Personas and Goals
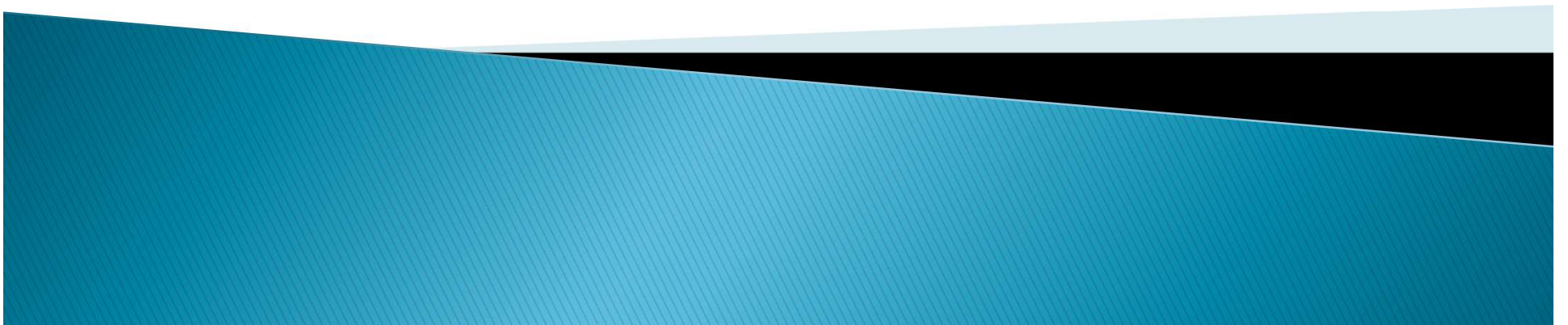
Why Model

"… to represent complex phenomena with a useful abstraction"

Personas are models of users

Why… to get insight as to how users behave, how they think, what they want to accomplish, and why.

Personas as a design tool:

- **Determine**: Identifies what the product should do and how it should behave
- **Communicate**: Provides stakeholders, developers, and other designers with a common language for discussing design decisions… keeping the focus on users
- Facilitates **consensus and commitment** by making it easier to understand users as real people
- Provides the means for **measuring** the design's effectiveness
- **Contributes** to ancillary efforts, like marketing and sales plans

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"To design a product that must satisfy a diverse audience of users, logic might tell you to make its functionality as broad as possible to accommodate the most people.

The best way to successfully accommodate a variety of users is to design for specific types of individuals with specific needs."

Otherwise you design a confusing potpourri of functionality for users to pick from.
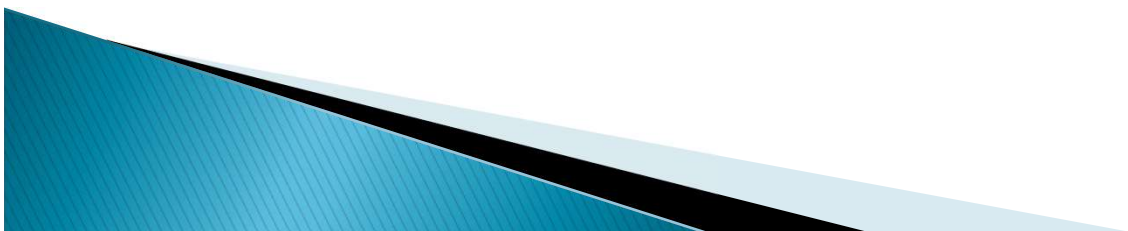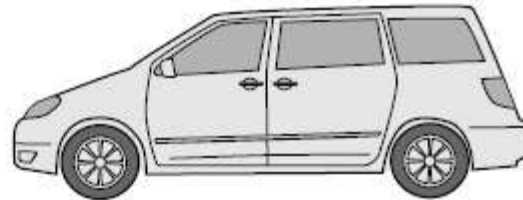
Design an automobile

Alesandro's goals
- Go fast
- Have fun

Marge's goals
- Be safe
- Be comfortable

Dale's goals
- Haul big loads
- Be reliable

Personas

- A simplified example of how personas are useful. If you try to design
- an automobile that pleases every possible driver, you end up with a car with every
- possible feature, but that pleases nobody. Software today is too often designed
- to please too many users, resulting in low user satisfaction
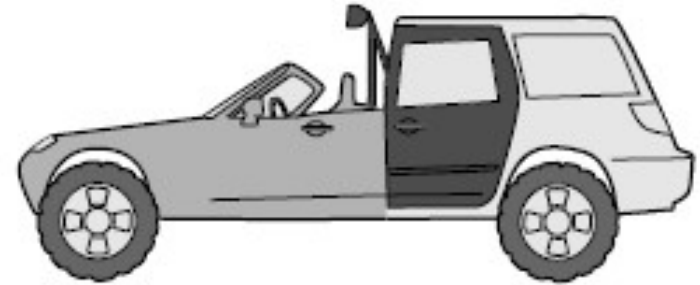
Design pitfalls that personas help avoid

Issues that arise during development:

1. The elastic user
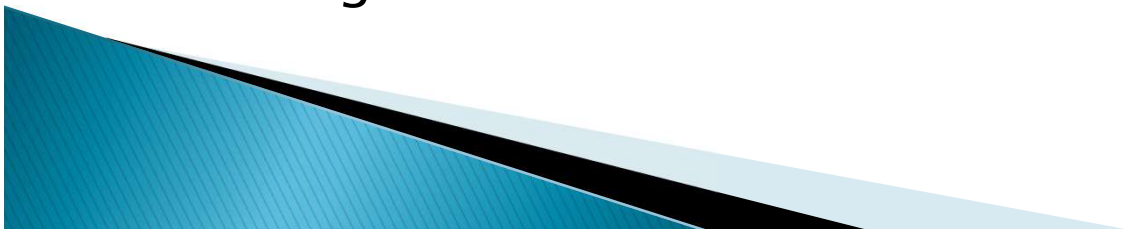2. Self-referential design
3. Edge cases

Users could be assumed to be computer literate or not... beginner, intermediate, or expert

Example:

Designing clinical products for users... trauma nurses, pediatric intensive-care nurses, and operating room nurses nurses.

They vary as to their specific needs, experience, ... One designers view of the user may not match that of other designers

Design pitfalls that personas help avoid

Issues that arise during development:

1. The elastic user
2. Self-referential design
3. Edge cases

Designers, more often than not, project their own goals, motivations, skills, and mental models onto the design… in designing with only the functionality in mind.

… with unrecognized and untested presumptions about who they are "designing" for

Design pitfalls that personas help avoid

Issues that arise during development:
1. The elastic user
2. Self-referential design
3. Edge cases

Developers <u>design for</u> edge cases… that may or may not ever occur…

… that real users would not create.

Example provided:

"Will Julie want to perform this operation very often? Depending on the answer, the function involved can be prioritized.

Why Personas are Effective

"Personas engage the empathy of the design and development team around the users' goals (users motivations).

… developed individually for different products"

Personas must be based on real-world observation.

- In context interviews of users
- Interviews with users outside their use contexts
- Information about users supplied by stakeholders and SMEs(subject matter experts)
- Market research data such as focus groups and surveys
- Market segmentation models
- Data gathered from literature reviews and previous studies.

Goal-Directed use of personas referred to as the Stanislavsky Method of interaction design

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Personas

- Personas are based on research
- Personas are represented as individual people
- Personas represent groups of users
  - Personas and reuse
  - Archetypes versus stereotypes
- Personas explore ranges of behavior
- Personas must have motivations
- Personas can also represent nonusers

Archetypes * versus Stereotypes

- Personas as archetypes
  - The original pattern or model of which all things of the same type are representations or copies : prototype; also : a perfect example
- Not stereotypes
  - Something conforming to a fixed or general pattern; especially : a standardized mental picture that is held in common by members of a group and that represents an oversimplified opinion, prejudiced attitude, or uncritical judgment

  - *Personas should be typical and believable, but not stereotypical*

User roles

- A user role or role model, is an *abstraction*, a defined relationship between a class of users and their problems, including needs, interests, expectations, and patterns of behavior.

- it is also possible that there are several people in the same role who think and act differently
- A procurement planner in the chemical industry thinks about her job very differently from a procurement planner in the consumer electronics industry.

user profile

- Many usability practitioners use the terms **persona** and **user profile** synonymously.
- There is no problem with this if the profile is truly generated from ethnographic data and encapsulates the depth of information the authors have described.
- User profiles often reflects Webster's definition of **profile** as a "brief biographical sketch."
- User profiles often consist of a name and a picture attached to a brief, mostly demographic description, along with a short, *fictional* paragraph describing the person.
- For instance, kind of car this person drives, how many kids he has, where he lives, and what he does for a living.
- This kind of user profile is likely to be based on a stereotype and is not useful as a design tool.

Market segmentation

A **marketing** strategy which involves dividing a broad target **market** into subsets of consumers, businesses, or countries.

Each segment/subset are perceived to have, common needs, interests, and priorities …

… and then designing and implementing strategies to target each segment

- ▸ Marketing personas shed light on the sales process, whereas design personas shed light on the product definition and development process

Why Personas are better than ...

User roles
- Reduces users to a list of attributes
- Example: Designing website for a car company with the user's role being that of a "car buyer"
- Clearly, buyers approach the "buying" task in different ways

User profiles
- Represented as a "brief biographical sketch"
- Often based on a stereotype

Market segments
- Seldom a 1-to-1 mapping of market segments *to* personas

Personas versus market segments. Market segments can be used in the Research phase to limit the range of personas to target markets. However, there is seldom a one-to-one mapping between market segments and personas.
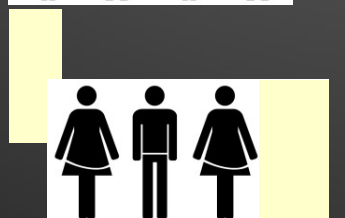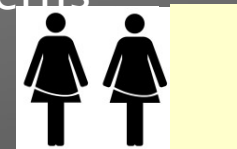

Market Segments

Segment 1
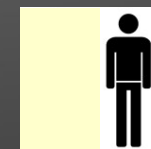
Segment 2

Segment 3

Pool of Interviewees

3 from segment 1
4 from segment 2
3 from segment 3

Personas derived from behavior patterns

Kate & Sara from Segment 1

Bob overlaps Segments 2 & 3

Ann is in Segment 3
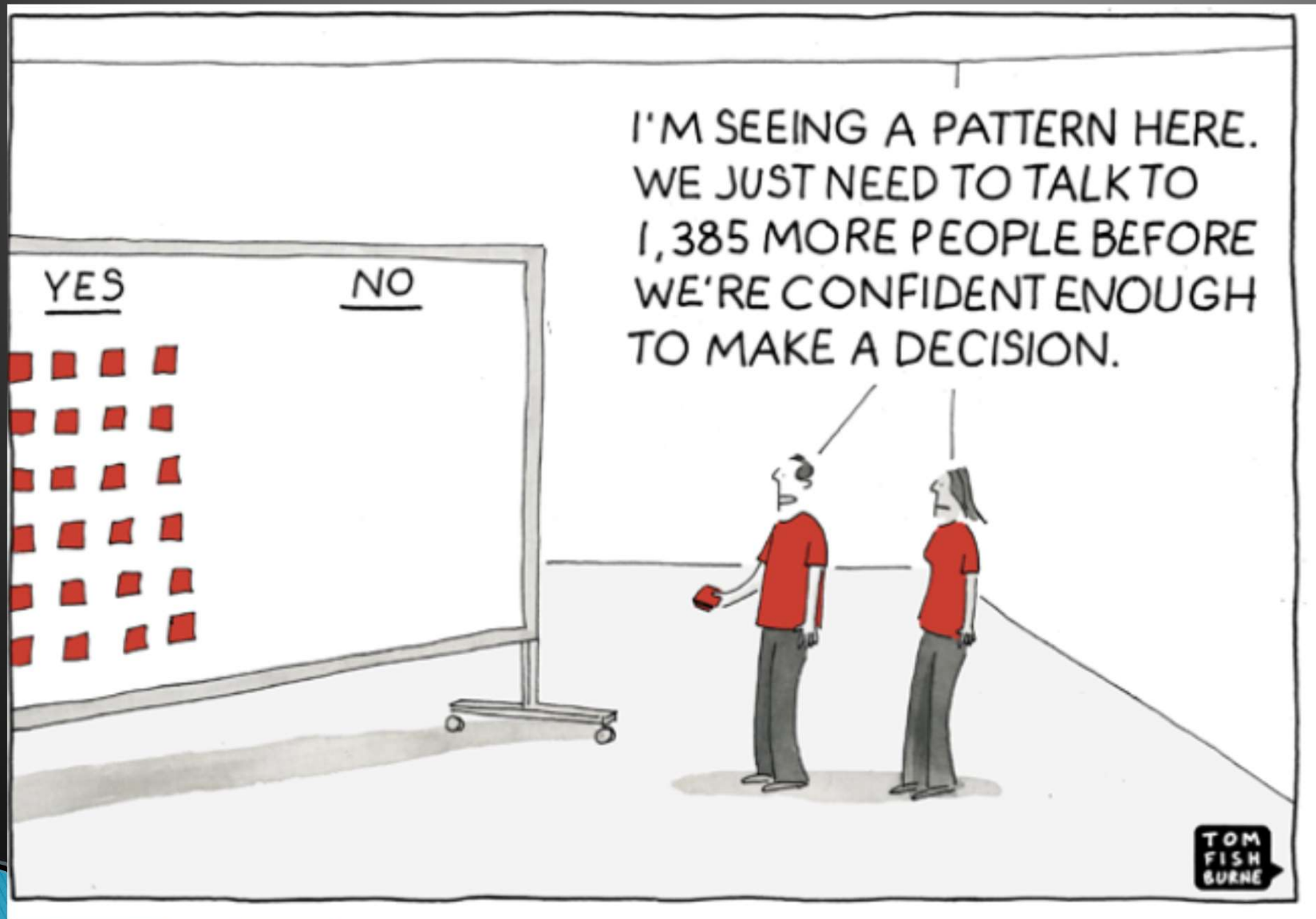
Get Them to Tell a Story

- humans are terrible at predicting their own behavior. If you ask any speculative questions, be prepared to listen with a healthy dose of skepticism.
- how they experienced a problem area in the past.
- If they have tried to solve the problem.
- What triggered their search for a solution?
- How did they look for a solution?
- What did they think the solution would do, before they tried it?
- How did that particular solution work out?
- And if they are struggling to remember specifics, help them set the scene of their story:
  - what part of the year or time of day?
  - Were you with anyone?
- As they are telling their story, follow up with questions about their emotional state.

- Use an interesting tactic to help their subjects get in story mode. When they are asking someone to take them through a purchase experience, from first thought through purchase and then actual product usage, they say: "Imagine you are filming the documentary of your life. Pretend you are filming the scene, watching the actor playing you. At this moment, what is their emotion, what are they feeling?"

Personas

- Personas are **not real people**, <u>but they represent them</u> throughout the design process.
- They are **hypothetical archetypes of actual users**.
- Although they are imaginary, they are defined with significant rigor and precision.
- A persona is simply **a fictional individual created to describe a specific user**.
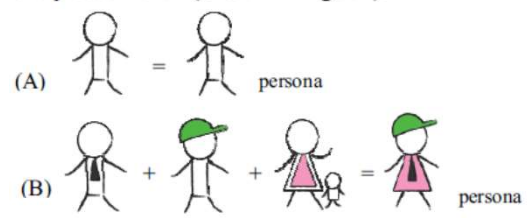- We cannot speak with every end user, then we **create a model that can represent those end users**.

Figure1. Is a persona a person or a mash up of people?
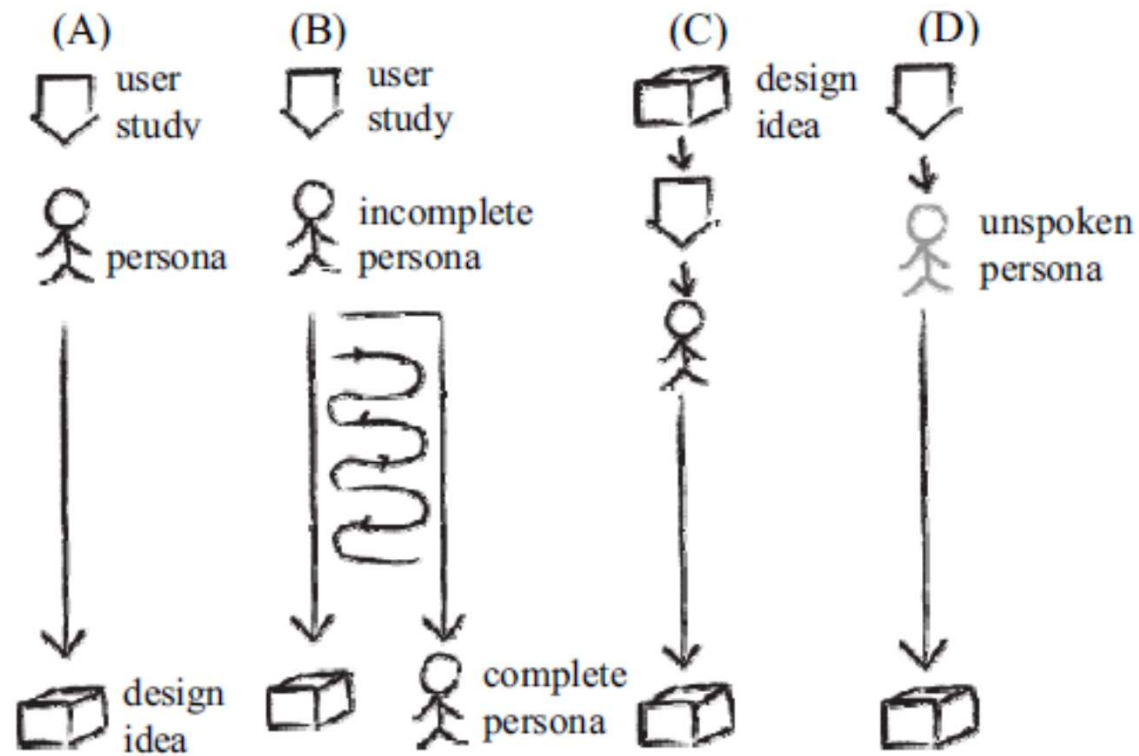
Figure3. Persona could be created in different stage in design.

Intuative   Educated

Hard-Working   Caring

Age: 48
Role: Pre-Service Coordinator (PSC)
Family: Children, grandchildren
Office: Home office, Corporate

Goals

- Complete patient case by deadline
- Get family involved in transitions, especially home health

A Day in the Life of a PSC

- "I review medical, PT and OT notes to see if members meet criteria for SNF admission. My goal is to minimize the number of unncessary SNF admissions."
- Wake up, get kids ready for school, drop kids at school, go to gym, then home
- Log in to nh Coordinate
- Participate in team hudle
- Check for new patients, under SNF/IRF tab
    - Check alerts
    - Follow up on open cases from previous day
    - Call to check on patients status
- Start working cases
    - Review clinicals, run n[...]
    - PAC Notes, mak[...] for review
    - Approve or de[...] and/or after MD[...]
- Call acute, and then S[...] [...]ails
    - Document calls
- Email or fax nH Predict reports to SNFs
- Transition to SNF chevron
- Constantly checking alerts and emails for

Some of these are clickable to take user to secondary page to further explore the bullet point

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Hel

Silver Tamm, MA in progress

Primary Persona

Age: 23

Education: Student of Art Institute of TLU, MA

Background

Occupation: Youth worker, art-teacher.

Silver is a first-year, full-load student of Art Therapy Master program at TLU. He works part time as an art-teacher and mentor in local Youth Centre and it allows him to dedicate decent amount of his time to the studies in TLU. He likes to dedicate his free time to team-sports and reading.

He is intermediate computer user, prefers Mac platform to Windows but able to use both. Silver likes fancy devices and owns iPhone which he uses a lot for socialising, checking transport timetables, paying for tickets and parking etc. For his studies Silver uses ÕIS.ee, ASIO and other digital tools of Tallinn University on his Mac.

Goals

- Ability to check timetable from his iPhone and see it in a simple and well presented form.

- Get notifications about canceled or rescheduled lectures

- Locate classrooms for upcoming lectures fast and avoid getting lost in the University campus

- Get access to academical calendar without searching for it on tlu.ee

- Receive reminders about important academic deadlines (such as curriculum registration for the next semester, registration for upcoming exams, applying for scholarships etc)

Age: 40

Education: BA in Architecture from Eesti Kunsti Akadeemia

Occupation: Blacksmith

Background

He works in a traditional smithy in Tallinn suburbs. He is very much into recreational weapon smithing which he does in his spare time and he is starting to sell his produce to local community of recreationists. He spent last 15 years locked up in an institution.

He is now studying **Recreation Management** at Tallinn University. The modern technological paradigm is very much alien to him. However, as a part of rehabilitation program, he was given the latest model of the most advanced mobile phone. He is not good with his time and oftentimes runs late, hence the new smartphone and everything it enables could be his saving line if only he could master it sufficiently.

Goals

- **To learn to use the system**: "I would like to be taken by the hand and led through the most critical functionality step by step"
- **To have access to staff contacts**: "I would like to be able to find contacts of my teaching staff as well as to know their reception hours and rooms"

PERSONA IV, THE PROFESSOR

Anto Wassermann, PhD

Supplementary persona II

Age: 63

Education: Moscow State University, 1975, MA in economics; Tartu University, 1995, PhD in economics

Occupation: lecturer

Background

63-year-old Anto Wassermann currently works as a lecturer in business administration at two universities in Tallinn. His work as an academic naturally requires certain IT competence.

While Mr. Wassermann can easily handle the MS Office software pack on his laptop, his skills as a user of mobile apps is pretty much limited to the set of apps that came together with his entry-level smartphone. Mr. Wassermann is aware of the touchscreen input principles and the existence of context menus. However he's often in trouble with predictive text input (and he does not know how to turn it off) and precise positioning of his thick fingers in app menus.

Perhaps his openness for the mobile things, somewhat unusual among the people of his age, comes from his love of nature. Whenever he's got time, he leaves the busy center of the capital and flees to

Goals

There are no mobile apps that Mr. Wassermann uses for work, but he'd like to be able to perform certain tasks or the go once in a while, for example, to **book a room** for lecture, to **check** if he remembers the **room number**, and sometimes to **accept student lists** and **set dates for exams**. After all, this will be more convenient than opening the bulky old laptop.

A 1.1 Creating personas

- Assignment 1.1
- Based on the results of contextual inquiry, create a set of personas for your project idea:
- Prepare a list of persona that contains persona type, gender, age, and list of goals for each persona.
- Choose the 3…5 most important persona types and create detailed personas about them.
- Submit list of personas and detailed personas on google classroom. Include A4 size PDF with each persona.

Grading criteria:

- personas cover all main target groups;
- each persona has 2…4 goals that do not overlap with other personas' goals;
- each persona has a name and a realistic photo;
- each persona has a realistic background info (age, gender, computer skills, interests, etc);
- persona type is included on each persona page (primary, secondary, etc);
- layout and design of personas;

Understanding Goals

"Goals are the drivers behind the behaviors."

"The product's function and behavior must address goals via tasks – in as few tasks as possible."

User goals and cognitive processing

Based on cognitive research

A structure for modeling user responses to product & brand

- ◦ Visceral: how user reacts to a product's visual and sensory aspects
- ◦ Behavioral: design & usability practices have focused on this
- ◦ Reflective: focus is user's conscious consideration and reflection on past experiences

- understanding personas is more about understanding motivations and goals than it is about understanding specific tasks or demographics.
- Linking up persona goals with Norman's model, top-level user motivations include:
  - **Experience goals**, which are related to visceral processing: how a user wants to feel
  - **End goals**, which are related to behavior: what a user wants to do
  - **Life goals**, which are related to reflection: who a user wants to be

Norman's structure for modeling user responses
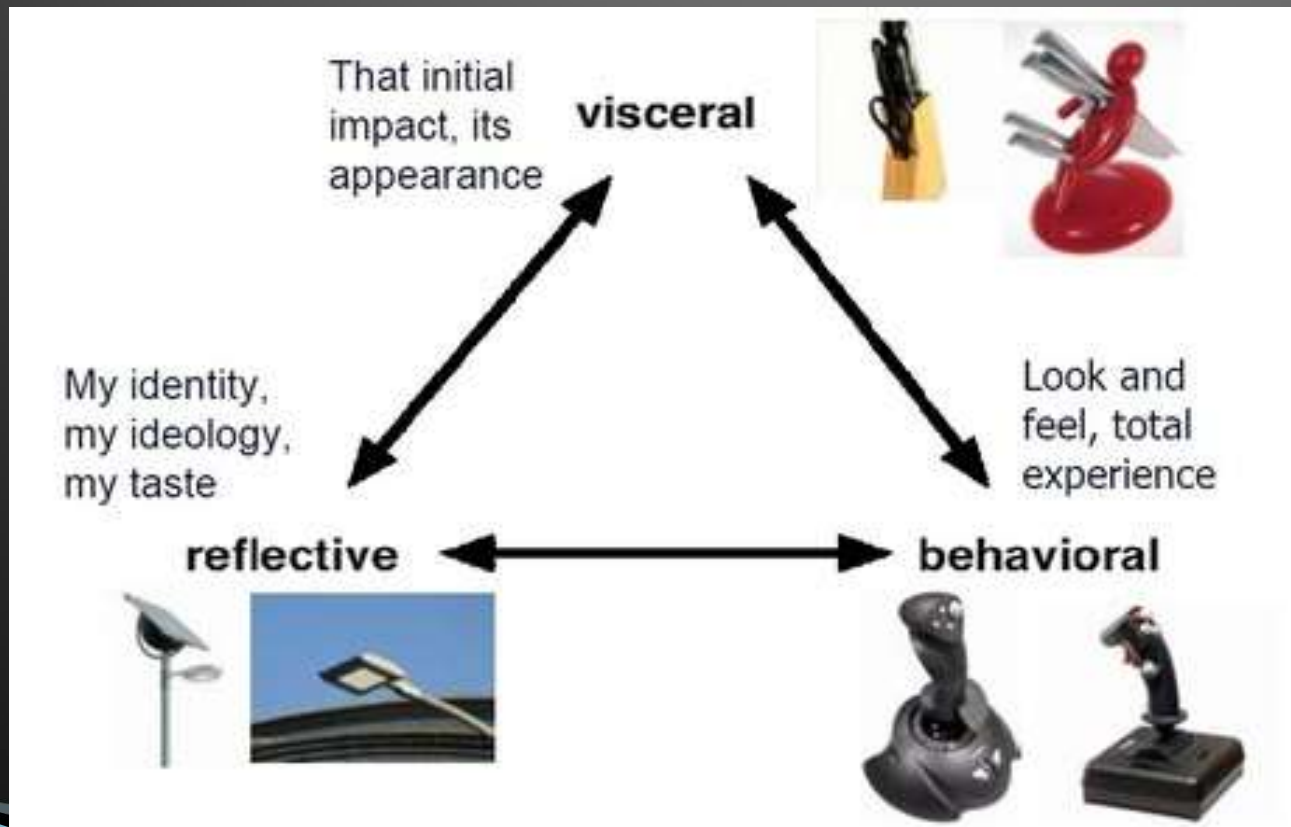
Designing for the visceral response

"The most important level of processing."
"The user reacts to a product's visual and sensory aspects… before significant interaction occurs."

The reaction reflects whether it is good, bad, safe, or dangerous…

Note: "Users initially judge attractive interfaces to be more usable, and that this belief often persists long after a user has gained sufficient experience with an interface to have direct evidence to the contrary."

… although such products may not deliver at the behavioral level

Designing for reflection

"... means designing to build long-term product relationships."

Products vary by context and use...

"Clearly some products stand little chance of ever becoming symbolic in people's lives."

Who are the users of Ethernet routers and other infrastructure support products?

All the above applies to the users of these products and the context in which they are used.

Interaction design of such products may make it increasingly difficult to support users' need to configure, test and respond to interrupts.

Designing for the Behavioral

… "day to day behavioral aspects of interaction design should be the primary focus of our design efforts,

with visceral and reflective considerations playing a supporting role."

"Getting the behavior design right… provides our greatest opportunity to positively influence how users construct their experience with products."
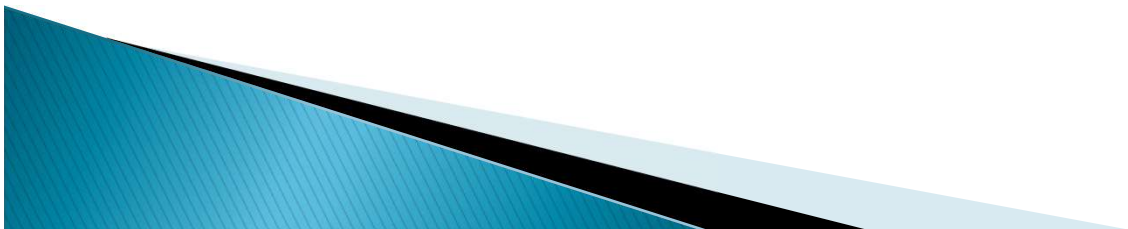
The three types of user goals

Life Goals (Reflective)	Who the user Wants to be
End Goals (Behavioral)	What the user wants to do
Experience Goals (Visceral)	How the user wants to feel

Experience Goals – how the user wants to feel

Feelings:
- To feel smart and in control
- To have fun
- To feel reassured about security and sensitivity
- To feel "cool or relaxed"
- To remain focused and alert

When products make users feel stupid, uncomfortable or frustrated…

Enjoyment disappears

Resentment increases

End Goals: What the user wants to do

"When you pick up a cell-phone or open a document... you have an outcome in mind." The product should facilitate achieving that outcome

"End goals must be met for users to think that a product is worth their time and money."

Expected end goals:

- Awareness of problems before they become critical
- Maintain connectedness with friends and family
- Clear my daily to-do list by 5:00 pm each day
- Get me the best deal

Life Goals – who the user wants to be

Transcends the context of the product design

▸ What are the user's long term desires, motivations, and self-image attributes that would connect the persona with the product?

▸ Obviously, the answer depends on the type of product

▸ … and dedication to a design that truly **facilitates** the user's ability to use the tool to achieve their goals

Fa·cil·i·tate: to make (something) easier …

to help cause (something): to help (something) run more smoothly and effectively.
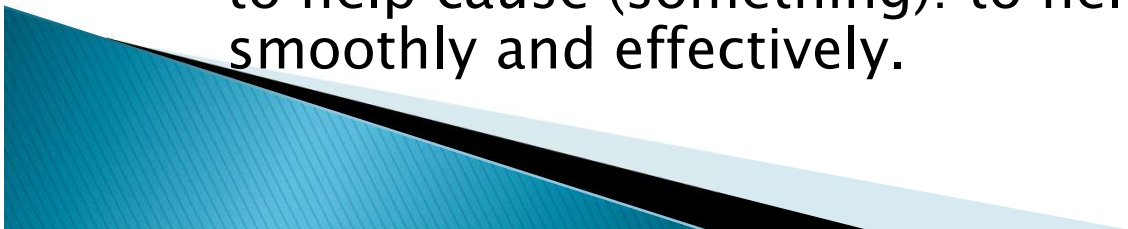
Nonuser goals

Customer, Business and Technical goals

Customers (parents, relatives, friends) have their own goals in relation to the product, but these goals should never override user's "end goals"

Business & organizational goals

What the product is expected to accomplish, for example

- Increase profits
- Increase market share
- Retain customers
- Defeat competition
- Use resources more efficiently
- Offer more products or services
- Keep it intellectual property (IP) secure
- Educate the public
- Raise enough money to cover overhead

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Nonuser goals

Customer, Business and Technical goals

"

Technical goals

Ease the task of SW creation, maintenance, scalability and extensibility (taking future enhancements into consideration)

Also:

▸ Use in multiple browsers
▸ Data integrity
▸ Execution efficiency
▸ Development language support
▸ Consistency across platforms

Successful products meet user goals first

"We can reliably say that we make the users feel stupid if we let them make big mistakes, keep them from getting an adequate amount of work done, or boring them."

DESIGN PRINCIPLE   Don't make the user feel stupid.

Constructing Personas

The goal... "constructing a set of personas to represent the diversity of observed motivations, behaviors, attitudes, aptitudes, constraints, mental models, work or activity flows, environments, and frustrations with current products or systems."

8 Step process:

1. Group interview of subjects by role
2. Identify behavioral variables
3. Map interview subjects to behavioral variables
4. Identify significant behavior patterns
5. Synthesize characteristics and define goals
6. Check for completeness and redundancy
7. Designate persona types (yes, for more than one type)
8. Expand the description of attributes and behaviors

Overview of the 8 step persona creation process

1. Group interview subjects by role
2. Identify behavioral variables
3. Map interview subjects to behavior variables
4. Identify significant behavior patterns
5. Synthesize characteristics and define goals
6. Check for redundancy and completeness
7. Designate persona types
8. Expand description of attributes and behaviors

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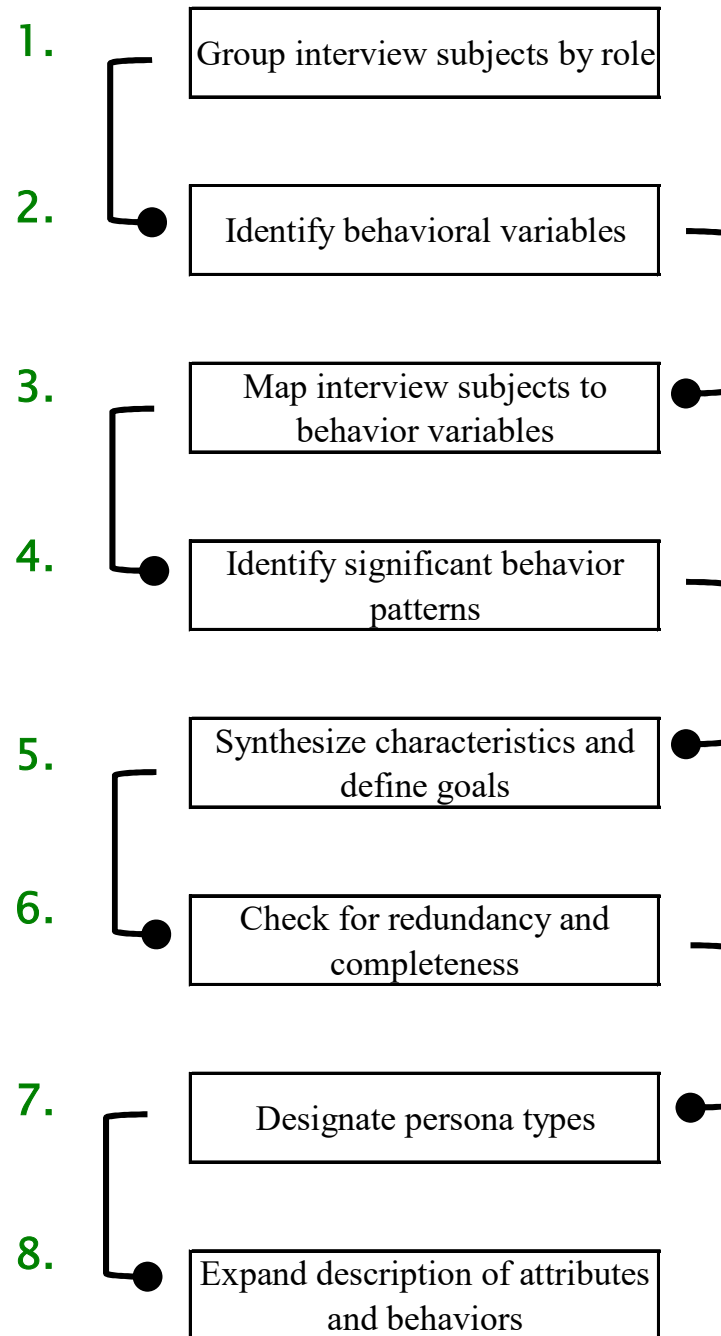
Step 1 and Step 2

Step 1: Group interview subjects by role
- For enterprise apps, roles usually map to job roles or descriptions
- For consumer products… it is more challenging

  attitudes or approaches to relevant activities or interests, lifestyle…

Step 2: Identify behavioral variables

Behavioral patterns can be derived by observing user - their:
- **Activities**: what the user does; frequency and volume
- **Attitudes**: How the user thinks about the product domain and technology
- **Aptitudes**: Associated with education and training
- **Motivations**: Why the user is engaged in the product domain?
- **Skills**: User abilities related to the product domain & technology

Step 3: Map interview subjects to behavioral variables

Service Oriented   **Price Oriented**

User 3   User 2   User 1, 4, 5

Necessity only   **Entertainment**

Users 1, 4   User 2   User 5   User 3

Example relates to users of an online store

Mapping interview subjects to behavioral variables

Interview subjects are mapped across each behavioral axis

Precision of the absolute position of an individual subject on an axis is less important then its relative position to other subjects

Cluster of subjects across multiple axes indicate significant behavior patterns

Step 4 and Step 5

Step 4: Identify significant behavior patterns

- A set of subjects that cluster into 6 to 8 different variables will likely represent a significant behavior pattern… and the basis for a *persona*

Step 5: Synthesize characteristics and define goals

- Goals and attributes are derived from **observed** behaviors
- Representative of a "day in the life" of the user
- *Details should include*:
  - Behaviors (activities and motivations)
  - The user environment
  - Frustrations and pain points relating to current solutions
  - Demographics associated with the behavior
  - Skill, experience or abilities relating to the behavior
  - Attitudes and emotions associated with the behavior
  - Relevant interactions with other people, products, or services
  - Alternate or competing way of doing the same thing, especially analog techniques

The process...

▸ List behavioral characteristics… observed behavior!

▸ Caveat… limit the pretend fictional biography (should not be a character sketch)

▸ Concrete data must support the design

▸ The authors strongly recommend giving the persona a *name* as well as *age*, *geographic location*, *relative income* (if appropriate) and *job title*.

Defining goals

▸ The cluster of interviews should allow you to infer the goals that lead to the persona's behavior…

▸ Goals must relate directly to the product being designed

▸ General experience goals such as "I don't want to feel stupid" and "I don't want to waste time" are typical

▸ Personas *and* business and social relationships

  ◦ Does behavior differ based on company size, industry, or family/social dynamic?

  ◦ It may be important to represent work flow or social interactions between coworkers or members of a family or social group

Step 6 Check for completeness & redundancy

- Did you miss anything?
- Make sure you persona "set" is complete…

Step 7 Designate persona types

- Design requires a target – a person
- To focus the design an the appropriate "audience"
- With multiple personas, prioritize … by designating persona types

"Find a single persona with needs and goals that can be completely & happily satisfied by a single interface without disenfranchising any other personas"

Step 7 Designate persona types (cont'd)

Six types of personas.. typically designated in roughly the order listed below:

1. Primary
2. Secondary
3. Supplemental
4. Customer
5. Served
6. Negative

1. Primary personas

▸ The main target of the interface design

▸ You may have a number of distinct primary persona interfaces as well as separate and distinct interfaces

▸ The primary persona maybe the target… but all other personas need to be satisfied

▸ If a consumer product has multiple primary personas, the scope may be too broad

| DESIGN PRINCIPLE | Focus the design for each interface on a single persona |

2. Secondary personas

- Should be mostly satisfied with the primary persona's interface
- Again, multiple secondary personas may indicate the product's scope is too big
- "… first design for the primary, then adjust the design to accommodate the secondary"

3. Supplemental personas

- Not "primary" or "secondary" but can be satisfied with the existing interfaces

4. Customer personas

- … that address the needs to customers, not end users…
- In enterprise environments, customer personas may be primary personas for their own administrative interface.

5. Served personas

- Not users of the product, but directly affected by the use of the product
  - a patient being treated by a radiation therapy machine
- Served personas provide a way to track second-order social & physical ramifications of products.

5. Negative personas

▸ Communication information for stakeholders and product team members… indicating that the product is **not** being developed to serve specific types of users

▸ Examples
  ◦ tech-savvy early-adopters for consumer products
  ◦ criminals
  ◦ less-harmful pranksters or trolls
  ◦ IT specialists for business-user enterprise products

Step 8 Expand the description of attributes & behaviors

The persona narrative

- ◦ The *majority* of the user research should be contained in the persona description
- ◦ The narrative should be no longer than one or two pages of prose
  - • one paragraph for every one or two bullet points from the characteristics in Step 5 (Synthesize characteristics and define goals)
  - • Not a short story (maybe a sketch of "a day in the life of…")
  - • Introduces the persona's job and lifestyle
  - • Express what the persona is looking for in the product
  - • No *design thinking* at this point

Again, the authors recommend attaching a photo to your persona… making them real

Personas in Practice

Misconceptions about personas

- That designers "make up" personas
  - Behavior patterns should be real and should come from actual ethnographic data
  - Misconception due to the use of fictional names and pictures
  - The detailed data gathering process is not followed

Personas aren't as useful as involving real people

- But… focusing on an individual user rather than aggregated sets of user behaviors makes it more likely that you may miss key behaviors

Personas in Practice

People don't do tasks
(consumer products & social systems)
- To "just see what users are doing" misses the point
- Users don't think in terms of tasks… User goals are the focus
- What do they want to accomplish

Personas are traceable
- Identifying specific traits that have been seen, documented and therefore traceable… is useful
- Note… interviewees rarely state or specifically demonstrate what their goals are

Quantifying personas

"How do you know that these personas truly represent the majority of users?"

They are not market segments – they represent user behaviors

"Personas represent behaviors using a product and, in terms of the interface, they do not always represent exclusive groupings."

"The primary persona may not represent a majority of the market alone, the combination of primary, secondary, and supplemental personas served by an interface typically does."

"Persona personality *survey*"

1 Revisit your behavioral variables and interviewee mappings to them.
2 For each variable, construct a multiple-choice question, the answer to which will distinguish between the different personas. (Note that sometimes multiple will have similar behaviors for a given variable)
3 Construct two to four more questions for each variable that ask the same different way. This helps ensure that participants are answering accurately.
4 Arrange the survey questions in random order.

"Persona personality *survey*"

5   Field test the survey with participants. Sample size is important. you can use an calculator such as http://www.surveysystem.com/sscalc.htm to find the sample size for your product.

6   Tabulate each participant's responses, tracking how many answers match each persona. The persona with the most responses for a given participant is the that participant has an affinity to.

7   Tabulate how many participants have an affinity to each persona, and divide this number by the number of total participants. This is the market size (percentage) your personas.

If the primary persona is not the largest segment, the effect of secondary & supplemental personas needs to be included in a single design.

When resources are limited: provisional personas

1. Useful rhetorical tools to clearly communicate assumptions about who the important users are and what they need
2. Use available data and the designer's best guesses about behavior, motivations and goals
3. This can help focus the product team and build consensus around product features and behavior.

The downside:

1. Focus is on the wrong design target
2. Focus on the right target but misses key behaviors that could differentiate your product
3. Difficult getting buy-in from individuals and groups who did not participate in their creation
4. Discredit the value of personas, causing your organization to reject the use of personas in the long run

When resources are limited: provisional personas

Important to do the following:

- ▸ Clearly label and explain them as such (maybe use 1st names)
- ▸ Represent them visually with sketches, not photos, to reinforce their provisional nature
- ▸ Try to use as much existing data as possible (market surveys, domain research, SMEs, field studies or personas for similar products)
- ▸ Document what data was used and what assumptions were made
- ▸ Steer clear of stereotypes (which is more difficult to do without field data)
- ▸ Focus on behaviors and goals, not demographics

Other Design Models

Work flow models (usually expressed in flow charts) to capture:

- A process's goal or desired outcome
- The frequency and importance of the process & each action
- What initiates or prompts the execution of the process and each action
- Dependencies – what must be in place to perform the process and each action, as well as what is dependent on the completion of the process and each action

Work flow models

- People who are involved, and their roles and responsibilities
- Specific actions that are performed
- Decisions that are made
- What can go wrong – errors and exception cases
- How errors & exceptions are corrected

"… captures all of the functionality but little of the humanity"

Other Design Models

Artifact models

What users "use" in their tasks and work flows

e.g. online or paper forms

… to identify *best practices* for the eventual design

Reminder: … analysis of goals and application of design principles leads to usability issues (Part II in the text)

Physical models

… elements of the user's environment

… layouts of physical objects that make-up the user's workspace… provide insight into frequency-of-use issues and physical barriers to productivity

Helpful in complex environments (e.g. hospitals, assembly line processing)

# Comparison of user profiles, personas, and scenarios

Document	Definition	Purpose	Content
User profile	Detailed description of your users' attributes	To ensure that you know who you are developing your product for, and who to recruit for usability activities	• Demographic data • Skills • Education • Occupation
Persona	A fictional individual created to describe the typical user based on the user profile	To represent a group of end users during design discussions, and keep everyone focused on the same target	• Identity and photo • Status • Goals and tasks • Skill set • Requirements and expectations • Relationships
Scenario	Story that describes how a particular persona completes a task or behaves in a given situation	To bring your users to life, test to see if your product meets the users needs, and develop artifacts for usability activities (e.g., tasks for usability tests, day-in-the-life videos for focus groups)	• Setting • Actors • Objectives or goals • Sequence of events • Result

1. Persona

Defines who the story is about. This main character has attitudes, motivations, goals, and pain points, etc.

3. Goal

Defines what the persona wants or needs to fulfill. The goal is the motivation of why the persona is taking action. When that goal is reached, the scenario ends.
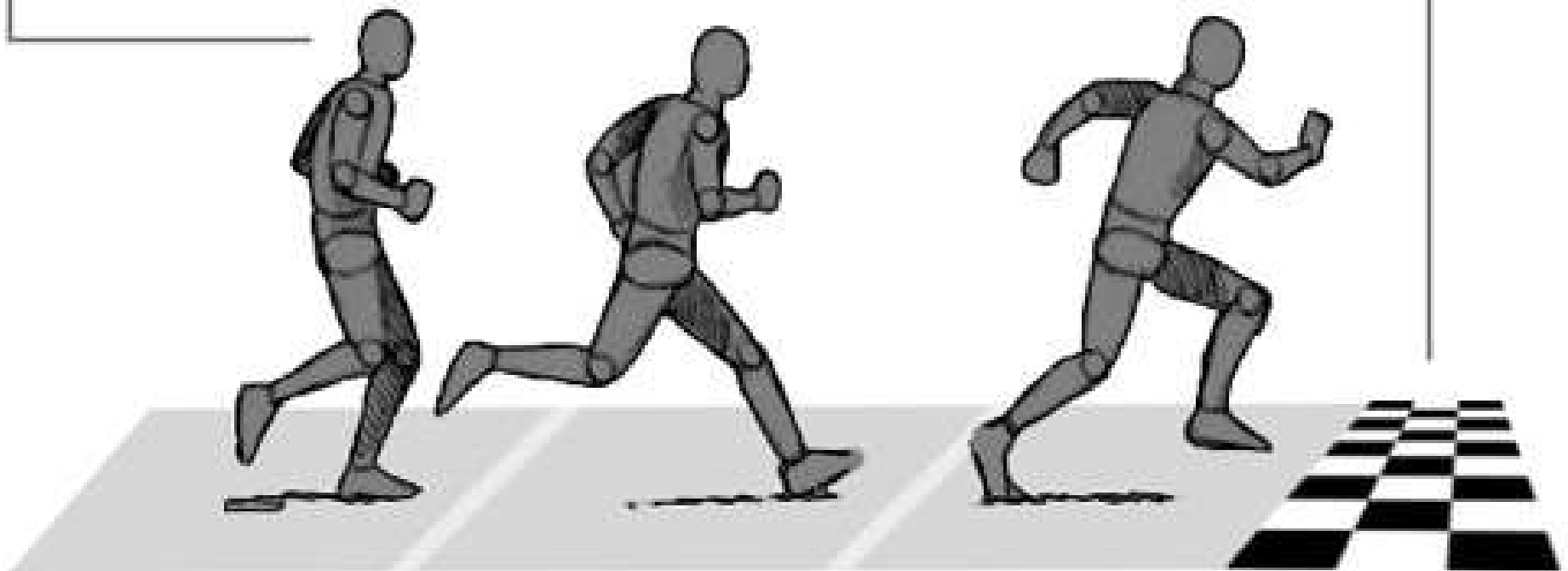
2. Scenario

Defines when, where, and how the story of the persona takes place. The scenario is the narrative that describes how the persona behaves as a sequence of events.

"You can write them on paper, but they are only words… The words have significance only if behaved. Behaviors have significance only if believed."

Isadore Sharp
CEO and Founder
Four Seasons Hotels and Resorts