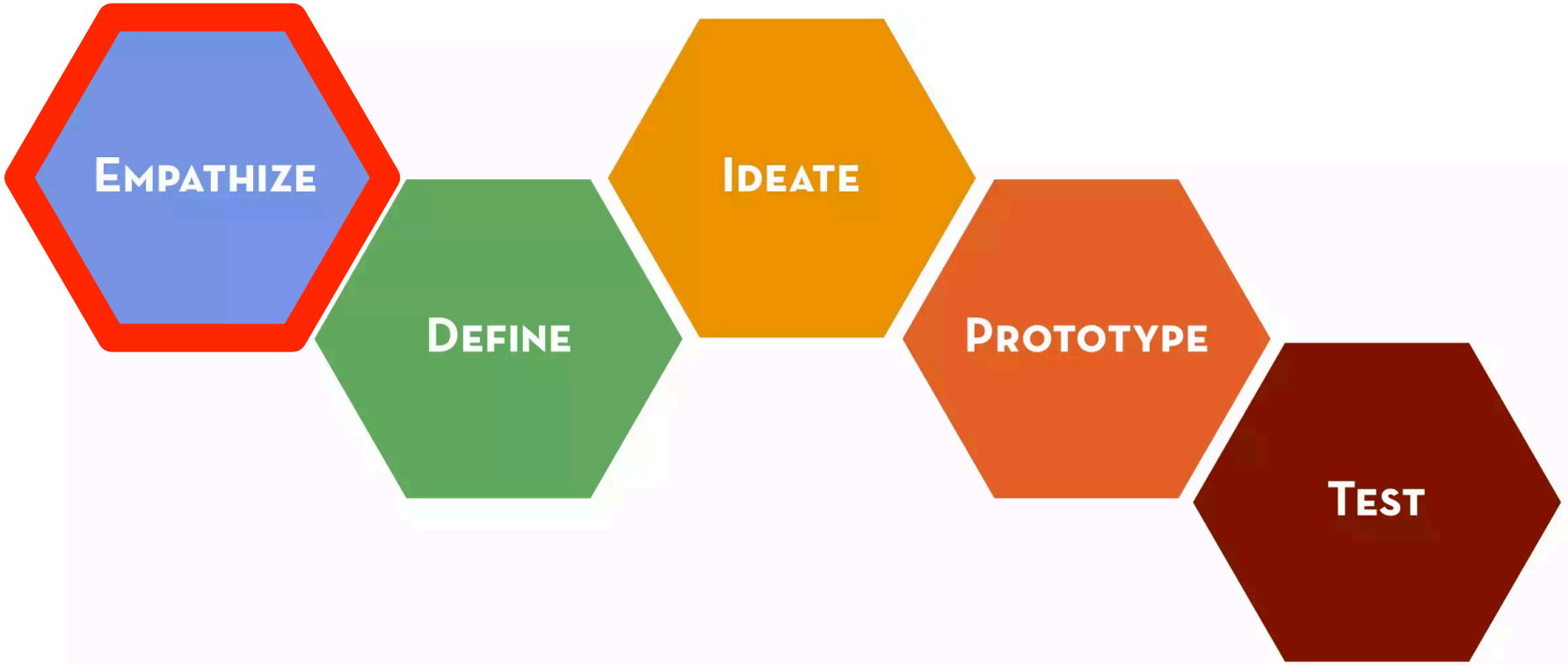
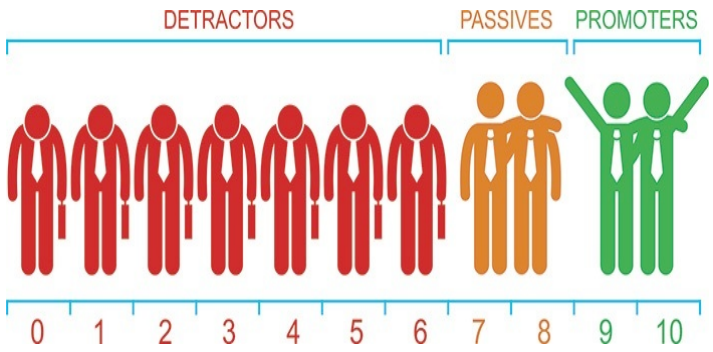
Design Thinking Process



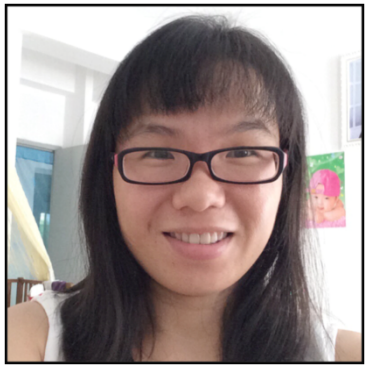
What did you notice in the interviews you watched?

An quick example…

In a large company in Silicon Valley…



- Low satisfaction among product developers (-41 NPS)
- Repeated mention of problems finding information
- Proposal to hire a Knowledge Management specialist
- Sliced Bread Design tasked with understanding how to approach the problem



what we thought we'd find

what we actually found

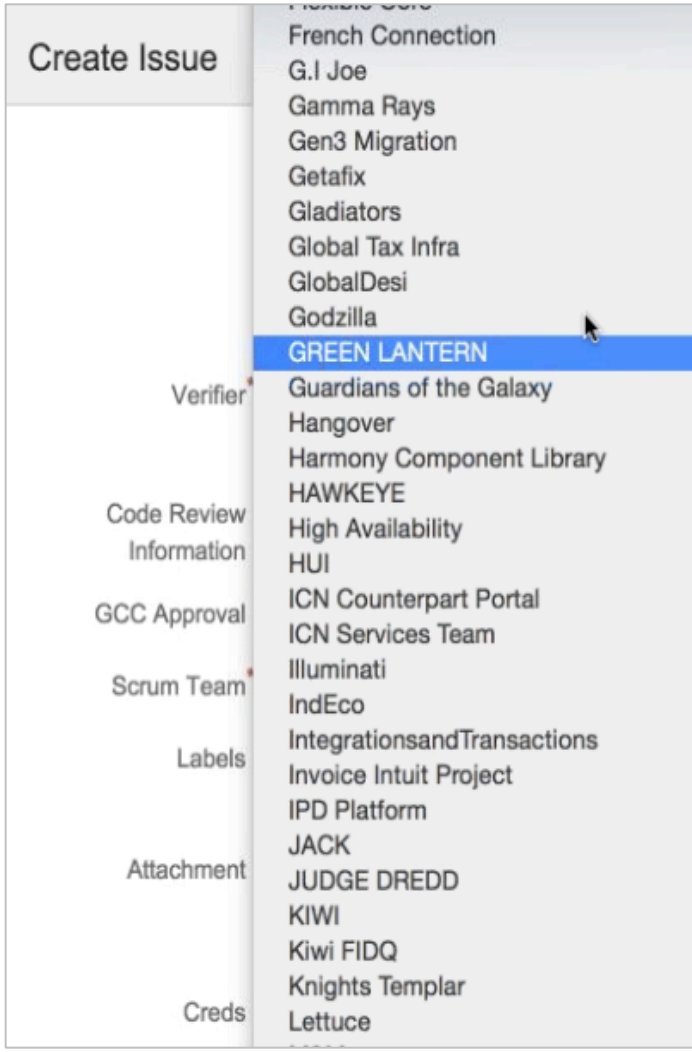
> Most of the pain is just finding the right people.

- Everyone

Mystery names

Jennifer
Offerings: QBO Banking

> I want to talk to the shell team but they're called Judge Dredd. They're all like superhero names. I don't know why we're stuck with them.
>
> I don't know what Green Lantern, Godzilla, Gladiators are.
>
> To file a bug in Jira, the scrum team name is required. I might know the person, but I don't know their scrum team because it's kind of random.



HMW connect people?

How might we…

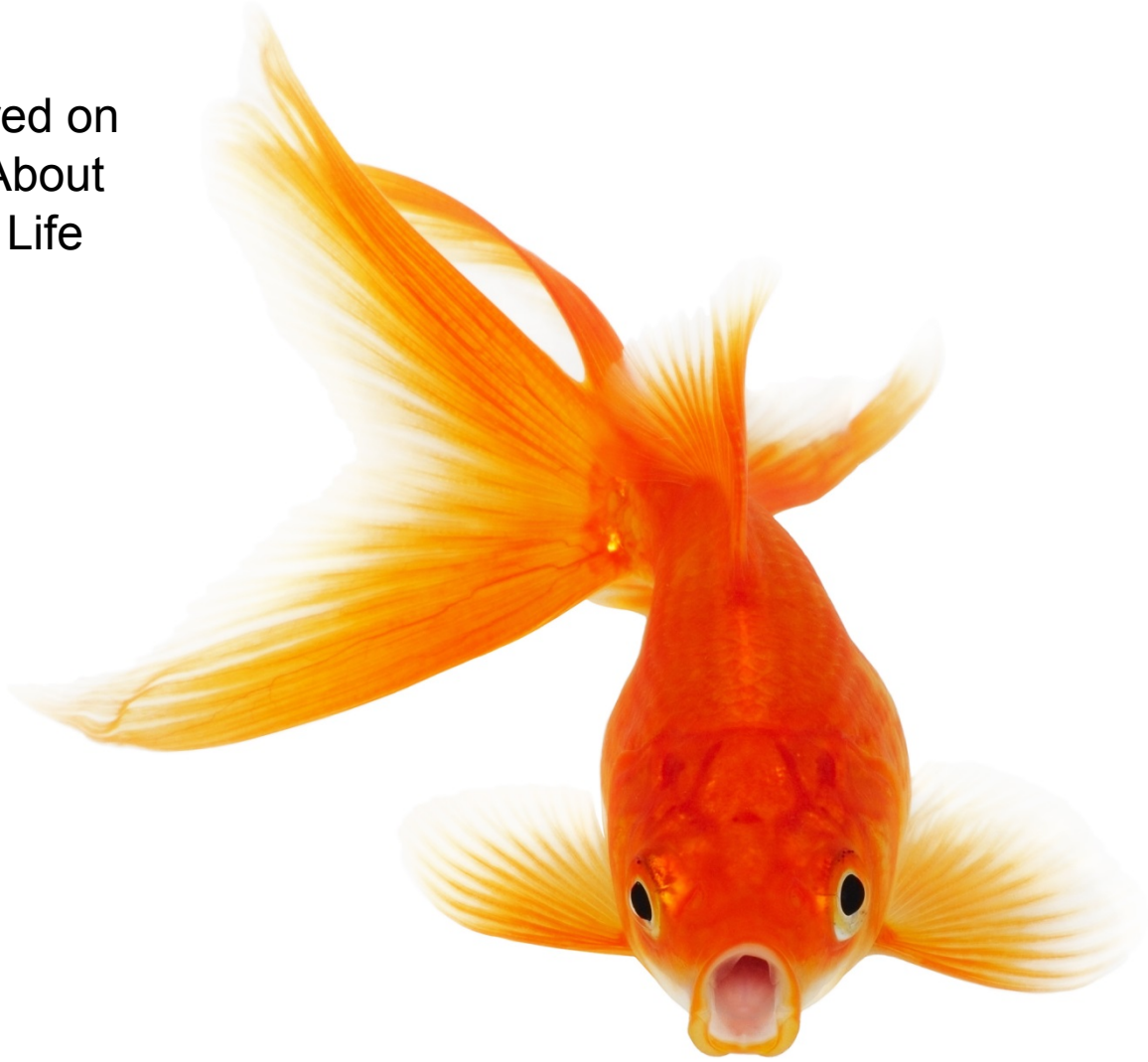
- help developers get questions answered by the right other people quickly?
- connect developers with relevant teams and their docs more effectively?
- keep up to date through organizational change?
- connect with groups of knowledgeable people rather than just individuals?

Critical to **Design Thinking**
is seeing the water.

See the Water

Some Thoughts, Delivered on a Significant Occasion, About Living a Compassionate Life

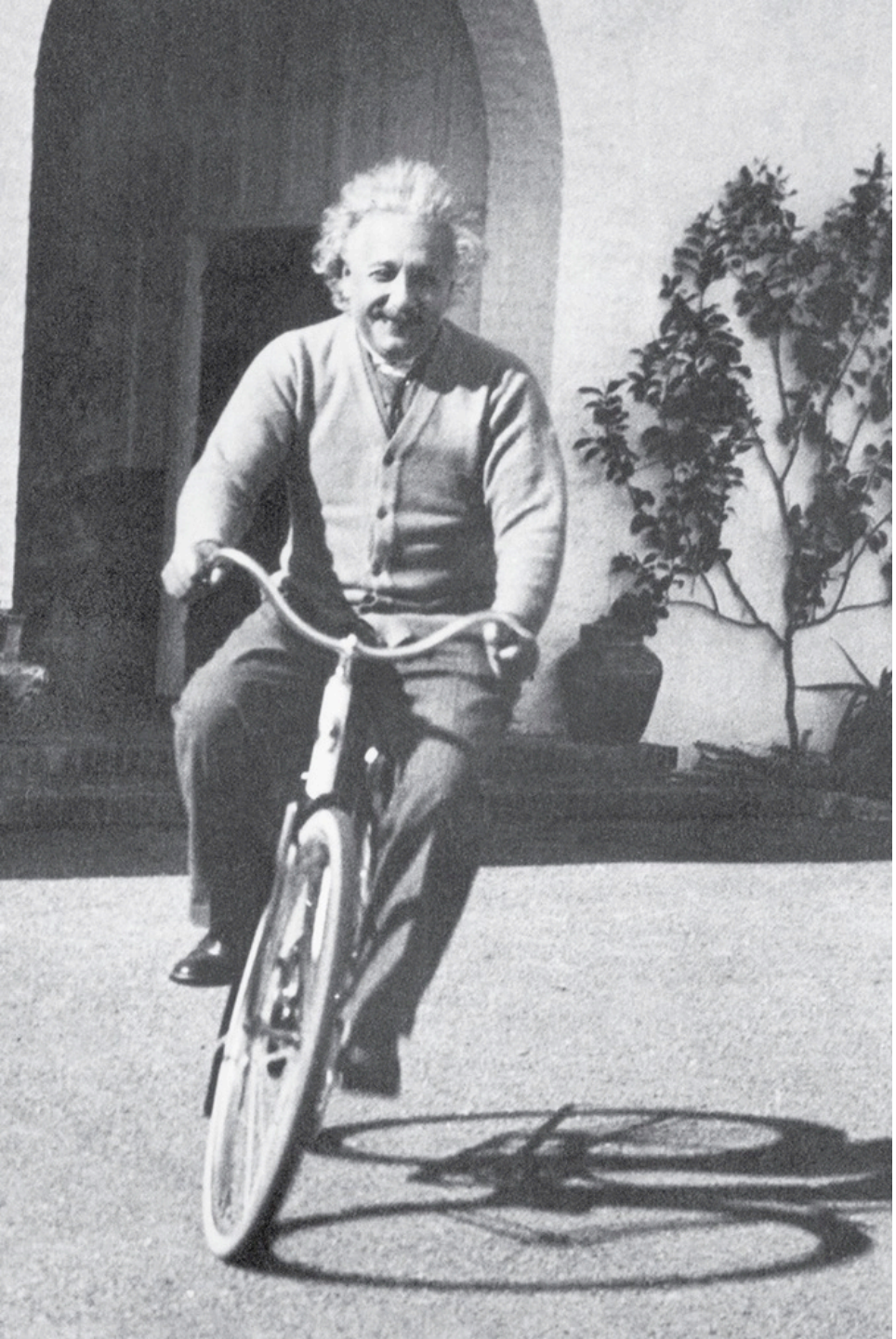
David Foster Wallace



How do you see the water?

1. Get out of your water.
2. Look more closely at the water and all that goes on in it.
3. Talk to other creatures that live in the water.
4. Perturb the water.
5. Chase down the old fish and ask him what he meant.

Observation



To understand your customer in a new way.

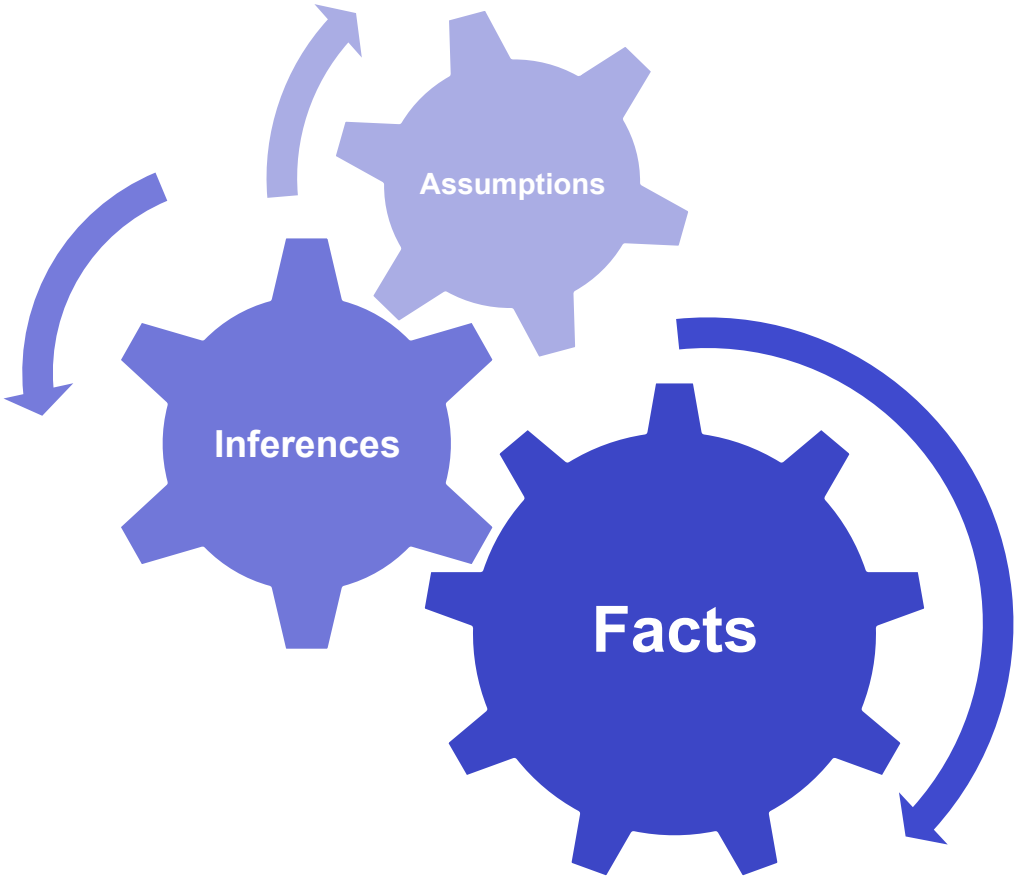
And this requires

empathy

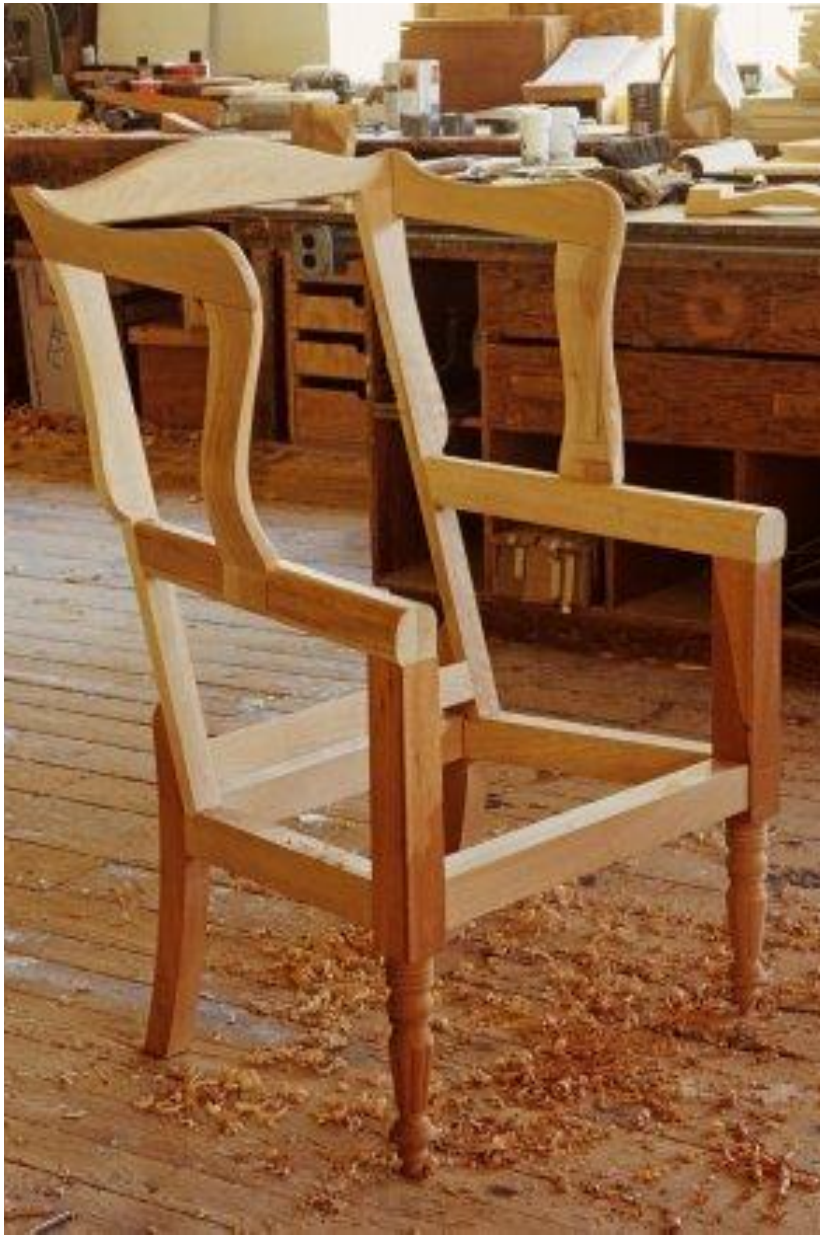
What do you see?

What's interesting?

Active Observation

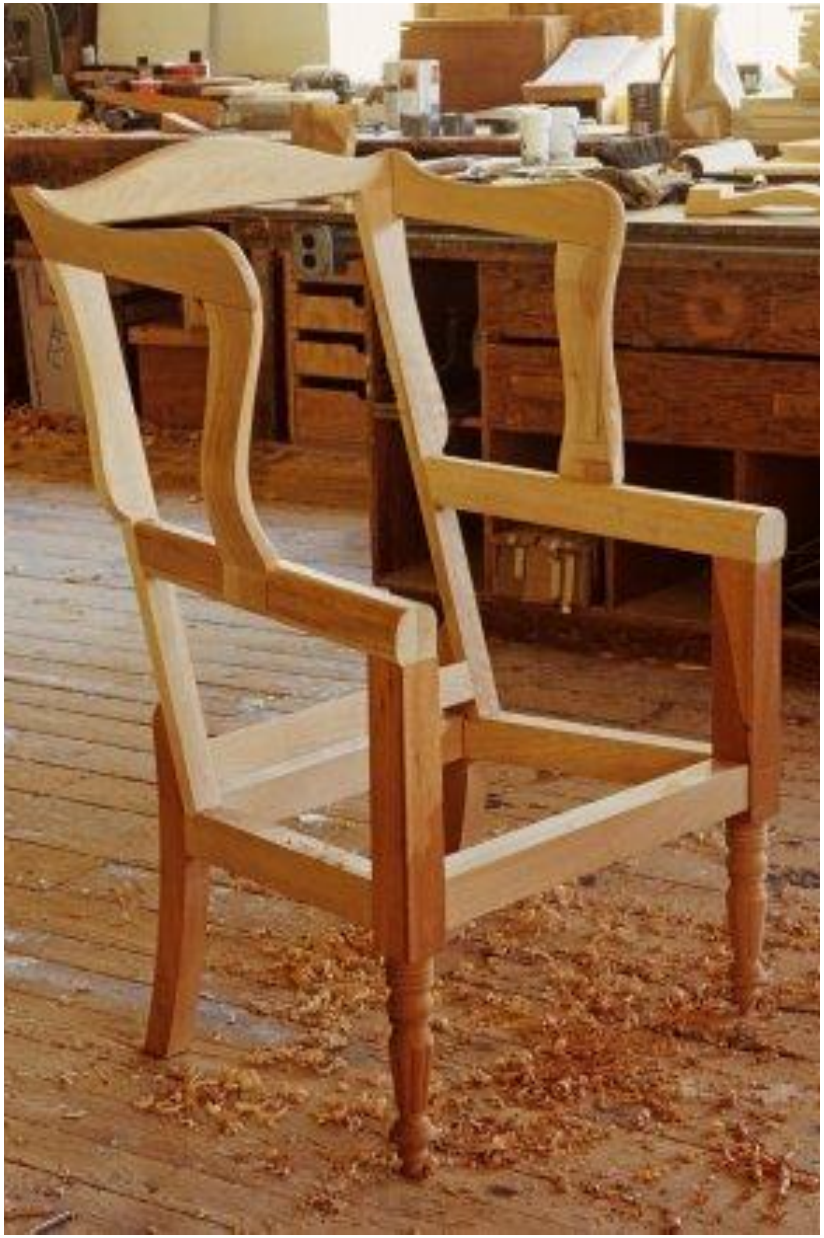


Observe without knowing what you are looking for



Needs:

gaps within a system



Needfinding

discovering opportunities by recognizing those gaps

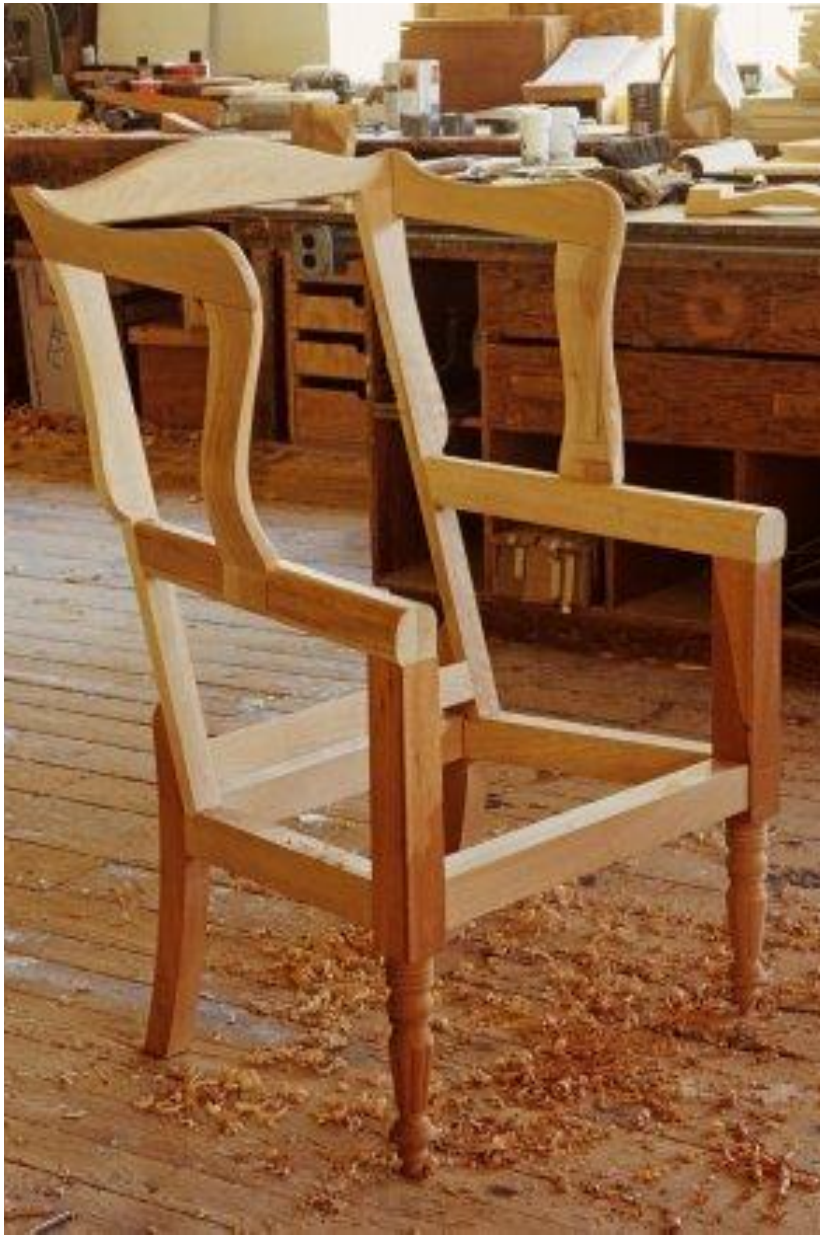
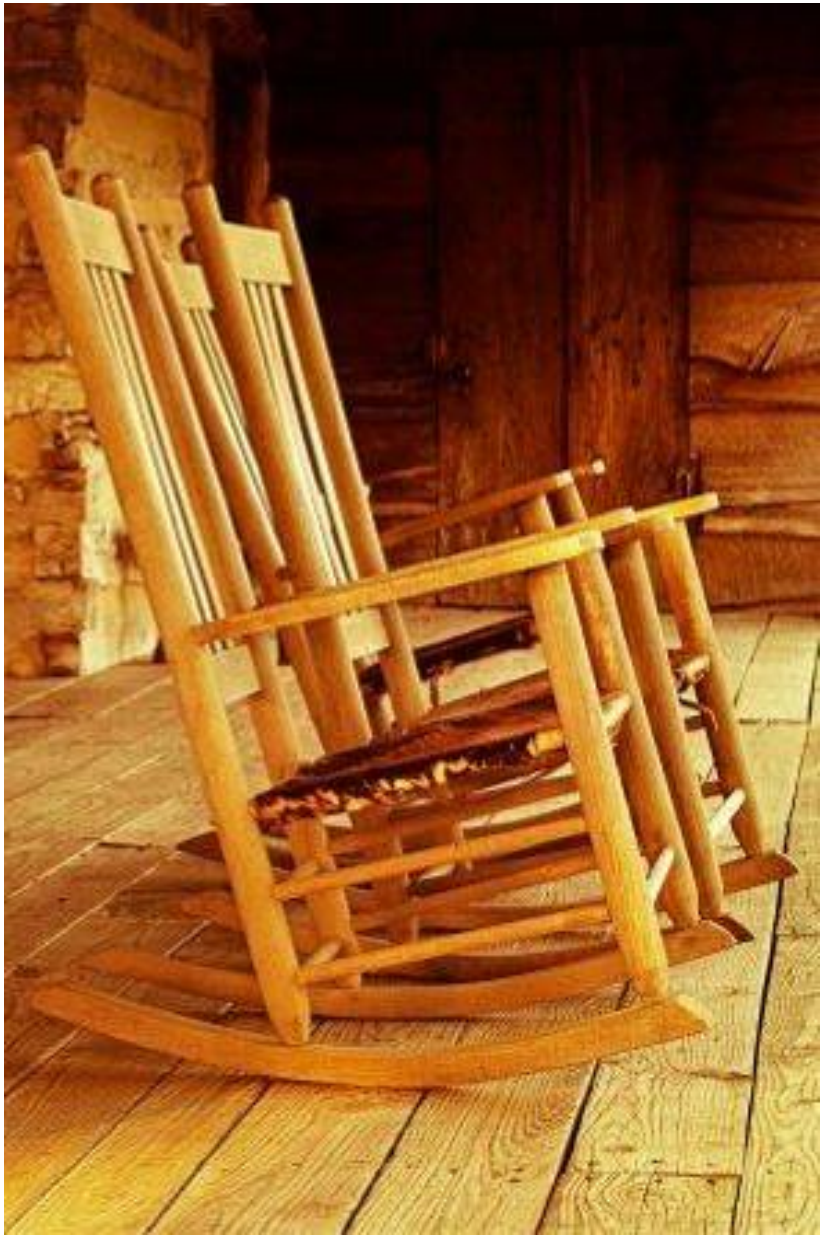


Figure out the story of what and why…



And tell a new one

Getting to WHY

- Needfinding research
- starts with basic questions of everyday experiences.

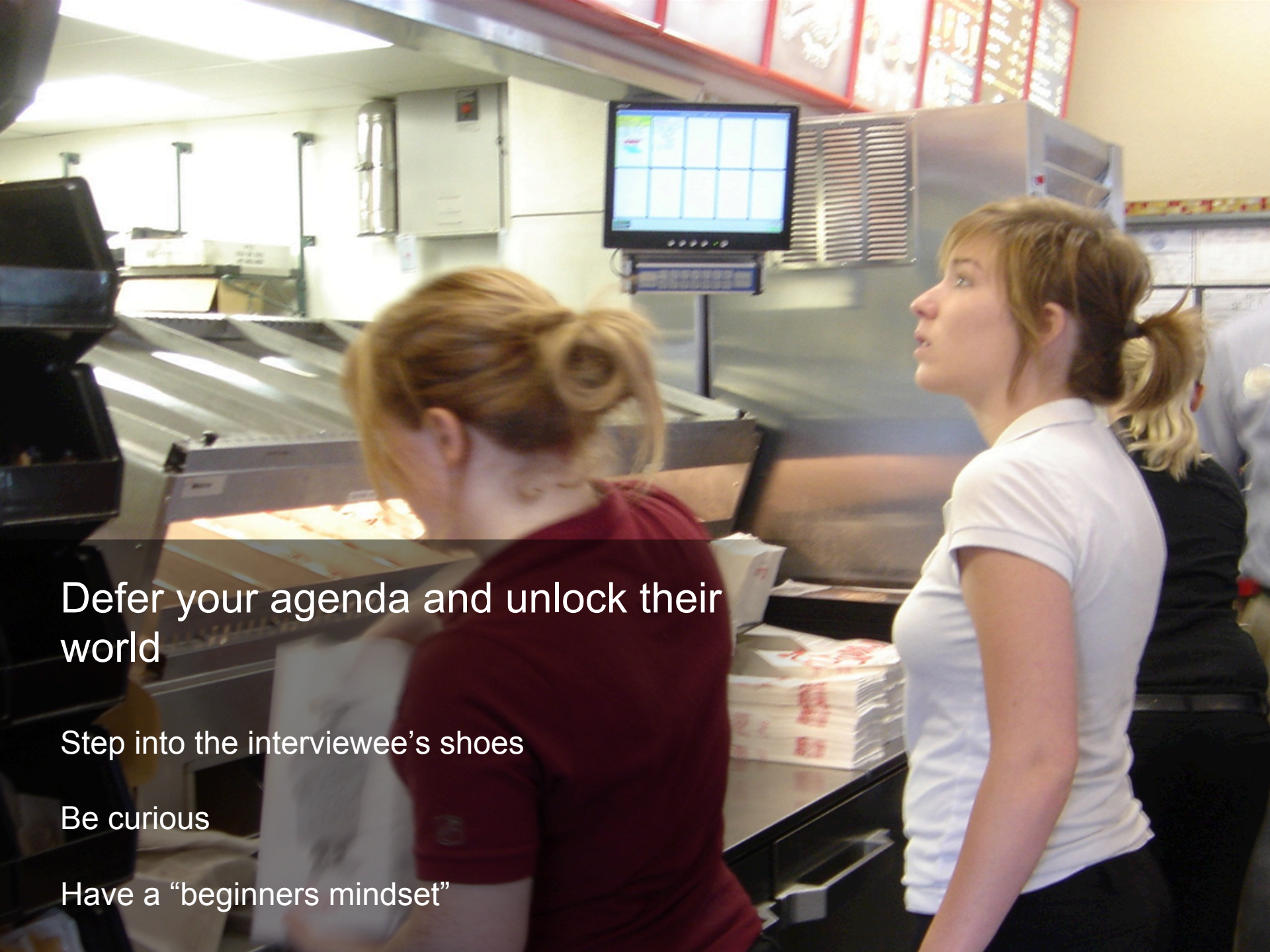
- But moves from:
  - closed ended questions to open ended questions
  - “whats” to “whys.”
  - actions to feelings.

- Engage people in their environment
- Remember that people make sense.

An needfinding interview is….

One in which the interviewee speaks 90% of the time

More than data gathering. Be ready to hear something new and be changed by it.



Defer your agenda and unlock their world

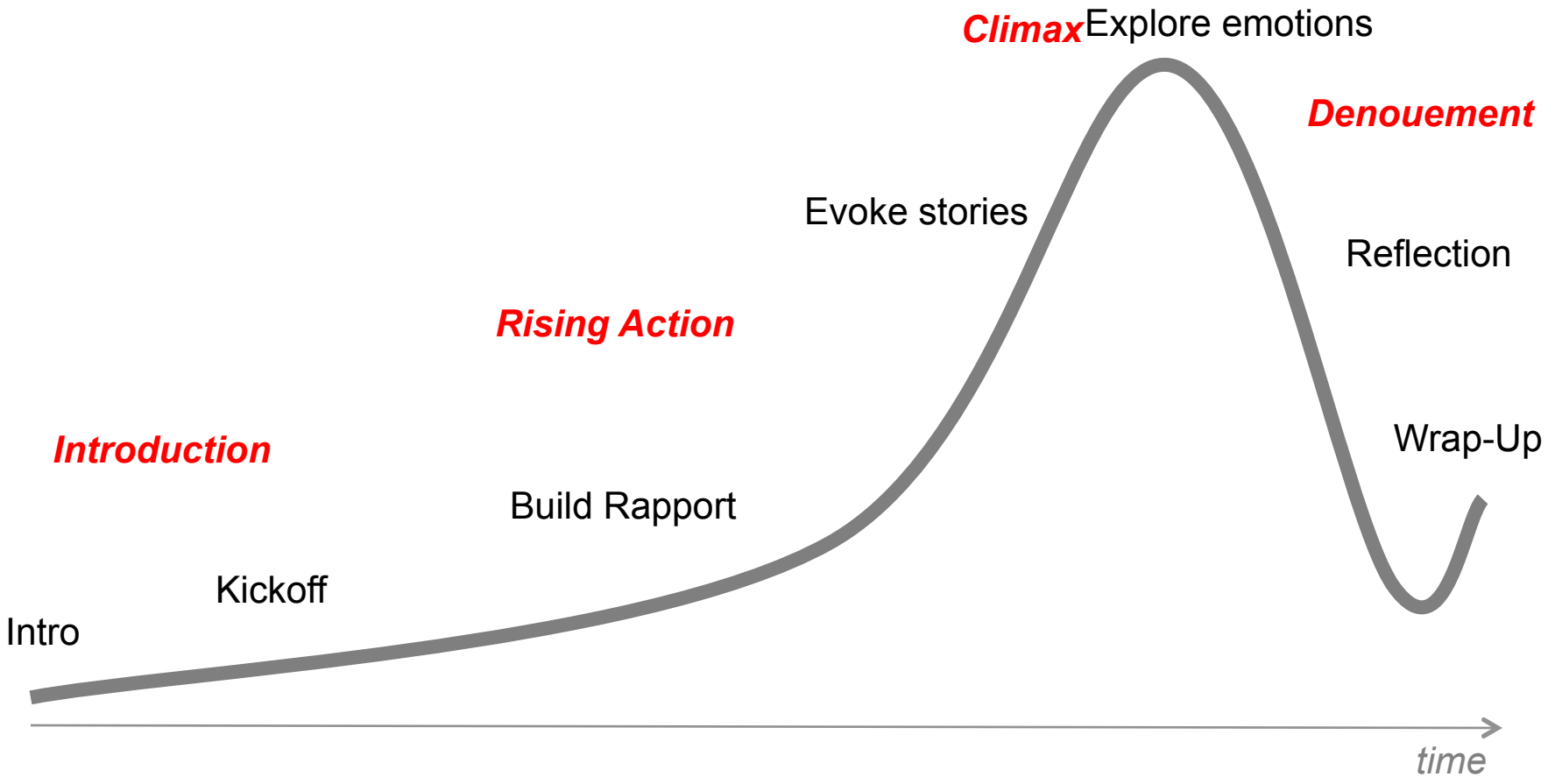
Step into the interviewee’s shoes

Be curious

Have a “beginners mindset”

Interview

Our interviews typically share the same basic structure as a story.

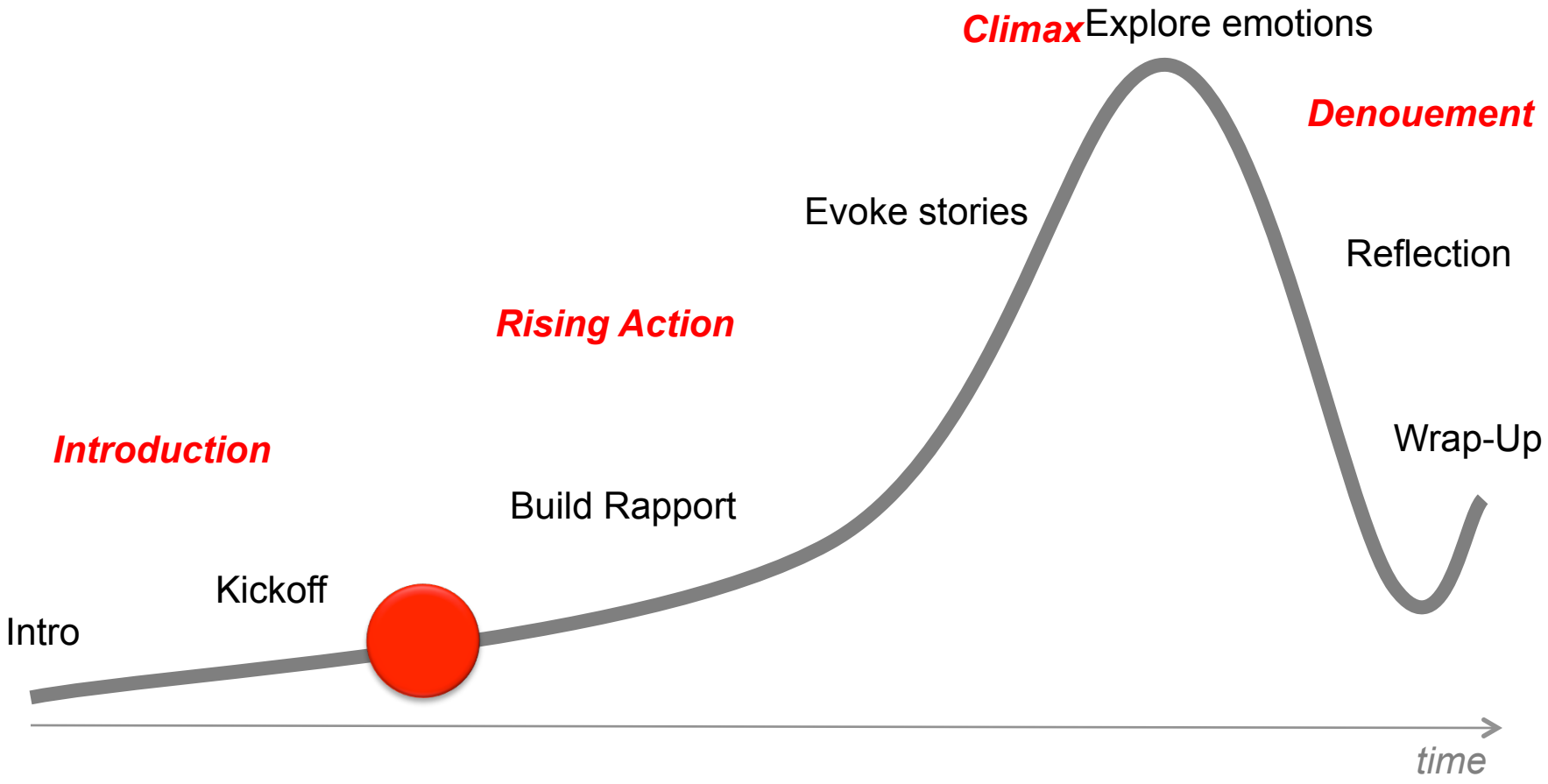


Interview

Good interviews require a broad repertoire of questions – but be prepared to veer.

Interview

Our interviews typically share the same basic structure as a story.

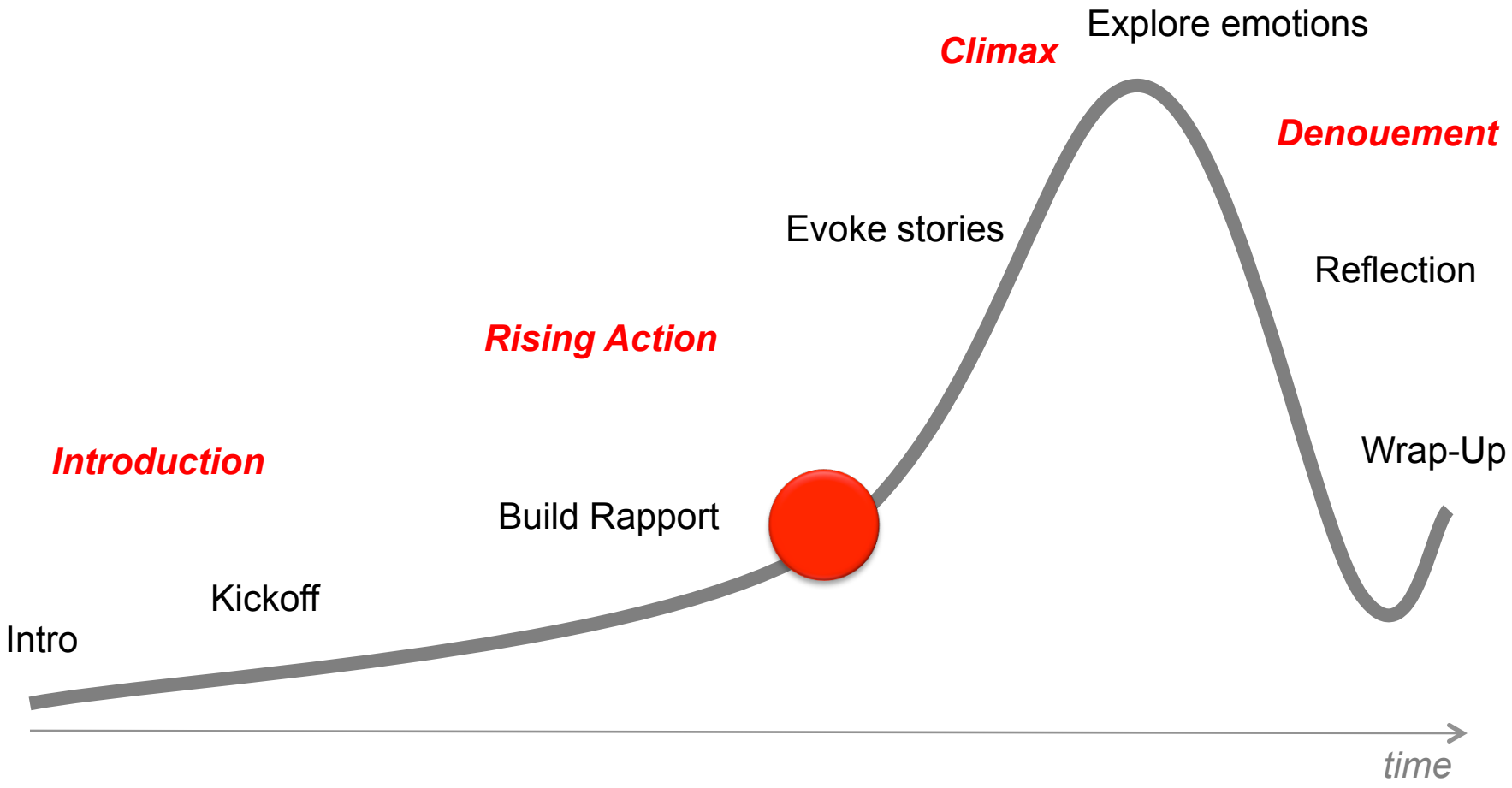


Interview Questions - Kickoff

- Background— “Tell me about what you do here.”
- Sequence — “Walk me through your day yesterday…then what do you do next?”
- Physical tour — Take me on a tour of how you build the panels…”
- Virtual tour — Walk me through your sales process from the beginning…“
- Participation — “Can you show me exactly how you prepare a bid for a customer?”
- Exhaustive List — “What are all the different municipalities where you sell?”

Interview

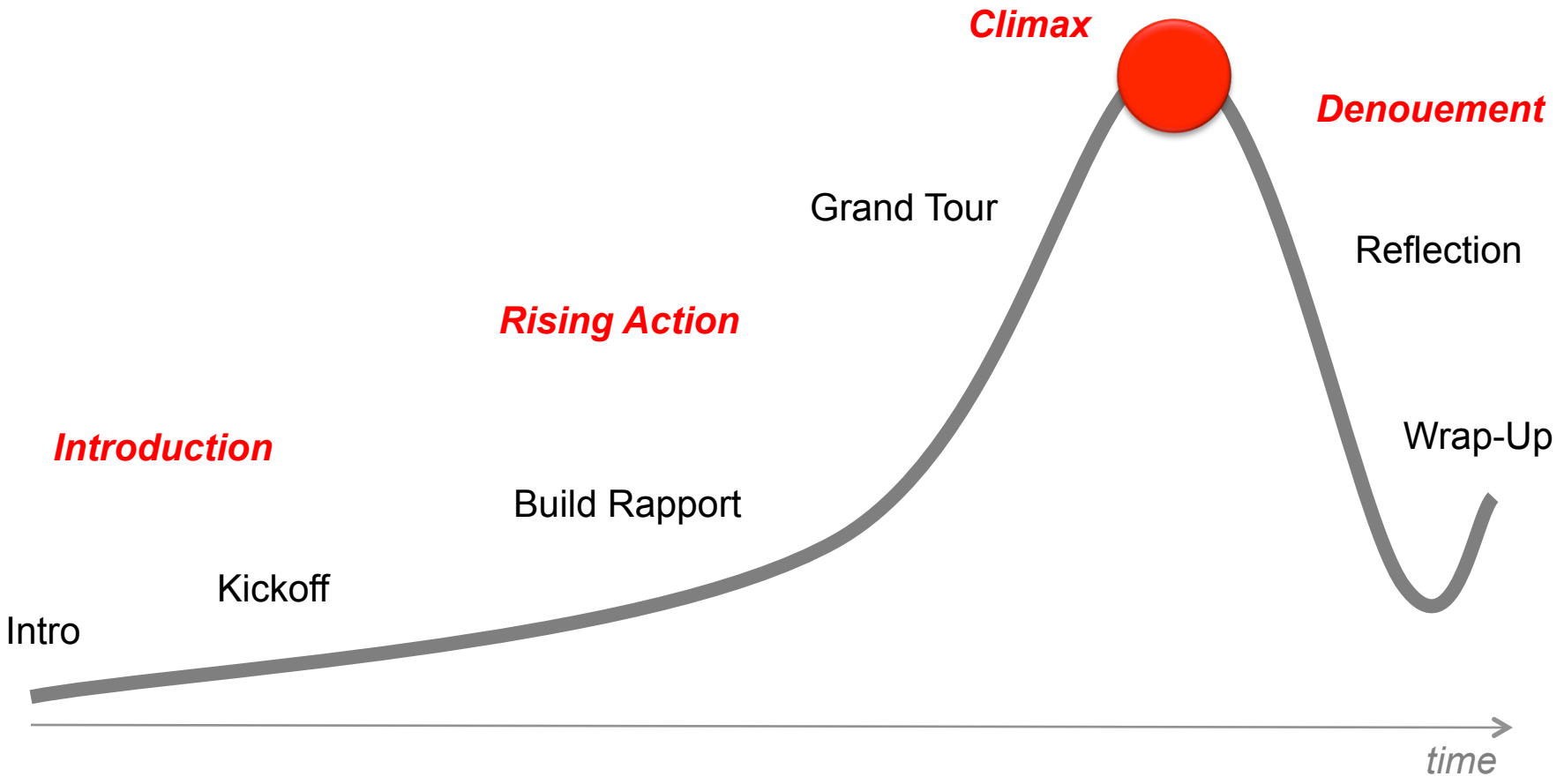
Our interviews typically share the same basic structure as a story.



Interview Questions - Build Rapport

- Naïve Outsider Perspective — “I’m not from Southern California, tell me how the housing market works here.”
- Quantity — “How many of your competitors fall into that category?”
- Changes Over Time — “How are things different than they were a year ago?”
- Tasks and organizational structures — “Can you draw me a diagram of the organizational chart of your company?”
- Native Language — “Why do you call your office ‘the command post’ ?”
- Reflecting Back - “So, what I hear you saying is….. is that right?”

Interview

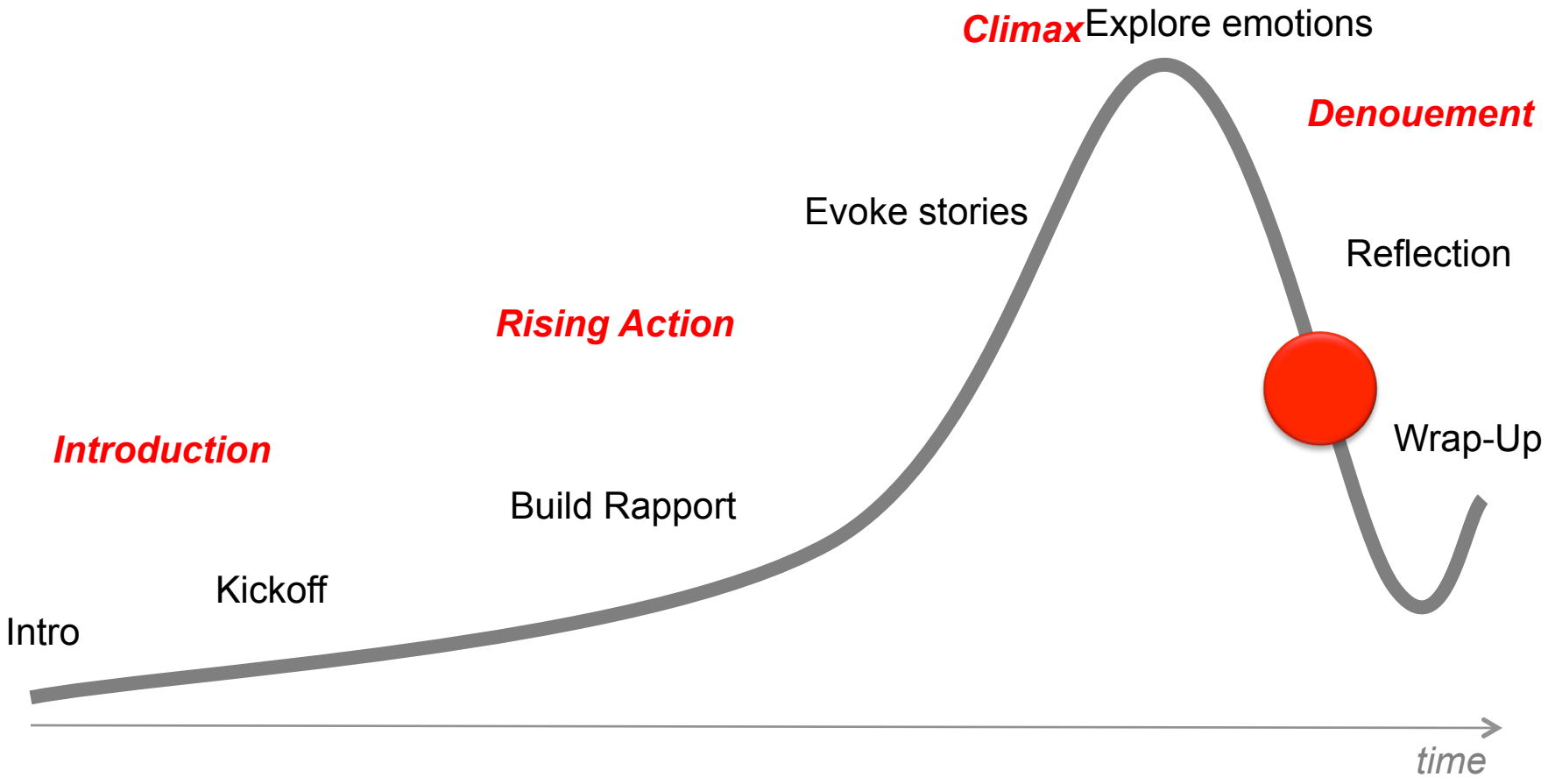

Climax
Denouement
Grand Tour
Reflection
Rising Action
Introduction
Wrap-Up
Build Rapport
Kickoff
Intro
time

Interview Questions – Stories and Emotions

- Peer Comparison - “Do your colleagues share your sales techniques?”
- Other Viewpoint Comparison - “What would other solar owners think about that?”
- Clarification - “…and when you say ‘I’m a closer,’ what do you mean exactly?”
- Characterization and Comparison - “Could you characterize your sales style and compare it to Mike’s?”
- Success and Failure – “Describe your most successful sales call. Now tell me about a sales call that was an absolute disaster.”

Interview

Our interviews typically share the same basic structure as a story.



Interview Questions - Reflection

- Point to Their Reaction - “Why do you roll your eyes when you say that?”
- Suggestive Opinion - “Some people have very negative feelings about emotional, non-technical sales pitches in the solar industry. What are your feelings about it?”
- Contradictions - “You tell me you can sell ice cubes to Eskimos but you also tell me you have a deep concern for your customers, how do these two work together?”

Common Pitfalls

Suggesting an answer to the question

"How was that decision reached? Was there a big meeting? Did your boss decide without you?…"

- Let the informant paint his or her own categories of meaning
- Technique: Avoid suggested answers.
- Trust the question -- ask it and and stop talking; LET THERE BE SILENCE!

Common Pitfalls

Common pitfalls: You are talking too much!

“Because I spent last summer working on my parents roof I noticed how hard it was to keep things from falling off and I saw that you guys have lots of complicated equipment with wires and breakable panels and mechanical stuff going on all at the same time so I bet you find that safety training is hard to keep top of mind for your employees?”

- Ask succinct questions
- Minimize the number of your clarifications, conditionals and rationalizations.

Common Pitfalls

Common pitfalls: Hypothetical Situations

“What if I designed something that wasn’t as round and soft and annoying as your current thing and instead bounced up and down. Would that work for you?”

“What about your friends? What would they do?”

- Ask about events and things that actually happened/exist
- Focus on getting the user’s point of view, not what they think someone else might do/think

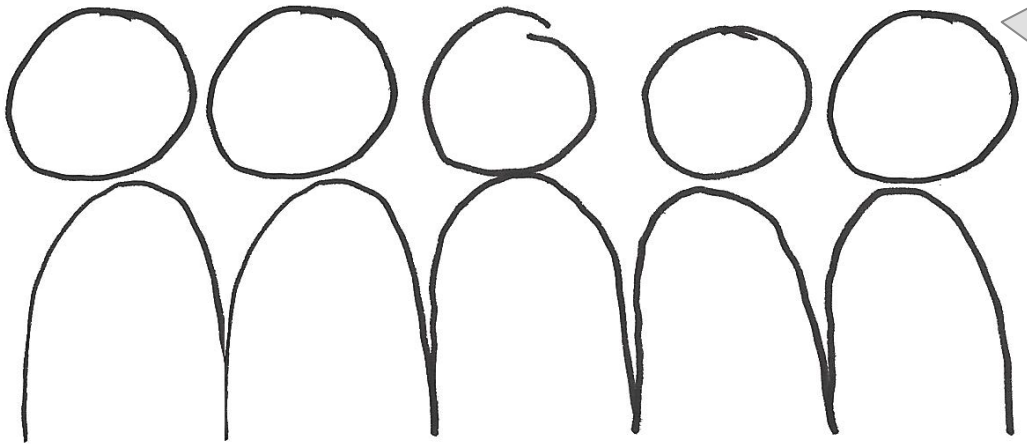
There is more than one way to say WHY

- Tell me more about that
- Tell me what you mean when you say XXX
- …*[last phrase the person said]*?

Let’s try it out.

I’m going to conduct an interview with Mary.

recruiting

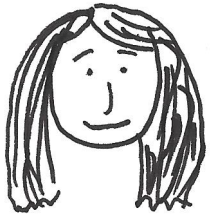


schedule 6 or more interviews

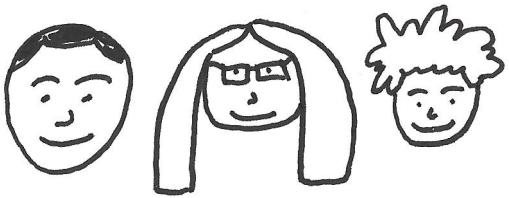
2+ interviews per user type

Start scheduling ASAP!

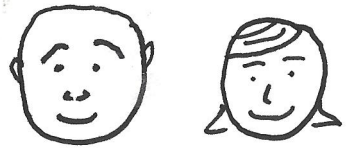
example: East Bay Refugee Forum



Blythe (coordinator and trainer for counselors)



social adjustment counselors



referring partners

Work with your partner to get the right set of participants.

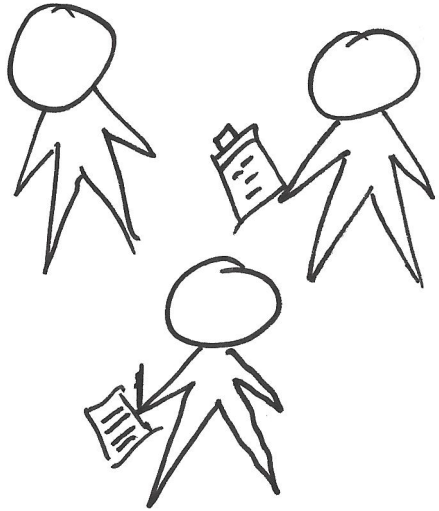
interview logistics

BlueJeans

UberConference

GoToMeeting

record the interviews



ideally, have one interviewer and at least one notetaker

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Google™ Custom Search

Find Services I want to ... Get Help Security Newsletter About Us

Video Conferencing

Blue Jeans Audio and Video Conferencing

BlueJeans User Interface will be upgraded on Saturday October 17th. The new UI will have improvements for joining a meeting, selecting microphone/speaker sources, and other usability improvements.

Here is a video highlighting the new Blue Jeans 3.0 UI http://pages.bluejeans.com/BJN-Community-Video.html?mkt_tok=3RkMMJWWfF9wsRomrfCcI63Em2iQPJWpsrB0B%2FDC18kX3RUmJr%2BZfkz6htBZF5s8TM3DVlVHXqpT9UEMSbc%3D

Submit a BlueJeans Support Ticket

Launch Blue Jeans

Help & FAQs

Submit a HelpSU Request

Stanford Answers

With Blue Jeans, full-time students and benefits-eligible faculty and staff can host an audio/video meetings for free. Blue Jeans is also a replacement for audio conferencing

https://uit.stanford.edu/service/videoconference/bluejeans

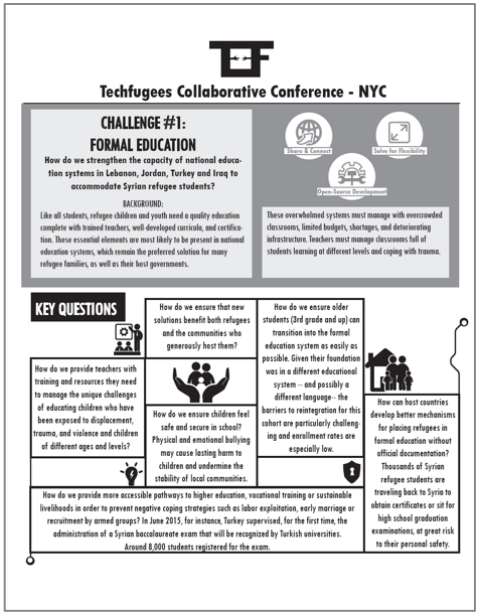
Features

Blue Jeans Audio and Video Conferencing

interview logistics

in person: take pictures

remote: take screenshots of video



Techfugees Collaborative Conference - NYC

CHALLENGE #1:
FORMAL EDUCATION

How do we strengthen the capacity of national education systems in Lebanon, Jordan, Turkey and Iraq to accommodate Syrian refugee students?

BACKGROUND:
Like all students, refugee children and youth need a quality education complete with trained teachers, well-developed curricula, and certification. These essential elements are most likely to be present in national education systems, which remain the preferred solution for many refugee families, as well as their host governments.

Share & Connect
Solve for Flexibility
Open-Source Development

These overwhelmed systems must manage with overcrowded classrooms, limited budgets, shortages, and deteriorating infrastructure. Teachers must manage classrooms full of students learning at different levels and coping with trauma.

KEY QUESTIONS

How do we provide teachers with training and resources they need to manage the unique challenges of educating children who have been exposed to displacement, trauma, and violence and children of different ages and levels?

How do we ensure that new solutions benefit both refugees and the communities who generously host them?

How do we ensure children feel safe and secure in school? Physical and emotional bullying may cause lasting harm to children and undermine the stability of local communities.

How do we ensure older students (3rd grade and up) can transition into the formal education system as easily as possible. Given their foundation was in a different educational system -- and possibly a different language- the barriers to reintegration for this cohort are particularly challenging and enrollment rates are especially low.

How can host countries develop better mechanisms for placing refugees in formal education without official documentation? Thousands of Syrian refugee students are traveling back to Syria to obtain certificates or sit for high school graduation examinations, at great risk to their personal safety.

How do we provide more accessible pathways to higher education, vocational training or sustainable livelihoods in order to prevent negative coping strategies such as labor exploitation, early marriage or recruitment by armed groups? In June 2015, for instance, Turkey supervised, for the first time, the administration of a Syrian baccalaureate exam that will be recognized by Turkish universities. Around 8,000 students registered for the exam.

collect artifacts & tools: screenshot of Dropbox, paper docs, homegrown spreadsheets, etc.

getting started on unpacking

debrief after each interview on stickies

one color per participant, take notes with a sharpie