Deloitte. Digital
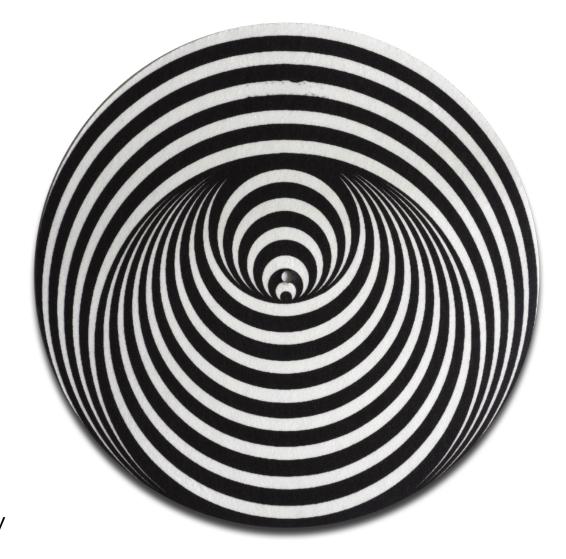

IC DIGITAL SOLUTIONS

Listen Up!

Mastering the Interview through Cognitive Empathy

Schedule

Cognitive Empathy

Understanding what went on in someone's head as they worked towards something

Emotional Empathy

Feeling the same emotion that another person is feeling

Cognitive Empathy

Asking about the last time someone did something, and listening to the what, why, how, and when

Emotional Empathy

That heart warming feeling when your friend gets married

Crying during a scene in a movie

Cognitive Empathy

Viable in work, specific, and replicable

Emotional Empathy

Not reliably replicable, directs attention without thought

Building Cognitive Empathy

We can build cognitive empathy by listening **neutrally** and **holistically** to our users.

One method to do so is the **user interview**.

Interviewing 101

Interviewing is not the same thing as talking.

Interviewing is a skill that requires deliberate and specific choices about what to say, how to say it, and when to say nothing.

Why Interview?

You aren't your user
People who make a product and people who use a product think about it fundamentally differently

Tangible and grounded evidence
Interviewing gives insight from real people that can help your team prioritize project goals, establish expectations, and provide evidence to leadership of success or failure

Sync your team
Teams who share the experience of meeting their users are enlightened, aligned, and more empathetic

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General Tips

1. Understand your user's language.

2. Be neutral. Nothing is to be judged. Openness and trust flows from nonjudgmental rapport.

3. The best cue to encourage talking is nonverbal; just gently nod the head.

4. A sign that an interview is going poorly is when the interviewer is talking more than the interviewee.

5. Failure to understand a response from the interviewee should be clearly noted as a failure of the interviewer.

6. Take note of non-verbal cues, the environment, and the *full* context.

How to Ask Questions

1. Never assume or ask leading questions.

2. Good questions should be open-ended, neutral, singular, and clear.

3. Don't ask yes/no questions unless you are trying to end a rant.

4. Use "Tell me more" instead of "Why."

5. Do your best to make every question *singular*, no more than one idea should be contained in any given question.

—— *"you like pop music right?"* **X**

—— *"How did your morning begin?"*

—— *"Can you tell me more about that incident?"*

—— *"How well do you know and like the staff in this program"* **X**

"How well do you know the staff?"

"How much do you like the staff?"

Workshop Prep

1. Split up into groups with one Deloitte Digital lead each

2. Circle up and review your interview tips and question sheets

Workshop Prompt and Directions

Your goal is to figure out what we did over the winter holiday season.

- In clockwise order, take turns asking 3 questions to the interviewee.

- After every 3 questions, pause. If you did not ask questions, give feedback to the interviewer using your tips sheet.

- After a short round of feedback, pass the role of interviewer to the next person and continue the interview!

Appendix

Types of Questions

Gather context and collect details

- Ask about sequence

- Ask about quantity

- Ask for specific examples

- Ask about exceptions

- Ask for complete lists

- Ask about relationships

- Ask about organizational structure

Probe what's been unsaid

- Ask for clarification

- Ask about code words/native language

- Ask about emotional cues

- Probe delicately

- Ask for an outsider explanation

- Get a tutorial

Interviewing Process in Design

1. Deeply studying people, ideally in their context

2. Exploring the meaning behind their behaviors

3. Making sense of the data using inference, interpretation, analysis, and synthesis

4. Using those insights to point toward a design, service, product, or solution

Ground Rules

Check your worldview at the door
Don't become invested in a particular outcome or
expect any set of answers.

Embrace how other people see the world
Instead of asking people to come to you, go where they
are. In order to embrace their world, you need to be
in it. You will benefit by interviewing them in their
own environment.

Be strategic when building rapport
Reach out ahead of the interview. Be selective about
talking about yourself. Stay neutral. Reflect
questions back to the user. Be aware of your body
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