

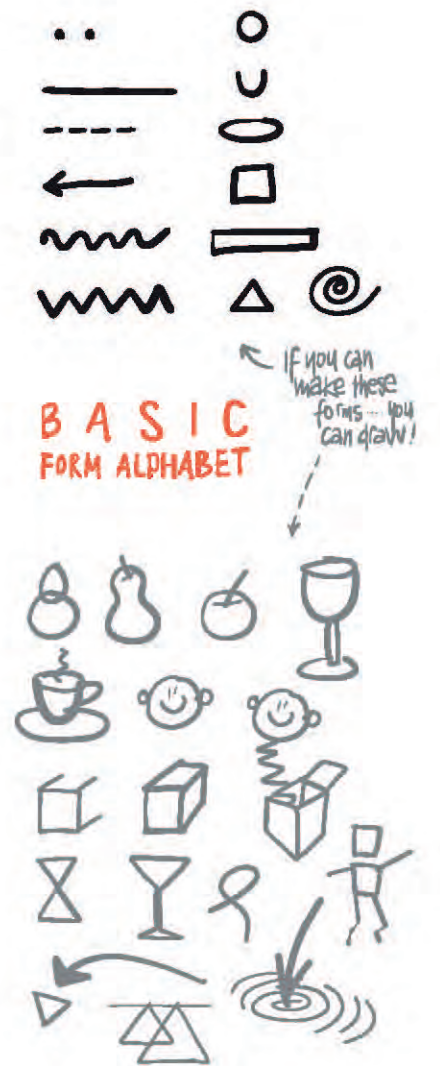


2. DRAW! BASIC SKILLS AND GUIDELINES

People will enjoy watching you draw and value your drawings. We hear it all the time: 'I can't draw.' But the good news is, it's not about the quality of your drawing, it's about connecting with each other through drawings. So this chapter is all about giving you the skills that will help you communicate and connect through your drawings.

What will you learn in this chapter?

- Develop the courage to draw. If you can write you can draw! Overcome fear of failure!
- Tell your story in a visual and authentic way.
- Think visually. Break down technical jargon into simple and clear images.



MULTIPLE PEOPLE



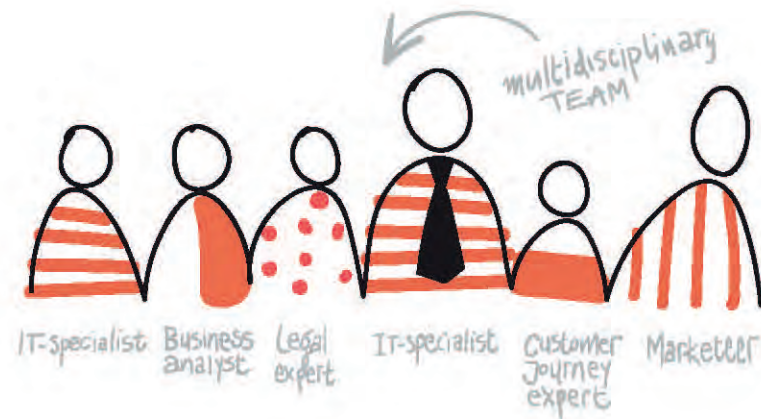
Creating a team is just as easy.

If you simply draw a big wave (the same way as for making flowers and clouds) you only have to put some heads on them to create multiple people.

Give them facial expressions, text-balloons and other accessories and your story has begun.



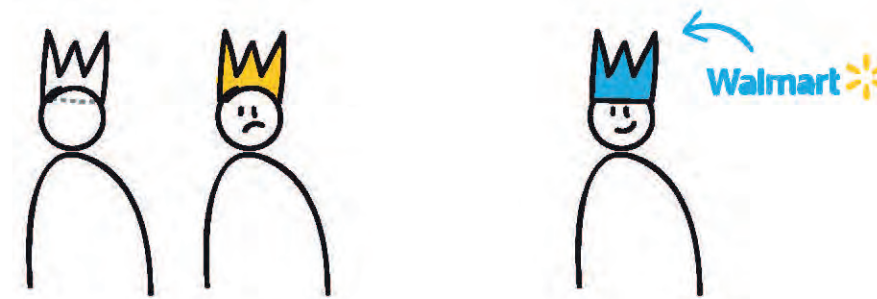
Give your co-workers a different T-shirt to show their job positions. Decide which pattern represents each position. Be consistent when drawing a visual story.



Drawing a manager doesn't have to be difficult; just give him or her a nice tie! We know lots of companies don't work like this anymore but until there is a new globally accepted icon for manager why not stick to the tie?



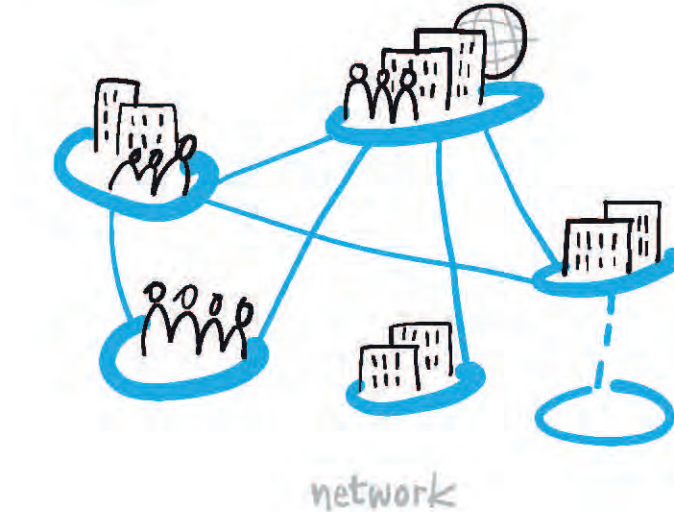
TIP: Male and female managers can wear a tie!



Customer is king! If you want to draw one, just make a figure and give it a crown. Colour can also tell a story; a yellow crown can be a normal client but by giving the crown the colour of your company it is YOUR client.

TIP: Draw the crown slowly.

BASIC BUSINESS ICONS AND VISUAL STORYTELLING



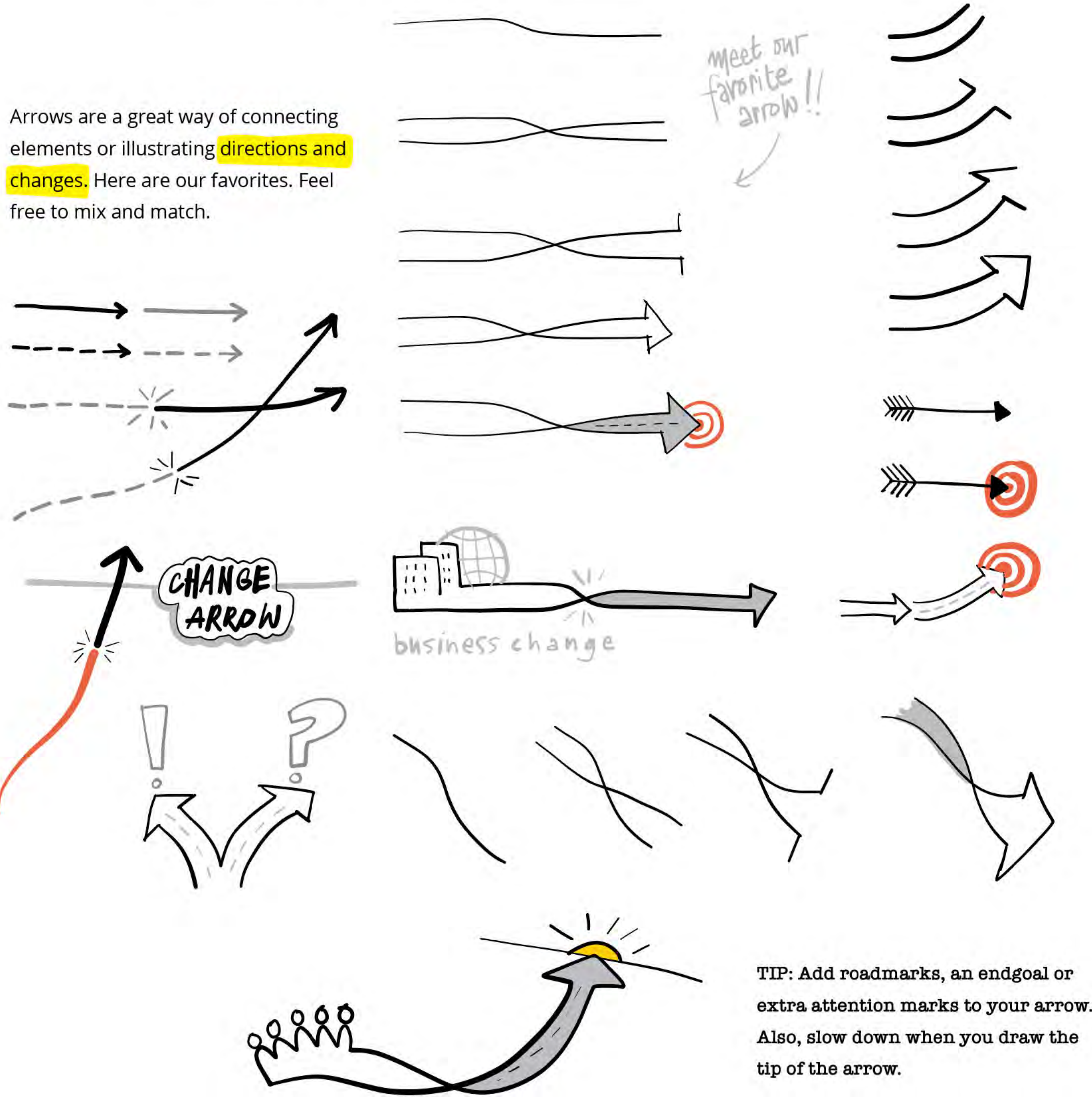
The skills you have gathered now make creating a visual story so much easier. Now try combining some icons and using arrows and lines to connect several drawings.

TIP: Slowly draw small vertical stripes in a rhythmic order to make windows in buildings.



2.6 ARROWS & CONNECTING ELEMENTS

Arrows are a great way of connecting elements or illustrating directions and changes. Here are our favorites. Feel free to mix and match.



2.7 HEADERS AND SOME TYPOGRAPHY



This banner is a nice one to know. You can use it for titles or even create a team logo with it. This easy 'how to draw' will guide you through it.

TIP: Start by writing your title, then draw the header around it. Give your letters space and try not to work too fast.

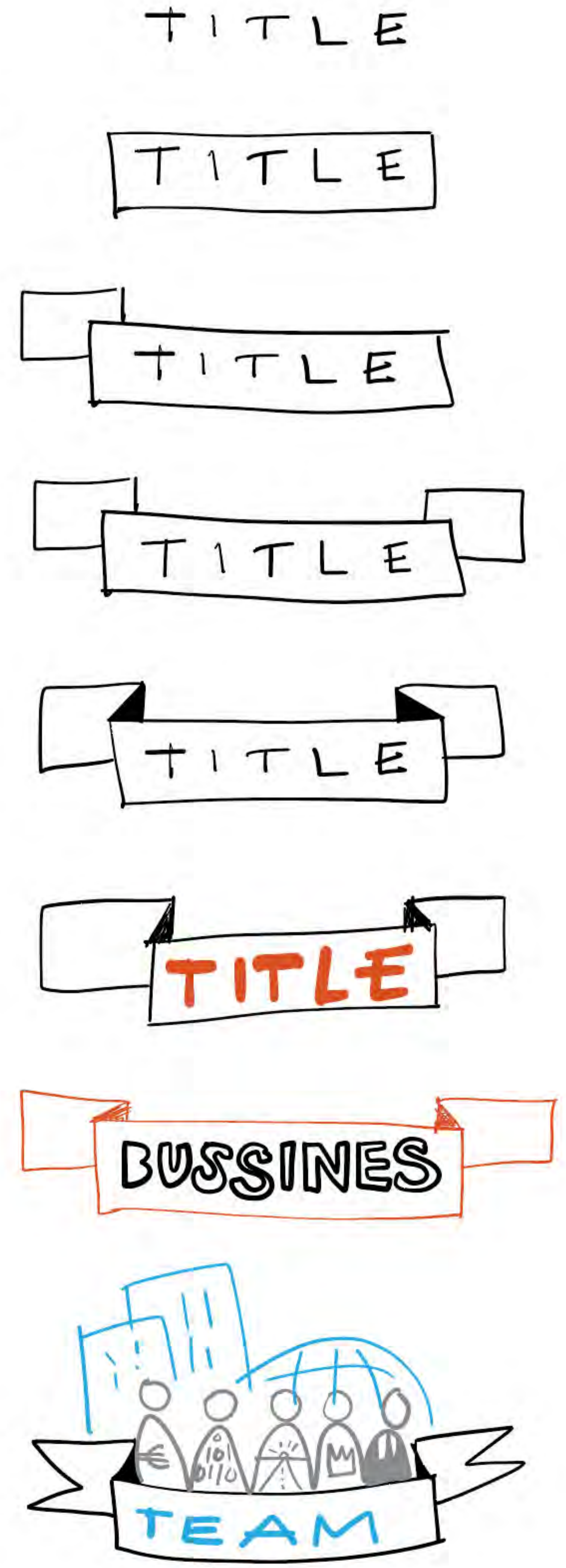
Beside your visuals, you might sometimes need some additional text. We love using different fonts. Here are some of our favorites.

TITLE

JUST OUTLINE
or the name of your team

TIP: Don't call up these jumps

YOUR NAME





3. VISUAL STORYTELLING TEMPLATING

Telling stories helps us make sense of the world. When we tell a story, we use all kinds of techniques to engage our audience: Voice intonations, facial expressions, hand gestures. But they are not always enough to bring to life complex, abstract principles. Sure, we can write it down, but more often than not you need a big chunk of dry text that can be hard to process.

“A picture is worth a thousand words”

We all know this old adage. It refers to the notion that a complex idea can be conveyed with just a single image. The meaning or essence of the subject is more effectively conveyed by an image than a written or spoken description. Visual aids are powerful tools for conveying information and ideas and for enhancing your storytelling.

And it's so simple!

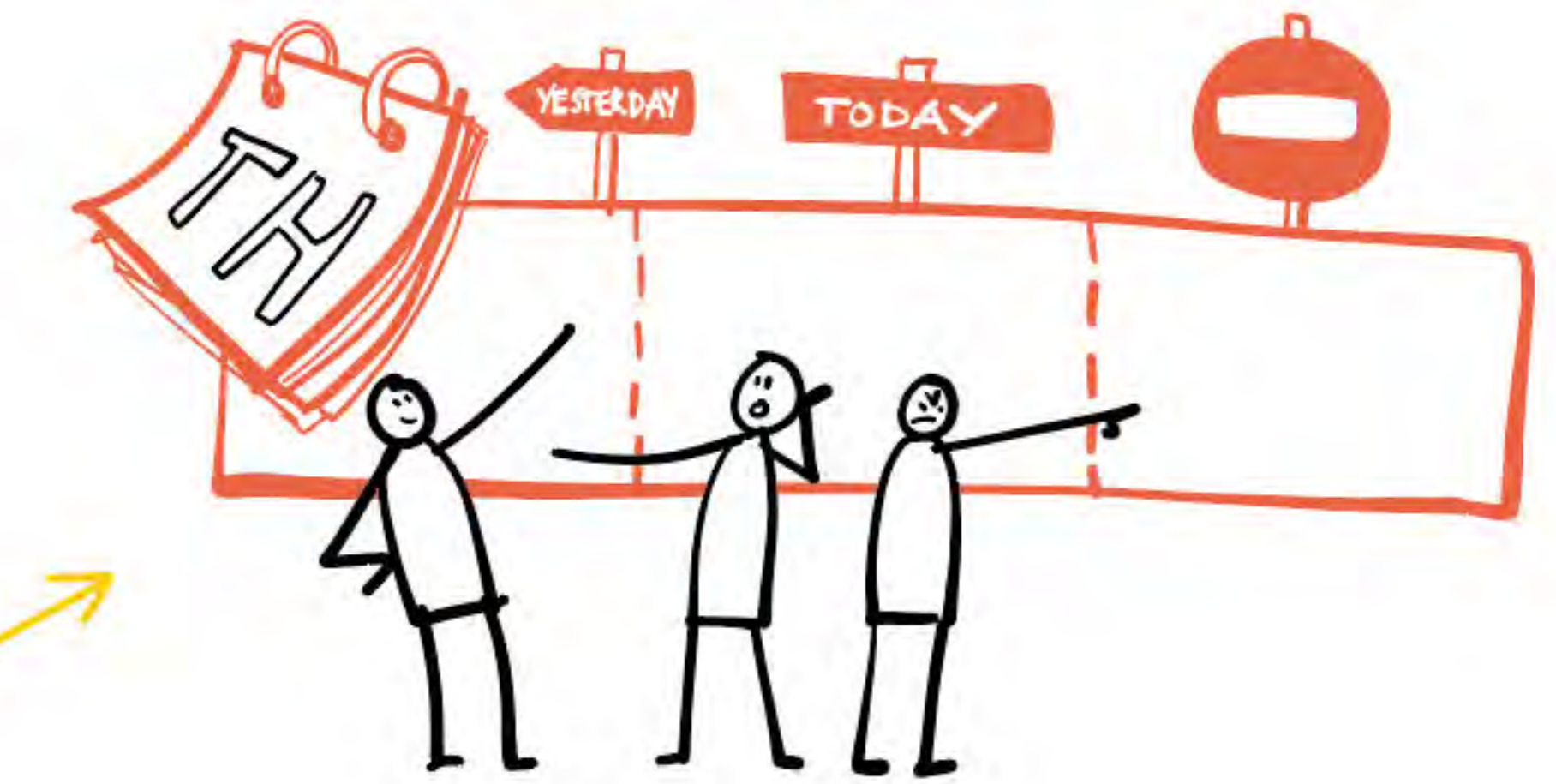
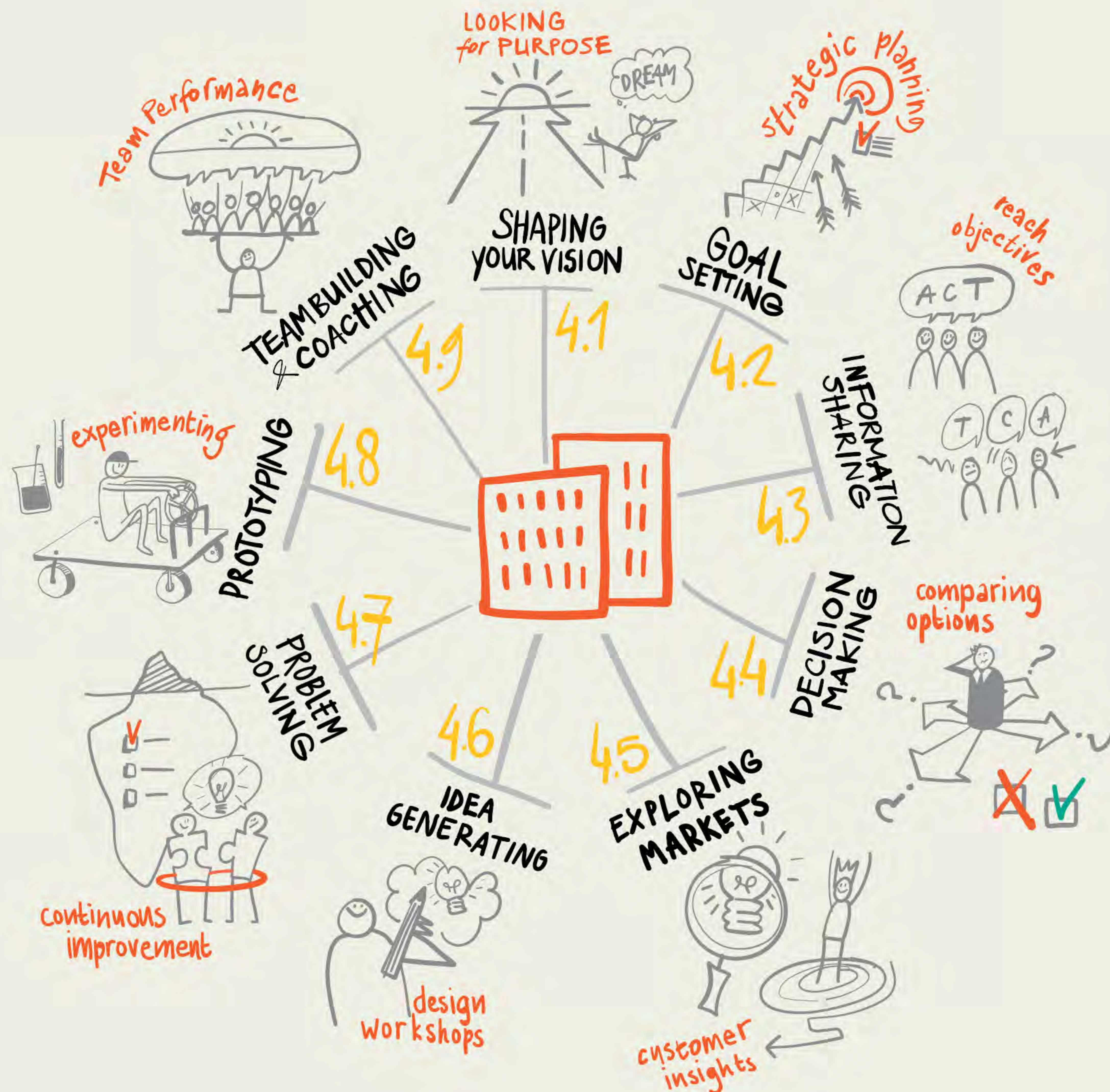
All you need is something to draw on. You can use a piece of paper, a tablet, a whiteboard, a flipchart or even the back of a napkin to share information and stimulate creativity.

The power of Visual Storytelling

We have to work together in an accelerating environment in which we have to process an increasing amount of information. Visuals help to highlight different perspectives, break down the information into manageable components and prioritize actions.

This chapter will teach you methods and techniques and provide some easy-to-use templates for creating your own captivating visual stories!

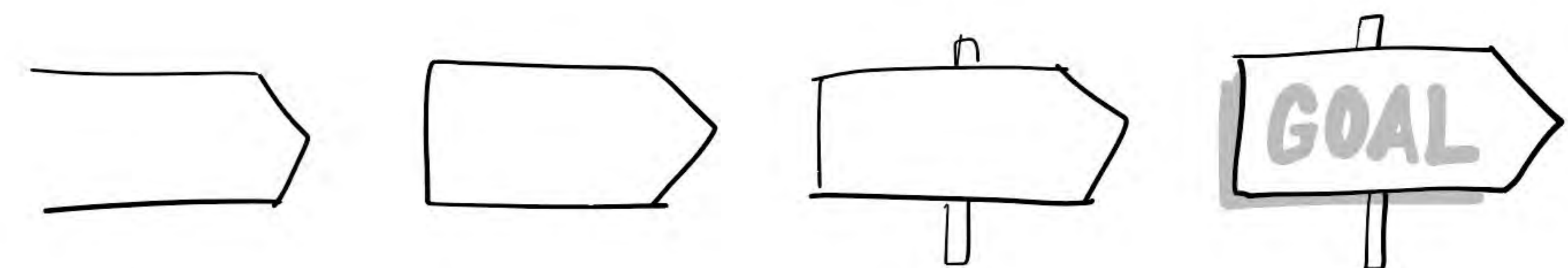
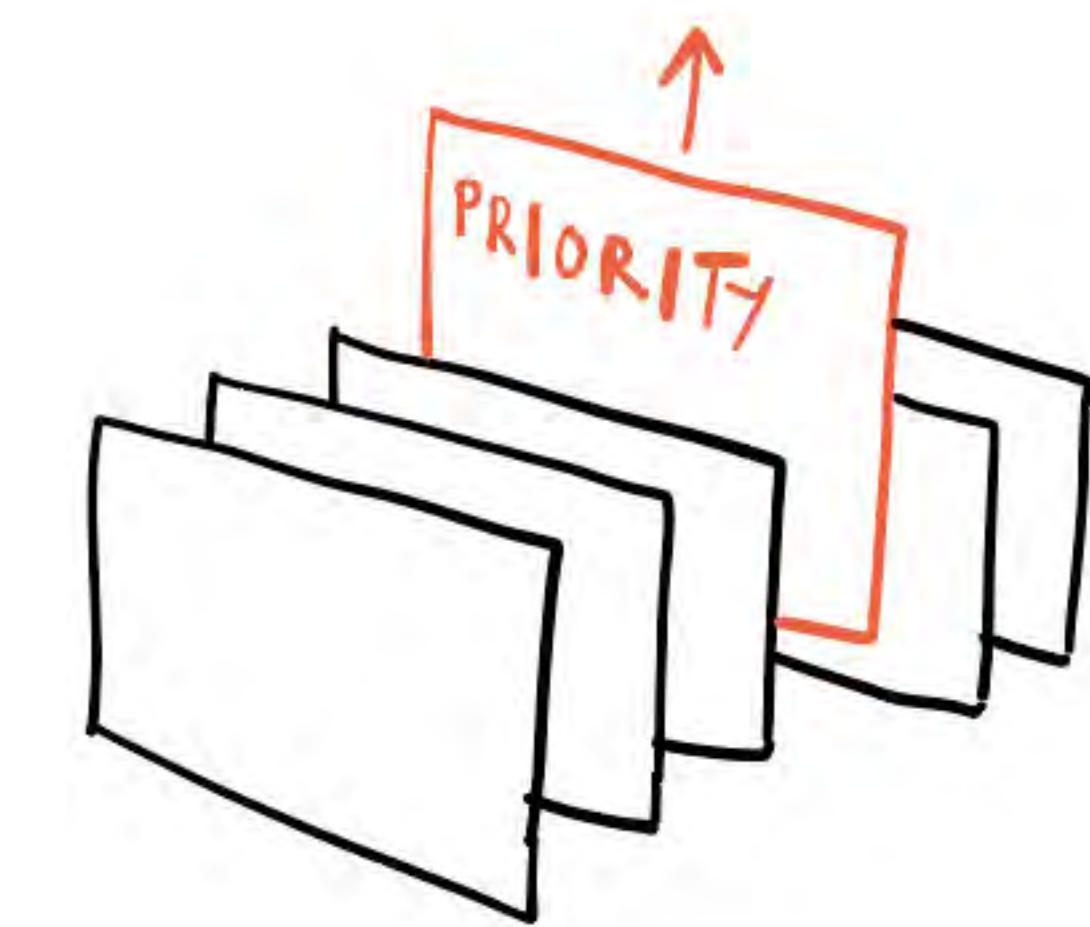
4. VISUAL THINKING IN BUSINESS SETTINGS



Facts, figures, plans, methods, budgets and deadlines often dominate today's work environment. Whether you work in technology, financial services, the public sector, health care or manufacturing, visual thinking will help you and your colleagues to be more effective.

It is also not unusual that you look back on projects and realize that you forgot to make time to take a step back and look at the bigger picture.

In this chapter we introduce nine generic business settings in which people work in teams to realize a specific goal. Visual thinking and collaboration techniques can help you achieve goals better and faster by unlocking the "whole brain function" of workers within these settings. We provide a few hands-on good practice techniques for each setting.



4.5 EXPLORING MARKETS

CUSTOMER INSIGHTS

Nowadays, many businesses are transforming into purpose-led and customer-focused organizations to improve customer loyalty and satisfaction. Essentially, they are trying to convert their customers into fans. A good example is GoPro. GoPro's YouTube channel is full of videos from customers skydiving, skateboarding,

skiing and scuba diving. Customers are promoting GoPro's products! To be able to turn customers into fans, it is essential to know your customers and what they want. Visual thinking and collaboration techniques can help you explore markets and create these customer insights.



SETTING THE SCENE

WHO is involved in exploring markets and creating customer insights?

- For marketers and data analysts customer satisfaction is an important value or metric for measuring performance. They deal with customers every day and therefore have a good grip on what customers want and how customer needs evolve.
- Marketeers and data analysts also gather insights and data about customer behavior and the competitive environment.

- On a more strategic level, business controllers and the strategy department are involved in periodic reviews.



YOU WILL LEARN:

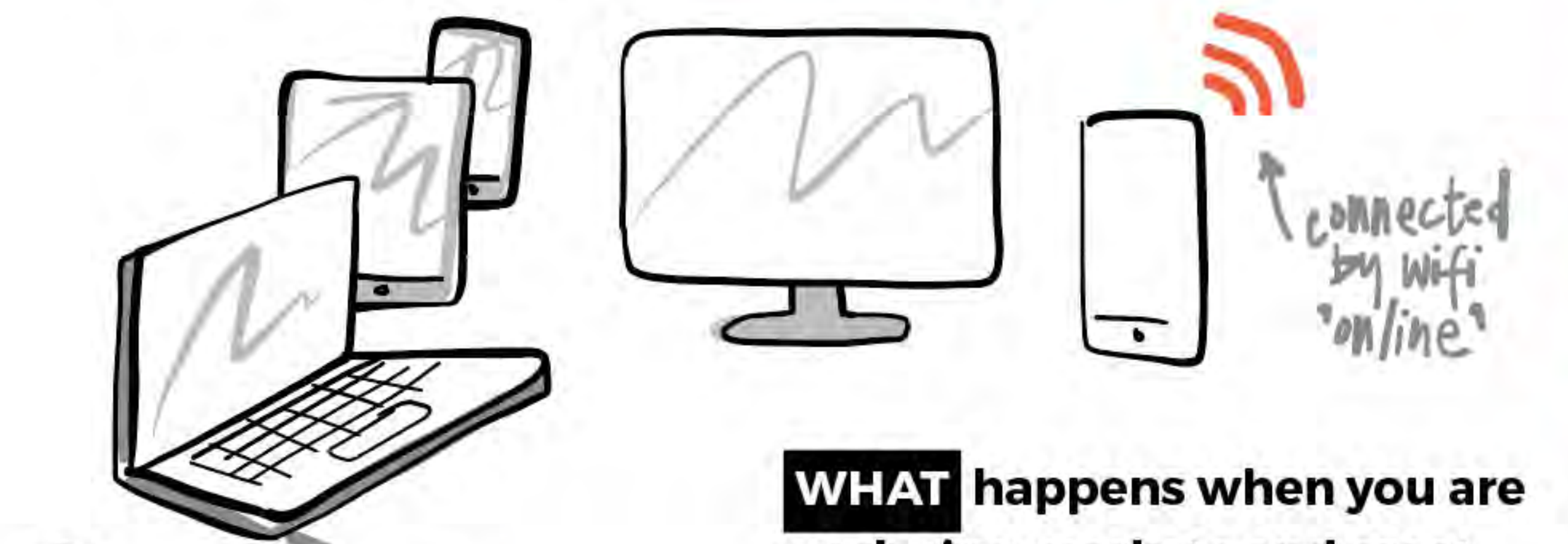
- > Visual Collaboration Techniques
- Customer segmentation
- Customer personas
- Customer journey
- Competitive landscape analysis

WHEN and where do you explore markets and build customer insights?

- Many employees who work with customers observe their behavior and needs on a daily basis.
- Customer needs are also captured through digital touchpoints.
- On a more strategic level, periodic reviews (let's say every business quarter) of customer value propositions take place.
- These reviews typically happen in a meeting with managers from various functional areas or even involving customer panels.



CUSTOMER TOUCHPOINTS



WHAT happens when you are exploring markets and creating customer insights?

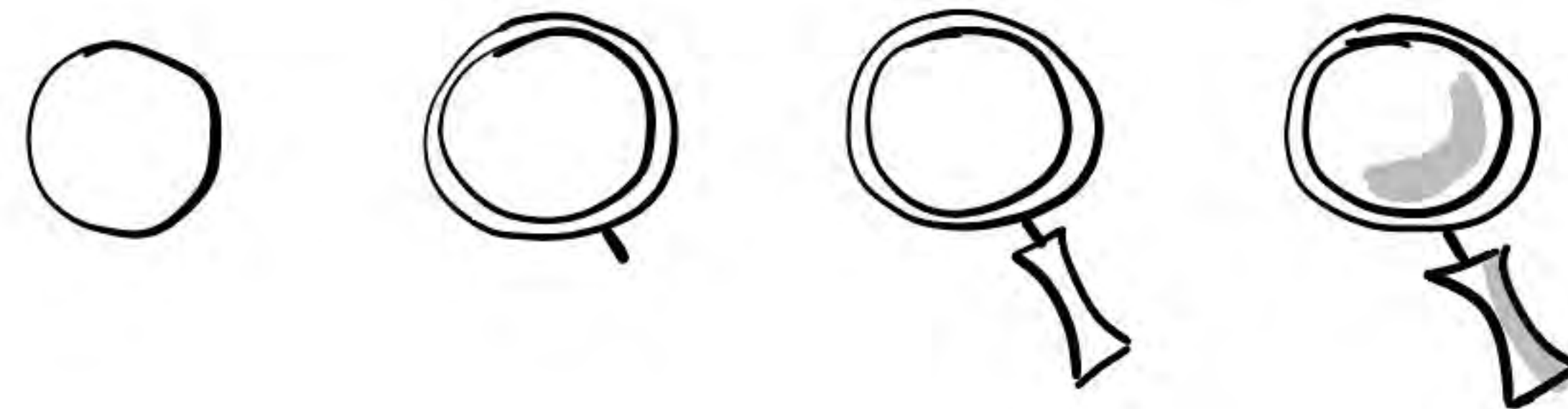
- During a strategic review of the customer value proposition you want to create deeper insight into what customers like and where their needs are not being met.
- To create these insights, many companies: 1) segment their customers into homogeneous groups with similar needs and define the "job-to-be-done" for each segment, 2) create a customer persona for each segment, 3) analyze the customer journey for each persona and reveal their pleasure and pain points, 4) assess the competitive environment to see how they can differentiate their customer offering.



VISUAL COLLABORATION TECHNIQUES

Imagine you have been appointed within the company to address the problem of decreasing customer satisfaction. It's clear that you cannot solve this problem alone and you need to involve others across all departments in the organization.

How can you mobilize and run an effective task force that is going to solve the problem quickly? There are some visual techniques that could help.



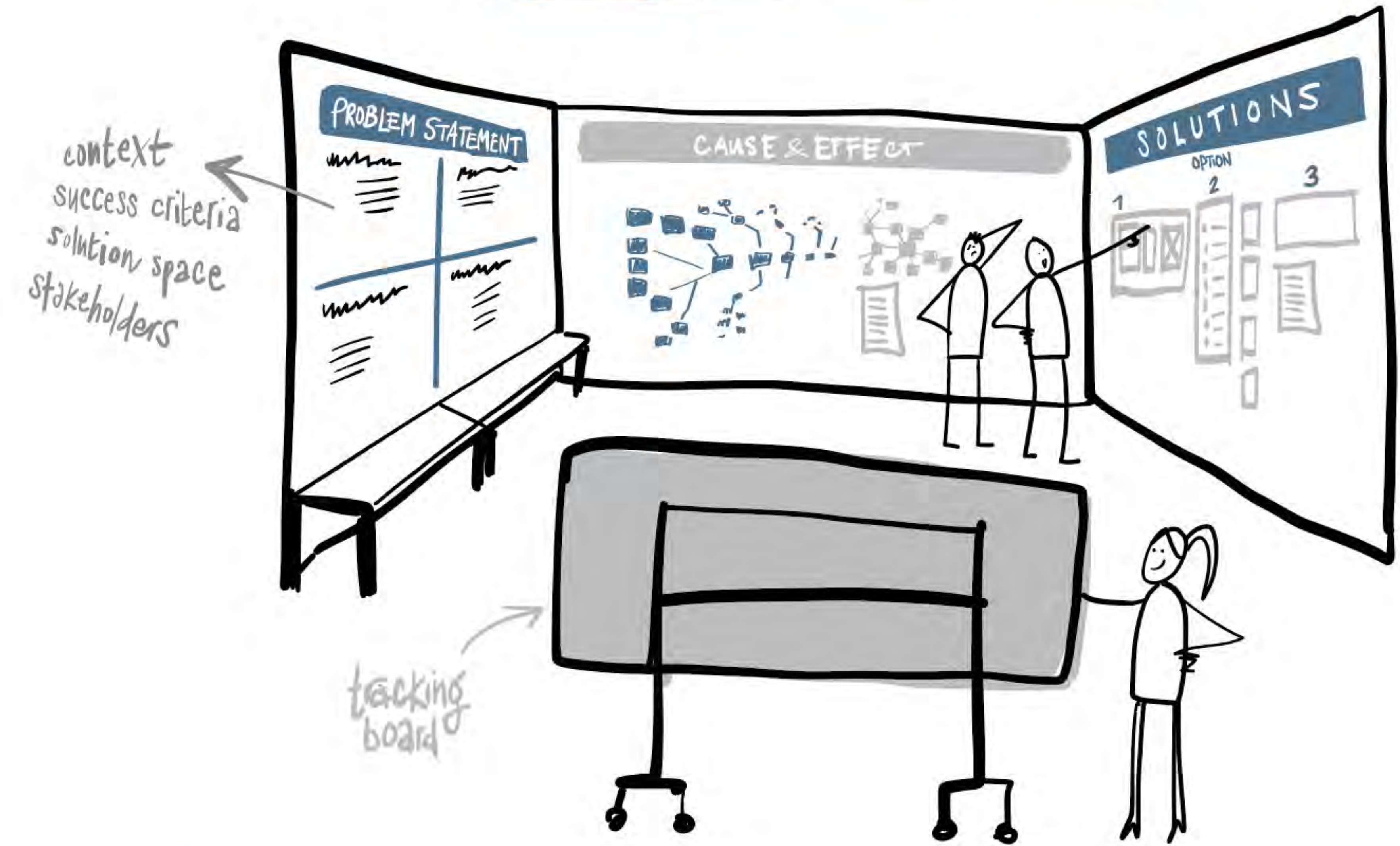
WAR ROOM/ COLLABORATION ZONE

When problem-solving you need to track a lot of moving parts. Having a dedicated war room is a simple trick to bring focus and facilitate the team work. As your human memory is fairly limited, the whiteboard walls can extend the teams memory. By sharing and structuring information on the walls you are creating a shared understanding of what's going on.

Whiteboards top to bottom! On the walls you capture decisions and it's easy to make changes (e.g. reorganize a cause & effect diagram with post-its).

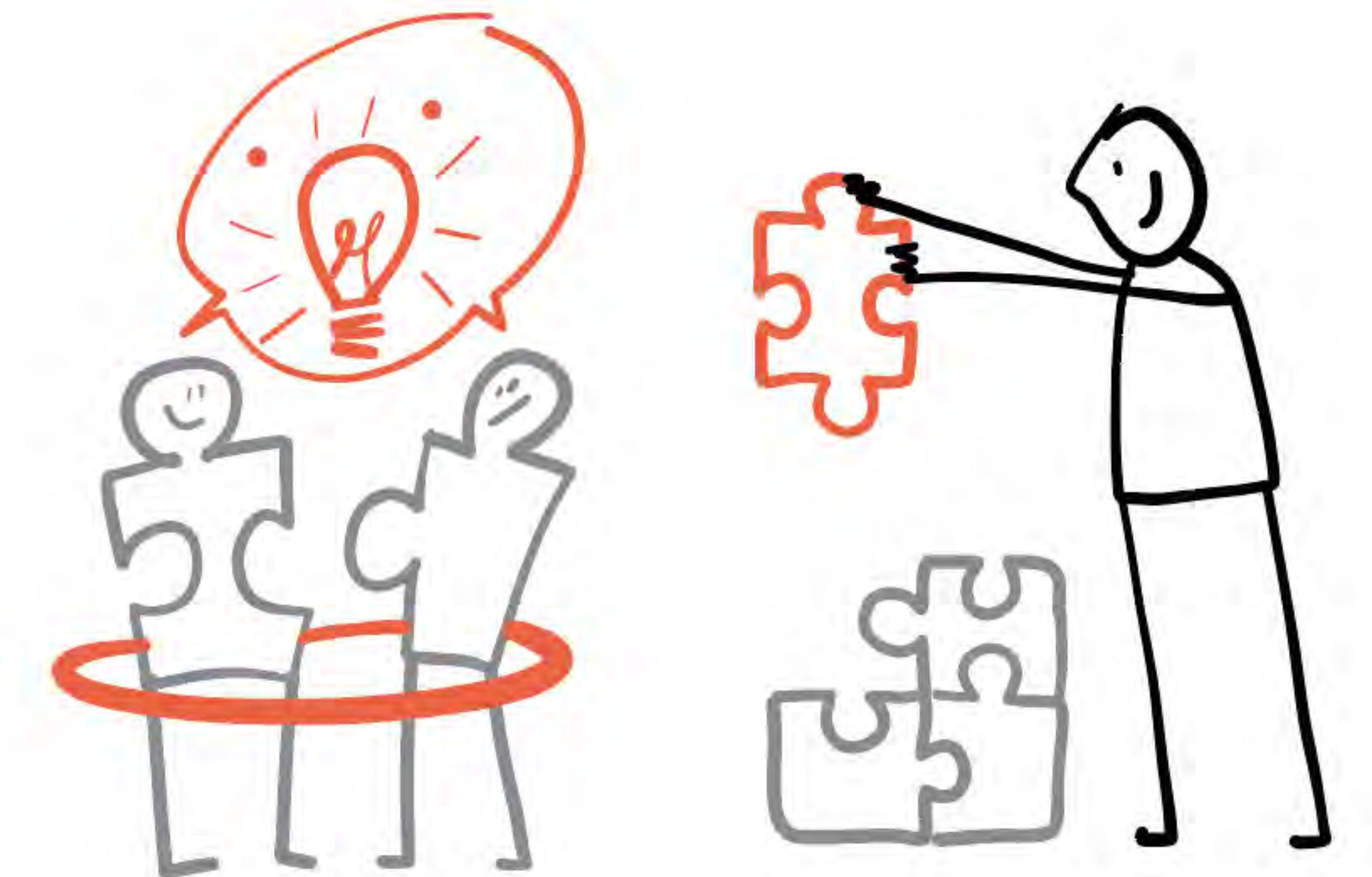


WAR ROOM



a collaboration zone for large scale problem solving.

When too many people are involved to fit into one room, you can create a "collaboration zone". Basically it's a war room at scale. In a collaboration zone you put everyone involved in the task force physically in one place, for instance an entire floor of an office building. You make visually clear who works where (e.g. with team names hanging on the ceiling) and information is captured and shared by all teams on whiteboards/ walls throughout the zone.



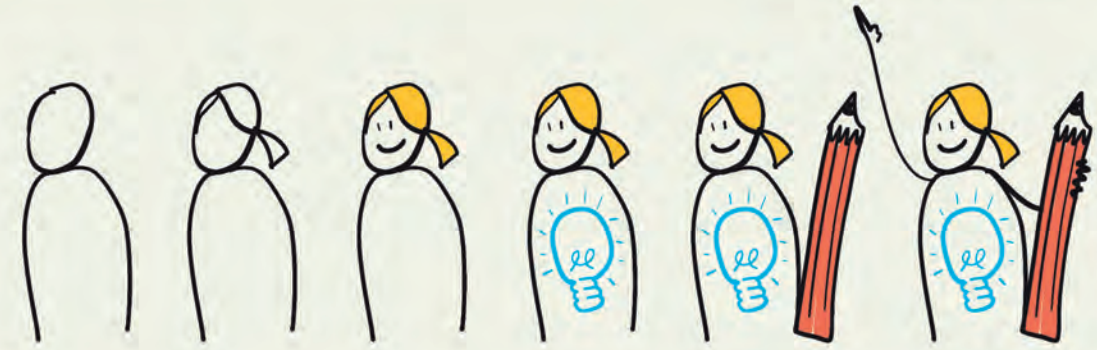
5.2 ABOUT THE AUTHOR

WILLEMIEN BRAND

UNLOCKING
creative potential;
#VISUAL REVOLUTION



Willemien Brand has turned her passion for drawing and design into her life's work. She graduated with distinction from the prestigious Design Academy Eindhoven and enjoyed an award-winning career as an industrial designer with ATAG Keukentechniek before setting up the successful design studios BuroBRAND and BRANDbusiness. The longer she worked in design, the clearer it became to Willemien that drawing and visual thinking are powerful tools that can break down complex problems, engage employees and build bridges between businesses and their customers. Now she shares this passion with companies throughout the world as one of the leading figures in the visual communication revolution.



5.3 WITH ESSENTIAL INPUT FROM

PIETER KOENE

It's not
about Ideas,
it's about making
IDEAS HAPPEN



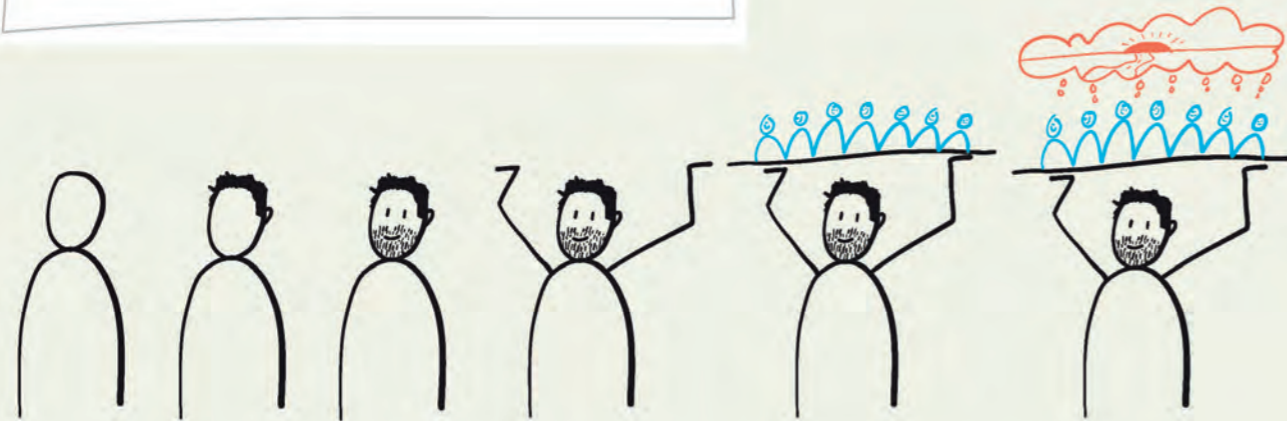
Pieter is an experienced business professional with 16 years consulting experience of which the last 13 years at PwC. As Consulting Lead Partner for one of PwC's key clients he has a proven track record of working with management teams on a broad range of strategic and operational questions. His main expertise is the design and realisation of value propositions and operating models. For Pieter, visual thinking is a vital tool for collecting data and stimulating cooperation focused on solving problems and identifying opportunities and innovative solutions. In New York he won a global Award of The Association of Management Consulting Firms for Excellence in Consulting.



MARTIJN ARS

It takes
TEAMWORK
to make a
DREAM work

Martijn is a Senior Manager at PwC Consulting. He holds a MSc degree in Engineering and a postgraduate executive MSc in Finance. He is a certified Agile Scrum product owner and SAFe 4.0 practitioner. With his background in engineering he is programmed to design innovative solutions for complex problems and design thinking is hard-wired into his brain. In the past 10 years he applied these skills in various business settings as advisor in the banking industry. Together with his clients he has designed value propositions that better address customer needs and implemented operating models that execute core banking processes faster.



PIETER VERHEIJEN

**CATCH THE
NEXT WAVE
BEFORE IT
CATCHES YOU**

Pieter is a Senior Manager at PwC with 10 years of consulting experience. His passion is helping clients to innovate their business models and stay relevant into the future. For him, visual thinking is the ideal way to collaborate effectively in teams and connect the dots to shape new solutions. Pieter is part of PwC's Future of Banking team and actively analyzes the latest trends in the market. He has a keen interest in the rise of FinTech companies and Pieter has a wealth of expertise in developing business models, partnerships and ecosystems.

