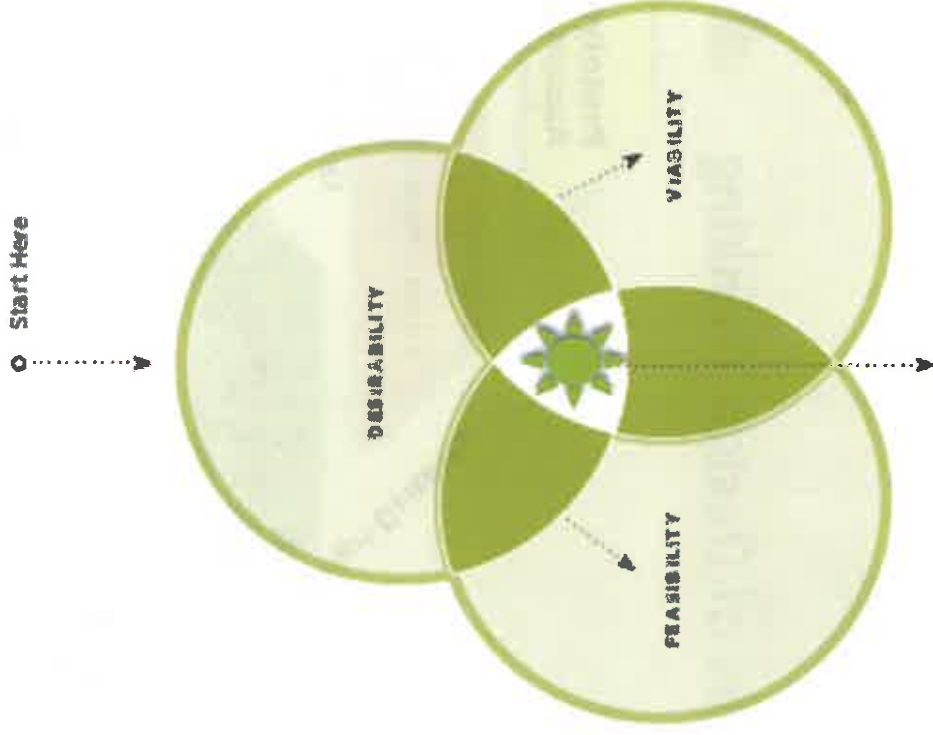


# The solution sweet spot



The solutions that emerge at the end of the Human-Centered Design process should hit the overlap of these three lenses: they need to be **Desirable, Feasible, and Viable.**

Source: IDEO HCD Toolkit

# Design Brief Template

<p>Project Description</p>	<p>Project Description</p>
<p>Intent Scope</p>	<p>Intent Scope</p>
<p>Exploration Questions</p>	<p>Exploration Questions</p>
<p>Target Users</p>	<p>Target Users</p>
<p>Research plan</p>	<p>Research plan</p>
<p>Expected outcomes</p>	<p>Expected outcomes</p>
<p>Success metrics</p>	<p>Success metrics</p>
<p>Project planning</p>	<p>Project planning</p>

# Research Plan

When it comes to design thinking, our inspiration comes from data. And we're looking for data on a very human scale—individual stories about people and their needs and how they relate to your opportunity. Take a moment to think about whom you might need to interview or observe in order to gather this kind of human-centered data. You can always come back later to add to or adjust it.

Who or what will we study?	Where will we find the people or information?	What questions/issues will we explore?	Number of observations, interviews, or inputs	When will the research happen?	Who on the team is responsible?

# Discussion Guide

Your Challenge Statement

Introduction

Rapport Building

Main Questions

Closing

# Tips for the Ethnographic Interviewing Process

Ethnography is the study of human cultures. For innovation and growth teams, this means studying users in ways that capture the full context of their experience, including behaviors, attitudes, beliefs, and cultural meaning. The goal is to identify unmet, unarticulated needs that will help you create a compelling new solution.

**Orient, but don't prime.** Tell users the general nature of your interest, and assure their privacy, but don't prime them for what you hope to find.

*"I'm researching the way people shop for clothes."*

**Ask short, factual questions.** This is to avoid priming users, and to maximize the productivity of the interview.

*"When do you shop? How often? Whom do you go with?"*

*"Do you have a plan? Do you bring a list?"*

**Get specific examples.** Move quickly past general statements by zeroing in on a specific example.

*"Show me something you bought recently."*

*"Tell me how you bought it."*

**Walk backward, then forward.** Interviewees will start with what they see as the action. It is the ethnographer's job to uncover the pre-action and the reaction.

*"When did you first decide you needed that?"*

*"When you see that in your closet now, what do you think?"*

**Ask attitudinal questions last.** Eventually you will ask users what they think and feel. Careful: If you ask this early, it may color all their responses.

**Document artifacts and tools.** Actually, document everything; get a picture of what they bought recently.

**Record the interview.** And be sure to document the tools they use; a list, a smartphone, the websites they look at, the shopping bags they keep, etc.

**Listen for attitudes, values, beliefs.** There are keywords that signal these emotional states. Be sure to note them when you review the interview later.

Absolutes such as "always" and "never" are judging phrases such as "de-

served" and "should have." Any word or phrase that suggests a perceived lack of choice, or points to an external authority, provides clues to the hidden beliefs people hold.

*"In my family, we always ..."*

*"It just seems like you're expected to ..."*

*"I always prefer to ..."*

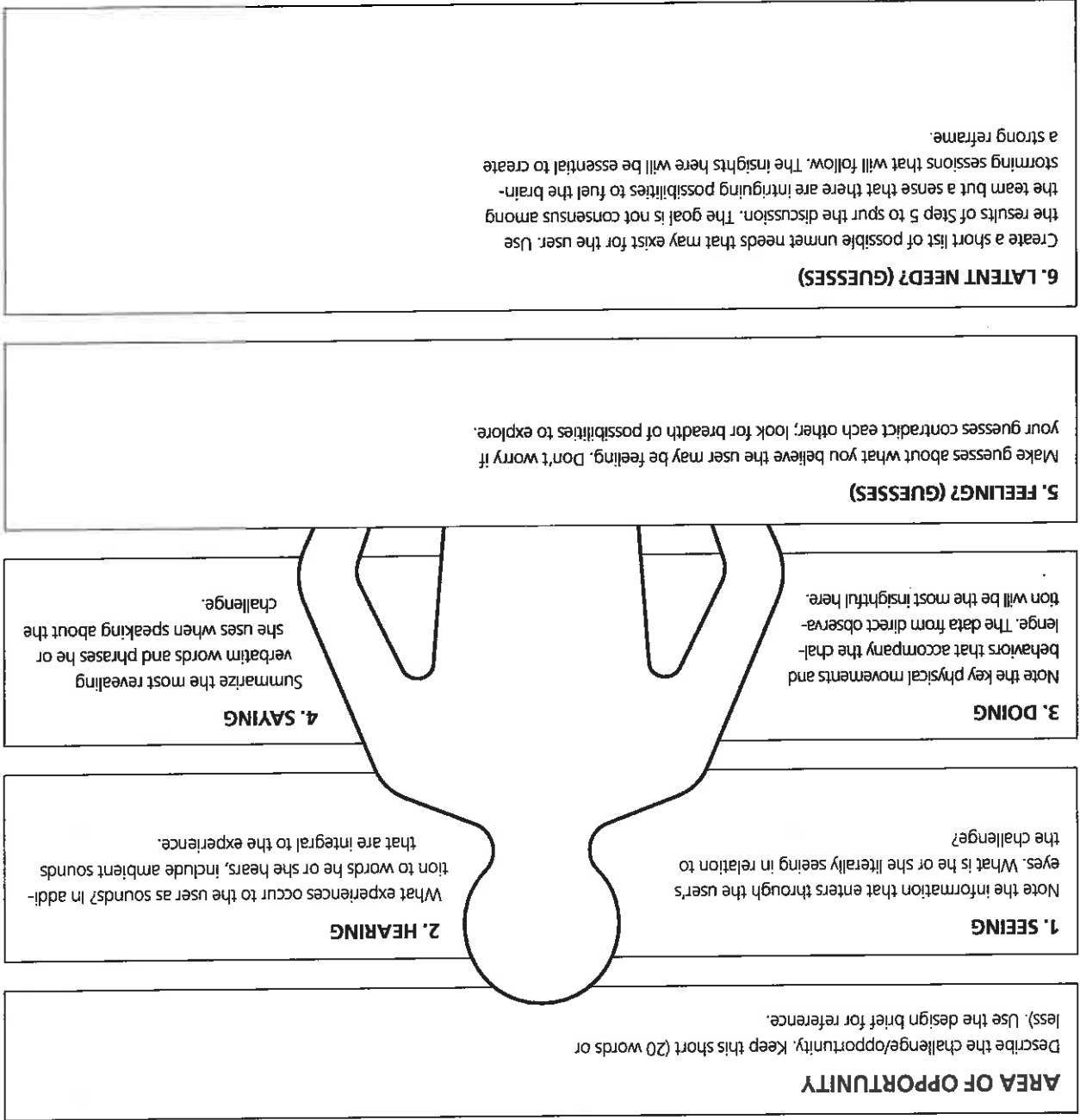
*"I was stuck having to ..."*

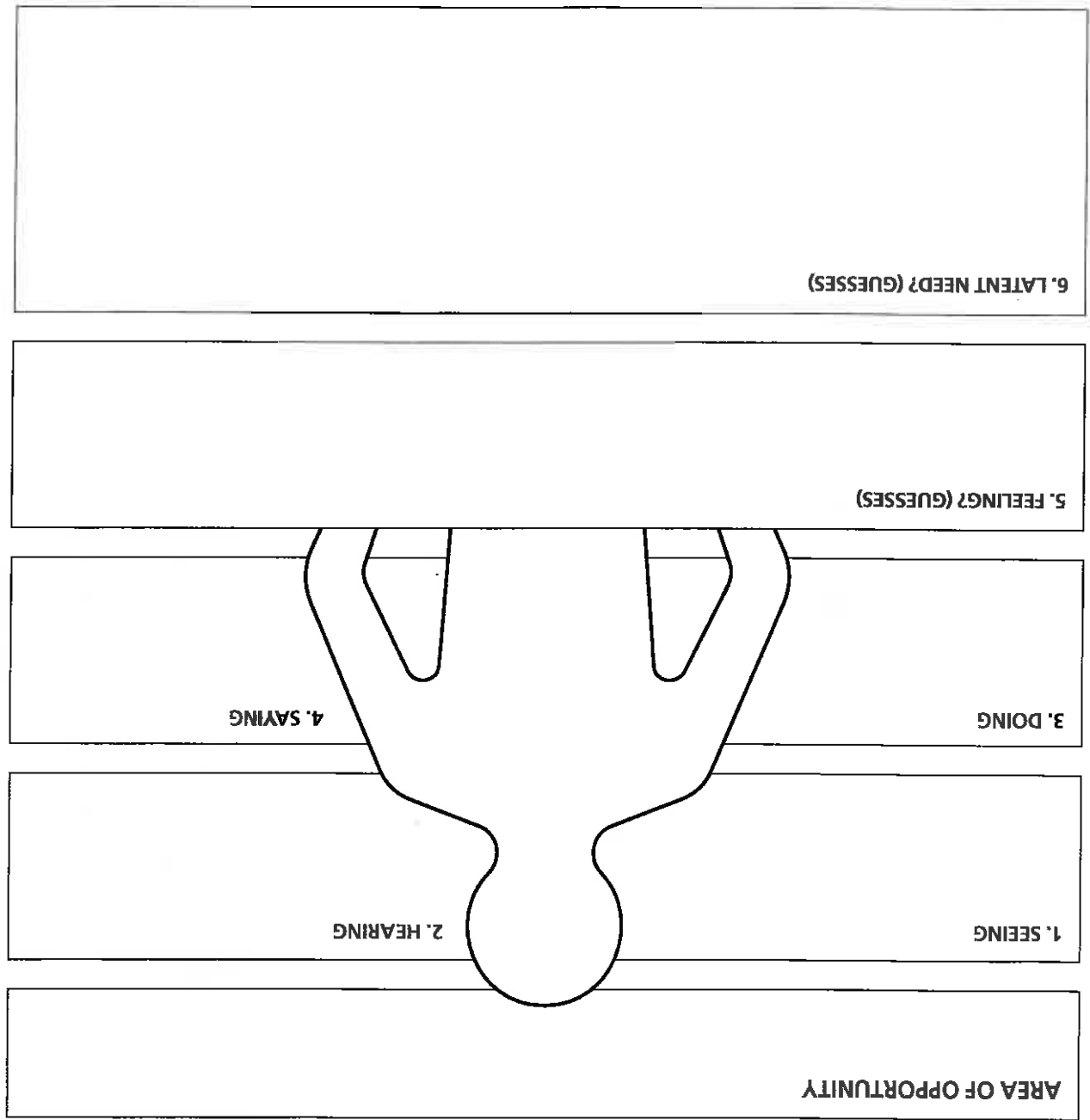
*"He deserved it ..."*

*"I should have ..."*

# Instructions for 360 Empathy

The sensing of unmet needs—especially unarticulated needs—requires deep empathy with users. One of the simplest methods to forge this emotional connection is through 360 empathy. You can use this analytic approach immediately after conducting ethnographic interviews or direct observation.





# 360 Empathy