Clarify – Achieving Deep User Understanding

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Four Phases

Sources: Professors G. Puccio and J. Cabra, International Center for Studies in Creativity, Buffalo State College; © Foursight LLC
Observing and Interviewing for Insights
Scenario

You are the head of patient experience for a hospital. Your patient satisfaction scores have been below standard and you would like your staff to focus significantly more on improving the experience for patients without the opportunity to pay them any more.

What would you do?
Reflection

What were three things about your approach that yielded the most interesting and valuable observations, insights and provided opportunities to engage workers in focusing on the patient experience?

Did you note assumptions that you may have carried throughout?

What will you do differently next time?
Reflections

Genuine desire to learn: Exploratory rather than confirmatory mindset

Empathy and understanding: Ability to build rapport and connect

Widen the aperture: Broaden scoping rather than narrow scoping of issue (e.g. journey map)

Curiosity / Inquisitiveness: Looking for new opportunities from seemingly small observations

Triangulation: Seek multiple observations
Employee Engagement in Healthcare

What would signs of “discretionary effort” look like?

• Making eye contact with all visitors
• Escorting lost family members to their destination
• Remembering to wash hands and check IV lines
• Noticing a yellow “fall risk” bracelet on a patient in the lobby and helping her back to her room
• Listening patiently (i.e. unhurriedly) as patients ask about medications and/or discharge orders
• Night-shift workers mindful of being quiet
• Food service workers ensuring that meals get delivered while still hot
• Nurses rounding regularly on the hour
• Using the patient’s name

Problem Framing for Insights
“A problem well stated is half solved.”

-- Charles Kettering
Reframe | Barry Marshall
The questions we ask shape the answers we get...

How might we_

In what ways might we_

How to ___

Source: LUMA Institute, 2012.
An approach to phrasing problem statements that invites broad exploration

• How might we accentuate the positives?
• How might we minimize the negatives?

Source: d. school, 2013.
Technique | Webbing

WHY?

WHAT’S STOPPING YOU?

WHY ELSE?

WHAT ELSE IS STOPPING YOU?

WHY ELSE?

WHAT ELSE IS STOPPING YOU?

How Might We

Source: International Center for Studies in Creativity, Buffalo State University, 2012.
Plant a seed broad enough for a wide range of possible solutions, but narrow enough that there are helpful boundaries. How might we….

…Accentuate the Positives?
…Minimize/Remove the Negatives?
…Explore the Opposite?
…Question an Assumption?
…Identify Unexpected Resources?
…Change a Status Quo?
…Create an Analogy from the Need or Context?

Source: d. school, 2013.
“What is our users’ experience of ostomy care?”
• Identify the most important issues
• Pay particular attention to user emotion
• Consider full context and challenge perspective
• Value unusual observations and contradictions
“A problem well stated is half solved.”

-- Charles Kettering
Observations and Insights | Review
A pain point is a moment when a consumer experiences frustration, difficulty, or uncertainty when using a product, service, etc.

Pain points indicate unmet user needs.

Pain points can be explicit or latent.
**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*
**Personas** are a way to model, summarize and communicate research about users/patients who have been observed.

Archetypical syntheses of observations of many people, personas are representative **behavior** and activity profiles that are **context-dependent**.

Enable the designer to focus on a manageable and memorable set of characters. Aid designers in creating different designs for a specific somebody rather than a generic everybody.

Clarify | Personas
WHAT
AEIOU

STRUCTURE
Journey Maps
Empathy Maps

HOW
Look-Ask-Try

To Identify & Explore… .

DESIGN PRINCIPLES

Pain Points

Personas
Design Principles are the attributes that the solution needs to have to respond effectively to the identified pain points.

Benefits of design principles:

• Identify what we need to design to
• Allow for more comprehensive evaluation of designs
• Provide an opportunity to design to each design principle and then take the best features from each
• Help identify and determine tradeoffs
Example – Computer Security

Ease of Use  Security
<table>
<thead>
<tr>
<th>Say &amp; Do</th>
<th>Think &amp; Feel</th>
<th>Value &amp; Dream</th>
</tr>
</thead>
<tbody>
<tr>
<td>Explicit</td>
<td>Implicit</td>
<td>Meaning</td>
</tr>
<tr>
<td>Interview</td>
<td>Observe</td>
<td>Generative</td>
</tr>
</tbody>
</table>

**Identifies What People**

**Reveals Knowledge**

**Uses Right Techniques**

**Clarify | Good Design Research**
Of Note | Materials and “Apply the Concept”

- Readings: Purchase de Bono’s *Six Thinking Hats*
- Monday April 17th – Session 9 – middle of term
  - Progress update on “Apply the Concept” Due
- Apply the Concept and Final Reflection - A term-long exercise that gives you the opportunity to:
  - Apply the tools from class to a **problem of interest** to you
  - After each class session, practice using the tools with your chosen problem
  - Keep track of the insights and ideas you generate.
  - At the end of the term, submit the best concept you have developed during the term.
• **Asst4** – Post to CANVAS by Tuesday, 3/28/17 at 11:59 PM and **bring to class**

• Write down **8-10 distinct steps** *(not a solution!)* in an organizational process (e.g. scheduling, patient handoffs, ED admissions) that could benefit from innovative thinking:
  
  – Keep them simple

  – They should fit on a post-it note

• Refer to CANVAS for full instructions and submission requirements
END