// STORY SHARE & CAPTURE //

GOAL: This is a tool that will walk you through each of the interviews that you completed and help you to uncover the golden nuggets or insights buried within each one.

// PERSONA //

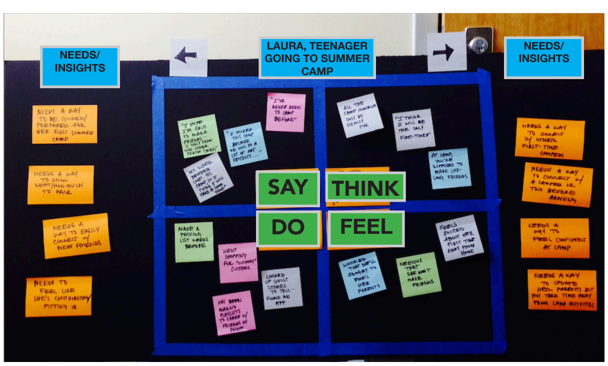
GOAL: Create a persona or profile for the user that you & your team would like to target. It will be useful to refer back to this character when brainstorming & prototyping. This persona will also help people to understand and relate to the problem you are setting out to

JOAN

- 32 years old
- PhD in biochemistry from UMD
- Feels most at home in the Cancer Research Lab
- Keeps lab notes in a black VELA notebook
- Collaboration is important to her!
- Wishes there was an easy way to share lab data with colleagues -- current data sharing involves emailing Excel files back and forth
- What being at NIH means to her: doesn't like being in the spotlight, but enjoys 'saving lives' behind the scene; dream job -- working with smart people on tough problems

// EMPATHY MAP //

Goal: This is a tool that will help you to map out what your user said, and then start to pick out the underlying needs that they have.



// JOURNEY MAP //

GOAL: This is a tool that will have you visualize your customers' processes, and will help you to identify gaps, moments of frustration/delight, etc. and thus lead to insights.

Process:
1. Choose one customer that you interviewed.

2. Determine the customer type:
   a. End user -- The person that might actually interact with the service, process or product that you create. It might be the case that there are multiple types of end users.
   b. Beneficiary -- This person feels the symptom of the problem and will benefit from positive effects of the solution, but won't directly interact with the solution.
   c. Decision-maker -- This person has the power to actually make the decision to adopt or buy a new process, system or process.
   d. Buyer -- Sometimes the same as the decision-maker, but not always. This person is in control of the money.
   e. Skeptic -- This person might naturally be wary of any solution you try to develop. This might be because of misaligned or competing interests, or because they feel the outcome of your project might negatively affect them in some way.

2. Create a rough sketch (yes, draw!) of your persona.

3. Create a series of bullet points that serve to describe the person. Work to create a complete picture of the person including their job, what motivates them, what they care about, what they worry about, etc. Include details about the specific way (or even a specific instance!) in which the problem you're solving has affected them.

Process:
[For each interview conducted, do the following:]

1. Give each person on your team a marker & post-its.

2. Read each of the following questions out loud one at a time, and give everyone a chance to jot down their responses on post-its:
   -What were some of the most striking quotes or moments during the interview?
   -What was the thing that surprised you most?
   - What was your big takeaway from the interview? What stuck in your mind?

3. Go through each question again, and this time, go around and have each person read their post-it responses & post them up in your team "studio."

4. Post-its that are similar: Group similar post-its together -- these might be insights/key learnings to take note of.

5. Post-its that are "at odds": Have discussions about post-its that seem to be at odds -- one person might have deduced one thing from what was said, but another person might have deduced another thing -- allow space for these discussions to happen.

6. Once you've gone through each interview, take a look back at all of your post-its, and make a running list (inventory) of key insights and/or opportunities.

Process:

1. Identify an important or frequent "process" (related to the problem you are trying to solve) that is a part of your end user's experience.

2. Using post-its and/or butcher paper, create a timeline of the steps in the process or the journey. What are the steps to get from point A to point B?

3. Reflect back & highlight on the timeline any of the following:
   a. Gaps -- Are there places along the journey where the user gets little to no support? Are there places in the journey which you don't understand very well and want to investigate more?
   b. Surprises -- Are there steps that take longer than you imagined? Or that you hadn't thought about before?
   c. Moments of highs/lows -- Where are there moments of frustration? Excitement? Relief? Happiness?
   d. Opportunities -- Are there moments along the journey that seem ripe for improvement?

4. Take a look back at your timeline and things you highlighted and add to your inventory of key insights and opportunities.

5. Consider creating another journey map of the same process, but from another customer type's perspective.

Process:

1. Draw a 4-quadrant grid.

2. Pick one of your customers (interviewees) to focus on and put their name at the top of the grid.

3. Label quadrants as follows: top left -- SAY; top right -- THINK; bottom left -- DO; bottom right -- FEEL

4. Fill each quadrant with post-its containing quotes from that person as follows:
   a. SAY -- things the person said
   b. THINK -- things the person thinks/believes (statements that begin with "I think…." or "I believe….") or other opinion statements
   c. DO -- things the person says they do (or what they actually do if you had a chance to observe them)
   d. FEEL -- things the person says they feel (statements that talk about emotions!)

5. Take a look at the post-its on the left side of the grid -- start to take a guess at what needs this person might have based on what they said. Create an inventory of "needs" (or even insights) outside of the grid.

6. Do the same for the right side.

7. Take a look at the needs & insights you've gathered -- add the juicy ones to your insights inventory.