

GROUP PROJECTS

BUILDING HAPPINESS (IN COMPANIES)

[40%]

How do you create a happy company? What does it look like? Your project is to design an organization that creates the greatest happiness for your team members (employees, coworkers, partners, suppliers) as well as for customers. Use principles, ideas, theories and findings from class to architect a company culture, brand and customer offering that maximizes happiness and yet still remains a viable business or, even better, makes the organization even more impactful. You could (but are not limited to) explore how you would shape HR policies, internal processes, rituals, new products/services, brand messaging and customer experiences. This organization could be real (existing) or fictional (if you do well enough, you may want to make it a reality!).

Some good examples of what companies have done to increase engagement and happiness include Google and 3M's 20% time policies, and Dean Kamen DEKA's 'frog days' where people all switch jobs for a day to develop empathy for one another i.e. electrical engineer realizes how hard being a human resources manager is, and vice versa. For additional inspiration on cultivating consumer happiness, review the cases in the course (e.g., Zappos and Coke).

YOUR DELIVERABLE

PART 1: A 5-minute visually-rich media piece that can be posted to Slideshare. Suggestions for the final deliverable include showing what it's like to work for your company (see IDEO shopping cart video), what it's like to be your customer, what your brand feels like and how you made a happy organization. On the last day of class, you will have 9 minutes to talk about the insights that motivated your project (2 minutes), give your 5-minute slideshare, and host a very short Q&A (2 min).

PART 2: Prepare a 3-page overview of your organization. The first two pages should detail how you plan to (1) define organization happiness, (2) quantify happiness (both for employees and customers), (3) use visualization/infographics/branding/design to prime happiness, and (4) deliver happiness. The third page should describe what concepts from the class and reading you used to guide your organization's products, culture, and personality.

OPENING ACTS + HALF-TIME SHOWS

[0%]

THIS ACTIVITY IS NOT GRADED

This is a chance for you to do something that is meaningful and memorable and to capture and measure it! As a group, you will have \$25. If you are in charge of the opening act, make sure you are at class 15 minutes ahead of time to setup. You will have the floor for the first 5 minutes of class. If you are in charge of the half-time show, you will have 15 minutes during intermission to 'perform'. Please let the teaching team know if you need setup support. To increase the remembered utility of the experience, make sure you assign one person on your team of six to document and share the experience.

HOW-TO (Due 10.11)

Submit a one-page recipe for your opening-act / half-time show for our cookbook.

INDIVIDUAL ASSIGNMENTS

[30%]

Details on each of these assignments will be provided the week ahead of time. There will be two short individual assignments (worth 15% each) front-loaded in the class so that you have the tools to deploy for your group project as desired. These will be graded check minus, check, check-plus.

PREWORK (Due 9.10, Pre-Day 1) Class technology and values survey

HOMEWORK 1 (Due 9.27, Day 2) One page summary of your Happiness Hypotheses + Happiness Metrics (1 /2 page each)

HOMEWORK 2 (Due 10.04, Day 3) Two-page summary of your Happiness Analysis. Choose one of 2A or 2B. If you choose to do both, you will receive an additional 5% credit to your final grade

2A. CLASS DATA ANALYSIS. As part of this class, we will be asking each of you to take and submit at least one photo per day of happy moments. By the end of the class we will have over 2000 happy moments in aggregate. For this assignment, explore and synthesize your own data and / or the aggregate data, along with the class survey data from

2B. WE FEEL FINE ANALYSIS. Think of a hypothesis that is counter-intuitive, and run an exploratory data analysis on the We Feel Fine dataset by taking 1000 feelings, code them, and report the most interesting pattern. The WFF data collection engine collects emotions from 30 million blogs worldwide every ten minutes!

Designing Happiness



WE ASSUME HAPPINESS IS STABLE, AN ENDPOINT TO ACHIEVE OR GOAL TO CHASE. IT'S NOT.

Recent research suggests that each person's meaning of happiness changes every 3-4 years. Understanding happiness is crucial to building successful products, organizations and relationships. In this seminar, we explore the data-driven research on happiness, revealing insights about how to

(a) rethink, (b) quantify, (c) visualize, (d) deliver, and (e) build happiness.

Students will work together to use an iterative design-thinking approach to understand our own current definitions of happiness, uncover what really makes us happy (vs. what we think makes us happy), prototype solutions/products to increase our present happiness, and develop tools to foster happiness as our lives change. The seminar will be data driven, drawing on multiple methodologies including blogs (wefeelfine.org), experiments and surveys.

STANFORD BUSINESS SCHOOL MKTG555 | FALL 2010

Jennifer Aaker	Producer (Professor)	L343
Barbara McCarthy	Backstage Manager (FA)	L218
Joe Brown	Supporting Actor (Design Fellow)	S109
Emily Ma	Supporting Actress (Design Fellow)	S109
David Rogier	Set Designer (TA)	Virtual
Purin Phanichphant	Lighting Designer (TA)	Virtual

CLASS Mondays @ Littlefield 107
September 20 - October 19
Section 1 : 8:30- 11:30 am
Section 2 : 12:30 - 3:00 pm

Attendance on the first day of class is mandatory for all registered and waitlisted students. Grading will be based on (1) Class Participation, (2) Individual Assignments and (3) Group Projects with a 30% / 30% / 40% split.

DAY 1 (SEPT 20)
RETHINKING HAPPINESS

LECTURE [75 min]

What is the meaning of happiness? How does it change over the life course? And how do we use the research on happiness - which pulls apart what we think drives happiness from what really drives happiness - to design organizations? We will provide an overview of the class, and walk through the projects and data tools for the class.

HALF-TIME SHOW [60 min]

The teaching team will set the stage for the weekly opening act and half-time show. We will introduce d.school techniques and give your groups time to design your own show.

GUEST CAMEO [30 min]

Ron Gutman
HealthTap / Quantified Self

READINGS [6 hours]

Book : Delivering Happiness
Tony Hsieh, CEO of Zappos

But Will it Make You Happy?
NYTimes, August 9 2010

Would You Be Happier if You Were Richer?
Science 2006 (Kahneman et al.)

The Smiling Professor : Dan Gilbert
NYTimes, April 22 2008

Psychology of Happiness
Aaker GSB Case M-330A

Quantified Self Movement
NYTimes, April 26 2010

ASSIGNMENTS DUE [60 min]

PREWORK : Craft a one-page summary of three key insights from the book 'Delivering Happiness' and one question for Tony when he comes to speak. Bring one copy to class and email a soft copy to gsb.designing.happiness@gmail.com.

GROUP : Email member names for final project by Thursday, September 23.

DAY 2 (SEPT 27)
QUANTIFYING HAPPINESS

OPENING ACT [5 min]

Group 1, you're in the spotlight!

LECTURE [45 min]

Happiness is heterogenous, heavily influenced by demographics, psychographics and culture. We will look at three elements : understanding, surveying and hypothesizing about happiness around the world, leveraging the We Feel Fine data collection engine to explore happiness.

HALF-TIME SHOW [15 min]

Group 2, you're in the spotlight!

GUEST CAMEO [90 min]

Genevieve Bell
Intel Ethnography

UNDERSTAND MEASURE HYPOTHEZIZE

READINGS [2 hours]

Economics Discovers Its Feelings
The Economist, December 19 2006

Stumbling on Happiness
Daniel Gilbert, Chapter 2-A View from In Here;
Chapter 3-Outside Looking In

The Pursuit of Happiness: Time, Money, and Social Connection
Psychological Science 2010 (Mogilner)

Wealth and Happiness Across the World
JPSP Vol. 99 No.1 (Diener et al)

Accounting for the Richness of Daily Activities
Psychological Science 2010 (White, Dolan)

ASSIGNMENTS DUE [3 hours]

INDIVIDUAL (HW1) : (a) Identify two metrics you would use to monitor employee and customer happiness and explain the logic behind them (b) What is one misconception you think you might hold about happiness. Form a hypothesis about why you hold that belief, and propose one small change that would shift your behavior.

DAY 3 (OCT 4)
VISUALIZING HAPPINESS

OPENING ACT [5 min]

Group 3, you're in the spotlight!

LECTURE [45 min]

Designing happiness is about designing experiences. We take a closer look at the anticipating-experience-remembering framework for developing happy experiences and move on to understanding how doing good means doing well via the Nike WE case.

HALF-TIME SHOW [15 min]

Group 4, you're in the spotlight!

UX LAB [90 min]

Joe Brown + Emily Ma (Encore Performance)
Designing for Better Routines

ANTICIPATE EXPERIENCE REMEMBER

READINGS [2 hours]

Visualizing Desire
Stanford YouTube video (18 minutes) (Brian Knutson)

How the Experience of Happiness Shifts Across the Life Course (Mogilner, Kamvar, Aaker)

Recalling Mixed Emotions
Aaker et al. 2009

The Summoned Self (David Brooks)
NYTimes Op-Ed, August 2 2010

Case: Nike WE: Design Meets Social Good
Aaker GSB Case M-328

ASSIGNMENTS DUE [5 hours]

INDIVIDUAL (HW2) : Choose between the "We Feel Fine" analysis and the Class Data analysis (must take at least one photo per day for this). See the back of this syllabus for more details. Bring your two-pager to class (one page visualization, one page write-up).

DAY 4 (OCT 11)
DELIVERING HAPPINESS

OPENING ACT [5 min]

Group 5, you're in the spotlight!

LECTURE [45 min]

We'll make the business case for happiness, diving into how companies architect, deliver and amplify happiness. We'll spotlight the Coke case where product groups will be formed to design a branded campaign that would cultivate and spread happiness for consumers.

HALF-TIME SHOW [15 min]

Group 6, you're in the spotlight!

GUEST CAMEO [60 min]

Tony Hsieh
Zappos.com

ARCHITECT DELIVER AMPLIFY

READINGS [2 hours]

Dan Pink: Drive and Motivation
YouTube video by RSA Animate (20 minutes)

Happiness is Contagious
CNN, January 9, 2009

Help Employees Give Away Some of That Bonus
HBR 2008 (Norton and Dunn)

Book : Chapter 1 : The Dragonfly Effect (F+GET)
Jennifer Aaker

Case : Dispensing Happiness (Coke)
Aaker GSB Case M-335

ASSIGNMENTS DUE [60 min]

GROUP : Please submit your one-page 'how-to' recipe for either your opening act or half-time show gig. The teaching team will collect these and put together a cookbook for everyone on the last day.

DAY 5 (OCT 18)
BUILDING HAPPINESS

FINAL PROJECTS [120 min]

Your final project will be to design an organization that would create the greatest happiness for your team members (employees, coworkers, partners and customers). This is your turn in the spotlight! Each team will be given 9 min. to awe and inspire the audience. See back for more details.

HALF-TIME SHOW [15 min]

The last commercial break of the class will be sponsored by the GSB Product Design and Manufacturing Club. Get ready to leap in the air!

WRAP-UP [30 min]

Wrapping Up on Designing Happiness

READINGS [0 hours]

None! Focus on your group project and final presentations.

ASSIGNMENTS DUE [!!]

GROUP PROJECT : A 3-page document and 5-minute visual presentation on organizational happiness that you can load onto slideshare (see back page).