



Annual Paper bike Rally at Stanford University



Design Thinking Course with Students from the MOK Master in the Design Thinking Loft at the University of St. Gallen, Switzerland



Students conducting a brainstorming outside of classic lecture halls



Marshmallow Tower—A Classic Warm-Up Exercise in Design Thinking

# Design Thinking

**Will design thinking revolutionize human-centered design?**

Design thinking is the innovative method was developed by University of Stanford (in the heart of Silicon Valley) by Professors David Kelley, Larry Leifer and Terry Winograd and brought to Europe by SAP co-founder Hasso Plattner.

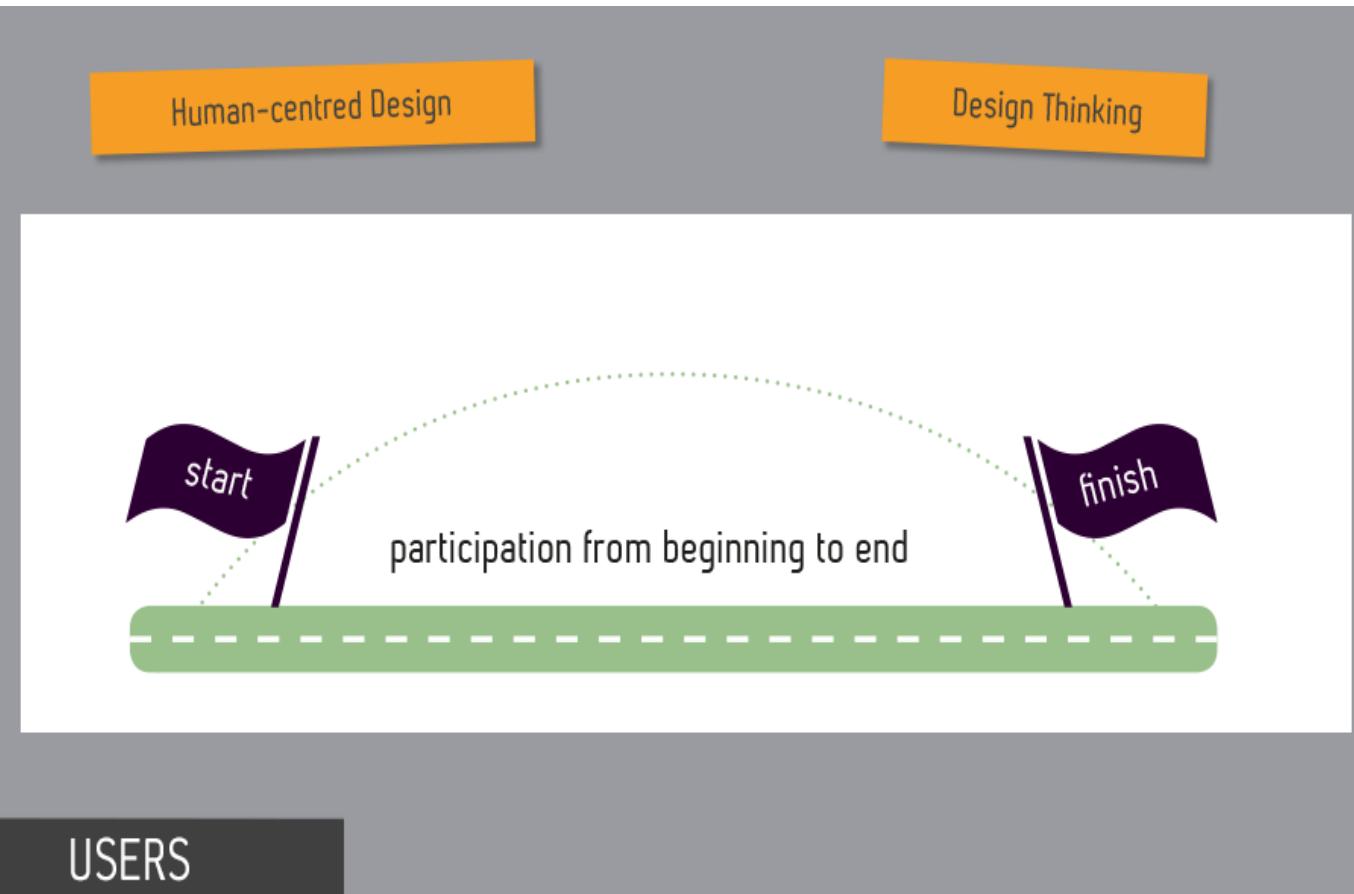
An increasing number of companies rely on design thinking when it comes to developing products and services in line with the users' expectations.

However, focusing on the user is nothing new. Since the 1990s, human-centered design (HCD) has stressed the necessity of continuous user orientation.

So, is design thinking nothing but a **fancy** new name for **human-centered design**? The answer is: "Yes and no."



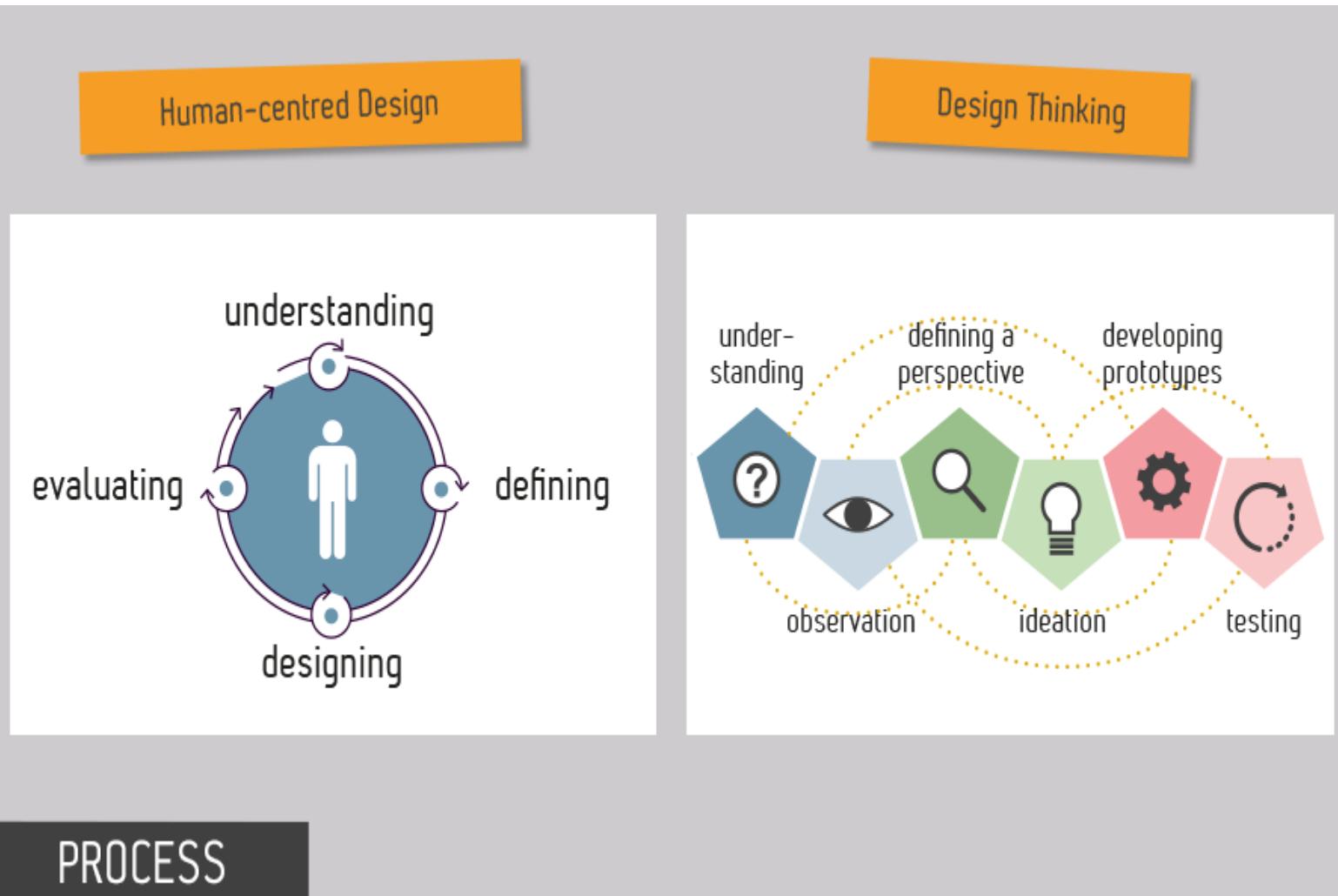
# 1 approach – 2 names?



The key principle and most important common feature of these approaches is evident in the term "human-centred design": It puts humans at the center of the development process for new products and takes account of the fact that not only users but also other stakeholders, e. g. in purchasing, have to be taken into consideration in the design process.

Both in human-centred design and in design thinking, their needs are considered in all phases of product development – from analyzing the context of use all the way through to the evaluation.

# 1 approach – 2 names?



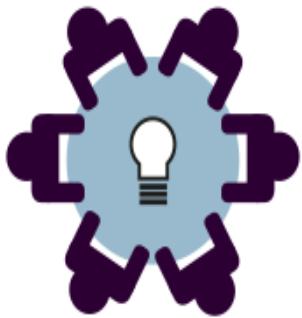
Another common feature is the iterative approach. ISO 9241-210 describes the four phases of human-centered design: Understanding the context of use, specifying the user requirements, producing design solutions and evaluating them. For best results, these phases are repeated iteratively.

Design thinking, too, makes use of an iterative process. Although design thinking is formally divided into six phases, there are many similarities.

# 1 approach – 2 names?

Human-centred Design

Design Thinking



brainstorming, user tests, prototyping / wireframes

METHODS

Analyzing the starting point plays a key role in both approaches. It includes analyzing specific user tasks and characteristics as well as examining the usage environment. Getting as much information on the users as necessary is important to ensure that all their requirements are fulfilled. Moreover, both approaches draw from a pool of similar methods.

For example, teams in both design processes use personas, hypothetical but very precise descriptions of typical users. They make it easier for the designers to put themselves in the position of an actual user of a certain product. In addition, teams bring ideas to life by using prototypes, and get user feedback.

# What makes it special

Human-centred Design

Design Thinking



good usability, good UX



innovative solutions

While both processes have many similarities, the approaches have different aims. The aim of human-centred design is to develop a product with a high degree of usability and user experience.

Design thinking, however, aims at developing innovative and creative solutions for complex issues. These will ideally satisfy the users' requirements, be realizable from a technical point of view and also prove to be economical.

# Scope of use

Human-centred Design



screens, websites, apps

Design Thinking



solutions,  
larger scope of use

SCOPE OF USE

Hence, design thinking has a larger scope of use. While human-centred design mostly focuses on the user interface and known issues, design thinking goes beyond such limitations: It can be used for developing new products and services but also for evolving concepts for the solution of social questions.

In contrast to human-centered design, design thinking often questions existing problems or develops entirely new questions.

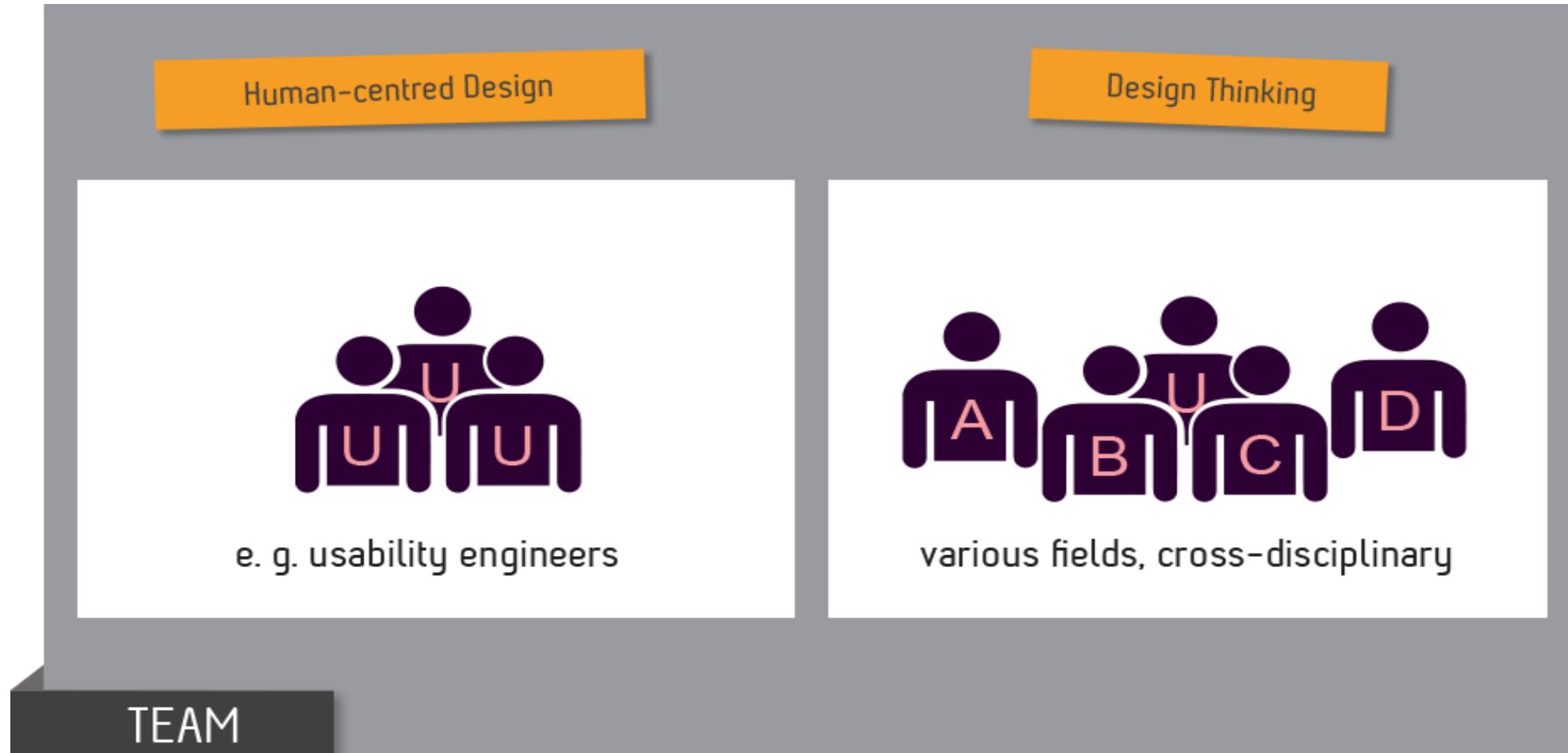
Overall, design thinking puts a lot more emphasis on innovation and creation, leaving design thinkers with greater leeway (freedom).

In standard human-centered design, developer teams resort to the creative knowledge of human-computer interaction (HCI) and its standards and style guides. This means that this approach is a lot more structured than design thinking. For certain types of problems, this is the fastest way to success and thus beneficial for many projects.

Unlike design thinking, human-centred design is described and defined in an official standard. Coming up with an exact definition of design thinking would, however, be quite difficult. Design thinking involves a new mindset as well as a collection of principles, methods and techniques. Basically, the design thinking process rather follows the processes and the "focused but creative" chaos used by designers and architects.

Another factor that makes design thinking so successful is working in *cross-disciplinary teams*. The project teams are comprised of experts from different fields. This ensures that different perspectives are taken into account in the process. **The teams work on an equal footing and follow an impartial and solution-oriented approach.** And this works best in a creative environment. Therefore, design thinkers love flexible room designs that leave them lots of space. High tables, whiteboards and a large selection of different materials.

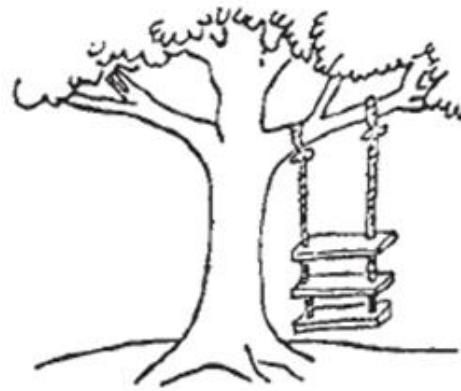
Although ISO 9241-210 for **human-centered design** requires teams to be cross-disciplinary, too, in practice this process is usually mainly controlled and kept going by usability professionals.



# ACTIVITY



**Write a small story based on the below pictures.**



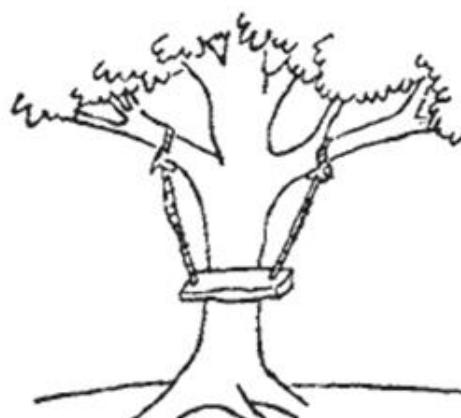
As proposed by the project sponsor



As specified in the project request



As designed by the senior designer



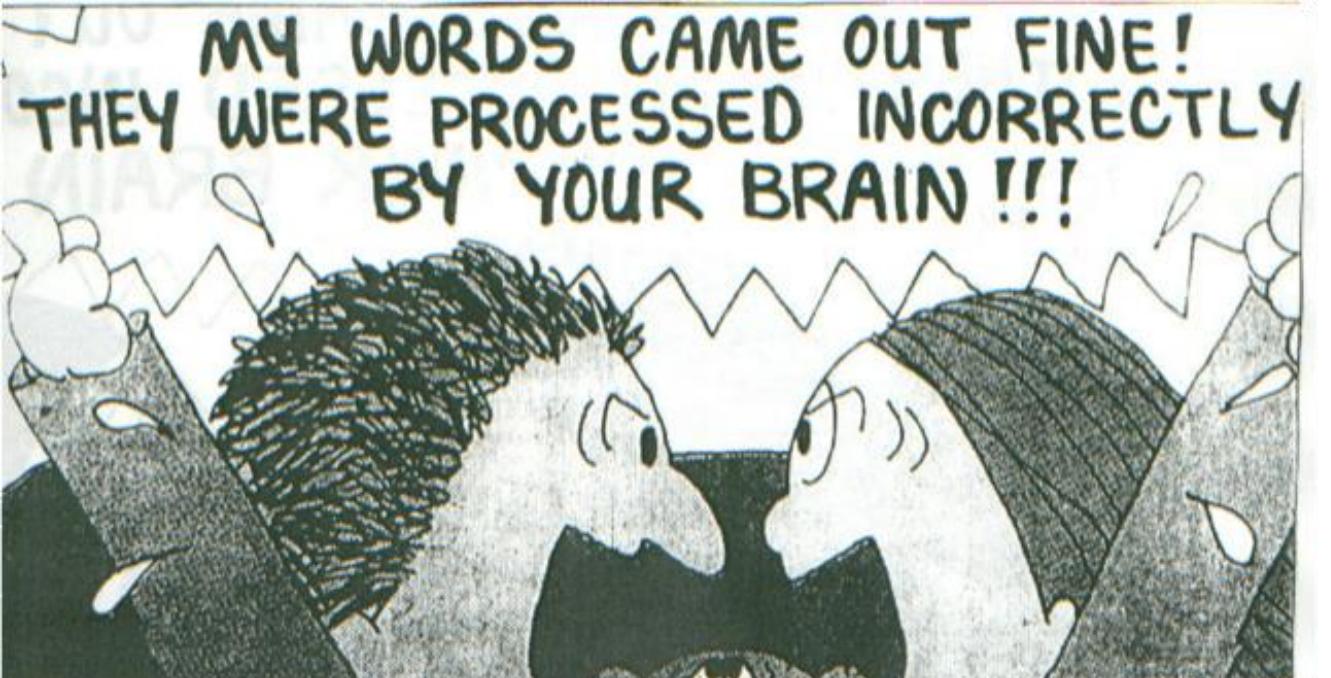
As produced by manufacturing



As installed at the user's site

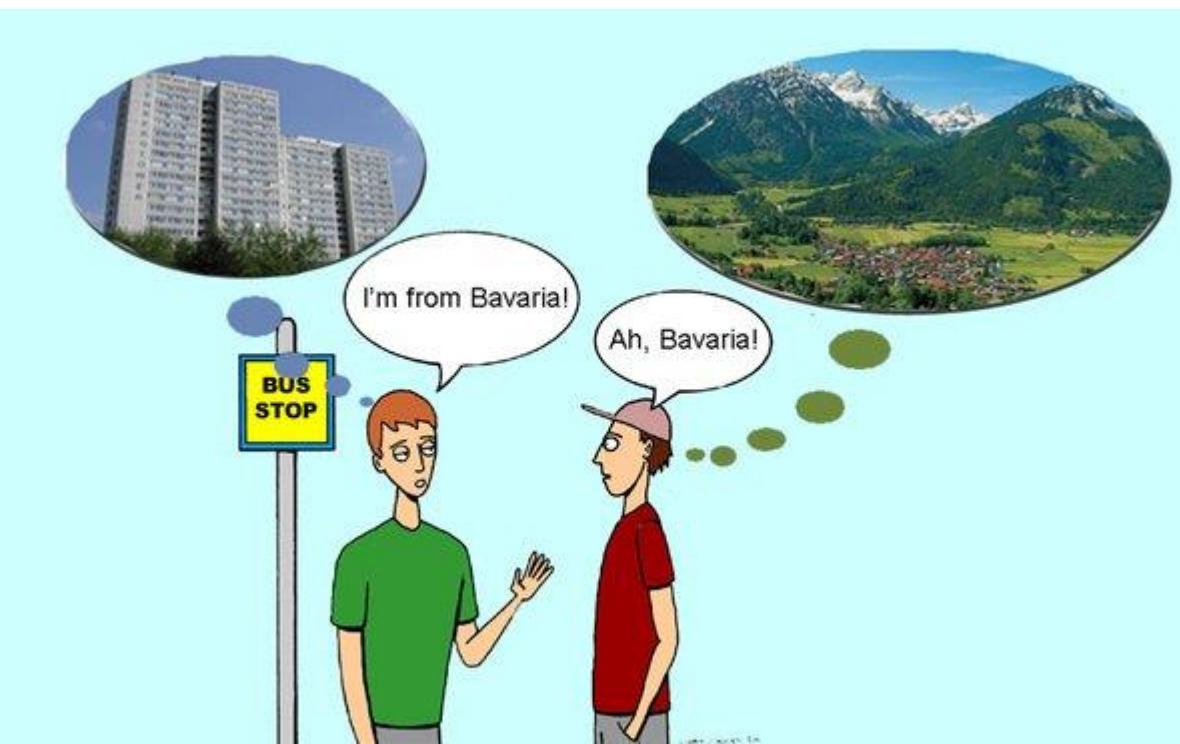


What the user wanted



*Miscommunication  
can create a clear  
path to failure.*

JACK HANSON





# Design Thinking as Mindset

Design Thinking as mindset is characterized by the simultaneously playful and solution-oriented combination of these principles.

1. Innovation is made by humans for humans.
2. Combining of divergent and convergent thinking
3. Fail often and early
4. Build prototypes that can be experienced
5. Test early with customers
6. Design never ends
7. Design Thinking needs a special place

# Design Thinking as Mindset

The world of Design Thinking and design thinkers is characterized by principles essential for the method's success.

1. The first and most important principle is: *Innovation is made by humans for humans.*

This simple sentence is the guiding rule for all other principles, as well as for Design Thinking as process and toolbox. *Design Thinking is a deeply human-centered method.* At the root of every innovation are human needs. If those needs cannot be met through the new solution, the innovation process must be repeated.

*Innovation processes are made by and for people.* As a consequence of the human centeredness of design thinking various steps of the innovation process are executed differently than in traditional innovation processes. Those steps and settings *include interaction, emergence and solving of conflicts during the process, as well as physical spaces where the innovation process takes place that must reflect a different “nature” in their spatial design.*

# Design Thinking as Mindset

## 2. Combining of divergent and convergent thinking is another important principle.

Design thinkers enhance the solution space through following unconventional paths, i.e. thinking divergently. At different points in the innovation process, existing, fixed frame conditions are “crashed” i.e. failure.

Through this radical procedure, new solutions are created, often opening a door to the future. It must be noted, however, that in this divergent phase, many project partners and customers hesitate after recognizing the enormous creativity of the solution and its distance from the original project brief; they temporarily doubt Design Thinking and almost stop believing that the project could be successful. When engaging in convergent thinking, a few feasible solutions emerge.

# Design Thinking as Mindset

## 3. “Fail often and early” facilitates human learning.

Design Thinking is based on experimentation with many new ideas. In some projects, more than 100 solution ideas are created and many fail. Through early testing with end customers, design thinkers realize when ideas cannot solve the problem in brief. Design Thinking, in practice, means coming up with many ideas and testing them with end customers to learn what works.

## 4. Another central principle of Design Thinking is: build prototypes that can be experienced.

In the innovation process, building prototypes is very important. This principle conflicts with many traditional development methods in information management. Most methods to develop information systems lead to abstract models. These are, often through a step-by-step process, refined to lower abstraction layers. Many decision makers do not understand such models. Design Thinking goes in another direction. Fast and easily comprehensible prototypes are built that allow a new idea to be tested.

# Design Thinking as Mindset

## 5. The principle test early with customers.

The faster a new idea can be tested with users, the sooner one knows which aspects of an idea are suitable. Design Thinking forces innovators to be in constant and direct contact with end customers. This extreme form of customer orientation is one of the central success premises of Design Thinking.

## 6. Another principle of Design Thinking is: design never ends.

This means, work must proceed **iteratively in cycles**. Whenever a solution idea has been tested, questions will be posed about whether it contributes to a solution for the original problem briefly and whether the initial problem brief was the right one.

Through constant usage of the innovation process, the Design Thinking team builds up knowledge and experience about the problem, as well as both obvious and hidden needs of customers. This knowledge enables development of extremely customer-oriented solution ideas.

# Design Thinking as Mindset

7. The last principle in this article is: Design Thinking needs a special place.

To conduct Design Thinking projects successfully, special spaces are required: designed according to the teams' needs and equipped with the right materials.



Fig. The Design Thinking Loft in St. Gallen

In the Design thinking space, one can conduct team-internal meetings; materials and tools must be made available to build prototypes. Communication tools, such as video conferencing must be there.

Moreover, the space equipped with the items like couch, tables, stools and writable walls.

# Design Thinking as Process

The micro process, [also called Stanford Design Innovation Process or at the Hasso Plattner Institute in Berlin just Design Thinking Process is the central process of Design Thinking.

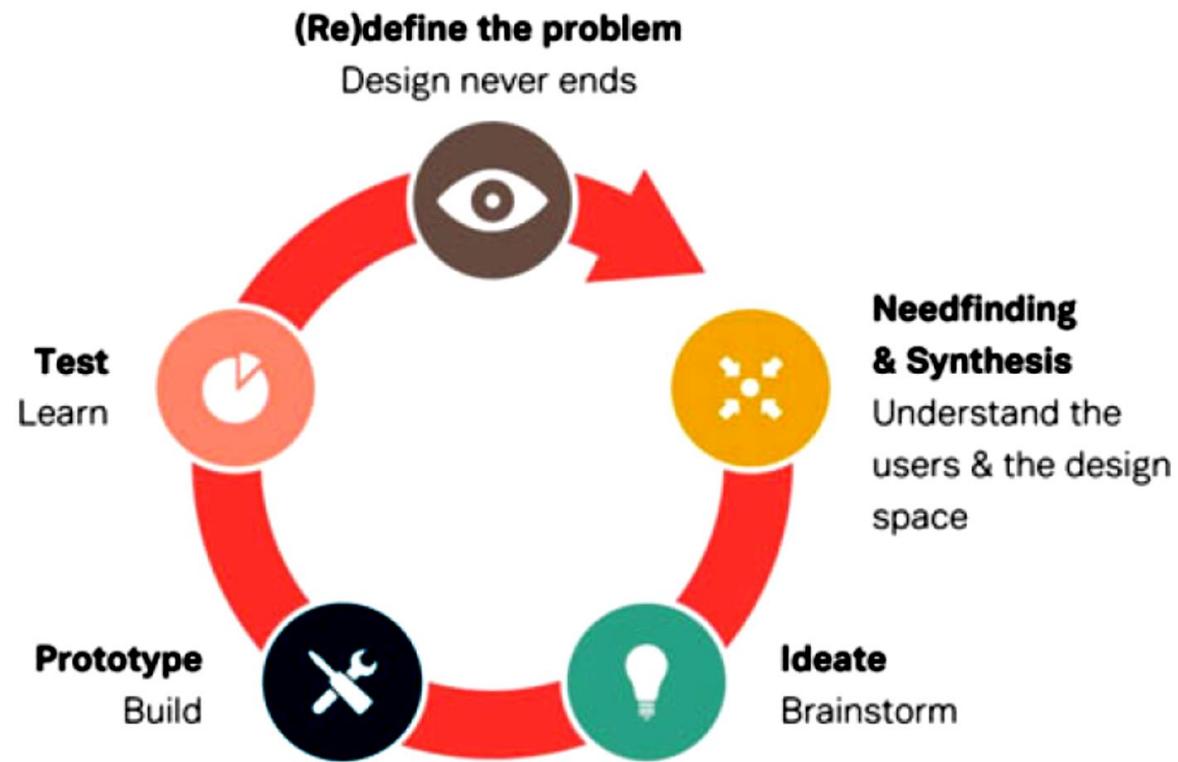
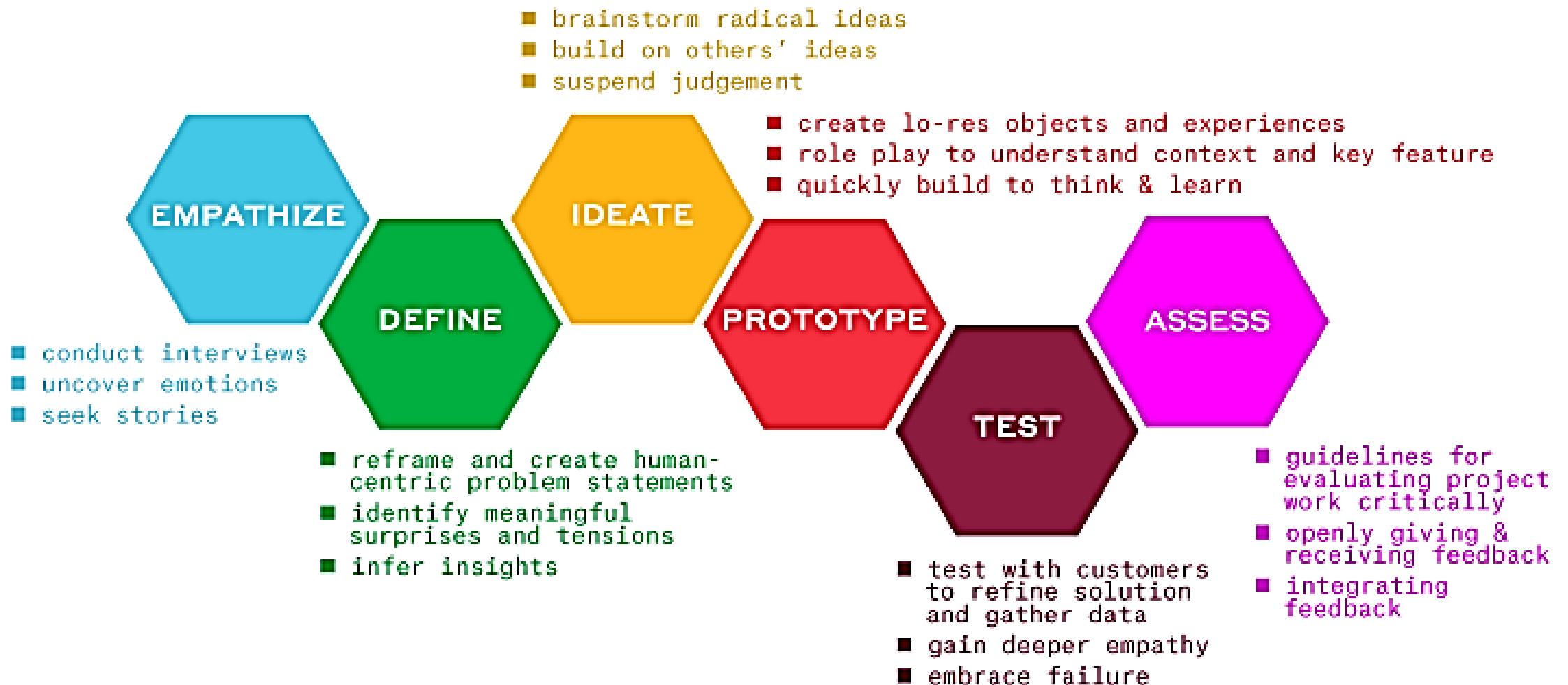


Fig. The Design-Thinking-micro process, adapted from Stanford University

# Design Thinking Process Diagram\*



# Design Thinking as Process

During a Design Thinking project, the micro process is conducted several times.

- The first process step “**Define the problem**” means that a so-called challenge, the problem brief, is worked out. The challenge describes the problem-to-solve in form of a question.
- The second step, “**Need finding & Synthesis**”, is aimed at revealing end customers’ needs. We differ between obvious and hidden needs. In Design Thinking projects, teams often succeed in revealing hidden needs that eventually contribute to providing innovative and competitive solutions. In the second process step, the team builds up expertise in the topic under scrutiny. Expert interviews, literature and web search help to reach a knowledge level needed to have fruitful talks with customers.

# Design Thinking as Process

- In the third step, “Ideate”, teams are encouraged to find solution ideas through brainstorming. The brainstorming needs to be conducted so that solutions are envisioned based on previous steps, not decoupled from the needs of customers.
- The aim of the step, “Prototype”, is to build prototypes that can be tested in the next step with customers. As mentioned earlier, we differ between different resolution prototypes. The range of prototypes that we built within the past 10 years is large, ranging from wood constructions over paper mock-ups to information systems simulated on paper.

# Design Thinking as Process

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# Design Thinking as Process

- There is an important reason why “Test” and “Learn” are connected in Fig. While testing, Design Thinkers get important clues whether a prototype works, or reasons why it does not. Following the step “Test”, it has to be verified whether the original problem brief was the right one: more concretely, whether the innovation fulfilled obvious or hidden needs of customers. If a positive answer is given, a new micro process can begin. If the answer is negative, the challenge needs to be reformulated based on the new insights.

# Design Thinking as Tool

Design Thinking works only when tools and methods used are aligned with this new way of thinking. The methods and tools used in Design Thinking projects originate from very diverse areas, like *quality management, research in creativity and design, research in communication, ethnography, and informatics*. We in this session will describe seven tools that give an impression how Design Thinking projects work.

**Stakeholder Map:** Stakeholders of a project are any internal and external groups or persons currently, or in the future, directly or indirectly affected by the project. The stakeholder map attempts to identify all parties that are relevant for the problem brief. Experience in stakeholder mapping shows that it is important to broadly define the term “stakeholder”. For example, in a business-to-business environment, it is essential to involve the end customer as stakeholder.

# Design Thinking as Tool

**Empathy Map:** The empathy map is a method often used at Stanford University d.School. The empathy map analyzes talks and interviews with stakeholders, especially end customers. These talks are categorized into four categories: “Say” (quotations and central terms), “Do” (observed behaviors), “Think” (assumptions of thoughts) and “Feel” (emotions).

**5-Whys:** The 5-Whys-Method was invented by the founder of Toyota, Sakichi Toyoda. Today, it is an important element of “root cause- analyses” of lean management and is also utilized in Design Thinking. The 5-Why method’s basic premise is: **in the course of analysis, participants repeatedly ask “why”, leading everyone deeper into the root-cause of a problem or some similar phenomenon.** The number of Why-Questions is not limited to five, as the name suggests. Instead, the number five is an indicator that it is important to ask multiple times “Why”.

# Design Thinking as Tool

**AEIOU-Method:** According to research, this method was invented by Rick Robinson, Ilya Prokopoff, John Cain and Julie Pokorny. Other sources in the internet cite Mark Basinker and Bruce Hannington as inventors. Originally, it was used to code ethnographic data. The AEIOU method defines dimensions to structure a problem: “Activities”, “Environment”, “Interactions”, “Objects” and “Users”. Because this method is used often in Design Thinking, dedicated project templates facilitate its use.

**Persona-Method:** The persona method comes originally from the research area of human-computer-interaction. Personas are, embodied the behavior or personality characteristics of a group of persons.

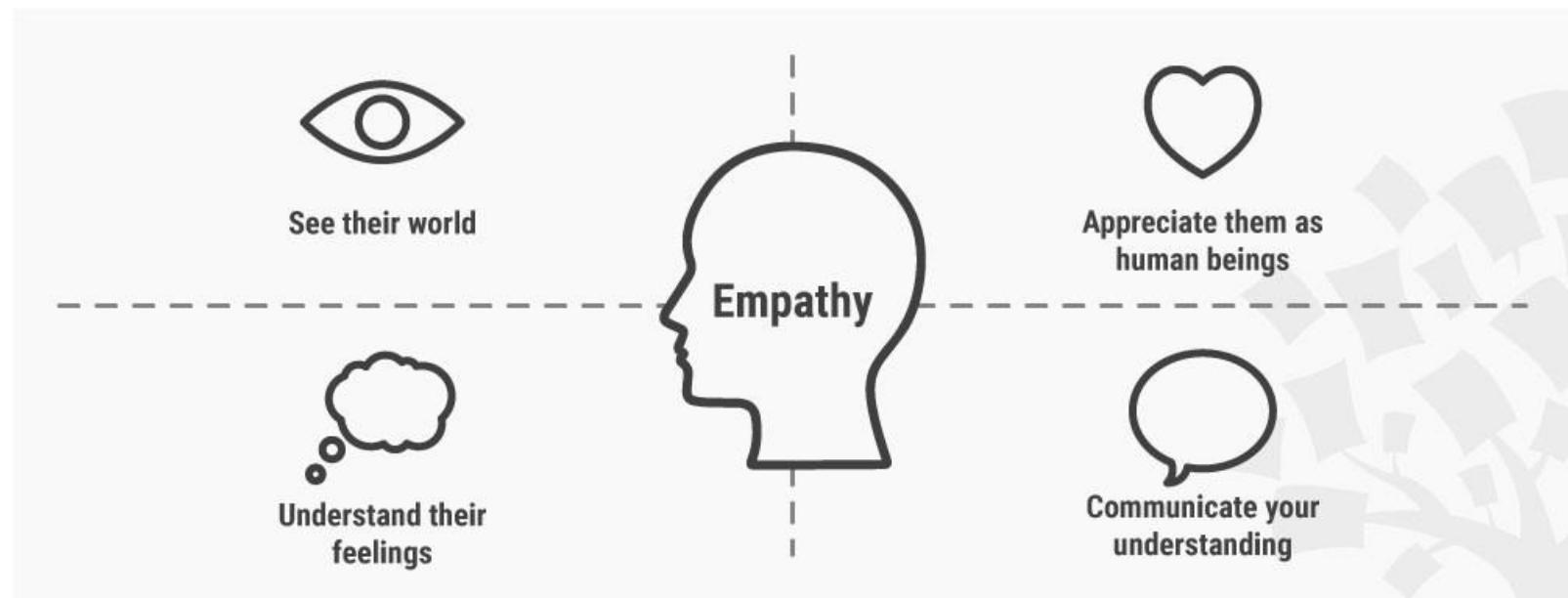
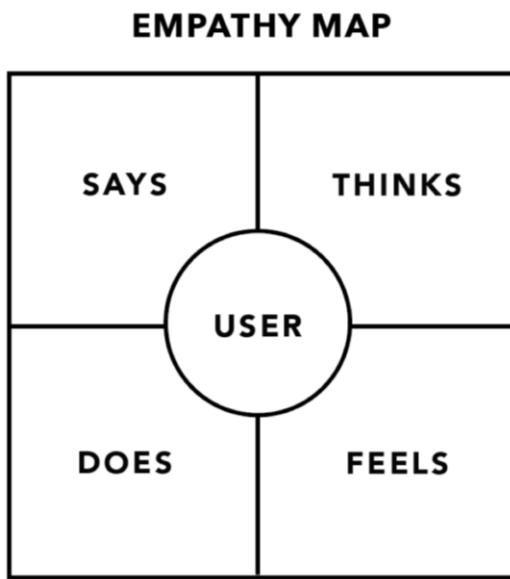
# Design Thinking as Tool

**Observation:** The observation of stakeholders, especially customers, is a proven method to reveal obvious and hidden needs. During, or after, the observation of a person, clarifying questions can be asked. When shadowing, researchers accompany a person over a longer period of time as closely as possible. Through the intense and uninterrupted contact, one can observe the use of a product or service, as well as activities before and after, which are often very important and may lead to reformulation of the challenge.

**Storytelling:** This method originally comes from marketing and is based on the idea that a well-told story captures more attention than a lengthy PowerPoint presentation. Within Design Thinking projects, storytelling is used to present innovative ideas or solution possibilities effectively. In many Design Thinking projects, videos emerge, parallel to the prototypes, showing the prototype in a real-life situation or within a process. These videos can be seen as one form of storytelling.

# Empathy Map

An empathy map is a **collaborative tool**, teams can use to gain a deeper insight into their customers. Much like a user persona, an empathy map can represent a group of users, such as a customer segment. The empathy map was originally created by Dave Gray and has been gaining popularity with the design thinking community.



# Empathy Map

A sample empathy mapping session may be as follows:

- Assemble your team and have them bring any personas, data, or insights about the target of your empathy map. Print out or sketch the empathy map template on a large piece of paper or whiteboard.
- Hand each team member sticky notes and a marker.
- Each person should write down their thoughts on stickie's.
- Ideally everyone would add at least one sticky to every section.



Empathy maps can be used whenever you find a need to immerse yourself in a user's environment. They can be helpful, for example, when:

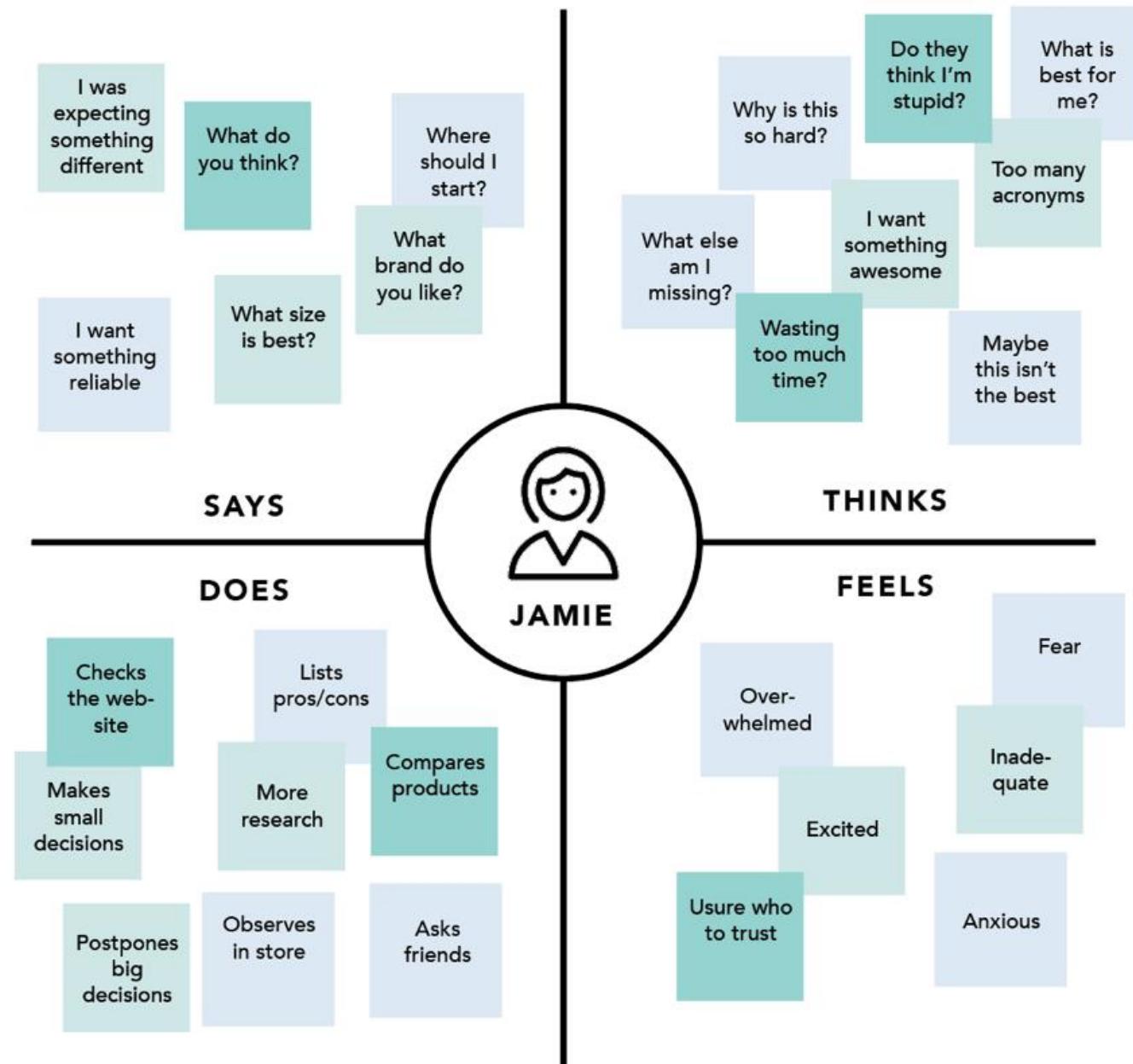
- Diving into the customer segments of a business model
- Elaborating on user personas
- Capturing behaviors when pair interviewing a customer
- Building out the “user” in your user story

You might ask questions, such as:

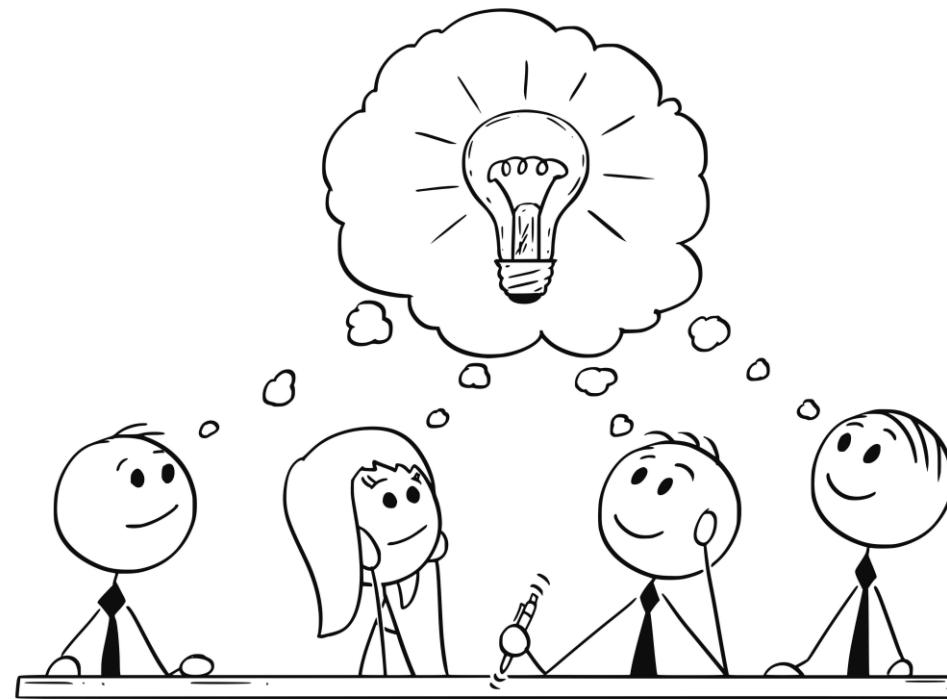
- What would the user be thinking & feeling? What are some of their worries and aspirations?
- What would their friends, colleagues, and boss be likely to say while the user is using our product? What would the user hear in these scenarios?
- What would the user see while using our product in their environment?
- What might the user be saying and/or doing while using our product?
- What are some of the user's pain points or fears when using our product?
- What gains might the user experience when using our product?

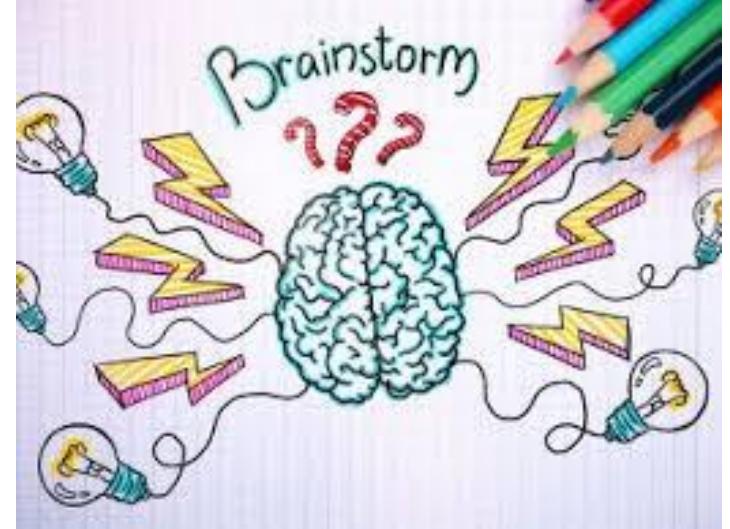


# EMPATHY MAP Example (*Buying a TV*)



# Interviewing, Questioning & Brainstorming





Brainstorming is a tool used by teams to bring out the **ideas of each individual and present them in an orderly fashion** to the rest of the team. The key ingredient is to provide an environment free of criticism for creative and unrestricted exploration of options or solutions to a design problem.

Brainstorming helps a team break free of old, ineffective ideas. This free-wheeling technique for generating ideas may produce some that seem half-baked, but it can lead to new and original solutions to problems.

Some of the specific benefits of brainstorming are that it:



- **Encourages creativity.** It expands our thinking to include all aspects of a problem or a solution. A design team can identify a wide range of options.



- Rapidly produces a **large number of ideas**. By encouraging people to offer whatever ideas come to mind, it helps groups develop many ideas quickly.



- **Equalizes involvement by all team members.** It provides a nonjudgmental environment

that encourages everyone to offer ideas. All ideas are recorded.



- **Fosters a sense of ownership.** Having all members actively participate in the Brainstorming process fosters a sense of ownership in the topic discussed and in the resulting activities. When the people on a team contribute personally to the direction of a decision, **they are more likely to support it**.

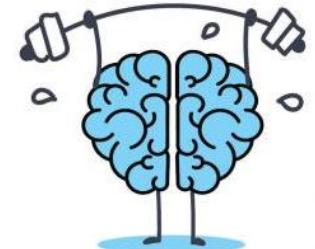
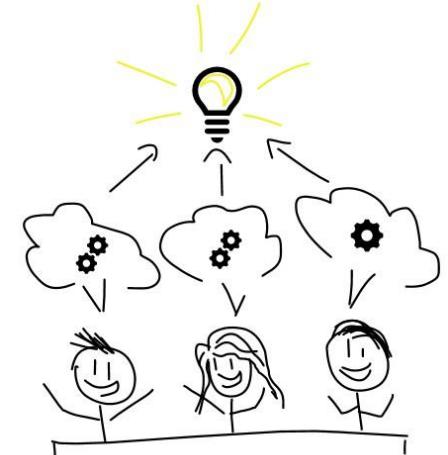
- **Provides input to other tools.** You may want to affinities the brainstormed ideas. And, if appropriate, you can work with the team to reduce the number of ideas by multi-voting. Brainstorming is useful when you want to generate a large number of ideas about issues to tackle, possible causes of problems, approaches to use, or actions to take.



# Rules for Brainstorming

For all participants to enjoy a creative and productive Brainstorming experience, the facilitator needs to review and get team member's buy-in on the ground rules for the session. These are the rules :

- Active participation by all team members. Everyone expresses his or her ideas, even if they seem silly or far out.
- No discussion—criticisms, compliments, or other comments—during the brainstorm.
- Build on ideas generated by other team members.
- All ideas written exactly as presented and displayed where everyone can see them.
- Set a time limit.
- Clarify ideas. After the brainstorm, go over the list to make sure that all team members understand the ideas. Remember that you are only clarifying the ideas, not making judgments about them.
- Combine ideas. See whether two or more ideas that appear to be the same can be combined.





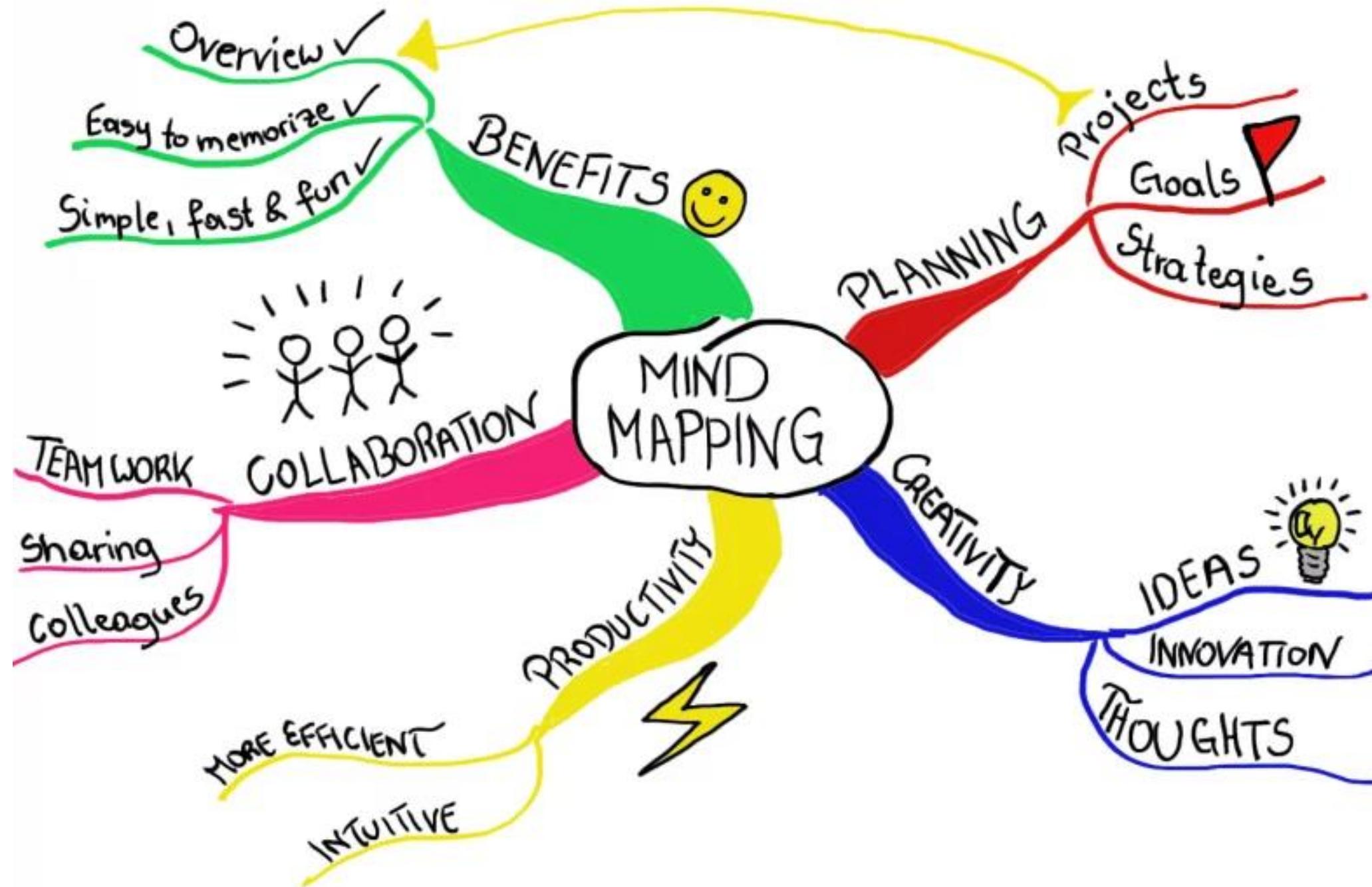
Mind Mapping

*Q. What Are Mind Maps?*

*Q. Why Should I Mind Map?*

*Q. What is it that makes this technique so special and what are its benefits?*



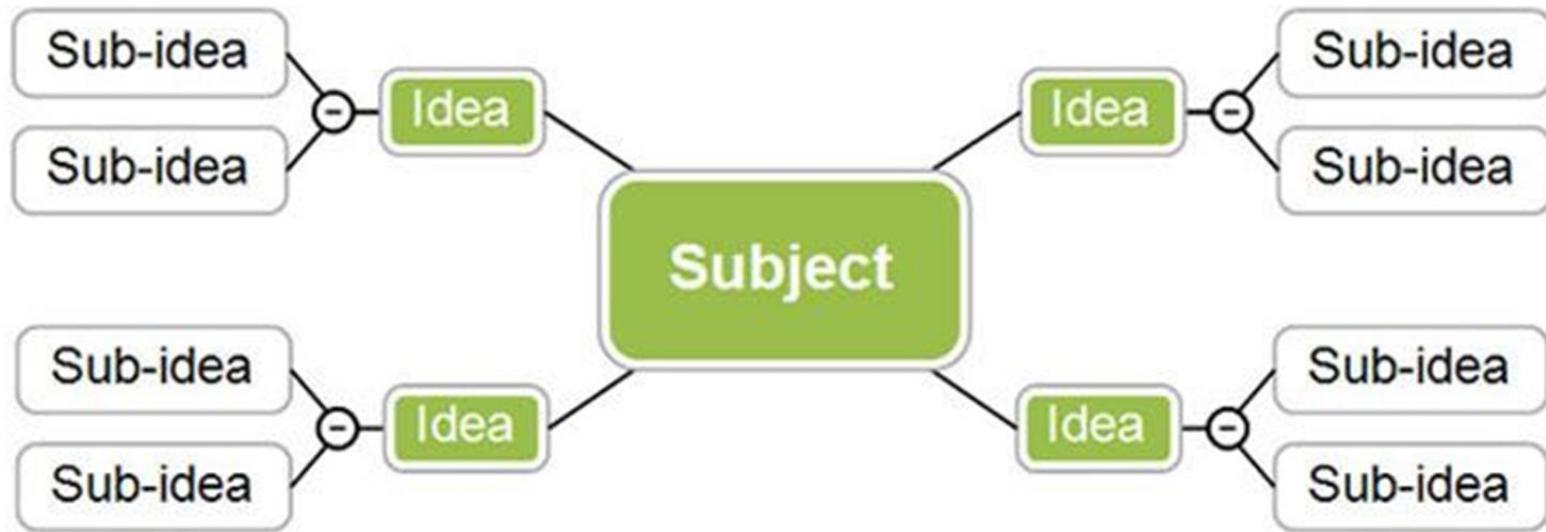


# Q. What Are Mind Maps?

Mind maps are graphical representations of information. In contrast to the traditional, linear notes you make in a text document, mind maps let you capture thoughts, ideas and keywords on a blank canvas where you can organize them in a two-dimensional structure.

The title/main idea is always located in the center of the map and thus always clearly visible. Related ideas branch off from the center in all directions, creating a radiant structure.

Or



A mind map is an easy way to **brainstorm thoughts organically without worrying about order and structure**. It allows you to **visually structure** your ideas to help with analysis and recall.

A mind map is a diagram for representing **tasks, words, concepts, or items linked to and arranged around a central concept or subject** using a non-linear graphical layout that allows the user to build an intuitive framework around a central concept. A mind map can turn a long list of monotonous information into a colorful, memorable and highly organized diagram that works in line with your brain's natural way of doing things.

# Why Should I Mind Map?

"The soul never thinks without a mental image."

-Aristotle

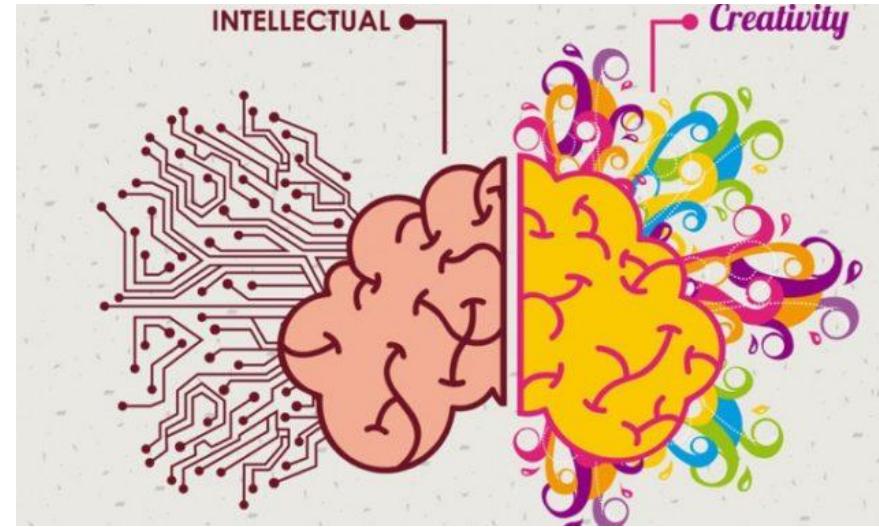
There are many reasons why mind mapping is used by millions of professionals, creatives and designers etc., all over the world.

**Mind maps structure information** - Mind maps can store and structure vast amounts of information. They display hierarchy, show relationships between individual ideas and enable you to see the “big picture” at a glance. These features also make mind maps an ideal tool to present information to others, create knowledge pools and solve complex problems.

**Mind maps enhance productivity** - Mind mapping enables you to learn faster, communicate more efficiently and brainstorm more effectively. Whether you’re planning a project at work or writing a scientific paper—mind mapping will help you save tremendous amounts of time.



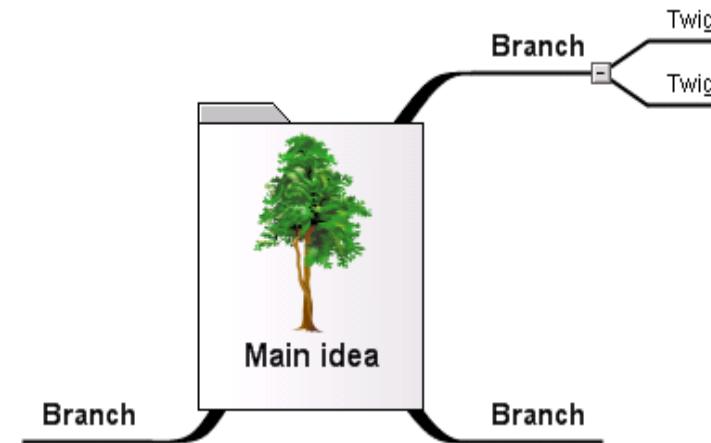
**Mind maps foster creativity-** There are two things that make mind maps the best brainstorming tool out there. One: The act of developing a mind map stimulates our brain like no other technique and fosters a creative flow of ideas. Two: Mind maps allow you to transcribe those ideas with incredible speed, making for a virtually frictionless thought organization.

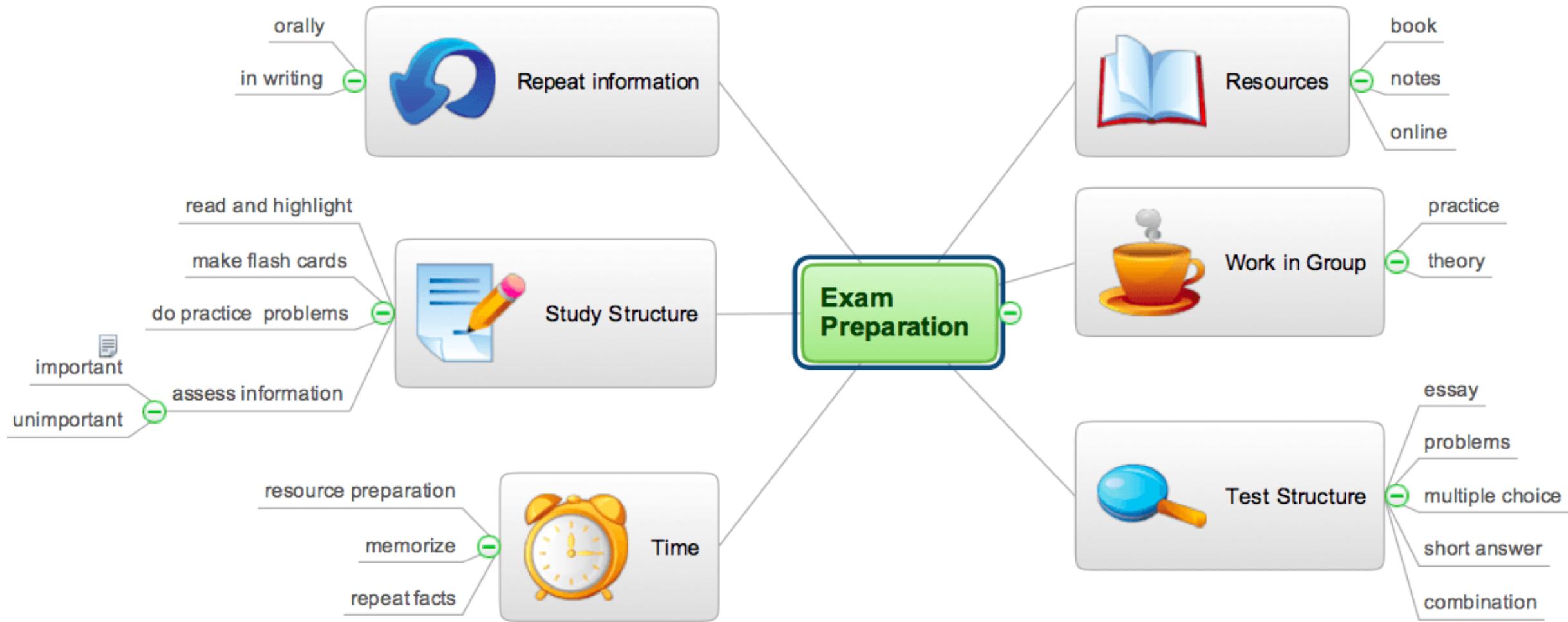


**Mind maps improve memory and recall-** Mind maps present information visually. They feature a number of powerful mental triggers such as images, colors, shapes and connections which help our brain process and memorize large amounts of information. Studies have found that mind maps can improve memory by 10-15%, others go even higher and estimate improvements of up to 32%. Especially students with learning difficulties such as dyslexia or high-functioning autism have reported that they find mind maps to be invaluable study aids.

## The Five Essential Characteristics of Mind Mapping:

1. The main idea, subject or focus is crystallized in a central image.
2. The main themes radiate from the central image as 'branches'.
3. The branches comprise a key image or key word drawn or printed on its associated line.
4. Topics of lesser importance are represented as 'twigs' of the relevant branch.
5. The branches form a connected nodal structure.





**The Power of Images:** In 1970 Scientific American magazine published Ralph Haber's research showing that individuals have a recognition accuracy of images between 85 and 95 percent.

*There is a well-known quote, "A picture is worth a thousand words".*

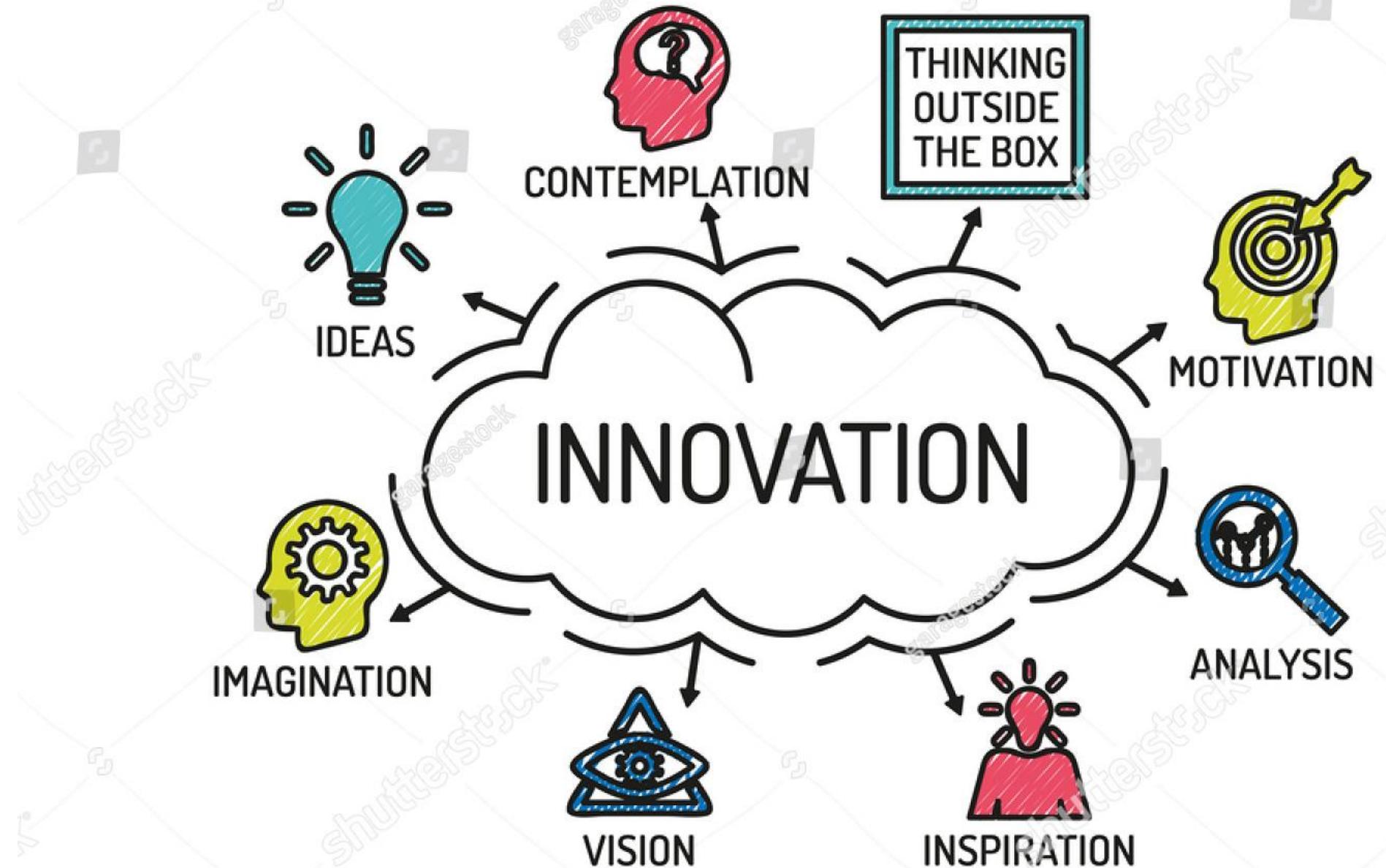
# Innovation Flow Chart



What is innovation flow chart ?

&

Why should I do/use it?





## What is innovation flow chart ?

The **Innovation Flowchart** gives a detailed overview of the **various stages in an innovation process**, **listing the activities, requirements and goals of each stage**. These include an overview of the different people, skills, activities and finances that a project or an organization might need in order to succeed. The structured overview this tool provides, helps to review where you are in the process, and to organize the next steps in your work.

## why should I do it?

This tool helps you to spot opportunities for growth by helping understand which **resources to focus on**. You can see this by checking where you are in the process and whether you have thought of all the **aspects that need consideration**.

The worksheet gives an overview of the various stages in an innovation process, and it lists stage by stage the activities, requirements and goals of each stage. Use this overview to check where you are in the process, and whether you have thought of all the aspects that need consideration. This check may help you to identify what aspects need special attention. The overview comes with a handy reference to the tools and activities that can support you in each stage.

STAGE	SPECIALIST SKILLS REQUIRED	EXAMPLE ACTIVITIES & TOOLS	RISK LEVEL AND HANDLING	FINANCE REQUIRED	KINDS OF EVIDENCE GENERATED	GOAL
1 Exploring opportunities & challenges	→	→	→	→	→	→
2 Generating ideas	→	→	→	→	→	→
3 Developing & testing	→	→	→	→	→	→
4 Making the case	→	→	→	→	→	→
5 Delivering and implementing	→	→	→	→	→	→
6 Growing, scaling and spreading	→	→	→	→	→	→
7 Changing systems	→	→	→	→	→	→

# INNOVATION FLOWCHART

STAGE	SPECIALIST SKILLS REQUIRED	EXAMPLE ACTIVITIES & TOOLS	RISK LEVEL AND HANDLING	FINANCE REQUIRED	KINDS OF EVIDENCE GENERATED	GOAL
1 Exploring opportunities & challenges	Research for exploratory work	SWOT Analysis Problem Definition Causes Diagram	Low risk of failure but clear decisions should be taken about how to act on insights	Grants	Insights derived from formal research and informal knowledge gathering	A well understood and clearly defined problem or opportunity
2 Generating ideas	Ideation and facilitation of creative thinking	Thinking Hats Fast Idea Generator Creative Workshop	High failure rate should be an explicit expectation, visible senior leadership essential	Usually grants, occasionally convertible	A clear account of change or likely causation, supported-but not overly constrained by evidence	An idea or set of ideas to develop and test
3 Developing & testing	Mix of design and implementation skills	Experience Map Prototype Testing Plan Improvement Triggers	High failure rate should be an explicit expectation, visible senior leadership essential	Grants, convertible grants/loans	A stronger case with cost and benefit projections developed through practical trials and experiments, involving potential users	Demonstration that the idea works, or evidence to support a reworking of the idea
4 Making the case	Business development and evaluation	Blueprint Promises & Potential Map Business Model Canvas	Prepare to adapt approach, based on evaluation results and user feedback	Grant funding or funding out of investment	A stronger case with cost and benefit projections developed through practical trials and experiments, involving potential users	Clarity about what warrants implementation and funding
5 Delivering and implementing	Strong leadership, management, implementation skills	Critical Tasks List Learning Loop Target Group	Prepare for some adaptation to implementation	Programme funds, equity, loans, grants	A robust and detailed case developed through formal evaluation and evidence gathering - use of a control group to isolate impact	An implemented and sustainable innovation
6 Growing, scaling and spreading	Strong leadership, management, implementation skills	Scaling Plan Business Plan Marketing Mix	Fidelity assessments may be important, strong capacity needed to ensure transfer of practice	Equity loans, payment by results, social impact bonds	Evidence derived from evaluations in multiple sites, and independently run randomised control trials	Innovation or impact at scale
7 Changing systems	Strong leadership and management, Identification and training of new leaders and teams	Building Partnerships Map Evidence Planning	Map potential unintended effects	Multiple financial systems requiring potential re-wiring possible outcome-based funding	New definitions of and measures for efficiency and impact created	A transformation in the way we do things

Innovation flow chart

<https://www.youtube.com/watch?v=572wbk1rUAA>

Question Ladder

<https://www.youtube.com/watch?v=K9ix-dA5a5k>

<https://www.youtube.com/watch?v=vqnIEt1p9d8>

## S SUBSTITUTE:

Replace a thing, or concept with something else.



## C COMBINE:

Unite! What? Who? Ideas? Materials?



## A ADAPT:

Adjust to a new purpose. Re-shape? Tune-up?



## M MODIFY, MAGNIFY, MINIFY

Change the colour, sound, motion form, size.

Make it larger, stronger, thicker, higher, longer.

Make it smaller, lighter, slower, less frequent, reduce.



## P PUT TO ANOTHER USE:

Change when, where, location, time, or how to use it.



## E ELIMINATE:

Omit, get rid of, cut out, simplify, weed out...



## R REARRANGE, REVERSE

Change the order, sequence, pattern, layout, plan, scheme, regroup, redistribute...





<https://www.youtube.com/watch?v=ru9-74qLXAo>

Question Ladder ?

SIMPLE QUESTIONS

COMPLEX QUESTIONS

	Is	Did	Can	Will	Would	Might
Who	Who is	Who did	Who can	Who will	Who would	Who might
What	What is	What did	What can	What will	What would	What might
Where	Where is	Where did	Where can	Where will	Where would	Where might
When	When is	When did	When can	When will	When would	When might
Why	Why is	Why did	Why can	Why will	Why would	Why might
How	How is	How did	How can	How will	How would	How might

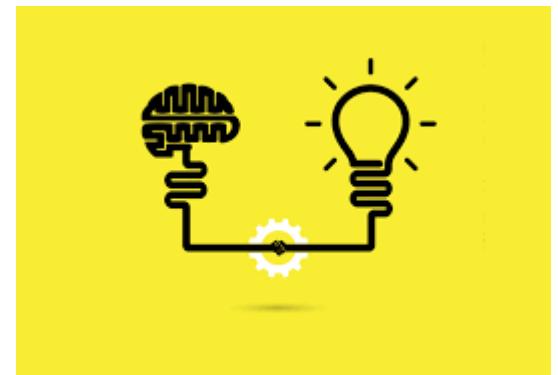
# Journey Mapping



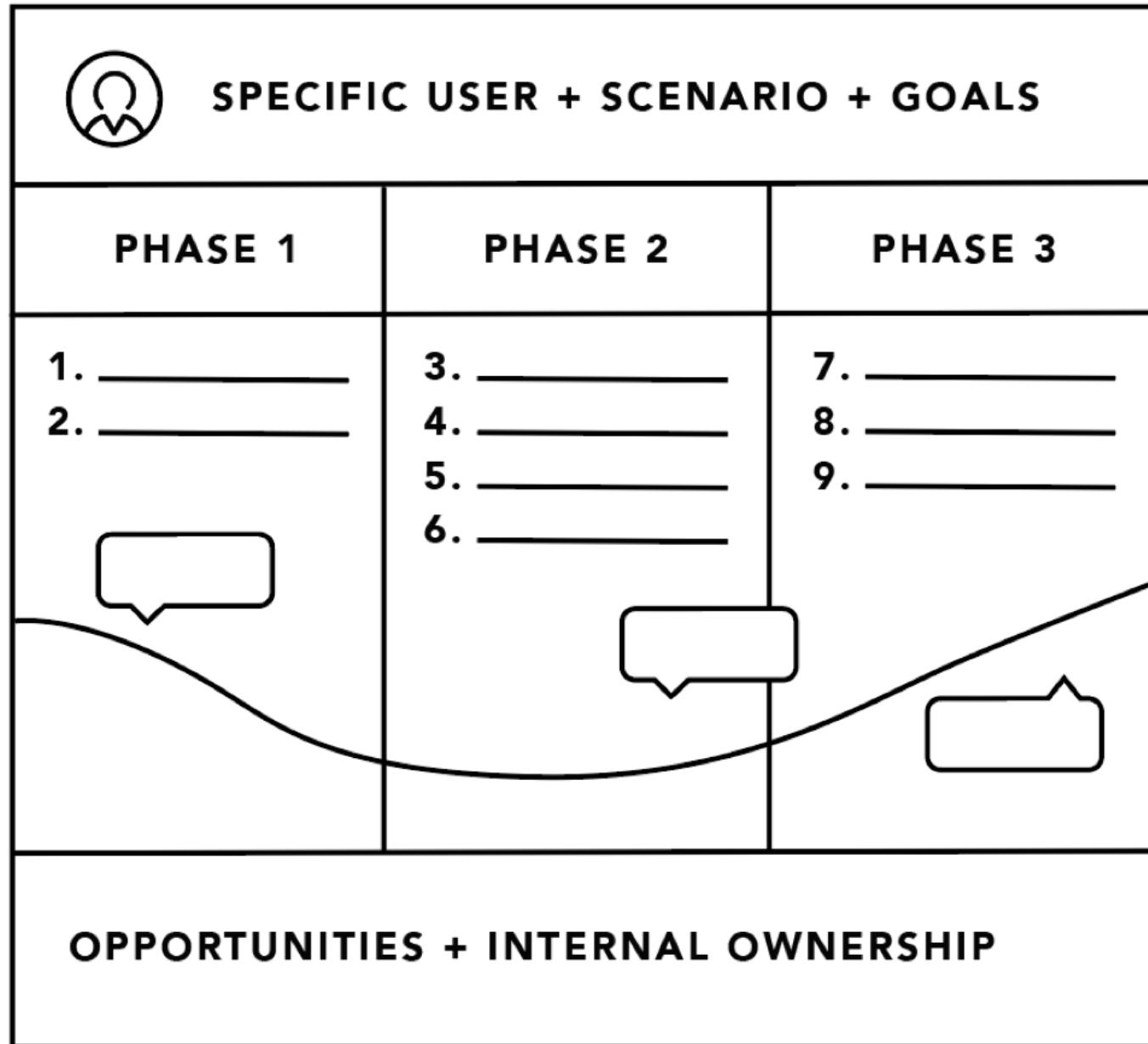
# Definition of a Journey Map

A journey map is a **visualization of the process** that a person goes through in order to **accomplish a goal**. In its most basic form, journey mapping **starts by compiling** a series of user actions into a **timeline**. Next, the timeline is fleshed out with **user thoughts and emotions** in order to create a narrative. This narrative is condensed and polished, ultimately leading to a visualization.

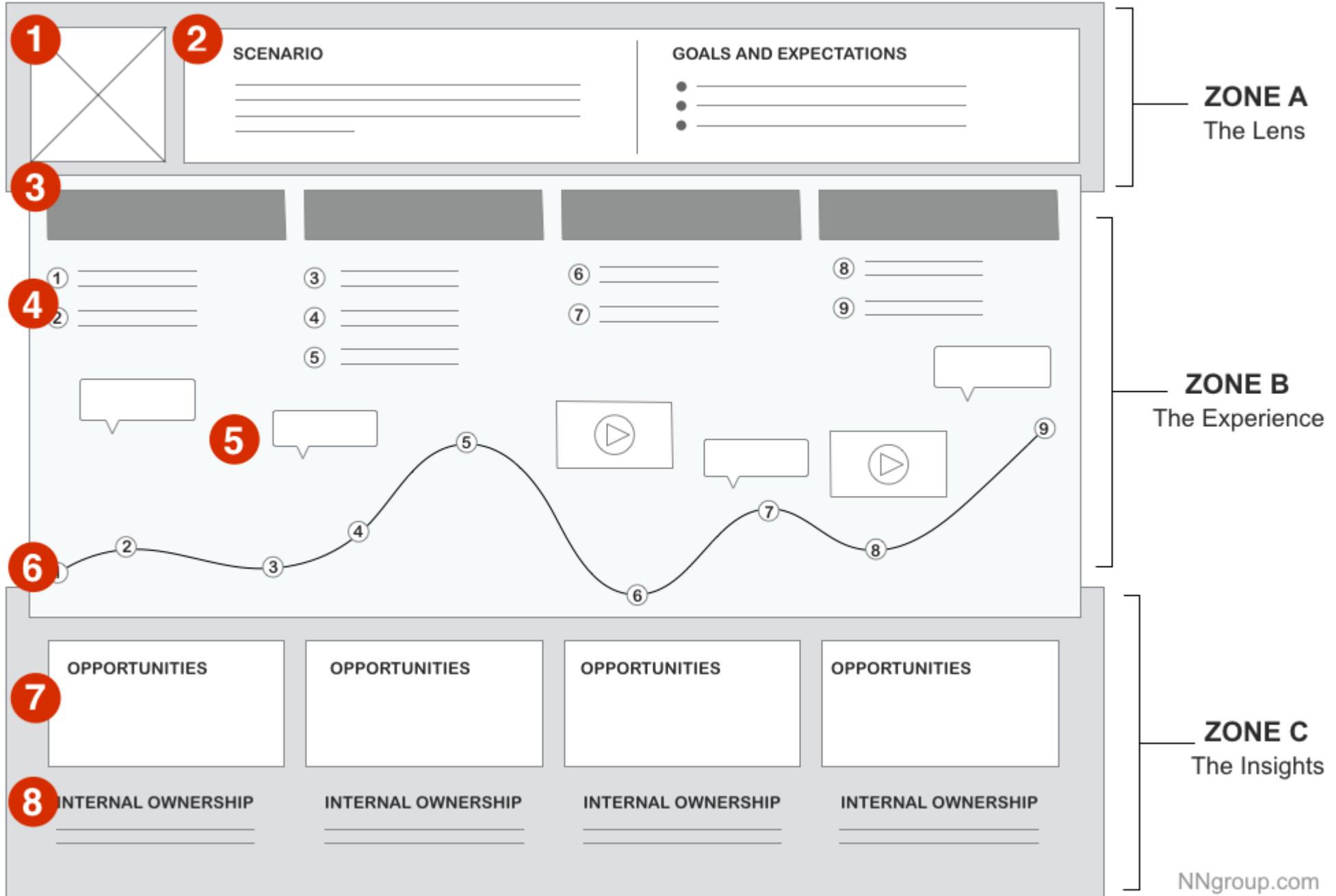
The terms '**user journey map**' and '**customer journey map**' can be used **interchangeably**. Both reference a visualization of a person using your product or service.

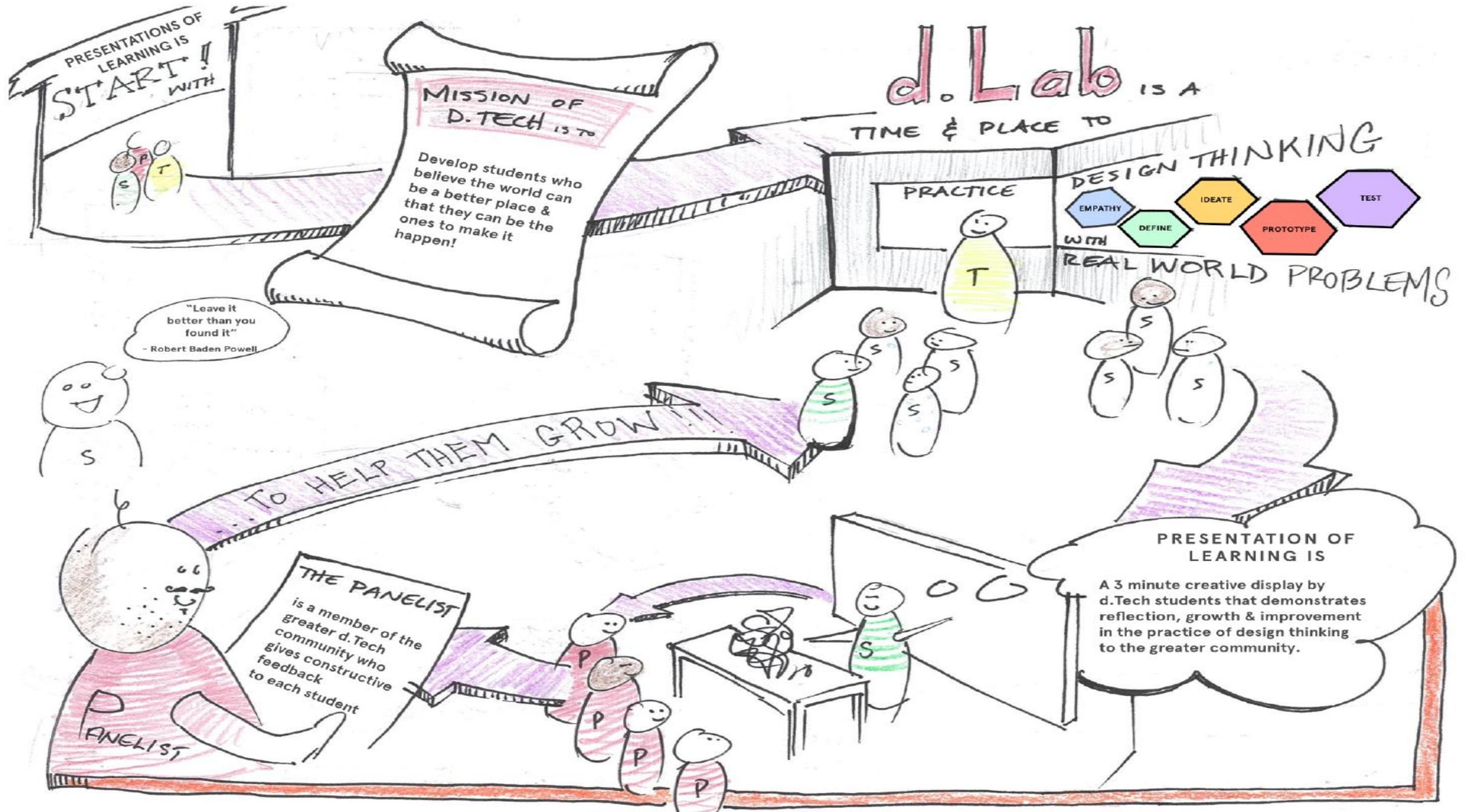


# CUSTOMER/USER JOURNEY MAP



Most journey maps follow a similar format: at the top, a specific user, a specific scenario, and corresponding expectations or goals in the middle, high-level phases that are comprised of user actions, thoughts, and emotions; at the bottom, the takeaways: opportunities, insights, and internal ownership.





*Thank  
You*