IBM Design Thinking is how we come up with the answers to our toughest problems. It’s a way for us all to think together—to work as one and make a difference in the life of a user.

**THIS IS HOW WE THINK TOGETHER.**
IBM Design Thinking guides the journey we take together as a team to get to an iconic outcome. This journey can take many forms but there are some key bits that we have found are essential to finding great answers to tough questions. Welcome to the field.

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**What’s inside?**
Divided into two sections, this field guide provides a high-level overview of IBM Design Thinking:

**LEARNING IT**
A summary of the fundamental concepts of IBM Design Thinking

**LEADING IT**
A quick reference for facilitating essential IBM Design Thinking activities on your team
User-centered design

Design as a professional discipline has undergone a tremendous evolution in the last generation from a practice focused mainly on aesthetic style to one with a clear and explicit focus on the “user” (aka: person or group of people who use a product or service) and their hopes, desires, challenges, and needs.

By establishing empathy with the user, designers are able to work toward outcomes that meet those needs more successfully. This user-centered approach known as “design thinking” enables designers and others to address a wide range of complex business and social issues.

“Designers don’t try to search for a solution until they have determined the real problem, and even then, instead of solving that problem, they stop to consider a wide range of potential solutions. Only then will they finally converge upon their proposal. This process is called design thinking.”

—Don Norman, author, The Design of Everyday Things

IBM Design Thinking

At IBM we are practicing design thinking at a global scale and at a level of complexity that has never been done before. With teams dispersed across the globe, collaboration and alignment among key project stakeholders in our organizations can be extremely challenging. Likewise, the deep legacy of many of our products and businesses makes it particularly challenging to implement change.

With IBM Design Thinking, we have added three scaling practices to the conventional design thinking approach—Hills, Playbacks, and Sponsor Users—to help extend design thinking to the complex problems and teams a global organization like IBM has. These practices enable our teams to gain focus and alignment and ultimately to develop truly great product outcomes.

LEARNING IT
Hills

Hills are user-centric statements that define the mission and scope of a release and focus the work on desired market outcomes. At any given time, you should be working on no more than three major project objectives—Hills—plus a technical foundation. Each individual Hill articulates a clear and containable scope defined to be achieved in one release or in a finite set of releases.

TAKE-BACK TIPS

Who, What, Wow! Hills are composed of a “Who” (a specific user or group of users), a “What” (a specific action or enablement), and a “Wow” (a measurable, market differentiator).

Three and only three. It’s often challenging for teams to focus on three (and only three) Hills because this might mean that very valid ideas are not being included. It’s important to realize that additional Hills can be addressed in future releases. Consider building them into a product roadmap.

It’s a real world out there. We know there’s a backlog to groom and technical debt to pay down. Your investment in necessary items like these—the “technical foundation”—should be made explicit up front while defining your Hills.

A SAMPLE HILL

WHO A sales leader

WHAT can assemble an agile response team
from across her entire corporation

WOW in 24 hours, without management involvement.
Playbacks

Playbacks are a time to show what you’re doing and get everyone on the same page.

COMMON TYPES OF MILESTONE PLAYBACKS

<table>
<thead>
<tr>
<th>Playback Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Playback</td>
<td>Establishes an outside-in market point of view and preliminary business case as the basis for moving forward.</td>
</tr>
<tr>
<td>Hills Playback</td>
<td>Commits your team to the mission for the release(s) through a draft version and the underlying personas.</td>
</tr>
<tr>
<td>Playback Zero</td>
<td>Aligns your team around a finalized version of the Hills and the user experience to achieve them.</td>
</tr>
<tr>
<td>Delivery Playbacks</td>
<td>Keeps your to-be scenarios in focus as implementation advances.</td>
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</table>

Playbacks are both project milestones and informal delivery check-ins that align teams, stakeholders, and clients around scenarios that show the value of your offering. Playbacks serve many purposes: to capture feedback and ideas from stakeholders, to check your progress against original goals, to review designs, and to communicate the current state of your work.

TAKE-BACK TIPS

No surprises! Leading up to milestone Playbacks, hold meetings and working sessions with all necessary stakeholders to gain consensus and share work-in-progress along the way.

Show before you tell. Playback decks should have a strongly visual emphasis based on the work—not contrived synopses or feel-good scenarios.

Make us care. A real, human story should be at the core of every Playback. Show how your tool or concept solves a problem in your user’s real world workflow.

Learn more

IBMers can watch the comprehensive Designline episode on Playbacks:
ibm.biz/ibmdesignline_playbacks
Sponsor Users help you to surface many aspects of the problems that you’re trying to solve in a Hill. Since Sponsor Users represent the problems, they are also critical in validating the solutions that you are envisioning, designing, and implementing. Sponsor Users help identify edge use cases that cannot be identified by personas alone.

TAKE-BACK TIPS

Design for real target users rather than imagined needs. Sponsor Users should be real people, not personas or “types.” They participate with your team during the entire development process under NDA.

Sponsor Users should attend Playbacks. Ideally, a Sponsor User can actually present the product demo during your Playback Zero.

Involve your whole team. Finding Sponsor Users is not the responsibility of a single person or discipline—everyone on your team should be contributing ideas for Sponsor Users.

Sponsor Users are real people with real opinions. They’re actual users you can build your product with.

Learn more
IBMers can find out much more about Sponsor Users in this Designline episode: ibm.biz/ibmdesignline_sponsorusers

POTENTIAL SPONSOR USERS ARE ALL AROUND US

- Social media
- Your IBM sales organization
- Co-working spaces
- Meet-ups
- Fellow IBM colleagues
- Craigslist ads
- IBM Customer Councils
- LinkedIn
- Your own experiences
- Friends and family
- Conferences
- ...and others!
Six universal experiences

The six universal experiences are a means to focus your work for a release or planning period on a user’s distinct interactions within the overall arc of their experience with an IBM product.

TAKE-BACK TIPS

Be choosy. For any particular release, focus your work on one or two of the six experiences.

It ain't a checklist. Rather, use the six experiences as a lens to ensure that your team is holistically considering all of your user’s product experiences.

User, user, user. The six experiences can help organize dispersed teams (including sales, support, and marketing) around user-focused outcomes.

Learn more

There’s lots more about the six universal experiences on the IBM Design Language website: ibm.com/design/language
IBM Design Language

The IBM Design Language is a living vocabulary for communicating our brand promise through a product’s experiences. It’s comprised of guidelines, resources, and inspiration that help designers and developers create software that speaks to our users.

Like the style and structure of a spoken language, the IBM Design Language is crafted with similar units of expression to create different products that work together. We invite you to use our language and join the conversation at IBM Design.

TAKE-BACK TIPS

Speak the language. Learn the principles of the IBM Design Language and apply them to your user’s context.

Define your personality. Align on a personality for your offering by describing how it looks, feels, sounds, and interacts.

Design for everyone. Explore issues like flashing animations or color contrast to ensure users from all walks of life can get value and delight from your product.

Put the resources to work. From creating a type scale to leveraging the icon library, use the tools to develop a design guide for your product.
Radical collaboration

“Radical collaboration” means that all key stakeholders are part of co-creating great user experiences from the beginning. For your team to take full advantage of IBM Design Thinking, you need to commit to a cross-discipline way of working throughout the entirety of a release.

One key to radical collaboration is to break up decision making into small enough “chunks” that there is a constant flow of interaction between disciplines. Of course, such a continuous flow of interaction means that your tooling must enable real-time sharing of information and decision making—see page 20.

TAKE-BACK TIPS

Good collaboration needs good tools. Create a “tool chain” of integrated collaboration tools that enable stakeholders from each discipline to share their work-in-progress with other disciplines while working day-to-day in the tools that fit their discipline best.

Don’t slip back into the waterfall. If you start to find your team simply reviewing artifacts after-the-fact with stakeholders from other disciplines: **STOP AND START OVER** with broad, up-front, and active participation in their creation.

\[
\text{N-in-a-box. Whenever possible, go beyond “3-in-box” (design, engineering, and offering management) to include other disciplines such as content design, sales, marketing, and support in design thinking activities, key decisions, workshops, and milestone Playbacks.}
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IBM Offering Management

IBM Offering Management is IBM’s point-of-view on markets, users, products, and services. Offering managers decide in which markets IBM will play and how we will differentiate in those markets via unique functionality, great user experiences, digital engagement, and ecosystem partnering.

Offering managers are empowered to act as entrepreneurs to explore new markets of users with new user experiences. They are responsible for leading the co-creation of “whole” offerings that deliver value across all of the six universal experiences.

TAKE-BACK TIPS

Get outside. Great offering managers “get out of the building” to discover real user experiences to improve upon. User, market, and competitive research provide the fact base for all offering decisions.

Look across offerings. Given IBM’s comprehensive portfolios, offering managers should look at how individual offerings work together to address users in a market. Most of our offerings will be part of larger solutions.

Lead your offering. Offering managers are being empowered to lead their offerings, but no one is going to clear the path for you. It’s up to each offering manager to act as an internal entrepreneur for their offering—their key “superpower” will be persuasion, not command.

Ch-ch-changes. At IBM, the practice of Product Management is evolving into Offering Management to ensure that IBM wins in markets with iconic user experiences and an integrated point-of-view that is differentiated from competitors.
Agile and IBM Design Thinking

There’s a great deal of shared “DNA” between Agile and IBM Design Thinking: individuals and interactions over processes and tools, working prototypes over comprehensive artifacts, customer collaboration over contract negotiation, and pivoting for change over sticking to the original plan. IBM Design Thinking incrementally delivers great user experiences, while Agile incrementally delivers great enabling software. What links them most closely is the continuous cycle of experience maps and Playbacks.

TAKE-BACK TIPS

Everyone grooms the backlog. After Playback Zero, all disciplines collaborate on a release backlog. Throughout the release cycle, leaders from each discipline meet to groom the backlog, updating the priority as necessary and ensuring that the top of the backlog represents current priorities and stays true to the “minimum delightful experience.”

Double-vision. When developers, designers, and offering managers all see the backlog through the dual lenses of functionality and experience, then Agile and IBM Design Thinking are truly one.

Hypothesis-driven design and development. Create measurable hypotheses describing what you think success looks like and then investigate and possibly pivot when reality doesn’t meet your expectation—positively or negatively.

Together forever. The principles of Agile and IBM Design Thinking are very closely aligned. Together, they offer an opportunity to solve complex problems for our users with creativity and empirical adaptation.
The best tools for the best practices

Whitewater is IBM’s solution to shipping better products faster by giving teams modern tooling that supports whole-team practices. By giving you access to tools that you love using, your team can more easily and successfully practice Agile and IBM Design Thinking in a collaborative and user-centered way—whether your team is co-located or distributed around the world.

Currently, each tool in the program is undergoing close inspection to make sure you can use them in an IBM Confidential environment. IBM teams that have access to the fully-secure environments can begin exchanging confidential information in these tools right away.

TAKE-BACK TIPS

Choose wisely. When choosing tools for your whole team to use, consider the entire makeup of your team and decide if everyone would benefit from using the industry standard tools that Whitewater is offering. Project teams in the IBM Design Hallmark program can onboard to the Whitewater program and then pick-and-choose only those tools that are “right” for their team.

Top secret? Not all of the tools that IBM product teams want will be immediately ready for IBM Confidential information. When using a tool’s free trial, be sure to check the Whitewater website to find out when or if it is expected to be “IBM Confidential Approved.”

LEARNING IT

WHITEWATER TOOLS

Each of these tools is undergoing inspection to make sure you can use them in an IBM Confidential environment. Until then, follow secure practices.

GitHub Enterprise: A web-based Git repository hosting service offering distributed revision control, source code management, and access control in support of a social and highly collaborative development workflow.

Mural.ly: A web-based virtual whiteboard that lets you capture plans and ideas with your team.

Slack: A messaging app for teams offering a wide range of integrations with other tools and services along with powerful search.

Release Blueprints: A wiki serving as the single place for your team’s release plans to guide stakeholder alignment.

Bluemix Dedicated: A Platform as a Service that enables developers to quickly and easily create, deploy, and manage applications on the cloud.

Learn more

IBMers can follow the evolution of Whitewater, check tool status, and leave feedback at whitewater.mybluemix.net
IBM Design Thinking activities

This section of the field guide contains activities for your team to use every day to help practice radical collaboration and put the user at the center of your project. Each activity can be used in isolation or as part of a broader set of activities with your team and Sponsor Users. Think of each activity as a tool that helps you establish the IBM Design Thinking framework, understand your user’s problems and motivations, explore new concepts, prototype designs, and evaluate with stakeholders.

Remember, this is not a cookbook or a set of recipes. Nor is it a process or methodology. It’s a set of recommended practices that will help you think orthogonally and move beyond feature-centric delivery.

TAKE-BACK TIPS

Space and supplies. Prepare your workspace with pads of sticky notes of various colors, some Sharpie® markers, and a drawing surface—a whiteboard or large pad will do. These tools encourage every team member to engage in the thinking behind the design. If your team is distributed, there are plenty of virtual substitutes—see page 20.

Conversations and collective decisions. The activities contained here are intended to encourage focused and productive conversations between multiple disciplines on your team. The value isn’t in having a completed artifact—it’s in doing the activities together so that you can agree on the right course of action together.

If you’re sitting down, you’re having a meeting. Get everyone up and active—it’s difficult to include many voices when one person is standing at the front of the room. If you have lots of participants, break them up into working groups of 5–8 people and frequently playback to each other.
Design thinking facilitation

Design thinking facilitators initiate and lead design thinking activities on their team to reach great outcomes for their users. With time and practice, anyone can become an effective and credible facilitator.

Whether facilitating an ad hoc activity to help your team work through an immediate decision or planning a lengthier and more formal workshop, use what works for you. IBM Design Thinking is designed as a framework for you and your team to use bits and pieces of as it makes sense.

As a design thinking facilitator, you help ensure that conversations and activities are centered on the user, how they work, and what market they occupy. And you can serve as the driving force for inclusion and collaboration so the voices of people from all areas of your business are heard and understood.

TAKE-BACK TIPS

Practice makes perfect. Much like practicing IBM Design Thinking in general, we find that the best facilitators learn to be better facilitators by doing facilitation. Continued weekly practice over time, matched with coaching or apprenticeship, will prepare you to lead more advanced design thinking engagements like workshops.

Use what works for you. Concentrate your facilitation efforts on initiating design thinking activities that make sense for the work your team is doing right now and guiding those teammates who aren’t familiar with design thinking by actively engaging them in the practices.

REMEmBer!
Hopes and Fears

WHEN YOU MIGHT USE THIS
If you’re starting a project, kicking-off a workshop, or bringing in new team members, this activity helps you get to know each other, expose aspirations and concerns, and prepare everyone to start.

INSTRUCTIONS
1. Label one area for Hopes and another for Fears.
2. Ask team members, “What about this project are you really excited about? What has potential? And what are you concerned about? What do you think won’t work?”
3. Diverge, with each team member writing one “hope” or “fear” per sticky note and applying it to the appropriate area on the map.
4. Playback, discuss, and synthesize. What themes emerge?

TAKE-BACK TIPS
Warm up and take the temperature. This activity is an effective way to gauge participants’ attitudes about a workshop. “Hopes” usually reveal their expectations about what can be accomplished and “fears” may reveal their doubts about making an investment to work together.

Let it persist. Keep the artifact posted where team members can see it and refer back frequently to track progress. Place stars on “hopes” notes that become realized and remove “fears” notes that melt away. “Fears” that persist should be directly addressed.
Stakeholder Map

WHEN YOU MIGHT USE THIS
If you’re integrating new team members, starting a new project, exploring a new market, or expanding an offering, this activity helps you identify project stakeholders, their expectations, and relationships.

INSTRUCTIONS
1. Diverge on identifying stakeholders, one per sticky note. “Stakeholders” can include teams, team roles, project leads, executives, partners, customers, and end users.
2. For each stakeholder, add a second sticky note with a quote expressing their thoughts, opinions, or expectations.
3. In parallel, cluster stakeholders and label the groups.
4. Draw and label lines among groups representing relationships such as influence, process, or dependencies.

TAKE-BACK TIPS
Don’t delay. Take an inventory of a project’s stakeholders as soon as possible in the development cycle. It’s difficult to circle back with those who have been forgotten, so it’s better to get a jump start than to play catch-up.

Assumptions aren’t always bad. Assume that everyone is involved or impacted until proven otherwise. This might seem hard to do, but it’s actually easier than trying to guess who’s impacted and risking an accidental oversight.
Empathy Map

WHEN YOU MIGHT USE THIS
Empathy Maps help to rapidly put your team in the user’s shoes and align on pains and gains—whether at the beginning of a project or mid-stream when you need to re-focus on your user.

INSTRUCTIONS
1. Draw the map and its four quadrants: Says, Does, Thinks, and Feels.
2. Sketch your user in the center and give them a name and a bit of description about who they are or what they do.
3. Diverge, with each team member writing one observation per sticky note and applying it to the appropriate quadrant of the map.
4. Annotate unknowns (assumptions and questions) for later inquiry or validation.
5. Discuss observations and fill in gaps collaboratively.

TAKE-BACK TIPS
Don’t go it alone. Empathy for users arises from sharing in the collaborative making of the Empathy Map. Everyone knows something about your user, so use the activity as a means to gather, socialize, and synthesize that information together.

Involve your users. Share your Empathy Maps with your Sponsor Users to validate or invalidate your observations and assumptions. Better yet, invite them to co-create the artifact with your team.

Go beyond the job title. Rather than focusing on your user’s “job title,” consider their actual tasks, motivations, goals, and obstacles.

TIME
30–60 minutes
**Scenario Map** *(As-is/To-be)*

**WHEN YOU MIGHT USE THIS**
As-is Scenario Maps help to document collective understanding of user workflows and are best used as precursors to exploring new ideas. To-be Scenario Maps tell the story of a better experience for your user.

**INSTRUCTIONS**
1. Draw four rows and label each: Phases, Doing, Thinking, and Feeling.
2. Fill in the phases, one per sticky note. Don’t worry about what the “next phase” is; iterate through the scenario at increasing resolution until you are comfortable with the level of detail.
3. In parallel, team members should begin annotating each column with what the user is doing, thinking, and feeling.
4. Label unknowns (assumptions and questions) for later inquiry or validation.

**TAKE-BACK TIPS**
- **It’s not about the interface.** Rather than focusing on the user’s pathway through a product’s user interface, pay close attention to the job tasks they actually perform in order to accomplish their goals.
- **Warts and all.** When creating the As-is Scenario Map, it’s important to articulate your user’s actual current experience—don’t neglect tasks or qualities that are not ideal or positive. Be honest and thorough.
- **Check your math.** The solutions presented in a To-be Scenario Map should ideally be correlated to the “pain points” identified in the As-is.
Big Idea Vignettes

WHEN YOU MIGHT USE THIS

Once your team has a clear and validated understanding of your user’s problems and challenges, this activity is a great way for many people to rapidly brainstorm a breadth of possible ideas.

INSTRUCTIONS

1. On one sticky note, write a brief overview of an idea or solution. Try labeling it with a one- or two-word headline.
2. On a second sticky note, sketch a visual depiction. Think of this as a single frame of a storyboard—for example, a rough prototype of a user interface or depiction of a user.
3. Diverge on many of these pairs of sticky notes (called “vignettes”) and quickly share them with your teammates.
4. Cluster similar ideas and converge on a set that you would like to take deeper using Scenario Maps or Storyboarding.

TAKE-BACK TIPS

Say yes to the mess. Avoid evaluating or dismissing ideas while you’re generating them—dedicate a period of time to get everyone’s thoughts onto the wall and only then begin to discuss what’s been shared.

Everyone has ideas. Don’t make the mistake of leaving idea generation only to the designers, the engineers, the offering managers, or the executives. Everyone has a unique perspective on the user and the problem, so everyone should contribute ideas for solutions!

Stay out of the weeds. Evaluate which ideas are important and feasible (using a Prioritization Grid) before deep-diving into the details.

TIME

30–60 minutes
Prioritization Grid

WHEN YOU MIGHT USE THIS
When many items (such as ideas, Hills, scenarios, or user stories) are being considered, this activity helps your team evaluate and prioritize them by focusing discussions on importance and feasibility.

INSTRUCTIONS
1. Draw two axes: Importance to the user (low to high) and Feasibility for us (difficult to easy).
2. Evaluate each item quickly and on your own—roughly plot them on the grid where they make most sense.
3. Once many items are on the grid, begin to discuss with your teammates and reposition them in relation to each other—do certain ideas seem more important or less feasible than others?
4. Avoid spending too much time discussing items that fall into the “unwise” zone unless you believe they have been mis-categorized.

TAKE-BACK TIPS

Importance is important. Avoid considering only what is feasible, rather than what is feasible and what will have an important and market-differentiating impact for the user.

Feasibility is more than the tech. In addition to the technical perspective, feasibility also includes elements such as your go-to-market strategy and your head-count capacity to deliver.

No-brainers are everywhere. Your competitors will also be focused on the things that are highly important and feasible. (Why wouldn't they? They're impactful and easy.) Instead, focus your discussion on making “utilities” more impactful and on making “big bets” more feasible.

TIME
30–90 minutes

LEADING IT
Needs Statements

WHEN YOU MIGHT USE THIS

This is a very effective activity to use with your team when you feel that you’re drifting away from the actual needs, desires, and goals of your user. It helps reorient or reframe the work around your user.

INSTRUCTIONS

1. Write the statement: The user needs a way to do something that addresses their need so that they benefit directly.

2. Focus on your user’s pain points—this helps get at what the underlying problems are. More than one Needs Statement can come from a single pain point.

3. Stay away from listing individual features. Instead, ask yourself, “What does my user really seek? What does she really want?”

4. Cluster similar ideas and discuss.

TAKE-BACK TIPS

Über Needs Statements. After clustering several ideas together, try writing one big ("über") Needs Statement that represents the entire group. Use the same “need/benefit” format.

People aren’t machines. If an idea is expressed in terms of the machine ("dashboard," "click," "log in," "export," and so on), that’s a clue it’s actually a feature. Re-cast the idea in human terms of what the technology allows your user to accomplish.
Storyboarding

WHEN YOU MIGHT USE THIS

Storyboarding is a way to iterate and communicate ideas and scenarios visually by telling user-centric stories. If you’re having a difficult time just talking about an idea, try some Storyboards.

INSTRUCTIONS

1. Imagine your scenario as a story with characters, a plot, conflict, and resolution.
2. Place six sticky notes (“frames”) on a piece of paper. For each frame, draw a quick sketch and annotate with a brief caption.
3. Make the story seamless with a beginning, middle, and end.
4. Share your stories and get feedback.
5. To converge, choose the best parts of each teammate’s story and weave them into one refined “master” story that’s representative of the entire team’s thinking.

TAKE-BACK TIPS

Comics aren’t just for kids. Try thinking of your storyboard like a comic strip. Combine quick sketches with speech and thought bubbles, action bursts, captions, and narration.

This isn’t wire-framing. Avoid drawing too many screens. Instead, create a narrative that focuses on people and their actions, thoughts, goals, emotions, and relationships.

Use Sharpies®. Using a pen or a sharp pencil makes it too easy to include unnecessary high-fidelity details. Stay out of the weeds!
Assumptions and Questions

WHEN YOU MIGHT USE THIS
Any time you feel that your team’s work needs a “reality check,” use this activity to identify and prioritize what assumptions are being made, what you’ve been guessing about, and what your team still doesn’t know.

INSTRUCTIONS
1. Draw a two-by-two grid with High-risk on the top, Low-risk on the bottom, Certain on the left, and Uncertain on the right.
2. Diverge, with each team member writing one assumption or question per sticky note.
3. Evaluate each item quickly and on your own—roughly plot them on the grid where they make most sense.
4. Once many items are on the grid, begin to discuss and reposition them in relation to each other—how certain are you in knowing the correct answer to the question, and how risky is it if you’re wrong?
5. Focus the discussion on the items in the upper-right quadrant. These are the assumptions and questions that most urgently need further validation and inquiry.

TAKE-BACK TIPS
Do this early and often. Risk will never disappear, but the sooner you recognize and evaluate your team’s assumptions and questions, the more quickly you can act to reduce the risk they pose.

Don’t hold back. Be honest about the questions you have and the assumptions you’re making—even if you’re afraid of appearing naïve. An unasked question will forever go unanswered.
Feedback Grid

WHEN YOU MIGHT USE THIS
This activity helps to gather and organize any sort of feedback and to then unpack questions and ideas—either in real time or after-the-fact—as an efficient means of determining next steps.

INSTRUCTIONS

1. Draw the grid and its four quadrants: Things that worked, Things to change, New ideas to try, and Questions we still have.
2. Fill in each quadrant with sticky notes. Be specific and give constructive criticism.
3. Cluster similar ideas and discuss. Search for patterns and themes.

TAKE-BACK TIPS

The sooner, the better. Use the Feedback Grid to capture ideas in real-time during a meeting or workshop. Or do the activity immediately following a Playback or a cognitive walk-through with a user.

Take the next step. Once you’ve developed and discussed a Feedback Grid, it’s time to take action: Use the “Questions we still have” from the Feedback Grid to inform an Assumptions and Questions activity. Use the “New ideas to try” to begin Storyboarding. Or use the “Things to change” as the basis for a to-do list of action items for different team members.

TIME
30–60 minutes