

The background is a solid green color. It is decorated with various white geometric shapes and lines. These include straight lines of different lengths and orientations, some forming zig-zags or chevrons. There are also curved lines, including a large arc in the upper right and a smaller one in the lower right. A prominent 'X' shape is formed by two intersecting lines in the upper right quadrant. Other shapes include a circle in the top right, a circle in the bottom left, and several right-angled turns or 'L' shapes scattered throughout.

A N T I

F R A G I L E

D E S I G N

MacTech

HELLO ~~WORLD~~



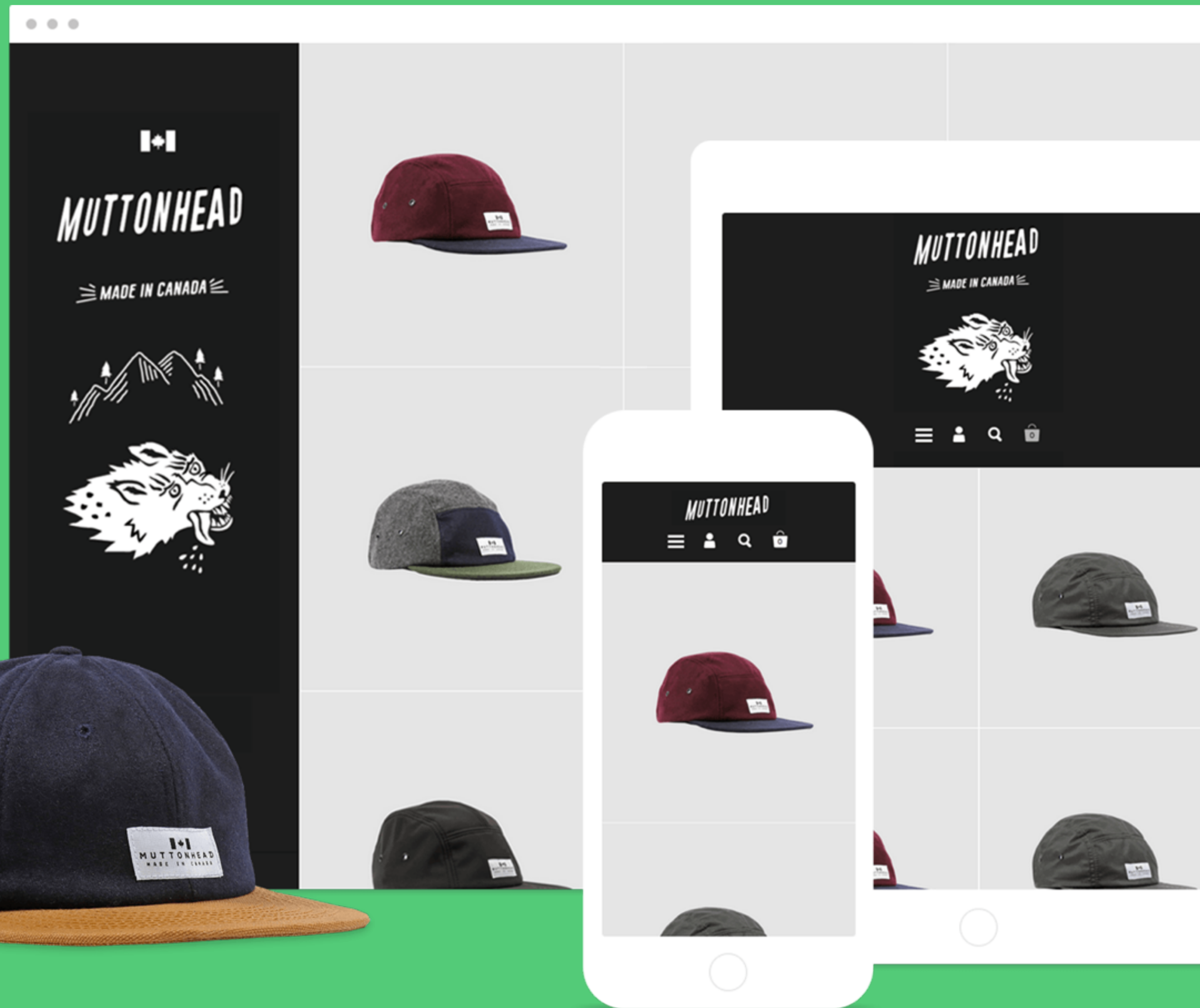
I'm a Product Designer





What my **friends** think I do



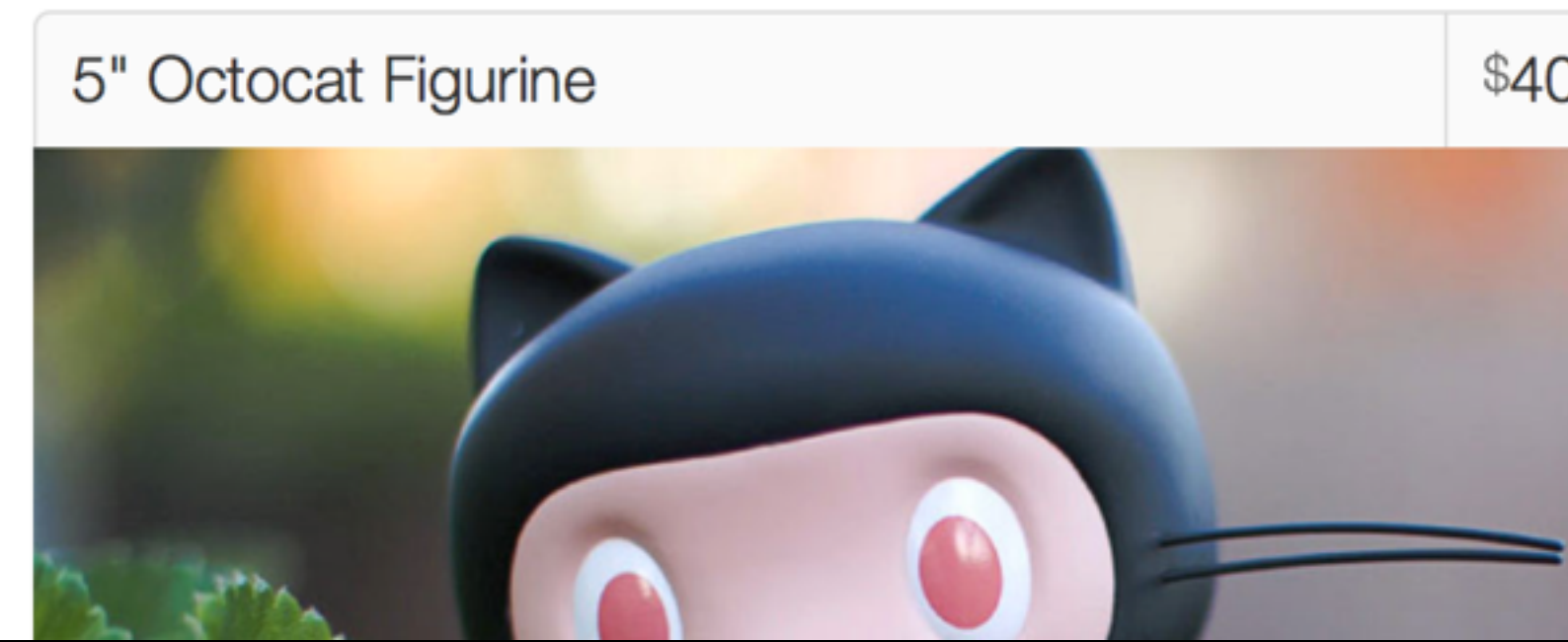
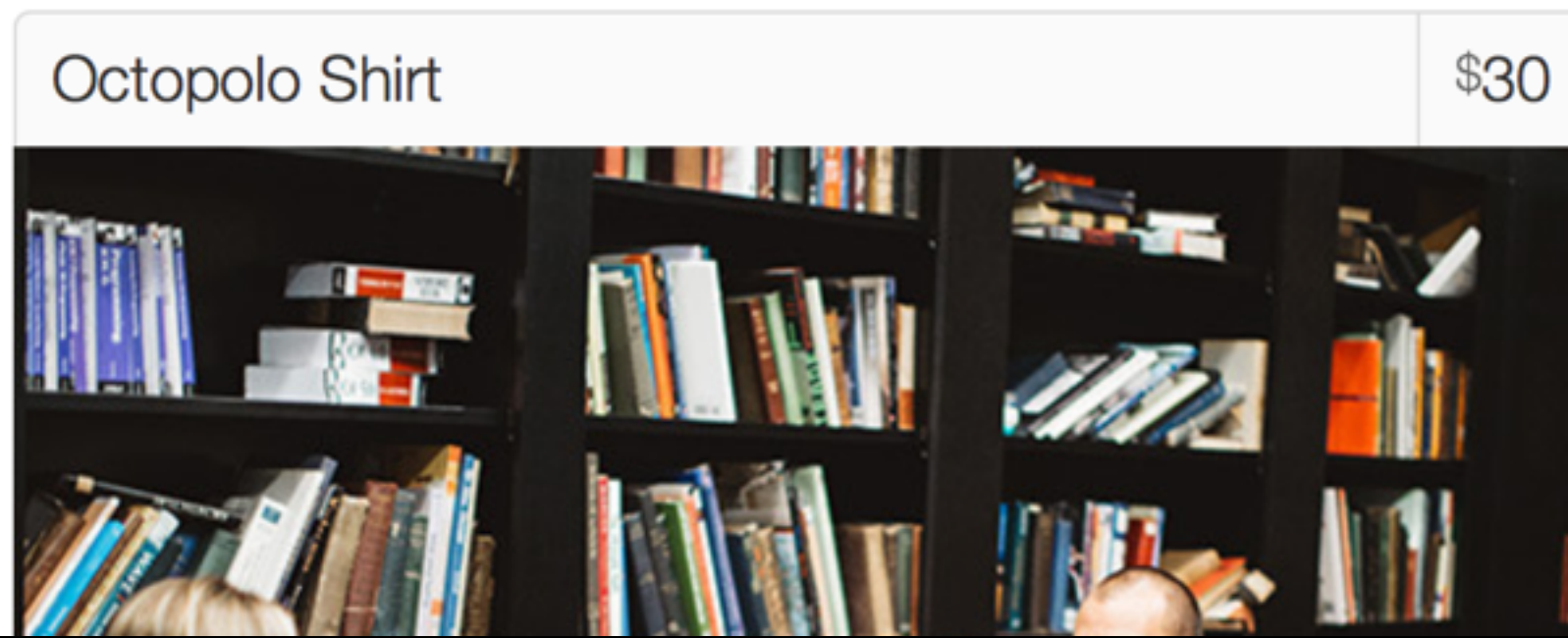


A green flag with white text is flying over a mountain landscape. The text on the flag reads "Make Commerce Better For Everyone". The word "Better" is significantly larger and more stylized than the other words. The background shows a range of mountains under a clear sky.

Make
Commerce
Better
For Everyone

Serious business deserves
a serious business shirt

Introducing the Octopolo



Home

Apparel & Accessories

Design Collection

Model S

Roadster

Search Store

TESLA DESIGN COLLECTION



MODEL S CHARGING ACCESSORIES

SHOP NOW





Studio Neat

FREE SHIPPING ON U.S. ORDERS OVER \$50.

[Products](#)

[About Us](#)

[Blog](#)

[Cart \(0\)](#)

A home for your remote.

APPLE TV REMOTE STAND



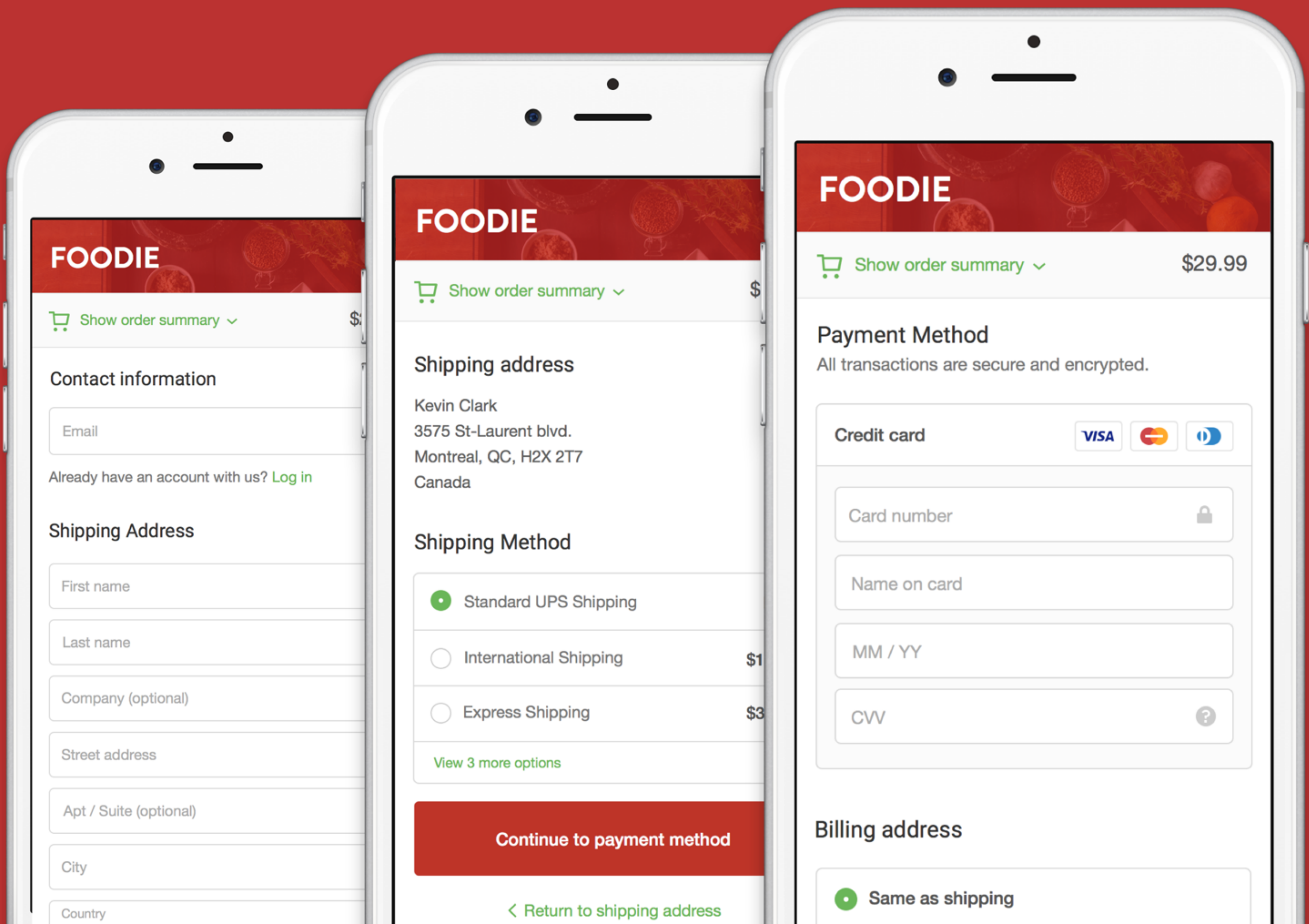
WHAT WE MAKE



GAME DAY READY WITH TEES

[SHOP TEES](#)

NEW ARRIVALS



FOODIE

 [Show order summary](#) ▾

Contact information

Email

Already have an account with us? [Log in](#)

Shipping Address

First name

Last name

Company (optional)

Street address

Apt / Suite (optional)

City

Country

FOODIE

 [Show order summary](#) ▾

Shipping address

Kevin Clark
3575 St-Laurent blvd.
Montreal, QC, H2X 2T7
Canada

Shipping Method

☒ Standard UPS Shipping

☐ International Shipping \$1

☐ Express Shipping \$3

[View 3 more options](#)

[Continue to payment method](#)

[Return to shipping address](#)

FOODIE

 [Show order summary](#) ▾

\$29.99

Payment Method


All transactions are secure and encrypted.

Credit card

VISA





Card number 

Name on card

MM / YY

CVV 

Billing address

☒ Same as shipping

A collection of various geometric shapes, including lines, angles, and curves, rendered in a light green color against a dark green background, located in the top left corner of the slide.

Designing at scale

CHALLENGE N°1

Every user is different

So who do we design for?

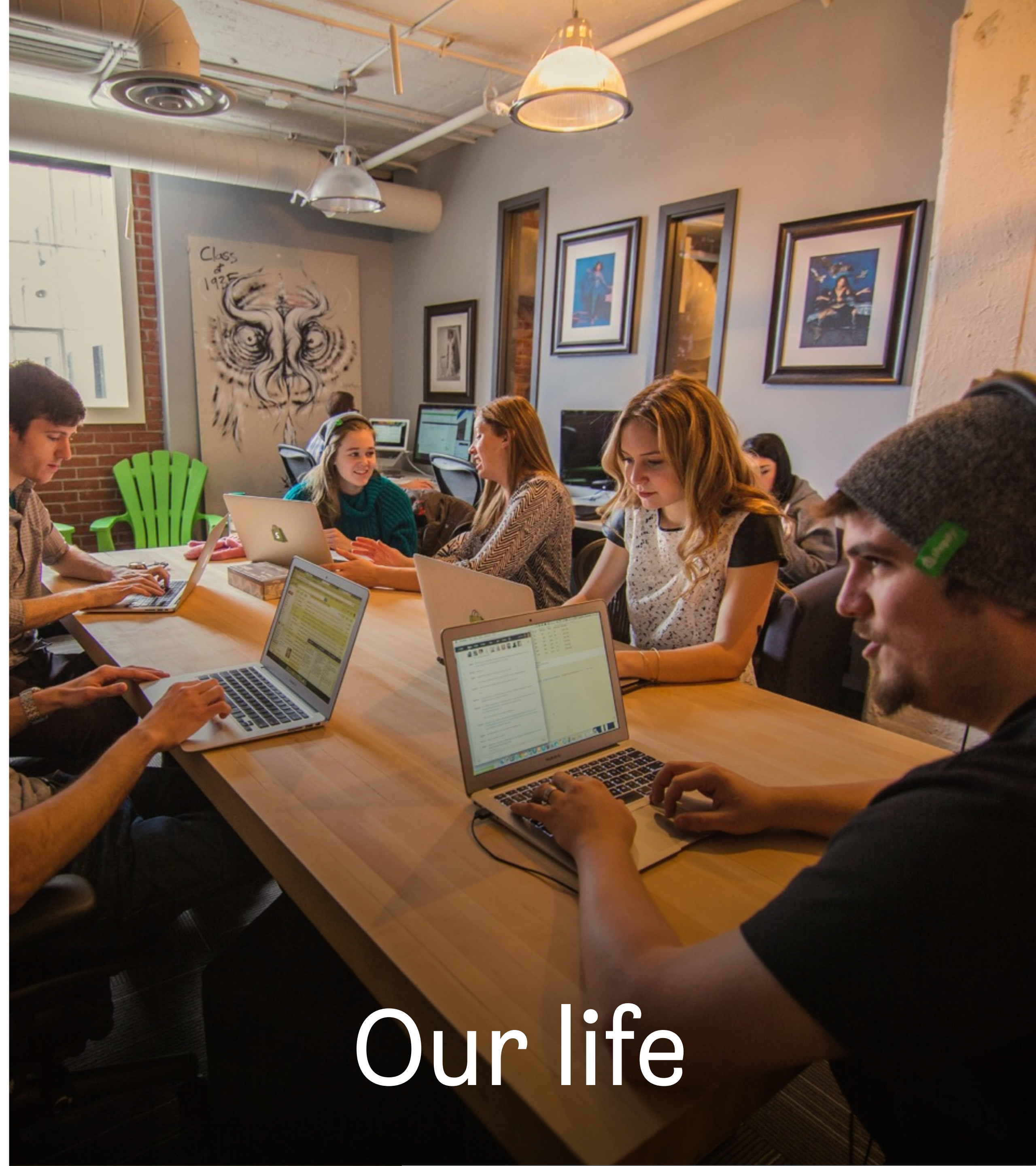




Ourselves?



Their life



Our life

We can't design solutions for
problems we don't understand






Good design isn't magic




How do you understand a
huge number of people?



User research

do nothing
about a
broken part.


ask for
refund


a product.
(digital).

receive a
feedback
survey or email.

product doesn't
fit, ask for
\$ size.
Exchange policy.

care instructions

?

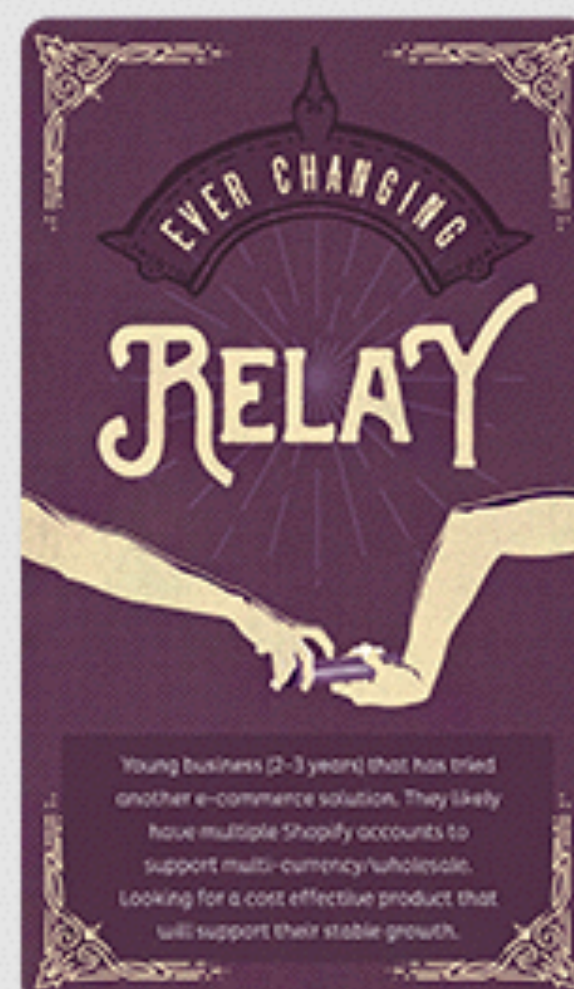
loo

emo

“User research brings clarity. There’s something that becomes real when you put your work in the hands of people and see how they use it.”

— Alistair Lane





Data analysis



<https://medium.com/design-x-data/are-you-a-good-driver-how-designers-use-data-to-get-to-the-truth-3c534fcaf9d2>

“Behavioural data shows us what people really do, and how it differs from what they say.”

— Matt Cooper–Wright, IDEO





IDEO

DESIGN X DATA

Stories from IDEO designers about the intersection of data and human-centered design.

LATEST



Your Next Hidden Opportunity

Finding the Human Angle in Metadata



Justin Massa
Oct 19

Empathy



Identify mindsets and contexts

- What is going through someone's head when they are trying to achieve X?
- What are people likely to be feeling when they want Y?
- In what context is someone going to be doing Z?

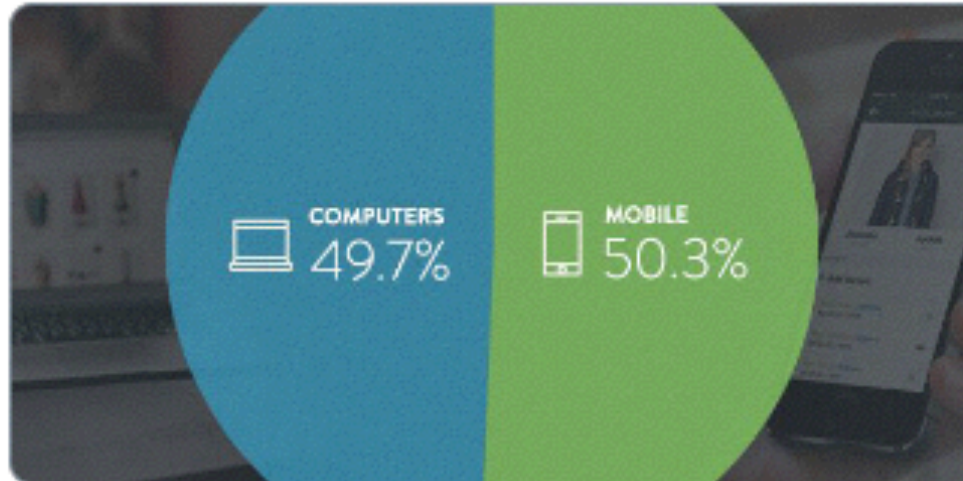


Users also use different devices



Shopify ✓
@Shopify

Mobile Now Accounts for 50.3% of All Ecommerce
Traffic » bit.ly/1zyqpE0



Mobile Now Accounts for 50.3% of All Ecomm...
Last week represented the first time in history...
shopify.com

8/26/14, 10:18 AM

“The best interface is the
one within reach”

— Cameron Moll








iPad

6:21 AM

99%




Kevin Clark

@vernalkick

Once you have good fonts installed, working in Keynote on the iPad is pretty great.


Nice Web Type Retweeted



Ampersand Conference

@ampersandconf

Not much time left to grab a ticket to see @markodugonjic talk about the Next Steps for Web Typography at



Ampersand


Ampersand 2015, 13 November

Get your fix of typography on the we...

2015.ampersandconf.com

3

1



Daniel Howells

@howells

Interesting that Sky have ended partnership with Rapha. Wonder what went down there...

Team Sky

@TeamSky

2016 will be the last year of our successful partnership with @Rapha. We're ending on a high with our 2016 team jersey, coming soon!

think

Think with Google

@ThinkwithGoogle

Consumers use their devices to take action. Download our

Home

Notifications


Messages

Me

Bell

6:22 AM

95%




Kevin Clark

@vernalkick

Once you have good fonts installed, working in Keynote on the iPad is pretty great.


Nice Web Type Retweeted



Ampersand Conference

@ampersandconf

Not much time left to grab a ticket to see @markodugonjic talk about the Next Steps for Web Typography at



Ampersand

FRIDAY 13TH NOVEMBER, 2015

AN INSPIRING ONE-DAY EVENT FOR WEB DESIGNERS AND TYPE ENTHUSIASTS


Ampersand 2015, 13 November

Get your fix of typography on the web in...

2015.ampersandconf.com

3

1



Daniel Howells

@howells

Interesting that Sky have ended partnership with Rapha. Wonder what went down there...

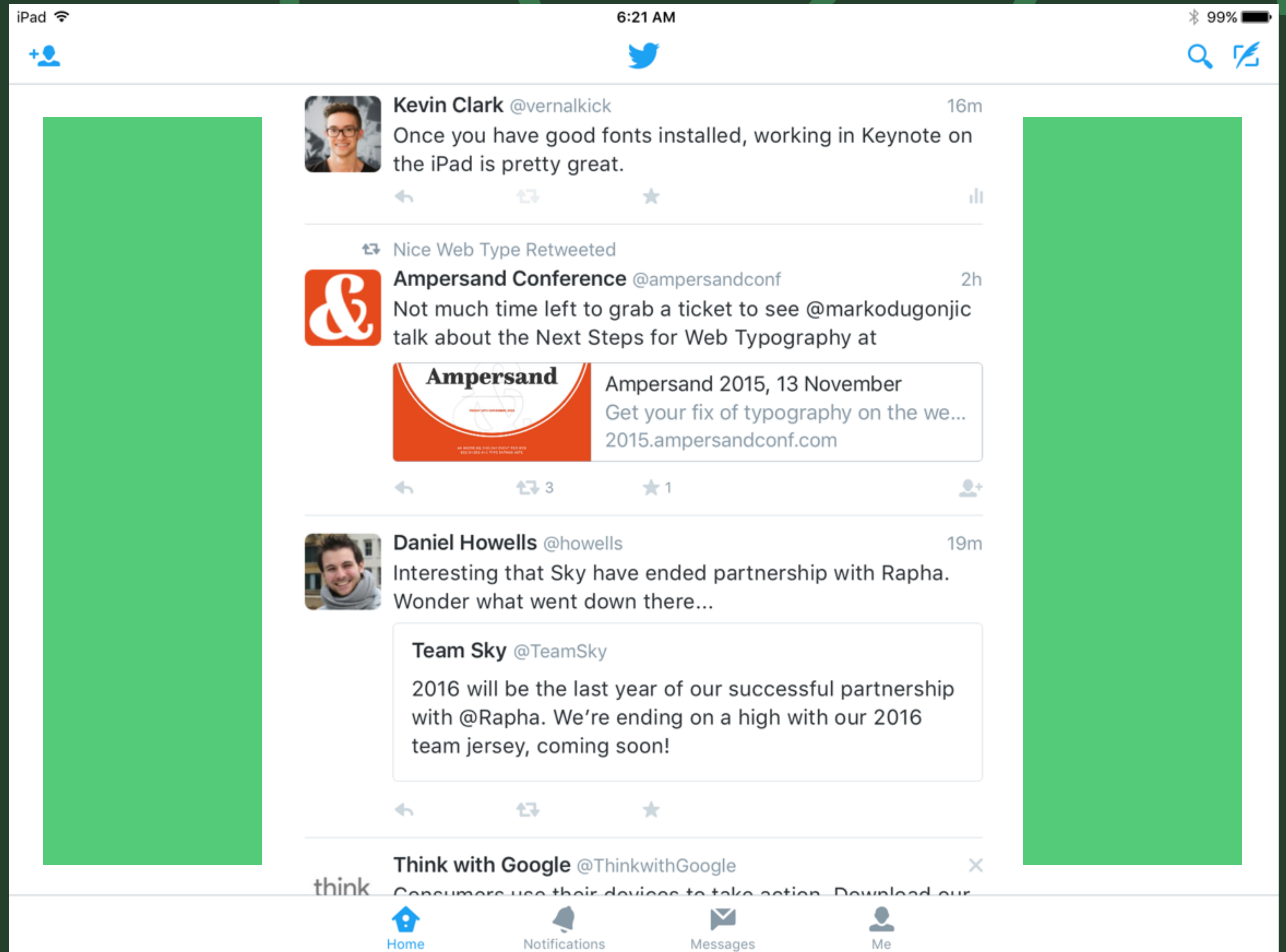
Home

Notifications

Messages

Me

So much
wasted space





Kristen Bell @kristenbell
check this out: [advocate.com/first_look/](#)

12h



Ellen DeGeneres @thedegeneres
Today is Random Acts of Kindness Day! I told my stylist she had gorgeous elbow. That was kind. And random.

12h



SPIN Media @spinmagazine
Bennifer's rumored Chris Brown collab is a career killer, but not for the reason you might be thinking... [is polyhed](#)

12h



Glimmer Guide @glimmerguide
@polyvore Polyvore Live Fashion Show featuring our editor @cheatdick @lyndal @polyvorelive
via @eventbrite by @polyvorelive

12h



SPIN Media @spinmagazine
@Pussycat give late night TV shows their money's worth. Last night's @pussycat performance was no exception. [is polyhed](#)

12h



Krystle Lohmann @krystlelo
I'm at Starbucks (295 California St., Battery St., San Francisco) for @comcast's

12h



SPIN Media @spinmagazine
Dueling grand pianos! @bushy's @bushy & @CareyMusical video from an intimate studio session! Yes, please. [is polyhed](#)

12h



SPIN Media @spinmagazine
Courtney Love is caught up in second twitter lawsuit, she also denies committing cat-calls... [is polyhed](#)

12h



SPIN Media @spinmagazine
P.S. Our exclusive premiere of Skream's Rude remix is downloadable at a \$5-friendly \$20 shop! Grab it here: [is polyhed](#)

17:43





@



4

41



5m



18r



● 16

10



● 10

10



on 10

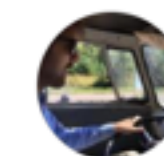
on to

sta...



24

20



● 26

30



26

30

Let's forget about the idea of pages or views. We need to design components that are part of a larger system.



你好 世界





United States

BROCCOLI



Japan

GREEN PEPPERS



Minnesota

HOCKEY



UK

SOCCER



Different languages mean
different cultures too

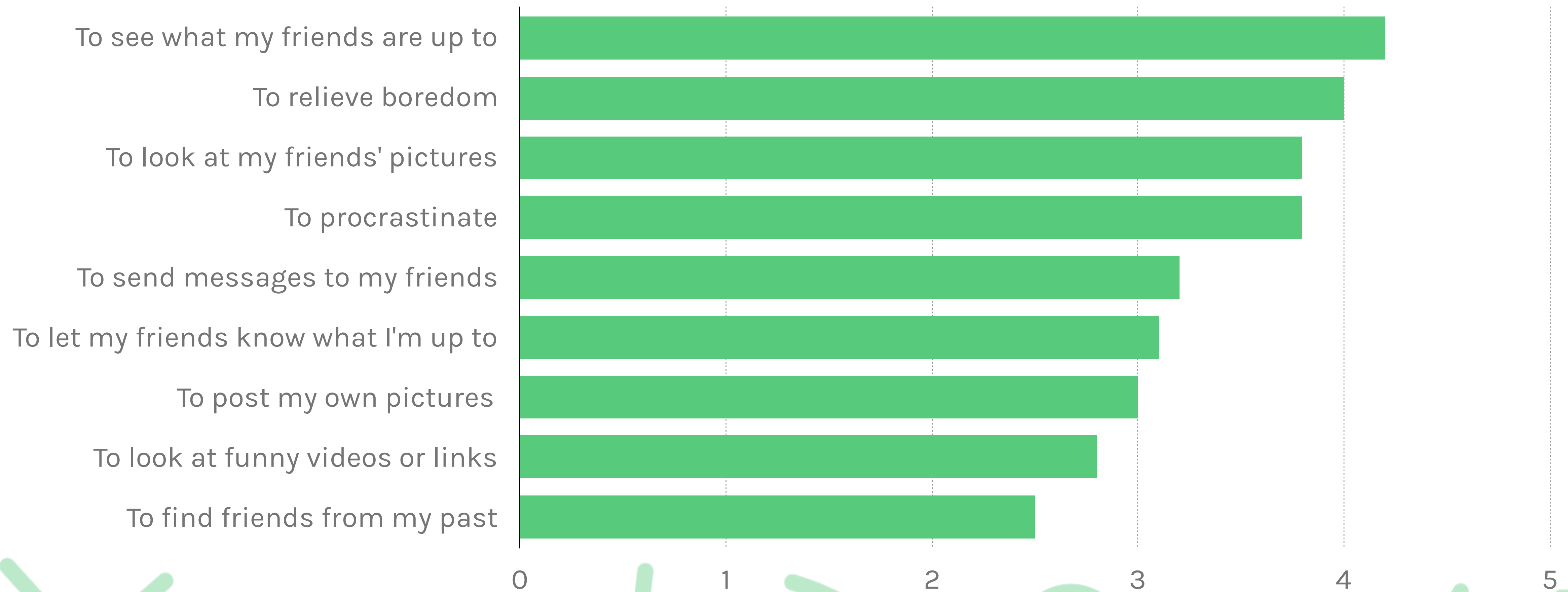


CHALLENGE N° 2

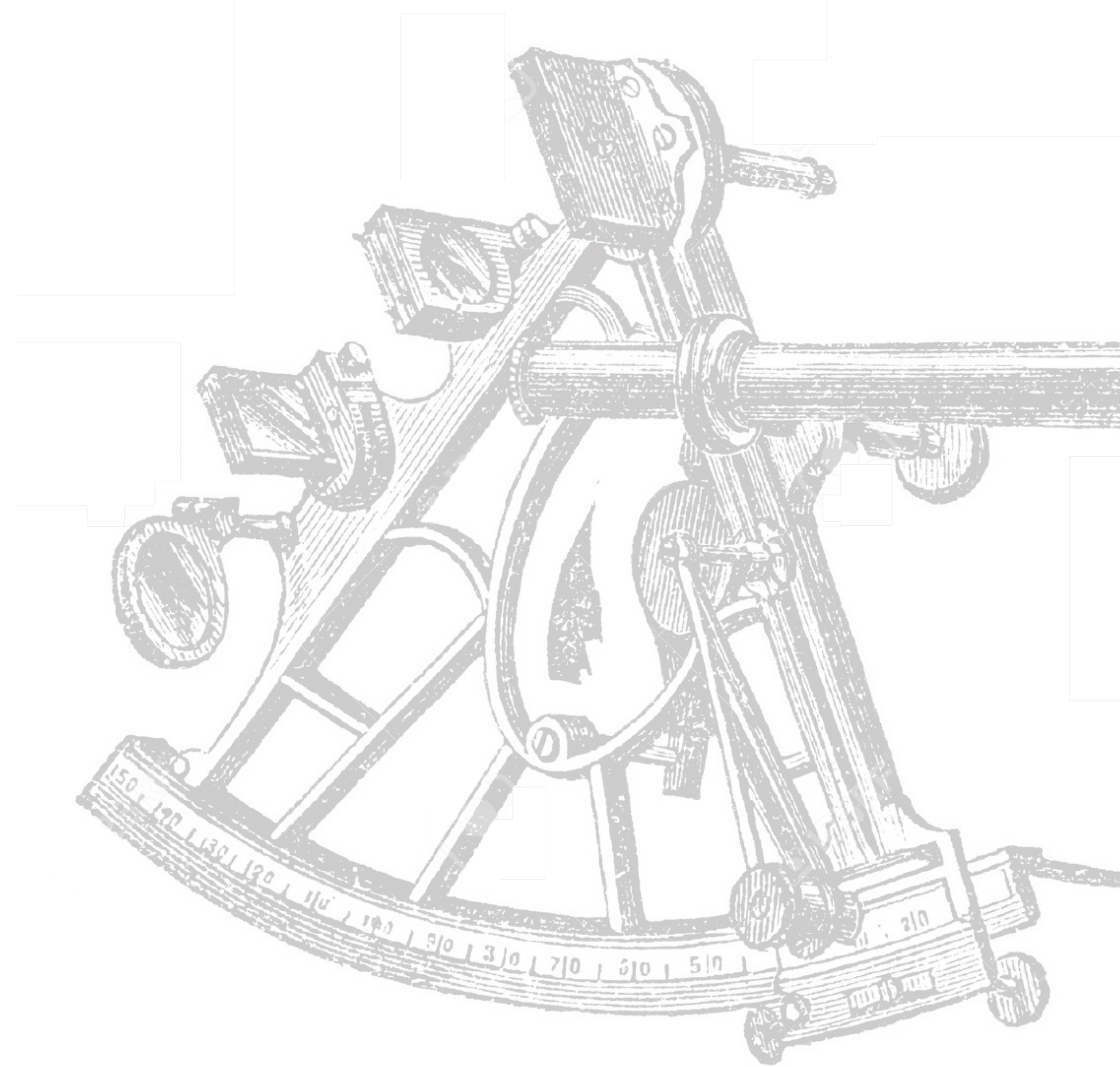
Everyone has
different needs




Why do you use Facebook?



We should design
systems that can
evolve and adapt to
user's needs



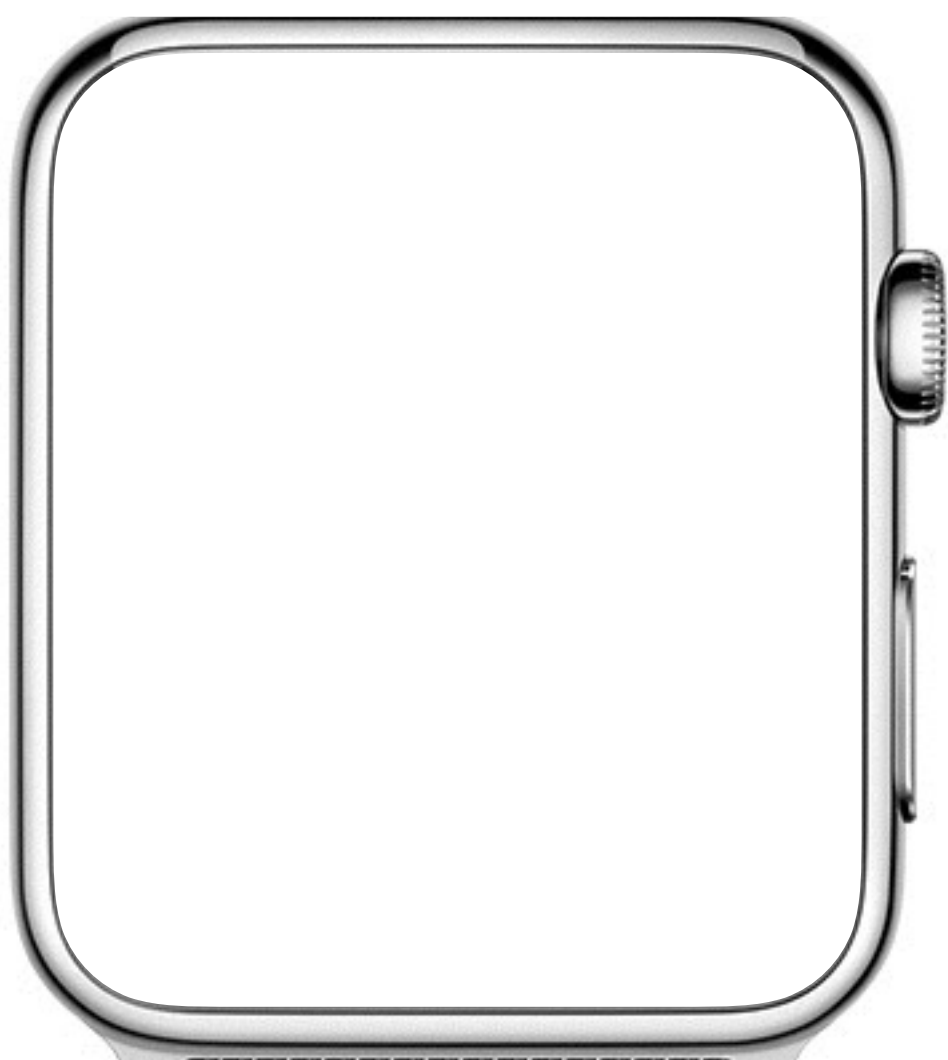
Abstract geometric shapes in the top left corner, including lines, angles, and a circle, rendered in a light gray color.

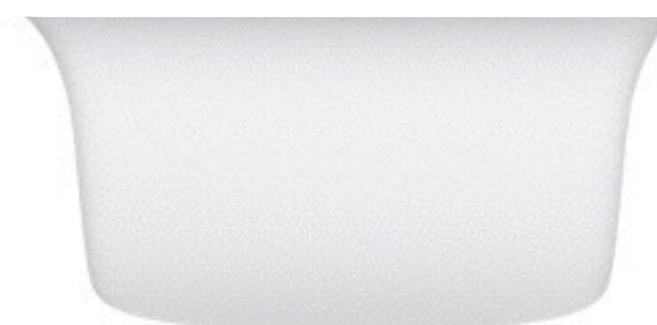
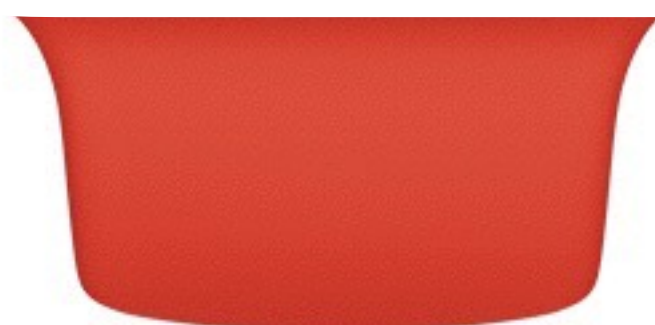
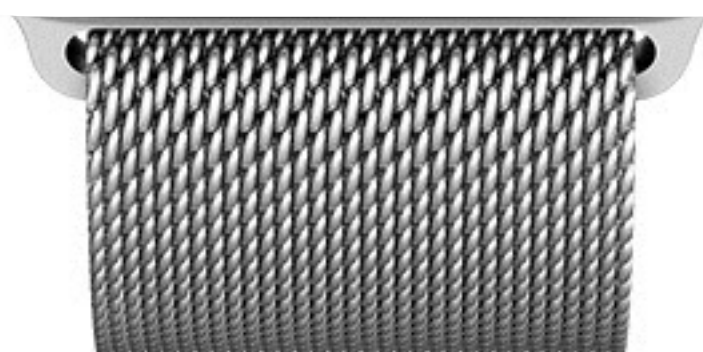
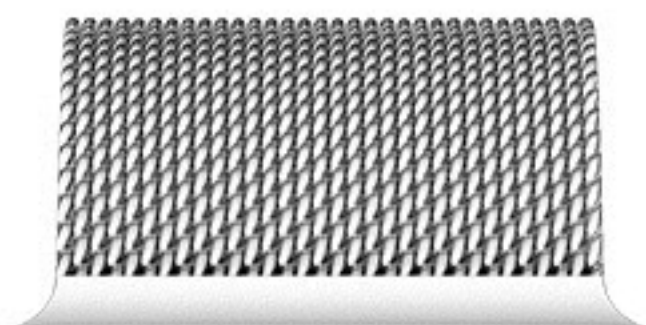
“ A design system is a definition of the architecture, content, visual and templates to produce [...] a consistent and effective product experience. ”

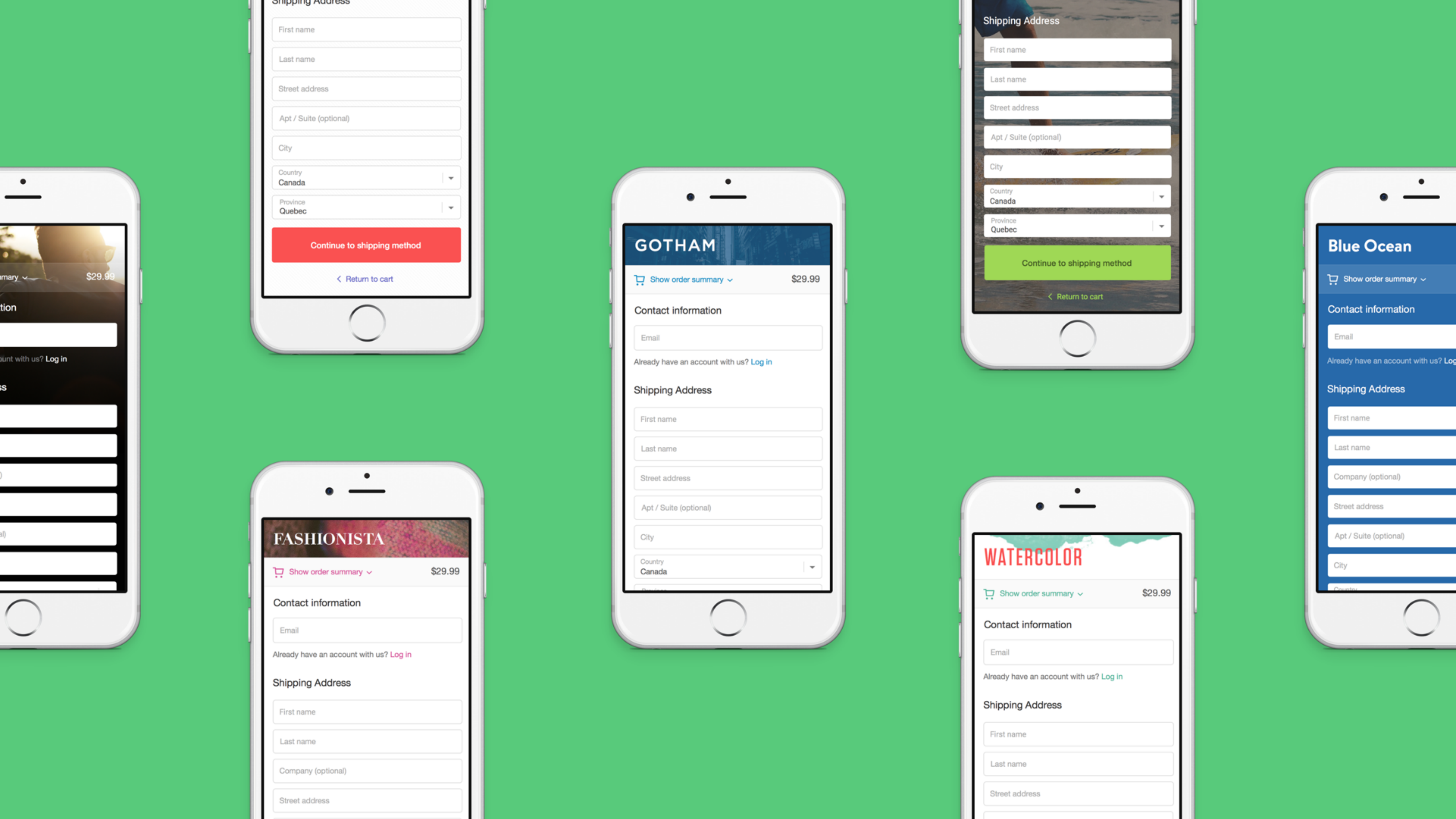
— Nathan Curtis











“Make what most people
want **easy**, make everything
else **possible**.”

— Tobias Lutke



CHALLENGE N° 3

Designing at scale also
means you have a lot
of constraints



Deadlines

Budget

Stakeholders

Existing customers

Technical debt

Legacy support



Songs

- Have to rhyme
- Have to be under 5 mins in length
- Have a specific structure





100 Days of Fonts

BY DO-HEE KIM

EST COAST THING? I TELL
'S JUST A PHASE I'M GOING
THAT I'LL SURELY FIND MY
K EAST AND FEEL LIKE I'M
T MAN, IS THE SUSHI GOOD
HERE...

California

SET IN SACRAMENTO AND MONTSERRAT

A
CERTAIN
DARKNESS
IS NEEDED
TO SEE
THE
STARS

C L
S E R
WORKING
ON
GROWING

Time for a
Staycation

Giving myself permission to sleep in, eat in bed, nap, and be as
as I want this weekend. The next best thing to a piña colada on

55

walk
each
home

98

treat
your
self

BUTTER IS
YOUR BEST
FRIEND

CHOOSE
BUTTER OVER
BROS

WHEN IN
DOUBT,
ADD BUTTER

84

CHEERS!

TO THE 4-DAY WORK WEEK

SET IN SIX CAPS AND MONTSERRAT

81

MILLENNIAL 1: Hey, you!
Whatcha been up to these
days?

MILLENNIAL 2: Oh, you know,
not much. Just trying to
figure out what I want to
do with my life.

MILLENNIAL 1: Hm... that's a
tough one... But should I
get bangs?

Dialogue Monologue from my
imaginary documentary:
Quarter Life Crises.

83

LOVE
=

92

With freedom, books,
flowers, and the
moon, who could not
be happy?

96

In 5 years,
I want to be:

Taking time this weekend to think more about
who I want to be and what I want to be doing 5
years down the road.

It's so tempting for me to believe that there
will be a more "appropriate" time in the future

89

Peeno Noir

CAVIAR, MYANMAR,
MID-SIZED CAR

YOU DON'T HAVE TO BE



1959

Henry Kremer offered £50,000
to the first person to achieve
human-powered flight

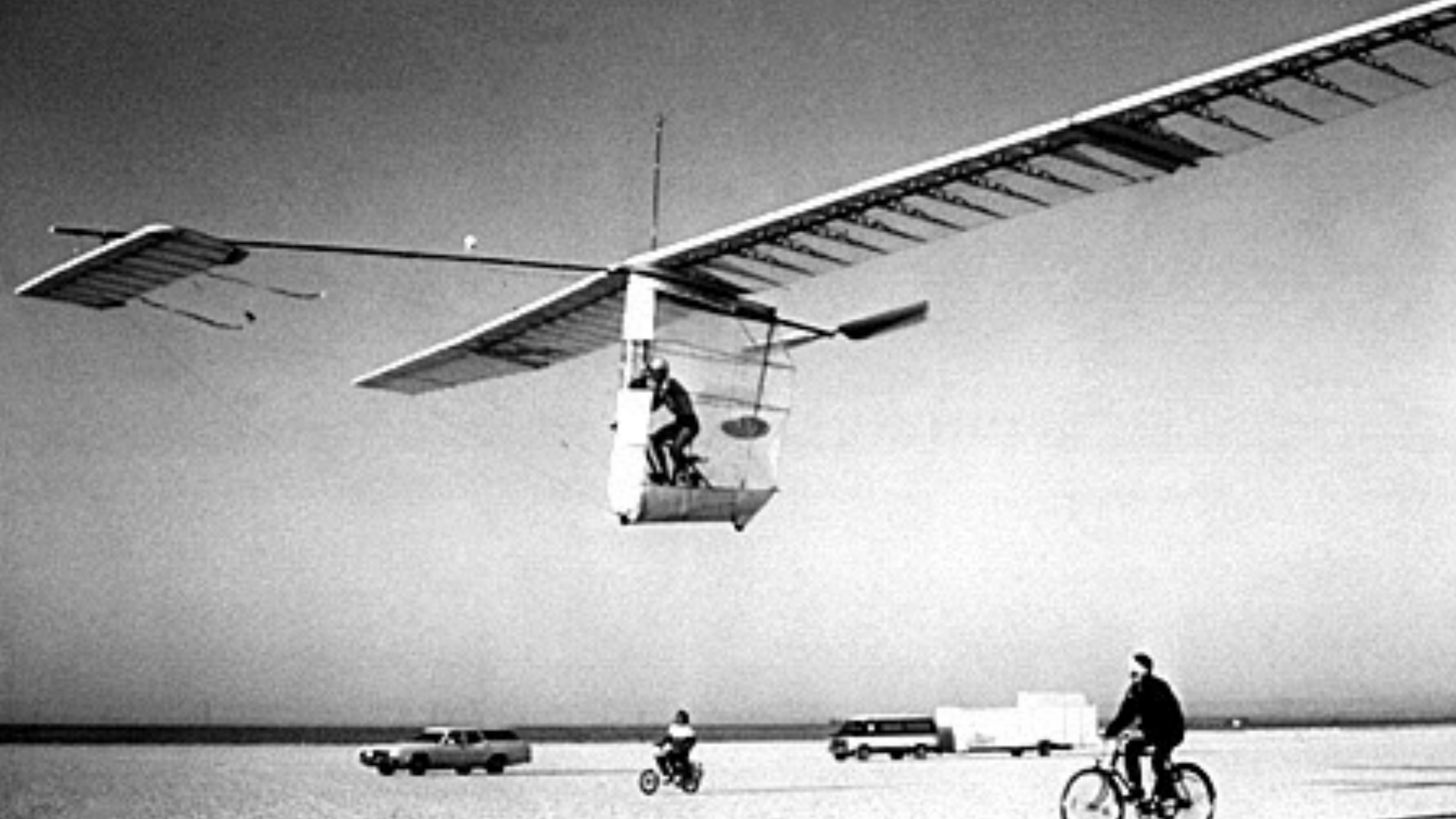




1977

“The problem is that we
don’t understand the
problem”

— Paul MacCready



Constraints give our
problems shape



Wallace Idaho

3/9-'09

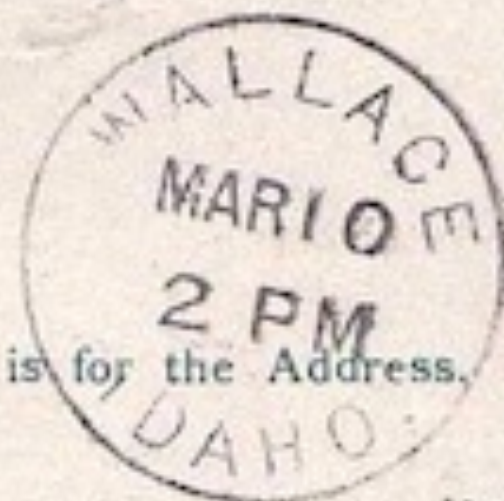
POST CARD

This space for writing

This is the
street the store
is on: do you
think you would
like the place?
Liddy.

General Del.

This side is for the Address.



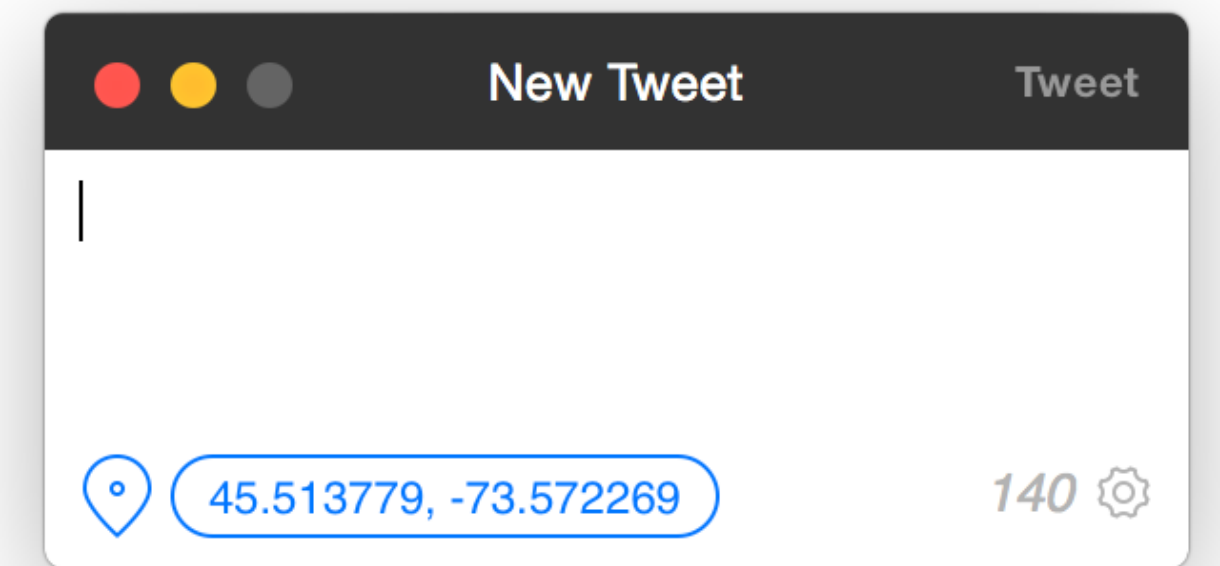
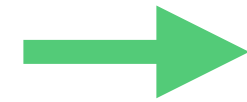
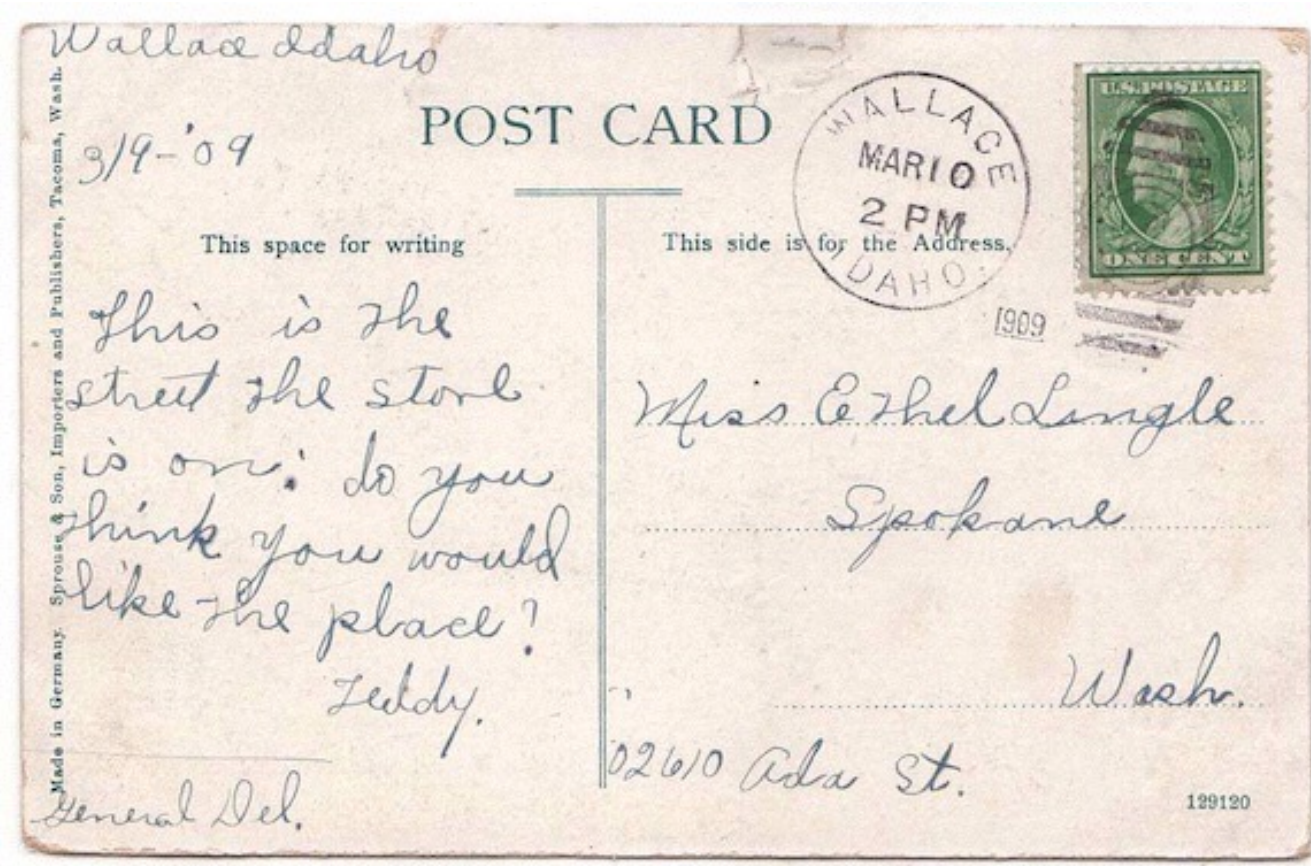
Miss Ethel Lingle

Spokane

Wash.

02610 Ada St.

129120



So what is Antifragile Design?



Fragile

If you hit something it might break



Resilient

If you hit something it will stay the same



Antifragile

If you hit something it will become stronger



LESSON N°1

Embrace uncertainty





LESSON N° 2

Be vulnerable



LESSON N° 3

Use constraints to your advantage





One more thing...



The whole team needs to
care about design



ORDER STATUS CARD

1.0

My Package

Dates?

distinction
current steps and between
steps?

Purchased

Shipped

Nashville, Tennessee
Updated 2 hours ago

Your order has shipped
Your carrier tracking number will be updated in online Order Status and carrier's website within 24 hours.

Estimated delivery date

Tracking Number

May 24th, 2018

Which one is my package,
which one is home?

right icons?

How do I
get more
info about steps?

is the map
recommended on
mobile?

Friday, May 10th 2018

Nashville, Tennessee

A collection of various geometric shapes including lines, angles, and curves in a light green color, located in the top left corner of the slide.

Everyone can be a designer

Think you're not creative?
Science says you're wrong



Research indicates that creativity
and having novel ideas relies upon
**practice and exposing yourself to
new information.**

Creative You, David B. Goldstein & Otto Kroeger



“Learning to design is
learning to see.”

— iA







Tom Creighton
@tomcreighton



Following

Design: 10% doing things, 90% staring into space thinking about how to do things better.

RETWEETS

6

LIKES

14



1:37 PM - 4 Nov 2015



THANK YOU

@vernalkick

