

Ruth K Schmidt

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Academic qualifications**Masters of Design (MDes)**

Design Strategy

Institute of Design, Illinois Institute of Technology, Chicago

2009

Postgraduate Certificate

Public Interest Design

Archeworks, Chicago

2007

Bachelor of Arts (BA)

Art/Semiotics

Brown University, Providence

1991

Professional experience**Associate Professor**

Institute of Design, IIT, Chicago

Tenure-track position combining research scholarship and graduate-level instruction. Primary focus is on the intersection and integration of Behavioral Science with Design, combining academic theory, practical application of existing methods, and the development of new methods and frameworks to tackle humanity-centered design challenges in classes and independent study.

2019-present

Visiting Industry Professor

Institute of Design, IIT, Chicago

Combining research, thought leadership, and graduate-level instruction. Courses included Behavioral Economics, Advanced Behavioral Economics, Communication in the Planning Process, and Bias and Sense-Making.

2017-2019

Director of Strategic Initiatives

Institute of Design, IIT, Chicago

In addition to responsibilities as a Visiting Professor, led strategic work to deepen and strengthen ID's position in the design ecosystem through program management and thought leadership as a member of ID's senior leadership team, including:

- Connected with ID faculty and external organizations to launch and evolve design experiments aligned with faculty areas of interest, with the goal of solidifying and re-centering ID as a leader of design methodology, application, and thought leadership
- Shaped an approach for knowledge development and dissemination strategy at ID, to inform new perspectives for publications and programmatic events
- Identified opportunities and built partnerships with leading design firms, professional organizations, and other design schools and educators, with a shared goal of combining design theory with real-world practice

2017-2018

Innovation Program Lead

Doblin | Deloitte, Chicago

Extensive experience helping senior leaders at major health care, financial services, and educational organizations develop platform-level innovation solutions and internal capabilities, tackling complex business problems with design-informed and user-centered strategies to develop compelling, actionable, and elegant results.

- Led multi-functional teams in applying design practices to innovation challenges by: framing the right

problem to solve through user and behavioral insights; developing solutions that aligned strategically with business goals; co-creating solutions with clients through engaging and experiential interactions; and articulating ideas visually, verbally, and experientially to gain traction within client organizations

- Generated \$2.5-3M in client work annually as a senior team member
- Led Behavioral Design thought leadership and IP development at Doblin to help teams more systematically de-risk innovation uptake and ongoing adoption. This included leading the development and dissemination of Doblin's Behavioral Design "toolkit" within Doblin and Deloitte, which contributed to articles, conference presentations, podcasts, and guest lectures on the intersection of behavioral economics, design, and innovation
- Provided design leadership across Doblin as the Design Capability Lead, building community and skill development across a diverse set of design talent
- Provided additional thought leadership across the firm around the intersection of organizational culture, behavior, and design
- Recognized and highly sought after as a cultivator and mentor for junior talent
- Prior roles included project management and leading design work on projects as a Design Lead

2009-2017

Adjunct Professor

Institute of Design, IIT, Chicago

Developed and taught graduate- and executive-level courses in:

- Introduction to Behavioral Design
- Advanced Behavioral Design
- Communication in the Planning Process
- Bias and Sense-Making
- Semiotics
- Strategic Communication
- Metaphor and Analogy
- Introduction to Communication Design
- "Brains, Behavior, and Design" — Research and Demonstration (project advisor)

2008–2017

Senior Design Advisor

Chicago Learning Network (HIVE), Chicago

Applied strategic and behavioral design approaches to support interest-driven youth learning experiences in a variety of informal settings such as museums, libraries, and in other out-of-school activities. Funded through a Bill and Melinda Gates Foundation grant, in close collaboration with the MacArthur and Mozilla Foundations.

- Served as core member of the HIVE leadership team in standing up the Chicago Learning Network, working closely with over 20 Chicago-area after-school programs and cultural institutions
- Designed and led a regular cadence of design-centered workshops and working sessions to help local learning organizations develop new, innovative learning experiences and new ways of operating collectively
- Established new frameworks and tools to help member organizations diagnose, define, and expand on their internal capabilities and identify potential partnerships to effectively achieve their goals
- Developed badge and pathway system theory, applying behavioral design and other design approaches to enable transparency and motivation in informal learning for youth, as well as informing new models to both gather and supply data or content
- Created a strategic plan and principles for engaging with HIVE members, grounded in survey data and interviews with member organizations.

2010–2012

Principal

kitchenbox design consultancy, Chicago

Provided information architecture and interface, information, and instructional design for a variety of corporate, educational, and civic institutions across a wide array of content domains. Delivered guest lectures on user interface design for graduate students at Northwestern University and the University of Michigan.

1995–2007

Design Director

NogginLabs, Inc., Chicago

Directed information architecture + interface design development across all company e-learning systems, including numerous Brandon Hall and AXIEM-winning projects. Provided concept and project direction while facilitating team collaboration on both internal and client projects, and hired, managed, and provided professional growth mentorship to design staff.

2001–2006

Interface Design Director

Cognitive Arts Corp., Chicago

Led interaction design and interface design development for online academic courses and corporate training, in addition to hiring and managing interface design staff.

1998–2001

Interface Design Manager

The Institute for the Learning Sciences, Northwestern University, Evanston

Managed departmental workflow and designed user interfaces for educational and corporate training systems.

1995–1998

Articles, reports, interviews, and artifacts

Schmidt, R. & Sarah Reid. (upcoming). Wicked Behavioral Design. *Journal of Design Strategies, special issue*

Articulating the need for a hybrid discipline, combining aspects of design and behavioral science, to address complex adaptive systems challenges, or so-called “wicked problems.”

Klotz, L., Pickering, J., Schmidt, R. & Weber, E. (upcoming) Behavioral science and design toward global sustainability. *Nature Sustainability*

Application of behavioral science, design, and sustainability to define the most influential next steps to address sustainability challenges.

Schmidt, R. (2019) Research assessment as a human-centered design problem. *DORA*

The use of citations and Journal Impact Factors (JIF) as proxies for quality scientific research has faced backlash in the light of inherent biases and inadequacies, making rethinking research assessment in science ripe for a design lens.

Schmidt, R., Blake, B. & Juneja, A. (2019). Behavioral Design for Networked Organizations: The Last Heist. *RDS8 conference*

Prototype scenario tool to explore the tensions between an organization’s desire to embrace the new and its ability to do so, which are often amplified when it must collaborate with other organizations as a network to achieve its goals.

Reid, S. & Ruth Schmidt. (2019). Reframing Innovation: Integrating Behavioural Science and Design. *Rotman Management Magazine*

Reprint of the article “A New Model for Behavioral Science and Design” in the Spring 2019: *The Art of Change* issue. Originally featured in behavioralscientist.org.

Schmidt, R. (2019) Broadening the Nature of Behavioral Design. *behavioralscientist*

Perspective on bias within the discipline of behavioral economics, focusing on how the nature of methodology impacts both how we solve for behavioral challenges, and even what problems “qualify” for consideration in the first place.

Schmidt, R. (2018). Reflections on Intersections. *Proceedings from Design Intersections: Design + Data + Behavior*

Proceedings from ID’s 2018 Design Intersections conference on critical areas of importance for designers, data scientists, and behavioral specialists, such as diversity, considerations for algorithms and digital decision-making, and the future of professional practice.

Schmidt, R. (2018). Behavioral Science + Design. *Action Design Radio podcast*
Addressed current issues raised by *A New Model for Behavioral Science and Design* and the relationship between design and behavioral science.

Schmidt, R. (2018). The Interplay of Design and Ethics. *5x5 Interview*
The ethical stance of design and how it plays in the space of algorithms, specifically related to the tensions between organizational goals—such as revenue and ROI—and user concerns, like transparency and ownership of their data.

Reid, S. & Ruth Schmidt. (2018) A New Model for Behavioral Science and Design. *behavioralscientist*
A proposed new landscape integrating the disciplines of behavioral science and design leveraging a 2012 HBR model for Innovation Ambition. The article re-imagines “where to play” and “how to win” axes to define territory for challenges and solutions that are behavioral science-led/design informed (“nudges” for behavioral change) in contrast with those that are design-led/informed by behavioral insights, such as more complex systems problems. Reprinted in *Rotman Magazine* and through *Harvard Business Review*.

Schmidt, R. (2018). Access and Algorithms. *5x5 Interview*
Thoughts on the potential and pitfalls of living in an increasingly data-driven world and how it impacts human and organizational behavior, conducted as input for ID’s Design Intersections: Design + Data + Behavior conference.

Schmidt, R. (2017). How Behavioral Design Can Help De-Risk Innovation. *Innovation Excellence*
Providing a rationale for the application of behavioral design to innovation, and suggestions to more successfully convert ideas to action. Ranked in the top 0.05% of the site’s articles in 2017.

Schmidt, R., Tom Schoenwaelder. & Simon McLain. (2017). Achieving Innovation in CPG: Innovation Index and Behavioral Design, *2017 Grocery Manufacturers Association (GMA) Leadership Forum*
Organizational behavioral diagnostic and Innovation Index to supplement panel discussion between senior leaders of CPG organizations at invitational Grocery Manufacturers Association (GMA) Leadership Forum.

Schmidt, R., Tom Schoenwaelder. & Simon McLain, S. (2017). Deep-dive on Innovation in CPG: New Insights on How Innovation Leaders are Creating Value. *Deloitte Perspectives*
Deloitte analysis across 44 leading consumer product companies, which indicated that a focus on designing for consumer behavior and moving beyond product innovation led to disproportionate success and company performance.

Schmidt, R. (2016). Five Behavioral Design Tips for Ringing out the Year. *Huffington Post*
Behaviorally-informed approaches to take advantage of our natural urge for completion and closure, specifically relating to behavioral tendencies brought on by end-of-year situations and contexts.
December 2016

Schmidt, R. (2016). Three Ways to Tackle Flu Shot Inertia. *Deloitte Center for Health Solutions*
Real-world application of behavioral design strategies to tackle a classic “I know I should but it never makes it to the top of the list” situation in health care: getting a flu shot.

Schmidt, R. (2016). Design Thinking in HR: The Arc of an Experience. *HR Times: Business-Driven Insight for Human Capital*
Exploration of the design perspectives such as the “5E’s” framework applied to organizational design, specifically in the context of performance management.

Bersin, J., Jason Geller, Nicky Wakefield & Brett Walsh (2016) Design Thinking in Organizations. *Global Human Capital Trends 2016—The new organization: Different by design*
Expert advisor on how design applies to HR situations through a frame of employees as end users and organizations as complex systems, with the goal of shifting HR’s focus beyond building stand-alone programs and processes to designing more effective employee experiences and solutions that are meaningful and coordinated.

Horne, J., Jane Howe, Sasha Tregebov, Jessica Rennie, & Jenny McShane. (2016) Behavioural Insights Playbook for Channel Shift. *The Public Sector Service Delivery Council*

Expert advisor on playbook to help governmental around the globe consider the behavioral implications of moving services online in the interest of providing a faster and more convenient channel to deliver services to customers while also reducing delivery costs.

Schmidt, R. (2015). Helping Consumers Get Unstuck. *CMO Today—Wall Street Journal*

Strategies for companies to combine behavioral design principles with customer insights to reengage consumers who experience “decision paralysis,” through implementing new choice architecture through simplicity and structure, increasing confidence by reducing the perception of uncertainty, and introducing tactics to prompt action to get past the “last mile” of decision-making and convert it into action.

Schmidt, R. (2015). Frozen: Using Behavioral Design to Overcome Decision-Making Paralysis. *Deloitte University Press*

Stories, models, and guidance for organizations to more easily leverage behavioral economics and help people overcome decision-making paralysis by addressing consumers’ mind-sets regarding viable options, their perceived ability to make both confident and smart choices, and ways in which they can be prompted to act more decisively once they have decided on a choice.

Schmidt, R. (2015) Behavioral Design Toolkit. *Doblin | Deloitte*

Led the conception and development of a practitioner-oriented Behavioral Design “toolkit,” which integrated behavioral economics principles and a human-centered design approach, to introduce Doblin and Deloitte colleagues to core behavioral concepts and applied problem-solving techniques in order to more systematically de-risk innovation.

Goldhammer, J. et al. (2014) The Craft of Incentive Prize Design. *Deloitte Insights*

Expert advisor to a study of incentive prize design for public sector leaders and their counterparts in the philanthropic and private sectors. The study helped leaders to understand what types of outcomes incentive prizes help to achieve, what design elements prize designers use to create these challenges, and how to make smart design choices when launching an incentive prize to achieve a particular outcome.

Schmidt, R. & Nichole Pinkard. (2011) *Building a Badge Framework to Ignite Student Learning Identities*. Whitepaper, Gates Foundation grant.

A conceptualization for how badges have the potential to provide an alternate means of demonstrating expertise in informal youth learning contexts, and the ways in which behavioral economics might help us determine situations where badges are both credible and meaningful.

Pinkard, N. & Ruth Schmidt. (2011) *Igniting Learning Through Role Trajectories: Supporting Youth in Learning Activities*. Whitepaper, Gates Foundation grant.

A proposed approach to supporting students as active learners and creators in their learning experiences, rather than as receivers, through the production of artifacts and exploring “maker” roles.

Public speaking and expert panels

“Behavioral Science & Wicked Problems”

Action Design Chicago

“Wicked problems”—issues that involve complex, interconnected parts, a need to solve for multiple and sometimes conflicting perspectives, and a high likelihood of unintended consequences—can draw from behavioral economics and design-thinking to unleash the potential of a new, hybrid problem-solving methodology that pulls elements from both fields to address these complex challenges.

November 2019

“Driving Institutional Change for Research Assessment Reform”

Co-sponsored by the American Society for Cell Biology and Howard Hughes Medical Institute

Invited speaker and participant at *Declaration on Research Assessment (DORA)*’s panel on increasing transparency in evaluation criteria for hiring, promotion, and funding decisions, focusing on working towards the development of new definitions of scientific quality and impact uncoupled from journal prestige.

October 2019

“Behavioral Design for Healthcare”

UIC Innovation Center Healthcare Lab, sponsored by OSF (Order of St. Francis) Healthcare

Behavioral design applied to the issues of loneliness and physical/digital interventions in elderly, poor and rural populations.

July 2019

“Designing Healthcare Interventions Using Behavioral Design”

Design Grand Rounds, Institute for Healthcare Delivery Design (UIC)

Because behavior is such a critical component of effective healthcare delivery and maintenance, the field of behavioral design has a great deal to offer practitioners and patients. This talk will introduce the field, its integration with design, applications in healthcare settings and interactions, and frameworks and approaches to increase the likelihood of desired behaviors to achieve better health.

May 2019

“Beyond Behavior Change”

TH Chan School of Public Health (Harvard University)

Behavioral design has made great strides in public policy, in large part due to its evidence-based and scientific method approach to problem solving. This talk describes how this approach, while successful on many fronts, also limits the potential to apply behavioral insights to a broader range of design problems and how a design-led version of behavioral design can inform new kinds of solutions.

April 2019

“Sentient Consent: Designing Consent in the Age of Data and Information”

Informed Experiences, Designing Consent symposium (with Chris Miller and John Cain)

Our desire for seamless virtual experiences has made it increasingly easy for participants to remain willfully ignorant of how their data is collected and used in exchange for access to services. As machine learning and other technologies enable algorithms to become increasingly more complex, this disconnect between what we want, what we give up, and the value that is derived from this exchange is likely to grow. Using the “behavioral ability model” of *Agency, Competence, and Confidence*, we propose considerations for a better understanding and design of true consent.

April 2019

“Behavioral Design and Emerging Technologies”

Innovation Group (Northern Trust)

Introduction to behavioral design in an innovation context and its relevance to financial services.

April 2019

“Past, Present, and Future of Behavioral Design”

Public lecture at the Institute of Design

Despite increased recognition within the field of behavioral economics that adding design methodologies can result in more successful solutions, the true hybrid nature of strategic + behavioral design and how these disciplines should work together is still quite emergent. This talk reflects on how the roots of the field and methods used in behavioral economics have shaped—even constrained—the problems it chooses to solve, why design will be a necessary partner if the field wants to reach its greatest potential, and how this “design intersection” is ripe for current and future exploration.

March 2019

“Nature Sustainability: Behavioral science and design toward global sustainability”

Convened by University of Virginia, Convergent Behavioral Science Initiative, and Nature Sustainability

Invited expert panel at the intersection of behavioral science, design, and sustainability to define the most influential next steps to address sustainability challenges, develop an action plan for research (including intersections with practice), and create teams to pursue them. Nature Sustainability expert panels are independent and international convening efforts bringing together scholars and practitioners with diverse backgrounds and perspectives to focus on academic or policy-relevant debates contributing to sustainability broadly.

January 2019

“(Re)defining the Role of Design in Behavioral Design”

Nudgeapalooza (Deloitte Behavioral Science Group)

Exploring the relationship between behavioral science and design approaches to problem solving, and a proposed new landscape that re-defines where and how they play, for an audience of senior Deloitte partners, leading behavioral thinkers and practitioners, and invited Deloitte clients and stakeholders.

December 2018

“Owning Our Ethics: Principles for Design(ers)”

Chicago Design Week panel

Curated and participated in a panel conversation and small group discussions on emerging principles for the ethical design of data- and behaviorally-oriented systems to extend conversations from ID’s May 2018 Design Intersections: Design + Data + Behavior conference.

November 2018

“Utilizing Elements of Behavioral Design in Improving Hospital-OPO Communication”

Gift of Hope and Organ Donation & Transplantation Alliance webcast, facilitated by Dr. Sayona John, Rush University Medical Center

Behavioral design applied to donor management cases, with frameworks, design principles and techniques to debrief and learn from difficult cases using a behavioral perspective.

May 2018

“Positive Friction In Human-Centered Design”

Action Design Chicago

Breaking down situations in which in the introduction of positive friction can help us develop more effective interventions, and a framework for how to identify them. Our goal when designing interventions is often to make things too easy not to do: reducing friction often helps users get out of their own way when saving for retirement, eating healthily, and starting new habits through the use of automation, opt-out, and defaults. But efficiency is not always the same as effectiveness, and sometimes we behave in irrational ways due to too little friction rather than too much.

April 2018

“De-risking User-centered Design: Behavioral Design”

Opening keynote (IDSA Education Conference)

Demonstrating applications for Doblin’s behavioral design “toolkit” and ways in which it can build competency in behavioral economics principles in the context of user-centered design, with the end goal of creating more effective, “stickier” solutions.

August 2017

“The Behavioral Design Toolkit”

Nudgeapalooza (Deloitte Behavioral Science Group)

Introduced the Doblin Behavioral Design framework and approach at the inaugural behavioral insights gathering, which brought together senior Deloitte leadership, invited commercial and civic client stakeholders, and leading thinkers in the behavioral field for a two-day symposium to discuss the application of behavioral economics principles to real-world problems.

December 2016

“Behavioral Design from 9 to 5: Applications in Organizations”

Adaptive Path Service Experience Conference

Behavioral economics applied to user-centered design within organizations and for employees, to address the same behavioral tendencies and cognitive biases that we often see outside of work but which also impact our professional behaviors.

November 2016

“HR and Design Thinking: Architecting the Employee Experience”

dBriefs: HR Executive Series webcast with Josh Bersin and Burt Rea

Discussion about how the tools of design thinking can help shift HR’s focus from programs and processes

to employee experiences, including: organizational design, employee engagement and retention; and implementation, such as exposing HR professionals to design thinking and iterative prototyping.

July 2016

“Applied Methodology for Behavioral Design”

Deloitte Federal Practice Behavior Insights Group

Introductory training workshop that introduced Dublin’s behavioral design toolkit to the Behavioral Insight group in Deloitte’s Federal practice in order to accelerate its use and impact for the challenges relevant to the civic space.

January 2016

“Behavioral Design”

Design Principles & Practices Conference

Presented on ways in which principles from behavioral economics can be combined with “design thinking” methodologies to address important and persistent human challenges, including habit formation and inter-temporal choice.

February 2010

Consulting and advisory roles

Aurora Health

Behavioral design capability-building advice.

2019

IDEO

Behavioral design and human-centered design expertise to inform opportunities between behavioral design and the experience and functionality of forecasting, as well as understanding and acting on that forecast.

2019

Poolside LLC

Behavioral design and human-centered design expertise to inform strategies for start-up food services marketplace platform.

2019

Chicago Food Policy Action Council

Behavioral design and human-centered design expertise to inform organizational design and public policy in the context of food vendor licensure in Chicago.

2019

Feeding America

Working session with a cross-functional group of commercial and civic players in the food space, including Feeding America, food banks, and Relish/Gordon Foods, to generate an understanding of potential near-future and high-impact issues on different parts of the food system, the people we serve, and the food banking model.

2019

Thrivent Financial Services

Behavioral design and human-centered design expertise to a multi-day workshop for executive senior audiences.

2018

Relish, Gordon Foods

Behavioral design and human-centered design expertise to inform strategies for start-up food services innovation company.

2018

Humana

Contributed behavioral design and human-centered design expertise to the development of innovation concepts, with the intent to reach potential new Humana audiences.

2018

Gift of Hope (Organ Donation Coordination)

Raising donation rates among target demographics using behavioral principles at the community, hospital and individual donor family level, and the development of behavioral tools for the Gift of Hope and its employees, such as debrief structures, and an in-person facilitated workshop to introduce and scale the impact of behavioral design across the organization.

2016-2018

State of Illinois Portal Redesign (Deloitte)

Collaborative working session with the Deloitte State of Illinois practice to integrate behavioral design strategies into a hybrid software/in-person experience solution as part of a refresh of their State of Illinois Worker and client facing portals, which affected both state of Illinois constituent clients received benefits from the state and the front-line workers who delivered them.

2016

Workshops and facilitation

"The Last Heist"

Office of Institutional Advancement, IIT

Team-building and organizational behavior concepts, frameworks, and reflection activities in the form of a simulated scenario: to plan and carry out a heist. While designed as a low-risk way to explore important issues related to activating a network of both new and known entities, the tool builds from a long tradition of organizational and behavioral science theory.

August 2019

Behavioral Design

ID Design Camp

Presented strategies on the effective communication of innovation concepts to an audience of senior executives as a component of ID's week-long "summer camp" executive education program.

July 2019

Behavioral Design for Networked Organizations

Design Intersections: Design + Networks + Activation

Team-building and organizational behavior concepts, frameworks, and reflection activities in the form of a simulated scenario: to plan and carry out a heist. While designed as a low-risk way to explore important issues related to activating a network of both new and known entities, the tool builds from a long tradition of organizational and behavioral science theory.

May 2019

Prototyping Data Privacy Policy in Healthcare

Harvard Kennedy School, Harvard University

Workshop with representatives from Boston Children's Hospital and the U.S. Digital Service team at Centers for Medicare and Medicaid Services, to help participants learn and apply human-centered and behaviorally oriented design frameworks, facilitate cross-sector conversation, collaboratively prototype policy, and gather insights about the challenges of data collection.

April 2019

Design Thinking Bootcamp: Behavioral Design

Allstate Innovation

Half-day interactive workshop to introduce behavioral concepts, frameworks and strategies to tackle behavior within organizations, including how organizational structure can impact employees' perceptions and behaviors, and identifying and addressing leadership blind spots that keep organizational leaders from seeing "signals" indicating underlying behavioral tensions.

October-November 2018

Behavioral Design for Organizational Leadership

Design Intersections: Design + Data + Behavior

Half-day interactive workshop to introduce behavioral concepts, frameworks and strategies to tackle behavior within organizations, including how organizational structure can impact employees' perceptions and behaviors, and identifying and addressing leadership blind spots that keep organizational leaders from seeing "signals" indicating underlying behavioral tensions.

May 2018

Team-Building from a Design Perspective

Kresge Foundation Arts and Culture group

Team building workshop for Kresge's Arts and Culture group, designed to unlock new ways of thinking and working by providing exposure to each others' roles and to cultural and social trends that impact their work.

April 2018

Behavioral Design in Undergraduate Wellness and Wellbeing

Deloitte Women's Network

Short immersive trainings in behavioral design problem-solving applied to undergraduate wellness, with the intent of quickly ramping up actionable knowledge.

2016-2017

Design Thinking in an HR Context

CHRO Academy

Exposed Chief Human Resources Officer (CHRO) attendees to the value of a design perspective, including when, how, and why a design mindset can be useful for employees and more broadly within their organizations in hiring, onboarding, and performance management.

March 2016

Introduction to Behavioral Design

CEDIM

Intensive two-and-a-half-day workshop introducing students to the basics of behavioral design.

May 2015

Doblin 101

Doblin | Deloitte

Introducing innovation methodology to new Doblin employees and selected participants from the extended Deloitte community, focusing on behavioral design, communication design, and synthesis activities in the context of an innovation concept development project.

2012-2017

Communicating at the Fuzzy Front End

Executive education workshop

Day-long workshop for senior executives, providing communication design techniques and tools to better provide information, influence and inspiration when depicting new ideas.

October 2011

Communication Design

ID Design Camp

Presented strategies on the effective communication of innovation concepts to an audience of senior executives as a component of ID's week-long "summer camp" executive education program.

July 2011

Badge Development Lab

"Learning, Freedom, and the Web" Mozilla Drumbeat Festival

Evolving an emerging taxonomy for badges, as well as developing a set of badge examples to prototype.

November 2010

Building Learning Trajectories: Design Charettes

Chicago Learning Network

Series of monthly workshops with members from 20+ Chicago Learning Network organizations to evolve a perspective on youth engagement through Mimi Ito's model of "*Hanging Out, Messing Around, and Geeking Out* (HOMAGO)" and a theory of "trajectories," which could allow youth to build on existing experiences and connect to new ones.

June-November 2010

Academic classes Behavioral Design Workshop: De-cumulation during retirement (Fidelity Consulting)

Many retirement offerings focus on the accumulation of wealth, but the experience of "de-cumulation" tends to be under-supported. Given the conditions retirees face—present-tense/future tense tradeoffs, uncertainties, cognitive overload, and a paucity of experience—this challenge can be productively informed by behavioral design. In this class, students use behavioral design frameworks and concepts to diagnose potential behavioral issues, understand the conditions that support unhealthy financial behaviors, and propose directional solutions to help users overcome common behavioral barriers.

2019

Advanced Behavioral Economics (Poolside (2018), CFPAC (2019))

Focus on applying behavioral science concepts and frameworks to user-centered design problems with the goal of growing students' POV on how and when behavioral perspectives can be used most effectively. Students apply a behavioral perspective, grounded in frameworks and in-class working sessions, across the full arc of the design process to both develop solutions and reflect on how these concepts can be applied more broadly. In parallel, students present on and discuss current issues in this quickly evolving field informed by articles and in-class conversations each week.

2018-present

Behavioral Economics

Designers frequently assume that our end users will see the same value in new offerings that we do, weigh all their options rationally, and are willing to shift their behaviors to embrace our ideas. Behavioral Economics and the related field of cognitive psychology have contributed many experimentally-tested insights into how people actually perceive their options and make choices — not just what they say they want or will do — which can help companies across a wide variety of industries better design, differentiate and "de-risk" their offerings in today's highly competitive marketplaces. This course reviews fundamental principles from the discipline of Behavioral Economics in the context of the human-centered design process to help us better understand these normal human tendencies that lead people astray, and explore how we can harness this knowledge to design more effective products, services, or interactions.

2009-present

Bias and Sense-Making

The ability to recognize and manage for bias is increasingly a necessary skill for designers. Bias is not itself good or bad, just a side effect of being human, but when it dictates things like who gets funded, what products get made, who gets to participate, and what data feeds all these decisions, it radically reduces our ability to solve problems effectively. Because bias shows up in many forms—personal, organizational, cultural, algorithmic, even in the very words we use—and is often "hidden in plain sight," we need a range of tools and lenses to anticipate and address it. This class will explore the various ways in which bias shows up, recognize signals that indicate its presence, and practice approaches to de-bias decision-making.

2019-present

Communication in the Planning Process

This course teaches students how to use communication methods to accelerate synthesis and give tangible form to valuable information throughout the development process, first starting with communication design as a thinking tool before moving to its effective use in delivering messages effectively. Students are introduced to relevant theories of language, visual perception, visual representation and communication. Through a mix of lecture, group activities, critique and exercises, students receive hands-on experience to ensure concepts are trained into the process.

2011-2012, 2016-present

Design Rhetoric

Design is as much about communicating effectively as it is about good ideas, perhaps more so. When presenting ideas to anyone—but especially senior-level audiences—it is critical to be deliberate about what you are trying to accomplish in order to do it well. This takes planning and tools of strategic communication: first, getting real clarity on the intent of your message, and then using a combination of visual and verbal/rhetorical devices (like metaphor) to structure and deliver that message most effectively. This course will provide concrete strategies to help develop a plan for effectively communicating complex ideas that stick and advice that can help with common challenges, with many opportunities to practice them in order to develop a comfort level with this difficult but important skill.

2019-present

Metaphor and Analogy

Metaphors, analogies, similes, allegories, metonymies and other visual/verbal devices have fascinated cognitive scientists, therapists, politicians and speechwriters because they have the power to transform the way people think and act. Metaphors allow large amounts of information to be assimilated quickly, complicated ideas to be conveyed simply, alternative perspectives to be experienced viscerally and new inferences to be drawn. Facility with metaphors can help designers communicate design work more effectively to clients, teammates and even ourselves.

2017-2018

Communication Design I—Foundation

Fundamentals for conveying visual information in a way that is effective and clear. Through a deep understanding structure and context of content, students learn to apply visual elements, techniques, and principles crafting effective visual messages by applying conceptual and tool-based skills in the context of both long-form assignments and shorter “sprint” applications to help them hone their execution and judgment when developing different kinds of visual communications.

2008-2016

Semiotics

Semiotics is the study of sign systems and how meaning is created by associating things—images, letters, words, artifacts—as “signifiers” for concepts. While this seems abstract, we are surrounded by culturally created meaning everywhere: from the way a carved pumpkin expresses ‘Halloween’ instead of just being a squash with holes in it to a stop sign, whose shape, color, and overall form keeps traffic under control. These meanings are powerful and useful in part because they are culturally constructed and shared, sometimes to the extent that they feel natural and self-evident even when they are actually nothing of the sort. Our understanding of this form of meaning-construction is highly relevant to design; when we construct experiences and physical artifacts that are interpreted by audiences, the visual and cultural cues we provide can radically affect how people interpret and orient themselves to designed things or environments.

2010-2011

Invited critic and jurist

End of Year Critique

Art/Design Program at Notre Dame

Invited to provide critique to students in Notre Dame’s Art and Design program.

2018

Design Planning for Innovation

MMM Program at Kellogg, Northwestern University

Invited to provide critique to Masters students in an introductory innovation course.

2017-2018

“Behavioral Design for Innovation”

Innovation Chase competition

Intercollegiate competition focusing on real-world applications organized as part of The Chicago Innovation Chase, a program designed to mentor and spotlight STEM-oriented college students.

September 2012

Senior Review: Interior Architecture

Columbia College

Invited to provide critique to Masters students in Columbia College's Interior Architecture program.
2008

Faculty research **Behavioral Design: Activating Networks** (2019)

The tensions between an organization's desire to embrace the new and its ability to do so are often amplified when it must collaborate with other organizations to achieve its goals. While strategy-driven methods and frameworks for internal "change management" are well-known, thinking of organizations through the lens of behavioral design is less established. This work will prototype evolving methods to help organizations diagnose and tackle common organizational behavior issues that can help them operate more effectively within their business ecosystems.

Student team: Barbara Blake, Arushi Juneja

Opportunity Spaces in Financial Services, Faculty Advisor (2018)

Led a student team in the development of ten opportunity spaces to feed Fidelity Labs' innovation intake process, including a description of each opportunity space, key questions to address, a "why Fidelity" rationale, precursor examples of activity in the space, and guiding insights for further development.

Student team: Pooja Chaudary, Yuke Huang, Prachi Saxena

Organizational Behavioral Design: Signals and Situations (2018)

Behavioral design is increasingly considered a valuable lens for organizations, but solutions to date tend to focus on discrete, well-defined events like hiring and performance management. This semester-long project focused on the oft-overlooked challenge of everyday behavior, in which signals of behavioral bias tend to result from blind spots and presumptions about "what good looks like" — given that we're more likely to assume that we're rational at work, we're actually more likely to miss these hidden in plain sight signals that indicate a need for behavioral insight.

Student team: Urba Mandrekar

Brains, Behavior, and Design (2009-2010)

The Brains, Behavior and Design toolkit drew from academic research in behavioral economics and cognitive psychology to help designers and business leaders understand and influence consumer decisions, fed by the belief that better products, services and outcomes result from a richer understanding of people. The toolkit was designed to be both informative and actionable, helping designers integrate the research in human behavior and decision making into practice.

Student team: Miguel Cervantes, Ann Hintzman, Jerad Lavey, Jennifer Lee, Nikki Pfarr, Van Vuong

Leadership and committees **University Faculty Committee** — Illinois Institute of Technology

2019-current

AI Committee — Illinois Institute of Technology

Interdisciplinary IIT faculty from Computer Science, Design, Law, and Business to explore implications and applications of AI within diverse areas as well as organize programming to bring in external views.

2019-current

Conference Committee — Design Intersections: Design + Networks + Activation

Provided perspective on framing and structure learned from 2018 Design Intersections event to help ensure topics and coverage that attract our desired audience and sponsors.

2019

Executive Conference Chair — Design Intersections: Design + Data + Behavior

Curated panel discussions and break-outs in industry verticals and a second day of workshops across Leadership, Prototyping, and Systems Design for professionals and academics across fields of design, data science, behavioral insights, and relevant verticals such as health care and financial services.

2018

Design Lead — “Nudgeapalooza” Conference Committee

Provided behavioral design and innovation expertise to the conception and curation of Deloitte’s second annual “Nudgeapalooza” convening, which featured leading behavioral specialists and Deloitte senior leaders across healthcare, financial services, and federal practices.

2017

Founding Member — Deloitte Behavioral Insights Group Senior Leadership Team

Met quarterly with senior cross-functional Deloitte behavioral insights colleagues to identify and share client opportunities for behavioral design, as well as emerging IP and practices.

2016-2017

Design Capability Lead — Doblin | Deloitte

Led the Design capability function at Doblin, which included setting the direction of design within Doblin with other senior leadership, facilitating monthly meetings with the design staff, building community for both senior strategic designers and early-career communication designers, and identifying opportunities for skill development.

2013-2016

Innovation Lead, Leadership Team — HIVE Chicago

Worked with other members of the HIVE leadership team, including senior leaders from the Chicago Public Library and the MacArthur Foundation, and contributed behavioral and design expertise in order to set the strategic direction for the initial launch of the Chicago Learning Network (later HIVE Chicago), which brought together ~24 local-area learning organizations outside of CPS to connect STEAM programming across the city for Chicago’s youth.

2010-2012

Communication Chair — 7th Emotion and Design Conference

Designed and developed communication materials for the 7th Design & Emotion Conference, co-hosted by ID and the Design and Emotion Society (DES).

2010

Grants and affiliations

Partner — Institute for Healthcare Delivery Design, UIC

Collaborating on human-centered healthcare design projects in association with the Institute for Healthcare Delivery Design, with a specific focus on bringing behavioral insight to interactions and environments across patients, clinicians, and other stakeholders.

2019-current

Digital Youth Network’s Affinity Learning Model — The Bill and Melinda Gates Foundation

Invited to collaborate as an innovation and behavioral design subcontract partner on 2.5-year, \$2.6 MM grant to stand up a Chicago-based, national demonstration of a 24/7 learning ecology through the design, implementation, and documentation of an Affinity Learning Model conceptual framework; a delivery mechanism in the form of a social learning network platform and badge system; and a digital writing curriculum.

2010-2012