INDEX

Accountability, 29, 41, 53, 148, 153, 155, 174, 181, 182, 190
Accountable, 54, 62, 83, 137, 181, 182, 191, 224
Acqui-hiring, 9
Actions, 55–57
After action reviews (AARs), 62, 170
Agility, 26, 27, 170, 181, 191, 197, 214
Alchemist, The (Paulo Coehlo), 34
Anthropology/Anthropologists, 32, 33, 41, 42, 71
Apple iPhone
  Siri feature, 123
Appreciative Inquiry (AI), 33, 90, 91, 115
  4-D Model, 40
  Summit, 115, 144, 188
  Summit agenda, 145, 227
Assumptions, 37, 41, 69, 81, 88, 205, 209, 215, 220

Barometer, 78, 171
Beginner's mindset, 84
Best Interface is No Interface, The (Golden Krishna), 9
Best practices, 9–10, 151
Big, Hairy Audacious Goals (BHAGs), 29–30
Bird by Bird (Anne Lamott), 4
Blame, 29, 191
Blind spots, 90, 123–124, 131
Boomerang hires, 9
Brainstorm, 111–119
  finishing, 119
  guidelines for, 114
  mindmap, 117
  potential pitfalls, 118–119
  setup and warm up, 113–116
Brand(s)/branding, 19, 21, 37, 42, 88, 116, 151, 186, 197, 202
Brown, Brené, 26–27, 29
Brown, Sunni, 94
Brown, Tim, 102, 121
Burke, W. Warner, 214
Burke–Litwin Causal Model of Organization Performance and Change, 135, 146, 192, 214–216
Business factors, 10–13, 70, 81, 98, 99, 133, 136, 205

CAPABILITY, 24
  individual and team, 25, 57, 59, 112, 117, 123, 154, 166
  organizational, 21, 147, 197, 201, 213
Carroll, Pete, 135
CHANGE, 24, 42, 140, 142
  see also PLAN phase; IMPLEMENT phase
Change, 3, 9, 39, 140, 196
  adoption, 41, 149, 156, 224
  agents, 29, 53, 55, 159, 214, 223

culture/culture change, 12–13, 39
experience(s), 144, 148, 155, 159, 214
fatigue, 156
inevitability of, 14
learning and, 26, 219
narrative, 150, 175, 177, 178, 182, 225
need for, 96
pace of, 146
readiness, 144–145, 153, 198
real/genuine, 3, 28, 66, 113, 140, 151, 188
resistance to, 180, 191, 217–218
Change management, 30, 33, 42, 138, 173, 175, 218–226
engagement, 221–224
learning, 219–221
transformative communication, 224–225
Change Primer, 138, 140, 146, 148, 149, 154, 156, 170, 176, 213–226
Charters, 61, 79, 203
Christensen, Clayton, 39
Coaching, 29, 53, 152, 196
Co-creation, 21, 24, 27, 32, 41, 105
barriers, 39
Co-design, 8, 28, 40, 145, 188
Coehlo, Paulo, 34
Collaboration, 8, 21, 27, 29, 41, 54, 58, 59, 84, 101, 105, 114, 160, 196, 220
discouraging, 39
Commitment(s), 26, 27, 29, 38, 53, 61, 62, 136–137, 140, 148, 151, 154, 160, 171, 181, 182, 187, 190, 202, 211, 221, 222, 224
lack of, 190, 191
Communicate
individual, 154
organization, 150–152, 224–225
team, 153
Communication, 33, 181, 224–225
change, 141, 149–152, 153, 154, 156
channels, 169
communicating the DOWE initiative, 74, 131, 183
expectations, 171
function, 159
visuals, 66, 88, 92–96, 128, 137, 157, 159
Compelling Experiences Map, 94
Compensation and benefits, 194
Competency libraries, 148
Conditions, setting the, 38
Confidentiality, 74, 75
Conflict, 47, 61, 62, 149, 159, 171, 196, 214, 222
Connecting/connection(s), 17–18, 85–86, 97
alignment and integration, 91, 116, 140, 148, 156, 225
connecting people, 1, 37, 59, 68, 155, 171, 224
connecting the organization, 27, 99
connectors, 53, 88, 160
discovering/finding/forging connections, 26, 32, 41, 48, 81, 85–86, 117, 122, 135, 181, 220
empathy, 27
feeling, 227
innovation and DOWE, 112–114
network, 32, 44–45
Context
changing or building, 24, 68, 189, 213, 215
components of, 10–13, 70

customizing to, 14, 58, 146, 187, 213
future, 148, 168
studying and understanding, 23, 24, 39, 41, 65, 71, 81–82, 86, 177, 181, 213, 217, 226
tying back to, 133
uniqueness of, 23, 44, 87, 115
Continuous improvement, 33, 53, 105, 189
see also Iteration
Cool Infographics (Randy Krum), 94
Cooperrider, David, 3, 91, 225
Core design team
charter, 61, 79, 203
dynamics, 41, 48, 56, 60, 61–62, 65–66, 77, 102, 103–104, 165, 171
reason for separate, 25, 38–39
role of, 53
selection of, 57–58
success, setting conditions for, 58–60
see also DOWE-Rs
Core Design Team Members: *see* DOWE-Rs
CREATE & LEARN phase, 41–42, 43, 103–125, 137
brainstorm, 111–119
experiencing, 124–125
explore, 108–110
overview of, 105–107
play, 120–124
see also Explore; *Brainstorm*; *Play*
Creativity
applying or using, 5, 21, 105, 190
encouraging or fueling, 59, 112, 113, 125, 134, 153
and innovation, 112
learning and, 122
underutilized skill, 124
Criteria, 97–101
decision making and, 42, 128, 133
definition of, 98
development of, 98–101, 188
articulating, 99
documenting, 205, 207, 227
employee, 100
importance of, 98
organization, 100
Cross, Nigel, 116
Cultural artifacts, 10, 42, 117
Cultural islands, 39
Culture, 10–11
2015 Columbia and Duke Study, 8
building, 2
changing, 12, 21, 39, 41, 166, 169, 181
committee, 58
counterculture, 39, 48
erosion of, 135
fit, 102
importance of, 29
infographics, 93
integrative approach, 31
jerks, 30
lived experiences, 7, 20
managing, 2, 3, 9, 13, 186
market-proof, 9
national, 43
overt, 28, 201
physical proof, 117
showcasing, 186–187
startup, 22, 199
time/timing, 188, 198
what is, 1, 10–11
Culture Study, 42, 52, 66, 69, 81, 88, 101, 182, 192, 198
sample table of contents, 205
Customer Experience Management model, 19

Data
anonymizing, 74
bad/flawed, 72, 73

collection, 71
data-based decision making, 128
intimacy with, 83
lack of, 20
measurement, 175
qualitative, 177–178
quantitative, 176–177
sorting, 76
storage, 77
synthesizing, 19, 81
see also Insights
visualization, 94
De Bono, Edward, 27
DECIDE phase, 42, 43, 127–137
experiencing, 137–138
overview of, 127–128
prototype, 129–131
select, 132–137
see also Prototype; *Select*
Decisions/Decision-making
big and small, 26
data-based, 128, 189
deferring, 23, 41, 47, 121
fear of failure, 223
see also Satisficing
models and tools, 128, 134, 168
see also RACI
personal/individual, 137, 201
seeing through, 56, 57
Deming, W. Edwards, 26
Demographics, 74
Design, 17–20
definition of, 17
DESIGN, 24, 38–40
see also UNDERSTAND phase; CREATE & LEARN phase; DECIDE phase; PLAN phase
Design of Work Experience (DOWE)
approach, 36–38
behaviors and practice of, 25–28
agility, 27
connection, 27
empathy, 26
iteration, 26
learning, 26
benefits of, 21–23
caveats and clarifications, 29–30
challenges, 191
debating, 43–44
definition/concept of, 20, 52
empirical testing, 44
entry points, 187–188
expectations and agreement, 52–63
experiencing DOWE, 4, 201
foundations of, 31–32
introduction of, 2–5
leadership and, 28–29
methodology, 38–43
as multidisciplinary network, 31–32, 33
origin of, 1, 2–3
phases
CREATE & LEARN, 103–125
DECIDE, 127–137
IMPLEMENT, 165–183
PLAN, 139–163
UNDERSTAND, 65–102
prerequisites, 36
principles, 32–36
inspirational, 36
meaningful, 35
mindful, 34–35
purposeful, 32, 34
process, 23–25, 52
trusting in the DOWE process, 4, 55, 121, 187
roles
DOWE team, 53
employees, 53
executive sponsors, 53

targets, 192–197
business strategy targets, 193
capability, characteristics, or results, 197
employment life cycle targets, 194–195
interactions targets, 196–197
team dynamics, 53, 61–62
timing of, 198–200
versatility of, 22, 43
Design of Work Experience (DOWE) Initiative
assumptions and predictions, 69
key questions, 69
length of, 188
milestones and sunset, 62
pacing, 47
pilot(s), 42, 130–131, 188
preparation, 51–63
purpose and scope, 68–69
Design Thinking, 19, 20, 37, 39
Design Thinking (Nigel Cross), 116
Designing for Growth Field Book, The (Liedtka, Ogilvie, and Brozenske), 71
Devil's Advocate, 43, 106, 113
Differentiate/Differentiation, 2, 10, 14
Diversity
in organizations, 43, 69, 196
within team, 56, 58, 61, 62, 104, 105, 153, 220
DOWE-Rs
behaviors and actions, 55–57
capabilities, 82
commitment, 136–137
definition, 52
experience doing DOWE, 48, 102, 106
experiencing CREATE & LEARN, 124–125
experiencing DECIDE, 137
experiencing IMPLEMENT, 183
experiencing PLAN, 163
experiencing UNDERSTAND, 101–102
as experts, 27, 92, 168, 181, 217
mindset, 55, 70, 106
qualifications, 20–21
as researchers, 83
responsibilities, 25, 38, 47, 54–57, 106, 121, 140, 169, 223
see also Core Design Team
Drucker, Peter F., 104
Duke University, 8

Early Adopters (EA'rs), 53, 59, 159, 169
Emotional journey, 149
Empathy, 26–27, 37, 83
Empathy Map, 94, 95
Empirical testing, 44
Employee(s)
as co-designers, 130
commitment, 190, 221
decisions, 147, 171, 173
former, 75
point of view, 70, 81, 82, 83, 98, 122, 191
roles and responsibilities, 38, 53, 54
Employee criteria, 100, 128, 133
Employee engagement, 148, 187, 195, 221, 223
Employee experience, 19, 20, 70, 82
Employee (user) research: *see* User (employee) research
Employment Life Cycle DOWE targets, 194–195
Empowerment, 32, 154, 189, 220

Engage
individual, 155, 224
organization, 149, 221–223
team, 153, 223–224
ENGAGEMENT, 24, 38
Environment, 1, 11, 30, 36, 37, 177
built, 41, 114, 117
external, 10, 147, 216
healthy, 171
learning, 56, 112, 154
native, 41, 73
new, 156
right, 1, 57, 219
safe, 56, 73, 75, 119, 149
Executive sponsors, 25, 53–54, 57, 58, 59–60, 68, 74, 101, 130, 136, 137, 148, 160, 165, 168
see also Leaders, Leadership
Experience map, 94–95, 116, 136, 148, 155
Experience(s), 1, 7, 11, 14, 18, 19, 34, 37–38, 52, 82, 188, 191, 192
alumni experience, 75
branded experience, 186, 202
change experience, 144, 149, 159, 178
experience within an experience, 55
extraordinary, 27, 140–142, 202
interpretation of, 38, 83, 177
shared experience, 60, 124, 191
touchpoints, 94, 149, 152
Experience Team, 186
Explore, 108–110

Failure, 123, 136, 178, 191, 222
comfort level with, 105
during change, 222
fear of, 105, 113, 223
inaction, 9, 14, 29, 191
in learning, 48, 106, 147
of understanding, 47
Feedback, 11, 29, 48, 53, 54, 73, 79, 81, 136, 149, 153, 155, 170, 181, 196, 199, 217, 220, 221
Flow, 36, 114, 119
Flow charts, 128
Focus groups, 72
Franklin, Benjamin, 29
Freeze, unfreeze: *see* Unfreeze, freeze
Future of Work, 8, 9

Gig economy, 8
Good Work (E.F. Schumacher), 35
Growth plans, 193

Hackathon(s), 21, 41
Hackman, J. Richard, 152
Happiness vs. meaning, 35
Human Walking Program, 89

I am a Tree, 115–116
IKEA effect, 3
IMPLEMENT phase, 43, 165–183
experiencing, 183
manage, 167–172
measure, 173–178
overview of, 165–166
sustain, 178–180
see also Manage; Measure; and *Sustain*
Improvisation, 36, 106
Improv Wisdom (Patricia Ryan Madson), 106, 154
Incubators, 39
Individual (level)
communicate, 155
engage, 155, 224
learn, 154–155, 220–221
manage, 171–172
Infographics, 92–94

Informal and Incidental Learning Model, Marsick & Watkins, 78–79
Initiative
  challenges of, 189–191
  selecting, 192–197
  timing of, 198–200
  worthiness of, 186–188
Innovation, 112, 113, 121, 168, 189
  case study, 8
  as a corporate value or capability, 187, 197
  definition, 17
  encouraging, 153
  open, 9, 21, 112
Innovator's Dilemma, The (Clayton Christensen), 39
Insights, 80–91
  building mindset, 83–84
  definition of, 81–82
  development of, 85–86
  examples of, 87
  using, 88–96
Inspire/inspiration, 36, 77, 114, 186, 221
  leading to, 28, 53
Integrate/Integration/Integrative, 31, 47, 180
  DOWE, 22, 81, 117, 135, 151, 157, 175, 176, 178, 183, 187, 216, 225
Interaction(s), 19, 135, 220
  between people, 14
  DOWE targets, 52, 195–197
  during CHANGE, 144, 149, 150, 154, 155, 176, 177, 182, 220, 221
  as part of context, 10–11
  social, 60
  with users, 54, 70, 71, 72, 73, 74, 75–77, 84, 130, 131
  within experiences, 19, 38, 140
Intuition/Intuitive, 48, 81–83, 145, 190
Investment portfolio, 2
Iteration, 26, 52, 88, 90, 98, 102, 105, 119, 124, 130, 145

Jillette, Penn, 110
Job satisfaction, 7, 222
Journey Map: *see* Experience map
Judgment, 78, 85
  deferring, 56, 114, 119
  rushed, 34
  without, 26, 34, 79, 84, 113, 122

Kelley, Tom, 84, 150
Key questions, 69
Kickoff, 60–61
Kolko, Jon, 85
Krishna, Golden, 9, 105–106
Krum, Randy, 94
Kumar, Vijay, 37, 71, 87

Lamott, Anne, 4, 106, 125
Leaders, *manage*, 168
Leadership, 196
  buy-in and commitment, 182, 187, 202
  delegating, 136
  poor, 180, 191
  responsibilities on behalf of the organization, 57
  role of, 28–29, 36–37, 44
  values-based, 30
  work generated by, 10
  see also Executive sponsors
Learn
  individual, 154, 220–221
  organization, 147–148, 219–220
  team, 152, 220
Learning by doing, 55, 83–84
Learning model, Marsick and Watkin's, Incidental and Informal, 78–79

Learning Style(s)
accommodating different, 154
assessment, 154
awareness of, 221
using different, 26
Lewin, Kurt, 39, 215, 219
Lewis, Thomas, 14
Liedtka, Jeanne, 20, 71
Line of Sight, 157, 158
Lominger, 148
Long Term Strategies, 193
Lost Dogs Home, 89

Madson, Patricia Ryan, 106
Manage, 167–172
action plans for, 159–160
individuals, 171
leaders, 168
organization, 168–170
team, 170–171
Managers/management, 13, 28–29, 53, 154, 155, 166, 176, 196, 223
Marketing/marketing research, 21, 42, 71, 88, 109, 151, 152
Market-proof culture, 9
Marshmallow Challenge, 121
Marsick, Victoria J., 78–79
Martinville, Édouard-Léon Scott de, 123
Maturity levels, integration of, 157
Maturity models, 146, 181
McCracken, Grant, 151
McGaugh Hall, UC Irvine, 18
Meaning/Meaningful/Meaningfulness, 37, 186
and purpose, 32
connecting, 17
managing meaning, 168
meaningful communications, 152, 224
meaningful experiences/interactions, 14, 20, 29, 71, 137, 148, 181, 219, 221
meaningful principle, 35
meaningful/meaning in change/impact, 24, 49, 102, 140, 153, 155, 175, 189, 190, 220
meaningful relationships, 20
meaningful work, 202
meaningless routines, 135
measure meaning, 177
subtracts./lacks meaning, 47, 176, 188
Meaning-making, 77, 155, 181, 217, 219, 223, 225
Measure, 174–178
choosing measurements, 175–176
qualitative, 177–178
quantitative, 176–177
Mergers and acquisitions, 187, 188, 193, 200
Merlin exercise, 145
Methods/methodology
creating new methods, 43
of DOWE, 38–41, 52, 188
incorporating, 43
matching users to, 75
selecting, 70–74, 176
Milestones, 62, 91, 136, 146, 159, 182
Mindful, Mindfulness, 34–35, 74, 77, 169, 170, 183, 190, 200
forgetting, 124
Mindmaps/mindmapping, 33, 116–117, 136
Mindset
Design, 18–19
DOWE, 55, 106, 147
insight building, 83–84
reframing, 88, 190
with users, 70
Misperceptions, 74, 106, 149
Mission, 10, 22, 30, 193, 198, 216, 221
Multidisciplinary network, 31–32

Need, common, 7–15
New hires, 75, 155, 194
New markets, 193

Oech, Roger von, 122, 210
Off-boarding, 195
Onboarding, 194
101 Design Methods (Vijay Kumar), 71
Operations, 193
Organization (level), 147–148
  communicate, 149–152, 224–225
  engage, 148–149, 221–223
  learn, 148, 219–220
Organizational capability
  designing for, 197
  as strength, 21
Organizational change: *see* Change
Organizational Culture and Leadership (Edgar Schein), 11
Organization design, 193
Organizational entropy, 180
Organizational snipers, 191
Organization criteria, 100
Organization responsibilities, 57

Parallel working, 116
Participatory design, 38, 41
Passion
  project(s), 58, 123
  as value, 30
People & Context, 38, 61, 67–79, 192
  early assumptions identification and key questions, 69
  interacting with users, 75–77
  planning user research, 71–74
  purpose and scope, aligning, 68–69
  self-understanding, 77–79
  user research preview, 70–71
  user selection, 74–75
Performance management, 3, 183, 194
Permission, 115, 150, 176
Personal Construct Theory, 37–38
Personalization, 221
Personas, 109, 122, 131, 151
Phenomenology, 37, 41
Pilot(s), 42, 49, 53, 130, 131, 188
Planning user research, 71–74
PLAN phase, 139–163
  experiencing, 163
  how to, 145–162
  overview, 139–142
  roadmap matrix, 141, 155, 156
  successful planning, 163
Plateaus, 156
Play, 120–124
  serious, 122–124
POV range, 162
Principles, 22
  DOWE, 32–36
    inspirational, 36
    meaningful, 35
    mindful, 34–35
    purposeful, 32, 34
  operating, 61, 203
Problem solving, 26
Project management, 160
Prototype, 129–131
Provocative proposition, 81, 90–92, 182, 191, 205, 227
  chart, 92
Psychological safety, 73, 119, 148, 149, 153, 171, 222–223
Purpose of DOWE Initiative, 68–69, 118, 150, 183, 190, 203, 205
Purposeful, 32, 34

Qualitative and quantitative research, 72

Qualitative measurement, 176–177
Quantitative measurement, 175–176

RACI, 160, 161, 168
  action plan template with, 161
Recognition, 62, 155, 183, 194, 222
Recruitment, 194
Reflect/reflection, 77–79, 84, 86, 102, 113, 125, 156, 170, 178, 220
Reframe/reframing, 39, 88, 123, 125, 182, 205
  effect of, 89–90
Relationships, 14, 19, 27, 37, 85, 88
  working, 20, 21, 61, 102, 109, 124, 137
Resistance, 144, 149, 171, 173, 180, 191, 217–218
Resources
  capabilities, 222
  for change and engagement, 140, 148, 150, 153, 154, 156, 159, 168, 171, 182, 221–226
  for DOWE initiative, 39, 57, 58, 59, 72, 136, 170, 187, 188
  emotional well-being, 222
  internal, 19
  waste of, 34, 90
Retirement, 28, 192, 195
Roadmap, 143–145
  action plans for, 159–160
  ideas, 147–155
  matrix, 141, 155
  reviewing/revisiting, 181, 182
Roadmap and Action Plans, 42, 142, 143, 145, 146, 157, 159, 160
Rockwell, Norman, 125
Rotman School of Design, 17

Satisficing, 47, 119
Schein, Edgar, 11
Schmitt, Bernd, 19
Schumacher, E.F., 35
Scope, aligning, 68–69
Seattle Seahawks, 135
Select, 132–137
  constraints, 133–134
  using constraints, 134–137
Self-awareness, individual, 60, 62, 77–79, 154, 171, 178, 220
Self-awareness, organizational, 65–66
Self-awareness, team, 60, 66
Self-limitation, self-consciousness, 106, 116, 118, 134
Self-understanding, 77–79
Senge, Peter, 10, 149
Serious play, 122–124
Social contract(s), 51, 115, 200, 215
Sorting, 59
  brainstorm, 114
  data, 76–77
  insights, 85, 86
  play, 121–122
  select, 134
  users, 74
Space
  mental, 39, 53, 59, 114
  physical working/workspace, 8, 53, 59, 113, 197
  virtual working, 8, 59, 109
Spaghetti diagram, 95, 96
Stimulus, 2, 59, 109
Stimulus package, 122, 209–210
Storytelling, 5, 122, 150, 177, 178, 225
Strategy and Design Blueprint, 42, 52–53, 106, 125, 136, 137, 139, 143–145, 148, 151, 155, 157, 159, 163, 170, 171, 181
  sample table of contents, 207

Strengths, 20, 21–22, 24, 52, 55, 56, 57, 61, 66, 91, 92, 117, 123, 144, 166, 183, 190, 219, 227
Succession, 195
Sunset, 62
Superbowl XLIX, 135
Surround Sound Marketing, 152
Survey Quality Predictor, 72
Surveys, 8, 10, 72, 176, 221
Sustain, 178–180
  deployment, 180–183
  why *Sustain*, 179–181
Systems thinking, 11, 37

Talent development, 195
Talent management, 2, 57, 69, 192, 195
Team (level), 152–153
  Communicate, 153–154
  Engage, 153, 223–224
  Learn, 153, 220
Team charter template, 203
Team covenants, 61, 79
Team, DOWE: *see* Core Design Team; DOWE-Rs
Team dynamics, 153, 181, 196
  DOWE team, 41, 48, 56, 60, 61–62, 65–66, 77, 102, 103–104, 165, 171
Transformative communication, 224–225
Transitions, 195
Transparency, 35, 176, 197
Trust, 4, 125
  building, 40, 75, 149, 160, 221
  DOWE Process, 55, 121, 187
  DOWE Team, 81, 102, 116, 137, 169
  leaders, 28
Turnaround, 193

UNDERSTAND phase, 35, 40–41, 65–102
  criteria, 97–101
  experiencing, 101–102
  insights, 80–96
  overview of, 65–66
  people & context, 67–79
Unfreeze, freeze, 215, 217
Unintended benefits, 123, 160–162, 175, 214
Unintended consequences, 135, 160–162, 217
User (employee) research, 2, 53, 59, 60, 70, 162, 177, 181, 188, 189, 205
  interacting with users, 75–77
  planning, 71–74
  preview, 70–71
  selecting, 74–75
Users, Extreme, 86, 162, 205

Validate/validation/revalidate, 26, 31, 39, 41, 60, 79, 81, 88, 146, 148, 162
Value(s), 7, 10, 22, 30, 34, 35, 116–117, 134, 185, 187, 190, 193, 198, 201, 221, 227
Values-based leadership, 30
Value proposition, 27
Virtual working space, 8, 59, 109
Visuals, 66, 88, 92–96, 128, 157, 159
  Infographics, 92–94

Watkins, Karen E., 78, 79
We-feeling, 224
Whack Pack, 122–123, 210
Wiseman, Theresa, 26
Word cloud/wordle, 201
Work Experience(s): *see* Experience(s)
Workforce planning, 195
Work-life balance/conflicts, 197
Work streams, 157–158, 159
Wright, Frank Lloyd, 18
Wujec, Tom, 121