Evil by Design

Kit Oliynyk .twitter  fiorine
Evil by Design

Kit Oliynyk  twitter fiorine
Google's solution to accidental algorithmic racism: ban gorillas

Facebook says fake accounts linked to Russia bought thousands of ads during US election

Our society is being hijacked by technology.

How Uber Uses Psychological Tricks to Push Its Drivers’ Buttons

As Uber Expands, It Asks Cities For Forgiveness Instead Of Permission

YouTube Kids app still showing disturbing

MIT scientists created a “psychopath” AI by feeding it violent content from Reddit

Peak social media? Facebook, Twitter and Snapchat fail to make new friends

The CEOs of Facebook, Google, and
blasted for not showing up to congress
Russian ads

Peter Thiel’s data-mining company
is desperate for new

MY MOTTO IS
“MOVE FAST AND
BREAK THINGS.”

JOBS I’VE BEEN
FIRED FROM

- FedEx Driver
- Crane Operator
- Surgeon
- Air Traffic Controller
- Pharmacist
- Museum Curator
- Waiter
- Dog Walker
- Oil Tanker Captain
- Violinist
- Mars Rover Driver
- Massage Therapist
Data misuse is not our friend, it's our business model.

Fake news is not our friend, it's a great revenue source.
climate change is
climate change is a hoax
climate change is not real
climate change is real
climate change is fake
climate change issues

Google Search  I'm Feeling Lucky

Report inappropriate predictions
Average attention span in seconds

<table>
<thead>
<tr>
<th></th>
<th>Humans in 2000</th>
<th>Humans in 2013</th>
<th>Goldfish</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humans in 2000</td>
<td></td>
<td></td>
<td></td>
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<tr>
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<td></td>
</tr>
<tr>
<td>Goldfish</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

THE GLOBE AND MAIL, SOURCE: MICROSOFT CANADA REPORT, SPRING 2015
Good by Design

Kit Oliynyk  

fiorine
how do i solve poverty hmm HMMM
If design is all about making intentional decisions, you can't really call yourself a designer if you aren't well informed about reality.

You might be a fine craftsperson. And you might also be a real danger to society.
Why should I care about ethics?

What does my team believe in?

How might we share our beliefs across our company?

Are we asking the right questions?

What if our company believes in something we don’t?
Personal ethics

THIS IS PROBABLY NOT FINE AT ALL.

Shared ethics

Soooo... how do we fix this?

Ethical processes
# The Simple Answers to the Questions That Get Asked About Every New Technology:

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Will make us all geniuses?</td>
<td>No</td>
</tr>
<tr>
<td>Will make us all morons?</td>
<td>No</td>
</tr>
<tr>
<td>Will destroy whole industries?</td>
<td>Yes</td>
</tr>
<tr>
<td>Will make us more empathetic?</td>
<td>No</td>
</tr>
<tr>
<td>Will make us less caring?</td>
<td>No</td>
</tr>
<tr>
<td>Will teens use [ ] for sex?</td>
<td>Yes</td>
</tr>
<tr>
<td>Were they going to have sex anyway?</td>
<td>Yes</td>
</tr>
<tr>
<td>Will destroy music?</td>
<td>No</td>
</tr>
<tr>
<td>Will destroy art?</td>
<td>No</td>
</tr>
<tr>
<td>But can't we go back to a time when—</td>
<td>No</td>
</tr>
<tr>
<td>Will [ ] bring about world peace?</td>
<td>No</td>
</tr>
<tr>
<td>Will [ ] cause widespread alienation by creating a world of empty experiences?</td>
<td>We were already alienated</td>
</tr>
</tbody>
</table>
oh man, so many thoughts on this. One of SV’s greatest achievements is branding themselves as “creators” and “makers” instead of exploiters.
Fuck it, Ship it.
wow! this website i designed is so easy to use for me. it's easy 2 use for everyone!
Morals excite passions, and produce or prevent actions. Reason itself is utterly impotent in this particular. The rules of morality, therefore, are not conclusions of our reason.

— David Hume
Present
what is

Design

Future
what ought to be
Utilitarianism
Design to make most people *feel better.*

Consequentialism
Design to make no one *feel worse.*
Talking about empathy in place of systems is a dodge that lets designers off the hook for bad aggregate effects as long as users/customers "experience delight" and "form a habit".

6:36 PM - 13 Feb 2019
Intent
Is this a worthy problem to solve?

Results
What consequences does our solution have?
We are not the creative class anymore.  
We are now the responsible class.
craft | communication
creative solutions | future-proofing questions
attention to detail | attention to the whole picture
user empathy | social responsibility
technology is neutral | technology is driven by beliefs
Exhorting people and organizations to “not be evil” clearly doesn’t work. Evil seems to appear regardless of our good intentions. The individuals who create some of the most oppressive digital systems are mostly good people.

— Alan Cooper
It’s not enough to be a good person. We need a system of shared beliefs.
Your order: [Sign In] [Shipping] [Payment] [Confirm] [Complete]

Select Payment Method

<table>
<thead>
<tr>
<th>Select</th>
<th>Credit Card</th>
<th>Card Holder</th>
<th>Expires on</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MasterCard</td>
<td></td>
<td>3/2016</td>
</tr>
</tbody>
</table>

Coupon Codes

Do you have any coupon codes? Enter them here.

[Apply to Order] [Continue]

Time left to complete page: 07:21
Should I use a timer on a registration page to reserve seats?

I'm working on an online registration system for my company that allows our customers to register for events.

Once the customer has selected their seats and signed in, we "reserve" the seats, preventing the section from being oversold, but we'll only hold them for about 10 minutes. Think of websites like TicketMaster, where they give you a few minutes to complete the purchase process before they make your tickets available for sale again.

I know that TicketMaster displays a timer to their customers, but I've got two options:

- Have the count-down happen silently, and at the end of the 10 minutes display the pop-up message
- Display the count-down timer so that the user is aware of the time limit

So my question is, which option should I choose? I have to have a 10-minute limit, and I think that the count-down timer may encourage customers to complete the process faster, but is it being too pushy?
Have the count-down happen silently, and at the end of the 10 minutes display the pop-up message.

I don't think users will like getting a surprise like this. It's akin to rubbing salt into the wounds. "Another user just bought your tickets. Loser."

Display the count-down timer so that the user is aware of the time limit.

I recommend doing this. You want the experience to be positive, and for the user to feel like they have control over what happens. So make the ten minute threshold as transparent as possible, and actively help your users avoid making a mistake.

I think that the count down timer may encourage customers to complete the process faster.

I'd state this more simply - it's helping them to complete the process. Period.
IMHO, displaying the counter is either frustrating and annoying and might cause mistakes ("damn, I have a time limit, I better hurry up..."), or meaningless - in case users fails to notice it just because it's always there. It took me a second or two to locate it.
in addition to shipping their org charts, companies ship their cultures.

open and highly collaborative orgs ship products that foster that same collaboration and transparency.

silooed and inward facing orgs ship products that encourage information siloes and discourage sharing.
Swapna Krishna is on maternity...  
@skrishna

Hey tech developers: It’d be really nice if you put a “pregnancy mode” in your weight/training/workout etc. apps. I’m getting really tired of my smart scale and exercise apps yelling at me for weight gain/decreased activity.

7:05 AM - 30 Aug 2018

2,638 Retweets  13,890 Likes
Larry, go.

Black hand: Nothing.
we hold diversity posters
ARE YOU COMING TO BED?

I CAN'T. THIS IS IMPORTANT.

WHAT?

SOMEONE IS WRONG ON THE INTERNET.
Ethical design depends on the ability to understand and engage underlying philosophical questions about what the common good is, which is also fundamentally political. There’s no avoiding it.
Personal ethics

Shared ethics

Ethical processes

- **THIS IS PROBABLY NOT FINE AT ALL.**

- **SOOO... HOW DO WE FIX THIS?**
Does your organization encourage political activities in the workplace?

- Yes, we encourage political activities in the workplace: 4%
- No, we discourage political activities in the workplace: 72%
- We neither encourage nor discourage political activities in the workplace*: 16%
- Other: 9%

Note: n = 400. Percentages may not total 100% due to rounding. Respondents who answered “not sure” were excluded from this analysis. An asterisk (*) indicates that this response option was developed from open-ended responses.
“In the last week I have felt uncomfortable due to political expression in my workplace.”

Coworkers’ political views **align**

<table>
<thead>
<tr>
<th>Agree (I’m uncomfortable)</th>
<th>Neither</th>
<th>Disagree (I’m comfortable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>9%</td>
<td>21%</td>
<td>70%</td>
</tr>
</tbody>
</table>

Coworker’s political views **do not align**

<table>
<thead>
<tr>
<th>Agree (I’m uncomfortable)</th>
<th>Neither</th>
<th>Disagree (I’m comfortable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>23%</td>
<td>20%</td>
<td>57%</td>
</tr>
</tbody>
</table>

Percent of total respondents; N=1000 full-time employees
Source: Clutch 2017 Politics in the Workplace Survey
When it’s a matter of right or wrong, people become less tolerant of others who hold the opposite view.
We don’t know how to disagree with other people and still treat them with dignity, or to consider the possibility that we might be wrong. Or that maybe they’re mostly wrong, but we still have something to learn from them.
Design is always political.
But political doesn’t have to be partisan.
Morals is **knowing** the difference between right and wrong **for yourself**.

Ethics is **doing** the right thing, even if it is hard or uncomfortable, **together**.
When you decide that you want to be just *brave* it it opens up way more possibilities than trying to be *perfect* ever does.

— *AOC*
personal morals

craft tools

design principles

“us vs. them”

shared beliefs

cultural tools

ethical principles

shared responsibility
Experience
What is my team experiencing right now that we want to be different?

Beliefs
What might we believe in order to have this experience?

Behavior
How do we behave when we have this belief?

Results
What is our impact when we behave this way?
Simplicity  Ingenuity  Delight
Hippocratic Oath- Modern Version

I swear to fulfill, to the best of my ability and judgment, this covenant:

I will respect the hard-won scientific gains of those physicians in whose steps I walk, and gladly share such knowledge as is mine with those who are to follow.

I will apply, for the benefit of the sick, all measures [that] are required, avoiding those twin traps of overtreatment and therapeutic nihilism.

I will remember that there is surgeon's knife or the chemical may outweigh the need for a patient's recovery.

I will not be ashamed to say 'I will respect the privacy of n with care in matters of life and accurate responsibility must not play at God.

I will remember that I do not and economic stability. My act may affect the person's family sick.

I will prevent disease whenever I can, for prevention is preferable to cure.

I will remember that I remain a member of society, with special obligations to all my fellow human beings, those sound of mind and body as well as the infirm.

If I do not violate this oath, may I enjoy life and art, respected while I live and remembered with affection thereafter. May I always act so as to preserve the finest traditions of my calling and may I long experience the joy of healing those who seek my help.
1932 TO 1972: A CLOSURE COMES TO THE TUSKEGEE
STUDY, 2004

SHAMIM M. BAKER, OTIS W. BRAWLEY, AND LEONARD S. MARKS

They said it was a study that would do you good.

(Ernest Hendon, 1908 to 2004, last survivor of Tuskegee Study of Untreated Syphilis)

I am sorry.

(President Clinton, May 16, 1997, apologizing for United States' role in study)

When Ernest Hendon died in January 2004 at the age of 96, a closure finally came to the Tuskegee Study of Untreated Syphilis (TSUS) of 1932 to 1972. Mr. Hendon, who was the last survivor of the TSUS, made the above remark shortly before his death, describing why he participated in a research project that nowadays—just a few decades later—is not even conceivable. Mr. Hendon’s the 1920s, 36% of the 27,000 residents of Tuskegee, Macon County, Alabama were infected with syphilis, giving this place a syphilis prevalence among the greatest in the United States. In addition, 82% of the Tuskegee residents were of African-American descent. To Dr. Taliaferro Clark, a distinguished venereologist and chief of the USPHS Venereal Disease Division, Tuskegee thus had ideal properties:

As long as syphilis was so prevalent in Macon and most of the blacks went untreated throughout life, it seemed only natural that it would be valuable to observe the consequences... it was a “readymade situation” and an unusual opportunity for a classic study in nature that probably could not be duplicated anywhere else in the world.
1. Respect people as individuals
2. Do no harm, while maximizing value
3. Examine any affected population
...the term “research” designates an activity designed to test a hypothesis, permit conclusions to be drawn, and thereby to develop or contribute to generalizable knowledge...
I will remember that I do not treat a fever chart, a cancerous growth, but a sick human being, whose illness may affect the person's family and economic stability.
To the extent that the business takes place in software, designing the software is designing the business. Designers either need to participate in defining the business model or they will simply be its tool.
Business Strategic Priorities

- Increase Revenue
- Decrease Costs
- Increase New Business
- Increase Existing Business
- Increase Shareholder Value
An ethical organization requires a practice of continuous qualitative inquiry.

This doesn't mean a barrage of surveys, or buying a bunch of seats on expensive platforms, or hiring a bunch of researchers.

Step 1 is creating a culture that values asking the right questions.
When they say "Add to Network," they really mean "Send 688 emails."
A Friedman doctrine—
The Social Responsibility Of Business Is to Increase Its Profits

BY MILTON FRIEDMAN

TAMING G.M.—Chairman James Roche of General Motors (right) replies to members of Campaign G.M. (below, wearing "Tame G.M." buttons) at the corporation's stockholders' meeting in May. Representatives of the campaign demanded that G.M. name three new directors to represent "the public interest" and set up a committee to study the company's performance in such areas of public concern as safety and pollution. The stockholders defeated the proposals overwhelmingly, but management, apparently in response to the second demand, recently named five directors to a "public-policy committee." The author calls such drives for social responsibility in business "pure and unadulterated socialism," adding: "Businessmen who talk this way are unwitting puppets of the intellectual forces that have been undermining the basis of a free society."
Saying no is a design skill. Asking why is a design skill. Rolling your eyes is not.

— Mike Monteiro
Life, uh, finds a way.
Increasing revenues
Decreasing costs
Increasing market share
Increasing shareholder value
Increasing loyalty
Decreasing social harm
Sustaining society
Increasing social good
Personal ethics

THIS IS PROBABLY NOT FINE AT ALL.

Shared ethics

Ethical processes

SOOO... HOW DO WE FIX THIS?
“edge case”
“most of our users”
“no one will notice anyway”
“just add it to the Terms & Conditions”
“it’s just for the MVP”
“it’s only a small-scale test”
“everyone does it”
“if we don’t, someone else will”
Take time from Lucy’s calendar

Lucy/Aaron 1:1

February 15, 2019  9:30am   -   10:30am

Help Lucy understand why this meeting is important to you.

Acme Co. is paying Lucy about $80 for this block of time. Lucy only has 12 hours of personal time left this week.

Save event  Cancel
Evil by Design
INTERACTION DESIGN TO LEAD US INTO TEMPTATION

Provide reasons
Repeat positive messages
Personal messages hit home
Gain public commitment
Emphasize general similarities
Certification and endorsement
Complete a set
Desire for order

Evil by Design: Persuasive design patterns explaining how companies manipulate us

Evil by Design: Persuasive design patterns explaining how companies manipulate us. This is a series of evil designs grouped under the seven deadly sins, with tips on how to identify them, how to avoid them and the psychology of persuasion explains how our brains are wired to respond to certain sales techniques.

- How-to steps to replicate these patterns on your own site. Learn how to use the same principles either for good or evil.

Continuing the conversation from the Evil by Design book
In light of the latest FB scandal, here's my proposal for replacing Design Sprints:

Black Mirror Brainstorms

A workshop in which you create a Black Mirror episode. The plot must revolve around misuse of your team's product.

Pair with @brownorama's idea of "abusability testing"
1. OUR DESIGN IS...

2. SELECT VALUES RELEVANT TO YOUR DESIGN:

- **Entertainment**: Experiencing excitement or heightened arousal
- **Physical well being**: Feeling healthy, energetic or physically resilient
- **Receiving**: Obtaining approval, support or validation from others
- **Bodily sensations**: Experiencing pleasure associated with the senses, physical movement or bodily contact
- **Exploration**: Satisfying one's curiosity about personally meaningful events
- **Understanding**: Gaining knowledge or making sense out of something
- **Positive self**: Maintaining a sense of self-confidence, pride or self-worth
- **Transcendence**: Experiencing optimal or extraordinary states of functioning

Harmony: Experiencing a profound sense of connectedness, harmony or oneness with people, nature or a greater power

Tranquility: Feeling relaxed and at ease

Belonging: Building or maintaining attachments, friendships, intimacy or a sense of community

Equity: Promoting fairness, justice, reciprocity or equality

Giving: Giving approval, support, assistance, advice or validation to others

Responsibility: Keeping interpersonal commitments, meeting social role obligations and conforming to social rules

Management: Maintaining order, organisation or productivity in daily life tasks

Creativity: Engaging in activities involving artistic expression or novel though

Safety: Being unharmed, physically secure and free from risk

Mastery: Meeting a challenging standard of achievement or improvement

Uniqueness: Feeling unique, special or different

Autonomy: Experiencing a sense of freedom to act or make choices.

Superiority: Comparing favorably to others in terms of winning, status or success

Intellectual stimulation: Engaging in activities involving original thinking or novel or interesting ideas

3. TRANSLATE VALUES TO CONCERNS:

- **HUMAN VALUE** x **CONTEXT OF USE** = **CONCERN**

E.g. AUTONOMY X virtual reality gaming = "I want to be in control of my own actions in the game".

4. MAP THE CONCERNS:

Which concerns does each stakeholder prioritise?

Which concerns conflict?

5. DESCRIBE THE DESIGN'S EFFECT ON EACH CONCERN

The design inhibits/supports/limits/enhances/prevents/enables/reinforces/undermines/challenges this concern.
The Iceberg Canvas

PRODUCT / SERVICE

- Speedy food delivery from restaurants in your neighbourhood
- Large selection of restaurants (20k+ in London)
- Time to deliver

CUSTOMER

- Convenience
- Food ‘now’
- Food doesn’t arrive
- Food not tasting good

- Diluting people’s relationships with restaurants
- Street congestion
- Neighbourhood supermarkets/off-license etc. losing business

- "Netflix and chill" – fueling loneliness?
- Free up time to do other things
- Treat food as something that just comes to you

- Growing impatience
- Exposed to new cuisines

- Sense of entitlement - if food doesn’t arrive blame on courier

- Racial/economical divide between riders and customers

Packaging waste

Food waste

© Will Anderson and Karwai Ng, 2017. All rights reserved.
THE BACKSTABBER

What could cause people to lose trust in your product?
What could make people feel unsafe or exposed?
What mechanisms are in place for listening to your users?
How will you recognize larger patterns in feedback so that action can be taken?

THE SIREN

What would using your product "too much" look like?
How does your product encourage users to engage, and how does it make it easy to disconnect?
How does your product respect people's boundaries and the other parts of their lives?
In what situations might it be inappropriate or distracting to use your product?

THE BIG BAD WOLF

What could a "bad actor" do with your product?
What would predatory and exploitative behavior look like with your product?
What product features are most vulnerable to manipulation?
Who could be targeted with your product?

THE BFFs

If two friends use your product, how could it enhance or detract from their relationship?
How does your product change or create new ways for people to interact?
Does your product fill or change a role previously filled by a person?
a guide to
anticipating
the future impact of
today’s technology
Or: how not to regret
the things you will build
8 Risk Zones

Risk Zone 1: Truth, Disinformation, Propaganda
Risk Zone 2: Addiction & the Dopamine Economy
Risk Zone 3: Economic & Asset Inequalities
Risk Zone 4: Machine Ethics & Algorithmic Biases
Risk Zone 5: Surveillance State
Risk Zone 6: Data Control & Monetization
Risk Zone 7: Implicit Trust & User Understanding
Risk Zone 8: Hateful & Criminal Actors
<table>
<thead>
<tr>
<th>Disinformation</th>
<th>Addiction</th>
<th>Economic Inequality</th>
<th>Algorithmic Biases</th>
</tr>
</thead>
<tbody>
<tr>
<td>How could someone use your tech to attack the truth?</td>
<td>Is your tech good for the mental, physical or social health of the users?</td>
<td>Will people or communities who don’t have access to this technology suffer a setback compared to those who do?</td>
<td>Is the technology reinforcing or amplifying existing bias?</td>
</tr>
<tr>
<td>How could someone use this technology to undermine trust in established social institutions?</td>
<td>What does healthy engagement look like?</td>
<td>Are reducing human employment? How might that impact overall socioeconomic well-being and stability?</td>
<td>Is there a lack of diversity in the people responsible for the design of the technology?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Surveillance</th>
<th>Data &amp; Monetization</th>
<th>Trust &amp; Understanding</th>
<th>Bad Actors</th>
</tr>
</thead>
<tbody>
<tr>
<td>How might a government utilize this tech to infringe upon the rights of its citizens?</td>
<td>Do your users have the right and ability to access the data you have collected about them?</td>
<td>Does your technology do anything your users don’t know about, or would probably be surprised to find out about?</td>
<td>How could someone use your technology to bully, stalk, or harass other people?</td>
</tr>
<tr>
<td>Could the data your tech is generating hurt someone’s reputation in the long term?</td>
<td>What is the worst thing someone could do with this data if it were stolen or leaked?</td>
<td>If so, why are you not sharing this information—and what kind of backlash might you face if users found out?</td>
<td>How could organized hate groups use your technology to spread hate, recruit, or discriminate against others?</td>
</tr>
</tbody>
</table>
Universities Rush to Roll Out Computer Science Ethics Courses

Laura Norén, who teaches a data science ethics course at New York University, said, “You can patch the software, but you can’t patch a person if you, you know, damage someone’s reputation.”

Sam Hodgson for The New York Times

By Natasha Singer  Feb. 12, 2018
The new maker is the maker of social good.
Evil by Design

Kit Oliynyk  

Senior Business Design Lead  
at Ventera