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Dan Lockton
with
David Harrison
& Neville A. Stanton

Design with Intent

101 patterns for influencing
behaviour through design



Requisite Variety

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Dan Lockton specialises in interaction design for behaviour change, persuasive technology and sustainable design. He does consultancy, workshop facilitation and research as Requisite Variety, and is currently a research fellow at WMG, University of Warwick and a research assistant at Brunel University in London, working with startup CarbonCulture on reducing workplace energy use through user-centred design for behaviour change. He is also a visiting practitioner at Central Saint Martins School of Art & Design.

Dan has a BSc in Industrial Design Engineering from Brunel's former Runnymede design school, a Cambridge-MIT Institute Master's in Technology Policy from the University of Cambridge's Judge Institute, and is completing his PhD at Brunel currently. Before returning to Brunel, he worked on a range of design and product development projects, including ultra-light bike design for Sinclair Research.

Since 2005, the Design with Intent blog (danlockton.co.uk), originally titled Architectures of Control in Design, has looked at the interface between designed systems and human behaviour.



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Professor David Harrison is Head of Design Research at Brunel University, and specialises in reducing the environmental impact of technology via novel manufacturing methods and design process innovation.

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Many thanks to everyone who has helped with the development of the Design with Intent toolkit, including taking part in workshops, commenting on the research as it has progressed, and reading the blog. Thanks too to the Ormsby Trust and the Thomas Gerald Gray Charitable Trust who have enabled me to pursue my PhD at Brunel. And thank you to Harriet, for her endless patience.

You can download these cards, free of charge, let us know how you used them, and complete a survey to improve future versions, at:

designwithintent.co.uk

Introduction

All design influences our behaviour, but as designers we don't always consciously consider the power this gives us to help people (and, sometimes, to manipulate them). Whether we mean to do it or not, it's going to happen, so we might as well get good at it — and understand when it's being done to us. There's a huge opportunity for design for behaviour change to address social and environmental issues, but as yet little in the way of a guide for designers and other stakeholders, bringing together knowledge from different disciplines, and drawing parallels which can allow concepts to be transposed. The Design with Intent toolkit (these cards and the accompanying wiki, at <http://designwithintent.co.uk>) aims to make a start on this task.

I use *Design with Intent* to mean *design that's intended to influence or result in certain user behaviour* — it's an attempt to describe systems (products, services, interfaces, environments) that have been strategically designed with the intent to influence how people use them. The toolkit has evolved from an attempt at a very structured method for prescribing particular design features, to a loose concept generation tool, provoking design ideas by asking questions and giving examples of particular principles in action. This evolution is a result of running workshops with designers and students, and seeing what works and what doesn't. But the process isn't finished, and your feedback on how you've used these cards, and how to improve them, is very much appreciated — please see the card 'How you can help'.

Structure of the toolkit

The cards are grouped into eight 'lenses' representing different disciplinary 'worldviews' or fields of research. Each lens has an introduction card which explains a bit more of the background. It's a loose taxonomy and many cards would fit happily in other lenses: the point really is to encourage designers to think about behaviour change from different perspectives.

Equally, the dividing lines between lenses are relatively fuzzy: if arranged as a series of segments as shown here, moving from each lens to the next clockwise or anti-clockwise only requires a small shift in thinking. The 'environment' and 'mind' labels are tentative but reflect the general focus of the lenses, with those at the opposite corners involving most overlap.

Is this a design pattern library? Sort of. The idea of design patterns, drawn from Christopher Alexander's work in architecture, has been adopted throughout programming and human-computer interaction. This latter context has influenced the form of DwI, with a large dose of both TRIZ and IDEO's Method Cards. However, the DwI cards are more like provocations — 'Can you do this with your design?' — than the established 'Use this when...' style of the design pattern structure. At present we just don't have enough evidence about what works and what doesn't in different situations to be able to be that specific, although in time this will change.

Bryan Lawson has used the term 'gambit' to describe the 'repertoire of tricks' that experienced designers can bring to bear on a problem; the key is pattern recognition of the problem and quick matching to possible moves to address it, and it is hoped that the DwI cards fit this approach. So, for the moment, I'm using both 'gambit' and 'pattern' to describe each DwI card.

Environment



The eight lenses of the toolkit

How to use the cards

Each pattern / gambit is phrased as a question — a provocation to invite discussion about the behaviour change question or brief you're considering*. The landscape format means it is easier for two people to look at a card together.

Lens-by-lens

Lay out all the cards, grouped by lens, and go through each lens seeing whether the questions inspire any concepts for addressing your problem. In groups it often works well for one or two people to take a lens each and discuss together, then all 'report back' to everyone else.

Analyse existing idea spaces

Try using the cards to draw out some of the behaviour-influencing principles behind products, services or environments you're familiar with, and see if there are gaps or opportunities to explore further. Printing the cards onto sticker paper can be useful here for 'annotating' real items.

Models of the user

Works best with three or more people. Using the 'Pinball', 'Shortcut' and 'Thoughtful' cards, each person should try to generate ideas sticking to one of the models, then explain (and defend) them to the rest of the group.

Target behaviours

Using the 'Target behaviours' card as a starting point, try to frame your problem in terms of a target behaviour, and keeping this in mind, look at the cards suggested as most applicable.

Random pairings

Pick two cards at random, perhaps from different lenses, and think about the possibilities of applying the ideas to your problem, both individually and together.

Weekly idea

101 cards means that every week for two years you could have a new card 'on show' as a talking point in the office to inspire creative thinking**.

Your own way

If you've found your own way to make use of the cards, let everyone know! Write about it, or email me: dan@danlockton.co.uk

*I'm grateful to Nedra Weinreich for suggesting the 'question' approach. **Hat tip to Zoe Stanton of Uscreates for this idea.

Modelling users: Pinballs

In *Designing for Interaction*, Dan Saffer notes “designers have to give up control (or, really, the myth of control) when designing a service process.” Nevertheless, many products, services and environments have aspects where a degree of control is desired, often for safety or security reasons. If a bank has a row of ATMs, it doesn’t want customers at adjacent machines to stand too close together, so it spaces them far enough apart for this not to happen: *the actual affordances of the system are designed so that only certain behaviours occur*. In 2009 Nepal’s Tribhuvan Airport issued staff with trousers without pockets, to reduce bribery by making it harder to hide cash.

This approach models users as ‘pinballs’, simple components of your system, to be shunted and pushed and pulled around by what you design, whether it’s physical, digital or service architecture. This view basically doesn’t assume that the user thinks at all, beyond basic reflex responses: there is no requirement for understanding. The interlock on a microwave door prevents using the oven with the door open, yet does not try to educate users as to why it is safer. It just silently structures behaviour: users follow the designers’ behaviour specification without necessarily being aware of it.

This view can lead to poor user experience, when the priorities of the designer and users conflict. Disabling the fast-forward button on your DVD player, to force you to sit through trailers and copyright threats, provokes significant discontent. However, where interests align, better experience can result. A hospital which fits medical gas bottles and hoses with errorproofed ‘indexed pin’ connectors — keyed to fit together only in the right combinations — is restricting nurses’ behaviour, but making the job easier and providing a safer patient experience. So, the pinball approach is not always as user-unfriendly as it might initially seem, but does risk challenging people’s autonomy, and potentially reducing their engagement in the process.



Some ‘pinball’ patterns

*These are not definitive by any means.
Note that only some lenses are included.*

- A Converging & diverging
Conveyor belts
Feature deletion
Hiding things
Positioning
Roadblock
Segmentation & spacing

- E Choice editing
Interlock
Matched affordances
Task lock-in/out

- M Bundling
Degrading performance
Forced dichotomy

- S Coercive atmospherics
Threat of injury
Threat to property
What you can do
What you have
What you know
What you've done
Where you are
Who or what you are

Modelling users: Shortcuts

While people are not fully predictable, there is enough psychological evidence that we are, at least, *predictably irrational* (Dan Ariely's term). There are recurring patterns of decision-making *heuristics* and *biases*, and designers with an understanding of these have a powerful tool for influencing behaviour. In an economic context, this is the premise behind Richard Thaler and Cass Sunstein's bestseller *Nudge*, but designers can apply many of the same insights, with the benefit of a wealth of user-centred research methods to test our assumptions.

People take *shortcuts*. We make decisions based on how choices are presented to us, and can't devote the same mental effort to engage with every decision (we *satisfice*, to use Herbert Simon's term). If something is the default, whether print quality or presumed consent for organ donation, most people probably stick with it.

Individually these acts might not bear analytical scrutiny – and none of us acts like this *all* the time – but shortcut decisions do determine how many people behave when interacting with systems, whether products, services or environments. We can design *choice architecture* to help people navigate the options available in a mutually beneficial way: e.g., if your research shows that your customers make purchasing decisions based purely on price, it makes sense to present your choices in a way which makes it easy to determine which is cheapest. On the other hand, we can also use design to help users *overcome* the biases which are preventing them getting the best result, e.g. re-framing food choices to make healthier options more appealing.

Of course, modelling users like this risks the designer becoming part of a 'nanny state', making moral decisions about 'what's best' for users. To some extent this is inevitable: we just have to be more mindful of how the choices we make affect the lives of others, and, perhaps, bear "first, do no harm" in mind when planning to influence behaviour.



Some 'shortcut' patterns

These are not definitive by any means.

- A** Mazes
Simplicity
- E** Defaults
Opt-outs
Portions
- I** Partial completion
Tunnelling & wizards
- L** Make it a meme
Rewards
Unpredictable reinforcement
- P** Colour associations
Contrast
Implied sequences
Mood
Perceived affordances
Prominence
Proximity & grouping
Similarity
- C** Decoys
Do as you're told
Expert choice
Framing
Scarcity
Social proof
- M** Anchoring
Serving suggestion
Style obsolescence
Worry resolution

Modelling users: Thoughtful

This is the most optimistic view of ‘what users are like’: engaged, motivated, *thoughtful* people who will take every opportunity to learn more about the world around them and their impacts on it. Thoughtful users are assumed to think about what they are doing, and why, and change their attitudes and behaviour in response to reasoned arguments, weight of evidence, education and persuasive rhetoric. If you model your users this way, you’ll be looking to provide them with reasons why some behaviours are ‘better’ than others, maybe motivating them to change their attitudes about a subject as a precursor to changing their behaviour mindfully. From a design perspective, you’ll probably be giving your system plenty of information displays and feedback which allow users to explore the implications of what they’re doing, and understand the world around them better.

Most of us like to model ourselves as thoughtful users, even though we know (if we’re honest) that we don’t always fit the model. It’s probably the same with most people: so knowing when it’s appropriate to assume that users are being mindful of their behaviour, and when they’re not, will be important for the ‘success’ of a design.

It may be that the best (and least naïve) way to look at this is to appreciate that designers working on behaviour change have the opportunity to move people from a less engaged (pinball or shortcut) mindset, towards a more reflective, motivated, thoughtful relationship with a product, service or environment. Many of the patterns which I’ve listed here as being relevant to the ‘thoughtful’ model are really about trying to get people involved or interested in their own effects on a system, rather than assuming that everyone already cares.



Some ‘thoughtful’ patterns
These are not definitive by any means.

- E Conditional warnings
Did you mean?
Are you sure?
- I Feedback through form
Kairos
Peer feedback
Real-time feedback
Simulation & feedforward
Summary feedback
- L Leave gaps to fill
Role-playing
Storytelling
- P Nakedness
Watermarking
- C Emotional engagement
Provoke empathy
- M I cut, you choose
Surveillance
Peerveillance
Sousveillance

Target behaviours

These are an attempt to introduce a more formal ‘prescription’ mode to the DwI toolkit: matching patterns to particular kinds of behaviour change. Inspired by the TRIZ problem-solving method, the target behaviours are ‘ideal’ intended outcomes: particular behaviours which a designer (or client) wants to achieve through design. They’re an abstract classification for behaviours, expressed as goals — the 11 example target behaviours in the table below have been identified by deconstructing real situations, but this is only scratching the surface of what could be done with a more wide-ranging analysis.

I’m not entirely convinced that this is a way forward for DwI, primarily because in the workshop trials I’ve run, designers really don’t seem to enjoy using this kind of prescription method, at least in comparison to using the cards for free-form inspiration. But I felt I should include it in this pack anyway. At <http://behaviorgrid.org>, BJ Fogg has a different take on target behaviours, based on schedules of occurrence, which is sufficiently general to be more scaleable than those I’ve outlined here.

User–system interaction: influencing interactions between a user and the system		
	Examples	Some relevant patterns
S1 The user follows a process or path, doing things in a sequence chosen by the designer	Customer places order via website without missing out any steps	Mazes, Positioning, Interlock, Tunnelling & wizards, Implied sequences, Serving suggestion
S2 The user follows a process or path that’s optimised for those particular circumstances	User only spends as much time as really needed in the shower	Conditional warnings, Did you mean?, Are you sure? Task lock-in/out, Tailoring, Possibility trees
S3 Decision among alternatives: a user’s choice is guided	Diners choose healthier meal in office canteen	Defaults, Opt-outs, Kairos, Simulation & feedforward, Colour associations, Prominence, Proximity & grouping, Similarity, Decoys, Do as you’re told, Expert choice, Framing, Scarcity, Anchoring, Forced dichotomy
S4 Only certain users/groups of users can use something	Only users who know PIN can access bank account via ATM	Coercive atmospherics, Who or what you are, What you know, What you have
S5 Only users already behaving in a certain way get to use something	If a driver’s travelling below the speed limit, the next set of traffic lights turn green, otherwise they stay red	Degrading performance, Threat of injury, Threat to property, What you can do, What you’ve done
S6 No users can use something in a particular way, regardless of who they are or what they’ve done before	Park bench fitted with central armrest to prevent anyone lying down	Feature deletion, Hiding things, Choice editing, Matched affordances, Coercive atmospherics
S7 Users only get functionality when environmental criteria are satisfied	Office lighting cannot be switched on if ambient daylight adequate	Interlock, Where you are
User–user interaction: influencing interaction between users and other users, mediated by the system		
	Examples	Some relevant patterns
U1 Multiple users are kept separate so they don’t affect each other while using a system	Traffic follows one-way system into/out of car park	Material properties, Converging & diverging
U2 Users (and groups of users) do interact with, and affect each other while using a system	Staff from different departments mix socially in a building’s atrium	Converging & diverging, Make it a meme, Provoke empathy, Reciprocal, Social proof, Peerveillance
U3 Users can’t block or dominate a system to the exclusion of others	Wide pedestrian concourses prevent groups blocking passage for others	Segmentation & spacing, Peer feedback
U4 Controlled rate of flow or passage of users	Visitors to popular museum exhibit routed past it slowly on moving walkway	Conveyor belts, Roadblock, Slow/no response

Architectural Lens



The Architectural Lens draws on techniques used to influence user behaviour in architecture, urban planning, traffic management and crime prevention through environmental design (see also the Security Lens).

While most techniques have been developed in the built environment, many can also be applied in interaction and product design, even in software or services; they are effectively about using the *structure of systems* to influence behaviour, while some of the patterns, such as *Simplicity*, *Feature deletion* and *Hiding things* are really fundamental to design itself.

Image for Pave the Cowpaths is a screenshot of an annotated Google Map on Kittelson & Associates' website (<http://prj.kittelson.com/tigardtrails>).

All other photos by Dan Lockton

For references & further reading, please see 3.ly/archi

Angles
Can you slant or angle things so some actions are easier than others?
Some cigarette bins are set to an angle so that it's easier for smokers to throw their ash away.
[QR code]

Converging & diverging
Can you channel people so they come together (or split up)?
Gates (and pavilions) I channel people so that they come together at the entrance to the castle, or split up as they leave.
[QR code]

Conveyor belts
Can you bring a feature to the users, or move the users to where you want them to?
Moving escalators always move people along personal people watching.
[QR code]

Feature deletion
What would happen if you simply took away features you don't want people to use?
This car has had its parking sensors removed, meaning drivers will bump into things more often.
[QR code]

Hiding things
Can you hide functions or elements you'd prefer people didn't use?
There are four hidden doors in this office building, which are only accessible via the lifts, which are only accessible with a key card.
[QR code]

Material properties
Can you use the properties of different materials to make environments more comfortable than others?
This paving stone is made from a flexible material and is much more comfortable to walk on than a hard and cold one.
[QR code]

Mazes
Can get people to follow the path you want them to take on the way to reaching something they want?
Some store layouts make it difficult for customers to leave, after they've bought what they wanted.
[QR code]

Pave the cowpaths
Can you recognise the 'desire paths' of your regular users, and then modify them into your system so others follow too?
In Tigard, OR, sidewalk markings were placed around a curb, in the city center, to encourage people to walk on the grass.
[QR code]

Positioning
Can you rearrange things so people interact with them in the locations you want them to?
Positioning pedestrian crossings in a more visible place (like a bus stop) makes it more likely that people will use them.
[QR code]

Roadblock
Can you put things in users' way, so they take an alternative route, or adjust their speed?
This park can slow drivers, punctuate and qualify the space, and reduce speeds across the road.
[QR code]

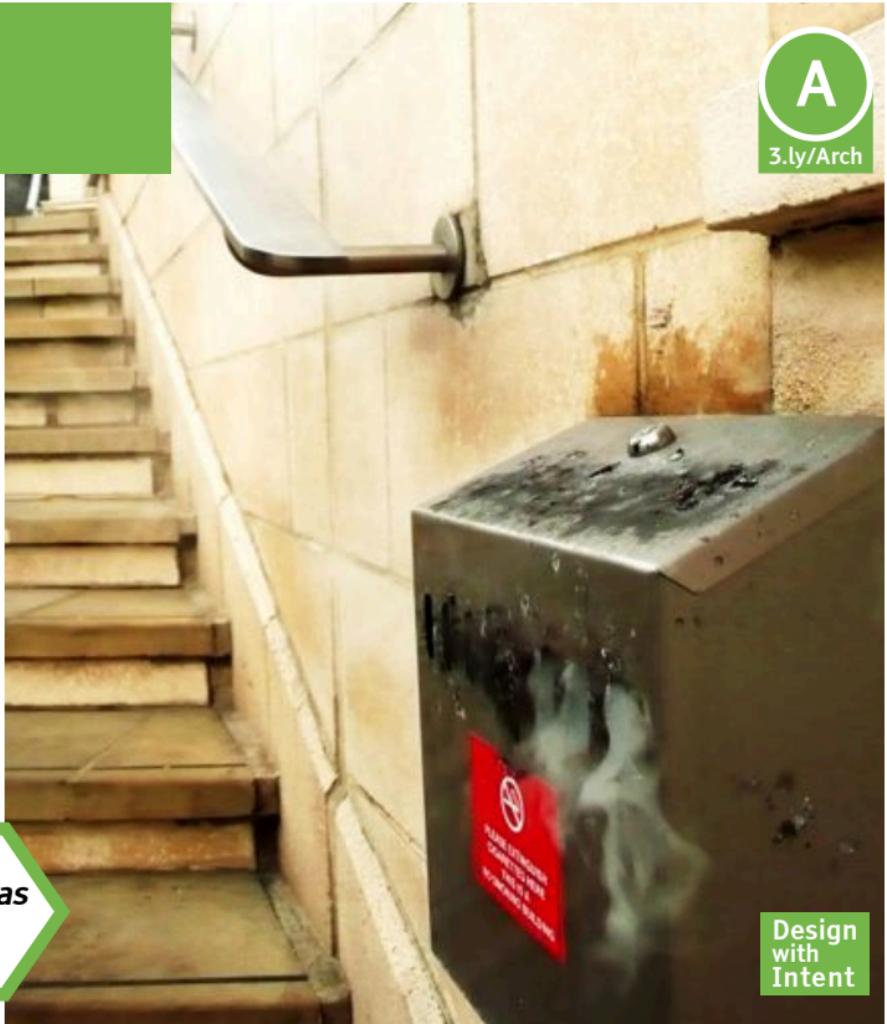
Segmentation & spacing
Can you divide your system up into parts, so people only use one bit at a time?
These individual seats replace a bench on the Paris Metro – spaced out so people can sit on one seat without crowding the person next to them.
[QR code]

Simplicity
How simply can you structure things, to make it easier for users to do what you'd like them to do?
Simplification allows a car to fit into a smaller space than a standard car, which makes it easier to park.
[QR code]

Angles

Can you slant or angle things so some actions are easier than others?

Some cigarette bins are sold to authorities using the sloping top as a feature, discouraging people leaving litter on top



Converging & diverging



Can you channel people so they come together (or split up)?



Gates (and gatehouses) channel visitors through a narrow opening, allowing a toll to be levied, or to help control potential threats

Conveyor belts

Can you bring a feature to the users, or move the users to where you want them to be?



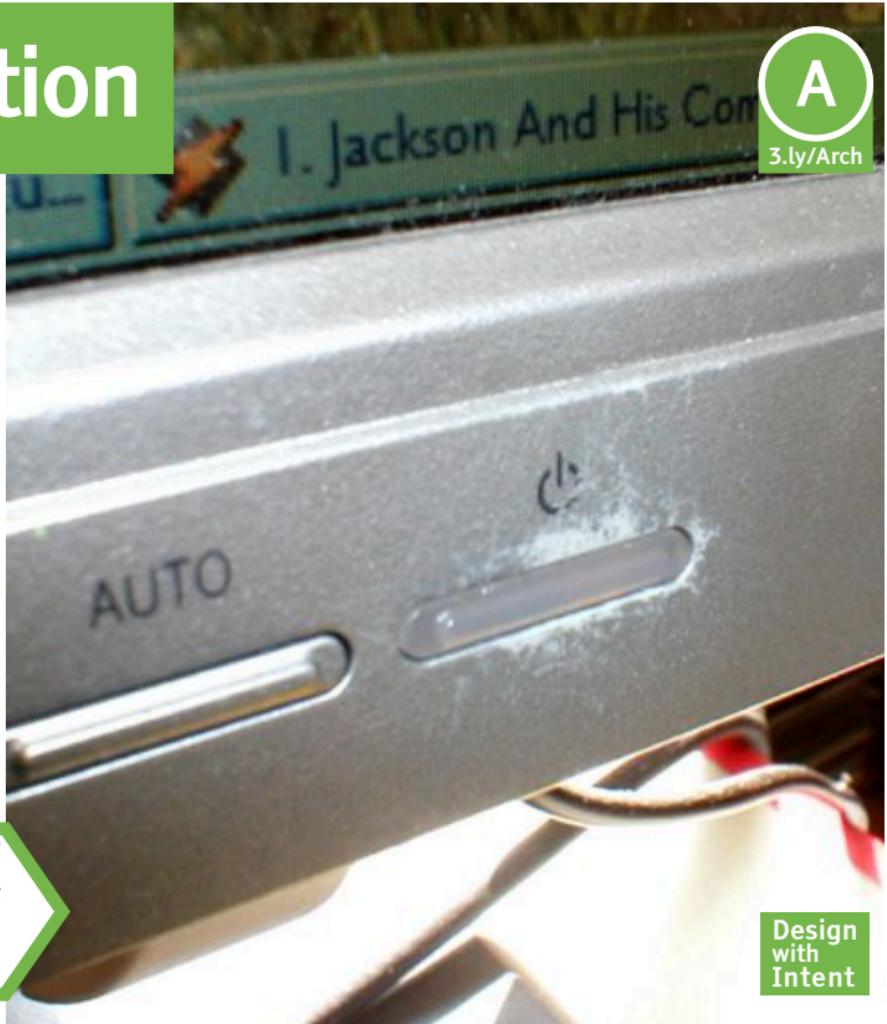
Moving walkways in airports help travellers move more quickly, but also prevent people blocking corridors, especially in groups

Feature deletion



What would happen if you simply took away features you don't want people to use?

Various politicians have proposed simply removing standby buttons from consumer electronic products, to reduce energy use



Hiding things



Can you hide functions or elements you'd prefer people didn't use?

These church hall heating controls have been hidden (leaving only the timer accessible) to reduce errors by users unfamiliar with them



Material properties

A

3.ly/Arch

Can you use the properties of different materials to make some actions more comfortable than others?

Rough-textured paving can act as a subtle barrier between cycle and pedestrian tracks: stray over the line on a bike and you'll feel it



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Mazes



Can get people to follow the path *you* want them to, on the way to reaching something *they* want?



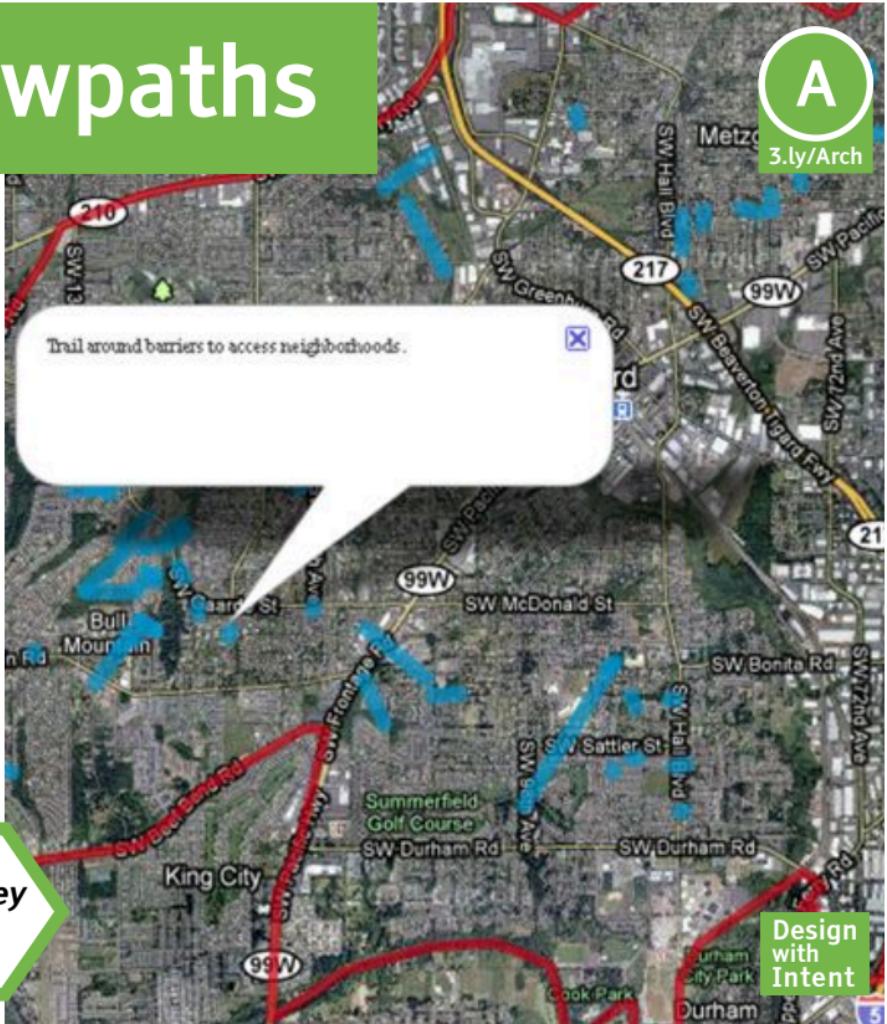
Some store layouts route or channel shoppers past 'impulse purchase' items—often snacks—on their way to the checkouts

Pave the cowpaths



Can you recognise the 'desire paths' of some of your users, and then codify them into your system, so others follow too?

In Tigard, OR, residents marked informal 'neighbourhood trails' they used on a map, so the city could prioritise ones to 'formalise'



Positioning

Can you rearrange things so people interact with them in the locations you want them to?

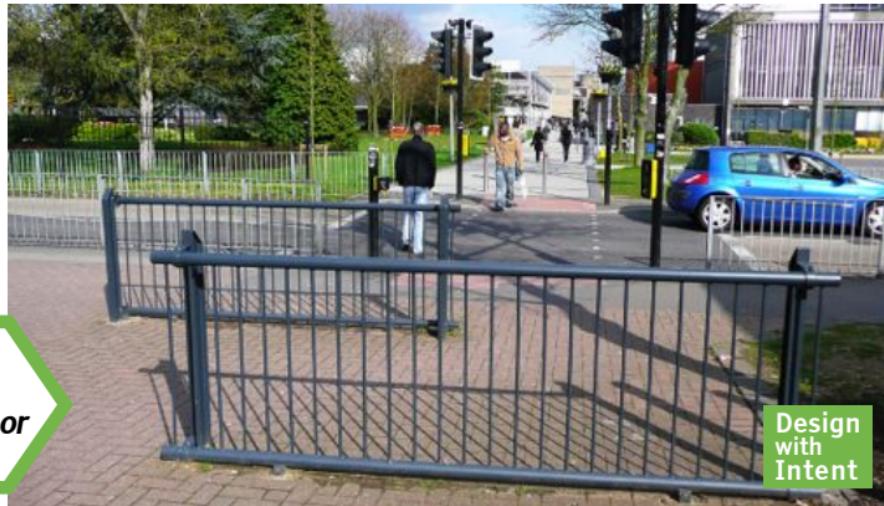


Positioning pedestrian crossing push-button units on the right-hand side (UK) makes it more likely that users turn to notice oncoming traffic

Roadblock



Can you put things in users' way, so they take an alternative route, or adjust their speed?



'Chicanes' can slow down drivers, pedestrians and cyclists; the crossing chicane prevents running or cycling straight across the road

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Segmentation & spacing

Can you divide your system up into parts, so people only use one bit at a time?

These individual seats replace a bench on the Paris Métro – spaced so that someone cannot lie down or occupy more than one

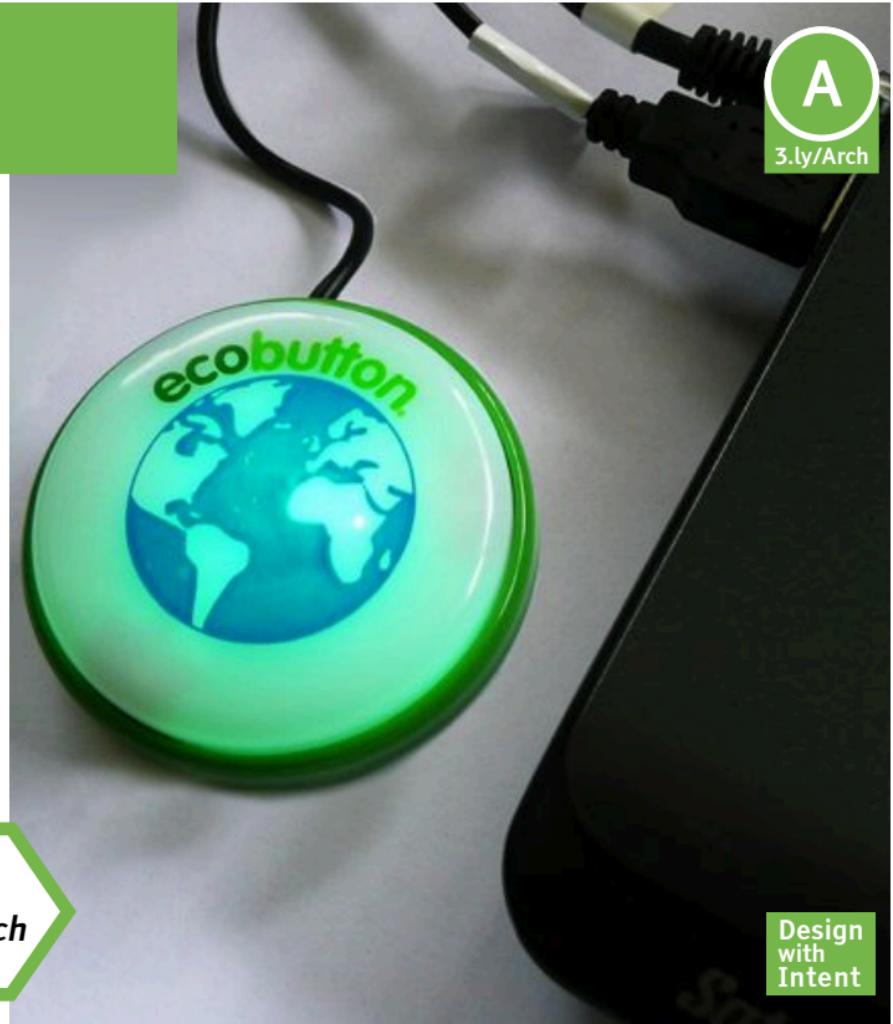


Simplicity



How simply can you structure things, to make it easier for users to do what you'd like them to do?

EcoButton allows a user to put a computer into a low-power state with just one press, making it much easier for users to save energy.



Errorproofing Lens



The Errorproofing Lens treats deviations from the 'target behaviour' as 'errors' which design can help avoid, either by making it easier for users to work without making errors, or by making errors impossible in the first place. It's often found in ergonomics, health & safety-related design, medical device design and manufacturing engineering (as *poka-yoke*): where, as far as possible, one really doesn't want errors to occur at all. Much of this builds on Don Norman's classic concept of *forcing functions* and 'deliberately making things difficult' as detailed in *The Design of Everyday Things*.

A key difference between errorproofing and some other views of influencing behaviour is that errorproofing doesn't care whether or not the user's *attitude* changes, as long as the target behaviour is met. Attitude change might be a side-effect, but it is not required.

*Images for Defaults, Did you mean? and Opt-outs are screenshots of CIB PDF Brewer software, a Google search for 'recursion' and Yorkshire Building Society website respectively. All other photos by Dan Lockton
For references & further reading, please see 3.ly/error*



Are you sure?



Can you design
an extra
'confirmation'
step before an
action can be
performed?



Some British Rail train doors require passengers to lower the window to get access to the handle, mounted on the outside

Choice editing



Can you edit the choices presented to users so only the ones you want them to have are available?

Choice editing can be driven by legislation, e.g. leaded 4-star petrol being phased out in the EU by 2000 (when this photo was taken)



Conditional warnings



Can you give users warnings based on detecting the error they've made, or might be about to make?

The parking brake warning light on a car's dashboard is a warning to the driver: don't drive off without releasing the brake!

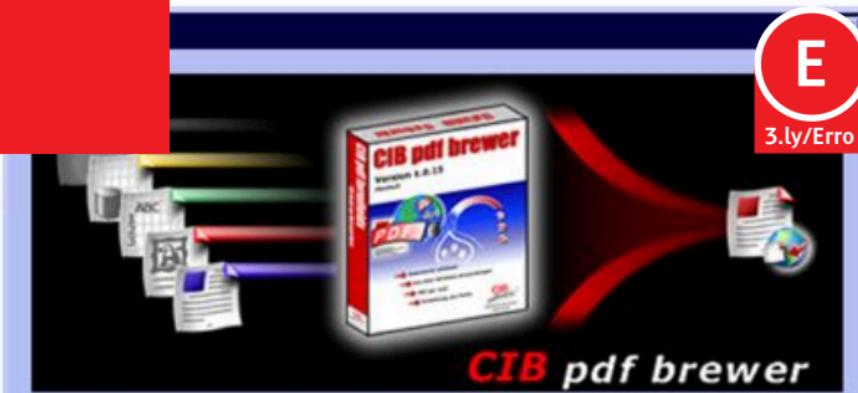


Defaults

E

3.ly/Erro

Can you make
the default
setting the
behaviour you'd
prefer users to
perform?



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In this software 'nag' screen, the default button (pressed if the user just hits 'enter') is information on licensing rather than 'I agree'

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Did you mean?

Can you detect and suggest a better option to users when it looks like they're making an error?

Google's suggestion algorithm is continually evolving to take account of search trends; it also includes this nice 'easter egg'!

The screenshot shows a web browser window with the following details:

- Toolbar:** View, History, Bookmarks, Tools, Help.
- Address Bar:** http://www.google.com
- Search Bar:** recursion
- Search Results:**
 - Did you mean:** [recursion](#)
 - Recursion - Wikipedia, the free encyclopedia**
 - Description: Recursion, in mathematics and computer science, is a method of defining fun
 - Link: en.wikipedia.org/wiki/Recursion
 - Timestamp: 4 hours ago
 - Options: Cached, Similar
 - Recursion (computer science) - Wikipedia, the free encyclopedia**
 - Description: Recursion in computer science is a method where the solution to a pro
 - Link: en.wikipedia.org/wiki/Recursion_(computer_science)
 - Options: Cached, Similar
 - Show more results from en.wikipedia.org**
 - Recursion – from Wolfram MathWorld**
 - Description: A recursive process is one in which objects are defined in terms of other obj

Interlock



Can you set things up so one action can't be performed until another is completed?



Most modern cash machines don't dispense cash until you remove your card, making it less likely you'll leave it behind

Matched affordances



Can you make parts fit only when the right way round, or only with the products they should do?

The bevelled corner on SIM cards, memory cards and floppy disks ensures that they can't be inserted the wrong way round



Opt-outs

What happens if you make an option something people opt out of, rather than opt in to?

This building society asks new savers if they want to opt out of donating part of their interest to charity – by default it is donated



Portions

Can you change the size of the portions or the units of 'stuff' you give users?



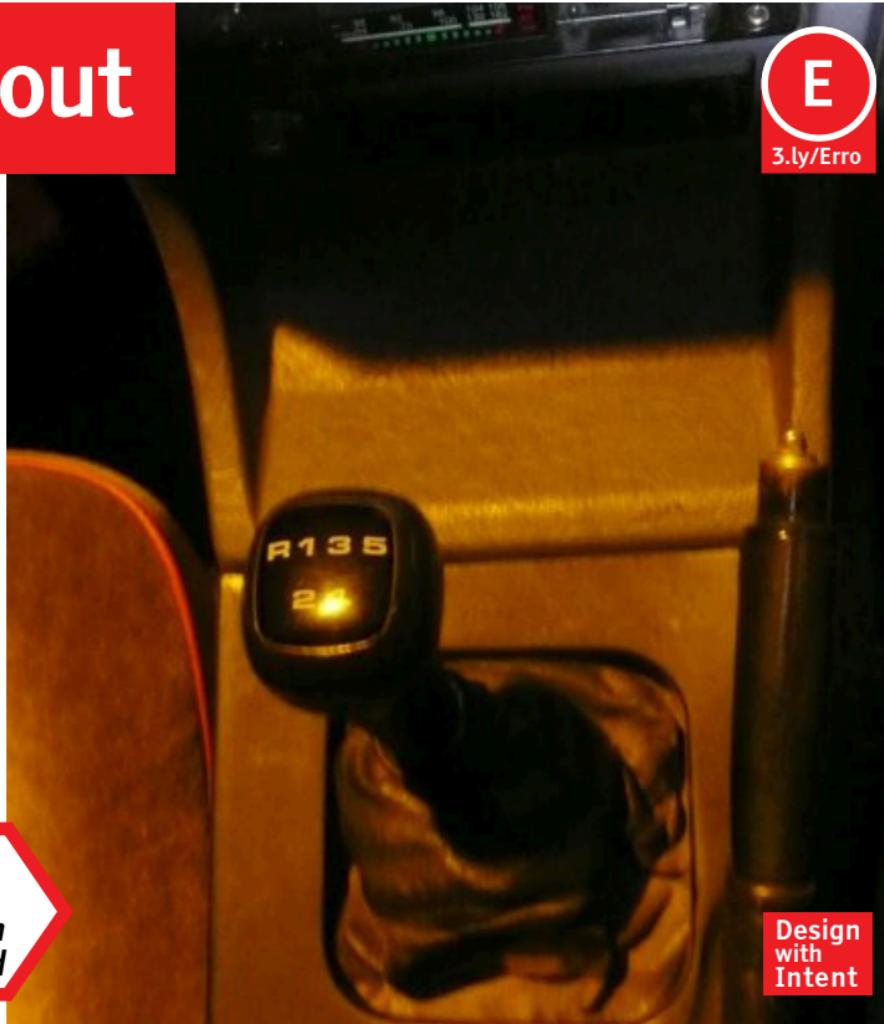
'Portion packs' for snacks give customers the 'right' amount of food to eat in one go (sometimes a particular amount of calories)

Task lock-in/out



Can you keep a task going that needs to be, or prevent one being started inadvertently?

To prevent accidentally engaging reverse gear, most gearboxes include a 'gate' over/under which the stick must be lifted or pressed



Interaction Lens



All the patterns are really about interaction design in one form or another, but the Interaction Lens brings together some of the most common design elements of interfaces where users' interactions with the system affect how their behaviour is influenced. So there are some core Human-Computer Interaction patterns here, such as kinds of *feedback*, *progress bars*, and *previews*, and some currently less-used such as *feedforward*.

This lens also includes patterns from the growing field of Persuasive Technology, where computers and phones influence behaviour through contextual information and guidance. Among these are *kairos*, *tailoring* and *tunnelling*, identified in BJ Fogg's seminal book *Persuasive Technology: Using Computers to Change What We Think and Do*.

Images for Feedback through form, Summary feedback and Tailoring are taken from promotional videos/demos by Royal VKB, GreenPrint and Pam, available at <http://shop.royalvkb.com/shopexd.asp?id=423&menu=2>, <http://www.printgreener.com> & <http://www.pam.com/index.php?demo=1&f=1&ClientTZ=-60>

- Feedback through form**
Can you use the form of your object itself as a kind of interface, giving feedback or suggestive cues?
- Kairos**
Can you give users a suggestion at exactly the right moment for them to change their behaviour?
- Partial completion**
Can you show that the first stage of a process has been completed already, to give users confidence to do the next?
- Peer feedback**
Can you give users feedback on their behaviour from other users who are equal in status to themselves?
- Progress bar**
Can you let users know their progress towards achieving a goal?
- Real-time feedback**
Can you let users know how what they're doing is affecting the system?
- Simulation & feedforward**
Can you give users a preview of the results of different actions or choices?
- Summary feedback**
Can you give users a report on what they've been doing, or its effects?
- Tailoring**
Could your system adapt what it offers to match individual users' needs and abilities?
- Tunnelling & wizards**
Can you offer users a wizard to 'tunnel' them through a decision in one way you'd like?

Images for Partial completion, Peer feedback, Progress bar, Simulation & feedforward and Tunnelling & wizards are screenshots of Amazon, Slashdot, Digg, LinkedIn, Wikipedia, Yahoo! savings calculator & Foxit PDF reader. Other photos by Dan Lockton.
For references & further reading, please see 3.ly/inter

Feedback through form

Can you use the form of your object itself as a kind of interface, giving feedback or suggestive cues?



Royal VKB's 100g/250g Balancing Bowls are weighted so they tilt noticeably and audibly when the 'portion size' is reached when filling

Kairos

Can you give users a suggestion at exactly the right moment for them to change their behaviour?

Automatic warning signs can alert drivers to upcoming dangers at the right point for them to respond and slow down accordingly



Partial completion



Can you show that the first stage of a process has been completed already, to give users confidence to do the next?

The screenshot shows the 'Choose a delivery address' section of the Amazon.co.uk website. It displays a list of saved addresses under 'MR E SHOPPER's Address Book'. The first address listed is 'Brian Brains' with details: PO Box 45, NOWHERE, Bucks SL0 1AA, United Kingdom. Below this address are 'Edit' and 'Delete' buttons. The second address listed is 'Miss Penelope Pigg' with details: Rose Cottage, Turnip Lane, SWINDON, Wiltshire SN3 4DD, United Kingdom. Below this address are 'Edit' and 'Delete' buttons. A large orange arrow points from the bottom left towards the first address, highlighting it. The text within the arrow reads: 'Pre-filled details such as delivery addresses can be an effective way of speeding up an order process and reducing 'shopping cart abandonment''.

amazon.co.uk

WELCOME ADDRESS ITEMS WRAP DISPATCH PAY

Choose a delivery address

Is the address you'd like to use displayed below? If so, click the corresponding "Dispatch to this address" button. Or you can enter a new delivery address:

MR E SHOPPER's Address Book

Brian Brains
PO Box 45
NOWHERE, Bucks SL0 1AA
United Kingdom

Miss Penelope Pigg
Rose Cottage
Turnip Lane
SWINDON, Wiltshire SN3 4DD
United Kingdom

Dispatch to this address

Dispatch to this address

Pre-filled details such as delivery addresses can be an effective way of speeding up an order process and reducing 'shopping cart abandonment'

Design with Intent

Peer feedback

Can you give users feedback on their behaviour from other users of the system, equal in status to themselves?

Peer feedback on comments and stories is central to sites such as Slashdot ('karma' scores) and Digg ('digging' and 'burying')

[Please Explain \(Score:2, Informative\)](#) by And...

[Re:Please Explain \(Score:2\)](#) by stoborobe...
3.ly/Inte

[Apache anf RFID? \(Score:1, Offtopic\)](#) by Chasuk (62477) Could

[Same technology as proximity cards... \(Score:5, Insightful\)](#)
by stienman (51024) <adavis@@@ubasics...com> on Tuesday August 0

digg™  Connect with Facebook Join Digg About Login
Technology World & Business Science Gaming Lifestyle Entertainment
Popular Upcoming News Videos Images Customize

 185 diggs  Walmart shopper takes a bat to 29 TVs (Video)
engadget.com — Look, we've all had rough days. Ones that we wish in fact. But we've yet to be pushed to the brink where the only logical steam would be to take an aluminum baseball bat to nearly three ours.

     Who dug this? Made popular 39 min

36 Comments  GamingForever 8 hr 42 min ago Everyone just watches, no one tries to stop him... +2 diggs 
▶ 4 Replies — best has 13 diggs

Design with Intent

Progress bar

Can you let users know their progress towards achieving a goal?

ur profile to a connection
ct Settings
Profile Settings

• Create your profile in another language

85% profile completeness

Complete your profile quickly

Import your résumé to build a complete profile in minutes.

Profile Completeness

85%

Adding a recommendation will bring you to 90%

article discussion edit this page history

We're almost there. Thank you.

\$6.9M → \$7.51

Donate Now

As demonstrated by examples from LinkedIn and Wikipedia, progress bars showing 'nearly complete' can make a goal seem more achievable

Autotelic

From Wikipedia, the free encyclopedia

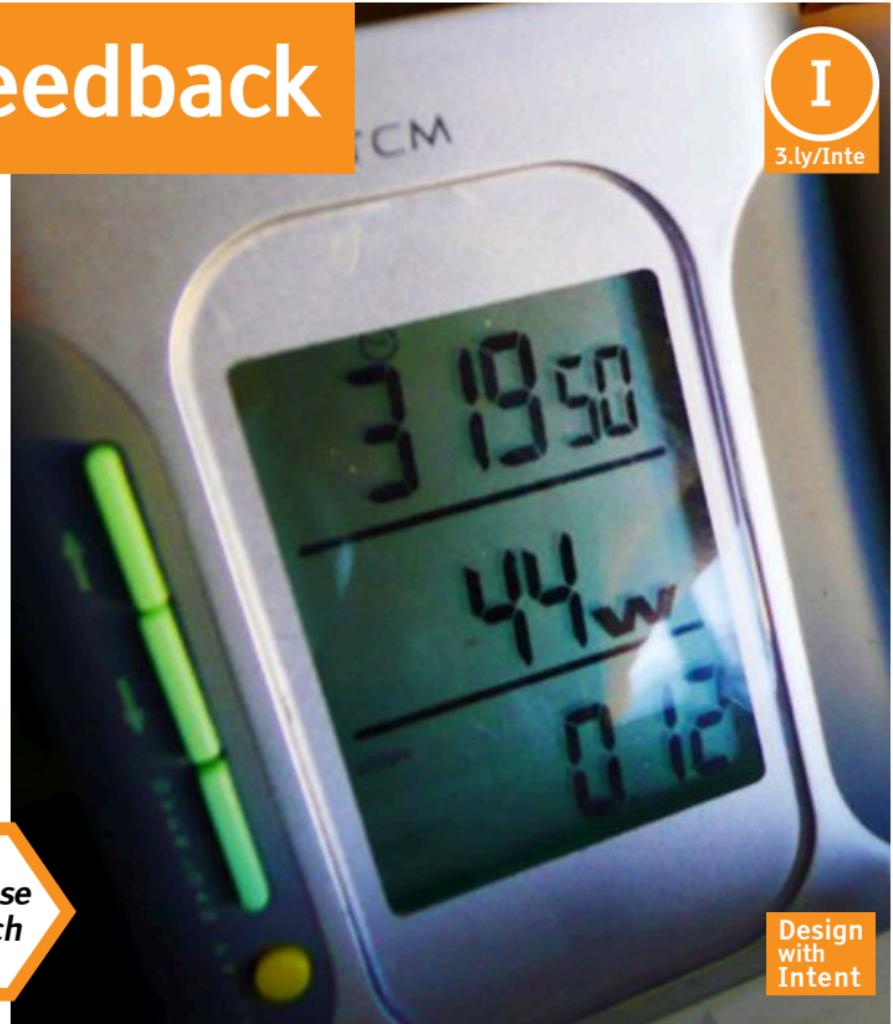
Autotelic^[1] is defined by one "having a purpose in and not apart from itself". It is a broad term

Real-time feedback



Can you let users know how what they're doing is affecting the system?

Energy meters can allow householders to see which appliances use the most electricity, and how much this is costing



Simulation & feedforward



Sp 3.ly/Inte

Can you give users a preview or simulation of the results of different actions or choices?



Interactive savings / loan simulators such as this from Yahoo! are increasingly common, and can influence customer decisions

Start ahead and stay ahead

Find c

Design with Intent

Summary feedback

Can you give users a report on what they've been doing, or its effects?



The screenshot shows the GreenPrint Report interface. At the top, it displays summary statistics: 1407 Saved, 3519 Printed, \$84.42 Saved, \$211.14 Spent, 1007 lbs CO₂, and 0.16 Trees. Below this are two charts: a pie chart showing 28.59% Saved and 71.44% Printed, and a line graph showing print activity over time from October 7, 2009, to November 11, 2009. The bottom section contains tables for Top Printers and Top Applications.

Name	Printed	Saved
Microsoft XPS Document Writer	2957	166
Microsoft Office Document Image Writer	390	0
Xerox Mobile Express Driver	75	808
Phaser 8560-19 PS	73	201

Name	Printed	Saved
Microsoft Word	3216	72
Others	57	32
PDF Documents	5	0
Microsoft Excel	1	0
Internet Explorer	1	0

GreenPrint, software that reduces wasted prints through better usability, provides users (and their bosses!) with a summary of resources saved

Design with Intent

Tailoring

Could your system adapt what it offers to match individual users' needs and abilities?

The Pam personal activity monitor suggests exercise regimes tailored to the user—something approaching the role of a 'personal trainer'

Jul 16, 2010
(month)(week) (week)(month)
you want to have reached your goal.

So from this date onwards you do this (e.g.) extra per day:

Walking: 57 min/day or

Running: 21 min/day

To reach your weight goal:

Eat less: 270 Cal/day

(from today!)



Advice

You're coming right along. Suggestion: try adding one or more of your favorite activities:

- Daily 104 minutes extra walking (3km/h)
- Daily 104 minutes extra cycling to work
- Daily 42 minutes extra walking downstairs
- Daily 15 minutes extra walking upstairs
- Daily 21 minutes extra Cycling (25 km/h)

Dietary advice:

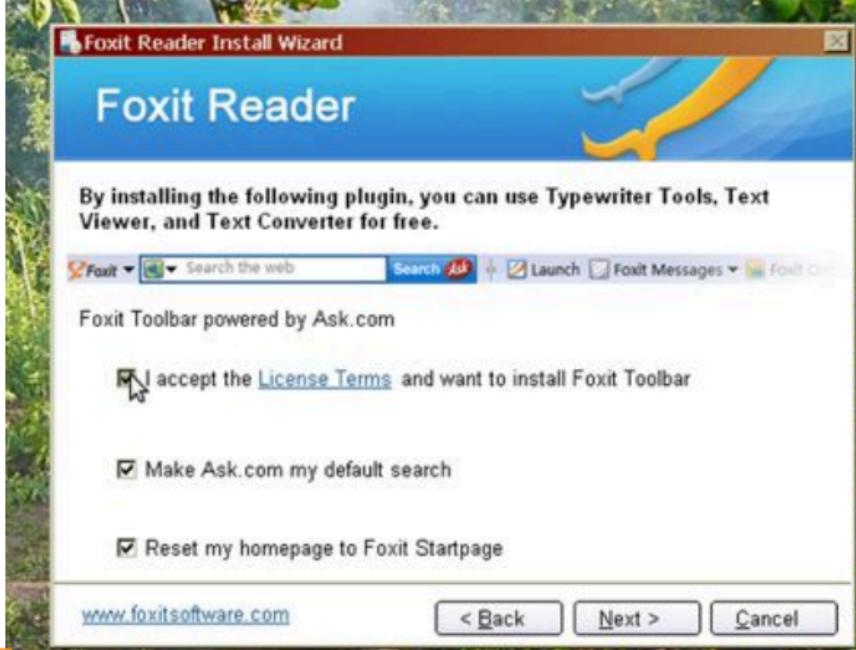
You'll lose weight faster. Do you want that? (323 Cal/day)

Design with Intent

Tunnelling & wizards



Can you offer users a wizard to 'tunnel' them through a decision process in the way you'd like?



This installation wizard tries to get users to 'choose' to install additional (and irrelevant) software by presenting them as default parts of the process

Ludic Lens



Games are great at engaging people for long periods of time, getting them involved, and influencing people's behaviour through their very design. Yet this potential has (so far) been underexplored in application to other kinds of situations outside 'recreation'.

The Ludic Lens includes a number of techniques for influencing user behaviour that can be derived from games and other 'playful' interactions, ranging from basic social psychology mechanisms such as goal-setting via *challenges & targets*, to operant conditioning via *unpredictable reinforcement* and *rewards*, to common game elements such as *scores*, *levels* and *collections*.

Images for Collections are screenshots of the University of Washington's *Ubifit* software, developed in collaboration with Intel Labs Seattle, available at <http://dub.washington.edu/projects/ubifit>

Images for Levels and Rewards are screenshots of Facebook/FarmVille and KPT5 software. Images for Playfulness and Role-playing are promotional photos kindly supplied by Steve Divnick (<http://www.spiralwishingwells.com>) and Tim Holley (<http://timholley.de>)

The Ludic Lens is a framework for applying game design principles to non-game contexts. It includes:

- Challenges & targets:** Encouraging users to reach goals.
- Collections:** Encouraging users to collect items.
- Levels:** Structuring tasks into levels.
- Make it a meme:** Encouraging users to create memes.
- Playfulness:** Designing interactions that provoke user engagement.
- Rewards:** Encouraging users to continue behavior by rewarding it.
- Role-playing:** Giving users roles to play.
- Storytelling:** Telling stories via user design.
- Unpredictable reinforcement:** Giving rewards on an unpredictable schedule.

Image for Make it a meme is a screenshot of Regretsy's story on Gooseontheloose's chicken ponchos (<http://www.regretsy.com/2009/10/20/kentucky-frilled-chicken>). Other photos/images by Dan Lockton. For references & further reading, please see 3.ly/ludic

Challenges & targets

What happens if you set people a challenge, or give them a target to reach through what they're doing?



Whoever laid out this coffee tub as a target for throwing coins knew a lot about influencing people to donate generously and enjoy it

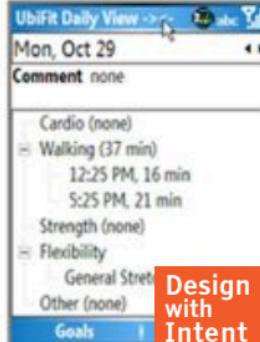
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with
Intent

Collections



What happens if you encourage users to collect a set of things (friends, activities, places, objects, etc) through using your system?

UbiFit Garden encourages users to maintain a regular variety of exercise activities, in order to 'collect' different types of flower



Design
with
Intent

Leave gaps to fill

Can you leave deliberate gaps (in a design, message, etc) which users will want to fill, becoming engaged in the process?

Deliberate use of red links on Wikipedia, signifying articles which should be written, "encourage[s] new contributors in useful directions"

Ludic Lens

Ludic design patterns for influencing behaviour

- Challenges & targets
- Leave gaps to fill
- Levels
- Make it a meme
- Playfulness
- Provoke curiosity
- Rewards
- Role-playing
- Storytelling
- Unpredictable reinforcement

Eight lenses on influencing behaviour

Levels

Can you split your system up into achievable levels which help users feel like they're making progress?

Easy-to-reach levels lower the barriers to participation and encourage continued engagement for games such as FarmVille

FarmVille

just completed level 1 of Soybean FarmVille!

earned a huge reward for being such a dedicated farmer and wants to share their success with you!

14 hours ago via FarmVille · Comment · Like · Find a collectable

is movin' on up in FarmVille!

attained the level of Great Farmer in FarmVille!

Thu at 10:02pm via FarmVille · Comment · Like · Play FarmVille now

is movin' on up in FarmVille!

attained the level of Cream of the Crop in FarmVille!

January 4 at 9:21pm via FarmVille · Comment · Like · Play FarmVille now

Just earned the 'Crop Whisperer' red ribbon in FarmVille!

got a big ol' reward for being such a great farmer and wants to share their success with you!

January 4 at 9:06pm via FarmVille · Comment · Like · Get a bonus from

just earned the 'Tree Hugger' blue ribbon in FarmVille!

got a big ol' reward for being such a great farmer and wants to share their success with you!

Make it a meme

What happens if you plan your design to be something people want to spread, and make it easy for them to do so?

Chicken Poncho or Knitted Wrist Cuff



\$15.00 USD 1 in stock

Description

This isn't a joke.

This poncho/human wrist cuff is being modeled by Dayna. I made it specifically for her. She's so bear than her nine sisters. I'm making ponchos and sh

Most Popular Services

Email	Facebook	Twitter	Save
MySpace	Digg (0)	Text	
Live	Delicious	Stumbleupon	
Reddit	G Bookmarks	LinkedIn	
Bebbo	Buzz Up!	Blogger	

Download ShareThis for Firefox

Sign In:

ShareThis and similar quick-access social sharing services can mean rapid 'viral' or 'meme' status for interesting or amusing stories

[View Post](#) (52 comments)

[Share](#) - 703

[ShareThis](#)

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Playfulness



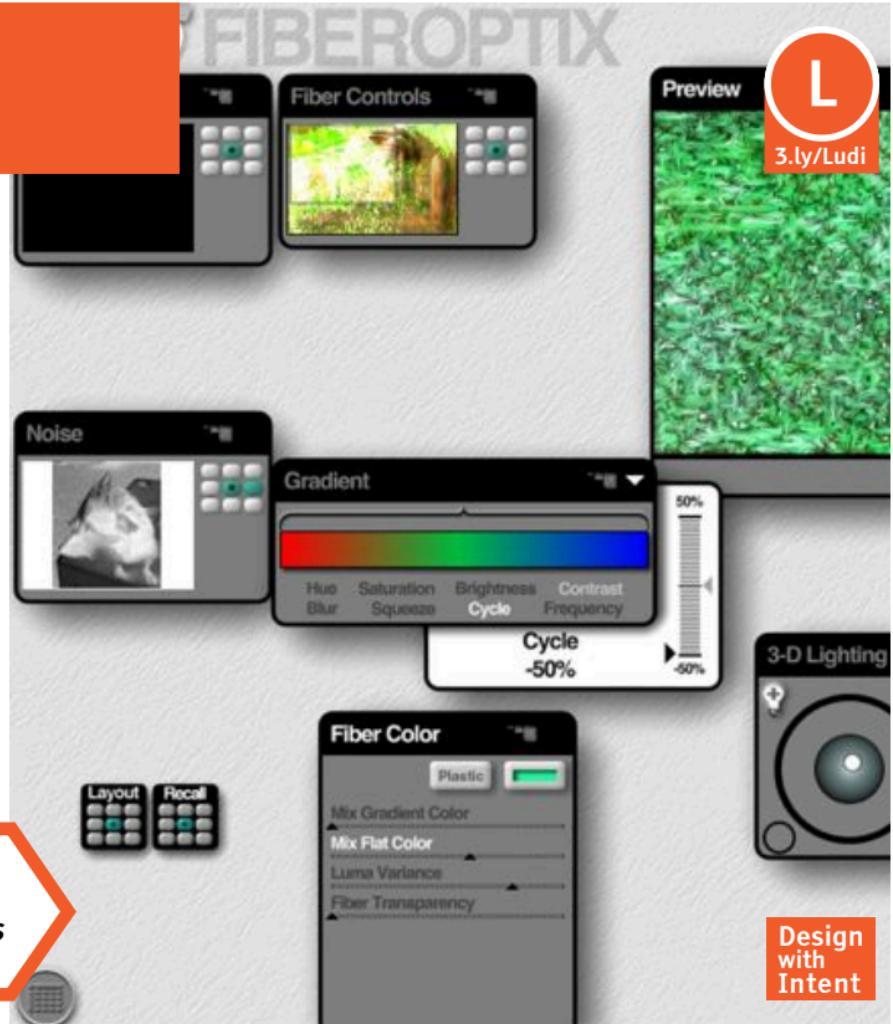
Can you design something which 'plays' with its users, provoking curiosity or making interactions into a game?

Spiral wishing wells turn giving money to charity into something actively fun for donors, and provoke curiosity of passers-by



Rewards

Can you encourage users to take up or continue a behaviour by rewarding it, through the design of the system?



Kai's Power Tools (pioneering visual effects software) revealed 'bonus functions' to reward users who developed their skill level

Role-playing

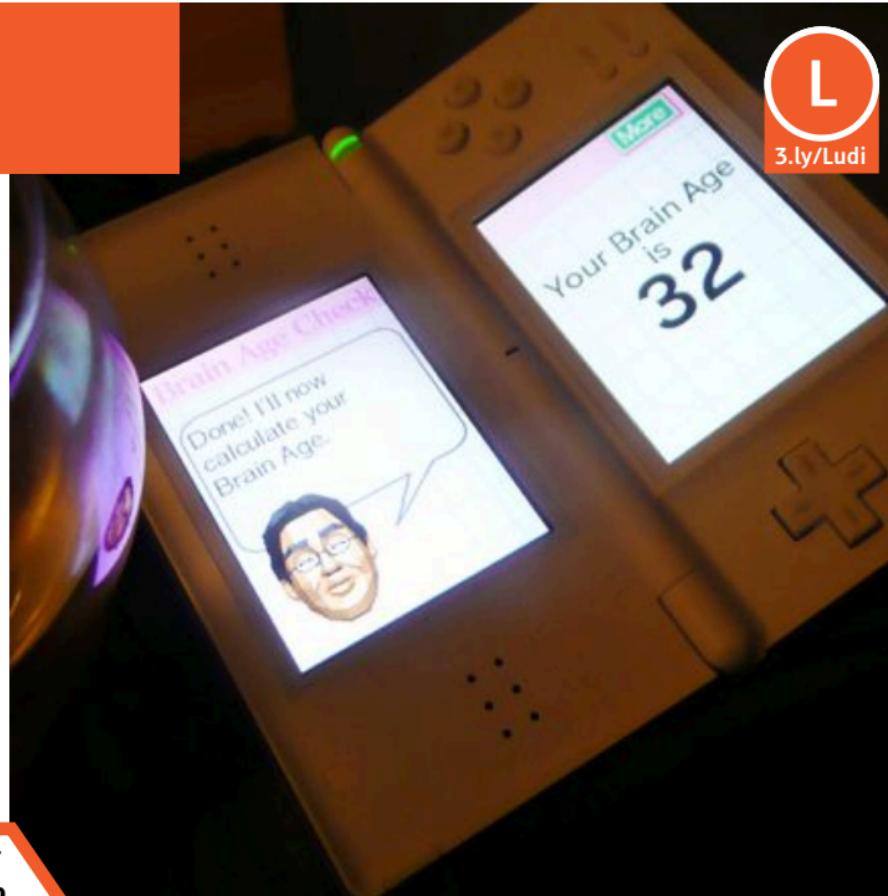
What happens if your system gives users particular roles to play, or makes them feel like they're playing a role?



Tim Holley's Tio encourages children to become 'energy champions' for their household, influencing parental behaviour

Scores

Can you give users feedback on their actions as a score or rating allowing comparison to a reference point ?



The 'Brain Age' score given by Dr Kawashima's games for Nintendo gives users a clear incentive to keep using the software

Storytelling

Can you tell a story via your design, which interests users and keeps them engaged?

Dyson uses narrative booklets drawing customers (and potential customers) into the story behind the company and its technology



Unpredictable reinforcement

What happens if you give rewards or feedback on an unpredictable schedule, so users keep playing or interacting?



Arcade games such as this coin pusher usually employ a strong element of unpredictable reinforcement, to keep users playing/paying

Perceptual Lens



The Perceptual Lens combines ideas from product semantics, semiotics, ecological psychology and Gestalt psychology addressing how users perceive patterns and meanings as they interact with the systems around them, and puts them into forms which invite the designer to think about how they might influence people's behaviour. Most are predominantly visual, but they need not be: sounds, smells, textures and so on can all be used, individually or in combination.

These techniques may often be applied by graphic and interaction designers in the course of a job or project without necessarily considering explicitly the influence they can have on users' perceptions and behaviour.

Images for Implied sequences and Nakedness are from Sludgegulper's and ITDP-Europe's Flickr streams, CC-BY-SA and CC-BY licensed respectively (<http://www.flickr.com/photos/sludgegulper/4188746062> and <http://www.flickr.com/photos/38607288@N03/3836906872>).

Images for Metaphors, Mimicry & mirroring and Similarity are screenshots of Tipjar.com from the Wayback Machine, Eliza chatbot from <http://nlp-addiction.com> and a Microsoft Bing search.

Other photos by Dan Lockton

For references & further reading, please see 3.ly/perce

(A)symmetry
Can you use symmetry to make elements look related? Or asymmetry to show differences? Both affective?

Colour associations
Can you use colour to suggest associations between particular behaviours and outcomes?

Contrast
Can you create an obvious contrast between parts of your design and the context in which it's used?

Fake affordances
Is there anything to be gained from making something look like it works one way, while actually doing something else (or nothing at all)?

Implied sequences
Can you make it look like there's a sequence for users to follow, through the arrangement of elements?

Metaphors
Can you apply a metaphor / analogy of something familiar to help people understand or use your system the same way?

Mimicry & mirroring
Can your system mirror or mimic a user's behaviour or movements in a way to increase the user satisfaction a user feels?

Mood
Can you use colour, images or other sensory stimuli to create a mood that's most appropriate for a user's mood or the mood of your system?

Nakedness
Can you remove cues that people take for granted to get users to think more about what they're doing?

Possibility trees
Can you give people a 'map' of the choices they can use to achieve different goals?

Proximity & grouping
Can you group elements so that users know whether they have similar functions or should be used together?

Seductive atmospherics
Can you use ambient sensory cues (light, smell, etc) to encourage users to engage with your system in the way you'd like?

Similarity
Can you make elements look similar enough to persuade them to share characteristics, if they're not normally used together?

Transparency
Can you (perhaps selectively) reveal what's going on under the surface, to influence users' perceptions and behaviour?

Watermarking
Can you make a user feel like he or she (or someone else) owns or has rights to something?

(A)symmetry

Can you use symmetry to make elements look related, or asymmetry to show difference and focus attention?

The symmetrical holes on this lifebuoy, even without the text, suggest that it should be gripped with both hands simultaneously



Colour associations

Can you use colour to suggest associations between particular behaviours and outcomes?

This racecourse bookmaker's keyboard has a detailed language of colour-coded groups of functions, to aid rapid action-taking



Contrast

Can you create an obvious contrast between parts of your design or the context in which it's used?

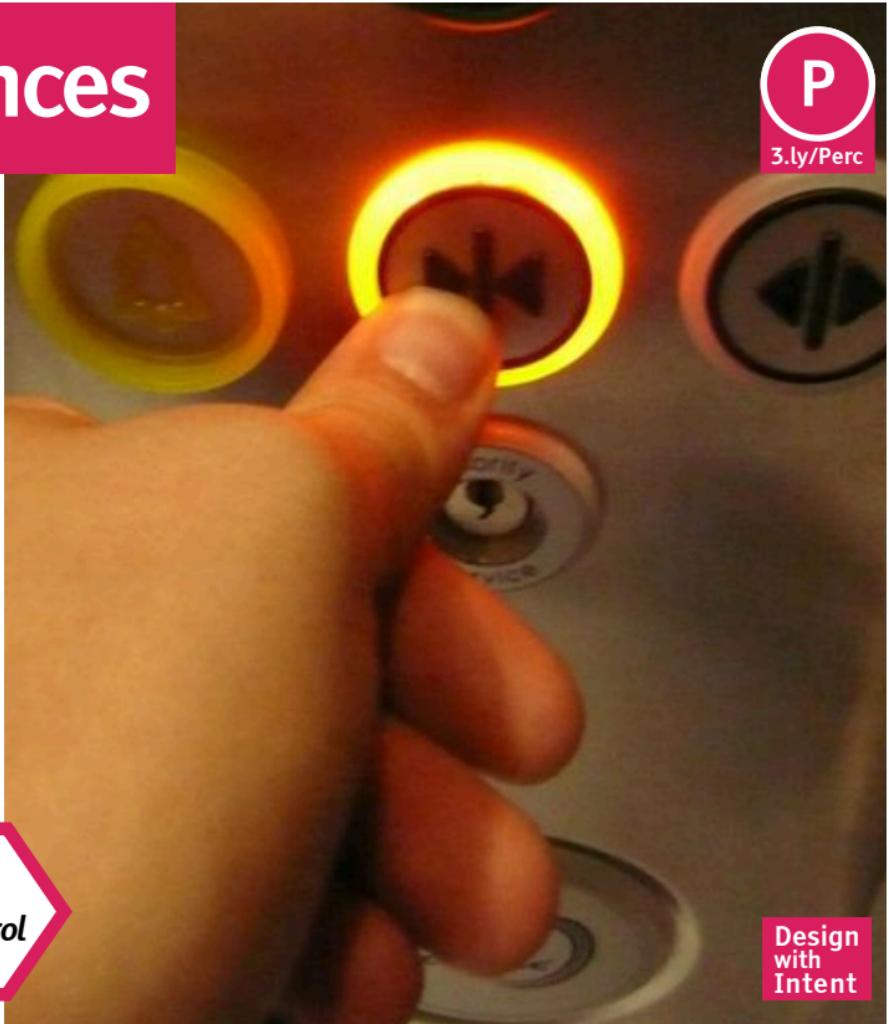
In 2004, Britain's Royal Mail switched to using red rubber bands for bundling post, to make them easier to spot if dropped accidentally



Fake affordances

Is there anything to be gained from making something look like it works one way, while actually doing something else (or nothing at all)?

Many elevator/lift 'door close' buttons are reputedly 'placebo buttons', giving an illusion of control but not speeding up the process



Implied sequences

Can you make it look like there's a sequence for users to follow, through the layout of elements?

This East German rail ticket machine makes very clear the order in which the interface should be used, with a sequential layout



Metaphors

Can you employ a metaphor / analogy of something familiar, so people understand or use your system the same way?

Tipjar.com, launched in the late 1990s, was one of the first simple micropayment systems, using the familiar metaphor of a tip jar

"... put some bread in the jar..."

Your e-mail address:

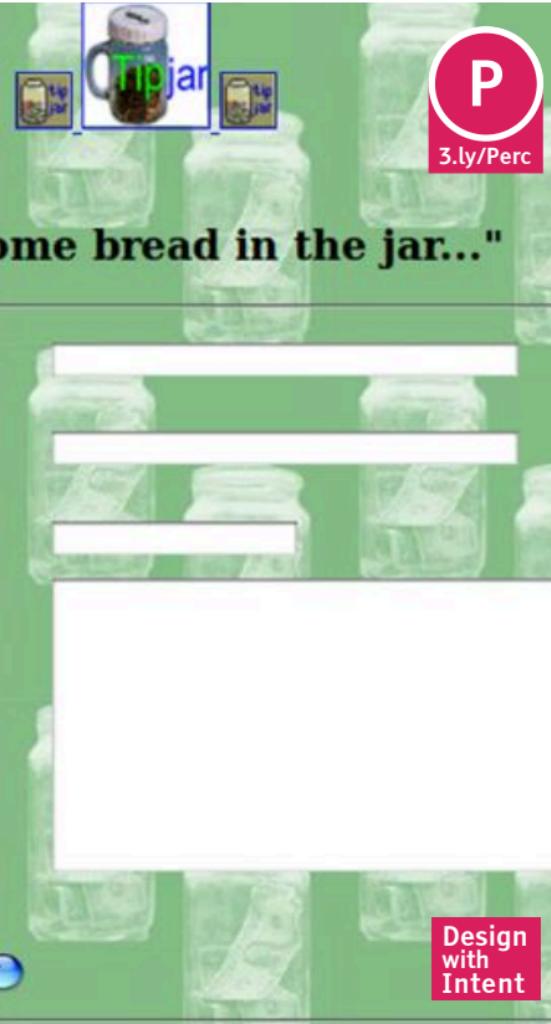
Recipient's e-mail address:

Amount:

Message:

Anonymous

put some bread in someone's jar



Mimicry & mirroring

Can your system mirror or mimic a user's behaviour or mood in some way, to increase the engagement a user feels?

Chatbots have evolved beyond the classic ELIZA, and are being used in social engineering attacks to extract information and deliver malware

Eliza
Chat bot



Is she a Rogerian psychotherapist, a semi intelligent chat bot, or just a toy?

- * Should I buy a house now or wait and see if the market falls any further?
> That is quite interesting.
- * Whyt do you say it is interesting?
> You're not really talking about me, are you?
- * No I'm not. I suppose I'm just stressed at work
> Do you believe it is normal to be not. you suppose you're just stressed at work?
- * Everyone else seems to be, too.
> Say, do you have any psychological problems?

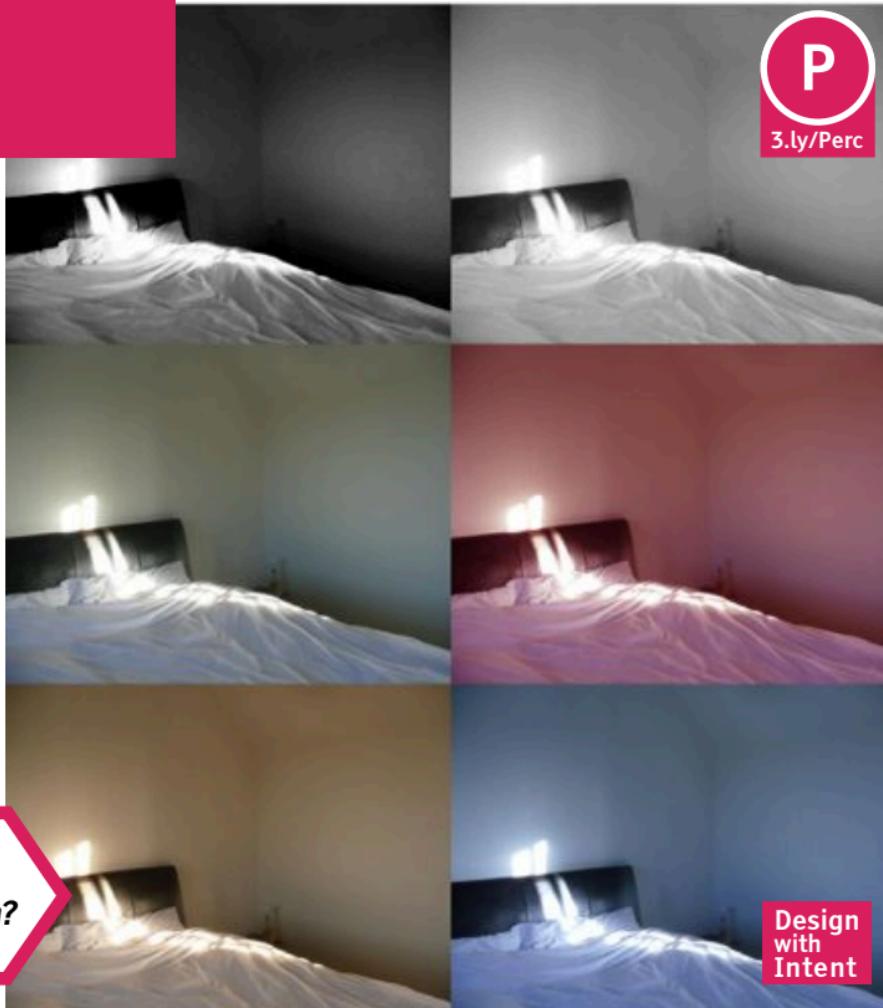
Talk to Eliza:

I do sometimes, to be honest

Mood

Can you use colour, images or other sensory stimuli to set a particular mood for a user's interaction with your system?

Changes in hue, saturation and brightness can set moods: which room would you choose to stay in? (assuming the bed was made!)



Nakedness



Can you remove cues that people take for granted, to get them to think more about what they're doing?



'Naked roads' with signage and markings removed can encourage pedestrians, cyclists and drivers to be more aware of each other's presence

Perceived affordances

Can you design the form of your system to suggest particular actions (or constraints on action) to users?

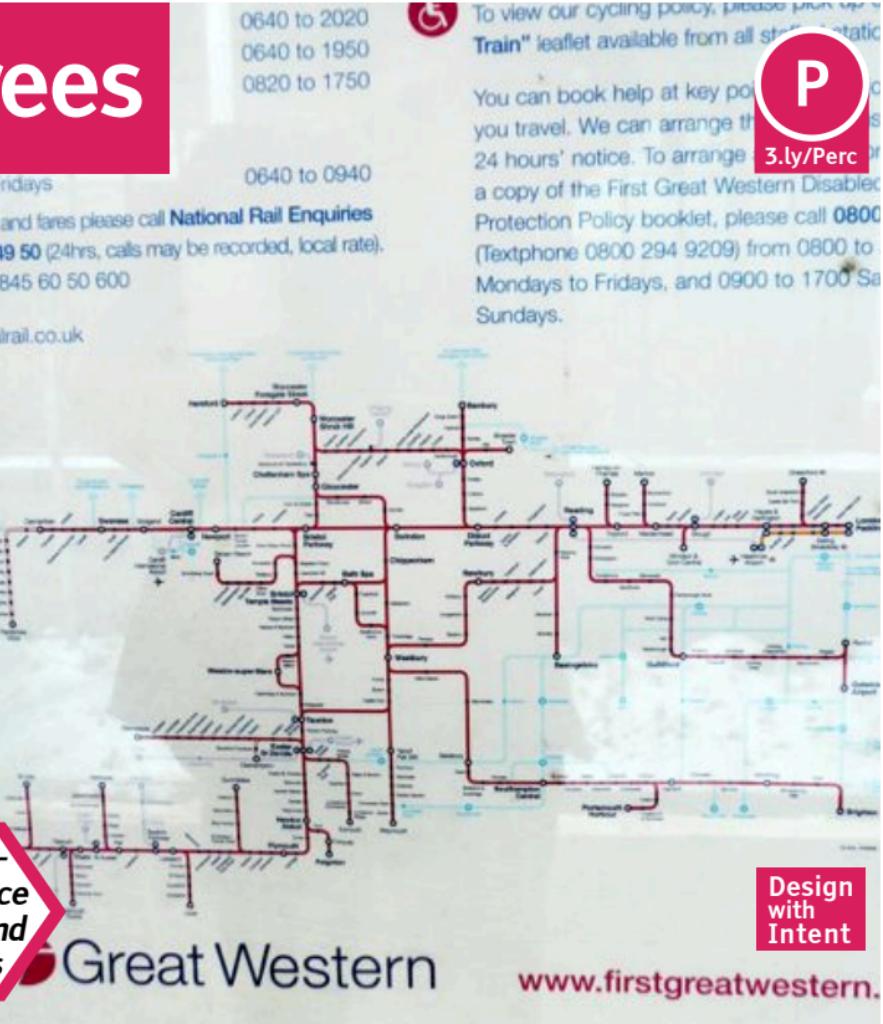
Reshaping the holes on bins to match the 'form' of different types of waste has been shown to increase recycling levels significantly



Possibility trees

Can you give people a 'map' of the routes or choices they can use to achieve different goals?

Presenting a simplified set of possibilities, transport maps can influence users' perceptions of geography, and promote certain routes over others



0640 to 2020
0640 to 1950
0820 to 1750

0640 to 0940

ridays

and fares please call **National Rail Enquiries**
0845 19 50 60 60 (24hrs, calls may be recorded, local rate).

firstgreatwestern.co.uk

To view our cycling policy, please plan your journey using the 'Train' leaflet available from all stations.

You can book help at key points along the route you travel. We can arrange this up to 24 hours' notice. To arrange this, please call us on 0800 294 9209 (Textphone 0800 294 9209) from 0800 to 1900 Mondays to Fridays, and 0900 to 1700 Saturdays and Sundays.

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Great Western

www.firstgreatwestern.co.uk

Prominence

Can you direct your users' attention to what you want, by making it more prominent, obvious or exaggerated?

The 'big red button' is a common way of making a control prominent. Here on London's DLR, it is recessed to help avoid accidental presses



Proximity & grouping

Can you group elements so that users perceive they have similar functions or should be used together?

This power supply has controls often used in pairs (coarse & fine voltage adjustment, and output terminals) explicitly grouped



Seductive atmospherics

Can you use ambient sensory effects (sound, light, smell, etc) to encourage users to interact or behave in the way you'd like?



The distinctive 'Subway smell' may only be a by-product of baking, but intentional 'scent branding' is increasingly common in retail design

Similarity

Can you make elements look similar so users perceive them to share characteristics, or that they should be used together?

Paid-for links on Microsoft's Bing look very similar to the real search results, to increase the chance of users clicking them

Pay Per Click Advertising MSN

Show all Only from United Kingdom

ALL RESULTS 1-10 of 6,310,000 results · Adva

Pay-Per-Click Agency · www.WestcomSearchMarketing.com
Full PPC Management Services, Advanced Optimisation For High ROI.

Pay Per Click Management · www.Periscopix.co.uk
Specialist Pay Per Click design, management and analysis services

PPC Coaching \$1 Trial · http://ppc-coach.com
PPC Coaching For \$1 For 14 Days Of Full Access

Search Advertising
Every month, over 15 million people type keywords into Bing to find products and services they're interested in. Pay-per-click advertising with Microsoft gives you access to ...
advertising.microsoft.com/uk/microsoft-adcenter · [Cached page](#)

Google Adwords, Yahoo! & MSN Pay Per Click (PPC) Advertising Agency ...
Top Click Media offers potential clients 3 core services; Pay Per Click Management, Search Engine Optimisation and Web Design & Branding Solutions
www.topclickmedia.co.uk/services.htm · [Cached page](#)

Pay Per Click Advertising
... years of experience with the setup and management of Pay Per Click advertising ... areas of major search engines such as Google, Yahoo, MSN.
www.optihost.co.uk · [Cached page](#)

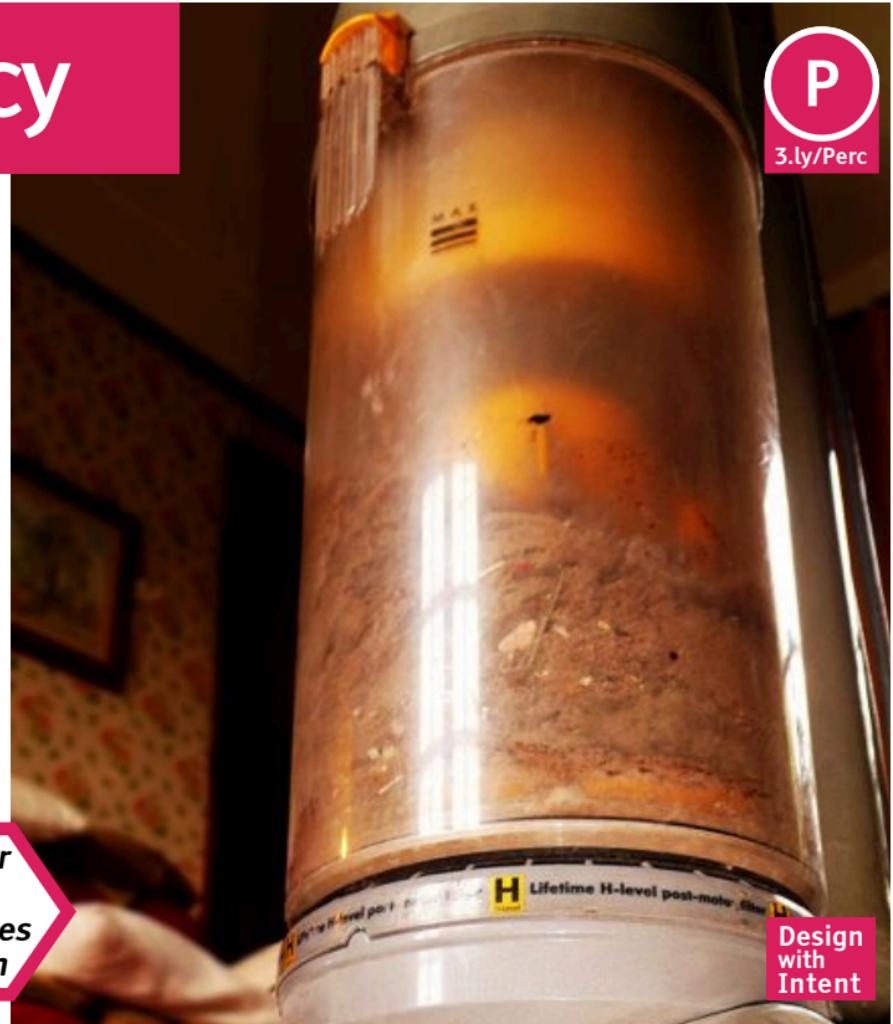
Pay Per Click Advertising | Google Adwords | Yahoo
... .com/?id=2vUjovlBZ+Gxbfck3NhY/YA1W7xxGuODx0RDeZv6s2R2Y+DViIwqXaT51UG2XoGNQSwiF

Design with Intent

Transparency

Can you (perhaps selectively) reveal what's going on under the surface, to influence users' perceptions and behaviour?

Dyson's transparent dust container both demonstrates the vacuum cleaner's effectiveness, and makes it likely to be emptied more often



Watermarking

Can you make a user feel like he or she (or someone else) 'owns' or has responsibility for something?

One UK shopkeeper writes customers' names on the packaging of snacks they buy, discouraging littering through 'taking ownership'



Cognitive Lens



The Cognitive Lens draws on research in behavioural economics and cognitive psychology looking at how people make decisions, and how this is affected by 'heuristics' and 'biases'. If designers understand how users make interaction decisions, that knowledge can be used to influence interaction behaviour. Equally, where users often make poor decisions, design can help counter this, although this may lead to a 'we know what's best for you' attitude.

Dozens of cognitive biases and heuristics have been identified which could potentially be applied to design. The patterns detailed in these cards are some of the most commonly used; this selection draws particularly heavily on the work of Robert Cialdini, Dan Ariely, Richard Thaler and Cass Sunstein.

Images for Desire for Order and Personality are promotional photos from the Interactive Institute's AWARE project (<http://www.tii.se/aware/designConcept.html>) and Philips robotics (<http://www.research.philips.com/technologies/projects/robotics.html>). Images for Decoys, Do as you're told, Provoke empathy, Rephrasing & renaming and Social proof are screenshots of Magazines.com, the US DHS ESTA website, Twitterfall.com, Twitter.com and Amazon.co.uk respectively. Other photos by Dan Lockton. For references & further reading, please see 3.ly/cogni

The grid contains 16 cards, each representing a different cognitive pattern or bias:

- Assuaging guilt**: A green screen with text: "Can you influence users by helping them reduce their feelings of guilt about their behaviour? Our coffee won't leave a bitter taste in your mouth. It's Fairtrade."
- Commitment & consistency**: A dark background with text: "Can you get users to commit to an idea or goal, so they feel they should behave consistently with this commitment?"
- Decoys**: A screenshot of a website showing multiple options for a product, with text: "Can you add 'decoy' choices, making them look like others (which you want people to pick) look better in comparison?"
- Desire for order**: A photo of a hand holding a red button with text: "Can you use people's desire for tidiness to influence them to remember things or take actions, you want them to?"
- Do as you're told**: A screenshot of a website with text: "Can you use an authority figure or authoritative instruction to tell users what they should do, and what they should not do?"
- Emotional engagement**: A photo of a person interacting with a large yellow rubber duck.
- Expert choice**: A photo of a display board with text: "Is it possible to show users the choices that expert authority figures would make when in the same situation they're in?"
- Framing**: A screenshot of a menu with text: "Can you selectively present choices in a way which frames the range available in a more positive light?"
- Habits**: A photo of a staircase with text: "Can you make it easy for a new behavior to become habitual, by building it into an existing routine?"
- Personality**: A photo of several yellow robot heads with text: "Can you give your system a personality or character that engages users, becoming a 'social actor'?"
- Provoke empathy**: A screenshot of a social media interface with text: "Can you help users see other people's perspectives and thought processes, by revealing them through the design of your system?"
- Reciprocation**: A photo of a man in a wheelchair with text: "Can you make users feel they've been done a favor by the system, or by other users, and want to return it?"
- Rephrasing & renaming**: A screenshot of a settings page with text: "Can you rephrase or rename what you'd like users to do, so it aligns better with what they already want to do?"
- Scarcity**: A screenshot of a store closing sign with text: "Can you emphasize that a resource is valuable, limited in quantity, or unique (or actually limit it artificially)?"
- Social proof**: A screenshot of a magazine cover with text: "Can you show people what other users like them are doing in this situation, and which choices are most popular?"

Assuaging guilt

Can you influence users by helping them reduce feelings of guilt about their behaviour?



Our coffee won't leave a bitter taste in your mouth. It's Fairtrade.

This message both implies that one should feel bad about the ethics of coffee production, and offers an easy way to take away the guilt

Commitment & consistency



Can you get users to commit to an idea or goal, so they feel they should behave consistently with this commitment?



In a 1976 study, householders sent a 'We are saving oil' sticker subsequently used 10% less heating oil than groups not sent the sticker

Decoys



FREE MAGAZINES

GIFT CARDS

3.ly/Cogn

Can you add
'decoy' choices,
making the
others (which you
want people to
pick) look better in
comparison?

Would you choose the \$79.88 option here, when the other two offer you a free gift AND save you slightly more money?

by keyword

1-800-MAGAZINES (800-62

Home : Entertainment & TV : Celebrity : People Magazine Subscription



PEOPLE

Published Weekly

53 issues per year

★★★★★ BASED ON 59 CUSTOMER REVIEWS

[Write A Review](#) | [Read All Reviews](#)

ABOUT PEOPLE

People magazine is a weekly magazine featuring all the latest news and entertainment from around the world. People magazine is one of the most popular celebrity magazines in the world, with millions of readers every week.

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26 ISSUES: \$103.74

\$56.94

YOU SAVE 45%

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FREE GIFT: FREE TOTE BAG

36 ISSUES: \$143.64

\$79.88

YOU SAVE 44%

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53 ISSUES: \$211.47

\$116.07

YOU SAVE 45%

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FREE GIFT: FREE TOTE BAG

Design
with
Intent

Desire for order



Can you use people's desire for tidiness to influence them to rearrange elements or take actions you want them to?

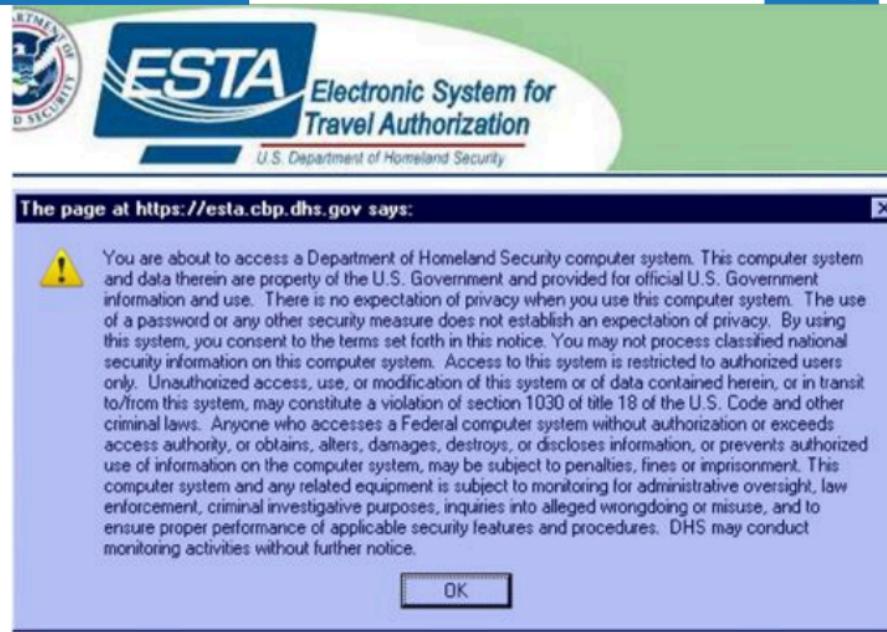


The AWARE Puzzle Switch, a light switch design by Loove Broms and Karin Ehrnberger, is visibly 'disordered' when in the 'on' position

Do as you're told



Can you use an authority figure or authoritative instruction to tell users what they should (or should not) do?



The page at <https://esta.cbp.dhs.gov> says:

! You are about to access a Department of Homeland Security computer system. This computer system and data therein are property of the U.S. Government and provided for official U.S. Government information and use. There is no expectation of privacy when you use this computer system. The use of a password or any other security measure does not establish an expectation of privacy. By using this system, you consent to the terms set forth in this notice. You may not process classified national security information on this computer system. Access to this system is restricted to authorized users only. Unauthorized access, use, or modification of this system or of data contained herein, or in transit to/from this system, may constitute a violation of section 1030 of title 18 of the U.S. Code and other criminal laws. Anyone who accesses a Federal computer system without authorization or exceeds access authority, or obtains, alters, damages, destroys, or discloses information, or prevents authorized use of information on the computer system, may be subject to penalties, fines or imprisonment. This computer system and any related equipment is subject to monitoring for administrative oversight, law enforcement, criminal investigative purposes, inquiries into alleged wrongdoing or misuse, and to ensure proper performance of applicable security features and procedures. DHS may conduct monitoring activities without further notice.

OK

Impenetrable 'agreements' such as this often make heavy use of authority (and threats) to reinforce their message: do as you're told

International travelers who are seeking to travel to the United States are now subject to enhanced security requirements. All eligible international visitors under the Visa Waiver Program must apply for authorization using the ESTA system.

Emotional engagement

Can you design your system to engage people's emotions, or make them emotionally connected to their behaviour?

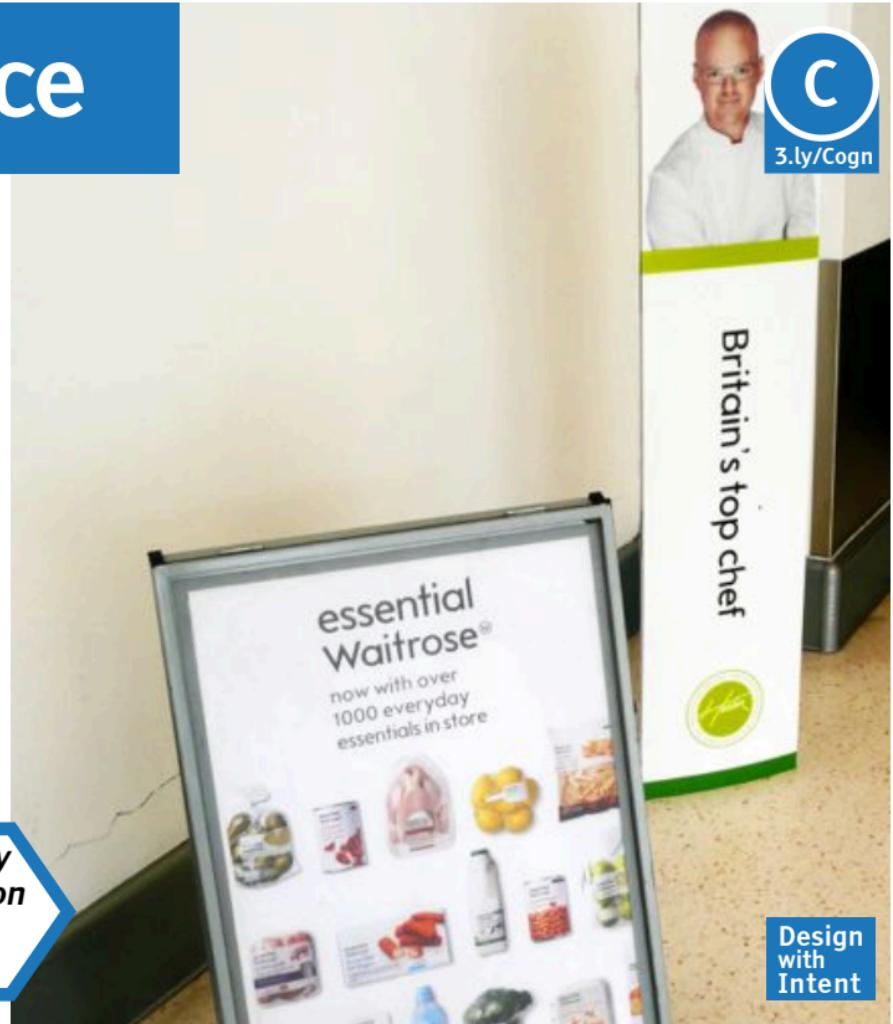
The open beak of these 'baby bird' litter bins at a city farm (visited by lots of children) suggests that they are hungry and would like to be fed



Expert choice

Is it possible to show users the choices that an expert or authority figure would make when in the same situation they're in?

Endorsements where the celebrity is an 'expert' (such as chef Heston Blumenthal in this Waitrose campaign) can lend credibility



Framing



Can you selectively present choices in a way which frames the range available in a more positive light?

A photograph of a Starbucks menu page. At the top right, there is a size selection area with three options: TALL (12 FL OZ), GRANDE (16 FL OZ), and VENTI (20/24 FL OZ). A blue arrow points from the word 'Framing' in the title to this size selection area. Below this, the menu lists various coffee drinks under the heading 'Espresso'. The drinks are listed in two columns:

DRINK	TALL 12 FL OZ	GRANDE 16 FL OZ	VENTI 20/24 FL OZ
Caffè Latte	3.40	4.05	4.45
Caffè Mocha	3.80	4.40	4.80
Iced Caffè Mocha	3.80	4.40	4.80
Caffè Americano	2.50	2.80	3.20
Cappuccino	3.40	4.05	4.45
Caramel Macchiato	3.95	4.60	5.00
Vanilla Latte	4.00	4.60	5.00
Skinny Vanilla Latte	4.00	4.60	5.00
White Chocolate Mocha	3.80	4.40	4.80
Espresso	2.20	2.50	

At the bottom left, there is a callout box with the text: "Starbucks' drink sizes start with 'tall', framing the range further up the scale and avoiding any mediocre implications of 'small' or 'medium'".

At the bottom right, there is a small blue box with the text: "Design with Intent".

Habits



Can you make it easy for a new behaviour to become habitual, by building it into an existing routine?

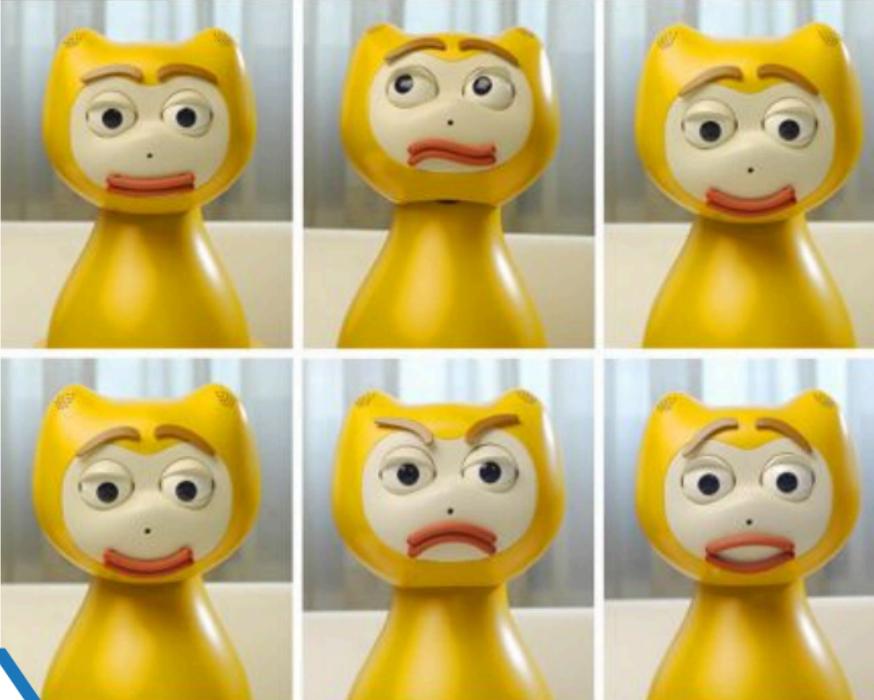
Simply choosing to take the stairs rather than the lift / elevator can quickly become part of a daily routine at home or work



Personality



Can you give your system a personality or character that engages users, becoming a 'social actor'?



Dutch researchers have used Philips' iCat robot to influence users' decision-making with washing machines, advising and expressing opinions

Provoke empathy



Can you help users see other people's perspectives and thought processes, by revealing them through the design of your system?

Twitter, Facebook et al allow us to see at any moment the problems and concerns of millions of others just like us (or not) all over the world

basically accomplished none of my homework and I still don't know what to write for lang

brandieatslava Headache. Also, I don't understand my math homework. I am going to faaaaall.

marty33072 so bored in math, I don't understand lol

iKaulitz13 C @melanieae Ooh I hate math, I don't understand anything about it. -_- u there now? :-D

MikeS_Photo C @friskywhiskey I don't even understand why you're complaining. Sounds like the math is right. <http://myloc.me/5idIZ>

DemiL_FC C @IsADisneyThing haha,don't understand math or what I said?'cause other time I try to use the translator haha,so trying,I can talk..

IsADisneyThing Who can help me with math? : | i really don't understand anything!! :s

luxurious_xo I don't understand how I'm taking the " easiest " college math course possibly & I still can't pass a dayuum quiz ; #fml. I MUST be stupid.

Design
with
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Reciprocation



Can you make users feel they've been done a favour (by the system, or by other users) and want to return it?



This busker's postcards may be 'free', but the social norms of reciprocation mean most people will give him some tip in return

Rephrasing & renaming



Can you rephrase or rename what you'd like users to do, so it aligns better with what they already want to do?

Twitter changed the name of the 'Devices' tab to the more easily understandable 'Mobile' to encourage more users to set up their phones

The screenshot shows a Twitter settings page for a user named 'danlockton'. At the top, there's a navigation bar with links for Account, Password, Devices (which is highlighted with a blue background), Notices, Profile, Design, and Connect. Below the navigation, there's a section titled 'Use Twitter with Text Messaging!' with a sub-section '1. Choose your country' containing a dropdown menu set to 'United States'. The overall layout is clean and modern.

This screenshot is identical to the one above, showing the same Twitter settings page for 'danlockton'. The 'Devices' tab is now labeled 'Mobile', and the rest of the interface remains the same, including the 'Use Twitter with Text Messaging!' section and the 'Design with Intent' watermark in the bottom right corner.

Scarcity

Can you emphasise that a resource is valuable, limited in quantity, or running out (or actually limit it artificially)?

We're used to retailers emphasising that 'everything must go' and then not actually closing; in this case, however, the shop did close down

home living



Social proof

Can you show people what other users like them are doing in this situation, and which choices are most popular?

Amazon's recommendations can be helpful to buyers by expanding the scope of their knowledge, while increasing sales for Amazon

RRP: Our Price: Other Offers:

[Order it used](#)

[4 used & new from £30.00](#)



Frequently Bought Together

Customers buy this book with [Behavioral Theory of the Firm](#) by R.

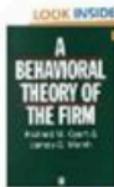


Price For Both: £26.40

[Add both to Basket](#)

[Show availability and delivery details](#)

Customers Who Bought This Item Also Bought



[Behavioral Theory of the Firm](#) by Richard M. Cyert

★★★★★ (3)

£18.29



[Sciences of the Artificial](#) by Herbert A. Simon

★★★★★ (2)

£16.52



Sciences

[Product details](#)

Design with Intent

Machiavellian Lens



The Machiavellian Lens comprises design patterns which, while diverse, all embody an 'end justifies the means' approach of the kind associated with Niccolò Machiavelli. These will often be considered unethical, but nevertheless are commonly used to control and influence consumers through pricing structures, planned obsolescence, lock-ins and so on, and are central to work by authors such as Vance Packard and Douglas Rushkoff, revealing the 'hidden' structures which shape our everyday behaviour. In technology contexts, Benjamin Mako Hill and Chris Nodder have both done great work exploring this area.

Elements of *game theory* are present in some of the patterns, and this is worth further investigation.

Image for Antifeatures & crippleware is from Orin Zebest's Flickr stream, CC-BY-SA licensed (<http://www.flickr.com/photos/orinrobertjohn/68106611>). Images for First one free, Forced dichotomy and Slow/no response are screenshots of Bill Moggridge's 'Designing Interactions' website (<http://www.designinginteractions.com/book>), an example survey built using surveymonkey.com, and a registration form on the Univadis website (http://www.univadis.co.uk/medical_and_more/Registration?locale=en_GB) respectively. Other photos by Dan Lockton.

For references & further reading, please see 3.ly/machi

Anchoring
Can you affect users' expectations or decisions by controlling the reference points they have?

Antifeatures & crippleware
Can you deliberately disable some features, though they're still present, to drive usage up, down, or to allow price discrimination?

Bundling
Can you include something you want users to do, along with something they want to do, so both get done?

Degrading performance
Can you degrade the performance of a product or system until it can't comply with some behavior you want?

First one free
Can you give away something which gets people interested or addicted, so they come back and pay for more?

Forced dichotomy
Can you configure a system so there is no 'middle ground' possible and users must make a choice one way or the other?

Format lock-in/out
Can you design your system so users become committed to a particular format or way of doing things?

Functional obsolescence
Can you design things to become technically superseded (or even wear out) quickly, so people replace them?

I cut, you choose
Can you structure a system so that no one user can get an advantage over others simply by being first to act?

Poison pill
Can you arrange things so that an otherwise attractive option has an unpleasant, self-defeating side-effect?

Serving suggestion
Can you direct users to use a product or system in a particular way through examples or demonstrations?

Slow / no response
Can you get users to do different actions or repeat a behaviour by making the system respond or give feedback slowly?

Style obsolescence
Can you design things to become unfashionable or undesirable quickly to spur the desire for frequent upgrades?

Worry resolution
Can you help users overcome worry about their behaviour (perhaps after having suggested it in the first place)?

Anchoring

Can you affect users' expectations or assumptions by controlling the reference points they have?

Restaurant menus may use 'anchor' items: prominently placed, higher-priced dishes, raising what customers expect to be paying



Antifeatures & crippleware



Can you deliberately disable some functions even though they're still present, to drive users to upgrade, or to allow price discrimination?



Sony's cheaper 60-minute MiniDiscs were identical to the 74-minute ones except for a pre-written portion of code preventing full use of the space

Bundling



Can you include something you want users to do, along with something *they* want to do, so *both* get done?

Crushing up pills or tablets in a spoonful of peanut butter can be a good way to get dogs to take medicines they would otherwise refuse



Degrading performance



Can you degrade the performance of a product or system until users comply with some behaviour change you want?



Some Nokia phones allegedly sense when a 3rd-party battery is used and switch into a high-power mode so it runs out more quickly

First one free



Can you give something away which gets people interested or addicted, so they come back and pay for more?

Offering one chapter (often the introduction) free has become increasingly common as a way of promoting new books more widely

DESIGNING INTERACTIONS

THE BOOK

CHAPTERS

INTERVIEWS

DVD

REVIEWS

Download the Introduction— *Two Personal Stories*

Download the Interview:



[Bill Moggridge \(24MB\)](#)

Download the Chapter:



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For more information [visit the Chapter page](#)

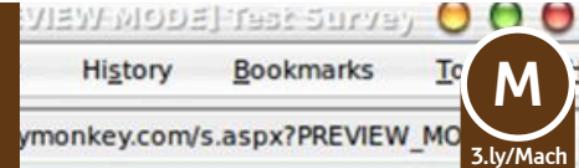
To play the interviews you will need Quicktime 7 or higher.
To view the chapter you will need Acrobat Reader.

NOTE: Over the past few weeks, the site has slowed due to apologize for any inconvenience this has caused. We have solved the situation. (01/16/2007)

Forced dichotomy

Can you configure a system so there is no 'middle ground' possible, and users must make a choice one way or the other?

An even-numbered (e.g. four-point) rating scale does not allow a 'middle' value: it forces respondents into making a 'good or bad?' choice



Done

Format lock-in/out



Can you design your system so users become committed to a particular format or way of doing things?

Panasonic cameras include a 'battery authentication' system, which prevents using cheaper non-Panasonic replacements



Functional obsolescence

Can you design things to become technologically superseded (or even wear out) quickly, so people replace them?

While new models do bring real technological advances, Apple has managed to create an 'upgrade treadmill' for iPhone buyers



I cut, you choose



Can you structure
a system so that
no one user can
get an advantage
over others
simply by being
first to act?



*If person 1 cuts a cake into halves,
and person 2 chooses the half he or
she wants, there is no advantage in
person 1 cutting the cake unfairly*

Poison pill

Can you arrange things so that an otherwise attractive option has an unpleasant, self-defeating deterrent side-effect?

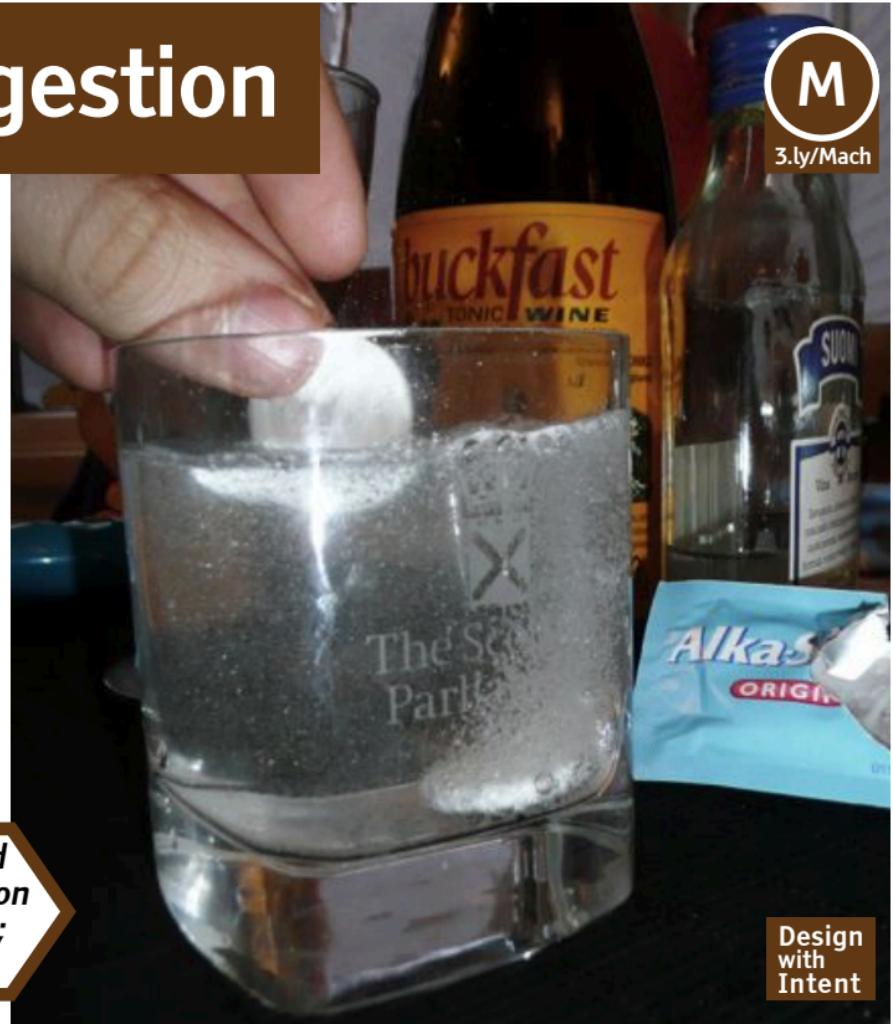
Security ink tags release indelible ink if removed incorrectly, in an attempt to make it simply not worth stealing the clothes



Serving suggestion



Can you direct users to use a product or system in a particular way through examples or demonstrations?



Alka-Seltzer reputedly introduced the 'two tablets per dose' direction to users as part of a 1960s TV ad; before that, only one was taken

Slow / no response

Can you get users to try different actions or repeat a behaviour by making the system respond or give feedback slowly?

We may need to contact you if there are problems with your registration details. Please provide us with a number where we can contact you or leave a message.

updates in my clinical area, forum debates, reviews, disease occasional email about other medical content that might be of

(Registration can take a few minutes. Please click Submit only once)

Duplicate orders can be a problem where web forms are slow to submit and users click multiple times: this kind of instruction is common

Top

Style obsolescence



Can you design things to become unfashionable or undesirable quickly, to spur the desire for replacement or upgrades?

Fashions and trends are obvious in high-street retailing, but are also prevalent (and can be deliberately created) in other fields



Worry resolution



Can you help users overcome worry about their behaviour (perhaps after having suggested it in the first place)?

The term 'halitosis' was allegedly introduced in a 1921 Listerine ad, part of a series making people worried about bad breath, then offering a solution



Security Lens



The Security Lens represents a 'security' worldview, i.e. that undesired user behaviour is something to deter and/or prevent through 'countermeasures' designed into products, systems and environments, both physically and online, with examples such as digital rights management.

From a designer's point of view, this can often be an 'unfriendly' – and in some circumstances unethical – view to take, effectively treating users as 'guilty until proven innocent'. However, taking inspiration from the the patterns, it's possible to think of ways that they could be applied to help users control their own habits or behaviour for their own benefit – encouraging exercise, reducing energy use, and so on.

Image for Sousveillance is a screenshot of TheyWorkForYou (<http://www.theyworkforyou.com>). Other photos/images by Dan Lockton, including photo of Mentor Teaching Machines textbook. For references & further reading, please see 3.ly/secur

Coercive atmospherics

Can you use ambient sensory effects (sound, light, etc) to make it harder for users to behave in certain ways?

Peerveillance

What happens if users know (or believe) that their behaviour is visible to their peers also using the system?

Sousveillance

Can you give people 'lower down' a hierarchy the ability to observe and monitor the behaviour of people above them?

Surveillance

What happens if users know (or believe) their behaviour is visible to other people in positions of power / authority?

Threat of injury

What happens if your design threatens to (or actually does) harm users who behave in the 'wrong' way?

Threat to property

What happens if your design threatens to damage users' property if they use it the 'wrong' way?

What you can do

Can you give different choices or access to functions depending on the capabilities they can demonstrate?

What you have

Can you give users options or access to different functions depending on their possession of a special tool, key, device or token?

What you've done

Can you change the options available to users based on their current or previous behaviour?

Where you are

Can you make different choices available to users depending on their location?

Who or what you are

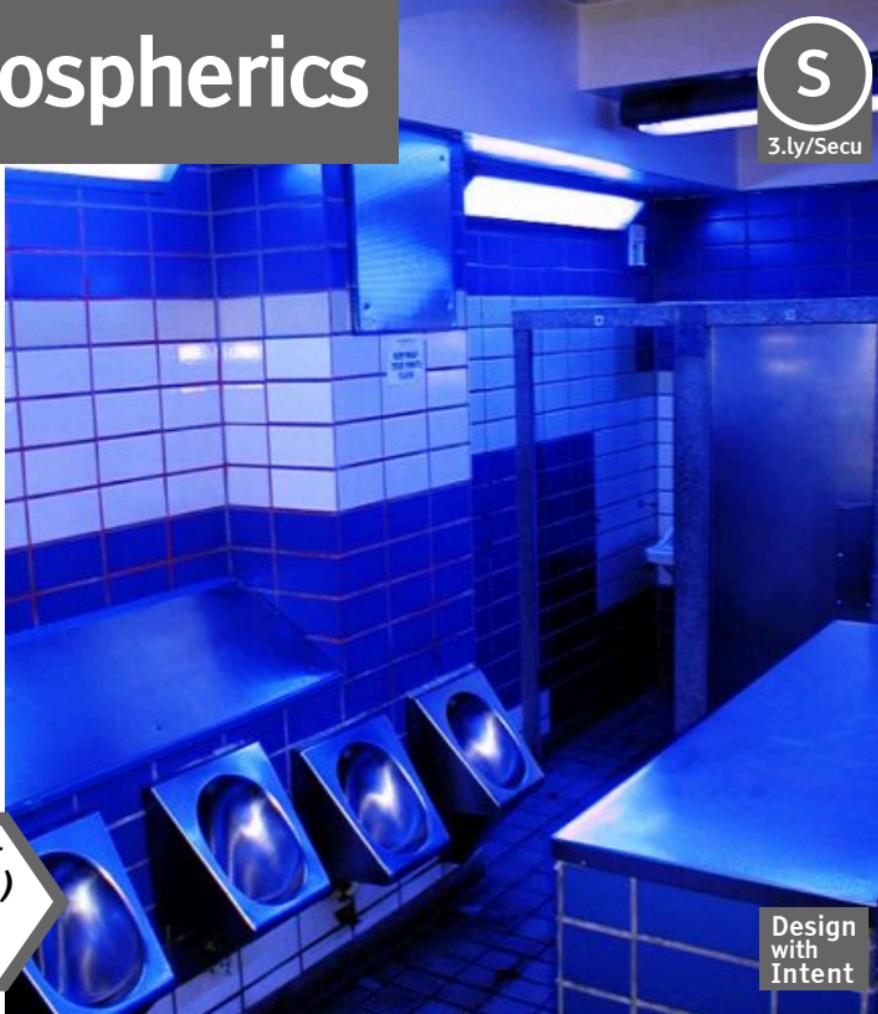
Can you use criteria inside to particular individuals, groups or other objects to lock in or make different options available?

Coercive atmospherics



Can you use ambient sensory effects (sound, light, smell, etc) to make it harder for users to behave in certain ways?

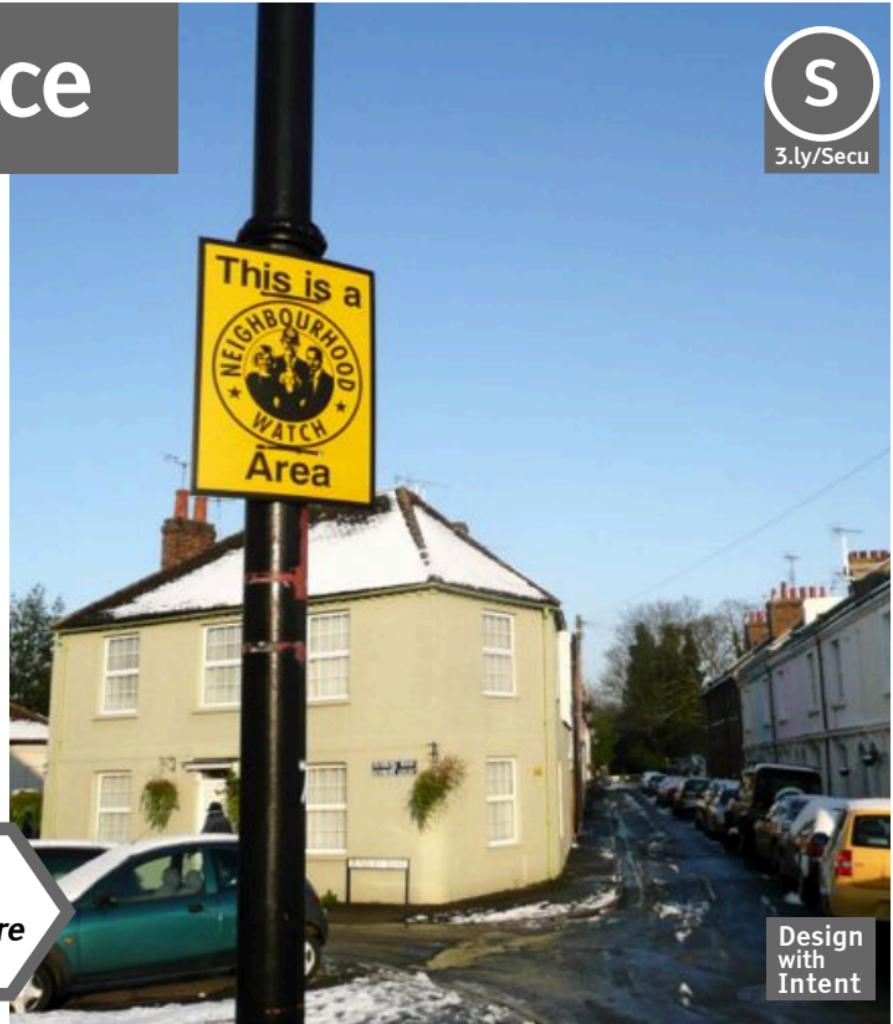
Blue lighting is used in some public toilets (e.g. here, in Edinburgh) to discourage drug injection by making veins difficult to see



Peerveillance

What happens if users know (or believe) that what they're doing is visible to their peers also using the system?

Neighbourhood Watch schemes are signed so that they provide a deterrent effect—"people here are vigilant about what's going on"



Sousveillance



Can you give people
'lower down' a
hierarchy the
ability to observe
and monitor the
behaviour of
people above them?



TheyWorkForYou.com

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Overview

MPs

Lords

Debates

Written Answers and Statements

Bill Co



Tom Watson

Labour MP for West Bromwich East

- Entered Parliament on 7 June 2001 — General election
- Majority: 11,652 votes. — 92nd out of 643 MPs.
- Send a message to your MP (via WriteToThem.com)
- Sign up to HearFromYourMP to get messages from your MP
- Email me whenever Tom Watson speaks (no more than once per day)
Help us add video by matching a speech by Tom Watson
[Voting record](#)
- Committees and topics of interest
- Most recent appearances

*TheyWorkForYou allows the public
to monitor politicians' activities
easily: transparency leading to
better accountability*

Design
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Intent

Surveillance



What happens if users know (or believe) their behaviour is visible to or monitored by people in positions of power / authority?

CCTV is often presented as a crime deterrent, influencing public behaviour, whether or not it is switched on or actually monitored

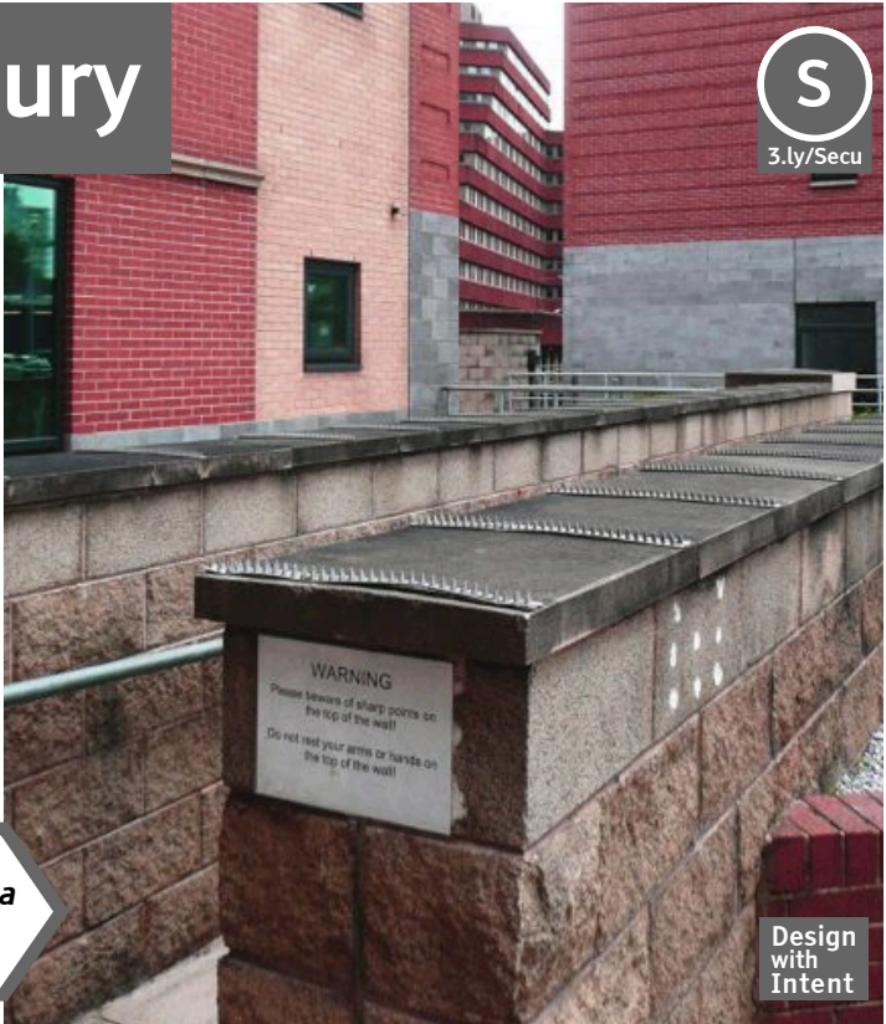


Threat of injury



What happens if your design threatens to (or actually does) harm users who behave in the 'wrong' way?

Spikes on walls—such as these stick-on plastic ones—can act as a deterrent to climbing or sitting, with varying effectiveness



Threat to property



What happens if your design threatens to damage users' property if they use it the 'wrong' way?

'Traffic control spikes' are an attempt to enforce one-way traffic at entrances to car parks (etc): the threat is made very clear



What you can do

Can you give users different choices or access to functions depending on the capabilities they can demonstrate?

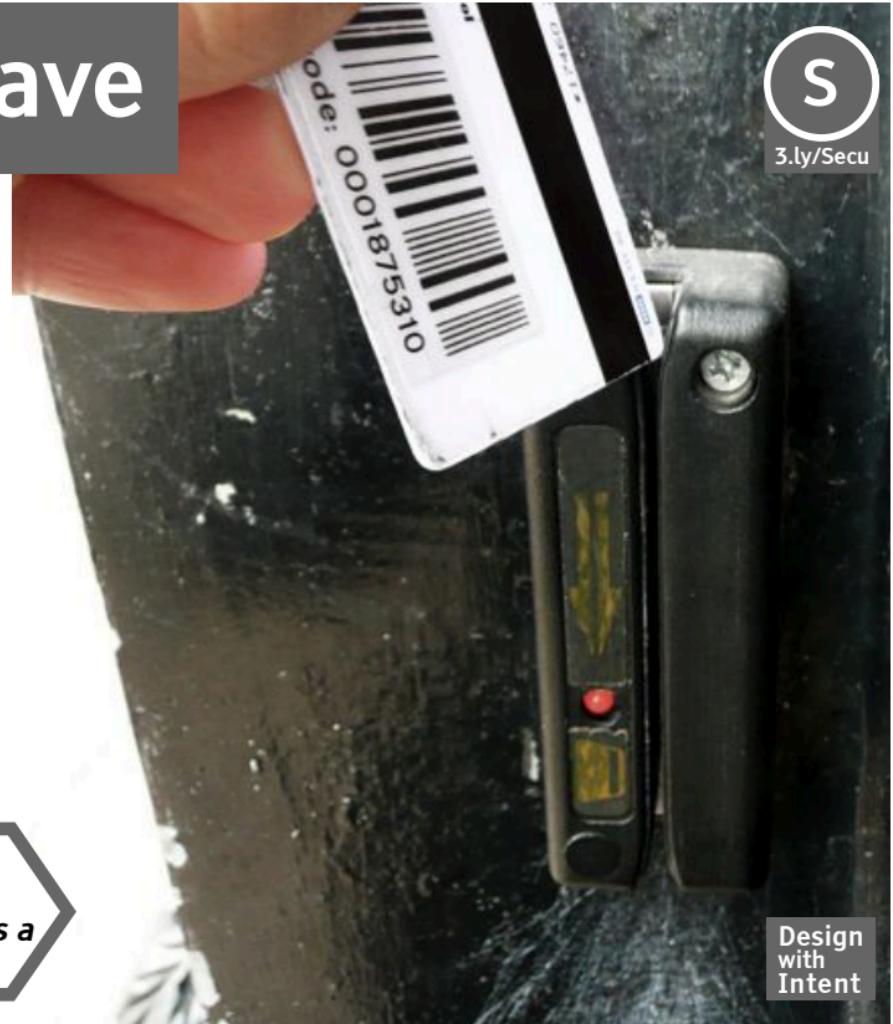
Child-proof lids are often used on containers for dangerous substances, such as medicines and garden and cleaning products



What you have

Can you give users options or access to different functions depending on their possession of a special tool, key, device or token?

Access cards allow the issuer to restrict entrance to certain buildings or areas to whoever has a card with the right permissions



What you know

Can you test what users know (information, passwords, etc) to give them access to different functions?

Remembering usernames, passwords and answers to security questions is increasingly part of our everyday lives, on- and offline

```
dan@dan-laptop:~$ ftp  
ftp> open  
(to) [REDACTED]  
Connected to [REDACTED]  
220----- Welcome to Pure-FTPd [privsep] [TLS] -----  
220-You are user number 2 of 100 allowed.  
220-Local time is now 21:40. Server port: 21.  
220-This is a private system - No anonymous login  
220 You will be disconnected after 15 minutes of inactivity.  
Name ([REDACTED]:dan): [REDACTED]  
331 User [REDACTED] OK. Password required  
Password:  
230-User [REDACTED] has group access to:  
230 OK. Current restricted directory is /  
Remote system type is UNIX.  
Using binary mode to transfer files.  
ftp> ls  
200 PORT command successful  
150 Connecting to port 38509  
drwx--x--x 62 67630 8192 Nov 2 21:20 .  
drwxr-x--- 62 67630 8192 Nov 2 21:20 ..  
drwxr-xr-x 2 67630 6 Apr 26 2005 .AppleDouble  
-rw-r--r-- 1 67630 1625 Mar 11 2009 .htaccess  
-rwxr-xr-x 1 67630 9645 Mar 12 2006  
-rwxr-xr-x 1 67630 10935 Mar 12 2006  
-rwxr-xr-x 1 67630 39003 Mar 12 2006  
-rwxr-xr-x 1 67630 3142880 Sep 29 2005  
-rwxr-xr-x 1 67630 9545 Dec 22 2005  
-rwxr-xr-x 1 67630 17727 Dec 22 2005  
-rwxr-xr-x 1 67630 4388 Dec 22 2005  
-rwxr-xr-x 1 67630 8351 Dec 22 2005  
-rwxr-xr-x 1 67630 3036 Dec 22 2005  
[REDACTED]
```

What you've done



**Can you change
the options
available to
users based on
their current or
previous
behaviour?**

*'Teaching machine' textbooks
allow students to progress in
different orders depending on which
concepts need more explanation*

You have made a common error.

You made a mistake in the first question of the last asked to define 1 mg in SI coherent terms and you de the answer was 10^3 g.
You made this mistake because you failed to distinguish m (milli) and the prefix M (mega):

$$1 \text{ mg} = 10^{-3} \text{ g} = 10^{-6} \text{ kg}$$

It may well be that this error was the result of a case conversant with use of upper case and lower case symbols and prefix symbols.

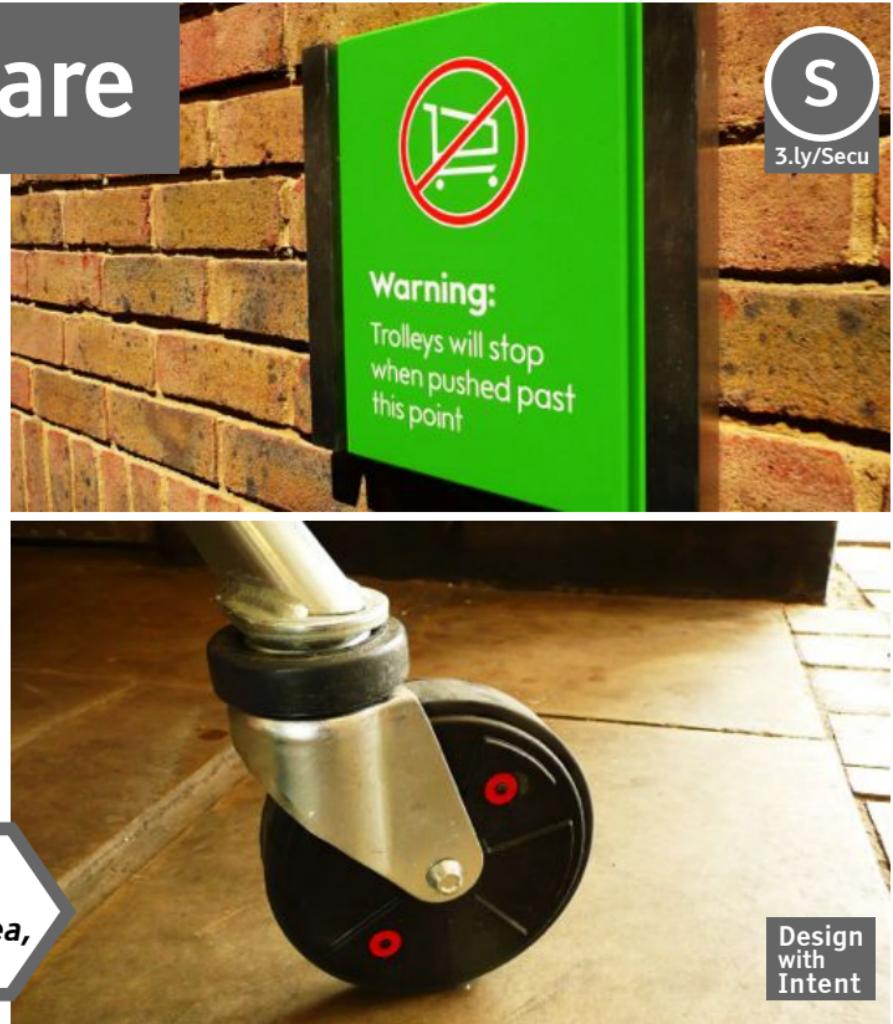
If you are not sure that you are conversant, you will page viii at the back of this book.

Now tackle the exercise below.

Where you are

Can you make different choices available to users depending on their location?

Some supermarket trolleys have devices fitted to lock the wheels when taken outside a defined area, usually an adjacent car park



Who or what you are

Can you use criteria innate to particular individuals, groups or objects to block or make different options available?

Artificial height restrictors attempt to allow only certain types of vehicles into a car park, by discriminating on vehicle height



How you can help

I couldn't have developed this toolkit without the help of an enormous number of people, who have offered ideas, comments and suggestions, as well as taking part in a series of workshops during 2008-10, trying out earlier iterations of Design with Intent.

The job isn't finished, however: this is only v.1.0 of the toolkit, and I'm hoping to be able to revise and improve it in the years ahead, with expansion into other forms and a lot more evidence for which patterns work, in what circumstances, and why.

If you'd like to help, there are three main ways:

Surveys

Please return to designwithintent.co.uk.

How do you judge whether a brainstrom / idea generation session was successful?

And do you / how judge it (if):

- diversity of ideas?
- diversity of ideas?
- diversity of ideas?
- diversity of ideas?

If the quality of ideas, how (mostly) is the assessment?

How often do you use regular cards, or cards or similar things in sessions?

Were the Design with Intent cards useful today?

At designwithintent.co.uk there are links to a number of different surveys designed to capture some of your impressions of using the cards, in different use situations (consultancy idea generation, workshop, educational project, etc). Your participation would be appreciated.

designwithintent.co.uk

Wiki

Design with Intent

Lodge Lens

Logic Lens

Logic design patterns for influencing behaviour

Challenges & Targets

Collections

Lessons going to R&D

Lessons

Each pattern (and each lens) has a corresponding wiki page, which, over time, with readers' input, will (I hope) grow to include more examples, expansions of concepts, references, clarifications and discussion. The wiki also ought to allow new patterns to be identified and discussed.

designwithintent.co.uk

Share your examples



If you've got examples of design for behaviour change — either your own projects, or ones you've come across elsewhere — which you're happy to share, please do get in touch. A Design with Intent book is planned, and it would be fantastic to feature reader submissions.

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Workshops, consultancy and research

If you find these Design with Intent cards useful, and think your organisation could benefit from a more detailed treatment of design and behaviour change, consider hiring Requisite Variety.

We provide consultancy at the interface between people and designed systems, across products, services and environments. We've recently run workshops for Philips Research and Jaguar Land Rover, and at the dConstruct 2011 and Interaction 12 conferences, and given internal talks for Ubisoft and Dyson.

Dan Lockton is the creator of the Design with Intent toolkit, and Requisite Variety is applying the insights and expertise developed through Dan's ongoing academic research, together with an explicit 'systems' viewpoint, to practical contexts.

Please do get in touch for more information, or to discuss how we could work together: dan@requisitevariety.co.uk



Requisite Variety