VISUAL THINKING

Empowering people & organizations through visual collaboration

sharing the same dream

global

business change

ACTION

#vision

Willemien Brand

VISUAL THINKING
CONTENTS ROADMAP

TITLE

subtitle

1 THE IMPORTANCE OF VISUAL THINKING

2 DRAW! BASIC skills and guidelines

3 VISUAL STORY Telling templating

THE VOICE of the CUSTOMER

VISUAL IMPACT

5

KEEP it UP!
ending is beginning

4

visual thinking
in BUSINESS
SETTINGS

S   XL

MIDDLE AGED MIKE
PASSPORT

name
status
age
living in

COMMUNICATE **FASTER**

IMPACT on TEAM EFFECTIVENESS

simple steps

SHARING VISION

SPEAKING the same LANGUAGE

MESSAGE RECEIVED

drawing is a GIFT !

involved presentation

easily SUMMARIZE

AHA !!

IDEA GENERATING

BUILDING TOGETHER

1 + 1 = 3

CLARIFY PROCESSES

TRANSFORMATION

FINISH

FUN!

approachable

WELCOME

ENLIGHTEN

hidden links

BOOST

to the point

energizing

EXPAND CREATIVITY

SIMPLIFY

easy FEED BACK

2.5 BASIC SHAPES & SHADOWS

If you want to spice up your drawing, just add shadow. It doesn't have to be perfect; all you need are some simple gray accents.

==Shadows of round objects don't touch the side line== because round objects reflect light. Keep that in mind while creating an arty piece of fruit or vegetable.
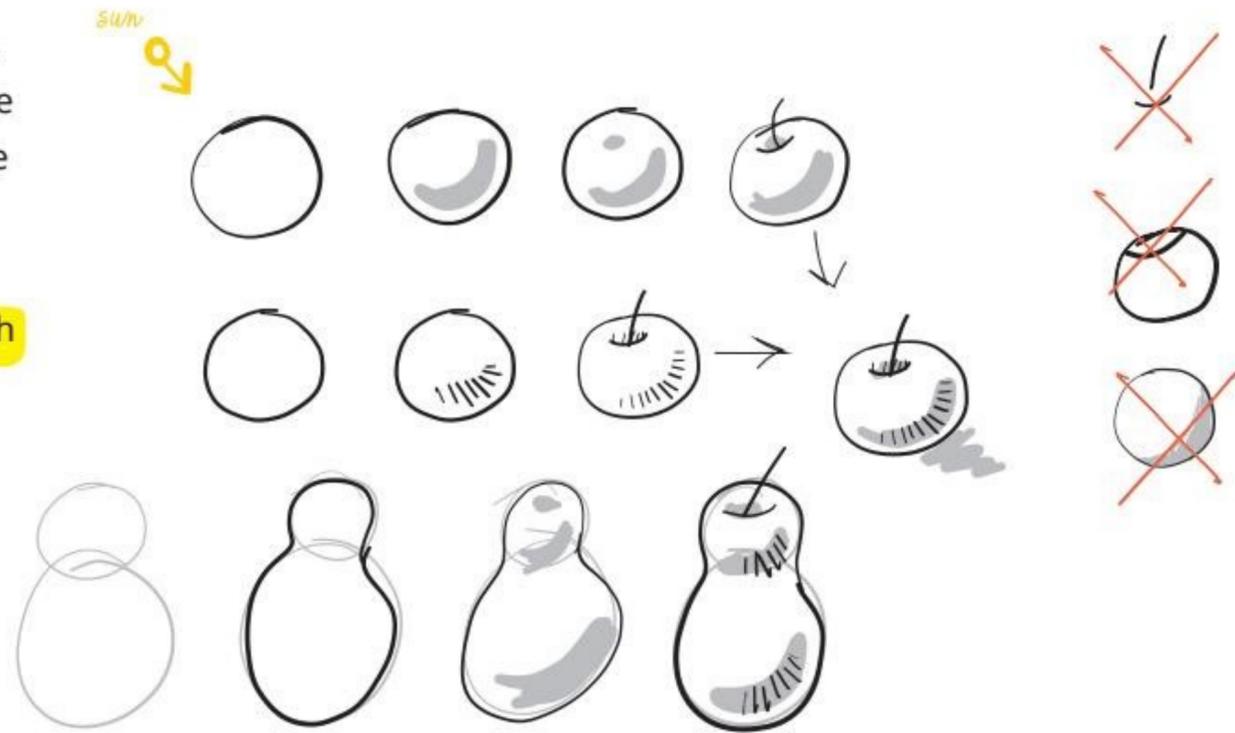
TIP: The basic shadow rule we always apply; draw your shadow consistently left or right, and at the bottom of your object.
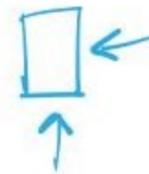
If you draw a 3D cube you can either fill in only one shadow side (the darkest one) or two if you have extra time and 2 markers.
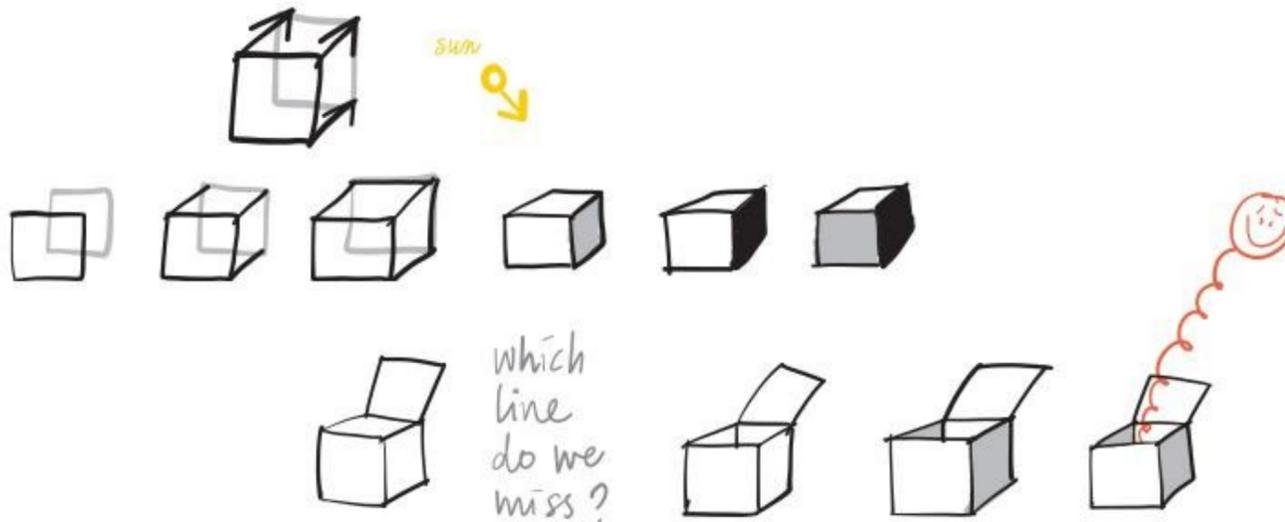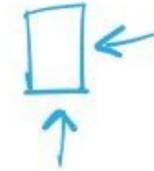
Once you have a basic cube, it is only a small step to create a box. Don't forget the extra shadow point on the inside!

which line do we miss?

You can easily create a 3D illusion with overlapping objects. Add shadows on the overlapping area and use thin and thick lines for extra impact.
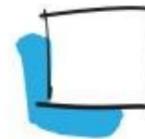
thin & thick

OFFER
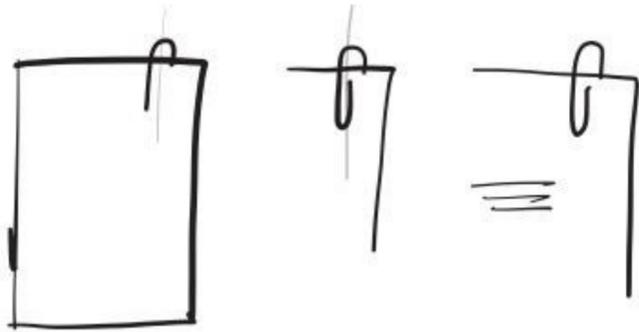
always choose for *one* side and the bottom

never use dull bulletpoints again!

Using a cylinder shape, you can create 3D objects such as glasses, cups and vases. Always start with the flat circle at the top and work your way down.

Put the shadow on the side and don't let it touch the outline because this is also a round object. If you are not sure about your lines, start in gray and finish your sketch with black.

don't fill it to the top

BREAK
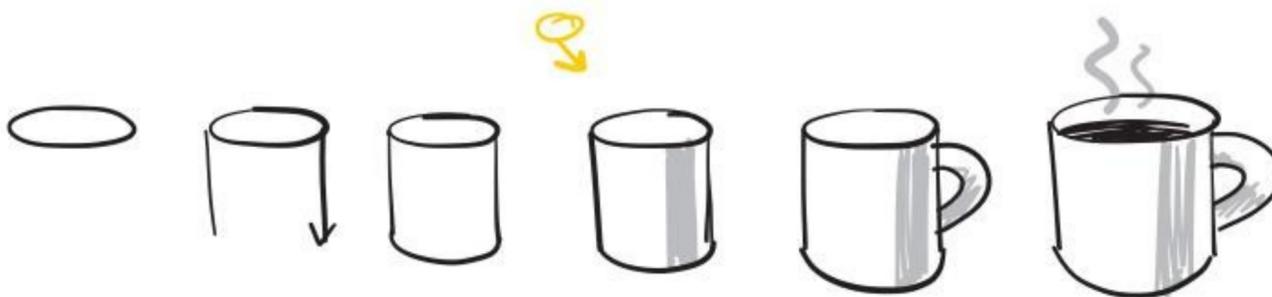
TIP: Combine icons, text and tabs to create awesome illustrations to enhance your flip chart, create birthday invitations etc.

Google
Images
is your
friend

2.9 BASIC ICONS & METAPHORS

Drawing doesn't have to be hard. Drawing a compass may sound difficult, but if you follow our steps you will see that it is quite simple. Always try to break down your visuals to basic shapes and then put them back together. Take inspiration from these pages and feel free to copy. By copying, you store the image in your visual memory.

thick line →

thin line →

necessary innovation
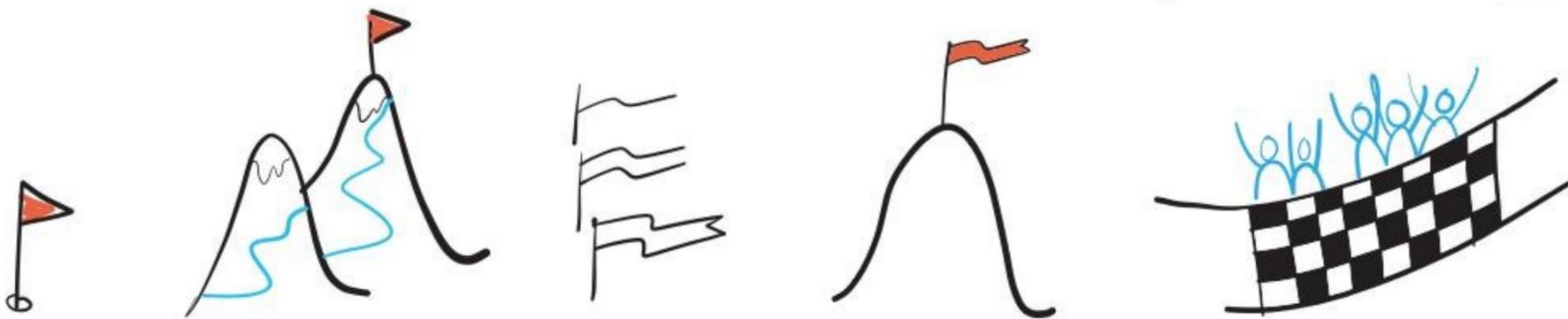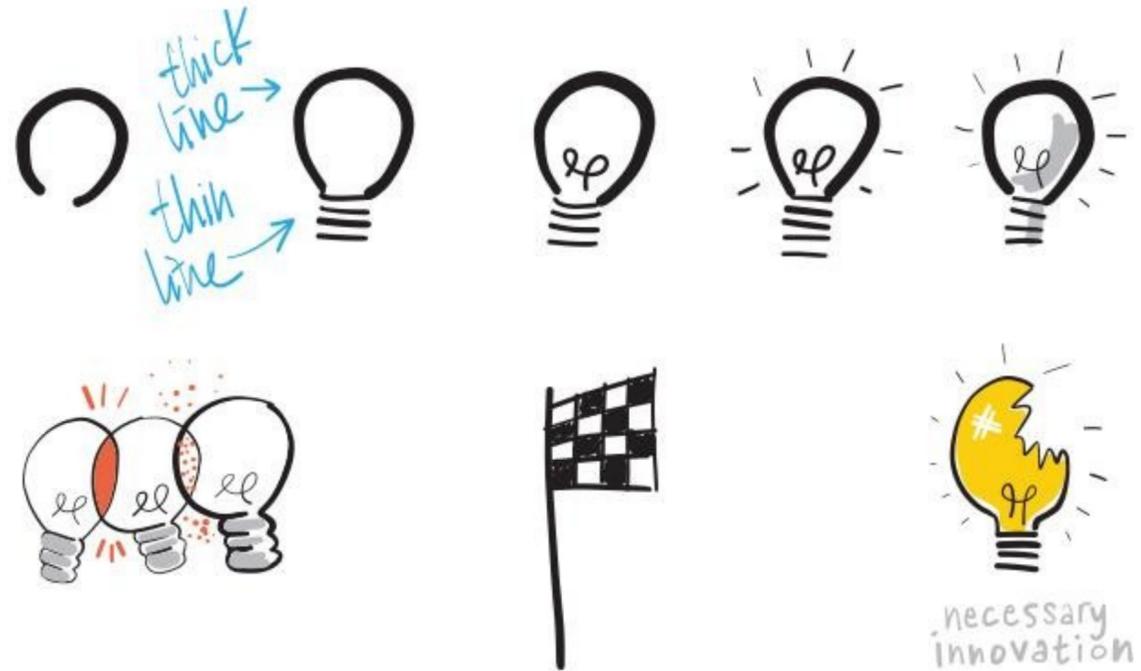
TIP: Your icon will look even better if you use thick and thin lines.

YESTERDAY TODAY
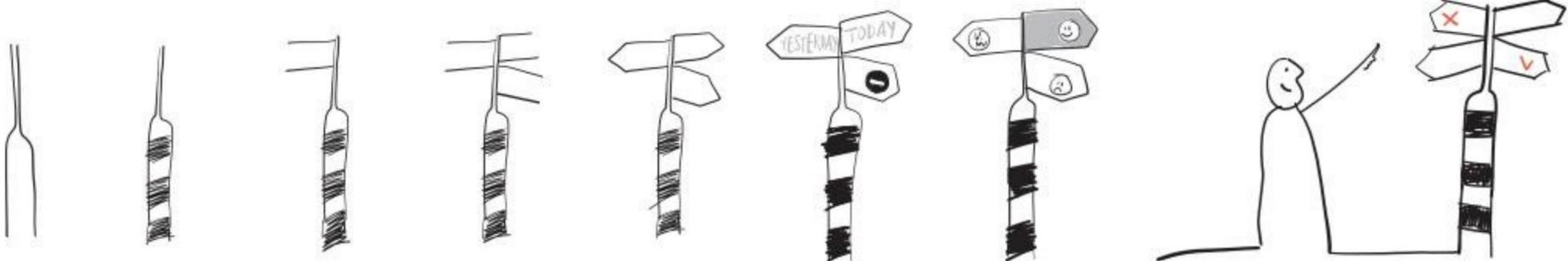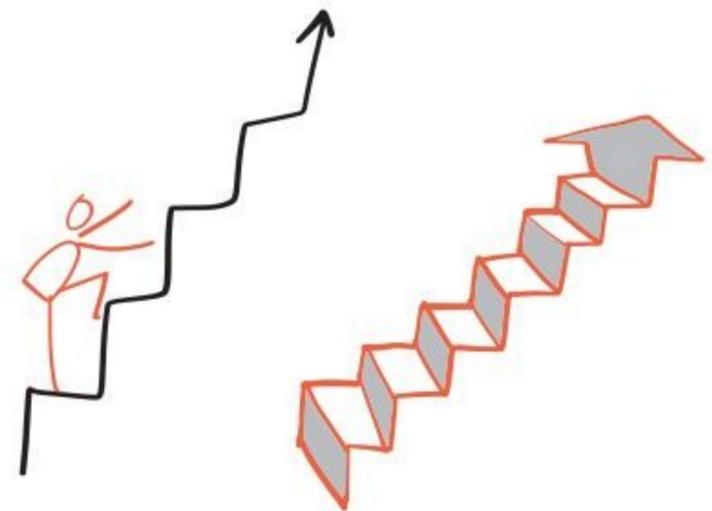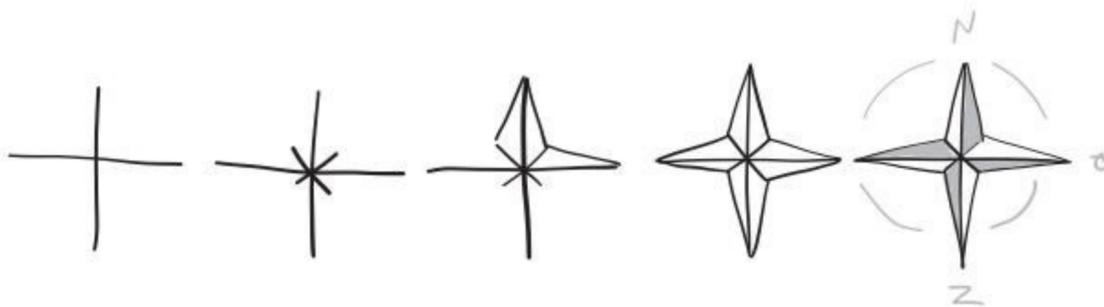
3.1   HEAD AND HEART

In business settings, information is mostly conveyed through written text, discussion, data and diagrams.

These more or less abstract forms of communication can be enriched with schematic drawings to grab your audience's attention in a creative way.

To successfully process the huge flow of information in today's data-driven world we need a vivid, mixed media cocktail.

We are convinced that it is not enough to simply focus on a person's head. You also have to touch their heart.

To win over the hearts and minds of your audience, you need to present information in ==visuals that are rich in creativity, conviction and passion.==

TIP: Trust your creativity when making a visual template.
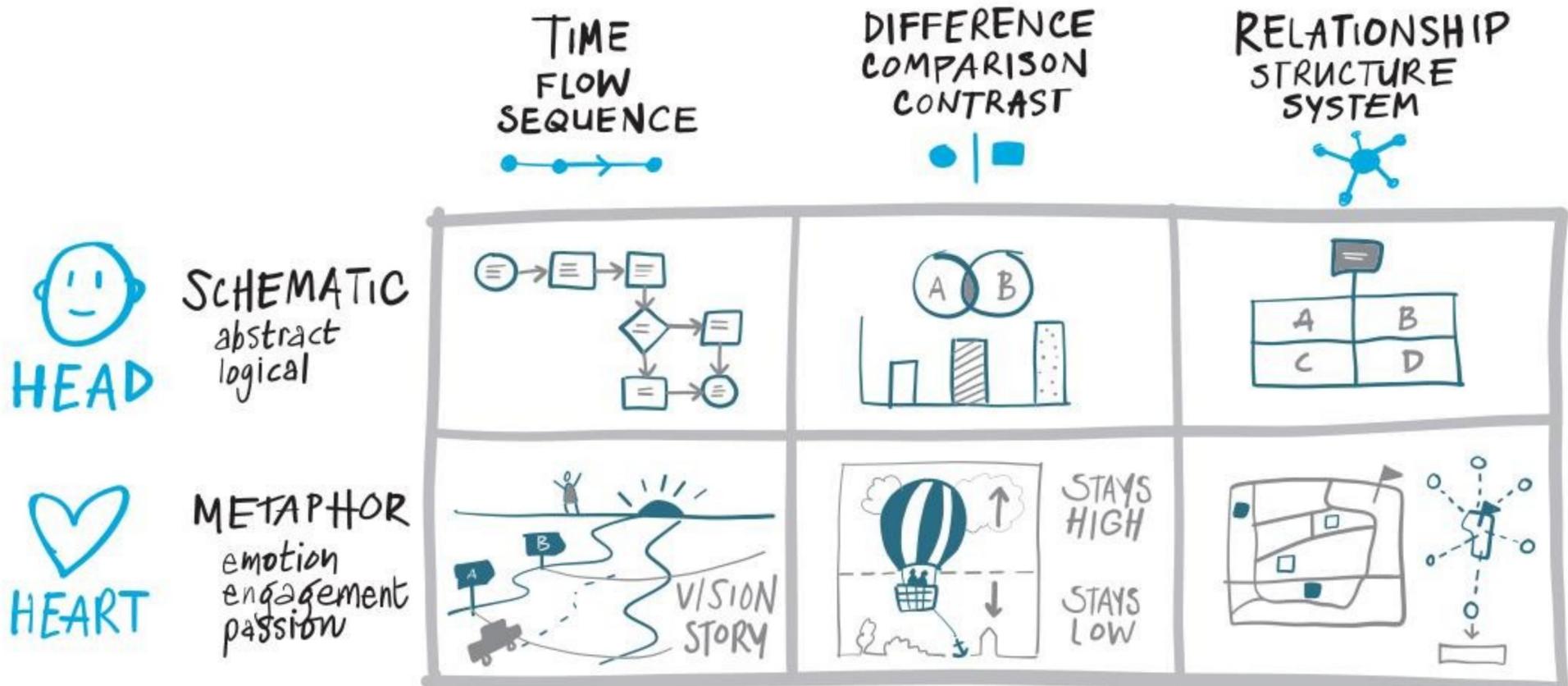
3.2 THE CREATIVE CYCLE
STEP BY STEP

To create a visual story that resonates with your audience, you have to go through a certain process. Let's call it the creative cycle.

Below, we show this cycle and in the rest of this chapter we provide a practical, step-by-step guide to the process.

1 understand

2 (re)define

3 ideate

4

Visualize

5 Share

6 reflect

LOOKING for PURPOSE

DREAM

Team Performance

strategic planning

reach objectives

ACT

TCA

SHAPING YOUR VISION

GOAL SETTING

TEAMBUILDING & COACHING

INFORMATION SHARING

experimenting

PROTOTYPING

4.9

4.1

4.2

4.8

4.3

4.7

4.4

DECISION MAKING

comparing options

PROBLEM SOLVING

IDEA GENERATING

EXPLORING MARKETS

4.6

4.5

continuous improvement

design workshops

customer insights

4. VISUAL THINKING IN BUSINESS SETTINGS

Facts, figures, plans, methods, budgets and deadlines often dominate today's work environment. Whether you work in technology, financial services, the public sector, health care or manufacturing, visual thinking will help you and your colleagues to be more effective.
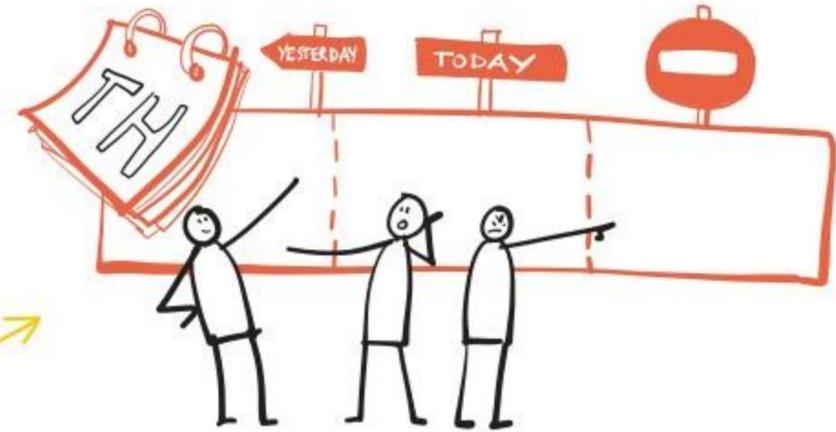
It is also not unusual that you look back on projects and realize that you forgot to make time to take a step back and look at the bigger picture.

In this chapter we introduce nine generic business settings in which people work in teams to realize a specific goal. Visual thinking and collaboration techniques can help you achieve goals better and faster by unlocking the "whole brain function" of workers within these settings. We provide a few hands-on good practice techniques for each setting.
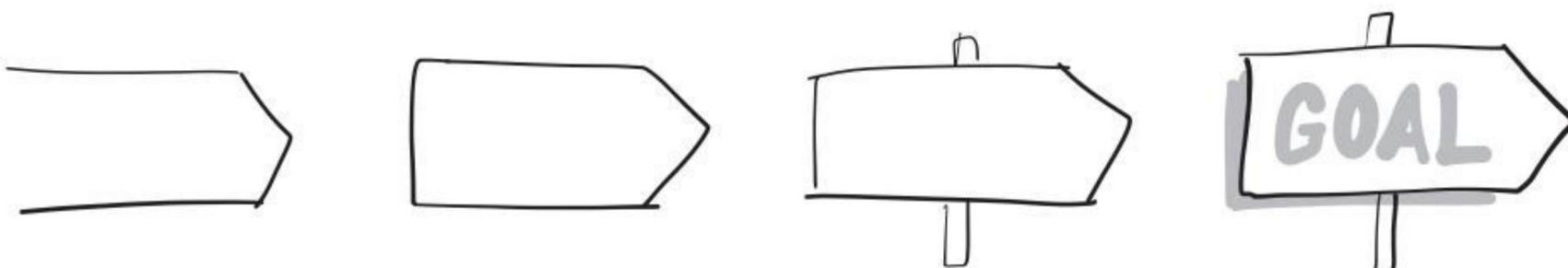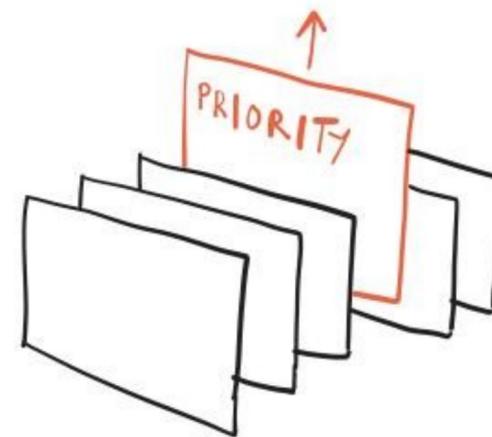
4.5 EXPLORING MARKETS
CUSTOMER INSIGHTS

CUSTOMER
NEEDS

Nowadays, many businesses are transforming into purpose-led and customer-focused organizations to improve customer loyalty and satisfaction. Essentially, they are trying to convert their customers into fans. A good example is GoPro. GoPro's YouTube channel is full of videos from customers skydiving, skateboarding, skiing and scuba diving. Customers are promoting GoPro's products! To be able to turn customers into fans, it is essential to know your customers and what they want. Visual thinking and collaboration techniques can help you explore markets and create these customer insights.

SETTING THE SCENE

YOU WILL LEARN:

> **Visual Collaboration Techniques**
> Customer segmentation
> Customer personas
> Customer journey
> Competitive landscape analysis

WHO is involved in exploring markets and creating customer insights?

- For marketeers and data analysts customer satisfaction is an important value or metric for measuring performance. They deal with customers every day and therefore have a good grip on what customers want and how customer needs evolve.

- Marketeers and data analysts also gather insights and data about customer behavior and the competitive environment.

- On a more strategic level, business controllers and the strategy department are involved in periodic reviews.

THE VOICE
of the
CUSTOMER

WHEN and where do you explore markets and build customer insights?

- Many employees who work with customers observe their behavior and needs on a daily basis.
- Customer needs are also captured through digital touchpoints.
- On a more strategic level, periodic reviews (let's say every business quarter) of customer value propositions take place.
- These reviews typically happen in a meeting with managers from various functional areas or even involving customer panels.

smart watch

newsletter

chat

letter

CUSTOMER TOUCHPOINTS

connected by wifi "online"

personal call

DELIVERY

WHAT happens when you are exploring markets and creating customer insights?

- During a strategic review of the customer value proposition you want to create deeper insight into what customers like and where their needs are not being met.
- To create these insights, many companies: 1) segment their customers into homogeneous groups with similar needs and define the "job-to-be-done" for each segment, 2) create a customer persona for each segment, 3) analyze the customer journey for each persona and reveal their pleasure and pain points, 4) assess the competitive environment to see how they can differentiate their customer offering.
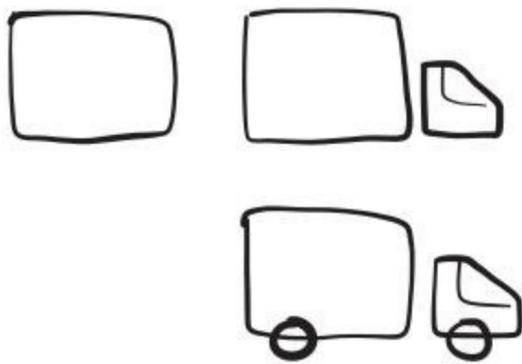
4.8 PROTOTYPING
EXPERIMENTING

DO WE HAVE A GREAT IDEA?

Many businesses have changed their approach to developing new products or services from traditional waterfall to approaches like Lean Startup, Design Thinking and Agile Scrum. Instead of following a step-by-step approach to launch the perfect version of a new product, these new Build-Measure-Learn approaches are all about failing fast. They use rapid prototypes and experiments to maximize learning.

Develop a minimal viable product (MVP), quickly test it in the real world, collect customer feedback, learn and use that knowledge to build something better. Then repeat this cycle to create something that your customers will truly love.

For instance: Zappos (the largest US online shoe retailer) started its business by posting pictures of shoes from local stores online. Each pair of shoes they sold through their website, they had to go and buy from the shoe store and then ship them

to the customer. That way, Zappos measured their initial success, learned what customers really wanted and continued to build what today is a billion dollar business.

YOU WILL LEARN:

> **Visual Collaboration Techniques**
  Minimal Viable Product
  Event Experience Board
  Product Experiment Board

SETTING THE SCENE

WHO typically is involved in prototyping and experimenting?

Building an MVP and completing the Build-Measure-Learn cycle requires collaboration of multiple disciplines within a business. Most often the team that is looking to develop new products or services includes people from: Marketing, Product Management, R&D, IT, Sales, Marketing and Product Management. Together they

form hypotheses around a new product or service offering. R&D and IT develop a prototype. Sales representatives design and execute an experiment to collect customer feedback and measure customer behavior.

HYPOTHESIS 1.

4. LEARN   BUILD 2.
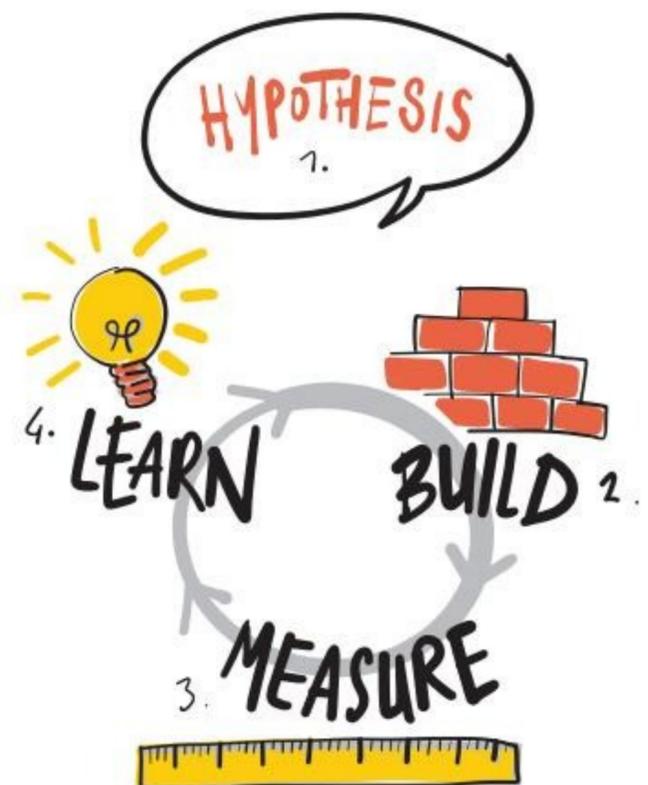
3. MEASURE

**WHEN** and where does prototyping and experimenting occur?

The Build-Measure-Learn approach comes from the Lean Start-up method and is a continuous process of refining a product or service offering.

For many teams it resembles their daily way of working. It is important to note that this process is iterative, short-cycled and that a large part of the process happens outside of the office, preferably where your customers are.
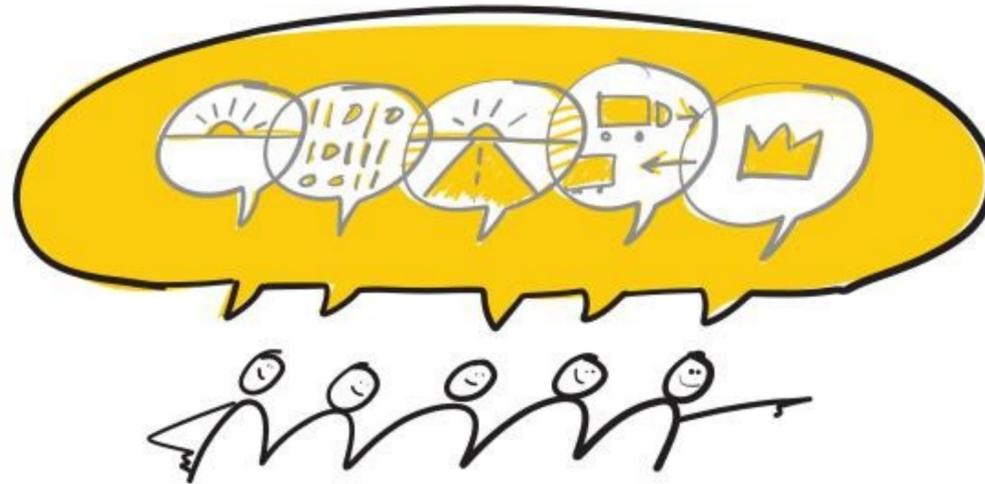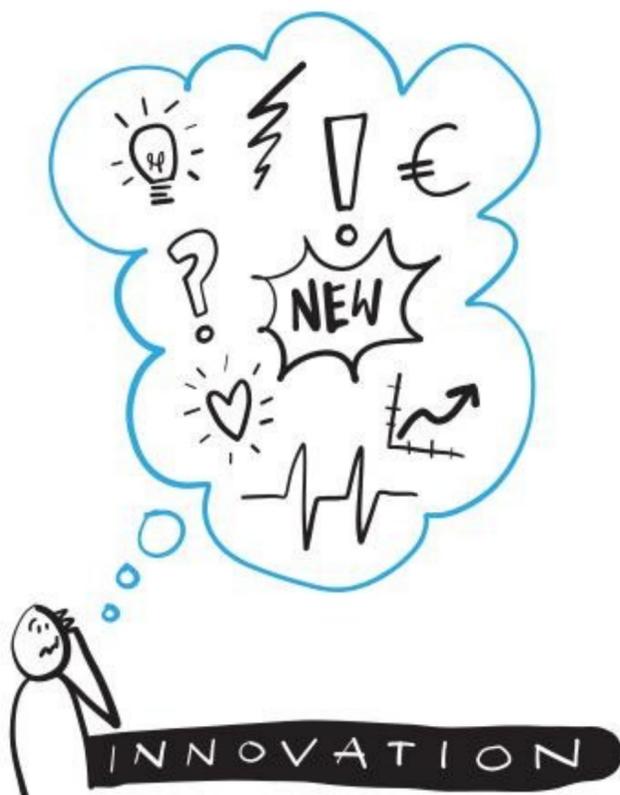
WHAT happens when you are prototyping and experimenting?

So the Build-Measure-Learn approach is a cycled process that teams follow to refine, improve or quickly steer away from ideas for new products or services. During the Build-Measure-Learn cycle, you 1) generate a series of hypotheses about an idea for a new product or service 2) build a minimal viable product or design a service prototype 3) set up an experiment in the real world to measure customer reactions and collect feedback 4) capture insights and lessons learned to form new hypotheses.

INNOVATION
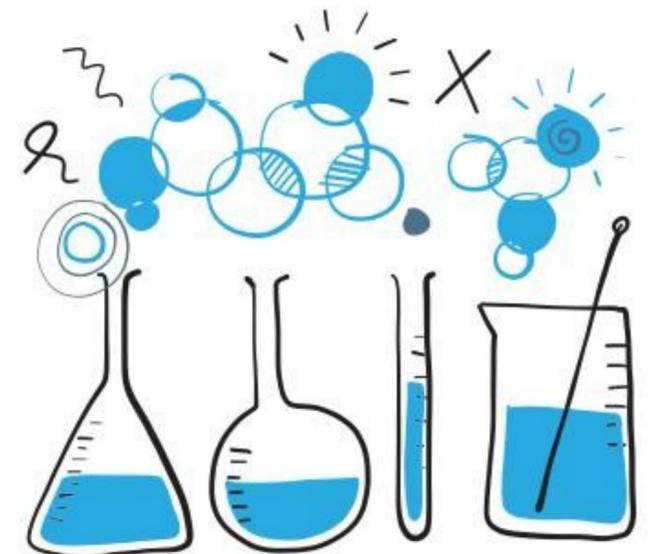
VISUAL COLLABORATION TECHNIQUES

You have been part of multiple teams within your company. The performance of teams that you were part of varied significantly. You wonder why some teams were more productive than others. Also you wonder why everybody within those teams quickly seemed to have found a way to work together effectively. You are looking for good practices and initiatives that you could propose to your team members. The following visual thinking and collaboration techniques could enable you and your team to become high performing teams.

TEAM WAY OF DEALING / WORKING WITH PREFERENCES

- The way that individuals work together in teams is not always aligned with what all individuals prefer. There is a quick and simple way to find out how individuals within your team would like to work together.
- Organize your team in a room and ask everybody to think for themselves: what makes us high; and what keeps us low?
- Visualize these preferences on a flip and start a team dialogue to see where you can change the way you work together.
- If you are worried that people will have difficulty expressing themselves you could structure the process by asking them which things they do or do not like on specific topics:
  A. The way the team plans and allocates work.
  B. The way the decisions are taken within the team.
  C. The way the team shares information.
  D. Etc.

TIP: Becoming a high performing team starts with recognizing that different things motivate different people.

TEAM PREFERENCES

WHAT LIFTS US UP?

WHAT KEEPS US DOWN?
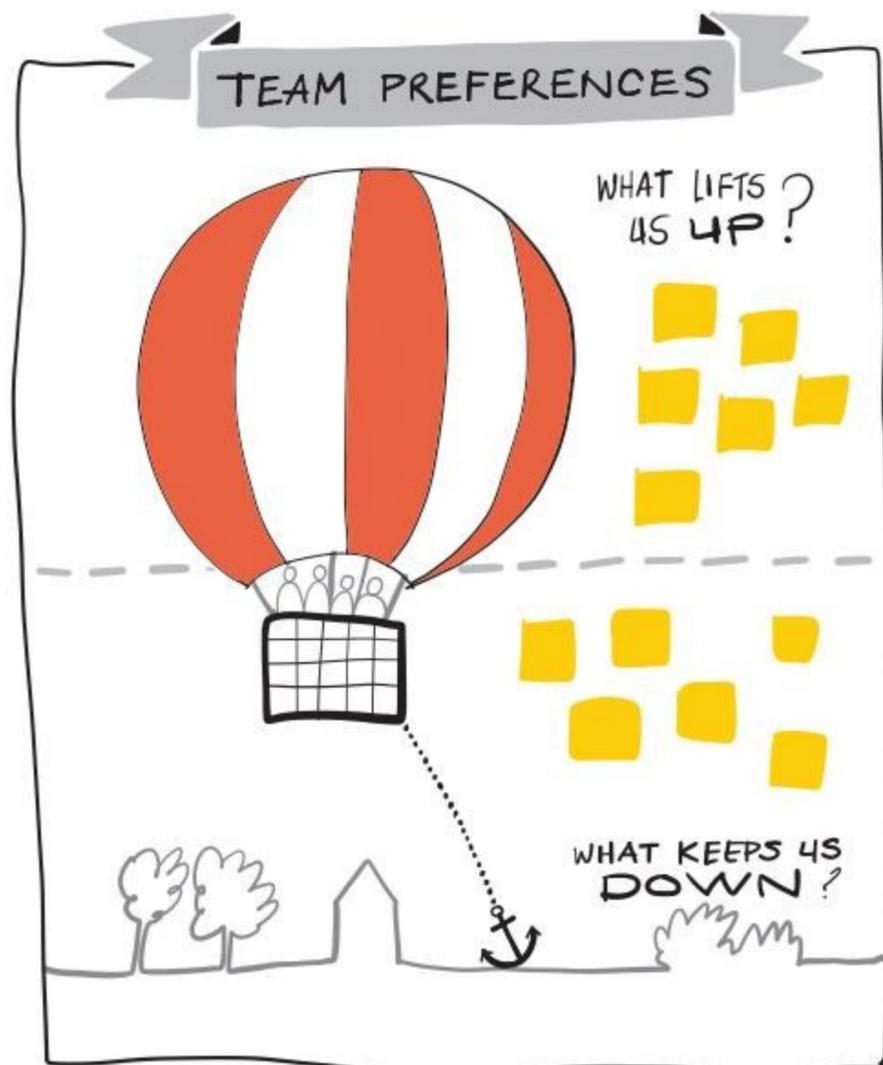
TEAM PERSONALITIES

- There are many ways to identify different personalities within your team such as Big5, Myers-Briggs, and the Color Coding system.
- We have very good experiences with the DISC personality tests (based on William Marston and developed by Walter Clarke) and how teams can use them to understand their members and dynamics.
- The DISC test measures 4 quadrants of personality (Dominance, Influence, Steadiness and Conscientiousness) for each individual team member.

- By plotting the outcome of the test for each individual on a team charter you have a great overview of the diversity within your team. Based on the team charter you can start a dialogue on what is needed to become a high performing team.

TIP: For teams that are looking for a quick and less sophisticated assessment, taking an animal quiz can be useful and fun at the same time. Find out who is the lion, elephant, monkey or snake within the team.
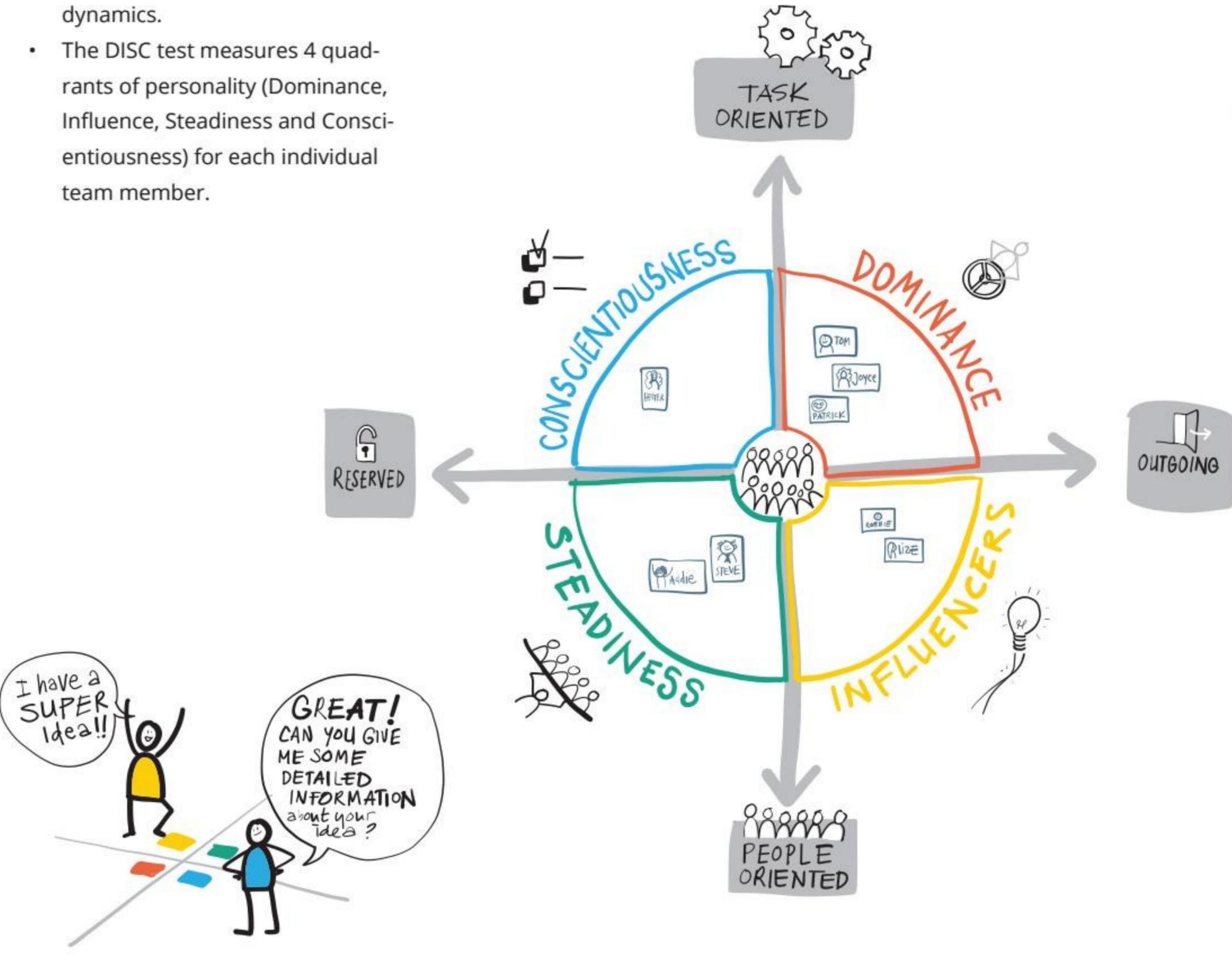
Empowering people &
organizations
through visual
collaboration

VISUAL
THINKING

If you have not already embraced visual thinking, why not?

Visual thinking and drawing are becoming increasingly important in today's business settings. A picture really can tell a thousand words and visualization is a crucial part of the journey for companies seeking to boost enterprise agility, break down silos and increase employee and customer engagement.

Visualizing thought processes can help break down complex problems. It empowers teams and staff to build on one another's ideas, fosters collaboration, jump-starts co-creation and boosts innovation.

This book will help brush aside misconceptions that may have prevented you using these techniques in your work place. You don't need Van Gogh's artistic talent or Einstein's intelligence to harnass the power of visual thinking and make your company more successful.

With the right mindset and the simple skills this book will teach you, you will quickly be able to develop your own signature and style and start generating change by integrating visual communication into your business setting.

Willemien Brand

enjoy your skills !!