The New UX Design Game

Why user experience design isn't what you think it is

Jeff Patton
Chief troublemaker, Comakers LLC
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Why user experience design isn't what you think it is

* I learned from Chris Atherton that showing you pictures of brains makes me look smarter

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I’m an art
school
dropout

As a UI developer, I was the man

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Until we shipped

Here's what we'll discuss:

1. UX design is [probably] not what you think it is
2. It's unnatural
3. The new design discipline

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1

It's probably not what you think it is

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User experience design isn’t about graphic user interfaces

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Our job isn't to build software,

we're here to change the world

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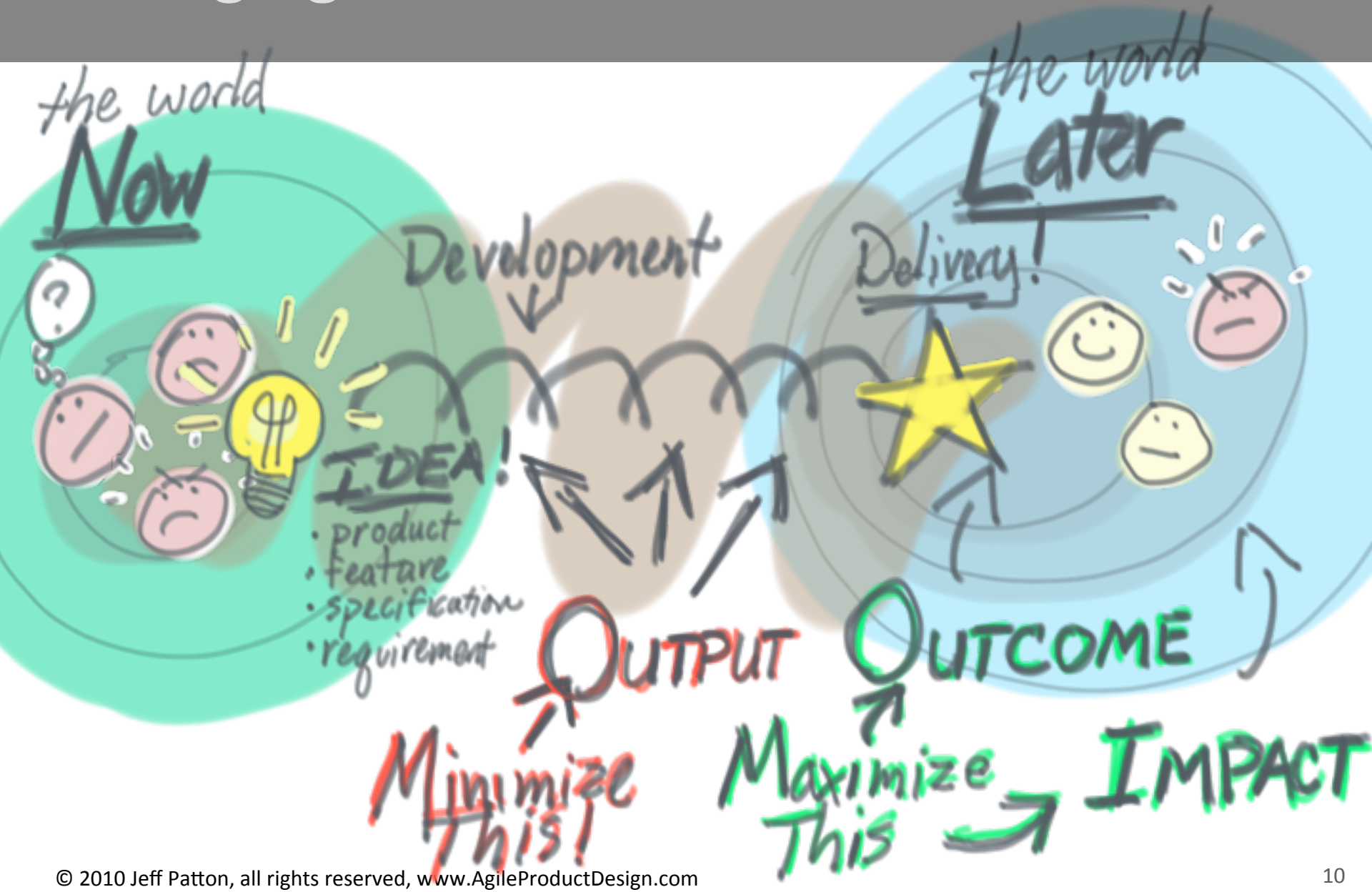
Changing the world for dummies



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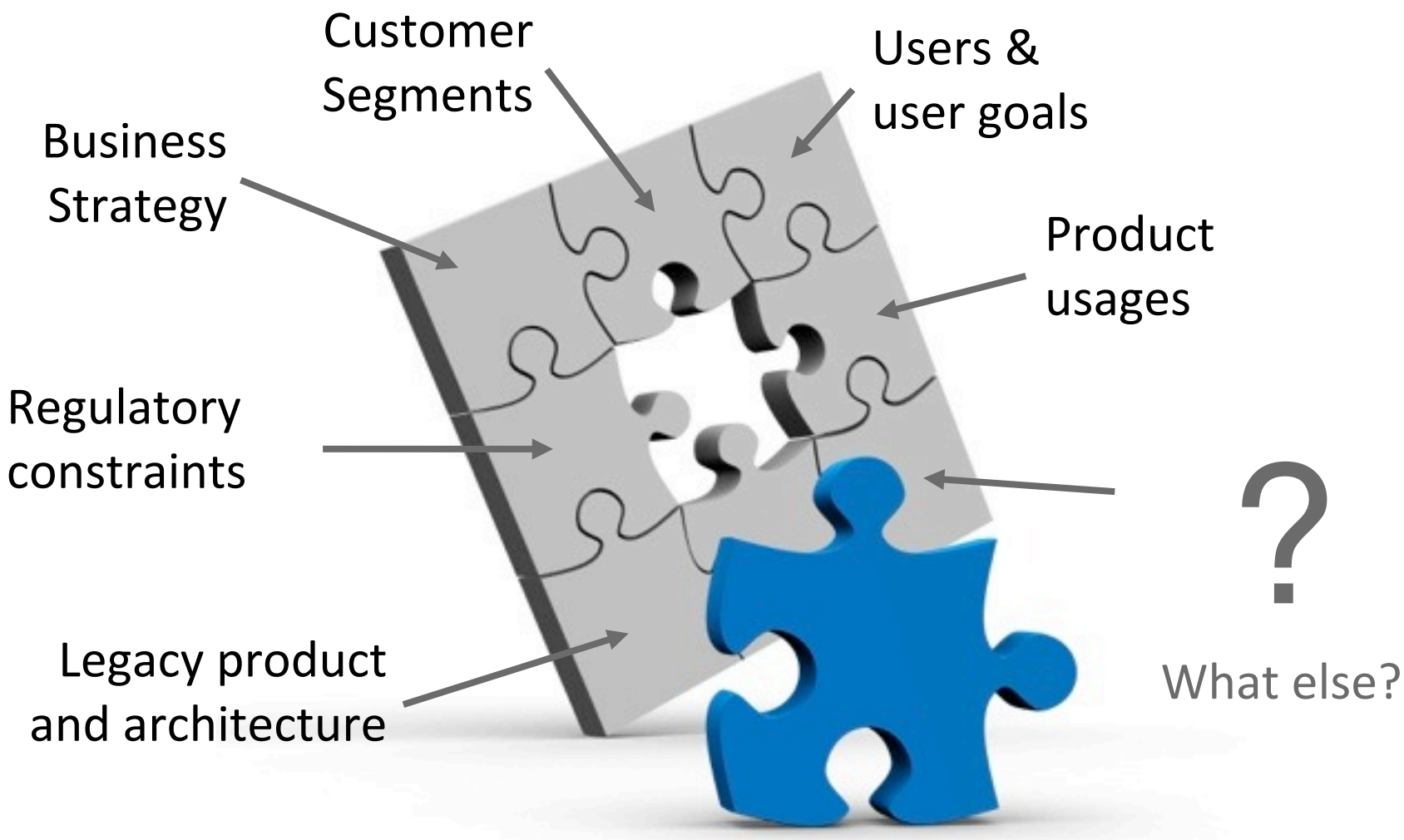
Context constrains and shapes the solution



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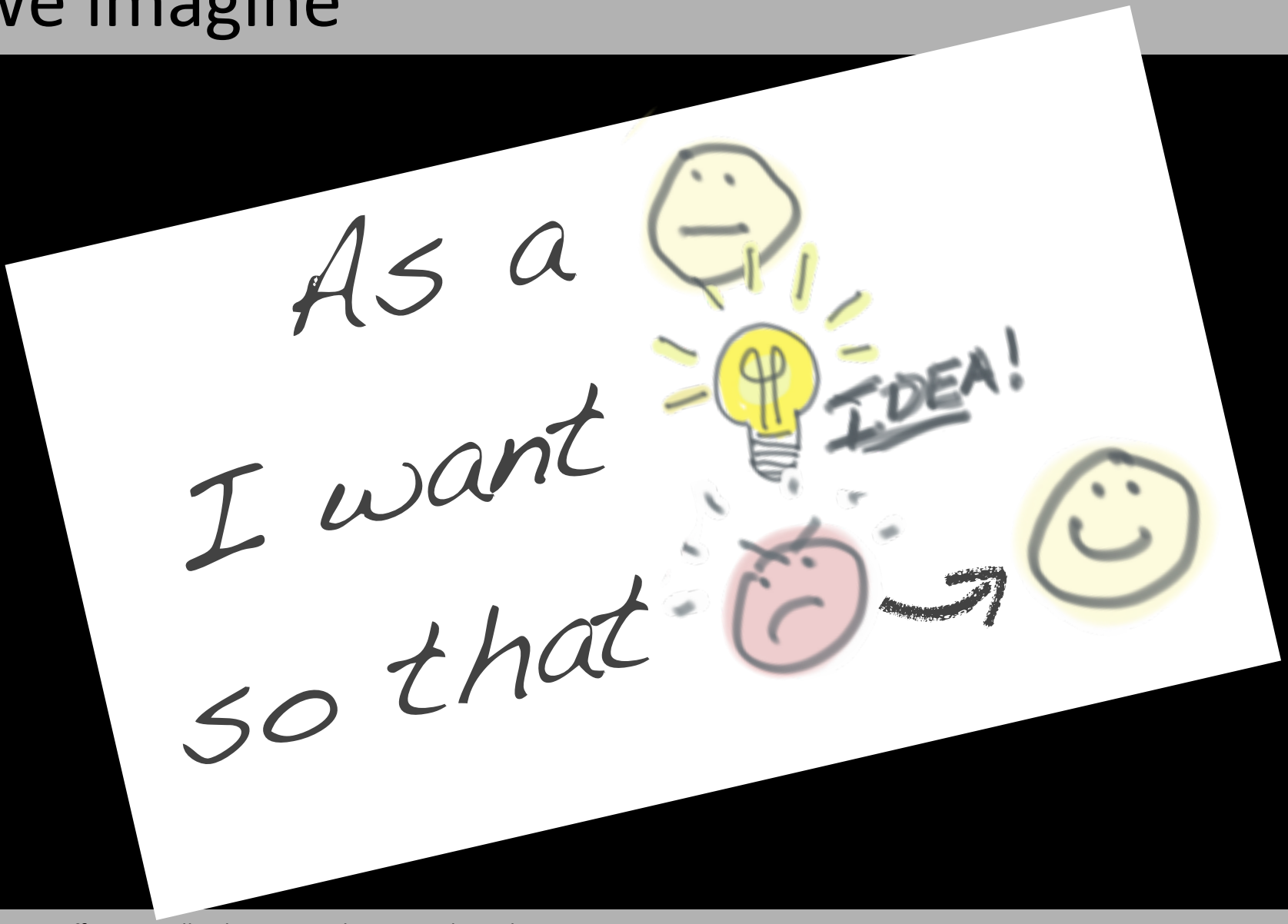
Agile stories are about the future world we imagine



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User experience has layers

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Build up from the bottom

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Build up from the bottom

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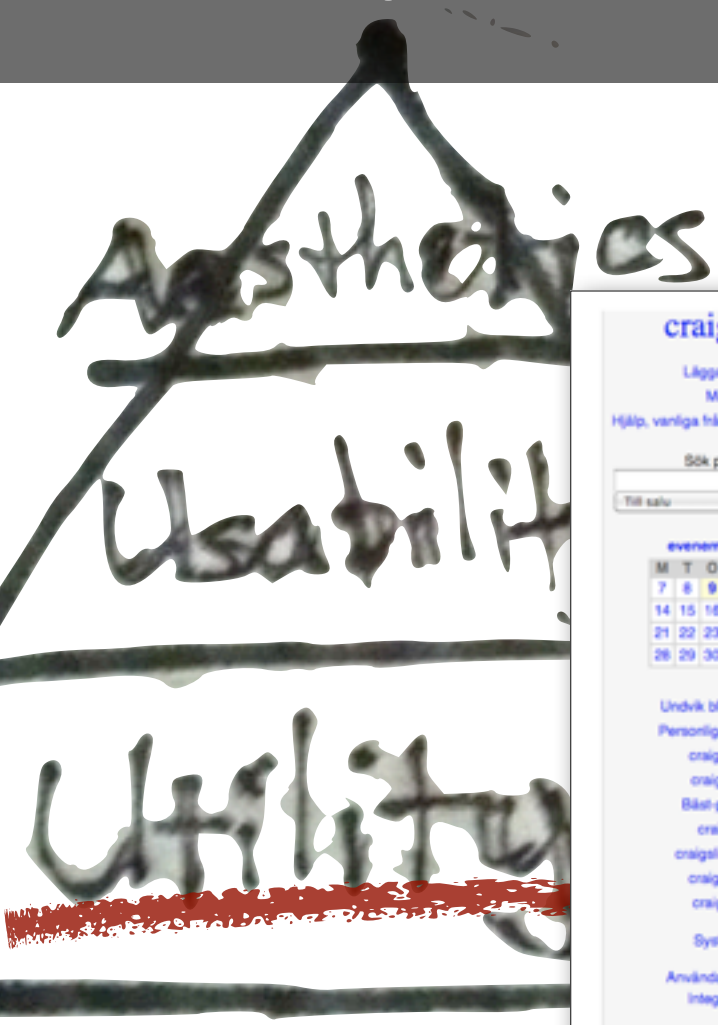
Build up from the bottom



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You must address a genuine user need

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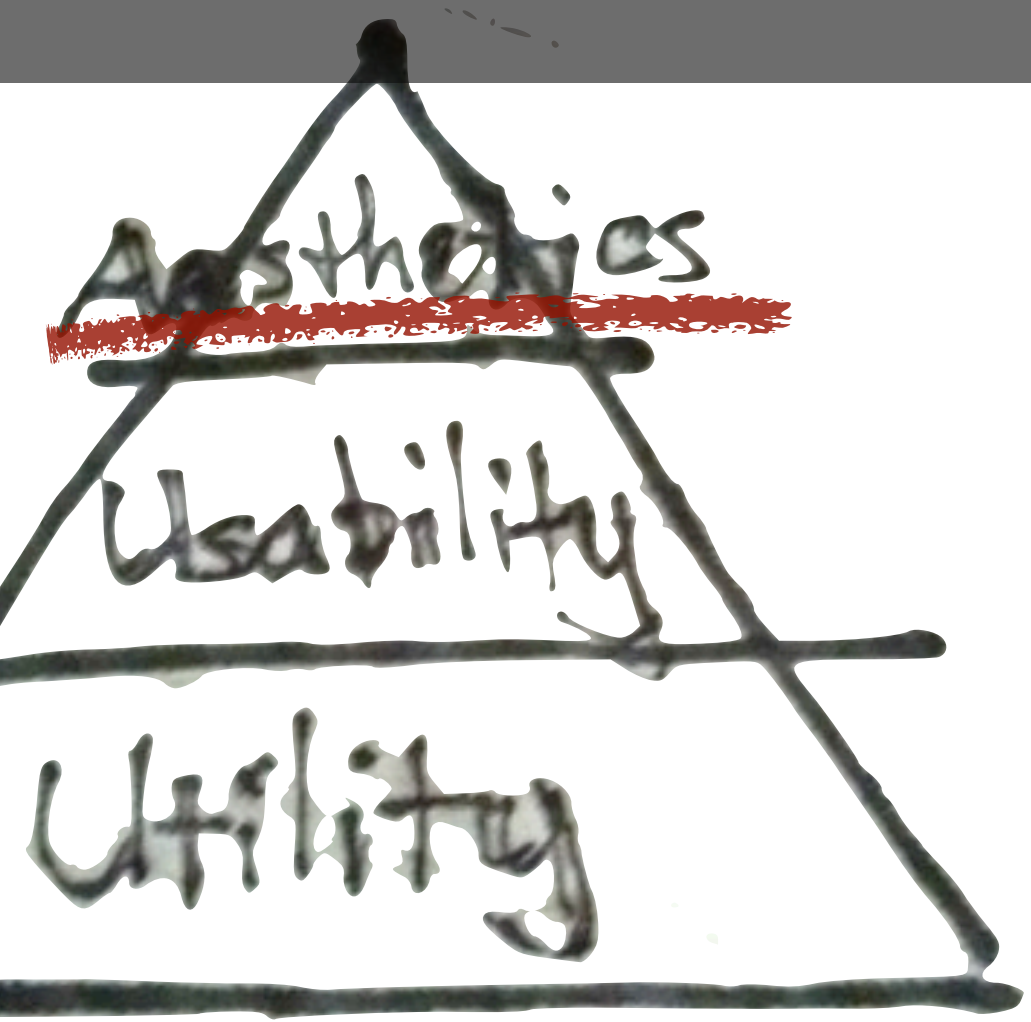
You can't fake it



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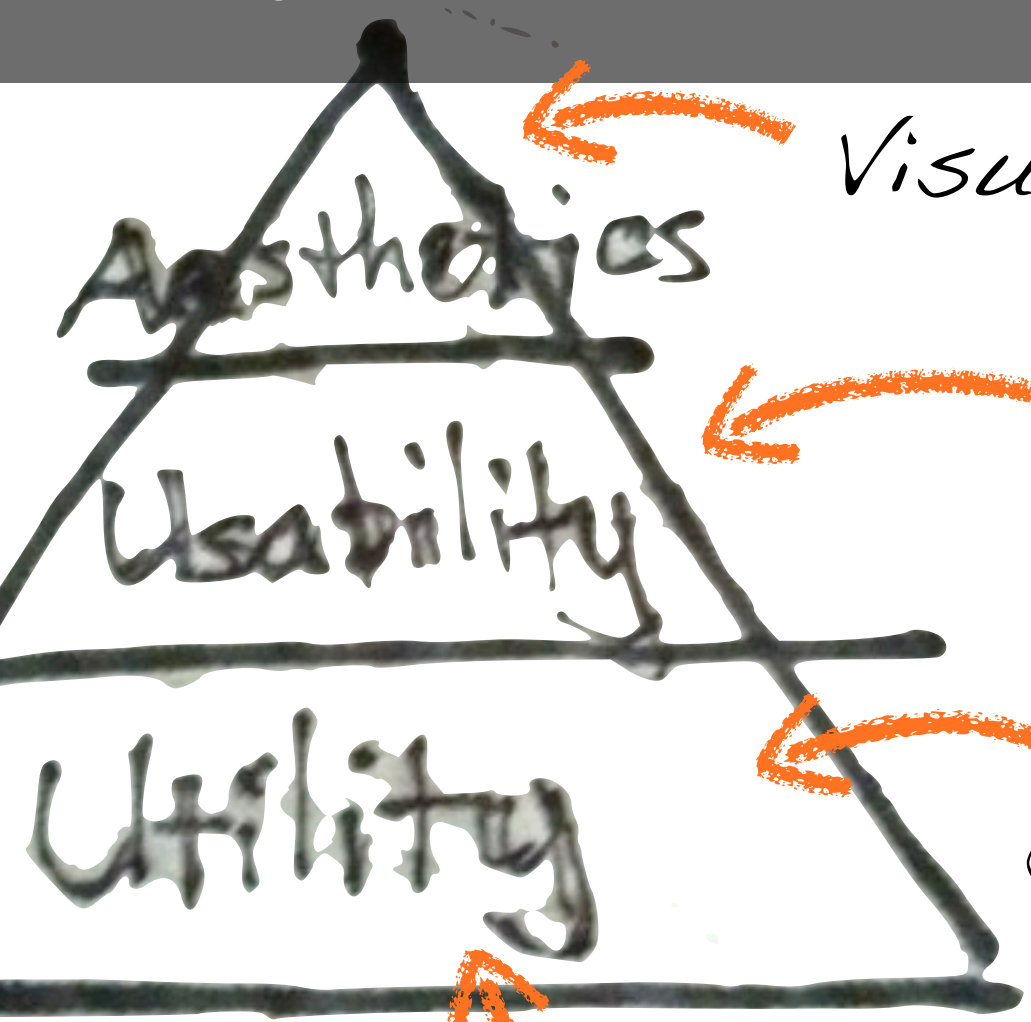
UX specialists address each level



Visual Designers

Usability Engineers

Interaction Designers (sometimes Information Architects)

Ethnographic Researchers

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2 Unnatural behavior

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Being user-centric is unnatural behavior

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FUBU

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FUBU's founders: Daymond John, Carl Brown, Alexander Martin, & Keith Perrin

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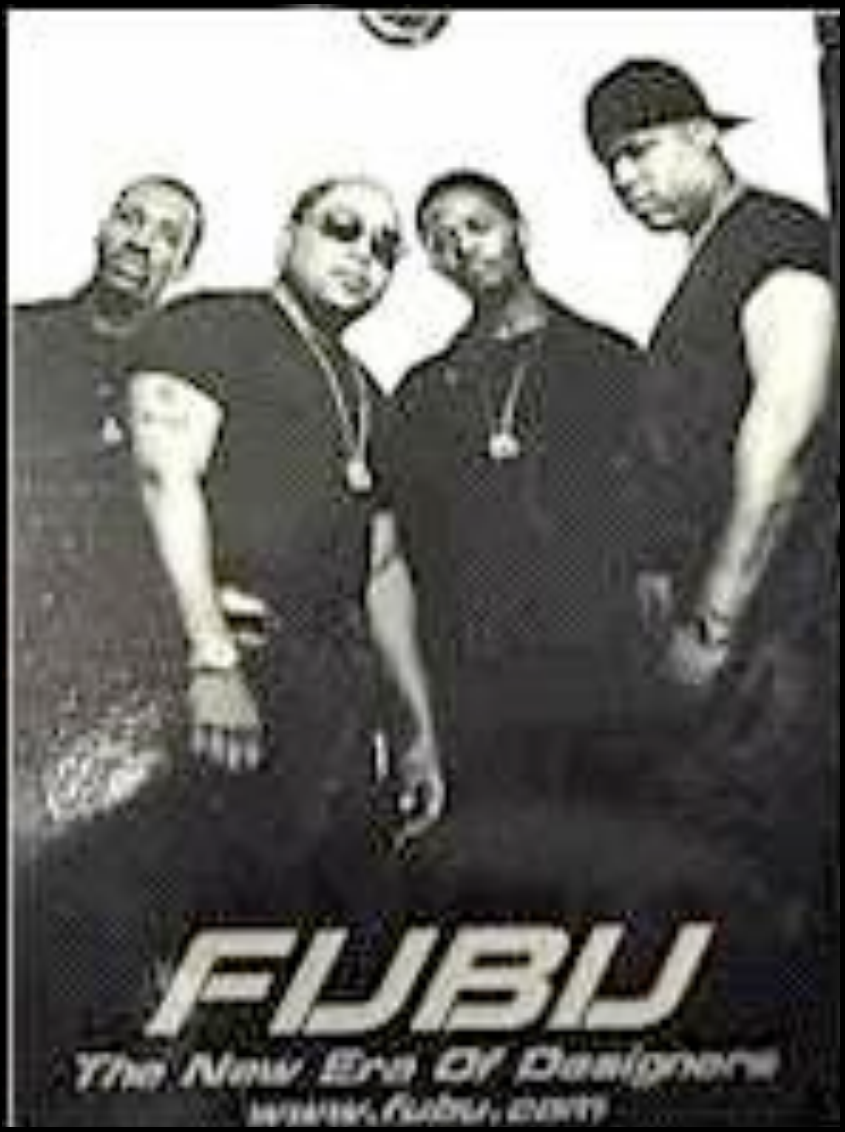

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FMBY

"For me by you" design

Users and stakeholders make design decisions for themselves and communicate their "requirements"

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MSU

"Making things up" design

when all else fails

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Failure mode #1:

“I care about users.”

“If I like it, so will they.”

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Failure mode #2

"I care about users, that's why I ask them directly what features they'd like built."

"I can't help it if they make bad choices."

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User-Centered Design holds the designer responsible for gaining deep user understanding

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Gemba

現場

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Imagine you're Jane Goodall…

don't do this do this

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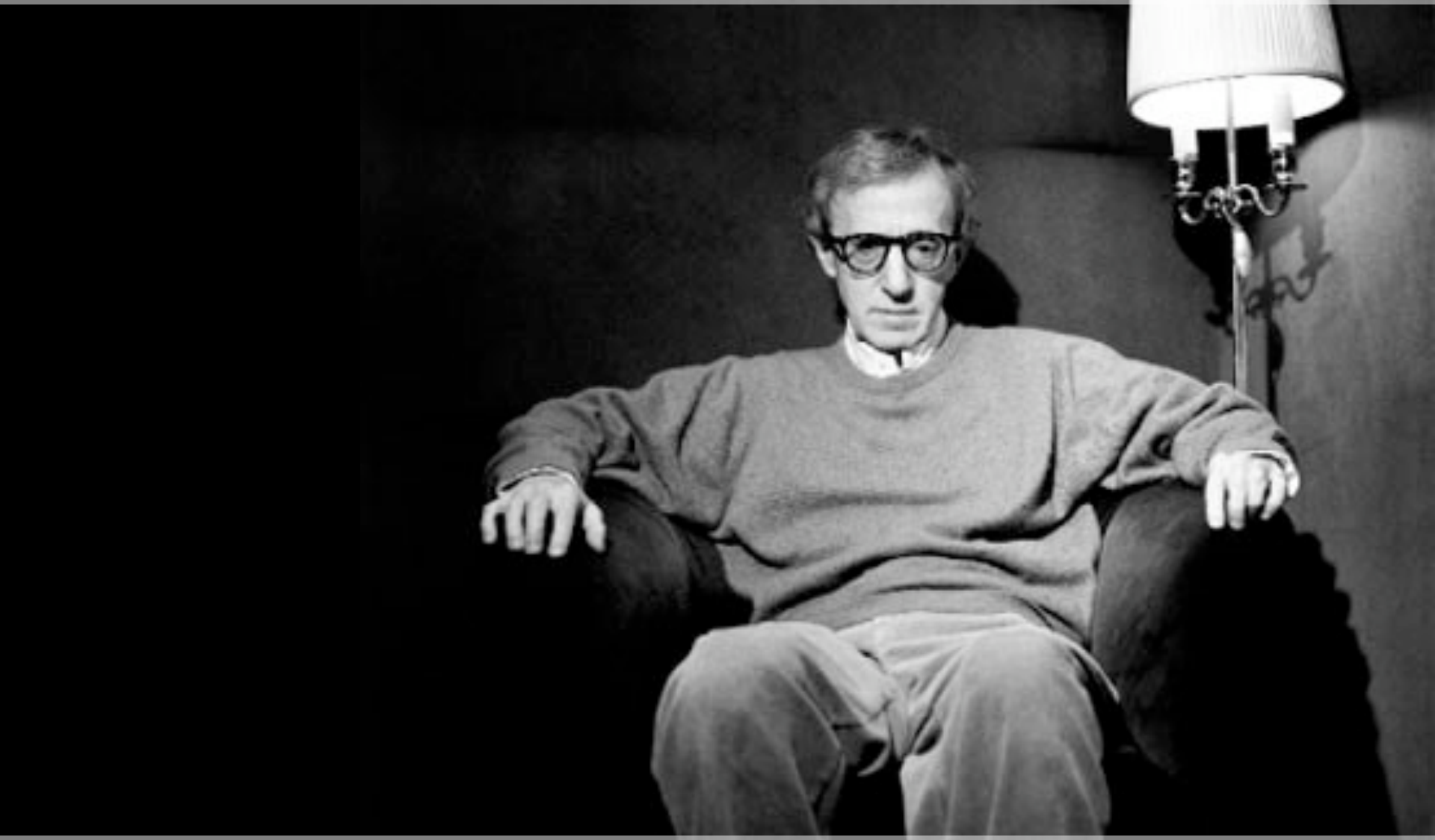
Ninety percent of life is just showing up.
--Woody Allen



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Show up

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It’s not capturing requirements

It’s more than research

It’s building empathy

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data ≠ empathy

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3

[the new] Design discipline

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Challenges designers have:

1. Designers design in “human-sized” chunks - the level of human activities
2. Designers often have to “battle” with others over utility decisions
3. Designers lack common language for design among themselves
4. Design has a “never done” quality - it can always be iteratively improved

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Salesforce.com's Craig Villamor describes their five phases of Agile UX adoption

Craig Villamor
http:/www.craigvillamor.com

1. denial
2. anger
3. bargaining
4. depression
5. acceptance

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UX design post-acceptance

life is better for everyone

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There's lots of evidence of new UX thinking

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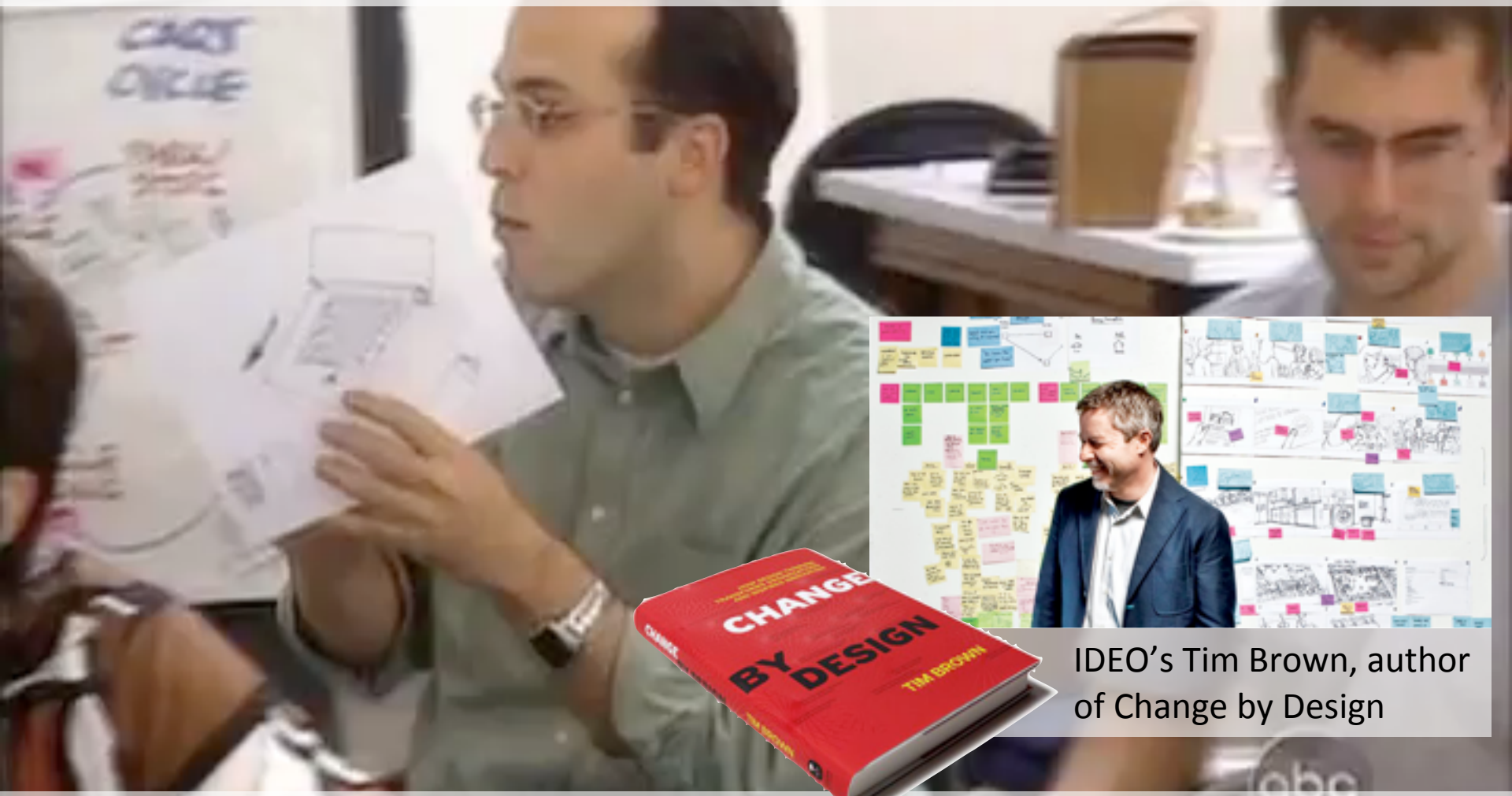
IDEO Pioneered Design Thinking, schools like Standford's d.school and the HPI School of Design Thinking teach it



IDEO's Tim Brown, author of Change by Design

IDEO's "Shopping Cart Video": https://www.youtube.com/watch?v=M66ZU2PCIcM

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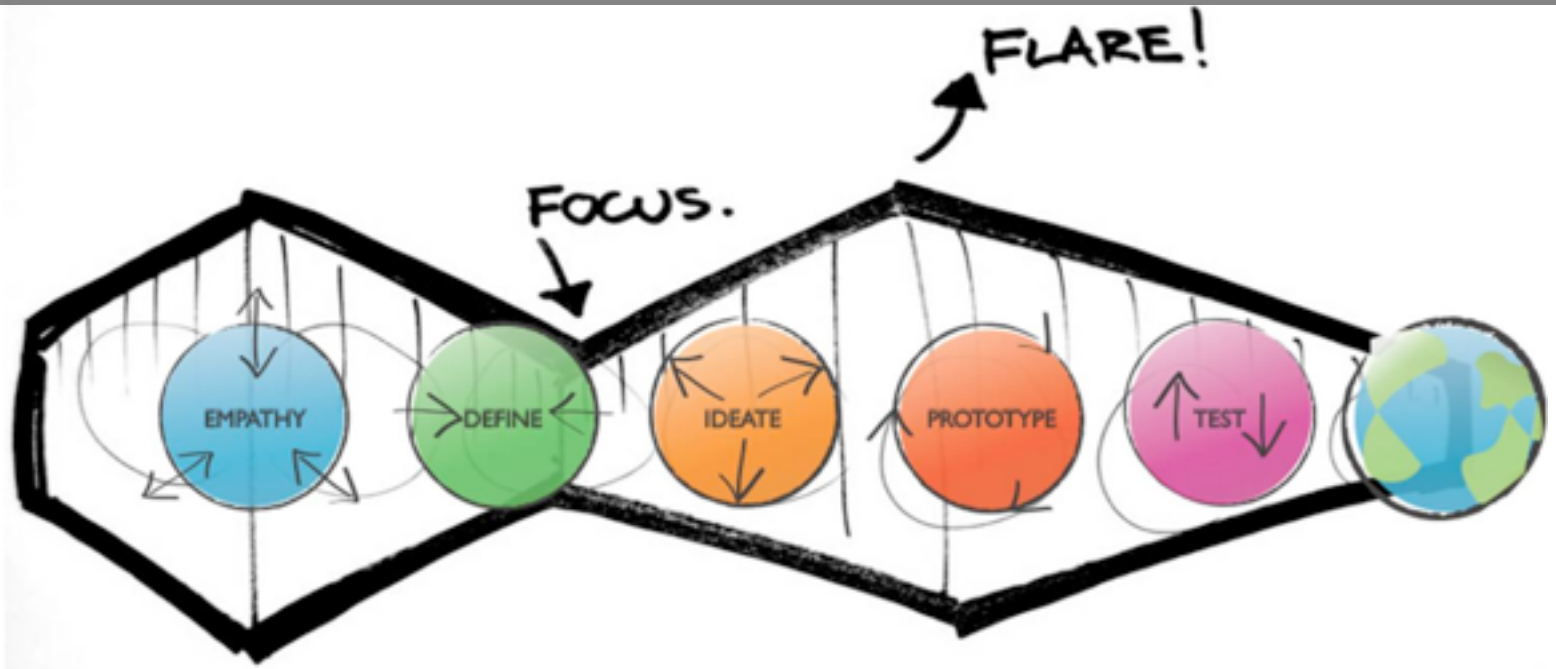
Design & Design Thinking



Design follows a basic flow from research to solution design

[It can sometimes be seen as an “ivory tower” activity for select individuals]

Design thinking leverages diverse teams, lots of collaboration, and user participation

[Design thinking asks everyone to participate, but still relies on strong leadership]

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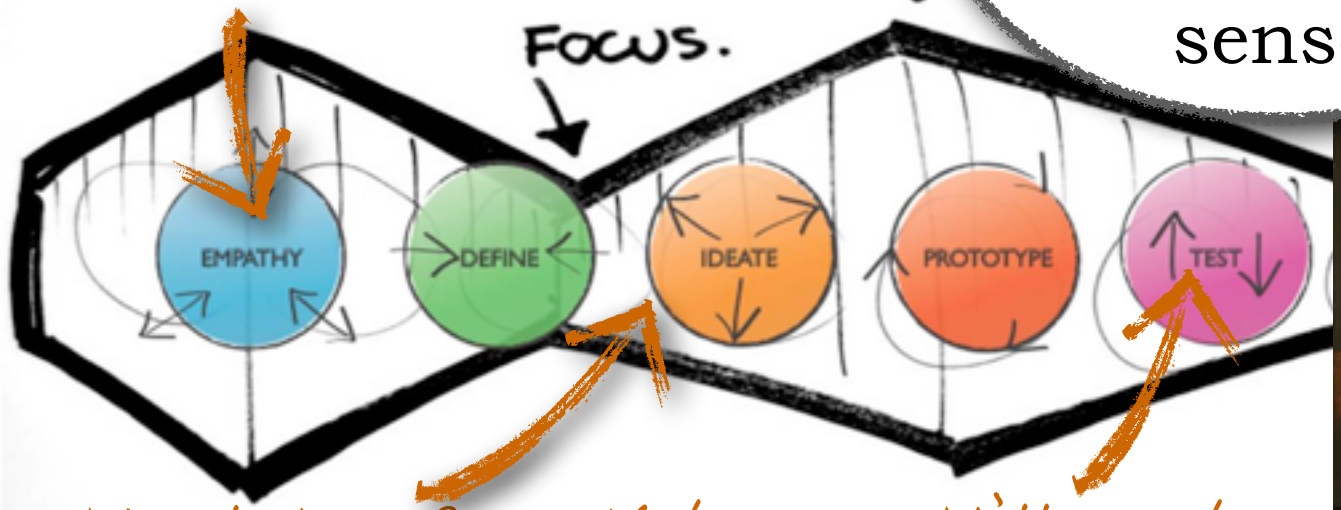
Design thinking seems like common sense, right?

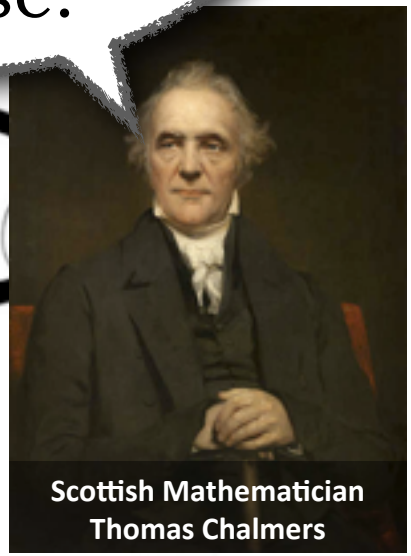
There is nothing more uncommon than common sense.

Understand the problem you're solving & focus on specific problems

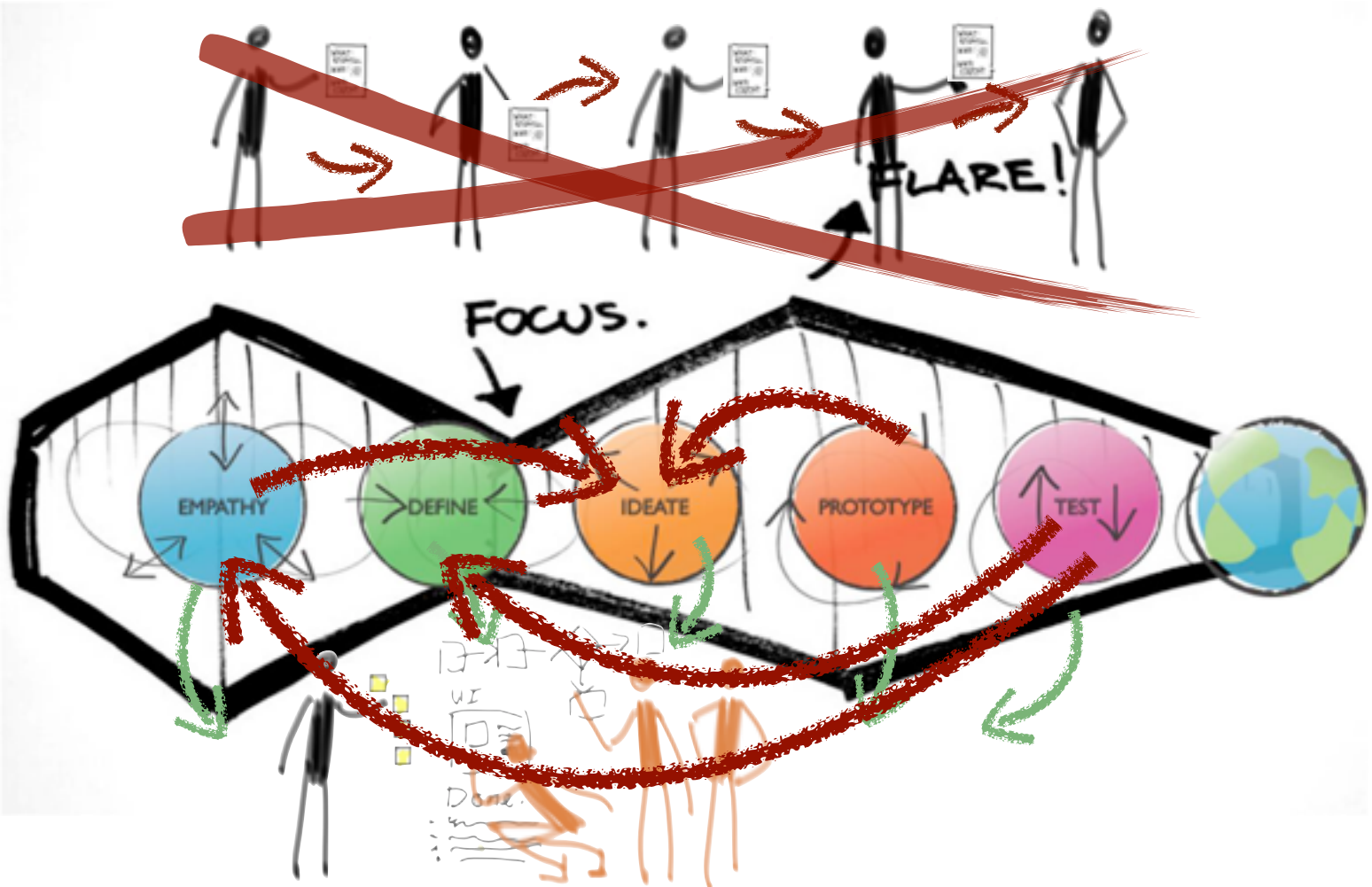


Consider lots of possible solutions

Make sure it'll work before investing big


Scottish Mathematician Thomas Chalmers

Different ways of thinking - NOT process roles, hand-offs, sequence and phases



Working as a design team demands more effective communication

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When we share and sign off a document we may believe we understand

Discussion, drawing, and simple models help us detect differences

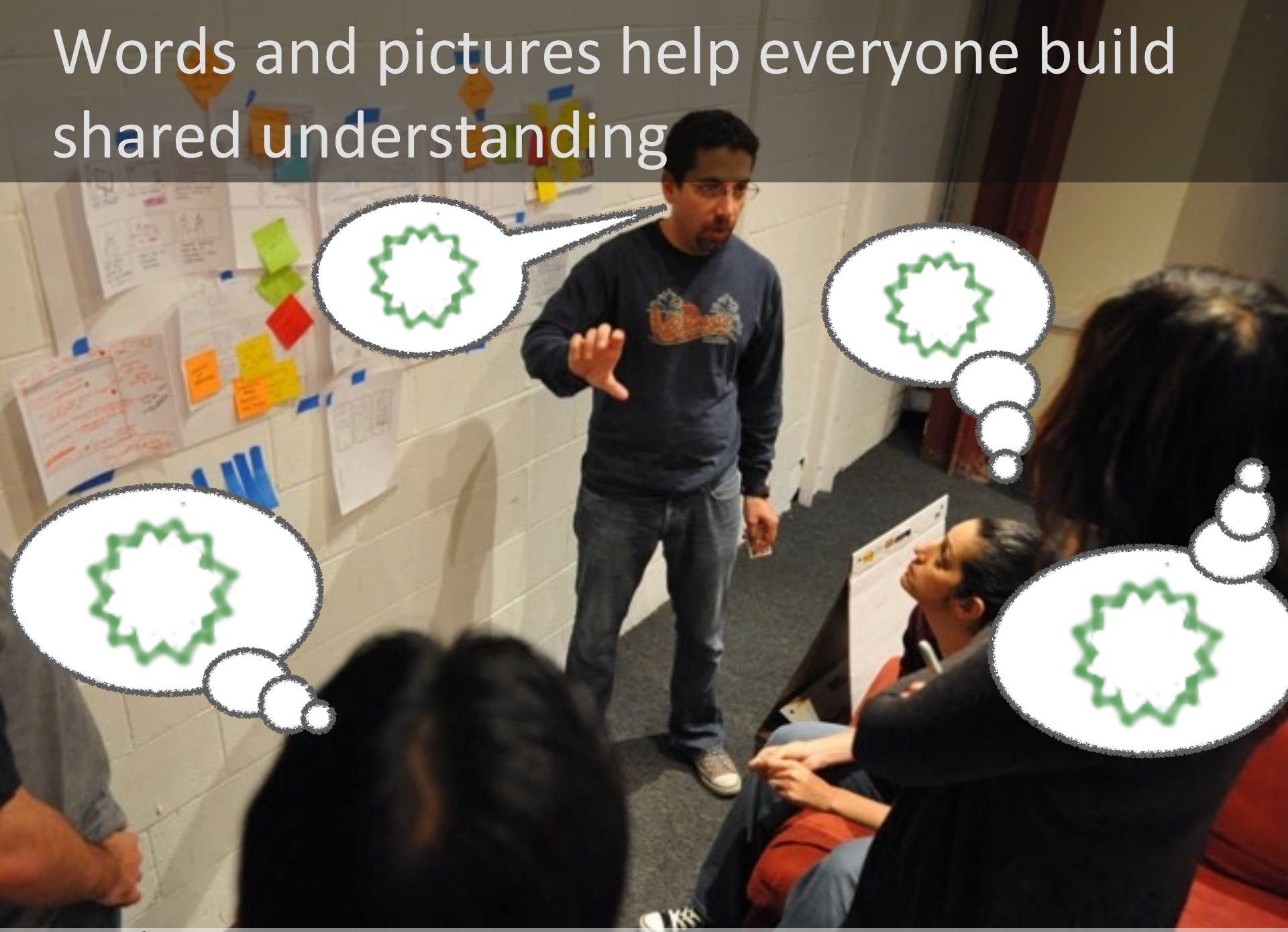
Use discussion and modeling to build a better shared understanding

After modeling and discussion when we say the same thing, we actually mean it

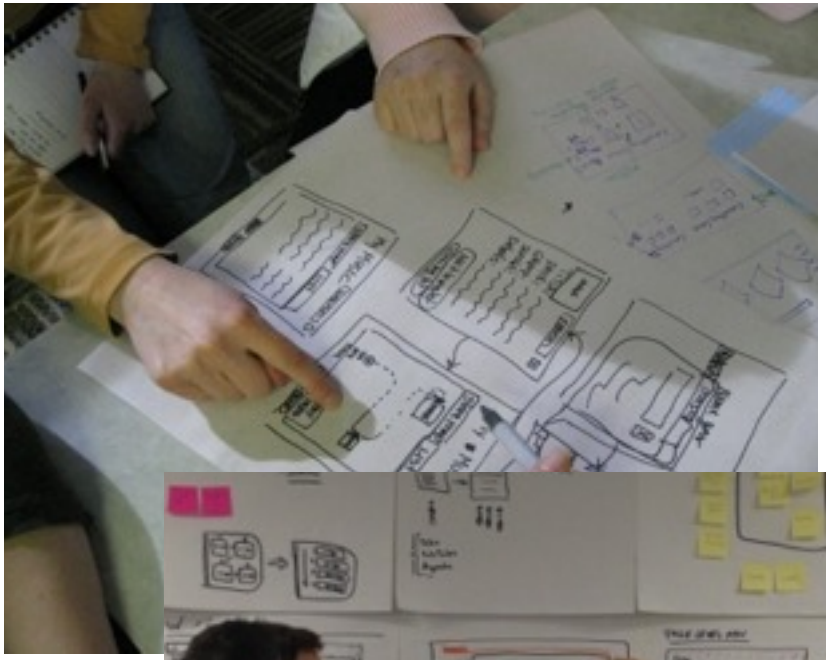
Shared understanding and **alignment** are the objectives of collaborative work

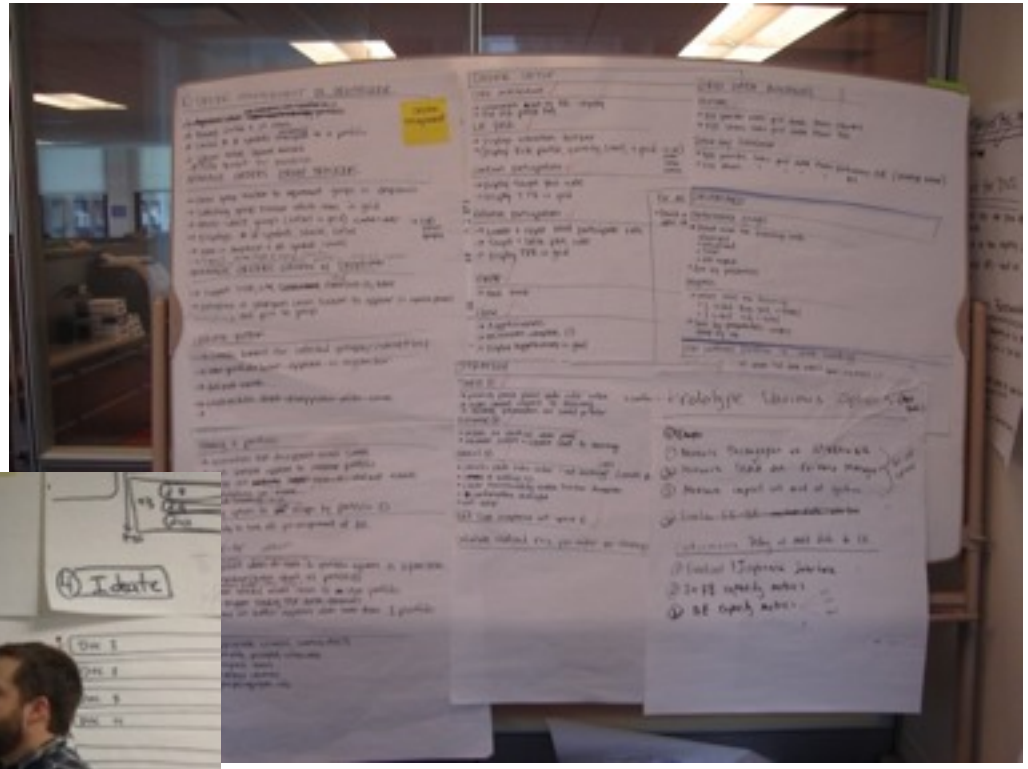
Shared documents aren’t shared understanding

Words and pictures help everyone build shared understanding



To build shared understanding, use sketching and recording on walls and whiteboards





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What you record during conversations works like a vacation photo

Looking at it helps you remember details that aren't in the photo

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Designers act as experts and guides

Leah Buley
www.adaptivepath.com/aboutus/leah.php

"Design isn't a product that designers produce, design is a process that designers facilitate."

-- Leah Buley

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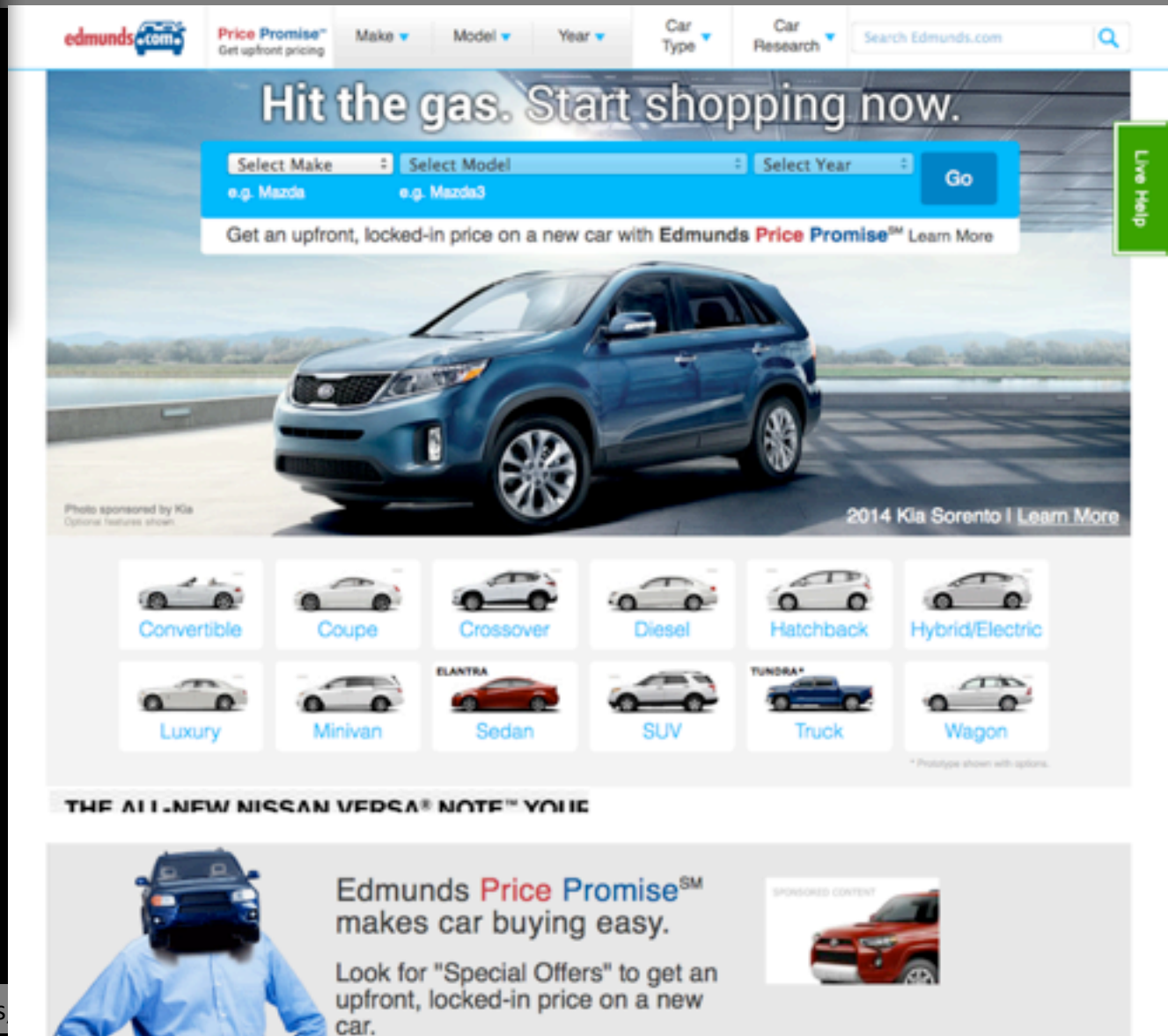
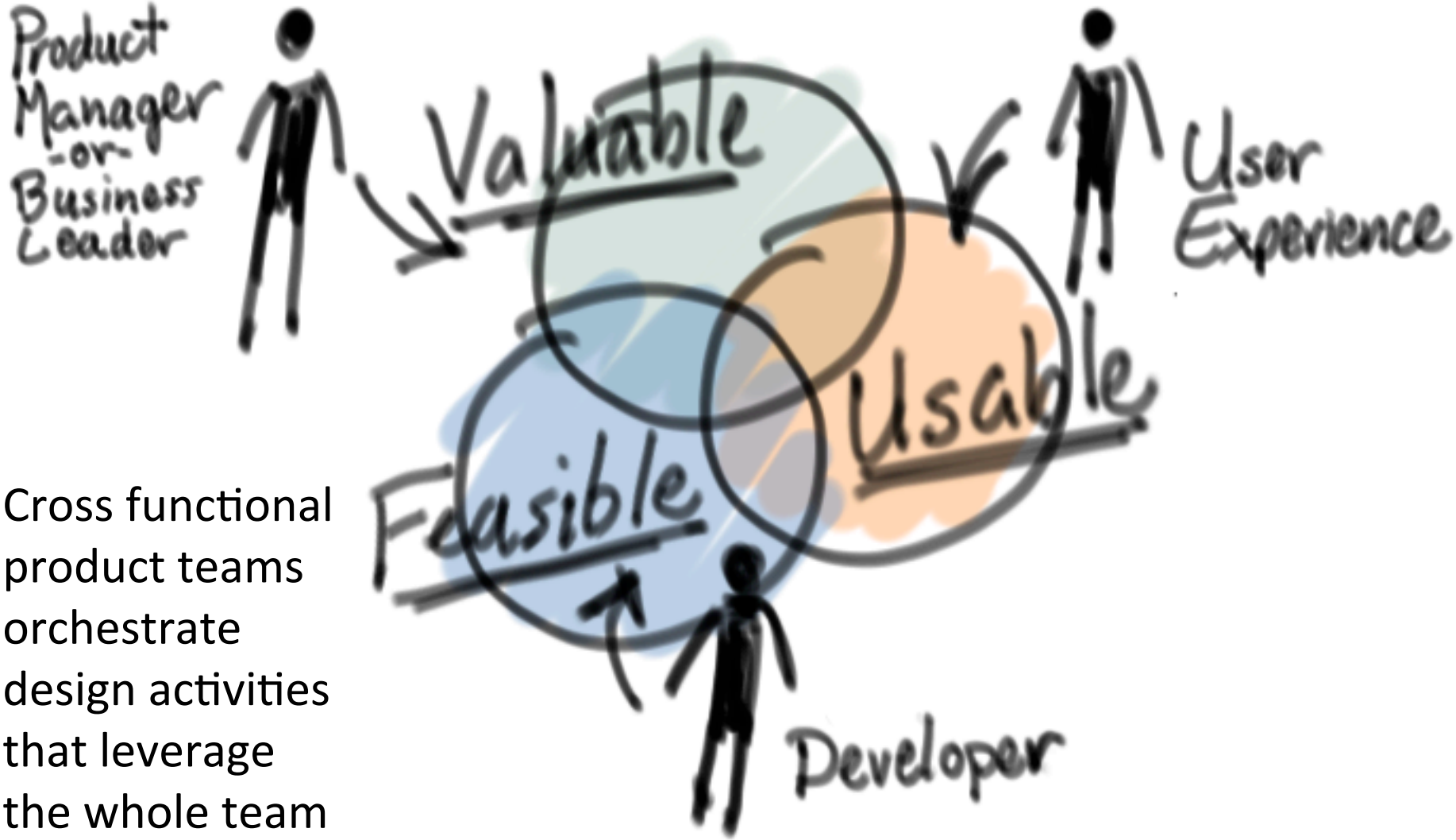
Edmunds.com has adopted design thinking to fix agile

Eugene Park is the director of product management at Edmunds.com

Edmunds was founded in 1966 as a publisher of printed booklets consolidating automotive specifications to help car shoppers make buying decisions. Today they're one of the most trusted sources on the web for auto buyers and enthusiasts.



User experience people now design in cross-functional product teams



Cross functional product teams orchestrate design activities that leverage the whole team

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(Almost) everyone at Edmunds spends time with users

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Teams work together to make sense of what they've learned

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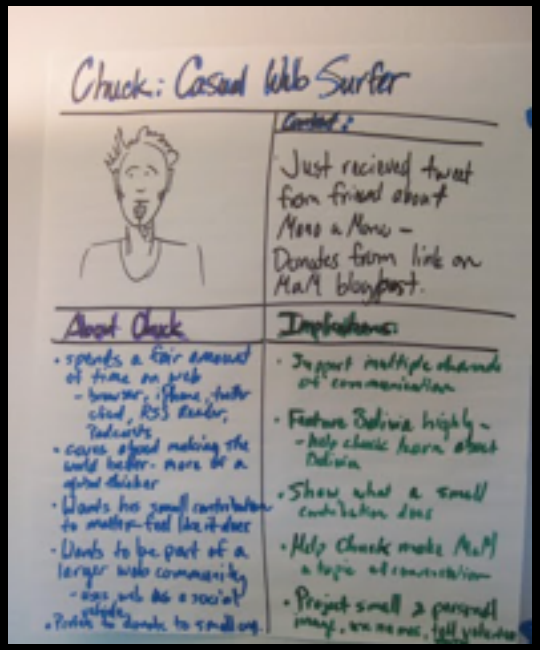
Shared documents aren't shared understanding

* Fabulous persona example courtesy of Todd Zaki Warfel



Well built personas are effective design communication

Sketching lightweight relevant personas as a team builds shared understanding and empathy

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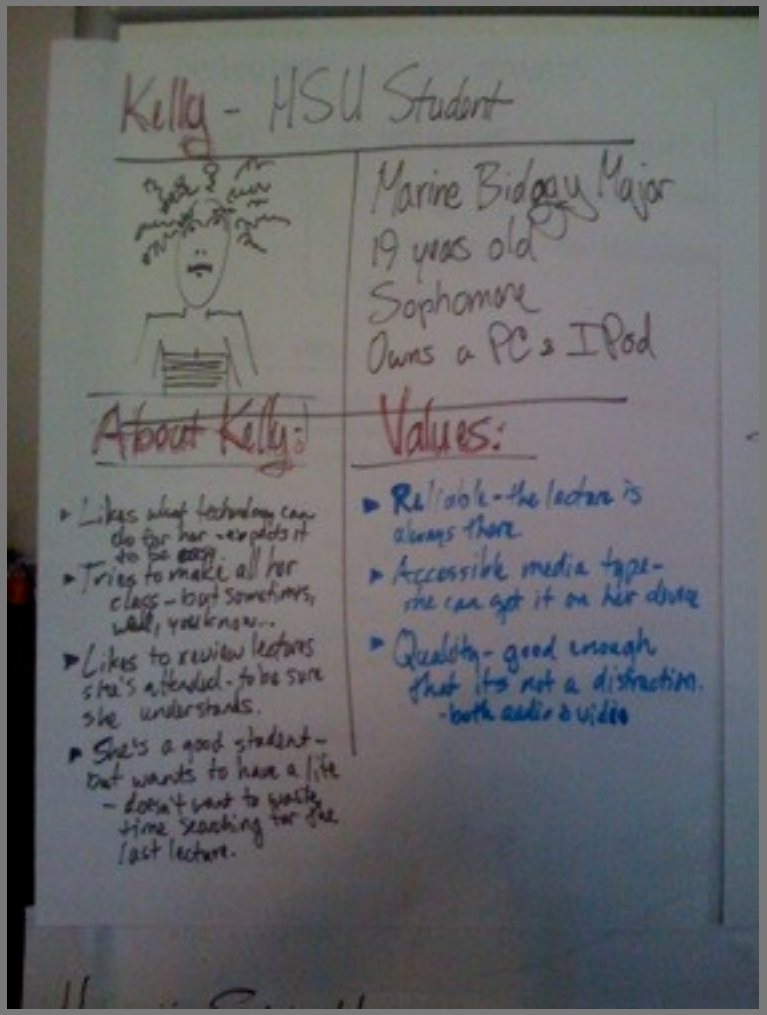
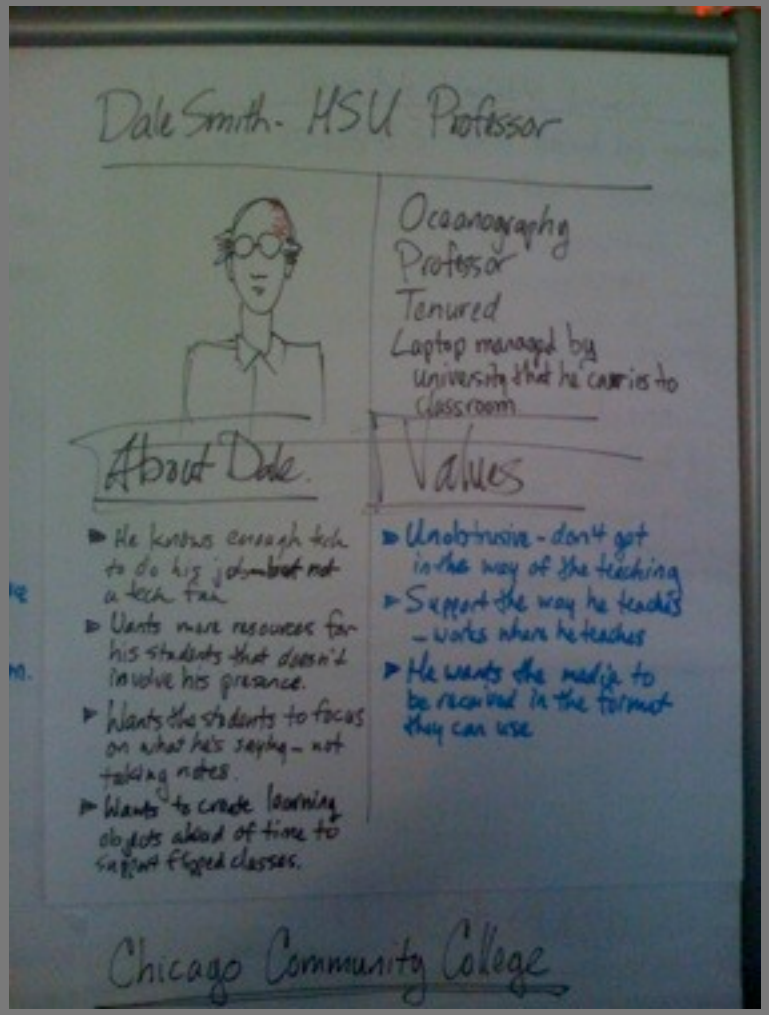
Build simple lightweight “pragmatic” personas to **learn what you don’t know** about your users





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Building them together helps us learn what we don't know

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Build an experience map to describe the world today

* Narrative Journey Map courtesy Duncan Brown of the Caplin Group

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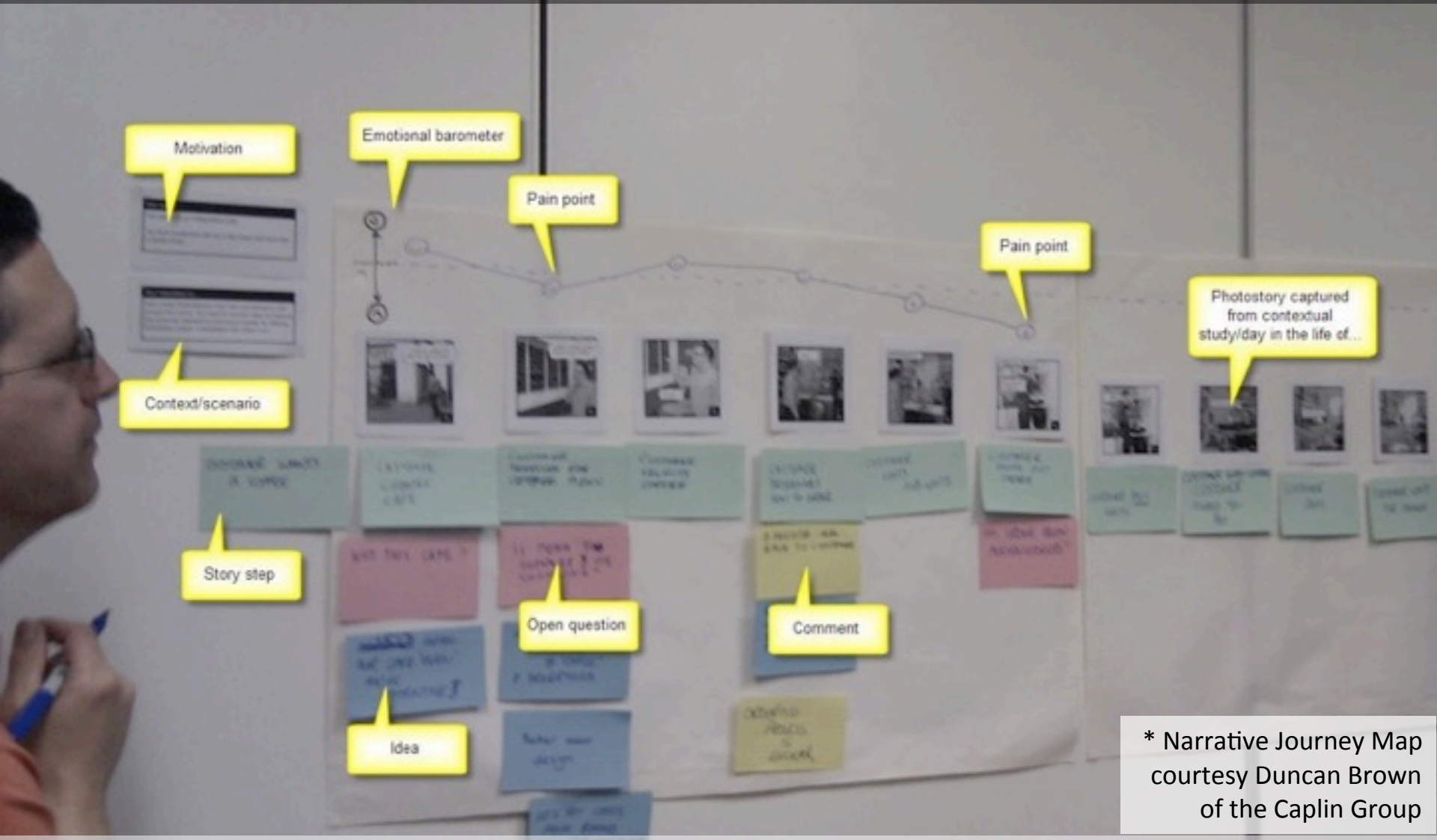
Experience maps describe the world today



* Narrative Journey Map courtesy Duncan Brown of the Caplin Group

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A Story Map helps facilitate discussion about user's experience with our product

Gary Levitt, owner & designer of Mad Mimi

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Build and socialize personas with the team

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Build story maps to describe the whole solution

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They ideate by sketching independently

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Everyone shares their results

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Everyone shares their results

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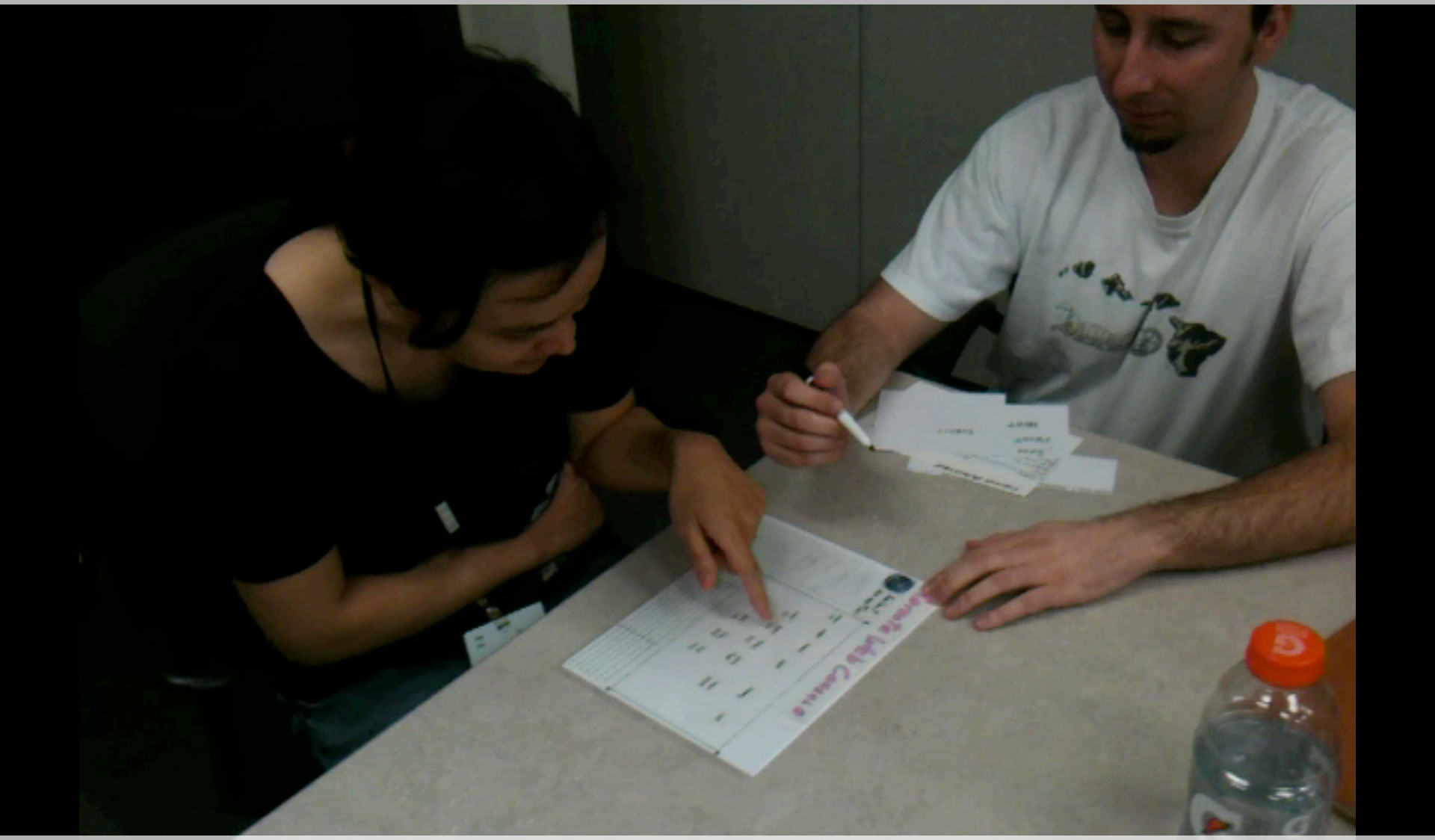
They start to imagine solutions using paper, scissors, and tape

They start to imagine solutions using paper, scissors, and tape

Iteration demands you you evaluate using the product with someone who will use it



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Edmunds.com shares the product's story for all teams in an internal "trade show"

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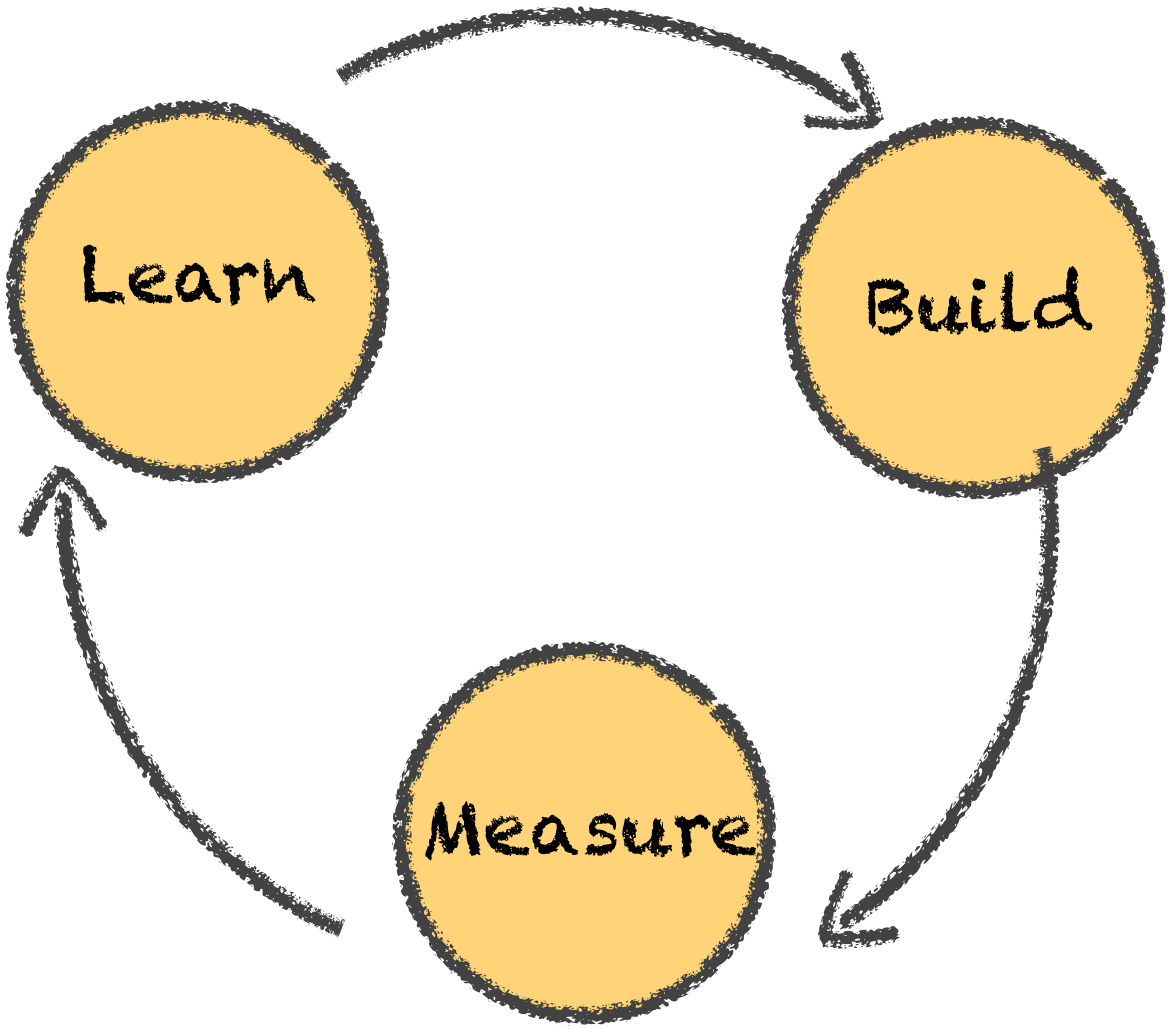
Eric Ries, author of The Lean Startup

Important concepts

Dumb title

The Lean Startup Validated Learning Loop



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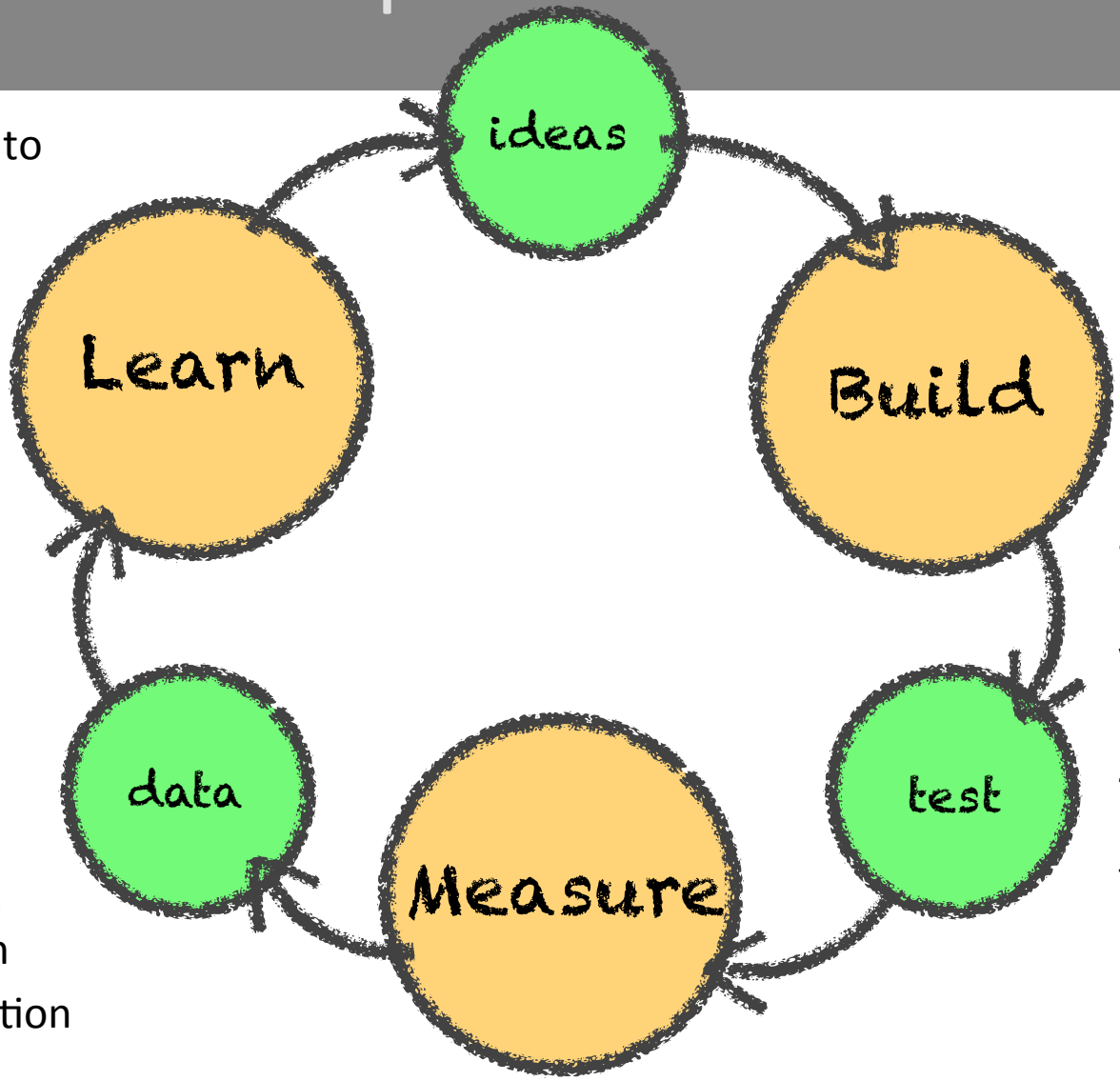
The Lean Startup Validated Learning Loop

Simple models to distill findings

Ideation

Prototype & evaluate inside the team



Simple prototype

Live data prototype

Value test (like a landing page)

404 Test (like unimplemented features)

Metrics from a live application

Direct observation

Poll or survey

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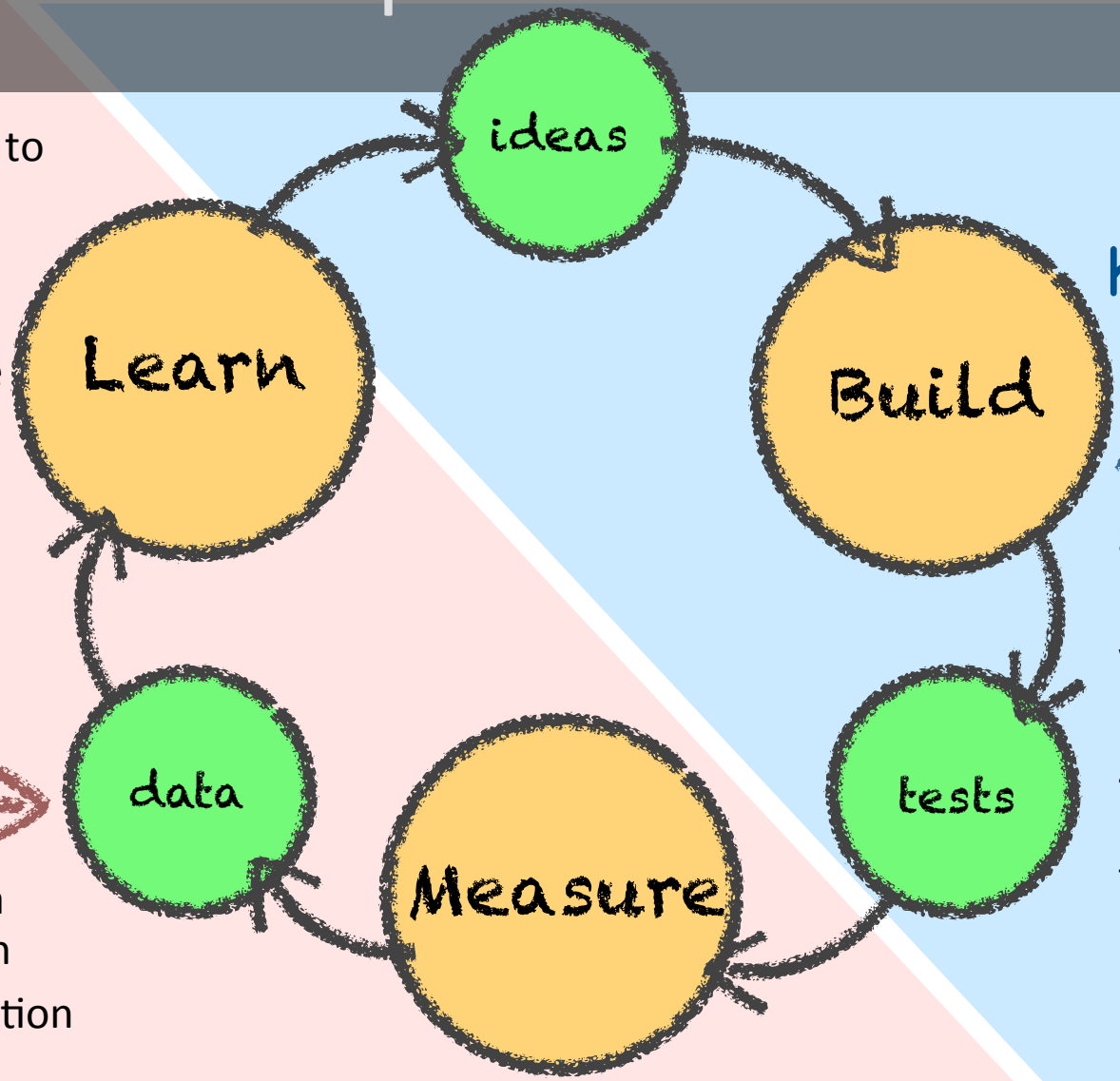
The Lean Startup Validated Learning Loop

Simple models to distill findings

Ideation

Prototype & evaluate inside the team



happy, hopeful, hypothetical stuff

Simple prototype

Live data prototype

Value test (like a landing page)

404 Test (like unimplemented features)

harsh reality

Metrics from a live application

Direct observation

Poll or survey

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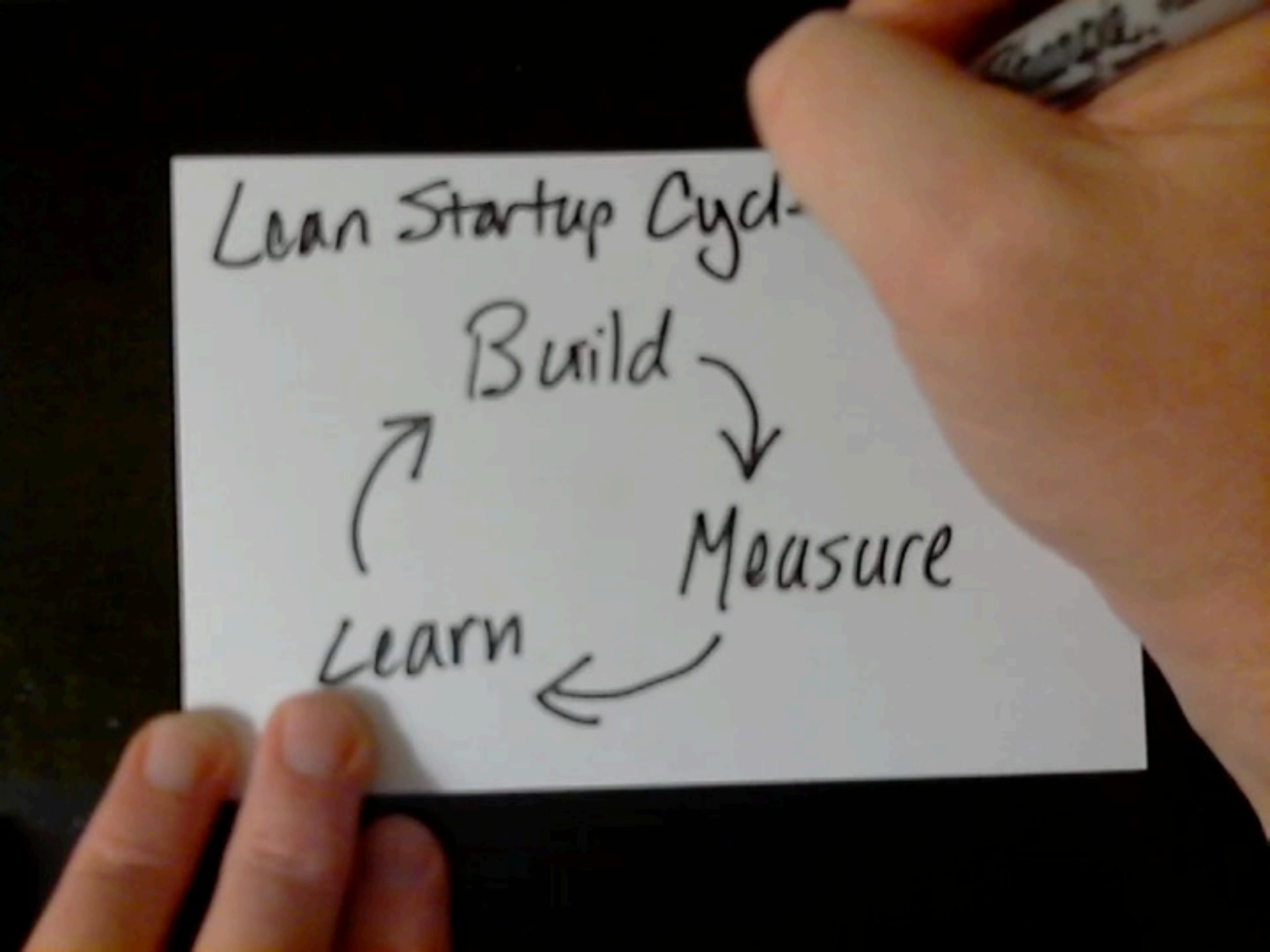
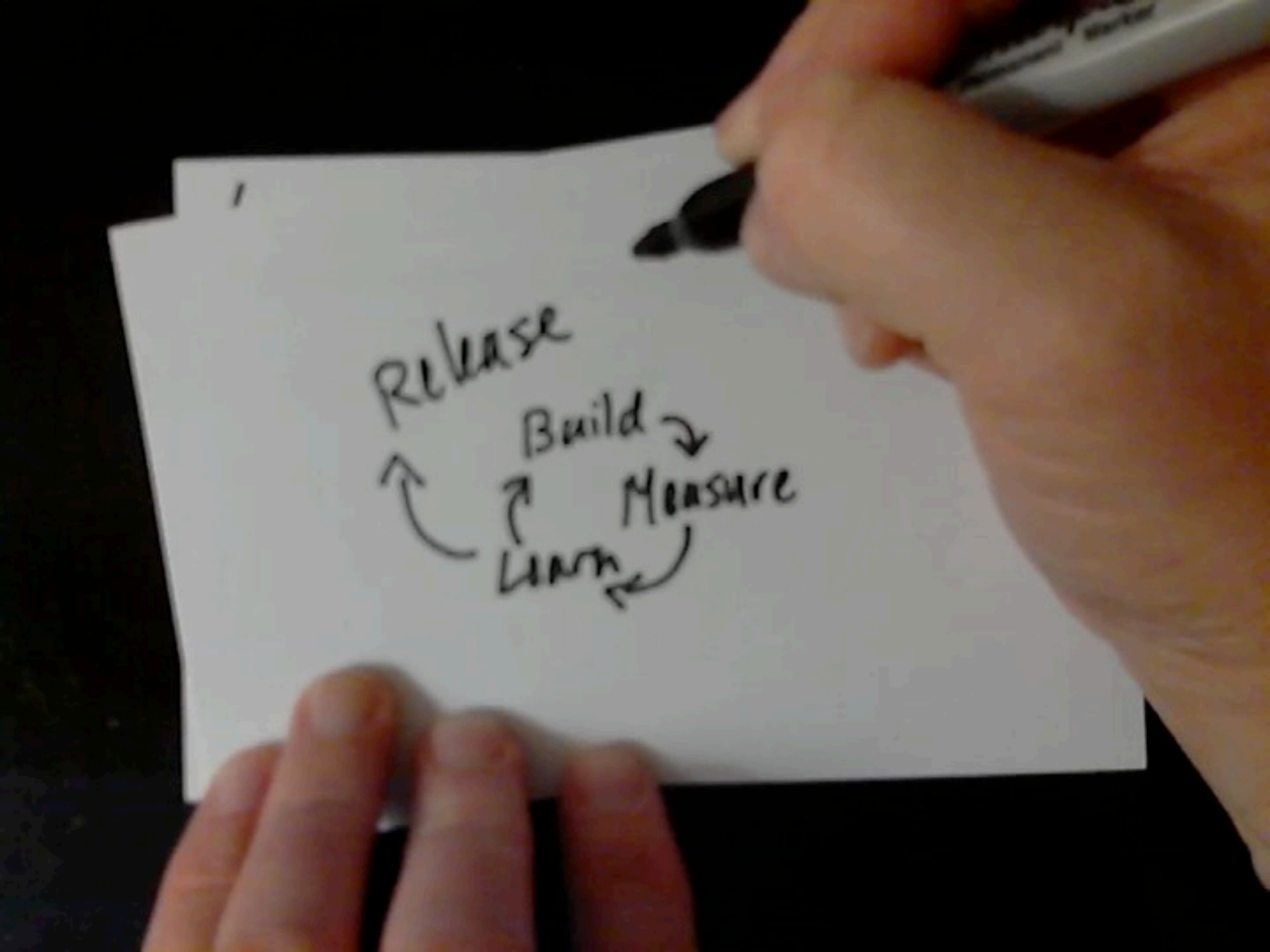
MVP = minimal viable product

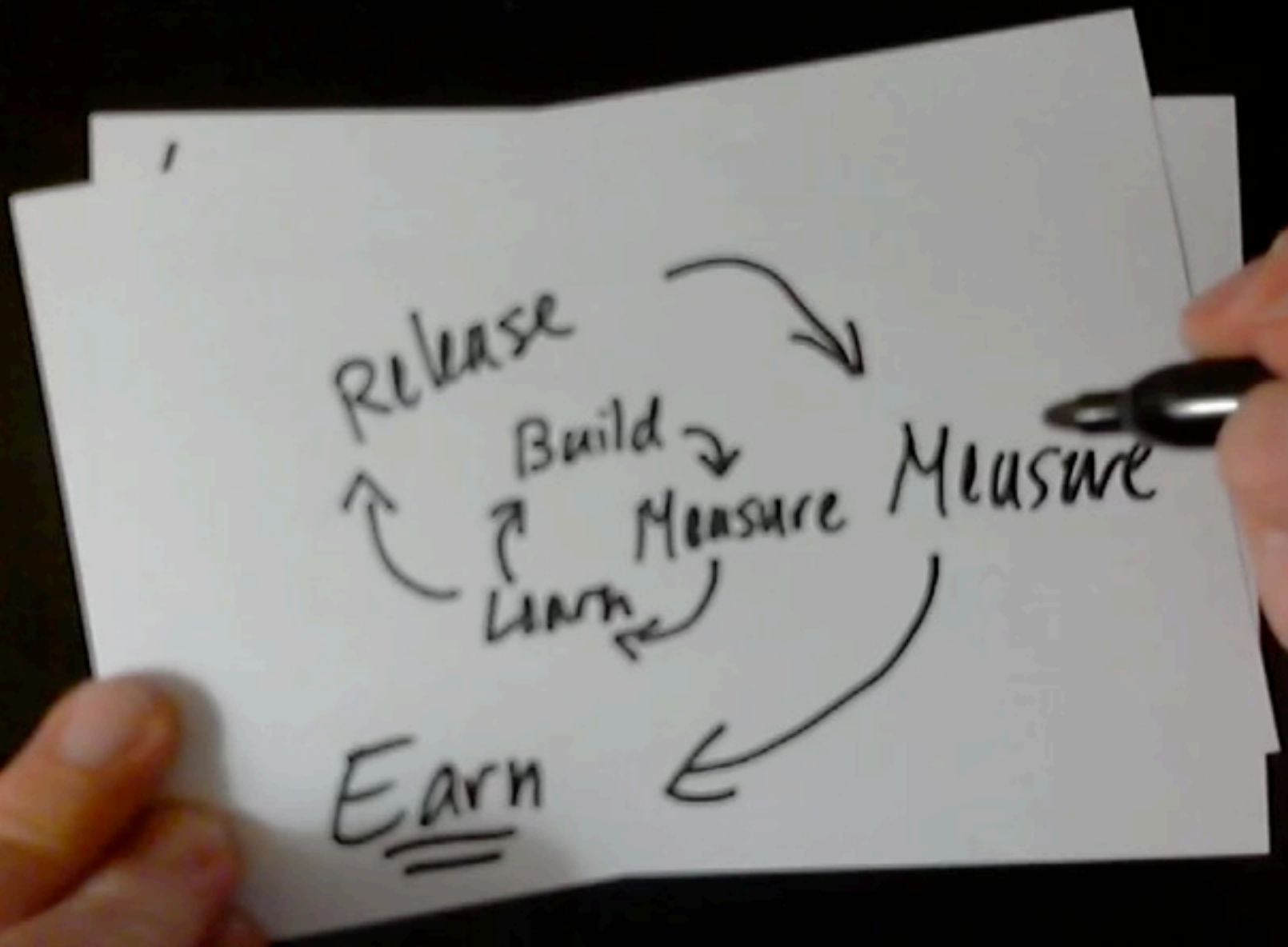
1. smallest viable product for a target market


Lean Startup Cycl-
Build
Measure
Learn

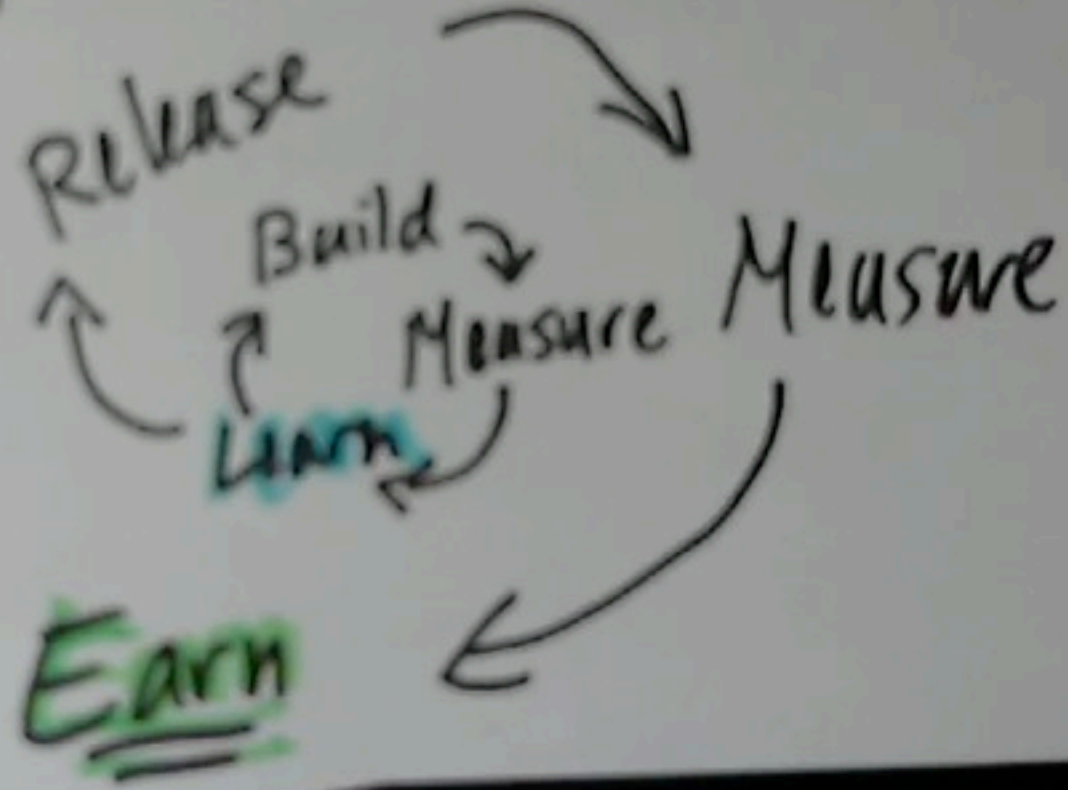
Lean Startup's
MVP$_2$ = minimal
viable
product
[experiment]

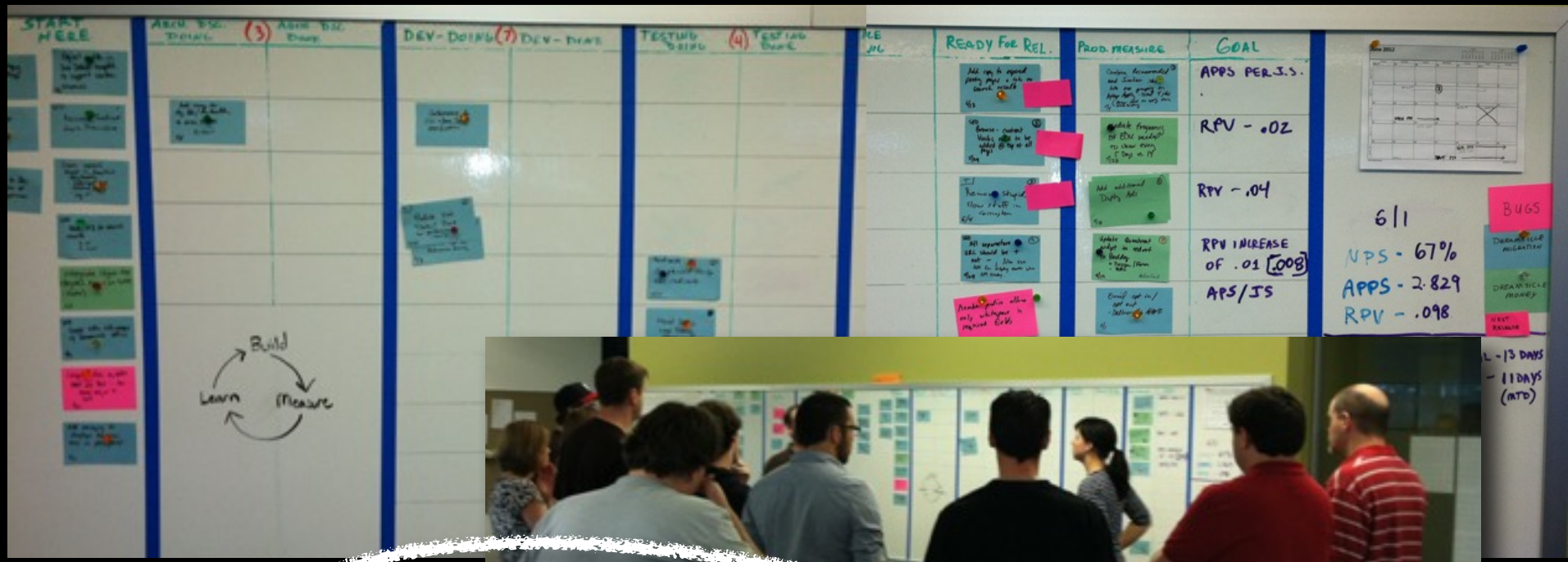
2. Smallest viable experiment
to validate a product concept


Release
Build
Measure
Learn


Release
Build
Measure
Measure
Learn
Earn

LS Loop Inside the Market Value Loop





Explicit release step

Explicit measure step & metrics

Nothing leaves the board until there's been a discussion on what we've learned

Snag-a-Job's board courtesy of David Bittenbender

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Nordstrom Innovation Lab's Learning Loop

http://www.startuplessonslearned.com/2011/10/case-study-nordstrom-innovation-lab.html

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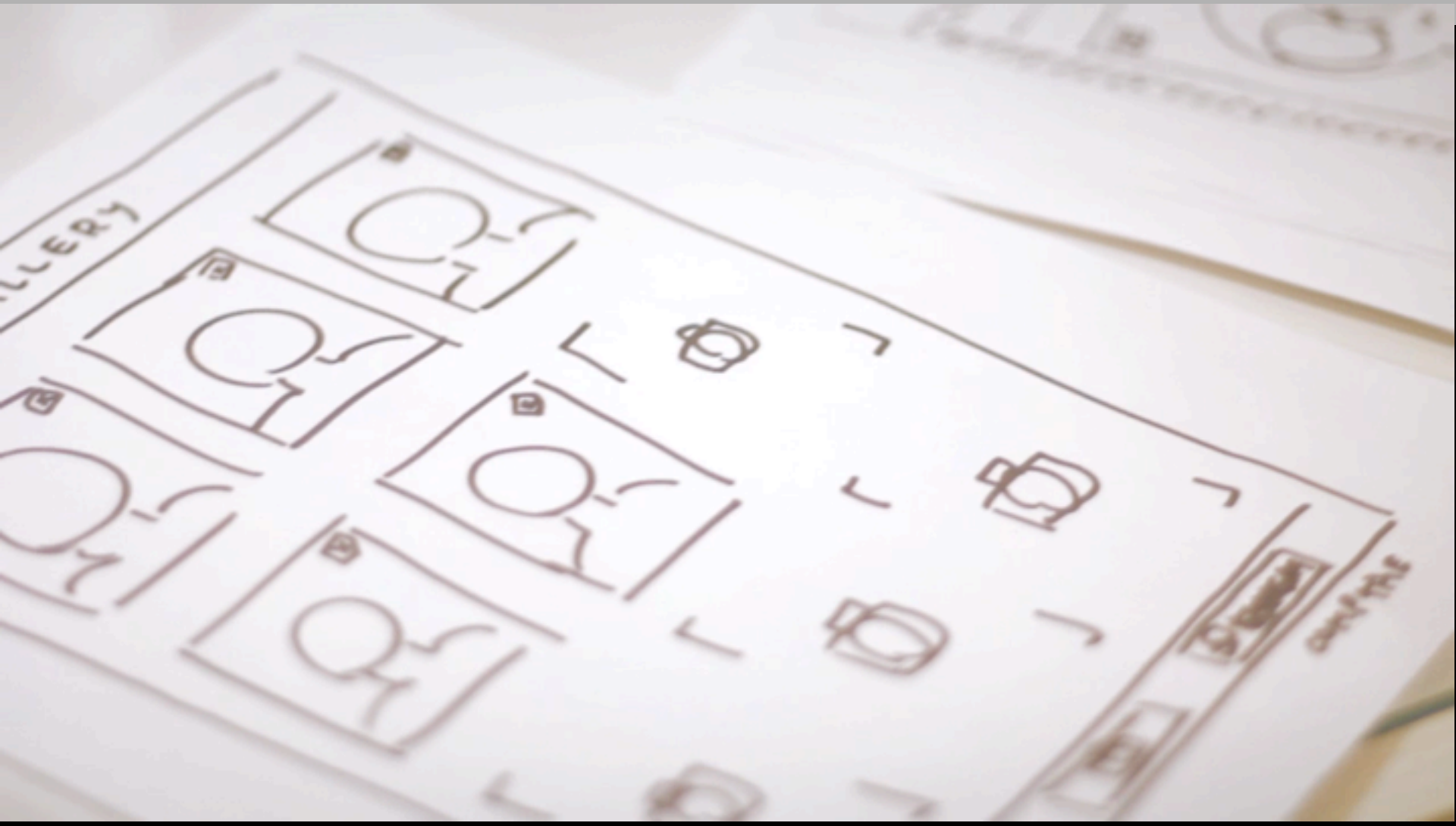
Nordstrom Innovation Lab's Learning Loop



http://www.startuplessonslearned.com/2011/10/case-study-nordstrom-innovation-lab.html

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Nordstrom Innovation Lab's Learning Loop

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Nordstrom Innovation Lab's Learning Loop

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Nordstrom recognizes something is missing...

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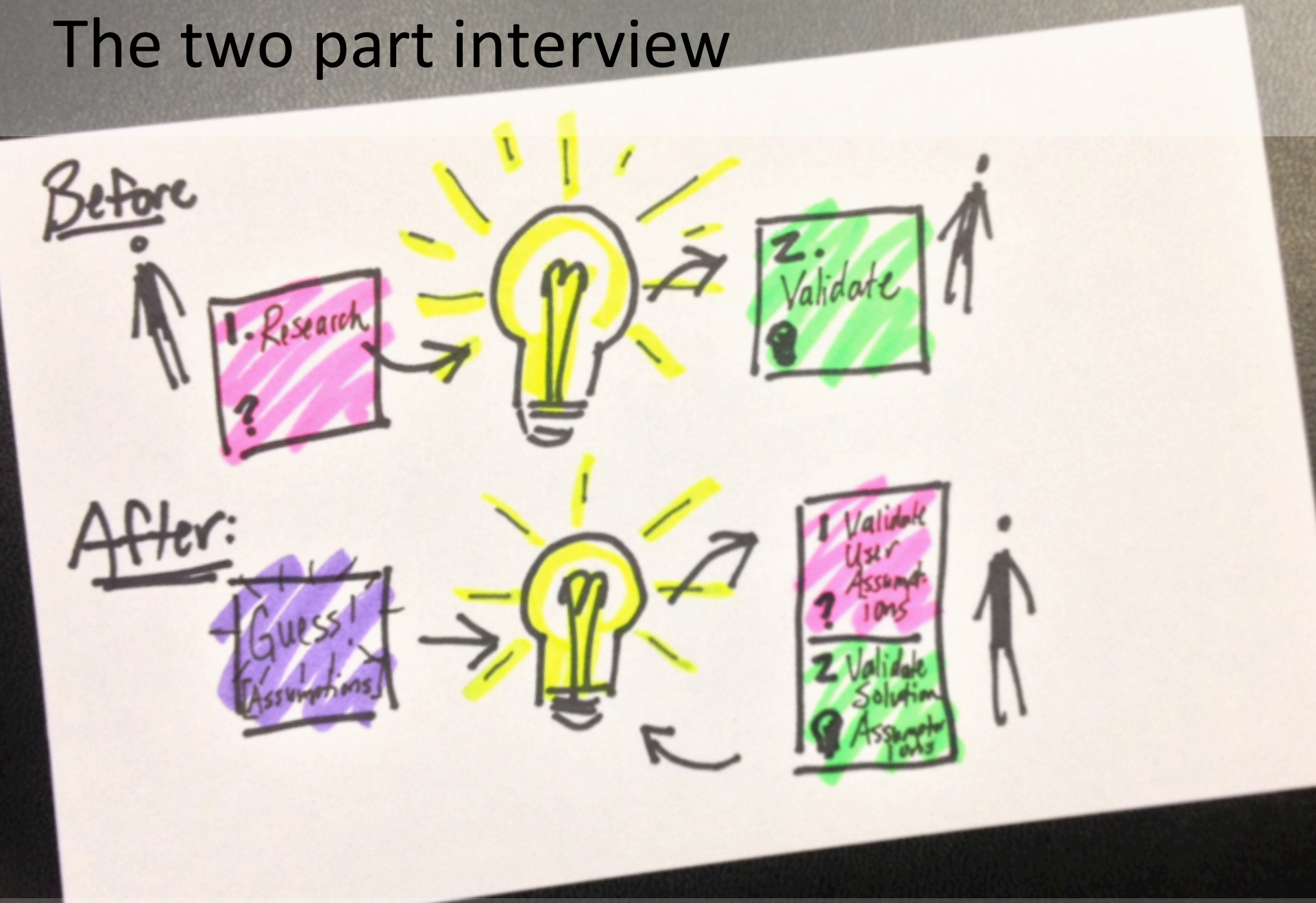
The two part interview



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Customer development interviews combine traditional research approaches

Giff Constable
Neo

Get psyched to hear things you don't want to hear

If you don't do this, you might find yourself selling or convincing, or even hearing what you want to hear.

Separate behavior and feedback in discussion

If you want to get feedback on a product, whether on paper or digital, do this after digging into behavior and mindset.

12 Tips for Early Customer Development Interviews
http://giffconstable.com/2012/12/12-tips-for-early-customer-development-interviews-revision-3/

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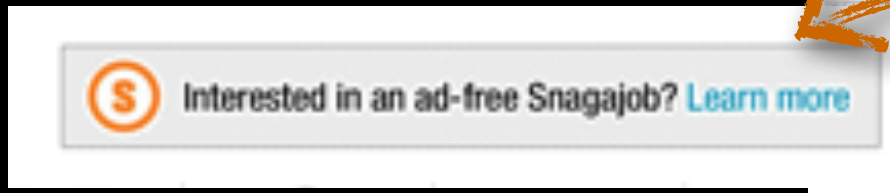
SnagaJob uses experiments in their live site to learn

We believe all these ads turn people off.



SnagAJob uses "404 Tests" or "buttons to nowhere."

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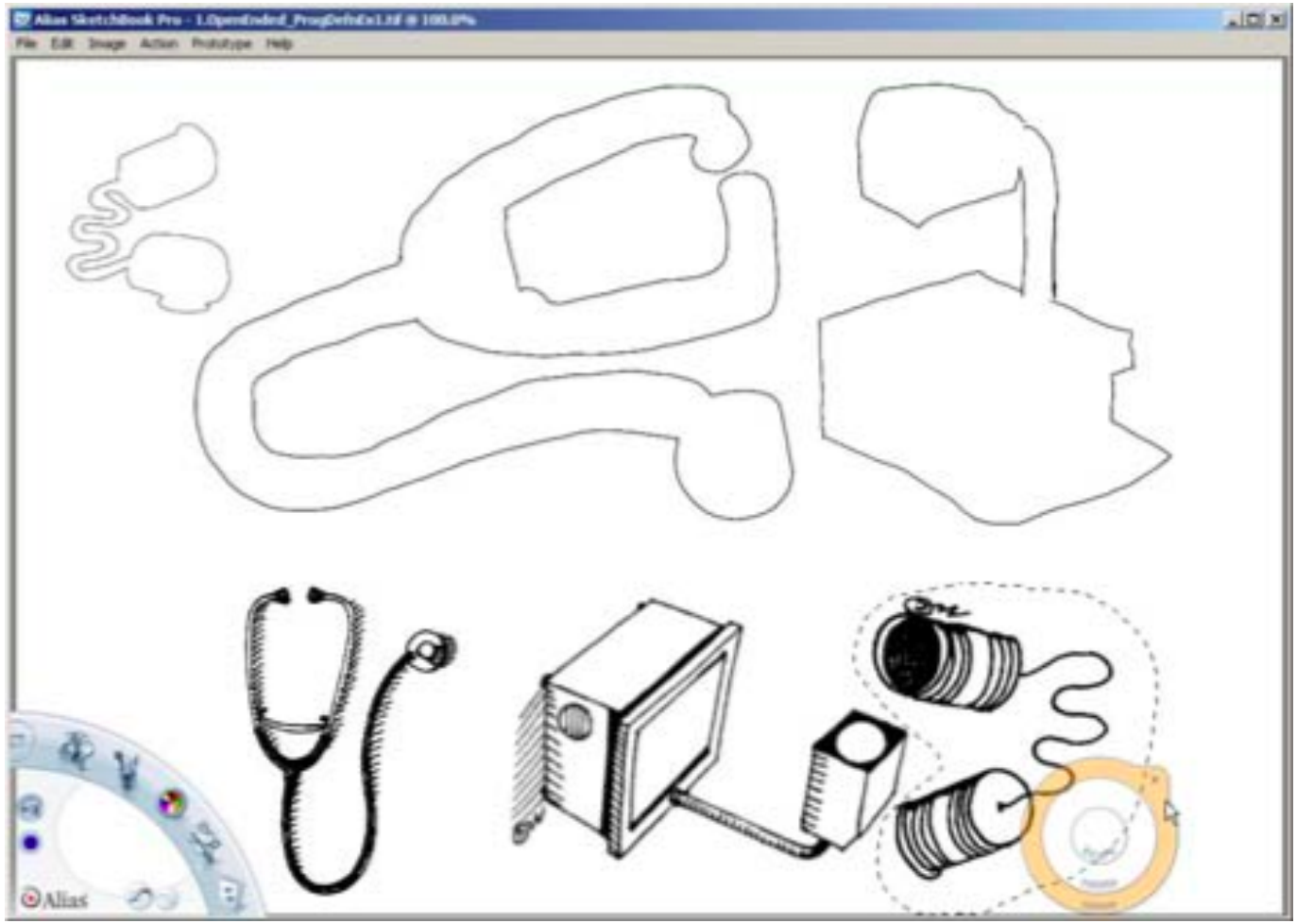
Sketchbook Pro's Minimal Viable Product Experiment for rotate and resize



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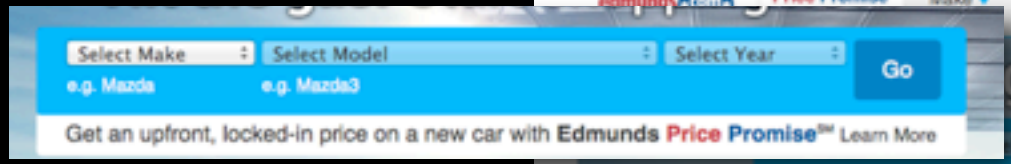
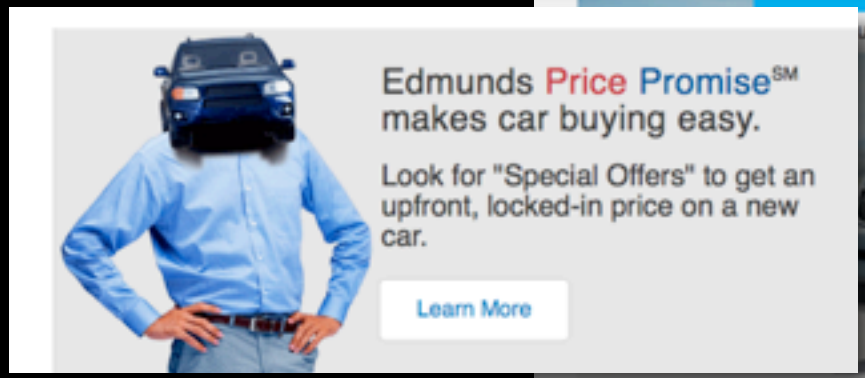
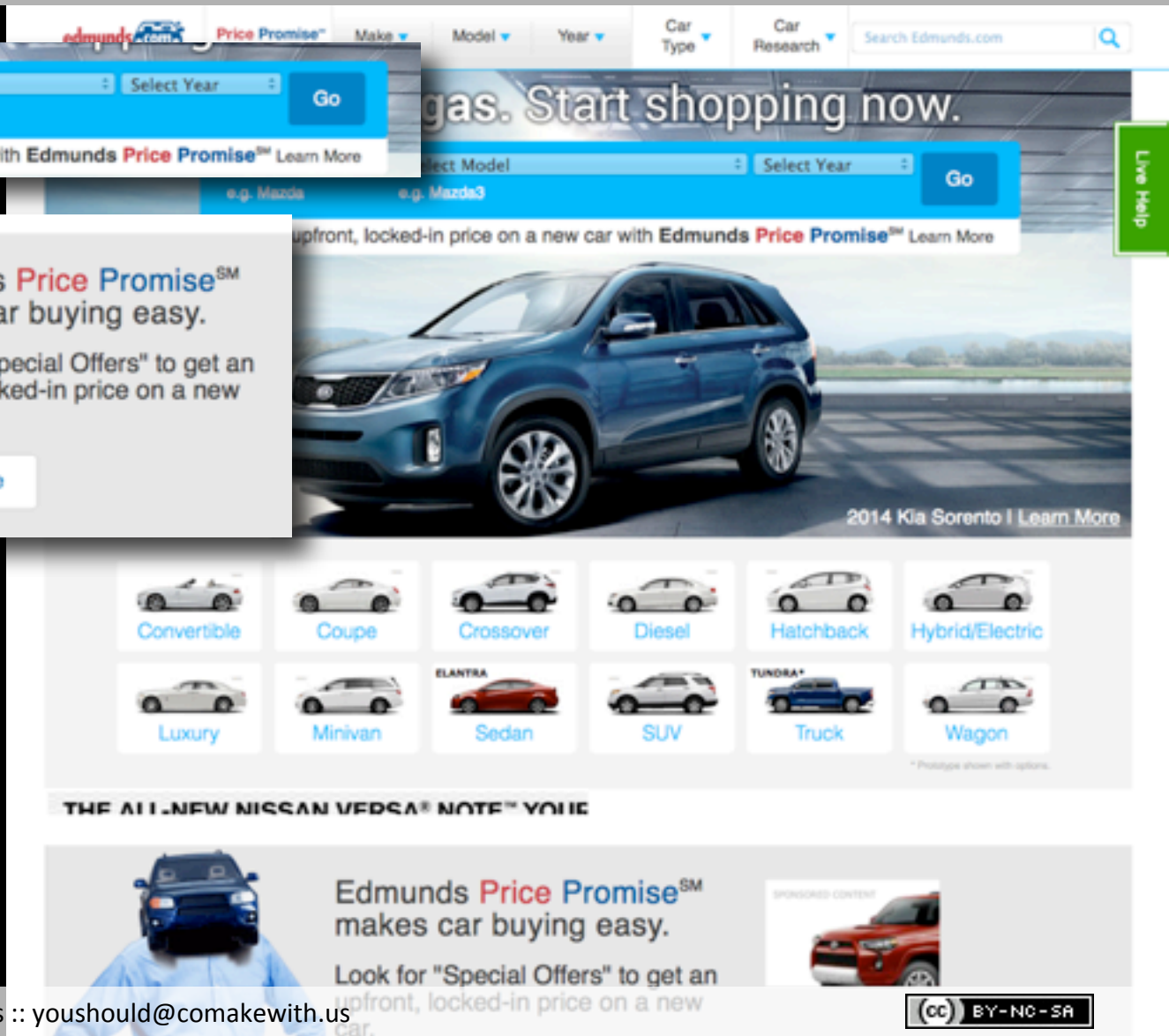
It’s easy to fool yourself







To validate
Price Promise
Edmunds.com
invested lots of
time and money

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Research isn’t a phase

Research continuously

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If you're a UX professional:

- Cultivate practice and skills that involve others
- Build design and prototyping skill that supports fast visualizing and testing ideas

If you're a developer, tester, product manager, or any other role:

- UX is your responsibility too
- Participate
- Build empathy

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The New UX Design Game

Why user experience design isn't what you think it is

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