20∞20

CX REPORT

JOHN MAEDA

Getting AI Ready With
Computational Experiences

Distributed Work / Remote Work / Work as Computational Experiences

– Remote work isn't the same as distributed work.
– Placemaking forms the grounds for work-making.
– Ch-ch-change is always an emotional journey.
– Collaboration is better than just cooperation.
– Future's so bright. Gotta wear XR/AR/VR shades?

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Official team members for the full CX Report — coming out in late May 2020

The CX Report is a pivot from the original Design in Tech Reports (2015 – 2019). John Maeda's shift to this new report is motivated by a desire to look at the business and craft of making computational experiences. It's a relatively new phenomenon that is making many organizations, and their people feeling left behind in the 21st century. Are you A.I. ready?

Due to the global chaos caused by COVID-19, the complete CX Report has been rescheduled to be published n late May 2020. This appendix is being made available due to its relevance to our current times. The 2018 Design in Tech Report first featured Remote Work and returning to this theme made sense to do more than anything else.

Cover artwork by Quinnton Harris: "I wanted to illustrate the power of infinite connectivity using the human body, the vehicle we all share collectively. Meaningful connection is delegate, emotional, tactile, and useful. It's simply human."

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Founding members of the Design in Tech Report include Jackie Xu, Aviv Gilboa, Fatimah Kabba, Justin Sayarath with past contributions by Tony Ruth, Eriko Kawakami, Ling Fan, Sunil Malhotra, Luis Arnal, Bon Ku, and Takram.

Business ownership of Experience is by COO, CFO, CIO, or CMO. Also the CPO, CGO, CDO have arrived in larger organizations and that's creating ownership questions as well …

Experience
Right value, right quality, right feeling, right combination of tech, business, and design.
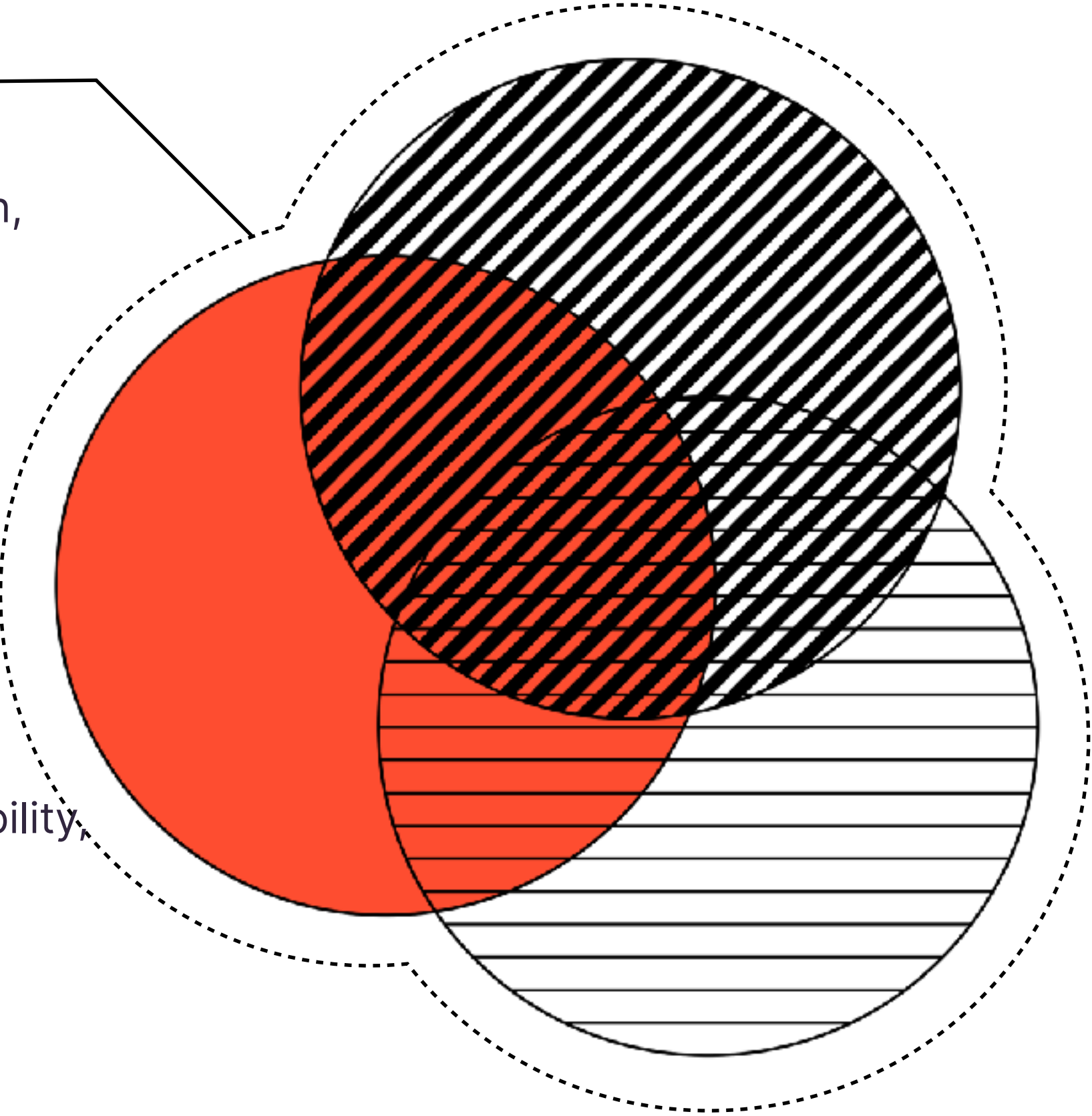
Business
Right price, right deal, right exchange, right agreement

Technology
Right durability, right reliability, right performance

Design
Right feel, right fit, right relationship, right promise

The idea of a CXO isn't tenable when everyone owns the experience. And because everyone "owns" or uses technology in some shape or form, it's unclear who is accountable versus who is in charge.

Source: @johnmaeda @publicissapient

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C X . R E P O R T

As for who should own CX, it's clear that everyone does and by that token nobody does. And that's both a good thing and an unfortunate thing as well — esp. for the customer.
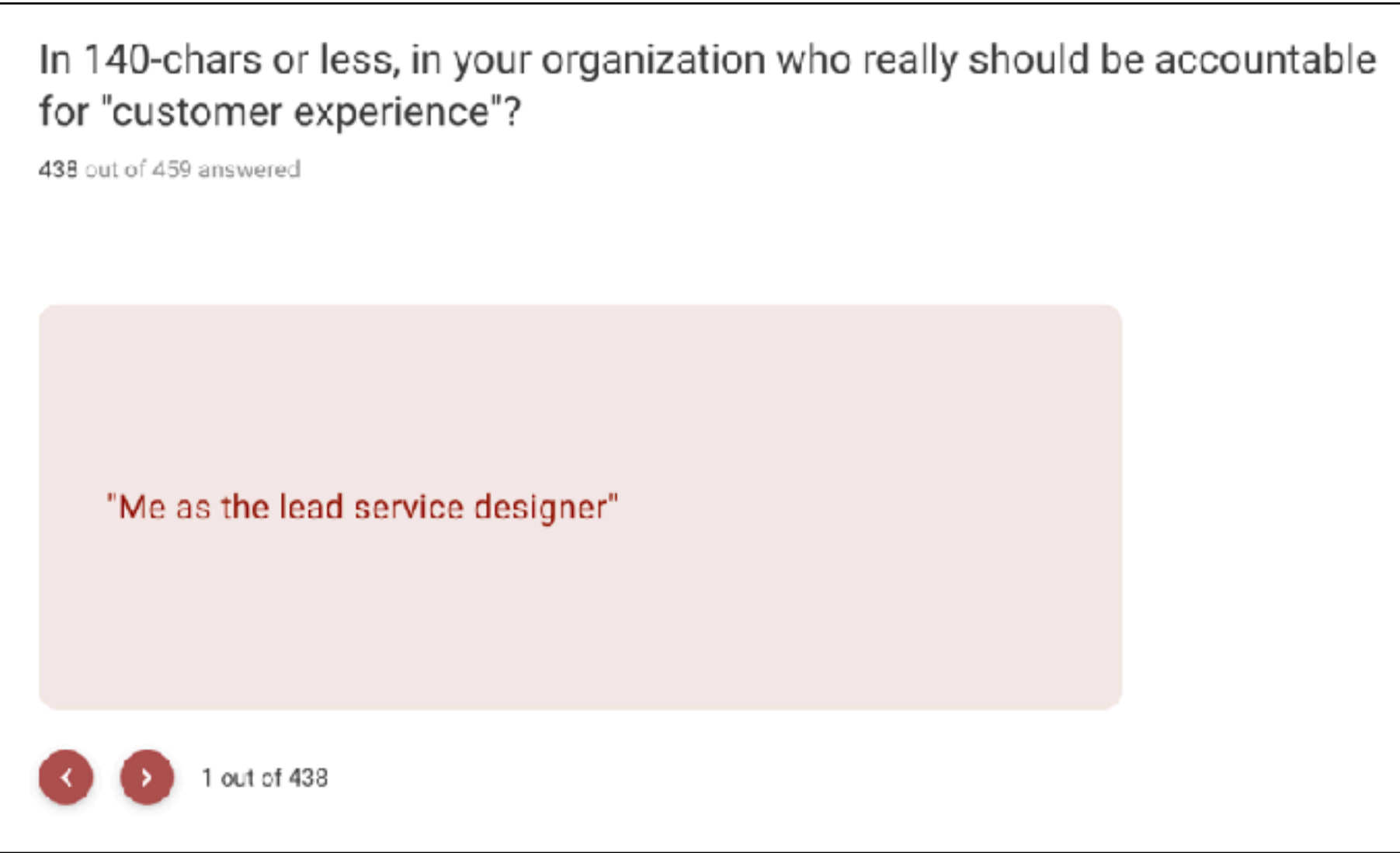
62% say "Design"

But 72% of the respondents self-reported as designers or researchers so a biased answer could be expected.
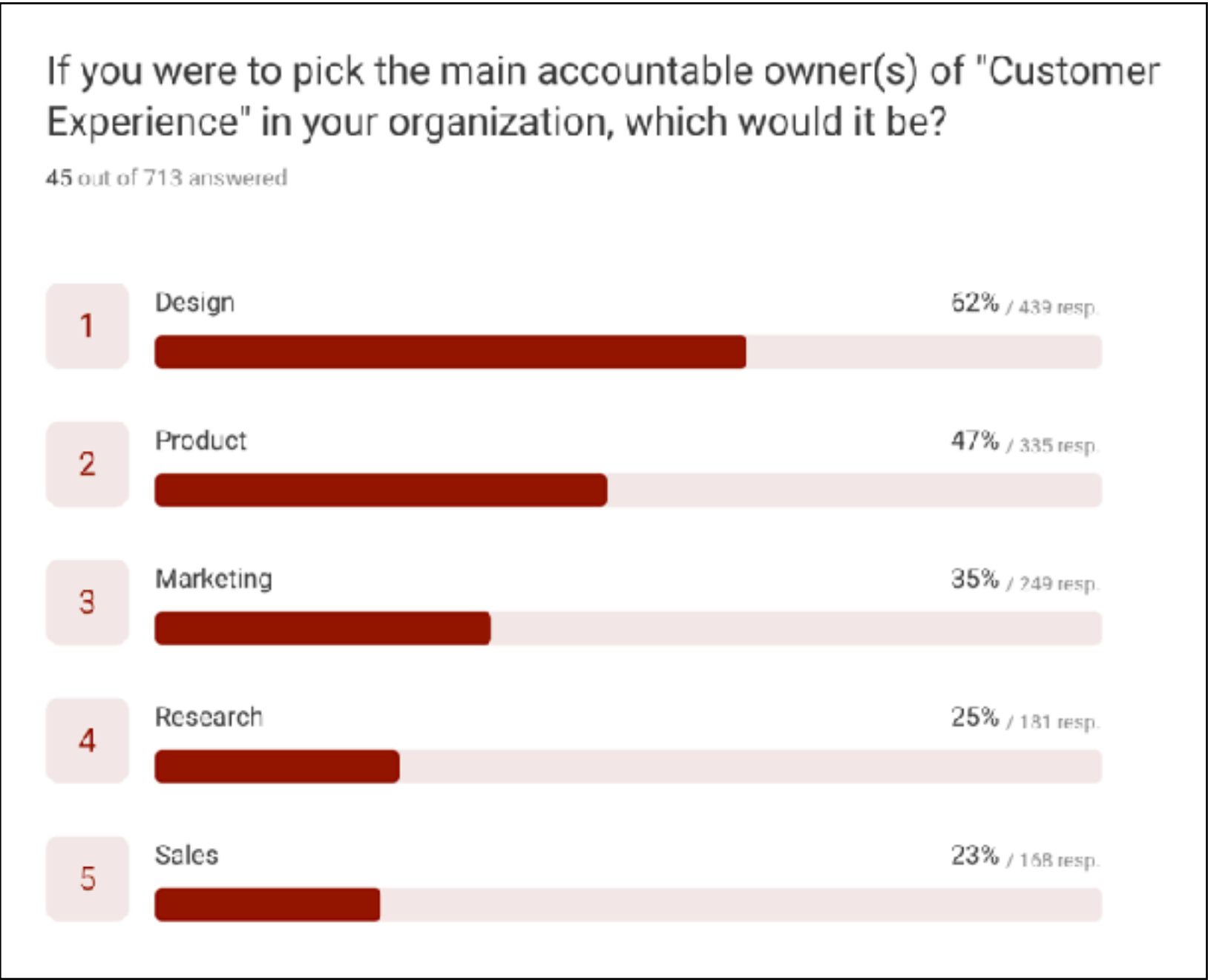
One person responded, "Me!"

Others include: "I'm good with everyone but HR and Finance." + "If a company is customer-centric then almost all capabilities are."

If you were to pick the main accountable owner(s) of "Customer Experience" in your organization, which would it be?

45 out of 713 answered

1	Design	62% / 439 resp.
2	Product	47% / 335 resp.
3	Marketing	35% / 249 resp.
4	Research	25% / 181 resp.
5	Sales	23% / 168 resp.

In 140-chars or less, in your organization who really should be accountable for "customer experience"?

438 out of 459 answered

"Me as the lead service designer"

1 out of 438

Erika Hall's made me sufficiently skeptical of surveys but nonetheless with what I've gathered from the 2020 CX Report Survey so far this year has been helpful when reading the free-response entries. They're incredible!

Source: @johnmaeda @mulegirl

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The 2020 CX Report is delayed to May 2020, but the one unchanged conclusion is the shift to intrinsically "Computational Experiences" as the root cause for confusion today.
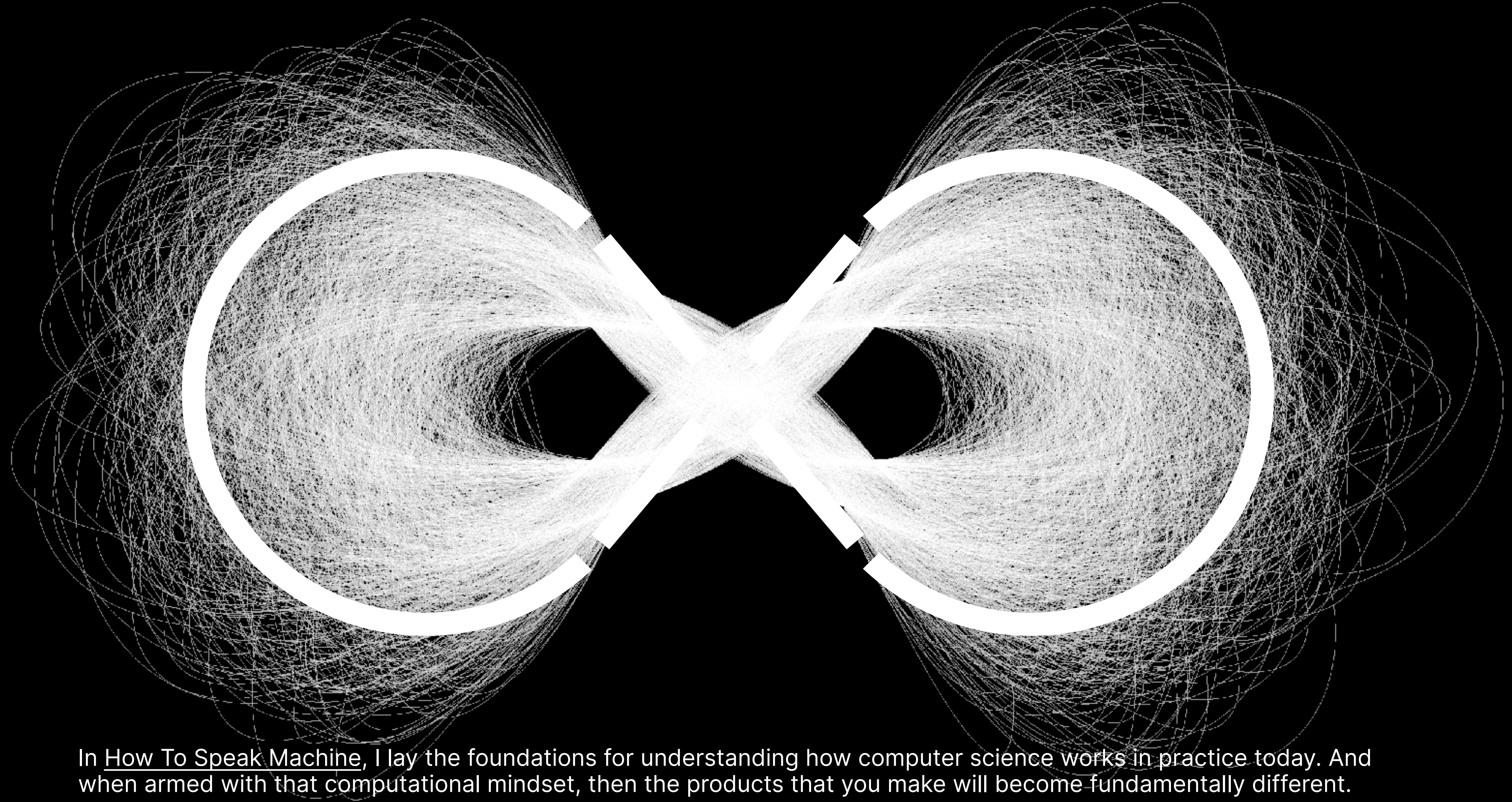
In How To Speak Machine, I lay the foundations for understanding how computer science works in practice today. And when armed with that computational mindset, then the products that you make will become fundamentally different.

Source: @johnmaeda howtospeakmachine.com

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"Distributed reality is here.
#dr is the new #vr."
—Wendy Johansson / GVP Publicis Sapient

Source: @johnmaeda @uxwendy

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Working remote-ly isn't the same as working distributed-ly.

$$R_W \neq D_W$$

" Remote work is a work arrangement in which employees do not commute or travel (e.g. by bus or car, etc.) to a central place of work."

Synonyms: telecommuting, tele-working, working from home, mobile work, flexible workplace

" Distributed work is the term used to explain team members who are not in the same physical location when working on a project."

It's easy to confuse remote work with distributed work. The former means working remotely; the latter means getting work done in a distributed fashion. You can be working alone, remotely; but need to work in a group to be distributed.

Source: @johnmaeda @wikipedia @wikipedia
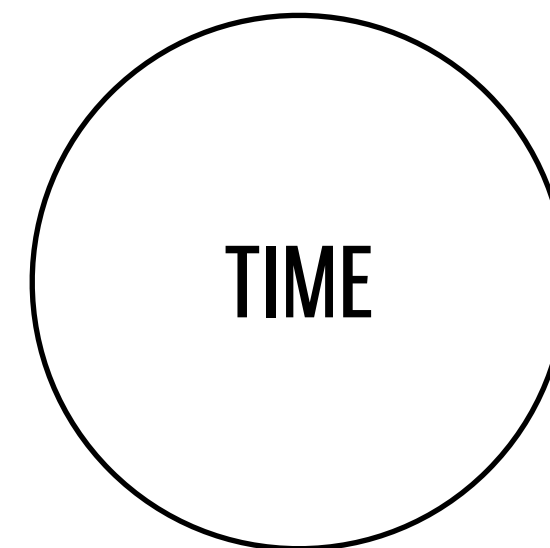
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The definition of "same place" was once limited to only a few means of connecting, but now we're faced with many options — especially with modern technologies.
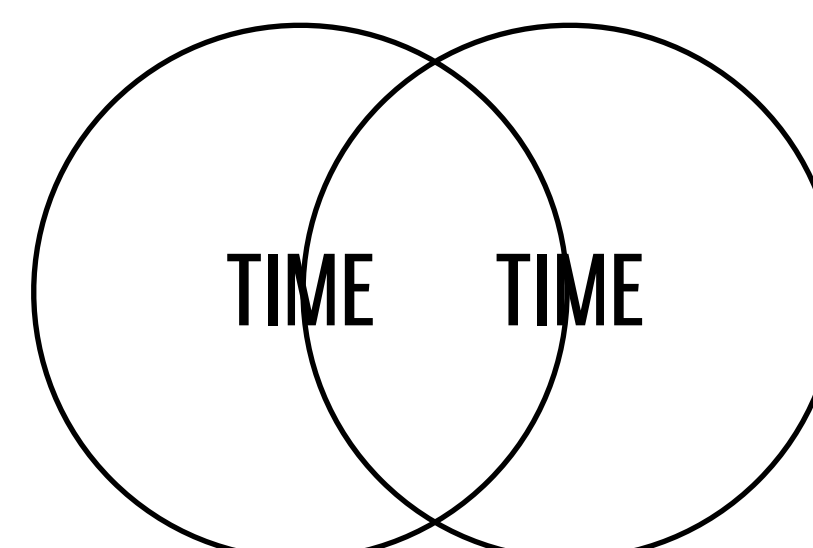
"in real life (IRL)"

"asynchronous"

working in the same place at the same time
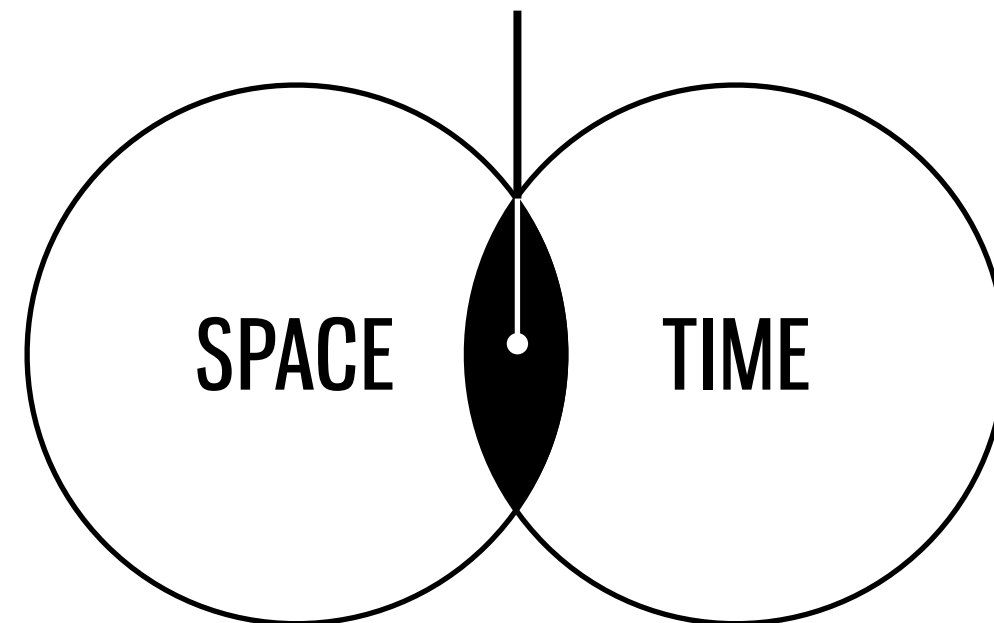
working at the same time in the same timezone

working at the same time in different timezones

working in the same headspace but not in the same timezone or space

SPACE   TIME

TIME

TIME TIME

SPACE   TIME

basic

guru

level of difficulty to master
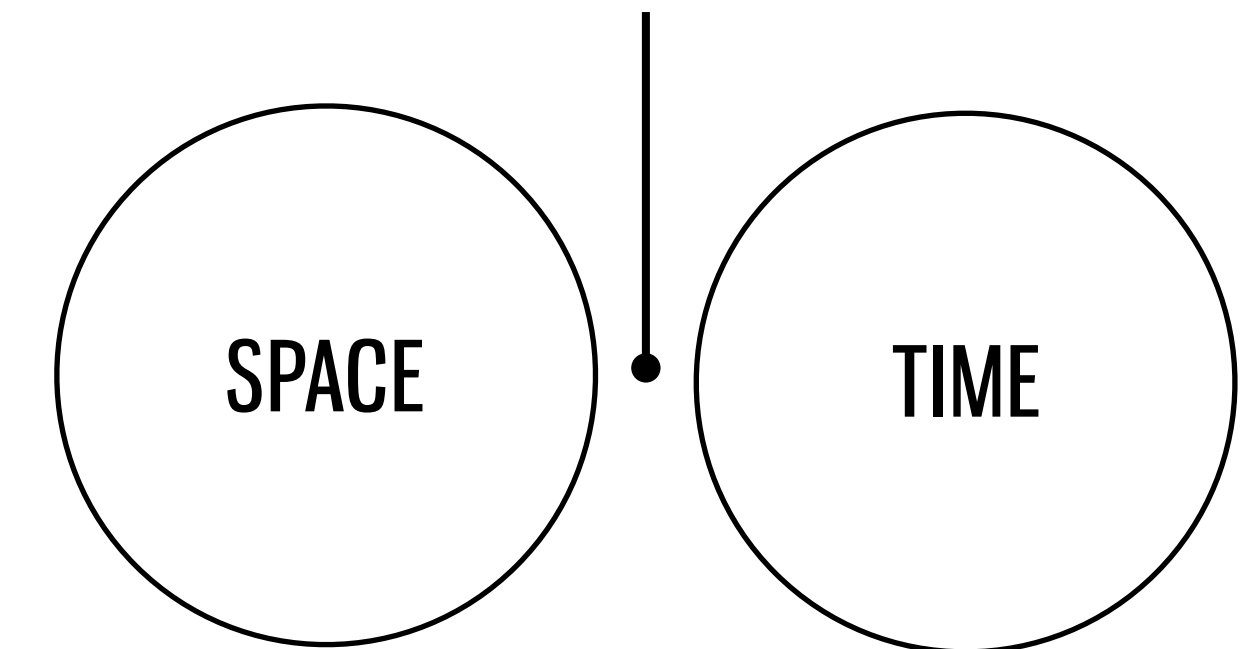
Automattic CEO and WordPress pioneer Matt Mullenweg in "Coronavirus and the Remote Experiment No One Asked For": "If you can minimize the number of real-time meetings, do so. Embrace asynchronous communications."

Source: @johnmaeda @automattic @photomatt

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Creating a sense of place is the starting point for work to happen. Built upon a stable foundation, it becomes possible to make that work become much more than just a "job."
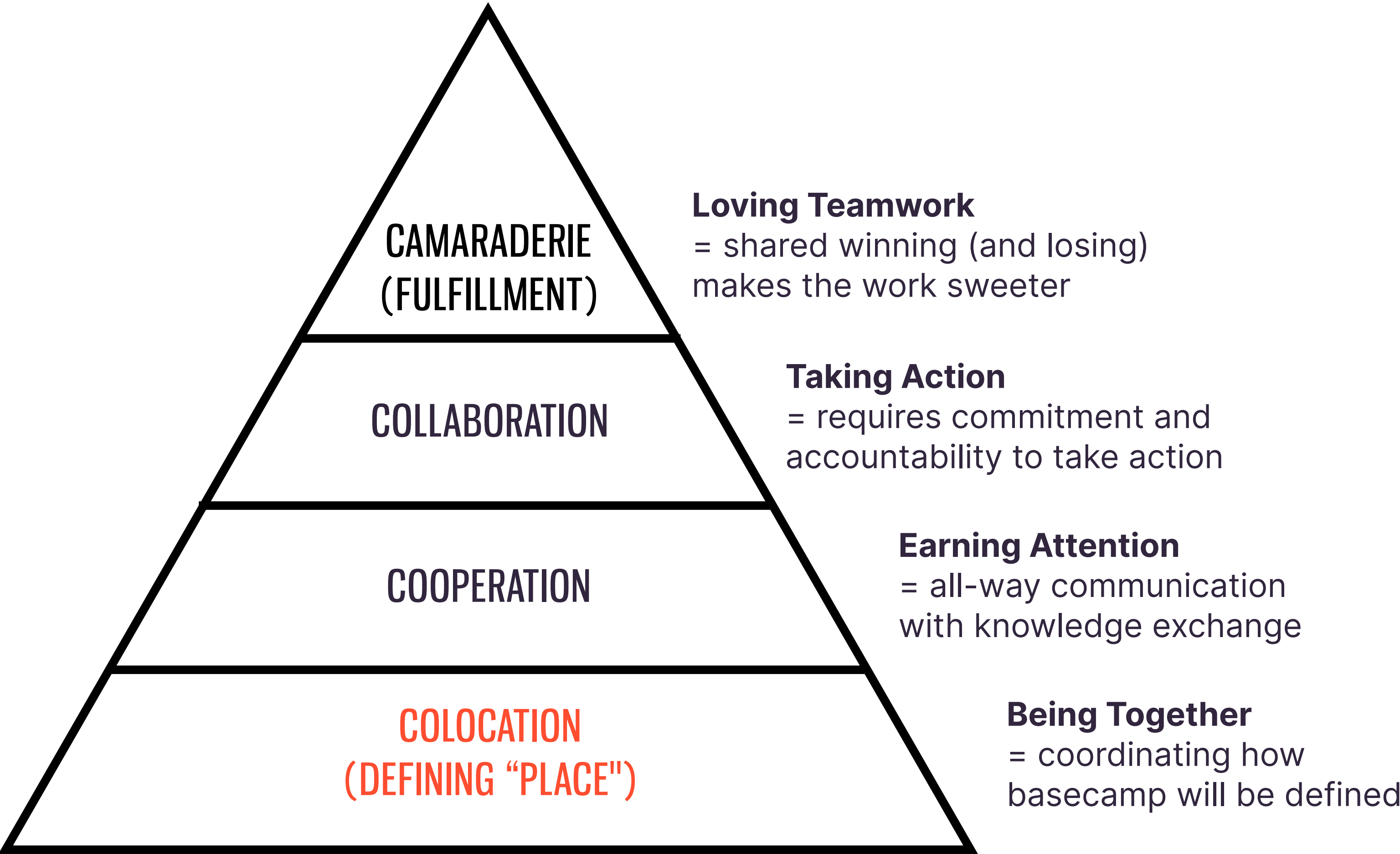
You can even host a rad party in a distributed work environment, as the Automattic Design Holiday Party demonstrated brightly and boldly, via @jeffgolenski

CAMARADERIE (FULFILLMENT)

Loving Teamwork
= shared winning (and losing) makes the work sweeter

COLLABORATION

Taking Action
= requires commitment and accountability to take action

COOPERATION

Earning Attention
= all-way communication with knowledge exchange

COLOCATION (DEFINING "PLACE")

Being Together
= coordinating how basecamp will be defined

Wendy Johansson: "Without psychological safety, no matter what conditions and tools are set for working together, not a lot will get done. Consider the people first."
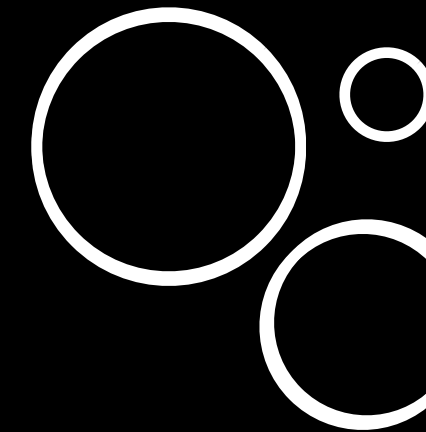
Source: @johnmaeda @uxwendy @jeffgolenski

Design thinking and rapid illustration expert Dan Roam refers to three kinds of people that anyone can draw. These three archetypes embody three classes of experiences.
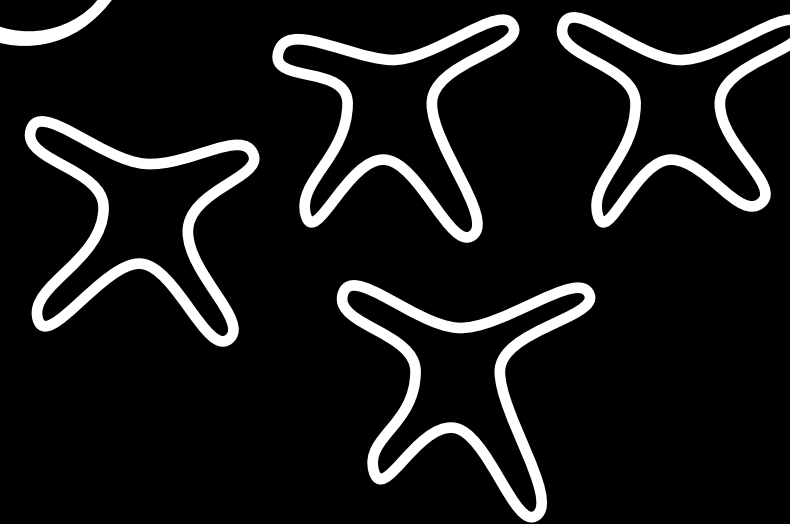
STICKS

CIRCLES

BLOBS

EMOTIONS

BLOCKS

ACTIONS

RELATIONS

Source: @johnmaeda @dan_roam Dan Roam

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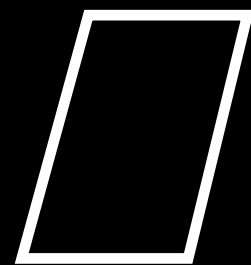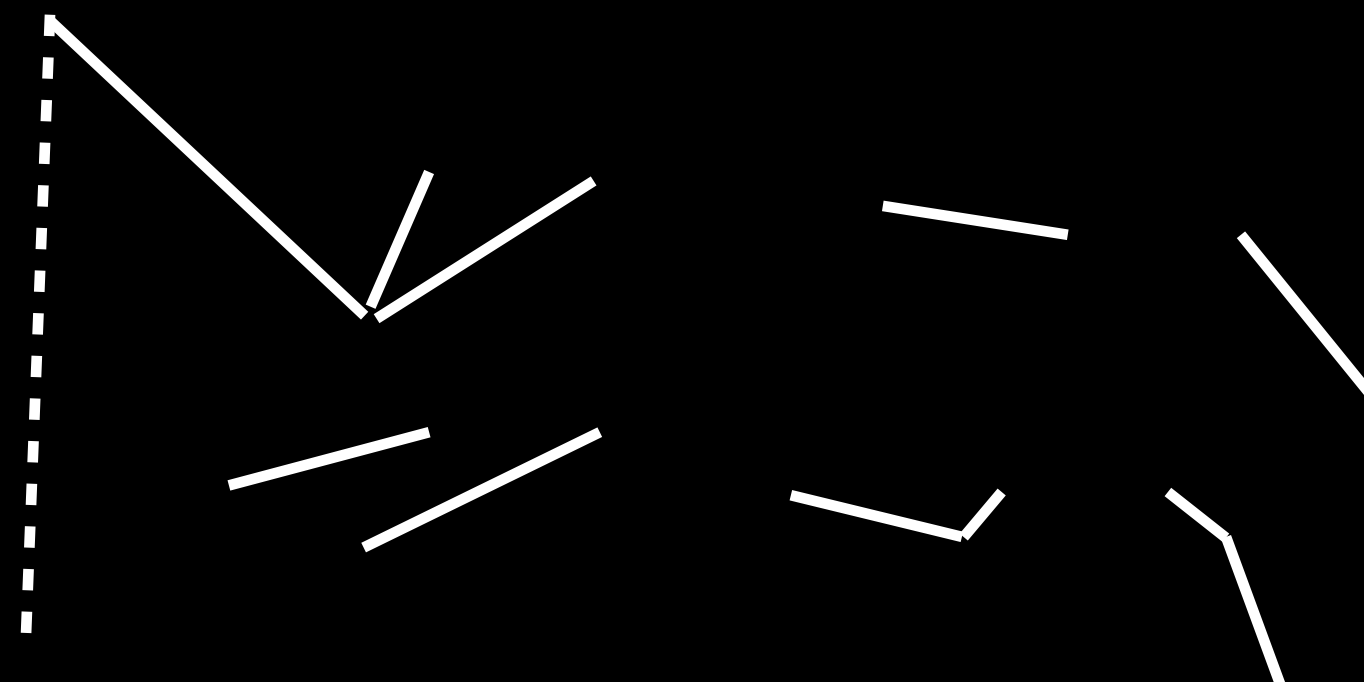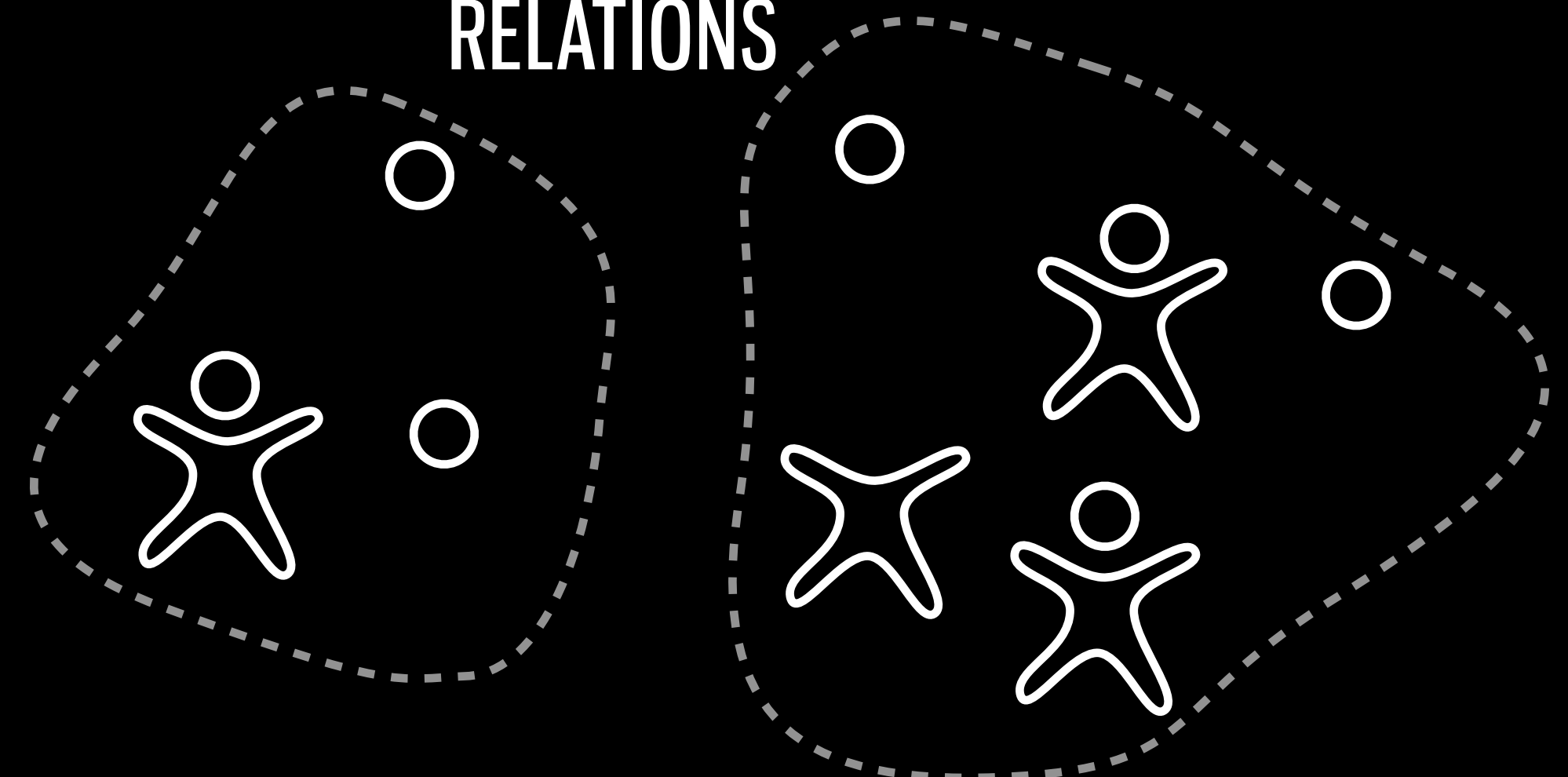
There's three human contexts for the "place" where an experience happens to you: where your mind is, where your body is, where your tribe is — and some combination thereof.

MIND (AND HEART) EXPERIENCE
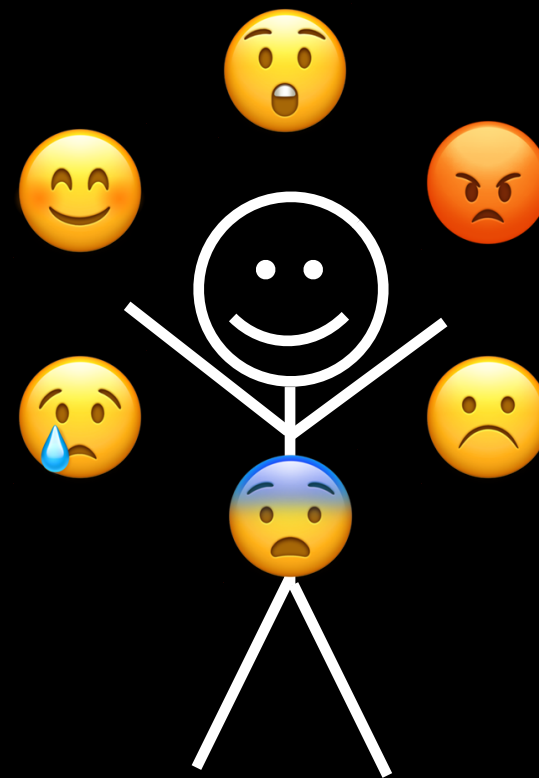
BODY (AND ENVIRONMENTAL) EXPERIENCE
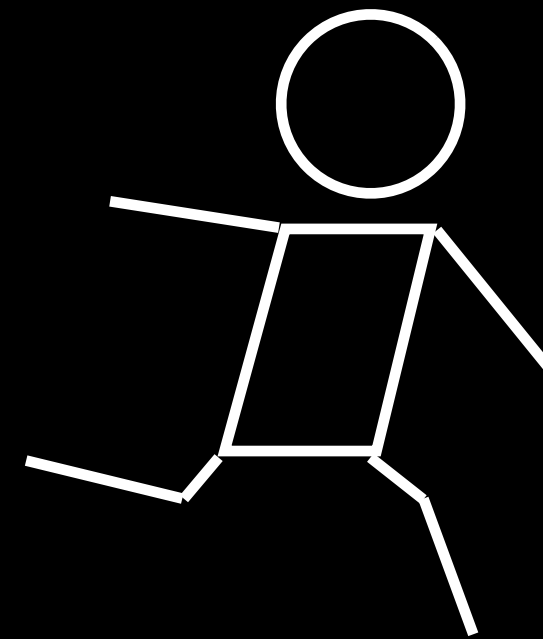
TRIBE (AND SOCIAL) EXPERIENCE
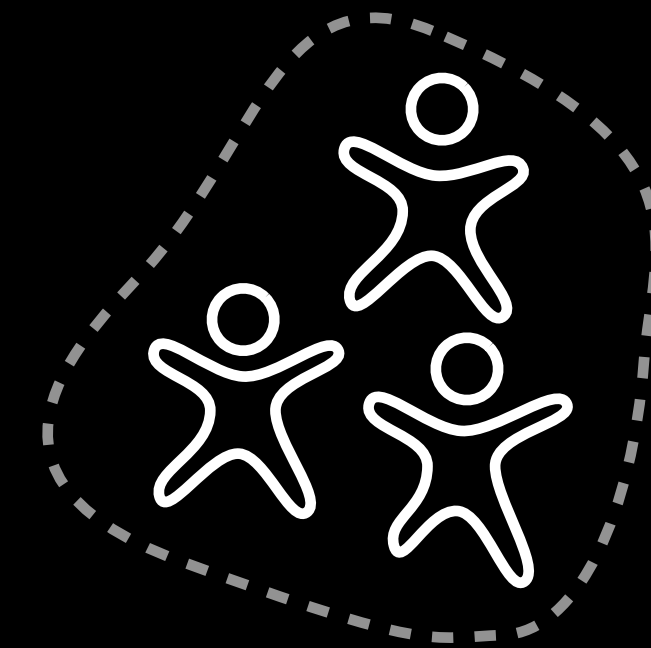
Less-Tech / High_Tech

Book / Kindle 1	
Hiking / Fitbit	Experienced Alone
Museum / Nintendo Wii	
Meeting / Microphone	
Step Dancing / Laser Tag	Experienced Together
Church / Facebook	
Disneyland / Pokémon Go	

These three modes are now blended because of the way that smartphones, AR/VR, IoT, and other connected paradigms are blurring how an experience hits your mind, body, and tribe. Or, "Alone together," as Sherry Turtle says.

Source: @johnmaeda @mit @sturkle

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Change has happened! You're now stuck at home! And you need to get work done, while also balancing your family, roommates, and/or mental health. WFH = Work From Hell?
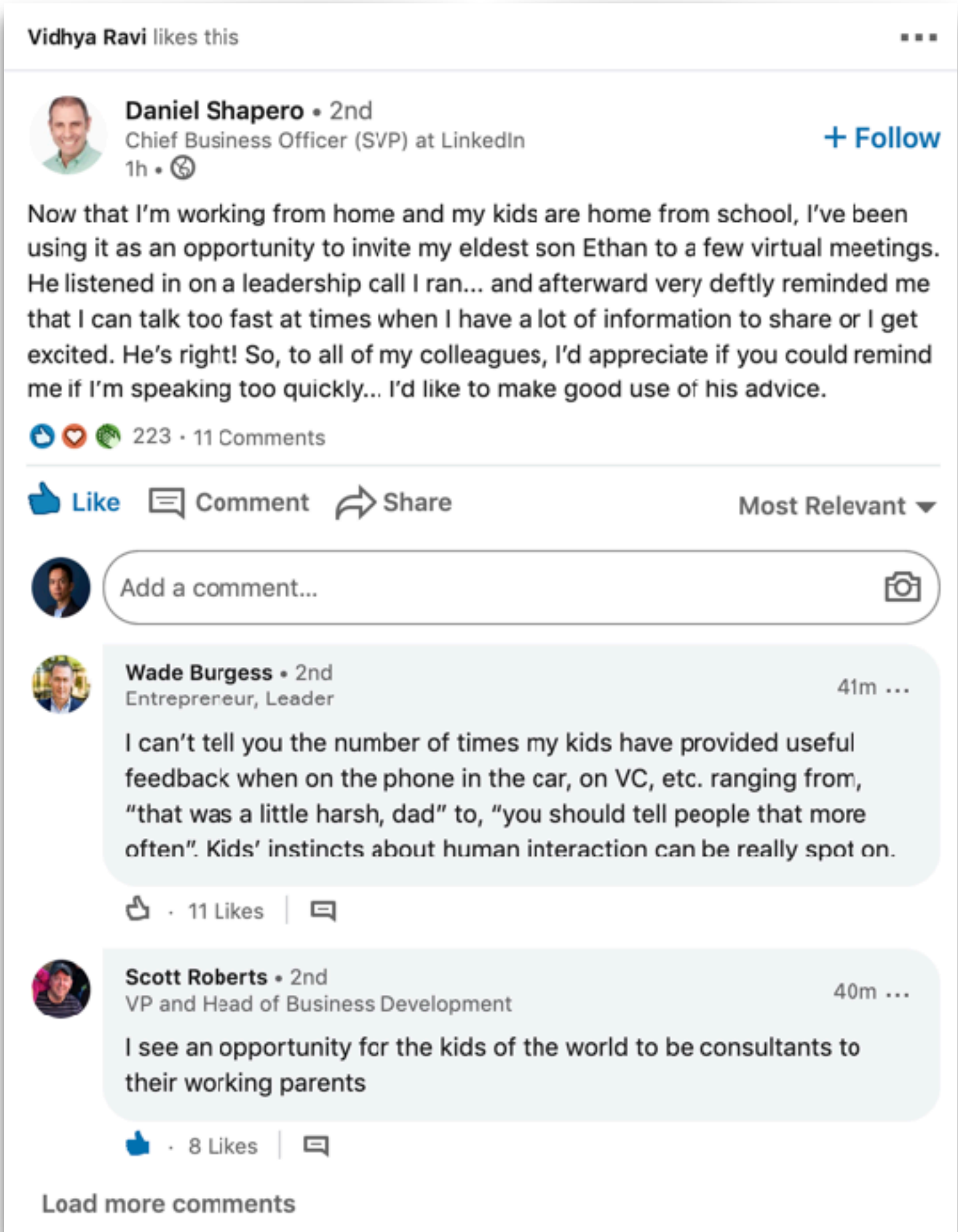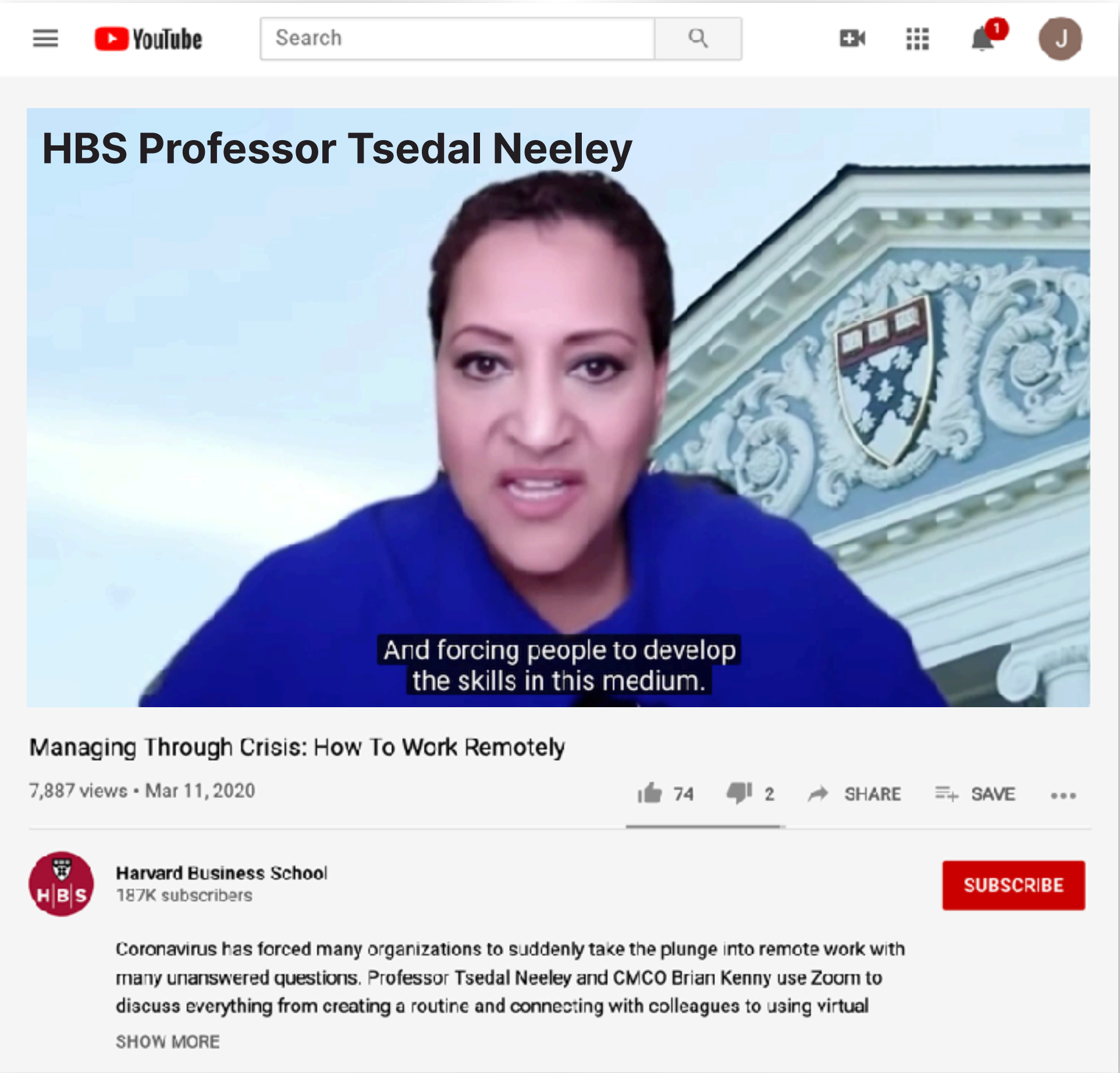
Change is something that we all talk about as "exciting" but the way it can actually feel will differ — because it usually starts out somewhere in between "wow" and "oh no!" And sometimes it can turn out really great. There are 5 steps for managing organizational change that I've found useful over here.

Source: @johnmaeda @harvardbiz @linkedin

Different people manage changes differently. Management Coach Maria Giudice describes the process of experiencing change as similar to how we manage and process grief.

😊 #yeswecan

+

recognizing

acceptance

energy ———————————————————————————→ time

denial

bargaining

😢 😡

anger

shock

😲 misery

😟

crisis

😰

–

😮

catharsis
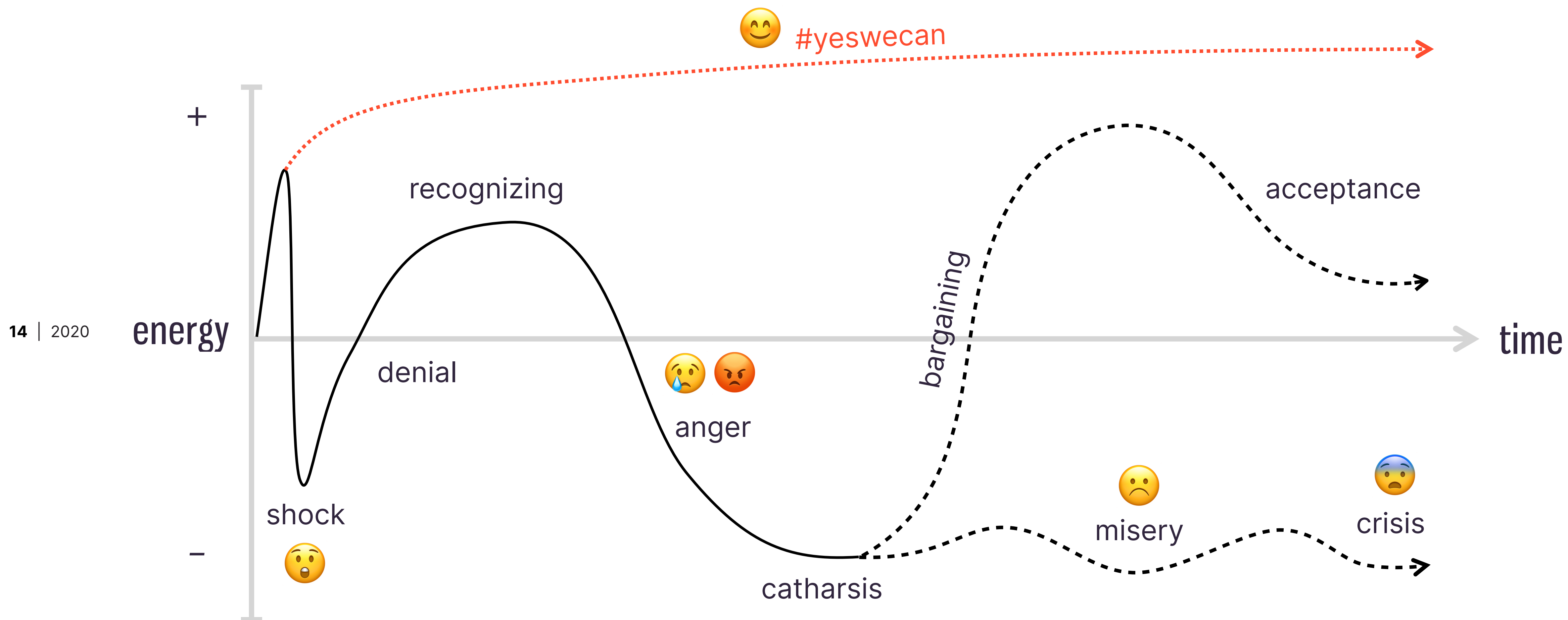
"The way we handle grief is not dissimilar to how we manage through changes that happen in our environment. Taking a model from Kübler–Ross and Jobcentre Plus results in a figure where you can point to how you feel.

Source: @johnmaeda @mgiudice @wikipedia

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" Cooperation is about working with another party at arm's length, whereas collaboration is about having arms hugged around each other."

Source: @johnmaeda howtospeakmachine.com

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The practices utilized in this distributed reality will determine whether companies will evolve to "distributed collaboration" instead of being stuck in "distributed cooperation."

We're moving from a hierarchy to a heterarchy. —JM@WEF (2012)

Distributed Cooperation	Distributed Collaboration
Taking Turns With A File	Collaborative Live Editing
Archiving Information	Online Whiteboarding Ideas
Track Changes In Files	Version Controlled Files
Correspondence Exchanging	Interactive Annotating
Listening To The Boss	Listening To Each Other
Hierarchical Messaging Cadence	Always-On Inclusive Collaboration
HBR-style "Effective Communication"	Startup-style "Frictionless Teamwork"

The tools we use are levers for leaders and followers to shape, preserve, or break culture. There is a deep connection between tools and culture, so be sure that they both align with your organization's values.

Source: @uxwendy @johnmaeda

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When considering collaboration tools, the question is one of solving problems by exploring for information versus exploring for solutions and the way we use networks and place.

Exploration of Information Space
= finding "facts that may be important pieces of the puzzle."

Wisdom Of Crowds
= many kinds and numbers of people working in the same place to gather as much relevant info as possible.

Exploration of Solution Space
= synthesizing "theories, or interpretations of facts, that combine puzzle pieces into an answer."

Multidisciplinary Synthesis
= fewer and different people integrating all the information by working in the same place and isolated from the crowd.

	Gather Information	Synthesize Solutions
Dense Network	Exploration (interdependent and coordinated)	Copying (imitation and group-think)
Sparse Network	Duplication (redundant effort)	Exploration (independent and uncoordinated)

Jesse Shore et al in "Facts and Figuring: An Experimental Investigation of Network Structure and Performance in Information and Solution Spaces" shared research on how dense clustering can be superior to network clustering.

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Part of the reason why the density of a surrounding network will matter is because of the degree of psychological safety that is often more possible in a sparse one.

Cooperate to Gather Information

Sharing, Reading, Presenting, Summarizing and any form of being connected to a large group while not needing to be committed to the delivery of a greater outcome.

Collaborate to Synthesize Information

Recontextualizing, Synthesizing, Transforming, and any form of taking action to deliver an outcome within a psychologically safe and smaller group to execute and deliver.

Likes, Emoji reactions, Comments, Comments on comments, Comments as links. Any form of nominal semblance of connection and commitment that requires less than half an hour.

UNCANNY VALLEY

Dense
Network

Low Levels of
Trust Still Works

Sparse
Network

High Levels of
Trust Abs Required
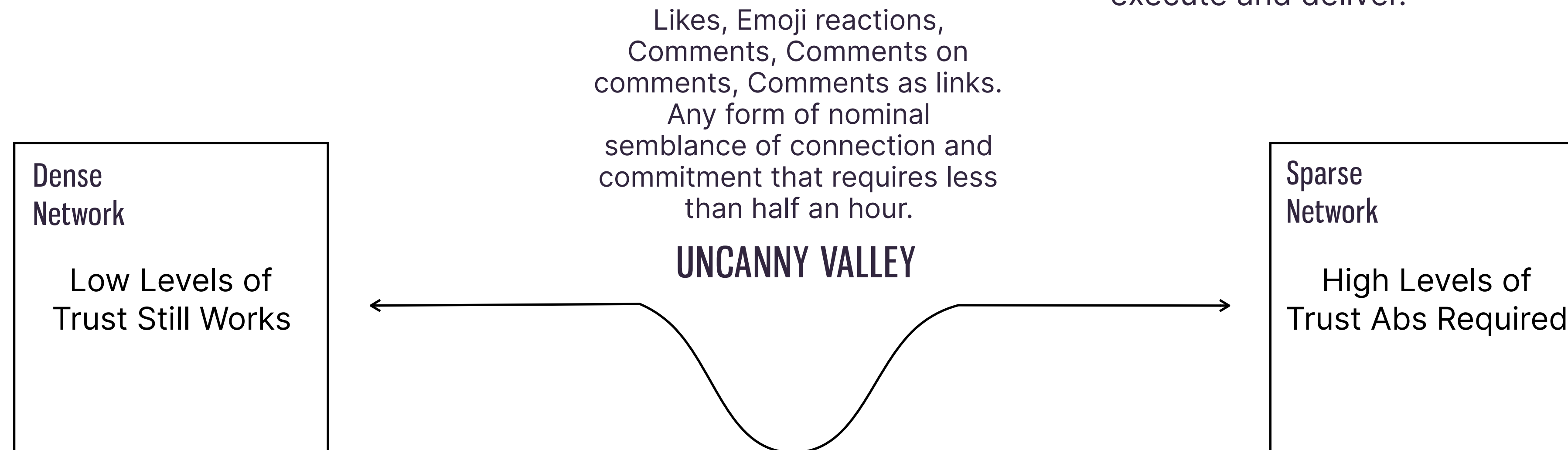
Interpreting Jesse Shore et al in "Facts and Figuring: An Experimental Investigation of Network Structure and Performance in Information and Solution Spaces" in the context of how trust forms and matters within networks.

Source: @johnmaeda @organizationsci @harvardbiz

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Don't forget that by limiting your contacts through highly optimized distributed work environments, the opportunity for serendipity also decreases. Focus isn't always good.

Impermeable Boundaries

Permeable Boundaries

This one person has the answer to the question that the other tribe is seeking.
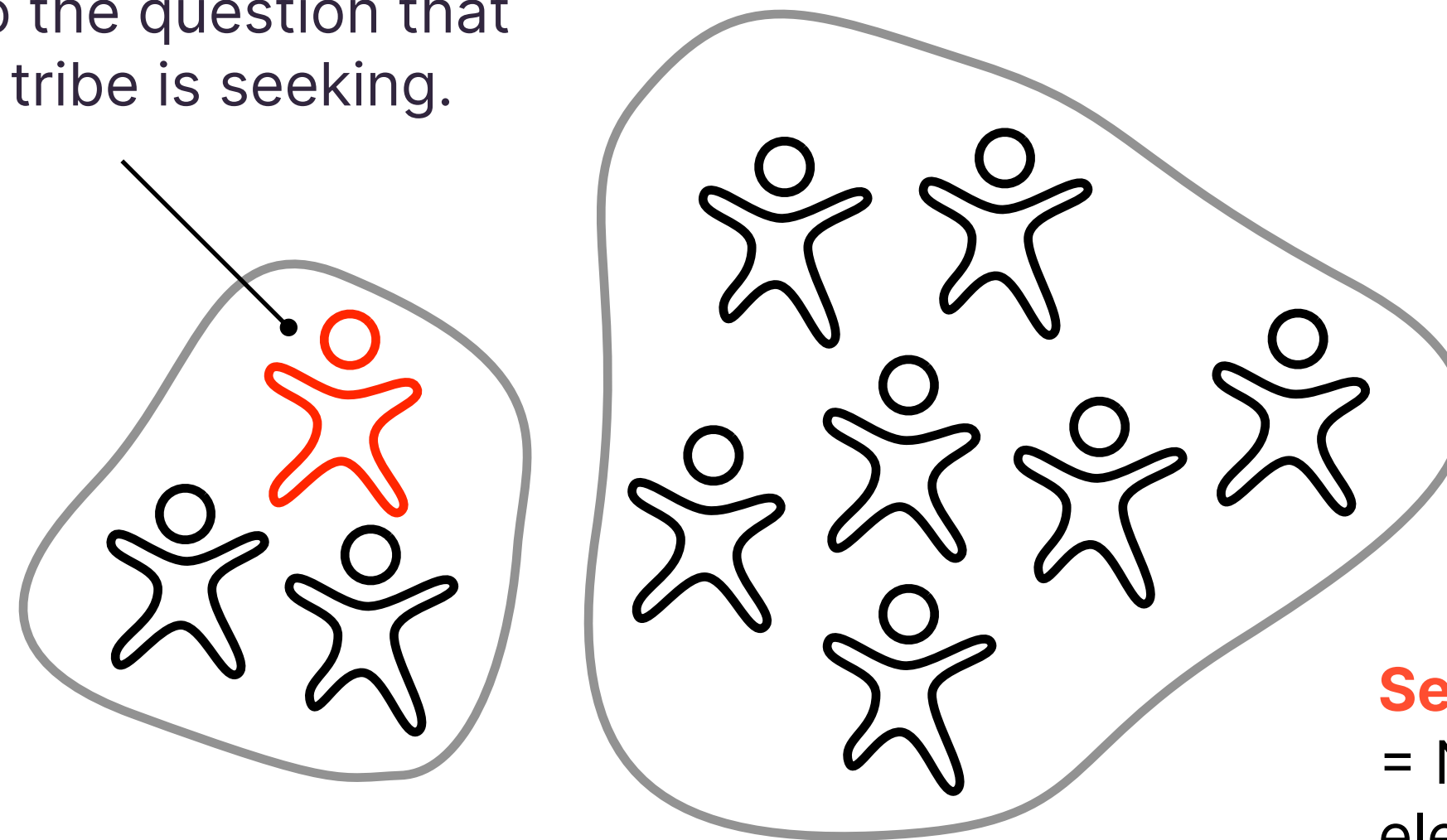
Telepresence is now trivial.
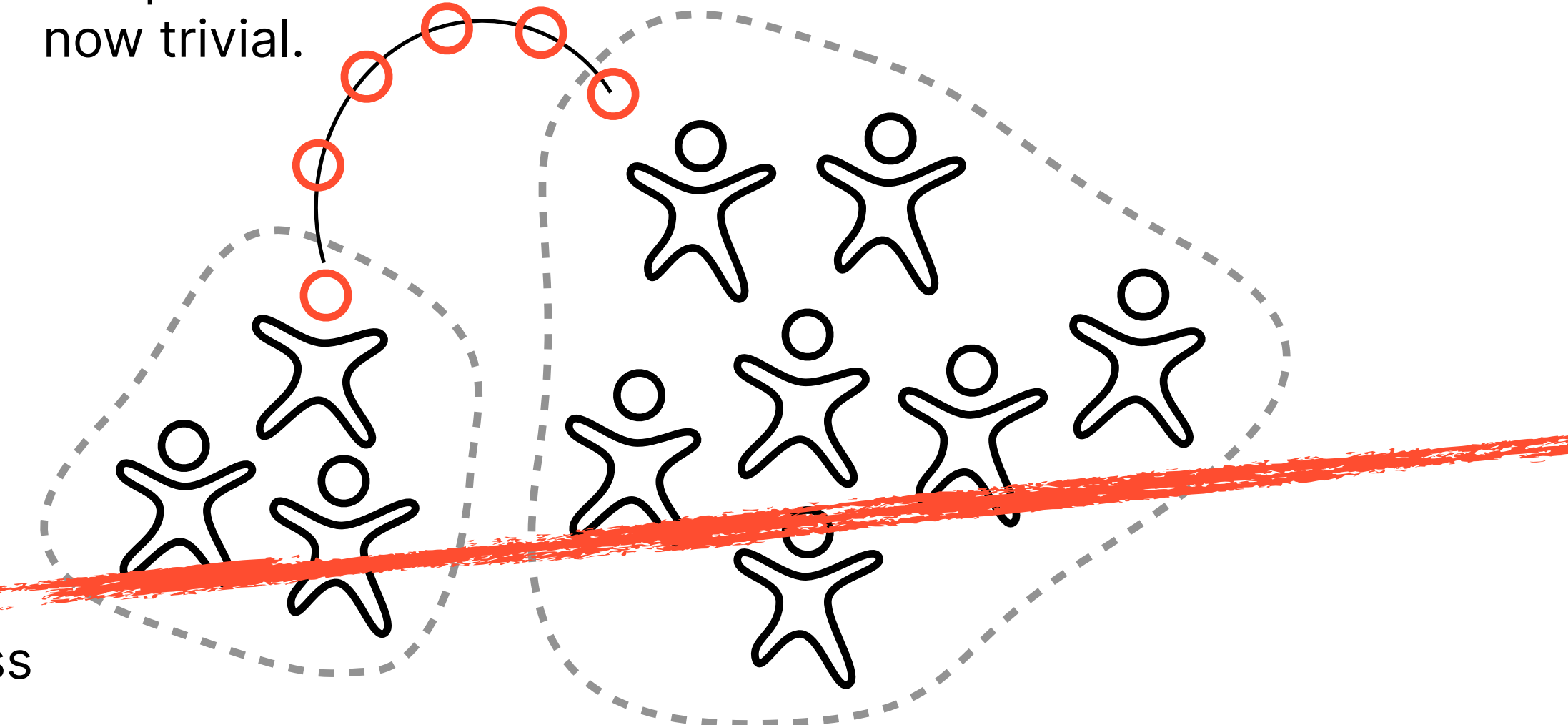
Serendipity = Non-express elevators, conferences, public chat rooms, parties ...

Ian Wharton: "When you remove serendipity, you remove the opportunity for by-chance encounters." Digital presence lets you drop into many different tribes with low friction, but it's still a concerted effort to do so.

Source: @johnmaeda @ianwharton @publicissapient

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When you start working in a fully distributed environment, you quickly realize how easy it is to get distracted on your computer from all the notifications that come at you.

	Isolation Tools	Time Structuring Tools	Mindfulness Tools
	AIDING YOUR SELF-CONTROL	SCAFFOLDINGS FOR YOUR TIME	YOUR MIND CAN GET EXHAUSTED
	Serene (free)	Timular	Noisli (free)
	Hocus Focus (free)	RescueTime	Buddhist Geeks
	Unlock Clock (free)	Forest	Headspace

A wall that prevents you from learning isn't good; but a wall to protect you from too many distractions is not a bad thing when you absolutely need to focus to get work done. You are the one who controls your wall's permeability.

Source: @johnmaeda @zapier

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Remote employee managers' top concerns are their employees' productivity, focus, and getting work done. They're least concerned with their loneliness, overworking, and careers.

"We found that 38% of remote workers and 15% of remote managers received no training on how to work remotely."
—State of Remote Work Report 2019

Source: @johnmaeda @owllabs @adammorse

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As Airbnb CEO Brian Chesky famously wrote in 2014, "Whatever you do. Don't F up the culture." Making a regular workplace culture hum is one thing; a distributed one is another.

No outcomes
A culture with feel-good energy while over-indexing on "collaboration theater."

Achieving a culture of distributed work is hard. So use the efficiency triad to get your organization there faster.
The trick is navigating your way here.
—Wendy Johansson

PURPOSE

COLLABORATION

EXECUTION
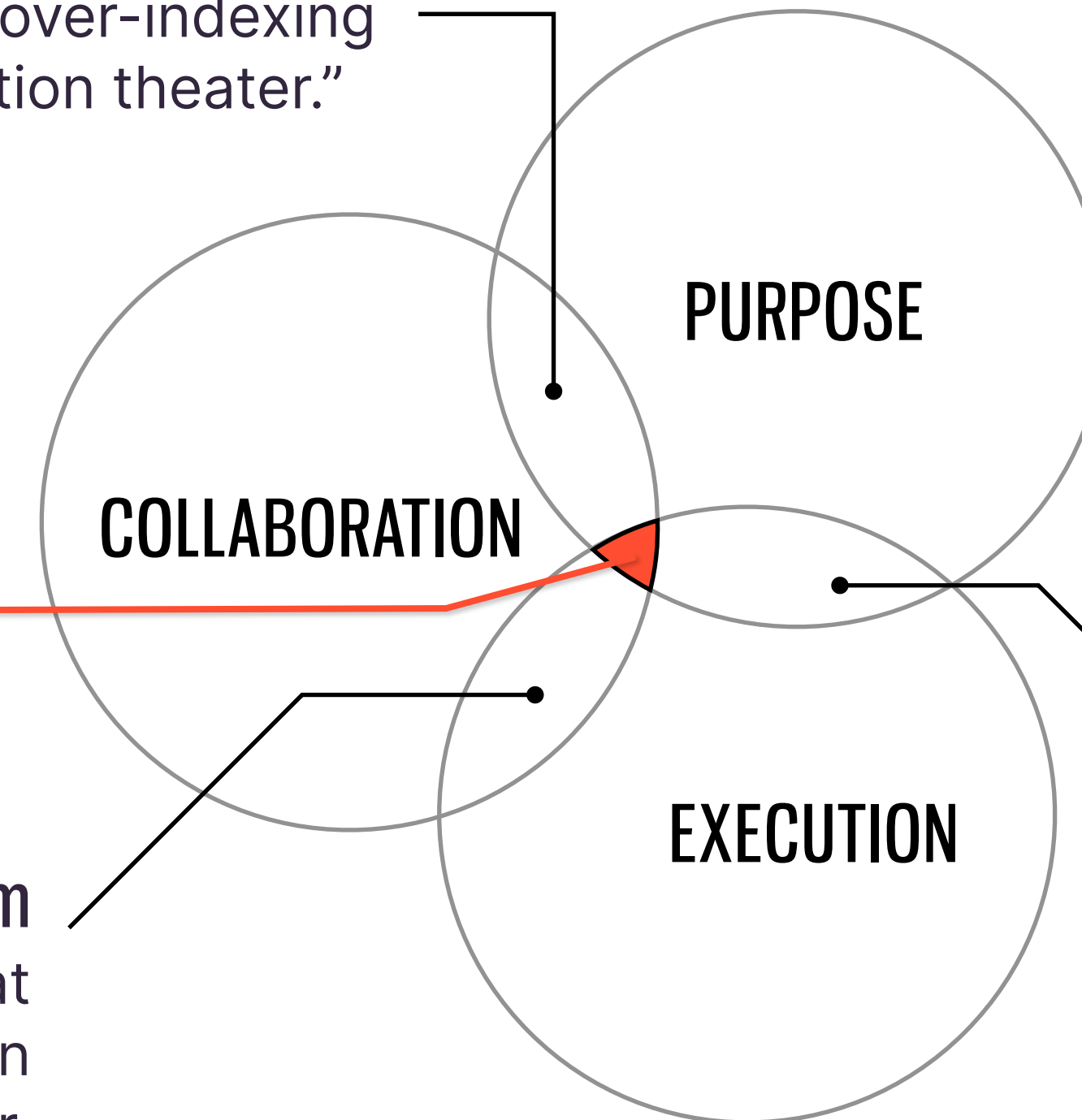
No opportunity for serendipitous creativity
A hierarchical decision structure, where work gets dictated.

No strategic momentum
Group consensus that doesn't align with an objective or north star.

Wendy Johansson advocates for "the efficiency triad" to be used in advancing distributed collaboration. "Each bit of effort to remain at the intersection of the efficiency triad enables your organization's machinery to gain momentum."

Source: @johnmaeda @uxwendy

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Emotions are the means by which we prepare ourselves to manage events around us, that depending upon the predictability versus volatility of our surrounds, will differ.

Psychologist Paul Ekman defined six universal emotions in 1976:

Rare and important!

😨　　　😲　　　😢　　　😊　　　🙁　　　😡

Fear　　　Surprise　　　Sadness　　　Enjoyment　　　Disgust　　　Anger

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In the 90s Ekman added 10 different emotions.

Embarrassment	Relief	Amusement	Contempt
Guilt	Satisfaction	Pride in achievement	
Shame		Sensory pleasure	
		Excitement	
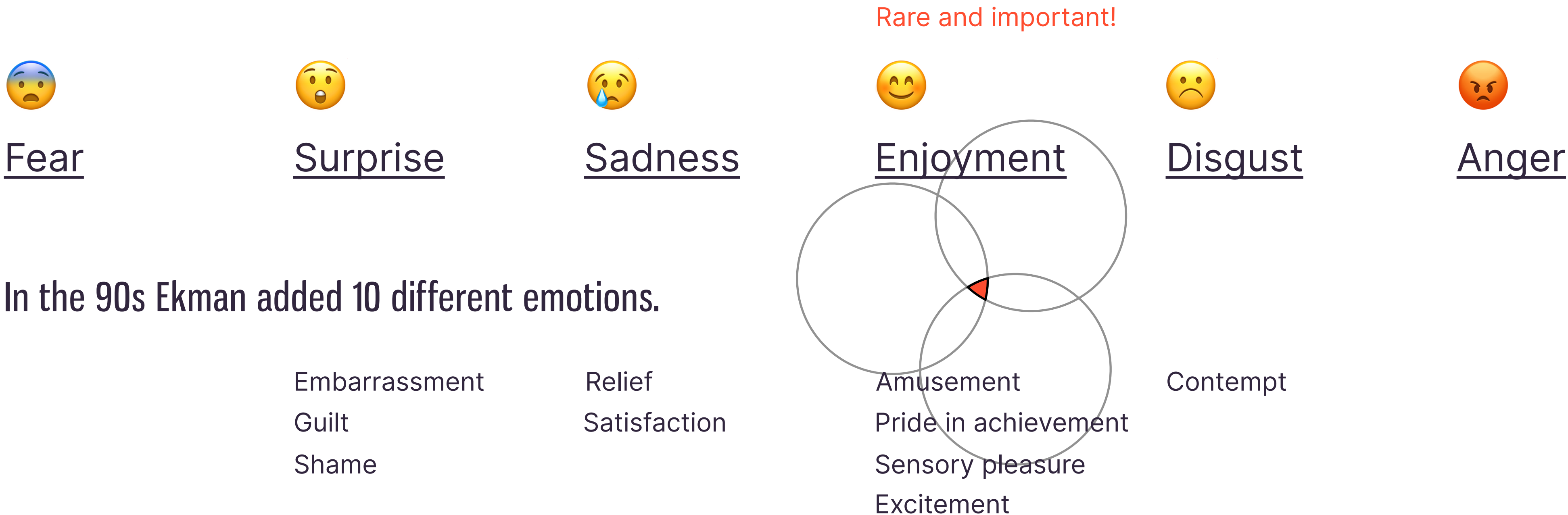
"Emotions are discrete, automatic responses to universally shared, culture-specific and individual-specific events. … These affective responses are preprogrammed and involuntary, but are also shaped by life experiences." Ekman (2011)

Source: @johnmaeda @SAGEnews @wikipedia

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When going online at scale, the training wheels you need are often not just the shiny new digital tools. Instead, how you show up in distributed reality as a human matters more.

" The short version of our Communications Code of Conduct? Be a good human."
—Eiko Kawano

– **We think before we type.** We avoid language (and actions) that are discriminatory, hurtful and that exclude others. We remember that there are human beings on the other end of our words.
– **We welcome diversity** in the form of gender, gender identity and expression, age, sexual orientation, all forms of disability and ability, appearance, race, ethnicity, religion or lack thereof, socioeconomic background, educational background, military and veteran status, and location.
– **We are harassment-free.** We have a zero-tolerance policy when it comes to discriminatory language or jokes, personal insults, threats of violence and unwelcome sexual attention.

Wendy Johansson's formula for "Meeting With Efficiency When Distributed."

PRE-MEETING

Include an agenda.
Include pre-reads.
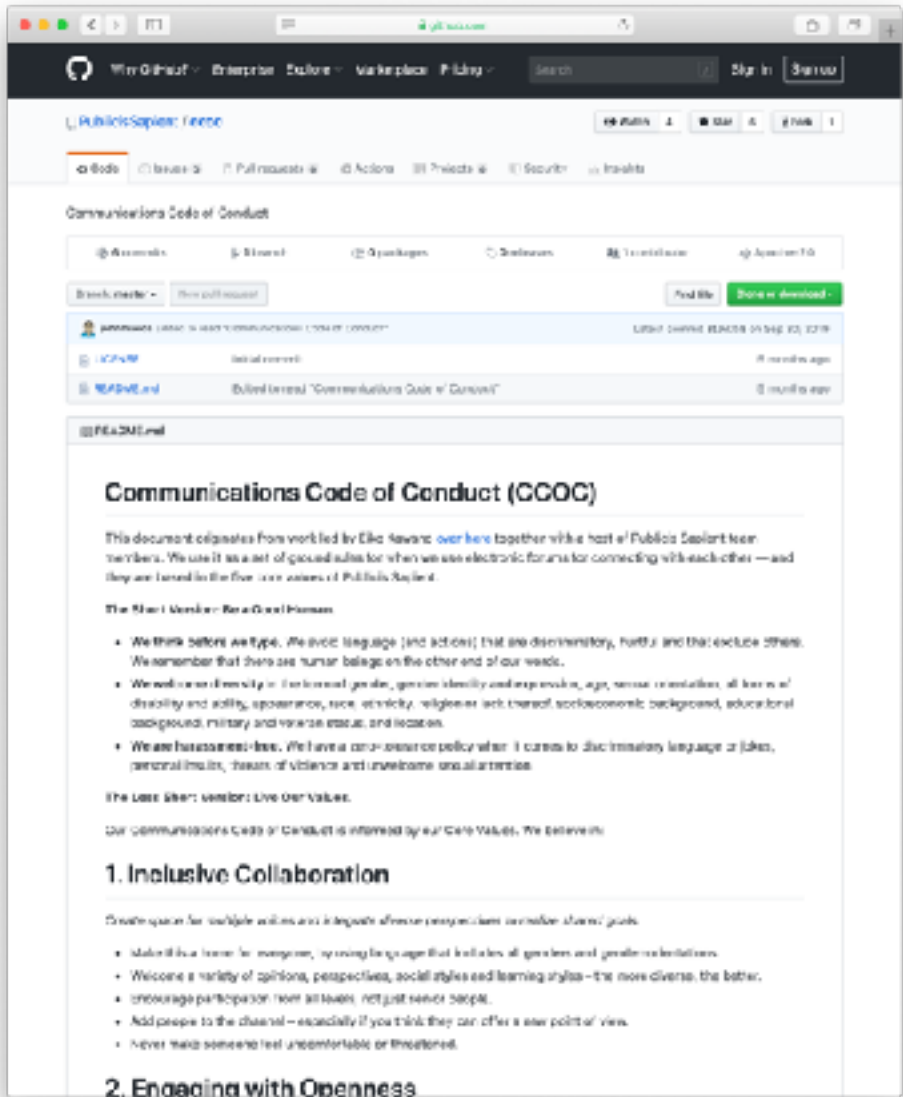Don't invite "optional" people.

DURING-MEETING

Be present or decline the meeting.
Camera on, and try not to dial-in.
No deck "reading" in meetings.

POST-MEETING

Assigned notetaker emails agreements.
Review if meeting goal was met.
Set next meeting only if needed.

Benedikt Lehnert at Microsoft has open-sourced his guide entitled, "OMG I'm working remotely. Now what?" which is eminently useful for folks who are looking for a soup to nuts guide. Zapier has the best-in-class guide on the topic.

Source: @eikokawano @uxwendy @publicissapient @blehnert @microsoft @zapier @johnmaeda

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Time becomes a place for you. And as a result you need to learn how to manage what works well across timezones and different cultures — which is usually NOT synchronous meetings.

Realtime Video	Realtime Chat	Checkin Aggregators	Discussion Satellites	Nouveau Video
Most sync time needed. Pay attention just like you're there.	Less sync time needed. Hangout without ever seeing them.	No sync time needed. Robot annoys you with async prompt.	No sync time needed. Just post and refer to by URL/link async.	No sync time needed. Lean back and watch async comfortably.

HI-DEF ———————————————————— LOW-DEF ———————————————————— HI-DEF

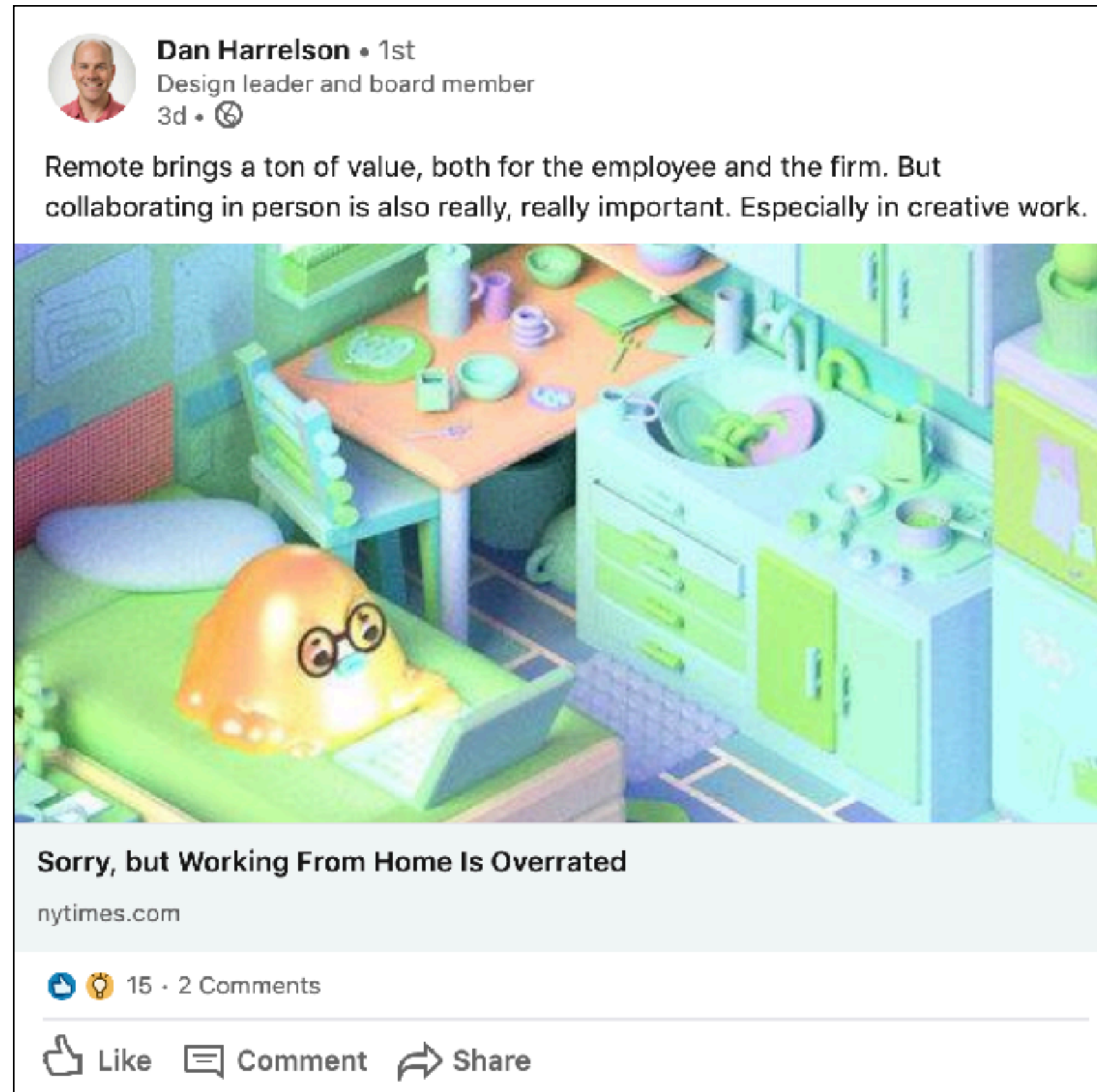| TYPICAL TOOLS	TYPICAL TOOLS	TYPICAL TOOLS	TYPICAL TOOLS	TYPICAL TOOLS
Skype	ICQ	Geekbot	Yammer	iMovie
WebEx	Messages	Range	Jive	ScreenFlow
Google Hangouts	WhatsApp	I done this	Async	Zoom (Recordings)
Whereby	MS Teams	Status Hero	WordPress	Descript
Zoom	**Slack**	**Know Your Team**	**Basecamp**	**Loom**

**my personal favorites

Time is like a place that needs different rooms where you do different things. It needs a door and window curtains for you to function well in your house of time. Raanan Bar-Cohen: "Make time for light stuff."

Source: @johnmaeda @zoom @raanan

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Like anything in life, it's not perfect. If you think you've discovered a new paradigm that beats everything else in the past by working distributedly, in some cases you're right.

Dan Harrelson • 1st
Design leader and board member
3d • 🌐

Remote brings a ton of value, both for the employee and the firm. But collaborating in person is also really, really important. Especially in creative work.

Sorry, but Working From Home Is Overrated
nytimes.com

👍 💡 15 · 2 Comments

👍 Like   💬 Comment   ↗ Share

" I think it works great for a group of executors. But it works less well when people who need to do something strategic, or coordinated across a sizable group, or tackling anything ambiguous."
—a senior leader friend of mine

BUT when managed well …

– Brings better work life/balance for those who are denied it.
– Enables great talent to be sourced from anywhere.
– Quality outcomes are achievable, and tools will only improve.

Proponents of working in a distributed fashion are understandably proud of their way of life. If you've ever seen the impact on a young parent and their ability to spend more time with their children, then you get it in a heartbeat.

Source: @johnmaeda @danharrelson @stanforddschool

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What about VR/AR/XR and this moment where telepresence has now become a mandatory aspect of surviving our distributed reality? Is 3d collaboration within "our grasp"?
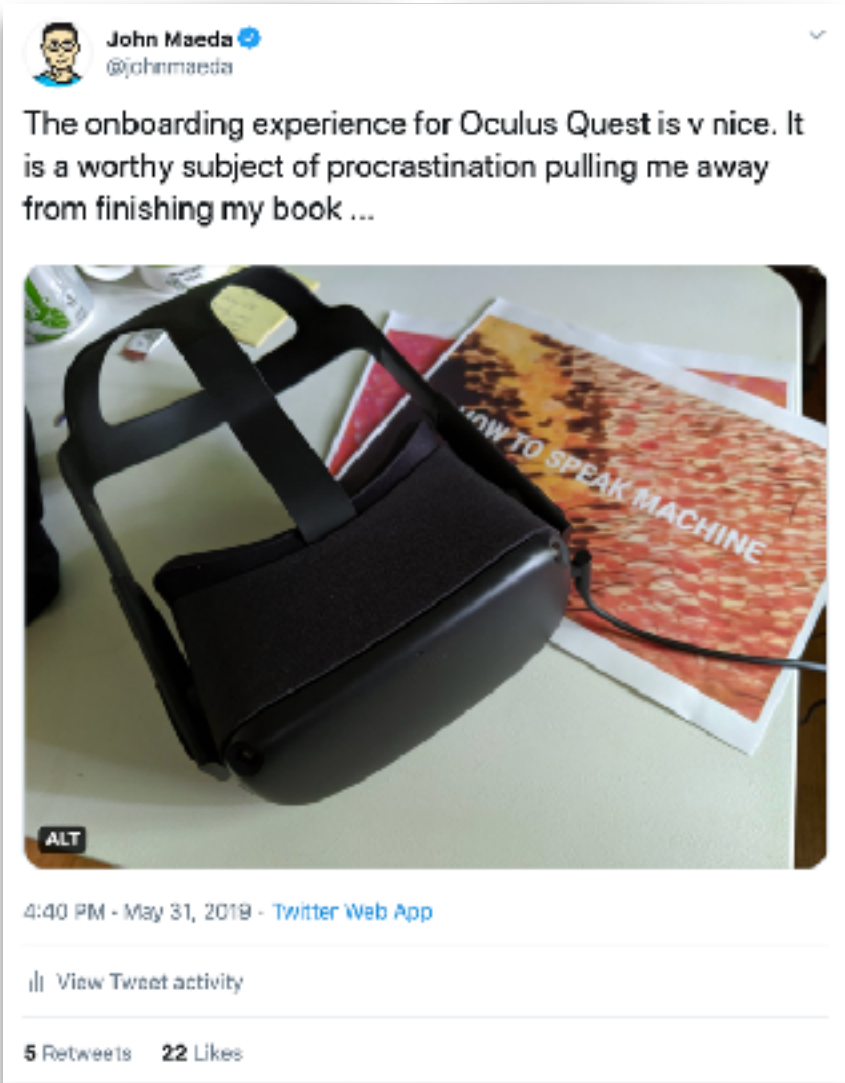
Erin's book is the best compendium
on VR/AR/XR matters and use cases.

Although nothing like Magic Leap's Avatar Chat and MS HoloLens' Spatial, Mozilla Hubs is free and for everyone.

Creating Augmented & Virtual Realities by Erin Pangilinan et al frames it all.
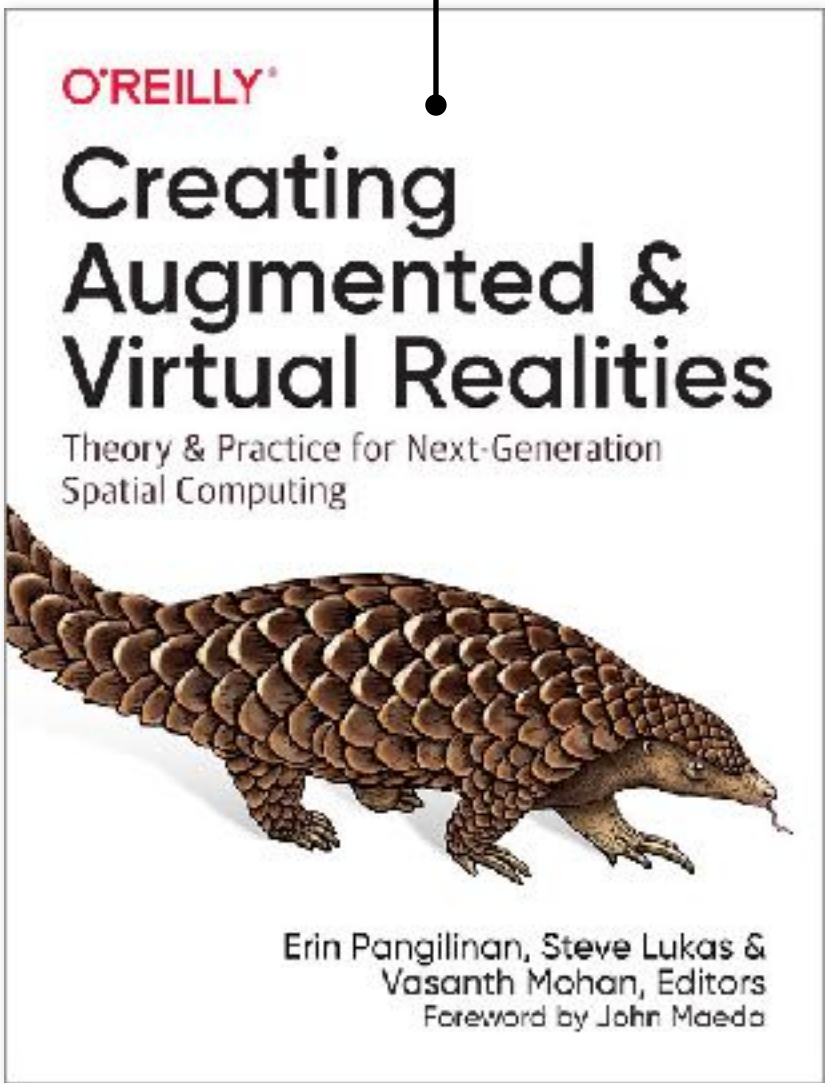
I purchased an Oculus Quest 64GB for $399 and have been disturbingly impressed.

Mozilla Hubs is built upon A-Frame, is open source, and is v cool. It requires a gamer mindset to feel comfortable with but its ubiquity is a kind of utility.

O'REILLY®
Creating Augmented & Virtual Realities
Theory & Practice for Next-Generation Spatial Computing

Erin Pangilinan, Steve Lukas & Vasanth Mohan, Editors
Foreword by John Maeda

John Maeda
@johnmaeda

The onboarding experience for Oculus Quest is v nice. It is a worthy subject of procrastination pulling me away from finishing my book ...

HOW TO SPEAK MACHINE

ALT

4:40 PM · May 31, 2019 · Twitter Web App

View Tweet activity

5 Retweets   22 Likes

You're in the lobby. Others cannot see or hear you... Enter Room

0   1

I'm not here ....

Hide All

In the 2016 Design in Tech Report, VR was approaching its 50th birthday: "Almost 25 years ago, Ivan Sutherland developed, with support from ARPA, the first surprisingly advanced VR system." —Nicholas Negroponte (1993)

Source: @johnmaeda @kpcb @byhubs @magicleap @microsoft @erinjerri @oculus

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The acronym CSCW stands for Computer-Supported Cooperative Work and was coined in 1984 by Irene Greif and Paul Cashman. As a branch of research, its roots are in ... email.
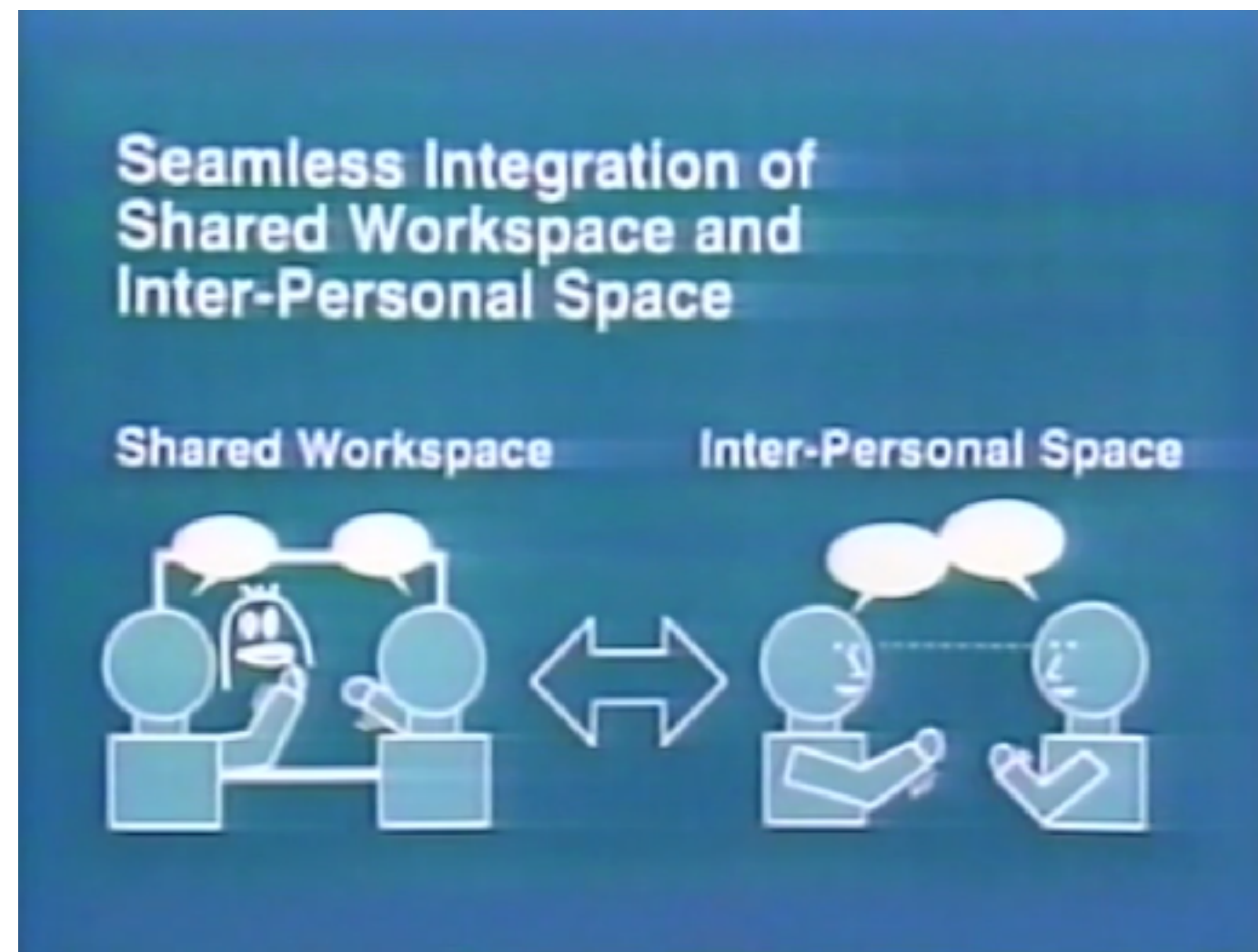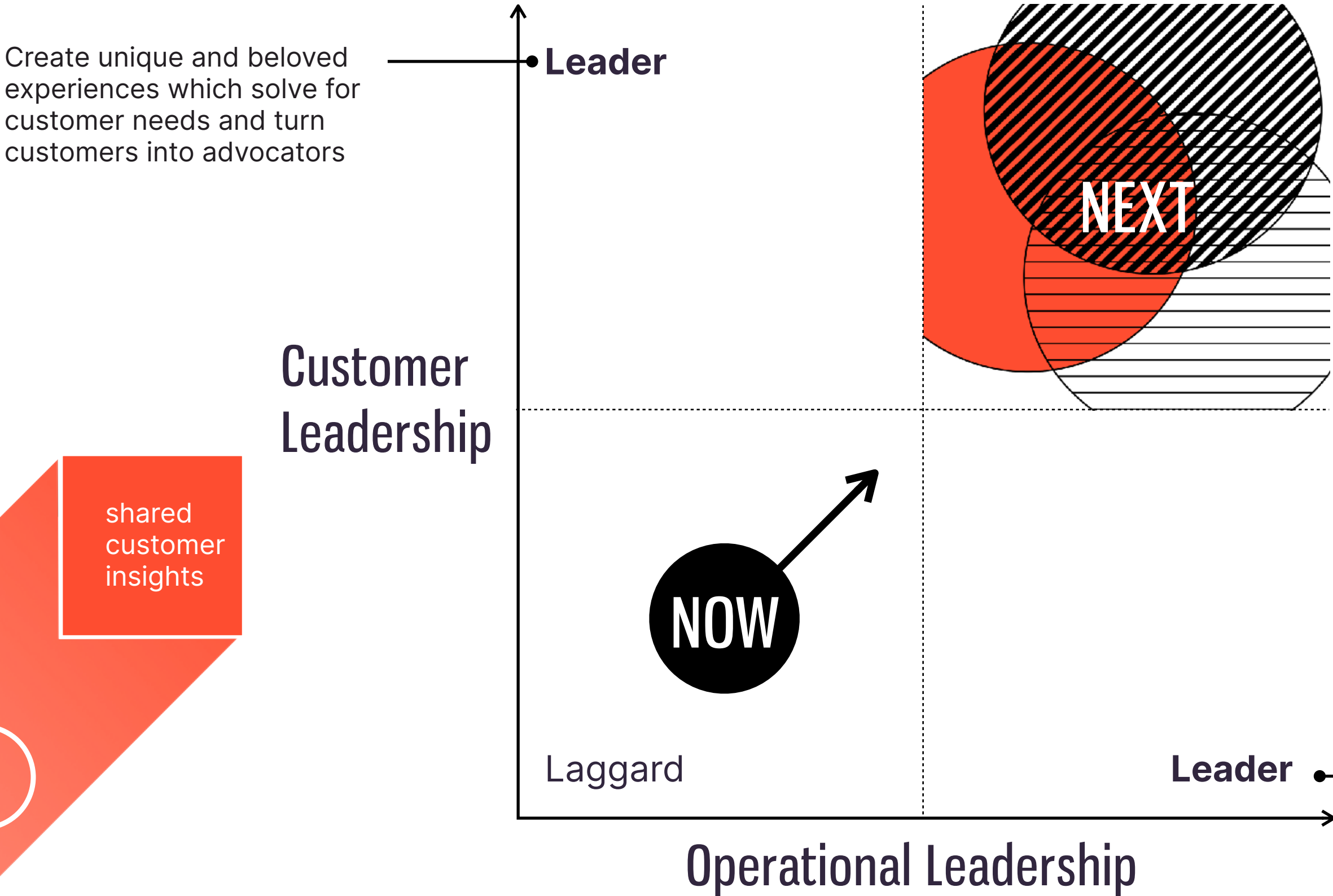
Clearboard (1993) is an advanced example of CSCW research from the early 90s that grew into many of the ideas that we take for granted today. Many ideas take decades to have their day.

Professor Hiroshi Ishii is the Douglas Engelbart of our times. While at NTT, Ishii long foresaw an era when realtime video communication combined with the ability to annotate and collaborate would someday become a reality.

Source: @johnmaeda @interacting @mit_ishii

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What's happening right now is that the accountability for operational leadership and customer leadership is separated, and now needs to become more integrated.

Create unique and beloved experiences which solve for customer needs and turn customers into advocators

Leader

Customer Leadership

shared customer insights

NEXT

NOW

Laggard

Leader

Operational Leadership

Drive significantly lower costs-to-serve through highly automated, highly efficient processing

"Successful 'digital first' leaders combine both customer leadership and operational effectiveness."
—Nigel Vaz

The Publicis Sapient approach to Digital Business Transformation integrates operational leadership with customer leadership to drive high efficiencies and customer happiness via strategic application of technology and design.

Source: @johnmaeda @publicissapient @vaznigel

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