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Design Thinking

Phase 3: Define Point Of View

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Learning Objectives.

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By the end of this module, you will:

- Be familiar with objectives of the “Define Point of View” phase
- Be familiar with some methods used in this phase, including approaches to synthesising information
- Have practiced using some methods related to Defining Points of View

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Phase 3: Define Point of View.

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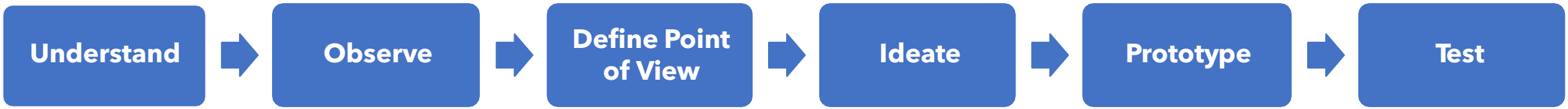
Draw upon and interpret all of the findings in order to establish a common knowledge base



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Mindsets for the Define Point of View phase

- Exploring systems
- Looking for patterns
- Constructing overviews
- Identifying opportunities
- Developing guiding principles

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Define Point of View - Process

1. Analyse information
2. Infer insights
3. Formulate possible questions
4. Specify design question(s)

Using sensemaking skills

Sensemaking: "The motivated, continuous effort to understand connections (which can be among people, places and events) in order to anticipate their trajectories and act effectively."

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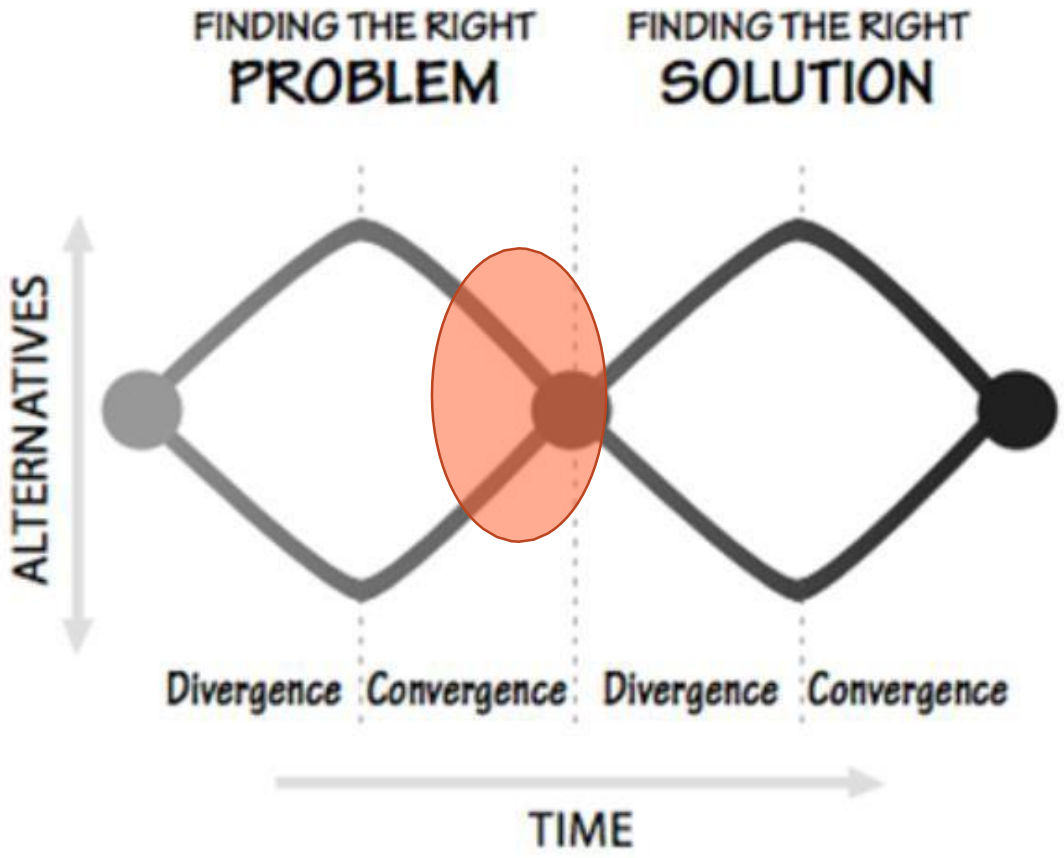
In this phase, we are using convergent thinking to refine a problem statement



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Select methods for the Define Point of View phase

- Story Share and Capture
- Develop Personas
- User Journey Map
- Insight sorting
- Refining problem statements/using problem tree analysis
- Concept map
- Abstraction laddering
- Statement starters

Story share and capture

- After conducting observation activities, bring team members together to share what they heard
- Unpack observations and share noteworthy stories
- Capture quotations, surprises, significant observations on sticky notes – these can later be re-grouped in the synthesis process

Activity: Story share and capture

Time: 30 minutes

- Within your teams, go through the story share and capture process
- You can pull up pictures and notes to share out
- Capture insights on sticky notes

Each team should also prepare one slide (PowerPoint or Google docs) that lists a few insights. This will be shared with the class later.

Note: Stanford d.school bootleg card deck (free online) is a good resource for Story Share and Capture

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Personas

Personas are representative profiles of “typical” users, based on data and observations.

- Useful in humanising design focus, testing scenarios, and communicating
- Look for behaviour patterns and themes
- Build on the empathy developed during the “observe” phase
- Consolidate these into “personas” - a hypothetical person that is representative of a typical stakeholder
- Try to limit to 3-5 personas per design project
- Describe in 1 page or so
- Can capture via a User Profile Canvas (described on next slide)

User profile canvas

User Profile Canvas

- Name
- Persona description - brief overview of the persona's demographic traits as well as way of thinking, etc.
- Jobs to be done - what are the person's goals?
- Use cases - How would the person obtain information? Use a solution to this problem?
  Who influences his or her decisions?
- Gains - to what extent do current solutions (eg, current products in the market) make the customer happy?
- Pains - what are this person's worries? What causes a bad feeling with current solutions in the market?

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Personas – example

For example, can you think of the following person?

- Born in the late 1930s in Abeokuta
- Name recognised nationwide and internationally
- Married multiple times
- Was imprisoned in Nigeria at one point

Be careful of “persona twins”!

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User journey map

Tracks users' steps through an entire process, to highlight critical interactions, decisions, etc.

1. Generate a list of user activities that are parts of a process or task
2. Cluster activities into higher-level groups
3. Create a flowchart, showing each activity as a box, with connecting arrows
4. Highlight critical points - pain-points, decision-points, etc.
5. Look for insights
6. Summarise findings

Affinity clustering/insight sorting

1. Gather all insight statements - write on sticky notes, if not already done
2. Cluster these insights on a wall or table
3. Re-cluster a few times, if necessary
4. Define the clusters
5. Discuss next steps

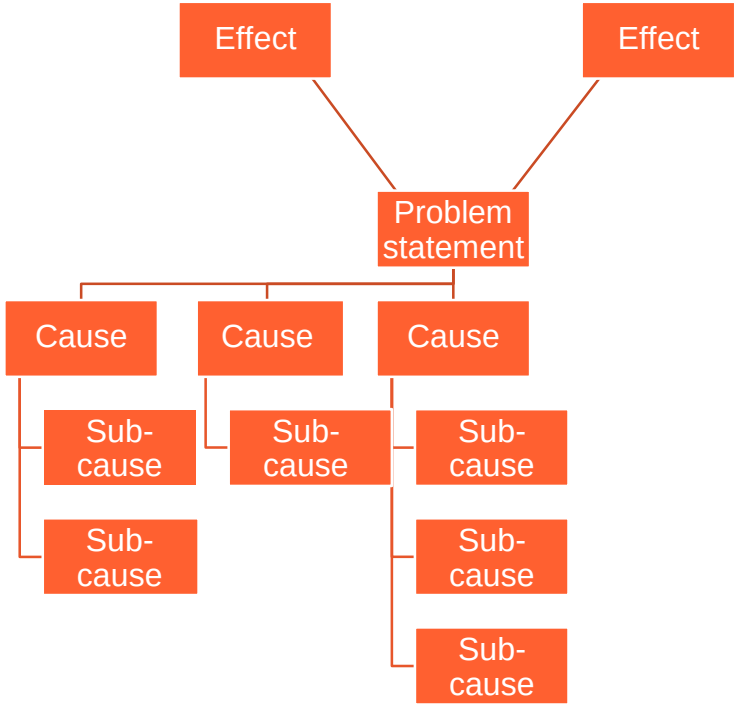
Concept mapping

- Depicts relationships between various concepts
- Used to document the team's current understanding of a situation
- Consists of concepts (nouns), captured in boxes or circles
- Relational links (verbs) are depicted with lines and text

Problem tree analysis

Useful approach to explore causes and effects of a particular issue

- Identify a starting problem statement and write on the middle of a flipchart/whiteboard
- Discuss and write down causes (roots) below the problem
  statement
- Write effects (branches) above the problem statement
- Discuss and decide which cause/effect to focus on



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Refining problem statements

Define clear, succinct questions to solve. Use phrases that encourage broad thinking.

Some options:

“How might we…”

“[User] needs to [need] because [surprising insight].” (Stanford d.school approach)

Similar to the Agile methods user stories:
“As a [role (who)] I would like to [action, destination, wish (what)] in order to achieve [benefit
(why)].”

A good problem statement is:

- Human-centred
- Broad enough for creative freedom
- Narrow enough to be manageable

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Abstraction laddering

Helps determine the right level of focus, by exploring broader and narrower statements

1. Write down an initial problem statement in the middle of the flipchart/space
2. Ask “Why?” to “move up the ladder,” identifying a broader problem statement. Write it above the initial statement. Repeat and add broader statements above by asking “Why?”
3. Ask “How?” to move “down the ladder,” identifying narrower statements

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Point of view statements

Helps articulate the design challenge into an actionable statement that can be used to start brainstorming solutions. Try out different ways of stating the problem/challenge.

POV statement musts:

- Flow logically (a stranger should understand it)
- Specify an insight about a user (rather than a demographic)
- Articulate a game-changing direction but not a particular solution

We met_____

We were surprised to notice_____

We wonder if this means_____

It would be game-changing to_____

Activity: Defining Point of View

Time: 2 hours

Activity:

With your team, work to synthesise information captured during the prior phases and define a clear point of view.

- Try using at least two different methods that we have discussed in this module
- Output: At the end of this time, you should have a single problem statement that will guide your work in the next steps of the design process
- Create a set of slides in PowerPoint or Google Docs: the summary from your team's Story Share and Capture, followed by a slide with your team's refined problem statement

Key Learning Points

- During the Define Point of View phase, we synthesise observations, identify patterns and create a clearly defined problem statement
- In this phase, we are using convergent thinking, taking into consideration the wide range of information captured in prior phases and narrowing down to a single problem statement
- There are multiple different methods that can be used by teams to identify insights and synthesise information

QUESTIONS?

You have the floor...

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THANK YOU!

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