

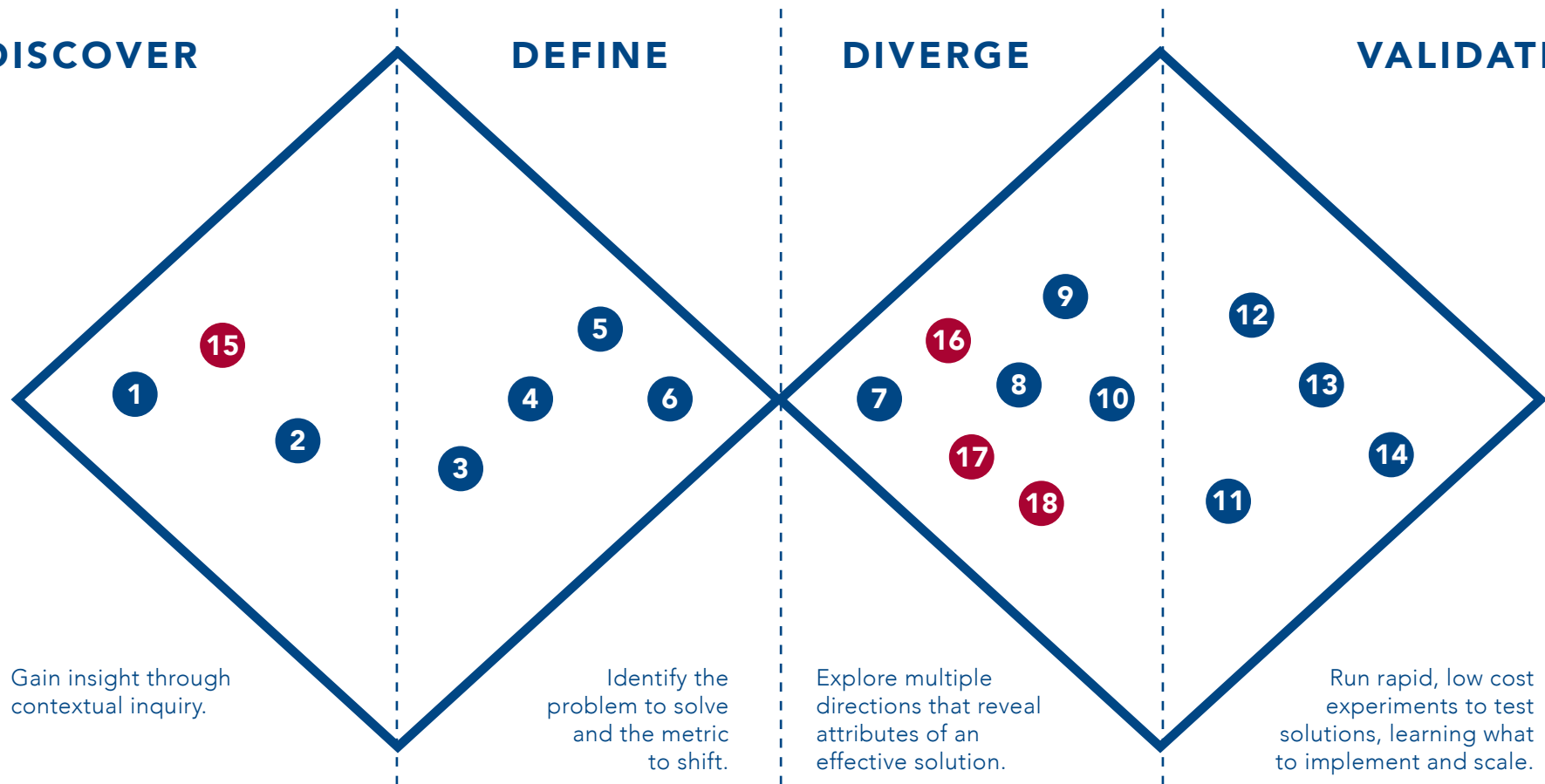


DISCOVER

DEFINE

DIVERGE

VALIDATE



Gain insight through contextual inquiry.

Identify the problem to solve and the metric to shift.

Explore multiple directions that reveal attributes of an effective solution.

Run rapid, low cost experiments to test solutions, learning what to implement and scale.

- 1. Interviews
- 2. The 5 Why?'s
- 3. Map the Customer Journey
- 4. Personas & Extreme Users
- 5. Root Cause Analysis

- 6. Problem Definition
- 7. Blue Sky Brainstorming
- 8. Mockingbird
- 9. Solution Qualities
- 10. Prototypes

- 11. Vapor Test
- 12. Fake Back End
- 13. Fake Front End
- 14. One Night Stand

CARD DECKS

- 15. "Tips for Asking Questions"
- 16. "Ways to Think Differently"
- 17. "Behavior Change Strategy"
- 18. "Example of Nudges"

1. Interviews

Use open questions in interviews: "Can you show me?" "Say more about that." Use non-leading questions: "How was it?" not: "Was it fun?" Get a specific instance: "What did you eat yesterday?" not: "What do you usually eat?"

2. The 5 Why?'s

Drill down to find the root of a problem: "I don't like healthy food." Why? "It's so expensive where I live." Why is that? "There aren't any grocery stores in my neighborhood." (We see that healthy food choices are more a problem of access than of preference.)

3. Map the Customer Journey

Map the customer experience to determine pain points and areas of opportunity. Draw the new service to understand the redesigned experience.

4. Personas & Extreme Users

A persona is a detailed description of an imaginary typical user who will be the targeted user of the new experience. Example: "Megan Gallagher, a 28 year old Nurse at HUP, who lives in center city. She is in general good health and exercises on the weekends." Extreme users are over-users or under-users; if you can meet their needs, you can often meet the needs of the general persona. Example: kitchen tools for chefs, children, or the elderly.

5. Root Cause Analysis

Map the root cause analysis of a problem statement to identify areas of opportunity. Repeated causes will reveal larger themes in the problem space.

6. Problem Definition

Define the problem to know what you must solve. Be sure that the metric is not solution-specific! Not: Get the premature newborn into the incubator faster. But: Get the premature newborn to a safe temperature faster.

7. Blue Sky Brainstorming

Use a "sky's the limit" approach to keep all options possible: these ideas will bring new qualities to the practical ideas. Ask everyone in the group to include "crazy" and "impossible" ideas. Create a solution based on the best qualities of multiple ideas. Here you will also discover opportunities to delight your user.

8. Mockingbird

Use a similar product that you can easily access to learn more about what does and does not work.existing resources that are already in place, before developing new solutions or adding staff, etc.

9. Solution Qualities

Users will often describe what they wish they had. To get to the root of their need, ask: "What would be good about that?" Their answers will help you discover solution criteria, or the qualities of the needed solution.

10. Prototypes

Create quick and inexpensive prototypes to show users examples of new solutions. Examine how users value the different qualities and solutions. Repeat the process of prototyping with the new knowledge that you gain from each iteration.

11. Vapor Test

A vapor test offers something that is not available yet, which can help you to test metrics and demand, and to gain user feedback. Example: urgent clinic usage form.

12. Fake Back End

A fake back end seems like a real new service to the user, but is not fully developed on the back end. This method allows you to understand the users of the service before you fully develop your product. Example: "same day" phone number went to manager's cell phone as a test.

13. Fake Front End

A fake front end is a non-functional version of a product. This method allows you to pretend to use a product in context to determine if "would I use it?", "would other people want it?" and "if they want it, how many times would they use it?"

14. One Night Stand

A one night stand is a prototype that performs a solution for a short amount of time to gain more understanding. It can draw on existing resources that are already in place, before developing new solutions or adding staff, etc.

CARD DECKS

15. Tips for Asking Questions

The way a question is asked influences the answer given. This deck contains 7 tips for asking great questions that will result in rich, meaningful information.

16. Ways to Think Differently

This deck contains 10 easy-to-use tricks for developing new, innovative solutions to old, entrenched problems.

17. Behavior Change Strategy

This deck offers 23 proven strategies for influencing people to change their behavior. Each strategy includes a real-world example to illustrate how it works in practice.

18. Example of Nudges

Nudges influence the way people make decisions. This deck provides 13 real-world examples of effective nudges.