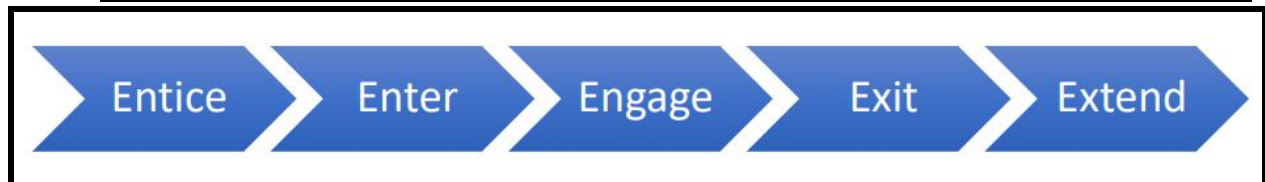


**Lecture Notes:**

- **Larry Tesler's Law of Conservation of Complexity:** In human-computer interaction every application has an inherent amount of complexity. This complexity has to be dealt with, either in product development or in user interaction.
- **The Experience Model:**

Entice	Enter	Engage	Exit	Extend
Attract, build anticipation, set expectations	Guide & orient into experience	Enjoy, connect, be present	Guided to new, transformed state	Reminders to connect to experience

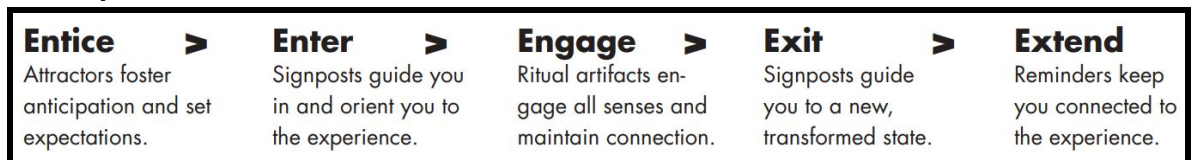


- **Personas:**
- A **persona** is a hypothetical user archetype used throughout design.
- It is compiled from ethnographic interviews with real people and defined by goals, motivations, behaviors, of real target users.
- It is used in designing for an archetype that can satisfy a bigger user group. It also helps focus on users & context, assist in decision-making & communication.
- **Creating a Persona:**
  1. Identify patterns from your field study data and group people you observed, such as behavior variables and demographic variables.
  2. Focus on critical design elements, such as workflow and behavior patterns, goals, environment, attitudes, traceability/justification.
  3. Add some personality to make them real. Reinforce important characteristics, but don't go overboard with personality.
- **Persona Types:**
- **Primary.** A **primary persona** is the main focus of the design and is chosen based off of the highest amount of goals met. If you are unable to hone down the primary persona it could be because the product needs more than one interface, each containing its own persona. If the design fails for the primary persona then the product is a failure.
- **Secondary.** A **secondary persona** is a persona who is almost entirely satisfied with all of the primary's needs minus one or two. It's ok to have zero to two secondary personas, but more than that is a red flag for problems with the focus target.
- **Anti. Anti personas** represent the opposite of the primary persona. They are an example of who not to design for.

**Reading Notes:****1. HOW TO FIND BURIED TREASURE USING EXPERIENCE MAPS:**

- **WHAT'S AN EXPERIENCE MAP:**
- An **Experience Map** is a model of how people experience a product, service, environment, or computer system.
- Like a good highway map, it organizes and abstracts complex reality to focus us on the important bits.

- Experience Maps can be simple or complex, diagrammatic or photo-intensive.
- At their core, they are all structured stories about an experience, with beginnings, middles, and ends; and often with identifiable characters and common plot twists.
- The most useful Experience Maps are:
  - photo- or video-documented extensively. This permits teams to have rich, grounded conversations about the experience. It also helps teams talk about the experience with others
  - told from the point of view of people having an experience, not the point of view of the business itself.
  - well-structured, with a clear hierarchy that helps the team parcel out the complex conversation about an experience into manageable pieces.
  - collaborative, emerging from conversations among a team with multiple points of view.
- **The Experience Model:**



- **HOW TO MAKE AN EXPERIENCE MAP:**
- Here are three steps you can take to map an experience that matters to you.
  - 1. Define.**
    - First you need to determine which experience you want to map. While you will almost always expand your definition of the experience through mapping, you'll need to focus your efforts to get useful insight. Set the right scope. For instance, as an airline, it makes a big difference whether you decide to focus on "Boarding," "Flying" or "Traveling." A rule of thumb to follow here: if you're seeking highly detailed improvements that don't challenge the existing experience much, choose the narrowest possible scope. If you want to find things that are completely outside the box of your current business, select the broadest.
    - Agree on a Point of View. Who's having the experience? It can work to look at the same experience from multiple points of view, but only if you manage the boundaries between viewpoints carefully. In our airline example, the Crew experience might be very different from that of Passengers.
    - Set boundaries. Every experience has a beginning, a middle, an end, and transitions between these stages. Which stages interest you most and least? Which are you most likely to be able to influence with your products and services? For instance, you might decide that you want to study Travel, but that you're going to define the beginning as arrival at an airport, rather than at the beginning of trip planning.
  - 2. Document.**
    - After you've defined your target, gather the raw material for your map: images, written observations, diagrams, and interviews with people having the experience, etc.

- To improve accuracy and clarity you should visually document the experience. Good documentation also makes conversations about the meaning of the map much more participatory and robust.
- Go where it happens. Experience maps are not a “thought experiment.” Don’t rely on your memory or imagination alone. It’s easy to assume you know what happens, especially if you have the experience yourself a lot. But you may be missing key insights.
- Use a mix of media. Document the experience as you see others going through it. Use photographs, sketches, video and any other tools at your disposal. Draw maps of environments and paths through them.
- Have the experience yourself. It’s vital to participate in the process so you can know what it feels like – not just what it looks like when other people go through it. As you do so, record thoughts and observations in real time. If possible, go through the experience again from different angles and with different levels of participation.
- Pick stuff up. Collect artifacts and samples not just images. If you’re shopping, be sure to buy and bring back products. Pick up any instructions or collateral you see along the way.
- Keep good track of your data. As you take pictures and video, be sure to label the media as they come back in.

### **3. Dig.**

- Get physical. Even if you use a digital camera to gather images, print them out. If you collected images on video, be sure to grab some still frames and print them. Also, get a TV in the room so you can refer to any video. Sort images and artifacts on a surface, or tape them to a wall with drafting dots.
- Map the process. Arrange the images and artifacts in a simple time sequence. Make note of variations that might exist at each stage of the sequence.
- Map the experience. The process map tells you what people are doing. Now it’s time to make a subtle shift to understand what people are experiencing as they go through the process. Conceptually this means putting yourself into the customer’s shoes at each step of the process and seeing what they see, hearing what they hear, and using the resources available to them.
- Look at the big picture. Pull back from your Map and try to characterize the experience as a whole. Look for a central theme. Identify a couple of metaphors that capture the essence of the experience. When you have a metaphor, pick out a few iconic images or artifacts that convey the metaphor particularly well.

- **HOW TO USE AN EXPERIENCE MAP:**

- Explore the metaphor. Discuss the implications of the existing metaphor for your long-term relationship with customers. Is the metaphor compatible with the promise of your brand? What products, services, and processes contribute to the truth of the metaphor?
- Fix hot spots. Phrase each hot spot as a problem to solve. Then ideate around the problem statement, generating ideas for how to fix the problem. From these, you can cull ideas best suited to your needs.
- Gather benchmarks. Where in the world have other businesses done a great job of addressing the experience issues you identified?
- Build on bright spots. For each bright spot, generate a list of ways you could extend the goodwill of that moment to other parts of the experience.
- Change the metaphor. Brainstorm new metaphors for the experience. These new metaphors should be more closely aligned to your brand vision and product and service goals. Use these new metaphors to generate new ideas for products, services, communications, etc.
- Fill in the gaps. For each stage of the experience model, brainstorm opportunities to improve the experience.
- Create an Experience Plan. Arrange ideas generated in your brainstorming into the five stages of the Experience Model. Use verbal descriptions, sketches or whatever else you have at your disposal to communicate the new stages of the experience.

## 2. **Chapter 11 Experience Maps:**

- **Maps of Experiences:**

- Experience maps typically focus on a general human activity within a given domain.
- An experience map is a visualization of an entire end-to-end experience that a generic person goes through in order to accomplish a goal. This experience is agnostic of a specific business or product.
- Experience maps separate experiences from solutions. They help shift an organization's collective thought from features or internal processes toward the desired outcomes people seek.
- Experience maps fundamentally recognize that people interact with many products and services from a multitude of providers in many situations. These experiences shape their behaviors and their relationship with any one organization. Examining this broader context will become increasingly crucial as products and service become connected with each other.
- Experience maps are concerned with how the provider's offering fits into a person's experience, not the other way around. They provide a view of a given domain from the user's point of view.
- Experience maps tend to break away from a focus on the purchasing decision. Although a purchase may be part of the experience, the focus on the map is not necessarily making a decision.

- Main Aspects of Experience Maps:

<b>Perspective</b>	Individual as goal-driven, operating within a broad system or domain and interacting potentially many services.
<b>Organization</b>	Chronological.
<b>Scope</b>	Holistic process of a defined experience, from end-to-end, including actions, thoughts, and feelings. May be limited to a single individual or aggregate behavior across actors.
<b>Focus</b>	Focus primarily on the human experience, with often little or no explicit backstage processes.
<b>Uses</b>	Used for analysis of ecosystem relationships and the design of solutions. Inform strategic planning and innovation.
<b>Strengths</b>	Offer a fresh, outward perspective that helps build empathy. Provide insight beyond the relationship with a single organization or brand.
<b>Weaknesses</b>	Can be viewed as too abstract by some stakeholders. Detailed diagrams can lead to overanalysis and "mapping overload."

- **Jobs Maps:**

- A **job map** is a visual depiction of the core functional job, deconstructed into its steps, which explains step-by-step exactly what the customer is trying to get done. A job map does not show what the customer is doing. Rather, it describes what the customer is trying to get done.
- The goal of creating a job map is to uncover what a person is trying to get done and to examine specific points in the flow by breaking them down.
- The universal steps in completing a job are:
  1. Define: This step includes determining objectives and planning the approach to getting the job done.
  2. Locate: Before beginning, people must locate inputs, gather items, and find information needed to do the job.
  3. Prepare: In this step, people set up the environment and organize materials.
  4. Confirm: Here, individuals make sure the materials and the environment are properly prepared.
  5. Execute: In this step, individuals perform the job as planned. From their perspective this is the most critical step in the job map.
  6. Monitor: People evaluate success of the job as it is being executed.
  7. Modify: Modifications, alterations, and iterations may be necessary to complete a job.
  8. Conclude: This step refers to all of the actions taken to complete and wrap up the job.

- **Workflow Diagrams:**

- A **workflow diagram** is a visual representation of a business process, usually done through a flowchart. It uses standardized symbols to describe the exact steps needed to complete a process, as well as pointing out individuals responsible for each step.
- These diagrams focus on how a sequence of tasks fits together, often between multiple actors. They are more akin to a service blueprint.

3. **The Magical Short-Form Creative Brief:**

- **What's in a Short-Form Creative Brief:**
- **Part 1. The Project Objective:** This was 2–3 simple sentences about what this specific part of the project was trying to accomplish. The idea is to keep the

objective simple, so the brief doesn't get into all the constraints and requirements. The team has all those things written down, just not in this document. They only included enough so everyone knew what this project was trying to do, relative to everything else they were trying to accomplish at the same time.

- **Part 2. The Key Personas:** The team would list one or two personas they were designing this particular functionality for. They chose these from a larger set of personas they had created earlier. What they listed on the brief were the most important personas for this round of design. This helped eliminate discussions about personas and scenarios that they explicitly weren't trying to deal with at this time. Like any good persona description, the team would only include details that would play a role in key decisions they were facing. Their personas reflected real people they had researched themselves, so they intimately knew these people and what they were trying to accomplish. The personas often came up during the design discussions because they were fresh in everyone's mind, having been just read out loud.
- **Part 3. The Key Scenarios:** Here the team would describe up to three short scenarios that the design was trying to solve. Like the personas, they chose these from a larger set that had come out of their research. While everyone knows there are other important scenarios, the ones listed in the brief are what the team is now solving for and where the discussion should focus. The scenario provides enough detail to make the design rich. By including a couple of these in the brief, the team can explore different angles of the problem that can help derive the design.
- **Part 4. The Key Principles:** Like many teams, this one had come up with several guiding principles. In the brief, they listed one or two that they wanted to focus on for this iteration of the design. They would change it up as the design progressed, to ensure they were considering all the principles they thought were important. Like the personas and scenarios, the principles came out of the team's research of where their customers were frustrated and how to bring out great experiences. They had a half dozen of these and would choose a new one for each design iteration.