REVIEW DAY 1

Theme: **personal vs organizational values.**
Is there a Venn Diagram?
Can we map this?

why are **personal values diff from org values**?
is it contextual?
Is it because I'm part of a group?
What are the factors present that cause the factors to shift?
Do we have to shift values when we move from personal to organizational?

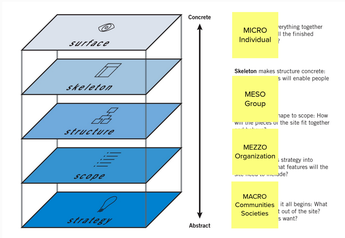
Different levels/layers:
Micro - meso- macro
What does fidelity mean in our context

Scaling up: the values may be different depending on the level of scale

Need for alignment as you scale up

as IA, we have a tension between org values we function in, as well as individual as we design for users

Help orgs frame the right questions



is there really such a thing as "shared" values?

Espoused values (inform actual values of an org) **can we examine the actual actions of an org to see what their values are?** How could we determine this?

what happens in the org? Culture? Enactment/actions of the org.

What the org "does" comes out of dialogue and negotiation between the individual voices in the room (and their values)

An org has espoused values (what is said and written down, even if not evenly distributed)

what's been done already (what's in the literature) - a la how CEOs model what should be done for the company

"buy-in" - scale up to the org, but scale back down to get buy in from individuals.

case study to see how things might scale - Google? Amazon? (Amazon would be great case study)

if we espouse our values as an org, individuals can self-select into the org with those values. must allow for value alignment

go look at announcements when sporting goods store made announcement about guns

apple: refused to give info on 2 shooters (terrorists). privacy over terrorism. Competing values of safety and privacy. Flexibility and adaptability.

From Simon slides:
Automation is not merely an act of engineering, it is also an act of design. It requires that we cultivate a micro-mesomacro mindset.

REI takes a values-oriented approach (Stuart, where are you!)

What are the conflicts/tensions between

Automation is not merely an act of engineering, it is also an act of design. It requires that we cultivate a micro-meso-macro mindset.

meta value: integrity (a la jjg)

practical: have as many experiences as possible - to make

What do you want to make?

Think about it as if we're an IA/UX design company

Is there a difference between "values that you embody by becoming an IA/UX pracititioner" (e.g. user-centered) and "values we think you should embody as professionals in order to be ethical" (e.g. inclusion, respect) ?

A list/map of values that relate to IA/UX/design practice

Create something that can help "frame" values statements

Narrow down to concept map for others to understand "how to think about values and IA"

Make a concept map based on yesterday → Narrow down to concept map for others to understand "how to think about values and IA"

tool to help users "scale" values depending on the context

A list/map of values that relate to IA/UX/design practice

Create something that can help "frame" values statements

Guide for critical conversations, how to encourage those conversations

Step-by-step, stupid-simple guide to creating shared values

Shared values game (collaborative) - team works together to create a set of shared values in a fun way

Value Battle game (opposing teams create values and battle it out when they hit points of friction)

Something to extend ethics canvas

work on Jacqui's thing and make a plan for getting it out in the world (really)

Is there a difference between "values that you embody by becoming an IA/UX pracititioner" (e.g. user-centered) and "values we think you should embody as professionals in order to be ethical" (e.g. inclusion, respect) ?

Espoused values (inform actual values of an org) **can we examine the actual actions of an org to see what their values are?** How could we determine this?

question set - what do you see/ actions?

Decision-making flowchart tool ("start here" style) for employees, based on shared values

Decision-making flowchart tool ("start here" style) for job hunters: is this company a values mismatch?

Hippocrate vs Hypocrite!
Define: what factors make someone a "hypocrite" in the application of their values

rubric to see how amazon's values scale from org to personal?

Amazon Leadership principles?

We have no central repository that is authoritative. How will we put stuff out into the world? in a general way?

Do we need this?

How to disseminate what we build?
Published by the roundtable?
Put out there on its own?

"Leadership needed in order to make things stick"

need a catchy (plain language) phrase

Need a wellspring of concensus

Get speakers: "here's our values"

RESOURCES

Ethics Canvas
http://bit.ly/ethics-canvas

ethics-canvas

M3 Dimensions Handout

WHAT WE ARE MAKING

A list/map of values that relate to IA/UX/design practice

Create something that can help "frame" values statements

Guide for critical and speculative conversations; how to encourage convos

Step-by-step, stupid-simple guide to creating shared values

Think about it as if we're an IA/UX design company

Is there a difference between "values that you embody by becoming an IA/UX pracititioner" (e.g. user-centered) and "values we think you should embody as professionals in order to be ethical" (e.g. inclusion, respect) ?

SCOPE: for individuals? organizations? the profession?
Will it flex to different levels?
Will it be for an organization? we aren't an org, so we will be creating the wheel. Maybe we don't need to do this (JO)

REN:
Profession - only UX/IA will see certain pitfalls. We can emphasize the profession. Information privacy. access and transparency. Focus on the profession as a whole.
Dan +1

Tool for us to figure out what we are talking about.
Dan: struggling with framing of values and IA. What are some of the values we are talking about.

Make a concept map based on yesterday → Narrow down to concept map for others to understand "how to think about values and IA"

tool to help users "scale" values depending on the context

https://drive.google.com/open?id=1y-cNZke-zA0UI4bkgxYro-NjKXmorr4c

List of statements that frame what we are talking about when we talk about values and IA
Define "value"
What are the characteristics of values
How do they work
What does it mean to have a values statement?

Specific IA values
Ancillary things to help us define those things
"These are values"
"here are our values"
"Here are supporting facts"
(tie rhetoric and language with the meaning)

Common language

what is a meta value? how is it different from a value? Meta can underly a number of values. Flexibility - we have competing needs. choose which path to take.

JO: wanted to keep it high level and adaptable.
Doesn't say anything specific about information. accuracy.
what about integrity, flexibility

specific scenarios that IA and UX deal withwhere we apply our values when we have to make decisions?

Make decisions
Scenarios
Application

Why would we not adopt an exist set from **another profession**?
How would we find one that fits us most closely

ACM - specific to computing - can't adopt wholesale
Montreal Declaration - for AI

Design codes of ethics? - UXPA has code of conduct.

What is importance of these statements?
How will it be used?
. licensing
. instill values in new practitioners
. how to "hold the line" as a professional practitioner (guides our practice as moral)

bala
Tool

Values educators want to instill in new practitioners (culturally specific)

Licensing

how to "hold the line" as a professional practitioner (guides our practice as moral)

IA vs UX - values and ethics, for which one or both? Advocate for the user, but there are also a whole set of things relating to information.

Sarah: When I present the ethics canvas - even though made for IA - I say information professionals, content strategists, or anyone designing digital experiences or information-rich digital experiences. Step back from some of the labels. Focus on characteristics.

Truth

Accuracy

Advocate for users

Clarity

Flexibility

User needs

Responsibility for consequences

Respecting user expertise

Scalability (IA)

Quality of data & info

Inclusion

Maintainability

Building humane systems/ environments

OLKIN COMMUNICATIONS CONSULTING

A Professional Values Statement & Maturity Model for IA/UX

1 We demonstrate respect.
- We respect the people who use the products we design.
- We respect their wishes, desires, and interests.
- We respect their time.
- We respect their privacy (e.g., data privacy)
- We respect their autonomy.
- We respect the people we work with.
- We respect the people we work for.
- We respect research participants.
- We respect ourselves and the limits of our bodies.
- We respect the limits of our ability to understand.

2 We seek to do good.
We seek to contribute positively to users, to communities, to organizations, to society and to humanity with the work we do.
- We design things that meet users' needs and preferences and make their lives better.
- We seek to clarify the complex so that it may be better understood.
- We design to benefit our clients without having negative repercussions for other stakeholder groups.
- We seek to contribute positively to the social, geographic, technological, and cultural contexts in which we work and in which our work products exist.
- We seek to empower users, secondary stakeholders, colleagues, organizations, communities.
- We accept that users and others affected by our design decisions are the ones best positioned to determine what "good" means, and we seek to facilitate dialogue with those who are.
- We acknowledge that sometimes, doing good entails preventing a project from going forward, or taking an unpopular stand in an attempt to balance the goals of commercial justice with opposing goals, we commit to rising to this challenge when we must.

3 We seek to avoid harm.
We understand that even well intentioned products can cause harm. We do not absolve ourselves of responsibility for negative impacts of our work products, but rather proactively try to anticipate and prevent negative outcomes.
- We seek to prevent negative outcomes of our work, even when it is more expedient or profitable to relinquish responsibility.
- We define scenarios of harmful outcomes and plan ways to avoid these outcomes.
- We speak up about dark patterns, negative ways products are used, unhealthy workplaces, and people who may be poorly served or harmed by our work.
- We accept that users and others affected by our design decisions are best positioned to define what constitutes "harm."

4 We are committed to inclusion and diversity.
We believe that inclusion and diversity make professional communities stronger and make work products better.
- We strive to consider the full range of users and their needs when we design and test products.
- We are committed to diversity and inclusion in hiring practices and outreach to students and other potential members of our professions.
- We support and value diversity and inclusion among our colleagues
- We challenge unconscious bias by seeking input beyond our own or similar life experiences when developing, designing, testing, and delivering products.
- We conduct and utilize research instead of making assumptions about users, their abilities, and their needs.
- We recognize that it is not the responsibility of traditionally marginalized people to educate others about underrepresented people.
- We believe traditionally overrepresented groups have a special responsibility to work toward inclusion, equality, and justice; we commit to actively seeking out, learning from, and representing underrepresented perspectives.

5 We are committed to reflective practice and lifelong learning.
We believe our work products and our contributions to the professional community are best when we continually improve our practice and find new sources of inspiration.
- We reflect on our past work and seek to improve our practice.
- We reflect on our interactions with colleagues and clients and seek to improve them.
- We actively seek out educational experiences so we can develop our skills and knowledge.
- We learn from the body of professional knowledge in our field.
- We learn from others in the profession and adjacent fields.
- We learn from other fields of practice, including those in the arts, social sciences, humanities, and science.

6 We are accountable.
We take responsibility for our work and its outcomes.
- We strive for transparency in our methods and communications.
- We take responsibility for our work and the effects it may have on individuals, communities, and organizations.
- We employ metrics and feedback mechanisms to ensure that we are accountable for the quality and effectiveness of our work products.
- We develop and maintain systems to address harm and grievances (e.g., policies and procedures)
- We hold ourselves accountable for maintaining and extending the quality of our work and contributing to the success of others.

Values Maturity Model for Individuals & Organizations

7 We are committed to generating and sharing knowledge.
We believe in elevating our colleagues and our fields of practice by sharing our knowledge and perspectives.
- We share knowledge with others in the profession and adjacent fields, and foster their professional growth.
- We seek to contribute to professional bodies of knowledge through a variety of activities:
  - Writing
  - Speaking
  - Teaching
  - Collaborating
  - Mentoring

FEEDBACK? Jacqui Olkin
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OlkinValuesPoster_FINAL2

ACM CODE OF ETHICS

Summary. Full text can be found here: http://ethics.acm.org/code-of-ethics/

General Moral Imperatives
Contribute to society and human well-being
Avoid harm to others
Be honest and trustworthy
Be fair and take action not to discriminate
Honor property rights including copyrights and patent
Give proper credit for intellectual property
Respect the privacy of others
Honor confidentiality

More specific professional responsibilities
Strive to achieve the highest quality, effectiveness and dignity in both the process and products of professional work
Acquire and maintain professional competence
Know and respect existing laws pertaining to professional work
Accept and provide appropriate professional review
Give comprehensive and thorough evaluations of computer systems and their impacts, including analysis of possible risks
Honor contracts, agreements, and assigned responsibilities
Improve public understanding of computing and its consequences
Access computing and communication resources only when authorized to do so

Organizational Leadership Imperatives
Articulate social responsibilities of members of an organizational unit and encourage full acceptance of those responsibilities
Manage personnel and resources to design and build information systems that enhance the quality of working life
Acknowledge and support proper and authorized uses of an organization's computing and communication resources
Ensure that users and those who will be affected by a system have their needs clearly articulated during the assessment and design of requirements; later the system must be validated to meet requirements
Articulate and support policies that protect the dignity of users and others affected by a computing system
Create opportunities for members of the organization to learn the principles and limitations of computer systems

Compliance with the Code
Uphold and promote the principles of this Code
Treat violations of this code as inconsistent with membership in the ACM

We value minimal negative impact on the environment.

Concept map

What constitutes a "value"?

"I value..."

Needs to be a statement

Value statements have to be qualified

A statement saying that something is important

Values are hierarchical

an enduring belief that a specific mode of conduct or end-state of existence is personally and socially preferable - Rokeach

Person → has → Belief → type of → Value

Value → has → Mode of conduct and/or End Result

Value → is → an abstraction; an induction over a series of events

Developed through experience

Applied in a situation

Context

Cla: every situation is multivalent

Hierarchy (mainly ranking)

Conflict

Managing outcomes/ consequences

Business implications, e.g. liability, marketing

Implications for group membership

Could be falsely applied

Espoused values and beliefs ? Enacted values

May not be shared by all practitioners

Expectations about how values will be applied and ranked

Org or group

Person

Many values and beliefs

Many hierarchies

Alignment, overlap, intersection

degrees

Processes

Enacted values

Espoused values and beliefs

Outcomes

Learning

Statement of professional values

Help articulate value and values

Create opportunity for alignment

"Janus faced" - need to sell services to client

Practitioners just need to be able to go into a context and facilitate a conversation about values for a project - they don't have to change the whole company's value statement. Also have the option of leaving one out b/c it's not relevant to that product.

Adobe:
11. Genuine.
12. Exceptional.
13. Innovative.
14. Involved.

Generative

Ben and Jerry's Ice-Cream

30. We strive to minimize our negative impact on the environment.
31. We strive to show a deep respect for human beings inside and outside our company and for the communities in which they live.
32. We seek and support nonviolent ways to achieve peace and justice. We believe government resources are more productively used in meeting human needs than in building and maintaining weapons systems.
33. We strive to create economic opportunities for those who have been denied them and to advance new models of economic justice that are sustainable and replicable.
34. We support sustainable and safe methods of food production that reduce environmental degradation, maintain the productivity of the land over time, and support the economic viability of family farms and rural communities.

SR: it's a statement. How do we interpret it in the work that we do?
Espoused - Genuine
Enacted - what more we say about Genuine... a stake in the ground

Gap in ACM and other orgs, they may not cover what is UNIQUE to information architecture?
We fill in blind spots that they may not focus on.
We focus on user-centered design
design thinking
systems
information
user data

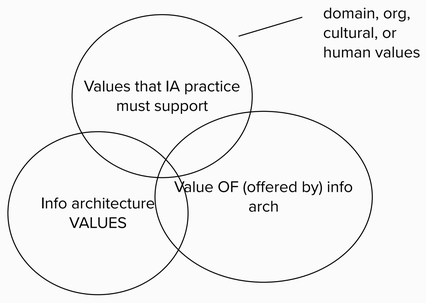
Humanism emphasizes the value and agency of human beings, individually and collectively

"Humane values"

Problem statements for IA Roundtable output

Guide practitioners toward ethical choices and positive outcomes (paraphrase of part of Jacqui's lightning talk)

Fill gap in ACM by focusing on how to consider the user and user environment (incl. UCD, design thinking, systems thinking)

Provide frameworks or tools for practitioners to facilitate conversations about values with their colleagues and clients.

Set standards or shared principles for professional conduct