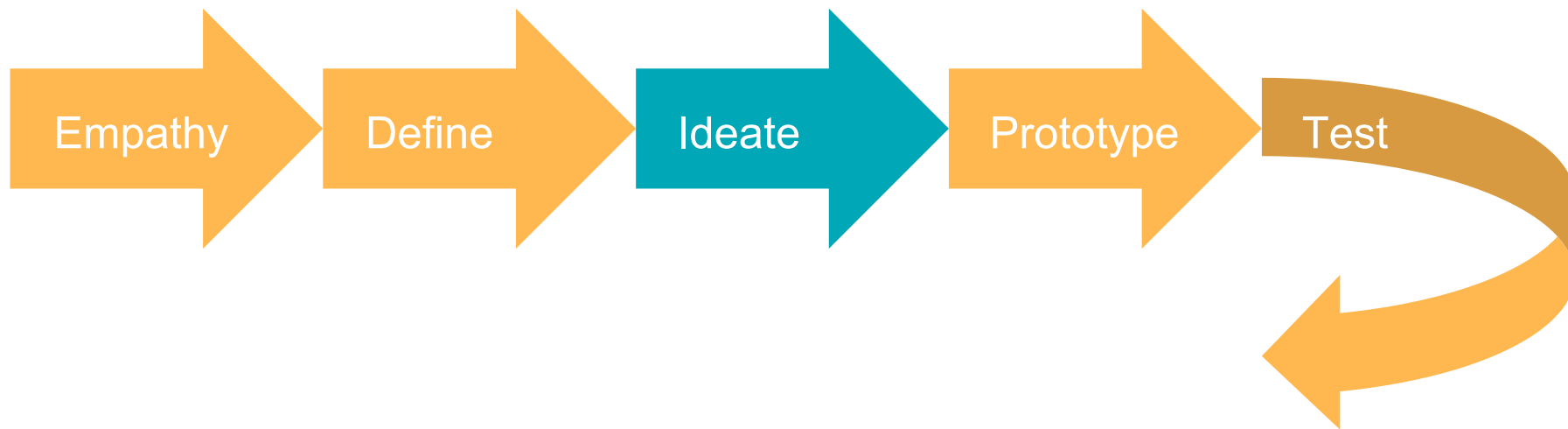


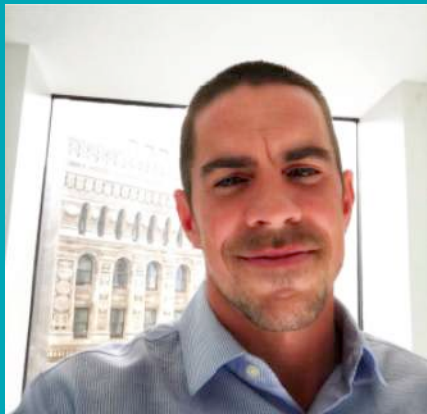
Design Thinking at McClatchy

Jeremy Gockel, WAN-IFRA



Design-thinking process





Jeremy Gockel



Abby Reimer



De'Osha
Burkhalter



Javi Cuiriz



Chelsea Brown



300

McClatchy employees trained since 2015

McCLATCHY

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?



A hand is shown writing on a white sticky note on a whiteboard. The whiteboard is covered with various other sticky notes in different colors (yellow, blue, pink) and contains handwritten notes and diagrams. The background is slightly blurred, focusing attention on the hand and the text being written.

1

Leadership buy-in.

**CEO and senior leadership
investment and input.**



2

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.”

— Steve Jobs



3

Expectation setting.

Clear **expectations** and **goals** for program **participants** and **leadership**.



4

Participant feedback.

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

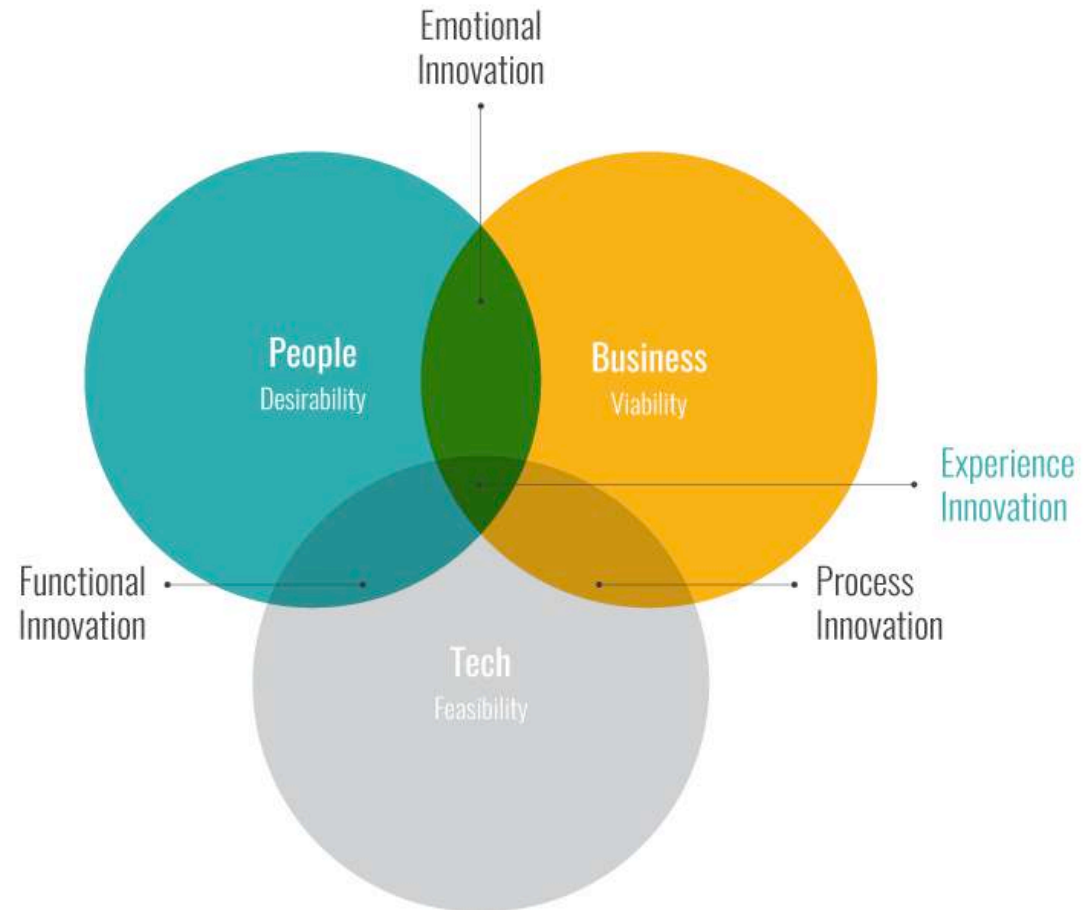
5

Thoughtful metrics.

Measuring desirability, feasibility and viability for each experiment.

Our team: Empowering Readers
Our mantra: Reading out w/ empathy to build new relationships
Our project: Find ways to connect news staff w/ community members to build trust and collaboration
Critical because: Need bigger/loyal audience to find our products essential to their lives
Sponsors: Berg/Fornia/Couch
Team includes: Reporters/Eds/Readership team
Challenge: Why do some comm members not trust or view us as
Interviewing: Various demographics in communities where readership is low/coverage is poor but has oppy for compelling journalism
Overcoming: Resistance in some comm who see us on side of "power" vs "little guy"
Time: Shows/wh - 6 wks
Investment: \$2K

Start with
people, start
with empathy

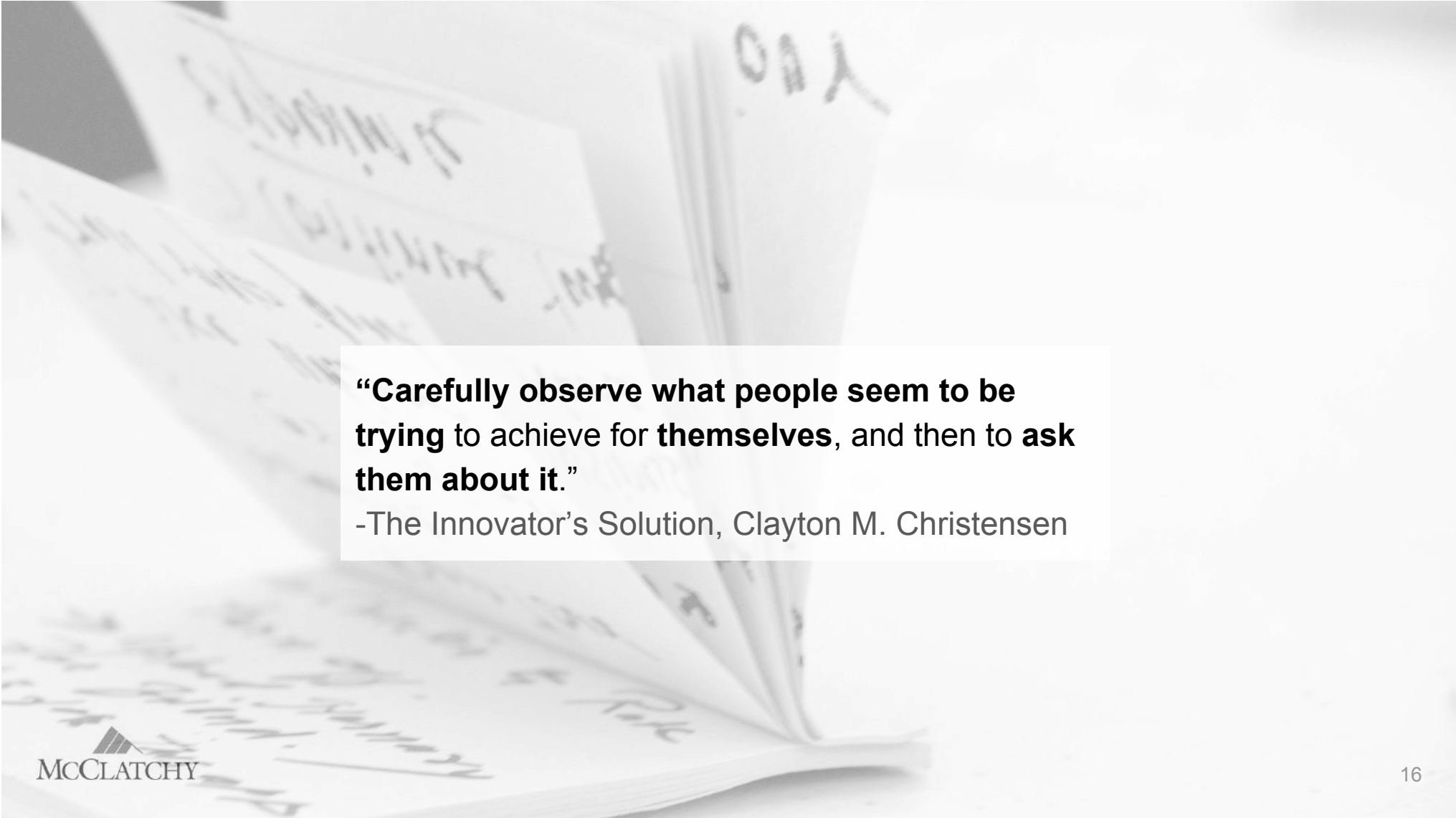


A woman with long blonde hair, wearing a pink sweater, is pointing at a whiteboard in a meeting room. A man in a dark jacket is standing behind her, looking at the whiteboard. The whiteboard has some handwritten notes and sticky notes. The room has a fire alarm pull station on the wall and two office chairs in the foreground.

6

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



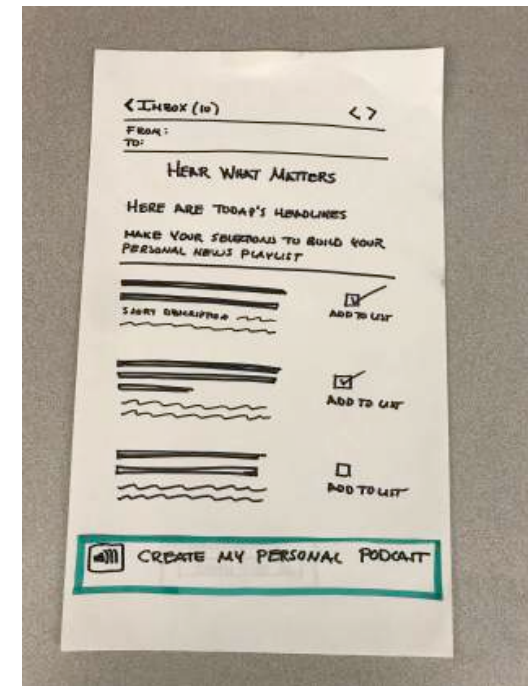
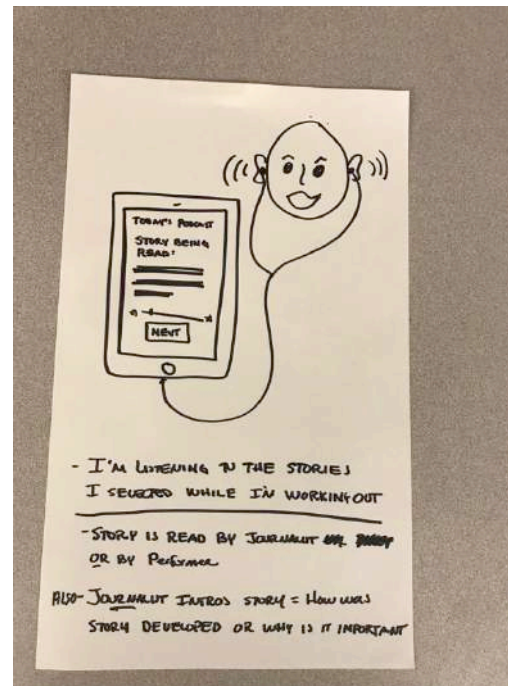
7

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.



8

Elevating rising stars.

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



9

Embracing diversity.

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

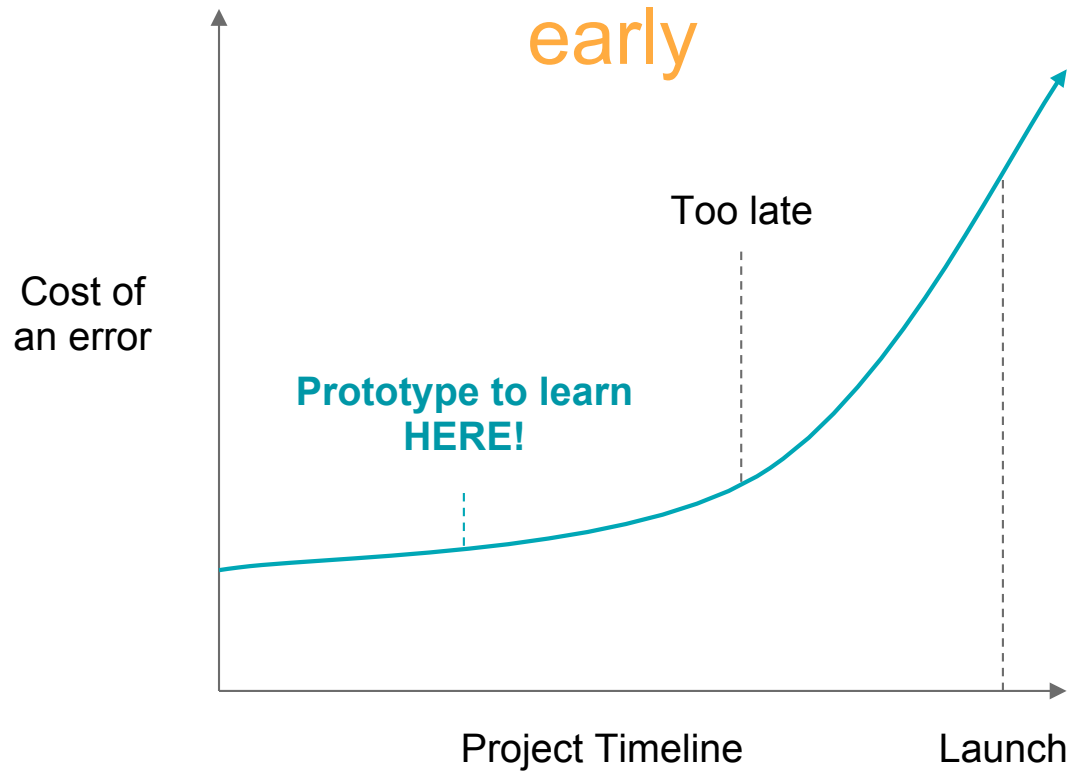


10

Strategic failure.

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

Test your assumptions early



DRUM RO
The rhythm

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11

Pace and cadence.

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





12

Robust communication.

McClatchyinnovation.com, Facebook
group and newsletter.



13

Dedicated budget.

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

Empathy

Define

Ideation

Prototype

Test

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**.

A group of five people are gathered in a meeting room. A woman in the foreground, wearing a black top, is writing on a whiteboard. The whiteboard is covered with numerous colorful sticky notes (yellow, pink, blue). Other people, including a man in a light blue shirt and a woman with a red scarf, are looking at the board and talking. The room has a drop ceiling with fluorescent lights and framed pictures on the wall.

Thank You