Clarify – Achieving Deep User Understanding

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Four Phases

clarify

Reframe

insights

observations

ideate

develop

implement

Sources: Professors G. Puccio and J. Cabra, International Center for Studies in Creativity, Buffalo State College; © Foursight LLC
Jaipur Limb
Jaipur Limb

Jaipur Limb

Danny walks into BMVSS

Gets artificial limb fitted

Runs with artificial limb

Climbs a tree

Rides a bicycle

Source: BMVSS
What are some of the innovations described in the case?

How and why did these innovations happen?

Was there a process?
Continuing to Clarify: Seeking Deep Understanding
Scenario | MRI, CT, PET Scans
**Look**

Observe people to discover what they actually do rather than what they say they do

Check assumptions.

Assume a beginner’s mindset.

“Observe” with all five senses.

Document the looking. Be patient.

**Ask**

Enlist participation to elicit information relevant to your project

Warm up. Develop rapport before asking detailed questions.

Be open. Let the interviewee tell stories.

“Five whys.” Probe by asking why.

Address both broad context and narrow details.

**Try**

Create simulations to help empathize with people and to evaluate proposed designs

Experience. “Do as the Romans do.”

Role Play

Use props to experience a situation or action more realistically.

Source: IDEO, 2012
Guides | Observing Deeply

WHAT
AEIOU

STRUCTURE
Journey Maps
Empathy Maps

HOW
Look-Ask-Try

To Identify & Explore… .

Pain Points
Insights
What is Insight?

• **Insight** is the capacity to discern the true nature of a situation or to grasp the inner or hidden nature of something.

• **Insights** occur when we recombine knowledge (the maps in our brains) in a new way.

• Insights are particularly helpful when we reach an **impasse**, a roadblock to a desired mental path.

Source: David Rock, *Your Brain at Work*, 2009, p. 82-83.
Insight | Gutenberg’s Printing Press
Implications for Managers – Awareness

• **Reduce pressure and anxiety**
  – For standard tasks, pressure and anxiety increase performance,
  – For innovative tasks that require insight need to reduce stress

*Less deadline pressure, pleasant environment*

Source: David Rock, *Your Brain at Work*, 2009, p. 82-83.
**Implications for Managers – Awareness**

- **Quiet your mind** to allow unconscious processing to make subtle connections

  *Take a break from the problem, switch off.*

  – This is counter intuitive because most times we simply try harder and dig deeper into the problem and think of quiet time as a waste of time.

  – Instead, the goal is to get some distance from the problem to get more clarity and to gain a fresh perspective.
Implications for Managers – Awareness

• Simplify problem to salient features

*Don’t get bogged down; set aside messy details*

What is the critical piece of the puzzle?

Source: David Rock, *Your Brain at Work*, 2009, p. 82-83.
Implications for Managers – Reflection

• Seek cognitive control
  – Observe your own thinking process to change how you think rather than on the content of your thoughts

Look for new patterns and links

Source: David Rock, Your Brain at Work, 2009, p. 82-83.
ARIA Model

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ARIA Model

• **Awareness:** Don’t focus too hard, quiet the mind, simplify the problem. Set aside messy details and walk away.

• **Reflection:** Reflect on your thinking process vis-a-vis the problem, not on the content of your thoughts.

• **Insight:** Happens sub-consciously, but with a measurable burst of gamma brain waves:
  o “*Gamma waves are the fastest – they signify brain regions communicating with one another.*”
  o Insights bring a rush of adrenaline and dopamine, make you feel great.

• **Action:** “*Insights come with an energetic punch.*” Powerful, but fleeting. Take advantage of the inspiring effect of the “*neurochemical cocktail.*” **Do something!**

Source: David Rock, *Your Brain at Work*, 2009, p. 82-83.
Guides | Observing Deeply => Insights

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Pain Points
Interviewing for Insights
Interviewing | Adopt Beginner’s Mind

“In the beginner’s mind there are many possibilities, in the expert’s mind there are few.”

—Shunryu Suzuki
Interviewing | Have a plan
Interviewing | Ask Open-Ended Questions

Open Ended Questions

How did you...?
Why did you...?
What do you think?
Interviewing | Probe for Understanding and Specifics

Understanding
• Say more about that…
• Why is that important?

Specifics
• Tell me about a time when …?
• Would you share an experience when…?
• How did you feel when…?
Interviewing | Listen Actively

We have two ears and one mouth so that we can listen twice as much as we speak.

-- Epictetus
Interviewing | Pause...silence is OK
Interviewing | Listen for the Story
Interviewing | Capture the Interview
Interviewing | Thank your subject

thank you
Next Class | Asst3 – Observing and Interviewing

• **Asst3** – Post to CANVAS by **Sunday, 03/26/17 at 7:00PM**

• How might you engage workers to improve the patient experience?

1. Visit a local hospital emergency room or urgent care clinic and simply observe for 30-45 minutes. Apply AEIOU to capture your observations.

2. Prepare an interview guide and conduct short (e.g. 10-15 minute) interviews with 2-4 low-wage workers. Make note of stories, key quotes and insights regarding what is important to each person.

• **Full instructions and submission requirements available on CANVAS.**
It’s less about the “solution” you propose and much more about the process that you follow.

This is about practicing the tools:

– AEIOU, Look-Ask-Try, Journey & Empathy Maps

– Identifying pain points & understanding needs
END