

Wednesday am

Week 1 Schedule

Interviews
Empathy mapping

Tuesday

Wednesday

Thursday

Friday

Monday

Problem space

Ideation space

Consolidating insights
Reframing problem

Cleveland Clinic empathy video

https://www.youtube.com/watch?v=cDDWvj_q-o8



Start with their story

Consider not just what they tell you they want but also... what where they are coming from, what they do, and what they are not able or willing to tell you now.

If I asked people what they

wanted



they would have said

“faster horses”

— Henry Ford



Empathy

The capacity to step into other people's shoes – to view, hear, feel and understand the world from the perspective of their experience.

An antidote to assuming that we know what's best for people because we're the experts who know the territory and have done the thorough analysis.



Surveys and focus groups

What people / teams usually do

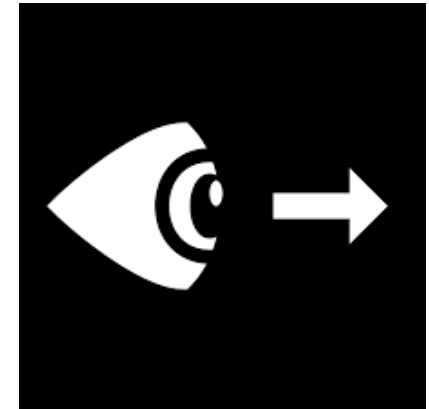
EXPLICIT NEEDS



Individual interviews

WHAT YOU WILL DO NOW

IMPLICIT NEEDS



Observational learning

What you will do later

LATENT NEEDS



Actionable insights

The measure of usefulness of an early user conversation is whether it gives you concrete facts about your users' lives and worldviews that you can use as actionable insights. Until you get specific, everything always seems like a good idea.



What business are you in?



Interviewing tips

1. Connection before content
2. Ask for help, don't talk about solutions
3. Be curious, don't give advice
4. Dig - 5 why's, tell me more
5. Give people a good experience

Preparing the reframe



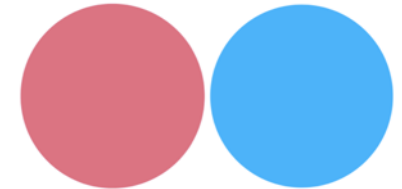
Interviews
Collect dots



Empathy maps
Identify main needs



Process more
Patterns / hypotheses



Start to land
Design principles

Interview leaders and stakeholders

Wednesday pm



Reframing

A new, more productive way of seeing the problem and acting within it.



What's the problem?

<https://www.youtube.com/watch?v=HiB9L3dG-Aw>



Biases and defaults

Thinking path dependency

Major reframing

A personal story of adaptation





How do you create a new problem frame?

You QUESTION

You challenge established patterns of thoughts (orthodoxies) / relationships.

You DANCE AROUND

You try to find a new way in the problem space vs analyzing it coldly.

You EXPERIMENT

You propose new views, test them, pivot / iterate based on the results you get.

You TAKE A STAND

You ground your direction in first principles that matter / deep human values.

You CONNECT

You allow your direction to be understood / supported by key stakeholders.

You KEEP GOING

You keep working on solutions will keep giving you insights about the problem.

How might we improve the livelihoods of small-scale farmers
by reducing food waste and spoilage?





CONTEXT

80% of the world's farming is done by small-scale farmers

42% of the food these farmers produce is never consumed

- Lost in harvest
- Or on the way to market



OUTCOME

Closing this gap can feed
one billion people

and improve the lives of over
 $\frac{1}{2}$ billion small-scale farmers
and their families



CHALLENGE

Find the areas where our efforts and investments can have the greatest impact

Where you need to land?

State the epic HOW MIGHT WE question

Come up with a question that encapsulates the ultimate intention of your work. This will be a tool that will connect you to the ideal outcome of your work throughout the course of your project.

Connect with the context of inquiry

Summarize the context of your work: the history and importance of the problem, who you are designing for, the research you've done, key stakeholders, constraints you have to deal with, etc.

Envision the intended outcome

Highlight the new reality you want to create for people, what they will be able to do as a result of your work / how society will benefit from this. Do this without boxing people in a specific solution.

Further thoughts

A propelling question

It captures the imagination, mobilizes the heart and convinces the mind in an elegant / concrete way.
It invites people to step into a very interesting, important human story that has a chance of ending well.

Inspiring constraints

They stimulate creativity: invite us to think about the problem in novel ways, off the beaten path.
They inspire positive change: help us think about the problem through lens of hope / possibility.

Creative tension between think big / start

It gives us a big ambition: a shot at changing the world vs tackling a “make work” / trivial project.
It gives us starting points that will allow us to learn quickly vs planning everything beforehand.

This Human, Melis Senova.

A Beautiful Constraint, Adam Morgan and Mark Barden.

SERIOUS WORK = SERIOUS TENSION

There are always tensions that come up. Part of working is dealing with tensions. If there's no tension, then you're not serious about what you're doing.

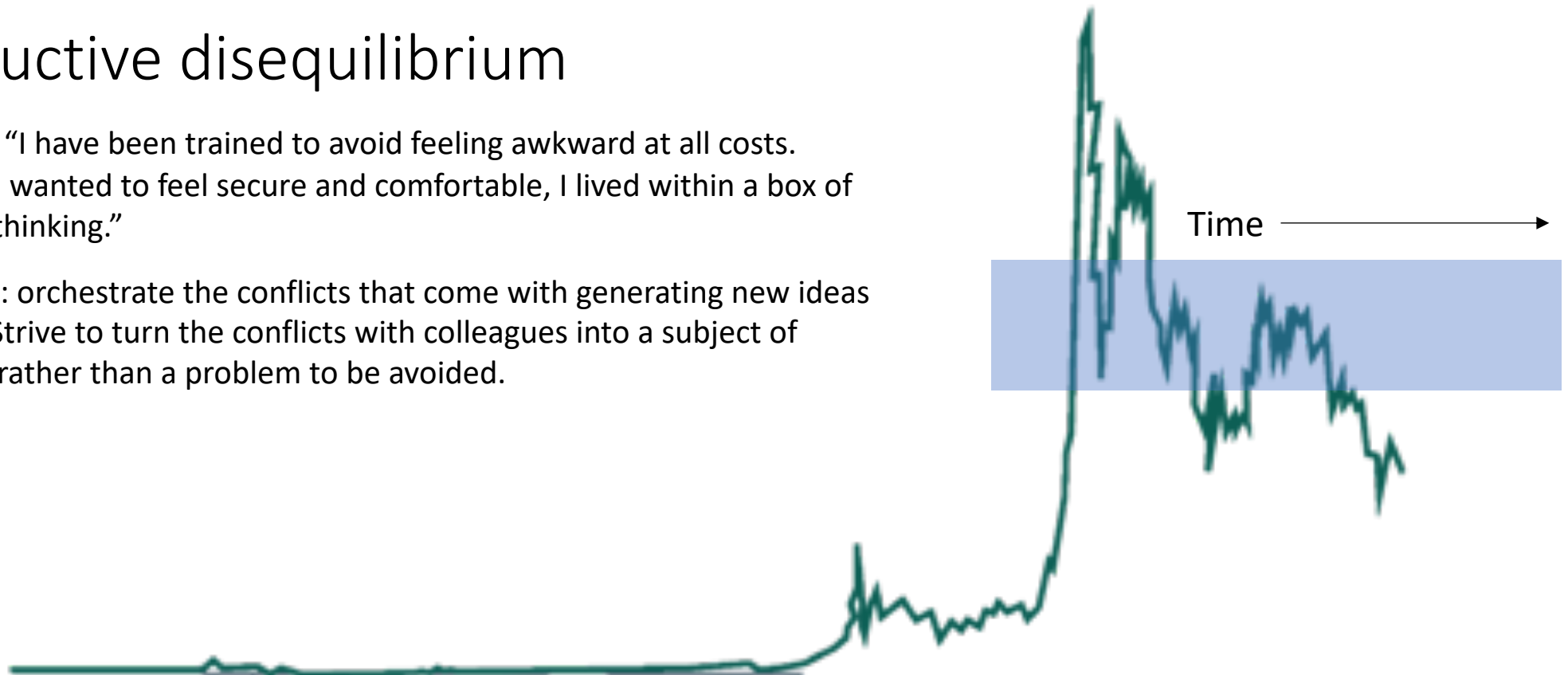
Wynton Marsalis



Productive disequilibrium

The trap: “I have been trained to avoid feeling awkward at all costs. Because I wanted to feel secure and comfortable, I lived within a box of habitual thinking.”

The need: orchestrate the conflicts that come with generating new ideas instead. Strive to turn the conflicts with colleagues into a subject of curiosity rather than a problem to be avoided.



Two skills needed

Psychological safety

An interpersonal climate where people feel free to express ideas, ask questions, acknowledge mistakes, and raise concerns early and often.

Courage

From the old French word for *cœur*. Choosing to put yourself on the line for the sake of something worthwhile that is bigger than yourself.

