Making responsible design the path of least resistance

Hayley Hughes

My mom

- Primary doctor
- Specialists
- Social workers
- Medication managers
- Nutritionist
- Homecare providers
- Friends & family

Primary doctor

Specialists

Social workers

Medication managers

Nutritionist

Homecare providers

Friends & family

- Primary doctor
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Primary doctor

Specialists

Social workers

Medication managers

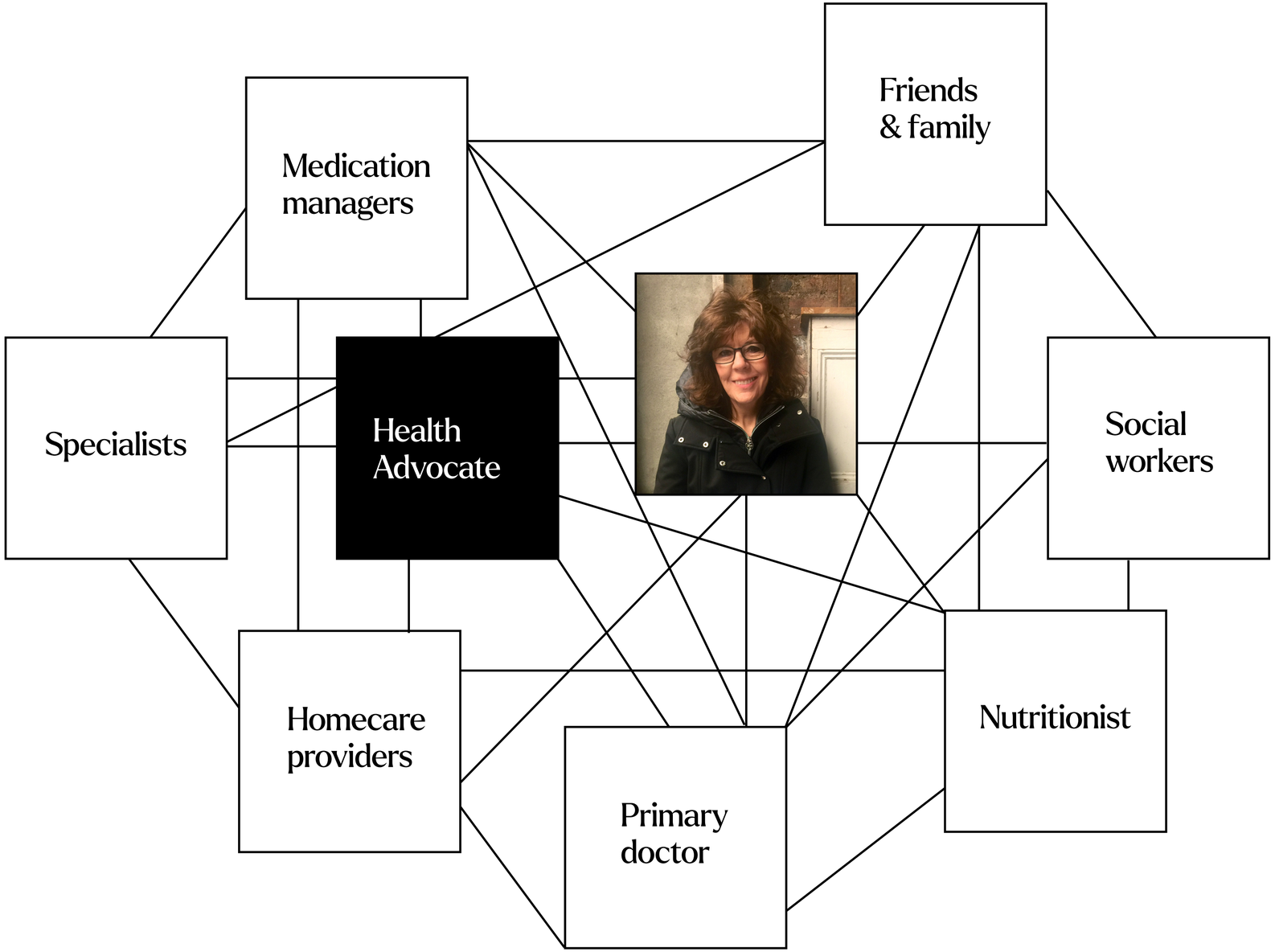
Nutritionist

Homecare providers

Friends & family

Health Advocate

- Medication managers
- Specialists
- Homecare providers
- Primary doctor
- Nutritionist
- Social workers
- Friends & family


Friends
& family
Medication
managers
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Health
Advocate
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workers
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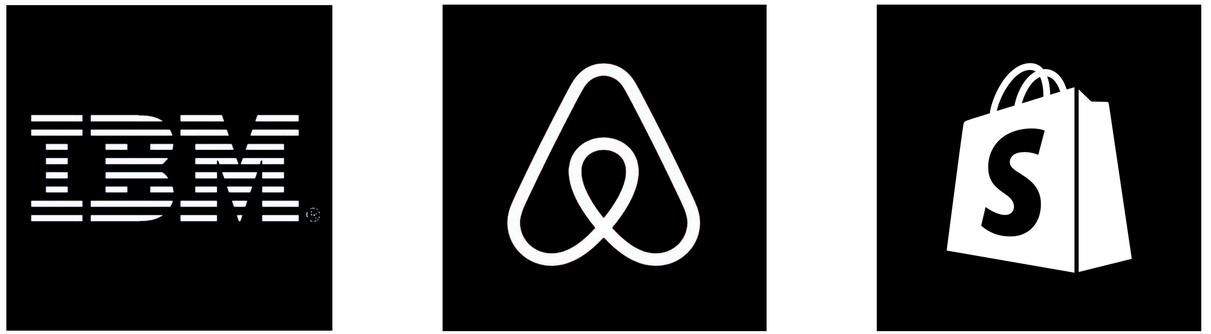
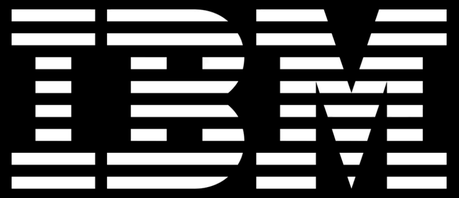
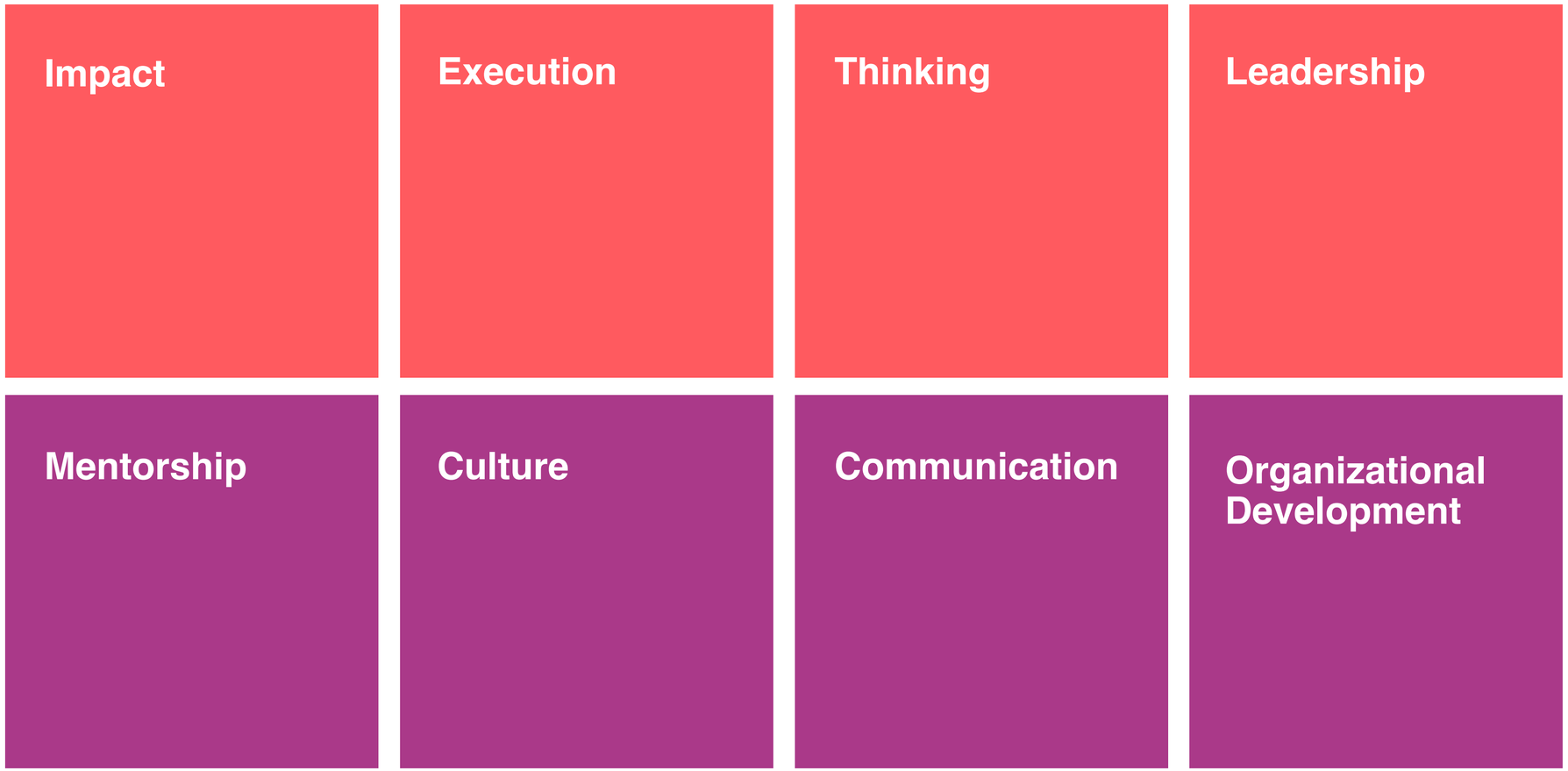
Silo fatigue

Broken systems





Airbnb Career Framework



Responsible design

Good judgement

Good judgement

Ethical design

Good judgement

Ethical design

Accessibility

Good judgement

Ethical design

Accessibility

Inclusive design

Good judgement

Ethical design

Accessibility

Inclusive design

Cross-cultural design

Good judgement

Ethical design

Accessibility

Inclusive design

Cross-cultural design

Team diversity

Good judgement

Ethical design

Accessibility

Inclusive design

Cross-cultural design

Team diversity

Empathy

Good judgement

Ethical design

Accessibility

Inclusive design

Cross-cultural design

Team diversity

Collaboration

Despite good intentions, organizations tend to get in the way of responsible design.

To practice responsible design, we need to organize and align teams around shared values, instead of the org chart.

Our current beliefs and behaviors prevent teams from trusting each other and working together.

What are some limiting beliefs that come to mind when you think about cross-team collaboration?

"It will slow us down."

"We'll give you visibility."

"Management won't buy-in."

"Our roadmap is planned."

"We own this."

"We own this."

01 What is a team of teams
02 Understanding a team of teams
03 Becoming a team of teams

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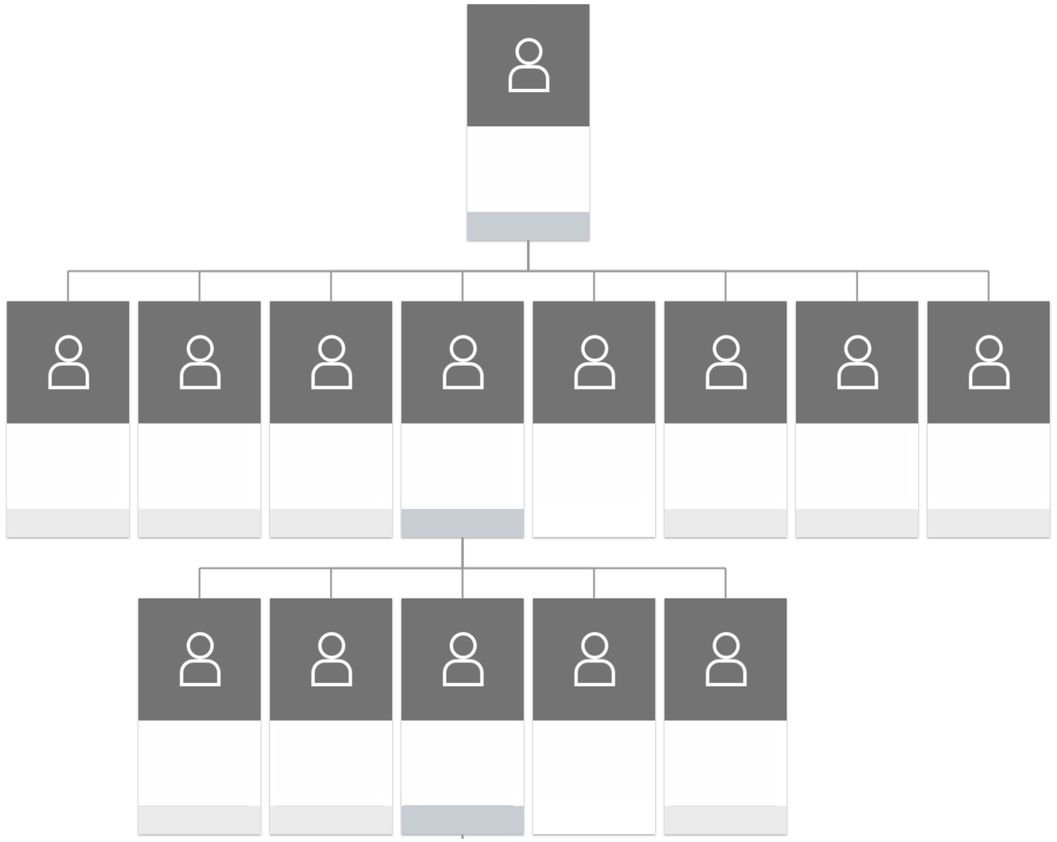
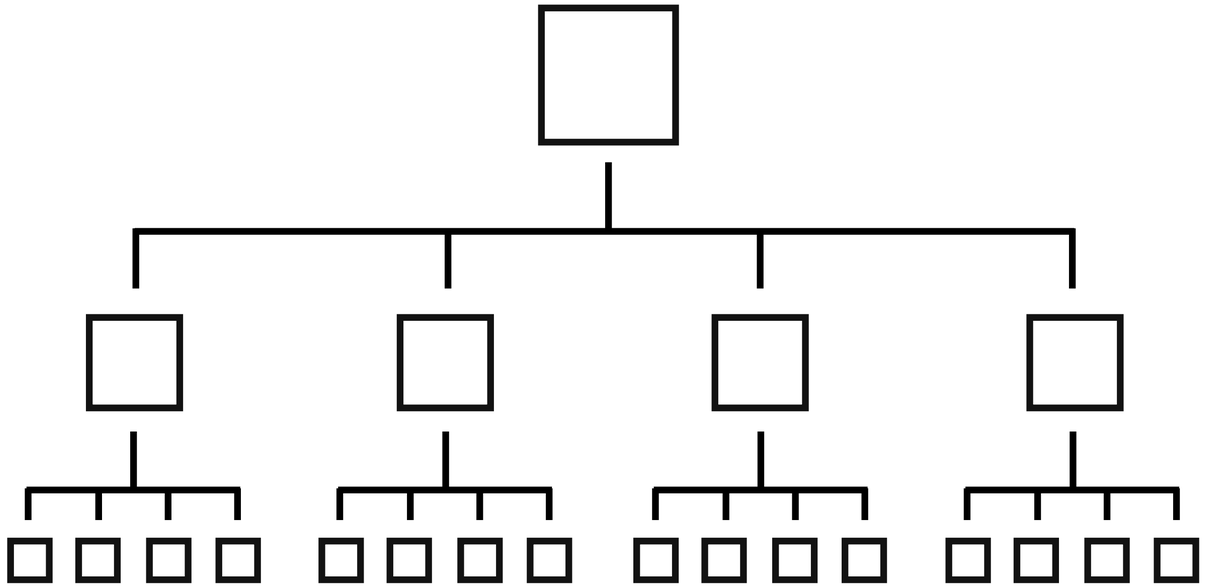
02 Understanding a team of teams
03 Becoming a team of teams

Organizational Archetypes



Command

- People don't know each other
- People take orders
- Vertical ties matter
- Most efficient
- Least resilient



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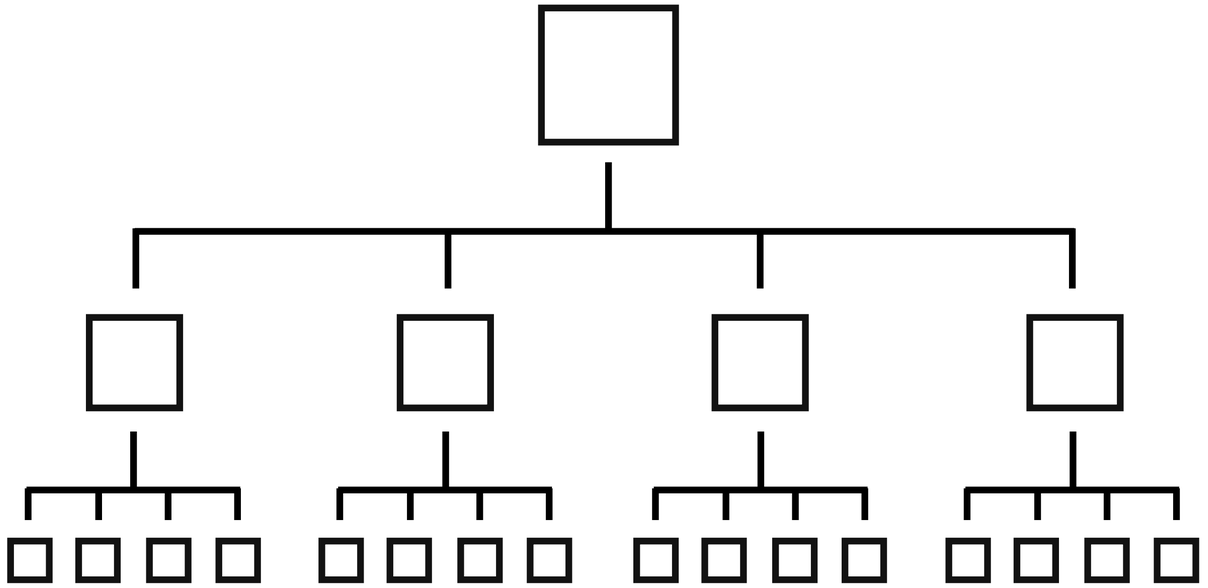

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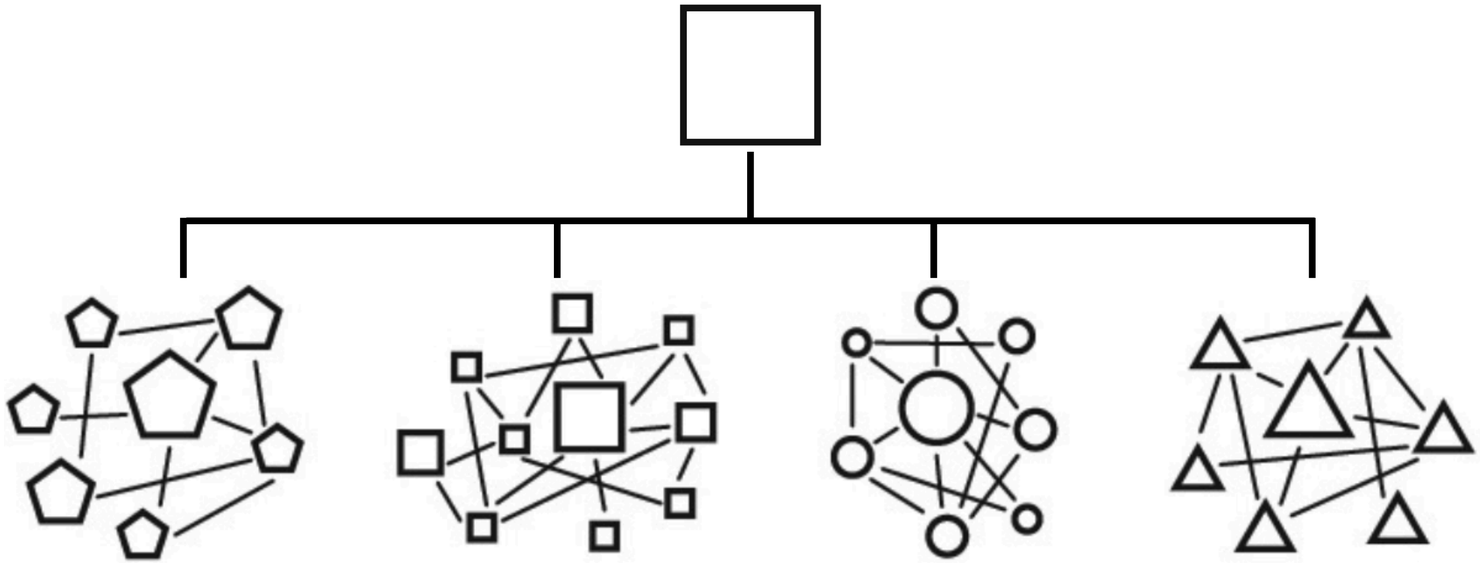
Command of Teams

- People know each other
- Shared responsibilities
- Horizontal ties matter
- Collaboration in silos
- Less efficient
- More adaptable



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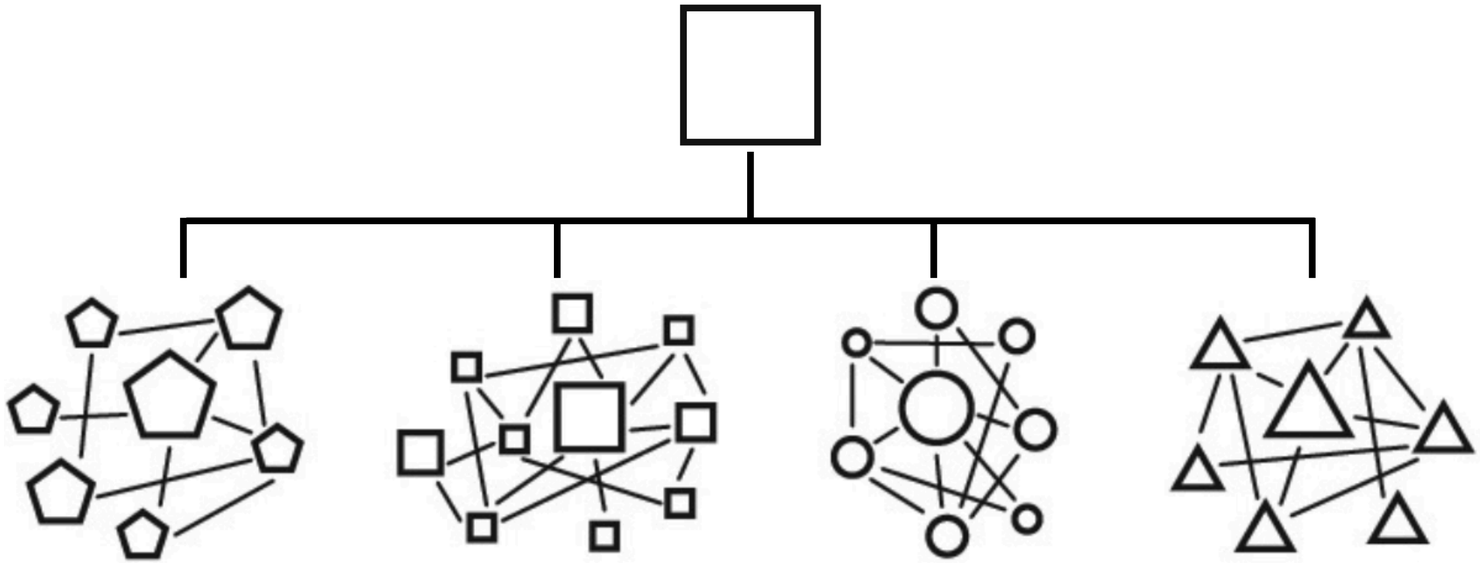

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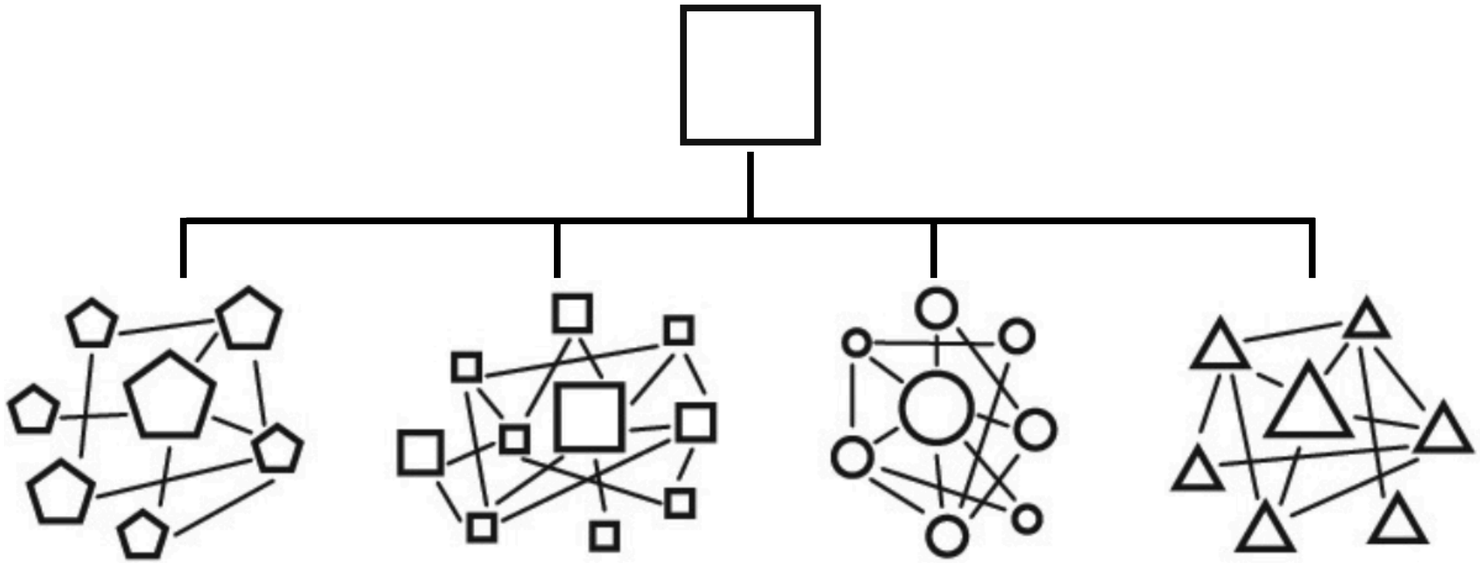

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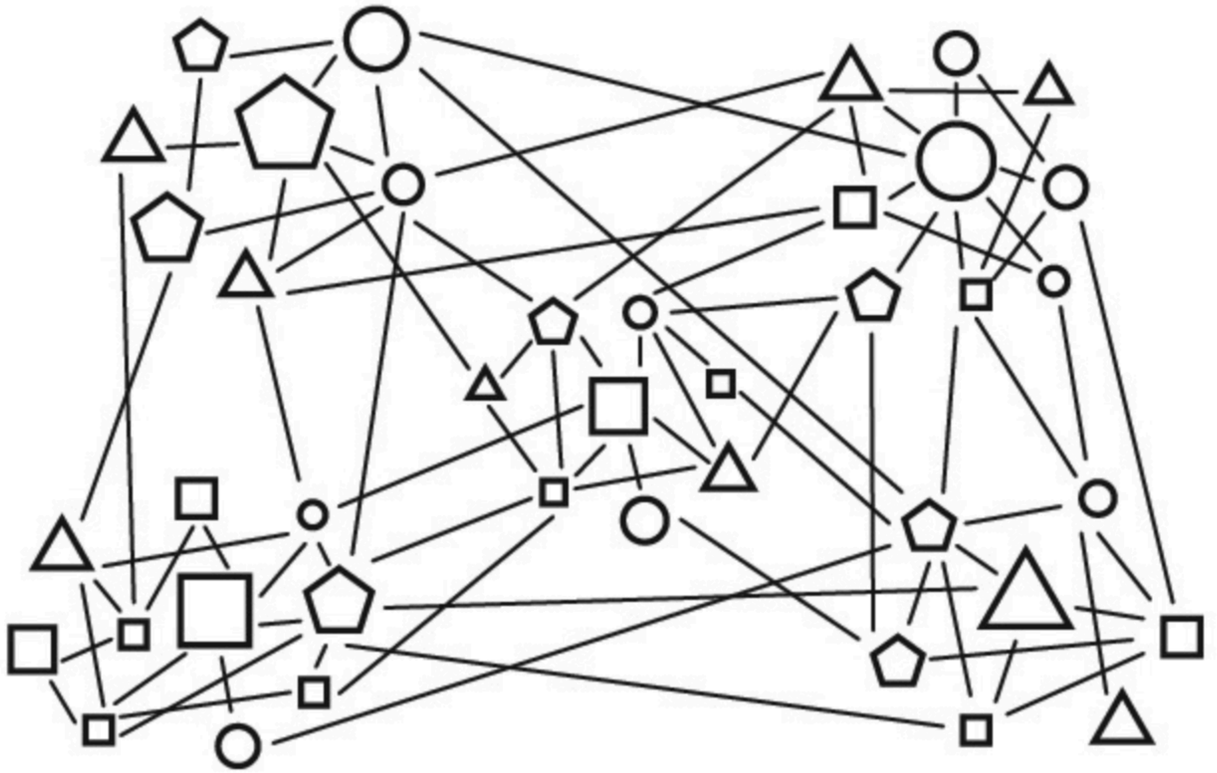
Team of Teams

- People know other teams
- Shared purpose
- System ties matter
- Collaboration across teams
- Least efficient
- Most diverse & innovative



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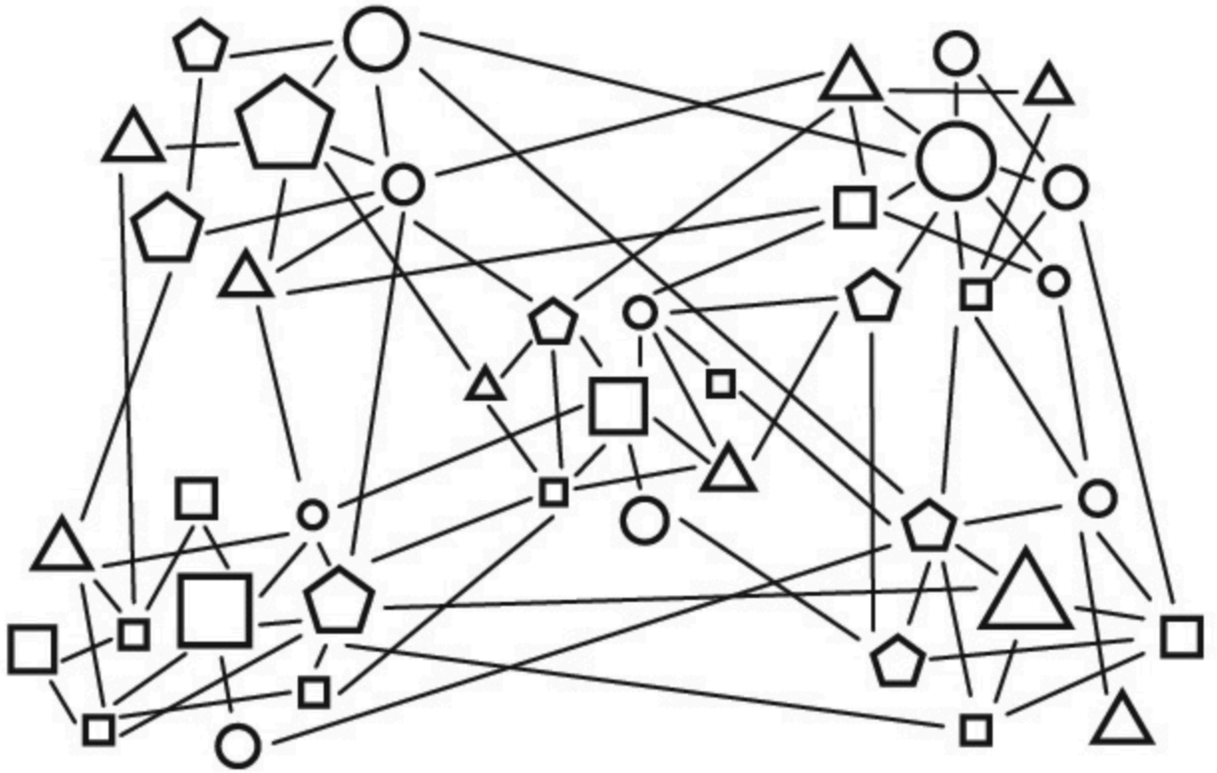

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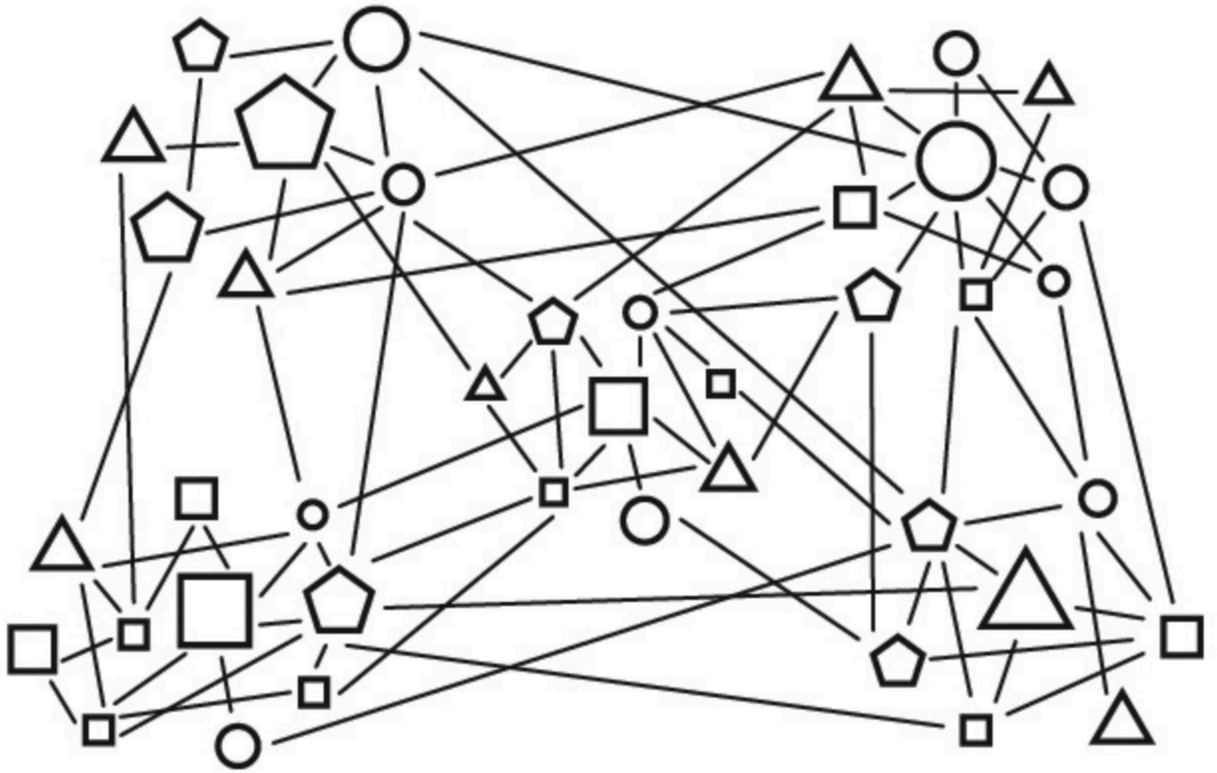

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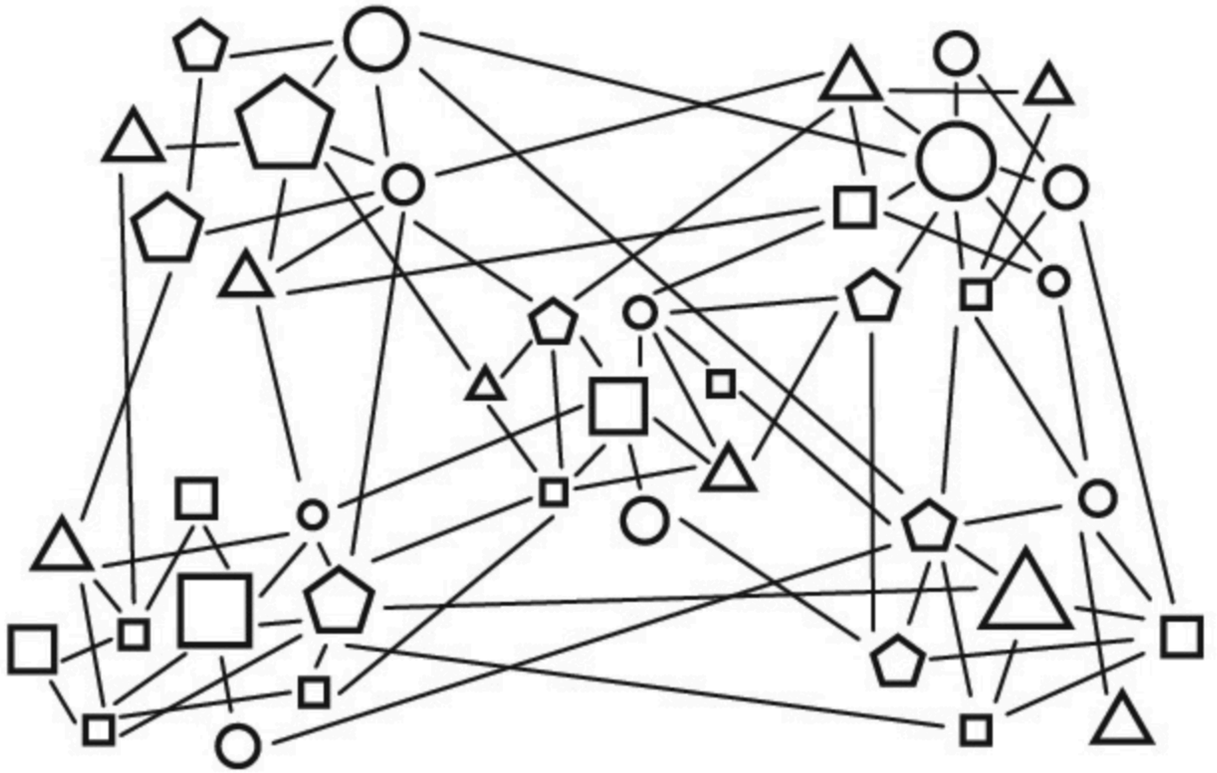

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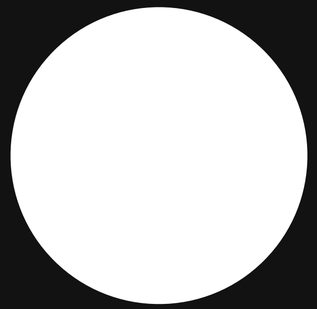
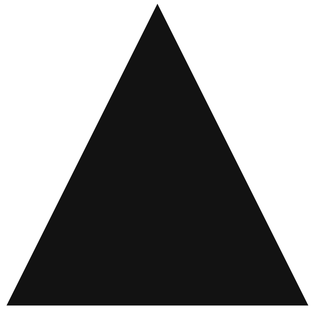
Identifying barriers to cross-team collaboration



Individual

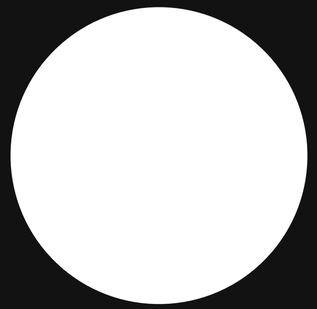
Behaviors & Goals
Relationships & Rituals
Culture & Values



Institutional

Structure & Strategy
Tools & Resources
Processes & Policies

Identifying barriers to cross-team collaboration



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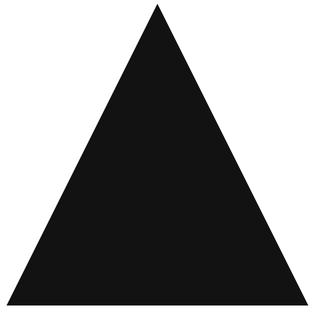

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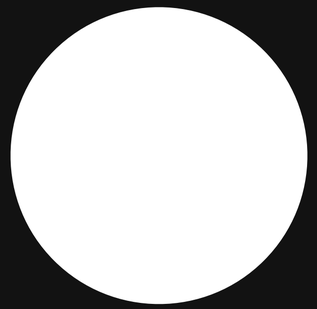

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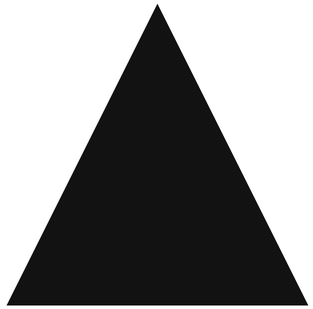

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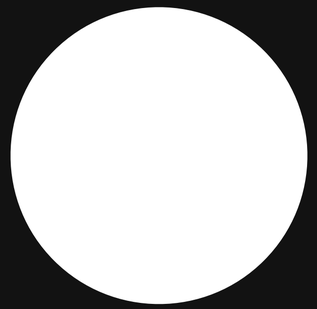

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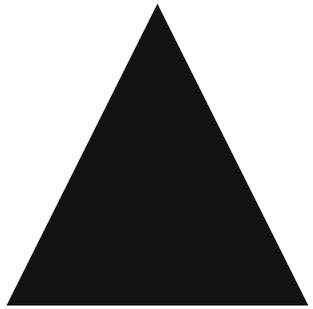

Institutional

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Understanding a team of teams

Local food systems

Winter Apocalypse

Winter Apocalypse

"Messy relationships and messy cities and redundant systems are often the ones that are really resilient."

—Erin White, Community Food Lab

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A Moonshot

Kahn, E. (November 17, 2016). *Apollo Missions to the Moon: The Memorabilia Stage*. NY Times. 20 July 2019, https://www.nytimes.com/2016/11/18/arts/design/apollo-missions-to-the-moon-the-memorabilia-stage.html

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Apollo project

- Slow to start
- Understanding the whole
- Systems thinking
- Built interdependencies
- Collaboration across teams
- Successful launch and land

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Europa project

- Silos within countries
- Faster pace
- Focus on the parts
- Linear thinking
- Lack of coordination
- Five failed attempts

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A Command of Teams is more efficient, but may not be impactful.

A Team of Teams is slow to start, but creates more resilient outcomes.

Dark Space, "The 4-Inch Space Flight: Mercury Redstone 1." Youtube, 5 February, 2021., https://www.youtube.com/watch?v=b6373Eu3jNE

BBC America, "Apollo 11 Launch Countdown, Moon Landing Live," Youtube. 20 July 2019, https://www.youtube.com/watch?v=S3ufJ7lcr08

"Companies with more cross-team collaboration achieve greater customer loyalty and higher margins."

— Heidi Gartner, Harvard Business Review 2019

"Companies with more cross-team collaboration achieve greater customer loyalty and higher margins."

— Heidi Gartner, Harvard Business Review 2019

What if the way we worked was...

Less siloed and more collaborative

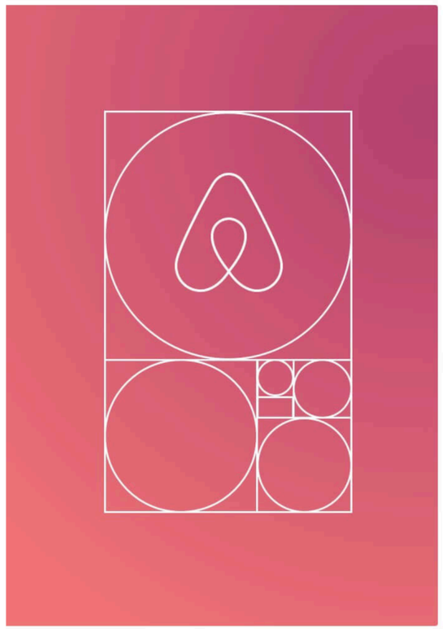
What would we get if we redesigned...

Our relationship to teamwork

Examples in our world

Guide

DLS Primitives



Airbnb Design System, 2018.

Typography

Title 1

Title 2

Title 3

Large

Regular

Small

Mini

MICRO

Color

Spacing

none

04 · micro

08 · tiny

16 · small

24 · standard

32 · semi

48 · large

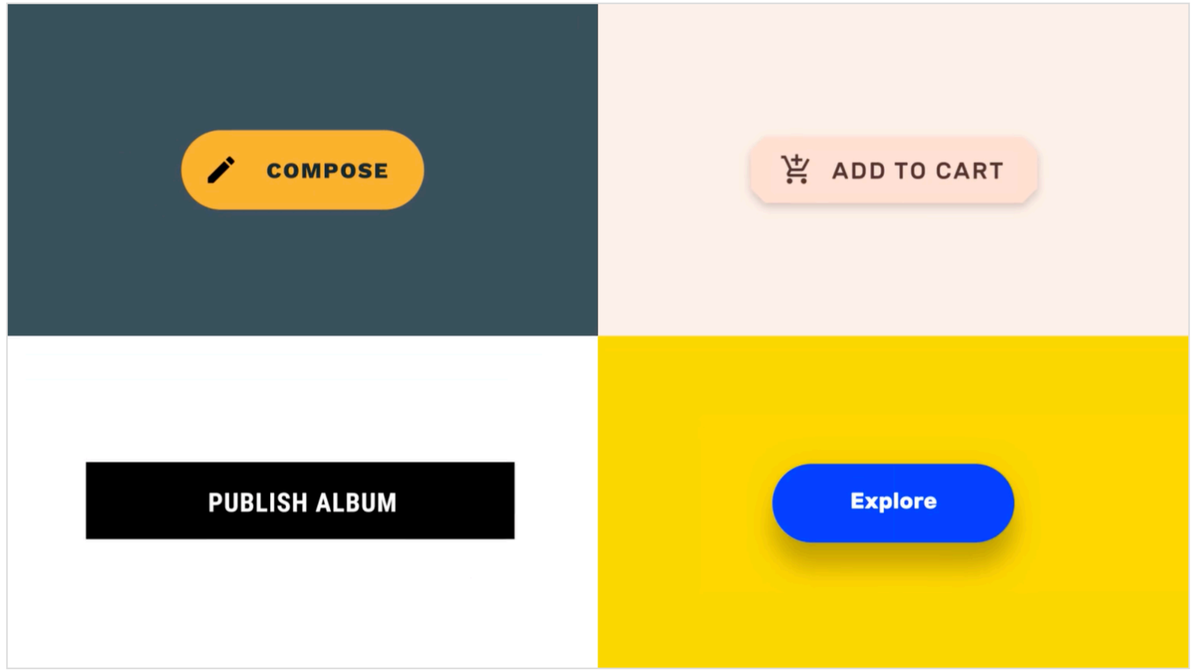
64 · x-large

Design systems are any set of decisions governed across the organization.

Material Theming

Using Material Theming

Material Theming



What is Material Theming?

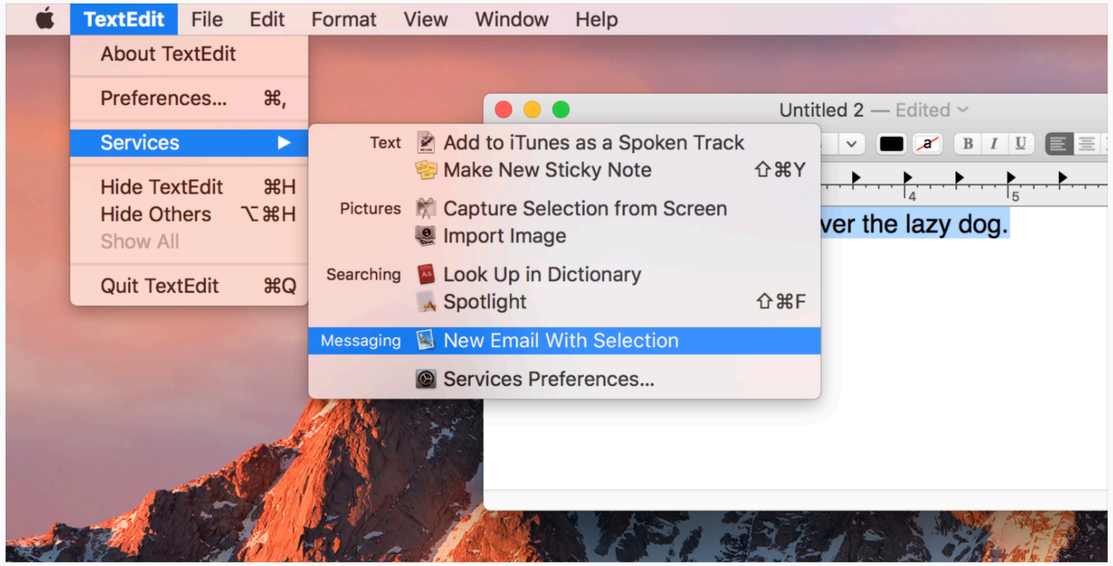
Material Theming is the ability to systematically customize Material Design to better reflect your product's brand.

macOS
App Architecture
User Interaction
System Capabilities
Visual Design
Icons and Images
Windows and Views
Menus
Buttons
Fields and Labels
Selectors
Indicators
Touch Bar
Extensions
Action Extensions
Automator Actions
Finder Sync Extensions
Menu Bar Extras
Services
Share Extensions

iOS
tvOS
watchOS
Technologies

Services

Services let people access functionality in one app from another. An app that provides services advertises the operations it can perform on particular types of data. The system then intelligently exposes its services in the app menu and in contextual menus that appear when Control-clicking text, files, and other kinds of data. For example, a service for creating a Mail message is available when you have selected text.



Give each service a short, focused title that describes exactly what it does. Strive to create a unique service title. If there are two or more services with identical names, the app name is automatically displayed after each service to distinguish them. When naming a service, use title-style capitalization and avoid definite and indefinite articles. Examples of good titles are *Look Up in Dictionary* and *Make New Sticky Note*.

Avoid providing an "Open in My App" service. People can use the Open With menu item

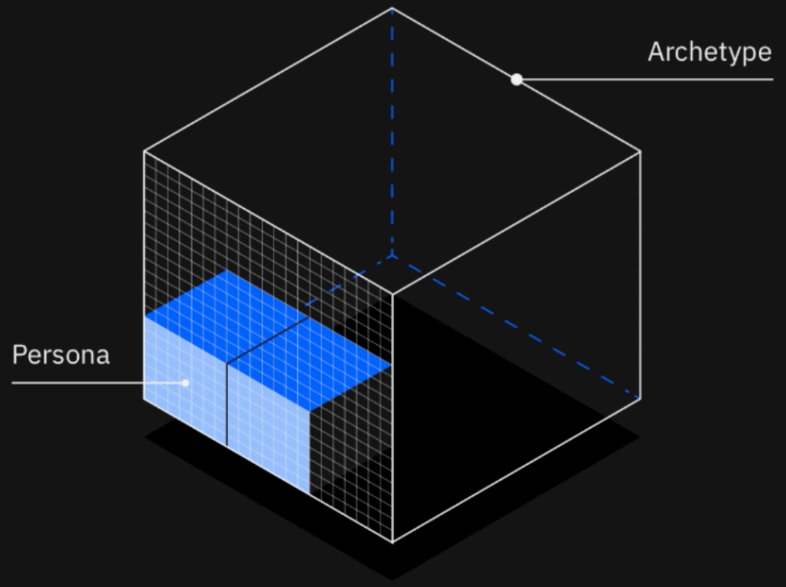
IBM Security Experience Guide
security-design-guide.stage1.mybluemix.net
Black Lives Matter. Support the Equal Justice Initiative.

Brand
Product
Gallery
WalkMe
Consumability
Research
Archetypes
Updates

Brand support
Product support
New to Design

Research
Resources

Archetypes
Overview



User research

"By engaging our users, understanding their unique motivations and concerns, we can bring a depth and human perspective to otherwise technical problems.

MANAGING A STORE

Admin

SELLING IN PERSON

Retail products

Retail experiences

Build for staff

Build for a retail environment

MANAGING EXPENSES

Billing products

Submit feedback or feature requests on the Polaris GitHub page.

Retail experiences

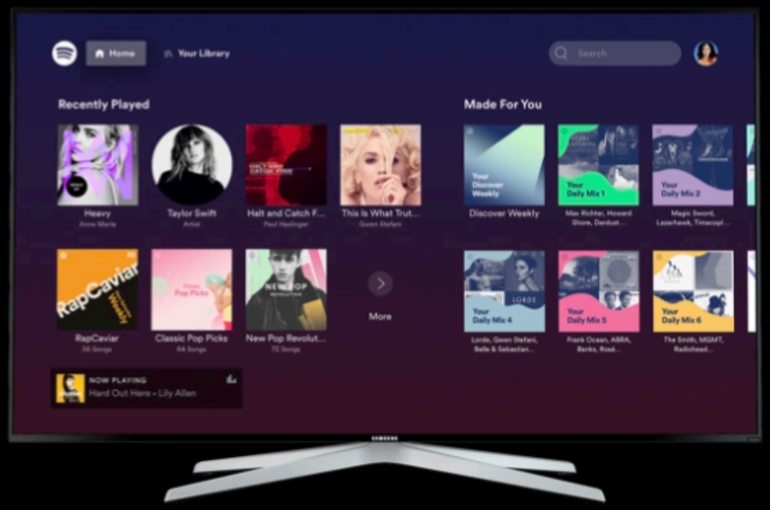
Retail experiences are built for merchants selling products or services in physical locations. These experiences should feel **fast**, **simple**, and **reliable**. They also need to consider the staff, customers, and the physical environment.

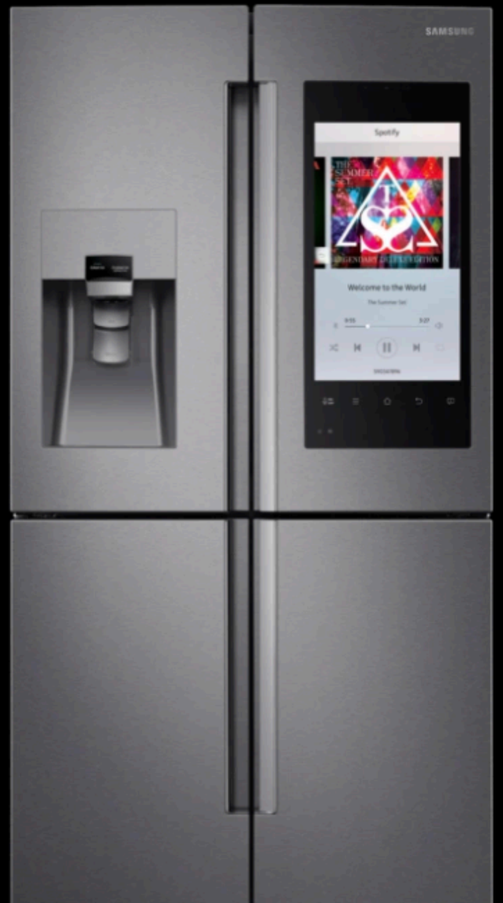
These guidelines will help you create experiences that are best suited for the retail environment.

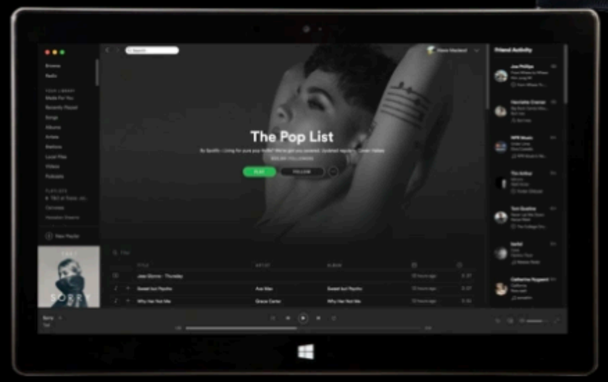
Build for staff

Staff should feel confident

POS and other retail products should help staff get their jobs done with confidence. Retail environments can get chaotic, but staff members shouldn't feel like things are out of their control. Staff members should be able to complete tasks quickly and efficiently. This lets them focus their







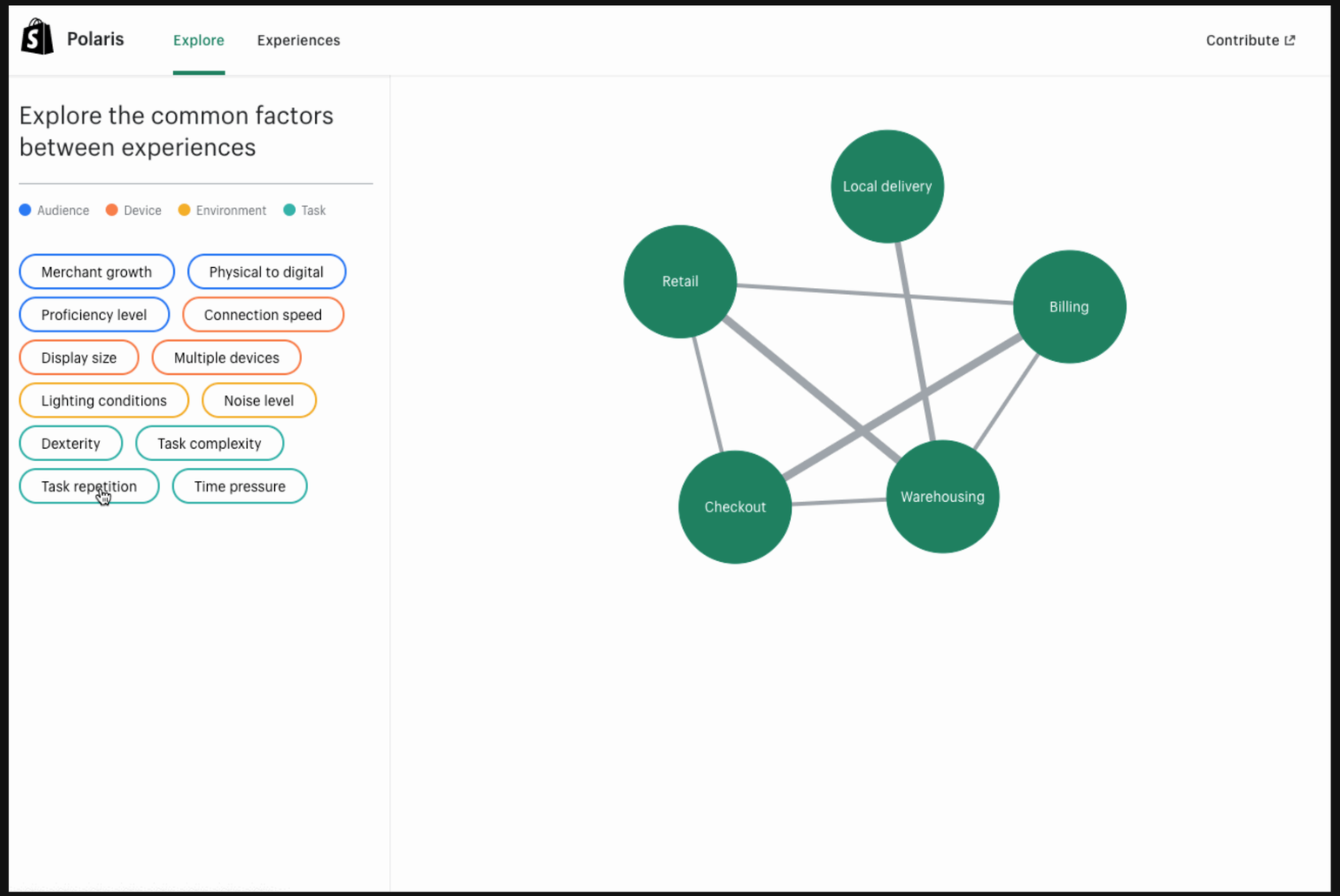
iOS
Android
Desktop
TV
Car
Watch
Fridge
...

Teams need to work together to ensure that decisions are aligned across the organization.

System of Systems

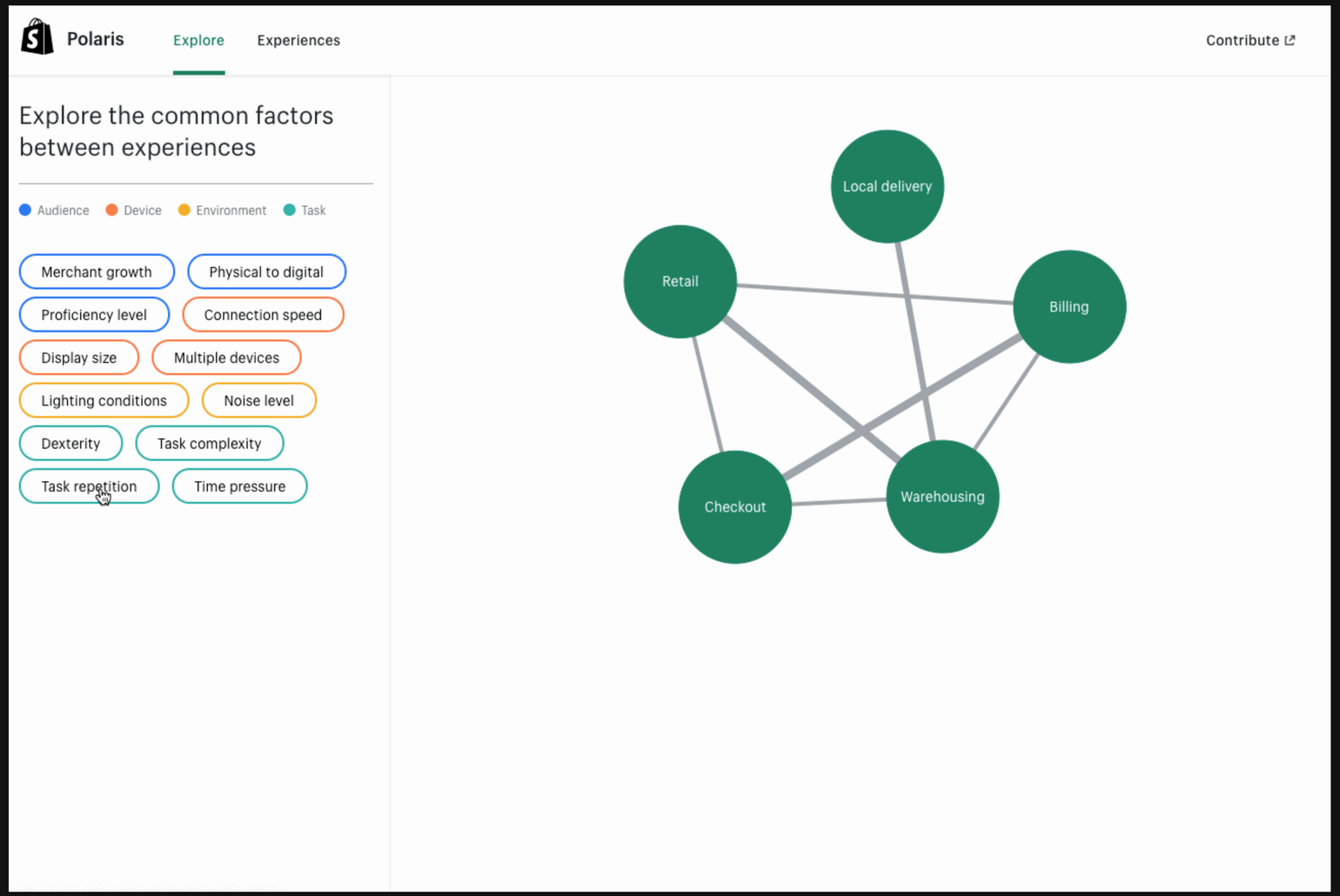
Bent, S., Posniak, M., Kaiser, G. Reimagining Design Systems at Spotify. Spotify. September 2020. https://spotify.design/article/reimagining-design-systems-at-spotify

Mapping Relationships



Shopify, Alpha Polaris, 2020.

Mapping Relationships



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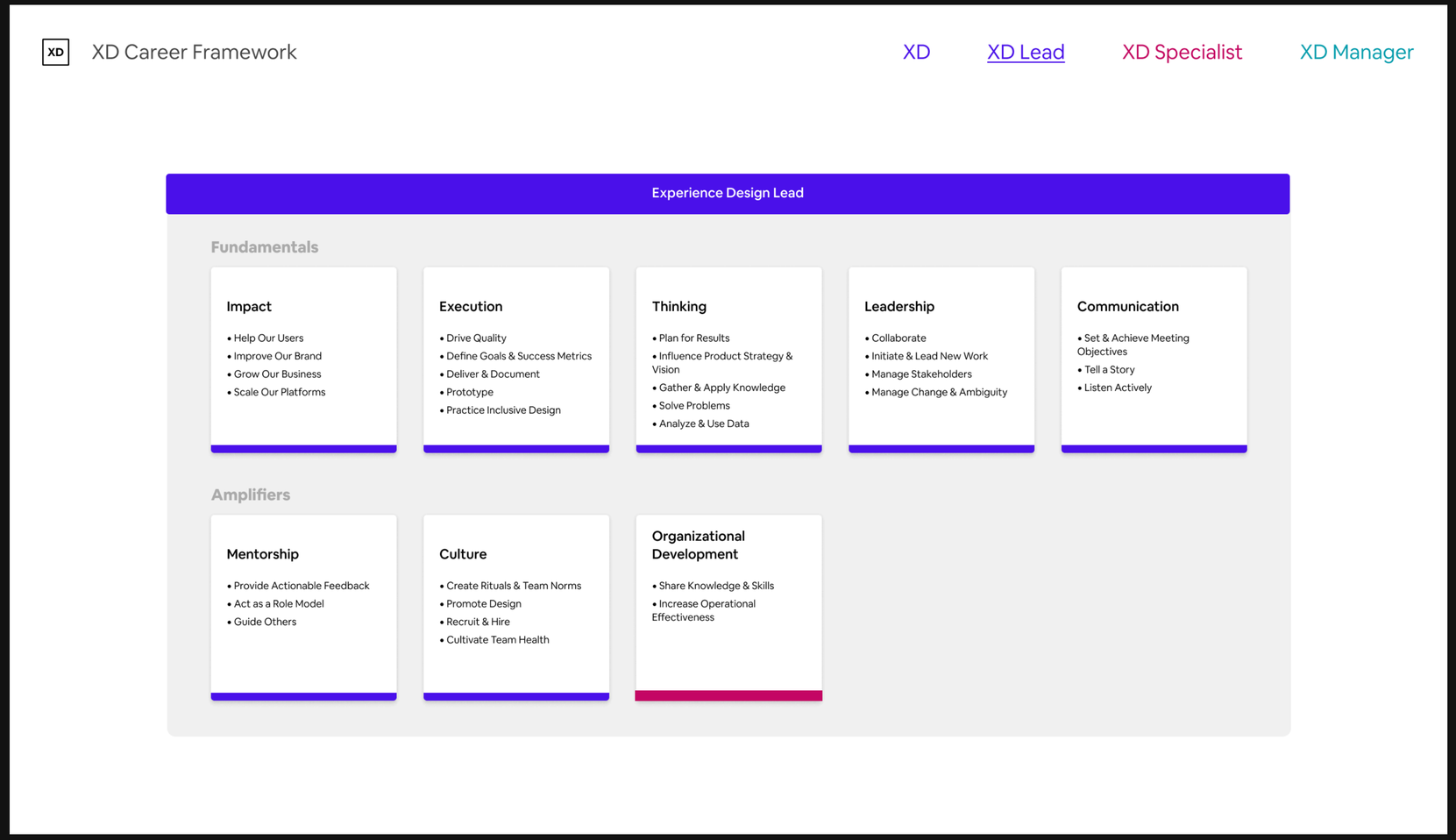
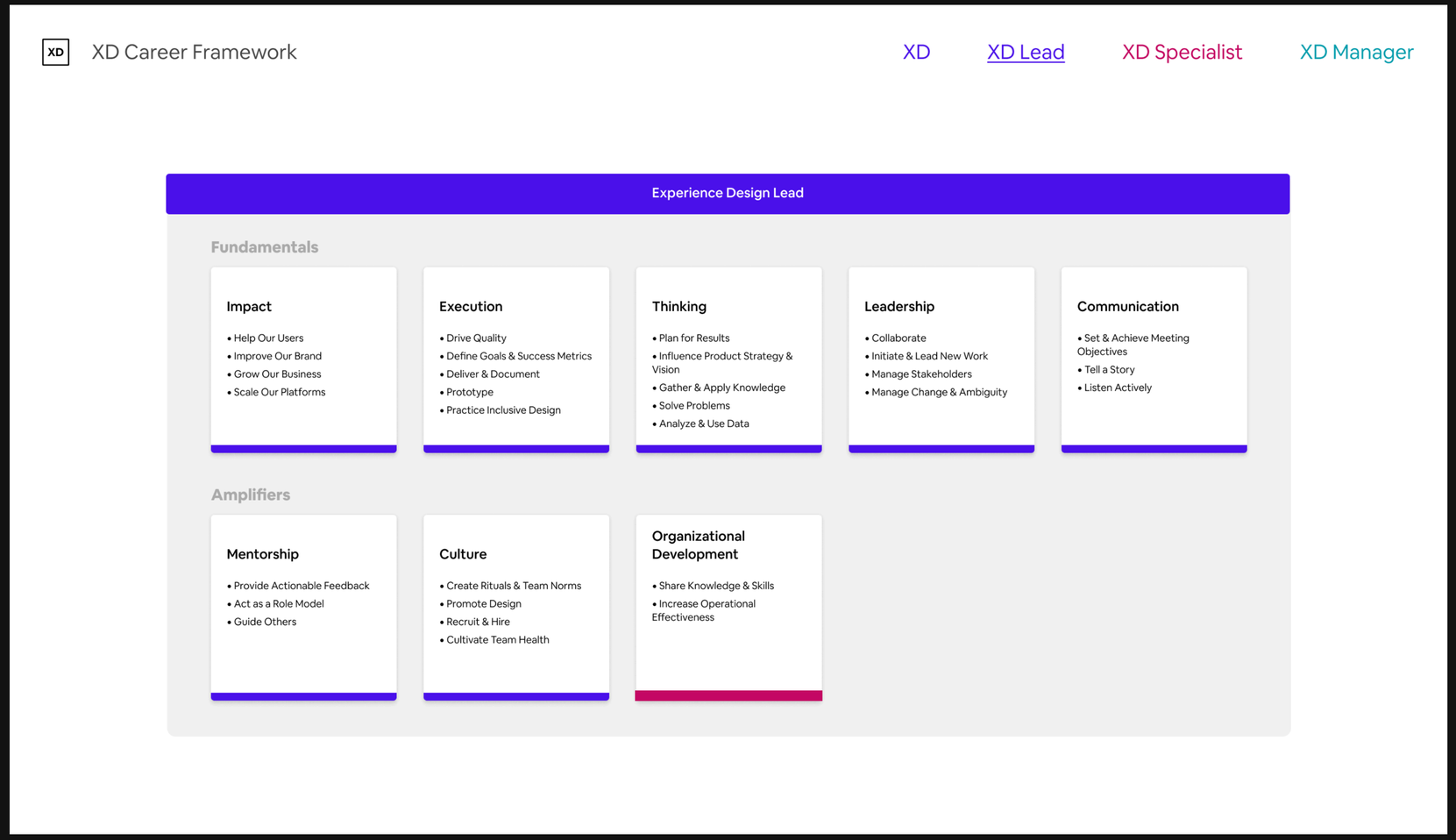
Changing Incentives



Airbnb XD career level framework, 2019.

Changing Incentives



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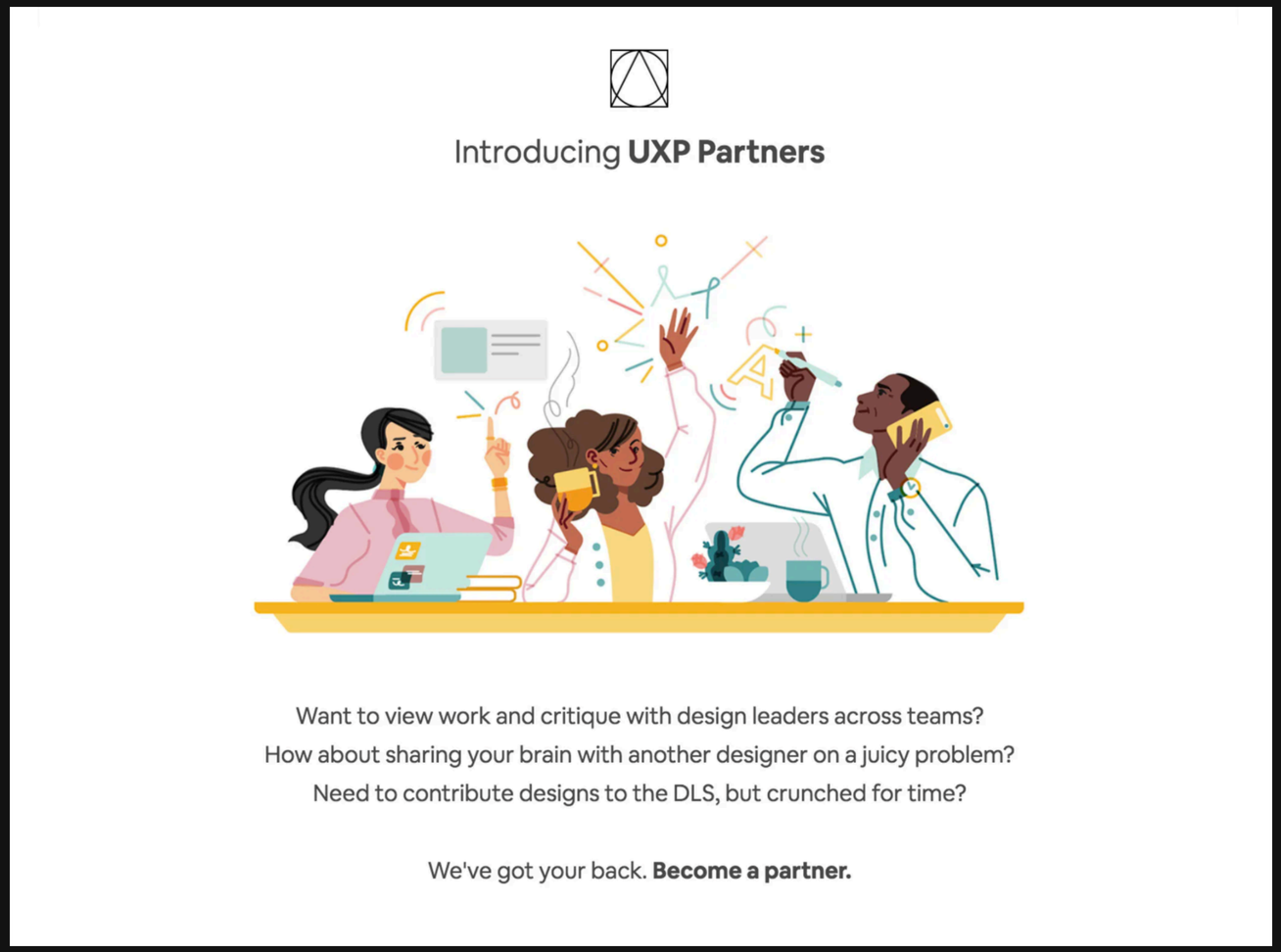
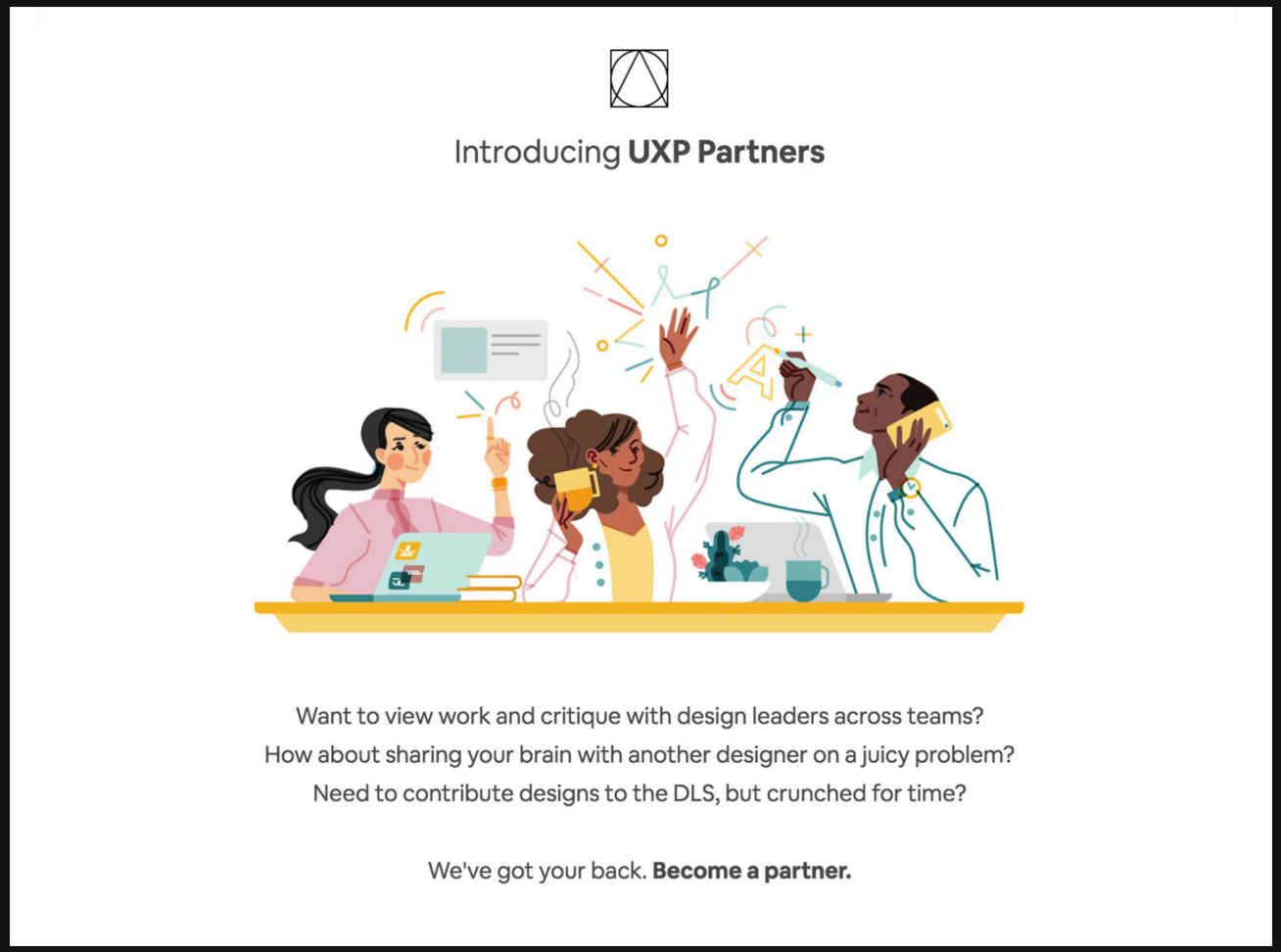
Building Partnerships



Airbnb UX Partnership Program, 2019.

Building Partnerships



Airbnb UX Partnership Program, 2019.

"We're all so close I forget who is on what team because it feels like one team."

"We're all so close I forget who is on what team because it feels like one team."

Becoming a team of teams

Which relationships get prioritized?

Start with just
one other person.

Encourage teammates to get to know others.

Reframe limiting beliefs into questions.

~~"It will slow us down."~~

"What else might we value as much or more than speed?"

~~"We'll give you visibility."~~

"What might other forms of collaboration look like?"

~~"We own this."~~

"Who can help steward this?"

Redesign the organization.

Choose collaboration.

Thank you!

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