AGILE ON THE BEACH

Product Management Dark Patterns

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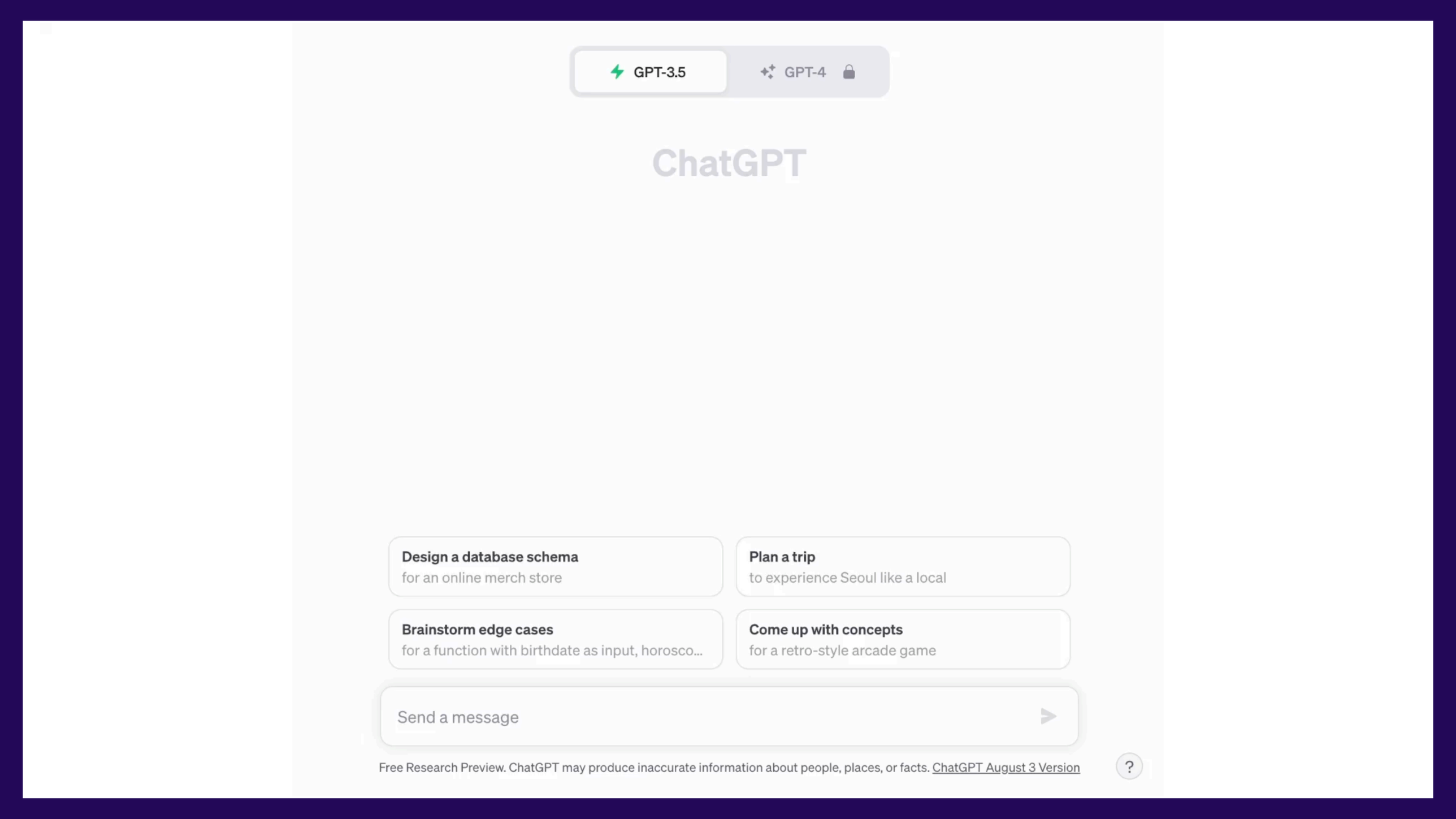
Product management
‘best practices’


GPT-3.5
GPT-4
ChatGPT
Design a database schema
for an online merch store
Plan a trip
to experience Seoul like a local
Brainstorm edge cases
for a function with birthdate as input, horosco...
Come up with concepts
for a retro-style arcade game
Send a message
Free Research Preview. ChatGPT may produce inaccurate information about people, places, or facts. ChatGPT August 3 Version
?

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What '**good**' looks like... not

Targeted marketing

or

illicit influencing?

Illicit social media algorithm
2016, US election interference

Image designed by Freepik

Reducing friction

or

tricking users?

Manipulative signup process
2023, Amazon Prime

photo by **Christian Wiediger via Unsplash**

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We need a **better** approach

We think this is important
because as product teams we have a

Responsibility

Surprisingly, we do have more

influence

than we realise...

Best practices

Unintended consequences

Antidotes

PRACTICE

Innovation

"We are stuck with technology when what we really want is just stuff that works."

Douglas Adams, writer

Image by **Midjourney**

PRACTICE

Innovation

We apply new technologies and business models because **they create value**

BUT WE SOMETIMES

Apply **concepts** and **technologies**

without **full consideration**

BECAUSE

- We think technology is the **holy grail**
- We think fashionable equals '**good**' and **fitting**
- We are **vain**

WHICH CAN LEAD TO

- **Unsustainability**
- Direct **negative impact**
- **Missed opportunities** (for better solutions)

AND THE ANTIDOTE IS

Intentional innovation and adoption:

- Understand the context **holistically**
- Assess **options**
- **Continuously** measure & assess impact

PRACTICE

Personalisation

"Some players get so hooked by the game that they actually get annoyed when they win a jackpot."

Natasha Dow Schüll, Anthropologist

photo by Carl Raw via Unsplash

PRACTICE

Personalisation

We tailor ‘things’ to customers because this **increases satisfaction (revenue)**

BUT WE SOMETIMES	BECAUSE	WHICH CAN LEAD TO	AND THE ANTIDOTE IS
Hyperpersonalise	We believe that **more** personalised **is always better**	• **Addiction & manipulation** • Reduced **discoverability** • **Echo chambers** & **social bubbles**	• **Ethical** analysis • Avoiding **addictive patterns** • **Circuit breakers** • Building for **variety & inclusion** (randomisers)

PRACTICE

Automation, big data, algorithms

...certain algorithms "are only primitive tools, which hammer complexity into simplicity..."

Dr. Cathy O'Neil, Mathematician
Author of 'Weapons of Math Destruction'

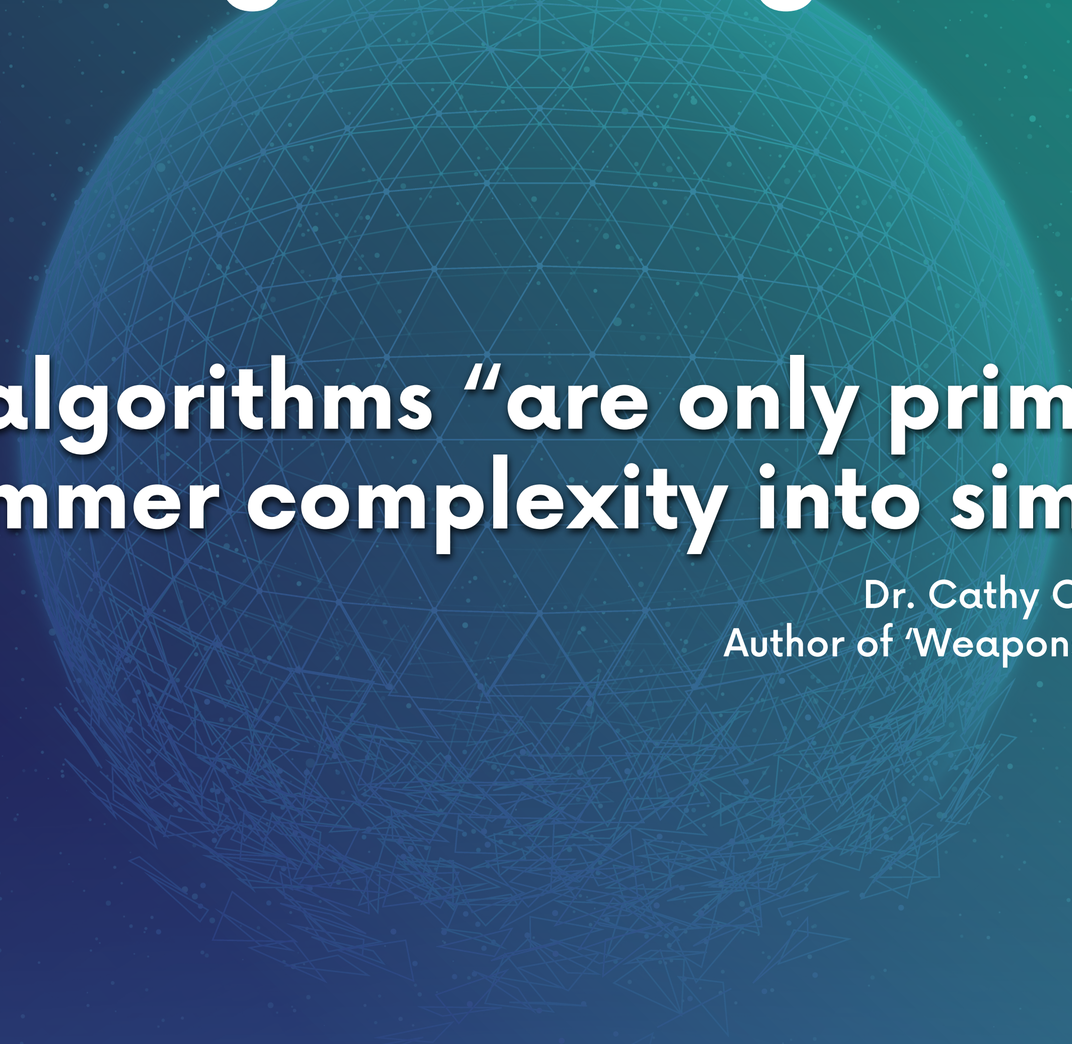

photo by Garry Killian on Freepik

PRACTICE

Automation, big data, algorithms

Insights generation & automation increases **efficiency and effectiveness** to incredible levels

BUT WE SOMETIMES	BECAUSE	WHICH CAN LEAD TO	AND THE ANTIDOTE IS
Overestimate the **reliability** of outputs	• We are **blinded** by the promise of insight and optimisation	• **Discrimination**	• Ethics by **design**
Underestimate **impact**	• We use **'bad' data**	• **Dehumanisation**	• **Choose your data** carefully
Automate away **humanity**	• We **over-simplify** our algorithms	• A **race** to the bottom	• Be **transparent,** provide explainability
	• We **over-automate**		• Cater for **human intervention**

PRACTICE

Loyalty

"The purpose of a business is to create a customer who creates customers"

Peter Drucker, Management Consultant & Author

photo by Annie Spratt on Unsplash

PRACTICE

Loyalty

Loyalty contributes to long-term **business viability**

BUT WE SOMETIMES	BECAUSE	WHICH CAN LEAD TO	AND THE ANTIDOTE IS
Lock customers in **Coerce** them to consume more than they need	• We are too **tactical & myopic** • We are **ignorant**	• **Resentment** • Over **consumption** • **Unsustainability**	• **Health metrics**! Customer satisfaction Acquisition costs Customer lifetime value • Look for **dark patterns**

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So what now?

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Build **awareness**
Have the **conversation**
Define and apply **an approach**

The British Council

Equality, diversity and inclusion "enhance our brand, reputation and our impact both on people and on our planet."

Everything we do and say is underpinned by our values:

- Open and committed
- Expert and inclusive
- Optimistic and bold

"Equality screening and impact assessment (ESIA) helps us consider the potential impact of what we do on different groups who are susceptible to unjustified discrimination, some of whom are legally protected against this, whether by UK or other law."

BritishCouncil.org

Our purpose

We support peace and prosperity by building connections, understanding and trust between people in the UK and countries worldwide

Strategic objectives

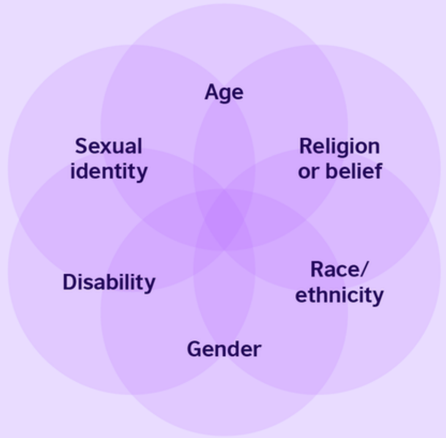
Mainstreaming equality, diversity and inclusion into everything we do

- An inclusive organisational culture
- Developing capability and leaders
- Measuring performance, impact and legal compliance

Key tools

- Learning and development
- Monitoring and targets
- Planning and assessment
- Inclusion guides

Focus areas



+ Socio-economic background

explainability
sphere of influence & control
courage
tension scales
in spirit not letter
break social bubbles
choose data carefully
look for dark patterns
discoverability
speak to the right people
holistic context analysis
ethical analysis
automate + human intervention
circuit breakers
continuous impact assessment
leading & lagging indicators
intentional
health metrics
holistic outcomes
critical friend
variety & inclusion

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Interested in more?
Join Marcel **tomorrow** 13:15 Studio L

Decoding the algorithm

Why explainability and transparency matter when building AI-driven systems

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Presentation deck and further thoughts here:

https://bit.ly/pmdarkpatterns

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Questions?

Feedback

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BEAUTIFUL ABSTRACTION

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