Design Thinking at McClatchy

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Design-thinking process

Empathy  Define  Ideate  Prototype  Test
300
McClatchy employees trained since 2015
Our Programs

**SPARK SERIES**

➔ Design-thinking-in-a-box.
➔ 1.5 days for rising McClatchy leaders.

**WORKSHOPS**

➔ Market or division sponsored.
➔ Variable length.
➔ Non-profit and paid versions.

**INNOVATION ACADEMY**

➔ Quarterly challenge.
➔ 4 days, followed by an 8-week distance program.
McClatchy Innovation’s Mission

- **Train** McClatchy employees in design thinking.
- **Identify** and implement new ideas with measurable impact.
- **Share** information about innovation and design-thinking internally and externally.
- **Jumpstart** innovative projects and processes across the company.
What makes design thinking successful at McClatchy?
Leadership buy-in.

CEO and senior leadership investment and input.
Strategic alignment.

Connecting experiments to existing business priorities and strategies.
“If the old model is broken, what will work in its place?” The answer is: Nothing will work, but everything might. Now is the time for experiments, lots and lots of experiments.”

- Clay Shirky
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Expectation setting.

Clear expectations and goals for program participants and leadership.
Participant feedback.

Measuring participant feedback for each training — including a “net promoter score.”
Thoughtful metrics.

Measuring desirability, feasibility and viability for each experiment.
Start with people, start with empathy
Quantitative & qualitative.

Combining market data and STEEP trends with design-thinking research.
“Carefully observe what people seem to be trying to achieve for themselves, and then to ask them about it.”
-The Innovator’s Solution, Clayton M. Christensen
Reducing risk.

Using design-thinking experiments to de-risk ideas in small increments.
Hear What Matters.

Audio news prototype developed during McClatchy Innovation Academy.
What Users Said:

“I liked hearing the voices of the reporters that I read frequently. It humanizes the reporting process.”
Morning Buzz Launch.

Daily, local podcast in seven McClatchy markets.
Elevating rising stars.

Design-thinking training helps McClatchy identify and support rising leaders.
Embracing diversity.

Seeking people with diverse professional and personal backgrounds to tackle challenges.
Strategic failure.

Embracing early failure as a learning opportunity and cost-saving strategy.
Test your assumptions early

Cost of an error

Prototype to learn HERE!

Too late

Project Timeline

Launch
Pace and cadence.

Encouraging teams to adopt agile methodology, with quick turnarounds and decision points.
Robust communication.

McClatchyinnovation.com, Facebook group and newsletter.
Dedicated budget.

Set aside budget for experiments, focused on end user testing and low-resolution prototyping.
Looking forward.

Why does design thinking make sense for journalism today?

1. Design thinking is a **flexible** process that is built for **quickly changing** conditions.
2. Design thinking helps us build for the **future**, not react to the **past**.
3. Design thinking helps us create for our “**users**,” not **ourselves**.
4. Design thinking is centered in **listening** and **empathy** — crucial for building **trust**.
5. Design thinking gives journalists, business strategists, engineers and designers a common **framework** to work together.
Thank You