

# DESIGN:FOR DELIGHT

PLAYBOOK

A guide to everyday innovation

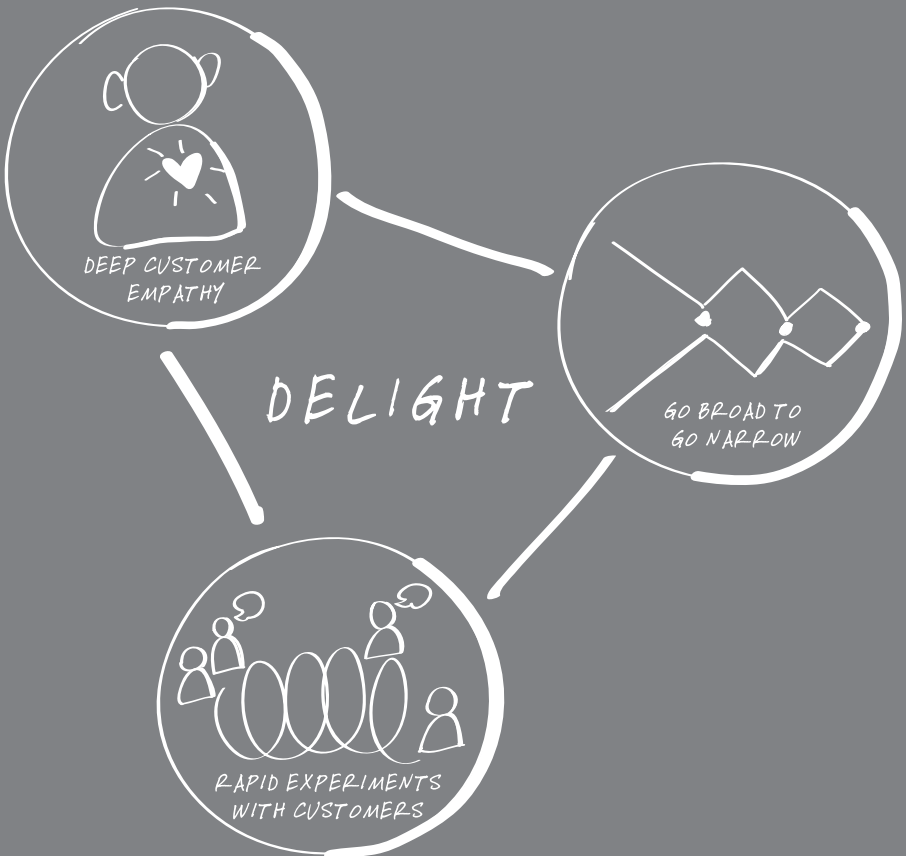
intuit® Education

# DESIGN FOR DELIGHT

## Intuit's #1 Innovation Capability

Design for Delight's goal is to help businesses create awesome solutions that their customers, employees and partners will truly love. When we create solutions people love, it dramatically improves our businesses, our lives and ourselves.

"Design for Delight" is a set of principles which describe how we innovate at Intuit. Each principle includes a variety of techniques which can be used to improve the chances of success when exploring new ideas, improving our products or working better as a company. Anyone can learn these principles, and anyone can use them to improve the world around them.



# WELCOME

Thank you for joining us for this Design for Delight workshop. Intuit has experienced great success using Design for Delight to improve our products, and our hope is that you will discover how to do the same to improve your work.

Finding time and resources to explore new ideas is tough. This workshop will inspire you to be bold, think creatively, and help you learn how to try new ideas.

Design for Delight will help you:

Explore creative ideas

Explore new, more efficient ways to connect with the people you serve or work with - your customer

Explore new ways to manage your time - Explore how you might spend more time on the things that matter most to you

TODAY WE WILL...

- Meet new people
- Learn Design for Delight skills
- Practice these skills
- Have fun!

# DEEP CUSTOMER EMPATHY

**Gaining empathy for our customers, our partners and ourselves is a powerful form of inspiration.**

By understanding people more deeply, we can identify their needs and desires in ways they can not articulate. We can use this understanding as the basis for developing new ideas, new solutions, and new ways of working together. Great ideas start with knowing people better than they know themselves, and acknowledging that customers are the single source of truth.

There are many techniques for gaining empathy, most of which can be captured in three high level principles: 1) observing real behavior, 2) asking probing questions, and 3) following up on the surprises and "reasons why". The secret is to observe real customers when they are experiencing the pain you wish to learn about, then listen and savor the inevitable surprises you encounter.

A few suggestions to get you started:

**Watch a demonstration** - Don't be shy to ask people if you can observe how they do things for real, since observing real behavior often reveals surprises. For example, ask "Can I watch you shop for a gift online?"; or "Show me how you purchased a recent gift."

**Ask open-ended questions** - Open-ended questions get people talking, focusing the conversation on what is most important to the customer. For example, asking "Tell me about the last time you purchased a gift for someone special" is a better question than "Have you ever bought a gift?"

**Encourage stories** - Stories reveal how people think and feel about the world, revealing clues about behavior, and giving you an opportunity to ask follow-up questions. Get customers talking, then sit back and listen!

**Ask why, why, why** - Why people do or say things, what they were hoping to accomplish, and why those things are important in their life. "Why" is often the source of profound inspiration for our ideas. Repeat your questions multiple times to make sure you get to the root cause.



## CUSTOMER INTERVIEWS

Behaviors show us what people do, but not why they do them. Deep probing interviews are one good way to understand why people behave as they do. Interviews are best when used to understand behaviors that just occurred, like why a person just started a trial, or why a person recently stopped using a product. Proximity to the actual behavior is important—strive to do them as close to the behavior you want to understand as possible.

**How to do it:** The first things customers say are all too often not the real reason or root cause. It can take repetitive probing to get to the real answer or root cause. That's why we have to keep probing, at times even repeating almost the same question.

1. Decide what behavior you want to understand (for example, why are customers canceling their subscriptions).
2. Find a source of people right in the moment or right after the moment of that behavior - ideally within minutes or hours. (for example, how to get the names and phone numbers of customers when they cancel their subscription).
3. Ask deep probing questions about the behaviors of interest.

**Time:** 45-60 minutes per customer

**Watch out:** Interviews, even deep probing ones, are not a substitute for observing actual behaviors.

### PRO TIPS

**Build rapport.** Spend a moment to connect with your customer before asking questions. Use affirmations so that customers don't feel self-conscious.

**Start by stating the observed behavior.** For example, "I saw you canceled your subscription yesterday." Then follow up with open-ended probing questions.

**Don't give advice or try to sell.** Your goal is to listen and understand the customer's behavior, not to change their behavior.

**Ask why.** Keep drilling down in order to get to specificity and to understand the root-root cause.

**Repeat the probing questions multiple times** (or similar probes). For example, you might ask "why is that?"; followed by "how come?"; then "why?" three times in a row, so the customer must continue answering.

## EXAMPLE PROBING QUESTIONS

If you are new to this method, spend a few minutes practicing together as a team. Learn how to conduct deep probing interviews, then role play a few practice interviews so the team can watch one another. Have each person practice and be critiqued by their peers, until each person does it well.

Remember you might need to repeat your probing questions in order to get beyond high level responses, and get specific answers to the customer's pains, problems, and goals. The questions below are not prescriptive, or a step by step sequence, they should be viewed as inspiration to get you started.

### General

Can you tell me more about that?

Why is that good? (if customer mentions something good)

Why is that bad? (if customer mentions something bad)

How does that happen?

Tell me the steps you went through.

How did this start?

What else did you try?

Can you go back to the part about X?

What exactly did you mean by that?

What was going through your mind when you did X?

What were you hoping to see?

What exactly did you see?

### Goal Related

What were you trying to achieve?

What's the outcome you had wished for?

What was your intention?

What was your expectation?

How will you know when your goal is reached?

### Root Cause

Why is that? And why is that? etc...

So what caused that to happen?

What was behind that decision?

What was your reasoning there?

### Confirm

"Can you say that again to make sure I got it?"

"Let me recount what you said to make sure I got it..."

# GO BROAD to GO NARROW

**The best way to develop a great idea is to start with a large number of different ideas.**

In our busy lives it's understandably difficult to find time to explore new options to the challenges we face. We often default to doing things the way we've always done it, falling back on old habits and repeating the same ideas even though they don't work.

To break this pattern we need to be creative, be bold, and take calculated risks. We must be intentional about exploring new ideas, which are dramatically different to the way things are today. Only then can we discover the breakthrough ideas required to improve our businesses and our lives.

Once we explore many options, we can then narrow down these options to a single choice about what to do next. This narrow choice will likely be different than what we have explored in the past, giving us new opportunities to learn via our experiments.

A few suggestions to get you started:

**Rapid fire** - Set short time limits, forcing you and/or your team to generate ideas in a small amount of time. Build on each idea!

**Use constraints** - Constraints will drive your creativity. Ask "What would we do if we had a million dollars?", or "What if we only had \$5 dollars?" or "What would we do in 24 hours?" or "What idea is most likely to get me fired?"

**Zoom-in** - Break a large idea into very small pieces, then "zoom in" to only one piece of the puzzle. For example, Twitter began by zooming-in on a single 140 character status update.

**Use analogies** - Look for inspiration from unrelated industries. Ask, "What is "Uber" for my business?", or "What is the "concierge" version of my product or service" or "What would Ferrari do?"

**Use opposites** - To get yourself thinking in a new way, ask "What's the opposite of what we are doing today?" or "What would make things worse?"



# Brainstorm Ideas

|     |
|-----|
| 1   |
| 2   |
| 3   |
| 4   |
| 5   |
| 6   |
| 7   |
| 8   |
| 9   |
| 10  |
| 11+ |

# RAPID EXPERIMENTS

**Before you invest time and money on your idea, quickly test whether or not it is likely to work.**

We've all had exciting ideas which we invest our time and energy, only to realize these ideas don't end up working the way we expected. Luckily we've discovered a way to avoid this trap, by creating simple, very small scale experiments which test our ideas quickly and cheaply. You'll discover the truth with little investment.

As you run experiments over time, you will generate more evidence for or against your idea. Use this evidence to tell a story to friends, partners, students, teachers, etc. then tweak the idea until it works.

## Steps in the rapid experiment "loop"

### **1. Focus on Leap of Faith Assumptions:** *"What do I hope will happen?"*

Your "leap of faith" is the most important behavior that must be true for your idea to work in the real world. These are things you assume it to be true, but have not yet been proven with real evidence.

Ex: "I hope students will learn to be more innovative"

### **2. Run Experiments:** *"How will I quickly test my Leap of Faith?"*

Build the absolute minimum required to test your leap of faith, and nothing more. Write down a hypothesis, run your experiment quickly and be sure to measure real behavior.

EX: "If I teach innovation, 20% of students in this room will go home and run experiments with their own business ideas."

### **3. Learn & Decide:** *"What actually happened and why?"*

Review data and surprises from your experiment. Consider why your hypothesis passed or failed, and what new insights you discovered. Decide on what changes you'll make to your original solution idea, then start the process over again with Step 1.

EX: "Only 12% of participants ran experiments when they returned home. Maybe I should provide more in-depth training over a longer time period?"

## Picture Experiment

**What was your biggest surprise? Why?**

---

---

---

---

---

---

---

---

---

---

**What else did you learn?**

---

---

---

---

---

---

---

---

---

---

**What will you do next?**

---

---

---

---

# NOTES

# SUMMARY PAGE

## Your Target Problem

"What problem will you try to solve?"

---

---

---

---

---

## Your Solution Idea

"How will you solve the problem?"

---

---

---

## Your Leap of Faith

"What do you hope will happen?"

---

---

---

## Your First Experiment

"How will you quickly test your leap of faith?"

---

---

---

---

Hypothesis:

---

---

---

When will I get my answer?:

---

# TAKE THE D4D CHALLENGE

## TRY IT YOURSELF:

Get inspired, then run experiments.

## HOW TO:

### **STEP 1: Commit to running your experiment!**

Get inspired, then choose an experiment to run. Just do it!

### **STEP 2: Run your experiment!**

Just like your example experiment, run a quick test to learn what works and what doesn't.

### **STEP 3: Repeat Step 1!**

Take what you learned and make changes to your idea, then run the next experiment.

For more inspiration or help, email:

[education@intuit.com](mailto:education@intuit.com)



BROUGHT TO YOU BY THE  
**INNOVATION CATALYSTS**

**[education@intuit.com](mailto:education@intuit.com)**

**intuit**<sup>®</sup>

COPYRIGHT©2019 INTUIT INC.  
ALL RIGHTS RESERVED