rhythm

Movie

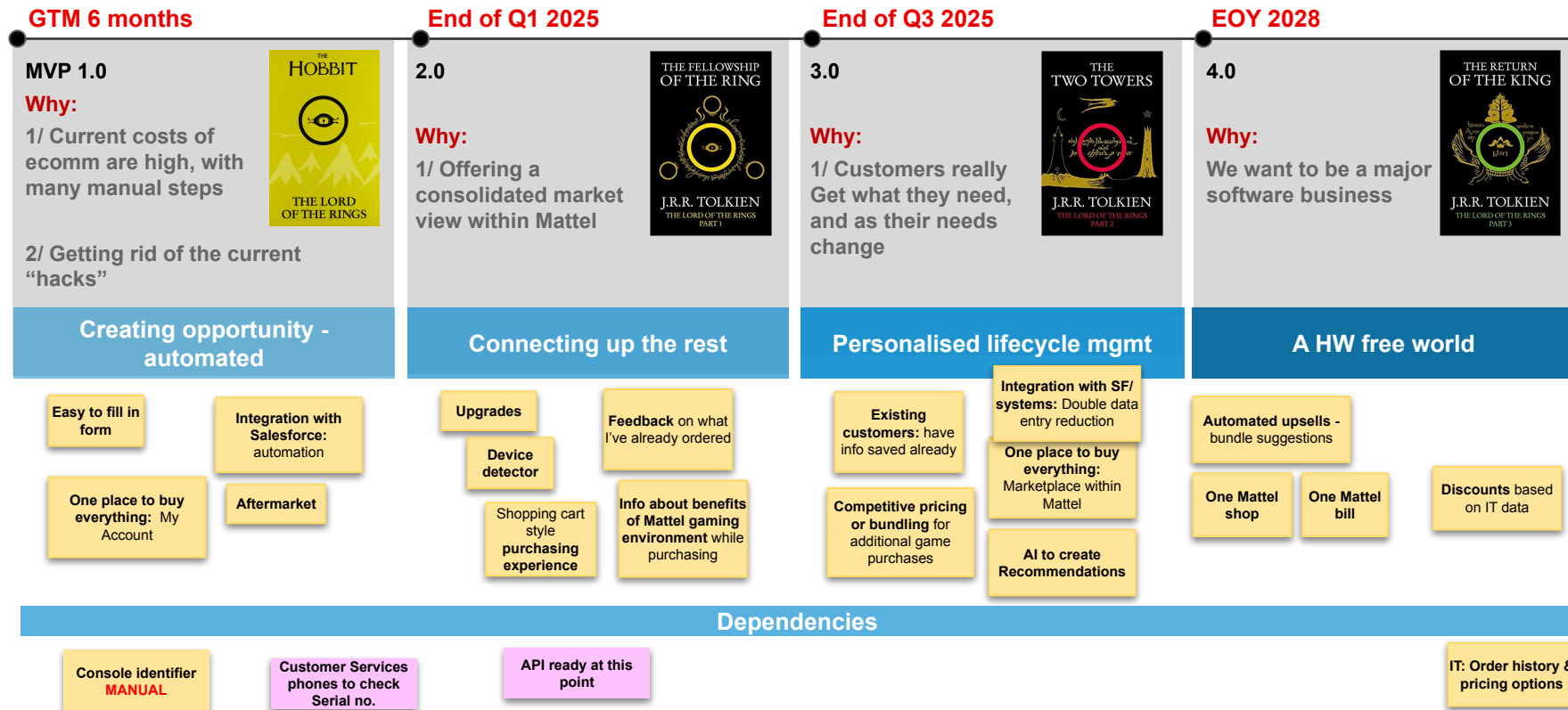


## Freytag's Pyramid

# Whiteboard exercise - where you want to be in **1y** time? **3y** time?



# Our Strategy: automate ecomm asap, towards personalisation & device-agnostic upgrades





# Features & the Bigger Picture

**Strategic Goals**

.....  
*Aligned to:*  
**1 year story**  
**3 year story**

**Portfolios**

.....  
*Aligned to: Strategy*

**Programs**

.....  
*Aligned to:*  
**Business Cases & Program Managers**

**Initiatives**

.....  
 *Aligned to: Tribes/Teams*

**Epics**

.....  
 *Aligned to: Engineering*  
*Break down into features we are developing*

*Fill this in*

**Strategic Goal**

**Portfolio**

**Programs**

**Initiatives**

**Epics**



So you want to work on the “important stuff” as a designer?

# Roadmap Delivery

... understand it, help to evolve the process, & serve other teams to help them define a Roadmap with your Design Thinking skills. **Then give it away.**



# Competitor Analysis of Offering levels

## ie. How will you differentiate?

	Competitor A	Competitor B	My Product
<b>Must-haves</b>			
Must-have 1	Yes	Yes	Yes
Must-have 2	Yes	No	Yes
Must-have 3	Yes	Yes	Yes
<b>Performance Benefits</b>			
Performance Benefit 1	High	Low	Medium
Performance Benefit 2	Medium	High	Low
Performance Benefit 3	Low	Medium	High
<b>Delighters</b>			
Delighter 1	Yes		
Delighter 2			Yes

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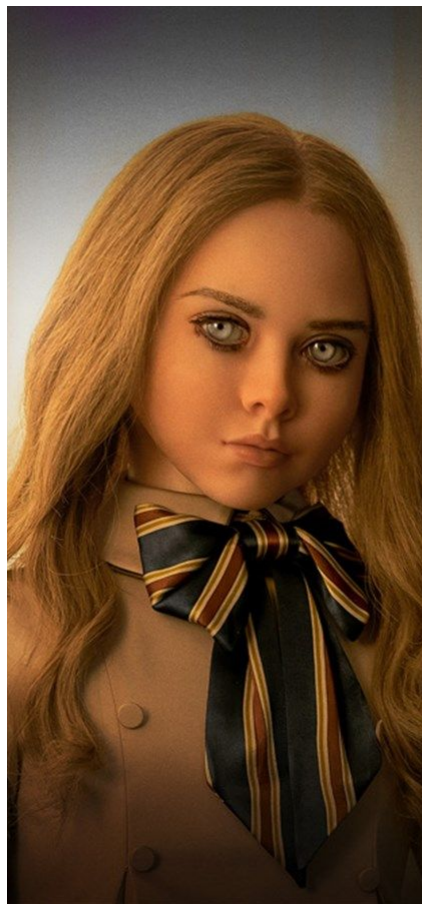


# Competitor Analysis of Offering levels

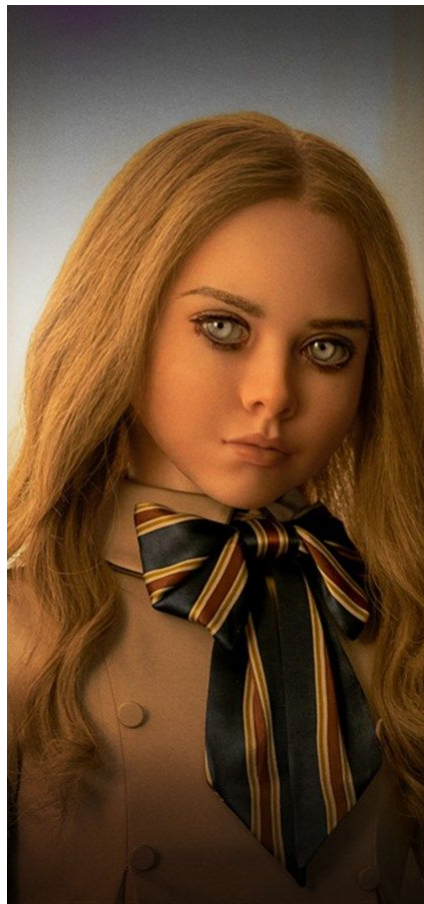
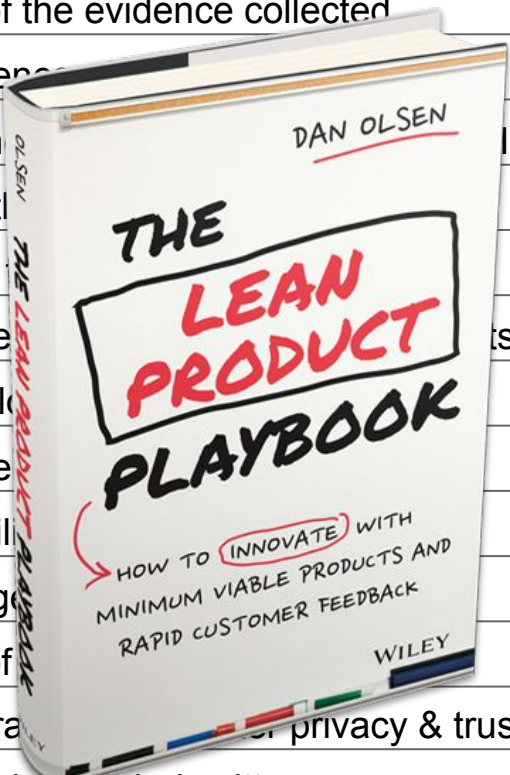
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Delighter 1	Yes		
Delighter 2			Yes

<b>Benefit for parents</b>			<b>ACME</b>	<b>mon</b>	<b>M3</b>
<b>MUST HAVE</b>	Quality of the evidence collected	H	H	H	H
	Convenience of evidence retrieval	M	M	H	M
	Intelligence in the analysis of events (AI)	H	M	H	H
	Ease of the install	H	L	L	H
	Ability to try before you by	H	H	L	H
<b>PERFORMANCE BENEFITS</b>	Real time coaching to prevent accidents	M	L	H	L
	Ways to lower insurance costs	L	M	M	L
	Convenience of an integrated solution	M	L	L	H
	Affordability	M	M	L	H
	Ease in getting started and using	H	H	L	H
	Quality of the hardware	H	M	L	M
<b>DELIGHTER</b>	Considerate of baby sitter privacy & trust	M	L	M	H
	Empowering the babysitter	L	L	M	L



Benefit for parents		the gro company	ACME	mon	M3
MUST HAVE	Quality of the evidence collected	H	H	H	H
	Convenience	M	M	H	M
	Intelligence	H	M	H	H
	Ease of use	H	L	L	H
	Ability to integrate with other systems	H	H	L	H
PERFORMANCE BENEFITS	Real time monitoring	M	L	H	L
	Ways to interact with the system	L	M	M	L
	Convenience	M	L	L	H
	Affordability	M	M	L	H
	Ease in gathering data	H	H	L	H
DELIGHTER	Quality of the evidence collected	H	M	L	M
	Consideration for privacy & trust	M	L	M	H
	Empowering the babysitter	L	L	M	L



# Project Hypothesis

## We believe that [business outcome]

- reduction in churn related to SW upgrades issue
- reduction in HW replacements costs & technician visit costs (\$25.2m/yr)

## will be achieved if [target customer]

- Walmart customers
- EU Smyths customers

## attain [target customer benefits]

- **EXTERNAL:** reduction in no of times I need to call M3GAN Support
- **INTERNAL:** Reduce no. of unidentified issues

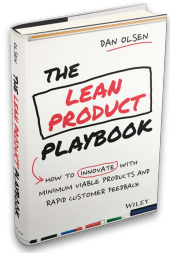
## with [solutions]

### 1. Engine to identify issues of robots

1. Wrong FW
2. Frequent Rebooting

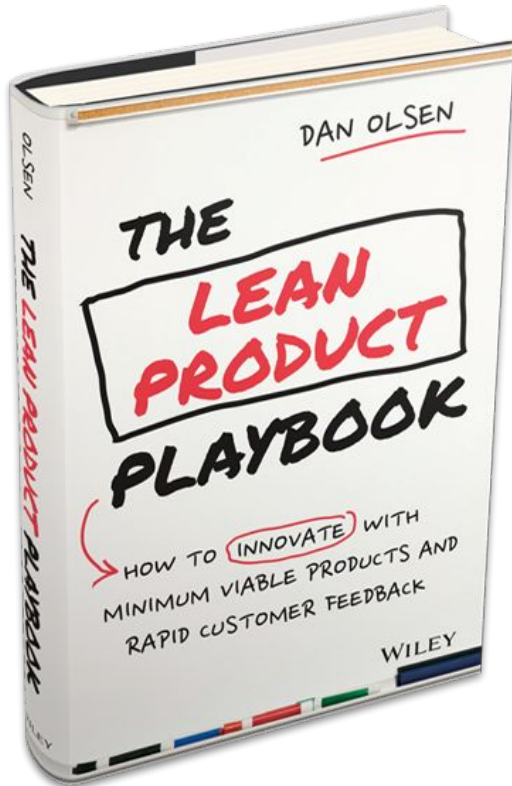
### 2. Data for consuming

1. Dashboards





# The Actual Book - more details



“comprehensive guide for product managers and entrepreneurs on how to apply **lean startup principles** to develop successful products.

The book offers **practical** techniques and frameworks for conducting customer **research**, **validating** product ideas, and **iterating** on product development to achieve **market fit**”

## At Verizon Connect

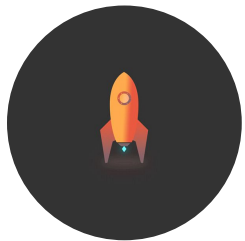
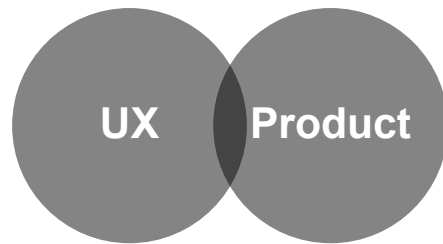
- We’ve evolved how these methods & templates can be applied.

# For persuading your stakeholders...



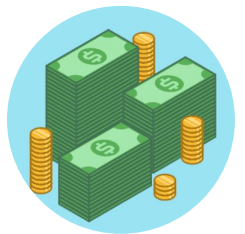
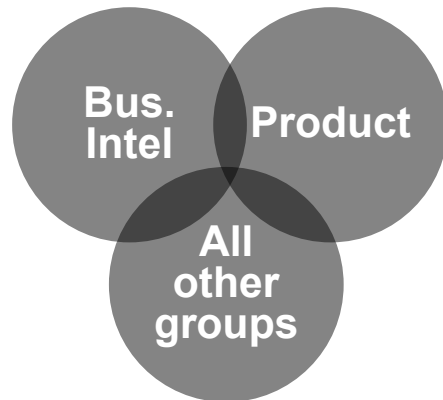
## Desirability

Will **people** buy it, or choose to use it?



## Feasibility

Can we **build** it with the time, skills, and technology we have?



## Viability

Will this solution work for our business? Is the **market** big enough?



**Parable:**  
**The Tattooed Irishman**

**Speaking Their Language:** resonate with your collaborators

**Adapting Design Thinking:** to fit and flourish within any business context

**Serving Over “Right-Fighting”:** a service-oriented approach.

**Give it all away...**

**Crafting narratives** that captivate stakeholders

**Roadmap Delivery** to resonate with decision-makers